

C. City-wide Program Proposals

The following proposals describe development initiatives that will apply to both TOD and COD areas, providing guidance and services for both of these types of projects.

1. Zoning and Development Guidelines

Objectives

Implement a new zoning code and set of design standards that will maintain and support Blue Island's main street district as a strong, compact central area with a mix of stores, work places, and residences surrounded by traditional neighborhoods that support a mix of incomes and lifestyles and are friendly to walking, biking, and taking public transit, as well as driving. In the new code maintain Blue Island's traditional street grid with sidewalks and buildings and residences fronting the street. Also establish restrictions and buffers for industrial zones that will make them good neighbors of residential areas.

Development Steps

- Adopt the Blue Island Plan and its proposed design requirements in a City Ordinance, so that the plan will provide an interim guide for project design.
- Engage an architect & planning firm with TOD experience to work with the City's representatives in creating interim and final codes and guidelines that meet development objectives.
- Engage a City Planner and Project Management Consultant (per the implementation provisions of this plan) and involve them in the development of codes and guidelines in the short term and to carry out a longer process to thoroughly re-write the city's zoning code and development ordinances.
- Educate Plan Commission and other lay representatives of the City that may serve on review boards so that they can contribute to the formation of codes and guidelines.
- Establish a project review process for projects in the Plan areas that involves City staff, the Project Management Consultant, and Plan Commission and specifies an interactive process between the developer and the city for the entire length of the project from the proposal to the final product.
- Develop and issue specific interim design guidelines along with the requests for proposals (RFPs) associated with the plan as interim guidance for development.
- Identify codes that can be changed in the short term and work through the City Council and Plan Commission to implement the changes until the full code can be rewritten.
- Establish a Design Review Board (or rest the review functions in a Plan Commission) to support the Project Management Consultant in reviewing proposed projects and ensuring quality in the manner specified by citizens in the planning process.

Development Resources

Several programs for planning from the US Department of Commerce, Economic Development Administration (EDA) promote institutional and organizational capacity building and the formulation and implementation of local economic development programs. These include: Economic Adjustment Program; Revolving Loan Fund (RLF); Partnership Planning Program; Short Term Planning Grants; and Technical Assistance Grants. Professional assistance may also be available from the planning school of a regional university.

2. Worker Training & Job Placement

Objectives

Maximize the number of Blue Island residents who will be employed by businesses retained or relocated in Blue Island and neighboring communities as a result of the City's economic development efforts. Accomplish this by establishing a worker education, training, and referral service that will provide a solid benefit to local employers.

Development Steps

- Secure partnerships with local education and training institutions to respond to employer needs.
- Survey local employers and companies considering location in greater Blue Island regarding the education and skill needs of their employees.
- Plan responsive education and workforce training curricula.
- Inform local residents of education and training program opportunities.
- Create rosters of trained or otherwise qualified prospective workers.
- Refer prepared and recommended workers to area employers, and track the results of referral acceptance and job placement.
- Carry out the steps outlined above as an intensive pilot program of an established education, training, and employment service with Blue Island community direction. Alternatively, establish a new organization, such as the organizations in Chicago that work on industrial area job creation and training, e.g. Greater North-Pulaski Development Corporation that may subcontract with established organizations for specific services.

Development Resources

In the implementation of these development steps, the City will apply for resources to all appropriate public programs that exist at the county, regional, state, and federal levels, and to private foundations whose guidelines encompass education and training programs. Programs that may be of particular value in these efforts include the following:

- *Opportunity Returns Planning Grants*, available through the Illinois Department of Commerce and Economic Opportunity (IDCEO) that may fund a number of the program development steps outlined above.
- *Job Training & Economic Development Tax Credits*, also available through IDCEO, may compensate employers for worker training expenses and possibly fund some of the training services of the proposed program.
- *The POET* (Presidents Office of Employment Training) of Cook County is particularly targeted to fund worker training and placement services in the southern and western suburbs of Cook County.
- *Workforce Boards of Metropolitan Chicago*, our regional association of municipal and county workforce boards has identified freight logistics and warehousing as one of five areas in which employment growth may be expected in the foreseeable future. The Workforce Boards may provide expertise in planning and organizing the proposed program.
- *The University of Illinois at Chicago's Center for Urban Economic Development (CUED)* is another regional institution that could play an important role in helping Blue Island plan and implement an effective worker training and placement program.

3. Intra-City Transportation

Objectives

Establish effective alternatives to automobile travel within Blue Island and in this way : reduce traffic congestion and parking requirements, increase pedestrian safety, encourage patronage of main street district shops and clinics, allow more Blue Island workers and residents to commute without a car, allow more Blue Island households to live comfortably with one less car than they would require in another location and so enjoy substantial household savings, and improve local and regional air quality.

Development Steps

- Work with Pace to professionally plan a shuttle bus service that will link the Vermont Street Metra station(s) and the main street shopping and hospital district, with employment centers and residential neighborhoods.
- Work with CNT to introduce a car sharing service to Blue Island.
- Work with the Transportation Operations office of the Chicago Area Transportation Study (CATS) to professionally plan car and van pooling commute networks.
- Work with the Chicagoland Bike Federation and League of Illinois Bicyclists to professionally plan a network of bicycle paths that will be heavily used.
- Form a Transportation Management Association (TMA) that will represent the Blue Island stakeholders in planning and managing intra-city transportation systems.

Development Resources

In planning and supporting Blue Island's intra-city transportation system resources that may be available include:

- Capital and/or operating funds and services through Pace and CATS.
- Congestion Mitigation & Air Quality (CMAC), federal funds allocated through CATS based on demonstrable benefits in improving air quality.
- Job Access Reverse Commute (JARC), the next generation of funds that will probably be available in the pending federal transportation bill for programs that assist low-income households in commuting to work, allocated through CATS.
- User/rider fees.
- Contributions of the businesses, institutions, and organizations represented in the TMA.

D. Cumulative Costs and Benefits of Proposed Development

Very broadly estimated costs and projected benefits for all of the proposals of the Blue Island Plan are summarized on the accompanying table. We stress that these projections are only ball park estimates. In a plan with so many variables more exact estimates at this time are not possible. Nevertheless, the figures summarized here were carefully estimated from data on Blue Island properties, comparable projects, and accepted industry standards for cost estimation. Their purpose is to indicate the financial scale of this plan, the likely proportions of public and private investments needed to carry it out, and the level of benefits flowing to Blue Island if the plan is executed successfully.

Two cost/benefit estimates are prepared, a “High Capital” and a “Low Capital” alternative. These alternatives refer to the amount of funds that the City of Blue Island might invest as it makes strategic development choices over a ten year period. Under these two scenarios, in regard to the estimated cost or investment requirements for implementing the Blue Island Plan:

- The total investment needed to implement this plan over ten years is estimated to fall within a range of \$250 million to \$255 million.
- The part of this investment expected to come from the private sector lies within a range of \$234 million or 94% of the total and \$232 million or 91% of the total.
- The estimated portion of investment from public sources other than the City of Blue Island could be as low as \$10.9 million or 4.4% of the whole or as high as \$12.2 million or 4.8% of all investment.
- The total amount of funds that the City of Blue Island would need to invest over ten years to implement the plan is projected to range between \$6.3 million and \$10.0 million, which would be approximately 2.5% to 3.9% of the total investment needed to implement the plan. The City's net investment (after revenues from property sales) is projected to fall within a range of \$3.6 million to \$5.1 million. These projected investments do not include land swaps.

The estimated results of achieving development objectives include:

- The creation of 1,700 to 2,100 permanent jobs in Blue Island or adjoining communities.
- The addition of 900 households to the Blue Island community and some \$44 million to \$49 million in annual purchasing power to the Blue Island economy.
- Approximately \$3 million in increased property tax and \$3.4 to \$4.4 million in sales taxes added to annual revenues for Blue Island's city government and schools, after the planned build out is complete.

These projections represent direct results of proposed development; no effort has been made here to project multiplier effects from achieved development. Additionally, the direct costs for utility hook-ups and other infrastructure improvements are generalized and are not based on actual conditions of the city's underground utility infrastructure. Benefits do not include inflation or increases in property values.

Under this plan, and with either a High Capital or Low Capital investment scenario, the City of Blue Island will make investments only when its funds will act as a catalyst for larger public and private investments. Examples of such uses include providing matching funds for grants from other levels of government, completing funding for key amenities such as parks that will raise the value of surrounding properties, purchasing key parcels of land so that private developers can assemble blocks of land for development, providing infrastructure connections for new homes or plants (from the street to the lot line), funding a planning staff position, and hiring other professional services on contract. This role for the City's investments is reflected in the percentages of projected total investments and in the scale of benefits from the City's investments.

Figure 15. Total Project Costs and Benefits: Low Capital Investment

Cost Estimates - Low					Benefits									
Project	Private	Public (non-city)	Blue Island	Total Cost	Temp. Jobs	Perm. Jobs	Sales Tax Revenue	Total Property Tax Revenue	Prop. Tax Revenue to City	Prop. Tax Revenue to Sch. Dist.	Buying Power	Sale of Land	Future Annual Parking Revenue	Total Revenue to City
TOD Projects														
South Station I	\$83,967,324	\$684,322	\$1,008,592	\$85,660,238	46	16	\$29,280	\$740,960	\$139,126	\$457,744	\$7,571,575	\$92,221	\$0	\$862,461
South Station II	\$49,480,116	\$469,575	\$530,921	\$50,480,612	30	1	\$30,400	\$474,260	\$89,049	\$292,984	\$5,203,737	\$71,522	\$134,784	\$710,966
Hospital/Main Street	\$43,838,895	\$617,486	\$1,749,747	\$46,206,128	43	184	\$190,720	\$485,328	\$91,127	\$299,822	\$5,093,605	\$287,594	\$33,660	\$997,302
South Main/James S	\$51,154,270	\$1,495,716	\$667,970	\$53,317,957	52	23	\$116,418	\$579,740	\$108,855	\$358,147	\$6,635,453	\$0	\$0	\$696,157
TOTAL TOD	\$228,440,606	\$3,267,099	\$3,957,230	\$235,664,934	170	224	\$366,818	\$2,280,288	\$428,158	\$1,408,697	\$24,504,370	\$451,337	\$168,444	\$3,266,886
COD Projects														
Northeast	\$1,807,000	\$3,084,700	\$859,300	\$5,751,000		685	\$1,206,690	\$411,075	\$77,185	\$253,950	\$8,912,177	\$1,800,000		\$3,417,765
South	\$2,715,600	\$3,332,600	\$725,800	\$6,774,000		610	\$1,692,140	\$278,618	\$52,315	\$172,122	\$7,936,391	\$466,650		\$2,437,408
West	\$533,200	\$935,700	\$82,100	\$82,100		250	\$166,440	\$27,405	\$5,146	\$16,930	\$3,252,619	\$0		\$193,845
TOTAL COD	\$5,055,800	\$7,353,000	\$1,667,200	\$12,607,100		1545	\$3,065,270	\$717,098	\$134,646	\$443,003	\$20,101,188	\$2,266,650		\$6,049,018
Citywide	\$601,102	\$275,000	\$682,500	\$1,558,602										
TOTAL ALL TOD, COD & CITYWIDE PROJECTS	\$234,097,507	\$10,895,099	\$6,306,930	\$249,830,636	170	1769	\$3,432,088	\$2,997,385	\$562,803	\$1,851,700	\$44,605,558	\$2,717,987	\$168,444	\$6,712,878

Net Blue Island Investment	\$3,588,944
Total Increase in Blue Island Annual Revenue ¹	\$6,597,917
Increase in Blue Island City Government Revenue	\$4,163,335
Increase in School District Property Tax Revenue	\$1,851,700
Increase in other Property Taxing Body Revenue	\$582,882

Figure 16. Total Project Costs and Benefits: High Capital Investment

Cost Estimates - High					Benefits									
Project	Private	Public (non-city)	Blue Island	Total Cost	Temp Jobs	Perm. Jobs	Sales Tax Revenue	Total Property Tax Revenue	Prop. Tax Revenue to City	Prop. Tax Revenue to Sch. Dist.	Buying Power	Sale of Land	Future Annual Parking Revenue	Total Revenue to City
TOD Projects														
South Station I	\$83,704,824	\$749,947	\$1,205,467	\$85,660,238	46	16	\$29,280	\$740,960	\$139,126	\$457,744	\$7,571,575	\$92,221	\$0	\$862,461
South Station II	\$49,367,729	\$1,223,100	\$3,282,783	\$53,873,612	30	1	\$30,400	\$474,260	\$89,049	\$292,984	\$5,203,737	\$71,522	\$134,784	\$710,966
Hospital/Main Street	\$43,533,292	\$679,418	\$1,993,418	\$46,206,128	43	184	\$190,720	\$485,328	\$91,127	\$299,822	\$5,093,605	\$287,594	\$33,660	\$997,302
South Main/James S	\$51,154,270	\$1,495,716	\$667,970	\$53,317,957	52	23	\$116,418	\$579,740	\$108,855	\$358,147	\$6,635,453	\$0	\$0	\$696,157
TOTAL TOD	\$227,760,115	\$4,148,181	\$7,149,638	\$239,057,934	170	224	\$366,818	\$2,280,288	\$428,158	\$1,408,697	\$24,504,370	\$451,337	\$168,444	\$3,266,886
COD Projects														
Northeast	\$1,359,000	\$3,438,500	\$809,500	\$5,607,000		1025	\$2,149,850	\$411,075	\$77,185	\$253,950	\$13,335,739	\$3,375,000		\$5,935,925
South	\$2,081,200	\$3,405,800	\$1,287,000	\$6,774,000		610	\$1,692,140	\$278,618	\$52,315	\$172,122	\$7,936,391	\$1,098,000		\$3,068,758
West	\$533,200	\$935,700	\$82,100	\$1,551,000		250	\$166,440	\$27,405	\$5,146	\$16,930	\$3,252,619	\$0		\$193,845
TOTAL COD	\$3,973,400	\$7,780,000	\$2,178,600	\$13,932,000		1885	\$4,008,430	\$717,098	\$134,646	\$443,003	\$24,524,750	\$4,473,000		\$9,198,528
Citywide	\$599,400	\$275,000	\$682,500	\$1,556,900										
TOTAL ALL TOD, COD & CITYWIDE PROJECTS	\$232,332,915	\$12,203,181	\$10,010,738	\$254,546,835	170	2109	\$4,375,248	\$2,997,385	\$562,803	\$1,851,700	\$49,029,120	\$4,924,337	\$168,444	\$9,862,388

Net Blue Island Investment	\$5,086,402
Total Increase in Blue Island Annual Revenue ¹	\$7,541,077
Increase in Blue Island City Government Revenue	\$5,106,495
Increase in School District Property Tax Revenue	\$1,851,700
Increase in other Property Taxing Body Revenue	\$582,882