

# MASTER PLAN FOR THE ILLINOIS INTERNATIONAL PORT DISTRICT

prepared for  
**Chicago Metropolitan  
Planning Agency and Illinois  
International Port District**

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## Letter from Erik Varela, IIPD Executive Director

To be inserted into final plan.

DRAFT

## Executive Summary

Two page summary to be developed.

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## 1.0 Overview of the IIPD Master Plan

For more than 60 years, the Illinois International Port District (IIPD) has connected manufacturers, shippers, and industry in the Chicago region to markets throughout the United States, Canada, and the world. The IIPD is uniquely situated at the hub of two major waterways, providing connections to Canada, the East Coast of North America, and beyond via the Great Lakes St. Lawrence Seaway, as well as the Gulf Coast, Central, and South America via the Mississippi River system.

The IIPD is a complex, multi-purpose facility; its approximately 1,800 acres include active industry and multimodal shipping operations, a public golf course, and numerous undeveloped or underdeveloped parcels that offer a wealth of opportunities, from recreation to conservation to new businesses. The IIPD has a significant role to play in the ongoing revitalization of the Calumet Area of Chicago, as it has unique opportunities to not only be a vibrant multimodal hub and economic engine, but also a future recreational and conservation area that encompass both land and water.

This Master Plan takes a comprehensive look at what the IIPD is today and provides a vision for what it can be in the future, fulfilling its goals of supporting goods movement, facilitating economic development, and developing recreational and conservation areas. Moreover, the Plan provides actionable steps that serve as a roadmap, working alongside its community and partners, to achieve this vision.

### What is the IIPD?

The IIPD is a municipal corporation created by the Illinois General Assembly in 1951 to achieve the 1909 Plan of Chicago's goal for an industrial harbor on the Calumet River. The IIPD spans 1,800 acres and is located on the southeast side of Chicago with tenants at Lake Calumet and six miles northeast at Iroquois Landing, which are connected by the Calumet River (Figure 1). The IIPD is a true multimodal facility, with waterway connections to the Great Lakes and Mississippi River Systems, as well as highway and rail connectivity. The IIPD operates as a landlord to more than 20 tenants, with the majority located on Lake Calumet property, and one located six miles northeast at Iroquois Landing (via the Calumet River) at Lake Michigan.

In addition to being a multimodal transportation hub, the IIPD is also home to a public golf course and acres of undeveloped or underdeveloped parcels that could serve a variety of uses: industrial, commercial, recreational, or conservation. The IIPD is unique in its potential to support both economic and community development on the Southeast Side of Chicago, an area that has suffered in recent decades from disinvestment and industrial decline but is now attracting new investment. There are several tourist destinations proximate to the IIPD, including Hyde Park, the planned Barack Obama

#### Tenants of the IIPD (2022)

- *Abatement Materials*
- *All Star Professional Coatings*
- *Areatha Construction*
- *Baniaz*
- *City of Chicago – Air & Sea Rescue*
- *City of Chicago – Fire Department*
- *Dockside Steel*
- *EcoLab*
- *Emesco Marine Services*
- *Grand River*
- *Interstate Steel d/b/a National Material*
- *Kinder Morgan*
- *Kindra Lake*
- *Kloeckner Metals*
- *L.A.S. Shipping*
- *Maloney Lumber and Plywood Company*
- *Mt. Carmel Stabilization Company*
- *North America Stevedoring Company*
- *Port City Marine*
- *Rausch Construction*
- *RC Motors*
- *St. Mary's Cement Mix*
- *Sweets Mix*

Presidential Center,<sup>1</sup> and Pullman National Monument and Pullman Historic District,<sup>2</sup> located directly west of Lake Calumet.

**Figure 1 The Illinois International Port District (IIPD)**



Source: IIPD.

<sup>1</sup> <https://www.obamalibrary.gov/>

<sup>2</sup> <https://www.nps.gov/pull/index.htm>

Key IIPD facilities include:

- **Iroquois Landing**, located at the confluence of the Calumet River with Lake Michigan, six miles northeast of Lake Calumet. After serving as the site of a coke plant and blast furnaces owned by the Youngstown Sheet and Tube Company, it was developed as a port facility known as the Transoceanic Terminal Company.<sup>3</sup> Today, the 190-acre property is leased to a single tenant, North American Stevedoring Company (NASCO), which primarily uses the land for open air storage for goods such as lumber and steel. The Calumet River at Iroquois Landing accepts international ships, large lake freighters and barges, as well as passenger cruise ships that dock and unload along the 3,000-foot-long dock wall.

### Aerial View of Iroquois Landing



- **Lake Calumet**, spanning nearly 1,600 acres, bounded by 103<sup>rd</sup> Street to the north, Stony Island Avenue to the east, 130<sup>th</sup> Street to the south, and Doty Avenue and the Bishop Ford Freeway (I-94) to the west. Lake Calumet itself is entirely located within the IIPD boundaries. The east bank is recognizable by a series of “finger” piers that house several tenants. South of the piers is a 177-acre parcel of land that is leased to a single tenant, Kinder Morgan, who sublets over half of its leased land. The land south and west of Lake Calumet and the Calumet River includes more than 325 acres with multiple industrial tenants, including four IIPD-owned warehouse sheds and two grain silos. There are currently several undeveloped parcels, primarily towards the northern end of Lake Calumet. Square Marsh, which is actually several connected marshes on the northeast side of the lake, is a critical wildlife habitat and conservation space.

### Lake Calumet from the South



- At the north end of Lake Calumet is **Harborside International Golf Center**, a 36-hole public golf course spanning 456 acres. The golf center was built upon a reclaimed landfill in an award-winning re-development process in 1995. Kemper Sports Management has managed the center since 2013.

### Western Shore of Lake Calumet



- The IIPD also operates **Foreign Trade Zone No. 22**, which is a critical administrative function supporting the region’s broad trade base. Sites as far south as Kankakee County, north to Lake County, and West to Kane, Kendall and Grundy counties all fall under the jurisdiction of Zone No. 22. The IIPD is also located in the Lake Calumet Industrial TIF district, which allows for enhanced local funding of economic development initiatives in the region.

Source for Images: IIPD, 2019

<sup>3</sup> U.S. Maritime Administration, 1993. Interagency Report on Landside Access Port Visits: Great Lakes, Inland Waterways, and Gulf Regions

## How was the Master Planning process undertaken?

In October 2017, the IIPD applied to the Chicago Metropolitan Agency for Planning's (CMAP) Local Technical Assistance (LTA) program for assistance in undertaking an IIPD Master Plan. CMAP's LTA program advances the goals of the *ON TO 2050* regional comprehensive plan, which is structured around three principles: inclusive growth, resilience, and prioritized investment. As part of this program, CMAP provided support to the IIPD in the development of this Master Plan.

The planning process was undertaken in alignment with the goals of the IIPD, CMAP's *ON TO 2050* regional comprehensive plan, and the Illinois Department of Transportation's (IDOT) Long Range Transportation Plan. The planning process had four broad aims, as summarized in Figure 2.

### Public Outreach in Pullman Neighborhood, January 2022



Source: CMAP

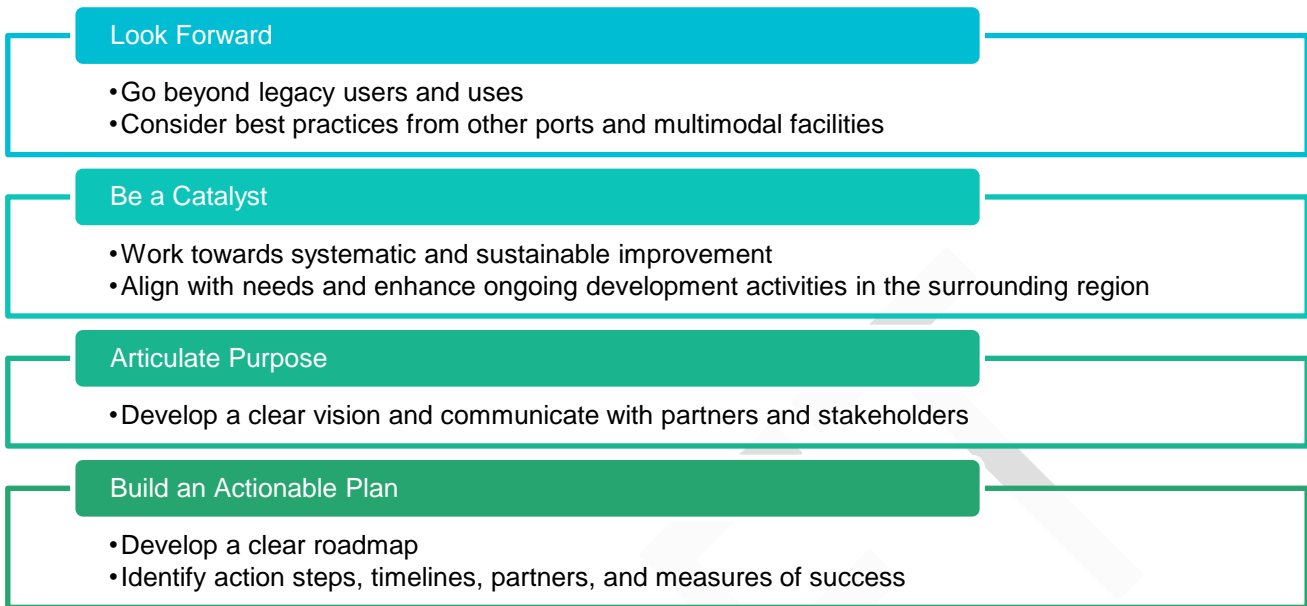
### Master Plan Steering Committee

- 10th Ward Aldermanic Office
- Active Transportation Alliance
- Adrian Smith + Gordon Gill Architecture
- Calumet Area Industrial Commission
- Calumet Collaborative
- Chicago Department of Planning and Development
- Chicago Department of Transportation
- Chicago Metropolitan Agency for Planning
- Chicago Neighborhood Initiatives
- Chicago Park District
- Chicago South Shore & South Bend Railroad Company
- Chicago Transportation Authority
- Community Group Representative or Resident
- Cook County Board of Commissioners
- Cook County Department of Transportation & Highways
- Cook County Forest Preserve
- Delta Institute
- Governor's Office
- Illinois Department of Natural Resources
- Illinois Department of Transportation
- Illinois General Assembly
- Illinois International Port District Board
- Illinois Trucking Association
- Kinder Morgan
- Metra
- Metropolitan Planning Council
- Metropolitan Water Reclamation District
- NASCO
- Norfolk Southern
- US Army Corps of Engineers
- US Coast Guard

The plan was undertaken in two phases. Phase I included a wide range of research activities, including developing an Existing Conditions Report, Market Assessment, and Peer Comparison evaluation. Phase II included a Scenario Assessment, Implementation Plan, and development of the final Master Plan.

This document summarizes key findings from all tasks, including an action-oriented implementation plan with specific strategies and program packages to move forward the preferred IIPD future development path. Additional material from each phase is available on CMAP's [project website](#).

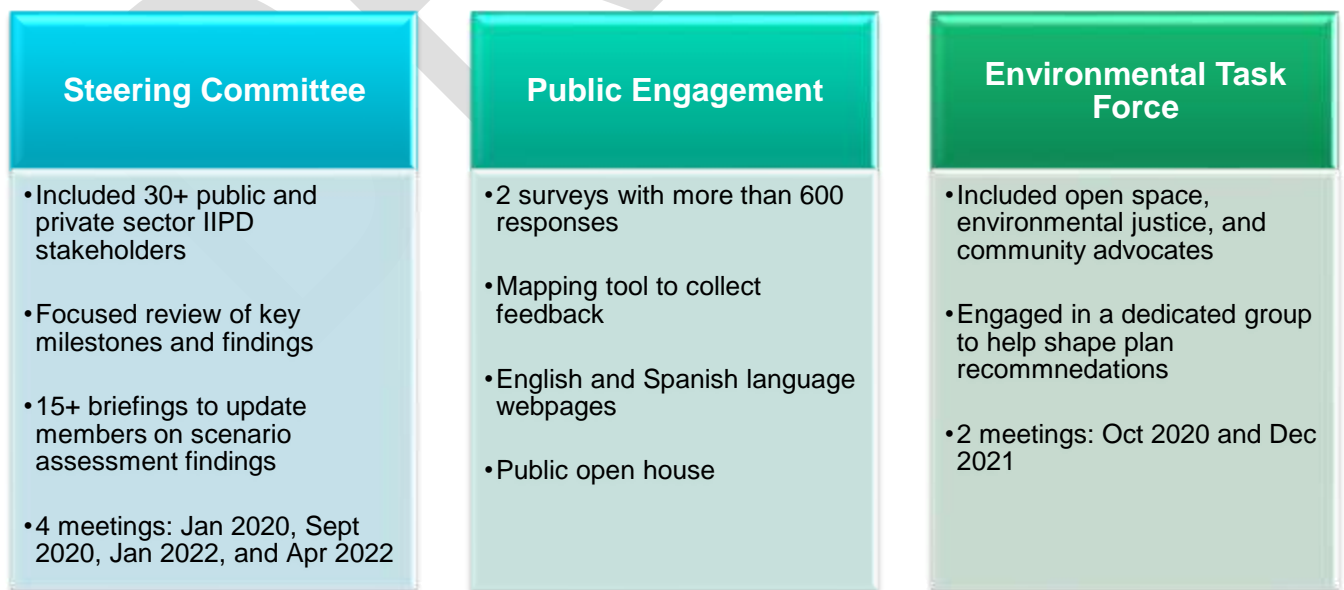
**Figure 2 IIPD Master Planning Process Objectives**



*Stakeholder engagement is a core component of this Master Plan*

Key stakeholders and community members were involved throughout the plan (Figure 3), with most outreach activities taking place after the onset of the COVID-19 global pandemic. Steering Committee members were engaged through four meetings and were encouraged to review materials and provide input throughout the process. Regular public briefings on the plan’s progress were given as part of the IIPD’s “State of the Port” annual addresses. A [public information portal](#) including a survey and request for comment was available and updated throughout the study.

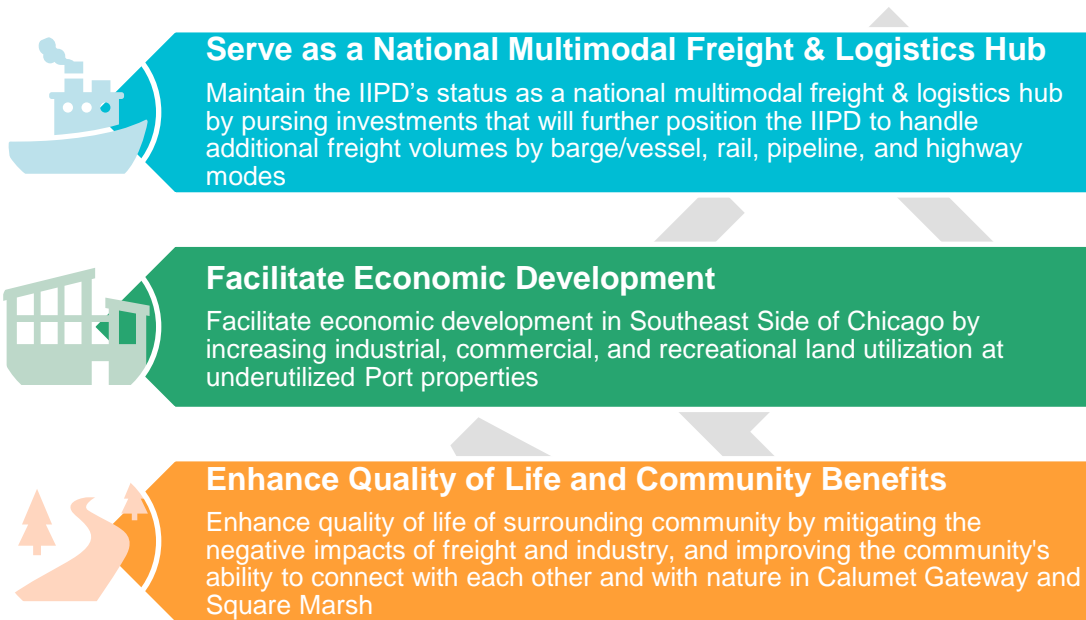
**Figure 3 Stakeholder Engagement Activities**



## What are the goals and outcomes of this Plan?

There are a number of desirable outcomes identified as part of this Master Plan. The IIPD Master Plan goals, shown in Figure 4, were developed under the umbrella of the planning process objectives (Figure 2) These goals serve as the foundation for the implementation plan, which defines the action steps needed to achieve these goals.

**Figure 4 IIPD Master Plan Goals**



## 2.0 The IIPD Today

Since the 19<sup>th</sup> century, Calumet's economy has thrived on industry, trade, and transportation. In the mid-20<sup>th</sup> century, the region was a confluence of highways, railways, and waterways serving thriving industries. With the opening of the St. Lawrence Seaway in the 1950s, significant growth was anticipated. This led to the establishment of the Illinois International Port District in 1951.<sup>4</sup> To create a functioning port on 1,500 acres of marshland and Lake Calumet, investments included the completion of a turning basin, docks, grain elevators, and public terminals, as well as federally authorized improvements to the Cal-Sag channel.

### Freight Activity at Iroquois Landing



Source: IIPD, 2022

The IIPD opened in 1958 and has evolved significantly since that time. Landside infrastructure has changed, particularly the construction of additional slips along the east side of the harbor and the acquisition of Iroquois Landing at the mouth of the Calumet River. Today, the IIPD is primarily a goods movement and industrial terminal, serving a variety of industrial users and Great Lakes cruise ships. The IIPD also encompasses wetlands, home to diverse aquatic, avian, and terrestrial animals and plants.

About 760 million tons of goods worth \$1.6 trillion move through Cook County each year.<sup>5</sup> While the vast majority (93 percent by weight) moves via trucks and rail, about seven percent of this trade travels along the region's waterways. Goods moving by waterway include steel, lumber, and aggregates, as well as grain, other metals and agriculture products. Between 2011 and 2017, about five million of these tons moved through the IIPD (Figure 5). 2021 saw a decline in tonnage on the waterway, while the truck and rail volumes remained steady.

#### **Impact of COVID-19 at the IIPD**

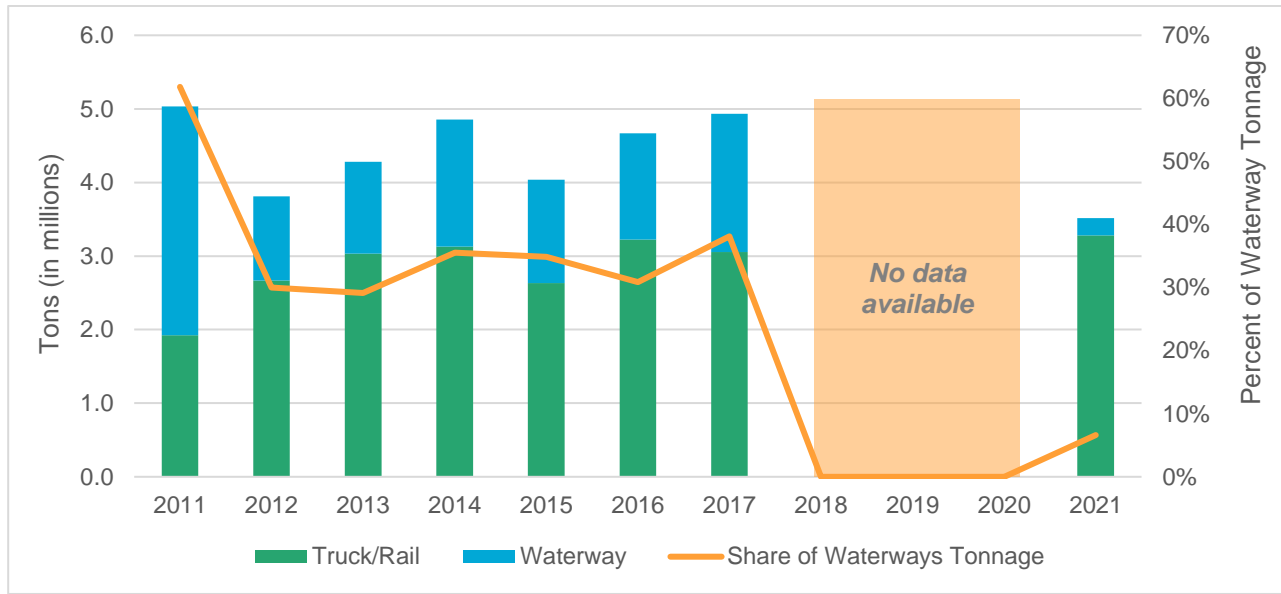
*This Master Plan for the IIPD was undertaken at an unprecedented time in history. Global, national, and state economics are still recovering from the COVID-19 pandemic, and supply chain disruptions across the world are driving up prices and leading to shortages of essential goods.*

*These geopolitical and macroeconomic issues have no doubt impacted the volume and flow of freight moving to and from the IIPD in recent years. However, the share of marine tonnage moved at the Port has declined substantially, from 38% in 2017 to just 7% in 2021, underscoring the need to address inadequate and deteriorating dock wall and facility infrastructure in the industrial areas of the IIPD.*

<sup>4</sup> State of Illinois Statute 70 ILCS 1810

<sup>5</sup> Cook County Freight Plan, 2018. <https://www.connectingcookcounty.org/implementation/freight.php>

**Figure 5 IIPD Freight Tonnage by Mode**



Source: IIPD, 2022.

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Figure 6 Navigable Waterway Connections to the IIPD



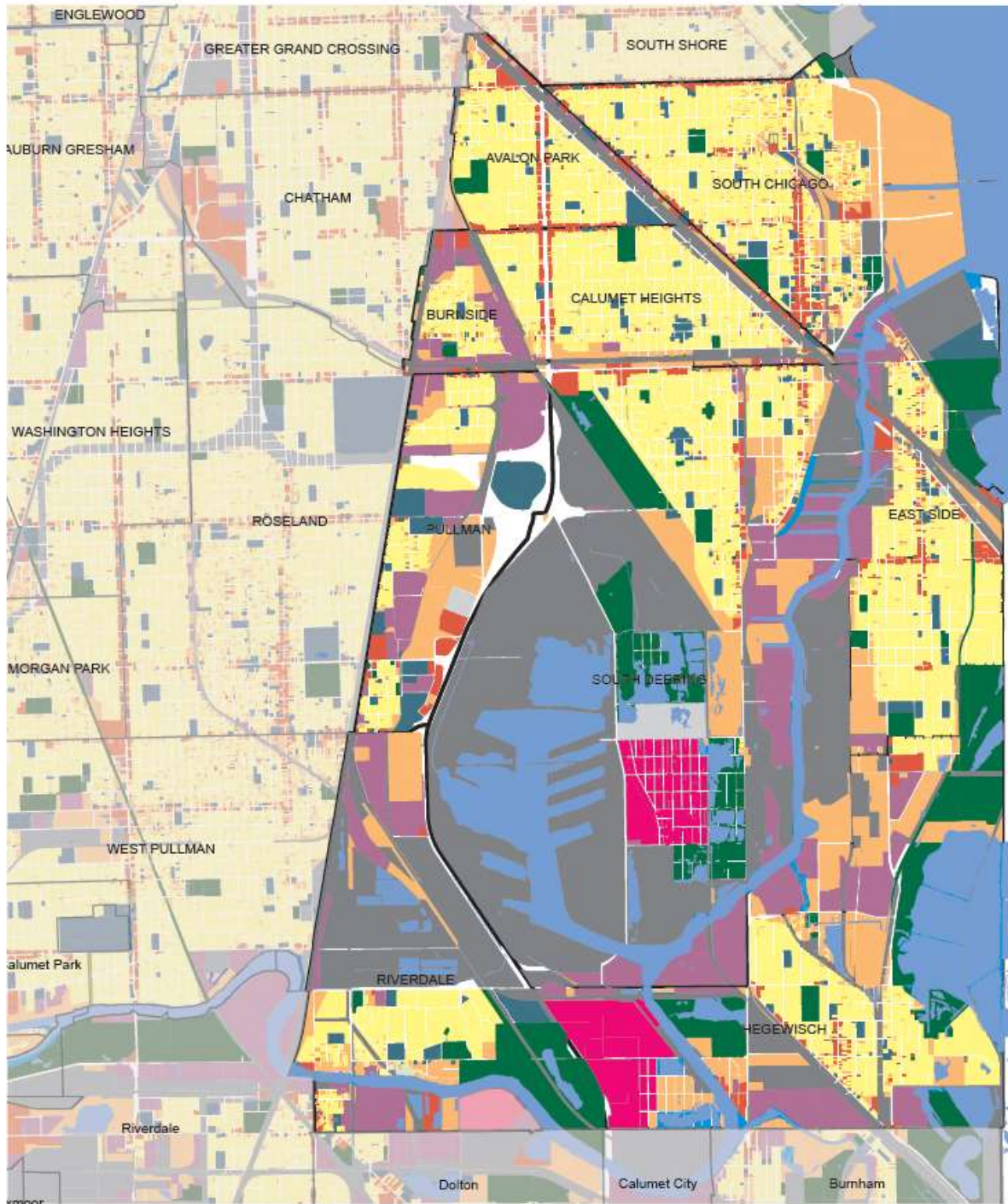
**Navigable Waterways and Ports in the Central United States**

-  Mississippi River
-  Illinois River
-  Cal-Sag Channel / Calumet River
-  Other Navigable Waterways
-  Illinois International Port District
-  Port of New Orleans
-  Other Ports

Chicago Metropolitan Agency for Planning (2019)

Source: CMAP, 2019

**Figure 7 Land Use Surrounding the IIPD**



**Land Use Surrounding the Illinois International Port District, 2013**

*Chicago Metropolitan Agency for Planning (2018)*

- |   |   |  |
|---|---|--|
| <span style="color: yellow;">●</span> Residential     | <span style="color: green;">●</span> Open Space | <span style="color: purple;">●</span> Industrial               |
| <span style="color: orange;">●</span> Commercial      | <span style="color: lightblue;">●</span> Vacant | <span style="color: pink;">●</span> Landfill                   |
| <span style="color: darkblue;">●</span> Institutional | <span style="color: blue;">●</span> Water       | <span style="color: grey;">●</span> Transportation / Utilities |

Source: CMAP, 2018

The IIPD is well-connected to highways and Class I freight rail service, making it an extremely competitive site for multimodal shipping. In fact, the IIPD held onto its volumes in the 2010s while most inland ports were seeing declining traffic by shifting focus to rail and truck connectivity. As demand for construction materials, agricultural products, and other raw materials rises to support a growing Midwest economy, demand for many of the commodities handled at the IIPD is expected to increase. Yet nearby neighborhoods may not notice additional traffic, as many goods move directly from the waterway to rail, eliminating the need for trucks to move these goods.

*Calumet is in the midst of an economic revitalization. Regional strengths include:*

- **Direct Access to Bishop Ford Freeway (I-94), Class I freight rail lines, the Great Lakes, and the Mississippi River system**
- **Availability of large undeveloped sites**
- **Large local labor force**

*The IIPD can capitalize on the strengths of the surrounding region. However, it also faces unique challenges, such as outdated facilities and infrastructure, environmental issues, and institutional issues. This Master Plan provides the IIPD a plan to address these issues and maximize its potential.*

## The Calumet Area

Calumet has a long and vibrant history, driven by the rise, decline, and rise again of industry on Chicago's South Side. Historically, industry, including the Pullman Company, Wisconsin Steel, and U.S. Steel South Works, have had sprawling footprints in the region. Only 19 percent of the land is dedicated to residential uses. Nevertheless, an estimated 217,000 people live in the 12 communities surrounding the IIPD. Residents of the region are slightly older (median age of 39 versus 35) and have lower incomes (median of \$41,000 versus \$55,000) than in the City of Chicago as a whole. Most residents in the area currently commute to work in other locations in Chicago, including the central business district. However, there were an estimated 35,000 jobs in the Calumet Area in 2017, with significant year-over-year growth in jobs since 2010.

Despite the ongoing COVID-19 pandemic, activity in Calumet has continued. The industrial market in the Chicago region has particularly thrived, with additional demand for warehouse, distribution center, and specialized industrial, including in Calumet. In 2020, an Amazon Fulfillment Center was completed in Pullman Crossing, a development near 103<sup>rd</sup> Street, directly northwest of the IIPD. The Ford Assembly Plant and Commerce Park Chicago (site of the Ford Supplier Park) have also expanded since 2019. The Ford Calumet Environmental Center also opened at Big Marsh Park, directly east of the IIPD. Several additional studies that impact Calumet are also underway, including the Department of Planning and Development's Industrial Framework Plans, the City of Chicago Recovery Plan, and We Will Chicago, the City's Comprehensive Plan.

## Overview of Industry in Calumet

Southeast Chicago has been the location for the most significant and intensive manufacturing in the City, focusing on the production of steel. At its peak, the steel industry employed an estimated 200,000 workers. Calumet was seen as the perfect distance from the City Center to minimize the negative impacts of industry while taking advantage of regional markets.

Yet the impacts of steel were certainly felt by the residents of Calumet. The loss of steel mills throughout the 1970s and 1980s resulted in the loss of tens of thousands of jobs and a cycle of disinvestment that has kept neighborhoods from thriving. Furthermore, the environmental impacts on the region have been astounding. The most visible impacts are seen at the Calumet Cluster Superfund Site, directly east of the IIPD, which was a wetland turned into a chemical waste dump. While Lake Calumet has escaped the worst of the effects, the land and surrounding water is also contaminated by a variety of pollutants. In addition to impacts from historical uses, the I-94 expressway run-off currently flows into Lake Calumet, creating ongoing water quality challenges.

While some environmental issues in Calumet have been addressed, many others remain, including several contaminated brownfield sites. Within the last decade, Calumet has experienced a rebirth of interest and investment in new industrial and manufacturing uses. As large development sites on the Northside have become scarce and more expensive, industrial users have been eyeing land on the Southside, where they can expand their footprint at a lower cost. Some Northside industrial users, such as Finkl Steel, have relocated to the Southside. Specialized manufacturing uses and data centers are also moving into the region. As noted above, distribution centers and warehouses to support the pre- and post-pandemic e-commerce economy are the greatest driver of development in Calumet, attracted by the same proximity and connectivity that spurred the first industrial boom in the region. Yet both relocations and new developments have renewed concerns regarding land use and impacts of industry faced by the Calumet, as well as the discrepancy between development approaches in different neighborhoods.<sup>6</sup>

While there is widespread optimism on the near-term strength of the industrial market in Calumet based on forecasts of newer and continued growth in warehousing and distribution, there is some reason for caution. Trade disputes, wars, lingering impacts of the COVID-19 global pandemic, and other geopolitical and macroeconomic factors may impact overseas trade as well as the local economy. Concern over economic slowdowns in the U.S. as well as internationally may impact the broader commercial real estate industry. Finally, warehousing and distribution themselves create burdens on communities through increased traffic levels and dysconnectivity due to the large parcels of land needed.

### U.S. Steel South Works, 1920



Source: industrialscenery.blogspot.com

### Former U.S. Steel South Works Site, 2018



Source: aeschicago.wordpress.com

<sup>6</sup> <https://news.wttw.com/2019/09/16/general-iron-deal-spurs-debate-about-land-use-air-quality>

**Figure 8 Industrial Anchors Near the IIPD**



Source: Goodman Williams Group, April 2022.

*Overview of the Environment and Recreation in the Calumet Area*

While primarily known for industrial activities, Calumet also contains great ecological diversity. The surrounding ecosystems range from deciduous forest, boreal forest, and tall grasslands, with plenty of streams, wetlands and lakes. Since the middle of the nineteenth century, the land has been shaped through engineering the waterways to allow cargo, booms and busts in industrial land use, and reshaping the landscape with landfills and other materials. The U.S. Army Corps of Engineers (USACE) notes that the Calumet Harbor and River areas “bear little resemblance to the ecosystem present prior to development.”<sup>7</sup> Significant environmental challenges persist throughout the region, primarily due to the industrial legacy, such as remediation of brownfield sites and the Calumet Cluster Superfund Site, as well as improvements to the water quality of the Calumet River, Lake Calumet, and Calumet Harbor.

Because of the prevalence of industrial, economic, and environmental opportunities and conflicting land uses, there have been numerous planning efforts in hopes to transform Calumet into a model of sustainable and green economic development and recreation/open space. The mid-1990s development of the Harborside International Golf Course and the 2016 opening of the Big Marsh Park are examples of completed projects that move Calumet one step closer to realizing this vision. Further research and attraction of sustainable, renewable, and green industries to the region is crucial to transforming decades of contamination and a legacy of intensive industrial uses into more modern and sustainable economic activities. The IIPD, and this Master Plan, also play a critical role in achieving this vision. The next chapter articulates the future of the IIPD itself, followed by the plan to achieve that sustainable future.

<sup>7</sup> USACE, 2016. Calumet Harbor Bedrock Removal to Authorized Depth Environmental Assessment

## 3.0 The IIPD Tomorrow

The IIPD of tomorrow has a myriad of opportunities that will benefit its users and surrounding community. This plan identifies three types of opportunities and lays out an implementation plan for each that will leverage the IIPD's strengths in multimodal freight shipping, deepen its commitment to the environment and surrounding community, and contribute to meaningful economic development opportunities for the greater Calumet region.

### What are our options?

The Lake Calumet property is varied in land use and function. To better recognize potential development opportunities, seven IIPD "Districts" were identified:

- **Harborside International Golf Center** is a 36-hole golf course with supporting facilities.
- **Square Marsh** is a naturalized area with restoration potential to support a hemi marsh habitat.
- **Calumet Gateway** is the transitional area between the golf course and active industrial areas.
- **Finger District** is the area where historical port activities were located but is current underutilized.
- **West District** is a moderately active industrial area used to transfer and store agricultural commodities.
- **East District** is where the highest land utilization occurs for heavy industrial activities.
- **South District** is an active warehousing area and hosts the IIPD's primary entry off I-94.



### *The Future of the IIPD is Green*

*Today, freight transportation comprises 11% of global greenhouse gas emissions, including warehousing and port activities<sup>6</sup>.*

*With global freight demand expected to continue to grow with population and changing consumer patterns, it is critical that these sectors reduce fossil fuel use.*

*The IIPD of tomorrow will support the adoption of green technology, low- or zero-emission vehicles, and renewable power sources for current and future tenants and development plans.*

Based on the findings of the existing conditions assessment and identification of current and potential industrial and non-industrial uses, there were several types of cargo types and supporting facilities that appear to strategically align with IIPD's network of multimodal freight transportation assets:

<sup>8</sup> Massachusetts Institute of Technology Climate Portal. Freight Transportation Explainer. Accessed 03/23/2022. <https://climate.mit.edu/explainers/freight-transportation>

|                    |                | Greatest Strategic Alignment       |  | Least Strategic Alignment   |   |
|--------------------|----------------|------------------------------------|--|---|---|
|                    |                | Water + Rail + Road                | Water + Road   | Road + Rail   | Road  |
| Cargo Types        | Bulk Materials | Bulk Materials<br>Breakbulk        | Bulk Materials<br>Breakbulk  | Bulk Materials<br>Liquid Bulk   | Public Services<br>Specialized Services         |
|                    | Breakbulk      |                                    |  |   |   |
| Example Facilities | Liquid Bulk    | Sheds/Covered Storage<br>Elevators | Sheds/Covered Storage<br>Elevators<br>Laydown Areas<br>Manufacturing<br>Warehousing<br>Flex Industrial | Sheds/Covered Storage<br>Elevators<br>Tank Farms<br>Laydown Areas<br>Manufacturing<br>Flex Industrial | Laydown Areas<br>Warehousing<br>Flex Industrial |
|                    | Containers     |                                    |  |   |   |
|                    | Project Cargo  |                                    |  |   |   |

For potential non-industrial uses at the port, there are a variety of opportunities with varying degrees of development that align with recreation, entertainment & hospitality, low-impact recreation, and naturalized uses.

| Most Development Required                |  | Least Development Required |   |
|--|--|----------------------------|---|
| Recreation + Entertainment + Hospitality |  | Low Impact Recreation      | Naturalizing  |
| Boat House                               | Destination Entertainment<br>Hotel<br>Small Outdoor Venue<br>RV Park | Park space                 | Areas left for natural growth as a visual buffer or due to low desirability of land for higher economic use |
| Destination Entertainment                |  | Environmental Learning     |   |
| Hotel                                    |  | Multi-use Paths and Trails |   |
| Small Outdoor Venue                      |  | Managed Conservation Land  |   |
| RV Park                                  |  | Treatment Wetland          |   |

The scenario planning process for the IIPD evaluated all the aforementioned industrial and non-industrial uses for each District. Industrial uses were identified for Districts based on how well they aligned with existing and potential multimodal transportation assets, tenants, and industrial market conditions. For non-industrial uses, proposed developments were evaluated according to the level of development most appropriate for that District according to existing and potential future environmental assets.

Iroquois Landing was evaluated separately from the seven IIPD Districts due to the unique location and nature of the site. The 190-acre property is leased to a single tenant, North American Stevedoring Company (NASCO), which primarily uses the land for open air storage for goods such as lumber and steel, but it also accepts international ships, large lake freighters and barges, as well as passenger cruise ships.

## What do we need to do?

After establishing the existing conditions at the IIPD and identifying key industrial and non-industrial opportunities, the IIPD, CMAP, and its planning partners identified a preferred development scenario for the future of the IIPD. The scenario assessment process considered development alternatives for each of the IIPD's Lake Calumet Districts based on the vision for the IIPD:



### Serve as a National Multimodal Freight & Logistics Hub

Maintain the IIPD's status as a national multimodal freight & logistics hub by pursuing investments that will further position the IIPD to handle additional freight volumes by barge/vessel, rail, pipeline, and highway modes



### Facilitate Economic Development on the Southeast Side

Facilitate economic development in Southeast Side Chicago by increasing industrial, commercial, and recreational land utilization at underutilized Port properties



### Enhance Quality of Life and Community Benefits

Enhance quality of life of surrounding community by mitigating the negative impacts of freight and industry, and improving the community's ability to connect with each other and with nature in Calumet Gateway and Square Marsh

After dozens of meetings with IIPD's most critical stakeholder groups, including the Master Plan Steering Committee, a scenario was chosen for each IIPD District, including Iroquois Landing. Pursuing the path to the IIPD's preferred development scenario will help meet its multifaceted development goals and align with the needs and desires expressed by the IIPD's strongest supporters and stakeholders, most notably the surrounding community and general public in addition to the Master Plan Steering Committee.

## What will the future look like?

The future of the IIPD begins with five port-wide recommendations:

1. **Increase the Density of Freight Activities.** Concentrate ship and barge freight activities in the navigable waterways south of Gull Island, which is located alongside the southern-most finger pier and northern portion of the East District. By building upon its strengths as a multimodal shipping hub, the IIPD will more effectively serve the region's most critical industrial markets and support the Calumet Area economy. Not only does its unique location provides maritime connections to Canada, the East Coast of North America the Gulf Coast, Central, and South America, but the IIPD's Class I railroad infrastructure and proximity to major Interstate highways also supports multimodal connectivity beyond what many of its competitors can offer. Addressing critical infrastructure gaps and supporting these multimodal and intermodal activities by tenants will serve as an economic driver for the region and a means for increasing utilization of currently underutilized port property.
2. **Provide Public Access, Community Connections and Recreational Uses.** Move the Transportation Worker Identification Credential (TWIC) boundary and fences south of Calumet Gateway and North Finger Pier. This will allow public access to Lake Calumet's northern hammerhead, a part of the lake that is no longer viable for water-based cargo and is better suited as a regional destination for recreation, entertainment, and hospitality. Moving the TWIC boundary is an essential first step to any community-based development at the IIPD's Lake Calumet facilities, which, except for Harborside International Golf Course, are currently not accessible to the public. This includes both development of a multi-use bicycle and pedestrian path between Pullman and Big Marsh Park on IIPD property, and use of personal non-motorized watercraft within the Calumet Hammerhead.
3. **Advance Environmental Stewardship.** Habitat restoration, enhanced public access, alternative energy, and other upgrades to promote greater energy efficiency all support this strategy. Leveraging the IIPD's

abundant natural and recreational resources – developed, undeveloped, and underdeveloped – will deliver long-awaited amenities to the local community, improving quality of life and supporting vital conservation efforts. The IIPD can also encourage and incentivize environmental, social, and governance (ESG) best practices for tenants and port users to further its environmental stewardship goals.

4. **Achieve Modernized and Sustainable Operations.** Adequate funding and staffing resources at the IIPD are the biggest obstacles to implementation of this Master Plan. In order to make meaningful process towards increased freight activity, land utilization, and overall productivity at the IIPD, it will be essential for the IIPD to invest in expanding and modernizing its operational capabilities. Hiring qualified and experienced staff to assist with data collection/records, grant writing, RFP writing/evaluating, and program support will ensure the IIPD can take advantage of grant funding opportunities, oversee project plans and proposals, and manage day-to-day activities at the IIPD, while allowing the IIPD Executive Director to focus on high-level strategy and development. It is also recommended that the IIPD improve utilities connectivity and reliability.
5. **Become an Industry Leader and Community Voice in the Calumet.** The valuable industrial, environmental, and community stakeholders engaged as part of the planning process are champions of the IIPD's successful implementation of this Master Plan. It is recommended that the IIPD continue to engage with its dedicated community partners to work towards achieving shared goals. There are also opportunities for the IIPD to establish itself as an industrial and environmental leader, including offering educational programming and establishing a committee of private Calumet River operators.

The future vision of the IIPD Districts surrounding Lake Calumet are shown in Figure 9 and Figure 10 **Error! Reference source not found.**, and the future vision of Iroquois Landing is shown in Figure 11 **Error! Reference source not found.** Each vision includes recommendations for short- and long-term opportunities in each District. Table 1 articulates the specific development recommendations for each District that are reflected in the conceptual maps, and identifies which implementation strategy is associated each recommendation, which will be discussed further in Section 4.0, *Implementing the IIPD's Future*.

The future vision for Lake Calumet captures the industrial and commercial potential for the inland IIPD parcels while establishing dedicated public access, destination amenities, and a plan to remediate and support critical environmental and ecological resources. The future vision for Iroquois Landing supports increased land utilization to coincide with future growth and development opportunities for the site's current and future tenants.

Figure 9 Lake Calumet Today

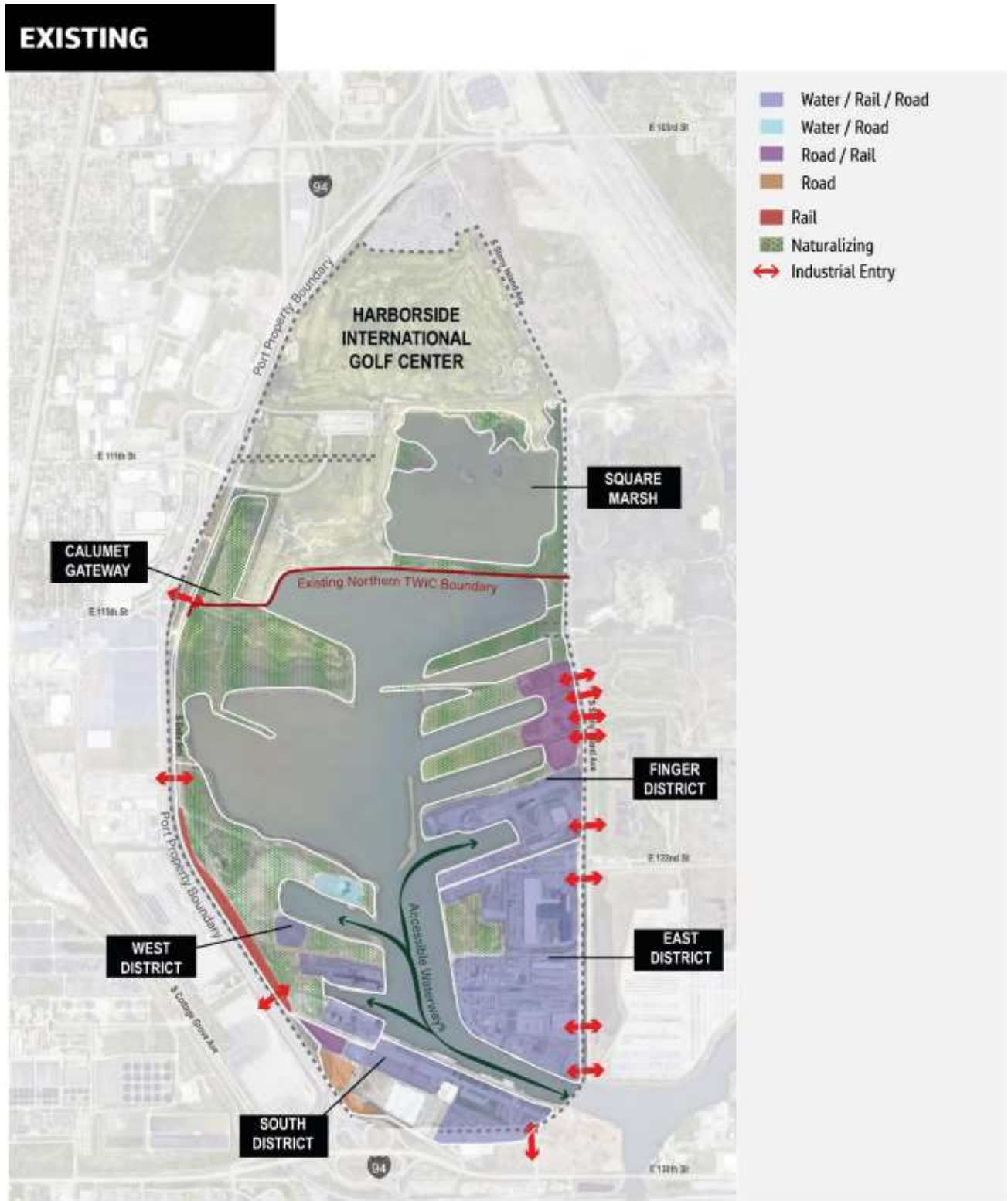


Figure 10 The Future of Lake Calumet

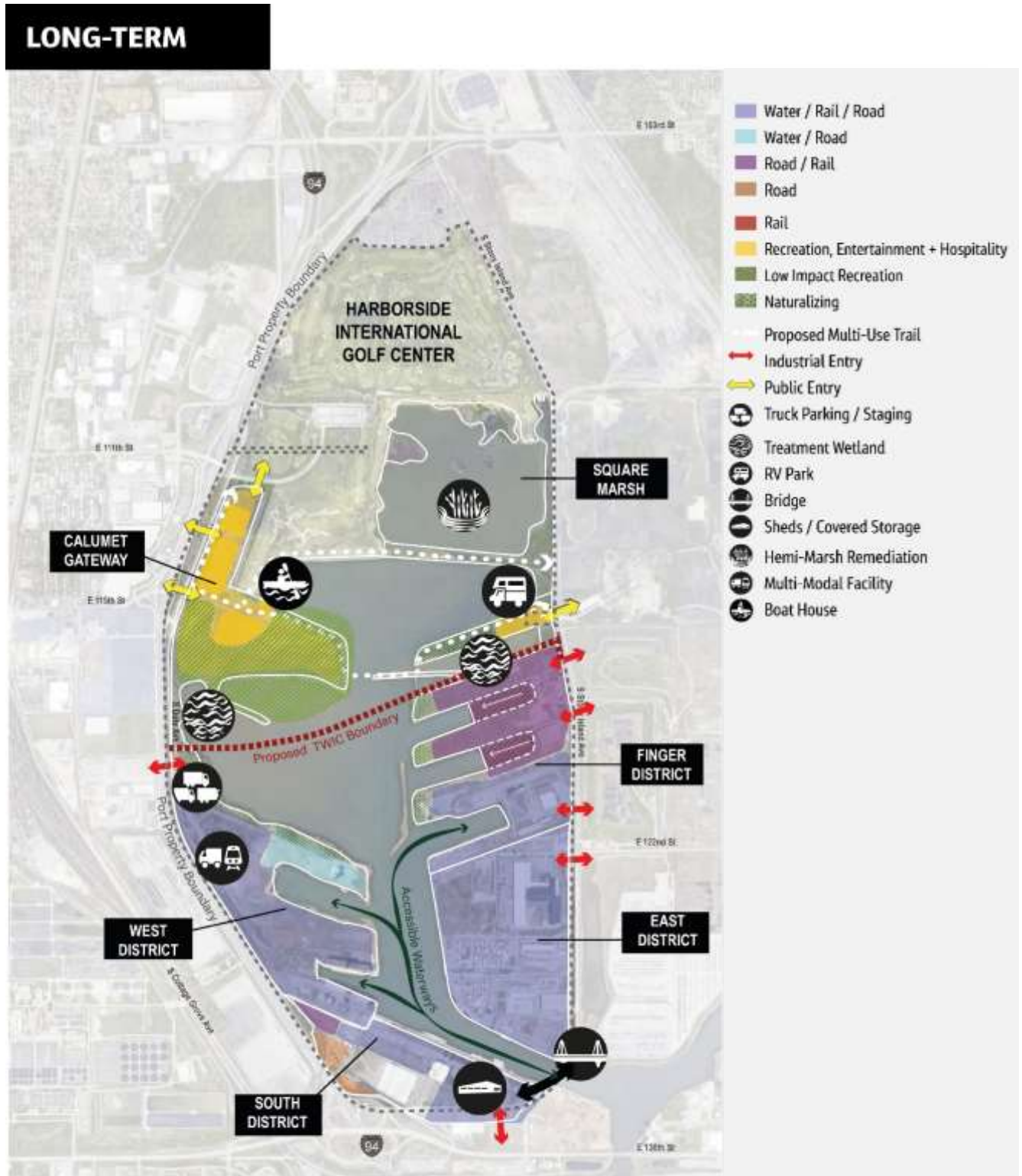


Figure 11 Iroquois Landing Today and in the Future



**Table 1 Development Recommendations for the Future of the IIPD**

| District                   | Implementation Strategy  | Development Recommendation   |
|----------------------------|--|--|
| Calumet Gateway            | <i>Community Access and Destination Amenities</i>                | <ul style="list-style-type: none"> <li>Construct a hotel in Calumet Gateway adjacent to Harborside International Golf Course.</li> <li>Establish a boathouse in Calumet Gateway.</li> <li>Provide recreational, entertainment, and hospitality opportunities in Calumet Gateway.</li> <li>Develop a venue for concerts and other community events in Calumet Gateway.</li> <li>Support construction of bicycle/pedestrian multi-use path across Lake Calumet south of Square Marsh.</li> </ul> |
| Square Marsh/ Lake Calumet | <i>Improved Quality of Environmental Assets</i>                  | <ul style="list-style-type: none"> <li>Restore water quality throughout Lake Calumet.</li> <li>Remediate Square Marsh to encourage development of a hemi-marsh.</li> </ul>   |
| West District              | <i>Improved Access to Industrial Facilities</i>                  | <ul style="list-style-type: none"> <li>Build out multimodal freight facility in West District by expanding road, rail, and water access to support increased bulk, break-bulk, and containerized freight volumes.</li> <li>Develop truck parking/staging facility.</li> </ul>  |
|                            | <i>IIPD as a Good Neighbor and Leader</i>                        | <ul style="list-style-type: none"> <li>Develop art wall on grain elevators.</li> </ul>   |
|                            | <i>Port Modernization - Infrastructure</i>                       | <ul style="list-style-type: none"> <li>Rehabilitate and modernize the dock wall, port facilities, such as storage sheds, and utility infrastructure (including consideration of renewable energy infrastructure).</li> </ul>   |
| South District             | <i>Improved Access to Industrial Facilities</i>                  | <ul style="list-style-type: none"> <li>Support partner efforts to construct lift bridge to connect S. Stony Island Avenue in East District to 130th Street</li> </ul>  |
|                            | <i>Port Modernization - Infrastructure</i>                       | <ul style="list-style-type: none"> <li>Rehabilitate and modernize the dock wall and utility infrastructure (including consideration of renewable energy infrastructure) in South District</li> <li>Build additional sheds and covered storage in South District for industrial use as the market demands.</li> <li>Repair/replace existing sheds in South District.</li> <li>Upgrade and expand port entrance in South District.</li> </ul>  |
|                            |  |  |
| East District              | <i>Financial Stability and Opportunity for Increased Revenue</i> | <ul style="list-style-type: none"> <li>Maximize industrial land utilization through lease evaluation and/or renewals.</li> </ul>   |
| Finger District            | <i>Financial Stability and Opportunity for Increased Revenue</i> | <ul style="list-style-type: none"> <li>Partially fill between two middle Finger Piers to yield additional acreage for continued industrial use.</li> <li>Establish recreational vehicle (RV) park on North Finger Pier.</li> </ul>   |
| Iroquois Landing           | <i>Port Modernization - Infrastructure</i>                       | <ul style="list-style-type: none"> <li>Rehabilitate and modernize the dock wall and related facilities.</li> </ul>   |

| District | Implementation Strategy  | Development Recommendation   |
|----------|--|--|
|          | <i>Financial Stability and Opportunity for Increased Revenue</i> | <ul style="list-style-type: none"><li>• Maximize industrial land utilization through lease evaluation and/or renewals.</li></ul> |

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## 4.0 Implementing the IIPD's Future

An Implementation Plan is necessary to achieve the IIPD's envisioned development. It is important to lay out phasing and contingencies associated with each action to ensure success. Because the IIPD has limited financial and staffing resources, the initial focus will be on executing the critical path items and partnership opportunities to build forward momentum and lay the ground work for actions that may take more time and resources to implement.

### How do we get there?

The Implementation Plan was developed to help the IIPD achieve its development goals. It builds on the engagement conducted with the IIPD's stakeholders throughout the planning process to define the short- and long-term actions, and identify and prioritize required partnerships, barriers, obstacles, and contingencies, cost ranges, and other details. Targeted investments in each IIPD District, including capital improvement projects, infrastructure modernization, further studies, and operational improvements will be critical for the IIPD to achieve its goals for the future. Additionally, and simultaneously, avenues for the IIPD to be a community and environmental steward will be pursued. The components of this Implementation Plan include:

- **Implementation Strategies**, seven in total, are comprised of various actions that are designed to help the IIPD move forward with the investment packages through improved financial stability, infrastructure quality and access, operational practices, and environmental and community stewardship.
- Specific, targeted actions that support the implementation strategies include:
  - **Critical Path Items** are the immediate or short-term, high-priority actions that the IIPD will address as soon as is feasible. Many of these critical path items must be addressed before other actions can be initiated.
  - **Partnership Opportunities** represent additional opportunities for the IIPD to continue engaging with its public sector, industry, environmental, and community partners. While not as pressing as the critical path items, these actions require coordination and will be initiated relatively quickly to keep stakeholders engaged and build momentum for larger initiatives.
  - **Additional Proposed Studies** compile the remaining actions that recommend that the IIPD and its partners pursue additional planning studies. These studies are an essential first step or intermediate step towards essential operational or capital improvement efforts.

Many of the critical path items are designed to strengthen the IIPD's internal capabilities, financial stability, and understanding of its assets and tenant characteristics and needs at a low cost. Interim planning actions have been identified for the long-term capital-intensive actions – such as infilling the Finger Piers and constructing a vehicle lift bridge – to guide the IIPD through the process of determining whether these projects would be both beneficial and feasible.

Adequate funding and staffing resources at the IIPD are the biggest obstacles to implementation. In addition to hiring dedicated staff, it is also critical that the IIPD continue to build on the relationships established during the robust stakeholder involvement and engagement effort as part of this Master Plan. Getting early “buy in” from the IIPD's most important stakeholders will build momentum and identify “champions” to back large-scale projects, investments, and initiatives.

The Investment Packages and Implementation Strategies presented in the following sections are documented in detail in the Implementation Plan. The full list of strategies and actions is also summarized in Table 5 at the end of this Plan.

### Implementation Strategies

This Implementation Plan for the IIPD is designed to help the IIPD move forward the primary recommendations that reimagine the IIPD’s purpose and function for the 21<sup>st</sup> century. Each recommendation category is presented as a distinct strategy, seven in total as summarized in Figure 12, along with individual actions for each strategy. The strategies presented offer overlapping and complementary support for the three IIPD Master Plan goals.



**Figure 12 Implementation Strategies for the IIPD of Tomorrow**



## Critical Path Items, Partnership Opportunities, and Additional Studies




Across the seven implementation strategies, this Master Plan identifies more than 50 actions for the IIPD and its partners to take toward the future of the port. The highest-priority actions to be accomplished as soon as is feasible are “critical path” items, as shown in Table 2. In several cases, these critical path items represent a barrier, obstacle, and/or contingency for other longer-term actions, including confirming IIPD land ownership and boundaries or expanding data collection practices. These items will be initiated within the next two years to lay the groundwork for the IIPD’s financial, development, and community and environmental goals. Thanks to existing support from the IIPD’s state and local partners, some of these items are already underway.

**Table 2 Critical Path Items for the Future of the IIPD**

| Strategy  | Implementation Action                                   | Purpose & Outcomes   |
|---|---|--|
|    | Port Boundary Survey                                    | Provide the IIPD with confirmed, current status of land ownership and boundaries for future planning and potential acquisition efforts. Currently, discrepancies exist with IIPD and Cook County records.  |
|   | Current and Future Tenant Lease Assessment              | Review current lease holdings and establish appropriate market rate for both leased and non-leased parcels. Conducting a comprehensive review of tenant leases will equip the IIPD in making informed decisions in attracting new tenants or expanding the footprint of existing tenants.  |
|    | Expand Data Collection Practices                        | Expanding the IIPD’s access to data will lead to greater operational efficiencies, a greater understanding of IIPD tenants and their needs, and allow for more informed decisions to increase the IIPD’s viability and competitiveness.  |
|   | Staff Augmentation & Professional Services Support      | Bringing on full-time IIPD staff and/or professional services support to support data collection/records, grant writing, RFP writing/evaluating, and program support will allow these essential functions to take place while the Executive Director continues to focus on high-level strategy and development.<br><br>The IIPD is currently receiving staff support from the Delta Institute thanks to a grant from the Illinois Department of Natural Resources (IDNR), and would benefit from additional support in other areas.  |
|   | Technology & Systems Investments                        | Technology and systems for IIPD data management will create efficiencies and accuracy in future planning efforts and upgrades, as well as increase safety and security of IIPD systems and property. As a first step, the IIPD has recently updated its website.   |
|  | Rehabilitate and Modernize Critical Port Infrastructure | Rehabilitate and modernize dock wall and facility infrastructure at Iroquois Landing, West District, and South District to promote greater safety and efficiency, support increased freight handling, provide access for modern vessels. Support construction of new modern sheds in South Districts as market demands.<br><br>Completing these crucial capital improvements will build on other industrial access projects at the IIPD, such as the Butler Drive road/rail reconstruction project, which is being funded by IDOT and led by the Cook County Dept. of Transportation and Highways. In early 2022, IDOT awarded the IIPD nearly \$25M to rehabilitate the dock wall at Iroquois Landing and replace the transit shed roofs in the South District. |
|   | Move TWIC Boundary and Fences South of Calumet Gateway  | This is an essential first step to any community-based development at the IIPD’s Lake Calumet facilities, which are currently not accessible to the public. It will enable non-industrial development within Calumet Gateway, while concentrating industrial uses within the TWIC boundary.  |

Other actions that represent opportunities to further and deepen engagement with the IIPD’s most critical stakeholders are referred to as “partnership opportunities” (Table 3). While not as pressing as the critical path items, these actions require coordination with external partners that can be initiated relatively quickly. These items can also be accomplished with a relatively low level of effort, and will be used in messaging efforts to maintain connections with stakeholders and build momentum towards longer-term projects, investments, and initiatives to come.

**Table 3 Additional Partnership Opportunities for the Future of the IIPD**

| Strategy  | Implementation Action                                    | Purpose & Outcomes   | Stakeholder Group |               |                      |           |
|---|--|--|-------------------|---------------|----------------------|-----------|
|   |  |  | Public Agency     | Environmental | Commercial/ Industry | Community |
|    | Coordinate IIPD Restoration Activities with Stakeholders | Although most restoration activities will be concentrated in Square Marsh area of the IIPD, future development in all districts should minimize fragmentation of habitat and avoid impacting water and air quality through balanced environmental and development goals. | ✓                 | ✓             |                      | ✓         |
|   | Align IIPD Restoration Activities with Planning Partners | Align proposed restoration activities within IIPD property to complement regional and local restoration efforts at the federal, state, regional, and local levels.   | ✓                 | ✓             |                      | ✓         |
|  | Issue RFPs for Calumet Gateway                           | Issuing an RFP for development of recreation, entertainment, and hospitality uses at Calumet Gateway could help bring in funding and provide input into design and implementation.   |                   |               | ✓                    | ✓         |
|   | Seek Operator for Boathouse at Calumet Gateway           | Establishing a partnership and/or tenant for a boathouse at Calumet Gateway is the first step before constructing a potential facility. This could help bring in funding and provide input into design and implementation of use.  |                   |               | ✓                    | ✓         |
|   | Support Development of Multi-Use Path                    | Supporting the development of a multi-use path between Pullman and Big Marsh Park will result in significant public benefit to the local community and greater Chicago region.   | ✓                 | ✓             |                      | ✓         |
|  | Commission Art Wall on Grain Elevators                   | Commissioning an art wall on the grain elevators in the West District would provide better visuals of the IIPD from I-94. Potential to engage the City of Chicago’s public arts program in addition to the local community.  | ✓                 |               | ✓                    | ✓         |

Additional proposed studies identified for the future of the IIPD are summarized in Table 4. Many of these studies are an essential first step or intermediate step towards operational or capital improvement efforts and will be undertaken with the financial support of local, regional, and state agencies.

**Table 4 Additional Proposed Studies for the Future of the IIPD**

| Strategy  | Study Name   | Purpose   |
|---|--|---|
|    | Environmental Impact Statement (EIS) for Partial Infill of Finger Piers                                      | Conducting an EIS is a necessary first step to maximizing land utilization within the Finger District.  |
|    | Broadband Connectivity Evaluation and 5G Connectivity Feasibility Study                                      | Evaluating broadband and 5G connectivity to identify where upgrades may be needed to better support existing tenants and attract potential future tenants.  |
|   | Feasibility of Renewable Energy Power Generation at the IIPD   | Evaluate connectivity & reliability of utility infrastructure and conduct a feasibility study to establish potential opportunities for renewable energy generation facilities.  |
|    | Comprehensive Structural and Infrastructure Condition Assessment   | Assess IIPD buildings and supporting infrastructure to establish condition and maintenance/rehabilitation needs, prioritize improvements based on findings.   |
|    | Feasibility Study for Treatment Wetlands   | Evaluate existing conditions to determine feasibility of a treatment wetland and/or other nature-based infrastructure.  |
|    | Feasibility Study for Blue-ways Trail  | Assess feasibility of a blue-ways trail that complements proposed environmental remediation and recreational activities throughout Lake Calumet.  |
|  | Navigational Assessment for Lake Calumet   | Document channel depth, width, and height restrictions throughout Lake Calumet.   |
|   | Bathymetric Surveys of Port Waterways  | Conducting a bathymetric survey will help the IIPD to understand potential access issues by modern ship vessels.  |
|   | West District and South District Rail Feasibility Study  | Explore feasibility of expanding freight rail activity in the West District and South Districts, including evaluating rerouting gate traffic in West District to facilitate higher utilization of existing railyard or expansion into an intermodal facility. |
|   | Benefit-cost analysis and Feasibility of Vehicle Bridge Connecting Stony Island Ave to 130 <sup>th</sup> St. | Define benefits of connecting the East and South Districts against substantial feasibility, permitting, design, and construction costs.   |




## 5.0 Conclusion

This Master Plan presents a roadmap to the IIPD's future. In addition to describing important current and historical context to the condition and activities at the IIPD today, this Plan includes action-oriented implementation plan with specific strategies and program packages to move forward the IIPD of the future. To track progress towards its development goals, it is recommended that the IIPD review the Implementation Plan and the overall Master Plan annually to track its progress using quantifiable and relevant metrics, and update the Plan as needed.

There is a bright future ahead for the IIPD as it works towards maintaining its long-term utility as a national multimodal freight hub, strengthening economic development opportunities for the region, and delivering long-promised recreational amenities to the Southeast Side. In recent years, the IIPD has benefited from financial and technical support from the state of Illinois, IDOT, Cook County, and CMAP. This Plan provides an opportunity to continue moving forward towards the future of the IIPD. It will be critical for the IIPD to work with its dedicated community partners and continue to build on the relationships established during the robust stakeholder involvement and engagement effort as part of this Master Plan. Getting early buy-in from the IIPD's most important stakeholders will build momentum and identify champions to back all the large-scale projects, investments, and initiatives to come.

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**Table 5 Complete List of IIPD Strategies & Actions**

| Strategy  | Action  |
|---|---|
| <b>Financial Stability and Opportunity for Increased Revenue</b><br> | Conduct boundary survey to establish current IIPD ownership.  |
|   | Conduct tenant lease assessment to establish lease terms, timeframes, current rates as compared to market rates, and other conditions for all port tenants.   |
|   | Evaluate tenant leases and determine appropriate rent and terms for new and existing tenants. Explore renegotiation of existing land leases to increase utilization and IIPD revenue.                   |
|   | Perform a SWOT assessment to identify specific infrastructure gaps and strengths of the IIPD.   |
|   | Conduct environmental review and perform EIS for partial infill of existing finger piers to provide opportunity for a large (20+ acre) site and increased land utilization in Finger District.          |
|   | Support partial infill of existing finger piers to provide opportunity for large (20+ acre) site and increase land utilization in Finger District.  |
| <b>Port Modernization – Operations</b><br>                           | Conduct full evaluation of IIPD operational responsibilities and practices, and identify risks, gaps, and inefficiencies in current protocols.  |
|   | Expand data collection practices to include current lease terms, commodities handled, revenue to IIPD annual (\$ value and mechanism) and likelihood of staying at current location.                    |
|   | Invest in technology and systems to digitize port records and operations and increase safety.   |
|   | Bring on full-time staff to support data collection/records, grant writing, RFP writing/evaluating, and program support.  |
|   | Digitize and map lease agreements.  |
|   | Evaluate broadband and 5G connectivity throughout IIPD facilities and identify areas in need of upgrade to support existing & future tenants.   |
|   | Evaluate utility infrastructure and conduct feasibility study of renewable energy power generation at the IIPD.   |
| Invest in security and safety features throughout the IIPD.   |   |
| <b>Port Modernization – Infrastructure</b><br>                     | Conduct structural and infrastructure condition assessment of all existing IIPD buildings and supporting infrastructure to establish condition and maintenance/rehabilitation needs.                    |
|   | Rehabilitate and modernize dock and facilities at Iroquois Landing to support increased freight handling, provide access for modern vessels, and provide safe access for cruise ship passengers.        |
|   | Rehabilitate and modernize dock wall and facility infrastructure in South District to promote greater safety and efficiency, support increased freight handling, and provide access for modern vessels. |
|   | Rehabilitate roadways and laydown areas throughout the IIPD as needed   |
|   | Rehabilitate and modernize facility infrastructure, such as sheds, in West District to support increased freight handling.  |
|   | Rehabilitate and modernize dock wall in West District to support increased freight handling and provide access for modern vessels.  |

**Strategy**

**Action**

Prioritize necessary infrastructure improvements based on condition assessments, level of service, and market demand, and determine next steps.

Support construction of new modern sheds in South District as market demands.

**Improved Quality of Environmental Assets**



Align proposed restoration activities within IIPD property to complement regional and local restoration efforts at the federal, state, regional, and local levels.

Coordinate with stakeholders on all restoration activities in the Lake Calumet area, including Square Marsh and Big Marsh.

Prioritize environmental activities and sustainable development for all activities at the IIPD, while promoting safety, security, economic growth, and jobs at the IIPD.

Advance a feasibility study for treatment wetlands or other nature-based infrastructure within Lake Calumet to improve water quality from adjacent run-off.

Advance treatment wetland interventions to better accommodate incoming water from the northwest and northeast areas of Lake Calumet.

Where feasible, maximize permeable surfaces with natural plant assemblages or permeable surfaces to pretreat run-off in developed areas before discharging into sewer systems and ultimately Lake Calumet and Lake Michigan.

Prioritize water edges for either naturalization/restoration or solid surface for water transport access. Naturalization/restoration should be prioritized for water edges that do not require water transport access.

**Community Access and Destination Amenities**



Move TWIC Boundary and fences south of Calumet Gateway District and North Finger Pier to allow public access.

Support multi-use path connectivity between Pullman and Big Marsh Park.

Seek partnerships and/or tenants to operate and lease a boathouse at Calumet Gateway

Develop and advertise RFPs for development of low-impact recreation, entertainment, and hospitality uses at Calumet Gateway.

Develop and advertise RFP for development and operation of an RV park facility in the North Finger Pier for supporting users of Big Marsh, multi-use recreation paths, and low-impact recreation such as birding.

Enable community access to Calumet Hammerhead for personal non-motorized watercraft.

Evaluate feasibility of a blue-ways trail that complements proposed environmental restoration efforts.

**Improved Access to Industrial Facilities**




Prioritize increasing/intensifying marine activity on IIPD property at Iroquois Landing and south of Gull Island in Lake Calumet to maximize potential for marine freight movement.

Support eventual removal of the "ghost ship" in the West District to open more land reuse opportunities for north grain elevators.

Conduct navigational assessment to document channel depth, width, and height restrictions throughout Lake Calumet.

Explore consolidation of entry gates to Finger District to improve security of facilities.

Reroute gate traffic in the southwest portion of the West District to the north gate to facilitate higher utilization of existing railyard or expansion into an intermodal facility.

| Strategy  | Action   |
|---|--|
|   | Conduct bathymetric surveys of IIPD waterways.   |
|   | Conduct BCA and feasibility study of a potential vehicle bridge connecting Stony Island Avenue to 130th Street.  |
|   | Acquire additional land to improve port entry facilities.  |
|   | Support construction of a vehicle bridge connecting Stony Island Avenue to 130th Street to facilitate direct truck access between East and South Districts.  |
| <b>Port as a Good Neighbor and Leader</b>   | Develop and distribute an annual port “score card” featuring key metrics and milestones.   |
|  | Develop art wall on grain elevators in West District.  |
|   | Assess covering or shielding view of outdoor laydown areas north of 130th Street to improve community perception of the IIPD   |
|   | For all publicly accessible development in Calumet Gateway, maximize sharing of parking facilities and connecting roadways in planning, design, and construction activities.   |
|   | Ensure all future uses at Calumet Gateway District are accessible to the local community.  |
|   | Develop a communications strategy and plan to enrich and foster sustainable educational promotion to elevate the IIPD as a regional center and destination for innovative sustainable development.   |
|   | Establish a residents advisory council.  |
|   | Organize and facilitate committee of private Calumet River operators.  |
|   | Consider the planning, design, and implementation of educational programming around treatment wetlands that complements a potential blue-ways trail, provides linkages to the proposed trail along the north side of Lake Calumet, and provides linkages to proposed destination uses within the Gateway District. |

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