



**Vision**  
CLARK STREET

oooooooooooooooooooo

# CORRIDOR MASTER PLAN

oooooooooooooooooooo

DECEMBER 12, 2017



PROJECT TEAM



STEERING COMMITTEE

**Wally Andersen**  
SSA #24 Commission  
Vice Chair

**Rigoberto Romero**  
Jessica's Western Wear  
7015 N. Clark

**Andrew Broderick**  
Rogers Park Business  
Alliance Board

**Jack Swenson**  
Rogers Park Business  
Alliance Board

**Jacqueline Hui**  
Rogers Park Branch,  
Chicago Public Library  
6907 N. Clark

**Ken Walchak**  
Clark Devon Hardware  
6401 N. Clark

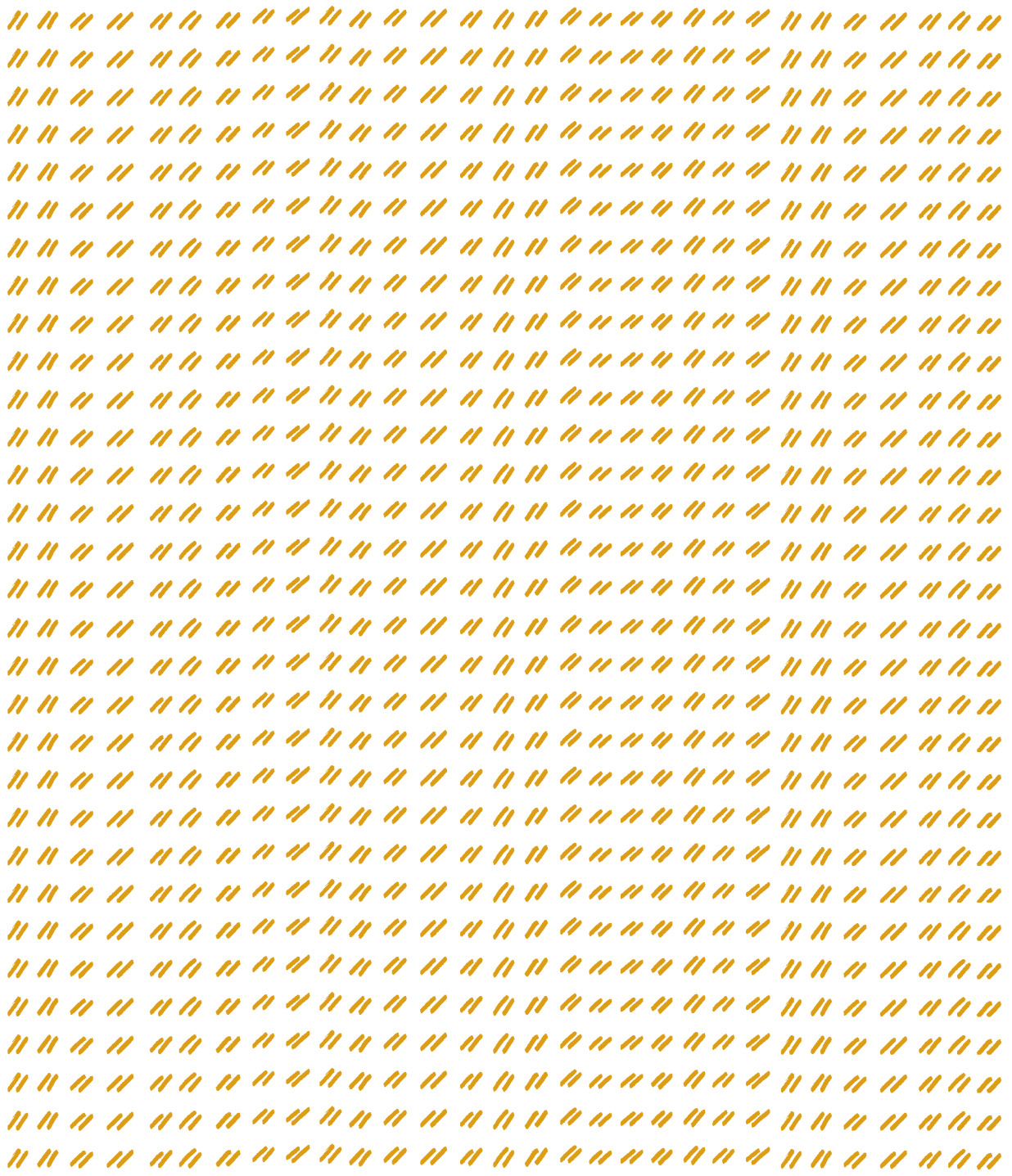
**Cesar Izquierdo**  
Taste of Peru  
6545 N. Clark

**Jorge Vienes,  
Eric Kugelman,  
Michael Syrjanen**  
Leather64Ten  
6410 N. Clark

**Carolina Juarez**  
Rogers Park Business  
Alliance SSA Manager

**Almaz Yigizaw**  
Ethiopian Diamond II,  
The Diamond Room  
7543, 7545 N. Clark

**Mike Land**  
49th Ward Alderman  
Joe Moore Staff



# TABLE OF CONTENTS

## SECTION 1: INTRODUCTION

<b>Project Overview</b>	<b>4</b>
process	5
the corridor in context	6
study area	7
jurisdictions	8
land use	9
<b>Community Profile</b>	<b>11</b>
<b>Community Engagement</b>	<b>14</b>
engagement methodology	16
community open house #1	17
community open house #2	22

## SECTION 2: ORGANIZATION

<b>The Main Street Model</b>	<b>26</b>
<b>Multicultural Corridor Strategy</b>	<b>28</b>
recommendations	31

## SECTION 3: PROMOTION

<b>Brand &amp; Identity</b>	<b>34</b>
existing conditions	35
what we heard	36
concepts	39
recommendations	41
<b>Public Art, Programming &amp; Events</b>	<b>45</b>
existing conditions	46
what we heard	47
concepts	48
recommendations	50

## SECTION 4: DESIGN

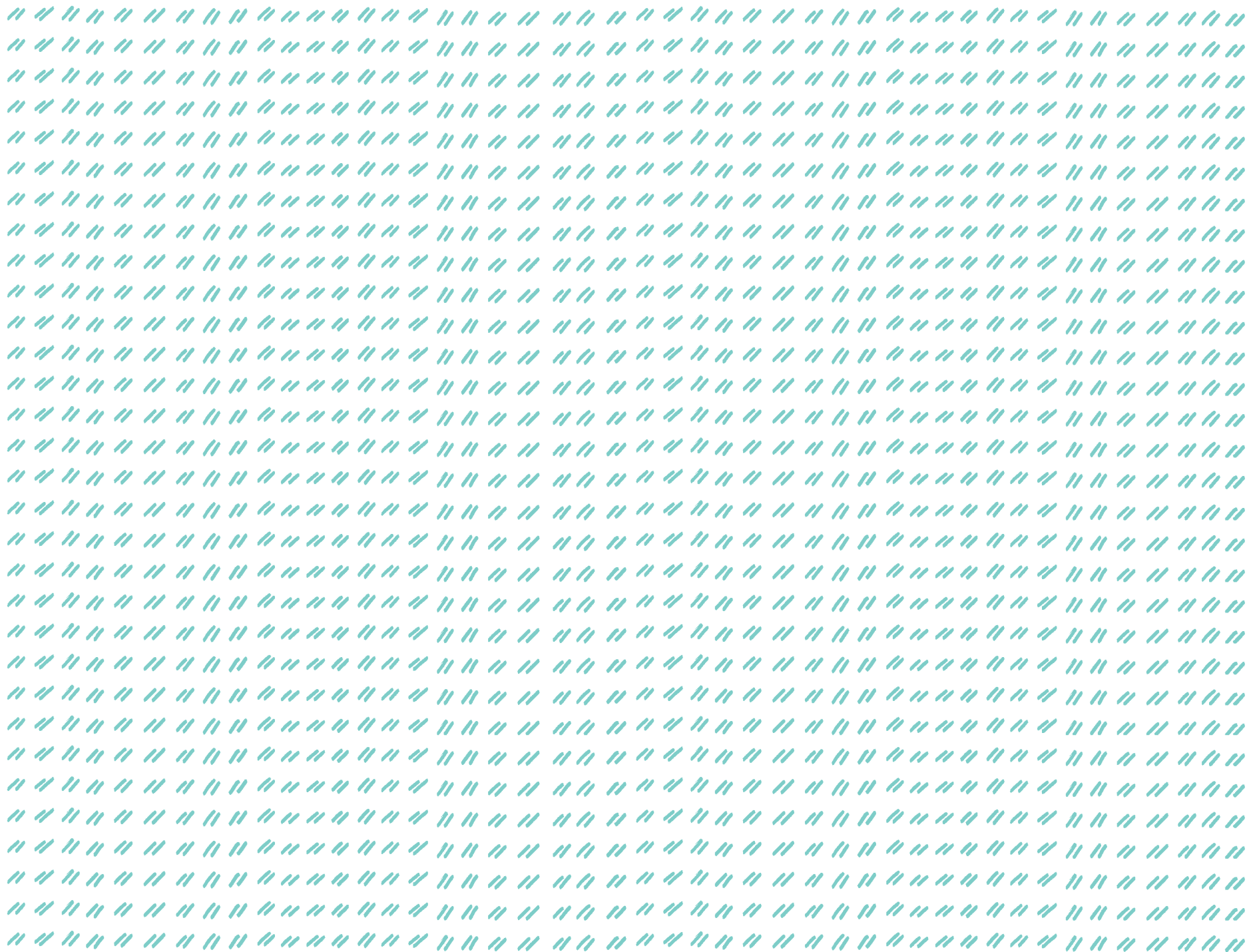
<b>Storefronts &amp; Facades</b>	<b>54</b>
existing conditions	55
what we heard	57
concepts	59
recommendations	64
<b>Streetscapes</b>	<b>67</b>
existing conditions	68
what we heard	69
concepts	71
recommendations	76
<b>Gateway Improvements</b>	<b>79</b>
existing conditions	80
what we heard	81
clark & devon concepts	82
clark & devon recommendations	85
clark & howard concepts	86
clark & howard recommendations	88
<b>Transportation Improvements</b>	<b>89</b>
existing conditions	90
what we heard	94
concepts	97
recommendations	99

## SECTION 5: ECONOMIC VITALITY

<b>Land Development</b>	<b>102</b>
existing conditions	103
what we heard	106
framework	108
recommendations	111
<b>Business Development</b>	<b>115</b>
existing conditions	116
what we heard	120
concepts	121
recommendations	122

## SECTION 6: IMPLEMENTATION

<b>Organization Action Items</b>	<b>126</b>
main street model	
& multicultural corridor strategy	126
<b>Promotion Action Items</b>	<b>126</b>
brand & identity	126
public art, programming & events	128
<b>Design Action Items</b>	<b>129</b>
storefronts & facades	129
streetscapes	131
gateway improvements: devon & clark	134
gateway improvements: howard & clark	135
transportation improvements	136
<b>Economic Vitality Action Items</b>	<b>138</b>
land development	138
business development	140
<b>Breakdown By Crew</b>	<b>142</b>





# ***INTRODUCTION***

*Understanding the Vision Clark Street project, the robust community engagement process, and the Master Plan model.*

# PROJECT OVERVIEW

*An outline of the project goals, methodology, and timeline, and provides an overview of the Corridor.*

The Vision Clark Street planning effort was initiated in April 2017 by Rogers Park Business Alliance (RPBA) to elevate Clark Street into a more vibrant and sustainable commercial corridor. The project focuses on the stretch of Clark Street from Howard to the north and Devon to the south, which consists of a mix of uses, building types, transportation options, and a diverse population of residents and business owners. In recent years, vacant buildings and a lack of investment have resulted in the corridor looking “worn” and in need of a plan that engages the community in its revitalization, while preserving and enhancing the elements that make it so unique.

RPBA, along with a Project Steering Committee, consisting of 13 stakeholders from throughout the corridor, worked closely with the project consultants: The Lakota Group, CLUE Group, and Sam Schwartz Engineering. The plan was funded by RPBA.

This master plan describes the vision for the corridor, resulting from what the community voiced, and lays out an implementation framework to make sure that vision is achieved.

## PROJECT GOALS

- 1 Strengthen the **activity and economic vitality** of Clark Street in Rogers Park.
- 2 **Engage business owners, residents, and other stakeholders** throughout the process to ensure the plan reflects a strong consensus of the community.
- 3 **Enhance physical conditions and the curb appeal** of the street, sidewalks, buildings, and open spaces.
- 4 **Assess traffic, circulation, parking, and access** and recommend strategies to improve these conditions.
- 5 **Improve pedestrian and bike access**, circulation, and safety along Clark Street.
- 6 Develop a strategy for **improving the brand** to promote Clark Street and Rogers Park.
- 7 **Identify opportunities for new development** of vacant sites, and redevelopment and adaptive re-use of existing buildings.
- 8 **Attract and retain businesses** along the corridor.
- 9 **Improve the safety** along Clark Street and enhance the perception of safety issues in the area.
- 10 Create a **clear, documented vision** with specific recommendations and strategies to implement the vision.

## METHODOLOGY & TIMELINE

Working with RPBA and hundreds of stakeholders throughout the corridor, the project consisted of three major phases:

### ENGAGE

The initial phase was about truly understanding the corridor. This included the team's analysis of land uses, transportation amenities and issues, and market conditions. It was also about engaging and listening to stakeholders to understand their perspective on the issues and opportunities of the corridor.

### ENVISION

Drawing upon the information gathered during the Engage phase, the team began to develop a vision for Clark Street that incorporated a range of concepts and ideas for enhancement and revitalization. Preliminary concepts were presented to the public at a second Community Open House.

### IMPLEMENT

The final phase incorporated all feedback gathered in previous phases to create a final Corridor Master Plan. This document, presented to the community at a final meeting, provides priorities, strategies, and tools to help implement the community's vision for the corridor.





## the corridor in context

Rogers Park is located on the far north side of Chicago and is one of the 77 community areas in the city. The neighborhood is bounded by Evanston to the north, Lake Michigan to the east, the Edgewater neighborhood to the south, and the West Ridge neighborhood to the west.

The community is home to a diverse mix of residents, businesses, and institutions and has long been known as an internationally, racially, and economically diverse community within Chicago. The population of the area has remained steady over the last seven years, with household incomes in the neighborhood spanning a broad spectrum.

The area is also one of Chicago's densest neighborhoods, and is well-connected to transit, with access to the Howard, Jarvis, Morse and Loyola Red Line CTA stations, as well as the Metra UP-North Rogers Park station.



FIGURE 1: STUDY AREA CONTEXT

# study area

The study area for this project includes the stretch of Clark Street from Howard to the North to Devon to the South. The map to the right shows the study boundary area (in blue), which incorporates properties along and within close proximity to Clark Street. The study area was divided into three nodes:

## NORTH GATEWAY

### Clark Street from Touhy to Howard

There are several areas in this segment with inactive frontages and notable gaps in the streetwall, such as Walgreens and Gateway Centre shopping plaza. This results in a lack of cohesion and connectivity between this part of the study area and the sections to the south, despite its connection to the Howard Red Line station.

## DISTRICT CORE

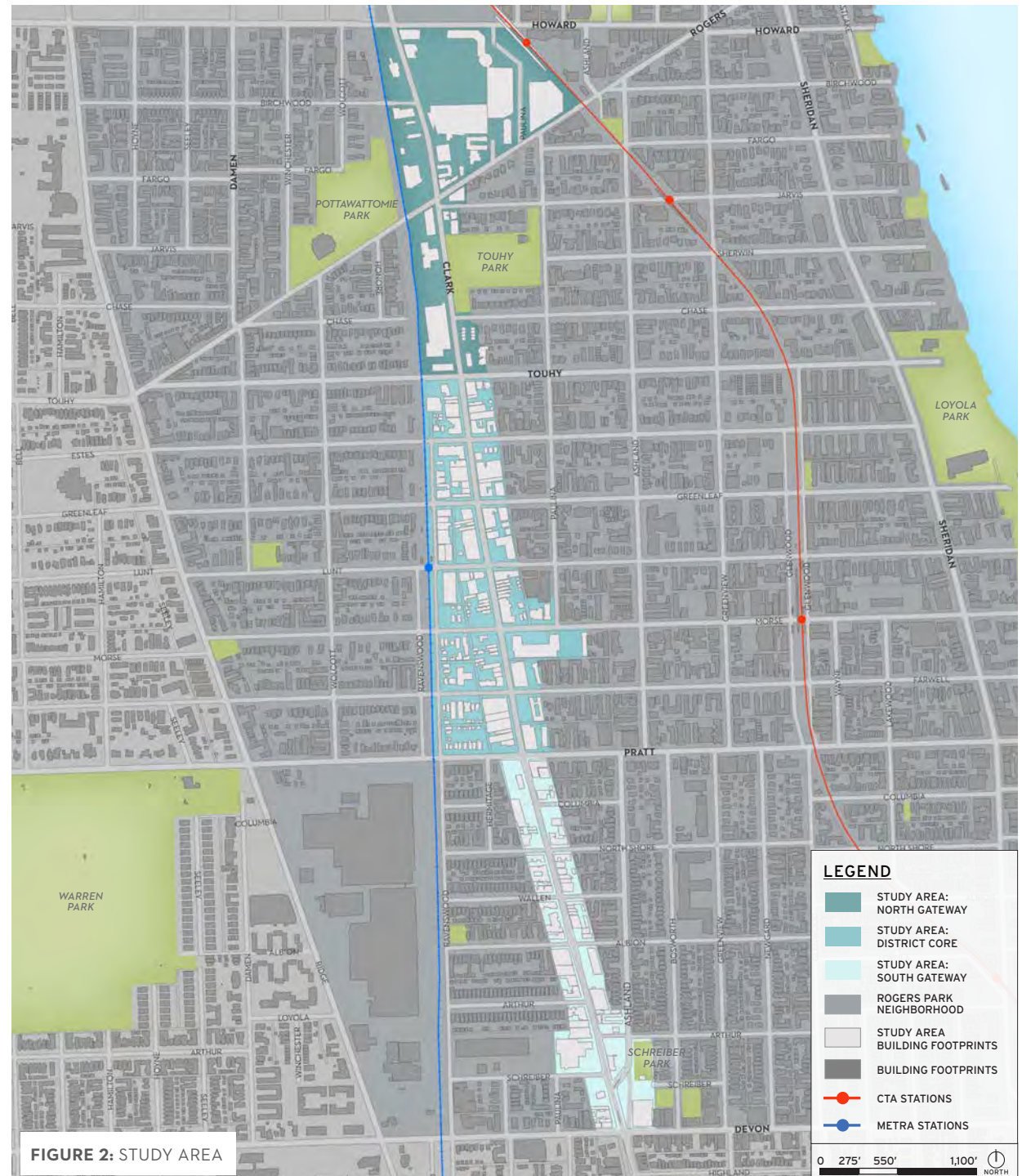
### Clark Street from Pratt to Touhy

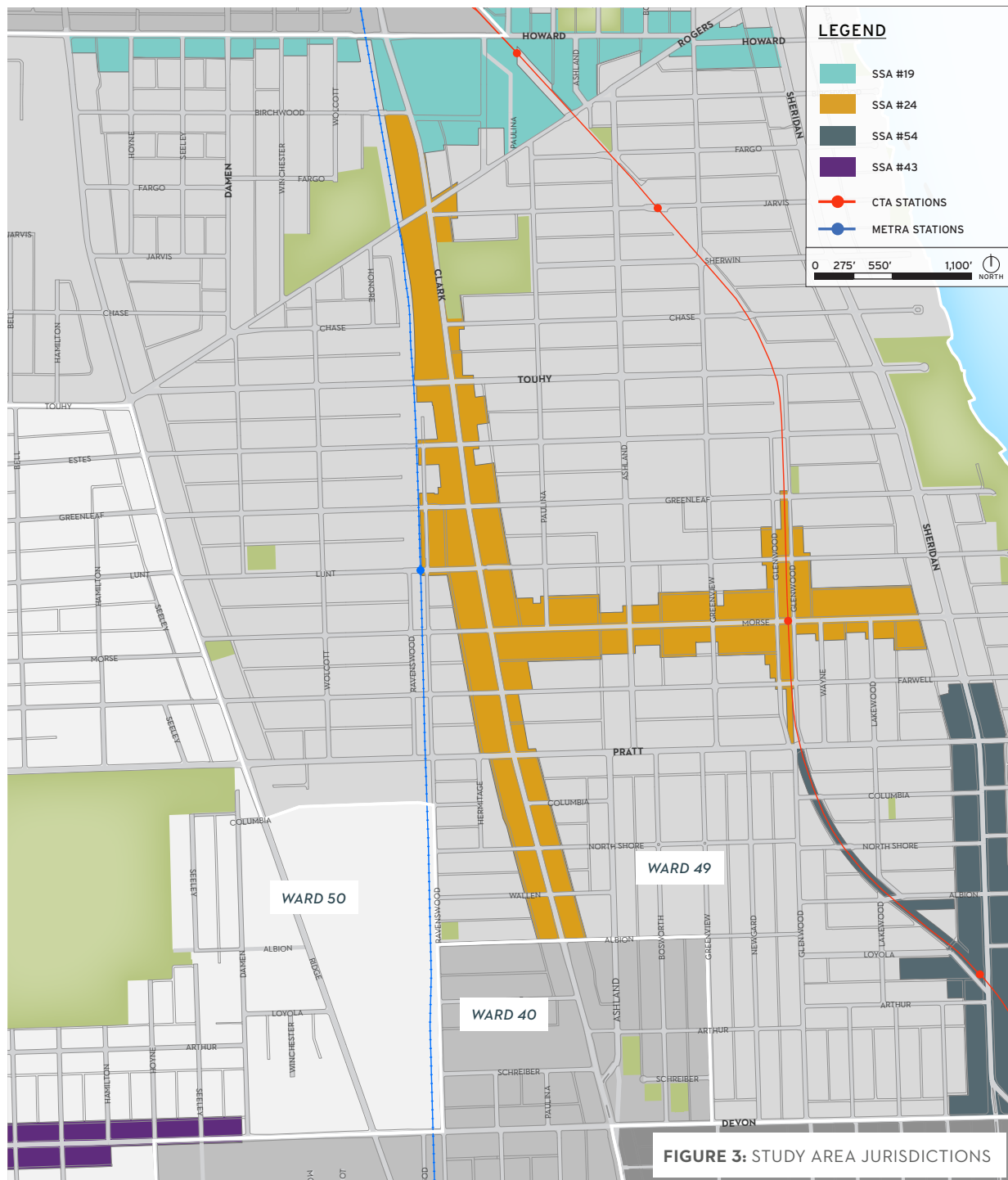
The parcel sizes are smaller in this segment and there are fewer gaps in the streetwall, as compared to the north and south. This section was noted as having the most pedestrian activity during the team's fieldwork and was identified as one of the most frequented segments.

## SOUTH GATEWAY

### Clark Street from Devon to Pratt

This segment features a mix of more traditional building stock and automobile-style development and is anchored by the Chicago Police Department, which is located across Clark Street from the Clark & Arthur Bus Terminal.







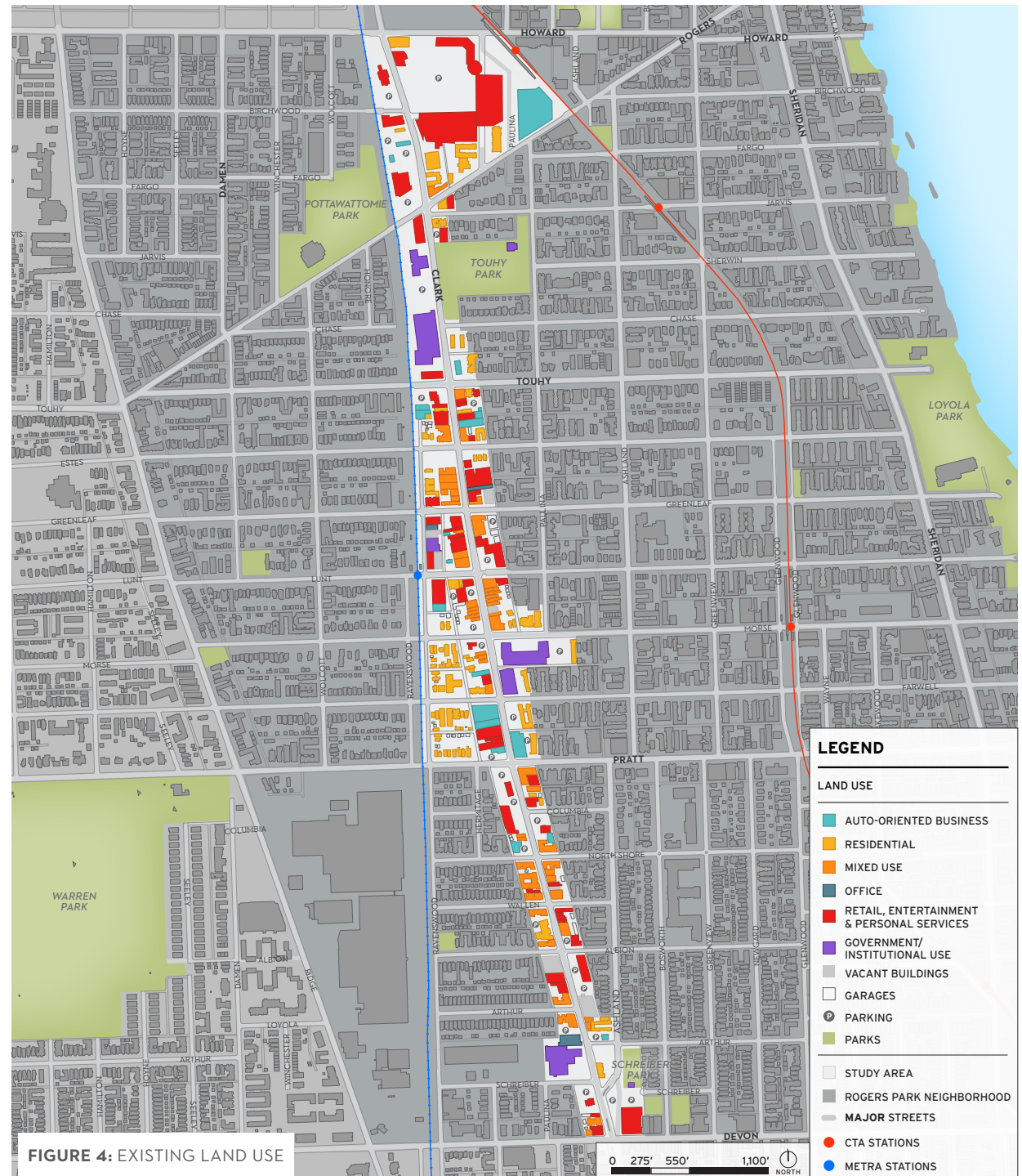
## land use

A variety of land uses currently exist along the corridor and within the study area, with a total of 194 buildings tallied. These include auto-oriented uses, residential, mixed-use, office, retail, entertainment and professional services, government/institutional, vacant buildings, parking lots, and parks and open space.

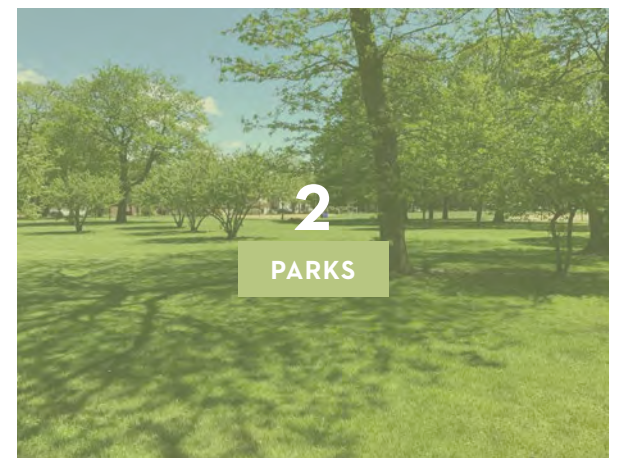
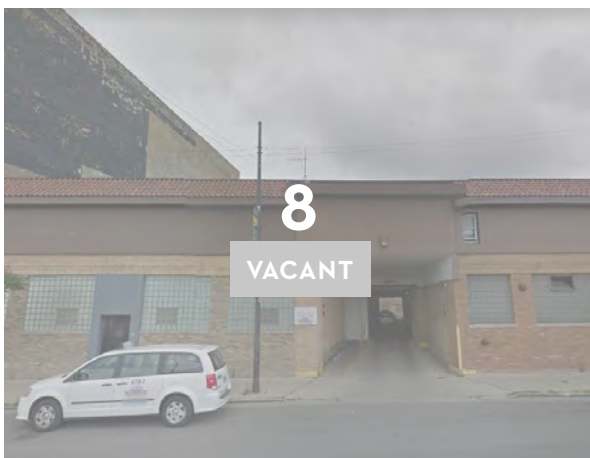
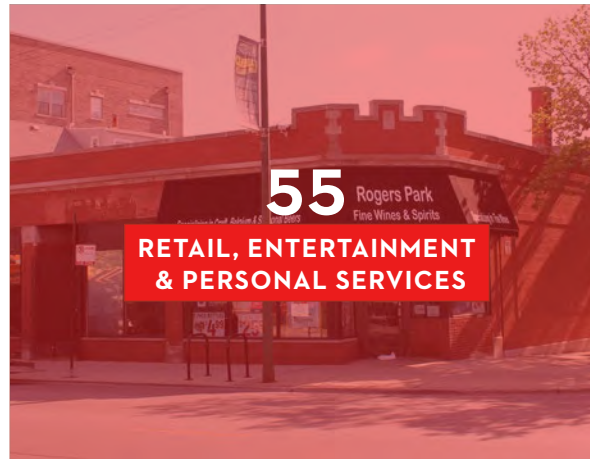
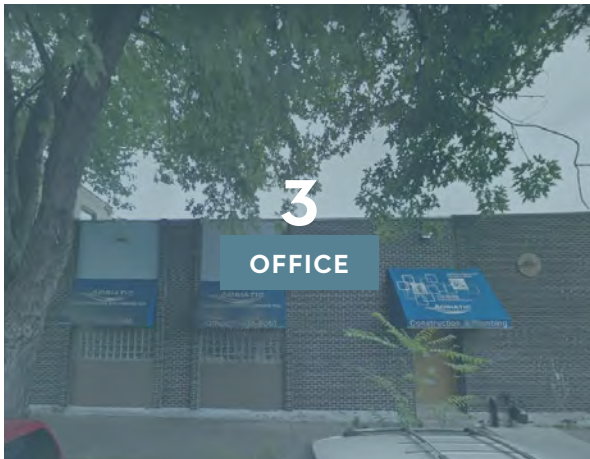
Of these uses, the most predominant along this stretch of Clark Street include retail, entertainment and personal services (55), mixed-use buildings (54), and auto-oriented businesses (19). When asked why they visited businesses along Clark Street, the top responses from survey participants included 'Dining' and 'Shopping' and 'Groceries'. There are a total of eight (8) vacant buildings along the corridor.

While there are many single- and multi-family residential buildings a block or two off of the corridor within the study area (79), few single use residential buildings exist along Clark Street (10).

A number of key landmarks and destinations were noted during stakeholder interviews and the first Open House. These include: the Howard CTA and Rogers Park Metra stations, Touhy Park, Pottawattomie Park, New Field Elementary School, Rogers Park Branch Chicago Public Library, Smack Dab Bakery, Taste of Peru, Clark Devon Hardware, and the intersection of Greenleaf and Clark.







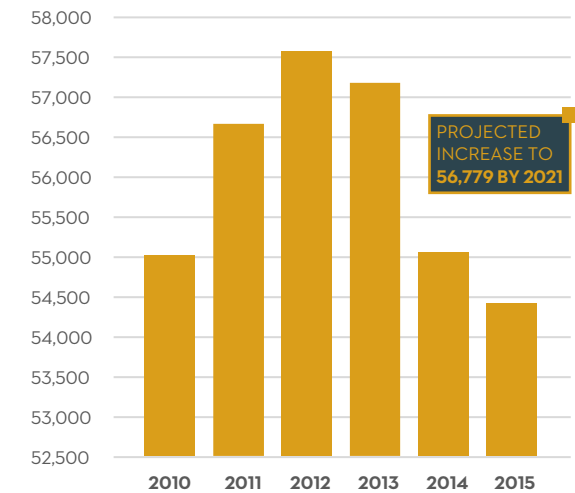
# COMMUNITY PROFILE

*A look at the population,  
race and ethnicity, income,  
age, and education of  
Rogers Park.*

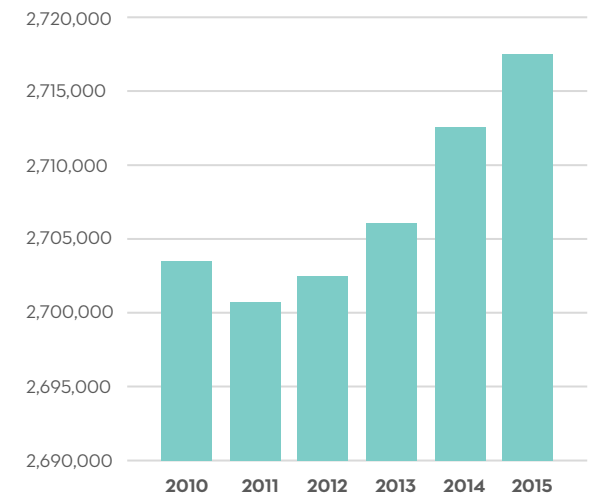
Rogers Park is at once an immigrant community, an established middle-class community, and a college town. But economically and demographically, the community is oriented toward Chicago, rather than its northern neighbors.

The population of Rogers Park has hovered around 55,000 for the past seven years. (The population reached a high of 63,500 in the 2000 Census.) Small data differences between the American Community Survey (produced by the Bureau of the Census) and ESRI (an industry-standard demographic data provider) show differing population growth trends in recent years. The ACS measured a population decline each year from 2012 to 2015, while ESRI, after showing a fractional decline, projects an increase to 56,779 by 2021. (For comparison, during the same period, the ACS reports the City of Chicago grew each year from 2012 to 2015, and ESRI projects continued growth through 2021 to 2,821,600).<sup>1</sup>

**FIGURE 5:** TOTAL POPULATION, ROGERS PARK



**FIGURE 6:** TOTAL POPULATION, CHICAGO (CITY)





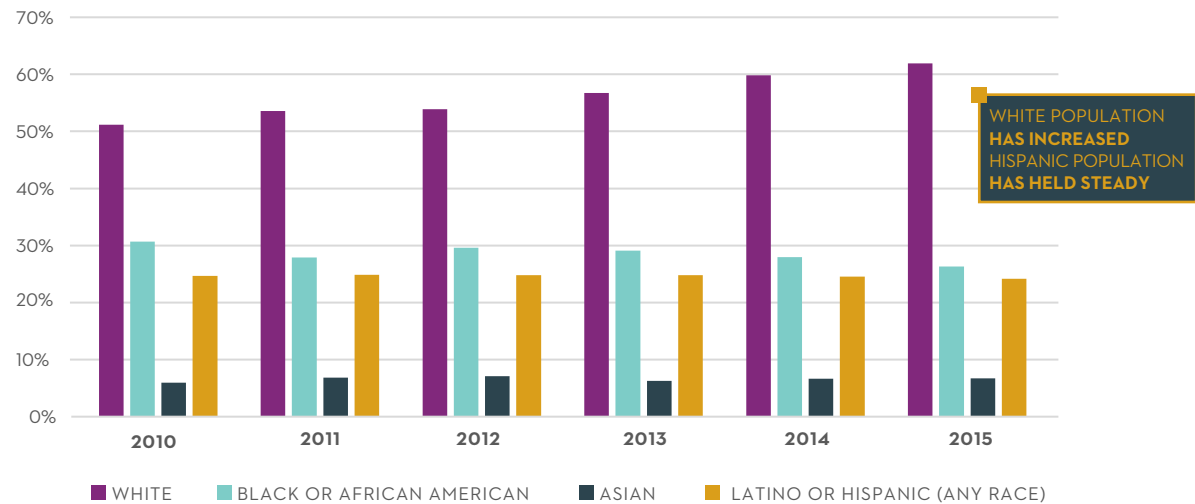
## RACE AND ETHNICITY

With 38% of the population identifying as non-white, Rogers Park is diverse. Understanding how the Latino population fits into the mix of race and ethnicity is more subtle.

Virtually all those who identify as Latino in Rogers Park are a subset of the population that reports as White. This is due to the fact that the U.S. Census Bureau considers race and ethnicity as two separate things, so all racial groups (White, Black, American Indian & Alaska Native, Asian & Pacific Islander) can be broken down by Hispanic or non-Hispanic. Of the 24% of the Rogers Park population that identifies as Hispanic or Latino, most (about four-fifths) describe themselves as Mexican or of Mexican ancestry.

Based on an analysis of the ACS, from 2010 to 2015 the proportion of White residents in Rogers Park increased from 51% to 62%, while the Black (and non-Latino) population declined slightly, from 31% to 26%. During this period, the Latino proportion of the population essentially held steady, slipping very slightly from 25% to 24%. In raw population counts, the Latino population in Rogers Park was slightly smaller in 2015 (13,135) than it was in 2010 (13,564). For reference, the Latino population for the City of Chicago was 29% in 2015.<sup>2</sup>

FIGURE 7: RACE & ETHNICITY, ROGERS PARK



1. Source: American Community Survey

2. Analyzing demographic information in diverse neighborhoods, or neighborhoods with large immigrant populations, can call into question the accuracy of Census data. The Bureau of the Census has studied the issue of undercounts (and overcounts) to determine where they are statistically significant. The Bureau has found that, indeed, some segments of the population (including minorities, renters, and some subsets of those groups) are under-counted, however the undercounts are generally less than 2%. Based on its own research, the Bureau reports that the 2010 Census undercounted the Latino population by 1.5%.

## HOUSEHOLD INCOME

Median household income in Rogers Park is estimated at \$42,421 (2016), which is lower than the city's \$49,541. The median income obscures an income disparity and the presence of poverty in Rogers Park: 32% of households earn less than \$25,000, while 45% earn over \$50,000. ("Poverty" in Chicago is considered a household of four people earning less than \$24,000.)

For economic development planning purposes, the split is meaningful: while middle and upper-income households predominate, household incomes in the neighborhood span a broad spectrum. This divide makes it difficult to adequately serve the needs of all residents, as those needs and buying patterns vary greatly from household to household.

**FIGURE 8:** MEDIAN HOUSEHOLD INCOME DISTRIBUTION, ROGERS PARK



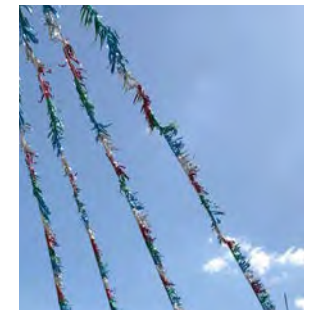
## AGE

Rogers Park is aging faster than the city. The current median age is estimated at 34.2 years old, up from 31.4 in 2010. That compares to the city's current median age of 33.9, up only slightly from 33.0 in 2010. Nineteen percent of the Rogers Park population is under 18 years old, compared to 23% for the city. Loyola students who live on-campus or elsewhere within the neighborhood's boundaries are generally counted in Rogers Park and, theoretically, have the effect of lowering the neighborhood's median age.

Consumer behaviors change with age. Rogers Park households—largely in their 30s—are still in their family-building years, a period when they acquire more household goods and also may require more larger living quarters.

## EDUCATION

Rogers Park surpasses the City of Chicago in its educational attainment: 45% of neighborhood residents have a bachelor's degree or higher, compared to 36% of Chicago residents overall. The high rate in Rogers Park is almost certainly influenced by the presence of Loyola University, its graduate students who may live in Rogers Park, and its college graduates who may continue to live in the neighborhood after finishing school. Students attending Northwestern University, located in Evanston to the north of Rogers Park, may also live in Rogers Park.



# COMMUNITY ENGAGEMENT

*An overview of the many  
ways in which input was  
gathered and an overview  
of the open houses.*





The community engagement portion of the Vision Clark Street planning process was as critical as the visioning concepts, draft plans, and implementation of the project. A truly inclusive public engagement strategy that reaches members throughout the community—including culturally diverse business owners

and those who haven't typically been involved in past efforts—requires strategic partnerships, cultivating trust, and an innovative approach that encourages people to get involved. Key community engagement strategies used throughout the process are outlined below.



# engagement methodology

From the very beginning of the process, the team worked closely with Rogers Park Business Alliance (RPBA) and the Steering Committee to create such an engagement strategy that would target diverse populations along the corridor. Key components of this strategy included:

- » The creation of the **Steering Committee** to help guide the process.
- » **Project branding** so that all project messaging remains consistent.
- » The development of **a website and social media pages** to keep the community up-to-date on the process, key meetings, surveys, and working documents.
- » **Mailouts to over 100 property owners** along the corridor.
- » A series of **stakeholder interviews and focus group** discussions.
- » **Three Community Open Houses** and **two Community Surveys**.

STEERING  
COMMITTEE  
MEMBERS

13

- residents
- business owners
- the library
- the SSA
- Alderman's office
- RPBA

8,025

open house flyers  
distributed to  
residents,  
businesses, and  
organizations



542

surveys completed  
at **public workshops**  
and **online**



project facebook page (174 followers)



project website

# community open house #1

The first Community Open House was held on May 30, 2017 in a vacant storefront on Clark Street. Roughly 200 community stakeholders were in attendance, including residents, business owners, Rogers Park Business Alliance board members and staff, 49th Ward Alderman's office staff, and various community organizations. This workshop introduced the project and planning process to the community, while providing a series of interactive exercises to engage the participants on what they considered to be the biggest assets and issues along the corridor and what their top priorities were for the plan. At each station, participants were encouraged to engage in an open dialogue with the project team and other attendees. These stations included:

- » **Welcome/introductory boards.**
- » **Historic exhibits** showcasing a series of historic images of buildings and street scenes within the project area.
- » **Existing conditions** boards featuring the corridor's land uses, transportation amenities and conditions, and the current and projected demographics. A series of existing conditions images that were taken during the team's fieldwork were projected on a wall.

- » **Big map exercise** (Figure 9), where participants placed colored dots along a 10'x3.5' map to identify:
  - key landmarks and destinations
  - opportunities for placemaking, branding, and public spaces
  - potential development or redevelopment sites
  - problem intersections, crossings, and sidewalks.
- » **Visual preference survey** to gauge the community's preferences regarding the potential character of the Clark Street corridor.
- » **Mason jar priority voting exercise** (Figure 10), where Open House attendees were asked to vote on their top ten priorities (out of 13) by placing balls (votes) into various mason jars.



A postcard for the Vision Clark Street Open House. At the top, there is a decorative border of stylized purple and teal figures. Below this, the text "share your VISION for CLARK STREET" is displayed, with "VISION" in large purple letters and "share your" and "for CLARK STREET" in teal. Another decorative border of stylized figures is below the text. A teal banner with white text reads "WE NEED YOUR INPUT!". Below the banner, the text "Join Us for an Open House" is in teal. The date and time "Tuesday, May 30 • 5-8pm • 7004 N. Clark Street" are in purple. A small paragraph in teal reads: "In an ideal world, how would you like to experience Clark Street? Come and share your ideas on how to strengthen the identity and vitality of Clark Street. Your participation will help develop a plan to transform the future of Clark Street in Rogers Park! Learn more at facebook.com/VisionClarkStreet". At the bottom, there are logos for the Rogers Park Business Alliance, The Vision Clark Street Plan process (sponsored by the Rogers Park Business Alliance, working alongside a consulting team led by The Lakota Group), and The Lakota Group.



A postcard for the Vision Clark Street Open House. At the top, there is a decorative border of stylized purple and teal figures. Below this, the text "share your VISION for CLARK STREET" is displayed, with "VISION" in large purple letters and "share your" and "for CLARK STREET" in teal. Another decorative border of stylized figures is below the text. A teal banner with white text reads "WE NEED YOUR INPUT!". Below the banner, the text "Join Us for an Open House" is in teal. The date and time "Tuesday, May 30 • 5-8pm • 7004 N. Clark Street" are in purple. A small paragraph in teal reads: "In an ideal world, how would you like to experience Clark Street? Come and share your ideas on how to strengthen the identity and vitality of Clark Street. Your participation will help develop a plan to transform the future of Clark Street in Rogers Park! Learn more at facebook.com/VisionClarkStreet". At the bottom, there are logos for the Rogers Park Business Alliance, The Vision Clark Street Plan process (sponsored by the Rogers Park Business Alliance, working alongside a consulting team led by The Lakota Group), and The Lakota Group.

Materials distributed for Community Open House #1



**200+**  
**ATTENDEES**



**151**  
**SURVEYS**  
**COMPLETED AT**  
**WORKSHOP**

*Photos from Community Open House #1*



## MASON JAR PRIORITY VOTING EXERCISE

During the first Open House, attendees were asked to vote on their top ten priorities (out of 13) by placing balls (votes) into various mason jars. Participants were instructed to “spend” their votes however they wanted—from spreading them evenly out to placing them all in their top vote jar—depending on how strongly they felt about each option. The results of the exercise are illustrated to the right.



## OPEN HOUSE PRIORITY VOTING RESULTS

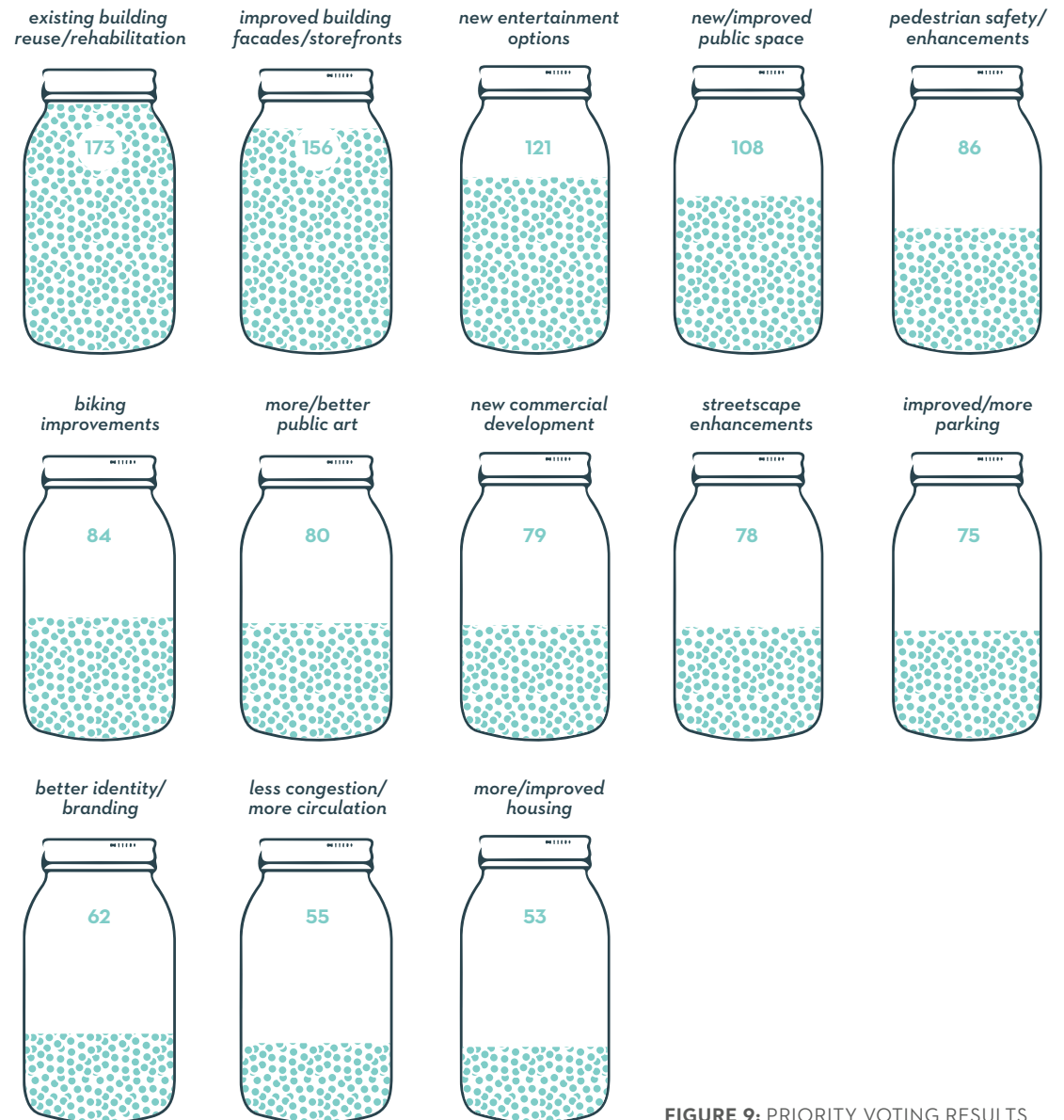


FIGURE 9: PRIORITY VOTING RESULTS

## BIG MAP EXERCISE

This large, 10'x3.5' map invited participants to place colored dots along the corridor, corresponding to these questions:

- What are the key landmarks and destinations along the corridor?
- Opportunities for placemaking, branding, or public space?
- Potential development or redevelopment sites?
- Problem intersections, crossings, or sidewalks?



FIGURE 10: BIG MAP EXERCISE

Areas featuring key landmarks and destinations were noted throughout the corridor. Notable concentrations of yellow stickers occurred at or near the Howard CTA and Rogers Park Metra stations, parks along the corridor, New Field Elementary School, Rogers Park Branch Chicago Public Library, Smack Dab Bakery, Taste of Peru, Clark Devon Hardware, and at the intersection of Greenleaf and Clark.

Notable concentrations of areas in need of placemaking and branding included parking lots, the bus-turnaround, the 24th District Police Station plaza, and small corner plazas along Clark, especially at the intersections of: Howard and Clark, Lunt and Clark, Morse and Clark, Pratt and Clark, and north of Devon at Ashland and Clark.

Potential (re)development sites were identified throughout the corridor but the three main

sites identified included: the vacant building at Arthur and Clark, located on the east side of the street; the strip mall at Lunt and Clark; and underutilized buildings and properties near the Rogers Park Metra station. The areas most identified as problem intersections, crossings, and sidewalks were located at Howard and Clark, Birchwood and Clark, Rogers and Clark, Chase and Clark, Estes and Clark, Greenleaf and Clark, and the stretch of Clark just south of Lunt.





## community open house #2

The second Community Open House was held on August 9, 2017 at the same location—7004 N. Clark Street. Roughly 150 community members were in attendance to review proposed concepts that were created to address the issues and opportunities the Team identified through field work, analysis, stakeholder sessions, interviews with business owners, and the results of the first Community Open House and survey.

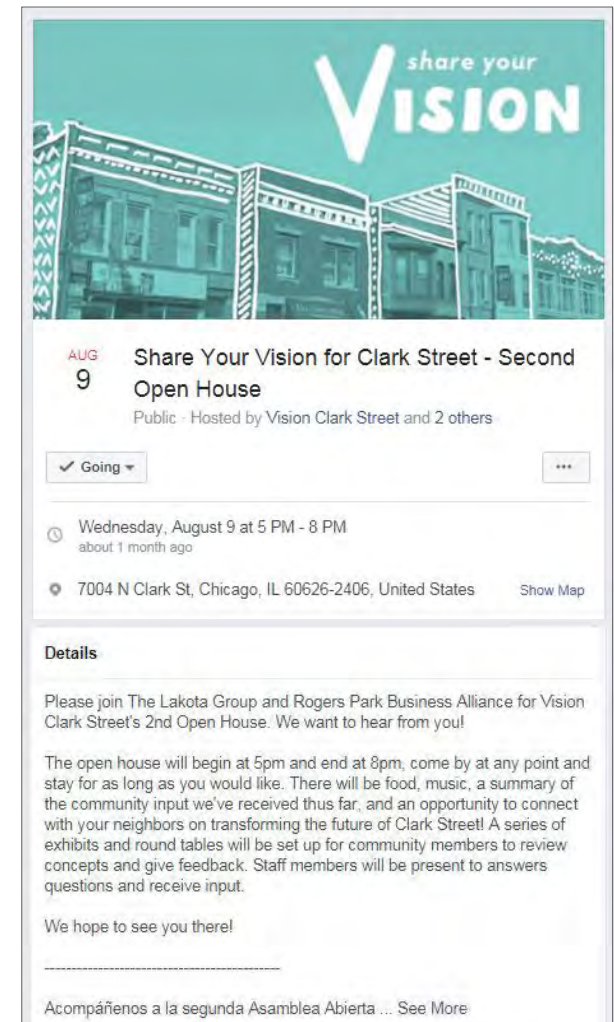
These visual concepts included proposed improvements to:

- » **Branding**
- » **Storefront improvements** for retail, professional, restaurant, and vacant buildings
- » **Streetscapes**
- » **Intersections & Gateways**
- » **Transportation** (both multi-modal and parking enhancements)
- » **Economic Development**
- » **Zoning, Land Use & Development**

Participants were given surveys and comment cards to provide feedback on the various proposed concepts.



Flyer distributed for Community Open House #2



Facebook page for Community Open House #2

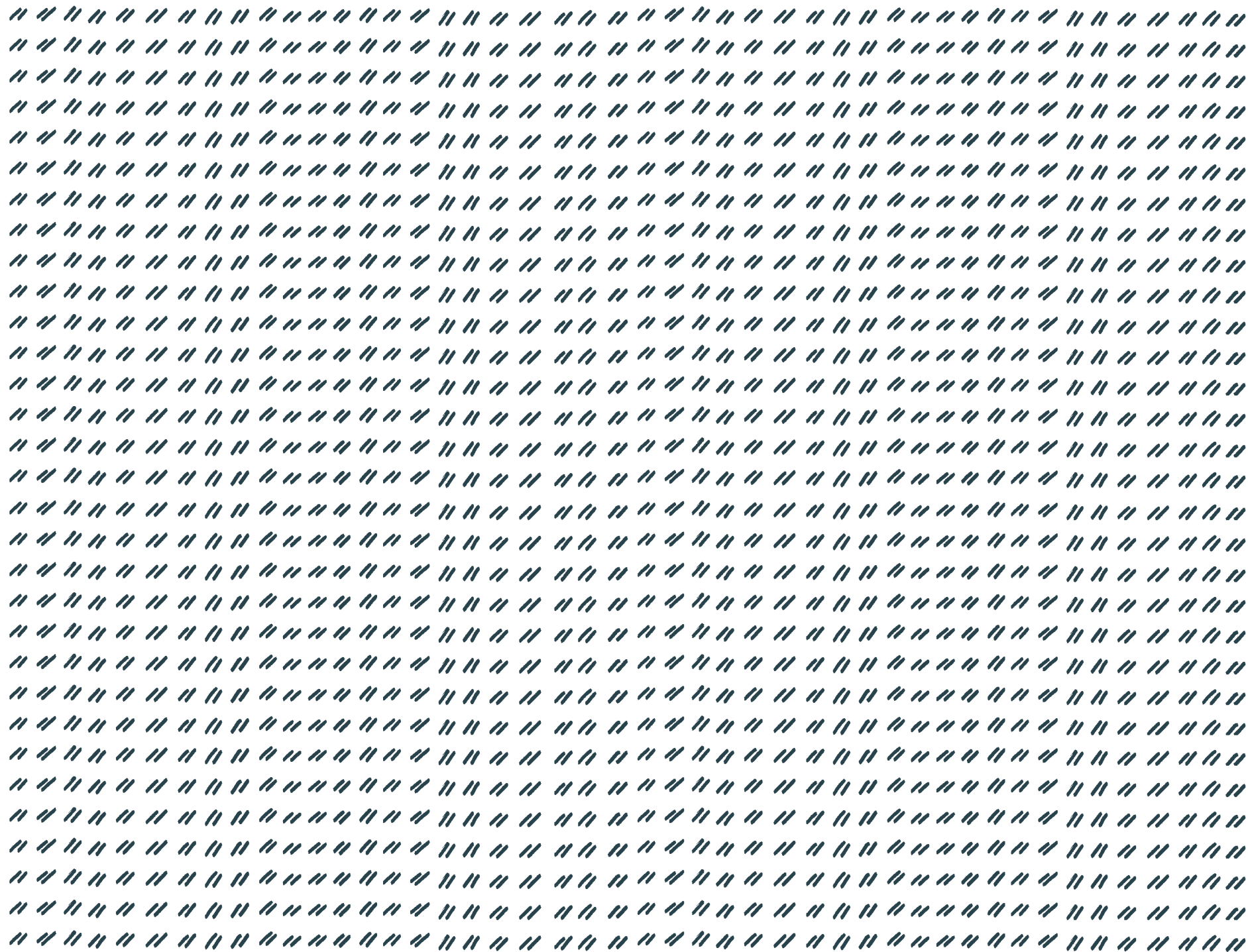
**150+**  
ATTENDEES



**98**  
SURVEYS  
COMPLETED AT  
WORKSHOP

Photos from Community Open House #2







# ORGANIZATION

*Creating a structure that can organize  
and unify the elements of the Plan,  
guide the implementation of the Vision,  
and measure its success.*

# THE MAIN STREET MODEL

*The Main Street model is an organizational structure to frame the Plan and organize implementation efforts.*

## A TOOL FOR MANAGING THE CLARK STREET CORRIDOR

The Main Street model offers a system for revitalizing and managing Clark Street in a strategic and practical way. The model is both structured and flexible, allowing it to be used within the existing RPBA organization. Because the model offers a clear framework for managing the wide range of initiatives described in this Vision Clark Street plan—and because the Vision Clark Street Steering Committee itself suggested it—this report is organized around Main Street’s four core areas of work.

The Main Street model has gone through some recent and important changes, and several of them are especially relevant for RPBA and Clark Street. Main Street has been around since 1980 and several thousand communities across the country have adopted its format. The core idea—now commonly accepted, though it was once a novel approach—is that commercial districts must be managed and revitalized comprehensively, advancing the following "Four Points" simultaneously:

### ORGANIZATION

*Engaging the community and providing human and financial resources to implement the Main Street program’s goals.*

### PROMOTION

*Marketing the district to its customers through image campaigns, advertising, and events.*

### DESIGN

*Improvements to buildings, streetscapes, and other parts of the physical environment.*

### ECONOMIC VITALITY

*Helping to strengthen and grow existing businesses and attract new businesses.*

Beginning in 2015, CLUE Group led a “rethink” of the Main Street model for the National Main Street Center. The new model retains the “Four Points”, as they are known, but made two important changes:

- » First, the work in the Four Points is now organized around a core strategy—a “Transformation Strategy.” The strategy is a statement of economic direction grounded in market understanding. It is specific about how a district will position itself in the city and larger marketplace, and about how its businesses, residents, and leaders want a district to evolve.
- » Second, the model can be applied within an organization like RPBA. Main Street provides the framework for RPBA to organize all of its work on Clark Street: There are components of the effort that will fall to the City, the Rogers Park Builders Group, and other entities in Rogers Park, but RPBA’s partners can align themselves with this plan so everyone is “rowing in the same direction.”

## HOW THE MAIN STREET MODEL COULD FUNCTION WITHIN RPBA

Unlike traditional Main Street programs (which are often volunteer-driven), implementation of the revitalization work (and the Main Street Transformation Strategy) is led by RPBA and would be primarily staff-driven.

The RPBA board, in adopting this Plan, would endorse the Transformation Strategy and its primary goals. Direct implementation would be overseen by the RPBA executive director with components managed by the SSA manager, economic development manager, marketing and events manager, maintenance director, membership and business services coordinator, and sustainability director. These positions can serve as leads within the Main Street Four Points. These Four Points can be further implemented through a series of “crews,” led by the appropriate RPBA staffer and comprised of Steering Committee members and community members who want to get involved.

Crews are broken down into the following areas:

- » **Promotion:** branding and programming
- » **Design I:** storefronts and facades/private sector improvements
- » **Design II:** streetscaping and transportation/public sector improvements
- » **Economic Vitality I:** land use and zoning
- » **Economic Vitality II:** economic development/business initiatives

RPBA can adopt the Main Street model without becoming an officially-designated Main Street program. If RPBA wishes to pursue an affiliation with the National Main Street Center (now headquartered in Chicago), it can apply for recognition based on the Center’s national criteria, and it can even contract with the Center for direct technical assistance.



# MULTICULTURAL CORRIDOR STRATEGY

*The Multicultural Corridor Strategy can be applied to all aspects of the Plan—from marketing, to design, to implementation.*

## A TRANSFORMATION STRATEGY FOR CLARK STREET

In 2015, the National Main Street Center coined the phrase "Transformation Strategy" as a part of their approach to community development.

A Transformation Strategy provides a framework for communities to leverage their local assets to create long-term transformation. The Rogers Park community takes great pride in the diversity of its residents, businesses, and experiences. The Plan leverages this cultural diversity into Clark Street's own transformation strategy, which is referred to as the Multicultural Corridor Strategy.

The Strategy is simple: build on the cultural diversity of businesses, foods, arts, and culture as economic strengths of the corridor. This both reinforces the identity of Clark Street as a cultural cluster, and attracts customers from around the city seeking authenticity in their experiences. In practice, this means that the various projects and programs of RPBA should connect with the strategy across the Four Points. For example, branding and visual identities illustrated in this Plan use colors and graphics to reflect Clark Street's vibrant character. Or, under *Promotion*, a "Taco Trail" event leverages Clark Street's collection of Mexican restaurants and ties them together as an attractor.

While the Multicultural Corridor Strategy is a tool for economically differentiating the commercial corridor, there are caveats to the Strategy to keep in mind:

- » It is intended for Clark Street in Rogers Park—not for Rogers Park as a whole.
- » It is intended to be used long-term, but not forever. That's because all neighborhoods and commercial districts change and evolve, and populations and demographics shift over time. The Transformation Strategy should be reevaluated in three to five years to confirm that it still applies and adjusted, as needed.
- » It is not the external messaging of RPBA but rather an internal guide to align RPBA's work on Clark Street. Any public-facing marketing will use the strategy to inform the campaign.
- » It is not intended to exclude anyone to Clark Street, but leverage the identity that differentiates Clark Street in Rogers Park from other business districts and makes it a destination for shoppers and diners from throughout the region.

There are many examples in Chicago of corridors that have organically grown as cultural clusters and have used that identity to grow and attract new customers—such as Argyle or Broadway in Uptown, Devon in West Ridge, or 18th Street in Pilsen. Examples of other communities around the country who have used this strategy include:

## LEIMERT PARK VILLAGE

### Los Angeles, CA

Leimert Park Village has been described as the African American heart of Los Angeles, and a cultural hub of visual arts and jazz. Situated in South Central L.A., it has suffered both manmade and natural tragedies, including the 1992 riots and the 1994 Northridge earthquake.

Leimert Park's walkable scale is physically unusual in Los Angeles. Its renewal as a center of African American culture and life began in earnest in the late 1990s, and the district has blossomed since then. Some of the early businesses in Leimert Park's transformation included a fine art gallery, an Afrikan Crafts & Gifts shop, and a café with live jazz. Economic development efforts have been reinforced through a series of events and festivals.

Leimert Park Village pursued a deliberate strategy to recreate itself as a hub of African American culture, and today, it draws shoppers and diners from throughout greater Los Angeles, as well as out-of-town visitors who seek out the district when visiting the city.



## ALSTON VILLAGE

### Boston, MA

Allston Village, an international neighborhood of Boston, MA, used diverse ethnic offerings (particularly around food) as a connecting theme. It seems like an obvious solution now, but the puzzle of marketing multiple ethnicities, languages, food, and retail businesses was not so obvious at the outset. Allston built an identity campaign that included a series of word plays, such as:

*"Think globally, eat locally. It's all in Allston."*

*"Pho or Faux. It's all in Allston."*



FIGURE 11: THE MAIN STREET MODEL



The Multicultural Corridor Strategy can be further embedded into RPBA's work by using it as a framework for the board and the executive director's ongoing management. The Strategy should be used to organize meeting agendas when talking about Clark Street, with issues addressed according to the Four Points and how they support the Strategy. Using the Strategy to frame meetings keeps it in the forefront and helps to align RPBA's relevant programs.

A wide range of businesses can build upon this strategy, including:

- » Apparel stores
- » Art galleries
- » Bakeries
- » Bars
- » Bookstores
- » Butchers
- » Cafes
- » Cottage/home-based businesses
- » Dance studios
- » Fabric stores
- » Furniture and home furnishings stores
- » Greengrocers
- » Grocery stores (esp. specialty foods)
- » Importers
- » Manufacturers

- » Movie theater
- » Nightclubs
- » Professional services (e.g., doctors, dentists, accountants)
- » Restaurants
- » Social service organizations
- » Spice stores
- » Wholesalers

Not every business on Clark Street must be strictly tied to the Strategy, but many different types of businesses can connect to it. For example, a grocery store might sell hard-to-find tropical fruits or Coca Cola produced in Mexico (e.g., with cane sugar); a butcher might sell hard-to-find meats, like goat; or a bar might offer a menu of cocktails made with authentic tequila. All businesses can connect to the Strategy through bilingual signs and by incorporating design elements and colors that express their own cultural character.

The plan elements and recommendations in the sections that follow demonstrate how such a strategy is woven across a series of revitalization initiatives—such as identity, physical enhancements, and economic development.



# recommendations

## 1.1 REORGANIZE AROUND THE MAIN STREET MODEL

Structure the implementation of this Plan around the Main Street Model's Four Points, which include: Organization, Promotion, Design, and Economic Vitality.

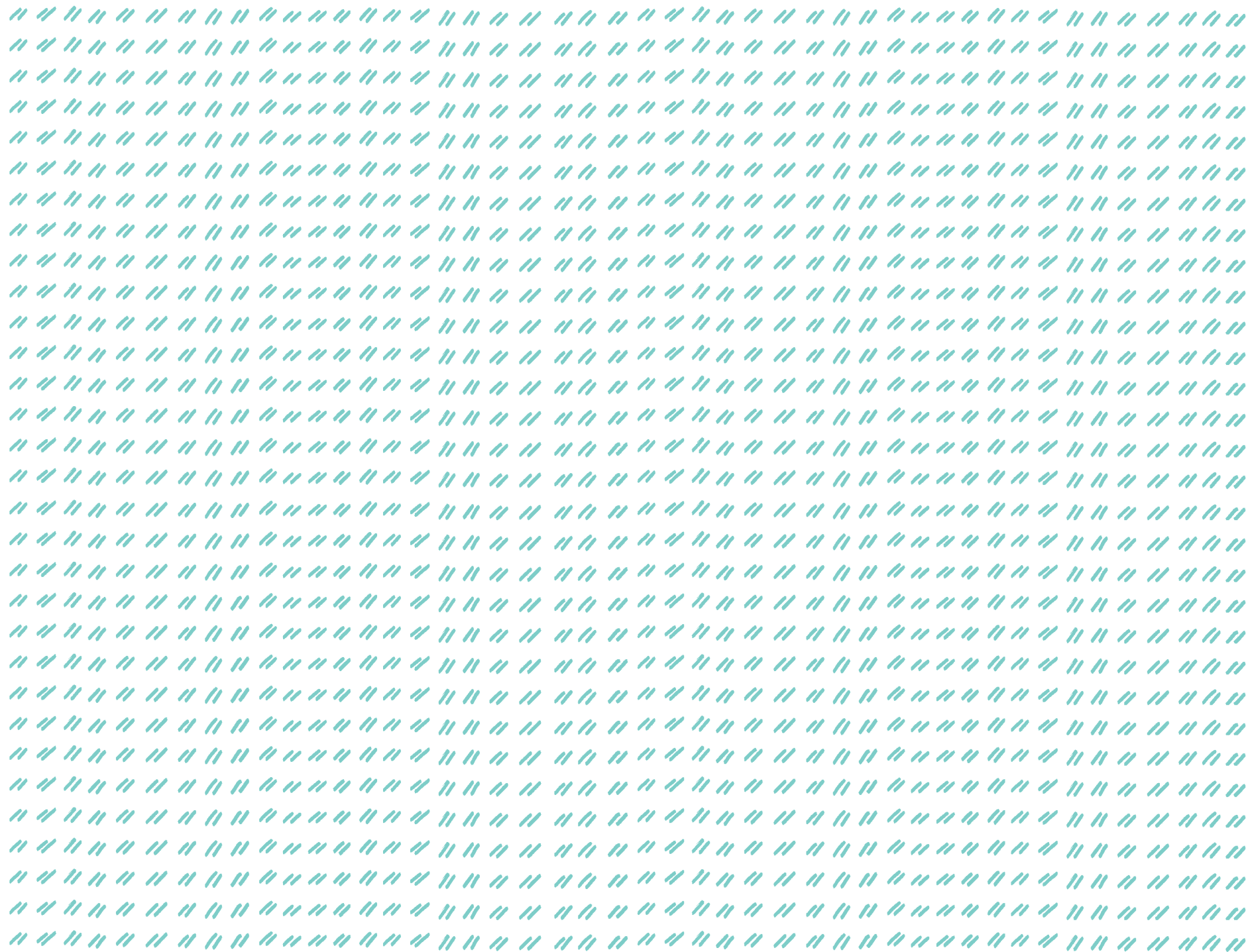
- » Read *The Main Street Approach: A Comprehensive Guide to Community Transformation* (NMSC).
- » Establish a “Clark Street Steering Committee”, comprised of Implementation Crew leads, the Special Service Area Manager, and RPBA Executive Director.
- » Ensure future planning and implementation efforts continue to organize around this model.

## 1.2 EMBRACE A MULTICULTURAL CORRIDOR STRATEGY

Use the Multicultural Corridor Strategy as a tool for building on Clark Street's assets and distinguishing it from other commercial corridors through the following steps:

- » Develop RPBA-internal language about Clark Street as a Multicultural Corridor to further define the characteristics of the corridor that make it culturally unique.
- » Use the Strategy to inform marketing, branding, and promotional efforts.
- » Inform and educate business owners on how they can connect to the Strategy through bilingual signs, branding, and design elements and colors that express their own cultural character.





# PROMOTION

*Enhance Clark Street's brand, identity, and programming to unify the corridor and distinguish it from other commercial areas throughout the City and region.*

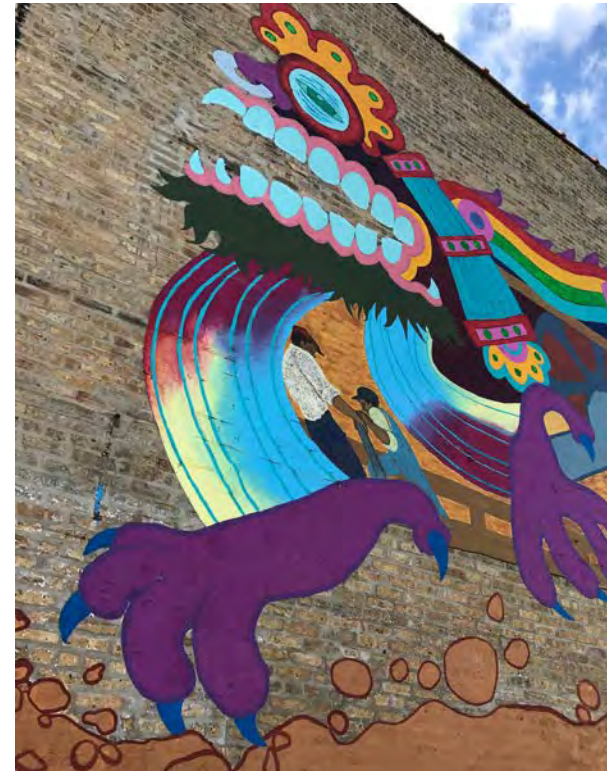


# BRAND & IDENTITY

*Create a unified identity to bring cohesion to Clark Street that builds upon Roger Park's rich history and diversity.*

A brand for Clark Street should be much more than just a logo. Signage, placemaking initiatives, banners, lighting, promotional materials, and the overall experience of walking down Clark Street are all elements of the corridor brand.

This chapter features existing conditions, concepts, and recommendations for updating and strengthening the brand and identity of Clark Street. The study area for this project incorporates over a mile and a half of the corridor, including different areas, each with a very distinctive “vibe.” While land use, experiences, and types of businesses in these sub-areas differ, an established and cohesive brand and identity that extends along the corridor will help to unify these areas and define the overall experience of Clark Street.



# existing conditions

## BRAND

Clark Street's existing brand and signage incorporates the corridor's vibrant culture of residents and businesses. Originally designed for the Celebrate Clark World Music Street Festival, the brand was incorporated into street banners in July 2016. The Team felt that the brand captured the essence of the corridor but needed to be updated to incorporate a fresh take on the patterns and colors. Currently, this brand exists in signage along the corridor and in some promotional materials but nowhere else.



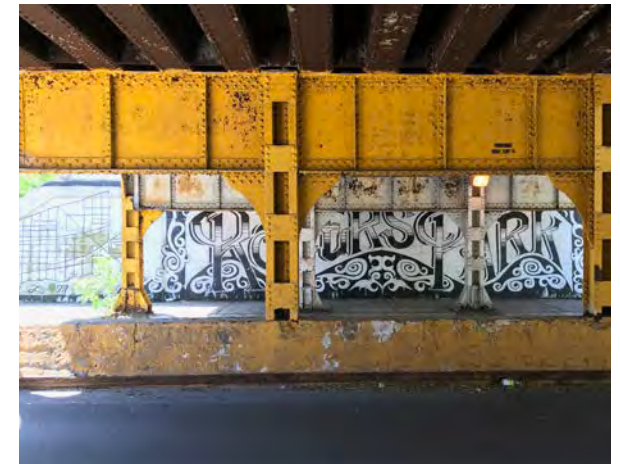
## SIGNAGE

The use of low quality materials and fabrication techniques, in addition to a surplus of informal signs, is apparent in specific areas along the corridor. This lack of cohesive signage results in a cluttered appearance and was indicated as one of the top priorities for corridor improvement by the community. Strategies to improve the quality of signage in terms of design, materials, and overall visual appeal would greatly enhance the aesthetic experience of the corridor and improve retail viability.

Wayfinding signs to and from Clark Street for transportation options, civic amenities, and key destinations are lacking, and would help draw attention to and provide awareness of the businesses and amenities located along the corridor. In addition, better signage is needed along Clark Street to direct people to transportation hubs, such as the Metra Rogers Park Station and the CTA Howard Red Line Station. A lack of gateway signage is a missed opportunity to welcome visitors to the corridor and Rogers Park and to create memorable landmarks.

## SAFETY

Part of the identity of Clark Street is the real and perceived level of safety. Concern about safety was a common theme in many of the planning team's conversations with stakeholders and business owners. While the crime rates of the area have decreased in the past five years, the perception of crime and lack of safety is still prevalent. This prevents the corridor from realizing its full potential in terms of business growth and attracting visitors from beyond the area. Many of the Plan's recommendations tie back into the theme of safety by introducing lighting, better streetscape conditions, and ultimately, more people, businesses, and visitors to the area. Promotional materials that highlight decreasing crime rates, police patrols, and nightlife activity could also be a helpful tool in managing the perceptions of crime in the area.



## what we heard

Rogers Park  
is unique in  
every way. ”

“ I love the diversity and the unique  
experience of living in Rogers Park.

There is not a singular identity for  
Clark Street in Rogers Park. ”

Keep and enhance the character  
and fabric of Rogers Park. ”

“ I definitely think Clark Street needs  
a refresh. It can be improved and still  
maintain the integrity and uniqueness of  
your multicultural patchwork. It can't look  
too immaculate or gentrified. It has to  
maintain the heritage and flavor without  
compromising the authenticity.

We need visual designs that are honest,  
culturally interesting, and artistic. ”



## I HEART ROGERS PARK

An interactive element that has become part of the Vision Clark Street project is the "I Heart Rogers Park" poster, which is a large poster that encourages people to write down what they love about their neighborhood on the post-it notes within the heart. The qualities listed to the right summarize the post-its collected during the first Community Open House. These qualities reflect the character of the neighborhood and are the building blocks from which neighborhood identity should be constructed.



**List the top three words  
that come to mind when  
thinking about the identity  
of Clark Street:**

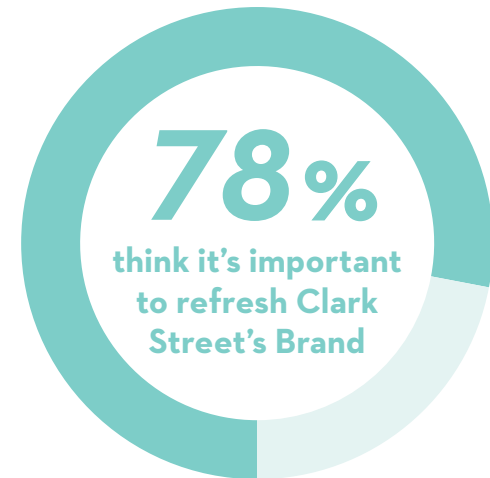
**FUSION  
HODGE PODGE  
MULTI-CULTURAL  
SLOW BUS  
HISTORIC  
WALKABLE  
FADED  
ECLECTIC  
INCLUSIVE  
FOOD  
POTENTIAL  
AUTHENTIC  
GLOBAL  
CLUTTERED  
ARTSY  
SCRUFFY  
TRAFFIC  
VIBRANT  
HISPANIC**

*Top results from survey #2 (138 responses)*

## **CLARK STREET'S IDENTITY**

Overall, there is a strong sense of pride and community that currently exists in Rogers Park, and particularly, in this part of the neighborhood. Many stakeholders expressed the idea that there is not one single identity along the corridor, and that the diversity of the area was their favorite aspect of the community. While many stakeholders agreed that the Clark Street brand needed a “refresh,” they felt strongly that the core identity of Clark Street should remain intact throughout improvements.

This pride in diversity reinforces the Multicultural Corridor Strategy—that embracing Clark Street's diversity should serve as the backbone of its transformation. A brand that draws upon the strengths of the corridor and builds on the existing identity can help channel residents pride in the neighborhood into this future vision for the corridor.



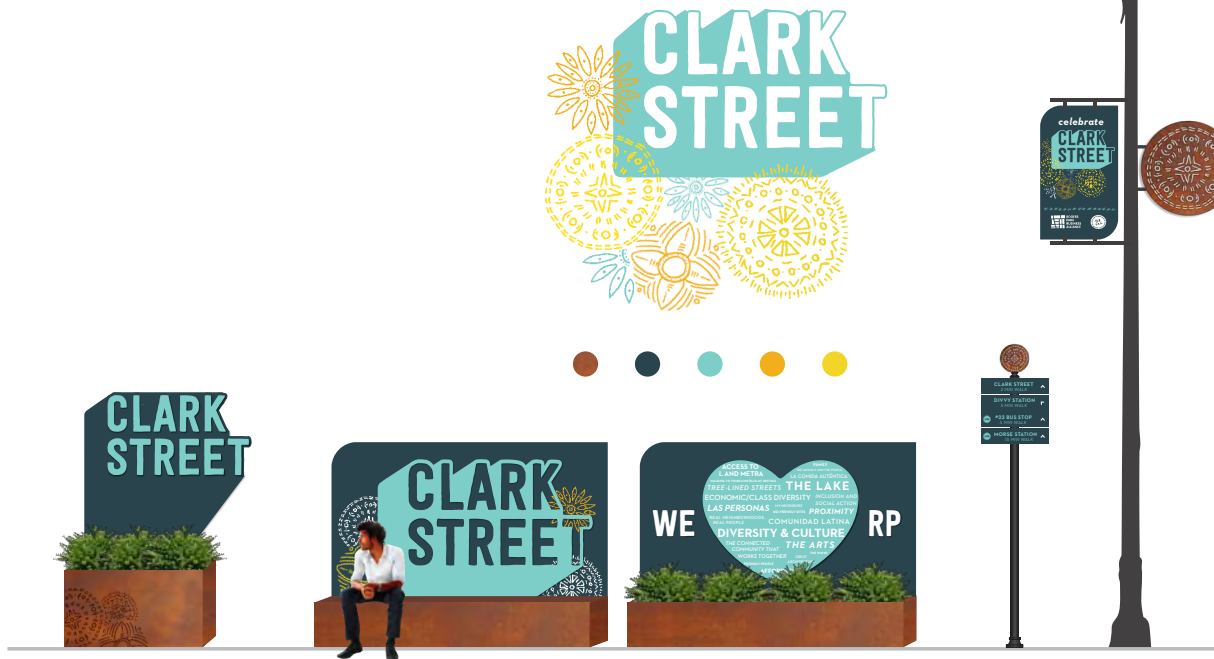
*Results from survey #2 (157 responses)*



# concepts

## CONCEPT A

This concept draws on the existing "Celebrate Clark Street" banners and creates a brand inspired by its patterns and colors (shown bottom left). The bold type can be used on its own, as can the colorful hand drawn elements.



MOST LIKED CONCEPT  
68%  
Like  
Concept A

"Concept A is better in that it seems to reflect more of the Mexican heritage of the study area with the patterns and colors."

"I like A because it draws on something that already exists and something that's familiar to the long time residents (like myself)."

"It feels like Rogers Park. It feels organic (homemade and personal)."

"Concept A has clean lines, easy to read and recognize"

"It better captures the neighborhood and its diversity through integration of color and pattern"





## CONCEPT B

This concept is inspired by a mural near the Loyola Red Line station. The design's bright colors and organic elements celebrate the vibrancy of Rogers Park.



**37%**  
Like  
Concept B

*"Love the colors for concept B"*

*"I love that concept B launches off existing Rogers Park art. Fun and playful."*

*"They represent playful diversity and patterns mimic designs I associate with Latin culture which should be recognized."*



# 00 recommendations

## SHORT-TERM

### 2.1 CREATE A BRAND GUIDE

Using Brand Concept A as a starting point, create a brand guide that builds upon the existing “Celebrate Clark Street” banners and creates an identity inspired by its patterns and colors.

A brand guide can help to establish a consistent visual identity along the corridor. Brand guides can include:

- » logos
- » colors
- » fonts
- » graphic elements
- » language/tone
- » photography
- » examples of branded content

### 2.2 EMPLOY SHORT-TERM PLACEMAKING STRATEGIES

These strategies serve as an effective way to introduce the brand along the corridor. These could include:

- » Distribution of branded materials, such as stickers and totes, to businesses and residents.
- » Working with local artists to create public art that is inspired by the brand—possibly on buildings, side streets, or intersection crossings.

Placemaking strategies can result in creating a “place brand,” a unique experience that a visitor will remember and attribute to this area. Public art (described above) and various interactive activities (described in the next section) can all result in creating a place brand.

### 2.3 CREATE AND MAINTAIN A VISION CLARK IMPLEMENTATION WEBSITE

After the Plan’s “Big Reveal,” the community will get to work in ensuring its implementation. An implementation website is a helpful tool for building on the existing momentum of the project, tracking the progress of these recommendations, and listing ways that the community can get involved.

A website is a transparent and publicly-accessible method to hold the community, and partner organizations, accountable for ensuring that the recommendations and key priorities of the Plan are implemented. It is also a way to keep the community engaged and excited about the Plan, long after its adoption.



## 2.4 CELEBRATE ROGERS PARK'S/CLARK STREET'S HISTORY

The rich history of Clark Street has come up again and again throughout this project.

The Rogers Park/West Ridge Historical Society is the predominant organization in the area that educates, promotes, and shares the story of Rogers Park. For years, they have given presentations and tours along Clark Street to discuss how the neighborhood—including buildings, streets, parks, transportation—has evolved. Reestablishing the Clark Street architectural walking tours conducted by the Rogers Park/West Ridge Historical Society is a great first step to honor the neighborhood's rich history.

Another idea is to create a second, interactive online map and photo gallery, as well as printable maps with defined walking routes for people to conduct their own tours.

Work with the Historical Society to activate windows of vacant buildings with historic images of the building. This will celebrate the history of that particular building and increase awareness of the organization and its presence in the area.



1774 Greenleaf Ave. This building was the first location of the Phillip State Bank and Trust Company.



*Rogers Park used to be its own town before being annexed into Chicago. Having some of that history brought back, as well as the history of Rogers Park in general, would give a strong sense of community and ownership.*

*- response from online survey 1*

## 2.5 ENSURE THAT ROGERS PARK/CLARK STREET IS REGARDED AS A SAFE PLACE TO LIVE AND SHOP

Ensure the safety of the area by maintaining strong relationships between the Aldermanic offices, RPBA, and other community organizations and local Chicago Police Department (CPD) to further crime awareness, education, and prevention. Other strategies for enhancing and promoting Clark Street's identity as a safe place include:

- » Utilize the Police Department plaza as a community hub featuring local art and events.
- » Continue to include CPD in placemaking and planning efforts.
- » Use social media as a method to communicate issues and address them efficiently.
- » Focus investments outlined in this plan (from placemaking to streetscaping) in high-crime areas to get more activity and eyes on the street in the places that need it most.





A concept for wayfinding presented in Brand Concept A.

## LONG-TERM

### 2.6 DESIGN AND IMPLEMENT A WAYFINDING AND SIGNAGE PLAN

Implementing a wayfinding and signage system will help solidify Clark Street in Rogers Park as a place or a series of places, rather than a street that leads between Evanston and Andersonville. This system should include gateways at high-impact locations such as Howard, Devon, and near the Metra station; vehicular and pedestrian directional signs; informational kiosks with maps and community events; banners for light poles; and even historical signage or plaques. Multiple concepts for directional signs, kiosks, banners, and other signs have been included in this report, many of which received positive feedback from the community. The signs are also a way to reinforce the brand and unify the public realm.

The process for developing a plan includes designing a specific sign family (a set of various sign types that are designed with consistent branding), creating a map of locations for each sign type, and budgeting and phasing for implementation.

### 2.7 IMPLEMENT HISTORICAL SIGNAGE

Implementing historical signage throughout the corridor would help formalize the history of the corridor and highlight how Clark Street and Rogers Park have developed over time. Historical signage can be included as part of an overall wayfinding and signage plan as either stand-alone informational panels found at key intersections, on buildings, or integrated into kiosks.



Postal employees stand in front of the Rogers Park Post Office in the 1900s. Today, Rocky's Tacos inhabits the same building.

## 2.8 EXTEND THE BRAND INTO THE PUBLIC REALM

Public realm improvements provide the opportunity to extend the brand throughout the corridor. Some measures may initially be done on a more temporary basis to test the feasibility and success of various initiatives. However, the long-term goal is the implementation of more permanent urban design elements—planters, benches, tree grates, and fences—which can all carry some aspect of the brand. Examples of such items are shown to the right and depict how this could be implemented, from the full incorporation of the logo to the integration of certain patterns in signage, lighting, planters, crosswalks, and tree grates.

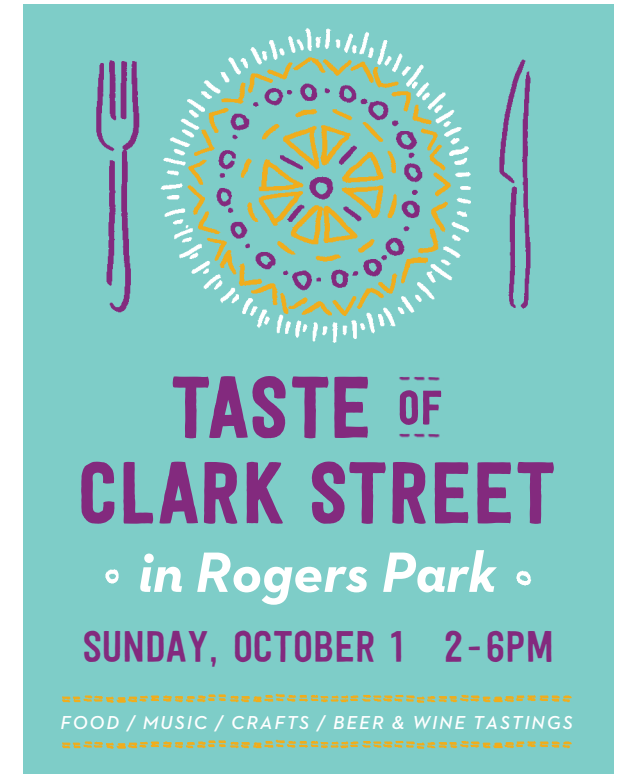


# PUBLIC ART, PROGRAMMING & EVENTS

*Build in interactivity to  
create reasons for people  
to visit Clark Street and  
reinforce the corridor as an  
Multicultural Corridor*

Art and festivals are another strong aspect of the identity of Clark Street and have the power to greatly enhance the community's connection to a place. RPBA has worked with local, national, and international artists to produce murals and sculptures in Rogers Park and along the corridor. These assets have been made even more accessible through a Public Art in Rogers Park digital map available on RPBA's website, which lists all the public art initiatives and projects in in the Rogers Park community.

In addition, programming and events such as Taste of Clark Street and Celebrate Clark Street successfully draw hundreds of visitors to the area each year. Yet a more established public art and events program can build on current successes to strengthen the identity of Clark Street; providing regularly-scheduled, year-round activities and events; and programming areas along the corridor that are currently underutilized.



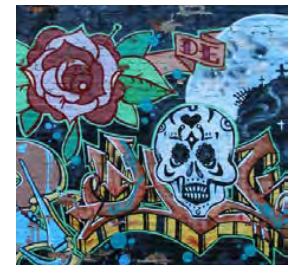


# existing conditions

## MURALS & PUBLIC ART

Several murals and public art pieces exist within the study area, especially underneath the Metra overpasses and on building facades. Sculptures are featured outside of the 24th District Police Station as well as in Touhy Park, where a concrete piece entitled "The Receptor" is on display. Murals along the corridor reflect the richly diverse community and are used to highlight the Rogers Park neighborhood, market businesses, and celebrate the Latino heritage of many of the area's residents and business owners.

The murals on Metra underpasses in the study area are part of the 38 participatory budgeted murals that the 49th Ward commissioned from 2010-2015. Many stakeholders discussed the existing murals in the neighborhood and noted that future murals should come from artists within Rogers Park to maintain the integrity of the community and celebrate local talent.





# what we heard

## SURVEY 1 VISUAL PREFERENCE RESULTS

As a part of the visual preference survey, Rogers Park community members ranked a number of images relating to public art, programming and events. The images to the right are some of the most liked images within those categories. Cultural murals were ranked as a high priority, as was the concept of temporary/rotating art. Multiple respondents commented that murals should be well designed and selected by Rogers Park residents. Public plazas and programmed open spaces were highly rated by respondents, though some mentioned concerns that they would collect litter and require upkeep.

“Utilize public parking at Devon and Clark, bus-turnaround, Police Station, and Ashland to create more public space.

“

Only if designed and selected by Rogers Park residents



“

Create a programmed plaza by police station or library.

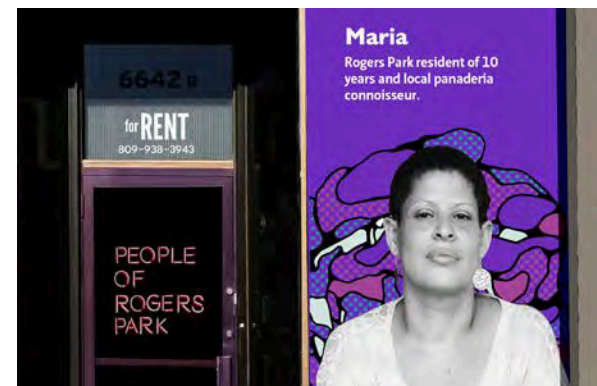
## PUBLIC ART

The community should preserve existing artwork and murals while implementing strategies and programs to incentivize more art. Bringing murals closer to Clark Street (in addition to current murals which are largely under the train tracks) will help to bring more life and color to the corridor. Artists could paint murals on buildings, fences, and crosswalks. Some may incorporate elements of the Clark Street brand and could be temporary or permanent in nature. Other ideas to introduce more public art along the corridor include:

- » The Chicago Park District could build upon the popularity of the “Receptor” sculpture, located in Touhy Park, and create an “art walk” along the park’s frontage on Clark Street. This may require relocating the fence in this area.
- » One way to engage the community in public art is through the “I Heart Rogers Park” installation, shown on pg. 35. Throughout this process, the community has written what they love about the community on sticky posts, but this could occur in a more permanent installation. It’s an easy and cost-effective way to create an interactive experience and inspire people to think about the corridor’s existing assets.



- » Another short-term and easy-to-implement public art strategy is the People of Rogers Park installations that could occur in the storefronts/facades of vacant buildings. This strategy is discussed in more detail in the Storefronts & Facades chapter of Section 4: Design.



See more of this concept on pg. 61



## PROGRAMMING & EVENTS

Many of the actively-used public spaces along the corridor—mainly Touhy and Pottawatomie Parks—are located in the North Gateway of the study area. This Plan proposes the creation of new public spaces and the enhancement of existing plazas and large side streets—such as Greenleaf and Lunt concepts shown on pages 69 and 70—to activate the entire corridor.

Two existing public areas that could be enhanced and programed to generate more activity include: the Chicago Police Department station plaza, located at Schreiber and Clark Street (in the southern segment of the study area) and the Howard Street plaza (in the northern segment of the study area). These plazas could include kiosks, tents, and regularly-scheduled activities, such as yoga classes, performances, and street vendors. More details about the enhancements of these plazas and open spaces areas can be found in Section 4: Design.



See more of this concept on pg. 84

# recommendations

## 2.9 BUILD IN INTERACTIVITY TO CREATE REASONS FOR PEOPLE TO VISIT

Public art that includes an interactive or participatory aspect can be a tool for generating foot traffic in a commercial district. By generating foot traffic, such installations can help solve a persistent challenge for many traditional business districts: *How can the district attract new businesses before it attracts new customers?* The foot traffic generated by temporary and interactive installations can benefit nearby businesses and make the corridor attractive to new businesses. New installations of interactive art can be added within a new category to the Public Art in Rogers Park online map.

A few examples of successful installations throughout the country include:

- » **Luna Fete in the O.C. Haley District of New Orleans.** The project used neighborhood architecture as the backdrop for a temporary video-art installation. It drew thousands to the O.C. Haley Main Street district (a neighborhood also experiencing pressures of gentrification) and received national attention. In Rogers Park, this type of interactive video-art could include Latin

American influences in its music, colors, artists.

- » **Interactive games.** “OhHeckYeah”, a private firm in Denver, creates public games where the street (or a surface lot) becomes the “game board” and the people become the “game pieces” (see [ohheckyeah.com](http://ohheckyeah.com)). Cities such as Grand Rapids have programmed life size games of Hungry Hungry Hippos to get people outside in the winter time.
- » **Broadway Dance Steps in Seattle.** In the Capitol Hill neighborhood of Seattle, bronze dance steps are embedded in the sidewalk and inspire people to spontaneously interact with the place. In Rogers Park, a similar installation could feature steps for traditional Mexican dances.



From top: Luna Fete installation in New Orleans, Hungry Hungry Hippos in Grand Rapids, Dance Steps in Seattle





## **2.10 MARKET CLARK STREET TO THE CITY**

Another way to create reasons for people from outside of the neighborhood to visit, is through a branded event or tour, such as a Taco Trail.

The Taco Trail can be both a tasting event (or a modification of the current “Taste of” event) and a permanent self-guided attraction. This concept builds upon the Multicultural Corridor Strategy, leveraging the cluster of taco and tamale restaurants on Clark Street as a citywide attraction.



## **2.11 MAINTAIN REGULARLY-SCHEDULED EVENTS & ACTIVITIES**

Year round, well-programmed events that occur both along Clark Street and on the abutting side streets create foot traffic for businesses and maintain community friendliness. While RPBA and SSA #24 host a variety of events, smaller scale events that occur on a regular basis can add to the larger events that already occur. These could include:

- » Outdoor Zumba or yoga classes.
- » Roller-skating in the street.
- » Jump rope and hula hoop competitions.
- » Kids bike rallies and parades (which also serve as educational events for teaching bike safety).
- » Puppy pageant (with tie-in to Bark Place).

## **2.12 INCORPORATE CLARK STREET RESTAURANTS INTO THE GLENWOOD SUNDAY MARKET**

The Glenwood Sunday Market, operated by RPBA, provides a venue where consumers can buy fresh produce directly from growers. It can also be used as a platform to provide greater exposure to Clark Street restaurants. Restaurants should be encouraged to become vendors at the Market, selling prepared food to shoppers and providing additional exposure for the establishments. The Market could set up a cooking demonstration stand where local restaurateurs demonstrate how to prepare seasonal produce sold by farmers.

The Market can also provide a platform for expanding Clark Street restaurants’ selling channels by allowing them to sell sauces, tamales, or other value-added prepared or semi-prepared foods.



## 2.13 EVALUATE CURRENT PROGRAMS AND OPPORTUNITIES FOR ALIGNMENT

Rogers Park events should support the Multicultural Corridor Strategy as much as possible. While this doesn't mean every event must connect to Clark Street's ethnic market, the more events that support the Strategy, the more focused and effective it will be for attracting Rogers Park residents and attracting citywide and regional customers. Current RPBA events should be assessed in the context of the Strategy and should incorporate (where appropriate) cultural flavors. Celebrate Clark Street World Music Festival (though not rescheduled for 2017) was an excellent example of this focus. Other existing events that can be re-aligned include:

- » Taste of Clark Street could be reimagined as a "Taco Trail" or "Taste of the World."
- » Sneak Peek fundraiser could incorporate a featured tequila or pisco cocktail.
- » Chili Cook-Off fundraiser could be reimagined as a "Street Fare" with more traditional Mexican flavors.

While RPBA has launched many events around the Rogers Park neighborhood; Clark Street would benefit from developing more events on the corridor itself, or shifting the location of some existing events to Clark Street.

## 2.14 ESTABLISH QUANTITATIVE AND QUALITATIVE GOALS FOR ALL EVENTS

Promotional events are most effective when they have an intentional revitalization goal and are connected to an economic development strategy. For Clark Street, central goals (for non-fundraiser events) include attracting more residents from throughout Rogers Park, attracting other Chicagoland residents to experience Clark Street, and increasing foot traffic at Clark Street businesses.

The extent to which Clark Street events—whether hosted by RPBA or others—advance these goals should be measured. The following are examples of metrics that should be considered for evaluating future events:

- » **Attendance counts**, which may include total estimates based on data gathered through statistical sampling.
- » **Zip code surveys** at events.
- » **Survey feedback** from Clark Street businesses.
- » Quantified **social media engagement**
- » **Surveys of attendees** (e.g., perceptions, quality of experience, spending, demographic characteristics).

Each of these tools may be used to evaluate a particular event against its intended purpose and to make strategic decisions about the most effective kinds of events to produce in the future.



## SECTION 4

# ***DESIGN***

*Enhance physical conditions and the curb appeal of the streets, sidewalks, buildings, and open spaces.*

# STOREFRONTS & FACADES

*Launch a multi-faceted program to enhance and repair storefronts and facades, building upon the existing Business Improvement Program through SSA#24.*

Building conditions vary throughout Clark Street but many building facades are in need of repairs and enhancements. There are several historic buildings that should be invested in and maintained, while other buildings that are in a state of disrepair should be upgraded. The quality of storefront signage has come up often as an issue for the corridor.

This section proposes launching a multi-faceted program to enhance and repair storefronts and facades, building upon the existing Business Improvement Program through SSA#24. Improving the aesthetics of building frontages and storefronts along the corridor will improve the look and feel of the area, attract more visitors and shoppers to the corridor, and ultimately, increase sales for restaurants and retail establishments along Clark Street.



# existing conditions

Many buildings have traditional storefront awnings that advertise individual businesses. The conditions of these awnings vary, and in some cases, the awnings have deteriorated or faded and need to be replaced. These detract from the appearance of the street and contribute to the corridor feeling “dated” or “worn.”

Clark Street has a number of storefronts that are occupied by non-retail businesses or restaurants, such as dentist and doctor’s offices, as well as churches. Particularly in the evening, such storefronts often lack adequate lighting or attractive displays that typically engage pedestrians and promote products and services.

While professional office uses may not need to merchandise their storefronts in the same way that retailers do, well-maintained and transparent storefronts contribute to the appearance and overall experience of a street. The study area has some excellent examples of creative and interesting window merchandising, but many businesses could benefit from technical assistance to improve their storefronts.

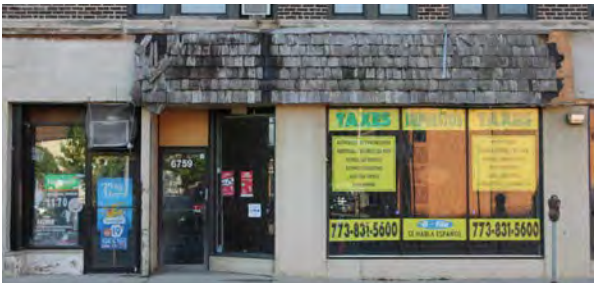
Additionally, vacant storefronts along Clark Street create gaps in the pedestrian environment, which negatively affects both the pedestrian and the shopping experiences.

## STOREFRONTS & AWNINGS





FACADES





# what we heard

## SURVEY 1 VISUAL PREFERENCE RESULTS

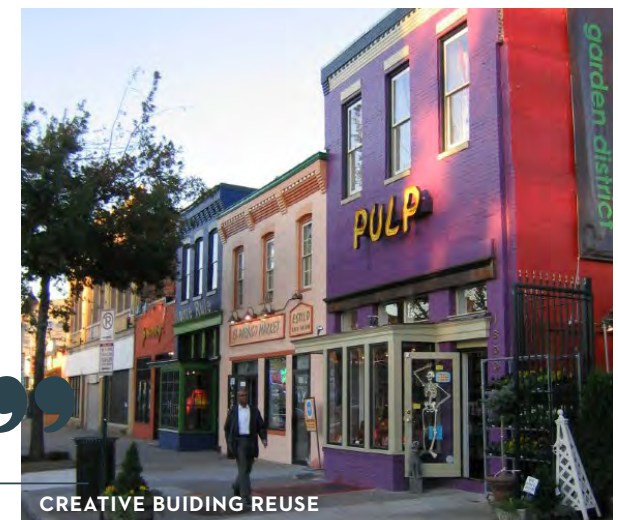
As a part of the visual preference survey, Rogers Park community members ranked a number of images relating to storefronts and building character. The open air facade image was a favorite among respondents in this category, with 87% of people either "liking" it or "strongly liking" it. Though comments indicate that open air facades would only be seasonal in Chicago, respondents liked their activation of the street. More distinct storefronts and displays were also well received. Window signage, as shown in the photo below to the right, was strongly disliked by respondents.



Love, love, love! It's welcoming, causing me to gravitate toward it to explore inside and spend time there.

”

87%  
LIKE IT



Yes, please preserve and rehab interesting old buildings as much as possible!

”

# 90%

OF RESPONDENTS CHOSE

**IMPROVED BUILDING  
FACADES/STOREFRONTS**

AS A TOP PRIORITY

---

*Really love old architecture  
updated with modern color  
schemes, signage, etc.*

---

”

“

---

*I think there are probably a lot  
of business owners who don't  
necessarily want to have bad  
signage, they just don't know  
anything about design and  
don't have anyone around to  
give them guidance.*

---

*Love more outdoor  
seating areas.* ”

“

*It's important that there are  
regulations on window signage.  
No point in full glass storefronts if  
they're going to be covered top to  
bottom in signage.*

*I like awnings when it is raining and you  
can hide, but when businesses do not take  
care of them, they look gross. Also in the  
winter they create ice on the sidewalk.* ”

*First Commercial Bank  
(Morse/Clark) is a nice building  
under that ugly facade.*

”



## RETAIL STOREFRONT



BEFORE

- A** Removal of the low quality flag sign enhances the building's architecture
- B** Planters and seating enhance the pedestrian experience
- C** Business hours are easy to find
- D** Business name and address are clear
- E** Simplified awning is less cluttered and more appealing
- F** Limited window signage allows pedestrians to see into storefront from street

AFTER

TOP RANKED  
IMPROVEMENTS

**F 68%**  
limited  
window  
signage

**E 64%**  
simplified  
awning

**B 55%**  
planters  
& seating



## PROFESSIONAL STOREFRONT



AFTER

"Think of either filtered (UV) or some other decorative shading for windows- when the sun shines on my side of the street it sometimes gets unbearably hot - we need shades"

### TOP RANKED IMPROVEMENTS

**F 50%**  
window  
graphics

**B 42%**  
activated  
corner space/  
ground floor

**D 39%**  
transparent  
glass

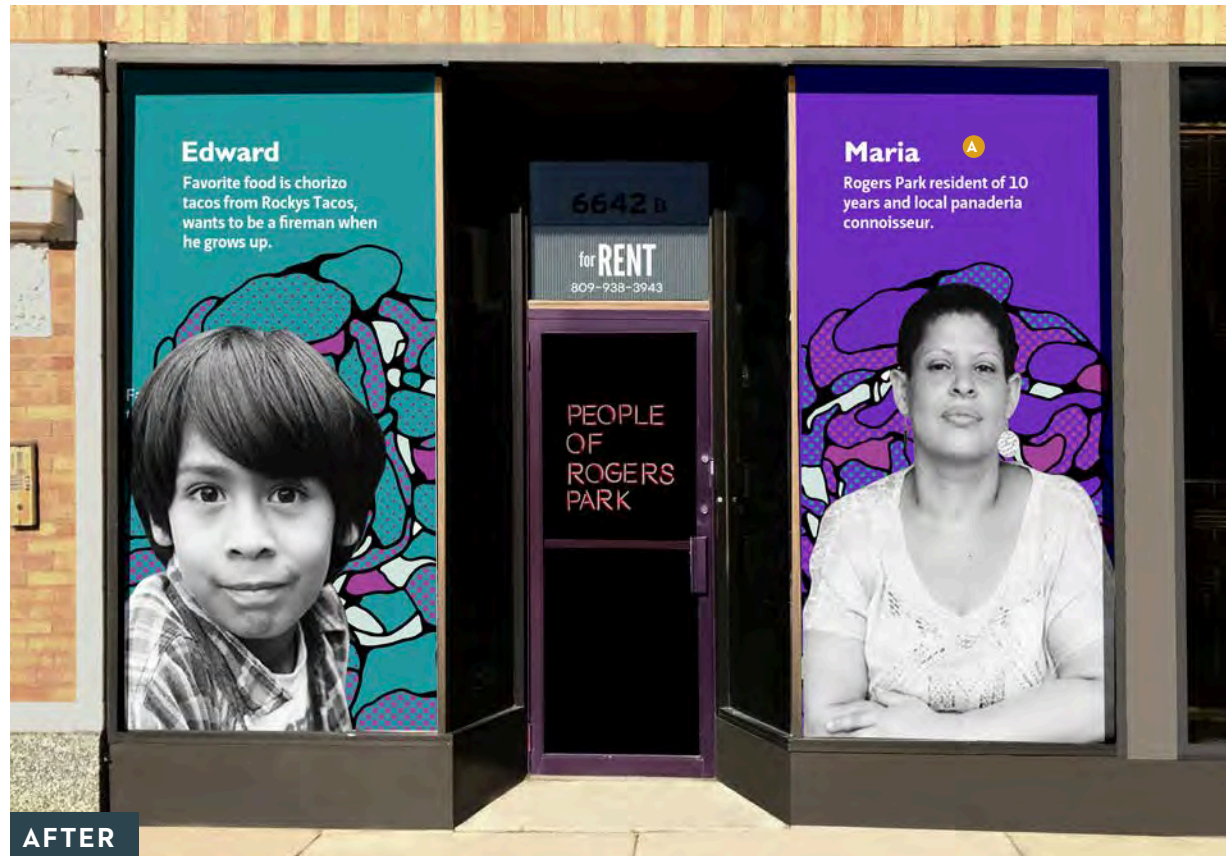


BEFORE

- A** Professional offices and services located on upper stories, if possible
- B** Corner spaces and ground floor activation
- C** Outdoor seating on wide east-west streets
- D** Transparent glass
- E** Sidewalk art
- F** Clean, simple window graphics
- G** Seating opportunities
- H** Appropriately scaled signs in sign band
- I** Colorful paint



## RETAIL STOREFRONT



- A Consider a “People of Rogers Park” portrait display in vacant storefronts and/or along streetscape

## OTHER IDEAS



Historic photos of Rogers Park

*“Maybe have a sign that explains the stats and positive benefits of opening a business there.”*



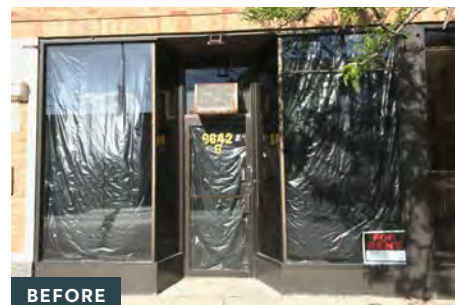
Jump ropes and hula hoops

*“Neighborhood portraits and window art are both great”*



Art in windows

*“How about art displays that showcase work done by students from the local schools— all levels”*



More neighborhood portraits

*“Love the portraits of people idea!”*



RESTAURANT (A)



- A Key side streets at corners activated with outdoor seating
- B Simplified window signage
- C Planters to define seating area
- D Colorful local art
- E Moveable planters at the corner
- F Branded crosswalk

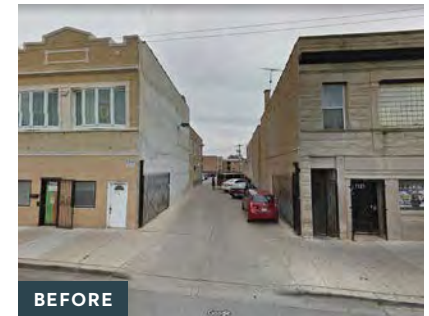
TOP RANKED  
IMPROVEMENTS

- E 66% planters to define seating area
- D 63% colorful local art
- A 57% outdoor seating



## RESTAURANT (B)

MOST LIKED CONCEPT  
**86%**  
Like  
Restaurant  
B



- A** Clean, simple awning with clear message
- B** Open, transparent commercial space
- C** Planters to define seating area
- D** Colorful local art
- E** Overhead lighting
- F** Landscaping and wall lights
- G** Clean, simple blade sign
- H** Streetscape enhancements

"Art is one the pillars of our community so incorporating it in as many places as possible where people can see/experience it continually builds our brand."

TOP RANKED  
IMPROVEMENTS

**C 58%**  
planters  
to define  
seating  
area

**D 56%**  
colorful  
local art

**E 49%**  
overhead  
lighting



# 00 recommendations

## SHORT-TERM

### 3.1 STAY IN TOUCH WITH PROPERTY OWNERS (in progress)

The Rogers Park Businesses Alliance has already begun to compile a list of property owners along the Clark Street corridor. To effectively implement many of the recommendations in this Plan, RPBA should continue to maintain an updated list of property owners and their contact information for future communications. This will allow property owners to be notified of the plan's implementation progress, ongoing educational training sessions, and funding opportunities for facade improvements.

### 3.2 PROMOTE SSA #24'S PROGRAMS

Through the Business Improvement Program, RPBA currently provides "financial and technical assistance to the owners and tenants who wish to improve their storefronts. Through this program, owners and tenants are eligible for a 50% rebate up to \$5,000 on improvements made to their facade." Through the Small Business Improvement Fund, the City of Chicago also offers a 50% rebate up to \$150,000 in improvements made to commercial buildings and businesses located within a Tax Increment Financing (TIF) District. As of now, the South Gateway (Devon to Pratt) is the only segment of the Clark Street corridor within a TIF district, though establishing TIF district in the District Core and North Gateway could extend the benefits of this program throughout the corridor.

RPBA should actively market these programs and design workshops to walk current property owners and tenants through the process. RPBA should also consider offering a rebate program for lighting and cameras installed around storefronts and alleys within the study area to improve safety.





### 3.3 PROVIDE EDUCATIONAL OPPORTUNITIES

Resources and programs to educate small businesses along the corridor could include:

- » **Informational guides** that contain resources such as data on why these improvements would be helpful for their business in the long-run, funding opportunities, typical timelines, useful codes and ordinances, and key contact people.
- » **Education programs and workshops** that could include such topics as:
  - Improve your Storefront Displays
  - Enhancing Signage / Improving your Brand
  - Outdoor Seating and How to Make It Work
- » **Resource teams** to provide professional assistance to small businesses. This could include graphic design students or classes from Loyola University, architects, and other design professionals in the community who volunteer their services to assist local business owners in rebranding, signage design, and facade improvements.

### 3.4 CREATE STOREFRONT IMPROVEMENT AWARDS

The existing “Best of Rogers Park Awards” program, hosted by RPBA, recognizes businesses and individuals who have made exemplary contributions to strengthen the Rogers Park community. An additional award category/categories could be added for best facade improvement, storefront display, sign, logo design, and/or most improved.

### 3.5 IMPROVE VACANT STOREFRONTS

Create an organized program for improving vacant storefronts, which should include continued outreach and communication with property and building owners to discuss physical improvements, maintenance issues, and improvement opportunities.

Vacant storefronts can also be creatively used as places for storytelling, which could feature collaborations with various cultural, historic, and community organizations within Rogers Park. Future displays could include:

- » Stories of residents and communities within Rogers Park, in the form of portraits, poems, testimonials, or origin stories. An example of this is the proposed People of Rogers Park display on pg. 59.
- » Stories of the history of Rogers Park and Clark Street (blown up photos of what the storefront used to be, with date indicated).

In addition to these displays, RPBA should ensure windows of vacant buildings are clean and For Rent / For Sale signs are visible and modern-looking.

#### LONG-TERM

### 3.6 WRITE STOREFRONT DESIGN GUIDELINES

Create series of design guidelines or best practices for improving buildings and redevelopments. Established guidelines should support bilingual signs, and patterns and colors that reflect the businesses themselves – while simultaneously respecting the fabric of historic buildings.



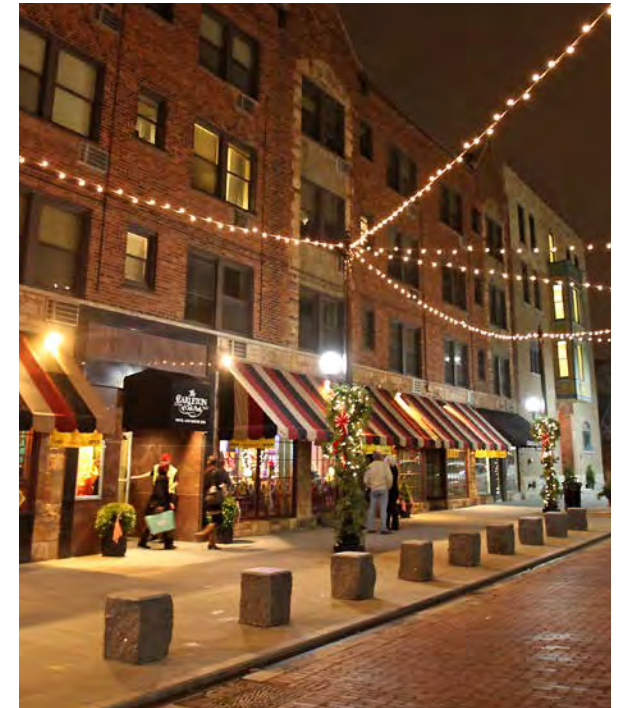


# STREETSCAPES

*Test out temporary placemaking and improvement initiatives to help identify and implement a long-term streetscape improvement plan.*

Sidewalk widths along portions of the corridor can accommodate street furniture, trees, outdoor sidewalk cafes, public art, and pop-up events. In addition to Clark Street, most east-west streets have generous sidewalk widths to create small plazas or seating areas, such as Lunt, Greenleaf, and Estes Avenues.

After summarizing the corridor's existing street conditions and what we heard from the community regarding urban design improvements, recommendations outline ways to test out temporary placemaking improvements in order to identify and implement a long-term streetscape plan. The idea is to build on the momentum of this Vision Clark Street planning process and ensure that even small changes to the appearance of the street happen quickly. "Guerilla-style" crosswalk painting, temporary lighting, and short-term people spot locations could all happen during the initial part of the Plan's implementation and allow RPBA and the community to test out where these improvements are best located and what works and what doesn't.



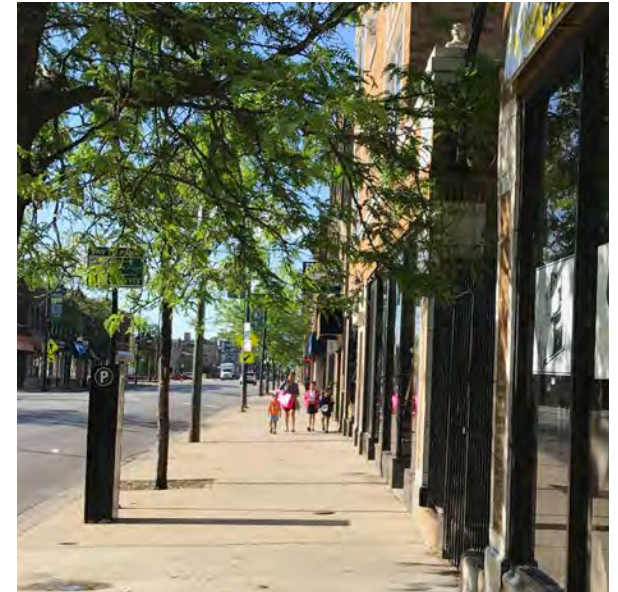
# existing conditions

The majority of the study area consists of an asphalt street with concrete sidewalks of varying condition. While a handful of intersections in the center of the corridor have groupings of planters, much of the area lacks street trees, landscaping, street furniture, artwork, and other urban design elements—despite the fact that sidewalk widths along the corridor accommodate such amenities, with widths ranging from 8 to 12 feet or greater. The roadway lights consist of dated “cobra” style lights, which are in need of an upgrade, both functionally and aesthetically. The recent participatory budgeting vote, held by 49th Ward Alderman, Joe Moore, fortunately brought attention to the need for improved lighting and maintenance of the light poles.

Due to its land uses, the North Gateway (Touhy to Howard) includes inactive frontages and a lack of street trees and furniture, although some do exist in concentrated areas within this segment. The more traditional areas in the District Core (Pratt to Touhy) and a portion of the South Gateway (Devon to Pratt) have more trees and street furniture. However, it has been noted that more trash cans are needed along the entire corridor.

Many stakeholders feel the current streetscape is bland—lacking landscaping, different paving types, color, and cohesive elements. It was also noted that Morse, Howard, and Sheridan have all seen new infrastructure investments, but Clark Street has been largely ignored.

Overall, the study area streetscape could greatly benefit from a variety of paving (such as brick or concrete pavers), more planters, a unified family of street furniture, meaningful public spaces, and more artwork and visually interesting urban elements. Improvements such as these were ranked highly in the visual preference survey and are outlined on the following page.



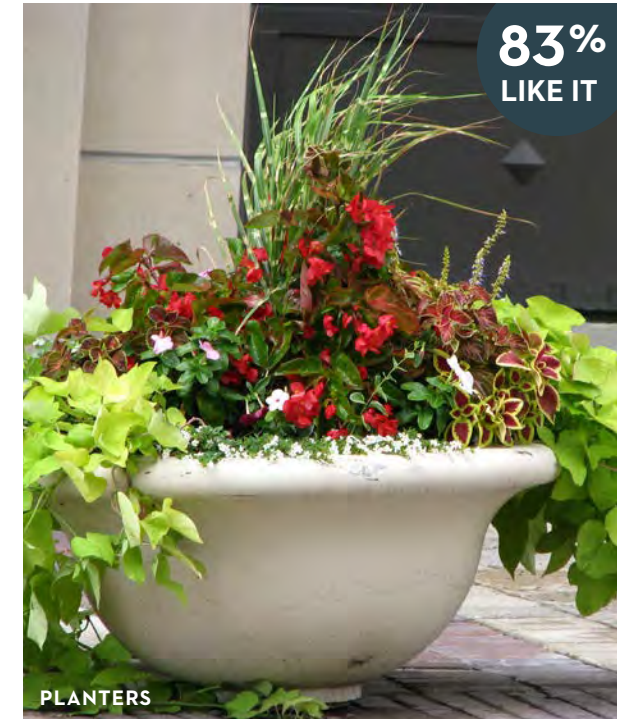


# what we heard

## SURVEY 1 VISUAL PREFERENCE RESULTS

As a part of the visual preference survey, Rogers Park community members ranked a number of images relating to urban design. Planters were the top priority in this category, as were other landscape elements, such as informal landscaping and parking lot buffers. Sidewalk cafe seating and a landscaped corner plaza were also favorably received.

*"Why can't we do all of them? Is it due to budget constraints? They are all very impressive and would have a huge impact on the neighborhood in the most positive way."*





# 86%

OF RESPONDENTS AGREE

## STREETSCAPE IMPROVEMENTS

ARE IMPORTANT TO  
REVITALIZING CLARK STREET

---

*Don't make Clark St. unfriendly to motorists—the way Broadway South of Lawrence is. Chicago has become anti-motorist! Don't take parking away from Clark St!*

---

”

*Wider sidewalks.  
Too many curb cuts.  
Way too much sign  
pollution.* ”

*We need spaces where people  
can hang out and interact with  
their fellow neighbors.*

”

“

*We need more garbage cans  
and recycling bins.*

# 73%

OF RESPONDENTS AGREE

## GREENLEAF & LUNT

ARE IMPORTANT GATEWAYS  
TO THE NEIGHBORHOOD

“

*Anything that is environmentally  
friendly and sustainable that will  
make the neighborhoods look nicer  
will hopefully attract new business,  
but we need to make sure we take  
care of existing successful businesses.*

*I like the idea of  
beautification, but I  
am more concerned  
” with safety.*

## GREENLEAF AVENUE GATEWAY

Let's close Estes-Greenleaf to cars during the weekends during nice weather. There could be craft shops and markets.



- A Bump out corners / narrow street
- B Rogers Park kiosk with community events
- C Sculptural bench
- D New street trees in grates
- E Hanging gateway banners
- F Clear lane / parking striping
- G Artful crosswalks
- H Modern planters
- I Custom branded bench
- J Outdoor seating / doggy cafe

## TOP RANKED IMPROVEMENTS

**D** **55%**  
street trees  
in grates

**G** **48%**  
artful  
crosswalks

**B** **32%**  
rogers  
park kiosk



## LUNT AVENUE “GREEN” GATEWAY

MOST LIKED CONCEPT  
**83%**  
Like the  
Lunt Avenue  
Gateway

"I like the idea of native (to Illinois!) planting—attracts butterflies, etc. Do not require much care/water."



- A** Metra Station improvements, including new sign, green roof and branded elements
- B** Wider sidewalk and open stairs
- C** More bike parking
- D** High visibility paver crosswalks
- E** Solar-powered streetlight with wayfinding signage
- F** Bioswales and native plants at curb bump outs
- G** Branded intersection
- H** Permeable paver street
- I** Gateway sign or public art
- J** Clark Street branded mural
- K** Facade improvements

### TOP RANKED IMPROVEMENTS

**A 48%**  
Metra station  
improvements

**G 48%**  
branded  
intersection

**F 32%**  
bioswales/  
native plants



## CLARK STREET AT ARTHUR



- A Transparent/inviting storefronts
- B Clean, simple blade signs
- C Lighting improvements
- D Colorful banners with brand
- E Replace parking space(s) with People Spot / outdoor plaza
- F Streetscape enhancements
- G Street trees in grates
- H Stripe vehicle lanes / parking lanes

### TOP RANKED IMPROVEMENTS

**A 57%**  
transparent,  
inviting  
storefronts

**H 50%**  
street trees  
in grates

**E 44%**  
replace  
parking  
spots with  
People Spot



## CLARK STREET AT CHASE



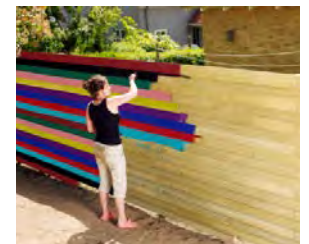
- A New landscape or rain garden
- B Improved fence with public art
- C New street furniture and planters
- D New branding / banners
- E Delineate bus stop / loading / no parking zone
- F Raised pedestrian crossing / speed table
- G Gateway element
- H Street trees in grates
- I Facade improvements

### TOP RANKED IMPROVEMENTS

**A 60%**  
new landscape/  
rain garden

**H 38%**  
street trees  
in grates

**B 36%**  
improved  
fence with  
public art





## CLARK STREET AT ALBION

"Put banners on the corners, and flowers and trees on Clark."



AFTER



BEFORE

- A Planters
- B Permanent branded banners
- C Landscaped island
- D Additional trees
- E Shrub + perennial bed
- F Decorative fence

### TOP RANKED IMPROVEMENTS

**E 71%**  
shrub +  
perennial bed

**D 65%**  
additional  
trees

**F 56%**  
decorative  
fence



# 00 recommendations

## SHORT-TERM

### 3.7 INTRODUCE PEOPLE SPOTS

People Spots are temporary platforms adjacent to sidewalks, typically within existing parking lanes. By expanding the sidewalks, they create seasonal space for outdoor seating and dining. As a placemaking tool, they can also help to increase foot traffic and promote economic activity in retail corridors. Along Clark Street, RPBA should identify two locations for People Spots, which would preferably be next to active businesses where owners are interested in providing outdoor seating and dining.



### 3.8 INSTALL TEMPORARY BUMP-OUTS

A curb-extension, or “bump-out,” reduces the crossing distance to improve safety at an intersection for pedestrians. Bump-outs should be installed where on-street parking is present and can be combined with other streetscape enhancements, such as seating or greenery. These should occur at key corners and be executed in a temporary manner, with materials such as paint, plastic bollards, or plywood.

### 3.9 STRING BANNERS AND LIGHTING AT GREENLEAF AND CLARK

Stringing up banners and lighting at Greenleaf and Clark to activate street life, revitalize the area, and help to carry the vibrant identity of Clark Street throughout the corridor.

### 3.10 DESIGN TEMPORARY CROSSWALKS

An easy-to-implement, temporary placemaking strategy to improve streetscapes is to paint decorative, potentially branded crosswalks at major intersections throughout the corridor. RPBA could bring on local artists to implement and provide them with design standards to ensure consistency in the design.

### 3.11 IMPROVE CROSSINGS NEAR CHICAGO MATH AND SCIENCE ACADEMY

Many stakeholders mentioned the need for improvements along this part of the corridor due to the heavy amount of student foot traffic. RPBA should explore options for improving street crossings across Clark at Chase Street (from Touhy Park to the Chicago Math and Science Academy). Crossing improvements could include bump-outs, a high-visibility crosswalk, striping, and other traffic calming measures.

### **3.12 INTRODUCE COMMUNITY KIOSKS**

Introducing community kiosks along the corridor could help residents, business owners, and visitors market programs and events, advertise services, and request information or services. Kiosks have been successfully used in neighborhoods throughout Chicago, including Wicker Park and Roscoe Village. Various iterations from temporary corkboard to more permanent, elaborate kiosks can be implemented over time. However, if more than one kiosk is installed along the corridor, all kiosks should be of the same, or complementary, design and scale. Whenever possible, kiosks should be placed on corner and mid-block curb extensions and not placed within transit stops.



### **3.13 INSTALL TRASH AND RECYCLING COMPACTORS**

Due to a scarcity of receptacles along this portion of Clark Street, introducing additional trash and recycling compactors could help to reduce street trash without the issue of residents and business owners using trash bins as their main receptacle.

### **3.14 REPLACE DEAD/DYING TREES**

While planting new trees and installing landscaping can be expensive, simply replacing dead trees can have a major positive impact on the corridor. It not only improves the aesthetic experience of pedestrians, it also shows that a community is invested in the upkeep and beautification of their streets. If possible, use a retrofit tree grate to ensure the long-term health of the trees.

### **3.15 IMPROVE STRIP MALLS AND AUTO-ORIENTED USES**

Talk to property owners of strip malls and auto-oriented businesses along Clark Street regarding various improvements to their parking lots, including screening and vegetative buffers (using shrubs, perennial beds, and trees), as visualized on page 73.

### **3.16 ENGAGE METRA**

Metra is a major property owner within the study area and will play a role in the implementation of the Plan. RPBA should engage Metra in conversations regarding station improvements, wayfinding, railway right-of-way improvements, and bike parking.

### **3.17 COORDINATE WITH PUBLIC AGENCIES**

Great parks and public spaces exist along Clark Street, but green linkages and an upgraded streetscape could help to connect them. It will be important to engage and coordinate with public agencies that own frontages along Clark Street—the Chicago Park District, Chicago Police Department, CDOT and CTA—to assess feasibility of improvements to plazas, parks, and rights-of-way.

### 3.18 IMPLEMENT PERMANENT STREETSCAPING

Work to implement more permanent streetscape improvements for the sections of Clark, Greenleaf, and Lunt Streets within the study area, based on what temporary measures were successful. Permanent improvements should extend the corridor's brand and add to the vibrant identity of the corridor. Permanent streetscaping should also include sustainable features in key locations, such as solar street lights and permeable pavers.

### 3.19 FORMALIZE GATEWAY SIGNAGE

RPBA should formalize gateway signage that extends the Clark Street brand. Major gateway signage should be located at Howard and Devon intersections to serve as entrances to the corridor, as explored further in the following section. Minor gateway elements should be located at the beginning and end of the District Core, at Pratt and Touhy. These elements should be unobtrusive to pedestrians but highly visible to create a unique sense of place. Examples of successful gateways can be found throughout Chicago, including Lincoln Square/North Center, Old Town, and Argyle Street in Uptown.

### 3.20 INVEST IN STREET TREES AND LANDSCAPING

While a handful of intersections in the center of the corridor have planters, much of the area lacks street trees. The benefits of street trees—to the environment, economy, and physical health of residents and visitors—are well-researched and proven. Investing in additional street trees and landscaping along the corridor would result in a more inviting place, increased shade, and a built-in stormwater management system. When considering landscaping, there should be a focus on sustainability through the use of bioswales and rain gardens, as well as the ongoing maintenance of the trees and landscaping to ensure their long-term health.



### 3.21 IMPROVE CLARK STREET FRONTAGES OF PARKS AND PLAZAS

Build up on the initial coordination with various public agencies who own frontages along Clark Street and work to enhance their properties. These could include:

- » **Touhy Park:** The Chicago Park District could consider moving back the perimeter fence along Clark Street and introducing an art walk.
- » **Police Plaza:** The Chicago Police Department could improve their plaza by introducing more landscaping, seating and event programming. These plaza improvements could be tied to the enhancements at the Devon and Clark intersection.
- » **Schreiber Park and the Clark & Devon Intersection:** The Chicago Park District, CDOT, and CTA will be critical partners in improvements to the South Gateway, which are outlined further in the following chapter.



# GATEWAY IMPROVEMENTS

How do you *know* when you are "arriving" to the corridor? While Celebrate Clark Street banners are hung in strategic places along the street, few branded elements, pedestrian amenities, or gateway elements exist to welcome someone entering the district and to signal that the area is a destination.

Recommendations in this section lay out a vision, and the implementation steps to fully realize two experiential gateways within the corridor (located at both the northern and southern ends of the study area). These recommendations include reorientation of streets, pedestrian enhancements, gateway signage, and programming to collectively create a "wow" experience.

*Implement strategic improvements at priority intersections to increase safety for pedestrians and cyclists along the corridor.*



# existing conditions

Recent crash data suggests that the intersections of Clark Street at both Howard and Devon need safety improvements. From 2011 to 2015, the intersection along Clark Street with the highest number of crashes was Devon Avenue, with nearly 90 crashes from 2011-2015. The intersection with Howard Street ranked fifth, with 31 crashes during the same period. While there are sidewalks and crosswalks in both areas, high traffic volumes, parking lot entrances, and unclear lane striping contribute to motorist, pedestrian and bicyclists' real and perceived safety concerns.

FIGURE 12: CRASHES ON CLARK ST.

Total crashes within 100 feet of Intersection (2011-2015)	
1. Devon Ave.	87
2. Rogers Ave.	66
3. Pratt Blvd.	44
4. Touhy Ave.	35
5. Howard St.	31

These two intersections also provide opportunities for wayfinding and gateway signage to welcome visitors to the corridor and Rogers Park. The planning team heard a significant amount of feedback that more (and better) signage is needed along Clark Street to direct people to transportation hubs. This is particularly relevant at the Clark and Howard intersection, where the CTA Howard Red Line Station can be difficult to find due to its location off Clark Street behind the Gateway Plaza development. At Clark and Devon, signage for the CTA's bus plaza is minimal, and its current configuration leads to safety issues for all modes.

Both intersections contain public space or opportunities for public space that are currently underutilized and can be activated successfully with the design and programming improvements. During the first Community Open House, the community identified these areas as prime opportunities for branding, placemaking, and safety improvements.



## what we heard

*Reconfigure Ashland/  
Devon interchange to bring  
Schreiber Park up to Clark.*

*"Devon and Clark can be a terrifying  
area for pedestrians, bicyclists, as well  
as drivers. Slowing traffic down while  
fixing the bus terminal could greatly  
improve the area and traffic."*

*“The most important  
improvement would be to  
fix the eastbound lane on  
Howard approaching Clark.*

*“If there's money to be spent, spend it further up  
Clark to enhance the commercial areas. The  
section by Clark-Devon Hardware/Schreiber Park  
(which is lovely) is hardly a problem.*

*The area is so well-connected because of public  
transportation, but particularly with the Metra station,  
there is little to no gateway or link to Clark Street.*

*”*

*"The area around the bus  
turnaround is strangely configured  
and is very desolate. Trees would  
help it to be more attractive."*



# clark & devon concepts

## CLARK STREET AT DEVON (A)

Concept A proposes changes to Clark Street intended to provide a more welcoming entrance to the district and make it safer for pedestrians. The curb cut for the parking lot moves further from the corner to the north, and Clark Street is narrowed to provide space for more landscaping, gateway signage, and a planted median.

*"The bolder, the better!  
Concept A is too timid."*

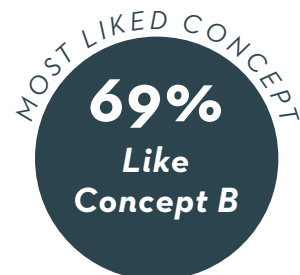


## CLARK STREET AT DEVON (B)

Concept B proposes changes to the CTA bus turnaround, including decreasing the amount of paving, adding greenspace, and reversing the flow of bus movements. A small leg of Arthur Avenue is closed off and made into a linear greenway that connects to Shreiber Park. A planted landscape median is shown across from the police station with a mid-block crossing.

*"The bus flow reversal is awesome. Seems more natural and easier for bus drivers (unprotected left onto Clark)."*

*"I love the two landscape medians in concept B and the redesign of the bus terminal and landscaping."*





## CLARK STREET AT DEVON (C)

Concept C closes a portion of Ashland to expand Schreiber Park and connect it to Clark. Vehicular traffic would use the signalized intersection at Albion for access to Ashland and neighborhood streets to the east.

*"I don't like the idea of closing Arthur but do like the bus reroute and partial closing of Ashland to expand the park!"*

*"Concept C would take away that bike path."*

*"Closing Ashland at Arthur would just end up creating more traffic further North on Clark Street. Like the idea in all versions of moving the driveway entrance into the parking lot-it now is too close to the corner."*





# clark & devon recommendations

## SHORT-TERM

### 3.22 ENGAGE CDOT

Coordination with the CDOT to gain a full understanding of the safety concerns is necessary for any improvements to proceed. Community feedback from the Vision Clark Street process has already helped to prioritize specific intersections where residents and visitors feel unsafe walking, biking, driving, or using transit.

### 3.23 PILOT CLOSURE OF ARTHUR AVENUE

Implement a pilot to test closing-off Arthur Avenue to connect to Schreiber Park. Community feedback indicates support for closing Arthur Avenue to provide more public space and a connection to the nearby park. A pilot would involve using temporary materials, such as paint, bollards, and planters, to close off Arthur. The plaza should be designed with community needs in mind, which may include seating options and plants. Impacts to traffic and plaza usage should be observed during the pilot.

**CDOT:** Chicago Department of Transportation

**CTA:** Chicago Transit Authority (bus and train service)

**ADA:** Americans with Disabilities Act

### 3.24 IMPLEMENT TARGETED INTERSECTION & STREETSCAPE IMPROVEMENTS

The goal of targeted improvements is to increase safety and create a gateway. Install planted medians on Clark Street, south of Arthur and north of Devon, to signal an entrance to the Clark Street corridor. As drivers in the corridor expressed concerns of unclear and unsafe turning movements at the intersection of Clark Street and Devon Avenue, the curb cut entrance to Clark-Devon Hardware should be moved further north to decrease points of conflict. In addition, short-term striping should be implemented to visually narrow the street at Clark Street north of intersection, if bus turn movement allows.



## LONG-TERM

### 3.25 ENHANCE TRANSIT PLAZA

Improve the operations and usage of transit plaza at Arthur and Clark. Currently, CTA buses enter the bus terminal on Ashland Avenue and exit on Clark Street. Initial feedback from the CTA found that reversing the flow of the buses at the terminal is feasible and will have operational benefits (speeding up buses and increasing safety for all users) by eliminating an unprotected left turn onto Clark. Should future bus routing change, a break in the planted median on Clark could be explored to accommodate a left turn from southbound Clark into the terminal. With bus reversal, potential redesign of terminal should include boarding areas that meet ADA requirements and marked pedestrian connections to provide a comfortable place for people to access the buses. The redesign should include features that minimize potential conflicts with vehicles and cyclists approaching Clark from Ashland.

### 3.26 CREATE ARTHUR PLAZA

If a pilot closure of Arthur between Ashland Avenue and Clark Street is successful, a permanent closure should be implemented in coordination with CDOT. This would create a new park/plaza that connects Clark Street to Schreiber Park, and increases pedestrian connection to the nearby the police station plaza.

# clark & howard concepts

## CLARK STREET AT HOWARD

- A Improve and extend bike lanes on Howard Street, and add bike boxes
- B Branded intersection and crosswalks
- C Open edge of plaza to provide more pedestrian space at corner
- D Clark Street / Rogers Park gateway element
- E Raised planting beds
- F Continuous seatwall and/or artistic feature wall
- G Decorative patio seating
- H Informal or 'Pop-up' retail opportunities, including food trucks or kiosks
- I Enhanced bus stop

**68%**  
*Like  
Howard  
Plaza*







**76%**

OF RESPONDENTS SAID THAT IF

**RETAIL/DINING  
KIOSKS OR MARKETS**

WERE LOCATED HERE,  
THEY WOULD VISIT THEM

*"That park should be developed.  
There should be more height  
and density."*

*"The plaza that already exists  
there is OK, but nothing much ever  
happens there and it's always filled  
with litter. I really like the idea  
of making that corner more of a  
destination by having events in the  
plaza like a small farmers market or  
music or something similar."*

*"The real problem is the Gateway  
Plaza, which sucks the life out of  
the whole intersection."*

*"Upkeep would need  
to be priority."*



# clark & howard recommendations

## SHORT-TERM

### 3.27 IMPROVE SAFETY ON HOWARD AT CLARK STREET

Creating a gateway and usable public space begins with coordination with CDOT and the City of Evanston's ongoing efforts to improve Howard Street. This should include harmonizing bike infrastructure on both the westbound and eastbound lanes, as well as re-striping the eastbound right-turn lane onto Clark Street for clarity and safety.



## LONG-TERM

### 3.28 ACTIVATE THE SPACE ON THE SOUTHWEST CORNER

Creating a gateway to Clark Street can help to attract passersby and signal Clark Street as a destination. To build on the existing park space on the southwest corner of the intersection, remove the damaged fence and install lighting along pathways to begin to create a space that not only looks open but feels more safe and welcoming. Activating the space could include inviting local restaurants and community groups to set up tents or kiosks, programming music or dance performances (look to local examples such as “Tuesdays at the Triangle” in Wicker Park’s Polish Triangle), and adding tiny libraries or other small-scale installations.

### 3.29 IMPROVE AMENITIES IN THE PLAZA

Continue to facilitate usage of the gateway space with improved design and amenities. As more community residents and visitors come to the area and interest in public spaces grows, the plaza should not only accommodate programming and temporary events, but act as a community asset. Opening the plaza to provide more pedestrian space will welcome in those traveling to/from Clark Street businesses and transit connections. Providing a variety of seating options, including tables, and trees to provide shade will increase the comfort level of the space and may encourage social interactions and more frequent usage. In addition, installing a bus and train tracker kiosk for nearby Howard Station CTA trains and bus stops can encourage transit usage and make connections more easily accessible.

# TRANSPORTATION IMPROVEMENTS

*Enhance multi-modal offerings, tailor parking accommodations to the demand, and improve bicycle and pedestrian safety along the corridor.*

Clark Street is a multi-modal corridor with connectivity to surrounding neighborhoods and the city. Rogers Park is particularly well served by public transit, including CTA trains and buses, Metra trains, and Pace buses. Many people access Clark Street for its mix of amenities and destinations along the corridor, including businesses, schools, city agencies, and public spaces.

As residents, shoppers, and visitors arrive to and travel throughout the corridor by different modes, the quality of infrastructure and ease in connectivity becomes important. Conflicts can occur between different modes at points along the corridor where lanes and crossings are unmarked or unclear or there is reduced visibility for other users on the street. Signaling to residents and visitors that not only are they in a unique district, but that they will be safe while enjoying the corridor, is crucial to the health and vitality of Clark Street.





**existing  
conditions**

Rogers Park's transportation system is a community asset and includes transit services, cycling infrastructure, and arterial streets which provide connections within and outside of the neighborhood. Because of its walkable scale and easy access to transit, it's possible to live without a car in Rogers Park—and many people do. Around 35% of households do not own a car, with higher ownership among owner-occupied households. More than 90% of zero-car households are renter-occupied.

The portion of Rogers Park residents who commute by transit is nearly 42%, which is higher than the City of Chicago's transit commute share (28%). In addition, 42% of Rogers Park residents drive to work, versus 58% for Chicago as a whole. 7% walk, and 2% bike, compared to 6.5%, and 1.5%, citywide, respectively.<sup>1</sup>

Clark Street serves as a north-south connection from Chicago's South Loop to the southern border of the City of Evanston.

Within the study area, Clark Street is approximately 40 feet wide with both a travel lane and pay-to-park lane in each direction. There are dedicated left turn lanes at most signalized intersections excluding: Greenleaf Avenue, Lunt Avenue, North Shore Avenue, and Albion Avenue.



1. U.S. Census American Community Survey, 2015.



## INTERSECTIONS

The corridor has nearly twenty intersections, twelve of which are signalized and most of which have crosswalks. However, the presence of basic infrastructure, such as sidewalks, traffic signals, and crosswalks, is not a guarantee that a street will be safe, accessible to those of a range of ages and ability levels, convenient, or comfortable. There were 66 and 44 crashes at the intersections of Rogers Avenue, and Pratt Boulevard, respectively.<sup>2</sup> High traffic volumes and parking lot entrances along the corridor can contribute to pedestrians' real and perceived safety concerns.

While a variety of transit services exist in Rogers Park, residents and visitors to the area continue to drive. Average Daily Traffic (ADT) volumes within the study area range from 11,300 in the north (from Howard Street to Touhy Avenue) to 19,100 in the south (from Touhy Avenue to Devon Avenue).<sup>3</sup>



2. Illinois Department of Transportation (2016)

3. Illinois Department of Transportation (2011-2015). DISCLAIMER: The motor vehicle crash data referenced herein was provided by the Illinois Department of Transportation. Any conclusions drawn from analysis of the aforementioned data are the sole responsibility of the data recipient(s). Additionally, for coding years 2015 to present, the Bureau of Data Collection uses the exact latitude/longitude supplied by the investigating law enforcement agency to locate crashes. Therefore, location data may vary in previous years since data prior to 2015 was physically located by bureau personnel.

# MOBILITY OPTIONS

The study area is accessible by CTA, Pace, and Metra services, as well as shared mobility services such as car share and bike share.

## RAIL

Rogers Park is accessible by the Red Line at the Howard, Jarvis, Morse, and Loyola stations. The Howard CTA station, also served by the Purple and Yellow Lines, serves as a transit hub in the northern portion of the study area. Howard station had an average weekday ridership of 5,800 rail users in 2016, ranking 32nd for annual ridership (out of 145 CTA stations). Average weekday ridership in 2016 for Jarvis, Loyola, and Morse stations was 1,700, 5,400 and 4,800, respectively.<sup>4</sup>

People who ride transit can travel to the Loop in 30 to 40 minutes to reach their destination or connect to other transit lines. Purple Line frequency is every 6 to 12 minutes and Red Line is every 3 to 8 minutes at Howard station.

Rogers Park is also served by the UP-N Metra line, which begins at Ogilvie Transportation Center and ends in Kenosha, Wisconsin. The station, located at N. Ravenswood Ave and W. Lunt Avenue, serves an average of 1,390 riders on weekdays. Metra users can travel between Ogilvie Transportation Center and Rogers Park in 18 to 25 minutes. Frequency during rush hour is every 5 to 35 minutes.

## BUS

Multiple CTA and Pace buses serve at least a portion of Clark Street within the study area and provide connections to the CTA Red, Yellow, and Purple lines, as well as the UP-N Metra line. With stops at almost every block, the CTA #22 Clark bus is the only route which serves the entire corridor and provides access from the Loop to the Howard CTA station. CTA Route #22 had higher ridership in 2016 than all other routes accessible in the area. CTA routes #97 Skokie, #201 Central/Ridge, #205 Chicago/Golf, #206 Evanston Circulator and Pace routes #290 Touhy Avenue and #215 Crawford-Howard provide access to the study area in the north, turning out from Clark Street at Howard Street and Rogers Avenue. Other CTA routes, including the #151 Sheridan and #36 Broadway, are accessible at the southern end of the study area via Devon Avenue.

## SHARED MOBILITY

Visitors and residents of Rogers Park have access to shared modes including car share and bike share services. There are five Divvy bike share stations as well as ten Zip Car car share locations in the area, many located on or in close proximity to Clark Street. Additionally, a ParqEx parking lot is located at Morse and Ravenswood.

# TRANSIT OPTIONS

## rail



### CTA STATIONS:

HOWARD STATION  
JARVIS STATION  
MORSE STATION  
LOYOLA STATION  
(Red, Purple and Yellow Line Access)

### METRA STATIONS:

UP-N ROGERS PARK STATION

## bus



### CTA ROUTES:

#22 CLARK ST  
#96 LUNT  
#97 SKOKIE  
#201 CENTRAL/RIDGE  
#205 CHICAGO/GOLF  
#206 EVANSTON CIRCULATOR  
#147 OUTER DRIVE EXPRESS  
#151 SHERIDAN  
#155 DEVON  
#36 BROADWAY

### PACE ROUTES:

#290 TOUHY AVENUE  
#215 CRAWFORD-HOWARD

## shared mobility



### DIVVY:

17 STATIONS

### ZIP CAR:

10 LOCATIONS

4. Chicago Transit Authority (2016)

## CYCLING & PEDESTRIAN INFRASTRUCTURE

Sidewalks in the area are generally 8 feet, widening to 12 feet or greater adjacent to some commercial sections of Clark Street. Crosswalks are present at almost every intersection within the study area besides Columbia Avenue and Arthur Avenue. Although Clark Street lacks dedicated bicycle facilities within the study area, it has been designated as a Spoke Route by the Chicago Streets for Cycling 2020 guide. The Plan defines Spoke Routes as "60 miles of direct routes in and out of the Loop that provide safe, continuous bikeways connecting all areas of Chicago with the downtown." Clark Street is marked as a shared lane from Edgewater Avenue in the Andersonville neighborhood south to Addison Street in the Lakeview neighborhood. South of Addison, Clark Street has a bicycle lane extending to Fullerton Avenue. Other bike infrastructure in the area includes bike lanes on Devon, Morse, and Howard and shared lanes on Touhy, Ashland, and Rogers.

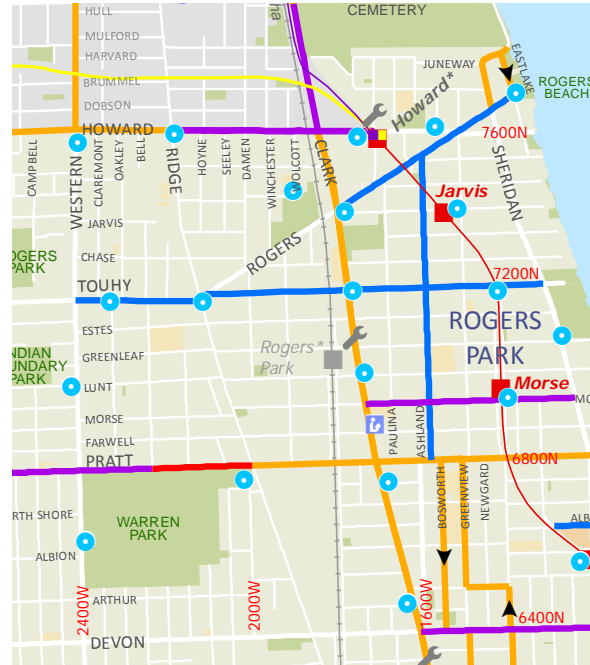


FIGURE 14: CITY OF CHICAGO BIKE MAP, 2017



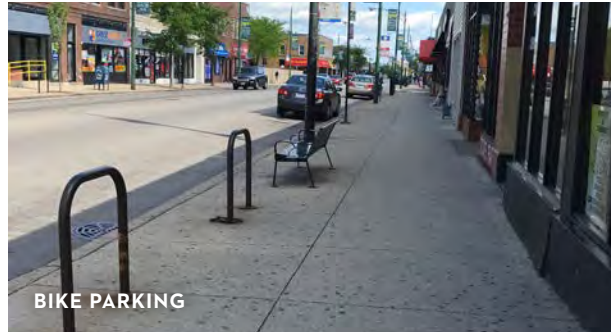


# what we heard

## SURVEY 1 VISUAL PREFERENCE RESULTS

As a part of the visual preference survey, Rogers Park community members ranked a number of images relating to transportation. The images to the right are some of the most liked images within those categories. Art in crosswalks was the photo most positively responded to in this category. Though not in the top 5 picks, painted and striped bike lanes were also ranked positively. Respondents want to see bus shelters, but many noted that they would prefer if they didn't look commercial, such as the one pictured to the top right.

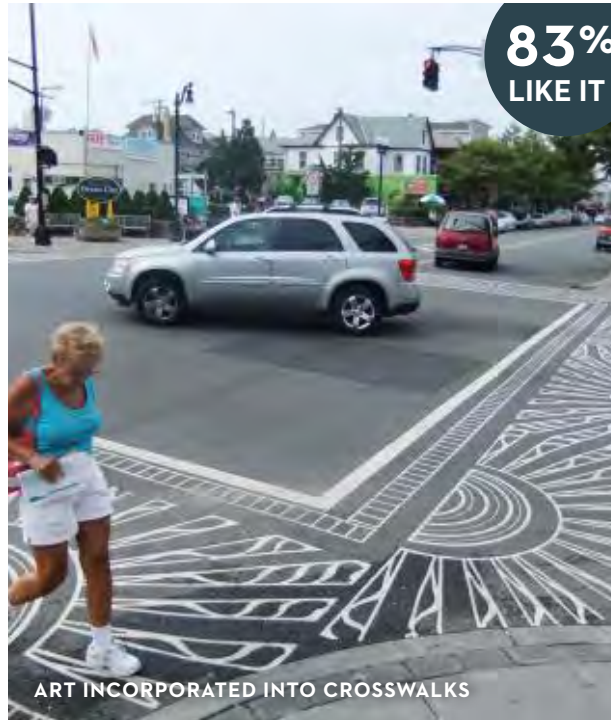
Necessary but ugly. Would be nice if we could improve upon the aesthetics of the average bus shelter.



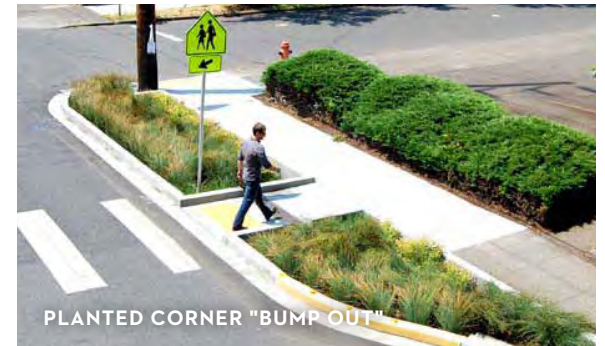
BIKE PARKING



BUS SHELTERS



ART INCORPORATED INTO CROSSWALKS



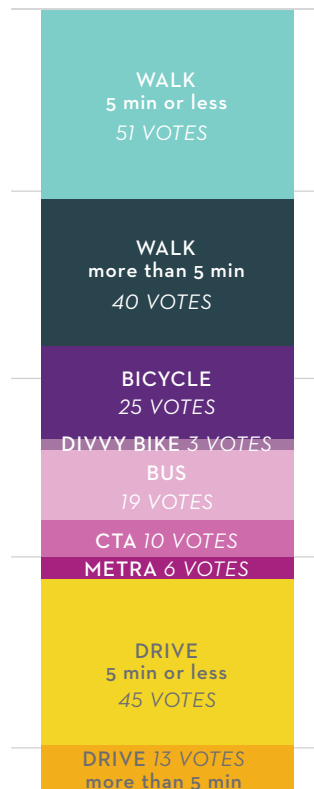
PLANTED CORNER "BUMP OUT"



BIKE WAYFINDING SIGNAGE

This is my favorite idea of all. Given Rogers Park strong arts culture, this is perfect.

**how do you most often travel to  
Clark Street within the study area?**  
mark all that apply



212 TOTAL VOTES

*I'd be more likely to pass  
through and visit businesses  
along Clark Street if biking  
there were less scary.*

”

*Clark St. is pedestrian unfriendly.*

”

*I don't think a bike lane on Clark  
is a good option since it's already  
congested with traffic. Perhaps  
Ashland or Glenwood Ave would  
be better options. There's a  
bike corridor on Glenwood in  
Andersonville/Edgewater already.*

”

*Enhance pedestrian and bike sharing  
of space and decrease cars.*

”

*There is a lot of vehicular traffic, but  
it feels like people are just trying to  
get through the area, not get to the  
area to shop.*

”

which street do you use  
most often to cross Clark Street?

- 1 W. PRATT BLVD
- 2 W. GREENLEAF AVE
- 3 W. MORSE AVE
- 4 W. LUNT AVE

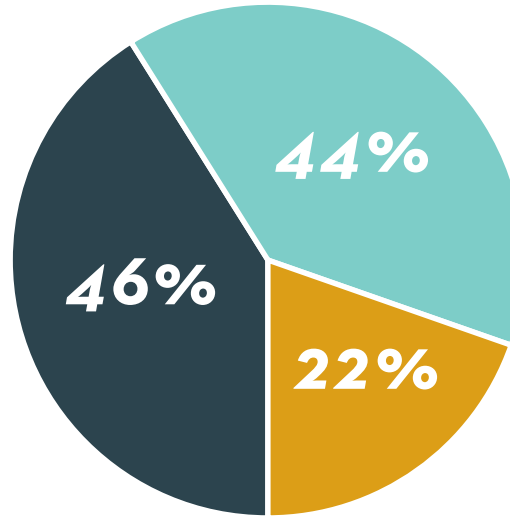
61%

OF RESPONDENTS SPEND

0-5 MINUTES

LOOKING OR WAITING  
FOR PARKING

when you visit Clark Street,  
where do you park?



- Park in a metered space
- Find free parking in the surrounding neighborhood
- Park in a parking lot

Pretty much all over  
Clark is very easy to  
find parking.

Never had difficulty  
finding parking  
anywhere on or  
near Clark.

Don't sacrifice parking. Businesses  
need parking to generate customers.  
Not many people are willing to walk  
and bike in January.



# concepts

Mobility improvement concepts are based on feedback from community members on “problem intersections” in the corridor, as well as data on pedestrian crash locations. Improvements are targeted along the corridor to increase safety for pedestrians and create an enjoyable and walkable experience.

## CURB EXTENSION/ BUMP-OUT

A curb-extension, or “bump-out,” reduces the crossing distance to improve safety at an intersection for pedestrians.

## MIDBLOCK CROSSING

A midblock crossing can help pedestrians safely access places (such as businesses or transit stops) further from intersections with traffic signals or stop signs. A marked crossing in the middle of the block creates a safer pedestrian environment because it warns motorists that people often cross there.

## PEDESTRIAN SAFETY ISLAND

A safety island reduces the exposure time experienced by a pedestrian in the intersection. They are generally used where people must cross three or more lanes of traffic and may feel unsafe doing so.

Specific improvements outlined in Figure 15 include:

- A Mid-block crossing (Clark between Howard and Birchwood)
- B Bump-out (Rogers/Jarvis)
- C Bump-out (Lunt)
- D Bump-out (Morse)
- E Mid-block crossing curb extension (between Greenleaf and Lunt)
- F Crosswalk (Columbia)
- G Mid-block crossing (Arthur)
- H Crosswalk and pedestrian safety island (Schreiber)
- I Pedestrian safety island (Devon)

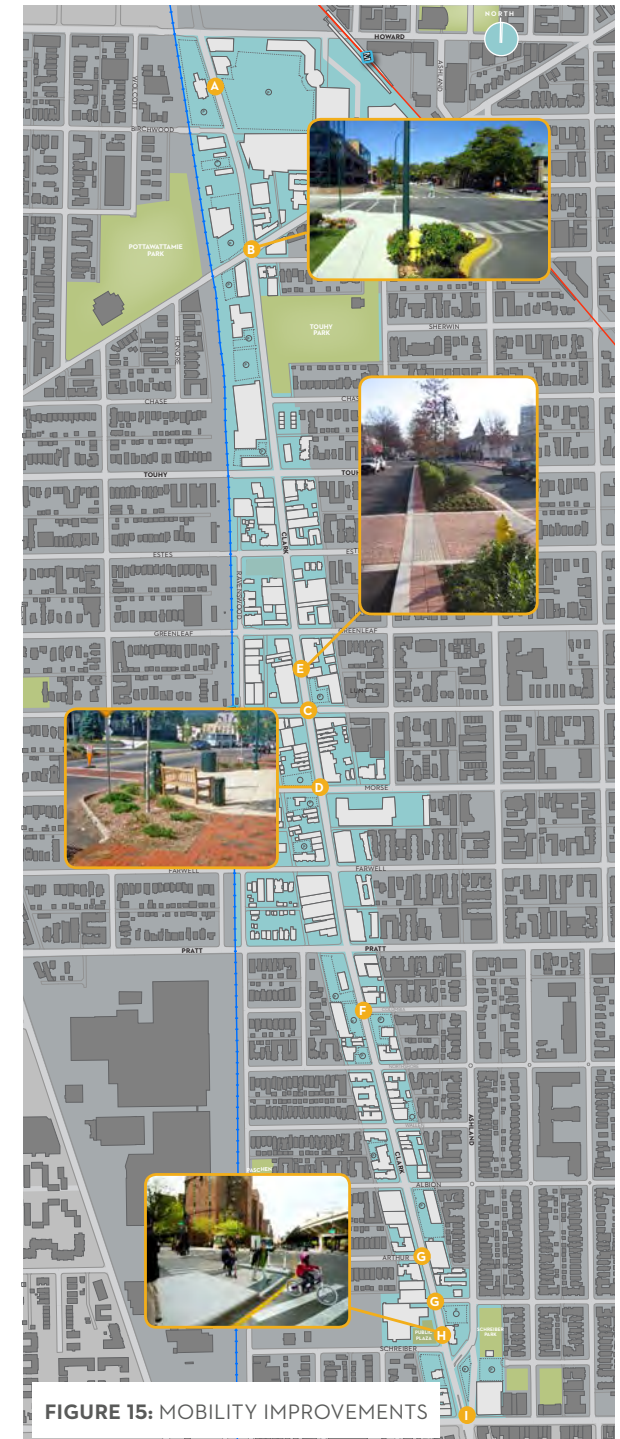


FIGURE 15: MOBILITY IMPROVEMENTS

## PARKING TYPES

Right-sizing parking on Clark Street can support the success of the corridor and encourage sustainable development. This requires decisions to be made that **balance parking location, supply** (which consumes land that could otherwise be a destination), **demand, and the needs of the surrounding community.**

With those decisions must come a set of solutions that provides choices for all users of the area, including seasonal visitors, employees, customers, and residents.

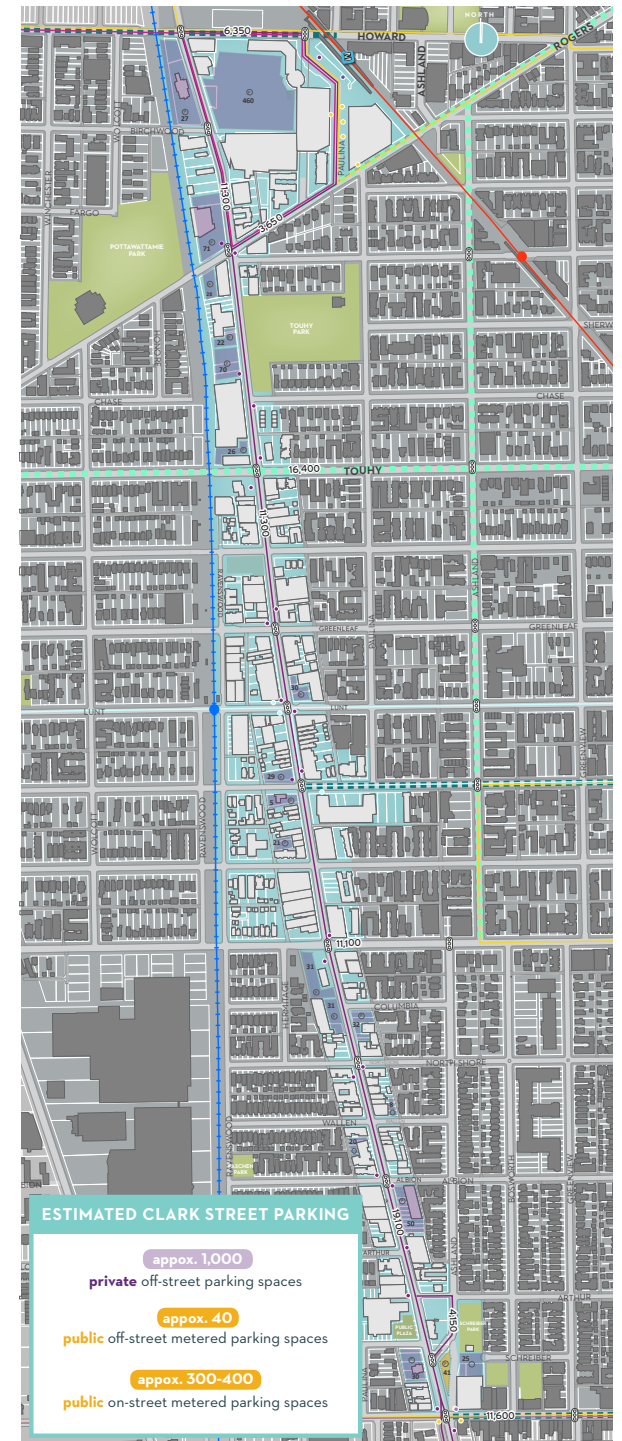
There are different types of parkers, which must be considered as future developments change parking demand in the area. These include:

- » **Convenience Parkers.** Generally new or occasional visitors who come to the area for a short time to shop, eat, or run errands. They prioritize convenience and are willing to pay for a space close to their destination. They are the most likely to give up looking for a space and drive to an alternative location.
- » **Reasonable Parkers:** Frequent visitors, nearby residents, or customers who are more familiar with the area, making medium length trips to shop, eat, or run errands. They may also be employees who are willing to pay a higher price to park closer to their job. Reasonable Parkers prefer free parking but are willing to pay or walk, within reason.

» **Bargain Parkers.** Residents, employees, or long-term shoppers frequently making long-term trips to the area. They avoid paying for parking at any cost and are the most willing to circle the block to locate a space, walk a few blocks away, or alter their commute to walk or bike in order to save money.

Currently, Clark Street has both private parking lots (used by customers and employees of individual establishments) and public parking lots. An estimate of total parking shows that private parking is the predominant type on Clark Street:

- Private off-street parking lot
- Public off-street parking lot



# 00 recommendations

## SHORT-TERM

### 3.30 WORK WITH CTA TO IDENTIFY BUS STOP UPGRADES

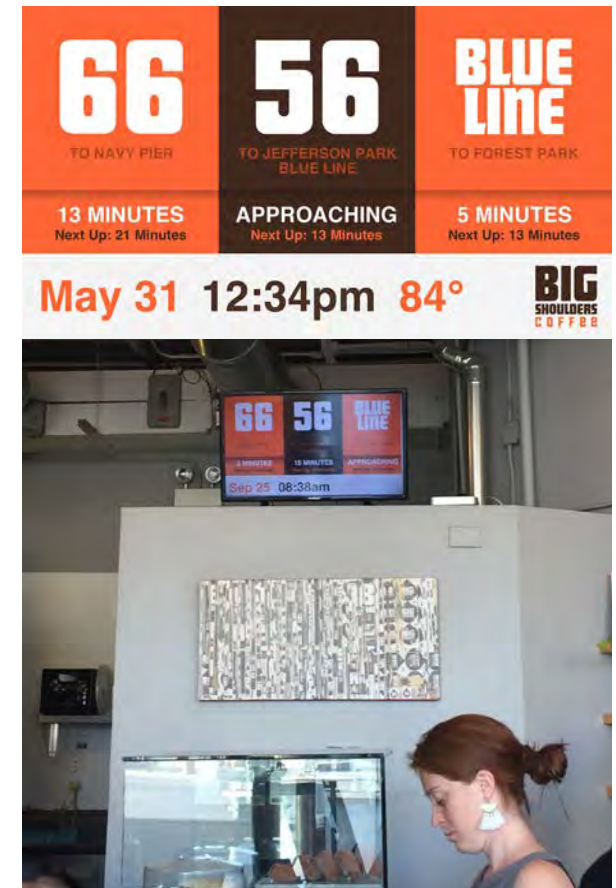
Upgrades may include shelters, benches, trash cans, and real-time transit information and wayfinding kiosks in the District Core. Where sidewalks are too narrow for bus shelters, install benches and real-time transit info kiosks (prioritizing popular transfer points). In addition, work with businesses to install transit info screens in windows or inside to encourage transit use.

### 3.31 INSTALL BIKE INFRASTRUCTURE

Install bike parking at businesses and institutions along the corridor, working with RPBA to identify funding and design for Clark Street branded bike racks. Install mobile bike repair stations in highly visible areas along the corridor or near Metra/CTA stations to not only aid cyclists who are connecting to transit or accessing Clark Street businesses, but also to signal that the corridor is bike-friendly. In addition, install bike sharrows along the corridor. Recommended traffic calming measures will make Clark Street more comfortable to bike in mixed traffic. However, sharrows and “share the lane” signage will signal to motorists that cyclists will be using the lane.

### 3.32 ENHANCE WAYFINDING

Install wayfinding signage to direct transit users, Rogers Park residents, Clark Street patrons, and cyclists to nearby businesses or other destinations. Implement a system of consistent signage in parking lots throughout the corridor to make parking more predictable and reliable. This effort can make people more aware of available parking assets. With this effort, collect data on parking usage on a regular basis to understand where parking is in demand and encourage owners of underutilized private lots to list spots on ParqEx, which is already being used in the area.



*Bus tracker at Big Shoulders Coffee in Wicker Park*





## LONG-TERM

### 3.33 IMPROVE PEDESTRIAN SAFETY

Curb extensions, pedestrian safety islands, raised crosswalks, and mid-block crossings make it easier and safer for pedestrians to cross the street and signal to drivers that pedestrians may be present. Potential improvements include:

- » Curb extension at Rogers and Jarvis.
- » Raised crosswalk and pedestrian safety island at Clark and Schreiber.
- » Pedestrian safety island at Clark and Devon
- » Mid-block crossing at Clark between Howard and Birchwood.

### 3.34 PILOT BIKE LANE

If the number of people biking increases, pilot an advisory bike lane on Clark Street or identify feasibility of removing parking on one side of the street to install protected bike lanes.



### 3.35 SHARE PARKING

Re-designate parking lots with shared parking agreements (based on parking data) to redistribute demand and ensure balanced parking throughout the corridor.

### 3.36 INSTALL ADDITIONAL SECURITY CAMERAS

Monitor high crime areas at major intersections.

- » Obtain information on potential vendors
- » Find out which property owners and tenants would be interested in cameras
- » Work with police to determine best locations
- » Investigate potential for governmental grant funding for security cameras, better lighting, and neighborhood safety strategies

## SECTION 5

# ***ECONOMIC VITALITY***

*Establish a contextually appropriate vision for development that works towards key goals of housing equity, physical enhancement, and economic development.*

# LAND DEVELOPMENT

Hopes for—or fears of—new development along Clark Street vary by a stakeholder’s position in the Rogers Park economy. Many commercial property owners and developers hope Clark Street in Rogers Park will follow the revitalization of Andersonville, and Rogers Park homeowners likely hope for increased values, as well. Business owners and residential renters fear that increased land values will cause their rents to rise and become unaffordable. While recent data from the American Community Survey indicates limited or modest gentrification pressures, recent upticks in property values, speculation, and incipient land-holding along the corridor serve as early indicators that increased investment may be coming.

As neighborhoods throughout the country inevitably evolve, cities have wrestled with the competing interests of development and displacement. Tools for managing the pace of that change can take the form of incentives and regulation, which are outlined in this section. In addition to development and redevelopment as longer-term implementation steps, this Plan also addresses the impact of the City’s TOD Ordinance on the central part of the corridor and depicts the potential vision for future land uses and development.

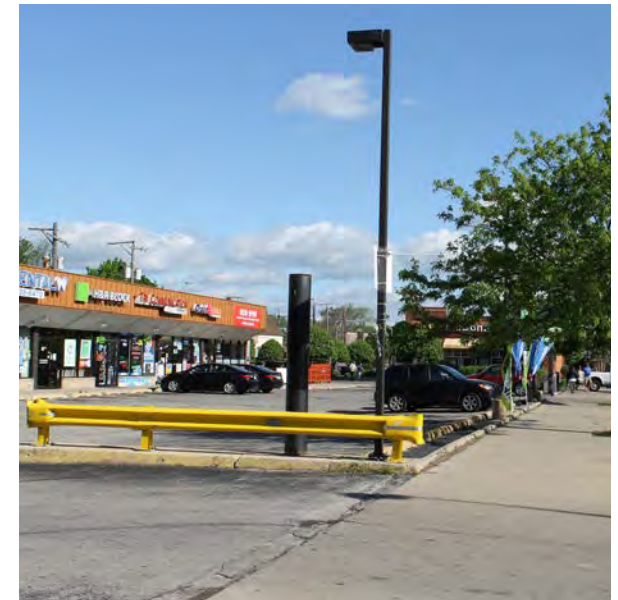
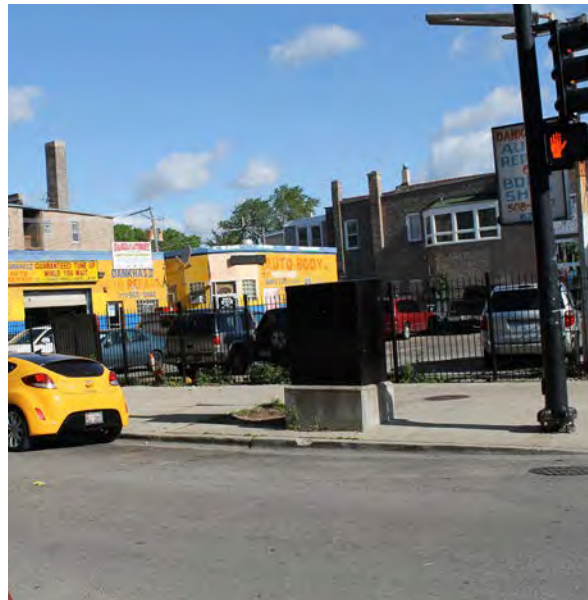
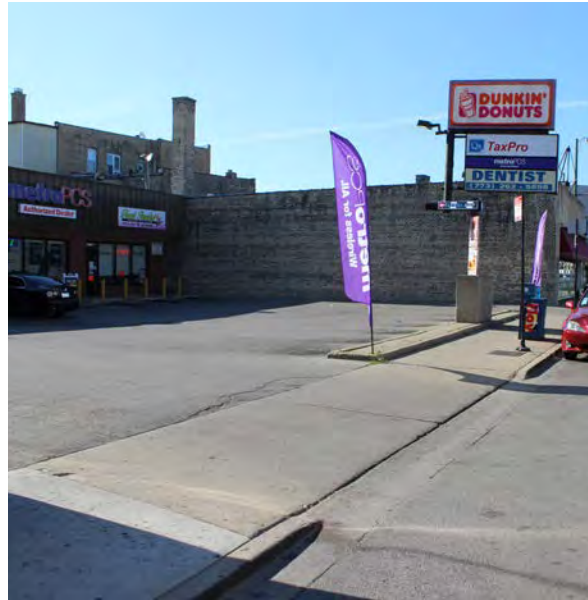
*Strategies to carefully  
balance the competing  
interests of development  
and displacement.*



## existing conditions

A number of vacant or under-utilized parcels have been identified along the corridor, including several within its central area. The segment located between Pratt Boulevard and Touhy Avenue has been identified as the District Core due to its centralized location, proximity to transportation, and a prevailing pedestrian-oriented character (see pg. 7).

The existence of prime development sites within vital areas of the corridor, such as the Byline Bank sites at Clark and Morse, represent important opportunities to achieve economic and placemaking goals. A number of these locations could be eligible for development incentives offered through the City's TOD Ordinance, which allows for increased development in close proximity to transit stations. While providing an important boost to developers, the community should also try to leverage the application of these incentives to achieve a range of community goals.



## TRANSIT ORIENTED DEVELOPMENT (TOD)

The City of Chicago has incentivized higher-density development near transit stations through the TOD Ordinance. If a property is zoned 'Business' (B) or 'Commercial' (C) and is 'Dash 3' or higher, incentives may apply if it is located within a quarter mile radius of a CTA or Metra station. Incentives for new development include reductions in the amount of parking required, increases in the floor area ratio (FAR) and maximum building height, and increases in the number of dwelling units allowed. Developments that include additional affordable housing units on site can receive even greater benefits.

Figure 16 shows the existing zoning for Clark Street and Rogers Park, as well as the areas impacted by the TOD Ordinance. Currently, along Clark Street, only a handful of sites are eligible for transit-oriented development bonuses—even though they are within a quarter mile of a transit station—due to their "Dash 2" status. However, several recent development proposals have requested parcels to be rezoned to receive TOD bonuses, and more are expected to do so in the future. These proposals are shown and described on the following page.

It is important to recognize that these examples represent a current market trend—one that indicates that this area is desirable for building new rental housing. This also signifies that now is the time for the community to

establish a policy to help guide the future of the corridor as it relates to density, building height, parking, housing affordability, and land use. Establishing this policy will make the future more predictable, while also ensuring that new development is meeting the expectations of community leaders and residents.

## PEDESTRIAN STREET DESIGNATION

The City of Chicago also has a "Pedestrian Street" Ordinance that is meant to help "preserve and enhance the character of streets and intersections that are widely recognized as Chicago's best examples of pedestrian-oriented shopping districts."

Within the study area, Clark Street is not currently considered a 'Pedestrian (P) Street', though an argument could be made to potentially classify it as one. Should Clark Street qualify for and implement a 'P-Street' designation, it would extend the TOD bonus area to any qualifying properties along Clark Street that fall within a 1/2-mile of a transit station entrance.

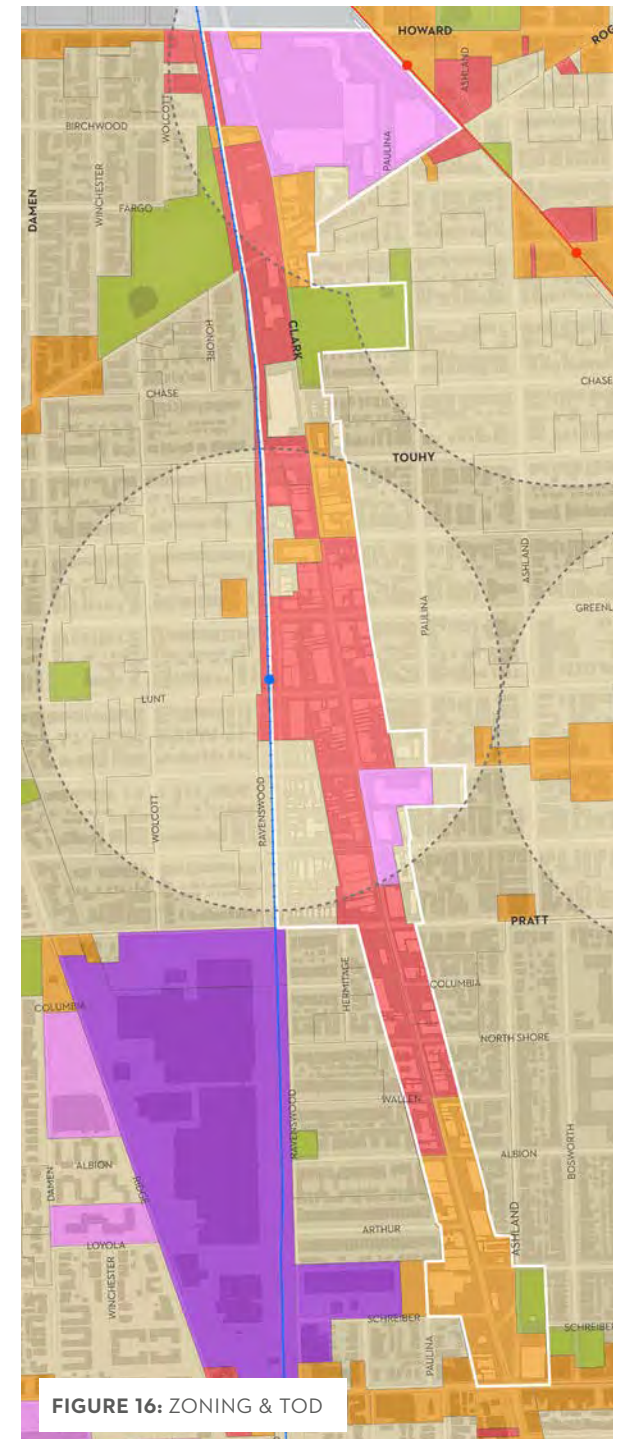
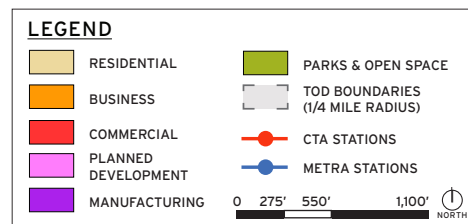
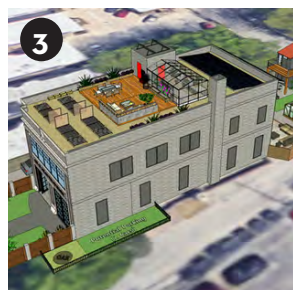


FIGURE 16: ZONING & TOD



**FIGURE 17: PLANNED DEVELOPMENTS**



## PLANNED DEVELOPMENTS

Four redevelopment or building reuse projects have been identified on the map, representing plans that have been formally proposed or are in the advanced stages of design and planning at this time. In some cases, the proposals include requests to modify existing zoning in order to qualify for density bonuses.

- 1 7070 N. Clark Street**  
B2-3 zoning granted for a proposed mixed-use development with 54 apartments and 3,300 square feet of ground-floor retail.
- 2 1730 W. Greenleaf Avenue**  
Conversion to residential use to allow for 30 total residences. Developer plans to restore historic facade and utilize the transit-oriented development ordinance to reduce the on-site parking requirements.
- 3 1721 W. Greenleaf Avenue**  
Conversion of 102-year old firehouse to a live/work space, including restoration and retention of the firehouse's facade.
- 4 1710 W. Lunt Avenue**  
Currently zoned to allow eight residences, developer is seeking a zoning change to provide a total of 20 units by preserving the building's facade and adding a three-story addition to the back.



## what we heard

“

*I want the neighborhood to maintain its character and continue to provide for the needs of residents. Stores that provide essentials so that we do not need to leave the neighborhood should be prioritize rather than “destination” shopping.*

---

*It will no longer be affordable to the people who need it the most.*

---

”

### **“TOD anywhere!**

*Just cleaning it up without cleaning out the character of what is currently there.”*

“

---

*Clark corridor can and should support many hundreds more units of housing, especially near transit—CTA & Metra.*

---

*More density is essential and desirable. ”*

“

---

*If new buildings are built within the TOD area, I think they should take advantage of the higher density + less parking spaces that’s allowed within the area.*

---

*All of Chicago doesn't need to look like Southport in Lakeview. I like that my neighborhood is affordable and relaxed.*

”

““ *My concern is that existing buildings will be demolished. Clark/Estes is the perfect site for TOD because it's vacant land.*



Should more intensive development be allowed/ encouraged **within the TOD area?**

**68%**  
of respondents  
say yes

Should more intensive development be allowed/ encouraged **outside of the TOD area?**

**54%**  
of respondents  
say yes

**85%**

OF RESPONDENTS AGREE

**ACTIVE GROUND FLOOR COMMERCIAL USES**

**WITHIN THE STUDY AREA**

ARE A HIGH PRIORITY

**86%**

OF RESPONDENTS AGREE

**ACTIVE GROUND FLOOR COMMERCIAL USES**

**WITHIN THE DISTRICT CORE**

ARE A HIGH PRIORITY

*Results from survey #2*

# framework

A major component to strengthening the economic vitality of the corridor is the redevelopment of vacant and underutilized sites found along Clark Street. This would inject both new commercial space and residents to the area, while also enhancing the curb appeal and sense of place. The Vision Clark Street Plan establishes a qualitative framework focusing on the key ingredients of a successful mixed-use district. Ultimately, decisions regarding the appropriate amount of retail space, and the size and density of future development, will be determined by City regulations, Aldermanic input, and the community, as policies and goals are further discussed.

## POTENTIAL OPPORTUNITY SITES

As part of the Vision Clark Street planning process, community stakeholders were asked to locate on a map the parcels or sites that were most susceptible to change, or redevelop, over time. This information was combined with land use and physical conditions analysis to pinpoint the properties that have the most potential for redevelopment—shown in magenta and dark purple in Figure 18. These represent buildings or parcels that are underutilized or do not conform with the envisioned character of Clark Street as an active, pedestrian-friendly, and mixed-use corridor. Redevelopment of these sites will likely occur over a longer period of time, as many are viable businesses or shopping centers.

The properties identified in dark purple are similar to the other potential opportunity sites, but feature an additional condition or character that could make them more likely or important to redevelop in the foreseeable future.

One type of high-priority site includes properties within TOD bonus areas (or District Core) that already have a “Dash 3” business or commercial zoning designation, thereby allowing them density bonuses. The property adjacent to Touhy Park, as well as the proposed development project at Clark and Estes, are examples of such high priority sites.

A second group includes highly underutilized or vacant properties, as well as those with limited or consolidated ownership, thereby simplifying hurdles for redevelopment. Many of these properties are at key corners and their redevelopment is integral in helping to revitalize Clark Street and strengthening the district. New mixed-use buildings in these locations would help define the District Core as the center of activity in the corridor. These parcels include the Byline Bank properties north and south at Morse, on the west side of Clark; sites south of Estes and both east and west of Clark; and a large series of contiguous parcels along the train tracks between Estes and Touhy. Ideally, corner sites on these highly-traveled east-west streets would have active land uses and contribute to the vibrancy of the neighborhood.

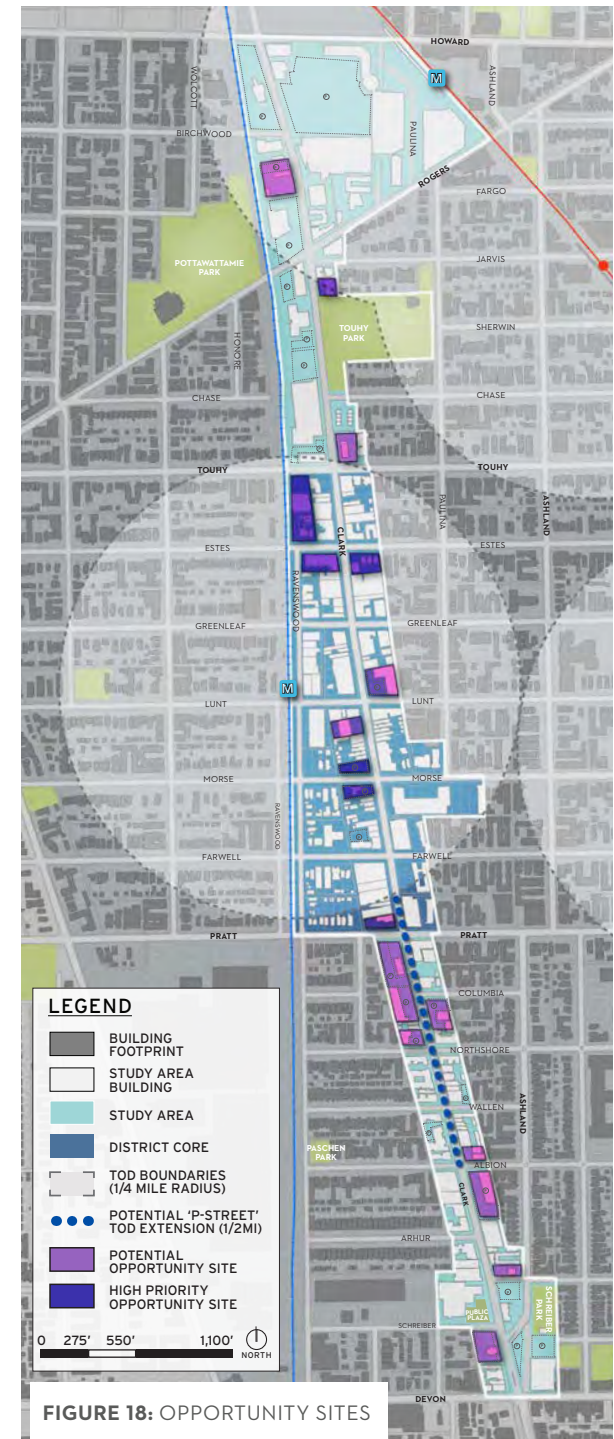


FIGURE 18: OPPORTUNITY SITES



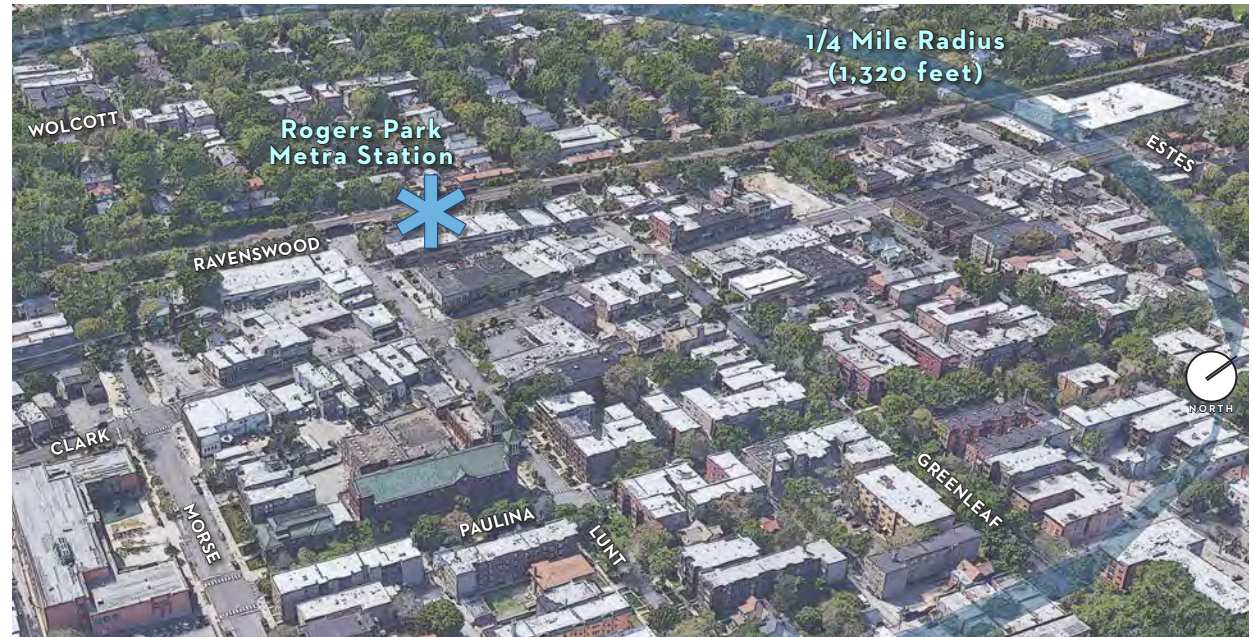
## APPLYING THE TOD ORDINANCE

The framework applies the current trend of rezoning parcels and using the TOD Ordinance to depict a vision for how the key opportunity sites could be catalytic in creating a successful, mixed-use district.

As previously mentioned, based on the existing 'Dash 2' zoning (B-2 or C-2), very little of the study area qualifies for TOD incentives at this time. However, it is likely that requests to modify zoning will become more common as the real estate market matures. Though much of the District Core (generally defined by the TOD zone) has been developed, very few properties reach the maximum building height of 50 feet allowed by zoning due to a number of factors.

If rezoning were to occur in the core so that more properties become 'Dash 3' (B-3 or C-3), it would allow increases in both height and density. Ultimately, there are a range of factors that control or influence the size of any potential development, which can vary on a parcel by parcel basis. Some of these factors include whether or not ground floor commercial uses are included, the width and size of the property, and the proportion of 'affordable' units that are included. The City of Chicago generally defines affordable housing (for rental units) as being affordable to households earning 60% of an area's median income or less.

FIGURE 19: EXISTING TOD AREA



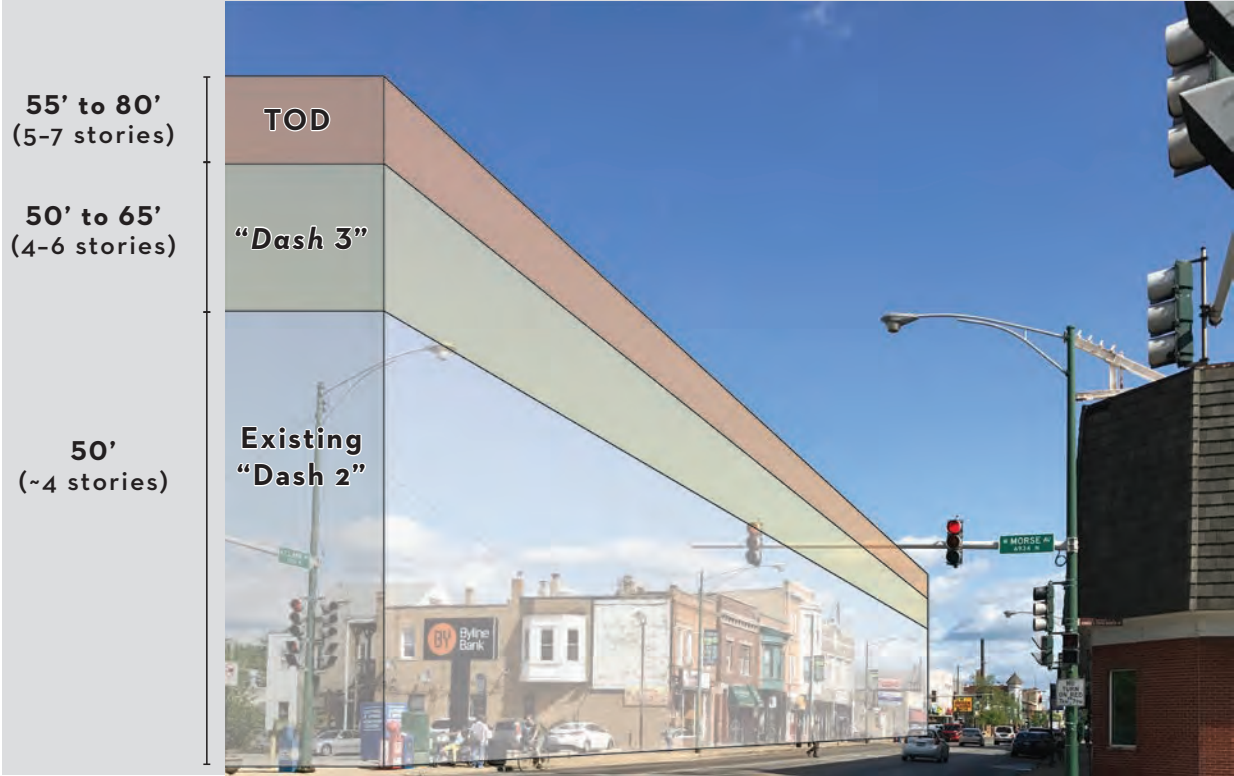
*Bird's eye view looking northwest from Morse & Paulina*



*Example of residential and mixed-use transit oriented development.*



FIGURE 20: POTENTIAL HEIGHT DIAGRAM



## POTENTIAL DEVELOPMENT INTENSITY ANALYSIS

Figure 20 compares the potential heights and sizes of buildings should zoning change in the future. As demonstrated, many existing buildings do not fully meet the heights allowed within the current Dash 2 district, which is 50 feet, or approximately 4 stories. Most of these buildings have a traditional urban form and comprise the historic core of Clark Street. Dash 3 zoning allows building heights of 50 to 65 feet, depending on factors, such as the width of the parcel. Finally, the diagram depicts how the TOD Ordinance would provide an additional increase in height, up to 80 feet. Increases in density are directly tied to these height increases, as well as the number of affordable units required per the City of Chicago Affordable Requirements Ordinance.

FIGURE 21: KEY OPPORTUNITY SITES



Figure 21 shows a diagrammatic visualization of how the key opportunity sites could be developed using the TOD Ordinance within the context of the corridor. It should be noted that other controls on building size and form, such as required setbacks, upper-story stepbacks, facade articulation, and controls on parking and vehicular access would still need to be considered with any development proposal.

## recommendations

## SHORT-TERM

## 4.1 CREATE DESIGN GUIDELINES

Create design guidelines for the District Core (between Pratt and Touhy) that establish standards for new development, redevelopment, and adaptive use. These guidelines should promote the vision of a walkable, active Clark Street with a traditional urban form and should meet the following conditions:

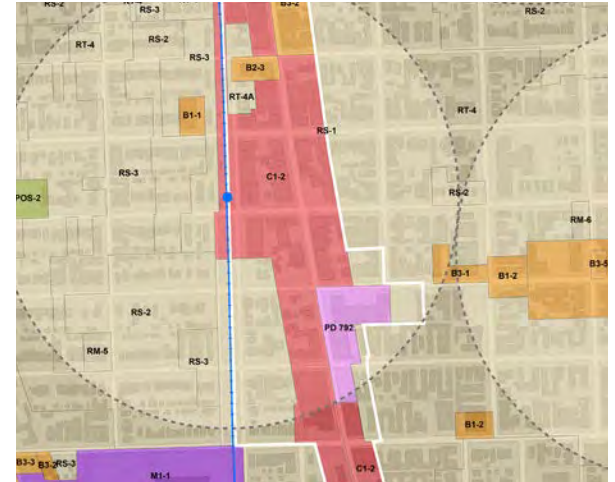
- » Ground floor commercial/retail space.
- » Consistent building setbacks from 0' to 10' (setback varies to provide a minimum 15' wide sidewalk).
- » Upper story step backs when the building is adjacent to shorter existing structures.
- » Transparent, inviting storefront windows.
- » Alley/rear-loaded vehicular access to surface or structured parking; no curb cuts on Clark Street.
- » High-quality architectural materials, such as brick, stone, glass, and metal.
- » Key corner redevelopment sites should be considered for taller, higher-density buildings.

## 4.2 IDENTIFY COMMUNITY GOALS

Based on the framework described previously for the District Core, work with stakeholders to create a list of community goals and policies related to transit-oriented development. These goals would illustrate community consensus on what benefits should emerge from future (re)development within this district and act as a guide for evaluating future development proposals. Topics for consideration should include:

- » Ground Floor Use
- » Height
- » Density
- » Affordable Housing
- » Parking
- » Unit Size/Type

The Vision Clark Street planning process has been a starting point for educating the community about TOD and engaging stakeholders in the discussion about its merits and drawbacks. Additional discussion should take place to solidify the position of these key topics.



### 4.3 CONSIDER ZONING CHANGES

Consider changing zoning in the District Core from Commercial (C) Zoning to Business (B) Zoning to promote a more walkable environment and compatible land uses. Business districts are intended to accommodate retail, service and commercial uses, while (C) zoning allows more business types than B1 districts, including liquor stores, warehouses, and auto shops.





#### 4.4 ENCOURAGE RESIDENTIAL INFILL

Establish recommendations and guidelines for infill in residential areas within transit-oriented zones. Strategies should explore opportunities for modest increases in residential density without impacting established neighborhood character and scale. One strategy could include the allowance of accessory dwelling units on single-family lots. Accessory dwelling units are second dwelling units built on the lot of an existing house or attached house and are often referred to as 'mother-in-law' apartments, 'granny flats' or studio apartments. These accessory dwelling units could reduce housing costs, provide more housing choices, and encourage increased density in a neighborhood with a number of transit options.



#### 4.5 PROMOTE DEVELOPMENT OF KEY OPPORTUNITY SITES

Several development opportunity sites, such as vacant buildings and underutilized parcels, are located in key areas of the corridor. Communicate with property owners of the key opportunity sites identified to understand and provide direction on their future (re)development goals and plans.

#### 4.6 CONSIDER GROUND-FLOOR RESIDENTIAL

In the South and North Gateway areas where existing commercial uses are consistently vacant or remain in a perpetually dilapidated state, consider loosening ground-floor retail requirements. In these instances, residential, live/work, or hybrid uses that feature a mix of retail and production – such as live/work spaces, artist studios, or 'maker-spaces' – could provide a suitable alternative. This would provide property owners with more flexibility to adapt to market conditions and avoid creating unviable or unmarketable retail spaces. It would also help cluster retail uses in compact nodes where walkability and an improved pedestrian experience is desired.

While a vast majority of survey respondents stated that having *active, ground floor commercial uses throughout the study area* is a high priority, current retail trends indicate that many commercial districts are already over-saturated. By requiring retail as a ground-floor use throughout the entirety of the Clark Street corridor, the community runs the risk of spreading these uses too thin.

One way to balance the desire for an active and pedestrian-oriented character with market realities is to implement design guidelines that ensure that alternative uses match the intended character and style of the corridor.

## 4.7 ESTABLISH P-STREET DESIGNATION

Examine and implement a Pedestrian-street (P-Street) designation in selected portions of Clark Street, particularly the South Gateway portion of the corridor. The purpose of this designation is to:

- » Ensure future development conforms with the community's desired corridor character.
- » Incentivize non-conforming sites to redevelop through the TOD Ordinance bonuses.



## 4.8 ASSIST IN REDEVELOPMENT OF OPPORTUNITY SITES

Assist property owners/developers in the redevelopment of key/catalytic opportunity sites. Rogers Park Business Alliance should take an active and direct role in encouraging and facilitating the redevelopment of critical opportunity sites. By taking on a proactive role, RPBA will be in the best possible position to ensure new development conforms with the community's vision for the corridor, and that the external benefits of new development are appropriately channeled towards improvements with the greatest net benefit to the community. Examples of assistance might include:

- » Reaching out to specific property owners to inquire why properties remain vacant or under-utilized, and help direct them towards required resources or partnerships.
- » Assist in an intermediary capacity between private developers, Aldermen, and the City of Chicago to ensure requirements and processes are clear and efficient.
- » Actively recruit development teams, business owners, and/or capital partners whose presence in the neighborhood is desired. This can include directing these groups to opportunities they may not otherwise be aware of.

## 4.9 ESTABLISH A TIF DISTRICT

A Tax Increment Financing District (commonly referred to as a TIF district) for the District Core and North Gateway portions of Clark Street (Pratt to Howard) could be used to help underwrite financing on new development, facilitate reuse of auto-related sites in the future, incentivize inclusionary housing, improve public spaces, and encourage under-utilized properties to be put into productive use. The potential TIF district would include the core of the study area (Pratt to Touhy), as well as any portions of the corridor that fall within existing TOD zones. Creation of a TIF district would allow the community to more fully capitalize on the value that future zoning changes would create. This recommendation should be evaluated in the context of the Devon-Sheridan TIF district, which has had mixed acceptance by community members.



#### **4.10 IMPLEMENT AN ADAPTIVE USE PROGRAM**

Implement an adaptive use program to promote and provide resources to encourage rehabilitation of important architectural assets.

This could be done through development process assistance, streamlined development processes, regulatory relief, cost savings, and fee incentives. RPBA should use this program to improve physical conditions and create increased economic opportunity within the community.



#### **4.11 ESTABLISH LEASE GUARANTEE PROGRAM**

In new developments there is a preference for national chains over local tenants, largely as an expedient way to minimize risk to banks and to developers. To encourage developers to lease new commercial space to local tenants (rather than more-easily financed national chains), RPBA could establish a guarantee program for high-priority independent businesses. The guarantee would cover a portion of the value of the leases should a small business default or close.

#### **4.12 CREATE A COMMERCIAL COMMUNITY LAND TRUST**

CLTs are typically used for maintaining affordability (and ownership opportunities) in gentrifying neighborhoods. But the tool can also be used for commercial development, though it is harder because of a lack of financial resources or programs. A CLT separates the ownership of the land and the buildings: Long-term ground leases allow a business to have a financial interest in the property and be protected from rapidly changing real estate values.



# BUSINESS DEVELOPMENT

*Attract new investment  
and development to Clark  
Street while valuing and  
preserving its ethnic and  
economic diversity.*

RPBA and much of the Rogers Park community seek an economic development strategy where Clark Street attracts new investment and development while valuing and preserving its ethnic and economic diversity. Based on interviews with a broad cross-section of Rogers Park residents, business owners, and developers, it was clear that gentrification is desired by some and feared by others. RPBA seeks to balance these competing agendas to create a prosperous but authentic business district and neighborhood, where local residents and local businesses benefit from new investment.

Tools for managing the pace of change can take the form of incentives and regulation. Some tools are easier to implement than others, and some may more easily achieve broad support. A presentation of some tools and concepts were presented at Community Open House #2 and elicited mixed feedback. But the community meeting was not a referendum, and tools should be applied by RPBA strategically, knowing that efforts seen as managing the pace of development will arouse a mix of public sentiment.

RPBA is already helping businesses access technical assistance, including business plan development through its Neighborhood Business Development Center and entrepreneurial training program “GROW.” Expanding and enhancing these efforts will help attract and retain businesses.

The business mix and consumer data support a strategy that builds on Clark Street’s assets and broadens the reach of its ethnic specialty businesses. The intention is to bring focus to economic development on Clark Street, but it does not in any way exclude the development of other neighborhood-serving businesses.

## existing conditions

The economic context for Rogers Park is framed by the neighborhood's demographic characteristics (presented in Section 1) and by its business characteristics. Together, these existing conditions highlight the assets, needs, competitive environment, and infill opportunities for the neighborhood. An effective economic development strategy is one that fits within that context and achieves broadly-supported outcomes.

### TAPESTRY SEGMENTATION

Tapestry is a proprietary consumer segmentation system marketed by ESRI Business Analyst services. The concept of consumer segmentation is based on the idea that household characteristics like age, income, background, and education affect consumer behaviors, but even people who share similar core characteristics (like age, income or race) often have different interests, values, and preferences. Tapestry is also tied to the idea that consumer types tend to cluster geographically. The 67 Tapestry segments cover the whole country and are not specific to a geography; each one is a profile that describes a consumer type that may live in pockets or clusters in different U.S. cities or neighborhoods.

In small geographies like a neighborhood, there are usually two or three dominant Tapestry segments. In Rogers Park, the two primary segments are “Trendsetters” and “International Marketplace”. Together, these account for 55% of Rogers Park households. The five top Tapestry segments in Rogers Park are outlined in Figure 22.

Tapestry segmentation is commonly used by national retailers and restaurants in their location scouting to identify potential sites that match their consumer profiles. In neighborhood-based development, Tapestry can be used to inform retail mix and housing development. In Rogers Park, the two largest Tapestry segments show distinct differences:

- » “Trendsetters” demand smaller housing units, while “International Marketplace” requires larger units for larger households.
- » Both segments are fashion-conscious, but Trendsetters are spenders, while International Marketplace are value-shoppers.
- » Trendsetters spend on entertainment, prepared food, and dining out, while International Marketplace have less disposable income for these purchases.

The contrasting Tapestry profiles of Trendsetters and International Marketplace suggest some impacts on business development and business mix. Though there is limited overlap in the segments' tastes and buying power, they both need access to convenience-type neighborhood retail and services and they are both inclined to patronize Clark Street's ethnic restaurants.

**FIGURE 22: TAPESTRY SEGMENTATION**

<i><b>Tapestry Segment</b></i>	<i><b>% of Rogers Park HHs</b></i>	<i><b>Key Characteristics &amp; Preferences</b></i>
Trendsetters	37%	<ul style="list-style-type: none"> <li>• Singles living alone or with roommates or partners</li> <li>• Half have bachelor's degree or higher</li> <li>• Spenders, not savers. Image is important; they spend on fashion and technology</li> <li>• Few financial responsibilities</li> <li>• They travel, explore arts and culture, and are environmentally conscious</li> <li>• Attentive to health and nutrition</li> <li>• Shop at Whole Foods and Trader Joe's, but often buy ready-to-heat meals</li> </ul>
International Marketplace	18%	<ul style="list-style-type: none"> <li>• 40% of population born abroad; 1 in 4 households do not speak English</li> <li>• Larger household size (3.04); often includes children and multiple generations</li> <li>• Only 29% have a high school diploma</li> <li>• High labor participation rate; striving to get ahead</li> <li>• No extra money to invest or save</li> <li>• Shop at warehouse/club stores and also at specialty (ethnic) markets</li> </ul>
Metro Renters	10%	<ul style="list-style-type: none"> <li>• Mostly singles; small household size of 1.66 persons</li> <li>• Mostly renters; get around by transit, taxis, bikes, and walking</li> <li>• Well-educated</li> <li>• Interested in the arts, education, and creativity</li> <li>• Spend money socializing, e.g., at bars and restaurants</li> <li>• Shop at Trader Joe's and Whole Foods; partial to organic foods</li> </ul>
College Towns	8%	<ul style="list-style-type: none"> <li>• Non-family households, living alone or with roommates</li> <li>• Includes students living in dorms and off-campus, low-rent apartments</li> <li>• Limited incomes result in thrifty purchases</li> <li>• Not the healthiest eaters</li> <li>• Interested in fashion and trends, and also in environmentally-friendly products</li> </ul>
Metro Fusion	5%	<ul style="list-style-type: none"> <li>• Diverse, non-White, Hispanic, and foreign-born</li> <li>• Renters; many have young children; a quarter are single-parent households</li> <li>• Working to advance in their professions</li> <li>• Interested in fashion ("dress to impress") and electronics</li> <li>• Shop at discount grocery stores, Kmart, and Walmart</li> <li>• Often eat frozen dinners and prefer fast-food when dining out</li> </ul>

## ***HOUSEHOLD METRICS***

### ***Trendsetters***

Average Household Size: **2.10**

Median Age: **35.5**

Median Household Income: **\$51,000**

### ***International Marketplace***

Average Household Size: **3.04**

Median Age: **32.3**

Median Household Income: **\$41,000**



## SALES VOID & BUSINESS MIX<sup>1</sup>

Sales void (also called “sales leakage” and “sales gap”) measures the difference between what households spend and how much businesses capture, in a given trade area.

The business mix on Clark Street fulfills a small portion of the retail and retail-services needs of the neighborhood, with additional day-to-day needs (like full-line groceries) available at Gateway Centre Plaza. Even with Gateway, however, the neighborhood leaks the equivalent of 70% of available spending. That is, businesses in the neighborhood capture an estimated \$245 million in total sales, while household demand is \$826 million. Total sales includes purchases made by people who come to Rogers Park (or Gateway Centre) to shop, though the proportion of “imported sales” is not known. It is clear that a large portion of Rogers Park expenditures are being made outside the neighborhood.<sup>2</sup>

All major retail and retail-services categories show sales leakage outside Rogers Park. The Food & Beverage category shows leakage of 32%, despite the presence of Jewel-Osco. The subcategories of Specialty Food and Beer/Wine/Liquor perform better, with about 18% leakage each. The restaurant category is performing poorly, despite the large number of restaurants on Clark Street, with sales at 42% of available household spending. Drinking places show a sales surplus of 56%.

**FIGURE 25:** RETAIL DEMAND, RETAIL SALES, AND SALES (GAP) OR SURPLUS FOR ROGERS PARK

<i>Industry Group</i>	<i>Total HH Demand</i>	<i>Sales</i>	<i>Sales Void</i>
Total Retail Trade and Food & Drink	\$826,042,000	\$245,121,000	\$(580,921,000)
Total Retail Trade	741,437,000	198,527,000	(542,909,000)
Total Food & Drink	84,604,000	46,593,000	(38,011,000)

<i>Industry Group</i>	<i>NAICS</i>	<i>Total HH demand</i>	<i>Sales</i>	<i>Sales void</i>
Motor Vehicle & Parts Dealers	441	\$160,668,000	8,996,000	\$ (151,671,000)
General Merchandise Stores <sup>3</sup>	452	143,350,000	16,667,000	(126,682,000)
Food & Beverage Stores	445	133,647,000	91,481,000	(42,166,000)
<i>Grocery Stores</i>	4451	116,185,000	76,601,000	(39,584,000)
<i>Specialty Food Stores</i>	4452	9,342,000	7,651,000	(1,691,000)
<i>Beer, Wine, &amp; Liquor Stores</i>	4453	8,119,000	7,227,000	(891,000)
Food Services & Drinking Places	722	84,604,000	46,593,000	(38,011,000)
<i>Drinking Places</i>	7224	2,794,000	4,359,000	1,564,000
<i>Restaurants</i>	7225	79,847,000	41,849,000	(37,997,000)
Electronics & Appliances	443	43,744,000	8,301,000	(35,443,000)
Clothing & Clothing Accessories	448	38,643,000	9,401,000	(29,242,000)
Bldg Materials, Garden Equip. & Supplies	444	36,821,000	8,588,000	(28,233,000)
Gasoline Stations	447	47,614,000	20,612,000	(27,002,000)
Health & Personal Care	446	42,962,000	16,801,000	(26,160,000)
Miscellaneous Store Retailers	453	30,405,000	5,650,000	(24,755,000)
Nonstore Retailers <sup>4</sup>	454	23,150,000	815,000	(22,334,000)
Furniture & Home Furnishings	442	21,552,000	5,552,000	(16,000,000)
Sporting Goods, Hobbies, Books, Music	451	18,874,000	5,658,000	(13,216,000)

1. A negative number represents sales leakage (e.g., money leaving Rogers Park); a positive number represents a sales surplus.

2. For small, mom-and-pop businesses, sales reported in sales void reports are based on estimates. An additional factor not reflected in these reports is the informal economy, which can be significant in urban (and especially immigrant) neighborhoods. The unreported cash economy at the neighborhood level has been studied in a few locations through surveys, interviews, and publicly available data, but these studies have failed to come up with a reliable tool for generalizing the estimated impact.

3. Department stores, such as Walmart and Target.

4. Includes online sales, direct sales (such as home heating fuel), vending machines, and similar sales.

Improving the business mix, marketing, and merchandising can help to recapture a portion of sales in some categories, particularly in areas where Clark Street already has a foothold, like restaurant dining. The largest leakage category, General Merchandise Stores, will likely change significantly when the planned Mini-Target store is built at Devon and Sheridan. (General Merchandise sales are difficult to recapture in traditional-format small businesses, like many of the businesses on Clark Street.)

## BUSINESS MIX

The Clark Street corridor from Howard to Devon (including Gateway Centre) hosts 296 business entities, based on data collected by SalesGenie, a compiler of business marketing data. The three largest categories of businesses are Retail Trade, Other Services, and Food Services (see footnotes). The inventory reflects the number of business entities (which does not necessarily correlate to square feet by industry), but it provides insight into the relative mix of broad business types. Traditional (especially chain) retailers are located primarily at the Gateway Centre, but the corridor is interspersed with apparel and accessories, general merchandise, cosmetics and pharmacy stores. Food Services shows a total of 45 restaurants and bars.

**FIGURE 26: ROGERS PARK BUSINESS MIX**

NAICS Code	Description	% of Clark St. businesses
44-45	Retail Trade <sup>5</sup>	23%
81	Other Services (Except Public Administration) <sup>6</sup>	17%
72	Accommodation & Food Services <sup>7</sup>	15%
62	Health Care & Social Assistance	11%
52	Finance & Insurance	7%
53	Real Estate, Rental & Leasing	7%
54	Professional, Scientific & Technical Services	4%
31-33	Manufacturing	3%
99	Unclassified	3%
48-49	Transportation & Warehousing	2%
61	Educational Services	2%
23	Construction	1%
42	Wholesale Trade	1%
92	Public Administration	1%
71	Arts, Entertainment & Recreation	1%
51	Information	1%
		<b>100%</b>

5. In addition to typical retail items, this category includes auto sales and parts, and gasoline stations.

6. Includes auto repair, hair salons, tattoo shops, and other retail-like and personal-care services.

7. There are no "accommodations" on Clark Street; businesses in this category include full and limited-service restaurants, and bars.

8. Source: International Council of Shopping Centers/Directory of Major Malls

## OTHER COMMERCIAL CENTERS

Competing commercial corridors near Clark Street include Sheridan Road south of Loyola, Devon Avenue near Western, and Western Avenue at Howard. Andersonville to the south, and downtown Evanston to the north, while nearby, cater to different customer bases.

In the shopping center sector, Gateway Centre contains 186,000 square feet. Other strip centers or malls within 2.5 miles add 1.5 million square feet to the retail space inventory. With the exception of Lincolnwood Town Center, most are smaller than Gateway, falling in the range of 40,000 to 100,000 square feet.<sup>8</sup> The three largest are listed in Figure 27 below.

**FIGURE 27: STRIP CENTERS/MALLS WITHIN 2.5 MILES**

Shopping center	Size (SF)
Lincolnwood Town Center	422,000
Lincoln Village	164,000
Main Street Commons (Evanston)	137,000

## what we heard

*Anything that encourages small businesses and entrepreneurs over chains and random development is good with me!*

”

*Involvement is the best concept. We need more entrepreneurs.*

”



“

*Growth in stores and restaurants, in turn, provides jobs for local residents.*

“

*I like the focus on helping small businesses thrive and holding to the cultural identity of Clark St.*

“

*Small business growth is picking up significantly and there is still need for local retailers, restaurants, bars, theaters, and entertainment venues that are well-conceived and well-operated.*



# concepts

At Community Open House #2 and on the second online survey, a series of boards presented various economic development tools that could be used to support businesses and manage displacement on Clark Street. Case studies of cities that employed such tools were also presented—two of the most popular case studies are included to the right. These concepts helped to inform the final business development recommendations, outlined on the following pages.



## CREATE STOREFRONTS

Hatch

CASE STUDY: DETROIT

Hatch Detroit aims to turn business ideas into brick-and-mortar storefronts in the city. To do this, Hatch Detroit runs a contest where entrepreneurs can win a \$50,000 grant toward funding the start-up costs of new retail businesses. The program is based on “crowd entrepreneurship”, where community development corporations are involved in funding the initiatives and community members get to vote on the best business concepts.

*“Really like Hatch Detroit idea! Coming here from Detroit, I have seen how this program contributes new and exciting stores to downtown Detroit!”*

MOST LIKED CONCEPT  
89%  
Like This  
Concept



## CULTIVATE LOCAL ENTREPRENEURSHIP

Boyle Heights

CASE STUDY: LOS ANGELES

Boyle Heights, a Mexican American neighborhood in Los Angeles currently undergoing rapid transformation, is trying a new approach to managing change. Community leaders have promoted a strategy to preserve neighborhood identity by attracting young (typically second-generation), upwardly-mobile Mexican American residents. The goal is to cultivate local entrepreneurship, avoid chain development, and retain cultural identity. For example, Primera Taza, a café opened by a local entrepreneur, serves “Café Chicano” instead of an “Americano”. The culture attracted to this approach is sometimes called “Chipsters”—or, Chicano Hipsters—as Boyle Heights aims to create an authentic cultural place that attracts investment on its own terms.

### BALANCED ECONOMIC DEVELOPMENT STRATEGIES

**ENSURE AFFORDABLE HOUSING**  
*Inclusionary Zoning*

Inclusionary zoning programs require developers of new housing to set aside a certain percentage of units at affordable prices. Inclusionary zoning can be used in a variety of ways, such as increased height of affordable units, inclusion of affordable units, inclusion of affordable units, or inclusion of affordable units. Inclusionary zoning can be used in a variety of ways, such as increased height of affordable units, inclusion of affordable units, inclusion of affordable units, or inclusion of affordable units.

**CREATE STOREFRONTS**  
*Hatch*

Hatch Detroit aims to turn business ideas into brick-and-mortar storefronts in the city. To do this, Hatch Detroit runs a contest where entrepreneurs can win a \$50,000 grant toward funding the start-up costs of new retail businesses. The program is based on “crowd entrepreneurship”, where community development corporations are involved in funding the initiatives and community members get to vote on the best business concepts.

**CITYWIDE MARKETING**  
*Expand Rogers Park's Trade Area*

Clark Street has the potential to be a cultural-business destination within the city, attracting foot traffic and other shoppers who seek out authentic experiences. Expanding the reach and brand of Clark Street in Rogers Park through marketing or promotional efforts would help strengthen businesses by reaching new customers—and it would change the image of the commercial corridor citywide. Conversely, local businesses can increase sales outside of the corridor through relationships with restaurants and retailers in other parts of the city. This includes the establishment of new distribution networks, allowing goods and services created in Rogers Park businesses to be made available outside the trade area.

**ENCOURAGE LOCAL BUSINESS**  
*Lease Guarantees*

Encourage developers to lease new commercial space to local businesses (rather than more easily financed national chains) by establishing a guarantee program to cover a portion of the value of the leases, should a small business default or close.

**CULTIVATE LOCAL ENTREPRENEURSHIP**  
*Boyle Heights*

Boyle Heights, a Mexican American neighborhood in Los Angeles currently undergoing rapid transformation, is trying a new approach to managing change. Community leaders have promoted a strategy to preserve neighborhood identity by attracting young (typically second-generation), upwardly-mobile Mexican American residents. The goal is to cultivate local entrepreneurship, avoid chain development, and retain cultural identity. For example, Primera Taza, a café opened by a local entrepreneur, serves “Café Chicano” instead of an “Americano”. The culture attracted to this approach is sometimes called “Chipsters”—or, Chicano Hipsters—as Boyle Heights aims to create an authentic cultural place that attracts investment on its own terms.

**LEVERAGE NEW TAX INCENTIVES**  
*Tax Increment Financing*

A TIF district can be used in a variety of ways, such as increased height of affordable units, inclusion of affordable units, inclusion of affordable units, or inclusion of affordable units. Inclusionary zoning can be used in a variety of ways, such as increased height of affordable units, inclusion of affordable units, inclusion of affordable units, or inclusion of affordable units.

**TRAIN SMALL BUSINESSES**  
*Business Assistance Teams*

Intensive training could be provided to marginal and small businesses to help them with marketing, merchandising, accounting, payment and POS systems, and partnering with delivery services like GrubHub and Uber Eats. Improving these skills helps to reduce overhead costs and make businesses more competitive. Other forms of assistance, such as helping businesses to develop and cultivate online sales platforms can provide increased stability.

# 00 recommendations

## SHORT-TERM

### 4.13 INCREASE SALES AND DISTRIBUTION CHANNELS

One of the most effective ways to strengthen independent businesses is to help them increase their gross sales by diversifying the ways that they sell their products. Not every sale should depend on a person walking through the front door. RPBA can help Clark Street businesses increase their selling channels and expand their trade area. Tactics could include:

- » **Restaurant home delivery.** Assist businesses in providing home delivery service by helping them connect to UBER Eats, GrubHub, and similar services.
- » **Home delivery of prepared ethnic foods to homebound seniors.** Work with social-service providers (such as Meals on Wheels) to provide access to ethnic foods to homebound seniors.
- » **Wholesale distribution.** Assist Clark Street restaurants and bakeries in opening up new sales channels to restaurants and markets elsewhere in the city.

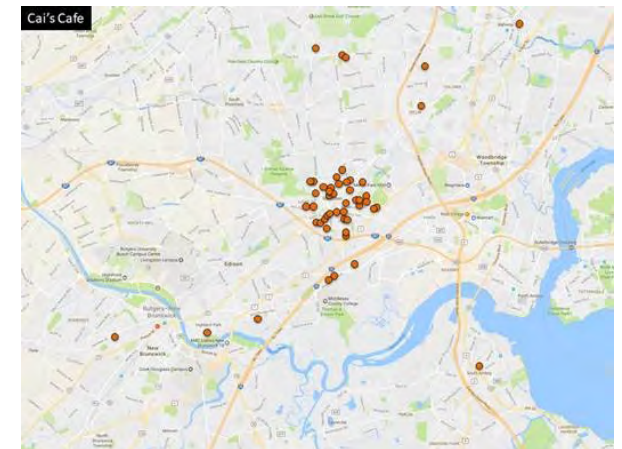
### 4.14 ESTABLISH BENCHMARKS TO MEASURE PROGRESS

Now is the time to set up systems to measure progress in executing the adopted Strategy. There are internal (to RPBA) and external (to the City, funders, and other supporters) benefits to benchmarking progress toward an articulated goal. Suggested measurements:

- » **Conduct annual, on-street surveys** that include a few core questions that are asked every year: Are more people patronizing the district for its ethnic specialty businesses? Are their impressions and perceptions of the district improving? Where do people live (to track if the trade area is growing)?
- » **Survey businesses every year.** Have they added new product lines or services? Has the total number of square feet (in the district) devoted to ethnic businesses changed?
- » **Ask the owners or managers of a representative sample of businesses** to keep an informal tally of foot traffic, average transaction amount, and gross sales. Interview the owners and managers at regular intervals and hold an annual focus group with them. Are the numbers increasing?

### 4.15 DEFINE CLARK STREET'S TRADE AREA

Place mounted paper maps in a representative sample of businesses and have customers place a dot on the map indicating where they live. Leaving the maps in place for a week or two will generate enough dots to visualize the trade area for the corridor—and will also illustrate differences in trade areas among different types of businesses.



Sample in-store map from Metuchen, NJ.  
Credit: CLUE Group

#### LONG-TERM

### **4.16 PROVIDE ONE-ON-ONE TECHNICAL ASSISTANCE TO BUSINESSES**

Many small-business resources are already available through RPBA's Help Desk, including individualized assistance. But small businesses tend not to recognize their own needs or take advantage of these programs, especially if they have to take the initiative to seek out assistance. Instead, bring professional assistance directly to the businesses by connecting them with specialized consultants.

There is particular need for assistance in visual merchandising on Clark Street. Window displays, store displays, and general interior design play an important role in business performance because they influence shopping and buying decisions. Many businesses on Clark Street—both retailers and restaurants—could benefit from improved visual merchandising, interior design, and window displays.

### **4.17 CREATE A FOOD BUSINESS INCUBATOR**

Specialty foods are among the most promising business development opportunities for many ethnic and immigrant communities, but the costs of starting a food business (capital, rent) are often insurmountable. A shared commercial kitchen space can provide a springboard for home-based entrepreneurs to bring their products to market.

### **4.18 OFFER PERCENTAGE LEASES**

A percentage lease allows the business and the landlord to share in the potential upside of a new business by charging a lower base rent plus a percentage of gross sales. It encourages small business growth while mitigating some of the risks to start-up entrepreneurs. Percentage-based leases can also be used as a tool for managing business displacement: As the neighborhood develops, business sales increase and the effective rent paid also increases—but it increases in step with economic growth.

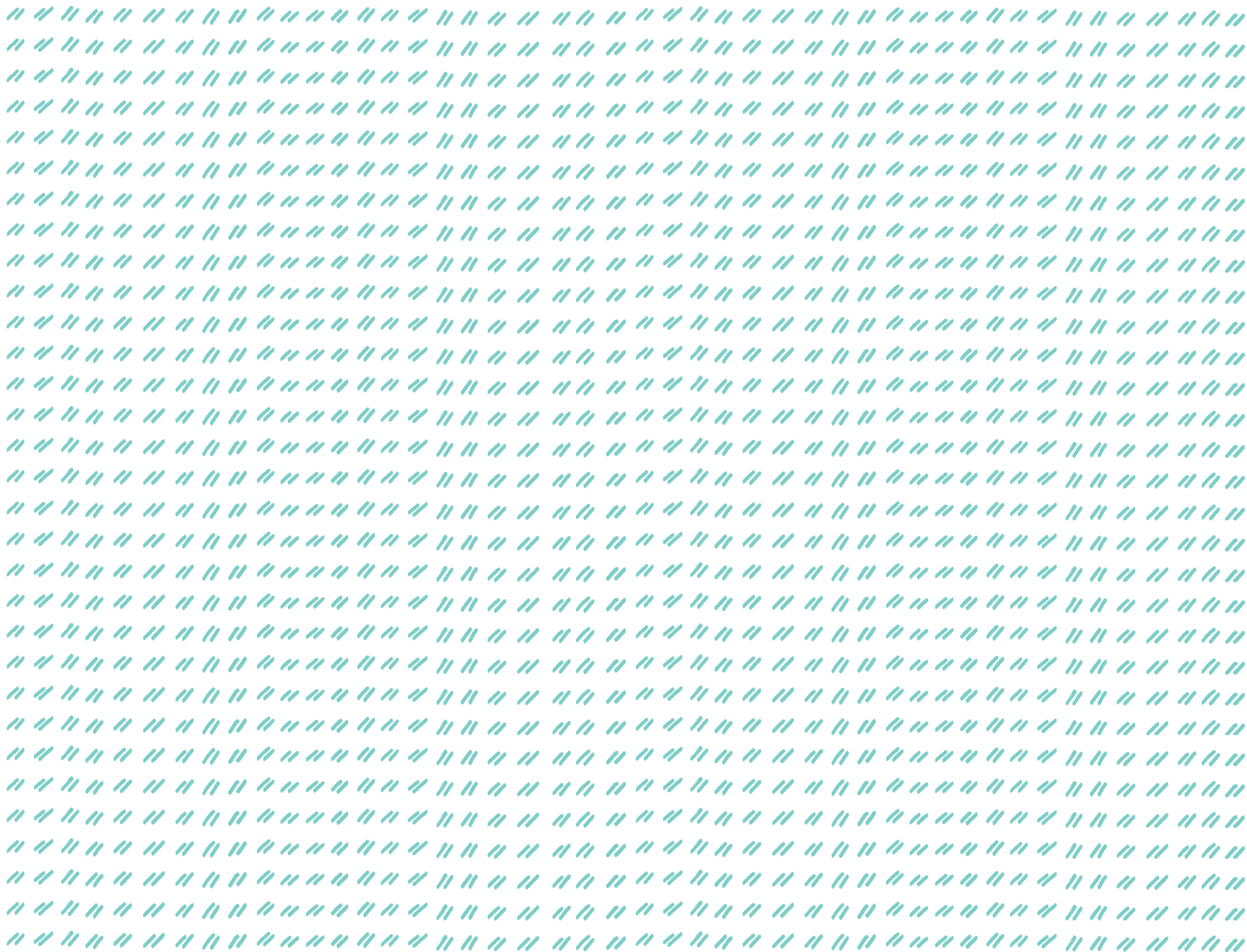
### **4.19 LAUNCH A BUSINESS PLAN COMPETITION**

To encourage development of local businesses, create a business plan competition for Rogers Park entrepreneurs. The parameters of the competition can even be targeted to high-priority business needs. For the competition to be successful, it needs to offer a significant cash prize. A Chicago-based foundation or corporation might be interested in seeding such small-business development for the innovation and visibility it would produce.

### **4.20 HELP BUSINESSES BUY THEIR BUILDINGS—OR STOREFRONTS**

Several cities are exploring or experimenting with incentive and subsidy programs to help businesses purchase their buildings or their storefront spaces as retail condos. Real estate ownership helps mitigate displacement that may be caused by rising rents in the future. Salt Lake City is working with a regional bank to establish a “Buy Your Building” loan fund specifically for this purpose, though it has not yet been implemented.







# ***IMPLEMENTATION***

*A comprehensive guide to  
executing plan recommendations.*

# ORGANIZATION ACTION ITEMS

## main street model & multicultural corridor strategy

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>1.1 REORGANIZE AROUND THE MAIN STREET MODEL</b> <i>pg. 31</i>	<ul style="list-style-type: none"> <li>Read The Main Street Approach: A Comprehensive Guide to Community Transformation (NMSC).</li> <li>Establish a “Clark Street Steering Committee”.</li> <li>Ensure future planning and implementation efforts continue to organize around this model.</li> </ul>	RPBA	 SSA Funds	High	—
<b>1.2 EMBRACE A MULTICULTURAL CORRIDOR STRATEGY</b> <i>pg. 31</i>	<ul style="list-style-type: none"> <li>Develop RPBA-internal language about Clark Street as an Multicultural Corridor to further define the characteristics of the corridor.</li> <li>Incorporate the Strategy into marketing, branding, and promotions.</li> <li>Inform and educate business owners on how they can connect to the Strategy through bilingual signs, branding, and design.</li> </ul>	RPBA	 SSA Funds	High	Promotion

# PROMOTION ACTION ITEMS

## brand & identity

### SHORT-TERM

<b>2.1 CREATE A BRAND GUIDE</b> <i>pg. 41</i>	<ul style="list-style-type: none"> <li>Use Brand Option A as a starting point.</li> <li>Hire design firm to create brand guide.</li> <li>Be consistent in use of branding moving forward.</li> </ul>	<b>RPBA</b> Design Consultant	\$ SSA Funds	High	Promotion
<b>2.2 EMPLOY SHORT-TERM PLACEMAKING STRATEGIES</b> <i>pg. 41</i>	<ul style="list-style-type: none"> <li>Distribute Clark Street branded materials, such as stickers and totes, to businesses and residents.</li> <li>Work with design community to create short-term installations and activities.</li> <li>Evaluate installations to determine lessons and successful levels and apply to additional efforts or longer-term implementation.</li> </ul>	<b>RPBA</b> Local Arts Groups Design Consultant Loyola Students Local Elementary and High Schools Chicago Public Arts Group	\$ LISC Chicago Grants ArtPlace America SSA Funds Business Sponsors	High	Promotion Design II

### LEGEND

\$	\$0 - \$20,000
\$\$	\$20,000 - \$100,000
\$\$\$	\$100,000 - \$250,000
\$\$\$\$	> \$250,000



Initiatives that may have no to very little costs but will require significant RPBA time



RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>2.3 CREATE AND MAINTAIN A VISION CLARK IMPLEMENTATION WEBSITE</b> <i>pg. 41</i>	<ul style="list-style-type: none"> <li>Create and maintain a Vision Clark Implementation Website that builds on the momentum from the project, tracks progress of recommendations, and lists ways for people to get involved.</li> </ul>	<b>RPBA</b>	\$ SSA Funds Business Sponsors	High	Promotion
<b>2.4 CELEBRATE ROGERS PARK'S/CLARK STREET'S HISTORY</b> <i>pg. 42</i>	<ul style="list-style-type: none"> <li>Re-establish Clark Street Walking Tours.</li> <li>Create a second interactive map/online gallery.</li> <li>Work with Historical Society to activate vacant frontages.</li> </ul>	<b>Rogers Park/West Ridge Historical Society</b> <b>RPBA</b>	\$ SSA Funds Business Sponsors National Endowment for the Arts Grants America's Historic Places Grants	Med	Promotion
<b>2.5 ENSURE THAT ROGERS PARK/CLARK STREET IS REGARDED AS A SAFE PLACE TO LIVE AND SHOP</b> <i>pg. 42</i>	<ul style="list-style-type: none"> <li>Work with CPD, as a community partner, to utilize the Police Department plaza as a community hub featuring local art and events.</li> <li>Use social media as a method to communicate issues and address them efficiently.</li> <li>Focus investment in high-crime areas to get more activity and eyes on the street.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> <b>CPD</b> <b>Community</b>	\$-\$-\$ Aldermanic Menu Funds	High	Promotion Design II Economic Vitality II
<b>LONG-TERM</b>					
<b>2.6 DESIGN AND IMPLEMENT A WAYFINDING AND SIGNAGE PLAN</b> <i>pg. 43</i>	<ul style="list-style-type: none"> <li>Develop formal design package for signs, kiosks, and wayfinding elements.</li> <li>Identify preferred locations for elements.</li> <li>Issue specifications and seek bids from fabricators.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> Design Consultant	\$\$ Aldermanic Menu Funds City Funds SSA Funds	Med	Promotion Design II
<b>2.7 IMPLEMENT HISTORICAL SIGNAGE</b> <i>pg. 43</i>	<ul style="list-style-type: none"> <li>Work with Historical Society to create a series of vignettes/biographies for historic places.</li> <li>Bid/contract fabricators to develop.</li> <li>Install and promote as part of larger marketing effort, incorporating into map/online gallery.</li> </ul>	<b>RPBA</b> <b>Rogers Park/West Ridge Historical Society</b> Design Consultant	\$ City Funds National Endowment for the Arts Grants America's Historic Places Grants	Low/Med	Promotion Design I
<b>2.8 EXTEND THE BRAND INTO THE PUBLIC REALM</b> <i>pg. 44</i>	<ul style="list-style-type: none"> <li>Work with designers to create permanent public features, such as tree grates, trash cans, and planters inspired by the brand.</li> <li>This effort could be included as part of a formal streetscape plan.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> Design Consultant Local Arts Groups	\$ SSA Funds Aldermanic Menu Funds TIF Funds	Med	Promotion Design II

# public art, programming & events

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>					
<b>2.9 BUILD IN INTERACTIVITY TO CREATE REASONS FOR PEOPLE TO VISIT</b> <i>pg. 50</i>	<ul style="list-style-type: none"> <li>Engage artists to create temporary interactive art installations.</li> <li>Work with community organizations to program interactive games.</li> </ul>	<b>RPBA</b> Local Arts Groups Local Community Groups Chicago Public Arts Group	\$ SSA Funds Business Sponsors LISC Chicago Grants ArtPlace America Grants	Med	Promotion
<b>2.10 MARKET CLARK STREET TO THE CITY</b> <i>pg. 51</i>	<ul style="list-style-type: none"> <li>Streamline social media processes so all platforms receive consistent information at one time.</li> <li>Assist businesses in growing their social media presence.</li> <li>Facilitate content promotion for local events/businesses.</li> <li>Develop online presence/marketing for storefront art program.</li> </ul>	<b>RPBA</b> Design Consultant	\$ SSA Funds	Med	Promotion
<b>2.11 MAINTAIN REGULARLY-SCHEDULED EVENTS &amp; ACTIVITIES</b> <i>pg. 51</i>	<ul style="list-style-type: none"> <li>Review existing calendar events (both annual, monthly/weekly) and identify gaps in programming.</li> <li>Given where those gaps occur, work with local businesses and organizations to program seasonally-appropriate events and activities that align with Multicultural Corridor Strategy.</li> </ul>	<b>RPBA</b> Local Businesses	\$ SSA Funds Business Sponsors LISC Chicago Grants	High	Promotion
<b>2.12 INCORPORATE CLARK STREET RESTAURANTS INTO THE GLENWOOD SUNDAY MARKET</b> <i>pg. 51</i>	<ul style="list-style-type: none"> <li>Work with Clark Street restaurants to become prepared-food vendors at Glenwood Market.</li> <li>Work with restaurants to sell “semi-prepared” foods at Glenwood Market (e.g., tortillas, salsas, etc.).</li> </ul>	<b>RPBA</b> Local Businesses	Ⓕ	Med	Promotion
<b>2.13 EVALUATE CURRENT PROGRAMS AND OPPORTUNITIES FOR ALIGNMENT</b> <i>pg. 51</i>	<ul style="list-style-type: none"> <li>Review existing events in context of Multicultural Corridor Transformation Strategy. Do they support the Strategy? Do they need to be reconceived?</li> <li>Move Rogers Park events to Clark Street, where feasible.</li> </ul>	<b>RPBA</b>	Ⓕ	High	Promotion
<b>2.14 ESTABLISH QUANTITATIVE AND QUALITATIVE GOALS FOR ALL EVENTS</b> <i>pg. 52</i>	<ul style="list-style-type: none"> <li>Create metrics to measure goals for each event. Establish procedures to gather and evaluate results.</li> </ul>	<b>RPBA</b>	Ⓕ	High	Promotion Economic Vitality II

# DESIGN ACTION ITEMS

## storefronts & facades

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>					
<b>3.1 STAY IN TOUCH WITH PROPERTY OWNERS (IN PROGRESS)</b> pg. 64	<ul style="list-style-type: none"> <li>• Maintain an updated property owner contact list.</li> <li>• Ensure regular communications.</li> </ul>	<b>RPBA</b>	\$ SSA Funds	High	Design I
<b>3.2 PROMOTE SSA #24'S PROGRAMS</b> pg. 64	<ul style="list-style-type: none"> <li>• Actively market this program and design workshops to walk current property owners and tenants through the process.</li> <li>• Consider offering a rebate program for lighting and cameras installed around storefronts and alleys within the study area to improve safety.</li> <li>• Target key business/property owners with facade incentive program pertaining to signs.</li> </ul>	<b>RPBA</b> Design Consultant	\$ SSA Funds Business Sponsors	High	Design I Promotion
<b>3.3 PROVIDE EDUCATIONAL OPPORTUNITIES</b> pg. 65	<ul style="list-style-type: none"> <li>• Create informational guides that contain such resources as data on why these improvements would be helpful for their business in the long-run, funding opportunities, typical timelines, useful codes and ordinances, and key contact people.</li> <li>• Create education programs and workshops that could include such topics as: Improve your Storefront Displays; Enhancing Signage and Improving your Brand; and Outdoor Seating and How to Make it Work.</li> <li>• Coordinate with design experts to help provide technical assistance and form resource teams to aid small businesses.</li> <li>• Coordinate between business owners and local sign fabricators.</li> </ul>	<b>RPBA</b> Alderman's Office Design Consultant(s) Sign Fabricators	\$ SSA Funds Business Sponsors Aldermanic Menu Funds	High	Design I Economic Vitality II
<b>3.4 CREATE STOREFRONT IMPROVEMENT AWARDS</b> pg. 65	<ul style="list-style-type: none"> <li>• Add an additional award category/categories for best facade improvement, storefront display, sign, logo design, and/or "Most Improved."</li> </ul>	<b>RPBA</b>	\$ SSA Funds Business Sponsors	Med	Design I



RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>3.5 IMPROVE VACANT STOREFRONTS</b>  <i>pg. 66</i>	<ul style="list-style-type: none"> <li>• Maintain relationships and engage with target property owners.</li> <li>• Ensure windows of vacant buildings are clean and For Rent or For Sale signs visible and modern-looking.</li> <li>• Develop and maintain a list of vacant storefronts to target for art installations.</li> <li>• Partner with local artists (consider Loyola art programs) and coordinate with property owners/leasing agents to install art.</li> <li>• Seek out sponsors for funding the initiative.</li> </ul>	<b>RPBA</b> Local Arts Groups Local Community Groups Local Artists Alderman's Office Local Schools Chicago Public Arts Group Loyola Art Programs	\$ SSA Funds Business Sponsors LISC Chicago Grants ArtPlace America Grants	High	Design I
<b>LONG-TERM</b>  <b>3.6 WRITE STOREFRONT DESIGN GUIDELINES</b>  <i>pg. 66</i>	<ul style="list-style-type: none"> <li>• Review zoning parameters related to signage.</li> <li>• Create design guidelines manual for business signage to establish for cohesive aesthetic.</li> </ul>	<b>RPBA</b> Design Consultant Alderman's Office	\$ SSA Funds Aldermanic Menu Funds Business Owners	Med	Design I

# streetscapes

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>					
<b>3.7 INTRODUCE PEOPLE SPOTS</b> <i>pg. 76</i>	<ul style="list-style-type: none"> <li>Identify and formalize locations.</li> <li>Identify sponsors or associated businesses.</li> <li>Provide design assistance and formalize plans.</li> <li>Provide permitting assistance.</li> </ul>	<b>RBPA</b> <b>Alderman's Office</b> CDOT Sponsor Businesses Design Consultant	<b>\$-\$\$</b> SSA Funds Business Sponsors Aldermanic Menu Funds	High	Design I
<b>3.8 INSTALL TEMPORARY BUMP-OUTS</b> <i>pg. 76</i>	<ul style="list-style-type: none"> <li>Identify locations for potential corner bump-outs, consider bus stop and parking/loading lane impacts.</li> <li>Install temporary bump-outs with paint/impermanent materials as trial/demonstration projects.</li> </ul>	<b>RBPA</b> <b>Alderman's Office</b> CDOT Sponsor Businesses Design/Engineering Consultant	<b>\$</b> SSA Funds City Funds TIF Funding Aldermanic Menu Funds	Med	Promotion Design II
<b>3.9 STRING BANNERS AND LIGHTING AT GREENLEAF AND CLARK</b> <i>pg. 76</i>	<ul style="list-style-type: none"> <li>Design banners to align with corridor branding.</li> <li>Solicit and secure bids for lighting design and installation.</li> <li>Establish program for ongoing maintenance and seasonal variety.</li> </ul>	<b>RPBA</b> CDOT Alderman's Office Businesses	<b>\$</b> SSA Funds City Funds TIF Funding	Med	Promotion Design I Design II
<b>3.10 DESIGN TEMPORARY CROSSWALKS</b> <i>pg. 76</i>	<ul style="list-style-type: none"> <li>Work with artists to design high-visibility branded crosswalks.</li> <li>Reorient crosswalks to allow for shorter crossing distances.</li> <li>Work with community groups to help paint the decorative crosswalks</li> </ul>	<b>RBPA</b> <b>Alderman's Office</b> CDOT Design Consultant Local Artists Chicago Public Arts Group	<b>\$</b> SSA Funds City Funds Aldermanic Menu Funds LISC Chicago Grants ArtPlace America	High	Design II
<b>3.11 IMPROVE CROSSINGS NEAR CHICAGO MATH AND SCIENCE ACADEMY</b> <i>pg. 76</i>	<ul style="list-style-type: none"> <li>Explore options for improving street crossings across Clark at Chase Street.</li> <li>Engage CDOT to discuss potential solutions.</li> <li>Develop a plan for physical safety improvements.</li> <li>Implement short-term pilot project.</li> <li>If pilot is effective, implement permanent infrastructure.</li> </ul>	<b>RBPA</b> <b>Alderman's Office</b> <b>CDOT</b> CMSA Design/Engineering Consultant	<b>\$\$-\$\$\$</b> RPBA City Funds TIF Funding Aldermanic Menu Funds	High	Design II

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>3.12 INTRODUCE COMMUNITY KIOSKS</b> <i>pg. 77</i>	<ul style="list-style-type: none"> <li>Identity key locations (ideally at corners and mid-block curb extensions).</li> <li>Various iterations from temporary corkboard to more permanent, elaborate kiosks can be implemented over time.</li> </ul>	<b>RBPA</b> Alderman's Office Local Community Groups	<b>\$-\$\$</b> SSA Funds City Funds Aldermanic Menu Funds Local Sponsors	Med	Promotion Design II
<b>3.13 INSTALL TRASH AND RECYCLING COMPACTORS</b> <i>pg. 77</i>	<ul style="list-style-type: none"> <li>Oversee purchasing and installation of receptacles.</li> <li>Establish maintenance plan.</li> </ul>	<b>RBPA</b> <b>Alderman's Office</b>	<b>\$-\$\$</b> SSA Funds City Funds Businesses	Med	Design I Design II
<b>3.14 REPLACE DEAD/ DYING TREES</b> <i>pg. 77</i>	<ul style="list-style-type: none"> <li>Hire a landscape architect/arborist to identify trees that need to be replaced as well as the cause of poor tree health (to remedy in the future).</li> <li>If possible, use a retrofit tree grate to ensure the long-term health of the trees.</li> </ul>	<b>Alderman's Office</b> <b>RPBA</b> Landscape Architect	<b>\$-\$\$</b> SSA Funds City Funds	High	Design II
<b>3.15 IMPROVE STRIP MALLS AND AUTO-ORIENTED USES</b> <i>pg. 77</i>	<ul style="list-style-type: none"> <li>Work with property owners of strip malls and auto-oriented businesses and discuss improvements.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> ZALUAC SBIF Funds	⌚ SSA Funds SBIF Funds	High	Economic Vitality I
<b>3.16 ENGAGE METRA</b> <i>pg. 77</i>	<ul style="list-style-type: none"> <li>Engage Metra in conversations regarding station improvements, wayfinding, railway right-of-way improvements, and bike parking.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> Metra CDOT	<b>\$</b> Metra City Funds	High	Design II
<b>3.17 COORDINATE WITH PUBLIC AGENCIES</b> <i>pg. 77</i>	<ul style="list-style-type: none"> <li>Engage and coordinate with public agencies that own frontages along Clark Street—the Chicago Police Department, CDOT, CTA, and the Chicago Park District—to assess feasibility of improvements to plazas, parks, and rights-of-way.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> Metra CDOT CTA Park District Police Department	⌚	High	Design II



RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>LONG-TERM</b>  <b>3.18 IMPLEMENT PERMANENT STREETSCAPING</b>  <i>pg. 78</i>	<ul style="list-style-type: none"> <li>Engage consultant team and perform detailed survey of physical conditions.</li> <li>Create formal Design Development (DD) level plans and develop Construction Documents (CD) and detailed Engineering Schematics.</li> <li>Install temporary furnishings or pilot improvements in select locations.</li> <li>Issue RFP for select projects and recruit construction teams.</li> <li>Carry out marketing, promotion, and communication efforts to community.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CDOT Sponsor Businesses Engineering/Design Consultant	<b>\$\$\$\$</b> SSA Funds City Funds TIF Funds Aldermanic Menu Funds Partners for Places Grants	High	Design II Promotion
<b>3.19 FORMALIZE GATEWAY SIGNAGE</b>  <i>pg. 78</i>	<ul style="list-style-type: none"> <li>Develop formal design package for individual gateways.</li> <li>Issue specifications and seek bids from fabricators.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CDOT Design Consultant	<b>\$-\$\$\$</b> SSA Funds City Funds Aldermanic Menu Funds TIF Funds	Med	Design II Promotion
<b>3.20 INVEST IN STREET TREES AND LANDSCAPING</b>  <i>pg. 78</i>	<ul style="list-style-type: none"> <li>Work with business owners to identify locations for decorative planters.</li> <li>Purchase planters and contract planter design/maintenance consultant to ensure consistency and upkeep.</li> <li>Provide point of contact for City on replacing or adding street trees where appropriate.</li> <li>Ensure coordination with business owners to mitigate impacts to visibility.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> Landscape Architect CDOT	<b>\$-\$\$</b> SSA Funds Business Sponsors Partners for Places Grants	High	Design II
<b>3.21 IMPROVE CLARK STREET FRONTAGES OF PARKS AND PLAZAS</b>  <i>pg. 78</i>	<ul style="list-style-type: none"> <li>Touhy Park: The Chicago Park District could consider moving back the perimeter fence along Clark Street and introducing an art walk.</li> <li>Police Plaza: The Chicago Police Department could improve their plaza by the police station plaza, by introducing more seating, programming, and landscaping. These plaza improvements could also be tied to the enhancements at the Devon and Clark intersection.</li> <li>Chicago Department of Transportation and the Chicago Transit Authority: For improvements at the Devon and Clark Street intersection.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CDOT Park District Police Department	<b>\$-\$\$</b> CPD Funds Park District Funds City Funds Aldermanic Menu Funds	Med	Design II

# gateway improvements: devon & clark

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>					
<b>3.22 ENGAGE CDOT</b> pg. 85	<ul style="list-style-type: none"> <li>To continue discussions about proposed improvements to Clark Street at the Devon intersection.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CDOT	⌚	High	Design II
<b>3.23 PILOT CLOSURE OF ARTHUR AVENUE</b> pg. 85	<ul style="list-style-type: none"> <li>Implement a pilot to test closing off Arthur to connect to Schreiber Park.</li> <li>Install short-term striping to visually narrow street.</li> <li>Stripe medians and place large moveable planters to delineate vehicular lanes.</li> </ul>	<b>Alderman's Office</b> RPBA Local Arts Groups	\$ SSA Funds Aldermanic Menu Funds TIF Funding LISC Chicago Grants ArtPlace America Grants	High	Design II
<b>3.24 IMPLEMENT TARGETED INTERSECTION &amp; STREETSCAPE IMPROVEMENTS</b> pg. 85	<ul style="list-style-type: none"> <li>Install planted medians on Clark Street, south of Arthur and north of Devon, to signal an entrance to the corridor.</li> <li>Move curb cut entrance to Clark-Devon Hardware further north to decrease points of conflict.</li> <li>Install short-term striping to visually narrow street at Clark Street north of intersection, if bus turn movement allows.</li> </ul>	<b>Alderman's Office</b> CDOT	\$\$\$-\$\$\$ City Funds ITEP Grants TIF Funding	Med	Design II
<b>LONG-TERM</b>					
<b>3.25 ENHANCE TRANSIT PLAZA</b> pg. 85	<ul style="list-style-type: none"> <li>Work with CTA to reverse the flow of the buses at the terminal.</li> <li>Design a break in the planted median on Clark.</li> <li>Terminal redesign should meet ADA requirements and provide marked pedestrian connections.</li> <li>The redesign should minimize potential conflicts with vehicles and cyclists approaching Clark from Ashland.</li> </ul>	<b>CTA</b> Alderman's Office CDOT RPBA	\$\$ CTA Funds ITEP Grants TIF Funding	Med	Design II
<b>3.26 CREATE ARTHUR PLAZA</b> pg. 85	<ul style="list-style-type: none"> <li>If pilot project is successful, permanently close street.</li> <li>Engage team to develop permanent plaza design.</li> <li>Engage local artists to add sculpture and art to plaza.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CDOT Greenleaf Arts Center Landscape Architect	\$ SSA Funds Aldermanic Menu Funds Business Sponsors OSLAD Grant TIF Funding LISC Chicago Grants ArtPlace America Grants	Med	Design II

# gateway improvements: howard & clark

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>					
<b>3.27 IMPROVE SAFETY ON HOWARD AT CLARK STREET</b>  <i>pg. 88</i>	<ul style="list-style-type: none"> <li>Coordinate with CDOT and the City of Evanston's ongoing efforts to improve Howard Street.</li> <li>Harmonize bike infrastructure on both the westbound and eastbound lanes.</li> <li>Re-stripe the eastbound right-turn lane onto Clark Street for clarity and safety.</li> </ul>	<b>RPBA</b> <b>CDOT</b>  Evanston DOT Bank of America	<b>\$\$-\$\$\$</b>  City Funds Evanston DOT Funds ITEP Grants	High	Design II
<b>3.28 ACTIVATE THE SPACE ON THE SOUTHWEST CORNER</b>  <i>pg. 88</i>	<ul style="list-style-type: none"> <li>Remove the damaged fence and install lighting along pathways to begin to create a space that not only looks open but feels more safe and welcoming.</li> <li>Invite local restaurants and community groups to set up tents or kiosks, programming music or dance performances (look to local examples such as "Tuesdays at the Triangle" in Wicker Park's Polish Triangle).</li> <li>Add tiny libraries or other small-scale installations.</li> </ul>	<b>RPBA</b> <b>Aldermans Office</b>  Local Community Groups Bank of America Local Arts Groups	<b>\$\$-\$\$\$</b>  Business Sponsors SSA Funds LISC Chicago Grants ArtPlace America Grants	High	Design I Design II
<b>LONG-TERM</b>					
<b>3.29 IMPROVE AMENITIES IN THE PLAZA</b>  <i>pg. 88</i>	<ul style="list-style-type: none"> <li>Open the plaza to provide more pedestrian space. Provide a variety of seating options, including tables, and trees.</li> <li>Install a bus and train tracker kiosk for nearby Howard Station CTA trains and bus stops.</li> </ul>	<b>RPBA</b> <b>Aldermans Office</b>  Bank of America	<b>\$\$\$</b>  Business Sponsors CTA Funds LISC Chicago Grants ArtPlace America Grants	Med	Design I Design II




# transportation improvements

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>					
<b>3.30 WORK WITH CTA TO IDENTIFY BUS STOP UPGRADES</b>  <i>pg. 99</i>	<ul style="list-style-type: none"> <li>Upgrades may include shelters, benches, trash cans, and real-time transit information and wayfinding kiosks in the District's core.</li> <li>Where sidewalk is too narrow for bus shelters, install benches and real-time transit info kiosks (prioritizing popular transfer points).</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CTA	<b>\$-\$\$</b> CTA Funds	High	Design II
<b>3.31 INSTALL BIKE INFRASTRUCTURE</b>  <i>pg. 99</i>	<ul style="list-style-type: none"> <li>Install bike parking at businesses and institutions along the corridor.</li> <li>Install mobile bike repair stations.</li> <li>Install bike sharrows along the corridor.</li> </ul>	<b>RPBA</b> CDOT Active Transportation Alliance Businesses	<b>\$-\$\$</b> SSA Funds Aldermanic Menu Funds Business Sponsors ITEP Grants	High	Design II
<b>3.32 ENHANCE WAYFINDING</b>  <i>pg. 99</i>	<ul style="list-style-type: none"> <li>Ensure that the formal wayfinding and signage plan (recommendation 2.6) includes signs to direct people to and from transportation hubs.</li> <li>Implement a system of consistent signage in parking lots.</li> <li>Collect data on parking usage on a regular basis. encourage owners of underutilized private lots to list spots on ParqEx.</li> </ul>	<b>RPBA</b> Design Consultant Active Transportation Alliance	<b>\$-\$\$</b> SSA Funds Aldermanic Menu Funds Business Sponsors ITEP Grants	Med	Design II Promotion
<b>LONG-TERM</b>					
<b>3.33 IMPROVE PEDESTRIAN SAFETY</b>  <i>pg. 100</i>	<ul style="list-style-type: none"> <li>Curb extension at Rogers and Jarvis.</li> <li>Raised crosswalk and pedestrian safety island at Clark and Schreiber.</li> <li>Pedestrian safety island at Clark and Devon.</li> <li>Mid-block crossing at Clark between Howard and Birchwood.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CDOT	<b>\$\$-\$\$\$</b> Aldermanic Menu Funds ITEP Grants TIF Funding	High	Design II

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>3.34 PILOT BIKE LANE</b> <i>pg. 100</i>	<ul style="list-style-type: none"> <li>• Conduct formal, corridor-wide study of bike elements &amp; facilities.</li> <li>• Test new striping and bike boxes at intersections.</li> <li>• Add bike wayfinding signage.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> CDOT Transportation Planning Consultant Active Transportation Alliance	<b>\$\$</b> Aldermanic Menu Funds ITEP Grants	Low	Design II
<b>3.35 SHARE PARKING</b> <i>pg. 100</i>	<ul style="list-style-type: none"> <li>• Re-designate parking lots with shared parking agreements (based on parking data) to redistribute demand and ensure balanced parking throughout the corridor.</li> </ul>	<b>RPBA</b> Property Owners	⌚	Med	Design II
<b>3.36 INSTALL ADDITIONAL SECURITY CAMERAS</b> <i>pg. 100</i>	<ul style="list-style-type: none"> <li>• Obtain information on potential vendors.</li> <li>• Find out which property owners and tenants would be interested in cameras.</li> <li>• Work with police to determine best locations .</li> <li>• Investigate potential for governmental grant funding for security cameras, better lighting, and neighborhood safety strategies.</li> </ul>	<b>RPBA</b> Property Owners Businesses Police Department	<b>\$</b> SSA Funds Private Funds	High	Design I Design II

# ECONOMIC VITALITY ACTION ITEMS

## land development

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>					
<b>4.1 CREATE DESIGN GUIDELINES</b> <i>pg. 111</i>	<ul style="list-style-type: none"> <li>Develop a guide for development/redevelopment in the District Core.</li> <li>Engage urban design team to create the document.</li> </ul>	<b>RBPA</b> <b>Alderman's Office</b> Design Consultant	\$ SSA Funds Aldermanic Menu Funds	High	Economic Vitality I Design I
<b>4.2 IDENTIFY COMMUNITY GOALS</b> <i>pg. 111</i>	<ul style="list-style-type: none"> <li>Engage in a process through ZALUAC, RPBA, and other community groups.</li> <li>Lead community meetings.</li> <li>Periodically reassess goals based on progress made.</li> </ul>	<b>ZALUAC</b> <b>Alderman's Office</b> RPBA	\$ SSA Funds	High	Economic Vitality I
<b>4.3 CONSIDER ZONING CHANGES</b> <i>pg. 111</i>	<ul style="list-style-type: none"> <li>Leverage existing TIF Funds.</li> <li>Engage in a process through ZALUAC, RPBA, and other community groups.</li> <li>Lead community meetings.</li> <li>Talk to development community regarding plans, opportunities or perceived hurdles.</li> </ul>	<b>Alderman's Office</b> <b>ZALUAC</b> Developers DPD		Med	Economic Vitality I
<b>4.4 ENCOURAGE RESIDENTIAL INFILL</b> <i>pg. 112</i>	<ul style="list-style-type: none"> <li>Establish recommendations and guidelines for infill in residential areas within transit-oriented zones.</li> <li>Engage in a process through ZALUAC, RPBA, and other community groups.</li> <li>Lead community meetings.</li> </ul>	<b>ZALUAC</b> <b>DPD</b> Alderman's Office Homeowners	\$ City Funds Aldermanic Menu Funds	Med	Economic Vitality I
<b>4.5 PROMOTE DEVELOPMENT OF KEY OPPORTUNITY SITES</b> <i>pg. 112</i>	<ul style="list-style-type: none"> <li>Communicate with property owners of the key opportunity sites identified.</li> <li>Educate owners about TOD ordinance.</li> <li>Provide a list of community goals related to development.</li> </ul>	<b>RPBA</b> <b>ZALUAC</b> Local Lenders/ Brokers RPBG Developers	\$ SSA Funds Private Funding	Med	Economic Vitality I
<b>4.6 CONSIDER GROUND-FLOOR RESIDENTIAL</b> <i>pg. 112</i>	<ul style="list-style-type: none"> <li>Engage in a process through ZALUAC, DPD, RPBA, and other community groups.</li> <li>Lead community meetings.</li> <li>Issue formal recommendation.</li> <li>Draft policy/ordinance.</li> </ul>	<b>RPBA/ZALUAC</b> <b>Alderman's Office</b> RPBA DPD Property Owners	\$ SSA Funds Private Funding	Med	Economic Vitality I



RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>LONG-TERM</b>  <b>4.7 ESTABLISH P-STREET DESIGNATION</b> <i>pg. 113</i>	<ul style="list-style-type: none"> <li>Reach out to DPD regarding criteria and process.</li> <li>Engage property owners.</li> <li>Lead community meetings.</li> <li>Prepare formal submittal.</li> </ul>	<b>ZALUAC</b> <b>Alderman's Office</b> DPD Property Owners	\$ Aldermanic Menu Funds Private Funding	Low	Economic Vitality I
<b>4.8 ASSIST IN REDEVELOPMENT OF OPPORTUNITY SITES</b>  <i>pg. 113</i>	<ul style="list-style-type: none"> <li>Reach out to property owners and leasing agents of opportunity sites to discuss future plans for property.</li> <li>Discuss potential short-term or temporary community uses that could occur on opportunity sites, such as art installations, events, gardens, etc.</li> <li>Market corridor plan to real estate and development communities to show ideas for opportunities.</li> <li>Create a list/map of properties and current status of owner/developer interest. Update map periodically and post on website.</li> </ul>	<b>ZALUAC/RPBA</b> <b>Alderman's Office</b> DPD Property Owner/ Agents Lenders RPBG Chicago Public Arts Group	\$ Private Funding LISC Chicago Grants ArtPlace America	Low	Economic Vitality I Promotion
<b>4.9 ESTABLISH A TIF DISTRICT</b>  <i>pg. 113</i>	<ul style="list-style-type: none"> <li>Meet with the Alderman to discuss process for utilizing TIF funds and leveraging the existing TIF.</li> <li>Engage consultant to conduct eligibility study.</li> <li>If applicable, establish redevelopment plan and budget.</li> <li>Secure city council approval.</li> <li>Lead community and property owner meetings.</li> </ul>	<b>RPBA</b> <b>Alderman's Office</b> DPD Consultant	\$-\$\$ Aldermanic Menu Funds City Funding	Med	Economic Vitality I
<b>4.10 IMPLEMENT AN ADAPTIVE USE PROGRAM</b>  <i>pg. 114</i>	<ul style="list-style-type: none"> <li>Formalize program including goals, processes and budget.</li> <li>Identify properties in need of assistance.</li> <li>Engage property owners as appropriate.</li> <li>Establish seed fund.</li> </ul>	<b>RPBA</b> Architects Property Owners	\$-\$\$\$\$ Landmarks Illinois Grants Private Funding	Low/Med	Economic Vitality I Design I
<b>4.11 ESTABLISH LEASE GUARANTEE PROGRAM</b>  <i>pg. 114</i>	<ul style="list-style-type: none"> <li>Assess interest among development community.</li> <li>Identify program goals (e.g., What would lease guarantees achieve, ideally?)</li> <li>Explore funding options (e.g., TIF, SSA, private developers)</li> </ul>	<b>RPBA</b> <b>RPBG</b>	\$\$\$ TIF Funding Private Developers	Med	Economic Vitality I
<b>4.12 CREATE A COMMERCIAL COMMUNITY LAND TRUST</b> <i>pg. 114</i>	<ul style="list-style-type: none"> <li>Establish a task group to become familiar with literature on commercial community land trusts, and land trusts in general. (See esp. Institute for Local Self-Reliance.)</li> <li>Identify potential parcels that could be acquired for a commercial community land trust.</li> </ul>	<b>RPBA</b> <b>RPBG</b>	\$\$\$\$ TIF Funding	Low	Economic Vitality I

# business development

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>SHORT-TERM</b>  <b>4.13 INCREASE SALES AND DISTRIBUTION CHANNELS</b>  <i>pg. 122</i>	<ul style="list-style-type: none"> <li>Tactics could include:</li> <li>Restaurant home delivery. Assist businesses in providing home delivery service by helping them connect to UBER Eats, GrubHub, and similar services.</li> <li>Home delivery of prepared ethnic foods to homebound seniors. Work with social-service providers (such as Meals on Wheels) to provide access to ethnic foods to homebound seniors.</li> <li>Wholesale distribution. Assist Clark Street restaurants and bakeries in opening up new sales channels to restaurants and markets elsewhere in the city.</li> </ul>	RPBA	\$ SSA Funding	Med	Economic Vitality II
<b>4.14 ESTABLISH BENCHMARKS TO MEASURE PROGRESS</b>  <i>pg. 122</i>	<ul style="list-style-type: none"> <li>Ask the owners or managers of a representative sample of businesses to keep an informal tally of foot traffic, average transaction amount, and percentage-change in gross sales.</li> <li>Interview the owners and managers at regular intervals and hold an annual focus group with them.</li> </ul>	RPBA	⌚	High	Economic Vitality II
<b>4.15 DEFINE CLARK STREET'S TRADE AREA</b>  <i>pg. 122</i>	<ul style="list-style-type: none"> <li>Place mounted paper maps in a representative sample of businesses and have customers place a dot on the map indicating where they live.</li> <li>Analyze results to define the district's current overall trade area, and the differences in trade areas among different types of businesses.</li> </ul>	RPBA	⌚	High	Economic Vitality II
<b>4.16 PROVIDE ONE-ON-ONE TECHNICAL ASSISTANCE TO BUSINESSES</b>  <i>pg. 123</i>	<ul style="list-style-type: none"> <li>Conduct business needs assessment through interviews and/or business survey.</li> <li>Identify potential consultants and existing City resources.</li> </ul>	RPBA	\$ SSA Funding Neighborhood Business Development Center	Med	Economic Vitality II

RECOMMENDATION	ACTION ITEMS	LEAD/PARTNER	COST/SOURCES	PRIORITY	CREW
<b>LONG-TERM</b>  <b>4.17 CREATE A FOOD BUSINESS INCUBATOR</b>  <i>pg. 123</i>	<ul style="list-style-type: none"> <li>• Develop strategy and goals for a food-business incubator and commercial kitchen.</li> <li>• Develop business plan for food-business incubator and commercial kitchen.</li> <li>• Or, partner with The Hatchery Chicago (under development).</li> </ul>	<b>RPBA</b> The Hatchery Chicago	<b>\$-\$\$\$\$</b> Depends on if new development or partnership	Low	Economic Vitality II
<b>4.18 OFFER PERCENTAGE LEASES</b>  <i>pg. 123</i>	<ul style="list-style-type: none"> <li>• Assess interest/acceptance of percentage leases among RPBG members.</li> <li>• Gather examples of percentage-lease agreements.</li> </ul>	<b>RPBG</b>	⌚	Med	Economic Vitality II
<b>4.19 LAUNCH A BUSINESS PLAN COMPETITION</b>  <i>pg. 123</i>	<ul style="list-style-type: none"> <li>• Establish goals of the competition.</li> <li>• Establish guidelines for evaluation of proposals.</li> <li>• Establish competition award source(s).</li> </ul>	<b>RPBA</b>	<b>\$\$</b> SSA Funding TIF Funding Crowdfunding	Med	Economic Vitality II
<b>4.20 HELP BUSINESSES BUY THEIR BUILDINGS—OR STOREFRONTS</b>  <i>pg. 123</i>	<ul style="list-style-type: none"> <li>• Assess interest for developing retail condos in mixed-use projects.</li> <li>• Research real estate ownership incentives for independent businesses (e.g., Institute for Local Self-Reliance; Seattle and Salt Lake City economic development departments).</li> </ul>	<b>RPBA</b> <b>RPBG</b>	⌚	Med	Economic Vitality II



# BREAKDOWN BY CREW

## PROMOTION branding + programming

- » 1.2 EMBRACE A MULTICULTURAL CORRIDOR STRATEGY pg. 31
- » 2.1 CREATE A BRAND GUIDE pg. 41
- » 2.2 EMPLOY SHORT-TERM PLACEMAKING STRATEGIES pg. 41
- » 2.3 CREATE AND MAINTAIN A VISION CLARK IMPLEMENTATION WEBSITE pg. 41
- » 2.4 CELEBRATE ROGERS PARK'S/CLARK STREET'S HISTORY pg. 42
- » 2.6 DESIGN AND IMPLEMENT A WAYFINDING AND SIGNAGE PLAN pg. 43
- » 2.5 ENSURE THAT ROGERS PARK/CLARK STREET IS REGARDED AS A SAFE PLACE TO LIVE AND SHOP pg. 42
- » 2.7 IMPLEMENT HISTORICAL SIGNAGE pg. 43
- » 2.8 EXTEND THE BRAND INTO THE PUBLIC REALM pg. 44
- » 2.9 BUILD IN INTERACTIVITY TO CREATE REASONS FOR PEOPLE TO VISIT pg. 50
- » 2.10 MARKET CLARK STREET TO THE CITY
- » 2.11 MAINTAIN REGULARLY-SCHEDULED EVENTS & ACTIVITIES pg. 51
- » 2.12 INCORPORATE CLARK STREET RESTAURANTS INTO THE GLENWOOD SUNDAY MARKET pg. 51
- » 2.13 EVALUATE CURRENT PROGRAMS AND OPPORTUNITIES FOR ALIGNMENT pg. 51
- » 2.14 ESTABLISH QUANTITATIVE AND QUALITATIVE GOALS FOR ALL EVENTS pg. 52
- » 3.2 PROMOTE SSA #24'S PROGRAMS pg. 64
- » 3.8 INSTALL TEMPORARY BUMP-OUTS pg. 76
- » 3.9 STRING BANNERS AND LIGHTING AT GREENLEAF AND CLARK pg. 76
- » 3.12 INTRODUCE COMMUNITY KIOSKS pg. 77
- » 3.18 IMPLEMENT PERMANENT STREETSCAPING pg. 78
- » 3.19 FORMALIZE GATEWAY SIGNAGE pg. 78
- » 3.32 ENHANCE WAYFINDING pg. 99
- » 4.8 ASSIST IN REDEVELOPMENT OF OPPORTUNITY SITES pg. 113

## DESIGN I storefronts + facades / private sector improvements

- » 2.7 IMPLEMENT HISTORICAL SIGNAGE pg. 43
- » 3.1 STAY IN TOUCH WITH PROPERTY OWNERS (IN PROGRESS) pg. 64
- » 3.2 PROMOTE SSA #24'S PROGRAMS pg. 64
- » 3.3 PROVIDE EDUCATIONAL OPPORTUNITIES pg. 65
- » 3.4 CREATE STOREFRONT IMPROVEMENT AWARDS pg. 65
- » 3.5 IMPROVE VACANT STOREFRONTS pg. 66
- » 3.6 WRITE STOREFRONT DESIGN GUIDELINES pg. 66
- » 3.7 INTRODUCE PEOPLE SPOTS pg. 76
- » 3.9 STRING BANNERS AND LIGHTING AT GREENLEAF AND CLARK pg. 76
- » 3.13 INSTALL TRASH AND RECYCLING COMPACTORS pg. 77
- » 3.28 ACTIVATE THE SPACE ON THE SOUTHWEST CORNER pg. 88
- » 3.36 INSTALL ADDITIONAL SECURITY CAMERAS pg. 100
- » 4.1 CREATE DESIGN GUIDELINES pg. 111
- » 4.10 IMPLEMENT AN ADAPTIVE USE PROGRAM pg. 114

## DESIGN II streetscaping + transportation / public sector improvements

- » 2.2 EMPLOY SHORT-TERM PLACEMAKING STRATEGIES pg. 41
- » 2.5 ENSURE THAT ROGERS PARK/CLARK STREET IS REGARDED AS A SAFE PLACE TO LIVE AND SHOP pg. 42
- » 2.8 EXTEND THE BRAND INTO THE PUBLIC REALM pg. 44
- » 3.8 INSTALL TEMPORARY BUMP-OUTS pg. 76
- » 3.9 STRING BANNERS AND LIGHTING AT GREENLEAF AND CLARK pg. 76
- » 3.10 DESIGN TEMPORARY CROSSWALKS pg. 76
- » 3.11 IMPROVE CROSSINGS NEAR CHICAGO MATH AND SCIENCE ACADEMY pg. 76
- » 3.12 INTRODUCE COMMUNITY KIOSKS pg. 77
- » 3.13 INSTALL TRASH AND RECYCLING COMPACTORS pg. 77
- » 3.14 REPLACE DEAD/DYING TREES pg. 77
- » 3.16 ENGAGE METRA pg. 77
- » 3.17 COORDINATE WITH PUBLIC AGENCIES pg. 77
- » 3.18 IMPLEMENT PERMANENT STREETSCAPING pg. 78
- » 3.19 FORMALIZE GATEWAY SIGNAGE pg. 78
- » 3.20 INVEST IN STREET TREES AND LANDSCAPING pg. 78
- » 3.21 IMPROVE CLARK STREET FRONTAGES OF PARKS AND PLAZAS pg. 78
- » 3.22 ENGAGE CDOT pg. 85
- » 3.23 PILOT CLOSURE OF ARTHUR AVENUE pg. 85
- » 3.24 IMPLEMENT TARGETED INTERSECTION & STREETSCAPE IMPROVEMENTS pg. 85

# BREAKDOWN BY CREW

## DESIGN II *continued* streetscaping + transportation / public sector improvements

- » 3.25 ENHANCE TRANSIT PLAZA pg. 85
- » 3.26 CREATE ARTHUR PLAZA pg. 85
- » 3.27 IMPROVE SAFETY ON HOWARD AT CLARK STREET pg. 88
- » 3.28 ACTIVATE THE SPACE ON THE SOUTHWEST CORNER pg. 88
- » 3.29 IMPROVE AMENITIES IN THE PLAZA pg. 88
- » 3.30 WORK WITH CTA TO IDENTIFY BUS STOP UPGRADES pg. 99
- » 3.31 INSTALL BIKE INFRASTRUCTURE pg. 99
- » 3.32 ENHANCE WAYFINDING pg. 99
- » 3.33 IMPROVE PEDESTRIAN SAFETY pg. 100
- » 3.34 PILOT BIKE LANE pg. 100
- » 3.35 SHARE PARKING pg. 100
- » 3.36 INSTALL ADDITIONAL SECURITY CAMERAS pg. 100

## ECONOMIC VITALITY I land use + zoning

- » 3.15 IMPROVE STRIP MALLS AND AUTO-ORIENTED USES pg. 77
- » 4.1 CREATE DESIGN GUIDELINES pg. 111
- » 4.2 IDENTIFY COMMUNITY GOALS pg. 111
- » 4.3 CONSIDER ZONING CHANGES pg. 111
- » 4.4 ENCOURAGE RESIDENTIAL INFILL pg. 112
- » 4.5 PROMOTE DEVELOPMENT OF KEY OPPORTUNITY SITES pg. 112
- » 4.6 CONSIDER GROUND-FLOOR RESIDENTIAL pg. 112
- » 4.7 ESTABLISH P-STREET DESIGNATION pg. 113
- » 4.8 ASSIST IN REDEVELOPMENT OF OPPORTUNITY SITES pg. 113
- » 4.9 ESTABLISH A TIF DISTRICT pg. 113
- » 4.10 IMPLEMENT AN ADAPTIVE USE PROGRAM pg. 114
- » 4.11 ESTABLISH LEASE GUARANTEE PROGRAM pg. 114
- » 4.12 CREATE A COMMERCIAL COMMUNITY LAND TRUST pg. 114

## ECONOMIC VITALITY II economic development / business initiatives

- » 2.5 ENSURE THAT ROGERS PARK/CLARK STREET IS REGARDED AS A SAFE PLACE TO LIVE AND SHOP pg. 42
- » 2.14 ESTABLISH QUANTITATIVE AND QUALITATIVE GOALS FOR ALL EVENTS pg. 52
- » 3.3 PROVIDE EDUCATIONAL OPPORTUNITIES pg. 65
- » 4.13 INCREASE SALES AND DISTRIBUTION CHANNELS pg. 122
- » 4.14 ESTABLISH BENCHMARKS TO MEASURE PROGRESS pg. 122
- » 4.15 DEFINE CLARK STREET'S TRADE AREA pg. 122
- » 4.16 PROVIDE ONE-ON-ONE TECHNICAL ASSISTANCE TO BUSINESSES pg. 123
- » 4.17 CREATE A FOOD BUSINESS INCUBATOR pg. 123
- » 4.18 OFFER PERCENTAGE LEASES pg. 123
- » 4.19 LAUNCH A BUSINESS PLAN COMPETITION pg. 123
- » 4.20 HELP BUSINESSES BUY THEIR BUILDINGS—OR STOREFRONTS pg. 123



fusion

BEER INSTITUTE