



Calumet City Comprehensive Plan

JUNE, 2014

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ACKNOWLEDGMENTS

Mayor Michelle Markiewicz Qualkinbush

City Council

1st Ward Alderman: Eric Schneider
2nd Ward Alderman: Magdalena J. "Leni" Wosczyński
3rd Ward Alderman: Thaddeus M. Jones
4th Ward Alderman: Ramonde D. Williams
5th Ward Alderman: Roger Munda
6th Ward Alderman: Nick Manousopoulos
7th Ward Alderman: Antoine Collins

Steering Committee

Mayor Michelle Markiewicz-Qualkinbush
Jim Gigliotti, Fair Housing Administrator
Bryan Swanson, Economic Development Coordinator
Nyota Figgs (City Clerk)
Bob Wicz (Doreens Pizza)
George St. Marie (BMO Harris)
Craig Williams (Dist. 215)
Janice Minton-Kutz (Coldwell Banker)
Ernest Roberts (Robinson)
Val Williams (Robinson)
Jack Pfingston (CMAP)
Dave Tomzik (Pace)
Jenifer Mitchell (Pace)

ADOPTED:
June 26, 2014
ORDINANCE # 14-33

Consultants



Teska Associates, Inc.
Community Planning and Landscape Architecture



Barron Chisholm, Inc.
Housing and Community Outreach



Business Districts, Inc.
Market Analysis and Economic Development



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Outlines municipal policies, procedures, and development tools, to enhance future economic growth. This section explains how to retain existing businesses while targeting specific new economic development opportunities.

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5 HOUSING **71**

Documents the current housing stock, trends, and provisions for growth. There is a focus on maintaining affordability while also encouraging housing diversity and quality. Goals and policies for housing planning and coordination are also discussed in this section.

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Addresses existing and future transportation needs including roadway classifications, roadway improvements, railroads, public transportation, and truck routes. This section also includes a bicycle and pedestrian plan.

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Identifies a step by step process for putting Calumet City's Comprehensive Plan into action.

APPENDIX (BOUND SEPARATELY)

The appendix includes a market analysis of Calumet City, a Community Survey Report, and the Predevelopment Tool Kit.

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INTRODUCTION 1



Municipal governments must address many issues on a daily basis. Providing police and fire protection, administering building and zoning codes, and maintaining roads are but a few examples. However, as author and futurist Joel Barker noted, “no one will thank you for taking care of the present if you have neglected the future.” This Comprehensive Plan outlines the City’s vision for the future and a clear path to achieve that vision. It has been built based on understanding current conditions and trends, extensive community input and professional planning expertise.

STUDY AREA

Calumet City is adjacent to Chicago and shares its eastern border with the Indiana state line. The City consists of 7.31 square miles of land with the Calumet River flowing through the City’s northern end. Calumet City is bordered by Burnham and Chicago to the north, Hammond, Indiana to the east, Lansing to the south, and Dolton and South Holland to the west. The City lies along Interstate 94 (Bishop Ford Freeway) and is in close proximity to Interstate 80 (Kingery Expressway). These two major expressways allow access to the entire region and in the case of Interstate 80, the entire nation.

While most areas outside the City limits are within another municipality, there is an area on the west side of Calumet City that could be annexed in the future and is addressed in this Comprehensive Plan.

HISTORY

When the City was founded in 1893 the population was mostly made up of German immigrant farmers. The residents of the City depended heavily on the factories and commerce from Hammond, Indiana. In fact, the town’s original name was West Hammond.

The city grew and prospered from its beginnings into the early 1900’s. When the state of Indiana went dry in 1916, West Hammond became an attractive and lucrative watering hole for the region. When national prohibition came into play soon after, crime baron and beer overlord Al Capone used the City as the base for his illegal bootlegging operations.

Being close to Chicago, the town grew a reputation as a “Sin City” where illegal gambling and drinking parlors ran all along State Street. During this period of time the citizens of West Hammond were so distraught about the town’s bad reputation that they voted to change the name of the community to Calumet City in 1923.

Calumet City spent many years improving its image and cleaning up State Street. Over several decades the City grew steadily and has a multitude of businesses and residents that have made Calumet City the diverse and hardworking town it is today.

Study Area Map



PLANNING PROCESS

Development of this Comprehensive Plan involved participation from Calumet City residents, City Staff, elected officials, business owners, and the Chicago Metropolitan Agency for Planning (CMAP). For about a year the consulting team worked closely with these participants to identify issues within the community and worked with them to chart a clear path to achieve the community's vision.

Steering Committee

A Comprehensive Plan Steering Committee was formed at the onset of the project. This committee was a collection of City Staff, Aldermen, the Mayor, and representatives from Pace, the schools, and local businesses. The purpose of this committee was to get those with a vested interest in the community to discuss the plan on a regular basis during its development. The committee met frequently to discuss the progression of the plan and to offer suggestions to the consulting team.

Public Outreach

To ensure that the plan addressed key community concerns, the planning process included substantial public participation. The components of this public outreach included:

Key Person Interviews

People with knowledge of the City's current state and how growth would affect the community were interviewed during the process. These interviews gave insight to the most pressing issues for the community including economic, safety, and growth issues.

Community Survey

A community survey was mailed to all residents within Calumet City and was also offered online. The questions on the survey asked citizens what they like about the City and what needs to be improved as well as basic demographic data. A brief description is provided on the next page and a thorough report is located in the Appendix of this document.

Community Workshops

Two community workshops were held for this Comprehensive Plan which allowed residents to express their opinions about the City and the plan. These workshops included presentations on the planning process as well as interactive mapping exercises. A more thorough discussion of these workshops is provided on page 4.

Project Website

A project website was created to keep the community informed during the planning process. The website contained documents from meetings, a schedule of important events, and a gallery of photos from meetings and fieldwork research. The website allowed residents to provide input without having to attend meetings and provided the consultants and City with valuable insight into which issues were important to the community. The website also hosted a community mapping application which allowed residents to pinpoint exact locations within the community that needed attention.

Documents

Planning is underway! Check back soon for draft documents and meeting minutes.

Documents

- [Firm, Residents, Officials discuss Cal City Improvement Plan](#)
- [Community Survey Results & Analysis](#)
- [DRAFT Existing Conditions Report](#)

Presentations

- [Community Workshop Presentation | Meeting Date: February 20, 2014 ENGLISH](#)
- [Community Workshop Presentation | Meeting Date: February 20, 2014 SPANISH](#)
- [Steering Committee Presentation | Meeting Date: January 27, 2014](#)
- [Steering Committee Presentation | Meeting Date: December 2, 2013](#)
- [Community Workshop Presentation | Meeting Date: Nov 12, 2013](#)
- [Steering Committee Presentation | Meeting Date: October 21, 2013](#)
- [Steering Committee Presentation | Meeting Date: Sept 5, 2013](#)

Meeting Minutes

- [Community Workshop Meeting Minutes | Meeting Date: February 20, 2014](#)
- [Steering Committee Meeting Minutes | Meeting Date: January 27, 2014](#)



SURVEY SUMMARY

A survey was created to identify community concerns that could be addressed in the plan. This survey was distributed by mail to every household in the community. There was also an online version linked from the project website where residents could complete the survey.

Out of the 14,418 households, a total of 906 responded by hard copy and 90 responded online. The total of 996 represents about a 7% response rate, which is good for this type of survey.

When analyzing the results, it is important to understand how significant the results are and how accurately they represent the entire community. A confidence interval is used to indicate the reliability of the survey results, and the margin of error determines the sampling error. For this survey, with a confidence interval of 95% (meaning the results are 95% accurate) the margin of error for each result is $\pm 3.5\%$. This means that actual results may be 3.5% higher or lower than the shown answer. As is typical for a community survey, a higher percentage of older residents responded to the survey. Sixty-seven percent of survey respondents were 55 years or older versus 23% of the total population in that age category according to census data.

The survey was a combination of multiple choice, ranking, and fill in the blank questions aimed at a variety of topics including housing, economic development, and flooding issues. A separate report of the results was drafted after the surveys were recorded and the report is located in the Appendix of this document.

Survey Results

The following is a quick list of survey results:

Favorite things about Calumet City:

1. Location
2. Near Family/Friends
3. Access to River Oaks Mall/Shopping Opportunities

Biggest challenges facing Calumet City:

1. Crime Rate
2. Property Taxes
3. Foreclosures

Places where people often spend their money outside of Calumet City:

1. Grocery Stores
2. Pharmacies
3. Home Accessories

Most visited commercial areas in the region:

1. Indiana (Hammond, Munster, etc.)
2. Torrence Avenue businesses
3. River Oaks Mall/River Oaks West

42% have experienced minor or major flood damage over the past 5 years

53% spend less than \$49.99 per week on meals away from home

69% believe there are sufficient amount of parks within their neighborhoods

71% believe there needs to be programs which encourage property maintenance

88% have never used the Burnham Greenway

COMMUNITY MEETINGS

There were two community workshops held for this Comprehensive Plan. Each workshop was held to gather information on how residents felt about their community. It gave the consultants an opportunity to learn valuable information face to face with residents. The workshops also provided residents with information on the planning process and upcoming deadlines and meetings.

The first community workshop was held in November, 2013, after the existing conditions report was complete and the community survey was distributed. A presentation was held for audience members to illustrate the planning process and to discuss the initial data which was gathered from research and preliminary survey results. After the presentation the audience was split into groups to participate in various activities. These activities included learning how to access the project website and use the online community mapping tool, discussing economic development issues around major commercial corridors, and mapping out flood prone areas within the community with the City Engineer. The participants gave the consulting team insight into major issues and a better understanding of how residents felt about their community.

The second community workshop was held in February, 2014, and focused on planning the "Town Center" area of Calumet City. This area is located around City Hall. There are numerous vacant City-owned properties which have development potential within the Town Center area. Participants were given an opportunity to vote on the types of architectural styles and amenities they would enjoy. Also, a mapping session was held to give participants an opportunity to work together to plan the Town Center. Many residents felt the need for new businesses, mixed use buildings, and bike trails. This was also an opportunity for residents to voice their concerns about issues in the area, such as crime. The information gathered at this workshop was used to shape the recommendations and future land use patterns illustrated within this plan.

A public hearing was held on _____ to review the draft Comprehensive Plan. After revisions based on input from the hearing, the plan was adopted by the City Council on _____ by ordinance number _____.





EXISTING CONDITIONS **2**

DEMOGRAPHICS

In order to plan for future growth and development in Calumet City, it is important to understand what issues the community presently faces and how the city has changed over time.

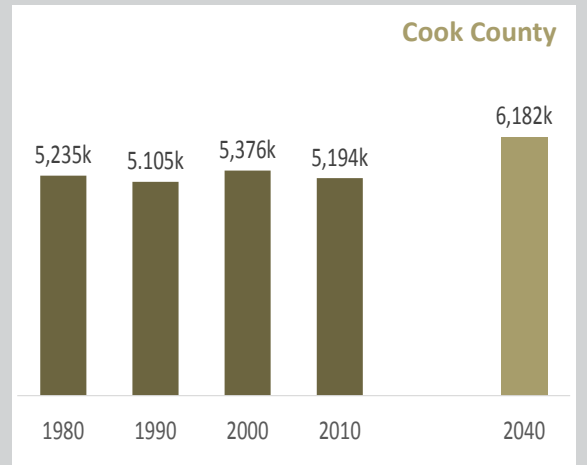
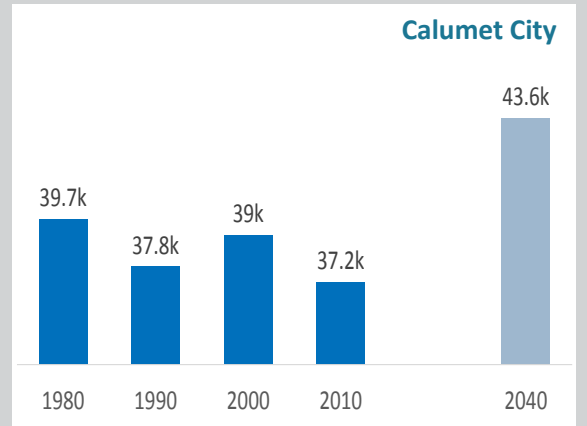
Population

The population of Calumet City has fluctuated over the past several decades, but has been fairly constant over the long term. CMAP predicts the population of Cook County will increase by almost 19% while the population of Calumet City is predicted to rise by 17% by 2040. Many factors contribute to this projected growth. Most baby boomers will be passing on by 2040 which will create a change in housing and family sizes across the board. Calumet City is also located in an ideal location for growth with excellent access within the region. The growing Hispanic population will also drive up population numbers in Calumet City, Cook County, and the State.

Age

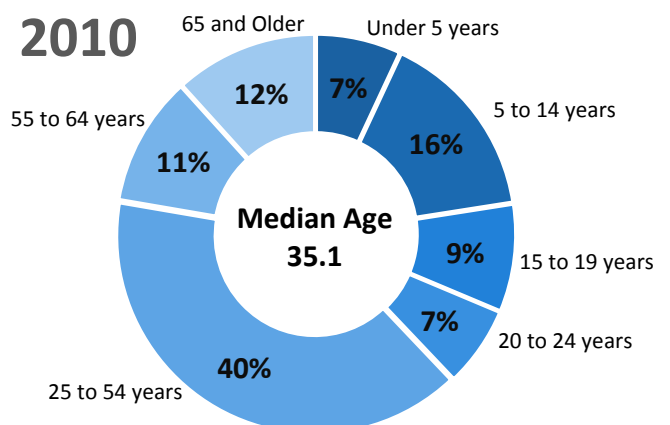
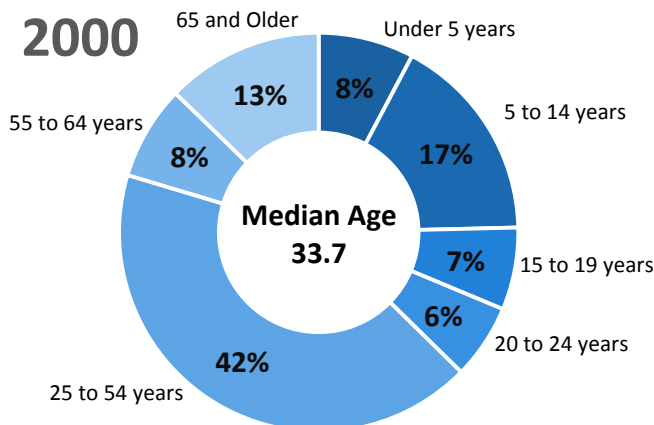
The age of residents is important to understand to anticipate the type of housing stock, amenities, and services needed in the community. Over the past 10 years the community has kept an almost constant range of ages. The community is getting slightly older as the previous working adults have now retired and stayed in the community. This can also be said about the elementary school children who are now in high school. This trend is common throughout the region and there are ways the City may adjust accordingly to accommodate an older population in the future.

Population Trends



Source: U.S. Census Bureau 1980-2010, Chicago Metropolitan Agency for Planning

Calumet City Age Distribution



Source: U.S. Census Bureau

Race & Ethnicity

With respect to race, Calumet City in 2013 is predominantly an African American community and has been becoming less diverse over time. Over the past decade the city has seen a 26% increase in African American citizens and a 53% decrease in White citizens. All other ethnicities including Asian, American Indian, and Pacific Islander have remained constant. Cook County is a bit more diverse, but a majority of its residents are White.

Another trend that has been established over the past years is the rise of the Hispanic population. It is a consistent trend in both Calumet City and Cook County. Since 2000, Calumet City has seen a 31% increase of Hispanic and Latino residents and Cook County has seen a 16% increase in the Hispanic population. CMAP believes this trend will impact the region over the next several decades and be a main factor in the overall population increase within the City and County.

Calumet City: Racial Trends

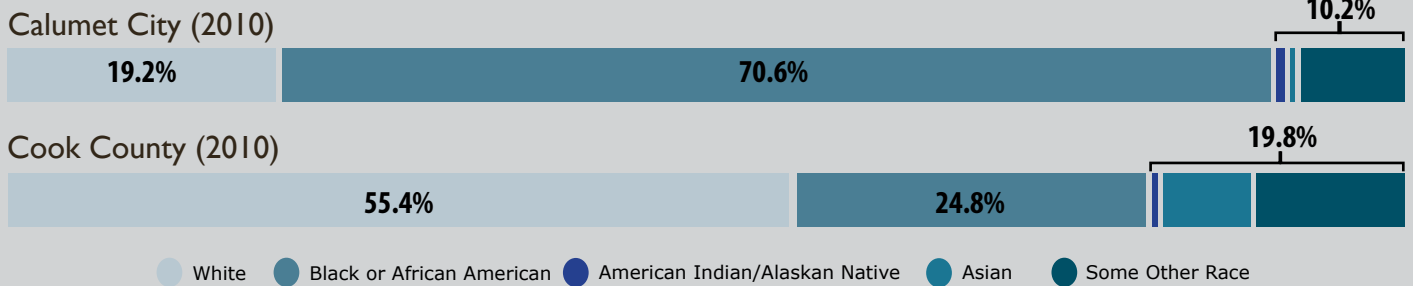
Ethnicity	2000 Population	2010 Population	% Change
African American	20,673	26,136	26%
White	15,137	7,101	-53%

Calumet City & Cook County: Hispanic Trends

Community	2000 Hispanic Population	2010 Hispanic Population	% Change
Calumet City	4,242	5,574	31%
Cook County	1,071,740	1,244,762	16%

Source: U.S. Census Bureau

Calumet City Ethnicity Percentages

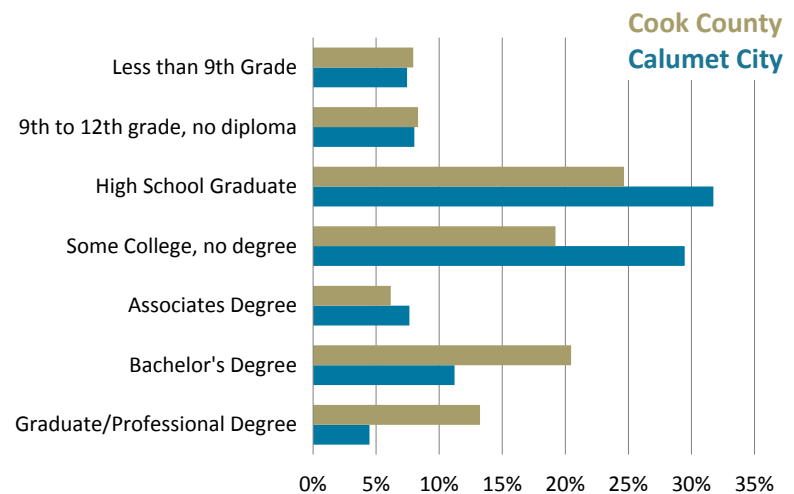


Source: U.S. Census Bureau

Education

The type of education residents have completed is important to understand because it affects what types of jobs people are qualified for and where companies want to locate. Most adults in Calumet City have at least a high school diploma, and 53% have completed at least some college level courses. However, a majority of the adults in Calumet City do not have advanced degrees and are likely working blue collar jobs.

2010 Calumet City Educational Attainment



Employment

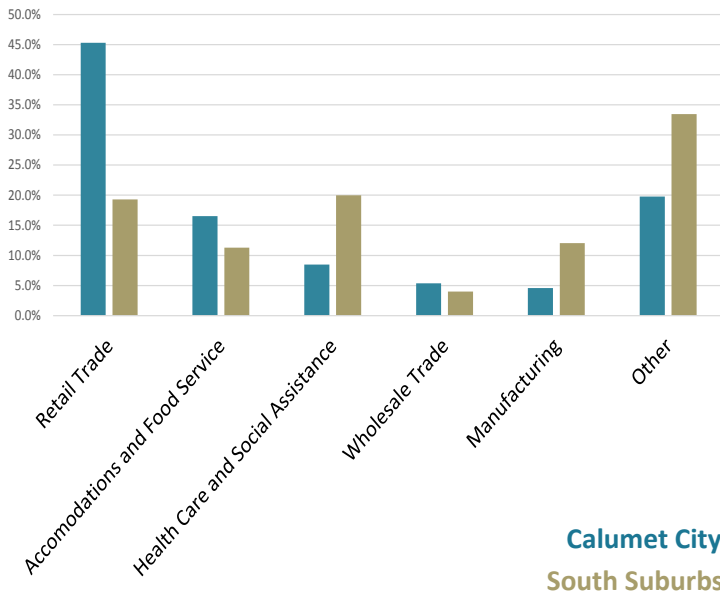
Understanding where residents work and their means of getting there helps to plan roads, bike paths, and other transit routes. It also helps the City know what sort of amenities and services to offer its citizens to enhance their quality of life.

Being close to Chicago offers residents a fairly short commute to a large number of employment opportunities and 37% of residents travel there for work. The number of people traveling out of the community for work can also be attributed to the excellent regional connection provided by Interstate 94 and Interstate 80. Calumet City also attracts employees from around the region with its commercial jobs.

Unemployment in Calumet City has consistently averaged 2 to 3% more than comparable figures for the State of Illinois over the past 10 years (as of April 2013, unemployment in Calumet City was 12% compared to 9% in Illinois). Over a similar 10 year period, private sector employment in Calumet City hit a peak of 10,596 employees in 2003 but that employment number was down to 7,488 in 2012 (Where Workers Work 2013 - Illinois Department of Employment Security). This trend is similar to the South Suburbs in general.

Based largely on the presence of River Oaks Mall, the largest category of jobs by far in Calumet City is in the retail trade at 45.3% vs. only 19.3% in the South Suburbs overall. Local jobs in the accommodations and food service industry are also strong in Calumet City (16.5%) vs. the overall South Suburbs (11.3%). Likely due to the fact that Franciscan St. Margret Hospital sits just across the state line in Hammond, employment in the health care sector is lower in Calumet City (8.5%) compared to the overall South Suburbs (20%). This is a concern for the local economy, as retail and food service jobs are generally some of the lower paying positions in the private sector.

Private Sector Jobs in Calumet City

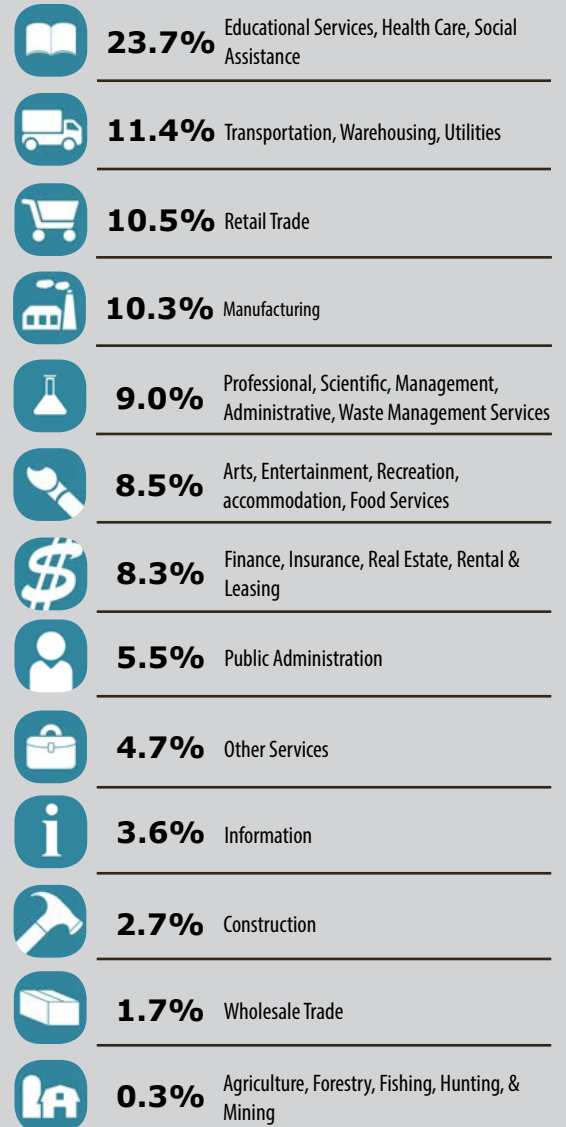


Source: Where Workers Work 2013 - Illinois Dept. of Employment Security

	Where Workers Residing in Calumet City Go To Work		Where Workers Employed in Calumet City Come From	
	# of Workers	% of Workers	# of Workers	% of Workers
Chicago	4,359	37.3%	1,560	17.8%
Calumet City	752	6.4%	752	8.6%
Hammond	319	2.7%	323	3.7%
South Holland	315	2.7%	144	1.6%
Lansing	261	2.2%	286	3.3%
Dolton	188	1.6%	148	1.7%
All Other Locations	5,489	47.1%	5,575	63.3%
Total	11,683	100%	8,788	100%

Source: Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics

Jobs of Calumet City Residents



Source: U.S. Census Bureau

EXISTING LAND USE

Residential

The majority of housing options within the City are single family homes. While there are pockets of apartment buildings and duplexes throughout Calumet City, the most common residential buildings are ranch style homes.

Commercial

The City offers a mix of big box retailers and smaller local stores. Most of the large retail centers are located near the River Oaks Mall on Torrence Avenue and River Oaks Drive. Many smaller businesses are located along the City's other arterial roads.

Industrial

Most of the industrial opportunities in the City are located on the northern edge of town. The access to truck routes and railroad lines makes this an attractive area for industrial and manufacturing growth.

Parks & Open Space

Calumet City offers a large amount of open space to its residents. The Cook County Forest Preserve is centrally located within the City and the Burnham Greenway offers citizens a way to travel through town without the use of an automobile.

Public Uses

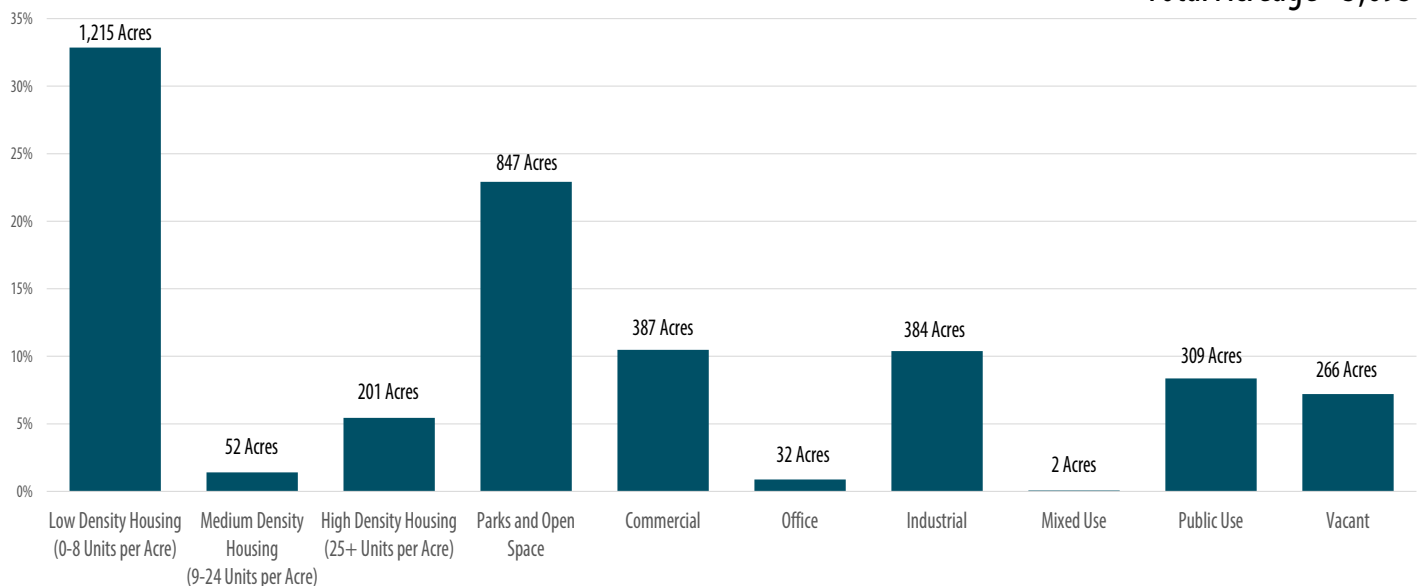
Calumet city offers many public amenities for its residents and the surrounding population. These include a library, several schools, parks, cemeteries, and churches.

Examining the current land use conditions assists in determining the strengths and weaknesses in the community. The mix and compatability of various land uses was examined.



Total Calumet City Land Use Acreage

Total Acreage - 3,695



Vacant Parcels

A challenge facing Calumet City is the large amount of residential foreclosures that have been taking place over the past several years. These foreclosures have caused properties to become vacant for long periods of time and have a negative impact on the community’s value and appearance.

To combat this issue, the City has bought many of the vacant parcels and removed dilapidated and blighted buildings. The lots have been cleared and are now a blank canvas for future development.

The City’s north east corner has the highest density of vacant properties which Calumet City owns. As seen on the map to the right, the City owns about half of the vacant properties in this region. All of the parcels shaded in dark blue are vacant tracts of land. This gives Calumet City a unique opportunity to plan for the City’s future. Since it owns the land, the City has more options and flexibility on what will be placed here when these properties are ready to be developed.

Other clusters of vacant lots are found along:

- The south side of Sibley Boulevard east of Torrence Avenue
- The Burnham Greenway
- Burnham Avenue near the City’s southern border with Lansing

Marble Street Property

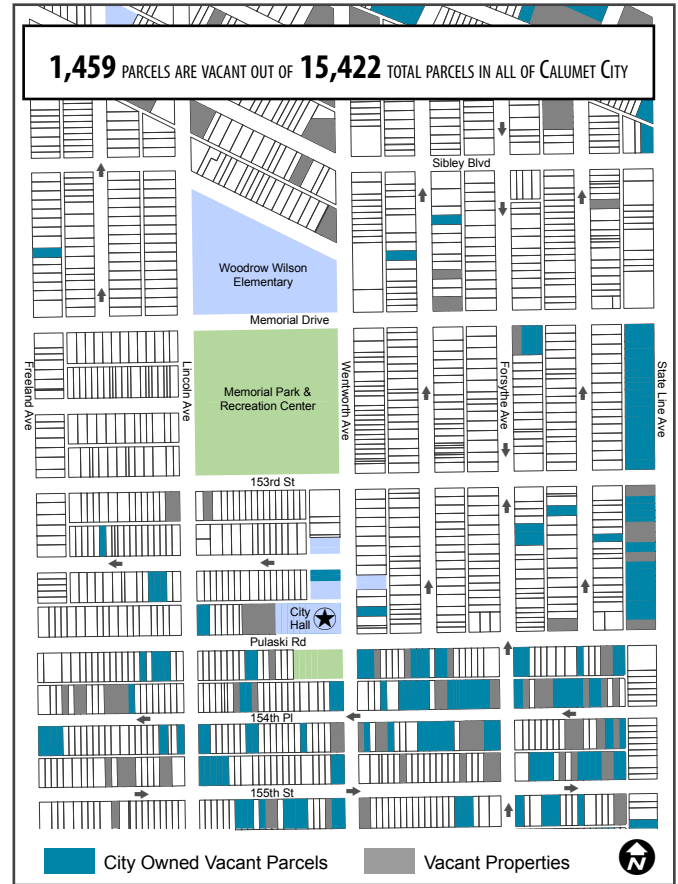
In 2009, Calumet City adopted a strategic plan for 35 acre Superfund Site located in the north east corner of the City adjacent to Marble Street. The plan focused on the overall market viability of the area, appropriate land uses and access to the site, the environmental remediation necessary to create a usable site, costs of site preparation, and a specific strategy to bring a usable site to the marketplace.

The results of the plan showed that the site has economic development potential and a regional support mechanism which can help generate tenant and developer interest. It was determined that due to its isolated nature, the land should be used for industrial use. Some of the main obstacles to overcome on the site to make it viable were environmental remediation and the creation of transportation access.

The plan recommended several concrete strategies to accomplish its goals. This includes but is not limited to using the existing TIF funds to clean up the land, applying for Illinois Environmental Protection Agency grants to fund the clean up, and using multiple regional resources to help market the site once it is clean.

Understanding the key concepts behind this plan and using it as a tool for future planning in the region is important. This plan will be taken into consideration when forming a vision for the area in the years to come.

Vacant Parcels



Marble Street Property



ZONING

Zoning is a device used by municipalities to separate conflicting land uses. Zoning techniques also provide a local government with the ability to maintain a community's character.

The map on the next page shows Calumet City's individual zoning districts. This map differs from the existing land use map because it does not actually show what type of use is located on the parcel, but what uses are permitted based on the City's current zoning regulations. For example, there are lots which are zoned R-1 One Family Residence District but contain apartment buildings and duplexes. These are considered legally nonconforming buildings, and are allowed to remain in their current use. However, if the building becomes vacant for over a year or is more than 50% destroyed by fire, reuse for multi-family would require rezoning.

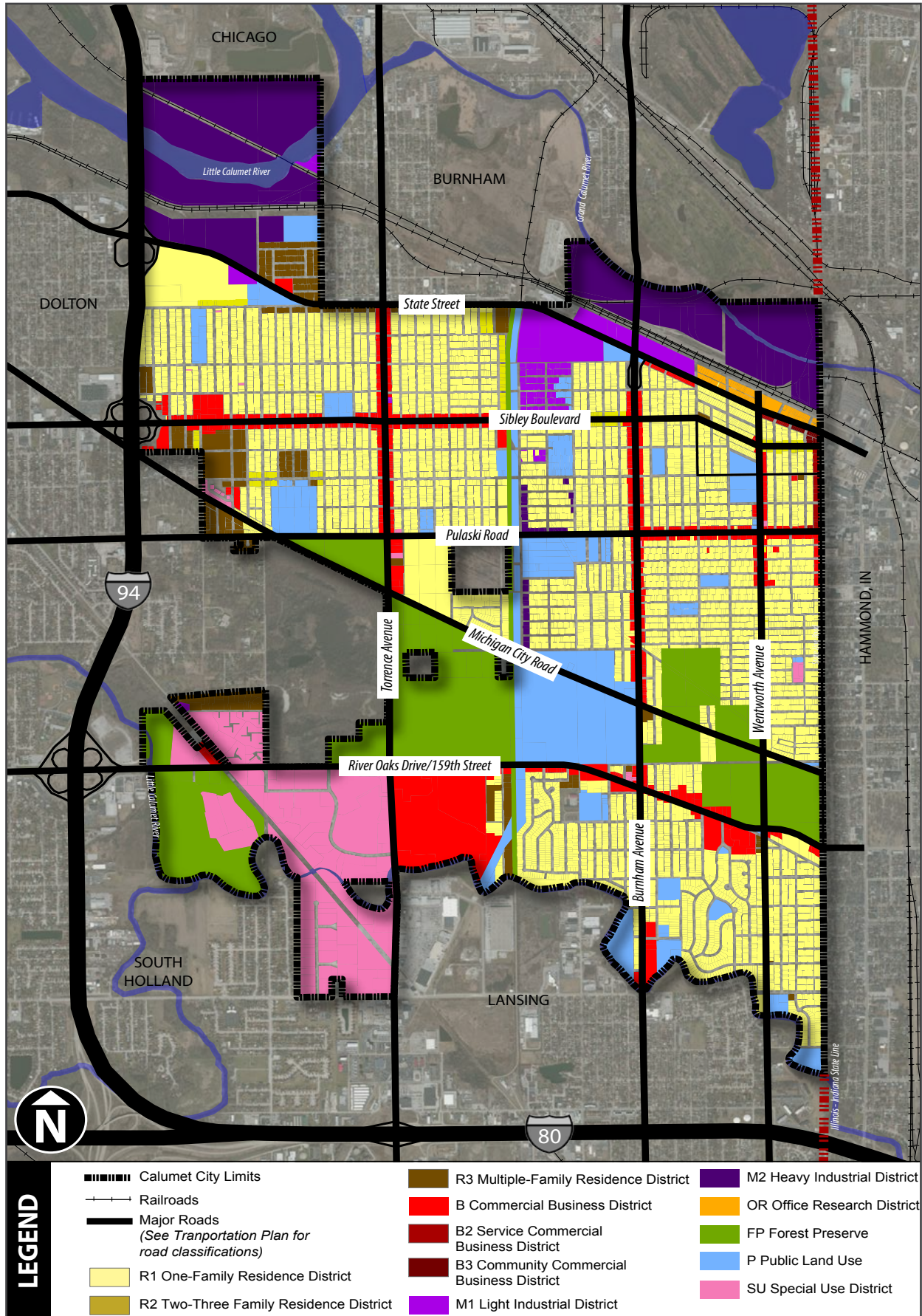


Zoning Bulk Regulations

Category	District Purpose	Lot Size (sq. ft.)	Lot Width	Minimum Setbacks			Height	Minimum Building Size (sq. ft.)	Maximum Coverage
				Front	Side	Rear			
B	Commercial Business	none	none	none	none	10'	none	none	60%
B2	Service Commercial Business	12,000	75'	10'	5'	5'	35'	none	90%
B3	Community Commercial Business	20,000	150'	10'	5'	5'	35'	none	90%
FP	Forest Preserve	Not Specified							
M1	Light Industrial & Manufacturing	none	none	25'	10% of lot width	20'	none	none	none
M2	Heavy Industrial & Manufacturing	none	none	25'	10% of lot width	20'	none	none	none
OR	Office Research	25,000	100'	30'	20'	30'	45'		75%
P	Public Uses	Not Specified							
R1	Single Family Residential	5,750	50'	25'	10% of lot width	40'	30'	1,350/1,650 ¹	50%
R2	Two-Three Family Residential	6,000	50'	25'	10% of lot width	40'	30'	1,350/1,650 ¹	50%
R3	Multi-Family Residential	6,000	50'	25'	5'	30'	none	none	50%
SU	Special Use	Not Specified							

¹Single-story/Multi-story

Zoning Map



HOUSING

An understanding of the types of housing options and the distribution of those housing options is important when surveying what changes are appropriate for the community. Listed below is a summary of existing housing conditions. The Market Analysis in Appendix A documents the distribution of these various housing types.



Low Density

0-8 Units per Acre

Single family homes are the most common type of housing option offered in Calumet City. While there are a variety of houses distributed across the City landscape, a majority of them share similar characteristics. Almost all of the low density houses are “ranch style” one story buildings with single lane driveways. On average, most of these homes were built in between the 1960’s and 1970’s except for the homes in the northeast region of Calumet City which are generally older and were built in between the 1930’s and 1940’s.



Medium Density

9-24 Units per Acre

Not many 2 or 3 family or similar housing types are offered within the City limits but the ones that are offered blend in with the single family homes adjacent to them. Most of the duplexes are 2-flats with one unit over the other. They typically have a single lane driveway and a detached garage. Similar to the low density options, the structures built in the northeastern region of the City tend to be older than the buildings in the rest of the City. The northeastern buildings were built in between the 1940’s and 1950’s while the 2 family units everywhere else were mostly built in the 1970’s.



High Density

25+ Units per Acre

Apartments and townhomes are mainly located near the River Oaks Mall region and the northwestern area of the City by Sibley Boulevard and Bishop Ford Freeway intersection. The high density housing options vary in age and style throughout the entire City including:

Northeast Region Apartments

As seen with the previous housing options, the apartments in the northeastern region of Calumet City are older than similar types of apartments in the area. On average these buildings offer anywhere from 4 to 12 dwelling units per building and were built in the 1940’s.

Senior Housing

There are several senior housing and assisted living housing options near the River

Low Density Example



Average Age: 53.5 years

Medium Density Example



Average Age: 49.7 years

Oaks West Shopping Center. These buildings are the largest housing developments and offer the most dwelling units in the City. These apartment complexes have been built since the 1970's and the most recent development was built in the early 2000's.

River Oaks Townhomes & Apartments

North of River Oaks drive near the Bishop Ford Freeway intersection there are several 6 to 10 dwelling unit townhomes and apartments. These buildings were all construct in the mid 1970's and share similar exterior aesthetics. These dwellings are up to 3 stories tall and offer a shared parking lot for all residents in the area.

Park of River Oak Condominiums

The Park of River Oaks Condominiums are located south of River Oaks Drive surrounded by River Oaks Golf Course. These large condominium complexes are gated and provide a private living space which offer its residents a variety of amenities.

New Townhomes

There are townhomes north of Michigan City Road near the Oakland Cemetery that have been built within the past 5 years. These newly constructed townhomes offer updated amenities and attached garages.

All Other Apartments

The other apartment buildings throughout the community all have similar features. Most of the remaining apartment complexes in the City were built during the 1970's and consist of 4 to 6 dwelling units. All of the apartments which are not mentioned above are scattered throughout the City and are not grouped together.

High Density Examples



Average Age: 46.2 years

MUNICIPAL FACILITIES

Police

The Calumet City Police Department operates from facilities located at 1200 Pulaski Road, adjacent to the fire station and library. These facilities were constructed in 1987. However, the facilities were not designed for expansion, and the department is experiencing a space crunch, particularly for evidence storage and detective work/office space. The Department has a strong telecommunications system, and maintains camera surveillance throughout the community.

The department currently has 84 officers, which is down 12 officers from 2008 due to budget cuts. The City has an active community policing program and is starting a Citizens Academy. Officers are assigned to both the High School and Lincoln School. Calumet City's overall crime rate is higher than comparable national averages (source: www.City-data.com). This is due to several factors, including the fact that the community has a regional mall and surrounding supportive retail development which typically produces higher theft numbers. Overall, the crime rate has been fairly stable in recent years.

Fire Protection

Calumet City maintains a municipal fire department, which operates from two stations. The Department has an ISO Public Protection Classification of Class 3, which places the community in the top 3% in the nation. The main fire station is located at 1270 Pulaski Road, adjacent to the police station and library. The City also operates a second fire station at City Hall. The Main Station is in good condition, and had an addition constructed in 2003. The City Hall station is nearly 100 years old, with very limited space. The City Hall station should either be replaced or renovated/expanded to meet future fire department needs.

The department operates on a 3 shift system, and currently has 56 full-time staff members. All staff is cross-trained as paramedics. Call volume has been increasing, from around 6,000 calls per year to approximately 7,000 calls in 2012.

The Department is a member of MABAS (Mutual Aid Box Alarm System) Division 24 and the Third Fire District, which consists of 22 fire departments or districts. These departments along with others provide mutual aid to Calumet City in the event of large fires. The Village of South Holland, Village of Dolton, or Village of Lansing Fire Departments provides automatic-aid on structure fires.

Firefighting equipment is generally in good condition, and the department has a regular program of maintaining and replacing equipment as needed.

Library

The Calumet City Public library, located adjacent to the police station and main fire station along Pulaski, is a wonderful community asset. This facility offers many community programs, including a summer reading program, meeting rooms for non-profits, and income tax assistance for seniors. A new technology center provides a good resource for training programs. As of 2013, the state-of-the-art library facility offers residents a quality collection of Adult and Children's materials in all formats -- over 126,000 books; 8,000 audio recordings (audio cassettes and compact disks); 4,600 DVDs and video cassettes and 333 subscriptions to magazines and periodicals. The library offers over 30 computers for community use, as well as free WIFI.

Municipal facilities provide necessary services to keep a community running efficiently and safely. Understanding how these facilities currently serve the community will help determine future needs.

Calumet City Police Station



Calumet City Fire Department



Calumet City Public Library



TRANSPORTATION

It is vital to understand how people move to, from, and through the community. A well rounded transportation system can improve the City's environmental and economic sustainability and improve the quality of life for all residents.

Traffic Counts

Traffic counts are a way to discover what parts of the city have the most exposure to automobile traffic. Knowing where traffic is highest is key when deciding where commercial business is likely to succeed. The most used roads within Calumet City are Sibley Boulevard, River Oaks Drive/159th Street, and the southern portion of Torrence Avenue. These roads see over 20,000 automobiles per day and are where most of the City's retailers and restaurants are located.

Local Streets, Sidewalks, and Lighting

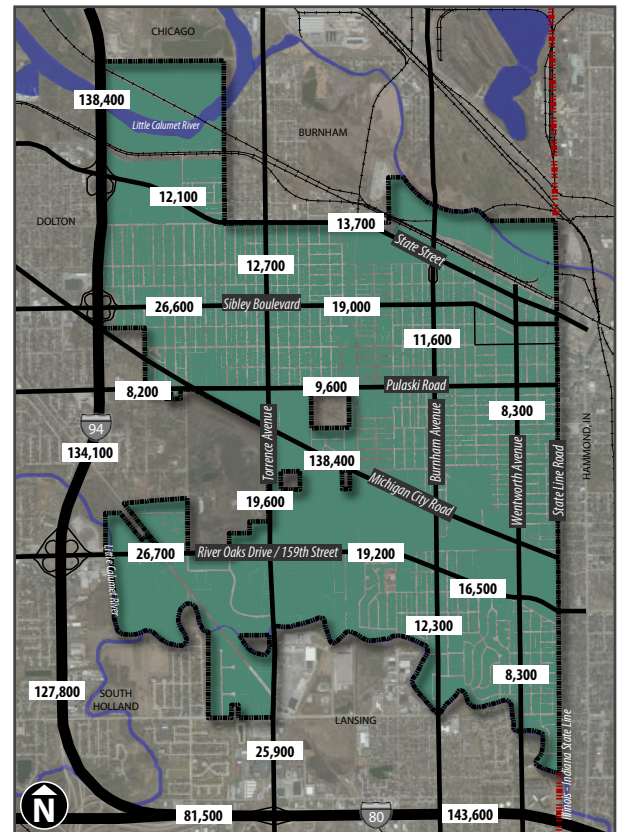
Calumet City is responsible for the maintenance of 105 lane miles of roadways and 53 miles of alleys. The City completed a pavement management study in 2011, providing an excellent baseline and system for prioritizing pavement improvements. Unfortunately, the City is significantly behind in roadway maintenance. The City primarily uses motor fuel tax (MFT) revenue to fund street improvements, with annual funding in the range of \$300,00 to \$700,000 per year. Existing funding is not sufficient to keep up with maintenance needs. Streets throughout the City are in need of repaving, but problem sections are particularly prevalent in Wards 1 and 2, generally north of Pulaski and east of Yates Avenue.

Sidewalks in Calumet City are also in need of major improvement to eliminate trip hazards and enhance safety. The City does have a sidewalk inventory, and budgets approximately \$20,000 per year for improvements. However, additional funding is needed to enhance safety. Street lighting is in a similar situation. The City does have a lighting atlas which details existing lighting, most of which is mercury vapor and in fair to poor condition. The City has begun a pilot program to convert existing fixture to LED lighting, which will reduce energy costs and enhance overall light quality. However, significant additional funding will be needed to provide improved funding throughout the City.

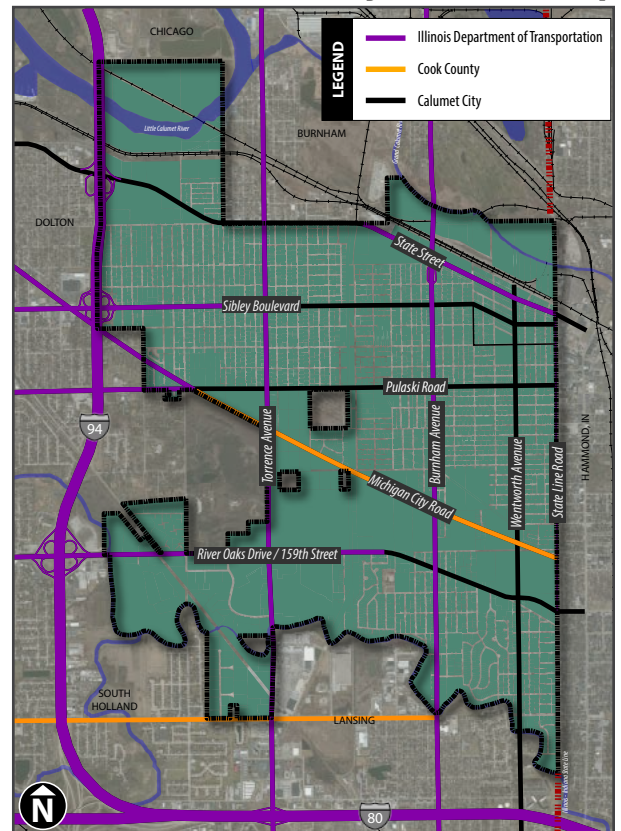
Roadway Jurisdiction

As illustrated, many of the major roadways through Calumet City are under the jurisdiction of either Cook County or the Illinois Department of Transportation (IDOT). Coordination with these agencies will be critical to accommodate access to redevelopment opportunities, streetscape, and other improvements.

Traffic Count Map



Roadway Jurisdiction Map



Roadway Classifications

Functional classification is the process by which highways and streets are grouped into classes or systems based on the character of service they are intended to provide. The following classifications of streets run through Calumet City:

Interstate

Carries the highest traffic volumes and accommodates the greatest trip lengths and are constructed for higher speeds.

Principal Arterial

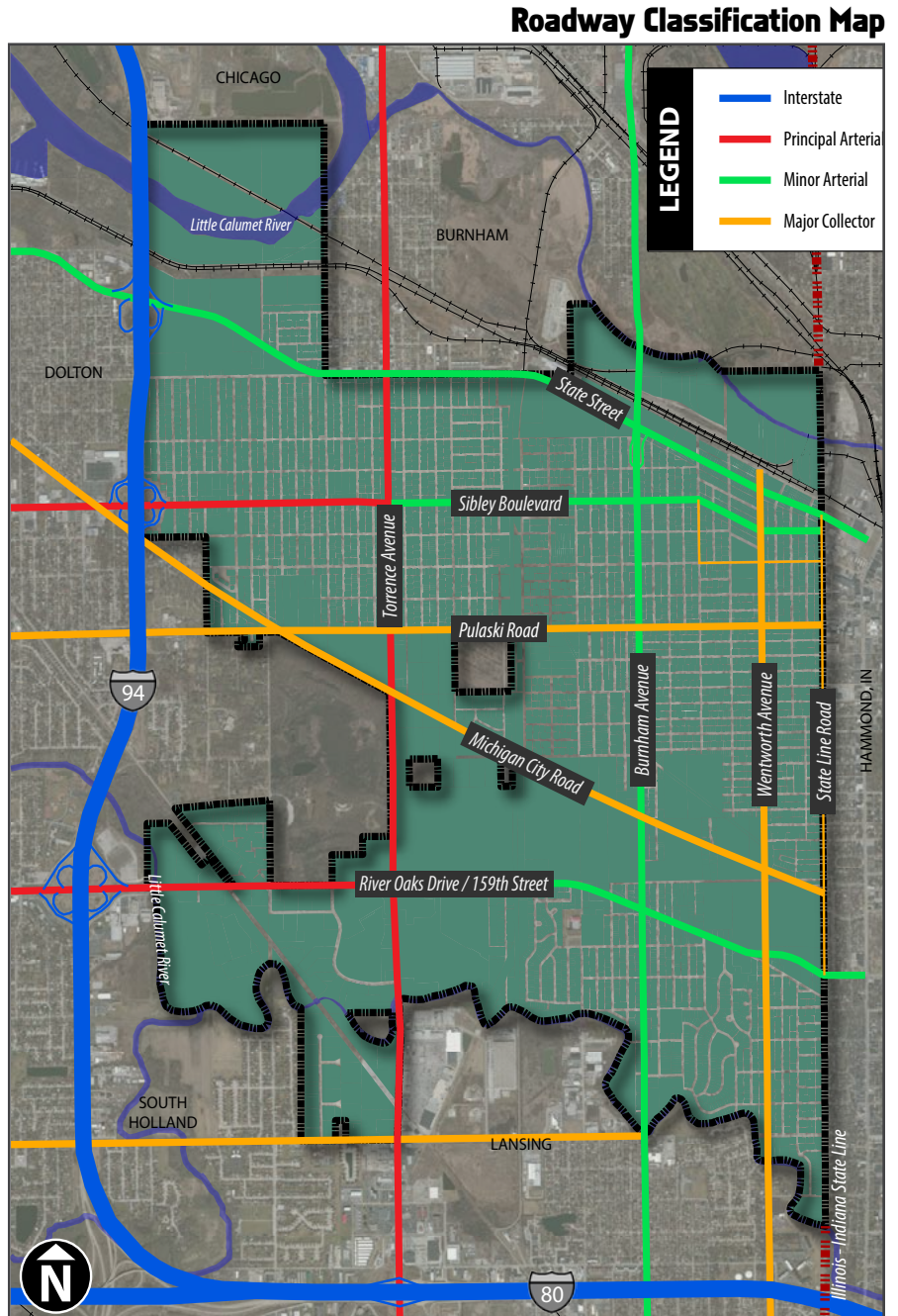
Provide service to, through, or around urban areas and serve long distance traffic within a city by connecting major regional centers.

Minor Arterial

Provide lower travel speeds and accommodate shorter trip lengths and lower traffic volumes, but they provide more access to property.

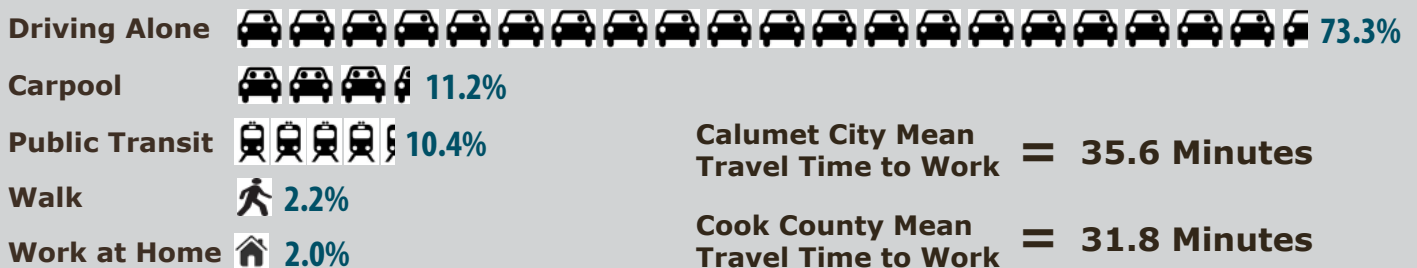
Major Collector

Provide both access and traffic circulation within residential neighborhoods and commercial and industrial area.



Commuting to Work

As shown in the graphic below, almost three fourths of residents drive alone to their jobs. For both environmental and economic reasons, ways to encourage greater use of public transit and other alternate means of getting to work are addressed in this plan.



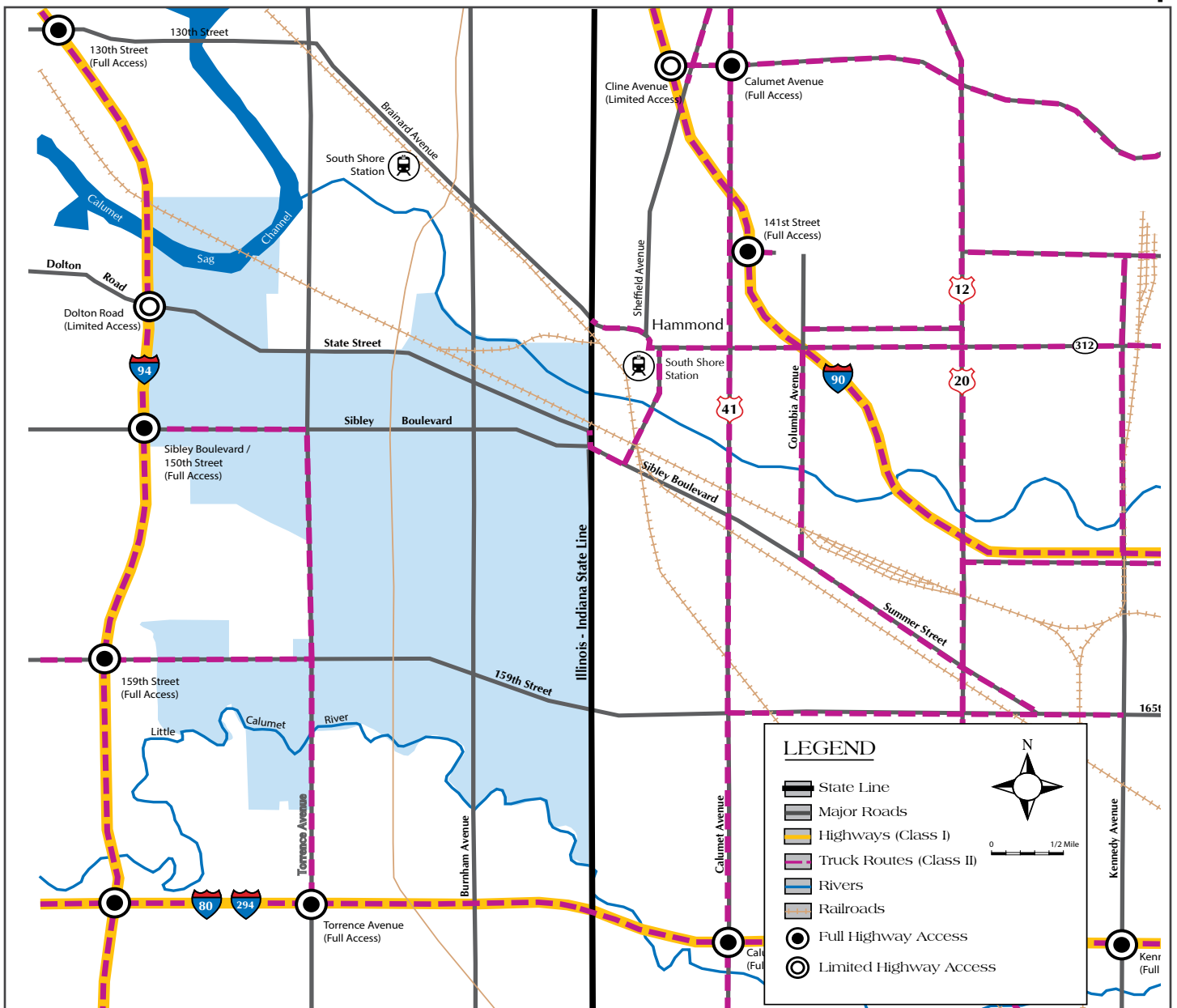
Source: U.S. Census Bureau 2010

Truck Routes

Trucking Routes are designed to avoid traffic congestion within a city and keep trucks off of smaller residential roads. The major state designated truck routes in the area are located on Interstate 94 (Bishop Ford Freeway) and Interstate 80 (Kingery Expressway). These expressways provide the best access for shipping goods anywhere in the region. The only formal routes going through Calumet City are located on Sibley Boulevard, 159th Street, and Torrence Avenue which all connect to the expressways. Trucks are allowed to use State Street and other routes shown in gray on this map for property access; they are just not listed as official truck routes by the State of Illinois. There are many options for truck traffic to the east of the City in Indiana. These routes have access to Interstate 90 (Indiana Toll Road) and offer many ways to pick up and deliver goods in northwest Indiana. Since the majority of Calumet City's industrial businesses are located along or near State Street, it may be desirable to work with IDOT to expand local truck route designation to better serve local needs.



Truck Routes Map



Public Transit

Public transit is essential to the long term health and growth of Calumet City. A strong mass transit system will improve the environment by getting cars off the road and lowering pollution levels. Getting cars off the road will also help clear up traffic congestion and make traveling easier throughout the City. Mass transit also tends to be a much more affordable option for residents than driving alone.

Currently, Calumet City's main mode of transit is offered by Pace Suburban Bus Service. There are 5 different bus routes which go through Calumet City. These routes offer citizens access to Chicago and to the surrounding communities. Most of the routes make posted stops at major amenities throughout the region including the sites listed below. Buses will also board or drop off passengers at other intersections along the marked routes as needed to accommodate riders.

South Cook – Will County Initiative (2005/2009)

Beginning in the fall of 2005, Pace redesigned service in 82 suburban communities in southern and southwestern Cook County and in all of Will County. The Initiative area was divided into three sectors for analysis and outreach purposes. The South Cook County sector (the portion of southern Cook County that generally is east of the Metra Rock Island District commuter rail line) includes Calumet City.

Based on the findings of the data analysis and the extensive public process, recommendations have been made for virtually every route in the Initiative area. The goal of the effort was to improve efficiency and effectiveness, better serve existing and projected commute patterns, serve new areas that currently have no service and address unmet needs, and improve overall mobility.

Twenty-nine existing Pace routes were revised. Seven routes were deleted. Twenty-one new routes are recommended. Only six routes had no recommendations, including all of the Metra feeder services and UPS services.

Highlights of recommended service changes in southern Cook County include:

- Improve speed and reliability for suburban customers by operating limited-stop service in areas where complementing CTA service is available;
- Improve span and frequency on the most productive routes;
- Restructure service in the Chicago Heights area to improve on-time performance and connections; and
- Reinvest resources currently used within Chicago to better serve suburban destinations.

Route 350 – Sibley

This east-west cross-town route serves commercial and residential areas operating between Morton Court/Willow Court in Hammond Indiana and Harvey Transportation Center. It also serves the 147th Street Metra Station and Thornridge High School. The route serves Posted Stops Only along the entire route. Transit Signal Priority has been installed along a portion of the route. Specific to Calumet City the bus serves Sibley Blvd. between State Line Road and The Bishop Ford Freeway.

Route 353 – 95th-River Oaks-Homewood

This route provides daily service connecting the CTA Red Line 95th/Dan Ryan Station with residential areas of Riverdale, Dolton, South Holland, Thornton, Homewood and Calumet City. This route serves the CTA 103rd/Stony Island Garage Terminal for connections to the CTA J14 Jeffery Jump to downtown Chicago, Chicago State University, Riverdale Bus Turnaround, Thornwood High School, Homewood Park-n-Ride and River Oaks Shopping Center. CTA Red Line 95th/Dan Ryan station and 130th/Indiana, buses operate express via 95th – Stony Island – Bishop Ford Freeway – 130th and serves posted stops only. Specific to Calumet City the bus serves residents of Southwestern boundaries of the City.

Route 355 – Wentworth Limited

This route provides weekday rush hour service connecting residents of Lansing, Calumet City and Burnham with South Shore trains at the Hegewisch Station. Specific to Calumet City the bus serves Wentworth between 167th and Burnham and State Street.

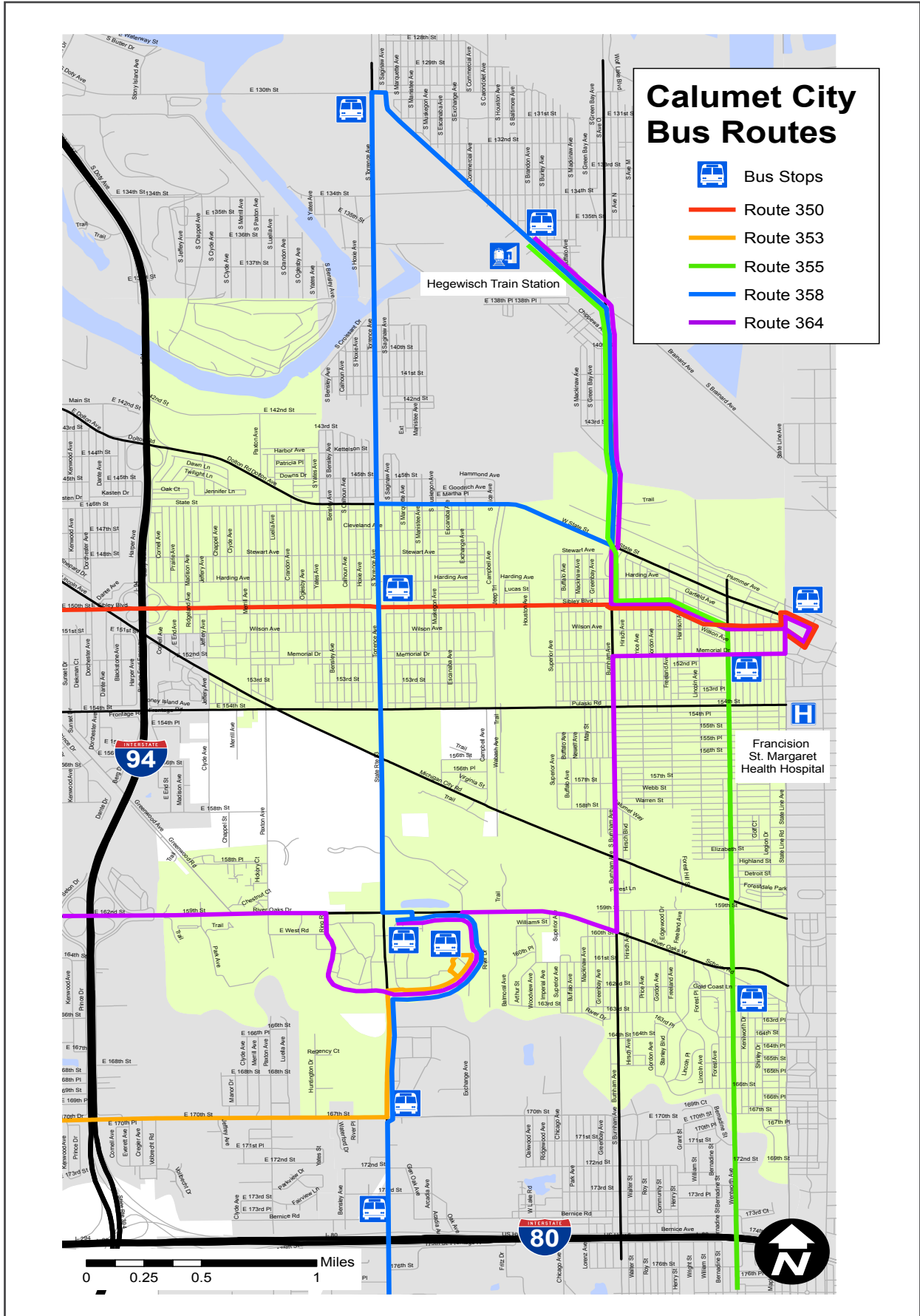
Route 358 – Torrence

This north/south route operates from the Chicago Heights Terminal to the South Shore Railroad in Hegewisch on weekdays. Saturday service operates between Chicago Heights and River Oaks Shopping Center only. It also serves commercial and residential areas from Steger to Hegewisch including River Oaks Shopping Center and the Landings Shopping Center. Specific to Calumet City the bus serves Torrence Avenue between River Oaks Mall and State Street.

Route 364 – 159th Street

This route serves major east-west cross-town arterial from Morton Court/Willow Court in Hammond Indiana to Orland Square Mall. It serves River Oaks Shopping Center, the central pulse point of Pace South in Harvey and various smaller centers as well as Oak Forest, St. Margaret and Ingalls Memorial Hospitals, and South Suburban College. The weekend service operates between Orland Square Mall and Hegewisch. The route serves Posted Stops Only along the entire route. Transit Signal Priority has been installed along a portion of the route. Specific to Calumet City the bus serves Wentworth – Pulaski – Burnham and River Oaks Mall.

Public Transit Map



RECREATION

Providing a variety of recreation opportunities and places for residents to relax and play helps create an active community. Recreational amenities help foster and grow a sense of place.

Forest Preserves

The Cook County Forest Preserve properties in Calumet City offer a unique amenity for residents to get out of the house and enjoy nature. The Forest Preserve offers the following amenities:

Sand Ridge Nature Center

The Nature Center is in an unincorporated area just outside the City limits but it is accessible to nearby residents. The Center is located within the Sand Ridge Nature Preserve which is home to several types of habitats including prairies, oak savannas and woodlands. Throughout the year the Center offers free public programs and demonstrations that feature exhibits on the natural and cultural history of the Calumet region. The Sand Ridge Nature Center is a popular spot for school field trips.

Shabbona Woods Campground

Shabbona Woods, located on the west side of Torrence Avenue, will soon be home to a new campground. Expecting to be completed by June of 2015, the camping sites will allow citizens to spend time in the wilderness while being close to home. The focus of the campground will be for groups and tent sites with no accommodation for recreational vehicles.

Preserve Trails

Currently there are walking and hiking trail loops near the Sand Ridge Nature Center. By 2016, the Forest Preserve is planning on adding more trails and biking options that move from west to east across the Preserve and connect to the Burnham Greenway. These connections are important because it will allow more access for people to come to the Preserve and visit other natural areas in the Calumet region.

Green Lake

This lake is located just north of the River Oaks Mall. There are large open spaces adjacent to the lake with picnicking areas and lots of room for sports and games. This area of the Forest Preserve is also home to the Green Lake Family Aquatic Center. The Aquatic Center has a water slide, lazy river, and climbing features for all its patrons to enjoy.

Wentworth Forest Preserve

This wooded area is located on the southeast side of town in between River Oaks Drive and Michigan City Road. The Preserve does not offer any specific features but does connect to the south side of Calumet Park and could add amenities in the future.

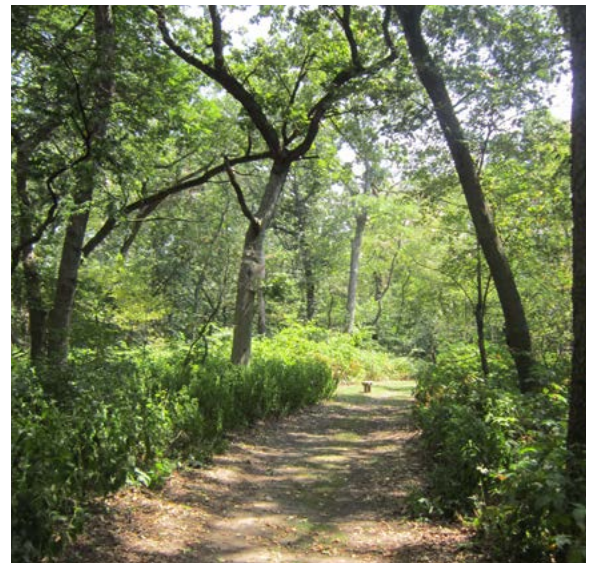
Calumet City & Wentworth Prairies

The Calumet City and Wentworth Prairies are located adjacent to the Burnham Greenway. Both of these prairies contain large tracts of wetlands and natural vegetation.

Sand Ridge Nature Center



Preserve Trail



Green Lake Family Aquatic Center



Calumet Memorial Park District

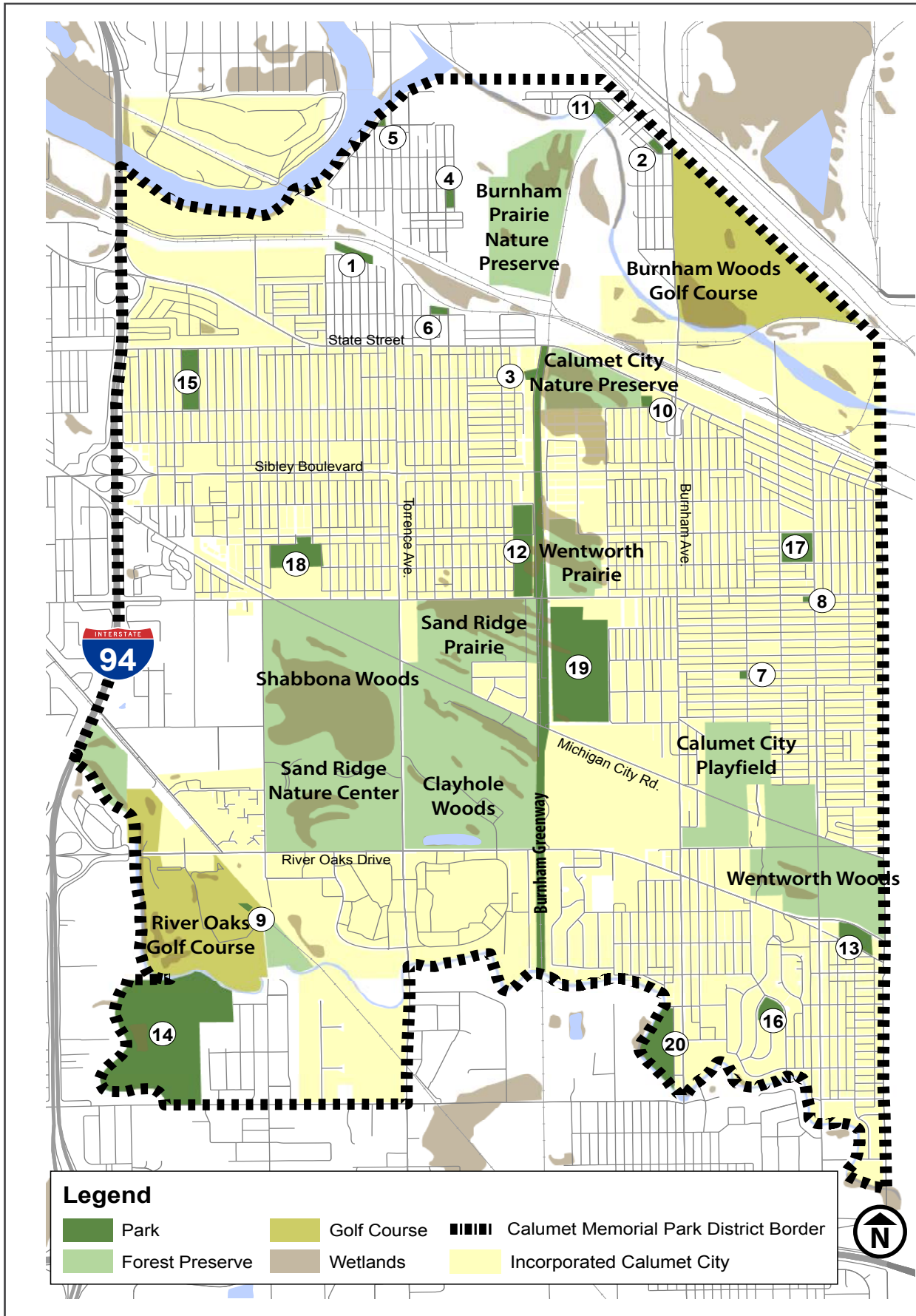
The Calumet Memorial Park District serves all of Calumet City and portions of Burnham, Dolton, and South Holland. They have a Comprehensive Parks Analysis Master Plan that was completed in 2010. They operate 20 parks, which are generally well distributed to provide access to walkable facilities from all portions of the City. The following table lists existing park facilities, which are illustrated on the Park & Recreation Map.



Parks Inventory

Mini-Parks		Amenities Offered
1	Blackburn Park	Basketball, Playground, Softball
2	Burnham School Park	Playground, Softball
3	Cleveland Park	Playground
4	Cottage Park	Basketball, Playground, Picnic Area
5	Hoxie Tot Lot	Playground
6	Lawhead Park	Playground
7	Lincoln School Park	Playground
8	Pulaski Park	Picnic Area
9	The Park Condominiums	Playground
10	Water Tank Tot Lot	Playground
Neighborhood Parks		Amenities Offered
11	Burnham Park	Basketball, Playground, Skate Park, Softball
12	Commissioners Park	Playground, Skate Park, Softball, Sand Volleyball
13	Egan Park	Playground, Sand Volleyball
14	Riverfront Park	Frisbee Golf, Playground
Community Parks		Amenities Offered
15	Downey Park	Baseball, Basketball, Playground, Softball, Tennis, Volleyball
16	Finneran Park	Concessions, Playground, Pool, Splash Pad, Sand Volleyball
17	Memorial Park	Baseball, Batting Cage, Bocce Ball, Football, Golf Driving Cage, Mini Golf, Playground, Softball, Splash Pad, Volleyball
18	Sandridge Community Center	Playground, Pool, Softball
19	Superior Street Complex	Baseball, Playground, Soccer, Softball, Tennis
20	Veterans Park	Baseball, Basketball, Football, Playground, Softball, Tennis, Volleyball

Parks & Recreation Map



Wetlands

Calumet City’s Wetlands are shown on the map on the previous page. This information is from the National Wetlands Inventory conducted by the Department of Interior’s Fish and Wildlife Service. The majority of wetlands in Calumet City are publicly owned which helps protect against adverse development. The largest wetlands are controlled by the Cook County Forest Preserve. The only exception is a portion of wetlands in the northeastern corner of the city which are vacant lands and a similar area just south of the Calumet City Nature Preserve.

Bicycle Trails

Bicycle trails and bicycle lanes offer residents another mode of transportation and can be used for recreation. A later section of the plan will detail a proposed bike trail system for Calumet City.

The Burnham Greenway

The Burnham Greenway is a bike trail that runs along a former railroad corridor between Chicago and Lansing, Illinois. Currently, the 2.5 mile trail segment within the City is complete but it does not connect to Chicago yet. There is a 2 mile gap in the trail in Burnham and the Hegewisch neighborhood in Chicago.

Connecting the gap is important to the region because it will tie together hundreds of miles of local, state and interstate trails including the Chicago Lakefront Path, the Pennsy Greenway, and a portion of the Grand Illinois Trail. Once completed, the Burnham Greenway will form an 11 mile trail that gives Calumet City citizens direct access to Chicago without the use of an automobile.

The Illinois Department of Natural Resources (IDNR) completed a 1 mile segment through the Hegewisch neighborhood in 2013, but the completion in Burnham will require bridging the Calumet River and four railroad tracks. The Illinois Commerce Commission is currently offering up to \$2 million in Crossing Safety Improvement funds as a match to the federal construction money acquired for completing the Burnham Greenway gap.

The Cal-Sag Trail

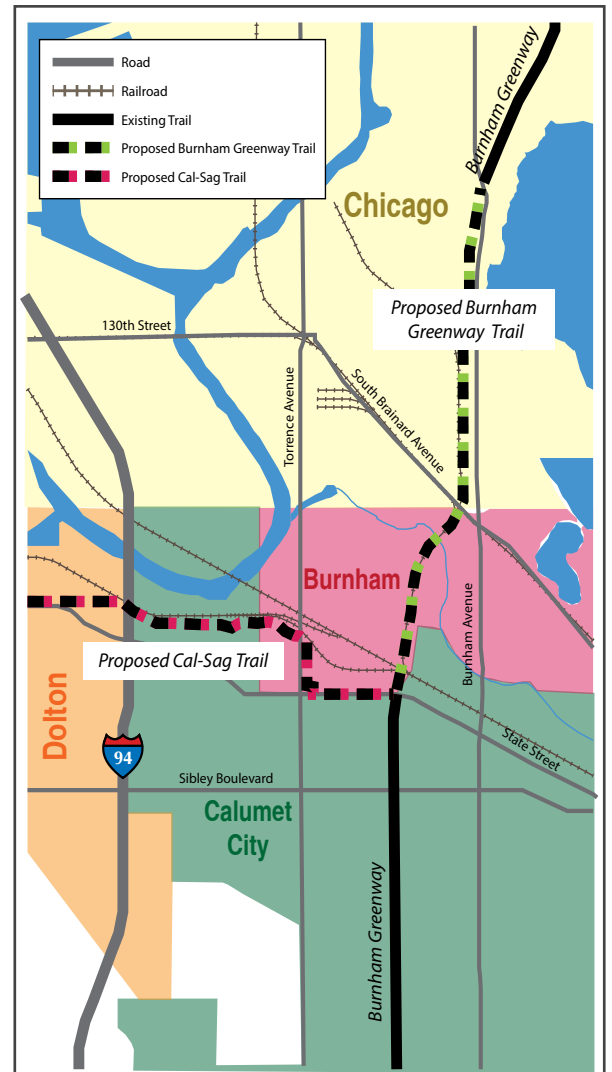
The Cal-Sag Trail is a planned 26 mile trail that will span from Lemont to the Burnham Greenway in Calumet City. The trail will be built in two separate segments. The western segment, Cicero Avenue in Alsip to Route 83 in Lemont, is scheduled to open by the fall of 2014. The eastern segment, Cicero Avenue to the Burnham Greenway, is scheduled to open in 2015. About ¾ of a mile of the stretch will be located within Calumet City. The trail will follow the train tracks north of Dolton Avenue/State Street through Calumet City and into Burnham. The trail will be paved and there will be a focus on replanting natural species around the trail and lowering the overall height of the plants.

Other Proposed Trails

Calumet City recently received an IDOT enhancement grant to provide a bike trail along the east side of Torrence Avenue between Michigan City Road and 159th Street. The Cook County Forest Preserve District is also considering additional bike paths within Calumet City to connect its preserves to the rest of the region.



Bike Trails



INFRASTRUCTURE

Stormwater Management

Calumet City is the only community in the region to have a FEMA approved Hazard Mitigation Plan. This plan addresses all types of potential natural hazards, including flooding, storms, sewer backups, extreme heat, earthquakes and tornadoes. One of the benefits to the City of having and working to implement this plan, is the ability to participate in the National Flood Insurance Program (NFIP) and the Community Rating System (CRS). The City currently has a class 6 rating (on a 10 point scale, with 1 being the best). The class 6 rating puts Calumet City in the top 10% of communities nationally that participate in the CRS system and in the top 1% of the 20,000 communities in the larger NFIP system. This rating has a very practical benefit to residents, providing a 20% discount on their floodplain insurance premiums (approximately \$87 in annual savings). With over 1,600 flood insurance policies active in the community, that is an annual savings of \$140,000.

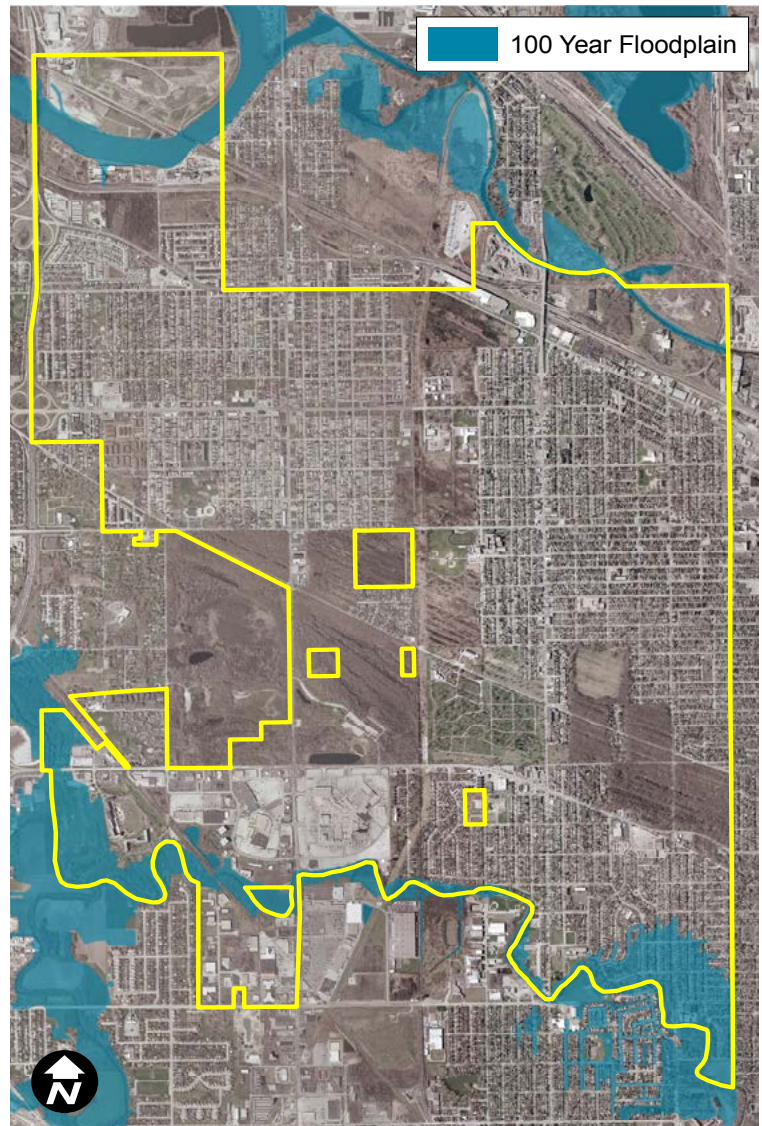
According to the Hazard Mitigation Plan, "Calumet City is subject to overbank flooding from the Little Calumet and Grand Calumet Rivers. Where it enters Illinois at the state line, the Little Calumet River drains approximately 92 square miles of northwest Indiana. It flows along the southern border of the City, going from east to west. It hooks around the suburbs of Dolton and Riverdale and flows back to the east along the northern limits of the City. The Little Calumet River turns north and at 138th Street on the northern corporate limits of Burnham it joins the Grand Calumet River."

A levee was constructed on the Little Calumet during the 1980's which has helped to significantly reduce overbank flooding. However, significant development remains within the 100 year flood plain (as defined by FEMA- 2008 FIRM map), primarily in the southeast corner of the City. The Metropolitan Water Reclamation District of Greater Chicago (MWRD) has also created a detailed watershed plan for the Little Calumet River, including 100-year flood inundation mapping. While not an official regulatory tool, this map represents the most recent analysis of existing conditions in the area.

Detention requirements in Calumet City are set by the MWRD and City Ordinances, and before any new development can connect to sewers it must apply for a permit and show that it meets MWRD's and the City's detention standards. The MWRD adopted a new Watershed Management Ordinance (WMO) on October 3, 2013 which will impact stormwater management requirements for new development. The implementation date for the new WMO is May 1, 2014.

A strong infrastructure system is crucial to a municipality's efficiency and vitality.

Floodplain Map



Stormwater Management Capital Plan

The City has a Stormwater Management Capital Plan to address local issues. Key elements of this plan include:

- Removal of settlement from the Yates detention basin
- Separation of the existing combined storm/sewer system
- Sewer lining and televising (televising in progress)
- Maintenance and improvements to the levee
- Enhancements to the Superior Avenue and State Line Detention Basins

Water Systems

Calumet City supplies water to residents and businesses through a City-maintained storage and distribution system. Water comes from Lake Michigan, and is supplied under contract with the City of Hammond. The most visible component of the Calumet City municipal water system is the two iconic smiley-face water towers. The yellow guy is located adjacent to River Oaks Mall, and has recently been renovated and painted. The pink lady is located along State Street at the north end of Calumet City. She received a fresh coat of paint in 2012, but is still in need of some interior maintenance work.

Identified water system needs include:

- Update controls to a SCADA (Supervisory Control and Data Acquisition) system to automate monitoring of the water supply and distribution system.
- Interior maintenance on the State Street (pink) water tower
- Replacement of the Burnham Avenue pumping station (grant funds have been secured for this work)
- Replacement of water mains due to age and leakage (throughout the community – specific locations have been identified by the City Engineer)
- Interior and exterior maintenance and repairs to the 6 million gallon concrete water storage tank at 945 State Street

Waste Water Management

Wastewater treatment is handled by the Metropolitan Water Reclamation District of Greater Chicago (MWRD), which has a large regional treatment facility north of Calumet City along Lake Calumet. The treatment facility has sufficient capacity to accommodate future development and redevelopment within Calumet City. As noted under the stormwater section, the greatest need in Calumet City is to separate the existing combined sewer system.

The Yellow Guy



The Pink Lady



SCHOOLS

A highly rated education system can help attract new residents to the community and form a strong sense of pride within any municipality.

Public Schools

Calumet City is served by multiple school districts as summarized in the following table and maps. Residents are part of the South Suburban Community College District, which has its main campus in nearby South Holland. Purdue University also has a nearby campus in Hammond, Indiana.



Schrum Memorial School

Private Schools

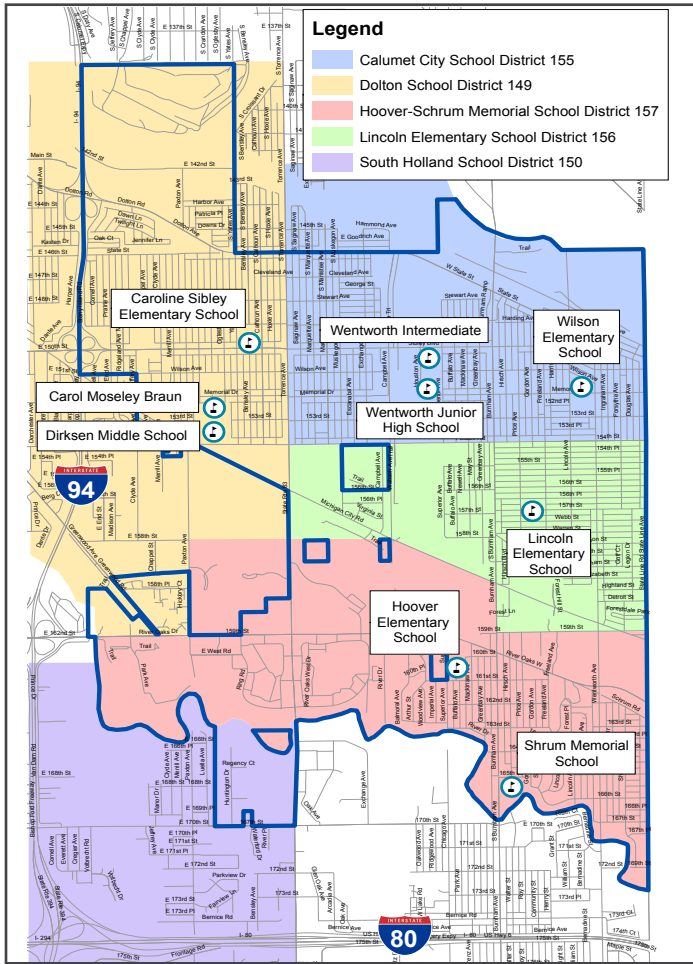
Some families in Calumet City choose to send their children to private schools. While there are no private schools in Calumet City, neighboring communities contain several large private schools including:

- Bishop Noll Institute – a Catholic high school in Hammond with a 2013 enrollment of 510 students.
- Illiana Christian School – a Christian high school in Lansing with a 2013 enrollment of 575 students
- Christ our Savior School – a K-8th grade catholic school located in South Holland, with a 2013 enrollment of 380
- City Baptist Schools – located in Hammond, with an enrollment of 350 students serving Pre-K to 12th grade
- St. John Bosco School – also located in Hammond, a Catholic school with an enrollment of 285 students serving Pre-K to 8th grade
- St. Casimir School - also located in Hammond, a Blue Ribbon (U.S. Dept. of Education) Catholic school with an enrollment of 262 students serving Pre-K to 8th grade

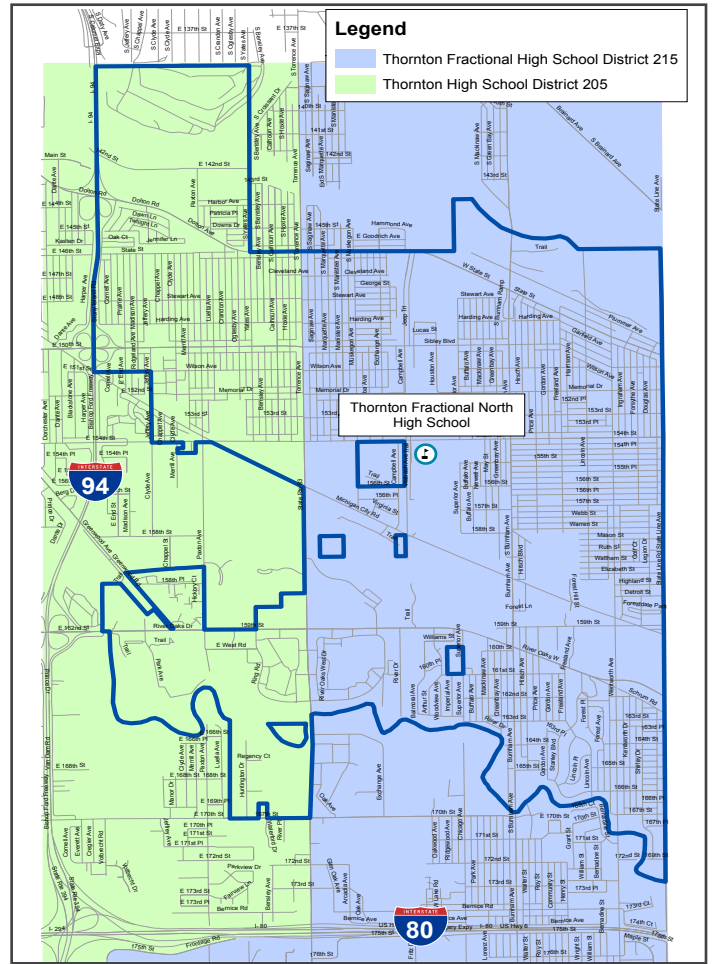
Thornton Fractional North High School



Elementary School Districts



Secondary School Districts



School District Inventory

School District	School	Grades	2012 Enrollment
Thornton Fractional Township North District 215	Thornton Fractional North High School	9-12	1,724
Lincoln Elementary District 156	Lincoln Elementary	PK-8	1,132
Calumet City School District 155	Woodrow Wilson Elementary	K-2	354
	Wentworth Intermediate	3-5	406
	Wentworth Junior High	6-8	453
Hoover-Schrum Memorial School District 157	Hoover Elementary	PK-5	607
	Schrum Memorial	6-8	328
Thornton Township High School District 205	Thornridge High School - in Dolton	9-12	1,340
Dolton School District 149	Carol Moseley Braun	1-6	312
	Caroline Sibley Elementary	K-6	793
	Dirksen Middle School	6-8	907

Source: Illinois Interactive Report Card - <http://iirc.niu.edu>

REGIONAL CONTEXT

Go To 2040

The Chicago Metropolitan Agency for Planning (CMAP) has developed a master plan for the entire Chicago Metropolitan Region. The GO TO 2040 plan mission is to help the communities within the region to plan together for sustainable prosperity through the next several decades. CMAP believes the implementing the plan is Metropolitan Chicago’s best chance to set the stage for economic growth in the future. The plan defines carefully coordinated policies to address the fundamental challenges that shape residents’ daily lives. Following the GO TO 2040 principles will be valuable for Calumet City to grow as a community and enhance residents’ quality of life. The GoTo2040 Plan relates to Calumet City in a number of areas:

Understanding how Calumet City fits into the region is also crucial to planning for the City’s future. This section provides a summary of regional and local plans that impact the community.

Liveable Communities

With walkable neighborhoods, locational advantages, and access to local shopping, dining and employment opportunities, Calumet City is already a very livable community. However, the plan will work to enhance this livability through:

- Focus on redevelopment of vacant lots and enhancement of existing housing stock
- Capitalizing on significant local parks and open space assets
- Development of a community-wide bike network that connects to regional trails (Burnham Greenway and planned Cal-Sag Trail)
- Identify ways to enhance community sustainability

Human Capital

The plan will have a strong economic development component, focused on ways to retain and attract additional jobs. This effort will include examination of opportunities to continue to improve workforce development.

Efficient Government

During development of the plan, the City has reached out to local school and park districts to facilitate coordination. The City will also be coordinating plans with the Village of Lansing, particularly within the Torrance Avenue Corridor. The implementation chapter will examine ways Calumet City can partner with local school districts, the Park District, neighboring municipalities, Cook County, SSMMA, and other area governments to do cooperative planning and promote efficiency.

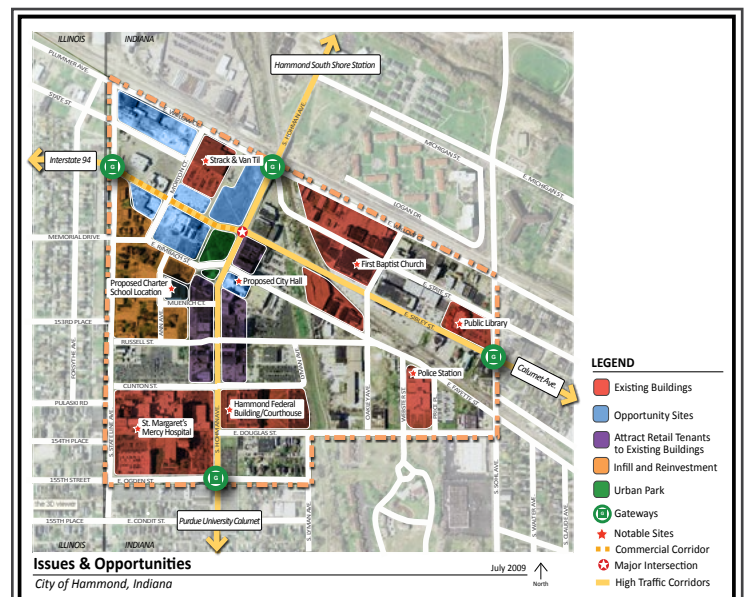
Regional Mobility

Calumet City is already well connected to regional and interstate highways, and is well-served by Pace Suburban Bus Service. However, significant investment is needed to enhance local roadways, sidewalks, and bike paths to enhance the local transportation system.

Hammond, IN

The Hammond Comprehensive Land Use Plan is now over 20 years old, having been adopted in 1992. However, the Hammond Redevelopment Commission adopted a Downtown Plan in December, 2009. As Hammond’s downtown is immediately east of Calumet City, this plan is relevant. The plan is designed to build on the existing institutional uses in the area, including St. Margaret Mercy Hospital and the Hammond Federal Courthouse, and the First Baptist Church. Highlights of relevance to Calumet City include:

- Continued commercial use between the hospital and the railroad
- Relocation of the Hammond City Hall to downtown
- Recruiting of additional retail and office tenants to existing space along Hohman Avenue (2 blocks east of the State Line).
- Enhancement of the overall downtown streetscape.



Burnham, IL

While Burnham does not have a community wide overall Comprehensive Plan, in 2005 Burnham partnered with the University of Illinois at Chicago to develop a Comprehensive Retail Plan. This plan created a commercial vision for the Village and separated it into three districts. The Marina District located along north Torrence Avenue on the Little Calumet River and the State Street Gateway District located along State Street are the two districts that will have the most influence on Calumet City. Highlights of relevance to Calumet City include:

- Marina District will focus on entertainment and recreation
- Marina District will enhance streetscape and amenities along the river
- State Street Gateway District will focus on retail development
- Improved streetscape along State Street with bicycle lanes

Dolton, IL

Dolton is adjacent to the northwest section of Calumet City. The Village of Dolton recently finished a new Comprehensive Plan in 2013. Highlights of relevance to Calumet City include:

- Continued retail development along Sibley Boulevard corridor
- Redevelopment and enhancement of commercial buildings near Sibley Boulevard and Interstate 94 intersection
- Low density residential housing consistent with nearby Calumet City neighborhoods

South Holland, IL

The Village of South Holland's most recent Comprehensive Plan was adopted in 1990. While the land use portion of that document is dated, when comparing it to the current South Holland Zoning Map it appears that the Village has followed through with its plan from over 20 years ago. Most of the areas that were vacant two decades ago are now developed. Highlights of relevance to Calumet City include:

- Interstate Industrial Zones along the Interstate 94 near the 159th street access point are not fully developed and these areas may give opportunity for job growth
- Riverfront Park and adjacent open spaces allow for environmental flow into Calumet City along the Little Calumet River
- Residential subdivisions help support nearby commercial districts

Lansing, IL

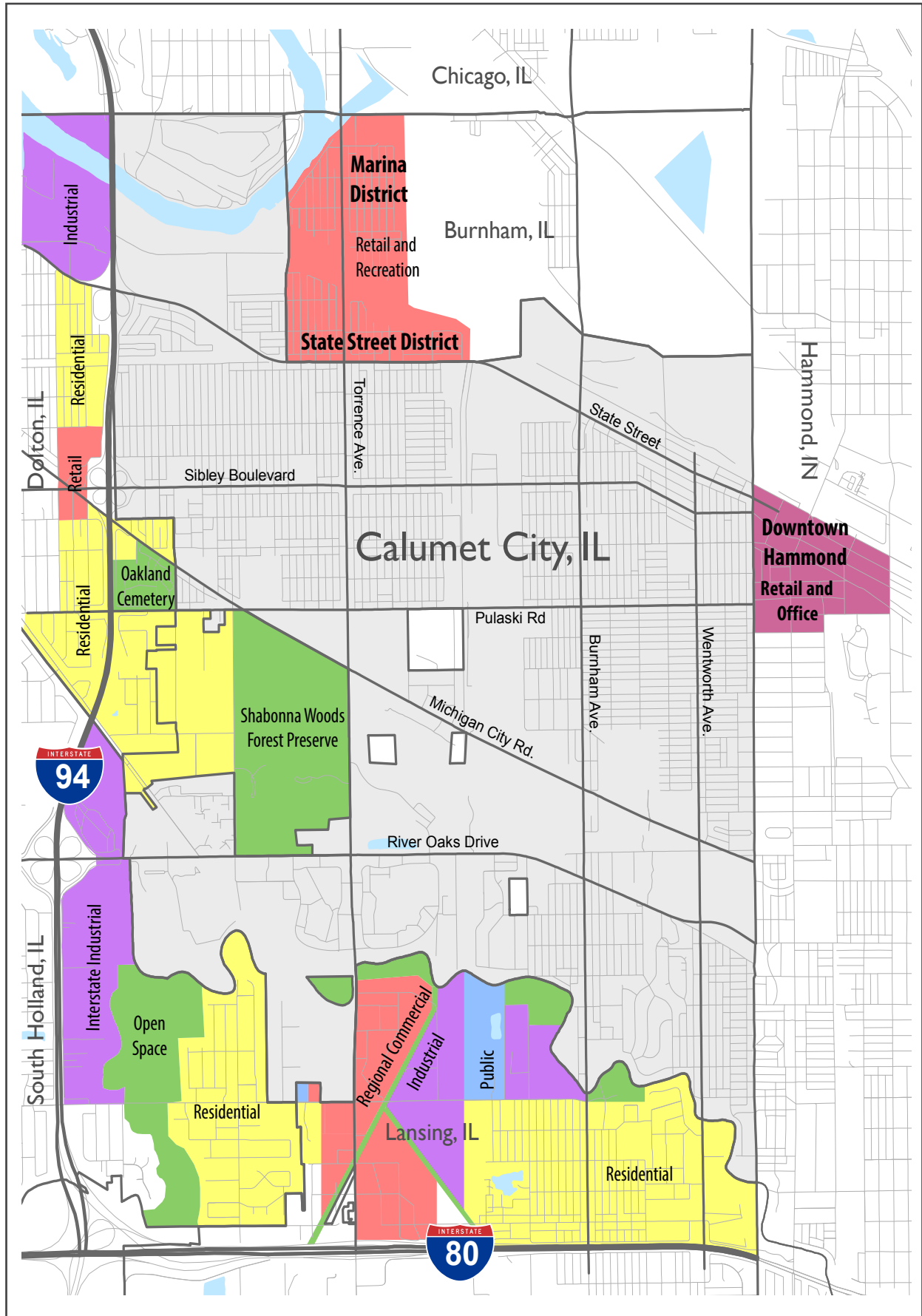
Lansing is located south of Calumet City and has recently drafted a new Comprehensive Plan. Highlights of relevance to Calumet City include:

- Continued commercial uses along Torrence Avenue north of Interstate 80
- Several open space corridors along the Little Calumet River
- Residential uses which blend with existing Calumet City neighborhoods
- Industrial uses near Torrence Avenue and Interstate 80 access point

Sibley Boulevard Retail in Dolton, Illinois



Summary of Surrounding Comprehensive Plans



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ECONOMIC DEVELOPMENT 3



The development of this Economic Development component started with a market analysis (see appendix). This analysis evaluates existing market conditions for all types of development. A key component in the effective implementation of the Comprehensive Plan is the implementation of an effective economic development plan. The Calumet City Comprehensive Plan identified four key priority areas which will shape the economic development initiatives and opportunities in Calumet City in future years. These key priority areas are:

- Municipal Policies, Procedures and Economic Development Tools
- Retention and Recruitment
- Communicating Community Values, Successes and Challenges with All Citizens and Stakeholders
- Targeting Specific Economic Development Opportunities

MUNICIPAL POLICIES, PROCEDURES AND ECONOMIC DEVELOPMENT TOOLS

Given the damage which has been done to municipal budgets as a result of the recession in combination with the competitive nature of municipalities to attract economic development to their community, no community can afford to sit back and wait for the market to come to them. Aggressive economic development initiatives are required and it must begin with the Mayor and elected officials, continuing through the actions of staff and should be completed with a thorough understanding of the initiative with citizens and stakeholders.

In Calumet City the key components of this priority area are as follows:

Adopt an aggressive and transparent philosophy relative to plan implementation and communicate results on a regular basis. Acknowledge that municipal tools and incentives will be necessary in order to remain competitive. The Appendix includes a Municipal Development Toolkit which discusses the type and use of these tools. This Toolkit should become the “handbook” of economic development for Calumet City. While there are multiple tools discussed in the Toolkit some key items relative to Calumet City are the following:

- Two of the four TIF's are successful and they happen to be the oldest (1995 and 1996). Strong consideration should be given to renewing them. The other two (Marble and Wentworth) are relatively new.
- The commercial property tax reduction programs (6B and Class 8) offered by Cook County are mandatory in order to achieve

new/renovated development given the property tax situation in the south suburbs. Strong relationships with the County in this regard should be maintained.

- Sales tax rebate will continue to be a key tool given the existing retail footprint and the goals for the future.
- Flexible zoning to address changing market conditions will be required, particularly regarding mixed use opportunities along major corridors, near River Oaks, and in the Town Center area.
- An efficient and timely development review process is required. The term “time is money” has never been more true and developers can accept a “yes or no” answer but not one that is withheld for unreasonable amounts of time.
- Given the age of the community, a facade improvement program which allows the city to leverage municipal dollars with private sector dollars for building improvements would be very beneficial.

RETENTION & RECRUITMENT

Being aggressive means that municipalities work hard on a regular basis to both retain the business they have while also recruiting new business. This is particularly true in Calumet City. The City has small, medium sized and large retail clusters throughout the city as well as industrial/commercial clusters. Every business has the potential to stay or leave and to shrink or grow in size. The City cannot control the marketplace. However, knowing where these businesses stand on a year-to-year will allow the city to make decisions about the best use of its assets in improving the overall business environment. A thorough and thoughtful outreach program implemented each year to Calumet City businesses (targeted) will keep the city informed of successes and challenges while allowing for targeted public-private partnerships.

The Municipal Development Toolkit outlines the process of outreach to attract new business. The process can range from support for an existing property owner as they market their property to the use of RFP's issued by the municipality when the municipality controls property. It certainly involves regular participation in meetings where public-private partnerships are discussed as well as regular contact with real estate brokerage representatives. The results of the Retention outreach plus a similar outreach to property owners of sites in need of development will help focus opportunities and priorities for the use of city resources. Again, the Toolkit goes into great detail in this regard.

COMMUNICATING COMMUNITY VALUES, SUCCESSSES AND CHALLENGES WITH ALL CITIZENS AND STAKEHOLDERS

The stakeholder interviews and Community Survey conducted during the development of the Comprehensive Plan indicated a strong sense of pride from the citizens relative to community assets. These assets included but were not limited to the following:

- Family oriented character
- Affordable housing
- Access to shopping
- Community regional location
- Transportation assets
- Municipal services
- The library
- Parks
- Schools (although not well know)

Stakeholder and Survey feedback also pointed out concerns and

challenges including but not limited to the following:

- Taxes
- Foreclosures
- Lack of diverse house stock (i.e. for young professionals)
- A perception of crime
- Highly publicized business closings (i.e. Sears)
- Increasing rental population

The sense of pride relative to assets was very evident. The understanding of challenges was also evident and it was apparent that more knowledge about the initiatives and programs to address challenges would be most welcome. Since the Comprehensive Plan is a plan for the community the need for the community to be "in the know" is mandatory. Many assets and challenges fall under the category of economic development. Calumet City should strongly consider the development of a Communication function (position) with a well defined annual program. The Economic Development Coordinator should have regular input into the communication program.

TARGETING SPECIFIC ECONOMIC DEVELOPMENT OPPORTUNITIES

The Retention and Recruitment initiatives outlined earlier will continue to help define specific site economic development opportunities. During the development of the Comprehensive Plan various individual site, corridor and area opportunities were identified. A larger map of overall sites is enclosed. The following is a summary of the highest priority areas:

1. The problem of foreclosures and vacant housing has been well documented. While not isolated to Calumet City alone it certainly has hit Calumet City particularly hard. Intensive regional initiatives through Cook County, South Suburban Mayors and Managers (SSMMA) and the Chicago Southland Economic Development Corporation (CSEDC) are being implemented. These initiatives involve planning, coordination, community successful case studies and well funded tools which have been developed. In addition to continuing existing efforts, Calumet City would be well served to become fully involved in these regional programs.
2. Calumet City acquired property through the Cook County Tax Reactivation Act (CCTRP) and through other means. It would be helpful to revisit this property ownership as part of the economic development implementation plan and in concert with the Retention and Recruitment program to determine site opportunities and potential clustering/assembly opportunities.

River Oaks West



3. The city has talked with the ownership/management of the River Oaks, River Oaks West and the Sears site. Issues affecting these sites are part of the national challenges affecting retail and are not just a “Calumet City problem.” However these sites have been and will continue to be particularly important to the economy of Calumet City. While each entity has the primary responsibility to address their future it is probable that a cooperative partnership with the city will be required to achieve both the private sector and City of Calumet City objectives. Pursuing conversations to develop a well defined and documented partnership with each entity should be the highest priority of the city.
 4. While the proposed Town Center is defined as a larger area the immediate opportunities within the area are:
 - The Pulaski Road Corridor from Torrence to State. Primary issue involve linking key sites (high school, police, library, city hall) with an attractive streetscape, open space amenities and facade improvements to create a “sense of place.”
 - Multiple lots controlled by the city are available where housing has been torn down. Interviews during the development of the plan indicated that an innovative partnership with a developer(s) as the result of an RFP process could be successful. Again, resources within SSMMA could be very helpful in this regard as would assistance from either the South Suburban or Cook County land banks.
 - Due to a variety of market factors, the open area corridor near Pulaski at State Street most probably is a residential site. As this land is primarily controlled by the city, it too could be part of an innovative partnership with the private sector as described earlier.
 5. The northern end of the State Street corridor is primarily viewed as commercial/industrial and the recommendations are for ongoing appearance clean-up and infill opportunities as they develop.
 6. The corridor in the northwest part of the city and south of the river is part of the industrial TIF which has been relatively successful. Infill opportunities as they develop (Retention and Recruitment) should be pursued.
 7. Torrence Avenue is also an infill opportunity. Anchors such as CVS and Walgreens plus outstanding traffic counts make it (and Sibley) the backbone of the non-River Oaks/River Oaks West retail base. However the following could accelerate opportunities:
 - Opportunities that develop as a result of Retention interviews as well as outreach interviews with vacant property owners
 - Review of CCTRP land ownership opportunities
 - Improving the streetscape and perhaps creating a sense of place (open space) in the center of the corridor between Pulaski and Sibley.
 - A facade improvement program aggressively marketed to businesses and property owners
 8. Sibley is primarily an infill opportunity with the potential addition of streetscape improvements and a facade improvement program. However, one area of Sibley between Torrence and Burnham is vacant land controlled by the city. Given the limited depth of the lots and the opportunities for retail growth in other areas throughout Calumet City this land is most likely suited for residential development. A proposed development with a developer was unsuccessful some years ago but it would be good to revisit this opportunity through developer outreach.
- While the recession certainly has impacted Calumet City, the market analysis, the spirit and pride of the community and the multiple opportunities outlined in the economic development implementation plan certainly point to opportunity in the future through a consistent, well documented, accountable and well communicated municipal work plan.

COMMERCIAL SMALL OFFICE AND SMALL MANUFACTURING OPTIONS

The Existing Conditions report indicated that there were multiple smaller commercial buildings which were vacant and which would be suitable for small office or light manufacturing. In addition, reports from developers/brokers who focus on this market indicated that Calumet City remains a relatively attractive market for this type of development due to the excellent regional location/transportation; the welcoming nature of the community to this type of industry sector; and, the available affordable housing for potential employees. The challenge is to create a development/operational financing structure for the buildings which will allow for a rent obligation for the tenant which is reasonable.

There are three key issues which affect this scenario: implementation of a development review process which is timely and efficient; development and use of all the local municipal support tools which can assist development; and, most importantly, well-coordinated use of the Cook County commercial tax reduction programs. Commercial development simply cannot occur in this geographic section of Cook County without the use of these tax reduction programs. Longer term, the Cook County tax reduction programs are merely a short term fix for the long term inequities of the tax code which clearly requires an over hall in order to support long term commercial development. Once the Calumet City development process has been put in place an inventory of opportunities followed by aggressive broker interaction and perhaps developer RFQ-RFP's are recommended.

FUTURE LAND USE 4



Land is a valuable resource that should be managed to provide for a wide variety of uses including places for people to live, work, and play. This is particularly critical in a developed community like Calumet City, where areas outside the municipal limits are already primarily annexed into another municipality. The use of land in a community also drives many other elements of the plan. For example, residential or commercial land uses generate traffic which must be accommodated through the transportation system. Residential land uses drive the need for parks, schools, and many other municipal services like police and fire protection.

The primary purpose of this Future Land Use section is to accommodate a range of uses that meet the needs of residents and businesses in a pattern which is both economically viable and functionally compatible. While reviewing this section, it is important to note that the uses shown are general in nature. On certain parcels, it may be appropriate for exceptions to be made to this plan. For example, a mixed use development may be appropriate near denser portions of the City even if the plan does not specifically indicate that type of use on that parcel. Exceptions like this should be made on a case by case basis in accordance with all municipal ordinances.

FUTURE LAND USE PLAN

The Future Land Use Plan shows the desired arrangement of land uses within the planning boundary. Some major changes proposed in this plan include creating a new Town Center district around City Hall and Memorial Park, creating open space connections along the Little Calumet River on the south side of town, and creating mixed use developments along currently vacant or underserved commercial corridors.

Residential

Low Density

The Low Density Residential land use category provides housing options between 0 and 8 dwelling units per acre. This category is designed to accommodate single family detached housing. The R-1 One-Family Residence District is the main zoning district used to accommodate this land use.

Medium Density

The Medium Density Residential land use category provides housing options between 9 and 24 dwelling units per acre. This category is designed to accommodate single family detached and attached housing. This may include duplexes, townhomes, and similar housing products within the given density. The R-2 Two-Three Family Residence District is the main zoning district used to accommodate this land use.

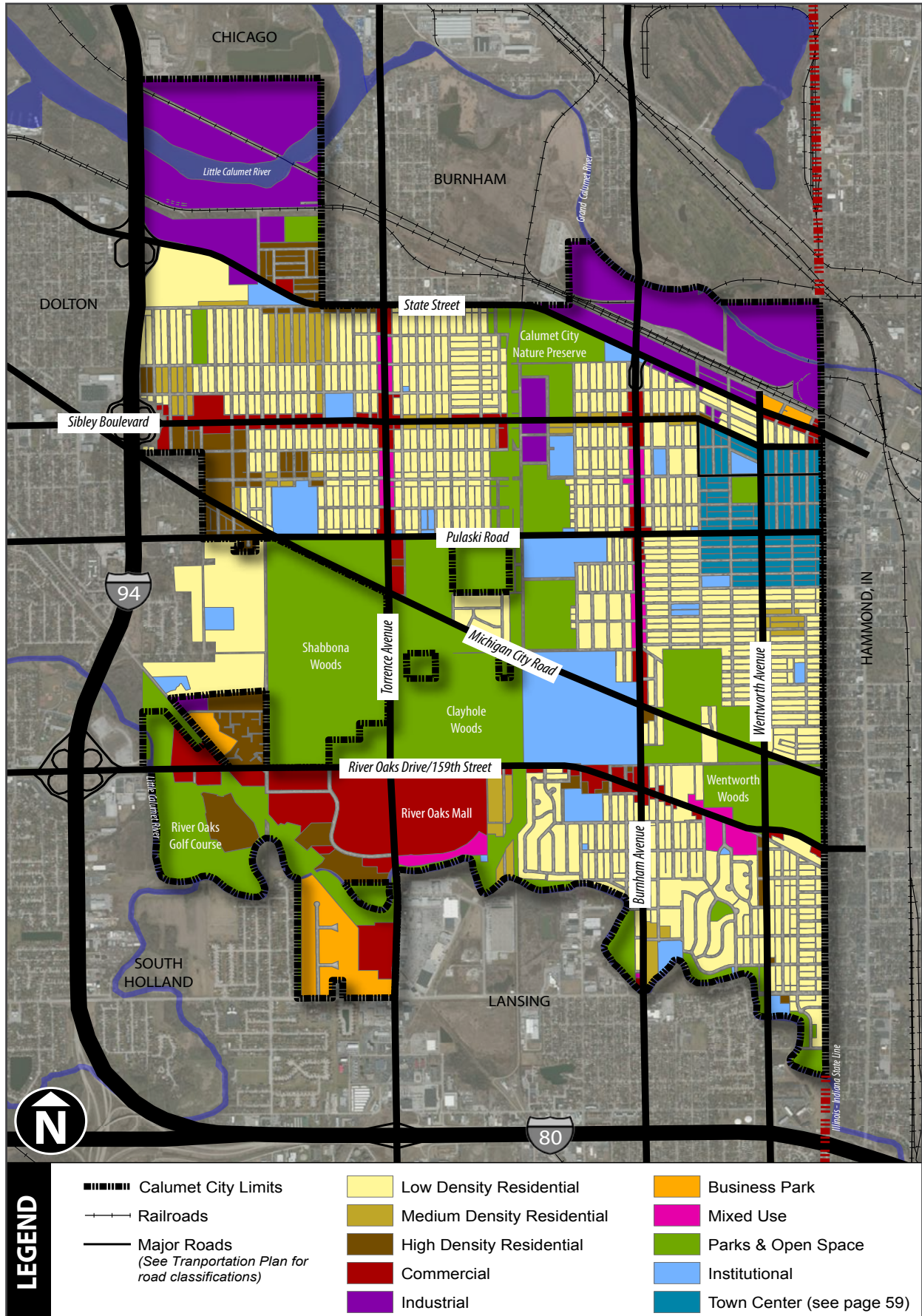
High Density

The High Density Residential land use category provides housing options between 25 or more dwelling units per acre. This category is designed to accommodate multiple family or attached housing. This may include apartments, condominiums, and other similar housing products above the given density. The R-3 Multiple-Family Residence District is the main zoning district used to accommodate this land use.

Medium Density Duplex



Future Land Use Map



Commercial

The Commercial land use category is intended to provide for retail, office and service related business.

Industrial

The Industrial land use category includes areas where manufacturing and warehousing are appropriate.

Business Park

The Business Park land use category provides a mix of office uses and wholesale businesses. While large manufacturing is not allowed in this category, some small scale wholesale manufacturing uses may be permitted.

Mixed Use

The Mixed Use land use category is designed to provide buildings and areas with a mix of residential, commercial, and municipal uses. The purpose of this category is to provide residence an opportunity to live, work, and shop all in the same area.

Institutional

The Institutional Use land use category encompasses the lands which benefit the public including properties owned by the federal, state, or local governments. Uses such as public or private schools, churches, and cemeteries are also included in this category.

Town Center

The Town Center land use district will be addressed in more detail later in this section. The main focus of this area is to provide Calumet City with a sense of place and offer its residents a unique environment to call their own.

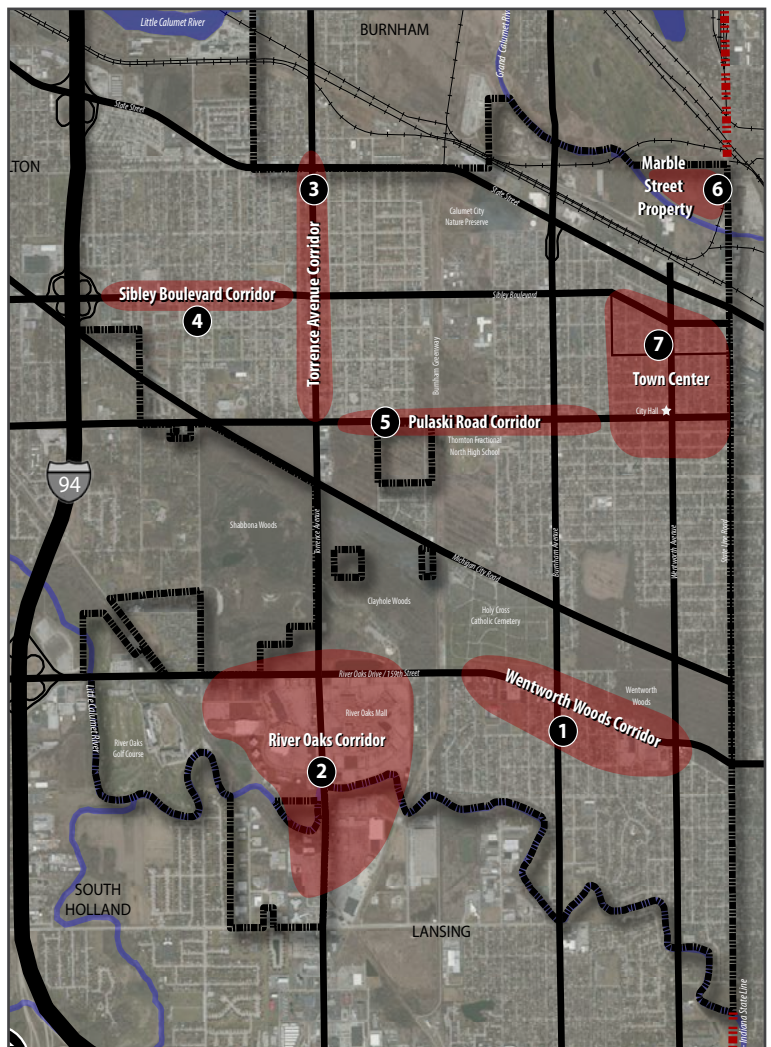
KEY AREA PLANS

Calumet City has several unique corridors and regions (illustrated in red below) which will serve as important development sites in the years to come. Some corridors are already successful commercial areas while others contain many vacant parcels and abandoned structures which will need to be refurbished. These key area plans identify the strengths and weaknesses of each corridor and provide suggestions for improvements.

Commercial Use



Key Areas



WENTWORTH WOODS CORRIDOR (I)

The Wentworth Woods area has experienced significant vacancies in recent years. Major retail losses included the former River Oaks Ford dealership (Site 9) and a Sterk's Grocery Store (Site 10). Residents expressed concerns regarding these large mostly vacant sites during early planning workshops conducted as a part of this plan. While the City has had a TIF District in place on the Wentworth Woods Shopping Center (Site 10) for a number of years, no redevelopment has occurred. Given these issues, additional attention to development potential and future land use was deemed appropriate to include within the Comprehensive Plan.

This area is centrally located to residential areas in the southern portion of the City, and is near and accessible to Hammond, Indiana located approximately ¼ mile east of Wentworth Avenue. The area has a solid nucleus of small retail/restaurant establishments near the intersection of Burnham Avenue and River Oaks Drive anchored by a Walgreens, McDonald's, and several other fast food establishments. Key existing conditions include:

- Traffic counts along River Oaks Drive/159th Street are approximately 16,500 Average Daily Traffic (ADT). Wentworth Avenue has approximately 8,300 ADT while Burnham has 12,300 ADT
- The existing Wentworth Woods Shopping Center (Site 10) is within a TIF District. While this center does have a Family Dollar store and a few other tenants, it also has considerable vacancies.



Wentworth Woods Corridor Map Vacant Parcels

	Lot Size (acres)	Building Footprint (sq ft)	Existing Zoning	Notes	Proposed Use
1	0.65	N/A	B	Partially paved; billboard	Small office or cemetery expansion
2	0.68	N/A	B	Grass	Medium density residential or small office/retail
3	0.24	N/A	B, SU	Partially paved	Fast food or small retail
4	0.58	N/A	B	Grass; partially landscaped	Medium density residential or small office
5	0.26	N/A	B, R1	Grass	Medium density residential
6	0.31	N/A	B	Partially paved	Medium density residential
7	0.24	N/A	B	Old car dealership	Small office
8	1.48	3,300 2,700 3,700	B	Existing parking; deteriorating buildings; vacant properties owned by Calumet City	Open space or medium density residential or small office
9	6.18	45,500	B	Old Ford dealership; mostly paved surface	Senior housing or apartments, open space or some combination
10	8.67	89,000	B	Mostly vacant shopping center; Family Dollar located in strip; about 40,000 sq ft of vacant building space; majority of land is paved	Horizontal mixed use including grocery store/retail/health club or high density residential
11	0.50	N/A	B	Grass	Gateway park



Former River Oaks Ford



- The vacant auto dealership site (Site 9) offers the largest opportunity site in the corridor at over 6 acres
- A healthy cluster of retail/restaurant uses is located at Burnham. This area is anchored by a Walgreens.
- Wentworth Woods, a Cook County Forest Preserve, occupies a significant portion of the north side of River Oaks Drive in the vicinity of Wentworth Avenue
- This section of River Oaks Drive/159th Street is under the jurisdiction of Calumet City.
- Pace Bus Route 355 runs north/south along Wentworth Drive, while Route 364 operates along Burnham Avenue north of River Oaks Drive and along River Oaks Drive west of Burnham (with connections throughout the region at River Oaks Mall approximately one mile to the west)

The following table highlights recommended uses for key vacant or under-developed sites within the corridor. Depending on the reuse plan, it may be possible to combine sites 9 and 10 for a larger redevelopment site. The existing TIF should be evaluated for possible expansion to include sites 8 and 9 to assist with redevelopment of those properties.

Market Factors

The proximity to Indiana (approximately ¼ mile east of Wentworth Avenue) creates additional challenges to attracting commercial uses in this area given the lower sales and property taxes in Indiana. And proximity to the significant retail concentration along Torrence Avenue (River Oaks Mall, etc.) to the west also limits retail potential, likely intercepting most potential retail customers entering this area from the west. To the north, Holy Cross Catholic Cemetery and the Wentworth Woods Forest Preserve create a ½ mile zone with no population to support additional development.

On the positive side, this area still has a significant population within a neighborhood level shopping radius (1 to 3 miles). The table on the next page highlights some of the key demographics of the area. The intersection of River Oaks Drive and Stanley Boulevard was used as the center point, as this intersection is central to the largest redevelopment opportunities in this corridor (sites 9 and 10).

Wentworth Woods Demographics (159th St. and Stanley Blvd. used as centerpoint)

	1 Mile	3 Mile	5 Mile
Population	16,708	125,737	249,224
Employees	4,122	42,574	90,368
Income (Household Median)	\$45,906	\$41,391	\$44,816
Household Size (Avg.)	2.73	2.66	2.69
Race/Ethnicity			
Black	48.6%	43.9%	42.2%
White	36.9%	43.1%	45.4%
Other or Mixed	14.5%	13.0%	12.4%
Hispanic Origin	22.0%	22.8%	21.9%

2013 Estimates, ESRI Community Profile

This demographic information, plus other information obtained during interviews for the Comprehensive Plan, suggest:

- Population density is good, and the area has a diverse population
- The area formerly had a grocery store, and some developer interest has been expressed in developing a small grocery in the area (Save-a-Lot). Currently, residents of the area likely shop at one or more of the following:
 - Aldi (approximately 1 ½ miles away to the west at River Oaks in Calumet City or to the east in Hammond)
 - Ultra Foods on Torrence in Lansing (approximately 2 miles away)
 - Strack & Van Til (approximately 1 ½ miles away in downtown Hammond)
- Demand for office use is likely limited to smaller businesses that serve neighborhood needs (insurance agents, real estate offices, etc.)
- Redevelopment of sites for medium or higher density residential use, or mixed use for the larger sites, would help to expand the market for neighborhood oriented businesses, while taking advantage of the areas access to bus service and significant open space (Wentworth Woods)

The River Oaks Drive/159th corridor (also known as the Wentworth Woods Corridor) has two retail anchor areas with a major regional retail cluster on the west via the River Oaks and the River Oaks West developments and a successful neighborhood cluster on the east at Burnham. In between are two sites which are the Wentworth Woods Shopping Center (Site # 10) and a vacant adjoining car dealership (Site # 9). This corridor is somewhat limited in development potential due to the low traffic counts on River Oaks Drive/159th plus the Forest Preserve on the northern edge of most of the corridor which decreases proximate population and also limits automobile access.

Strategies

The Wentworth Woods Shopping Center is located in a Tax Increment Financing (TIF) district with one significant tenant (Family Dollar) and little else and the vacant car dealership may be on land with environmental challenges. The public input phase in the development of the Comprehensive Plan indicated significant interest in a grocery store in this segment of the Calumet City market. While five years ago it might have been easier to predict that “the market is already served,” today the multiple levels and price points of grocery stores and fast casual food may be the two fastest growing retail segments in the United States. In addition, The Calumet City Economic Development Coordinator reports that there has been grocery interest in the Wentworth Woods Shopping Center site. Accordingly, it is recommended that Calumet City continue

to work with the ownership of the Wentworth Woods Shopping Center utilizing the TIF asset to redevelop the Center with a grocery store and/or whatever options the market will allow. This corridor probably cannot sustain more retail beyond the Shopping Center. Accordingly, the vacant car dealership site is best suited for residential although potential environmental issues need to be evaluated. Absent a clear market based use for the car dealership site, open space uses such as an extension of the Forest Preserve, a park, or stormwater management are options although the environmental issues will need to be resolved.

RIVER OAKS CORRIDOR (2)

River Oaks Mall has been a dominant regional shopping center since its opening in 1966. Once a smaller outdoor mall, its enclosure and expansion in the mid 1990's made it the largest shopping center in the south suburbs. With its close proximity to Interstate 80 and variety of stores, it remains a large commercial influence in the entire region. It is currently anchored by Macy's and JC Penny.

The River Oaks West development is located on the west side of Torrence Avenue across from the mall. This development includes as much if not more retail space, including major retailers like Target, Sam's Club and Office Max. Combined, the River Oaks Mall and the River Oaks West development offer residents and nearby communities extensive shopping opportunities.

Market Factors

Key points within this commercial area include:

- The Mall is owned by the Simons Group, one of the nation's leading mall operators. The mall lost two major tenants in 2013 (Carson's and Sears). Some recent development of outlots has occurred, including a Sonic Drive-in and a Starbuck's anchored strip center. Additional opportunities exist in and around the mall (see discussion below).
- The River Oaks West area is doing well, with many major retailers (see map)
- This area has the high traffic counts desired by retail and restaurant uses, with 26,000 to 27,000 ADT on both Torrence Avenue and River Oaks Drive/159th Street.
- The area is well served by Pace Bus service, with the mall acting as a major transfer point between bus routes (routes 353, 358, and 364 all intersect at the mall).
- Both Torrence Avenue and River Oaks Drive/159th Street are under the jurisdiction of IDOT.
- Calumet City has been pursuing a potential casino along the Little Calumet River on the south side of the River Oaks Mall property. Construction of a casino will require a license by the State of Illinois. Currently, the state has no available casino licenses. Legislation to add additional casinos has been proposed, and a site somewhere in the south suburbs has been included in that legislation. However, even if the state ultimately authorizes additional casinos, additional negotiations will be needed to determine the final site within the south suburbs.
- This area has over 227,400 residents within a 15 minute drive of the Torrence/159th Street intersection (see Table A.2).

Examples of Exterior Mall Treatment (Chicago Ridge Mall)





Strategies

Key recommendations include:

- Development of additional outlots around the mall, including unused parking areas around the mall on all sides. Properties with frontage along Torrence or River Oaks Drive are best suited for retail/restaurant or office uses, while properties along the Ring Road are suggested for mixed use including offices and high density housing. The City has explored the potential for a casino in this area. Such entertainment uses would also be appropriate. While it is recognized that many of these lots along Torrence Avenue and 159th Street will be needed for parking, some additional outlot development will add to the vibrancy of the area. One or more of these outlots could also be used for stormwater management if needed.
- The mall should explore ways to open up development to the exterior of the mall, similar to what has been done at Chicago Ridge Mall and other successful malls throughout the county.
- Development of enhanced streetscape appearance along Torrence Avenue, including a new gateway treatment from the Little Calumet River Bridge to Ring Road, a potential landscaped median, and enhanced landscape treatments on private property throughout the corridor. Coordination with Lansing to the south is recommended along Torrence Avenue to create a consistent streetscape concept for the corridor.
- Better accommodations for bicyclists, including bike lanes along the ring road and multi-use paths leading into this major shopping/dining area along River Oaks Drive/159th Street and north along Torrence Avenue through the Forest Preserve property.



River Oaks Corridor Map Vacant Parcels

	Lot Size (acres)	Building Footprint (sq ft)	Existing Zoning	Notes	Proposed Use*
1	3.64	44,000	Special Use	Vacant Wickes Furniture Store; connected to strip mall; existing parking	Retail or entertainment uses
2	3.31	32,500	Special Use	Vacant Circuit City; connected to strip mall; existing parking	Retail or entertainment uses
3	1.40	25,000	Special Use	Vacant Bed, Bath, & Beyond; connected to strip mall; existing parking	Retail or entertainment uses
4	1.46	N/A	Special Use	Paved lot; connected to Mall parcel	Potential retail/restaurant/office outlots**
5	1.45	N/A	Special Use	Paved lot; connected to Mall parcel	Parking, potential retail/restaurant/office outlots**
6	1.90	N/A	Special Use	Paved lot; connected to Mall parcel	Parking, potential retail/restaurant/office outlots**
7	0.58	N/A	Special Use	Paved lot; connected to Mall parcel	Gas Station/convenience store
8	13.33	175,000	Special Use	Vacant Sears & Auto Center; connected to the mall; existing parking	New retail, office, entertainment
9	6.34	N/A	Special Use	Paved lot; connected to Mall parcel; near 100 year floodplain	Office, high density residential, entertainment uses (potential casino site), potential stormwater management***
10	1.96	N/A	Special Use	Paved lot; connected to Mall parcel; near 100 year floodplain	Office, high density residential, entertainment uses (potential casino site), potential stormwater management***
11	6.59	40,000	Special Use	Vacant River Oaks Theater; existing parking; near 100 year floodplain	Office, high density residential, entertainment uses (potential casino site)
12	2.03	N/A	Special Use	Paved lot; connected to Mall parcel	Parking, potential retail/restaurant/office outlots**
13	2.17	N/A	Special Use	Paved lot; connected to Mall parcel	Parking, potential retail/restaurant/office outlots**
14	1.67	N/A	Special Use	Paved lot; connected to Mall parcel	Parking, potential retail/restaurant/office outlots

* Where multiple uses are listed, they are provided as alternatives. While vertical mixed use may be appropriate on a specific site, the plan is focused on increasing the mixture of uses in the area (horizontal mixed use).

** These sites are also appropriate for open space/stormwater management if needed

Corridor Improvements



1 Enhance landscape on private property and add sidewalks connected to future outlot development



1 Attractive median along River Oaks Drive - possible model for portions of Torrence Avenue

2 Additional trees and perennial plantings



1 Consider raised landscape median where space permits

2 Add landscaping and sidewalks

TORRENCE AVENUE CORRIDOR (3)

The Torrence Avenue Corridor Plan is focused on the area between Pulaski Road and State Street. This area has historically been an auto-oriented commercial corridor. While the corridor still has strong anchors near key intersections like Schoop's and Auto Zone at Pulaski and CVS and Walgreens at Sibley, areas in between these key locations are less developed – with numerous vacant properties. Key factors influencing future use and development within this corridor include:

- Shallow lot depth of approximately 123'
- Many vacant lots have billboards placed on them. The leases on these signs may make it more challenging to develop the property.
- Pace Bus Route 358 provides service through the corridor
- Traffic counts are good but not great for retail/restaurant businesses, with 19,200 ADT south of Sibley Boulevard and only 12,700 to the north of Sibley
- Very tight sidewalks along the curb in most locations, providing a challenging pedestrian environment, particularly in winter when snow piles force pedestrians into the street in some areas
- Virtually the entire corridor is currently zoned B – Commercial Business District. This zoning category is focused on retail and service uses and excludes any residential use
- This section of Torrence Avenue is under the jurisdiction of Cook County, who has been exploring Complete Streets approaches in other areas.

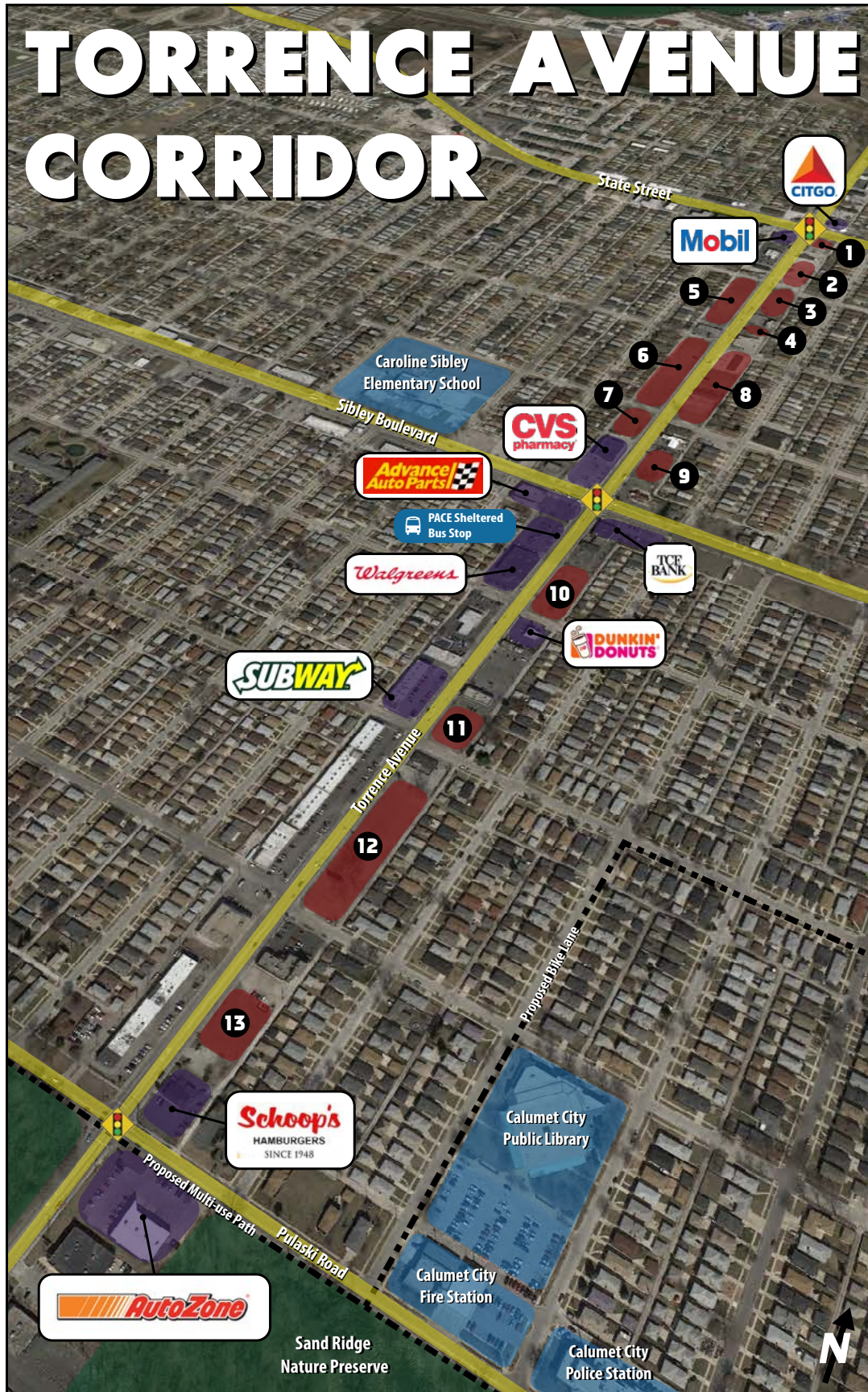
The future land use plan on page 30 suggest a transition from all commercial use throughout the corridor to a concentration of commercial uses at major intersections (Pulaski Road and Sibley Boulevard) and more mixed use opportunities in areas in between these key commercial nodes. This mixed use option would allow existing commercial uses to remain, while providing additional flexibility to integrate additional residential, office, or institutional uses within the corridor. This change will require the creation of a new zoning category to accommodate the wider set of uses suggested by this recommendation.

This corridor also offers exciting opportunities for development of a small park or a community garden. A park might be desirable on one of the vacant parcels north of Sibley Boulevard, as the nearest open space (other than at Caroline Sibley School) is over ½ mile away. Community gardens were actually suggested by a local restaurateur during one of the early community workshops conducted during plan development. Such gardens could be used by local restaurants for access to fresh ingredients as well as residents and community groups. These gardens could be developed as a temporary use of some of the many vacant parcels along the corridor. Sites with billboards might be particularly good locations, as these parcels have significant open areas that may not be developed in the short-term given existing billboard leases.

Strategies

Torrence Avenue is really two distinct corridors. The corridor between Sibley and 159th has high traffic counts, national anchors and many successful local businesses. Short term suggestions relative to streetscape improvements and façade improvement partnerships with owners and tenants are enclosed. From a development point of view, the key issue is a variety of smaller vacant lots (many with advertising signs on the property) which are evident along the corridor. Calumet City has some ownership of these vacant properties through the Cook County Tax Reactivation Program (CCTRP). The best solution for the corridor is to create large enough lots for legitimate development through land assembly (existing vacant land + CCTRP land + existing willing





underutilized land uses). Subsequently, with the 2-5 sites that may be created an RFQ-RFP process should be implemented to attract development. The City should be prepared to utilize all available municipal tools to facilitate development. Any remaining sites should become open space or parking along the corridor. Also, it is important to note, that “mixed use” along the corridor means a mixture of different uses. It generally does not mean a mixture of different uses on a singular piece of property. It does not mean that uses are mixed vertically in a singular building.

North of Sibley on Torrence future development will most likely be marginal. Traffic counts are relatively low and there is little development there to build upon. New development will want to be “where the action is” not here. Accordingly, clearing land of bad buildings, creating attractive open space, allowing community gardens and perhaps considering the corridor for appropriate non-for-profit development options is the most appropriate land use strategy.



Torrence Avenue Corridor Map Vacant Parcels

	Lot Size (acres)	Building Footprint (sq ft)	Existing Zoning	Notes	Proposed Use
1	0.29	N/A	B	Billboard on property	Small office or convenience store
2	0.94	N/A	B	Some pavement and some gravel	Medium density residential or small office
3	0.70	N/A	B	Grass	Community garden or medium density residential
4	0.14	N/A	B	Grass	Community garden
5	1.32	N/A	B	Grass; some pavement	Medium density residential or open space/ community garden
6	1.64	N/A	B	Grass; trees; billboard	Medium density residential or open space/ community garden
7	0.53	N/A	B	Grass; trees	Medium density residential or open space/ community garden
8	1.69	4,800 5,200	B	Old car wash; Old bar; grass lots; billboard	Medium density residential or open space/ community garden
9	0.55	N/A	B	Grass; trees; billboard	Medium density residential or open space/ community garden or office/commercial
10	0.83	N/A	B	Grass	Small office/commercial or medium density residential or community garden/open space
11	0.50	N/A	B	Grass	Small office/commercial or medium density residential or community garden/open space
12	1.30	N/A	B	Grass; trees; billboard	Small office/commercial or medium density residential or community garden/open space
13	0.41	N/A	B	Grass	Small office/commercial or community garden/open space

* Multiple alternative sites are offered here for a community garden. A total of two community garden locations are recommended, one north and one south of Sibley Boulevard. Open space uses could include a small tot lot and other neighborhood park uses, or potentially a path and sculpture garden similar to the Skokie Northshore Sculpture Park along McCormick Boulevard (<http://sculpturepark.org/>)

Corridor Improvements



- 1** Perennials or shrub plantings would enhance character
- 2** Consider a road-diet (reduce lane width or eliminate a lane) to expand sidewalks and/or accomodate bicycle within this corridor
- 3** Landscape buffer enhances appearance and defines borders between public/private space



- 1** Develop community gardens on selected lots
- 2** Consider widening sidewalks where possible
- 3** Add banners to light polls to provide visual interest
- 4** Work with property owners to screen parking (landscaping or fence); consider eliminating every 15th space along right-of-way to provide a landscape island with street trees and potential plantings
- 5** Remove obstructions from the sidewalk



- 1** Street tree plantings add to character and should be planted throughout corridor as funding permits
- 2** Parkways should be grass - or widened concrete sidewalks
- 3** Example of banner providing color and visual interest
- 4** Require removal of abandoned sign structures

SIBLEY BOULEVARD CORRIDOR (4)

The Sibley Boulevard Corridor, from the Bishop Ford Freeway to Torrence Avenue, provides the community with access to needed daily and weekly shopping and dining needs. Pete’s Fresh Market, CVS, Walgreen’s, Family Dollar, and fast food restaurants like McDonald’s and Popeye’s all take advantage of the over 26,000 average daily traffic (ADT) count along this arterial corridor. In addition, Pace Route 350 runs along the entire length of Sibley Boulevard through Calumet City further enhancing access.

This is a healthy and concentrated business corridor, with vacancies limited to normal transitions of small businesses within several of the existing strip shopping centers within the corridor. The planning focus for this corridor will be on maintaining and enhancing the vibrancy of this key commercial corridor. The corridor is currently very auto-dominated. While clearly auto access is the driver for the success of the businesses, developing a more “Complete Street” approach can enhance the overall shopping environment. Recommended improvements include:

1. Developing a unique and identifiable community gateway between the Bishop Ford Freeway and Madison Street
2. Focus streetscape enhancements on improving the appearance of this corridor as an entryway into the City and on making the area friendlier to pedestrians.



Sibley Boulevard Corridor Map Vacant Parcels

	Lot Size (acres)	Building Footprint (acres)	Existing Zoning	Notes	Proposed Use
1	0.17	N/A	B	Grass	Potential community garden site

Corridor Improvements



- 1** Work with private property owners to enhance landscape treatment
- 2** Work with IDOT to enhance median
- 3** Develop new landscaped gateway sign





- 1** Consider murals to enliven blank walls
- 2** Add shrubs and perennials to enhance appearance
- 3** Expand banner program and consider more decorative lighting fixtures when existing standards are replaced
- 4** Fencing and landscape along Pete's is a good example for corridor
- 5** Signs on fence are a distraction and not recommended for future development



- 1** Fence helps define space and improve appearance
- 2** Require removal of streamers after 90 days
- 3** Consider raised and landscaped median
- 4** Work with Pace, IDOT and property owners to identify locations for new bus shelters
- 5** Work with property owners to enhance landscape along frontage

PULASKI ROAD CORRIDOR (5)

The Pulaski Avenue Corridor is the civic hub of the community, with City Hall, the library, Fire Station, Police Station, TF North, significant Forest Preserve properties (Shabbona Woods, Sand Ridge Prairie and Wentworth Prairie), and Dirksen Middle School. Other than these significant civic and open space uses the corridor is primarily residential in nature. No major land use changes are anticipated in this corridor. However, several design and appearance improvements are recommended to enhance this corridor's identity and function within the community. These recommendations are illustrated in the following photographs, and focus on:

- Enhancing pedestrian and bicycle movement through the corridor
- Visually connecting the area through common light standards and banners
- Improved wayfinding signs both within the corridor and on other major routes within the City



Corridor Improvements

Photographs are all taken looking west, and start just west of Wentworth and continue west along Pulaski until near Torrence Avenue.



1 Incorporate bike lanes or sharrows to promote bicycle use and safety

2 Attractive, new light pole and fixture - good model for use throughout the corridor; The addition of banners could help to enhance the corridor's civic identity

3 Provide landscape buffers for all parking lots





1 Incorporate bike lanes or sharrows to promote bicycle use and safety

2 Expand concrete sidewalks to curb in commercial locations

3 Work with property owners to update and enhance facades



1 Maintain street trees and add additional plantings where a parkway of at least 8' exists

2 Make poles, fixtures, and banners consistent throughout the corridor

3 Incorporate bike lanes or sharrows to promote bicycle use and safety



- 1** Make poles, fixtures, and banners consistent throughout the corridor
- 2** Incorporate bike lanes or sharrows to promote bicycle use and safety
- 3** Pave shoulder by school to accommodate parking



- 1** Explore new bike path on south side of Pulaski in Forest Preserve between Torrence Avenue and the Burnham Greenway
- 2** Make poles, fixtures, and banners consistent throughout the corridor
- 3** Add shrub or perennial plantings to screen parking, and add street trees where space permits

MARBLE STREET PROPERTY (6)

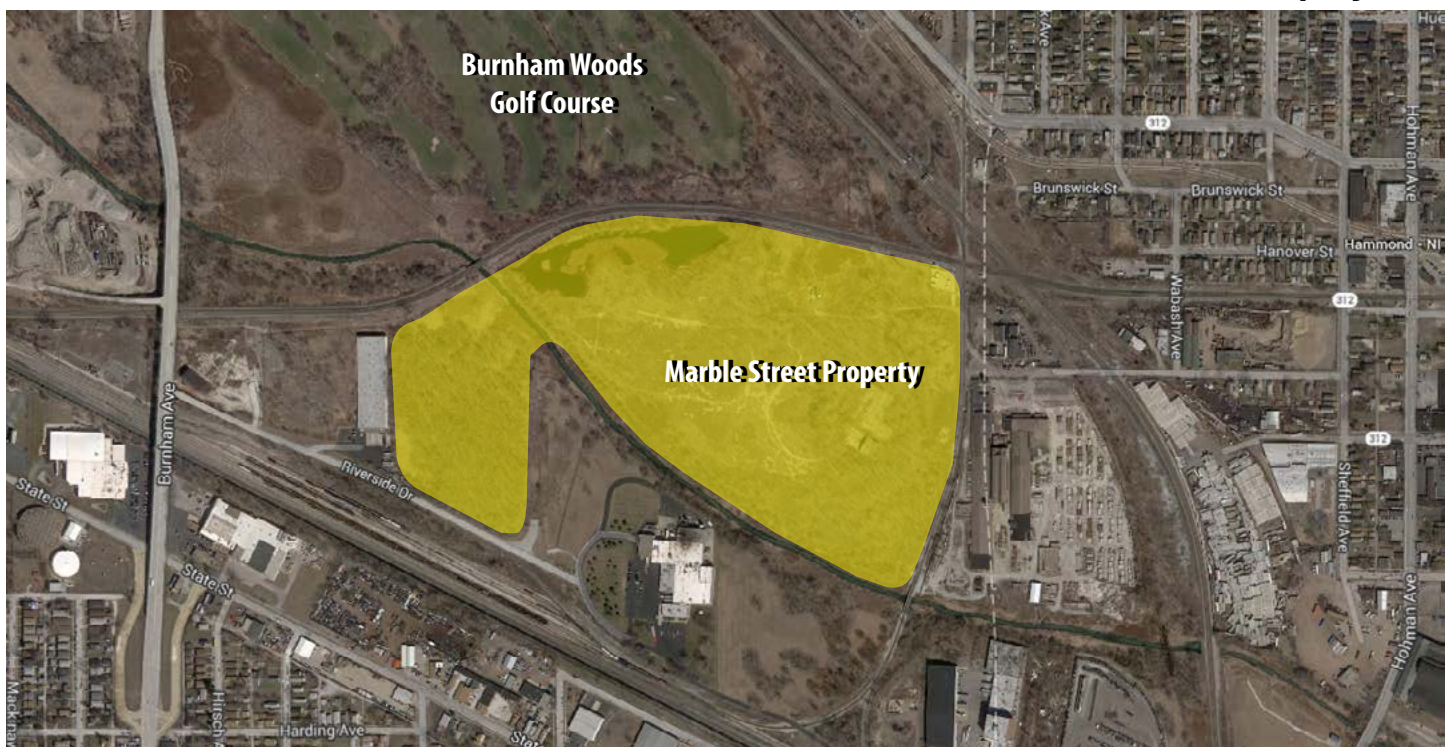
As noted in the Existing Conditions section (page 10), Calumet City has been working to redevelop an industrial site at the far northeast corner of the City commonly referred to as Marble Street (which is the name of an existing roadway in Hammond to the east that feeds into the site). Key issues with this site include:

- Significant environmental challenges, which are well documented. While the costs for remediation may be high, the 2009 Marble Street Redevelopment Plan contains useful strategies to fund such a clean up. Most likely the City will need to work with a developer and apply for grant funding through the Illinois Environmental Protection Agency (IEPA).
- Rail access with active or spur rail lines on all sides of the property.
- Challenging vehicular access. The 2009 Marble Street Redevelopment Plan identified potential access points. The most feasible and economical would be to work with the City of Hammond to provide access to the property from Marble Street on the east side of the property. An alternative access route was also identified, developing a new roadway that would lead into the site from the south from Riverside Drive. This access would require construction (and permitting) for a bridge over the Grand Calumet River, which is really more like a creek in this area.
- The area is in a TIF District, allowing the potential for partnership with private developers.

Recommendations

- Continue to market the site to potential industrial users and brokers in partnership with the Chicago Southland Economic Development Corporation (CSEDC), and the surrounding railroads.
- Pursue EPA and other grant programs for brownfield clean-up. This would be a great site to tie into the CSEDC Green Time Zone efforts by attracting a green manufacturing operation that could take this brownfield site and make it into an asset.
- Maintain a good relationship with Hammond and explore mutually beneficial programs to enhance Marble Street for better access into the area.
- Continue to explore ways to economically provide utilities to the site.

Marble Street Property Aerial



TOWN CENTER (7)

With a high number of vacant properties and low property values, Calumet City’s northeast region has seen better days. The area roughly located east of Freeland Avenue, south of Sibley Avenue, west of State Line Road, and north of 155th Place is being designated as the new Calumet City Town Center.

Calumet City lacks a strong identity and is usually only associated with the River Oaks Mall. While the mall is a great asset, the City would like to have a walkable and safe environment where its citizens can gather and others from out of town will want to visit. The mall is an auto-centric environment where businesses may come and go. The concept for the Town Center is to create a long lasting and sustainable identity for the City.

The vacant parcels and proximity to nearby amenities such as Memorial Park, makes this area a great location to create a City identity. With a limited demand for retail, due to the economy and low traffic counts, this area will not be considered a traditional downtown. The following Town Center plan will outline how to reinvent this part of Calumet City which will instill pride in the community.

While discussing the area with local residents, some of the main reasons this area is not visited often is due to the high crime and lack of activity. With downtown Hammond nearby, many residents cross the border for goods and services, in particularly the Strack and Van Til grocery store. The Town Center priorities are focused on creating a safe atmosphere with a definitive “sense of place” as well as offering residents a reason to stay in the City.



Land Uses

Low Density Residential

The low density residential land use category is designated for detached housing between 0 and 8 dwelling units per acre. A majority of the properties within these zones contain existing single family homes. The homes in this category should maintain the typical design features of existing homes in the area.



Medium Density Residential

The medium density residential land use category is designated for attached housing between 9 and 24 dwelling units per acre. The types of residential units in this category should range from side-by-side duplexes to townhome units. These residences are concentrated in the south east corner of the town center region and could be targeted towards hospital employees.



The large number of vacant parcels located along existing 154th Place east of Wentworth Avenue and the proximity to Franciscan St. Margaret Hospital make this an excellent area for new medium density housing. Consideration of vacation and reuse of a portion of 154th Place may help provide additional flexibility in the design of this area.

High Density Residential

The high density residential land use category is designated for attached housing of 25 or more dwelling units per acre, often apartments. The parcels within this category contain existing multi-family residences. This category is ideal for a maximum of 3 to 4 story apartment or condominium complexes.



Town Center Future Land Use Map



Commercial

The commercial land use category is designated for small scale retail and restaurant businesses. Currently, the demand for commercial businesses in the area is low and projects to be low within the next 5 to 10 years. It is possible as the population grows in the area and developments start to take shape, the demand for commercial uses may rise. In this case, parcels near the illustrated existing zones may be suitable for commercial expansion.



Mixed Use

The mixed use land use category is designated to accommodate a mix of commercial, office, and residential uses. If the demand for restaurants and shops increases in the future, the lower floors could be designed so they may be converted into retail stores. Mixed use development is anticipated to be primarily horizontal (i.e. side to side on separate lots). However, in certain cases vertical mixed use or vertical (i.e. in the same building on different floors). may be appropriate.



The majority of mixed use areas are located along Pulaski Road and State Line Road. These areas border the main thoroughfares around the Town Center and are located near the hospital. The objective for this area is to be responsive to the market regarding specific land use mix. Current market conditions would suggest the best opportunity is for medium density residential use. See the Housing Chapter, page 75, for implementation recommendations on seeking redevelopment of vacant properties. However, opportunities for office uses near the hospital along State Line Road, or neighborhood commercial uses along key roadways (State Line, Pulaski, Wentworth) should be explored.

Parks & Open Space

The parks and open space land use category is designated for public and private recreational uses. Memorial Park and Recreation Center is the heart of recreational uses in the Town Center. This facility is in good condition and there should be a focus on maintaining its quality in the years to come. Pulaski Park is a smaller passive open space area located south of City Hall which provides a resting area for surrounding residents.



A new area recommended for open space is located on the corner of 154th Place and Forsythe Avenue. With the surrounding denser residential uses and close proximity to the hospital, this site is ideal for a community garden. Partnering with a private or charitable organization to create a place to grow and distribute fresh food can have a positive impact on the Town Center area and the City as a whole. Some of the benefits a community garden/farm in this location include:

- Creating transitional jobs (teaching people how to garden, plant, landscape)
- Distributing fresh and affordable foods
- Making a positive use of vacant properties
- Form a gathering spot for hospital employees/users
- Giving the youth in the community a productive activity
- Creating a sense of place

Institutional Uses

The institutional land use category is designated for public municipal uses. Woodrow Wilson Elementary School is a fixture in this neighborhood and should continue to be so in the future. The other institutional use within Town Center is located at the existing City Hall and nearby buildings. City Hall is divided into two separate buildings at the moment and if funding becomes available, it may be advisable to combine everything into one structure on this site creating a complete municipal facility.



Along with the previous municipal facility concept, the location around City Hall is appropriate for a new police station. Whether it is conjoined with City Hall or a new municipal facility, placing a new facility here will help in reducing crime in the area. Having police officers in the area frequently will deter criminals and give the Town Center a sense of safety.

Transportation

The Town Center Transportation map shows the current bus routes, major bus stops, existing signals, and proposed future bike lanes running through the area. The region is well served by bus routes, but may need to add extra sheltered areas in the Town Center as development occurs. Once the bike lanes are complete, there will be multi-modal access in and out of the area as well as connections to the major amenities within Town Center like Memorial Park.

Wentworth Avenue and Memorial Drive will be frequented with the most diverse types of traffic, therefore it is proposed that these roads adopt a “complete streets” concept for their design. Since these roads will be handling the most traffic into and out of the area, they will be the main access streets into Town Center and will set an example for future street development within Town Center and all of Calumet City.

Urban Design

The design of an urban environment can be just as important as the actual uses within that environment. The design of elements within a community can have an impact on several different issues including crime, safety, vitality, and commercial viability. The following urban design elements can help change the current reputation of the Town Center area and create an inviting place where people take pride in their community.

A visual preference survey was conducted at a community workshop to gain knowledge on what types of designs residents would like to see in the Town Center. The survey showed several different design features for different types of structures and participants ranked which ones they liked and disliked. The following design guidelines are a product of the community’s input at this event.

Residential Design Guidelines

Garage Locations

For newer developments it is suggested that garages be located at either the front or side of the unit. This will help keep backyards more open and eliminate the need for an alley.



Exterior Materials

With regards to exterior facades, the use of brick or other natural materials such as stone is encouraged. These materials are durable and easily maintained.

Multiple Stories

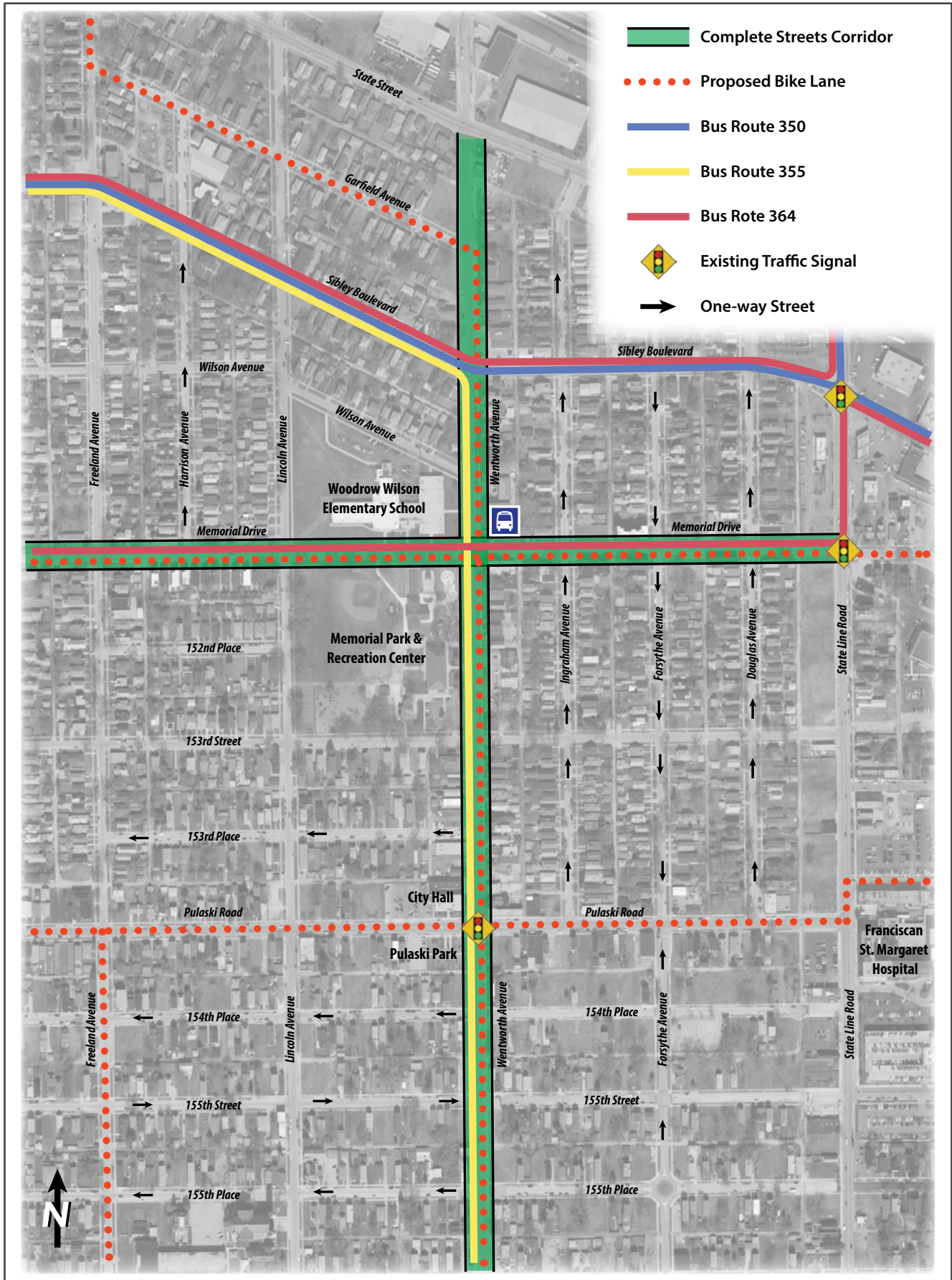
During the visual preference survey many residents expressed their desire for larger homes with more livable square footage. Building multiple story homes will allow for larger homes on the same size parcels.



Blend with Existing Structures

Although there is a need to upgrade buildings in the area, the exterior materials should match and blend with existing structures. Since new development will not happen all at once, blending the old with the new is a good way to keep community character while improving the region.

Town Center Transportation Map



Crime Prevention Through Environmental Design (CPTED)

When discussing the region's issues with residents, many expressed their concerns for personal safety within the area. Residents were most concerned with crimes such as burglaries, robberies, and drug dealing in the area. Many suggested that during the evening and night it was unwise to travel through this area of Calumet City. It is financially unfeasible to have a police officer on every corner but it may be possible to reduce crime through environmental design. Creating new developments that reduce the opportunity for crimes is a cost effective way to create a safer community. While there are many ways to develop a safer environment, the tools that will likely work best for Calumet City are to increase natural surveillance, maintenance, improve lighting, and territorial reinforcement. These same concepts and strategies could also work in other parts of the community to reduce crime.

Natural Surveillance

Mixed Uses

Having a variety of uses either in one structure or by a group of surrounding structures helps reduce the chance for crime in any given area. Mixed use zones allow an area to have different functions which allow the area to be used at different times of the day and different days of the week. If the uses in an area are constantly being used it maximizes the natural surveillance of the area.

Windows

A shop facing a sidewalk adds an eye on the street and increases the visibility of the surrounding area. It is also recommended that residential buildings have windows facing public streets as well to increase surveillance in the area.

First Floor Residential

In multi-family residential buildings if the first floor is not used for dwelling units, it should be dedicated to meeting rooms, laundries, exercise rooms, and the like with transparent openings to public spaces.

Maintenance

Improvements to the maintenance of private yards and open spaces can dramatically improve the sense of safety in an area. One of the main areas in the Town Center region in need of maintenance is the alleyways. The alleys are typically gravel and the landscaping is unkempt. Paving the alleys, maintaining the landscaping, and adding sufficient lighting will help define these as clean and safe areas.

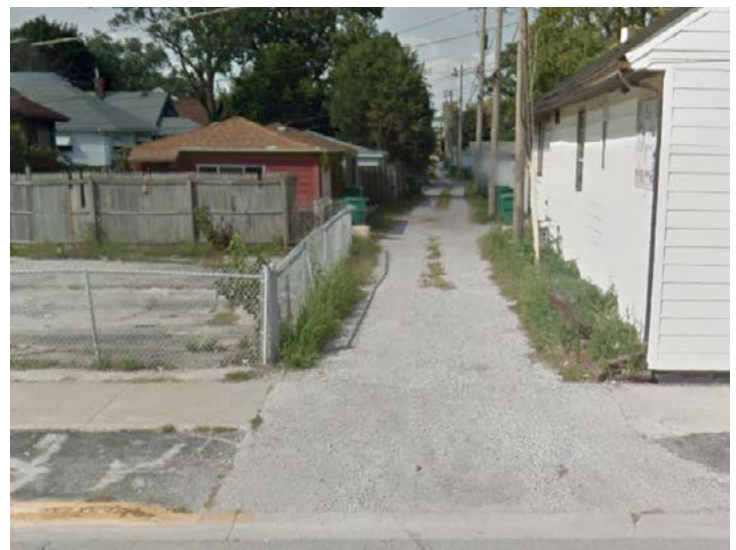
An issue with keeping the alleys clean is sometimes it is unclear who is responsible for maintaining the property. This may be solved by the creation and enforcement by a home owners association. It may also help if the City initiates a property maintenance program to encourage and give incentives to maintain ones property. To upgrade and pave the existing alleys, it is recommended the City develop a Capital Improvement Plan to address paving the alleys in the Town Center region as well as the entire City.

Natural surveillance limits the opportunity for crime by increasing the perception that criminals may be seen. Potential offenders feel like they are being watched and may not have an unseen escape route.

Ideal Mixed Use Building



Existing Alley in Town Center



Lighting

Increased Sightlines

As explained previously, underlit areas may give the sense of being unsafe no matter what is the actual condition. Lighting the streets to increase visibility at night will deter crime by increasing natural surveillance.

Uniform Lighting

Creating a row of uniform lights is ideal when developing an area. If one light burns out the others are there to keep the street lit until it is replaced. It also helps avoid barriers, like trees, from blocking light further down the street.

Alley Lighting

A short term solution to unsafe alleyways is to either put permanent or sensor based lights down each alley. It may be possible to run a program for citizens to help with the costs of installation.

Territorial Reinforcement

The purpose of territorial reinforcement is to define spaces to improve a sense of place and a sense of security without creating obstructions.

Low profile shrubs and trees maintain sightlines across the landscape. Not only does it make it easier for people to figure out where they are going, but it will leave potential criminals very few options for hiding and escaping.

A fence made of high quality material which is mostly opaque will help define a certain area as important and secure while not impeding sightlines across the landscape.

Example of new street lighting along Forsyth Avenue which enhances neighborhood safety.



Landscaping can add beauty and character to a location, and when installed correctly can also help define a controlled environment.

Low Shrubs Define Space in Pulaski Park



Strategies

The Town Center Plan outlines a number of initiatives designed to spur redevelopment in the area around City Hall. A key to this effort will be to “jump-start” the process with some catalytic projects. Three such projects are recommended, listed in order from lowest cost to most expensive.

- **Community Garden**

The City owns numerous lots within the Town Center area. It is recommended that the City work with local block groups and organizations, including the Memorial Park District, to identify an initial community garden location. This effort should begin in late summer or fall of 2014, with the goal of having a community garden up and running by the spring of 2015. (See Community Facilities, page 79 for a more detailed discussion on community gardens).

- **Partner with a Residential Developer**

The City controls many lots in the Town Center area that are appropriate for residential development. The housing implementation section (page 73) provides a recommended strategy of seeking a developer. More detail is provided regarding the recommended Request for Qualifications (RFQ)/Request for Proposals (RFP) process in the Pre-Development Tool Kit provided in the appendix. The market study suggests a focus on medium density housing products like townhomes in proximity to neighboring Franciscan St. Margaret Hospital. However, single-family homes may be appropriate for lots farther away from major streets or the Hospital.

- **Public Facilities**

The Community Facilities section highlights the need for improvements to the fire station located at City Hall, a new police facility, and potential expansion of City Hall. Any of these projects would help to show positive reinvestment within the Town Center area, and could help to encourage other new development.

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HOUSING 5



Vision

Calumet City is a community of charming, walkable and safe middle class neighborhoods surrounded by open space and near convenient shopping and dining.

Calumet City recognizes that vibrant neighborhoods are essential to the overall health of the community. Calumet City's neighborhoods contain strong and diverse resources such as parks, schools, and churches that contribute to the unique character of the community. However, an aging housing stock and a still-recovering residential market suggest that the City has some housing challenges to address.

While the population has stayed fairly constant over the past decades, CMAP projections suggest potential for significant growth by 2040. It will be important for the City to plan for accommodating this growth while still providing affordable options. It will also be important to encourage housing diversity and quality throughout the community. This includes having a variety of housing types available to accommodate all residents. Many residents have voiced their concern for the number of renters within the neighborhoods. This issue has clearly grown in magnitude over the past 5 years due to increasing foreclosures within the community and subsequent conversion of formerly owner occupied units to rental units. Moving forward, the City will have to develop and enforce strategies encourage home ownership which will help produce a greater sense of pride within the neighborhoods.

Key issues addressed in this Housing Plan include:

- Over 60% of the City's housing stock is over 45 years old, while less than 5% has been constructed since 2000 according to the American Community Survey (ACS). This suggests a need to work with residents to promote property maintenance and compliance with modern building codes.
- Owner-occupied housing units dropped from 63.3% in 2000 (Census) to 59.1 % in 2012 (ACS) despite not adding any new apartment units during the time period. Within Calumet City's residential rental market, about 60% of listings in October of 2013 were single-family homes and condominiums. Residents expressed a strong desire to reduce this pattern of renting traditional owner-occupied housing.
- The 2010 H+T Index for Calumet City was 44.2 – meaning that the average Calumet City household spent a combined 44.2% of their income on housing and transportation. Per the Center for Neighborhood Technology (CNT) which developed this Index, the standard threshold of affordability is 45%. This suggest that Calumet City is currently an affordable community to live in, particularly compared to Cook County overall (46.5%) and the CMAP region (50.8%). Lower housing costs are the primary reason for this affordability, as Calumet City's transportation costs are at 22.5%, which is 1% over the regional average of 21.5%. Calumet City should strive to maintain this appropriate level of affordability.
- Calumet City has been an active participant in regional housing programs and organizations. Continued coordination with regional housing, planning, and transportation agencies will be key in implementing these goals as the City does not have a vast amount of resources.

Housing Trends & Provisions for Growth

The existing conditions report and market analysis highlights a number of key issues with regard to planning for residential growth. Calumet City's population has declined approximately 2,500 from 1980 to a 2010 population of approximately 37,200. CMAP has projected a population of 43,600 by 2040. Given current trends, this projection appears high. However, the City's location suggests that residential growth is realistic and desirable. An ultimate population of 42,000 is the target for this plan.

Calumet City has been challenged by the foreclosure and short sale crisis. As of March 3, 2014 RealtyTrac noted 746 homes that were in foreclosure. Many homes that have gone through this process have been acquired by individuals or firms that maintain the homes as rental housing. There is an inventory of almost 1,500 vacant lots, many of which are owned directly by Calumet City. When combined with the noted foreclosures and normal residential vacancies in the community, there appears to be adequate space to accommodate the projected needs for new housing. Many of these vacant properties are concentrated in the Town Center area near City Hall (as illustrated on the adjacent map).

Seventy-eight percent (78%) of the housing in Calumet City is considered affordable by the Illinois Housing Development Authority (IHDA) in 2013. Affordable in this case means that the percentage of total housing units in a given community area are affordable to home buyers at 80 percent of the Area Median Income (AMI) and renters at 60 percent of AMI. This would suggest a home of \$147,361 for a family of three or a monthly rental rate of \$994 for a 2 bedroom apartment. Most homes and apartments in Calumet City are below these figures.

Accommodating Growth & Maintaining Affordability

Housing development is influenced in part by regional and local land use policies, development regulations and permit processes. This section encourages residential development in Calumet City by holding down regulatory components of housing costs, and controlling the cost of developing new housing.

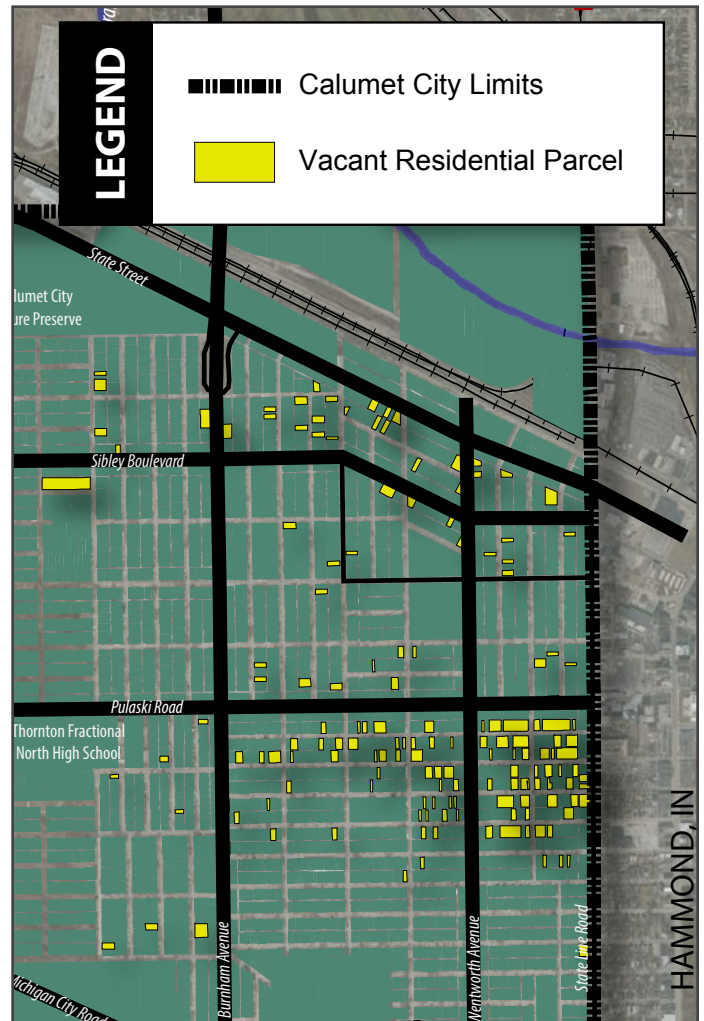
With a projected population of 42,000 residents, the City will need to accommodate approximately 1,900 additional households by 2040. It is recommended that while accommodating this increase the City should focus on maintaining its affordable housing. Achieving a greater predictability in project approval timelines, achievable densities and mitigation costs will help achieve these goals.

Suggested Policies

The following policies are recommended to guide the City in handling growth and maintaining affordability:

- Maintain sufficient zoned development capacity to accommodate

Majority of Vacant Residential Parcels



Calumet City's projected share of household growth over the next 10 years. Key areas for new housing include:

1. Development of vacant lots within the Town Center area. The strategy will be to maintain a mix of housing products in this area. The majority of the isolated lots would be best suited for new single family homes, or perhaps duplexes or two-flats. In locations where a number of vacant parcels are located together, medium density housing like townhomes, three-flats, or even small apartment buildings within walking distance to the Franciscan St. Margaret Hospital at State Line Road and Pulaski Road would be appropriate. See the Town Center discussion on page 60) for more details.
2. Opportunities for mixed use development including condominiums, apartments, or senior housing have been identified on the Future Land Use Plan near River Oaks Mall and within the Wentworth Woods area. Other opportunities

for this type of mixed use development are along some of the City's main traffic routes including Burnham Avenue and Torrence Avenue north of Michigan City Road. Additional housing in these areas can support existing businesses, take advantage of access to existing transit, and offer new housing products that will diversify the City's housing stock.

3. Medium density residential use, including duplexes or townhomes, would be appropriate along Sibley Boulevard east of Torrence Avenue. This City has acquired many of these parcels and should consider issuing an RFP for a developer.
- In order to control the effects of regulatory processes on housing price, the City should strive to minimize the time taken to process zoning and building permits. The City should evaluate its residential zoning regulations to ensure that the review process is necessary and predictable. It is essential to explain why the regulations exist because it will communicate properly why there is a need for development review. It will also help make sure each step in the process has a clear purpose. Finally, evaluating and updating the development review process will help define a structure which will be understood by everyone. Streamlining the process will help developers and staff save time and money.
 - Consider providing incentives that encourage public agencies, private property owners and developers to build housing that helps fulfill City policy objectives. Examples of development incentives include height and density bonuses, minimum densities and transferable development rights. Consider programs that make maximum use of City resources such as bridge loans, credit enhancement, and tax exemptions.
 - Coordinate new medium and/or high density residential development with Pace Suburban Bus service near their existing routes and stops. Coordinate housing, land use, human services, urban design, infrastructure and environmental strategies to support pedestrian-friendly communities that are well-served by public transit.

Encouraging Housing Diversity & Quality

The City has an interest in safeguarding the condition and quality of the housing stock and in maintaining attractive and livable neighborhoods. Despite trends, the City wants to encourage home ownership opportunities in order to promote a sense of community and encourage investment in housing. The City may consider new affordable and well maintained townhouses as part of the City's strategy for creating homeownership opportunities.

Many consumers have a strong preference for single-family homes. The current stock of single-family homes is abundant and the City should focus on preserving and rehabbing the existing homes. While many would like



The South Suburban Housing Collaborative operated by SSMMA is an excellent resource, and one that Calumet City has been an active participant in. They offer a variety of educational and technical assistance programs to support communities in their efforts to maintain and enhance the existing housing stock while attracting appropriate and affordable new housing opportunities. Programs include:

- Development assistance
- Employer-Assisted Housing
- Multi-Family Retail Initiative
- Southland Community Development Loan Fund
- Southland Financing Consortium
- Community development strategies, including strategies for addressing foreclosures and vacant properties
- Single-Family Rental Housing

More information on their programs and initiatives can be found here: <http://ssmma.org/about-the-housing-authority>

Land Bank Authorities

To assist with developing the City owned vacant properties it may be beneficial to partner with a land bank authority. Land banks are designed to hold, manage and develop foreclosed properties and put them back into productive use. The following land banks may be able to assist Calumet City:

South Suburban Land Bank and Development Authority

Formed in 2012 by an intergovernmental agreement, the Land Bank currently serves eight municipalities. While Calumet City is not currently part of this program, it has the option of joining. www.sslbda.org

Cook County Land Bank Authority

Formed in January 2013 the Cook County Commission passed the creation of the Cook County Land Bank to assist all communities within the County. www.cookcountylanbank.com

to see new single-family homes, the area will most likely support new multi-family structures instead. To some extent, the preference for single-family homes can be met by smaller multi-family units like townhouses, duplexes, and triplexes. These housing types provide yards or play areas immediately adjacent to homes, which are important to families with children. Small and moderate density multi-family apartments are also needed to help accommodate expected housing demand over the next 10 to 20 years. As residential growth occurs, it will continue to be important to include affordable housing units in the mix of market-rate development.

The City should strive to achieve a mix of housing types that are safe, attractive, and affordable to a diversity of ages, incomes, household types, household sizes, and cultural backgrounds. New homes should also encourage and support accessible design and housing strategies that provide seniors the opportunity to remain in their own neighborhood as their housing needs change.

Suggested Policies

The following policies address both the development of new housing and the adaptation of existing housing to meet the needs and preferences of the current and expected residents of the city:

- Provide tools to preserve existing single-family character, including educational programs to promote maintenance and renovation of the existing housing stock in conjunction with the SSMMA's home buyer education program.
- Allow and encourage a range of housing types for seniors, such as independent living, various degrees of assisted living, and skilled nursing care facilities. Strive to increase opportunities for seniors to live in accessible housing with services nearby.
- Promote methods of more efficiently using or adapting the city's housing stock to enable changing households to remain in the same home or neighborhood for many years. Strategies may include sharing homes, allowing attached and detached accessory units in single-family zones, encouraging housing designs that are easily augmented to accommodate children or other methods considered through neighborhood planning.
- Work with financial institutions, State agencies, SSMMA and others to overcome barriers in the real estate finance process that inhibit the development of affordable single-family houses and condominium projects.
- Encourage employers located within the city to develop employer-assisted housing programs, seeking assistance as needed from SSMMA and other regional housing partners.
- Require that renter-occupied housing be maintained and operated according to Housing and Building Maintenance Code and other

Visual Preference Survey

A public workshop was held during the planning process to gain knowledge about Calumet City from local residents. A visual preference survey was conducted to understand which types of design elements were preferred within the Town Center. Highlights of the results which pertain to housing include:

- Single-family homes
- Brick facades
- Well maintained properties
- Garages in front
- Two story homes

Along with these results, many residents expressed their interest in blending old developments with new ones. Residents desire to maintain a neighborhood's established character.



Emphasis on blending the old (top) with the new (bottom) to keep community character

applicable Codes. Actively encourage compliance with the codes and seek to inspect on a regular basis multifamily rental structures most likely to have code violations.

- Encourage the development of housing in ways that protect the natural environment, including environmentally critical areas such as flood plains and that promote energy conservation.
- Seek opportunities to combine housing preservation and development efforts with historic preservation by either preserving residential structures of historic value or rehabilitating and reusing vacant landmark structures and vacant structures in landmark and/or special districts for housing. Consider landmark preservation as a factor in evaluating housing project proposals for funding.
- Encourage the replacement of housing that is demolished with high quality duplexes, townhomes, or multi-family housing.



Housing Planning & Coordination

It is critical to maximize the effectiveness of scarce public resources in improving housing opportunities in Calumet City and throughout the county. Cooperation and coordination with regional housing, planning, and transportation agencies will help to allow implementation of housing policies.

Suggested Policies

The following policies will help the City plan and coordinate with regional agencies and implement its housing goals:

- Promote continued intergovernmental cooperation to achieve City housing goals
 1. Seek to enter into an intergovernmental agreement with Cook County to foster implementation of affordable housing goals
 2. Seek cooperative relationships with SSMMA and other agencies to encourage the development of new housing opportunities and enhancement of existing housing
- Maintain funding streams for housing programs and strategies.

Implementation

The Calumet City Comprehensive Plan has identified a housing development and redevelopment opportunity based upon market realities, land use recommendations, existing community assets and regional housing initiatives which could support the development of these opportunities. The primary geographic location of these opportunities is in the Town Center which includes multiple vacant lots in the neighborhoods which surround City Hall and the State Line Road Corridor which is primarily residential land use except for the northern part of the corridor which can be developed to enhance the commercial cluster which already exists. Calumet City owns the land along the State Line Road Corridor and also owns the multiple vacant lots in the City Hall neighborhoods. In addition, The Franciscan St. Margaret Health Center in Hammond, Indiana adjacent to State Line Road represents a major employment center which could be an asset in building a market for reasonably priced housing.

Given the land ownership of the City of Calumet City, it is recommended that the city consider a long term partnership with 1-2 housing developers over a long term period (i.e. ten years) to develop housing which meets the future needs and price points of a slowly growing population in Calumet City. The emphasis should be slow and reasonable growth based on completed housing transactions not uncontrolled speculative building. Only experienced housing developers with portfolios of housing appropriate for Calumet City and equally appropriate supportive financing should be considered. Once selected, the developers and the City would work out the terms and conditions of the partnership which would include the availability of the land plus other supportive tools the City may be able to offer.

The City has a Fair Housing Director who is both experienced and knowledgeable concerning the history and current conditions of housing in Calumet City. Also, of prime importance, The South Suburban Mayors and Managers Association (SSMMA) and Chicago Southland Economic Development Corporation (CSEDC) have developed a very sophisticated housing initiative which includes: a dedicated staff person; a well structured partnership with the Cook County housing initiatives; a source of capital via public initiatives (i.e. federal funds which Cook County has access to) and private initiatives (i.e. the McArthur Foundation); a formal land banking entity; and, the retention of a professional management organization with experience in housing land banking, housing development and housing development financing. In addition, SSMMA-CSEDC is well informed on “best practices” in housing development and redevelopment including local success stories such as Sauk Village, Illinois which could be very beneficial to Calumet City. It is recommended that Calumet City approach SSMMA-CSEDC with a summary of existing conditions in the City and a summary of the Comprehensive Plan recommendations in order to jointly develop the strategy and implementation plan including a joint process in soliciting developers through an RFQ-RFP process.

While these housing recommendations relate to the aforementioned Town Center area, the proposed initiatives should also relate to the approximate 10% vacancy rate of housing in Calumet City and the corridor of vacant land which the City owns along the southern edge of Sibley Blvd. east of Torrence (this corridor could also provide the option of a highly visible housing “demonstration project.”)

COMMUNITY FACILITIES 6



Community facilities provide important services which increase the overall quality of life for residents. Facilities may include but are not limited to administrative facilities, schools, fire and police protection, libraries, religious facilities, parks, open spaces, and other public and semi-public uses. The Community Facilities Plan is intended to help provide sufficient resources as the community grows. It should be used by the City and other organizations to ensure that appropriate sites are reserved for community facilities that will be needed in the future. It is important to emphasize that this Plan presents general policies and guidelines for community facilities. This Plan is not intended to substitute for the more detailed planning and programming which should be undertaken by the City and other service agencies and organizations.

CITY HALL

Calumet City's City Hall is located on the northwest corner of Pulaski Road and Wentworth Avenue. The City Hall accommodates the office of the Mayor, Council Chambers, Fire Station #1, the Economic Development Department, City Clerk, and the Purchasing and Personnel Department. A separate building located just north of City Hall houses the Inspectional Services Department which handles the City's housing and development issues. These two buildings are separated by a parcel containing a United States Post Office. City Hall, while not officially designated as a historic structure, is listed in the database of historic structures as potentially qualifying. The building has a wonderful classic exterior.

It has been expressed that this two building configuration is inconvenient for both staff and residents. It is sometimes unclear where residents should go for certain issues and it causes interdepartmental communication problems. It is recommended that all the departments of the local government be housed in one facility. This may be accomplished by either conjoining the two existing structures or by adding an addition onto one of the existing structure. Either way, it will most likely require the post office parcel to be acquired. The City should explore ways of acquiring this property for the eventual expansion and updating of City Hall.

City Hall



COMMUNITY FACILITIES

This is a legend for the “Calumet City Community Facilities” map on the next page. Each number on this legend corresponds to the same number on the adjacent map.

Parks & Recreation

- 1 Downey Park
- 7 Cleveland Park
- 8 Burnham Greenway
- 11 Water Tank Tot Lot
- 16 Memorial Park & Recreation Center
- 19 Pulaski Park
- 23 Calumet City Playfield
- 26 Egan Park
- 28 Finneran Park
- 33 Veterans Park
- 39 River Oaks Golf Course
- 43 Superior Street Complex
- 49 Commissioners Park
- 55 Sandridge Community Center

Other Institutional Uses

- 2 Public Works Department & Water Tower
- 12 Water Tank
- 17 VFW Post 8141
- 18 City Hall (2 buildings) & Fire Station #2
- 20 Calumet City Cultural Center
- 24 American Legion
- 31 Pumping Station
- 37 Water Tower
- 38 Ingalls Medical Facility and Urgent Care
- 50 Calumet City Police Department
- 51 Calumet City Public Library
- 52 Calumet City Fire Station #1

Natural Areas & Open Spaces

- 3 Yates Avenue Detention Basin
- 9 Calumet City Nature Preserve
- 10 Superior Avenue Detention Basin
- 25 Wentworth Woods
- 29 State Line Detention Basin
- 40 Shabbona Woods
- 41 Clayhole Woods
- 45 Sand Ridge Prairie
- 47 Wentworth Prairie

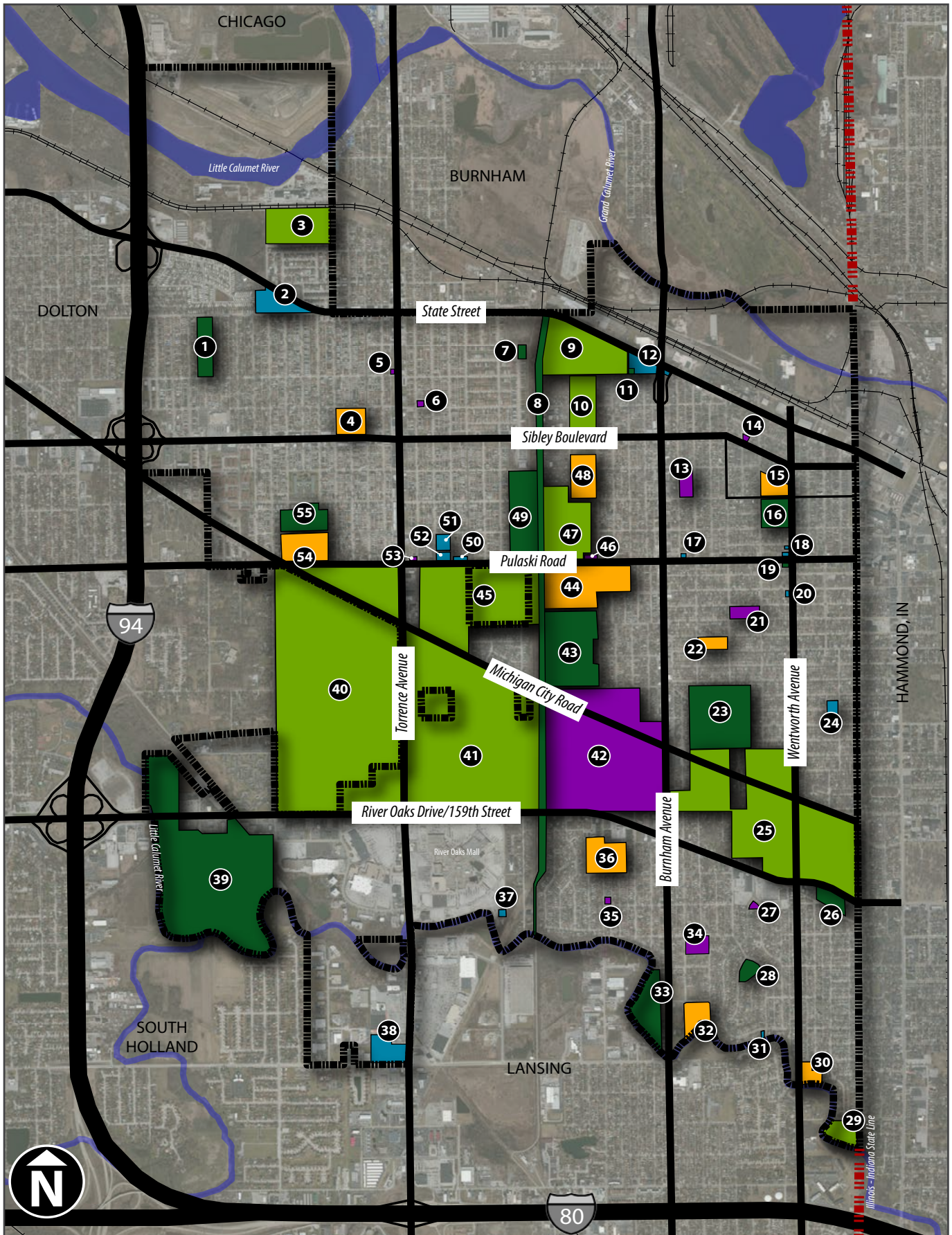
Schools

- 4 Caroline Sibley Elementary
- 15 Woodrow Wilson Elementary
- 22 Lincoln Elementary
- 30 Thornton Fractional Tech Center
- 32 Shrum Memorial School
- 36 Hoover Elementary
- 44 Thornton Fractional North High School
- 48 Wentworth Junior High School
- 54 S.T.E.M. Academy

Religious Institutions

- 5 Christian Family Health Center
- 6 Higher Ground Community Church
- 13 St. Victor Church
- 14 Cecelia Gregg AME Church
- 21 St. Andrew the Apostle Church
- 27 Healing Center Cogic
- 34 Our Lady of Knock Church
- 35 Calumet City Bible Church
- 42 Holy Cross Catholic Cemetery
- 46 First Baptist Church - Calumet
- 53 New Apostlic Church

Community Facilities Map



FIRE DEPARTMENT

The Calumet City Fire Department is located in two locations, one station is located within City Hall and the other is located just south of the library on Pulaski Road. The station at City Hall is nearly 100 years old with very limited space. The station near the library is in good condition and had an addition constructed in 2003. The department's firefighting equipment is in good condition and has a regular program in place for maintaining and replacing its equipment.

It is recommended that the City replace or refurbish the station within City Hall when the opportunity to update the entire building becomes available. An updated facility will need to be renovated to provide more space for offices and equipment. It may be possible to raise funds for these renovations through fire facility fees (building permits), TIF, grants, or a combination of these sources. Also, as the City develops the department should continually assess its staffing needs to provide a high level of service to the community.

POLICE DEPARTMENT

The police station is located along Pulaski Road adjacent to the library and fire station. There is no room for expansion in this location. The police department needs more room for evidence storage and detective work/office space. Also, residents have raised concern over crime rates in Calumet City and over the past few years the number of officers have declined due to budget cuts.

It is recommended that the City initiate a capital improvement program to eventually provide funding for a new police station. As mentioned in the Future Land Use Plan, a possible location for a new station would be near the existing City Hall. This would establish a strong police presence in a high crime area of the City.

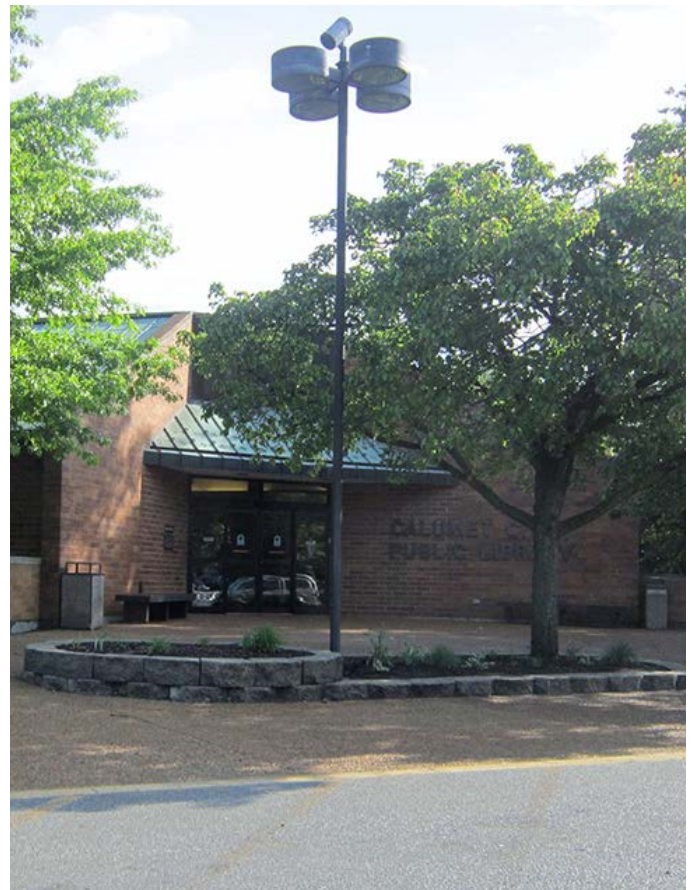
CALUMET CITY PUBLIC LIBRARY

The Calumet City Public Library is located north of Pulaski Road in between Manistee Avenue and Marquette Avenue. The library is considered one of the communities greatest assets. As mentioned in the existing conditions report, it offers a wide range of services to the community including over 126,000 books, 4,600 DVD's, free WIFI, and offers over 30 computers for communal use. Future expansion is most likely unnecessary but the library should continue to upgrade its facilities as the City grows and new technologies become available.

Fire Station #1



Calumet City Public Library



Parks, Recreation, & Open Space

As can be seen on the Calumet City Community Facilities map on page 75, there are many parks and open spaces within the community. The parks within the City offer residents a wide range of activities including playgrounds, playfields, golfing, swimming, and skating. All of the parks in the City are controlled and maintained by the Calumet Memorial Park District. The Park District has a Comprehensive Parks Analysis Master Plan which was completed in 2010. When new developments are proposed, the City should consult with the Park District and their Master Plan to insure there will be adequate amounts of space for parks and recreation.

The Cook County Forest Preserve provides large open spaces centrally located within Calumet City. With trails, picnic areas, a water park, and a proposed campground, these open spaces are a great amenity for residents. Calumet City should continue to work with the Forest Preserve to find the best way to utilize these natural areas. This will be the most applicable when handling new multi-use paths along the preserve's borders.

Community Gardens

A facility which does not yet exist in Calumet City is community gardens. A community garden can offer Calumet City neighborhoods a multitude of benefits including:

- Giving the youth a productive activity
- Making a positive use of vacant properties
- Distributing fresh and affordable foods
- Creating a neighborhood identity
- Creating a gathering space for local residents

A specific location for a community garden is mentioned in the Town Center portion of the Future Land Use Plan. This is just one location that would work well in the community. With the distribution of vacant lots across the City's landscape, creating community gardens on these parcels would be an ideal temporary or permanent use.

The City should pursue collaborating with the private sector to create these gardens. This may include working with charitable organizations which focus on creating and maintaining community gardens throughout the region or working with local businesses to provide assistance in creating a new garden. For example, at one public workshop a business owner was interested in making the vacant lot across from his restaurant a garden for the public and to use the vegetables for his business. The City should develop a program to work with these types of owners so vacant parcels within the community may be put to good use. It is also advisable to work with a private organization which has a good track record of establishing functioning gardens within a community, such as Neighbor Space and Chicago Green Corps.

Miniature Golf Course



Community Garden



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TRANSPORTATION 7



One of Calumet City's major assets is its location within the region and the excellent transportation access that provides. Calumet City's biggest challenge is in maintaining that system, and improving access for non-motorized circulation for bicyclists and pedestrians. This plan outlines roadway classifications, improvements, and truck routes. It also addresses public transit and rail access.

ROAD CLASSIFICATIONS

Interstates

Interstate routes are divided highways which may only be accessed by a limited number of interchanges. With its higher speed limits and regional connections, the Interstate is typically used for longer trips.

Interstate 94 (Bishop Ford Freeway) is located along the City's western border. There is partial access at State Street and full access at both Sibley Boulevard and River Oaks Drive/159th Street. Interstate 80 (Kingery Expressway) is located south of the City limits and has full access off of Torrence Avenue. While Interstate 80 does not run through or border the City, it is a major thoroughfare for those traveling to and from Calumet City.

Principal Arterials

Principal arterial roads are designed to carry a large amount of traffic which service regional trips within the City and neighboring communities. These routes primarily serve commercial districts and accommodate through travel appropriately.

All three of the City's principal arterial routes have full access to an interstate highway. Torrence Avenue, which runs north to south, gives the community access to Interstate 80 and River Oaks Mall. On the west side of Torrence Avenue, Sibley Boulevard and River Oaks Drive give the community access to Interstate 94, Dolton, South Holland, and other western suburbs. This portion of Sibley Boulevard also serves as a major commercial corridor for Calumet City.

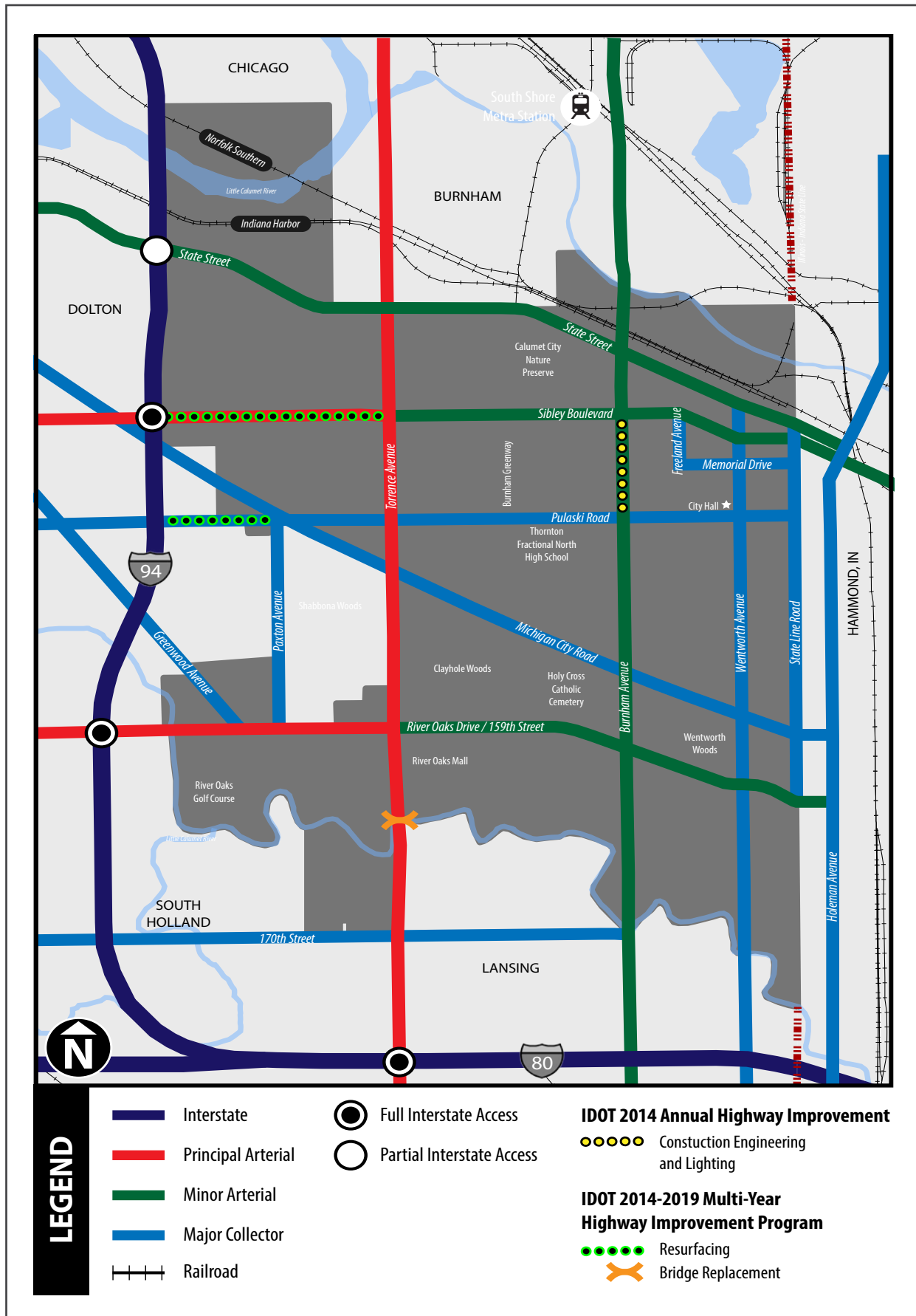
Interstate Example



Principal Arterial Example



Master Thoroughfare Map



Minor Arterials

Minor arterial routes accommodate shorter trips with lower speed limits and traffic volume. Since these routes are meant to supplement the principal arterial system, they tend to offer more access to fronting properties. While these routes offer a lower level of mobility, they may service moderate length trips throughout town and into neighboring municipalities.

Some of the main minor arterials within the City include State Street and Burnham Avenue. State Street, which runs east to west along the northern border of the City, provides partial access to Interstate 94 and serves the City's industrial areas on the north side of town. Burnham Avenue, which runs north to south, is adjacent to several residential properties and offers access to the South Shore Metra Station in the Hegewisch neighborhood in Chicago to the north.

Major Collector

Collector streets serve as a link between the arterial system and access points in the residential, commercial and industrial areas. The primary purpose of these routes is to accommodate trips within the community. Speed levels and traffic counts are typically lower on these roads as they are meant to support local traffic circulation and not regional trips.

Some of the major collector streets in the City are Pulaski Road, Wentworth Avenue, and Michigan City Road. These streets run through major residential neighborhoods and offer access to amenities such as City Hall, Thornton Fractional North High School, the Shabbona Woods Forest Preserve, and Holy Cross Catholic Cemetery.

Local Streets

All other routes in the City are considered local streets. These streets are meant to have direct access to fronting properties and connect to the other roadways within the system. Local streets offer the lowest speeds and mobility of all the classified roads and discourage through traffic.

Minor Arterial Example



Major Collector Example



Local Streets Example



ROADWAY IMPROVEMENTS

The Illinois Department of Transportation (IDOT) has two separate programs that are involved with roadway improvements. The first program is the “Proposed Improvements for Illinois Highways Fiscal Year 2014 Annual Program” which covers all projects being completed within 2014. The second program is the “Fiscal Year 2014-2019 Proposed Multi-Modal Transportation Improvement Plan” which covers roadway improvements over the next five years. These programs plan for the following improvements:



IDOT 2014-2019 Multi-Modal Transportation Improvement Plan

This project will involve hiring an engineering construction consultant to design and upgrade the lighting along a stretch of Burnham Avenue in between Pulaski Road and Sibley Boulevard.

IDOT 2014 Annual Highway Improvement Plan

The projects proposed over the next five years include resurfacing Sibley Boulevard between Interstate 94 and Torrence Avenue; and resurfacing Pulaski Road between Interstate 94 and Michigan City Road. This plan also includes a bridge replacement on Torrence Avenue over the Little Calumet River.

Local Improvements

The Bicycle and Pedestrian Path Plan should be referenced when other improvements are discussed. There are additional improvements, such as on street bike lanes and signaled crosswalks, in that portion of the plan which affect transportation projects. The Transportation Plan and the Bicycle and Pedestrian Path Plan should be used together when moving forward with infrastructure decisions.

Calumet City has developed a detailed inventory of existing local road way conditions. Based on available funding, roadways are improved throughout the City each year based on this inventory and community input. These improvements, and segments, are too numerous to address in this plan. However, it is recommended that the City consider lighting and bike/sidewalk improvements in conjunction with their normal schedule of local street enhancements. The need for such additional enhancements was clearly identified in the community survey, and will enhance the safety and accessibility of residents.

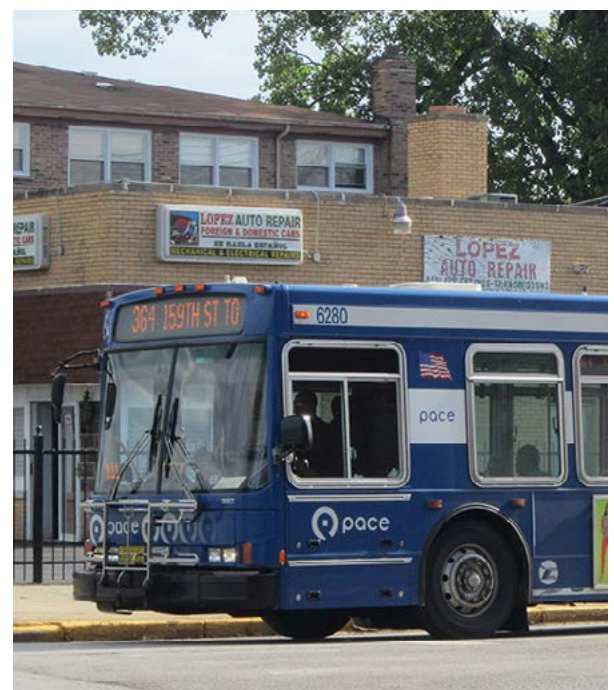
PUBLIC TRANSPORTATION

Bus Routes

Calumet City currently has excellent Pace bus service with a variety of routes that can take residents to a number of destinations throughout the region. Depending on how the City develops over the years, it is advised that the City coordinate with Pace to ensure that all residents have the ability to access the service and be taken to important places. For example, if the Town Center area becomes a hot spot for activity and growth, it may be prudent to either create a new bus stop or move an existing one to this location.

Train Stations

The South Shore Metra Station on Burnham Avenue in the Hegewisch neighborhood is the nearest and most frequently used train station in the region. This station serves the Calumet City population and offers reliable service to and from downtown Chicago. This station is accessible by car or by any of the three Pace bus routes that make stops at the station.



RAILROADS

There are several rail lines that travel through the northern areas of Calumet City. These freight lines are a valuable asset when trying to improve industrial growth. The following are the major railway companies that go through Calumet City:

Norfolk Southern

Norfolk Southern is one of the main railways running through Calumet City. It is considered a Class I railroad by the federal government which means the company earns over \$250 million in annual revenue. With about 20,000 route miles spanning 22 eastern states and Ontario, Canada, it is one of the most extensive intermodal rail network in North America.

Indiana Harbor Belt

The Indiana Harbor Belt is another major railway that runs through the City and it services the industries on the northeast side. It is considered a Class III railroad by the federal government which means the company earn under \$20 million in annual revenue. The route is considered a short line railway and the main line circles Chicago from near O'Hare to Northwest Indiana. The industrial traffic base includes some of the largest steel producers in the United States and oil refineries, corn millers, grain elevators, chemical plants, warehouses, and lumber trans loading. The Indiana Harbor Belt connects to the Indiana International Port and also operates as an intermediate switch carrier for 12 truck-line railroads.



Norfolk Southern

TRUCK ROUTES

IDOT has designated several truck routes that run through Calumet City and nearby communities. The existing routes encourage trucks to travel on Sibley Boulevard, Torrence Avenue, and River Oaks Drive/159th Street to connect to the nearby interstates. In nearby Hammond, Indiana there are truck routes that travel through the City and connect to Interstate 80 and Interstate 90. The problem with this system is that it does not connect to Calumet City's major industrial areas along State Street. It also does not connect well to the more extensive truck route system available to the east in Indiana. To address these problems, it is proposed that there should be two new truck routes:

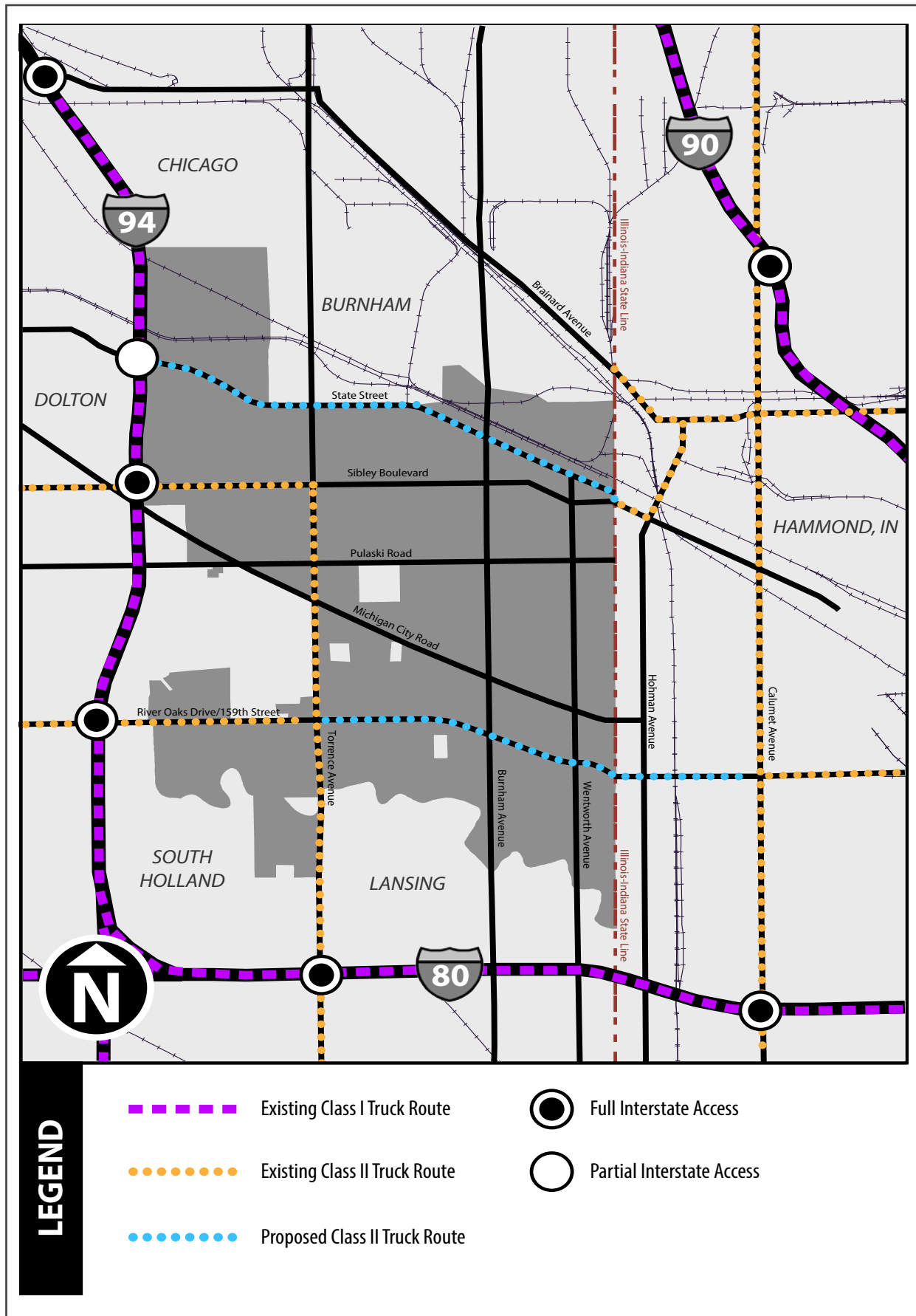
State Street Truck Route

A new Class II route should be added along State Street starting at the intersection at Interstate 94 and ending on State Line Road where it will connect with one of Hammond's truck routes. This new route will serve the existing and future industrial sites adjacent to State Street. With the new connection with Hammond's route, it will give freight trucks and opportunity to travel directly to Interstate 90 and shorten their time on local roads.

River Oaks Drive/159th Street Truck Route

A new Class II route should be added along River Oaks Drive/159th Street starting at the intersection at Torrence Avenue and ending at Calumet Avenue in Indiana. This new route will service the commercial businesses east of Torrence Avenue and give truck drivers a second option to travel to Interstate 80. This new route will also alleviate some truck traffic along Torrence Avenue which is one of the City's busiest streets.

Master Truck Route Map



LEGEND

- Existing Class I Truck Route
- Existing Class II Truck Route
- Proposed Class II Truck Route
- Full Interstate Access
- Partial Interstate Access

BICYCLE & PEDESTRIAN

Bicycle and pedestrian routes can be used for two main purposes: transportation and recreation. Having a well connected network of trails and paths can help a City improve the mobility of its residents and offer them a way to get from one recreational use to another. The following plan outlines how Calumet City can connect its resources and encourage non-motorized transportation from home to work and other community facilities.

The Burnham Greenway is the only complete and fully paved bike path that runs through the community. It will eventually continue north connecting Calumet City with downtown Chicago. One of the major goals of this plan is to create and connect local paths to this regional path. Once the Greenway is complete, the new paths and lanes coursing through Calumet City will offer all its residents a chance to travel within the region without an automobile.

This plan focuses on connecting schools, parks, forest preserves and municipal buildings together throughout the City. Also, the plan outlines a way to connect all these amenities to neighboring communities such as Dolton and Hammond, Indiana. These paths and trails will not only connect residents to Calumet City but to the region as a whole.

Finally, this section has been developed to ensure the safety and well being of bicyclists and pedestrians. Currently, there are few markings and signage for bicycle use within the City and pedestrian sidewalks can be dangerously close to high speed traffic. Many of the trails and paths in this plan have been designed to keep bicycle users on streets where traffic is traveling under 35 miles per hour. At these speeds most people feel comfortable biking whether it is a veteran rider or recreational user.

The next page shows a map of the proposed bicycle and pedestrian path system with the components on the map being explained on the following pages.

Bicycle & Pedestrian Components

This section has the potential to allow users to link to the parks, forest preserves, schools, existing trails and commercial areas from their neighborhoods. The components and improvements illustrated on the map are designed to encourage citizens to use non-motorized transportation while providing a safe way to travel. The bicycle path network is comprised of **shared use paths, bike lanes, shared roadways, bicycle facilities, and crosswalks**. The following descriptions should be used to guide the development of all future components.

Shared Use Path

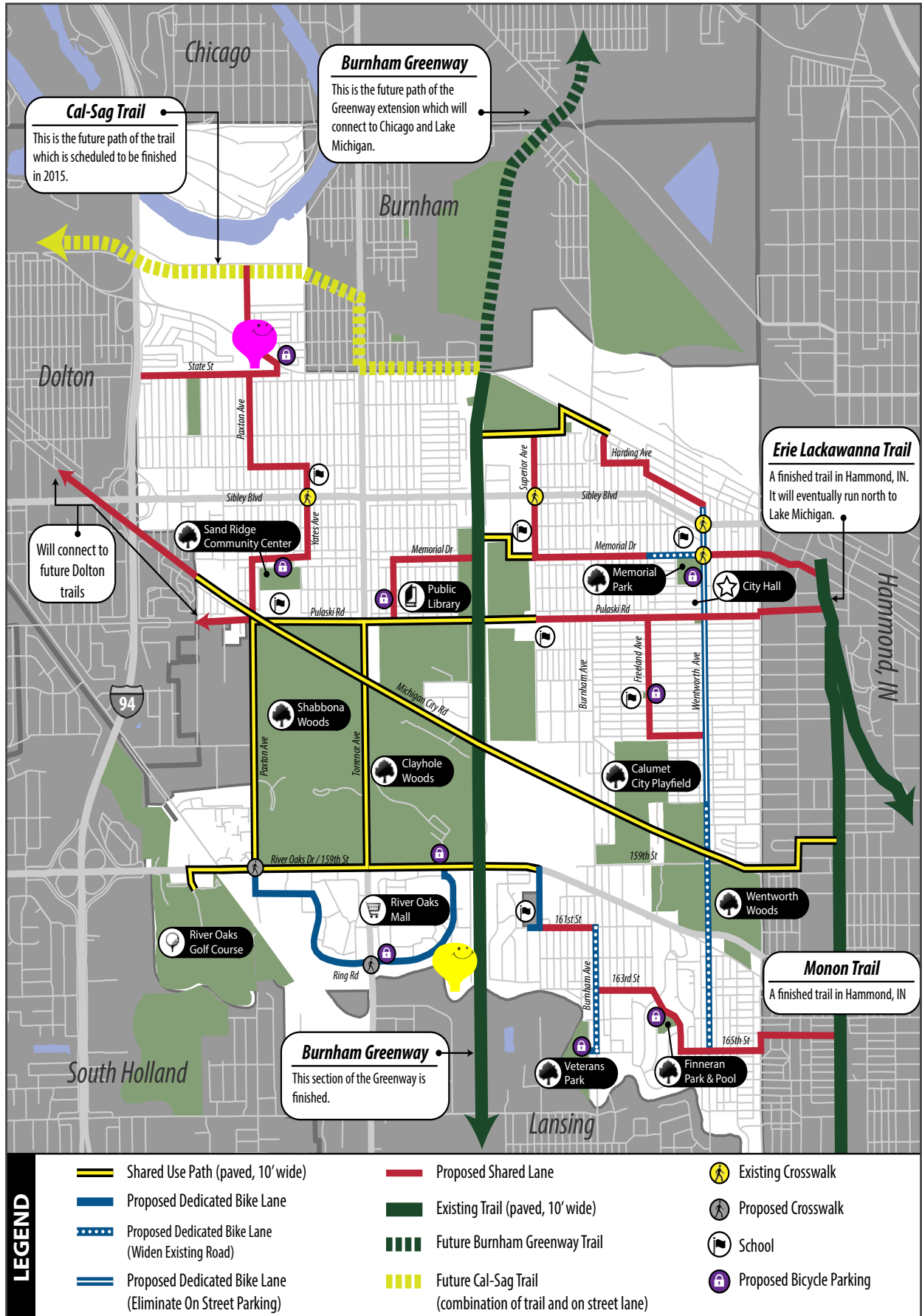
A shared use path is a paved path separated from motorized traffic by either a barrier or open space and is typically set within the right-of-way of the adjacent road. The primary users for this path include bicyclists, skaters, skate boarders and pedestrians. When finished, these paths will be paved 10' wide paths which will accommodate users in both directions.



Shared Use Path



Master Bicycle & Pedestrian Path Map



Shared Use Path Key Locations

Michigan City Road

This path is important because it provides two way traffic across the City from east to west and vice-versa while also connecting to existing paths in Hammond, Indiana; the Burnham Greenway; and future paths in Dolton. For the most part, there is ample room on either side of the road for a 10' wide shared use path.

River Oaks Drive/159th Street

This path is planned to be laid out along the north side of the street. It will connect the multi-family homes in the west to the River Oaks Mall, the proposed campsite in the Shabbona Woods, the Green Lake Family Aquatic Center, and the Burnham Greenway.

Torrence Avenue & Other Forest Preserve Paths

A shared use path along Torrence Avenue is necessary for the already abundant pedestrian use. As shown in the picture to the right, pedestrians have created their own path next to the road which is evident by the dirt path created from walking. Fully paved shared use paths will allow bicyclists and pedestrians alike to travel along the routes in a much safer manner.

Since the forest preserve is a major recreational location, the development of paths around it will ensure that residents have better access to this amenity. Calumet City does not own some of these properties or right-of-ways and it is advised that the City work with the Cook County Forest Preserve to ensure that these routes get developed.



Bike Lanes

Bike lanes are marked and dedicated lanes for bicycle use only. On these lanes bicycles travel one-way with the flow of traffic. The minimum width of a bike lane varies based on the roadway cross section, and are generally a minimum of 5' wide. For curbed streets without parking, bike lanes must be at least 4 feet wide (not including gutter pan) on each side of the road with longitudinal pavement markings and bike lane markings. The main concern with bike lane design is their treatment at intersections. Clear signage and lane demarcations are key to ensure the safety of bicyclists, pedestrians, and auto-drivers.



Buffered Bike Lane

Bike Lane Key Locations

Ring Road

The existing width of Ring Road is sufficient to accommodate a bike lane on both sides. It will allow residents access to all the retail opportunities around the River Oaks Mall.

Burnham Avenue

To create a bike lane on each side of Burnham Avenue the road would need to be widened. It is possible that a shared use path may be able to run along the west side of the road because there is enough room for a 10' wide path.

Wentworth Avenue

Starting at 165th Street and traveling all the way to Garfield Avenue, the existing width of Wentworth Avenue is sufficient to accommodate a bike lane on both sides. However, north of Elizabeth Street there is only room for cars to park on one side of the street to accommodate the new bike lanes. This is a key path as it will eventually lead into the new Town Center.

Memorial Drive

Memorial Drive in between Wentworth Avenue and Freeland Avenue should be widened to accommodate a bike lane and on street parking. This section of the road will be part of the new town center and will give students from the elementary school and users of memorial park a dedicated safe lane to connect to the other trails within the system without limited parking for the school and park.

Shared Roadways

Bicycles may be operated on all roadways except where prohibited by statute or regulation. On these shared roadways bicyclists and motorists share the same lane without separation or by lane marking. While roads may be shared and used legally by bicyclists, it can be unsafe for bicycles if the road has a speed limit greater than 35 miles per hour.

An addition of a "sharrow" to the designated shared roadways will help the roads become safer by informing bicyclists where to go and warning motorists to watch out for bicycles. A sharrow symbol (shown in the pictures to the left) consists of a bicycle with two chevron markings above it. Along with markings on the street, additional signage may be added to educate drivers and cyclists about sharing the road.



Sharrow

Shared Roadway Key Locations

Hoover Elementary to the Monon Trail

Due to the need for parking in these residential areas, the following roads should be designated as shared roadways: 161st Street; 163rd Street; Freeland Avenue; Lincoln Avenue; and 165th Street.

Lincoln Elementary

Warren Street and Freeland Avenue should be designated as a shared roadway. This route will connect the school, playground, and playfield to the rest of the trail system.

Pulaski Road

Pulaski Road should have sharrow markers added and be designated as a shared roadway. While it would be ideal for this stretch of roadway to have a dedicated bike lane, parking is too important on this road and there is not sufficient space to expand the road. If development and growth change the character of this road, and parking becomes less necessary, it would be preferred that this stretch become a bike lane.

Shared Roadway Key Locations (cont.)

Town Center Area Bike Lanes

Several routes in the Town Center area should be designated as shared roadways (see page 63). These roadways will help connect to the other trails in the system without reducing parking where it is needed.

Sand Ridge Community Center to State Street

A shared roadway should be dedicated on the route which is illustrated on the Master Bicycle & Pedestrian Map in between the Sand Ridge Community Center and State Street. Sibley Boulevard is one of the busier streets within the City and this route utilizes the existing signalized crosswalk at Yates Avenue. It will also allow those on the south side of Sibley access to the eventual Cal-Sag Trail.

State Street

State Street is a busy road and does not have the space for a designated bike lane. Having this road marked with sharrows will alert drivers to bicyclists.

Paxton Avenue Connection

Part of this shared roadway goes around the City's pink smiley face water tower by going north on Crandon Avenue and then northwest onto Dolton Avenue to get to Paxton Avenue. It is possible this complicated stretch may be avoided by building a shared use path connecting Paxton Avenue. Since the City owns this property, a shared use path could be created within the parcel north of the State Street and Paxton Avenue intersection to help keep bicycle traffic off the busy streets.

Bicycle Facilities

Providing durable parking facilities for bicycles is important for schools, parks, libraries, commercial areas and public transit stops. Bicycle parking should be located in a visible, well lit and well signed area close to building or park entrances. For long term parking areas, such as parking near Pace bus stops, covered parking should be provided to protect the bikes from the weather and other elements.

Bicycle Facilities Key Locations

River Oaks Mall

Bicycle parking at the mall is important for those who are shopping and for the employees to get to and from work without worrying about where they are leaving their bikes. The parking located on Ring Road is also a key location because it is where several Pace bus routes make stops. This will give residents an opportunity to travel around the region without the use of an automobile.

City Parks

Having bike parking options at the local parks and forest preserves will hopefully encourage residents to use these recreational amenities even more.

Schools

Giving children a safe place to leave their bike during school hours will encourage them to ride their bike to and from school.

Sheltered Parking



Large Parking Area



Crosswalks

Signaled crosswalks allow pedestrians and bicyclists to cross busy intersections safely. Crosswalks contain striped paths which provide a visual clue to both motorists and non-motorists. They have electronic signals to tell pedestrians when it is safe to cross. Existing and additional crosswalks will help the bike and pedestrian path network stay connected across several heavily used roads.

Well Marked Crosswalk



Crosswalk Key Locations

River Oaks Mall Area

Signaled crosswalks at Ring Road and Torrence Avenue; and River Oaks Drive and Paxton Avenue will give cyclists and pedestrians access to the City's largest commercial areas. This crosswalk will also promote people to access the Pace bus stops in this area as well.

Additional Suggestions

Additional Input

As Calumet City implements this section, additional analysis and community input will be needed to determine the correct solution for each route segment. It will be critical to evaluate the trade-offs between reduced vehicular lane widths, parking, and bicycle accommodations versus the cost of each alternative. Specific solutions (on-street lanes vs. shared roadways) can best be determined during the design phase based on specific roadway and right-of-way dimensions, community and neighborhood input, and funding availability.

The City already has a detailed pavement management plan for existing roadways. It is recommended that this section be reviewed prior to any roadway resurfacing or reconstruction activities to identify specific locations that can best accommodate improved non-motorized transportation within the existing roadway right-of-way.

Re-striping

Re-striping a road and putting up signage is an easy and cost effective way to begin to implement this plan. Whenever a road is resurfaced, it is an optimal time to plan and design a bike lane or a shared roadway.

Forest Preserve Cooperation

Since a majority of the new shared use paths are mapped along the borders of the Cook County Forest Preserve, cooperation with them is crucial. There will be new developments, such as a camp ground, and other walking paths added to the woods and it will be mutually beneficial to connect these new recreational amenities together.

Additional Lanes & Buffers

This plan is a guide to create a well connected community. However, if there are other opportunities to create bike lanes and paths, these opportunities should be considered on a case-by-case basis and can be added to the overall plan.

Another opportunity which is not discussed in this plan is the addition of buffers between the bike lanes and travel lanes. For better safety the addition of a 3' striped area where no one is allowed to travel allows cars and bicycles to be further separated. If certain roads are expanded to where there is room for such a buffer, it is recommended that one is installed to increase the safety of the route.

Phases

If there is only enough funding to finish a certain portion of this plan at a time, the process should include phases where there is no danger created when the entire plan is not complete. For example, if a shared use path can only be completed to a certain intersection, plan for it to merge onto an existing bike lane or road.

SUSTAINABILITY 8



According to the United States Environmental Protection Agency (EPA), “sustainability is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony; that permit fulfilling the social, economic and other requirements of present and future generations.” Calumet City already offers many elements of a sustainable community. For example, Calumet City offers its residents a variety of open spaces, access to public transit, and plenty of sidewalks. While these are positive factors, there is potential to implement additional strategies to enhance the overall quality of life for residents.

This section will address several issues and strategies the City should consider when thinking about future sustainability. This includes discussing how people travel throughout the community, strategies for improving stormwater management, how the City can become more energy efficient, green infrastructure improvements, and issues with sustainable food.

MOBILITY & WALKABILITY

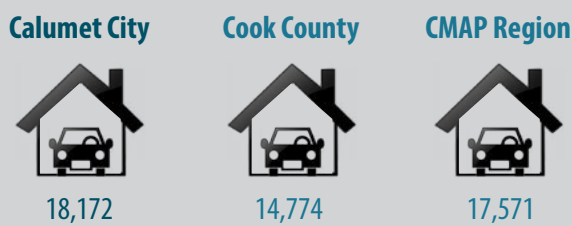
Encouraging residents to walk to bus stops, parks, and municipal facilities will help get them out of their cars and promote a healthier lifestyle. Residents using their cars less and walking or taking public transportation more will also reduce traffic congestion and lower carbon emissions in the area.

Understanding the types of transportation people use is important when determining the systems sustainability. As seen in the adjacent illustration Calumet City residents travel more miles in an automobile than those in the County and CMAP region. More Calumet City residents also travel alone to work than those in the County and CMAP region. Lowering the number of auto dependent travelers and encouraging walkability will contribute to a more sustainable future.

Some of the conditions that encourage walkability include complete sidewalk connections, pedestrian crosswalks, universal design (ensuring accessibility for people of all ages and abilities) and well-lit streets that create a safe environment for pedestrians. In reviewing the existing conditions in Calumet City most of the area within a quarter mile walking distance of Pace bus routes have complete sidewalks. Some of these sidewalks are in bad repair and may need to be replaced to provide safe access for all users.

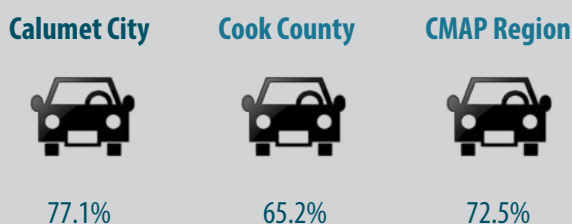
As seen on the Walkability Map (next page), there are some underserved residential areas in the community. The area located in the northwest corner of the City has a higher residential density, about 12 to 14 dwelling units per acre, than the other underserved areas and should be addressed

2011 Annual Vehicle Miles Travelled (VMT) per Household



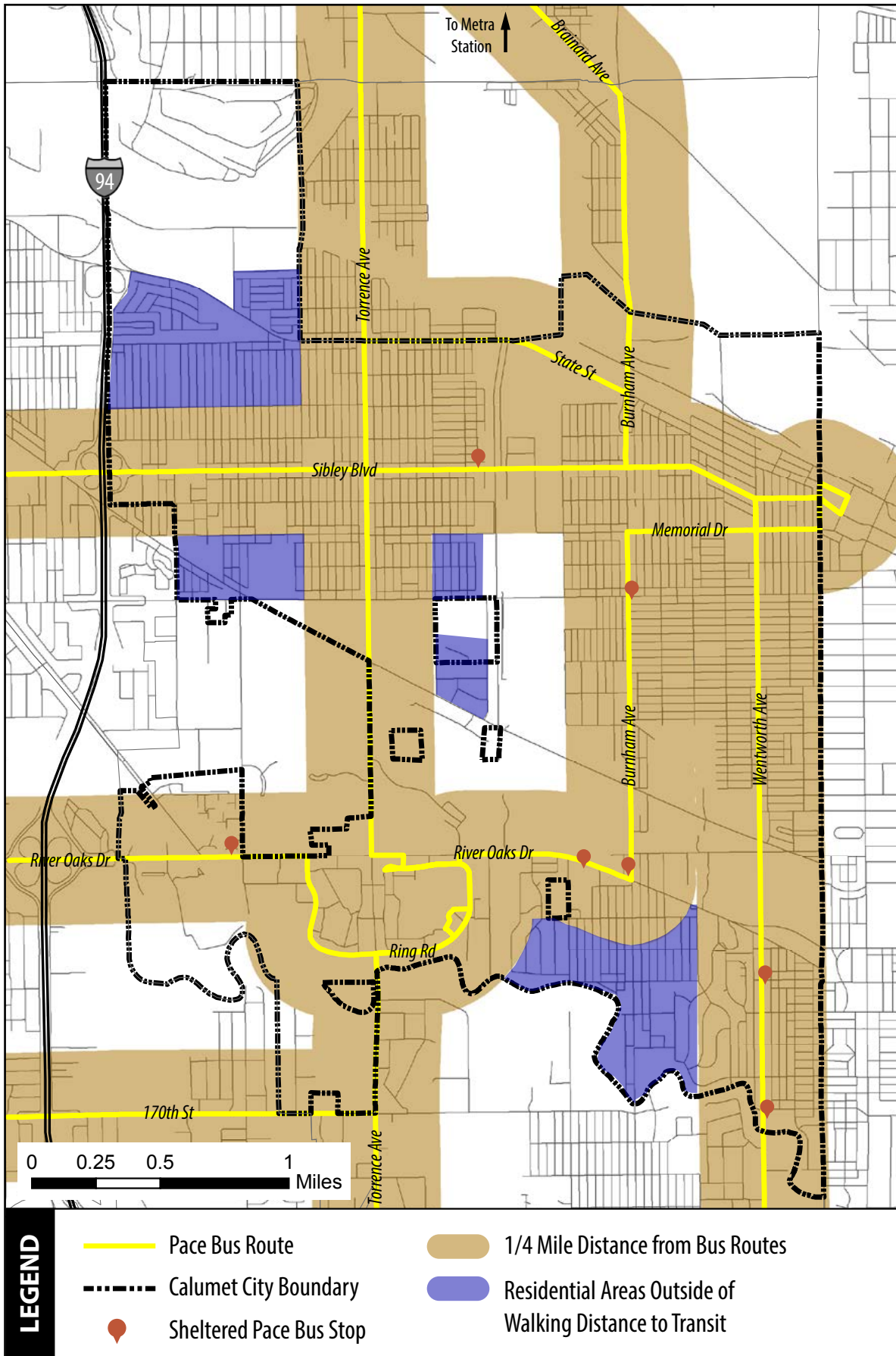
Source: CMAP calculations of U.S. Census Bureau and Illinois Secretary of State data

Percentage of the Population that Drives Alone to Work



Source: 2012 American Community Survey, five-year estimates

Walkability Map



LEGEND

- Pace Bus Route
- Calumet City Boundary
- Sheltered Pace Bus Stop
- 1/4 Mile Distance from Bus Routes
- Residential Areas Outside of Walking Distance to Transit

first. The City should work with Pace to explore the extension of an existing bus route in this area to increase public transit use. Either Route 358 on Torrence Avenue or Route 350 on Sibley Boulevard would be ideal routes to extend to service this area. The other areas on the map are underserved but do not contain a high enough density to warrant additional routes and stops.

STORMWATER MANAGEMENT

Stormwater runoff from buildings, pavements, and other non-permeable surfaces will carry whatever pollutants were on those surfaces on their way through a municipality's stormwater system. Pollutants from this stormwater flow through the system and has negative effects on the creeks and preserves in many communities. The following stormwater mitigation strategies will help to reduce the presence of pathogens, nutrients, sediment, oil, grease, toxic chemicals, road salts, and heavy metals in the stormwater runoff reaching habitats and drinking water sources.

Rainwater Harvesting

Rerouting rooftop drainage to locations other than storm sewers and harvesting that water for other uses is an ideal way to handle stormwater onsite. For Calumet City, the best way to utilize this tool is to use rain barrels. Rain barrels are containers that collect rain water for a variety of outdoor purposes such as watering a lawn or washing a car. Most rain barrels can be connected directly to a house's gutter to collect the water and contain a spout for a hose connection.

It is recommended the City develop a program to encourage users to buy or rent rain barrels to use at their homes. While these barrels are not used year round, it is a good way to reduce residents' water usage during the spring and summer months. A program to get people to use rain barrels will mainly be directed towards single family home owners or renters as they have the most practical use for it. The Metropolitan Water Reclamation District (MWRD) has a program that is available to Cook County residents. Delivered rain barrels are available for only \$58 plus tax (www.MWRD.org)

Bioswales & Raingardens

Bioswales and raingardens are both vegetated depressions that slow stormwater runoff and allow water to infiltrate back into the ground instead of into storm sewers or detention ponds. Bioswales are typically located adjacent to parking lots or within parking lot islands while raingardens may be located near buildings, within yards, and in parkways. Both should be planted with native materials which will allow for the longest lasting and most durable swale.

A key location where bioswales should be incorporated is near River Oaks Mall as out lot development occurs. The River Oaks Mall already has a large amount of impervious parking lot surface. Once the lots are developed, bioswales should be used to handle the old and new stormwater runoff in the area. While bioswales will not be able to handle all of the runoff, it will help mitigate and lower the amount of stormwater and pollutants going into the stormwater system. Bioswales will also help improve the appearance of the paved areas. While River

Natural Hazards Mitigation Plan

Calumet City has a FEMA approved Hazard Mitigation Plan which addresses flooding issues within the community. According to the Hazard Mitigation Plan, "Calumet City is subject to overbank flooding from the Little Calumet and Grand Calumet Rivers." The plan suggests implementation strategies which will reduce the chance of flooding in the existing built environment.

Flood Mitigation Plan

Calumet City received an Illinois Disaster Recovery CDBG grant to develop a Flood Mitigation Plan in 2013. That work, being conducted by Robinson Engineering, is currently underway and is anticipated to be completed by the end of 2014. The project is focused on addressing continual flooding problems within the City and determining the best options for alleviating flooding within the City and providing increased storm water conveyance capacity. An addition to addressing traditional engineering approaches, the plan will identify modern best management practices to reduce flooding through bioswales, native plantings, and other sustainable techniques.

Bioswale



Permeable Paved Parking Lot



Oaks Mall is one location to implement this tool, bioswales should be considered for any parking lot in a commercial, industrial, or high density residential district.

Raingardens are ideal for back and side yards in any zoning district. Putting raingardens in back yards will help mitigate flooding issues on site and lower the amount of runoff from alleyways. These gardens can be used on a small or large scale depending on the development. The City should initiate incentives or begin a program to help educate the public about the benefits of onsite stormwater mitigation through raingardens.

Permeable Pavers

Various paving products exist that allow stormwater to infiltrate through the pavement into the soil below. Various options include permeable concrete, permeable precast pavers, reinforced gravel and grass paving, and permeable asphalt. The benefits of permeable paving is the reduction in on site storm sewer capacity, the recharging of underground water supplies, and the filtering out of pollutants and other debris.

Some key locations to install permeable pavers include residential driveways, small parking lots, and new sidewalks and crosswalks. The City could provide incentives within its zoning ordinance for those who build permeable driveways and parking lots. These incentives may range from a density bonus to tax incentives.

Native Landscaping

The use of native grasses, forbs, shrubs, and trees should be strongly considered for any landscaping project. Native species can withstand

a wide range of temperature extremes, use less water, require less maintenance, and use less fertilizers. The City should amend their current zoning ordinance to include regulations regarding planting native landscaping for certain districts (most likely commercial and industrial districts). Another option would be to draft a set of Design Guidelines which would set out a standard for design of all elements within the community including landscaping.

ENERGY EFFICIENCY

Energy is an integral part of sustainability planning. Rising energy costs and changing energy needs raise economic and environmental concerns that impact local government, businesses, and households. As a large percentage of the housing units within Calumet City are older, they use more electricity and gas for cooling and heating as compared to houses built after 2000. This is due to higher levels of insulation and more efficient heating and cooling equipment available today. In order to reduce utility bills, it is necessary to both reduce the consumption of energy as well as make changes to the house/building that will help it to consume less energy to heat and cool. There are many such ways to use less electricity and natural gas, and save money annually:

- For businesses and City owned buildings, the State of Illinois has a program run by the Smart Energy Design Assistance Center (SEDAC) that provides free energy audits to help effectively reduce the use of energy in buildings (<http://smartenergy.illinois.edu>).
- Elevate Energy also implements efficiency programs that lower costs, protect the environment, and ensure the benefits of energy efficiency reach those who need them most. (www.elevateenergy.org/about/programs-projects)

- Green buildings and developments offer significant opportunities for energy savings, as well the conservation of water and resource materials in new buildings. Green building programs (such as those administered by the U.S. Green Building Council and Green Globes U.S.) typically feature a rating system that measures the degree of energy efficiency achieved.

Another strategy to reduce energy consumption, energy costs and greenhouse gas emissions is by promoting renewable energy programs. It is recommended to increase recycling options in public places, and also strengthen the culture of recycling, reducing waste, and reusing materials through educational initiatives.

Finally, the City should set standards and develop municipal policies and regulations to support renewable energy sources such as small solar or wind power systems. These system may be installed on a small scale (like a single family home) and can help reduce energy costs throughout the year.

GREEN INFRASTRUCTURE

Providing access to open space for recreation, incorporating a complete streets program, and adding community gardens will add to the quality of life of the community.

Complete Streets

Complete streets allow for a variety of users to use a roadway including pedestrians, bicyclists, and automobiles. The concept of complete streets will help encourage travel through the community without the use of an automobile which will help lower carbon emissions and mitigate auto traffic. Complete streets are also ideal for planting bioswales or planter boxes as buffers between the different roadway uses. This will help stormwater runoff from the street and add to the aesthetic appeal of the roadway. Some key locations where complete streets concepts should be initially implemented are along all of Wentworth Avenue, Michigan City Road, Torrence Avenue, River Oaks Drive, and along Pulaski Road in between Michigan City Road and Burnham Avenue. When funding for maintenance for these main corridors becomes available, the City should look into incorporating complete street concepts. The Chicago Department of Transportation has recently passed a Complete Streets Guideline to help with development within the City and should be used as a reference when considering complete street development (www.chicagocompletestreets.org).

Bicycle Plan

Given the large amount of conserved open space in Calumet City, ensuring that the forests and parks are accessible from the community is key. In addition, promotion of the Burnham Trail and the future Cal-Sag Trail are encouraged to promote these assets. Other than the Burnham

Complete Street Model



Chicago Complete Streets Guidelines



Trail, there are no other bicycle routes through the City connecting these amenities to the surrounding community. Implementing the bike plan as outlined on pages 87-92 for bicycle and pedestrian access within the community will encourage residents and visitors to use these community amenities.

Sustainable Food

As mentioned previously in this plan, community gardens are a great way to grow local food and provide a gathering spot for the neighborhood. With the vacant lots scattered through the community, turning some of these lots into gardens will be beneficial for residents and possibly businesses. The City should work with local restaurants to allow them to grow fresh food in the garden to use for their business. This will help strengthen ties between the City and local businesses while also providing the public with fresh food. It is also advisable for the City to work with organizations which have a good reputation for establishing community gardens as previously mentioned in the Community Facilities Section (page ##).

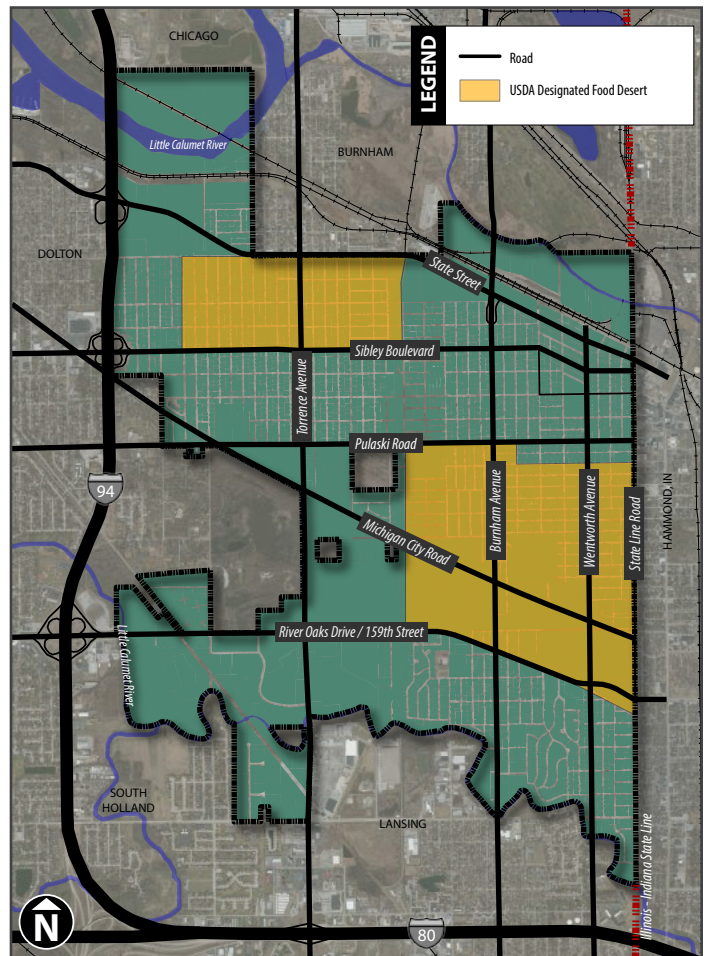
Community gardens can also address issues with food deserts. The United States Department of Agriculture (USDA) defines a food desert as “a low-income census tract where either a substantial number or share of residents has low access to a supermarket or large grocery store.” A tract is considered “low income” when 20% of the people have income at or below the federal poverty level or when the median family income is at or below 80% of the surrounding area’s median family income. A tract is considered to have “low access” if at least 500 people or 33% of the population live more than a mile from a grocery store.

As illustrated on the Food Desert Map, there are two census tracts within the City which are considered food deserts by the USDA. Pete’s Fresh Market on Sibley Boulevard would appear to provide good access to the residents in the northern food desert identified by the USDA. However, the City should continue to explore the potential for a grocery store in the southern food desert area identified by the USDA.

Community Garden



Food Desert Map



Source: March 25, 2014, USDA Food Access Research Atlas

IMPLEMENTATION 9



The following implementation strategies are designed to serve as a starting point when prioritizing and budgeting for recommendations designated in this plan. Each section in this plan has corresponding implementation strategies. The following recommendations will help the City grow and meet the development goals in this Comprehensive Plan:

- Plan monitoring and updates
- Zoning Ordinance Review
- Intergovernmental Cooperation
- Funding Sources
- Implementation Matrix

PLAN MONITORING AND UPDATING

This Comprehensive Plan is based on currently available data regarding community conditions, development trends, and an understanding of local issues. Over time, certain conditions or events may alter the information and recommendations in this document. As a result, this Comprehensive Plan should be reviewed and updated periodically.

This Implementation section should be reviewed annually by City staff and updated as appropriate. Specifically, completed projects and action steps should be crossed off the list to signify progress. New projects may be added as community issues arise. The Future Land Use section and Transportation section of this document should be reviewed at least once every three years by City Staff.

The entire Comprehensive Plan should be reviewed with appropriate amendments at least once every five years by City staff and City Council. This will ensure the plan remains a relevant and effective tool in guiding growth in Calumet City.

ZONING ORDINANCE REVIEW

The City's Zoning Ordinance should be reviewed and updated so it is consistent with this Comprehensive Plan. The alterations made to the ordinance should include but is not limited to improving the efficiency of the development review process, incorporating sustainable requirements within the zoning districts, and updating the zoning map. A new zoning category, or modification to the existing business districts, will also be required to accommodate mixed use development as outlined in the plan along major roadway corridors like Torrence Avenue, Burnham Avenue, and in the Wentworth Woods area. Some rezoning will also be required to accomplish the plan's goals in these corridors, as well as in the Town Center area. The review and update should be done initially after this plan is approved and should be continually update as conditions change within the City.

Every...

1

year

Review and update the Implementation Section

3

years

Review and update the Future Land Use Section and Transportation Section

5

years

Review and update the entire Comprehensive Plan

INTERGOVERNMENTAL COOPERATION

One of the keys to implementation of the overall community vision is intergovernmental cooperation. Calumet City will need to partner with many local, regional, and state agencies to accomplish the goals of this plan. Some of these key partners in plan implementation include:

Local Governments

To effectively implement the broad objectives of improving the quality of life for Calumet City residents, it will be essential for Calumet City to work closely with local school districts and the Calumet Memorial Park District. A strong school system is essential in attracting and retaining young families, which is a goal of the plan. While each school district within the City has its own board and independent goals, the City should assist each district and help promote a strong community through assistance in such areas as improving pedestrian and vehicular safety around schools, working jointly on community events and programs, and in potential youth mentorship programs. Cooperative efforts between the City and the Park District could include joint planning and funding of community events, coordination of bike routes and paths, and joint efforts to promote sustainability through community gardens, education, and other similar activities.

Neighboring Municipalities

Cooperation with neighboring communities is recommended to enhance local development opportunities. Calumet City should cooperate with its neighbors to promote the region as a whole.

Specifically:

- Calumet City should work closely with Lansing to improve the Torrence Avenue corridor and enhance the City's southern entry.
- Coordination with Hammond will be important within the Town Center area along State Line Road and for access into the Marble Street property.
- Calumet City should work closely with South Holland in the 159th Street corridor near the Bishop Ford Freeway to enhance the gateway into both communities.

Cook County

Cook County has zoning authority for areas west of Calumet City that are not already annexed into an adjacent municipality. The Cook County Bureau of Economic Development plays a key role in fostering economic development and job growth throughout the County. The Department of Public Health aims to optimize health and promote health equity for all people within the County. The Department of Transportation and Highways is a key agency for coordination of major roadway improvements. The Forest Preserve has major land holdings in and around Calumet City and is looking to expand its services (the new campgrounds) within the community. Given these key County roles, it

is critical that Calumet City work closely with all County departments to coordinate planning and implementation activities.

The City should also work closely with the County to explore potential annexation of unincorporated areas on the west side of the community. This effort should be done in cooperation with neighboring Dolton and South Holland based on mutual goals of cost efficiency and community health and safety.

South Suburban Mayors and Managers Association (SSMMA)/ Chicago Southland Economic Development Corporation (CSEDC)

Both organizations play a vital role in coordinating and supporting municipalities in the south suburbs. They provide a wealth of information regarding potential grants, maintain and operate a regional Geographic Information System, and have very active economic development and housing programs.

Illinois Department of Transportation (IDOT)

IDOT controls major roadways in the area such as I-94, I-80, Torrence Avenue, and Burnham Avenue. A close partnership with IDOT is essential in maintaining and improving the City's transportation system.

Chicago Metropolitan Agency for Planning (CMAP)

CMAP provides regional coordination and leadership in the areas of planning, transportation, and the environment. They also provide technical assistance to local municipalities. The City should continue working with CMAP, which may be able to provide technical assistance in updating the City's zoning regulations.

Pace

Pace is a major asset to the community. The plan recommends working with Pace to expand service in the northwest corner of the City as well as expanding service throughout the community as demand dictates.

FUNDING SOURCES

Property taxes and sales taxes are the most common funding sources to support operations and improvements within a municipality. However, there are several other channels which provide partial or complete funding for certain projects and improvements. The following is a summary of these potential funding opportunities that the City should explore:

Public/Private Partnerships

Public/Private Partnerships, P3's as they are known in the development world, are a critical tool in implementing a community's vision. It

capitalizes on the expertise of the private sector to develop projects that meet market demands with the City's ability to assist with needed infrastructure, site assembly, and in some cases funding or tax incentives. The basic approach is for a public agency to enter into an agreement with a private company or entity (River Oaks Mall, for example) to develop a property in a fashion that is consistent with the Comprehensive Plan. This effort may be as simple as working with the developer and IDOT to identify and fund needed roadway or pedestrian improvements on a route like Torrence Avenue or 159th Street. More complex partnerships might include environmental clean-up, land assembly, infrastructure improvements, and even job training for a project within a Tax Increment Financing (TIF) District. The City has significant experience with this partnership tool, and should consider the potential to extend or create a new TIF to continue to promote redevelopment efforts in the State Street corridor.

Calumet City is also in an Enterprise Zone, which allows the City to partner with the private sector by offering incentives such as the elimination of sales tax on building materials. Like other Enterprise Zones in the State of Illinois, Calumet City's zone will be expiring in the near future. It is recommended that the City pursue the establishment of a new zone, perhaps in partnership with neighboring communities such as Dolton, South Holland, and Lansing.

Grant Programs

Certain federal, state, and local governmental grant programs relevant to Calumet City include the following:

Illinois Transportation Enhancement Program (ITEP)

The Illinois Department of Transportation (IDOT) administers ITEP program funding for standalone pedestrian and bicycle projects. Projects may include bike lanes, bike paths, pedestrian and bicycle structures, river crossings, railroad crossings, bicycle parking, signage, and other similar improvements. Calumet City may pursue this program to initiate the bicycle and pedestrian plan.

website: <http://www.dot.state.il.us/opp/itep.html>

Illinois Bicycle Grants Program

Another way to fund the bicycle and pedestrian plan would be to pursue a grant from the Illinois Bicycle Path Grant Program. This grant program provides funding to local governments to acquire, construct, and rehabilitate bicycle paths and related facilities.

website: <http://www.dnr.state.il.us/ocd/newbike2.htm>

Illinois Green Infrastructure Grant Program for Stormwater (IGIG)

IGIG is administered by the Illinois Environmental Protection Agency (IEPA) to provide funding for local governments to improve the sustainability of their storm water management systems. The grant

supports projects that use best management practices (such as permeable pavers) to better control storm water runoff and improve water quality in the community.

website: <http://www.epa.state.il.us/water/financial-assistance/igig.html>

Chi-Cal Rivers Fund

The Chi-Cal Rivers Fund is administered by the National Fish and Wildlife Foundation. It aims to increase the ecological, economic and community values of the Chicago and Calumet watershed system by increasing stormwater storage capacity through green infrastructure, enhancing fish and wildlife habitat, and improving public use opportunities. This fund may be used to help implement rain gardens, bioswales, and other green infrastructure projects mentioned in this plan.

website: <http://www.nfwf.org/chi-cal>

Federal Highway and Transit Funding

Federal highway and transit funds are available to assist in local transportation projects under the Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) programs.

Surface Transportation Program (STP)

STP funds are the most flexible funds and can be used for a variety of transportation projects and programs including roadway



construction/improvement, engineering, right-of-way acquisition and transportation control measures. Roadways eligible for funding consideration include regional and sub-regional routes (generally routes designated as a Federal Aid Route). These grants cover 70 to 80% of the project costs, with the remainder provided by the local municipality. The SSMMA serves as the local council charged with reviewing applications for STP funding and prioritizing projects based on available funding.

website: <https://www.cmap.illinois.gov/about/involvement/committees/advisory-committees/council-of-mayors/surface-transportation-program>

Congestion Mitigation and Air Quality (CMAQ)

CMAQ funds are available for specific categories of transportation projects and programs that improve air quality and mitigate congestion. Eligible projects include traffic flow improvements and bike and pedestrian enhancements. General purpose roadway projects are not eligible. While some exceptions exist, the program generally anticipates the local municipality to have completed Phase 1 Engineering, and will then fund 100% of all further engineering and construction.

website: <https://www.cmap.illinois.gov/mobility/strategic-investment/cmaq>

ORGANIZATIONAL RECOMMENDATION

The Calumet City Comprehensive Plan Has been developed in a manner which includes short, intermediate and longer term implementation recommendations. In particular, the Appendix includes a Predevelopment Tool Kit which represents a virtual “how to do” for municipalities which plan to pursue economic development utilizing accepted “best practices.” Calumet City has both a Fair Housing Administrator and an Economic Development Coordinator and the “economic development initiatives” discussed in the plan fall into the responsibilities of these two individuals. It is imperative that the City staff and elected officials: understand and approve of these plans and initiatives; develop a specific work plan on an annual basis to implement the Comprehensive Plan; approve the annual work plan at both the staff and City Council level; and, develop annual City budgets which support the work plan. Appropriate accountability measures should be adopted.

While the same suggestions can be made relate to other areas in the Comprehensive Plan (i.e. Transportation, Infrastructure, Parks, etc) they are capital intensive. Housing and economic development are primarily people intensive and a tightly knit work plan with accountabilities is vital to success.

IMPLEMENTATION MATRIX

The implementation matrix on the following pages is a guide on how to accomplish key suggestions in this Comprehensive Plan. For each key category, an overall vision and objectives are provided. This is followed by an implementation matrix that includes the following details:

Action Step

A general description of the strategy

Phasing

Frequency or timing of action steps to properly allocate resources. There are four types of phasing ranges:

- Ongoing
- Short Term (1 to 3 years)
- Intermediate Term (4 to 6)
- Long Term (7 plus years)

Lead Partner

The City department, agency, or organization primarily responsible for the action step

Partners

A department, agency, or organization that may be important to collaborate with

Resources

Physical, financial, or human resources needed to complete the action step. Most action steps will require staff time to implement. To help understand the required allocation of time, an estimated number of hours is provided next to each staff time listing. Where a range is provided, the lower end assumes outside assistance (consultant or CMAP) where the higher end assumes the work is done in-house.

Economic Development

The strategies for economic development implementation are located in the Economic Development section on pages 33-36.

Land Use

Vision:

Calumet City is a balanced community providing opportunities for a wide variety of housing, employment, shopping and dining, parks and open space, and civic/educational land uses.

Objectives:

- Implement the Town Center plan, including reuse of vacant property for new medium density housing and community garden(s).
- Expand Calumet City's industrial base through reuse of the Marble Street property and other available sites in the State Street corridor.
- Redevelop the Wentworth Woods area along River Oaks Drive to include opportunities for new multi-family development and a new neighborhood grocery.
- Update zoning regulations to encourage implementation of the Comprehensive Plan and to incorporate modern zoning issues such as sustainability, reduced parking requirements, and a streamlined approval process.

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
LU.01	Create a Mixed Use zoning district which is consistent with the Future Land Use Plan	Short term	City	CMAP	Staff time (8-50), possible consultant assistance
LU.02	Create new zoning district or overlay district for Town Center which includes regulations regarding residential design guidelines, landscaping regulations, and CPTED principles	Short term	City	CMAP	Staff time (8-50), possible consultant assistance
LU.03	Rezone parcels according to Future Land Use Plan. Major areas include: <ul style="list-style-type: none"> • Town Center • Open space corridors on the south side of town • Mixed use areas along key area corridors 	Short term	City	Property owners	Staff time (60)
LU.04	Zone Torrence Avenue between Pulaski Road and Sibley Boulevard for mixed use development	Intermediate term	City	Property owners	Staff time (30)
LU.05	Work with property owners and private grocery chains to get a store in Wentworth Woods to encourage commercial development in the region	Intermediate	City	Private grocery stores, property owner(s)	Staff time (50)
LU.06	Focus on creating more high density residential opportunities near Wentworth Woods to expand market for neighborhood business. This may include rezoning parcels and creating incentives for high density residential development within the zoning ordinance.	Short term	City	Property owners	Staff time (15-70), possible consultant assistance

Land Use (cont.)

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
LU.07	Encourage park and community gardens development on vacant lots along Torrence Avenue	Short term	City	Private industries, Neighbor Space, Chicago Green Corp	Staff time (15 - 60), funding for improvements
LU.08	Continue to market the Marble Street Property to potential industrial users and brokers	Ongoing	City	Chicago Southland Economic Development Corporation (CSEDC), Railroads	Staff time (60), funding for marketing
LU.09	Pursue Environmental Protection Agency (EPA) grants for brownfield clean-up for Marble Street Property	Ongoing	City	EPA	Staff time (20-80), possible consultant assistance
LU.10	Work with Hammond to explore mutually beneficial programs to enhance access to the Marble Street Property	Short term	City	Hammond	Staff time (20)
LU.11	Evaluate existing TIF around Wentworth Woods corridor for possible expansion	Short term	City	--	Staff time (20-100), possible consultant assistance
LU.12	Work with River Oaks Mall owners to divide parcels around the mall into smaller outlots for retail development and to open up development to the exterior of the mall	Short term	City	River Oaks Mall ownership	Staff time (40)
LU.11	Create light and banner standards along major corridors including Pulaski Road, Torrence Avenue, Sibley Boulevard, and 159th Street	Intermediate term	City	Public Works	Staff time (30-150), possible consultant assistance
LU.13	Developing a community garden in the Town Center on vacant parcels	Short term	City	Private industries, Neighbor Space, Chicago Green Corp	Staff time (15-40), funding for improvements
LU.14	Work with Illinois Department of Transportation (IDOT) to improve streetscape along Sibley Boulevard when entering the community from the Bishop Ford Freeway	Long term	City	IDOT, Public Works	Staff time (40), design firm, funding for improvements
LU.15	Coordinate with Lansing and Illinois Department of Transportation (IDOT) to enhance appearance along Torrence Avenue near River Oaks Mall including a gateway feature and landscape improvements	Long term	City	IDOT, Public Works	Staff time (60), design firm, funding for improvements
LU.16	Improve bicycle access along Ring Road around River Oaks Mall	Long term	City	Public Works, River Oaks Mall ownership	Staff time (50), design firm, funding for improvements

Housing

Vision:

Calumet City is a community of charming, walkable and safe middle class neighborhoods surrounded by open space and near convenient shopping and dining.

Objectives:

- Develop vacant lots (many of which are owned by the City) with new housing, community gardens, and new neighborhood oriented shopping opportunities.
- Maintain and enhance the City's housing stock.
- Partner with local block clubs and neighborhood organizations to address local concerns, promote safety, and facilitate communication between the City and residents.
- Ensure that all development regulations and policies facilitate a clear and streamlined review process while promoting sustainability.
- Promote new medium density housing within the Town Center and along major roadway corridors as illustrated on the Future Land Use Plan.

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
H.01	Involve all appropriate City departments and programs in the housing planning process to ensure a coordinated planning and implementation effort.	Ongoing	City	All City departments	Staff time (80)
H.02	Partner with the Housing Authority of Cook County (HACC), Cook County Bureau of Economic Development, Chicano Metropolitan Agency for Planning (CMAP), and the South Suburban Mayors' and Managers' Association (SSMMA) to evaluate options available to deal with and prevent blighted and foreclosure properties	Ongoing	City	HACC, CMAP, SSMMA	Staff time (80)
	Integrate enhanced lighting within neighborhoods to promote safety and reduce energy consumption	Ongoing	City	Public Works, City Engineer	Staff time (30), lighting designer, funding for lighting upgrades
H.03	Develop policies to limit rezoning and special use permits for conversion of single family homes. Such policies should contain criteria regarding the locations and neighborhoods and building conditions that warrant permission of conversion.	Short term	City	--	Staff time (30)
H.04	Train City staff to be vigilant in the approval of kitchen and bath additions that might lead to apartment conversions and to obtain affidavits from homeowners making such additions as to their intentions.	Short term	City	City staff	Staff time (20)
H.05	Maintain the rental housing registration and inspection program to ensure compliance with the Building Code and promote safe, decent and sanitary housing.	Short term	City	--	Staff time (160)

Housing (cont.)

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
H.06	Develop a beautification award program to promote residential and commercial property maintenance	Short term	City	--	Staff time (60), volunteer time
H.07	Develop a zoning approach to require, permit and/or create incentives for the development of new residential neighborhoods that contain a mix of housing types in the Town Center	Intermediate term	City	--	Staff time (70)
H.08	<p>Include in the City’s codes and manuals design provisions and performance standards improvements in the design quality of all residential development. Such provisions and standards may address:</p> <ul style="list-style-type: none"> • Minimum standards for architectural and landscape design. • Street system design that promotes connectivity and addresses traffic calming measures to reduce speeding. • Requirements for sidewalks and trails that facilitate and encourage walking and bicycle use. • Streetscape planting requirements. • Standards for the placement of parking areas and garages to avoid streetscapes dominated by parking lots and garage doors. 	Ongoing Long term	City	City Engineers, Department of Inspectional Services, Public Works	Staff time (150)

Community Facilities

Vision:

Calumet City provides residents and businesses with beautiful and accessible parks and open space, excellent schools, and quality police, fire, and municipal services.

Objectives:

- Improve the efficiency of government service operations, including expansion of space for police operations, renovation or replacements of the fire station at City Hall, and consolidation of municipal services at an expanded City Hall.
- Coordinated with local school districts, the Calumet Memorial Park District, Cook County Forest Preserve District, and other local service providers to share resources, coordinate activities, and make wise use of limited resources.
- Repair and replace aging infrastructure based on a capital improvement plan.

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
CF.01	Pursue state grant programs, such as the Illinois Open Space Land Acquisition and Development Grant (OSLAD), to provide funding and development assistance for community gardens and recreational facilities	Ongoing	Calumet Memorial Park District	City	Staff time (20-120), possible grant writer

Community Facilities (cont.)

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
CF.02	Assess the potential to upgrade and renovate the Fire Department's Station within City Hall when funding becomes available; possibly fund through fire facility fee building perm, TIF, or grants	Ongoing	City	Fire Department	Staff time (80), architect, funding for expansion
CF.03	Work with Cook County Forest Preserve to encourage more usage and connections to the existing preserves and facilities	Ongoing	City	Cook County Forest Preserve	Staff time (40)
CF.04	Explore ways to acquire post office parcel separating City Hall buildings for eventual expansion	Short term	City	Post office	Staff time (50), funding for acquisition
CF.05	Bolster police force and provide funding for a new police station	Intermediate term	City	Police Department	Staff time (60)
CF.06	Work with the private sector and develop a program which encourages the development of community gardens	Short term Intermediate term	City	Private businesses, community organizations	Staff time (30)
CF.07	Establish and maintain a capital improvement program	Ongoing	City	All departments	Staff time (150), possible consultant assistance

Transportation

Vision:

Calumet City is well connected to the Chicagoland region via major roads, bike trails and transit. Calumet City is also well connected locally, with a well-integrated system of local streets, sidewalks and bike routes.

Objectives:

- Implement the bike and pedestrian recommendations contained in this plan as a part of other repaving or in conjunction with available grant programs (ITEP, Illinois Bike Trail Program, etc.)
- Coordinate with regional and state transportation agencies to enhance access to and through Calumet City in a way that integrates the unique character of each roadway environment.

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
T.01	Pursue federal and state grant programs, such as the Federal Recreational Trails Program, the Illinois Bike Path Grant, and the Illinois Transportation Enhancement Program (ITEP) to provide funding and development assistance to install new trails and bike lanes	Ongoing	City	Calumet Memorial Park District, City Engineer	Staff time (20-120), possible consultant assistance
T.02	Coordinate with Pace to provide service for new developments and underserved areas, such as the northwest section of town	Ongoing	Pace	City	Staff time (12)
T.03	Work with the Illinois Department of Transportation (IDOT) to facilitate upcoming roadway and highway improvements	Ongoing	IDOT	City	Staff time (30)

Transportation (cont.)

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
T.04	As local roadways are improved and repaired, install bike lanes and sharrows to those routes identified on the bicycle plan	Ongoing	City	City Engineer, residents and businesses along impacted routes	Staff time (varies), funding for improvements
T.05	Work with Cook County Forest Preserve to add additional multi-use paths around the existing preserves as outlined in the bicycle plan	Intermediate term	Cook County Forest Preserve	City	Staff time (40), possible funding for improvements
T.06	Reference the detailed local roadway inventory to prioritize which roads need repairs and create a funding program for these repairs	Short term	City	City Engineer	Staff time (40), funding for improvements
T.07	Work with IDOT to add 2 new truck route designations along State Street and River Oaks Drive where truck traffic currently exists	Intermediate term	IDOT	City	Staff time (40)
T.08	As the bicycle plan is implemented, focus on connecting missing links between paths and lanes to increase connectivity	Long term	City	City Engineer, Cook County Forest Preserve	Staff time (varies), funding for improvements

Sustainability

Vision:

Calumet City is a an environmentally and economically sustainable community with walkable neighborhoods, great access to public transportation, healthy food sources, reduced energy consumption, and development practices that minimize flooding and maximize opportunities to enhance water quality and control erosion.

Objectives:

- Update development regulations to facilitate use of small energy systems, native plantings, and other sustainable techniques.
- Redesign key roadway corridors to better accommodate all users (pedestrian, bike, cars, trucks, and busses).
- Conduct audits on municipal buildings to identify ways to reduce energy use.

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
S.01	Encourage preservation of natural areas and green development practices during development and site review processes	Ongoing	City	Calumet Memorial Park District, Public Works	Staff time (50)
S.02	Integrate complete streets principles in roadway repaving or other improvement projects and adopt a complete streets policy	Ongoing	City	City Engineer	Staff time (100), funding for improvements
S.03	Pursue grants from programs such as the Illinois Green Infrastructure Grant Program for Stormwater (IGIG) to construct green infrastructure like permeable paved parking lots	Ongoing	City	City Engineer	Staff time (100)

Sustainability (cont.)

ID	Action Step	Phasing	Lead Partner	Partner(s)	Resources
S.04	Innitate a program which encourages residents to purchase or rent rain barrels. The City may work with a program which already provides this service such as the Metropolitan Water Reclamation District (MWRD)	Short term	City	MWRD, Public Works	Staff time (40)
S.05	Amend current zoning ordinance to encourage native landscaping to be used in new developments	Short term	City	--	Staff time (80)
S.06	Enlist the services of the Smart Energy Design Assistance Center (SEDAC) to audit current energy consumption in municipal facilities	Short term	City	SEDAC	Staff time (30)
S.07	Add sections to the zoning ordinance that will encourage and incentivize alternate energy systems	Intermediate term	City	Public Works, City Engineer	Staff time (20-120), possible consultant assistance
S.08	Work with Pace to service underserved area on northwest part of town to increase walkability within the community	Intermediate term	City	Pace	Staff time (60)
S.09	Draft a "Landscaping Design Guideline" which encourages the installation of native landscaping, bioswales, and rain gardens	Long term	City	Public Works, Economic Development, City Engineer	Staff time (20-150), possible consultant assistance