

CMAP



Cook County
Department of Planning
and Development within
the Bureau of Economic
Development

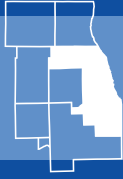


Planning for Progress

Cook County's Consolidated Plan
and Comprehensive Economic
Development Strategy, 2015-19

January 2015

Executive Summary



EXECUTIVE SUMMARY



OFFICE OF THE PRESIDENT
BOARD OF COMMISSIONERS OF COOK COUNTY
118 NORTH CLARK STREET
CHICAGO, ILLINOIS 60602
(312) 603-6400
TDD (312) 603-5255

TONI PRECKWINKLE
PRESIDENT

January 27, 2015

To the Key Stakeholders and Residents of Cook County,

On behalf of the Cook County Board of Commissioners, I am pleased to present ***Planning for Progress***, the County's five year plan to marshal existing funds, gather resources, and facilitate partnerships to meet housing, community, and economic development needs.

For the first time in Cook County's history, ***Planning for Progress*** unites two Federally-required strategic plans into a single action-oriented document, building upon the recommendations of our Council of Economic Advisors detailed in ***Partnering for Prosperity: An Economic Growth Action Agenda***.

Led by the Cook County Bureau of Economic Development and supported by the Chicago Metropolitan Agency for Planning (CMAP), ***Planning for Progress*** will guide the County's use of nearly \$300 million in estimated resources. The plan serves as a framework for targeting the County's resources for enhanced efficiency and impact. Over 2,000 individuals representing stakeholder groups and the public provided input throughout the planning process. ***Planning for Progress*** constitutes a paradigm shift in the Bureau's approach to planning and outreach addressing the following focus areas: Infrastructure and Public Facilities; Business and Workforce Development; Housing Development and Services; Non-Housing Services; and Planning/Administration.

I want to thank all of those who contributed to ***Planning for Progress*** and encourage you to remain involved as we proceed with implementation. For more information, please contact Jennifer Miller, Program Manager at 312-603-1072 or jennifer.miller@cookcountyil.gov.

Sincerely,

Toni Preckwinkle, President, Cook County Board of Commissioners





As the largest county in the state and the second largest in the nation, Cook County is a hub for residents and businesses. This size and scope affords the County access to many resources that positively impact the quality of life for residents, workers, and visitors.

Planning for Progress is the Cook County Department of Planning and Development's strategic plan to marshal existing funds, gather additional resources, and facilitate partnerships to meet future housing, community, and economic development needs.



Planning for Progress unites the federally required Consolidated Plan and Comprehensive Economic Development Strategy into one plan for the first time. A single plan will help the department efficiently and effectively coordinate over \$280 million in anticipated resources between 2015-19, including over \$70 million in estimated annual federal entitlement dollars.

Outreach over the past 15 months engaged more than 2,000 stakeholders in a dialogue about how to use those funds, including employers, developers, elected officials, non-profits, funders, and members of the public. The discussions allowed the department to coalesce a plan around the importance of economic development to all of its efforts, building off *Partnering for Prosperity: An economic growth action agenda for Cook County*.

The department's future activities can be grouped into five broad categories, with all strategies addressing a common thematic policy goal. Priorities will differ by geography. More affluent locations will be targets for affordable housing in locations most beneficial to communities and new residents. Distressed areas will be focus areas for economic, workforce, and service development. Infrastructure funding will knit these priorities together regardless of geography, with a particular focus on transit access.



To implement the plan, the department will pursue deeper relationships with the philanthropic community, seeking out assistance for targeted efforts, such as the development of a comprehensive referral system (e.g. 211/311) in Cook County. The department will move quickly to implement the policies of this plan through its annual funding process and build on this early success by devoting resources to advance other key priorities.

Planning for Progress policies and strategies

 <p>1. Infrastructure and Public Facilities</p>	Policy	Foster public infrastructure improvements that primarily serve as a support for other major priorities, including linking residents with jobs, encouraging economic development, and creating a County that is less auto-dependent.
	Strategies	<ul style="list-style-type: none"> 1.1 Prioritize multi-jurisdictional funding requests. 1.2 Coordinate multiple infrastructure improvements into single projects. 1.3 Prioritize projects and programs that help to address the jobs-housing disconnect, particularly within the south suburbs. 1.4 Target infrastructure projects and programs to economic development efforts. 1.5 Continue to support capital improvements for public facilities.
 <p>2. Business and Workforce Development</p>	Policy	Pursue policies and programs that create an environment for economic growth, particularly in Areas of Need.
	Strategies	<ul style="list-style-type: none"> 2.1 Continue to implement <i>Partnering for Prosperity</i>. 2.2 Support the current strengths of the workforce development system. 2.3 Fund the sustainability and expansion of sub-regional manufacturing intermediary approaches to workforce development. 2.4 Invest in increased on-the-job training and paid work experience programs. 2.5 Support workforce development activities with targeted supportive services. 2.6 Coordinate the use of key state and federal incentive programs in Cook County. 2.7 Strategically make use of the County's economic development tools. 2.8 Explore governance reforms that would encourage economic efficiency. 2.9 Support small business creation in Areas of Need. 2.10 Develop a Section 3, minority-owned business enterprise (MBE), and women-owned business enterprise (WBE) compliance system for all of Cook County. 2.11 Implement key regional projects and programs, including seeking EDA funding where appropriate.
 <p>3. Housing Development and Services</p>	Policy	Efforts to address the jobs-housing mismatch must include actions that increase the number of affordable housing opportunities in locations with good job access while maintaining the existing housing stock and providing related services in areas of the County where efforts will focus on increasing job opportunities.
	Strategies	<ul style="list-style-type: none"> 3.1 Preserve and create affordable housing in more affluent job- and transit-rich areas of Cook County. 3.2 Preserve the housing stock in disinvested areas of Cook County. 3.3 Prioritize projects and programs that link housing with employment. 3.4 Offer housing counseling as part of an integrated support system for residents. 3.5 Prioritize projects and programs that link with services. 3.6 Expand access to the County's supply of housing through tenant-based rental assistance. 3.7 Decrease housing barriers for ex-offenders in Cook County. 3.8 Adopt an inclusionary housing ordinance that would apply in unincorporated Cook County.



Planning for Progress policies and strategies continued

 4. Non-Housing Services	Policy	Public services will support the County's goals in other areas, particularly increased coordination among funders and providers, the provision of much needed safety net programs, and improved employment opportunities for all people.
	Strategies	<ul style="list-style-type: none">4.1 Advance social service funding collaboration in suburban Cook.4.2 Prioritize service offerings that link across programs and support subregional efforts.4.3 Continue to participate in the regional dialogue around the need for a comprehensive referral system.4.4 Continue to support collaboration around social service provision to improve efficiency.
 5. Planning and Administration	Policy	Develop the institutional framework both within and around Cook County that allows the department to support multi-jurisdictional collaboration and improved local capacity and transparency.
	Strategies	<ul style="list-style-type: none">5.1 Build relationships over the next five years with townships in Cook County, particularly with regard to public service provision.5.2 Deepen connections with all of the communities in Cook County as the basis for ensuring the efficient and effective use of federal resources.5.3 Integrate the subregional councils in suburban Cook County into future County funding decisions.5.4 Participate in regional discussions around coordinated investment.5.5 Encourage communities in Areas of Need to plan.5.6 Support efforts to increase municipal capacity and consistency through collaboration and technical assistance.5.7 Create partnerships with potential funders, whether public, non-profit, or private.



Chicago Metropolitan
Agency for Planning

233 South Wacker Drive, Suite 800
Chicago, IL 60606

312-454-0400
info@cmap.illinois.gov

www.cmap.illinois.gov

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