



Village of South Holland Comprehensive Plan

June 2018



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Chapter 1 INTRODUCTION



Shaping South Holland's Future

A Comprehensive Plan outlines the vision of what a community desires to become as well as the process that will allow it to realize that vision. In addition to providing a well-defined framework for South Holland's development and investment goals, the Plan seeks to explore changing community trends, identify emerging challenges, and promote new opportunities.

The typical lifespan of a Comprehensive Plan is ten to 20 years. Although the Plan should be viewed as a long-term document upon adoption, it should be referenced regularly by the community to assist in land use and development decisions, and its near-term recommendations should be priorities upon adoption. The Plan should also be considered flexible. At any time, the Village can update the Plan to match changing local needs, interests, or opportunities. It is typically recommended that a municipality amend or update a Comprehensive Plan every five years to keep it as accurate as possible.

Elements of a Comprehensive Plan

A Comprehensive Plan is composed of a series of distinct yet interrelated elements defined within the Illinois Planning Assistance Act (Public Act 92-0768). The key elements are based upon those outlined in the state statute and include land use, economic development, housing, natural resources, transportation, community facilities, image and identity, and implementation strategies.

Under the Illinois Municipal code (65-ILCS) 5/11-12-5(1)), a municipal plan commission is responsible for preparing and recommending a “comprehensive plan for the present and future development or redevelopment of the municipality.”

Why does South Holland need a Comprehensive Plan?

South Holland's current Comprehensive Plan was adopted in 1989. While the Plan provides goals and strategies for the community, it does not reflect the current challenges and opportunities facing the Village. With support from the CMAP Local Technical Assistance (LTA) program, South Holland has developed a new Comprehensive Plan as the next step in its implementation of Vision 2022, a 10-year strategic plan adopted in 2012 which outlines policies, goals, and strategies for improving the Village. CMAP evaluated South Holland's current challenges and opportunities—within its boundaries and in the context of the south suburbs and the metropolitan Chicago region—and sought to identify viable strategies to guide future growth and drive economic prosperity.

The Comprehensive Plan is intended to play a pivotal role in shaping the future of the Village. Here are some practical ways to ensure that subsequent actions are consistent with the Comprehensive Plan:

- Annual Work Programs and Budgets. The Village Board of Trustees and Village staff should be cognizant of the Comprehensive Plan's recommendations when preparing annual work programs and budgets.
- Government Organization. The Village should consider whether reorganization of its committee structure would benefit implementation of the Comprehensive Plan.
- Development Approvals. The approvals process for development proposals, including rezoning and subdivision plats, is typically a central means of implementing the Comprehensive Plan. The zoning and subdivision ordinances should be updated as necessary in response to regulatory strategies presented in the Comprehensive Plan.
- Capital Improvements. Capital improvement projects should be consistent with the Comprehensive Plan's land use policies and infrastructure recommendations (water, sewer, stormwater, transportation, and parks and recreation).
- Economic Incentives. Economic incentives should carry out Comprehensive Plan goals and policies.
- Private Development Decisions. Property owners and developers should consider the strategies and recommendations of the Comprehensive Plan in their own land planning and investment decisions. Village decision-makers will be using the Comprehensive Plan as a guide in their development-related deliberations.

Building Upon Previous Initiatives

Over the past decade, the Village of South Holland has undertaken or participated in a number of planning initiatives. Most notably, the Village has already developed a ten-year in-house strategic plan entitled Vision 2022, which was adopted in 2012. It contains policy that is linked to specific actions that can be taken at the municipal level. At the beginning of the planning process, the Village indicated that it wanted the development of South Holland's Comprehensive Plan to serve as a next phase of the implementation of Vision 2022 plan. As a result, the Comprehensive Plan builds on Vision 2022, as well as all of the work that went into its creation.

The Comprehensive Plan builds upon and enhances the recommendations of Vision 2022 in a number of ways. First, it provides a summary of South Holland's current **challenges and opportunities** (Chapter 2). This is followed by an overview of broad **Comprehensive Plan goals** for the Village (Chapter 3). The Comprehensive Plan then details **priority recommendations**, organized into five themes (Chapter 4). Last, it provides an explanation of the connections between Vision 2022 and the Comprehensive Plan's goals and priority recommendations (Chapter 5).

While this is a somewhat unusual format for a Comprehensive Plan, it responds to the Village's unique situation and needs, and respects the years of planning work that preceded the Plan's preparation.



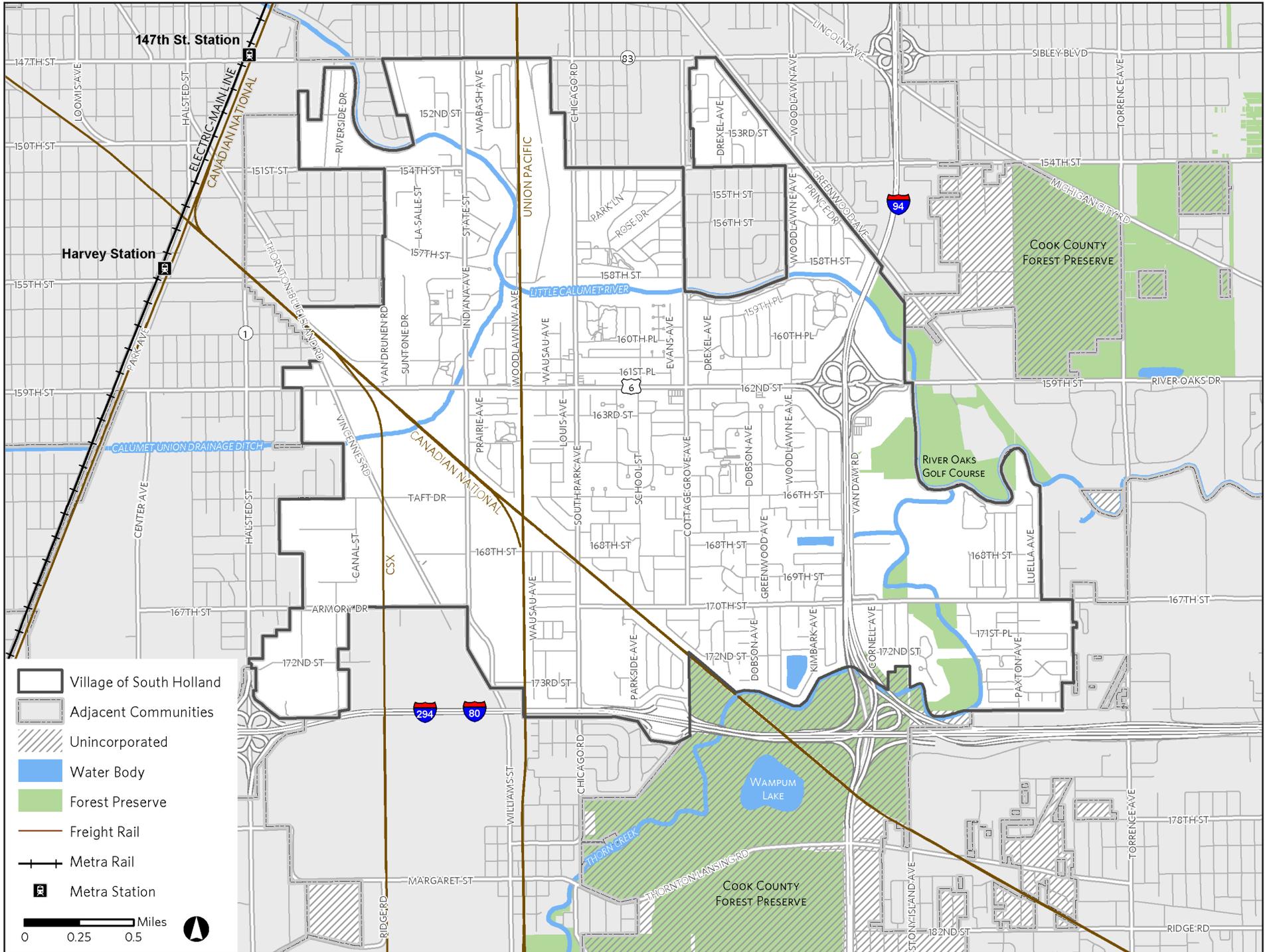
Planning Process

To create the Plan, the Village of South Holland used a multi-step planning process, which was built on input and guidance from the project Steering Committee, as well as a variety of other community stakeholders, including Village staff and elected officials, residents, and business owners. The key steps in the planning process are listed below.

Figure 1.1: Project Timeline and Phases



Figure 1.2: Study Area Map



Chapter 2

COMMUNITY PROFILE

★ RATED

"Most Livable Community in Chicago"
by Forbes.com

AN EMPHASIS ON
FAMILY

A HOME FOR OUR
FUTURE

A HERITAGE OF
FAITH

ESTABLISHED
1847

"A Model Community"

South Holland

www.southholland.org

History of the Community

First established by Dutch settlers near the Calumet River in 1847 as a small farming settlement, the community originally called “De Laage Prairie” (or Low Prairie) would become South Holland, “A Community of Churches,” whose transformations mirror, and set the Village apart from, the evolution of the southern suburbs over the past hundred years.

The Village of South Holland was incorporated in 1894 with a population of about 1,000. South Holland’s economy was dominated by farming for most of its history, supplying food to the growing City of Chicago. Farmers specialized in growing vegetables and produce, especially onion sets (small bulb onions ready for planting). By the 1940s, South Holland had earned nickname of “Onion Set Capital of the World.”

After World War II, South Holland experienced population growth stimulated by the Post-War baby boom and the village’s appeal as small and family friendly. In 1950, the Village’s population was just over 3,000, but grew to 10,000 by 1960. Chicagoans from neighborhoods such as Englewood, Riverdale, and Roseland were attracted by South Holland’s religious values and sense of stability and safety. As families relocated to the Village, developers found South Holland’s abundant farmland and open space well suited for housing construction. Farmland transformed into subdivisions and the construction of Interstate 57 and 94 improved access to jobs in Downtown Chicago, increasing the Village’s transformation into a suburban community.

As South Holland transitioned into a suburban community, residents maintained the religious character envisioned by its Dutch founders. Today, there are 31 churches within the Village’s seven square miles. The concentration of churches prompted South Holland to adopt the slogan, “Community of Churches” in 1976. These developments reinforced the community’s religious identity, spurring the adoption of strict blue laws prohibiting businesses from opening on Sundays (most were repealed in 2014) as well as the sale of liquor in the Village. Zoning restrictions also limited the construction of multifamily apartment buildings, underscoring the Village’s strong identification with a tradition of single-family home ownership.

In the decades since 1980, the Village’s population base has remained relatively constant at approximately 22,000, with significant growth in the proportion of African-Americans (who now account for approximately 78 percent of South Holland’s residents).

Today, South Holland’s most prominent motto is “Faith, Family, and Future.” Residents, business owners, ministers and local leaders are dedicated to protecting the community’s assets and ensuring future prosperity. It stands apart from most of its neighbors, with greater racial and ethnic diversity, low crime, well-maintained homes and neighborhoods, and stable government. It also possesses a strong industrial sector and a high-volume commercial corridor along Route 6—both aided by South Holland’s prime location at the crossroads of Interstates 94 and 80/294 (as well as nearby Interstate 57).

The following pages describe key conclusions of the existing conditions analysis. A more complete summary is available in the Existing Conditions Report prepared as an interim product of the Plan, which is included as an appendix.

Summary of Challenges and Opportunities

The Village of South Holland has seen many changes and faced many challenges in recent decades. While many of its immediate neighbors have struggled with population loss, South Holland’s population has stayed constant. Its median household income, median home value, and percentage of residents over the age of 25 with a Bachelor’s degree or higher is significantly higher than neighboring communities save for Homewood. Its housing stock is solid and attractive, and amenities such as the South Holland Community Center and Veterans Memorial Park are second-to-none.

Demographic Profile

South Holland’s population has remained relatively constant as many of its neighbors lost population from 2000 to 2014. According to the 2014 American Community Survey five-year estimates, South Holland lost just 24 residents or 0.1 percent of its population from its 2000 population base. In comparison, several communities around South Holland experienced substantial declines in population. Harvey, for example, is estimated to have lost 16 percent of its population since 2000.

South Holland residents are somewhat older on average, than their neighbors. With a median age of 42 years, the Village’s median age is more than ten years older than Riverdale but about the same as Homewood.

South Holland is a majority African American community, much like its neighbors. Nearly 78 percent of South Holland residents are African American. In relation to other neighboring communities with majority African American resident populations, South Holland has a relatively higher share of white residents (estimated at 17 percent).

Table 2.1: South Holland Race/Ethnicity

	2000	PCT.	2014* (*estimate)	PCT.	PCT. CHANGE
Black	11,195	50.5%	17,217	77.8%	+53.8%
White	9,664	43.6%	3,679	16.6%	-61.9%
Hispanic	836	3.8%	853	3.9%	+2.0%
Asian	190	0.9%	175	0.8%	-7.9%
Other	262	1.2%	199	0.9%	-24.0%
TOTAL	22,147	100.0%	22,123	100.0%	-0.1%

Source: 2000 Census, 2014 American Community Survey five-year estimates.

South Holland’s median household income is \$65,478, which trails only Homewood among its neighbors -- by approximately \$3,500 per year. The largest household income cohort in South Holland consists of households earning between \$50,000 and \$74,999, at 22 percent of all households. Compared to its neighbors, South Holland is relatively wealthier. Collectively, municipalities around South Holland have moderately lower median household incomes. The segment of South Holland households earning less than \$25,000 (16 percent) is lower than most surrounding communities.

South Holland residents have higher levels of educational attainment than neighboring communities. The share of South Holland residents with a high school diploma or equivalent (91 percent) is higher in general than surrounding municipalities. Twenty-eight percent of South Holland residents have obtained a bachelor’s degree or higher, which trails only Homewood (44 percent).

Table 2.2: Educational Levels

EDUCATIONAL ATTAINMENT	PERCENTAGE
High school Diploma or Higher	91.1%
Bachelor’s degree or Higher	28.2%

Source: 2014 American Community Survey five-year estimates.

Public Educational Institutions

South Holland is home to ten public and four private educational institutions. All of the public schools in South Holland, with the exception of Greenwood Elementary and Thornwood High, have a higher proportion of low-income students than the state average. Standardized test scores are low relative to state averages, with the exception of Greenwood Elementary and McKinley Junior High.

A frequent topic in stakeholder interviews and other community input was concern about public school options for South Holland’s high school-aged students. Depending where they live in the Village, students are assigned to one of three different high schools administered by Thornton Township High School District 205, which also includes students from several other communities in the area. The Illinois State Board of Education assessment of “college readiness” for graduating seniors is as follows: Thornridge High School: 7 percent, Thornton Township High School: 11 percent, and Thornwood High School: 13 percent. The statewide average is 46 percent.

Employment

The Illinois Department of Employment Security (IDES) estimates that 5.6 percent of South Holland residents were unemployed in March 2017, compared to 8.1 percent a year earlier. This compares to Cook County’s 4.4 percent in March 2017, and 6.5 percent a year earlier. IDES estimates that approximately 5.8 percent of private sector jobs were lost in South Holland between the years of 2004 and 2014 – years that include the national economic downturn of 2007-2009 – compared to a loss of 0.8 percent in Cook County.

South Holland’s employment base is shifting. Like many South Suburban communities, employment declined 6 percent between 2004 and 2014. This change was due to employment losses in the accommodation and food service, retail trade, and construction sectors. The top four job sectors in 2014 were manufacturing (23 percent), transportation and warehousing (16 percent), health care and social assistance (10 percent), and educational services (9 percent).

Most South Holland residents work outside of the Village. Approximately 8 percent of residents with jobs work in South Holland. Meanwhile, 95 percent of the jobs located in South Holland are held by non-residents, which is in-line with most communities in the region.



Land Use

Single-family residential is the dominant land use within South Holland, making up more than 35 percent of the total municipality. Transportation and Other land uses occupy more than 25 percent of the community.

Table 2.3: Land Use Composition, 2010

LAND USE	PERCENTAGE
Single-Family Residential	35.6%
Transportation and Other	25.6%
Industrial	13.0%
Institutional	8.3%
Open Space	7.7%
Commercial	4.8%
Vacant	3.0%
Agricultural	1.3%
Multifamily Residential	0.4%
Urban Mixed-Use	0.3%

Source: Chicago Metropolitan Agency for Planning Parcel-Based Land Use Inventory.

Thirteen percent of South Holland is devoted to industrial land uses. Industrial land uses are dominant in the section of South Holland located west of the Union Pacific tracks, especially in the southwest corner of the Village south of the CSX tracks.

At almost 8 percent, open space areas are relatively plentiful in South Holland. The village has an estimated 28.6 acres of parkland per 1,000 residents (compared to Cook County’s average of 18.9). The Public Works Department maintains 31 parks and recreational facilities situated along the waterways and within the residential areas of the community. Public parks range from 0.25-acre pocket parks to South Holland’s crown jewel, Veterans Memorial Park, which is nearly 25 acres in size.

A desire for a wider range of stores and restaurants was the foremost issue in stakeholder interviews and other community input. About 5 percent of South Holland is devoted to commercial uses, most of it along Route 6, which serves as South Holland’s “Main Street.”

It is not surprising that multifamily residential accounts for less than 1 percent of land use in South Holland considering the absence of a zoning classification allowing multifamily housing in the Village,

Economic Development

The Village’s industrial sectors and single family homes are the largest contributors to municipal revenue in South Holland. There are other sources of activity and revenue that potentially could contribute as well, which would spur economic growth in other sectors and areas of the community and diversify South Holland’s economic base.

Equalized Assessed Value (EAV)

The Village’s overall EAV was approximately \$342 million in 2015 (the most recent year for which data is available), up from \$331 million in 2014. This compares favorably with nearby Homewood, which had an overall EAV of \$317 million in 2015, down from \$328 million in 2014. Subcategories are provided in Table 2.4.

Table 2.4. Equalized Assessed Value

	SOUTH HOLLAND	HOMEWOOD
Residential	\$198,666,559	\$207,622,129
Commercial	\$63,003,600	\$99,124,699
Industrial	\$74,405,147	\$6,252,185
Railroad	\$5,598,552	\$4,132,666
Farm	\$88,268	\$0
TOTAL	\$341,762,126	\$317,131,679

Source: Illinois Department of Revenue.

Retail

With less available retail space, South Holland’s retail sales are smaller than their neighboring communities of Calumet City, Homewood, and Lansing. Looking at the most recent data available to CMAP, South Holland’s general merchandise retail sales in 2016 were \$208 million (up from \$185 million in 2015), compared to \$506 million in Calumet City (down from \$513 million), \$437 million in Homewood (down from \$444 million), and \$461 million in Lansing (up from \$458 million). This translates to approximately \$9,000 per resident in South Holland, compared to \$14,000 in Calumet City, \$23,000 in Homewood, and \$16,000 in Lansing.

South Holland faces several challenges in attracting new retail. Retailers are more likely to locate near other retailers in existing “built-out” space or in shopping centers. There is more than twice as much vacant “built-out” retail space in neighboring communities (such as Calumet City and Lansing) than there is total square feet of retail space in South Holland. This suggests that the Village may have a difficult time capturing new retail tenants.

Although the disposable incomes of South Holland’s residents may be higher than the broader trade area, spending and incomes in the overall trade area are below national trends. This may discourage new national retail businesses from locating in South Holland or, more generally, in the overall trade area.

Industry

While the Village's current stores, restaurants, and family entertainment offerings can be improved, industry is strong in South Holland. Not only is the community already home to several important manufacturers and other industrial companies, it is well-positioned to attract additional new industrial businesses in the future.

As in many communities in the region, manufacturing in the Village saw a slight decline of 3.6 percent between 2003 and 2013, but there was a 49 percent increase in transportation and warehousing employment. This is due in large part to the Village's proximity to Interstates 94, 294, and 80, as well as the intermodal Canadian National (CN) Yard in Harvey and the Union Pacific (UP) Yard in Dolton.

Another key strength is the variety and versatility of properties that are available for industrial use in South Holland, where the industrial vacancy rate is lower than that of its Near South Cook Industrial submarket.

Industrial businesses are well served by truck routes and some enjoy freight rail access. Approximately 1,800 to 3,200 trucks a day travel along Route 6. In addition to easy interstate access, 162nd Street (U.S. Route 6) is a Class II designated truck route serving South Holland's industrial area and the commercial district. A few rail spurs branch from the CSX Railway that traverses the industrial zone, providing those properties with access to freight rail. Industrial businesses also enjoy proximity to two intermodal yards in nearby Dolton and Harvey.

Thirteen percent of South Holland is devoted to industrial land uses. Industrial land uses are dominant in the section of South Holland located west of the UP tracks, especially in the southwest corner of the Village south of the CSX tracks. Industrial land uses account for approximately 24 percent of the total EAV of all properties in the Village. Industrial properties have only a 6 percent vacancy rate, lower than both Cook County and the seven county Chicago region.

The class of an industrial or flex property is important to some industrial tenants. South Holland has a higher percentage of Class C properties (no-frills, older properties that offer basic space) than the greater submarket, but relatively few Class A properties (prominent and desirable investment-grade properties). In addition, the average age of industrial and flex properties in the Village are slightly older, on average, than those in the greater submarket.

Transportation and Circulation

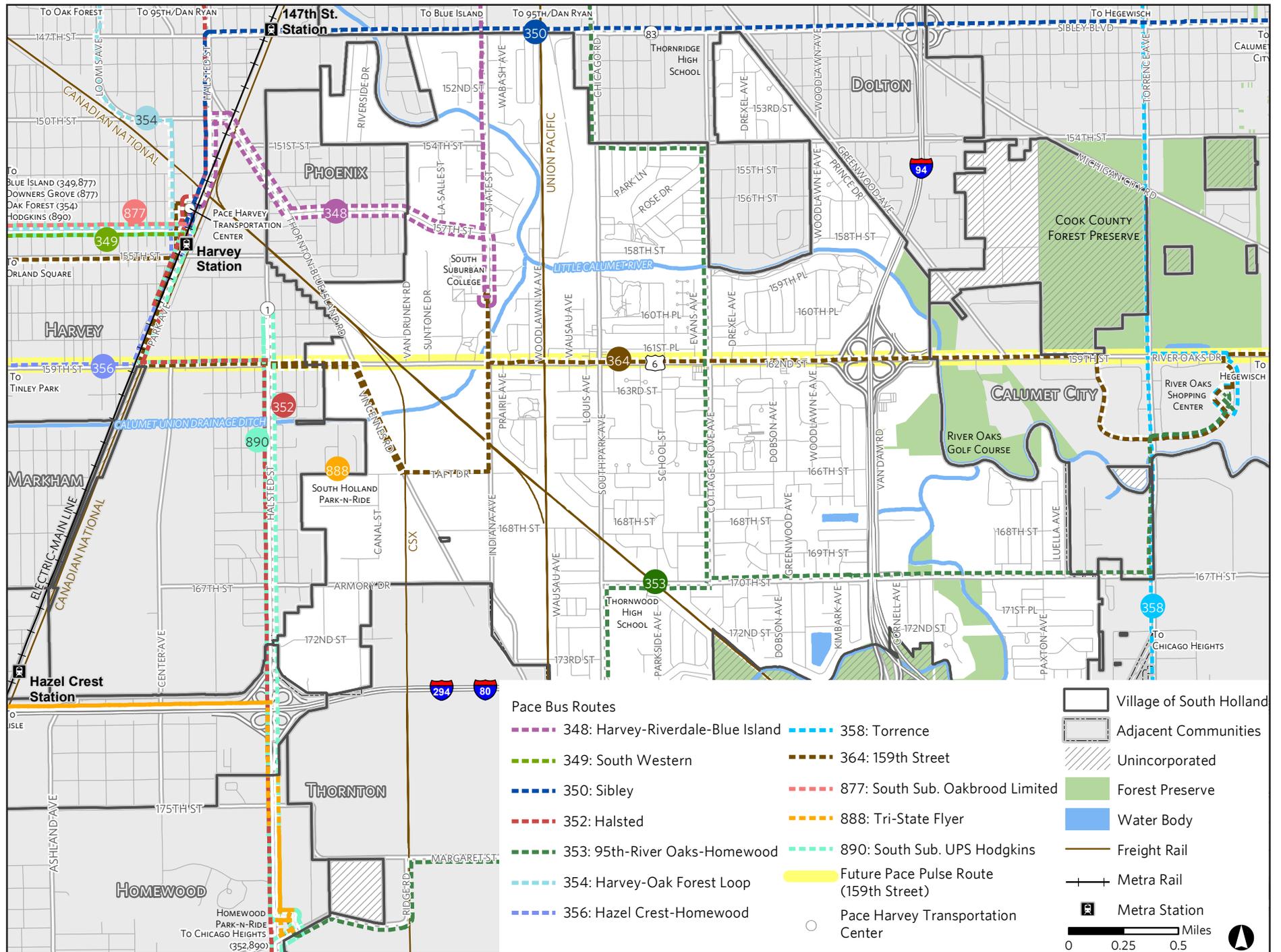
The network of roadways and rail lines connecting South Holland to the greater Chicago region is a unique strength, which also presents challenges.

South Holland enjoys excellent access to some of the region's major roadways. Primary access to Interstate 94 is provided via Route 6 and the Tri-State Tollway via I-94 and Halsted Street. A large volume of traffic flows through South Holland. In addition to about 130,000 vehicles passing by the Village's Interstate Zoning District each day along Interstate 94, over 30,000 vehicles travel along Route 6.

Stakeholder interviews often focused on South Holland's main commercial corridor. Many complained of congestion and challenging intersections along Route 6, while others saw the corridor's high daily traffic volume as a great opportunity for the Village's future economic development. Several stakeholders thought the Village needed to improve the image of Route 6, by raising the standards for business facades and landscaping along the corridor. Some also suggested creating attractive "gateways" at each end to better define and help strengthen the image of Route 6.

South Holland residents currently have limited transit options. Five Pace bus routes travel through the community, connecting the Village to other communities and bus routes. According to Pace, the weekday average boardings within Village limits are 590 rides per day. Pace also assumes many South Holland residents board Pace buses just outside the Village limits on Halsted Street, Sibley Boulevard, and Torrence Avenue. The 147th Street and Harvey Metra stations, offering Metra Electric District (MED) Line service, are located just to the west of the Village and are both accessible

Figure 2.1: Public Transit



by Pace routes. However, it is believed that far more of the South Holland residents who take the MED Line utilize the Calumet and Homewood stations; Village residents must take at least two different bus routes to access either station via Pace.

Despite this transit service, the majority of South Holland residents reportedly drive alone to work. South Holland residents drive approximately 11,173 more miles per year than the average Cook County resident and approximately 9,523 more miles than the average resident from the seven-county Chicago region.

The Village created its Town Center District and purchased rail-adjacent land as part of a plan for the creation of a new South Holland Metra station, which would depend on the creation of the proposed, 33-mile SouthEast Service Metra Line. This is contingent upon federal and state funding. In the interim, the Village is considering options for developing a multipurpose transportation center, which would provide other options for commuters, such as park and ride for express buses and emerging rideshare options.

In addition, the South Suburban Mayors and Managers Association's Southland Parkway Corridor Plan (also referred to as the IL Route 394/IL Route 1 Corridor Study) proposes to create a new express bus service along IL Route 394. This would connect residents in the south suburbs to the CTA Red Line.

South Holland has limited bicycle paths and connections. The Village has invested in bike lanes and multi-use paths to key community destinations and the completion of planned routes would improve bicycle connectivity and safety within South Holland and to surrounding communities and forest preserves.

Streetscape improvements have enhanced walkability and created a sense of place in the Town Center. Several stakeholders noted that these investments have laid the groundwork for the highly-desired future development of South Holland's Town Center District.



In coordination with Village improvements in the Town Center District and Route 6 commercial corridor, Pace installed new shelters for transit riders, specially ordered to match South Holland's color scheme. The Village additionally installed matching flower boxes and garbage receptacles. Photo source: Pace Suburban Bus.

Housing

South Holland's residential parcels make up a majority of the land cover in the community. Single-family parcels cover 36 percent of the total land while multifamily units contribute only 0.4 percent. Approximately 96 percent of the total housing units in the community are detached single-family units, 1 percent are attached single-family units, and 3 percent are multi-family units. Nearly all of South Holland's multifamily buildings serve as senior housing and contain more than five units.

South Holland's residential areas are one of its greatest assets. The pride residents take in their homes, front yards, and tree-lined residential streets is evident. The Village's housing stock is of good quality and well-maintained, lawns are kept neat and tidy. Nearly all of South Holland's housing stock is over 36 years old. Although the median year of construction of South Holland's housing stock (1966) is similar to neighboring communities, 90 percent of all local units were built before 1980. The U.S. Census estimates that the median home value in South Holland is \$169,100, significantly more than any of its neighbors except for Homewood (\$182,600).

South Holland has a strong tradition of home ownership. Ninety-three percent of housing in South Holland is owner-occupied, a far higher percentage than in Cook County (58 percent) or the entire seven-county region (65 percent). The Village has one of the lowest vacancy rates in the area at 7 percent (the same as Homewood).

Forty-one percent of owners in South Holland are currently "cost-burdened" and 16 percent of those homeowners spend more than half of their income on housing. Meanwhile, 47 percent of renters within the Village spend more than half of their income on housing. There is a surplus of housing that is affordable to South Holland's largest group of home owners: 54 percent of owner-occupied housing units in South Holland are affordable to households earning between \$50,000 and \$100,000 per year. However, there is a significant shortage of housing affordable to the 46 percent of renters who earn less than \$35,000.

Natural Environment and Water Systems

Open Space

Open space constitutes approximately 8 percent of the total land area in South Holland and plays a critical role in the well-being of the community as is one of the Village's key assets. South Holland has a diverse array of open space, including Hollandale Park, Gouwens Park, and the very popular Veterans Memorial Park, along with over 25 other smaller parks and adjacent areas of the Cook County Forest Preserve (FPCC). South Holland has approximately 16.1 acres of open space per 1,000 residents, above the National Recreation and Parks Association (NRPA) minimum recommendation of 10 acres of open space for every 1,000 residents.

Recent enhancements to the Village's Veterans Memorial Park have been a particular success, yielding increased use by both South Holland residents and visitors from other communities. This has led the Village to consider additional enhancements, programming, and events that could maximize the park's potential.

Water Systems

With residents expressing satisfaction with South Holland's parks and natural areas, the planning process focused attention on the Village's water systems and flooding issues. South Holland is situated at the confluence of Little Calumet River and Thorn Creek and has a history of occasional overbank flooding. Over time, increases in impervious cover due to development has exacerbated the frequency and intensity of storms currently challenging the capacity of South Holland's sewer system.

Water loss is a common problem among communities throughout the Chicago region that receive their water from Lake Michigan. A recent assessment of water loss among Lake Michigan permittees found that almost a quarter were losing in excess of the threshold set as conditions of their Lake Michigan permit. South Holland purchases water from Lake Michigan via the City of Chicago and Hammond, Indiana (via Lansing). According to reports provided by the Village to IDNR, South Holland lost



Naturalized detention basin, Veterans Memorial Park.

between 1.7 to 10.0 percent of water purchased by Chicago or Hammond between 2010 and 2014.¹ This could be due to real physical losses in the system as well as apparent losses due to errors in metering and other administrative issues. South Holland is in the process of upgrading water meters to an automatic meter reading system for all customers to curb apparent losses. This phased project will be completed by 2019.

Aging infrastructure, development patterns, and drainage issues cause infrequent yet damaging floods in South Holland. The April 2013 floods, which were declared a major disaster in Cook County, inundated many properties and led to damages totaling over \$4.4 million.²

Regional efforts to alleviate overbank flooding, including the recently constructed Thornton Composite Reservoir, have substantially reduced the extent of damage within the floodplain of Thorn Creek and the Little Calumet River. Locally, the Village has implemented floodplain management measures which have led residents to receive a 25% National

flood insurance rate reduction through the Community Rating System (CRS). While 81 structures remain in the floodplain, an additional 767 structures are located in a mapped Metropolitan Water Reclamation District's (MWRD) inundation area. This means 848 structures are at potential risk for future overbank flooding, even with the operation of the Thornton Reservoir.³ Properties within the floodplain or inundation area of the Little Calumet River are at the greatest risk.

Street and basement flooding is a common problem after intense rainstorms. Backups occur when roof downspouts, sump pumps, or foundation drains are connected to the sanitary sewer, or when pipes are blocked by tree roots, grease, or other obstructions. The Village's flood rebate program provides cost-share assistance to homeowners who make improvements.

In 2014, MWRD initiated an Infiltration/Inflow⁴ Control Program designed to prevent basement backups, comply with laws and regulations, and

minimize the volume of wastewater that needs to be treated. To alleviate backups and comply with the program, the Village is assessing its sanitary sewer system using sonar technology. However, this assessment does not cover private sewer laterals, which are the responsibility of the property owner.

The water quality of South Holland's rivers and streams is a concern. The Village's combined and separate storm sewer systems carry pollutants through local waterways, which affects aquatic life, recreational opportunities, and aesthetics. The Thorn Creek Watershed-based Plan evaluated river and stream water quality constraints, recommending improvements at the watershed and community scale to protect and improve the water quality, ecological health, aquatic habitat, aesthetic value, and other benefits of Thorn Creek. A similar assessment is currently underway for the Little Calumet Watershed.

Image and Identity

Like many communities in the Chicago region, South Holland possesses many assets and attractive areas, but faces challenges in defining an overall image and identity that makes its residents proud.

Above all, South Holland is a community defined by its attractive and tidy single-family residential areas, which are interspersed with the Village's many churches, green spaces large and small, and the meandering Little Calumet River. But for the many drivers passing through the Village via Route 6, South Holland is typically defined by the wide variety of stores, services, and mostly fast food eating establishments that line the Village's main commercial corridor. Finally, industrial uses of various scales are contained in its Interstate Zoning District alongside Interstate 94 and, especially, in the southwestern corner of the Village.

Typical of many suburban communities that developed around the same time, South Holland currently lacks a well-defined center. The commercial corridor is spread out along the car-dominated landscape of Route 6, with key destinations such as the very popular South Holland Community Center located at the periphery of the Village. To its credit, the Village is focused on the creation of its Town Center District, through past investments in infrastructure, strategic land purchases, and its investment in an updated Master Plan for the area (currently under development).

But while residents, business owners, and other stakeholders remarked that South Holland lacked a center of the community, they more frequently focused their attention on the appearance of Route 6. Nearly 30,000 cars travel along Route 6 in South Holland every day. This underscores the potential of the Village's primary commercial corridor, as well as the importance of making a good impression along the 1.5 mile length of Route 6 located between Interstate 94 and the railroad tracks just west of the Village Hall and Town Center District.

To achieve these goals, Vision 2022 offers specific strategies to improve the aesthetic appearance of South Holland's main gateways to the community, modernize the exterior appearances of commercial properties, and explore Village and business wayfinding/signage opportunities in these areas.

Many stakeholders admit they often look to other communities for shopping, restaurants, family outings, and community events. While preferring to live in South Holland, residents admire the business climate and abundance of family activities in villages like Homewood. Many believe that negative perceptions of neighboring communities limit the Village's ability to attract customers and others to South Holland.

Endnotes

- ¹ IDNR replaced the UFF and MUL thresholds with a single non-revenue water standard of 12 percent in 2015, decreasing to 10 percent by 2019.
- ² Documented damages from NFIP, Individual Assistance, and SBA Disaster Loans for the April 2013 floods provided by FEMA. Given that private insurance claims are not accounted for and some residents and businesses may not have filed a claim or been aware of assistance programs, South Holland likely experienced additional damages beyond \$4.4 million.
- ³ On its website, MWRD provides inundation maps and hydraulic profiles that delineate areas where flooding is expected to occur during a 100-year or 1 percent rainfall event.
- ⁴ Infiltration/Inflow (I/I) reduces the capacity of a sewer system and can result in basement backups or street flooding. Infiltration occurs when groundwater enters a sanitary sewer through cracks or leaks in the pipe. Inflow occurs when sump pumps or downspouts are connected to the sanitary sewer.



A photograph of a brick building with a tree in the foreground and a red text box overlay. The building has a brick facade, white columns, and black metal railings on the stairs. A tree with green leaves is in the foreground on the left. A red text box is in the upper right corner.

Chapter 3 COMPREHENSIVE PLAN GOALS

Twenty years from today, South Holland is an economically and culturally thriving community. Route 6 is home to successful sit-down restaurants and local, regional, and national retailers. The facades of commercial properties have been upgraded, with additional streetscape features in the form of lighting, way-finding signage, and decorative planters that create a sense of place. This main commercial corridor is anchored by a vibrant and pedestrian-friendly Town Center District, where a Metra station serves as an essential transportation resource, providing connectivity to desired amenities and employment within the City of Chicago. The Town Center District contains a mix of retail, arts and cultural venues, as well as a number of high-quality mixed-use developments, all adding to an ever-expanding high quality of life in the Village of South Holland.

The Comprehensive Plan builds upon Vision 2022. Its four guiding principles are the following:

Responsive & Progressive Leadership

The Village of South Holland is alive and thriving. Through our relentless pursuit of greatness, we are building a strong community. We are continuing to strengthen municipal services, partnerships, and policies. We support effective programs, and are building a diverse workforce. We are driven to provide efficient and responsible local

government services for our residents and businesses and we will continue to do so through team members who believe in our values. Our South Holland team is creatively thinking forward and we will provide Responsive and Progressive Leadership.

A Connected Community

A well-connected, model community is achieved when our stakeholders feel a part of a network of cross-cultural relationships. Through the creation and execution of public communications, as well as the expansion of social and cultural opportunities, we are developing in South Holland a network. This network helps us shape and sustain a dynamic environment that is promoting community pride, wellness, and personal achievement. Our well-informed and fully engaged citizens take pride in their community and they are the backbone of community vitality. We will remain steadfast in the investment of promoting and sustaining our village as A Connected Community.

Clean, Bright & Beautiful

The visual look and feel of a community is often one's first impression. It is our desire for this impression to not only be positive, but to be a lasting one. Through the creation and promotion of aesthetically pleasing areas and by engaging our residents and businesses in the process, we will continue to make tremendous strides towards the vision of a Clean, Bright and Beautiful community.

Signature Spaces & Places

The development of additional special places in our community provides local destination points that fulfill the needs of our residents, they attract visitors to the community, and they give people a sense of pride in their hometown. Our village will remain persistent in developing, enhancing, and retaining recreational and economic opportunities that reflect the distinctive values and identity of South Holland. We will remain focused in moving our village forward through the creation of Signature Spaces and Places.

Comprehensive Plan Goals

Land Use and Development

South Holland will provide a cohesive balance of compatible land uses in locations best suited to those uses, in an environment that supports a diversity of uses, fosters new development, and maintains the Village as an attractive, family-oriented community that provides high quality of life and opportunities to its residents.

Specific land use objectives are described later in this chapter, divided among the economic development, housing, and environmental goals. The Future Land Use Plan (Figure 3.2) shows the recommended pattern of land use in the Village. Overall, compared to existing land use (Figure 3.1), the Village seeks to remove inconsistencies in its land use, especially within its industrial areas located in the southwestern corner of South Holland. The Village envisions commercial uses within the Interstate Zoning District, located alongside Interstate 94, as well as in the vacant site formerly occupied by Seton Academy. While South Holland's land use tends to be highly uniform, the land use goal for the Town Center District is an "urban mix" that includes residential uses, which is appropriate for the area's future role as an active, well-defined center of community life.

Key Vision 2022 strategies:

- Expand the Town Center District area, create consistent vehicular and pedestrian traffic, and enhance its aesthetic appeal to further brand the district.
- Increase the availability of residential living, small business commercial and retail storefronts in Town Center.
- Expand Rte. 6 shopping opportunities westward from River Oaks Mall by attracting major commercial and retail development to the Interstate Zoning District (IZD) and the Gateway East corridors.
- Make use of a new Tax Increment Financing District to increase the development of commercial, industrial, manufacturing, and retail uses west of State Street on Rte. 6.

Economic Development

South Holland will ensure a diverse and sustainable business environment that supports the attraction and retention of businesses that provide necessary services and generate employment opportunities for residents.

Most stakeholders in South Holland believe that the Village is making progress toward its economic development goals. They agree that the Village actively encourages businesses to move to South Holland and is succeeding in attracting businesses and growing South Holland's economic base. Many note a reduction in commercial vacancy and an increase in business diversity.

At the same time, stakeholders admit they often look to other communities for shopping, restaurants, family outings, and community events. While they prefer to live in South Holland, residents admire the business climate and abundance of family activities in villages like Homewood.

Many stakeholders believe that negative perceptions of some neighboring communities limits the Village's ability to attract customers and others to South Holland. In addition, most—but clearly not all—stakeholders believe that the current restrictions on the sale of alcohol may need to be reconsidered, with several expressing the opinion that the current law makes it virtually impossible for the Village to attract the full service restaurants that many residents would like in South Holland.

High Cook County taxes and difficulty securing loans for development also present challenges to opening a business in South Holland. Locations in Will County and Indiana may be seen as a better option, making it difficult to attract and retain businesses without providing large incentives, which the Village may not be able to offer.

South Holland's industrial sector is one of the largest contributors to municipal revenue in South Holland. Not only is the community already

home to several important manufacturers and other industrial companies, it is well-positioned to attract additional new industrial businesses in the future. There are other sources of activity and revenue that potentially could contribute as well, spurring economic growth in other sectors and areas of the community and diversifying South Holland's economic base, by further investing in and marketing the Interstate Zoning District and the Town Center District, as well as facilitating entrepreneurship and innovation in South Holland by working with partners such as the Business & Career Institute at South Suburban College, identifying sources of startup capital, and helping to set up incubator/start-up space in currently underutilized locations.

Key Vision 2022 strategies:

- Prepare development sites and market available retail spaces while implementing new zoning standards and technological advances to create future destination points, generate revenue and jobs, and improve the Village's appeal to potential developers.
- Modernize the exterior and interior appearances of our commercial properties in our general and local business districts.
- Expand Route 6 shopping opportunities westward from River Oaks Mall by attracting major commercial and retail development to the Interstate Zoning District (IZD) and the Gateway East corridors.
- Further incentivize the development of commercial entertainment options and develop public private partnership projects that generate high levels of traffic to attract complimentary options such as restaurants and other retail establishments.
- Aggressively market commercial opportunities and enhance the success of existing businesses through the use of all available resources.

(continued on page 30)



Figure 3.1: Existing Land Use

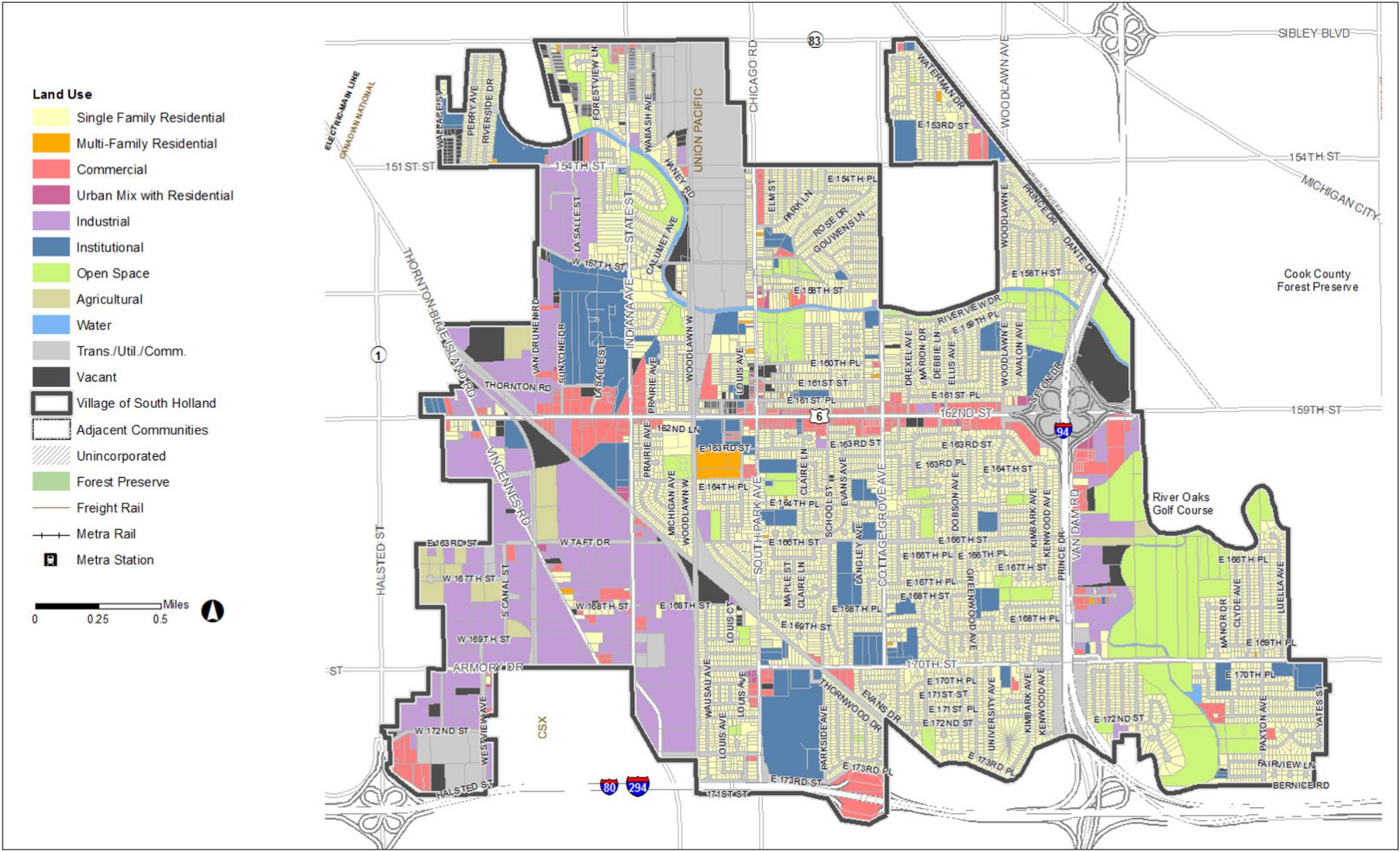
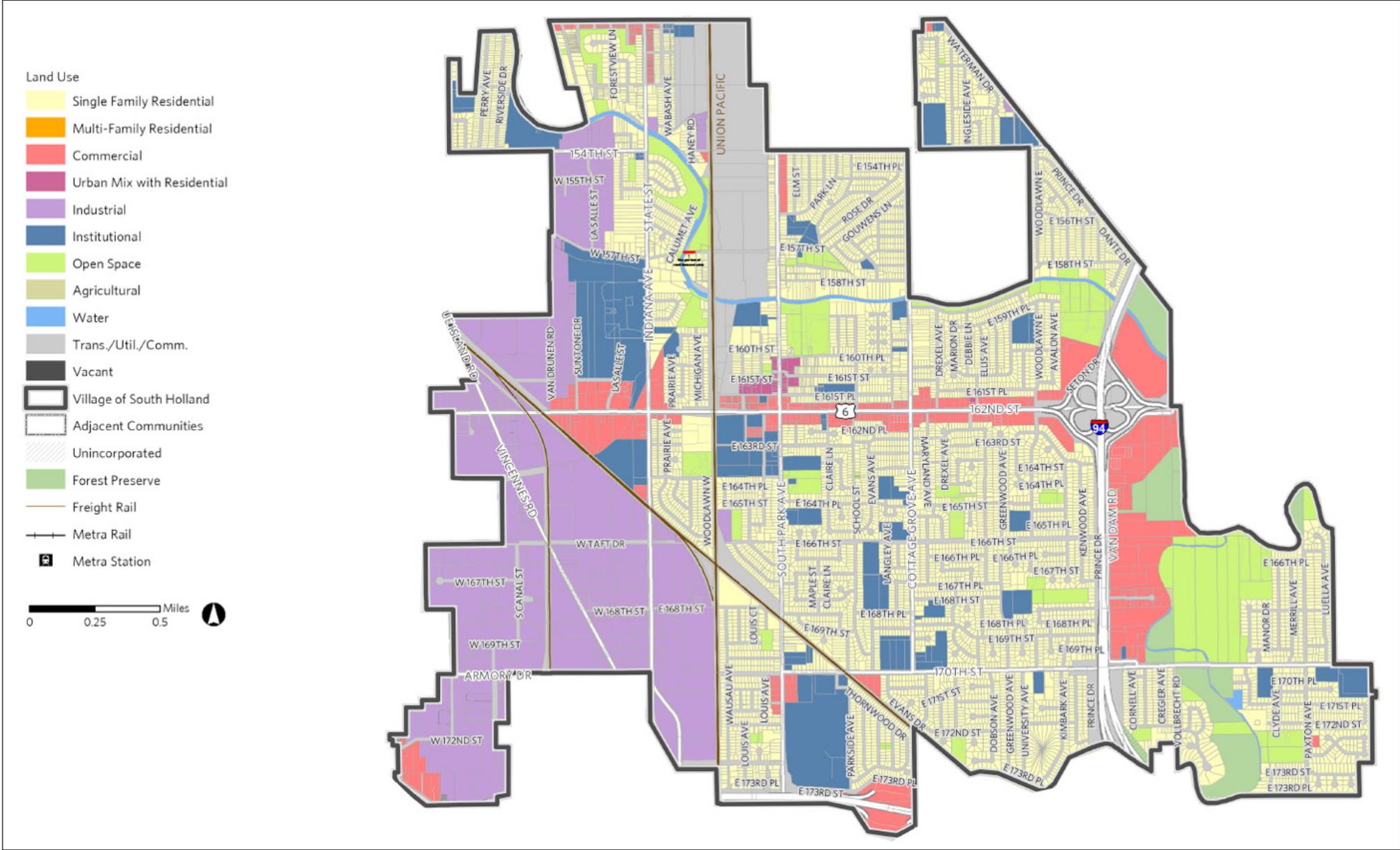


Figure 3.2: Future Land Use Plan





South Holland's well-designed, single-lane roundabout at Cottage Grove Avenue and 166th Street is currently the only roundabout in the south suburbs.

- Brand, market, and improve the infrastructure in our industrial parks in order to retain existing business, encourage future expansion, attract new businesses, and create more jobs within the community.
- Support local employment through the attraction and retention of industrial, manufacturing, and emerging technology employers to the industrial parks.

Transportation and Circulation

South Holland will ensure that the transportation network allows residents to drive, walk, or bike safely and conveniently throughout the Village for daily needs and activities; offers viable options for transit; accommodates the movement of goods and services; and provides attractive and inviting gateways into the community for the region's visitors.

South Holland enjoys excellent access to some of the region's major roadways, including Interstate 94, the Tri-State Tollway, and nearby Interstate 57. Not surprisingly, a very large volume of traffic flows through South Holland. In addition to about 130,000 cars passing by the Village's Interstate Zoning District each day along Interstate 94, over 30,000 cars travel along Route 6.

The planning process did not reveal major deficiencies in South Holland's transportation and circulation system. While a few stakeholders complained about congestion along Route 6, most saw its high volume of traffic as a great opportunity for the Village's future economic development. On a related note, stakeholders wanted the Village to improve the overall image of Route 6 by raising the standards for streetscaping, signage, and landscaping (in addition to improving the appearance of businesses) along the corridor, as well as creating attractive "gateways" at each end to better define and help strengthen the image of Route 6.

Industrial businesses are well served by truck routes and some enjoy freight rail access. Proximity to two intermodal yards in nearby Dolton and Harvey is another asset enjoyed by industrial businesses. The Village should maintain its effective relationship with national railroads and other partners to assist with the mitigation of street blockages and horn blowing at intersections. To maintain its competitive advantages in the future, South Holland will also need to prepare new roads, bridges, and other infrastructure for automated vehicles.

South Holland should seek ways to increase transit ridership. Although five Pace bus routes travel through the community and the Pace-accessible 147th Street and Harvey Metra stations are located just to the west of the Village, the majority of South Holland residents drive alone to work. The Town Center District offers an opportunity to create an attractive, transit-oriented focal point in South Holland. The most impactful way in which the Village can increase transit ridership is through the creation of the proposed, 33-mile SouthEast Service (SES) Metra Line, which is contingent upon federal and state funding. The Village has been an active leader in the effort to make the SES a reality and should continue to advocate strongly as this single transportation service is widely recognized as necessary for the Southland to open up employment opportunities and provide better access to the cultural and social amenities of the City of Chicago. In the interim, the Village should explore express buses (Pace and/or private companies) and emerging ride-share options (Uber, Lyft, etc.), utilizing the Village owned area immediately east of the UP/CSX tracks as a regional Transportation center. This service could accommodate Chicago, Oak Brook, and airport commutes, providing very attractive options for commuters.

While data and commentary from residents and other stakeholders suggests that driving is the overwhelming mode of transportation in South Holland, the needs of pedestrians and bicyclists require continued attention as they can provide substantial benefits to the community.

In particular, many of South Holland's young people rely on walking and biking to get themselves around town, including to relatively far-flung destinations such as the very popular South Holland Community Center. Ensuring the ease and, especially, the safety of their non-motorized travel should remain a top priority. Mapped data indicating the location of crashes involving pedestrians and bicyclists in South Holland suggests that Route 6 should receive particular attention.

The design of streets influences the character, value, and use of properties, as well as the health and vitality of surrounding neighborhoods. Designing streets for all users, such as cars, bikes, and pedestrians, has been shown to create highly-valued streets. South Holland should encourage developers and transportation partners such as IDOT to use the principles of complete streets, green streets, and context sensitive street design for road resurfacing and construction projects. Where appropriate, the Village should explore opportunities for the implementation of traffic-calming "road diet" strategies, in which the number of vehicle lanes are reduced to allow the addition of a center turn lane and bike lanes, as the Village has done along a portion of 170th Street.

Key Vision 2022 strategies:

- Maintain effective relationships with national railroads and the Interstate Commerce Commission (ICC) to assist in the mitigation of street blockages and horn blowing at intersections.
- Increase the longevity and safety of all streets and public parking areas through regional collaboration and by making the best use of Motor Fuel Tax (MFT) dollars for local projects.
- Reduce the amount of littering and debris on our main thoroughfares, expressways, frontage roads, and public parks.
- Improve the aesthetic appearance of our main gateways to the community and public spaces along our main thoroughfares, expressways and frontage roads.
- Collaborate with the Illinois Department of Transportation on state routes that impact the appeal and attractiveness of our community.

Housing

South Holland will preserve and enhance its residential neighborhoods, which represent one of the Village's greatest assets while supporting new development in strategic locations that accommodates future needs and complements community character.

South Holland has a long tradition of single-family home ownership. Almost 97 percent of housing is single-family and 93 percent of housing is owner-occupied. It is clear that this is an important source of pride for the Village's current residents, who consider single-family home ownership to be intrinsic to South Holland. It is also clear that there is little appetite within the Village for change in the makeup of South Holland's housing.

The pursuit of other Village priorities, along with changing housing trends in the region and United States, may encourage consideration of opportunities to diversify South Holland's housing options in the future. As discussed at greater length elsewhere in the Plan, a top priority of residents and other stakeholders is an increase in stores, restaurants, and entertainment options. To realize this, an infusion of new residents—and an increase in the number of “rooftops”—is likely to be necessary. In addition, there is growing demand in the Chicago region and nationwide for multifamily and rental housing, especially in walkable areas with good transportation access.

South Holland's Town Center District, the focus of a master-planning effort currently underway, has potential for exploring future opportunities for the careful introduction of new, market-driven housing options in the Village. The former Seton Academy site, located immediately adjacent to the intersection of Interstate 94 and Route 6, currently envisioned as a site for future commercial use, offers another potential location for exploration of new, market-driven housing options within a mixed-use (residential/commercial) land use scenario.

Key Vision 2022 strategies:

- Actively promote and direct interested parties to programs designed to enhance the vitality of our neighborhoods by addressing quality of life issues caused by abandoned and foreclosed homes.
- Facilitate the relationships between residents, local contractors and suppliers to encourage investment in our homes and businesses.
- Provide educational opportunities for residents that address exterior and interior home maintenance topics in order to avoid code-related issues.
- Improve the effectiveness of our code enforcement department in matters regarding the identification of violations, enforcement of regulations, and overall efficiency in operations.
- Increase the availability of residential living, small business commercial and retail storefronts in Town Center.

Natural Environment and Water Systems

South Holland will preserve and enhance its parks, open spaces, and natural resources to provide Village residents with recreational and health amenities while incorporating best practices in flood and stormwater management.

The natural environment is a major consideration in planning for South Holland. In addition to South Holland's many tree-lined streets, Village residents enjoy access to ample open space, with local parks that are well distributed across South Holland's residential neighborhoods—as well as being clustered along waterways to provide occasional flood relief. These are valuable assets to be protected and enhanced.

The Village faces some challenges in regard to stormwater and its water systems. Situated at the confluence of the Little Calumet River and Thorn Creek, the Village is impacted by occasional overbank flooding. While the Village has made great strides to reduce flooding in South Holland, increases in impervious cover by development over time, along with increasing frequency and intensity of today's storms, challenge the capacity of the Village's sewer system. In addition—like many communities in the region—South Holland is losing some of the water that has been purchased from the City of Chicago and Hammond, Indiana.

South Holland can take steps to reduce the amount of stormwater generated, enhance the water system, and improve key sections of the sewer system. These opportunities will increase the village's future resilience and save money for all residents.

Key Vision 2022 strategies:

- Create signature spaces and places in and around our parks and our immediate Town Center area that provide recreational opportunities for residents.
- Increase the quantity and quality of major recreational facilities to appeal to all age groups and to increase participation from regional affiliations.
- Conjoin our recreational signature spaces and places through the use of nature trails, bike paths, and water ways.
- Make significant parksite improvements to all of our 30 park facilities throughout the community.
- Update and enforce Village Ordinances consistently to improve upon the attractiveness of our community to potential residents and businesses.
- Actively manage the quantity and vitality of village trees and in order to maintain our Tree City USA status.

Community Facilities

South Holland will provide excellent community facilities and efficient and effective services that meet the needs of current and future Village residents and businesses.

Residents and other stakeholders take pride in South Holland, often saying: “you know when you're in our community.” Although some had suggestions for their Village government, stakeholder comments indicated a high level of trust in South Holland's elected officials and Village staff, describing them as accessible, responsive, and fiscally responsible. They took great pride in community assets such as the South Holland Community Center and Veterans Memorial Park. There is a desire to build on South Holland's stability and strong community facilities and services, including providing more activities and gathering places for young adults and youth.

Key Vision 2022 strategies:

- Strengthen our relationship and increase our involvement with all of our educational institutions and other stakeholders to maximize educational opportunities and to offer the highest quality of education.
- Expand the variety of gathering places and activities for our young adults and youth.
- Create signature spaces and places in and around our parks and our immediate Town Center area that provide recreational opportunities for residents.
- Support the 10-year action plan for the South Holland Public Library to expand and/or enhance existing facilities, programs, materials, and technology in order to meet the needs of residents and visitors.
- Renovate and expand the South Holland Community Center complex to meet the demands for new activities and events.

- Increase the quantity and quality of major recreational facilities to appeal to all age groups and to increase participation from regional affiliations.
- Make significant park site improvements to all of our 30 park facilities throughout the community.

Image and Identity

South Holland will build upon its many assets to strengthen hometown pride among current residents and businesses, making the Village a known, attractive, and viable option for potential residents and businesses.

Residents have deep affection for South Holland, indicating that they enjoy a high quality of life and describing the Village as a convenient, safe, attractive, and stable community which possesses a cherished “small town feel” and is home to “good people” who are “good neighbors.”

In addition to their praise of South Holland’s stability and strengths, most stakeholders thought that the Village has even greater potential. Above all, many stakeholders said they thought of the Village as a bedroom community, but do their shopping, eating, and other activities (such as recreation with their families) in other municipalities.

Many felt that the region has become more competitive and wanted to see the Village further build upon its assets and community events by continuing to market to potential businesses and residents—strengthening its status in the subregion—as well as taking steps to strengthen hometown pride among current residents.

Similarly, having a number of underperforming public schools within multiple subregional school districts is seen as one of the biggest challenges affecting the quality of life of current residents—and a barrier to attracting new residents. Improving local public schools, especially at

the high school level, is an important goal for South Holland, but it is also a challenge that the Village must tackle in partnership with its neighboring municipalities, community partners, and parents.

Key Vision 2022 strategies:

- Update and enforce Village Ordinances consistently to improve upon the attractiveness of our community to potential residents and businesses.
- Maximize visibility and recognition of South Holland as a community of choice in the region.
- Develop a dynamic community marketing plan.
- Maximize community participation.
- Enhance and grow community events.
- Reduce the amount of littering and debris on our main thoroughfares, expressways, frontage roads, and public parks.
- Improve the aesthetic appearance of our main gateways to the community and public spaces along our main thoroughfares, expressways and frontage roads.
- Improve the effectiveness of our code enforcement department in matters regarding the identification of violations, enforcement of regulations, and overall efficiency in operations.
- Modernize the exterior and interior appearances of our commercial properties in our general and local business districts.
- Support the initiatives of our local associations that are designed to encourage aesthetic investments within our community.
- Maximize our community’s regional exposure through the pursuit of signage and implementation of aesthetic improvements that are easily visible to interstate traffic, encouraging additional commerce and expanding our commercial options.
- Strengthen our relationship and increase our involvement with all of our educational institutions and other stakeholders to maximize educational opportunities and to offer the highest quality of education.





Chapter 4 COMPREHENSIVE PLAN PRIORITY RECOMMENDATIONS

This chapter of the South Holland Comprehensive Plan describes high-priority recommendations for action to achieve the Comprehensive Plan goals laid out in the previous chapter. The recommendations are organized into five themes:

Theme 1: Strengthen and Expand the Economic Base

**Theme 2: Interstate Zoning District and
Town Center District**

Theme 3: Support for South Holland's Industrial Sector

Theme 4: Living in South Holland

Theme 5: Flooding and Water Supply



Priority Recommendation Theme 1: Strengthen and Expand the Economic Base

Goal: Provide a more diverse and robust economic base for the Village.

The Village's industrial sectors and single-family homes are the largest contributors to municipal revenue in South Holland. There are other sources of activity and revenue that potentially could contribute as well, spurring economic growth in other sectors and areas of the community and diversifying South Holland's economic base.

Recommendations:

Continue to expand economic development capacity by increasing staff resources and developing a collaborative economic development environment.

To implement many of the anticipated recommendations in the Comprehensive Plan, it is likely that South Holland will need to ramp up the capacity of its staff and provide resources dedicated to economic development. These include strategies focusing on entrepreneurial growth, retention, and recruitment. In addition, South Holland will likely need to obtain grants or other forms of funding to support entrepreneurial development programs, property development, and necessary improvements to streets and other Village infrastructure. This could require dedicated and significant staff time and regional support.

Strategies:

- **Continue to pursue regional and subregional collaboration opportunities.** Cook County's Partnering for Prosperity Plan, World Business Chicago (WBC)'s Plan for Economic Growth and Jobs, and CMAP's regional planning and policy work all highlight the importance of regional thinking, coordination and collaboration. South Holland recently participated in a joint retail study with Calumet City and Lansing. The Village should build on this collaboration by pursuing formal cooperative agreements and shared service agreements with Calumet City and Lansing, such as a shared economic development organization.
- **Continue to seek technical assistance opportunities.** South Holland staff has already sought assistance from regional partners for several projects. They should continue to seek assistance to implement the Plan's economic development recommendations, and other recommendations throughout the Plan.

- **Explore the development of a formal economic development internship program.** In addition to technical assistance, the Village can expand its staff capacity by hiring interns. Economic development organizations often utilize interns for business database development, survey creation, general research, or developing marketing materials. The Village should reach out to regional universities to develop an internship or fellowship program.

Increase South Holland's business base by formalizing its business retention and expansion program, coordinating resources for new firms, and expanding its business attraction strategies.

The Village should increase its business base by formalizing its business retention and expansion program, coordinating resources for new firms, and expanding its business attraction strategies. It is important to support businesses in South Holland through critical growth phases, as many existing programs are unavailable to small businesses until they reach a minimum size based on revenue and/or employees.

Strategies:

- **Collaborate with local and regional partners to set the stage for new startups by linking entrepreneurs and small businesses with resources and technical assistance opportunities.** The Village should collaborate with the Business & Career Institute at South Suburban College, the South Suburban Mayors and Managers Association (SSMMA), and South Holland Business Association (SHBA) to develop start-up resources that are targeted toward small businesses in South Holland. Developing new partnerships can provide staff or staff time for completing strategies. Developing a formal public-private partnership could open up new resources for existing companies that may be unavailable from private or public entities if pursued individually, such as revolving loans for small businesses. For example, the City of Aurora's public-private economic

development organization, Invest Aurora, has partnered with a local foundation, the Dunham Fund, to create a revolving loan fund.

- **Collaborate with South Holland Business Association to develop a marketing plan for attracting businesses to the community.** The purpose of the marketing plan is to “package” the Village’s competitive advantage, target industries and detail a strategy for reaching out to prospective companies. The Village should also collaborate with its neighbors to promote their subregion.
- **Collaborate with South Holland’s retention and expansion program through the state’s CORE initiative; involve SHBA as a resource for execution.** According to an International Economic Development Council (IEDC) study, more than 80 percent of job growth between 1990 and 2008 occurred within existing companies. This study suggests that a well-supported business retention and expansion program is one of the most critical strategies for economic growth. The Village should seek to collaborate with its business retention and expansion program with the South Holland Business Association.
- **Increase efforts to support business innovation by connecting South Holland businesses to technical assistance providers, research institutions, and incubators in the region.** Growing businesses must have space and resources to expand their operations. Those that are exploring new lines of business may need space for research and development. Many regional partners can support business research and innovation in South Holland, including South Suburban College, incubators, and universities. The Village should initiate discussions on innovation with these partners.

Work with area brokers and property owners to create new retail spaces; and further refine the strategy to attract local, regional, and national dining and retail tenants.

One of the primary issues in the Village is the limited supply of speculative space for new restaurant and retail locations. High county taxes, the changing retail market, close proximity to an existing retail cluster, low household density, and other factors have curbed outside investment and development of speculative retail space in South Holland. In interviews, some developers stated that they might be interested in redeveloping properties to create new space, but only if there is a tenant contracted to occupy or purchase the space.

Strategies:

- **Continue to engage with owners of existing large shopping centers to identify and secure opportunities for out-lots and/or build-to-suit locations.** Several sites along Route 6 are currently underutilized. These sites could provide opportunities for new retail locations. The Village should facilitate conversations with the sites’ owners to market underutilized portions of retail properties.
- **Continue to attend regional retail and restaurant trade shows and conferences to reach out to potential retailers and secure tenants.** Business stakeholders highlighted the importance of outreach to retailers and restaurants. Village staff reported that they have attended regional and national International Council of Shopping Centers (ICSC) events. The Village should continue to develop a pipeline of potential retail tenants by attending more of these events, such as the National Restaurant Association show and the National Retail Federation show. The Village could also market its available sites in retail and restaurant trade magazines.



Streetscape improvements and other investments along South Park Avenue in South Holland's Town Center District have set the stage for creation of a memorable, walkable commercial corridor at the center of the community.

- **Turn inward to support homegrown restauranteurs and owner-operators by creating a restaurant specific startup guide and providing technical assistance.** The Village should reach out to the Business & Career Institute at South Suburban College to identify emerging restauranteurs. In addition, it could be helpful to have an industry-specific one-page startup guide for restaurants. The startup guide should explain the necessary steps to open a new location in the Village. For example, the Wicker Park Bucktown neighborhood in Chicago has a restaurant startup guide. This guide takes the potential restaurant owner through the essential steps of permitting, zoning approval, inspections, and licensure.
- **Explore opportunities for higher density housing units in or near the Town Center District.** The adage “retails follows rooftops” is an important factor in bringing more retail to South Holland. High household density is a major consideration when retailers are looking for new sites. A mixed-use development in the

Town Center District could provide higher residential density as well as expand the amount of retail/commercial space in the heart of South Holland. The Village may also want to consider other locations, such as the 8.5-acre site formerly occupied by Seton Academy, which offers a highly-visible and very convenient site adjacent to Interstate 94.

Revisit current alcohol policies to determine if changes are needed to strengthen potential for development of new dining options.

Consistent with the traditional values of the Village, South Holland instituted a so-called “blue law,” designed to restrict or ban some activities on Sundays, as well as a ban on the sale of alcohol. Based on feedback from a community survey, beginning in 2009 the Village gradually repealed its restrictions on Sunday business operation (work by contractors on Sundays is still prohibited).

However, the alcohol ban remains, and in 2015 South Holland additionally prohibited individuals from bringing their own alcohol (aka “BYOB”) onto the premises of any restaurant in the Village.

All stakeholders who were interviewed—including people who consider themselves to be deeply religious—expressed approval of the repeal of South Holland’s law requiring most businesses to be closed on Sundays. Among the interviewed stakeholders, all but one strongly objected to allowing liquor stores in South Holland. But most stated that that the current restrictions on the sale of alcohol may need to be reconsidered, arguing that the current law makes it virtually impossible for the Village to attract the full service restaurants that many residents would like in South Holland.

Strategies:

- **Explore options for highly restrictive alcohol-related zoning, and a permitting process that prohibits liquor stores and stand alone bars, yet allows sit-down restaurants to serve alcohol.** The permitting process for alcohol could detail the maximum number of permits allowable in the Village, percentage of gross sales that may be alcoholic beverages, and/or distance from churches, schools, and homes. Moreover, the process could also stipulate rights to suspend or revoke permits, permit renewal periods, and requirements for public hearings. For example, the City of Arlington in Texas has strict requirements for businesses to obtain a liquor license. Their code explicitly states the conditions for permitting. For example, to obtain a food and beverage certificate, food service must be the primary business being operated on the premises, the holder must have food service facilities for the preparation and service of multiple entrees, and alcohol sales may not exceed 50 percent of gross receipts. To renew a food and beverage certificate, the treasurer must certify that alcohol sales do not exceed 50 percent of gross receipts. The Village of South Holland could investigate highly-restrictive zoning and permitting processes in other communities, including engaging planning staff in these municipalities to learn from their experience.

Table 4.1: Implementation Approaches, Priority Recommendation Theme 1: Strengthen and Expand the Economic Base

NEAR TERM (1-4 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Explore development of formal economic development internship program.	Lead: Economic Development Support: Business & Career Institute (South Suburban College); other local academic programs relevant to business and economic development	Contact Business & Career Institute (South Suburban College) and other relevant academic programs to learn about potential intern pool, as well as formal requirements for internship partnership (including compensation).	Staff time
Develop start-up resources through initiative targeted to assisting entrepreneurs with startups and existing small businesses with expansion.	Lead: Economic Development; Business & Career Institute (South Suburban College) Support: South Suburban Small Business Association; Chicago Southland Economic Development Corporation (SSMMA)	Contact Business & Career Institute to discuss resource and funding options, and means of reaching local entrepreneurs and small businesses.	Staff time; TIF; general revenue
Create restaurant-specific startup guide.	Lead: Economic Development Support: Business & Career Institute (South Suburban College); South Suburban Small Business Association	Adapt Wicker Park-Bucktown restaurant startup guide to explain the essential steps of permitting, zoning approval, inspections, and licensure in the Village of South Holland.	Staff time
Identify and market underutilized portions of retail properties.	Lead: Economic Development; Planning, Development, and Code Enforcement	Develop up-to-date inventory of underutilized portions of retail properties (for potential out-lots and build-to-suit locations).	Staff time
Assess current opinion on Village alcohol policies.	Lead: Village President, Village Board	Conduct community survey.	Village President; Village Board
LONG TERM (5-10 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Explore opportunities for cooperative and shared service agreements with Calumet City and Lansing.	Lead: Village of South Holland, Calumet City, Village of Lansing Support: South Suburban Small Business Association; Chicago Southland Economic Development Corporation (SSMMA)	Follow up on recommendations from joint retail study involving South Holland, Calumet City, and Lansing	Staff time



Priority Recommendation Theme 2: Interstate Zoning District and Town Center District

Goal: Update near- and long-term strategies for South Holland's Interstate Zoning District and Town Center District.

The Village has invested significant time, planning, and resources into its Interstate Zoning District and Town Center District. These two special districts are located along the busy Route 6 corridor and near or next to Interstate 94. Both have the potential to be cornerstones of South Holland's future prosperity.

Recommendations:

Further explore and expand opportunities for retail, hospitality and tourism, and office-related uses in Zone “A” in South Holland’s Interstate Zoning District.

The Interstate Zone “A” site is a former truck stop that sits on a single vacant 26-acre (18 developable) parcel, zoned to allow retail, hotel, and office uses. Two major highways abut the site: on the west, Interstate 94 carries 78,000 to 150,000 vehicles per day; on the south, U.S. Route 6 carries 29,000 to 35,000 vehicles per day. The Little Calumet River borders the site on the east and north, which also forms the border with Calumet City.

CMAP hired S.B. Friedman Development Advisors to complete an extensive market analysis assessing the potential of hotel/convention and office/medical related uses within Interstate Zone “A.” CMAP and S.B. Friedman also assessed the market potential of retail uses within the site.

Hotel Market

The market study found that a relatively strong hotel market exists in South Holland due to a relatively stagnant, older supply of primarily economy-scale hotels within 7 miles, strong occupancy, and evidence of latent demand. The site has good highway visibility and access to Chicago and Indiana. Demand drivers that generate room nights include the industrial park and associated training and employment centers, multiple golf courses, and the sports facilities within Veterans Memorial Park.

Gaps within major brands that are missing from the area include “upscale” (e.g. Hilton Garden Inn, Hyatt Place, Springhill Suites, Best Western Plus) and “upper midscale” (e.g. Best Western, Country Inn, Staybridge Suites). The study noted that “upper upscale” typically requires public subsidy and a major employment or attraction anchor, which is currently lacking from the market area, and an “upscale” or “upper midscale” hotel would still require a subsidy or other incentive to minimize any tax differentials with Indiana.

This could be worthwhile for South Holland, as hotels could be a tax generator for the Village. In addition, hotels often cluster and the site offers the possibility of attracting an additional hotel in the future.

Office Market

The study separately evaluated the site’s opportunities for corporate office and medical office development. For corporate office, the site’s key advantages include proximity to both Indiana and downtown Chicago with good access, located within an Enterprise Zone with available Class 8 incentives for tax assistance, tax increment financing (TIF), and high visibility from Interstate 94 for a built-to-suit development. The study found that all recently constructed corporate office space in the south suburbs had been built-to-suit, and speculative office development was high-risk because office rents remain low and there is high overall vacancy. The site is also located outside of existing office clusters, making multi-tenant development unlikely.

For medical office development, the study found that there is potential given the high-visibility location and current lack of supply. The existing supply is older stock, and the existence of relatively higher rents and lower vacancy for newer product suggest room for growth within the market. Uncertainty concerning the Affordable Care Act creates greater risk for speculative multi-tenant development, but the site is located near multiple larger medical centers and there is potential for single-tenant building through partnership. The study recommended that the Village could conduct outreach to major medical providers in south suburbs—such as Ingalls Health System, Advocate Health Care, and Franciscan Health, and market the site for development.

The S.B. Friedman study also noted that a medical office development could be combined with professional office tenants or could be integrated with retail or other mixed-use development arrangements.

A medical office development would produce less in/out traffic than if the site was developed as primarily retail, which might work better with the site's currently limited access points. But as with other uses, the study noted that TIF and other incentives would be needed to reduce the site's expected tax burden.

Retail Market

As with hotel and medical office potential, the high traffic counts and high visibility of the site make it viable as a retail destination. However, it is likely that any new retail uses would need to be accompanied by other uses (such as hotel or offices). Stakeholder interviews with developers suggested that Village staff are pro-development and easy to work with, but many developers are reluctant to build speculative retail in South Holland, citing overall market challenges. Some developers would consider building new retail space if a retail tenant signed a long-term lease agreement. There are "wild-card" retail tenants who could be interested in a high-traffic, high-visibility site near Interstate 94 and there are retail spending gaps within the trade area.

However, challenges remain. As explained in the Community Profile section, incomes within the trade area are relatively modest, which could limit the potential to attract new retail tenants. Store closings and online competition present significant challenges to retail segments with spending gaps within the trade area. There is significant competition from existing retail spaces within the trade area that are currently vacant, especially big box stores, and these vacant sites are more likely to fill up before there is demand for new retail space. Finally, existing retailers within the trade area have captured much of the existing demand in most retail segments.

Trade area:

The site is located at the western fringe of the larger River Oaks/Torrance Avenue commercial corridor, which extends north-to-south along Torrance Avenue through Calumet City and northernmost Lansing. There several large shopping centers along this corridor, including one "super-regional" mall, two "power centers," and three "community centers." According to CoStar, there are 3,190,690 square feet of existing retail space within the corridor, 23.8 percent (759,478 square feet) of which is vacant.

Incomes and spending:

As mentioned earlier, per capita and household incomes in the Village of South Holland are higher than the trade area and are relatively strong compared to Cook County. However, the median and average disposable incomes within the trade area are comparatively lower than the county (by -14.3 and -22.0 percent, respectively). Because of the lower population density in South Holland, the trade area will have a significant impact on the viability of retail in the Village.

Trade area spending and leakage:

According to ESRI Business Analyst, there is overall \$2.64 billion spent annually in the trade area. This amounts to \$488 million in surplus retail sales overall. There are gaps in some retail subsectors, but national tenants in the trade area absorb much of this demand. However, interstate access and visibility could still make the site suitable for a "category-killer" retail destination. Retail sectors that may be underserved in the market include furniture and home furnishings; electronics and appliances; sporting goods, hobby, book and music stores. Additionally, although there is a surplus of restaurant sales, restaurants also benefit from interstate visibility.

Retail:

The retail leakage report identifies the likelihood that a retailer will locate in an area because of past and present spending patterns. This section details underserved retail sectors within the trade area. Unfortunately, attracting retailers in these sectors could present a significant risk. "E-tailing" has emerged as the fastest growing retail segment, and previously-mentioned underserved retail sectors (electronics, home goods, sporting goods, hobbies, books, and music) are among the top selling items through electronic channels.

- Home goods:

There is a \$24 million gap in the electronics spending in the trade area. Currently, Best Buy has a location on Halsted Street in Homewood. Due to increasing competition for consumer electronics from online retailers and the presence of existing retailers, it may be challenging to attract

a consumer electronics store. However, there is also an \$11 million gap for home furnishings within the trade area. Combined, there may be potential for a destination superstore concept, which retails home furnishings and consumer electronics. There is a \$35 million total retail gap for a tenant in this segment. There are no stores in this segment within the trade area.

- **Sporting goods, hobby, book, and music:**
There is a \$32 million spending gap for sporting goods, hobby, and book and music stores. While there is a significant spending gap in this category, these retail sectors have seen the loss of many major retailers since 2009. Moreover, online retailers generated significant competition in this category. Companies like Amazon serve these niches all too well due to the low weight and low cost of goods sold.
- **“Wild card” retail:**
As the retail industry continues to evolve, many companies are experimenting with new store formats and concepts. Retailers could still be interested in a site that is near an existing retail cluster with high traffic counts and high visibility.

Restaurants:

Based on CMAP analysis of ESRI Business Analyst data, restaurant spending in the trade area meets the national average. Market Potential Index (MPI) measures the likelihood that adults in an area will purchase a product or service compared to other areas. An MPI of 100 meets the national average, suggesting potential for a particular product or service. Fast food restaurants show the strongest MPIs, with some chains exceeding 200. Family restaurants have potential within the trade area as well, with buffets and casual restaurants showing the strongest potential. Spending in some of the chains within this category exceeded 125 MPI. According to a national retail database, roughly 70 percent of sit-down family-style restaurant chains with expansion plans for Illinois, the Midwest, and nationwide prefer to have an alcoholic beverage sales option. Some of the chains that are not currently in the trade area include Golden Corral, TGI Friday’s, Red Lobster, and O’Charley’s.

Overall Market Study Recommendation

The study showed the strongest potential for hotel development and medical office with an appropriate partnership with hospital/medical provider. This could occur in a variety of combinations of uses: Built-to-Suit Office or Medical Office + Retail; Hotel + Retail; Hotel + Retail + Office; Hotel Cluster + Retail.

Strategies:

- **Conduct traffic due diligence.** Conduct analysis on access and egress from the Zone “A” site and the feasibility of specific land uses based on access and traffic impacts. Examine the potential opportunity to access Interstate-94 northbound ramp as a right-in-right-out to enhance the marketability of the site.
- **Develop site plan options.** The Village should consider preparing site plan options that show how the site could be utilized with market feasible uses. This would also help with the marketing/outreach process.
- **Conduct outreach to potential users/tenants.** Area medical institutions including Ingalls, Advocate, and Franciscan may find a highway-accessible site attractive for a medical/ambulatory health center. We suggest that the Village reach out to the leadership/real estate representatives of each institution.
- **Establish zoning and development guidelines.** The Village should clearly identify as-of-right allowable uses to reduce development uncertainty.
- **Pre-market the site to developers, brokers and commercial tenants.** Gauge development interest at site by conducting outreach to developers/owners with hotel development experience, meeting with retailers at International Council of Shopping Centers (ICSC) Conference, and informing brokers about availability of site.
- **Issue Request for Proposals (RFP) to potential developers.** The RFP would outline the following: market study, site plan options,

zoning and development guidelines, potential funding sources and incentives, and information on anchor tenants/users who have expressed interest in development during premarketing.

Funding Sources

Currently in-place on the Zone “A” site:

- **Tax Increment Financing (TIF) district.** IZD Zone A. Established 2015 to encompass immediate site area. Allows assistance with TIF-eligible costs including infrastructure and site conditions.
- **Calumet Region Enterprise Zone (EZ).** Established 2016. Provides a sales tax exemption on construction materials, in addition to other tax incentives depending on use and number of jobs created.
- **Class 8 property tax incentive area.** Property is assessed at 10% of its value (instead of 25 percent for hotel, retail and office) to reduce property tax burden in areas with severe economic stagnation.

For consideration:

- **Economic Incentive Agreement (EIA).** As a home rule entity it allows the Village to allocate the existing local portion of sales tax or hotel tax produced by the project as assistance to the project.
- **Business District (BD).** A 23-year increased sales or hotel tax of 0.25 percent to 1.0 percent on properties within the district. They are intended to attract commercial growth and to help strengthen the tax base.

South Holland should update their masterplan for the Town Center District.

The Village has hired RATIO Architects to update the masterplan for the Town Center District.

Table 4.2: Implementation Approaches, Priority Recommendation Theme 2 - Interstate Zoning District and Town Center District

NEAR TERM (1-4 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Conduct traffic due diligence for Zone “A” in Interstate Zoning District.	Lead: Public Works; Planning, Development, and Code Enforcement Support: Economic Development; Illinois Department of Transportation	Conduct analysis on access and egress from the site and the feasibility of specific land uses based on access and traffic impacts. Examine the potential opportunity to access I-94 northbound ramp as a right-in/right-out to enhance the marketability of the site.	Staff time; local revenue
Develop site plan options for Zone “A”.	Lead: Planning, Development, and Code Enforcement; Economic Development	Prepare site plans options that show how the site could be utilized with market feasible uses (and use in marketing/outreach process).	Staff time; local revenue
Conduct outreach to potential users/tenants for Zone “A”.	Lead: Economic Development Support: Chicago Southland Economic Development Corporation (SSMMA)	Reach out to leadership/real estate representatives of Ingalls Health System, Advocate Health Care, and Franciscan Health.	Staff time
Establish Zoning and Development Guidelines for Zone “A”.	Lead: Planning, Development, and Code Enforcement; Public Works Support: Economic Development	Clearly identify as-of-right allowable uses for Zone “A” (to reduce development uncertainty).	
Host a developer showcase for Zone “A”.	Lead: ULI, CMAP Support: CMAP; Economic Development; private developers; Chicago Southland Economic Development Corporation (SSMMA)	Engage with CMAP about hosting event.	CMAP Implementation Team, ULI
Issue Request for Proposals (RFP) to Potential Developers for Zone “A”.	Lead: Economic Development; Planning, Development, and Code Enforcement Support: Chicago Southland Economic Development Corporation (SSMMA)	RFP should include market study, site plan options, zoning and development guidelines, potential funding sources and incentives, information on anchor tenants that have expressed interest during premarketing.	



HOMWOOD
SUITES

Market analysis of Interstate Zone "A" shows market potential for development of an "upper midscale" or "upscale" hotel, especially if combined with adjacent retail or office development on the site. Photo source: SB Friedman.



Priority Recommendation Theme 3: Support for South Holland's Industrial Sector

Goal: Build on the existing strengths of South Holland's industrial sector and focus on the future.

In the face of economic uncertainty and an ever-shifting global economy, South Holland will need to plan for the future. While the Chicago metropolitan region enjoys a diverse mix of industries, it also realizes significant gains through its economic specializations. These industry clusters create high-quality jobs, spur innovation, and generate growth among numerous economic clusters. Prominent clusters in the regional economy include freight, advanced manufacturing, and biotech/biomed.

South Holland is home to several important manufacturers and other industrial companies, and with its proximity to interstates and intermodal railyards, and wide array of industrial property types, the Village is well-positioned to attract additional new industrial businesses in the future. The Village should remain involved in regional industrial consortiums to stay abreast of regional economic trends and potential growth opportunities.

Recommendations:

Seek regional partnerships that connect industry partners, small businesses, and universities, and explore opportunities for manufacturing incubator and innovation space.

Many small and medium-sized firms that are trying to scale up for mass production are in need of expert guidance and space for research and development. Leveraging university partnerships and creating incubation/innovation spaces can help manufacturing firms to innovate by providing them with access to expert guidance and key resources, such as laboratories and patent offices. The City of Chicago's mHUB manufacturing incubator initiative, which holds useful networking events and provides resources and mentorship for manufacturing startups, could serve as a model for South Holland, working with neighboring communities and regional partners.

Strategies:

- **Hold meetings on research and innovation with local manufacturers, universities, and technical assistance providers.** The Village should consider developing a quarterly series with assistance from regional technical assistance providers or subject experts (such as the Illinois Manufacturing Excellence Center and the Manufacturing Extension Partnership) and universities to ensure that local manufacturers are knowledgeable about emerging and future trends and opportunities in research and innovation.

A longer-term goal of the quarterly series on research and innovation should be to facilitate interaction between local manufacturers and the institutions of higher learning, research laboratories, and other entities that represent the leading edge of innovation in the region.

- **Support small manufacturing businesses, specifically advanced manufacturing businesses, by exploring the development of research and development/incubator space.** With guidance from technical assistance providers such as the

Illinois Manufacturing Excellence Center and the Manufacturing Extension Partnership, the Village should actively work to locate opportunities for research and development/incubator space in South Holland, including identifying potential funding and other resources to support the initiative.

- **Track startups to ensure that they have access to necessary resources for patenting their technologies.** In addition to helping local startups get off the ground, the Village should monitor their growth and track their evolving needs, including access to resources for patenting their technologies.
- **Leverage the BUILT in Cook Loan Fund Programs to assist manufacturing firms acquiring the latest technology.** Broadening Urban Investment to Leverage Transportation (BUILT) is an initiative of Cook County. It is aimed at developing a master strategy of leveraging existing assets including people, employers, educational institutions, infrastructure, and technological systems with current and proposed investments to advance economic growth and promote sustainable communities along transportation corridors in suburban Cook County. It can be used to finance acquisition, site preparation, construction/rehabilitation, machinery and equipment, infrastructure improvements, and related soft costs. The BUILT 50-40 Loan Program provides similar assistance only for small businesses from suburban Cook County. The Village should partner with the Cook County Bureau of Economic Development and the Chicago Southland Economic Development Corporation to connect eligible businesses to this funding opportunity.

Explore opportunities to develop the workforce pipeline for manufacturing and freight firms.

It is essential to ensure the workforce is aligned with the changing needs of increasingly automated manufacturing enterprises. According to manufacturing stakeholders, having the staff capacity to operate machinery is also imperative and requires an increasingly skilled labor force. According to a recent study by Deloitte, talent and innovation are the most important drivers of manufacturing success and competitiveness.

Manufacturing has increasingly become STEM related. As transportation, distribution and logistics become more automated, computer related training will become more crucial. According to a recent study from Oxford University, transportation and material moving occupations have the highest likelihood of automation. This means students at all levels should be prepared with highly technical skills. By utilizing the expert guidance of workforce development partners, South Holland can help foster coordination of resources and training to assist talent pipeline development.

Strategies:

- **Continue to foster coordination of employment and workforce development resources with local employers, Opportunity Advancement Innovation Inc., and South Suburban College.** According to the Energy & Manufacturing Competitiveness Partnership, the way to address the skills gap in the advanced materials and manufacturing sector is by embracing an interdisciplinary approach to education that combines traditional materials science curricula with data science, modeling and simulation, and computational sciences.
- **Explore talent pipeline development in coordination with South Suburban College, South Holland School District 151, and Thornton Township High School District 205.** Reintroducing hands-on training at the K-12 level can address the misconceptions around the manufacturing sector and lack of knowledge regarding the emerging opportunities in advanced

manufacturing. In addition, partnerships between academia and industry can nurture cross-disciplinary skill sets at the undergraduate and graduate levels, ensuring a strong talent pipeline. It is critical to develop a pipeline of well-educated and qualified students who have knowledge, skills, industry exposure and, most importantly, area-specific management training.

Assist manufacturing companies with export strategies by supporting regional and national export initiatives, and by linking local manufacturing firms with Metro Chicago Exports and Chicago Metro Metal Consortium.

Many of the manufacturing firms in South Holland may need assistance exporting their goods to national and global markets. The Village should facilitate conversations, and help to build relationships with export partners. Many of these partner organizations provide technical assistance, funding opportunities, and other resources.

Strategies:

- **Engage with local manufacturers to understand their export needs, and assist them with developing new markets.** The Village should consider holding regular joint meetings with its manufacturers to discuss challenges and opportunities in the export ecosystem. These meetings would allow the firms to collaborate, identify common solutions, and learn about available resources. These meetings could also be a good opportunity to invite speakers from various organizations, such as the Export-Import Bank of the United States, an organization that can support their export strategies.
- **Develop an export-related fact sheet that lists resources available to manufacturers.** While Village staff has been a part of regional and national export initiatives, small and medium-sized manufacturing firms may not be aware of resources that are available to them. For example, in 2017 the Metro Chicago Exports partnered with Chase Bank to release a grant program that targets export planning activities for small-to-medium-sized enterprises. The Village should work to ensure that its manufacturing firms are aware of this

and similar opportunities.

- **Join and engage with trade associations and advocacy groups for manufacturing.** Trade associations can help the Village to understand which manufacturing sectors are facing challenges, and how to assist firms in these sectors. These associations can also inform Village staff of emerging trends in these industries. Food processing and chemicals are two of the strongest clusters in the Village. There are multiple trade organizations associated with both clusters that have data and resources available, as well as various conferences throughout the year.

Prepare South Holland for tech-enabled firms of the future by incorporating smart building technology into existing industrial properties, new industrial properties, and infrastructure.

One of South Holland’s greatest strengths is the diversity in the size of its industrial properties. This diversity provides crucial flexibility in the types of industrial companies that can operate in South Holland. These spaces are appropriate for the existing base. However, the tech-enabled manufacturers of the future will demand modernized space. The current trend in industrial real estate is large transportation, distribution, and logistics facilities that are typically greater than 500,000 square feet. A property of this size might require the assemblage of 10-20 parcels, which could severely limit the diversity of properties and firms in the Village.

The Village should work with partners such as the National Institute of Standards and Technology’s Manufacturing Extension Partnership and the Chicago Southland Economic Development Corporation to assess the future competitiveness of South Holland’s industrial properties and infrastructure, and to connect property owners with educational opportunities and resources to modernize their properties.

Strategies:

- **Ensure that new industrial properties have modern infrastructure.** With assistance from partners, the Village should

ensure that new industrial properties incorporate smart building technology by facilitating conversations with property owners and tenants. These technologies will help manufacturers and logistics companies remain connected to their supply chains.

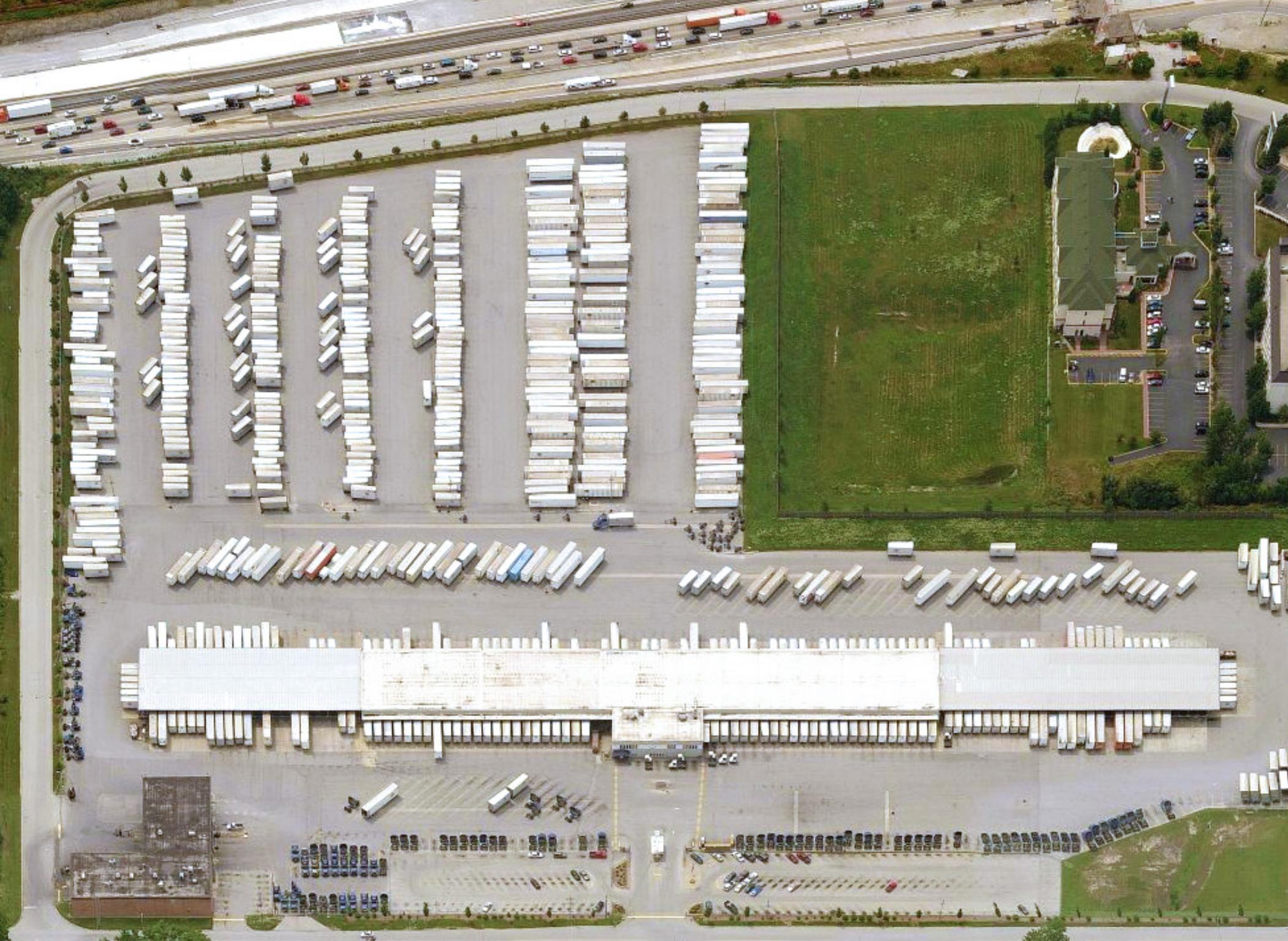
- **Work with property owners to rehabilitate and modernize existing industrial properties.** Many of the existing industrial properties in South Holland have physical characteristics that are attractive to manufacturing and freight firms, but these properties may lack technological infrastructure, such as high-speed fiber. Working with partners, the Village should ensure that these properties remain current and competitive by connecting owners with educational opportunities and resources to modernize their industrial properties.
- **Identify and support opportunities to redevelop older industrial properties.** South Holland should engage with property owners and area developers to facilitate industrial redevelopment projects.
- **Prepare new roads, bridges, and other infrastructure for automated vehicles.**

The Village should develop a branding and marketing campaign for its industrial areas.

Several stakeholders thought there should be more awareness of the breadth and depth of South Holland’s impressive industrial sector. A frequent suggestion was for the Village to better define and even “brand” its main industrial areas, with directional signage that also proudly informs passersby of the many important industrial businesses that call South Holland home. Stakeholders thought that this could help increase awareness of the many potential employers in South Holland—especially if the Village also notified residents of jobs available in this sector. Stakeholders also thought it could encourage businesses looking to expand to consider South Holland, as well as increase pride among South Holland’s current residents and businesses.

Table 4.3: Implementation Approaches, Priority Recommendation Theme 3 - Support for South Holland's Industrial Sector

NEAR TERM (1-4 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Explore opportunities for subregional partnerships and manufacturing incubator/innovation space.	<p>Lead: Economic Development; neighboring communities; Chicago Southland Economic Development Corporation</p> <p>Support: Illinois Manufacturing Excellence Center; Manufacturing Extension Partnership; regional universities; manufacturing businesses</p>	<p>Identify relevant members of regional partnership.</p> <p>Meet with leadership of Chicago mHUB innovation center.</p> <p>Compile inventory of potential incubation/innovation spaces.</p>	Staff time; BUILT in Cook Loan Fund
Develop subregional workforce development strategy.	<p>Lead: Chicago Cook Workforce Partnership</p> <p>Support: Economic Development; neighboring municipalities; Opportunity Advancement Innovation Inc.; Business & Career Institute at South Suburban College; Thornton Township High School District; industrial businesses</p>	Approach lead partner and suggest regular conference call or meeting with support partners.	Staff time; South Suburban College; industrial businesses
Connect manufacturing businesses with export partners and opportunities.	<p>Lead: Economic Development</p> <p>Support: Metro Chicago Exports; Regional Export Promotion Program; Chicago Metro Metal Consortium</p>	<p>Connect local manufacturers to programs and export opportunities provided by Metro Chicago Exports and Regional Export Promotion Program.</p> <p>Develop export-related fact sheet that lists resources available to manufacturers.</p>	Staff time
Pursue and retain businesses that are part of traded clusters, specifically freight and transportation and logistics.	<p>Lead: Economic Development</p> <p>Support: Place-based industrial economic development groups</p>	<p>Interview current transportation and logistics businesses in South Holland about assets and opportunities.</p> <p>Decide on effective marketing outlets (publications, events, etc.).</p>	Local economic development funds and revenue
LONG TERM (5-10 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Incorporate smart building technology into existing and new industrial properties and infrastructure.	<p>Lead: Planning, Development, and Code Enforcement; Economic Development; Public Works</p> <p>Support: Manufacturing Extension Partnership; industrial businesses</p>	<p>Develop an inventory of existing industrial properties that will require modernization to stay competitive.</p> <p>Engage with property owners to facilitate needed industrial redevelopment.</p>	Staff time; BUILT in Cook Loan Fund; BUILT in Cook Loan Fund Program TIF; general revenue
Prepare new roads, bridges, and other infrastructure for automated freight vehicles.	<p>Lead: Planning, Development, and Code Enforcement; Economic Development; Public Works</p> <p>Support: IDOT</p>	Develop an inventory of roads, bridges, and other infrastructure that will require upgrades to support automated freight vehicles.	Staff time; TIF; general revenue



South Holland's UPS Freight facility. Photo source: Microsoft.



Priority Recommendation Theme 4: Living in South Holland

Goal: Identify South Holland's most important assets and address its deficiencies to strengthen community pride and attract new residents.

South Holland is a community that possesses strengths and assets that would be the envy of many strong and stable communities in the region, setting itself apart within the South suburbs.

South Holland's current residents are one of the Village's greatest assets. But, for South Holland's current residents to achieve the stores, restaurants, and entertainment options they seek—as well as gain more revenue to enhance Village amenities—an infusion of new residents is likely to be necessary.

Recommendations:

Develop a comprehensive marketing strategy that makes South Holland a known, attractive, and viable option for potential residents.

To attract new residents to South Holland—as well as remind current residents why they should remain—there is a need to develop a new marketing strategy which persuasively highlights the Village’s considerable strengths. Vision 2022 called on the Village to “Maximize visibility and recognition of South Holland as a community of choice in the region.”

In 2015, South Holland’s Public Relations and Marketing Commission developed a proposal to enhance the Village’s marketing, public relations, and communication activities. The commission found that neighboring communities with similar characteristics to South Holland had been able to effectively market their community to potential residents. The commission researched and compared the marketing activities of Homewood, which included successfully marketing its downtown area to potential residents by emphasizing its community festivals, restaurants, and drinking establishments.

The proposal observed that South Holland needed an external marketing strategy and there was little promotion of events at the Village’s popular Community Center. It also recommended marketing and promoting the Village to potential residents interested in moving to South Holland. The commission recommended a restructuring of the Public Relations and Marketing departments to create a dedicated budget for implementation of a new external and internal marketing strategy.

Effective marketing campaigns allow communities to attract new residents and investment, providing an engine for growth and vitality. With a stable population, strong median household income, and access to a number of community amenities, South Holland stands in position to greatly benefit from an updated marketing campaign.

South Holland could benefit from an updated general community branding campaign. The current slogan of “Faith, Family, & Future” reflects the priorities and assets of South Holland, but could be more widely marketed outside the community. Whether this slogan is supplemented by a complimentary campaign and tagline or left alone, opportunities are available to expand South Holland’s marketing base within the community and externally at locations such as CTA stops, Metra rail cars, and billboards.

Strategies:

- **Update and expand online marketing campaigns on the Village website and develop a stronger, more consistent social media campaign.** An easily implemented option for South Holland is to simply update and expand its online marketing campaigns on the Village website and develop a stronger, more consistent social media campaign. The website stands to benefit from some improvements that will maximize marketing strategies. The “Our Community” and “Why South Holland?” pages are not easily found, but could be positioned in a way that lists Village strengths and assets more clearly.

Taking a closer look at the “Why South Holland?” page shows opportunities for improvement as well. The page’s demographic tab takes users to an external page that is neither user friendly nor organized in a manner that highlights Village strengths. For example, the “Quality of Life” tab shows a table of community amenities, including those that South Holland does not offer, such as golf courses. These empty rows make the Village seem inadequate, rather than focusing on the public spaces and community centers the Village does have. The website could also be improved with general editing and restructuring to increase appeal for prospective investors and residents.

The Village can make the “Why South Holland?” section more forward facing and better organized, focusing on community strengths and assets. Developing outreach on Facebook, Instagram, Twitter, and YouTube will also help the community develop more interest in a younger, more technology-driven consumer base that might have interest in relocating to South Holland.

- **Hire a strategy consultant with significant experience working with similar communities to develop comprehensive marketing campaign (or work with university partner).**

In addition to updating the Village’s website, there are a number of options available for South Holland to expand their community branding and marketing efforts, varying in project scope and budget.

Marketing strategy firms

South Holland could engage in a more direct marketing campaign. This could be done with the assistance of a marketing strategy consultant, pursuing an effective campaign that identifies and markets South Holland’s strengths, attracting new residents and businesses, fostering community pride and economic development, and fueling the future prosperity of the Village. Typical campaigns cost around \$40,000 and take about 8 months for research (using focus groups, charrettes, etc.), strategy development, and policy recommendations. This would, of course, require targeted funding efforts, and should be seen as a large-scale overhaul of current marketing strategies.

Some marketing strategy firms also offer free webinar trainings, giving South Holland the option of using these free resources to educate and inform a marketing campaign by educating internal partners.

The process for building a successful brand and marketing strategy often includes identifying key challenges, collecting critical insight, and building a brand identity unique to your community.



LET'S MAKE SMALL TALK

Carstairs
AN AUTHENTIC SMALL TOWN

In Carstairs, small talk is a little different. It's the small town talk you won't find in the city. The talk between neighbours who know and look out for each other. Parents who watch their kids grow up together. And between best friends who go to school, play sports and just plain play together.

Carstairs. If you want to live in a small town—not just a community with “small town living”—let's talk. To get started go to authenticsmalltown.com, see everything Carstairs has to offer, and meet some of your

BIGGER LOTS | MORE HOUSE FOR LESS MONEY | MODERN AMENITIES | COMMUTING DISTANCE TO CALGARY

The marketing campaign for the Town of Carstairs is a good example of how a community can market itself to potential residents by highlighting its unique strengths. Source: Good Bishop Communications.

To better understand the reputation of a community and examine how perceptions differ from reality, marketing strategy firms often recommend conducting qualitative and quantitative analyses, including interviews, behavioral observations, and focus groups.

Marketing campaigns should actively engage community residents, outside consumers, and local stakeholders and leaders. Gathering information about strengths, weaknesses, and perceptions from a diverse group will help target specific areas for improvement in branding strategies. Additionally, it is important to avoid common mistakes, such as proceeding without research, ignoring culture and heritage, lack of press engagement, and applying strict controls for usage by stakeholders, encouraging community businesses and organizations to “live the brand out loud.”

University partnerships

With a number of higher-education institutions in the region, opportunities for collaboration also exist with university partners offering marketing courses of study. Such partnerships provide a number of low-cost opportunities for South Holland to expand the effectiveness of their community brand. Determining the best option for South Holland would require communication between Village staff and representatives from respective universities.

For example, undergraduate and graduate courses in marketing programs often center around specific marketing projects investigated over the entirety of the course. These classes focus on a variety of topics ranging from general marketing campaign strategies to more focused aspects of branding such as social media presence and mobile marketing campaigns. With enough notice, South Holland could request a specific marketing issue be addressed by students through a semester of coursework guided by a university professor.

In addition, many programs have organizations managed by students wishing to establish a professional network and portfolio in marketing. The activities and decisions of such organizations are usually overseen by a faculty or staff advisor, but campaigns and deliverables are undertaken by student representatives. Working with such an organization would allow South Holland to be more flexible with time, as these organizations are continual and are not restricted by the schedules and limitations of an academic calendar.

In order to fulfill graduation requirements, many students must complete an experiential learning requirement—also known as an internship. Real-world experience in the form of an internship is a popular choice for many students. Creating an internship position within Village government would allow South Holland to structure a role around specific needs and select a talented individual from a pool of students. Working with an individual in this capacity would allow South Holland to expand staff capacity without dedicating the resources typically needed to hire a new staff person.

Determining the best option for South Holland would require communication between Village staff and representative of the school’s marketing program.

CASE STUDIES

Above all, while South Holland needs to develop a marketing strategy that is unique and built on the Village’s won strengths, there is much to be learned from successful campaigns in other communities in the Chicago metropolitan region. The following case studies demonstrate some of the options:

Homewood

In 2012, Homewood released their “You’re in the Right Place!” campaign alongside a number of revitalization projects in the community that sought to build village pride and strengthen credibility with prospective stakeholders. Homewood’s Marketing Director teamed up with Yellow Barn Design to launch

the new campaign. Marketing efforts included video clips with residential testimonials in public spaces, showing a sense of civic pride while highlighting various destinations throughout the city. The new slogan did not replace the long-standing Village slogan of “Home Sweet Homewood,” but instead served as a way to rebrand the Village to attract economic development and new residents.

Homewood’s new community branding is featured prominently on the Village website. “You’re in the Right Place!” is a major heading on the website that highlights how residents are educated, engaged, and eclectic, while listing various awards and recognitions the Village has recently received. From here, the campaign is split into the following five subheadings:

- “*You’re in the Right Place to Live!*” This section focuses on promoting Homewood as a livable community. It includes descriptions of Homewood’s various neighborhoods and housing types, widely-available options for active transportation, community reputation including rankings and accolades from various publications, and the historical context of the Village.
- “*You’re in the Right Place to Learn!*” With the intent of attracting families to Homewood’s school districts, this page focuses on educational assets that show how “Homewood schools meet the needs of every student.” Included in this page are descriptions of small class sizes and strong community involvement, aspects that build into a comprehensive education that focuses on art, music, theater, and athletic events.
- “*You’re in the Right Place to Play!*” Stressing a close-knit, vibrant community with a high quality of life, this page provides detailed information on Homewood’s events, parks, and outdoor recreation opportunities. Rich in content and links, it spotlights a local event calendar and provides extensive information on golf courses, cycling trails, and public art spaces. This page also brings attention to railroad parks, an amenity unique to Homewood.
- “*You’re in the Right Place to Commute!*” In 2012, the Chaddick Institute for Metropolitan Development at DePaul University ranked

Homewood as the top south suburb for commutability, and this recognition forms the backbone of the argument for Homewood’s easy access to downtown Chicago using the Metra Electric District Line. The section also details Homewood’s quick access to the Tri-State Tollway, Bishop Ford Freeway, and Lincoln Highway. Offering an active transportation perspective, this section provides links to Homewood’s bike plan and bike maps.

- “*You’re in the Right Place to Shop!*” The final section of Homewood’s online campaign paints the picture of a first-class downtown with boutiques, specialty shops, and restaurants with pubs, high-end bars, and a brewery and taproom in the works. The page also details two major shopping corridors in Homewood that show the Village is capable of serving all shopping needs residents might have.

Homewood’s website also features a number of other pages that market assets of the community. These include pages that describe social events such as block parties, movie screenings, and farmer’s markets as well as an “About Our Town” section that provides a handful of quick demographic facts and community awards.

Aurora

The City of Aurora put out a request for proposals for marketing campaigns in 2013 and chose North Star Destination Strategies to complete the task with costs estimated at \$150,000 for four years. City officials in the Department of Communications and Public Information were looking for an updated marketing plan that better reflected modern-day Aurora in hopes of giving the city a competitive edge that would drive economic development and encourage community investment. North Star began with surveys, focus groups, and meetings to get a feel for how the community saw itself, as well as what they valued and how an updated marketing campaign could reflect those sentiments.

For decades, Aurora had been a blue-collar town, but has recently transformed into a high-performing, high-tech hub for the region. Embracing a storied history and a bright future, North Star chose to keep Aurora’s long-standing “City of Lights” slogan, but updated the logo to reflect a more modern city.

Research conducted by the group showed a positive connection to the slogan, with an opportunity to restructure the phrase around Aurora’s changing identity. The City originally earned the slogan by being the first city in the United States to feature an all-electric street lighting system in 1881. The updated logo features two interconnected spotlights that form the iconic Aurora “A” in an attempt to capture the “visionary spirit of the city.”

With rebranding efforts focusing on progress, innovation, diversity, and optimism, Aurora put their new slogan and marketing materials on city-owned vehicles, letterhead, PACE buses, construction fences, and flags along central corridors. These visually appealing updates helped restructure the public image of Aurora into a modern, high-tech appearance.

Berwyn

In 2007, the City of Berwyn partnered with the Berwyn Development Corporation (BDC) and began a marketing campaign to highlight Berwyn’s unique assets and set it apart from neighboring communities. The BDC is a public-private partnership with the City of Berwyn. As a 501(c)(3) not-for-profit membership organization, the BDC functions similarly to a chamber of commerce, providing economic development support to the City while also working to develop new programs and services to strengthen Berwyn’s businesses and the larger community. The marketing campaign currently falls under the guidance of a steering committee comprised of BDC staff and board members, a representative from the City, and community residents. The campaign costs an estimated \$80,000 annually and is funded by the City’s TIF program.

Recently completing its 10th year, the initiative has been incredibly successful in attracting new residents and businesses, and in changing public perception of what a small suburb, so close to one of the country’s largest cities, can provide in terms of amenities and lifestyle opportunities.

The marketing campaign has allowed the City to tap into a growing number of households that are looking for more affordable housing options without sacrificing access to the public transportation resources, cultural diversity, and thriving downtowns typically associated with larger urban centers.

The marketing campaign currently falls under the guidance of a steering committee comprised of BDC staff and board members, a representative from the City, and community residents. The steering committee develops the messaging and other creative components of the campaign, and meets with Berwyn’s City Council each year to discuss budgetary issues and present their proposals for approval. Funds for the campaign are generated through the City’s TIF districts, and are allocated on an annual basis.

The most identifiable aspect of the campaign has been its eye-catching billboards. All of the campaign’s outdoor advertising is done within the City of Chicago. The steering committee works with advertising professionals every year to determine the location of billboards, which focus on specific zip codes that have high traffic counts.



Berwyn has had particular success with attracting the LGBT population, and now ranks third for total number of same-sex couples in Cook County outside of the City of Chicago. The BDC attributes this to a number of efforts the City has made to provide a welcoming and inclusive environment to people in the LGBT community. Aside from advertising in Lakeview and Andersonville, two LGBT-friendly neighborhoods in Chicago, Berwyn sends community representatives to participate in the annual Pride Parade and Northalsted Market Days.

In 2014, the BDC decided to embark on a public engagement process to evaluate the first generation of the campaign and generate new ideas for moving forward. The BDC conducted surveys and focus groups in Chicago and Berwyn. Residents and businesses in Berwyn were asked to reflect on who they were as a community, and how the steering committee could better brand the City as a great place to live and work. The second generation of the campaign was launched two years ago, and the BDC recently hired Firebelly Design to assist with rebranding the campaign.

Build upon community assets and host community-wide events to strengthen status in subregion.

South Holland already has a strong sense of community and great community assets, but it would benefit from increasing investment and promotion of its places and events that bring together its residents—and attract visitors—for recreation and fun.

By all accounts, South Holland’s Community Center is highly valued by residents and very well utilized—perhaps more than any other community amenity in the Village. However, space constraints limit the scope of offered activities. To respond to the high demand for programming, most stakeholders expressed the need to expand the existing community center or open another satellite facility in a more central location, such as part of South Holland’s Town Center District. Similarly, recent enhancements to the Village’s Veterans Memorial

Park have been a success, and led to increased use by both South Holland residents and visitors from other communities. This has led the Village to consider additional enhancements that could maximize the park’s potential.

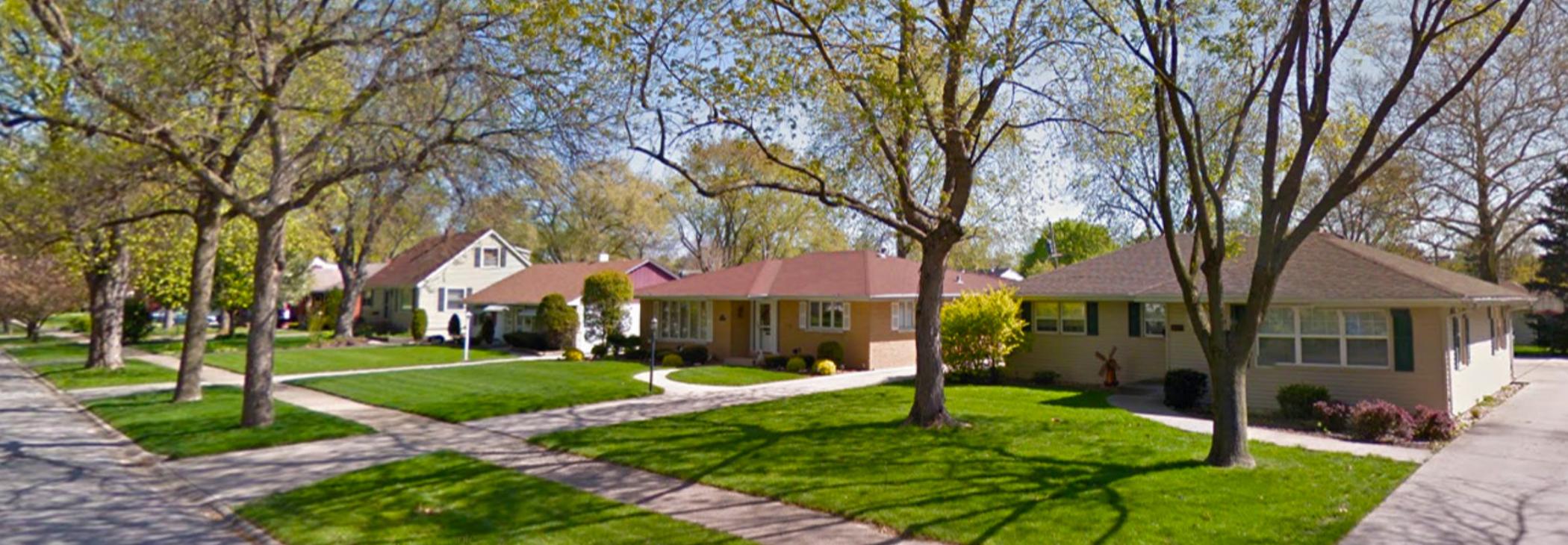
Some stakeholders noted in interviews that nearby communities such as Homewood regularly hold events and celebrations that are entertaining, fun, and very effective at building a sense of community along with providing activities aimed at families and youth. South Holland already does this, but it would benefit from forming a working group focused on increasing the variety of events and activities targeted to families and especially youth in South Holland and the surrounding area. The Village should focus first on increasing the marketing of existing South Holland events (ideally as part of its new comprehensive marketing campaign), and then also look to models in the region for creative ideas for new events and activities.

Utilize the expertise of the Village’s Education Commission to research and offer supplemental, educational programming and resources meant to enhance the performance of students within local school districts.

By most measures, South Holland is a great place to raise a family. But in interviews with residents and stakeholders in South Holland, having a number of underperforming public schools within multiple school districts was often described as the biggest challenge affecting the quality of life of current residents—and standing in the way of attracting new residents.

Some of the stakeholders with children in public school were unsatisfied with the education their child was receiving, and those with kids in private school felt that paying taxes for public education and private school tuition was burdensome.

Making direct recommendations concerning education policy is outside of the scope of this plan. However, the issue is absolutely central to the Village’s future and is closely related to the goal of attracting new residents.



South Holland offers potential residents a wide variety of quality, well-maintained homes located along lovely, quiet tree-lined streets.

Strategies:

- **Continue to support the work of the South Holland Education Commission.** Among other goals, the Education Commission seeks to: advise decisions regarding both public and private education; function as a think tank in identifying educational needs and solutions; and foster cooperation, coordination, and communication among all groups and individuals involved in the local education system. Moving forward, the Education Commission plans to increase coordination and partnerships between local community organizations, including the South Holland Community Center and Public Library. By facilitating strategic partnerships, the Education Commission hopes to build community engagement and investment in educational outcomes for South Holland students.

Top goals for the Education Commission and its partners should include improving the performance of individual students and building consensus—on goals, measurable objectives, and practical first steps toward achievement.

The Education Commission may want to explore options for additional assistance from independent partners and experts, as done by other school systems. Although focused on improving public schools in Chicago, the University of Chicago Consortium on School Research could help provide guidance. New Leaders is a national nonprofit that develops school leaders and designs effective leadership policies for school systems across the country. Another option is to hire an experienced education consultant such as Millennia Consulting, which has assisted faculty, administrators, parents, and community groups in addressing this challenging and complicated issue.

Table 4.4: Implementation Approaches, Priority Recommendation Theme 4 - Living in South Holland

NEAR TERM (1-4 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Partner with professional branding strategist to build comprehensive community marketing strategy.	Lead: Public Relations & Marketing Commission	Investigate cost feasibility of employing professional branding strategist.	Staff time
Strengthen social media outreach efforts.	Lead: Public Relations & Marketing Commission	Identify opportunities for social media expansion and develop goals for each platform.	Staff time
Explore the development of a formal marketing internship program.	Lead: Public Relations & Marketing Commission Support: University partner	Convene with university partners to explore opportunities for partnerships.	Staff time; University funding
Collaborate with South Holland Business Association (SHBA) to develop a coordinated marketing plan for local businesses.	Lead: South Holland Business Association Support: Public Relations & Marketing Commission	Convene SHBA to draft updated marketing campaign.	Village and SHBA resources
Develop branding campaign for industrial areas.	Lead: Public Relations & Marketing Commission	Identify and promote strengths of South Holland's industrial areas.	Staff time
Establish marketing partnership with local university.	Lead: Public Relations & Marketing Commission Support: University partner	Communicate South Holland's marketing goals with university partner to explore opportunities for student involvement.	Staff time; University funding



Veterans Memorial Park is just one of 31 parks and recreational facilities in the Village of South Holland.



Priority Recommendation Theme 5: Flooding and Water Supply

Goal: Strengthen the Village's water and sewer infrastructure system, reduce flood impacts, and protect water quality.

South Holland enjoys ample open space, especially along the banks of the Little Calumet River and Thorn Creek. Situated at the confluence of these two waterways, the Village has historically endured occasional overbank flooding. Recent increases in impervious cover due to development, exacerbated by the increasing frequency and intensity of today's storms, challenges the capacity of South Holland's sewer system. In addition—like many communities in the region—the Village is losing some of the water that it purchases from the City of Chicago and Hammond, Indiana.

Recommendations:

Mitigate water loss from the Village water system.

Whether it is due to leaks in the system, metering inaccuracies, billing errors, or other causes, reducing the amount of apparent water loss from South Holland's water system would capture additional revenue and ensure the Village remains in compliance with their Lake Michigan permit. South Holland's current programs to detect and repair leaks in the system and upgrade metering technology are good steps toward reducing water loss and should be incorporated into a Capital Improvement Plan to ensure adequate funding.

Strategies:

- **Conduct a full plan and develop an asset management plan.** The Village should conduct a full review of its existing assets and develop an asset management plan to bring the system into a state of good repair.
- **Review full cost of providing service to determine appropriate rate.** At the same time, South Holland should conduct a review of the cost of providing water service. This may identify areas to reduce costs and/or require adjusting water rates to cover the full cost of providing the service. Both of these steps will help the Village demonstrate to IDNR that South Holland has a plan for reducing water loss.

There are a number of resources available for the Village to begin this process. The American Water Works Association's (AWWA) M36 water audit tool and guidance manual is a free resource available to water utilities.¹ Faith in Place's Water Audit and Retrofits program provides houses of worship with a free audit and recommendations to conserve water.² CMAP has also developed resources the Village can use to ensure that the water system is fully supported, including the *Full-Cost Water Pricing Guidebook for Sustainable Community Water Systems*.³ At the same time, while South Holland's ordinance already restricts water

use during the summer, the Village should implement a water conservation program so that residents and businesses have ways to actively conserve water.⁴ Implementing a conservation program will also help the Village meet the conditions of their Lake Michigan permit. CMAP has developed the Model Water Use Conservation Ordinance,⁵ which provides a guide for adopting measures to promote better water use.

Take a holistic approach to stormwater management and flood risk reduction.

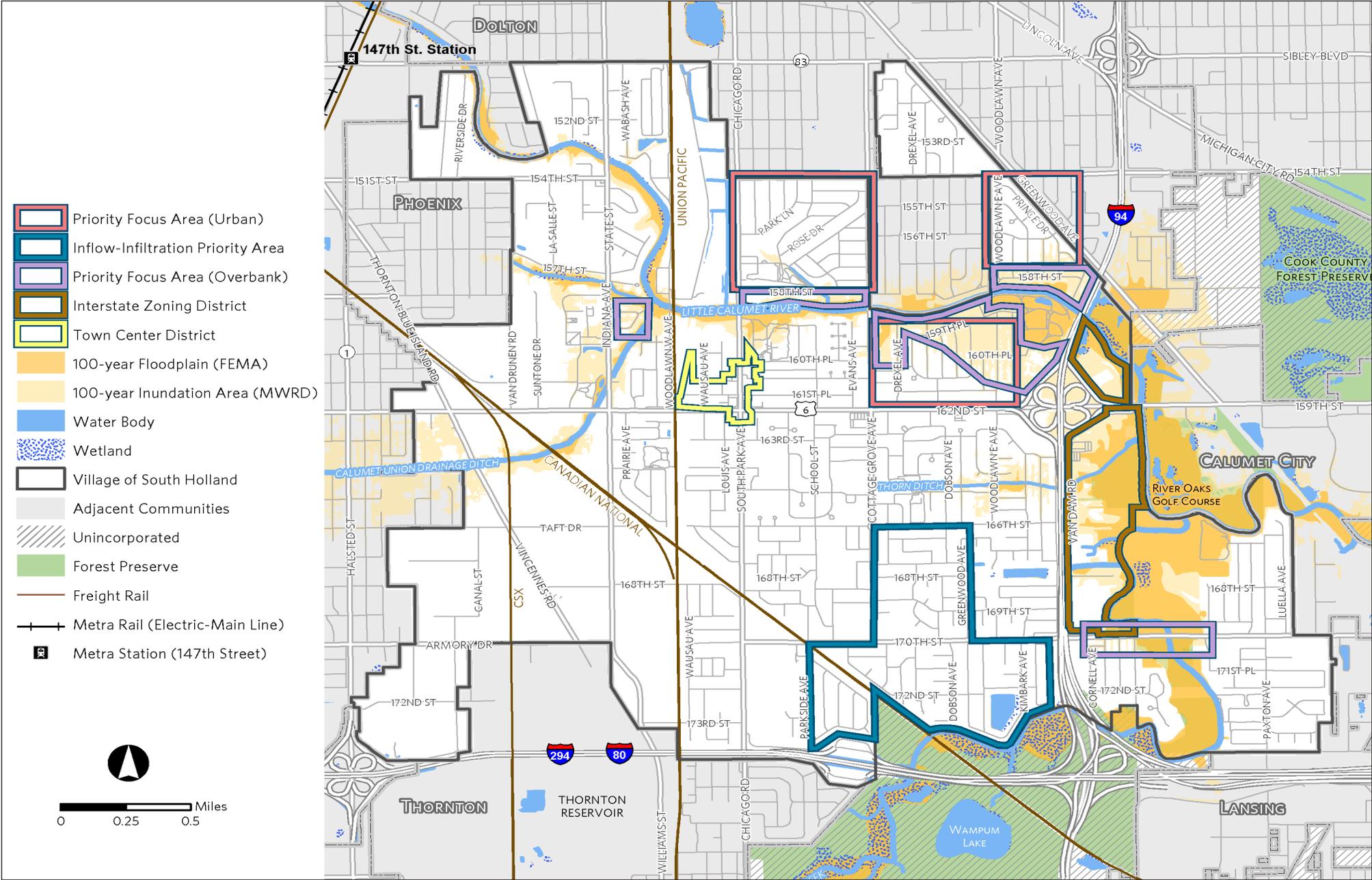
As mentioned in Chapter 2, aging infrastructure, development patterns, and drainage issues cause infrequent yet sometimes damaging flooding in South Holland. Local and regional efforts to alleviate overbank flooding, including the recently constructed Thornton Composite Reservoir, have substantially reduced the extent of damage within the floodplain of Thorn Creek and the Little Calumet River. However, 848 structures remain at potential risk for future overbank flooding, even with the Thornton Reservoir operating. In addition, street and basement flooding is a common problem after intense rainstorms.

Increases in the frequency and severity of rain events will mean more rainwater cannot be absorbed by soils or handled by drainage systems. This will likely exacerbate issues with stormwater and urban flooding (basement backups and the inundation of streets and yards) in the coming years.

Strategies:

- **Reduce overbank flood risk and restore floodplain functions along the Little Calumet River, Thorn Creek, and Calumet Union Drainage Ditch.** Reducing the risk of overbank flooding, or flooding from waterways, requires coordination among all watershed stakeholders including the Village, upstream and downstream municipalities, and MWRD.

Figure 4.1: Stormwater and Flooding Plan



While the Thornton Reservoir reduces the amount of runoff entering Thorn Creek, upstream of South Holland, the Village should continue to reduce flood risk within floodplains and mapped inundation areas.

South Holland can take steps to restore areas of the Little Calumet River, Thorn Creek, and Calumet Union Drainage Ditch floodplain and continue to transform these waterways from liabilities to community assets. Natural, undeveloped floodplains provide rivers and streams with room to handle high flows while also helping to filter and clean floodwaters. Significant areas of the Thorn Creek floodplain are protected as open space. Along the Little Calumet River, Gouwens Park and Veterans Memorial Park are two examples of how protecting land within the floodplain can also serve as recreational amenities for residents. The Village should continue to transform South Holland's waterways into community assets by following these models, expanding parks and open space along the Little Calumet River, particularly in the priority focus areas for overbank flood mitigation, as shown on Figure 4.2. The Village should also continue to work with Cook County Department of Transportation and Highways and MWRD to mitigate flood impacts to 170th Street at Thorn Creek.

In the short term, the Village should consider refining policy that provides careful consideration for new development and redevelopment in the floodplain,⁶ particularly for the Interstate Zoning District (IZD). See later strategy, "Update ordinances to support stormwater management and urban flood mitigation" for recommendations to strengthen South Holland's zoning code and subdivision ordinance.

The Village should develop an acquisition strategy for repetitive-loss, considerably damaged, or foreclosed properties to reduce future damages.⁷ This strategy should consider timing, specifically market conditions and property prices, as a distressed market or downturn present an opportunity to acquire properties as inexpensively as possible. The Village should collaborate with MWRD and South

Suburban Land Bank and Development Authority (SSLBDA) to plan and finance long-term acquisition.

Properties at moderate risk for flooding within the floodplain or mapped inundation area should be targeted for flood-proofing assistance through the flood rebate program or external assistance like the Federal Emergency Management Agency's (FEMA) Hazard Mitigation Grant Program or the Cook County CDBG-Disaster Recovery (see Appendix A).⁸ Flood-proofing improvements could consist of elevating the structure, creating barriers for floodwaters, dry floodproofing, or wet floodproofing.⁹ The Village should start by assessing properties within the priority focus areas for overbank flood mitigation (Figure 4.2).

- **Invest in green and grey infrastructure strategies to mitigate urban flooding.** The complexity of urban flooding requires a range of possible solutions that expand local drainage capacity to address current and future changes in precipitation. Green infrastructure is a cost-effective way to provide stormwater management through best management practices that use vegetation, soils, and natural processes to mimic natural functions, detain, and treat runoff at its source. Example practices include bioswales, rain gardens, permeable pavement, green roofs, rainwater harvesting, green streets, and vegetative stream buffers. The Village's stormwater ordinance encourages the use of green infrastructure to increase infiltration and provide multiple benefits or uses. Another way the Village can promote green infrastructure practices is through demonstration projects on Village-owned land and in public rights-of-way.

Moving forward, South Holland should integrate green infrastructure practices into the urban landscape and the grey infrastructure system for a more holistic approach to stormwater management that can mitigate urban flooding by reducing and slowing down runoff at the source before it reaches pipes. This lessens the burden on the sewer system and associated urban flood risk. Green infrastructure can also reduce and treat runoff, lowering pollutant loads to the Little Calumet



Green infrastructure is a cost-effective way to provide stormwater management through best management practices that use vegetation, soils, and natural processes to mimic natural functions and treat runoff at its source. Example practices include (clockwise from upper left): rainwater harvesting, rain gardens, permeable pavement (such as this example in South Holland), and bioswales, along with green roofs, green streets, and vegetative stream buffers. The Village's stormwater ordinance encourages the use of green infrastructure to increase infiltration and provide multiple benefits or uses. Photo sources: Center for Neighborhood Technology and CMAP.

River, Thorn Creek, and Calumet Union Drainage Ditch. Other co-benefits of green infrastructure include:

- » Reducing the installation or replacement costs of grey infrastructure.
- » Improving air quality and public health.
- » Increasing habitat diversity.
- » Increasing property values.
- » Enhancing a community's visual image and identity that can contribute to friendlier and more attractive pedestrian environments.

South Holland can pursue a combination of strategies to expand its green infrastructure network, such as:

- » Leverage planned investments to address stormwater improvement priorities simultaneously. Integrating green infrastructure elements in capital improvement projects, such as street reconstruction, can increase the array of possible funding sources and reduce project costs. The Village should use a CIP to coordinate investments.
- » Incorporate natural channel design consisting of vegetative buffers into stream management projects.
- » Integrate green infrastructure into grey infrastructure improvements, such as designing parkway bioswales or stormwater “bump-outs,” to enhance a sewer separation project.
- » Plan stormwater facilities as multipurpose amenities to increase park and recreation offerings.
- » Continue to promote the design or retrofit of detention basins as naturalized, wet, or wetland basins, naturally landscaped above and below the water line. These practices provide multiple benefits such as water quality, habitat, recreation, and aesthetics.
- » Create partnerships between the Village and public entities, such as school districts, churches,¹⁰ and South Suburban College, to advance green infrastructure improvements on schoolyards and campuses. In 2014, South Suburban College received an IEPA Illinois Green

Infrastructure Grant to address flooding on the campus. Space to Grow¹¹ is an example of a successful partnership between MWRD, Chicago Public Schools, and Openlands that reduces flooding in the neighborhood by transforming paved schoolyards into water absorbing landscapes that provide children with outdoor spaces to play, learn, and garden.

- » Perform routine maintenance of existing stormwater facilities and sewer infrastructure is also critical. The Village's Public Works Department should continue to inspect and clean catch basins, culverts, and sewers, and monitor stormwater basins. An inspection program would ensure each facility can accommodate the required runoff volumes and is functioning properly to control the rate of flow leaving the basin. This should be done throughout the Village, but especially in the priority focus areas for urban flood mitigation.
- » Provide routine maintenance is essential to ensure the green infrastructure network performs over time. Green infrastructure maintenance practices differ from grey infrastructure and typical landscaping care and is the most demanding during the first three years while the vegetation establishes. The Village should provide specialized training to staff and interested members of the community to maintain green infrastructure installations. As the network expands, the Village should seek a funding stream to finance long-term maintenance. High Bridge, founded in 2015 by OAI, Inc., is a social enterprise company that installs and maintains green infrastructure. The company has partnered with SSMMA, IDNR, and other agencies to bring green infrastructure projects to fruition and is committed to hiring locally and helping advance technical skills for residents of the Calumet region.¹²
- **Promote and expand Flood Rebate Program.** More than 182 homeowners have received financial assistance through the Flood Rebate Program since its inception in 1995. However, basement backups and other urban flooding are still a concern for residents during both large and small storms. There are steps the Village can take to enhance the program and continue to help residents decrease the risk of flood damage while increasing home value.

In the short term, the Building and Code Department should conduct a survey to determine the extent of basement backups in residential areas and whether the program should be expanded to provide assistance, for example, to rental property owners, small businesses, or places of worship.¹³ This survey could be distributed to properties within the priority focus areas identified in Recommendation 2.4 and then expanded to the rest of the Village. South Holland could provide grants to high need, lower income individuals who experience backups but are unable to afford the match requirement. External funding opportunities, like FEMA’s Hazard Mitigation Grant Program or Cook County CDBG-Disaster Recovery,¹⁴ should be monitored and pursued to help expand the program, as well as internal funding mechanisms (see later strategy “Seek dedicated funding source for stormwater management and flood mitigation”).

Other ways the Village could enhance the program is by assisting recipients with coordinating contractors and encouraging applications from nearby property owners willing to collaborate on drainage solutions such as restoring overland flowpaths.¹⁵ The Village should also develop an outreach program as part of the Flood Rebate Program (see later strategy “Educate and engage residents on urban flooding causes and solutions”).

- **Encourage private action to reduce infiltration and inflow.** Infiltration and inflow (I/I) is a serious problem that contributes to basement backups. The Village has begun to inspect public sanitary sewers, beginning with the highest priority areas (Figure 4.1). In the meantime, South Holland should develop strategies that encourage private property owners to repair private sewer laterals and discontinue illegal connections that contribute to infiltration and inflow, regardless of whether they experience flooding. The Flood Rebate Program already requires recipients to limit inflow to the sanitary sewer by disconnecting illegal connections by downspouts and sump pumps. South Holland could amend the program to require

that participants also repair deteriorated sewer laterals to reduce I/I. Public Works and Building and Code staff should also educate elected officials on the costs and benefits of requiring homeowner compliance or sewer lateral repair as a way to reach properties that do not participate in the Flood Rebate Program. These actions will help the Village comply with MWRD’s Infiltration/Inflow Control Program (ICAP 2) requirements.

- **Update ordinances to support stormwater management and urban flood mitigation.** While upgrading the Village’s stormwater infrastructure will be an ongoing and long-term endeavor, South Holland should also employ regulatory measures to ensure that new development contributes to the solution. The local stormwater ordinance encourages the use of green infrastructure practices such as rain gardens, permeable pavement, and naturalized basins to filter and infiltrate stormwater runoff on site. The Village should update its local stormwater ordinance to streamline with the MWRD Watershed Management Ordinance (WMO) and assess whether it should decrease the land disturbance threshold¹⁶ for development activities based on the average size of redevelopment opportunities. Updates to the Village’s zoning and subdivision ordinance may be necessary to remove barriers to implementation.

Overland flowpaths are a critical component of the local drainage system. Designed as shallow depressions or swales on the perimeter of the lot line, these flowpaths must be kept clear from sheds, fences, planters, or other types of obstructions in order to function properly. The Village should incorporate major overland flowpaths¹⁷ into the permit review process for additions or improvements to ensure they are not compromised. To protect new development or improvements in poor drainage areas that are prone to flooding, the Village should consider regulating these areas similar to the floodplain and inundation area by requiring compensatory storage, floodproofing, and freeboard.¹⁸

South Holland should also explore feasibility of developing a Floodplain Management Overlay district in the Zoning Code, particularly for the IZD. Such overlay districts help mitigate risk by regulating development within

areas affected by overbank flooding and contribute to a healthy and vibrant river ecosystem. An overlay district would integrate the Floodplain Management Plan into the zoning ordinance by providing a clear process and set of guidelines for property owners within the floodplain or inundation area to follow when seeking to develop or improve structures on their property. Managing an overlay district could also favorably benefit the Village's CRS score. Techniques that should be employed in the overlay district include:

- » Establishing new bulk requirements, such as increasing or adding a minimum setback from waterways to protect and expand streamside riparian corridor open space or decreasing the maximum amount of lot coverage or impervious surface.
- » Provide site design standards, especially for large redevelopment sites, that lead to installation of innovative and protective stormwater solutions and floodproofing on private property.
- » Incentivize green infrastructure practices by waiving or reducing permit fees or expediting the permitting process.
- » Incentivize or encourage removal of structures from the floodplain and restore to a natural condition.

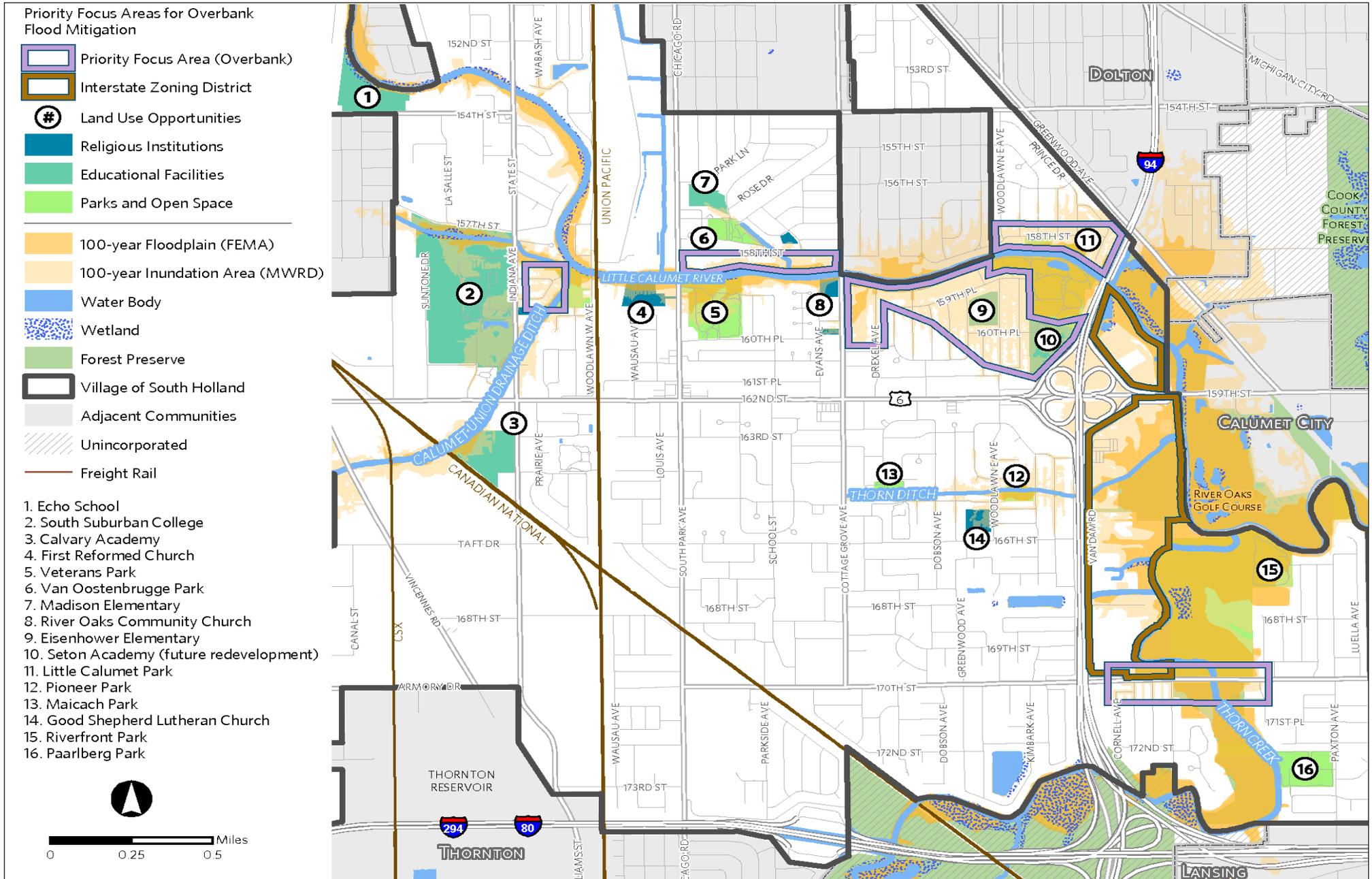
- **Seek dedicated funding sources for stormwater management and flood mitigation.** Upkeep and expansion of the Village's stormwater infrastructure requires a dedicated revenue stream. Once South Holland identifies funding needs for infrastructure improvements and long-term operation and maintenance costs, it should explore alternatives for funding its stormwater program beyond the Village's General Fund. One example, applied in a number of communities in northeastern Illinois including the Village of Richton Park, is a stormwater utility fee.¹⁹ A stormwater utility fee allows a community to establish a user fee based on the demands property owners place on the drainage system. It provides a dedicated revenue stream for stormwater programs as well as an incentive for property owners of all land uses to reduce the amount of runoff they generate. Like other user-fee services, such as drinking water, electricity, and natural gas, a stormwater fee is a more equitable

approach for paying for stormwater services. For more information on stormwater utility fees and other funding mechanisms, see Metropolitan Planning Council's Steady Streams report and CMAP's guide.

- **Educate and engage residents on urban flooding causes and solutions.** Outreach and education activities complement infrastructure improvements and regulation enforcement and are essential to increase public awareness of flooding risk and garner support for stormwater management investments. South Holland disseminates information on overbank flooding and property maintenance through the Village website and at community events. South Holland's Building and Code Department, with assistance from Public Works, should create a program to educate elected officials, appointed officials, and the public on urban flooding through workshops, factsheets, and events. Examples of outreach and education activities include:
 - » Events to educate residents on flood risk and mitigation activities and better understand the issues they face related to flooding.
 - » Posters or signage with information about urban flooding and green infrastructure practices at Village Hall, Community Center, and park facilities, including the wetlands at Gouwens Park.
 - » Presentations by Building and Code staff, Public Works staff, or external agency to elected officials and Commissions on stormwater management best practices, the MWRD WMO, case studies, etc.
 - » Presentations by Village staff in local schools and education through church programs.²⁰
 - » Tips to prevent property flooding printed on residential water bills.

South Holland should modify or expand this list based on department capacity and available resources. These activities will help the Village meet National Pollutant Discharge Elimination System (NPDES) Phase II requirements and qualify for credit under the CRS. Village departments involved in stormwater and flooding activities should

Figure 4.2: Priority Focus Areas for Overbank Flood Mitigation



coordinate regularly to identify mutually beneficial initiatives and avoid potentially conflicting goals or strategies.

The Village should also develop a method to solicit information on flooding incidents from the public. One example, at the City of Berwyn, provides residents and businesses with an online form to inform the City of flooding.²¹ The Village could also use its Facebook page to receive input and generate conversation by encouraging people to post photos of flooded properties or streets. Collecting and reviewing flood damage from both large and small storms will help the Village prioritize capital improvements and outreach on the Flood Rebate Program. This can help the Village prioritize capital improvements or outreach to educate residents on the Flood Rebate Program.

Priority Focus Areas for Urban Flood Mitigation

The following are priority locations to focus urban flooding mitigation efforts, based on an analysis of flooding-related factors across South Holland. The Village should prioritize capital improvements and pilot programs to expand green infrastructure, grey infrastructure, and land use intervention in these areas of the community. Figure 4.3 illustrates each focus area, as well as the following characteristics they have in common.

- Overland flowpaths illustrate how water will likely move across the built landscape when the sewer system reaches capacity. For the most part, overland flowpaths follow the street grid or pass through backyard swales. These areas must remain unobstructed from landscaping, fences, or structures to allow the water to drain properly.
- Catchments illustrate the extent of the area contributing to the flow for each focus area. Opportunities upstream of a known problem area can help reduce stormwater runoff to that area.
- Key land use types within a given catchment, such as publicly-owned land, educational facilities, and parks, present opportunities for reducing and retaining stormwater runoff that contributes to the urban flooding problem.

- Streets generate and convey runoff, making them great opportunities for stormwater retrofits. Streets with parkways are low-hanging fruit for installing bioswales to capture street runoff. Streets without parkways can be enhanced with stormwater bumpouts at intersections or permeable pavement parking lanes.
- Residential lots present opportunities to reduce runoff from rooftops, patios, or lawns. Residential lots in South Holland are generally larger than 6,500 square feet, which is a good size to accommodate a rain garden or other green infrastructure practice. Mature trees dot the yards of homes and should be protected, as they also reduce runoff and add to the character of the community.

Area 1: Rose Drive neighborhood

This residential area, between 154th Street to the north, 158th Street to the south, Cottage Grove Avenue to the east, and South Park Avenue to the west, experiences occasional basement backups and street ponding. Several homeowners, particularly near Langley Avenue and Cottage Grove Avenue, took advantage of the flood rebate program to install improvements on their property.

Opportunities:

- Flood-prone streets can be retrofitted to include stormwater bumpouts at intersections or permeable pavement in on-street parking lanes. Bioswales and street trees could be incorporated into parkways in problem areas on 154th Street, 158th Street, South Park Avenue, or Cottage Grove Avenue. For local residential streets where on street parking can be reduced, the parking lane could be replaced with bioswales and street trees situated between the street and sidewalk to capture street runoff.
- Residential properties can reduce flooding by directing downspouts and sump pump discharges away from the building foundation and into rain gardens, rain barrels, native planting areas, or other green infrastructure practices. Assistance should be targeted to homes in this area.

- The large overland flowpath that drains to the unnamed tributary on the east side of Van Oostenbrugge Park should be maintained and naturalized through the Madison Elementary School property and along the edge of the park. Green infrastructure improvements to reduce impervious cover at Madison Elementary School can provide more space for runoff to pond and serve as a teaching opportunity for students and faculty.

(For information on overbank flooding at the south end of the focus area, near 158th Street, see earlier strategy “Reduce overbank flood risk and restore floodplain functions along the Little Calumet River, Thorn Creek, and Calumet Union Drainage Ditch”)

Area 2: Prince Drive neighborhood

This residential area, situated between Woodland Avenue, Greenwood Avenue, and 156th Street, is in a low-lying area that experiences occasional flooding. Only three property owners in this area have received flood rebate assistance from the Village, which indicates that there may be unmet need or lack of program knowledge. Within this area, overland flowpaths do not always follow the streets and instead cut through properties. This is especially the case south and west of King Avenue.

Opportunities:

- Since this is a low-lying area, incorporating green infrastructure into the streets will provide more space for water to pool and infiltrate. Bioswales and street trees can be incorporated into the parkways on 156th Street and Woodlawn E Avenue. Other streets, like Prince Drive and King Avenue, could benefit from installing bumpouts at intersections or reducing the road width along the length of an entire block to provide room for bioswales and/or street trees.
- Residential properties can reduce flooding by directing downspouts and sump pump discharges away from the building foundation and into rain gardens, rain barrels, native planting areas, or other green infrastructure practices. Assistance should be targeted to homes in this area.

- Maintain unobstructed overland flowpaths through residential properties. Target these properties to assess for flooding due to the overland flow.

(For information on overbank flooding at the south end of the focus area, near 158th Street, see earlier strategy “Reduce overbank flood risk and restore floodplain functions along the Little Calumet River, Thorn Creek, and Calumet Union Drainage Ditch”)

Area 3: Riverview Drive neighborhood

Situated between Riverview Drive to the north, Route 6 to the south, I-94 to the east, and Drexel Avenue to the west, this residential experiences occasional basement backups and nuisance yard flooding. A sizeable portion of this area, especially east of Ellis Avenue, is within the MWRD-mapped inundation area and may experience flooding associated with overbank flooding on the Little Calumet River. Several property owners have received assistance from the flood rebate program; however, the extent of flooding may indicate the unmet need or lack of program knowledge of residents. There are a few locations where excessive runoff may flow through properties and contribute to flooding.

Opportunities:

- Incorporating green infrastructure into the streets of this low-lying area will provide more space for water to pool and infiltrate. Bioswales and street trees can be incorporated in parkways on and east of Minerva Avenue, particularly on blocks with flood-prone garages like on 160th Place directly south of Eisenhower Elementary. Streets without parkways could provide better stormwater management by installing bumpouts at intersections or reducing the road width along the length of an entire block to provide room for bioswales and street trees.

- Residential properties can reduce flooding by directing downspouts and sump pump discharges away from the building foundation and into rain gardens, rain barrels, native planting areas, or other green infrastructure practices. Some garages were constructed below grade, which, depending on surrounding conditions, could put them at greater risk for flooding. Assistance should be targeted to homes in this area.
- Maintain unobstructed overland flowpaths through residential properties. Target these properties to assess for flooding due to the overland flow.
- Eisenhower Elementary School has a naturalized basin on the northeast side of property, which could be copied in the redevelopment opportunity on former Seton Academy property.
- Green infrastructure improvements to reduce impervious cover at Eisenhower Elementary School can provide more space for runoff to pond and serve as a teaching opportunity for students and faculty.

Areas 4 and 5: Route 6

Flooding is a concern in two locations on Route 6, beneath the Union Pacific viaduct and at Woodlawn E Avenue just west of the Bishop Ford Expressway Interchange. The Village should continue to work with IDOT to identify a solution, utilizing grey and/or green infrastructure, to ensure safe passage for emergency vehicles in conjunction with streetscape improvements.

Endnotes

- ¹ Future trainings may be available, depending on funding. For more information on the Water Loss Software, visit the Illinois Section of the American Water Works Association website: http://www.isawwa.org/?page=Water_Loss_Training
- ² Faith in Place's Water Audit & Retrofit Program: <https://www.faithinplace.org/our-programs/water-audit-retrofits>
- ³ <http://www.cmap.illinois.gov/documents/10180/309309/Full-Cost%20Water%20Pricing%20Guidebook.pdf/98573ae6-a2fe-41d6-a5bc-1ea1f8b74d71>
- ⁴ Water 2050, a plan for the Chicago region, outlines several demand management strategies, such as conservation coordinators, customer water surveys, and high efficiency programs. See <http://www.cmap.illinois.gov/livability/water/supply-planning/water-2050>
- ⁵ http://www.cmap.illinois.gov/documents/10180/11537/model_water_use_conservation_ordinance.pdf/e28c8492-b127-4466-a9fb-439501c939de
- ⁶ This could include the regulatory floodplain or flood fringe and MWRD's mapped inundation area for the 100-year storm. The flood fringe is the area outside of the floodway that is still within the floodplain.
- ⁷ An acquisition strategy should also account for repetitive loss properties located outside of the floodplain that may suffer from urban flooding.
- ⁸ The Hazard Mitigation Grant Program can fund projects to elevate or retrofit a flood-prone structure, as well as property acquisition. See <https://www.fema.gov/hazard-mitigation-grant-program>
- ⁹ For more information on improvement types, see FEMA's Homeowner's Guide to Retrofitting: <https://www.fema.gov/media-library/assets/documents/480>
- ¹⁰ Faith in Place Water Preservation Programs, <https://www.faithinplace.org/our-programs/water-preservation>
- ¹¹ See <http://www.spacetogrowchicago.org/about/about-space-to-grow/>
- ¹² High Bridge has worked at South Suburban College, in Pullman (in partnership with Faith in Place), Blue Island, and Robbins. See <http://oaiinc.org/portfolio/high-bridge/>
- ¹³ The Center for Neighborhood Technology's my.rainready.org resource provides users with a free online assessment of drainage issues on their property and suite of solutions to explore.
- ¹⁴ The Suburban Cook County Residential Resilience Program, managed by Neighborhood Housing Services of Chicago, provides flood remediation and mitigation assistance to low income households affected by the April 2013 floods. See <https://www.nhschicago.org/flood/cook-county-flood-damage-assistance/>
- ¹⁵ Overland flowpaths are routes that carry stormwater to local streams or sewer systems. They can be manmade or naturally occurring swales commonly found along the perimeter of a yard. When the capacity of the sewer system is reached during a major storm, overland flowpaths can also consist of roadways. They are an important component of a drainage system, which help to drain runoff away from homes and other structures.
- ¹⁶ The WMO generally requires a permit for developments that disturb more than 0.5 acres of land. Based on that threshold, redevelopment activities with a disturbance area less than 0.5 acres would not be required to meet stormwater management standards set forth in the WMO.
- ¹⁷ Major overland flowpaths have a tributary area of one to five acres.
- ¹⁸ The Village of Downers Grove regulates Localized Poor Drainage Areas (LPDAs) similar to floodplains, as these areas frequently flood. LPDAs are defined as closed contours on developed land with a minimum tributary area of three acres. See <http://www.downers.us/res/stormwater-management/lpda-amp-flood-plain>
- ¹⁹ The Center for Neighborhood Technology's (CNT) RainReady program provides factsheets on various facets of stormwater management and flooding. See <http://rainready.org/resources/factsheets>
- ²⁰ Faith in Place has developed an interfaith water curriculum. See <https://www.faithinplace.org/our-programs/interfaith-water-curriculum>
- ²¹ See <http://www.berwyn-il.gov/sewer-issues>

Table 4.5: Implementation Approaches, Priority Recommendation Theme 5 - Flooding and Water Supply

NEAR TERM (1-4 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Conduct review of water supply assets.	Lead: Public Works Support: Illinois Section of American Water Works Association (AWWA)	Train staff on Water Loss Software made available by AWWA.	Staff time Water Fund
Track flooding incidents to identify and monitor priority focus areas.	Lead: Building and Code, Public Works Support: South Suburban Mayors and Managers Association	Identify strategies to solicit information on flooding incidents through an online form, social media, or mapping service.	Staff time
Inspect grey infrastructure.	Lead: Public Works	Develop a formal program for routine inspection and monitoring to include in the Capital Improvements Plan (CIP). Target priority focus areas identified in Plan.	Staff time Sewer Fund
Seek a dedicated revenue source to finance stormwater improvements and long-term operation and maintenance.	Lead: Building and Code Support: Consultant	Research similar fees in other communities to determine best funding strategy. Identify funding needs.	Staff time General Fund
Update Ordinances to enhance water resources, protect development, and streamline with Watershed Management Ordinance (WMO).	Lead: Building and Code Support: Consultant	Identify discrepancies between WMO and other updates that could remove barriers and increase impact. <ul style="list-style-type: none"> Research local examples that have been successful. Incorporate major overland flow-paths in the permit review process. Develop Floodplain Overlay District for Interstate Zoning District (IZD). 	Staff time General Fund
Focus Flood Assistance Rebate program in priority focus areas identified in Plan.	Lead: Building and Code Support: Public Works	Develop plan to target assistance to priority locations. Conduct a survey to assess level of need.	Staff time General Fund or dedicated revenue source
Educate elected officials and general public on infiltration and inflow compliance.	Lead: Building and Code, Public Works	Identify readymade materials and research strategies and case studies from other communities that encouraged property owner compliance.	Staff time
Integrate green infrastructure into grey infrastructure and other capital improvements.	Lead: Public Works, Building and Code	Identify opportunities to coordinate stormwater and other capital improvements via Capital Improvement Plan (CIP). Apply for green infrastructure grants.	General Fund or dedicated revenue source; green infrastructure grants

LONG TERM (5-10 YEARS)			
Strategy	Partners	First Steps	Resource and Funding Options
Implement water conservation strategies to reduce water demand	Lead: Building and Code, Public Works	Research and identify appropriate strategies. This can take place in the near term.	Staff time Water Fund
Provide green infrastructure maintenance training	Lead: Building and Code, Public Works Support: Consultant, Metropolitan Water Reclamation District of Greater Chicago (MWRD)	Identify trainees and locate readymade training materials for Chicago region.	Staff time, Calumet Stormwater Collaborative, High Bridge General Fund or dedicated revenue source; Five Star & Urban Waters Restoration Program
Develop a voluntary acquisition strategy for flood-prone areas	Lead: Building and Code, Public Works Support: South Suburban Land Bank and Development Authority (SSLBDA), MWRD	Identify highest priority locations and discuss options for acquisition with MWRD, SSLBDA, and communities that have implemented a similar strategy. These activities can take place in the near term.	Staff time General Fund or other Village revenue; Federal Emergency Management Agency (FEMA), Illinois Emergency Management Agency (IEMA), MWRD, U.S. Army Corps of Engineers (USACE)

Chapter 5

CONNECTING VISION 2022 TO THE COMPREHENSIVE PLAN

The Village of
**South
Holland**
*Faith, Family,
& Future*



THANK YOU FOR KEEPING YOUR COMMUNITY
CLEAN, BRIGHT & BEAUTIFUL



Vision 2022 serves as the foundation for the South Holland Comprehensive Plan. This chapter identifies the connections and interrelationships between the two plans.

On the right side of the following pages, the guiding principles, goals, and top-level strategies of Vision 2022 are listed. On the left side (in blue text), the corresponding Comprehensive Plan goals (discussed in Chapter 3) and priority recommendation themes (discussed in Chapter 4) are identified for each Vision 2022 strategy.

Vision 2022 Guiding Principle: Responsive & Progressive Leadership

Build a stable community through our relentless pursuit for greatness as we strengthen municipal services, partnerships, and policies; support effective programs, and build a diverse workforce.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Land Use and Development, Economic Development</p> <p>Priority recommendation themes: 1, 2</p>	<p>Vision 2022 Goal 1: Develop and implement programs that foster residential, industrial and commercial investments, encourage growth, stability and strengthen the entire community.</p> <ul style="list-style-type: none"> • Strategy 1: Prepare development sites and market available retail spaces while implementing new zoning standards and technological advances to create future destination points, generate revenue and jobs, and improve the Village’s appeal to potential developers.
<p>Goals: Economic Development, Natural Environment and Water Systems, Image and Identity</p> <p>Priority recommendation themes: 1, 4, 5</p>	<ul style="list-style-type: none"> • Strategy 2: Update and enforce Village Ordinances consistently to improve upon the attractiveness of our community to potential residents and businesses.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Progressively carry out the vision for our community through 2022 while maintaining fiscal responsibility in the process.
<p>Goals: Economic Development, Natural Environment and Water Systems</p> <p>Priority recommendation themes: 1, 5</p>	<ul style="list-style-type: none"> • Strategy 4: Pursue accreditations and ratings that will reduce expenses to the members of our community.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 5: Initiate a community-wide I.M.P.A.C.T. (Individual Members Preserving Attractiveness, Cleanliness, and Togetherness) program with objectives focused on reinforcing our community mission of having a Clean, Bright and Beautiful village.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Vision 2022 Goal 2: Advance community initiatives at the federal, state and county levels to progressively move the Village and the entire Southland region forward.

<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 1: Strengthen our relationship and increase our involvement with all of our educational institutions and other stakeholders to maximize educational opportunities and to offer the highest quality of education.
<p>Goals: Community Facilities, Image and Identity</p> <p>Priority Recommendation 1, 4</p>	<ul style="list-style-type: none"> • Strategy 2: Collaborate with Thornton Township to sustain and/or improve services to those within our community who are most in need of assistance.
<p>Goals: Land Use and Development, Economic Development, Transportation and Circulation, Housing, Natural Environment and Water Systems</p> <p>Priority recommendation themes: 1, 2, 3, 4, 5</p>	<ul style="list-style-type: none"> • Strategy 3: Advance community and regional initiatives through strong representation with our regional partners and all levels of government.
<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 1, 4</p>	<ul style="list-style-type: none"> • Strategy 4: Partner with utility and cable service providers to upgrade infrastructure equipment while providing the most efficient service and emergency response to our customers.
<p>Goals: Transportation and Circulation</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 5: Maintain effective relationships with national railroads and the Interstate Commerce Commission (ICC) to assist in the mitigation of street blockages and horn blowing at intersections.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Vision 2022 Goal 3: Ensure the sustainability of our infrastructure, including the external and internal conditions of our municipal facilities.

<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 1, 4</p>	<ul style="list-style-type: none"> • Strategy 1: Alter the geographical locations and structural design of our public service facilities to allow for maximum responsiveness and the most effective customer service.
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<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Assist with the sustainability needs and desires of local associations in order to support their mission and vision for the future.
<p>Goals: Community Facilities, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Improve the recognition of municipal buildings and historical locations through consistent, branded signage.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 4: Maintain a climate of safety and security within our community, while delivering quality police and customer services, treating all with respect and dignity and fostering an environment that solicits community participation.</p>
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 1: Further develop our methods of communication and increase civic involvement by way of public safety awareness, educational programming, and procedural improvements.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Actively participate with regional crime prevention programs and invest in innovative crime-solving technologies, equipment, and strategies in order to maintain the lowest crime rates in the history of the Village.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Institute training programs and policies that create opportunities for individual development, career advancement, and overall employee and departmental health.
<p>Goals: Community Facilities, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 4: Actively update emergency response resources and recruit more volunteers that are committed to working in conjunction with our Police, Fire, and Public Works departments in order to strengthen the response at all local events and unforeseen emergencies.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 5: Protect the lives and property of those within the community from the adverse effects of fire, medical emergencies, or exposure to dangerous conditions created by man or nature.</p> <ul style="list-style-type: none"> • Strategy 1: Pursue local participation in Paid-on-Call and Cadet programs to maximize staffing needs and provide rapid response to all fires and medical emergencies.
<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Implement relevant training and fitness programs and utilize equipment that will improve the responsiveness and safety of our personnel and mitigate the loss of personnel time due to injury.
<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Enhance our fire prevention and emergency response programs throughout the community to reduce the potential for life-threatening situations.
<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 4: Provide modern equipment and facilities in order to provide first-class emergency notification and maintain the integrity of our capital resources.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 6: To provide the best care to our customers when collecting fees, maintaining official records and documents, and enforcing ordinances through corrective action.</p> <ul style="list-style-type: none"> • Strategy 1: Create a customer-friendly, educational component to our municipal court system in order to reinforce the purpose of corrective and not punitive action.
<p>Goals: Community Facilities, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Identify ways in which the Clerk & Collector’s office can improve upon our overall service experience offered to our customers.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 7: To invest in human capital by remaining inclusive in recruiting and hiring, and the retention of individuals who wholeheartedly believe, exemplify, and contribute to our vision for greatness.</p>
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 1: Advance the Village’s mission of a workforce that reflects our community with exemplary individuals who personify our values and can provide stellar public service.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Establish a library of resources for our internal and external customer in order to create an environment of well-informed employees and citizenry.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Institute a Workplace Health and Wellness Program to encourage safe and healthy lifestyles amongst employees and their covered dependents.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 4: Develop and/or update human resource tools to assist in the searching, hiring, performance review, and payroll management processes.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 5: Implement an “organizational health plan” that promotes our Good to Great leadership philosophy and a culture of excellence-in-service through imparting clarity, providing feedback, and bestowing collective recognition.

Vision 2022 Guiding Principle: A Connected Community

Assure well-informed and fully engaged citizens are part of a network of cross-cultural relationships through the creation of public communications and expansion of social and cultural opportunities.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 1: To improve the quality of life for our residents and maximize the awareness of our unique community, our events and other opportunities.</p>
<p>Goals: Economic Development, Image and Identity</p> <p>Priority recommendation themes: 1, 4</p>	<ul style="list-style-type: none"> • Strategy 1: Maximize visibility and recognition of South Holland as a community of choice in the region.
<p>Goals: Economic Development, Community Facilities, Image and Identity</p> <p>Priority recommendation themes: 1, 4</p>	<ul style="list-style-type: none"> • Strategy 2: Develop a dynamic community marketing plan. • Strategy 3: Advance our technology systems to creatively connect with stakeholders.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 2: To expand and diversify internal and external public communications to promote civic involvement and provide beneficial information to current and potential community stakeholders.</p>
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 1: Maximize community participation. • Strategy 2: Enhance and grow community events.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Vision 2022 Goal 3: To enhance community mobilization and emergency preparedness.</p>
<ul style="list-style-type: none"> • Strategy 1: Advance the village’s mission to enhance emergency preparedness.
<ul style="list-style-type: none"> • Strategy 2: Build support and participation of core community groups for a more unified village.

<p>Goals: Community Facilities</p>
<p>Priority recommendation themes: 4</p>
<p>Goals: Community Facilities</p>
<p>Priority recommendation themes: 4</p>

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Vision 2022 Goal 4: To build “social capital” (i.e. social ties, networks, and support) to further enhance the quality of life for our community partners.</p>
<ul style="list-style-type: none"> • Strategy 1: Support the growth of local service organizations.

<p>Goals: Image and Identity</p>
<p>Priority recommendation themes: 4</p>

Vision 2022 Guiding Principle: Clean, Bright & Beautiful
 Ensure the Village of South Holland is clean, bright and beautiful through outstanding public service and community engagement.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Goals: Transportation and Circulation
Priority recommendation themes: 4

Vision 2022 Goal 1: To maintain a vitally functioning community with the excellent care and maintenance of our public streets, sidewalks, parks, street lighting and infrastructure.

- **Strategy 1:** Increase the longevity and safety of all streets and public parking areas through regional collaboration and by making the best use of Motor Fuel Tax (MFT) dollars for local projects.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Goals: Transportation and Circulation, Natural Environment and Water Systems, Image and Identity
Priority recommendation themes: 4

Vision 2022 Goal 2: To enhance our public spaces through the coordination of innovative programs that focus on environmental and aesthetic improvements.

Goals: Transportation and Circulation, Image and Identity
Priority recommendation themes: 4

- **Strategy 1:** Reduce the amount of littering and debris on our main thoroughfares, expressways, frontage roads, and public parks.

Goals: Transportation and Circulation, Image and Identity
Priority recommendation themes: 4

- **Strategy 2:** Improve the aesthetic appearance of our main gateways to the community and public spaces along our main thoroughfares, expressways and frontage roads.

Goals: Natural Environment and Water Systems, Image and Identity
Priority recommendation themes: 4

- **Strategy 3:** Collaborate with residents for the maintenance of shared public spaces within our neighborhoods.
- **Strategy 4:** Actively manage the quantity and vitality of village trees and in order to maintain our Tree City USA status.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Housing, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 3: To develop creative resources for the acquisition and renovation of home, and to cultivate attractive improvements throughout our neighborhoods.</p> <ul style="list-style-type: none"> • Strategy 1: Actively promote and direct interested parties to programs designed to enhance the vitality of our neighborhoods by addressing quality of life issues caused by abandoned and foreclosed homes.
<p>Goals: Housing, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Facilitate the relationships between residents, local contractors and suppliers to encourage investment in our homes and businesses.
<p>Goals: Housing, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Provide educational opportunities for residents that address exterior and interior home maintenance topics in order to avoid code-related issues.
<p>Goals: Housing, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 4: Improve the effectiveness of our code enforcement department in matters regarding the identification of violations, enforcement of regulations, and overall efficiency in operations.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Economic Development, Image and Identity</p> <p>Priority recommendation themes: 1, 4</p>	<p>Vision 2022 Goal 4: To establish development and design standards to enhance and protect the character of the community while fostering economic growth.</p> <ul style="list-style-type: none"> • Strategy 1: Modernize the exterior and interior appearances of our commercial properties in our general and local business districts.
<p>Goals: Economic Development, Image and Identity</p> <p>Priority recommendation themes: 1</p>	<ul style="list-style-type: none"> • Strategy 2: Collaborate with our local lodging establishments to provide the best possible experience for the traveling public.

<p>Goals: Economic Development, Image and Identity</p> <p>Priority recommendation themes: 1, 4</p>	<ul style="list-style-type: none"> • Strategy 3: Support the initiatives of our local associations that are designed to encourage aesthetic investments within our community.
<p>Goals: Economic Development</p> <p>Priority recommendation themes: 1</p>	<ul style="list-style-type: none"> • Strategy 4: Determine effective ways to notify traffic of businesses that are adjacent to, but not directly located on Route 6.
<p>Goals: Economic Development, Image and Identity</p> <p>Priority recommendation themes: 1, 4</p>	<ul style="list-style-type: none"> • Strategy 5: Maximize our community's regional exposure through the pursuit of signage and implementation of aesthetic improvements that are easily visible to interstate traffic, encouraging additional commerce and expanding our commercial options.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<p>Vision 2022 Goal 5: To make our community even stronger with community members being champions of a clean, bright and beautiful environment.</p> <ul style="list-style-type: none"> • Strategy 1: Expand the reach of our existing volunteer programs to increase participation and maximize their benefit.
<p>Goals: Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Implement new volunteer programs that will help fulfill initiatives within our community in a fiscally responsible manner.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

<p>Goals: Transportation and Circulation, Community Facilities, Image and Identity</p> <p>Priority recommendation themes: 1, 2, 4</p>	<p>Vision 2022 Goal 6: To rely on partners to assist with programs that ensures well-maintained streetscapes and facilities for aesthetic appeal, as well as the convenience and safety of stakeholders and visitors.</p> <ul style="list-style-type: none"> • Strategy 1: Collaborate with public transportation agencies to upgrade shelters to coincide with the appearance of Town Center and commercial districts.
<p>Goals: Economic Development, Transportation and Circulation, Image and Identity</p> <p>Priority recommendation themes: 1, 2, 4</p>	<ul style="list-style-type: none"> • Strategy 2: Collaborate with the Illinois Department of Transportation on state routes that impact the appeal and attractiveness of our community.
<p>Goals: Transportation and Circulation, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Maintain cooperative relationships with the freight railroads in order to effectively address aesthetic issues in and around existing lines.

Vision 2022 Guiding Principle: Signature Spaces and Places

Develop special places in the community that will provide local destination points for our residents, attract visitors, and give people a sense of pride in their hometown.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Goals: Economic Development, Image and Identity

Priority recommendation themes: 1, 2, 4

Goals: Economic Development, Housing

Priority recommendation themes: 1, 2, 4

Vision 2022 Goal 1: Continue to develop our unique destination, known as Town Center, as walkable and culturally alive so that it is an economically vibrant place to live, work, place and visit.

- **Strategy 1:** Expand the Town Center District area, create consistent vehicular and pedestrian traffic, and enhance its aesthetic appeal to further brand the district.
- **Strategy 2:** Increase the availability of residential living, small business commercial and retail storefronts in Town Center.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Goals: Economic Development

Priority recommendation themes: 1, 2

Goals: Land Use and Development, Economic Development

Priority recommendation themes: 1, 2, 3

Vision 2022 Goal 2: Enhance the strength of our interstate zoning and general business districts, which provide valuable services, products and employment opportunities for our residents and visitors.

- **Strategy 1:** Expand Route 6 shopping opportunities westward from River Oaks Mall by attracting major commercial and retail development to the Interstate Zoning District (IZD) and the Gateway East corridors.
- **Strategy 2:** Make use of a new Tax Increment Financing District to increase the development of commercial, industrial, manufacturing, and retail uses west of State Street on Route 6.

<p>Goals: Land Use and Development, Economic Development</p> <p>Priority recommendation themes: 1, 2</p>	<ul style="list-style-type: none"> • Strategy 3: Further incentivize the development of commercial entertainment options and develop public private partnership projects that generate high levels of traffic to attract complimentary options such as restaurants and other retail establishments.
<p>Goals: Economic Development</p> <p>Priority recommendation themes: 1, 2, 3</p>	<ul style="list-style-type: none"> • Strategy 4: Aggressively market commercial opportunities and enhance the success of existing businesses through the use of all available resources.
<p>Goals: Land Use and Development, Economic Development</p> <p>Priority recommendation themes: 1, 2</p>	<ul style="list-style-type: none"> • Strategy 5: Utilize the Interstate-80 Tax Increment Financing District to incentivize the highest and best land use opportunities within the district.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Vision 2022 Goal 3: Further the success of our industrial parks consisting of a variety of manufacturing and distribution uses that directly impact commercial businesses, domestically and internationally.

<p>Goals: Economic Development</p> <p>Priority recommendation themes: 1, 3</p>	<ul style="list-style-type: none"> • Strategy 1: Brand, market, and improve the infrastructure in our industrial parks in order to retain existing business, encourage future expansion, attract new businesses, and create more jobs within the community.
<p>Goals: Economic Development</p> <p>Priority recommendation themes: 1, 3</p>	<ul style="list-style-type: none"> • Strategy 2: Support local employment through the attraction and retention of industrial, manufacturing, and emerging technology employers to the industrial parks.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Vision 2022 Goal 4: Create third places for people to meet outside of work, school and home for community interaction and to help shape the culture of our distinct community.

Goals: Land Use and Development, Natural Environment and Water Systems, Community Facilities, Image and Identity

- **Strategy 1:** Expand the variety of gathering places and activities for our young adults and youth.

Priority recommendation themes: 4

Goals: Land Use and Development, Natural Environment and Water Systems, Image and Identity

- **Strategy 2:** Create signature spaces and places in and around our parks and our immediate Town Center area that provide recreational opportunities for residents.

Priority recommendation themes: 2, 4

Goals: Community Facilities, Image and Identity

- **Strategy 3:** Support the 10-year action plan for the South Holland Public Library to expand and/or enhance existing facilities, programs, materials, and technology in order to meet the needs of residents and visitors.

Priority recommendation themes: 4

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

Vision 2022 Goal 5: To offer a wide range of recreational opportunities to accommodate a variety of interests within our community.

Goals: Community Facilities

- **Strategy 1:** Renovate and expand the South Holland Community Center complex to meet the demands for new activities and events.

Priority recommendation themes: 4

<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Provide the necessary facility and fitness equipment in order to ensure excellent service and deliver consistent maintenance.
<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Increase the quantity and quality of major recreational facilities to appeal to all age groups and to increase participation from regional affiliations.
<p>Goals: Community Facilities, Image and Identity</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 4: Include, as part of an overall fitness program, exercise sessions that are hosted in our parks, in addition to web-based, virtual-reality offerings.
<p>Goals: Community Facilities</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 5: Utilize advances in technology to simplify the registration process for events and programs.

CORRESPONDING GOALS AND PRIORITY RECOMMENDATION THEMES FROM THE COMPREHENSIVE PLAN

	<p>Vision 2022 Goal 6: To highlight the beauty of our green spaces, promote health and wellness activities, and enhance the overall experience of our residents and visitors.</p>
<p>Goals: Natural Environment and Water Systems</p> <p>Priority recommendation themes: 4, 5</p>	<ul style="list-style-type: none"> • Strategy 1: Conjoin our recreational signature spaces and places through the use of nature trails, bike paths, and water ways.
<p>Goals: Natural Environment and Water Systems</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 2: Encourage outdoor fitness-related activity for our residents and their companions.
<p>Goals: Natural Environment and Water Systems</p> <p>Priority recommendation themes: 4</p>	<ul style="list-style-type: none"> • Strategy 3: Make significant parksite improvements to all of our 30 park facilities throughout the community.





Appendix A FUNDING SOURCE GLOSSARY

Funding Opportunities by Topic

The following is a summary of key potential grant funding sources that the Village should explore as an applicant or monitor and encourage residents, businesses, developers or partner agencies to pursue. In general, Village staff should continue to monitor and research possible funding sources to help fund recommended capital projects.

Housing

Community Development Block Grant (CDBG)

CDBG is a federal program that provides communities with resources to address a multitude of infrastructure and development needs. The Village has historically received allocations of CDBG funding from Cook County.

Cook County HOME Program

These funds are allocated to Cook County through HUD. Cook County currently utilizes HOME funds to support development loans for both owner-occupied and rental single-family or multifamily properties. Acquisition, rehabilitation, and/or new construction are eligible activities.

Community and Economic Development Association (CEDA) of Cook County

Multiple assistance programs are administered by this nonprofit organization, including utility cost defrayment, energy assistance, and home weatherization. Homeowner counseling is also available.

Economic Development

Illinois Department of Commerce and Economic Opportunity

The Illinois Department of Commerce and Economic Opportunity (DCEO) offer a number of grant programs that can assist with economic and workforce development projects. The programs fund a variety of uses and activities, such as public infrastructure for specific economic development projects, training programs, and land and building acquisition.

Landmarks Illinois Heritage Fund

These funds are allocated to Cook County through HUD. Cook County currently utilizes HOME funds to support development loans for both owner-occupied and rental single-family or multifamily properties. Acquisition, rehabilitation, and/or new construction are eligible activities.

Special Service Area

A Special Service Area (SSA) is a taxing mechanism that can be used to fund a wide range of special or additional services and/or physical improvements in a defined geographic area within a municipality or jurisdiction. This type of district allows local governments to establish such areas without incurring debt or levying a tax on the entire municipality.

Tax Increment Financing

Tax Increment Financing (TIF) is a financial tool used to incentivize and attract desired development within a community. TIF dollars can be used for infrastructure, streetscaping, public improvements, land assemblage, pre-development costs, and offsetting the cost of development. Franklin Park currently has 10 TIF districts. The Village should continue to monitor the progress of the TIFs as priority investment tools to implement recommendations of the Comprehensive Plan.

Transportation

Congestion Mitigation & Air Quality (CMAQ) Improvement Program

CMAQ is a federally funded program for surface transportation improvements designed to address air quality improvement and mitigate congestion. Franklin Park should consider CMAQ funding for intersection improvements, bicycle facility projects, and bicycle encouragement projects. CMAP receives and reviews applications, and administers funds.

Illinois Transportation Enhancement Program (ITEP)

ITEP is administered by IDOT. ITEP provides funding for community based projects that expand travel choices and enhance transportation experience in communities. ITEP is designed to promote bike and pedestrian travel and streetscape/beautification projects.

Innovation, Coordination, and Enhancement (ICE)

ITEP is administered by IDOT. ITEP provides funding for community based projects that expand travel choices and enhance transportation experience in communities. ITEP is designed to promote bike and pedestrian travel and streetscape/beautification projects.

Invest in Cook

In 2017, the Cook County DOTH established an \$8.5 million program to cover the cost of planning and feasibility studies, engineering right-of-way acquisition, and construction associated with transportation improvements sponsored by local and regional governments and private partners. Eligible project proposals should expand the County's involvement in multimodal projects and can include proposals for the adoption of new technologies and policies as well as those for transit, bicycle, pedestrian, freight, roadway and bridge improvement projects.

PeopleforBikes Community Grants

The PeopleForBikes Community Grant Program provides funding for important and influential projects that leverage federal funding and build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives.

Surface Transportation Program (STP)

The STP provides flexible funding that may be used for projects to preserve and improve the conditions and performance on any federal-aid highway, bridge and tunnel projects on any public road, or pedestrian and bicycle infrastructure as well as transit capital projects. Though CMAP administers the funding, applications begin through the local municipal conference, which is the West Central Municipal Conference (WCMC) for Franklin Park.

Transportation Alternatives Program (TAP)

The Transportation Alternatives Program (TAP) is a federal funding program that focuses on non-motorized transportation projects. Local TAP funds are administered by CMAP.

Our Great Rivers

Funded by the Chicago Community Trust and in partnership with the Metropolitan Planning Council, this opportunity funds planning and engineering efforts toward placemaking in riverfront areas that border Chicago, including the Des Plaines River. Franklin Park is an eligible recipient.

Natural Areas and Stormwater

Chi-Cal Rivers Fund

The Chi-Cal Rivers Fund offers grant funding for on-the-ground projects that support green stormwater infrastructure, habitat enhancement, and public-use improvements within waterways in Chicago and the Calumet region, which includes all waterways in South Holland. This annually funding source awards grants ranging from \$50,000 to \$300,000. Eligible applicants include states, local governments, non-profit organizations, and educational institutions.

ComEd Green Region Program

In partnership with Openlands, ComEd provides grants of up to \$10,000 for open space projects focused on planning, acquisition, and improvements to local parks, natural areas, and recreation amenities. Successful projects increase public access to open space and encourage public engagement. Eligible applicants include public agencies in ComEd's service area.

Community Development Block Grant (CDBG) Disaster Recovery Program

Community Development Block Grant Disaster Recovery Program (CDBG-DR) is a federal program designed to help cities, counties, and States recover from presidentially declared disasters. Like CBDG, the program's focus is on low-income areas. Cook County was awarded \$83.6 million in CDBG-DR funding to assist recovery efforts from flooding disasters that occurred in the county in 2013. Funds must be used for disaster recovery-related activities, including infrastructure projects. Within the Metropolitan Water Reclamation District (MWRD) service area, the County will be allocating CDBG-DR funding toward Phase II projects. As such, the Village should encourage the County to apply CDBG-DR funds to projects to be developed through the MWRD Phase II program.

Five Star & Urban Waters Restoration Program

This grant program seeks to develop community capacity to sustain local natural resources for future generations by providing financial assistance to diverse local partnerships in underserved communities focused on improving water quality, watersheds and the species and habitats they support. Project examples include wetland and riparian restoration, wildlife conservation, community tree canopy enhancement, water quality monitoring, and stormwater management, as well as environmental outreach, education, and training. The program includes several source of funding based on geographic location. Eligible applicants include States, local governments, non-profit 501(c) organizations, and educational institutions. Competitive projects include a 1:1 match ratio and should engage a diverse group of community partners.

Flood Mitigation Assistance Program (FEMA)

The Flood Mitigation Assistance (FMA) program funds projects and planning that reduces or eliminates risk of flood damage to structures insured under the National Flood Insurance Program (NFIP) and can also cover management costs. Eligible applicants include States and local governments with an adopted hazard mitigation plan.

Great Lakes Restoration Initiative

The Great Lakes Restoration Initiative (GLRI) uses a grant program to work with non-federal partners to help implement projects that protect and restore the Great Lakes region. Funds are guided by the GLRI Action Plan II and including the cleanup of Great Lakes Areas of Concern, prevention and control of invasive species, reduction of runoff that contributes to algal blooms, and habitat restoration to protect native species.

Hazard Mitigation Grant Program (FEMA)

The Hazard Mitigation Grant Program (HMGP) provides funding for local governments to carry out projects that will reduce flood risk. Projects must provide protection for properties that have experienced several flood events that caused damage over 50 percent of the property, repetitive loss, and with market loss exceeding 25 percent. A maximum of \$100,000 is available and applicants must have an adopted hazard mitigation plan.

KaBOOM!

KaBOOM! is a national nonprofit dedicated to developing the nation's recreational infrastructure for children. South Holland is eligible for the Build It Yourself program, which funds playground equipment purchase, and Creative Play grants. Eligible applicants include local governments, schools, and child-serving non-profit organizations.

Land and Water Conservation Fund (IDNR)

The Land and Water Conservation Fund provides matching grants for the acquisition of land to develop public outdoor recreation areas and facilities. While currently suspended, IDNR's OSLAD and PARC grant programs, could be available in the future to support developing new recreational facilities.

Stormwater Management, Green Infrastructure, and Flood Prone Property Acquisitions (MWRD)

This program assists local communities and agencies to address local drainage problems in three areas: local projects (phase II), green infrastructure, and buyouts. Eligible local projects range from shovel-ready to conceptual designs and will be accepted through a call for projects. The green infrastructure program has funded schoolyard retrofits through the Spaces to Grow initiative with Chicago Public Schools and is accepting new applications through a call for projects in summer 2017. The buyout program provides reimbursement for flood-prone properties purchased by a local government, land bank, or other entity. This buyout program can also serve as a local match for IEMA funding. Stormwater projects and capital improvements that incorporate green and gray stormwater infrastructure could be eligible for partial or full funding under the Phase II program.

Pre-Disaster Mitigation Program (FEMA)

This program funds projects, planning, and public engagement activities to reduce future losses before a disaster. Pre-Disaster Mitigation (PDM) grants are funded annually and are awarded on a nationally competitive basis. Eligible applicants include States and local governments with an adopted hazard mitigation plan.

Property Acquisition Program (IEMA)

This program helps to fund voluntary buyouts for homeowners that have been subject to repeated flooding. For eligible communities, FEMA typically funds 75 percent of the cost of property acquisition with the municipality and state contributing the remaining 25 percent.

Section 205: Small Flood Risk Management Projects (USACE)

This program provides planning, design, and construction assistance for site-specific local flood protection projects or improvement of flood control works. Projects may include structural measures such as levees, floodwalls, impoundments, pumping stations, and channel modification and non-structural measures such as floodproofing, relocation of structures, and flood warning and preparedness systems. Eligible applicants include local governments, State Authorized Agencies, and non-profit organizations.

Section 206: Aquatic Ecosystem Restoration (USACE)

This program carries out aquatic ecosystem restoration and protection projects that may include modification of the hydrology in and along waterways, lakes, ponds, wetlands, and riparian areas. Eligible applicants include local governments, State Authorized Agencies, and non-profit organizations.

Section 219: Environmental Infrastructure Program (USACE)

This program provides technical, planning, and/or design assistance for water-related environmental infrastructure and resource protection and development projects. Projects may address water supply and storage, treatment and distribution systems, stormwater impacts to wastewater systems, and wastewater treatment systems. There is a 25 percent non-federal cost share and, once completed, the non-Federal sponsor will be responsible for the operation, maintenance, repair, rehabilitation, and replacement costs associated with the project. Eligible applicants include local governments, State Authorized Agencies, and non-profit organizations.

Section 22: Planning Assistance to States and Tribes (USACE)

This program provides technical planning assistance to local governments to manage their water and related land resources. Studies analyze existing data for planning purposes using standard engineering techniques and include some data collection as needed. Requests for studies are assessed annually.

Section 319 Grant Program

Section 319 of the Clean Water Act was enacted in 1987 and established a national program to control nonpoint source pollution. IEPA is the designated Illinois state agency to receive 319 federal funds and administer the grant program. Projects must address water quality issues relating directly to nonpoint source pollution. Funds can be used for the implementation of IEPA approved watershed management plans including the development of information/education programs and for the installation of best management practices. South Holland is specifically eligible to apply for a Section 319 Grant to fund activities that implement the Thorn Creek Watershed Plan, as well as recommendations in the watershed-based plan developed for the Little Calumet River, once complete.

State Revolving Fund

The Illinois EPA's Infrastructure Financial Assistance Section (IFAS) provides low interest (1.75 to 1.86%) loans to local governments through the State Revolving Fund (SRF). The SRF includes two loan programs: the Water Pollution Control Loan Program (WPCLP), which funds wastewater and stormwater projects, and the Public Water Supply Loan Program (PWSLP) which funds drinking water projects. Eligible projects include infrastructure upgrades or rehabilitation and stormwater projects that benefit water quality, such as green infrastructure.

Sustain our Great Lakes

This grant program helps fund projects that restore aquatic connectivity, stream, riparian, wetland, and coastal habitat. Projects may include green stormwater infrastructure and wetland and streambank restoration. In addition to enhancing the aquatic habitat of water bodies, eligible projects can provide additional benefits such as flood mitigation. Eligible applicants include States, local governments, educational institutions, and non-profit organizations.

Urban Waters Small Grants Program

This grant program is administered by U.S. Environmental Protection Agency to help communities restore urban water resources and promote community and economic revitalization. Projects should mitigate urban runoff pollution, provide additional community benefits, actively engage underserved communities, and foster partnerships. Eligible applicants include States, local governments, institutes of higher learning, and public or private nonprofit organizations within an Eligible Geographic Area (EGA). South Holland is within the EGA for the Chicago region.

A photograph of a residential street intersection. The foreground is a wide asphalt road with a manhole cover. In the background, there are several single-story houses with brick and siding, surrounded by lush green trees. A red semi-transparent overlay covers the top right portion of the image, containing the title text in white.

Appendix B STORMWATER ANALYSIS

The intersection of Rose Drive and Orchid Drive. The Plan's stormwater analysis identified the Rose Drive Neighborhood, which experiences occasional basement backups and street ponding, as a priority focus area.

Summary of Stormwater Analysis

CMAP developed and tested a community-scale flooding analysis in the Village of South Holland to incorporate stormwater and flood mitigation strategies, particularly focused on green infrastructure and land use solutions, into the Comprehensive Plan. This summary provides an overview of the analysis and findings.

Data Collection

The analysis used local and regional spatial datasets, including National Flood Insurance Program (NFIP) claims data, Village Flood Rebate Program recipients, topography, soils, impervious cover, and land use, among others. A comprehensive list of data used in the analysis is provided in Table Appendix B.1.

Data Analysis

Some of the collected spatial data, such as topography, hydrology, land use, and building footprints, was analyzed to identify potential drainage problem areas in the Village. This analysis involved modeling overland flowpaths, mapping different flood risk indicators, and performing spatial intersections of the data.

Using Arc Hydro tools,¹ an ESRI extension for ArcGIS, a Digital Elevation Model (DEM) was manipulated to understand how water will likely move across the built landscape when the sewer system reaches capacity by identifying surface water flowpaths and potential ponding areas or depressions. Catchments were delineated using the flowpaths to identify the extent of the area contributing to the flow.

¹ ESRI, Arc Hydro Overview, see <http://resources.arcgis.com/en/communities/hydro/01vn000000s000000.htm>

Table Appendix B.1: GIS data used in South Holland stormwater analysis

DATA	SOURCE
Hydrology	NHD, Cook County
Watersheds (HUC 12)	CMAP Overland Flow Assessment
Digital Elevation Model (DEM)	LiDAR (2009)
Presence of Basements	Cook County Assessor
Building Footprints	Village of South Holland
Floodplains and BFE (for 100-yr)	FEMA NFHL
100-year Inundation Area	MWRD
NFIP Claims and Repetitive Loss Properties	FEMA
Reported Problem Areas ^a	Community outreach
Sewer system	Village of South Holland
Age of structure	Cook County Assessor
Impervious Cover	NLCD (2011)
Potential Wetland Soil Landscapes ^b	NRCS
Land use ^c	CMAP Land Use Inventory
Catchments	CMAP Overland Flow Assessment
6 feet above nearest FEMA BFE ^d	CMAP Potentially Vulnerable Areas Assessment
1-foot depression expansion ^d	CMAP Potentially Vulnerable Areas Assessment
Flowpaths/Flow Accumulation Grid ^d	CMAP Overland Flow Assessment

a. This data includes Village Flood Rebate recipient locations, repetitive loss properties provided by the Village, and FEMA Flood Risk mapping from Chicago River Watershed Discovery.

b. Potential wetland soil landscapes are hydric soils or soils that are poorly draining, drained, ponded, etc. See http://www.nrcs.usda.gov/wps/portal/nrcs/detail/tx/home/?cid=nrcs142p2_053628

c. Land use classes include schools, vacant land, public buildings/grounds, parks/open space, utility ROWs, and single family residential.

d. Datasets derived from CMAP data analysis.

These areas are approximate because the catchment delineation does not consider subsurface stormwater infrastructure and its related capacity. Both flowpaths and catchments were mapped for South Holland, as shown in Figure 1 (located at end of this section).

Next, areas potentially vulnerable to flooding were identified based on a property's proximity to depressions or the nearest FEMA base flood elevation (BFE) for the 1 percent annual chance (100-year) storm. This was performed by comparing the surface elevation and assumed basement floor elevation² of properties within South Holland to depressions and the nearest BFE.³ The surface elevation was calculated based on the building centroid elevation.

Mapping these elevations resulted in three tiers of vulnerability relative to the surface elevation of the building:

1. areas within depressions
2. areas within one foot of the FEMA BFE (may experience flooding on the first floor)
3. areas within 6 feet of the FEMA BFE (may experience flooding on the basement floor)

Figure 2 illustrates the extent of depressions and intersecting residential properties, which are scattered throughout the community. In some areas, depressions are present in the front or back side of the yard, which may reduce the property's vulnerability to structure flooding. However, some properties are situated inside large depressions, which could put them at greater risk for urban flooding. This is evident in the northeast side, near 152nd Street and State Street, and on the south side, near 168th Street and Wausau Avenue. Figure 3 identifies properties that contain structures with first floor (in pink) or basement floor (in orange) elevations at or below the nearest BFE.⁴

² Basement floor measured as six feet below the mean surface elevation.

³ Depressions were filtered to only include those with depths of 1.5 feet or greater to filter out shallower depressions typically found in parking lots and along curb-lined streets. After filtering, freeboard was accounted for by expanding depressions by 1-foot of elevation.

⁴ Based on guidance provided by FEMA Technical Bulletin 10: Ensuring that Structures Built on Fill in or Near Special

These properties are at greater risk of flooding than structures with first floor or basement floor elevations above the nearest BFE. Because of South Holland's low-lying, flat topography, large areas on the community's north and east sides were identified as potentially vulnerable to flooding.

Finally, a Kernel Density visualization (heat map) was developed to identify clusters of reported flood damage data for South Holland and surrounding communities (Figure 4). Data used in this visualization include FEMA NFIP claim properties,⁵ Village reported repetitive loss properties, and Village flood-rebate program recipients since the program's inception in 1995. In the case of South Holland, this map illustrates the level of human response to flooding and does not necessarily illustrate the entire scope of past flood events.⁶ Despite this, it is evident that flooding has predominately affected the residential areas of the community, especially in the neighborhoods to the north and south of the Little Calumet River, which were developed before stormwater management ordinances were enacted.

Prioritization for Implementation

Potential Problem Areas:

Given the different scale of approaches needed to address flooding, CMAP scored catchments based on their urban flood potential and riverine flood potential to identify areas of the community that should be prioritized for implementation. The scoring methodology scores catchments based on the presence or absence of key data that indicates potential risk for flooding (Table Appendix B.2). Only catchments that intersect the Village boundary are included in the scoring, since areas outside are not within South Holland's jurisdiction. However, several catchments span multiple communities, which can cause development and stormwater drainage patterns in one community to impact flooding locations and exacerbate problems in other communities.

Flood Hazard Areas are Reasonably Safe from Flooding, see <https://www.fema.gov/medialibrary/assets/documents/3522>

⁵ NFIP claims provided from 1977 to 2014.

⁶ Not everyone has an insurance policy through the NFIP or may be aware or eligible for flood rebate program assistance.

These locations, particularly on the south side of 154th Street in Dolton, could present opportunities for the Village to collaborate with neighboring communities to reduce flooding within South Holland and vice versa.

Table Appendix B.2: Datasets applied in catchment prioritization

VARIABLE	DATA
Potentially Vulnerable Residential Properties	Residential properties within depressions ^a
Potentially Vulnerable Basements	Properties, with basements, 6 feet above nearest FEMA BFE ^a
Problem Areas	NFIP Claims, Repetitive Loss Properties, and Reported Problem Areas ^b
Age of Structure	Cook County Assessor
Impervious Cover	NLCD (2011)
Potential Wetland Soil Landscapes ^c	NRCS

a. Datasets derived from CMAP data analysis

b. This data includes Village Flood Rebate recipient locations, repetitive loss properties provided by the Village, and FEMA Flood Risk mapping from Chicago River Watershed Discovery.

c. Hydric soils or soils that are poorly draining, drained, ponded, etc. See http://www.nrcs.usda.gov/wps/portal/nrcs/detail/tx/home/?cid=nrcs142p2_053628

Catchments and portions of catchments that are outside of the floodplain are scored for their urban flood potential (Figure 5) and portions of catchments within the floodplain are scored for their riverine flood potential (Figure 6). Data used in the flood potential score include potentially vulnerable properties and basements (from Figure 2 and Figure 3), FEMA NFIP claims and repetitive loss properties, local reported problem areas,⁷ age of structure, impervious cover, and potential wetland soil landscapes (hydric or poorly draining soils). Figure 5 illustrates the urban flood potential for all catchments in the Village by removing riverine-influenced data, like NFIP claims in the 100- or 500-year FEMA floodplain, from the score.

⁷ This data includes Village Flood Rebate recipient locations, repetitive loss properties provided by the Village, and FEMA Flood Risk mapping from Chicago River Watershed Discovery.

Catchments with higher urban flood potential, as shown in Figure 5, may be at greater risk urban flooding, which may include basement backups, ponding or overland flow, or structure flooding that could be caused by water seeping through foundation walls or other structure specific issues. These catchments align with the reported problem areas mapped in Figure 4, especially the north/northeast side of South Holland and neighboring Dolton.

Figure 6 maps the overbank flood potential for catchments that intersect the floodplain⁸ and, unlike the urban flood potential score in Figure 5, the riverine scores all data, like NFIP claims, both inside and outside of the floodplain. Higher scores align with areas of the floodplain that are more developed. For example, catchments comprising open space and forest preserves in the Thorn Creek floodplain received a lower score than the more densely developed residential neighborhoods along the Little Calumet River.

CMAP and South Holland Village staff met on April 27, 2016 and May 17, 2016 to discuss the findings of the analysis and confirm flooding concerns present in the higher scoring catchments. The meetings also helped record other problem areas, like flooding on 170th Street near Cornell Avenue.

Potential Opportunity Areas:

Initial opportunities were identified using land use, parcel, and land cover data to pinpoint ideal locations for green infrastructure, through Village implementation and partnership, at the parcel and street level (Figure 7). Opportunities for priority catchments identified in Figure 5 and Figure 6 will be explored further through the development of the Comprehensive Plan (Figure 8).

⁸ Riverine catchments are defined as containing more than 15% of catchment area within the 100-year or 500-year FEMA floodplains.

Figure 2: Potential flood vulnerability based on residential property proximity to depression.

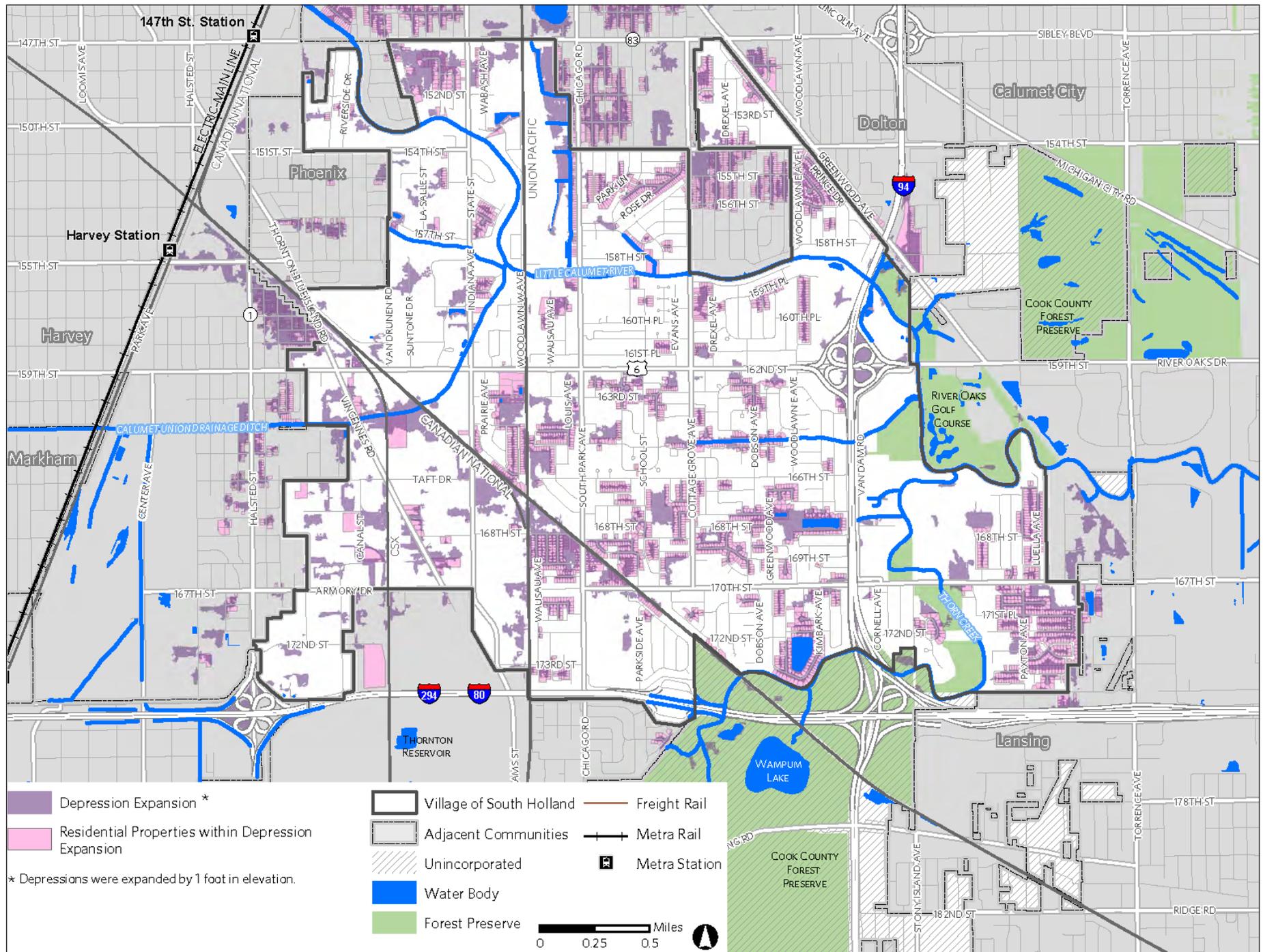


Figure 3: Potential flood vulnerability based on property proximity to FEMA BFE

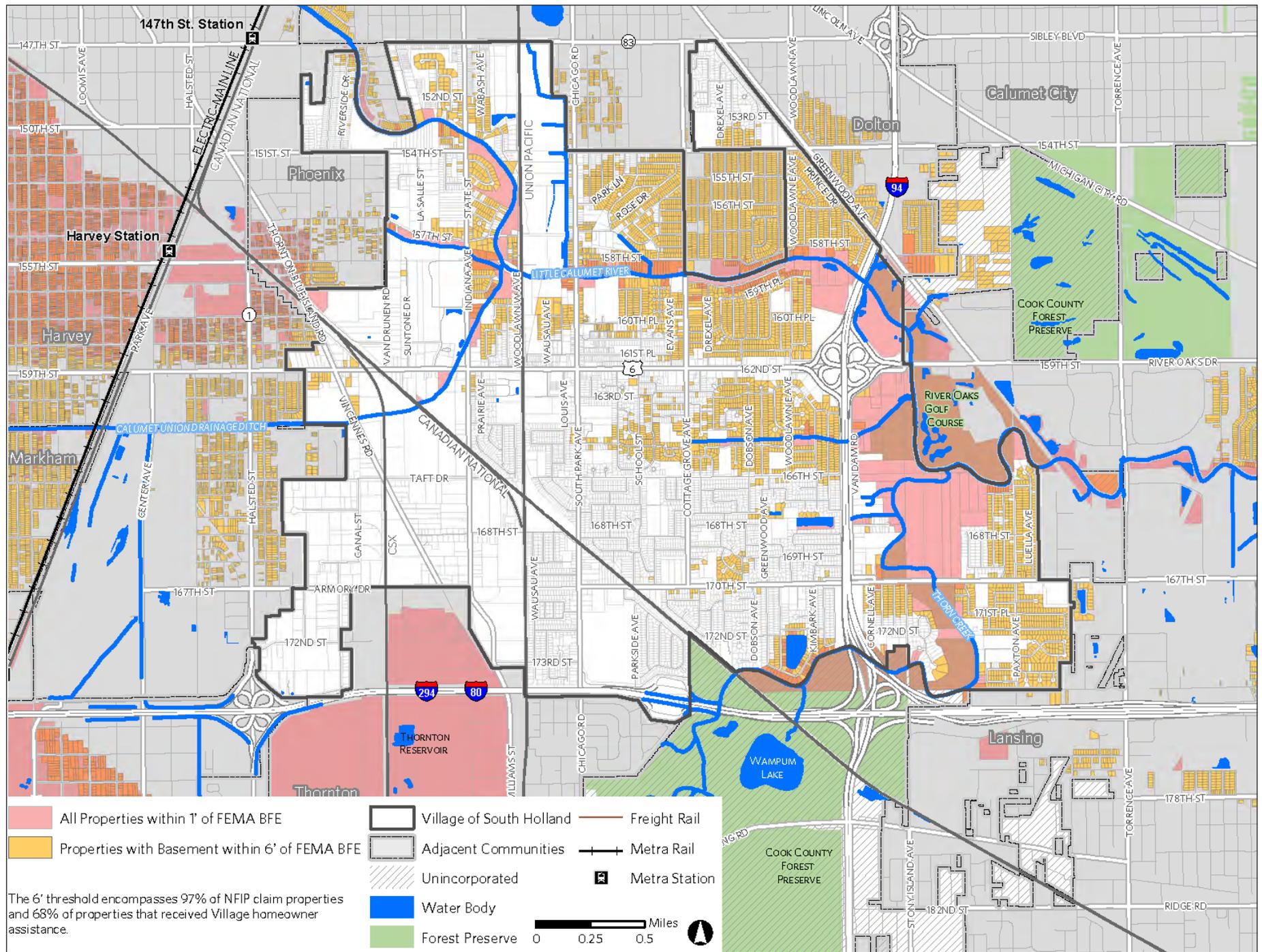


Figure 4: Reported flooding problem density

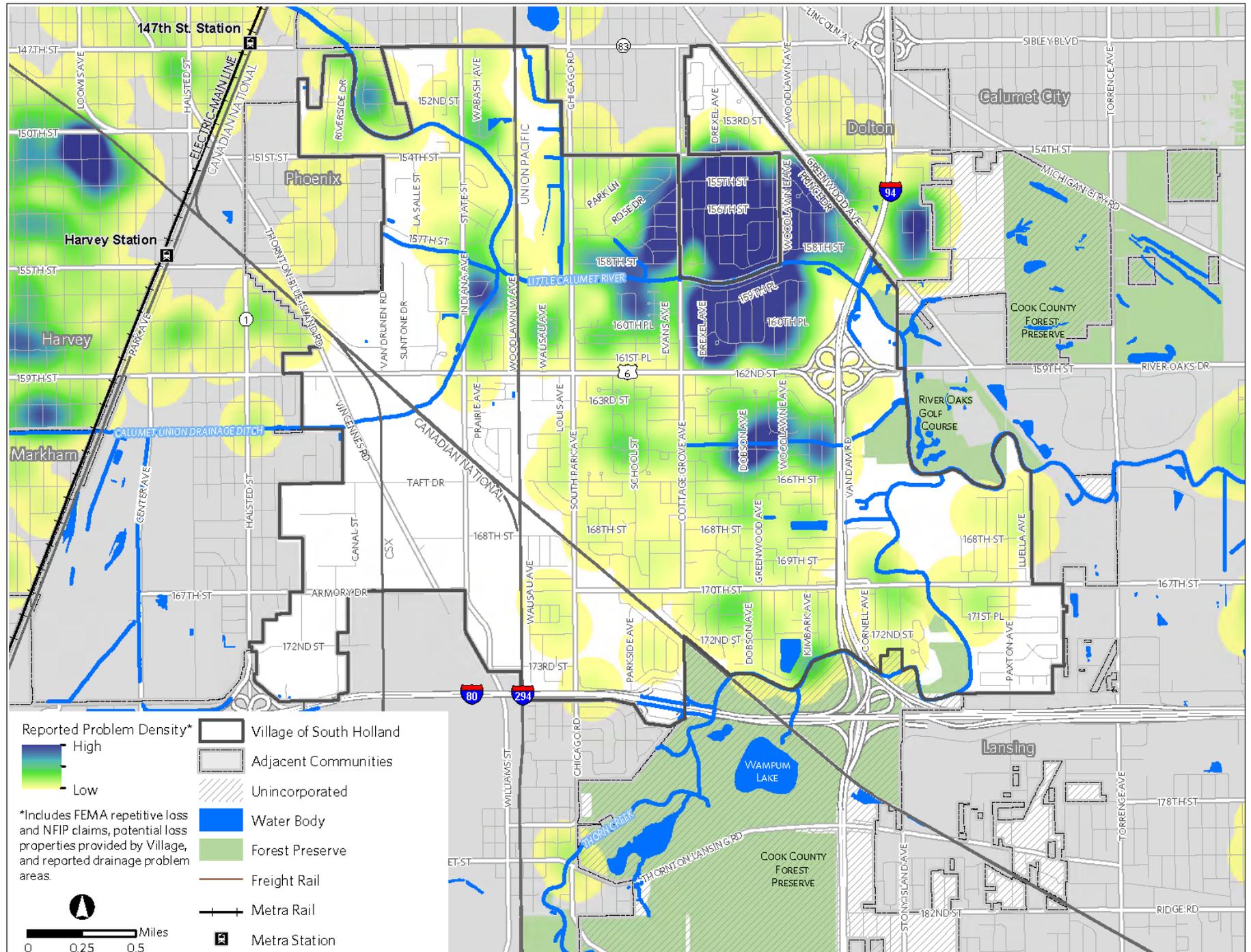


Figure 7: Potential opportunity areas in South Holland

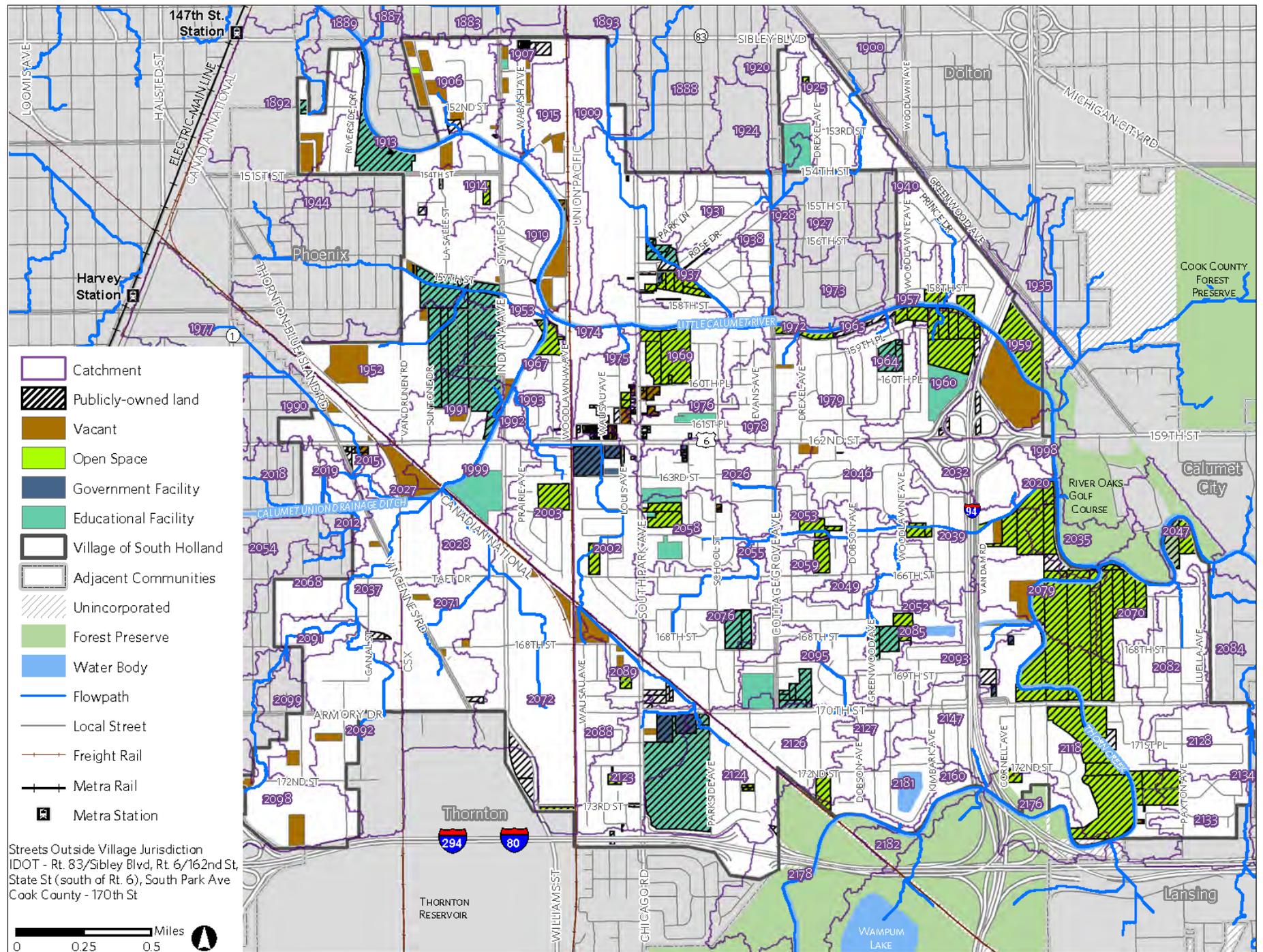
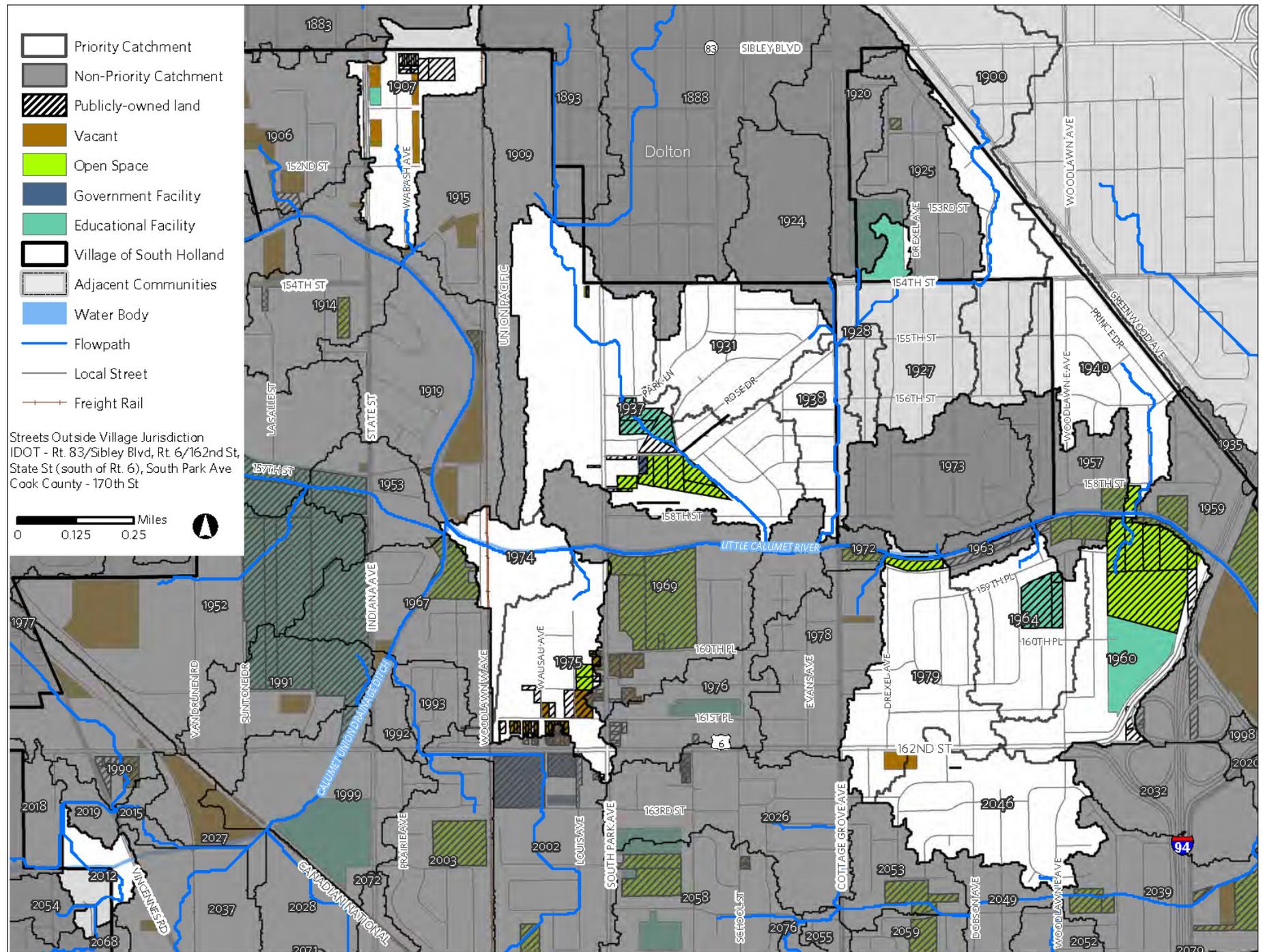


Figure 8: Potential opportunity areas in priority catchments in South Holland



Appendix C EXISTING CONDITIONS REPORT



Existing Conditions Report, March 2016

Available at <http://www.cmap.illinois.gov/programs-and-resources/Ita/south-holland> or by contacting the Village.

Acronyms

BDC	Berwyn Development Corporation	LiDAR	Light Detection and Ranging
BFE	Base flood elevation	LTA	Local Technical Assistance
CDBG	Community Development Block Grant	ME	Metra Electric Distric line
CIP	Capital Improvement Program	MFT	Motor Fuel Tax
CMAP	Chicago Metropolitan Agency for Planning	MPI	Market Potential Index
CMAQ	Congestion Mitigation and Air Quality Improvement Program	MUL	Maximum Unavoidable Loss
CN	Canadian National	MWRD	Metropolitan Water Reclamation District
CNT	Center for Neighborhood Technology	NHD	National Hydrography Dataset
CORE	Creating Opportunities for Retention and Expansion	NFIP	National Flood Insurance Program
DCEO	Illinois Department of Commerce and Economic Opportunity	NLCD	National Land Cover Database
DEM	Digital Elevation Model	NRCS	Natural Resources Conservation Service
EAV	Equalized Assessed Value	NRPA	National Recreation and Parks Association
EGA	Eligible Geographic Area	PWSLP	Public Water Supply Loan Program
EZ	Enterprise Zone	RFP	Request for Proposals
FEMA	Federal Emergency Management Agency	RTA	Regional Transportation Authority
FMA	Flood Mitigation Assistance	SRF	State Revolving Fund
FPCC	Forest Preserve District of Cook County	SHBA	South Holland Business Association
ICC	Interstate Commerce Commission	SSLBDA	South Suburban Land Bank and Development Authority
ICE	Innovation, Coordination, and Enhancement Grant	SSMMA	South Suburban Mayors and Managers Association
ICSC	International Council of Shopping Centers	STP	Surface Transportation Program
IDES	Illinois Department of Employment Security	TIF	Tax Increment Financing
IDNR	Illinois Department of Natural Resources	TOD	Transit-Oriented Development
IDOT	Illinois Department of Transportation	UFF	Unaccounted-For Flow
IEDC	International Economic Development Council	ULI	Urban Land Institute
IEMA	Illinois Emergency Management Agency	UP	Union Pacific
IEPA	Illinois Environmental Protection Agency	USACE	U.S. Army Corps of Engineers
IFAS	Infrastructure Financial Assistance Section	WBC	World Business Chicago
I/I	Infiltration/Inflow	WMO	Watershed Management Ordinance
IITEP	Illinois Transportation Enhancement Program	WPCLP	Water Pollution Control Loan Program
IZD	Interstate Zoning District		

The Chicago Metropolitan Agency for Planning (CMAP) is our region's official comprehensive planning organization. The agency and its partners are developing ON TO 2050, a new comprehensive regional plan to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. See www.cmap.illinois.gov for more information.



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