



# Village of Morton Grove Industrial Areas Plan

NOVEMBER 10, 2014



# Acknowledgements

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# INTRODUCTION



## Need for an Industrial Areas Plan

In 2011, the Village of Morton Grove expressed concern about the future of its industrial areas. Globalization, the recent recession, and increasing automation, among other factors, have had an impact on manufacturing in Morton Grove and throughout the nation. Statistics revealed national and regional declines in manufacturing employment, causing many to question the future vitality of the industry. Some of the industrial developments in Morton Grove's neighboring communities were transitioning into entertainment and retail development. In this context, Village leadership wished to consider whether they should encourage such a transition of uses in their industrial areas.

Moreover, the Village's current comprehensive plan (1999) did not provide direct guidance for the industrial areas given its broad scope, and was outdated. More recent subarea plans and initiatives, such as the Lehigh/Ferris Framework Plan, tended to focus on transit-oriented development and the commercial corridors, not the industrial areas.

Consequently, the Village of Morton Grove sought out technical assistance from the Chicago Metropolitan Agency for Planning (CMAP) to help create an industrial areas plan to help answer the critical question: What should these areas be in the future? Through the planning process, the industrial areas were comprehensively assessed and alternative uses were considered and analyzed. Ultimately, as reflected in the recommendations of this plan, the Village and its stakeholders decided to preserve and promote the areas' industrial uses. This plan provides an overview of the existing conditions assessment, an overall recommendation to preserve the industrial uses, as well as the decision's rationale. The plan also provides recommendations on how the Village and its partners can optimize the industrial areas so they can remain competitive and continue to be a driving force in the local and regional economy.

# Relationship with the GO TO 2040 Comprehensive Regional Plan

Morton Grove's Industrial Areas Plan reflects local concerns and priorities, but also incorporates the industrial areas' relationship with the larger submarket and region. Recognizing these relationships helps the Village plan for regional economic changes.

CMAP is the official regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. CMAP developed and now guides the implementation of GO TO 2040, metropolitan Chicago's first comprehensive regional plan in more than 100 years. To address anticipated population growth of more than 2 million new residents, GO TO 2040 establishes coordinated strategies that will help the region's 284 communities address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

The Morton Grove Industrial Areas Plan presents key concepts stemming from the GO TO 2040's themes, which include:

- Strengthening and supporting the manufacturing industries to spur innovation, foster collaboration and help position the region to better compete on the global stage.
- Whenever possible, supporting collaborative planning and inter-jurisdictional partnerships to address economic development, workforce, and transportation issues.
- Encouraging coordinated transportation investments which foster the long-term viability and vitality of the industrial areas.
- Support regional efforts for the conservation of resources, including energy, to improve the competitiveness of local businesses.

GO TO 2040 states that “municipalities are critical to the success of GO TO 2040 because of their responsibility for land use decisions, which create the built environment of the region and determine the livability of its communities. The most important thing that a municipality can do to implement GO TO 2040 is to take this responsibility very seriously.” By undertaking a planning process to create an Industrial Areas Plan, Morton Grove has taken responsibility for guiding its future and demonstrated its commitment to helping shape the future of the region as well.



## Public Participation and Community Outreach

CMAF worked to develop a project outreach strategy that engaged the public through this plan's process. As detailed in Appendix A, staff communicated with Morton Grove stakeholders through various meetings, interviews, workshops, events, and one-on-one interviews. The issues, concerns, priorities, and values that emerged from these meetings ultimately shaped the vision, goals, and recommendations found in the following sections.

## Planning Process

The planning process to create the Industrial Areas Plan included multiple steps. The process was crafted with assistance from Village officials and designed to include the input of Village residents, business owners, and other stakeholders.

Key stages of the planning process are shown below. **Appendix B** provides the project's webpage link, which features project deliverables such as the **Existing Conditions Report** and the **Recommendations Memo**.

**Figure 1. Planning process diagram**



Source: Chicago Metropolitan Agency for Planning staff.





## REGIONAL AND LOCAL CONTEXT





# History of Morton Grove

Since its incorporation in 1895, the Village of Morton Grove has been a unique and important community in Cook County. Morton Grove is located to the south of Golf, Glenview, and Wilmette, to the west and north of Skokie, and to the east and north of Niles. Although Morton Grove is often considered to be primarily a bedroom community, it is also an important manufacturing center, home to companies such as John Crane, Grainger, Lifeway Foods, Morton Grove Pharmaceuticals, and Xylem.

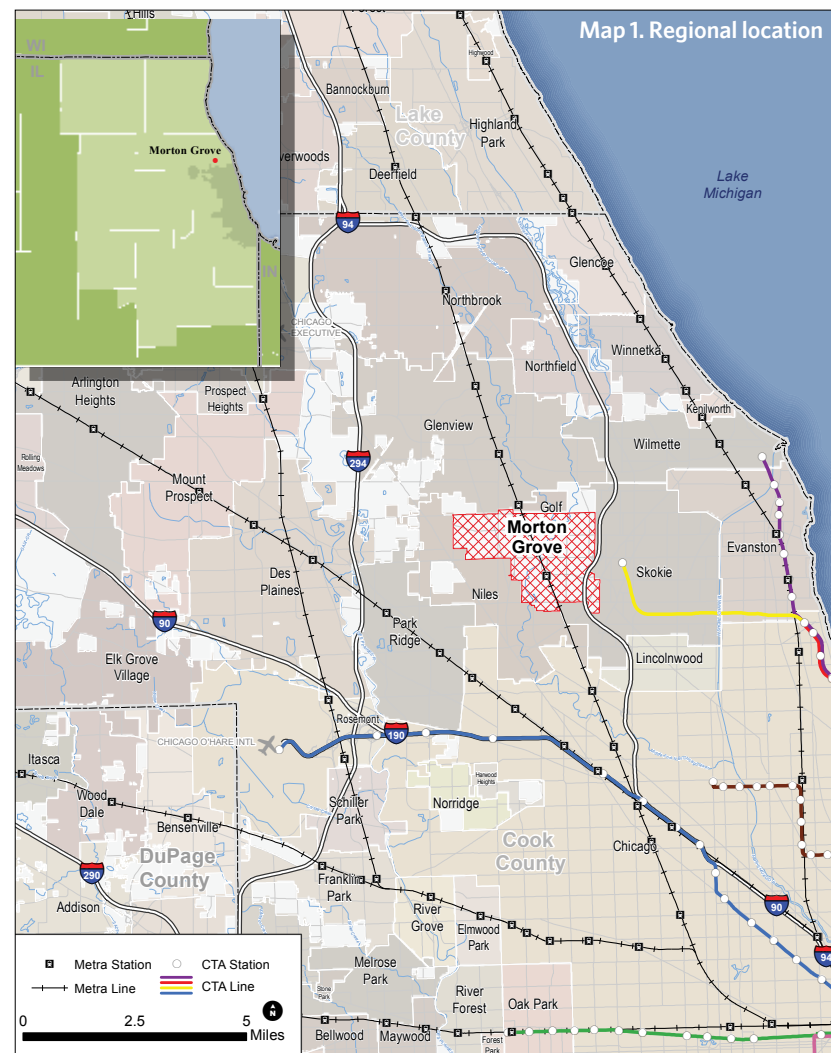
English and German families first settled in present-day Morton Grove in the 1830s and 1840s. Several decades later in 1872, the Milwaukee Railroad constructed rail tracks and a train stop in the area, which was soon named Morton Grove. The name was in honor of the railroad financier, Levi Parsons Morton.

The late 1800s and early 1900s were a time of great progress for Morton Grove. Several businesses opened and flourished including Miller's Mill; Poehlmann Brothers Greenhouses; and Globe, Henning, and Squire-Dingee pickle processing plants. The first housing subdivision was constructed by Bingham and Fernald in 1891, and the Village of Morton Grove was incorporated in 1895.

Following this growth and progress was the Great Depression of the 1930s. During this time, the Poehlmann Brothers Greenhouses went bankrupt, and the Morton Grove Days Committee purchased twenty acres of land from the bankrupt company for a park. The remaining land was bought by Baxter Laboratories, which paved the way for other light industrial plants and research companies that settled in Morton Grove in the 1940s.

Photo credit: Morton Grove Sun Times.

Morton Grove experienced a resurgence of growth in the 1950s. In this decade Interstate 94 opened and the community's population reached over 15,000. Commercial, industrial, and residential development continued during the 1960s and 1970s. In 1979, Morton Grove adopted its first Comprehensive Plan, which would later be updated in 1999.



Source: Chicago Metropolitan Agency for Planning, 2012.

# Regional Context

The Village of Morton Grove is located north of the City of Chicago in Cook County, Illinois. Morton Grove is generally referred to as a first ring or inner-ring suburb of Chicago and is considered a built-out community, with the majority of its development having occurred during the 1950s and 1960s. As shown on **Map 1**, the Village is situated west of Interstate 94 and is bordered by the Village of Niles on the south and west, the Village of Glenview on the north, and the Village of Skokie on the east and southwest.

Overall, the Village of Morton Grove is approximately 5.2 square miles in size. Single-family residential uses are the primary land use in the community. Large open spaces owned and maintained by the Forest Preserve District of Cook County bisect the Village and account for approximately 20 percent of the Village's total land area. Other large areas in the community are devoted to commercial and industrial uses. The Industrial Areas Plan focuses on those properties within the two industrial areas of the Village, as shown on **Map 2**.

Real estate market analysts have identified Morton Grove as part of a ***near north industrial submarket*** which also includes Lincolnwood, Niles and Skokie, as shown on **Map 3**. This industrial submarket extends over 15,203 acres of land, 9 percent or 1,386 acres of which is industrial.

Manufacturing businesses in Morton Grove and the near north industrial submarket are diverse and fall under various manufacturing subsectors, including food and beverage, paper and printing, primary metals, chemicals and plastics, machinery, health sciences, and computer and electronics.

## Nearby Transportation Options and Points of Interest

The list below highlights the regional transportation options available in the Village as well as the major regional destinations or points of interest. These connections are particularly important for manufacturers to receive and ship materials and products. All distances are estimated from the intersection of Lehigh Avenue and Oakton Street, a key intersection within the Village's southern industrial area.

### Major Roadways

- Interstate 94 – 2.0 miles (via Touhy Avenue)
- Interstate 94 – 2.3 miles (via Dempster Street)
- Interstate 294 – 5.1 miles (via Dempster Street)
- Interstate 294 – 5.4 miles (via Touhy Avenue)

### Regional Public Transit

- Morton Grove Metra Station  
(Milwaukee District - North Line (MD-N)) – 0.5 miles
- Park Ridge Metra Station  
(Union Pacific - Northwest Line (UP-NW)) – 4.0 miles
- Skokie Swift with connections to CTA at Howard Street station

### International Airports

- O'Hare International Airport – 12 miles
- Midway International Airport – 24 miles

### Other Major Destinations

- City of Chicago Downtown Loop – 14 miles





## Demographics

Morton Grove's population was 23,270 in 2010, which represents a 3.6 percent increase from 2000. This population growth outpaced the near north industrial submarket, the county, and the region. The median household income for Morton Grove is \$70,859, which is higher than Cook County's median household income of \$53,942. Almost 41 percent of Morton Grove residents 25 years and older have obtained a bachelor's degree, which is comparable to the near north submarket (41 percent), and higher than the county (33 percent) and the region (35 percent).

Morton Grove has an unemployment rate of 6.6 percent, which is lower than the industrial submarket (7.8 percent), the county (9.9 percent) and the region (8.9 percent). Morton Grove residents are employed in numerous industries; however, 31 percent of Morton Grove residents are employed in health care and social assistance and retail trade. Health care and social assistance is the single largest industry employing residents of Morton Grove, the near north industrial submarket, and Cook County. Only 8.2 percent and 5.3 percent of Morton Grove residents work in the manufacturing and wholesale trade industries, respectively, which dominate the Morton Grove industrial areas.

**Table 1. Estimated population, households, and household size, 2013**

	Morton Grove	Near North Industrial Submarket	Cook County	Chicago Region
Population	23,519	131,414	5,240,700	8,509,074
Households	8,426	47,121	1,933,670	3,048,874
Average Household Size	2.7	2.8	2.6	2.8

Source: U.S. Census.

**Table 2. Estimated population and change in population, 2000 and 2013**

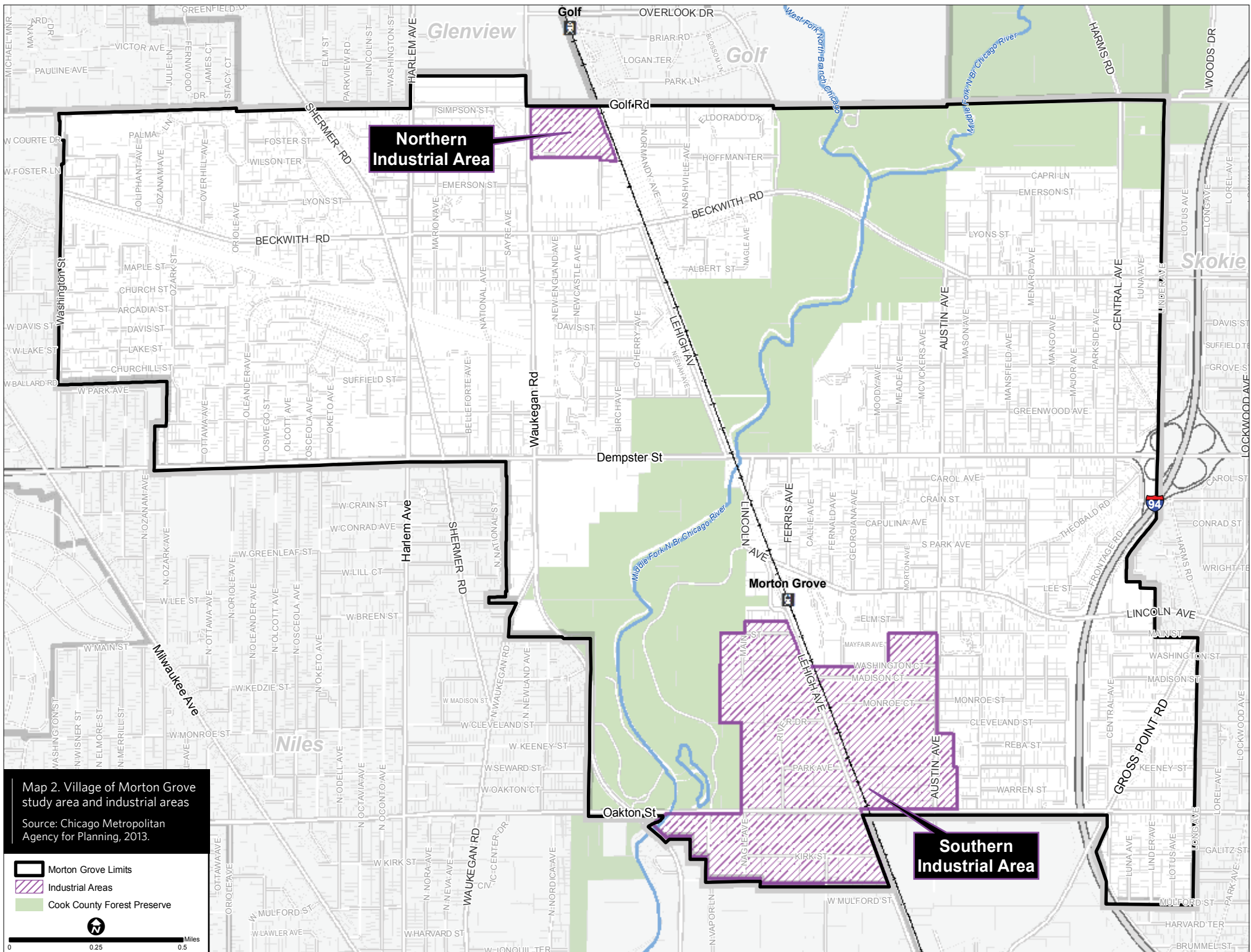
	Morton Grove	Near North Industrial Submarket	Cook County	Chicago Region
Population, 2000	22,451	128,226	5,376,741	8,146,264
Population, 2013	23,519	131,414	5,240,700	8,509,074
Change, 2000-13	+1,068	+3,188	-136,041	+362,810
Change as %, 2000-13	+4.76%	+2.49%	-2.53%	+4.45%

Source: U.S. Census.

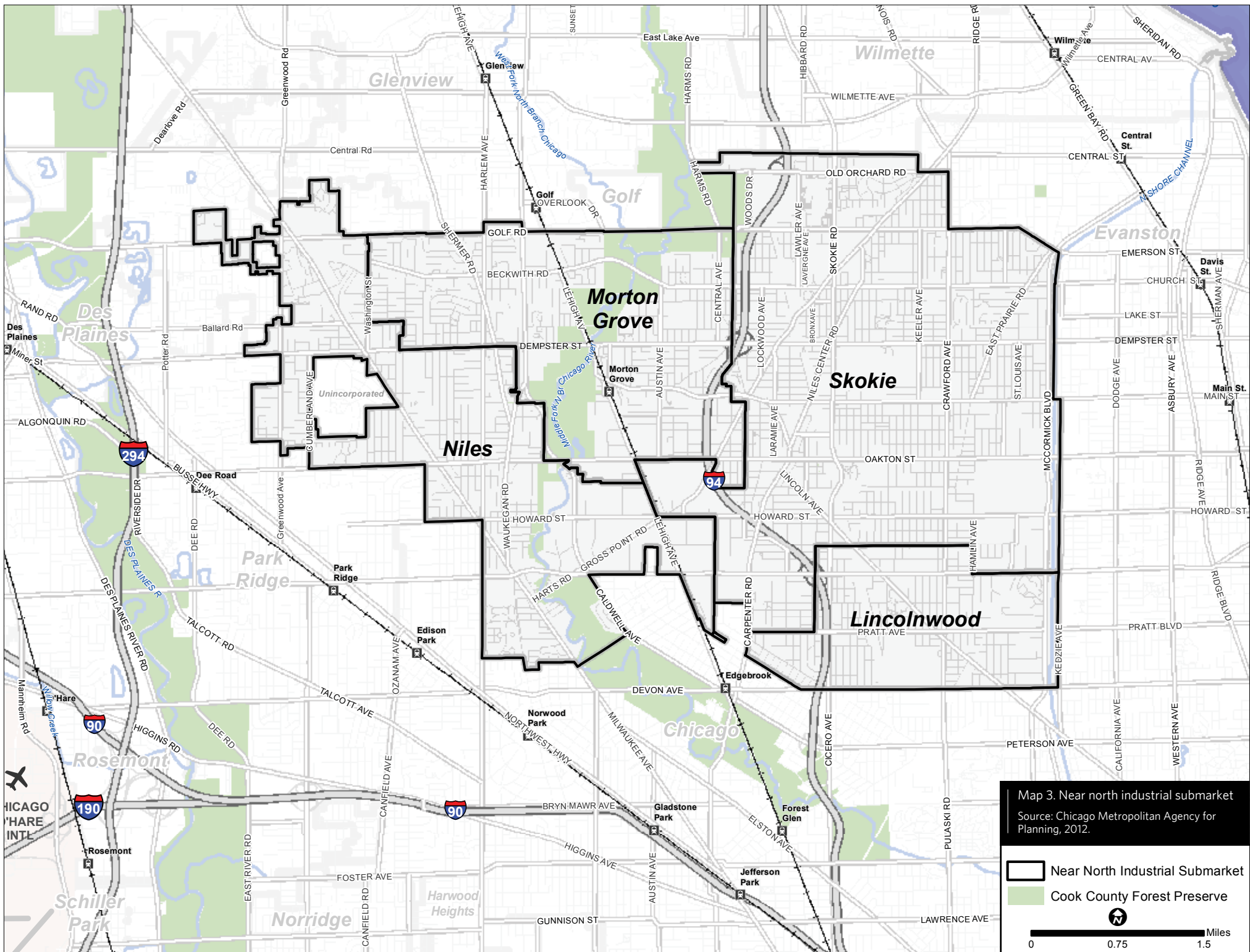
**Table 3. Employment of community residents by industry sector, 2010**

	Morton Grove		Near North Industrial Submarket		Cook County	
	Count	Percent	Count	Percent	Count	Percent
Total Employed Population	11,895	100.0%	74,561	100.0%	2,155,508	100.0%
Health Care and Social Assistance	2,196	18.5%	11,349	15.2%	302,712	14.0%
Retail Trade	1,483	12.5%	7,751	10.4%	215,373	10.0%
Educational Services	1,048	8.8%	5,908	7.9%	222,664	10.3%
Manufacturing	971	8.2%	4,905	6.6%	179,824	8.3%
Accommodation and Food Services	937	7.9%	5,073	6.8%	177,426	8.2%
Professional, Scientific, and Technical Services	860	7.2%	4,587	6.2%	165,815	7.7%
Finance and Insurance	645	5.4%	3,493	4.7%	133,557	6.2%
Wholesale Trade	633	5.3%	3,101	4.2%	101,547	4.7%
Administration and Support, Waste Management and Remediation	606	5.1%	3,598	4.8%	157,143	7.3%
Other Industries	2,516	21%	12901	17%	499,447	23%

Source: Longitudinal Employer-Household Dynamics — U.S. Census.











# SUMMARY OF EXISTING CONDITIONS







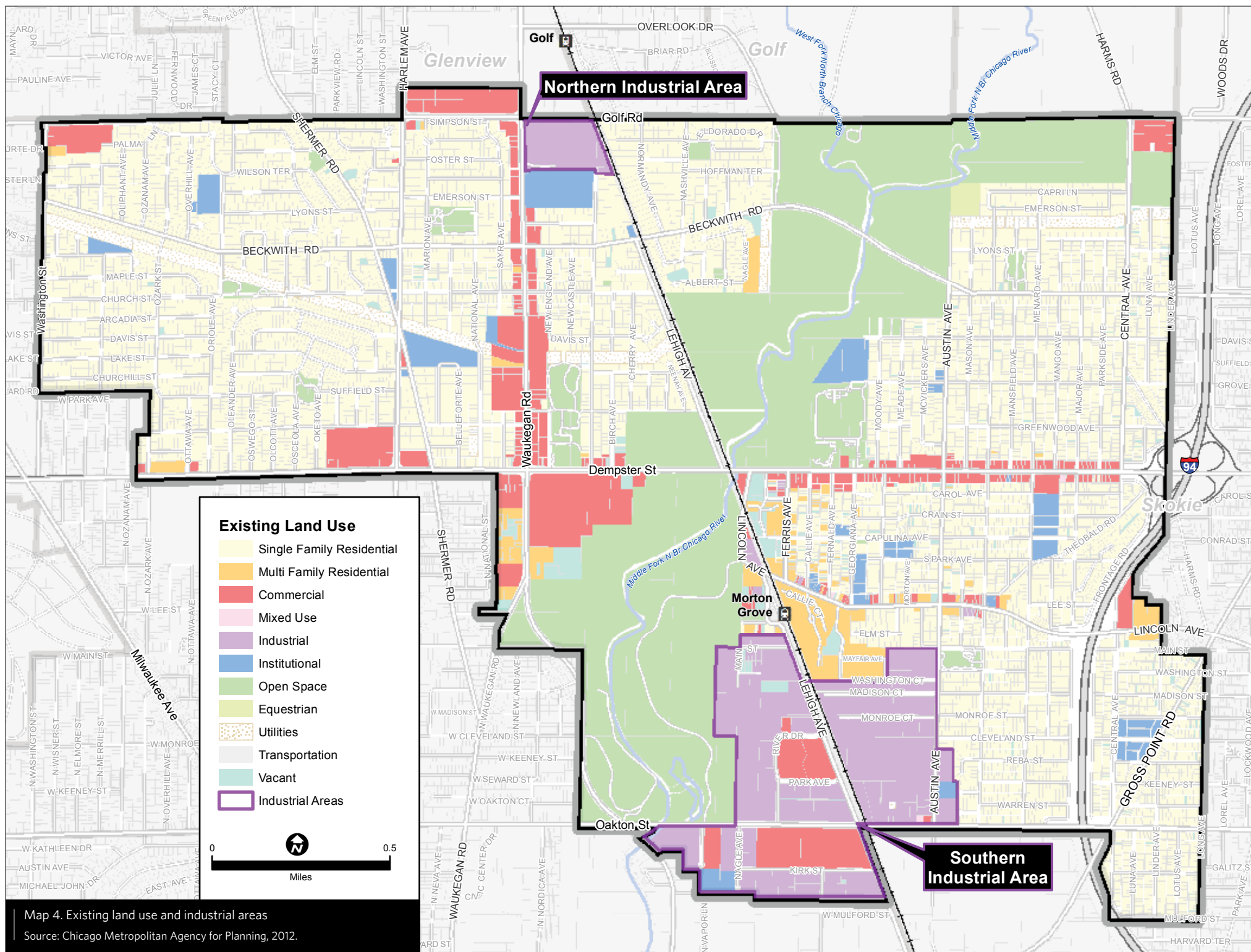
# Morton Grove's Industrial Areas

This section provides an overview of the existing conditions in Morton Grove's industrial areas, including issues such as land use, zoning, employment, industrial market, real estate, utilities, and transportation. In addition, this section demonstrates how Morton Grove industrial areas relate to the near north submarket and the regional context. A copy of the entire existing conditions report can be found in Appendix B.

The Village of Morton Grove extends over 5.2 square miles, or 2,531 acres of land. As shown in Table 4, industrial property accounts for only 8 percent or 200 acres of property within the Village. Most of the industrial property (98 percent or 196 acres) is concentrated in two locations: the northern and southern industrial areas illustrated on Map 4. The remaining 4 acres or 2 percent of industrial land are located along Lincoln Avenue and in several smaller industrial buildings. The specific land uses within the two industrial areas are shown on Table 5.

## Northern Industrial Area

Morton Grove's northern industrial area is located on the northern edge of the Village and is physically separated from the southern industrial area. This 19-acre site at the southeast corner of Golf and Waukegan Roads solely consists of the Avon facility that faces Waukegan Road. Avon owns this parcel of land as well as the parcel just north of Golf Road in Glenview. Avon recently sold its Glenview property, which is being redeveloped into the Glen Gate Shopping Center, but is retaining its Morton Grove facility. With the exception of the now vacated Avon facility in Glenview, the northern industrial area is primarily surrounded by commercial development on the north, commercial corridor backed up by residential development to west, and institutional and residential to the east and southeast.







## Southern Industrial Area

The southern industrial area is 231 acres in size, of which 178 acres are used by industrial businesses. It is generally bounded by Main Street to the north, the southern municipal boundary and Oakton Street to the south, the Forest Preserve District of Cook County to the west, and Austin Avenue to the east. As shown on Map 5, the southern industrial area is part of a larger cluster of industrial development in the near north industrial submarket.

The properties east of Lehigh Avenue and just south of Monroe Court exhibit a traditional industrial development pattern with rectangular parcels and developments accessible via Madison Court or Monroe Court. Several buildings are large, multi-tenant warehouses that provide locations for numerous small industrial businesses. Further south of Monroe Court on the west side of Austin Avenue is the large Xylem manufacturing facility and other smaller facilities. Smaller industrial parcels and developments generally line the eastern side of Austin Avenue and the northern side of Oakton Street.

Industrial and vacant properties occupy the area west of Lehigh Avenue and north of River Drive. These properties are generally smaller and accessible via Main Street and Lehigh Avenue. Staying west of Lehigh Avenue but further south along that road are properties within or adjacent to the North Grove Corporate Park. The North Grove Corporate Park features landscaped and modern office, industrial, and flex space properties that are accessible by River Drive and Park Avenue off Lehigh Avenue. This development includes the corporate office of the Land of Nod, as well as the Grainger industrial property. The John Crane industrial site is also accessible via River Drive and occupies a long rectangular parcel that abuts the Forest Preserve District of Cook County. South of Oakton and west of Lehigh are various smaller industrial and commercial properties that are accessible via Oakton Street, Lehigh Avenue, Kirk Street, or other smaller side streets. Commercial space occupies the majority of this subarea which includes Menards and a self-storage facility. The older industrial buildings have brick or concrete facades and house smaller businesses. Many of these industrial buildings are located near the street edge, have a smaller front yard setback, and provide parking on the side or in the rear of the buildings.

**Table 4. Land uses in Morton Grove, 2012**

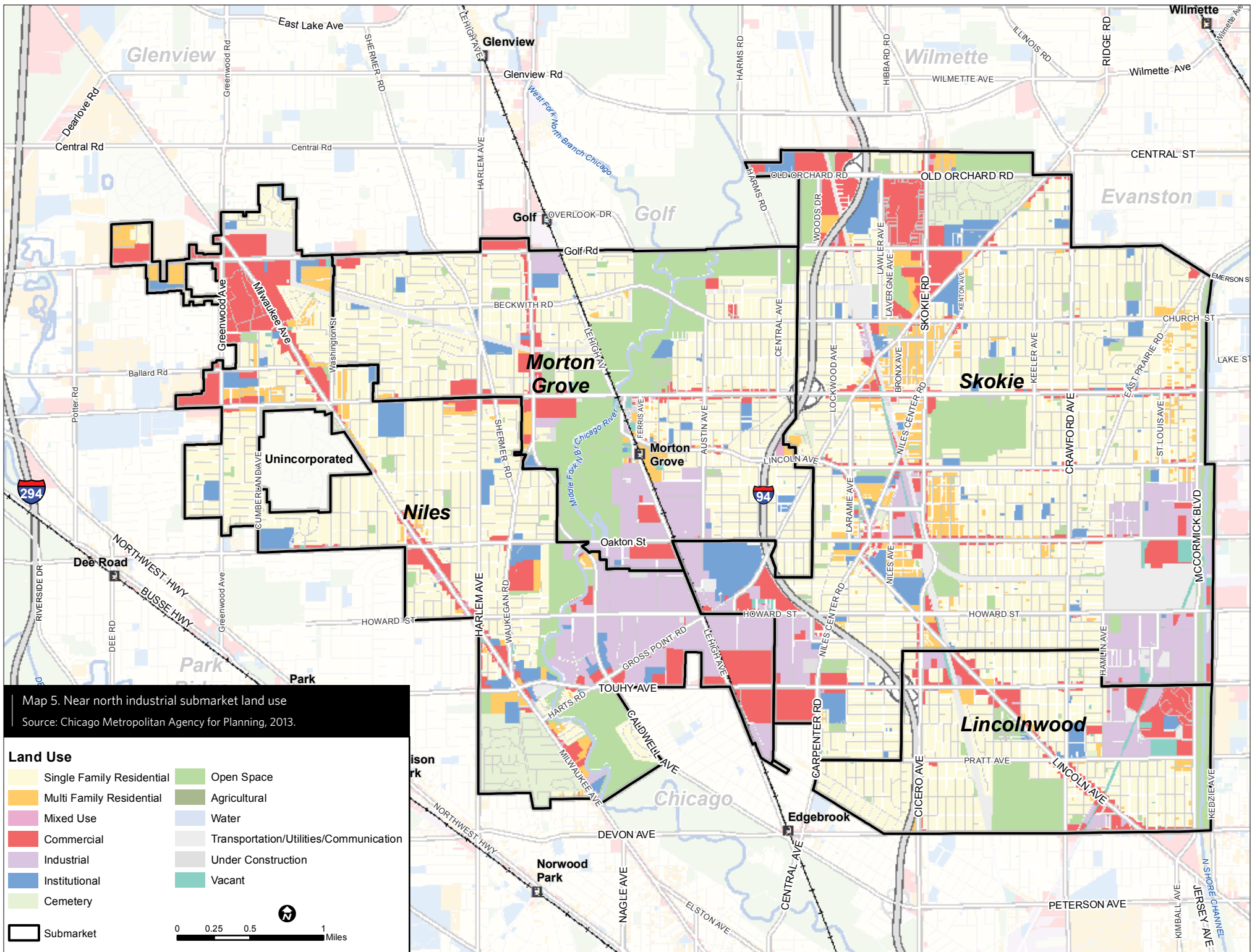
Land Use	Acres	Percentage
Single Family Residential	1,167.3	46.1%
Open Space	690.5	27.3%
Commercial	203.5	8.0%
Industrial	200.2	7.9%
Institutional	72.3	2.9%
Multi-Family Residential	65.9	2.6%
Utilities	49.6	2.0%
Vacant	40.8	1.6%
Transportation	35.3	1.4%
Equestrian	5.0	0.2%
Mixed Use	0.7	0.0%
<b>Total</b>	<b>2,531.0</b>	<b>100.0%</b>

Source: Cook County Assessor's Office.

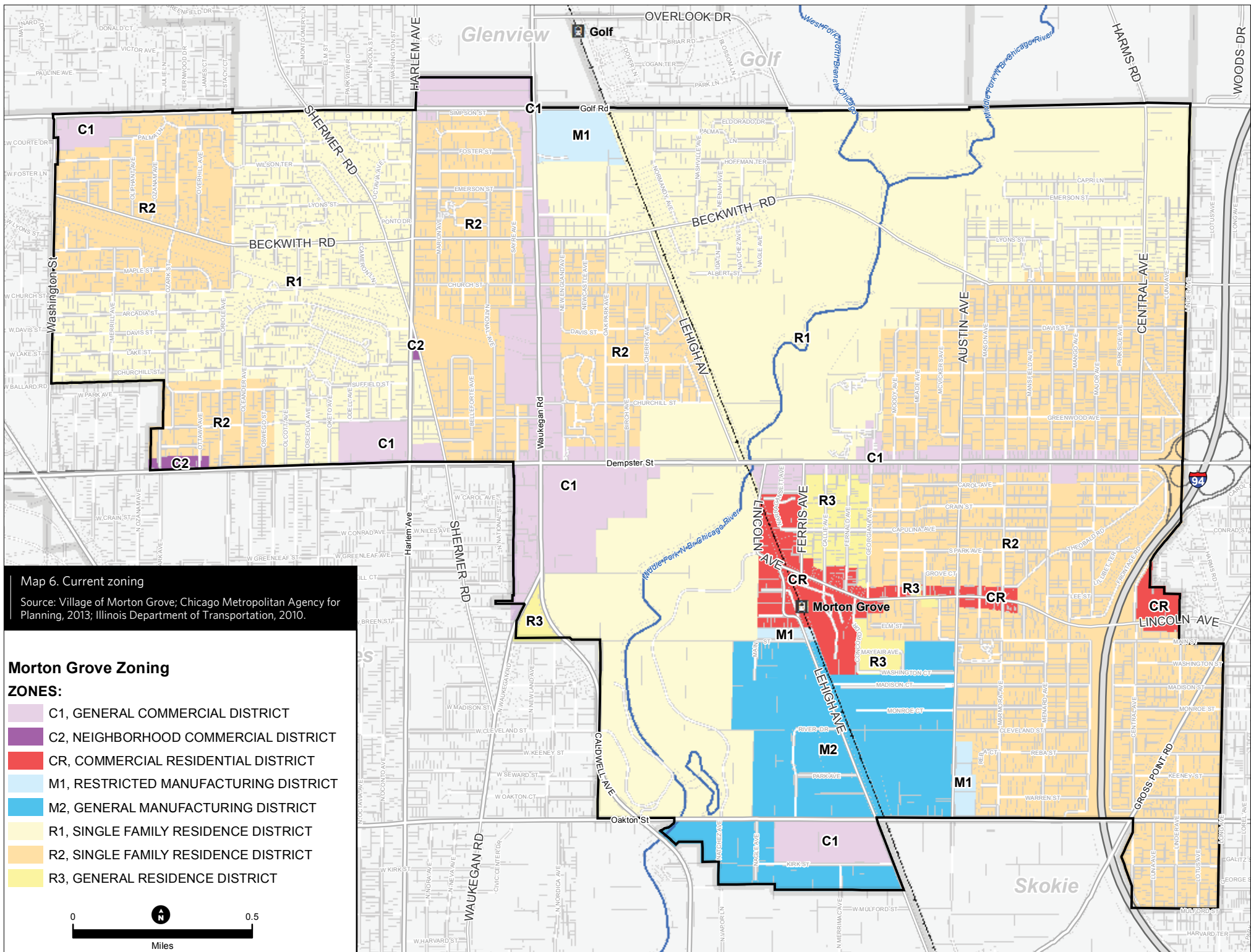
**Table 5. Land uses in Morton Grove's industrial areas, 2012**

Land Use	Acres	Percentage
Northern Industrial Area		
Industrial	19.0	100.0%
<b>Total</b>	<b>19.0</b>	<b>100.0%</b>
Southern Industrial Area		
Industrial	177.6	76.9%
Commercial	37.5	16.2%
Transportation	6.5	2.8%
Institutional	5.8	2.5%
Vacant	3.0	1.3%
Mixed Use	0.3	0.1%
Utilities	0.2	0.1%
<b>Total</b>	<b>231.0</b>	<b>100.0%</b>

Source: Cook County Assessor's Office.







### Significant Adjacent Uses

The Village's proposed downtown area and various clusters of open space are nearby amenities to the industrial areas. The Village has completed several plans and initiatives to create a downtown through transit-oriented development around the Morton Grove Metra Station. The vision is to create a lively, walkable district with commercial and residential developments. To date, several elements of this vision have been realized, including the redevelopment of industrial property into high-density residential development, improved pedestrian facilities, and a slight increase in commercial properties within the Metra station area. Although the recent economic recession has slowed development in the area, the Village is continuing to promote downtown development opportunities to benefit residents and the daytime workforce population.

In addition to the proposed downtown area, open space is also a nearby and supporting land use for the industrial areas. St. Paul Woods and Miami Woods line the western boundary of the southern industrial area, and feature picnic groves and playfields. Despite the proximity of these open spaces accessibility is problematic. The closest entrances for St. Paul Woods and Miami Woods are the internal drive entrances on Lincoln Avenue and the intersection of Natchez Avenue and Oakton Avenue. Accessibility to the internal drive and the drive itself lacks pedestrian and bicycle infrastructure such as sidewalks, crosswalks, and bicycle paths or lanes. This drive also does not offer any connections to the North Branch Chicago River Trail.

Austin Park, at the intersection of Austin Avenue and Main Street, also provides park space with a mix of ball fields, picnic benches, basketball courts and playgrounds. This park is accessible via Austin Avenue and Main Street. The northern industrial area is abutted by Golf Middle School and Hren Park. Extensive Park District facilities are located in close proximity at the intersection of Dempster Street and Waukegan Road.

## Zoning

As shown on **Map 6**, the northern industrial area and the other smaller parcels on the northern and eastern edges of the southern industrial area are zoned Restricted Manufacturing District (M1). The balance of the southern industrial area is zoned General Manufacturing District (M2), while some parcels are zoned General Commercial (C1).

The M1 district is intended for use by industrial operations that can be located in close proximity to residential and business uses without creating nuisances. The district regulations are designed to permit the operations of manufacturing, wholesaling, and service activities that will not interfere with neighboring uses. Some retail uses are permitted, mainly those that service the industrial uses within the industrial area or that do not depend upon intensive visits of retail customers.

The M2 district is intended to provide land for a wider range of light industrial uses. In addition to the light manufacturing, warehousing, and wholesaling operations permitted in the M1 district, the M2 district permits a broad range of traditional manufacturing. Such permitted uses include manufacturing of food products, home products, machinery, plastic, metals, as well as other industrial uses and services. The regulations are designed to permit operations in a clean and quiet manner, and to protect uses in adjacent districts and industries within the district. Development of residences is prohibited in this district to minimize any adverse effects of the manufacturing uses identified and to conserve the supply of industrial land for industrial use. Physical requirements of the manufacturing districts are generally the same as M1, although the M2 district requires smaller setbacks.

The C1 district permits a broad range of business activities, including larger retail, services, and businesses such as banks, hotels, restaurants, theatres, retail stores, small office and service uses, small grocers, as well as neighborhood businesses.





# Manufacturing and Wholesale Trade Industries

## Employment

Manufacturing and wholesale trade industries are important for Morton Grove's economy. Overall, Morton Grove has 647 businesses that employ approximately 7,900 workers. Manufacturing and wholesale trade comprise 17 percent of all businesses and 45 percent of all jobs in the community. As shown on **Figure 2**, manufacturing is a more prominent industry than wholesale trade in Morton Grove. Manufacturing businesses employ 34 percent of all workers, while wholesale trade employs 11 percent.

**Figure 2** also illustrates the significance of industrial areas. The black-dotted pattern in the pie chart indicates jobs located within the industrial areas. The two industrial areas are home to 57 percent of all Morton Grove's jobs and roughly 95 percent of all Morton Grove's manufacturing and wholesale jobs.

The manufacturing and wholesale trade workers in the industrial areas are employed by some of the largest businesses in the community. Two of Morton Grove's three largest businesses (which employ over 500 workers) are manufacturing businesses in the industrial areas. Furthermore, the industrial areas' manufacturing and wholesale trade businesses also represent 40 percent of all moderate-to-large businesses (those that employ 100 to 499 employees).

The near north industrial submarket (Lincolnwood, Niles, Skokie, and Morton Grove) offers over 16,000 manufacturing and wholesale trade jobs, 70 percent of which are within the manufacturing sector. Skokie has the highest number of manufacturing and wholesale trade jobs with 42 percent of all manufacturing and wholesale trade jobs in the submarket. Niles has the second highest number of businesses, followed by Morton Grove and then Lincolnwood.

The importance of manufacturing in Morton Grove and in the near north submarket is reflective of the greater Chicago region. Manufacturing has been and continues to be a cornerstone of Chicago's regional economy. Currently the region's manufacturing core industries employ 375,000 workers.<sup>1</sup> On a broader level, 580,000 people are employed in Chicago's regional manufacturing cluster, which includes core manufacturing firms but also direct supply and input, indirect support, and customer industries.<sup>2</sup>

<sup>1</sup> The region's manufacturing core includes computers/electronics; fabricated metals; pharmaceuticals and medical supply; machinery; chemicals, plastics, and rubber; paper printing; primary manufacturing; food and beverage; furniture, apparel, and other manufacturing

<sup>2</sup> The manufacturing cluster industries are:

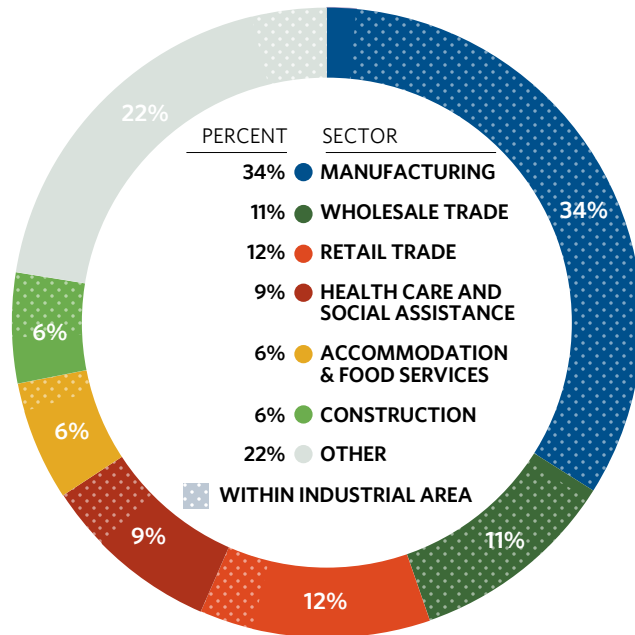
Core industries, which drive economic activity in the cluster and include industries using mechanical, physical, or chemical processes to transform materials and components into new products.

Direct supply and input industries, which provide the core industries with inputs necessary for production. These include raw materials, logistics and supply chain management, and power generation and distribution.

Indirect support industries, which provide research, design, and development services germane to the core industries.

Customer industries, which purchase goods or services from the core industries and are represented by truck, rail, air, and water freight carriers.

**Figure 2. Distribution of employment by industry in Morton Grove, 2010**



Industry	Morton Grove		Sub-Geographies of Morton Grove	
	Count	% Of Total*	Within Industrial Areas	Outside of Industrial Areas
Manufacturing	2,679	34%	2,561 (32%)	118 (1%)
Wholesale trade	848	11%	804 (10%)	44 (1%)
Retail trade	935	12%	217 (3%)	718 (9%)
Health care and social assistance	728	9%	246 (3%)	482 (6%)
Accommodation and food services	483	6%	113 (1%)	370 (5%)
Construction	447	6%	262 (3%)	185 (2%)
Other	1,771	22%	303 (4%)	1,468 (19%)
Total	7,891	100%	4,506 (57%)	3,385 (43%)

\*Percentages are rounded.

Source: Longitudinal Employment-Household Dynamics — U.S. Census; Illinois Department of Employment Security; Chicago Metropolitan Agency for Planning.

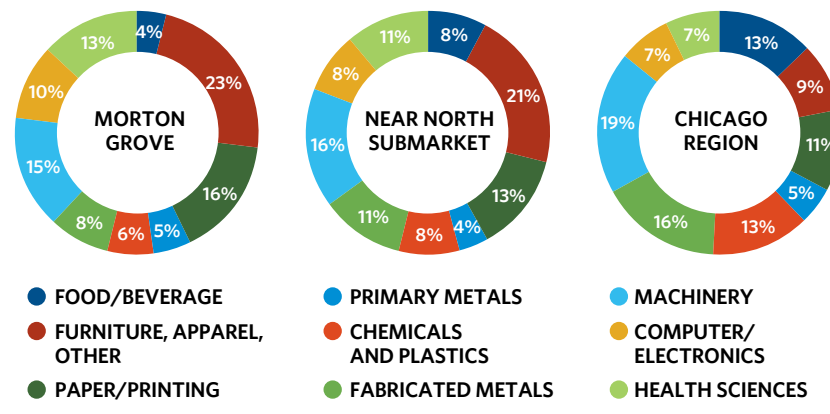




## Manufacturing Sub-industries

Manufacturing businesses in Morton Grove, the near north submarket, and the Chicago region fall under various sub-industries as shown in **Figure 3**. The largest sub-industry is paper and printing, which accounts for 23 percent of the manufacturing in Morton Grove and 21 percent in the near north submarket. This diversity provides overall economic stability but also inhibits the creation of an industry-specific cluster. Similarly, metropolitan Chicago has a broad diverse output across almost every core sector. This is unique to most other manufacturing centers that tend to specialize in just a few manufacturing areas. For example, Seattle's core manufacturing metropolitan sectors focus on airplanes, Silicon Valley concentrates on computers, and Detroit focuses on automobiles. In contrast, no single core sector accounts for more than 19 percent of manufacturing employment in metropolitan Chicago. The region's largest core industry sector — machinery — is split between transportation equipment and other industrial machinery.

**Figure 3. Distribution of manufacturing firms by sub-industry in Morton Grove and the near north submarket, 2013**



\*Percentages are rounded.

Source: Longitudinal Employment-Household Dynamics — U.S. Census; Illinois Department of Employment Security; Chicago Metropolitan Agency for Planning.

## Workforce and Workforce Development

The manufacturing and wholesale trade workers in the near north submarket have a reported average annual earnings (including benefits) equating to approximately \$80,100 and \$74,150, respectively. The average earnings include hourly wages, employer contributions for pensions and insurance, and government insurance. The median hourly earnings for workers in the manufacturing and wholesale trade industries are \$17.58 and \$17.21, respectively. Common occupations within these two industries include team assemblers, machinists, sales representatives, and laborers.

Educational and training services are robust and accessible, but do not seem fully utilized. Morton Grove is part of the Local Workforce Investment Area 7 (LWIA), which provides residents with employment and unemployment services through providers such as the Illinois Department of Employment Security (IDES) at the WorkNet Center in Arlington Heights, Northbrook Office of Jewish Vocational Services, the Youth Job Center of Evanston, and National Able's northern satellite locations. In addition, there are 21 post-secondary institutions within ten miles of Morton Grove. Oakton Community College (OCC), located in Des Plaines with a satellite location in Skokie, is a standout college in providing manufacturing and workforce training. The Manufacturing and Technology Department particularly customizes its courses to meet the needs for companies and provides basic as well as higher-level skills for manufacturing students and workers. For example, OCC recently completed two training programs for the Xylem Company. However, many manufacturers were unaware of such programs.

# Industrial Property and Development

According to Co-Star data, Morton Grove's industrial properties offer 4 million square feet of space, which represent almost 75 percent of the Village's total commercial space of 5.5 million square feet. At the same time, the industrial properties make up approximately 14 percent of the community's total equalized assessed value (EAV) of \$1.03 billion.

The Village's industrial space has a relatively low vacancy rate of 5.8 percent, which is less than the near north industrial submarket rate of 9.2 percent and the regional rate of 8.9 percent. Morton Grove's industrial vacancy rate is also lower than retail and office space vacancy rates of 12 percent and 24 percent respectively.

Morton Grove's industrial buildings vary in size from a few thousand square feet to over 500,000 square feet, but most of the rentable building space falls within the range of 15,000 to 97,300 square feet. As a whole, the near north industrial submarket buildings tend to be smaller, with most ranging from 9,000 to 63,000 square feet. Most buildings in both of Morton Grove's industrial areas were built during the 1960s, though some date back to the 1930s and others were built in recent years.

The majority of industrial space in Morton Grove and near north industrial market is considered Class B and C, indicating that many buildings and spaces are functionally obsolete and may be in fair to poor

condition. The age of these spaces and the lack of renovation likely contribute to their condition. Industrial property with finished office space tends to be more marketable than primarily warehouse space in this submarket.

Industrial properties within Morton Grove and surrounding communities offer a wide range of rents based on the quality and type of space. Flex spaces that feature finished office space, such as North Grove Corporate Park and the newer industrial facilities in Niles, have higher rents. Within the submarket, estimated net rents for industrial buildings (which exclude building insurance, common area maintenance, and real estate taxes) are around \$4-\$7 per square foot per year. A few industrial properties have recently sold in the submarket area. According to Co-Star, buildings sold in 2012 averaged a price of \$42 per square foot.

Currently most tenants in the industrial submarket area are involved in manufacturing and wholesale trade, but other industries such as recreational businesses also have a small presence in the submarket. Niles in particular has attracted indoor recreational tenants in its industrial buildings along Howard Street. The high ceilings, visibility, and ample parking made these facilities suitable and attractive for such tenants that offer indoor volleyball, soccer, and gymnastics.

<sup>3</sup> Data relies on Co-Star Data. Colliers — an alternative data source — reports that in the 2nd quarter of 2013, Morton Grove's industrial rentable building area totaled around 6 million square feet and had a vacancy rate of 3.5 percent. They also reported that the near north industrial submarket's industrial rentable building area totaled approximately 28.6 million square feet of industrial space and had a vacancy rate of 9.2 percent.

**Table 6. Commercial real estate square footage and vacancy by type, 2013 2Q<sup>3</sup>**

	Morton Grove		Near North Industrial Submarket*		Region**	
	Total Rentable Building Area	Vacancy Rate	Total Rentable Building Area	Vacancy Rate	Total Rentable Building Area	Vacancy Rate
Industrial	<b>4,061,646</b>	<b>5.8%</b>	<b>25,528,465</b>	<b>9.2%</b>	<b>1,159,676,959</b>	<b>8.9%</b>
Total Commercial Real Estate***	<b>5,471,847</b>	<b>8.3%</b>	<b>42,710,613</b>	<b>8.8%</b>	<b>2,117,963,870</b>	<b>10.0%</b>

\*Near North Industrial Submarket includes Skokie, Lincolnwood, Morton Grove, and Niles. \*\* CoStar's Chicago Region includes portions of Northwest Indiana and southwest Wisconsin. \*\*\*Includes industrial, retail, and office.

Source: Chicago Metropolitan Agency for Planning analysis of CoStar Realty Information, Inc.





## Industrial Employment and Market Outlook

Various factors such as new trade policies, fierce global competition, automation in factories, rising production costs, and the recent recession have impacted and changed the manufacturing industry and its supporting businesses, together known as the manufacturing cluster, across the region. More details on the discussion below can be found in CMAP's *Manufacturing Cluster Report*.

A visible consequence of this change is a decline in employment within the manufacturing industry. Between 2001 and 2011 Morton Grove lost 2,350 or 47 percent of its manufacturing workers, and the near north market lost 51 percent. On a larger scale, Cook County's manufacturing jobs declined by more than 25 percent, more than any other county in the United States, except for Los Angeles County.<sup>4</sup> Within the Chicago region's manufacturing cluster, the core industries were the most vulnerable to manufacturing trends as employment fell by almost a third in the past decade. Reports indicate that manufacturing employment declined by approximately 20 percent in Illinois and 32 percent in the U.S. from 2000 to 2010.<sup>5</sup>

In addition to the decline in core manufacturing industries, the indirect support industries in the region's manufacturing cluster had an overall net decline in employment. Regional universities increased expenditures in basic research, but almost half of all jobs in its private research and development (R&D)

firms were lost. The cluster's customer industries, which are industries that purchase goods or services from core industries, grew by 1 percent in the past decade. At the same time, the cluster's direct supply and input industries, which provide the core industries with inputs necessary for production, have grown by 16 percent.

These shifts in manufacturing have also been accompanied by a notable increase in productivity, as manufacturers improve skills, methods, and output levels to meet market pressures. The new high-tech products and processes involved in "advanced manufacturing" are viewed as the key to the region's manufacturing sustainability.

Despite recent challenges, the overall outlook for the nation and region's manufacturing industry and the cluster is optimistic. Analysts have witnessed what is termed "reshoring," or the return of manufacturing operations back to the U.S. Manufacturers are realizing that production in developing countries can introduce risks when the marketplace requires greater customization and faster turnarounds between design and production. Moreover, the vulnerability of intellectual property and increasing cost of wages and energy, especially in China, are erasing some of the cost advantages of producing overseas. As a result, more manufacturers are reinvesting and expanding operations in the U.S., which creates significant opportunities for metropolitan Chicago's economy.

<sup>4</sup> Hargrove, Thomas . "The Lost Decade: Cook County Loses 26% of Manufacturing Jobs." Chicago Sun Times, November 25, 2011. <http://tinyurl.com/83pp8fs>.

<sup>5</sup> Ibid.

Similar sentiments were shared at the recent manufacturing conference held in Chicago by Crain's Chicago Business in November, 2012. Heads of hundreds of firms from across metropolitan Chicago expressed optimism for the manufacturing industry and interest in sustaining the region's manufacturing cluster as a competitor in the global economy. Companies dismissed the notion of manufacturing as yesteryear's industry and instead agreed that it is a vital economic driver for the region today and into the future.

However, manufacturing will still face several challenges as it evolves in the 21st century. Perhaps one of the greatest challenges is the widening workforce gap. It is estimated that the Chicago region will lose up to 40 percent of its core manufacturing workforce to retirement as baby boomers continue to exit the workforce within the next 10 to 15 years. Attracting workers, especially the type of workers currently demanded by the manufacturing industry to fill this void, is a challenge. Today, manufacturers need highly-skilled workers that have an aptitude for computer-based machinery and current technology, as well as problem-solving, communication, and management skills. However, lingering negative perceptions of the "dirty factory" and a fear of being outsourced have discouraged talented students and workers from entering into manufacturing.

Other issues, such as the decline in innovation and lack of supportive resources, continue to be a problem for the manufacturing industry. Innovation is the process of conceiving and developing new products, processes, technology, and business models that result in goods and services that are faster, cheaper, and otherwise improved. Innovation is important for almost every segment of the economy, and it is vital for manufacturing. Although small manufacturers make up a significant proportion of the firms in Morton Grove, the near north submarket, the region, and the state, data reveals that most small and medium-sized manufacturers within the state generally conduct little to no research and development as they lack the resources and in-house expertise. Similarly, manufacturers need capital, support, and business management skills to help improve, streamline, and advance their firms.

In terms of real estate, the industrial market within both Morton Grove and the near north submarket shows signs of stability and growth. Vacancy rates were somewhat high in 2008-09 for Morton Grove but have decreased considerably since 2009. The near north submarket vacancy rates were slowly increasing from 2008 to 2011, but have shown a substantial decrease in vacancy since 2012. Morton Grove also started to experience positive net absorption rates in 2010, 2011, and 2012. Net absorption is the net change in the amount of occupied space in the market during a defined period of time. The near north industrial submarket experienced negative absorption up until recent years where it has started to experience positive absorption rates, indicating that industrial space is becoming increasingly occupied.



Representatives from industrial brokerage firms active in the Chicago market who were interviewed for this report are generally optimistic about the current state of the market. Since 2010, leasing and sales activity has increased though rents and sales prices are still lower than they were pre-recession. Brokers also agree that there is a need for more modern industrial space in the north industrial market.

Brokers, landlords, and businesses have expressed that Morton Grove industrial properties have a positive image, responsive municipal officials, good accessibility to highways, and generally fair to good infrastructure and buildings. Although some buildings are functionally obsolete, they are attractive for redevelopment due to their affordability and convenient location. Small and medium-sized companies who value locating in areas close to the homes of owners and employees will continue to locate in inner-ring communities such as Morton Grove. Real estate specialists predict there will continue to be demand for good quality, reasonably-priced buildings in these areas.

A large drawback for industrial landlords and tenants are high real estate taxes. Real estate experts anticipate that larger manufacturing and wholesale firms are likely to consider establishing or relocating to Lake County, as Lake County has lower assessment rates for industrial property than Cook County. However, Cook County does provide a real estate tax incentive to encourage industrial growth called Class 6b. Under this program, qualifying industrial properties that undergo development, redevelopment, or rehabilitation are eligible to be assessed at 10 percent of market value for 10 years, starting on the date of completed construction, rehabilitation, or re-occupancy. Unless this incentive is renewed, the properties would then be assessed at 15 percent of market value in the 11th year, 20 percent in the 12th year, and then in the 13th year begin to be assessed at the traditional 25 percent of market value. The assessment reduction over the 12 year period results in significant tax savings compared to the normal 25 percent rate. The Class 6b classification has not been utilized in Morton Grove but has been used in Niles, Skokie, and Lincolnwood as shown on **Map 7**.







# Utilities

## Energy Consumption and Greenhouse Gas Emissions

The age and condition of the industrial spaces in Morton Grove impact its energy usage and associated greenhouse gas emissions. As shown on the following table, industrial and commercial properties accounted for approximately 66 percent of the Village's 277 million kilowatts of electrical consumption in 2007. Comparatively, Cook County's industrial and commercial properties accounted for 71 percent of the total county electrical consumption. It is likely to assume that most of the energy consumption within the industrial and commercial property category is attributable to industrial uses as manufacturing tends to consume more energy than any other use.

Factors that impact the amount of electricity consumed include the size of the facility, the efficiency and use of air conditioning, lighting, and other appliances. At the same time, industrial and commercial uses account for 40 percent of the community's 15.3 million therms of natural gas consumption. The amount of natural gas consumed is often related to the building size, age, as well as efficiency of the building envelope, furnace, and water heater.

Building upgrades and energy efficiency improvements could positively impact energy consumption and Morton Grove's relatively high greenhouse gas emissions. The Village's greenhouse gas emissions per capita of 15.62 metric tons is higher than the Cook County's emissions per capita of 14.86 metric tons as illustrated in **Table 8**. Approximately 45 percent of the Village's greenhouse gas emissions are related to electricity, while 23 percent are attributable to natural gas, 24 percent to transportation, and 9 percent to other factors.

**Table 7. Electricity (kWh) and natural gas consumption (therms), 2007**

	Morton Grove		Cook County	
	Count	Percent	Count	Percent
Residential electricity consumption	77,445,467	34%	14,915,965,265	29%
Industrial/ commercial electricity consumption	150,215,388	66%	35,664,503,040	71%
Total electricity consumption	227,660,855	100%	50,580,468,305	100%
Residential natural gas consumption	9,121,456	60%	2,191,453,638	60%
Industrial/ commercial natural gas consumption	6,176,183	40%	1,442,823,862	40%
Total natural gas consumption	15,297,639	100%	3,634,277,500	100%

Source: Municipal Emissions Profile—Center for Neighborhood Technology.

**Table 8. Greenhouse gas emissions by sector, 2007**

	Morton Grove	Cook County
Electricity	44.6%	45.2%
Natural Gas	22.6%	24.6%
Transportation	24.2%	21.0%
Other	8.6%	9.2%
Emissions per capita	15.62 (MT CO2E*)	14.86 (MT CO2E*)

\* Metric Tons.

Source: Municipal Emissions Profile—Center for Neighborhood Technology.

## Broadband

The industrial properties have fast broadband internet access, which is critical to their business operations. A review of the National Broadband Map shows that Morton Grove's industrial areas can access download speeds of at least 10 megabytes per second (mbps), with many areas containing speeds in excess of 100 mbps.<sup>6</sup> These speeds ensure that the Village's industrial areas meet the needs of many small, medium, and large businesses. In this regard, the Village is competitive with other industrial areas in the County and the region. Cook County's *Partnering for Prosperity: An Economic Growth Action Agenda for Cook County*, which was published in April 2013, found that "nearly all of Cook County (and the region) has broadband access of at least 10 Mbps, with some areas closer to 100 Mbps."<sup>7</sup>

## Transportation Infrastructure

### Roadways

Morton Grove industrial businesses generally utilize trucks over other freight carrier modes, and thereby utilize the local and regional road network. Within the southern industrial area, Waukegan Road, Caldwell Avenue, Dempster Street, and Oakton Street serve as the primary north-south and east-west arterial routes while Austin Avenue and Lehigh Avenue are collector roads that link local roads with the arterial roadways.

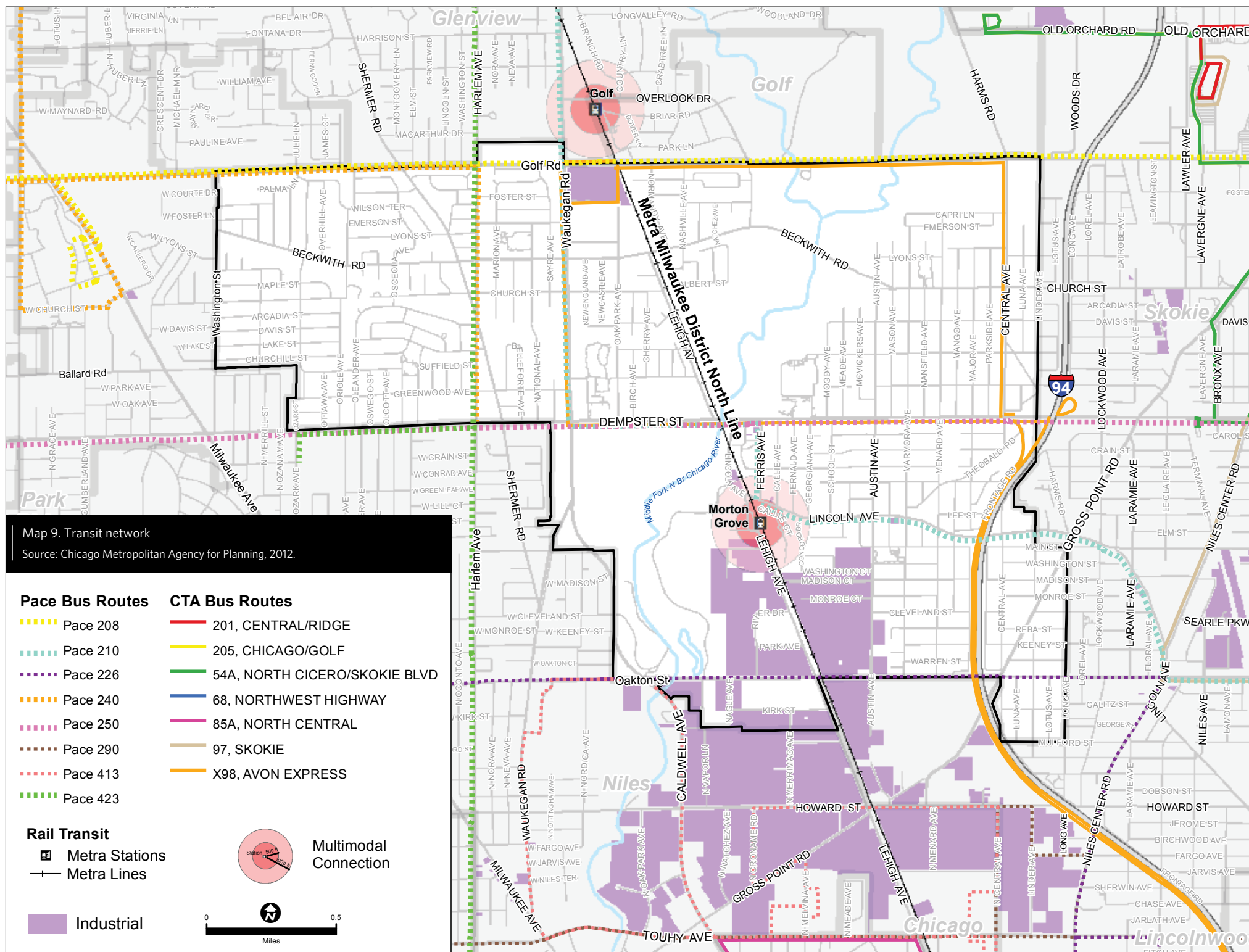
The industrial area enjoys convenient access to Interstate 94 (I-94), which is specifically beneficial for truck freight. In the southern industrial area, the expressway is accessed via Dempster Street and Touhy Avenue interchange. The Avon facility, which solely occupies the northern industrial area, likely utilizes Dempster Street access, as Golf Road does not directly connect to I-94. The Village of Morton Grove's code restricts truck traffic along Austin and Lehigh Avenues to roadway segments south of Main Street, making these areas part of the local truck routes as shown on **Map 8**. These restrictions encourage trucks to travel south and access I-94 via Touhy Avenue.

<sup>6</sup> National Broadband Map.  
<http://www.broadbandmap.gov>.

<sup>7</sup> Cook County Council of Economic Advisors.  
"Partnering for Prosperity: An Economic Growth Action Agenda for Cook County." April, 2013.  
<http://tinyurl.com/cnohzp8>.









## Public Transit

In addition to roads, Morton Grove's industrial areas are well served by a wide array of public transportation options, as illustrated on **Map 9**. The northern industrial area is well served by Pace routes: #208 Golf Road and #210 Lincoln Avenue as well as CTA Express 98 Bus (X98), which provides express service from the Irving Park Blue Line station to the Avon facility. CTA X98 service times correspond with shift changes and the bus stops directly on-site. Harborquest, a non-profit focused on matching low-income inner-city residents with job opportunities, partially funds the express service. Ridership on the CTA X98 route has declined by about 50 percent in recent years likely due to the closure of the former Avon facility on the north side of Golf Road in Glenview in 2010. In response to CTA's 2012 "Crowding Reduction Plan," a new agreement with reduced service was negotiated with Harborquest. Golf Metra Station in the Village of Golf, served by Metra's Milwaukee District North (MD-N) rail line, is also accessible to those in the northern industrial area. The rail line service connects Morton Grove with Union Station in downtown Chicago and with suburban destinations as far as Fox Lake.

The southern industrial area also has access to the Metra's Milwaukee District North (MD-N) rail line through the Morton Grove Station. Pace serves the southern industrial area with several bus routes running along major roads such as Lincoln Avenue (#210), Oakton Street (#226), and Niles South End Special (#413).

## Commute Patterns

Overall, the industrial areas' workers live in various locations across the region. Approximately 73 percent live in Cook County, with a third of the industrial areas workers traveling from Chicago. Around 4 percent live in Morton Grove and another 4 percent live in Skokie. Approximately 27 percent commute from municipalities beyond Cook County. As shown on the tables below, public transit ridership is relatively low and has experienced some decline. Data and stakeholder interviews suggest that most workers in the industrial areas drive alone to work, especially in the southern industrial area.

**Table 9. Metra ridership at Morton Grove and Golf Road stations**

Station	Ridership Measure	AM Peak	PM Peak	Other Times	Total
Morton Grove	Boardings	716	112	138	966
	Alightings	168	630	167	965
Golf Road	Boardings	177	82	56	315
	Alightings	105	116	65	286

Source: Regional Transit Asset Management System (RTAMS).

**Table 10. Weekday Bus Ridership, 2007 - 2012**

Bus Route	May-12	May-09	May-07
PACE			
208 Golf Road	2,323	2,280	2,461
210 Lincoln Avenue	341	398	445
226 Oakton Street	750	714	801
240 Dee Road	558	723	702
250 Dempster Street	3,085	2,893	3,152
413 Niles South End Special	61	63	74
423 Harlem Avenue	987	1,070	1,201
CTA			
Express 98 (X98)	142	334	306

Source: Regional Transportation Asset Management System (RTAMS).

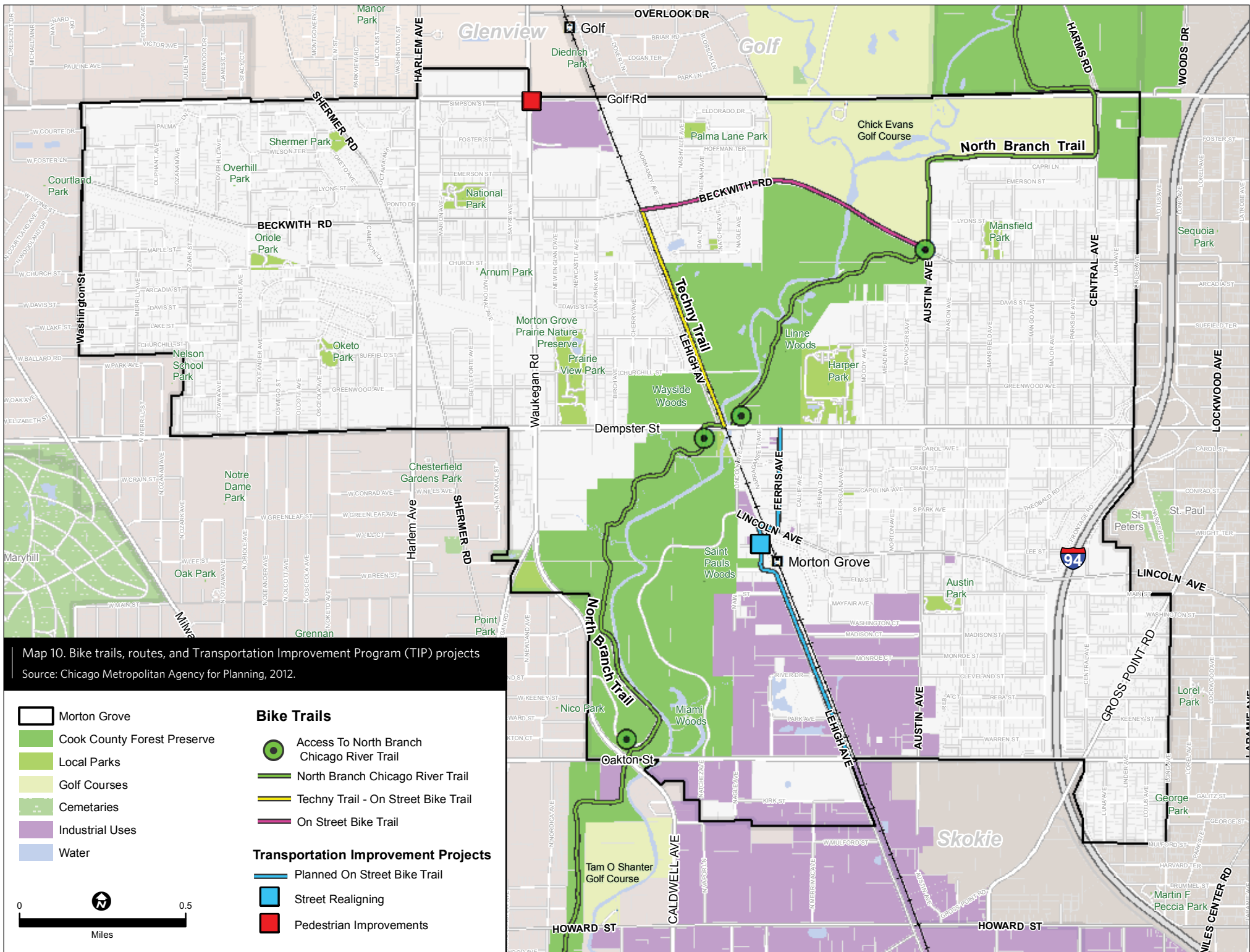


## Walking and Bicycling

The quality and completeness of the sidewalk system varies greatly throughout the northern and southern industrial areas. The northern industrial area has a complete pedestrian route from the Avon facility to the Golf Metra Station via sidewalks on Waukegan Road and Overlook Drive. The network to the south of Golf Metra Station is largely in good condition due to the streetscaping efforts of Morton Grove through the Waukegan Road tax increment financing district. Sidewalks varying in quality and size line Golf Road west of Waukegan Road, but are lacking on the east side of Waukegan Road. The 2010-15 Transportation Improvement Program (TIP) includes pedestrian upgrades to the Golf and Waukegan Roads intersection.

In the southern industrial area, roads such as Austin Avenue, Natchez Avenue and Nagle Avenue contain complete sidewalk networks. Oakton Street and River Drive have sidewalks on one side of the street, and Lehigh Avenue has at least one sidewalk on each side for its entire length. Many of the sidewalks along these streets are in poor condition, have missing segments, or are broken up by numerous driveways. Access for employees along Austin Avenue to the train station is circuitous, as there is no direct pedestrian route from these industrial properties west to the train station.

While no roads accessing the northern or southern industrial areas have bicycle facilities, the presence of routes nearby creates the potential for linkages to a wider bicycle network. The North Branch Trail, which passes through the nearby Miami Woods, parallels the North Branch of the Chicago River. To the south, this trail connects with Edgebrook and with the bike routes along Milwaukee Avenue and Easton Avenue. To the north, the trail connects with the Green Bay Trail that travels into Lake County. The North Branch of the Chicago River represents a barrier in connecting the North Branch Trail with the southern industrial area. Other on-street bicycle trails are located on sections of Lehigh Avenue and Beckwith Road as shown on **Map 10**. The 2010-2015 TIP includes the installation of bicycle lanes on Lehigh Avenue and Lincoln Avenue and Ferris Avenue from Oakton Street to Dempster Street







# GOALS AND RECOMMENDATIONS







Morton Grove's industrial areas will continue to be primarily used for manufacturing, wholesale trade, and other industrial and office uses. These areas will be active, competitive, and contribute to the economic strength of the community and region.

The overall recommendation of this plan to preserve the industrial uses was largely determined by the current and potential economic advantages that stem from industrial development and businesses. As noted in **Regional & Local Context**, the two industrial areas represent an employment and economic center for manufacturing and wholesale trade. Approximately 45 percent of all jobs in Morton Grove are in the manufacturing and wholesale trade industries and almost all of these jobs are concentrated in the industrial areas. Manufacturing and wholesale trade businesses also represent some of the largest businesses in the community.

In preserving the employment centers, the Village is also retaining a well-paid workforce. Manufacturing workers earn 25 percent more than the average regional earnings. It is estimated that the average earnings for the entertainment/retail industries (which include hourly wages, as well as employer contributions to employee pensions and insurance, and government social insurance) are approximately 24 to 41 percent of the average earnings for the manufacturing and wholesale trade industries in the near north submarket.

Attracting and preserving manufacturing jobs also supports other employment opportunities. Economists estimate that each manufacturing job creates between two and five additional jobs in related and unrelated industries. This “multiplier” effect is higher in manufacturing than in any other industry.

Furthermore, Morton Grove's industrial areas are suitable for industrial uses. Both areas are accessible and are decently buffered from adjacent uses. The adjacent uses tend to have “landlocked” the industrial areas and largely prevent outward expansion; stakeholders and residents support the preservation of industrial uses based on these well-defined boundaries. Growth can be accommodated in the southern industrial area via redevelopment and land acquisition if necessary. The northern industrial area meets the current needs of Avon, and the company has no plans to move out of Morton Grove. However, if the company does eventually leave Morton Grove, additional redevelopment options could be examined.

Morton Grove's industrial properties are faring well in the market and provide economic value to the community. Recent real estate analyses indicate that the area has been experiencing a relatively low vacancy rate of 5.8 percent, which is lower than the community's retail vacancy rate of 12 percent and the submarket's industrial vacancy rate of 9.2 percent. Industrial properties also have a higher Equalized Assessed Value (EAV) per square foot (\$14.58) than commercial properties (\$10.14) in Morton Grove.<sup>8</sup> Unlike retail properties, however, industrial properties do not produce sales tax revenues unless sales are occurring onsite.

<sup>8</sup> Calculation based upon 2011 EAV and CMAP land use data.

Brokers report that recreational tenants do tend to pay higher rents than other tenants in industrial buildings, as the recreational tenants often require improved heating and cooling systems and the space build-out is often more expensive. However, there is a limited amount of additional recreational tenants looking for space, and recreational users tend not to be as financially strong as industrial businesses.

The positive outlook for the manufacturing industry and cluster as detailed in the previous section provides further support for the preservation of the industrial uses. Manufacturing firms are beginning to “reshore” their operations and rely on skilled workers and advanced technology to outcompete cheaper global labor. Regional policy makers and manufacturers have expressed their commitment to the industry and its sustainability. Advanced manufacturing, which refers to the high-tech products and processes which have emerged in the past decade, is being championed as key to the region’s future.

The shift towards more skilled labor necessitates specific and in-depth training for tasks not traditionally associated within the field. The strong workforce development programs currently in place to serve Morton Grove can help the industrial areas keep up with the changing workforce demands and position the industrial areas for a strong manufacturing future.

The industrial areas can accommodate some future demand of entertainment, retail, and commercial uses as that demand arises. The current success of retail businesses within the industrial areas such as Menards and Fear City, as well as some of the athletic facilities in Niles, illustrate that some retail operations are in demand and can operate in the industrial environment. However, the economic strength of the current industrial industries, the positive outlook for manufacturing, and the lack of demand for more retail and commercial, suggests that entertainment, retail, and commercial uses should be considered secondary uses and the industrial uses should remain primary for the subject areas.

Specific goals that support the preservation of industrial uses by the major themes of economic growth, land use and development, and transportation are presented below. The balance of the section presents recommendations to achieve these goals and is divided into two parts: local recommendations and regional recommendations. Local recommendations can be undertaken and implemented under the Village’s jurisdiction. These recommendations are organized by the thematic goals of economic growth, land use and development, and transportation. Regional recommendations reinforce local efforts and require external and regional partnerships.

#### **Economic Growth:**

**Goal:** Local partnerships, resources, and plans will support and promote economic growth in the industrial areas.

#### **Land Use and Development:**

**Goal:** Land use and development within Morton Grove’s industrial areas will be appealing, functional, efficient, and contribute to the area’s competitive position within the industrial market.

#### **Transportation:**

**Goal:** The industrial areas will be supported by transportation infrastructure which will positively contribute to the industrial area’s value, operations, and appeal.



# Local Recommendations

The following presents local recommendations that can be undertaken and implemented under the Village's jurisdiction. Such recommendations generally include partnerships with the Chamber of Commerce, assistance from volunteer boards and commissions, contracting external consultants, and the involvement of in-house staff. Moreover, these recommendations are cost-effective. Their implementation requires limited financial commitment, and they are directly beneficial to the industrial businesses within Morton Grove. They are organized by the thematic goals of economic growth, land use and development, and transportation.

## Economic Growth

**Goal: Local partnerships, resources, and plans will support and promote economic growth in the industrial areas.**

The evolving manufacturing landscape has created new challenges for manufacturers. Topics of specific concern are the workforce skills gap and development, the need for continued manufacturing innovation, and the lack of access to capital and other resources. Industrial businesses and property owners in Cook County are also concerned with property taxes which, compared to other counties, are relatively high.

**Create partnerships with industrial businesses.**

*Short-term (0-3 years)/Ongoing.* Morton Grove currently has few long-standing relationships with existing businesses. The Village has recently undertaken several initiatives to develop and strengthen these relationships; the continuation of such initiatives is imperative. On a basic level, continued communication can provide an opportunity for both parties to identify problems, collaborate on solutions, and ultimately help support and retain these businesses. Such relationships can also transition into long-term public-private partnerships that will help business retention, expansion, and recruitment goals.

It is recommended that the Village staff and Morton Grove Economic Development Commission (EDC), possibly in partnership with the Chamber of Commerce, host periodic industrial business breakfasts. These events would allow for direct communications among the Village and the businesses as well as provide networking opportunities amongst businesses. In addition, the Village should develop a regular outreach plan which would include in-person meetings as well as phone and email communications with some of the legacy businesses within the industrial areas. The high attendance and success of the industrial business breakfast in July 2013 illustrates the need and interest for such interactions.

**Create partnerships with industrial real estate brokers.**

*Short-term (0-3 years)/Ongoing.* The Village should develop a partnership with industrial brokers to keep abreast of the industrial market and properties. The Village staff should try to schedule meetings with the brokers twice a year to provide updates on opportunities for redevelopment as well as vacancy and absorption rates, properties for sale, and recent transactions. In addition, brokers can also utilize this platform to discuss any other issues, challenges, or opportunities regarding development and properties within the industrial areas. Their information can help update the industrial properties inventory (discussed under **Land Use and Development**) and continue the discussion of Morton Grove's position in the larger industrial submarket.

**Encourage the local industrial businesses to create their own industrial business district association.**

*Short-term (0-3 years).* The objective of the industrial business district association (IBDA) would be to create a business-to-business networking group where businesses can discuss common challenges, develop partnerships, and/or formulate unified goals for their businesses.



The Village of Morton Grove can support businesses in the creation of a business district association, but the actual creation and long-term sustainability of such groups requires the local businesses to not only participate, but also lead the association. Traditionally, such associations will require a higher level of support to help them transition from inception to establishment. Village staff and Morton Grove EDC, with possible assistance from Chamber staff can help lead this transitory process. Given the amount of time needed upfront to launch such an effort it is expected that the Village would need to reallocate current staff from other projects and/or hire temporary staff to facilitate the creation of an IBDA, if the businesses are committed to such an endeavor.

Once the association is established and operational, the level of such support needed is typically reduced to attendance at meetings and serving as a liaison between the association and the Village

### Encourage the utilization of the Cook County Class 6b designation.

*Short-term (0-3 years).* Although the Cook County Class 6b tax incentive program has not been utilized in Morton Grove, it has been used in other areas of the near north submarket. This type of incentive could help businesses who want to improve or expand their buildings/businesses within Morton Grove versus seeking locations outside of Cook County, where taxes are much lower. According to the Cook County Assessor's office, the Class 6b program:

*"... is designed to encourage industrial development throughout Cook County by offering a real estate tax incentive for the development of new industrial facilities, the rehabilitation of existing industrial structures, and the industrial reutilization of abandoned buildings. The goal of Class 6b is to attract new industry, stimulate expansion and retention of existing industry and increase employment opportunities. Under the incentive provided by Class 6b, qualifying industrial real estate would be eligible for the Class 6b level of assessment from the date that new construction or substantial rehabilitation is completed and initially assessed or, in the case of abandoned property, from the date of substantial re-occupancy. Properties receiving Class 6b will be assessed at 10 percent of market value for the first 10 years, 15 percent in the 11th year and 20 percent in the 12th year. This constitutes a substantial reduction in the level of assessment and results in significant tax savings. In the absence of this incentive, industrial real estate would normally be assessed at 25 percent of its market value."*

The responsibility to apply for a Class 6b classification through Cook County is ultimately up to the property owner, however, the municipality must pass a resolution or ordinance which expressly states that it "supports and consents to the filing of a Class 6b Application and that it finds Class 6b necessary for development to occur on the subject site."<sup>9</sup> Guidance and information on the application and process is beneficial and would be best provided by Village staff.

<sup>9</sup> Cook County Assessor 6b Eligibility Bulletin.  
<http://tinyurl.com/nl4umaz>.



### Maintain awareness of regional initiatives that support manufacturing growth and development.

*Short-term (0-3 years/ongoing.)* Morton Grove's industrial areas are subject to policies and regional trends in manufacturing. It is recommended that a representative from the Village of Morton Grove (staff or EDC member) stay abreast of manufacturing issues and initiatives that are discussed in regional forums and report back to the Village.

An appropriate regional forum is CMAP's Economic Development Committee, which is currently focusing on manufacturing and the region's skills gap. The Committee frequently discusses and shares information on various manufacturing grants and projects to help spur manufacturing growth and development.

The Village staff, a representative of the suggested local IBDA, or an EDC member would be an appropriate representative for these regional discussions. Depending on the level of participation that can be provided by fellow partners, the successful long-term participation in regional initiatives may require reallocation of Village staff time and duties or additional Village staff.

### Create an industry resource center.

*Mid-term (4-7 years).* Morton Grove industrial businesses can benefit from a resource center for varying operational, workforce, business, financial, and property needs. This center could also strive to connect Morton Grove businesses with workforce development programs and providers, public financial and business programs, as well as consultants and non-profits in the area. Given the older industrial buildings stock, the center could also refer these businesses to other agencies that can help them improve their energy efficiency and utilization of renewable energy.

The creation and maintenance of a resource center would be best implemented through partnership between the Chamber, Village staff, and/or the proposed local IBDA. Depending on the level of support that could be provided by the Chamber or proposed IBDA, the successful creation and long-term implementation of the resource center would require additional or reallocated Village staff.

## Land Use and Development

**Goal:** Land use and development within Morton Grove's industrial areas will be appealing, functional, efficient, and contribute to the area's competitive position within the industrial market.

The value and competitiveness of Morton Grove's industrial areas are largely reflective of the areas' land uses and the quality and sustainability of the built environment. Actions and policies toward land use and development must promote growth in terms of redevelopment, improvements, expansion, and retention. Moreover, such actions and policies must be designed in such way to ensure that any required development review processes are streamlined to allow such developments to "break ground" as quickly as possible.

The industrial areas are inextricably tied to certain uses, such as the downtown and open space within the Forest Preserve District. Enhancing the appeal, utility, and activity of these uses can provide important amenities that can contribute to the retention and attraction of industrial businesses and development.

### Develop an industrial properties inventory.

*Short-term (0-3 years).* Relationships between industrial businesses, owners, and brokers along with data sources (Co-Star and Cook County assessor information) can assist the Village in the creation and maintenance of an industrial properties inventory. Through the inventory, the Village can classify and analyze properties based on condition, age, size, ownership, and when possible, the owner's future plans for the land. Such a tool could help identify opportunities for future redevelopment and business expansion.

The inventory should be established within a database as well as displayed visually on a map. Given the amount of time needed upfront for data collection, the Village would likely need to reallocate current staff from other projects, hire temporary staff, and/or make this a priority project for the Morton Grove EDC members. Once a baseline inventory is established, it should be updated on a biannual basis; updates could be done by Village staff with assistance from the Morton Grove EDC.

### Develop an industrial business directory database.

*Short-term (0-3 years).* In addition to a property and building inventory, it is important for the Village to create and maintain an industrial business directory. The directory would list all manufacturing and related businesses and provide base level information, such as address and industry classification, as well as employment size, workforce development needs, and product market. This information can be gathered through the annual business compliance certificates as well as through meetings, surveys, and phone calls with businesses. Given the limited staff resources, it is expected this work may require reallocation of current staff or hiring of additional temporary staff. Once created, the Village staff should regularly update and maintain the database.





### **Continue to refine Morton Grove's permit review/approval process and fee structure to encourage investment.**

*Short-term (0-3 years).* While this plan recommends a variety of regulatory changes, how regulations are implemented plays a role in creating a competitive industrial district. The length of time required from a project to progress from application to breaking ground is a key factor in businesses retention, expansion, and relocation. Therefore, the community should continue to explore opportunities to simplify the Village's existing development review and permitting process.

For example, under Morton Grove's current regulations, industrial applicants renovating or remodeling an existing structure are required to obtain an appearance certificate from the Appearance Commission.<sup>10</sup> A recommended modification to this process would be to omit the appearance certification on landscaping and screen improvements (including the landscaping recommendation above) as well as other minor remodeling improvements and allow administrative approval of these applications instead. Such streamlined processes are present in other communities. For example, the City of Blue Island adopted a permitting structure with its Uptown Transit Oriented Zoning District that only requires administrative approval for minor remodeling within the district.<sup>11</sup>

It should be noted that the Village has already pursued streamlining efforts. The new sign regulations adopted in 2010 allow some sign permits to be approved administratively, reducing the number of applicants who need to come before the Appearance Commission. In addition, the Village has recently adopted amendments to the zoning ordinance, improved the internal process for the development review, and the hired staff to process reviews and inspections in-house. These initiatives represent important steps in reducing time dedicated to permit review.

It should be noted that continuing to improve and streamline the permitting process should be a top priority for the Village, not only for the manufacturing and industrial businesses, but for all commercial uses throughout the Village.

<sup>10</sup> Section 12-16-2-C-1.

<sup>11</sup> Blue Island Uptown Transit-Oriented Zoning District. Adopted June 12, 2012. <http://tinyurl.com/a4e6vyt>.

Investigate and update zoning districts to ensure compatibility with adjacent uses and the optimality of desired businesses and associated growth.

*Mid-term (4-7 years).* The Village should conduct a comprehensive review of the zoning districts and codes to achieve the goals outlined in this plan as well as other plans. Upon full analysis, the Village should consider the merits and implications for code updates and revisions. Specific issues to be addressed in this review include:

- ***Potentially rezone parcels northwest of Washington Court and Austin Avenue.*** As shown on Map 2.3, currently the parcels northwest of Washington Court and Austin Avenue are zoned M2, the more flexible of the two manufacturing zoning districts. M2 permits a wide range of light manufacturing uses as well as warehousing, wholesaling operations, and related industrial services. Given the parcels' close proximity to residential uses and the minimal buffer between the two uses, it is recommended that the Village investigate the potential of rezoning these parcels to the more restrictive manufacturing district, M1, or other zoning districts that would be compatible with both the adjacent residential and manufacturing uses. A full analysis of the merits and implications of this type of zoning change can provide the Village with a more specific direction regarding this issue.
- ***Retention of commercial districts.*** It is recommended that the southern industrial area's commercial district, which is located just south of Oakton Street and west of Lehigh Avenue, should be retained. The area enjoys visibility and accessibility from both Oakton and Lehigh and is well buffered from adjacent industrial businesses. C-1, general commercial, is the area's current zoning, and it allows for the full range of retail and commercial uses. These uses support adjacent manufacturing businesses as well as the nearby residential areas. Stakeholder interviews revealed that industrial businesses enjoy the convenience of the Menards currently occupying the commercial district and patronize the store. The other vacant properties within this commercial area should capture future demand for commercial uses and development.

The Village should consider these recommendations and conduct a comprehensive review of the manufacturing and commercial districts' permitted uses and dimensional controls in relation to the existing property inventory, business directory, as well as market trends. Such an analysis will ensure that the code encourages the type of development needed to sustain the industrial areas. This effort will build off of the Village's recent approval of several zoning code text amendments that are aimed to help the Village become more business friendly. Given staff levels, the comprehensive review could be performed incrementally by in-house staff over the next several years. Alternatively, if the Board wants to make this a shorter-term priority, the Village could hire a consultant to perform the review and re-write of the zoning code and associated sections of the Unified Development Code (Title 12).

### Create a lively and accessible downtown.

*Ongoing/Long-term (8-10 years).* Continuing efforts to redevelop the commercial areas along Lincoln and Lehigh into a lively commercial and residential downtown district are advantageous for the industrial areas. Having a downtown district offering eateries, goods, services, and housing within walking distance of the industrial area is an amenity that can help retain and attract industrial businesses and talent. At the same time, industrial employees are potential customers to business and occupants for residences within the redevelopment area. The proximity between the southern industrial area and the proposed downtown area creates the basis for a natural symbiotic relationship between the two districts that is beneficial to the Village.

The Morton Grove EDC and/or Chamber can help explore marketing and promotional programs for future downtown businesses. For example, future downtown businesses could offer industrial employees discounts, special reward programs, or promotional events such as "Industrial Days" with discounted items, or other types of special programs.



### Enhance park and open space utility.

**Long-term (8-10 years).** The open space within the Forest Preserve can also be a valuable amenity to the industrial areas. Open space provides functional, aesthetic, and psychological relief from the concrete, impervious surfaces and hard edges found in industrial properties. Similar to the proposed downtown area, parks and open space can help retain and attract industrial businesses and talent. Employees can enjoy the benefits of parks and open space for recreation during their lunch and off work hours and also potentially use trails and pedestrian paths in their work commute.

The Forest Preserve District of Cook County is interested in increasing uses and activities within its system. As part of this outreach effort, the Forest Preserve District is already working in partnership with several communities to achieve this objective. The District has recently granted permits for sports and recreation leagues in designated areas, involved youth in restoration clean-up efforts, displayed local art and murals in underpasses, and implemented other efforts to increase interest and utility in their preserves. Despite past challenges, it is recommended that the Village continue its efforts to work with the District to enhance the utility of the open space through programming, volunteer efforts, and wellness events.

Equally important to the utility of the open space is its accessibility. As noted above, there are a number of key infrastructure gaps that reduce the ability to take advantage of St. Paul Woods and Miami Woods as an amenity for the industrial area. Network gaps occur on streets maintained by IDOT (Oakton Street) and Morton Grove (Lincoln Avenue, Lehigh Avenue, Natchez Avenue) along with Forest Preserve District land. Therefore, the Village will continue to encourage both IDOT and the Forest Preserve District to improve these connections, including the possibility of cost sharing on improvements where appropriate.

## Transportation

**Goal:** The industrial areas will be supported by transportation infrastructure that will positively contribute to the industrial area's value, operations, and appeal.

Swift and reliable freight is integral to today's manufacturing businesses. Morton Grove industrial businesses generally utilize trucks over other freight carrier modes, suggesting that local and regional truck and other freight transportation networks are important to the future of these industrial areas.

In addition to the movement of goods, manufacturers value the movement of people, specifically their employees. Single occupancy vehicles are the most frequent commute mode for the industrial areas' workers, especially in the southern industrial area. Decreased usage of automobiles and effective increases in multi-modal transportation alternatives can help reduce automobile congestion and expand access to a larger labor pool.

### Undertake a transportation needs assessment.

**Mid-term (4-7 years).** To understand employee travel behavior, business needs, and develop a framework to offer alternative transportation options, a transit needs assessment should be performed. Such an assessment should be undertaken through partnerships between Pace, the Village, the Chamber, the Morton Grove EDC, or the suggested local industrial business district association. The assessment would survey employees and businesses to identify transit needs and develop solutions for providing more diverse mobility options.

Depending on the level of support that can be provided by the entities named above, the completion of a transportation assessment could require the hiring of additional temporary staff or consultant for the assessment phases and reallocation of staff time or hiring of additional staff for long-term operation and implementation.



Improve and promote the transportation network.

*Long-term (8-10 years).* The needs assessment can reveal travel needs and patterns and may prompt discussions to change transportation behavior, services, infrastructure, and marketing to ultimately create a diverse transit network. The following are suggested improvements to be included in such discussions among transportation partners and the Village of Morton Grove, the Chamber, or the suggested local IBDA.

- **Modifications to existing routes.** Information from the assessment can help influence modifications to the existing CTA and Pace bus route structures and schedules. The needs assessment may help reveal alternative routes, services, and transportation options that can provide improved mobility to local Morton Grove workers, but on a scale that is efficient and economical.
- **Supporting infrastructure improvements.** The assessment process can also reveal the need for infrastructure improvements, such as sidewalks and bus shelters, which help provide connectivity and add appeal to various transportation options. Potential partners for this type of improvement would include the Northwest Municipal Conference, which provides funding for such improvements through their Surface Transportation Program (STP).
- **Vanpooling.** Pace's three distinct vanpooling programs (Traditional Vanpool, Employer Shuttle, and Metra Feeder) may also appropriately address the issues raised in the transportation needs assessment. The traditional vanpool is designed for 5-13 employees that live and work in similar areas and have similar schedules. In this program, one of the participants is a primary driver of a Pace van and all riders pay low monthly fare which covers the van maintenance fares and associated expenses. In contrast, the Employer Shuttle allows vans to be leased to individual business or group of businesses for work-related passenger trips for a flat monthly fee. Finally, the Metra Feeder permits a Pace Van to be parked at a Metra Station near a work site, enabling 5-13 participants to easily connect from the Metra Station to their worksite with a purchase of a Metra monthly pass or 10-ride ticket as well as flat monthly fee. This program could be initiated through data collected from the assessment by the Chamber or the suggested local IBDA in partnership with Pace.

- **Ridesharing program.** A rideshare program matches employees with similar origin and designations and may also be a plausible and advantageous transportation improvement. The [PaceRideShare.com](https://www.pacerideshare.com) website provides a free matching service and can be promoted to businesses by the Chamber or the suggested local IBDA in partnership with Pace.
- **Car-sharing programs.** Car-sharing program such as I-GO and Zipcar may also be beneficial to the Morton Grove industrial areas and adjacent future downtown area. Such programs can be utilized by industrial businesses that have a limited need for a company car or visitors to industrial areas who need a convenient connection from a common location (such as a Metra station) to an individual business. This program could be facilitated by the individual businesses, the Morton Grove EDC, the Chamber and/or the suggested local IBDA.
- **Marketing.** Information gathered through the assessment can be used to tailor marketing campaigns for employers and employees interested in promoting non-automobile travel modes for local trips. This type of marketing could be facilitated by the individual businesses, the Chamber, and the suggested local IBDA.
- **Workforce housing needs.** A growing number of businesses across the region are seeking to expand the presence of workforce housing near their business location. The Chamber or the suggested local IBDA could work with businesses to understand the extent to which firms see a mismatch between job location and housing cost or location within the submarket. If housing availability is a concern, businesses, on behalf of their employees, can reach out to the Metropolitan Planning Council (MPC), which has assisted other communities on employer-assisted housing issues.

Depending on the level of support that can be provided by the Chamber, the Morton Grove EDC, and/or the suggested local IBDA, the successful implementation of the action items listed above may require allocation of additional resources by the Village, in the form of additional staff (temporary or full-time), reallocation of existing staff from other projects, and/or hiring of consultants.



## Regional Recommendations

Given the benefits of regional partnerships and activism, this plan also presents regional recommendations that are intended to help the Village achieve its vision of active and competitive industrial areas. In contrast to the local recommendations, these recommendations require inter-governmental initiatives that, while potentially beneficial to the Village and the industrial areas, are beyond the Village's control and purview. As such, the following recommendations should be supported and implemented by local, sub-regional, and regional partners. As one of the many regional partners, CMAP can contribute to some of the initiatives listed below. An implementation timeline is not specified for these actions as they are dependent on availability of county, state, or other agency funding and leadership. However, the Village will need to support and participate in the initiatives and programs presented below for them to be successful.

### **Develop a manufacturing business consortium with other industrial businesses and communities within the near north submarket.**

The formation of a manufacturing business consortium represents a series of partnerships throughout the submarket.

The objective of the consortium would be to efficiently and effectively represent the submarket within the greater Chicago region and provide leadership, guidance, and services within the submarket.

Below is an aggregated list of the consortium's potential services and functions.

- Providing informational and industry resources to businesses.
- Maintaining, strengthening, and promoting market workforce development.
- Educating and guiding all property owners into energy efficiency and renewable energy options.
- Participating in regional industrial initiatives.
- Comprehensively reviewing truck routes.

It is recommended that if such a consortium is developed and financed by the County, State, or other manufacturing-related agency, that a representative from the Village of Morton Grove should participate in this group. Such a representative could be sourced from the staff, Chamber, or the suggested local industrial business district association. Potential lead agencies and/or interested parties could include Cook County and the Northwest Municipal Conference, the council of government (COG) for the area. It is envisioned that the consortium would have a steering committee that can determine, develop, and establish the overall structure of the consortium, as well as where the four communities and their businesses would be represented. Potential structures could include creating a paid-membership consortium that would require businesses to gain entry into the consortium through a financial commitment. Membership-generated revenues along with other public funding sources can be utilized to fund the consortium's staff. Members can volunteer or be voted to serve on the board of directors, which would be the official decision-making body of the organization.

The Industrial Council of Nearwest Chicago (ICNC) is a great model for such an organization. The ICNC provides services to over 2,000 companies in Chicago's Near West Side. It is funded through membership fees and other sources which include the City of Chicago Department of Planning and Development, State of Illinois Department of Commerce and Economic Opportunity (DCEO), the Eleanor Foundation, Public Allies, and the Local Initiatives Support Corporation (LISC). Another potential model organization is the Golden Corridor Manufacturing Group (GCMG), which is a group of manufacturers along I-90 in the northwest region of the Chicago metropolitan area. It was established in 2009 to represent and organize manufacturing in the area. CMAP's LTA program is currently assisting GCMG in expanding and developing workforce development programs and resources.

### Creation of a Regional Industry Resource Center.

Industrial businesses within the near north submarket can also benefit from a regional resource center for varying operational, workforce, business, and financial needs. Similar to the local resource center suggested previously but with an expanded scope, this regional center would serve as a gateway to public financial and business programs including those offered by the DCEO, Cook County, and the federal government. In addition, this center could link businesses with the region's network of venture capital and private equity firms specialized in manufacturing, workforce development programs and providers, as well as consultants and non-profits in the area that can provide businesses with growth, innovation, productivity, supply chain management, and other related business concerns.

Several beneficial connections and resources can be found within the submarket's existing industrial businesses. Although the businesses are diverse, they likely have uncovered shared processes, technologies, and challenges which can help lead to innovation, efficiency, and advancement. For example an industrial business producing fabricated metals and another producing paper have varied outputs, but are likely to have comparable R&D stages in their processes and could potentially benefit from shared R&D resources that can lead to further innovation. Identifying and implementing such cross-industry application is economical and beneficial.

The recommended business consortium or a comparable partnership among local communities could ideally fulfill this role and provide such services for the entire near north submarket.

### Maintain and strengthen workforce development.

The robust and accessible workforce development programs available to Morton Grove and the submarket are among the area's greatest assets. Although these programs can help meet the ever-evolving skills and training needed by today's manufacturing businesses, they are not yet connected with major employers. A partnership amongst the chambers in the region or the suggested business consortium could take the lead to better coordinate these programs and provide key connections to major firms.

### Educate and support property owners in their efforts on energy efficiency and renewable energy options.

Many of the industrial buildings in Morton Grove and the rest of the near north submarket were built in the 1950s and 1970s. The older building stock represents an opportunity to help current occupants reduce energy consumption and costs, making the existing building stock and occupying businesses more competitive.

The proposed business consortium or a comparable partnership across municipalities can provide information, support, and help industrial businesses navigate through steps to improve their energy efficiency and utilization of renewable energy. Such steps are described below:

- **Performing an audit.** Audits are generally the first step in the path toward energy efficiency and can help building owners assess the energy and cost savings of potential improvements before any modifications are made, as well as identify funding opportunities. For industrial businesses, audits generally tend to look at lighting, operational systems, and the building to target opportunities for energy efficiency. Businesses can connect with representatives at the utility companies (ComEd and North Shore Gas) to identify appropriate companies to perform the audits and ensure incentive opportunities are appropriately paired to the work they recommend.



- **Implementing a retrofit.** The audit will identify energy conservation measures (ECMs) and applicable utility incentives programs. Examples of ECMs include lighting and fixture upgrades, installing occupancy controls, and building automation system upgrades. Because utility companies offer energy reduction incentive programs to meet state requirements and because these incentives change from year to year, ComEd and North Shore Gas companies would be the best source of information on incentives and programs for ECMs and other audit recommendations.
- **Integrating renewable energy.** Once buildings have reached their optimal energy efficiency level, owners can also look into integrating renewable energy infrastructure into their buildings. Such opportunities are most cost effective when installed after the building has reduced its energy consumption as much as possible, ensuring the renewable energy upgrade is not oversized for the building's needs. An example of such an opportunity includes the installation of passive solar panels that can be utilized to heat the building's water supply. In addition to or independent from infrastructure installations, industrial property owners may also be interested in purchasing renewable energy sources or green power. Interested businesses can check for resources listed on the Database of State Incentives for Renewable and Efficiency (DSIRE) website.<sup>12</sup> The state-level elected officials are a good resource to assist with such programs.

- **Evaluating the implementation of combined heat and power (CHP) systems.** Large manufacturing businesses should discuss the prevalence of CHP systems and the feasibility of their installation. CHP systems can only be feasibly implemented at mega-facilities such as hospitals, universities, or large manufacturing plants that can both afford the cost of their own power generation but also have the demand to consume what is produced. Where feasible, the CHP does provide significant energy efficiency benefits. Traditional power plants emit waste heat to the natural environment through measures such as cooling towers during the electrical generation process. In contrast, CHP systems capture and utilize the thermal energy during the electrical generation process, thereby generating electricity and thermal energy from one fuel source. Additionally, CHP cogeneration systems tend to occur on-site instead of at a remote power plant where electricity has to travel long distances over transmission lines. Up to two-thirds of the energy produced in a utility can be lost in the distribution to the end use; onsite energy production further maximizes energy efficiency.

<sup>12</sup> Database of State Incentives for Renewable and Efficiency (DSIRE) [www.dsireusa.org/](http://www.dsireusa.org/).



### Comprehensively review truck routes.

Morton Grove and the other communities within the near north industrial submarket have created truck routes, whether by explicitly naming particular road segments as appropriate for trucks or by prohibiting truck usage of certain roads. Given the varied identification of truck routes, identifying, visually displaying, and understanding these routes and their connections to one another is challenging. Consequently, the business consortium or a comparable partnership should assess the currently established truck routes and create a cohesive, comprehensive, well-marked network of truck routes and connections.

This initiative should be performed in conjunction with the Illinois Department of Transportation and Cook County. Cook County's Partnering for Prosperity: An Economic Growth Action Agenda for Cook County report emphasizes the importance of maintaining a complete network and recommends that the County establish a "Director of Freight Services" who could undertake projects such as "collaborations with municipalities to optimize the County's truck routes."<sup>13</sup>

### Participate in regional industrial initiatives.

Industrial businesses within Morton Grove and the near north submarket are impacted by regional freight infrastructure issues. CMAP's GO TO 2040 comprehensive regional plan and the recently released Freight Cluster Drill-Down report conclude that freight is not only important to the region, but that freight demand will substantially increase over the next 20 years. To address such issues collaboratively, GO TO 2040 recommends exploring the establishment of a governance structure, such as a Freight Authority, to identify freight mobility issues, guide investments, and advocate on behalf of the region.

CMAP has established a Regional Freight Leadership Task Force (Freight Task Force) which includes public, private, and other civic stakeholders involved in freight and its infrastructure. The Freight Task Force analyzes potential solutions to the complex issues of collaboration between freight stakeholders, governance and the need for revenue to support the development of the freight mobility system in the Chicago metropolitan area, and provide a recommendation to the CMAP Board on further steps.

Attention to the outcome and recommendations from the Freight Task Force could be helpful for those communities in the near north submarket. A leader within the suggested business consortium should review and report to the consortium key ideas from the Freight Task Force.

<sup>13</sup> Cook County Council of Economic Advisors. (April, 2013). Partnering for Prosperity: An Economic Growth Action Agenda for Cook County. <http://tinyurl.com/cnohzp8>.



Participation in regional initiatives may also provide opportunities for further synergy and growth. For example, the University of Illinois, the Illinois Science and Technology Collation, industry leaders, and other stakeholders were recently awarded funding for UI Labs, a digital-manufacturing technology research center to be located in Chicago. The funding was part of the National Network for Manufacturing Innovation, an initiative to establish three new manufacturing innovation institutes with a federal commitment of \$200 million across several federal agencies. The near north submarket could benefit from such regional development.



# MOVING FORWARD WITH LOCAL RECOMMENDATIONS





Each local plan recommendation has a suggested implementation timeframe: short-term (0-3 years), mid-term (4-7 years), long-term (8-10 years), ongoing, or a combination of these. The timeframes were dictated by priority, current and anticipated resources, and the timeliness of local initiatives. The following tables outline the recommendations based on their suggested timeframes. The Village may seek to change the priorities, over time, based on changes in market trends, staff levels, or availability of support from the Chamber of Commerce and the local business community.



**Table 11. Short-term recommendations (0-3 years)**

Recommendation	Subsection	Lead*	Partners*	Action Steps	Requirement of Village Staff Resources
Create partnerships with industrial businesses.	Economic Growth	MG staff and EDC	COC; Local industrial businesses and property owners	<ul style="list-style-type: none"> <li>- Hold regular business breakfasts.</li> <li>- Contact and visit key industrial businesses on a routine basis.</li> </ul>	Requires limited allocation of Village staff time and duties.
Create partnerships with industrial real estate brokers.	Economic Growth	MG staff	Local industrial real estate brokers	<ul style="list-style-type: none"> <li>- Hold regular meetings with brokers.</li> <li>- Record and track brokers' feedback regarding market conditions.</li> </ul>	Requires limited allocation of Village staff time and duties
Encourage the local industrial businesses to create their own industrial business district association.	Economic Growth	MG staff and EDC	Local industrial business; COC	<ul style="list-style-type: none"> <li>- Facilitate establishment of IBDA.</li> <li>- Serve as a liaison between IBDA and community.</li> </ul>	Dependent upon level of assistance by COC or EDC; this would require more significant allocation of Village staff time and duties or hiring of temporary staff.
Encourage the utilization of the Cook County Class 6b designation.	Economic Growth	MG staff	Local industrial property owners	<ul style="list-style-type: none"> <li>- Provide information on Class 6b to property owners.</li> <li>- Guide application process to achieve Class 6b status.</li> </ul>	Requires limited allocation of Village staff time and duties, as needed, when applications are filed.
Maintain awareness of regional initiatives that support manufacturing growth and development.	Economic Growth	MG staff, MG EDC representative or IBDA (if formed)	CMAP	<ul style="list-style-type: none"> <li>- Determine appropriate representative for the Village</li> <li>- Participate and review regional discussions and documents.</li> </ul>	Dependent upon level of participation by EDC representative, and/or IBDA (if formed); may require some reallocation of Village staff time and duties or hiring additional staff.
Develop an industrial properties inventory.	Land Use and Development	MG staff and EDC	Local industrial businesses, property owners, and brokers.	<ul style="list-style-type: none"> <li>- Gather data through CoStar and assessor's office and partners.</li> <li>- Develop database and project it on a map.</li> <li>- Periodically maintain and revise database.</li> </ul>	Initial development would require significant reallocation of staff time, hiring of temporary staff, and/or involvement from EDC. Maintenance requires limited allocation of Village staff time and duties, with assistance from EDC.
Develop an industrial business directory database.	Land Use and Development	MG staff	Local industrial businesses	<ul style="list-style-type: none"> <li>- Gather data through compliance certificates, meetings, surveys, and phone calls.</li> <li>- Periodically maintain and revise database.</li> </ul>	Initial development requires reallocation of Village staff time or hiring of temporary staff. Maintenance requires limited allocation of Village staff time and duties.
Continue to refine Morton Grove's permit review/approval process and fee structure to encourage investment.	Land Use and Development	MG staff	IBDA	<ul style="list-style-type: none"> <li>- Evaluate current approval process and fee structure</li> <li>- Discuss modifications to process and structure to encourage investment.</li> </ul>	Requires some allocation of Village staff time and duties.

\*MG - Morton Grove; COC - Morton Grove Chamber of Commerce; EDC - Morton Grove Economic Development Commission; IBDA - Industrial Business District Association (proposed); CMAP - Chicago Metropolitan Agency for Planning.



**Table 12. Mid-term recommendations (4-7 years)**

Recommendation	Subsection	Lead*	Partners*	Action Steps	Requirement of Village Staff Resources
Create an industry resource center.	Economic Growth	MG staff, COC, and/or IBDA (if formed)	Public, private, and nonprofit consultants and partners	<ul style="list-style-type: none"> <li>- Determine center's scope of services.</li> <li>- Identify appropriate partners within the designated scope of services.</li> </ul>	Dependent upon level of participation by COC staff, or IBDA (if formed); may require reallocation of Village staff time and duties or additional staff.
Investigate and update zoning districts to ensure compatibility with adjacent uses and the optimality of desired businesses and associated growth.	Land Use and Development	MG staff	Local businesses, and property owners	<ul style="list-style-type: none"> <li>- Review zoning code</li> <li>- Evaluate and modify code as needed</li> </ul>	Requires significant reallocation of Village staff time and duties or funding for a consultant.
Undertake a transportation needs assessment.	Transportation	MG staff, Pace, EDC, COC, or IBDA (if formed)	Local industrial businesses and other key stakeholders	<ul style="list-style-type: none"> <li>- Village can help hold initial meeting with interested parties to identify the lead for assessment</li> <li>- Lead will facilitate assessment process</li> </ul>	Dependent upon level of participation by Pace, COC, EDC, and/or IBDA (if formed); may require hiring of additional temporary staff or consultant to conduct assessment and reallocation of staff time or hiring of additional staff for long-term operation and implementation.

\*MG- Morton Grove; COC - Morton Grove Chamber of Commerce; EDC - Morton Grove Economic Development Commission; IBDA - Industrial Business District Association (proposed).

**Table 13. Long-term recommendations (8-10 years)**

Recommendation	Subsection	Lead*	Partners*	Action Steps	Requirement of Village Staff Resources
Create a lively and accessible downtown.	Land Use and Development	MG staff	Private developers, local industrial businesses, COC; EDC	<ul style="list-style-type: none"> <li>- Continue to implement plans for a vibrant and accessible downtown</li> <li>- Chamber develop promotional programs for downtown</li> </ul>	Requires continued allocation of Village staff time and duties.
Enhance and promote park and open space utility	Land Use and Development	MG staff	FPDCC and IDOT	<ul style="list-style-type: none"> <li>- Develop programming, volunteer efforts, and events to increase awareness and utility</li> <li>- Identify accessibility barriers</li> <li>- Develop steps to minimize accessibility barriers</li> </ul>	Requires allocation of Village staff time and duties and participation by FPDCC and IDOT.
Improve and promote transit network	Transportation	MG staff, EDC, COC, and/or IBDA (if formed)	Industrial businesses, Pace, NWMC, and other transportation partners	<ul style="list-style-type: none"> <li>- Assess findings from transportation needs assessment</li> <li>- Evaluate the potential transportation improvements to address issues</li> </ul>	Dependent upon level of participation by COC, IBDA (if formed) and EDC, may require reallocation of staff time and duties, additional temporary staff and/or consultant.

\*MG - Morton Grove; COC - Morton Grove Chamber of Commerce; EDC - Morton Grove Economic Development Commission; IBDA - Industrial Business District Association (proposed); FPDCC - Forest Preserve of Cook County; IDOT - Illinois Department of Transportation; NWMC - Northwest Municipal Conference.



# APPENDICES





# Appendix A

## Project Outreach Strategy

### Introduction

The Village of Morton Grove was awarded a technical assistance grant to develop an industrial areas subarea plan from the Chicago Metropolitan Agency for Planning's (CMAP) Local Technical Assistance (LTA) program. A significant feature of CMAP's LTA program is the commitment to broad-based public involvement. The local planning projects that result from the program's competitive application process are strengthened by the engagement of residents, business owners, and other local stakeholders. In particular, the LTA program focuses on both reaching and involving individuals that are traditionally harder to reach and underrepresented in planning processes, including low-income persons, minorities, non-English speaking persons, and persons with disabilities. This appendix provides a summary of the steps taken to engage the Morton Grove community in the planning process.

The Morton Grove Industrial Areas Plan was guided by a steering committee, composed of representatives from the Plan Commission/Zoning Board of Appeals. The Steering Committee advised and confirmed the outreach strategy and worked as a sounding board to assist Village and CMAP staff throughout the process.

### Developing a Public Engagement Strategy

The LTA program strives to formulate a public engagement approach that is tailored to each LTA community. This way, both CMAP and Village staff can set outreach goals for the project and keep track of the effectiveness of various strategies to determine what is replicable for future public engagement. This approach is captured in a document called a "project outreach strategy" (PROUST), which describes outreach goals and activities as they align with the steps of the project scope. The PROUST is a malleable document that can and should be updated throughout the project according to which methods are effective and which target groups require further outreach efforts.

For the Village of Morton Grove, this PROUST document was supported by background research and initial conversations with the Village staff and other key stakeholders. The initial steps in developing the public engagement strategy for Morton Grove were: to begin building a comprehensive list of the key stakeholders to involve in the planning process to find out what types of public participation had occurred in the Village prior to this project (see **Figure 1** for a relevant worksheet); to learn more about the demographics of the community; and (see **Figure 2** for a relevant worksheet).

From this background research, the initial direction of the PROUST was devised, establishing an overarching goal that the project's public outreach would draw from a wide variety of people with different understandings of and preferences about the future of the community. Based on Village goals for the plan, the team felt it was important to reach industrial area businesses property owners, as well as residents. Supplementary outreach included but was not limited to: real estate brokers, market experts, and workforce development providers.



## How Public Input Helped Shape this Plan

Developing and executing a PROUST helps to ensure that the plan itself serves as a guide that truly reflects the community's desires. There were many instances throughout the public engagement process where staff took into account stakeholders' feedback and developed strategies to address these concerns.

CMAF staff employed various engagement efforts to receive public opinions and feedback. Face-to-face communication consistently proved to be one of the most successful ways to gather input and identify key strengths and weaknesses for the Morton Grove Industrial Areas Plan.

A few central themes were consistently brought up through conversations with stakeholders. Representatives of public and private organizations and businesses voiced the need for industrial redevelopment and infrastructure maintenance in order to keep and attract new businesses and increase employment and tax revenue for the community. Key considerations of the Plan include recommendations for optimal land use; industrial development and redevelopment; and industrial business attraction, retention, and growth.

Another common theme heard was related to transportation and the community's accessibility to major transportation modes, including the Morton Grove Metra Station, Pace, and close proximity to the interstate system. The Plan makes a number of recommendations to support existing infrastructure uses and its development. Public opinions and feedback—discussed both during interviews and at workshops—shaped each section of the Plan and are reflected in the policies put forth.

## Lessons Learned

The Village of Morton Grove strives to maintain a balance between the mixed population of residents and businesses owners in the community. To develop an inclusive plan that serves the needs of all stakeholders, it was important for the planning process to bring both groups into the planning conversation. To do this, Village staff and CMAF worked to disseminate information about public workshops and meetings by posting meeting information at high traffic locations and tapping into community and web-based resources.

The project team found that direct, personal contact and traditional methods of communication such as telephone calls and mailers proved to be more successful in reaching key stakeholders and business owners. Additionally, it was found that developing partnerships between intergovernmental departments, agencies and organizations and jointly reaching out to the community is an effective way of drawing attention to the plan and gaining attendance at public meetings. Therefore, it is recommended that the Village of Morton Grove and key organizations continue to formulate a working relationship with key community leaders, business owners, and residents for future planning processes.



## Outreach

There were several means of communication and project awareness throughout the development of the plan: posters and postcards, face-to-face outreach, and web-based communications and email updates and reminders. In advance of the public meetings, CMAP staff placed posters and postcards at highly visible locations throughout the Village including: Kappy's Pancake House; St. Martha's Church, and Morton Grove Park District, Public Library, and Village Hall.

People receive information in a variety of ways; to broaden outreach efforts both traditional news media and web-based media were applied in this project. The outreach team, consisting of the Village of Morton Grove and CMAP staff, sent media advisories, emailed letters to local business and property owners, and utilized social media to introduce the project, receive input, and to promote and remind people of upcoming events.

CMAP staff developed and maintained a project web page ([www.cmap.illinois.gov/morton-grove](http://www.cmap.illinois.gov/morton-grove)) for the Morton Grove Industrials Areas Plan where stakeholders could find detailed information about the project and upcoming events. The Village placed information about upcoming meetings on their Village website, Facebook page, cable access channel, and sent an electronic email and newsletter blasts to their industrial business and property owner contact list. Other Facebook pages were utilized in posting information about upcoming meetings including: Patch.com, Morton Grove Library, Chamber of Commerce, Morton Grove Community Relations, Kappy's Pancake House, and the Morton Grove Farmer's Market page.

In an effort to keep participants informed of project updates, email addresses were captured at each public meeting. These email addresses were added to the Plan's master database of contacts at the end of each meeting so that participants would continue to receive project updates.

## Public Engagement and Results

The planning process for the Morton Grove Industrial Areas Plan included interviews with key stakeholders, meetings with the Executive Chamber of Commerce Board, Planning Commission/Zoning Board of Appeals, Advisory Commission on Aging, and two public workshops. Since the start of the community engagement process in May of 2012, over 166 residents and stakeholders have participated.

**Table A1. Public participation numbers**

Public Input Opportunity	Number of Participants
Village of Morton Grove Board of Trustees Meeting	7
Steering Committee meetings	7
Key Person Interviews	16
Morton Grove Chamber of Commerce and Industry Meeting	8
Advisory Commission on Aging Meeting	16
Kick-off Public Meeting	13
Industrial Areas Meeting and Networking Breakfast (2013)	55
Industrial Areas Meeting and Networking Breakfast (2014)	44

Source: Chicago Metropolitan Agency for Planning

### Village of Morton Grove Board of Trustees Meeting

CMAP met with the Village Board on February 13, 2012 to introduce the Industrial Areas Plan project. The purpose of the presentation was to introduce the project team, discuss the mission of CMAP, highlight the GO TO 2040 Plan, and review the scope of work for the Industrials Areas Plan.

### **Steering Committee Meetings**

The Village's Plan Commission/Zoning Board of Appeals serves as the Industrial Areas Plan's Steering Committee. The Steering Committee met multiple times throughout the planning process to provide feedback and direction on draft project deliverables.

The kick-off Steering Committee meeting was held on April 16, 2012 to introduce the steering committee members to the project and receive their input on issues and opportunities for the industrial areas. On April 17, 2013, the Steering Committee reviewed and provided feedback for the initial recommendations for the draft plan. They then met on May 19, 2014 to review and provide input on the draft Industrial Areas Plan. On August 18th, the Steering Committee took a final review of the document and recommended the plan to be adopted by the Board of Trustees.

### **Morton Grove Chamber of Commerce and Industry**

On June 6, 2012, CMAP staff met with a board and staff from the Morton Grove Chamber of Commerce at the Chamber's regular meeting. During this meeting, CMAP staff discussed the project and also discussed with the board and staff strengths, weaknesses, and an overall vision for the industrial areas.

### **North Shore Senior Center**

CMAP staff attended an event for seniors residing in the community at the Morton Grove Civic Center on June 12, 2012. At this event, CMAP passed out maps of the industrial areas and facilitated a conversation regarding the strengths, weaknesses, and vision for the industrial areas. The following list highlights comments and input received from participants.

#### ***Strengths:***

- The Village's assistance and willingness to work with existing or new industrial businesses
- Easy transportation access via major streets
- Close proximity to Eden Expressway

#### ***Weaknesses:***

- Aging buildings and weak infrastructure
- Impact of Cook County tax system compared to neighboring communities

#### ***Vision:***

- Provide a stable tax base without demand for increased services
- Maintain commercial and industrial areas



### Key Person Interviews

In order to gain further insight into the issues and opportunities that exist for Morton Grove's industrial areas, CMAP staff and their partners Valerie S. Kretchmer Associates, Inc. and Chicago Jobs Council conducted interviews during the summer of 2012 with several key stakeholders throughout the community. Contact was made to every business in Morton Grove, along with several brokers, property owners, and workforce development administrators through phone calls, emails, and/or letters. Individuals or groups interested in participation represented a wide variety of interests and perspectives and provided keen insight into the industrial areas. Representatives from the following companies and different departments participated in the stakeholder interview process.

- American Landmark Properties, Ltd.
- Avon 14
- CBRE
- Colliers
- CTK Partners
- Elder Properties
- Fear City
- Jewish Vocational Services
- Newmark Knight and Frank
- Oakton Community College
- Regional WorkNet Center
- Sterling Properties
- Wright College
- Youth Job Center of Evanston

### Kick-off Public Meeting

On June 26, 2013 the first public workshop for the Morton Grove Industrial Areas Plan was held at the Village of Morton Grove American Legion Memorial Civic Center from 7:00 to 8:30 p.m. The meeting was intended to introduce the plan and planning process and gather input about issues and opportunities facing the industrial areas. Thirteen attendees consisting of residents, business owners, and community leaders provided their thoughts and concerns about the existing conditions and future vision of the industrial areas in Morton Grove through two activities.

### Keypad Polling

Participants responded to survey questions through an electronic, real-time anonymous survey tool called keypad polling to identify who was in the room (age, gender, etc.) and how familiar the participants were with the industrial areas in the community.

The majority of attendees identified themselves as male, white, residents who have lived in Morton Grove for over 20 years. Workshop participants indicated that are were familiar with the industrial areas in the community. Detailed results are shown in the following charts.

#### *What is your gender?*

Female	25%
Male	75%

#### *How old are you?*

19 or under	7%
20-34	7%
35-49	14%
50-64	43%
65-79	21%
80 or better	7%



***What is your ethnicity/race? (multiple choice)***

African American	7%
American Indian	0%
Asian American	7%
Hispanic	0%
Pacific Islander	0%
White	71%
Other/Prefer not to answer	14%

***Which of the following best represents you? (multiple choice)***

Residents	46%
Business owner	8%
Employed in the Village	8%
Both live and work in the Village	23%
Student	8%
Other	8%

***How long have you lived in Morton Grove?***

0-4 years	15%
5-10 years	8%
11-20 years	23%
Over 20 years	54%

***How familiar are you with the industrial areas in the community?***

Very familiar	25%
Familiar	33%
Unfamiliar	25%
Very unfamiliar	17%

**Discussion**

Participants were asked to individually answer a worksheet containing these six questions and collaboratively shared and discussed their responses in smaller groups. A group spokesperson was nominated to report back to the larger group on the most important issues discussed at each table. The following summarizes the top three results.

***1. What words or phrases come to mind when you think of the industrial areas? How do the areas currently contribute to Morton Grove? How do they complement the existing community character?***

- Provide opportunity for increased revenue and diversity in revenue sources
- Good source of employment
- Financially vital community

***2. What are some of the strengths of the industrial areas?***

- Bring employment and tax revenue to the community
- Green spaces and sustainability
- Location

***3. What are some of the weaknesses of the industrial areas?***

- Areas are landlocked with no further room for development
- Aging buildings and infrastructure
- Lack of parking for some businesses

***4. What is your vision or the future of Morton Grove?***

- To become an economically vibrant community
- To be known as a great community to work and raise a family
- A good mix of commercial, industrial, and residential properties



**5. How do the industrial areas fit within that vision?**

- Strength the tie between the industrial community and the rest of the Village
- Retain the character of the community
- Serve as an economic and employment base

**6. What are some possible improvements or strategies that can be implemented in industrial areas to help achieve that vision? (ex. signage, landscaping, greening, lighting, mobility, energy, water)**

- Landscaping maintenance
- More sustainable buildings
- Industrial areas remain in current designated areas and do not infringe on other adjacent uses

**Industrial Areas Meeting and Networking Breakfast (2013)**

In order to engage the larger manufacturing and business community in the Industrial Areas Plan, a meet and greet breakfast between local, regional, and state economic and business development partners and the Morton Grove manufacturing business community was held on July 11, 2013 from 8:30 to 10:30 a.m. The meeting was held at a vacant industrial property (8300 Lehigh Avenue) owned by the Village of Morton Grove. There were approximately 55 business owners, representatives, and staff in attendance.

The purpose of this meeting was for the manufacturing business community to meet the newly elected Mayor of Morton Grove, Daniel DiMaria, along with key staff and representatives from collaborating agencies and organizations—Village of Morton Grove, Morton Grove Chamber of Commerce, Chicago Metropolitan Agency for Planning, Illinois Department of Commerce and Economic Opportunity, and the Illinois Manufacturing Excellence Center—and learn about the various programs and services each group offers for business owners and their employees.

Another important objective of the meeting was to gather feedback on the opportunities and challenges the manufacturing business community believes exist as a means to better understand and address the needs of the manufacturing, production, and related business community in Morton Grove. The attendees had the opportunity to learn about the current state of the manufacturing district and hear about the proposed recommendations for the industrial areas.

### Industrial Areas Meeting and Networking Breakfast (2014)

Due to the strong interest and success of the industrial areas meeting in 2013, the Village of Morton Grove hosted the second annual Industrial Areas Meeting and Networking Breakfast on July 16, 2014 from 8:30 to 10:30 a.m. at the vacant industrial property (8300 Lehigh Avenue) owned by the Village. This meeting gave local stakeholders an opportunity to review and comment on the draft Industrial Areas Plan, learn about a newly launched Village program, and interact with fellow colleagues in the manufacturing community.

At the meeting, a CMAP representative delivered a brief introduction of the project and the local and regional goals and recommendations of the plan. Participants had the opportunity to share their input and ask Village and CMAP staff questions about the draft plan. Participants were encouraged to review the recommendations posters after the presentation and continue to provide input. There were approximately 44 business owners, representatives, and staff in attendance.

The recommendations posters were set up at Village Hall after the event for additional community review and input.

**Figure A1. Stakeholder analysis form**

#### STAKEHOLDER ANALYSIS

Identify potential stakeholder (individual or group)	Position regarding this plan (supportive, dissenting, etc.)	Potential Steering Committee member?	Candidate for other outreach?	Notes about resources	Contact person(s) & information
	_____	<input type="checkbox"/>	_____		
	_____	<input type="checkbox"/>	_____		
	_____	<input type="checkbox"/>	_____		
	_____	<input type="checkbox"/>	_____		
	_____	<input type="checkbox"/>	_____		
	_____	<input type="checkbox"/>	_____		
	_____	<input type="checkbox"/>	_____		

Adapted from the University of Wisconsin - Center for Land Use Education's Public Participation Plan, 2004



Figure A1. Public participation form

LTA OUTREACH COMMUNITY PARTICIPATION INFORMATION FORM	
COMMUNITY INFORMATION	
Community Name & Address: _____	
Main Contact/Title: _____	
Main Contact Email: _____	Phone /Fax: _____
Community Website: _____	Best time to contact: _____
INSTRUCTIONS	
<i>To provide a clear concept of your community and to allow Chicago Metropolitan Agency for Planning (CMAP) to assist with and/or generate a strong public participation process, please answer the following questions.</i>	
What are examples of community participation that have occurred to date and relate to this LTA project (and how was such feedback incorporated into your planning activities)?	
Please describe a typical public meeting in your community. What have been the previous successes and challenges while utilizing community participation in any planning process?	
Please describe your priority audience and any specific goals when presenting community plans:	
What tools do you utilize to collect community input for various community projects?	

1

What are the "hot button" topics that tend to galvanize the public and get people to events in your community?

Please describe your typical methods for advertising a community/public meeting:

Who is your media contact for press releases, and will we want to distribute in languages other than English?

Do the constituents in your community tend to be tech-savvy and computer-literate?

Should we post event information on your municipal website, and if so who is the IT contact person?

LOGISTICS:

Please list three ideal community locations for public meetings:

What are the AV capabilities – projector(s), screen(s) or blank walls, local access TV broadcasting of meetings?

When are the preferred days and times of day to hold a public meeting in your community?

Are there other community events scheduled in the coming months when we could partner?

When are the Planning Commission and Zoning Board meeting dates (or are they accurate on your website)?

2



## Appendix B

### Website Information

The Village of Morton Grove Industrial Areas Plan web page is:

<http://www.cmap.illinois.gov/programs-and-resources/ita/morton-grove>.

The web page contains project deliverables such as the existing conditions report, the recommendations memo, and the plan.

## List of Acronyms

<b>CHP</b>	Combined Heat and Power Systems
<b>CMAP</b>	Chicago Metropolitan Agency for Planning
<b>COC</b>	Morton Grove Chamber of Commerce
<b>COG</b>	Council of Governments
<b>DCEO</b>	Illinois Department of Commerce and Economic Opportunity
<b>EAV</b>	Equalized Assessed Value
<b>ECMs</b>	Energy Conservation Measures
<b>EDC</b>	Morton Grove Economic Development Commission
<b>FPDCC</b>	Forest Preserve District of Cook County
<b>GCMG</b>	Golden Corridor Manufacturing Group
<b>IBDA</b>	Industrial Business District Association
<b>ICNC</b>	Industrial Council of Nearwest Chicago
<b>IDES</b>	Illinois Department of Employment Security
<b>IDOT</b>	Illinois Department of Transportation
<b>LISC</b>	Local Initiatives Support Coalition
<b>LTA</b>	Local Technical Assistance
<b>LWIA</b>	Local Workforce Investment Area

CMAP is the region's official comprehensive planning organization. Its GO TO 2040 planning campaign is helping the region's seven counties and 284 communities to implement strategies that address transportation, housing, economic development, open space, the environment, and other quality of life issues. See [www.cmap.illinois.gov](http://www.cmap.illinois.gov) for more information.



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