



Date: August 9, 2023
To: Glencoe Board of Trustees
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Subject: All In Glencoe Comprehensive Plan Draft Goals and Objectives

The ***All In, Glencoe Comprehensive Plan*** officially kicked off on October 1, 2022 with a downtown pop-up event to introduce the project and begin seeking community input. Since that time, the planning team—which includes Village staff, the Glencoe Plan Commission, and a consultant team led by Teska Associates and joined by Kretchmer Associates, Hey and Associates, and Terri Johnson (C-Change In Action)—has been advancing the planning process through the following actions:

- **Plan Commission Guidance:** Extensive engagement with the Plan Commission throughout every stage of the process, typically meeting every month or every two months to review and discuss plan-related questions and topics.
- **Stakeholder interviews:** The consultant team conducted interviews with over twenty local stakeholders ranging from Trustees, representatives from community institutions, other Village committees and commissions, and property and business owners.
- **Project website:** AllinGlencoe.org is the virtual hub for the project. To date, the site has seen over 3,300 views, 1,800+ unique visitors, and collected over 325 comments and counting via the idea-sharing tools (the [comment map](#) and the [ideas wall](#)).
- **Starter Poll:** Nearly 300 people weighed in for the first visioning poll. A total of 277 responses came in over the six weeks that the poll was live, from October through mid-November. [Results are summarized and posted on the website.](#)
- **State of the Community Assessment:** A summary of current conditions and strengths, weaknesses, opportunities and threats/challenges was prepared as a foundation for the project. [This can also be found on the website.](#)
- **MLK Day Unity Service Event:** In January, the project team joined Glencoe's Council for Inclusion & Community and members of the faith community at Am Shalom for an afternoon of service and [facilitated conversations about belonging](#) and what it means to be an inclusive community.
- **Community Workshop 1 – Draft Big Ideas and Goals:** On March 18, the first in-person open house was held at the Glencoe Library, seeking input from the community on the preliminary Draft Big Ideas and Goals. To continue collecting feedback, a Virtual Open House with the same content was available online from March 20 – April 3. [A summary is available online.](#)
- **Draft Goals, and Objectives:** Developed using community analysis and engagement findings, and refined by the Plan Commission, the Goals and Objectives that follow are a draft policy framework for the plan. More detailed strategies and implementation actions will be developed in the next steps of the planning process to advance objectives in specific subareas of Glencoe.

What are the Big Ideas, Goals, and Objectives?

All In, Glencoe will pursue a set of five “Big Ideas” as the guiding framework around which the comprehensive plan will be organized. In many ways, the Big Ideas can be seen as the priorities set by the Village for the future, while the goals and objectives chart a course to reach that future. *Big Ideas are numbered 1-5.*

Goals and objectives outline policies, programs, and further planning the Village looks to conduct in implementing this comprehensive plan. The statements are reflective of past planning efforts of the Village, community input throughout the planning process thus far, and feedback shared by various Village Commissions.

Goals are aspirational statements of Village ambitions for the future. They are not measurable and may not ultimately be fully achievable – but they spell out what the Villages seeks to preserve, change, and become. *Goals are lettered and in bold, listed under the Big Ideas.*

Objectives are actions which define the steps or policies to be followed in pursuit of goals. Some are broad, some more specific. Some may not come with a timeline and may be altered in their ultimate implementation. They likely require more thought, deliberation, and refinement as they are brought to fruition. This is how effective plans get used; the priorities and desired outcomes generally remain, while the environment in which they become reality is dynamic. *Objectives are roman numerals underneath the lettered Goals.*

** Denotes this idea has been carried over from a previous Village plan but remains relevant today*

Village Board Review

The planning team requests feedback from the Village Board at this stage in the process to help us answer the following questions:

- Is the plan headed in the right direction? Are we on the right track?
- Is there anything major missing from the Draft Goals and Objectives? Anything that doesn't belong or isn't clear enough?
- What stands out as something to be emphasized as a priority in the final plan document?

1. Build Upon Glencoe's Character

All elements of the built environment (i.e., land use and open space, architecture, transportation, housing, and infrastructure) work together to provide a high quality of life and enjoyable places to live, work, shop, and play. Glencoe's historic elements and natural resources are preserved, and new development is compatible with the community's character and standards for design.

Community Input:

- Glencoe is a cherished community, seen as a wonderful place to live and raise a family.
- The historic and charming character of Glencoe should be preserved and strengthened.
- While retaining the existing character of downtown, many would like to see more variety of businesses and restaurants that can provide a range of activities and uses to appeal to many segments of the community.
- Public spaces are important, and many would like to see more of these plus more community events and opportunities for gathering.
- Some expressed concerns about aging in place: as people age, it often becomes financially and logistically impractical to remain in Glencoe without an option to downsize.
- Bike and pedestrian improvements are desired to make biking and walking around Glencoe safer and more appealing.

a. Protect and enhance Glencoe's historic character, natural resources, and unique sense of place.

- i. Support the existing land use and development pattern that supports a small town feel and walkable community with a downtown core surrounded by residential, schools, parks, and other community uses. *
- ii. Maintain downtown as the civic center of public life. *
- iii. Evaluate the establishment of residential historic districts. *
- iv. Support the role of the Preservation Commission and its efforts to preserve both Certified and Honorary Landmarks.
- v. Assess the Zoning Code and consider ways that regulations can encourage rehabilitation and incentivize the preservation of existing historic structures.
- vi. Encourage the creation of nodes where paths cross and where residents and visitors are encouraged to gather, informally and randomly, as part of daily life. *
- vii. Modify the Zoning Map as needed to ensure consistency with the updated Comprehensive Plan.
- viii. Develop a long-term strategy for relocation of overhead utility lines. *

b. Provide a variety of housing types to serve the full spectrum of life stages, lifestyles, and economic circumstances, and to accommodate multiple generations of Glencoe residents.

- i. Strengthen Downtown as a neighborhood, supporting an increased number of residents to live there and boost the vitality of downtown businesses and the community overall. *

- ii. Pursue policies that preserve the supply of moderately-sized homes in order to maintain a diversity of housing types.
- iii. Explore zoning changes to allow for more housing types and structure sizes (i.e. duplexes, residential above commercial uses, or multiple units in what appears to be a single family home).
- iv. Consider feasibility of permitting accessory dwelling units (ADUs) to expand housing options.
- v. Develop a Planned Development Ordinance.
- vi. Educate residents and evaluate code standards to accommodate Universal Design in new and rehabilitated housing in support of aging in place and housing for people with disabilities.
- vii. Revisit and implement the Adopted 2020 Affordable Housing Plan.
- c. Preserve and support cherished community assets, destinations, and shared experiences (such as the lakefront, school campuses, library, parks, Green Bay Trail, Writers Theatre, the Glencoe Golf Club, Botanic Garden, etc.).**
 - i. Beautify gateway corridors and establish Scenic Corridor Preservation Program to preserve scenic views and vistas throughout the community. *
 - ii. Support and coordinate with the Park District to implement recommendations from the Parks Master Plan that preserve and enhance Glencoe parks.
 - iii. Maintain close coordination and joint efforts between the Village and its community partners such as the: Chamber of Commerce, Chicago Botanic Garden, Family Service of Glencoe, Friends of the Green Bay Trail, Glencoe Community Garden, Glencoe Historical Society, Glencoe Junior High Project, Glencoe Park District, Glencoe Public Library, Glencoe Youth Services, Writers Theatre, local school districts, and the local faith communities.
 - iv. Coordinate with Writers Theatre and local artists to further activate Tudor Court and foster a creative hub in downtown.
 - v. Implement improvements to the Glencoe Golf Club that reflect community desires for enhancing it as a public amenity while preserving it as an environmental benefit.
- d. Create a complete and connected transportation network where people feel safe walking, biking, and driving.**
 - i. Implement bike and pedestrian network recommendations from the Active Transportation Plan (Adopted 2018).
 - ii. Install bicycle parking in convenient locations.
 - iii. Extend bike routes into downtown and improve visible links to bike and pedestrian pathways.
 - iv. Reduce the demand for vehicle parking in business districts by developing a transportation network that makes walking, biking, and/or taking transit safe and attractive.
- e. Support an active and thriving central business district that serves community needs.**
 - i. Maintain the character and boundaries of downtown and enhance the walkability to all parts of the CBD. *

- ii. Encourage placemaking efforts that bring public art, streetscape enhancements, and community events to the downtown.
 - iii. Study the practical relocation of the Public Works Facility. *
 - iv. Continue implementing and updating recommendations from the Downtown Plan (Adopted 2016) relating to the reuse or redevelopment of publicly owned property.
- f. Maintain and expand Glencoe’s accessible and community-oriented public facilities and spaces.**
- i. In partnership with the Glencoe Public Library, develop a plan for an improved Wyman Green that accommodates additional family-friendly, multi-purpose space that can be programmed for events. *
 - ii. Work with private alley owners in the downtown to assure public accessibility.
- g. Pursue policies that address the distinct needs and amplify the characteristics of Glencoe’s key subareas [to be addressed in more detail via subarea plans]:**
- i. Downtown
 - ii. Green Bay Road Corridor & Hubbard Woods Plaza
 - iii. Highway Frontage District

2. Integrate Sustainability

Protection of natural resources and the local ecosystem is recognized and valued by the community. Community decision-making integrates sustainability principles and does its part to mitigate climate change at the local level.

Community Input

- Many want Glencoe to be a leader among community sustainability efforts, such as: recycling, composting, eliminating single-use plastics, community gardening, native plantings, electric vehicles, and solar energy.
 - Education is needed about community climate mitigation impacts, both big and small.
 - Focus on making it easier and more top-of-mind to recycle and compost through community education efforts.
 - Encourage use of and volunteerism to maintain the Green Bay Trail and other bike paths.
 - Promote walking and biking as a way to reduce local carbon emissions.
 - Preserve and protect Glencoe's mature trees.
- a. Reduce Glencoe's climate impact by employing a range of sustainable practices in Village operations and through educating residents and the community at-large.**
- i. Conduct a climate risk assessment to identify the specific climate hazards that will most impact Glencoe.
 - ii. Identify and distribute energy efficiency guidelines and sustainable design guidelines for residential and commercial properties.
 - iii. Regularly study and assess community energy usage to target energy reduction efforts accordingly.
 - iv. Continue to encourage and facilitate Glencoe residents and businesses to "reduce, reuse, and recycle" through community education and coordination efforts.
 - v. Conduct municipal chemical usage inventory/audit and identify substances that could be replaced with greener alternatives.
- b. Plan for protecting the long-term water supply, treatment, storage, and transmission facilities while also encouraging water conservation.**
- i. Continue to investigate options for a future water supply treatment which include building a new plant, rehabbing the current plant or developing a solution through intergovernmental cooperation.
 - ii. Continue to implement the recommended 20-year capital improvements developed in the 2016 Water Distribution System Plan. Re-evaluate annually as part of the village's rolling 10-year CIP program.
- c. Restore and protect natural habitats and sensitive areas and foster biodiversity with native plantings.**
- i. Distribute educational materials on best practices of sustainable landscaping for residential and commercial development.

- ii. Encourage landscape preservation and enhancement in public and private spaces.
- iii. Continue to implement Urban Forestry Management Plan recommendations.
- d. Increase community resilience to flooding and stormwater impacts.**
 - i. Prepare stormwater master plan utilizing the 2020 design storm updates (Bulletin 75).
 - ii. Support and guide ravine owners in understanding and implementing best practices to stabilize ravines.
 - iii. Landscape, beautify, and add green infrastructure into Village parking lots.
 - iv. Integrate streetscape design, street trees, and other vegetation into stormwater management practices that reduce runoff and reduce the need for irrigation.
 - v. Expand the use of permeable paver systems through downtown with the goal of zero offsite release of stormwater.
- e. Work with the business and development community to foster sustainable business and building practices.**
 - i. Partner with downtown restaurants to facilitate 100% recycling or composting of waste.
 - ii. Encourage more sustainable construction and building practices.
 - iii. Encourage residents and builders to re-use or donation of building materials, fixtures, etc. from renovations and teardowns to organizations that can re-use them.
 - iv. Develop policy to incorporate sustainability in Village operation and decision-making.

3. Maintain Economic Resilience

The community is prepared to adapt to changes in the national, regional, and local economy and continues to create and implement strategies that foster economic resilience, business growth, and support entrepreneurship.

Community Input:

- People desire more economic vibrancy and having a diverse mix of business uses to support weekday and weekend, daytime and evening activities.
 - Business owners feel positively about operating in the Village and working with Village staff.
 - Mixed sentiments regarding how much parking and reserved spots for curbside pickup should be in the downtown.
 - Interest in having a waterfront restaurant at Glencoe Beach.
 - Need to think long-term to keep Glencoe economically stable and consider changing nature of retail, auto dealerships, etc.
 - Support expanded internet/tech infrastructure.
- a. Retain and support existing businesses and support new businesses that meet the interests of Glencoe residents and attract visitors from outside the Village.**
- i. Evaluate the Zoning Code to ensure that commercial use regulations foster a diverse and sustainable mix of relevant, modern, and flexible business activities.
 - ii. Regularly coordinate with the business community for feedback about how the Village can be more business-friendly.
 - iii. Support businesses that contribute to vibrancy and encourage additional spending at other nearby businesses.
 - iv. Identify underutilized parcels that could be appropriate for redevelopment and potential workforce housing.
 - v. Review and update information on resources for businesses and commercial property owners.
- b. Promote Glencoe attractions to encourage regional tourism and visitor spending.**
- i. Build on the arts, culture, entertainment, and experience economy to attract businesses that support and leverage the existing base of arts and entertainment in the downtown.
 - ii. Coordinate with the Chicago Botanic Garden to attract garden visitors to Glencoe's business districts.
 - iii. Coordinate with the Chamber of Commerce to consider a marketing campaign that targets Metra riders and appeals to visitors who could take the train into Glencoe for weekend and evening dining and events.
- c. Balance the convenience of parking in Downtown with land use needs for businesses to thrive.**
- i. Conduct an updated parking demand and accessibility study.
 - ii. Reduce demand for more parking spaces downtown through the expansion of alternative modes of access to and in downtown.

- iii. Accommodate parking demand by making remote parking lots attractive and easily accessible.
- iv. Explore parking time zones, pricing strategies, and enforcement to manage the supply of existing parking.
- d. Proactively prepare for the future of Frontage Road properties [to be addressed in more detail via subarea plan].**
 - i. Consider future land uses in context of potential changes in the auto industry and what that might mean for tax revenues.
 - ii. If redevelopment occurs, encourage land uses that are compatible with the Highway Frontage location and can contribute to the tax base and diversity of housing.
- e. Consider opportunities to improve or redevelop the Hubbard Woods Plaza Area [to be addressed in more detail via subarea plans].**
 - i. Work with property owners to consider bulk and intensity levels that can be accommodated if redeveloped.
 - ii. Consider zoning changes that would accommodate mixed-use development.
- f. Evaluate potential redevelopment and development opportunities along Green Bay Road [to be addressed in more detail via subarea plans].**
 - i. Update zoning and development regulations to encourage small- and mid-size multifamily residential development in the R-D district.

4. Care for and Support the Community

Glencoe is welcoming, inclusive, and vibrant. The community cares about being inclusive and provides a variety of housing, community services, health resources, and jobs to support a diverse group of people. In its commitment to its residents, Glencoe believes that the value of a practice of inclusion is that it embraces all people and enables everyone to make a contribution to the community. There are ample opportunities for community events and gatherings.

Community Input:

- Strong desire to have more community events that can appeal to residents of all ages and interests.
- Create more opportunities for teenagers in the community: programs, things to do, places to go, and job opportunities.
- Concerns that aging in Glencoe can be difficult and there is less support for older people/empty nesters.
- The lack of affordable housing was raised by some who wish to see more diversity in the housing stock to allow more types of people (young professionals, seniors, those who work here, etc.) to be able to live in Glencoe.
- Homogeneity and limited racial and socioeconomic diversity in Glencoe is seen by some as a missing piece in an otherwise well-rounded community.

a. Attract diverse residents, visitors, and workers, by proactively creating a welcoming environment that allows everyone to have a quality life, work, or visiting experience.

- i. Design marketing and recruitment strategies that target different populations who could become residents, visitors and workers.
- ii. Expand the range of housing options to serve a variety of ages, abilities, lifestyles, life stages, and incomes.
- iii. Support and increase community events that bring people together consistently.
- iv. Enhance accessibility within the built environment for all ages and for people living with disabilities.
- v. Encourage a variety of programs, things to do, and amenities, that are attractive to residents of all ages and interests.
- vi. Create an ongoing process to assess how welcoming the community is to its residents.
- vii. Create more opportunities specifically for teenagers in the community (programs, things to do, places to go, and job opportunities).

b. Encourage and expand diversity in civic leadership and municipal operations.

- i. Seek diversity as part of recruitment, hiring, onboarding and retentions strategies for Village staff and board and commission members.
- ii. Host programs and conduct trainings that equip Village staff and leadership with the skills needed to work in a diverse environment (via education relating to antiracism, cultural competence, managing implicit bias, working across differences, etc.).

- i. Review policies and procedures to embed inclusive practices where possible.
- c. Maintain and expand local access to mental health resources and counseling for residents.**
 - i. Work with local mental health organizations and New Trier Township to assess how residents are currently accessing what services are available and whether or not residents are accessing.
 - ii. Provide ongoing training to Village staff on chronic stress, trauma, secondary trauma, PTSD, etc.

5. Deliver Excellence in Planning, Management & Governance

The community proactively plans and prepares for the future, with policies that advance Glencoe forward. Thoughtful decision-making and budgeting accounts for near-term needs and long-term investments. Local initiatives connect to and support the plans of neighboring jurisdictions and the region with regular opportunities for intergovernmental collaboration and partnerships.

Note: This Big Idea aligns and may overlap with some elements from the Village's Strategic Plan. Many factors involved in governance are required to implement a Comprehensive Plan, and are included here with that effort in mind.

Community Input:

- Generally very strong support and appreciation for Village staff and service providers.
- Priority expressed for government to continue focus on community safety, specifically relating to pedestrian safety and crosswalks, reducing speeding vehicles, and making it safer for children to walk or bike to school and parks.
- Interest in opportunities for resource-sharing among the Village and other jurisdictions.

a. Connect with the community by communicating Glencoe's story and the "why" behind decisions that affect residents.

- i. Continue the Village's communications and public education efforts.
- ii. Maintain high level of transparency.
- iii. Find innovative ways to reach broader audiences for Village communications, collecting feedback, and understanding residents' vision for the future.

b. Incorporate sustainability and resiliency measures as part of updates to Village infrastructure, facilities, and public services while anticipating the impacts of changing environmental conditions or other unforeseen circumstances.

- i. Ensure that the 10-year Community Investment Program (CIP) is synced with and responsive to the Comprehensive Plan.
- ii. Continue to update the Village's asset management policy and management strategy.
- iii. Employ best practices in infrastructure replacement that focuses on sustainable, high-quality construction, and long-term reliability as part of life-cycle asset management of Village infrastructure.

c. Identify efficient resource-sharing and opportunities for collaboration among area communities and other public agencies.

- i. Maintain and continue cross referencing to partner websites and opportunities from the Village website (Historic Society, Park District, Library District, School District, etc.).
- ii. Continue to collaborate with neighboring communities on shared issues, shared facilities, and joint initiatives.
- iii. Study annexation of the Chicago Botanic Garden property.

d. Maintain the Village's strong internal organizational communication.

- i. Continue the use of the Plan Commission as an inter-agency hub for sharing topical issues of concern and plans to address them.
 - ii. Establish an annual discussion between chairs of boards and commissions to present and discuss shared issues.
- e. Build interest in civic and community involvement, including among Glencoe youth and new residents.**
 - i. Continue to provide for community leadership and involvement in local government through resident engagement and volunteer opportunities.
- f. Keep technology infrastructure up to date.**
 - i. Accommodate electric vehicle charging stations where compatible within publicly accessible parking areas.
 - ii. Ensure that residents have access to the latest and best internet service.
- g. Provide a safe and secure community.**
 - i. Collect community feedback on an ongoing basis to determine the highest priority areas for bike and pedestrian safety improvements.
 - ii. Continue partnership with Family Service of Glencoe in managing response to mental health community wellness.
 - iii. Continue to build on the success of the community-focused nature of Glencoe's Public Safety Department.
- h. Manage for results and measure progress.**
 - i. Refine Village data collection and analysis to enhance capital funding and decision-making based on measures of quality of life, sustainability, and equity.