

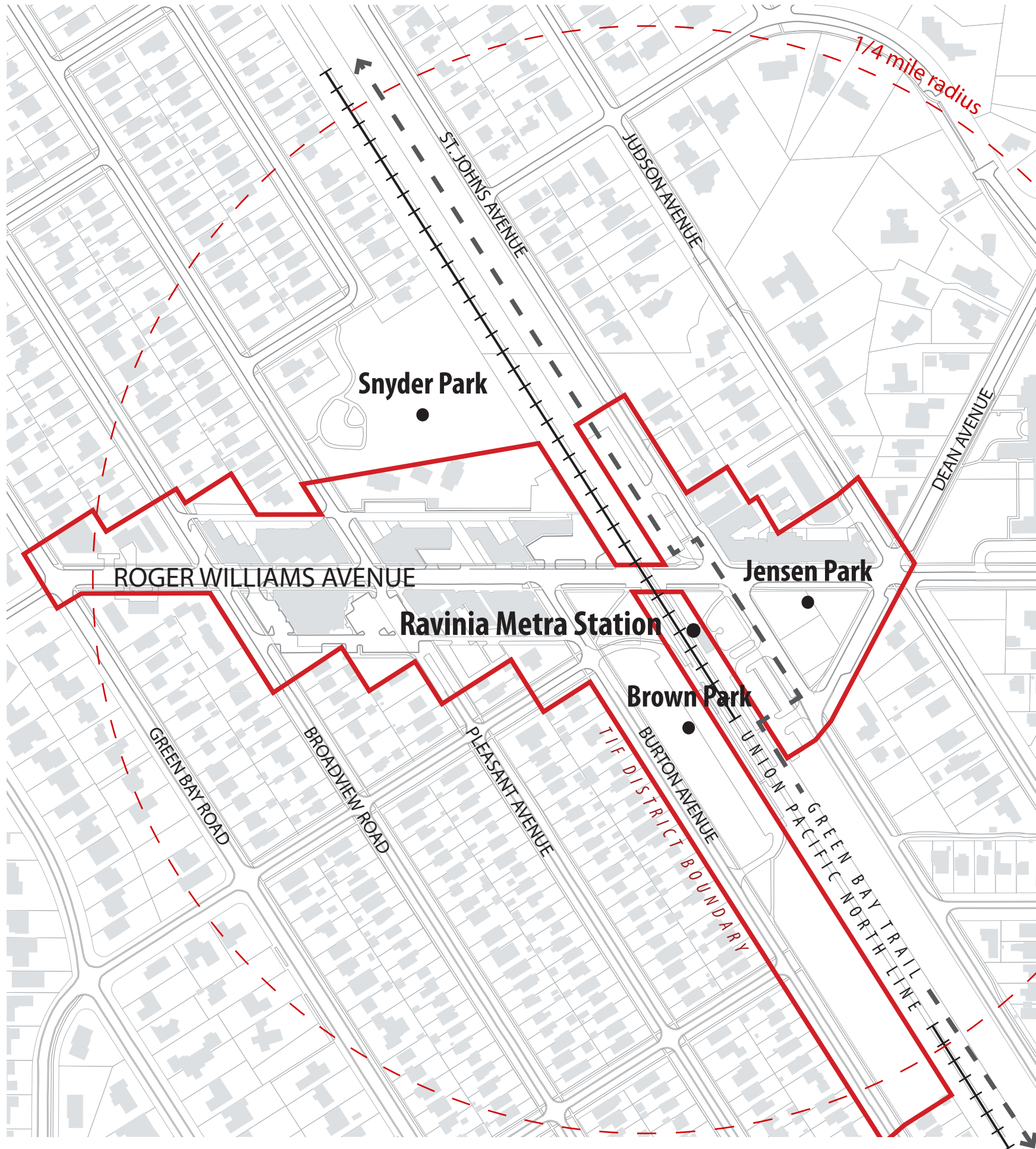
# Ravinia District Streetscape Design and Identity Study

## Schematic Design Summary

December 31, 2012

**Prepared by:**  
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In association with:  
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Strand Associates, Inc.





## Acknowledgements

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### On the Cover

Roger Williams Avenue / Streetscape Section 4  
October 2012

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## **“Ravinia? Or Ravinia Ravinia?”**

# Executive Summary

Ravinia District has been the focus of many planning studies over the past two decades. The most recent market study completed by Community Land Use and Economics, Inc. (C.L.U.E.) in 2010 established two viable economic development strategies:

- Strengthening and growing convenience-oriented retail and services for the immediate Ravinia neighborhood.
- Creating a small-scale dining and entertainment cluster serving Highland Park and other North Shore residents.

As part of their recommendations, C.L.U.E. specifically identified streetscape improvements and the creation of a distinct Ravinia District identity as priority implementation investments.

In the Spring of 2012, the City of Highland Park engaged Hitchcock Design Group in collaboration with Nicholas Associates to develop the Ravinia District brand and provide recommendations for short and long range streetscape improvements. Simultaneously, the City engaged Strand Associates, Inc. to analyze public utility infrastructure. Along with the Advisory Committee, we have created exciting brand, streetscape and other public space improvement recommendations that will help community and

district leaders advance their project economic and cultural goals to:

- Revitalize and sustain business
- Enhance and sustain Ravinia District as an important, vibrant, and distinctive place in the community.

While implementation of all of our recommendations may seem a little overwhelming, it is important to recognize that the best results usually come from a systematic and incremental implementation approach. In fact, we believe that Ravinia District will benefit by celebrating and promoting a pattern of improvements across several years starting with the roll-out of highly visible marketing materials and the construction of gateways and wayfinding signage. The installation of some streetscape enhancements will be closely related to the replacement of aging utilities in Ravinia District. Others, that aren't impacted by future utility construction, can be implemented as funds become available.

City, Park District and Ravinia District leaders should give special attention to the potential improvement of Brown Park, which we believe can become a significant area-wide attraction that will be particularly supportive of the project goals.



**2 Project Goals, Design Criteria, and Opportunities**

Project scorecard

**3 Existing Conditions Inventory**

existing land use, building tenants, and streetscape conditions

# Project Program

In August of 2012, the Project Team completed a Program Summary for the Ravinia District Streetscape Design and Identity Study. In this phase of the project, the Project Team identified two goals for Ravinia District, supported by past planning efforts and relevant to both economic development and cultural aspirations, to guide the development of the brand and recommended streetscape improvements:

- Revitalize and sustain business
- Enhance and sustain the Ravinia District as an important, vibrant, and distinctive place in the community

The Project Team also identified project objectives to support the community's goals for Ravinia District:

- Create a memorable image
- Increase visitor hospitality
- Establish public attractions
- Recruit targeted businesses and (re) development

In addition, we inventoried, evaluated, and correlated the existing natural, structural, cultural and financial resources with stakeholder interests and best practices from comparable settings. During the programming phase, it became evident that Ravinia District is home to many things valued by both residents and visitors, including:

- **Ravinia Festival**, a world-renowned cultural destination and namesake of the Ravinia community, is located at the south end of the community. It is a cultural asset highly valued by the community.
- As his former home, **the legacy of Jens Jensen** is an influence on District culture and appearance.
- Ravinia's **legacy as an artists' community**. Today, this aspect of community heritage remains a point of pride.
- The **Green Bay Trail**, which runs for nearly nine miles between Wilmette and downtown Highland Park. The trail connects south to Chicago via the North Branch Trail and north to the state line via the Robert McClory Bike Trail.

Opportunities to create a memorable image for Ravinia District, increase visitor hospitality, establish public attractions, and recruit targeted businesses and (re)development exist, will be achieved by building on what is already valuable in Ravinia District, like the assets listed above.

Preliminary opportunities identified in the Program Summary include:

- Create a distinct strategy / message / logo to communicate desired brand
- Improve wayfinding within the District
- Improve and enhance public space within the District

# Goals and Objectives, Design Criteria, and Opportunities

## Goals and Objectives

### Goals:

- Revitalize and sustain **business**
  - Convenience retail
  - Dining / entertainment cluster
- Enhance and sustain Ravinia District as an important, vibrant, and **distinctive place** in the community

### Objectives:

- Create a **memorable image**
- Increase **visitor hospitality**
- Establish **public attractions**
- Recruit targeted businesses and **(re)development**

## Design Criteria

Strategic	Functional
Relevant	Convenient
Believable	Comfortable
Differentiating	Safe
Motivating	Attractive
Durable	Sustainable
<b>Brand</b>	<b>Streetscape</b>

## Opportunities

- Create a distinct **strategy** / **message** / **logo** to communicate desired brand
- Improve **wayfinding** within Ravinia District
- Improve and **enhance public space** within Ravinia District

### Metrics for Success

Opportunities to create a memorable image for Ravinia District, increase visitor hospitality, establish public attractions, and recruit targeted businesses and (re)development exist, and are achievable by building on what is already valuable in Ravinia District. Throughout the process, we have referred to fulfillment of the stated goals, objectives, and design criteria an important metric to measure the success of the Ravinia District Streetscape Design and Identity Study.

# Existing Conditions Inventory



## West

The **west end** of Ravinia District is characterized by residential and office uses that create a sense of separation from the commercial uses and public spaces further east.

## Central

The **central area** of Ravinia District, starting just west of the tracks, extending to Broadview Avenue, was developed sporadically after World War II. Recent developments include a Walgreens drugstore, and mixed-use development constructed in 2004. The central area is challenged by office and retail vacancies.

## East

The **east end** of Ravinia District, annexed to the City in the late 19th century, just east of the tracks, was developed in 1927 as part of an effort by the City Beautification Commission to develop a business District near the train station at the City's "southern gateway." It is home to a tenanted, mixed use building with historic charm on the north side of the street and park on the south side of the street.

### Ravinia District

The study area, Ravinia District, is a section of Roger Williams Avenue east and west of the Ravinia Metra station that has historically served as the commercial center for the Ravinia neighborhood. Today, Ravinia District is an important, historic anchor in a primarily residential neighborhood.





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Impressions of Ravinia District;  
desired brand impressions
- 7 Brand Direction**  
Creative legacy; contemporary  
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Language of creativity
- 9 Brand Promise**  
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- 10 Brandmark**  
Brand concept and mark
- 12 Brand Application**  
Banners, posters, and ads

# Brand Strategy

Developing a brand for Ravinia District provides a very useful tool for managing the way that the public thinks about Ravinia District now and in the future. It is important that the brand communicate in a way that is believable and authentically grounded in something real or that will become real about Ravinia District. The brand for the evolving Ravinia District is rooted in its history as a creative colony, and reawakened as a contemporary creative community that not only neighbors the Ravinia Festival but also appeals to residents, businesses, customers, and visitors with a unique creative approach to all things.

To achieve its strategic objectives, Ravinia District will need to talk about itself and its offerings in a creative way. A family of key words will become the first language of marketing, advertising and promotional messages directed at all members of Ravinia District’s audience – from the financial community to retailers and restaurateurs.

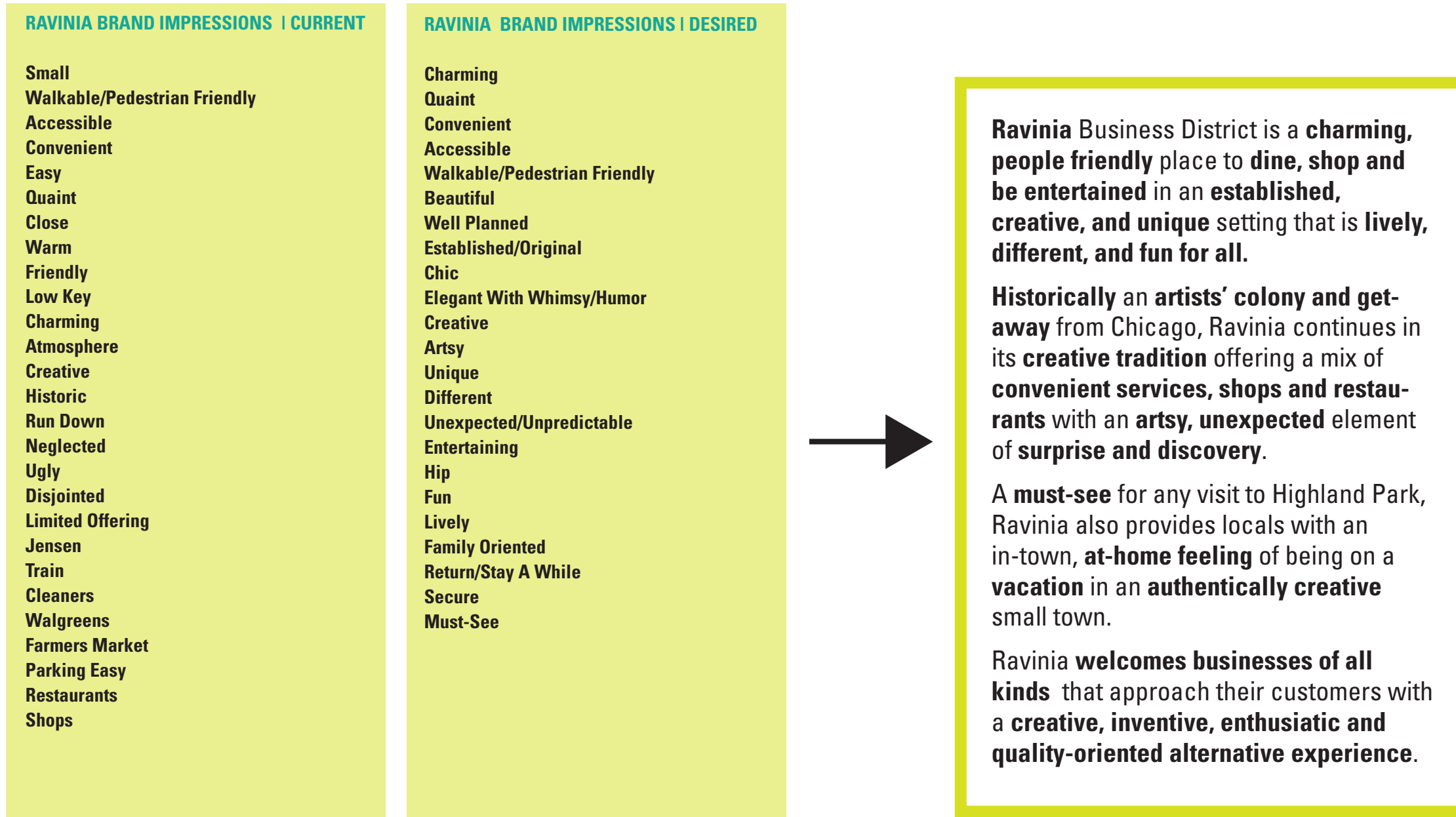
The brand promise communicates that Ravinia District is a place in which one can experience and discover creatively presented goods, services and activities. The brandmark will become the tool that visually identifies all things associated with Ravinia District. It is composed of the name and the visual appearance of the name.

The name “Ravinia Business District” has been simplified to “Ravinia District” to encourage a more promising expectation of the experiences it offers.

A brandmark for a creative community with its roots as an artists colony should convey impressions of artistic creativity and experiences. A mosaic represents a creative expression composed of many distinct parts and pieces that come together to create a whole – an appropriate visual metaphor for a community of varied and creative interests. The capital letter “R” links the mosaic piece to the word “Ravinia” with the flair of an artist’s signature.

The Ravinia District brandmark is composed of the Mosaic Symbol and the name “Ravinia District.” The name “Ravinia” is presented in a casual serif type style that encourages impressions of tradition and friendliness. The natural color scheme combines earth tones and a family of greens to reflect the green spaces in and around Ravinia District and its historic relationship with landscape architect, Jens Jensen.

# Brand Impression



## Brand Impression

Ravinia District's historic roots as a getaway from Chicago for artists and other creative people led to the establishment of an artists' colony. Ravinia District remains as a distant corner of Highland Park; away from Downtown and other more commercial business areas. Ravinia District is enjoyed for its low-key, pedestrian friendly atmosphere, convenient location for nearby residents and an eclectic mix of small-scale businesses; many of which are of a creative nature: Ravinia District enjoys its proximity to the world-class music and cultural entertainment venue, Ravinia Festival. The Ravinia District gains by its shared name and creative aura.

# Brand Direction

## Brand Direction

### Creative Legacy Evolves Into Contemporary Creative Community

Ravinia Business District's historic roots as a getaway from Chicago for artists and other creative people led to the establishment of an artists' colony.

Ravinia Business District is enjoyed for its low-key, pedestrian friendly atmosphere, convenient location for nearby residents and an eclectic mix of small-scale businesses; many of which are of a creative nature.

Ravinia Business District enjoys its proximity to the world-class music and cultural entertainment venue, Ravinia Festival. The Ravinia Business District gains by its shared name and creative aura; and the tradition of creative experience continues.

*This brand approach encourages the recruitment of businesses that are a natural fit, that provide useful products and services and that are willing to present themselves to the marketplace with a little more creative flair than they would in another setting.*

### Brand Direction

Developing a brand for Ravinia District provides a very useful tool for managing the way that the public thinks about Ravinia District now and in the future. It is important that the brand communicate in a way that is believable and authentically grounded in something real or that will become real about Ravinia District. The brand for the evolving Ravinia District is grounded in its history as a creative colony and reawakened as a contemporary creative community that not only neighbors the Ravinia Festival but also appeals to residents, businesses, customers and visitors with a unique creative approach to all things.

## Brand Statement

**Ravinia Business District is a charming, people friendly place to dine, shop and be entertained in an established, creative, and unique setting that is lively, different, and fun for all. Historically an artists' colony and getaway from Chicago, Ravinia continues in its creative tradition offering a contemporary mix of convenient services, shops and restaurants with an artsy, unexpected element of surprise and discovery. A must-see for any visit to Highland Park, Ravinia also provides local residents with creative encounters as they go about their daily activities. Ravinia welcomes businesses of all kinds that approach their customers with a creative, inventive, enthusiastic and quality-oriented alternative experience.**

## The Brand

*Ravinia District is a unique creative place in which one can expect a broad range of more creative experiences of all kinds - especially dining and entertainment experiences that attract, engage and encourage lingering and return visits.*

Creative Innovative Clever New  
Imaginative Daring Inspired Hip Fresh  
Novel Ingenious Adventurous Original  
Gifted Inventive Cool Visionary

**Brand Language**

Key words that will become the first language of marketing, advertising and promotional messages directed at all audiences - from customers to developers and from bankers to prospective retailers and restaurateurs.

## DISCOVERIES

Creative Flavors Innovative Approaches Clever Touches  
Imaginative Concepts Inspired Performances Hip Sounds Fresh Tastes  
Ingenious Ideas Original Style  
Gifted Crafters Inventive Pours Cool Moves Visionary Service

## EXPERIENCES

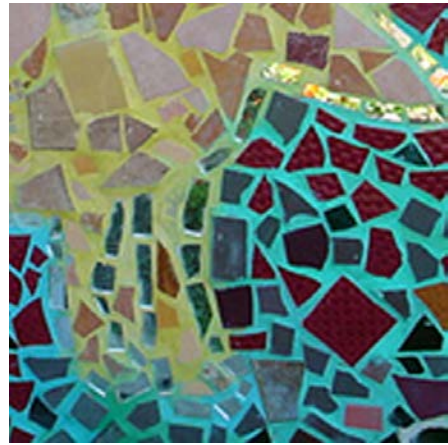
Be Inspired Be Creative Be Inventive  
Get Hip Be Colorful Think Fresh Surprise Yourself  
Feel Adventurous Imagine That  
Taste Genius Drink Cool

**Brand Promise**

Brands Ravinia District as a place in which one can experience a commitment to creativity through goods, services, and experiences.

# Brandmark

Mosaic



Artists' Signatures



RAVINIA  
DISTRICT

## Brandmark Concept

A mosaic represents a creative expression composed of many distinct parts and pieces that come together to create a whole – an appropriate visual metaphor for a community of varied and creative interests. The capital letter “R” links the mosaic piece to the word “Ravinia” with the flair of an artist’s signature.

## Ravinia District Brandmark

The Ravinia District brandmark is composed of the Mosaic Symbol and the name “Ravinia” District. The name “Ravinia” is presented in a casual serif type style that encourages impressions of tradition and friendliness. The natural color scheme combines earth tones and a family of greens to reflect the green spaces in and around Ravinia District and its historic relationship with landscape architect, Jens Jensen.

# Brand Application



## Banners, Ads, and Posters

Shown are a few examples of the many ways in which the Brandmark and Brand language and imagery can be used to build messages about the new directions Ravinia District is moving in.





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# Streetscape

The streetscape design is composed of four distinct zones. Each zone is defined by a “district gateway” occurring at a major intersection of Roger Williams Avenue. Streetscape design components on the ground plane (such as paving patterns) and vertical planes (such as mural locations) are influenced by the angled grid formed by the roadway framework.

As part of the streetscape, gateway elements and wayfinding signage communicate the most literal application of brand strategy. Gateway elements are used to define the endpoints of each section of the streetscape. Wayfinding signage extends hospitality to visitors by providing just enough information in just the right places and times to assure that no one gets lost or misses an opportunity to enjoy the amenities of Ravinia District.

Although slightly less obvious, streetscape improvements, including materials and furnishings, are also designed to be a physical representation of brand strategy. Eclectic, creative, and high-quality streetscape materials and furnishings communicate a contemporary creative image and create hospitable places.

# Streetscape Direction

The streetscape will be...

- A physical representation of brand strategy through materials, scale, and design style
- Comprehensively sustainable

The streetscape will include...

*public attractions*

- Improved public spaces, programming, and maintenance
- Improved connections to neighborhoods and Ravinia Festival

The streetscape will be accomplished through...

*targeted development*

- Manageable, incremental improvements



Traditional streetscape components



Contemporary creative streetscape components

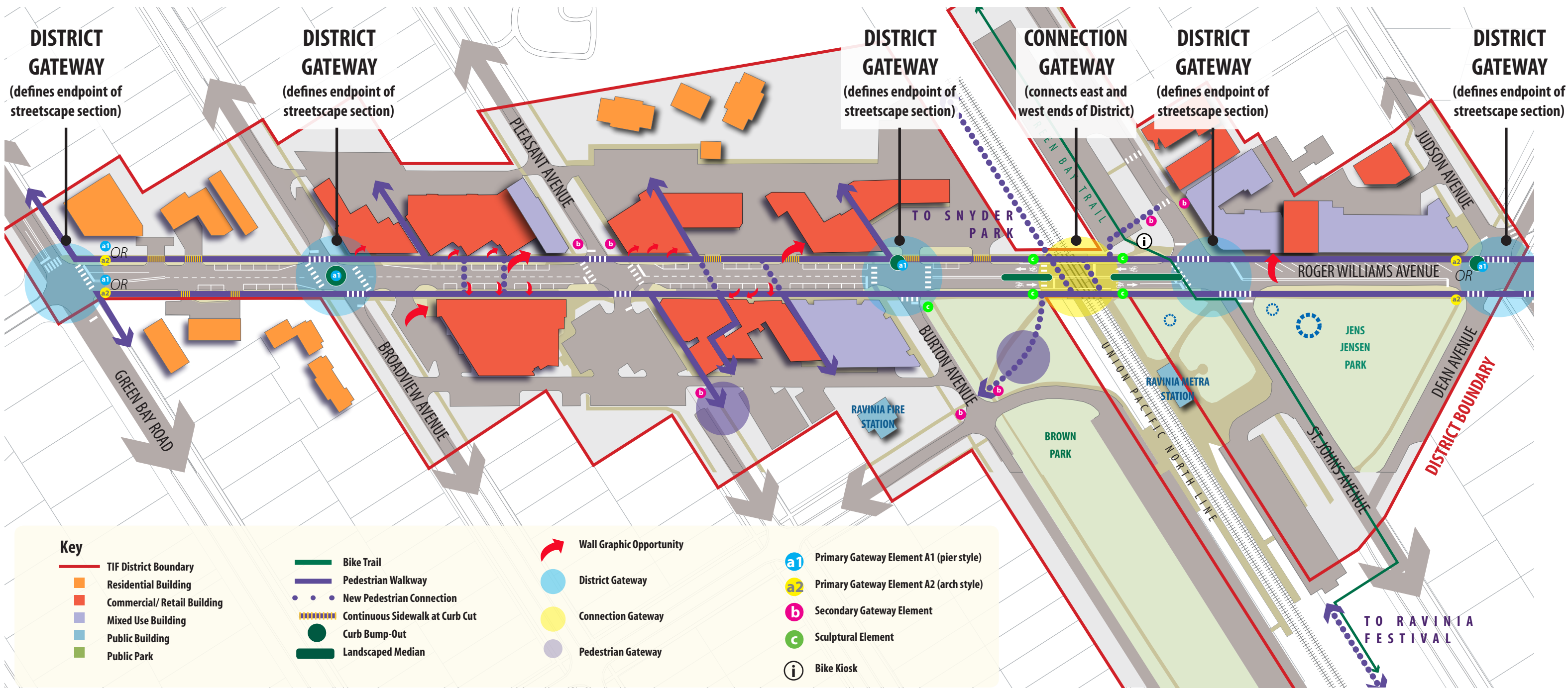
## Streetscape Framework

The streetscape framework provides a roadmap for the design of specific improvements, representation of streetscape direction, and a tool for big picture thinking.

## Streetscape Character

Streetscape improvements, including materials and furnishings, are designed to be a physical representation of the brand strategy. Eclectic, creative, and high-quality streetscape materials and furnishings communicate a contemporary creative image and create hospitable places. This is particularly evident when compared to more "traditional" streetscape components, as illustrated on the left.

# Streetscape Framework Plan



## Streetscape Section 1

residential section, Green Bay Road gateway, primary gateway element, **angled grid**, decorative sidewalk paving, continuous sidewalk, decorative roadway paving, parkway, existing trees

## Streetscape Section 2

west commercial section, **angled grid**, traffic circle, primary gateway element, decorative roadway paving, decorative sidewalk paving, passages to alley, wall graphic opportunities, infiltration planters, mid-block crossings, cafe seating, connection to Snyder Park, pedestrian gateway elements, **angled parking**, permeable paving

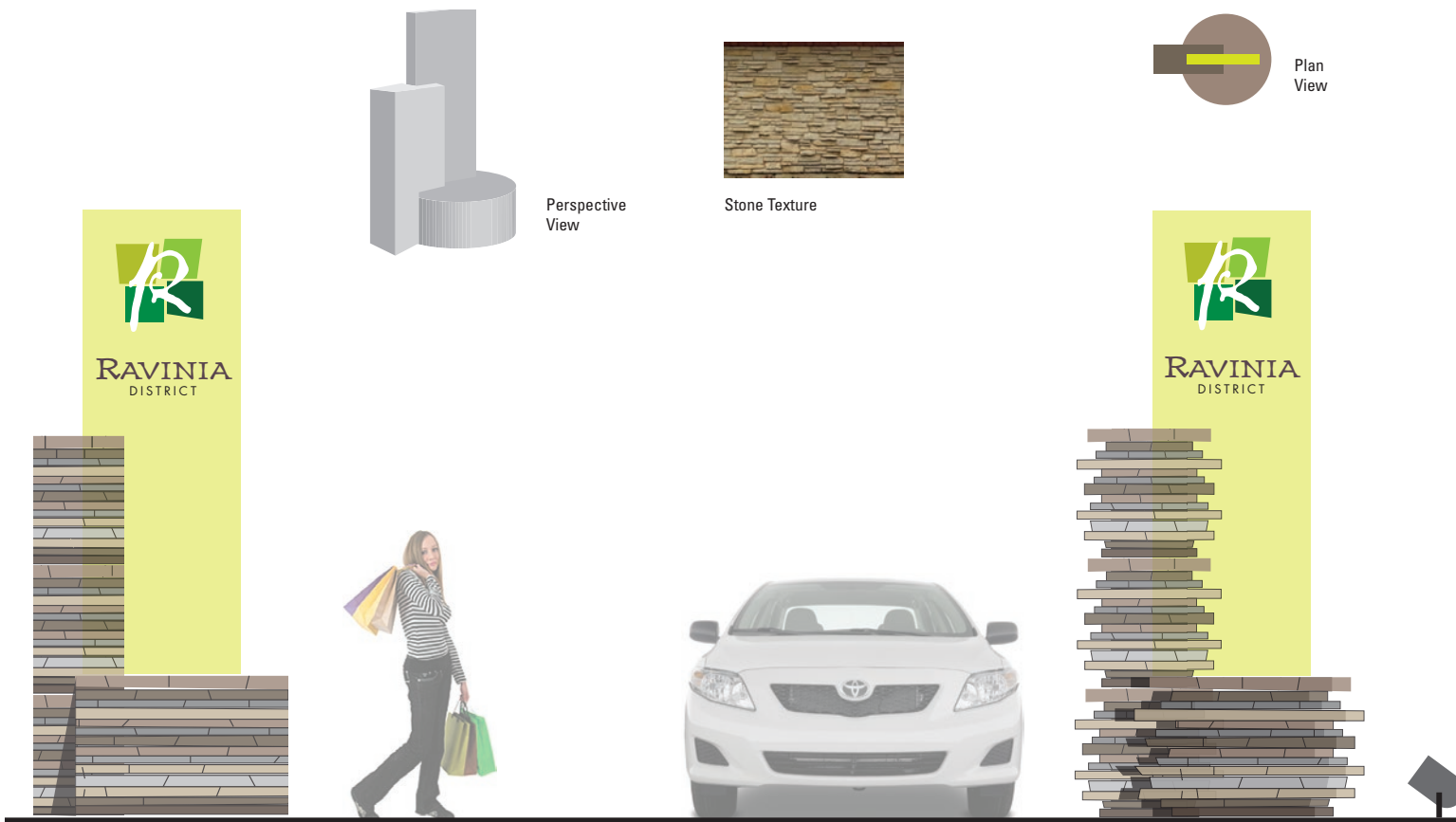
## Streetscape Section 3

connection gateway, rail crossing, bike kiosk, Green Bay Trail crossing, **angled grid**, Brown Park, sidewalk connection to Snyder Park, train station, sculptural elements, curb bump outs, potential bike route pavement marking, bike trailhead and kiosk, decorative roadway and sidewalk paving, landscape median, cafe seating

## Streetscape Section 4

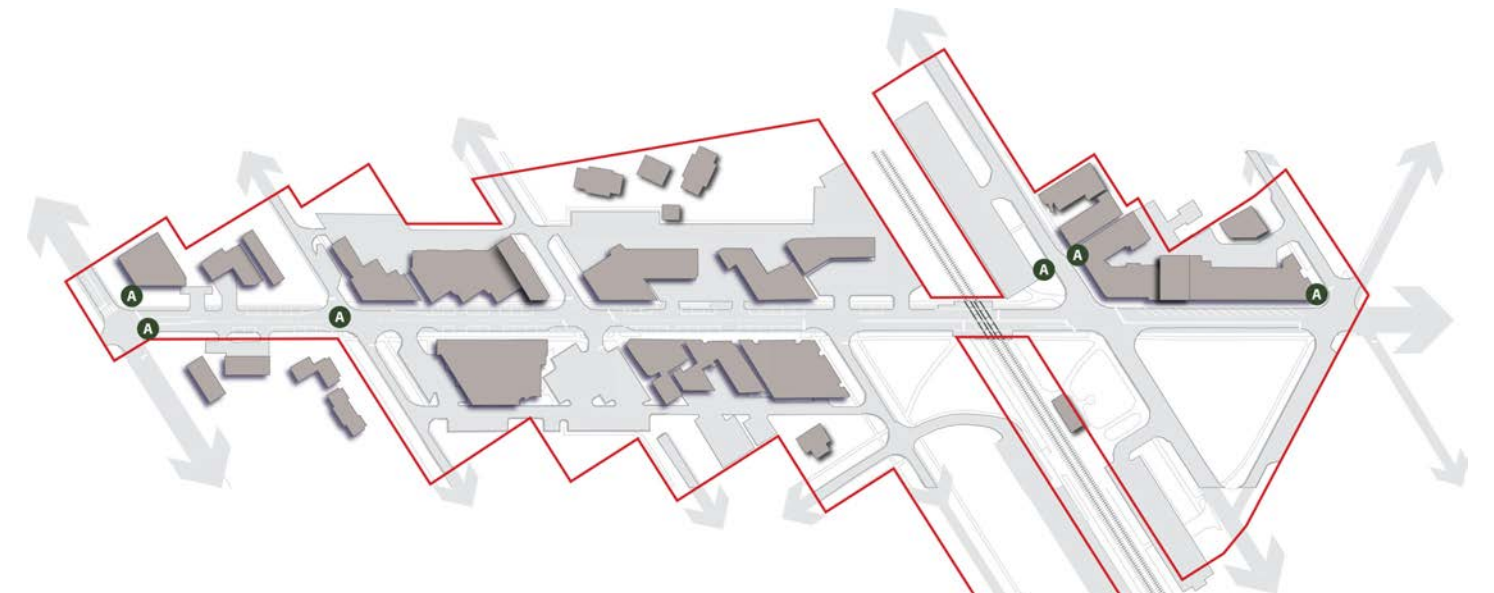
east commercial section, **angled grid** district gateway, historic commercial buildings, jensen park, farmers market, decorative roadway and sidewalk paving, angled parking, infiltration planters

# Streetscape Components: Primary Gateways



## Primary Gateway Element A1 (pier style)

The cairn-form primary gateway design incorporates a limestone base and texture-painted, internally illuminated upper sign that represents a blending of the historic (Jensen) and the contemporary. Gateway signs are located at primary entrances to Ravinia District. Two optional stone textures are shown.



## Primary Gateway Plan

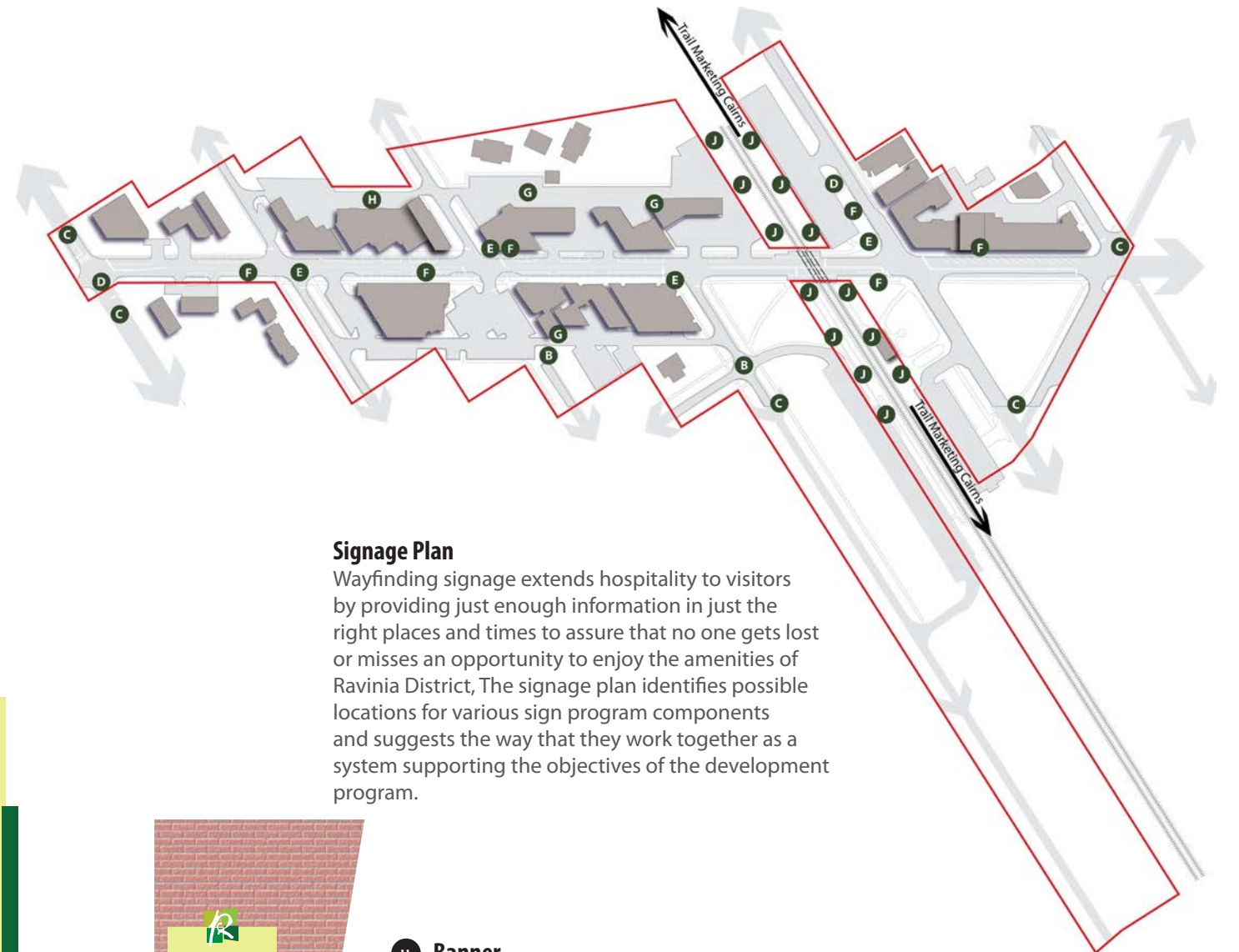
The signage plan identifies possible locations for Primary Gateway Elements. Primary Gateway Element A2 is intended as an option for a gateway element at the intersections of Roger Williams Avenue and Green Bay Road and Roger Williams Avenue and Judson Avenue only.



## Primary Gateway Element A2 (arch style)

The Gateway Arch identifies the key entrances to Ravinia District with an appropriate but dramatically scaled impression. Based on the idea of a Calder-like mobile sculpture, the arch also incorporates a limestone base as a historic reference to the use of similar materials by Jens Jensen.

# Streetscape Components: Wayfinding Signage



## Signage Plan

Wayfinding signage extends hospitality to visitors by providing just enough information in just the right places and times to assure that no one gets lost or misses an opportunity to enjoy the amenities of Ravinia District. The signage plan identifies possible locations for various sign program components and suggests the way that they work together as a system supporting the objectives of the development program.



### Secondary Gateway Element

identify entrances to Ravinia District at a more pedestrian scale.

### Approach & Remote Directional Sign

advises that a place called Ravinia District is up ahead

### Changeable Message Frame

provides for changeable event and other public notices.

### Street Name Sign

unique to the creative Ravinia District suggest that Ravinia District has its own way of doing business.

### Directional Sign

are designed with first-time visitors in mind and make sure that get to Ravinia District attractions and back to their transportation.

### Wall Mount Directional Sign

are located at the alley side of the walk-thru passageways.

### H Banner

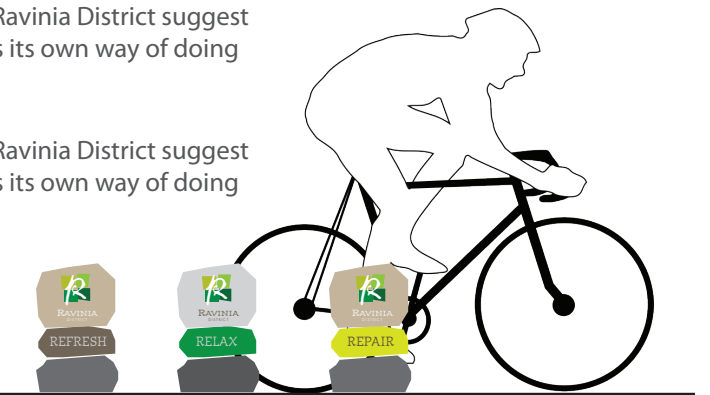
unique to the creative Ravinia District suggest that Ravinia District has its own way of doing business.

### J Train Station Banner

unique to the creative Ravinia District suggest that Ravinia District has its own way of doing business.

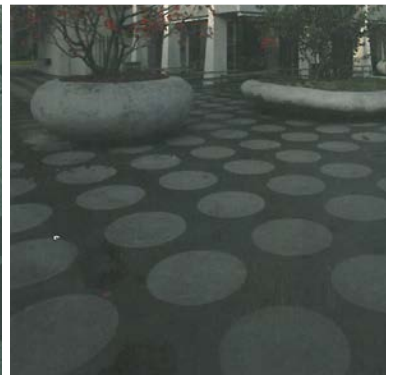
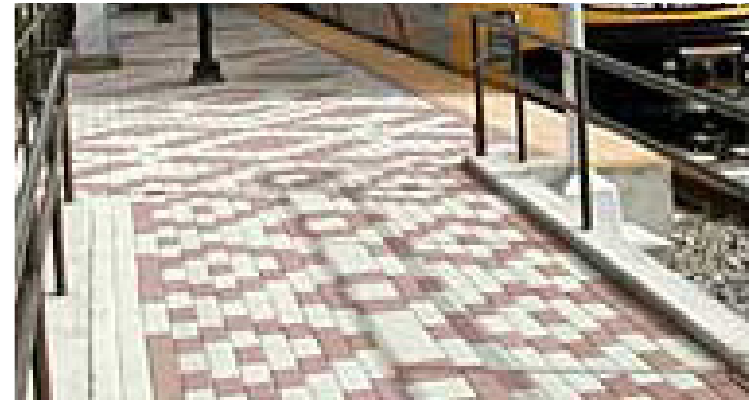
### Green Bay Trail Marketing Cairns

using the traditional cairn form, a nod to Jens Jensen, stones bearing messages telling riders, walkers and joggers that Ravinia District is up ahead and offers something for them can be positioned spaced out along the mile of the trail north and south of Ravinia District.



# Streetscape Components: Sidewalks

Decorative paving Outdoor cafe seating  
 and sidewalk dining ADA  
**accommodations** Appropriate  
 configuration Adequate width / clear



## Sidewalks

Accessibility, safety, and comfort are key factors to a successful streetscape environment. Sidewalks are configured with these factors in mind to achieve the level of visitor hospitality envisioned for Ravinia District. The majority of the sidewalks are scored, textured concrete that is cost effective and manageable to maintain. Decorative accent areas can vary in material and design creating an eclectic feel reflective of a contemporary creative environment.

# Streetscape Components: Roadways and Parking

**Lighting for additional evening use** Additional parking where possible  
**Angled parking** More convenient on-street handicap parking  
**Traffic circles** Landscaped medians  
**Curb bump-outs** Traffic calming tables  
**Mid-block crossings** Crosswalks  
**Permeable paving** decorative paving



## Roadways and Parking

Vehicular circulation and parking are critical components to business success, even in a highly walkable environment. Travel lanes are adequate based on the volume of traffic, and parking is maximized without diminishing pedestrian hospitality. Generous crosswalks, mid-block crossings intersection curb extensions, and even traffic circles, all contribute to a successful balance between vehicular and pedestrian traffic.

# Streetscape Components: Bikeways

Trailhead **Kiosk** **Repair station**  
 (“fixtation”) Signage **Bike**  
**racks** Bike route **pavement**  
**markings** Bollard bike pump  
**Bike map** Covered bike parking

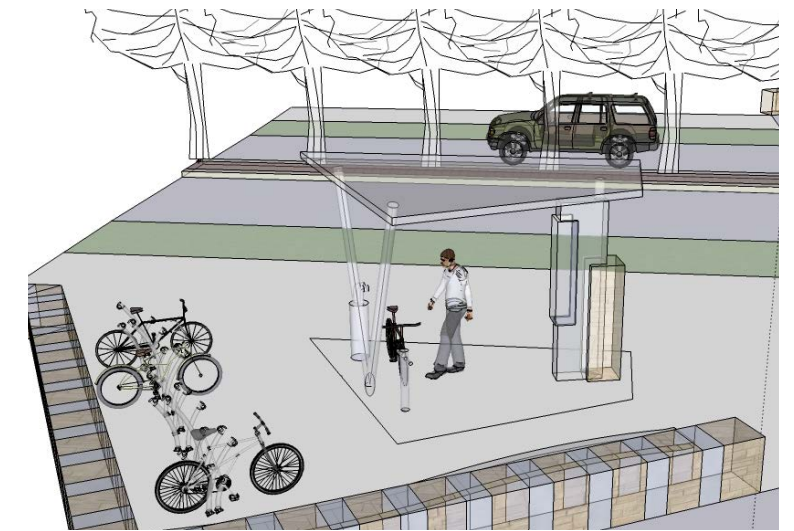
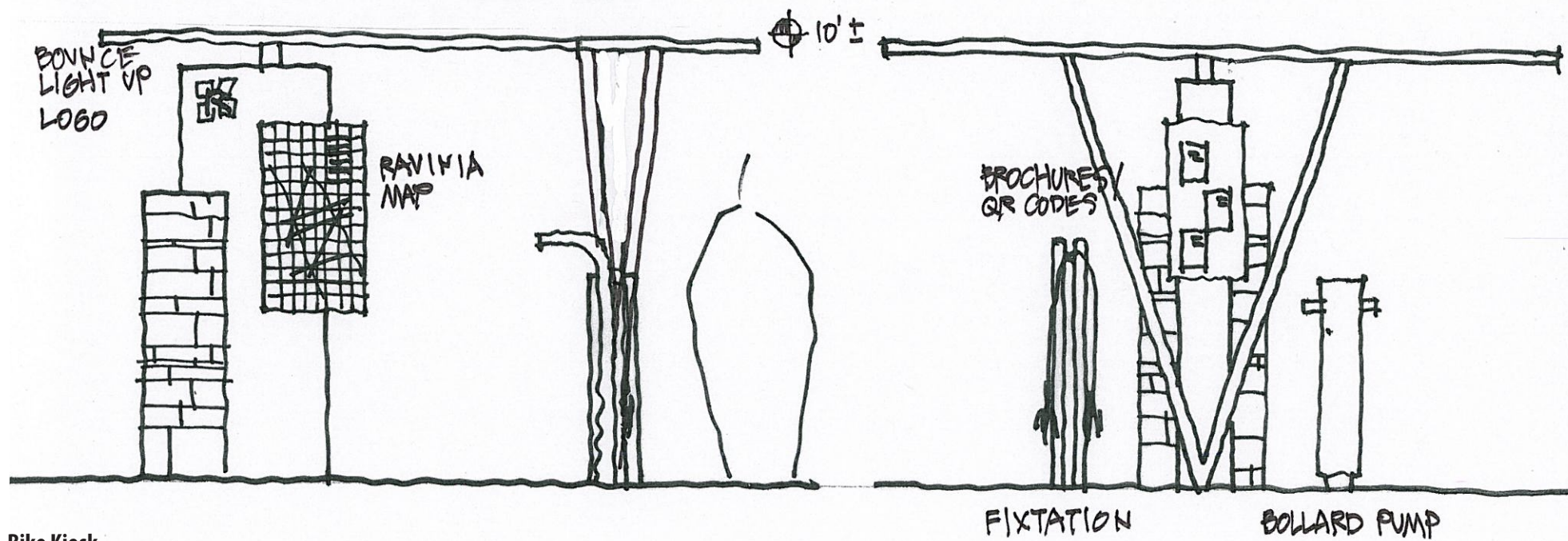
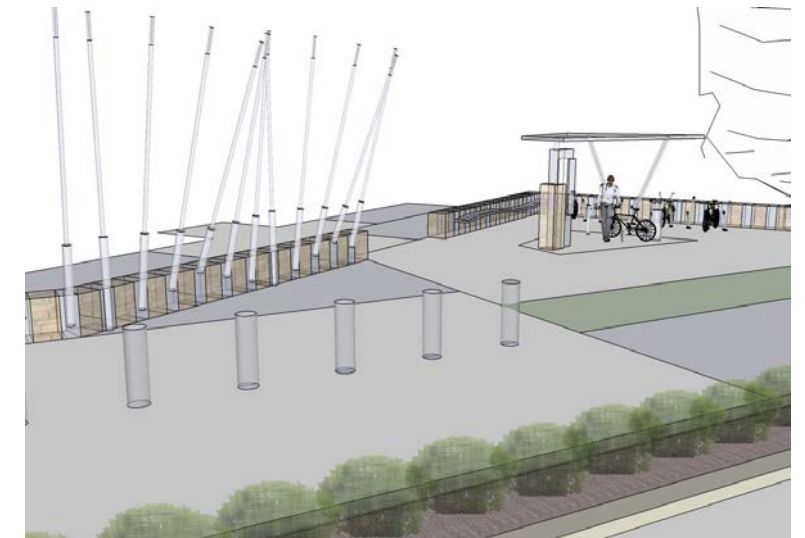
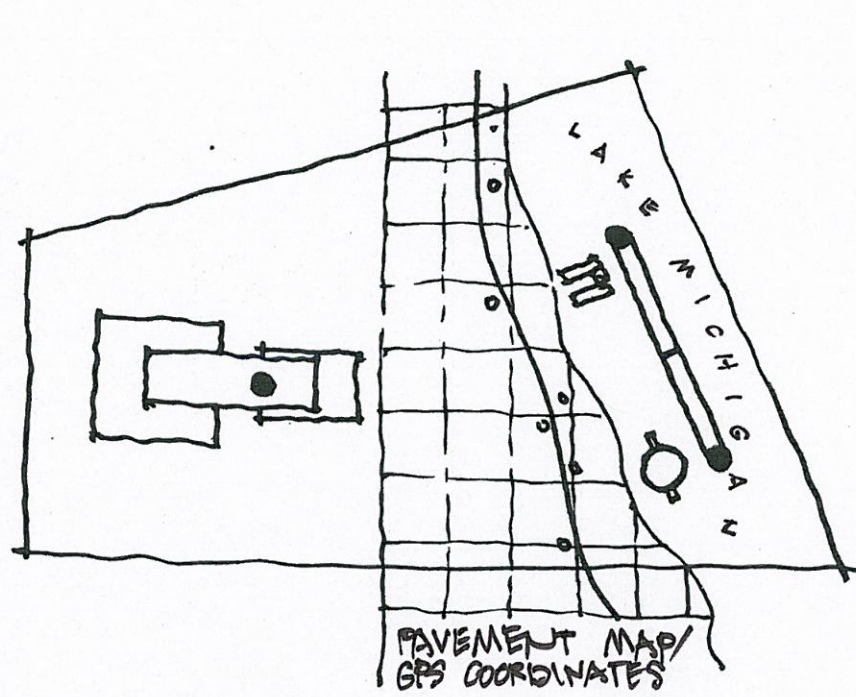


## Bikeways

There is a great opportunity to help establish Ravinia District as a cyclist hang out by providing unique accommodations such as a message board announcing Ravinia District events, a bike “fixtation”, and bike route/wayfinding signage to other City destinations.



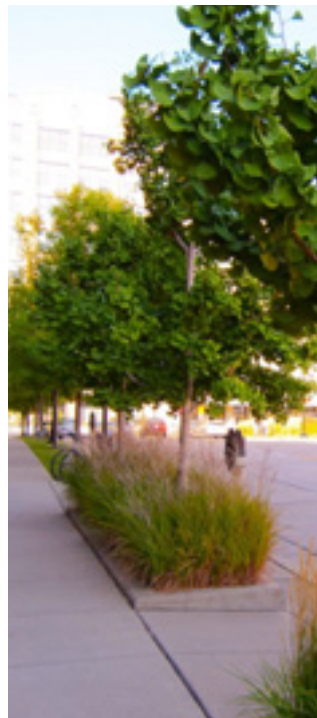
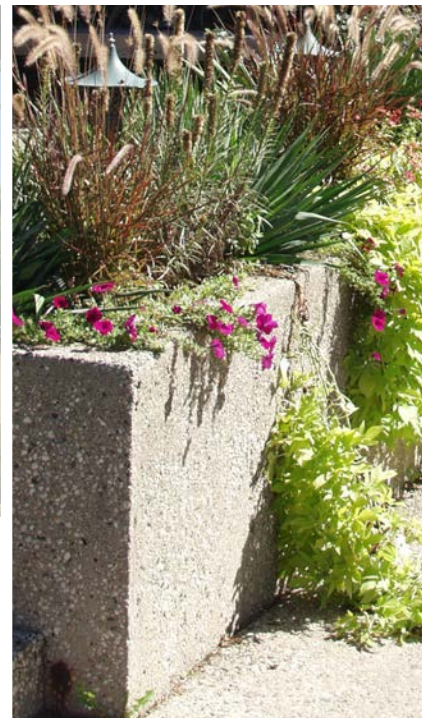
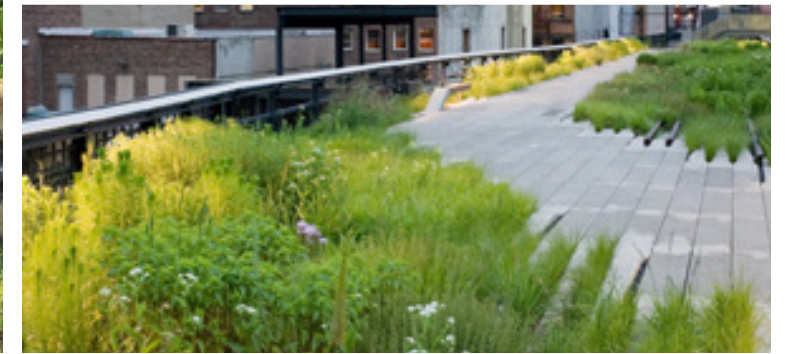
# Streetscape Components: Bike Kiosk



**Bike Kiosk**  
A custom designed bike kiosk area would reinforce the unique contemporary creative environment of Ravinia District.

# Streetscape Components: Planting

Existing street trees  
 Grass parkways  
 Raised planters  
 Shrubs and perennials  
 Seasonal planters  
 Screen parking & adjacent properties  
 Structural soil  
 Native prairie inspired planting  
 Bioswale planters  
 Irrigation maintenance

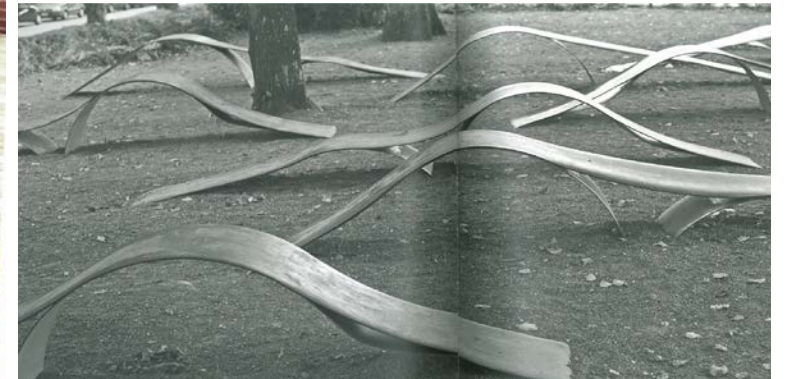


## Planting

Plantings are reflective of Jens Jensen's natural style, but refined based on a contemporary creative streetscape application. Street trees provide generous shade and comfort, and perennials and ornamental grasses add year round interest. Seasonal plantings provide colorful accents and a fresh change of pace. All plantings are designed to be manageable to maintain without an inordinate amount of effort.

## Streetscape Components: Site Furnishings

Benches and seating **Fencing**  
News boxes **Trash and recycle**  
**bins** Bollards **Drinking fountains**  
Council rings **Water features and**  
**fountains** Porch swings

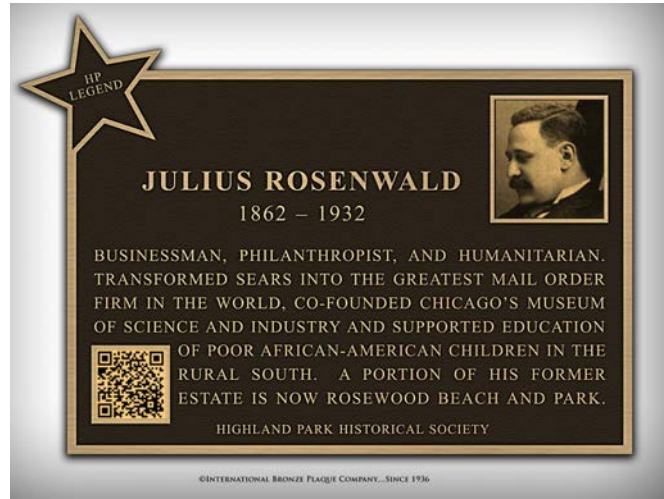


### Site Furnishings

Comfortable seating and accommodations such as trash and recycling bins, news boxes, bollards, and drinking fountains, all contribute to hospitality. Components are of contemporary design, constructed of high quality materials. Custom designed accent furnishings add to the eclectic creative environment.

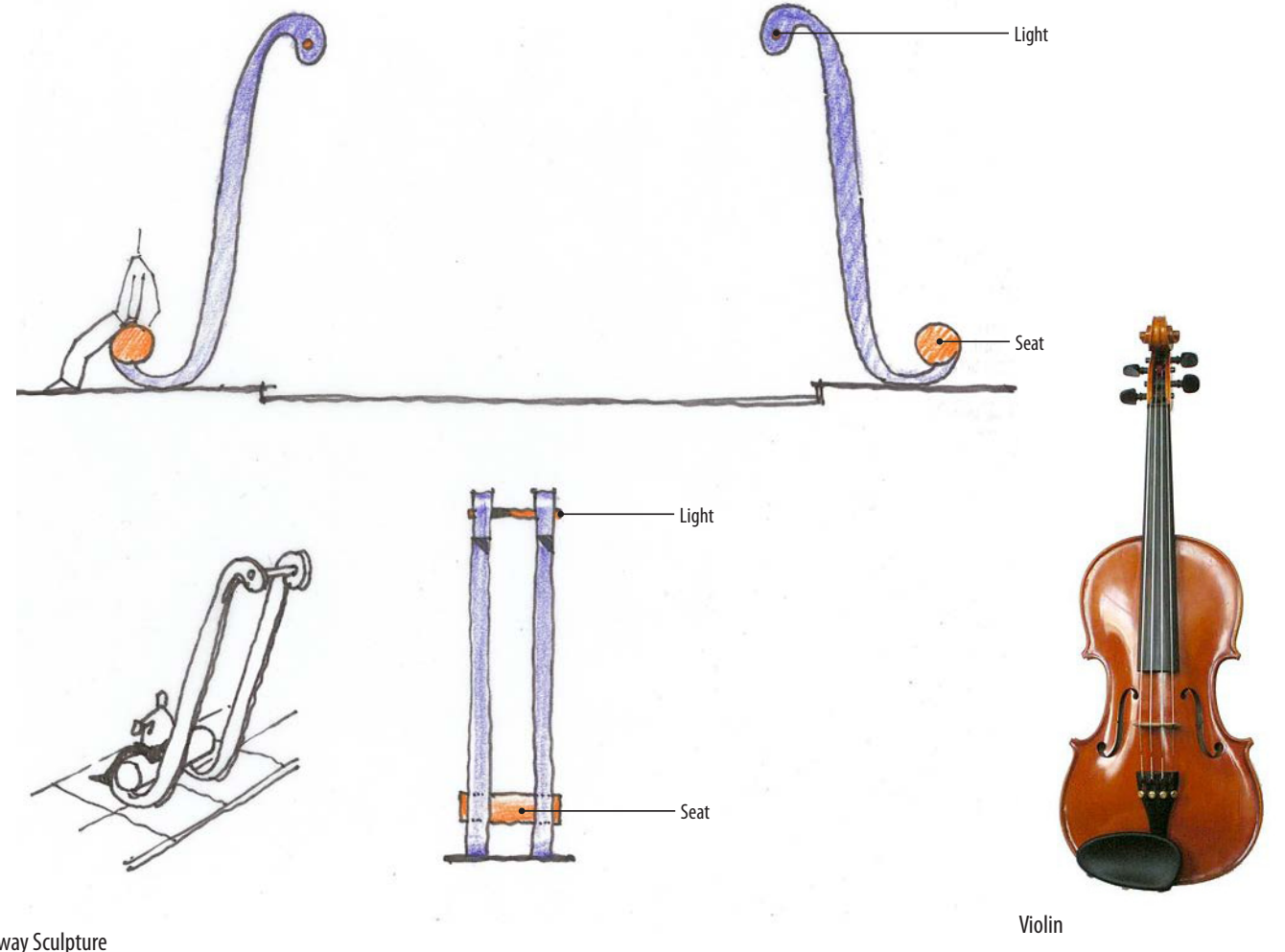
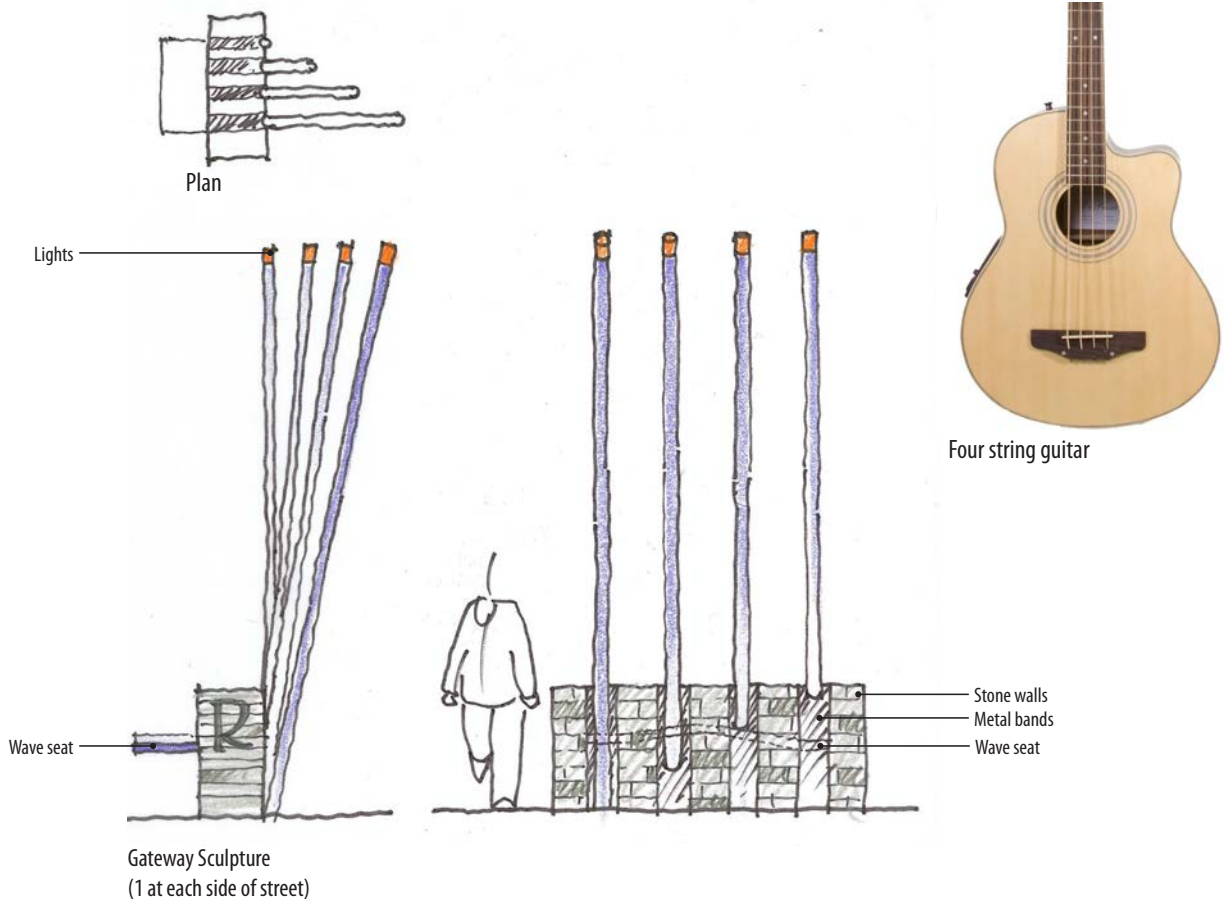
# Streetscape Components: Public Art

**Sculptural Elements** Custom streetscape furnishings **District gateways** Pedestrian gateways



**Public Art**  
Sculptural elements, environmental art, exhibits and installations all contribute to the unique Ravinia District environment. Facilitate coordination with the Historic and Arts Commissions to include public art reflective of the culture of the community and its citizens.

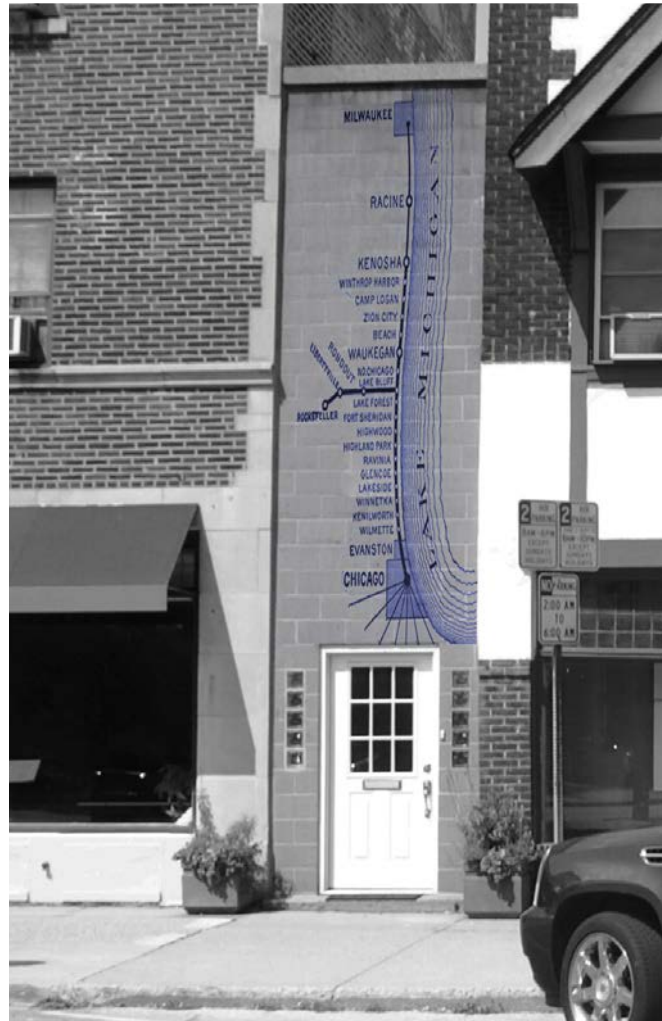
# Streetscape Components: Applied Art



**Applied Art**  
 There are many ways develop applied art based on the contemporary creative district theme. Combining musical components, kinetic sculpture, light, and other elements within the historical Jens Jensen framework would be unique to Ravinia District.

## Streetscape Components: Building Facades

### Wall graphics / murals Facade enhancements



#### Primary Gateway Element A1 (pier style)

Building facades contribute greatly to the image of a streetscape environment. Utilizing unique materials, murals based on an arts theme, awnings, signage, etc. will contribute to Ravinia District character and ambiance.

## Streetscape Components: Passageways

### Aesthetic enhancements

Vendor opportunities



### Passageways

There are a number of passageways between Roger Williams Avenue, the alleys north and south, and the surrounding neighborhoods. Accentuating these passageways will effectively expand the district to incorporate the larger area. There may even be additional vendor opportunities with the expanded space.

# Streetscape Components: Light, Sound, and Power

Roadway lighting Pedestrian lighting  
lighting Parking lot lighting  
Accent lighting Holiday lighting  
accommodations Auxiliary power  
Surveillance Audio Wi-fi



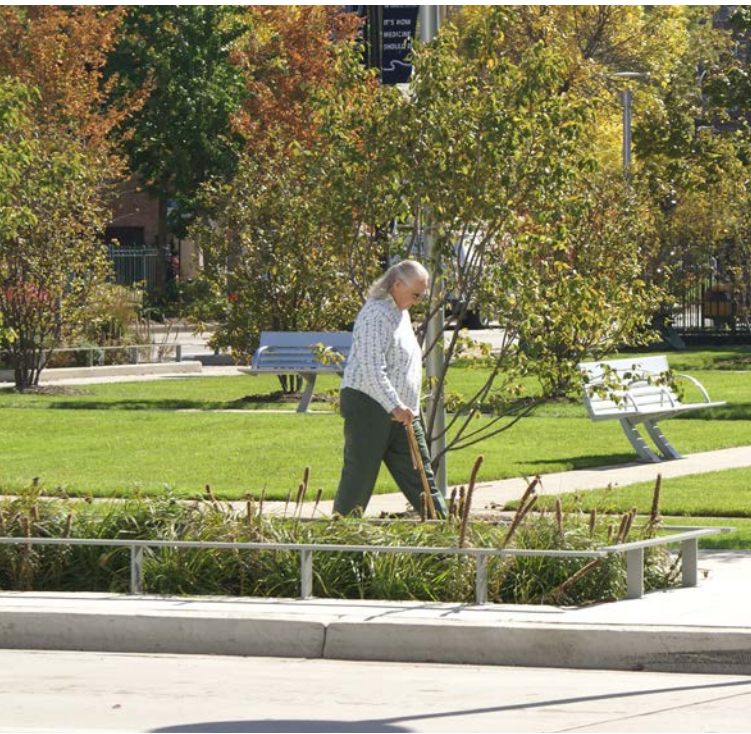
## Light, Sound, and Power

Pedestrian and roadway lighting is important not only for safety but also to create an ambiance for the District. Contemporary fixtures reflect the contemporary creative image. Power and sound accommodations will support programmed events.



# Streetscape Components: Storm Utilities and Drainage

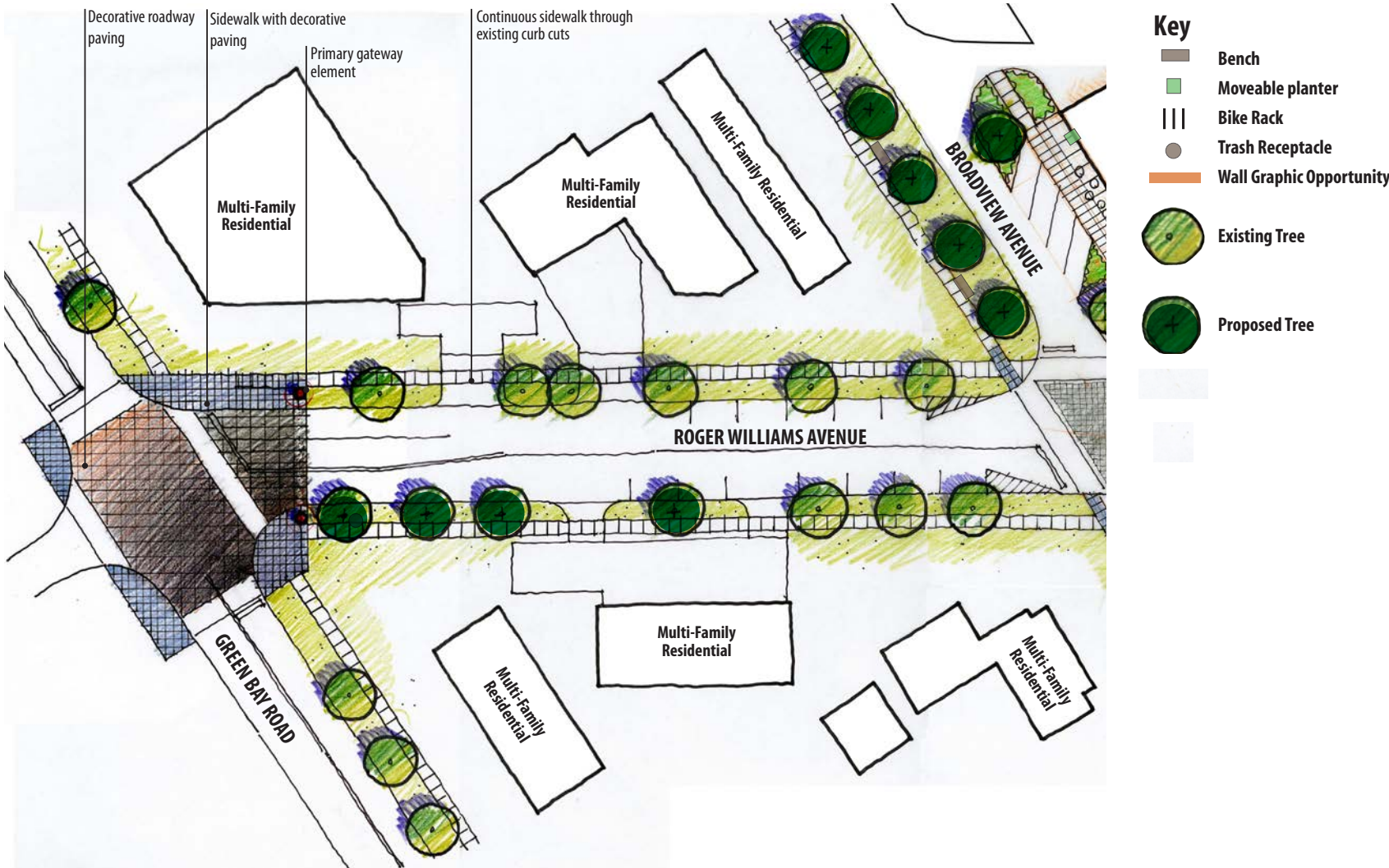
Storm drainage **Permeable paving** Infiltration planters



## Storm Utilities and Drainage

The City of Highland Park is committed to environmental sustainability. Alternative methods of managing storm drainage and runoff, including infiltration planters, rain gardens, and permeable paving, are incorporated throughout the streetscape environment.

# Illustrative Streetscape Plan: Section 1



**Streetscape Section 1**

**Residential Section / Green Bay Road Gateway**

This primarily residential section, with a lower-intensity application of streetscape components includes: the Green Bay Road gateway, primary gateway elements, decorative sidewalk paving, decorative roadway paving, a grass parkway, and high-quality existing street trees.

# Illustrative Streetscape Plan: Section 2



## West Commercial Section

The west commercial section of the corridor, with a higher-intensity application of streetscape components, includes: a district gateway, a potential traffic circle, primary and secondary gateway elements, new angled parking, and permeable paving.

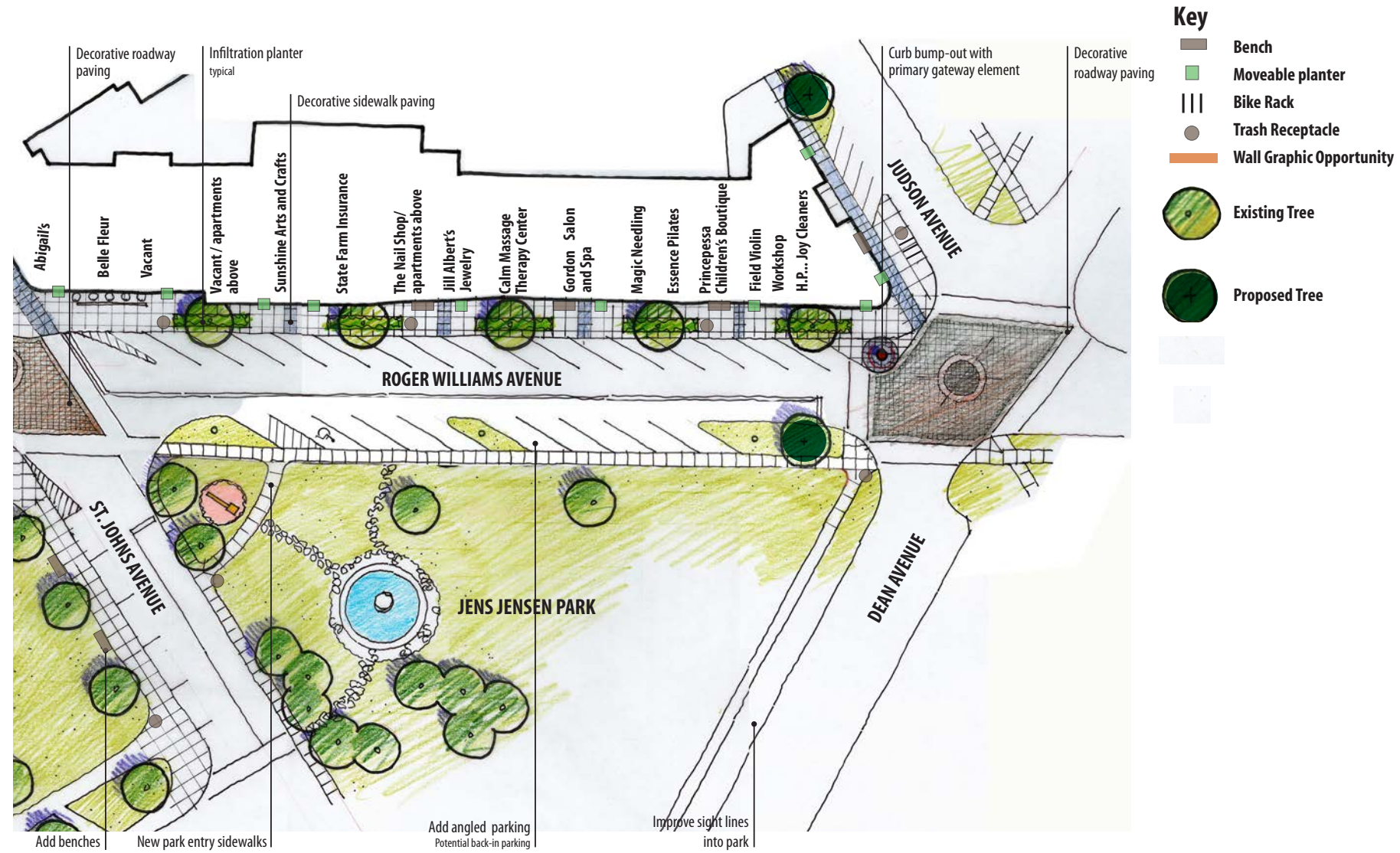
# Illustrative Streetscape Plan: Section 3



## Connection Gateway

This central section connects the east and west commercial sections and is transportation hub with the Green Bay Trail crossing and Metra station. This section also includes frontage along Brown Park. The connection gateway has a higher-intensity application of streetscape components, with an emphasis on bicycle amenities, art, and sculptural elements.

# Illustrative Streetscape Plan: Section 4



**Streetscape Section 4**

## East Commercial Section

The historic east commercial section of the corridor, with frontage along Jens Jensen Park and a lower-intensity application of streetscape components, includes: a district gateway and new angled parking.

# Primary Gateway Element A1



**Gateway Representation**  
Gateway Simulation at Green Bay Road & Roger Williams Avenue

## Train Station Banners



### Train Station Banners

Banners at the train station suggest to all train riders that something new, creative and worthwhile is happening in the former Ravinia Business District.





# Implementation Strategy

Completing the Streetscape Design and Identity Study marks the beginning of the implementation process. So, what's next? The following pages contain a prioritized list of action items that can be completed by the City. Actions are organized by plan objective and are prioritized from 1 to 4. An action prioritized as 1 is an item necessary to plan for the future, build momentum, and can be completed relatively quickly. A number of action items can begin immediately and be completed in a reasonable amount of time. Advancing the brand strategy, installing banners and signage, recruiting businesses, all can occur without much advance planning or major capital investment. Community based projects such as public arts, events programming, and volunteer days, all can start sooner rather than later. An item prioritized as 4 is an item that, while no less important than a 1, will require more lead-time, coordination, and capital to complete. This list of prioritized actions should serve as a working tool for the City and Advisory Committee and will continue to evolve over time.

The prioritized actions were coordinated with the findings of the recent utility study, completed by Strand Associates. The study concludes that in general, existing utilities are adequate to support future development. Sanitary sewer and storm sewer systems are adequate to support proposed improvements, requiring only

minor adjustments and electrical, telecommunications, and other utilities are serviced from the alleys, and therefore will not conflict with proposed streetscape improvements. The only anticipated major utility upgrade is the replacement of the antiquated water main that runs under Roger Williams Avenue.

It will be important to coordinate the timing of any utility upgrades with the construction of streetscape improvements. Streetscape improvements can follow directly behind utility upgrades for an efficient and cost effective construction sequence. If the water main is replaced, intersection enhancements, curb extensions, and crosswalk upgrades can follow as part of the restoration work. Lighting conduit might also be installed throughout the project area as part of the water main replacement project in an effort to limit the amount of major underground construction-related disruption to businesses and residents.

A preliminary budget worksheet has been provided to the City and Advisory Committee. The City and Advisory Committee may use the budget worksheet, along with the list of prioritized Action items, to develop a specific plan for implementation, based on timing, priorities, and available funding.

Tax Increment Financing (TIF) funds will be used to fund the majority of the improvements. There have also been discussions about creating a Special Service Area (SSA) for Ravinia District. SSAs can be an especially effective tool to fund marketing campaigns, maintenance programs, and other promotional initiatives that will directly benefit the project stakeholders. Other sources of funding such as Transportation Enhancement funds, environmental improvement grants, parks and open space grants, all can contribute to successful implementation. Also, private fundraising should not be overlooked as potential source of funding.

# Action Item Priority Matrix

## Objective 1: Create a Memorable Image

<b>Opportunity A</b>	<b>Establish tools to communicate the Ravinia District brand</b>	
Action 1	develop marketing campaign	Priority 1
Action 2	create ads and posters	Priority 1
Action 3	purchase and put up Ravinia District banners with landmark	Priority 1
<b>Opportunity B</b>	<b>Establish character that reinforces Ravinia District goals and objectives</b>	
Action 1	continue Advisory Committee oversight to facilitate consistent application	ongoing
Action 2	incremental planning and advancement of the schematic plan	ongoing
Action 3	outreach to business and property owners to build momentum	ongoing
Action 4	establish facade improvement program / mural program	ongoing
Action 5	establish SSA	ongoing

## Objective 2: Increase Visitor Hospitality

<b>Opportunity A</b>	<b>Clearly identify district location</b>	
Action 1	construct primary gateway element at Green Bay Road	Priority 2
Action 2	construct primary gateway element at Judson Avenue	Priority 2
Action 3	construct secondary gateway elements at train station locations	Priority 3
Action 4	construct secondary gateway elements at side street locations	Priority 3
<b>Opportunity B</b>	<b>Sequence visitors to parking and destinations</b>	
Action 1	construct directional signage	Priority 2
Action 2	construct changeable event signage	Priority 2
Action 3	construct alleyway improvements and secondary gateways	Priority 3
<b>Opportunity C</b>	<b>Improve appearance and function of public space</b>	
Action 1	install street furnishings and amenities	Priority 2
Action 2	construct intersection enhancements	Priority 3
Action 3	construct streetscape section 1	Priority 4
Action 4	construct streetscape section 2	Priority 4
Action 5	construct streetscape section 3	Priority 4
Action 6	construct streetscape section 4	Priority 4
<b>Opportunity D</b>	<b>Increase night-time illumination</b>	
Action 1	evaluate existing electrical and plan comprehensive street lighting system	Priority 2
Action 2	install street lighting conduit throughout project area	Priority 3
Action 3	install street lighting in conjunction with streetscape phases	Priority 4
<b>Opportunity E</b>	<b>Improve cyclist accommodations</b>	
Action 1	construct bike trail signage	Priority 2
Action 2	install bicycle racks and amenities	Priority 2
Action 3	construct trailhead and bicycle kiosk/repair station	Priority 2
<b>Opportunity F</b>	<b>Improve linkage between east and west sides of rail line</b>	
Action 1	initiate coordination with railroad jurisdictional agencies	Priority 2
Action 2	construct decorative pavement at railroad crossing location	Priority 3
Action 3	construct landscaped medians at railroad crossing location	Priority 3

### Implementation Matrix

This matrix outlines a number of Action items recommended to advance an Opportunity which will lead towards fulfilling the project Objectives. The Action items are prioritized 1 through 4, with 1 being the highest priority. High priority items are those items which are considered necessary to plan for the future, build momentum and can be completed relatively quickly. Action items with a lower priority rating are items that will likely take more time, resources, and planning to complete. In some situations, Actions may need to be completed in phases based on available resources. An example is Opportunity C, Action Items 3-6, construction of streetscape sections 1, 2, 3 and 4. All are listed as a number 4 priority simply because they will require significant resources and planning to complete. It is expected that they will be further prioritized as the planning process continues.

It is expected that the City and Advisory Committee will actively use this matrix and update it regularly based on successful achievements, availability of resources, and stakeholder interests.

# Action Item Priority Matrix

## Objective 3: Establish Public Attractions

<b>Opportunity A</b>	<b>More fully utilize public rights of way and public parks</b>	
Action 1	construct Brown Park improvements	Priority 4
Action 2	construct Jensen Park improvements	Priority 4
Action 3	construct linkage to Snyder Park	Priority 4
<b>Opportunity B</b>	<b>Create programming opportunities and non-business destinations</b>	
Action 1	increase farmer's market exposure and promotion	ongoing
Action 2	establish arts related programming within Ravinia District	ongoing
Action 3	increase family oriented programming within Ravinia District	ongoing
Action 4	establish cycling related programming within Ravinia District	ongoing

## Objective 4: Recruit Targeted Businesses and Development

<b>Opportunity A</b>	<b>Use exceptional consumer environment as a tool to help recruit businesses</b>	
Action 1	develop District profile highlighting current and future improvements	Priority 1
Action 2	actively promote Ravinia District as "Contemporary Creative Community"	Priority 1
Action 3	develop a list of target businesses and action plan to recruit	Priority 2



42 **Process**  
Process diagram

43 **Public Engagement**  
Process diagram

44 **Brandmark Evolution**

# Appendix

Process

*july -  
august 2012*



*september -  
october 2012*



*november -  
december 2012*

**1** **research, analysis,  
& programming**

- gather data
- study site
- understand requirements
- engage advisory committee
- establish program

**2** **alternative  
concepts**

- develop alternative concepts
- review with advisory committee
- refine concepts
- conduct public open house

**3** **preferred  
concept**

- finalize design recommendations
- recommend implementation strategy
- present to City Council for approval
- conduct public open house

Project Process

# Public Engagement

## Brand Survey Questions

- Do you shop, dine or have any other contact with the Ravinia Business District (RBD)?
- Why do you choose RBD specifically? Or why not?
- In addition to RBD, where else do you choose to shop, dine or go for services?
- What do you like about RBD today?
- What makes RBD unique?
- Using five words, positive or negative, describe Ravinia Business District today?
- If a NEW and improved RBD were a person, how would you describe that person's personality?
- What would you like to be able to do or experience at a new and improved RBD?
- What kind of feelings will you have when you are at a new and improved RBD?
- Do you know anything about the history of the RBD?

**Brand Survey**  
August 2012

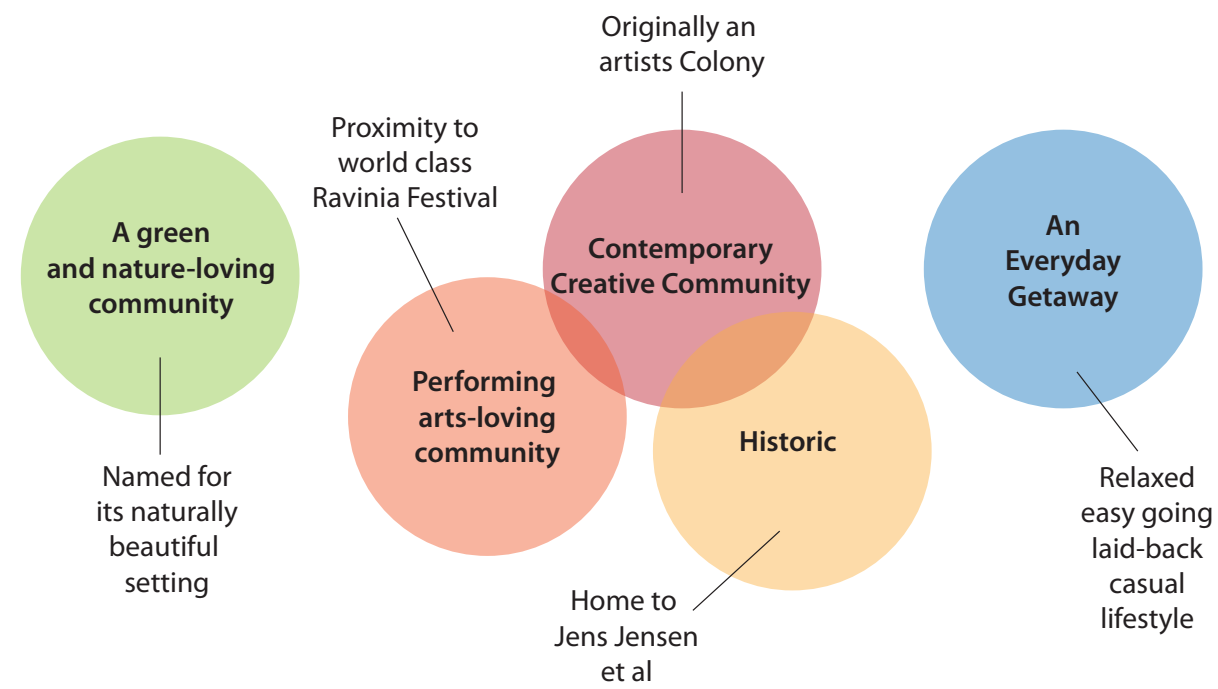


**Open House #1**  
October 2, 2012  
Ravinia Festival



**Open House #2**  
December 5, 2012  
Highland Park City Hall

# Brandmark Evolution



**Brand Concept Candidates**  
 Preliminary concepts - August 2012

**Project Process**  
 Preliminary brandmark concepts - August 2012



## Brandmark Evolution



RAVINIA  
COLONY

SHOP EAT PLAY – CREATIVELY

### Brand Direction 1

*Creative Legacy Evolves Into Contemporary Creative Community*

Ravinia Colony is a stand-apart creative place in which one can expect a broad range of more creative experiences of all kinds - especially dining and entertainment experiences that attract, engage and encourage lingering and return visits. This brand approach encourages the recruitment of businesses that are a natural fit, that provide useful products and services and that are willing to present themselves to the marketplace with a little more creative flair than they would in another setting.

As presented at the October 2012 public open house.



RAVINIA  
DISTRICT

GET AWAY – EVERY DAY

### Brand Direction 2

*Everyday Get-Away To Ravinia District*

Ravinia District is a place that promises hours of low key, relaxed dining, browsing, shopping and entertaining experiences that attract, engage and encourage lingering and return visits. For locals, the idea that a quick trip to the pharmacy offers a few moments or more of “staycation” time can be a part of one’s everyday activities is a genuine quality of life benefit. For others, the unique combination of shops, services and restaurants offer a unique and surprising experience particularly when joined with a Ravinia Festival event.

As presented at the October 2012 public open house.



NICHOLAS  
ASSOCIATES