

# Community

Recommendation: Target infill, infrastructure, and natural area investments

<b>Strategy:</b> Create a program to focus resources in Targeted Reinvestment Areas	
<b>Actor</b>	<b>Action</b>
CMAP	Work with partners, including local governments, Illinois Housing Development Authority (IHDA) and housing authorities, Illinois Department of Transportation (IDOT) and other transportation agencies, financial institutions, community development financial institutions (CDFIs), regional land banks, stormwater management agencies, and philanthropic, nonprofit, and civic organizations to specify criteria for designating mixed-use centers (including bus and rail transit station areas), disinvested areas, and employment and industrial centers as TRAs.
CMAP and partners	Adapt and integrate existing policies and programs within their respective organizations to direct technical assistance and funding toward areas designated as TRAs.
Local governments	Identify and propose to CMAP any areas within their boundaries that might fit TRA criteria, and CMAP will assess these proposals
CMAP	Direct funds such as the Congestion Mitigation and Air Quality Improvement (CMAQ) program, the Transportation Alternatives Program (TAP), and the Surface Transportation Program (STP), as well as technical assistance through Local Technical Assistance (LTA) toward qualifying TRAs.

<b>Strategy:</b> Protect agricultural and natural land through local planning processes	
<b>Actor</b>	<b>Action</b>
Local governments	Use the Conservation Areas local strategy map and the Key Agricultural Lands local strategy map, when available, to inform local planning and development efforts.
CMAP and partners	Quantify the agricultural system's contribution to the regional and local economies to better inform local economic development strategies, land use planning, and transportation investments.
CMAP	Refer to the Conservation Areas local strategy map to inform long-range transportation planning and programming.
Local governments	Adopt conservation-oriented development standards that avoid development of key natural areas and ensure long-term stewardship of natural areas and open space.
Local governments	Conduct detailed development site inventories of natural resources and first attempt to avoid, reduce, and then mitigate the natural resource impacts of development through actions such as protecting existing assets and conservation areas.
CMAP	Investigate conservation design practices that work best with agricultural activities.

<b>Strategy:</b> Plan for future development when approving near-term infrastructure and development proposals	
<b>Actor</b>	<b>Action</b>
Communities planning for future densities	Take added households and businesses into account when creating or renewing infrastructure.
Communities	Focus on whether a local development proposal is a transitional use (something likely to go away once the area develops) or a permanent use (something likely to remain in place even after development).
Local governments	Consider long-term goals when making infrastructure investment and development decisions and align zoning and building regulations to support these goals.

<b>Strategy:</b> Evaluate future infrastructure costs when considering development expansion	
<b>Actor</b>	<b>Action</b>
Local governments	Consider existing road, water, and wastewater infrastructure capacity in decisions about the intensity and extent of new development.
Local governments	Review and revise development standards with attention to long-term maintenance costs associated with different development patterns.
Local governments	Collect adequate taxes and fees per the findings of fiscal impact analyses to cover the cost of infrastructure and services over the lifespan of new development.
CMAP	Explore ways to encourage development standards that minimize long-term maintenance costs and consider incentives for such practices through existing transportation and infrastructure funding programs.

Recommendation: Invest in disinvested areas

**Strategy:** Identify new solutions and target existing resources in disinvested areas

**Actor**

CMAP and partners

Regional land banks

CMAP and partners

CMAP and partners

**Action**

Identify new regulatory, program, and incentive tools that would be beneficial to weak market areas in northeastern Illinois.

Work with CMAP and other partners to promote strategic investment in disinvested areas.

Align road, stormwater, public transit, and similar infrastructure investments to address the unique needs of disinvested areas.

Collaborate on technical assistance, funding, research, legislative, and other initiatives to provide a comprehensive set of solutions to catalyze growth in low market areas.

**Strategy:** Target assistance in rapidly changing areas to preserve affordability, quality of life, and community character

**Actor**

CMAP and partners

Local governments

**Action**

Identify disinvested areas experiencing rapid new development pressures and offer planning assistance.

Identify and implement policies and regulatory strategies to preserve affordability, quality of life, and community character.

**Strategy:** Create opportunity for low capacity communities to compete for infrastructure investments

**Actor**

Transportation funders

IDOT

IDOT

The Metropolitan Water Reclamation District (MWRD)

MWRD

County stormwater agencies

Municipalities

**Action**

Develop creative approaches to removing the financial barriers that prevent disinvested areas from accessing some transportation funding programs.

Expand its transportation development credit program to apply to federal aid projects and direct funding assistance to preliminary engineering for priority projects in disinvested areas.

Direct funding to preliminary engineering for priority projects identified in LTA or other planning studies for EDAs or low capacity communities

Continue offering matching funds to disinvested areas to support floodplain buyouts.

Explore prioritized stormwater management planning assistance to identify future capital projects in disinvested areas.

Explore opportunities to create programs that provide matching funds and planning assistance for capital needs in disinvested areas.

Those with disinvested areas should work with financial institutions to apply for low cost loans for broadband, sewer, and other infrastructure that qualifies under the Community Reinvestment Act (CRA).

**Strategy:** Build municipal, nonprofit, and private sector capacity to access funding and financial resources

**Actor**

CMAP and partners like the Federal Reserve Bank of Chicago

Local governments

Local governments

Community Development Commissions (CDCs), nonprofit housing developers, and larger municipalities

Foundations and advocacy groups

CMAP and partners

**Action**

Work to bring banks and lending institutions together with municipalities to ensure that weak market communities have access to capital and financial services that support economic development.

Build relationships with financial institutions to access the resources they provide under the CRA.

Build their expertise about available capital and financial resources, develop a plan to attract those resources, and help businesses and residents to apply for these resources.

Employ and cultivate smaller scale, minority and women-owned businesses to build their capacity.

Continue to explore grants and other funding opportunities to help small-scale developers bridge funding gaps.

Target technical assistance, trainings, and other assistance to municipalities in low income or low market areas.

mmunities

**Strategy:** Adapt the street and sidewalk to emerging developments in transportation

**Actor**

CMAP and partners

**Action**

Work with communities to pilow new approaches and establish strategies to support public transit and preserve vibrant, equitable, accessible, and walkable communities.

Recommendation: Support development of compact, walkable co

**Strategy:** Improve safety for all users in downtowns and main streets

**Actor**

Local governments and transportation agencies

**Action**

Pursue best practices and innovative tools to improve safety in downtowns and main streets.

**Strategy:** Actively manage parking

**Actor**

Local governments

**Action**

Reduce or eliminate minimum parking requirements, or set maximum parking limitations in some locations, such as near transit.

Local governments

Price on-street parking to manage demand in dense areas.

CMAP

Monitor the implementation of active parking management approaches around the region to understand trends, approaches, and outcomes.

Local governments, CMAP, and Metra

Analyze current and future parking supply and demand at rail transit stations to evaluate the potential for alternative land uses and parking allotments to enable transit oriented development (TOD).

**Strategy:** Plan for transit-supportive land uses

**Actor**

Municipalities and counties

**Action**

Update plans, zoning codes, and development regulations to require greater densities and mixed uses near rail stations and along high-priority bus corridors with a preference toward employment rich land uses.

Roadway agencies and municipalities

Require developers to consult with transit agencies to verify that proposed developments do not negatively affect existing or planned transit service, and consult directly with developers to ensure that development does not negatively affect bike or pedestrian networks.

Municipalities and counties

Prioritize capital projects that enhance pedestrian and bicycle access to rail and bus service.

Transit agencies

Strategically consider new transit investments, including bus and rail stops, which further the planning and development work of municipalities and counties.

CMAP and partners

Offer additional consideration when allocating federal funding sources such as CMAQ, TAP, and STP for jurisdictions that actively plan for densities to support transit service.

**Strategy:** Implement best practices in placemaking

**Actor**

Communities in the region

**Action**

Use best practices when undertaking their own placemaking efforts.

ocal housing supply with the types that residents want

**Strategy:** Create and disseminate best practices for promoting community consensus

**Actor**

Religious organizations, social service providers, and concerned residents

**Action**

Form local grassroots organizations that galvanize support for the development of a broader range of housing types.

Partners

Monitor the success of these nascent community consensus efforts and share lessons learned as those in other parts of the region embark on their own efforts.

**Strategy:** Align zoning, approval processes, building codes, and inspections to generate more housing options

**Actor**

Local governments

**Action**

Plan for future housing needs, and in doing so, considering how demographics and consumer preferences may create the need for a greater range of housing types. After establishing that housing vision, the local government should align local zoning, entitlements, and building code content and processes to promote that vision.

CMAP, the Metropolitan Mayors Caucus, and the Metropolitan Planning Council

Investigate prevalent local building code amendments and code enforcement processes that impede development of a range of housing types.

In partnership with the Metropolitan Mayors Caucus and the Metropolitan Planning Council

CMAP should help communities create local housing plans and align them with zoning, entitlement, and building code content and processes, including across jurisdictions when possible.

**Strategy:** Create accessible housing that meets the region's current and future demographics

Recommendation: Match regional and local	<b>Actor</b> Municipalities and counties	<b>Action</b> Plan for and permit housing types that increase the number of accessible and affordable units for seniors and people with disabilities, such as multi-family housing, mixed-use housing, transit oriented housing, accessory dwelling units, co-housing, and multi-generational housing.
	Local governments and civic organizations	Implement local efforts to improve the accessibility of existing units, such as home modification programs and home safety assessments.
	<b>Strategy:</b> Continue to improve the efficiency and effectiveness of housing subsidy programs	
	<b>Actor</b> Housing program managers	<b>Action</b> Continue improving their efficiency to make scarce funds go farther, including exploring opportunities to partner in meeting various administrative requirements, such as the development of consolidated plans, fair housing plans, and funding applications.
	Housing program managers	Coordinate funding priorities and selection criteria, such as the definition of "opportunity areas," to reduce duplication, simplify the application process, and better align funding decisions.
CMAP	Continue to provide technical assistance to such organizations in improving administrative efficiency as well as encouraging coordination with other funds to improve effectiveness.	
<b>Strategy:</b> Reform state and federal regulations that negatively affect development of diverse housing types		
<b>Actor</b> CMAP	<b>Action</b> Determine which aspects of federal regulations are the most substantial barriers to the pursuit of housing choice and promotion of compact, mixed-use housing in metropolitan Chicago and outline local, regional, state, and federal strategies to address these barriers.	
Recommendation: Improve natural resources through the redevelopment process	<b>Strategy:</b> Apply sustainable development practices to the redevelopment process	
	<b>Actor</b> Local governments	<b>Action</b> Revise zoning, building, energy, and stormwater regulations to ensure sustainable development practices are implemented through redevelopment, retrofits, and adaptive reuse of buildings and property.
	County stormwater agencies	Follow Cook and DuPage efforts and establish fee-in-lieu programs for detention and volume control for constrained infill sites to address existing flooding and water quality issues.
	<b>Strategy:</b> Address environmental challenges that disproportionately affect specific populations and disinvested areas	
	<b>Actor</b> CMAP and partners	<b>Action</b> Explore the impacts of high-priority issues -- such as climate change, water loss and pricing, repetitive flooding, brownfields, and air pollution -- on vulnerable populations and disinvested areas, while engaging affected populations to collaboratively develop and implement solutions.
CMAP and partners	Align green and gray infrastructure investments -- and planning efforts -- to address the unique needs of disinvested areas.	
<b>Strategy:</b> Increase community greening efforts and expand neighborhood parks		
<b>Actor</b> Local governments, park districts, and other partners	<b>Action</b> Expand and improve access to neighborhood parks and community gardens, particularly in EDAs.	
Local governments, park districts, and other partners	Incorporate green infrastructure and other green strategies into neighborhood parks, school yards and properties, corporate and office campuses, and other open lands to achieve multiple co-benefits.	
Local governments, park districts, and transportation agencies	Expand urban forestry efforts to protect existing trees and to increase and diversify the tree canopy.	
Local governments, transportation agencies, and landowners	Incorporate site-scale green infrastructure, trees, landscaping, etc. into non-park spaces, including street right of ways, parking lots, and private property.	
the region	<b>Strategy:</b> Develop new funding solutions to support the multijurisdictional nature of development and infrastructure	
	<b>Actor</b> State of Illinois and region	<b>Action</b> Evaluate and pursue revenue sources, infrastructure cost sharing, realignment of existing revenues, and tax policy shifts that take into account the multijurisdictional nature of retail, office, and industrial development.

Recommendation: Develop tax policies that strengthen communities and

**Strategy:** Modernize tax policies to sustain communities of all types.

**Actor**

State of Illinois

Cook County

State of Illinois

CMAP

State of Illinois

**Action**

Expand the sales tax base to additional services in a manner that helps communities create a more balanced land use mix, improves horizontal equity, minimizes economic distortions, and mitigates the cascading nature of sales taxes.

Phase out the property tax classification system to reduce commercial and industrial properties' current burden, which deters development and creates pressure for higher taxes overall.

Reform state revenue sharing disbursement criteria, taking into account multiple sources, to reduce wide divergences across municipalities, allow each municipality to support its own desired mix of land uses, and adapt to changing development patterns.

Coordinate with partners to promote tax policy changes to support better land use outcomes, including to conduct public education as well as legislative outreach.

Engage in fiscally sustainable practices to ensure a stable business climate and guarantee the reliability of state support to the region, including for local governments, transit agencies, and nonprofit service providers.

**Strategy:** Local governments should implement user fees

**Actor**

Local governments

Local governments

State of Illinois

Local governments

Local governments that face significant affordability barriers to full cost pricing of water, and other utilities

**Action**

Develop stormwater utility fees to assess the true cost of stormwater infrastructure and improve flood control infrastructure.

Implement user fees to fund transportation infrastructure improvements, such as local MFTs or fees to address freight needs.

Approve statute changes that allow non-home rule governments to impose additional types of user fees.

Assess infrastructure costs to calibrate fees and taxes on development, parking, water, sewer, and other needs, both to cover current expenses and to create stable funding for the long term.

Consider consolidating services with a neighboring community to reduce overall costs and provide options for low income residents.

**Strategy:** Increase the motor fuel tax and replace with a road usage charge.

**Actor**

State of Illinois

State of Illinois

Federal government

Federal government

**Action**

Increase the MFT by at least 15 cents per gallon and index the overall rate to an inflationary measure.

Begin necessary steps, including implementing pilot projects, to replace its MFT with a road usage charge of at least 2 cents per mile indexed to an inflationary measure.

Increase the federal gas tax rate, index it to an inflationary measure, and in the long-term replace it with a per-mile a road usage charge.

Work with states to develop a national solution to implementing road usage charges at the state level

o planning and development process

**Strategy:** Strengthen local and regional market feasibility in planning efforts

**Actor**

Local governments

Local governments

Local governments, business organizations, and other key partners

CMAP and partners such as the Urban Land Institute (ULI)

CMAP

**Action**

Incorporate market analysis into all planning processes, but particularly in developing comprehensive, strategic, and subarea plans and in considering economic development incentives.

Plan for markets that cross community boundaries, including partnering with jurisdictions within the same markets when developing economic development and land use plans.

Implement best practices for subregional economic development to better support markets-driven development, reduce costs, and implement local and regional goals.

Provide educational materials and training about market-feasible planning and development to local governments.

Provide subject matter expertise and technical assistance to communities that are collaborating to plan for subregional and regional markets.

**Strategy:** Incorporate long-term infrastructure costs into development and expansion decisions

Recommendation: Incorporate market and fiscal feasibility into	<b>Actor</b>	<b>Action</b>
	Local governments	Plan for infrastructure needs of the whole community through a capital improvement plan, including an assessment of the long-term maintenance costs generated by existing and planned developments.
	Local governments	Develop transportation, water infrastructure, and other asset management systems to fully implement performance-driven investment practices and make the best use of the region's limited resources.
	Partners and CMAP	Develop materials and trainings to help local governments understand how their land use choices affect local revenues.
	CMAP and partners	Assist with transportation data collection and asset management pilot projects, eventually expanding to a region-wide program.
	COGs and CMAP	Develop trainings to assist all of the region's local governments in implementing and improving asset management systems over the long term.
	Partners and CMAP	Research best practices and leverage its growing resources on age and condition of the region's infrastructure to develop methods for local governments to assess mid and long-term impacts of major or cumulative development processes.
	<b>Strategy:</b> Municipalities and counties should recoup the public costs of supporting new development	
	<b>Actor</b>	<b>Action</b>
	Partners such as ULI, Government Finance Officers Association, and others	Provide assistance to local jurisdictions in assessing the short and long-term fiscal impacts of development.
Municipalities and counties	Employ development-specific revenues to reduce public costs of new development.	
Local governments	Perform fiscal impact analysis to properly employ development-specific revenues and associated agreements.	
Local governments	Review their development ordinances to ensure that road, water, and other infrastructure requirements are appropriately scaled to support development and optimize long-term costs and needs.	
CMAP and partners such as ULI and the MMC	Provide materials on best practices in fiscal impact assessment and assessing costs in development approval processes.	
Align local economic development planning with regional goals	<b>Strategy:</b> Proactively coordinate local economic development efforts	
	<b>Actor</b>	<b>Action</b>
	Local governments	Implement best practices for subregional economic development to reduce costs and achieve broader economic goals.
	CMAP and partners like ULI and the Chicago Regional Growth Corporation (CRGC)	Research case studies and best practices for subregional coordination of economic development. Examples include non-compete agreements, joint economic development initiatives, infrastructure and service sharing, tax base sharing, boundary agreements, and other initiatives.
	CMAP and partners	Help municipal coalitions to plan for local economic development, focusing on sub-regions that have common planning needs and goals for business expansion, human capital, freight movement, and similar issues with strong relevance to the region's economy.
	CMAP	Help local governments to plan for and invest in multijurisdictional transportation investments that best support economic productivity.
	CMAP, MPC, counties, and COGs	Facilitate new partnerships between municipalities and develop materials illustrating the benefits of coordinating on shared economic development priorities.
	<b>Strategy:</b> Align incentives with local and regional goals, anticipated outcomes, and tradeoffs	
	<b>Actor</b>	<b>Action</b>
	Local governments	Establish criteria to ensure that economic development incentives fit with local and regional economic goals. The policies should maximize broad benefits and minimize the use of incentives that are only for fiscal gain to the community.
CMAP and partners such as ULI and MPC	Provide best practices and model economic development policies for communities.	
Local governments	Proactively establish economic development agreements with neighboring communities to reduce intraregional competition via incentives, and reduce public costs.	

Recommendation: All

State of Illinois and local governments

Enhance information on tax credits and incentives at all levels of government by providing data on these programs annually and frequently evaluating the expenditures and outcomes of incentive programs such as sales tax rebates, EDGE, TIF, property tax abatements, Enterprise Zones, and others.

State of Illinois

Incorporate regional priorities into its strategic economic development planning and provide only assistance or incentives that align with those plans.

**Strategy:** Enhance economic development expertise of municipal staff and officials

**Actor**

CMAP and partners such as ULI

**Action**

Provide tools to help local governments effectively use incentives, taking into account the full costs of related public services, initial infrastructure improvements, and future infrastructure maintenance.

Partners and CMAP

Provide guidance to local partners on best practices for zoning, permitting, development regulation, market analysis, tax incentives, and transportation funding that support economic productivity and reduce market barriers.

Partners, educational institutions, and CMAP

Establish regular trainings, networking events, and other resources to promote best practices on joint economic development initiatives, economic development planning, incentive policies, market analysis, business attraction and retention, and related topics.

CMAP and MMC

Explore partnerships like the Southern Illinois University Edwardsville team that leads the Illinois Basic Economic Development Course to create similar offerings tailored for staff and elected officials.