

V. IMPLEMENTATION

A. Integrated Time Line and Development Work

Each of the major proposals of this plan requires investment and cooperation from other units of government and from private investors. So the time frame for implementing these proposals depends on the funding cycles and priorities of these public and private partners, and it is subject to change. However, the summary timeline chart on the following two pages gives a general sense of the sequence and timing of the most important development tasks. The general expectations are that the City will be working to establish partnerships, build its capacities, and submit applications for support in 2005-6 (with contractual agreements and funding awards demonstrating progress), that physical results from realizing this plan will appear with growing momentum between 2007 and 2013, and that the developments proposed in this plan should be substantially accomplished by 2015.

To implement its plans the City of Blue Island must act as a vigorous advocate, planner, and coordinator. It must create a broad network of public and private sector allies and potential investors. It must push the implementation of multiple proposals by applying for funds from other levels of government, working out cooperative agreements with other municipalities and public agencies, issuing requests for proposals to prospective investors/developers, and making key investments of its own. As projects that fulfill the Blue Island Plan come on line, the City will need to help the developers of these projects overcome roadblocks while ensuring that their projects meet quality standards.

As the City works with its public and private partners it will to make adjustments in the Blue Island Plan, yet maintain the plan's vision, goals and principles. To keep this balance the City will need regular input from citizens, and it will need to periodically evaluate progress and update the plan as a regular part of the development process.

B. Development Functions and Roles

Carrying out all the tasks of the development process in an effective way will require the coordinated efforts of elected officials, professional staff and consultants, and residents. The following paragraphs describe some of the basic roles and necessary internal cooperative arrangements in the implementation of the Blue Island Plan.

Outreach & Marketing (Director of Marketing): This public official must keep a wide network of public officials, potential investors, Blue Island property owners, non-profit groups, and residents aware of the Blue Island Plan and informed of its progress.

Plan Implementation Management (City Planner): This planning and/or economic development professional will hold a new position on the City's professional staff. Blue Island's planner should know the economic development plan thoroughly and should be the primary author of content for proposals for funding, cooperative development agreements, and requests for proposals involved in its implementation. He or she should be the City's representative in initial meetings with prospective investors and developers. The planner should join other professionals in determining if and when, and under what conditions, a proposed project should receive City approval and in helping to implement approved projects. He or she should also play an important role in reforming and then maintaining the City's zoning code and design standards.

Figure 17. Blue Island Development Time Frame

Blue Island Economic Development Plan														
Development Time Frame														
Major Tasks	Estimated Range of Times/Duration (Years)													
	05	06	07	08	09	10	11	12	13	14	15			
TOD, South Residential District														
Reach land use agreements with key partners (Metra, MWRD, industrial businesses)	█													
Apply for/Receive applicable public funds (Enhancement, CMAQ, IEPA) (IHDA, HUD) (NMTC, IDCEO)	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Construct Calumet Sag nature trail		█	█	█	█									
Relocate industrial businesses & 40 private homes from district		█	█	█	█	█	█	█	█	█	█	█	█	█
Relocate Metra parking		█	█	█	█	█	█	█	█	█	█	█	█	█
Select & work with developer(s) of new homes		█	█	█	█	█	█	█	█	█	█	█	█	█
Build pedestrian way improvements		█	█	█	█	█	█	█	█	█	█	█	█	█
Consolidate Metra stations		█	█	█	█	█	█	█	█	█	█	█	█	█
Select & work with developer(s) of mixed use buildings, Vermont		█	█	█	█	█	█	█	█	█	█	█	█	█
TOD, Hospital District & North Main Street														
Reach land use agreements with key partners (St. Francis, Pronger Smith, other uptown property owners)	█													
Apply for/Receive applicable public funds (NMTC, CDBG, US EDA, IDCEO, IDOT)	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Redistribute parking (off Western Ave, to Irving & interior blocks)		█	█	█	█	█	█	█	█	█	█	█	█	█
Facilitate/Build parking structure		█	█	█	█	█	█	█	█	█	█	█	█	█
Select & work with developers of mixed use buildings		█	█	█	█	█	█	█	█	█	█	█	█	█
Reach agreement with IDOT on street patterns		█	█	█	█	█	█	█	█	█	█	█	█	█
Convert Western & Gregory to two-way street pattern		█	█	█	█	█	█	█	█	█	█	█	█	█
Develop & introduce zoning & design standards		█	█	█	█	█	█	█	█	█	█	█	█	█
Create a public square		█	█	█	█	█	█	█	█	█	█	█	█	█
Facilitate expansion/location of retail & service businesses		█	█	█	█	█	█	█	█	█	█	█	█	█
TOD, South Main Street (Western & Gregory)														
Reach agreement with IDOT on intersection design	█													
Apply for/Receive applicable public funds (IDOT & US STP) (NMTC, IDCEO, US EDA) (IEPA) (IHDA, HUD)	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Facilitate rebuild of Western & Gregory intersection		█	█	█	█	█	█	█	█	█	█	█	█	█
Select & work with developer major commercial project, Gregory		█	█	█	█	█	█	█	█	█	█	█	█	█
Select & work with developers of mixed use buildings		█	█	█	█	█	█	█	█	█	█	█	█	█
Expand/Attract retail & service businesses		█	█	█	█	█	█	█	█	█	█	█	█	█
Extend Cal Sag nature trail to Greenwood		█	█	█	█	█	█	█	█	█	█	█	█	█
Build pedestrian/bike bridge over the Cal Sag		█	█	█	█	█	█	█	█	█	█	█	█	█
Facilitate rehab/construction of homes in James St area		█	█	█	█	█	█	█	█	█	█	█	█	█
COD, Northeast Industrial District														
Reach Agreement with Iowa Interstate on Intermodal T Site	█													
Reach Intergovernmental Agreement with Calumet Park	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Apply for/Receive applicable public funds (CMAQ, US STP, IDOT) (IDCEO, Cook C) (IEPA, USEPA)	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Facilitate construction of truck road from 119th to 123rd		█	█	█	█	█	█	█	█	█	█	█	█	█
Relocate soccer field & storage from development area		█	█	█	█	█	█	█	█	█	█	█	█	█
Assess brownfield condition, plan/launch necessary remediation	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Select & work with developer(s) of industrial sites	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Relocate industrial businesses from TOD area		█	█	█	█	█	█	█	█	█	█	█	█	█
Relocate/Develop new industrial businesses in this COD area		█	█	█	█	█	█	█	█	█	█	█	█	█

Blue Island Economic Development Plan												
Development Time Frame												
Major Tasks	Estimated Range of Times/Duration (Years)											
	05	06	07	08	09	10	11	12	13	14	15	
COD, West Industrial Sector												
Reach agreements with plant developers/owners												
Reach intergovernmental agreements with neighboring towns												
Apply for/ seek assignment of public funds (IDCEO, Cook C, NMTC) (IEPA, USEPA) (IDOT)												
Facilitate opening of energy plants at proposed Alsip site												
Facilitate industrial retention & infill development												
COD, South Industrial Sector												
Apply for and receive of public funds (IEPA, USEPA) IDCEO, Cook C, US EDA, NMTC, IDOT												
Assess brownfield condition, plan/launch necessary remediation												
Secure site control of "triangle" development area												
Select & work with developer(s) of industrial sites in triangle												
Facilitate industrial retention & infill develop in all south sector												
Create & implement consistent land use plan for south sector												
Advocate better expressway connections for south sector												
City Wide, Capacity Building												
Hire Blue Island city planner												
Engage project management consultant												
Establish implementation Working Group & Planning Comm												
Retain capacity												
City Wide, Zoning Reform & Design Standards												
Seek funding for zoning & design standards (US EDA, professional services discount/ contribution)												
Issue interim guidance consistent with Plan												
Engage specialist consultant												
Revise zoning code & establish design standards												
Implement procedure for project review												
City Wide, Worker Training & Employment Program												
Establish Partnerships (local education & training institutions, comm organizations, public employ services, workforce boards)												
Apply for/ receive and assign public funding (IDCEO, USDE, IDE, private foundations)												
Interview major Blue Island employers												
Facilitate development of programs responsive to employer needs												
Implement new education & training programs												
Promote recruit for new programs												
City Wide, IntraCity Transportation System												
Reach working agreements with key partners (Pace, CNT, CATS, CBF, business comm leaders forming TMA)												
Apply for and receive of public funds (CMAQ, new JARC, Pace service commitments) (Design & commit budget with local match & rider fees)												
Establish shuttle bus service												
Establish car sharing service												
Establish coordinated car/van pooling system												
Establish bike path system												

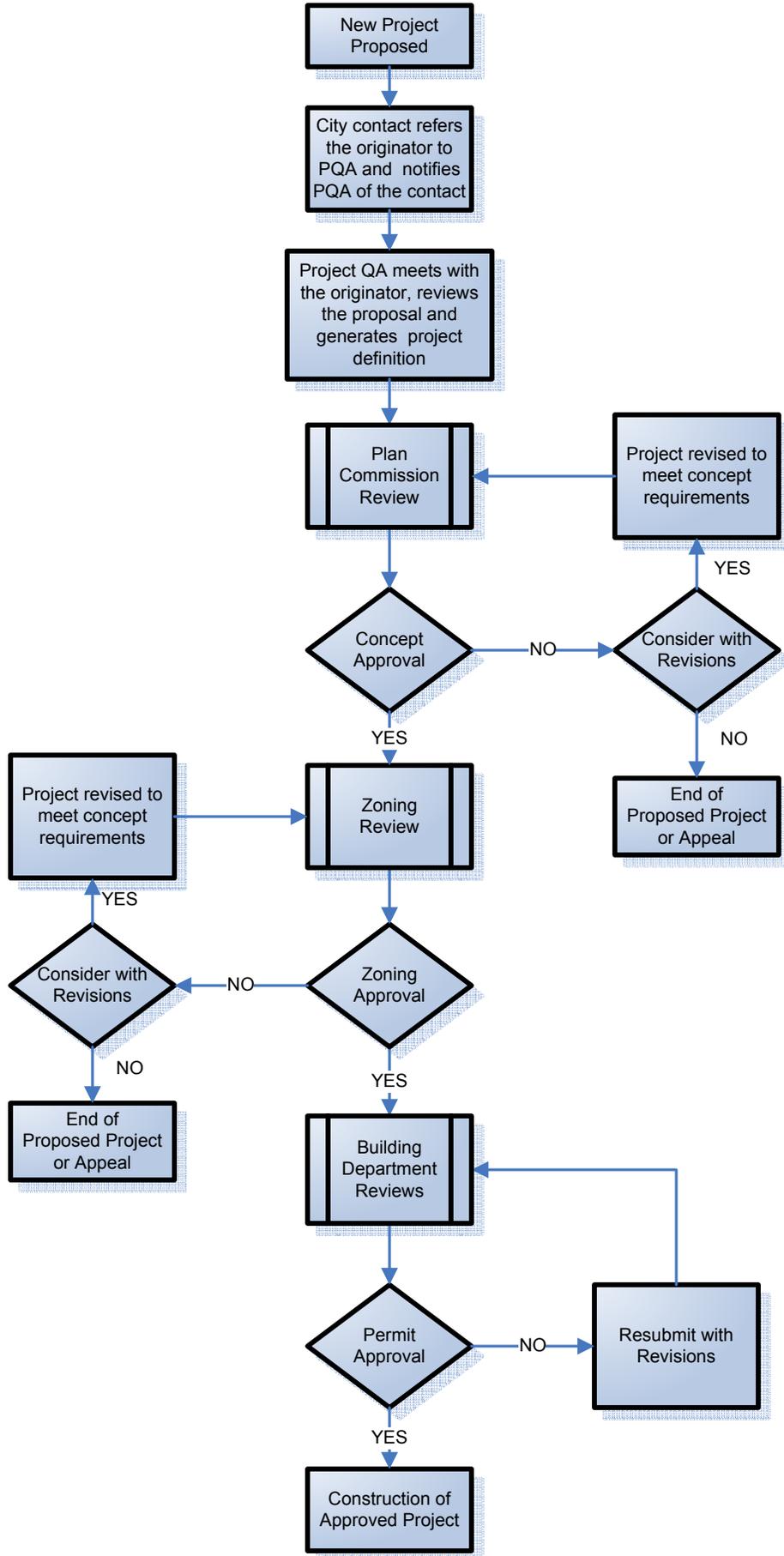
Project Review and Management (Project Management Consultant): The City has engaged a Blue Island professional or firm with a combination of expertise in city planning, architecture, engineering, and project management, to review serious proposals for development, to assist approved projects as they go forward, and to ensure that quality standards are met in the execution of projects. The accompanying diagram illustrates the process through which a development proposal will be received and processed by this firm and other representatives of the City.

Assurance of Legal Compliance (City Attorney): In addition to other responsibilities the City's attorney will need to contribute to and review all legal agreements into which the City may enter through the development process.

Community Participation and Ancillary Development Roles (Not-for-Profit Organizations): Not-for-profit organizations, including community development corporations, can perform some development functions that the City cannot carry out as effectively or flexibly. They can call on their members to contribute to civic efforts, without consideration of their members' support of elected representatives. They can bring significant groups of citizens into discussions of development policy and options. They can solicit some philanthropic and public funds to support development more readily than the City. Blue Island's Chamber of Commerce, Main Street Association, CASA, the Fairway Meadows Property Owners Association, and other organizations have performed some of these functions in the formation of the Blue Island Plan. Accelerated and more closely coordinated efforts by Blue Island's not-for-profit organizations are needed to implement the Blue Island Plan successfully.

Diverse and Dedicated Community Engagement (Volunteer Task Groups): The Blue Island Plan contains a number of elements that are important causes in themselves for some Blue Island residents. For example, proposals to establish a nature trail along the Cal Sag Channel, to create a public square in the main street district, to bring a live theater to Blue Island, to make Blue Island safer for cyclists and pedestrians (especially children), to continue the historic preservation, to improve physical conditions in existing neighborhoods, are objectives that many Blue Island residents will work to achieve. In the optimal implementation of this plan, citizen committees will form to achieve some of these specific objectives, doing more detailed work with broader public participation than City officials could manage for every project. In some cases such citizen committees may work through existing not-for-profit organizations, in others they might want to form a new organization or simply act on an ad hoc basis. The City should help to fund these activities from General Funds or through assistance with grants, as necessary. Hopefully, this plan will help Blue Island residents see how initiatives that they care about fit into an integrated development plan for the city. Within the residents participation structure proposed in this plan, citizens dedicated to specific projects will constitute "task groups". These task groups will be represented in standing committees of a Development Commission authorized by the City Council to work with the City Administration in the implementation of Blue Island's economic development plan.

City of Blue Island Development Process



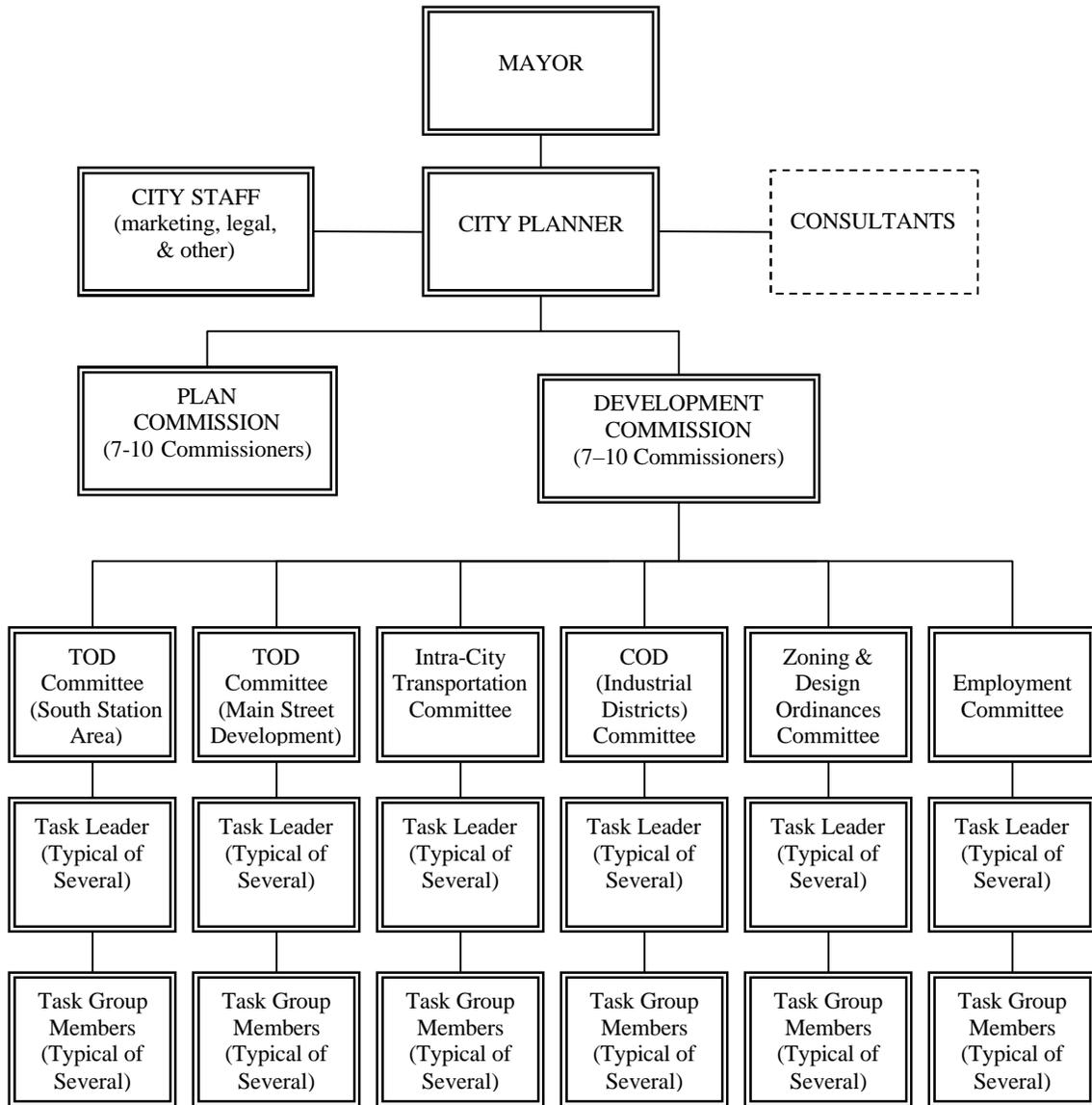
Community Oversight and support of the Development Process (Development Commission/ Planning Commission): The City Council will establish a “Development Commission” to organize stakeholder participation in actions taken to implement the Blue Island Plan. The Development Commission will encompass a number of standing committees. Each committee will work with staff to realize some aspects of the Plan. Initially the Development Commission will include committees responsible for:

- Outreach (public participation in the planning process)
- South Station Residential District (re the Vermont Street Station area, including the nature trail development)
- Main Street District (both north and south areas of the Main Street (Western Avenue) area)
- Industrial Development Districts (including all 3 industrial or COD areas)
- Zoning and Design (re revision of the City’s zoning code and the creation of design guidelines for new development and renovation)
- Training & Employment (re coordination with and as necessary creation of effective programs to train Blue Island residents for and place them in local jobs)
- Intra-City Transportation (re the development of public transportation, car pool, bike, and pedestrian transportation within Blue Island and nearby areas)

Membership on the standing committees of the Development Commission will be open to all Blue Island residents and other stakeholders. Broad participation will be actively encouraged. Activities of the Development Commission will be coordinated by a Steering Committee, which will include the chair of each standing committee and possibly other members. Members of the Steering Committee of the Development Commission will be appointed by the City Council.

Community Oversight and Support of Individual Development Projects (Plan Commission): The functions of the Development Commission are distinct from those of the “Plan Commission”, which will be responsible for the evaluation and approval of individual projects, in keeping with the Plan, as they are proposed by developers. Per the preceding description of “Project Review and Management”, Blue Island’s Project Management Consultant will review and define proposed projects and submit them to the Plan Commission. In a timely and consistent manner, the Plan Commission will consider projects to ensure that they are consistent with the Blue Island Plan, possibly recommending modifications in a developer’s proposal to achieve consistency. In this sense the Plan Commission will be the guardian of the plan, the community’s assurance that the plan is realized on a project-by-project basis.

Figure 19. Blue Island Plan and Development Organization Chart



Project Quality Assurance, LLC
1 July 2005

Evaluation and Strategic Planning (Center for Neighborhood Technology (CNT)): Having played an instrumental role in the development of the Blue Island Plan, CNT will assist the City in its implementation. Given adequate funding from its financial sponsors, CNT proposes that its staff will perform the following actions during the next two years:

- Attend regular meetings of Blue Island’s Working Group and Steering Committee.
- Coordinate semi-annual reviews of progress in implementing the Blue Island Plan and draft semi-annual updates of the plan document.

- Assist the City in its efforts to find the funding and investments necessary to execute its Plan through building public-private partnerships.
- Devote more than 500 hours per year of professional time to development tasks selected by the City.

Leadership and Executive Management (Mayor of Blue Island): The Mayor will be the executive of the professional development team and the leader of the voluntary effort to implement the Blue Island Plan. Professional staff and consultants working on the implementation of the plan will report to him, and he will make executive and citywide strategic decisions about development questions. While others may facilitate and support discussions with prospective partners, the Mayor must negotiate the terms of Blue Island's agreements with other public entities and with developers, investors, and property owners. He will convene regular meetings of the staff, Steering Committee, and Working Group. He will encourage the participation of volunteers and keep the development effort unified and on course.

Leadership and Fiscal Discipline (City Council of Blue Island): Initially the City Council will adopt the Blue Island Plan as the City's primary development policy. The City Council will join the Mayor in seeking a wise implementation that will improve the City's quality of life for all residents and long-term financial position. The Council will allocate the City's resources for implementation of the plan as they are needed and vote on major implementation decisions. The Council will ensure that each step the City takes that involves contractual commitment and investment is sound and equitable.

C. Evaluation and Revision of the Blue Island Plan

Any complex plan that extends over years requires periodic review and revision. This is especially true for a program such as the Blue Island Economic Development Plan that involves alternatives for achieving major objectives and requires public and private partnerships. With reference to the development functions and roles discussed above, the following procedures for the regular revision of the plan are recommended.

Semi-annual Revisions: Recommendations for revisions of the plan should be determined in quarterly meetings of the full Working Group. A winter revision should be modest and tactical, designed to make necessary accommodations to changed conditions and to the results of development efforts. A summer revision of the plan should follow from an annual meeting to review the development process and the plan to which all community residents should be invited and which should be heavily promoted. With the benefit of the input from this broad group, changes in outlook and basic strategy may be considered in revisions of the plan.

Bi-annual Evaluations: The City will seek an evaluation of Blue Island's development effort from an individual or committee with development expertise that is considered objective and not invested in Blue Island's future. This evaluator or evaluation team might come from a university, a public policy institute, a consulting firm, or a public agency in a distant location.

Amendment: With input from community meetings and outside professionals, the Working Group will consider revisions of the Blue Island Plan. Following the Working Group's direction, CNT will draft revisions of the plan for Group's approval. If the Mayor deems that revisions of the plan are sufficiently substantive, they will be reviewed and approved by the City Council. The original and revised plans should be hosted on the Blue Island Plan website so residents, developers, and businesses are able to see the latest versions and note what items have changed or been accomplished.

D. Next Steps

This document is a draft of the Blue Island Plan that will be reviewed by the Working Group for the plan's development and by advisors to the City and CNT. Following this review and subsequent revisions, the plan, as a draft, will become publicly available. Again as a draft, it will be widely distributed, in full and summary form, in Blue Island. After several weeks of public availability online and in public buildings the plan will be presented and reviewed in a public meeting to which as many Blue Island residents as possible will be encouraged to attend.

Revisions of the plan will be made based on comments at the large public meeting. When the Working Group is satisfied that public comments have been adequately addressed, the plan will be recommended to the Blue Island City Council for its adoption. Upon acceptance by the Council, the document will become the Blue Island Economic Development Plan and the primary economic development policy of the City.

Upon adoption, the development scenario described in this plan will be implemented, beginning with a press conference and launch celebration.