



City of North Chicago Comprehensive Plan

September 19, 2016

Acknowledgments

Thank you to the following groups, entities, residents, business owners, and elected officials who participated in the creation of this plan.

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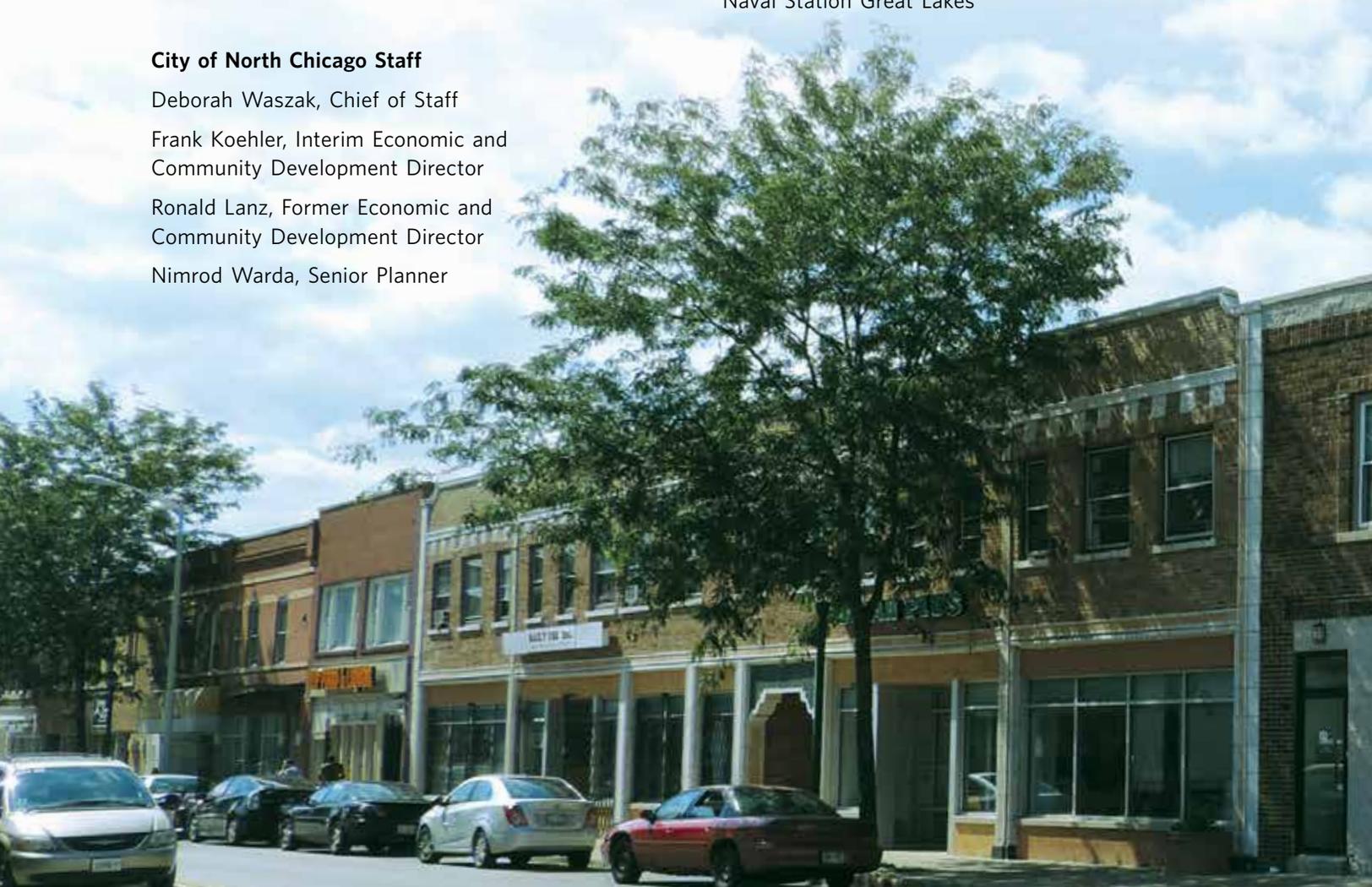
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Unless otherwise specified, all photos are by CMAP staff.



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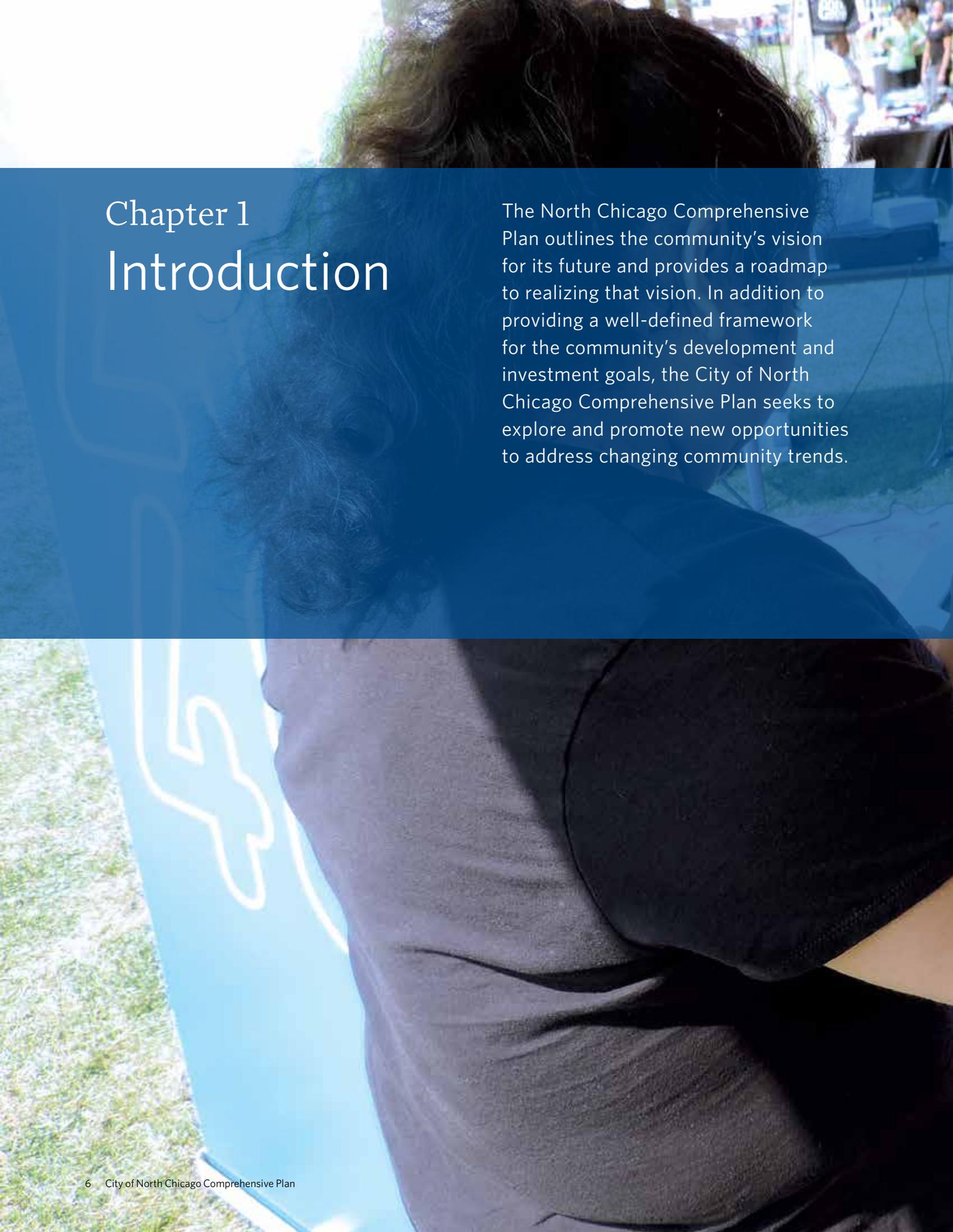
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Chapter 1 Introduction

The North Chicago Comprehensive Plan outlines the community's vision for its future and provides a roadmap to realizing that vision. In addition to providing a well-defined framework for the community's development and investment goals, the City of North Chicago Comprehensive Plan seeks to explore and promote new opportunities to address changing community trends.

A person's hand is shown typing on a laptop keyboard. The laptop is on a table covered with a blue cloth. In the background, there is an outdoor event with people and a white table. The scene is brightly lit, suggesting it is daytime.

A comprehensive plan provides guidance for a community to work towards its vision over the next 10 to 15 years. Although the Plan is a long-term document, it should also be used on a daily basis by the community to assist in land use and development decisions. The Plan serves as a guide for elected officials, municipal staff, community residents, business owners, and potential investors, allowing them to make informed administrative, investment, and implementation choices.

This comprehensive plan is flexible and can adapt as the needs of North Chicago change. At any time, the City can update the plan to match local needs, interests, or opportunities. It is typically recommended that a municipality update its comprehensive plan every five to ten years to keep the plan as accurate as possible. Under the Illinois Municipal Code (65 ILCS) 5/11-12-5(1)), a municipal plan commission is responsible for preparing and recommending a “comprehensive plan for the present and future development or redevelopment of the municipality.”



Why does North Chicago need a comprehensive plan?

The City's current Comprehensive Plan was adopted in 1996 and provides goals and broad strategies for the future. Much has changed in North Chicago since this plan was adopted and it no longer reflects the current realities, challenges, and opportunities facing the City. The community's physical, economic, and social character will be determined by decisions made today and in the future. Having an up-to-date plan that clearly articulates the desired character of the community will help at all levels of the decision-making process.



Five major institutions anchor North Chicago: Naval Station Great Lakes (NSGL), Captain James A. Lovell Federal Health Care Center (Lovell Federal Health Care Center), Rosalind Franklin University of Medicine and Science (Rosalind Franklin University), AbbVie, and Abbott Laboratories (Abbott). While each of these institutions bring numerous employees and visitors to the City each year, North Chicago has struggled to capitalize on this traffic. Several major strategies have been proposed since 1996 to leverage the presence of these institutions, but few have advanced.

Since 2003, North Chicago has undertaken several subarea studies and planning initiatives focused primarily on land use, economic development, and transportation. While many of the recommendations from these studies and initiatives are well-founded, few of the objectives of these plans have been implemented. This lack of implementation has contributed to community disengagement among residents and key stakeholders with many unwilling to volunteer their energies to support new planning efforts.

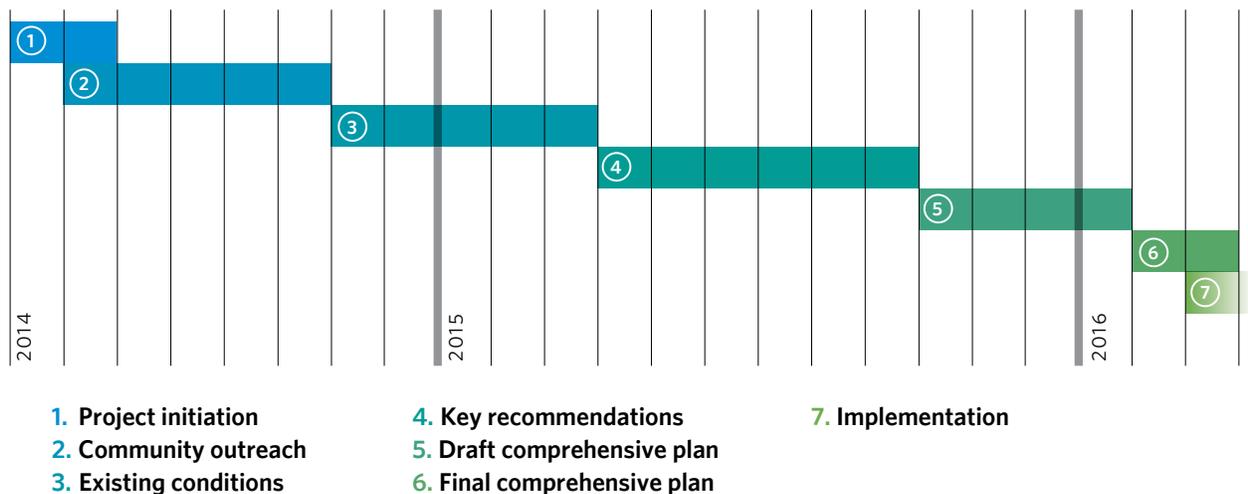
Recognizing these challenges, the new North Chicago Comprehensive Plan seeks to improve the City through several major endeavors:

- **Focus redevelopment efforts** on a handful of key sites in the community to attract both North Chicago residents and those working at or visiting the City’s major institutions.
- **Utilize redevelopment** to reinforce housing, transportation, natural resources, and economic development strategies in order to benefit current and future residents.
- **Foster relationships** with residents, institutions, the local business community, and key stakeholders to support Plan recommendations and facilitate implementation efforts.
- **Improve Plan implementation** by setting realistic and achievable goals over a variety of timeframes.

Having an up-to-date plan that clearly articulates the desired character of the community will help at all levels of the decision-making process.

Planning process

Creating the City’s Comprehensive Plan included multiple steps undertaken over approximately two years. The process was crafted with assistance from the North Chicago administration and staff and was designed to include resident and stakeholder input throughout. The development of the North Chicago Comprehensive Plan included a wide-ranging community engagement strategy designed to include groups that have historically been underrepresented in previous planning initiatives. Public engagement took many forms in order to accommodate the various groups that make up the community, including online surveys, one-on-one interviews, small group meetings, and large community events. The key steps in the planning process are illustrated in **Figure 1.2: Planning Process Timeline.**







North Chicago Community Unit School District (CUSD) 187

Any discussion of comprehensive planning in North Chicago would be incomplete without a summary of North Chicago CUSD 187, which serves almost all of the City of North Chicago, including residents of Naval Station Great Lakes.

There are small portions of the south and southwest sides of the City served by Libertyville Community High School District 128 and Oak Grove School District 68. North Chicago CUSD 187 operates one pre-kindergarten school (Green Bay Pre-K), four elementary schools (Forrestal Elementary School, Katzenmaier Elementary School, North Elementary School, and Yeager Elementary School), one middle school (Neal Math and Science Academy), one charter school for students from kindergarten through eighth grade (Learn Charter School North Chicago), and one high school (North Chicago Community High School). Combined, these eight schools serve approximately 3,600 students.

District 187 is one of three districts in Illinois currently operating under state supervision. Following years of poor academic performance and funding mismanagement, North Chicago's



locally elected school board was dissolved in June 2012. The district is now governed by the state-appointed District 187 Independent Authority and its corresponding Financial Oversight Panel. Since the state takeover, North Chicago schools have undergone restructuring. In November 2013, the District 187 Independent Authority and Financial Oversight Panel voted to adopt a consolidation plan that resulted in the closure of Green Bay Elementary School, South Elementary School, and the Novak-King Sixth Grade Center. Prior to the restructuring effort, Hart Elementary School was closed in 2012 and Lindberg Elementary School was closed in 2004.

A comparison of the 2011 Illinois District Report Card for North Chicago Community High School issued prior to the state takeover to the 2015 Report Card following the state takeover reveals mixed results. ACT scores and graduation rates have gone up, but rates of chronic truancy and dropout rates have increased as well. Moreover, in April 2015, Moody's downgraded the rating of CUSD 187's GO and GOLT bonds from Baa2 to Ba1.

A well regarded school system is a vital part of sustaining a strong community and a critical ingredient for success in regard to the recommendations of this Plan. The City is immensely concerned with the quality of schools in North Chicago considering the tremendous impact that they have on residents' quality of life, home values, economic development, community investment, and a number of other areas. While stakeholders have shared their concerns about the City's school system during the course of this planning process, there are no simple answers to the issues facing CUSD 187. The City will continue to work closely with residents, CUSD 187, Naval Station Great Lakes, Connecting Opportunities Networks Nurturing Education Community and Talent (CONNECT) North Chicago, and other stakeholders to find solutions that support quality education for its residents. The City supports any available options that will allow students from North Chicago to receive the best education possible.

Organization of the comprehensive plan

A comprehensive plan is composed of a series of distinct yet interrelated elements defined within the Illinois Local Planning Assistance Act (Public Act 92-0768). The key elements addressed in the North Chicago Comprehensive Plan are based on those outlined in the State Statute. The Plan is organized into the following chapters:

- *Chapter 1: Introduction* describes the purpose of the Comprehensive Plan and the process utilized to create it.
- *Chapter 2: Future Land Use* establishes North Chicago's vision for the future and translates it into a future land use plan that provides a general pattern for the location and characteristics of future land uses.
- *Chapter 3: Economic Development* integrates a number of efforts to redevelop key sites in the community while ensuring that changes benefit North Chicago residents and attract visitors to the community.
- *Chapter 4: Housing and Neighborhoods* outlines actions to improve the quality of the City housing stock and increase opportunities for homeownership.
- *Chapter 5: Transportation* identifies priority infrastructure improvements and supplements redevelopment efforts at key sites.
- *Chapter 6: Environment and Natural Resources* supports efforts to improve the quality of community open space and implement best practices related to stormwater and drinking water.
- *Chapter 7: Community Engagement and Capacity* provides the City with a guide to better engage citizens and stakeholders to support Plan implementation.
- *Chapter 8: Implementation* lays out a prioritized series of actions for North Chicago to take after the Comprehensive Plan has been adopted in order to turn the recommendations of the Plan into reality.



Chapter 2 Future Land Use





The City of North Chicago will create an environment that supports a diversity of land uses and fosters new development to make the City an attractive community that provides a high quality of life for residents and local stakeholders.

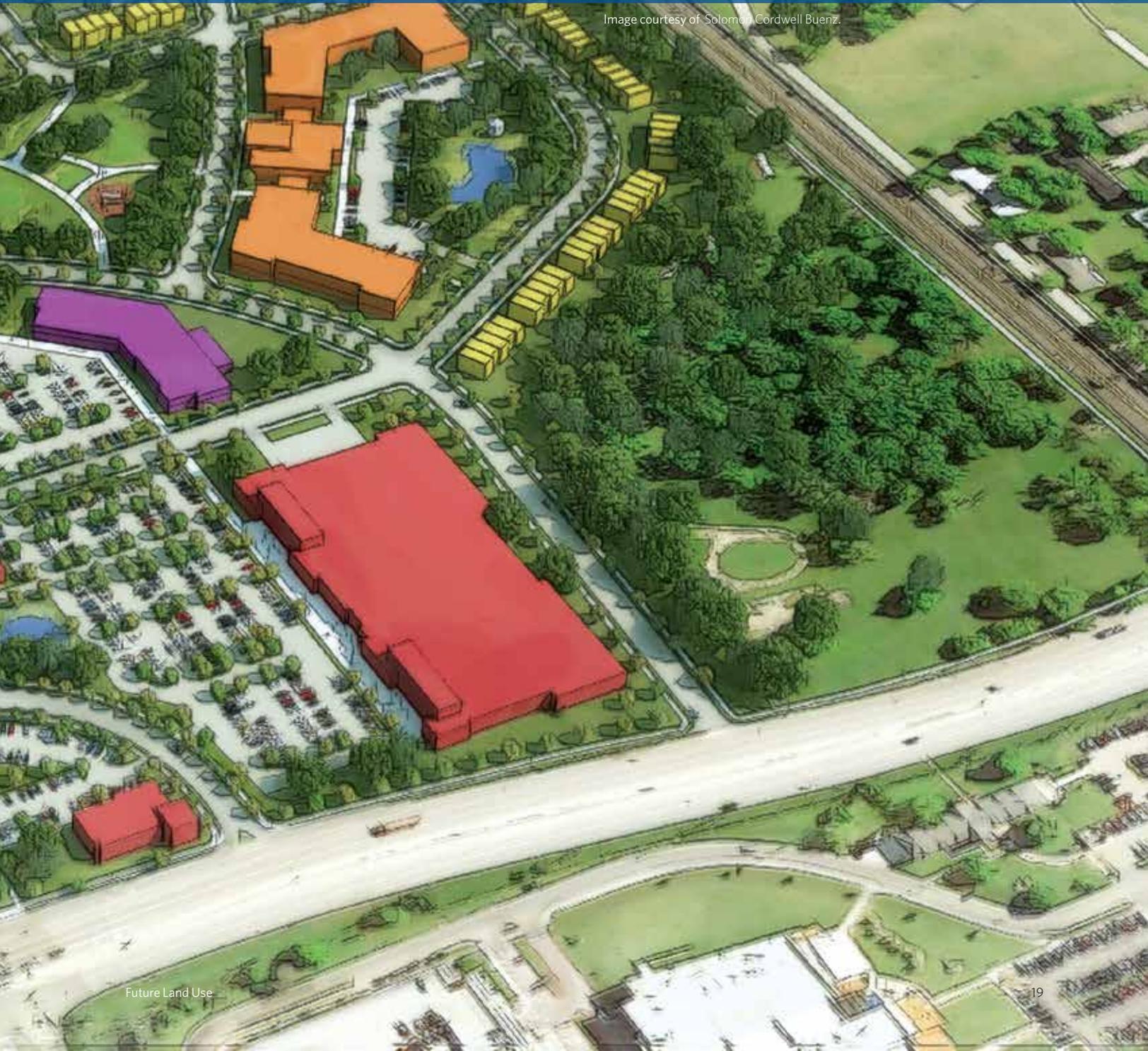


Image courtesy of Solomon Cordwell Buenz.



Summary of existing conditions and key findings

The following summarizes the existing conditions and key findings that underpin the future land use recommendations of the Comprehensive Plan.



Photo courtesy of City of North Chicago.

North Chicago is shaped by the five major institutions in and around the City. NSGL, Lovell Federal Health Care Center, Rosalind Franklin University, AbbVie, and Abbott all have a significant impact on the character of North Chicago.

Land used by the federal government dominates North Chicago.

Approximately 34 percent of land within North Chicago is occupied by the federal installations at NSGL, the Lovell Federal Health Care Center, and the FBI firing range.

Opportunities for infill development are limited by dated zoning regulations.

North Chicago should revise its zoning ordinance to reflect the vision the City has for its residential, commercial, and industrial districts, particularly in regard to uses, bulk regulations, and design standards.

Near-term infill objectives for development should be complemented with long-term goals for annexation.

The area along Buckley Road east of I-94 (Tri-State Tollway) has tremendous access to regional transportation corridors and could be a major asset to North Chicago if it was brought into the City's municipal borders.

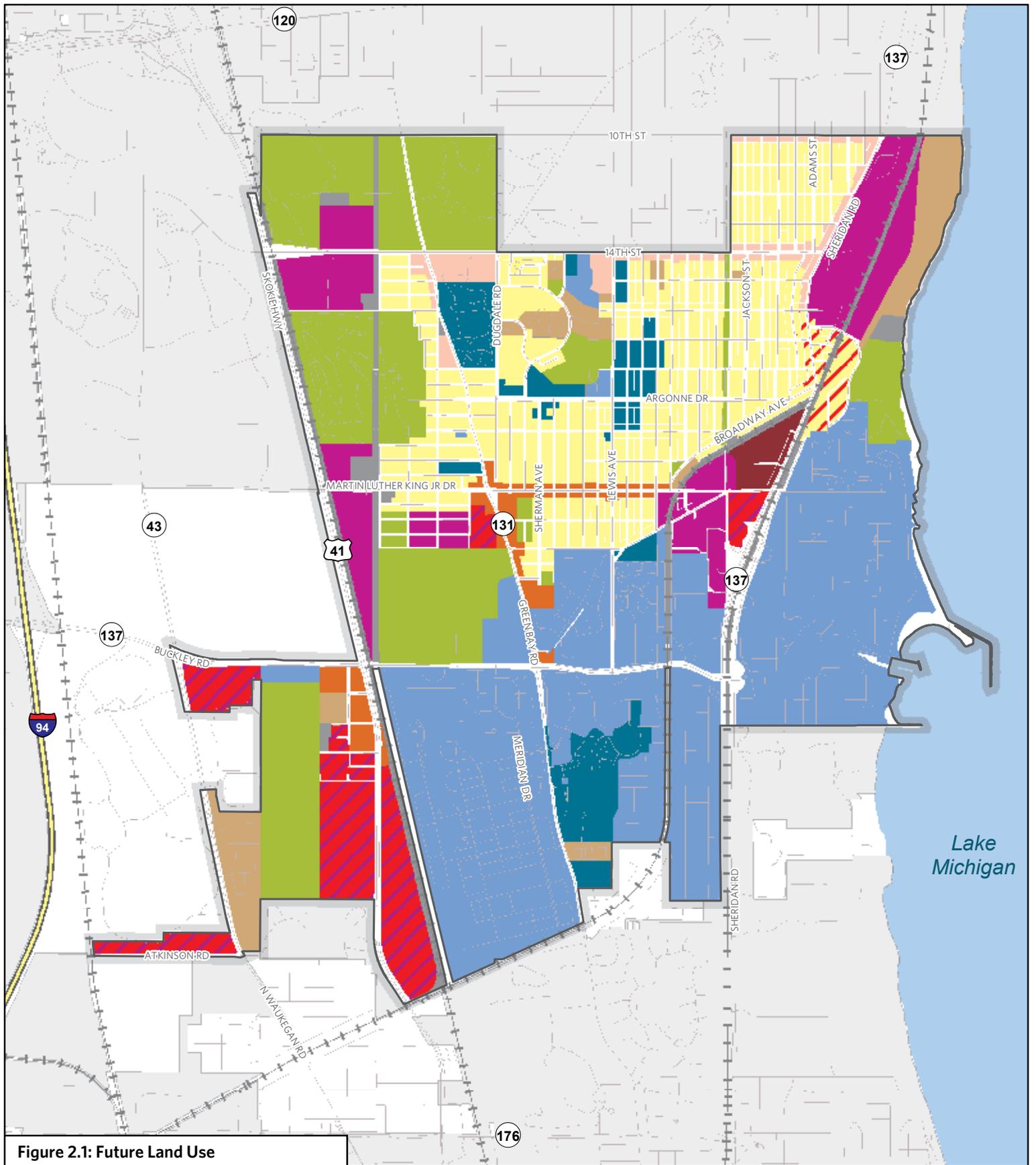
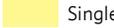
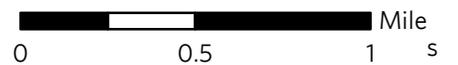


Figure 2.1: Future Land Use

Legend

- | | | |
|--|--|--|
|  Single-Family Residential |  Corridor Commercial |  Government |
|  Multi-Family Residential |  Regional Commercial |  Institutional |
|  Local Mixed-Use |  Industrial |  Open Space |
|  Downtown Mixed-Use |  Commercial/Industrial Flex |  Utilities and Transportation |



Source: Chicago Metropolitan Agency for Planning, 2016.

Near-term infill objectives for development should be complemented with long-term goals for annexation.

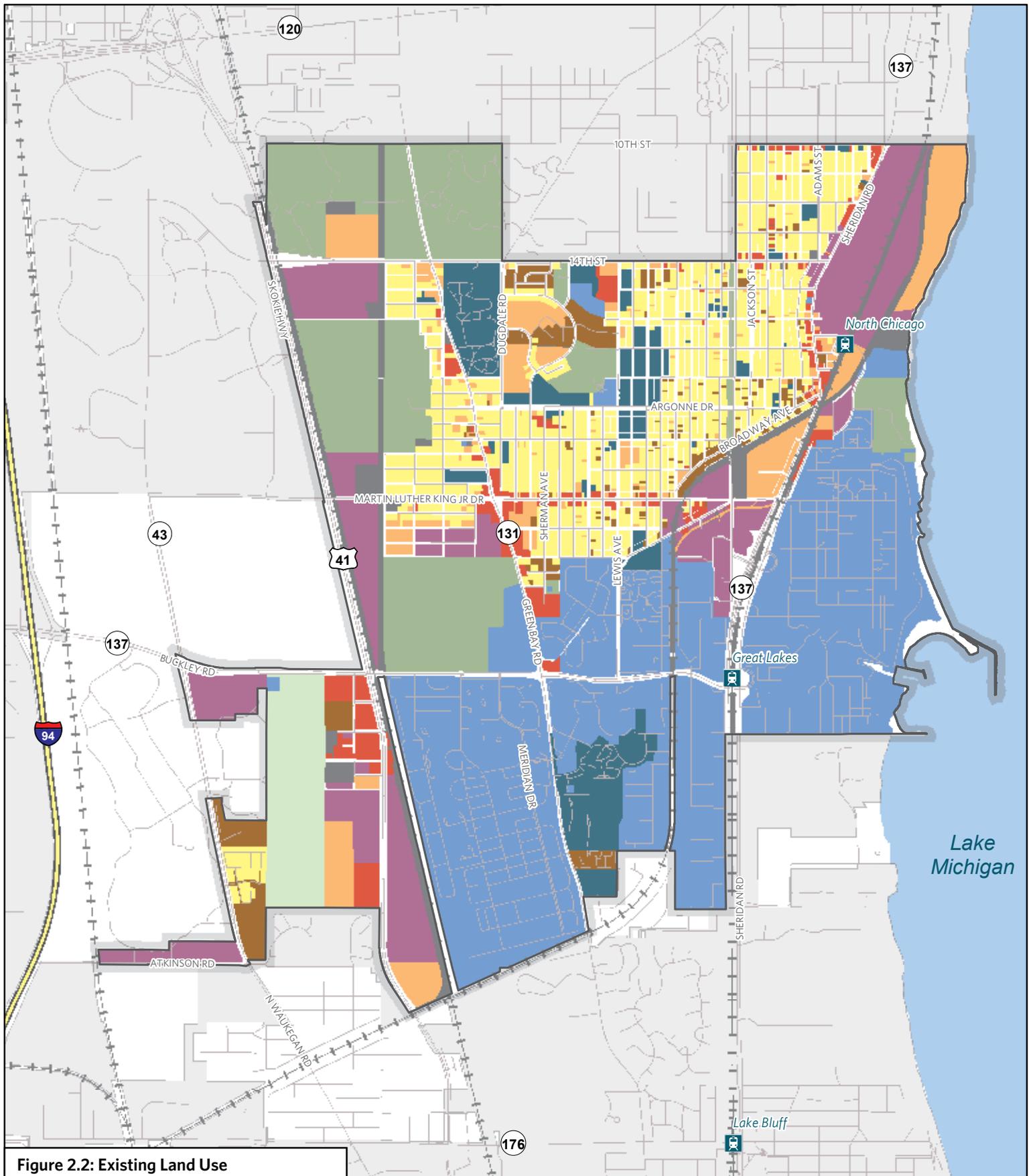
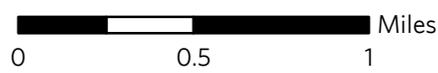


Figure 2.2: Existing Land Use

Legend

- | | | |
|--|---|--|
|  Single-Family Residential |  Industrial |  Transportation and Utilities |
|  Multi-Family Residential |  Government |  Open Space |
|  Commercial |  Institutional |  Vacant Land |
| |  Other Land | |



Source: Chicago Metropolitan Agency for Planning, 2016.

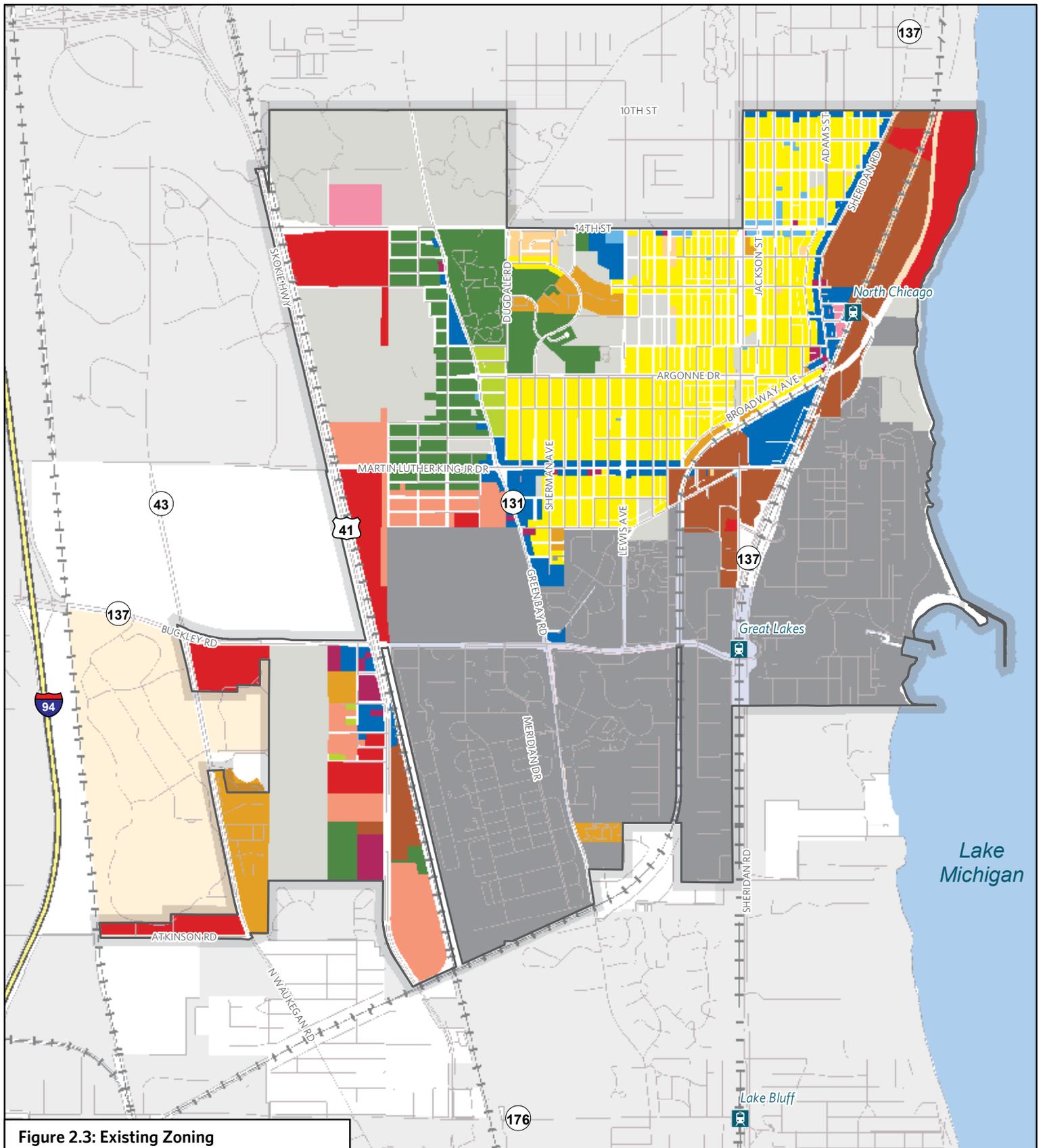
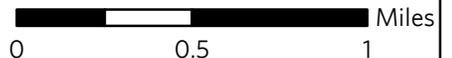


Figure 2.3: Existing Zoning

Legend

- | | | |
|--|--|--|
|  B1 - Neighborhood Business |  M3 - Intensive Industrial |  R2 - Single-Family Residence |
|  B2 - General Business |  OR - Office and Research |  R3 - Single-Family Residence |
|  CW - Commercial and Wholesale |  PL - Public Land (Municipal) |  R4 - Limited Multi-Family |
|  M1 - Limited Industrial |  PL - Public Land (Federal) |  R5 - General Residence |
|  M2 - General Industrial |  R1 - Single-Family Residence | |



Source: Chicago Metropolitan Agency for Planning, 2016.

Future land use plan

The future land use plan presented in this chapter serves as the foundation for the recommendations contained within the Comprehensive Plan. The purpose of this chapter is to translate the community’s vision into physical terms by providing a general pattern for the location, distribution, and characteristics of future land uses in the City of North Chicago. Given that the community is largely built-out, the future land use plan recommends the City build upon the existing land use pattern and target redevelopment locations to help realize its vision over the next 10 to 15 years. The following definitions describe each land use category proposed in the future land use map (**Figure 2.1: Future Land Use, Figure 2.2: Existing Land Use, and Figure 2.3: Existing Zoning**).



Residential

For the most part, North Chicago’s residential neighborhoods should retain their established character and intensity of use. As described in further detail in *Chapter 4: Housing and Neighborhoods*, this Plan focuses the City’s housing efforts on maintaining and improving its existing housing stock while strategically exploring opportunities for new development. The Comprehensive Plan envisions two types of residential districts with distinctive characteristics: single-family residential and multi-family residential.

Single-Family Residential:

These areas contain parcels that primarily accommodate detached single-family homes as well as attached dwellings of up to four units, such as townhomes. Certain parcels within this district can accommodate multi-family housing types containing six or fewer units, neighborhood parks, religious institutions, and neighborhood retail uses.

Multi-Family Residential:

These areas contain parcels that primarily accommodate multi-family housing types containing more than six units, such as apartment buildings, senior housing developments, and condominiums. Certain parcels within this district can accommodate neighborhood parks, religious institutions, and neighborhood retail uses.



Photo courtesy of City of North Chicago.

Commercial

North Chicago has several commercial nodes and corridors within the community that serve a variety of markets, from neighborhood businesses to those with a regional draw. The Comprehensive Plan envisions four types of commercial districts with distinctive characteristics: local mixed-use, downtown mixed-use, corridor commercial, and regional commercial. Recommendations for commercial areas are further detailed in *Chapter 3: Economic Development*.

Local Mixed-Use:

These areas contain parcels that accommodate a mix of commercial, office, institutional, and residential uses that provide a flexible development pattern along 10th Street, 14th Street, and Sheridan Road. Development could be configured as single-use buildings interconnected in a pedestrian-friendly manner with complementary uses in close proximity to one another (e.g., a commercial building next to a residential building), or could mix uses within the same building. Commercial uses are generally small-scale uses serving the needs of households within walking or biking distance or by means of a short drive. Residential uses include dwelling units above ground floor commercial uses and multi-family housing types, as well as limited attached dwellings and detached single-family homes.

Downtown Mixed-Use:

These areas contain parcels that accommodate a mix of commercial, institutional, and residential uses creating a compact and pedestrian-friendly environment within North Chicago's traditional downtown area and adjacent areas. This designation accommodates a mixed-use environment near the North Chicago Metra station that aligns with recommendations in previous plans. Development could be configured as single-use buildings interconnected in a pedestrian-friendly manner with complementary uses in close proximity to one another (e.g. a commercial building next to a residential building), or could mix uses within the same building. Commercial uses are generally small-scale uses serving the needs of households within walking or biking distance, by means of a short drive, or by mass transit. Residential uses include dwelling units above ground floor commercial uses and multi-family housing types, as well as limited attached dwellings.



Corridor Commercial:

These areas contain parcels that primarily accommodate auto-oriented commercial uses located along the City's major commercial arterials that take advantage of the area's traffic volumes.

Regional Commercial:

These areas contain parcels that primarily accommodate destination uses, including entertainment, lodging, and restaurants that are supported by North Chicago and surrounding communities.

Industrial

North Chicago has a large industrial sector that makes an enormous contribution to the local and regional economy in terms of generating revenue and creating jobs. The Comprehensive Plan recommends supporting existing industrial businesses while also being proactive in attracting new businesses to the community. Vacant and underutilized parcels in these areas should be used for industrial purposes in the future. The Comprehensive Plan envisions two types of industrial districts to accommodate North Chicago's evolving needs: industrial and commercial/industrial flex. Recommendations for industrial areas are further described in *Chapter 3: Economic Development*.

Industrial:

These areas contain parcels that primarily accommodate moderate to high intensity industrial uses with activities intended for both small-scale and large-scale manufacturing, warehousing, assembly, and distribution.

Commercial/Industrial Flex:

These areas contain parcels that include a combination of commercial, office, and low to moderate intensity industrial uses, which are buffered from one another to mitigate potential impacts. This designation acknowledges the changing market dynamics along some of the City's commercial and industrial corridors and has the flexibility to encourage both types of development.



Government

These areas contain parcels that primarily accommodate municipal, county, state, or federal land uses. This designation includes the North Chicago municipal campus, land owned by Lake County, and the federally owned campuses of NSGL and the Lovell Federal Health Care Center.

Institutional

These areas contain parcels that primarily accommodate the community's major institutional facilities, including schools, universities, places of worship, cemeteries, and other public facilities.

Open Space

These areas contain parcels that primarily accommodate parks and open space which is owned by entities such as the Foss Park District and Lake County Forest Preserve District. This designation also includes publicly accessible open space managed by NSGL or the City of North Chicago and wetlands protected by the Illinois Department of Transportation (IDOT). Recommendations for open space areas are further described in *Chapter 6: Environment and Natural Resources*.

Utilities and Transportation

These parcels accommodate utilities, transportation, detention, and communication infrastructure. Recommendations for utilities and transportation areas are further described in *Chapter 5: Transportation*.



Photo courtesy of City of North Chicago.



Photo courtesy of City of North Chicago.

Future land use recommendations

Focus development on key nodes and corridors near major institutions

As discussed in more detail in *Chapter 3: Economic Development*, the City should focus development at key nodes within the community and prioritize development along several existing commercial and industrial corridors. In the near term, the City should prioritize development of the Sheridan Crossing site as a new regional destination node south of downtown along Sheridan Road. This site redevelops a long vacant parcel owned by the City in close proximity to one of the main gates to NSGL.

The City should focus corridor commercial development on Green Bay Road between Martin Luther King Jr. Drive and Buckley Road to build on the existing commercial development in this area and the opportunity to redevelop Halsey Village. The U.S. 41 (Skokie Highway) corridor will host a mix of commercial and industrial uses as it responds to the changing market for development in the area south of Buckley Road. As shown in **Figure 2.3: Future Land Use**, the Sheridan Crossing node will accommodate regional commercial uses, Green Bay Road will be home to corridor commercial uses, and U.S. 41 (Skokie Highway) will include uses designated commercial/industrial flex.

Revise zoning ordinance

The implementation of North Chicago's vision for the future relies heavily on well-written development regulations that are effectively enforced by City staff. The City's zoning ordinance is its most important regulatory document for land use because it regulates allowed land uses, lot sizes, density, setbacks, building heights, parking requirements, and accessory buildings, among a number of other requirements. North Chicago's existing zoning ordinance is outdated and does not allow developers and property owners to create the type of development that is desired by the City. It is recommended that the City revise the existing zoning ordinance to be compatible with the new Comprehensive Plan.

A revised zoning ordinance will not only provide City officials with the tools to regulate the types and quality of development in the community, it will also make it easier for private sector developers to understand the City's needs. The revised zoning ordinance will streamline repetitive provisions, simplify ordinance language, and incorporate more charts and illustrations so that the regulations are more user-friendly. The Future Land Use Map should serve as the foundation for an update of the zoning ordinance. The City should revisit regulations and administrative procedures outlined in the zoning ordinance and ensure that they do not impede the construction of the types and densities of development proposed.

More specifically, a revised zoning ordinance will enable the City to implement a number of key regulatory objectives in the Plan:

- Revise the structure of the existing commercial and industrial zoning districts to reflect the desired character of each area by utilizing the land use designations associated with the future land use map. The City currently has two commercial zoning districts and three industrial zoning districts. This district structure should be revised to respect the desired mix of uses, building scale, pedestrian/auto-orientation, and changes in market dynamics.
- In the downtown area, allow for the construction of dense mixed-use and multi-family development with greater allowances for building height and narrower setback standards for buildings. The City should consider revising the zoning ordinance to create a separate downtown zoning district that would implement the key recommendations of the previously adopted Transit-Oriented Development Plan.
- Incorporate design standards for the City's commercial zoning districts to improve the overall appearance of new construction. These design standards should regulate the location of the building in relationship to the sidewalk, access to parking areas, facade articulation, and building materials. The City should complement its design standards with a site plan review application that ensures that the development of property is harmonious with surrounding properties.

Explore annexation of unincorporated areas

North Chicago may have the potential to expand its municipal borders south and west through annexation of the unincorporated area bounded by North Chicago, Lake Bluff, Waukegan, and Green Oaks, particularly if currently undeveloped land is put into active use. Some of this area is strategically located adjacent to the interchange at I-94 (Tri-State Tollway) and Buckley Road, which gives it significant potential for future development initiatives. Many of the parcels that would be subject to annexation are currently owned by Abbott, and a large portion has been used for the company's corporate headquarters since the 1960s.

North Chicago should actively work to pursue annexation of these areas to facilitate future growth of the City, including exploring opportunities with area property owners and neighboring municipalities for mutually beneficial boundary agreements. As part of this process, the City should evaluate existing boundary agreements with its neighboring communities, or draft such agreements in cases where they do not currently exist. Redevelopment of this site will also have to take into account existing environmentally sensitive areas. Due to the complexities inherent in the annexation process, North Chicago should consider annexation to be a longer-term growth strategy while continuing to reinvest in existing vacant, undeveloped, and underutilized areas of the City in the near term.

Chapter 3

Economic Development



The City of North Chicago will continue to promote economic growth through investment in its commercial and industrial areas and through workforce development. The City will create a vibrant and sustainable business environment that is a valuable component of the region's economy while offering its residents employment and training opportunities.





Summary of existing conditions and key findings

The following summarizes the existing conditions and key findings that underpin the economic development recommendations of the Comprehensive Plan.



Photo courtesy of City of North Chicago.

Market research indicates that opportunities exist in North Chicago for commercial development that takes advantage of the traffic that passes through the City each day. Priority areas for commercial development include places near high traffic corridors and major destination centers, such as U.S. 41 (Skokie Highway), Green Bay Road, and Sheridan Crossing.

North Chicago has a strong foundation of industrial development that could support further growth within the sector. Manufacturing is the leading non-military employment sector in North Chicago, particularly due to

AbbVie and Abbott. Priority areas for industrial development and advanced manufacturing include the areas around the AbbVie and Abbott campuses, as well as parts of U.S. 41 (Skokie Highway) and the Commonwealth Avenue Corridor.

Opportunities remain to further engage North Chicago's business community and to improve efforts aimed at business attraction and retention. North Chicago should take advantage of opportunities for collaboration with regionally focused economic development agencies to ensure that the City remains attractive to both existing businesses and those seeking to relocate to the area.

North Chicago should make improvements to its high traffic commercial corridors to create a more positive image for the community.

North Chicago is home to many major institutions which draw numerous commuters and visitors to the community each day, emphasizing the need for the City to create an attractive appearance and a welcoming environment.



North Chicago struggles with unemployment and educational attainment compared to the rest of the region.

Outside NSGL, North Chicago's unemployment rate is approximately 20 percent, about 70 percent of residents have at least a high school diploma, and almost 11 percent hold a bachelor's degree or higher. In contrast, within the seven county region around Chicago, the unemployment rate is approximately 11 percent, about 87 percent have at least a high school diploma, and almost 37 percent hold a bachelor's degree or higher.

Opportunities exist
in North Chicago
for commercial
development that
takes advantage of
the traffic that passes
through the City
each day.

Economic development recommendations

Continue to pursue infill development that capitalizes on major institutions

On a regular basis, North Chicago hosts thousands of visitors who work at and visit NSGL, the Lovell Federal Health Care Center, Rosalind Franklin University, AbbVie, and Abbott. While these institutions have been located within the community for decades, opportunities remain for infill development that sufficiently takes advantage of the traffic generated by these anchors. Economic growth in North Chicago will be based on the redevelopment of existing areas of the community, as shown on the future land use map. The City should focus commercial development in priority areas that take advantage of heavy traffic traveling to and from the City's major institutions, such as Sheridan Crossing and Green Bay Road between Martin Luther King Jr. Drive and Buckley Road, including the

redevelopment of Halsey Village. (**Figure 3.1: Future Land Use of Major Redevelopment Locations**) North Chicago's existing industrial centers will continue to be the AbbVie campus on Sheridan Road, the area around the Abbott headquarters, and the area east of U.S. 41 (Skokie Highway) north of Buckley Road, which includes an Abbott warehousing and distribution facility. In contrast, U.S. 41 (Skokie Highway) south of Buckley Road and parts of the Commonwealth Avenue corridor are strong locations for an evolving mix of commercial and industrial development. In the future land use plan, these areas have been designated commercial/industrial flex to recognize that the land use of certain locations within the City will need to respond to changes in the regional economy over time.

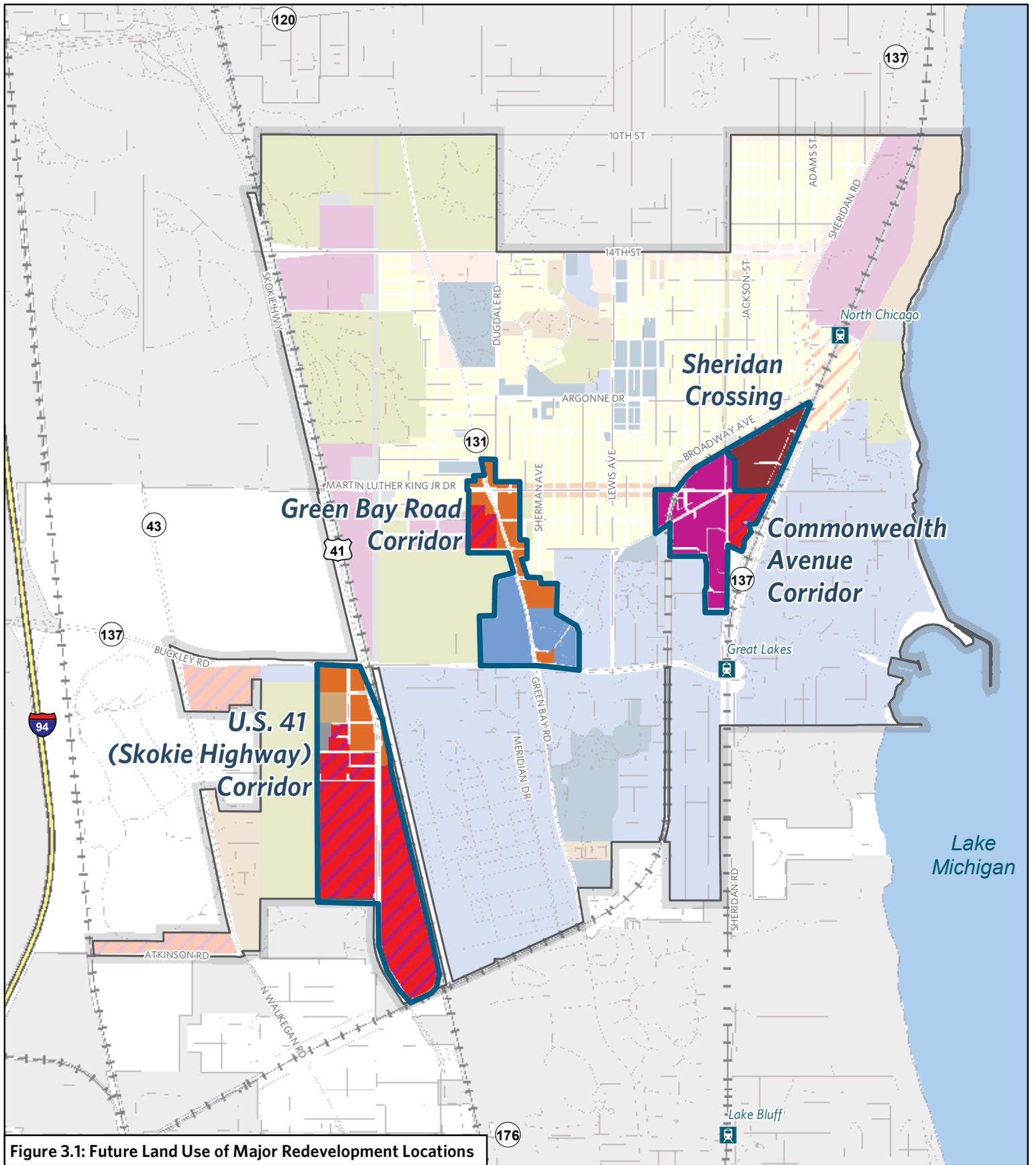


Figure 3.1: Future Land Use of Major Redevelopment Locations

Legend

- | | | |
|---------------------------|----------------------------|------------------------------|
| Single-Family Residential | Corridor Commercial | Government |
| Multi-Family Residential | Regional Commercial | Institutional |
| Local Mixed-Use | Industrial | Open Space |
| Downtown Mixed-Use | Commercial/Industrial Flex | Utilities and Transportation |



0 0.5 1 Miles

Source: Chicago Metropolitan Agency for Planning, 2016.



Figure 3.2
 Renderings of the Proposed National Museum of the American Sailor
 Source: RTKL, Structured Development, City of North Chicago

Sheridan Crossing

Plans for Sheridan Crossing call for the site to be developed for lodging, entertainment, and retail uses to provide a destination center for the wide variety of people who work at and visit NSGL and the City’s other major institutions. The development at Sheridan Crossing is proposed to have a regional appeal that can attract local residents, visitors, and those that are employed with the City’s businesses and institutions. NSGL is a major employment center, but it also regularly hosts the families and friends of recruits who travel to the City to attend graduation ceremonies on the base throughout the year. The proposed amenities of the Sheridan Crossing development include a hotel, restaurants, and a museum. While the hotel, restaurants, and other features of the site are still in the early planning stages, North Chicago is already working with the U.S. Naval History and Heritage Command to develop

the National Museum of the American Sailor at Sheridan Crossing. The museum would expand the offerings of the existing Great Lakes Naval Museum which is currently located at NSGL and include art and artifacts from the collection of the U.S. Navy, such as the National Museum of the U.S. Navy in Washington, D.C. (Figure 3.2: Rendering of the Proposed National Museum of the American Sailor) The completion of the Sheridan Crossing development will depend on the project developers’ analysis of the market for various commercial entities at the site which will continue through spring 2017. When the developers have finished their due diligence as part of a development management agreement with the City, North Chicago will have a better understanding of how to prioritize the development of Sheridan Crossing in comparison to the other redevelopment locations discussed in this chapter.



Figure 3.3: Rendering of the Proposed Halsey Village Redevelopment
Source: Solomon Cordwell Buenz

Green Bay Road Corridor

Green Bay Road, from Martin Luther King Jr. Drive to Buckley Road, is currently home to a dense collection of fast casual restaurants, small retailers, and auto-oriented service uses as well as a Navy Exchange and the Navy Commissary. Green Bay Road is heavily trafficked by visitors to NSGL and the Lovell Federal Health Care Center as well as North Chicago residents. Strengthening this corridor allows North Chicago to build on the area's high traffic counts and high occupancy rates, providing existing residents and visitors a more robust commercial corridor. The planned redevelopment of the 78 acre Halsey Village site at the northeast corner of the intersection of Green Bay Road and Buckley Road presents a considerable opportunity for retail redevelopment at a major location within the community. The buildings on this site

are currently owned by Hunt Companies, the entity that manages 1,100 units of non-barracks housing in four housing developments in North Chicago: Forrestal Village, Nimitz Village, Halsey Village, and Hospital Cove. As Hunt Companies seeks to sell off the Halsey Village portion of its portfolio, North Chicago should work with the new development team to create a mixed-use redevelopment of the site. As shown in **Figure 3.3: Rendering of the Proposed Halsey Village Redevelopment**, the southwest corner of Halsey Village should be redeveloped for a variety of commercial uses in the near term while the remainder of the site is envisioned for residential development in the long-term. The redevelopment of Halsey Village will serve as a gateway between the major federal institutions south of Buckley Road and the businesses along Green Bay Road within North Chicago.



U.S. 41 (Skokie Highway) Corridor

The U.S. 41 (Skokie Highway) corridor south of Buckley Road hosts a mix of major industrial land uses and smaller commercial developments. Industrial development has the potential to increase in this area due to its direct access to U.S. 41 (Skokie Highway) and its proximity to I-94 (Tri-State Tollway). This location offers industrial tenants access to distribution centers from Chicago to Milwaukee, an advantage that will continue to be a primary factor in the location decisions of industrial developers due to the lack of comparable locations elsewhere in Lake County.

This corridor also offers proximity to Abbott, AbbVie, and the concentration of healthcare and pharmaceutical companies located along U.S. 41 (Skokie Highway) and Route 43 (Waukegan Road) in Waukegan. In addition, increased industrial development along U.S. 41 (Skokie Highway) will allow the City to build on its existing industrial base to attract advanced manufacturing firms, particularly those related to the biotechnology, healthcare, and pharmaceutical industries. With the highest traffic counts in the City, U.S. 41 (Skokie Highway) is likely to remain an attractive location for a variety of commercial uses as well.

Commonwealth Avenue Corridor

The Commonwealth Avenue corridor is predominantly industrial in character and the future land use plan envisions that it will remain as such for the foreseeable future. This area will continue to foster a number of industrial and manufacturing businesses that have called the area in and around the corridor home for quite some time, including EMCO Chemical Distributors, King Wire, HMT Manufacturing, Jelly Belly, Liberty Coach, and C&M Recycling. The potential redevelopment of the Sheridan Crossing site may create pressure to transition some key parcels from industrial uses to commercial uses, particularly those fronting on Martin Luther King Jr. Drive. North Chicago will consider such transitions carefully, balancing the desire to build on the development of Sheridan Crossing and proximity to NSGL with the need to maintain enough industrial space for the Commonwealth Avenue corridor to remain a viable location for industrial users.



Secondary Commercial Areas

North Chicago's secondary areas for commercial development include downtown, Sheridan Road, Martin Luther King Jr. Drive, 10th Street, and 14th Street. These areas currently have a mix of commercial, office, and institutional uses which serve the needs of households in these neighborhoods as well as those within walking distance or by means of a short drive. The growth of downtown North Chicago, including the areas along Sheridan Road and Martin Luther King Jr. Drive, will rely heavily on the area's proximity to new development at Sheridan Crossing, potential institutional development, and future demand for transit-oriented development around the North Chicago Metra station. The 10th Street and 14th Street corridor will continue to develop due to a concentration of locally-owned businesses that serve the growing Latino population along the border of North Chicago and Waukegan.



Photo courtesy of City of North Chicago.

Support business attraction and retention

North Chicago hosts a wide range of businesses, from international companies with a global reach to successful small businesses that serve the City's neighborhoods. Given the City's easy access to major roadways and railways, and its existing concentration of manufacturing businesses, the City is well positioned to maximize its development potential in the industrial sector.

Experts anticipate that the Chicago metropolitan region will continue to experience demand for manufacturing uses given the region's position as the hub of much of the nation's transportation infrastructure. Recent transportation infrastructure investments, including the expansion of O'Hare Airport, the Chicago Region Environmental and Transportation Efficiency (CREATE) Program, and several key highway projects, are likely to increase demand for manufacturing, freight, and logistics firms in the Chicago region. A major goal of this Plan is for the City to continue to find ways to attract and retain members of the business community, regardless of size.

In order to focus on larger businesses, the City should take advantage of its existing relationship with Lake County Partners, an economic development organization that works to maintain economic vitality in Lake County. Lake County Partners, and similar organizations, can help cultivate relationships with businesses that are seeking to expand or relocate and communicate the presence of opportunity areas within the community based on the City's future land use map. Lake County Partners could be particularly helpful in building on the City's industrial base to attract advanced manufacturing firms, particularly those related to the biotechnology, healthcare, and pharmaceutical industries. Moreover, Lake County Partners completed a Comprehensive Economic Development Strategy (CEDS) in 2013 that allows North Chicago to apply for U.S. Economic Development Administration (EDA) funding for projects that tie into the CEDS. Maintaining a strong relationship with Lake County Partners can help the City to access such resources through the EDA, which may be particularly useful for site development, business relocation, and local infrastructure projects.

To focus on the City's small business community, the City should take advantage of its relationships with local nonprofit institutions that provide technical assistance and financial guidance in an effort to increase employment opportunities for North Chicago residents. For example, some local institutions have provided low interest loans to small businesses in North Chicago contingent on whether these businesses hire local residents. The City should explore opportunities to expand these programs and facilitate connections with local small businesses. Finally, as discussed further in *Chapter 7: Community Engagement and Capacity*, the City will work to develop better relationships with members of the business community, both large and small. City staff should reinvigorate its relationship with the North Chicago Chamber of Commerce and facilitate regularly scheduled meetings with the City's business community to identify opportunities for targeted growth and partnership.

Improve community gateways, wayfinding, and streetscaping

Many stakeholders and community residents mentioned the importance of developing a positive community image for North Chicago through improvements to the City's major corridors. Numerous commuters and visitors are drawn to North Chicago each day because the community is home to many major institutions. Yet many of these visitors do not patronize local businesses partly due to perceptions that these corridors are uninviting places to explore and shop. Stakeholders discussed the need to create attractive community gateways as well as to provide direction to travelers that are not familiar with the location of the City's major destinations. Gateway signs serve as a means of welcoming visitors into the community and should be used to evoke the identity of North Chicago and project the community's numerous assets. The City's existing gateway signs are small and difficult for motorists to read. North Chicago should install improved gateway signs as part of its branding and marketing efforts. Priority areas for improved gateway signs include the entrances to the City at U.S. 41 (Skokie Highway), Green Bay Road, Buckley Road, and Sheridan Road.

Wayfinding signage provides a coordinated means of directing visitors to destination areas in the City, such as the graduation ceremonies at NSGL, the AbbVie campus, the planned Sheridan Crossing development, and the Foss Park lakefront. To improve the overall appearance of the City's major corridors, the City should implement streetscaping improvements, including coordinated landscaping, distinctive banners, and coordinated street furniture. The City should focus attention on the areas near the intersection of Sheridan Road and Martin Luther King Jr. Drive to build on the development of Sheridan Crossing. Streetscaping should also be a priority along Green Bay Road, particularly its intersection with Buckley Road, in order to complement commercial development and to serve the needs of visitors to the Lovell Federal Health Care Center. Since Green Bay Road and Buckley Road are eligible for federal aid, the City could apply for Illinois Transportation Enhancement Program (ITEP) funding through IDOT to offset a portion of the costs of these improvements. These streetscaping efforts will complement the City's objectives to create pedestrian-friendly commercial corridors as described in more detail in *Chapter 5: Transportation*.



Provide links to workforce training opportunities

Meetings with stakeholders from the City's commercial and manufacturing sector have shown that a number of companies in North Chicago have open positions that cannot be filled due to a lack of both entry level employees and skilled workers. Workforce training programs can help residents find employment with local businesses in the near term and help these residents diversify their skills as the economy continues to evolve. Discussions with workforce development agencies in the area reveal difficulty in communicating the availability of these types of programs to North Chicago residents. The City must help provide links between North Chicago residents and local workforce development programs to address local unemployment issues and ensure future business development.

Several major agencies in Lake County provide connections to workforce training programs, including the Lake County Workforce Development Board and the Workforce and Professional Development Institute at the College of Lake County. In recent years, a number of programs have successfully provided workforce training to local youth, but many programs are available to established workers as well. The Lake County Board's Summer Youth Program operated by the Workforce Development Department has employed dozens of high school and college-aged students from North Chicago in recent years. In addition, Community Unit School District (CUSD) 187 and Rosalind Franklin University have collaborated to support



workforce training for students at North Chicago High School through a career pathways program focused on job skills tailored to the healthcare sector. For established workers, the Lake County Workforce Development Board and the College of Lake County provide a range of programs, from training for those seeking a path into the workforce to specialized training targeted at career advancement. At the College of Lake County's Lakeshore Campus in nearby Waukegan, a wide range of programs are offered for North Chicago residents, including basic skills, English as a second or foreign language, specialized skill classes, and associate's degree programs.

North Chicago needs to facilitate the creation of a systematic means of providing residents with information about the wide range of workforce development resources that are available in the area. City of North Chicago staff should partner with the Lake County Workforce Development Board to develop a resource board on the City's website to post information about local workforce development opportunities in collaboration with the City's business community. As part of this effort, City staff should direct interested residents to resources at the North Chicago Public Library, and help augment these programs as opportunities become available. Residents should be informed about the resource board through City staff, elected and appointed officials, and local community organizations.



Chapter 4
Housing and
Neighborhoods





North Chicago will preserve its established neighborhoods and housing diversity while seeking opportunities to increase homeownership and develop new housing options that support economic development and transportation priorities.

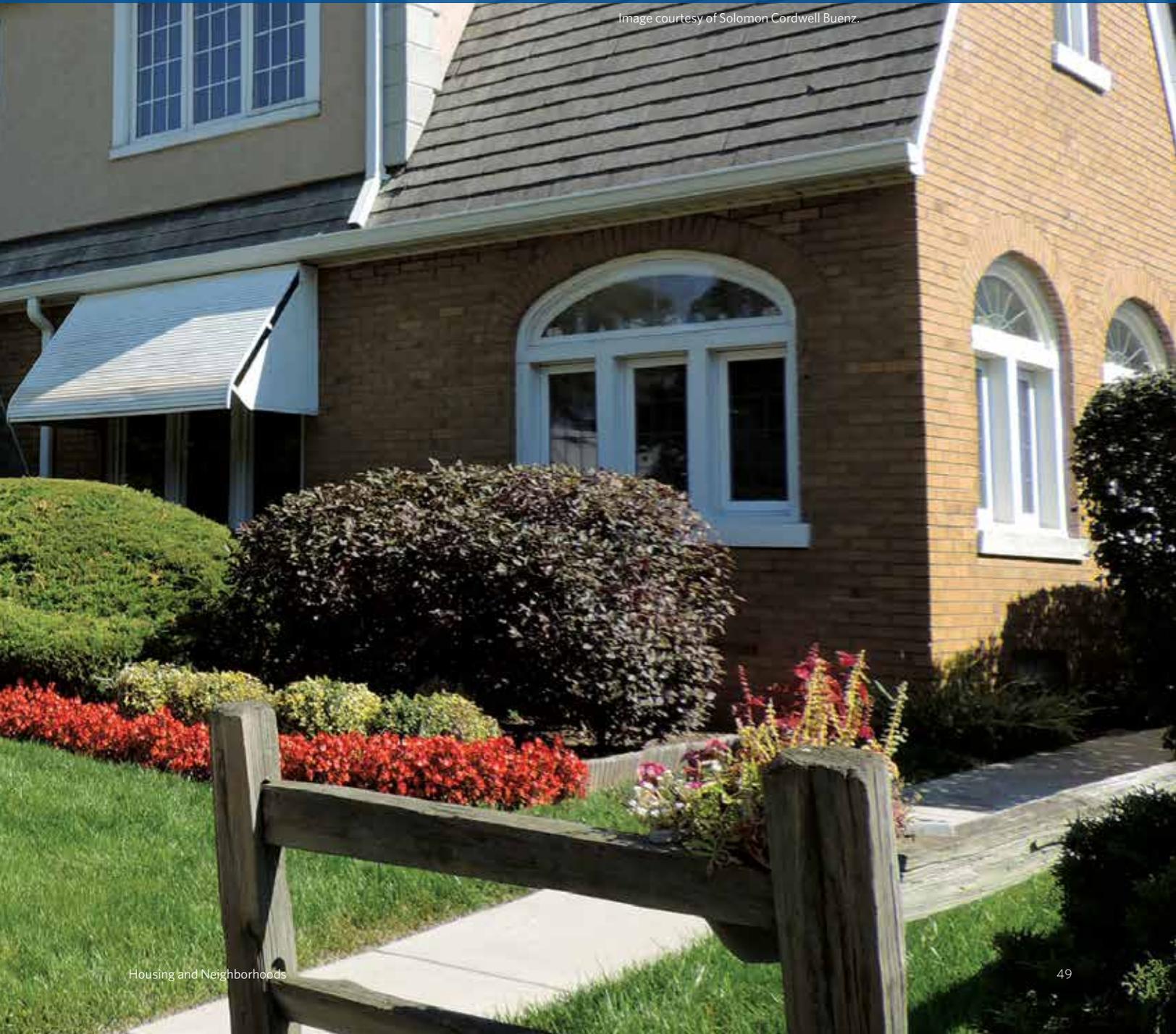


Image courtesy of Solomon Cordwell Buenz.



Summary of existing conditions and key findings

The following summarizes the key findings that underpin the housing and neighborhood recommendations of the Comprehensive Plan. **Figure 4.1: Housing in North Chicago** provides an overall perspective on the City's major housing issues.

North Chicago's housing stock is more diverse and less costly than surrounding areas. The City's local housing stock is more diverse than the CMAP region or Kenosha County due to the greater number of townhome and multi-family units in North Chicago. The U.S. Census estimates that the median home value in North Chicago is \$120,000, about half as much as in Lake County (\$247,300) and approximately 25 percent lower than in Kenosha County (\$163,800).



Photo courtesy of City of North Chicago.

Despite the value and variety of North Chicago’s housing stock, concerns exist about its quality due to the number of vacancies and absentee landlords.

The north and east side of the City include older renter-occupied homes on narrow lots that tend to have more of these types of issues than the western and southern areas of the City, which include more recent owner-occupied development. The City has higher vacancy rates than elsewhere in northeastern Illinois, particularly among single-family and multi-family units. Data from the DePaul University Institute of Housing Studies highlights the weakness of the local housing market, where over a quarter of all property sales since 2014 have been considered distressed.¹

North Chicago is different demographically and socioeconomically from the CMAP region or Kenosha County.

North Chicago residents are more often Latino or African American, rent rather than own, and have lower incomes. Residents of North Chicago struggle with housing costs due in part to lower incomes in the City despite the less costly housing found throughout the community.

¹ The term “distressed sale” means properties that were purchased during the foreclosure process or purchases that were completed and became real estate owned by a lender.

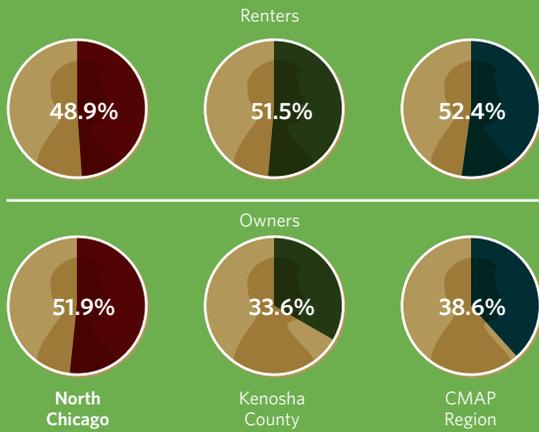
Figure 4.1: Housing in North Chicago

North Chicago has a diverse and low-cost housing stock, yet households in North Chicago struggle with housing affordability.



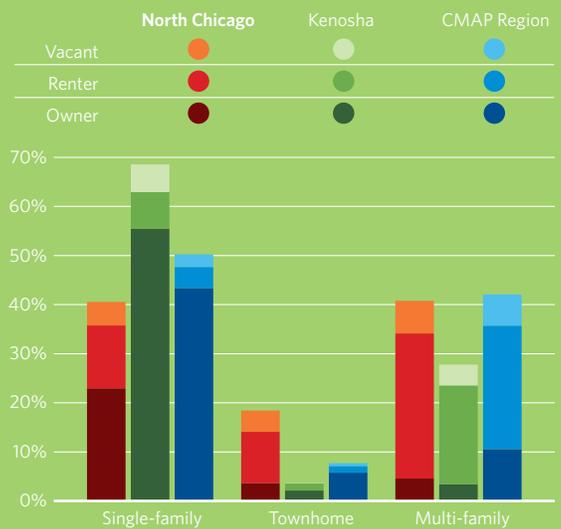
Percent of households paying more than 30 percent of income on housing costs

Source: 2008-12 American Community Survey, U.S. Census Bureau.



Housing type by owner/renter/vacant

Source: 2008-12 American Community Survey, U.S. Census Bureau.

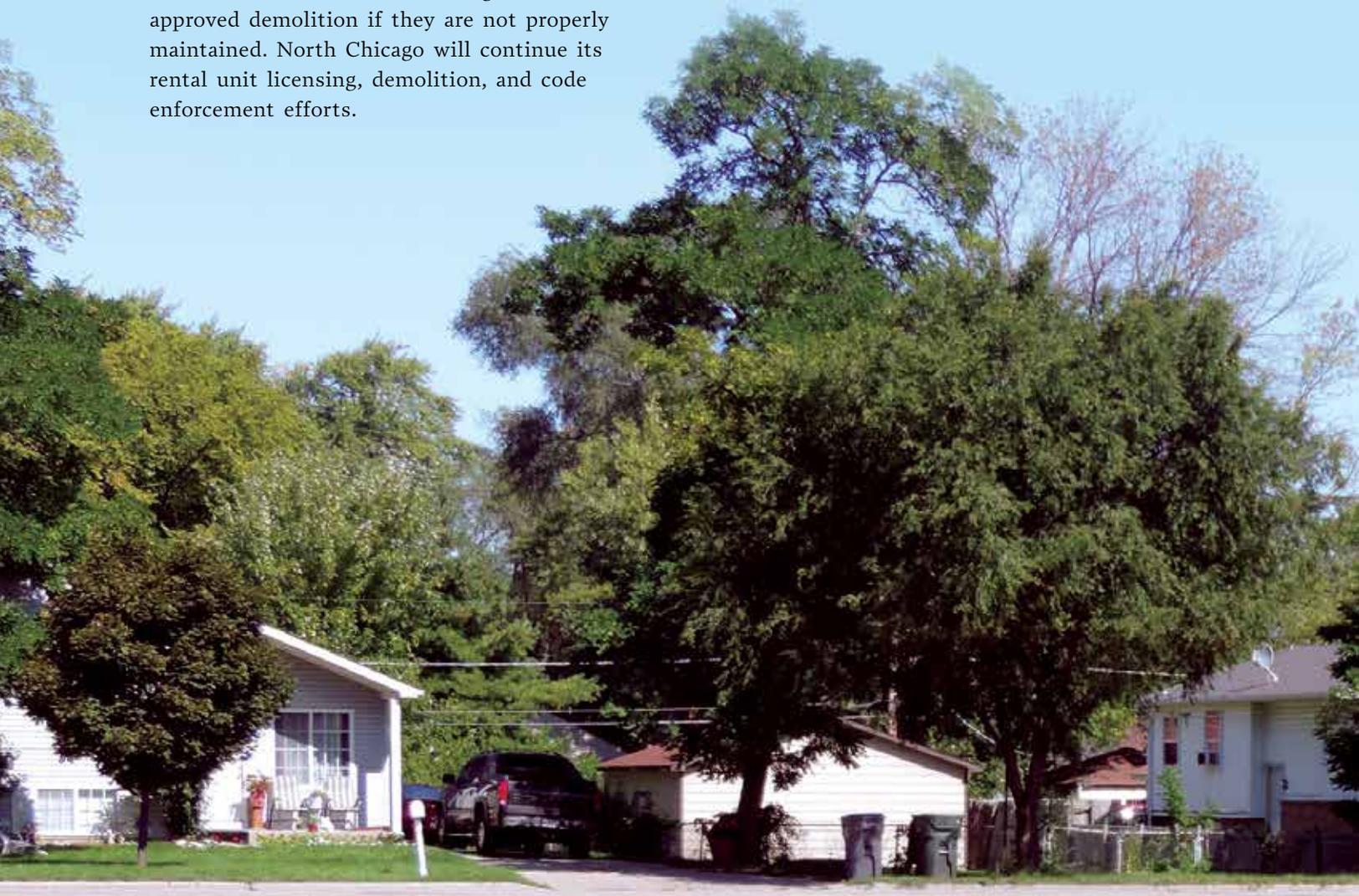


Housing and neighborhoods recommendations

Continue the City's rental unit licensing, vacant property, and code enforcement efforts

In recent years, North Chicago has instituted a number of effective programs to monitor and address local housing issues. One of the tools the City has adopted is a landlord licensing program where North Chicago staff inspect local rental units at least once every two years, with additional inspections undertaken when units are sold, rehabilitated, or found to have code violations. In addition, the City adopted a vacant building ordinance and operates a “blight busting” program, where buildings that are vacant or abandoned for more than six months can become targeted for court approved demolition if they are not properly maintained. North Chicago will continue its rental unit licensing, demolition, and code enforcement efforts.

Going forward, City leaders should be aware that adequate staffing levels to run such programs are critical to their ongoing success. Such efforts should be complemented by reviewing the scope of each program to ensure that operational costs are covered through a well-designed fee structure. The nationally recognized Center for Community Progress created two guides for municipalities on crafting rental regulation policies and landlord incentive programs in partnership with the Metropolitan Mayors Caucus (MMC) and the South Suburban Mayors and Managers Association. *Raising the Bar: A Short Guide to Landlord Incentives and Rental Property Regulation* and *Drafting Rental Regulation*



Ordinances in Illinois Municipalities: A Short Guide for Local Officials can serve as best-practice resources for North Chicago as it continues to improve its rental regulation efforts.

The MMC is also working on a pilot project with south suburban municipalities to streamline the enforcement of residential property maintenance codes and increase administrative efficiency across the communities. Centralized staff at an administrative hub in that part of the region is working on behalf of four municipalities to research property owners, send notices, process property maintenance liens, and expedite remediation and demolition actions. Enforcement of property maintenance violations

can sometimes be cost-prohibitive to pursue. However, by centralizing property maintenance enforcement activities from many municipalities in an administrative hub, municipalities can efficiently process enforcement actions by dedicating staff to handle a high volume of cases. This approach unburdens local staff from retracing steps each time action on a problem property is necessary, and helps put an end to property maintenance violations that would otherwise continue. North Chicago staff should continue working with the MMC to find ways to apply these code enforcement efforts in North Chicago.

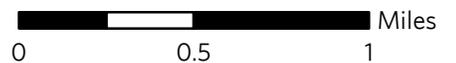




Figure 4.2: Future Residential Areas

Legend

- Single-Family Residential
- Multi-Family Residential
- Local Mixed-Use
- Downtown Mixed-Use



Source: Chicago Metropolitan Agency for Planning, 2016.



Figure 4.3:
Renderings of the Proposed Brookstone and Regency at Cole Park
Source: City of North Chicago.

Support housing rehabilitation and redevelopment

North Chicago already works to improve its local housing stock through Community Development Block Grants (CBDG) and the Home Investment Partnership Program (HOME). These sources have been used by the City and its nonprofit partners, including the Affordable Housing Corporation of Lake County, to operate housing rehabilitation programs that leverage county, state, federal, and private money. North Chicago will continue to seek and invest resources that support the rehabilitation and reconstruction of poorly maintained homes. Moreover, new and existing rehabilitation programs may be able to help local seniors successfully age in place.

An ongoing partnership with the Lake County Residential Development Corporation (LCRDC) and Lake County represent a precedent for the type of work envisioned in this Plan (**Figure 4.2: Future Residential Areas**). Funds from the Illinois Attorney General, Lake County, and Federal Home Loan Bank are supporting a 20 unit project in the central and eastern parts of the City. All units will be targeted to

households making less than 80 percent of the area median income. The development includes three major components:

- The construction of eight new single-family homes that will be occupied by tenants using a lease-purchase model, allowing renters to eventually own the units.
- The construction of four new units of permanent supportive housing for veterans along Victoria Avenue.
- The rehabilitation and rental of eight foreclosed units in the community.

Redevelopment of the former Marion Jones Townhomes, a now demolished former public housing site, by the Lake County Housing Authority would also reinforce such efforts. The new housing for that site will include a 50 unit senior building and more than 150 townhomes (**Figure 4.3: Rendering of the Proposed Brookstone and Regency at Cole Park**).

Explore models to increase home ownership

In recent years, the City has used its HOME funds in partnership with local nonprofit organizations to fund down payment assistance programs as part of a long-term effort to boost the local homeownership rate. The City will continue to pursue that goal. This may involve restarting the down payment assistance and/or low-interest loan programs used in the past. However, the City should not be wed to past approaches and should be open to other models that have been used nationally to increase homeownership. The aforementioned project with LCRDC is using one of these non-traditional ownership models: lease-purchase. North Chicago should monitor the success of this project closely and determine whether the model should be used more often.

Advocate for the implementation of the *Analysis of Impediments to Fair Housing*

North Chicago has a greater concentration of low-income, subsidized, and minority households than other nearby communities according to the *Analysis of Impediments to Fair Housing for North Chicago, Waukegan, and Lake County*, which was recently adopted by Lake County. While concentrations of low-income minority households are not uncommon in the region, research completed by the Chicago Area Fair Housing Alliance and CMAP found that they may result in regional equity issues. While such issues can have a major effect on a municipality, this matter is too large and complex for a single municipality to address on its own. North Chicago will advocate for tangible implementation of *Analysis of Impediments to Fair Housing* by working closely with its County Board representatives to understand how the objectives of the report are being implemented. City staff will participate in fair housing discussions with Lake County and other regional stakeholders to build a coalition of support for implementation of the report with other municipalities and nonprofit organizations.



Non-traditional ownership models

Below are examples of non-traditional models used to expand homeownership in the U.S.

Community land trusts (CLT) are nonprofit organizations that enable participants to own the physical structure of their home but not the underlying land, which they lease from the CLT. Whenever the owners decide to sell their home, the CLT either repurchases the homes at below-market prices or requires the sale to be completed to another income-eligible household at a below-market price.

Cooperative housing developments are projects in which a corporation owns the real estate and each occupant of the development buys an ownership stake in the corporation. This model has been used at Manchester Knolls in North Chicago.

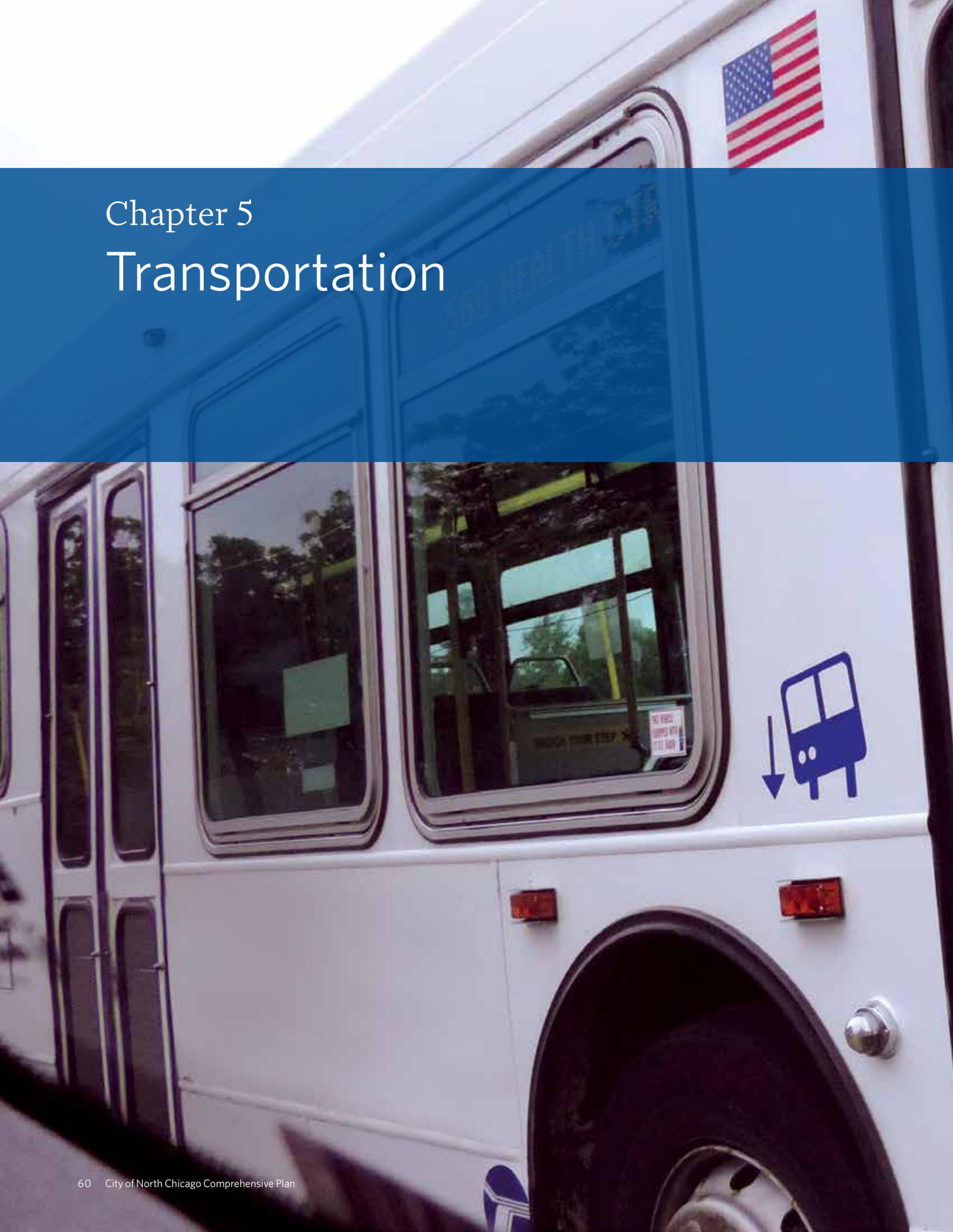
Lease-purchase programs typically allow participants to select a home and a local housing finance agency or nonprofit organization to buy the home on behalf of the participant.

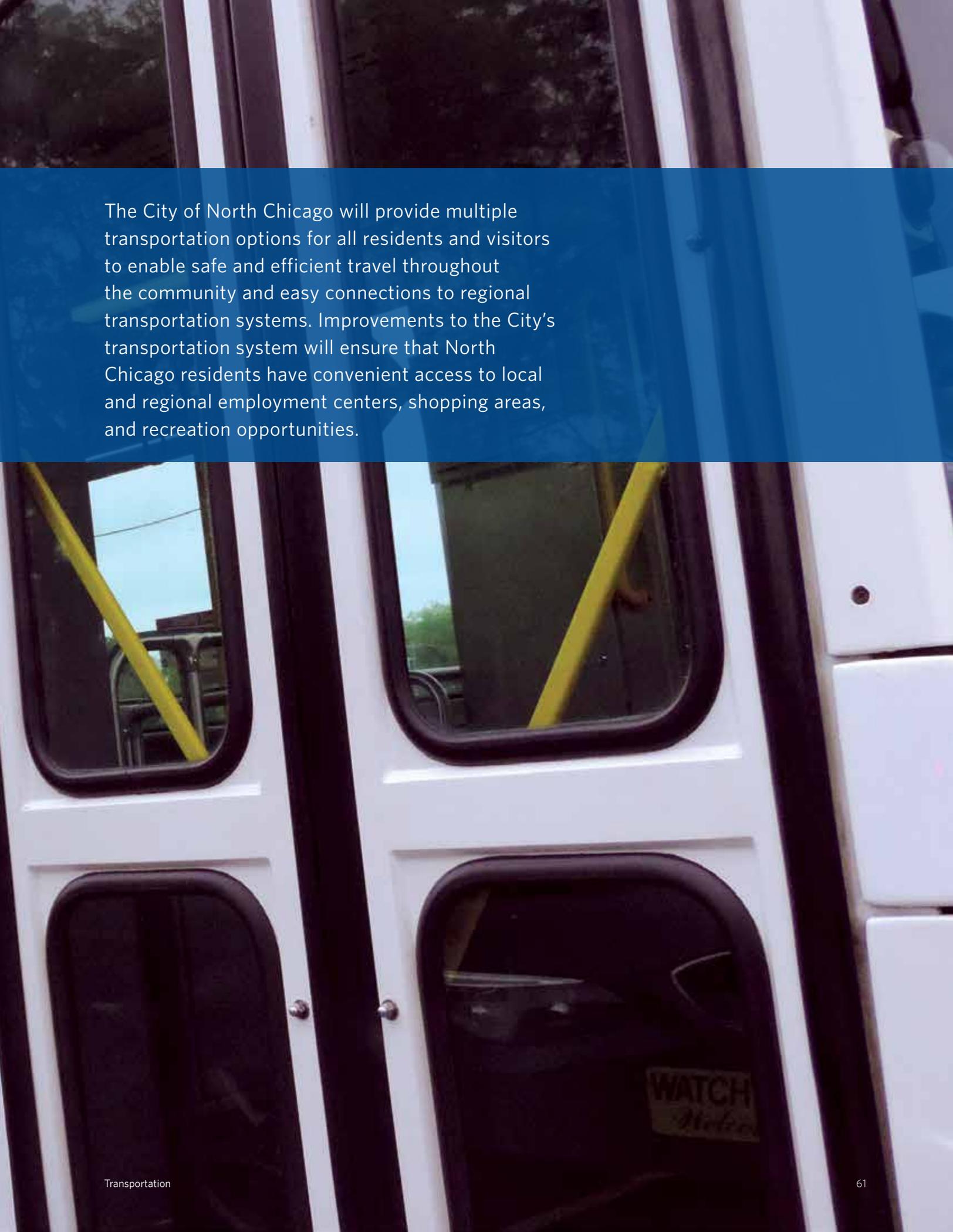
The agency serves as the initial owner, mortgagor, and property manager for a lease period of approximately three years. After demonstrating the ability to make timely lease payments to the agency, the participants are allowed to purchase the home by assuming the unpaid balance of the mortgage. This model will be used for the 20 unit LCRDC project in North Chicago.

Limited equity housing cooperatives are a subset of cooperative housing ownership in which the resale price of an ownership share is limited in order to ensure that the development remains affordable to low-income households.

Sweat equity is the ownership model used by Habitat for Humanity where the sale price of a new home is made affordable to the purchaser because of the time (typically 500 hours) that the purchaser has spent in a mixture of education classes and on-site house construction. Habitat for Humanity is particularly active in Waukegan and has built a number of homes just north of 14th Street.

Chapter 5 Transportation





The City of North Chicago will provide multiple transportation options for all residents and visitors to enable safe and efficient travel throughout the community and easy connections to regional transportation systems. Improvements to the City's transportation system will ensure that North Chicago residents have convenient access to local and regional employment centers, shopping areas, and recreation opportunities.



Summary of existing conditions and key findings

The following summarizes the existing conditions and key findings that underpin the transportation recommendations of the Comprehensive Plan.

North Chicago offers strong multimodal connections to other communities in Lake County and throughout the region.

I-94 (Tri-State Tollway) and various state and county highways carry car and truck traffic north and south of the City. Metra's Union Pacific North line links the City to Chicago and Kenosha while Pace routes connect North Chicago to neighboring Waukegan. The Robert McClory Bike Path connects North Chicago to a number of communities along the North Shore as well as significant open space resources in the area.



North Chicago's street connectivity varies widely. North Chicago's streets follow a traditional rectilinear grid in its older residential neighborhoods with well-connected streets and sidewalks. In other areas of the community, streets and sidewalks are interrupted by rail lines, industrial areas, institutional uses, and NSGL, making it difficult for residents and businesses to circulate through the community. As the City makes improvements to street connectivity, road maintenance and traffic safety should also be addressed.

North Chicago has an extensive network of truck and rail routes that help keep the local economy moving. Truck routes and railroads allow North Chicago's businesses and institutions to efficiently move freight to and from commercial centers around the region and beyond. North Chicago's truck routes are not currently integrated with the freight routes designated by the state or the county, which provides an opportunity for greater freight route integration.

Transportation recommendations

Facilitate development of the City's active transportation network

Implement the City's Complete Streets Policy Guide

In 2014, the City of North Chicago adopted *Access Unlimited: A Complete Streets Policy Guide*, to direct future improvements to its street and transportation systems. The guide provides a framework for programmatic initiatives to promote active transportation. Current and future roadway projects should focus on transporting people to and from the City's residential, commercial, and institutional areas with an emphasis on shared space. Many of North Chicago's arterial roads accommodate fast moving traffic, which creates unsafe and unpleasant conditions for people walking or biking along these roads. *Access Unlimited* recommends including performance measures to provide a foundation that the City can use to implement a complete streets network.

The following measures should be evaluated on an annual basis to create a better understanding of how the City is implementing its objectives.

- Mode share of residents and workers
- Linear feet of pedestrian accommodations
- Miles of bike lanes
- Number of projects that improve access to transit
- Number of ADA accommodations
- Percent of transit stops accessible via sidewalks and curb ramps
- Rate of children walking and biking to school
- Crash data for motorists, bicyclists, and pedestrians
- Number of street trees planted
- Number of exemptions from the complete streets policy approved by the City
- Comments received from the public



Beyond performance measures, this Plan provides guidance on implementing Access Unlimited by identifying locations where bicycle and pedestrian accommodations would be beneficial and by highlighting educational programs to grow support for complete streets within the community. Improvements to the City's transportation network should focus on projects that are designed, constructed, and operated in a manner that reflects the character of the surrounding environment while limiting the need for maintenance to the greatest extent possible.

Develop pedestrian network

North Chicago has a significant opportunity to facilitate improvements to the City's pedestrian environment. The City's Public Works Department can help address this issue by creating an inventory of local sidewalks and crosswalks that are either in need of repair or are missing in critical places. The City should coordinate with IDOT to improve pedestrian conditions on Buckley Road, specifically between Green Bay Road and Sheridan Road

to accommodate visitors with mobility issues. This location is significant because a number of visitors access the Lovell Federal Health Care Center using Pace routes 563 and 569 and then walk through the facility's main gate near Lewis Avenue. Other key arterials that could benefit from pedestrian improvements include Green Bay Road (from Argonne Drive to the City's border with Lake Bluff) and Sheridan Road at Martin Luther King Jr. Drive. North Chicago should also invest in pedestrian improvements along Foss Park Avenue to facilitate connections to Foss Park as discussed in more detail in *Chapter 6: Environment and Natural Resources*. Recommendations for enhancing pedestrian amenities include improving poor sidewalk conditions, filling in gaps where sidewalk is missing, striping crosswalks at intersections, and installing curb extensions, countdown signals, and refuge islands at intersections that are too wide to cross easily. In addition, the City should continue to promote its sidewalk repair and infill program to encourage resident participation.

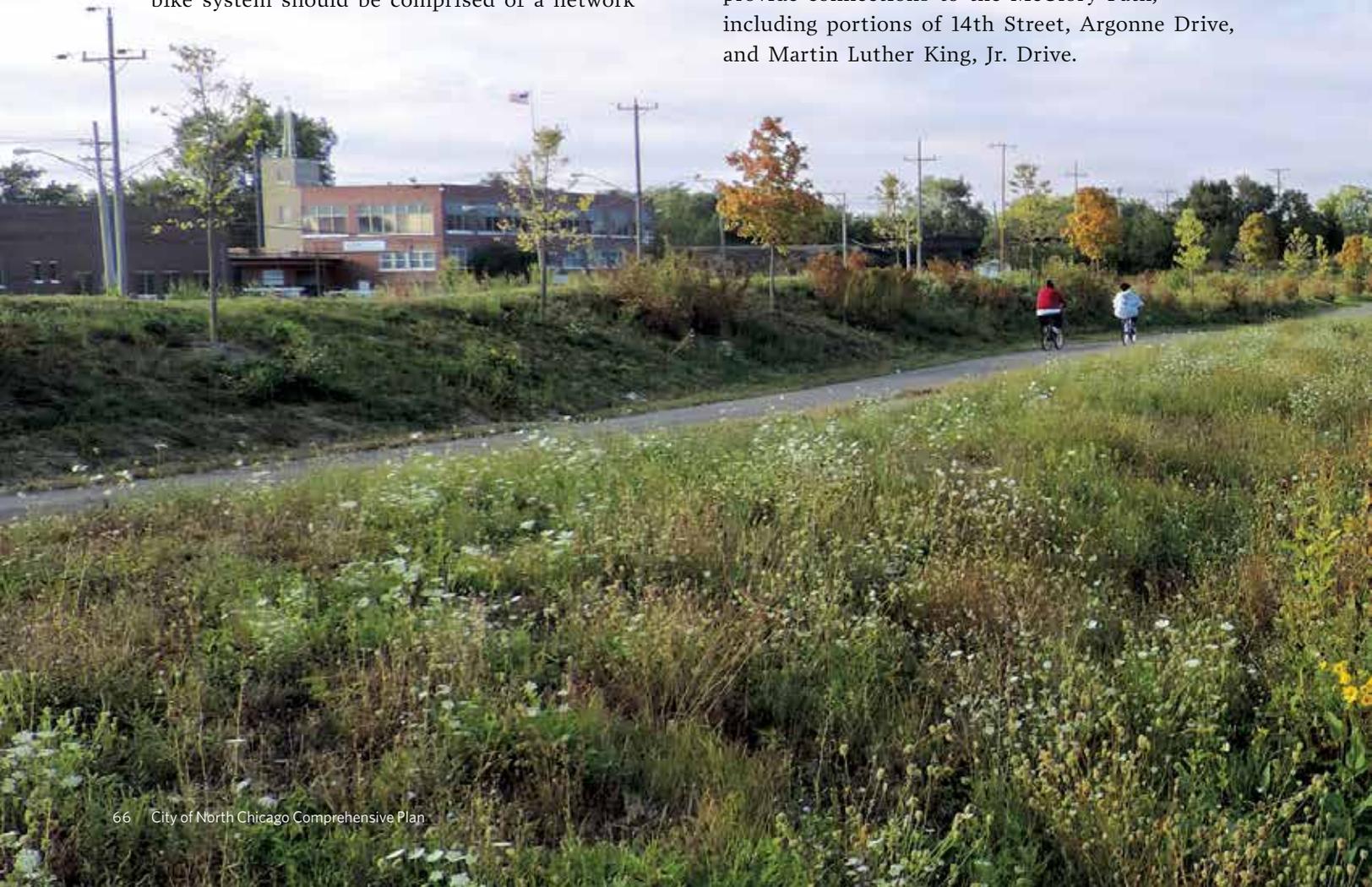


Develop bicycle network

North Chicago boasts several large open space areas and numerous recreational facilities, which offer a great opportunity for the City to improve its bicycle network. A continuous bicycle network throughout the City would provide transportation options for residents, helping to reduce the number of cars on the road and promoting a healthy lifestyle. In the future, when streets are constructed or reconstructed, appropriate provisions should be considered for bicycles based on roadway function, traffic volume, roadway characteristics, surrounding land uses, and budget constraints. The bikeway system should be connected to local parks, forest preserves, schools, and civic uses throughout the City. The bikeway system should also provide connections to the City's major employment centers, like NSGL, AbbVie, the Lovell Federal Health Care Center, and Rosalind Franklin University as well as local commercial areas, such as Green Bay Road. North Chicago's bike system should be comprised of a network

of signed routes, marked shared lanes, paved shoulders, dedicated bike lanes, sidepaths, and multi-use paths. To further promote biking in the community, bike racks should be provided at community facilities and businesses.

The Robert McClory Bike Path is North Chicago's most significant bikeway, and it is incumbent upon the City to create more connections to the Path for residents and visitors. The McClory Path runs the length of Lake County and passes through North Chicago along a former railroad right-of-way just west of Glenn Drive. As part of the Lake County 2040 Transportation Plan, the City should work with the Lake County Division of Transportation (LCDOT) to realign the McClory Path to create smoother connections north and south of Martin Luther King Jr. Drive. In addition to improving the McClory Path, the City should explore ways to target specific corridors to provide connections to the McClory Path, including portions of 14th Street, Argonne Drive, and Martin Luther King, Jr. Drive.



North Chicago should continue to work with the Canadian National Railway and the City of Waukegan to negotiate a purchase of the former Elgin, Joliet and Eastern Railway (EJ&E) spur located along the west side of the undeveloped portion of AbbVie's campus. Redevelopment of this spur as a rails-to-trails project would provide a connection between North Chicago and Waukegan on land adjacent to Lake Michigan. This effort would coincide with efforts by the City of Waukegan to purchase the portion of the EJ&E that is located north of 10th Street.

The City should also coordinate investments with LCDOT for bike lanes, sidepaths or multi-use paths along major arterials to provide connections to regional bikeways, job centers, and open space areas. Sidepaths and multi-use paths are designated bicycle and pedestrian routes that are adjacent to a roadway, but separated from the flow of traffic. LCDOT has recently completed a phase one engineering study to create a sidepath that

would connect the Des Plaines River Path in Libertyville to NSGL along Route 137 (Buckley Road). This sidepath project would connect a larger portion of the region to the open space assets of North Chicago, including the McClory Path, Foss Park, and Lake Michigan. The connections that the City should prioritize are shown on **Figure 5.1: Active Transportation Network**, which shows planned improvements and programmed improvements. Programmed improvements include projects where funding has been specifically set aside whereas planned improvements include projects that have been identified, but are not intended to be funded in the near term.

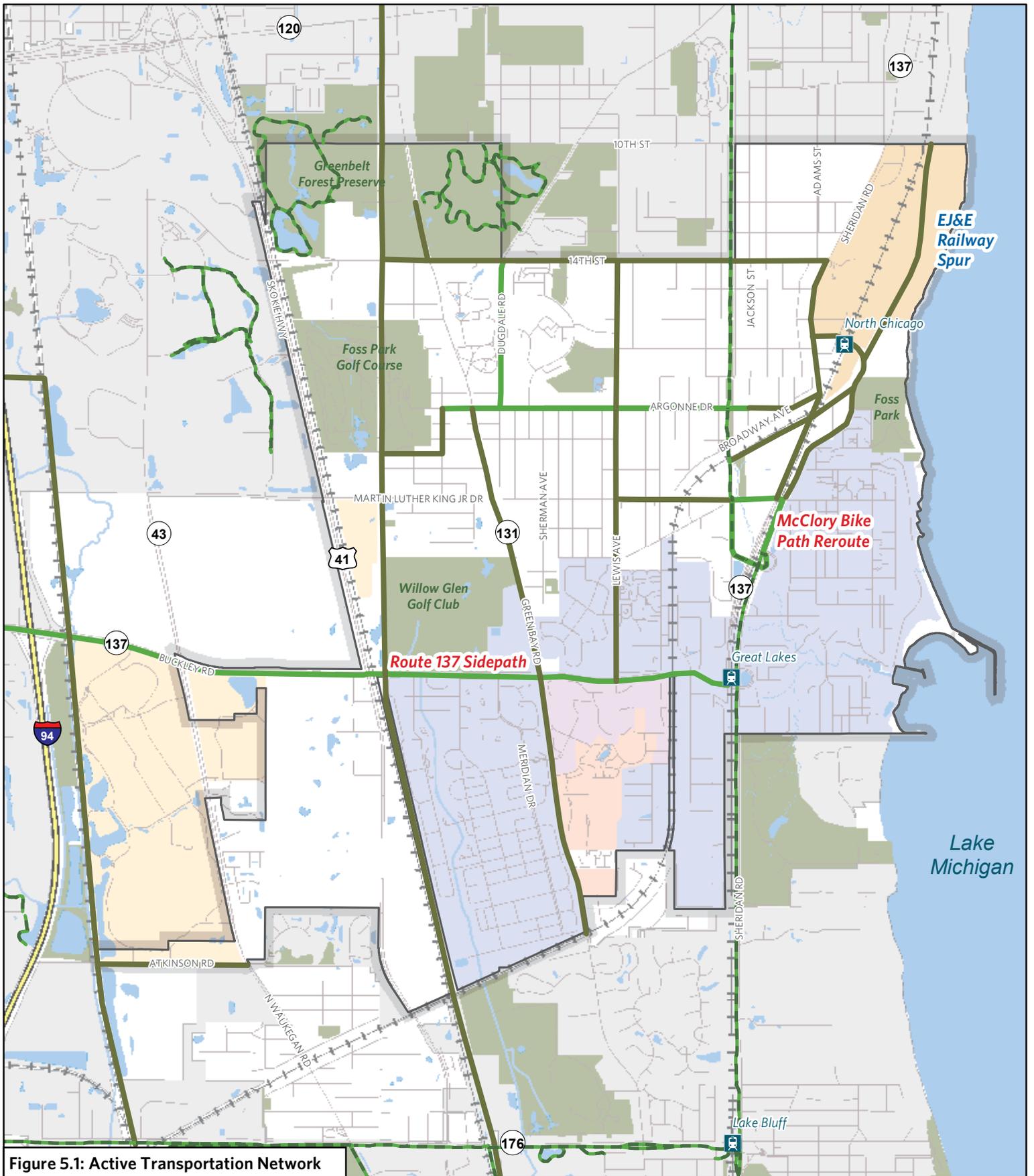


Figure 5.1: Active Transportation Network

Legend

- Existing Network
- Programmed Improvement
- Planned Improvement
- Naval Station Great Lakes
- Lovell Federal Health Care Center
- Rosalind Franklin University
- AbbVie
- Abbott



Source: Chicago Metropolitan Agency for Planning, 2016.

Encourage active transportation through educational programs and regional partnerships

While cars will continue to be the primary mode of transportation for most North Chicago residents and visitors, small increases in the use of other modes of transportation could help to activate the City's sidewalks and improve public health. As it implements the objectives of the Comprehensive Plan, North Chicago should promote itself as a community that supports active transportation, including walking, biking, and transit. North Chicago should seek to influence the travel choices of residents and visitors with education programs and community events. Education programs can include the development of maps that include active transportation routes, information on local destinations, and tips on bicyclist and pedestrian safety. Events focusing on walking, biking, and transit can be managed by the City in collaboration with numerous entities outside the City, such as transportation agencies, the Active Transportation Alliance, and various nonprofit organizations.

Events aimed at encouraging bicycle use, such as classes and organized rides, can help connect residents to City government and contribute to social investments in the community. North Chicago City staff should act as active transportation ambassadors to help develop and distribute educational material in the community, and to promote local events that emphasize walking, biking, and transit.

North Chicago should work with the Lake County Council of Mayors to utilize the Transportation Improvement Program (TIP) to enhance the City's transportation facilities. The TIP is metropolitan Chicago's agenda of surface transportation projects and it is updated and amended regularly through CMAP's Transportation Committee. The current TIP (2014-2018) includes five projects in North Chicago, four that involve the construction of bicycle or pedestrian facilities along major streets, and one that involves road reconstruction along Argonne Drive. Going forward, North Chicago staff should work with the Lake County Council of Mayors to ensure that the projects on the TIP implement the transportation objectives of the Comprehensive Plan.



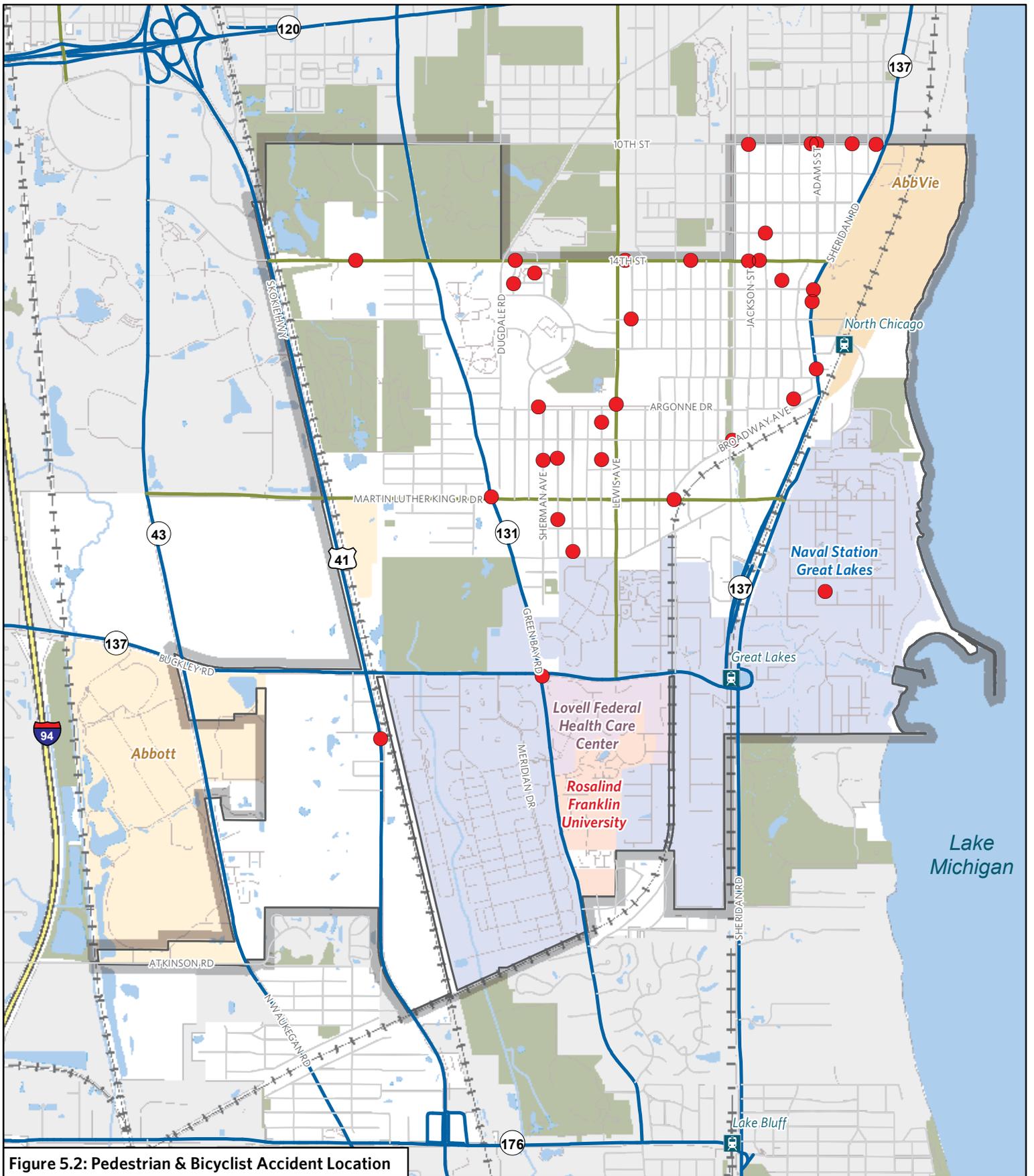


Photo courtesy of City of North Chicago.

Prioritize road maintenance and traffic calming projects

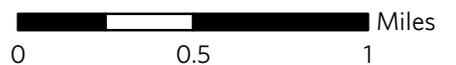
A well-maintained roadway network is crucial for moving residents, visitors, and freight through North Chicago in a safe and efficient manner. Throughout this planning process, community residents and stakeholders have communicated that road maintenance needs to be a priority for the City in the near term. Primary targets for maintenance include Dugdale Road, 14th Street (from Green Bay Road to Sheridan Road), and the intersection of Broadway Avenue and Glenn Drive. The City should continue existing efforts to coordinate road maintenance projects with necessary upgrades to the City's aging water and sewer infrastructure (see *Chapter 6: Environment and Natural Resources*).

North Chicago has a number of roadways that were designed for larger volumes of traffic than are currently found on those roads, which can encourage speeding and create unsafe conditions for people walking, biking, and driving. Building on the recommendations of *Access Unlimited*, the City should explore the use of road diets and green infrastructure to maintain mobility while calming traffic and improving safety. A review of data showing bicycle and pedestrian crashes from 2008 to 2013 and automobile crashes from 2013 highlighted a number of problematic roadways that could benefit from improved safety designs. As shown in **Figure 5.2: Pedestrian and Bicyclist Accident Locations**, accidents between cars, bicyclists, and pedestrians frequently occurred along 10th Street, 14th Street, and Sheridan Road.



Legend

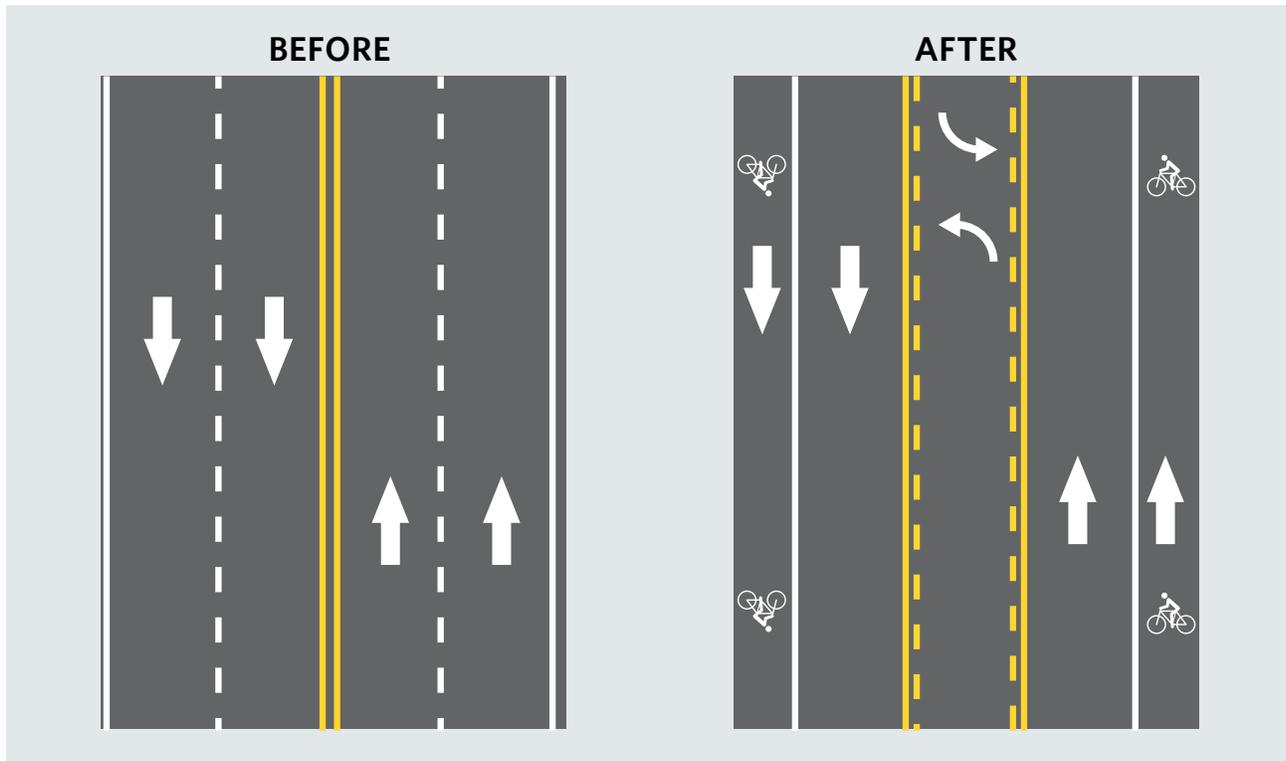
- Accident Locations (2008-2013)
- Federal
- State
- County
- Municipality



Source: Chicago Metropolitan Agency for Planning, 2016.

Figure 5.3: Road diet.

Source: Chicago Metropolitan Agency for Planning.



Road diet projects improve traffic safety by removing dedicated vehicle travel lanes from a roadway and repurposing that space for other travel modes. Typically, a road diet converts a four lane road into a two lane road with a bidirectional left turn lane in the middle of the right-of-way and bike lanes on both sides of the street. However, these features can vary depending on the roadway width and the amenities desired. (Figure 5.3: Road Diet) In North Chicago, 14th Street and Argonne Drive may be appropriate for road diet projects because the road rights-of-way on each street are excessively wide relative to the daily volume of traffic that each street carries. Road diets that include the installation of bike lanes along a portion of each roadway could reduce the number of crashes on these streets by providing

a safer environment for bicyclists traveling in North Chicago. Road diets for 14th Street and Argonne Drive could be located between Green Bay Road and the McClory Path to provide better access to the City's commercial areas and to target areas with a higher incidence of safety issues. North Chicago should continue working with LCDOT to determine the appropriate configuration of the road diet for 14th Street and the possibility of including a roundabout at Dugdale Road as the phase one engineering study for this corridor is conducted. North Chicago should coordinate with Pace during the planning stage of these road diet projects in order to assess their impact on the City's transit network, bus stops, and amenities (Figure 5.1: Active Transportation Network).



Figure 5.4: Curb Extensions with Green Infrastructure
Source: U.S. Environmental Protection Agency.

Green infrastructure projects retrofit streets and manage stormwater by allowing water to infiltrate the ground using porous surfaces and vegetation. These types of projects reduce flooding, help beautify the community, and can facilitate traffic calming when incorporated as part of roadway projects. Examples of green infrastructure projects include medians planted with native landscaping, curb inlets that allow stormwater infiltration from the roadway, and curb extensions that utilize a portion of the street to capture stormwater in a depressed planting bed (**Figure 5.4: Curb Extensions with Green Infrastructure**).

There are several areas of North Chicago that would be particularly suitable to green infrastructure projects due to ongoing flooding issues and traffic safety concerns. Streets with existing medians, such as Argonne Drive, could be retrofitted to include native planting in place of sod and impermeable material. Green infrastructure projects in the residential neighborhoods west of Green Bay Road could mitigate flooding issues with curb inlets and curb extensions that would also help reduce speeding by motorists.

Foster transit ridership through access, service, and facility improvements

Evaluate transit ridership and prioritize improvements to transit facilities

As discussed in Access Unlimited mass transit is another significant component of North Chicago's complete streets network. North Chicago is served by two Metra stations, three Pace bus routes, and Pace's on demand paratransit service. The City's Metra stations are located on the Union Pacific-North (UP-N) line, which runs along the lakefront from Chicago to Kenosha. The North Chicago Metra station serves downtown North Chicago and the adjacent AbbVie campus while the Great Lakes Metra station primarily serves NSGL. North Chicago is served by four Pace routes (563, 564, 568 and 569), each of which offers service to destinations in North Chicago and neighboring Waukegan.

Transit ridership is lower than expected in North Chicago despite the size of the City's population, the range of transit options available, and the presence of several major employers. Transit demand in North Chicago has remained steady over the last several years, but remains lower than expected due to a number of factors. First, several major institutions in the community operate private shuttle services from the City's Metra stations to local employment centers, such as AbbVie, Abbott, and Rosalind Franklin University. Second, since buses are not allowed to enter the security gates at NSGL, Pace ridership among those stationed on base remains low. Third, the pedestrian environment near the entrance to the Lovell Federal Health Care Center needs to be improved to cater to users of these facilities who may have mobility issues and are using transit to reach the entrance.



To improve transit ridership in North Chicago, City staff should continue to work with Pace to ensure that bus service addresses travel demand among residents as needs change over time. This collaborative effort will allow Pace to direct transit investments to areas where ridership is already high and improve service in areas where there is potential for growth in ridership. While transit ridership may remain low for the foreseeable future due to private shuttle usage among local institutions and security concerns at NSGL, specific enhancements can be made to make transit more desirable for potential riders. City staff should continue to work with

Pace to determine strategies to provide service to downtown North Chicago and other areas of the City with the potential for higher rates of ridership. The City should work with IDOT to improve the pedestrian infrastructure along Buckley Road to create a well-defined crosswalk with pedestrian countdown signals along this busy multi-lane arterial. These specific activities should complement targeted efforts by the City to improve transit facilities within the community, such as improving sidewalks, installing paved waiting areas, and providing shelters, signage, and bus tracker information.



Plan for long-term transit needs of residents and employees

As discussed in *Chapter 3: Economic Development*, the growth of downtown North Chicago will rely heavily on the area's proximity to new development at Sheridan Crossing, potential institutional development, and future demand for transit-oriented development around the North Chicago Metra station. As these projects progress, the City will need to address the area's transit needs by implementing recommendations based on the City's Transit Oriented Development (TOD) Plan. The TOD Plan identified several opportunities for development near the North Chicago Metra station and highlighted a number of barriers to access that will need to be addressed to serve the needs of this development.

To enhance accessibility to the Metra station, the TOD Plan indicates that the City should develop a bus hub at the North Chicago station that could be utilized by both Pace and private shuttles operated by local employers. This bus hub would serve potential growth in ridership on Metra and Pace and provide a convenient location for private shuttles to wait for those traveling to local institutions. The hub could be located adjacent to the parking lot for the North Chicago Metra station and access to the area around the Metra station could be improved by extending and realigning several key streets around downtown. As traffic in the area increases, North Chicago should consider realigning 17th Street east of Sheridan Road to provide a direct connection to the area around the North Chicago Metra station. In addition, North Chicago staff should work with Metra to renovate the existing North Chicago Metra station house considering its age and relatively small size.

Integrate and maintain the local freight network

North Chicago is a regional center for manufacturing, an economic sector that employs more workers in the City than all other private industries combined. Accommodating freight traffic is important to maintain the City's economic base, while effective management of the City's truck routes will ensure that movement is efficient and safe. IDOT requires that heavy trucks utilize designated routes to move freight because large trucks have a far greater impact on road surfaces than typical automobiles. The freight industry recommends providing all industrial properties with access to Class I or Class II truck routes with a maximum weight limit of 80,000 pounds. North Chicago has one state-designated truck route (U.S. 41)

and three county-designated routes (portions of Casimir Pulaski Drive, Lewis Avenue, and Martin Luther King Jr. Drive), but it also has numerous city-designated truck routes that are not recognized by LCDOT or IDOT. Since these truck routes are not recognized by these entities, their locations cannot be easily communicated to drivers and distribution companies seeking safe and efficient routes through the City. North Chicago should work with LCDOT and IDOT to establish the City's locally designated freight network, utilizing IDOT's *Preferred Truck Route Application* process. This will allow the City to more clearly communicate proper truck routes to users and prioritize improvements to the network as they become necessary.



As part of North Chicago's evaluation of its freight routes, the City should establish Frontenac Avenue as a commercial access road for local traffic in order to facilitate redevelopment of the southwest portion of the intersection between U.S. 41 (Skokie Highway) and Buckley Road. The creation of this right-of-way would enhance the network of local streets for the businesses on the west side of U.S. 41 (Skokie Highway) and divert traffic from a major arterial. While much of this right-of-way already exists from Buckley Road to Berwyn Avenue, significant improvements would need to be made to the portion of the road from Berwyn Avenue to Brompton Avenue.

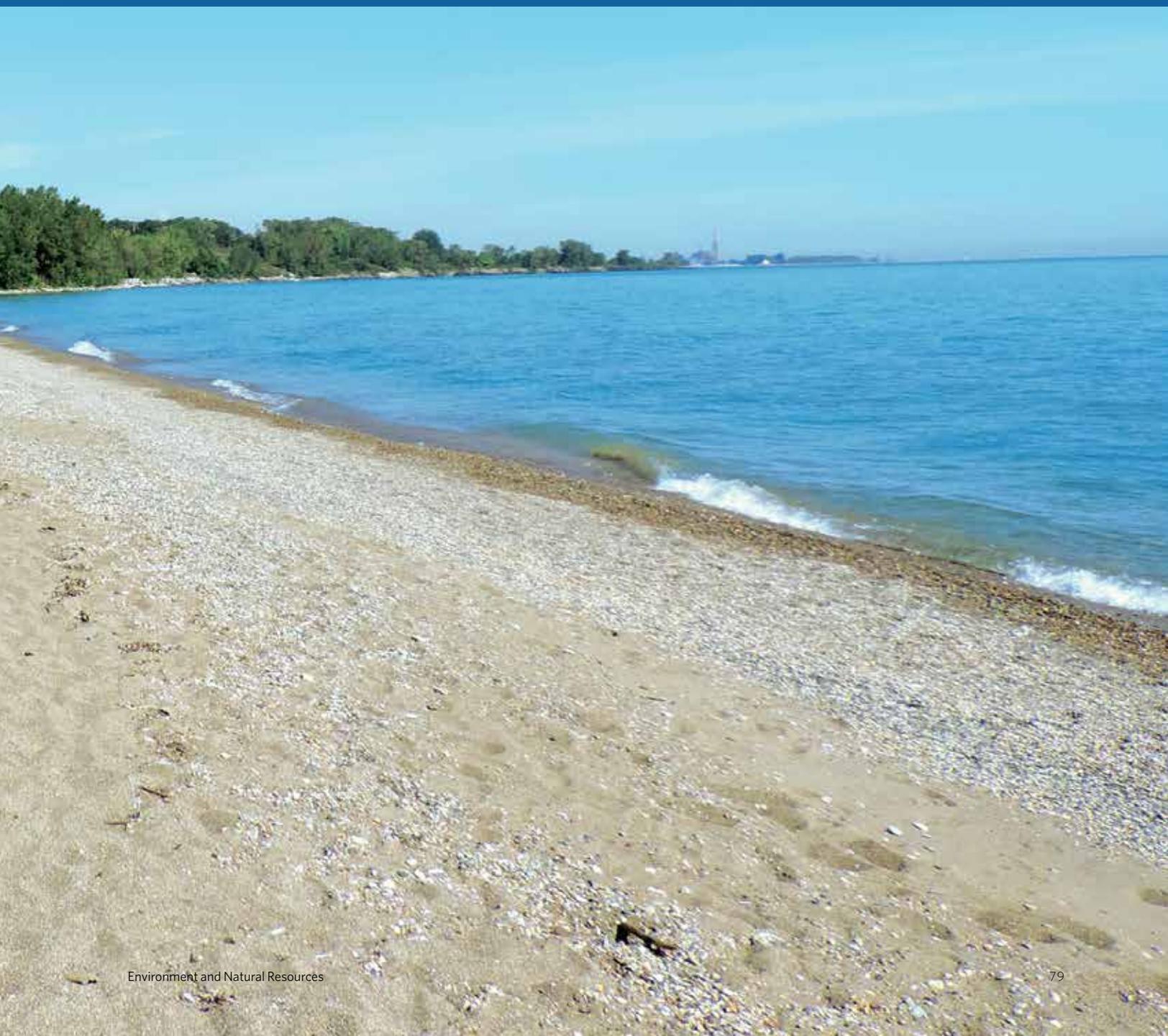
As part of this process, North Chicago should conduct a thorough analysis of its roadway system and consider functional reclassification of local routes as staff establishes a better understanding of conditions within the community. A roadway's functional classification is a hierarchical system developed by the Federal Highway Administration which is used to determine eligibility for federal transportation funding. CMAP's *Functional Classification Revision Workbook* serves as a guide for communities as they assess roadways and assign functional classifications by utilizing the particular role that each roadway serves in moving vehicles. The guidebook provides definitions of the various roadway classifications used in the region and also discusses the process for functional reclassification.



Chapter 6 Environment and Natural Resources



The City of North Chicago will create an environment that supports its culturally and ecologically significant natural resources to make the City an attractive community that provides high quality open space and recreational opportunities for residents and local stakeholders.





Summary of existing conditions and key findings

The following summarizes the key findings that underpin the environmental and natural resources recommendations of the Comprehensive Plan.



Photo courtesy of City of North Chicago.

North Chicago is home to ample parks and natural resources, but these spaces are underutilized. The use of North Chicago's open space areas and its access to Lake Michigan is constrained by the location of major institutions within the community, lack of connectivity to regional open spaces, and the overall condition of these spaces.

Despite the City's efforts to mitigate flooding, portions of the City frequently experience flooding during storm events. The City has worked to alleviate local flooding, but requires a better understanding of why flooding occurs in certain areas of the community and what additional measures are needed.

The City continues to meet the Illinois Department of Natural Resources' water loss standard threshold. North Chicago should continue to explore strategies to further reduce water loss in its water system and seek opportunities to conserve water.

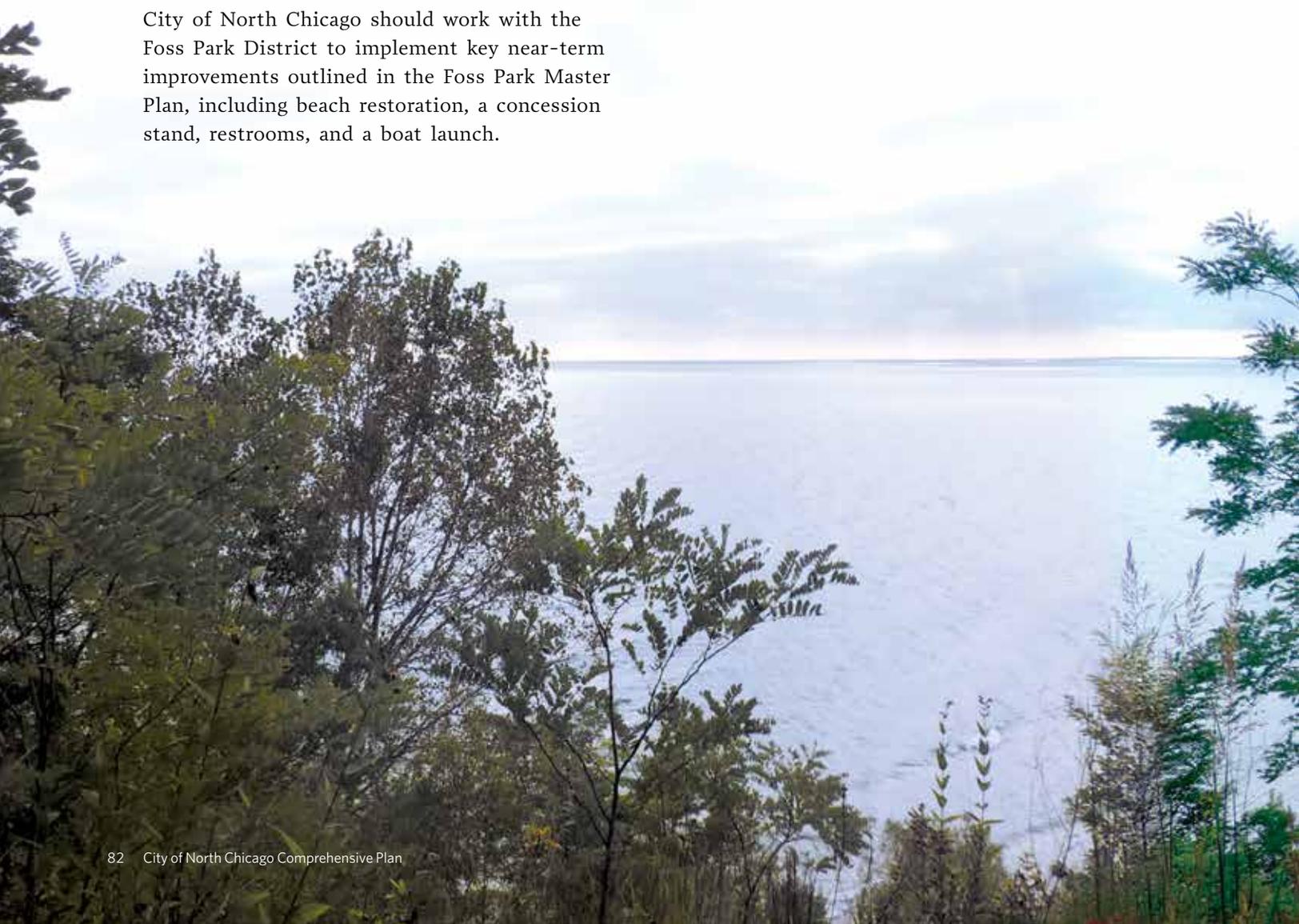
Environment and natural resources recommendations

Prioritize Foss Park and Lake Michigan as community focal points

Open Foss Park Beach for public recreation

The Foss Park Master Plan includes four core planning principles to make Foss Park a more valuable open space asset for North Chicago: improve accessibility and wayfinding, re-evaluate park programming, establish a unique landscape character, and respect coastal habitat areas. Another major component of the Master Plan is to create significant beach enhancements in order to provide residents and visitors with increased opportunities to enjoy Lake Michigan. Despite the Park's lakefront access, swimming has not been allowed in this portion of Lake Michigan for many years and Foss Park currently does not provide accommodations for residents and visitors that want to use the beach. The City of North Chicago should work with the Foss Park District to implement key near-term improvements outlined in the Foss Park Master Plan, including beach restoration, a concession stand, restrooms, and a boat launch.

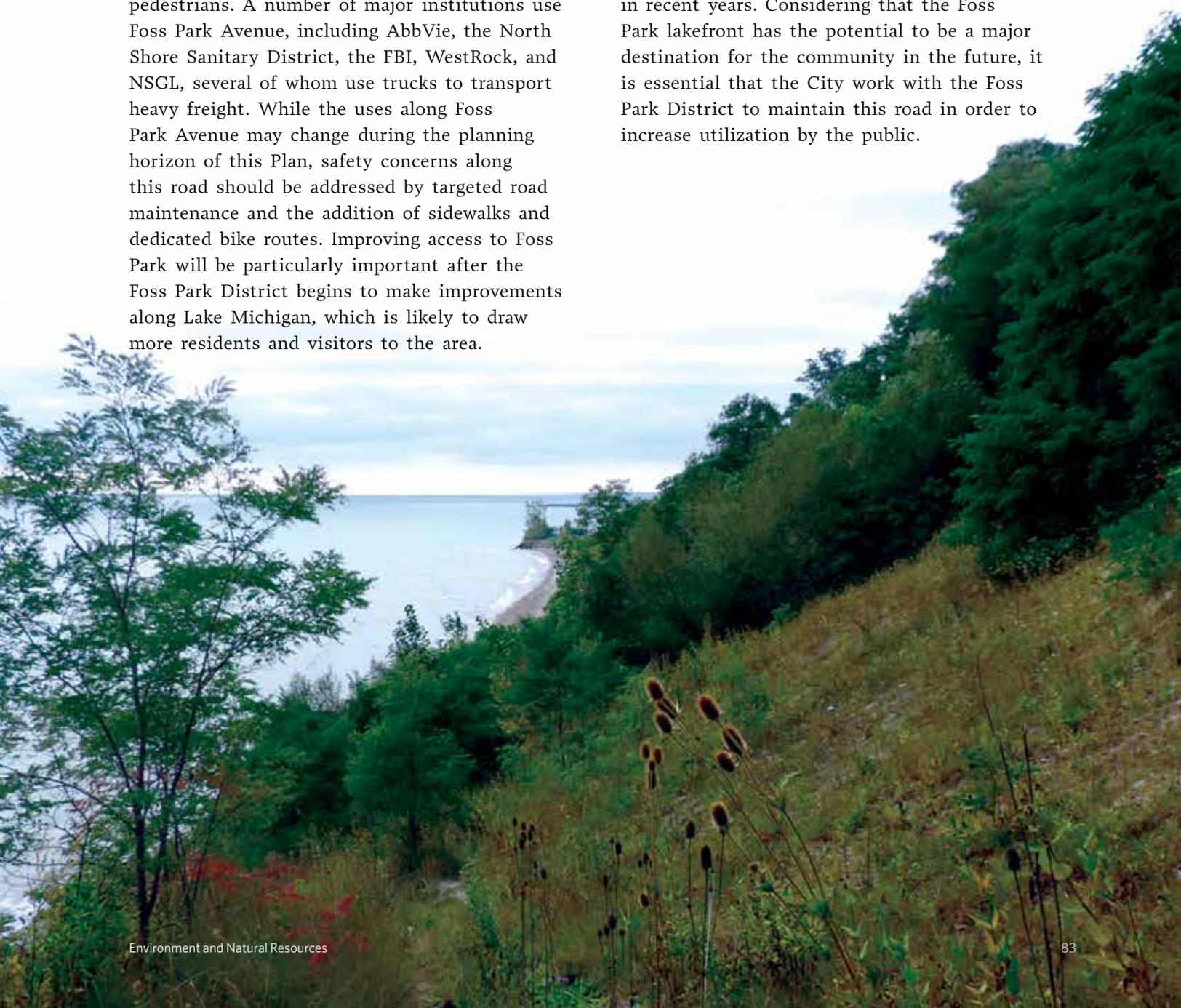
Longer-term objectives of the Plan include bluff restoration and the development of educational programs, including an educational boardwalk and nature trails. North Chicago's bluff and ravine system is a geologically significant characteristic of the area that should be protected and enhanced. While bluff and ravine restoration efforts have already been undertaken by the Foss Park District, further improvements include planting deep rooted plants to minimize soil erosion, stabilizing the shoreline to the greatest extent possible, and increasing species diversity.



Improve access to Foss Park and Lake Michigan

Foss Park is the only location in North Chicago where residents and visitors can access Lake Michigan, but major access issues inhibit use of both the park and the lakefront. Foss Park Avenue is the only means of access to Foss Park, which means that the condition of this road and the land uses adjacent to it have a major impact on motorists, bicyclists, and pedestrians. A number of major institutions use Foss Park Avenue, including AbbVie, the North Shore Sanitary District, the FBI, WestRock, and NSGL, several of whom use trucks to transport heavy freight. While the uses along Foss Park Avenue may change during the planning horizon of this Plan, safety concerns along this road should be addressed by targeted road maintenance and the addition of sidewalks and dedicated bike routes. Improving access to Foss Park will be particularly important after the Foss Park District begins to make improvements along Lake Michigan, which is likely to draw more residents and visitors to the area.

To complement improvements to Foss Park Avenue, the City should work with the Foss Park District to address ownership and maintenance of Lakeview Avenue, which serves as the primary access road within Foss Park. Lakeview Avenue is used by visitors to the park and employees of the City's Water Filtration and Pumping Station, but the condition of the road has declined in recent years. Considering that the Foss Park lakefront has the potential to be a major destination for the community in the future, it is essential that the City work with the Foss Park District to maintain this road in order to increase utilization by the public.





Foster an improved relationships between City and Foss Park District staff

The vision of the Foss Park Master Plan can only be realized through an improved relationship between staff from the City of North Chicago and the Foss Park District. While local parks and recreation facilities are primarily the responsibility of the Foss Park District, City staff has a shared responsibility to provide efficient services and recreational opportunities to residents and visitors. City staff should actively seek opportunities to foster improved relationships with the Foss Park District through active participation in Foss Park District Board meetings and plan implementation associated with the Foss Park Master Plan. These activities will foster greater interdepartmental cooperation within the City and provide an opportunity for City staff to utilize the assistance of Foss Park District staff as part of the implementation of the North Chicago Comprehensive Plan.

Facilitate partnerships to protect North Chicago's lakeshore

The management and protection of North Chicago's unique open spaces, ecosystems, and waterways requires effective coordination among multiple organizations, including local government, nonprofit organizations, and advocacy groups. Since the Great Lakes are one of the region's most important natural resources, numerous organizations are involved in protecting Lake Michigan and its surrounding landscape. North Chicago should continue to foster relationships with the Illinois Department of Natural Resources (IDNR), the National Oceanic and Atmospheric Administration (NOAA), and the Alliance for the Great Lakes. These organizations have prepared a wide range of studies that North Chicago can utilize to prevent bluff erosion, support ravine restoration, and manage stormwater runoff.



In addition, the City should explore a new partnership with Openlands as part of its Northeastern Illinois Regional Water Trails Project which seeks to ensure that regional waterways, such as Lake Michigan, remain clean, safe, and accessible to the public. The Water Trails Project coordinates areas that are suitable for paddling by identifying safe waterways and launch sites for canoes, kayaks, and other small watercraft. The redevelopment of Foss Park Beach could serve as an opportunity for the Foss Park District and the City to work with Openlands to establish a launch site along Foss Park Beach that would be connected to water trails and launch sites throughout the region.

Improve long-term lakefront access by working with local institutions

FBI

The presence of the FBI firing range just north of Foss Park presents a number of challenges for the City because this site is actively used for the outdoor use of firearms in close proximity to a recreational area. Even though the FBI firing range has been a long-standing use of this site, it is not compatible with adjacent recreational space, particularly as the City improves the Foss Park lakefront for swimming and other activities. In the last several years, the federal government has made significant investments in this facility to improve safety, mitigate the impact of the facility on the community, and improve training for its officers. The most prominent improvement to the site is the installation of a large concrete wall to separate the FBI firing range from Foss Park; however, significant concerns about long-term compatibility remain due to a number of factors associated with the firing range.



In the short term, City of North Chicago staff should lead efforts to mitigate the impact of the FBI facility through increased communication with FBI personnel and implementation of the Foss Park Master Plan. Through the comprehensive planning process, FBI personnel have become aware of the City's recent planning activities, including the adoption of the Foss Park Master Plan and the City's Transit-Oriented Development Plan, in addition to the efforts that have been put forth for the Comprehensive Plan.

Now that the FBI is aware of the land use objectives of these plans, including the public use of Foss Park Beach, the City should identify opportunities to make the FBI aware of the phasing of development projects and the schedule of public events taking place at Foss Park. Following improvements to the Foss Park Beach, efforts should be made to soften the presence of the wall separating Foss Park from the FBI facility. The Foss Park District should implement recommendations to create a landscaped buffer along this wall to provide a transition area from the firing range to the active use areas of Foss Park.

Long-term, the City should work with the FBI and various entities from the federal government to determine how the firing range can be relocated. While it is unlikely that the FBI will move the firing range in the near future due to the recent investments in the facility, North Chicago staff should petition the federal government to determine a new location for the facility in the years to come. The FBI's Chicago

Field Office includes a wide swath of the region around Chicago so it will be necessary to determine whether the FBI can locate another site for this land use that does not pose as many conflicts with neighboring land uses, such as Foss Park and Lake Michigan.

AbbVie

Due to the presence of lakefront development and surrounding institutions, Foss Park is the only location in North Chicago where the public can access Lake Michigan. AbbVie owns 56 acres of lakefront property located between the North Shore Sanitary District treatment plant and the southern border of Waukegan that appears to be underutilized. This area is separated from the active part of AbbVie's lakefront campus by the Canadian National Railroad tracks that run north to Waukegan. It appears that AbbVie does not actively use this land and this area is not part of the company's campus redevelopment plan, which is slated for implementation in 2016.

Redevelopment of this property could serve as a major asset for the City because it may allow expanded access to Lake Michigan for residents and visitors from around the region. North Chicago and the Foss Park District should work with AbbVie to understand how this lakefront land has been used in the past and how the company plans to use this space in the future. If discussions reveal an opportunity for North Chicago to redevelop the site with an open space component, the City should pursue an IDNR Open Space Lands Acquisition and Development (OSLAD) Grant, which offers funding assistance to local governments to acquire and develop open space.

Increase utilization of open space resources

In addition to Foss Park, North Chicago is home to several neighborhood parks, the Foss Park District Community Center, two 18-hole golf courses, and the Greenbelt Forest Preserve. Despite the City's vast open space resources, meetings with community residents indicate that these areas are often underutilized. Residents often visit the City's parks for community events, but do not use the open space facilities as often for recreation due to maintenance, programming, and safety issues. To encourage greater utilization of local parks, the City should partner with the Foss Park District to create a long-term plan that facilitates decision-making related to improving open space operations, programming, and administration. The long-term open space plan should prioritize investments that directly address resident concerns, such as enhancements to security, lighting, beautification, and maintenance.

To further encourage residents to use the City's parks, the Foss Park District should partner with local institutions and community groups to promote events that highlight the community's open space resources. Special events like movies in the park, family fun fests, and heritage festivals can draw residents and visitors from throughout the community. In addition, the Foss Park District could partner with CUSD 187 to organize field trips to Foss Park as implementation of the Foss Park Plan evolves. Foss Park field trips could highlight the unique species diversity along Lake Michigan and teach the importance of bluffs, ravines, and stormwater management.



Address stormwater management and flooding issues

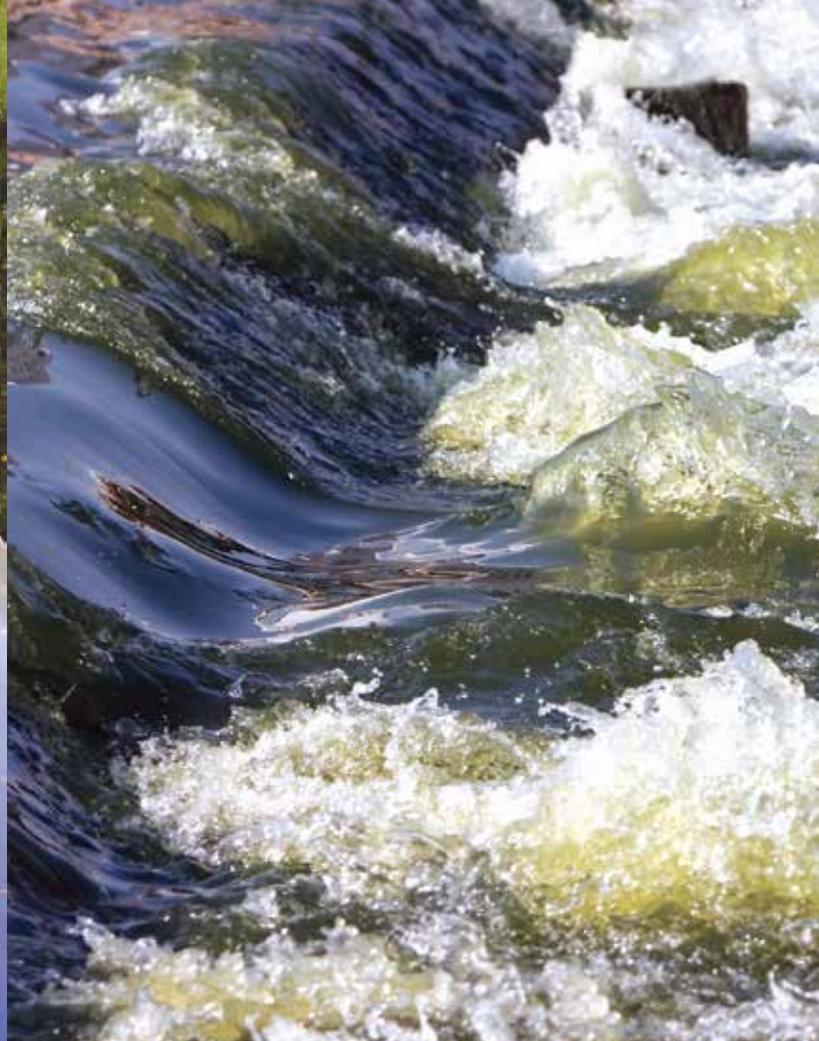
Build a better understanding of stormwater issues affecting the City

In recent years, North Chicago has made strides to alleviate flooding by cleaning storm drains, updating sewer lines, performing daylighting, and improving detention basins. However, the City should continue such efforts in flood prone areas of the City, particularly the areas along Green Bay Road, U.S. 41 (Skokie Highway), and Route 43 (Waukegan Road). Understanding where floodwaters are coming from and which properties in the community are being impacted by them is essential to reducing damage from future flooding events. The *North Branch Chicago River Watershed Plan* developed by the Lake County Stormwater Management Commission (SMC) provides direction and recommendations to restore the North Branch Chicago River Watershed, which encompasses more than 50 square miles of Lake County, including North Chicago. The watershed plan identified a number of factors that contribute to flooding in North Chicago and the surrounding watershed, including inadequate infiltration detention due to the prevalence of impervious surfaces, the proximity of development to the floodplain, inappropriate use of floodplain land, and undersized culverts.

North Chicago should develop a comprehensive stormwater management study to specifically examine both overbank and urban flooding issues to determine how gray and green infrastructure can provide solutions to the flooding issues facing the City. Gray infrastructure solutions include updating conventional piped drainage, maintaining culvert systems, and expanding sewer capacity. Green infrastructure solutions are used to complement gray infrastructure by using



natural landscapes to manage stormwater flow and increase stormwater infiltration. Once the stormwater management study is complete, the recommendations from the study should be developed into a stormwater management plan that can then be integrated into the City's capital improvement plan. The stormwater management plan should emphasize the importance of soliciting information from residents regarding the location of flooding in the City's residential neighborhoods. The City should continue to promote the Citizen Communication Center on its website to track and respond to neighborhood flooding concerns while the City develops its stormwater management plan.



Utilize best management practices on public property

If not properly managed, stormwater runoff can cause flooding, degraded water quality, and contaminated waterways. The City can make strides toward addressing these issues by integrating stormwater best management practices into the everyday function of City departments, including road construction, and the landscaping of parks, schools, and municipal properties. Including public rights-of-way, the Foss Park District, and CUSD 187, the City of North Chicago has significant public land holdings within the community that can be retrofitted to help address stormwater issues. The City should continue existing efforts to coordinate upgrades to the City's aging water and sewer infrastructure with road maintenance projects and the installation of green

infrastructure for roadway projects. (See *Chapter 5: Transportation*) The City should explore opportunities to replace turf grass with native landscaping in prominent areas throughout the community to help educate residents on best management practices. Similarly, roads that manage drainage with culverts should be modified to replace turf grass with deep rooted native landscaping to encourage infiltration. On a sub-regional level, the City should continue to work with the City of Waukegan, the East Skokie Drainage District, and Lake County SMC to address stormwater management issues regarding roadway improvements and detention basin modifications in the City's flood prone areas.



Educate private property owners on stormwater control techniques

The City should consider launching a comprehensive outreach and education program aimed directly at citizens to encourage stormwater management practices on private property. As a part of this program, the City should utilize educational materials from the SMC, which includes a wide range of strategies to address water quality and flood reduction in the City's residential neighborhoods. Information targeted at commercial and institutional land uses in

addition to residents can be found through the Center for Neighborhood Technology's (CNT) [Rain Ready](#) webpage, which provides scalable solutions to address stormwater issues. Links to these materials should be included on the City's Citizen Communication Center website, advertised in residential water bills, promoted through regularly distributed newsletters, and presented in conjunction with community ideas forums as discussed in *Chapter 7: Community Engagement and Capacity*.



Utilize floodplains and wetlands for essential flood control services

North Chicago contains a number of open space areas that contain floodplains and wetlands, which provide flood control during storm events. While these areas are often considered underutilized land, the natural processes that these areas provide would be prohibitively expensive to replicate utilizing gray infrastructure. Moving forward, North Chicago must preserve land within the base floodplain and its wetland areas to protect against increased stormwater hazards, loss of habitat, and reduced water quality. Specific areas of the community that help provide flood control include the Greenbelt Forest Preserve, the Foss Park Golf Course, the Willow Glenn Golf Club, the IDOT and Tri-State Tollway properties south of Buckley Road between U.S. 41 (Skokie Highway) and Route 43 (Waukegan Road), specific areas along the Skokie River, and portions of the Abbott campus.

The North Branch Chicago River Watershed

Plan identifies a number of best management practices for floodplain and wetland protection in North Chicago. The Watershed Plan identifies a number of parcels west of Green Bay Road that may be appropriate for stormwater storage. The information discussed in the watershed plan underscores the need for context sensitive redevelopment along the Green Bay Road and U.S. 41 (Skokie Highway) corridors as discussed in *Chapter 3: Economic Development*. It also highlights the presence of significant wetlands within the currently undeveloped land northeast of the interchange of I-94 (Tri-State Tollway) and Buckley Road, which the City will have to consider if it moves forward with annexation of this area as discussed in *Chapter 2: Future Land Use*.

Enhance the City's drinking water system

Develop an asset management plan

The City continues to meet the conditions of its IDNR Lake Michigan water allocation permit. However, given the age of the City's infrastructure and the importance of this system to the future of the City, diligent management of drinking water should remain a priority for North Chicago. The City's Public Works Department should develop an asset management plan to complement its ongoing study of both untreated and potable water in an effort to minimize nonrevenue water. An asset management plan includes development of a long-term funding strategy that will help to align water rates with the level of service desired by residents, businesses, and institutions. A comprehensive analysis of the City's water rates is necessary to ensure

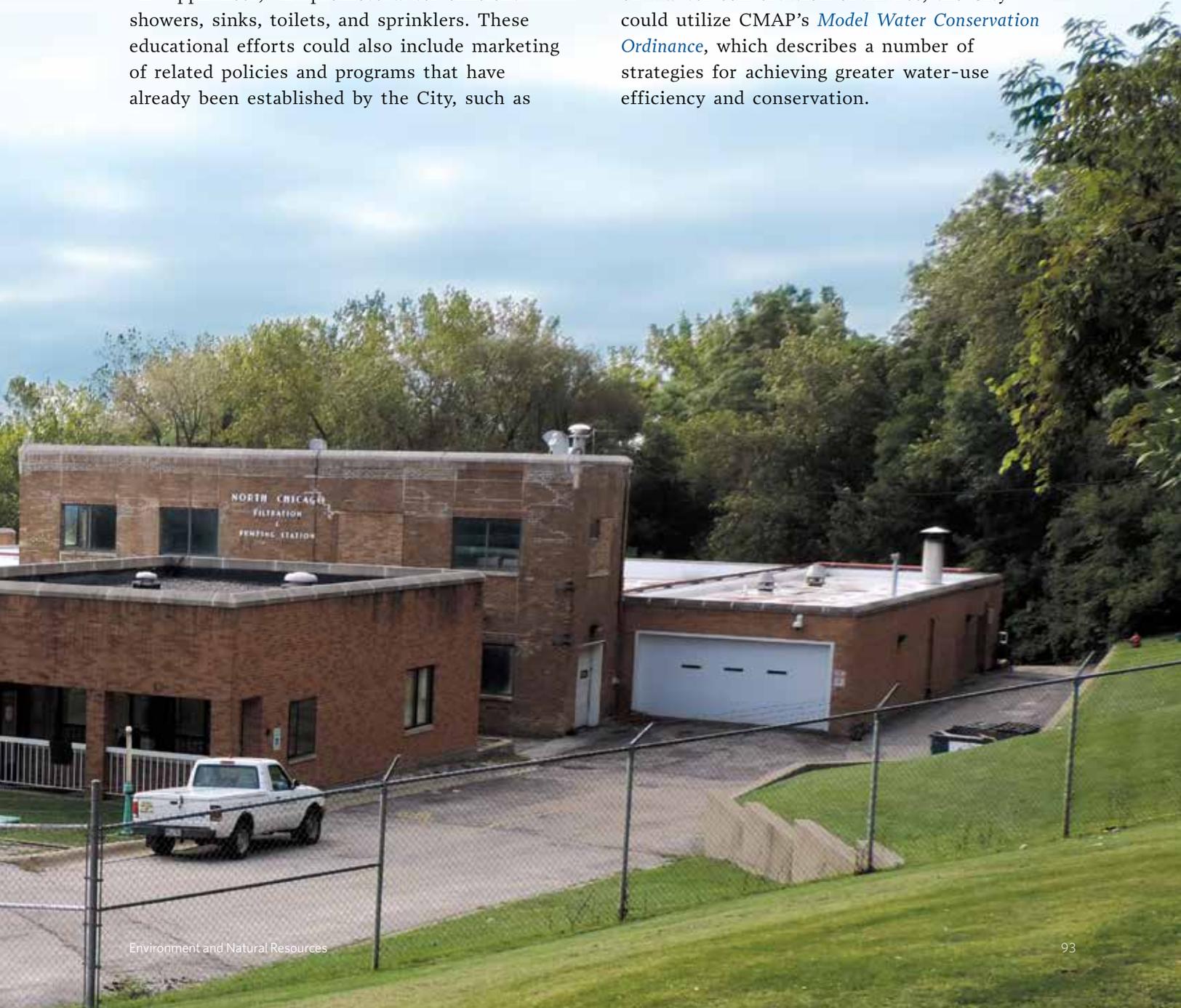
sufficient funding for the City to operate the water utility. The asset management plan will also serve to minimize nonrevenue water and give the community the tools that it needs to conduct a study of full-cost water pricing. Full-cost water pricing is a water management strategy used to set prices for water services in an efficient way that encourages efficient drinking water and wastewater services. The [U.S. EPA](#), the [American Water Works Association](#), and CMAP have collaborated to create information that can help the City develop a better understanding of full cost recovery [Full-Cost Water Pricing Guidebook for Sustainable Community Water Systems and Water 2050 Northeastern Illinois Regional Water Supply/Demand Plan](#).



Encourage water efficiency through education

In addition to completing an analysis of the City's water assets, the City should explore opportunities to increase water efficiency through community education programs. North Chicago staff should develop material that promotes water conservation on the City's website, at educational forums, in water bills, and as part of homeowner information packets. This material can include information regarding the proper installation of water fixtures, fittings, and appliances, and promote water efficient showers, sinks, toilets, and sprinklers. These educational efforts could also include marketing of related policies and programs that have already been established by the City, such as

water audits and rain barrel distribution. North Chicago could adapt a number of resources to address this objective, including *water bill inserts* developed by CMAP and information from the U.S. EPA's *WaterSense* program. To complement these educational programs, the City should consider adopting a water conservation ordinance as part of its planned update to the City's development regulations. To help facilitate development of a water conservation ordinance, the City could utilize CMAP's *Model Water Conservation Ordinance*, which describes a number of strategies for achieving greater water-use efficiency and conservation.



Chapter 7

Community Engagement and Capacity

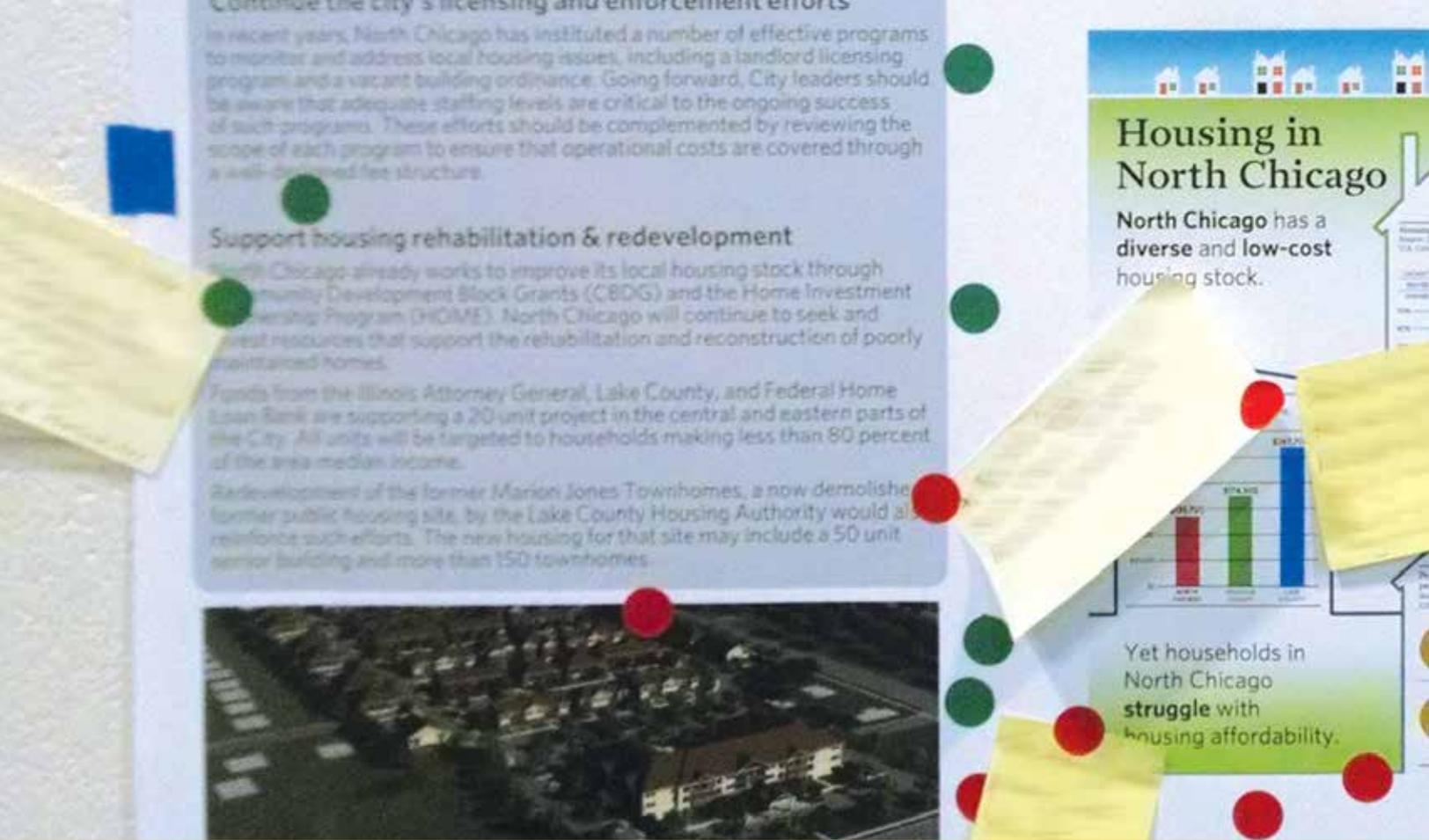


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COMMUNITY
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Creating opportunities for community engagement and capacity among elected officials, City staff, and community stakeholders will be a major key in implementing the recommendations of this Comprehensive Plan. The City of North Chicago should consider creative and targeted approaches to engage residents, businesses, and institutions while forging new relationships and incorporating stakeholder priorities into plan implementation activities.



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Summary of existing conditions and key findings

The following summarizes the key findings that underpin the community engagement and capacity recommendations of the Comprehensive Plan. **Figure 7.1: Community Engagement and Capacity** provides an overall perspective on the major issues regarding this topic.



participants to own the physical structure of their home but not the underlying land, which they lease from the CLT. Whenever the owners decide to sell their home, the CLT either repurchases the homes at below-market prices or requires the sale to be completed to another income-eligible household.

Cooperative housing developments are projects in which a corporation owns the real estate and each occupant of the development buys an ownership stake in the corporation.

Lease-purchase programs typically allow participants to select a home and a local housing finance agency to buy the home on behalf of the participant. The agency serves as the initial owner and property manager. After demonstrating the ability to make timely lease payments to the agency, the participants are allowed to purchase the home by assuming the unpaid balance of the mortgage.

Limited equity housing cooperatives are a subset of cooperative housing ownership in which the resale price of an ownership share is limited in order to ensure that the development remains affordable to low-income households.

Sweat equity is the ownership model used by Habitat for Humanity where the sale price of a new home is made affordable to the purchaser because of the time (typically 500 hours) that the purchaser has spent in a mixture of education classes and on-site house construction.



Community participation is not representative of the diverse character of North Chicago. Despite the variety of community outreach activities that have been undertaken as part of the comprehensive planning process, the feedback received has not been representative of the City's demographics.

North Chicago residents and stakeholders are committed to participating in community activities and plan implementation. It will be difficult for the City to make headway on the objectives of the Comprehensive Plan without utilizing community partnerships and improved direction from elected officials and City staff.

North Chicago has many longtime residents and several major longstanding institutions that can serve as resources for effective community engagement. The City must expand its relationships with these residents and institutions through long-term community engagement that can help the City move forward with both the existing projects and new projects outlined in the Comprehensive Plan.

Figure 7.1: Community engagement and capacity
 Source: Chicago Metropolitan Agency for Planning.



North Chicago has many longtime residents and several major longstanding institutions that can serve as resources for effective community engagement.

Community engagement and capacity recommendations

Explore innovative public engagement methods to implement the Comprehensive Plan

Educational forums

North Chicago has struggled to obtain community input that represents its diverse character and population. City officials, staff, and stakeholders should look for unique opportunities to engage all groups that make up the North Chicago community. Although North Chicago officials and staff will become well-versed in the recommendations of the Comprehensive Plan, residents, stakeholders, and community partners may not be as familiar with the content of the Plan. In the months following adoption of the Comprehensive Plan, City staff should consider holding educational forums throughout the community to introduce the

topics, challenges, and implementation activities related to the Plan. To be most effective and inclusive, staff could record these educational forums in order to broadcast them on local cable access television and to make them available on the City's website. These educational forums would also be a useful tool to interact with local institutions, businesses, and community groups to promote new programs and incentives offered by the City, to coordinate event sponsorship, and to coordinate speakers on various topics. These educational forums can be held in conjunction with mayoral community meetings, ward meetings, or other municipal activities that already attract North Chicago residents and stakeholders.



Public ideas forums

North Chicago should hold public ideas forums that involve informative speakers, table discussions, and participation activities to begin a dialogue on a range of topics addressed in the Comprehensive Plan. Ideally these public ideas forums will be held twice a year to allow City officials and staff to update the public on plan implementation and local development activity. The public ideas forums will also serve as an opportunity to communicate with local stakeholders, find out about changing priorities, and identify new issues or ideas. The public ideas forums can be held in conjunction with mayoral community meetings, ward meetings, or other municipal activities that already attract North Chicago residents and stakeholders.

Website updates

The City of North Chicago will create a webpage for the Comprehensive Plan that residents and stakeholders can use to read the Plan in its entirety, keep track of plan progress, and access information on community events related to the Plan. This webpage can also house interim plan materials, such as the Existing Conditions Report in order to view maps, demographic information, and, community engagement material. The Comprehensive Plan webpage should be easy to access from the homepage of the City's website, and should provide the City with opportunities to update users through social media and community newsletters.



Engage the diverse population of North Chicago

Senior engagement

The diversity of North Chicago’s residents is a major asset to the City. The officials and staff of North Chicago should commit to actively engaging all residents of the City in plan implementation activities. The projected growth of North Chicago’s population of seniors will make it essential for the City to target this important demographic in community planning activities for years to come. North Chicago officials and staff should continuously engage with local religious congregations, public housing residents, and social service agencies to focus on the needs of the senior population in the community, particularly as they relate to housing, transportation, and economic development. Senior engagement also provides numerous opportunities for increased volunteerism among this segment of the population considering that many seniors are interested in finding programs that allow them to give back to the community.



Youth engagement

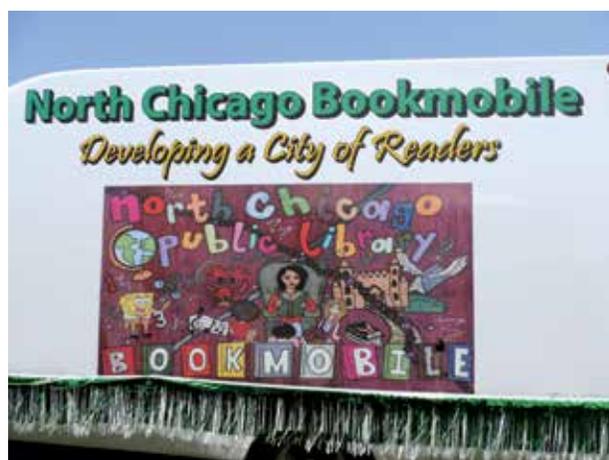
Engaging youth lends a unique perspective to the implementation of the City’s Comprehensive Plan. There are numerous recommendations in the Plan that can be made more successful by involving the City’s school-aged population, such as improvements to facilities for pedestrians and bicyclists (*Chapter 5: Transportation*) and parks programming (*Chapter 6: Environment and Natural Resources*). Engaging with CUSD 187, the CUSD 187 Bilingual Parent Advisory Council, Connecting Opportunities Networks Nurturing Education Community and Talent (CONNECT) North Chicago, North Chicago Community Partners (NCCP), and the Lake County Community Foundation can strengthen the impact and outcomes of the Plan’s community



development recommendations. Representatives of these groups should work together to create a North Chicago Youth Council, which is an engagement strategy that provides educational opportunities related to government that strengthens community involvement among young people. This council would allow North Chicago's youngest residents to contribute to identifying issues in the community, and work toward policy change that influences their quality of life. Youth councils are becoming an essential component of community engagement programs around the country, from small cities, like [Evanston](#), to larger communities, like [Kansas City](#) and [San Francisco](#), which can serve as models for the creation of a similar group in North Chicago.

Latino outreach

Even though nearly 31 percent of North Chicago's population identifies as Latino, community participation by this group was not representative of this fact during the comprehensive planning process. In order to better integrate the growing population of Latinos in future community activities, North Chicago officials and staff should continue to ensure that all marketing materials are translated into Spanish and distributed in key locations throughout the City including, schools, places of worship, and public buildings, such as libraries, post offices, and municipal buildings. City officials should also seek to fully engage existing leaders within the Latino community and seek to recruit new leaders to circulate the recommendations included in the Comprehensive Plan and how they speak to the Latino community. These community leaders should be asked to facilitate engagement with North Chicago's Latino population and invite the community to participate in projects that implement plan recommendations.



Immigrant integration

As further indication of the diversity within North Chicago, nearly 19 percent of the population of the City is foreign born. City officials and staff should take steps to ensure that foreign born residents and stakeholders are provided with the same opportunities to engage in community planning activities as other resident groups. The MMC and CMAP have developed an *Immigrant Integration Toolkit* that presents a variety of techniques that municipalities have successfully implemented to address integration and to create a culture of inclusion. The toolkit addresses common challenges associated with engaging immigrant populations, such as marginal participation in municipal government, lack of representation on local boards and commissions, mistrust of government, and language issues. North Chicago officials and staff should utilize this toolkit to identify relevant case studies that can be implemented successfully. Selected strategies that could be particularly useful include the following:

- City staff can create welcome packets for new residents that provide important information regarding North Chicago, including contact information, community events, and updates on the progress of the Comprehensive Plan. The welcome packet should be available in languages that reflect the diversity of North Chicago's residents.
- North Chicago can offer elected officials and municipal staff training to help them interact with immigrant groups and understand the basics of the immigration process. This training can be particularly useful for staff members that work directly with residents because it will help provide an understanding of cultural differences and build a foundation for successful engagement efforts in the future.
- City officials should target opportunities to modify the membership of local boards and commissions so that they reflect the demographics of the community. North Chicago officials and staff should make a concerted effort to meet with the leaders of the immigrant community to encourage active participation in the boards and commissions that help govern the City. Participation by these leaders will make it easier for the City to connect and engage with the broader immigrant community.

Re-engage existing resident groups and facilitate the creation of new community groups

Identify and connect with existing resident and community groups

Residents will forever be the backbone of the North Chicago community. Supporting an engaged, informed, and active resident base will not only improve implementation of the Comprehensive Plan, but it will also create a network of participants to move future plans and activities forward. North Chicago will ensure that City staff are aware of the institutions and organizations that are active in the community by providing updated descriptions of each group and accurate contact information. This information will make it easier for the City to engage residents in relevant planning activities and provide City staff with a foundation for invitations to community meetings and events. North Chicago's Community Information Coordinator should develop an outreach plan based on the objectives of the Comprehensive Plan and the opportunities to engage various segments of the population. City officials and staff should use the comprehensive planning process to reintroduce themselves to local community groups, and use the implementation of the Plan to provide these groups with new energy and focus.

Assist in the creation and coordination of new community groups

While it is important to reconnect with existing community groups, North Chicago officials and staff should work to assist residents and stakeholders in the creation and coordination of new community groups. There may be opportunities to create new community groups whose focus parallels some of the objectives of the Comprehensive Plan, particularly as these objectives relate to specific community demographics and neighborhood locations. The process of creating new community groups should start by discussing the creation of neighborhood block clubs with members of the City Council. *Block clubs* are designed to allow residents and various stakeholders to program activities that improve quality of life in their neighborhood. City officials and staff should work to identify community leaders willing to start block clubs, assist them with registering their block club with the City, and recruiting membership. Once established, block clubs can become a regular programming partner and representative voice of the City's residents. Block clubs are often interested in topics such as housing, open space, and economic development, all of which are topics that are addressed at some level in the Comprehensive Plan.

Improve outreach and communication with local institutions and businesses

Maintain a database of existing businesses and institutions

In the same manner that North Chicago strives to strengthen partnerships with residents and community groups, the City should also strive to strengthen partnerships with local institutions and the businesses community. North Chicago staff should continue to maintain a database of existing businesses and institutions, primarily through the Department of Economic and Community Development in collaboration with the North Chicago Chamber of Commerce. The database should include contact information for key individuals within each entity and should be periodically updated in order to maintain the effectiveness of this database. A precise and up to date listing of local businesses and institutions will make it easier for the City to recruit partners for specific objectives that relate to the Comprehensive Plan.

Continue to work with the North Chicago Chamber of Commerce

As City staff works to recruit new businesses and institutions to North Chicago, they should be sure to highlight the services and benefits of joining the North Chicago Chamber of Commerce. City staff should also have a standing agenda item for each Chamber meeting that allows them to update Chamber members on the progress of current projects and to assist in recruiting partners for upcoming initiatives. Maintaining constant and transparent lines of communication will sustain the interest of businesses and institutions in order to strengthen their involvement in plan implementation. These activities will also improve the relationships between the City and its local institutions and businesses, which the City can use to help recruit new businesses seeking to relocate to North Chicago. A discussion of other techniques for business attraction and retention can be found in *Chapter 3: Economic Development*.



Photo courtesy of City of North Chicago.

Facilitate periodic business community meetings
City officials and staff should complement the work of the North Chicago Chamber of Commerce by seeking to communicate with local institutions and businesses outside of meetings led by the Chamber. In August 2015, City staff coordinated a meeting for members of the City’s business community regardless of whether they were members of the Chamber. This meeting was held to discuss the needs of the City’s business community and how the business objectives of these entities could be addressed as part of the implementation of the Comprehensive Plan. Many attendees were facing similar challenges in regard to business development, particularly the need for qualified employees, the need for improved workforce development, and the need for targeted infrastructure improvement at key locations within the City. Staff should continue to facilitate these types of meetings on a semi-annual or annual basis to update the business community on the progress of the Plan and to identify opportunities for partnership on upcoming initiatives.



Photo courtesy of City of North Chicago.



Photo courtesy of City of North Chicago.

Identify specific projects that require partnerships with local representatives

While relationship building is an important factor in working with local institutions and businesses, the City has the opportunity to target specific projects that implement the goals of the Comprehensive Plan. Examples of specific projects can include, but are not limited to:

- Work with NSGL to receive support for Sheridan Crossing, the opening of the National Museum of the American Sailor, and new hotel developments in North Chicago that are oriented to visitors to NSGL.
- Work with NSGL and CUSD 187 to introduce the *SeaPerch* program, a national science, technology, engineering, and mathematics (STEM) program organized by the Office of Naval Research that engages high school students in engineering and robotics projects.

- Work with NSGL, the Lovell Federal Health Care Center, and Rosalind Franklin University to support the redevelopment of the Halsey Village site and associated accessibility improvements along Green Bay Road and Buckley Road.
- Work with the FBI and the Foss Park District on mitigating operational concerns regarding the FBI firing range.
- Work with AbbVie on redevelopment or reuse of the inactive portions of its lakefront campus.
- Work with Abbott on annexation of unincorporated land west of U.S. 41 (Skokie Highway) to I-94 (Tri-State Tollway).



Identify opportunities for intergovernmental collaboration

Collaboration can be a key component for economic prosperity in North Chicago as it implements the objectives of the Comprehensive Plan. There are opportunities for increased internal collaboration in regard to how City departments work with one another, and how the City works with external parties, such as, neighboring municipalities, county government, regional agencies, state agencies, and private entities. Opportunities for multi-jurisdictional cooperation on housing development, infrastructure improvements, open space improvements, workforce development, collaborative funding, and development projects should be explored by City staff. Opportunities can include, but should not be limited to:

- Work with the Lake County Workforce Development Board and the College of Lake County on ways to educate residents about existing workforce programs.
- Work with local nonprofit organizations such as the Affordable Housing Corporation of Lake County and LCRDC on models for increasing homeownership.
- Work with IDOT and LCDOT to construct new active transportation facilities.
- Work with Metra and Pace to assess future transit needs and design plans for service improvements where applicable.
- Work with the Foss Park District to implement the priorities of the Foss Park Master Plan.
- Work with SMC on local stormwater issues.





Chapter 8 Implementation

The successful implementation of the North Chicago Comprehensive Plan is the combined responsibility of City leadership, staff, local businesses, community organizations, and engaged residents. While the Plan contains a number of long-term strategies, the City should prioritize short-term strategies to create momentum for North Chicago's community development goals. The items listed in **Table 8.1: Short-Term Implementation Actions** and **Table 8.2: Medium-Term Implementation Actions** are those that can be significantly advanced in the next two years and should be prioritized by the City for implementation. Many of the short-term actions in this chapter





focus on meetings with stakeholders regarding topics of significant importance to the City. Such meetings will be invaluable to the progress of this Plan as North Chicago builds support among key partners within the community and targets implementation priorities. The items listed in **Table 8.3: Long-Term Implementation Actions** should be pursued as key opportunities arise. The long-term actions in Table 8.3 focus on major recommendations in the Plan which will require City staff to identify a series of interim steps as the City pursues various projects over time.

In recognition of the role different organizations play within the

community, the tables include groups that could play a role in specific steps of the implementation process. The tables highlight key partners that should be involved in specific implementation steps and identifies potential funding sources to support implementation. Two years after the Comprehensive Plan has been adopted, the City should review its progress on the action items listed in this chapter and make coordinated decisions about how to implement priorities for the ensuing two years. Such priorities may be developed using the community engagement techniques highlighted in *Chapter 7: Community Engagement and Capacity*.



Image courtesy of Solomon Cordwell Buenz.

Table 8.1: Short-term implementation actions (0-6 Months)

| Section | Strategies | Lead Implementer | Key Partners | Potential Funding Sources |
|---------------------------|--|-----------------------|--|--|
| Economic Development | Work with the U.S. Economic Development Administration to receive funding to assist with the relocation and expansion of manufacturing firms in North Chicago. | City of North Chicago | U.S. Economic Development Administration, Local Businesses | U.S. Economic Development Administration |
| | Evaluate the types of uses that should be developed at Sheridan Crossing based on feedback from the project developer upon the completion of the due diligence phase of the project. | City of North Chicago | Sheridan Crossing Developer, NSGL | N/A |
| | Support redevelopment of Halsey Village paying particular attention to appropriate land uses and site configuration. | City of North Chicago | Halsey Village Developer, Hunt Companies, NSGL | N/A |
| | Meet with workforce development entities to facilitate the creation of a systematic means of providing residents with information about workforce development resources in the area. | City of North Chicago | Lake County Workforce Development Board, College of Lake County, CONNECT North Chicago, North Chicago Public Library, NCCP, CUSD 187, Rosalind Franklin University | N/A |
| Housing and Neighborhoods | Work with nonprofit partners to operate a local housing rehabilitation program. | City of North Chicago | Affordable Housing Corporation of Lake County, Lake County Planning, Building, and Development Department | CDBG, HOME |
| | Advocate for the redevelopment of the Marion Jones site. | City of North Chicago | Lake County Housing Authority, Illinois Housing Development Authority | N/A |
| | Meet with North Chicago’s Lake County Board representatives to discuss the importance of implementing the Analysis of Impediments to Fair Housing report. | City of North Chicago | Lake County Board Members | N/A |
| Transportation | Review the internal process for how North Chicago submits projects to the TIP to confirm that the City’s planning, engineering, and transportation concerns are addressed. | City of North Chicago | LCDOT, Lake County Council of Mayors | N/A |
| | Work with LCDOT and IDOT to use IDOT’s Preferred Truck Route Application process to designate local truck routes. | City of North Chicago | LCDOT, IDOT | N/A |

Table 8.1: Short-term implementation actions (0-6 Months)

| Section | Strategies | Lead Implementer | Key Partners | Potential Funding Sources |
|-----------------------------------|--|-----------------------|--|---------------------------|
| Environment and Natural Resources | Meet with the Foss Park District to formally agree on the ownership and maintenance of Lakeview Avenue. | City of North Chicago | Foss Park District | N/A |
| | Initiate biannual meetings to discuss progress on implementing the Foss Park Master Plan by identifying resources the Foss Park District needs from outside entities. Of particular interest to the City are beach enhancements, improved accessibility and wayfinding, restored coastal habitat areas, and unique landscape character enhancements. | Foss Park District | City of North Chicago, Openlands, IDNR, NOAA | N/A |
| | Initiate biannual meetings with the FBI regarding operations of the FBI firing range, focusing on ways to mitigate negative impacts of the site. | City of North Chicago | FBI, Foss Park District | N/A |
| Community Engagement and Capacity | Develop a 2016 outreach plan led by North Chicago staff. | City of North Chicago | NCCP | N/A |
| | Maintain database of existing businesses. | City of North Chicago | North Chicago Chamber of Commerce, Local Businesses | N/A |
| | Update the City website to include a link to the Comprehensive Plan including documents regarding implementation projects, timelines, and contact information. | City of North Chicago | N/A | N/A |
| | Continue implementation of CONNECT North Chicago including engagement of key stakeholders. | City of North Chicago | CUSD 187, Local Religious Congregations, Local Social Service Agencies, Lake County Community Foundation | Corporate Sponsorships |
| | Continue collaboration with NSGL to further strengthen relationships, identify potential partnerships in areas of mutual benefit, and address potential planning issues. | City of North Chicago | NSGL | N/A |

Table 8.2: Medium-term implementation actions (7-24 months)

| Section | Strategies | Lead Implementer | Key Partners | Potential Funding Sources |
|---------------------------|--|-----------------------|---|---------------------------|
| Future Land Use | Comprehensively revise the zoning ordinance and other development controls to ensure they are consistent with the recommendations of this Plan through assistance from a zoning consultant or from CMAP. | City of North Chicago | TBD | TBD |
| Economic Development | Meet with Lake County Partners and similar organizations four times per year to discuss the relocation and expansion needs of advanced manufacturing businesses in the area. | City of North Chicago | Lake County Partners | N/A |
| | Meet with various organizations four times per year to discuss small business assistance and techniques to address employment needs. | City of North Chicago | North Chicago Chamber of Commerce, Lake County Workforce Development Board, College of Lake County, Illinois Small Business Development & International Trade Center | N/A |
| | Complement attendance at North Chicago Chamber of Commerce meetings with City-sponsored meetings with the City's wider business community (regardless of Chamber membership). | City of North Chicago | North Chicago Chamber of Commerce, Local Businesses | Corporate Sponsorship |
| Housing and Neighborhoods | Evaluate the success of the 20 unit LCRDC project on increasing local homeownership. | City of North Chicago | LCRDC, Lake County Planning, Building, and Development Department | N/A |
| | Meet with nonprofit partners to discuss ways to foster homeownership | City of North Chicago | LCRDC, Affordable Housing Corporation of Lake County, Lake County Housing Authority, Habitat for Humanity, Lake County Planning, Building, and Development Department | N/A |
| | Review the City's rental regulations against best practices in other parts of the region, such as the ongoing south-suburban pilot project. Assess whether staffing levels are sufficient to successfully operate existing programs. | City of North Chicago | MMC | N/A |

Table 8.2: Medium-term implementation actions (7-24 months)

| Section | Strategies | Lead Implementer | Key Partners | Potential Funding Sources |
|----------------|--|-----------------------|--|---|
| Transportation | Develop and track performance measures for implementation of Access Unlimited: A Complete Streets Policy Guide on an annual basis. | City of North Chicago | LCDOT, IDOT | N/A |
| | Negotiate the purchase of the former EJ&E rail spur. | City of North Chicago | Canadian National Railway, AbbVie | OSLAD, Recreation Trails Program, Illinois Bike Path Grant Program |
| | Complete planned bicycle projects, such as the, relocation of the McClory Bike Path, sidepath on Route 137, and road diet on 14th Street. | City of North Chicago | City of Waukegan, Pace, LCDOT, IDOT | Surface Transportation Program (STP), Illinois Transportation Enhancement Program (ITEP), TAP, Congestion Mitigation and Air Quality Improvement Program (CMAQ) |
| | Prioritize missing pedestrian connections, such as Buckley Road, Green Bay Road, Sheridan Road, and Foss Park Avenue. | Lake County DOT | City of North Chicago, Pace, IDOT | STP, ITEP, TAP, CMAQ |
| | Review data from Metra and Pace to identify service improvements, and prioritize the need for shelters, sidewalks, signage, and other amenities. | City of North Chicago | Pace, Metra, LCDOT, IDOT | CMAQ, STP |
| | Utilize CMAP's Functional Classification Revision Workbook to revise the functional classifications for roadways in North Chicago. | City of North Chicago | CMAP, Lake County Council of Mayors, LCDOT, IDOT | N/A |
| | Complete roadway maintenance in locations identified by the City and stakeholders, including Dugdale Road, 14th Street (from Green Bay Road to Sheridan Road), the intersection of Broadway Avenue and Glenn Drive, and Argonne Drive. | City of North Chicago | LCDOT, IDOT | STP |
| | Complete extension of Frontenac Avenue from Berwyn Avenue to Brompton Avenue. | City of North Chicago | N/A | N/A |
| | Review the City's prioritized list of transportation projects and consider whether changes are needed due to progress in the redevelopment of Sheridan Crossing. | City of North Chicago | LCDOT, IDOT | N/A |
| | Review the City's prioritized list of transportation projects and consider whether changes are needed due to progress in the redevelopment of Halsey Village. | City of North Chicago | LCDOT, IDOT | N/A |

Table 8.2: Medium-term implementation actions (7-24 months)

| Section | Strategies | Lead Implementer | Key Partners | Potential Funding Sources |
|-----------------------------------|---|-----------------------|--|---|
| Environment and Natural Resources | Complete the City’s ongoing study of sewer related infrastructure, and implement its recommendations. | City of North Chicago | LCDOT, IDOT | N/A |
| | Begin annual discussions with AbbVie to discuss plans for currently unused land along Lake Michigan and adjacent areas. | City of North Chicago | Foss Park District, AbbVie | N/A |
| | Complete the City’s ongoing study of its untreated and potable water and design a plan for implementation of its recommendations. | City of North Chicago | Major Water Users, LCDOT, IDOT | N/A |
| Community Engagement and Capacity | Hold educational forums. | City of North Chicago | Residents, Elected Officials, Lake County Community Foundation, CUSD 187, Religious Congregations, Social Service Agencies | Corporate Sponsorships, Lake County Community Foundation Grant (501c3 partner required) |
| | Hold public ideas forums. | City of North Chicago | Residents, Elected Officials, Lake County Community Foundation, CUSD 187, Religious Congregations, Social Service Agencies | Corporate Sponsorships, Lake County Community Foundation Grant (501c3 partner required) |

Table 8.3: Long-term implementation actions (24 months and beyond)

| Section | Strategies | Lead Implementer | Key Partners | Potential Funding Sources |
|----------------------|--|-----------------------|---|------------------------------|
| Future Land Use | Work with neighboring municipalities to draft and revise boundary agreements and explore annexation of unincorporated Lake County. | City of North Chicago | City of Waukegan, Village of Green Oaks, Village or Lake Bluff | N/A |
| | Work with Abbott to explore annexation of the land utilized for the company’s headquarters and nearby undeveloped land. | City of North Chicago | Abbott | N/A |
| Economic Development | Explore complimentary development in the areas south and west of Sheridan Crossing for future commercial and/or industrial purposes. | City of North Chicago | N/A | N/A |
| | Explore complimentary development in the areas around Downtown for future transit-oriented development around the North Chicago Metra Station. | City of North Chicago | Metra, Pace, AbbVie | N/A |
| | Install gateway and wayfinding signs at key locations. | City of North Chicago | Foss Park District, NSGL, Lovell, Rosalind Franklin University, LCDOT, IDOT | CDBG, Corporate Sponsorships |
| | Install streetscaping components at key locations. | City of North Chicago | IDOT, LCDOT | ITEP |
| Transportation | As major pedestrian and bicycle projects are completed, identify existing staff to establish programs and events to promote active transportation. | City of North Chicago | Active Transportation Alliance, Metra, Pace | N/A |
| | Develop a bus hub at the North Chicago Metra station. | City of North Chicago | Metra, Pace, AbbVie, Abbott, Rosalind Franklin University | STP, CMAQ |
| | Work to update or renovate the existing North Chicago Metra station house. | Metra | City of North Chicago | City of North Chicago, CDBG |
| | Realign 17th Street east of Sheridan Road to provide a direct connection to the area around the North Chicago Metra station. | City of North Chicago | Metra, Pace | N/A |
| | Identify key locations for native landscaping and other eco-friendly and pedestrian friendly infrastructure improvements such as curb inlets, and curb extensions as part of roadway and culvert projects. | City of North Chicago | N/A | N/A |

Table 8.3: Long-term implementation actions (24 months and beyond)

| Section | Strategies | Lead Implementer | Key Partners | Potential Funding Sources |
|-----------------------------------|--|-----------------------|------------------------------------|---------------------------|
| Environment and Natural Resources | Create partnerships to help North Chicago protect its lakeshore and establish the City as part of the regional Water Trails network. | City of North Chicago | IDNR, NOAA, Openlands | N/A |
| | Evaluate and update programming, security, lighting, beautification, and maintenance to increase open space utilization. | Foss Park District | City of North Chicago, CUSD 187 | N/A |
| | Develop a stormwater management plan that can be integrated into the City's capital improvement plan. | City of North Chicago | SMC, CMAP | N/A |
| | Invest in roadway improvements and detention basin modifications. | City of North Chicago | SMC, East Skokie Drainage District | N/A |
| | Identify existing staff to establish programs and events to promote stormwater control techniques for residents and private property owners. | City of North Chicago | SMC, CNT | N/A |
| | Preserve land that provides flood control in key locations between Green Bay Road and I-94. | City of North Chicago | SMC, East Skokie Drainage District | N/A |

List of Acronyms

| | |
|--|--|
| ADA: Americans with Disabilities Act | ITEP: Illinois Transportation Enhancement Program |
| CDBG: Community Development Block Grant | LCDOT: Lake County Division of Transportation |
| CEDS: Comprehensive Economic Development Strategy | LCRDC: Lake County Residential Development Corporation |
| CLT: Community Land Trust | MMC: Metropolitan Mayors Caucus |
| CMAP: Chicago Metropolitan Agency for Planning | NCCP: North Chicago Community Partners |
| CMAQ: Congestion Mitigation and Air Quality Improvement Program | NOAA: National Oceanic and Atmospheric Administration |
| CNT: Center for Neighborhood Technology | NSGL: Naval Station Great Lakes |
| CONNECT: Connecting Opportunities Networks Nurturing Education Community and Talent to the Youth of North Chicago | OSLAD: Open Space Lands Acquisition and Development |
| CREATE: Chicago Region Environmental and Transportation Efficiency | SMC: Lake County Stormwater Management Commission |
| CUSD: Community Unit School District | STEM: Science, Technology, Engineering, and Mathematics |
| EDA: United States Economic Development Administration | STP: Surface Transportation Program |
| EJ&E: Elgin, Joliet and Eastern Railway | TAP: Chicago Metropolitan Agency for Planning Transportation Alternatives Program |
| FBI: Federal Bureau of Investigation | TIP: Chicago Metropolitan Agency for Planning Transportation Improvement Program |
| HOME: Home Investment Partnership Program | TOD: Transit-Oriented Development |
| IDNR: Illinois Department of Natural Resources | UP-N: Metra Union Pacific North Line |
| IDOT: Illinois Department of Transportation | U.S. EPA: United States Environmental Protection Agency |
| ILCS: Illinois Compiled Statutes | |



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The Chicago Metropolitan Agency for Planning (CMAP) is our region's official comprehensive planning organization. The agency and its partners are developing ON TO 2050, a new comprehensive regional plan to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

See www.cmap.illinois.gov for more information.