



W. Foster Avenue



W. Bryn Mawr Avenue



N. Kedzie Avenue

# NORTH PARK COMMERCIAL CORRIDORS STUDY



# North Park

Commercial Corridors Study

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# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

The North Park Commercial Corridors Study (Study) was undertaken by the Department of Planning and Development (DPD) through the use of TIF funds to address high vacancy in the Study Area (see Figure 1.1) by analyzing market and land use conditions, engaging the community through a series of placemaking events, and developing design guidelines and recommendations to guide future growth.

The Study focuses on three commercial corridors: West Bryn Mawr Avenue, West Foster Avenue, and North Kedzie Avenue in the North Park Community Area within the City of Chicago. The Study Area has approximately 1,000 of the 17,843 residents in the larger North Park Community Area. Several major institutions are located in or adjacent to the Study Area including North Park University (NPU), Northeastern Illinois University (NEIU), Northside College Preparatory High School (Northside College Prep or NCP), Peterson Elementary School and the Chicago Transit Authority (CTA) North Park Garage. Swedish Covenant Hospital and Von Steuben Metropolitan Science Center are located just east and west of the Study Area, respectively.

## KEY RECOMMENDATIONS

### *Embrace Local Diversity for Locally-Driven Economic Development*

One of the strengths of the Community Area is the racial and ethnic diversity of the population. Almost one-third of residents (27%) speak a language other than English at home, including Spanish, Korean, Russian, Vietnamese, Tagalog, Urdu, Chinese, Arabic, Greek and Hindi.

Existing restaurants and businesses in the area reflect the diversity of the population. Efforts to market and attract new businesses can build upon the cultural diversity of North Park by supporting existing ethnic restaurants and retailers and attracting new, unique uses.

### *Engage & Partner with Institutions & Employers*

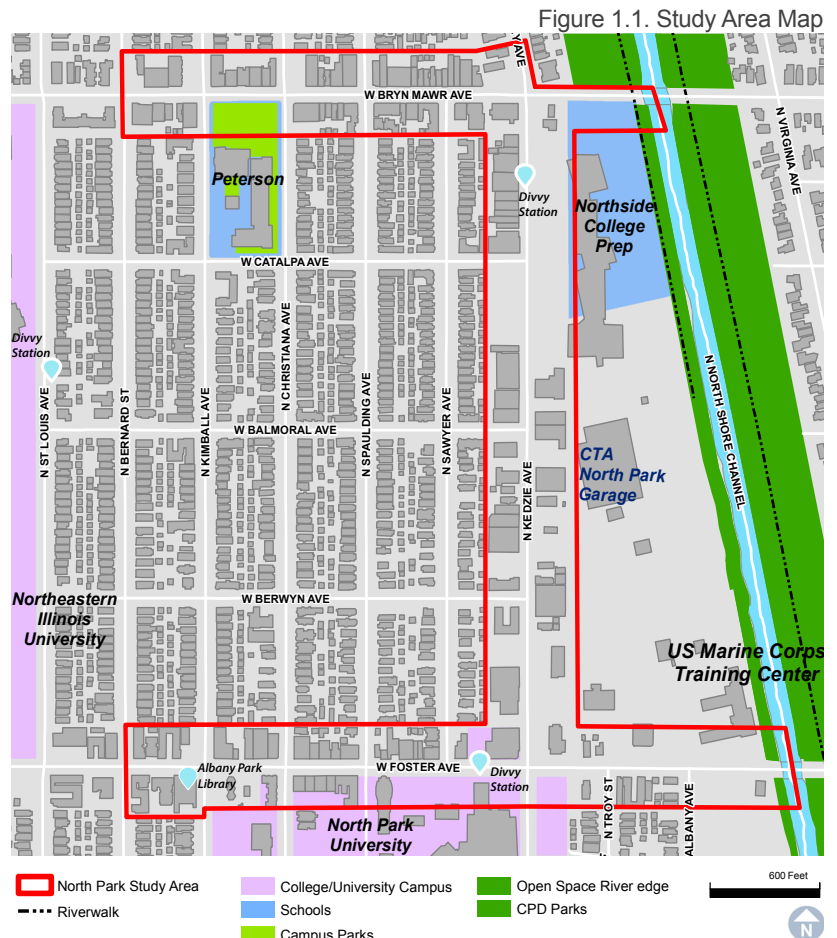
Within the Study Area, there are approximately 14,600 students and 1,800 faculty and staff. While there are existing long-term relationships with North Park's institutions, efforts can be taken to build even stronger connections to support the North Park Study Area commercial environment. By engaging local institutions, new opportunities can be identified to fill vacant and underutilized properties along the three corridors. Strategic relationships can be formed between institutions

and small businesses in which local businesses can market and cater to institutional employees and students. Case studies included in this report highlight the role that other universities have played in successfully activating their adjacent corridors, including an active role in the redevelopment process.

In appropriate areas on Bryn Mawr Avenue and Foster Avenue, North Park can support new mixed-use development with ground floor commercial space and residential units above that could be attractive to area employees and other prospective residents.

### *Support Existing Businesses*

A business inventory revealed high vacancies across the Study Area, with 32% of ground floor storefronts found to be vacant. There are many existing



businesses that are important to the fabric of North Park that may need assistance with issues from permits to marketing to signage.

While a strong organizational infrastructure exists with the Albany Park Community Center and North River Commission, local officials and area institutions should consider the creation of a chamber-like business organization that could help organize the landlords and business owners to provide marketing and services to business within the Study Area more specifically. Such an organization could provide businesses information on available resources and incentives, assistance securing permits for issues such as outdoor cafe seating, and guidance on signage design and storefront displays.

### ***Attract New Businesses to Activate the Corridors***

The Study's analysis of existing commercial supply and the various sources of demand suggests there is demand for new businesses to fill vacant storefronts in the Study Area. This may include a variety of storefront uses from retail to restaurants to business services and artisan spaces.

In the short-term, vacant storefronts can be activated through temporary art installations and/or pop-up uses. For example, the City of Chicago's new Pop-Up Business Initiative allows for testing of concepts without signing a long-term lease or license.

In the long-term, storefronts along the commercial corridors should have active ground-floor uses, though each corridor may attract different types of uses.

Independently-owned businesses are more likely to locate on Bryn Mawr Avenue, where rents are lower and existing storefronts could accommodate smaller users. Restaurants and artisan spaces are

potential candidates to locate on Bryn Mawr Avenue.

Smaller specialty retail stores and personal service establishments would likely find market support on Foster Avenue.

Given proximity to existing uses such as the CTA North Park garage, Kedzie Avenue is most suitable for service businesses, such as fitness, salons, and health care, and institutional uses.

Only four restaurants currently serve alcohol in the Study Area due to limitations including a liquor moratorium on certain blocks, a Dry Precinct Area, and distancing requirements for schools and other uses. These restrictions impact the market to attract additional restaurants in the area. Relaxing the current restrictions on the sale of packaged alcohol products and liquor licenses would encourage more restaurants to move into the area, particularly those that serve dinner and have later hours. Balancing community interests with the desire for more restaurants should continue to be addressed by local officials and area residents going forward.

More detailed Findings & Recommendations can be found on pages 26-29.

## **OUTREACH & ENGAGEMENT**

This project included an extensive engagement process with members from various segments of the community including residents, employees, students, and visitors. Through three pop-up events, multiple stakeholder interviews, a working group, an online comment map, a community survey, and an open house, there were many opportunities to share ideas for the future of North Park's three commercial corridors. The following key themes emerged:

- Fill vacant storefronts to make the corridors more active and vibrant
- Keep North Park local and unique by supporting existing and encouraging new independently-owned businesses
- Pursue the right kinds of opportunities for each corridor, as they each are distinct and have different needs

## **LAND USE ANALYSIS**

A Land Use Analysis completed for this Study examined the existing land use and zoning throughout the Study Area specific to each corridor. Institutional and commercial are the most prominent land uses throughout the Study Area, while Planned Developments, Business, and Residential are the most common zoning districts.

## **DESIGN GUIDELINES**

Design Guidelines prepared for this Study are intended to help guide appropriate building rehabilitation, redevelopment, and new development along the corridors. The guidelines are organized into six categories that encompass the main design elements that shape a building's physical appearance:

- Architectural Character
- Ground Floor & Signage
- New Construction
- Building Setback & Public Spaces
- Building Orientation
- Parking & Curb Cuts

The Design Guidelines can be used by the community, Aldermen and the Department of Planning and Development to provide guidance to property owners and developers who wish to make changes to their buildings.



# INTRODUCTION





*W. Foster Avenue*

## INTRODUCTION

### PROJECT OVERVIEW

The North Park Commercial Corridors Study was undertaken by DPD through the use of TIF funds to address high vacancy in the Study Area (see Figure 1.1 on page 2) by analyzing market and land use conditions, engaging the community through a series of placemaking events, and developing design guidelines and recommendations to guide future growth.

The Study focuses on three commercial corridors: West Bryn Mawr Avenue, West Foster Avenue, and North Kedzie Avenue in the North Park Community Area within the City of Chicago. The Study Area has approximately 1,000 of the 17,843 residents in the larger North Park Community Area. Several major institutions are located in or adjacent to the Study Area including North Park University (NPU), Northeastern Illinois University (NEIU), Northside College Preparatory High School (Northside College Prep or NCP), Peterson Elementary School and the Chicago Transit Authority (CTA) North Park Garage. Swedish Covenant Hospital

and Von Steuben Metropolitan Science Center are located just east and west of the Study Area, respectively.

### HISTORY & CONTEXT

German and Swedish farmers first settled in North Park along the south bank of the North Branch of the Chicago River which traverses the area. In 1893, the Swedish Evangelical Mission Covenant purchased and donated the land for what would become North Park University (NPU), which currently occupies the area south from Foster Avenue.

The area north of Foster Avenue developed as residential, as the population continued to grow rapidly during World War II and the postwar period. Waves of immigrants have included Koreans, Filipinos, Hispanics and a wide variety of residents from throughout Asia and other areas around the globe.

NEIU was founded as Chicago Teachers College – North in 1965 and renamed in 1971. NEIU is located just west of the Study Area and extends south from Bryn Mawr Avenue to Foster Avenue. NEIU draws from throughout Chicago and surrounding areas and currently has 8,100 students and 1,000 faculty members while NPU serves 3,100 students with 600 faculty and staff.

Northside College Preparatory (NCP) High School opened in 1999 at the southeast corner of Bryn Mawr Avenue and Kedzie Avenue. This was the first new Chicago Public Schools High School built in 20 years. Today it has 1,090 students from throughout the City of Chicago.

Further south on Kedzie Avenue at Foster Avenue is the CTA North Park Garage, a critical service for the entire City of Chicago. In operation since 1950, the facility serves 23 bus routes and supports 700 jobs.

## HOW WILL THIS STUDY BE USED?

The Study is composed of a market study, land use analysis, design guidelines, and recommendations to support economic growth in the Study Area. This document can be used to:

- Inform existing businesses of local economic development data and characteristics that can help grow their business
- Attract new businesses to the three commercial corridors
- Inform the community of market findings
- Educate developers on market conditions and design guidelines

The Study was informed by an extensive community engagement process, which included a survey of over 300 households, three pop-up events that engaged hundreds of residents through a variety of outreach techniques, and a community open house for the public to review and comment on draft recommendations.

**1**

**Inform existing businesses of local economic development data and characteristics that can help grow their business**

**2**

**Attract new businesses to the three commercial corridors**

**3**

**Inform the community of market findings**

**4**

**Educate developers on market conditions and design guidelines**



# MARKET STUDY



## INTRODUCTION

The Study Area's three commercial corridors currently have high levels of ground floor vacancies, despite the seemingly large consumer base made up of local residents as well as students, faculty, staff and visitors to local institutions. This market study was conducted to understand what factors contribute to these vacancies and identify potential recommendations for supporting existing businesses and attracting new uses to North Park.

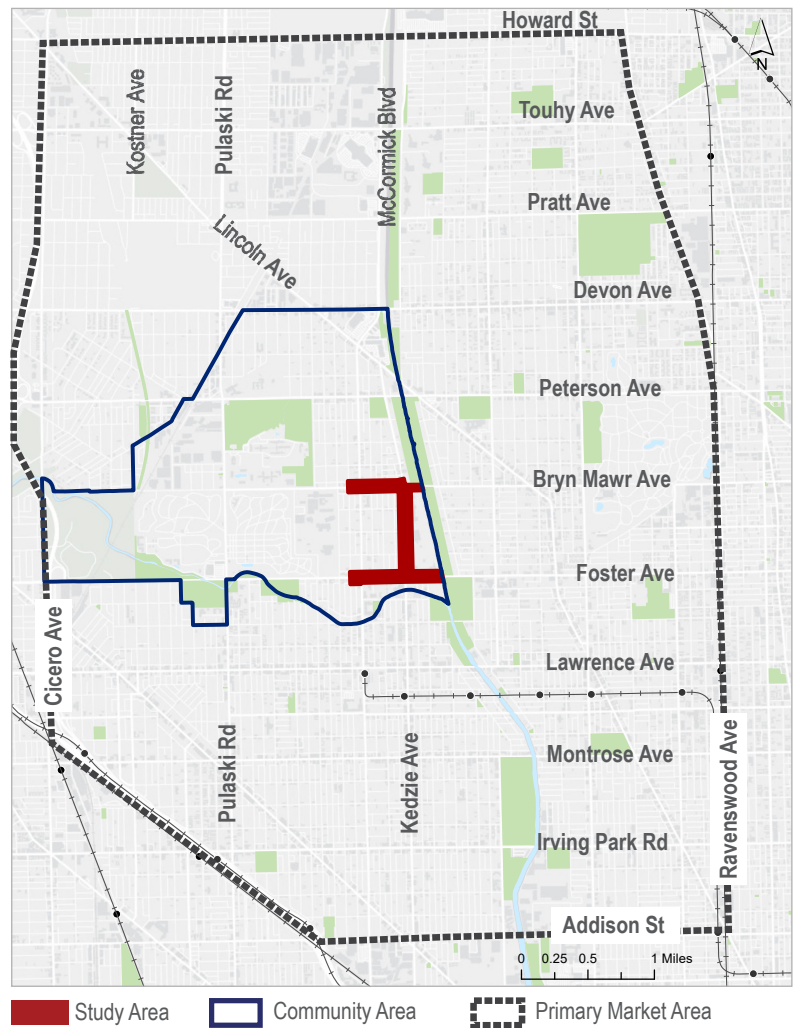
The findings presented in this chapter suggest that there is support for additional businesses. Recommendations for enhancing the commercial environment along Bryn Mawr Avenue, Foster Avenue, and Kedzie Avenue are discussed in more detail at the end of the chapter.

## STUDY AREA

The Study Area is located in North Park, one of 77 Community Areas designated by the City for planning purposes. The Chicago River provides the southern and eastern borders of the Community Area, and extends north to Devon and east to Cicero Avenue.

A Primary Market Area (PMA) was defined to help analyze market support for additional commercial space (Figure 3.1). A PMA is the geographic area that typically provides 60% - 80% of the patronage for businesses located in the Study Area. Obviously, some businesses are destinations that attract customers from a larger trade area, such as certain restaurants and big box retailers, while others serve a very local clientele, such as laundromats and liquor stores. The CTA Brown Line, which terminates at Kimball, serves this market area.

Figure 3.1. Study Area Context Map



## ANCHOR INSTITUTIONS

A number of institutions are located in and proximate to the Study Area, bringing students, faculty, staff, and visitors to the community. Interviews with stakeholder representatives were conducted to inform this Study.

**Northeastern Illinois University (NEIU)** is a state university located between Bryn Mawr Avenue and Foster Avenue along St. Louis Avenue. As of Fall 2018, the University has approximately 8,100 students, a decline of 9% since 2017, and 1,000 faculty and staff. In-state tuition is \$14,000, plus room, board, and fees. The University was ranked the "6th-best investment" in education by Newsweek in 2012.

**North Park University** is a private, Christian university located on Foster Avenue, west of Kedzie Avenue. Enrollment has remained stable at nearly 3,100 students in 2018, of which about two-thirds are undergraduates. There are 600 faculty and staff. Tuition for undergraduates is \$29,190 plus room, board, and fees.



Northeastern Illinois University

**Northside College Preparatory High School** is a selective enrollment Chicago Public School (CPS) high school located on the southeast corner of N. Kedzie Avenue and W. Bryn Mawr Avenue. The school has an increasing enrollment that has reached 1,090, and is managing issues of overcrowding. There are 100 faculty and staff members. While the school has a closed campus lunch policy, administration is considering an open campus for seniors, which would allow them to go off campus during lunch-time, one approach to mitigating an overcrowded cafeteria. Currently, students order in lunch to be delivered from many surrounding businesses. Additional marketing efforts to encourage lunch deliveries are recommended.

**Frederick Von Steuben Metropolitan Science Center** is a CPS magnet high school located south of the Study Area at 5039 N. Kimball. Enrollment is 1,734 students. The school opened in 1930, and in 2012 was ranked by U.S. News & World report as the 49th best high school in Illinois.

**Mary Gage Peterson Elementary School** is a public CPS elementary school located on at the corner of Christiana and Bryn Mawr Avenue. It serves 900 students from Pre-K through 8th grade. Students at the school speak 40 languages, according to the school's website. More than 70 faculty and staff work at Peterson. The school received \$1M in TIF funds and \$1M from the state for construction of a new turf field located on Bryn Mawr.

**Swedish Covenant Hospital** is a nonprofit, independent teaching hospital located east of the Study Area on Foster Avenue. Approximately 3,000 employees work at Swedish Covenant, and the employees speak approximately 40 different languages and over 80 different dialects to serve the needs of this extremely diverse community. The hospital has 312 licensed beds and a number of in-patient and out-patient facilities which draw tens of thousands of visitors each year.

Adjacent to the North Shore Channel, north of Foster Avenue, is the 14-acre **Chicago Transit Authority North Park Garage**. There are 23 CTA bus routes that

operate out of this facility, which supports more than 700 jobs. This facility is one of seven in the City and is critical for bus operations, as it is the only facility that can serve high-capacity articulated buses.

## OPEN SPACE AND CEMETERIES

Directly south of the Study Area is a portion of **River Park**, a 30-acre park which straddles the North Branch Channel. The Park has a number of amenities, including fishing docks and a boathouse that rents kayaks. Recently a four-foot dam, Chicago's last "waterfall", was demolished to be replaced with a more gradual drop, which will create a healthier habitat for wildlife.

There are several cemeteries within a two-mile radius of the Study Area, including Bohemian National, Montrose, St. Luke, and Rosehill. Cemeteries are not typically available as open space for active uses, so opportunities for pocket parks and other green spaces nearby could be considered.

River Park and the cemeteries contain large land areas which lowers overall population density compared with other neighborhoods.



Top row, left to right: North Park University, Northside College Prep, Von Steuben High School  
Bottom row, left to right: Peterson Elementary, Swedish Covenant Hospital, CTA North Park Garage

## DEMOGRAPHIC & HOUSEHOLD TRENDS

While the large number of students and employees at area institutions patronize existing businesses in the Study Area (comprised solely of the three commercial corridors), the Study Area itself has a relatively low population of roughly 1,000 residents. Therefore, an analysis of household and population characteristics in the larger North Park Community Area is used to determine current and future market conditions.

### POPULATION AND HOUSEHOLD CHARACTERISTICS

The population has declined 4% in the Community Area, from 18,514 in 2010 to an estimated 17,843 in 2018. The size of households in the area also decreased, while the numbers of households has increased, suggesting more one and two-person households. The population is also aging, as the median age increased 1.7 years from 2010 to 2018.

Over the same time period, median household income has increased 21%, although 42% of households are still earning less than \$50,000 per year, which is approximately 5% lower than the City of Chicago.

One of the clear strengths of the North Park Community Area is the racial and ethnic diversity of the population. While the numbers of Black and White residents have declined, Asian/Pacific Islander (30%), those reporting as some other race (8%), and multi-racial (5%) numbers have increased.

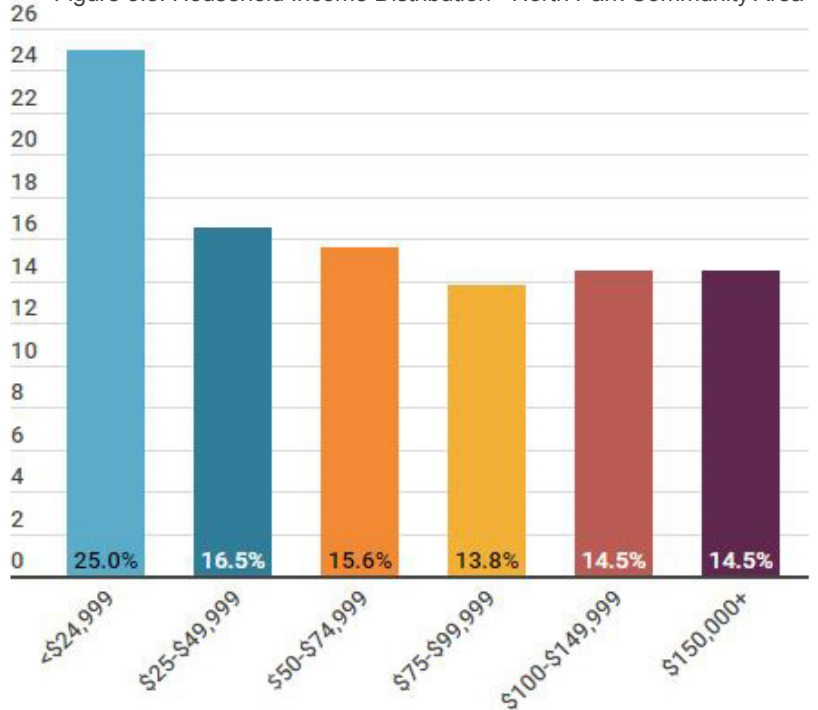
According to the 2010 Census, the three most populous subsets of the Asian population are Filipinos, Asian Indians, and Koreans. Additionally, nearly a fifth of the population identifies as Hispanic.

Figure 3.2. Population Characteristics

North Park Community Area Population Characteristics				
	2000	2010	2018 Estimates	2000 - 2018 % Change
Total Population	18,514	17,931	17,843	-3.6%
Total Households	6,515	6,546	6,584	1.1%
Median Household Income	N/A	49,102	59,361	20.9%*
Median Age	N/A	38.8	40.5	4.4%*
Total Housing Units	6,775	7,052	7,183	6.0%
Average Household Size	2.68	2.65	2.62	-2.2%

\*Change reflects 2010-2018 as 2000 data unavailable  
Source: Esri Business Analyst, Goodman Williams Group

Figure 3.3. Household Income Distribution - North Park Community Area



Source: Esri Business Analyst

Figure 3.4. Household Income Distribution - North Park Community Area

North Park Community Area Demographic Characteristics					
	2010	2018 Estimates	2010 - 2018 Difference	2010 - 2018 % Change	% of 2018
Population Reporting One Race					
White	10,450	9,620	-830	-7.9%	53.9%
Black	612	503	-109	-17.8%	2.8%
American Indian	80	69	-11	-13.8%	0.4%
Asian/Pacific Islander	4,657	5,351	694	14.9%	30.0%
Some Other Race	1,327	1,417	90	6.8%	7.9%
Population Reporting Two + Races					
Total Hispanic Population	805	883	78	9.7%	4.9%
Total Hispanic Population	3,224	3,463	239	7.4%	19.4%

Source: Esri Business Analyst

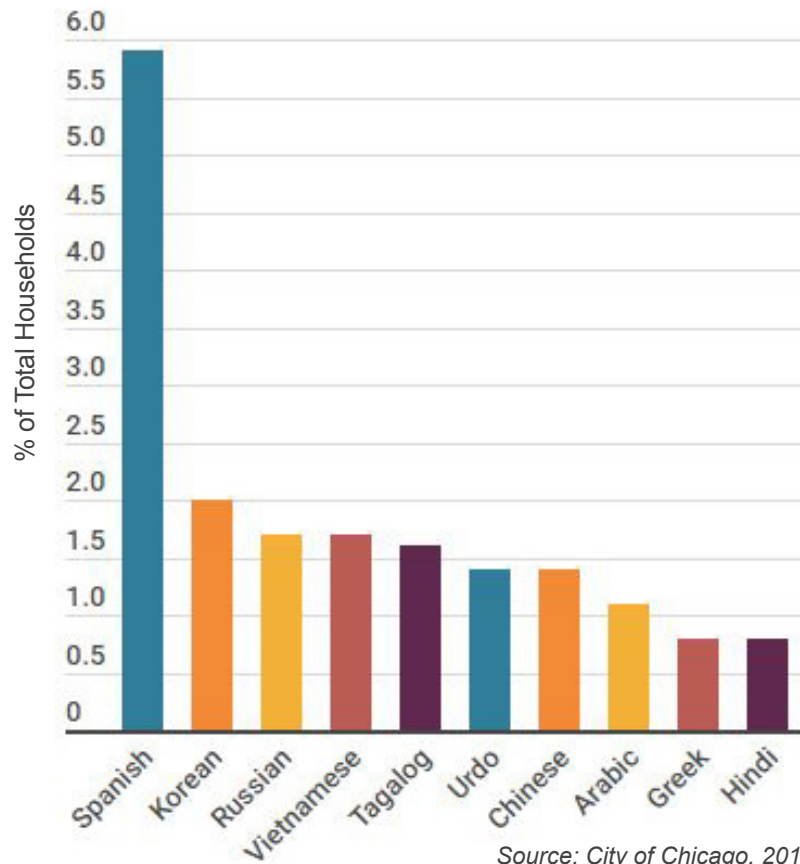


Within the Community Area, 73% of households speak English as the primary language at home. Among households that do not speak English as a first language, Spanish is the most common language and spoken in 6% of total households. Seven other languages are spoken as the primary language in more than 1% of households in North Park.

The diversity of the population is apparent in the built environment, including places of worship for four religions in seven languages, and store-front signage along the commercial corridors.

Consistent with key findings in the North River Communities Neighborhood Plan (of which the Study Area is a sub-area), the diversity of North Park is a key asset that can anchor and attract a diverse range of interests, backgrounds, languages and origins to attract more residents, visitors and shoppers to support local businesses.

Figure 3.5. Top 10 Non-English languages spoken at home in Community Area



Source: City of Chicago, 2014



Local restaurants cater to a diverse set of diners in North Park

## HOUSING CHARACTERISTICS

The North Park Community Area has seen changes in the housing stock over the last eight years, as it has transitioned from a community with a majority of owner-occupied units to a majority of renter-occupied units. This echoes a city-wide trend in the rise of new rental development and deconversion of for-sale units to apartments. During the same period, vacancy rates have risen from 7% of all units in 2010 to an estimated 8% in 2018.

While for-sale prices of single family homes have risen since 2012, median sale prices for the first part of 2018, for both attached and detached single family homes, have not returned to pre-recession prices, as seen in Figure 3.7.

Figure 3.6. Residential Tenure

North Park Community Area Residential Tenure					
	2010	2018	% of 2010 Total Units	% of 2018 Total Units	2010 - 2018
Total Occupied Units	6,546	6,584	100.0%	100.0%	0.6%
Owner Occupied Units	3,404	3,212	52.0%	48.8%	-5.6%
Renter Occupied Units	3,142	3,372	48.0%	51.2%	7.3%

Source: Esri Business Analyst

Figure 3.7. Residential Sale Prices

North Park Community Area Median Residential Sale Prices				
Residential Type	2007	2012	2017	2018 YTD
Attached Single Family	\$211,000	\$133,100	\$239,750	\$177,500
Detached Single Family	\$410,000	\$248,000	\$350,000	\$375,250

Source: Midwest Real Estate Data. YTD is Sept. 13, 2018



Variety of housing options in North Park

# COMMERCIAL MARKET ASSESSMENT

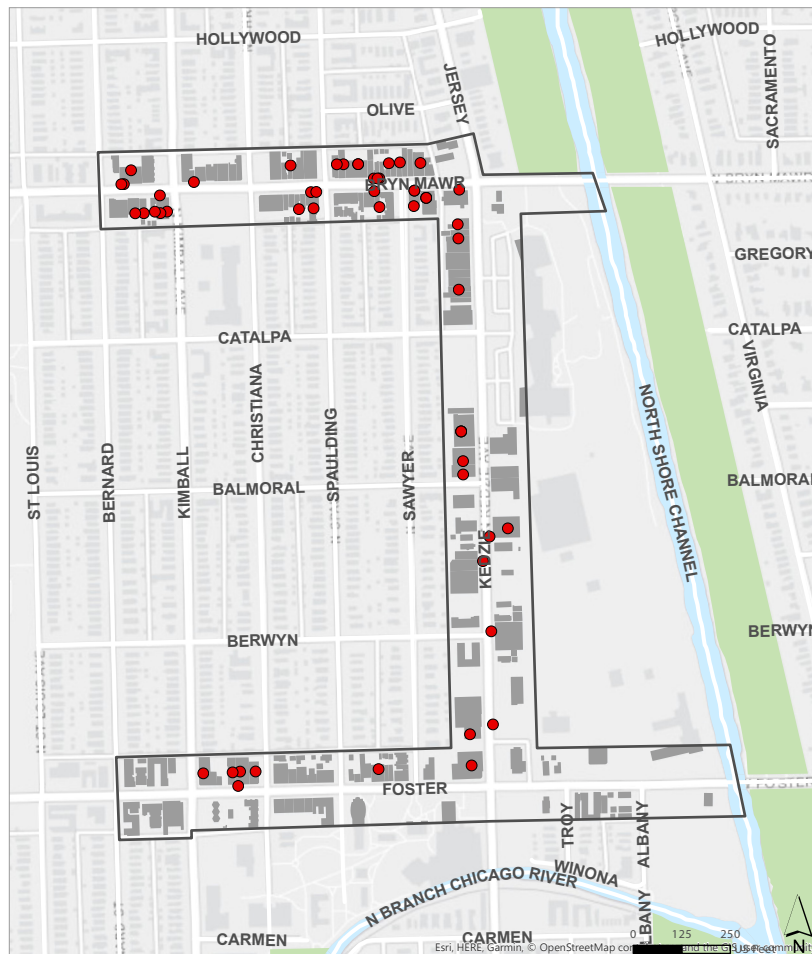
The three corridors within the Study Area, N. Kedzie Avenue, W. Foster Avenue, and W. Bryn Mawr Avenue, have unique traits that, in combination, help define the overall character of North Park.

## BUSINESS INVENTORY

In September 2018, all ground floor commercial business in the Study Area were inventoried. A total of 174 ground floor storefronts were identified, of which 118 were active and 56 were vacant, for a vacancy rate of 32%. Of the active storefronts, just 14 (12%) of businesses are national tenants, while the remaining 104 are local businesses.

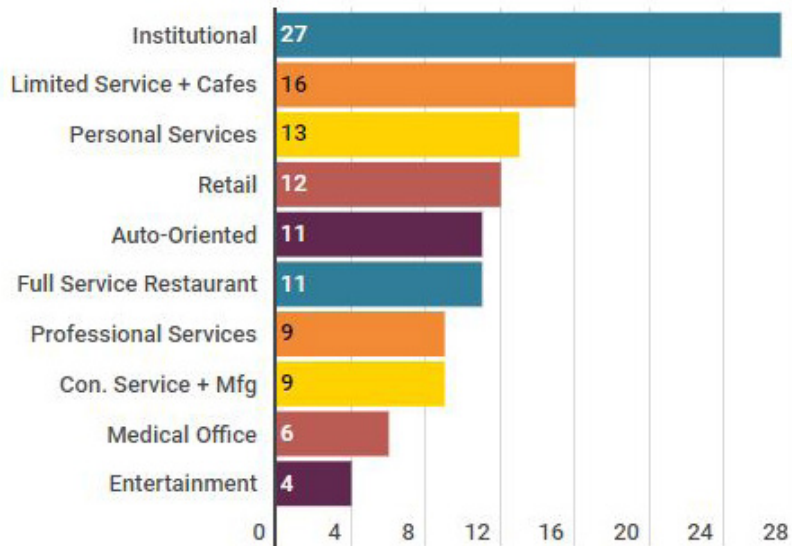
The largest sector of active businesses is institutional uses, with 27 active storefronts in the Study Area. Seventeen of these uses are related to educational institutions, including NEIU, North Park University, Peterson Elementary School, Northside College Prep, and multiple daycare facilities. Six places of worship and four governmental and community service centers are also found in the Study Area.

Figure 3.8. First floor commercial vacancies in the Study Area



Source: North Park Business Inventory, Goodman Williams Group

Figure 3.9. Active business types in the Study Area



Source: North Park Business Inventory, Goodman Williams Group

With a high daytime population driven by anchor institutions, dining establishments are an important component of the commercial mix. Within the Study Area there are six cafes, 10 limited service restaurants, and 11 full service restaurants, defined as restaurants with table service. Only three are national chains (Starbucks, Jimmy John's, and McDonald's), with the remaining 24 being local establishments.

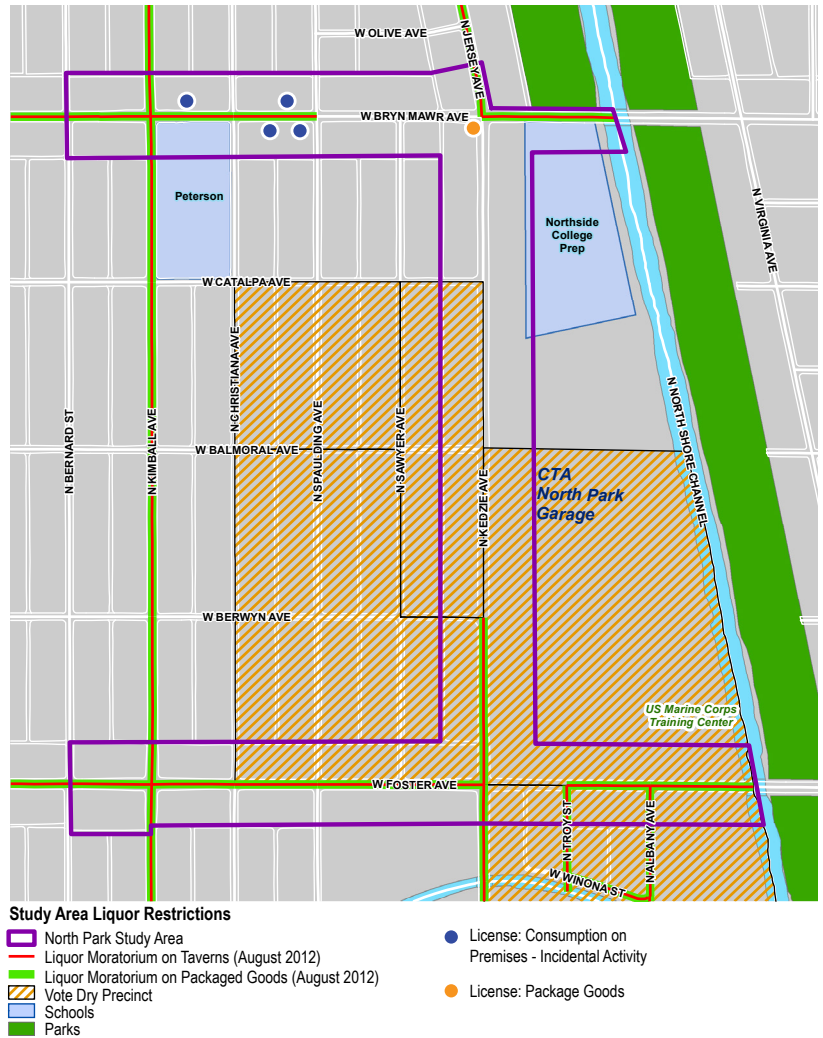
The N. Kedzie Avenue corridor is home to many auto-oriented, construction service, and manufacturing businesses. Out of the 20 businesses in these categories, 17 are located along N. Kedzie Avenue, including 11 auto-oriented uses such as gas stations, auto repair shops, and car dealerships. These uses are proximate to the CTA garage, discussed previously.

In comparison to other corridors in the City of Chicago, there are relatively few professional and personal services in the Study Area, with less than 19% (22 of 118) of businesses being categorized as such. These uses, which include real estate and financial service firms as well as hair salons, are often found in smaller spaces with comparatively low lease rates. In the Study Area, the highest concentration (11 of 22) of professional service firms is on W. Bryn Mawr Avenue.

## LIQUOR LICENSE RESTRICTIONS

Figure 3.10 displays Study Area liquor license restrictions due to a nearby liquor moratorium, a dry precinct area, and the proximity of various schools and churches. The only area excluded from these restrictions is a portion of W. Bryn Mawr Avenue, where there is a retail store that sells packaged liquor (Arcadia Food & Liquor, 3201 W. Bryn Mawr Avenue).

Figure 3.10. Liquor License Restrictions in the Study Area



There are only four establishments in the Study Area that have liquor licenses, all of which received exemptions in order to obtain a license, given that they are located in liquor license-restricted areas:

- Big Hill (3307 W. Bryn Mawr Avenue)
- Korean BBQ House (3315 W. Bryn Mawr Avenue)
- Bryn Mawr Breakfast Club (3348-3352 W. Bryn Mawr Avenue)
- Midori Japanese Restaurant (3310 W. Bryn Mawr Avenue)

### Restriction Definitions

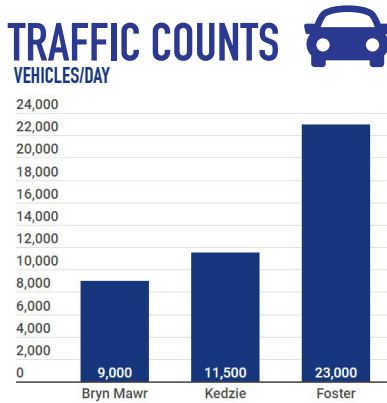
Vote Dry Precincts prohibit alcohol sales, shown with hatching in Figure 3.10. This can only be lifted by referendum during an election cycle.

Packaged Goods and Tavern Moratorium districts, marked in green on Figure 3.10, are put in place by Aldermen and can be lifted with legislation, and also can be reinstated but only after one year. This does not impact incidental liquor licenses.

Section 6-11 of the [State Liquor Control Act](#), requires prohibition on liquor licenses within 100 ft. proximity to a church, school, or home for seniors or the disabled. The City's [interactive map](#) shows where these institutions are located. Recent changes to the state legislation gives that exemption power to local Liquor Control Commissioners (SB2436). In April, 2019, the City of Chicago amended the zoning ordinance to allow the City's Local Liquor Control Commissioner the ability to grant these exemptions (Ordinance O2018-7001).

## SUMMARIZED BY CORRIDOR

In addition to the business inventory in the entire Study Area, the unique nature of the three corridors and the issues they face, merit further analysis. Of particular significance are the average number of vehicles per day (VPD), which impact the ability to attract national credit tenants. National tenants typically seek locations with a minimum of 20,000 VPD. In the Study Area, only W. Foster Avenue achieves that level. These low traffic counts suggest the focus for W. Bryn Mawr Avenue and N. Kedzie Avenue should be attracting independent local businesses.



Source: IDOT

## W. Bryn Mawr Avenue

Of the 76 storefronts on W. Bryn Mawr Avenue, 34 are vacant, for a storefront vacancy rate of nearly 45%. There are two large stretches of vacancies along W. Bryn Mawr Avenue that contribute to the high vacancy rate. Among NEIU's holdings are several vacant storefronts on both the north and south sides of the 3400 block of W. Bryn Mawr Avenue. Additionally, 3244-3256 W. Bryn Mawr Avenue is listed for sale, and the storefronts remain vacant.

The NEIU properties were originally envisioned as student housing, but with a drop in occupancy at The Nest, the university's on campus student housing which opened in 2016, and the recent change in leadership at the university, the future of the vacant properties is unclear.

The property located at 3244-3256 W. Bryn Mawr Avenue is for sale. An interested buyer submitted plans to the alderman earlier in 2018, but did not move forward over concerns related to the proposed 4-story height and the demolition of the historically significant building. The future redevelopment of this site has the opportunity to be catalytic in the future growth of the W. Bryn Mawr Avenue corridor.

One benefit to prospective tenants of the older, smaller retail spaces located on W. Bryn Mawr Avenue is the lower rents that spaces like these command. These lower rents allow for a variety of unique users, including independent businesses, pop-up shops, restaurants offering very specific cuisines, and artists' studio or gallery space. These uses can create a unique sense of place and in turn, strengthen the retail destination.

### Vacant Storefronts



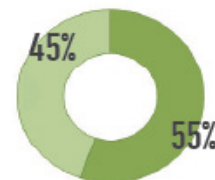
### Local vs. National Businesses



### Top Commercial Uses



## BRYN MAWR



Personal Services: 9  
Full Service Restaurant: 9  
Institutional: 8

Source: North Park Business Inventory, Goodman Williams Group

## N. Kedzie Avenue

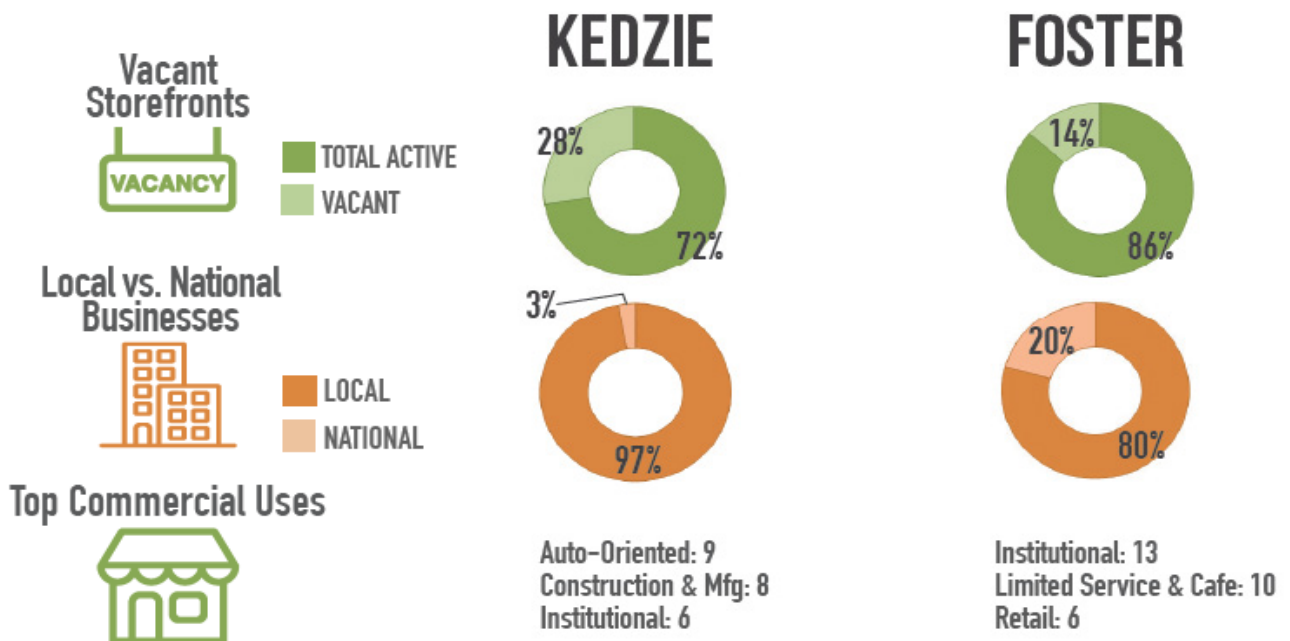
Of the 47 ground floor commercial spaces on Kedzie Avenue, 13 are vacant. This is a vacancy rate of 28%, much lower than Bryn Mawr Avenue. The top commercial uses in the Kedzie Avenue corridor are auto-oriented businesses (nine), construction and manufacturing (eight), and institutional uses (six). One business on Kedzie Avenue is a national tenant - Citgo Gas. The buildings on Kedzie Avenue have larger floor plates and are the only location in the Study Area with commercial zoning (instead of business zoning), which allows more intensive auto-oriented uses than B district zoning.

Most of the construction and manufacturing businesses are located in a C zoning district on the east side of Kedzie Avenue, with many adjacent to the CTA North Park Garage. Due to the nature of CTA operations, certain uses such as residential may not be appropriate on Kedzie Avenue. Instead, service businesses such as fitness, salons, health care, and institutional uses should be encouraged.

## W. Foster Avenue

Foster Avenue has the highest ratio of national to local businesses out of the three corridors in the Study Area, with nine of 44 active storefronts classified as such (21% national). A large part of this concentration of national tenants is derived from the much higher count of vehicles per day (VPD) along Foster Avenue. The corridor also has the lowest vacancy rate by storefront - only 7 of 51 total storefronts within the Study Area, for a vacancy rate of just 14%. The top three uses in the Foster Avenue corridor are institutional (13 storefronts), limited service / café (10 storefronts), and retail (six storefronts).

North Park University borders almost the entire southern edge of the Foster Avenue corridor. While the campus maintains an attractive edge, there is a stretch of five storefronts owned by the university which have had their windows obscured for privacy purposes. These storefronts create an uninviting street wall for passing pedestrians. If one or more of these storefronts were opened to the public or had the opacity removed from the windows, it would help re-activate and invigorate the south side of Foster Avenue along this segment. Additionally, the vacant building on the northwest corner of Foster Avenue and Kedzie Avenue is a key site that has been vacant for over a dozen years.



Source: North Park Business Inventory, Goodman Williams Group

## COMPETITIVE COMMERCIAL CORRIDORS

Analyzing the characteristics of competing corridors can be helpful to understanding the market in our Study Area. The competitive corridors profiled here were chosen due to their commercial character as well as geographic proximity to the Study Area, including two sections of Lincoln Avenue, a portion of W. Devon Avenue, N. Kedzie Avenue south of the Study Area, and a section of W. Lawrence Avenue, from N. Kimball Avenue to the Expressway, as shown in Figure 3.12.

Using CoStar, a commercial real estate data aggregator, both the Study Area corridors and the competitive corridors were compared across a number of indicators. Key findings include:

- Absorption is defined as the change in occupied square footage. All of the corridors had positive net absorption between 2013 and the end of 2017, with the exception of both corridors on N. Kedzie Avenue. Part of this negative absorption on N. Kedzie Avenue may be attributed to the industrial nature of the corridor, which lends itself to larger floorplates than retail locations, and the changing needs of industrial uses.

- When analyzing the absorption numbers as a percentage of the total square footage in the corridor, the corridors that gained the most occupied space were W. Bryn Mawr Avenue (8%), Devon Avenue (5%), and the section of Lincoln Avenue located in Lincoln Square (3%). The sections on N. Kedzie Avenue in the Study Area and south of the Study Area in Albany Park saw the change in occupied commercial space fall by 8% and 2%, respectively.
- Also notable is relatively low triple net rents charged in the Study Area versus in the competitive corridors. Triple net rents represent the per square foot rent exclusive of operating expenses, taxes, and other pass-through expenses. Study Area corridor triple net rents range from a low of \$12 on Kedzie Avenue to a high of \$16 on Foster Avenue while the comparable corridors range from a low of \$15.26 to a high of \$19.97. Lower rents can often be attributed to an older building stock, as landlords must charge higher rents for newer space to justify construction costs. More evidence to this point can be seen in the lack of new construction permits. Only one building, the Albany Park Library Branch, was permitted in the Study Area since 2013.

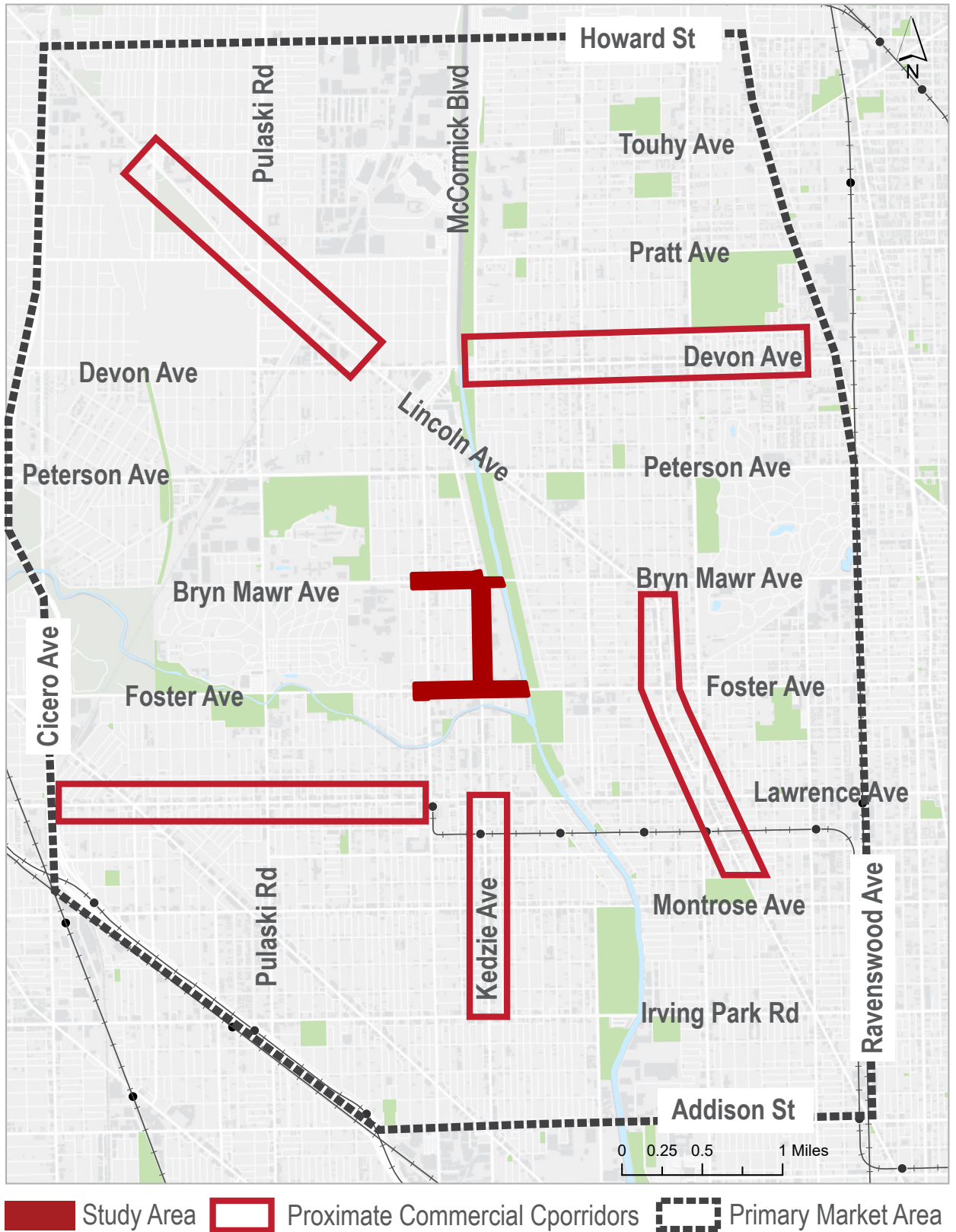
Some of these competitive commercial corridors do have an organizational infrastructure, such as a Special Service Area (SSA) or Chamber of Commerce that can offer a market advantage over areas not served by these designations. Specifically, N. Kedzie Avenue in Albany Park, Lincoln Avenue in Lincoln Square, and the Devon Avenue corridor are all within SSAs. These SSAs help pay for snow removal, streetscape improvements, public art, events, and other tools to bring shoppers to the areas and help market vacant spaces. The North Park Study Area is not currently covered by a Special Service Area. And while organizations such as the Albany Park Community Center and the North River Commission do provide services in the area, there is not a dedicated chamber of commerce currently serving the corridors in the Study Area.

Figure 3.11. Comparable Commercial Corridor Characteristics

Comparable Commercial Corridor Characteristics			
	Commercial SF	5 Yr Net Absorption	NNN Rent
Bryn Mawr Avenue	159,333	12,900	\$14.03
Foster Avenue	194,458	200	\$16.00
Kedzie Avenue	506,798	-41,355	\$12.00
Lincoln Avenue	422,712	9,808	\$17.46
Lincoln Ave, Lincoln Sq.	1,062,036	34,426	\$18.35
Kedzie Ave, Albany Pk.	1,001,550	-23,774	\$17.84
Devon Avenue	1,205,867	60,470	\$19.97
Lawrence Avenue	889,774	5,882	\$15.26

Source: CoStar, 2018

Figure 3.12. Proximate competitive commercial corridors



Source: Goodman Williams Group



## GAP ANALYSIS

One analytic tool used to identify possible retail opportunities within a market area is to calculate the leakage or gap between the expenditure potential of households living in a market area and estimates of actual sales from area businesses located there. A positive number suggests that demand exceeds local supply, indicating that shoppers are spending money outside of the market area (a “positive retail gap”) for these types of purchases (shown in green on the table), and may represent an opportunity for additional stores. Conversely, if sales exceed the market areas’ expenditure potential (shown in red on the table), the existing stores are attracting dollars from a larger area. This likely indicates a more competitive retail environment.

It should be noted that this analysis is not a definitive indicator of retail opportunities within the market area. Successfully recruiting businesses to an area depends on, among other factors, the character and proximity of potential competitors, the demographic and socioeconomic makeup of the localized consumer base, vehicular and pedestrian traffic levels, and the availability of suitable land and/or commercial space. The market support for additional retail may also depend on expenditures from students, visitors, employees, and other non-residents.

A gap analysis for the Primary Market Area, the larger trade area that will supply most of the demand for retail in the Study Area, showed that the 262,473 households had considerably more retail spending potential than was being spent at stores in the PMA, with the gap amounted to more than \$1.6 billion. All but four categories had positive retail gaps.

A similar analysis was completed for the North Park Community Area. For this geographic designation, the retail gap was also positive, with demand exceeding supply by nearly \$67 million. However, not all categories were leaking sales. Notably, sales in the Food and Drink categories exceeded demand by more than \$7 million. This finding suggests that restaurants located in the Community Area are attracting dollars in from a larger area. It does not, however, mean that additional restaurants could not be successful.

Figure 3.13. Gap Analysis for Community Area

Gap Analysis for North Park Community Area			
<b>Summary Demographics</b>			
2018 Population			17,843
2018 Households			6,584
2018 Median Disposable Income			\$49,228
	<b>Demand</b>	<b>Supply</b>	
<b>Industry Summary</b>	<b>(Retail Potential)</b>	<b>(Retail Sales)</b>	<b>Retail Gap</b>
Total Retail Trade and Food & Drink	\$247,519,874	\$180,645,720	\$66,874,154
Total Retail Trade	\$221,817,220	\$147,555,262	\$74,261,958
Total Food & Drink	\$25,702,654	\$33,090,458	-\$7,387,804

Source: Esri Business Analyst. Sept. 2018

Figure 3.14. Gap Analysis for Primary Market Area

Gap Analysis for North Park Primary Market Area			
<b>Summary Demographics</b>			
2018 Population			262,473
2018 Households			97,889
2018 Median Disposable Income			\$49,266
	<b>Demand</b>	<b>Supply</b>	
<b>Industry Summary</b>	<b>(Retail Potential)</b>	<b>(Retail Sales)</b>	<b>Retail Gap</b>
Total Retail Trade and Food & Drink	\$3,790,809,778	\$2,183,656,429	\$1,607,153,349
Total Retail Trade	\$3,389,704,793	\$1,849,164,989	\$1,540,539,804
Total Food & Drink	\$401,098,985	\$334,491,440	\$66,607,545

Source: Esri Business Analyst. Sept. 2018

Note: Gap analyses do not include companies with 4 or fewer employees or internet spending.

### North Park Community Area Retail Gap

**\$67 million**

Examples of Gaps, based on Community Area households:

- 1) General Merchandise = \$32 million
- 2) Food & Beverage = \$7 million
- 3) Miscellaneous Services = \$3 million

## CASE STUDIES: OTHER UNIVERSITIES & COMMERCIAL DISTRICTS

Universities across the country are increasingly looking beyond their boundaries to consider the viability, attractiveness, and amenities offered by adjacent commercial corridors. These institutions understand that current and prospective students look beyond the campus walls to the nearby commercial offerings when considering the relative quality of life offered at the institution.

A look at how other universities are providing support for adjacent commercial corridors provides some insights into potential roles that NEIU and North Park University might play in efforts to revitalize the corridors in the Study Area.

### COMMERCIAL CORRIDORS ANALYZED

Other commercial corridors proximate to universities and colleges in Chicago were analyzed to consider examples of the relationship between institutions and their adjacent commercial areas. Institutions were chosen on several market similarities, including:

- North side or central area location that attracts a diverse student population
- On campus housing
- Commuting patterns
- Transit services
- Other variables that can impact commercial development potentials.



*Vacant building at N. Kedzie Avenue & W. Foster Avenue*

Two city colleges, Wilbur Wright and Harry S. Truman, were included in our analysis. NEIU has limited on-campus housing and is primarily a commuter campus, and was not included in our analysis.

Interviews were conducted with the institutions noted on the next page, and the project team completed field analysis of the related commercial corridors in September 2018.

Institutions and Related Commercial Corridors:

- DePaul University – Fullerton, Webster, Lincoln
- Harry S. Truman College – Wilson, Broadway
- Loyola University – Sheridan
- University of Illinois Chicago – Halsted and Taylor
- Wilbur Wright College – Narragansett and Montrose

The findings of the analysis can be found in summary tables in the Appendix and explained in more detail in the pages that follow.

## ROLES OF THE UNIVERSITIES AND COLLEGES IN SHAPING ADJACENT COMMERCIAL CORRIDORS

In general, the institutions interviewed fall across a spectrum in terms of scale of involvement in their adjacent commercial areas. On the higher end of the scale, some of the institutions have been involved in large-scale redevelopment activity. On the lower end, others have a more limited role in shaping the adjacent commercial areas, including activities such as supporting local chambers of commerce and other area initiatives and organizations. The activities of these institutions relative to the adjacent commercial corridors are summarized below.



### **DePaul University (Lincoln Park campus)**

DePaul University benefits from the broad commercial offerings of Lincoln Park. The adjacent commercial corridors of Lincoln, Webster, and Fullerton contain a mix of both local tenants, such as Holy Taco and Kelly's Pub, to national offerings, including Starbucks, Potbelly Sandwich Shop, and Amazon. DePaul owns buildings with ground floor commercial space it leases to tenants that include Whole Foods and Athletico. In addition to its role as landlord, the university developed a pocket park that is open to the public at Lincoln/Fullerton/Halsted that adds to the street design amenities offered. According to the university, it also actively supports area chambers of commerce and revitalization efforts on Lincoln Avenue.

This was not always the case, as the commercial corridors near the school were very weak in the 1970s and 1980s before DePaul and the City of Chicago took an active role in commercial revitalization efforts.



### **Harry S. Truman College**

As one of the City Colleges of Chicago, Truman is exclusively a commuter campus. The campus is well served by the recently improved Wilson CTA station and is located in the Wilson Street corridor and near the Broadway Avenue corridor. City Colleges of Chicago recently signed a new food provider, Fooda, Inc. to operate its campus dining. In addition to permanent grill service, Fooda operates daily pop-up type food concepts offering different cuisine choices. In addition to these on-campus choices, students and faculty utilize commercial offerings within about ¼ mile of campus. Located directly across from campus are national tenants like 7-Eleven and Jimmy John's, while further west are more local offerings like Heritage Outpost Coffee and Kalish Vegan Food, which cater to both the student population and the surrounding neighborhood. Increasingly, students are utilizing GrubHub and Uber Eats to order food from nearby restaurants. Truman's direct role in relation to the adjacent commercial corridors is primarily in its support of area chambers of commerce.



### **Loyola University (Lake Shore campus)**

Loyola has historically acquired adjacent foreclosures and underperforming properties in an effort to stabilize the area. Starting around 2004, Loyola has been involved in the redevelopment of these parcels, assuming various roles in these developments, including the mixed-use development known as The Morgan at Loyola Station. Important to these efforts was the success of the university's efforts in working with the city to establish a TIF District, and advocating for \$7.5 million in federal dollars to renovate the Loyola CTA station. In addition to the many national tenants that populate Sheridan Road, such as Taco Bell, Chipotle, Blaze Pizza, and Five Guys, Loyola officials have been active in courting regional and local tenants such as Clarke's Diner and Onward Restaurant. One of the most recent openings is a new Hampton Inn, whose ground floor is owned by the university. Loyola has also redesigned and activated the courtyard adjacent to the CTA station, and is supportive of area chambers of commerce.



### **University of Illinois Chicago (UIC)**

Historically, UIC was a lead partner in the development of University Village, a mix of market rate residential, retail, and student housing in the location of the historic Maxwell Street market along Halsted Street. The university still maintains ownership of some of these assets, such as the ground floor retail. More recently, the state budget has hampered development, although the university owns numerous surface parking lots in the area. UIC is currently involved in a public/private partnership with American Campus Properties to develop the new Academic and Residential Building, which will include ground floor retail. The retail is expected to be Starbucks and another food offering. The University also leases space in its student centers and other buildings to Chick-fil-A, Au Bon Pain, Freshii, Dunkin Donuts, and others. The University works closely with IDOT, CDOT, and the CTA to advocate for improvements to area roadways and transit stations, and UIC recently purchased a traffic light as part of a larger package of roadway improvements. More generally, students and faculty support nearby dining offerings, while faculty in particular supports higher-end offerings in Greektown and on Taylor Street.



### **Wilbur Wright College**

With more than 25% of students self-identified as Hispanic, Wilbur Wright is defined according to federal guidelines as a Hispanic-Serving Institution. Like Truman, Wilbur Wright College is a commuter school and also working with Foda to offer on-campus food offerings. Off campus, students patronize offerings near Irving Park, including Dunkin', Burger King, and the full-service restaurant Magic Jug. Eli's Cheesecake and Tom and Jerry's Food are among the offerings near Montrose. The college works with and supports the area chambers of commerce and other area organizations and community initiatives.

## MARKET FACTORS

A number of market considerations affect the vitality of these university- adjacent commercial corridors. These considerations certainly impact demand within the North Park Study Area as well, and include the following:

**Residential density and income levels:** In considering the market viability of a specific location, national tenants in particular look for target numbers for population (student and full-time residents) and income levels within a designated trade area. Some of the corridors studied, such as around DePaul and Loyola, are more densely populated and therefore have greater spending power to more easily attract national tenants.

**Number of students living on campus versus commuting:** Related to the density issue described above, commuter students are more often coming to campus for classes and leaving campus to commute to work or return home, without necessarily patronizing area businesses. North Park University houses approximately 800 students on campus while NEIU is housing 222 students on campus, down from a high of 383 in 2017. For reference, DePaul University houses 2,600 students.

**On-campus dining offerings/ meal plans:** Institutions with on-campus housing necessarily offer more on-campus dining options to accommodate resident students. Additionally, room and board fees typically include meal plans that offer a variable number of meals per day to be enjoyed at on-campus dining. These meal plans and on-campus offerings lower the demand for nearby off-campus offerings. Increasingly, students are augmenting on-campus offerings by utilizing food delivery services

like Uber Eats and GrubHub to order food to the campus from nearby restaurants. And this trend isn't just at the collegiate level: students of Northside College Preparatory High School have a 55-minute lunch period, and will often order lunch from nearby restaurants for delivery because the campus is closed for lunch. Going forward, there is consideration of offering an open campus for seniors at Northside College Prep as a means of addressing increasing enrollment and limited cafeteria space, which should have a positive effect on local dining options.

**Number of faculty and staff:** In addition to student patronage of area restaurants and retailers, faculty, staff, and visitors are another important component of demand. In addition to the fast casual or convenience foods favored by students, faculty and staff may support full service restaurants for off-site meetings, social occasions, and entertaining visitors to campus. The faculty and staff of the North Park, NEIU, and Northside College Prep together total 1,700, a higher number than DePaul's 1,200.

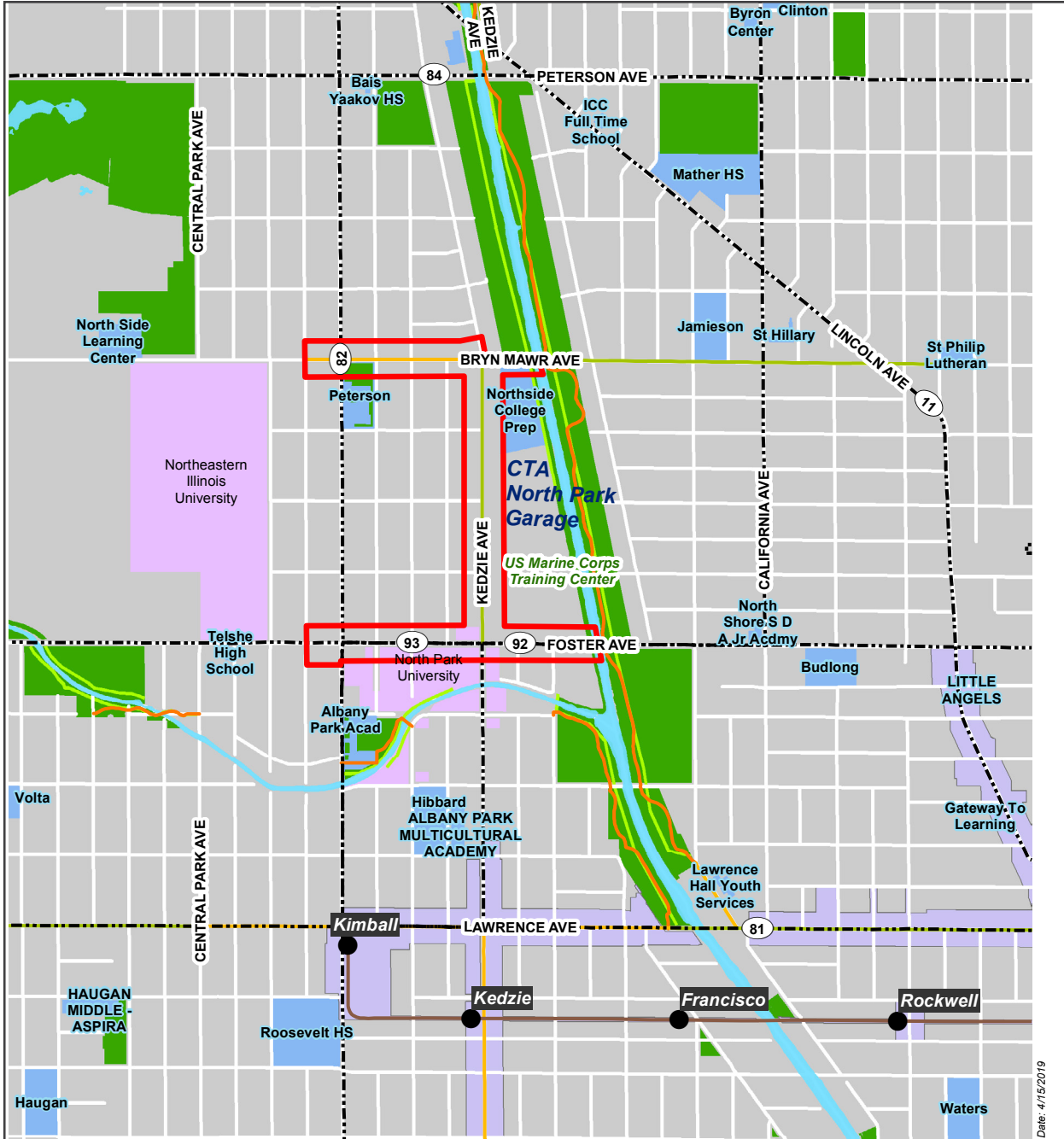
**Traffic counts:** As a general rule-of-thumb, national credit tenants are looking for a minimum of approximately 20,000 vehicles per day. Other considerations, such as pedestrian traffic, and a walkability score are also considered. Traffic counts for the commercial corridors profiled here are included in the summary table. They range from a high of 29,000 on Sheridan Road near Loyola, to a low of 5,200 on Taylor Street, near UIC.

**Existing strength and character of commercial corridors:** Some of the commercial corridors profiled here are relatively strong with a mix of local and national tenants, such as Lincoln Avenue near DePaul and Sheridan Road

near Loyola. Attracting additional retail uses to these stronger areas will be easier than to a corridor with a high level of vacancies and a less desirable tenant mix. However, rent levels are likely to be higher in these stronger corridors.

**Tenant mix:** National credit tenants play a large role in the most active of the university adjacent commercial corridors, while local tenants are more prevalent in those corridors with lower traffic counts or more affordable locations. Both local and national tenants can add vibrancy to commercial corridors and have a role to play in serving the needs of area students and residents, as well as activating commercial areas. Specific tenants prefer to collocate with universities, such as Starbucks, Jimmy John's, and Insomnia Cookies. Finally, tenants in these university areas need to successfully attract both student and resident populations, as most students are gone from campus during the summer months.

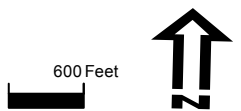
**Area transit:** In addition to traffic numbers and pedestrian traffic, the strength of an area's transit offerings will have some bearing on the strength of the overall commercial market, with those areas better served by transit viewed as more favorable locations. The Study Area is served by Route #92 Foster and Route #93 California/ Dodge running along Foster and connecting to points north via California. Additionally, Route #82 Kimball-Homan provides north-south service parallel to Kedzie on-quarter mile away. The CTA Brown line Kimball station is located three-quarters of a mile away. Loyola, UIC, Truman and DePaul, as example, are immediately served by at least one adjacent CTA station (see Transportation Map below).



**North Park Study 2018**

- North Park Study Area
- CTA Bus Route
- CTA Line & Station
- Special Service Area
- College/University Campus
- Schools
- Riverwalk
- Open Space
- Bike Routes**
- Bike Lane
- Off-street Trail
- Shared Lane

*Draft and preliminary and subject to verification.*



Date: 4/15/2019

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## FINDINGS & RECOMMENDATIONS: STUDY AREA

The following are overall recommendations for the Study Area as a whole.

### COORDINATE WITH AREA INSTITUTIONS

Efforts should be encouraged to **build stronger connections between anchor institutions**, including Swedish Covenant Hospital, Northeastern Illinois University, North Park University, Northside College Prep, and the businesses and landlords in the commercial corridors.

Connections could include working with the universities to activate (or sell) the vacant properties they own in the Study Area corridors. Profiled in the report is the role that other area universities have assumed in successfully activating their adjacent commercial corridors, and North Park's local universities should consider similar strategies that would improve the corridors surrounding their campuses.

Further, additional efforts should be made to foster strategic relationships between these anchor institutions and area small businesses that can help supply their needs, as is promoted by World Business Chicago's (WBC) Chicago Anchors for a Strong Economy (CASE) Program. According to WBC, "CASE assesses anchor institutions' product and service needs and compares those needs with the neighborhood business assets to make connections for local suppliers of goods and services." In general, stronger marketing efforts related to the North Park neighborhood on the part of area institutions would also be helpful to area businesses.

Employer assisted housing programs could also be considered, especially by North Park University and Swedish Covenant Hospital. As defined by Metropolitan Planning Council, with employer assisted housing, companies provide "homeownership counseling and financial assistance to employees that purchase or rent homes in or near communities where they work." North Park University currently has a program in place for faculty, which could be reviewed and potentially expanded.

One more example of an institutional partnership that could help the corridors relates to Northside College Prep. Currently, the high school students have a closed campus lunch. If Northside College Prep were to implement an open-campus lunch, this could help support existing restaurants and cafes on Bryn Mawr Avenue and Foster Avenue, and also increase demand for new local dining options along Kedzie Avenue and elsewhere.

### DEVELOP A BUSINESS ORGANIZATION

While a strong organizational infrastructure exists with the Albany Park Community Center and North River Commission, local officials and area institutions should consider the creation of a chamber-like business organization that could help organize the landlords and business owners to market North Park. This organization could address the issue of vacant storefronts that are not actively being marketed, and other storefronts that, while not vacant, are otherwise underutilized. In the long-term, a chamber organization could conduct outreach to determine support for the creation of a Special Service Area (SSA).

### USE EXISTING INCENTIVES

There are a variety of available incentives, resources, and programs that businesses can utilize. The Small Business Improvement Fund (SBIF), which reimburses building owners for eligible improvements to buildings is available to local businesses and property owners. The entire Study Area is also in the Lawrence/Kedzie TIF district, which expires in 2024. Additionally, Alderman currently receive \$1.5 million per year to use in their ward, which could potentially be used for projects within the Study Area.

More information on existing incentives can be found in Chapter 6, Resources and Programs.



## ACTIVATE STOREFRONTS

Property owners, especially institutions which might have partners willing to use vacant space, can use the City's new Pop-Up License to operate short-term shops and other uses. A business organization could also recruit local artists to create artwork for display in or on storefront windows, contributing to a more vibrant street environment. In the short-term, temporary art installations and/or pop-up uses are ways to activate vacant storefronts.

In the long-term, storefronts along the commercial corridors should have active uses on the ground floor. This includes institutional buildings, which should reserve ground floor spaces for public-facing uses in buildings that front Foster Avenue, Bryn Mawr Avenue, and/or Kedzie Avenue.

## ACTIVATE THE PUBLIC REALM

Outdoor cafe seating can transform a corridor during warm weather. Businesses that might want to offer outdoor seating may need assistance in securing the necessary permits.

Additionally, storefront signage contributes heavily to the look and feel of a street. Assistance with signage design and storefront displays should be considered by local organizations that could retain a sign designer, negotiate signage packages, or provide assistance to local businesses in complying with signage regulations.

## CONSIDER RELAXING LIQUOR RESTRICTIONS

Restrictions on the sale of liquor in this community have a long history. Balancing community interests with the desire for more restaurants should continue to be addressed by local officials and area residents going forward. From a market perspective, relaxing the current restrictions on the sale of packaged alcohol products and liquor licenses will encourage more restaurants to move into the area, particularly those that serve dinner and have later hours of operation.

In August 2018, the State of Illinois enacted legislation that grants authority to local liquor control commissioners to grant exemptions for businesses that wish to serve alcohol within 100 feet of a church or school. In April, 2019, the City of Chicago amended the zoning ordinance to allow the City's Local Liquor Control Commissioner the ability to grant these exemptions.

## PURSUE MIXED-USE DEVELOPMENT

Multi-story mixed-use developments should be considered along the corridors, where appropriate and consistent with zoning regulations. New rental units on upper floors would bring more patrons into the Study Area to support area businesses, and mixed-use developments would provide more up-to-date ground floor commercial spaces.

## ADHERE TO DESIGN GUIDELINES

For redevelopment or new development along the commercial corridors, property owners should adhere to the Design Guidelines contained in this Study. These are intended to provide reliability and consistency for the appearance of physical structures throughout the Study Area.

## FINDINGS & RECOMMENDATIONS: CORRIDORS

While the corridors share the impacts of some larger market findings and would benefit from the Study Area recommendations, each corridor is unique with specific issues and opportunities, as summarized below.

### W. BRYN MAWR AVENUE

The Bryn Mawr Avenue Corridor from Bernard Street east to the North Shore Channel is anchored by NEIU, whose campus is located just to the west. The vacancy rate among the ground floor commercial spaces along Bryn Mawr Avenue is exceptionally high, with 34 of the 76 storefronts currently unoccupied. Many of the spaces are small and located in older buildings. CoStar reports an average triple net rent of just \$14 per square foot. More than 90% of the businesses along Bryn Mawr Avenue are independently-owned, due in part to the fact that the average daily traffic count is only 9,000 vehicles. Restaurants like Bryn Mawr Breakfast Club, Big Hill, and Outdoor Cafe are an important component of the inventory, as are service businesses. Additionally, new and existing restaurants could be encouraged to include outdoor seating space, as a means of further activating the corridor.

Two sites/areas that are currently vacant have the potential to be important catalysts to the rejuvenation of the Bryn Mawr Avenue corridor. NEIU currently owns property on both the north and south sides of the 3400 block of Bryn Mawr Avenue that were originally planned for student housing; many of these storefronts remain vacant and plans for student housing going forward appear uncertain. Further east, the single-story building at 3244-3256 Bryn Mawr Avenue is currently on the market with six vacant storefronts.

Bryn Mawr's vacant commercial storefronts will continue to appeal primarily to local businesses, many of which serve the diverse community. Given the proximity to NEIU, possible tenants could include entertainment, cultural, business services and entrepreneurial uses as well as more traditional retail and restaurant tenants.

### W. FOSTER AVENUE

Foster Avenue has higher traffic counts (23,000 ADV) than Bryn Mawr Avenue, which contributes to a larger share of national tenants, including Starbucks, Subway, McDonald's and Jimmy John's. Not surprisingly, average rents are higher, reported to be \$16 per square foot. Only 7 of 51 storefronts were vacant at the time of this study.

North Park University borders most of the southern edge of Foster Avenue and owns a building on a significant site at the northeast corner of Foster and Kedzie Avenues. The building on this site should be prioritized by the university for redevelopment opportunities that will serve to activate nearby stretches of both Kedzie and Foster Avenues.

North Park also owns several buildings on the south side of Foster Avenue that are used for University offices and programs. The ground floor windows of these buildings are opaque and therefore diminish the overall pedestrian experience and street life. Over time, the university should consider a use of these storefronts that allows for more activation of the ground floor space.

## N. KEDZIE AVENUE

Kedzie Avenue between Foster Avenue and Bryn Mawr Avenue is the only one of the three corridors in the Study Area with commercial zoning, which allows higher intensity auto-oriented uses than business zoning. Of the 47 ground floor commercial spaces on Kedzie Avenue, nine are auto-oriented businesses and eight are construction or manufacturing companies. Most of these are located on the east side of Kedzie Avenue, proximate to the CTA's North Park Garage, a critical facility for the CTA and a major employer in the neighborhood. Demand for vacant and for-sale properties on the east side of Kedzie Avenue will most likely come from additional auto-oriented and light manufacturing uses.

The businesses located on the west side of Kedzie are entirely independently-owned. Vacancies are relatively high, and a Korean church located at 5224 N. Kedzie is for sale. CoStar reports an average net rent of only \$12 per square foot. Several three-story multifamily residential buildings are also located along the west side of the street. Future new businesses on Kedzie Avenue should be consistent with existing uses, including institutional uses or service businesses such as physical fitness facilities, salons, and health care.



# DESIGN GUIDELINES



## INTRODUCTION

The following guidelines are intended to help guide thoughtful and appropriate building rehabilitation, redevelopment, and new development along the corridors.

These guidelines encourage preservation and retention of architectural features that contribute to the area's unique character. They promote context-sensitive changes that allow for innovation but still respect community character and cohesive corridors.

The Design Guidelines are not regulatory and are not intended to be prescriptive or exhaustive. While not requirements, they can be used by the community, Aldermen and Department of Planning and Development to encourage property owners and developers to use these guidelines in designing their projects.

They can also be used for projects that require discretionary action by the Chicago Plan Commission (CPC) and City Council. For projects receiving City financial assistance, the Design Guidelines will be referenced as part of the review process.

## DESIGN ELEMENTS

The Guidelines are organized into six categories that encompass the main design elements that shape a building's physical appearance:

- Architectural Character
- Ground Floor & Signage
- New Construction
- Building Setback & Public Spaces
- Building Orientation
- Parking & Curb Cuts

## ARCHITECTURAL CHARACTER

**Design Goal:** Preserve unique architectural features on existing buildings and incorporate similar or consistent features in new rehab and/or new construction. Such features includes: structural form, building materials, and decorative elements. Elements on existing and new buildings should combine to create visual cohesion within each building and with surrounding structures.



- Use signage and awnings that respect and highlight the building's original features



- Respect the rhythm of solids and voids and retain facade details when possible



- Maintain original size and shape of building entrances and windows

## GROUND FLOOR & SIGNAGE

**Design Goal:** The ground floor appearance and storefront signage combine to provide clear identification of the building and building use, while also contributing to the building and street character.



- Building base and the scale of signs and awnings should provide interest to pedestrians and fit the context of the block



- Ground floor windows should have a minimum transparency of 60%



- Signage should be clearly visible to pedestrians and provide visual interest (i.e. blade signs)

## NEW CONSTRUCTION

**Design Goal:** Newly constructed buildings are respectful to the context of the corridor and surrounding buildings and do not detract from the existing community character.



- Building facades should blend contemporary design with use of contextual features, materials and colors



- Create a distinction between the base, middle, and tops of buildings



- Proportions of design features should be consistent with surrounding buildings

## BUILDING SETBACKS & PUBLIC SPACES

**Design Goal:** Buildings have consistent setbacks that help to frame the street and pedestrian environment in a cohesive manner. Where possible, public spaces are incorporated.



- Buildings should be located at a consistent build-to line close to the front lot line; consider additional space for landscaping or outdoor amenities, if compliant with



- Identify opportunities to include public spaces and plazas as part of redevelopment projects



- Set back taller stories of buildings to allow for sunlight and a comfortable experience for pedestrians and neighboring properties



## BUILDING ORIENTATION

**Design Goal:** Buildings are oriented with their main facade toward the front lot line to provide a consistent street wall along commercial streets and frame the public realm.



- Facades and building entrances should face the primary street



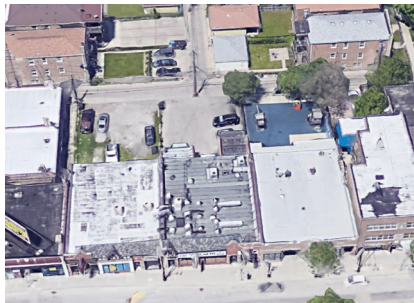
- Buildings facades and entrances should be clearly defined and articulated



- Corner buildings should have entrances located on the primary corridor or corner with facades that wrap around the side

## PARKING & CURB CUTS

**Design Goal:** Unified design elements minimize the impacts that parking lots and loading and unloading areas have on adjacent properties, pedestrians, and access to buildings.



- Parking should be located to the rear or along the side of buildings rather than in front



- Screen side parking lots using attractive landscaping and fencing, per landscape code requirements



- Limit and consolidate curb cuts and driveways from primary streets

## APPLYING THE GUIDELINES

The Guidelines apply to the entire North Park Study Area, as they describe a general framework for high-quality design that enriches the neighborhood and enhances overall community character.

With these in mind, however, it is also important to consider the distinct character of each of the three corridors. In some cases, the guidelines might be applied in different ways depending on the site or location in question. The following recommendations describe the unique characteristics of each corridor and the special considerations for applying the guidelines based on those existing conditions.

### W. BRYN MAWR AVENUE

#### Existing Street Environment

- Distinctive variety of architecture, representing different styles, forms, and treatments
- Character and orange-rated buildings
- Pedestrian-scaled buildings that relate to the street environment
- Low-traffic volume which maintains a comfortable, people-centric feel
- Some blank walls
- Some active ground floor storefronts, but high vacancies
- Some segments of wide sidewalks that are currently underutilized



*Retain and rehab unique character buildings*

#### Applying the Guidelines

- Respect integrity and unique nature of existing architecture through context-sensitive adaptive reuse and/or new construction
- Parking should be located to the rear of buildings, when possible, in order to maintain a street wall and provide a sense of enclosure for pedestrians
- Limit curb cuts to minimize breaks in the street wall and minimize conflicts between pedestrians and vehicles
- Seek opportunities for outdoor cafe seating and other street activation or public space/streetscape improvements



*Contemporary and compatible new construction*

## W. FOSTER AVENUE

### Existing Street Environment

West of N. Kedzie Avenue:

- South side of street is NPU campus and buildings; fencing makes this area feel closed off from the public
  - North side of street has more active ground floor treatments, typical retail environment
  - Buildings range from one- to four- stories across the corridor
- East of N. Kedzie Avenue:
- More auto-oriented, buildings are set back from the street and prioritize vehicular access
  - Several curb cuts that detract from the pedestrian environment
  - Few active ground floor uses

### Applying the Guidelines

- New uses/redevelopment should be consistent with existing surrounding street character and uses
- Seek opportunities for outdoor seating and other street activation or public space/streetscape improvements



W. Foster Avenue, east of N. Kedzie Avenue



W. Foster Avenue, west of N. Kedzie Avenue

## N. KEDZIE AVENUE

### Existing Street Environment

- East side of street has Northside Prep campus, CTA North Park Garage + auto-oriented uses
- West side of street has a variety of uses including institutional (religious and educational), critical service facilities, commercial, and limited residential
- Frequent curb cuts and parking lots
- Non-transparent windows, blank walls, and narrow sidewalks make the street feel uninviting for pedestrians

### Applying the Guidelines

- Encourage service businesses (such as fitness, salons, and health care) and institutional uses that would activate the street and bring foot traffic
- Concentrate new active uses near intersections



N. Kedzie Avenue, east side of street



N. Kedzie Avenue, west side of street



# OUTREACH & ENGAGEMENT



## INTRODUCTION

As part of this study, a variety of outreach methods were used to garner as much feedback as possible from the people who live in and interact with W. Bryn Mawr Avenue, W. Foster Avenue and N. Kedzie Avenue in North Park: residents, employees, students, and visitors. Beginning in August 2018, the project team and DPD arranged meetings with local stakeholders, assembled a Working Group, and developed a community survey and interactive online comment mapping tool. Over 250 people participated in three pop-up events held at different locations and on different days. In total, there were 300 responses to the survey and additional remarks submitted through the comment map. Finally, a Community Open House was held in February 2019 to present draft findings and recommendations to the public for feedback.

### KEY THEMES

Several key themes emerged from the survey responses and the conversations that took place during the pop-ups, stakeholder interviews, and working group meeting.

#### ***Filling Vacant Storefronts***

People of all ages and backgrounds echoed concerns about North Park's vacant storefronts, from the families with small children at the Community Market to the high school and college students who stopped by during the Friday pop-up. Many discussed a desire to see a wide range of restaurants, including more upscale, dinner restaurants.

High school students said they don't have enough things to do near school and that they would like more entertainment options or places to hang out after class. Families with children discussed how much they like the area, but would like more family-friendly businesses. Employers lamented that their employees may go further away to Lincoln Square or Andersonville in search of restaurants and entertainment after work.

Survey responses also indicated a demand for more local choices. Most respondents said they shop or dine in North Park at least once per week, with Lincoln Square as the second most common answer but would like more selection. With even more local options, more people would likely stay in North Park for their shopping and dining needs.

#### ***Keep it Local + Unique***

The different engagement techniques were designed to reach people from all segments of the community, and the input received across these activities conveyed a message of a desire to attract local, independent, and unique businesses that reflect the diversity of North Park.

Survey respondents overwhelmingly said they want to attract local stores, restaurants, and services to North Park rather than national franchises. Members of the working group and local stakeholders expressed similar thoughts, noting the importance of the right kind of economic development.

During the pop-ups many participants listed the types of restaurants they want to see, and most were not chains but rather identified a particular ethnic cuisine.

Through conversations at pop ups, people understood that there may be trade-offs that in order to fill vacant storefronts they might need to be combined into larger and more modern spaces which might require regional and national tenants that can pay higher rent.



Pop-up #1 took place Sunday, September 30, 2018, at the North Park Community Market. Approximately 70 people stopped by the booth to share ideas.



The second pop-up was on a Friday afternoon, October 5, 2018, in a North Park University parking lot at 3202 W. Foster Avenue. This was the most well-attended of the three, with over 150 participants of all ages.



The third and final pop-up was held Saturday morning, October 6th, 2018, in front of Outdoor Café at 3257 W. Bryn Mawr Avenue. Approximately 75 people stopped by throughout the day.

## **Three Distinct Corridors**

Many people naturally focused their ideas and comments on either W. Foster Avenue, W. Bryn Mawr Avenue, or N. Kedzie Avenue. The community seems to interpret these corridors as distinct places that warrant different uses and visions for the future, but as part of the North Park community.

**W. Foster Avenue:** W. Foster Avenue relates to and interacts with North Park University, given that the campus occupies most of the south side of the street. North Park students and faculty contribute to foot traffic and demand for retail along W. Foster Avenue, but people discussed a desire for more “people places” with outdoor seating (the pop-up occupied a parking lot and provided tables and seating that were well-used and enjoyed by both students and families). Many also discussed a desire to see redevelopment of the building and parking lot at the northwest corner of N. Kedzie Avenue and W. Foster Avenue.

**W. Bryn Mawr Avenue:** North Park residents are fond of W. Bryn Mawr Avenue’s unique architecture, pedestrian scale, and overall character. There are a handful of popular existing businesses and people expressed a strong desire to see new uses come in to support and complement these. Several comments discussing future tenants on W. Bryn Mawr Avenue focused on the idea of a “creative corridor” that would include co-working spaces, workshops, art studios, and storefront theaters. People also want to see redevelopment or temporary uses reactivate the vacant buildings on the 3400 block of W. Bryn Mawr Avenue.

**N. Kedzie Avenue:** Fewer comments were received on the survey or during in-person conversations that were focused on N. Kedzie Avenue. Instead people explained how they try to avoid the street because it is not pleasant as a pedestrian. Northside College Prep students, who traverse N. Kedzie Avenue daily to get to or from school, walk down to W. Foster Avenue to catch the bus and many order delivery from restaurants on W. Foster Avenue for lunch, but there are no businesses along N. Kedzie Avenue to visit. A desire to make the area more attractive and comfortable for pedestrians and bicyclists was mentioned throughout interviews. The remainder of this document details each of the engagement activities and input that was received through each technique. The feedback heard throughout this outreach will inform the findings, recommendations, and design guidelines that will be developed as a part of the North Park Study.



## POP-UP EVENTS

The goals of the pop-up events were to:

- (1) maximize access to a diverse set of community members to exchange information between locals and the design team; and
- (2) activate the street by introducing uses that complement existing businesses—such as outdoor seating and lights—and highlight improvements that could benefit the community through bringing its diverse users together in communal spaces.

As much as these events allowed the team to engage with community members and learn from their experiences in North Park, they were also intended to create a new and activated street atmosphere and to set the stage for the project overall. Participants were drawn in to the pop-ups to begin these conversations, and then asked to take surveys or visit the website to share more concrete data using those platforms.

Three pop-up events were planned in order to reach as many perspectives and voices as possible. The pop-ups were held at different locations and different days & times in order to reach a wide spectrum of community residents and interests.

The North Park Community Market provided a great opportunity to present findings to date and engage community members and their families, as well as local businesses participating in the market.

North Park University has a large stake in the southern portion of the Study Area, both as an anchor institution that contributes to the market in the form of employees, students, etc., and also as a landowner. The University provided a very visible space in their parking lot at 3202 W. Foster Avenue. The site is adjacent to a North Park University building that was a part of community conversations about design, use, and the future of North Park businesses.

Finally, one goal of the pop-ups was to engage a local business and highlight the economic benefits of outside seating to businesses in North Park. With its corner location and current lack of outdoor seating, as well as being a locally-owned business with strong ties to the community, Outdoor Café “hosted” the third pop-up event.



Various photos from the three Activate North Park pop-ups

## DESIGN & IMPLEMENTATION

Because the pop-ups were meant to be inviting and to provide a sense of enclosure for people to get out of inclement fall weather, materials were positioned (surveys, maps, information, etc.) within a tented space. Seating, which included bright blue bistro tables and chairs, an umbrella, rocking chairs, and plants, provided an inviting place where people could sit and discuss their ideas, fill out surveys, etc. Balloons, sidewalk chalk, and child-friendly posters and games made the design appealing and inviting to a diverse audience.

Concept plans with example images for each of the three locations helped to communicate and sell the pop-up idea to the community partners (North Park Community Market, NPU, and Outdoor Café) and can be found in the Appendix.

To market the events, the team visited businesses along the three corridors and gained permission to post flyers in storefront windows (see Appendix). These flyers were available in English, Spanish, and Korean and were also distributed to the Working Group and to local institutions.

## ACTIVITIES

The pop-ups featured several activities designed to focus on distinct topics and appeal to different audiences. Paper copies of the community survey were available in English and Spanish, and the majority of surveys collected took place during the pop-up events rather than online. The project team used the survey as a way to initially approach passersby and get them to participate in the pop-ups. The online comment map (discussed later in this document) was also turned into a physical board where participants placed stickers to comment on specific locations.

Other activities unique to the pop-up events included a Vision Board, Kids Mural, and Chalkboard Photo-Op Board. The Vision board asked the question, “What services or businesses would you like to see located in North Park?” in four different languages chosen to reflect the multi-lingual makeup of the neighborhood: English, Spanish, Korean, and Hindi. The word cloud below shows combined responses over the three events.



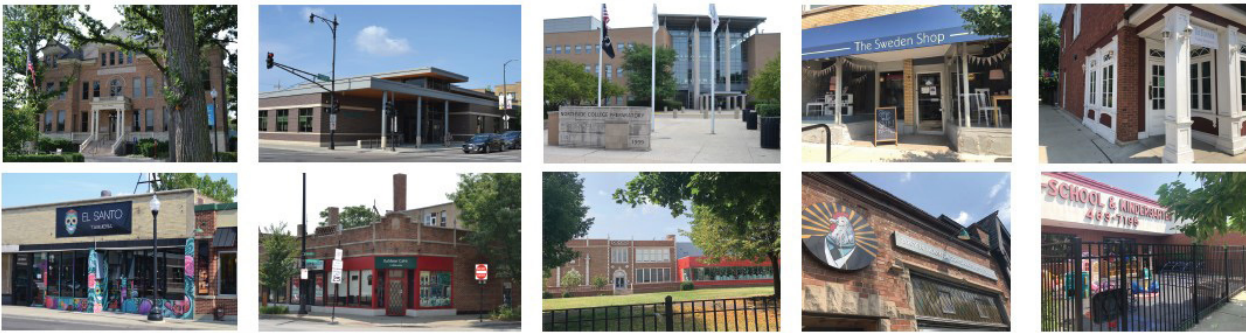
*Word cloud showing responses on board that asked “What services or businesses would you like to see in North Park?”*

Additionally, a Kids Mural was designed to engage children and families at the events. It asked “What’s a ‘Sticky Place’?” for kids to place stickers on photos of recognizable places around North Park, and then coloring images of streetscapes along the three corridors.

Finally, the team designed a 1-page (front and back) summary handout to describe the North Park Study and illustrate some Quick Facts about the Study Area (see Appendix). This was helpful as a way to provide information about the project and also to highlight the website so that those in a hurry could go online to interact with the outreach tools there.

**WHAT'S A "STICKY" PLACE?** Place stickers on the places you like to go.

“Great places are both initially attractive, and ‘sticky’ once you get there. A place is sticky if people love it and don’t want to leave.”



Add some color!



[www.tinyurl.com/northparkstudy](http://www.tinyurl.com/northparkstudy)




 Sponsored by  
 City of Chicago Department of Planning and Development  
 Part of a Market Study to enhance North Park’s commercial districts.
 

*A kids mural was used during the pop-ups to engage children and families*

The Department of Planning and Development is conducting a market study of the commercial corridors in the North Park neighborhood, primarily along Foster Avenue, Bryn Mawr Avenue and Kedzie Avenue. The North Park Study will analyze existing market conditions in the area to help guide recommendations for land use and retail redevelopment.


The final product of this study will be a reference guide that can be used by both local businesses and residents. The document will include information on incentives, recommendations for preserving and attracting businesses, and design guidelines to assist property owners in the rehabilitation of existing buildings. Ultimately, the project aims to enhance North Park's commercial districts and improve local options for residents and visitors.


The study will take place between January 2019 and will gather data on current market conditions and the three corridors. A working group of stakeholders will review and represent the public for their events and community meetings.

Additionally, members of the public are invited to take DPD's online survey and submit comments on a special visual mapping tool created for this project. For links to the survey, comment map and to find out more about the project visit:

[www.tinyurl.com/NorthParkStudy](http://www.tinyurl.com/NorthParkStudy)

Questions or comments?  
Email: [dpd@cityofchicago.org](mailto:dpd@cityofchicago.org)





## Quick Facts

### North Park Community Area

**Major Institutions**

Major institutions include North Park University, Northwestern Illinois University, Northside Preparatory School, Robinson Elementary School, Frederick Van Dusen Metropolitan Science Center

**14,600** Students  
**1,800** faculty + staff

**Languages Spoken**

Languages spoken at home in 68425 Zip Code: 563 English, 211 Spanish, 102 Various Asian Languages, 91 Indo-European Languages, 4 & Other Languages

**17,843** Residents  
**6,504** Households  
**40+** languages

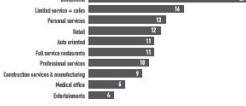
## North Park Study Area

Foster Avenue, Bryn Mawr Avenue + Kedzie Avenue

**Active Ground Floor Uses**

67 dining establishments, 27 are local, representing foods from all over the globe

**174** Storefronts  
**119** Active Uses



	BRYN MAWR	KEDZIE	FOSTER
<b>INVENTORY</b>	14,112	13,902	13,112
<b>TOTAL STOREFRONT</b>	13,112	12,902	12,112
<b>NET LEASABLE SQUARE FEET</b>	4,412	4,302	4,112
<b>TOP COMMERCIAL USES</b>	Personal Services, 7; Full Service Restaurant, 7; Retail, 6	Auto-Bodying, 5; Construction & Rep, 5; Retail, 4	Restaurants, 13; Limited Service & Cafe, 10; Retail, 6
<b>MOBILE EQUIP</b>	<b>9,000</b>	<b>11,500</b>	<b>23,000</b>

A handout with project information and initial findings was passed out to pop-up attendees and passersby

## IDEAS SHARED

While the primary focus of the pop-ups was to invite people to enjoy the spaces and talk with them about the Study, there were also ideas shared through conversations and written activities:

- Ideas for new uses along the corridors included: grocery store, brewery, boutiques, yoga studio, pharmacy, ice cream/donut shop, bookstore, ethnic restaurants, bike shop
- Many expressed a desire for more entertainment options and things to do.
- North Park is seen as a “hidden gem” to many residents and they like its quiet, residential nature but also would like more options to be able to walk to local bars or restaurants.
- Many participants focused on W. Bryn Mawr Avenue vacancies, and offered ideas for creative uses to occupy those storefronts, such as live-work/co-working spaces, meeting spaces, workshops, art studios, and storefront theaters.
- There were a lot of students and families who stopped by the pop-ups, a reminder of the concentration of kids and young people in the area. High school students talked about wanting food places where they can hang out after school.

## COMMUNITY SURVEY

300 residents, business owners, employees, students, and consumers in North Park responded to a Community Survey that asked questions about shopping and dining preferences and desired land uses along the Study Area's three focus corridors: W. Foster Avenue, W. Bryn Mawr Avenue, and N. Kedzie Avenue.

Key themes that arose from the survey include:

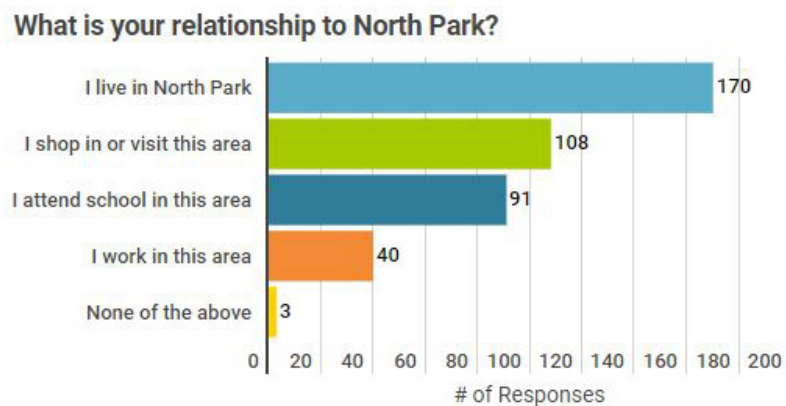
- North Park is not currently a “destination” neighborhood for shopping, restaurants or entertainment, although residents from nearby areas do come to the area.
- The top response when asked “Where do you shop at least once per week?” and “Where do you go for restaurants and entertainment at least once per week?” was North Park in both cases, indicating that people do spend money locally and would likely continue to do so if there were even more retail, dining, and entertainment options.
- Parking was ranked as the least important factor when considering where to shop or go to a restaurant.
- Respondents want to see more restaurants, cafes and retail along all major corridors and prefer locally-owned to national chains.
- North Park employees and business owners ranked the most critical issues facing local businesses and organizations in the following order: foot traffic, decreased sales volume, condition of buildings, commercial rent levels, and parking. Those who answered “Other” said that more restaurants (bringing foot traffic) and cleaner sidewalks and overall building and street appearance would help all businesses.

## RELATIONSHIP TO NORTH PARK

Of the respondents, most reported that they live in North Park, shop in or visit the area, or attend school in the area.

93 respondents also identified if they live in a different neighborhood. This suggests that many people who interact with North Park (working, visiting, or attending school there) come from other nearby neighborhoods such as Albany Park, West Ridge, Budlong Woods, and Rogers Park.

Figure 5.1



## CONSUMER BEHAVIOR

When asked “Where do you shop at least once per week?” the top response was North Park (48%), followed by Lincoln Square (30%), Other (29%), Lincoln Village/Lincolnwood Town Center (28%), Lawrence Ave./Albany Park (25%), Andersonville, 13%, and Edgebrook/Sauganash (10%). The word cloud in Figure 5.2 highlights the most common responses for the “Other” category.

The responses were similar when asked “Where do you go to restaurants/entertainment at least once per week?” – North Park, Lincoln Square, and Other, were again the top three responses (56%, 35%, and 24%, respectively). Figure 5.3 shows the full results and a word cloud below with the most common “Other” answers.

Survey respondents said that, most of all, they think Price/Value is the most important factor in an area when choosing where to shop or go out to eat. This was closely followed by Selection, Convenience, Service/friendliness, Ability to walk around an area. Parking, however, was ranked as the least important factor.

Figure 5.2

Where do you shop at least once per week? (Check all that apply.)

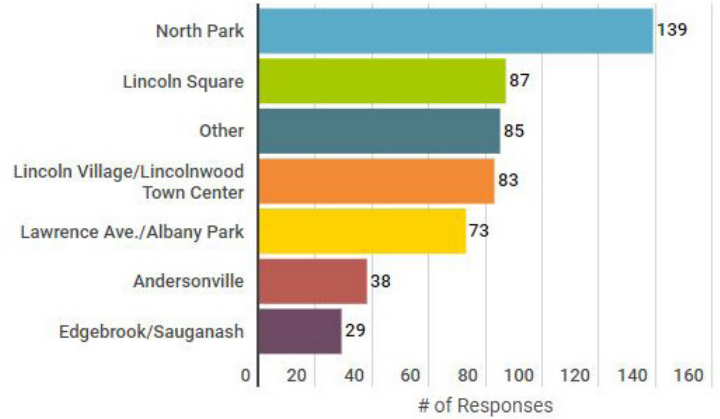
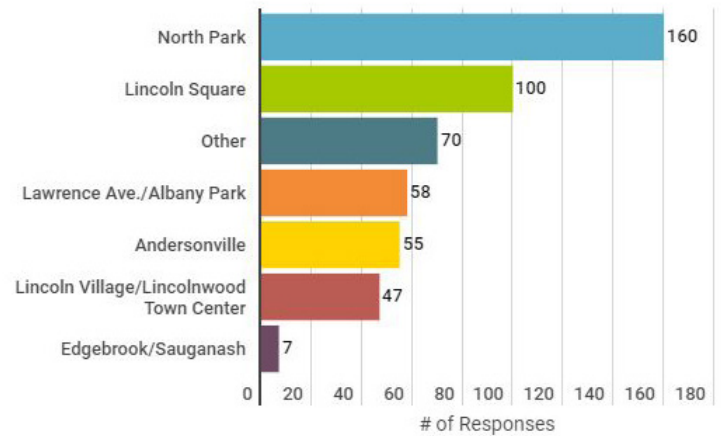


Figure 5.3

Where do you go to restaurants/entertainment at least once per week? (Check all that apply.)



## CORRIDORS

A series of questions asked what people most want to see along North Park’s major corridors, and the number 1 answer across Foster Avenue, Bryn Mawr Avenue, and Kedzie Avenue was Restaurants and Cafes. The next most popular answers were Retail, Public Plazas, and Entertainment. (Note: the values shown on the charts are cumulative scores; a larger number indicates a higher ranking).

Common answers for the “Other” category are listed below, by corridor:

- Foster Avenue: Grocery store, Parks, Salons, Bars, and Cycling amenities
- Kedzie Avenue: Cycling amenities, Art Center/studios, Housing
- Bryn Mawr Avenue: Services, Grocery, Salons, Bars, Kid-friendly spaces, Green/ public spaces

When asked specifically about the kinds of retail uses that are needed in North Park as a whole, the highest ranked response was Specialty Foods or Groceries, followed by Merchandise, Fitness and exercises facilities, Pharmacy, and Services.

North Park residents and visitors indicated that they would prefer to attract local businesses over national chains in North Park. They ranked local stores and restaurants over local services, followed by national stores and franchises, and then national services.

Figure 5.4

### Rank the types of uses you most want to see along Foster Avenue.

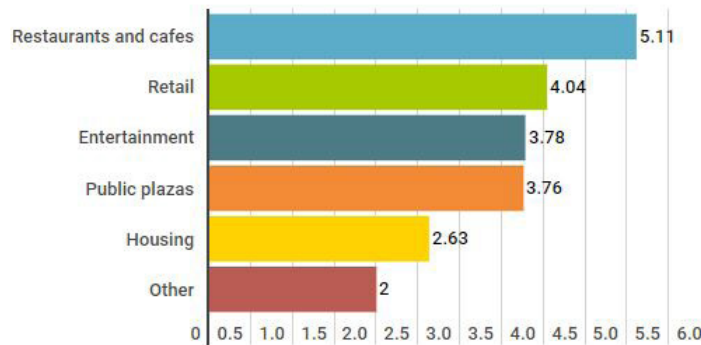


Figure 5.5

### Rank the types of uses you most want to see along Kedzie Avenue.

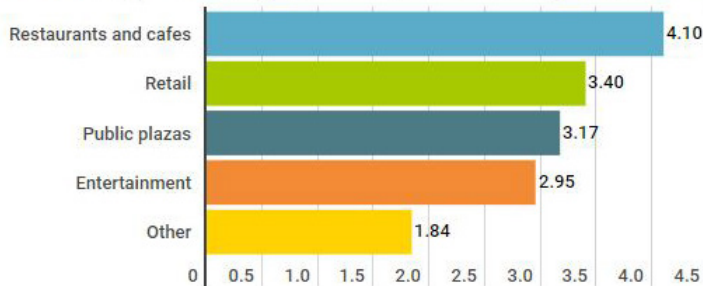
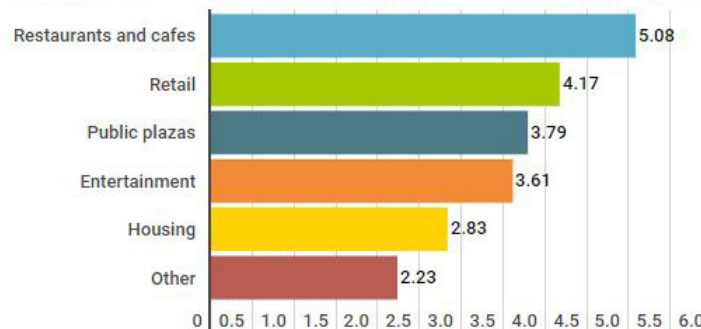


Figure 5.6

### Rank the types of uses you most want to see along Bryn Mawr Avenue.



## QUESTIONS FOR NORTH PARK WORKERS AND BUSINESS OWNERS

Those who answered Yes to “Do you work in North Park?” (48 people) were asked a special set of questions. From these questions, we learned that:

- Respondents were a mix of longtime workers (60% have worked in the area for over 5 years) and workers who are newer to North Park (40% have worked there under 3 years) (Figure 5.7).
- Most said that their customers come from North Park or nearby neighborhoods, with few coming from outside the north side of Chicago or suburbs. (Figure 5.8).
- The most common marketing approaches are: company website, Social Media, and relationships with other business/institutions (Figure 5.9).
- North Park workers ranked the most critical issues facing local businesses/organizations as: foot traffic, decreases sales volume, condition of buildings, commercial rent levels, and parking (Figure 5.10). Those who answered “Other” said that more restaurants (bringing foot traffic) and cleaner sidewalks/overall building and street appearance would help all businesses.

Figure 5.7

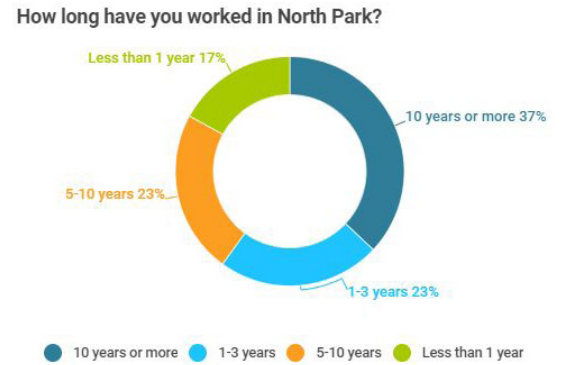


Figure 5.8

### Rank where customers or people your organization serves are coming from.



Figure 5.9

### How does your business or organization market its services? (Check all that apply.)

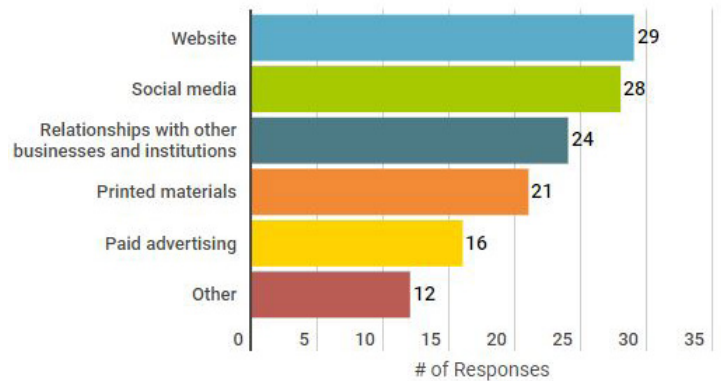
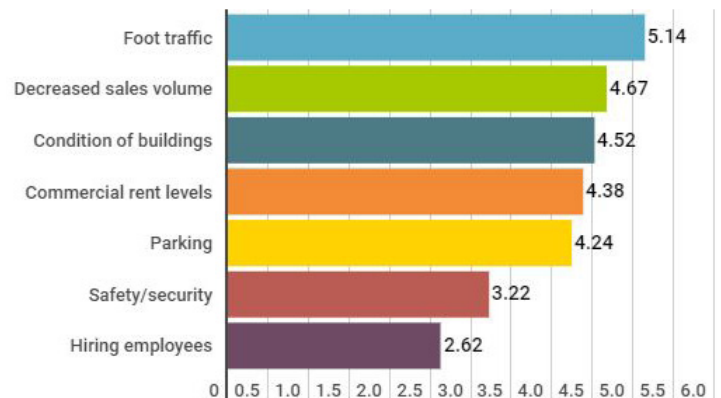


Figure 5.10

### Rank the critical issues facing local businesses and organizations in North Park.





## COMMENT MAP

While other engagement activities and tools (stakeholder interviews and the community survey) asked for broad ideas and visioning about North Park, a comment map was used as a tool to focus ideas on specific locations along the three corridors. The online interactive mapping tool was supplemented by a physical comment map that was used during all three pop-up events.

## IDEAS SHARED

154 visitors have viewed the comment map online and 43 comments were added to the online map and at pop-up events. Comments were focused around three different categories: Key Business (56% of comments), Community Asset (28%), and Building Appearance (16%). Some of these ideas and location-based comments are highlighted below, sorted by corridor:

### W. Bryn Mawr Avenue

- Would love to see another bakery open. (3352 W. Bryn Mawr Avenue)
- These buildings should be put back on the tax rolls. (3400 block of W. Bryn Mawr Avenue)
- All of these buildings seem to have unique historical + architectural features that really need to be retained! (3340 W. Bryn Mawr Avenue)
- A nice neighborhood sports bar would be nice. (3303 W. Bryn Mawr Avenue)
- I think a grocery store that is on W. Bryn Mawr Avenue would be nice because there isn't a full grocery store people can walk to. I think something that has a diversity of ethnic options like Harvest Time on Lawrence or Andy's Ranch on N. Kedzie

Avenue would be nice.

- Key businesses: NEIU Business Innovation + Growth (BIG) Center, TCF Bank, 7-11, Bryn Mawr Breakfast Club, Community Market, Davis Imperial Cleaners, Big Hill, Outdoor Café, Biltmore Cleaners

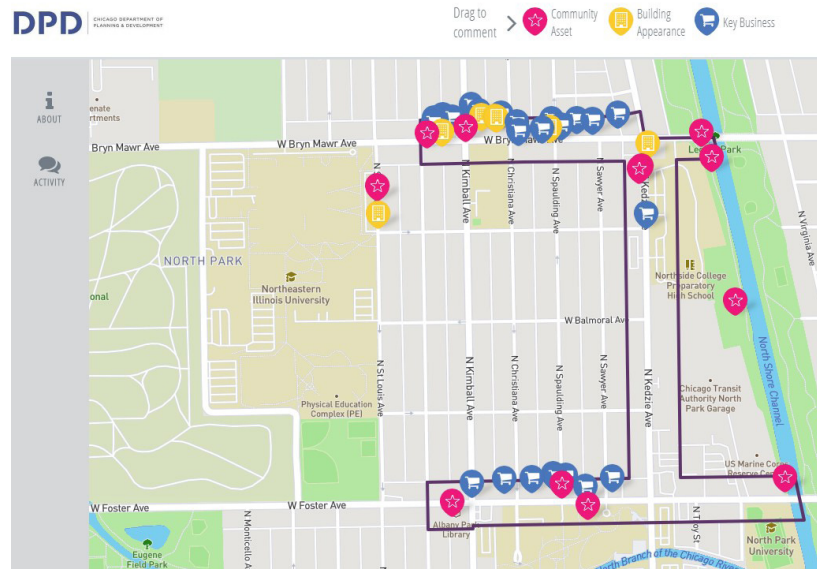
### N. Kedzie Avenue

- The repair shop and gas station occupying the corners at W. Bryn Mawr Avenue and Jersey are an eyesore. The city should consider acquiring these properties and create public parking lots with attractive landscaping to make shopping and eating on W. Bryn Mawr Avenue very convenient.
- Promote sustainable, low-impact transportation. Need more protected bike lanes!
- Need lunch/snack places for NCP high school students.

### W. Foster Avenue

- More entertainment venues.
- Shukr Café could be used as a venue because it is empty at the moment? (3334 W. Foster Avenue)
- Get rid of storefront churches—put in art galleries/boutiques/cool restaurants.
- Community asset: Albany Park Library—but should be renamed to North Park Library!
- Key businesses: Lakeview Art, Swedish Shop, Tre Kronor, Two Asian Brothers

The comment map remained open through January and final results were shared at the Community Open House.



The online comment map asked users to place comments under three categories: Key Business, Community Asset, and Building Appearance



People from across the North Park community attended the February 4th Open House

## OPEN HOUSE

On Monday, February 4, 2019, DPD hosted an Open House at Northside College Preparatory High School, located at 5501 N. Kedzie Avenue. Participants had the opportunity to review and comment on the draft findings and recommendations relating to the three main components of the project: a Market Study, Outreach + Engagement and Design Guidelines.

The meeting kicked-off with an introduction from Todd Wyatt of DPD. Alderman Laurino (39th Ward) provided remarks and emphasized the importance of community involvement and partnering with residents, business owners, and the future elected alderman to implement recommendations from the Study.

Members from the project team gave a presentation that summarized project activities to date and provided an overview of the main findings and recommendations.

## PUBLIC INPUT

In general, the input received supported the draft market findings and recommendations. Before and after the presentation, attendees were encouraged to review a series of boards that displayed more detailed information and graphics to illustrate the project findings. Participants were able to ask questions of the project team and/or submit comments via the Comment Card. Below are highlights from the input received at the Open House relating to the goals of this Study.

### Existing Businesses

- There is untapped demand from the 660 senior housing units located in the North Park Village Apartments at Pulaski and W. Bryn Mawr Avenue; some kind of shuttle or circulator bus could help get these people to businesses on N. Kedzie Avenue, W. Bryn Mawr Avenue, and W. Foster Avenue
- Protect unique architecture on W. Bryn Mawr Avenue

### New Businesses

- How to incentivize landlords to fill their empty storefronts?
- Desired future uses: walkable bars/pubs, salon/spa services, sidewalk cafes, farmers market and more local events, outdoor sports shop (kayaks, running/biking equipment), children's activities/programming, theater/entertainment venues, drug store, grocery, book store
- Partner with local schools, WFMT, and Channel 11 to W. Foster Avenue more creative uses on W. Bryn Mawr Avenue
- New businesses should think of ways to reach/advertise to surrounding residents
- Pop-ups can demonstrate the value of new business ideas to community and future potential business owners

### Implementation

- How can residents help in efforts to bring in businesses?
- How can organizations work together to implement the projects?

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# RESOURCES & PROGRAMS



## INTRODUCTION

In addition to providing an assessment of current market conditions, one objective of this Study focuses on providing the public with information on tools that could help support existing businesses and attract new opportunities for economic development.

The following chapter describes some of the available resources and programs that may be used by current and potential future business owners and local leaders throughout North Park.

### NEIGHBORHOOD BUSINESS DEVELOPMENT CENTER (NBDC)

The City of Chicago, Department of Business Affairs and Consumer Protection (BACP), Neighborhood Business Development Centers (NBDC) program provides grants to Chicago-based chambers of commerce and business support organizations, otherwise known as NBDC delegate agencies, to assist in the development of small businesses in Chicago, serve as liaison between local businesses and the City of Chicago, and provide neighborhood business development services.

Chambers of commerce and business support organizations have a strong neighborhood network and coordinate efforts with local aldermen, the City, and other community partners. They help implement the City's Neighborhood Small Business Growth Strategy. They can help start-up entrepreneurs and existing business owners in the following ways:

- Information about a neighborhood
- Getting a new small business started
- Troubleshooting City-related issues for small businesses
- Connecting businesses to financial resources
- Business-to-business networking opportunities
- Employment and workforce development assistance
- Consumer marketing assistance
- Connecting your business to the local community

The North Park Commercial Corridor Study Area is serviced by the following delegate agencies, who also function as NBDCs:

- [North River Commission](#) (North of W. Bryn Mawr Avenue) (NRC)
- [Albany Park Community Center, Inc.](#) (South of W. Bryn Mawr Avenue)



**ALBANY PARK  
COMMUNITY CENTER**

## SMALL BUSINESS IMPROVEMENT FUND (SBIF)

The Small Business Improvement Fund (SBIF) program uses Tax Increment Financing (TIF) revenues to help owners of commercial and industrial properties within specific TIF districts to repair or remodel their facilities for their own business or on behalf of tenants.

Program participants can receive matching grants to cover up to half the cost of remodeling work, with a maximum grant amount of \$150,000. The grant does not have to be repaid.

Details on SBIF grant qualifications, restrictions, and applications can be found [here](#).

## CHAMBER OF COMMERCE

The City's Department of Business Affairs and Consumer Protection (BACP) is the agency that licenses, educates, and regulates Chicago businesses to help them succeed.

Their website has a variety of educational resources, including [information on how to start a Chamber of Commerce](#).

**HOW TO START A LOCAL CHAMBER OF COMMERCE**

**FIVE STEPS**  
to begin the process of organizing a 501 (C)(6) Non-Profit Organization (Chamber of Commerce)

- 1** Choose a name for the chamber.
  - Define the organizational structure (including the Board of Directors), &
  - Develop Bylaws for the chamber.
  - Note: Chamber organizational development must have a distinctive identifying component in the chamber's corporate name unless the Illinois Secretary of State's name distinguishing guidelines are followed.
- 2** File the Not-For-Profit Articles of Incorporation with the Illinois Secretary of State.
  - [www.chamberofcommerce.com/department/business\\_services/incorporation/info](http://www.chamberofcommerce.com/department/business_services/incorporation/info)
  - [www.chamberofcommerce.com/department/business\\_services/incorporation/info](http://www.chamberofcommerce.com/department/business_services/incorporation/info)
- 3** Obtain an EIN (Federal Employer Identification Number)
  - [www.irs.gov/ein](http://www.irs.gov/ein)
  - File with the IRS as a 501 (C)(6) Exempt Organization in order to get an IRS Determination Letter.
    - [www.irs.gov/efile](http://www.irs.gov/efile)
    - [www.irs.gov/efile](http://www.irs.gov/efile)
- 4** Obtain an Illinois Department of Revenue Account ID
  - [www.revenue.state.il.gov](http://www.revenue.state.il.gov)
- 5** Register with the Illinois Attorney General Charitable Trust Bureau
  - [www.charitabletrust.com](http://www.charitabletrust.com)

To maintain non-profit status the organization must file annually as a steady state:

- 1) Corporation Annual Report with the Illinois Secretary of State
- 2) Return of Organization Exempt From Income Tax Form 990 with the Internal Revenue Service; and
- 3) Illinois Charitable Organization Annual Report with the Illinois Attorney General

U.S. Chamber of Commerce (A Guide to Starting and Growing a Chamber of Commerce)

U.S. Chamber of Commerce (Best Practices)

Illinois Secretary of State (A Guide For Organizing Non-Profit Corporations)

Illinois Attorney General (Checklist for Illinois Charitable Organizations)

Department of Business Affairs and Consumer Protection  
City Hall, 331 North LaSalle Street, Room 905, Chicago, IL 60602

This study found that a Chamber of Commerce focused specifically on North Park's commercial corridors could be beneficial to the area and local economic development efforts.

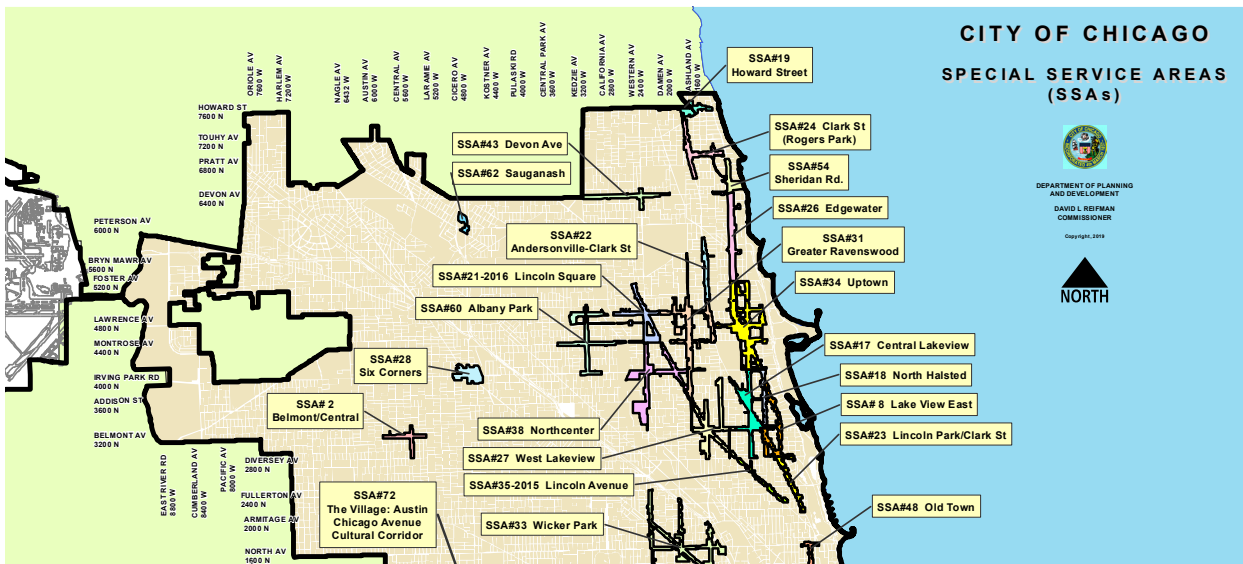
## LIQUOR LICENSING

As described in the Market Study of this report, many properties within North Park Study Area are prevented from obtaining liquor licenses due to Vote Dry areas, Packaged Goods and Tavern moratorium, and prohibitions within 100 feet proximity of a church or school (described [here](#)). However, there are ways to change or lift some of these regulations.

In August 2018, the State of Illinois enacted legislation that grants authority to local liquor control commissioners to grant exemptions for businesses that wish to serve alcohol within 100 feet of a church or school. In April, 2019, the City of Chicago amended the zoning ordinance to allow the City's Local Liquor Control Commissioner the ability to grant these exemptions.

Vote Dry areas can only be lifted by referendum during an election cycle, and the Chicago Board of Election Commissioners has issued [guidelines](#) for how to do this. The next Chicago Municipal Election will be held February 23, 2021.

BACP has a guide to liquor licensing available [here](#).



Map showing Special Service Areas across the Northside of Chicago

## TAX INCREMENT FINANCING

Tax Increment Financing (TIF) is a special funding tool used by the City of Chicago to promote public and private investment across the city.

Funds are used to build and repair roads and infrastructure, clean polluted land and put vacant properties back to productive use, usually in conjunction with private development projects. Funds are generated by growth in the Equalized Assessed Valuation (EAV) of properties within a designated district over a period of 23 years.

The entire North Park Study Area is located within the [Lawrence/Kedzie TIF district](#), which was established in 2000 and is set to expire in 2024.

More information on TIF boundaries, balances by year, and projection reports is available on the City's website [here](#).

## POP-UP BUSINESS INITIATIVE

A new licensing structure to allow for the operation of short-term “pop-up” stores, including restaurants, went into effect on December 1, 2018.

With this license, Chicago’s restaurateurs and entrepreneurs will now have the chance to test their concepts without the burden of a long-term lease or license. The user and host of pop-ups will be licensed separately.

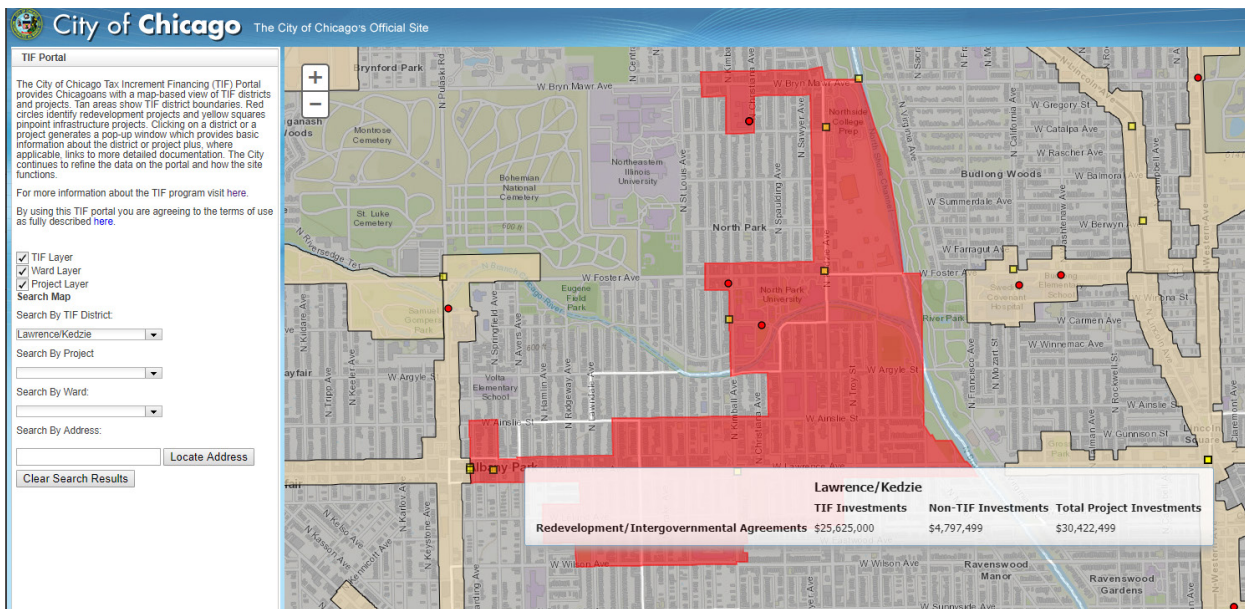
BACP provides details and FAQs on the new Chicago Pop-Up Initiative [here](#), and interested users or hosts can check the [Business Education Workshop Calendar](#) for the next scheduled Pop-Up Workshop (in English or Spanish).

## SMALL BUSINESS CENTER

The Small Business Center (SBC) is the business licensing division of the City of Chicago’s Department of Business Affairs and Consumer Protection (BACP) and the City’s “one-stop-shop” for business licensing, public way use permitting, and connecting entrepreneurs to business resources.

Entrepreneurs can schedule appointments to meet with SBC Business Consultants. The SBC also hosts the Solution Station every Tuesday, Wednesday, Thursday, and the last Friday of each month to provide free business counseling, legal assistance, financial and loan assistance, and tax support for non-profit partner agencies.

More details can be found on the SBC website [here](#).



The City’s online Data Portal has a section dedicated to TIF-related data



## CLASS 7A/7B TAX INCENTIVES

Cook County offers Class 7a and 7b tax incentives intended to encourage commercial projects in areas determined to be “in need of commercial development.” The difference between 7a and 7b is if development costs, exclusive of land, either do not exceed two million dollars (Class 7a) or exceed two million dollars (Class 7b).

This program encourages the reutilization of vacant or abandoned structures. These projects would not be economically feasible without the incentive.

For more details on eligibility and applying for these incentives, visit the Cook County Assessor’s website [here](#).

## SPECIAL SERVICE AREA

Special Service Areas, known as Business Improvement Districts or BIDs in other cities, are local tax districts that fund expanded services and programs through a localized property tax levy within contiguous areas. The enhanced services and programs are in addition to those currently provided through the City.

SSA-funded projects typically include but are not limited to: public way maintenance and beautification; district marketing and advertising; business retention/attraction, special events and promotional activities; auto and bike transit; security; façade improvements; and other commercial and economic development initiatives.

The City contracts with local non-profits, called Service Providers, to manage SSAs. The Mayor appoints SSA Commissioners for each SSA district to oversee and recommend the annual services, budget and Service Provider Agency to the City.

Due to the many vacancies in the Study Area, there are not many taxable properties meaning that designation of an SSA in the near term would be difficult. However, if vacancies are reduced, an SSA could be a viable tool in the future.

Information on SSA feasibility, designation steps, and applying to create an SSA can be found on the City’s website [here](#).

## SPACE TO GROW GREEN SCHOOLYARD PARTNERSHIP

Space to Grow is a public school playground rehabilitation program co-managed by Chicago-based nonprofits Healthy Schools Campaign and Openlands and funded by the Metropolitan Water Reclamation District of Greater Chicago (MWRD), Chicago Public Schools (CPS) and the Chicago Department of Water Management (DWM).

The goal of the Space to Grow program is to transform Chicago’s schoolyards into vibrant outdoor community spaces for physical activity, outdoor learning, environmental literacy and engagement with art, while addressing neighborhood flooding issues.

The program uses focused selection criteria to identify schools and communities that most urgently need outdoor spaces for physical activities and are located in areas with severe neighborhood flooding. Partners identify eligible schools and invite school leaders to apply. Details can be found on the [Space to Grow website](#).

**SMALL BUSINESS CENTER**

We are committed to serving Chicago's small business owners and entrepreneurs.

**SBC Assists Entrepreneurs and Business Owners**

- Apply for New Business Licenses
- Renew Business Licenses (available online)
- Apply for Public Way Use Permits, canopies, etc. (Permits & Sidewalk Call Permits)
- Zoning Information
- Access City Inspections (Buildings, Health, Fire, etc.)
- SBC Selector: Identify Commercial Property Available for Lease or Sale in the City
- Business Tax Information
- Business Education Workshops
- Business Start-Up or Expansion Guidance
- Financial Resources/Investment Programs
- Free Legal and Business Planning Advice from Auctus, The Law Project, SCORE, WEDC and the IRS at the **SBC Solution Station**
- Mentorship / SEED

**How to Meet with a Business Consultant?**

- Walk in at City Hall, request an appointment online.
- The Small Business Center is located at City Hall, 121 North LaSalle Street, Room 800, Chicago, Illinois, 60602.

**How to Apply for a Business License?**

- Business application and assistance table hours are in the **FAQ**
- Complete an application with a Business Consultant.
- Business licenses are issued by the City and completed online: [www.CityOfChicago.org/SBC](http://www.CityOfChicago.org/SBC)

**BACP** @CHSMALLBIZ /CHSMALLBIZ CityOfChicago.org/SBC

Small Business Center  
121 North LaSalle Street, Room 800, Chicago, IL 60602  
312.744.6082 / 744.6240

**SMALL BUSINESS CENTER SOLUTION STATION**

BUSINESS PLANS • LEGAL ADVICE • BUSINESS LOANS

**FREE SMALL BUSINESS SUPPORT AT CITY HALL!**

The Small Business Center Solution Station is one of the many quality programs provided by the City of Chicago Department of Business Affairs and Consumer Protection (BACP). BACP is committed to providing new and existing entrepreneurs an array of supportive services, such as free workshops, expert assistance, and opportunities for businesses to connect with other important business resources.

Let an expert help you solve common business problems at no cost to you. Visit the Small Business Solution Station every Tuesday, Wednesday, Thursday and the last Friday of each month to access free business counseling, legal assistance, financial and loan assistance, and tax support from our trusted non-profit partner agencies.

**Small Business Center Solution Station**  
9:30 am to 3 pm,  
City Hall, Room 800

Schedule an appointment:  
Call 312.744.6240, email [BACP@chicago.gov](mailto:BACP@chicago.gov) or walk in.

**TUESDAY** **Business Counseling**

- Free business advice (via SCORE)
- Small business counseling

**WEDNESDAY** **Legal Assistance**

- Free legal advice for your business
- Free advice, including commercial leases, writing, buying and selling
- Corporate structuring and tax issues
- Patent law issues

**THURSDAY** **Financial Assistance Loans**

- Small business microloans
- Alternative financial assistance for business

**FRIDAY\*** **The Experts**

- Free expert advice
- Comply with tax laws
- Financial planning (with a CPA)
- \*Last Friday of the month, except Nov and Dec.

**SMALL BUSINESS CENTER** @CHSMALLBIZ CityOfChicago.org/SBC

City of Chicago  
Department of Business Affairs and Consumer Protection  
City Hall, Room 800, 121 North LaSalle Street, Chicago, IL 60602  
312.744.6082 [www.cityofchicago.org/SBC](http://www.cityofchicago.org/SBC)

Materials from the City of Chicago’s Small Business Center



# APPENDIX



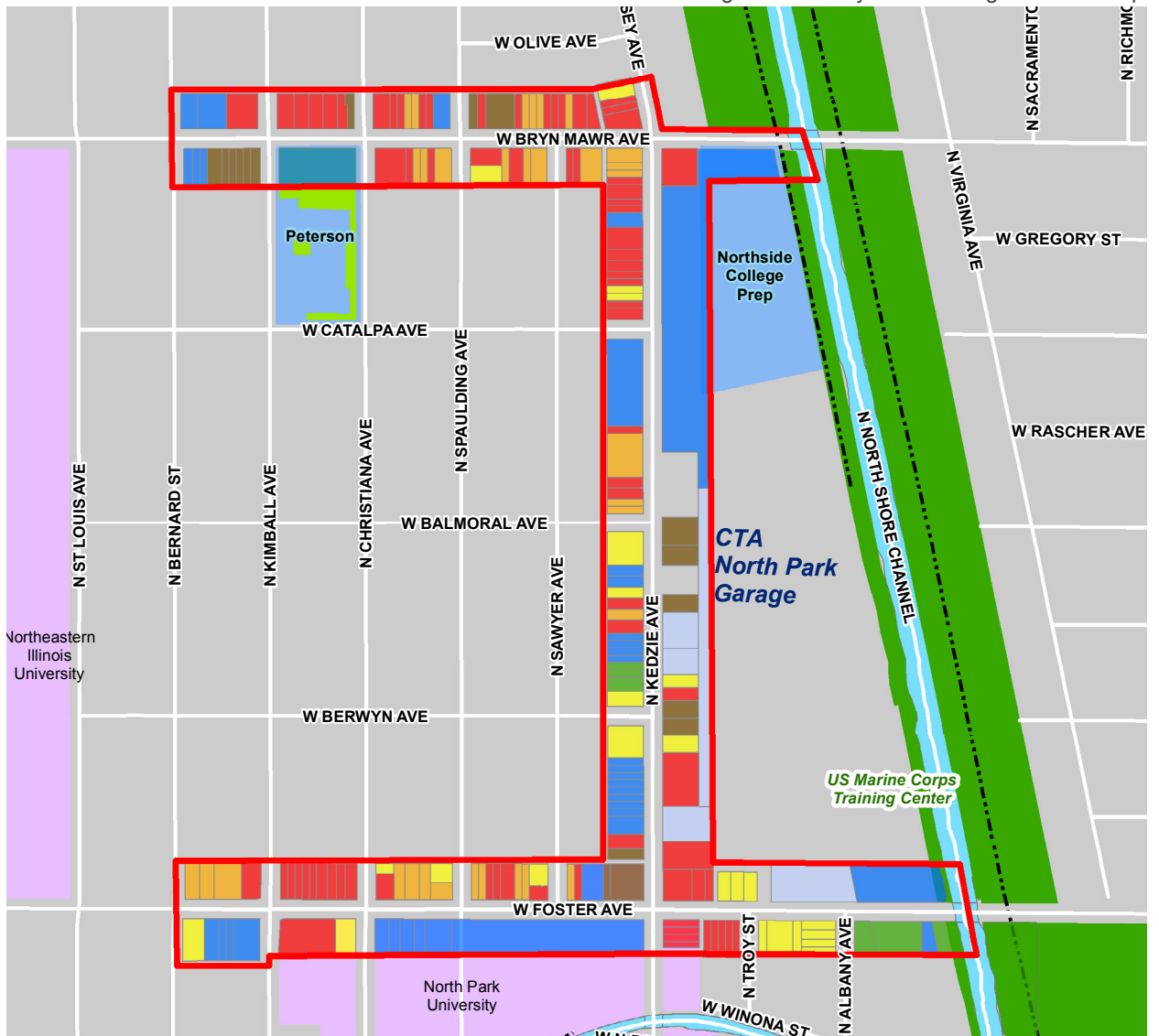
# LAND USE ANALYSIS

The North Park Study Area contains a variety and mix of land uses across each corridor (Figure 7.1). The percentage breakdown of land uses (based on the area they occupy) for the Study Area is displayed in Figure 7.2, and a breakdown of land uses by corridor in Figure 7.3.

The two most prominent land uses throughout the Study Area are Institutional (35%) and Commercial (26%). Institutional uses are dominant due to the presence of North Park University, Northside College Prep High School, the U.S. Marine Corps Training Center, Peterson Elementary School, the Albany Park Library, and several churches and university-owned facilities. W. Foster Avenue and N. Kedzie Avenue have more

institutional uses than W. Bryn Mawr Avenue with 36% and 39%, respectively. Commercial uses are the second most common throughout the Study Area, with the highest proportion found on W. Bryn Mawr Avenue (43%), then W. Foster Avenue (24%), and then N. Kedzie Avenue (19%).

Figure 7.1. Study Area Existing Land Use Map

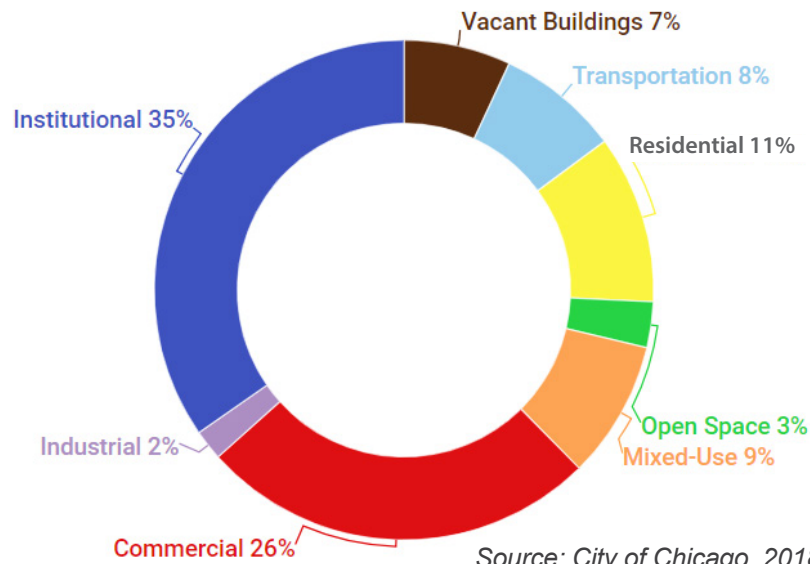


Source: City of Chicago, 2018

Other individual land uses are scattered throughout the three corridors. W. Bryn Mawr Avenue and W. Foster Avenue each have several Mixed-Use buildings (17% and 11%, respectively) with ground floor commercial space and residential above. N. Kedzie Avenue has the highest concentration of Transportation uses (14%), due to the CTA North Park Garage. Residential uses are highest on W. Foster Avenue (14%), primarily east of N. Kedzie Avenue, but also found on N. Kedzie Avenue (10%) where there is senior housing and on W. Bryn Mawr Avenue in scattered locations (6%).

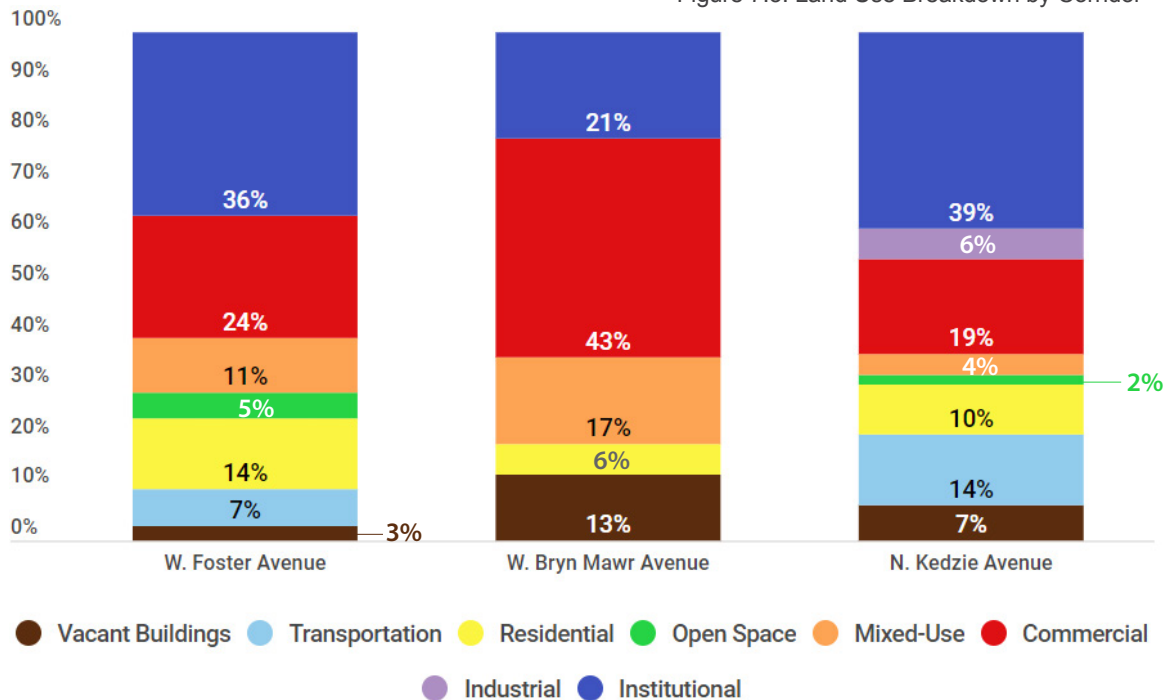
The Vacant Land category (7% of the entire Study Area) includes vacant parcels as well as buildings that are entirely vacant. W. Bryn Mawr Avenue has the highest concentration of Vacant Land (13%), followed by N. Kedzie Avenue (7%) and W. Foster Avenue (3%). An inventory of vacant storefronts/businesses was also conducted during this Study and is described on Page 15 of the Report.

Figure 7.2. Study Area Land Uses (by Area)



Source: City of Chicago, 2018

Figure 7.3. Land Use Breakdown by Corridor



Source: City of Chicago, 2018

## STUDY AREA ZONING

There are five zoning categories present in the Study Area (Figure 7.4). When examined as a percentage of the overall area (Figure 7.6), Planned Developments (PDs) are the predominant zone, as both North Park University and Northside College Prep are zoned as PDs. Twenty-four percent (24%) of the area is zoned for Business (B-Districts) and 17% for commercial (C-Districts). A main difference between these two zones is that Commercial zoning allows for a wider range of uses and does not allow residential on the first floor. Both Business and Commercial zones allow residential uses above the ground floor.

Twenty-three percent (23%) of the Study Area is zoned Residential, for either RS—detached single-family homes, found on W. Foster Avenue east of N. Kedzie Avenue and also including Peterson Elementary—or RT—which allows detached houses, two-flats, townhomes, and low-density multi-family buildings. A description of each zoning district can be found in Figure 7.4.

Figure 7.4. Study Area Zoning Districts

Zoning District	Description
B1: Neighborhood Shopping District	Small-scale retail and service uses, pedestrian-oriented storefronts Permits residential dwelling units above ground floor
B3: Community Shopping District	Retail and services in larger buildings/shopping centers Permits residential dwelling units above ground floor
C1: Neighborhood Commercial District	Broad range of small-scale, business, service, and commercial uses; more intensive + more auto-oriented use types than B1 Permits residential dwelling units above ground floor
POS: Parks and Open Space	Public open space and public parks and cemeteries
RS: Residential Single-Unit District	Detached houses on individual lots
RT: Residential Two-Flat, Townhouse, and Multi-Unit District	Detached houses, two-flats, townhouses, and low-density multi-unit residential buildings

Source: City of Chicago, 2018

Figure 7.5. Study Area Existing Zoning Map

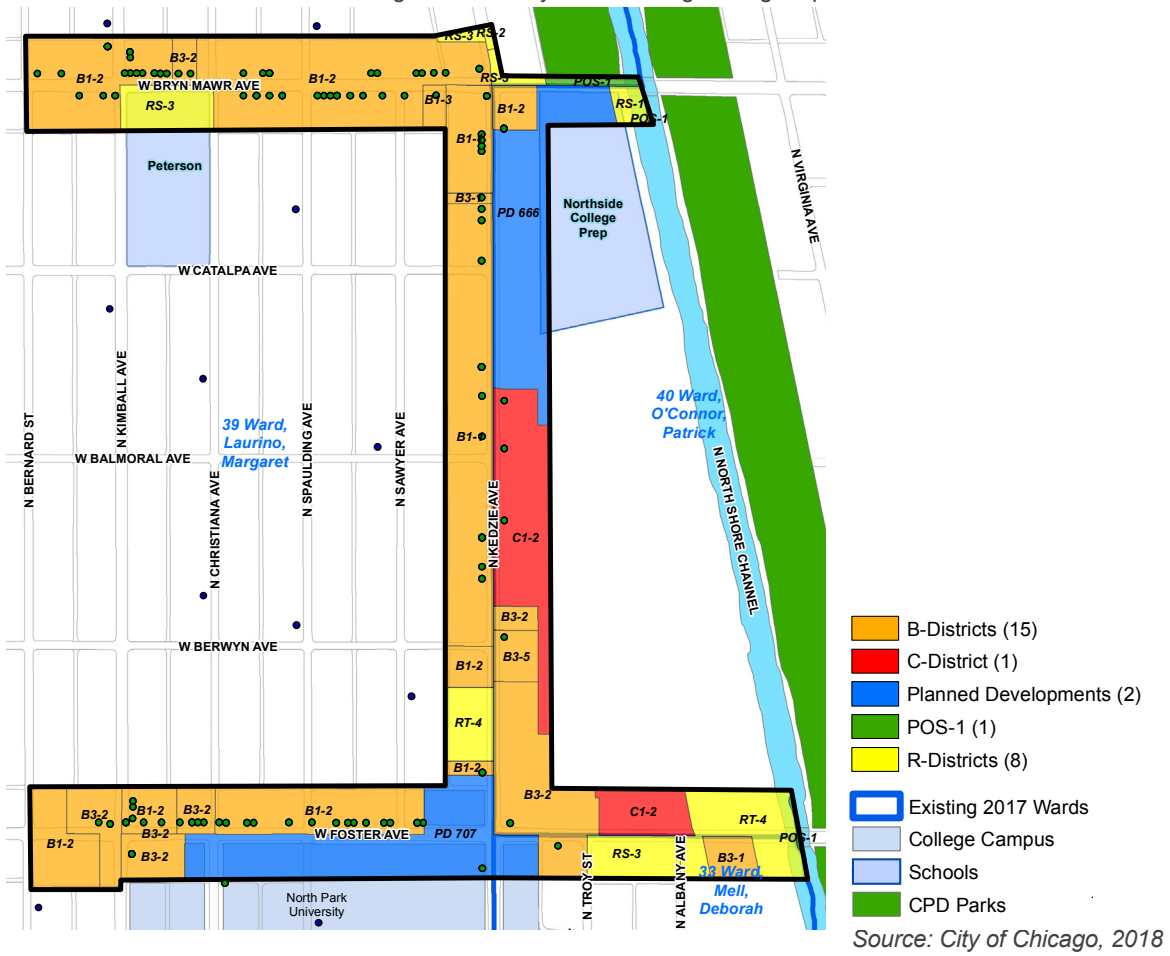
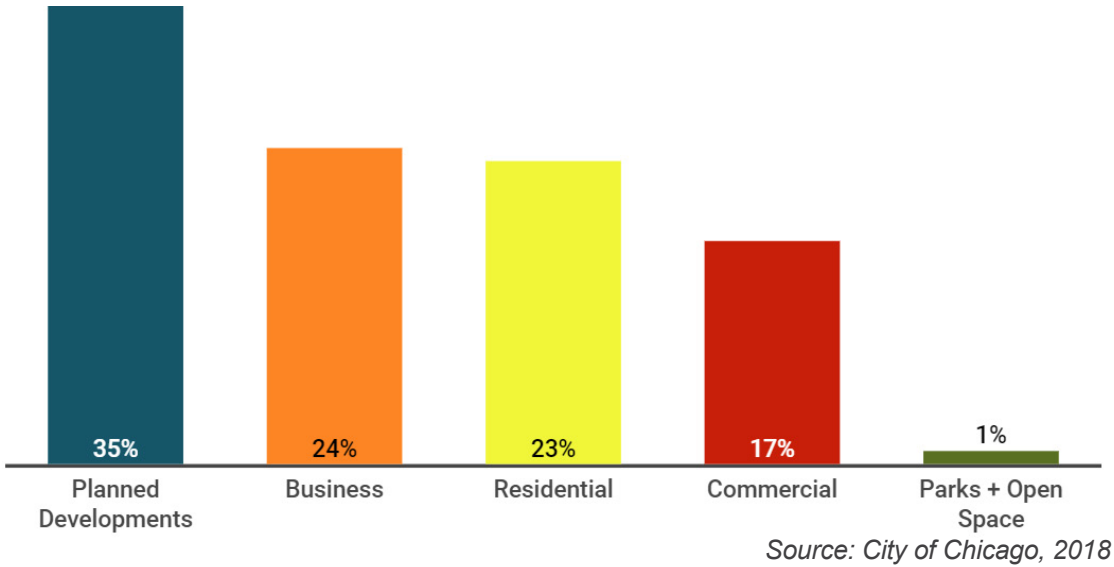


Figure 7.6. Study Area Zoning (by Area)



## CHARACTER BUILDINGS

Character buildings, displayed in purple in Figure 7.7, are buildings which have architectural features that contribute to the character of the surrounding community. These were identified by the project team and are not part of any official landmark list or historical survey.

The orange buildings on Figure 7.7 are buildings rated as “Orange” in the Chicago Historic Resources Survey (CHRS) and therefore the City considers them to have historical or architectural significance. These structures are subject to the City of Chicago’s Demolition-Delay Ordinance.

The [Landmarks Illinois Restoration Resource Directory](#) provides information related to the maintenance, restoration, and rehabilitation of older structures.

3344-3352 W. Bryn Mawr Avenue



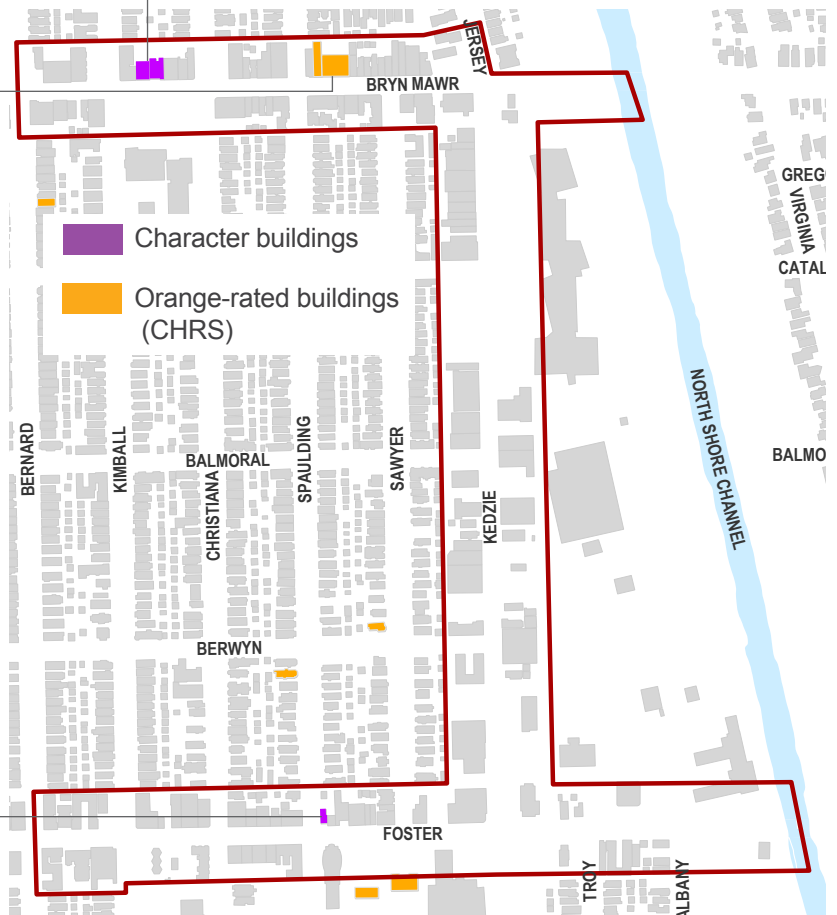
3244-3252 W. Bryn Mawr Avenue



3258 W. Foster Avenue



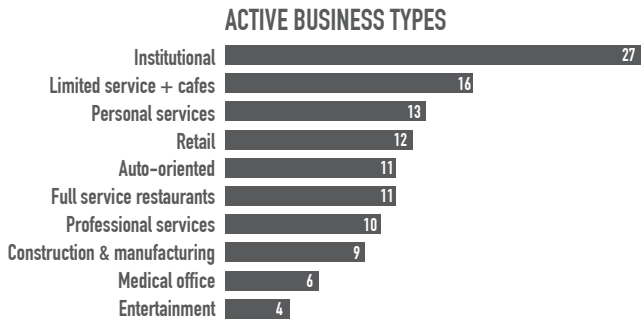
Figure 7.7. Study Area Character Buildings Map





# MARKET STUDY SUPPORT LOCAL BUSINESSES

## FACTS COMMERCIAL MARKET ASSESSMENT



**174**  
Storefronts

### Active Ground Floor Uses

Of 27 dining establishments, 23 are local, representing foods from all over the globe

**119**  
Active Uses

### Vacant Storefronts



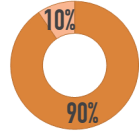
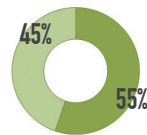
### Local vs. National Businesses



### Top Commercial Uses

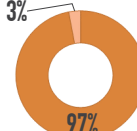
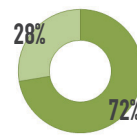


### BRYN MAWR



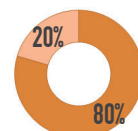
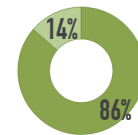
Personal Services: 9  
Full Service Restaurant: 9  
Institutional: 8

### KEDZIE



Auto-Oriented: 9  
Construction & Mfg: 8  
Institutional: 6

### FOSTER



Institutional: 13  
Limited Service & Cafe: 10  
Retail: 6

## FINDINGS + RECOMMENDATIONS

With a high day-time population driven by anchor institutions, dining establishments are an important component of the commercial mix. Within the Study Area there are six cafes, 10 limited service restaurants, and 11 full service restaurants, defined as restaurants with table service. Only three are national chains (Starbucks, Jimmy John's, and McDonald's), with the remaining 24 being local establishments.

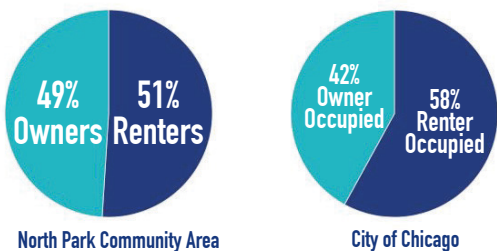
Development of a business organization should be considered to support local businesses. While a strong organizational infrastructure exists with the Albany Park Community Center and North River Commission, local officials and area institutions should consider the creation of a chamber-like business organization that could help organize the landlords and business owners to market North Park more specifically.



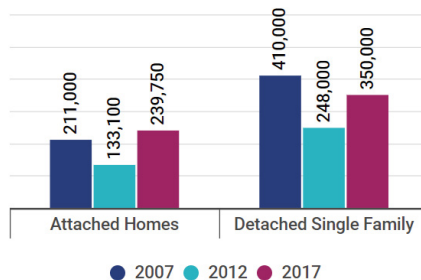
# MARKET STUDY DEMOGRAPHICS / DIVERSITY

## FACTS

**Housing Tenure (2018)**  
Source: Esri Business Analyst



**Median Residential Sale Prices**  
Source: Esri Business Analyst

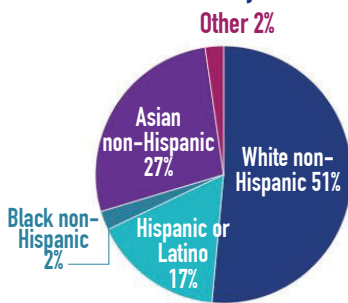


### NORTH PARK COMMUNITY AREA

Demographics	2000	2018
Population	18,514	17,843
Total Households	6,515	6,584
Total Housing Units	6,775	7,183

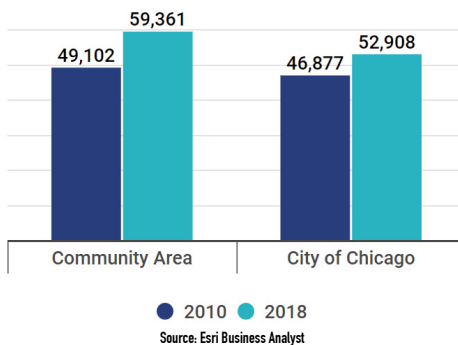
Source: Esri Business Analyst

**Race and Ethnicity (2016)**



Source: CMAP Community Snapshot, 2016 (based on 2016 ACS Survey, 5-year estimates)

**Median Household Income (2010 vs. 2018)**



Source: Esri Business Analyst

**47 Study Area**  
47 different languages spoken at Peterson Elementary School

**27% Community Area**  
27% of North Park Community Area residents speak another language at home

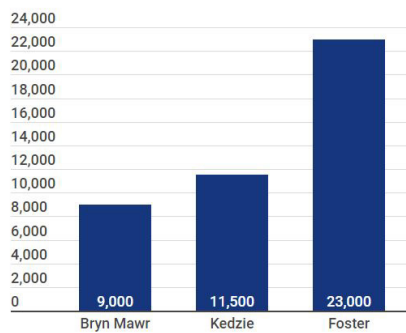
## FINDINGS + RECOMMENDATIONS

- The wide variety of restaurants and businesses in the area speaks to the diversity of the population. Efforts to support these existing businesses should focus on connecting owners to resources such as SBIF, the City's Small Business Center, and Class 7a/7b incentives.
- Efforts to market and attract new businesses (such as ethnic restaurants, specialty food stores, and creative workspaces) can build upon the cultural diversity of North Park.

# MARKET STUDY ATTRACT NEW BUSINESSES

## FACTS

### TRAFFIC COUNTS



### GAP ANALYSIS

#### North Park Community Area Retail Gap

**\$67 million**

Examples of Gaps, based on Community Area households:

- 1) General Merchandise = \$32 million
- 2) Food & Beverage = \$7 million
- 3) Miscellaneous Services = \$3 million

## CORRIDOR CHARACTERISTICS

### BRYN MAWR

- Locally-owned businesses
- Lower rents and smaller storefronts
- Character buildings, mostly B zoning
- Creative arts related uses

### KEDZIE

- Mix of uses (auto-oriented, manufacturing, and institutional)
- Larger building footprints and commercial zoning on east side of street
- CTA Bus Barn requires compatible uses

### FOSTER

- Highest traffic counts
- More national businesses
- Lower vacancies
- NPU campus along south side of street,
- Mostly B zoning with mix of commercial and residential east of Kedzie

## FINDINGS + RECOMMENDATIONS

Attract new businesses to the area that meet retail demand and also complement the character and diversity of North Park.

**BRYN MAWR** Independently owned businesses and smaller specialty retail or personal services establishments would likely find market support here. Work with NEIU and other landlords to seek new tenant opportunities that could include entertainment, cultural, or maker/ entrepreneurial users to complement retail and restaurant tenants.

**FOSTER** Continue to draw on connection to North Park University by encouraging more retail, restaurants, and services to serve students, faculty, and residents. Work with NPU to encourage the redevelopment of the NWC of Foster and Kedzie.

**KEDZIE** Encourage service businesses (such as fitness, salons and health care) and/or institutional uses along Kedzie given proximity to existing critical services (such as the CTA Facility)

Consider relaxing dry district restrictions to increase revenue for existing restaurants and increase attractiveness of the area for potential restaurant tenants.

NORTH PARK STUDY



# MARKET STUDY ENGAGE INSTITUTIONS + EMPLOYERS

## FACTS



Swedish Covenant Hospital



Peterson Elementary School



Von Steuben High School



CTA Bus Barn



North Park University



Northside College Prep



Northeastern Illinois University

14,600  
STUDENTS  
+  
1,800 FACULTY  
and STAFF

## FINDINGS + RECOMMENDATIONS

- While there are long-term relationships with area institutions, efforts can be taken to build even stronger connections to support the three corridors. This should include working with local institutions to identify opportunities for filling vacant and underutilized properties in the commercial corridors.
- Strategic relationships can be formed between institutions and small businesses by expanding local purchasing programs. Expand marketing to institutional employees and students who can support local businesses.
- In appropriate areas on Bryn Mawr and Foster, consider mixed-use development with ground floor commercial space and residential units above that might be attractive to area employees.



NORTH PARK STUDY



Figure 7.12. Community Open House Board

# COMMUNITY OUTREACH ENGAGEMENT

August 2018

Stakeholder Interviews

Working Group Meeting #1

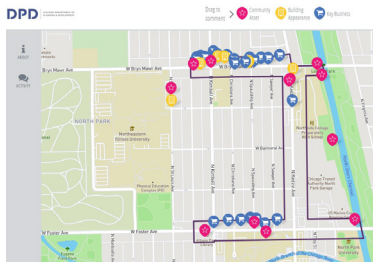
“I’d like to see art galleries, boutiques, and cool restaurants in North Park.”

300 Survey Responses

October 2018

“Pop-up businesses could help temporarily reactivate vacant storefronts.”

150+ Online Comment Map Users



250+ Participants of 3 Pop-Up Events

Working Group Meeting #2



Community Open House

February 2019

NORTH PARK STUDY



# COMMUNITY OUTREACH ACTIVATE NORTH PARK



## FINDINGS + RECOMMENDATIONS

### ■ Filling Vacant Storefronts

Concern about vacant storefronts

Desire for wider range of restaurants

High school students want more to do

More local options = more local spending

### ■ Keep It Local + Unique

Important to attract independent businesses that reflect diversity of North Park

Survey respondents prefer local stores, restaurants, and services

Public spaces should enhance character and diversity of North Park

### ■ 3 Distinct Corridors

Foster Ave = More people places, redevelopment of NW corner of Foster and Kedzie

Bryn Mawr Ave = Fill vacancies, “creative corridor,” reactivate 3400 block

Kedzie Ave = Improve ped/bike environment, add destinations

NORTH PARK STUDY



Figure 7.14. Pop-Up Event Concept Plans

### NORTH PARK COMMUNITY MARKET

September 30 | 9a - 2p

This event will take place at the North Park Community Market. The Project Team will have a booth set up to engage locals and families.

This installation will include 1 tent with tables and chairs, map of the study area, information about the study, and flyers for future events/meetings.

Planned programming includes:

- a video / drawing board for community input ("I want to see \_\_\_ in North Park") capturing diversity of spoken and written languages
- community surveys
- balloons
- Family-friendly Treasure Hunt game for urban elements along Bryn Mawr



### 3202 FOSTER AVENUE

October 5 | 2p - 6p

This tactical installation would take place on the public right-of-way between the sidewalk and the curb. The proposed location is in front of Outdoor Café, on the corner of Bryn Mawr and Spaulding.

This installation will include tables and chairs, map of the study area adhered to the wall of Outdoor Café, information about the study, and flyers for future events/meetings.

Planned programming includes:

- community surveys
- rocking chairs, bistro tables/chairs, umbrellas
- balloons, sidewalk chalk



### OUTDOOR CAFE

October 6 | 11a - 3p

This tactical event will take place on private property owned by North Park University. It will occupy ~4-6 parking spaces at the sidewalk-edge of a parking lot currently used by faculty.

This installation will include 2 tents with tables and chairs, map of the study area, information about the study, and flyers for future events/meetings.

Planned programming includes:

- a video / drawing board for community input ("I want to see \_\_\_ in North Park") capturing diversity of spoken and written languages
- community surveys
- rocking chairs, bistro tables/chairs, umbrellas, and balloons



Figure 7.15. North Park Market Study Commercial Corridor Data

<b>North Park Market Study, Commercial Corridors Proximate to other Universities</b>			
	<b>North Park University</b>	<b>Northeastern Illinois University</b>	<b>Northside College Prep HS</b>
<b>Address</b>	3225 W Foster	5500 St Louis	5501 N Kedzie
<b>Size of Campus</b>	40 acres		
<b>Number of Undergraduate Students</b>	1,850	6,390	1,090
<b>Number of Graduate Students</b>	1,275	1,713	Not applicable
<b>Percent/Number of Students Living on Campus</b>	800	440 total units in The Nest, including 2 and 4 units models. The Nest has declined in occupancy, with a total of 222 in Fall 2018, down from a high of 383 in 2017.	Not applicable
<b>Number of Faculty and Staff</b>	600	1,000	100
<b>On-Campus Dining Offerings</b>	Aramark campus dining, Einstein's Bros. Bagels, Mini-mart	Aramark campus dining, coffee and pastry café, Farmer's Fridge vending machines	Closed campus for lunch. Lunch period is 55 minutes and many students order from area businesses for delivery. Current enrollment may precipitate an open campus for seniors, at some point, as cafeteria is at capacity, with first lunch at 9:45 AM.
<b>In-State Tuition</b>	\$29,190	\$14,000	NA
<b>Room &amp; Board</b>	\$9,000 - \$10,000	\$4,000 - \$5,000	NA
<b>Commercial Corridor(s)</b>	Foster	Foster, Bryn Mawr	Kedzie, Bryn Mawr
<b>Average Daily Traffic Counts</b>	23,000	23,000; 9,000	11,500; 9,000
<b>Select Commercial Tenants</b>	Jimmy John's, McDonald's, Starbucks, Charcoal Delights Restaurant, Tre Kronor Restaurant, Subway, El Santo Taqueria	Bryn Mawr: Bryn Mawr Breakfast Club, 7 Eleven, TCF Bank Foster: Placeholder	Outdoor Café, TFA Signs, Jave & Mug Café, Big Hill Bar & Grill
<b>Street Design Amenities</b>	Limited cross-walk design improvements	None noted	None noted
<b>Transit Services</b>	CTA Foster Bus 92, CTA Brown line terminus nearby at Kimball	CTA Foster Bus 92	No adjacent bus or rail. Many students dropped off, many walk from Brown line station.
<b>SSA/TIF/Other Initiatives</b>	None cited	None cited	None cited
<b>Role of Institution in development of Adjacent Corridors</b>	Purchased building at NWC of Kedzie and Foster; determining re-use. Vacant for 12 years. SEC of Kedzie and Foster utilized as surface parking for University.	Limited. Acquired 3400 block of Bryn Mawr in anticipation of construction of additional student housing. However, demand for additional housing has not materialized. Administration proceeding to determine final use, disposition or development strategy.	Students are customers of nearby businesses - at lunch, and after school before sports and other activities begin. School facilities are rented out many evenings, bringing additional people to the neighborhood.



Figure 7.16. North Park Market Study Commercial Corridor Data

North Park Market Study, Commercial Corridors Proximate to other Universities			
	North Park University	Northeastern Illinois University	Northside College Prep HS
Address	3225 W Foster	5500 St Louis	5501 N Kedzie
Size of Campus	40 acres		
Number of Undergraduate Students	1,850	6,390	1,090
Number of Graduate Students	1,275	1,713	Not applicable
Percent/Number of Students Living on Campus	800	440 total units in The Nest, including 2 and 4 units models. The Nest has declined in occupancy, with a total of 222 in Fall 2018, down from a high of 383 in 2017	Not applicable
Number of Faculty and Staff	600	1,000	100
On-Campus Dining Offerings	Aramark campus dining, Einstein's Bros. Bagels, Mini-mart	Aramark campus dining, coffee and pastry café, Farmer's Fridge vending machines	Closed campus for lunch. Lunch period is 55 minutes and many students order from area businesses for delivery. Current enrollment may precipitate an open campus for seniors, at some point, as cafeteria is at capacity, with first lunch at 9:45 AM.
In-State Tuition	\$29,190	\$14,000	NA
Room & Board	\$9,000 -\$10,000	\$4,000-\$5,000	NA
Commercial Corridor(s)	Foster	Foster, Bryn Mawr	Kedzie, Bryn Mawr
Average Daily Traffic Counts	23,000	23,000; 9,000	11,500; 9,000
Select Commercial Tenants	Jimmy John's, McDonald's, Starbucks, Charcoal Delights Restaurant, Tre Kronor Restaurant, Subway, El Santo Taqueria	Bryn Mawr: Bryn Mawr Breakfast Club, 7 Eleven, TCF Bank Foster: Placeholder	Outdoor Café, TFA Signs, Jave & Mug Café, Big Hill Bar & Grill
Street Design Amenities	Limited cross-walk design improvements	None noted	None noted
Transit Services	CTA Foster Bus 92, CTA Brown line terminus nearby at Kimball	CTA Foster Bus 92	No adjacent bus or rail. Many students dropped off, many walk from Brown line station.
SSA/TIF/Other Initiatives	None cited	None cited	None cited
Role of Institution in development of Adjacent Corridors	Purchased building at NWC of Kedzie and Foster; determining re-use. Vacant for 12 years. SEC of Kedzie and Foster utilized as surface parking for University.	Limited. Acquired 3400 block of Bryn Mawr in anticipation of construction of additional student housing. However, demand for additional housing has not materialized. Administration proceeding to determine final use, disposition or development strategy.	Students are customers of nearby businesses - at lunch, and after school before sports and other activities begin. School facilities are rented out many evenings, bringing additional people to the neighborhood.

Source: Interviews with institutions, university websites, and field work conducted in Sept. 2018

# ACKNOWLEDGMENTS

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