

CITY OF WAUKEGAN, ILLINOIS

COMPREHENSIVE PLAN

Revised Draft
January 30, 2020

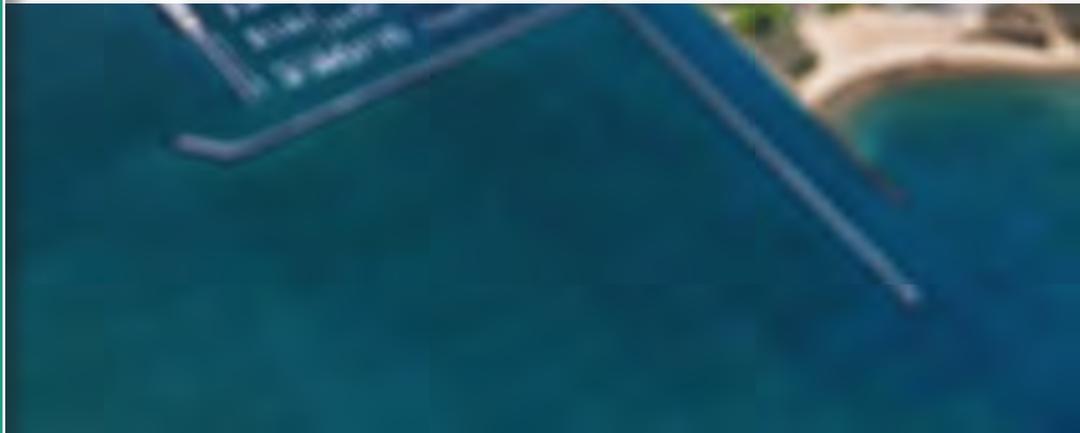


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ACKNOWLEDGMENTS



Source: City of Waukegan

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RATIO



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MAYOR'S MESSAGE

Content Forthcoming

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Waukegan in the Region

The City of Waukegan is leading the transformation of the North Shore region of Illinois. It is the county seat of Lake County and is located midway between Chicago and Milwaukee. Its proximity to regional transportation systems, including: Metra Union Pacific North service, Interstate 94, Skokie Highway (U.S. Highway 41), Green Bay Road (State Route 131), Sheridan Road (State Route 137), and the Waukegan National Airport, enables residents to travel north to Wisconsin and south to Chicago, Indiana, Michigan, and beyond.



WAUKEGAN TODAY



Source: City of Waukegan

Character & Identity

Welcome to Waukegan! Our community's diversity has been attractive to a variety of people throughout its history. Current trends reveal growth of residents of Latino/Hispanic origins, contributing to the community's historic legacy of diversity in the neighborhoods. Our civic spirit is alive. For example, the Waukegan Public Library is not just a library, it is a community resource center and a destination. Our City's residents value providing critical services to vulnerable populations in Waukegan balanced with economic growth and fiscal responsibility.

Neighborhoods

We are proud of our neighborhoods and the community they represent. Residential neighborhoods make up a significant part of Waukegan. Homes within the urban core are typically smaller and are more dense than homes in Waukegan's edge neighborhoods, generally located on the far west side of the City. Resident identity is defined by relationships and connection to the neighborhoods.

Commercial Corridors

We have thriving commercial corridors. Belvidere Road, Washington Street, and Grand Avenue are three primary commercial east-west corridors that are important to enabling residents and visitors access to the City. Beautification of these corridors is important to building

a positive impression of our community for residents and visitors as they enter Waukegan from the regional highway system. These gateway corridors connect Downtown Waukegan and the lakefront.

Downtown

Downtown Waukegan has a variety of arts, culture, civic, and institutional businesses. It is a destination for local residents and tourists to enjoy its entertainment and arts programming. Events, such as ArtWauk, attract residents and visitors to visit downtown. The Genesee Theater, a local landmark, produces high quality performances and draws from throughout the region. The concentration of government institutions also establishes an employment base working in downtown. With the expansion of the College of Lake County's Lakeshore Campus, there are opportunities to increase amenities and respond to the growing popularity of this area of the City and adapt to the changing workforce through higher education offerings. Safe and convenient connections between downtown Waukegan and the lakefront will help downtown.

Our small business community continues to grow, adding new experiences and opportunities for shopping, dining, and leisure. Their contributions and engagement with the community illustrates resident commitment to improving our City. They also provide richness and texture in the business environment and celebrate the entrepreneurial spirit of our community.

Local Context

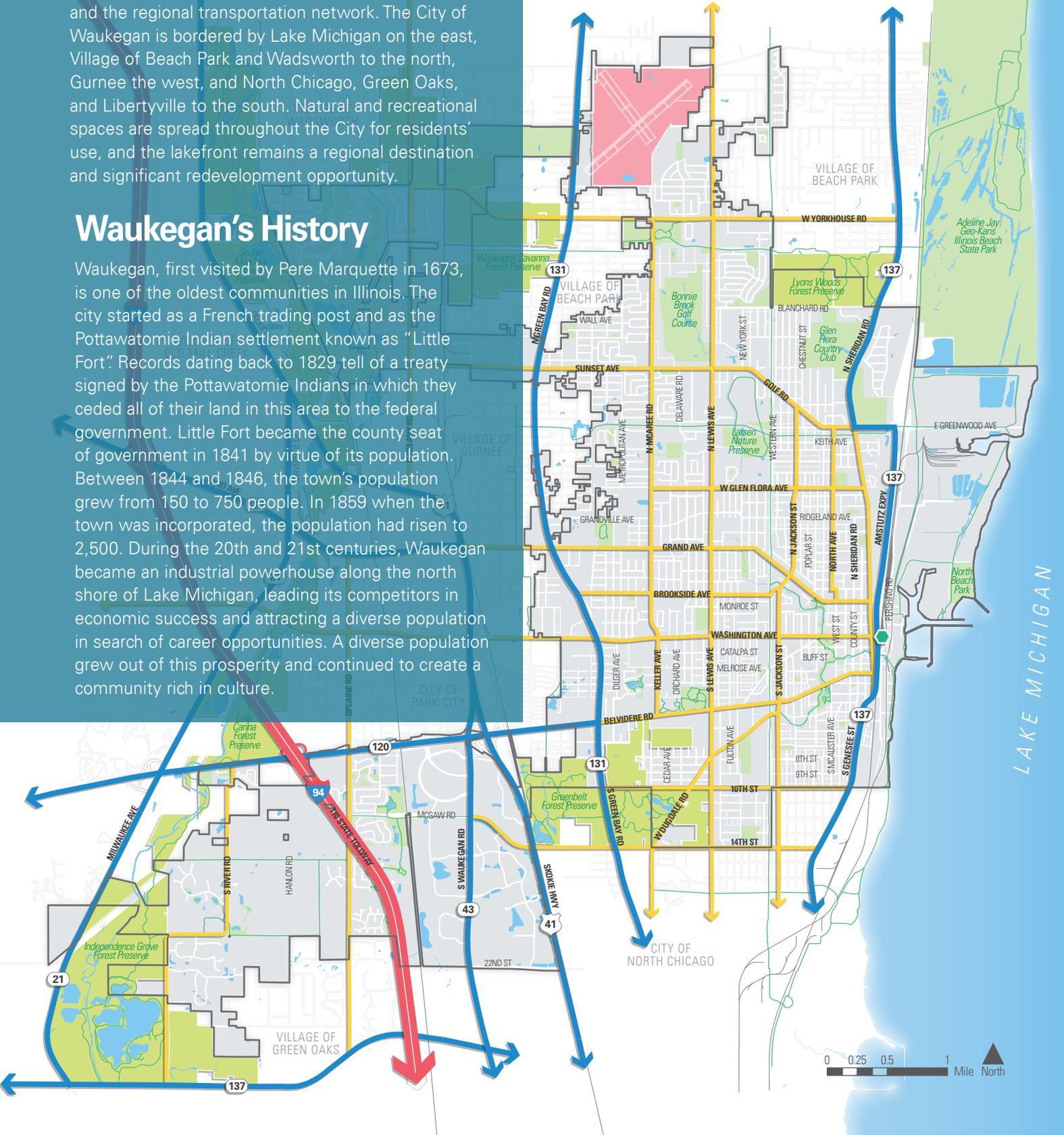
The City's east-west thoroughfares, include Grand Avenue, Washington Street, and Belvidere Road. They enable residents to access different parts of the City and the regional transportation network. The City of Waukegan is bordered by Lake Michigan on the east, Village of Beach Park and Wadsworth to the north, Gurnee the west, and North Chicago, Green Oaks, and Libertyville to the south. Natural and recreational spaces are spread throughout the City for residents' use, and the lakefront remains a regional destination and significant redevelopment opportunity.

Waukegan's History

Waukegan, first visited by Pere Marquette in 1673, is one of the oldest communities in Illinois. The city started as a French trading post and as the Pottawatomie Indian settlement known as "Little Fort". Records dating back to 1829 tell of a treaty signed by the Pottawatomie Indians in which they ceded all of their land in this area to the federal government. Little Fort became the county seat of government in 1841 by virtue of its population. Between 1844 and 1846, the town's population grew from 150 to 750 people. In 1859 when the town was incorporated, the population had risen to 2,500. During the 20th and 21st centuries, Waukegan became an industrial powerhouse along the north shore of Lake Michigan, leading its competitors in economic success and attracting a diverse population in search of career opportunities. A diverse population grew out of this prosperity and continued to create a community rich in culture.

Legend

- Waukegan Municipal Boundary
- Waukegan Metra Station
- Interstate
- Highways
- Major Roadways
- Trails
- Waukegan National Airport
- Parks/Open Space
- Forest Preserve



The Lakefront

The lakefront is one of our City's greatest assets and has the ability to accommodate future uses to become an even more vibrant destination. Redevelopment opportunities have been created by industry changes in the manufacturing sector. A reduction in the land needs for this sector in Waukegan has resulted in a surplus of properties and brownfields with reuse potential. These changes have allowed the City to work collaboratively towards a cohesive vision for their future. The City has been working with federal and state agencies to remediate and monitor these sites, focusing on preparation for future redevelopment. The Waukegan Metra Station is located between the lakefront and downtown Waukegan, and it serves as an important transit connection between Waukegan and the Chicago region. Many local Pace bus routes converge at the Metra Station and facilitate transit transfers. The beach, parks, and harbor and marina differentiate the Waukegan lakefront. As the lakefront transitions from its industrial past to an attractive mixed-use environment, this Comprehensive Plan will examine strategies to further facilitate this transition and position our City for success.

The south lakefront area, which used to house industrial businesses, is becoming a mixed-use environment. The City has completed rezoning along South Genesee Street as part of the implementation of the South Sheridan Revitalization Plant. Waukegan's neighborhoods are also complemented by an award-winning network of parks and open space. The Waukegan Park District has received recognition for its stewardship of its parks and continues to work with the City and other stakeholders to improve Waukegan residents' quality of life.

Innovation and Emerging Industries

Waukegan has a substantial and successful innovation hub on the southwest side of the City and a robust local small business community in its core. Corporate establishments, including Amazon and VisualPak, have a presence in Waukegan. This hub is attractive because of its convenient access to the regional highway system, including Interstate 94, U.S. Highway 41, and State Routes 131, 137, and 43. The Waukegan National

Airport, which functions as a reliever airport for O'Hare International Airport, services corporate traffic flying into the North Shore region.

Waukegan will soon be home to a new casino located at Fountain Square. This opportunity affords the City an opportunity to consider economic development activity including supportive industries, revenue generation, and local employment. While still in the planning phases, the Comprehensive Plan contemplates a variety of projects and programs that the casino can support to accomplish community-wide goals.

Annexation and Growth Opportunities

Underutilized parcels on Waukegan's southwest side as well as other areas in the City, present opportunities for growth. Annexation of these parcels near existing industrial parks would allow the City to accommodate more research/light research uses and expand its ability to respond to growing industrial sector needs. Responding to the growing demand for industrial and research space contributes to Waukegan's identity as a desirable location for innovation and emerging industrial development. Emerging industries may include technology, sustainable and green industries, makers spaces, and light industrial industries. Recreational uses such as family oriented facilities may also be included to diversify activities in these zones and create more variety in spaces that can accommodate larger uses. Additional areas in the City have annexation opportunities and encouraged development proposals for these areas.

Reaching Towards the Future

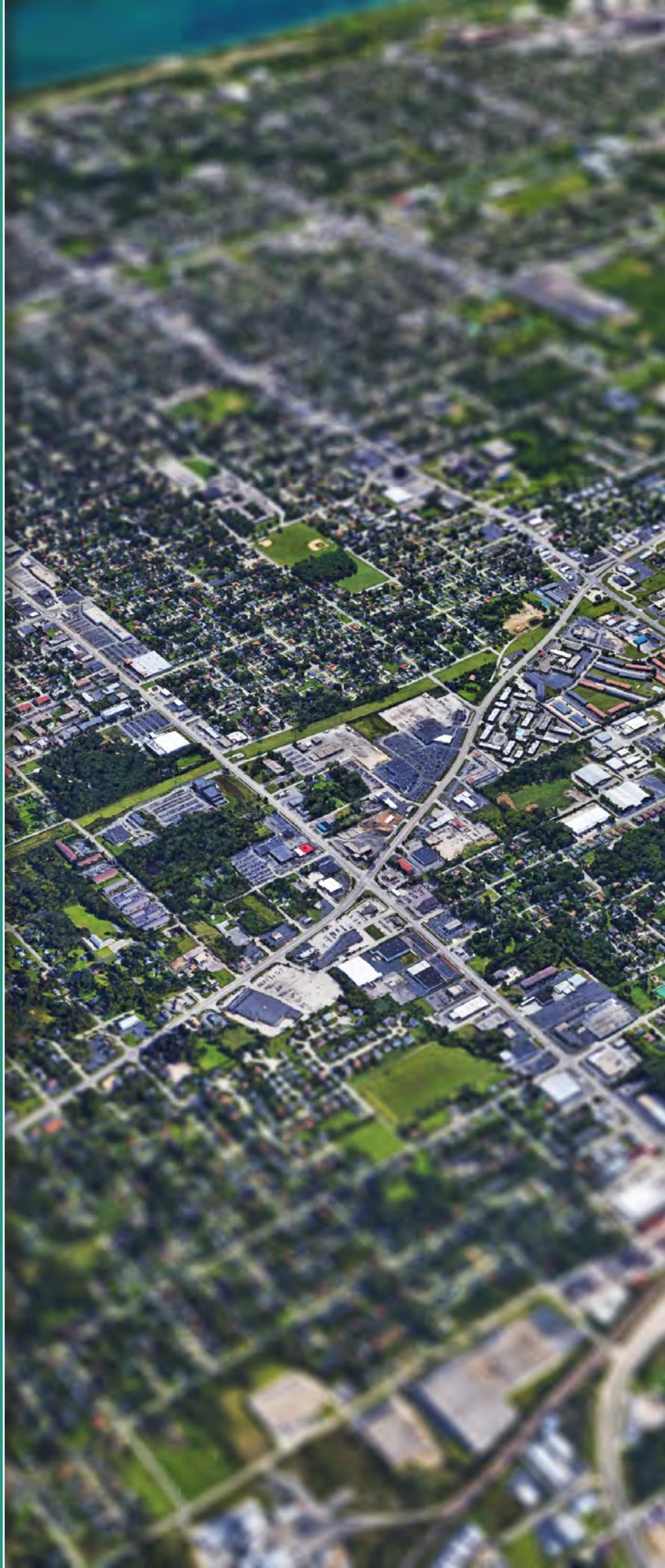
Today, Waukegan is the 10th largest city in Illinois with a population of almost 100,000. While our City has historically been known for its industry, tomorrow's Waukegan is focused on innovation and cultivation of a culture that utilizes its position in the region to curate a high-quality of life, expression of creativity and arts, and fulfillment of its legacy of success. The Comprehensive Plan represents our desire and commitment to continue to be a leader in the region.

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Introduction

The City of Waukegan is growing and developing in a sustainable way that is responsive to future conditions in the City. The City's ambition to identify opportunities and prepare itself for revitalization has led to the creation of the new comprehensive plan. This document represents a roadmap to ensure Waukegan's success and ability to adapt to a changing socio-economic and physical landscape.

The process to create a new Plan included significant community outreach as part of a multi-phase planning process. The Plan will serve as the City's official policy guide and will assist the City in making informed decisions that best serve resident needs in the community for the next 20 years.





Source: City of Waukegan

The Waukegan Comprehensive Plan

Waukegan has continued to thrive since its last Comprehensive Plan was adopted in 1987. The City's core assets including the lakefront, natural resources, affordability, and competitive position in the region, have created opportunities for growth and economic vitality. Progress to remediate and reposition some of the former industrial sites along Waukegan's lakefront are near completion, a testament to the joint efforts between City, state and federal agencies to create vibrant, high-quality public spaces that contribute positively to the identity and character of Waukegan. These improvements pave the way for new development opportunities on the lakefront and create momentum for supporting a variety of uses throughout the City. The popularity of Waukegan Municipal Beach and Stiner Pavilion illustrates the City's commitment to create destinations for festivals, events, and recreational opportunities that draw from outside of the community as well as enhance residents' quality of life. The College of Lake County's Lakeshore Campus, a prominent educational institution in the community, is planning to expand and renovate its campus to improve its ability to serve students in the community and region. Waukegan is at the precipice of leading the region with its visionary approach to increasing accessibility for its younger residents to participate in innovation industries through integration of STEM (science, math, engineering, and math) in the educational curriculum and workforce partnerships. The City is working with the award-winning Waukegan Park District to preserve and enhance the City's natural resources.

These assets present opportunities for Waukegan to fulfill its potential as a regional anchor. The Waukegan Comprehensive Plan creates a long-term vision and

framework to enable the City, its partner agencies, and residents to respond to trends, needs, opportunities with a future-focus and specific actions to ensure implementation.

Why is the Comprehensive Plan Different from Past Plans?

This Comprehensive Plan is different from the City's other recent planning efforts, which have only focused on specific parts of the City. The Comprehensive Plan looks at the City as a whole and creates a unified vision on how to move forward. As a result, the Comprehensive Plan will coordinate relevant portions and strategies in the City's previous plans.

What is a Comprehensive Plan?

The Comprehensive Plan is intended to guide long-range planning efforts. It is the City's official guide to land use and development. It is a roadmap, which details the vision and policy agenda for critical issues, including: land use, redevelopment, housing, economic development, transportation, infrastructure, parks and recreation, natural resources, and more. The Plan is a culmination of a unified vision developed through the input of City residents, businesses, staff, elected and appointed officials, and the consultant team. In the end, the City of Waukegan Comprehensive Plan answers the question, "What should Waukegan look like in the next 10-20 years, and how do we get there?"

STRUCTURE OF THE PLAN



Source: City of Waukegan

The Waukegan Comprehensive Plan not only guides the City's policy direction but inspires residents, stakeholders, and developers to consider the latent potential of the City and take action. The goals in each chapter serve to move the City towards its bright future as a leader of innovation and economic development in the region. The key goals, strategies, and input received from community members can be utilized to implement development plans, spur interest in specific areas of the City, and support best practices. The Comprehensive Plan is organized into five key themes, presented in the document as unique chapters. An introduction is also included. These themes and principles coordinate with the Chicago Metropolitan Agency for Planning's ON TO 2050 Regional Plan.

Chapter 1: Introduction

The introductory chapter describes the purpose of the Comprehensive Plan and how it can be used by stakeholders to guide creative

solutions and generate new ideas. This chapter also presents an enhanced image and identity for the community to be incorporated into each chapter.

Chapter 2: Prosperity

The prosperity chapter highlights economic development trends in the City of Waukegan and their impact on its future. Economic development strategies are explored on a city-wide basis and for selected subareas, including the City's commercial corridors, casino, downtown, and lakefront.

Chapter 3: Community

The land use framework impacts the development and quality of life in the City. The community chapter describes the types of places present in the City, and provides guidance on their planning, development, and potential improvement. This chapter also incorporates goals for health and wellness, diversity and inclusion, and youth and education.

Chapter 4: Mobility

Access and mobility enable people and goods to travel effectively in and around Waukegan. This chapter explores recommendations to foster better connections and greater mobility choices in the community.

Chapter 5: The Environment

The environment plays a key role in Waukegan and impacts the social, economic, and physical resilience of the community. This chapter explores opportunities to improve the quality of the City's recreational and natural resources.

Chapter 6: Governance

Organizational capacity is a key factor in the implementation of the Comprehensive Plan's strategies. This chapter provides guidance on the process to increase organizational capacity in Waukegan to effectively implement the Plan.



Principles of the Plan

Many of the key goals and strategies in the Comprehensive Plan are informed by the input received from community residents, business leaders, agencies and organizations, and other stakeholders throughout the planning process. The input received has been instrumental in forming a community vision that relates to the Plan's core principles. The Plan's recommendations will align with one or more of these principles. Corresponding principles are reflected in CMAP's ON TO 2050 Regional Plan. These principles are:

- Resilience
- Inclusive Growth
- Prioritized Development

Resilience

The City's natural resource systems and infrastructure are adaptable and able to function during times of critical need. Social systems, natural resources, and infrastructure are improved to become more durable, making them recover quickly from short-term distress and long-term stress.

Inclusive Growth

Waukegan offers economic opportunities for all of its residents regardless of their background, age, or income. Doing so enables them to experience prolonged periods of prosperity and stability, with fewer and shorter periods of economic stagnation or decline.

Prioritized Investment

It is critical to prioritize investments and management of public revenues to maximize benefits to the community. Waukegan's ability to leverage mixed funding streams, including limited government resources, demonstrates the City's ability to leverage opportunities where available.

WHAT SHOULD WAUKEGAN LOOK LIKE?

KEY CHARACTERISTICS



Source: City of Waukegan

Source: City of Waukegan

Community members, consisting of residents, business leaders, organizations and agencies, school representatives, and faith-based organizations, identified issues and challenges that the City faces, and key actions to address them. They described what they believed to be Waukegan's strongest assets and most difficult challenges that needed to be addressed to improve Waukegan's quality of life. This input is organized into the following five characteristics that include each topic area's strategies and provides a foundation for the development of the Comprehensive Plan. These characteristics answer the question, "What should Waukegan look like in the future?"

A Healthy Economy

Throughout the outreach process, community members stressed the importance of a healthy economy in Waukegan. The City has many assets that contribute to its strengths, including the City's innovation hubs. Job creation through expansion and growth of existing workforce development ecosystems and partnerships improves results in positioning residents for jobs of the future. Access to valuable workforce training opportunities allows residents to gain necessary skills for tomorrow's economy. Improving Waukegan residents' sense of community is also critical in attracting them to work and invest in the City. Support for and fostering of small and local businesses, especially in downtown Waukegan, is a priority. Redevelopment of underutilized sites is a catalyst for additional economic growth in Waukegan.

A Diverse & Equitable Community

Waukegan has a diverse population of both legacy residents as well as those new to the community. Multi-ethnic neighborhoods that celebrate resident's heritage are an asset and unique characteristic of the City. Embracing diversity includes equitable distribution of services to the residents of Waukegan, regardless of their age, language, background, income, or ability. The richly diverse population is able to enjoy the various opportunities and amenities the City has to offer as well as celebrate their own cultural traditions. Strong inter-cultural communication supports community engagement and a robust social service network supports the City's most vulnerable residents including people with disabilities, elderly, and low-income households. Additional housing options, especially in downtown Waukegan, will give residents greater choice and give the City ability to continue to attract new residents.



Source: City of Waukegan

Source: City of Waukegan

Environmental Conservation

Waukegan prioritizes the protection, conservation, and improvement of its natural environment to improve the quality of life in the City. Community members are proud of the City’s award winning park system. Emphasis on connectivity between parks as well as multi-modal access to parks via trails and different transportation modes benefits all residents of Waukegan. The Waukegan ravines and the lakefront are uniquely beautiful natural resources in the community. Community residents recognized that beautification contributes to a more resilient natural environment in Waukegan and the community, as well as improves the perception and identity of the City.

Community Mobility & Alternative Transportation

The City of Waukegan works diligently with its transportation partners: Metra, Pace, and the Lake County and Illinois Department of Transportation to improve mobility options for Waukegan’s residents. Community members benefit from longer service hours for Pace buses and more frequent weekend service for Metra trains to transport them in and around the region. A continuous sidewalk network improves pedestrian mobility and accessibility and allows residents to experience the City safely. Beautifying Waukegan’s major corridors promotes safer neighborhoods and encourages interaction and economic development activity. Improving connections between the lakefront and Waukegan’s neighborhoods is a priority. Equitable and diverse transportation is a goal to connect these destinations in Waukegan.

Stronger Governance Through Increased Organizational Capacity

Having the ability to implement key goals and strategies is of paramount importance for the Comprehensive Plan. This will require renewed collaboration and focused investment in addressing both today’s challenges, as well as future challenges, in Waukegan. Increasing the City’s organizational capacity by partnering with community agencies and organizations is critical to improving residents’ quality of life. Identifying and pursuing funding opportunities is also an important method to bring the Plan’s recommendations to fruition.

HOW TO USE THE PLAN

The Waukegan Comprehensive Plan focuses on the City of Waukegan as a whole. It is general in nature and addresses themes and concepts that can then be applied to individual projects or conditions. The intent is to aid the City in creating a vision for future growth and development, key areas to focus, and guidance for City's actions and investments in a long-term timeframe. The Plan identifies agencies and organizations to coordinate with to improve organizational capacity and reduce redundancy. The Comprehensive Plan includes subarea plans that include specific information, planning, and design recommendations on a more detailed level. The Plan serves the following key functions:

Tell Waukegan's Story and Share Its Vision

The Comprehensive Plan is aspirational, a vision of how the City wants to move forward to the future. The vision is a culmination of input received from the City, residents, business leaders, external organizations and agencies, and other stakeholders. From this vision, the Plan identifies priorities and charts a path for how the City should grow and develop in the future.

Evaluate and Inform Future Development

The City should utilize the Comprehensive Plan to guide and assess the evaluation of public or private development proposals, and ensure future developments align with the community's long-term objectives. This document can be shared with developers and others involved with land economics.

Establish a Regulatory Framework

The Plan serves as a foundation for the City's regulatory framework, which includes zoning regulations, subdivision ordinances, park planning, brownfield remediation, flood hazard regulations, annexation strategies, and other key decisions as necessary. Amendments to these regulations should be made to ensure they support the Plan's long-term objectives.

Coordinate Initiatives at the Local, State, and Federal Level

The Comprehensive Plan serves as a guide to foster collaboration between the City and agencies and/or organizations at the local, county, state, and federal levels. This document may assist and inform efforts related to housing, transportation, parks, natural resources, land use, infrastructure, development, economic development, conservation, and annexation.

Guide and Support Financial Planning

The Plan is intended to inform the City in developing its Capital Improvement Program (CIP) and budget, and assist in the prioritization of investments and sequence of capital improvements. The plan should be reviewed annually for consistency with CIP and budget to maintain momentum and allocation of funds for implementation.

Inform Applications for Grants and Other Funding Sources

The Plan can be used to support applications for grants and to demonstrate that future projects are within the City's larger, holistic strategy rather than stand-alone efforts.

Inform and Educate Stakeholders

This document is a valuable source of information for policymakers, local boards and commissions, organizations and agencies, businesses, and residents. The information provided in this Plan can also help establish the foundation for future initiatives.

Review Progress Annually

The City should review the Comprehensive Plan at least on an annual basis to evaluate its progress in implementing the Plan's goals and strategies. It is important for the City to be proactive in amending the Comprehensive Plan to reflect changing trends if necessary.

COMMUNITY CONVERSATIONS



In-depth conversations with Waukegan stakeholders to create a plan that addresses the challenges and opportunities in Waukegan informed the Plan. The diverse group of stakeholders represented a broad range of perspectives including:

- Residents and neighborhood organizations
- Faith-based organizations
- Business owners and major employers
- School districts, private schools, and higher education institutions
- Local economic development organizations
- Workforce development agencies
- Social service and housing agencies
- County and state level transportation agencies
- City boards and commissions
- City administration and staff

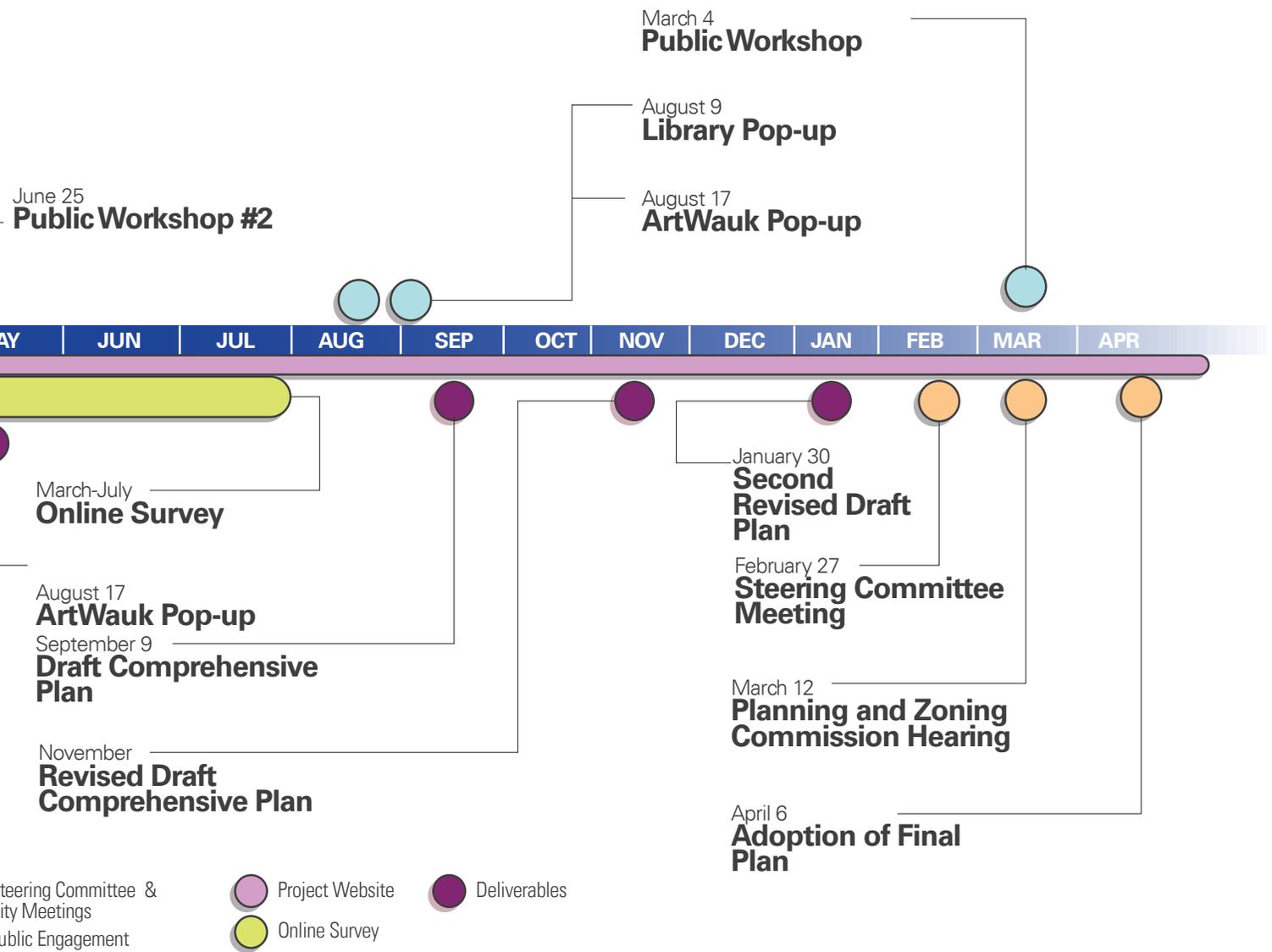
Community Vision

Waukegan is a diverse and equitable community with opportunity for all and an unwavering pride of place represented in multi-generational legacy investments made by the City's residents. We value strong partnerships between the City and other organizations to improve Waukegan residents' quality of life by the effective provision of high-quality services. The City's unique and accessible location, arts and culture, variety of attainable housing, vibrant business environment, healthy neighborhoods, convenient transit access, and a beautiful and activated lakefront define the City's authentic identity and future success.

Project Schedule

To create the City of Waukegan Comprehensive Plan, the voices of the community added valuable insights and personal experience to the Plan. The public engagement process provided a variety of opportunities to participate in the creation of the planning process and succeeded in understanding the public’s needs, preferences, priorities, and vision for the City.





2

Prosperity

With an eye to the future, Waukegan's economy has diversified and become less manufacturing-based and more focused on innovation. Waukegan is positioned to continue to be flexible to change and leverage a global economy to move forward and better adapt to the changing dynamics in the 21st century. This chapter examines these key opportunities, anchors and assets, as well as, economic development strategies for the City of Waukegan.

Bold goals to support prosperity in Waukegan include:

1. Enhance the downtown as a vibrant mixed-use district by attracting residential development and complementary commercial uses
2. Reinvest in the Waukegan Harbor and Lakefront with a goal of creating a lakefront residential community and tourism destination
3. Sustain gateway corridors as unique neighborhood-serving retail districts
4. Strengthen the City's economic base within Southwest Waukegan





Downtown Waukegan

Central to the economic vibrancy of the City is the downtown. This district will be recognized in the Chicago region as a vibrant mixed-use community that brings together the best of the old and the new to draw visitors from throughout the City and beyond. The historic Genesee Street will be strengthened with new development that brings more shops and residents to the heart of downtown while reinforcing the walkable scale of smaller blocks and pedestrian friendly streets. New multifamily development will enhance vibrancy in the area and provide a built-in consumer base to support local businesses.

The Waukegan Harbor and Lakefront

As the Jewel of the North Shore, the Waukegan Harbor and Lakefront will be established as one of the premier Lake Michigan recreational and tourism destination north of Chicago. New residential and entertainment development along the waterfront will transform the area from a post-industrial manufacturing district into a lively go-to mixed-use destination in the region. Strong connections to downtown will ensure both areas gain from synergistic benefits.

The City's Gateway Corridors

Graceful entry to the City and introduction to its character along its gateway corridors will continue to welcome people to Waukegan and provide residents and beyond with shops, restaurants and services. These corridors will continue to adapt to changing retail trends and redevelopment in accordance with changing market conditions. The existing Latino-owned business clusters, such as Washington Street and the Belvidere Mall, will be established and celebrated as the Latino cultural hub in Lake County. Business organization, façade and public improvements, and distinct branding opportunities will allow these corridors to remain as attractive commercial environments and support the local business ecosystem.

Southwest Waukegan

New growth and development within Southwest Waukegan will continue to strengthen the City's economic base. As the strongest industrial and commercial area of the City, there is an opportunity to build on the success and expand economic activity in this area. The new planned casino is positioned to further enhance the City's economic base – providing a new attraction to draw people from around the region while also enhancing the City's revenue stream.

A VISION FOR A PROSPEROUS WAUKEGAN

Downtown Waukegan

Downtown Waukegan is viewed by residents, business owners, patrons, and other community members as the commercial and entertainment hub of the City. Genesee Street between Grand Avenue to the north and Belvidere Road to the south is the focal point of downtown Waukegan. Downtown is located near two of the City's most significant assets: the Waukegan Metra station and the lakefront, as shown in the diagram on the facing page. The Metra station is located at the intersection of Sheridan Road and Washington Street and serves the UP-N line that operates from Kenosha, Wisconsin to downtown Chicago. An express highway separates the downtown from the Waukegan Metra station and Lake Michigan. There is limited visibility from the Metra Station to downtown due to the grade change near the Station area and the core downtown area.

Downtown Waukegan is home to approximately 4,100 residents. The downtown area has a healthy stock of historic buildings that could be suitable for rehabilitation and reuse for residential purposes. For example, the 2012 Karcher ArtSpace development is an example of a historic building rehabilitation of the historic Karcher Hotel into a mixed-use live/work arts facility. This development utilized creative financing and leveraged both Low Income Housing Tax Credits (LIHTC) and Historic Tax Credits. The downtown rental housing market remains an untested market for new market-rate multifamily rental apartments. However, a 2019 study conducted by Valerie S. Kretchmer Associates, Inc. (VSKA) indicated that new market-rate multifamily apartment price points ranging from \$1.70 to \$1.80 PSF could be achieved in downtown Waukegan in the future.

Genesee Street is the commercial heart of downtown with cultural, educational and institutional centers anchoring the downtown. Waukegan has a thriving arts and entertainment scene, building on the historic Genesee Theater and the Three Brothers theatre. These spaces host a variety of comedic, dramatic, and musical performances throughout the year and have become fixtures within the local Waukegan arts community. The downtown core is adjacent to the College of Lake County, the Daniel T. Drew Municipal Complex, and the Lake County Complex, among other institutional and community anchors. Stakeholder

interviews indicated that students and employees from the City's institutional anchors typically utilize cafeterias and other convenience-based retail offerings located within their respective buildings rather than patronizing downtown shops and restaurants. This impact, coupled with the downtown area's limited retail inventory, has resulted in high downtown area vacancy rates over the past 10 years. Office and retail vacancies in the downtown area are at approximately 38% and 16% respectively.

To increase foot traffic and business patronage in the downtown area, the Waukegan City Council approved a proposal to establish a downtown entertainment district, lifting regulations on liquor licensing and video gambling in the downtown core. City officials anticipate that the downtown entertainment district designation will promote business retention and decrease vacancy. As Waukegan continues to grow, stakeholder interviews also noted that there could be opportunities for local-serving retail opportunities, such as drug stores and full-service grocery stores, which are currently missing from the market. Additional downtown residential growth is also critical to help garner market support for such uses.

Additionally, various organizations are making strides to support small business development and promote business start-up and retention within the downtown area. These efforts range from business incubation and acceleration to tenant solicitation.

Opportunities

The City's downtown area is a hub of entertainment, institutional, and commercial assets and which could be utilized to establish downtown Waukegan as a prominent, mixed-use community. In order to achieve this vision for Downtown Waukegan, the City should aim to capitalize on the following opportunities:

Promote residential development in downtown and surrounding areas

Creating a critical mass of people living in the downtown area is vital for the revitalization of downtown Waukegan. The City is aiming to promote residential development in downtown Waukegan and the surrounding areas, especially

DOWNTOWN WAUKEGAN



market rate multifamily housing products. While current price points may not be able to support near-term construction of market-rate multifamily, the City is considering utilizing public private partnerships and creative parking strategies with first movers willing to develop in a relatively untested multifamily market. Building on existing assets, such as the existing historic building stock and proximity to the Metra station, the downtown area is primed for new multifamily development. Prioritizing resources to support transit-oriented development will support greater return on transportation improvements and encourage additional business and residents to locate in the area. Existing underutilized and vacant buildings, as well as City-owned properties, have the potential to be redeveloped to provide for additional market-rate multifamily housing within the downtown area.

Foster a healthy commercial environment in the downtown area

The City and its downtown partners have already engaged in efforts to revitalize downtown Waukegan's commercial activity through the establishment of a downtown entertainment district and increasing family-friendly programming and events in the downtown area in order to attract patrons and visitors. The next steps involve decreasing the commercial vacancies in the downtown area. The City is taking a proactive approach to fostering a vibrant commercial environment by promoting business development and retention, activating vacant and underutilized properties, and strategically investing in public space.

Improve connectivity to the Waukegan Metra station, the Waukegan Harbor, and other nearby assets

The City has long sought to improve the connectivity between downtown Waukegan and its other nearby assets such as the Waukegan Metra station and Waukegan Harbor. Over the past 20 years, there have been several large-scale proposals to connect downtown to the lakefront and the Waukegan Metra station. The 2003 Lakefront-Downtown Master Plan called for a block-wide extended street north of Washington Street and above Metra line and freight railroad line that would extend to the lakefront. The Lakefront-Downtown Master Plan also calls for a town center, park, and intermodal transportation center. By improving connectivity between downtown Waukegan and other nearby assets, namely the lakefront, the City can create a synergistic vibrancy between the downtown area, the lakefront, and other assets.



Source: City of Waukegan

Waukegan Harbor and the Lakefront

The Waukegan Harbor and lakefront are some of the City's most unique assets. As the City's industrial market shifts westward towards the interstate highway system, there is an opportunity to transform the lakefront area into a new lakefront community and regional tourist destination. The City has envisioned the lakefront as a vibrant entertainment and recreation destination with supporting residential and commercial development. The Waukegan Harbor and Municipal Beach currently serve as anchors for attracting visitors year-round, but especially during the spring and summer months. The Waukegan Harbor consists of a marina that provides services and facilities for recreational boaters and an industrial port. Summer event programming and events, such as the Waukegan Band Summer Concert Series and free lakeside yoga at the Stiner Pavilion, also attract guests to the lakefront area.

There are a number of vacant and underutilized parcels with redevelopment potential located along the North Harbor and Southern Lakefront subareas. Over the past 20 years, the City has worked with federal and state agencies to remediate land within these subareas in the hopes to attract private developer interest for redevelopment. In 2001, the City acquired approximately 80 acres of land within the North Harbor subarea and is currently remediating the area to prepare for redevelopment.

This key focus area comprises three subareas; the North Harbor subarea, the Waukegan Harbor subarea, and the Southern Lakefront subarea. The 2003 Lakefront-Downtown Master Plan, which also identifies these subareas, dictates future development patterns to include mixed-use transit-oriented development surrounding the Waukegan Harbor with complementary residential and commercial offerings along the Southern Lakefront and North Harbor areas. The Northern Lakefront subarea, located due north of the North Harbor subarea, currently houses two utility and industrial operators. While these users are unlikely to relocate, the 2003 Lakefront-Downtown Master Plan calls for the vacant land surrounding these sites to be allocated for open space and natural areas.

The Waukegan Harbor Master Plan was approved in 2017. This plan also calls for the clean-up of the harbor and increasing accessibility to downtown Waukegan. Other goals of the plan include proposing strategic partnerships to relocate existing industrial users to more favorable locations and creating the opportunity for early stage public-private investments near the marina and lakefront.



WAUKEGAN HARBOR AND LAKEFRONT

Opportunities

Position the Waukegan Harbor and lakefront for catalytic waterfront development

As industrial users have relocated from the lakefront, the City has worked to remediate key properties along the waterfront in order to prime the lakefront for future (re)development as a mixed-use residential and tourism destination. Now that remediation efforts of City-owned properties along the in the North Harbor and Southern Lakefront subareas has neared completion, the City is working to position these key (re)development areas for residential and commercial uses, as highlighted in the 2003 Lakefront-Downtown Master Plan.

The City has the opportunity to solicit developers for residential and commercial development on City-owned parcels. Given adequate environmental remediation for residential (re)development within City-owned properties in the North Harbor subarea, the sites could support an aggregate total of approximately 800 residential units, assuming an average residential density of 10 dwelling units per acre. This residential density would allow for a diversity of residential typologies such as duplexes, townhomes and apartments. However, given the generally untested market, supporting a first mover residential development, or the first residential development in the North Harbor area, is a key step towards establishing a new lakefront residential market in the City.

There is active interest in residential development on underutilized properties along Market Street and the Southern Lakefront, namely a 660-unit residential development of market rate housing within 12 parcels south of the Waukegan Harbor. The City also owns a key site near the Southern Lakefront subarea, located on the southeast corner of South Genesee Street and South Avenue that has previously been identified as a catalytic redevelopment site and could spur additional redevelopment along the Southern Lakefront subarea. While the first market rate project may require public financial assistance, such an investment has the potential to be catalytic and unlock additional lakefront and downtown development.

Stakeholder interviews cited environmental contamination concerns along the lakefront on privately-owned legacy industrial properties. The extraordinary costs of environmental remediation challenge redevelopment opportunities in the area. Additionally, industrial users continue to operate in areas of the Waukegan Harbor that may hinder the viability of future residential and retail developments. While the City has already remediated several City-owned sites, remediation efforts and costs still challenge various privately-owned sites within the area. Adequately buffering these privately-owned industrial properties from the publicly owned, development ready sites would enable future mixed-use development to occur with minimal land use conflict.



Source: City of Waukegan

Establish the Waukegan Harbor and lakefront public as a year-round retail and entertainment destination

The City is committed to establishing the Waukegan Harbor and lakefront as the premier waterfront tourism destination in Lake County. The Waukegan Harbor and the Waukegan Municipal Beach provide recreational offerings and attractions to the area, along with seasonal retail activity from the spring to the fall. In order to attract a critical mass of recreational and commercial patrons year-round, the City could partner with existing lakefront businesses and users to create a year-round retail and entertainment destination. In the long-term, this could lead to the propagation of other retailers and businesses along the lakefront and surrounding the Waukegan Harbor.

Enhance synergies between the lakefront and downtown Waukegan through increased connectivity

The City has long sought to improve the connectivity between the lakefront and downtown Waukegan. Over the past 20 years, there have been several large-scale proposals to connect downtown to the lakefront and the Waukegan Metra station. The 2003 Lakefront-Downtown Master Plan called for a block-wide extended street north of Washington Street and above Metra line and freight railroad line that would extend to the lakefront. The Lakefront-Downtown Master Plan also calls for a town center, park, and intermodal transportation center. However, in addition to these large-scale improvement projects, the City is implementing more affordable alternatives to better integrate the Waukegan Harbor and lakefront to downtown Waukegan. By improving connectivity between the lakefront and downtown Waukegan, the City can enhance synergy between both key (re)development areas.



Source: City of Waukegan

Gateway Corridors

Belvidere Road, Grand Avenue, Green Bay Road, and Washington Street serve as gateway corridors connecting the greater Lake County region to downtown Waukegan. These gateway corridors provide visitors to the City a first impression of what Waukegan has to offer. In addition to providing unique retail offerings for regional visitors, the gateway corridors serve as commercial compliments to the downtown area and provide City residents with much needed neighborhood-serving, convenience-oriented retail.

The four gateway corridors represent key retail corridors within the City:

The **Belvidere Road** retail corridor is the largest retail cluster within the City, comprising of approximately 0.9 million square feet of retail space. This corridor consists of big-box retail stores including Home Depot and the Belvidere Discount Mall, a collection of local Latino-oriented businesses. Average retail rents for this corridor are approximately \$9 PSF and retail vacancies are estimated to be 16%.

Grand Avenue, the northernmost of the four gateway corridors, contains approximately 0.5 million square feet of retail space. Retailers in this corridor are predominately local businesses and local restaurants, spanning a variety of cuisines. The average retail rents for this corridor are approximately \$17 PSF while vacancies are at 2%, indicating a healthy corridor. Lewis Fresh Market is the main anchor in this corridor.

The **Green Bay Road** retail node, anchored by Jewel-Osco, CVS, and Walgreens, contains nearly 800,000 square feet of retail space. The average retail rent in the node is approximately \$15 PSF, while vacancies in the area are about 4%. The southeast corner of the Green Bay Road and Grand Avenue intersection is an auto-related retail cluster, consisting of car dealerships such as Toyota and Kia, and other auto-related retail uses such as car washes and auto repair facilities.

Washington Street is an active retail corridor with approximately 200,000 square feet of retail space, including many local businesses. There is a high concentration of local Latino-oriented businesses, which are patronized by the local community. Washington Street was cited as the “Main Street” for the Latino community in the region by the Chicago Metropolitan Agency for Planning’s (CMAP) 2014 Washington Street Corridor Plan. This community-oriented retail market has resisted the impacts of e-commerce retail that plague many big box retailers. The 2014 Washington Street Corridor Plan recommended increasing signage and providing for wayfinding along Washington Street in order to promote patronage of local businesses along Washington Street by all members of the greater Waukegan area.

Opportunities

Establish a unique brand for each corridor and boost marketing efforts

The gateway corridors have begun to establish individual, localized identities within the City. One example includes the Washington Street corridor and its abundance of Latino-oriented retail offerings. In order to capitalize on the corridor's popularity, the City has already worked to improve patronage in the area through increased signage and wayfinding efforts. Based on feedback from the 2014 Washington Street Corridor Plan, the City initiated a pilot program for the Washington Street corridor to improve facades, streetscaping, and wayfinding through a \$50,000 Community Development Block Grant (CDBG) in 2017. This funding was primarily used towards adding banners establishing a Washington Street brand identity through a 5-block stretch along the corridor.

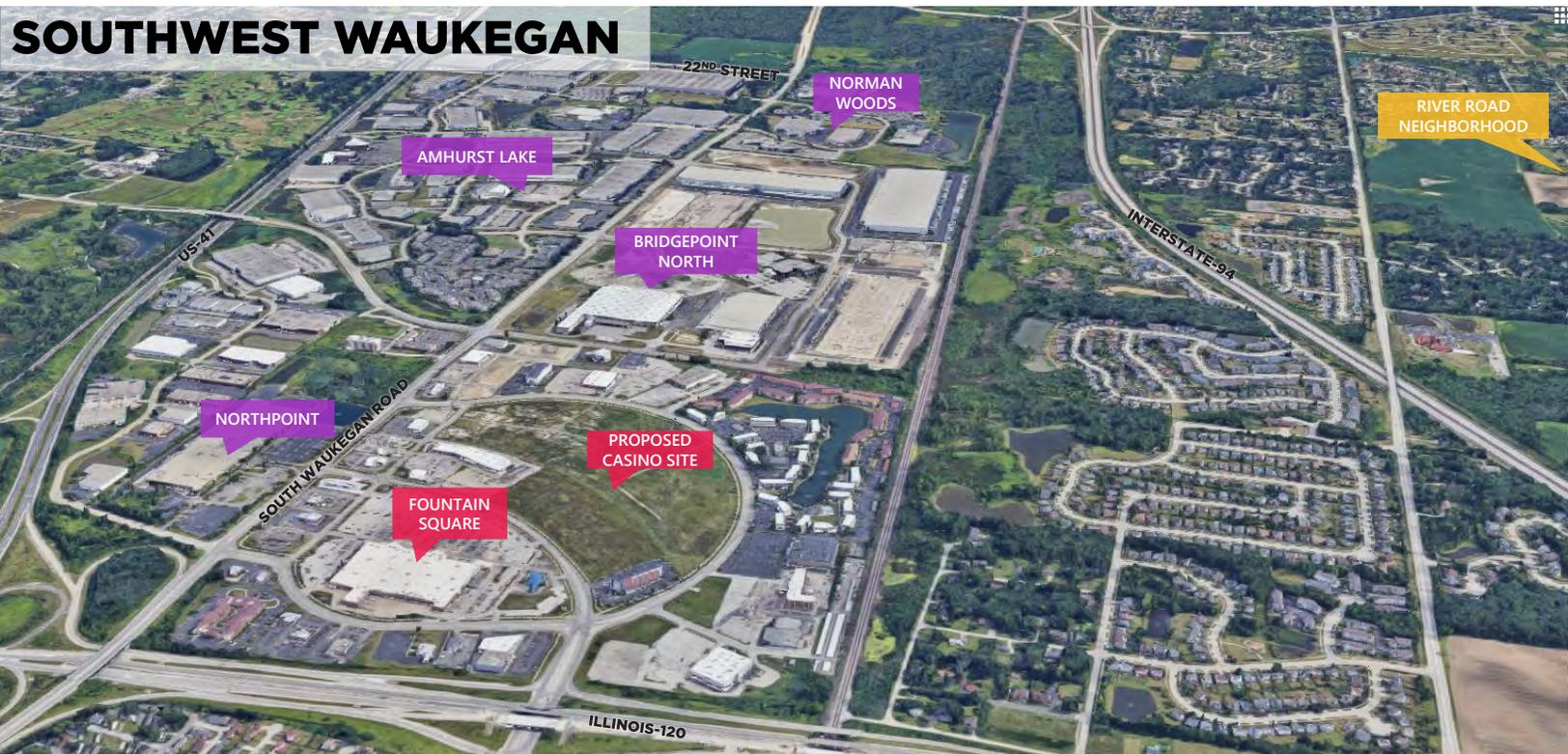
Market the unique attributes of each corridor

Building on the success of this program, other corridors could benefit from an established brand identity and increases in marketing efforts for businesses, as seen in the Washington Street corridor. The City is working with businesses and outside organizations to provide assistance in highlighting and promoting local businesses. The City also provides assistance to improve public infrastructure, branding and streetscaping to increase the attractiveness and aesthetic quality of the gateway corridors. Such placemaking initiatives that are designed to help revitalize the gateway corridors can also turn into a powerful marketing vehicle for the city and help establish unique brand identities for each corridor.

Strategically respond to changing retail trends through adaptive re-use and consolidation

Nationwide, store closures are at record levels as big box stores reposition brick and mortar footprints. This trend is driven by numerous factors including the rise of e-commerce, or the transaction of buying or selling online, omni-channel retailing and private equity restructuring. The gateway corridors have already experienced these national trends at a local level as traditional big box "brick and mortar" retail stores have restructured their physical presence to adapt to changing trends. The unfortunate outcome from this shift away from big-box retail development is an increase in vacancies of big-box retail buildings. However, this presents an opportunity to strategically respond to changing retail trends through creative adaptive re-use and consolidation strategies. One example is the conversion of former Kmart located in the Belvidere Road corridor into the Cristo Rey St. Martin College Prep school in 2018.

The City seeks to support reinvestment within the gateway corridors by encouraging infill/redevelopment for convenience and neighborhood-serving retail while facilitating large-scale redevelopment where appropriate. Opportunities exist within the gateway corridors to target future reinvestment efforts into promising retail corridors while allowing for struggling retail locations to adapt to market changes and transition to other compatible land uses such as residential infill.



Southwest Waukegan

Southwest Waukegan is one of the City’s prime economic engines. This focus area comprises a broad mix of uses that all contribute significantly to the City’s economic base. Fountain Square, located at the southwest corner of Belvidere and S. Waukegan Road, is one of the City’s prominent retail and lifestyles clusters with retail, hotel, and multifamily residential. Fountain Square is one of the largest regional-serving retail cluster within the City, with over 600,000 square feet of retail space and anchored by Wal-Mart with supporting hotel and multifamily apartment development. Fountain Square today represents the successful bold redevelopment of the former Lakehurst Mall. While Fountain Square is not as competitive as other nearby regional retail clusters such as Gurnee Mills, the retail cluster’s proximity to both Belvidere Road and US-41 allows it to command retail rents of \$16 PSF triple-net with a vacancy rate of 6%.

This area of the City is also one of the primary locations of Waukegan’s industrial base. Bridgepoint North is an office and light industrial park located to the south of Fountain Square. The 225-acre business park currently contains nearly 2 million square feet of industrial space and has emerged as the City’s premier industrial park, with national tenants such as Amazon, MedLine, Visual Pak, and the Bolke-Miller Company. The Amhurst Lake

Business Park located due east of Bridgepoint North, contains approximately 1.1 million square feet of industrial and office space. Two other business parks, Northpoint Business Park and Norman Woods Business Park, collectively serve as the City’s highest performing industrial cluster with an average rent of about \$6.50 PSF and vacancy rates of approximately 6.5%.

Additionally, there is a concentration of higher value residential uses to the west of Fountain Square. The River Road neighborhood contains a cluster of estate-style housing which are among the highest priced homes in Waukegan. In 2017, the City adopted the River Road Corridor Plan, which aims to preserve the existing character of natural spaces and estate-style residential uses.

Southwest Waukegan’s strategic location near Interstate-94, US-41, and IL-120 have fostered its position as a prime commercial location in the City. This area has experienced significant development activity over the past 15 years, including retail and industrial, and is strategically positioned for a casino development.



Source: Google Earth Pro

Opportunities

Create a signature urban casino and entertainment complex

The City seeks to create a signature urban casino and entertainment complex that acts as a new regional tourist destination. The casino complex should co-locate a diverse mix of hospitality, restaurant, and entertainment uses that provide synergistic growth with the existing Fountain Square development. Entertainment uses at the casino complex should not compete with existing Waukegan anchors such as Genesee Theatre but be a net new draw for patrons and tourists from the larger Chicagoland region. The City also seeks to improve connections between the casino and other entertainment and recreational assets in the downtown area and along the lakefront. Future revenues generated from the casino development could also be leveraged as a source to finance the City's economic development goals in the future.

Solidify Fountain Square as a regional retail cluster

National trends in retail are adapting to embrace e-commerce and multi-channel retailing, as well as more experiential retail offerings. As one of the City's highest performing retail clusters, the City seeks to enhance Fountain Square as a prominent experience-oriented retail and entertainment destination by integrating with the experiential commercial environment provided by the casino.

Maximize use of available developable land for new commercial development

While Southwest Waukegan contains some of the City's highest performing industrial parks, stakeholders interviews indicated that there is limited land availability in southwest Waukegan for future commercial development. Stakeholder interviews identified a strategic site located at southeast corner of the Interstate-94 and IL-120 as having retail and/or research and light industrial (R/LI) redevelopment potential. In addition, the City has investigated the annexation potential of land located south of the Bridgepoint North development and in proximity to the City's northern industrial cluster.

REDEVELOPMENT STRATEGIES

The Prosperity Chapter identifies key redevelopment areas within the City and provides economic development strategies for revitalizing each identified area. Key (re) development areas and strategies were informed by market research, development trends, and stakeholder interviews conducted between May and June 2019. The goal of this chapter is to provide place-based strategy direction and potential next steps for the City to facilitate future development.

Our findings identified four focus areas within the City with (re)development potential, as highlighted in Figure X. These focus areas include:

- Downtown Waukegan
- Waukegan Harbor and the Lakefront
- Belvidere Road, Grand Avenue, Green Bay Road, and Washington Street, (the “Gateway Corridors”)
- Southwest Waukegan

Figure 1 highlights the focus areas within the City of Waukegan. Table 1 summarizes the development strategies identified for each focus area.

To facilitate redevelopment efforts, various economic development tools have been highlighted which could be leveraged by the City to facilitate future development. Local economic development districts such a tax increment financing (TIF) districts and opportunity zones have been identified to inform potential tools to support development efforts. Additionally, future revenues generated from the casino development could also be leveraged as a source to finance the City’s economic development goals in the future.

Table 1: Summary of Redevelopment Strategies

Focus Area	Redevelopment Strategies
Downtown Waukegan	<ul style="list-style-type: none"> • Support residential development targeting 1,000+ additional units in downtown and surrounding areas • Improve connectivity to the Waukegan Metra station, the Waukegan Harbor, and other nearby assets • Promote business development and retention • Activate vacant and underutilized properties • Strategically invest in public space
Waukegan Harbor and the Lakefront	<ul style="list-style-type: none"> • Position the Waukegan Harbor and lakefront for public recreational uses and waterfront development • Improve connectivity to downtown Waukegan
Gateway Corridors	<ul style="list-style-type: none"> • Expand marketing and branding efforts • Concentrate retail to key nodes and adaptively reuse or redevelop vacant and underutilized retail
Southwest Waukegan	<ul style="list-style-type: none"> • Encourage development on remaining available land • Proactively monitor retail performance of Fountain Square • Expand available developable land for industrial development

Fig. 1: Map of Redevelopment Focus Areas within the City of Waukegan

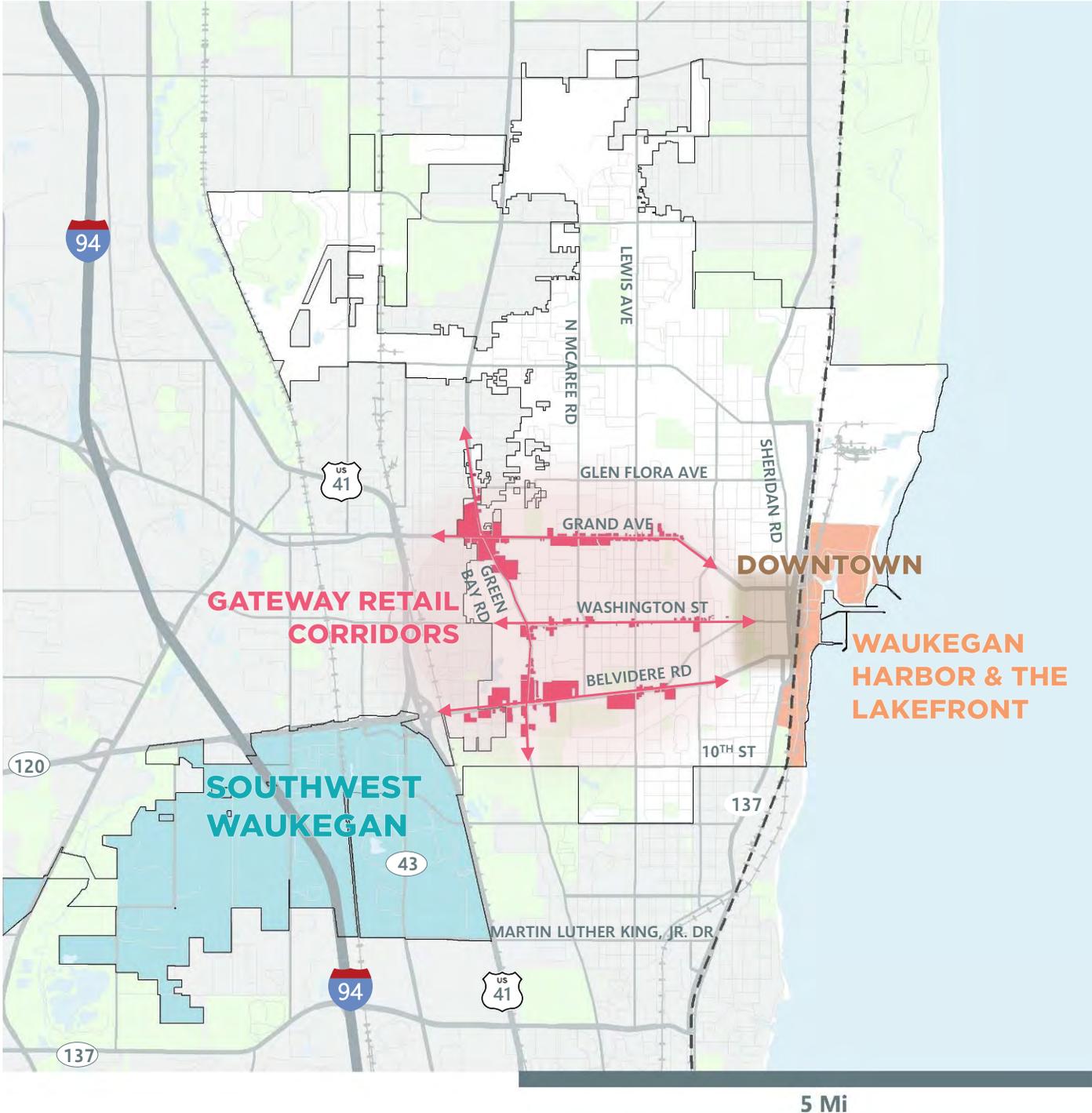
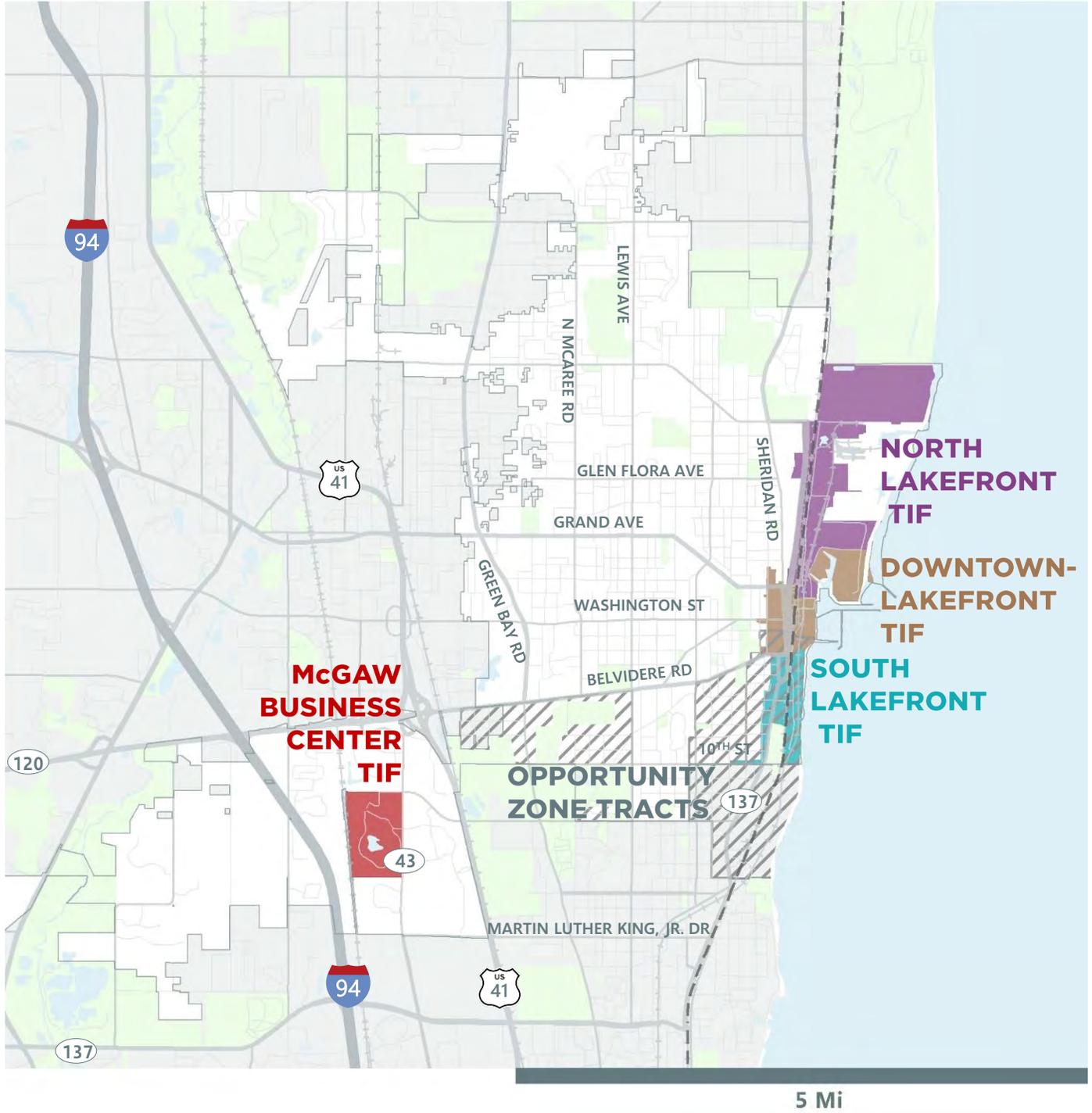


Fig. 2: Map of Economic Development Districts within the City of Waukegan



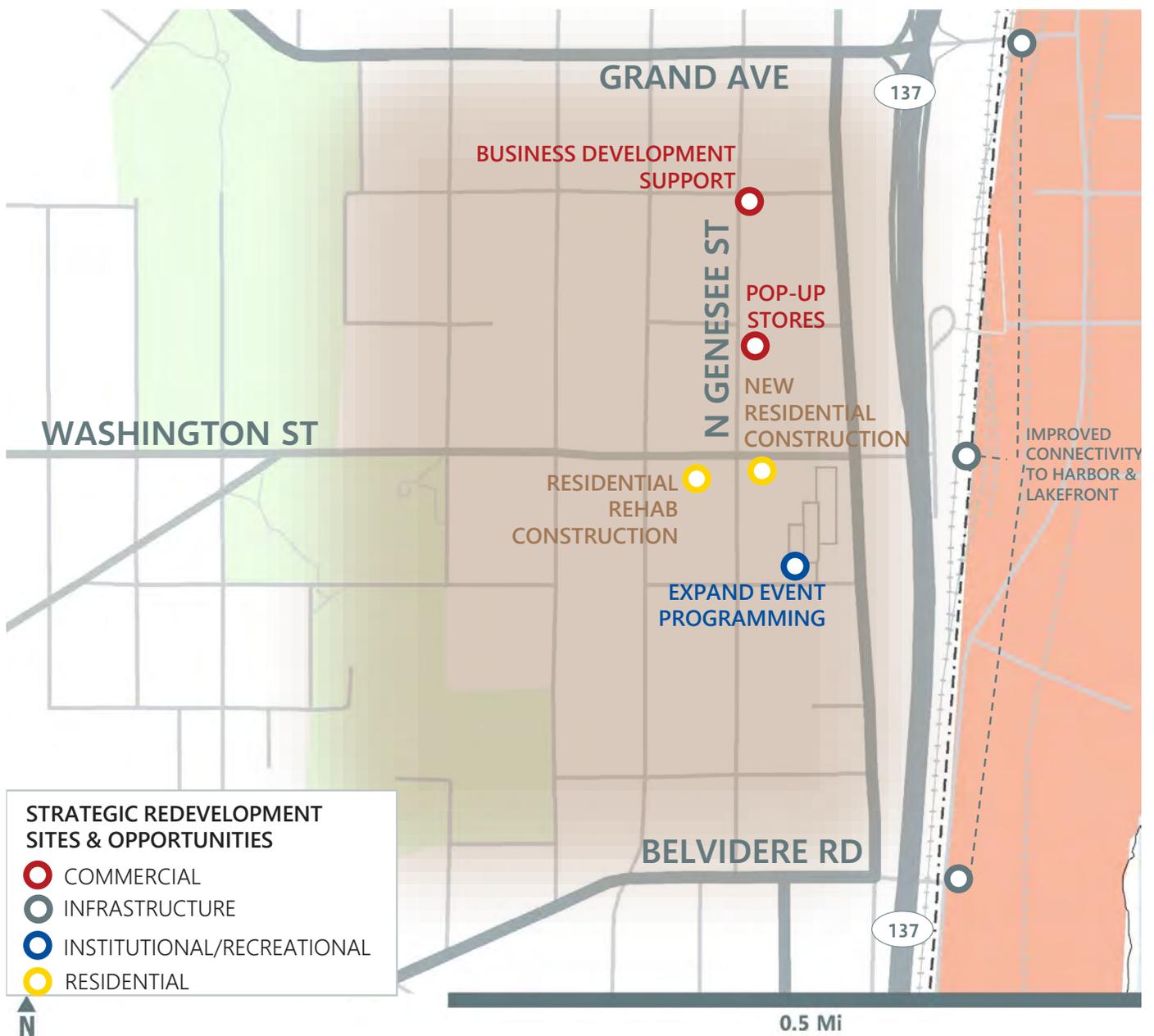
DOWNTOWN WAUKEGAN

GOALS & STRATEGIES

Goal 1

Establish downtown as a vibrant mixed-use district by attracting residents and visitors to the downtown area, improving connectivity to nearby assets, and fostering a healthy commercial environment.

The diagram below identifies some of the key redevelopment and strategic sites for implementing the following (re) development strategy



Strategies:

1. **Support residential development targeting 1,000+ additional units in downtown and surrounding areas.**
 - Develop new market-rate housing units in downtown Waukegan. Higher household incomes within the downtown area could provide a “built-in” consumer base to support retail, restaurant and service uses.
2. **Support new market rate residential units through new construction and rehabilitation of downtown buildings.**
 - Focus new development on vacant and underutilized lots near the Genesee Street commercial cluster and Metra station.
 - Rehabilitate and adapt downtown’s healthy stock of historic buildings for residential purposes. One example includes the historic Waukegan Building, located at 4 South Genesee Street.
3. **Leverage economic development tools to incentivize first-mover housing construction and introduce new market-rate multifamily products into the downtown area.**
 - Utilize Downtown-Lakefront TIF district to support first-mover market rate multifamily development
 - Leverage state and federal incentives include various tax credit programs such as Historic Tax Credits, and New Market Tax Credits (in conjunction with a qualifying mixed-use project)
4. **Explore creative downtown parking solutions to reduce surface parking and alleviate the financial burden of parking structure development costs.**
 - Encourage shared parking between uses. An example includes using office parking spaces for overnight residential purposes.
 - Reduce or eliminate parking minimums.
 - Maintain a district level public parking plan that strategically dedicates some existing public parking spaces for resident parking associated with new market-rate housing development.
5. **Facilitate transit-oriented development (TOD) in the downtown area.**
 - Prioritize TOD opportunities on vacant and underutilized properties near the Washington Street and Genesee Street intersection, within proximity to the Metra station.
 - Ensure future TOD construction in the downtown area is easily accessible to both the downtown businesses on Genesee Street and the Waukegan Metra station. One potential TOD site is the City-owned lot at the corner of Washington Street and South Genesee Street.
 - Develop policies and a procedure manual for multimodal transportation infrastructure to facilitate consistent application throughout the City.
 - Utilize best practices and consider alternate site design guidelines to address site access, parking, and circulation for properties that present unique redevelopment opportunities.
6. **Continue to promote residential development in areas surrounding downtown Waukegan.**
 - Support efforts to increase rental and for-sale residential housing in these areas in order to complement development activity in the downtown area.

Goal 2

Promote business development and retention and support existing business development efforts being undertaken by a variety of organizations to attract and retain long term commercial tenants within the downtown area.

Strategies

1. **Continue to support collaboration between existing business development entities in the downtown area.**
 - Continue to build upon its existing partnerships with national and local organizations who specialize in historic preservation, business development, tenant solicitation and placemaking in downtowns across the United States.
 - Work with various downtown and arts-based organizations to identify and apply for various state, national, and privately funded grants aimed at supporting local artists and start-up businesses.
2. **Implement a façade and tenant improvement program to support new and existing businesses.**
 - Provide matching grants or loans (from CDBG or TIF revenue) to property owners and/or small businesses willing to renovate the street-front exteriors of their structures and provide funds for needed tenant improvements that would otherwise prevent businesses from opening or expanding downtown.
3. **Monitor vacant properties in the downtown area.**
 - Actively monitor vacancies in the downtown area in order to proactively market and activate vacant commercial properties.
 - Create an inventory of all commercial properties, property owners, and building occupancy statuses.
4. **Reduce retail vacancies and concentrate retail in a walkable district.**
 - Facilitate the concentration of retail shops within a walkable district in order to generate the adequate foot traffic required to sustain small and local businesses located in the downtown area.
5. **Create cross-marketing and promotion strategies.**
 - Conduct pedestrian traffic counts at key intersections in the downtown area to leverage as a marketing tool.
 - Collaborate with downtown organizations and property owners to identify priority downtown properties to concentrate activation strategies.
 - Diversify retail offerings within this walkable district in order to support foot traffic throughout the day.
 - Develop relationships with commercial retail brokers that have contacts with local, regional, and national retailers and can help recruit businesses to the downtown area.
5. **Market available spaces through organizations such as the International Council of Shopping Centers (ICSC).**
 - Partner with downtown businesses and organizations to facilitate a creative marketing and promotion program to encourage people to stay downtown.
 - Utilize marketing strategies designed to increase visit frequency across the various business sectors and improve awareness for the full range of products and services available.
 - Examples include a 'dinner & a show' promotion with local restaurants and performance arts venues, or a local employee and/or student coupon book to encourage patronage of local downtown business by downtown employees and students.

Goal 3

Activate vacant and underutilized properties in the downtown area to create a dynamic environment for residents and visitors. Provide unique experiences to attract a new consumer base to shop at local retailers and help improve negative perceptions.

Strategies:

1. **Activate vacant and underutilized properties**
Establish “pop-up” and temporary stores in vacant storefronts to support local businesses.
 - Work with business development organizations and local businesses to temporarily activate vacant spaces in the downtown area through “pop-up” stores.
 - Encourage pop-up stores as a tool to promote local businesses and startups that would benefit from a decrease in rent burden and exposure. These flexible spaces allow business owners to experiment in a new location without the high up-front costs of building out a new retail space.
 - Utilize pop-up stores to decrease vacancies within the downtown area and help prove that downtown is a viable location for businesses.
2. **Promote public events in underutilized spaces.**
 - Host a series of public events, such as farmers’ markets, in underutilized properties to activate space and attract visitors to the downtown area. Weekly markets give people a reason to visit downtown more frequently and support small, independent businesses.
 - Utilize events to promote local businesses and startups. Such events could also be held in proximity to downtown on the lakefront.
3. **Support local artists.**
 - Partner with local artists and property owners to facilitate temporary art installations or displays in vacant storefronts.
 - Utilize rotating art installations and displays to promote the City’s art scene and attract tenants to underutilized and vacant properties.
4. **Strategically invest in public space.**
 - Invest in public spaces to encourage people to spend more time downtown. Public spaces should be well maintained and attractive, as well as provide a central focus for gatherings. Key locations for improvements include Washington Street and Genesee Street.
5. **Invest in streetscape beautification to create an aesthetically pleasing environment to attract visitors, and businesses into the downtown area.**
 - Create and maintain attractive public spaces by repairing deteriorated sidewalks and adding placemaking features such as benches, planters, bike racks, and greenery.
 - Install public art to add interest, create a focal area, and give people a reason to visit a district. The City could capitalize on its thriving arts scene and partner with a local arts organization or hold a competition to solicit installations pieces to catalyze this interest in the downtown area.
 - Strategically leverage CDBG and TIF revenue to finance streetscape improvements and public art installation.
 - Coordinate with various downtown and arts-based organizations to identify and apply for various state, national, and privately funded grants aimed at promoting public art installations and streetscape improvements.
 - Leverage the courtyard at the intersection of Genesee and Madison Streets as a public gathering space.

Goal 4

Improve connectivity to the Waukegan Metra station, the Waukegan Harbor, the Lakefront and other nearby assets between downtown Waukegan to increase the synergy among commercial, residential, and entertainment uses within each key redevelopment area.

Strategies:

- 1. Improve connectivity Invest in smaller-scale public improvements to improve connectivity while disbursing the capital costs over a longer time frame.**
 - Consider interim, smaller-scale alternatives to better integrate the lakefront to downtown Waukegan, such as public improvements to existing connectors along Grand Avenue, Washington Street, and Belvidere Road to make each thoroughway more accessible for pedestrians and cyclists.
 - Assess and prioritize sidewalks for repair and replacement based on usage level and proximity to City and community assets.
 - Ensure the City's current Capital Improvement Plan (CIP) includes critical connectivity improvements between downtown Waukegan and the lakefront via Grand Avenue, Washington Street, and Belvidere Road.
 - Leverage local financing tools such as TIF funding from the Downtown-Lakefront and North Lakefront TIF districts and community development block grants (CDBG) to support ongoing small-scale capital improvements.
- 2. Strategically compete for competitive federal grants for more expensive, larger scale capital improvement projects.**
 - Implement a two-pronged approach for addressing both smaller-scale and larger-scale capital improvements in order to be more competitive for federal and state funding while tacking immediate public improvement needs.
 - Position the City to become more competitive for securing federal and state funding for larger-scale capital improvements by including priority corridors for improvement within the CIP to demonstrate the City's local commitment for addressing smaller-scale capital improvements.
- 3. Enhance synergy between lakefront and downtown Waukegan through increased connectivity.**
 - Expand and improve connectivity to downtown Waukegan to create synergy between the downtown area and the lakefront.
- 4. Invest in public improvements to improve connectivity to downtown.**
 - Implement more affordable, piecemeal alternatives to better integrating the Waukegan Harbor and lakefront to downtown Waukegan.
 - Utilize TIF revenues from the Downtown-Lakefront, North Lakefront and/or South Lakefront TIF districts to fund public improvements
 - Apply for state and federal funding sources, such as BUILD Grants, to assist in funding larger-scale capital improvement costs.
 - Demonstrate a local commitment to smaller-scale capital improvements, as well as a priority list of key transit corridors subject for capital improvements.



Source: www.gorockford.com



Source: Cumberland Development



Source: www.gorockford.com



Source: Urban Equity Partners



Source: Urban Equity Partners

Profile Downtown Rockford, IL Revitalization

The revitalization of Downtown Rockford, IL is fully underway with the redevelopment of new residential units, commercial and public improvements in the core of Downtown. Redevelopment efforts have focused on a core area along the river in the blocks adjacent to State Street and have helped draw people downtown to create a critical mass to support retail and help boost hometown pride. Examples of recent developments which have helped spur downtown revitalization include:

- Events and programming such as the Rockford City Market (live music, craft vendors, a farmer’s market, food trucks and more), Summer at Davis Park (outdoor movies in the summer), and Stroll on State (an annual holiday celebration with parade, live music)
- Craft breweries-Prairie Street Brewing Co, located along the river with space for boats to dock in the summertime, and Carlyle Brewing Co

- Vibrant restaurant and retail district
–locally sourced restaurants, coffee roasters, fitness studios, and boutiques
- New residential construction including adaptive reuse of obsolete historic buildings into luxury lofts
- New neighborhood grocery store, Midtown Fresh, located in the Midtown District
- AmerockRedevelopment –160-key Hilton Embassy Suites Hotel and conference center

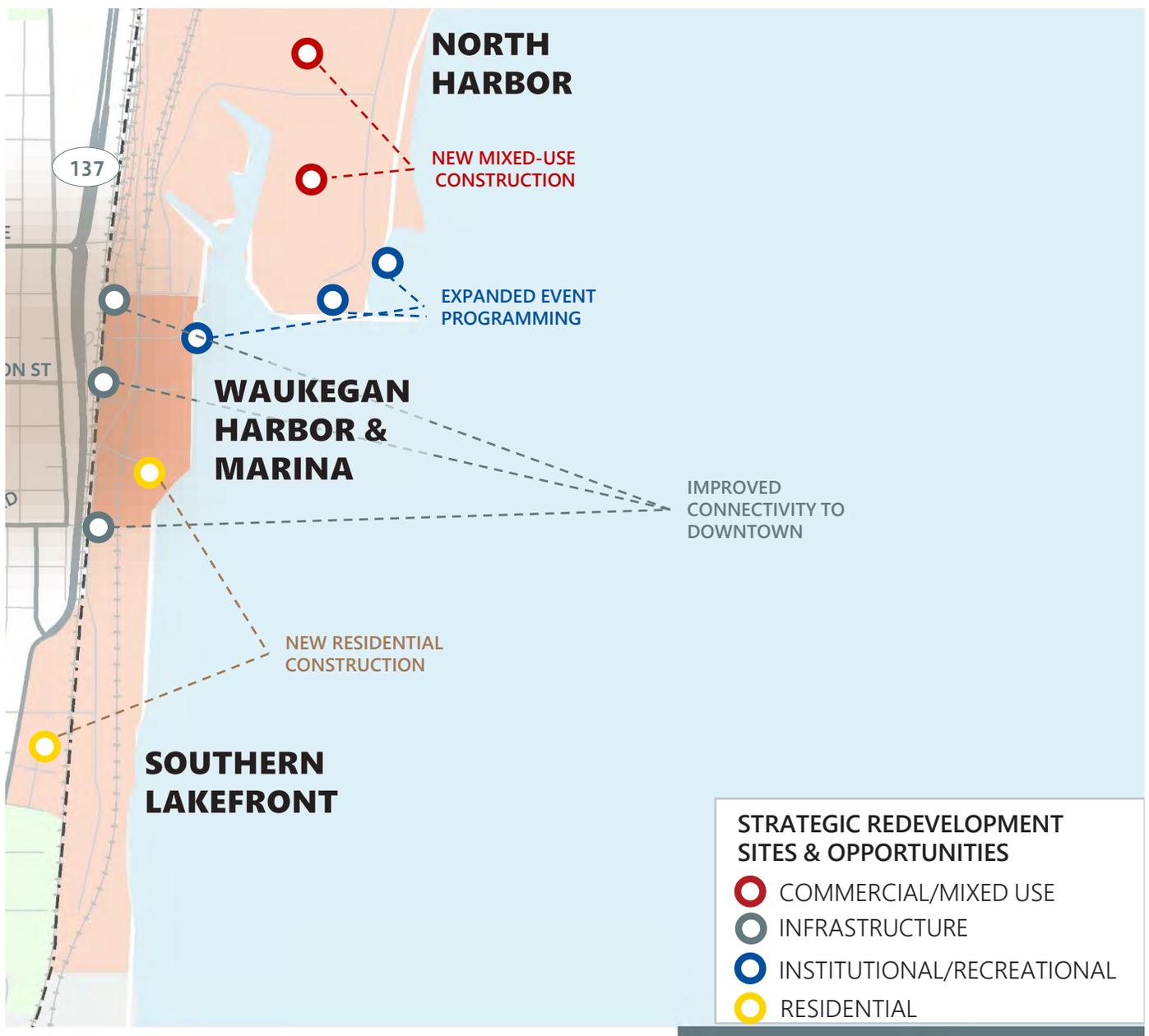
Many redevelopment projects have been supported with public support in various forms including the state-run River Edge Historic Preservation Tax Credit Program. Additional support for small businesses is available through a partnership with the Northern Illinois Community Development Corp.

WAUKEGAN HARBOR & THE LAKEFRONT

GOALS & STRATEGIES

Goal 5

Establish the Waukegan Harbor and lakefront as a destination for public recreational use and waterfront entertainment with supporting residential and commercial offerings. The map below identifies some of the key redevelopment and strategic sites for implementing the following development strategy within the Waukegan Harbor and lakefront.



Strategies:

1. **Position the Waukegan Harbor and lakefront for catalytic waterfront development.**

- Attract new residential and retail development on City-owned property in the North Harbor and Southern Lakefront subareas with the goal of establishing the Waukegan Harbor and lakefront as a mixed-use destination.

2. **Continue environmental remediation efforts for City-owned property.**

- Continue to spearhead environmental clean-up efforts.
- Seek federal and state funds such as the Illinois EPA's Brownfields Cleanup Revolving Loan Fund, the US EPA's Brownfield Cleanup Grant Program, and the INDR Coastal Management Program grant program, to finance the remediation of City-owned properties to create additional development-ready sites.
- Utilize TIF revenues from the Downtown-Lakefront, North Lakefront and/or South Lakefront TIF districts to fund site remediation for first-mover projects.

3. **Solicit qualified developers for residential development on City-owned property.**

- Pre-market the site to qualified developers.
- Prepare and issue Request for Qualifications (RFQ).
- Shortlist developers based on demonstrated experience with complex projects and capacity.
- Prepare and issue Request for Proposals (RFP).
- Select developed based on their submitted development plan, economic proposal and strategy and commitment to the project.

4. **Promote "first mover" residential units within the North Harbor and Southern Lakefront subareas.**

- Conduct a two-step developer solicitation process (RFQ/P) to market housing development on City-owned properties.
- Utilize TIF revenues from the Downtown-

Lakefront, North Lakefront and/or South Lakefront TIF districts to incentivize first mover (re) development. Because a substantial amount of public assistance would likely be required for a 'first mover' project, City could also consider implementing provisions such as upside sharing costs, in the case that a development project exceeds projected returns. Utilize other federal sources of funds such as opportunity zones and New Markets Tax Credits to finance redevelopment activity in the Waukegan Harbor and lakefront area.

5. **Establish the Waukegan Harbor and lakefront public as a year-round retail and entertainment destination.**

- Expand the Waukegan Harbor and lakefront public recreational offerings and complementary uses
- Continue and expand events programming in the North Harbor and Waukegan Harbor & Marina subareas.
- Increase and target events to be held year-round, such as ice-skating in the public parks, holiday related events, or farmers' markets to sustain a critical mass of visitors to the area.
- Activate underutilized City-owned properties such as vacant lots and parking spaces along the lakefront to host these additional events.

6. **Enhance the management and preservation of Waukegan's beach and dunes.**

- **North Beach Park:** No sand grooming recommended in this zone, with the exception of hand grooming marked trails as needed to keep markers visible. Work with natural grading when engineering pathways, zigzag paths to extent possible to limit sand erosion and to make sand less attractive to gulls.
- **North Beach: Habitat Management Plan:** There is always the risk a nesting pair of E/T bird species will select a site within the swimming beach groomed sand area. It is for this reason that an Incidental Take Authorization (ITA) should be sought which addresses the potential for taking listed birds. Due to the rarity of nesting attempts,

GATEWAY CORRIDORS

GOALS & STRATEGIES

Goal 6

Attract and grow local businesses within the corridors through strategic marketing and branding, promoting business development and retention, and promoting retail concentration and adaptive reuse in transitioning areas.

Strategies:

- 1. Create distinct brand identities for the gateway corridors**
 - Facilitate partnerships between local businesses and organizations specialized in business development to establish brand identities
 - Provide additional marketing assistance to highlight local businesses
- 2. Continue façade improvement and signage/wayfinding installation programs**
 - Utilize CDBG funds for façade improvements and signage/wayfinding installations along eligible gateway corridors to improve facades and streetscapes
 - Support grassroots efforts aimed to improve facades and streetscapes for local businesses
- 3. Strategically respond to changing retail trends through adaptive re-use and consolidation**
 - Concentrate retail to key nodes and adaptively reuse or redevelop vacant and underutilized retail. Encourage transition of obsolete retail uses in Gateway Corridors to adapt to market changes through consolidation and adaptive reuse and redevelopment.
 - Consolidate retail in key thriving nodes
 - Triage struggling retail nodes to target reinvestment and consolidate retail activity in strategic locations.
 - Consolidation efforts to help key shopping centers fill vacancies while allowing less-viable retail locations to transition to other land uses.
- 4. Support and promote adaptive reuse or redevelopment of vacant buildings**
 - Encourage participation in enterprise zone incentives for property owners and prospective businesses looking to locate and/or expand in the eligible gateway corridor
 - Amend zoning allowances to include higher-density residential and mixed-use projects along gateway corridors to promote creative redevelopment of vacant and underutilized sites
 - Encourage participation in enterprise zone incentive program for property owners and prospective businesses looking to locate and/or expand
 - Promote opportunity zone funding for developers in vacant and underutilized properties along Belvidere Road
 - Investigate TIF district designations along struggling corridors to provide funding for (re) development efforts



Source: Downtown Cleveland Alliance



Source: Dimit Architects



Source: Cumberland Development

Profile Cleveland Lakefront Redevelopment

The redevelopment of the Cleveland Lakefront served as an effort to revitalize a key commercial area within the City of Cleveland. The Lakefront houses various institutional anchors such as the Rock and Roll Hall of Fame and the Great Lakes Science Center and is bordered by other anchors such as FirstEnergy Stadium and the Burke Lakefront Airport. However, there was little private investment within the Lakefront, which was further challenged by the Cleveland Memorial Shoreway, which separates the Lakefront from Downtown Cleveland.

In 2012, the City of Cleveland adopted a revision to the Cleveland Downtown Lakefront Plan focusing on the redevelopment of three key areas of the Cleveland Lakefront; Harbor West, North Coast Harbor, and Burke Development District. The City engaged in various public-private partnerships to sell City-owned lots in the Lakefront for redevelopment purposes.

The most notable redevelopment efforts have occurred in the North Coast Harbor district. In 2014, a development team consisting of local developer Cumberland Development and the Dallas-based Trammell Crow Company won a bid to redevelop 28 acres of vacant lots and surface parking in the North Coast Harbor. Phase I of the development plan consisted of a lakefront restaurant and a mixed-use development featuring 16-unit luxury apartments with ground floor office and retail space, which were completed in 2016.

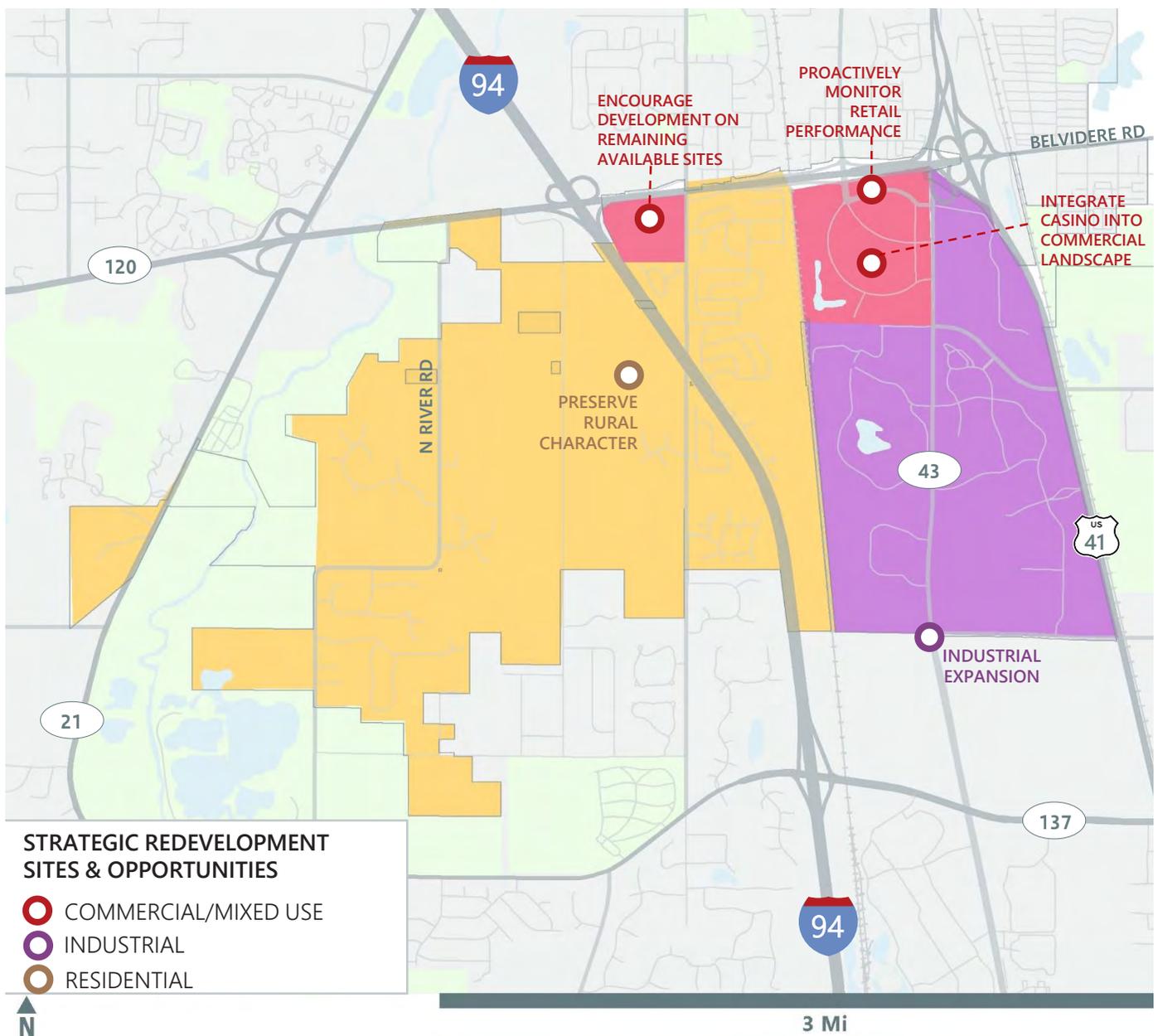
The next phase of the North Coast Harbor redevelopment project proposes an additional 1,000 apartment units, 80,000 square feet of office space, and 50,000 square feet of retail, in addition to green space and a possible school development. This proposal is currently undergoing the entitlements process with the City.

SOUTHWEST WAUKEGAN

GOALS & STRATEGIES

Goal 7

Integrate the future casino development into the existing Fountain Square fabric while maintaining and expanding the retail and industrial offerings of Southwest Waukegan and create a new regional tourist destination. The diagram below illustrates key redevelopment and strategic sites for implementing the following redevelopment strategy within Fountain Square and Southwest Waukegan.



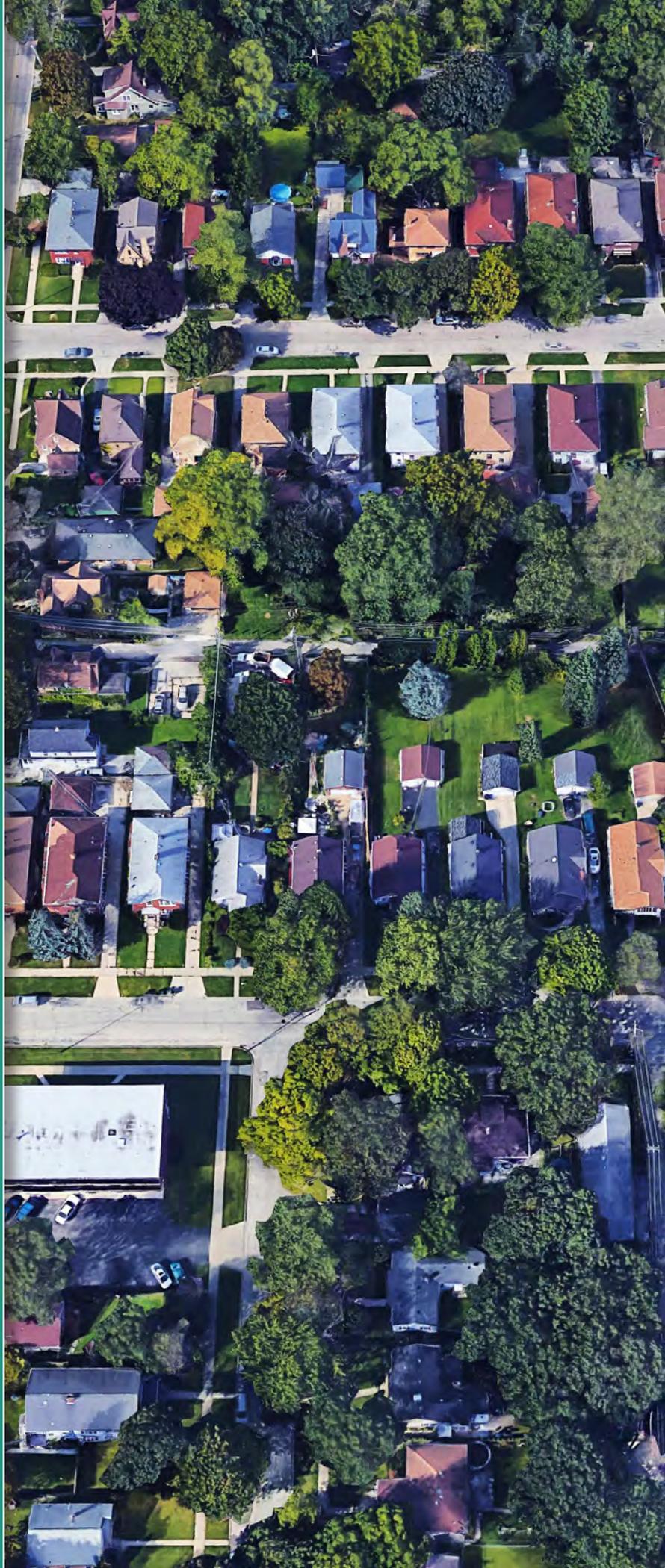
Strategies:

1. **Integrate future casino development into existing commercial landscape**
 - Co-locate a diverse mix of hospitality, retail and entertainment uses
 - Collaborate with selected casino licensee to ensure that the final development vision includes outwardly facing integrated restaurant, retail, and entertainment options
 - Ensure future hotels complement existing hospitality options within Fountain Square
 - Explore potential for a conference center component in the future
2. **Solidify Fountain Square as a regional retail cluster**
 - Maintain high performing retail in Fountain Square while guiding future commercial development
 - Encourage development on remaining available land within Fountain Square:
 - Coordinate with property owner(s) to support development and help facilitate needed public infrastructure improvements.
3. **Proactively monitor retail performance**
 - Work with brokers and property owners to monitor key performance indicators for retail at Fountain Square, such as vacancy.
 - Proactively gauge the health of the retail cluster to watch for signs of decline and intervene to adapt to changing retail trends, if necessary.
4. **Develop relationships with commercial retail brokers**
 - Develop relationships with commercial retail brokers and utilize their contacts with local, regional, and national retailers.
 - Compile the list of vacant commercial properties as they become available to market spaces through organizations such as ICSC.
5. **Maximize use of available developable land for new commercial development**
 - Expand Waukegan's commercial and industrial presence in this subarea.
 - Consider annexation of adjacent unincorporated land:
 - Work with existing property owners to discuss annexation and acquisition of properties outside of Waukegan city limits.
 - Other sites with R/LI development potential located outside of the Waukegan city limits could also be annexed and designated for industrial uses. Possible sites include underutilized properties located to the south of the existing industrial parks.
 - Continue to investigate annexation potential of unincorporated land adjacent to the City's northern industrial cluster to alleviate future pressures of highly concentrated industrial users.
6. **Encourage development on remaining available land at southeast corner of the Interstate-94 and IL-120**
 - Collaborate with the property owner to support development and help facilitate needed public infrastructure improvements.

3

Community

The Waukegan Comprehensive Plan provides a blueprint for the City to make its community stronger and more resilient through prioritized planning, investment, and enhanced collaboration between organizations and bodies of government. The City desires to preserve the its high-quality open space including revitalization of the lakefront, downtown, commercial corridors, and promotion of housing choice throughout the City. The Community chapter illustrates how land-use patterns play a significant role in shaping the physical character of Waukegan. Diversity, equity, arts, and culture are also important to the maintenance of Waukegan’s quality of life. Waukegan has a robust network of civic and community facilities and social organizations that are active in their support of the community’s positive identity. This chapter provides recommendations to organize future land uses in Waukegan through the “placetype” approach and provides goals and recommendations to enhance the physical landscape of Waukegan.



PLACE-BASED APPROACH



Community Principles

Resilience

The City's natural resource systems and infrastructure are adaptable and able to function during times of critical need. Social systems, natural resources, and infrastructure are improved to become more durable, making them recover quickly from short-term distress and long-term stress.

Inclusive Growth

Waukegan offers economic opportunities for all of its residents regardless of their background, age, or income. Doing so enables them to experience prolonged periods of prosperity and stability, with fewer and shorter periods of economic stagnation or decline.

Prioritized Investment

It is critical to prioritize investments and management of public revenues to maximize benefits to the community. Waukegan's ability to leverage mixed funding streams, including limited government resources, demonstrates the City's ability to leverage opportunities where available.

The Waukegan Comprehensive Plan organizes future land use and development in terms of "placetypes." Placetypes characterize an area based on its defining character, scale, form, and function. They are also an umbrella for multiple land uses. This approach also provides the City flexibility when planning in the future. This flexibility can be responsive to where the community's needs and conditions may change. Waukegan's eight placetypes establish well-defined, unique geographies in the City. The placetypes are created and enhanced through the involvement of the Waukegan community, neighborhood planning and collaboration, land-use regulations, partnerships between the City and local organizations, and public-private partnerships.

The placetypes also provide the potential for creativity. This approach fosters utilization of vacant and undeveloped properties by enabling the City to assign the most appropriate land uses. It recognizes that being flexible and creating areas with a mix of compatible land uses can foster a greater level of activity and convenience for residents. In addition to land use, placetypes also depends on the specific location's design, functionality, and access to infrastructure.

The use of this approach provides more inclusive, accessible, and economically vibrant neighborhoods and reflects the three community principles of resilience, inclusive growth, and prioritized investment.



Source: City of Waukegan



Source: City of Waukegan



Source: City of Waukegan



Source: City of Waukegan

The Characteristics of Waukegan's Placetypes

Although placetypes generally share defining features, each individual placetype is encouraged to define its own unique character and a specific mixture of land uses to meet local needs and aspirations. For example, Belvidere Road, Grand Avenue, and Sunset Avenue are designated as Commercial Areas. However, each corridor each has its own character and delivers a unique experience for visitors and residents entering Waukegan.

The following section outlines Waukegan's eight placetypes, including a description of their character, the compatible land uses within each placetype, and best practices relevant to the City. These placetypes define Waukegan by creating environments with their own sense of identity. It should be noted that areas where different placetypes are adjacent to each other, a transition zone that integrates each placetypes' character should be created. Adjacent land uses should be compatible and appropriately scaled and buffered.

To fulfill the embodied character of each placetype, elements for prioritization of improvements are discussed. The character is aspirational and illustrates the future vision of each placetype. The recommended characteristics will bring to life the types of spaces and thriving environment that the City desires to achieve. The eight placetypes are:

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Lakefront
- Innovation Hub
- Parks/Green Space
- Waukegan National Airport



All images this page sourced from City of Waukegan

Land Uses vs. Placetypes

Waukegan is a complex city made up of a variety of distinct zones and districts. While most comprehensive plans are organized by land use type, for Waukegan, the placetype vernacular is the appropriate organizational structure. Placetypes incorporate the anticipated use, spirit, character, and vision for the specific area. They are flexible in their use and interact with adjacent land uses to create complete neighborhoods. Land use designations are still used, however, they are coordinated with placetypes to ensure regulatory and experiential needs are met. The placetype approach recognizes how land uses are related to each other rather than traditional land use plans that utilize a parcel-by-parcel approach. The placetype approach assigns a specific future land use category to larger geographies with similar characteristics.

The characteristics of the placetypes are aspirational and envision the future of Waukegan. Each placetype recognizes complimentary land uses that may be co-located. This coordination demonstrates a thorough understanding of the City and its complex and integrated systems. Waukegan's urban fabric and relative location of placetypes, has been contemplated as a complete community.

In the future, as development occurs, the City will continue to be able to adapt to these conditions using the placetype framework.

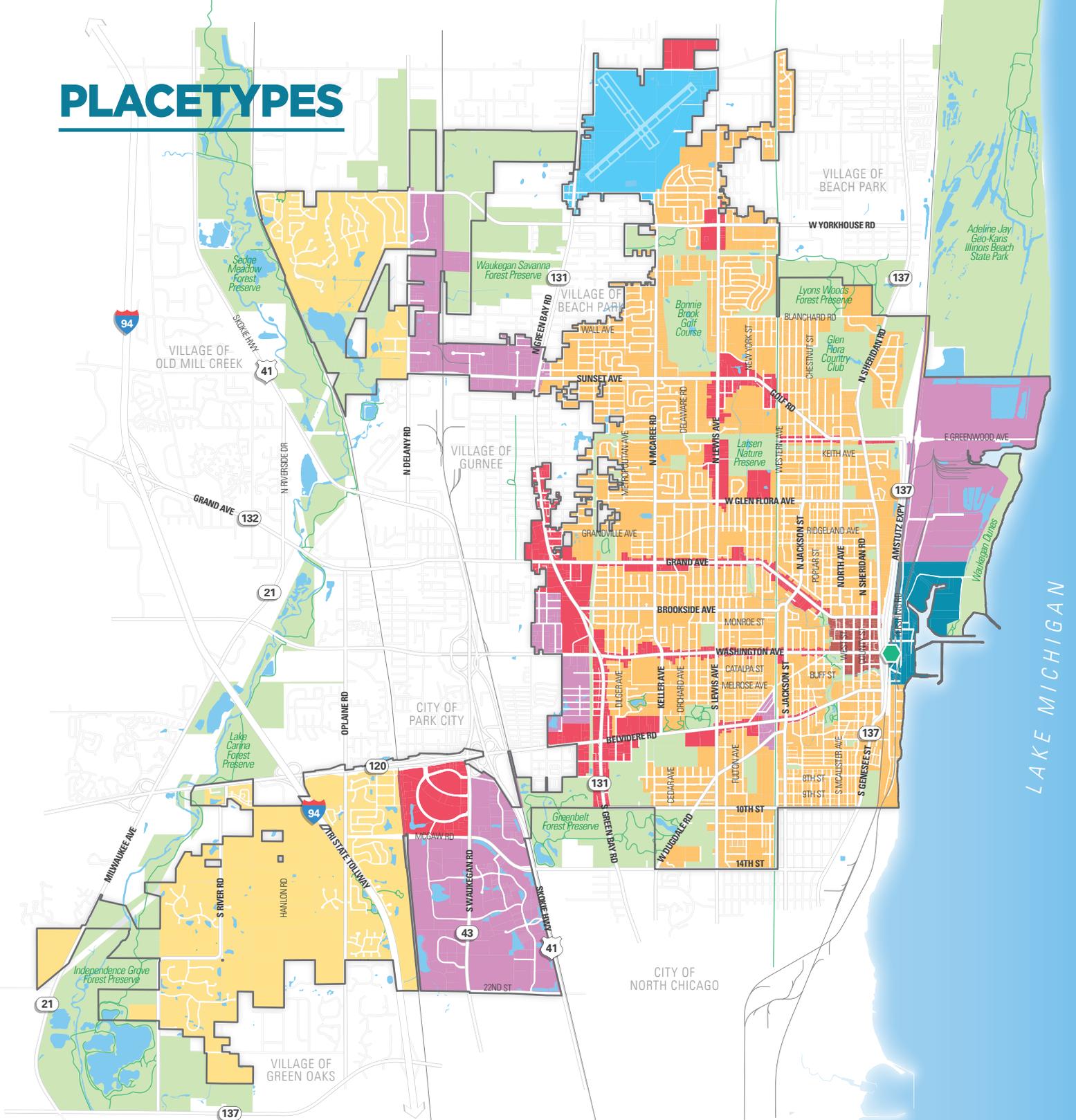
PLACETYPES & LAND USE

The eight placetypes consist of several typical land uses, which are categorized as either a primary or secondary land use for each placetype. Most of the typical land uses are derived from the existing land use categories from the Existing Conditions Report, found in the Appendix. Primary land uses play an important role in the overall characterization of the placetype. Secondary land uses complement primary land uses. The table below illustrates the relationship between primary and secondary land uses for each placetype. The following sections will describe the characteristics of each typical land use.

Placetypes	Single-Family Detached Residential	Single-Family Attached Residential	Multifamily Residential	Restaurant	Retail	Commercial Service	Entertainment & Arts	Office	Research / Light Industrial	Civic/Educational	Parks/Open Space	Transportation/Utilities
Core Neighborhood	●	●	●	○	○	○					○	
Edge Neighborhood	●	●	●	○	○	○					○	
Commercial Area		○	○	●	●	●	●	○		○		
Downtown Waukegan		○	●	●	●	●	●	○		○	○	
Lakefront		○	○	●	●	●					●	●
Innovation Hub				○	○	○		●	●			○
Parks/Green Space							○				●	○
Waukegan National Airport												●

- Primary Land Uses are prioritized and characterize the placetype.
- Secondary Land Uses are supportive and complement the Primary Land Uses.

PLACETYPES



Legend

- Waukegan Municipal Boundary
- Waukegan Metra Station

Placetypes

- Core Neighborhood
- Edge Neighborhood
- Commercial Area
- Downtown Waukegan
- Lakefront
- Innovation Hub
- Parks/Green Space
- Waukegan National Airport



LAND USE TYPES



Source: City of Waukegan

Single-Family Detached Residential

This land use consists of single-family detached homes on subdivided lots. This is currently the predominant land use and building type within the City of Waukegan. Lot sizes and housing characteristics vary across different neighborhoods.



Source: Google Earth Pro



Source: Google Earth Pro

Single-Family Attached Residential

This land use consists of townhomes and duplexes. The units are horizontally connected but have separate entrances from the public street and sidewalks.

Multifamily Residential

Multifamily residential structures contain multiple housing units and are usually stacked vertically and attached horizontally. Each unit has its own entrance on a common hallway. Multifamily residential buildings include apartments, condominiums, and senior housing buildings.



Source: City of Waukegan

Restaurants, Retail & Commercial Services

These areas permit commercial land uses and include places where people can shop, dine, and work. These activities may be located within either commercial or office buildings. The scale of these land uses can vary in size. They can be low-intensity and be found within neighborhoods, or they can be large-scale and more intense, such as those found in shopping centers or in mixed-use environments.



Entertainment & Arts

Entertainment and arts typically include venues that accommodate arts, performance, and festivals. These are generally located in downtown Waukegan, where community festivals and events regularly bring people together. Some notable events include ArtWauk, Scoop the Loop, and Waukegan Jazz/Blues Concerts. Genesee Theatre and Three Brothers Theater are notable destinations that host popular productions. Both are also located in downtown Waukegan.



Office

Office uses typically include professional services, employment, offices, and medical offices. They can accommodate accessory commercial uses, such as restaurant, service, or other convenience services that are geared toward serving the office tenants. They mostly consist of stand alone office and medical office buildings. It should be noted that office uses can also be incorporated within research/light industrial uses.



Research / Light Industrial

Research/light industrial land uses cover a wide range of functions. They include storage, warehouse, research, light processing or assembly, and manufacturing. Research/light industrial uses also range in scale and intensity, from individually-owned establishments to larger corporate establishments including Amazon, VisualPak, Medline, and Astronics. These spaces tend to have a mix of office space and industrial operations that focus on innovation and sustainability.



Source: City of Waukegan



Civic/Educational

Civic/Educational uses include a broad range of public and semi-private community facilities. They help define and contribute to Waukegan's quality of life. These institutions can include schools, government buildings/facilities, and medical facilities. Civic facilities that serve specific populations include non-profits and social service agencies. These facilities may be integrated into other placetypes as they are generally small in scale and serve their surrounding neighborhoods.

Park/Open Space

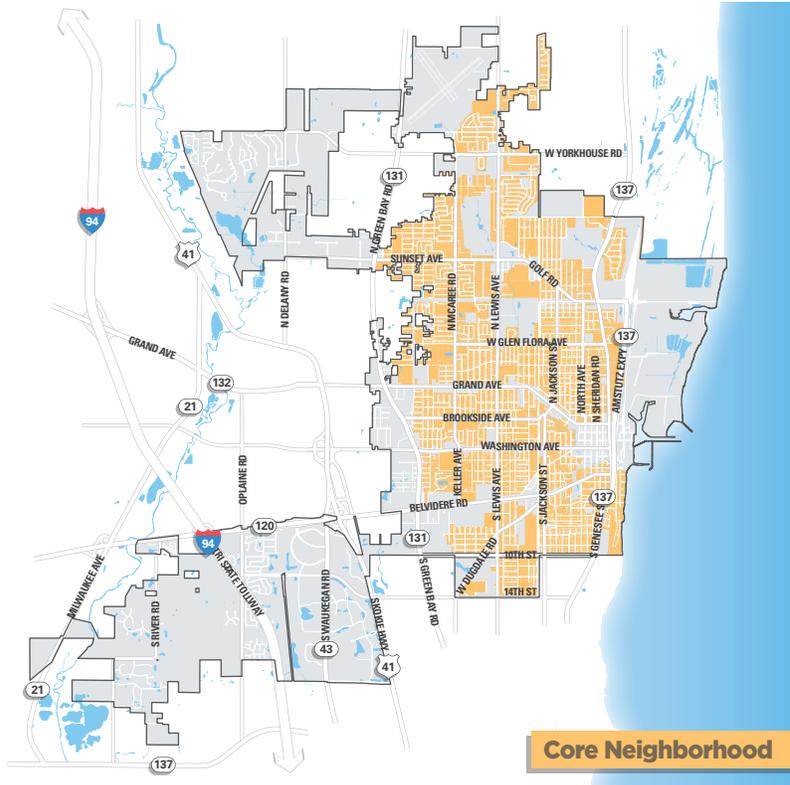
This land use category consists of public parks and open space. They include those owned and maintained by the City, Park District, the Lake County Forest Preserve District, and the Illinois Department of Natural Resources (IDNR). They accommodate both active and passive recreation and, like civic/educational uses, contribute to Waukegan's quality of life. These spaces also include pedestrian trails, athletic fields, golf courses, playgrounds, neighborhood parks, beach, as well as natural areas and features, such as the Waukegan ravines, woodlands, prairies, and the Waukegan Dunes.

Transportation/Utilities

This land use designation includes public transportation and utility facilities. They vary in physical and operational scale, and are necessary infrastructure components of the City of Waukegan. Examples of transportation/utility uses include the Waukegan NRG Generating Plant, Waukegan Water Plant, Waukegan Metra Station, Waukegan National Airport, North Shore Water Reclamation District, and power substations and lines. These uses are most likely to remain and continue to serve Waukegan's residents long-term.

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CORE NEIGHBORHOOD



Primary Land Uses

- Single-Family Detached Residential
- Single-Family Attached Residential
- Multi-family Residential

Supporting Land Uses

- Restaurant
- Retail
- Commercial Service
- Parks/Open Space

The Core Neighborhood placetype is predominately residential with a variety of residential building types, including single-family detached, single-family attached, and multi-family buildings. The residential typologies vary by density and coexist with schools, parks, and religious institutions. This placetype typically has a traditional neighborhood grid-like street pattern. It supports convenience retail, restaurants, and office uses that can be located at intersections or along major roadways. It should be noted that some current land uses within Core Neighborhoods do not conform to the recommended primary and secondary land uses. The current and non-conforming land uses can remain; however, should an opportunity for redevelopment/reuse arise, the City should work with stakeholders to implement the placetype's recommendations.



Source: City of Waukegan



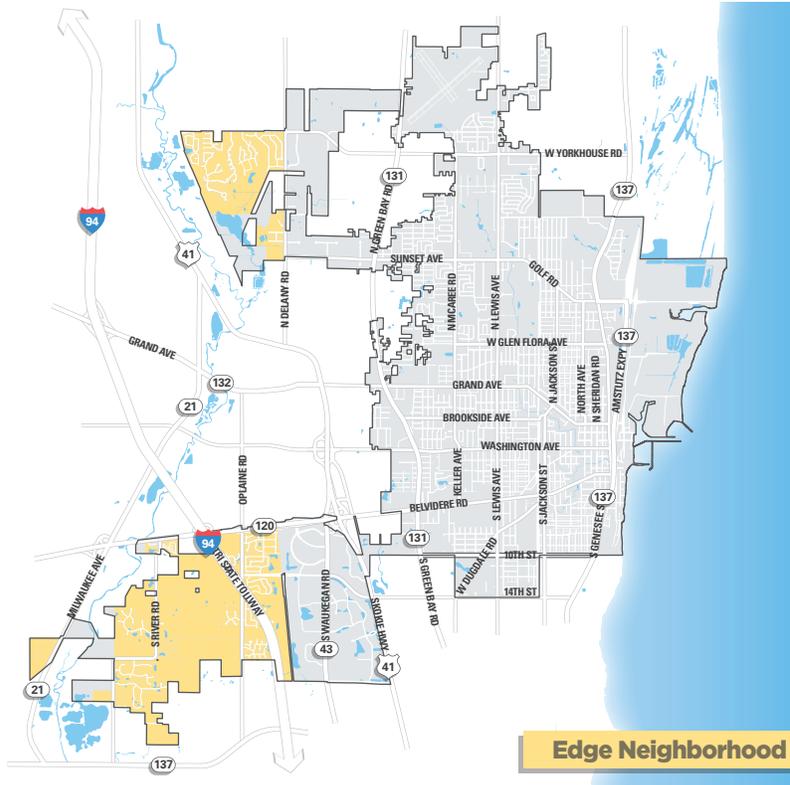
Source: City of Waukegan



Placetype Envisioned Character

- A network of safe, protected, and attractive pedestrian and bicycle routes to connect Core Neighborhoods with their surrounding neighborhoods, commercial, and mixed-use placetypes.
- Single-family detached and attached housing to establish the Core Neighborhood's primary character. Multi-family housing is also acceptable and should be located along main streets, at the edges of neighborhoods, or in transition zones. It should also be screened or buffered against single-family detached and attached housing units to create smooth physical transitions across different densities.
- Pedestrian, bicycle, and transit connections between existing and future retail/commercial nodes in Core Neighborhoods. This provides residents convenient access to daily services and groceries.
- Neighborhood gathering spaces, such as parks, schools, and religious institutions, as many community events are centered around these venues.
- ADA-compliant sidewalks with continuous access throughout the residential placetype.
- Street lighting conforms to the Illuminating Engineering Society (IES) and International Dark Sky Association's (IDA) Backlight, Uplight, and Glare (BUG) rating system. This type of street lighting minimizes light pollution, glare to pedestrians, and light reflection into adjacent buildings.

EDGE NEIGHBORHOOD



Primary Land Uses

- Single-Family Detached Residential
- Single-Family Attached Residential
- Multifamily Residential

Supporting Land uses

- Restaurant
- Retail
- Commercial Service
- Parks/Open Space

The Edge Neighborhood placetype typically consists of newer residential subdivisions located outside of Waukegan’s urban core. These neighborhoods are built on previously undeveloped lands or greenfields. A key element that differentiates Edge Neighborhoods from Core Neighborhoods is the intensity and scale of development. Edge Neighborhoods typically feature larger homes that are spaced further apart than Core Neighborhood houses. Additionally, Edge Neighborhoods tend to have curvilinear street patterns while Core Neighborhoods typically follow a traditional grid pattern.

It is anticipated that future expansion of residential areas will be developed at the edge of the community. Edge Neighborhoods should possess a mix of housing types with access to pedestrian and bicycle infrastructure. This makes the neighborhood more walkable and connected to adjacent placetypes, forest preserves, parks, and open space.



Source: City of Waukegan



Source: City of Waukegan

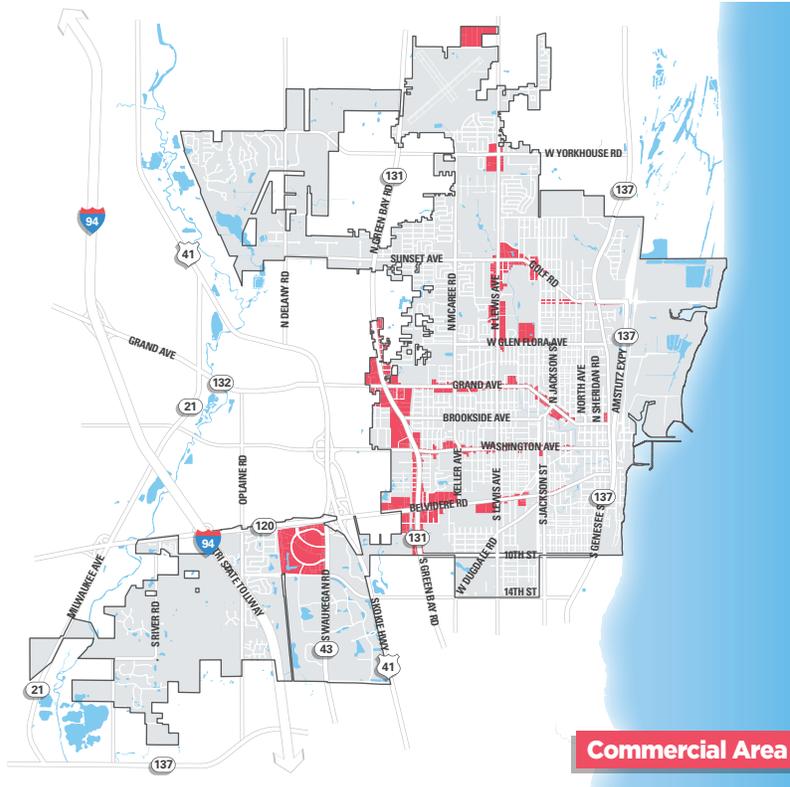


Source: City of Waukegan

Placetype Envisioned Character

- Retail, services, restaurants, and commercial services along main streets and at the edge of the neighborhoods. They should be directly accessible from Edge Neighborhoods by drivers, bicyclists, and pedestrians.
- A variety of housing types, prices, and sizes should be incorporated into Edge Neighborhoods. Higher-density multifamily housing should be located along main streets or at the neighborhood perimeter.
- Contains a central feature, such as a park, natural feature, school, and other neighborhood gathering space.
- ADA-compliant sidewalks with continuous access throughout the placetype.
- Street lighting conforms to the Illuminating Engineering Society (IES) and International Dark Sky Association's (IDA) Backlight, Uplight, and Glare (BUG) rating system. This type of street lighting minimizes light pollution, glare to pedestrians, and light reflection into adjacent buildings.
- Infill housing and mid-density development is distributed throughout the placetype.

COMMERCIAL AREA



Primary Land Uses

- Restaurant
- Retail
- Commercial Service
- Entertainment & Arts

Supporting Land uses

- Single-family Attached Residential
- Multifamily Residential
- Office
- Civic/Educational

Commercial Areas are important components of Waukegan’s economy. This placetype primarily contains uses that provide goods and services to nearby Core and Edge Neighborhoods but can also service other placetypes within the vicinity. This placetype is characterized by shopping centers and clusters of developments that are often located along corridors and at the intersections of the City’s major roadways. Gateway corridors that include Commercial Areas can also provide a positive impression to people entering Waukegan from the regional highway system. Integration of streetscaping and landscaping can brand each Commercial Area as a unique place.

It should be noted that this placetype is more than just a neighborhood-scaled commercial node. Commercial Areas can vary in intensity and can function as a major destination with a regional base of customers. Smaller community plazas and green space can be strategically located within Commercial Areas to act as social gathering places. Given that Commercial Areas are intended to serve the needs of multiple neighborhoods, it is critical that they are linked by pedestrian, bicycle, and transit connections.



Placetype Envisioned Character

- Commercial buildings front the primary streets to ensure visibility and accessibility. Placement of parking lots at the rear of the buildings and storefront transparency maintains interest at the street frontage.
- Multifamily and single-family attached residential in Commercial Areas to expand the local customer base.
- Single-family attached units where Commercial Areas are adjacent to residential neighborhoods to create a smooth transition between these placetypes.
- The road network along Commercial Areas should provide safe and convenient access for cars, buses, bicycles, and pedestrians to nearby commercial activities from residential areas. Sidewalk continuity should be prioritized.
- Streetscaping on the City's major east-west commercial corridors, including Sunset Avenue, Grand Avenue, Washington Street, and Belvidere Road, is critical to the branding of each corridor as a unique place.
- Parking requirements for future commercial developments accommodate weekday customer volume rather than the 'annual peak volume'.
- Shared parking among adjacent businesses that have different time periods of parking utilization, such as an office and a retail store.
- ADA-compliant sidewalks with continuous access throughout the placetype.

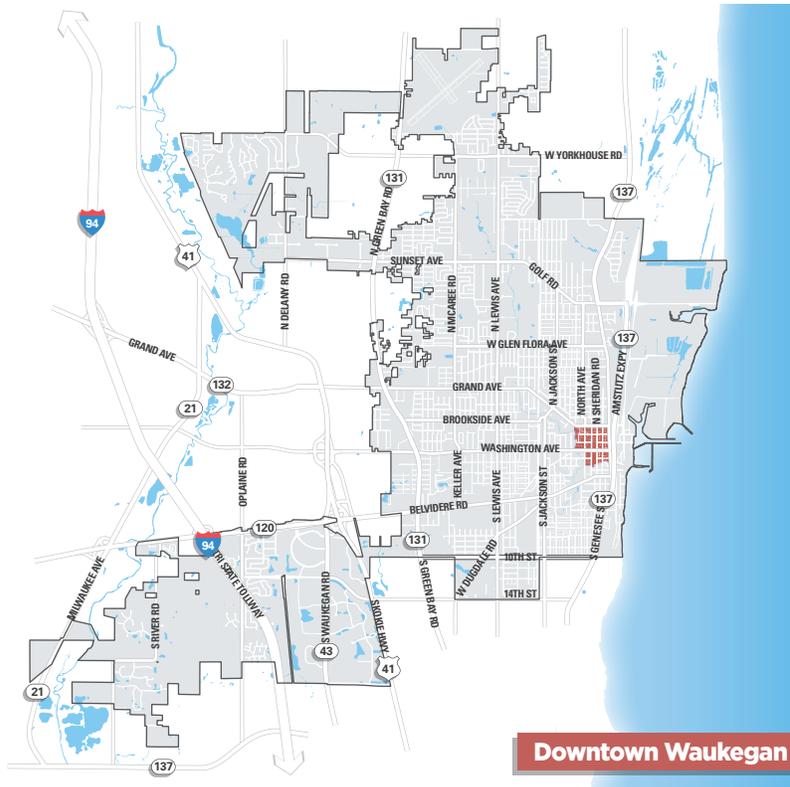


Source: City of Waukegan



Source: City of Waukegan

DOWNTOWN WAUKEGAN



Primary Land Uses

- Multifamily Residential
- Restaurant
- Retail
- Commercial Service
- Entertainment & Arts

Supporting Land Uses

- Single-family Attached Residential
- Office
- Civic/Educational
- Parks/Open Space

Downtown Waukegan is the City’s core and is the center of arts, culture, and commerce. This placetype is the City’s most intensely developed area with mixed-use, entertainment, civic/educational, retail, restaurant, and multifamily residential as the defining uses. The intensity of development and prioritization of multi-modal transportation makes downtown Waukegan a walkable environment and an attractive place to live, work, shop, dine, and play.

The performing arts venues, in addition to seasonal festivals, make downtown Waukegan a popular destination among residents and visitors. Downtown Waukegan is also home to the City’s Public Library, which functions as a versatile community resource center. The College of Lake County’s Lakeshore Campus is an important educational institution in downtown Waukegan. Its presence creates opportunities for increased activity. These events, facilities, and organizations and create a framework to build on in the future enhance the quality of life of Waukegan residents.



Source: City of Waukegan

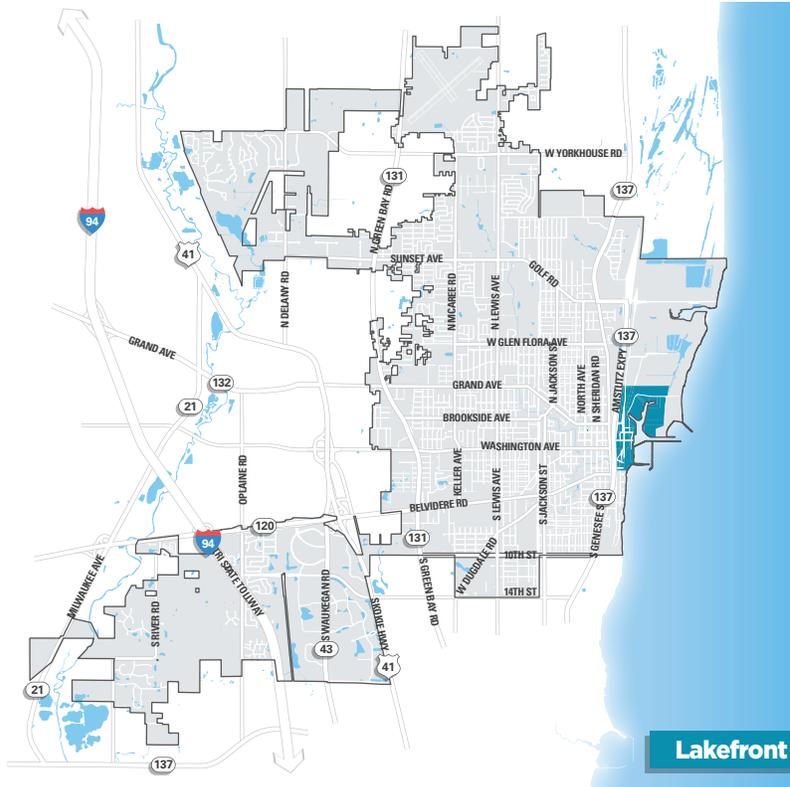


Source: City of Waukegan

Placetype Envisioned Character

- Downtown Waukegan defines the City's image through high-quality architecture and site design to activate space.
- Streetscaping improvements and gateways define the unique character for the district.
- Civic plazas, parks, and open spaces are gathering places for residents, employees, and visitors.
- Easy and safe multi-modal connections between downtown Waukegan, adjacent neighborhoods the Waukegan Metra intermodal station.
- Wayfinding signage along sidewalks directs people between the lakefront, neighborhoods, and downtown.
- Buildings front the street to ensure visibility and accessibility.
- Single-family attached units where Commercial Areas are adjacent to residential neighborhoods create a smooth transition between different placetypes.
- Multifamily and single-family attached residential expand the local residential base. They should have safe and direct connections to nearby commercial activities. Mixed-use buildings are another option to promote diversity of activities and experience.
- Parking lots provide capacity for weekday averages and located lots at the rear of the commercial buildings with buffering. Shared parking opportunities are promoted.

LAKEFRONT



Primary Land Uses

- Multifamily Residential
- Restaurant
- Retail
- Commercial services
- Parks/Open Space
- Transportation/Utilities

Supporting Land Uses

- Single-family Attached Residential
- Multi-family Attached

The lakefront placetype includes areas within the Waukegan Harborfront, the Marina, and the North Harbor. The lakefront is a well-known recreational destination for its marina and seaside activities. This placetype affirms the recommendations established by three City-adopted plans. They are the 2003 Lakefront - Downtown Master Plan, the 2015 Lakefront Active Implementation Plan, and the 2016 Beach Management Plan. The Lakefront Active Implementation Plan provides an updated and economically feasible implementation framework to realize the 2003 Master Plan's vision of the lakefront, including an eco-park along East Sea Horse Drive. The City's 2016 Beach Management Plan proposed a series of action items that preserve these natural resources.

Guidelines for development densities for downtown, the South Lakefront, the Harborfront and North Harbor have been established in the 2005 Waukegan Lakefront downtown Master Plan Design Guidelines document. These guidelines should be adhered to with consideration for new development along the lakefront. To realize the lakefront's full potential, residential, commercial, and mixed-use development are encouraged. Focusing on creating a highly amenitized, complete neighborhoods are priorities of this placetype.



Source: City of Waukegan



Source: Google Earth Pro



Source: City of Waukegan

Placetype Envisioned Character

Lakefront Area

- Visitors and residents are able to access the lakefront through an enhanced path network, complementary signage program, and streetscape design.
- The lakefront is connected to downtown Waukegan, beaches, and harbor area.
- Opportunities for additional development along the lakefront including development of design standards or form-based codes regulate a comprehensive identity for the area.
- New uses for the lakefront that forward its identity including an eco-park, educational programming and volunteer opportunities to connect residents with this amenity.
- Partnerships with state and federal agencies can help fund successful initiatives in the future.

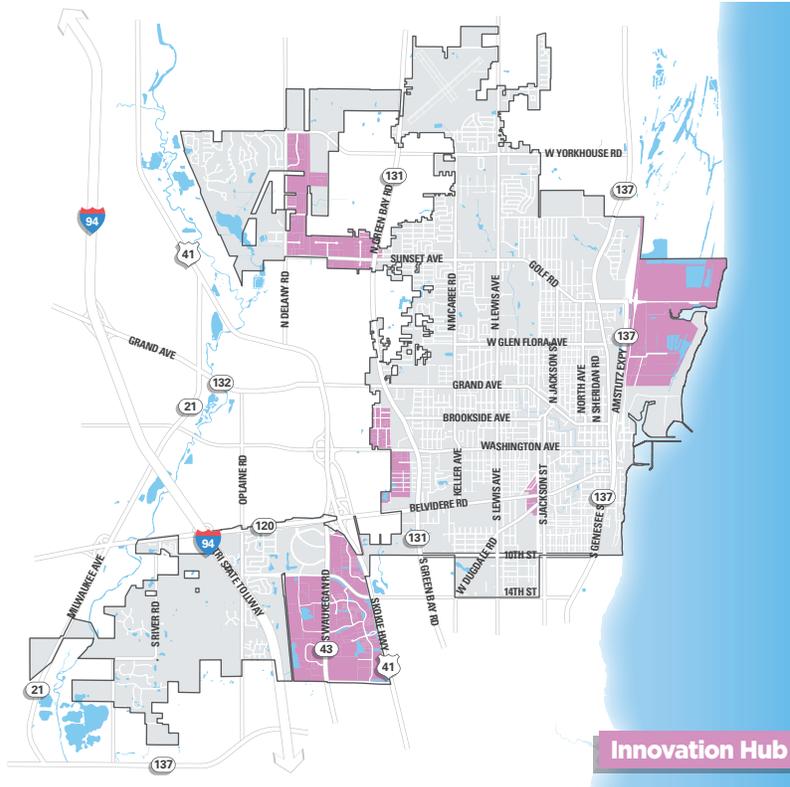
Harbor Area

- New mixed-use, waterfront neighborhoods along the south lakefront, harborfront and north harbor increase day and night vibrancy in the district.
- Connection and accessibility to the harbor.
- Rail yards are removed from the harborfront to provide additional development opportunities.

Beach Area

- Conservation of Waukegan's public beaches and dunes located north of the Waukegan Harbor channel in the Dead River Watershed.
- A mix of uses along the waterfront that combines recreational, industrial, commercial, and residential.
- Ecological diversity, recreational opportunities and prioritization of education of beach visitors about the global significance of the sites as habitat for plants and wildlife.

INNOVATION HUB



Primary Land Uses

- Office
- Research/Light Industrial

Supporting Land Uses

- Restaurant
- Retail
- Commercial Services
- Transportation/Utilities

The Innovation Hub placetype includes areas dedicated to industrial uses, including manufacturing, research, warehousing, distribution, and fulfillment centers. This placetype plays an important role in Waukegan’s economy but should be appropriately buffered from residential and commercial areas. Multifamily residential and hotels can be located within this placetype to provide convenient housing and accommodation options for workers and visiting executives/employees. This placetype generates significant traffic from both its employees and associated truck traffic. Roadways within this placetype should accommodate traffic without adversely impacting quieter residential areas.

One of Waukegan’s utility hubs is located at the northern part of the lakefront area, bordered by the Illinois Beach Nature Preserve to the north and the City’s redevelopment area to the south. Three brownfields (Johns-Manville Corporation Site, North Shore Gas North Plant, and Outboard Marine Corp) under the EPA’s Superfund Site program are located within this area, and the City is has been working with state and federal agencies to monitor and remediate

the brownfields. It is anticipated that existing industrial businesses and associated utilities will remain for the time being. As time progresses and conditions change, the City and relevant stakeholders should consider decommissioning the industrial (utility) land uses and reusing the land for appropriate development.

Annexation of unincorporated parcels south of the City’s existing industrial parks in Southwest Waukegan can accommodate additional research/innovation uses and to expand Waukegan’s ability to respond to growing industrial sector needs. Responding to this growing demand contributes to Waukegan’s identity as a desirable location for this kind of development. Attraction strategies should focus on sustainable and innovation oriented industries. Future opportunities in the Innovation Hub placetype may include technology, sustainable and green industries, makers spaces, and light industrial industries. Recreational uses such as family oriented facilities (eg: Altitude Trampoline Park) may also be included to diversify activities in these zones and create more variety in spaces that can accommodate larger spaces.



Source: Google Earth Pro



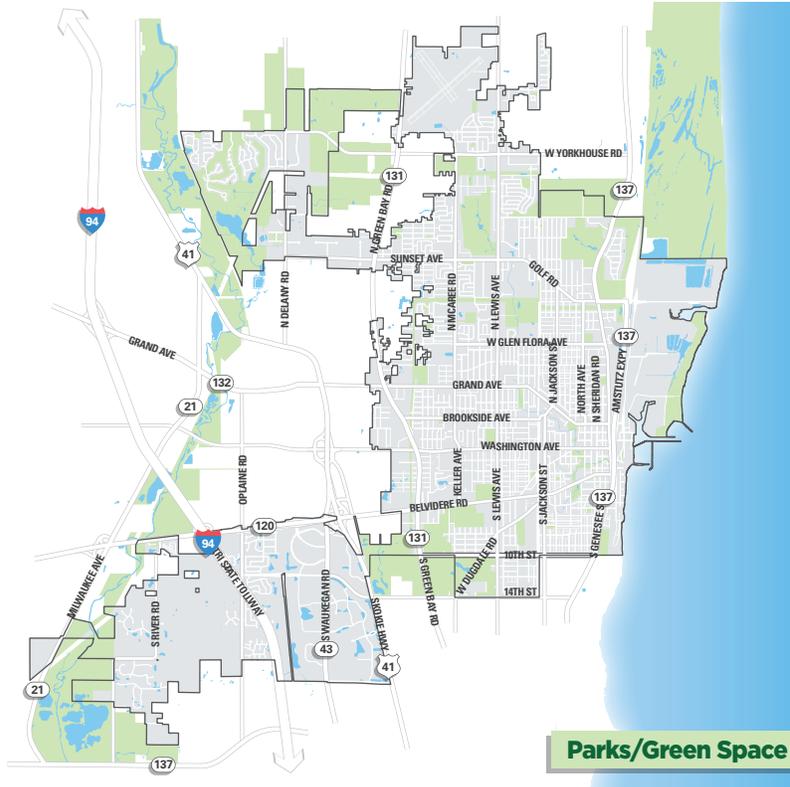
Source: Google Earth Pro

Placetype Envisioned Character

- Street pattern and roadway configuration accommodates the safe and efficient circulation and access of high-volume traffic of freight and trucks.
- Sites accommodate large warehouse buildings and paved areas required for safe turning movements for cars and freight trucks.
- Waukegan's regional highway system and/or airport facilitates the efficient movement of goods and services and minimize impacts to residential neighborhoods.
- Industrial developments incorporate attractive architectural and landscaping design to preserve their value long-term. Screen or buffer Innovation hubs that are adjacent to quieter residential neighborhoods.
- The City's SolSmart Gold status can attract sustainable/green industries into Waukegan.
- Remediated brownfields, which the City has made significant progress and their preparation for future redevelopments.
- Emerging industries such as cannabis and complimentary uses to the new casino may be located in this placetype.

PLACETYPE

PARKS/GREEN SPACE



Primary Land Use

- Parks/Green Space

Supporting Land Use

- Transportation/Utilities

The intent of the Parks/Green Space placetype is to preserve existing parks, natural resources, and Waukegan Ravines. These amenities are critical to enhancing Waukegan residents' quality of life. Development should not be permitted within this placetype, except for additional park and recreational facilities. These facilities should be accessible by cars, buses, bicycles, and pedestrians. Parking lots should be located where they minimize disturbance to the existing natural resources. This placetype also includes greenways and easements that are currently occupied by overhead utility lines.

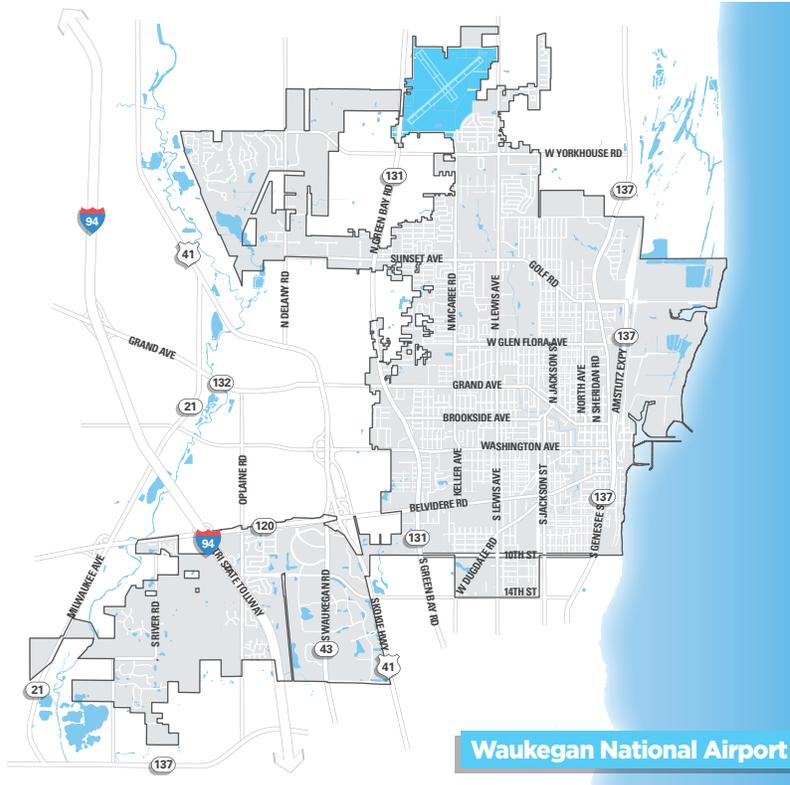
The City currently has about 707 acres of park space (excluding Bonnie Brook Golf Course and the Waukegan Sports Complex). The Waukegan Park District is responsible for the maintenance of these spaces. The Park District is nationally-recognized for its stewardship and leadership including recreational park projects, restoration, and native landscaping.



Placetype Envisioned Character

- Access to playgrounds, sports fields, and large open space managed by the Waukegan Park District.
- Wooded areas, grasslands, ravines, beaches, and lakefront to help mitigate negative environmental impacts and enhance Waukegan's natural appeal.
- Non-local traffic in neighborhoods adjacent to park space can be directed to appropriate thoroughfares for public access.
- Waukegan's residents are connected to parks/green space through a comprehensive network of linear parks, trails, bicycle routes, and sidewalks.
- The Waukegan ravines and drainage corridors are buffered to protect private property from flood or erosion hazards, as well as to preserve opportunities for trail and recreation.
- High-quality facilities and engaging programs activate parks/green space as community gathering places.
- Property owners install their own flood protection on sensitive lands and prioritize water conservation and community resiliency.

WAUKEGAN NATIONAL AIRPORT



Primary Land Use

- Transportation/Utilities

Supporting Land Use

- None

The Waukegan National Airport accommodates general and corporate aviation and also has a substantial number of international arrivals. It is an important reliever airport for O’Hare International Airport. The airport has recently completed a master planning process which analyzed the airport’s capacity and needs and created recommendations for the airport’s growth in the future. The process has resulted in a preferred alternative, selected from the original ten runway design alternatives. This concept plan converts and extends the existing Runway 5-23 into a parallel taxiway segment and includes a new primary runway (7,000 feet long). The extended runway will cross Green Bay Road in a tunnel. This design will necessitate purchasing adjacent properties to accommodate the runway expansion and reconfiguration of Green Bay Road. The City has been working with the Waukegan National Airport and other stakeholders to implement this vision. Land use impacts are anticipated to be minimal and future developments around the Waukegan National Airport will consider airport noise levels.

In the future, the Waukegan National Airport is well positioned to accommodate additional hospitality and restaurant amenities. With consideration for increased traffic through the airport, additional facilities, services, such as customs, or land should be included in future airport master plans and coordinated with the City.



Placetype Envisioned Character

- The preferred concept for the Waukegan National Airport Master Plan is implemented with stakeholders.
- The Waukegan National Airport is buffered from urban encroachment.
- The Waukegan National Airport works with area stakeholders to mitigate the impact of the airport expansion on surrounding neighborhoods, including noise pollution, air quality, and visual appearance is mitigated.
- The Waukegan National Airport Master Plan prepares the community for future aviation-related opportunities and provides opportunities for future development including hospitality and associated industries.

GATEWAYS & WAYFINDING

An effective gateway and wayfinding system takes into account pedestrian, bicycle, and vehicular traffic from the perspective of both visitors and residents. The design of these elements relates to the scale and speed of traffic and the character of the surrounding area. The gateway and wayfinding elements communicate unique aspects of Waukegan and inform and guide motorists and pedestrians to attractions and destinations within the City. The commercial corridors in Waukegan are priority locations for gateway signage. The four gateway corridors include:

- Belvidere Road
- Grand Avenue
- Green Bay Road
- Washington Street

Gateways can also be located at proposed roundabout's central green spaces. Wayfinding signage should be located in downtown Waukegan, the lakefront, and the new casino located in Fountain Square. Unified wayfinding signage from nearby roadways should be designed and implemented.

Community Branding

A branding strategy for the corridors should be developed and coordinated with the City's existing brand standards. Gateway signage for each corridor should announce arrival into the City. Located at major intersections, gateway signage is the first impression of the City for visitors. Its design and location identifies Waukegan as a distinct City and communicates its boundaries to visitors and residents. As Waukegan defines its identity in the region, gateway signs help reinforce its importance and position as a regional leader.

Gateway features may vary in scale or function, and can take the form of signage, public art, a signature building, or decorative streetscape enhancements such as lighting and landscaping along the roadside, at intersections, in medians, or in roundabouts. Gateway features may be a singular element, repeated at every gateway, or elements that reflect the character of each individual gateway. Fountain Square's main entrances are an example.

Good branding will make Waukegan stand out from its peers. Clearly communicating the City's

distinctive qualities is a goal of the branding exercise. Communication about the City's vision and unique character are important to share. This definition builds a powerful brand and establishes a long-term strategy that outlines the tools and methods to promote and define the City. Creating strategies that have substantial impact on awareness can be leveraged by forging partnerships with the many entities and individuals that have a stake in Waukegan's success. Steps to achieve an effective branding strategy include:

- Identify elements that can reinforce the City's brand.
- Create a communications strategy that residents can engage with. Embrace those that already love your area and recruit them to help spread the word.
- Create collateral materials that illustrate the brand. Some of these branding tools include a message map and style guide.
- Partnerships and organizations that can support the City's brand are also critical to its success.
- A style guide will protect the uniformity of the brand by providing specific guidelines regarding its usage.



Source: Arrow Sign Company

COMMUNITY FACILITIES

Community facilities in the City of Waukegan provide efficient delivery of public services and enhance the community as a desirable place to live and do business. These facilities include: public and private schools, municipal services, civic institutions, and religious facilities. In addition, charities and civic-minded businesses contribute to the quality of life and “social capital” of the City. The City’s working relationships with service providers improve the overall level of service provided to Waukegan residents and ensure their needs are addressed.

Schools and Educational Facilities

Education in Waukegan is provided by both public and private educational institutions. The public school district that serves Waukegan’s almost 17,000 students is CUSD #60. The College of Lake County Lakeshore Campus provides higher education opportunities to residents and commuters. A variety of private schools add diversity of educational choice to the City. The school system is a major contributor to the City’s desirability as a place to live and raise a family. The operation and improvement of these facilities, balanced with their impact on adjacent residential neighborhoods, and fostering of cooperation with the schools to maintain high-quality opportunities for Waukegan youth, is a priority for the City’s continued success.

Civic Facilities

Civic facilities provide important services to the residents of Waukegan and include: the Waukegan Public Library, City Hall, Waukegan Police and Fire Departments, various religious institutions, among others. The City’s commitment to its residents and delivery of municipal services continues to be a priority. Collaboration between religious institutions and service organizations strengthens the City as a whole. Youth sports leagues are an important means of bringing together children from all parts of Waukegan and different socio-economic groups. The youth soccer and baseball programs are especially well-organized, well-funded, and well-attended at all age levels, thereby promoting “connectedness” among Waukegan parents and their children.

Profile Waukegan Public Library

The Waukegan Public Library is an important asset to the Waukegan community. As a public library, it offers a wide range of services to the community and regularly hosts community events and concerts to bring people together. The library’s versatile operating hours enable many children to remain in the library during after-school and summer hours for studies and recreation.

To further enhance its services and value to the community, the library created and adopted the **Literacy 2020 Strategic Plan**. This plan established four key areas of impact where the library would focus its efforts on. They are Kindergarten Readiness, Grade-Level Reading, Career and College Readiness, and Adult Learning. To complement these measures of success, the Library Staff identified six objectives that will guide the Library’s efforts over the lifespan of the Strategic Plan. The objectives are intended to address the Library’s most pressing areas of focus, they are:

- Offering outcome-aligned achievement for WPL learners
- Developing Library services to meet the changing needs of our community
- Engaging our community in robust and meaningful ways; managing the Library’s internal framework in a responsible, sustainable way
- Creating a collaborative culture among staff
- Developing a dynamic Library environment to foster learning and discovery

For further reading, please refer to <https://www.waukeganpl.org/about/strategic-direction/>

COMMUNITY FACILITIES

Legend

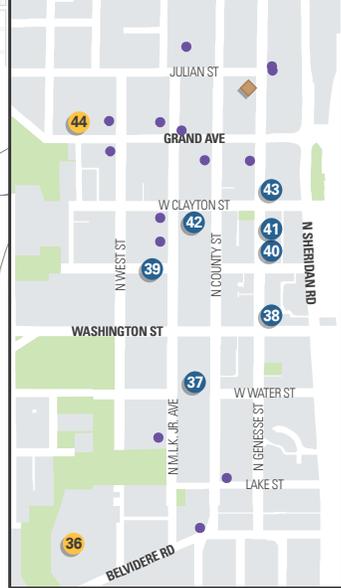
- Waukegan Municipal Boundary
- Waukegan Metra Station
- Fire Stations
- Religious Institutions
- Hospitals
- Post Office
- Community Facilities
- Schools



Community Facilities & Schools

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> 1 McCall Elementary School 2 Lake County Baptist School 3 Clark Elementary School 4 Jack Benny Middle School 5 Little Fort Elementary School 6 Oakdale Elementary School 7 Immanuel Evangelical Lutheran School 8 City Yard 9 Clearview Elementary School 10 Greenwood Elementary School 11 Lilac Cottage & Waukegan History Museum | <ul style="list-style-type: none"> 12 North Shore Water Reclamation District 13 St. Anastacia School 14 Glen Flora Elementary School 15 Waukegan Armory 16 Glenwood Elementary School 17 Whittier Preschool 18 Daniel Webster Middle School 19 Lions Math & Science Junior Academy 20 North Elementary School 21 Waukegan Water Plant 22 Waukegan North Harbor 23 Miguel Juarez Middle School 24 Hyde Park Elementary School 25 Weiss Field 26 Waukegan High School Main Campus 27 Washington Elementary School 28 Robert Abbott Middle School | <ul style="list-style-type: none"> 29 Waukegan High School Washington Campus 30 Alternative/Optional Education Center 31 Lake Shore Academy 32 St. Martin Deporres High School 33 Carman-Buckner Elementary School 34 Lyon Magnet School 35 Thomas Jefferson Middle School 36 Cooke Magnet School 37 Lake County Courthouse & Adult Corrections Facility 38 Job Center of Lake County 39 Waukegan City Hall 40 College of Lake County 41 Three Brothers Theatre 42 Waukegan Public Library 43 Genesee Theatre 44 Academy of Our Lady |
|---|---|--|

DOWNTOWN INSET



LAKE MICHIGAN

COMMUNITY FACILITIES

Profile Chicago's Department of Cultural Affairs and Special Events

The City of Chicago's Department of Cultural Affairs and Special Events (DCASE) is dedicated to enriching the City's artistic vitality and cultural vibrancy. It is also involved in the local art scene where it promotes independent working artists and for-profit arts businesses. DCASE is also responsible for providing a framework to guide the community's cultural and economic growth through the City's 2012 Cultural Plan. Finally, it works to market the City's cultural assets and present high-quality, free, and affordable cultural programs for Chicago residents and visitors.

The 2012 Cultural Plan recognized how the City's cultural life, including arts enterprises and non-profit arts organizations, significantly contribute to the City's economy and position as the third-largest creative economy in the U.S. To further strengthen the City's cultural vitality, the Plan focuses actions on three topic areas, which are: people, policies, and planning culturally. The Plan also discussed enhancing cooperation between various City departments to better implement the Plan's recommendations and making regulations and applications for cultural events easier to navigate.

Stakeholders during the Comprehensive Planning process voiced interest in Waukegan investigating the value of creating a Department of Cultural Affairs to support and celebrate the City's diversity. This department can support existing programs and facilitate higher levels of multicultural dialogue and understanding.

For further reading, please refer to https://www.chicago.gov/city/en/depts/dca/supp_info/cultural_plan4.html.

Source: <https://www.chicago.gov/city/en/depts/dca.html>

Religious and Other Institutions

There are numerous religious institutions within the City of Waukegan that play an important role in the daily lives of residents as well as act as social service providers. These institutions add to the overall sense of community and are considered an important component of the community in their ability to unify residents and communicate news, initiatives, events, and programs offered by the City. The City can support the improvement or expansion of these facilities from a land use perspective. During stakeholder engagement, residents expressed pride in the culture of faith-based service and contributions of this community to the City. Placetypes that support religious institutions, such as the residential placetype, can consider the specific land use needs of these facilities.

Health and Wellness

Waukegan's most vulnerable populations including the homeless, veterans, and seniors benefit the most from a robust and integrated healthcare system. Waukegan currently has several health centers, clinics and hospitals. Major health delivery institutions include:

- Vista Health System
- Erie Family Health Center
- Health Department and Community Health Center
- Cardinal Health
- Sheridan Healthcare Center

Maintenance of these options is important to preventative care of Waukegan residents. Access to these facilities by public transportation will allow a greater proportion of residents to actively participate in their healthcare. Partnering with area transportation agencies to ensure routes and facilities are accessible and available will contribute to Waukegan's overall health and will mitigate challenges identified in the City's Health Assessment.

GOALS & STRATEGIES

AFFORDABLE HOUSING

Goal 1

Maintain affordability in the community by expanding home rehabilitation programs and upgrading existing housing.

Goal 2

Develop new and responsive types of housing that allow residents to remain in the City through all phases of life.

Strategies

1. **Assist income-burdened households.**
 - Utilize existing affordable housing maintenance programs.
2. **Continue to enforce property maintenance standards and support rehabilitation of the City's existing housing stock.**
 - Identify delinquent landlords and remove inadequate or unsafe housing.
 - Encourage improvement of aging housing structures through the establishment of residential rehabilitation service provider.
 - Educate and support property owners about the City's existing programs to support housing rehabilitation.
 - Promote upper-story residential units in downtown Waukegan to increase residential density and extend the number of hours of activity in coordination with building rehabilitation.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Areas
- Downtown Waukegan

Strategies

1. **Leverage economic development tools to incentivize construction of desired housing types.**
 - Utilize the Downtown-Lakefront TIF district and various federal and state tax credit programs. New housing developments should focus on promoting multi-family and amenity-rich units.
2. **Incorporate the City's housing options into the City's marketing campaign.**
 - Emphasize that the City's housing options are attractive and can retain families and professionals in the City long-term.
 - Attract developers with experience and desire to produce a variety of market-rate housing types that respond to the changing needs of singles, families, and seniors and to accommodate Waukegan's growing population.
3. **Review and adjust the City's regulatory framework to allow responsive housing.**
 - Support aging-in-place by allowing accessory dwellings, such as granny flats, in existing homes.
 - Support and allow upper-story residential uses in Downtown Waukegan, the Lakefront, and major commercial areas.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Areas
- Downtown Waukegan
- Lakefront

WORKFORCE DEVELOPMENT

Goal 3

Facilitate exploratory conversations about the development of housing options for regional employees in coordination with Lake County Workforce Development, housing advocacy groups, and the development community.

Goal 4

Prioritize future career preparedness through youth education by investing in STEAM (Science, Technology, Engineering, Arts, and Math) programs.

Strategies

1. **Engage with area employers, housing advocacy groups, workforce agencies, and the development community about employee's behaviors and housing needs.**
 - Identify regional agencies and organizations that specialize in collaborative relationships to build new housing units to satisfy a growing employee population.
 - Conduct interviews with large employers in the area to determine their appetite and needs around workforce housing as it relates to new and emerging industries, the new casino, and innovation technologies.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Areas
- Downtown Waukegan
- Lakefront
- Innovation Hub

Strategies

1. **Support the Waukegan School District to achieve its strategic planning goals.**
 - Support the Waukegan School District by providing spaces that help meet the its spacing needs.
 - Coordinate with the Waukegan School District and the Waukegan Public Library to enhance and incorporate STEAM into existing educational enrichment programs.
2. **Support the creation of knowledge and career opportunities for Waukegan students.**
 - Partner with existing agencies and workforce training organizations to provide high-school students internship/career opportunities.
 - Communicate to local employers that local employment is a priority and encourage them to expose youth to career path opportunities in Waukegan.
 - Encourage entrepreneurship opportunities and businesses that support career paths in STEAM by hosting conversations with small business leaders.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Parks/Green Space

COMMUNITY DEVELOPMENT

Goal 5

Celebrate Waukegan's civic institutions and community pride by building organizational capacity and social capital.

Strategies

1. **Connect various local community organizations to better understand needs and available resources.**
 - Host community-wide conversations and conduct a needs assessment to define shared goals, resources, and assign accountability measures to accomplish mutually agreed upon outcomes.
 - Support the reactivation of Carnegie Library as a public space.
2. **Encourage youth to develop strong roots with the Waukegan community.**
 - Create community service opportunities for youth to better understand their impact on Waukegan and foster empowerment and ownership.
 - Engage youth to participate with community service organizations to implement neighborhood-based projects and initiatives consistent with the goals in the Comprehensive Plan.
 - Foster youth participation in the City's planning and legislative processes to ensure youth are represented in decision-making that impacts their future.
3. **Foster dialogue between generations of Waukegan residents.**
 - Engage senior-focused social service agencies to promote inter-generational exchange, continuing educational opportunities, and social connection through City communication channels.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Parks/Green Space

Goal 6

Improve resident services and celebrate a sense of pride in neighborhoods.

Strategies

1. **Enhance residents' awareness of the City's available services for residents.**
 - Define communication and distribution strategies with existing civic and community organizations that focus on multi-lingual materials that are easily accessible and are targeted towards families.
2. **Improve residents' sense of pride in their neighborhoods.**
 - Enhance residents' sense of safety including facilitating the formation of neighborhood watch groups, block clubs, and resident interest groups.
 - Work with youth to create a campaign to improve the perception of schools and support the school district's plan to deliver high-quality education.
3. **Foster options for event and creative programming in neighborhoods.**
 - Increase options for event programming in neighborhoods by supporting self-sufficiency and creativity within neighborhood and faith-based organizations.
 - Coordinate neighborhood groups and local artists to implement tactical urbanism programs, acting as pilot projects, to pave way for future infrastructure improvements.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Downtown Waukegan

COMMUNITY DEVELOPMENT

Goal 7

Leverage the resources and networks that the Waukegan Public Library and other community/faith-based organizations maintain to extend outreach and add value throughout the community.

Strategies

1. **Foster a network of partnerships and better understand the Waukegan Public Library's needs, capacity, and impact to the community.**
 - Continue to build cooperative partnerships that impact the City's residents in a positive way.
 - Conduct a study to measure the social, economic and physical impact of the library's outreach and partnerships.
 - Build city-wide organizational capacity through continued and sustained outreach to ensure services are distributed equitably.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Downtown Waukegan

Goal 8

Recognize arts organizations that create ambassadors representative of the diversity of the City and is visible in the neighborhoods.

Strategies

1. **Enhance messaging and communications through arts.**
 - Develop messaging and a culture around accessibility and participation in the arts.
 - Communicate arts programs to engage the broader community through new channels such as faith based organizations and non-native English speaking communities.
2. **Strengthen public art's presence in the community.**
 - Share the efforts of existing arts organizations, such as the Waukegan Arts Council, as best practice examples for other organizations.
 - Expand opportunities for family-friendly attractions, programming, and events and create additional opportunities to celebrate the community by engaging with existing arts organizations and prioritizing resident expression and intra-neighborhood arts projects.
 - Integrate culturally relevant programming into existing events and programming.
 - Emphasize the community's vision that encourages more public art with additional installations and commissions by local artists throughout the community.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Lakefront
- Parks/Green Space

ENVIRONMENTAL JUSTICE

Goal 9

Prioritize environmental policies that create value and balance quality of life, economic development, and access to recreational amenities.

Strategies

1. **Promote high-performance infrastructure in underutilized and/or environmentally sensitive sites.**
 - Incorporate opportunities for high-performance, energy-efficient buildings and infrastructure, and transition to renewable energy sources.
 - Conduct strategic future scenario planning for existing brownfield and industrial sites consistent with recommendations in the 2003 Downtown-Lakefront Master Plan.
 - Leverage Solsmart Gold status to attract sustainable development and be a leader in solar energy.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Lakefront
- Parks/Green Space

Goal 10

Prioritize environmental and social justice solutions that are consistent with regional and County-wide strategies.

Strategies

1. **Identify and mitigate impacts from sources of industrial pollution.**
 - Assess potential deterrents to health resulting from industrial pollution and consider options for reducing the negative impact.
 - Share educational information with health care service providers to ensure their Waukegan residents understand health and wellness options available in the community.
 - Encourage health and wellness through marketing of Waukegan Park District programs, trails and open space, and attraction of additional fitness facilities.
2. **Ensure all Waukegan neighborhoods have equitable access to transportation options.**
 - Work with ride-sharing services, Pace, Metra, Lake County Department of Transportation, and Illinois Department of Transportation to identify and address service gaps in Waukegan.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Lakefront
- Parks/Green Space

CHARACTER AND IDENTITY

Goal 11

Create an authentic identity and character for Waukegan.

Goal 12

Welcome diversity by intentional and inclusive policy creation, representation, and communication. Ensure equal access to residential, educational, institutional, and commercial opportunities.

Strategies

1. **Develop a community branding system that can be applied to signage and banners to unify the City's image.**
 - Focus on unique branding opportunities for corridors and downtown that feature businesses and celebrate each district's offerings.
 - Utilize the Plan Vision to define design elements that can be used by other organizations to promote Waukegan.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Lakefront
- Parks/Green Space

Strategies

1. **Create a formal department that focuses on cultural affairs within the City that includes high-capacity organizations that provide guidance and vision for scalable projects throughout the city.**
 - Conduct a Community Transformation Workshop to better understand effective outreach and communications methods and to identify leaders and champions representative of Waukegan's diverse population.
 - Work with agencies like CMAP to increase outreach efforts and maintain momentum and involvement with the comprehensive plan implementation.
 - Recruit representatives from the City's existing organizations and agencies to act as ambassadors for strategies in the Comprehensive Plan.

Applicable Placetypes

- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan

Goal 13

Develop a wayfinding and signage program to support multi-modal navigation and place-based understanding of the City.

Strategies

- 1. Identify critical locations in the City where gateway signage should be added to identify entry points.**
 - Develop a system of gateway signage that represents the identity of Waukegan. A variety of scales, materials and locations can differentiate the gateways depending on the route traveled and location within the City.
 - Create gateways into unique areas of the city to differentiate them and elevate their special character.
- 2. Use municipal branding strategies to locate gateways and involve community members in their design.**
 - Utilize gateways as a focus of community pride by involving stakeholders in their design. Engage community members in helping staff identify the best and most visible locations for signage.
- 3. Utilize wayfinding as a tool to showcase special locations, destination, landmarks and institutions in the City.**
 - Develop wayfinding signage in conjunction with gateway signage to create a comprehensive environmental signage program.
 - Use educational and directional signage to orient travelers on distinct areas of the City.

Applicable Placetypes

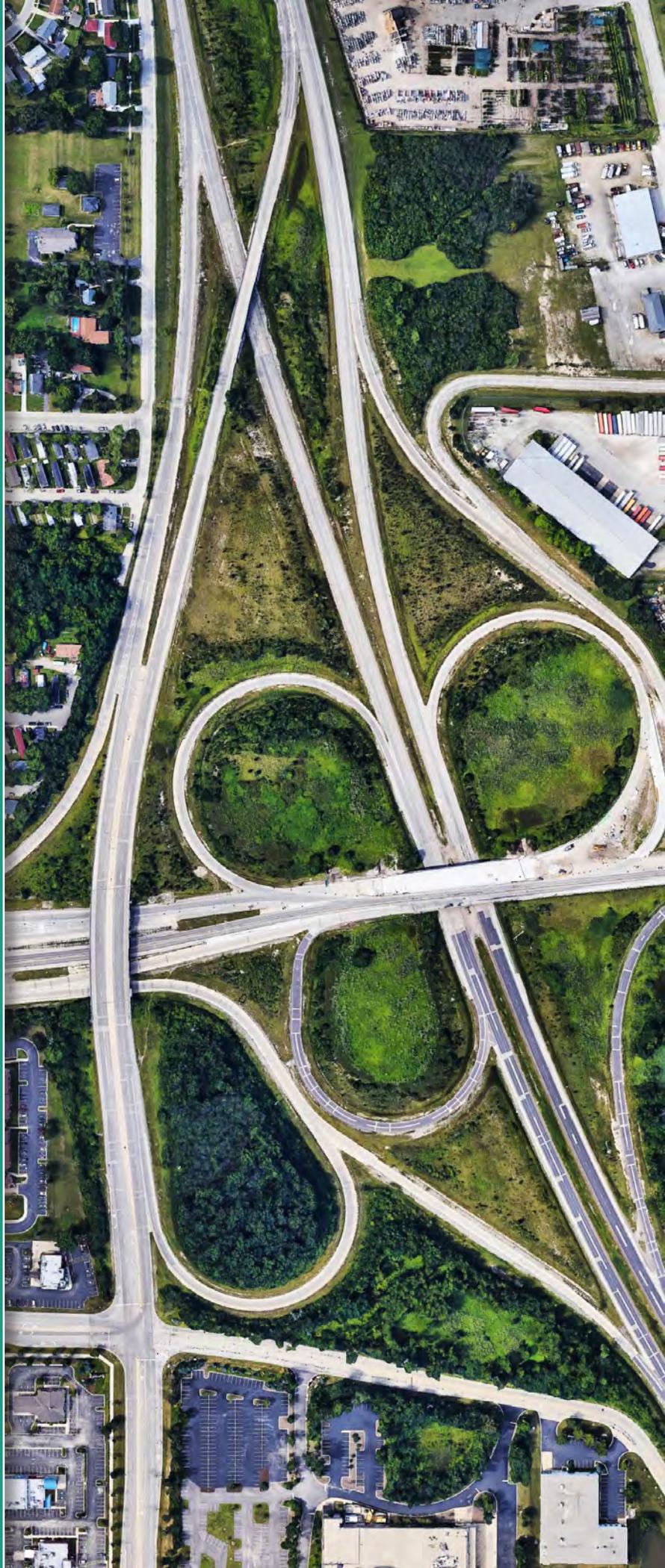
- Core Neighborhoods
- Edge Neighborhoods
- Commercial Area
- Downtown Waukegan
- Lakefront
- Parks/Green Space

4

Mobility

Transportation preferences and the way we think about planning for the future of transportation have begun to shift in recent years. The rapid pace at which technology is advancing may change the transportation landscape and more broadly, how we view mobility as it relates to land use and the environment. This chapter provides the policy framework that the City of Waukegan may utilize to continue to create a forward-looking community.

Evaluating the adequacy of Waukegan's transportation network relies on understanding overall mobility. This chapter discusses key components and analyzes the current conditions throughout the community regarding ease of travel, barriers, safety, gaps, linkage to other modes of travel, and connections to land uses. The categories of mobility, which are transit, street, and bicycle and pedestrian, are intended to give an overall picture of the issues and opportunities facing the City of Waukegan. This chapter recommends a policy framework to create a transportation network that safely and efficiently accommodates all modes of travel.



TRANSPORTATION

Throughout its history, the City of Waukegan has supported comprehensive transportation systems that connect its residents and visitors to social and economic opportunities. During the mid 1800's, settlers were attracted to Waukegan's location as a port city to ship goods and produce south to Chicago. As the City continued to grow, a new railroad was built (now the Chicago and North Western Railroad) which bolstered Waukegan as a manufacturing center during America's second industrial revolution. Rail established Waukegan as a dominant north American trading hub and the Federal Highway Act of 1956 aided in the construction of the Tri-State Tollway (I-94) along the western edge of the City.

Mobility and the way we think about transporting people and goods has shifted over the past few decades. Transportation is on the verge of transformative change. These changes are being led by technological advances in both communication and automation. Business models are establishing themselves around these technologies, and providing more options than ever before to passenger and freight travel. Some of the most notable being Uber and Lyft ridesharing services. Additionally, more people are conscious of how they effect the environment and are choosing alternative forms of transportation, such as walking or biking. The choices of both individuals and organizations are evolving to adapt to the new mobility options¹.

Since its inception, the City of Waukegan has worked to provide efficient services that have increased the economic opportunity and quality of life for its residents. With the new casino being constructed in Fountain Square and the transformation of the lakefront and downtown area, the transportation network within Waukegan must support the City in taking advantage of these opportunities.

This summary presents key goals and policies the City of Waukegan will implement to adapt and prosper from not only the future of mobility, but also the unique opportunities in the City.

Future Mobility

Technology offers the chance to fundamentally redesign the street system with more safe and narrow streets that get people where they are trying to go².

- **Manage parking requirements**
- **Re-thinking the right-of-way (ROW)**
- **Shared mobility**

Bicycle & Pedestrian Network

As an established urban area, the majority of Waukegan's arterial and collector streets have sidewalks, which allows for pedestrian mobility throughout most parts of the City.

- **Increase pedestrian and bicycle network connectivity**
- **Increase awareness about the benefits of non-motorized transportation**

Transit Network

A combination of Pace bus routes and a Metra commuter rail line provides the backbone of transit services for the City of Waukegan. Waukegan supports a myriad of transit options.

- **Enhance access to transit**
- **Improve transit efficiency**
- **Increase awareness and ridership for paratransit and on-demand transit, such as Dial-A-Ride (DAR) services**

Street Network

Waukegan's connected roadway system is an opportunity for growth. Key recommendations to accommodate current and projected traffic volume numbers have been created to maintain an efficient street network.

- **Increase mobility and accessibility into and out of downtown Waukegan**
- **Coordinate roadway upgrades with infrastructure improvements to promote city-wide resilience.**

¹ Leven, Dalia. *Planning for an Uncertain Future*. American Planning Association, 2018, pp. 19–31

² <https://sidewalklabs.com/streetsdesign/index.html>



Technology is advancing at an increasingly rapid pace. In the future, mobility - the way we get around - and the transportation systems that support our methods of travel will be effected by emerging technologies. Connected and Autonomous Vehicles (CAV's) are an example of this type of emerging technology.

CAV's embody a wide range of mobility types and technologies. In recent years, advanced driver assistance systems are improving safety by controlling certain driving functions. Fully autonomous vehicles will eventually have the capacity to operate without human input.

Research conducted by Walker Parking Consultants estimates that AV's have the potential to reduce parking demand by 40 percent by the year 2050. This shift could open a significant portion of land area, currently dedicated to parking, to more intense development. The American Planning Association's (APA) Planning Advisory Service (PAS) recently released Planning for Autonomous Mobility¹, which is a report that explores the affect CAV's may have on our built environment and how municipalities and agencies can effectively prepare for their arrival. Additionally, the report estimates that by the year 2040, 50% of cars will be AV's and that one shared AV could replace between nine and eleven privately-owned vehicles.

What does this mean for the City of Waukegan?

Due to most of the major arterial and collector roadways in the City being outside of its jurisdiction, it is likely that policies and plans pertaining to CAV's will largely be carried out by agencies such as the Illinois Department of Transportation (IDOT), the Lake County Division of Transportation (LCDOT) and the Chicago Metropolitan Agency for Planning (CMAP).

What can the City do to prepare for these emerging technologies?

City staff should regularly review and stay up-to-date on these agencies policies and plans for implementation. Educating and informing the residents of Waukegan on these plans and the issues and opportunities associated with emerging transportation technologies will be vital to ensuring a safe and efficient transition into the future.

The following areas, which are explored in more detail in the goals and strategies section of this chapter, are most important for the City of Waukegan when planning for CAV's:

- **Managing parking requirements**
- **Rethink the right-of-way (ROW)**

Additionally, shared mobility services such as ride sharing (Zipcar), ride-sharing (Uber & Lyft), bike-sharing (Divvy), and scooter sharing have recently grown in popularity. These services undoubtedly have begun to impact the way we think about travel. The most pertinent shared mobility service that impacts the City of Waukegan is rides ride-sharing. Uber and Lyft allow anyone with a smartphone the ability to "hail" a ride from virtually any location. As Waukegan develops its Lakefront area, revitalizes its downtown, and constructs a casino, managing these ride-sharing services will help to reduce congestion and improve safety.

¹ <https://www.planning.org/publications/report/9157605/>

BIKE AND PEDESTRIAN NETWORK



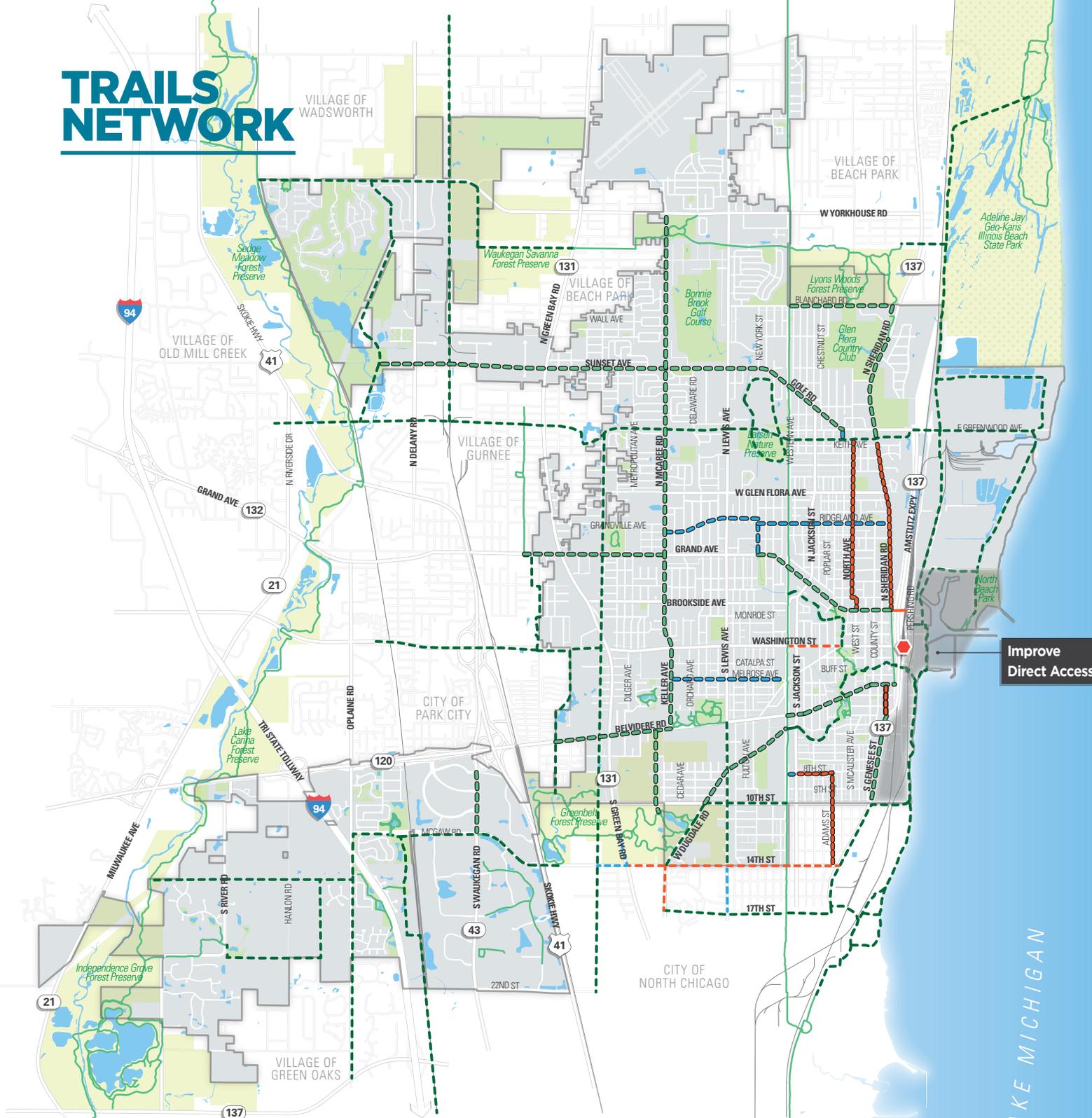
As an established urban area, the majority of Waukegan's arterial and collector streets have sidewalks, which allows for pedestrian mobility throughout most parts of the City. Few residential streets do not provide sidewalks on either side of the street. However, despite most streets providing sidewalk on at least one side of the roadway, access between Waukegan's parks and recreational areas is considered difficult due to the City's expansive roadway network.

The City has an average walkability score, which is a metric determined by walkscore.com. This metric measures pedestrian-friendliness by analyzing population density and road metrics, such as block length and intersection density. A higher walkability score generally means increased access to social and economic opportunities within a community. An average score means that the perception of the City is car-dependent. However, it is of note that most suburban communities in Chicagoland have average walkability scores due to the history and nature of suburban urban design frameworks.

Despite these challenges, the City of Waukegan is actively taking steps to provide its residents and visitors with a connected bicycle and pedestrian network. Recently, the City of Waukegan adopted a complete streets policy. Complete streets require that roadways be designed for all travel users - pedestrians, bicyclists', and vehicles. The Northern Lakeshore Trail Connectivity Plan outlines proposed and future off-street and on-street bicycle accommodations throughout the five communities of Waukegan, Beach Park, Winthrop Harbor, Beach Park, and North Chicago. The recommendations contained in that plan have been incorporated into the Trails Network Map provided on the following page. Over time, the implementation of the complete streets policy and Northern Lakeshore Trail Connectivity Plan will help to greatly improve pedestrian and bicycle mobility throughout the City of Waukegan.

The goals and strategies section explores how the City of Waukegan can increase the accessibility and connectivity of its bicycle and pedestrian network in the future.

TRAILS NETWORK



Improve Direct Access

Legend

- Waukegan Municipal Boundary
- Waukegan Metra Station
- Existing Shared-Use
- Proposed Shared-Use
- Future Shared-Use
- Existing Bike Lane
- Proposed Bike Lane
- Future Bike Lane
- Proposed Bike Route/Sharrow
- Future Bike Route/Sharrow

Data Source: City of Waukegan GIS Dataset

LCDOT 2040 Transportation Plan

Northern Lakeshore Trail Connectivity Plan (Draft)



LAKE MICHIGAN

TRANSIT NETWORK



Pace Service

The Pace suburban bus system provides connections throughout Waukegan and to other suburbs throughout Lake County. The City currently has 12 Pace bus routes operating within City limits, which provide excellent mobility to many residents.

While multiple routes provide key north-south and east-west transit service to the City of Waukegan, the highest average boardings are on major corridors and connections to downtown.

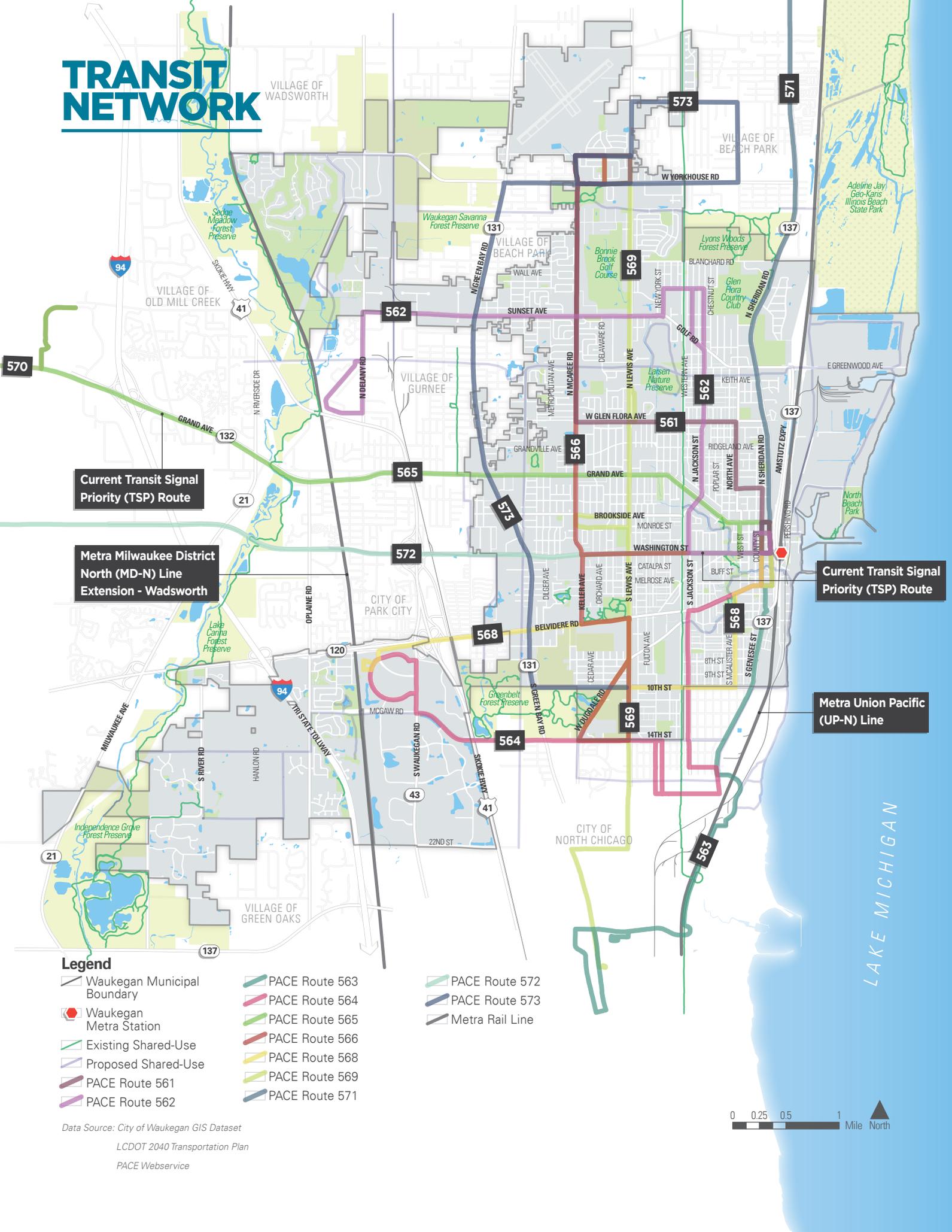
Lake County Division of Transportation (LCDOT) completed the Lake County Transportation Market Analysis in 2012. The study administered a rider survey that reached a total 1,209 riders. Key recommendations in the Comprehensive Plan are based, in part, on the findings in this report. The recommendations address a higher than average transit need than comparable communities of similar size, primary access to transit from neighborhoods to commercial corridors or major arterials, and the need for a variety of connections to transit including ease of transfer.

Metra Service

Metra provides commuter rail access along the Union Pacific North (UP-N) line that runs parallel to Lake Michigan on the east side of the City, with the station located just east of downtown. Waukegan is the fourth most-northern station with the end of the line in Kenosha, Wisconsin.

A combination of Pace bus routes and a Metra commuter rail line provides the backbone of transit services through and to the City of Waukegan.

TRANSIT NETWORK



Current Transit Signal Priority (TSP) Route

Metra Milwaukee District North (MD-N) Line Extension - Wadsworth

Current Transit Signal Priority (TSP) Route

Metra Union Pacific (UP-N) Line

Legend

- Waukegan Municipal Boundary
- Waukegan Metra Station
- Existing Shared-Use
- Proposed Shared-Use
- PACE Route 561
- PACE Route 562
- PACE Route 563
- PACE Route 564
- PACE Route 565
- PACE Route 566
- PACE Route 568
- PACE Route 569
- PACE Route 571
- PACE Route 572
- PACE Route 573
- Metra Rail Line

Data Source: City of Waukegan GIS Dataset
 LCDOT 2040 Transportation Plan
 PACE Webservice



STREET NETWORK



Waukegan’s connected roadway system presents opportunities for growth. Key recommendations to accommodate current and projected traffic volume numbers, which are provided in Appendices, have been created to maintain an efficient street network. These recommendations also emphasize the importance of providing alternative modes of travel, such as transit, bicycles, and walking, to Waukegan’s residents.

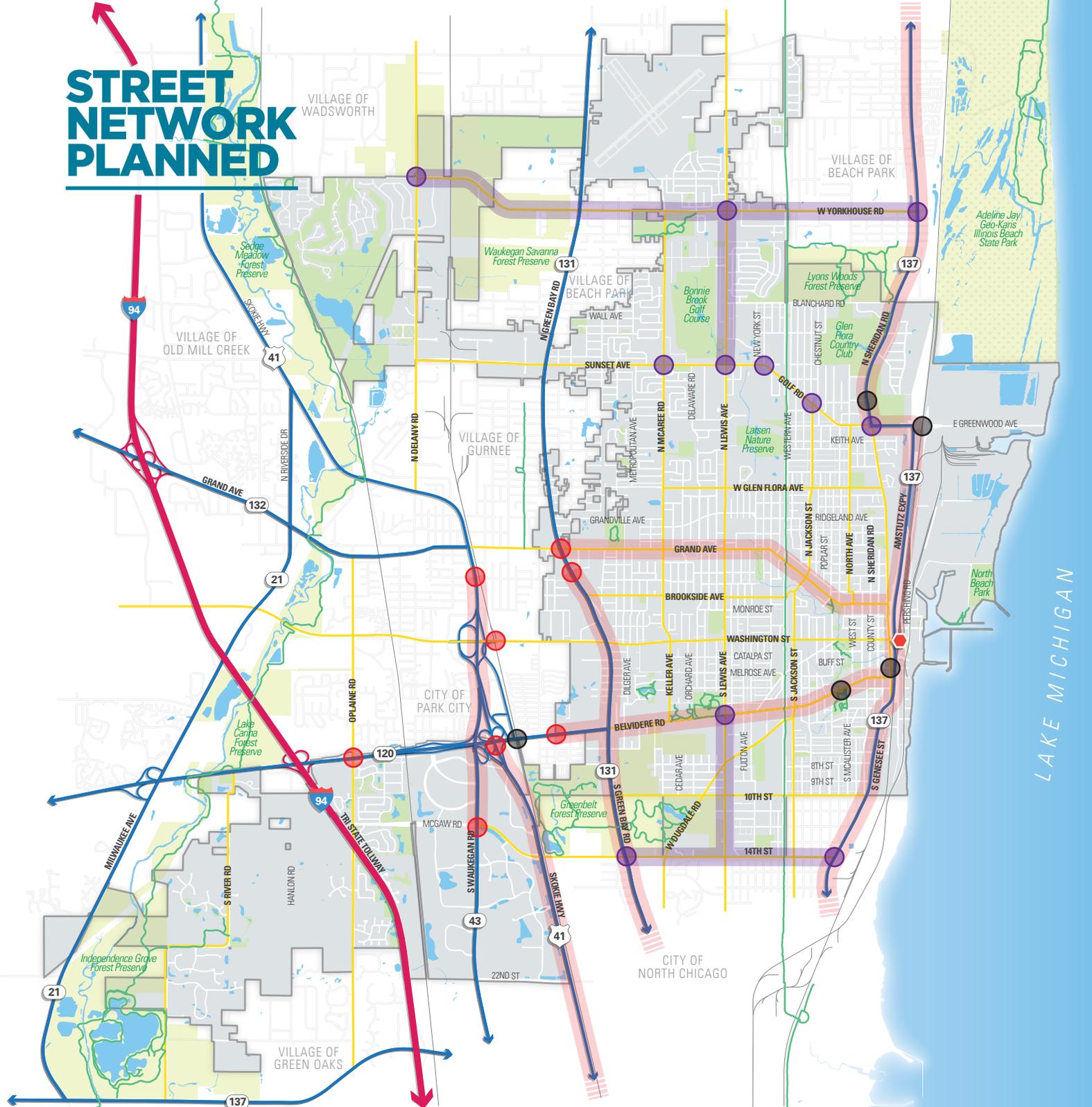
The City of Waukegan has many arterial roadways, such as: Skokie Highway (US 41), Green Bay Road (IL 131), Belvidere Road (IL 120), Grand Avenue (IL 132), Sheridan Road (IL 137), Waukegan Road (IL 43), Washington Street, Lewis Avenue, and the Amstutz Expressway. They provide a foundation for connecting people to both social and economic opportunities. Generally, these roadways have posted speed limits at least 30 miles per hour and are designed to efficiently move the greatest number of vehicles possible.

Most arterial roadways connect to Skokie Highway (US 41), which provides excellent regional access. However, the high number of arterial roadways may limit pedestrian and bicycle access among residential, recreational, and commercial areas.

Traffic Volumes

In order to assist in examining the future traffic impacts on Waukegan’s roadway network, the Chicago Metropolitan Agency for Planning (CMAP) provided 2050 traffic projections for roadways throughout the community. These projections can be found in the Appendices. The projections predict that most roadways will have an averaged increased traffic volume by approximately 30 percent. The exhibit depicted on the following page outlines future improvements to Waukegan’s street network.uld support a gateway feature into downtown Waukegan.

STREET NETWORK PLANNED



Legend

- Waukegan Municipal Boundary
- IDOT
- LCDOT
- Waukegan Metra Station
- Waukegan
- Interstate
- Highways
- Major Corridor
- Existing Trail

Notes

Most of the improvements marked on this map consist of resurfacing or signal optimization / interconnecting.

Data Source: Illinois Department of Transportation (IDOT) MYP 2019-2024
 Lake County Division of Transportation (LCDOT) MYP 2018-2023
 City of Waukegan Capital Improvement Plan (CIP) 2019-2024



STREET NETWORK FUTURE



Legend

- Waukegan Municipal Boundary
- Waukegan Metra Station
- Interstate
- Highways
- Major Corridor
- Existing Trail
- IDOT Future
- LCDOT Future
- Plan Future Recommendations

Notes

In general, a road diet is a reduction in travel lanes from two travel lanes in each direction to one travel lane in each direction with a shared center turn lane.

The future road diets along Belvidere Road (IL 120), Washington Street, Grand Avenue, and Golf Road/Sunset Avenue are a traffic calming measure that will provide a more pedestrianized environment as you enter/exit Downtown Waukegan. The reduction in lanes will also facilitate more space for shared-use paths along the roadways to increase walkability and bikeability.

Data Source: Lake County Division of Transportation (LCDOT) 2040 Roadway Plan





Road Diets

According to the Federal Highway Administration, “A typical road diet consists of converting a four-lane roadway (two in each direction) to a three-lane (one in each direction plus a center turn lane) and adding sidewalks and/or bicycle lanes. At times, this reconfiguration can be accomplished by simply re-striping the lanes in conjunction with a resurfacing project.”¹ Road diets are generally used as traffic calming measures that improve pedestrian and bicycle mobility, while maintaining traffic operations when are applied in the appropriate situations. When examining if roadways are suitable for a road diet, the following are some criteria to follow²:

- Moderate volumes (8,000 – 15,000 Average Annual Daily Traffic, or AADT)
- Transit corridors
- Popular bicycle routes and links

The intersecting streets with the roadway that may be put on a road diet also must be considered. If the intersecting street has excessive traffic volumes, such as over 20,000 AADT, then operations may be impacted, and traffic congestion could increase. Following the above-mentioned criteria, the following is a list of recommended roadways within the City of Waukegan that qualify to be put on a road diet.

Conclusion

If the road diets were to be implemented along Grand Avenue, Washington Street, or Belvidere Road (IL 120), new and future streetscaping elements should conform to the recommendations of the 2003 Lakefront – Downtown Master Plan. The vision of that plan was to create boulevard-like roadways that foster a sense of place and should signal to residents and visitors that they are entering a more pedestrian-friendly area of the City. It should be noted that there have been best practices examples where municipalities have worked with IDOT to implement road diets. Some examples are as follows:

- IL-31 North of Fabyan Parkway in Geneva
- S. Chicago Ave southeast of Stony Island in Chicago

¹ <https://www.fhwa.dot.gov/publications/publicroads/11septoct/05.cfm>

² <http://www.cityofandersonsc.com/wp-content/uploads/transportation/road-diets-fixing-the-big-roads.pdf>

SUNSET AVE/ GOLF RD ROAD DIET

Road Diet along Sunset Avenue/Golf Road from Greenwood Avenue to just west of New York Street.

2050 Projected ADT:

15,000 vehicles per day (vpd)

Road Jurisdiction:

Lake County, maintained by City

Option A:

- Reduce the travel lanes from four to three
- Install a shared-use path on one or both sides of the roadway
- Widen parkways

Advantage:

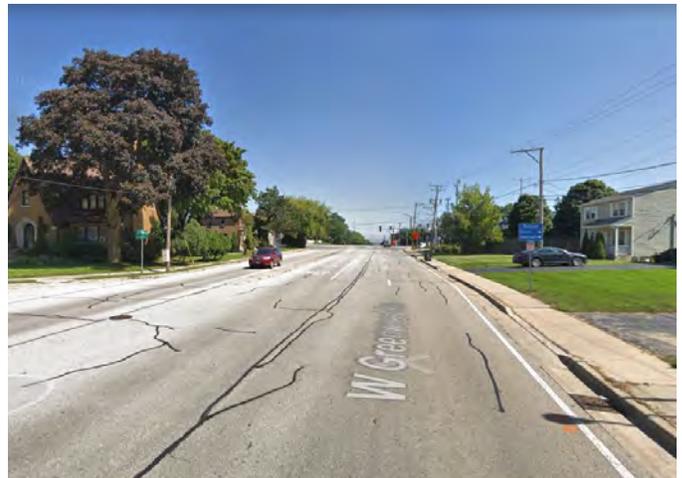
- Reduce crossing distance for pedestrians and cyclists.
- Shared-use paths would provide access to the Robert McClory Trail, which acts as the City's main north/south bicycle path
- Provide access to a multitude of schools and destinations

Option B:

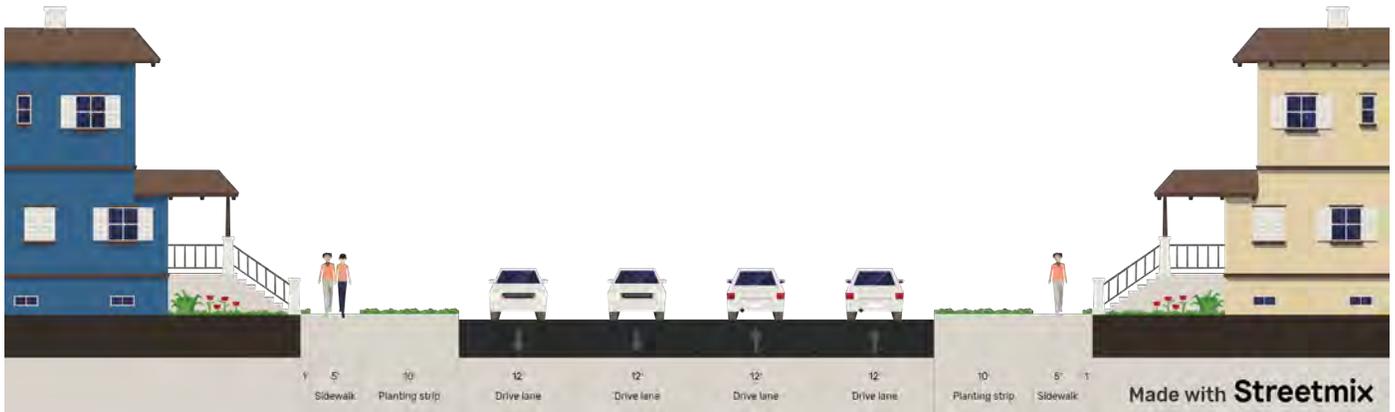
- Introduce on-street bike lanes.
- Reduce number of travel lanes
- Introduce bike lanes within the existing curb dimensions.

Advantage:

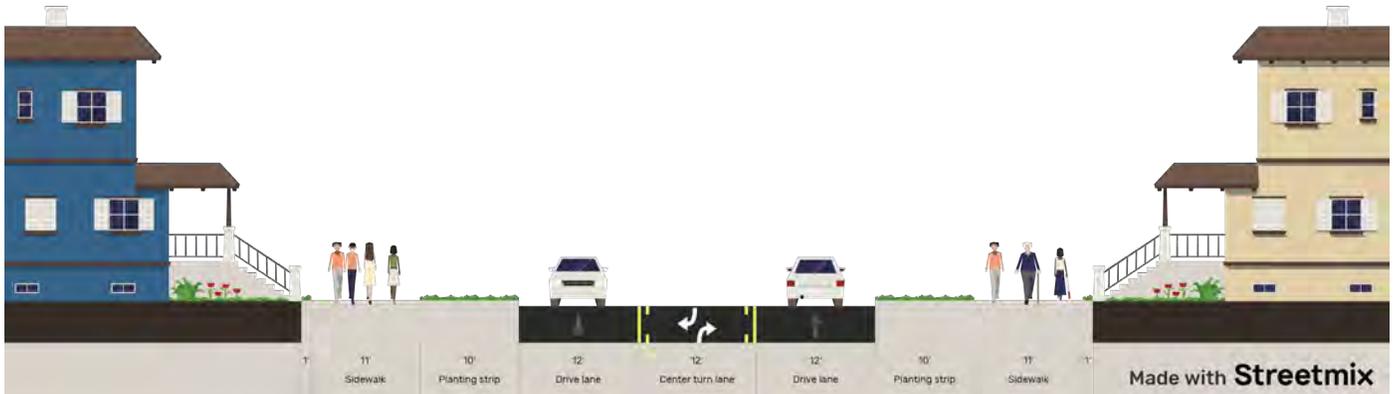
- Less cost overall
- No alteration to the roadway dimensions



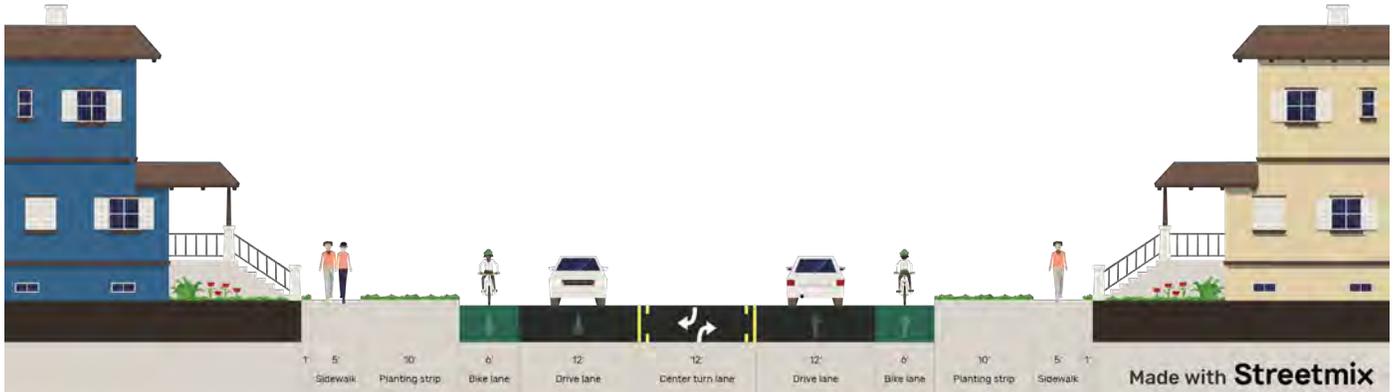
Sunset Ave/Golf Rd - Existing



Sunset Ave/Golf Rd - Future



Sunset Ave/Golf Rd - Future Alt



GRAND AVE ROAD DIET

Road Diet along Grand Avenue from Sheridan Road to New York Street

2050 Projected ADT:

13,000 AAD, 16,800 AADT by 2050

Road Jurisdiction:

IDOT, PACE Route 565

Recommendation:

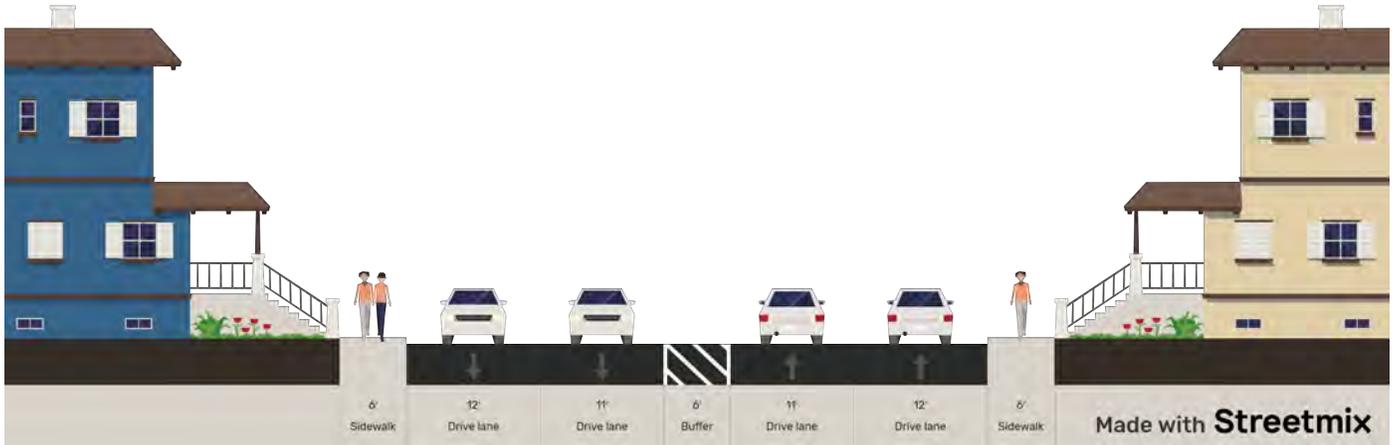
- Install a shared-use path on one or both sides of the roadway

Advantage:

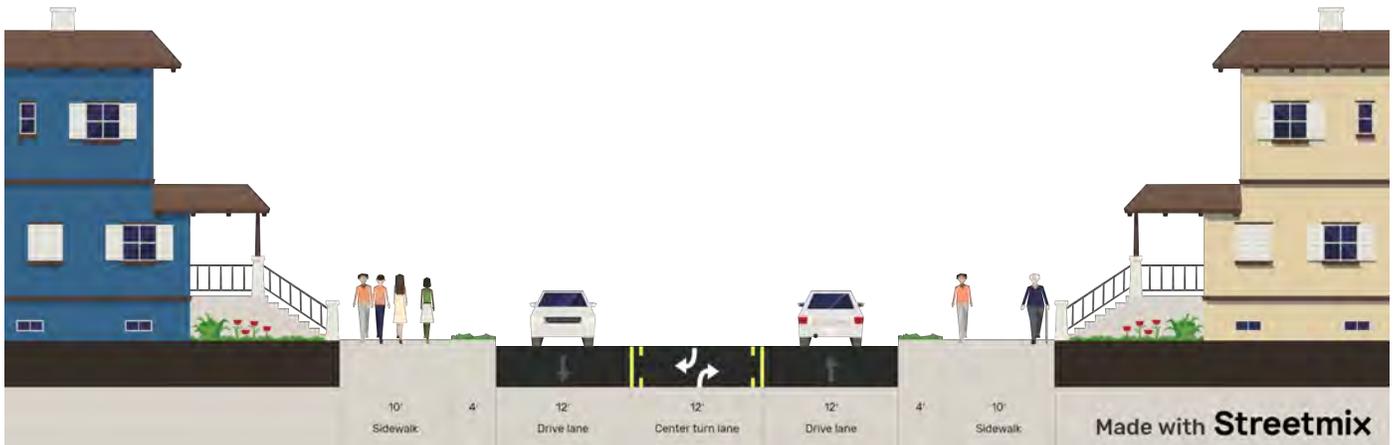
- High transit ridership
- Can provide safe paths for all modes of travel
- Increases the multi-modal mobility of the current
- City will need to coordinate with IDOT to advocate for a road diet.
- Road has high ridership numbers and more pedestrians



Grand Ave - Existing



Grand Ave - Future



WASHINGTON ST ROAD DIET

Road Diet along Washington Street east of Jackson Street to Genesee Street

2050 Projected ADT:

5,000 AADT, projected to decrease

Road Jurisdiction:

City of Waukegan, Pace Route 572

Recommendation:

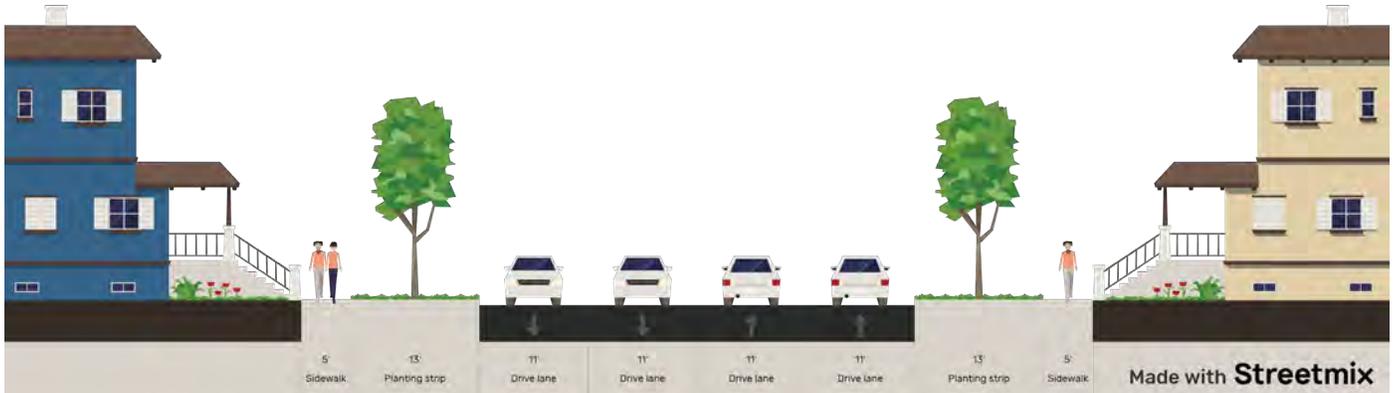
- The road diet will include the reduction in travel lanes
- Installation of on-street bikes lanes per Washington Street Corridor Plan from the Robert McClory Bike Path east to the study area boundary, which is just west of West Street.
- Reduction in travel lanes would provide sufficient room for on-street parking along the north side of Washington Street between Jackson Street and Park Avenue.

Advantage:

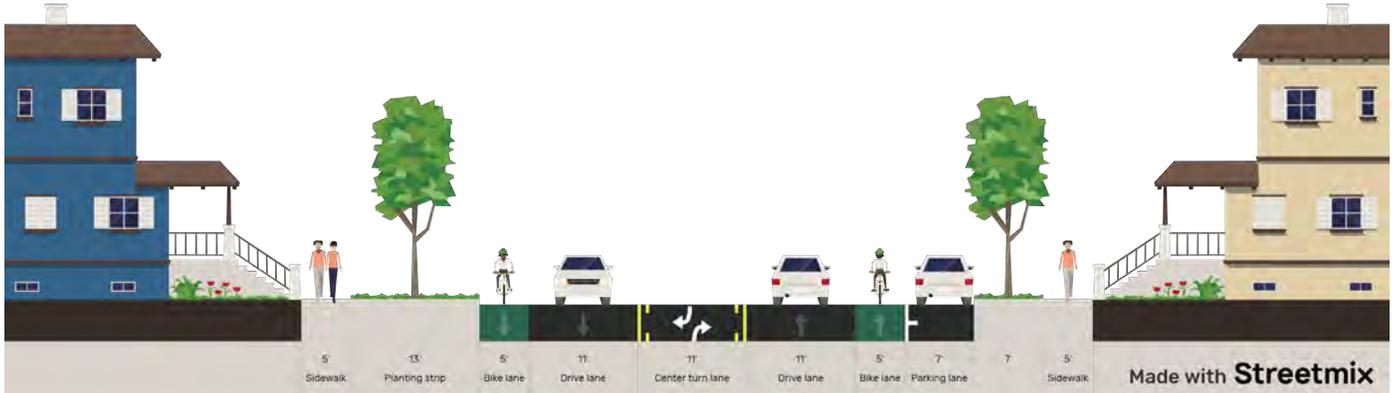
- Washington Street is considered one of the City's main east-west corridors
- Gateway into downtown Waukegan
- High average ridership
- Provides room to install Pace bus accommodations, such as bus shelters with benches, and bus bulbs, that would improve the experience of riding transit.
- Bus bulbs act as extensions of the sidewalk into the street, which allow buses to board and load passengers in the travel lane. This prevents the bus from having to re-enter traffic flow, which is often difficult during peak hours. Pace's Transit Supportive Guidelines for the Chicagoland Region should be referenced for design guidelines.



Washington St - Existing



Washington St - Future



BELVIDERE RD (IL 120) ROAD DIET

Road Diet along Belvidere Road (IL 120) west of Sheridan Road to the Robert McClory Bicycle Path.

2050 Projected ADT:

PACE Routes 564 and 568, 8,000 AADT, 11,400 AADT by 2050.

Road Jurisdiction:

IDOT, City of Waukegan

Recommendation:

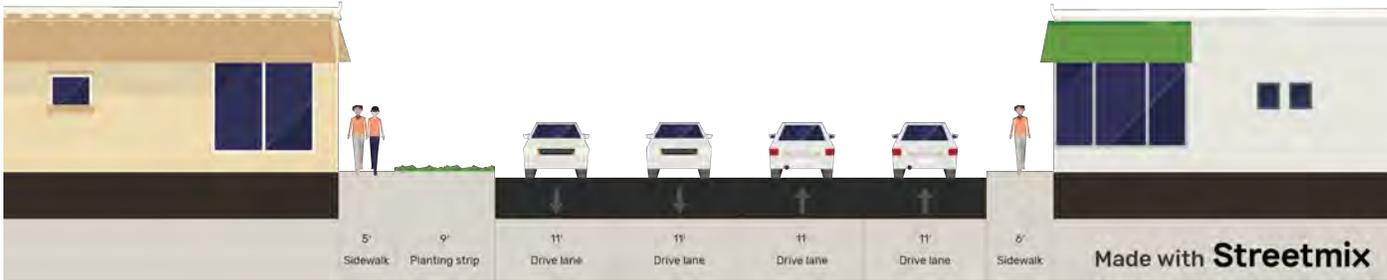
- Reduce number of travel lanes
- Install bus facilities

Advantage:

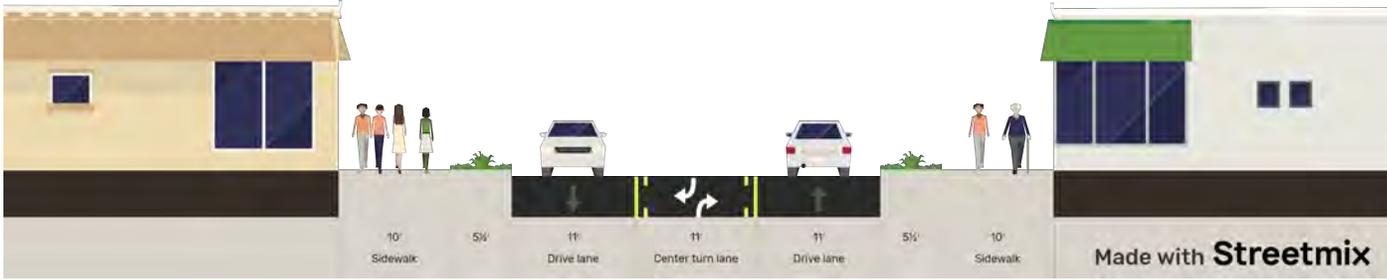
- Improves pedestrian and bicycle mobility
- Currently low AADT
- Can provide safe paths for all modes of travel
- Increases the multi-modal mobility of the current
- City will need to coordinate with IDOT to advocate for a road diet.



Belvidere Rd (IL 120) - Existing



Belvidere Rd (IL 120) - Future



GOALS & STRATEGIES

The following goals and strategies include a comprehensive approach to Waukegan’s transportation network. They provide goals and strategies related to future technology, bicycle/pedestrian network, transit, and roadways. They ultimately strengthen multi-modal mobility and accessibility for all Waukegan residents, improving their quality of life.

FUTURE MOBILITY

Goal 1

Manage parking requirements for all land uses throughout the City.

Goal 2

Prioritize future transportation technologies in the design of the right-of-way (ROW)

Strategies

- 1. Establish a parking task force by the year 2030.**
 - Establish a task force by the year 2030 that has the goal of outlining the desired use for reclaimed parking spaces and managing the decline in parking demand.
 - The task force should consist of individuals from the Departments of Engineering, Community Development, Economic Development, Public Works, and qualified members of pertinent organizations and the public.
- 2. Educate private property owners on new parking regulations.**
 - Empower the task force with educating private property owners, as well as the general public, as to the effects that emerging mobility technologies may have on parking demand.
 - Inform property owners that more space for pick-up and drop-off areas within parking lots will be necessary once connected vehicles (CV’s) and autonomous vehicles (AV’s) become commonplace.

- 3. Establish what the community prioritizes for reclaimed ROW.**
 - Shift design guidelines to include autonomous mobility to open up more space for bicycle and pedestrian facilities, active streetscapes, and green spaces.
 - Establish what the community prioritizes for reclaimed ROW. Below is an example of what a cross section along Sheridan Road north of downtown might look like in the future when AV’s and CV’s are more prominent. The future scenario has an additional twelve feet of reclaimed ROW, while also providing bike lanes.



FUTURE MOBILITY

Goal 3

Manage ridesharing services (Uber & Lyft) at the revitalized lakefront/downtown and around the casino at Fountain Square

Goal 4

Increase shared mobility options including scooters and bicycles

Strategies

- 1. Establish drop-off and pick-up zones at the revitalized lakefront, downtown and at the casino.**
 - Geo-locate drop-off and pick-up zones and require that passengers be dropped off or picked up within certain areas.
 - Marked the zones with signage to help distinguish them.
 - Review the plans of each major development within the lakefront/downtown area and the casino to verify that a drop-off and pick-up zones are provided.
 - 2. Balance parking requirements with the need for additional loading/drop off areas for rideshare vehicles.**
 - Consider rideshare services as a part of the parking and loading ordinance requirements.
 - Site plan review should evaluate appropriate drop off/pick up locations based on estimated occupancy and consumer base to ensure transient traffic can be accommodated without encumbering other types of traffic flow or modes.
- 1. Pilot a bikesharing program within downtown Waukegan and the surrounding neighborhoods.**
 - Contract with the Divvy Bike Share program to test the viability of bikesharing in Waukegan
 - Start the program within downtown and its surrounding neighborhoods to increase access to downtown and the lakefront.

PEDESTRIAN AND BIKE NETWORK

Goal 5

Implement new on-street bike routes and more off-street bike routes throughout the City of Waukegan

Goal 6

Increase pedestrian and bicycle network connectivity

Strategies

1. **Pursue funding sources to increase the number of on-street and off-street bike routes.**
 - Cultivate relationships with potential funding sources including: the Lake County Division of Transportation (LCDOT), Illinois Trails Grant Program, Illinois Transportation Enhancement Program (ITEP), Transportation Alternatives Program (TAP), Surface Transportation Block Grant Program (STBG), Safe Routes to Schools Program (SRTS), and Congestion Mitigation and Air Quality Program (CMAQ).
2. **Engage businesses and build partnerships.**
 - Communicate with existing business owners and the development community to help provide valuable insight into the benefits that on-street and off-street bicycle accommodations provide to the local economy.
3. **Coordinate the construction of bike lanes with implementation of road diets.**
 - Implement road diet recommendations for Belvidere Road, Golf Road, Washington Street, and Grand Avenue.
 - Integrate bike facilities into the design and engineering for each commercial corridor during the implementation of its road diet.

Strategies

1. **Create a connected system of bike lanes and bicycle/pedestrian trails throughout the City by connecting intra and inter-city bike trails and paths.**
 - Connect beyond the City and increase walkability and bikeability to key locations and destinations.
 - Implement the Northern Lakeshore Trail Connectivity Plan identifies trails and paths that link the five North Shore communities of Waukegan, Winthrop Harbor, Zion, Beach Park, and North Chicago.
 - Expand the City's network of pedestrian and bicycle routes will encourage healthy lifestyles choices and may help to alleviate traffic congestion and demands on parking facilities.
2. **Prioritize connections that link the many parks and recreation areas the City has to offer.**
 - Link recreational areas throughout Waukegan
 - The City and Park District should share responsibility for new trails and paths.
3. **Draft a Bicycle Parking Ordinance.**
 - Convenient and safe bicycle parking can be a deciding factor in an individual's choice to utilize their bike for transportation.
 - Review other municipalities ordinances, such as the City of Evanston and the City of Elmhurst prior to drafting a new ordinance.

PEDESTRIAN AND BIKE NETWORK

Goal 7

Increase awareness about the benefits of non-motorized transportation

Strategies

- 1. Work with nonprofit organizations or local bicycle groups, such as Ride Illinois and Bicycle Club of Lake County, to spread awareness of the benefits of non-motorized transportation.**
 - Increase non-motorized travel to receive the following benefits: congestion reduction, healthier lifestyle, and increased access to opportunity for vulnerable populations.
 - Increase awareness of non-motorized benefits by the City working to establish a bicycle education program with nonprofit organizations or local bicycle groups.
 - Establish a “Bike to Work” day similar to “Bike the Amstutz”; that will encourage residents to ride their bicycle to work.
- 2. Coordinate with the nonprofit organizations and local bicycle groups mentioned in Strategy 1 to include a non-motorized transportation map on the City’s website.**
 - Create a non-motorized transportation map for the City’s website to provide residents and visitors with an official map that documents all the bicycle accommodations the City has to offer.
 - Update the map as new accommodations are constructed.

TRANSIT

Goal 8

Increase awareness and ridership for paratransit and on-demand transit, such as Dial-A-Ride (DAR) services

Strategies:

1. **Work with the Lake County Coordinated Transportation Services Committee (LCCTSC) to develop policies that prioritize improvement of active mobility options for vulnerable populations, such as senior, youth, and the unemployed or underemployed.**
 - Support resident mobility by prioritizing those with fewer options.
 - Increase marketing for Dial-A-Ride (DAR) services throughout the community, especially in areas where the target demographic have insufficient access to public transit.
2. **The City should work with PACE to place their paratransit service guide in public facilities, such as City Hall, the Waukegan Public Library, and senior housing facilities.**
 - Include a link on the City's website that displays information about DAR services and locations that are regularly visited.
3. **Partner with area social service organizations and senior advocates to enhance mobility options.**
 - Create a partnership with the Lake County Committee of Coordinated Transportation to support a sustainable framework for engagement with existing social service organizations.
 - Leverage existing senior advocate and social service organizations in Waukegan that provide private transportation options for their service populations.
 - Support identifying additional volunteers and subsidies to maintain consistency with program delivery.
 - Mobility options should be explored that reduce barriers to employment and healthcare.
 - Build capacity and create opportunities for collaboration can increase mobility options.
4. **Engage area employers in creating localized and/or additional focused mobility options for this specific population.**
 - Create employer partnerships with PACE and Metra to facilitate a healthy regional transportation eco-system
 - Support increased multi-modal transportation options that include bike, trail, and transit.
 - Encourage area employers to access a large talent pool by contributing to the creation of a transportation framework that supports their growth.
 - Work with transportation authorities and shared-ride providers to extend their capacity.

TRANSIT

Goal 9

Improve transit efficiency

Goal 10

Assist in implementing LCDOT's 2040 Transportation Plan.

Strategies

1. **Work with IDOT and LCDOT to implement more Signal Coordination and Timing Studies (SCAT).**
 - Optimize the signal phasing, or timing, in order to decrease congestion along the corridors and reduce vehicle/bus emissions and delays.
2. **Work with IDOT, LCDOT, and RTA to implement more Transit Signal Priority (TSP) corridors in Waukegan.**
 - Prioritize Lewis Avenue and Belvidere Road.
 - Implement the Regional Transportation Authority's (RTA) Regional TSP Implementation Program. This program utilizes existing vehicle location and wireless communication technologies to advance or extend green times at signalized intersection.
 - Reduce bus travel times, improve schedule adherence, and reduce operating costs.
 - Increase the number of TSP corridors in the City from two (Grand Avenue throughout Waukegan and Washington Street from Teske Boulevard to Sheridan Road)
3. **Coordinate with PACE on bus service to the new casino planned within the Fountain Square area.**
 - City staff and the developer should coordinate with PACE to ensure that convenient bus services are provided.
 - Reduce parking demand and free up valuable square footage that a developer may utilize to increase the building or open space footprint.

Strategies:

1. **Educate residents when two new PACE fixed routes that enter Waukegan's boundaries are commissioned.**
 - Coordinate with PACE to place notification flyers throughout the City and create a link on the City website to help market the new routes. (The first route is the Green Bay Road Deviating Bus, which will run along Green Bay Road from Lake Bluff in the south to Grand Avenue in Waukegan. Additionally, PACE plans to implement a Waukegan Lake-Cook Corridor route that will run from Lake Cook Road in Northbrook along Waukegan Road north into Waukegan before switching to the Skokie Highway (US 41) and ending at Grand Avenue.)
2. **Be an advocate for the extension of existing PACE Bus Rapid Transit (BRT) along Milwaukee Avenue to Belvidere Road (IL 120).**
 - Extend PULSE routes in Waukegan along Milwaukee Ave to Belvidere Road and into Fountain Square.
 - Create a PULSE route along Belvidere Road with its eastern terminus being Fountain Square.
 - The City should advocate to PACE to implement both of these PULSE routes, especially with the casino being located in Fountain Square.

TRANSIT

Goal 11

Enhance access to transit throughout the City

Strategies:

- 1. Prioritize transportation projects that support both pedestrians and bicyclists.**
 - Improve connectivity of bike and pedestrian elements with transit services and the varying land uses is critical to improving overall mobility and ease of travel, while decreasing auto dependency.
 - Implement a pedestrian system that includes sidewalks, street crossings, pedestrian signals, and multi-use trails.
 - Provide on-street bike lanes or off-street bike paths to provide bicyclists safer access to transit stops.
- 2. Utilize PACE's transit-supportive guidelines to foster reliable, efficient, convenient, and accessible transit.**
 - Waukegan, designers, engineers and others responsible for public rights-of-way and developments served by these rights-of-way should implement the guidelines, planning principles, and design standards presented in this document.
 - Through implementation of the guidelines, promote a built environment that supports all modes of movement related to transit to create a more effective regional transit service.
- 3. Identify projects for funding using RTA's Access to Transit Program tool.**
 - Provide funding for small-scale capital projects to improve access to the regional transit system for pedestrians and bicyclists.
- 4. Establish Transit Oriented Development (TOD) zones and incentivize development near transit hubs. Develop a vision and strategies to facilitate TOD and multi-modal connections and mobility near transit hubs, such as the Waukegan Metra Station in downtown.**
 - Prioritize resources to support transit-oriented development and support greater return on transportation improvements.
 - Incentivize TOD development within an expanded radius from transit stations/hubs (usually 1/2 mile). Incentives include, but are not limited to: parking requirement reductions, streamlined development processes, and increased floor area ratio (FAR) guidance.
- 5. Develop policies and a procedure manual for multimodal transportation infrastructure to facilitate consistent application throughout the City.**
 - Utilize best practices and consider alternate site design guidelines to address site access, parking, and circulation for properties that present unique (re)development opportunities.
 - Prioritize resources and identify alternate and strategically combined funding sources/ opportunities to support the improvement of existing streets and repair other multimodal transportation facilities before replacement is necessary.
 - Create a platform for public input on the development of Capital Improvement Plan (CIP) priorities.

STREET NETWORK

Goal 12

Increase mobility and accessibility into and out of downtown Waukegan.

Strategies:

1. **Re-design the corridors that lead into downtown Waukegan as boulevard style roadways that accommodate all travel modes.**
 - Implement the road diet recommendations contained in the “Street Network” section. Road diets were recommended in the following locations:
 - Sunset Avenue/Golf Road from Greenwood Avenue to just west of New York Street
 - Washington Street east of Jackson Street to Genesee Street
 - Grand Avenue from Sheridan Road to New York Street
 - Belvidere Road (IL 120) west of Sheridan Road to the Robert McClory Bicycle Path
2. **Commission travel demand studies for both Sunset Avenue/Golf Road and Washington Street to examine the feasibility of road diets.**
 - Conduct demand studies that include opportunities for increased pedestrian and bike mobility along road diet corridors.
3. **Contact IDOT to begin discussions regarding road diets along Grand Avenue and Belvidere Road (IL 120) which are under the jurisdiction of the Illinois Department of Transportation (IDOT).**
 - The City will contact IDOT to start communication about the process of implementing the recommendations.

Goal 13

Create a roundabout at Washington Street, Park Avenue, and Glen Rock Avenue.

Strategies:

1. **Commission a study to examine the feasibility of installing a roundabout at the intersection of Washington Street, Park Avenue, and Glen Rock Avenue with a gateway feature in the central green space.**
 - Create a new roundabout to be a gateway that welcomes residents and visitors into downtown Waukegan.
 - Increase safety with the installation of a roundabout intersection. The current operational geometrics of the intersection are not ideal for motorists, pedestrians, or bicyclists.
2. **Create a gateway committee to evaluate the design of gateway options to accompany the roundabout.**
 - Include City staff, people from the Waukegan Arts Council, Waukegan Chamber of Commerce, local businesses and members of the public and have skills in public engagement, marketing or branding.
 - Establish the scope and overall objective of the project at the roundabout as well as, provide guidance for the design standards for other gateways in the City as well.
 - Ask the right questions including, “What type of message are we trying to convey as residents/visitors enter Downtown Waukegan?” and “Should this gateway have public art commissioned?”
 - Document processes as scope and objectives are completed, maintain a list of project partners, and examine the lessons learned throughout the course of the project
 - Consider the other gateway opportunities throughout the City and proposed in the Comprehensive Plan after implementation of the initial roundabout.

STREET NETWORK

Goal 14

Coordinate roadway upgrades with infrastructure improvements to promote city-wide resilience.

Strategies:

1. **Focus efforts on the western edge of the community within the Des Plaines Watershed.**
 - Begin to integrate new regulations updating watershed specific release rates, rainfall data, and redevelopment provisions relating to detention are soon to be in place.
 - Update the following regulations that impact two different things:
 - Stormwater ordinance used for development
 - FEMA-mapped floodplain elevation along the Des Plaines River.
 - Update Waukegan's stormwater ordinance to incorporate new regulations related to watershed and floodplain data.
 - Coordinate all new development with updating/ replacement of infrastructure. All development (storm sewer, basins, etc.) will be required to follow the new regulations and it will potentially require larger pipes and bigger ponds. The more long-term impact will be the floodplain.
 - Increase awareness of the new regulations and focus efforts on making sure that they are being met on the western edge of the community within the Des Plaines Watershed.

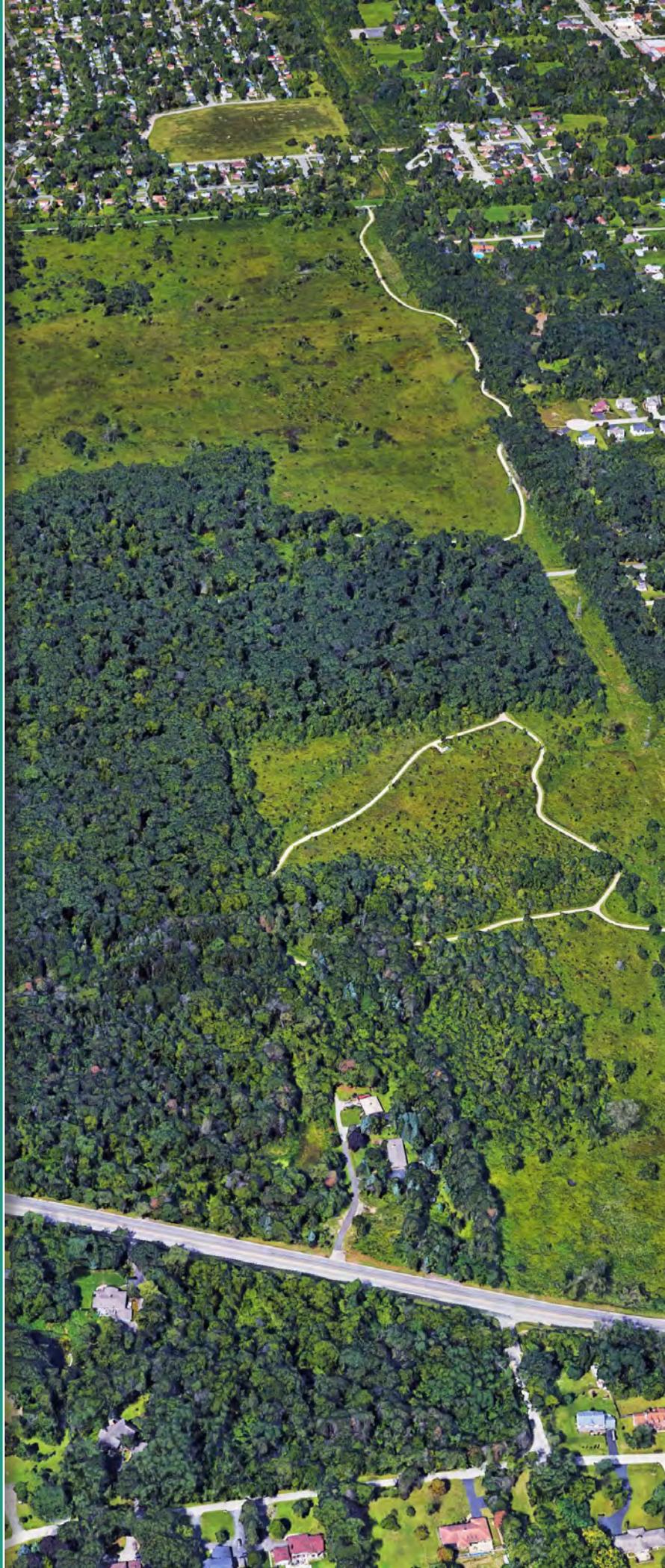
5

The Environment

The City of Waukegan prides itself on being the home to many significant natural resources. The Comprehensive Plan addresses Waukegan's environment and natural resources in four key themes:

- Protection of and access to Waukegan's natural areas
- Parks and ravines
- Increased economic vitality and opportunities
- Quality schools and learning environments.

Although some of the challenges and opportunities facing the City seem to oppose each other when looked at alone, they can be leveraged for successful outcomes when they are working in tandem. Over 20% of Lake County is water, floodplain, wetlands or hydric soils (previously wetlands). Every development action that results in increased impervious cover increases risks of flooding and degradation of water quality. Thus, it is important to view every land-use activity as either contributing to or mitigating these risks. Assessing activities in this way results in mindful land-use and development that enhances stormwater management, community resiliency, aesthetic features, and economic prosperity.



COMMUNITY RESILIENCE PLANNING



Source: City of Waukegan

Communities rely on infrastructure for the activities of everyday life. This infrastructure ages and demands revision in order to maintain its functionality. All communities are susceptible to hazardous events, whether excessive temperatures, severe storms and heavy rains, or floods and drought. These hazardous events are increasing in frequency and duration, and the standards by which infrastructure was designed are becoming outdated or fail to account for the needs of the modern community. Though communities cannot stop these hazards, they can better withstand hazard events, minimize disastrous consequences, and recover more quickly through community resilience planning.

Resilience planning is preventative and restorative care, for infrastructure and the disaster risks it faces. By planning, prioritizing, and acting, communities can take cost-effective approaches towards resiliency that are consistent with long-term development goals. When disruptive events strike, these communities will be able to better withstand their effects and respond to their aftermath.

The process of resilience planning is a collaborative effort that involves goal-setting and development of objectives, identifying the gaps between current and desired performance, development and implementation of solutions which bridge this gap, and then regularly revisiting this process to assess effectiveness and update as necessary. This process can be applied to all infrastructure and services of a municipality. It is recommended that resilience planning occurs outside of the context of this plan in such a way that implements stakeholder input and goal-setting beyond the scope of this section.



Jackson Meadows, St. Crow, MN is a model for low-impact development, which incorporates many best practices in stormwater management. / Source: Coen+Partners

Regulatory Environment

In the context of this plan, general recommendations can be made to improve the resilience of the stormwater management systems of Waukegan including: revisions to municipal and stormwater management ordinances, management of open and vacant spaces, alternative stormwater infrastructure and best management practices, and the attenuation of extreme rain events and flooding.

Some of the recommended ordinance improvements are captured in the most recent (2015) Watershed Development Ordinance issued by the Lake County Stormwater Management Commission, in which Waukegan is a Certified Community. The purpose of the ordinance is to prevent the economic, governmental, and safety risks due to flood events, as well as prevent decreases in water quality. Ordinances within this framework regulate development within floodplains and wetlands, regulate the development of stormwater conveyance and storage systems, set standards for erosion and sediment control, and define standards based on the conservation of natural hydrologic and hydraulic functions of floodplains and wetlands.

Increased impervious surfaces associated with development are major detractors from community stormwater resilience and threaten the natural ravine systems in Waukegan. As water is unable to infiltrate into these surfaces, it flows directly into drainage networks, thus increasing the flood risk for the surrounding

community. An effective method of addressing this threat is to capture and treat precipitation where it falls, rather than immediately conveying it through drainage networks. However, the best management practices associated with this approach are not always allowed or encouraged by local ordinances (examples include: raingardens, disconnected downspouts, cisterns, curb cuts and bioswales).

Subdivision Ordinances

Waukegan can further improve its resilience by implementing changes in its zoning and subdivision codes by encouraging and allowing permeable paving surfaces in low-use streets, driveways, and parking lanes and lots. Modifying subdivision ordinances to allow and encourage open space subdivision not only provides valuable public spaces, but provides space for stormwater best management practice implementation.

Off-street parking ordinances should be reviewed to assess the standards on number of spaces required and whether they reflect demand, the ability for business to share lots, size of parking spots, the number of small car parking spaces, and to better implement lot grading and landscaping that allows for green infrastructure installation. This standard is applicable to Waukegan's commercial corridors.



Future roadway infrastructure projects are opportunities to install stormwater planters to mitigate runoff. / Source: www.njfuture.org

Ordinances should be modified to propose incentives for reducing runoff into storm drains and fees to encourage new options for increasing pervious surfaces. For example, many downspouts in Lake County drain directly into stormwater systems. Proper disconnection of these downspouts would reduce peak loading into storm drains and water could be re-used for practices like irrigation. Another example is the design of curbs; by allowing for cuts and flush curbs, stormwater can be directed into stormwater green infrastructure rather than directly into storm drains. For instance, allowing cul-de-sac designs where runoff is directed to a landscaped center island reduces the amount of impervious surface and allows for on-site stormwater management.

Best Management Practices

The Lake County Stormwater Management Commission lists extensive stormwater best management practices which can be implemented on properties to increase their ability to infiltrate stormwater onsite and reduce runoff and associated pollutants. These include structural best management practices like permeable pavement, rain gardens, bioswales, rainwater harvesting, green roofs, naturalized detention basins, urban trees, downspout disconnection, and establishment of native plant buffers around water bodies. They also recommend programmatic best management practices like dog waste management, household chemical waste disposal, phosphorus-free fertilizers, and reduced pesticide use.

Best management practices vary greatly in ease of implementation, cost, and effectiveness. Best management practices and green infrastructure are site specific and require a feasibility analysis before implementation. Relatively large, open sites such as vacant lots, can implement high-impact infrastructure like rain-water storage cisterns to capture massive amounts of stormwater runoff. Smaller best management practices like rain gardens, street trees, and bioswales can be retrofitted into existing infrastructure, and though their size is small, their ease of installation and relatively low cost allow them to be installed in greater numbers.

Collaboration

A collaborative effort is necessary to create a resilient city whose infrastructure will stand the test of time. Residents of Waukegan and communities across the globe are vulnerable to the impacts of a changing climate and increasingly frequent hazard events such as heatwaves and flooding. Resilience planning should be implemented into future planning efforts whether comprehensive plans, watershed plans, or regulatory updates.

PARKS & OPEN SPACE



The process of planning for community resiliency is dependent on the analysis of the resources available to the community through parks and open space. The maps on the following pages identify locations that can serve as invaluable, community assets which can beautify neighborhoods, provide recreational green space, and house best management practices that boost community resiliency. GIS data layers from the Chicago Metropolitan Agency for Planning (CMAP) are implemented in a refined mapping approach to better understand specific opportunities for parks and open space improvements in the City of Waukegan.

Park System Recommendations

Key recommendations for the Comprehensive Plan are based on an analysis of the park system's challenges and opportunities related to stormwater, recreational facilities, and athletic improvements. All vacant, brownfield and open space land was reviewed for ability to be a part of a network of focused Green Infrastructure. Green Infrastructure can be prioritized but redevelopment should be preferred where it makes the most sense.

The City of Waukegan currently has 44 parks totaling 707 acres. Bonnie Brook (160 acres) and the Waukegan Sports Complex (135 acres) are not wholly within the City. After removing these two parks from the analysis, there are 42 parks totaling 415 acres for an average of 9.9 acres; this gives us a basis to consider park enhancements. It

is worth noting that the median park size of 5.0 acres indicates that most parks are smaller in size according to NPRA guidelines, with few raising that average.

Per National Recreation and Park Association (NRPA) standards, park service areas and their associated size classifications are defined as the area within a 0.25 mile radius around mini parks (<5 acres) and neighborhood parks (5-10 acres), and 3 miles around community parks (> 10 acres) (NRPA, 1995). The service area for community parks within the Waukegan city limits encompassed the entire city area. Therefore, community park service areas were reduced to a 0.25-mile radius for analysis to account for pedestrian usage.

Lands categorized as vacant by CMAP represent 616 properties totaling just over 1500 acres. Only those parcels greater than 0.25 acres are considered in this analysis. This results in 356 properties totaling just over 1200 acres with an average of 3.5 acres and a median of 0.4 acres. This is our basis for considering vacant land options.

Analysis and Methodology

Population data was utilized to determine areas within Waukegan that may be underserved in terms of mini and neighborhood parks. The ratio of mini park service area to residents (0.49 acres/1000 residents) is above the recommendation of 0.2 acres/1000 residents when examining at a city-wide scale. However, there are approximately 63,000 residents that do not have direct



access (within 0.25 mile) to a mini park; the majority occurring in the west central portion of the city (see West Central Sector Map). Our methodology entailed exploring these gaps for the entire City of Waukegan via a combination of GIS analytics, selected field data points and site photos and AES internal staff conversations about what made sense from a practical standpoint. The results are a winnowed-down list with specific recommendations on each of the eight Opportunity Sectors (refer to Parks and Vacant Lands Opportunity Companion Table and associated Sector Maps). Strategically placed mini parks would provide additional recreational area for residents in neighborhoods for some underserved by parks and open space. In addition to local park service areas, trail service

areas were analyzed spatially for connections to current parks. By applying a 0.5-mile service area for bikeable trails, 13 mini-parks, three neighborhood parks, and seven community parks could be accessed via bike trails.

This exercise is mapped in Sector Maps that break the Waukegan area into eight Sectors for a fine-resolution view of the data. These maps detail the existing parks and their service areas, population within areas, existing trails, and, through the previously described process, locations of potential mini and neighborhood parks which could be converted from vacant land.

Park Service Area & Population

Park Type	Mini Park	Neighborhood Park	Community Park*
Size	< 5 acres	5-10 acres	> 10 acres
Quantity	21	7	13
Total Area (acres)	44.07	50.76	305.02
Total Service Area (acres)	2,891	1,488	City-wide
# Residents within service area	25,807	13,210	89,235
Area: population ratio (ac/1000 residents)	.49 acres / 1000 residents	.56 acres / 1000 residents	3.4 acres / 1000 residents

* Excludes Bonnie Brook Golf Course, Greenshire Golf Course, and Waukegan Sports Complex because they are not wholly within the City of Waukegan.

Improvement of Parks and Open Space to Foster Community Resilience

The Waukegan Park District has made significant achievements to improve the state of their award winning park system. When considering stormwater function, aesthetics and habitat, two examples stand out: the Waukegan Sports Park and Roosevelt Park. Through implementation of green infrastructure and habitat restoration, these parks not only provide a recreation space for residents, but increase community resiliency by mitigating the impacts of surrounding land use on stormwater runoff and habitat loss.

The Waukegan Sports Park exemplifies a facility designed with the implementation of green infrastructure and the improvement of the natural environment at the forefront. The park features a 16-acre prairie, interconnected bioswales, rain gardens, and stormwater ponds that collect and recirculate runoff for landscaping needs. While the Waukegan Sports Park has a large footprint and is a newer design, its principles of design can nonetheless be applied elsewhere.

Roosevelt Park is an outstanding example of a park that is well-connected to local trail systems and serves as an asset to adjacent schools. Among its features are trails, a creek restoration that improves flood attenuation and habitat, and interpretive signage that can serve as an outdoor classroom for learners. Through improving existing open spaces by increasing functionality and benefits to the community, Roosevelt Park is a testament to open space retrofits that can be applied to other parks.

However, there are opportunities to improve on previous successes. In order to improve community resiliency to flooding and other issues, the opportunities lie in enhancement of existing parks (retrofits) and potential conversion of vacant lands for new parks.



The Waukegan Sports Complex is an excellent example of Waukegan Park District's environmentally friendly parks that showcases aesthetics with stormwater. Source: AES



Native vegetation integrated with bioswales and ponds at the Waukegan Sports Facility. Source: AES



Functional aesthetics at Waukegan Sports Facility. Source: AES

The National Parks and Recreation Association (NRPA) Resource Guide for Planning, Designing and Implementing Green Infrastructure in Parks is an excellent reference for Waukegan to plan for and implement best management practices within existing parks. Each site has its own constraints and appropriate best management practices that address those constraints. In low traffic and parking areas, permeable pavement can be explored. For stormwater treatment, existing parks could be retrofitted to incorporate curb cuts accompanying bioswales, bioretention, and perennial beds of native landscaping. Land adjacent to natural areas, such as rivers and ravines, can implement vegetated buffers or restore stream ecosystems, providing the benefits of habitat improvement and flood attenuation. As in the Waukegan Sports Park, rainwater can be harvested and re-used for the purposes of irrigation. Even the simplest retrofits like the planting of trees can have an effect on stormwater runoff, temperature reduction, and carbon sequestration. In a developed environment, the implementation of these best management practices is necessary to ensure future community resilience.

Natural area restoration and native landscaping are essentially one in the same but at different scales. Natural area restoration involves transforming a degraded natural area into one that exhibits better ecological health and is typically done on larger sites such as publicly owned open space. Native landscaping is done at smaller scales around homes or businesses and is often formal in appearance. Both require the use of native plants to create environments that mimic historic landscapes of the Midwest such as prairie, woodland, and wetland. Native plants are defined as indigenous, terrestrial or aquatic plant species that evolved naturally in an ecosystem. The use of native plants in natural areas or native landscaping is well documented. These plants adapt well to environmental conditions, reduce erosion, improve water quality, promote water infiltration, do not require fertilizer, provide wildlife food and habitat, and have minimal maintenance costs.

Trees provide extensive evapotranspiration and cooling benefits, improve air quality, provide habitat, increase property values, and improve aesthetics in urban landscapes. Trees play a valuable role in trapping and absorbing stormwater, reducing pollutants, and holding soils in place during rain events, and they help to recharge groundwater supplies. A tree with a 25-foot diameter canopy can process the runoff of a 2,400 square foot adjacent impervious surface (EPA, 2016). Depending on the size and species, one tree can store 100 gallons or more of stormwater (Fazio, 2010).

Implementing a successful stormwater tree program can be complicated. Space and soil quality constraints can often be the limiting factors on whether a site is appropriate for installing stormwater trees. Other constraints include finding an appropriate species of tree, steep slopes, utility lines, impervious surfaces and pre-existing structures. With a little planning and engineering, many of these constraints can be overcome. In 2016, the USEPA produced a Technical Memorandum on Stormwater Trees that provides detailed information on the benefits and challenges to implementing an effective Stormwater Tree program and maintaining the trees over time. This report is available on the EPA's website at <https://www.epa.gov/green-infrastructure/stormwater-trees>.

Examples of open and vacant land conversion to parks, based on Summer 2019 field verification, can be seen on the Parks and Vacant Lands Opportunity Maps. Prior to implementation of best management practices, however, it is recommended that Waukegan Park District engages in a community planning process addressing community needs, equity, and feasibility; as well as studies that assess the impacts of these management practices on stormwater runoff within their drainage area. This iterative and facilitated process is to be approached with the intent of developing a plan that incorporates suggestions that Park District leadership and community members would like to see with those in the Parks and Vacant Land Opportunities maps.



Waukegan Ravines

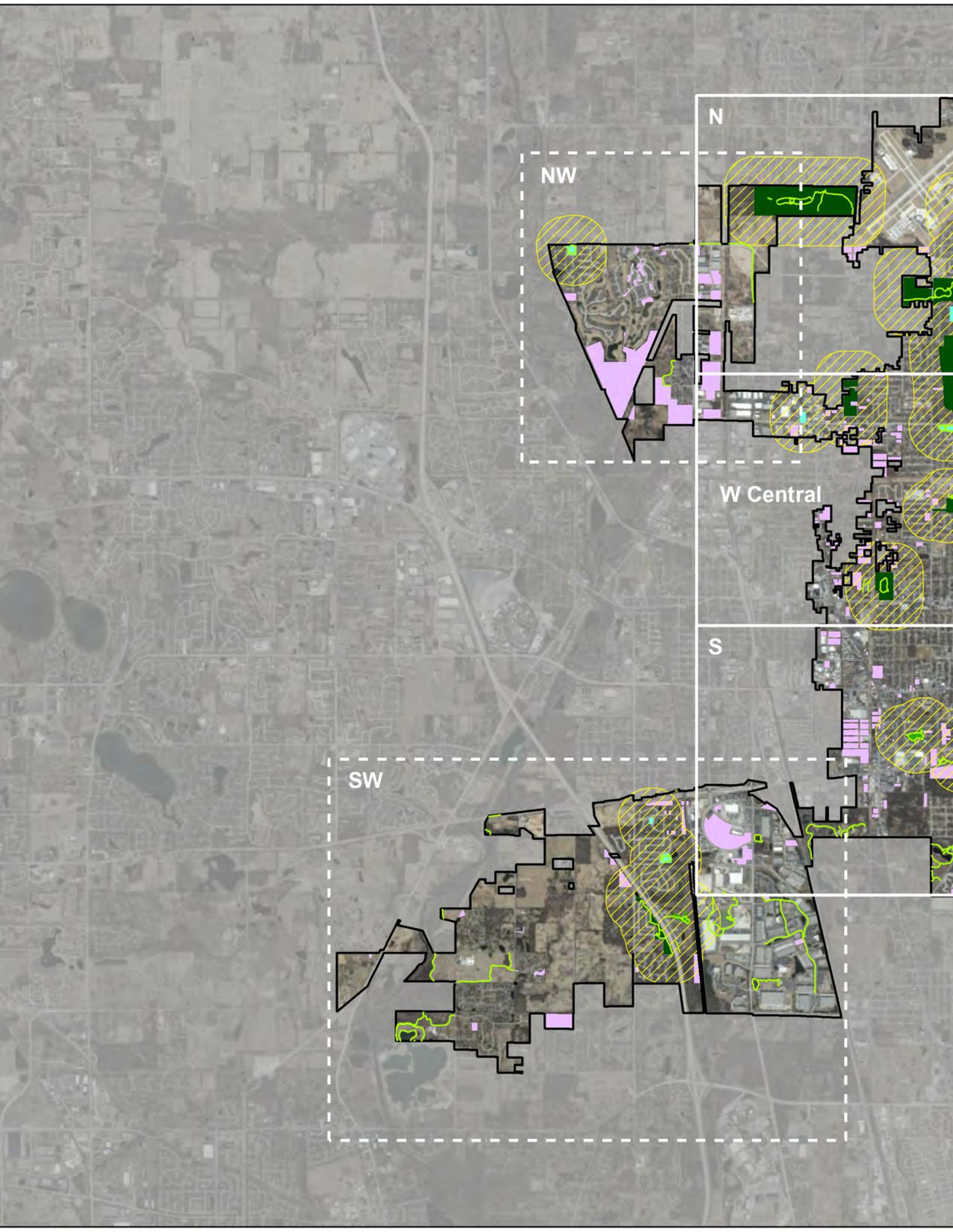
The ravines of the City are an important natural resource, providing unique habitat for flora and fauna and harboring a variety of threatened or endangered species. Many ravines in Waukegan currently have hard armoring, retaining walls and stormwater outflows that reflect a heavy reliance on gray infrastructure. By implementing green infrastructure approaches to restoration of these ravine systems, the community can slow the erosive forces degrading them, protect a rare habitat, and create aesthetically pleasing open space systems that can serve as a unique community amenity, all while improving their stormwater network and resiliency.

Because Waukegan is listed as an Area of Concern (AOC), by USEPA, it is prioritized for some funding mechanisms for restoration and enhancement including Great Lakes Restoration Initiative (GLRI), Sustain Our Great Lakes (SOGL) and the Great Lakes Protection Fund (GLPF), amongst other mechanisms. These match-based grants can be used creatively to leverage key needs, such as restoration of the ravines. Regarding erosion and stormwater issues on adjacent private parcels that are tributary to the ravines, the Park District can consider educational programs on the importance of Green Infrastructure and stormwater BMPs (campaign to tie-in disconnected downspouts, rain barrels, rain gardens, etc.).



Using the Parks and Vacant Lands Opportunity Companion Table

Key recommendations for potential new parks and open space were performed by reviewing the existing data, field visits, and consultant discussions about aesthetics, stormwater and trail connections. The Recommended Opportunity is the primary function for the parcel. Each parcel is anticipated as a future potential project. "Bundling" the three primary opportunities (Recreational Park, Stormwater and Trails) to conceptualize projects and uses is encouraged. Additional field data points with percent impervious, vegetation, aesthetics and other insights, specifics with photographs that can be provided via Arc-GIS are available for a more focused approach to parcel-level projects.



Waukegan
Comprehensive Plan

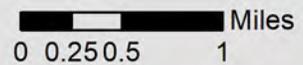
**8 Sectors for
Parks and Vacant Lands
Opportunity Maps**

Legend

- Trails
- City of Waukegan
- Mini Park
- Neighborhood Park
- Community Park
- Park Service Area (.25 mi)
- Vacant



Project Location: Waukegan, IL
AES Project #: 18-0049
Mapped by: BCM
Last modified: Nov 06, 2019

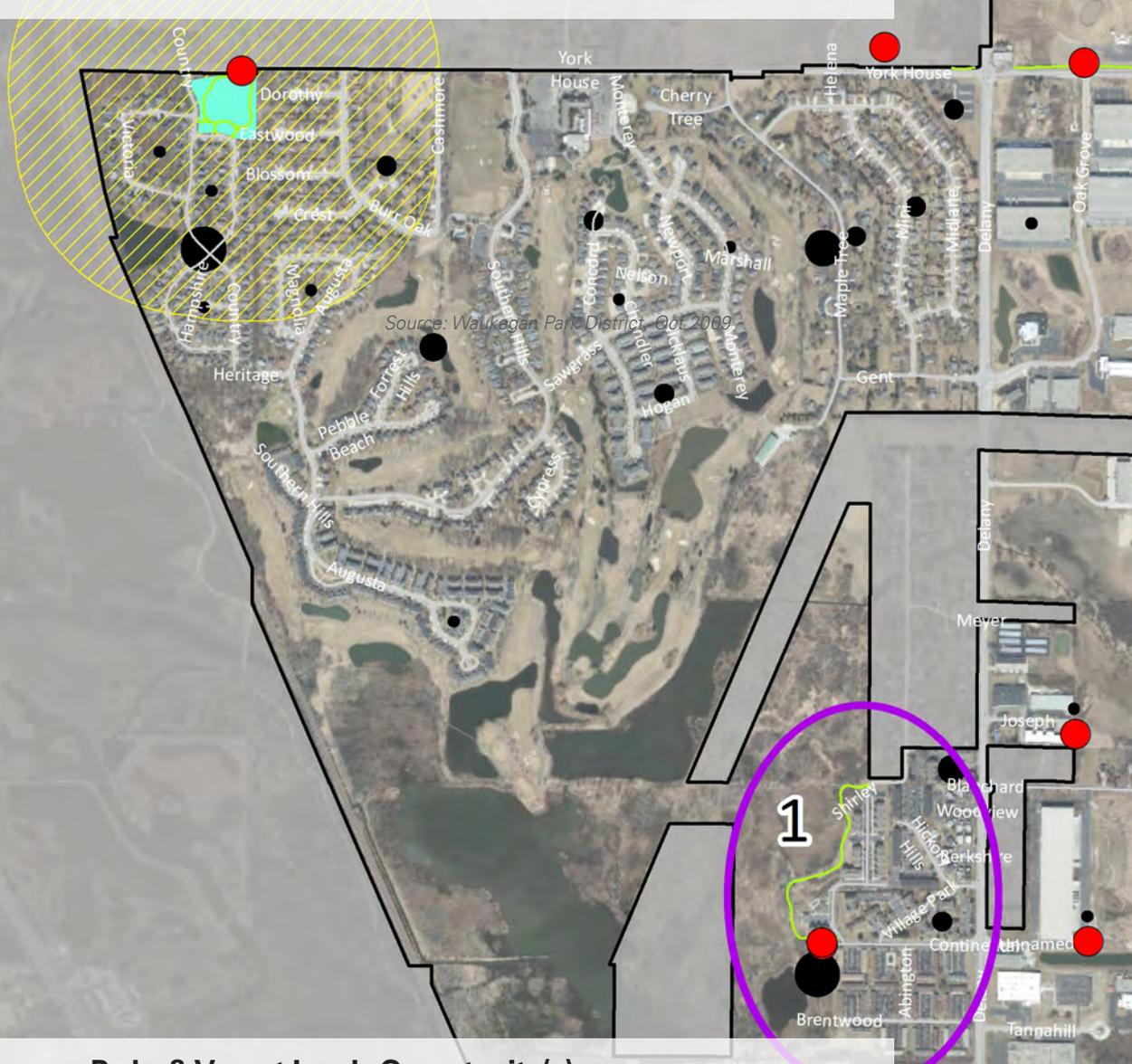


Northwest Sector

This Sector is well-served by open space, parks and access to recreational areas. The area has substantial industrial warehouse land uses but also includes the Waukegan Sports Complex and Midlane country Club in the western portion. Opportunities for park conversion of vacant lands, particularly in an underutilized degraded oak grove with key trail connections are recommended.



Source: AES



Source: Waukegan Park District, Oct. 2009

Parks & Vacant Lands Opportunity(s)

Parcel Number	Sector Map	Potential	Current Open Space Type	Recommended Opportunity(s)	Notes
1	Northwest	Medium	Open Space (CMAP GIS layer)	Stormwater, Trail	Invasive species, wetland enhancements, good potential trailhead with signage, link bike/ped trail to the north

North Sector

The North Sector is well-served by parks and open space and has synergies with the Waukegan Sports Complex, Greenshore Golf Course, and Bonnie Brook Golf Course. Henry Pfau Callahan and Bevier Parks also complement this area.



Source: AES



Parks & Vacant Lands Opportunity(s)

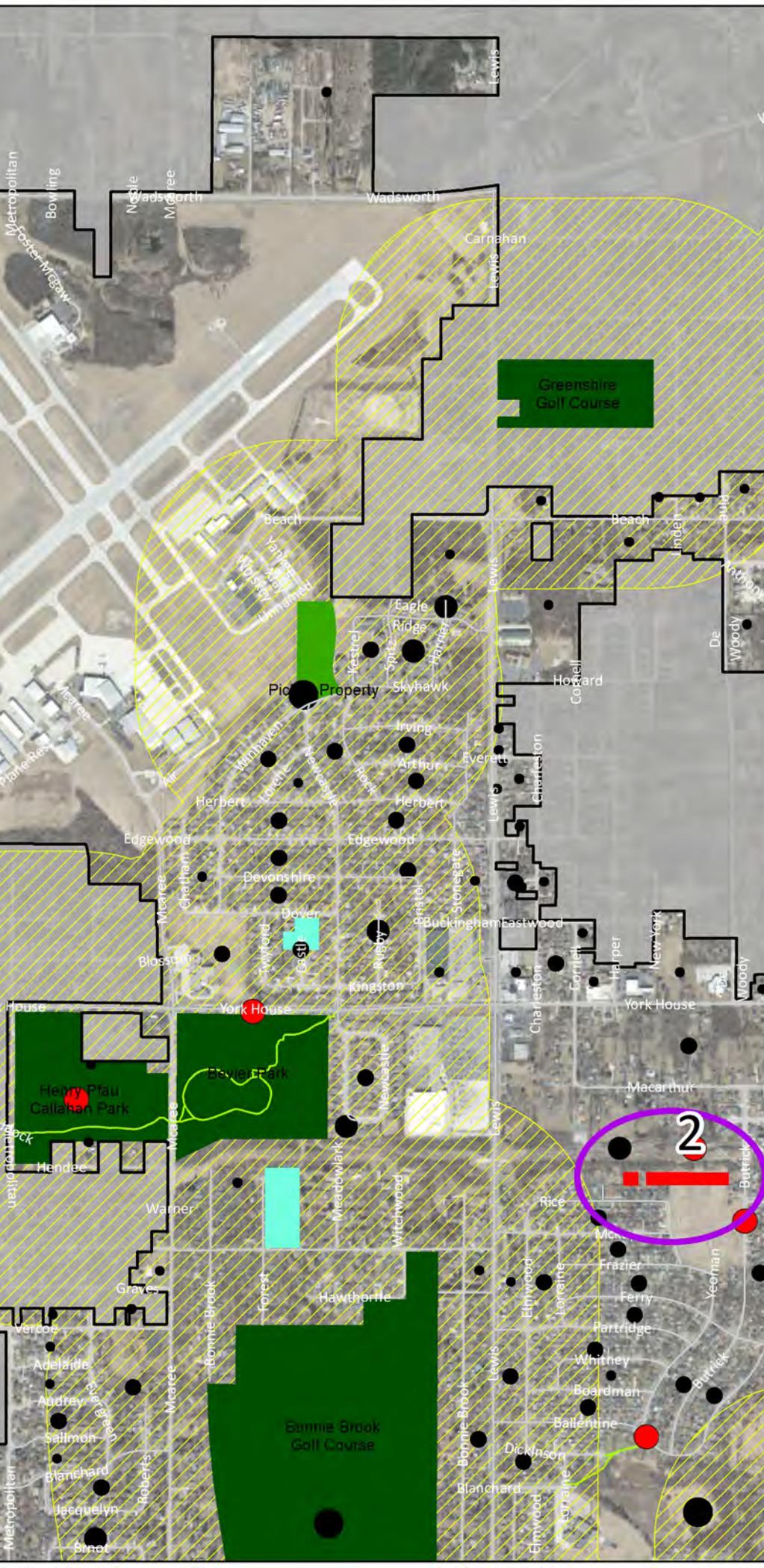
Parcel Number	Sector Map	Potential	Current Open Space Type	Recommended Opportunity(s)	Notes
2	North	Large	Vacant	Stormwater, Trail	Stormwater infiltration, trail access and good potential for east-west bike/pedestrian corridor

Waukegan Comprehensive Plan

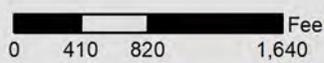
Parks and Vacant Lands Opportunity Map North Sector

Legend

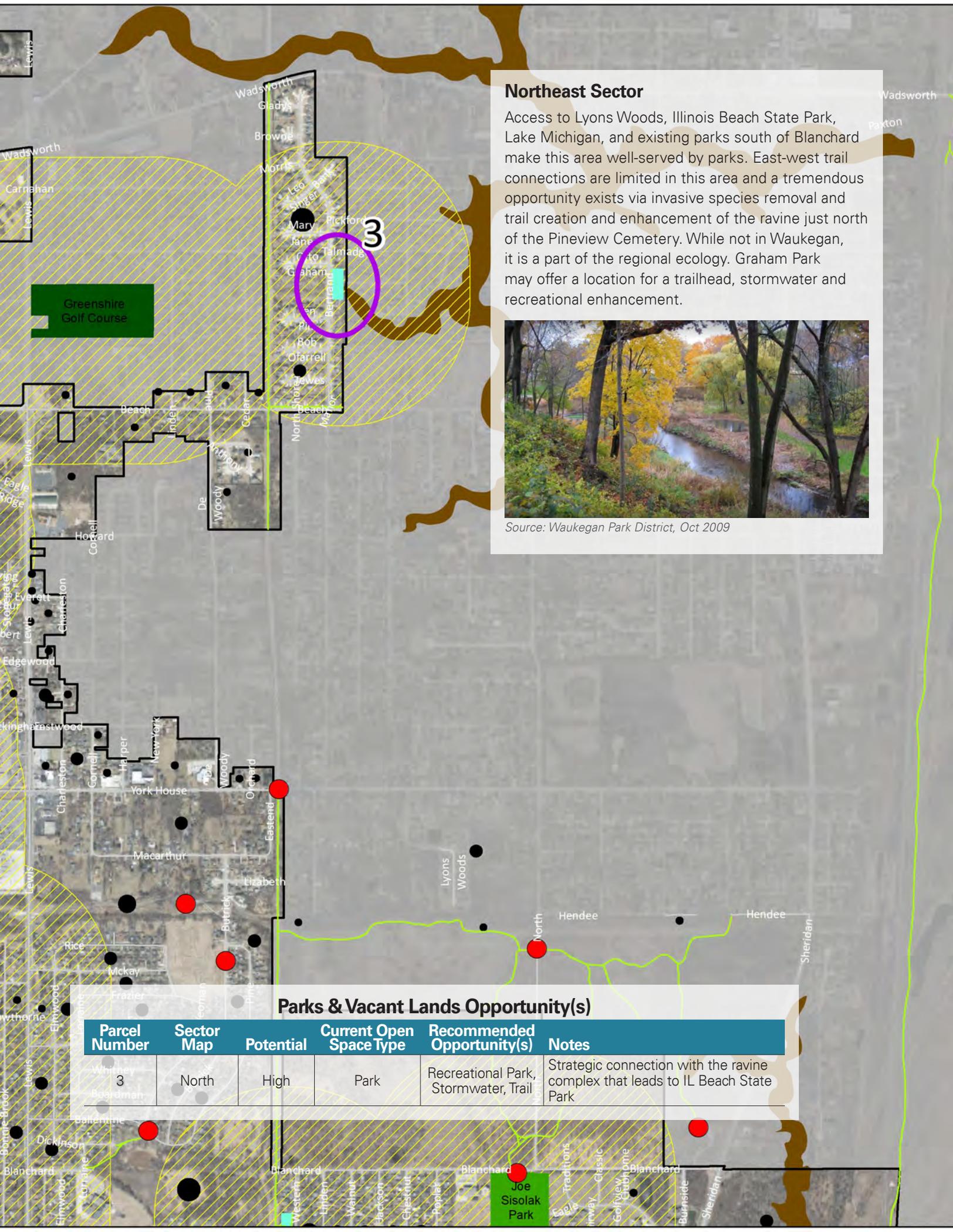
-  Field Collected Data
 -  Trails
 -  Streets
 -  City of Waukegan
 -  Potential Opportunity Area
- #### 2010 Population
-  0 - 65
 -  66 - 152
 -  153 - 354
 -  355 - 718
 -  719 - 1295
-  Mini Park
 -  Neighborhood Park
 -  Community Park
 -  Park Service Area (.25 mi)



Project Location: Waukegan, IL
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Northeast Sector

Access to Lyons Woods, Illinois Beach State Park, Lake Michigan, and existing parks south of Blanchard make this area well-served by parks. East-west trail connections are limited in this area and a tremendous opportunity exists via invasive species removal and trail creation and enhancement of the ravine just north of the Pineview Cemetery. While not in Waukegan, it is a part of the regional ecology. Graham Park may offer a location for a trailhead, stormwater and recreational enhancement.



Source: Waukegan Park District, Oct 2009

Parks & Vacant Lands Opportunity(s)

Parcel Number	Sector Map	Potential	Current Open Space Type	Recommended Opportunity(s)	Notes
3	North	High	Park	Recreational Park, Stormwater, Trail	Strategic connection with the ravine complex that leads to IL Beach State Park

Joe Sisolak Park

Waukegan
Comprehensive Plan

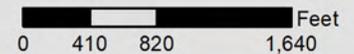
**Parks and Vacant Lands
Opportunity Map
Northeast Sector**

Legend

-  Field Collected Data
-  Trails
-  Streets
-  City of Waukegan
-  Potential Opportunity Area
- 2010 Population**
 -  0 - 65
 -  66 - 152
 -  153 - 354
 -  355 - 718
 -  719 - 1295
-  Mini Park
-  Neighborhood Park
-  Community Park
-  Park Service Area (.25 mi)
-  Ravines



Project Location: Waukegan, IL
AES Project #: 18-0049
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Last modified: Nov 06, 2019



West Central Sector

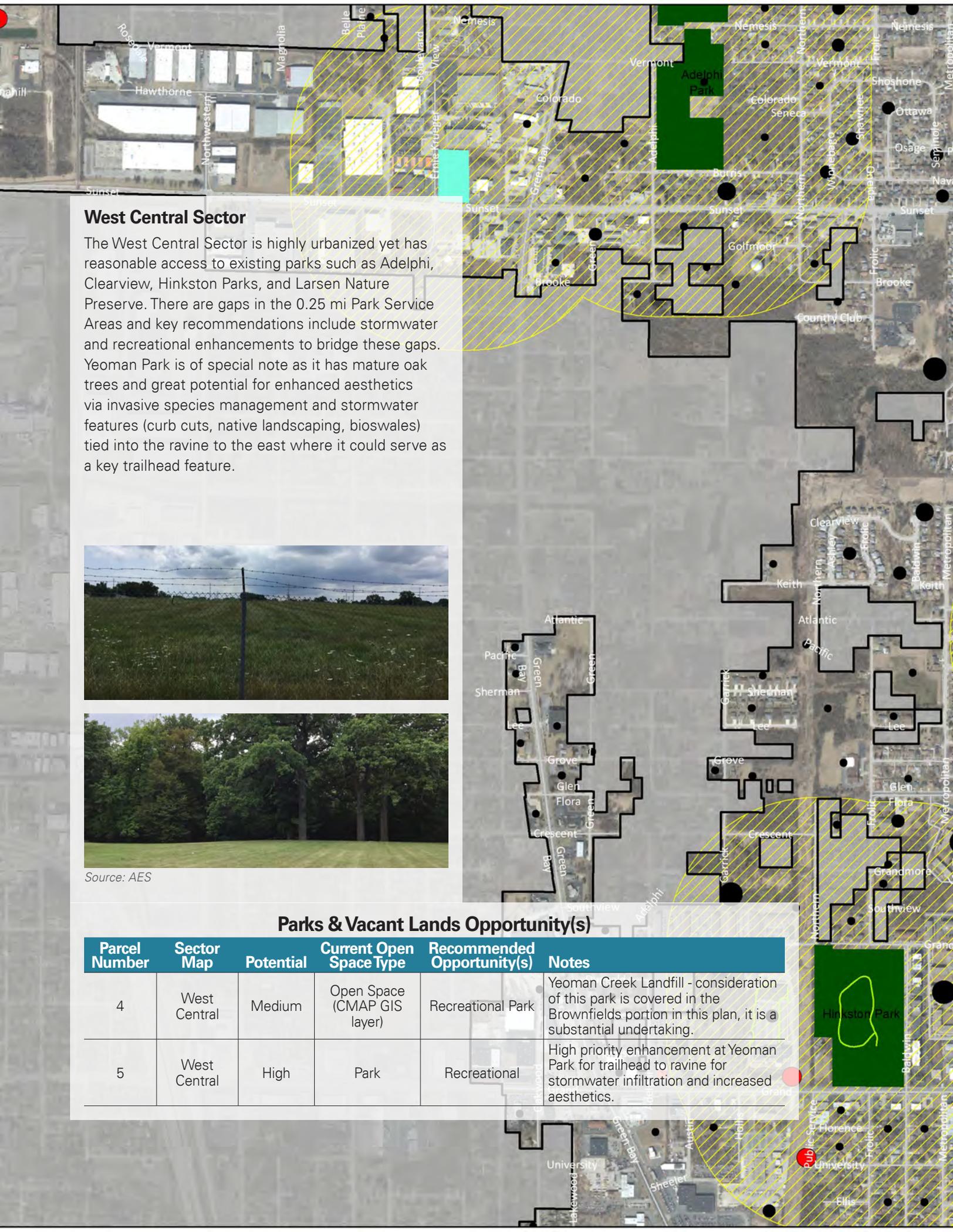
The West Central Sector is highly urbanized yet has reasonable access to existing parks such as Adelphi, Clearview, Hinkston Parks, and Larsen Nature Preserve. There are gaps in the 0.25 mi Park Service Areas and key recommendations include stormwater and recreational enhancements to bridge these gaps. Yeoman Park is of special note as it has mature oak trees and great potential for enhanced aesthetics via invasive species management and stormwater features (curb cuts, native landscaping, bioswales) tied into the ravine to the east where it could serve as a key trailhead feature.



Source: AES

Parks & Vacant Lands Opportunity(s)

Parcel Number	Sector Map	Potential	Current Open Space Type	Recommended Opportunity(s)	Notes
4	West Central	Medium	Open Space (CMAP GIS layer)	Recreational Park	Yeoman Creek Landfill - consideration of this park is covered in the Brownfields portion in this plan, it is a substantial undertaking.
5	West Central	High	Park	Recreational	High priority enhancement at Yeoman Park for trailhead to ravine for stormwater infiltration and increased aesthetics.

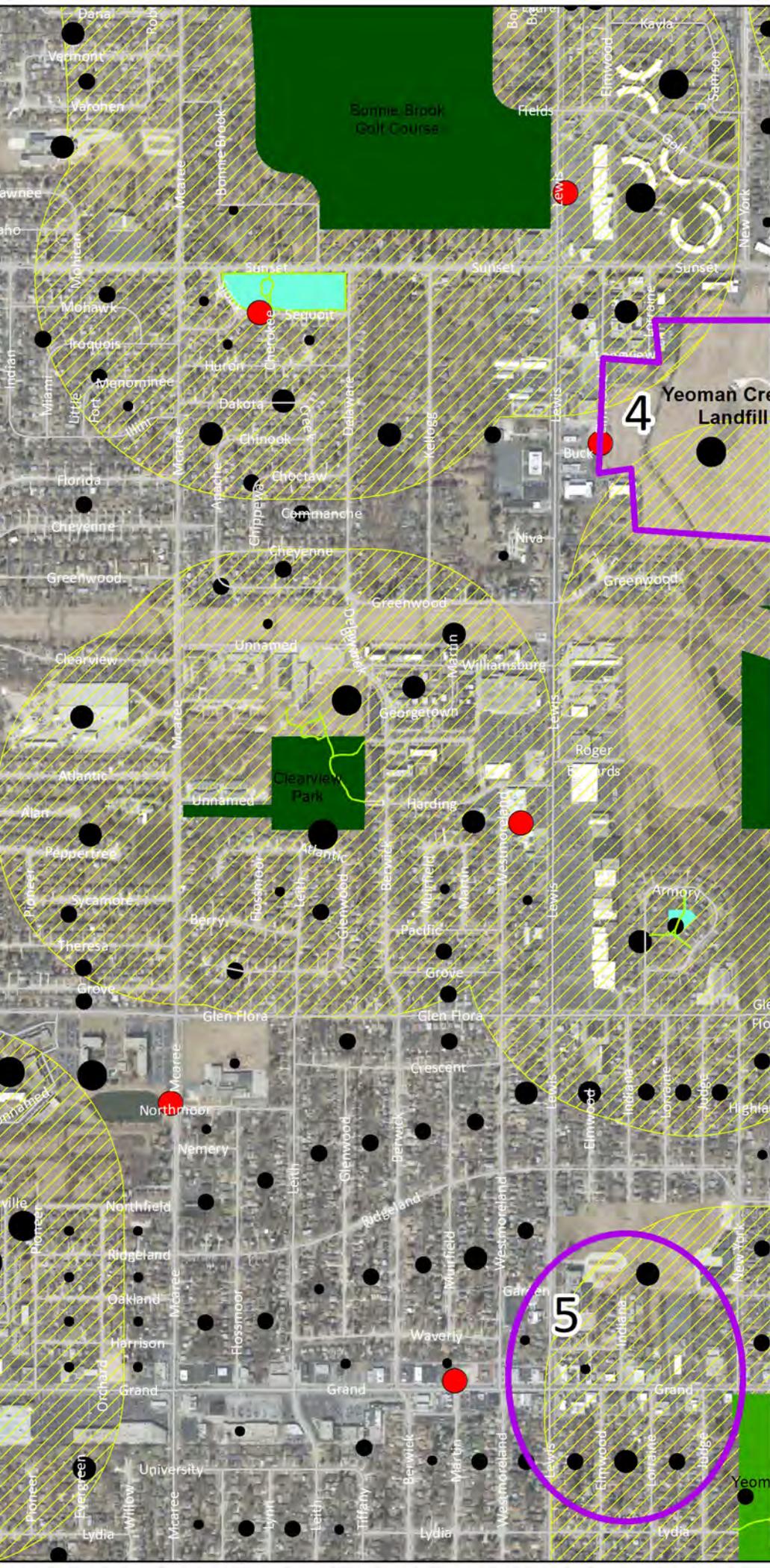


Waukegan
Comprehensive Plan

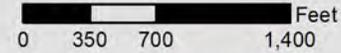
Parks and Vacant Lands
Opportunity Map
West Central Sector

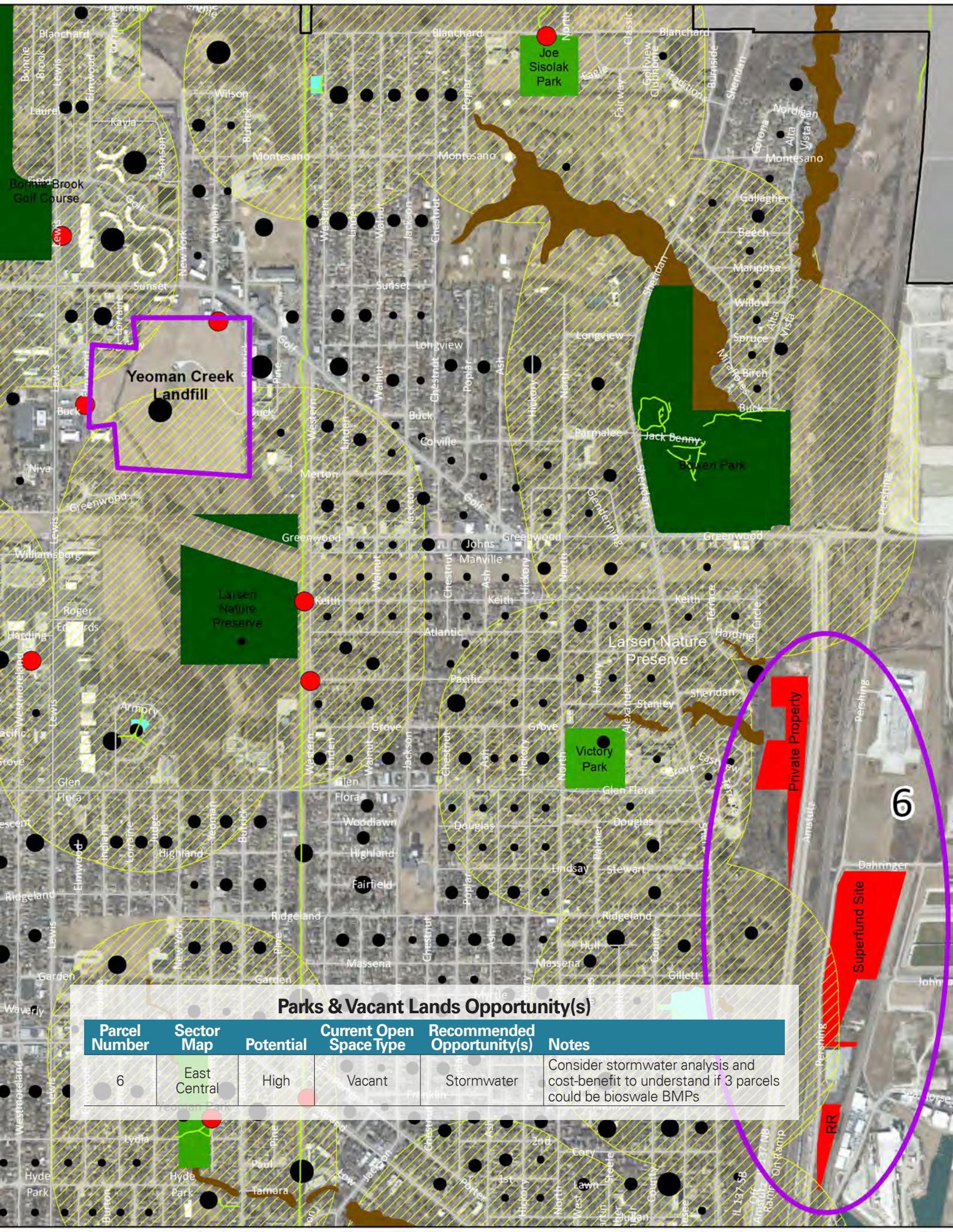
Legend

-  Field Collected Data
 -  Trails
 -  Streets
 -  City of Waukegan
 -  Potential Opportunity Area
- 2010 Population**
-  0 - 65
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Project Location: Waukegan, IL
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 Last modified: Nov 06, 2019





Parks & Vacant Lands Opportunity(s)

Parcel Number	Sector Map	Potential	Current Open Space Type	Recommended Opportunity(s)	Notes
6	East Central	High	Vacant	Stormwater	Consider stormwater analysis and cost-benefit to understand if 3 parcels could be bioswale BMPs

6

Private Property

Superfund Site

RR

IL 137 SB
Anastutz 137 NB
On-Ramp

East Central Sector

Open space parcels for trail connections and stormwater are important to improve accessibility to the waterfront via east-west pedestrian routes. The parcels would be best served for mixed-use development because of their location near the highway.



Waukegan Comprehensive Plan

Parks and Vacant Lands Opportunity Map East Central Sector

Legend

-  Field Collected Data
 -  Trails
 -  Streets
 -  City of Waukegan
 -  Potential Opportunity Area
- #### 2010 Population
-  0 - 65
 -  66 - 152
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0 410 820 1,640 Feet

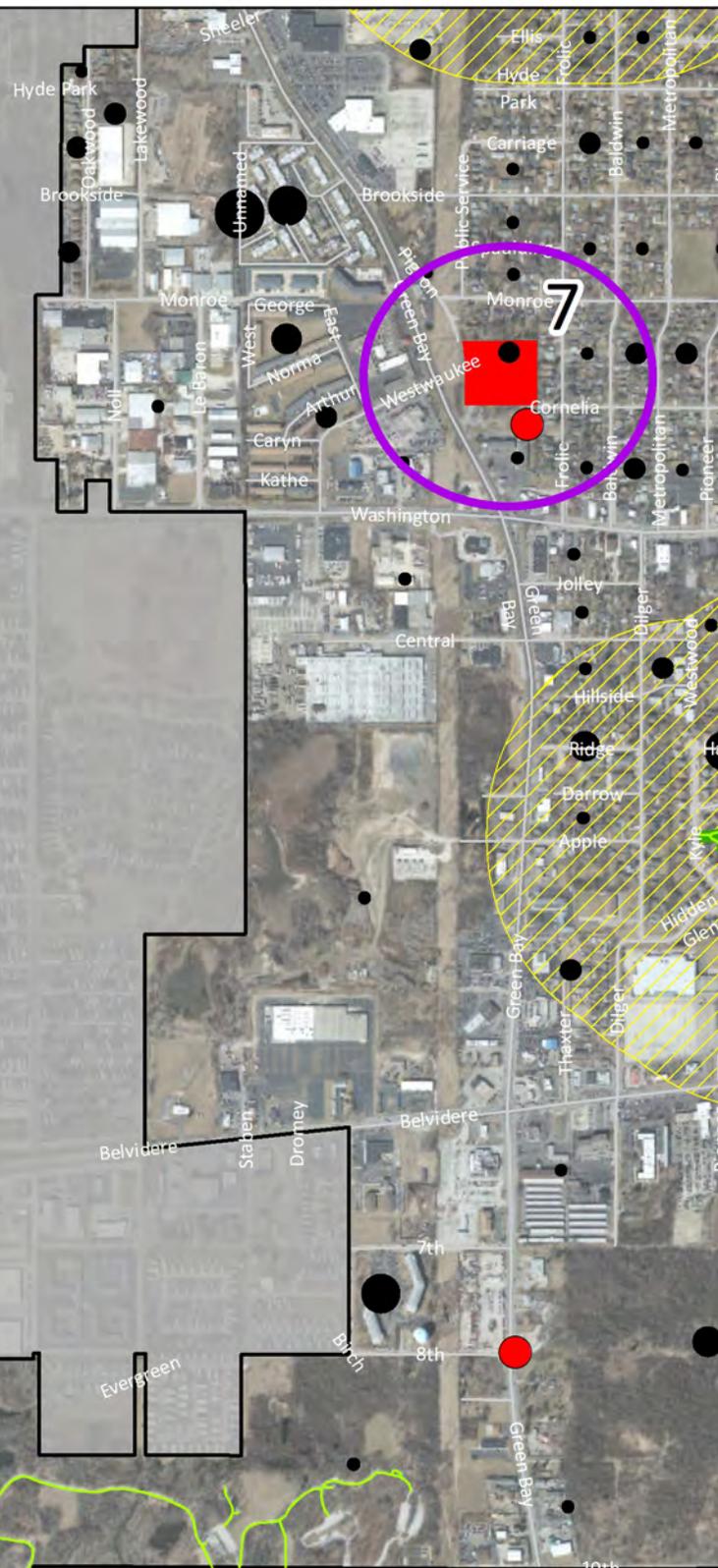


South Sector

This area is highly urbanized and relatively underserved by parks. Two vacant parcels are identified for consideration for new mini-parks. The strip of open space east of Willow and between 7th and 8th streets could also feature stormwater best management practices.



Source: Waukegan Park District, Oct 2009



Parks & Vacant Lands Opportunity(s)

Parcel Number	Sector Map	Potential	Current Open Space Type	Recommended Opportunity(s)	Notes
7	South	High	Vacant	Recreational Park, Stormwater	Priority candidate site as it is strategically locate. Private ownership
8	South	Medium	Vacant	Recreational	Strip of open space east of Willow and between 7th and 8th. LCFPD owned

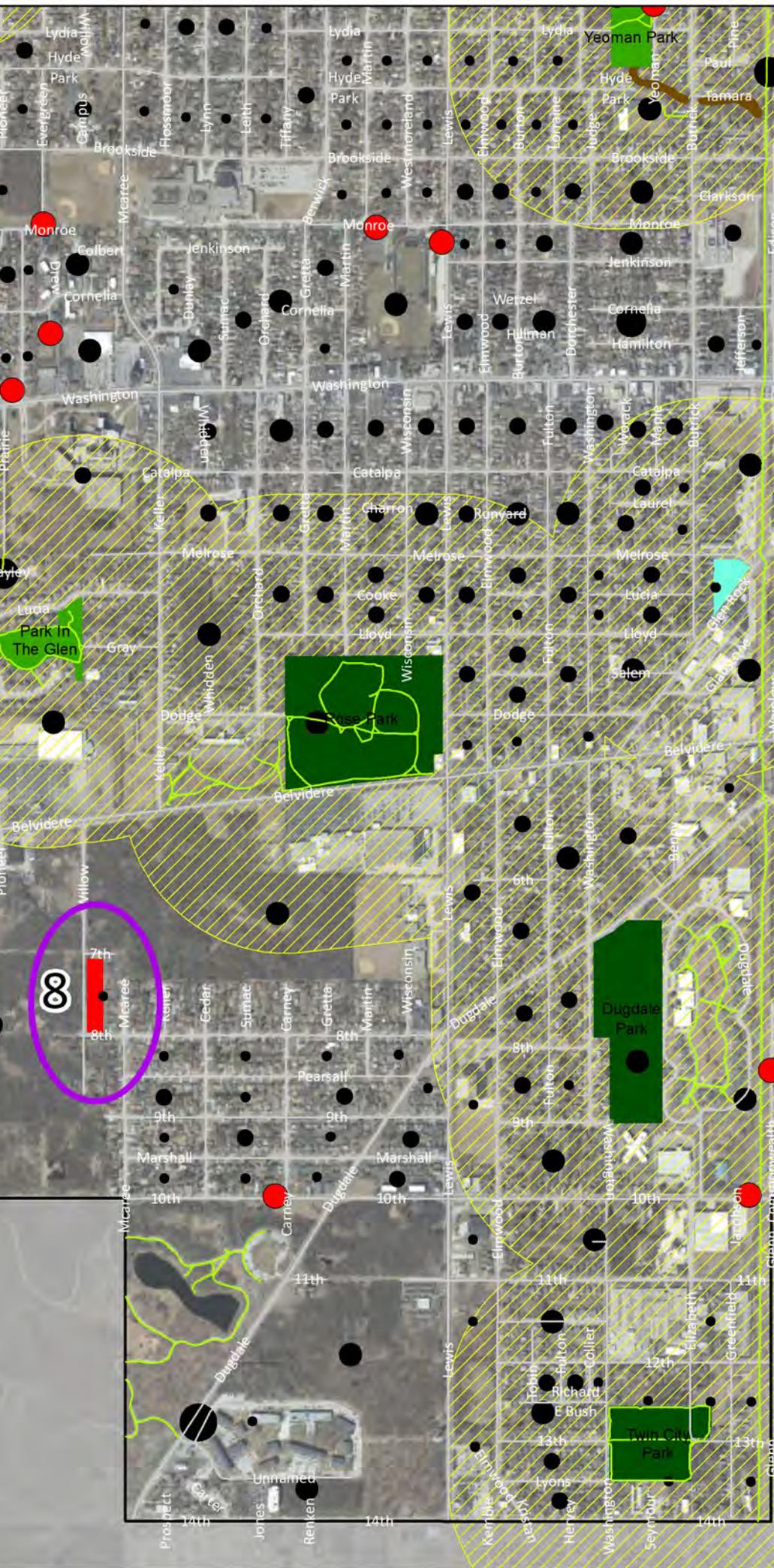


Waukegan Comprehensive Plan

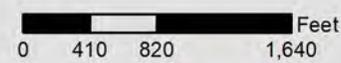
Parks and Vacant Lands Opportunity Map South Sector

Legend

-  Field Collected Data
 -  Trails
 -  Streets
 -  City of Waukegan
 -  Potential Opportunity Area
- #### 2010 Population
-  0 - 65
 -  66 - 152
 -  153 - 354
 -  355 - 718
 -  719 - 1295
-  Mini Park
 -  Neighborhood Park
 -  Community Park
 -  Park Service Area (.25 mi)
 -  Ravines



Project Location: Waukegan, IL
 AES Project #: 18-0049
 Mapped by: BCM
 Last modified: Nov 06, 2019





Parks & Vacant Lands Opportunity(s)

Parcel Number	Sector Map	Potential	Current Open Space Type	Recommended Opportunity(s)	Notes
9	Southeast	High	Park	Trail	Ravine, trailhead connection



Waukegan
Comprehensive Plan

**Parks and Vacant Lands
Opportunity Map
Southeast Sector**

Legend

-  Field Collected Data
 -  Trails
 -  Streets
 -  City of Waukegan
 -  Potential Opportunity Area
- 2010 Population**
-  0 - 65
 -  66 - 152
 -  153 - 354
 -  355 - 718
 -  719 - 1295
-  Mini Park
 -  Neighborhood Park
 -  Community Park
 -  Park Service Area (.25 mi)
 -  Ravines

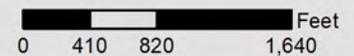
South East Sector

Although the population of this highly urban area is very dense, it is well served by the parks network. The opportunities for existing parks (such as Roosevelt Park) include connections to pedestrian and bicycle trails in the ravines. These ravine trails could be the key to vital east-west corridors to connect neighborhoods with the waterfront and the harbor.



Source: AES

Project Location: Waukegan, IL
AES Project #: 18-0049
Mapped by: BCM
Last modified: Nov 06, 2019

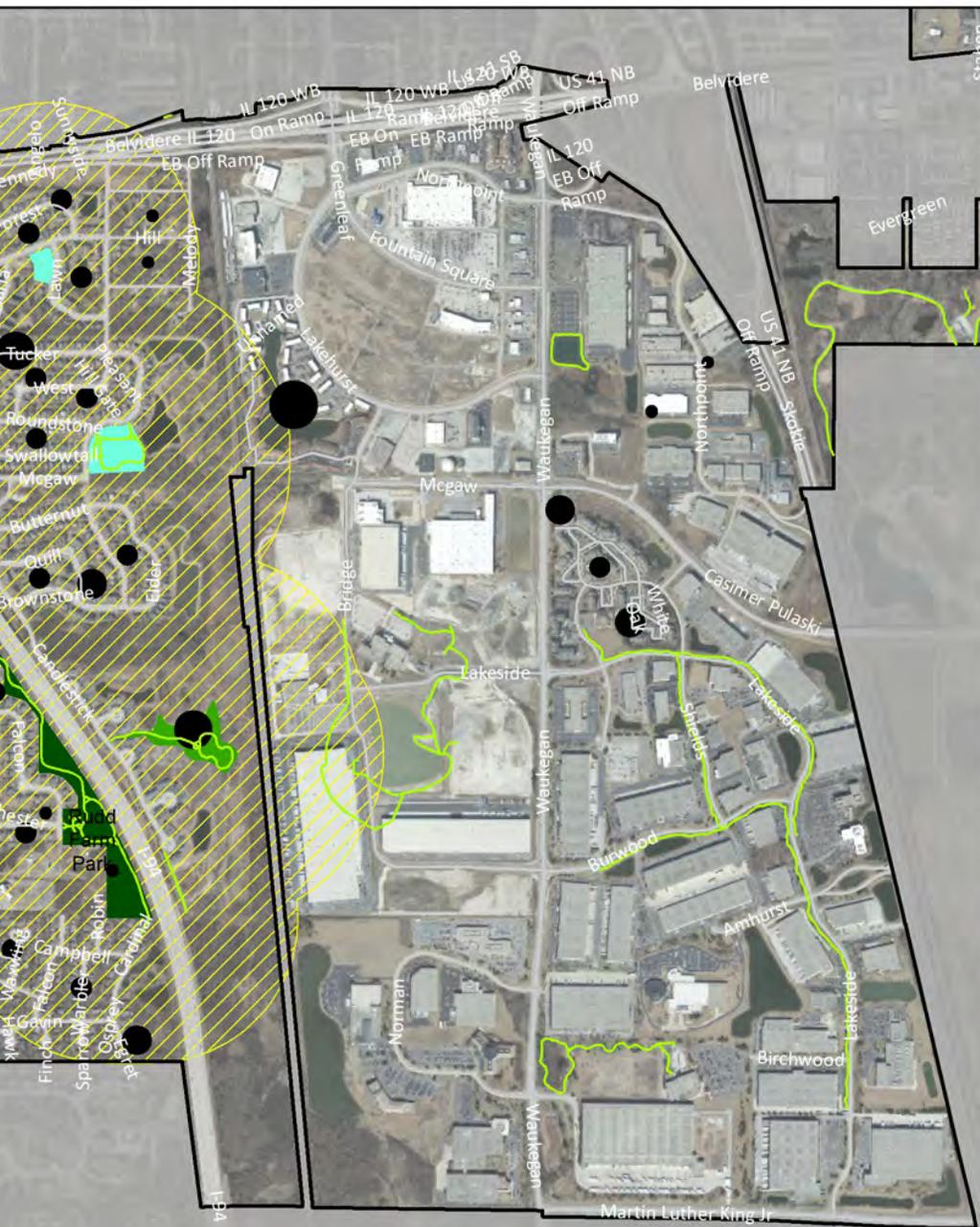


Waukegan Comprehensive Plan

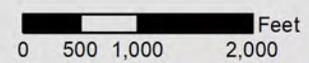
Parks and Vacant Lands Opportunity Map Southwest Sector

Legend

-  Field Collected Data
 -  Trails
 -  Streets
 -  City of Waukegan
- #### 2010 Population
-  0 - 65
 -  66 - 152
 -  153 - 354
 -  355 - 718
 -  719 - 1295
-  Mini Park
 -  Neighborhood Park
 -  Community Park
 -  Park Service Area (.25 mi)



Project Location: Waukegan, IL
 AES Project #: 18-0049
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THE LAKEFRONT



Rendering of the Waukegan Lakefront by Skidmore, Owings & Merrill, 2003 / Source: City of Waukegan & Edgewater Resources

Waukegan's lakefront is one of the city's most important assets, both as a regional destination and as an ecological corridor. Forming a link between a mix of industrial and undeveloped Lake Michigan shoreline to the south and Illinois Beach State Park and Nature Preserve to the north, Waukegan's lakefront is a truly unique resource with a complex history.

The City has initiated and led many planning, operational, and infrastructure efforts to restore and enhance lakefront parks and beaches. The Beach Management Plan of 2016 provides guidelines to protect and maintain Waukegan's natural shoreline areas. This Plan provides guidance for protecting the City of Waukegan's public beach and dune natural resources, while preserving flexibility for continued recreational use. The Waukegan Harbor Area of Concern Sustainable Shoreline Plan of 2015 addresses non-point source pollution and the necessity for infrastructure to increase and encourage public access and economic development at Waukegan's lakefront.

The Lakefront Active Implementation Plan of 2015 and the Port District Master Plan of 2017 both included Waukegan's Lakefront as the primary study area, but focused primarily on providing recommendations for sustainable mixed-use development on the lakefront to enhance its economic vitality.

Key Recommendations

Key recommendations for the comprehensive plan are based on previous planning efforts and an analysis of industrial and development patterns and opportunities along Waukegan's Lake Michigan shoreline.

The City has undergone decades of environmental remediation, removal of abandoned structures, and ecological restoration of the lakefront. The comprehensive plan looks to the future with a mindset of building on environmental clean-up efforts already completed and continued protection and enhancement of natural spaces as segments of the shoreline undergo revitalization and development.

The comprehensive plan offers planning strategies that maintain a balance of natural resource protection and management.

Beaches and Dunes

Waukegan boasts approximately 4 miles of Lake Michigan waterfront, of which over a mile consists of public beach and undeveloped dunes including South Beach and North Beach, and the adjacent North Beach Park.

These undeveloped beaches, dunes, and wetland areas have the potential to buffer and reduce impacts of fluctuating lake levels and potential flooding.



Source: Edgewater Resources

Popular North and South Beach can see thousands of visitors on peak summer weekends. The popularity of these spaces necessitates careful planning and management to preserve the very resources that visitors come to enjoy. By providing easily accessible and well-maintained beaches and waterfront space for active and passive recreation, unprogrammed “wild” dune and beach areas are less likely to be used improperly and wildlife habitat can be protected.

Management recommendations for the entire study area include continued monitoring of water quality, sand movement, threatened and endangered species, gull and goose management and invasive species.

Physical improvements are recommended such as clear marking of trails through dune areas with easy access to parking to help to limit foot traffic on sensitive dunes, and the use of snow fence to capture windblown sand and create new dunes, holding the beach in place to the extent possible.

Stormwater management recommendations include construction of bioswales at all parking lots to filter stormwater from paved areas.

Public education is a critical ingredient to continued health of Waukegan’s beaches and dunes, including signage on how to recognize and protect native species and to notify beach users on where certain activities are appropriate and which areas to avoid for preservation of dune habitat.





Source: City of Waukegan

Application of Best Management Principles

Various resources already exist that the City of Waukegan should use to initiate BMPs and measure their performance. The resource that would best fit the character and needs of Waukegan's beaches and dunes would be the Sustainable Sites Initiative™ (SITES™). What the LEED rating system is to buildings, the SITES program is to landscapes. Much like LEED, SITES includes a certification checklist and design prerequisites, and is considered a valuable planning tool by design professionals, engineers, developers, and property owners.

The SITES program includes rigorous, field-tested standards and the certification process does include associated fees. The City can use a SITES certification as a marketing tool to attract project partners and future developers, as it conveys a high level of environmental quality and ethic responsibility, but all park and open-space projects can follow the principles of sustainable design required or encouraged by SITES, even without a formal certification. The design prerequisites should be considered especially important elements of site design and management.

Just a few of the SITES prerequisites that would directly apply to the Beach and Dune area include:

- **Protect floodplain functions.** Limit construction within the 100 year floodplain to critical site access elements such as boardwalks and viewing platforms,

designed to withstand damage by flooding and not cause soil erosion.

- **Conserve aquatic ecosystems.** Wetlands within park boundaries have already been delineated per U.S. Army Corps of Engineers standards, continue to monitor the aquatic flora and fauna within these wetland zones.
- **Conserve habitats for T&E Species.** Limit beach nourishment and any sand dredging activities to seasons when Piping Plovers are not nesting. Continue to require all beach grooming staff to complete training on how to recognize Plover nests. Post signs to educate public on how to do the same.
- **Manage precipitation on site.** Any new development within a 1/2 mile of South Beach or North Beach Park should be designed to retain the precipitation from the 60th percentile precipitation event as defined by the U.S. EPA with biofiltration or cisterns.
- **Control and manage invasive plants.** Include a plan for invasive species identification and removal with training manual for all beach management staff.
- **Use appropriate native plants.** New dunes formed by wind accretion on snow fence are to be planted with appropriate native dune grass species to protect and maintain new dunes.



Source: City of Waukegan

Port, Harbor and Marina

The developed property along Waukegan's lakefront includes many industrial land uses including sites owned by National Gypsum, St Marys Cement, Lafarge, and Akzo Nobel. The Marina, US Coast Guard station, kayak launch, and Yacht Club are all central to Waukegan's lakefront and are managed by the Waukegan Port District. Other uses directly adjacent to the port include boat maintenance and storage, parking, and rail-related uses, both light and heavy. Currently there is minimal open space or green park space within this harbor area.

Like Waukegan's beaches, the developed waterfront has undergone environmental clean-up efforts in recent years. Groundwater contamination has been consistently monitored and mapped. Brownfields have been identified and targeted for future improvements.

Due to the industrial and commercial/marine land use in this area, preservation and habitat management are not the primary goals nor recommendations. Rather, the focus of the comprehensive plan is the revitalization of this area to attract a diverse mix of compatible uses on the lakefront that follow principles of sustainable design.

Development related recommendations include implementation of Form-Based Code that outlines desired development outcomes while remaining flexible to attract a wide range of developers. Implementation of a green infrastructure ordinance for future development will be



Source: Edgewater Resources

key: to build upon clean-up efforts already completed and to help foster resilience of the lakefront to storm events and fluctuating Great Lakes water levels.

More detail on development recommendations and funding opportunities are included in the Port District Master Plan of 2017, which proposes an active and vibrant waterfront with greatly expanded public access. The plan includes a wide range of development types including hotel, conference, restaurant, commercial, and mixed-use residential. The economic development of this district can provide a long term funding source to implement and maintain green infrastructure strategies.



Source: City of Waukegan

Application of Best Management Principles

Two resources for implementation of BMPs at the Port and Marina are LEED v4 for Neighborhood Development and the Clean Marina Initiative.

LEED v4 ND is a rating system that integrates the principles of green building to build better-connected and resilient communities. Like other evaluation programs with rigorous standards and associated fees, a LEED rating can be used as a marketing tool but can also be used as a guideline for planning without official certification.

LEED v4 ND also includes prerequisites that are considered critical design elements, some of which could apply directly to new development, including:

- **Reduced parking footprint.** Use no more than 20% of the total new development footprint area for all new off-street surface parking, and locate lots to the side or rear of buildings.
- **Tree-lined and shaded streetscapes.** Provide street trees at intervals of no more than 50 feet spacing along at least 60% of existing and planned blocks.
- **Rainwater management.** Manage runoff on-site (bioswales, detention basins, etc) from new development to the 80th percentile rainfall event based on EPA Standards.
- **Light pollution reduction.** New and existing site lighting must not emit any light above 90 degrees horizontally.

The Waukegan Marina is certified in the Clean Marina Initiative, a voluntary compliance program that encourages environmentally sound operating and maintenance procedures. The Illinois Clean Marina Program offers many benefits, with the ultimate goal of improving water quality for boating enjoyment.

The Marina already follows Clean Marina guidelines, and as of July 2019 meets an impressive 90% of recommended BMPs (50% compliance is required). The key to maintaining this high level of performance will be to apply Clean Marina guidelines in coordination with any new harbor development.

Additional BMPs to consider now:

- **Label storm drains.** Stencil storm drains with the words “Don’t Dump—Drains to Lake (River)” and “No Fish Waste” where appropriate.
- **Educate boaters.** Provide signage describing BMPs that boat owners and contractors must follow.

BMPs to coordinate with future development:

- **Minimize impacts of dredging.** When required, schedule dredge activities to avoid critical migration and spawning periods of important fish species.
- **Storage of boats in upland dry-stack facilities.** Protect shoreline, allow space for public waterfront access, and reduce maintenance needs on the water.
- **Consider LEED.** Design new facilities to meet applicable certification requirements.

INFRASTRUCTURE



Source: Google Earth Pro

Waukegan is a fully developed and built-out community. The City will need to leverage and reinvest in existing infrastructure and already-built areas to protect and improve the natural resources and community resiliency.

Key Recommendations

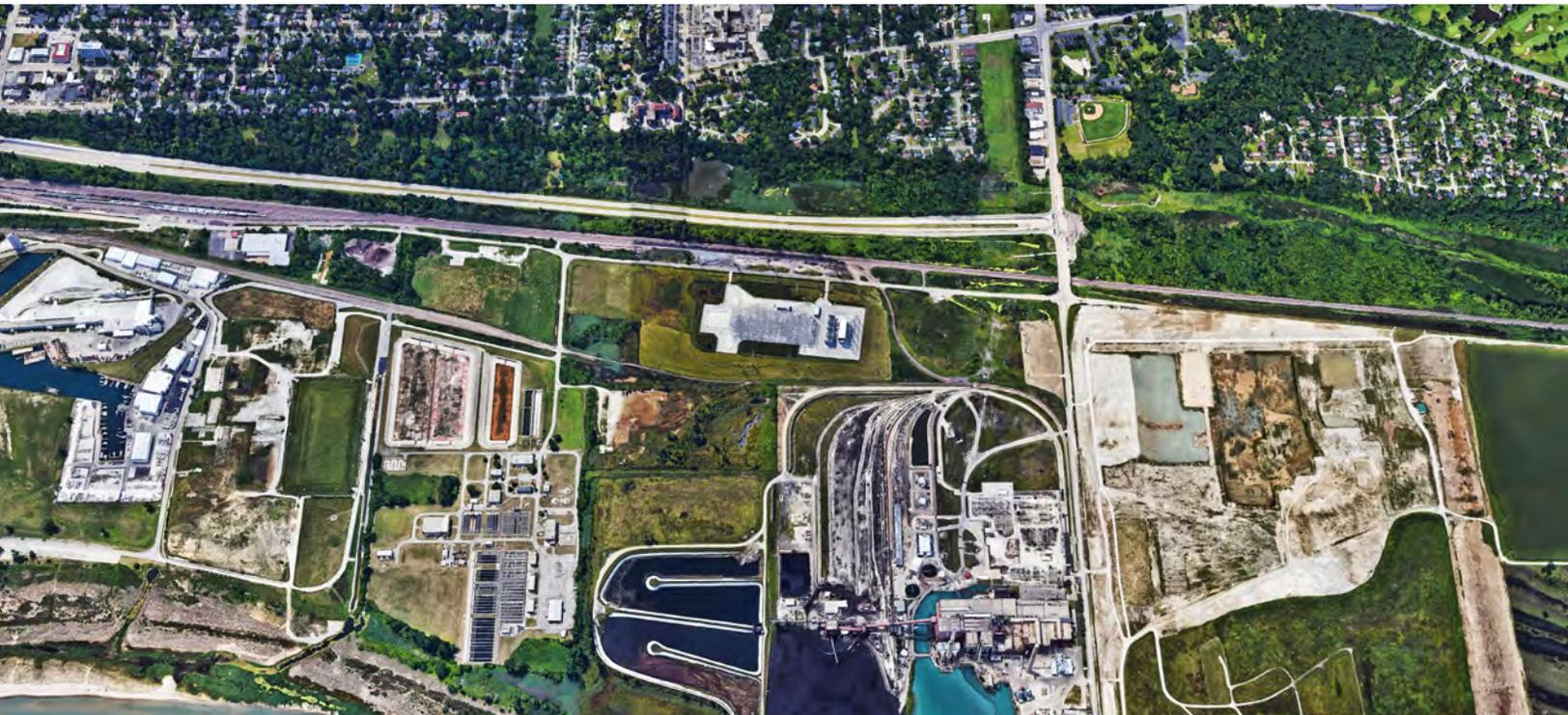
Infrastructure recommendations for the comprehensive plan are based on principles of low impact development and sustainable conservation design.

Stormwater Management

Incorporating green infrastructure into new or existing infrastructure can improve stormwater management, reduce flooding, improve water quality, reduce maintenance costs, create additional habitat for wildlife, and improve and increase available open space for residents. Retrofitting existing gray infrastructure to be more inclusive of green infrastructure alternatives will be a valuable investment in Waukegan's community resiliency and environmental outcomes. Likewise, redevelopment of brownfield parcels with green infrastructure in mind could improve returns on investment across multiple outcomes, and leverage additional aspects of revitalization for those projects.

Following principles of conservation design or low impact development can also improve resiliency and environmental outcomes in Waukegan. Conservation design facilitates development density needs while preserving the most valuable natural features and ecological functions of a site. It does this by reducing lot size, thereby reducing the extent of roads and infrastructure. The open space is typically preserved or restored as natural areas that are integrated with newer natural Stormwater Treatment Train features and recreational trails.

The concept of the Stormwater Treatment Train begins with the premise that water is an asset and something to be used not just piped away. Beginning with rainfall, BMPs can be linked together (like a train) from rooftop to downspout to swale and so on to a river or lake. The emphasis can prove impactful when it is placed before concrete and pipes, which are already strained to take on more quantities and frequencies of stormwater events. The open space becomes a vital amenity for neighboring residents. Low impact development (LID) focuses on the hydrologic impact of development and tries to maintain pre-development hydrologic systems, treating water as close to the source as possible. LID principles, such as those being developed within Lake County's Watershed Development Ordinance, can be incorporated into new or redevelopment. Green infrastructure systems are created to mimic natural processes that promote water infiltration, native plant evapotranspiration, and stormwater reuse.



Source: Google Earth Pro

Brownfields

The City of Waukegan has a variety of partners and tools to continue to remediate its brownfields including, the EPA's Office of Brownfields Assistance and IDNR's "Mud to Parks Program." IEPA provides workshops, low interest loans and guidance on cleanup options, regulatory liability and private funding assistance for detection and cleanup of brownfields. There are many tangential benefits including a return on investment from jobs related to cleanup, development and real estate increases. IDNR's \$10M fund is an effort to provide win-win outcomes for government assistance by removing sedimentation from the Illinois River and applying this clean fill to cap at identified brownfields so contaminants are not mobilized where they can pose a risk to humans or wildlife.

According to the EPA for the fiscal year 2018, an average of \$16.86 was leveraged for each brownfield dollar and 8.6 jobs leveraged for every \$100,000 of EPA brownfield funds expended on assessment, cleanup and revolving loan fund cooperative agreements. A 2017 study concluded that cleaning up brownfield properties led to residential property value increases of 5-15.2% within 1.29 miles of the sites. Analyzing data near 48 of those brownfields, another study found an estimated \$29 to \$97 million in additional tax revenue for local governments in a single year after cleanup—2 to 7 times more than the \$12.4 million EPA contributed to the cleanup of those brownfields. Initial anecdotal surveys indicate a reduction

in crime in recently revitalized brownfields areas. (USEPA online link at usepa.gov August 2019).

Waukegan currently has several Superfund sites: Johns-Manville Corp, North Shore Gas North Plant MGP, NSG – North Shore Gas South Plant, OMC – Outboard Marine Corp and Yeoman Creek Landfill. There are others just outside the City limits and exploration of options via EPA's Targeted Brownfields Assessment (TBA) are encouraged. The brownfield cleanup process and options can be optimized as a concurrent, rather than linear process with multiple stakeholders. The process identifies the feasibility of cleanup and often starts with a Phase I Environmental Site Assessment (or ASTM) analyzing the background and historical use data and accompanied with a site inspection. This can often lead to a full site assessment, an assessment of costs, and funding mechanisms for cleanup.

Analyzing data near 48 of the EPA cited brownfields, another study found an estimated \$29 to \$97 million in additional tax revenue for local governments in a single year after cleanup—2 to 7 times more than the \$12.4 million EPA contributed to the cleanup of those brownfields. Initial anecdotal surveys indicate a reduction in crime in recently revitalized brownfields areas. (USEPA online link at www.usepa.gov August 2019).

EPA SUPERFUND SITES



GOALS & STRATEGIES

In this chapter, the goals and strategies are organized under themes including: Regulatory, Community Outreach, Conservation, Management, and Development.

REGULATORY

Goal 1

Require all future development to follow resilient design practices.

Strategies

- 1. Review and adjust the City’s regulatory framework to promote resilient design practices.**
 - Ensure City of Waukegan’s zoning and development ordinances allows and encourages the implementation of stormwater BMPs. Use the Center for Watershed Protection’s Code and Ordinance Worksheet to evaluate regulatory documents.
 - Ensure local “weed control” ordinances do not discourage or prohibit native landscaping.
 - Include requirements for short- and long-term management with performance standards for restored natural areas and stormwater features within new and redeveloped areas.
 - Utilize tools such as protective overlays, setbacks, open space zoning, conservation easements, conservation and/or low impact development, etc. in municipal comprehensive plans and zoning ordinances to protect environmentally sensitive areas on identified Green Infrastructure Network parcels.
- 2. Incentivize developers to incorporate resilient design practices to existing and new developments.**
 - Encourage developers to protect sensitive natural areas, restore degraded natural areas and streams, then donate natural areas and naturalized stormwater management systems to a public agency or conservation organization for long-term management with dedicated funding such as Development Impact Fees, Stormwater Utility Taxes, Special Service Area (SSA) Taxes, etc. In general, it is not recommended that these features be turned over to HOA’s to manage.
 - Establish incentives for developers who propose sustainable or innovative approaches to preserving green infrastructure and using naturalized Stormwater Treatment Trains.
 - Encourage stormwater management practices that infiltrate water in any development or redevelopment.
 - Promote conservation-design and low-impact development in new and redevelopment particularly in the Southwest Sector where remaining agricultural land can be used for progressive stormwater BMPs as development occurs.

COMMUNITY OUTREACH

Goal 2

Increase stakeholder support and land stewardship through educational programs and outreach.

Goal 3

Explore potential partnerships for successful implementation of resilient design strategies.

Strategies

1. **Educate Waukegan residents and businesses about the importance of protecting the City's natural resources.**
 - Organize an event focusing on stormwater and parks that celebrates water as an asset and focuses on opportunities to catalyze partnerships. This can start with painting and installing rain barrels, native plant sale and partnership connections with schools for education.
 - Improve the community's understanding of stormwater and flooding issues and provide resources for BMPs by creating public education documents that communicate action steps for residents.
 - Establish a long-term stormwater campaign to engage citizens. This can include downspout disconnections, education, and awareness to empower homeowners to take ownership within the community.

Strategies

1. **Support the creation of a network between agencies and community stakeholders.**
 - The Department of Public Works and the Waukegan Park District should partner to invite other stakeholders and the public to focus on education and implementation of conservation strategies. Discussion topics may include defining green infrastructure, interpreting a water bill or stormwater benefits.
 - Establish formal partnerships with key stakeholders around stormwater and open space including City of Waukegan, SMC, and other agencies.
2. **Utilize agencies' guidelines/standards for resilient design as a basis to create a set of resilient design strategies that are specific to the City of Waukegan (refer to Goal 5).**
 - Coordinate with LCSCMC and CMAP's green infrastructure and BMPs for sustainable stormwater strategies.

CONSERVATION

Goal 4

Enhance the preservation of Waukegan's beaches and dunes.

Strategies

The following strategies are from the Beach Management Plan (2016):

1. **North Beach Park:** No sand grooming recommended in this zone, with the exception of hand grooming marked trails. Work with natural grading when engineering pathways, zigzag paths to extent possible to limit sand erosion and to make sand less attractive to gulls.
2. **North Beach:** Groom beach per recommendations of Beach Management Plan to remove exceed sand accumulation, to be used for beach nourishment elsewhere.
3. **North Beach:** There is always the risk a nesting pair of E/T bird species will select a site within the swimming beach groomed sand area. It is for this reason that an Incidental Take Authorization (ITA) should be sought which addresses the potential for taking listed birds. Due to the rarity of nesting attempts, the State may not be able to issue an ITA for the Common Tern or the piping plover; it must be able to find that the proposed taking will not jeopardize the continued existence or the recovery of the listed species in Illinois.
4. **North Beach:** It is important to note that the physical characteristics of this beach change with flow of stormwater from the two wetland channels. For this reason, the recommended northern limit of the swimming beach coincides with the point where stormwater periodically overtops the foredunes and empties into Lake Michigan. The area where the wetland breaks through can be marshy and is not ideal for a beach groomer to drive through. Water quality tends to be lower in this area due to this stormwater overflow, according to the LCHD.
5. **South Beach:** Groom and nourish beach per recommendations of Beach Management Plan to keep recreation areas above 100' floodplain.
6. **North Beach Park and South Beach:** Use bioswales between parking lots and dunes to keep contaminants from draining directly to beach. Install curb and gutter to drain to bioswales where appropriate.
7. Install temporary snow fencing along southern edge of North Beach and South Beach to capture aeolian sand. Once sand covers fence, dunegrass should be planted to stabilize and maintain these new dunes.
8. Extend temporary snow fencing across entire beach, west to east at approximate 100' spacing, in winter months to keep sand in place.
9. Use bioswales between parking lots and dunes to keep contaminants from draining directly to beach. Install curb and gutter to drain to bioswales where appropriate.

Goal 5

Prioritize conservation of Waukegan’s natural areas and ravines as important and unique features by coordinating with LCSMC and CMAP green infrastructure and best management practices (BMPs) for sustainable stormwater strategies.

Strategies

1. **Inventory the City’s natural areas and ravines.**
 - Begin with a mapping exercise by reviewing Geographic Information Systems (GIS) datasets of Outfalls, Ravines and Watershed Flow Lines (via City of Waukegan – Engineering Department).
 - Identify all sub-management units (SMUs) and sub-watersheds inside and tributary to City of Waukegan, point discharge locations and associate with drainage lines to ravines. Cross-check throughout this process with the USACE stormwater modeling report that focused on limiting soil erosion, sedimentation and pollutant loading (USACE Chicago District 2011). Also, refer to the Existing Conditions Report (ECR) previous phase of this plan.
 - Conduct a thorough inventory of Waukegan’s Ravines. Measure physical features and focus on erosion, head cutting and problematic infrastructure nearby that is at risk. Also note vegetation along ravines and specific management plans that focus on buckthorn and honeysuckle and promote native herbaceous understory.
2. **Prioritize conservation efforts based on the rate of degradation on the ravines.**
 - Utilize engineering modeling, based on flow and associated erosion, to determine the rates of degradation with the ravines.
 - Prioritize ravine and sub management units based on rate of degradation, best potential for flood abatement and funding to leverage dollars. Marry needs for infiltration within these prioritized and specific sub management units with BMP recommendations for parks and vacant lands to “put these parcels to work” via curb cuts, infiltration bioswales, etc.
 - Restore and maintain prioritized degraded ravine systems for green infrastructure benefits using naturalized approaches where possible.

MANAGEMENT

Goal 6

Enhance parks, open space, and trail connections.

Strategies

1. **Assess vacant lands for potential acquisition for several purposes. 1) feasibility in implementation of stormwater management practices and 2) development of parks and green spaces that address areas that could use additional green space.**
 - Engage with Lake County Stormwater Management Commission (SMC) to conduct an analysis of stormwater drainage and storage to see where and what BMPs might look like (see also Goal 7 regarding gray to green retrofits).
2. **Improve connectivity between trail system and existing and proposed park system.**
 - Spotlight these areas as the critical connections between area neighborhoods, vital east-west travel corridors, and the lakefront.
 - Initiate community needs assessments to determine how and where parks and green spaces can be most impactful for communities to yield outsized benefits.
 - Promote the use of native plants and landscaping city-wide to mimic natural communities and systems.

Goal 7

Implement Best Management Practices (BMPs) from existing Plans that fit Waukegan's vision.

Strategies

1. **Retrofit existing gray infrastructure for green infrastructure and use naturalized BMPs where possible.**
 - Refer to Waukegan's Sustainable Shoreline Plan includes recommendations to support cohesive stormwater infiltration projects, such as recent Great Lakes Restoration Initiative Fund bioswale project.
2. **Assess existing parks for implementation of stormwater BMPs and green infrastructure retrofits.**
 - Leverage LCSMC's funding and programs.
 - Conduct a feasibility study of implementation of green infrastructure and BMPs that incorporate recommendations from LCSMC.
 - Consult SITES checklist for open space BMPs at www.usgbc.org/resources/sites-rating-system-and-scorecard. Certification should be considered for any new parks and open space acquisitions.
3. **Consult LEED v4 ND checklist for port and harbor new development BMPs.**
 - Consider certification for Harbor Master Plan, as this site already meets many of the program's prerequisites, and the certification could be used as a marketing tool.
4. **Consult Illinois Clean Marina Guidebook and checklist for marina BMPs (date of assessment 7/1/2019).**
 - BMPs should be coordinated with any new waterfront development.

Goal 8

Increase visioning, revitalization, and stakeholder outcomes when redeveloping Brownfields.

Strategies

1. **Leverage state and federal assistances to facilitate and prioritize brownfield redevelopment.**
 - Leverage existing programs such as IEPA's Office of Brownfields Assistance and IDNR's "Mud to Parks Program" when redeveloping brownfield sites.
 - Develop a brownfield parcel prioritization matrix – prior to the Brownfield Cleanup Process via EPA (and other stakeholders). The matrix should incorporate the following parameters: position on landscape, development potential (geotechnical considerations, use of Conservation Development Practices), public access.
 - Consider starting at Yeoman Creek Landfill with opportunities to tie-in function and aesthetics of adjacent parcels.
2. **Foster consensus among community stakeholders on their vision for the City's parks and open space and develop concept plans to guide future redevelopment.**
 - Develop visioning exercises designed to bring stakeholders together and think big for "what is possible" for the community as it relates to parks and open space.
 - Use the input from the visioning exercise to develop concept plans to retrofit and redevelop these sites for the expansion of open space and future parks should be explored as the City revitalizes these idle parcels as future assets.
 - Utilize green infrastructure practices on all brownfield redevelopment.

Goal 9

Implement sustainable design strategies at Waukegan's harbor and marina.

Strategies

1. **Reduce heat island effect.**
 - Improve streetscape character by allotting no more than 20% of total new development footprint area for all new off-street surface parking, and locate lots to the side or rear of buildings.
 - Provide street trees at intervals of no more than 50 feet spacing along at least 60% of existing and planned blocks.
2. **Promote on-site rainwater management.**
 - Include rainwater management on-site to handle runoff before piping off-site, by using bioswales at all parking lots and along streetscapes.
 - Include detention basins to allow rainwater to infiltrate onsite, reducing the need for storm infrastructure.
3. **Reduce light pollution.**
 - Only install dark-sky compliant light fixtures.
4. **Utilize signage to reduce pollution on stormwater drains and bodies of water.**
 - Stencil stormwater drains with the label: "Don't Dump—Drains to Lake (River)" and "No Fish Waste" where appropriate.
 - Provide signage describing BMPs that boat owners and contractors must follow.

DEVELOPMENT

Goal 10

Revitalize Waukegan's Lakefront area north of the federal channel.

Strategies

The following strategies are from the Lakefront Active Implementation Plan (2015):

1. Improve wayfinding from downtown to lakefront, consider pavement markings as "yellow-brick road" markers, make it a fun adventure to follow the path.
2. Provide lakefront markers and maps, and identify lakefront districts with distinct branding.
 - For example, the public beach is one district, active recreation and programmed play areas are another.
 - Future commercial/entertainment nodes would be a third distinct district. This helps to orient visitors and create a sense of place.
3. Improve bike and pedestrian trail connections, including a connection to WCL EJE rails-to-trails.
4. Complete proposed SeaHorse Drive improvements, including ADA trail connections.
5. Work with the Department of Public Works to regularly evaluate and reassess the Beach Maintenance Plan, to ensure beach is consistently clean and welcoming.
6. Actively program the lakefront to attract new visitors.
 - "Discover Your Beach" days
 - Discover boating program
 - "Ship Watch" events when large ships arrive
7. Install beach area enhancements such as:
 - Site furnishings – benches, litter receptacles, lighting
 - Splash pad play fountain
 - Restrooms
 - Teen activities – skate park
 - Playground
 - Large picnic shelters for rental
 - Multi-purpose playfields
8. Provide kayak parking as part of a blueway trail system.
9. Install observation areas for birders to encourage wildlife stewardship.
10. Expand winter programming with events such as:
 - Ice festivals
 - Ice carving competitions
 - Outdoor holiday markets
 - Portable/temporary ice skating rinks

Goal 11

Redevelop the Waukegan Harbor as an attractive mixed-use destination.

Strategies

The following strategies are from the Port District Master Plan (2017):

1. Maintain a mixed-use lakefront with elements of residential, restaurant/retail, recreational and working waterfront (commercial shipping) activities.
2. Consider development of a Form-Based Code which grants zoning approval so long as the project complies with the Code.
3. Recognize broader potential development types with greater job creation potential such as assisted living and memory care.
4. Remain open to working waterfront opportunities with a need to be on the lakefront that are clean and compatible with surrounding land uses.
5. Actively seek out development partnerships.
6. Engage Director of Development, consider addition of Economic Development Coordinator.
7. Identify available incentives such as:
 - TIF / infrastructure investment
 - Tax incentives
 - Land partnership
 - State/Federal Economic Development Grants
 - Brownfield incentives
8. Consider a one time “catalyst project incentive” of special benefits to the first developer of a key project to get the ball rolling on the waterfront.
9. Reward developers for additional investment in the creation of adjacent public amenities and/or additional sustainable design initiatives.
10. Increase public access to marina promenade by locating non-essential parking and storage upland.
11. Operate small open-air boat taxi (or tender) to move people between piers.
12. Increase and promote boating activities such as:
 - Sailboat and powerboat rentals, kayak, and paddleboard rentals
 - Water taxi
 - Dinner cruise opportunities
13. Operate regular shuttles from beach to downtown and back.
14. Reorganize transportation infrastructure.
 - Work with Illinois Department of Transportation to remove Amstutz Expressway south of Grand Avenue
 - Shift Amstutz traffic to Sheridan to re-energize downtown Waukegan
 - Work with Union Pacific and Metra to relocate commuter coach yard
 - Expand facilities related to Metra
15. Consider lakefront as a location for regional attraction such as: aquarium, ecological museum, bird observation and nature center.

WATERFRONT ACCESS

This chapter aims is to improve access to the waterfront as defined in the adopted 2003 Lakefront Downtown Master Plan by including public beach access, connections between downtown and the harbor and marina, and providing water transportation to the beach area. The City has adopted multiple plans and studies over the past 20 years to position Waukegan’s lakefront and harbor area as a regional attraction. Summaries of these plans were provided in the Existing Conditions Report. This section will incorporate the past plans’ major components regarding access and mobility.

Goal 11

Reduce barriers between downtown and the lakefront.

Strategies

The 2003 Lakefront - Downtown Master Plan identified several strategies for lakefront development and to facilitate improvement. These strategies remain relevant to accomplishing the goals of the City to improve access to downtown.

1. Relocate passenger and freight railyards from the Harborfront to north of Grand Avenue.
2. Create a new decked park over the reduced Amstutz right-of-way and rail lines, connecting Downtown to the Harborfront. Narrow the Amstutz Expressway right-of-way and modify its character to create a Lakefront Boulevard.
3. Provide seamless interface between rail, bus and automobile by creating an intermodal transit center serving all development districts.
4. Narrow the Amstutz Expressway right-of-way and modify its character to create a Lakefront Boulevard.

Goal 12

Provide a design framework with the goal of repositioning South Genesee/Sheridan as the boulevard of South Waukegan.

Strategies

The 2016 South Sheridan Revitalization Plan contained opportunities for revitalization and development of underutilized land. Recommendation applicable to reaching the goal of activating the lakefront and creating new neighborhood south of downtown are below.

1. Resolve the Genesee/Sheridan disconnect at the Amstutz approach.
2. Expand the Genesee/Sheridan cross-section with sidewalks and on-street parking.
3. Develop an internal system of streets within the new redevelopment/development parcels that connects to and extends the adjacent network.

Goal 13

Improve public access to the Waukegan Municipal Beach while incorporating sustainable practices.

Strategies

The 2016 Sustainable Shoreline Plan included goals related specifically to restoration and improvement of public access to the lake. Relevant recommendations are focused on realization of increased lakefront development, programming, resolving traffic conflicts, and ensuring public access to amenities.

1. Install simple roped trails through the Waukegan Dunes that provide more structured access to the beach.
2. As development occurs within Downtown and along the lakefront, ensure the parking capacity of the municipal parking lot along Sea Horse Drive meets demand.
3. Continue CAG meetings to ensure agency collaboration.

Goal 14

Improve the connection of the Waterfront to Downtown Waukegan.

Strategies

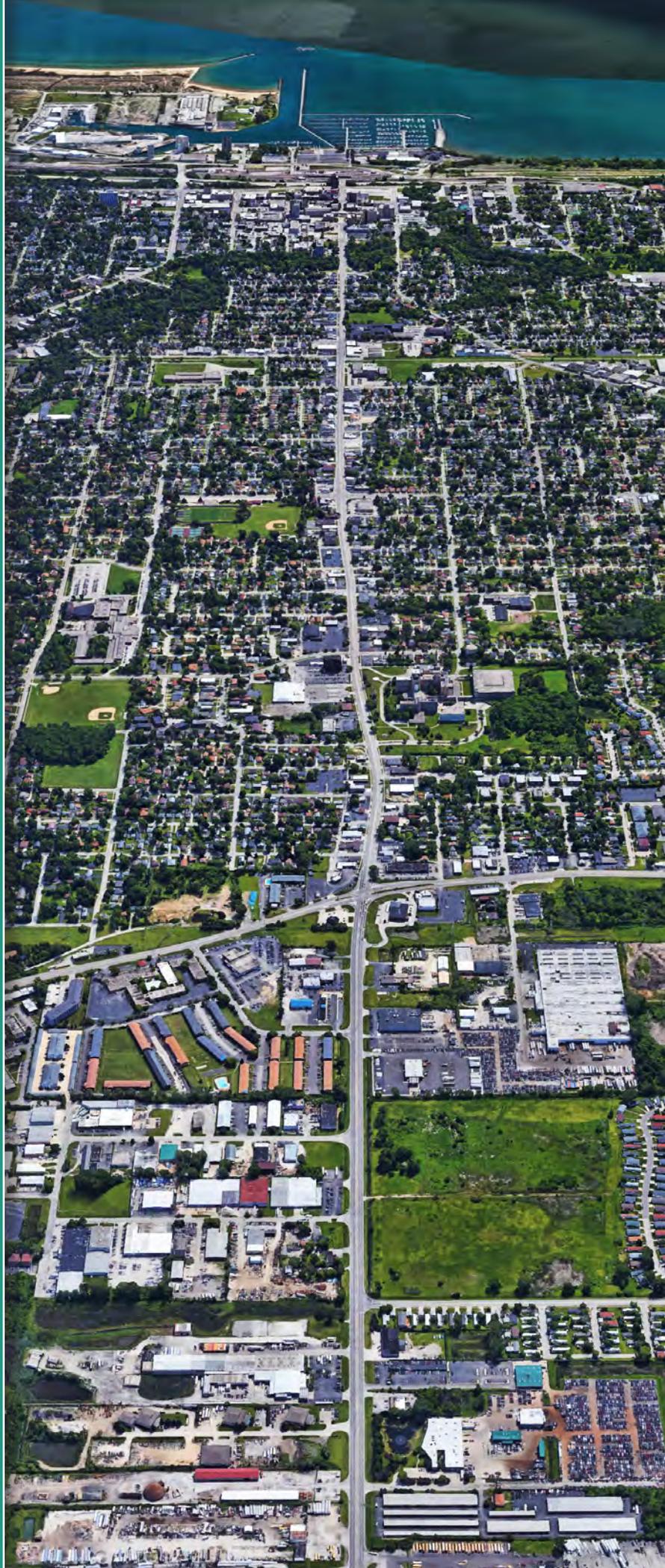
The 2015 Lakefront Active Implementation Plan included specific strategies to connect downtown Waukegan to the lakefront. Similar to other lakefront reports, the plan identified a multi-modal approach and vision for the lakefront.

1. Implement Sea Horse Drive improvements
2. Construct a floating bridge between piers
3. Improve signage/Wayfinding by the way of Lakefront Markers and Maps
4. Create bicycle and pedestrian trails connections
5. Remove Amstutz Expressway south of Grand Avenue
6. Shift Amstutz traffic to Sheridan Road to re-energize Downtown Waukegan
7. Relocate Commuter Coach Yard
8. Expand facilities related to Metra

6

Governance

The City of Waukegan has many important institutions, organizations and agencies that support the creation of a successful future. The strengths of these organizations are social capital and resources that, over time, can build upon the City's existing social infrastructure to create a sustainable framework. For the City to address its future, understanding the capacity and resources of these important stakeholder groups is critical to longevity. Having a basis for the enhancement of the City's social infrastructure can contribute to its economy over time. The following framework emphasizes these strengths and how to build upon them to enable the City of Waukegan's future success.



GOVERNANCE



Accountability & Ownership for the Plan

Preparatory steps can help the City and its partners to organize for implementation by building capacity. Having a clear understanding of the Comprehensive Plan goals critical to this process and to ensure positive plan results. The Governance chapter has been created to support organizational leadership, leaders and champions for the Comprehensive Plan, and elected and appointed officials, and the City of Waukegan in organizing for implementation of the plan strategies. These steps are designed to assist City officials in initiating the process, but more importantly, to gain support for implementation from community stakeholders and residents to build social capacity for future initiatives. Understanding and managing change in the City will be necessary for successful implementation efforts.

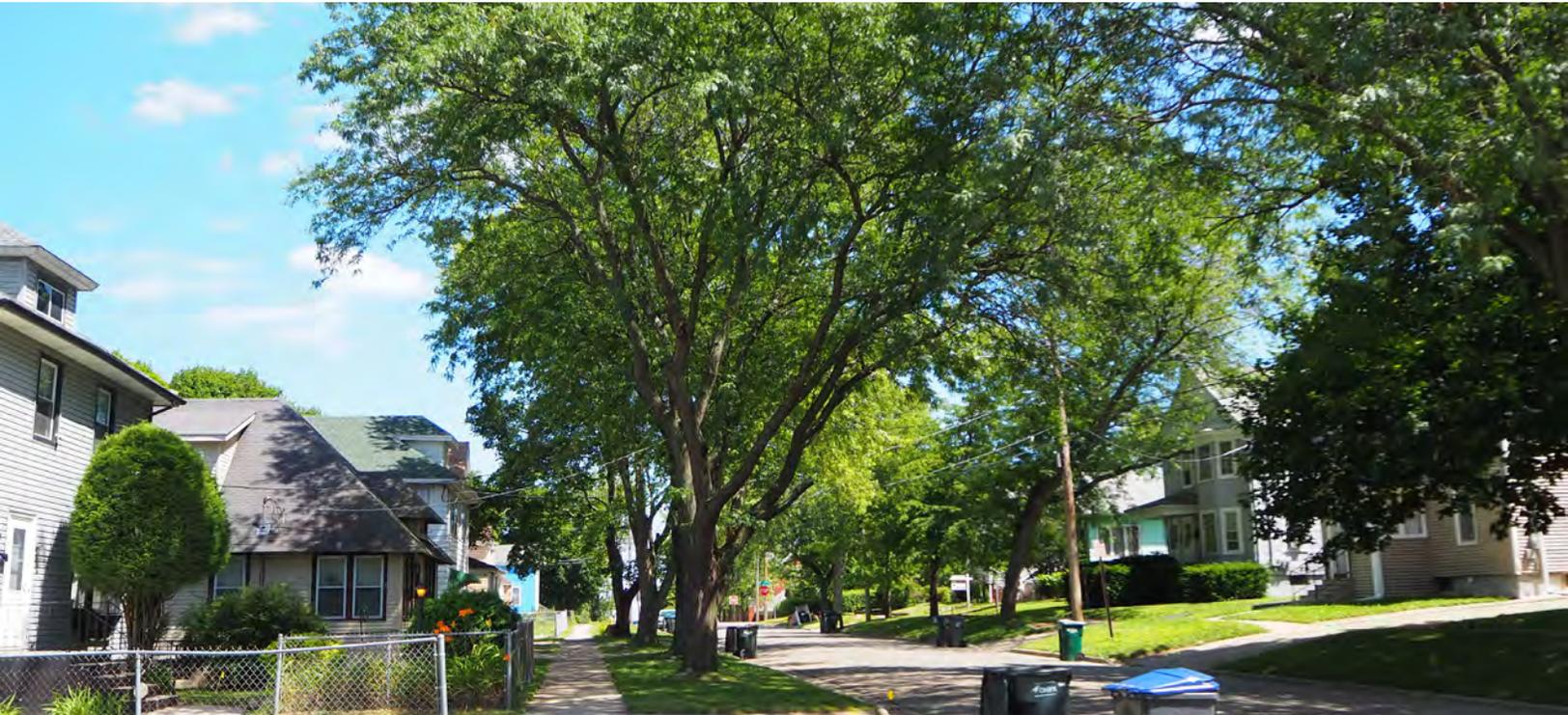
Preparatory steps for the City to effectively implement the Comprehensive Plan include:

1. Create a database of partner organizations and agencies that have common goals and relationship to the Comprehensive Plan. This list may include those organizations that can be resources for each other as well as leadership in the City of Waukegan. These groups can also be identified in the Plan as those primarily accountable for the particular goal.
2. Schedule meetings with those identified to better understand the Plan strategies and create an action plan with associated resources. These project stakeholder meetings can be coordinated with existing groups as well as those interested in participating or organizing around implementation. For subarea planning areas, including businesses and business organizations can support additional capacity building in commercial corridors.



3. Review partner organizations' existing strategic plans for familiarity and consistency with the Comprehensive Plan goals. Those identified as primarily accountable for each Plan goal or strategy should become familiar with existing plans and reports related to the goal. The ability to find synergies and collaborative action items strengthens each group's ability to secure funding or other resources to bring their initiatives to fruition. In addition, partner organizations and agencies should utilize the Comprehensive Plan to support their independent goals.
4. In addition to reviewing past plans and reports, partner organizations should perform their own internal needs assessment to ensure internal sustainability through implementation. This process is recommended to be a part of the organizations' existing framework with a focus on Comprehensive Plan implementation. Coordination with existing annual plan review or budget creation can be the best time to integrate Comprehensive Plan reviews.

The structure of Waukegan's Comprehensive Plan is consistent with CMAP's ON TO 2050 framework. This framework provides consistency with regional goals and creates a shared language with regional governments. In addition, the 2050 framework identified future-focused goals that are attainable at a city-scale. Waukegan's specific goals apply the principles of the 2050 Plan and inform its future. Waukegan is specifically referenced as a subregional job center with ample natural resource and transportation assets. Regionally significant projects for Waukegan identified in the 2050 document include transportation connectivity improvements. The need for broader investment and capacity by all entities and groups located in the City is important to the Comprehensive Plan's implementation. The City's future is reliant co-dependent with the region's success and improving its physical attributes—land uses, transportation, and appearance—will provide important visible evidence of positive change. Economic and environmental determinants will also reflect the community's values and ability to continue to be flexible and adapt to a changing environment. But to succeed, implementation also needs organizational structures and leadership.



Project partners, leaders and champions, with a sense of ownership for Waukegan’s future, are needed to guide this Plan’s implementation process. The City alone, given limited staff and fiscal challenges, cannot implement the recommended changes identified in the Comprehensive Plan. The ability for the City to harness and activate its residents and stakeholders includes continuing the momentum started during the planning process and engagement with private sectors’ interests and the City’s institutions. Only commitment, consistent participation, and hard work by all of these project partners with the City will incrementally improve it over time.

Organizational capacity for the City of Waukegan is the local ability to coordinate and collaborate around shared interests. In most municipalities, these shared interests are either directly or indirectly social, economic, or physical interests. For all City constituencies, sustaining and enhancing these interests will create consistency and continuity, recognizing that each placetype is unique. It also means that a strong City jointly benefits neighborhoods and commercial interests. Reaping these joint benefits will require focused actions and partnerships by a lead organization, or champion, serving as a Comprehensive Plan advocate.

Organizational capacity also means flexibility. Local responses to broader issues and challenges impact the City as a whole. For the City to be successful building organizational capacity, it must be grown locally. The capacity building strategies in this section are flexible, not necessarily sequential. The City and its stakeholders should formulate new solutions that benefit the City. By building capacity, Waukegan’s stakeholders and the City will recognize that this early (and very hard) work will yield successful, long-term results.

The following strategies describe the comprehensive actions needed to organize the City’s stakeholders for successful implementation of the Plan’s strategies. These strategies will communicate stakeholder and plan champion roles and responsibilities to capitalize on the City’s existing strengths. When combined with the Plan’s land use, transportation, infrastructure, and economic development improvements, the vision for Waukegan’s future will become reality.

GOALS & STRATEGIES

Goal 1

Prepare for implementation by building social capacity.

Goal 2

Convene Staff and communicate the process and expectations for implementation.

Strategies

1. **Identify and share contact information of project partners.**
 - Develop a list of project partners and their social capital resources in alignment with the Comprehensive Plan chapters.
 - Share organizational contact information with others in the chapter group.
 - Ensure that contact information is kept up to date and that City staff can be a liaison for the collection and dissemination of this information.
2. **Review and prioritize the Comprehensive Plan's contents and recommendations.**
 - Review the Comprehensive Plan with stakeholders to ensure they are familiar with its contents.
 - Prioritize action items that are low-hanging fruit and strategies that are short-term in nature. Support stakeholder and organizational location of resources and incentives to implement the identified actions.

Strategies

1. **Communicate the implementation process.**
 - Coordinate conversations with City staff and Comprehensive Plan partners to understand challenges and barriers to implementation.
 - Meet with resident groups and local stakeholders impacted, identify projects and initiatives and encourage empowerment in helping to shape the City's policy direction.
 - Based on feedback during the planning process, continue to meet with Waukegan's institutions and agencies to engage broadly, identify additional partners, and identify specific funding sources.

Goal 3

Test local capacity for sustained implementation including quick-wins as well as longer term efforts.

Strategies

1. **Identify and implement 'quick-wins.'**
 - Implement short-term and catalyst projects. These projects should generate excitement for Waukegan's residents
 - Identify the best partners, as appropriate, for these projects.
 - Celebrate the City's success with implementation of these projects to maintain momentum for longer-term projects or initiatives.
2. **Utilize lessons learned from implementing the quick-wins for implementing larger-scale recommendations.**
 - Provide assistance to the merchant group in completing their 1-2 priority programs, if requested.
 - Assess any lessons learned from the process and opportunities for growth as implementation scales.

7

Implementation

The implementation matrix organizes the recommendations of the Waukegan Comprehensive Plan into an easily referenced table. The matrix identifies the estimated timeline for completion and potential partners and organizations for the implementation of each key action item/strategy. The estimated timelines are organized as follows:

- **Ongoing** = The City should continue to do this
- **Short-term** = 0-3 years
- **Medium-term** = 4-8 years
- **Long-term** = 9+ years

This chapter includes goals from each of the chapters in the Comprehensive Plan. The content of the goals may have applicability to more than one chapter. The goals should be viewed as a feedback loop in which the chapter topics are integrated to comprehensively understand the implications of implementation.



Chapter 2: Prosperity

Downtown Waukegan		
Goal 1		
Establish downtown as a vibrant mixed-use district by attracting residents and visitors to the downtown area, improving connectivity to nearby assets, and fostering a healthy commercial environment.		
Strategies		
1	Support residential development targeting 1,000+ additional units in downtown and surrounding areas.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Develop new market-rate housing units in downtown Waukegan. Higher household incomes within the downtown area could provide a “built-in” consumer base to support retail, restaurant and service uses. 	Short-term	City of Waukegan, Developers, Realtors
2	Support new market rate residential units through new construction and rehabilitation of downtown buildings	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Focus new development on vacant and underutilized lots near the Genesee Street commercial cluster and Metra station. 	Short-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> Rehabilitate and adapt downtown’s healthy stock of historic buildings for residential purposes. One example includes the historic Waukegan Building, located at 4 South Genesee Street. 	Mid-term	City of Waukegan, Developers, Realtors
3	Leverage economic development tools to incentivize first-mover housing construction and introduce new market-rate multifamily products into the downtown area.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Utilize Downtown-Lakefront TIF district to support first-mover market rate multifamily development 	Short-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> Leverage state and federal incentives include various tax credit programs such as Historic Tax Credits, and New Market Tax Credits (in conjunction with a qualifying mixed-use project) 	Mid-term	City of Waukegan, Developers, Realtors
4	Explore creative downtown parking solutions to reduce surface parking and alleviate the financial burden of parking structure development costs.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Encourage shared parking between uses. An example includes using office parking spaces for overnight residential purposes. 	Short-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> Reduce or eliminate parking minimums. 	Mid-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> Maintain a district level public parking plan that strategically dedicates some existing public parking spaces for resident parking associated with new market-rate housing development. 	Short-term	City of Waukegan

5	Facilitate transit-oriented development (TOD) in the downtown area.		
Action Items		Timeline	Potential Partners
●	Prioritize TOD opportunities on vacant and underutilized properties near the Washington Street and Genesee Street intersection, within proximity to the Metra station.	Short-term	City of Waukegan, Developers, Realtors
●	Ensure future TOD construction in the downtown area is easily accessible to both the downtown businesses on Genesee Street and the Waukegan Metra station. One potential TOD site is the City-owned lot at the corner of Washington Street and South Genesee Street.	Mid-term	City of Waukegan, Developers, Realtors
●	Develop policies and a procedure manual for multimodal transportation infrastructure to facilitate consistent application throughout the City.	Short-term	City of Waukegan, LCDOT, IDOT, Pace, Metra
●	Utilize best practices and consider alternate site design guidelines to address site access, parking, and circulation for properties that present unique redevelopment opportunities.	Ongoing	City of Waukegan

6	Continue to promote residential development in areas surrounding downtown Waukegan.		
Action Items		Timeline	Potential Partners
●	Support efforts to increase rental and for-sale residential housing in these areas in order to complement development activity in the downtown area.	Short-term	City of Waukegan, Developers, Realtors

Tools Available

Potential local economic development tools that could be leveraged to assist in financing projects include TIF funding, enterprise zones, and opportunity zones. Much of the downtown area is currently located in the Downtown-Lakefront TIF district Other state and federal incentives include various tax credit programs such as Historic Tax Credits, and New Market Tax Credits (in conjunction with a qualifying mixed-use project).

Goal 2			
Promote business development and retention and support existing business development efforts being undertaken by a variety of organizations to attract and retain long term commercial tenants within the downtown area.			
Strategies			
1	Continue to support collaboration between existing business development entities in the downtown area		
Action Items		Timeline	Potential Partners
●	Continue to build upon its existing partnerships with national and local organizations who specialize in historic preservation, business development, tenant solicitation and placemaking in downtowns across the United States.	Short-term	City of Waukegan, Developers, Realtors
●	Work with various downtown and arts-based organizations to identify and apply for various state, national, and privately funded grants aimed at supporting local artists and start-up businesses	Short-term	City of Waukegan, Developers, Realtors

2 Implement a façade and tenant improvement program to support new and existing businesses.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Provide matching grants or loans (from CDBG or TIF revenue) to property owners and/or small businesses willing to renovate the street-front exteriors of their structures and provide funds for needed tenant improvements that would otherwise prevent businesses from opening or expanding downtown 	Short-term	City of Waukegan, Developers, Realtors

3 Monitor vacant properties in the downtown area.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Actively monitor vacancies in the downtown area in order to proactively market and activate vacant commercial properties. 	Short-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> Create an inventory of all commercial properties, property owners, and building occupancy statuses. 	Ongoing	City of Waukegan, Waukegan Chamber of Commerce, Greater Waukegan Development Coalition, Waukegan Main Streets, Waukegan Arts District, Local Businesses

4 Reduce retail vacancies and concentrate retail in a walkable district.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Facilitate the concentration of retail shops within a walkable district in order to generate the adequate foot traffic required to sustain small and local businesses located in the downtown area. 	Short-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> Conduct pedestrian traffic counts at key intersections in the downtown area to leverage as a marketing tool. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Collaborate with downtown organizations and property owners to identify priority downtown properties to concentrate activation strategies. 	Short-term	City of Waukegan, Local Property Owners, Local Businesses
<ul style="list-style-type: none"> Diversify retail offerings within this walkable district in order to support foot traffic throughout the day. 	Ongoing	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets

5 Create cross-marketing and promotion strategies.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Market available spaces through organizations such as the International Council of Shopping Centers (ICSC). 	Short-term	City of Waukegan, Developers, Realtors

●	Partner with downtown businesses and organizations to facilitate a creative marketing and promotion program to encourage people to stay downtown.	Short-term	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Local Property Owners, Local Businesses
●	Utilize marketing strategies designed to increase visit frequency across the various business sectors and improve awareness for the full range of products and services available.	Short-term	City of Waukegan, Local Property Owners, Local Businesses
●	Examples include a 'dinner & a show' promotion with local restaurants and performance arts venues, or a local employee and/or student coupon book to encourage patronage of local downtown business by downtown employees and students.	Ongoing	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets

Tools Available

The Waukegan City Council recently approved a proposal to establish a downtown entertainment district, lifting regulations on liquor licensing and video gambling in the downtown area to attract patrons to the downtown area. City officials are hopeful that the downtown entertainment district designation will promote business retention. CDBG or TIF could be leveraged to fund a façade and tenant improvement program for downtown.

Goal 3

Activate vacant and underutilized properties in the downtown area to create a dynamic environment for residents and visitors. Provide unique experiences to attract a new consumer base to shop at local retailers and help improve negative perceptions.

Strategies

1 Activate vacant and underutilized properties Establish “pop-up” and temporary stores in vacant storefronts to support local businesses.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Work with business development organizations and local businesses to temporarily activate vacant spaces in the downtown area through “pop-up” stores. 	Short-term	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Waukegan Arts Council, Local Businesses and Property Owners
<ul style="list-style-type: none"> Encourage pop-up stores as a tool to promote local businesses and startups that would benefit from a decrease in rent burden and exposure. These flexible spaces allow business owners to experiment in a new location without the high up-front costs of building out a new retail space. 		
<ul style="list-style-type: none"> Utilize pop-up stores to decrease vacancies within the downtown area and help prove that downtown is a viable location for businesses. 		

2 Promote public events in underutilized spaces.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Host a series of public events, such as farmers’ markets, in underutilized properties to activate space and attract visitors to the downtown area. Weekly markets give people a reason to visit downtown more frequently and support small, independent businesses. 	Ongoing	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Waukegan Arts Council, Local Businesses and Property Owners
<ul style="list-style-type: none"> Utilize events to promote local businesses and startups. Such events could also be held in proximity to downtown on the lakefront. 	Short-term	

3 Support local artists.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Partner with local artists and property owners to facilitate temporary art installations or displays in vacant storefronts. 	Ongoing	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Waukegan Arts Council, Local Property Owners
<ul style="list-style-type: none"> Utilize rotating art installations and displays to promote the City’s art scene and attract tenants to underutilized and vacant properties. 	Ongoing	

4 Strategically invest in public space.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Invest in public spaces to encourage people to spend more time downtown. Public spaces should be well maintained and attractive, as well as provide a central focus for gatherings. Key locations for improvements include Washington Street and Genesee Street. 	Ongoing	City of Waukegan, LCDOT, IDOT, Waukegan Arts Council, College of Lake County, Local Artists

5	Invest in streetscape beautification to create an aesthetically pleasing environment to attract visitors, and businesses into the downtown area.		
Action Items		Timeline	Potential Partners
<ul style="list-style-type: none"> ● Create and maintain attractive public spaces by repairing deteriorated sidewalks and adding placemaking features such as benches, planters, bike racks, and greenery. 		Medium-term	City of Waukegan, LCDOT, IDOT
<ul style="list-style-type: none"> ● Install public art to add interest, create a focal area, and give people a reason to visit a district. The City could capitalize on its thriving arts scene and partner with a local arts organization or hold a competition to solicit installations pieces to catalyse this interest in the downtown area. 		Short-term	City of Waukegan, Waukegan Arts Council, College of Lake County, Local Artists
<ul style="list-style-type: none"> ● Strategically leverage CDBG and TIF revenue to finance streetscape improvements and public art installation. 		Long-term	City of Waukegan, Waukegan Housing Authority, Department of Housing and Urban Development (HUD), Neighborhood Stakeholders, Developers, Realtors
<ul style="list-style-type: none"> ● Coordinate with various downtown and arts-based organizations to identify and apply for various state, national, and privately funded grants aimed at promoting public art installations and streetscape improvements. 		Short-term	City of Waukegan, Waukegan Port District, Waukegan Chamber of Commerce, Waukegan Arts Council, Local Businesses
<ul style="list-style-type: none"> ● Leverage the courtyard at the intersection of Genesee and Madison Streets as a public gathering space. 		Short-term	City of Waukegan, Waukegan Park District

Tools Available

The City could implement loan and/or grant programs to assist property and business owners in the downtown area. These programs could provide aid in temporary business start-ups, as well as façade improvements and renovations for property owners. Funding sources such as CDBGs and TIF revenue could be used by the City to establish these programs. In addition, the City could work with various downtown and arts-based organizations to identify and apply for various state, national, and privately funded grants aimed at supporting local artists and start-up businesses.

Goal 4			
Improve connectivity to the Waukegan Metra station, the Waukegan Harbor, the Lakefront and other nearby assets between downtown Waukegan to increase the synergy among commercial, residential, and entertainment uses within each key redevelopment area.			
Strategies			
1	Improve connectivity Invest in smaller-scale public improvements to improve connectivity while disbursing the capital costs over a longer time frame.		
Action Items		Timeline	Potential Partners
<ul style="list-style-type: none"> ● Consider interim, smaller-scale alternatives to better integrate the lakefront to downtown Waukegan, such as public improvements to existing connectors along Grand Avenue, Washington Street, and Belvidere Road to make each thoroughway more accessible for pedestrians and cyclists. 		Short-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> ● Assess and prioritize sidewalks for repair and replacement based on usage level and proximity to City and community assets. 			
<ul style="list-style-type: none"> ● Ensure the City's current Capital Improvement Plan (CIP) includes critical connectivity improvements between downtown Waukegan and the lakefront via Grand Avenue, Washington Street, and Belvidere Road. 		Short-term	City of Waukegan, Developers, Realtors
<ul style="list-style-type: none"> ● Leverage local financing tools such as TIF funding from the Downtown-Lakefront and North Lakefront TIF districts and community development block grants (CDBG) to support ongoing small-scale capital improvements. 			

2 Strategically compete for competitive federal grants for more expensive, larger scale capital improvement projects		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Implement a two-pronged approach for addressing both smaller-scale and larger-scale capital improvements in order to be more competitive for federal and state funding while tacking immediate public improvement needs. 	Short/Long-term	City of Waukegan, LCDOT, IDOT, Pace, Metra, Waukegan Port District, Greater Waukegan Development Coalition
<ul style="list-style-type: none"> Position the City to become more competitive for securing federal and state funding for larger-scale capital improvements by including priority corridors for improvement within the CIP to demonstrate the City's local commitment for addressing smaller-scale capital improvements. 	Medium-term	City of Waukegan

3 Enhance synergy between lakefront and downtown Waukegan through increased connectivity.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Expand and improve connectivity to downtown Waukegan to create synergy between the downtown area and the lakefront. 	Long-term	City of Waukegan, LCDOT, IDOT, Pace, Metra, Waukegan Port District, Greater Waukegan Development Coalition

4 Invest in public improvements to improve connectivity to downtown		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Implement more affordable, piecemeal alternatives to better integrating the Waukegan Harbor and lakefront to downtown Waukegan. 	Long-term	City of Waukegan, LCDOT, IDOT, Pace, Metra, Waukegan Port District, Greater Waukegan Development Coalition
<ul style="list-style-type: none"> Utilize TIF revenues from the Downtown-Lakefront, North Lakefront and/or South Lakefront TIF districts to fund public improvements. 	Medium-term	City of Waukegan
<ul style="list-style-type: none"> Apply for state and federal funding sources, such as BUILD Grants, to assist in funding larger-scale capital improvement costs. 	Medium-term	City of Waukegan
<ul style="list-style-type: none"> Demonstrate a local commitment to smaller-scale capital improvements, as well as a priority list of key transit corridors subject for capital improvements. 	Short-term	City of Waukegan, LCDOT, IDOT, Metra, Pace

Tools Available

As discussed previously, the City could consider a piecemeal improvement approach to tackle small-scale infrastructure improvements using existing funding designated in the City's current Capital Improvement Plan, as well as TIF revenue. Other state and federal funding sources, such as BUILD Grants, could also be used to assist in funding larger-scale capital improvement costs. The City could position itself to be more competitive for these state and federal funding sources upon demonstrating a local commitment to smaller-scale capital improvements, as well as a priority list of key transit corridors subject for capital improvements.

Waukegan Harbor & The Lakefront

Goal 5

Establish the Waukegan Harbor and lakefront as a destination for public recreational use and waterfront entertainment with supporting residential and commercial offerings. The map below identifies some of the key redevelopment and strategic sites for implementing the following development strategy within the Waukegan Harbor and lakefront.

Strategies

1 Position the Waukegan Harbor and lakefront for catalytic waterfront development.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Attract new residential and retail development on City-owned property in the North Harbor and Southern Lakefront subareas with the goal of establishing the Waukegan Harbor and lakefront as a mixed-use destination. 	Long-term	City of Waukegan, USEPA, IEPA, IDNR, Greater Waukegan Development Coalition, Individual Property Owners, Canadian National Railroad

2 Continue environmental remediation efforts for City-owned property.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Continue to spearhead environmental clean-up efforts. 	Ongoing	City of Waukegan, U.S. Environmental Protection Agency (USEPA), Illinois EPA, Illinois Department of Natural Resources (IDNR)
<ul style="list-style-type: none"> Seek federal and state funds such as the Illinois EPA’s Brownfields Cleanup Revolving Loan Fund, the US EPA’s Brownfield Cleanup Grant Program, and the INDR Coastal Management Program grant program, to finance the remediation of City-owned properties to create additional development-ready sites. 		
<ul style="list-style-type: none"> Utilize TIF revenues from the Downtown-Lakefront, North Lakefront and/or South Lakefront TIF districts to fund site remediation for first-mover projects. 		

3 Solicit qualified developers for residential development on City-owned property.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Pre-market the site to qualified developers. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Prepare and issue Request for Qualifications (RFQ). 		
<ul style="list-style-type: none"> Shortlist developers based on demonstrated experience with complex projects and capacity. 		
<ul style="list-style-type: none"> Prepare and issue Request for Proposals (RFP). 		
<ul style="list-style-type: none"> Select developed based on their submitted development plan, economic proposal and strategy and commitment to the project. 		

4 Promote “first mover” residential units within the North Harbor and Southern Lakefront subareas.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Conduct a two-step developer solicitation process (RFQ/P) to market housing development on City-owned properties. Utilize TIF revenues from the Downtown-Lakefront, North Lakefront and/or South Lakefront TIF districts to incentivize first mover (re)development. Because a substantial amount of public assistance would likely be required for a ‘first mover’ project, City could also consider implementing provisions such as upside sharing costs, in the case that a development project exceeds projected returns. Utilize other federal sources of funds such as opportunity zones and New Markets Tax Credits to finance redevelopment activity in the Waukegan Harbor and lakefront area. 	Long-term	City of Waukegan, Greater Waukegan Development Coalition, Realtors, Developers

5 Establish the Waukegan Harbor and lakefront public as a year-round retail and entertainment destination.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Expand the Waukegan Harbor and lakefront public recreational offerings and complementary uses. Continue and expand events programming in the North Harbor and Waukegan Harbor & Marina subareas. Increase and target events to be held year-round, such as ice-skating in the public parks, holiday related events, or farmers’ markets to sustain a critical mass of visitors to the area. Activate underutilized City-owned properties such as vacant lots and parking spaces along the lakefront to host these additional events. 	<p>Medium-term</p> <p>Medium-term</p> <p>Short-term</p> <p>Short-term</p>	<p>City of Waukegan, Waukegan Port District, Waukegan Chamber of Commerce, Waukegan Arts Council, Local Businesses, Waukegan Park District</p>

6 Enhance the management and preservation of Waukegan’s beach and dunes.		
Action Items	Timeline	Potential Partners
The following strategies are from the Beach Management Plan (2016):		
<ul style="list-style-type: none"> North Beach Park: No sand grooming recommended in this zone, with the exception of hand grooming marked trails as needed to keep markers visible. Work with natural grading when engineering pathways, zigzag paths to extent possible to limit sand erosion and to make sand less attractive to gulls. 	Long-term	City of Waukegan, USACE, Waukegan Port District, Friends of Waukegan Public Beach Group
<ul style="list-style-type: none"> North Beach: Habitat Management Plan: There is always the risk a nesting pair of E/T bird species will select a site within the swimming beach groomed sand area. It is for this reason that an Incidental Take Authorization (ITA) should be sought which addresses the potential for taking listed birds. Due to the rarity of nesting attempts, the State may not be able to issue an ITA for the Common Tern or the piping plover; it must be able to find that the proposed taking will not jeopardize the continued existence or the recovery of the listed species in Illinois. 	Long-term	City of Waukegan, USACE, USFWS, Waukegan Port District, Friends of Waukegan Public Beach Group
<ul style="list-style-type: none"> South Beach: utilize design strategies that minimize management needs. 	Long-term	City of Waukegan, USACE
<ul style="list-style-type: none"> Temporary snow fencing along southern portion of beach to capture aeolian sand that blows into the federal channel. Once sand covers fence, dunegrass should be planted to stabilize and maintain this new dune, which will keep sand on South Beach and out of the channel. 	Ongoing	City of Waukegan, USACE

<ul style="list-style-type: none"> Extend temporary snow fencing across entire beach, west to east at approximate 100' spacing, in winter months to keep sand in place. 	Ongoing	City of Waukegan
Tools Available		
<p>The City could continue to leverage federal and state funding sources for environmental remediation, such as the Illinois EPA's Brownfields Cleanup Revolving Loan Fund, the US EPA's Brownfield Cleanup Grant Program, and the INDR Coastal Management Program grant program. The City has also established three TIF districts encompassing the Waukegan Harbor and lakefront, each of which could be utilized for remediation and redevelopment efforts along the lakefront. Other federal sources of funds such as opportunity zones and New Markets Tax Credits could be utilized to finance redevelopment activity in the Waukegan Harbor and lakefront area. In addition, the City has an opportunity to conduct a developer solicitation process to attract housing development on City-owned properties. The City has previously leveraged federal funding sources, such as CDBGs, to fund streetscape improvements, signage, and façade improvements along Washington Street. Continual efforts to fund these improvements within Washington Street, as well as other eligible corridors, could expand the brand identity of the gateway corridors. The City could also fund these improvements with TIF revenue.</p>		

Gateway Corridors

Goal 6
 Attract and grow local businesses within the corridors through strategic marketing and branding, promoting business development and retention, and promoting retail concentration and adaptive reuse in transitioning areas.

Strategies

1 Create distinct brand identities for the gateway corridors

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Facilitate partnerships between local businesses and organizations specialized in business development to establish brand identities. Provide additional marketing assistance to highlight local businesses. 	Short-term	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Arts Council, Waukegan Main Streets, Local Businesses

2 Continue façade improvement and signage/wayfinding installation programs.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Utilize CDBG funds for façade improvements and signage/wayfinding installations along eligible gateway corridors to improve facades and streetscapes. Support grassroots efforts aimed to improve facades and streetscapes for local businesses. 	Ongoing	City of Waukegan, Local Property Owners, Local Businesses

3 Strategically respond to changing retail trends through adaptive re-use and consolidation.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Concentrate retail to key nodes and adaptively reuse or redevelop vacant and underutilized retail. Encourage transition of obsolete retail uses in Gateway Corridors to adapt to market changes through consolidation and adaptive reuse and redevelopment. 	Medium-term	City of Waukegan, Developers, Realtors

4 Consolidate retail in key thriving nodes.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Triage struggling retail nodes to target reinvestment and consolidate retail activity in strategic locations. Consolidation efforts to help key shopping centers fill vacancies while allowing less-viable retail locations to transition to other land uses. Encourage participation in enterprise zone incentives for property owners and prospective businesses looking to locate and/or expand in the eligible gateway corridor. 	Medium-term	City of Waukegan, Developers, Realtors
	Medium-term	
	Medium-term	

5 Support and promote adaptive reuse or redevelopment of vacant buildings.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Amend zoning allowances to include higher-density residential and mixed-use projects along gateway corridors to promote creative redevelopment of vacant and underutilized sites. 	Short-term	

●	Encourage participation in enterprise zone incentive program for property owners and prospective businesses looking to locate and/or expand.	Medium-term	City of Waukegan
●	Promote opportunity zone funding for developers in vacant and underutilized properties along Belvidere Road.	Medium-term	
●	Investigate TIF district designations along struggling corridors to provide funding for (re)development efforts.	Medium-term	

Tools Available

The City could investigate amending the zoning allowance to allow for adaptive reuse including higher-density residential and mixed-use projects along these corridors. This would promote creative redevelopment of vacant and underutilized sites in these key corridors. Other incentives to promote adaptive reuse of vacant buildings include TIF revenue.

Southwest Waukegan		
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Goal 7
 Integrate the future casino development into the existing Fountain Square fabric while maintaining and expanding the retail and industrial offerings of Southwest Waukegan and create a new regional tourist destination. The diagram below illustrates key redevelopment and strategic sites for implementing the following redevelopment strategy within Fountain Square and Southwest Waukegan.

Strategies		
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1	Integrate future casino development into existing commercial landscape.
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Action Items	Timeline	Potential Partners
● Co-locate a diverse mix of hospitality, retail and entertainment uses.	Medium-term	City of Waukegan, Developers, Realtors, Local Businesses and Property Owners
● Collaborate with selected casino licensee to ensure that the final development vision includes outwardly facing integrated restaurant, retail, and entertainment options.	Short-term	
● Ensure future hotels complement existing hospitality options within Fountain Square.	Long-term	
● Explore potential for a conference center component in the future.	Long-term	

2	Solidify Fountain Square as a regional retail cluster.
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Action Items	Timeline	Potential Partners
● Maintain high performing retail in Fountain Square while guiding future commercial development.	Ongoing	City of Waukegan, Developers, Realtors, Local Businesses and Property Owners
● Encourage development on remaining available land within Fountain Square.		
● Coordinate with property owner(s) to support development and help facilitate needed public infrastructure improvements.		

3	Proactively monitor retail performance.
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Action Items	Timeline	Potential Partners
● Work with brokers and property owners to monitor key performance indicators for retail at Fountain Square, such as vacancy.	Medium-term	City of Waukegan, Developers, Realtors, Local Businesses and Property Owners
● Proactively gauge the health of the retail cluster to watch for signs of decline and intervene to adapt to changing retail trends, if necessary.		

4	Develop relationships with commercial retail brokers.
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Action Items	Timeline	Potential Partners
● Develop relationships with commercial retail brokers and utilize their contacts with local, regional, and national retailers.	Medium-term	City of Waukegan, Developers, Realtors, Local Businesses and Property Owners
● Compile the list of vacant commercial properties as they become available to market spaces through organizations such as ICSC.		

5 Maximize use of available developable land for new commercial development.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Expand Waukegan’s commercial and industrial presence in this subarea. 	Long-term	City of Waukegan
<ul style="list-style-type: none"> Consider annexation of adjacent unincorporated land. 	Medium-term	
<ul style="list-style-type: none"> Work with existing property owners to discuss annexation and acquisition of properties outside of Waukegan city limits. 	Medium-term	
<ul style="list-style-type: none"> Other sites with R/LI development potential located outside of the Waukegan city limits could also be annexed and designated for industrial uses. Possible sites include underutilized properties located to the south of the existing industrial parks. 	Medium-term	
<ul style="list-style-type: none"> Continue to investigate annexation potential of unincorporated land adjacent to the City’s northern industrial cluster to alleviate future pressures of highly concentrated industrial users. 	Medium-term	

6 Encourage development on remaining available land at southeast corner of the Interstate-94 and IL-120.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Collaborate with the property owner to support development and help facilitate needed public infrastructure improvements. 	Medium-term	City of Waukegan, Developers, Realtors, Local Businesses and Property Owners

Tools Available

The City could work with existing property owners to discuss annexation and acquisition of properties outside of Waukegan city limits. The McGaw Business Center TIF District, designated in 2015, is located in Southwest Waukegan and was leveraged to fund the Bridgepoint North industrial development. While all existing funds are committed to the Bridgepoint North development, the City could consider amending the TIF to extend the boundary and duration of the TIF’s life to support redevelopment efforts.

Chapter 3: Community

Affordable Housing		
Goal 1		
Maintain affordability in the community by expanding home rehabilitation programs and upgrading existing housing.		
Strategies		
1 Assist income-burdened households.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Utilize existing affordable housing maintenance programs. 	Short-term	City of Waukegan, Waukegan Housing Authority, Department of Housing and Urban Development (HUD)

2 Continue to enforce property maintenance standards and support rehabilitation of the City's existing housing stock.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Identify delinquent landlords and remove inadequate or unsafe housing. 	Short-term	City of Waukegan, Waukegan Housing Authority
<ul style="list-style-type: none"> Encourage improvement of aging housing structures through the establishment of residential rehabilitation service provider. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Educate and support property owners about the City's existing programs to support housing rehabilitation. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Promote upper-story residential units in downtown Waukegan to increase residential density and extend the number of hours of activity in coordination with building rehabilitation. 	Short-term	City of Waukegan

Goal 2		
Develop new and responsive types of housing that allow residents to remain in the City through all phases of life.		
Strategies		
1 Leverage economic development tools to incentivize construction of desired housing types.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Utilize the Downtown-Lakefront TIF district and various federal and state tax credit programs. New housing developments should focus on promoting multi-family and amenity-rich units. 	Short-term	City of Waukegan

2 Incorporate the City's housing options into the City's marketing campaign.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Emphasize that the City's housing options are attractive and can retain families and professionals in the City long-term. 	Short-term	City of Waukegan, Waukegan Chamber of Commerce,
<ul style="list-style-type: none"> Attract developers with experience and desire to produce a variety of market-rate housing types that respond to the changing needs of singles, families, and seniors and to accommodate Waukegan's growing population. 	Short-term	Greater Waukegan Development Coalition, Developers, Realtors

3	Review and adjust the City’s regulatory framework to allow responsive housing.		
Action Items		Timeline	Potential Partners
●	Support aging-in-place by allowing accessory dwellings, such as granny flats, in existing homes.	Short-term	City of Waukegan
●	Support and allow upper-story residential uses in Downtown Waukegan, the Lakefront, and major commercial areas.	Medium-term	

Workforce Development

Goal 3
Facilitate exploratory conversations about the development of housing options for regional employees in coordination with Lake County Workforce Development, housing advocacy groups, and the development community.

Strategies

1 Engage with area employers, housing advocacy groups, workforce agencies, and the development community about employee’s behaviors and housing needs.

Action Items		Timeline	Potential Partners
●	Identify regional agencies and organizations that specialize in collaborative relationships to build new housing units to satisfy a growing employee population.	Short-term	City of Waukegan, Habitat for Humanity Lake County, Social Service Organizations
●	Conduct interviews with large employers in the area to determine their appetite and needs around workforce housing as it relates to new and emerging industries, the new casino, and innovation technologies.	Short-term	City of Waukegan, Local Employers

Goal 4
Prioritize future career preparedness through youth education by investing in STEAM (Science, Technology, Engineering, Arts, and Math) programs.

Strategies

1 Support the Waukegan School District to achieve its strategic planning goals.

Action Items		Timeline	Potential Partners
●	Support the Waukegan School District by providing spaces that help meet the its spacing needs.	Short-term	City of Waukegan, Waukegan Community Unit School District (CUSD) 60, Waukegan Public Library, Lake County Workforce Development, Local Employers
●	Coordinate with the Waukegan School District and the Waukegan Public Library to enhance and incorporate STEAM into existing educational enrichment programs.	Medium-term	

2 Support the creation of knowledge and career opportunities for Waukegan students.

Action Items		Timeline	Potential Partners
●	Partner with existing agencies and workforce training organizations to provide high-school students internship/career opportunities.	Medium-term	City of Waukegan, Waukegan CUSD 60, Waukegan Public Library, Lake County Workforce Development, Local Employers and Businesses, College of Lake County
●	Communicate to local employers that local employment is a priority and encourage them to expose youth to career path opportunities in Waukegan.	Short-term	
●	Encourage entrepreneurship opportunities and businesses that support career paths in STEAM by hosting conversations with small business leaders.	Medium-term	

Community Development			
Goal 5			
Celebrate Waukegan’s civic institutions and community pride by building organizational capacity and social capital.			
Strategies		Timeline	Potential Partners
1		Connect various local community organizations to better understand needs and available resources.	
Action Items		Timeline	Potential Partners
<ul style="list-style-type: none"> Host community-wide conversations and conduct a needs assessment to define shared goals, resources, and assign accountability measures to accomplish mutually agreed upon outcomes. 		Short-term	City of Waukegan, Lake County Workforce Development, Waukegan CUSD 60, Waukegan Public Library, Local Social Service Organizations, Local Faith-Based Community Members, Local Employers, College of Lake County
<ul style="list-style-type: none"> Support the reactivation of Carnegie Library as a public space. 		Medium-term	City of Waukegan, National Park Service, Waukegan Park District, Waukegan Arts Council

2			
Encourage youth to develop strong roots with the Waukegan community.			
Action Items		Timeline	Potential Partners
<ul style="list-style-type: none"> Create community service opportunities for youth to better understand their impact on Waukegan and foster empowerment and ownership. 		Short-term	City of Waukegan, Waukegan Public Library, Waukegan CUSD 60, Waukegan Park District, Local Social Service Organization
<ul style="list-style-type: none"> Engage youth to participate with community service organizations to implement neighborhood-based projects and initiatives consistent with the goals in the Comprehensive Plan. 		Medium-term	
<ul style="list-style-type: none"> Foster youth participation in the City’s planning and legislative processes to ensure youth are represented in decision-making that impacts their future. 		Medium-term	

3			
Foster dialogue between generations of Waukegan residents.			
Action Items		Timeline	Potential Partners
<ul style="list-style-type: none"> Engage senior-focused social service agencies to promote inter-generational exchange, continuing educational opportunities, and social connection through City communication channels. 		Short-term	City of Waukegan, Waukegan Public Library, Waukegan CUSD 60, Waukegan Park District, Local Social Service Organization

Goal 6			
Improve resident services and celebrate a sense of pride in neighborhoods.			
Strategies			
1			
Enhance residents’ awareness of the City’s available services for residents.			
Action Items		Timeline	Potential Partners
<ul style="list-style-type: none"> Define communication and distribution strategies with existing civic and community organizations that focus on multi-lingual materials that are easily accessible and are targeted towards families. 		Short-term	City of Waukegan, Waukegan Public Library, Waukegan Arts Council, Waukegan Chamber of Commerce, Waukegan Main Streets

2 Improve residents' sense of pride in their neighborhoods.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Enhance residents' sense of safety including facilitating the formation of neighborhood watch groups, block clubs, and resident interest groups. 	Medium-term	City of Waukegan, Local Faith-based Community Members, Waukegan Main Streets,
<ul style="list-style-type: none"> Work with youth to create a campaign to improve the perception of schools and support the school district's plan to deliver high-quality education. 	Medium-term	City of Waukegan, Waukegan CUSD 60, Waukegan Public Library, College of Lake County

3 Foster options for event and creative programming in neighborhoods.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Increase options for event programming in neighborhoods by supporting self-sufficiency and creativity within neighborhood and faith-based organizations. 	Medium-term	City of Waukegan, Waukegan Park District, Waukegan Arts Council, Local Youth and Adult Sport Leagues
<ul style="list-style-type: none"> Coordinate neighborhood groups and local artists to implement tactical urbanism programs, acting as pilot projects, to pave way for future infrastructure improvements. 	Medium-term	City of Waukegan, Lake County Workforce Development, Waukegan CUSD 60, Waukegan Public Library, Local Social Service Organizations, Local Faith-Based Community Members, Local Employers, College of Lake County

Goal 7
Leverage the resources and networks that the Waukegan Public Library and other community/faith-based organizations maintain to extend outreach and add value throughout the community.

Strategies		
1	Foster a network of partnerships and better understand the Waukegan Public Library's needs, capacity, and impact to the community.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Continue to build cooperative partnerships that impact the City's residents in a positive way. 	Medium-term	City of Waukegan, Waukegan Public Library, Local Faith-based Community Members, Local Social Service Organizations
<ul style="list-style-type: none"> Conduct a study to measure the social, economic and physical impact of the library's outreach and partnerships. 	Short-term	
<ul style="list-style-type: none"> Build city-wide organizational capacity through continued and sustained outreach to ensure services are distributed equitably. 	Long-term	

Goal 8
Recognize arts organizations that create ambassadors representative of the diversity of the City and is visible in the neighborhoods.

Strategies		
1	Enhance messaging and communications through arts.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Develop messaging and a culture around accessibility and participation in the arts. 	Short-term	City of Waukegan, Waukegan Park District, Waukegan Arts Council, Waukegan Main Streets, Waukegan Chamber of Commerce, College of Lake
<ul style="list-style-type: none"> Communicate arts programs to engage the broader community through new channels such as faith based organizations and non-native English speaking communities. 	Short-term	

2 Strengthen public art's presence in the community.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Share the efforts of existing arts organizations, such as the Waukegan Arts Council, as best practice examples for other organizations. 	Short-term	City of Waukegan, Waukegan Park District, Waukegan Arts Council, Waukegan Main Streets, Waukegan Chamber of Commerce, College of Lake County, Waukegan Public Library, Waukegan CUSD 60
<ul style="list-style-type: none"> Expand opportunities for family-friendly attractions, programming, and events and create additional opportunities to celebrate the community by engaging with existing arts organizations and prioritizing resident expression and intra-neighborhood arts projects. 	Medium-term	
<ul style="list-style-type: none"> Integrate culturally relevant programming into existing events and programming. 	Medium-term	
<ul style="list-style-type: none"> Emphasize the community's vision that encourages more public art with additional installations and commissions by local artists throughout the community. 	Medium-term	

Environmental Justice		
Goal 9		
Prioritize environmental policies that create value and balance quality of life, economic development, and access to recreational amenities.		
Strategies		
1 Promote high-performance infrastructure in underutilized and/or environmentally sensitive sites.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Incorporate opportunities for high-performance, energy-efficient buildings and infrastructure, and transition to renewable energy sources. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Conduct strategic future scenario planning for existing brownfield and industrial sites consistent with recommendations in the 2003 Downtown-Lakefront Master Plan. 	Long-term	City of Waukegan
<ul style="list-style-type: none"> Leverage Solsmart Gold status to attract sustainable development and be a leader in solar energy. 	Medium-term	City of Waukegan

Goal 10		
Prioritize environmental and social justice solutions that are consistent with regional and County-wide strategies.		
Strategies		
1 Identify and mitigate impacts from sources of industrial pollution.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Assess potential deterrents to health resulting from industrial pollution and consider options for reducing the negative impact. 	Long-term	City of Waukegan, Lake County Health Department, Waukegan Park District, Waukegan Housing Authority, Pace, Metra, Ride-Share Providers, Local Social Service Organizations, Local Healthcare Providers
<ul style="list-style-type: none"> Share educational information with health care service providers to ensure their Waukegan residents understand health and wellness options available in the community. 	Short-term	
<ul style="list-style-type: none"> Encourage health and wellness through marketing of Waukegan Park District programs, trails and open space, and attraction of additional fitness facilities. 	Short-term	

2 Ensure all Waukegan neighborhoods have equitable access to transportation options.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Work with ride-sharing services, Pace, Metra, Lake County Department of Transportation, and Illinois Department of Transportation to identify and address service gaps in Waukegan. 	Long-term	City of Waukegan, LCDOT, IDOT, Metra, Pace, Ride-sharing Services, Dial-A-Ride Providers

Character and Identity		
Goal 11		
Create an authentic identity and character for Waukegan.		
Strategies		
1 Develop a community branding system that can be applied to signage and banners to unify the City's image.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Focus on unique branding opportunities for corridors and downtown that feature businesses and celebrate each district's offerings. 	Ongoing	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Waukegan Arts Council, Greater Waukegan Development Coalition, College of Lake County
<ul style="list-style-type: none"> Utilize the Plan Vision to define design elements that can be used by other organizations to promote Waukegan. 	Short-term	

Goal 12		
Welcome diversity by intentional and inclusive policy creation, representation, and communication. Ensure equal access to residential, educational, institutional, and commercial opportunities.		
Strategies		
1 Create a formal department that focuses on cultural affairs within the City that includes high-capacity organizations that provide guidance and vision for scalable projects throughout the city.		
Action Items	Timeline	Potential Partners
2 Conduct a Community Transformation Workshop to better understand effective outreach and communications methods and to identify leaders and champions representative of Waukegan's diverse population.	Short-term	City of Waukegan
3 Work with agencies like CMAP to increase outreach efforts and maintain momentum and involvement with the comprehensive plan implementation.	Short-term	City of Waukegan
4 Recruit representatives from the City's existing organizations and agencies to act as ambassadors for strategies in the Comprehensive Plan.	Short-term	City of Waukegan

Goal 13		
Develop a wayfinding and signage program to support multi-modal navigation and place-based understanding of the City.		
Strategies		
1 Identify critical locations in the City where gateway signage should be added to identify entry points.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Develop a system of gateway signage that represents the identity of Waukegan. A variety of scales, materials and locations can differentiate the gateways depending on the route traveled and location within the City. 	Medium-term	City of Waukegan, Waukegan Park District, Waukegan Chamber of Commerce, Waukegan Arts Council, Waukegan Main Streets, Waukegan Port District,
<ul style="list-style-type: none"> Create gateways into unique areas of the city to differentiate them and elevate their special character. 	Medium-term	

2 Use municipal branding strategies to locate gateways and involve community members in their design.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Utilize gateways as a focus of community pride by involving stakeholders in their design. Engage community members in helping staff identify the best and most visible locations for signage. 	Medium-term	

3 Utilize wayfinding as a tool to showcase special locations, destination, landmarks and institutions in the City.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Develop wayfinding signage in conjunction with gateway signage to create a comprehensive environmental signage program. 	Medium-term	
<ul style="list-style-type: none"> Use educational and directional signage to orient travelers on distinct areas of the City. 	Medium-term	

Chapter 4: Mobility

Future Mobility		
Goal 1		
Manage parking requirements for all land uses throughout the City.		
Strategies		
1 Establish a parking task force by the year 2030		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Establish a task force by the year 2030 that has the goal of outlining the desired use for reclaimed parking spaces and managing the decline in parking demand. 	Long-term	City of Waukegan
<ul style="list-style-type: none"> The task force should consist of individuals from the Departments of Engineering, Community Development, Economic Development, Public Works, and qualified members of pertinent organizations and the public. 	Long-term	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Waukegan Arts District, Local Businesses
2 Educate private property owners on new parking regulations.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Empower the task force with educating private property owners, as well as the general public, as to the effects that emerging mobility technologies may have on parking demand. 	Long-term	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Waukegan Arts District, Local Businesses
<ul style="list-style-type: none"> Inform property owners that more space for pick-up and drop-off areas within parking lots will be necessary once connected vehicles (CV's) and autonomous vehicles (AV's) become commonplace. 	Long-term	City of Waukegan, Waukegan Chamber of Commerce, Waukegan Main Streets, Waukegan Arts District, Local Businesses
Goal 2		
Prioritize future transportation technologies in the design of the right-of-way (ROW).		
Strategies		
1 Establish what the community prioritizes for reclaimed ROW.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Shift design guidelines to include autonomous mobility to open up more space for bicycle and pedestrian facilities, active streetscapes, and green spaces. 	Medium-term	City of Waukegan, LCDOT, IDOT, Metra, Pace, Ride-sharing Services
<ul style="list-style-type: none"> Establish what the community prioritizes for reclaimed ROW. Below is an example of what a cross section along Sheridan Road north of downtown might look like in the future when AV's and CV's are more prominent. The future scenario has an additional twelve feet of reclaimed ROW, while also providing bike lanes. 		
Goal 3		
Manage ridesharing services (Uber & Lyft) at the revitalized lakefront/downtown and around the casino at Fountain Square.		
Strategies		
1 Establish drop-off and pick-up zones at the revitalized lakefront, downtown and at the casino.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Geo-locate drop-off and pick-up zones and require that passengers be dropped off or picked up within certain areas. 	Medium-term	City of Waukegan, LCDOT, IDOT, Metra, Pace, Ride-sharing Services
<ul style="list-style-type: none"> Marked the zones with signage to help distinguish them. 		
<ul style="list-style-type: none"> Review the plans of each major development within the lakefront/downtown area and the casino to verify that a drop-off and pick-up zones are provided. 		

2 Balance parking requirements with the need for additional loading/drop off areas for rideshare vehicles.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Consider rideshare services as a part of the parking and loading ordinance requirements. 	Medium-term	City of Waukegan
<ul style="list-style-type: none"> Site plan review should evaluate appropriate drop off/pick up locations based on estimated occupancy and consumer base to ensure transient traffic can be accommodated without encumbering other types of traffic flow or modes. 		

Goal 4
Increase shared mobility options including scooters and bicycles.

Strategies		
1 Pilot a bikesharing program within downtown Waukegan and the surrounding neighborhoods.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Contract with the Divvy Bike Share program to test the viability of bikesharing in Waukegan. 	Medium-term	City of Waukegan, Divvy, Lyft
<ul style="list-style-type: none"> Start the program within downtown and its surrounding neighborhoods to increase access to downtown and the lakefront. 		

Pedestrian and Bike Network

Goal 5
Implement new on-street bike routes and more off-street bike routes throughout the City of Waukegan.

Strategies		
1 Pursue funding sources to increase the number of on-street and off-street bike routes.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Cultivate relationships with potential funding sources including: the Lake County Division of Transportation (LCDOT), Illinois Trails Grant Program, Illinois Transportation Enhancement Program (ITEP), Transportation Alternatives Program (TAP), Surface Transportation Block Grant Program (STBG), Safe Routes to Schools Program (SRTS), and Congestion Mitigation and Air Quality Program (CMAQ). 	Ongoing	City of Waukegan, LCDOT, IDOT, Illinois Department of Natural Resources (IDNR), Federal Highway Administration (FHWA),

2 Engage businesses and build partnerships .

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Communicate with existing business owners and the development community to help provide valuable insight into the benefits that on-street and off-street bicycle accommodations provide to the local economy. 	Ongoing	City of Waukegan, Waukegan Chamber of Commerce, Greater Waukegan Development Coalition, Waukegan Main Streets, Waukegan Arts District, Local Businesses

3 Coordinate the construction of bike lanes with implementation of road diets.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Implement road diet recommendations for Belvidere Road, Golf Road, Washington Street, and Grand Avenue. 	Long-term	City of Waukegan, LCDOT, IDOT, Metra, Pace
<ul style="list-style-type: none"> Integrate bike facilities into the design and engineering for each commercial corridor during the implementation of its road diet. 		

Goal 6		
Increase pedestrian and bicycle network connectivity		
Strategies		
1	Create a connected system of bike lanes and bicycle/pedestrian trails throughout the City by connecting intra and inter-city bike trails and paths.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Connect beyond the City and increase walkability and bikeability to key locations and destinations. 	Long-term	City of Waukegan, LCDOT, IDOT, Waukegan Park District, Adjacent Municipalities, Pace
<ul style="list-style-type: none"> Implement the Northern Lakeshore Trail Connectivity Plan identifies trails and paths that link the five North Shore communities of Waukegan, Winthrop Harbor, Zion, Beach Park, and North Chicago. 		
<ul style="list-style-type: none"> Expand the City's network of pedestrian and bicycle routes will encourage healthy lifestyles choices and may help to alleviate traffic congestion and demands on parking facilities. 		
2	Prioritize connections that link the many parks and recreation areas the City has to offer.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Link recreational areas throughout Waukegan. 	Ongoing	City of Waukegan, Waukegan Park District
<ul style="list-style-type: none"> The City and Park District should share responsibility for new trails and paths. 		
3	Draft a Bicycle Parking Ordinance.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Convenient and safe bicycle parking can be a deciding factor in an individuals choice to utilize their bike for transportation. 	Medium-term	City of Waukegan, Bicycle Advocacy Group,
<ul style="list-style-type: none"> Review other municipalities ordinances, such as the City of Evanston and the City of Elmhurst prior to drafting a new ordinance. 		
Goal 7		
Increase awareness about the benefits of non-motorized transportation.		
Strategies		
1	Work with nonprofit organizations or local bicycle groups, such as Ride Illinois and Bicycle Club of Lake County, to spread awareness of the benefits of non-motorized transportation.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Increase non-motorized travel to receive the following benefits: congestion reduction, healthier lifestyle, and increased access to opportunity for vulnerable populations. 	Medium-term	City of Waukegan, Local Social Service Organizations, Local Faith-based Community Members, Local Bicycle Groups (Ride Illinois and Bicycle Club of Lake County)
<ul style="list-style-type: none"> Increase awareness of non-motorized benefits by the City working to establish a bicycle education program with nonprofit organizations or local bicycle groups. 	Short-term	
<ul style="list-style-type: none"> Establish a "Bike to Work" day similar to "Bike the Amstutz", that will encourage residents to ride their bicycle to work. 	Short-term	
2	Coordinate with the nonprofit organizations and local bicycle groups mentioned in Strategy 1 to include a non-motorized transportation map on the City's website.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Create a non-motorized transportation map for the City's website to provide residents and visitors with an official map that documents all the bicycle accommodations the City has to offer. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Update the map as new accommodations are constructed. 	Ongoing	

Transit		
Goal 8		
Increase awareness and ridership for paratransit and on-demand transit, such as Dial-A-Ride (DAR) services.		
Strategies		
1	Work with the Lake County Coordinated Transportation Services Committee (LCCTSC) to develop policies that prioritize improvement of active mobility options for vulnerable populations, such as senior, youth, and the unemployed or underemployed.	
Action Items		Timeline
<ul style="list-style-type: none"> Support resident mobility by prioritizing those with fewer options. 		Short-term
<ul style="list-style-type: none"> Increase marketing for Dial-A-Ride (DAR) services throughout the community, especially in areas where the target demographic have insufficient access to public transit. 		
Potential Partners City of Waukegan, Pace, Ride-Share Providers, Local Social Service Organization, Local Senior Living Facilities		
2	The City should work with PACE to place their paratransit service guide in public facilities, such as City Hall, the Waukegan Public Library, and senior housing facilities.	
Action Items		Timeline
<ul style="list-style-type: none"> Include a link on the City's website that displays information about DAR services and locations that are regularly visited. 		Ongoing
Potential Partners City of Waukegan, Pace, Ride-Share Providers, Local Social Service Organization, Local Senior Living Facilities		
3	Partner with area social service organizations and senior advocates to enhance mobility options.	
Action Items		Timeline
<ul style="list-style-type: none"> Create a partnership with the Lake County Committee of Coordinated Transportation to support a sustainable framework for engagement with existing social service organizations. 		Medium-term
<ul style="list-style-type: none"> Leverage existing senior advocate and social service organizations in Waukegan that provide private transportation options for their service populations. 		
<ul style="list-style-type: none"> Support identifying additional volunteers and subsidies to maintain consistency with program delivery. 		
<ul style="list-style-type: none"> Mobility options should be explored that reduce barriers to employment and healthcare. 		
<ul style="list-style-type: none"> Build capacity and create opportunities for collaboration can increase mobility options. 		
Potential Partners City of Waukegan, LCDOT, IDOT, Pace, Metra, Local Social Service Organizations, Lake County Committee of Coordinated Transportation, Ride-Share Providers, Local Employers		
4	Engage area employers in creating localized and/or additional focused mobility options for this specific population.	
Action Items		Timeline
<ul style="list-style-type: none"> Create employer partnerships with PACE and Metra to facilitate a healthy regional transportation eco-system . 		Medium-term
<ul style="list-style-type: none"> Support increased multi-modal transportation options that include bike, trail, and transit. 		
<ul style="list-style-type: none"> Encourage area employers to access a large talent pool by contributing to the creation of a transportation framework that supports their growth. 		
<ul style="list-style-type: none"> Work with transportation authorities and shared-ride providers to extend their capacity. 		
Potential Partners City of Waukegan, LCDOT, IDOT, Pace, Metra, Local Social Service Organizations, Lake County Committee of Coordinated Transportation, Ride-Share Providers, Local Employers		

Goal 9		
Improve transit efficiency		
Strategies		
1	Work with IDOT and LCDOT to implement more Signal Coordination and Timing Studies (SCAT) .	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Optimize the signal phasing, or timing, in order to decrease congestion along the corridors and reduce vehicle/bus emissions and delays. 	Short-term	City of Waukegan, LCDOT, IDOT, Pace

2	Work with IDOT, LCDOT, and RTA to implement more Transit Signal Priority (TSP) corridors in Waukegan	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Prioritize Lewis Avenue and Belvidere Road. 	Short-term	City of Waukegan, LCDOT, IDOT, Pace
<ul style="list-style-type: none"> Implement the Regional Transportation Authority's (RTA) Regional TSP Implementation Program. This program utilizes existing vehicle location and wireless communication technologies to advance or extend green times at signalized intersection. 	Short-term	
<ul style="list-style-type: none"> Reduce bus travel times, improve schedule adherence, and reduce operating costs. 	Medium-term	
<ul style="list-style-type: none"> Increase the number of TSP corridors in the City from two (Grand Avenue throughout Waukegan and Washington Street from Teske Boulevard to Sheridan Road). 	Long-term	

3	Coordinate with PACE on bus service to the new casino planned within the Fountain Square area.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> City staff and the developer should coordinate with PACE to ensure that convenient bus services are provided. 	Ongoing	City of Waukegan, Pace
<ul style="list-style-type: none"> Reduce parking demand and free up valuable square footage that a developer may utilize to increase the building or open space footprint. 	Short-term	City of Waukegan, Developers, Realtors, Property Owners

Goal 10		
Assist in implementing LCDOT's 2040 Transportation Plan.		
Strategies		
1	Educate residents when two new PACE fixed routes that enter Waukegan's boundaries are commissioned.	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Coordinate with PACE to place notification flyers throughout the City and create a link on the City website to help market the new routes. (The first route is the Green Bay Road Deviating Bus, which will run along Green Bay Road from Lake Bluff in the south to Grand Avenue in Waukegan. Additionally, PACE plans to implement a Waukegan Lake-Cook Corridor route that will run from Lake Cook Road in Northbrook along Waukegan Road north into Waukegan before switching to the Skokie Highway (US 41) and ending at Grand Avenue.) 	Medium-term	City of Waukegan, Pace

2	Be an advocate for the extension of existing PACE Bus Rapid Transit (BRT) along Milwaukee Avenue to Belvidere Road (IL 120).	
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Extend PULSE routes in Waukegan along Milwaukee Ave to Belvidere Road and into Fountain Square. 	Medium-term	City of Waukegan, IDOT, LCDOT, Pace
<ul style="list-style-type: none"> Create a PULSE route along Belvidere Road with its eastern terminus being Fountain Square. 		
<ul style="list-style-type: none"> The City should advocate to PACE to implement both of these PULSE routes, especially with the casino being located in Fountain Square. 		

Goal 11		
Enhance access to transit throughout the City		
Strategies		
1 Prioritize transportation projects that support both pedestrians and bicyclists.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Improve connectivity of bike and pedestrian elements with transit services and the varying land uses is critical to improving overall mobility and ease of travel, while decreasing auto dependency. 	Short-term	City of Waukegan, IDOT, LCDOT, Pace, Metra
<ul style="list-style-type: none"> Implement a pedestrian system that includes sidewalks, street crossings, pedestrian signals, and multi-use trails. 	Medium-term	
<ul style="list-style-type: none"> Provide on-street bike lanes or off-street bike paths to provide bicyclists safer access to transit stops. 	Medium-term	
2 Utilize PACE's transit-supportive guidelines to foster reliable, efficient, convenient, and accessible transit.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Waukegan, designers, engineers and others responsible for public rights-of-way and developments served by these rights-of-way should implement the guidelines, planning principles, and design standards presented in this document. 	Ongoing	City of Waukegan, IDOT, LCDOT, Pace, Metra
<ul style="list-style-type: none"> Through implementation of the guidelines, promote a built environment that supports all modes of movement related to transit to create a more effective regional transit service. 	Long-term	
3 Identify projects for funding using RTA's Access to Transit Program tool.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Provide funding for small-scale capital projects to improve access to the regional transit system for pedestrians and bicyclists. 	Short-term	City of Waukegan, RTA
4 Establish Transit Oriented Development (TOD) zones and incentivize development near transit hubs. Develop a vision and strategies to facilitate TOD and multi-modal connections and mobility near transit hubs, such as the Waukegan Metra Station in downtown.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Prioritize resources to support transit-oriented development and support greater return on transportation improvements. 	Ongoing	City of Waukegan
<ul style="list-style-type: none"> Incentivize TOD development within an expanded radius from transit stations/hubs (usually 1/2 mile). Incentives include, but are not limited to: parking requirement reductions, streamlined development processes, and increased floor area ratio (FAR) guidance. 	Medium-term	City of Waukegan
5 Develop policies and a procedure manual for multimodal transportation infrastructure to facilitate consistent application throughout the City.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Utilize best practices and consider alternate site design guidelines to address site access, parking, and circulation for properties that present unique (re)development opportunities. 	Ongoing	City of Waukegan
<ul style="list-style-type: none"> Prioritize resources and identify alternate and strategically combined funding sources/opportunities to support the improvement of existing streets and repair other multimodal transportation facilities before replacement is necessary. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Create a platform for public input on the development of Capital Improvement Plan (CIP) priorities. 	Short-term	City of Waukegan

Street Network		
Goal 12		
Increase mobility and accessibility into and out of downtown Waukegan.		
Strategies		
1	Re-design the corridors that lead into downtown Waukegan as boulevard style roadways that accommodate all travel modes	
Action Items		Timeline
<ul style="list-style-type: none"> Implement the road diet recommendations contained in the “Street Network” section. Road diets were recommended in the following locations: 		Medium-term
Sunset Avenue/Golf Road from Greenwood Avenue to just west of New York Street		Medium-term
Washington Street east of Jackson Street to Genesee Street		Medium-term
Grand Avenue from Sheridan Road to New York Street		Medium-term
Belvidere Road (IL 120) west of Sheridan Road to the Robert McClory Bicycle Path		Medium-term
City of Waukegan, LCDOT, IDOT, Pace		

2	Commission travel demand studies for both Sunset Avenue/Golf Road and Washington Street to examine the feasibility of road diets.	
Action Items		Timeline
<ul style="list-style-type: none"> Conduct demand studies that include opportunities for increased pedestrian and bike mobility along road diet corridors. 		Short-term
City of Waukegan, LCDOT, IDOT, Pace		

3	Contact IDOT to begin discussions regarding road diets along Grand Avenue and Belvidere Road (IL 120) which are under the jurisdiction of the Illinois Department of Transportation (IDOT).	
Action Items		Timeline
<ul style="list-style-type: none"> The City will contact IDOT to start communication about the process of implementing the recommendations. 		Medium-term
City of Waukegan, LCDOT, IDOT		

Goal 13		
Create a roundabout at Washington Street, Park Avenue, and Glen Rock Avenue.		
Strategies		
1	Commission a study to examine the feasibility of installing a roundabout at the intersection of Washington Street, Park Avenue, and Glen Rock Avenue with a gateway feature in the central green space.	
Action Items		Timeline
<ul style="list-style-type: none"> Create a new roundabout to be a gateway that welcomes residents and visitors into downtown Waukegan. 		Medium-term
<ul style="list-style-type: none"> Increase safety with the installation of a roundabout intersection. The current operational geometrics of the intersection are not ideal for motorists, pedestrians, or bicyclists. 		
City of Waukegan, LCDOT, IDOT		

2	Create a gateway committee to evaluate the design of gateway options to accompany the roundabout.	
Action Items		Timeline
<ul style="list-style-type: none"> Include City staff, people from the Waukegan Arts Council, Waukegan Chamber of Commerce, local businesses and members of the public and have skills in public engagement, marketing or branding. 		Short-term
<ul style="list-style-type: none"> Establish the scope and overall objective of the project at the roundabout as well as, provide guidance for the design standards for other gateways in the City as well. 		Short-term
<ul style="list-style-type: none"> Ask the right questions including, “What type of message are we trying to convey as residents/visitors enter Downtown Waukegan?” and “Should this gateway have public art commissioned?” 		Short-term
City of Waukegan, Waukegan Arts Council, Chamber of Commerce, Local Businesses		

<ul style="list-style-type: none"> Document processes as scope and objectives are completed, maintain a list of project partners, and examine the lessons learned throughout the course of the project 	Short-term
<ul style="list-style-type: none"> Consider the other gateway opportunities throughout the City and proposed in the Comprehensive Plan after implementation of the initial roundabout. 	Medium-term

Goal 14		
Coordinate roadway upgrades with infrastructure improvements to promote city-wide resilience.		
Strategies		
1 Focus efforts on the western edge of the community within the Des Plaines Watershed.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Begin to integrate new regulations updating watershed specific release rates, rainfall data, and redevelopment provisions relating to detention are soon to be in place. 	Short-term	City of Waukegan
Stormwater ordinance used for development.	Short-term	City of Waukegan
FEMA-mapped floodplain elevation along the Des Plaines River.	Short-term	City of Waukegan
<ul style="list-style-type: none"> Update Waukegan's stormwater ordinance to incorporate new regulations related to watershed and floodplain data. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Coordinate all new development with updating/replacement of infrastructure. All development (storm sewer, basins, etc.) will be required to follow the new regulations and it will potentially require larger pipes and bigger ponds. The more long-term impact will be the floodplain. 	Medium-term	City of Waukegan
<ul style="list-style-type: none"> Increase awareness of the new regulations and focus efforts on making sure that they are being met on the western edge of the community within the Des Plaines Watershed. 	Medium-term	City of Waukegan

Chapter 5: The Environment

Regulatory

Goal 1

Require all future development to follow resilient design practices.

Strategies

1 Review and adjust the City’s regulatory framework to promote resilient design practices.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Ensure City of Waukegan’s zoning and development ordinances allows and encourages the implementation of stormwater BMPs. 	Short-term	City of Waukegan, Lake County Storm Water Management Commission (SMC)
<ul style="list-style-type: none"> Use the Center for Watershed Protection’s Code and Ordinance Worksheet to evaluate regulatory documents. 	Short-term	City of Waukegan, Lake County Storm Water Management Commission (SMC)
<ul style="list-style-type: none"> Ensure local “weed control” ordinances do not discourage or prohibit native landscaping. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Include requirements for short- and long-term management with performance standards for restored natural areas and stormwater features within new and redeveloped areas. 	Short-term	City of Waukegan
<ul style="list-style-type: none"> Utilize tools such as protective overlays, setbacks, open space zoning, conservation easements, conservation and/or low impact development, etc. in municipal comprehensive plans and zoning ordinances to protect environmentally sensitive areas on identified Green Infrastructure Network parcels. 	Medium-term	City of Waukegan, Chicago Metropolitan Agency for Planning (CMAP)

2 Incentivize developers to incorporate resilient design practices to existing and new developments.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Encourage developers to protect sensitive natural areas, restore degraded natural areas and streams, then donate natural areas and naturalized stormwater management systems to a public agency or conservation organization for long-term management with dedicated funding such as Development Impact Fees, Stormwater Utility Taxes, Special Service Area (SSA) Taxes, etc. In general, it is not recommended that these features be turned over to HOA’s to manage. 	Long-term	City of Waukegan, Chicago Metropolitan Agency for Planning (CMAP)
<ul style="list-style-type: none"> Establish incentives for developers who propose sustainable or innovative approaches to preserving green infrastructure and using naturalized Stormwater Treatment Trains. 	Short-term	City of Waukegan, The Conservation Foundation
<ul style="list-style-type: none"> Encourage stormwater management practices that infiltrate water in any development or redevelopment. 	Medium-term	City of Waukegan, SMC
<ul style="list-style-type: none"> Promote conservation-design and low-impact development in new and redevelopment particularly in the Southwest Sector where remaining agricultural land can be used for progressive stormwater BMPs as development occurs. 		City of Waukegan

Community Outreach

Goal 2

Increase stakeholder support and land stewardship through educational programs and outreach.

Strategies

1 Educate Waukegan residents and businesses about the importance of protecting the City's natural resources.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Organize an event focusing on stormwater and parks that celebrates water as an asset and focuses on opportunities to catalyze partnerships, this can start with painting and installing rain barrels, native plant sale and partnership connections with schools for education. 	Short-term	City of Waukegan, Waukegan Park District, SMC, Faith-based Community Members, Waukegan Port District, Waukegan Public Library, Waukegan CUSD 60
<ul style="list-style-type: none"> Improve the community's understanding of stormwater and flooding issues and provide resources for BMPs by creating public education documents that communicate action steps for residents. 	Mid-Term	City of Waukegan
<ul style="list-style-type: none"> Establish a long-term stormwater campaign to engage citizens. This can include downspout disconnections, education and awareness to empower homeowners to take ownership within the community. 	Long-term	City of Waukegan, Chicago Wilderness, Chicago Botanic Garden, Delta Institute, SMC, IEPA, Waukegan Park District, Waukegan Public Library, Waukegan CUSD 60

Goal 3

Explore potential partnerships for successful implementation of resilient design strategies.

1 Support the creation of a network between agencies and community stakeholders.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> The Department of Public Works and the Waukegan Park District should partner to invite other stakeholders and the public to focus on education and implementation of conservation strategies. Discussion topics may include defining green infrastructure, interpreting a water bill or stormwater benefits. 	Short-term	City of Waukegan, Waukegan Park District, Neighborhood Groups, SMC, CMAP
<ul style="list-style-type: none"> Establish formal partnerships with key stakeholders around stormwater and open space including City of Waukegan, SMC, and other agencies. 	Long-term	City of Waukegan, SMC, Waukegan Park District

2 Utilize agencies' guidelines/standards for resilient design as a basis to create a set of resilient design strategies that are specific to the City of Waukegan.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Coordinate with LCSMC and CMAP's green infrastructure and BMPs for sustainable stormwater strategies. 		

Conservation

Goal 4

Enhance the preservation of Waukegan's beaches and dunes.

Strategies

1 Educate Waukegan residents and businesses about the importance of protecting the City's natural resources.

Action Items	Timeline	Potential Partners
The following strategies are from the Beach Management Plan (2016):		
<ul style="list-style-type: none"> North Beach Park 	Long-term	City of Waukegan, USACE, Waukegan Port District, Friends of Waukegan Public Beach Group

	No sand grooming recommended in this zone, with the exception of hand grooming marked trails as needed to keep markers visible.	Short-term	City of Waukegan, USACE, Waukegan Port District, Friends of Waukegan Public Beach Group
	Work with natural grading when engineering pathways, zigzag paths to extent possible to limit sand erosion and to make sand less attractive to gulls.	Long-term	City of Waukegan, USACE, Waukegan Port District, Friends of Waukegan Public Beach Group
	Groom beach per recommendations of Beach Management Plan to remove exceed sand accumulation, to be used for beach nourishment elsewhere.	Short-term	City of Waukegan, USACE, Waukegan Port District, Friends of Waukegan Public Beach Group
	Seek an Incidental Take Authorization (ITA) which addresses the potential for taking listed birds.	Long-term	City of Waukegan, USACE, Waukegan Port District, Friends of Waukegan Public Beach Group
	Eliminate swimming from the northern limit of the beach coinciding with the point where stormwater periodically overtops the foredunes and empties into Lake Michigan.	Long-term	City of Waukegan, IDNR, Waukegan Park District, Waukegan Port District, Friends of Waukegan Public Beach Group
●	South Beach: Groom and nourish beach per recommendations of Beach Management Plan to keep recreation areas above 100' floodplain.	Long-term	City of Waukegan, USACE
	Groom and nourish beach per recommendations of Beach Management Plan to keep recreation areas above 100' floodplain.		
●	North Beach Park and South Beach	Long-term	City of Waukegan, IDNR, U.S. Fish and Wildlife Services (USFWS), Waukegan Port District
	Use bioswales between parking lots and dunes to keep contaminants from draining directly to beach. Install curb and gutter to drain to bioswales where appropriate.	Ongoing	City of Waukegan, USACE
	Install temporary snow fencing along southern edge of North Beach and South Beach to capture aeolian sand. Once sand covers fence, dune grass should be planted to stabilize and maintain these new dunes.	Ongoing	City of Waukegan, USACE
	Extend temporary snow fencing across entire beach, west to east at approximate 100' spacing, in winter months to keep sand in place.	Ongoing	City of Waukegan
	Use bioswales between parking lots and dunes to keep contaminants from draining directly to beach. Install curb and gutter to drain to bioswales where appropriate.	Long-term	City of Waukegan, IDNR, U.S. Fish and Wildlife Services (USFWS), Waukegan Port District

Goal 5

Prioritize conservation of Waukegan's natural areas and ravines as important and unique features by coordinating with LCSMC and CMAP green infrastructure and best management practices (BMPs) for sustainable stormwater strategies.

Strategies

1 Inventory the City's natural areas and ravines.

Action Items

	Timeline	Potential Partners
● Begin with a mapping exercise by reviewing Geographic Information Systems (GIS) datasets of Outfalls, Ravines and Watershed Flow Lines (via City of Waukegan – Engineering Department).	Short-term	City of Waukegan

●	Identify all sub-management units (SMUs) and sub-watersheds inside and tributary to City of Waukegan, point discharge locations and associate with drainage lines to ravines.	Medium-term	City of Waukegan, USACE, SMC, Waukegan Park District
●	Conduct a thorough inventory of Waukegan's Ravines. Measure physical features and focus on erosion, head cutting and problematic infrastructure nearby that is at risk. Also note vegetation along ravines and specific management plans that focus on buckthorn and honeysuckle and promote native herbaceous understory.	Medium-term	City of Waukegan, USACE, Waukegan Park District

2 Prioritize conservation efforts based on the rate of degradation on the ravines.			
Action Items		Timeline	Potential Partners
●	Utilize engineering modeling, based on flow and associated erosion, to determine the rates of degradation with the ravines.	Medium-term	City of Waukegan, USACE, Waukegan Park District
●	Prioritize ravine and sub management units based on rate of degradation, best potential for flood abatement and funding to leverage dollars. Marry needs for infiltration within these prioritized and specific sub management units with BMP recommendations for parks and vacant lands to "put these parcels to work" via curb cuts, infiltration bioswales, etc.	Medium-term	City of Waukegan, Waukegan Park District, SMC
●	Restore and maintain prioritized degraded ravine systems for green infrastructure benefits using naturalized approaches where possible.	Ongoing	City of Waukegan, Waukegan Park District

Management

Goal 6
Enhance the preservation of Waukegan's beaches and dunes.

Strategies			
1	Assess vacant lands for potential acquisition for several purposes. 1) feasibility in implementation of stormwater management practices and 2) development of parks and green spaces that address areas that could use additional green space.		
Action Items		Timeline	Potential Partners
●	Engage with Lake County Stormwater Management Commission (SMC) to conduct an analysis of stormwater drainage and storage to see where and what BMPs might look like (see also Goal 7 regarding gray to green retrofits).	Medium-term	City of Waukegan, SMC

2 Improve connectivity between trail system and existing and proposed park system.

Action Items		Timeline	Potential Partners
●	Spotlight these areas as the critical connections between area neighborhoods, vital east-west travel corridors, and the lakefront.	Medium-term	City of Waukegan, Waukegan Park District
●	Initiate community needs assessments to determine how and where parks and green spaces can be most impactful for communities to yield outsized benefits.	Short-term	City of Waukegan, Waukegan Park District
●	Promote the use of native plants and landscaping city-wide to mimic natural communities and systems.	Ongoing	City of Waukegan, Waukegan Park District

Goal 7
Implement Best Management Practices (BMPs) from existing Plans that fit Waukegan's vision.

Strategies			
1	Retrofit existing gray infrastructure for green infrastructure and use naturalized BMPs where possible.		
Action Items		Timeline	Potential Partners
●	Refer to Waukegan's Sustainable Shoreline Plan includes recommendations to support cohesive stormwater infiltration projects, such as recent Great Lakes Restoration Initiative Fund bioswale project.	Long-term	City of Waukegan, Waukegan Park District, IEPA, USEPA,

2 Assess existing parks for implementation of stormwater BMPs and green infrastructure retrofits.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Leverage LCSMC's funding and programs. 	Medium-term	City of Waukegan, Waukegan Park District, LCSMC
<ul style="list-style-type: none"> Conduct a feasibility study of implementation of green infrastructure and BMPs that incorporate recommendations from LCSMC. 	Medium-term	City of Waukegan, Waukegan Park District, LCSMC
<ul style="list-style-type: none"> Consult SITES checklist for open space BMPs at www.usgbc.org/resources/sites-rating-system-and-scorecard. Certification should be considered for any new parks and open space acquisitions. 	Short-term	City of Waukegan

3 Consult LEED v4 ND checklist for port and harbor new development BMPs.		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Consider certification for Harbor Master Plan, as this site already meets many of the program's prerequisites, and the certification could be used as a marketing tool. 	Short-term	City of Waukegan, Waukegan Port District

4 Consult Illinois Clean Marina Guidebook and checklist for marina BMPs (date of assessment 7/1/2019).		
Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> BMPs should be coordinated with any new waterfront development. 	Short-term	City of Waukegan

Goal 8
Increase visioning, revitalization, and stakeholder outcomes when redeveloping Brownfields.

Strategies

1 Leverage state and federal assistances to facilitate and prioritize brownfield redevelopment.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Leverage existing programs such as IEPA's Office of Brownfields Assistance and IDNR's "Mud to Parks Program" when redeveloping brownfield sites. 	Ongoing	City of Waukegan, IEPA, USEPA
<ul style="list-style-type: none"> Develop a brownfield parcel prioritization matrix – prior to the Brownfield Cleanup Process via EPA (and other stakeholders). The matrix should incorporate the following parameters: position on landscape, development potential (geotechnical considerations, use of Conservation Development Practices), public access. 	Medium-term	City of Waukegan, IEPA, USEPA
<ul style="list-style-type: none"> Consider starting at Yeoman Creek Landfill with opportunities to tie-in function and aesthetics of adjacent parcels. 	Short-term	City of Waukegan

2 Foster consensus among community stakeholders on their vision for the City's parks and open space and develop concept plans to guide future redevelopment.

Action Items	Timeline	Potential Partners
<ul style="list-style-type: none"> Develop visioning exercises designed to bring stakeholders together and think big for "what is possible" for the community as it relates to parks and open space. 	Short-term	City of Waukegan, Waukegan Park District
<ul style="list-style-type: none"> Use the input from the visioning exercise to develop concept plans to retrofit and redevelop these sites for the expansion of open space and future parks should be explored as the City revitalizes these idle parcels as future assets. 	Long-term	City of Waukegan
<ul style="list-style-type: none"> Utilize green infrastructure practices on all brownfield redevelopment. 	Long-term	City of Waukegan

7	Install beach area enhancements.	Medium-term	Department of Natural Resources
9	Install observation areas for birders to encourage wildlife stewardship.	Long-term	IDOT/Engineering/Rail
10	Expand winter programming with events.	Medium-term	Department of Natural Resources

Goal 11
Redevelop the Waukegan Harbor as an attractive mixed-use destination.

Strategies

The following strategies are from the Port District Master Plan (2017):

1	Maintain a mixed-use lakefront with elements of residential, restaurant/retail, recreational and working waterfront (commercial shipping) activities.	Long-term	City of Waukegan, Waukegan Port District, ILEPA, IDNR, USEPA, Greater Waukegan Development Coalition, Developers
2	Consider development of a Form-Based Code which grants zoning approval so long as the project complies with the Code.	Long-term	City of Waukegan
3	Recognize broader potential development types with greater job creation potential such as assisted living and memory care.	Long-term	City of Waukegan
4	Remain open to working waterfront opportunities with a need to be on the lakefront that are clean and compatible with surrounding land uses.	Long-term	City of Waukegan, Waukegan Port District, ILEPA, IDNR, USEPA, Greater Waukegan Development Coalition, Developers
5	Actively seek out development partnerships.	Ongoing	
6	Engage Director of Development, consider addition of Economic Development Coordinator.	Medium-term	City of Waukegan
7	Identify available incentives such as: TIF / infrastructure investment, tax incentives, land partnerships, state/federal economic development grants, and brownfield incentives.	Medium-term	City of Waukegan
8	Consider a one time "catalyst project incentive" of special benefits to the first developer of a key project to get the ball rolling on the waterfront.	Medium-term	City of Waukegan, Waukegan Port District, ILEPA, IDNR, USEPA, Greater Waukegan Development Coalition, Developers
9	Reward developers for additional investment in the creation of adjacent public amenities and/or additional sustainable design initiatives.	Medium-term	
10	Increase public access to marina promenade by locating non-essential parking and storage upland.	Long-term	City of Waukegan, Waukegan Port District
11	Operate small open-air boat taxi (or tender) to move people between piers.	Long-term	Waukegan Port District
12	Increase and promote boating activities such as: sailboat and powerboat (rentals, kayak, and paddleboard rentals), water taxi, dinner cruise opportunities.	Medium-term	Waukegan Port District
13	Operate regular shuttles from beach to downtown and back.	Medium-term	City of Waukegan, Waukegan Port District

14	Reorganize transportation infrastructure.	Long-term	City of Waukegan, Waukegan Port District, Union Pacific, Metra, LCDOT, IDOT
	Work with Illinois Department of Transportation to remove Amstutz Expressway south of Grand Avenue		
	Shift Amstutz traffic to Sheridan to re-energize downtown Waukegan		
	Work with Union Pacific and Metra to relocate commuter coach yard		
	Expand facilities related to Metra		
15	Consider lakefront as a location for regional attraction such as: aquarium, ecological museum, bird observation and nature center.	Medium-term	City of Waukegan, Waukegan Port District, Waukegan Park District

Waterfront Access

Goal 11 Reduce barriers between downtown and the lakefront.

Strategies

The 2003 Lakefront - Downtown Master Plan identified several strategies for lakefront development and to facilitate improvement. These strategies remain relevant to accomplishing the goals of the City to improve access to downtown.

1	Relocate passenger and freight railyards from the Harborfront to north of Grand Avenue.	Long-term	City of Waukegan, LCDOT, IDOT, FHWA, Pace, Metra
2	Create a new decked park over the reduced Amstutz right-of-way and rail lines, connecting Downtown to the Harborfront. Narrow the Amstutz Expressway right-of-way and modify its character to create a Lakefront Boulevard.		
3	Provide seamless interface between rail, bus and automobile by creating an intermodal transit center serving all development districts.		
4	Narrow the Amstutz Expressway right-of-way and modify its character to create a Lakefront Boulevard.		

Goal 12 Provide a design framework with the goal of repositioning South Genesee/Sheridan as the boulevard of South Waukegan.

Strategies

The 2016 South Sheridan Revitalization Plan contained opportunities for revitalization and development of underutilized land. Recommendation applicable to reaching the goal of activating the lakefront and creating new neighborhood south of downtown are below.

1	Resolve the Genesee/Sheridan disconnect at the Amstutz approach.	Long-term	City of Waukegan, LCDOT, IDOT
2	Expand the Genesee/Sheridan cross-section with sidewalks and on-street parking.	Medium-term	City of Waukegan, LCDOT, IDOT
3	Develop an internal system of streets within the new redevelopment/development parcels that connects to and extends the adjacent network.	Long-term	City of Waukegan, LCDOT, IDOT

Goal 13			
Improve public access to the Waukegan Municipal Beach while incorporating sustainable practices.			
Strategies			
The 2016 Sustainable Shoreline Plan included goals related specifically to restoration and improvement of public access to the lake. Relevant recommendations are focused on realization of increased lakefront development, programming, resolving traffic conflicts, and ensuring public access to amenities.			
1	Install simple roped trails through the Waukegan Dunes that provide more structured access to the beach.	Medium-term	City of Waukegan, LCDOT, IDOT
2	As development occurs within Downtown and along the lakefront, ensure the parking capacity of the municipal parking lot along Sea Horse Drive meets demand.	Long-term	City of Waukegan, LCDOT, IDOT
3	Continue CAG meetings to ensure agency collaboration.	Ongoing	City of Waukegan

Goal 14			
Improve the connection of the Waterfront to Downtown Waukegan.			
Strategies			
The 2015 Lakefront Active Implementation Plan included specific strategies to connect downtown Waukegan to the lakefront. Similar to other lakefront reports, the plan identified a multi-modal approach and vision for the lakefront.			
1	Implement Sea Horse Drive improvements	Medium-term	City of Waukegan, LCDOT, IDOT
2	Construct a floating bridge between piers	Long-term	
3	Improve signage/Wayfinding by the way of Lakefront Markers and Maps.	Medium-term	City of Waukegan, LCDOT, IDOT
4	Create bicycle and pedestrian trails connections.	Medium-term	City of Waukegan, LCDOT, IDOT
5	Remove Amstutz Expressway south of Grand Avenue.	Long-term	City of Waukegan, LCDOT, IDOT
6	Shift Amstutz traffic to Sheridan Road to re-energize Downtown Waukegan.	Long-term	City of Waukegan, LCDOT, IDOT
7	Relocate Commuter Coach Yard.	Long-term	City of Waukegan, Rail companies
8	Expand facilities related to Metra.	Long-term	City of Waukegan, Metra

Chapter 6: Governance

Goal 1		
Preparing for Implementation		
Strategies	Timeline	Potential Partners
1 Develop a list of project partners and their social capital resources in alignment with the Comprehensive Plan chapters.	Short-term	City of Waukegan
2 Share organizational contact information with others in the chapter group.	Short-term	City of Waukegan
3 Ensure that contact information is kept up to date and that City staff can be a liaison for the collection and dissemination of this information.	Short-term	City of Waukegan
4 Review the Comprehensive Plan with stakeholders to ensure they are familiar with its contents.	Ongoing	City of Waukegan
5 Prioritize action items that are low-hanging fruit and strategies that are short-term in nature. Support stakeholder and organizational location of resources and incentives to implement the identified actions.	Ongoing	City of Waukegan

Goal 2		
Convening and Communicating for Implementation.		
Strategies	Timeline	Potential Partners
1 Coordinate conversations with City staff and Comprehensive Plan partners to understand challenges and barriers to implementation.	Ongoing	City of Waukegan
2 Meet with resident groups and local stakeholders impacted, identify projects and initiatives and encourage empowerment in helping to shape the City's policy direction.	Short-term	City of Waukegan
3 Based on feedback during the planning process, continue to meet with Waukegan's institutions and agencies to engage broadly, identify additional partners, and identify specific funding sources.	Short-term	City of Waukegan

Goal 3		
Testing Local Capacity for Sustained implementation.		
Strategies	Timeline	Potential Partners
1 Implement short-term and catalyst projects identified for Goals 1 and 2. These projects should generate excitement for Waukegan's residents	Short-term	City of Waukegan
2 Identify the best partners, as appropriate, for these projects.	Short-term	City of Waukegan
3 Celebrate the City's success with implementation of these projects.	Long-term	City of Waukegan
4 Provide any City assistance to the merchant group in completing their 1-2 priority programs, if requested.	Short-term	City of Waukegan
5 Assess any lessons learned from the process and opportunities for growth as implementation scales.	Short-term	City of Waukegan

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Appendices

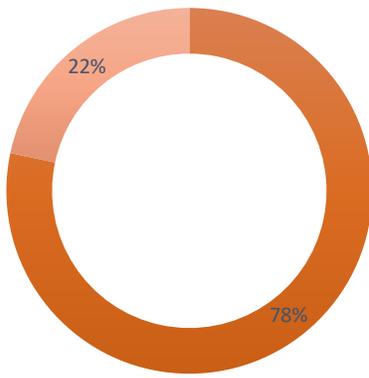


Survey Results

Who's Talking?

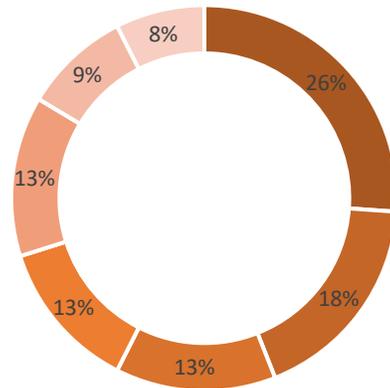
The following graphics represent the breadth of participation received during the Comprehensive Planning process. Over 10% of the City's population was represented in responses to the community survey which ran from March-July 2019. The 14 question survey was available at the formal public workshops, pop-up events, project website, as well as publicized through the City's social media. A summary is provided below:

Q1. What word would you use to describe the City of Waukegan?



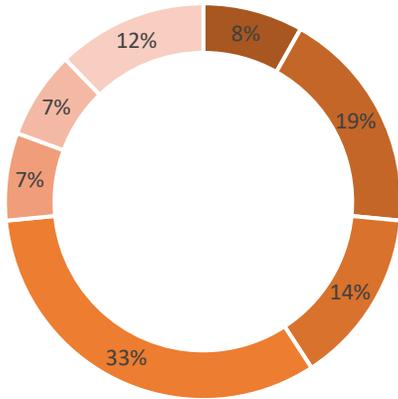
■ Positive ■ Negative

Q2. What do you love about the City of Waukegan?



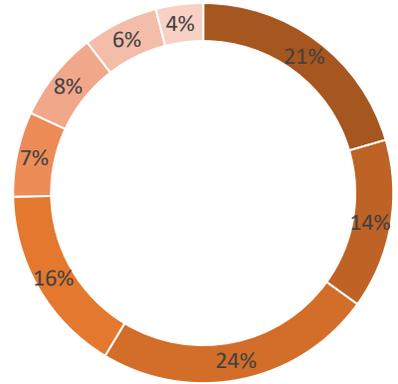
- Lakefront, harbor
- Culture, entertainment
- People
- Parks
- Diverse population
- Library (meets the needs of the residents of all cultures)
- Love the history (Homes, parks, trees, lakes)

Q3. What do you dislike about the City of Waukegan?



- Planning/Urban Design/Land Use
- Economic Disinvestment
- Identity and Character
- Transportation
- Diversity and Equity
- Crime and Safety
- Community Vision

Q4. Which of the following topics is most interesting to you?



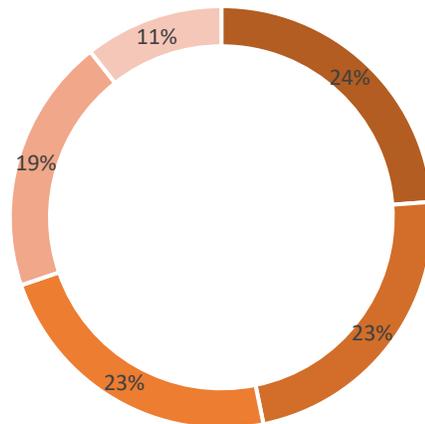
- Economic Development
- Community Development
- Parks/open space/natural resources
- Safety/Quality of life
- Land Use
- Housing
- Traffic/Transportation
- Other

Q5. Would you like to see more programming in Downtown Waukegan?

79 responded to "Yes"

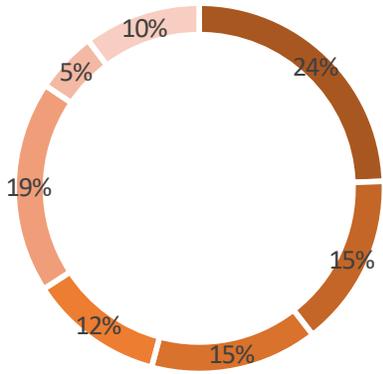
None responded to "No"

Q5a. What kinds of programming would you participate in?



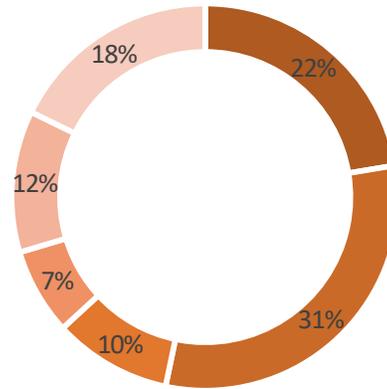
- Arts and culture
- Family events
- Food and drink
- Farmer's market
- Other

Q6. How could Waukegan's commercial districts and corridors be improved?



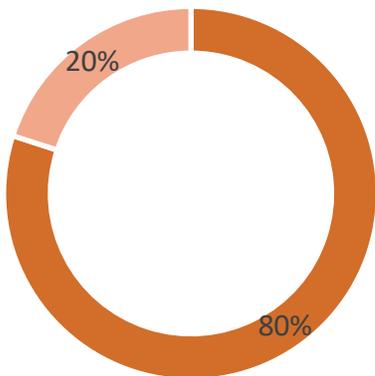
- Additional Businesses
- Streetscape Design
- Art Installations
- Other
- New Uses for Vacant Lots
- Gateway/Wayfinding Signage
- Additional Public Transit Service

Q7. Where do you usually go to meet your family and friends?



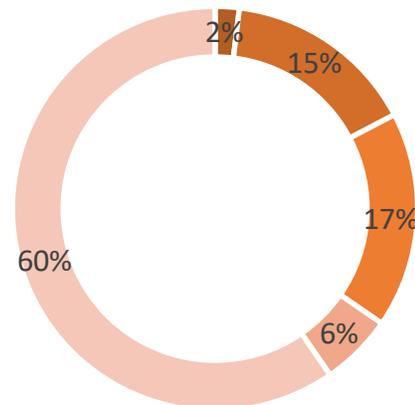
- Church
- Restaurants
- Beach/Lakefront/Harbor
- Other Cities
- Parks, fieldhouse
- Culture/Entertainment

Q8. Are you a resident of Waukegan?



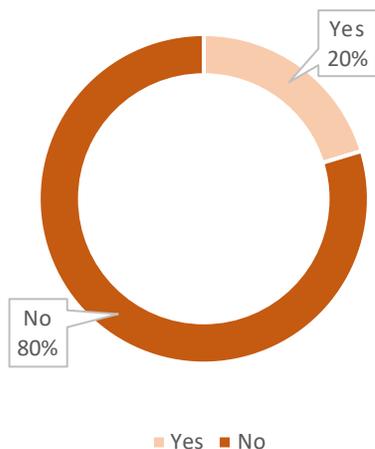
- Yes
- No

Q8a. If so, how long have you lived in Waukegan?



- Less than 1 year
- 1-5 Years
- 6-10 years
- 11-15 years
- Longer than 15 years

Q9. Are you a former resident of Waukegan?



Q9a. If so, how long have you lived in a different community?

- Less than 1 year = 0
- 1-5 Years = 5
- 6-10 Years = 2
- 11-15 Years = 0
- Longer than 15 years = 7

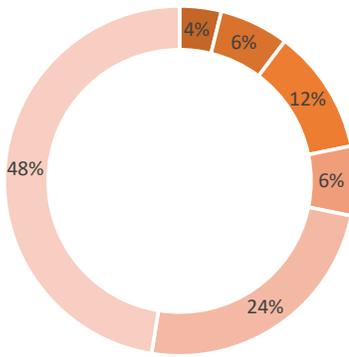
Q9b. Why did you move?

- Navy brat. Went to college and then moved back to Waukegan as soon as we could
- Gurnee schools
- School system, closer to elderly family
- Better housing - larger lot
- Ability to purchase a home in Beach Park from a friend, less property taxes, better school district, close to work
- Schools/retail
- Work in Waukegan as an educator
- College and then returned 6 years ago
- Affordable, close to work, on the lake, lovely neighborhood
- Many cities, longest time in St. Louis.
- Moved to a condo as we aged
- Property taxes
- Met my husband, got married. I'm from Wisconsin.
- Family

Q9c. What community did you move to?

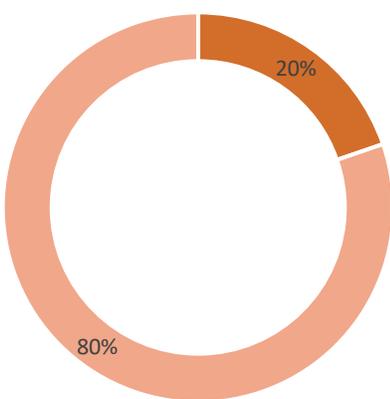
- Gurnee = 3
- Zion = 3
- Beach Park = 4

Q10. What is your age?



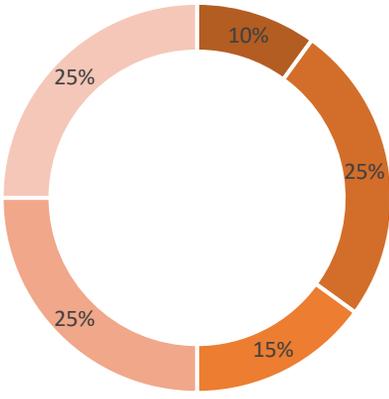
■ 17 and under ■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+

Q11. Do you own a business in Waukegan?



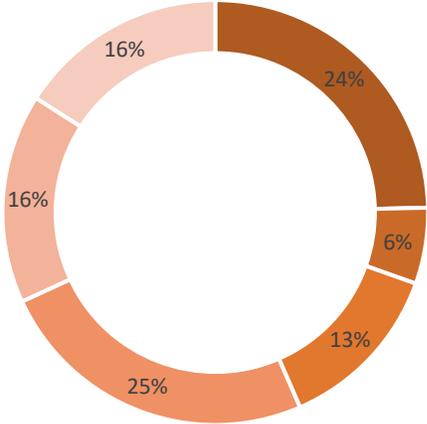
■ Yes ■ No

Q11a. If so, how long have you owned your business?



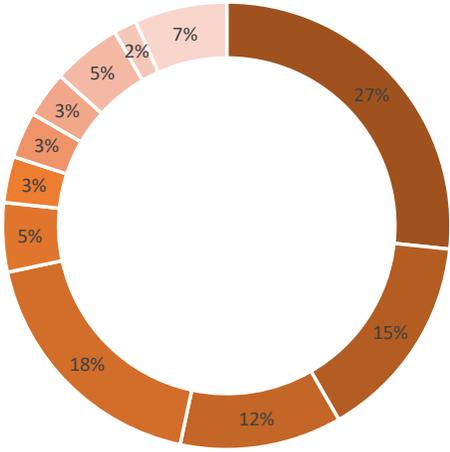
■ Less than 1 year ■ 1-5 years ■ 6-10 years ■ 11-15 years ■ longer than 15 years

Q12. What groups/organizations should we contact to gather input?



- Faith Based Organizations
- Culture/Arts
- Economic Development
- Natural Resources
- Education
- Social Service

Q13. How can we do a better job of collecting input from Waukegan residents?



- Survey
- Workshops
- Online/Social media, email, Public access TV, radio, podcast
- Keep people talking, new people, go to people
- Ward meetings
- Keep doing what youre doing
- Newsletter, newspaper
- Seek input from younger residents (16-24)
- Outreach to Latino, African American community
- Food
- Small Community Events

**CMAP's 2050 AADT Projections Traffic Count Summary & Projections
Waukegan, IL**

Road & Location	Existing Average Daily Traffic (ADT)		Year 2050 ADT		% Increase All Vehicles
	All Vehicles	Trucks	All Vehicles	Trucks	
1. Green Bay Road (IL 131)					
a) North of Belvidere Road	23,800	1,625	30,100	1,975	26%
b) North of Grand Avenue	27,400	1,700	33,000	2,465	20%
c) North of Sunset Avenue	20,800	2,125	37,000	3,500	78%
d) North of York House Road	16,300	1,750	27,500	3,080	69%
2. Lewis Avenue					
a) North of Belvidere Road	10,500	-	13,200	-	26%
b) North of Grand Avenue	15,000	-	19,000	-	27%
c) North of Sunset Avenue/Golf Road	18,300	-	24,000	-	31%
d) North of York House Road	17,000	-	23,500	-	38%
3. Sheridan Road (IL 137)					
a) South of Belvidere Road	15,800	650	21,900	850	39%
b) North of Belvidere Road	12,000	-	13,800	-	15%
c) Amstutz Expressway	11,800	520	15,100	690	28%
d) North of Golf Road	18,500	1,000	23,300	1,240	26%
4. York House Road					
a) West of Green Bay Road	3,650	-	5,300	-	45%
b) West of Lewis Avenue	12,200	-	15,300	-	25%
c) West of Sheridan Road	7,550	-	10,800	-	43%
5. Sunset Avenue / Golf Road					
a) West of Green Bay Road	14,800	-	22,800	-	54%
b) West of Lewis Avenue	14,000	-	16,100	-	15%
c) West of Sheridan Road	12,000	-	15,100	-	26%
6. Grand Avenue					
a) West of Green Bay Road	28,500	695	31,400	700	10%
b) West of Lewis Avenue	20,400	-	25,500	-	25%
c) West of Sheridan Road	12,700	-	16,800	-	32%
7. Washington Street					
a) West of Green Bay Road	27,900	-	36,500	-	31%
b) Near Lewis Avenue	21,400	-	23,600	-	10%
c) Near Downtown	5,150	-	4,400	-	-15%
8. Belvidere Road					
a) West of Skokie Highway (US 41)	38,800	3,800	47,600	5,135	23%
b) West of Green Bay Road	27,900	2,200	33,000	2,710	18%
c) West of Lewis Avenue	22,600	-	31,800	-	41%
d) West of Sheridan Road	7,950	-	11,400	-	43%
9. I-94					
a) South of Belvidere Road	121,400	22,950	148,000	37,930	22%

Sources:

1. IDOT ADT
2. CMAP 2050 Projections

Architecture
 Preservation
 Interior Design
 Landscape Architecture
 Urban Planning & Design
 Graphic Design

To: Project Team, City of Waukegan

RATIO Project No.: 18069

Date: July 1, 2019

Subject: City of Waukegan - Public Workshop 2 Meeting Summary

On June 25, 2019 the RATIO team with the City of Waukegan, hosted a public workshop to solicit public input on the comprehensive planning process. The workshop was held at the Waukegan Public Library (Main Branch). Approximately 51 participants, consisting of residents, stakeholders, business leaders, steering committee members, City staff, and elected and appointed City officials, signed in for the workshop. The workshop consisted of five stations that residents cycled through during the scheduled 2-hour workshop. These stations were designed to optimize input from the public in an informal fashion, and participants were welcomed to join at any time. The five stations included:

- Station 1 – Welcome
- Station 2 – Work Summary
- Station 3 – Keep, Toss, Create
- Station 4 – Ask An Expert
- Station 5 – Survey

The results and input gathered from the public pertaining to each station are summarized below.

Station 1 – Welcome

The first station included a staffed sign-in and welcome table. A brief presentation was given that explained the planning process and purpose of the Comprehensive Plan. The presentation also oriented participants to each station.

Station 2 – Work Summary

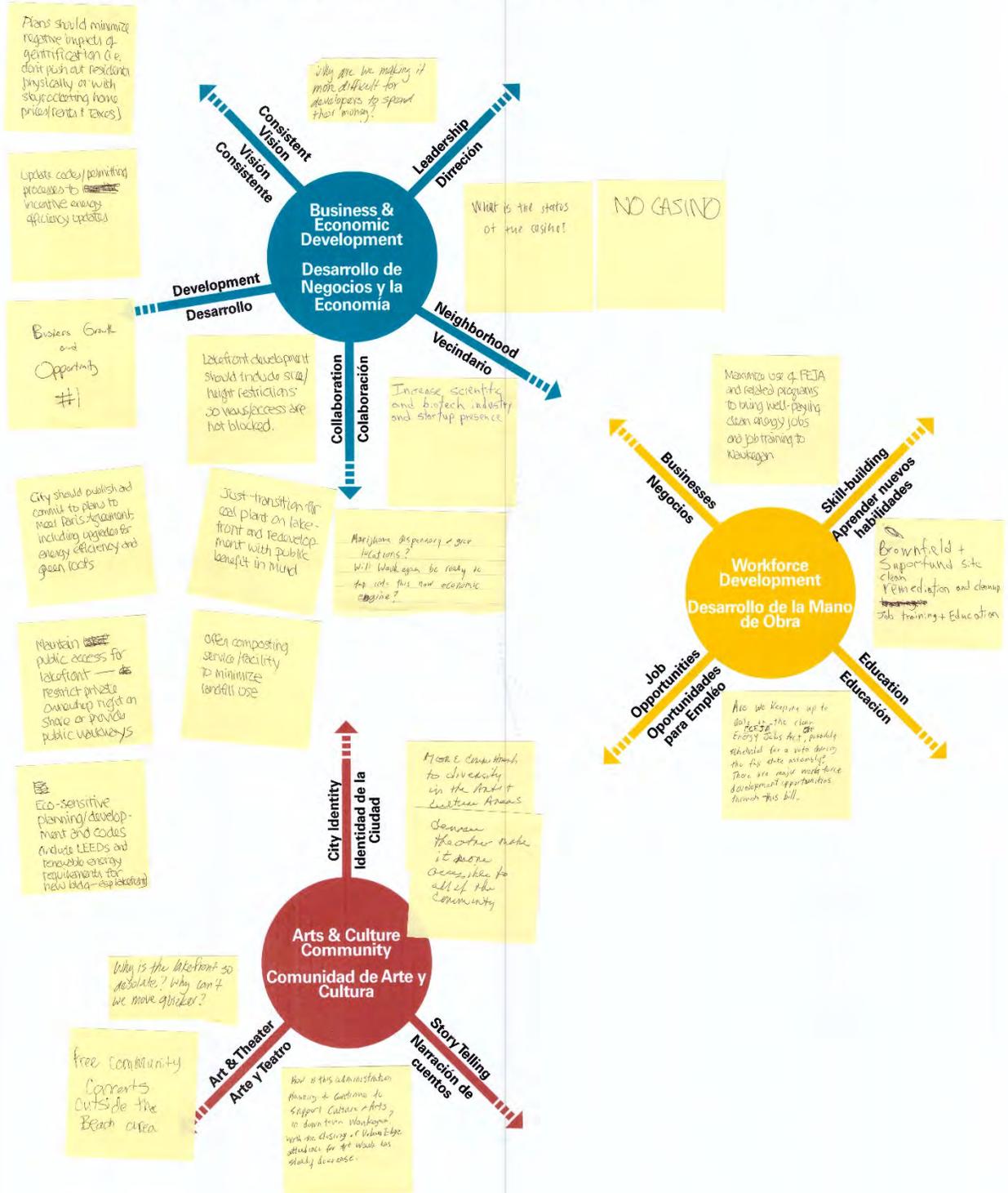
The second station consisted of a series of boards showing the key topic issues that have emerged based on the input received over the course of the planning process. These topic areas were organized into key themes, and participants commented on their priorities. Additionally, the results from the Community Planning Toolkit, which the consultant team distributed to the Steering Committee members, were summarized in a series of boards. Workshop participants commented the results. This station also featured print copies of the Existing Conditions Report as reference for the participants. Comments for this station’s boards are shown in images on the facing pages.



STATION 2: WORK SUMMARY | ESTACIÓN 2: RESUMEN DEL TRABAJO

KEY TOPIC AREAS | ÁREAS DE TEMAS CLAVES

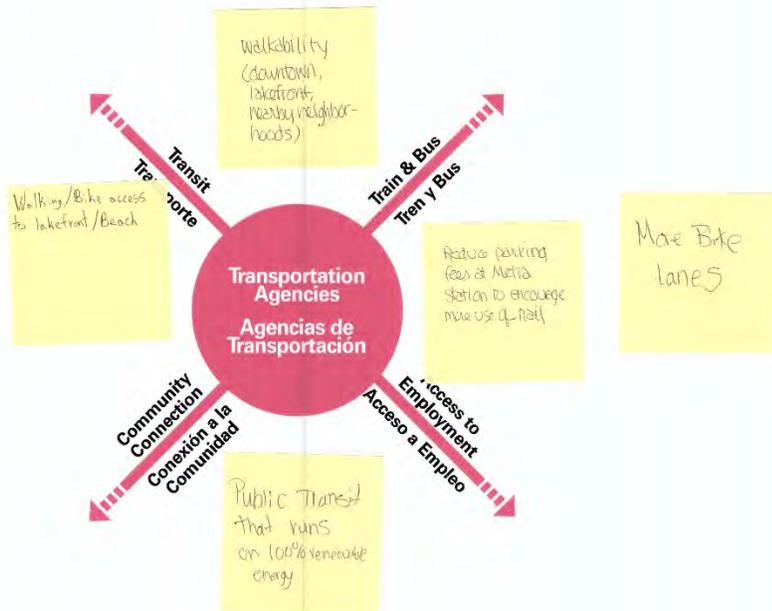
Post your comments about the key topics/issues that matter to you!
 ¡Comparte tus comentarios sobre los temas claves/asuntos que te importen!



STATION 2: WORK SUMMARY | ESTACIÓN 2: RESUMEN DEL TRABAJO

KEY TOPIC AREAS | ÁREAS DE TEMAS CLAVES

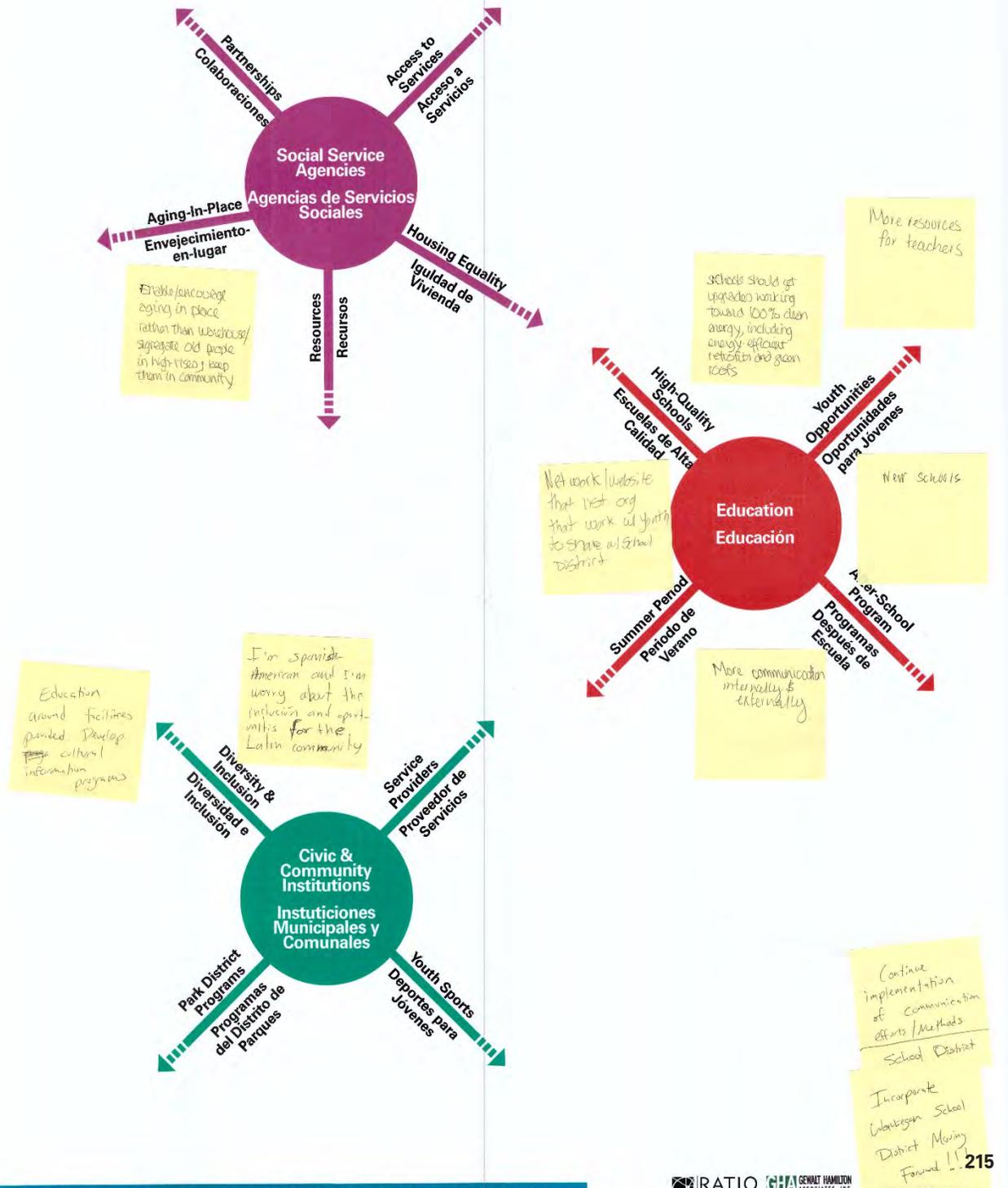
Post your comments about the key topics/issues that matter to you!
 ¡Comparte tus comentarios de las temas claves/asuntos que te importen!



STATION 2: WORK SUMMARY | ESTACIÓN 2: RESUMEN DEL TRABAJO

KEY TOPIC AREAS | ÁREAS DE TEMAS CLAVES

Post your comments about the key topics/issues that matter to you!
 ¡Comparte tus comentarios de las temas claves/asuntos que te importen!



STATION 2: WORK SUMMARY | ESTACIÓN 2: RESUMEN DEL TRABAJO

COMMUNITY PLANNING TOOLKIT | CAJA DE HERRAMIENTAS PARA LA PLANIFICACIÓN DE LA COMUNIDAD

WHAT IS A COMMUNITY PLANNING TOOLKIT? ¿QUÉ ES UNA CAJA DE HERRAMIENTAS PARA LA PLANIFICACIÓN DE LA COMUNIDAD ?

Waukegan residents the community kit to provide their input to the Comprehensive Plan. These boards summarize the input received from the completed Community Planning Toolkits. | Los residentes de Waukegan usen la caja de herramientas para dar sus opiniones para el Plan Completo. Estas tarjetas resumen las entradas recibidas de la Caja de Herramientas para la Planificación de la Comunidad.

PRIORITIZING COMMUNITY ISSUES | PRIORIZANDO LAS HERE PROBLEMAS DE LA COMUNIDAD

Here's what your neighbors think are the most important issues in Waukegan. Aquí están los problemas que tus vecinos piensan son los más importantes en Waukegan.

 <p>Housing & Neighborhoods Vivienda y Vecindarios</p> <ul style="list-style-type: none"> Revitalization City Services Events Housing options 	 <p>Open Space & Parks Espacio Abierto y Parques</p> <ul style="list-style-type: none"> Park improvement Protect natural resources Landscape beautification 	 <p>Downtown El Centro</p> <ul style="list-style-type: none"> New commercial development and redevelopment Housing in Downtown Parking 	 <p>Economic Prosperity Prosperidad Económica</p> <ul style="list-style-type: none"> Quality of education and workforce development Property redevelopment 	 <p>Streets & Transportation Calles y Transporte</p> <ul style="list-style-type: none"> Gateways Pedestrian facilities 	 <p>Waterfront & Port Zona Costera y Puerto</p> <ul style="list-style-type: none"> Retail, restaurants, entertainment Increased connectivity Public spaces
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What is your priority community issue? ¿Cuál es tu problema comunitario prioritario?

Handwritten notes on sticky paper:

- Low income (Apartment) Housing / Vivienda para Familias de Bajo Ingreso
- Increased Protection of Natural Plants and Species
- Affordable Housing Downtown
- Take off Red light Cameras / Quitar las Cámaras de luz Roja
- Reduce barriers of entry to Lakefront/Beach
- Address vacant bldgs downtown, vacant landlots + create relationships + work ACTIVELY
- Gateway Features into the City + Beautification Streetscape Improvements
- Increase Marketing Efforts, more Lakefront and Diversity of Special Events and it!
- Waukegan Harbor Citizens Advisory Committee Election efforts expanded to All
- Streetscape Improvements
- More Beautification across the Board
- Unnecessary negative view of restaurants in Harbor Area? Need Education surrounding this
- Make sure Businesses have maintained facades and... this
- Genesis of Commercial Center, Customers arriving a hard time Parking

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ONE GOAL FOR WAUKEGAN | UNA META PARA WAUKEGAN

Participants provided one goal or vision they had for the City of Waukegan. | Participantes proporcionaron una meta o visión que tuvieron para la ciudad de Waukegan.



Housing & Neighborhoods Vivienda y Vecindarios

- More housing and activities for families
- Increase housing options in Downtown Waukegan
- After-school programs
- Remove nuisance properties
- High-quality and affordable housing
- More safe areas for the kids to play
- Más viviendas y actividades para familias
- Aumento de opciones para vivienda en el centro de Waukegan
- Programas después de la escuela
- Eliminar propiedades molestias
- Más viviendas a buen precio de alta calidad
- Mejores áreas seguras en donde los jóvenes pueden jugar



Open Space & Parks Espacio Abierto y Parques

- Improve access to parks and open space
- Clean up the ravines
- More inclusive and affordable programming
- Mejorar acceso a parques y espacio abierto
- Limpiar al Barranco de Waukegan
- Más actividades inclusivos y a buen precio

City run
 Community gardens
 Native gardens
~~more gardens~~



Downtown El Centro

- Greater variety of retailers and restaurants on Genessee Street and in Downtown Waukegan
- Develop an Economic Development Plan to stimulate business growth
- Improve Downtown Waukegan
- Mejorar la variedad de tiendas y restaurantes en Genessee Street y en el centro de Waukegan
- Crear un plan de desarrollo económico para estimular el crecimiento de negocios
- Mejorar al centro de Waukegan
- Mejorar acceso al centro para negocios sin afán de lucro



Economic Prosperity Prosperidad Económico

- Revise the City's Zoning and Sign Code
- Create more shopping and restaurant options
- Stimulate business and job growth
- Improve access to healthcare facilities
- Equality of opportunities for all citizens
- More resources to assist vulnerable population
- Reduce crime/delinquency
- Revisar a el código de zonificación y señales de la ciudad
- Crear mejores opciones de compras y restaurantes
- Mejorar la economía local para estimular desarrollo de negocios
- Mejorar acceso a instalaciones de asistencia médica



Streets & Transportation Calles y Transporte

- Beautify and clean the streets
- Better streets and roads
- Speed bumps near schools, residential streets, and parks
- Cameras on streets enforce the rules
- Longer transit service hours
- Fill in sidewalk along Green Bay Road and in other gaps
- Embellecer y limpiar las calles
- Mejores calles
- Badenes cerca a las escuelas, las calles residenciales y los parques
- Cámaras por las calles para enforzar las reglas
- Largas horas para servicios de transporte
- Rellenar la acera al lado de Green Bay Road y en otros huecos



Waterfront & Port Zona Costera y Puerto

- Promote productive use on the lakefront
- Greater connection between the lakefront, lake south-side, and other parts of the City
- More venues for music concerts and other festivals
- Promover uso productivo en el terreno junto al lago
- Mejor conexión entre el terreno junto al lago, el lado sur del lago y en otros lugares en la ciudad
- Más lugares para conciertos de música y otros festivales

Free access
 to the Lakefront
 Beach to non
 Wauk residents

- continue's
 to increase
 After-School
 Programs
 Outreach?

Excellent
 Parks System
 to date,
 including resposing
 areas

ADDD
 Upper story
 renovation of
 downtown buildings

Access between
 Parks &
 Recreation
 Areas

Buildig zones
 street front of of
 Genessee
 redeveloped to
 shipping center

Increase +
 Safety
 Walkability

Bikeability
 to/from Lake

Activities +
 Market Spots
 for young families
 and people
 like Green Ship

More Bicycle
 lanes

WEDDING
 VENUES

Rent Kaysles
 annual Concerts

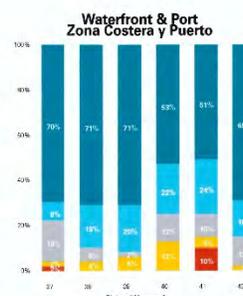
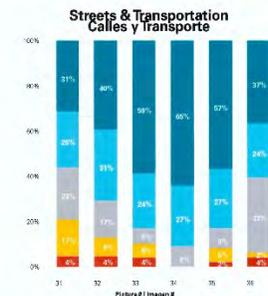
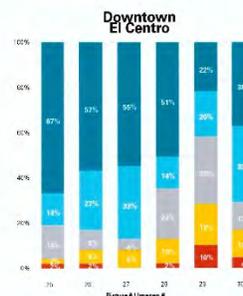
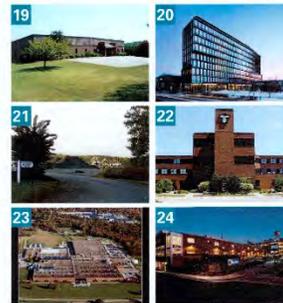
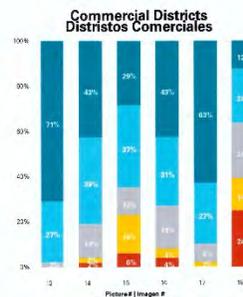
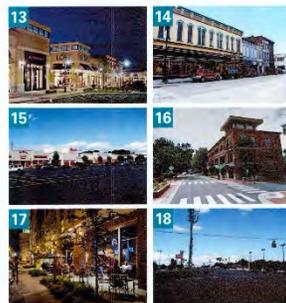
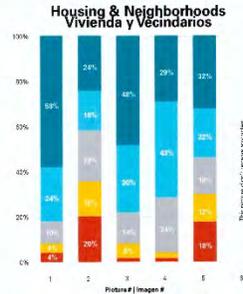
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VISUAL PREFERENCE SURVEY | ENCUESTA DE PREFERENCIAS VISUALES

Results of the visual preference survey are shown below. | Resultados de las preferencias visuales están mostradas debajo.

Legend | Leyenda
 Strongly Like / Mucho Gusto (Dark Blue)
 Like / Gusto (Light Blue)
 Neutral / Neutral (Grey)
 Dislike / Aversión (Yellow)
 Strongly Dislike / Aversión Fuerte (Red)



Explain some findings to the City Hall Meeting

Cross Botencia Survey Participat Demographics with real population Demographics for validity

Station 3 – Keep, Toss, Create

In the third station, participants evaluated the proposed goals for the Comprehensive Plan. Each proposed goal was organized under a key theme, which would be used to organize the goals, objectives, and recommendations of the Comprehensive Plan. Participants voted to “keep” the goal if they liked it, vote to “toss” the goal if they thought the goal was not good or irrelevant, or “create” a new goal to replace or add contents to the proposed goal. The following images below show the results of each goals.



STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREA

MOBILITY | MOBILIDAD

Proposed Key Goals Metas Claves Propuestas	Keep Guardar	Toss Tirar	Create Crear
<p>Create a connected system of bike lanes and bike/ped trails throughout the City to connect beyond the City and increase walkability to key locations and destinations.</p> <p>Crear un sistema conectado de carriles para bicicletas y senderos para bicicletas/peatones en todo la ciudad para conectarse más allá de la ciudad y aumentar accesibilidad a lugares y destinos claves.</p>			
<p>Improve direct access to the waterfront as defined in the existing Lakefront Master Plan documents by including public beach access, connections between downtown and the Harbor, and provide water transportation to the North Beach area.</p> <p>Mejorar acceso directo a las zonas costeras como se define en los documentos existentes en el Plan Maestro del Lakefront al incluir el acceso a la playa pública, conexiones entre el centro y el puerto y proporcionar transporte de agua al área de la Playa Norte.</p>			
<p>Coordinate roadway upgrades with infrastructure improvements to mitigate storm events and promote city-wide resilience.</p> <p>Coordinar renovaciones a las carreteras con la mejoría de infraestructura para mitigar eventos de tormentas y promover resiliencia en toda la ciudad.</p>			
<p>Work with the Lake County Committee of Coordinated Transportation to develop policies that prioritize improvement of active mobility options for vulnerable populations such as seniors, youth and the unemployed or underemployed.</p> <p>Trabajar con el Comité de Transporte Coordinado del Condado de Lake para desarrollar políticas que prioricen el aumento de opciones de movilidad activa para poblaciones vulnerables como mayores, jóvenes y desempleados o subempleados.</p>			

STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREA ENVIRONMENT | MEDIO AMBIENTE

Proposed Key Goals Metas Claves Propuestas	Keep Guardar	Toss Tirar	Create Crear
<p>Improve community resilience through active natural resource management and raising awareness about existing open spaces.</p> <p>Mejorar la resistencia de la comunidad a través de la dirección activa de recursos naturales y creando conciencia sobre los abiertos lugares existentes.</p>			
<p>Celebrate Waukegan's natural resources with prioritization of conservation and preservation strategies.</p> <p>Celebrar los recursos naturales de Waukegan con la priorización de estrategias de conservación y preservación.</p>			
<p>Support partner organization's focus on recreation, athletics, and outdoor leisure activities to encourage higher levels of health and wellness in the City.</p> <p>Apoyar el enfoque de la organización social en actividades recreativas, deportes y actividades al aire libre para fomentar niveles más altos de salud y bienestar en la ciudad.</p>			
<p>Partner with sports organizations to increase neighborhood programming opportunities and investigate shared use agreements.</p> <p>Asociarse con organizaciones deportivas para aumentar oportunidades de programación en el vecindario e investigar los acuerdos de uso compartido.</p>			

STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREAR COMMUNITY | COMUNIDAD

Proposed Key Goals Metas Claves Propuestas	Keep Guardar	Toss Tirar	Create Crear
<p>Explore development of housing options for regional employees in coordination with Lake County Workforce Development, housing advocacy groups, and development community.</p> <p>Explorar el desarrollo de opciones de vivienda para los empleados regionales en coordinación con Lake County Workforce Development, grupos de defensores de la vivienda y desarrollo de la comunidad.</p>			
<p>Improve resident services in neighborhoods.</p> <p>Mejorar servicios para residentes en los vecindarios.</p>			
<p>Maintain housing affordability in the community by expanding rehabilitation programs and upgrading existing housing.</p> <p>Mantener la asequibilidad de la vivienda en la comunidad mediante las programas de rehabilitación y amplificando a la vivienda existente.</p>			
<p>Develop new and responsive types of housing that allow residents to remain in the City through all phases of life.</p> <p>Desarrollar nuevos y responsivos tipos de vivienda que permiten a los residentes a permanecer en el centro durante todos fases de vida.</p>			

And communicate those plans w affected entities (i.e. Township (school nursing) school bus (students) etc

School district is key to keeping young families

STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREA

YOUTH & EDUCATION | JUVENTUD Y EDUCACIÓN

Proposed Key Goals Metas Claves Propuestas	Keep Guardar	Toss Tirar	Create Crear
<p>Celebrate Waukegan's civic institutions and community pride by incorporating youth voices.</p> <p>Celebrar los instituciones cívicas y orgullo de la comunidad en Waukegan por la incorporación de los voces de los jóvenes.</p>			
<p>Support WPS progress through youth education by investing in STEAM programs, preparing youth for future career opportunities, and improving test scores.</p> <p>Priorizar el progreso a través de la educación de los jóvenes invirtiendo en programas de STEAM, preparando a los jóvenes para futuras oportunidades de carrera y mejorando la calificaciones exámenes.</p>			
<p>Maintain a high level of youth engagement for neighborhood-based projects and initiatives.</p> <p>Mantener un alto nivel de participación juvenil para proyectos e iniciativas basados en vecindarios.</p>			

STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREA

ARTS & CULTURE | ARTE Y CULTURA

Proposed Key Goals Metas Claves Propuestas	Keep Guardar	Toss Tirar	Create Crear
<p>Create an authentic identity and character for Waukegan through participation in the arts.</p> <p>Crear una identidad y carácter auténtico para Waukegan mediante la participación en las artes.</p> <p><i>higher participation - the city or its citizens</i></p>			<p><i>Arts employ more people than many other more visible types of businesses</i></p>
<p>Create a framework for arts organization coordination that creates ambassadors representative of the diversity of the City and is visible in the neighborhoods.</p> <p>Crear una infraestructura para la coordinación de la organización de artes que crea embajadores representativos de la diversidad de la ciudad y es visible en los vecindarios.</p>			<p><i>Coordinate with Waukegan Park District's excellent Arts Program - City can pick up festivals</i></p> <p><i>The arts & cultural integration</i></p>
<p>Create more opportunities for family-friendly attractions, programming, and events.</p> <p>Crear más oportunidades para atracciones familiares, programas y eventos.</p>			<p><i>That integrates culture sensativity</i></p> <p><i>Casinos and video gaming are not family friendly</i></p> <p><i>Downtown - safe place to dance & well lit/attended - close to Sheridan</i></p> <p><i>Safety in Downtown</i></p> <p><i>Genre: Jazz - accommodate / host Spanish shows - production for the Spanish people</i></p> <p><i>lots of people pay for salsa dance classes</i></p>

STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREAR

DIVERSITY & EQUITY | DIVERSIDAD E IGUALDAD

Proposed Key Goals Metas Claves Propuestas	Keep Guardar	Toss Tirar	Create Crear
<p>Welcome diversity by intentional and inclusive policy creation, representation and communication.</p> <p>Recibir diversidad por la creación de política inclusiva intencional, representación y comunicación.</p>			
<p>Leverage the resources and networks that the Library maintains to extend outreach and add value throughout the community.</p> <p>Aprovechar a los recursos y cadenas que la biblioteca mantiene para extender el alcance y agregar valor a toda la comunidad.</p>			<p>and (artifacts)</p> <ul style="list-style-type: none"> - Park District - School District - Township - Main Street - Chamber's - One org. no-profits <p>Instead of "Library" Community Faith based organizations</p>
<p>Prioritize environmental policies that create value and balance quality of life, economic development and access to recreational amenities.</p> <p>Priorizar las políticas ambientales que crean valor y equilibran la calidad de vida, el desarrollo económico y el acceso a instalaciones recreativas.</p>			<p>Specifically, make a just transition plan for the coal plant, and go for the resources from our state laws to build clean energy facilities.</p> <p>Protect the natural and rehabbed lakefront properties as protected open space!</p> <p>Expand RAMSTAR</p> <p>create a city wide initiative to implement renewable energy renewable and city subsidizing the cost of solar roof etc.</p> <p>Public space with public access (refill with natural abilities)</p>
<p>Review the Lake County Health Assessment to determine the highest impact areas related to preventable illness and work with area agencies to mitigate the causes.</p> <p>Revisar a la Valoración de Salud de Lake County para determinar las áreas de mayor impacto relacionadas a enfermedades prevenibles y trabajar con agencias del área para mitigar las causas.</p>			<p>Assess energy and industrial resources (refill, medicine, etc.)</p>

STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREA **PROSPERITY | PROSPERIDAD**

Proposed Key Goals Metas Claves Propuestas	Keep Gurdar	Toss Tirar	Create Crear
<p>Define the unique characteristics of Waukegan's corridors and increase connection to the adjacent neighborhoods to create responsive and authentic commercial experiences.</p> <p>Definir a características únicas de los corredores en Waukegan y aumentar conexión a los vecindarios contiguos para crear experiencias comerciales sensibles y auténticas.</p>			
<p>Change the economic trajectory of the community in order to grow the tax base and increase Equalized Assessed Value (EAV).</p> <p>Cambiar la trayectoria económica de la comunidad con el fin de que crezca la base de impuestos y aumenta al Valor Estimado Ecuualizado (EAV).</p>			

STATION 3: KEEP, TOSS & CREATE | ESTACIÓN 3: GUARDAR, TIRAR Y CREA **PROSPERITY | PROSPERIDAD**

Proposed Key Goals Metas Claves Propuestas	Keep Gurdar	Toss Tirar	Create Crear
<p>Attract businesses that support positive economic development and respond to the region's changing employment base including technology, innovation industries, and business incubators.</p> <p>Atraer negocios que apoyen desarrollo económico positivo y respondan a la transformación de la base de empleo en el región incluyendo a la tecnología, industrias innovadoras y negocios incubadoras.</p>			<p>Increase presence of Biotech and scientific startups</p> <p>Consider creating small business incubators especially in terms of culinary arts</p> <p>Empower & support already existing businesses — encourage business growth & ideas within Waukegan</p> <p>Conduct business inventory to find the gaps in business offers in the community. A lot of teenagers spend their money outside of Waukegan</p>
<p>Understand the parity of a skilled workforce and available employment through partnerships with area workforce training organizations.</p> <p>Entender la paridad de una mano de obra hábil y empleo disponible a través de colaboraciones con organizaciones de entrenamiento para la mano de obra en la zona.</p>			<p>Take maximum advantage of that and create programs to bring job training training mentors and workforce needed so they can get well-paying jobs and fill up community</p>
<p>Coordinate effective cooperation between businesses, City agencies, non-profits, and schools to increase economic development opportunities and create policies that promote development without displacement.</p> <p>Coordinar cooperación efectiva entre negocios, agencias de la ciudad, organizaciones sin fines de lucro y escuelas para aumentar a oportunidades para el desarrollo económico y crear políticas que promueven desarrollo sin desplazamiento.</p>			<p>work to develop vocational opportunities with School Dist 60, Business</p> <p>an advisory council where the city actually is communicates and follows the advise of non Faith Commu Community le + School le</p>

Station 4 – Ask An Expert

The fourth station involved consultants from Edgewater Resources and Applied Ecological Services - experts in environmental and natural resource subject areas - answering workshop participants' questions related to Waukegan's lakefront or other areas of importance. Participants were free to approach the consultants and ask them questions they had regarding Waukegan's natural resources. Comments heard by participants or discussed at this station were:

- Why so many vacant buildings downtown, what are the barriers to commercial development? This was a conversation with Noelle's son, his name escapes me. We talked about previous plans and efforts to revitalize downtown, the lack of a implementation strategies in the original SOM master plan, the need for 'baby steps' to spur growth and attract other businesses. Used the food truck down on the beach as an example, sometimes inexpensive, non-permanent businesses like that can help gauge community interest. Also discussed change in city leadership, potential need for incentives for new business.
- Discussed schools as a critical piece of the puzzle to attract people to live in Waukegan. There is a false assumption that the schools are not high quality, need to attract families through a strong school district.
- Belvedere should be the gateway to downtown and the waterfront but it is highly ignored in terms of streetscape improvements and signage.
- Heard praise for reduction of beach parking fee (from \$20 to \$10). Also same guy (named Hilario, he works for the city and the botanic garden I think) said that the garden has a successful outdoor music-in-the-park program because it's consistent. It got started slowly, but when people learned the schedule and knew there will be music on certain days all summer, they love it and keep coming. Events at the beach are inconsistent so people often don't show up because there is no guarantee anything will be going on down there. He had great energy and ideas and I'd encourage you to keep him involved if you can! Sorry I don't have his contact info but he's probably on the sign in sheet.
- Education on endangered species (plovers) and invasives (garlic mustard) is working, keep up efforts to teach kids about these topics and they will be the stewards of the waterfront. People really do care about these things but often they just don't know. Signs on beach with photos are a good start. Outdoor classrooms to show kids while teaching is a great way to get them involved.
- I heard one comment that the boards at the first station had 'big idea' topics, and one of them should have been environment/ecology based. I told them that in these types of projects we often apply these strategies to ALL aspects of a project, we don't think of the ecological impacts as a separate piece, but I told her I'd pass along the comment as it was important to let the community know that the beach and the natural resources are a critical piece.
- Waukegan AOC - there were several comments from two separate folks on neighborhood connections to the harbor and how its not as much of an environmental corridor/concern and more of a transportation and public safety concern.
- Interest in highlighting/featuring and "cleaning up" the ravines. A participant mentioned invasive species but her comments may have not been limited to that as she on to talk about illegal dumping, trash, shopping carts, etc. She shared that she felt the AOC was underrepresented and voiced concerns that Susie Schreiber (running the CAG – Citizen Action Group) was doing most of the communication with few others considered to bolster the CAGs efforts (meaning agency, City of Waukegan, etc.).
- Some comments were more of "how to bridge the gap" in communication of the AOC goings on and elsewhere.
- There were quite a few positive comments on the function overall and they would like to see more from City leadership.

Station 5 – Survey

In the final station, participants were asked to complete a survey regarding their perception about the public workshop. In addition, participants were asked to share information on those who should be involved with the process, challenges and opportunities in the City.

Q1: How likely is it that you would recommend attending the next workshop to a friend or colleague?

I would recommend the event	16
I would not recommend the event	1

Comments?

This was more useful than the first to me.
Someone should be orienting people at the beginning.
Too noisy, lack of flow
Maybe have a workshop for gov. agencies
I believe it's confusing for the people who are here for the first time

Q3: What did you like about the event?

The diversity of opinions
It was very interactive
The free form setting
Goal boards w/voting dots and post it sheets
The visuals represents the work so far.
Plenty of information
Nice method of collecting input
People to talk to & chance to give feedback
Access to people w/answers & knowledge
The stations and breaking up the event to make it interactive
Open house aspect
Very comprehensive
It gave an overview of what it sees the needs to be
To compare and contrast priority areas of concern
The information that was provided

Q4: How could the event be improved?

Info sheets, instructions on how stations work or on the corresponding info

Better signage at library entrance

More listeners at stations

A clearer overview of the whole process, stations etc

Someone putting the information into context

Place a notice at front of library to tell people of room change - I walked up & down the hall in the base

Thought there would be more focused concept ideas

More facilitators

I know you went with feedback you got previously, but some ideas were too broad. They were a bit har

Resources too lengthy, things that only take a couple minutes to review

Make this more accessible to the traditional Waukegan resident. Reduce jargon & buzzwords.

An orientation session before participants walk through the displays

Add some targeted/timed events

Bigger room

Q7: Is there anything else you would like to share about the event?

When I went, no black residents. Could ministers of black churches be invited with members of their co
I am excited about all the loans & priority (can't read this response)

At the present time, there does not seem to be a strategic VISION for Waukegan

Room too small, kept searching for station. I had no idea that sign in table was a station.

Information appears to be very general - goals not specific - too broad

Too much information to take in quickly

Be more specific about addressing the needs of, for example, the 1st Ward. Fresh food, economic oppo

There must be action, goals and timetables

Q8: Are you a resident of Waukegan?

Yes 14

NO 4

How many years have you lived in Waukegan?

Less than a year 1

1-5 years 1

6-10 years 1

11-15 years

Longer than 15 years 11

What is your ZIP code?

60085 7

60087 6

Q9: Are you a former resident of Waukegan?

Yes	3
No	7

How many years did you live in Waukegan before moving out of the City?

Less than a year	
1-5 years	1
6-10 years	
11-15 years	
Longer than 15 years	2

Why did you move from Waukegan?

Found a house in Zion
relatively cheaper housing in lower tax but better school district
Streets are bad, businesses left, gang problems, crime, terrible neighbors

What community did you move to?

Zion
Lindenhurst
Wadsworth

Q10: What is your age?

17 & Under	
18-24	
25-34	4
35-44	1
45-54	2
55-64	4
65 & Older	7



Architecture
Preservation
Interior Design
Landscape Architecture
Urban Planning & Design
Graphic Design

To: Project Team, City of Waukegan
RATIO Project No.: 18069
Date: November 15, 2018
Subject: City of Waukegan - Public Workshop

On November 15, 2018, the RATIO team with the City of Waukegan, hosted a public workshop to solicit public input on the comprehensive planning process. The workshop was held at the Waukegan City Hall in the Council Chambers. Approximately 110 participants, consisting of residents, stakeholders, business leaders, steering committee members, City staff, and elected and appointed City officials, signed in for the workshop. However, over 40 additional people participated in the workshop but did not sign in. The workshop consisted of five stations that residents would cycle through during the scheduled 1.5-hour workshop. Many participants chose to stay beyond the allotted timeframe. These stations were designed to optimize input from the public in an informal fashion, and participants were welcomed to join at any time. The five stations included:

- Station 1 – Welcome
- Station 2 – Mapping Assets
- Station 3 – Visioning
- Station 4 – Past Plans and Reports
- Station 5 – Survey

The results and input gathered from the public pertaining to each station are summarized in the following sections.

Station 1 – Welcome

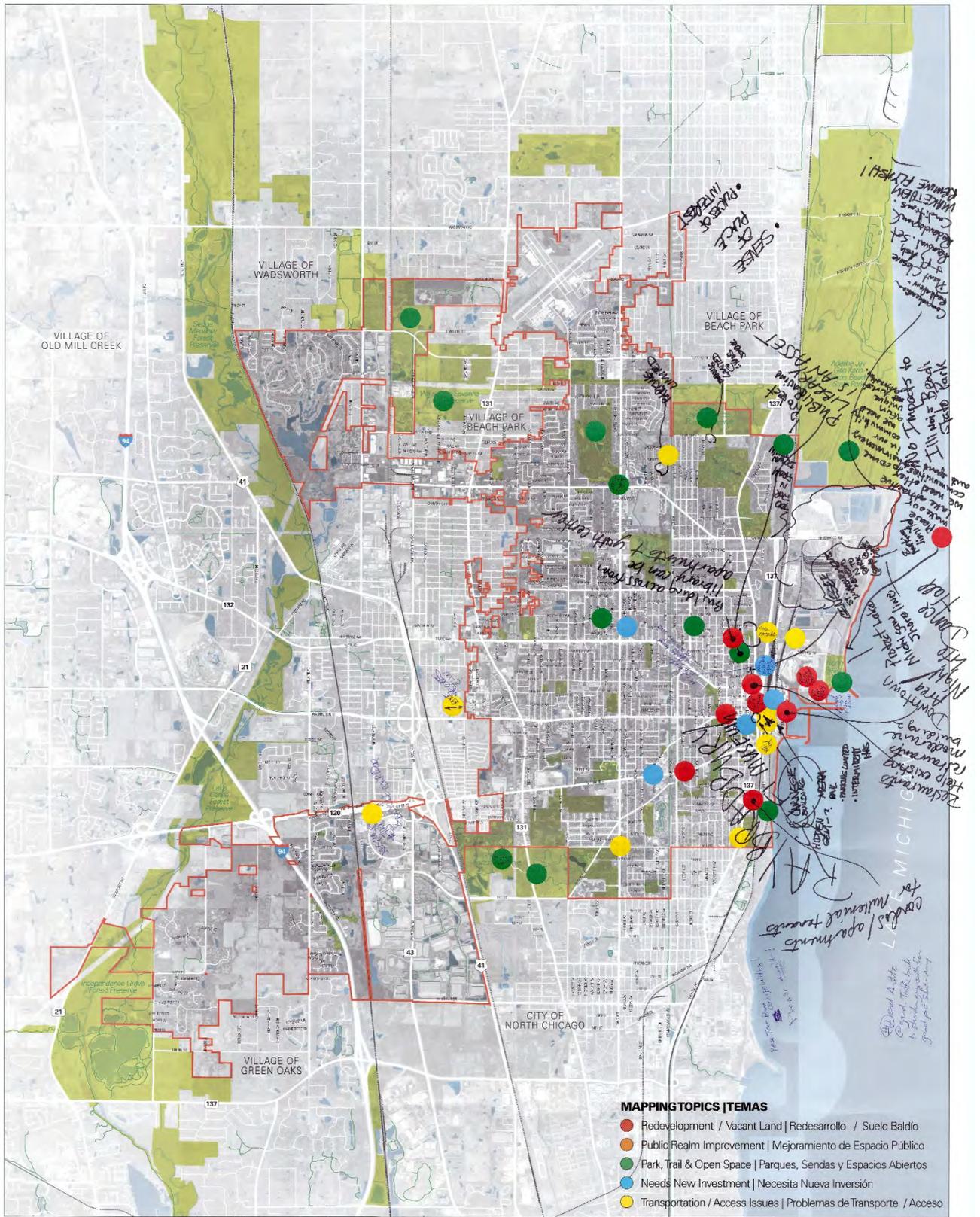
The first station included a staffed sign-in and welcome table. A brief presentation was given that explained the planning process and purpose of the Comprehensive Plan, including how the plan should be used. The presentation also oriented participants to each station.

Station 2 – Mapping Assets

A large map of the city was placed on a table for participants to share input related to their perceptions, strengths, opportunities, and weaknesses of the community. Participants were asked to map specific topics on the map including:

- Redevelopment/vacant land
- Public realm improvement
- Park, trail and open space
- Needs new investment
- Transportation/access issues

Most of the input received on the maps was focused in the downtown and lakefront.



- Waukegan Municipal Boundary | Límite Municipal de Waukegan
- Railroad | Ferrocarril
- Trail | Sendero
- Parks / Open Space | Parques / Espacios Abiertos

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 PLAN INTEGRAL DE LA CIUDAD DE WAUKEGAN**
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Station 3 – Visioning

The third station was a topical visioning exercise that was designed to create a vision statement for the Comprehensive Plan. Participants were engaged in an activity where a series of cards with various images were available at the station for review. Participants picked a card that symbolizes their vision for the City. After selecting the card, each participant spoke with the facilitator and other participants about their vision for the City. The consultant staff facilitated this exercise and recorded the results on a flipchart. The bullet points below are the participant's vision for Waukegan that were recorded on the flipchart:

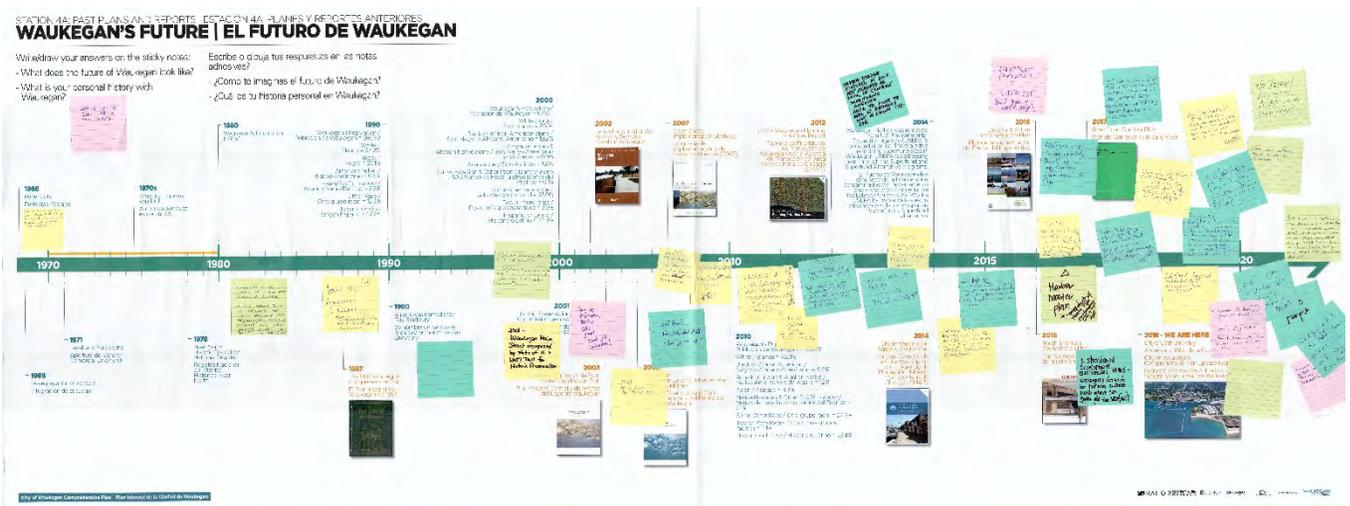
- Progress through education
- High performance buildings and infrastructure
- More entertainment uses (restaurant/amenities)
- Welcome diversity
- An attraction/events
- Public access to the beach
- Achievements in one year
- Community service opportunities for youth
- Create community pride and civic mindedness
- Make Waukegan the cleanest city in Illinois and the world
- Sense of pride
- Less liquor stores
- More productive businesses
- Environmentally responsible
- Variety of restaurants/coffee shop/bistro
- Walkability with places/destinations to walk
- Broad base community coming together to make a beautiful piece of art
- Connecting local community organizations to the larger Waukegan community
- Change public perception of downtown
- Model town for renewable energy
- Transform/reinvest in brownfields
- Bike lanes throughout the city
- Strong vision instead of one focus on access point
- Comprehensive efforts to leverage/investing access corridors
- Affordability
- Model of clean energy
- Potential for transformation
- Services in neighborhoods
- More things to do for families
- Community centers
- Better cooperation between businesses, city agencies, non-profits, schools
- Incorporate STEAM into school programs
- Attract more talent
- Improve perception of Waukegan
- Remove the coal plant
- Remediate the lakefront
- Avoid gentrification
- Strong public input for development
- Create identity for neighborhoods
- Attract technology based companies
- Open train station (extend hours)
- Being the 'big' middle point between Chicago and Milwaukee
- Water transportation (ferry) to the north beach
- Direct access to waterfront
- Connect downtown to harbor
- Clean the lakefront
- Demolish cement silos
- Smart/shared parking assets
- More public amenities (pools, parks with water features)
- Beach revitalization
- Family friendly
- Better roads/navigation
- Business development in downtown
- Attract more businesses
- Incubation center (Hub non-profit)
- Direct assistance to small businesses
- Support paring for businesses
- Attract major anchor company

Station 4 – Past Plans and Reports

The City of Waukegan has completed several plans in the last 10 years. This station included boards with each plan’s key recommendations and objectives for participants to understand the City’s past decisions. A timeline with Waukegan’s history was also present at the station. Participants were able to read through the major milestones in the City’s history and answer the questions:

- What does the future of Waukegan look like?
- What is your personal history with Waukegan?

Participants commented on the previous plans and added their own commentary to the plans and timeline.



Station 5 – Survey

In the final station, participants were asked to complete a survey about their vision for Waukegan. In addition, participants were asked to share information on those who should be involved with the process, challenges and opportunities in the City. The results follow:



Architecture

Preservation

Interior Design

Landscape Architecture

Urban Planning & Design

To: Project Team, City of Waukegan
RATIO Project No.: 18069
Date: September 4, 2018
Subject: Waukegan Comprehensive Plan Update – Kick-Off Meeting Outreach Summary

On August 29, 2018, the RATIO team, including Borderless Studio, Gewalt-Hamilton Associates, SB Friedman, Applied Ecological Services, and Edgewater Resources consultant staff, engaged in meetings with City staff and the project’s Steering Committee to kick off the Waukegan Comprehensive Plan Update planning process.

9:00am Meeting with the City’s Public Relations Team

RATIO facilitated a meeting with the City’s Public Relations (PR) Team. Participants in this meeting were:

- Noelle Kischer-Lepper, Director of Planning and Development, City of Waukegan
- Steve Sabourin, Senior Planner, City of Waukegan
- Russ Tomlin, Senior Planner, City of Waukegan
- David Motley, Director of Marketing & Public Relations, City of Waukegan
- Jane Ferry, Public Relations Specialist, City of Waukegan

In this meeting, RATIO and the City staff discussed challenges and lessons learned from previous planning processes. The City staff also shared strategies to have people become more engaged with the process.

Challenges

The meeting began with a discussion about challenges to the planning process. One of them is to address skepticisms from City residents, as they would question the necessity and financial implications of the City conducting another “Plan.” Also, the PR team recognized that there would always be a group of people who will not engage in the process, because they cannot dedicate their time and talents into the process. The discussion then focused on strategies to address these challenges.

Strategies

It is important to emphasize to the public that the Comprehensive Plan Update is unique from other City plans, in which the former focuses on the City rather than a district. The RATIO team and the City staff should focus on branding the planning process to keep City residents excited and engaged. This means avoiding labelling the deliverable as a “plan,” selling more of the experience and motivation of the community, and creating more organic deliverables, rather than only composing a booklet.

The outreach plan needs to focus on “going to where people are,” rather only hosting than traditional workshops. This means hosting pop-up stations at City’s popular events, such as ZombieWalk in October, punk rock concerts at the Burgundy Room, and festivals at Downtown Waukegan. Also, survey works better when done face-to-face rather online. The best way to engage with business owners is to go door-to-door and hand them a survey to complete.

Hosting workshops will be necessary, and Wednesdays, Thursdays, and Saturdays are the better days in the week to do so. Social media, mostly Facebook, will be the most effective and genuine method of gathering data and intelligence. Traditional media outlets, such as local newspaper, tend to be reactionary and acquire many stories and leads from Facebook.

The RATIO team and City staff agreed that hosting a project website will be beneficial to the planning process. The RATIO team will review with the City’s PR team on the website’s structure before launch. The website should exist outside of the City’s Facebook page, but it can link with the City’s resources, including the City’s calendar of events. The website could also host a parallel social media platform and rely on the City to disseminate the information. Regarding media inquiries, the RATIO team can directly answer them to avoid the City’s “imprint” on these responses and can directly reach out to local media outlets when needed. The RATIO team will use Eventbrite and other social media platforms to send invites for upcoming outreach events and to gauge the level of public interest. Contact information for these events will be RATIO.

The RATIO team and the City staff discussed which groups and organizations to engage. Below is a list of these potential organizations:

- Waukegan Historical Society
- Waukegan Main Street
- Waukegan Chamber of Commerce
- Lake County Chamber of Commerce
- Waukegan Township
- Waukegan Port District
- Soccer clubs
- Faith-based groups
- Business owners
- Waukegan Community Unit School District 60
- Park Place
- Lake County Forest Preserve
- Lake County Partners – public-private partnership on economic development
- College of Lake County
- Greater Waukegan Development Coalition
- Local homeowners' associations, including those along River Road.
- Neighborhood watch groups
- Waukegan Park District
- Groups of sports coaches (professional and recreational)

The City staff stated that there are secondary groups in the City that can provide valuable input into the planning process. They include commuters to Chicago and boaters by the harbor. The best way to engage them is to meet with them in their respective locations, such as the Waukegan Metra Station and the City's marina.

10:00am Meeting with the City's Planning and Zoning Department

The meeting between RATIO team and the City's planning staff, included Russ Tomlin, Senior Planner, and Steve Sabourin, Senior Planner. This discussion centered on planning issues within and around the City of Waukegan.

Northwest Area

Although this area, with few developable parcels, is within the Waukegan's municipal limits, residents in this area tend to perceive that they are part of the Village of Wadsworth or Gurnee. This perception is reinforced by homes with Wadsworth and Gurnee addresses and school district assignments. Residents from these areas rarely access the lakefront. The City's planning staff would like to see residents in this area associate themselves more with Waukegan than with the communities to the west. Improving the area's access to the lakefront will be an important issue to address in the planning process.

Southwest Area

Southwest Waukegan includes neighborhoods west of U.S. Highway 41 and south of Route 120. This area is home to Fountain Square, which was developed by Shaw Developers, and is home to a 31-acre site. Notable development and destinations include: Marriott hotel and Big Ed's Barbeque. A Walmart is located in this area as well. There is a perceived assumption that the City has a restrictive covenant that other big-box retailers cannot be located in Fountain Square. There is no evidence of such agreement in the City's legal documents. There is a 10-acre site adjacent to Fountain Square that may be home to a new Marshall's.

Commercial Corridors

The main commercial corridors of the City are Washington St., Belvidere Rd., and Grand Ave. Dan Persky has worked with the City of Waukegan to implement the recommendations from the Washington Street Corridor Plan, but the momentum has waned. What largely remains in these corridors are pockets of small parcels that are unattractive to potential businesses. The parcels along the corridors are privately-owned and partially consist of non-conforming residential properties that need façade improvements. The

City desires to see a greater number of mid-rise buildings (three or more stories high) or mixed use development concentrated at specific nodes along the corridors. It is also critical to decide and establish an identity for each of the commercial corridors.

Neighborhood Commercial

There are neighborhood-serving commercial development nodes within the City, such as the intersection of North Ave. and Ridgeland Ave. and North Ave. and Franklin St. The City recognized these developments provide residents convenient access to services, but these developments tend to serve a regional market rather than the neighborhood. This highlights an issue regarding permitted land uses in the City's commercial zoning districts.

Downtown Waukegan

The City's Planning Staff stated that more businesses are coming into Downtown Waukegan. They include: art galleries, Three Brothers Theater, cigar lounge, and Horse Feathers. The Downtown hosts an ArtWalk every month, attracting art and restaurants to the downtown. Accessibility to downtown has been a challenge in the past as some private events in Downtown Waukegan have restricted access to the area without prior communication with Downtown property owners. Downtown Waukegan business owners would like to capture more visitors in the greater Waukegan region. Many people come to Downtown Waukegan only to attend the festivals. Resolving transportation access issues in Downtown and connectivity to the City would alleviate some of the attendance challenges.

Other Issues

Below is a list of other issues and opportunities the RATIO team and the City's Planning Staff have discussed:

- The 100-acre Outboard Marine Corporation site, which is an EPA Superfund site, is located at the northern section of the Waukegan Harbor. This presents a long-term development opportunity for the City.
- The Greater Waukegan Development Corporation hosts events at Harbor's Edge during the summer. This includes weekend music festivals.
- The City is running out of office and light-industrial space and job growth is stagnant.
- The 10-acre site at the mouth of the Waukegan River is an opportunity for development and requires further study.
- The City is home to one of two Boeing manufacturing training facilities.
- Strategies to encourage companies to remain in Waukegan include: providing easy access to executive housing, located throughout the northern suburbs, leveraging staff and executives' loyalty to Waukegan given that they grew up in this community, and maintaining a solid school district.
- The Waukegan Community Unit School District 60 is perceived as average locally but well-regarded regionally. The Cristo Rey St. Martin College Prep is relatively a new private Catholic school within a former Kmart building.
- Households who live by River Road (southwest part of the City) tend to send their children to school districts in Libertyville.

11:00am Meeting with City Mayor and Department Heads

Welcome & Introductions

The meeting began with general introduction of RATIO team to the City's Department Heads and the Mayor. This group included:

- Tina Smigielski, Finance Director, City of Waukegan
- Janet Kilkelly, City Clerk, City of Waukegan
- Sam Cunningham, Mayor, City of Waukegan
- Levy Cordero, IT/GIS, City of Waukegan
- Thomas Maillard, Mayor's Office, City of Waukegan
- Mike Purtell, Building Commissioner, City of Waukegan
- George Bridges Jr., Fire Chief, City of Waukegan
- William Valko, 8th Ward Alderman, City of Waukegan
- Pamela Jeffries, Compliance Coordinator, City of Waukegan
- Laraesa Garland, CDBG Director, City of Waukegan
- Tameika Jones, Director of Human Resources, City of Waukegan

- Susana Tiguerroa, Special Projects Analyst to the Mayor's Office, City of Waukegan
- Bob Long, Corporation Counsel, City of Waukegan
- Mike Hewitt, Director of Public Works, City of Waukegan
- Noelle Kischer-Lepper, Director of Planning & Development, City of Waukegan
- John Schwab, Treasurer, City of Waukegan

Lesley Roth, RATIO Project Director, facilitated this portion of the meeting. A five-phase planning process was explained that will take thirteen (13) months to complete with an expected adoption date at the end of September 2019. Phase 1 of the planning process includes the kick-off meeting, data collection, detailing the public process and create a deliverable (Existing Conditions Report) that will synthesize the input and data gathered so far. The consultant team will work with the City staff and the Steering Committee members to gather all necessary data during this phase.

Previous Planning Efforts

Part of the meeting involved a discussion about previous planning efforts of the City and how they are relevant to Waukegan Comprehensive Plan Update. The consultant team will review past plans for reference and incorporate relevant pieces into the Comprehensive Plan Update. Below are some points from the discussion:

- The City has grown significantly in the 1980s/90s, through annexation of the southwest area to obtain higher EAV for the City. This area, however, has poor transportation access and the City's public services are stressed.
- The City is long overdue for an update to its Comprehensive Plan.
- The City between I-94 and the lakefront need better planning and have multiple major corridors without a cohesive identity.
- It is critical for the Plan to assist the City in searching for a unifying identity and vision.

Mapping Exercise

The RATIO team facilitated a mapping exercise with the participants to spatially identify issues and opportunities in the City of Waukegan. Participants can place stickers and write comments on the map. The results are shown at the end of this memo.

12:00pm City Tour

After the meeting with the City's Mayor and Department Heads, the RATIO team and City's Planning staff toured the City of Waukegan. They began from Downtown Waukegan and drove mostly throughout the south and southwestern parts of the City. In the tour, the RATIO team documented existing conditions, assets, constraints, and opportunities. The RATIO team plans to tour other parts of the City during the next visit.

1:30pm Meeting with Tom Vick

After the tour, the RATIO team met with Tom Vick, a Steering Committee member, to discuss about his perceptions of issues and opportunities in the City of Waukegan. See the following scanned document for a summary of his six-point discussion:

Structural Issues Facing the City of Waukegan

“No Order Implied”

- Increase resident’s disposable income.
 - Why: To provide residents with sufficient disposable income so they may support local businesses, with a special emphasis on mid-week dining.
 - Challenge: Accomplish without causing gentrification.

- Increase the viability of the residential sales market.
 - Why: Low valued residential properties are attracting an excessive amount of interest from real-estate investment firms buying property to rent without upgrading.
 - Challenge: Accomplish this when the Waukegan Unit District 60, has been identified as one of the lowest performing school systems in Lake County by both the real estate community and county residents. Financially, the District financial problem is compounded by the District being separated from the major city commercial and industrial tax base of Waukegan west of Green Bay Road. The result is probably one of the highest residential tax levies in Lake County

- Enhance the Visual Perception of the City.
 - Why: Waukegan is viewed by travelers, along its major east west access routes, as a community in disrepair. Travelers into town to either the Lake County government center, the downtown or the lakefront are left with a feeling that they are in a poorly managed city that is economically depressed.
 - Challenge: Rights of ways are narrow, many businesses along these routes are new startups, parking is in short supply and often an afterthought (in front yards and lacking landscaping, etc.) among other problems associate with 1930 – 1950’s strip development. Further, WHS East presents a Washington Street frontage that is reflective of its reputation. Yet, some structures are quite handsome.

- Do Not Simply Restate Past Plans.
 - Why: Waukegan in both the development and broader Lake County communities has a reputation of putting forth GRAND plans, as eyewash. There have been many smaller success stories however – beach front, Genesee street design (not being maintained), Habitat for Humanity on McAlister street, to name but a few. Yet one big failure – Genesee Theater District commercial building sitting vacant for years.
 - Challenge: Develop a vision of the future that can become self sustaining thus changing the perception of the city as not being progressive and accomplished.

- Provide a New Initiative.
 - Why: We and others know we have a harbor and beach front, and that it is probably cost prohibitive to remove the Amstutz Expressway and to bridge over is another costly endeavor.
 - Challenge: Evaluate past plans for their currency and potential to overcome the great skepticism associated with Waukegan while developing a plan that overcomes this debilitating view.
- Re-allocate Resources.
 - Why: Current municipal resources both in staff responsibilities and fund allocation may not be properly allocated to meet plan objectives.
 - Challenge: We have been doing this for so long that we don't recognize the potential for doing something different or differently.

2:00pm Steering Committee Meeting

The RATIO team facilitated a meeting with the City's Planning staff and the Steering Committee members. The format of this meeting was similar to that of the meeting with the Mayor and Department Head meetings. The meeting participants were:

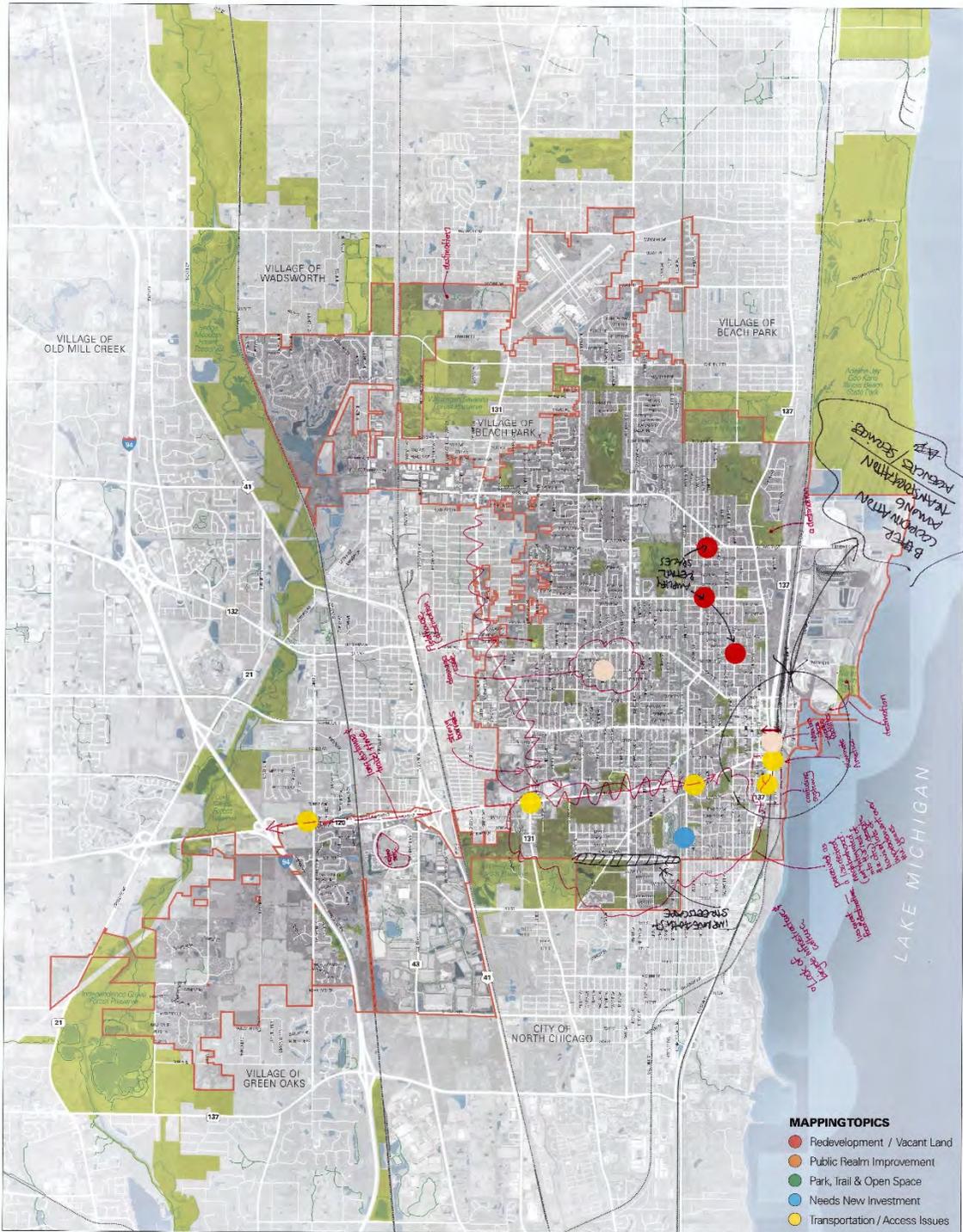
- Marcus Pitchford, Special Projects Analyst, City of Waukegan Mayor's Office
- Diane Tecic, Coastal Program Director, Illinois Department of Natural Resources
- Chuck Rukstales, Resident, C3iTSM LLC
- Greg Petry
- Diane Verratti
- David McDowell, Resident
- Steve Sabourin, Senior Planner, City of Waukegan
- Russ Tomlin, Senior Planner, City of Waukegan
- Mike Purtell, Building Commissioner, City of Waukegan
- Marilyn Sommer
- Annie Lynn
- Tom Vick
- Lisa May, Alderman, City of Waukegan
- Greg Thempson
- Daney Bjerstedt

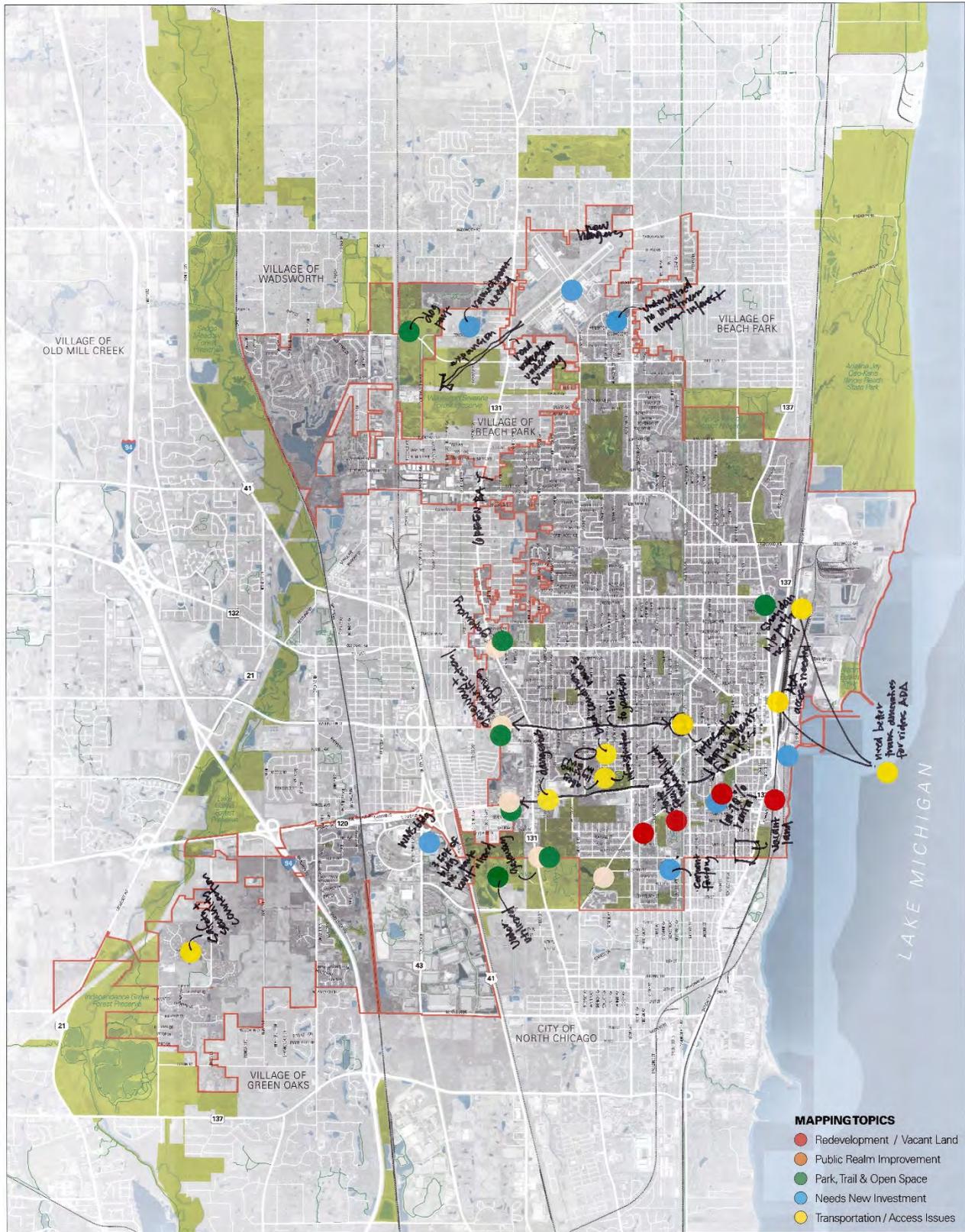
The meeting began with a general introduction of the RATIO team, City's Planning Staff, consisting of Noelle Kischer-Lepper, Russ Tomlin, Steve Sabourin, and the Steering Committee members. Similar to the meeting with the Mayor and City's Department Heads, the RATIO team provided an overview of the project's schedule and planning process. There was a discussion of lessons learned from the City's past plans and processes. Below are the key points from the discussion:

- The comprehensive plan is unique because previous plans were district-focused.
- The Steering Committee members recognized that implementation would be difficult. Some past plans had thoughtful recommendations but were hard for the City to implement. Residents may be frustrated at the City's lack of action, despite many results not being as tangible as residents would want to see.
- Limited capital resources are an impediment to successful implementation of a plan.
- Even when there are resources, the City staff seems to be stretched too thin. A strategic staffing strategy may be needed to ensure resources are administered appropriately.
- Some attendees pointed out that there are a lack of leaders/champions and organizational capacity within the City government. The City does not need to do everything; organizations with appropriate expertise can help implement the Plan's recommendations.

After the discussion, a mapping exercise was facilitated with the Steering Committee members. Results from the exercise are shown at the end of the memo. Afterwards, the RATIO team and the meeting participants discussed roles and expectations of the Steering Committee in the planning process.

Mapping Exercise Results





- Waukegan Municipal Boundary
- Railroad
- Trail
- Parks / Open Space



