



WHITEFISH BAY COMMUNITY DEVELOPMENT AUTHORITY MEETING

MEETING NOTICE AND AGENDA

**MEETING LOCATION: WHITEFISH BAY LIBRARY PROGRAM ROOM (2nd Floor)
5420 N. MARLBOROUGH DR.**

**WEDNESDAY, June 13, 2018
6:30PM**

- I. Call to Order and Roll Call
- II. General Business
 1. Approval of Minutes from the meeting held on December 19, 2017.
 2. Discussion/Action regarding the Silver Spring Drive Parking Strategy.
 3. Discussion/Action to define a scope for the public input phase of the Consaul Commons redevelopment project.
 4. The CDA may convene into Closed Session pursuant to Wisconsin State Statute §19.85(1)(e) deliberating or negotiating the purchase of public property, investing of public funds, conducting other specified business whenever competitive and/or bargaining reasons require a closed session – specifically regarding potential development opportunities.
 5. The CDA will reconvene to open session prior to adjournment. The CDA reserves the right to take action on any topic discussed in closed session.
- III. Adjourn

Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. Contact Village Hall at (414) 962-6690. It is possible that members of and possibly a quorum of members of other Boards, Commissions, or Committees of the Village including in particular the BID Board may be in attendance in the above stated meeting to gather information; no action will be taken by any other Boards, Commissions, or Committees of the Village except by the Board, Commission, or Committee noticed above. Agendas and minutes are available on the Village website (www.wfbvillage.org)

COMMUNITY DEVELOPMENT AUTHORITY MEETING MINUTES

Monday, December 19, 2017

4:00 pm

**VILLAGE OF WHITEFISH BAY – Public Library
5420 North Marlborough Drive**

I. Call to Order and Roll Call

Chairperson Krueger called the meeting to order at 4:00 pm.

Present: Village President Julie Siegel, Village Trustee Jay Miller, Mike Dwyer, Brian Vanevenhoven, and Ray Krueger.

Also Present: Village Manager Paul Boening, Assistant Manager Tim Blakeslee, Stephanie Hacker from Graef, Kristan Sanchez from Graef, and Craig Huebner from Graef.

II. General Business

1. Approval of Minutes from the meeting held on November 13, 2017.

Brian Vanevenhoven moved, seconded by Jay Miller to approve the minutes of the October 12th meeting. Motion Carried, 5-0.

2. Review and Recommendation to Village Board on revisions to Downtown Incentive Program guidelines, requirements, and booklet.

Ray Krueger summarized the CDA and its duties for the high school students in the audience.

Village Manager Paul Boening completed a brief rundown of the current Downtown Incentive Grant Program, number of applications, and the previous program tweaks that were requested by the CDA.

Kristan Sanchez from Graef summarized the four vision statement handout options and the various differences. Trustee Miller noted that the “but for” clause is an important distinction in handout 1B. Each CDA member preferred the 1B handout. The committee discussed making tweaks to the handout including combining and simplifying the bullet points, using the word discretionary instead of competitive, and changing “would not otherwise occur” to “might not otherwise occur.”

Ms. Sanchez discussed the “but for” language, its implications, and a comparison to a TIF incentive. Trustee Miller noted that applicants seem to

believe the grant program is free money and that the program was not intended to be seen that way. Krueger noted that this program deals with gray area projects and that the program needs to guard against every application receiving a grant. President Seigel noted that it's important to remember that the Village wants to encourage and work with successful developers and we want to get away from a perception that the grant program promotes differed maintenance.

Ms. Sanchez detailed the changes to the grant booklet including highlighting the change from a 3-tier to a 2-tier program. Ms. Sanchez outlined other language changes which highlight the CDA's discretion in awarding/recommending a grant award amount in lieu of highlighting the 50% grant award threshold.

The committee agreed on and noted that they would like the asterisked text under "eligible project costs" to be moved to into the main body text of the section. Stephanie Hacker noted that some businesses may use smaller maintenance projects as a springboard for future phases. Boening agreed that asterisked text under "eligible project costs" should be moved.

Krueger stated that the changes noted by the CDA should cascade throughout the document. Boening and the CDA agreed that after changes are made by Graef, that the revisions to the grant program should move directly to the Village Board for approval.

3. Review and Possible Action regarding the Silver Spring Drive Parking Strategy.

Village Manager Paul Boening introduced the topic and noted that it will be discussed in more depth at a future CDA meeting.

III. Adjourn

Brian Vanevenhoven moved, seconded by Jay Miller to adjourn the meeting at 5:05 pm. Motion Carried, 5-0.

Tim Blaskeslee
Assistant Village Manager



VILLAGE BOARD MEETING STAFF REPORT

REPORT TO: Community Development Authority
Paul Boening – Village Manager

REPORT FROM: Tim Blakeslee – Assistant Village Manager

DATE: 6/7/18

AGENDA ITEM: Discussion/action regarding Silver Spring Drive Parking Strategy

ACTION REQUESTED: Ordinance Resolution Motion Information Only

BACKGROUND

In 2017, GRAEF completed an initial parking strategy on behalf of the Village. The goal of the strategy was to analyze the current status and composition of parking options in the Silver Spring Business District and to develop recommendations for parking improvement in the district. GRAEF's cover memo (Attachment 1) provides an executive summary of the full parking strategy. The full parking strategy (Attachment 2) includes the following information:

- An analysis of existing conditions which includes an inventory of existing public and private parking, considerations for amendments to existing parking regulations, and a history and status of the parking utility.
- Strategies including shared parking agreements and facilities, multi-modal transit facilities, updated parking regulations, and parking structure construction.
- Ten recommendations for the Village to consider regarding parking in the Silver Spring Business District.

It is also important to consider that at the Village Board meeting on June 4, 2018, that the Village Board provided direction to Village Staff to dissolve the Parking Utility. Parking Utility collection of the "rental charges" was put on hiatus in 2014 and the rental charges were never reinstated. It is anticipated that the parking utility will be dissolved by the end of the year.

At the meeting tonight, the CDA is asked to review and discuss the presented parking strategy with an emphasis on the proposed recommendations presented by GRAEF. If desired, the CDA may rank order or select several of the suggested recommendations as "priority" to provide additional direction to the Village Board. Once the parking strategy is examined by the CDA, it will be considered by the Village Board.

RECOMMENDED ACTION

Recommend that the Village Board accept the Silver Spring Drive Parking Strategy with any additions, subtractions, or other emphasis as recommended by the CDA.

ATTACHMENTS

1. GRAEF Cover Memo
2. Silver Spring Drive Parking Strategy

MEMORANDUM

TO: Village of Whitefish Bay Community Development Authority
Ray Krueger, Chairman
Village of Whitefish Bay Staff
Paul Boening
Jennifer Amerell

FROM: GRAEF Planning + Urban Design Group

DATE: October 30, 2017

SUBJECT: 2017 *Silver Spring Drive Parking Strategy*

As part of ongoing planning efforts in the Silver Spring Drive Business District, GRAEF developed the attached 2017 *Silver Spring Drive Parking Strategy* that examined existing parking conditions along Silver Spring Drive, collected and presented strategies to address these conditions, and developed a list of strategic recommendations that can be carried forward at the discretion of the Village of Whitefish Bay. This document was developed in anticipation of potential redevelopment projects at select locations along Silver Spring Drive that may add significant density and a mixed-used parking demand to existing parking facilities.

Specifically, recent Village discussions have returned to the now-inactive parking utility and its role in parking management. These discussions have focused on the parking utility, its management policy, its budget and financial operations, and its role in the business community. As the Village considers the future of the parking utility, the 2017 *Silver Spring Drive Parking Strategy* can be used as a tool to inform and guide decision making.

I. ANALYSIS OF EXISTING CONDITIONS

The Parking Strategy study area encompasses the entirety of the Silver Spring Drive Business District west to east from N. Lydell Avenue to N. Danbury Road and north to south from E. Lakeview Avenue to E. Birch Avenue. The study area included the single-family neighborhoods to the north and south of Silver Spring Drive to analyze the variety of on-street parking options available to customers, employees, and residents. These on-street options are within the “Convenient Parking Zone” established by the study to understand the availability of parking spaces within a walkable distance of Silver Spring Drive. The study area also includes the District 11 zoning boundary and the parking utility boundary.

The existing conditions analysis approached parking on Silver Spring Drive from multiple perspectives. As each stakeholder group utilizes the parking spaces differently, the analysis collected and analyzed data and observations to understand the perspectives of customers, employees, and residents. Importantly, as the Village continues discussions about the parking utility, the existing conditions analysis establishes a baseline of data. The components of the existing conditions analysis include:

- A. Inventory of Existing Public and Private Parking:** The analysis took an inventory of currently available on-street and off-street parking spaces, including metered, non-metered, public, and private. This data was visualized in a diagram to understand the spatial distribution of parking

along Silver Spring Drive. Customer and employee parking received additional scrutiny to determine the walkability and convenience of available parking spaces.

- B. Considerations for Amendments to Existing Parking Regulations:** As the potential for large-scale redevelopment along Silver Spring Drive was an impetus for the Parking Strategy, the regulations governing the required number of parking spaces of these potential developments were reviewed for their currency and alignment with professional best management practices. Because the Plan Commission is empowered to make adjustments to these requirements, the existing parking supply was compared to current regulations to determine surplus and deficiency along Silver Spring Drive. These surplus and deficiency calculations were also incorporated into scenarios for “Future Development Potential” to understand Silver Spring Drive’s parking capacity and needs as select blocks are redeveloped.
- C. History and Status of the Parking Utility:** The parking utility was examined within the context of the multiple future paths it may take. Generally, it has one of three futures: 1) abolished and no longer functioning, 2) reinstated and operated as it had previously, or 3) reinstated and expanded to provide additional parking services. The positive and negative aspects of a Village parking utility were presented to frame considerations for its future. Brief case studies were also developed to present and analyze the scope and complexity of parking utilities in other communities; these communities include Highland Park (IL), Madison (WI), Shorewood (WI), and Waukesha (WI).

II. PARKING STRATEGIES

In addition to the recommendations presented at the end of the Parking Strategy, additional strategies are discussed that present a series of options for the Village, business owners, and property owners to more efficiently manage parking. These strategies are available on a spectrum from minimally invasive and cost effective to large in scale and cost. They include:

- A. Shared Parking Agreements and Facilities:** Multiple business and property owners with differing peak parking demands may enter into agreements to share parking lots and spaces. This can allow multiple users to comply with parking requirements without the need to build additional parking facilities.
- B. Multi-Modal Transit Facilities:** Multi-modal transit options, including walking, bicycling, and buses, can relieve parking demand along Silver Spring Drive. The multi-modal transit facilities that exist along Silver Spring Drive should be maintained and may be enhanced in the future, should the Village choose to do so.
- C. Updated Parking Regulations:** Should the Village wish to do so, the existing parking regulations in the Village’s Zoning Code can be updated and aligned with current professional standards, including guidance from the American Planning Association and Institute for Transportation Engineers.
- D. Parking Structure Construction:** This being the costliest strategy, parking structure construction can be considered as an alternative if the Village believes it is warranted. Key lessons learned from national examples are included as guidance.

III. STRATEGIC RECOMMENDATIONS

A set of ten recommendations conclude the Parking Strategy. These recommendations were developed to assist the Village in achieving customer and employee parking goals along Silver Spring Drive and can be implemented individually or concurrently. If implemented, they will prepare Silver Spring Drive to anticipate future parking demand generated by development and redevelopment. The recommendations include:

- Action 1:** Increase village-wide knowledge of parking accommodations and regulations.
- Action 2:** Monitor employee parking trends to evaluate the need for increased supply of long-term, public permit parking within the “Convenient Parking Zone.”
- Action 3:** Look for ways to reduce parking demand.
- Action 4:** Update and amend parking requirements in the Village’s Zoning Code.
- Action 5:** Consider parking technologies to efficiently manage customer demand and collect revenue.
- Action 6:** Enforce high-quality, neighborhood-friendly designs for new parking facilities.
- Action 7:** Further consider a structured parking solution along Silver Spring Drive.
- Action 8:** Consider reinstating the parking utility along Silver Spring Drive.
 - Action 8A:** Transform the parking utility into a financially self-sustaining community investment tool.
- Action 9:** Commission a future alternative parking management study.

Village of Whitefish Bay

SILVER SPRING DRIVE PARKING STRATEGY

OCTOBER 2017 FINAL DRAFT



GRāEF

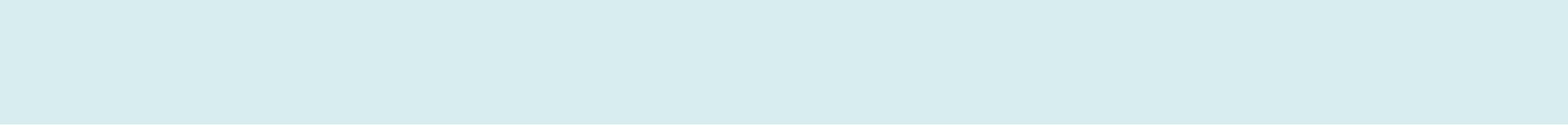


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I. INTRODUCTION

The purpose of this study is to provide a parking strategy to properly manage the impact of future development and redevelopment within the Silver Spring Drive Business District in Whitefish Bay. Additionally, this study will advise the Village on whether to, and how to, reinstate the collection of payments for the Parking Utility.

This study identifies base conditions related to parking within the Silver Spring Drive Business District as well as a mix of best practices and precedent case studies. The Village should use this document to determine additional, detailed parking analysis to perform.

The success of a business district in Wisconsin is often predicated on the perception of convenient and plentiful parking. Within the Silver Spring Drive Business District in Whitefish Bay, both on- and off-street parking options are available. Availability of parking and the perceived convenience of parking both influence whether a customer stops to visit a business (or returns in the future). The perceived convenience of parking can be described both in terms of ease of access and the proximity to the businesses the customer intends to visit.

As increased interest for reinvestment and redevelopment occurs along Silver Spring Drive, the inclusion of parking must be evaluated on a case-by-case basis. While developers will typically be responsible for undertaking their own parking analysis, the Village (and appropriate committees and commissions) should (1) understand corridor-

wide parking impacts to individual developments; and, (2) play a collaborative role in the proper design and character of the parking facilities (structured vs. surface lot, above-grade structures vs. below-grade structures, etc.).

PLANNING BOUNDARY

The boundary of this Study encompasses the Silver Spring Drive Business District and select residential neighborhoods to its north and south. The diagram to the right shows 3 areas: 1) the Parking Strategy Study Area in black, 2) the “District 11 – Silver Spring Drive Business District” zoning boundary in red, and 3) the Parking Utility boundary in blue.

Primarily, parking demand in the Study area is driven by the businesses along Silver Spring Drive. This concentration of commercial activity is significant to the Village for two reasons: 1) the impact of zoning and parking regulations within “District 11 – Silver Spring Drive Business,” and 2) the performance of the existing parking utility that manages public parking spaces in and around Silver Spring Drive. The inclusion of the single-family neighborhoods is intentional, as parking demand already spills into adjacent streets and brings additional motorists into neighborhoods. Therefore, the broader study area boundary will allow the Village to conduct a holistic assessment of current parking conditions and create appropriate strategies for the near future.

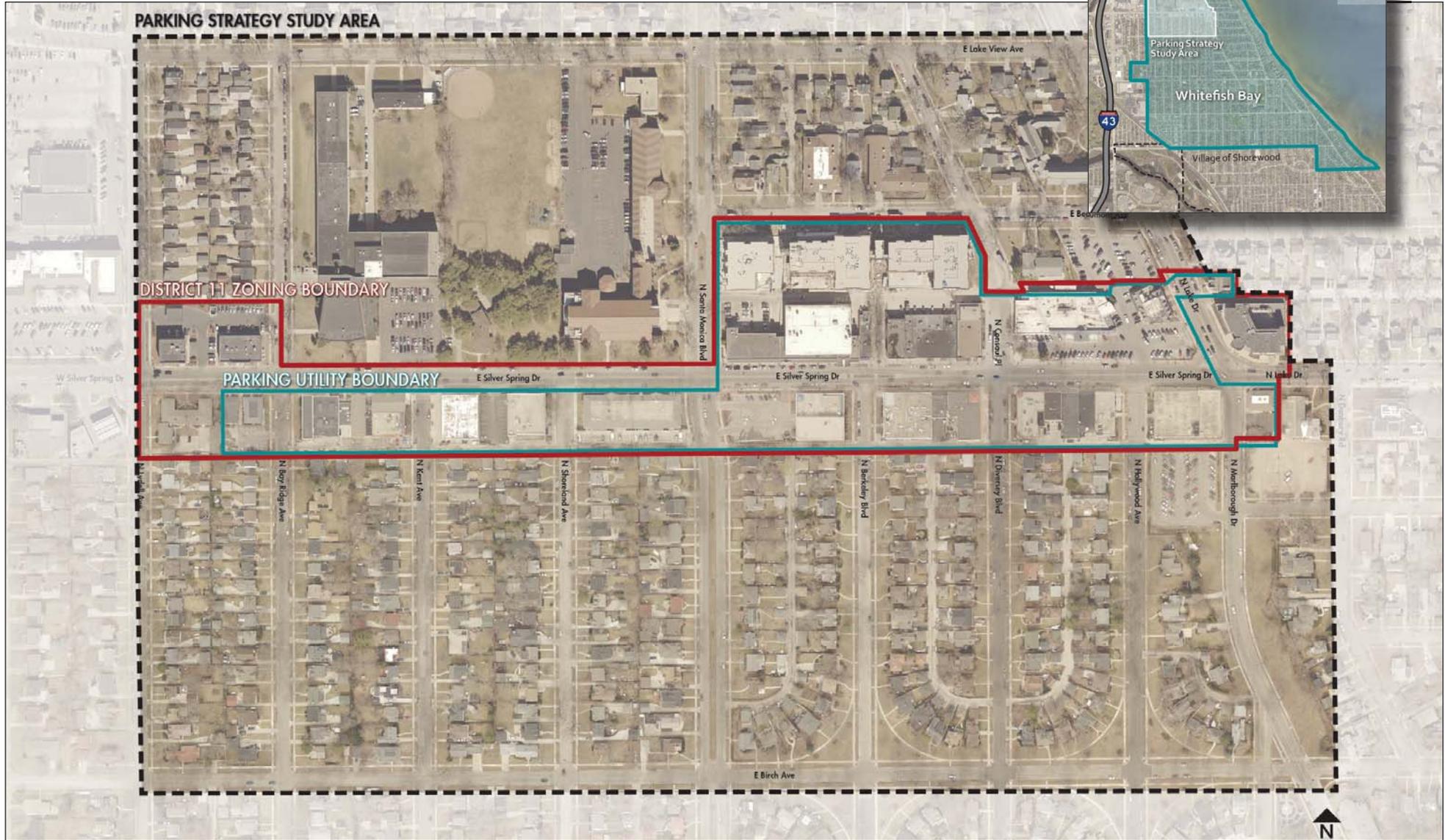
SILVER SPRING DRIVE BUSINESS DISTRICT

At the center of this Study Area is the Silver Spring Drive Business District: the social and economic hub of Whitefish Bay running west to east from N. Lydell Avenue to N. Marlborough Drive.

As a prized historic streetcar suburb, Whitefish Bay has artfully crafted the Silver Spring Drive Business District as the heart of the community since the latter half of the 19th century. With a tree-lined thoroughfare, historic buildings, adjacent residential neighborhoods, and an engaging mix of businesses, Silver Spring Drive is a sought-after commercial corridor in the Milwaukee region. The strength of Silver Spring Drive has been further bolstered by active and engaged residents and business owners. Residents appreciate the positive social impacts of Silver Spring Drive on the quality of life in Whitefish Bay; and, business owners pride themselves on providing a dynamic shopping experience with a myriad of products and services.

The Silver Spring Drive Business District is continuously being re-imagined and enhanced through collaborative master planning and strategic planning. It has been cultivated as a dynamic and flexible commercial district that reacts to consumer trends and remains resilient in the local marketplace. By providing unique products and services through a quality shopping experience, Silver Spring Drive maintains a strong reputation and brand.

PARKING STRATEGY STUDY AREA



II. PLANNING BACKGROUND

2016 Silver Spring Drive Master Plan Update

OVERVIEW

The 2016 Update to the Silver Spring Drive Master Plan identified, expanded upon, and developed a vision for Silver Spring Drive to balance the relationships between land use and activity generation, business development, and multi-modal circulation and parking. The Master Plan Update reinforces Silver Spring Drive's prominence as a social and economic center for the community and establishes the foundation for an emerging set of investment opportunities in the Business Improvement District. A public-private partnership between the Whitefish Bay Business Improvement District, Community Development Authority, and Village staff has significantly enhanced planning efforts and coordinated intra-municipal communication to strategically leverage resources and responsibly manage growth and development.

The Master Plan Update's Recommendations and Implementation Strategies develop a guide for enhancing Silver Spring Drive with opportunities including:

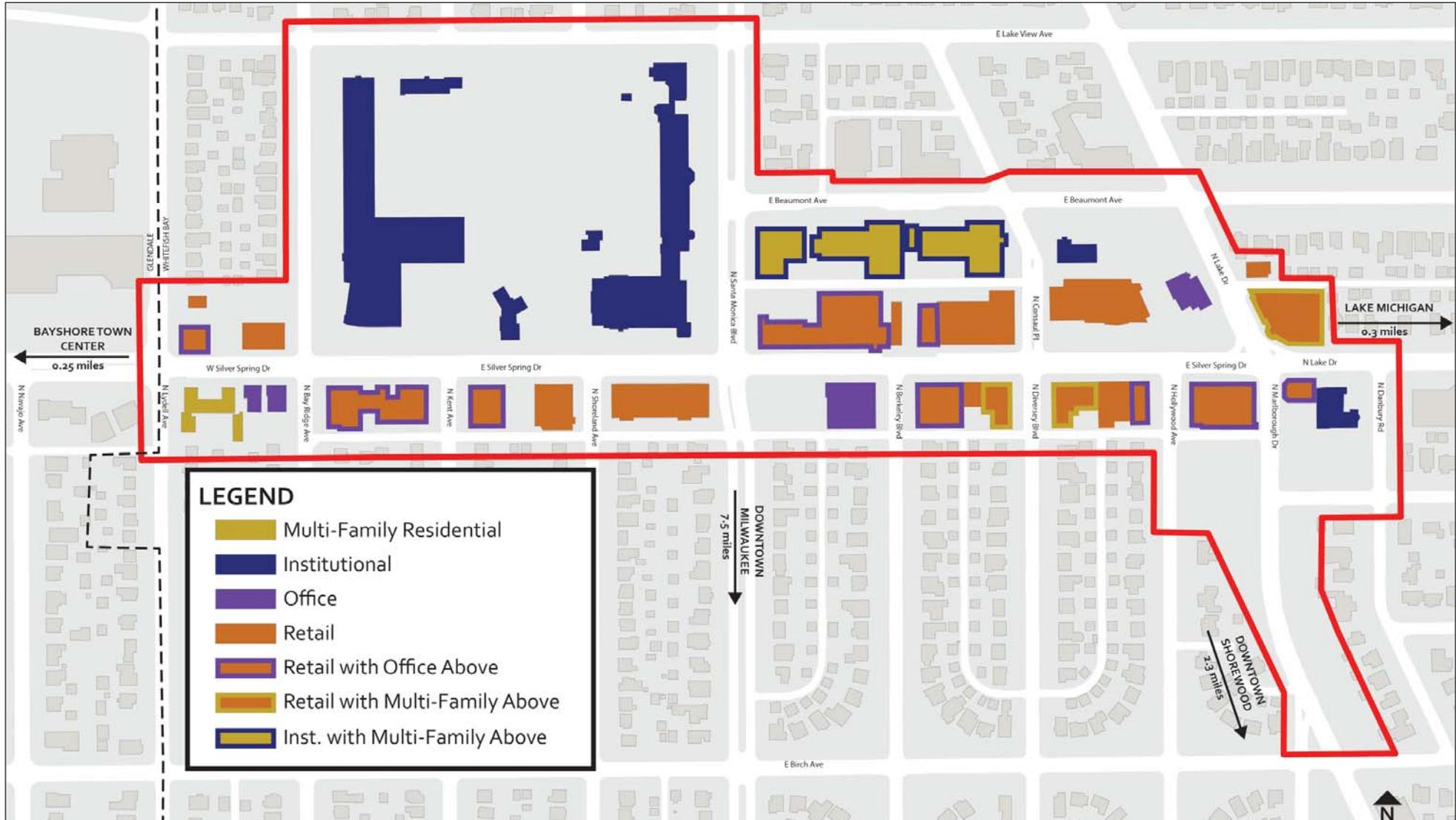
- Increasing building density through the redevelopment and revitalization of unoccupied spaces with the mixing of uses through an integration of retail, office, and residential properties;
- Further strengthening and enhancing the brand of Silver Spring Drive through an engaging environment, positive customer experience, and strong business community;
- Actively maintaining and attracting daily amenity retail and active ground-level retail options;
- Sustaining and maximizing the economic capacity and magnetism of Silver Spring Drive as a standalone, 'main street'-style commercial district;
- Fostering a bicycle- and pedestrian-friendly environment with street life activity; and,
- Balancing economic activity with available parking to maintain an appropriate balance and provide for safety, proximity, and convenience.

PARKING RECOMMENDATIONS

The Master Plan Update included specific parking recommendations that were considered as part of this Parking Strategy document:

- **Examine parking utility and parking meter operation and maintenance to identify actions for the long-term parking strategy;**
- **Conduct additional research on parking technologies that may assist the Village with parking supply and demand;**
- **Review and evaluate employee parking options as part of ongoing monitoring within the District; and,**
- **When off-street parking is modified or created, continue to foster aesthetically pleasing parking areas that fit with the character of the District and adjacent land uses.**

EXISTING LAND USE & TRAFFIC GENERATION



The predominant land use along Silver Spring Drive is ground floor retail with office and residential uses above. Source: GRAEF, April 2016

Whitefish Bay BID Strategic Plan 2017-2019

Following the publication of the 2016 Silver Spring Drive Master Plan Update, the Whitefish Bay Business Improvement District (BID) completed a three-year strategic plan for its operations from 2017 to 2019. The BID sought to capitalize on the Master Plan's momentum and continue to foster a business-friendly environment. The BID's goals include:

- Collaboratively, with other partners, cultivate a diverse portfolio of businesses along Silver Spring Drive to energize day- and night-time activities and enhance the Drive's lifestyle and culture;
- Promote Silver Spring Drive as Whitefish Bay's key social and public place that allows residents and shoppers to gather, engage in informal discussions, and support local merchants; and,
- Attract regional customers through a select number of large-scale events that define Whitefish Bay as a boutique shopping destination.

The BID's strategies and future activities will likely generate increased parking demand by retaining current businesses, recruiting new ones, and attracting additional customer activity. Anticipating future parking demand through thoughtful planning along Silver Spring Drive will assist the BID in achieving its goals.

Whitefish Bay Downtown Incentive Grant Program

As part of a multi-faceted approach to maintaining and enhancing the social and economic vibrancy of the Silver Spring Drive Business District, the Village of Whitefish Bay's Community Development Authority provides financial incentives on a competitive and discretionary basis to business and property owners. The financial incentives provide business and property owners with the opportunity to renovate and revitalize commercial space along Silver Spring Drive.

The incentives can fund physical space enhancements through façade renovations, interior building renovations, upper-story occupancy, roofscaping, and larger improvement projects. Eligible projects achieve one or more of the following funding outcomes:

1. Foster business growth and retention by leveraging private sector investment;
2. Encourage a mix of businesses that provide a diverse customer experience;
3. Cultivate engaging storefronts, façades, and streetscape features to encourage pedestrian activity;
4. Incentivize the revitalization of interior spaces, including upper-story occupancy; and,
5. Incentivize the installation of roofscape features to create occupiable environments on rooftops.

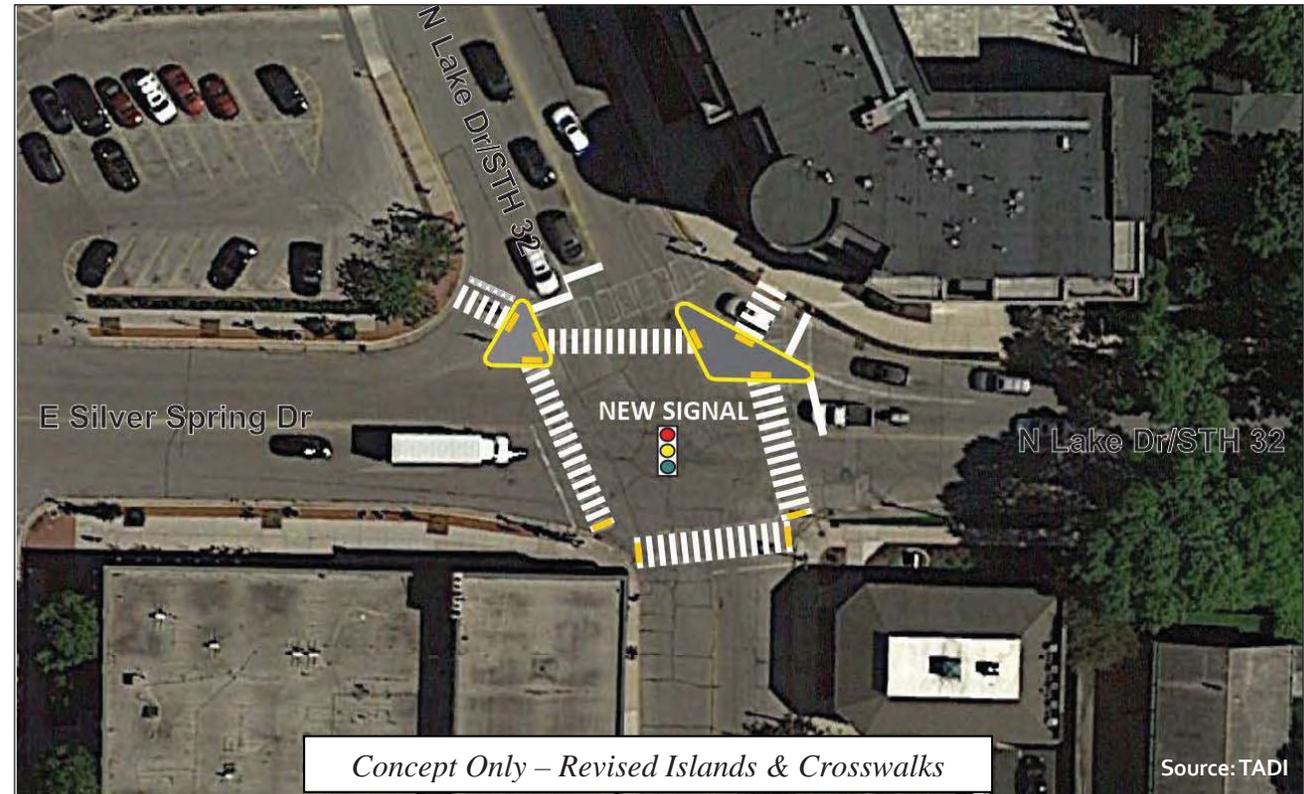
2016 TADI Silver Spring Drive Traffic Study & Signal Warrant Analysis

Traffic Analysis & Design, Inc. (TADI) conducted a series of traffic studies over a two-year period to address an increasing trend in traffic crashes within the village. These have been reportable traffic crashes categorized by type: pedestrian, bicyclist, and/or at angles. In an effort to develop strategies to address the increase in crashes along Whitefish Bay's traffic corridors and at various spot locations, TADI analyzed traffic along Lake Drive (STH 32) and Silver Spring Drive. The traffic study produced technical memoranda discussing specific intersections and potential improvements, the results of traffic signal warrant analyses, and project applications for the Wisconsin Department of Transportation's Highway Safety Improvement Program (HSIP).

Of importance to this parking strategy is TADI's analysis of traffic operations at the Lake Drive and Silver Spring Drive/Marlborough Drive intersection. Recommendations for improvements considered and analyzed the intersection's level of service, queuing, pedestrian protections (signals and refuge islands), and pavement striping.

A key recommendation (listed to the right) considers restrictions on access to the "Sendik's block" (northwest corner of the intersection). Access points to this site are important to understand as future planning/development opportunities for this block continue.

LAKE DRIVE & SILVER SPRING DRIVE/MARLBOROUGH DRIVE CONCEPT



KEY RECOMMENDATION

- Consider access changes to the property located immediately northwest of the intersection. The driveway along Lake Drive should be closed or provide for right-in only traffic, as left-in and left-out movements are dangerous with traffic back-ups from the signal and the right-out movement is dangerous with lane changes so close to the signal. The driveway along Silver Spring Drive should provide for right-in/right-out only traffic or left-in/right-in/right-out only traffic due to traffic back-ups from the traffic signal. Impacted motorists may utilize access to Beaumont Avenue or to Consaul Place.

III. EXISTING CONDITIONS

Inventory of Existing Public & Private Parking

The Silver Spring Drive Business District and surrounding blocks contain a mix of on-street and off-street parking. The different parking facilities are utilized by customers, employees, residents and general visitors to the area. Drivers can choose to use on-street metered parking, on-street parking regulated by signs (non-metered), unrestricted on-street parking, and municipal lots.

The majority of metered parking can be found along Silver Spring Drive between N. Lydell Avenue and N. Marlborough Drive/N. Lake Drive. These are coin



meters that offer 2- and 10-hour parking. These spaces are ideal for customers and visitors.

The non-metered, on-street parking regulated by signs is largely available along the neighborhood streets immediately adjacent to Silver Spring Drive. The majority of this parking is available in the southern neighborhood with additional availability along E. Lake View Avenue to the north. These spaces are used by customers, visitors, and employees depending on the time of day and the duration of the trip.

Municipal lots are available in the eastern half of the Silver Spring Drive Business District. These lots restrict parking to 2- and 10-hour time limits. These lots are used by customers, visitors, and employees depending on the time of day and the duration of the trip.

Limited amounts of unrestricted parking are available on select streets. These include E. Birch Avenue, N. Marlborough Drive, N. Bay Ridge Avenue, and E. Beaumont Avenue. These spaces are primarily used by employees.

The diagram on the following page illustrates the location and quantity of existing parking supply.

NOTE: Existing parking supply quantities were garnered by a combination of aerial photography and on-site investigation. Numbers should only be used for planning purposes. These numbers do not include private underground parking or private garage parking. Accessible spaces (required per s. 346.503 Wis. Stats.) were not counted, but assumed to be included in the numbers listed to the right for off-street parking areas.

EXISTING, AT-GRADE PARKING SUPPLY

ENTIRE PARKING STRATEGY AREA	CONVENIENT PARKING ZONE ¹	
On-Street		
Public Metered		
2-Hour	139	139
10-Hour	17	17
Subtotal	156	156
Public Non-Metered		
1-Hour	254	62
2-Hour	347	77
10-Hour	22	22
Unrestricted	170	26
Subtotal	793	187
Off-Street		
Public		
2-Hour	150	150
10-Hour	66	66
Private	708	456*
Subtotal	924	672
Total	1,873	1,015
<i>Total 1-Hr (public)</i>		
	254	62
<i>Total 2-Hr (public)</i>		
	636	366
<i>Total 10-Hr (public)</i>		
	105	105

¹ See Page 12 for definition of "Convenient Parking Zone"

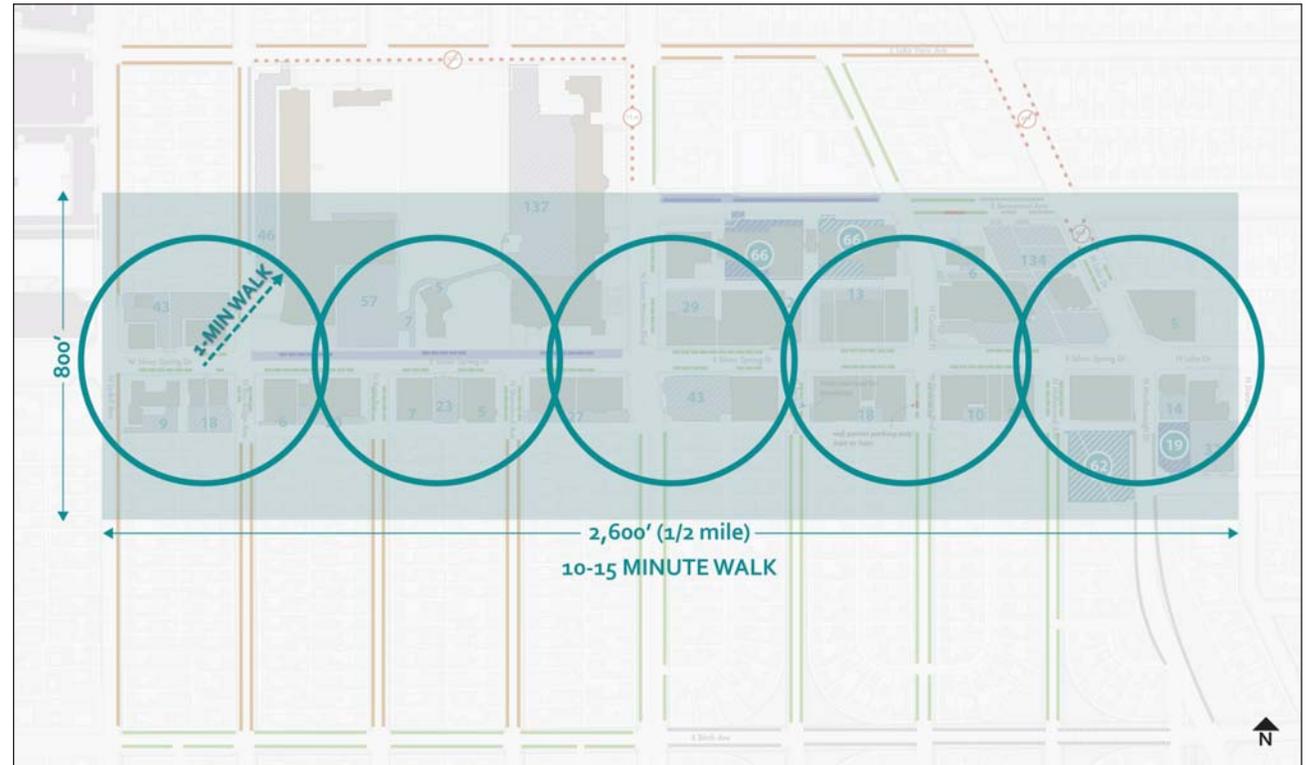
*Removes Dominican and St. Monica's private lots from calculation.

CUSTOMER PARKING

Walking distance is an important factor when evaluating parking supply. While over 1,800 parking spaces exist within the Study Area, consideration must be given to the distance which someone (emphasis on the customer) is willing to park in relation to their destination. A distance of 1/4 mile, or 1,320 feet, is often used as an acceptable walking distance in various American research studies. This generally equates to a 5-minute walk. However, when it comes to convenience, a walking distance of 1-2 minutes is more realistic when determining how far people are willing to walk (particularly in winter months). This generally equates to a 1-2 block distance.

The diagram to the right shows a “convenient parking zone” and references a distance of 400 feet to the north and south of Silver Spring Drive. This distance equates to just over a 1-minute walk.

CONVENIENT PARKING ZONE



Source: GRAEF, October 2017

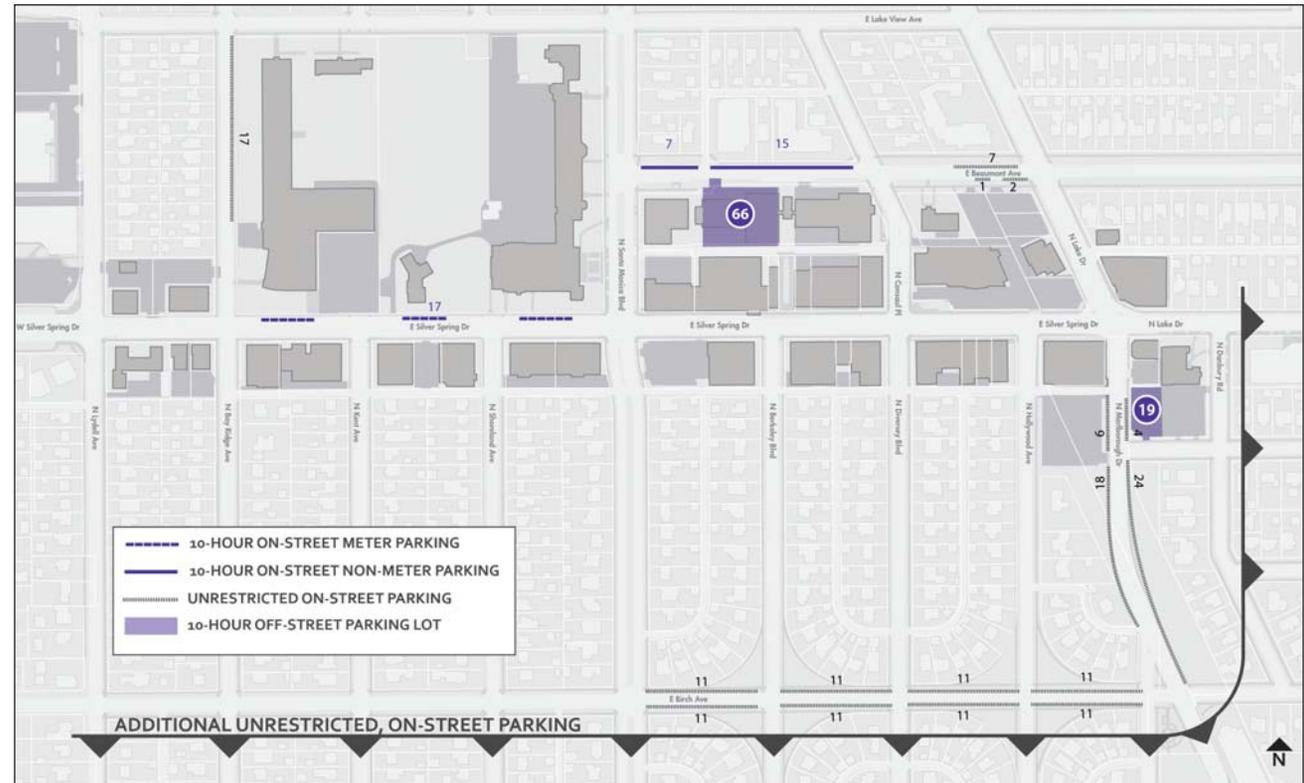
EMPLOYEE PARKING

The Village has four, long-term (10 hour) parking areas that are designated for employees of the Silver Spring Drive Business District. These four areas supplement the existing private employee parking spaces that only a portion of businesses along Silver Spring Drive are able to provide. Employees are able to utilize the public, long-term parking lots by obtaining a parking permit from the Village. Permits are provided at no charge. The permit authorizes parking in designated long-term lots and metered areas before 10 a.m. Any meter fees must be paid in conjunction with the permit.

Long-term (10 hour) parking is limited to the following locations:

- The north side of E. Silver Spring Drive, from N. Santa Monica Boulevard to N. Bay Ridge Avenue.
- The west Beaumont Place Public Parking Garage.
- The north side of E. Beaumont Avenue from N. Santa Monica Boulevard to N. Consaul Place.
- The lot at the rear of First Church of Christ, Scientist, 721 E. Silver Spring Drive. The 2 rows closest to N. Marlborough Drive are designated for employee parking.

EXISTING PUBLIC PARKING AREAS FOR EMPLOYEES (PERMIT & UNRESTRICTED)



Source: GRAEF, October 2017

Findings:

As of 2017, there are a total of 463 permits that have been issued by the Village. As shown in the map above, 124 public spaces are provided across the District for permit holders. Informal conversations with employees and employers indicate that the four areas are often fully occupied prior to 9 a.m. and require permit holders to either park in other short-term, restricted parking (1-hr or 2-hr) or on residential streets south of Birch Avenue (unrestricted, but long walk). Employees plugging (and re-plugging) 2-hr meters along Silver Spring Drive is both burdensome for employees, but more importantly, not ideal for customers looking to frequent businesses. The Village should continue to monitor the supply and demand for employee parking and look to 'save' short-term, on-street parking for customers.

Summary of Current Parking Regulations for the District

CALCULATING THE REQUIRED NUMBER OF PARKING SPACES

Section 16.099 is the section for the “Silver Spring Drive Business District” – or District 11. §16.099(6)(A)(i) outlines that off-street, on-site parking is required in District 11. It then explains that the number of required parking spaces for the District is calculated using the criteria in §6.065 “Whitefish Bay Commercial Off-Street Parking Utility,” specifically §6.065(3)(a) of the Municipal Code. At the discretion of the Plan Commission, the criteria may be adjusted to reduce the number of required parking spaces pursuant to the factors enumerated in §16.099(6)(A)(v).

DETERMINING THE APPLICABILITY OF PARKING REQUIREMENTS

§16.099(6)(A)(ii) states that the Section’s parking requirements apply to proposed uses when:

1. A new building is being built;
2. The remodeling of a building produces an increase in parking demand;
3. A property or business owner applies for a conditional use; and/or,
4. A parcel is being created, combined, or a lot line will be adjusted.

The calculation of the minimum required number of parking spaces will be made based upon the proposed use(s) at the project site. If the proposed use(s) is/are not known, the following statement applies:

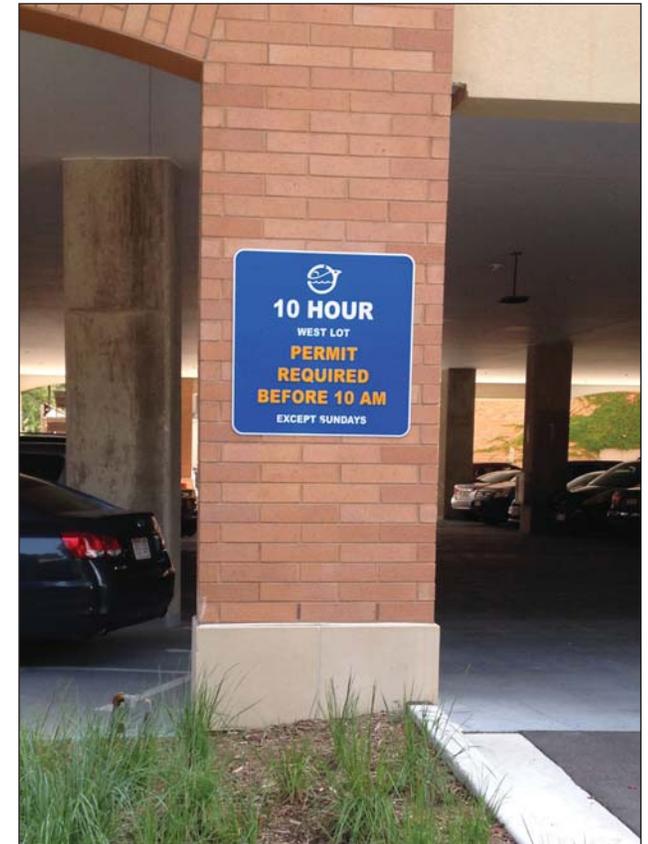
“The criterion for determining parking requirements shall be based upon the proposed uses. In the event of interior remodeling or alteration where the proposed use is not definitely known, the last previous use will be deemed to be the new use. In the event of a new building or exterior remodeling or alteration where the proposed use is not definitely known, the use will be presumed to be that with the greatest parking requirements.”

MAKING ADJUSTMENTS TO PARKING REQUIREMENTS

At the discretion of the Plan Commission per §16.099(6)(A)(v), minimum parking requirements may be adjusted to reduce the likelihood of “overparking” Silver Spring Drive, to provide for cost-efficient site development, to reduce the amount of impervious services and related stormwater facilities, and to provide additional landscape areas and open space on commercial sites.

The Plan Commission will consider the following factors when determining whether or not to adjust the minimum parking requirements:

1. Historical conditions
2. Evidence that actual parking demands will be less than Code requirements
3. Availability of shared or off-site parking
4. Use of alternative transportation



**VILLAGE PARKING UTILITY
CURRENT REQUIRED PARKING MINIMUMS PER §6.065(3)(A)**

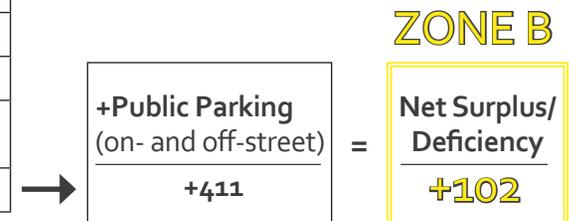
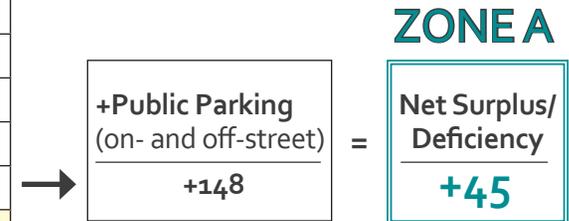
Use	Parking Requirement*
Attorney	2 spaces/attorney plus 1 space/2 employees
Commercial Artist	1 space/2 employees
Bank or Savings & Loan	Same as retail sales plus 1 space/2 employees
Barber Shop	2 spaces/barber
Beauty Parlor	2 spaces/operator
Funeral Home	1 space/6 seats
Furniture Store	1 space/600 sq.ft. sales area (Ord. 1690)
Grocery Store	1 space/300 sq.ft. sales area (Ord. 1690)
Insurance or Real Estate	1 space/agent plus 1 space/2 employees
Investment	2 spaces/office plus 1 space/2 employees
Management	1 space/officer plus 1 space/2 employees
Manufacturer's Agent	1 space/agent plus 1 space/2 employees
Offices: Doctor/Dentist	3 spaces/doctor plus 1 space/2 employees
Post Office	1 space/150 sq.ft. patron area plus 1 space/2 inside employees
Residential	1.5 spaces/residential unit for tenant parking plus 1 space/10 residential units for guest parking
Restaurants & Coffee Shops	The greater of 1 space/3 seats, or 1 space/250 sq.ft. up to 2,000 sq.ft. sales area plus 1 space/500 sq.ft. over 2,000 sq.ft. (Ord. 1690)
Retail Sales Area	1 space/200 sq.ft. up to 1,000 sq.ft. sales area plus 1 space/400 sq.ft. over 1,000 sq.ft. (Ord. 1690)
Theater	1 space/4 seats with 50% reduction for non-coincidence factor=1 space/8 seats

* Accessible spaces are required to be provided per s. 346.503 Wis. Stats. The number of required accessible spaces is included in the total number of required parking spaces.

Required Parking per Municipal Code

This table illustrates existing supply of parking, Code requirements, and parking surplus or deficiency within the convenient parking zone.

Zone A (West of Santa Monica)						
Block ID	Approx. Bldg Area (GSF)	No. of Stories	Current Land Use	Required Parking Spaces per Code*	On-Site Parking Supply (private)	Parking Surplus/ Deficiency
Block 1	12,434	1-2	Retail/Office	33	43	+10
Block 2	21,178	1-2	Residential/Office	33	27	-6
Block 3	<i>Dominican High School, St. Monica School, and St. Monica Catholic Church</i>					
Block 4	34,795	2	Retail/Office	73	26	-47
Block 5	35,254	2	Retail/Office	82	35	-47
Block 6	17,693	1	Retail	40	27	-13
total				261	158	-103
Zone B (East of Santa Monica)						
Block 7	186,139	4	Residential	133	167	34
Block 8	66,648	1-3	Retail/Office/ Restaurant/Theater	126	31**	-95
Block 9	26,275	1-2	Retail/Office	68	13	-55
Block 10	11,892	1	Medical Office	35	43	+8
Block 11	39,897	1-2	Retail/Office/Residential	82	18	-64
Block 12	31,460	1	Grocery/Office/ Institutional	93	140	+47
Block 13	34,351	1-2	Retail/Office/Residential	90	12	-78
Block 14	49,275	3	Retail/Office	88	0	-88
Block 15	43,327	1-4	Retail/Residential	83	44**	-39
Block 16	13,302	2	Retail/Office/ Institutional	44	65	+21
total				842	533	-309



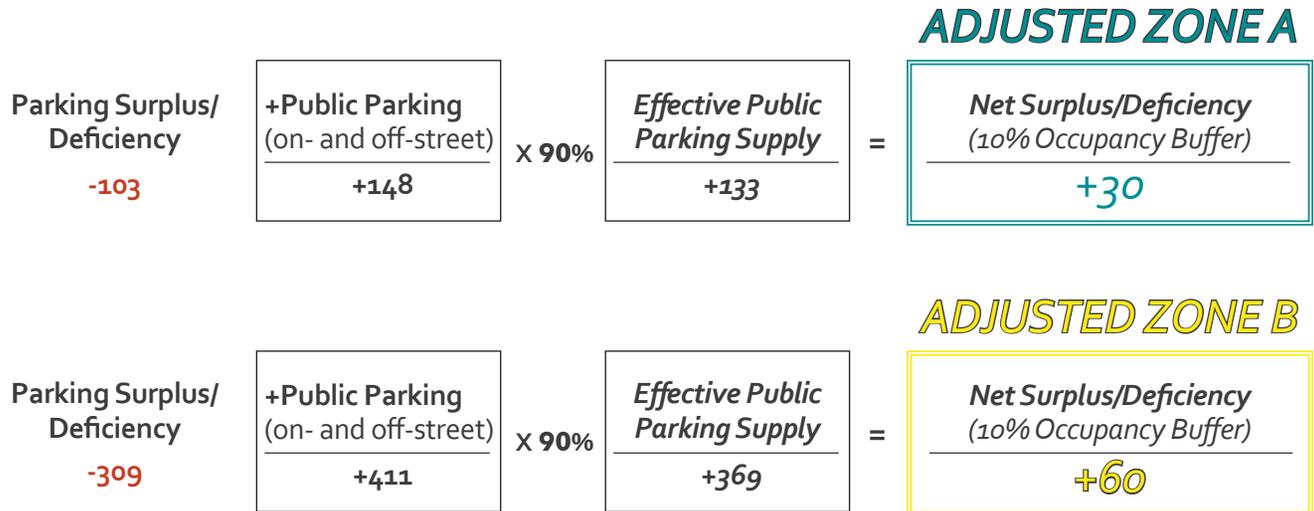
*includes vacant space

**includes below-grade parking stalls

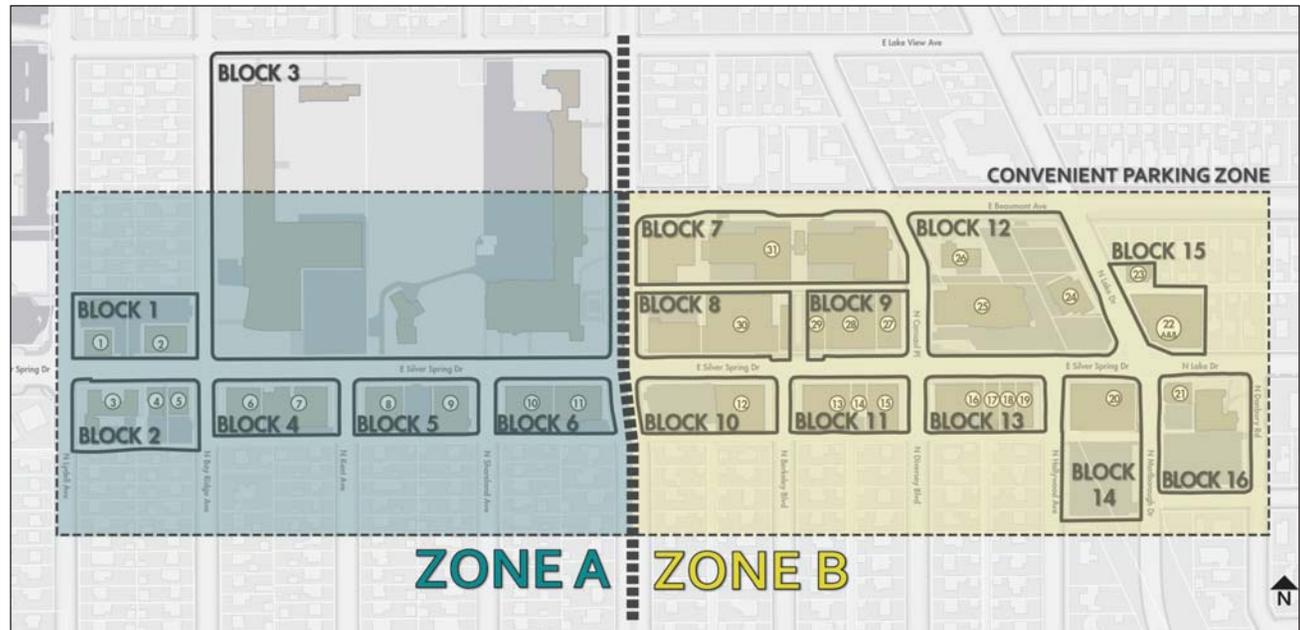
NET SURPLUS/DEFICIENCY

A common approach in analyzing parking is to use an “effective” supply (typically between 90-95 percent of the physical supply) when determining the number of spaces available for use. When applied, the limitation of parking to say 90 percent of the physical capacity helps drivers to more easily locate parking, which facilitates vehicular circulation. It also ensures spaces are available for service vehicles and unexpected needs.

Applying the typical ten-percent reduction factor to Silver Spring Drive’s public parking inventory yields an effective public parking supply of 133 spaces in Zone A (148 spaces x 90%), and 369 spaces in Zone B (411 spaces x 90%). Even with this 10% occupancy buffer applied, the “effective” parking availability is a net surplus in both Zone A and Zone B.



BLOCK AND BUILDING IDENTIFICATION



Source: GRAEF, October 2017

History and Status of Whitefish Bay Parking Utility

CURRENT STATE OF THE PARKING UTILITY

As stated in Chapter 6 of the Whitefish Bay Municipal Code, the Whitefish Bay Commercial Off-Street Parking Utility exists pursuant to Sec. 66.067, Wis. Stats. The utility is established to acquire, construct, manage and operate off-street parking facilities for the benefit of commercial areas within the Village of Whitefish Bay and users of such areas. Prior to 2014, part of this management included the collection of an annual rental charge for commercial properties located within the utility district boundary area (see map). During the construction of the Beaumont Place development, the Village decided to temporarily halt collection of rent for all commercial properties located within this area due to the large amount of public, off-street parking that was inaccessible during construction. Upon the completion of Beaumont Place, the Village has not yet reinstated collection of rent in order to re-evaluate the costs and benefits of such a utility.

FUTURE CONSIDERATIONS FOR THE PARKING UTILITY

An active Village parking utility can be seen through two lenses: 1) parking fees for customers and assessments for business owners can be an inhibitor to commercial activity on Silver Spring Drive, and 2) the dedication of parking revenues to annual operations and long-term capital investments for municipal lots (and potential future parking

structures) can relieve the burden on the General Fund and equitably assign financial responsibility to those users benefiting from the public parking. Regardless of the lens, the Village’s public policy decision should anticipate a shift in the Silver Spring Drive marketplace toward compact, active mixed-use developments often with ground-floor retail and high-value, upper-story offices and residences. Forward-looking public policy will allow the Village to efficiently respond to market demand by positioning the parking utility to economically benefit from emerging revenue streams, including

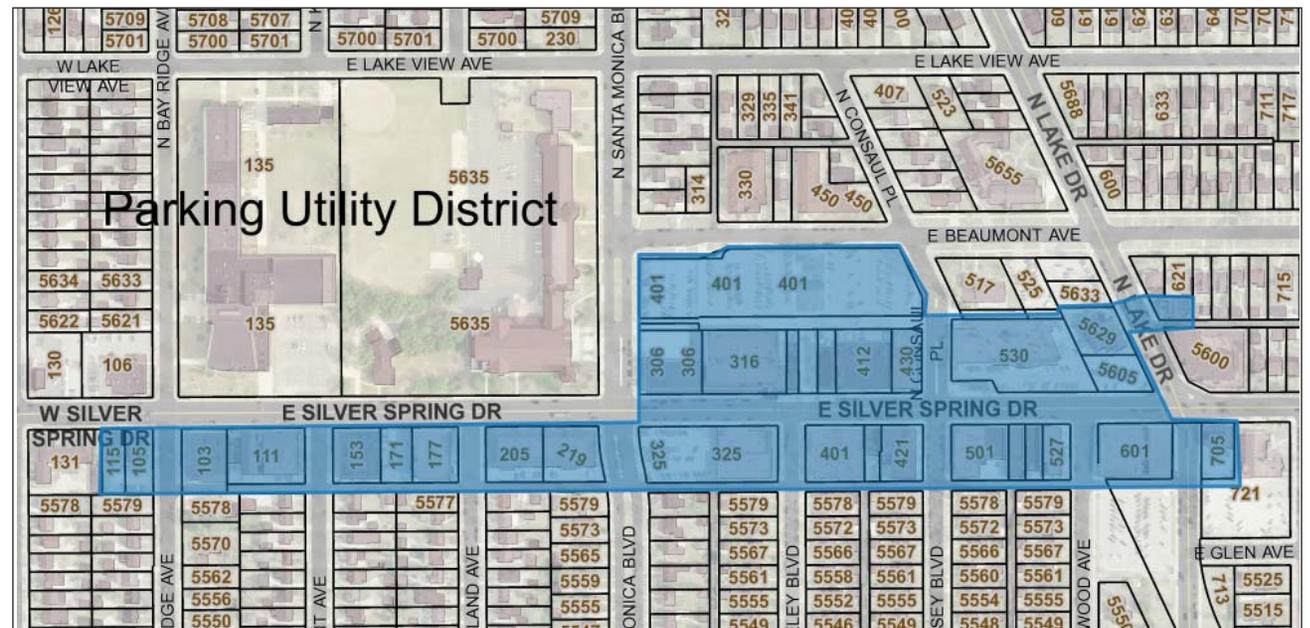
both direct revenues from parking permits as well as larger indirect benefits from induced increases in property value throughout the village.

The potential positive benefits and negative consequences of maintaining a parking utility (with parking fees and assessments) include:

Potential Positive Benefits

- Dedicated revenue stream generated by parking fees and assessments **relieves burden on the General Fund** to assist in funding

PARKING UTILITY DISTRICT BOUNDARY



Source: Milwaukee County Land Information, June 2017

annual operations, general maintenance, and capital investments.

- Dedicated revenue stream provides a level of certainty that may allow for the **leveraging of grants and revenue sharing** from other governmental units (state, federal).
- Alignment of multi-modal transit initiatives could create a **parking utility that funds transit infrastructure** (e.g., bike racks, pedestrian protections, wayfinding signage) along Silver Spring Drive.
- Facilitation of long-term opportunities to manage parking needs within the Silver Spring Drive Business District with the **customized management** needed to maintain a fair and effective condition for circulation and access. Detailed management options will need to be explored, implemented, and changed as Silver Spring Drive's business activities change.
- Maintenance of the village's prominence as an **attractive residential community** through the continued cultivation of Silver Spring Drive as an easy-to-use, highly-desirable shopping and entertainment district above the quality of comparable communities.

Potential Negative Consequences

- Daily operations and management of a parking utility would **require additional staff**, including from Administration (management), Public Works (maintenance), and Police Department (enforcement). Revenue generated from fees and assessments may offset the personnel costs.

- Parking fees, assessments, and increased enforcement could, if managed ineffectively, **deter customers and businesses** from shopping and locating on Silver Spring Drive.

PARKING UTILITY CASE STUDIES

Answering the question "is parking a community benefit?" is currently a focus for the Village. To provide context that initiates conversation about this question, the parking management policies of Shorewood, Highland Park (IL), Madison, and Waukesha were examined to identify the ways in which local suburban communities are managing public parking and parking utilities. The annual budgets, long-term financial planning efforts, and capital improvement budgets of the communities were reviewed, when available. Notable features of parking management policies in each community are below.

Shorewood – Active Parking Utility (operates as an Enterprise Fund)

- 16 public lots provide 427 spaces.
- The purchasing of parking permits was automated with online software in 2017. The software implementation incurred additional costs, but should achieve operational efficiencies as a result of fewer staff dedicated to permit processing.
- The Village entered into agreements with the owners of private lots to rent spaces for permitted overnight parking. This resulted in the earning of additional revenue for the

Village and the sharing of a portion of each permit fee with the business owner. Village administration and enforcement costs are paid using revenues generated by permits for those spaces.

- Unlike Whitefish Bay, much of Shorewood's need appears to be derived from its large number of rental apartments adjacent to, or within short walking distance of, both the Oakland and Capitol corridors.



LightHorse public/private parking structure in Shorewood

Highland Park (IL) - Parking Fund operates as an Enterprise Fund

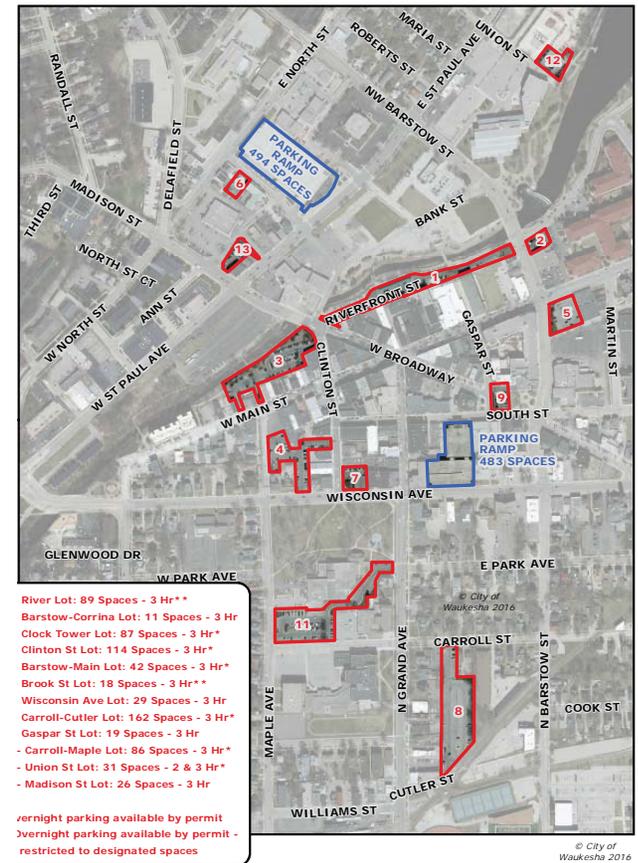
- 4 parking garages and 23 lots provide 2,554 spaces in the Central Business District
- Parking permits are available for residents, commuters, and employees on a nightly, monthly, quarterly, and annual basis
- The City’s Parking Fund is intended to be self-sustaining and entirely or predominantly supported by user charges
- The City also operates its Multi-Modal Transportation Fund for activities related to vehicular and pedestrian traffic, including street lighting, street cleaning, street maintenance, and transit services

City of Madison Parking Utility

- The City of Madison Parking Utility manages the entirety of the City’s public parking inventory, including on-street spaces, off-street lots, and off-street parking structures, as a component unit of government within the City’s broader municipal structure. In total, 5,000 public parking spaces are available in five parking garages, seven parking lots, and 1,300 on-street, metered parking spaces. Daily, monthly, and annual parking permits are available for sale to students, employees, and visitors, as are residential parking permits. With respect to municipal finance, capital, operations, and maintenance costs are fully funded through user fees.

Waukesha – Active Parking Utility (operates as an Enterprise Fund)

- 13 public lots provide 714 spaces.
- The 2017-2021 5-Year Community Investment Program budgeted for a FY '17 \$40,000 expenditure to conduct maintenance on the Downtown Transit Center and Parking Ramp using the parking utility’s parking fees and fines as the revenue source. While the money is sourced from General Revenues, the parking fees and fines provide a financially self-sufficient way in which to fund the repairs.
- Downtown Waukesha’s parking issues differ from Whitefish Bay in a few key ways: more rental units, a larger commercial market, higher traffic volumes from multiple streets, and a more complex circulation system.



Public parking facilities in downtown Waukesha. Source: City of Waukesha, 2016

Whitefish Bay Parking Revenues & Expenses

As communities shift their parking utilities out of their General Funds into their Enterprise Funds, an analysis of existing revenue streams and expenses is required to establish a baseline. Typically, communities analyze income earned from parking meters, garage fees, parking permit fees, and parking citations. Expenses include administration and management, personnel costs, maintenance costs, and capital costs.

The accompanying table and chart detail Whitefish Bay's revenues and expenses related to the Parking Utility. Revenues are generated from overnight parking permits, parking citations, quarterly parking revenue (assessments to businesses along Silver Spring Drive), parking meters, and other miscellaneous sources. Expenses are primarily attributable to human resources and administration. The data was collected from annual Village budgets and analyzed in a time series for FY 2011 to 2015.

Between FY2011 and FY2015, revenues and expenses steadily increased. As the management of the Parking Utility remained the same without notable changes in governance or initiatives, the increases are not attributable to any apparent cause. Note that assessments were suspended following FY2013 during the construction of Beaumont Place, as the municipal parking lot along Beaumont Avenue was closed and unavailable to customers and employees.

REVENUES & EXPENSES RELATED TO THE PARKING UTILITY

Revenues

Account	2011	2012	2013	2014	2015
44307 - Overnight Parking	\$42,885	\$43,965	\$45,113	\$50,280	\$56,767
45103 - Parking Citations	\$141,550	\$173,654	\$175,174	\$153,994	\$176,618
46820 - Quarterly Parking Revenue	\$14,361	\$21,453	\$29,119	---	---
46821 - Parking Meters	\$60,184	\$57,312	\$58,774	\$72,337	\$80,280
48901 - Miscellaneous Revenue	\$60	---	\$157	\$416	---

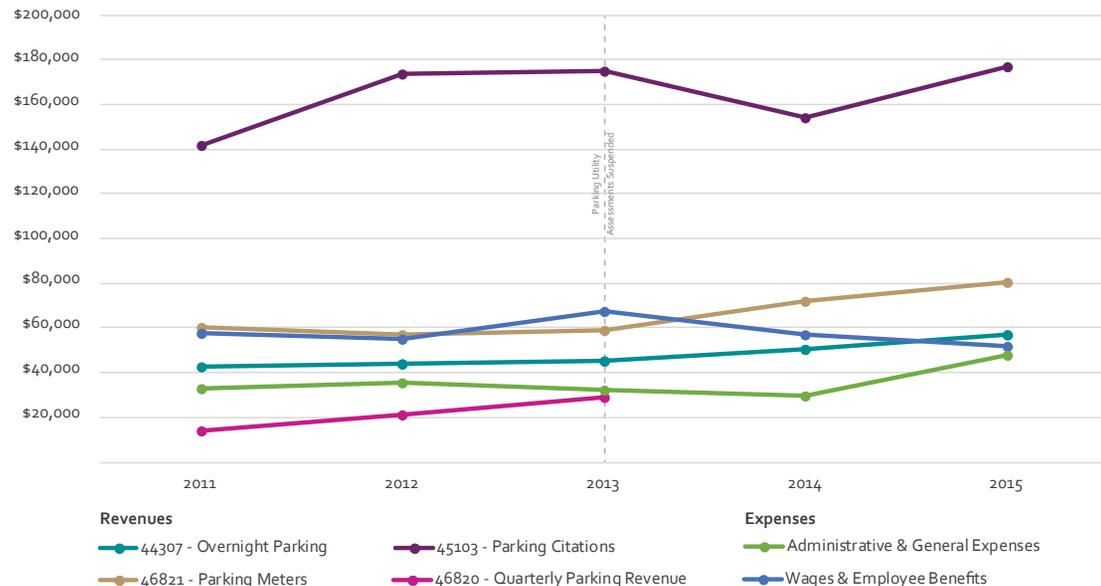
Expenses

Expense	2011	2012	2013	2014	2015
Wages & Employee Benefits	\$57,897	\$54,912	\$67,759	\$57,070	\$51,788
Administrative & General Expenses	\$32,692	\$35,302	\$32,445	\$29,866	\$48,032

Source: Whitefish Bay Annual Budgets, 2014-2017

Revenues & Expenses Related to the Parking Utility
Historical Trend: 2011-2015

Source: WFB Annual Budgets, 2014-2017



Source: GRAEF, October 2017

IV. FUTURE DEVELOPMENT & PARKING CONSIDERATIONS

Future Development Potential

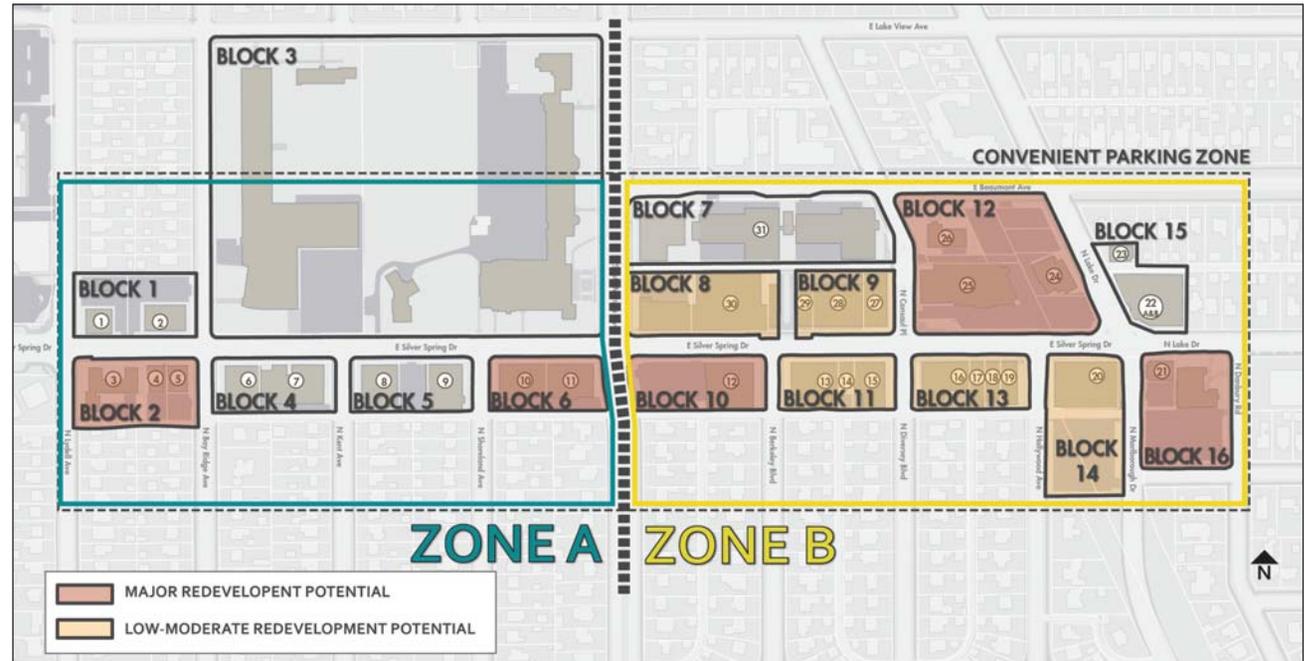
The diagrams and tables on the following pages illustrate blocks that have redevelopment potential and the associated parking requirements per Code. It is important to note that the future development potential included in this section makes several assumptions related to land use, building size, on-site parking provisions, and availability of public parking (see below for additional factors that determined the "Future Development Potential"). Two development scenarios were developed as part of this study. Both scenarios look at long-term, full build-out potential of the Silver Spring Drive Business District. Development assumptions are consistent with the vision set forth in the Master Plan Update and other design standards included in the Village Zoning Code.

SCENARIO 1:

- Aggressive Development and 100% Code Compliance at blocks identified as "Major Redevelopment Potential"
- Aggressive Development and partial Code Compliance at blocks identified as "Low-Moderate Redevelopment Potential"

SCENARIO 2:

- Aggressive Development and 75% Code Compliance at blocks identified as "Major Redevelopment Potential"
- Aggressive Development and partial Code Compliance at blocks identified as "Low-Moderate Redevelopment Potential"



Redevelopment Potential based on physical characteristics of the blocks (i.e. large surface parking lots, large block size, low density buildings, etc.). Diagram does not reflect any specific planned development.

Factors in determining the Future Development Potential and associated parking accommodations:

- Redevelopment Potential based on physical characteristics of the blocks (i.e., large surface parking lots, large block size, building condition, low density buildings, etc.).
- Aggressive Development within the "Major Redevelopment" blocks assumes a maximum build-out of ground floor retail while still providing a percentage of on-site, surface parking areas.
- Aggressive Development within the "Low-Moderate Redevelopment" assumes partial redevelopment of the entire block (i.e., adding additional stories to existing buildings, retaining certain buildings while reconstructing others on the same block, etc.) with minimal on-site, surface parking areas.
- Public parking quantities are only calculated for facilities located within the Convenience Parking Zone.
- Land use category "Retail Sales Area" is used for all new development identified as "Commercial", "Office", or "Retail." (1 space/200 sq.ft. up to 1,000 sq.ft. sales area plus 1 space/400 sq.ft. over 1,000 sq.ft.)

FUTURE DEVELOPMENT POTENTIAL (SCENARIO 1)

Zone A (West of Santa Monica)									
Block ID	EXISTING			POTENTIAL			Ability to accommodate all parking on-site?	Capacity for Public Parking Facility?	
	Approx. Bldg Area (GSF)	No. of Stories	Current Land Use	Existing + Potential Development Square Footage (maximum)		No. of Stories			Required Parking Spaces per Code
				Commercial/Retail	Residential				
Block 1	12,434	1-2	Retail/Office	no change			33	yes	no
Block 2 ¹	21,178	1-2	Residential/Office	14,400	72 units	4	154	yes	yes
Block 3	<i>Dominican High School, St. Monica School, and St. Monica Catholic Church</i>			<i>Dominican High School, St. Monica School, and St. Monica Catholic Church</i>					
Block 4	34,795	2	Retail/Office	no change			73	no (-47)	no
Block 5	35,254	2	Retail/Office	no change			82	no (-59)	no
Block 6 ¹	17,693	1	Retail	12,600	54 units	4	121	yes	yes
Was 261 required spaces per Code				463					

¹Potential development assumes a complete demolition of existing buildings and redevelopment of the entire block. Assumes surface and below-grade parking to meet Code requirements.

FUTURE DEVELOPMENT POTENTIAL (SCENARIO 1)

Zone B (East of Santa Monica)				POTENTIAL					
Block ID	EXISTING			Existing + Potential Development Square Footage (maximum)		No. of Stories	Required Parking Spaces per Code	Ability to accommodate all parking on-site?	Capacity for Public Parking Facility?
	Approx. Bldg Area (GSF)	No. of Stories	Current Land Use	Commercial/Retail	Residential				
Block 7	186,139	4	Residential	no change			133	yes	already exists
Block 8 ¹	66,648	1-3	Retail/Office/Restaurant/Theater	75,648	none	3	151	no (-120)	already exists
Block 9 ²	26,275	1-2	Retail/Office	19,800	42 units	4	123	no (-7)	yes
Block 10 ³	11,892	1	Medical Office	16,200	66 units	4	149	yes	yes
Block 11 ⁴	39,897	1-2	Retail/Office/Residential	25,812	36 units	4	123	no (-42)	no
Block 12 ⁵	31,460	1	Grocery/Office/Institutional	64,750	70	4	308	yes	yes
Block 13 ⁶	34,351	1-2	Retail/Office/Residential	31,320	23 units	2	104	no (-86)	no
Block 14 ⁷	49,275	3	Retail/Office	no change			88	no (-88)	yes
Block 15	43,327	1-4	Retail/Residential	no change			83	no (-39)	no
Block 16 ⁸	13,302	2	Retail/Office/Institutional	7,000	44 units	3	123	yes	yes
Was 842 required spaces per Code				1,385					

¹Potential development assumes a third floor addition (9,000 sq. ft) to the western half of the existing building. No additional on-site parking supply is created due to lack of physical space.

²Existing building (Building 29) along Consaul Commons remains (approx. 7,200 GSF). All other buildings to the east are demolished and redeveloped as a mixed-use ground floor retail (12,600 SF) with residential units above. Assumes surface and below-grade parking to work towards meeting Code requirements.

³Existing building is demolished and redeveloped as a mixed-use ground floor retail/office with residential units above. Assumes surface and below-grade parking to meet Code requirements.

⁴Existing building (Building 15) along Diversey Boulevard remains (approx. 13,812 GSF). All other buildings to the west are demolished and redeveloped as a mixed-use ground floor retail (12,000 SF) with residential units above. Assumes surface and below-grade parking to work towards meeting Code requirements.

⁵Existing buildings are demolished and redeveloped as two-three new mixed-use buildings. Assumed uses include a 40,000 SF grocery, 5,275 SF masonic lodge, 19,500 SF retail/commercial, and 70 residential units. All residential parking would be located below grade (122 required), as well as a portion of the grocery parking supply (approximately 108 stalls).

⁶Existing building (Building 16) along Diversey Boulevard and existing building (Building 19) along Hollywood Avenue to remain. Buildings 17 and 18 are demolished and redeveloped as a two-story retail/office space (14,000 SF total). Only 8 on-site parking stalls are provided due to lack of physical space.

⁷Winkie's building remains. Space for a new parking structure is possible at the existing public parking lot.

⁸Existing building at the corner of Marlborough Drive and Silver Spring Drive (Building 21) is demolished to make way for a new mixed-use development with surface lot parking for existing church and new 7,000 SF retail building. Assumes below grade parking for residential units.

Findings:

- Scenario 1 shows a parking surplus within both Zones A and B, while Scenario 2 shows a parking deficiency within both Zones.
- In both scenarios, Block 12 requires a high percentage of parking supply to be built below-grade. While proposed retail square footage could be reduced as part of an alternative scenario to reduce the minimum parking requirement, the design of the site would not be as strong with a single-use grocery building with parking field. The Village should consider Block 12 as a partnership opportunity where a portion of the cost for the below-grade parking could be split between a private developer and the Village. In return, the below-grade parking could function as a shared parking facility open to the public during certain time periods.
- With the 25% reduction of on-site parking supply for the “Major Redevelopment” blocks, Zone A is approaching an undesirable deficiency in parking supply that would warrant additional public parking supply to be increased.
- A 25% reduction of on-site parking supply for the “Major Redevelopment” blocks in Scenario 2 results in a more significant deficit in Zone B. This significant deficit should receive continued discussion and analysis by the Village.

SCENARIO 1 PARKING SURPLUS/DEFICIENCY

Zone A (West of Santa Monica)				
Required Parking Spaces per Code	On-Site Parking Supply (private)	Public “Effective” Parking Supply (on- and off-street)	Total “Effective” Parking Supply	Parking Surplus/ Deficiency
463	398	133	531	+68
Zone B (East of Santa Monica)				
1,353	1,010	369	1,379	+26

SCENARIO 2 PARKING SURPLUS/DEFICIENCY

Zone A (West of Santa Monica)				
Required Parking Spaces per Code	On-Site Parking Supply - 75% Compliance with Code (private)	Public “Effective” Parking Supply (on- and off-street)	Total “Effective” Parking Supply	Parking Surplus/ Deficiency
463	309	133	442	-21
Zone B (East of Santa Monica)				
1,353	857	369	1,226	-127

V. PARKING STRATEGIES & CASE STUDIES

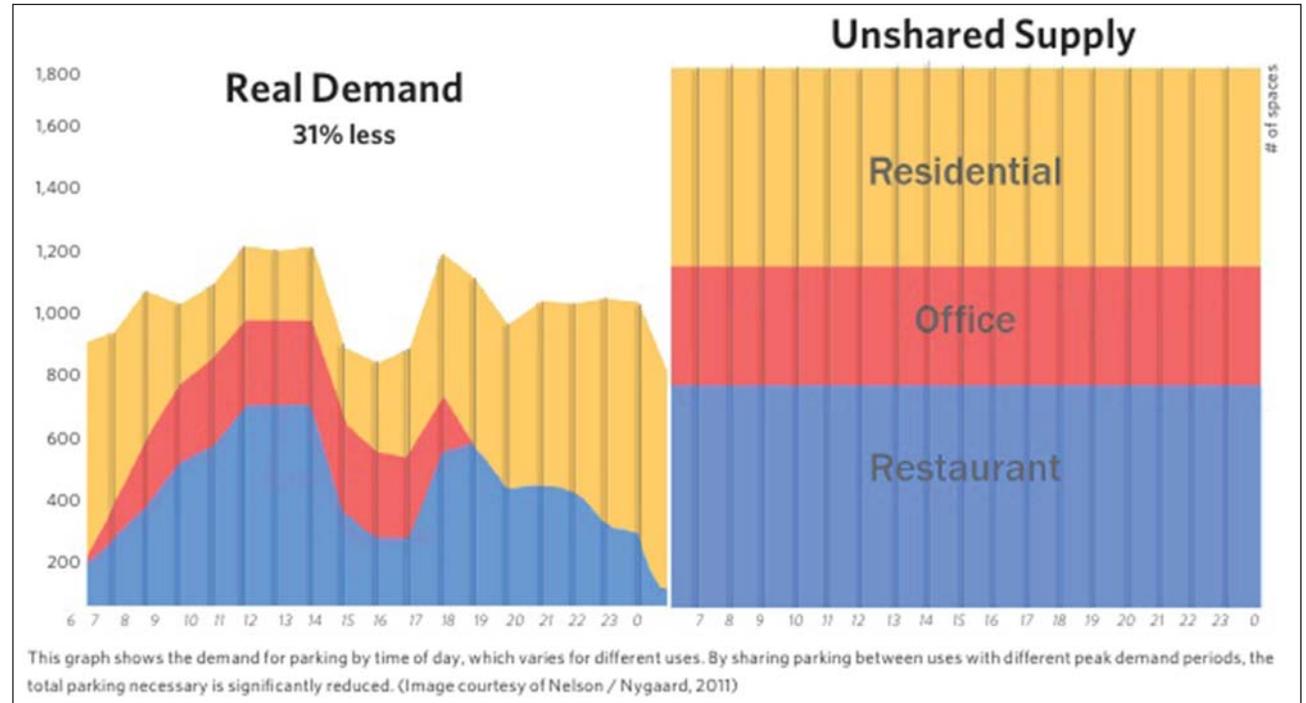
Shared Parking Options

A shared parking facility is one that serves two or more individual land uses (i.e., businesses, apartment buildings, condos, etc.) without conflict or encroachment. That is, business and property owners agree to mutual access of a parking facility that affords residents and customers the ability to use the facility as needed. Effective shared parking is achieved when the peak parking periods for multiple commercial or residential users occur at different times of the day or week. As the peak parking period for one user ends, activity for the other use begins to increase; thus, the parking facility transitions between users throughout the day and week and absorbs the parking demand, thereby reducing the likelihood of spillover onto neighborhood streets.

Land is more efficiently used with shared parking, as fewer acres are dedicated to impervious pavement. The remaining land can be used for green space or additional building density. In the case of Whitefish Bay, a reduction in impervious surface along Silver Spring Drive would be beneficial to reduce stormwater outflows. Green infrastructure could be implemented to slow runoff, which would act as a visually appealing complement to landscape islands and streetscaping.



Existing Aurora parking lot on Silver Spring Drive is an example of shared parking.



LINKED TRIPS

As Silver Spring Drive experiences revitalization and redevelopment, the cumulative intensity of uses along the corridor will increase and change the dynamic between existing parking supply and demand. Effective traffic demand management will require an understanding of how each of the land uses interact with the potential for complementary uses and shared parking. An important part of the considerations will include linked trips and shared parking facilities.

The Wisconsin Department of Transportation defines a “linked trip” as a trip “with one common point of origin and multiple destinations points. In essence, chaining (or linking) multiple stops together in a single trip.” That is, a customer’s visit would be counted as a linked trip if he or she came to Silver Spring Drive and made multiple visits to various businesses.

Shared parking and the complementary integration of uses will cultivate a “park once” design strategy that encourages walkability along Silver Spring Drive and reduces auto dependency for residents and customers. Shared parking can be achieved when various uses complement one another through their different daytime peak use periods. For example, high-activity morning and lunch time coffee shops could share parking facilities with high-activity evening restaurants and taverns. This type of parking facility coordination will require forethought and anticipatory design. The Village’s existing parking utility can act as the change agent that foresees the additional parking demand and develops new facility capacity to manage it.

LAND USES BY TIME OF PEAK PARKING AND DEMAND

Weekday	Evening	Weekend
Offices	Residential	Parks
Coffee Shops	Restaurants	Restaurants/Bars
Banks	Bars and Lounge Clubs	Coffee Shops
Schools		Institutional (Churches)
Daycare Centers		
Manufacturing Facilities		

Walking & Cycling Environment

PEDESTRIAN & BICYCLIST ENVIRONMENT – NARRATIVE ON CONDITIONS

Silver Spring Drive is a tight corridor for pedestrians, bicyclists, and motorists. The sidewalks, streetscaping, parallel parking, and striped crosswalks confine the two driving lanes and slow traffic. Recent traffic calming improvements, including curb bumpouts and pedestrian signage, have yielded the desired result of controlling traffic and elevating the importance of pedestrians and bicyclists along the corridor. The pedestrian and bicyclist environment on Silver Spring Drive is a unique condition in that the single-family neighborhoods to the north and south energize the corridor and funnel traffic towards it. These different circulation types meet and interact with one another at each intersection to create a multi-faceted dynamic.

To continue to ensure a safe environment for pedestrians and bicyclists, increases in the intensity of use of Silver Spring Drive's businesses should be carefully examined to maintain the appropriate balance between pedestrians, bicyclists, and motorists. This can occur on a continuous basis and be addressed as needed.

The corridor's current configuration, streetscaping, signalization, and improved motorist culture benefits existing business activity and will continue to be an asset in the future. Accommodating



multiple modes of transportation will provide employees, customers, and residents with a variety of travel choices. Both the Village and private businesses can provide these accommodations, which can include, for example, bike racks.

Parking Regulations

An amendment to the parking space requirements in Whitefish Bay Zoning Code §6.065(3)(A) would serve as a needed update. While the current parking requirements have sufficiently served the Village in the past, potential development and redevelopment projects along Silver Spring Drive will generate a complex parking demand that exceeds the regulatory capability of the Zoning Code. In Silver Spring Drive’s dense, mixed-used environment, parking requirements need to be responsive to multiple commercial and residential tenants while simultaneously preserving the Plan Commission’s decision making authority.

Two professional resources are available to guide Zoning Code updates and amendments:

1. The American Planning Association’s Parking Standards Planning Advisory Service Report No. 510/511 (2002); and,
2. The Institute of Transportation Engineer’s Parking Generation 4th Edition (2010).

The Zoning Code update and amendment will provide the Plan Commission with a tool to balance the competing demands of customers, employees, and residents for parking spaces along Silver Spring Drive and within the adjacent neighborhoods. Judiciously crafted code language will empower the Plan Commission to:

- A. Effectively make adjustments to parking minimums and project parking requirements that are considerate of business owner needs;

ITE RESEARCH – AVERAGE PARKING SUPPLY RATIOS

Land Use Code	Land Use	Average Parking Supply Ratio
221	Low/Mid-Rise Apartment	1.0 space per bedroom
224	Rental Townhouse	1.7 spaces per dwelling unit
230	Residential Condominium/ Townhouse	1.4 spaces per dwelling unit
444	Movie Theater with Matinee	0.27 spaces per theater seat
492	Health/Fitness Club	5.7 spaces per 1,000 square feet GFA and 0.15 spaces per member
701	Office Building	4.0 spaces per 1,000 square feet GFA and 1.1 spaces per employee
720	Medical-Dental Office Building	4.0 spaces per 1,000 square feet GFA
850	Supermarket	3.2 spaces per 1,000 square feet GFA
880	Pharmacy/Drugstore without Drive-Through Window	5.4 spaces per 1,000 square feet GFA and 10.8 spaces per employee
890	Furniture Store	2.3 spaces per 1,000 square feet GFA and 3.5 spaces per employee
931	Quality Restaurant	20.2 spaces per 1,000 square feet GFA and 0.6 spaces per seat
932	High-Turnover (Sit-Down) Restaurant	17.3 spaces per 1,000 square feet GFA and 0.53 spaces per seat

Source: ITE *Parking Generation* (4th Ed.)

- B. Execute shared parking agreements to maximize the occupancy of off-street spaces; and,
- C. Efficiently distribute parking demand to on-street and off-street parking spaces to mitigate negative impacts on neighborhood streets.

APA PARKING STANDARDS

The American Planning Association (APA) maintains a library of research about various urban development issues related to parking. In the APA's 2002 Planning Advisory Service (PAS) Report 510/5/11 "Parking Standards," the shift in community philosophy towards more relevant and responsive minimum and maximum parking standards is addressed. The report addresses questions about perceptions of excessive parking standards, the possibility for shared parking in mixed-use projects, standards for bicycle parking, and standards for maximum parking requirements. This PAS Report can serve as a valuable resource for the Village.

ITE PARKING SUPPLY RATIOS

The Institute of Transportation Engineers (ITE) pools and blends data from parking demand studies into a central database to produce an information manual for planners and designers. The data is meant to inform projects, but is not meant to be interpreted as a standard by which a municipal code could be built. The data produced from the parking demand studies include a set of inherent variances: type of community/study location (urban, suburban, rural), time of day and day of week of data collection, size of study site, and community context of the study site. The following average parking supply ratios should be used for informational purposes only. Any future Village Code amendments should be developed from a broad survey of existing code provisions from peer communities in consultation with ITE data.

WISCONSIN COASTAL MANAGEMENT PROGRAM'S GREEN CODE RECOMMENDATIONS

(received by Village in April 2015)

In conjunction with the Wisconsin Coastal Management Program's (WCMP) review of Whitefish Bay's Zoning Code, recommendations were made by the reviewers related to potential adjustments to parking ratios for commercial and business uses throughout the village. The recommendations would adjust the parking ratios in line with current ITE standards (presented on the previous page). The intent was to bring the Village's parking ratios in line with professionally accepted standards to enable accurate parking management.

The parking ratio recommendations fulfilled the WCMP's overall objective of recommending code amendments that would increase the amount of green infrastructure and decrease the amount of impervious surface throughout the village. Decreasing the amount of impervious surface can assist Whitefish Bay in achieving its stormwater management goals to reduce flooding risks.

Parking Structure Considerations

Structured parking along Silver Spring Drive may be one potential solution to address parking demand as business grows and the intensity of customer activity increases. Structured parking typically comes in two basic forms: parking structures/ramps that are open to the general public, and those which are restricted to private users of the buildings served by the parking. Increasingly, hybrid situations exist in which a structure may have both reserved parking spaces (for residents or commercial employees) and open spaces for the general public. This kind of hybrid or integrated parking structure could serve new, expected users (like a new apartment building or commercial use) and also provide spaces that can serve neighborhood activity generated by a larger, general population of users. Their success is dependent upon a robust public-private partnership between the municipality, developer, and tenants. One major value of this approach is the partial economic independence of both the parking structure and the target companion building. That is, the future economic value of one structure is not completely dependent on the value of the other. For example, if the market value of a new apartment building changes negatively, the value of the associated parking structure could be more easily retained (and vice-versa).

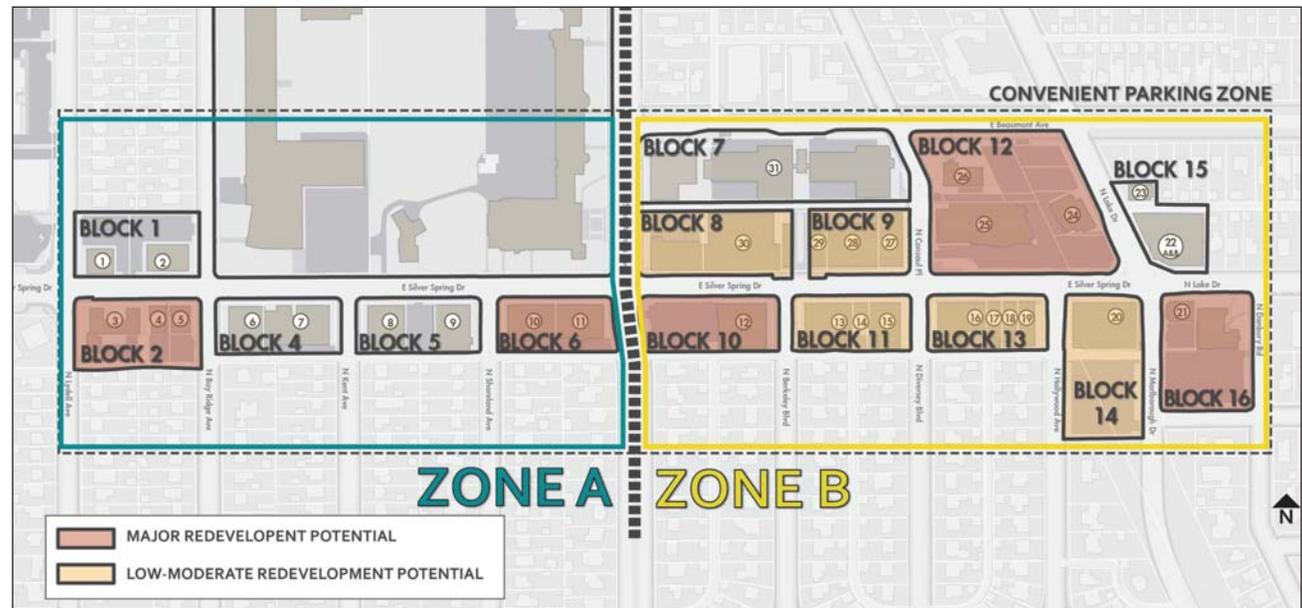
Construction cost is also a critical component to consider when planning for a single- vs. mixed-use parking structure. Average cost of a parking structure is between \$18,000-\$20,000 per space¹. Instead of bearing this cost alone, the Village should

look for partnership opportunities with future private developments along Silver Spring Drive.

Because of existing building and business density, a potential parking structure can be one component of a larger mixed-use project. Successful parking structures in high-density settings mix the parking with ground floor retail, offices above, and residential units. Silver Spring Drive offers multiple ideal sites for potential redevelopment that could accommodate such a project (see “Major Redevelopment Potential” blocks in the diagram below).

Key lessons learned from mixed-use parking projects are emerging in the professional literature, notably from the Urban Land Institute, and include:

- Shared parking between retail and office users can easily be accomplished, thereby reducing the need to strictly enforce parking minimums;
- Rentable space for retail, office, and residential users significantly boosts cash flows in the pro forma and makes the project more attractive to investors;
- It should not be expected that the public parking component of a project will generate a sufficient revenue stream to be self-



Source: GRAEF, October 2017

1 Carl Walker, 2015

sustaining. This may require government subsidy;

- If retail is a project component, ensure that the spaces are large enough to accommodate market-rate users;
- Proximity and/or immediate adjacency to marquee venues and retailers is important to ensure convenient access, visibility, and customer comfort; and,
- Mixed-use projects are an excellent way to diversify the property tax base and add density to the redevelopment area.

Other key factors in the size, phasing, design, location, and management of public parking structures include:

- Proximity of spaces to daily uses
- Ease of vehicular and pedestrian access
- Ground floor uses for street activation
- Number of pedestrian entries to facilitate use by employees and customers – location to maximize number of people who can use the parking structure within 3-4 blocks of their destination
- Appearance of the structure in relationship to neighborhood character. Parking structures in Whitefish Bay should embrace the high-design quality, low-medium density, and neighborhood character within the District
- Perception of safety and security
- Management provisions for multiple parking types (e.g., fully secured with a guaranteed space, reserved space at key times, open for use by general public, etc.)



Stand-alone parking structure example in Village of LaGrange, IL. Structure was built to blend with the surrounding low-density, residential neighborhood while providing parking for local retail and employees.



(Above) Downer Avenue parking structure on Milwaukee's East Side is an example of a mixed-use structure. The ground level of the structure includes commercial space and the above four levels are public parking.

(Lower) Development of a site can be maximized by providing occupied floors (residential and/or office) above surface level parking. Walgreen's parking lot in Shorewood is an example of this type of parking configuration.

Future Alternative Parking Management Study

As mentioned in the introduction, this study identifies base conditions related to parking within the Silver Spring Drive Business District as well as a mix of best practices and precedent case studies. Upon review and discussion of this study, the Village may seek to perform a more in-depth study that provides specific recommendations for implementation. Based upon discussions with staff, GRAEF was asked to assemble an outline of what a “Future Alternative Parking Management Study” could entail.

1. **Policy Review (Includes Village Engineering, Village Board, Police)**
 - Review Parking ordinances
 - Analyze parking enforcements – Number of offices and time of enforcements
 - Analyze parking violations or fines
 - Review and comment on number and type of fines for previous 3 years (by type)
2. **Community Engagement**
 - Conduct an online survey, business and resident one-on-one meetings, and public listening sessions
3. **Quantitative analysis of existing parking (Data collection & analysis)**
 - Conduct Field surveys: on and off street inventory
 - Analyze Parking occupancy for weekday 10am-8pm and Saturday 10am-4pm
 - Analyze Parking turnover and duration for on-street spaces and public off-street spaces
4. **Parking management best practices (review alternatives)**
 - Parking meter analysis
 - Residential parking permits zones
 - Dynamic parking management / guidance
 - Include components of: Policy, Enforcement, Engineering
5. **Provide Recommendations**

VI. STRATEGIC RECOMMENDATIONS

To achieve customer and employee parking goals along Silver Spring Drive, the Village may choose to follow these recommendations to pursue multiple implementation strategies either individually or concurrently. Each recommendation requires varying levels of effort and investment; but, each will prepare Silver Spring Drive to anticipate future parking demand generated by development and redevelopment. Importantly, these recommendations will support the creation of an intelligent parking management infrastructure that cultivates a responsive customer experience.

The Village should consider these recommendations as a way to implement managerial and technological interventions that will allow staff to more efficiently manage the parking demand generated by customers and employees. The relationship between customer and employee parking is mutually reinforcing and self-generating. As business activity increases along Silver Spring Drive, a correlated increase in the parking demanded by customers and employees will need to be appropriately managed.

ACTION 1: *Increase village-wide knowledge of the parking accommodations and regulations*

- A. Add a parking map for the parking strategy study area to the Village website
- B. Clarify the four bullets on the Village website for employee parking locations
- C. Mark the minimum distance from fire hydrants, driveways, and crosswalks where visitors can park
- D. Strengthen the purpose of the permits provided to employees

ACTION 2: *Monitor employee parking trends to evaluate the need for increased supply of long-term, public permit parking within the "Convenient Parking Zone"*

- A. Conduct surveys to understand employee concerns and preferences.
- B. Look to provide solutions that avoid employee parking at short-term parking facilities (1-hr, 2-hr)

ACTION 3: *Look for ways to reduce parking demand*

Work with developers and the Business Improvement District to provide incentives to employees and customers who utilize alternative transportation (bike, walk, bus, Uber).

ACTION 4: *Update and Amend Parking Requirements in the Whitefish Bay Zoning Code*

The Village may consider amending the parking regulations in Zoning Code §6.065(3)(A). The considerations and parking supply ratios presented in Section V of this Parking Strategy can be used to guide the Code review. Importantly, amendments to the Whitefish Bay Zoning Code should only be undertaken after parking scenarios have been developed that project demand given the presence of certain uses. Demand can be calculated using the Village's current parking scenarios, as well as the ratios presented in Section V. The calculations should be compared alongside one another, then with current demand and the availability of parking on Silver Spring Drive. To build in a relief mechanism, a Code amendment may allow the Plan Commission to adjust the parking requirements for a project by requiring a "payment in lieu of" parking spaces if available parking is less than 80% of the required amount.

A comprehensive assessment of potential parking scenarios will allow for a complete amendment to §6.065(3)(A). This complete amendment will empower the Village to appropriately park each use within Silver Spring Drive's dynamic environment.

ACTION 5: *Consider Parking Technologies to Efficiently Manage Customer Demand and Collect Revenue*

If the Village continues to charge for parking and enforce maximum parking times, the existing coin meters and signage can be modernized. New technologies are available to municipalities that wish to digitize parking management and enforcement by creating an intelligent parking infrastructure. These technologies offer a series of benefits, including:

- Digital pay stations offer easy-to-read display screens, large buttons, and credit card processing to facilitate an efficient experience for the driver;
- Credit card processing and online payment systems for permits and citations allow for less time consuming revenue collection by municipal staff;
- Municipal staff can actively manage parking demand through interactive, web-based dashboards; and,
- Parking enforcement officers can employ license plate recognition systems to issue citations with real-time vehicle data.

ACTION 6: *Enforce high-quality, neighborhood-friendly designs for new parking facilities*

- A. Avoid major pedestrian “gaps” (area in excess of 80’ in which there is no significant positive pedestrian experiences or activities).
- B. Design parking areas to have the least negative impact on pedestrian views and movement.
- C. Require extensive landscaping (both internal and perimeter) for any surface parking lot visible from public streets and alleys.

ACTION 7: *Further Consider a Structured Parking Solution along Silver Spring Drive*

The recommendation of this study is to find the appropriate future private development and add additional spaces to the parking structure proposed as part of that development. The other option would be to allow the private developer to build their development without the supply of additional spaces, but require that portions of the parking supply be open to the public. These spaces would be available during non-peak occupancy hours when the structure would be mostly empty (example: allow 50 - 75% of available parking stalls of an apartment building to be used by the public during daytime hours).

ACTION 8: *Consider Reinstating the Parking Utility along Silver Spring Drive*

As discussed in Section III of this Parking Strategy, the Village may consider reinstating the Parking Utility. The revenue stream generated from property assessments can assist in funding maintenance projects and enhancements to the parking facilities along and around Silver Spring Drive. This public policy action should be carefully crafted to ensure an equitable assignment of financial responsibility to those who benefit from the public parking provided that the cost to park is not so burdensome that it inhibits business activity.

The Parking Utility can largely be reinstated and operated as it had in the past. The potential positive and negative benefits discussed in Section III of this Parking Strategy can be used to inform the discussion. Should the Village wish to expand the scope of the Parking Utility, additional discussion and considerations are outlined in Action 8A of this Section.

ACTION 8A: *Transform the Parking Utility into a Financially Self-Sustaining Community Investment Tool*

To anticipate shifts in the Silver Spring Drive marketplace toward a compact, mixed-use place with higher intensity users, Whitefish Bay's Parking Utility can be transformed into an enterprise fund that operates in a pseudo-business capacity to fund capital investments and operating expenses that build, operate, and maintain multi-modal transportation infrastructure along Silver Spring Drive. This re-orientation of the Parking Utility will create a financial strategy that enables the Village to cultivate a convenient and accessible business district with a financially self-sustaining way to fund improvements.

As a matter of public policy, the Parking Utility can become the Multi-Modal Transportation Fund. The architecture of the policy and management of the Fund should include the following components:

- A. Develop a fee structure for meters, lots, structures (if constructed in the future), and permits that generates a reasonable revenue stream without unfairly burdening property owners, business owners, customers, and residents;
- B. Develop a managerial process that accounts for revenues generated by the parking fees and segregate that revenue for uses solely within the Multi-Modal Transportation Fund; and,

- C. Create a budget policy, an operations and maintenance plan, and a capital improvements plan for multi-modal transit investments along Silver Spring Drive that use the collected fees.

ACTION 9: *Commission a future alternative parking management study*

Spend time with the Board, committees, BID Board, and BID staff to define the actual "parking problem". Thereafter, determine the detailed scope for the future alternative parking management study.





VILLAGE BOARD MEETING STAFF REPORT

REPORT TO: Community Development Authority

REPORT FROM: Paul Boening – Village Manager

DATE: 6/7/18

AGENDA ITEM: Discussion/Action to define a scope for the public input phase of the Consaul Commons redevelopment project.

ACTION REQUESTED: Ordinance Resolution Motion Information Only

BACKGROUND

The Consaul Commons property is a Village owned parcel (40' x 100') located between the Fox Bay Building and the Bayshore Dental Building on E. Silver Spring Dr. The Bay Restaurant has a lease agreement with the Village to enable placement of outdoor dining tables for seasonal use. The site is also a connection point between Silver Spring and the public parking garages.



During review of the Beaumont Place proposal, the Village discussed the possibility of redeveloping the Consaul Commons site. Plans for such a project were put on hold pending completion of the Mandel development. The 2018 TID #1 Budget included funds to solicit designs for redevelopment of the Consaul Commons property.

Prior to issuing an RFP for designs, it will be important to solicit public input. In addition to the CDA and Village Board, key stakeholders include (but are not limited to) adjoining property owners, Silver Spring businesses, BID Board, and the general public.

The GRAEF Planning + Urban Design Group prepared the attached memo, which outlines process options for both civic engagement (public input) and for design related elements of the project. CDA members should note that the suggested timelines will need to be updated because GRAEF's memo was completed in March and was intended to be reviewed by the CDA at an earlier date.

RECOMMENDED ACTION

At this time, staff requests CDA action to define a scope (including cost) for the public input phase of the Consaul Commons project.



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MEMORANDUM

TO: Paul Boening, Village Manager
FROM: GRAEF Planning + Urban Design Group
DATE: March 9, 2018
SUBJECT: Civic Engagement and Design Process for Consaul Commons

INTRODUCTION

The Village needs to carry out a dynamic, engaging public involvement process regarding the redesign of Consaul Commons – a 40'x100' public place in the heart of downtown Whitefish Bay. GRAEF's work at hand is to deliver to the Village feedback and direction from stakeholders as to the desired character and features of Consaul Commons as a central public place. GRAEF can approach this process in three stages:

- Stage 1: *Imagine; Bring Creativity*
- Stage 2: *Roll Up Our Sleeves*
- Stage 3: *Connect the Dots*

The underlying premise of the recommended process throughout these stages is simple: the community (not the designers) contains the wisdom to accurately express local values and goals, while the designers (not the community) contain the talent to achieve the community's values and goals. Consequently, this process begins with the community engagement and concludes with the design process.

Our February 14, 2018 meeting between GRAEF, Village staff, and the BID refined the creative tools we will collectively use to interact with the Whitefish Bay community and broader visitor base. This plan includes: providing materials for the Village website that broadcasts project-relevant information and also receives comments (a page for which the BID website should display a link); a 3D-printed model of Consaul Commons, its environs, and movable features to draw in participants and give them an understanding of size, program elements, and context; a digital survey that can be completed during events or at other times while the survey is active; and, the distribution of existing drone footage and video from a) the Whitefish Bay Civic Foundation (Sounds of Summer + Great Pumpkin Festival footage), b) the Whitefish Bay Business Improvement District (Holiday Stroll footage), and c) Mandel Group (Beaumont Place construction footage) to illustrate the project site from multiple perspectives.

From the February 14th meeting, we established that GRAEF could develop informational materials and provide to Village staff so that the Village and the BID could include the Consaul Commons engagement process in:

- Bay Leaves
- Village newsletter
- Email newsletter
- Facebook
- BID mailings via Campaign Monitor
- BID survey (contribute 3-4 questions about Consaul Commons to the BID)

These materials can be developed and delivered for publication in April and May 2018.

Concurrently, the BID Board may benefit from carrying out a parallel track discussion at regular meetings about the future of Consaul Commons. This action would be initiated by Village staff participating in monthly BID Board meetings between April 2018 and September 2018, and supported by GRAEF when requested to attend. As the BID represents the owners of properties neighboring Consaul Commons, BID discussions could center on how property owners hope to utilize Consaul Commons in the future. Observations or highlights from those discussions could be compiled by the BID Director and shared with the Village.

Engagement, Stage 1: Imagine; Bring Creativity

Village staff and GRAEF would work with the CDA, the Plan Commission, and/or the Village Board to begin defining the categories and criteria to be used for identifying successful design proposals. We suggest establishing three basic categories for evaluating designs:

Sustainability, Functionality, Aesthetic Appeal (based on the age-old design categories of “firmness, commodity, and delight”). Furthermore, we suggest that each of these categories be divided into three classes of criteria: **Musts, Shoulds, and Maybes** (i.e., elements that “must be” included, those that “should be” included, and those that “may be” included). An example framework for these categories and criteria is below.

I. Sustainability

The structural integrity, operational integrity, and the ability to maintain the facility at reasonable cost.

- a. **Musts: features that must be included** (if absent, the community will reject the design)
 - Maintenance costs must fit in annual operating budget
 - New operating budget must be established to cover expected costs

- Design must receive reasonable support from staff for public works and economic development
 - TBD
 - TBD
- b. **Shoulds: features that should be included** (if absent, the design can still be implemented)
- Repair and cleaning should be easy
 - Design should include natural elements that represent strong use of local plant materials
 - Design should contain visible stormwater features that represent best management practices
 - TBD
 - TBD
- c. **Maybes: features that may be included** (but have not received community consensus)
- May install an educational wall tailored toward young adults that displays sustainability issues
 - Design may recognize the community’s history and traditions
 - TBD
 - TBD

II. Functionality

The degree to which the place accommodates and serves multiple demographic categories (including families, children, seniors, young adults, local businesses, employees, and visitors) at different times of the day, week, and year.

- a. **Musts: features that must be included** (if absent, the community will reject the design)
- Design must include features that appeal directly to local families
 - Design must include features that welcome people during all 4 seasons
 - Design must include features that encourage a 16/7 retail environment
 - TBD
 - TBD
- **Shoulds: features that should be included** (if absent, the design can still be implemented)
- Play equipment for infant, toddlers, and older children should be included
 - Food and beverage service options (seasonal or mobile) should be accommodated

- Incorporating the BID Director’s comment on 2/14/18 of “Kids, Music, and Coffee” should be included
- TBD
- **Maybes: features that may be included** (but have not received community consensus)
 - Tent enclosures for special events or rentals may be accommodated
 - Opportunities for small performances and/or buskers may be accommodated
 - Small ceremonies may be accommodated
 - TBD
 - TBD

III. Aesthetic Appeal

The sensory appeal, artistic merit, and degree to which the place appeals intellectually and emotionally to the underlying character of the community.

- a. **Musts: features that must be included** (if absent, the community will reject the design)
 - TBD
 - TBD
- **Shoulds: features that should be included** (if absent, the design can still be implemented)
 - TBD
 - TBD
- **Maybes: features that may be included** (but have not received community consensus)
 - TBD
 - TBD

Engagement, Stage 2: Roll Up Our Sleeves

Next, to share information about the process and the goal of engagement, we will create and distribute display boards about “Reimagining Consaul Commons” to select businesses throughout the corridor. Business and common spaces could be selected based on owner willingness, business visibility, and physical space provisions. The boards could be displayed (and rotated through locations) between May 2018 and September 2018. Boards could be distributed during the May BID Board meeting, and collected at the September BID Board meeting.

Once an initial framework of categories and criteria is established, we would carry out on-site interaction with target audiences through a series of planned events and an online presence.

The events need to be fun, interactive, and include elements of a “visual preference survey” – i.e. using photographs from existing places, comparable circumstances and innovative examples. We’d like to dovetail our efforts with upcoming Village and BID events along Silver Spring Drive, and plan to execute at times likely to maximize feedback. During the community events planned during the project window, we may operate at a booth, at a station near or inside a business, or at times independently along the sidewalk. Our team would utilize interactive displays and hand-held tablets to facilitate discussions and generate feedback.

Though these discussions would initially be structured according to the categories and criteria as defined by the Village, the evaluation framework should flexibly respond to local values and goals that may be revealed during discussions.

- Two events with a target audience of weekday daytime users: employees and property owners, residents and shoppers: Mobile engagement sessions; two weekdays in May and June 2018
- Two events with a target audience of weekend daytime visitors: Farmers’ Market on July 7, 2018 and the Sidewalk Sale-a-Bration on July 20-21, 2018
- One event with a target audience of evening patrons of retail, restaurants, and entertainment: Sounds of Summer on August 18, 2018

Engagement, Stage 3: Connect the Dots

Last: with public feedback in hand, we will combine the results of the discussions with the initial categories and criteria to develop a finalized framework for evaluating design proposals. This finalized framework would be discussed with the CDA, Plan Commission and/or Village Board and then included as component of an RFP to be sent by the Village to designers by late August 2018.

Once the finalized framework is developed and agreed upon, the Village would reach out to designers with an RFP. There are different ways to structure this process – we would suggest the following:

- Send the RFP to a *preselected group* of designers and **invite** them to interviews to present past work that demonstrates what they have accomplished. We suggest inviting 3 or 4 firms.
- Encourage the 3-4 firms to join the final presentation of civic engagement conclusions to the CDA, Plan Commission, and/or Village Board in a public workshop setting at the Library Program Room (or other appropriate venue) in September 2018. We’d collect

the community conversation, suggestions, and direction into an interactive digital presentation geared toward the public to outline observations and conclusions. Firms would fold the findings into their pre-design analysis.

- After the invited firms present their work, select 1-3 firms to develop specific design concepts. These firms should be granted a modest stipend (perhaps \$7,500) to cover the necessary staff time.
- When completed, firms should present their final design concepts to the CDA, Plan Commission, and/or Village Board. Firms would publicly showcase design concepts and demonstrate how each design meets the evaluation framework (i.e. the Village wouldn't be asking the public "what do you think?", but rather completing the checklists showing how each design meets the specific criteria set by the Village).

The CDA, Plan Commission, and/or Village Board would use the evaluation framework to determine a winning design concept. The Village would establish a design contract with the winning firm, inclusive of potential revisions and considerations identified at the time when final design concepts were presented.