

April 13, 2022 | VERSION 3.6



**FLOSSMOOR**

*Welcoming. Beautiful. Connected.*

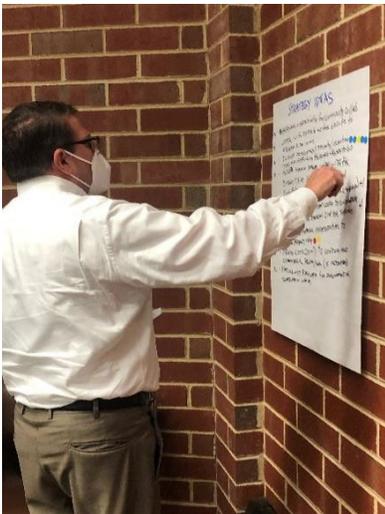
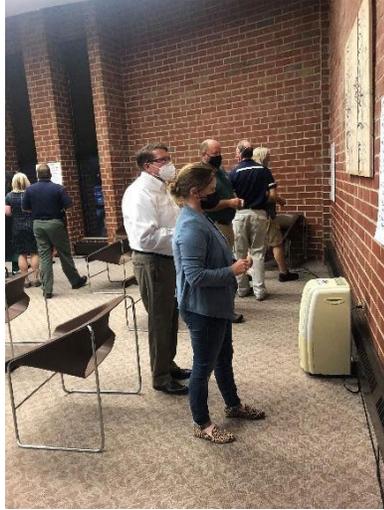
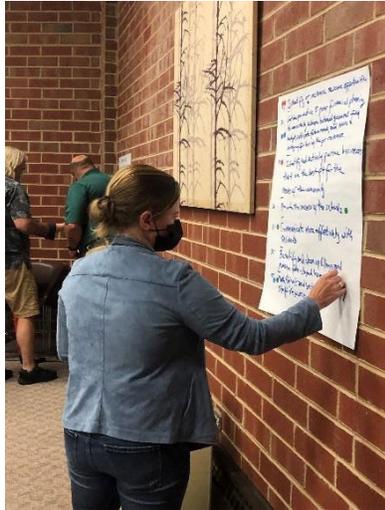
# **STRATEGIC PLAN 2022 - 2026**

Research by:

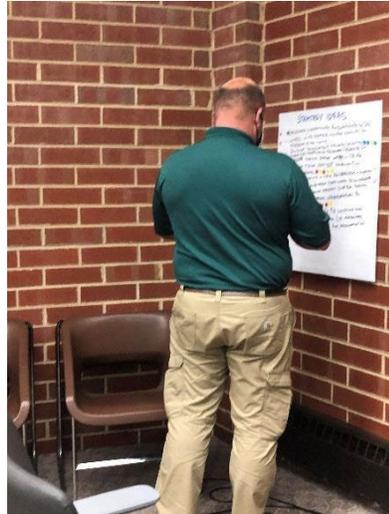


2829 Pennypond Lane,  
Annapolis, MD 21401  
Office 630-909-9360 · Cell 630-730-9619  
leec@strategicbusinessleader.com  
www.forrestconsult.com  
www.forresttrain.com





**Village of Flossmoor  
Strategic Planning  
Workshops  
September  
13-14, 2021**



## CONTENTS

INTRODUCTION .....	5
Objectives .....	6
Process.....	6
This Report.....	8
Next Steps.....	9
STRATEGIC GAPS.....	11
RANKED STRATEGY IDEAS BY BALANCED SCORECARD AREAS.....	12
RANKED STRATEGY IDEAS BY STRATEGY THEMES.....	14
STRATEGIC THEMES AND GOALS.....	16
STRATEGIC OBJECTIVES BY PERSPECTIVE.....	17
STRATEGIES 2022-2025 .....	19
ACTION STEPS AND STRATEGIC INITIATIVES, 2022-2023 .....	20
IMPLEMENTATION.....	25
APPENDIX I: Planning Survey Results .....	26
Respondents .....	26
Respondents’ relationship with the Village.....	26
Greatest strengths .....	28
Greatest weaknesses.....	31
Greatest threats.....	33
Importance of services .....	35
Progress in areas prioritized for attention .....	37
Important opportunities over next five years .....	38
Most important to begin doing now for greater success in the future.....	40
Most important to achieve over the next five years.....	42
Types of new businesses desired in the Village.....	48
Program ideas for the Village to replicate.....	54
APPENDIX II: Community input – SWOT analysis.....	60
APPENDIX III: Business analysis update for 2022-2026 strategic plan .....	61
STRENGTHS.....	61
WEAKNESSES .....	62
OPPORTUNITIES.....	63

THREATS.....	63
APPENDIX IV: 2021 Environmental Scan .....	64
AGING .....	64
COLLABORATION .....	64
CRIME.....	65
DEMOGRAPHICS .....	67
DIVERSITY, EQUITY, AND INCLUSION.....	73
ECONOMY .....	78
ENVIRONMENT .....	85
FINANCIAL.....	91
HOUSING.....	97
INFRASTRUCTURE .....	103
LAND USE.....	108
POPULATION.....	109
POVERTY .....	114
REAL ESTATE .....	115
REGION .....	119
RETAIL AND COMMERCIAL .....	135
SCHOOLS.....	144
TAXES .....	151
TECHNOLOGY.....	160
TRANSPORTATION .....	168
OTHER.....	177
APPENDIX V: Strategic planning model and process Gap strategic planning model.....	184
APPENDIX VI: About Forrest Consulting .....	186

## INTRODUCTION

The Village of Flossmoor is a small suburban-Chicago community with beautiful homes and neighborhoods and a diverse population. The Village is financially stable and has healthy reserves and a AA+ bond rating. It is primarily residential and reliant on property tax as its main source of revenue. It is not a home rule community.

Village government has been focused on infrastructure improvements. The Village's debt relates to infrastructure improvements: three low-interest IEPA bonds, two General Obligation bonds for water main improvements and one General Obligation bond for street resurfacing, sidewalks and stormwater improvements; while the Library is a separate taxing body, it is a Village Library and does not have taxing or bonding authority.

After nearly 7 years of discussion, land acquisition and development review, a Meijer superstore opened in a former TIF district in 2016. It was expected to generate about \$500,000 in sales tax and \$250,000 in property tax. Five years later, combined with a non-home rule sales tax, the Village's sales tax generates nearly \$1.5 million in revenue, most of which is attributable to Meijer and the outlot developments. (The Village's pre-Meijer sales tax was about \$260,000 a year.) The Village has additional property ready for commercial development.

The Village had identified needs and opportunities to address with this new revenue. At the same time, long-range financial planning has shown potential near-term financial stresses that could mean the new revenue will simply plug a hole and not result in hoped-for opportunities.

On-going financial planning led the Village Board to seek a consultant in 2017 to facilitate development of a strategic plan to set specific goals over the next five years for the Village, its elected officials and staff.

Forrest Consulting was again engaged in 2021 to facilitate the plan development, with Lee Crumbaugh as lead consultant. The planning process began with acquisition of stakeholder input through a community survey, two facilitated community input sessions, and interviews with elected officials and staff leaders. As a prelude to planning, an environmental scan and a business assessment were developed. Finally, in September 2021, Flossmoor's Mayor, Village Board, and staff leaders participated in two strategic planning workshops, facilitated by Lee Crumbaugh, in which the elements of the Village's new strategic plan were developed.

This report presents the resulting strategic plan which prioritizes needs and establishes organizational priorities. It is an action plan guided by the established strategic goals and priorities, developed with robust and thoughtful input from both Board and staff.

## Objectives

Two major objectives drove the planning process:

1. Establishing strategic goals and organizational priorities for the next five years for the Village of Flossmoor, its elected officials, and staff.
2. Developing an action plan guided by the established strategic goals and priorities, with input from both Board and staff.

## Process

The strategic planning process has involved:

1. Meetings via Zoom with Flossmoor Mayor Michelle Nelson, Village Manager Bridget Wachtel, and other elected officials and staff members to review the process, obtain needed information, finalize the work plan, and review and finalize the stakeholder survey.
2. Issuing a strategic planning stakeholder e-survey to Flossmoor residents and Flossmoor's Mayor, Village Board members, Commission members and other stakeholders, seeking input on:
  - The Village of Flossmoor's greatest strengths, weaknesses, issues, and threats.
  - Residents' perceptions of the effectiveness of implementation of the 2017 strategic plan.
  - Prioritization of Village services based on their importance to respondents.
  - The Village's greatest opportunities.
  - What the Village should begin doing now.
  - What respondents would most like to see Flossmoor achieve in the next five years.
  - Program ideas based on what other communities are doing.
3. Facilitating three community input sessions open to all Flossmoor residents.
4. Conducting face-to-face interviews with elected officials (Mayor, Trustees and Clerk) and staff leaders (including the Village Manager and Assistant Village Manager, as well as department directors).
5. Issuing comprehensive reports on the results of the e-survey and the interviews.
6. Conducting an environmental scan and developing a key environmental issues report.
7. Developing a Village business analysis using financial and other parameters
8. Facilitating two strategic planning workshops, in which the Mayor, Trustees and staff leaders:
  - Reviewed the gap strategic planning model and Forrest Consulting's planning process.
  - Looked at research findings on how to make good decisions.

- Considered aspects of a shared vision and reviewed related stakeholder survey results and environmental scan findings.
- Reviewed vision-related stakeholder survey results, assessed the current state of the village, and reviewed environmental scan findings.
- Determined through consensus that the shared vision developed for Flossmoor in 2017 was still applicable for use in the 2022-2025 plan.
- Considered aspects of strategic gaps and reviewed related stakeholder survey results and environmental scan findings.
- Brainstormed strategic gaps that the Village of Flossmoor will face in achieving its vision.
- Considered aspects of strategies and reviewed survey results and environmental scan findings relating to developing strategies for Flossmoor to pursue.
- Wrote individual lists of strategies that Flossmoor might pursue to overcome the gaps and move toward the vision
- Listed, categorized, discussed, combined, and ranked the individual strategy ideas.
- Considered how the strategy elements fit into the four Balanced Scorecard perspectives.
- Considered how the strategies pursued in the 2017 plan might be adapted to incorporate the highest rated new strategy elements.
- Edited each 2017 strategy statements to incorporate the highest rated new strategy elements.
- Identified action steps and strategic initiatives to pursue over the next 12 months to begin to implement each strategy.
- Recognized that the responsibilities and timelines for each step and initiative and proposed metrics for implementation would be developed after the sessions.
- Briefly reviewed the elements of a strategy implementation plan.

## This Report

This report represents the next step in Flossmoor's overall strategic planning process. It lays out the strategic plan and addresses plan implementation. The Appendices contain the input used in plan development and the exhibits developed in the workshops, as well as information about the strategic planning process and Forrest Consulting.

Complete Flossmoor 2021 Strategic Planning survey results, the interviews report, the environmental scan, the business analysis, the community input SWOT, the assessment of 2017 plan implementation, and the facilitator's presentation used in the workshops can be accessed as follows:

Survey results:

<https://drive.google.com/file/d/1MB8cAd2XWz5YZeW9tsu2RT9fzTa07U6E/view?usp=sharing>

Board and staff interviews:

<https://drive.google.com/file/d/1h6MD2b6ZfUIWhzkZICnmpBv3M4zYiTcK/view?usp=sharing>

Community input sessions SWOT: [https://docs.google.com/presentation/d/1Xgj\\_4uBnL9\\_ash-tG83Ucdf50qrWB-Nk/edit?usp=sharing&oid=102841629027732956745&rtpof=true&sd=true](https://docs.google.com/presentation/d/1Xgj_4uBnL9_ash-tG83Ucdf50qrWB-Nk/edit?usp=sharing&oid=102841629027732956745&rtpof=true&sd=true)

Environmental scan:

<https://drive.google.com/file/d/1NJl13emmWlhYoYbOICzy3zQn5FgP350B/view?usp=sharing>

Business analysis: [https://drive.google.com/file/d/18m1kzlnDHcnyh30nzbHnZGv5\\_FZ-On0/view?usp=sharing](https://drive.google.com/file/d/18m1kzlnDHcnyh30nzbHnZGv5_FZ-On0/view?usp=sharing)

2017 plan implementation assessment:

<https://drive.google.com/file/d/1fwlAgsgAvq5Bufg0Qo3cDE7gLC28FwtX/view?usp=sharing>

Facilitator's presentation:

<https://docs.google.com/presentation/d/1SwqFX10DShm9RiXBuTM8OHIzC8ZH7z2/edit?usp=sharing&oid=102841629027732956745&rtpof=true&sd=true>

## Next Steps

The next steps recommended to complete the strategic plan and to begin implementation are:

1. **Review and acceptance of this report.** Great care has been taken to assure that the decisions and intentions of the planning group are accurately reflected in this report. However, it has been necessary to fill in gaps, draft and clarify language, and otherwise “complete the plan” as an extension of the discussions and decisions made at the workshops. Flossmoor Board members and staff leaders should review this document and seek any needed changes so that it provides the best platform possible for moving ahead on plan implementation.
2. **Adoption and pursuit of a process which helps assure plan implementation and follow-through.** The generic process for successful implementation that Forrest Consulting recommends is as follows:
  - Strategic plan implementation is a project, not day-to-day business. The implementation plan should be set up and tracked, ideally using a project management system.
  - Key performance indicators (KPIs) for each strategic objective are suggested in the plan. For effective plan implementation, the Village should adopt KPIs for each objective, set a target for each KPI and use a dashboard to measure implementation progress.
  - Monthly check-ins on plan progress should occur, ideally separate from other meetings.
  - Quarterly plan update meetings should be held to review progress and issues, and to adjust implementation as needed.
  - An annual assessment of plan progress and results should occur, followed by a re-planning session to reset action steps and strategic initiatives for the next 12 months.

Flossmoor leaders are urged to tailor this process and add necessary specifics so it best serves the Village in driving the change envisioned in the plan.

## SHARED VISION



### SHARED VISION 2026

Residents choose Flossmoor for beautiful homes and neighborhoods, for good schools and easy access to Chicago, for a diverse and inclusive community in a family-friendly small town.

The quality of life in Flossmoor is supported by a fiscally responsible Village government that delivers first-class services, improves infrastructure, assures public safety, and attracts homeowners and businesses.

## STRATEGIC GAPS

Developed by planning participants through consideration of the major variances between the future put forth in the strategic vision and where the organization is headed and will most likely wind up without intervention. These gaps are ranked by number of votes by planning participants.

<i>Strategic Gaps</i>
State school funding formula (12)
Lack of economic development personnel (11)
Lack of a robust economic development plan (11)
Aging infrastructure (10)
Increasing operational and personnel costs (10)
Unfunded state mandates (10)
Revenue (8)
Structural imbalance in finances (8)
Commercial tax rate (8)
Property taxes (7)
Lack of opportunity investment in South Cook County (7)
Rising costs of infrastructure investment (6)
Lack of capital funding and grants (4)
Rising costs (4)
Lack of attracting new business (3)
Communication from core departments to the community (3)
State funding, business tax revenue (2)
Upkeep of housing stock (2)
Lower test scores at schools (2)
Prioritization of services and projects (2)
COVID's impact on the organization and attracting business (1)

## RANKED STRATEGY IDEAS BY BALANCED SCORECARD AREAS

Developed by planning participants through consideration of the strategic vision and the major variances between the future put forth in the vision and where the organization is headed and will most likely wind up without intervention. These ideas are ranked by number of votes they received from planning participants and are categorized by the Balanced Scorecard perspectives that they address.

### *Strategy Ideas by Number of Votes and Balanced Scorecard Areas Addressed*

**Maintain top-notch Village services – Police, Fire, and Public Works – with a dedicated staff that realizes the Village is a service organization that serves residents (9)**  
PROCESS/PRODUCT, ORGANIZATIONAL CAPACITY

**Align service areas with the budget that are not dependent on fund balances (9)**  
FINANCIAL STEWARDSHIP

**Create an economic development plan (8)** FINANCIAL STEWARDSHIP

**Implement and fully fund storm sewer and street refurbishment projects (8)**  
PROCESS/PRODUCT, FINANCIAL STEWARDSHIP

**Communicate more effectively with residents (7)** STAKEHOLDER

**Prioritize expenses on core services (7)** FINANCIAL STEWARDSHIP

**Develop commercial development project incentives that are pre-approved by the Board and ready to be offered (7)** FINANCIAL STEWARDSHIP

**Continue to improve infrastructure to improve property values (7)** PROCESS/PRODUCT, STAKEHOLDER

**Consider Home Rule (7)** FINANCIAL STEWARDSHIP

**Identify and actively pursue businesses that are the best fit for needs of the community (6)** STAKEHOLDER

**Continue five-year proactive financial planning to consistently achieve a balanced general fund budget, anticipate future needs, and have a contingency for the potential loss of Meijer tax revenue (5)** FINANCIAL STEWARDSHIP

**Beautify and clean-up the Village and manage foreclosed homes (5)** STAKEHOLDER

**Make highest and best use of limited staff resources (5)** ORGANIZATIONAL CAPACITY

**Partner with a developer for development of vacant land on Vollmer Road (5)** FINANCIAL STEWARDSHIP

**Identify or increase revenue opportunities (4)** FINANCIAL STEWARDSHIP

<b>Strategy Ideas by Number of Votes and Balanced Scorecard Areas Addressed</b>
<b>Develop a strategy to retain existing businesses (4) STAKEHOLDER</b>
<b>Add economic development personnel if needed (4) FINANCIAL STEWARDSHIP</b>
<b>Define “an inclusive community” and identify measures to achieve inclusivity (3) STAKEHOLDER</b>
<b>Develop a staff retention program (3) ORGANIZATIONAL CAPACITY</b>
<b>Work with SSMMA and other groups to address property tax issues (2) FINANCIAL STEWARDSHIP</b>
<b>Press Cook County to continue and expand social equity to the south suburbs (i.e., METRA pass) (2) STAKEHOLDER</b>
<b>Insure that the building department is fully staffed to retain the beauty of the village. (2) PROCESS/PRODUCT</b>
<b>Identify properties that can be developed for housing (2) STAKEHOLDER</b>

## RANKED STRATEGY IDEAS BY STRATEGY THEMES

Ranked by planning participants' votes

These ideas are categorized by the resulting strategy themes (see next table) adopted in the plan.

Strategy Theme	Strategy Idea	Votes
<b>FINANCES &amp; SERVICES / STAFF</b>	Maintain top-notch village services, police, fire, and public works, with a dedicated staff that realizes we are a service organization that serves our residents	9
<b>FINANCES &amp; SERVICES</b>	Align service areas with the budget that are not dependent on fund balance	9
<b>ECONOMIC DEVELOPMENT &amp; BUSINESS RETENTION</b>	Create an economic development plan	8
<b>INFRASTRUCTURE &amp; HOUSING</b>	Implement and fully fund storm sewer and street refurbishment projects	8
<b>FINANCES &amp; SERVICES</b>	Consider home rule	7
<b>ECONOMIC DEVELOPMENT &amp; BUSINESS RETENTION</b>	Develop development projects/incentives that are approved by the Board – ready to go	7
<b>INFRASTRUCTURE &amp; HOUSING</b>	Continue to improve infrastructure to improve property values	7
<b>FINANCES &amp; SERVICES</b>	Prioritize expenses on core services	7
<b>INCLUSIVITY</b>	Communicate more effectively with residents	7
<b>ECONOMIC DEVELOPMENT &amp; BUSINESS RETENTION</b>	Identify and actively pursue businesses that are best fit for needs of community	6
<b>FINANCES &amp; SERVICES</b>	Continue proactive five-year financial planning to consistently achieve balanced general fund budget, anticipate future needs, and have a contingency for loss of Meijer revenue	5
<b>INFRASTRUCTURE &amp; HOUSING</b>	Beautify and clean Village and manage foreclosed homes	5
<b>STAFF</b>	Make the highest and best use of limited staff resources	5
<b>ECONOMIC DEVELOPMENT &amp; BUSINESS RETENTION</b>	Partner with a developer for development of vacant land on Vollmer Road	5
<b>FINANCES &amp; SERVICES</b>	Identify or increase revenue opportunities	4
<b>ECONOMIC DEVELOPMENT &amp; BUSINESS RETENTION</b>	Develop a retention strategy to retain existing businesses	4

Strategy Area	Strategy Idea	Votes
ECONOMIC DEVELOPMENT & BUSINESS RETENTION / STAFF	Add economic development personnel if needed	4
INCLUSIVITY	Define “an inclusive community” and identify measures to achieve inclusivity	3
STAFF	Develop a staff retention program	3
INFRASTRUCTURE & HOUSING	Identify properties that can be developed for housing	2
INCLUSIVITY	Promote the success of the schools	2
STAFF	Assure the Building Department is fully staffed to retain beauty of Village	2
FINANCES & SERVICES	Work with SSMMA and other groups to address property tax issues	2
FINANCES & SERVICES	Press Cook County to continue and expand special pricing/subsidies	2
ECONOMIC DEVELOPMENT & BUSINESS RETENTION	Attract a hotel	1
ECONOMIC DEVELOPMENT & BUSINESS RETENTION	Establish a board to oversee development	1
INCLUSIVITY	Increase opportunity for community collaboration	1
FINANCES & SERVICES	Operational evaluation that looks to consolidate services, reduce operating cost for services	1
INFRASTRUCTURE & HOUSING	More enforcement of ordinance violations	1

## STRATEGIC THEMES AND GOALS

Derived from planning participants' categorization and discussion of strategy ideas to close Flossmoor's major strategic gaps

Strategic Themes	FINANCES & SERVICES	INFRASTRUCTURE & HOUSING	ECONOMIC DEVELOPMENT & BUSINESS RETENTION	INCLUSIVITY	STAFF
<b>Strategic Goals</b>	Balanced budget, not dependent on fund balances, enabling delivery of first-class core services	Improved Village infrastructure (including refurbished storm sewers and streets), high-quality housing stock, and community beautification that increase property values	More healthy businesses serving residents' needs and maximum commercial development	Foster a united and engaged community by a commitment to inclusion through fair and impartial opportunity and access	A capable and experienced staff focused on delivering core services and dedicated to serving residents

## STRATEGIC OBJECTIVES BY PERSPECTIVE

Derived from strategic goals and listed by the Balanced Scorecard perspectives to show the impact of Flossmoor's strategy across the organization. Suggested key performance indicators (KPIs), which lend themselves to setting performance targets, are shown for each strategic goal.

Perspective	Strategic Objectives	Examples of Key Performance Indicators
Resident/ stakeholder	Improved Village infrastructure (including refurbished storm sewers and streets)	Meets standards Maintenance on cycle
	Delivery of first-class core services	% residents rating quality of priority services as exceeding expectations
	A diverse community	% minority population Resident retention
	A united community	% residents who believe Village has a sense of community Number of activities promoting resident interaction
	An inclusive community	Number of activities promoting resident interaction and engagement
	An engaged community	Number of residents on commissions and committees Attendance at Village events Followers of the Village on social media
	High-quality housing stock that increases property values	Number of housing complaints Average days complaint to compliance Increase in home sales price Reduction of time of homes on the market to sale
	Community beautification that increases property values	Reduction in complaints Rating in community survey Change in property values More homeowners
	Increased property values	Higher residential assessed valuation Increased home prices
	More healthy businesses serving residents' needs	Number of new businesses in desired categories Sales tax revenue increase Commercial vacancy rate Number of business retention visits

Perspective	Strategic Objectives	Examples of Key Performance Indicators
<b>Organizational capabilities</b>	Village staff focused on delivering core services	Share of staff hours allocated to core services
	A capable and experienced Village staff	Staff training and certifications Average years of service
	An engaged community	Number of residents on commissions and committees Resident participation in Village meetings
	Village staff dedicated to serving residents	% residents satisfied with experience involving Village employees
<b>Internal process</b>	Focus on serving residents	Inquiry resolution time Number of complaints
	Focus on core services	Share of operating budget dedicated to core services New processes/systems for core service delivery
	Effective Village communications	Email opens Website visitors
<b>Financial</b>	Maximum commercial development	Acres developed Business tax revenue
	Balanced budget not dependent on fund balances	No deficit budgeted or realized No use of fund balances budgeted or realized
	Revenue for balanced budget funding core services and infrastructure	Revenue per capita increase
	More healthy businesses	Sales tax revenue increase Commercial vacancy rate Number of business retention visits
	First-class core services funded	Share of core services funded
	Infrastructure improvement funded	Share of infrastructure improvement funded

## STRATEGIES



### STRATEGIES 2022-2026

(Order does not denote priority)

- 1. FINANCES & SERVICES. Continue financial planning and develop greater revenue to support delivery of top-notch core services through a balanced budget:** Assess added revenue opportunities to pursue those that are significant and attainable. Align expenditures in budget so core services are prioritized first. Continue financial planning to consistently achieve a balanced general fund budget not dependent on fund balances, anticipate needs, and address risks.
- 2. INFRASTRUCTURE & HOUSING. Increase property values by improving the Village infrastructure, beautifying the community, and assuring a high- quality housing stock:** Implement storm sewer and street refurbishment projects. Continue to implement identified sanitary and water system projects. Beautify and maintain the Village and assure maintenance of residential properties including foreclosed homes. Promote Flossmoor to attract homebuyers.
- 3. ECONOMIC DEVELOPMENT & BUSINESS RETENTION. Engage in an economic development program for added tax revenue and to attract and retain businesses that meet residents' needs:** Create an economic development plan; engage or hire economic development personnel as needed. Target development of vacant commercial properties. Develop pre-approved commercial development project incentives, ready to offer. Identify and attract businesses that best fit community needs. Develop a business retention program.
- 4. INCLUSIVITY. Foster a united and engaged community by a commitment to inclusion through fair and impartial opportunity and access.** Communicate to foster understanding, inclusion, and unity among residents across the Village. Communicate the Village's commitment to highlighting its diversity and providing an inclusive community. Establish methods to evaluate and assess the effectiveness of DEI strategies as outlined in the action steps of this plan and communication for the purposes of continual improvement, both in the provision of services to residents and the internal systems that support those services.
- 5. STAFF. Promote excellence in service delivery:** Focus the staff on delivering top-flight core services, champion a culture of service, and develop programs to recognize and retain capable staff members.

## ACTION STEPS AND STRATEGIC INITIATIVES, 2022-2023

<i>Strategy</i>	<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Timeline</i>
<b>I. Finances &amp; Services</b>  <b>Develop greater revenue to support delivery of top-notch core services through a balanced budget.</b>	I.1. Identify what core services/ programs/areas are inadequately funded, by how much and prioritize these needs against other existing services.	Finance Director, Village Manager, Mayor, and Village Board	First priority
	I.2. Assess additional revenue opportunities beyond property taxes	Finance Director, Village Manager, Mayor, and Village Board	Second priority
	I.3. Pursue revenue opportunities that are significant and attainable	Village Manager, Mayor, and Village Board,	Third priority
	I.4. Continue financial planning to consistently achieve a balanced general fund budget not dependent on fund balances, anticipate needs, and address risks.	Finance Director, Village Manager, and Department Directors	Fourth priority
	I.5. Work with SSMMA and other groups to address property tax issues, revenue opportunities, unfunded mandates and burdensome regulatory requirements that do not contribute to the quality of services local government is providing.	Mayor and Village Manager	Fifth priority

<b>Strategy</b>	<b>Action step / Initiative</b>	<b>Responsibility</b>	<b>Timeline</b>
<b>2. Infrastructure &amp; Housing</b>  Increase property values by improving the Village infrastructure, beautifying the community, and assuring a high-quality housing stock.	2.1. Implement phases of the storm sewer and street refurbishment projects as funding becomes available,	Mayor, Village Board, Finance Director, and Public Works Director	Co-First priority
	2.2. Identify and implement water and sanitary sewer system improvements as funding becomes available.	Mayor, Village Board, Finance Director, and Public Works Director	Co-First priority
	2.3. Identify and prioritize opportunities for beautifying the Village.	Mayor, Village Board, Village Manager, Public Works Director, and Building Department	Second priority
	2.4. Undertake beautification projects.	Village Manager, Public Works Director, Building Department	As prioritized
	2.5. Assure maintenance of residential properties including foreclosed homes.	Village Attorney, Building Department	Ongoing
	2.6. Promote Flossmoor to attract homebuyers.	Village Manager	Third priority

<i>Strategy</i>	<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Timeline</i>
<b>3. Economic Development and Business Retention</b>  <b>Engage in an economic development program for added tax revenue and attract and retain businesses that meet residents' needs.</b>	3.1. Update published economic development plans.	Mayor, Village Board, Village Manager, Village Attorney	First priority
	3.2. Engage or hire economic development personnel as needed.	Mayor, Village Board, and Village Manager	In conjunction with 3.1
	3.3. Target development of vacant commercial properties.	Village Manager, Mayor, Village Board, Village Attorney, and Building and Zoning Administrator	Per the plan
	3.4. Explore partnering with a developer for development of vacant land on Vollmer Road	Village Manager, Mayor, Village Board, and Village Attorney	Per the plan
	3.5. Develop pre-approved commercial development project incentives, ready to offer.	Mayor, Village Board, Village Manager, Village Attorney, Building and Zoning Administrator, and Finance Director	Second priority
	3.6. Categorize and prioritize types of businesses that best fit community needs.	Mayor, Village Board, Village Manager, and Building and Zoning Administrator	Third priority
	3.7. Engage in a program to attract businesses that best fit community needs.	Village Manager, economic development personnel	After 3.6
	3.8. Develop a business retention program.	Village Manager, Building and Zoning Administrator	on-going

Strategy	Action step/initiative	Responsibility	Timeline
<b>4. Inclusivity</b>  <b>Foster a united and engaged community by a commitment to inclusion through fair and impartial opportunity and access.</b>	4.1. Identify and pursue marketing activities to highlight Flossmoor's diversity.	Mayor and Village Board, Community Relations Commission (CRC)	Co-first priority
	4.2. Define "an inclusive community" and identify fair and impartial measures to achieve inclusivity.	Mayor and Village Board, Village Manager's office, CRC	Second priority
	4.3. Implement measures to achieve inclusivity.	Mayor and Village Board, CRC, Village Manager's office	After 4.2
	4.4. Identify and pursue activities to build communications, understanding, and unity among residents across the Village.	Mayor and Village Board, CRC, Village Manager's office	Third priority
	4.5. Assess current communications with residents and identify ways to communicate more effectively.	Village Manager's office, Department Directors	Fourth priority
	4.6. Implement methods for more effective communications with residents.	Village Manager's office, Department Directors	After 4.5
	4.7. Support Flossmoor's residents through inclusive and accessible events, services, and activities.	Village Manager's office, Department Directors	After 4.2
	4.8. Provide access for MWBE contractors to be included in the procurement process.	Mayor and Village Board, Village Manager's office, Department Directors	With 4.3
	4.9. Maintain, enhance, and foster community safety.	Mayor and Village Board, Village Manager's office, Police and Fire Departments	Co-first priority

<b>Strategy</b>	<b>Action step/initiative</b>	<b>Responsibility</b>	<b>Timeline</b>
<b>5. Staff</b>  <b>Promote excellence in service delivery.</b>	5.1. Assess and adjust staffing as needed in light of the need to focus the staff on delivering top-flight core services.	Mayor, Village Board, Village Manager, and Department Directors	First priority
	5.2. Develop and implement a customer service program and promote a culture of service in a collegial environment with resources to succeed and motivated to provide a high level of performance.	Village Manager, Department Directors	Second priority
	5.3. Develop and implement a program to recognize and retain capable staff members where employees feel appreciated.	Village Manager, Department Directors, Mayor, and Village Board	Fourth priority

## IMPLEMENTATION

Strategic plan implementation is a project, not day-to-day business.

- The implementation plan should be set up and tracked, ideally using a project management system and a dashboard.
- Monthly check-ins on plan progress should occur, ideally separate from other monthly meetings.
- Quarterly plan update meetings should be held to review progress and issues, and to adjust implementation as needed.
- An annual assessment of plan progress and results should occur, followed by a re-planning session to reset action steps and strategic initiatives for the next 12 months.

As our proposal indicated, we will be pleased to offer a one-hour training session at no charge for staff and elected officials on performance measurement and performance management. This will address how to select Key Performance Indicators and how to use KPIs to manage successful strategic plan implementation.

Forrest Consulting is able to offer the following services, at an additional fee, to help assure successful plan implementation, if the Village so desires.

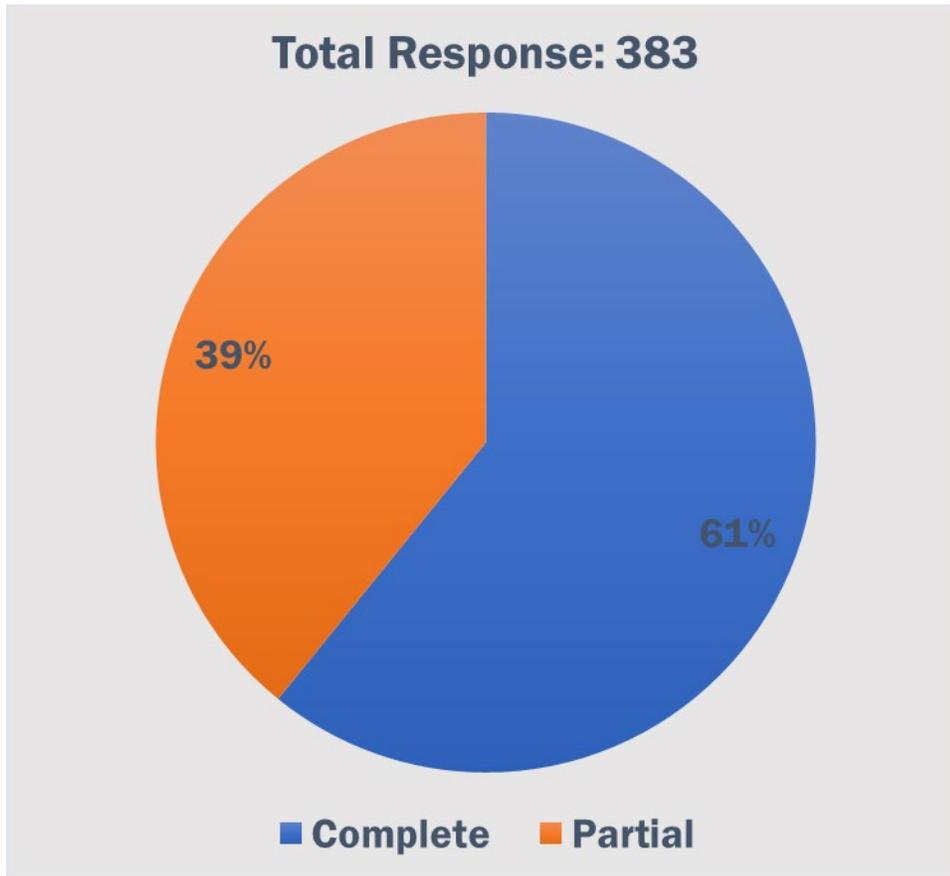
- We can set up the strategic plan action steps and strategic initiatives in the cloud-based Teamwork.com project management system that we use for client work. We can track and report on implementation for the Village and/or can open up use of the system by Village representatives.
- We can work with the Village to develop a dashboard showing progress in plan implementation and in achieving goals as measured by the various Key Performance Indicators (KPIs) to be adopted by the Village.
- We can facilitate quarterly plan update meetings
- We can conduct an annual assessment of planning progress.

We can facilitate a streamlined annual re-planning process involving

## APPENDIX I: Planning Survey Results

### Respondents

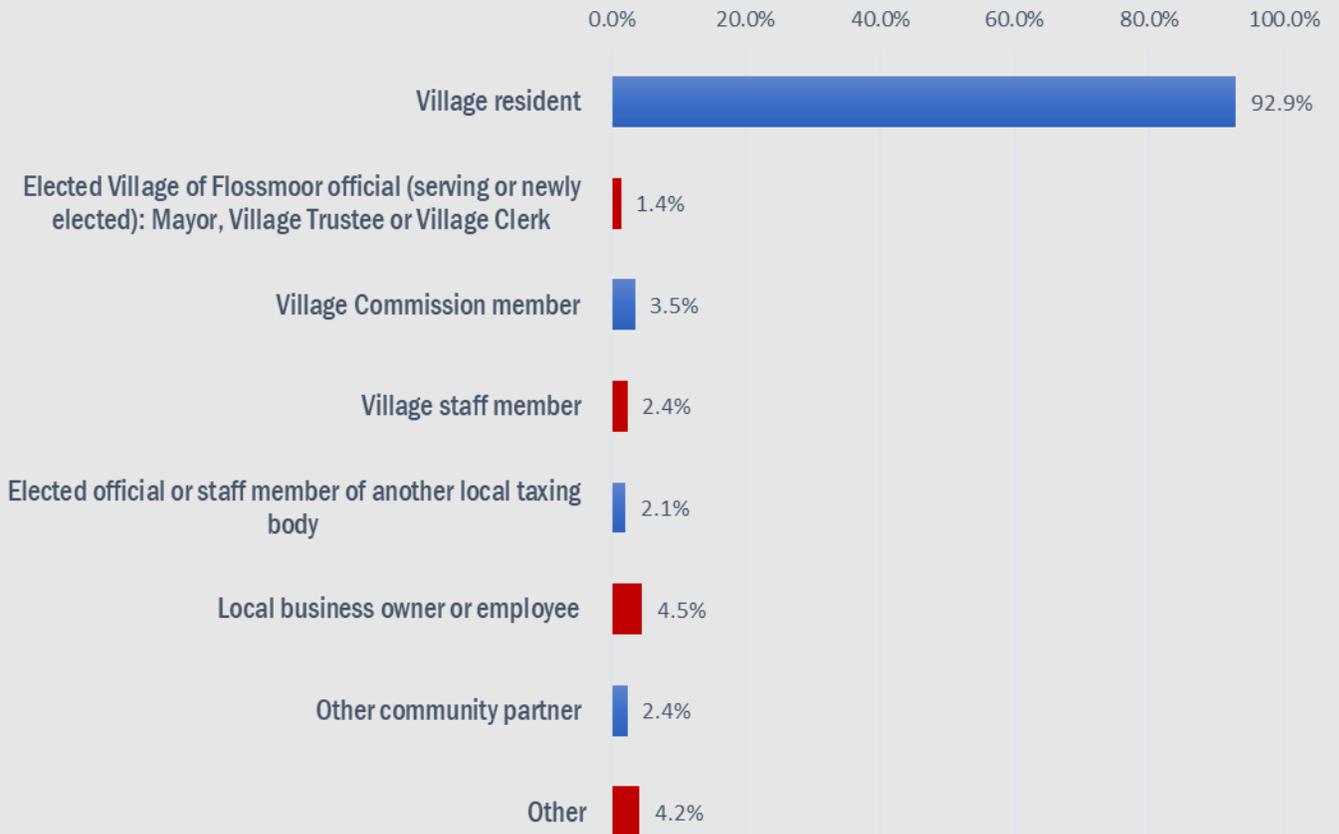
Nearly two thirds of the 383 survey responses were complete, meaning all questions were answered. (In 2017, the overall response was greater at 569, but just over half were complete.)



### Respondents' relationship with the Village

About 93% of the respondents are Village residents. Around 20% have other and/or additional relationships with the Village.

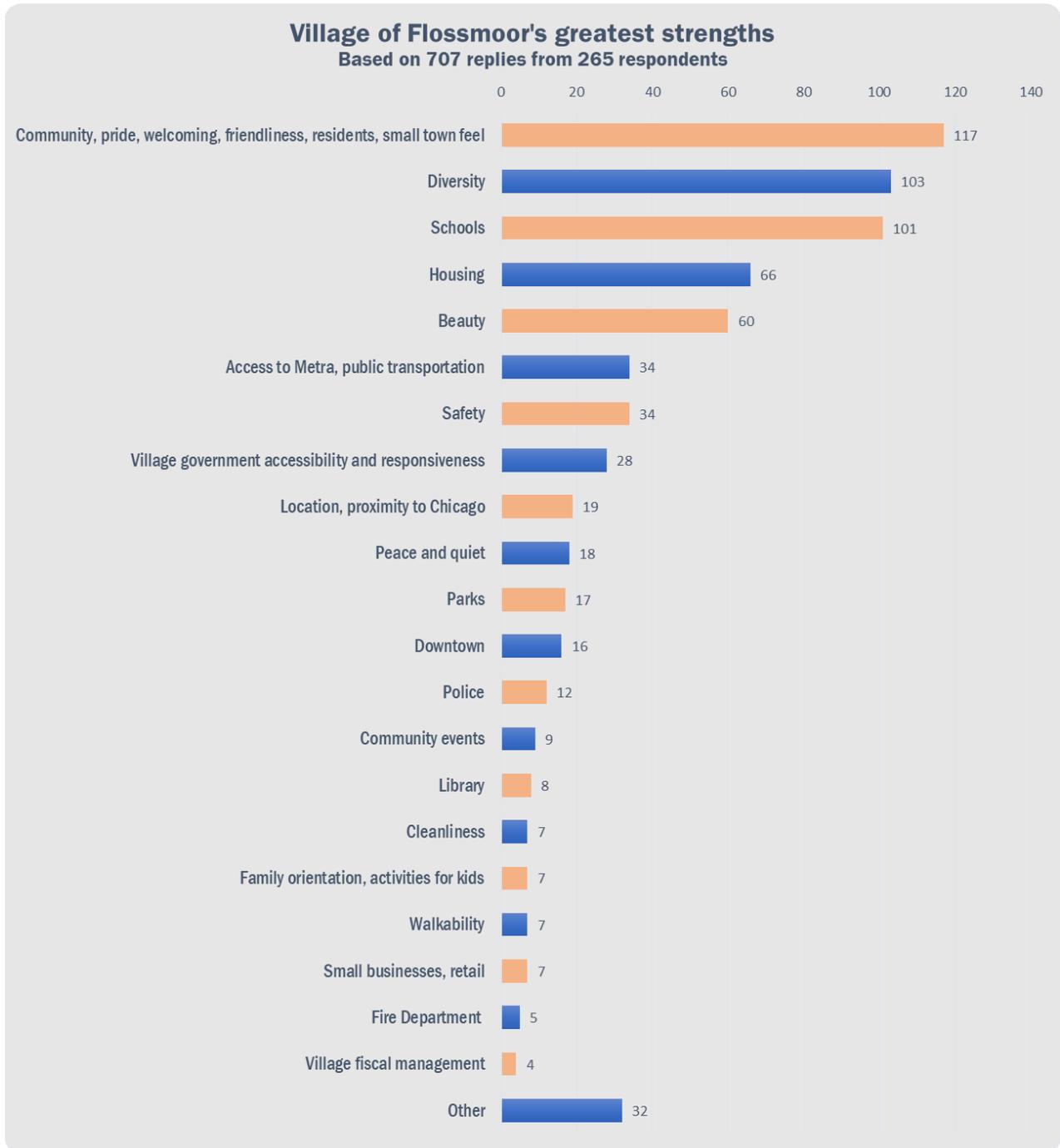
### Relationship of respondents with the Village of Flossmoor Some respondents have multiple relationships



## Greatest strengths

Question: “What do you think are the Village of Flossmoor's three greatest strengths?”

The five most-cited strengths are: 1) Community, pride, welcoming, friendliness, residents, small town feel, 2) Diversity, 3) Schools, 4) Housing, 5) Beauty.



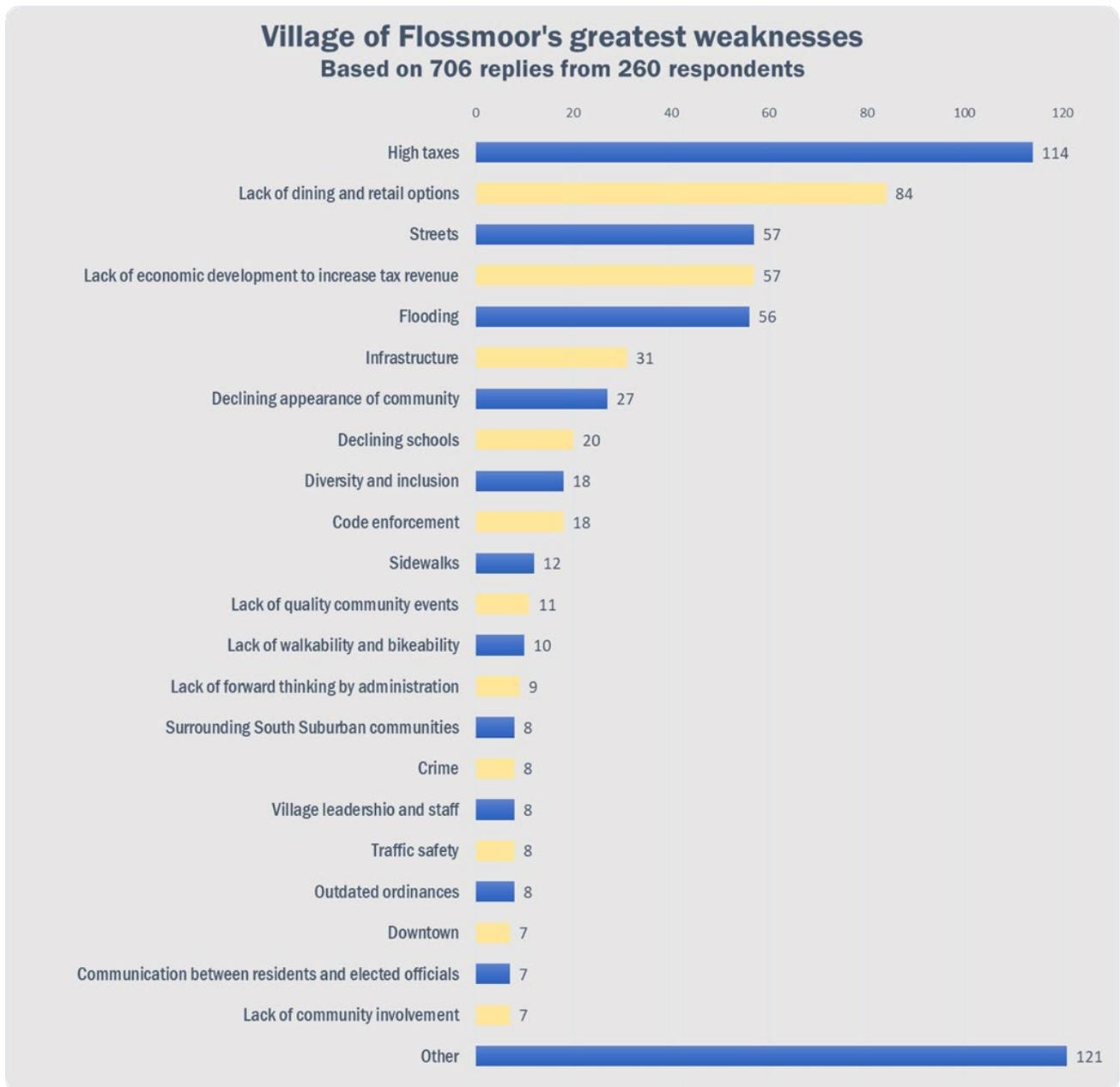
## Other strengths cited:

Art in the Park	Public gardens
ADA accessibility	Public sculptures
Art culture	Recreation
Community services such as library, uptown, train	Recreational Opportunities
Educational resources	Relatively wealthy residents
Flossmoor Baseball	Reputation
Flossmoor Fest	School bus
Flossmoor green commission	shared resources with other entities - park district for example
Food	Small footprint of large commercial businesses
Free branch pick up	Star's Hollow-esque
Golf courses	Variety
History	Veritable
Inclusion	Very Dog friendly
Inclusivity	Village communication/marketing
Its age	Village resources (example fire dept, library)
Laughter	
Partnership with Homewood (HS, park district)	

## Greatest weaknesses

Question: “What do you think are the Village of Flossmoor's three greatest weaknesses?”

The five most-cited weaknesses are: 1) High taxes, 2) Lack of dining and retail options, 3) Streets, 4) Lack of economic development to increase tax revenue, and 5) Flooding.



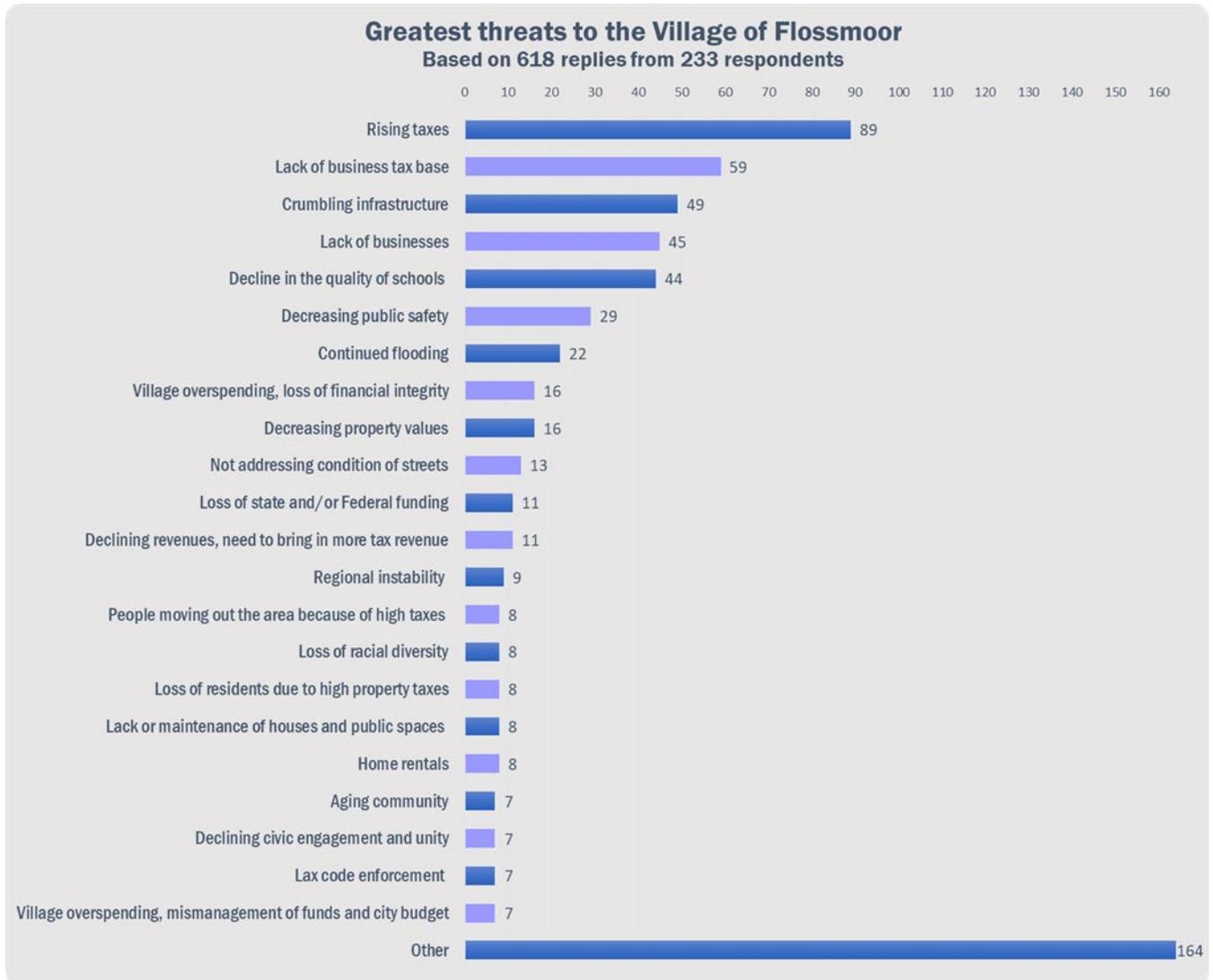
Other weaknesses (cited by multiple respondents):

Lack of diversity in local government  
Senior housing, services, and/or activities  
Lack of environmental awareness and a sustainability plan  
Lack of streetlights  
Lack of responsiveness by Board and/or staff  
Disconnected neighborhoods  
Police  
Snow removal  
Parking  
Stagnant property values  
Need for more and better parks  
Water rates  
Lack of youth activities  
Rented homes  
Fiscal issues  
Elitist attitudes  
Lack of elected officials' visibility  
Pension obligations

## Greatest threats

Question: “What do you see as the three greatest threats to the Village of Flossmoor's financial integrity, effectiveness, efficiency, service to residents and businesses, stability, reputation and/or overall success over the next five years?”

The five most-cited threats are: 1) Rising taxes, 2) Lack of business tax base, 3) Crumbling infrastructure, 4) Lack of businesses, and 5) Decline in the quality of the schools.



Other threats (cited by multiple respondents):

COVID-19

Funding/costs for infrastructure projects

Growing pension costs

Lack of government leadership

Thinking small in decision making

Cleanliness/appearance of the community

Being overshadowed by Homewood

Lack of police presence/community policing

Poor or reduced Village services

Inability to attract and retain young families

Not prioritizing projects and spending in neighborhoods

Not merging with or consolidating services with Homewood

Climate change

Foreclosures

Lack of policing on streets

Lack of transparency

Lack of street lights

Lack of enforcement of village ordinances

Trustees that don't represent all of Flossmoor

Lack of development

Not addressing the needs of retired residents

## Importance of services

### Ratings of listed services

Question: “To help Village leaders set priorities, please indicate how important each of the services is to you.”

	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Responses
Condition of streets and sidewalks						
Count	4	3	29	96	124	256
Row %	1.6%	1.2%	11.3%	37.5%	48.4%	
Tree trimming, planting and replacement						
Count	3	21	80	90	60	254
Row %	1.2%	8.3%	31.5%	35.4%	23.6%	
Building codes, property maintenance codes, inspections and related enforcement						
Count	4	21	51	101	76	253
Row %	1.6%	8.3%	20.2%	39.9%	30.0%	
Village marketing to attract new residents and businesses						
Count	9	17	44	81	103	254
Row %	3.5%	6.7%	17.3%	31.9%	40.6%	
Communications to keep residents and business owners informed, such as the newsletter, social media and website						
Count	5	22	61	95	71	254
Row %	2.0%	8.7%	24.0%	37.4%	28.0%	
Flossmoor Outdoor Sculpture program						
Count	41	76	88	38	14	257
Row %	16.0%	29.6%	34.2%	14.8%	5.4%	
Police community relations programs, such as DARE, Citizens Police Academy, Coffee with a Cop, and bicycle patrol						
Count	13	34	60	74	77	258
Row %	5.0%	13.2%	23.3%	28.7%	29.8%	
Police visibility and patrol						
Count	8	11	38	69	132	258
Row %	3.1%	4.3%	14.7%	26.7%	51.2%	
Fire and emergency medical response						
Count	2	3	23	64	162	254
Row %	0.8%	1.2%	9.1%	25.2%	63.8%	
Village special events, such as Flossmoor Fest, Brew Fest, Back to School Movie in the Park, Winterfest and other community gatherings						
Count	11	20	55	90	83	259
Row %	4.2%	7.7%	21.2%	34.7%	32.0%	
Infrastructure to mitigate flooding and improve drainage						
Count	3	0	14	45	195	257
Row %	1.2%	0.0%	5.4%	17.5%	75.9%	
Maintenance (mowing, litter pick up, landscaping) of public areas, including downtown and other village-owned properties)						
Count	2	4	39	99	113	257
Row %	0.8%	1.6%	15.2%	38.5%	44.0%	

Zoning and comprehensive planning						
Count	4	13	65	95	78	255
Row %	1.6%	5.1%	25.5%	37.3%	30.6%	
Parking and traffic regulations						
Count	16	46	92	63	39	256
Row %	6.3%	18.0%	35.9%	24.6%	15.2%	
Economic development						
Count	4	3	20	77	151	255
Row %	1.6%	1.2%	7.8%	30.2%	59.2%	
Removal of snow on streets, publicly-owned parking lots and in the downtown area						
Count	2	9	46	99	99	255
Row %	0.8%	3.5%	18.0%	38.8%	38.8%	
Commuter parking, patrol and enforcement of commuter parking and rush-hour crossing officer						
Count	13	45	89	71	38	256
Row %	5.1%	17.6%	34.8%	27.7%	14.8%	
Beautification (planting flowers, traffic island landscaping, flower baskets, etc.)						
Count	5	28	87	80	58	258
Row %	1.9%	10.9%	33.7%	31.0%	22.5%	
Environmental sustainability programming						
Count	4	24	61	89	77	255
Row %	1.6%	9.4%	23.9%	34.9%	30.2%	

A useful way to assess importance ratings is to rank the services both by the “strong positives” – the combined total of respondents who rate each service as either extremely important or very important – and by the “strong negatives” – the combined total of respondents who rate each service as either not important at all or slightly important.

- Those services highest in rank on the “strong positives” scale and lowest in rank on the “strong negatives” scale are most meaningful to the respondents. They are likely candidates for retention and even enhancement.
- Those services lowest in rank on the “strong positives” scale and highest in rank on the “strong negatives” scale are likely candidates for reduction or even elimination if feasible.

## Progress in areas prioritized for attention

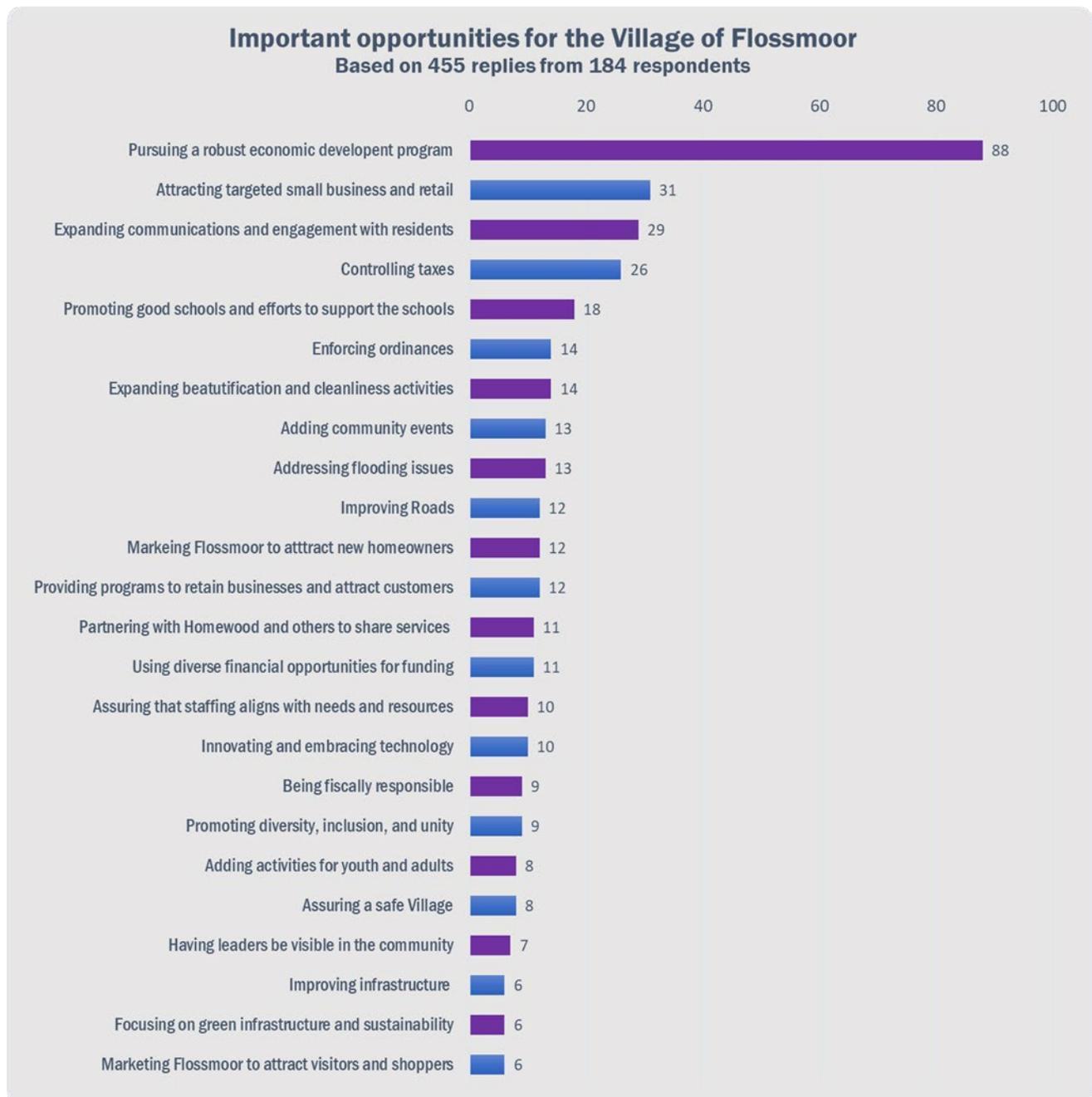
Question: “In the last strategic plan, these are areas that were prioritized for attention by the Village. Please rate the amount of progress that you think the Village has made in the last four years in addressing these areas.”

	No progress	Slight progress	Moderate progress	Good progress	Great progress	Don't know	Responses
Recruiting and retaining businesses Count Row %	31 12.6%	67 27.2%	78 31.7%	34 13.8%	10 4.1%	26 10.6%	246
Developing vacant property Count Row %	66 26.9%	72 29.4%	45 18.4%	18 7.3%	1 0.4%	43 17.6%	245
Addressing rising property taxes Count Row %	120 49.0%	45 18.4%	30 12.2%	10 4.1%	3 1.2%	37 15.1%	245
Helping maintain school quality Count Row %	22 9.0%	38 15.5%	52 21.2%	67 27.3%	24 9.8%	42 17.1%	245
Attracting home buyers Count Row %	8 3.3%	47 19.3%	53 21.8%	66 27.2%	31 12.8%	38 15.6%	243
Addressing chronic nuisance properties and enforcing property and building codes Count Row %	42 17.4%	49 20.2%	45 18.6%	33 13.6%	5 2.1%	68 28.1%	242
Maintaining a balanced budget Count Row %	7 2.9%	20 8.2%	42 17.2%	53 21.7%	30 12.3%	92 37.7%	244
Promoting diversity, unity, and inclusion Count Row %	12 4.9%	25 10.3%	40 16.5%	89 36.6%	50 20.6%	27 11.1%	243
Totals Total Responses							246

## Important opportunities over next five years

Question: “What do you see as the important opportunities for the Village of Flossmoor to be more effective or efficient; provide better service; innovate; be in a better financial position, or otherwise be more successful over the next five years?”

The five most-cited opportunities are: 1) Promoting a robust economic development program, 2) Attracting targeted small business and retail, 3) Expanding communications and engagement with residents, 4) Controlling taxes, and 5) Promoting good schools and efforts to support the schools.



Other opportunities (cited by multiple respondents):

Adding walking and biking options

Reassessing Village Code to assure it is in tune with community needs

Developing target housing/condos

Fostering community involvement

Improving customer service

Improving lighting

Maintaining a balanced budget

Serving the needs of seniors

Annexing land

Improving parking

## Most important to begin doing now for greater success in the future

Question: “What do you think are the three most important things for the Village of Flossmoor to begin doing now for greater success in the future? (Please put in priority order.)”

The five most-cited things to begin doing now based on respondent rankings are: 1) Adding tax-generating businesses, 2) Addressing rising property taxes, 3) Alleviating flooding, 4) Addressing infrastructure needs, and 5) Helping to maintain and improve the quality of the schools.



Two other things to begin doing now were cited by multiple respondents:

Adding lighting

Providing leaf pick up in the Fall.

## Most important to achieve over the next five years

Question: “Envision the Village of Flossmoor five years from now. What do you think is most important for the Village to achieve between now and then? Please rank the following options, with 8 being most important and 1 being least important.”

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Greater community engagement and volunteerism	1		1,108	196
More diversity, unity, and inclusion	2		1,054	200
Higher property values	3		867	195
Vacant commercial land developed	4		841	195
Thriving downtown	5		795	198
Stronger voice in seeking state reforms to address rising taxes and the health of the region	6		736	197
More and healthier businesses	7		716	188
Improved infrastructure - roads, sidewalks, water mains, sanitary and storm sewers.	8		603	199



In order, the most-cited things to achieve are: 1) Greater community involvement and volunteerism, 2) More diversity and inclusion, 3) Higher property values, 4) Vacant commercial land developed, and 5) Thriving downtown.

Question: “Is there anything else of great importance that you think the Village of Flossmoor should seek to achieve in the next five years?”

- A simple concise vision that is progressive to address the future, we need to get out of reactionary mode and into shaping the thoughts and actions of residents so we can collectively understand that the future generations will face issues related to climate change, water shortages, health emergencies etc. This will help get buy in more readily when difficult decisions arise.
- Address Flossmoor Commons. It feels neglected.
- Advocate for grade centers at the elementary level and a unified K-12 school district to reduce overhead and lower our property taxes.
- After years of sitting vacant, Flossmoor Road vacant land needs to be developed. Ideally store/restaurants/ condos, if not possible develop into usable public space
- All of these priorities are misguided. The schools are the lynch pin that can attract residents, which will lower tax rates, raise property values and make the area attractive to business. Without truly top schools, we will fall apart as a community. Our schools have stopped trying to be the best and simply focused on sports, facilities, and pretty much everything but academics. Our scores and ranking have been falling and it's killing property values.
- An airport in the area would be nice.
- Better street lighting

- Build Flossmoor's brand as a coveted village for families to raise their families in.
- Celebrate the 100th Anniversary of the Village in 2024!
- Code enforcement,
- Continue to host events that will bring visitors and money to the village.
- Control the flooding, improve sidewalks and streets, get away from timed parking on streets especially the same streets that residents live on
- create a historical society
- Create an Economic Development Planning group whose purpose would be to develop long range strategies for infrastructure and economic development,
- Diversity engagement and inclusion amounts our leaders/employees
- Enforce village standards of maintaining homes like upkeep repairs Garbage pails brought in from street mail picked up from. Street mailbox etc etc
- Establish a stronger relationship with large businesses/institutions off the Metra Electric line as a way of attracting business and employees to Flossmoor. Start with UChicago.
- Find funding to replace any police or fire apparatus that's needed in a timely manner, which will help retain trained and invested dept members.
- FIX the roads. With what we pay in taxes, that should be a TOP priority. The flooding problems on Flossmoor Road have been going on for years. That should have been taken care of years ago. We pay a lot of money in taxes, we should have decent roads, and not have to deal with all of downtown Flossmoor flooding. The Coldwell Banker office should not have had about 12 feet of water in there basement. Flooding issues like this, don't exactly inspire businesses to want to open, in the downtown area.
- Fixing the flooding issues specifically in Heather Hill area not by adding a retention pond by to actually fix the problems and not band aid it
- flood mitigation
- Flooding Flooding Flooding
- Everything mentioned here affects residents' sense of safety, stability, and community, which logically affect property values. There must be strict enforcement of traffic safety laws, especially speeding, on all roads and highways within Flossmoor boundaries. Ticketing for auto mechanical violations, primarily illegal "cut-out" mufflers that causing noise pollution that law-abiding, tax-paying village residents are presently expected to endure. It is disrespectful to all residents who moved to Flossmoor for its peaceful charm and nature, including the wide variety of birds that visit our bird feeders, now too frightened by noise to land. People who litter anywhere in Flossmoor must be ticketed in order to learn that it is simply not acceptable in our town. If more police are needed to enforce our laws and ordinances, they need to be hired and educated in residents expected high quality-of-life. More signs are needed to remind people of the laws and ordinances. Residents who report violations, large or small, are often treated like they are a nuisance by police or village officials. These residents are doing their civic duty to help preserve and improve the quality-of-life we all want in Flossmoor, and they deserve the utmost respect. Any officer or official showing a lack of respectful and/or showing an unwillingness to act on violations should not work in our village. There are many other towns with lower expectations for which they would be better suited. Flossmoor needs people who view their employment as more than a job and are willing to give 110%.

- Flossmoor needs to attract businesses and other groups of residents. Diversity does not only mean black residents, but others as well.
- Flossmoor needs to focus on stretch goals, not just day-to-day items. What truly will make us the hidden gem of Chicago?
- Follow the rules and have fun!
- Great community to raise children in. There is diversity racially, sexual orientation, religion which Foster's acceptance
- Great village. Just needs to become more current with how they do business and to attract more businesses.
- Have Mayor be more available to residents
- Have the sewer and water bills automatically deducted from checking account or charged to credit card. I have had two late payments in 30 years because I never received a bill in the mail.
- Higher property values
- Hold homeowner accountable for their property infrastructure
- I couldn't enter all the responses so all are 8 except for Thriving Downtown, rated 1. Lower property taxes. I think that our schools are wasting ALOT of the taxpayers' money, when I hear that they spent OVER \$20 Million Dollars to redo a swimming pool. If we have that kind of money, it should back to the Homeowner's as a rebate. We should put that kind of money into the library where EVERYBODY can use it. Not every resident in Flossmoor uses the pool, but yet all of the taxpayers pay for it.
- I do not feel I can rank these very well as some affect others in such a way that they are equal in value. for ex. thriving downtown is related to more and healthier businesses, which is also related to vacant commercial land...
- I hope to see the arts culture continue to develop. I enjoyed the art co-op that was set up in downtown Flossmoor last summer.
- I think the village is in a good position with diversity and inclusion and feel that our diversity is one of our greatest features. Also, for people without kids, it's difficult to know what events are going on.
- I think the walkability is key, there are a few areas of town that are cut off from the rest of the town.
- I travel outside Flossmoor for food nearly every day. Healthy and diverse food options are needed. It is one of the biggest downsides to living here. The flooding situation is out of hand. The city keeps pushing it back on homeowners to address, yet it is prevalent in so many neighborhoods that all signs point back to the city's sewer infrastructure. Houses don't sell due to being in a flood plain or for having flood damage. This hurts home values within your town.
- if residents are unable to maintain properties, can the reason(s) be identified. There may be ways for community members to help and this could be a great opportunity for community engagement.
- Important to continuously engage surrounding communities on issues of safety and southland development
- Improve school rankings which will attract more potential residents which will improve property values which will stabilize tax base
- Improving the sidewalks and roads and cross walk markings

- Increase community policing as a collaboration between the police and the community that identifies and solves community problems.
- Increased safety and economic health.
- Independence from the galactic empire? #StarWars
- Install more streetlights please. It's so dark driving around at night.
- Invest in the schools. We have too much turnaround with administration and need to keep good consistent administration in all buildings including the high school
- Keep being awesome! Keep asking questions and listening to residents.
- Keep excellent school in academics and athletics
- Keep things green. Plant many more trees. Plant native plants that don't need watering. Participate in reversing climate change. Use less pesticides
- less emphasis on increasing black culture and more inclusive of other cultures
- Let's give a reason to come here instead of Homewood. Do something with unused land wether beehives or drive in movies or farmers markets or even off-road events. Something exciting. And let me have a dam boat please. I love you
- Look to annex the portion of unincorporated Homewood into father's village of Flossmoor
- Lower Property Taxes
- Lower taxes
- Lower water costs.
- Maintain security
- Making sure that our mayor continues to enjoy her role, so that she wants to continue to serve in this capacity!
- Many other villages don't charge for recycling and grass recycling services, they are free and the residents pay less taxes on their houses there. I don't understand why?
- Many Sidewalks unsafe to walk without fear of stumbling or falling. Need repair. Noise at night has become a huge issue based on how quiet the community was a few years ago.
- Metra train schedule could increase. Extend more parking privileges for Flossmoor residents
- More civic events
- More Diversity in the police and fire ranks is needed
- My family loves our home, but we are outgrowing it. We would like to move into a slightly larger home and our desire is to stay in this community. However, the amount of taxes for just a few more square feet make us feel trapped and are considering looking to another community. We would love to stay in Flossmoor, but do not know if we can afford the taxes for even a modestly sized house.
- Optimistic about Michelle Nelson! Already seeing positive changes and momentum! We need new ideas, "blood" and to become more progressive. Other suburbs have and we have a lot going for us.
- Parker Junior High has consistently been ranked lower than the other district schools. Need to improve that for families in the community. Keep the library excellent.
- Plan and budget to create economic growth while maintaining existing community strengths
- Police patrol speeding in areas- Flossmoor Rd and Dartmouth, Carrol parkway and travers In, are they replacing the fountain knocked off of island??. crosswalks near Flossmoor Park. Almost been hit walking dog near all these locations by speeding cars. Tree planting programs on parkways to maintain beauty of village.

- Population stability, sidewalk replacement cost-sharing program, electrical reliability
- Privacy fencing for houses on Vollmer Road. Allow above ground pools
- Question 9 is impossible. Some things are equal. I put "thriving downtown" last, not because I don't think it's important, but if we do "more and healthier businesses" and "vacant commercial land developed", the thriving should follow. No clue how a village becomes "unified"; we are diverse and becoming more so almost daily. Fix the sewers and flooding, keep the schools solid, fight for sane property taxes. And thank you for all you do. I realize it's hard work.
- Regional and state partnerships, quality business growth. Right now we do not have the space necessary to attract the type of business that can offset our taxes, nor do we want Vollmer to become another Halsted. Think of quality and scale that can come from partnerships.
- Remain a safe and beautiful place to live. Hands on Village president!
- Stay small-town while fiscally sound and resident oriented. And stop flooding! THANKS for implementing brush/limb pickup.
- Stop the flooding in Old Flossmoor.
- Street repairs are being cherry picked. While some streets are worse than others, repair are still needed. Flossmoor Rd between Kedzie & Governors Hwy is one example.
- Stricter rules for School behavior at all grade levels.
- Taxes and attracting desirable, upscale businesses
- The above only allowed me to check one but I think all the things listed above are most important to the survival and the future of Flossmoor. I am hoping for the best!!!
- the vacant lot on Flossmoor Road has sat vacant long enough. there is a need for restaurants, stores, condos. if Homewood can do it why can't Flossmoor?
- The village has often been slow to address social justice issues ... took much work to get pride flags/celebration to town. Wonder if there is a way to find an issue that we all can unite around and commit to making things different? The racism issue pops up again and again, homelessness and the changes to PADS, access to healthcare and mental health care. It would probably be challenging to find that "thing" that we all would get behind, but younger families are looking for places that care about changing what is wrong! We are an island community and there are many systemic issues in communities surrounding us ... we can't survive as an island.
- The village needs to partner with the schools to ensure that they stop slipping and stop destroying the property values. We could live here or in Hinsdale or New Trier. ...and HF used to be in this league, but now it is not. Fixing the schools will drive property values and business because we have a great location. ...but second-class schools will ruin the village in short order. Just look at the correlation between property values and test scores (both in Flossmoor historically but also in the Chicago region)...
- The Village of Flossmoor should seek a Mayor (like the current Mayor and unlike the former Mayor) , who believes in open/ fair/equal opportunity communication, Trustees who are trustworthy, a business manager who seeks the truth (rather than drawing her own uninformed conclusions and publicizing them) , legal staff, counter clerks in the Village Hall, Police/fire personnel, and all others in elected, staff, service and volunteer positions, who will be professional, respectful and courteous in their speech and demeanor, and be truthful when addressing/interacting/communicating with residents.
- there is a serious lack of diversity in Flossmoor.
- This survey is a great place to start.

- TRAFFIC LAW ENFORCEMENT
- Use the sustainability lens on all aspects of village decisions, write a climate action plan and start working on targets set.
- Village hall needs to take a long in depth look at how fire department is being ran. Lots going unseen and under the table that they don't know about
- Water prices are ridiculously high!
- We are already a diverse community...how do we make that work to our advantage in our schools, neighborhoods, and business district. Can we do anything to create an entrepreneur incubator, use the expertise in the community to help others.... missed opportunity thus far.
- We are going in the right direction but there is nothing wrong with holding residents to standards that benefit everyone collectively.
- We need to look to the future when it comes to bringing in new businesses and using our vacant land space. Emphasis should be placed on Green industry and services. This will bring with it new families to our community and strengthen Flossmoor both with income and diversity. This would mean that we need to first give a great deal of attention to things such infrastructure, schools and residential properties. Build it and they will come! Is this heaven? no it's Flossmoor!
- Wind power for businesses and for residents. Have people meet one another more often. Educate everyone on nutrition. keep tennis courts cleaned up. make yp programs that involve the outdoors more often.
- Work with the school district to improve performance. More activities for young people year round. Jobs for teens.
- You don't mention Flossmoor Commons at all. We need to focus on the whole village especially with respect to attracting business and maintaining the appearance of the village.

## Types of new businesses desired in the Village

Question: “*What types of new businesses would you like to see in the Village?*”

- A bakery, a bookstore, a grab n' go food shop - at a lower price-point than currently exists; an ice cream shop, an art gallery, a coffee shop (not a chain), a florist, a confectionary. More goods rather than services LOCATED DOWNTOWN that can serve a commuter crowd, i.e., later hours
- A Christmas Shoppe where unique items including African American figurines can be bought
- a good mix of independent and established national/state brands
- A Trader Jo
- Affordable dining
- Any that will begin to offset the property tax burden on homeowners
- Anything
- Anything that would grow the tax base with the exception of casinos and strip clubs and marijuana dispensaries
- Bakery
- bakery
- Bakery, coffee shop
- Bakery, Home Decor/accessories etc.
- Bars and restaurants
- Bars, Marijuana Shop, Restaurant (fast food and sit down), bakery, ice cream shop, daycare
- Better pool. Casual dining with strong cultural influences. Maple tree Inn could have been this but they are not family friendly. Boutique and home decor shops. Expanding Dunnings into store similar to Williams Sonoma on smaller scale with cooking demos and classes, strong marketing for these businesses
- better quality clothing store so we don't have to drive to Indiana or Orland
- Bicycling or sports
- Bookstore, Trader Joes, yoga
- Boutique gift shops
- Boutiques, coffee house, pet grooming, some sort of handyman "dispensary" (a hub where you could call or walk in and find licensed, bonded people to help with home repair). Florist. I'm not a businessperson. No clue, really.
- Budd St unease's with a history such as Dunnings
- Cannabis
- Cannabis retailer
- Cannabis, restaurants, coffee shop, home improvement (Lowe's)
- Clothing store
- clothing stores
- clothing stores, high end groceries (the usual-trader joe type)
- Coffee shop (not chain), bakery, clothing store, tutoring/student support
- Coffee shop and bakery
- Coffee shop, bakery, bespoke arcade
- Coffee shops
- Coffeeshop

- Costco, Restaurant
- Dance studio
- Diner type restaurant.
- Dining (not fast food), Butcher, Bakery,
- Doesn't matter. Focus on improving the schools' reputation.
- Do not want to accidentally insert competition that otherwise does not exist... a medical clinic would be one thought
- don't know
- Don't shy away from commercial
- downtown bakery and art store
- E-gaming center, business development center, some type of community compositing
- Entertainment, Food and Hospitality
- ethnic dining
- Family oriented
- Fine acoustic instrument store, a fine ethnic restaurant, a great florist
- Fine Dining
- Florist
- Flossmoor Farmers Market?
- Food
- food - quicker and less expensive food/lunch options.
- fresh fruit and vegetable
- fun fast casual eateries with outdoor covered dining
- General Mills
- Good, diverse ethnic restaurants. Children's clothes and toys/games. A day spa. Indoor/outdoor event space. Upscale bar or wine bar with no gaming.
- Green tech and services. STOP with the retail!
- Grocers, office supply stores, restaurants
- Grocery stores like Trader Joe's/Mariano's; restaurants; coffee houses; movie theater
- Hallmark
- Health focused restaurant/cafe (like redbird), coffee shop/bakery
- Health Food store
- health food store, pharmacy
- Healthy, diverse, ethnic, non-chain food options.
- High end grocery; sporting goods; restaurants; home improvement
- high end restaurants without gaming
- High-end restaurants
- Hobby shops flower shops pet shops
- Hobby shops.
- Home Health
- Hotel by Meijer - right off 57 (Fairfield by Marriott)
- Hotel, greenhouse, more dining

- I would like to see more affordable restaurants. Maybe a hotdog place, or a sandwich shop. Where I could go and eat, and not go broke. Not everybody can pay \$ 13.00 for a hamburger at the Flossmoor Brewery.
- I would love to have a smaller grocery store in Flossmoor. We currently shop Walt's because we prefer a smaller store to Meijer's. I would love to keep my tax money in Flossmoor, though. I would also like to see a greater emphasis on building businesses in already existing spaces rather than putting buildings and parking lots on open land--that is, business with big impact and small footprints. I would love to see the village do everything it can to support innovative ideas like Gypsy Fix!
- I'm less interested in type of business - the village should focus on building out a true strategic plan of each parcel from the commuter lot downtown all the way out to Parker along Flossmoor Road to determine if the ideal structure is in place and, if not, what could be done to create a thriving downtown over a decade. Right now, I'm unaware of any real plan to create the expansive downtown needed for sustainable growth of the community around a central point.
- Independent store not more doctors' offices
- It doesn't matter until we fix the schools
- Jewell's grocery, sit down restaurants, Hobby Lobby, JoAnn's Fabrics, Michael's (crafts), Tuesday Morning, Kohl's, Macy's
- Kids playing places.
- Let's not become a strip mall; let's focus on schools instead.
- Light manufacturing, craft store, small grocery downtown
- Like the ones in Lincoln Square in the city
- locally owned coffee shops, (bread) bakeries, restaurants, boutique shops
- marijuana, coffee shop, Mexican restaurant, bakery, bar with entertainment (music or comedy), used sporting goods
- Mexican restaurant, Trader Joe's
- Money makers: Binny's. Loews.
- More dining options
- More dining options, a small fresh grocer
- More food places
- more restaurants
- More restaurants (no chains) for fine dining experiences
- more restaurants would be nice, but that's a hard business to run and garner community support
- More restaurants, kid friendly places
- More variety of restaurants, coffee shop
- Music and Art center Employment Vocational Counseling Service
- New upscale restaurants
- No big box stores. Locally owned and operated.
- No more restaurants in downtown.
- No opinion.
- Non-chain, interesting, diverse restaurants
- Ones that are stable
- Ones that can sustain themselves
- Ones that complement each other to draw in bigger crowds

- Opportunities for pop ups
- Organic food, organic produce
- Panera Bread, Target on Vollmer
- Pizza places, florist, bakery, card shop
- Prefix
- Professional services
- Promote unique small businesses; a garden center would be nice, alternative grocery store; a few more coffee houses with room for live music.
- Regional attraction/entertainment, Cultural institution (MSI South, Art Institute remote campus, for example)
- restaurant
- Restaurant
- Restaurant coffee bookstore
- Restaurants
- restaurants
- Restaurants
- Restaurants
- Restaurants
- Restaurants
- Restaurants and banks
- Restaurants and more eateries
- Restaurants and more retail, less service related
- restaurants and retail
- Restaurants and Retail
- restaurants and shopping
- restaurants, bakeries, grocers
- Restaurants, bars, movie theatre, bowling alley, arcade, skating rink, entertainment
- Restaurants, boutiques, spas/hair, professionals
- Restaurants, butcher, bakery. Anything
- Restaurants, card store, stamp & coin store, bakery, delicatessen
- Restaurants, clothing
- restaurants, clothing
- Restaurants, downtown grocery market
- restaurants, music cafes
- Restaurants, retail
- restaurants, shopping (unique/small business)
- Restaurants, small business
- Restaurants, small business
- Restaurants, specialty grocer
- restaurants, specialty retail
- Restaurants, Tech companies 'we work' type option
- restaurants, trendy small business; light industry in appropriate areas
- Restaurants, Wine bar (i.e. Sip in Tinley)

- Restaurants.
- Restaurants/ big brand stores
- Restaurants; Concept like Sip in Tinley Park
- Restaurants-family, Casual.
- Restaurants/spas/nail shops.
- RETAIL
- Retail and restaurants
- Retail, Manufacturing
- Retail. Restaurants.
- Sam's Club or Costco type store
- Services for kids like occupational therapy, gymnastics, better childcare options, especially early childhood, better shopping (sports equipment, crafting, etc.) We go to Tinley and Mokena for so much of this! I wonder sometimes why we live here.
- Shoe stores
- Shopping/coffee
- Sit down dining
- Skating Rink
- Small business
- Small business
- Small businesses like bakeries and retail. Trader Joe's
- some more ethnic restaurants
- Some retail by Meier
- Specialty bakery
- Specialty Shops
- Specialty shops and restaurants
- Starbucks
- Taco Bell, Panera, Starbucks
- Target, Amazon, commercial, chic fil a, canes chicken, Lowe's, Home Depot. No small businesses
- Tax generating (retail, etc.)
- tax revenue generating businesses
- Tech and Personal Services
- Technology innovation
- Teen entertainment
- Top golf, brewery, distillery, drive in
- Trader Joes, higher-end retail, live music venue
- Trader Joe's, Whole Foods
- Trader Joe's. More diverse restaurant options (Greek; Middle Eastern, Chinese, Korean BBQ). Art studio with classes. Teen Center.
- Trader Joe's. Neighborhood eatery. Small businesses
- Trendy, high tech, upscale such as Trader Joes,
- unsure, but I have no expertise in this
- Upscale dining
- Upscale restaurant

- Variety
- vegan restaurant
- What are they doing with OLD LINCOLN MALL property - how can the Village of Flossmoor compete with that?
- Whole Foods - electric car recharging -bakery and coffee shop station
- Whole Foods / Trader Joe's / higher end grocery retail
- Whole Foods, diversity of mid-level restaurants for families
- zero waste shop

## Program ideas for the Village to replicate

Question: “Are there programs that you have seen in other communities that you would like to see the Village of Flossmoor replicate? If so, please describe.”

- A quality visual arts facility that includes the community and offers exhibition space and education opportunities for the community - beyond the public sculpture, i.e. the Evanston Art Center - Arts organizations are often the bellwether of growth and the creative economy is often overlooked
- "Nextdoor app
- As mentioned, make homeowners responsible for clearing snow on sidewalks, or provide this as a service. 2) In Chicago, trash and recycling services are included in water bill, which seems to be a better system - why do we pay private companies here?
- a community garden
- A youth teen center (Similar to the Bridge Center in Orland Park)
- Art fair. Food fest.
- Art festivals are wonderful and would showcase our beautiful downtown.
- Art History taught by parents in every elementary school-once a month- at every grade level. School picnics for parents and students. Adult Art shows judged by professional artists or dealers in the library. Orchestral nights in the park. Gardeners Club. miniature golf area. Fall & Christmas arts and crafts fair. Dancing in the Street. Ecology taught to 2nd graders once a week by volunteers during lunch break. Watercolor art class for adults. Adult tap dancing. Outdoor theater performances for free. Sidewalk chalk art for kids. Art exploration for adults. Men' basketball league.
- Art prize in Grand Rapids, MI, is an interesting idea that could maybe be adapted to Flossmoor. Obviously it would have to be much smaller. But I like the competition aspect that is open to a public vote. It might be a great to have the winner working with HF students if possible.
- Art shows,
- Better classes at Library more Zoom activities
- Bike path connection to regional paths Micro farm/vertical agricultural, Collectivo coffee
- Bike ride through all the neighborhoods in Flossmoor, loved the IPO concert and would love to see more of that kind of thing
- Canal Street in Chicago has a wonderful Arts festival that, I think would be worth Flossmoor looking to replicate. I would not like for Flossmoor to try an replicate anything that is done in Homewood. It makes no sense to duplicate anything that we already take part in. We should look into bringing some of the Chicago museum exhibits to town and utilize some of the vacant office spaces as popup galleries
- Cannot think of anything
- Citizen fire academy
- City of Chicago - environmental sustainability efforts (no pesticides, native plantings, rain barrel program, etc.)
- Civic leadership classes (Park Forest)
- Co brand with Homewood.
- Community beautification and road maintenance. We should be incorporating green ideas to help address our storm water issues (i.e. rain gardens)
- Community water park

- Composting service
- Concerts in a central location
- Control yard flooding
- Curbside leaf vacuum during fall, don't need to buy a unit, maybe lease, rent, contract service or some type of sharing with other surrounding villages. This will encourage residents to maintain their property and help keep storm drains clearer.
- Definitely leaf pick up and sidewalk repair.
- Dementia-friendly community like Orland Park
- Downtown LaGrange has a very long street but also a good selection of restaurants, bookstores, specialty stores. I'd love to see that happen downtown and in the Kluger Fur area
- Efforts for community engagement
- Elmhurst has village concerts and some sort of a program where once/twice a year residents put items out on curb for everyone to "choose" from - community upcycling? Keep up the free leaf pick up in fall - Great!
- Encouraging events with food trucks as a way to bring more restaurateurs to the area and assess what new types of cuisine residents are interested in. We have enough pizza and pub food!
- Fall and winter festivals. Adult sport teams Ethnic festivals Block parties
- farmer market, small business- craft, garden sales, music events (diverse--not all loud and not all classical)
- Farmers' market
- Farmers' Market
- Farmers' Market Christmas Market/fest? Fall fest?
- Farmer's Market I'm sure we have a business district, but it would be nice to see advertising of the businesses we do have. Health initiatives - walking/running clubs
- Farmers Markets are successful in Homewood. I would like to see the return of a Farmers Market to Flossmoor.
- Farmers markets, weekly,
- Fireworks
- Flossmoor at one time did have card shop, bakeries and a florist. We could really use a card shop, now that the Homewood Hallmark shop has closed.
- Flossmoor Christmas Holiday Festival of Lights
- Flossmoor has a downtown that shuts down to traffic very, very easily. Many downtowns don't have this advantage where traffic can easily be re-routed to allow festivals or other walking events to take place. I'd love to see more events throughout the spring, summer, and fall that are revenue neutral to the village while still showing what a great place it is to live. Concepts like summer concert series, farmers market, brew fest are great, my note is how do we do things more often to drive business downtown and excite residents about the village.
- Flossmoor should emulate Frankfort's calendar of events like Witches Night Out and similar shopping and community events.
- Friday night celebrations downtown with food trucks etc. Similar to Oak Park.
- GEM was awesome. Philharmonic orchestras as awesome
- Greater recruitment of residents when carrying out projects whether as volunteers to assist or to publicize a project.

- Have a program to help homeowners with selling their home rather than renting. Perhaps have realty agencies willing to work with Flossmoor home buyers to help them with the process.
- Haven't really looked at other communities much. Wonder if there is a way to strengthen connections between neighbors/neighborhoods? Many people have no idea who lives next door or across the street. Also, given the needs during COVID, would have been nice to have some sort of system to connect folks who had needs (groceries, meds, transport) and those who were willing to help. Churches tried to do this on a small scale, but no village wide efforts that I know of ... that sort of activity helps make connections and supports one another.
- HF Park District needs to remember that not everyone is retired or a SAH parent. Evening classes, foreign language classes or similar would be welcome. Flossmoor also needs to remember that not everyone has kids or that their school age. Homewood Fest is more diverse in this than Flossmoor. I am uncomfortable (pre-Covid) at some of the Flossmoor fests because they are relentlessly child centric. I love kids, but why not a mix? How about an art fair? Big artist community in the south suburbs.
- Higher standards
- Highland Park free music concerts every week in the summer
- Homewood has a lot of great ideas
- Homewood is a leader in taking tax revenues from it's interstate access (Halsted) and applying them to redevelopment of its Town Center. We should attempt to replicate that.
- Homewood is so wonderful at producing and promoting community events and fun festivals. Would love to see more of that with Flossmoor or even some kind of partnership to do these events together to promote community.
- Homewood, Tinley Park and Frankfort have done an great job of transforming their downtowns and when they fail, they try something else! Farmer's Market; Live/work facilities - shared office space; hosting local food trucks; business incubator with partnerships.
- How well do you know your neighborhood? Quizzes or scavenger hunts that promote positive things about our neighbors and neighborhood. Winners get rewards and information is highly advertised
- I think we are doing a good job with community programs. I REALLY think the Police Academy program is OUTSTANDING.
- I would like to see more social activities for People in their 50's and 60's. We ALSO pay taxes, and we are the forgotten age group. I would like to see more affordable restaurants. I would like to see more programs come to the downtown area. The Phil Harmonic Orchestra was a very nice program.
- Improved street scraping on our main thoroughfares into old downtown Flossmoor.
- -In Olympia Fields, there are electronic speed signs along roads to alert drivers if they are going too fast. -Signs that say speed is monitored by radar. -Signs that say "Slow" in areas where speeding is a problem, especially where adults and children routinely walk along the road, like Kedzie Ave. - Attractive signs that say "Keep America Beautiful - Don't Litter." -Signs that say "Littering - \$200 fine" -Create bicycle lanes on main streets and roads. -More large and interesting sculptures outside of Old Flossmoor, like we used to have on the intersection of Kedzie and Governors Highway. They would help residents in other parts of Flossmoor feel included and important.
- IPO event downtown was amazing - more of these types of events please!

- It would be great to have our own farmers market and a summer "Shakespeare in the Park." Flossmoor would be an ideal location to host an annual Art Festival similar to Hyde Park and Southport in the city. Outsiders have no idea this amazing village exists. We need to do more to make our community visible and inviting to city residents. Unfortunately, there is still this stigma that since this is a south Chicago "suburb," it's dangerous.
- Join in more with what Homewood does. No need to reinvent the wheel. Work with our surrounding villages to make all of us stronger.
- Just keep up the brush pickup each month. One of the better things that have happened.
- Leaf pickup from the curb where residents rake or blow to parkway and Village vacuums up. No bags, stickers, cans, etc. Winnetka, Wilmette & others do that!
- Live music is always lovely
- Look at Homewood. Let's have more than the lame Flossmoor Fest.
- Maybe another rec center through Homewood-Flossmoor Park District. A theater or arts center.
- More arts and cultural programming through village, library, other groups. Music, authors, scholars. Intellectual stimulation for adults.
- More broad utilization/renting by residents (not a part of a not-for-profit organization) of the meeting room (with kitchen) in the library's lower level.
- More cultural events, art / music / literature readings. More overall creativity with village sponsored. Other communities should be looking to Flossmoor!
- More frequent electronics/hazardous chemical recycling events. More bike trails and paths
- More nature and gardening programs for children. Increase recycling and environmental sustainability opportunities
- More programs for kids and adults to pursue entrepreneurship and information on how to start businesses
- More public concerts and children's events as in Homewood and Tinley
- More rec sports for children
- More sports. Cultural events
- Neighborhood watch
- Orchestra concerts, festivals, movie nights,
- Orland Park, Homewood
- Other villages have drop-off recycling stations for unique articles such as Styrofoam, tetra packs, metals, batteries, etc. ; parkway planting programs (<https://lbwater.org/save-water/residential/parkway/>); investigate a sister city to exchange knowledge with; curbside composting program;
- Polar express train destination experience to stop in our village from downtown.
- Police cadets
- Really love Frankfort's 'music in the park' every summer Sunday. We have events like this but not systematic
- regular concert and movie in the park, Art/Vendor Fair, Children Activities
- Resident neighborhood clean-up program. A place for music/ concerts/blues bar. Things that will make people want to come to Flossmoor.
- Restaurant's

- Review success factors for other thriving suburban downtowns (examples could include Arlington Heights, Downers Grove)
- sidewalk replacement cost-sharing program
- Some type of farmers' market?!
- Spring cleanup around the community that residents volunteer that was very successful in Hazel Crest
- St. Joseph, MI farmer's market structure (High schoolers provide entertainment, set up along walking paths). Circuited sports events,
- Step dancing class. Card games
- STRICT ORDINANCE ENFORCEMENT
- Tax incentives to attract new businesses: places like Naperville have done great at developing a strong business base over the years
- Teen program or activity center. For additional comments- we really need a sidewalk from Flossmoor road to Idlewild (across Dixie)
- Textile curbside recycling like Niles, IL
- The Bridge Teen Center in Orland Park. Neighborhood beautification awards.
- The free recycling program. The firework show on 4th of July. Parks like the ones in Orland Park or new ideas like the ones in Turkey. Safe walking indoor area with the long winter we have.
- The IPO concert was great: more of those or similar events and Place speakers near the restaurants. Couldn't hear outside at the Bistro! Sorry, no useful new ideas!
- The move to bring more diverse businesses into the village with offer incentive programs for minority business owners especially for those that live within the village. Build Park and Recreation program that competes nationally and help keep the talent within the village from competing in other areas like Homewood, Chicago Heights, Matteson, Country Club and Hazel Crest. Little League/Softball, Youth Football/Cheerleading and Basketball to name a few. Create monthly events throughout the summer months such as the Chamber concert. Offer diverse events like Movies in the Park, House Music dancing downtown, Gospel music, Reggae, Country, Blues, etc. Also offer a food truck festival which could entice those entrepreneurs to possible look to opening a brick-and-mortar business in the village
- The residents of Hazelcrest can drop off lawn waste instead of bagging. Their winter road cleaning is 2nd to none.
- Urban/suburban farming. This is one-level up from community gardening and is run like a business. Often restaurants partner for fresh produce, they offer adult and child educational programs, events, jobs, volunteer opportunities, camps, farmers markets, school programs. We certainly have enough vacant land for it! -Public "maker" labs where people can create new products using more advanced technology like 3d printers, lathes, etc. -A remote workspace with rentable desks, conference rooms, cubicles, and office equipment. -Turn Dolphin Lake into a destination, like St. Louis' Boathouse at Forest Park (<https://boathousestl.com/>) where you can rent paddle boats, eat at the cafe, enjoy a sunset cocktail. -Small business/entrepreneur incubator as a way to grow locally owned businesses. Could be modeled after 1871 downtown with mentorships, office space, professional development, grants, even an angel investing competition.
- Use Evanston as an example: lots of civic activities, concerts, nature walks, educational talks. More than just the park district

- Water Park all year farmers' market
- We had a farmers' market that was ruined, per my conversations with vendors, when village staff took over. Points to an issue in sustaining village programs. We have nothing as dynamic as Homewood's market.
- We have great personal enrichment programs
- We need to figure out how to fix our schools.
- We need to improve the schools.
- What can we do to attract a more exuberant farmers market, or an open-air French Market? Homewood has these wonderful festivals and we just piggyback on them. What do we offer that is special? I feel like the ice-skating rink and skate library was a step in the right direction. Our tree lighting is depressing.
- Why can't we do what Homewood has been able to accomplish in their downtown area?
- Would like to see services for elderly residents. Transportation to medical, grocery, etc. even if provided by appointment or small cost.
- Youth court and leadership development. Youth court

## APPENDIX II: Community input – SWOT analysis

### Strengths

- **Diversity**– community is a “diverse Mayberry”
- Welcoming and friendly
- **The community is safe**
- **Very good schools, especially HFHS**
- Good parental involvement
- **Variety in housing**– attractive settings and well maintained
- **Downtown Flossmoor looks good**
- **Good communications from village administration**
- Village embraced social media
- **Great small businesses**- village has small business focus
- **Good transportation network** highways and train options for Chicago access– short commute
- Housing prices attractive vs alternatives

### Opportunities

- **Targeted shopping and dining**
  - “Boutique”, small shop, desired destination
  - More adventuresome dining options
- **Provide resources to residents who need commercial kitchen access to support a business launch**
- **More community events to create connections and foster community engagement**
- **Sidewalks to connect neighborhoods**
- **Bike lanes**
- **Support development of entertainment venue (s) so people don’t have to leave the village for larger events**
- **Pair local service organizations with residents who are no longer able to maintain their yard.**
- **Acknowledging the healthy blend of diversity, foster community actions encouraging conversation and positive actions**
- **Look to compatible communities to see if there are opportunities for shared services or coordinated development**

### Weaknesses

- **TAXES**
  - Few commercial or industrial entities to offset personal property tax
  - Home rule unlikely
- **Limited– and mostly traditional– restaurants**
- **Limited grocery options, especially for specialty foods**
- **Limited senior housing**
  - Residents who want to downsize & stay in village have few choices
  - No good condo options
  - No ranch houses
  - Limited rental options
- **Old infrastructure**
- **Flooding**
- **Will County has attractive commercial tax structure**
- **Limited options for teen activities in the village**
- **Downtown parking access / awareness**
- **Flossmoor commons is “tired”**

### Threats

- **Old infrastructure and flooding**
- **House “flippers” that remodel at low standards**
- **Cook county commercial taxes / proximity to Will County**
- **Tax base too small to address all needs**
- **Limited development sites available**

## **APPENDIX III: Business analysis update for 2022-2026 strategic plan**

An analysis of documents provided by the Village of Flossmoor (see appendix) reveals the following salient points relevant to the Village's current strengths, weaknesses, opportunities, and threats.

### **STRENGTHS**

1. FY 21 operating surplus of \$186,665.
2. Currently funding reserves above policy level.
3. Non-home rule sales tax has added needed revenue over past two years.
4. Sales tax revenue has countered decline in other revenue sources.
5. Capital Equipment Fund in which the cost of capital equipment replacements and major maintenance items are amortized over the life of the assets, for which an annual set aside is made.
6. Passage of the \$10M General Obligation Bond referendum in November 2020, with 80% approval, to fund the Flossmoor Road Viaduct Drainage Improvements and the Street Rehabilitation Program, and the beginning of this work in 2021.
7. Additional sales tax (doubled over 2017-2020) from Meijer and surrounding development to support operations.
8. Steps taken to maintain high quality services during the COVID-19 pandemic.
9. Village support of restaurants during the pandemic and the result that no major business or restaurant has gone out of business during the pandemic.
10. Continued S&P AA+ bond rating.
11. Adoption of new revenue opportunities and fee adjustments including an update to the police ticket fines, equipment violation fines, and property maintenance fines; property tax and sales tax referenda, the adoption of an administrative tow fee and an administrative adjudication system; the adoption of a storm water utility fee; increased ambulance fees; various fee and fine increases as part of the Municipal Code Update Project, and an increase in parking fees.
12. New retail, e.g. Buona, Starbucks, AT&T Captain Hook's, Jersey Mike's, Dunkin.
13. No vacant stores in the downtown area.
14. Use of an Invest in Cook Grant for Phase I Engineering for the Central Business District roadway, pedestrian, and streetscape improvements.
15. Low crime rate.
16. Community policing.
17. Robust local housing market.
18. Stability in the administration.
19. Highly qualified new Police and Fire Chiefs.
20. Additional Police Department training beyond what is mandated and routine.
21. Village communications.
22. Village events.
23. Strong continuity of the Board of Trustees.

24. Dedication to strategic plan implementation.
25. Diversity and inclusion activities.
26. Very strong budgetary flexibility, with available fund balance in fiscal 2020 at 52% of operating expenditures.
27. Very strong liquidity and access to external liquidity
28. Free parkway tree program and increased grant-funded tree plantings.
29. Completion of the Phase 1A, Phase 1B, Phase 2A, Phase 2B, and Phase 2C Projects of the Water System Improvement Program.
30. IEPA funding for sanitary sewer projects.
31. Finance and facilities plan with list of potential Capital Projects.
32. Project to secure water through Chicago Heights from the City of Hammond, IN.
33. Agreement with ProChamps for the registration of vacant and foreclosed properties.
34. The “Discover Flossmoor” campaign.

## **WEAKNESSES**

1. Projected continuing and accelerating us of fund balance to support operations.
2. FY 22 operating deficit of \$918,465, projected to grow to \$1,229,984 by FY 26.
3. Personnel increases and benefit costs driving up operating expenses.
4. Major revenue sources – e.g. state income tax, telecommunications tax, and utility tax – have been stagnant or declining.
5. Minimal growth in property taxes.
6. Police and fire pensions are projected to grow approximately 40% (a combined \$354,000) over the next five years, outpacing any projected property tax increase at an average increase of 24% over that same period.
7. Water meters are not accurately capturing water flow and low water flow, negatively affecting the pumped-to-billed ratio and revenue for the Water and Sewer Fund.
8. Lack of funding for replacement of residential water meters.
9. Lack of funding for the Phase IV Sanitary Sewer Reconstruction Project.
10. Very weak debt-and-contingent-liability position, as well as a large pension and other-postemployment-benefit (OPEB) obligation.
11. Lack of a debt-management policy.
12. Deferral of street resurfacing because of lack of funds.
13. Need for funding for additional water main improvements.
14. Need for funding for additional sanitary sewer projects.
15. Areas where flooding is a concern and storm sewer improvements are needed.
16. The aging municipal complex.
17. Increasing paramedic and fire calls.
18. Lack of new home construction.
19. The necessary transition time for the new Mayor, Clerk, and Trustee to reach maximum effectiveness in their roles and as part of the Village’s leadership team.
20. Unfilled positions.

## OPPORTUNITIES

1. Potential additional revenue sources: a utility tax on water, an update on various fees (e.g. vehicle stickers), a places-for-eating tax, and an amusement tax.
2. The option of reducing pension funding from 100% to 90% by 2040.
3. The option of holding property tax referendum to increase the Village's limiting rate.
4. The option of holding a home rule referendum.
5. Sharing services with other governmental units.
6. Outsourcing services.
7. Undeveloped out-lots adjacent to the Meijer store.
8. Development of Village-owned properties on Flossmoor Road just west of downtown.

## THREATS

1. Health-and-safety risks posed by COVID-19: A prolonged disruption could weaken the local economy and potentially affect state-source revenue.
2. Exposure to a large unfunded liability associated with the police pension fund with the likelihood of continued increases in the costs of the plan.
3. Reduced revenue from the State of Illinois due to its continuing poor financial position.
4. Being unable to pay for needed capital improvements with cash on hand to avoid debt.
5. Increasing flooding due to climate change and inability to make needed improvements in storm sewers.
6. Growing need for maintenance and improvements in the municipal complex.

---

### Sources

2015-0026 Village Hall Assessment, 5/23/2016

2015-26 Village Hall/Police Station/Fire Department - Project Budget, 2015

2622-2633 Flossmoor Road Info Sheet - Linden Group concept

Bond Referendum Newsletter, October 2020

Continued Discussion of the Village Hall Assessment Study – Budget, 6/6/2016

Five Year General Fund Projections FY 21-26

Flossmoor Request for Qualifications – Vollmer & Crawford Development Site

FY 20 Revenue History

FY 20 principal property tax payers

FY 21 transmittal letter in budget

FY 22 Capital Program for Infrastructure Repair, Maintenance, and Improvements

FY 22 transmittal letter in budget

S&P Rating Report – Flossmoor Village. Illinois; General Obligation

Single Family Sales History 052021 Flossmoor

Southwest Flossmoor Info Sheet – Vollmer and Crawford Avenue Properties

Village of Flossmoor Booklet: Find Your New Hometown

## APPENDIX IV: 2021 Environmental Scan

### AGING

#### Village of Flossmoor Age Cohorts Over Time, from CMAP

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

Age Cohorts, Over Time

	2000 Percent	2006-2010 Percent	2015-2019 Percent
19 and <u>Under</u>	30.2	28.4	24.6
20 to 34	9.3	10.4	14.2
35 to 49	25.1	21.5	19.9
50 to 64	21.3	22.5	20.7
65 and <u>Over</u>	14.1	17.2	20.6
Median Age	42.2	44.9	44.0

Source: 2000 Census; 2006-2010 and 2015-2019 American Community Survey five-year estimates.

Universe: Total population

### COLLABORATION

#### On to 2050: Collaboration Goals, CMAP

<https://www.cmap.illinois.gov/2050/about>

Goal: Collaboration at all levels of government

Recommendation

Limited state and federal funding increase the need for more regional partnerships and consolidation. This requires partnerships, funding, and proactive planning to pursue cost-saving sharing options, exploration of government consolidation, and annexation of developed and unincorporated areas.

Goal: Collaboration at all levels of government

Recommendation

Collaborative leadership can address challenges like the region's lackluster economic growth through coordinated pursuit and implementation of federal and state investments, development and implementation of a shared economic growth strategy, and collaborative pursuit of inclusive growth.

Recommendation

Coordinating infrastructure operations and maintenance maximizes public investment. Units of government should partner to deliver infrastructure projects, enhance cooperation to improve roadway operations, share highway traffic management resources, and integrate local goals with roadway regulations.

Goal: Data driven and transparent investment decisions

Recommendation

Increasing access to budget information and analysis and other public information by leveraging technological improvements is necessary for accountable decision making at all levels.

Recommendation

Transparent and performance-based decisions informed by the most accurate data help extend limited public resources. Supporting a modern census and collecting and sharing vital socioeconomic, public health, and transportation data will improve evidence-based planning and decision making.

“ To prosper, the region requires collaboration across jurisdictions, investment based on measurable outcomes, and helping local governments build their capacity to thrive.

The ON TO 2050 vision of a prosperous, inclusive region will require renewed collaboration and focused investment for addressing today’s challenges and adapting to tomorrow’s. Each level of government — from the State of Illinois to municipalities — has a role to play. For our region to thrive, current efforts to share or consolidate services and increase efficiency should expand to include more issues and jurisdictions.

**Collaboration at all levels of government, capacity of governments to provide a strong quality of life, and data driven and transparent investment decisions are the Governance goals of ON TO 2050.**

Implementing ON TO 2050 will depend on collaboration across jurisdictional lines, highly efficient investment based on measurable outcomes, and a focus on helping all units of local government build the capacity necessary to provide basic services and implement their plans.

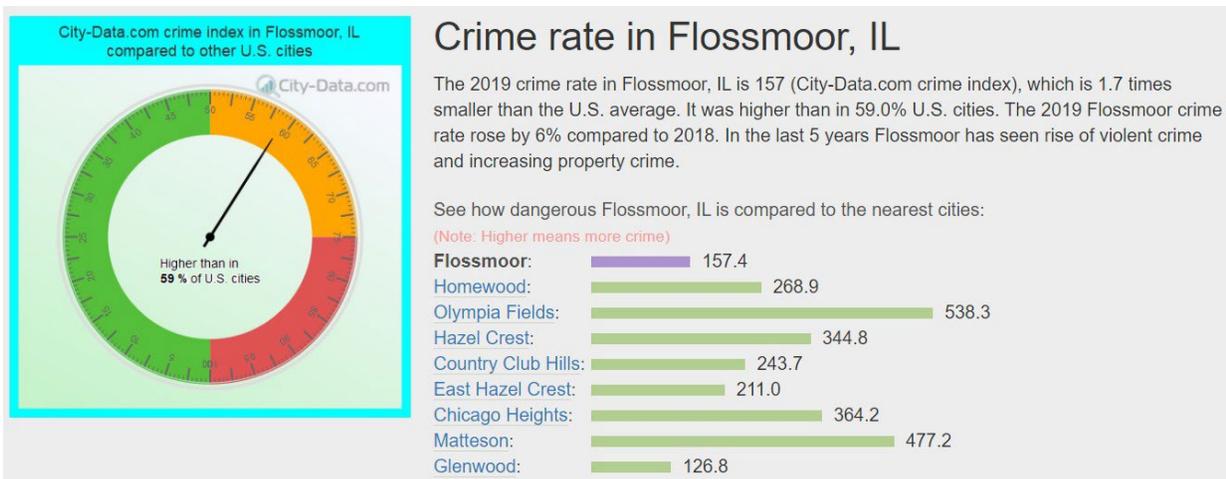
State funding plays a crucial — yet quite uncertain — role in the region’s ability to invest in infrastructure and support local government services. A more modern tax system, a long-term plan to pay for obligations, and transparent, data-driven budgeting and programming can improve the state’s near-term fiscal condition and long-term outlook. It can also bolster local governments, whose ability to serve the public is impeded by funding constraints.

By working together effectively across borders, the region’s governments can stretch their limited resources. State and local governments — along with transit agencies — need the fiscal, technical, and administrative capacity to function effectively. With proper funding and support, the State of Illinois and local governments will be able to implement performance-based decision making, improve asset management, and leverage new technology for better services and infrastructure.

## CRIME

### Flossmoor, IL Crime

<https://www.city-data.com/crime/crime-Flossmoor-Illinois.html>



Type	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Murders</b> (per 100,000)	0 (0.0)	1 (10.5)	0 (0.0)	1 (10.5)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)						
<b>Rapes</b> (per 100,000)	1 (10.6)	2 (21.3)	2 (21.4)	1 (10.7)	0 (0.0)	1 (10.5)	1 (10.5)	1 (10.5)	2 (21.0)	0 (0.0)	2 (21.1)	7 (74.9)	1 (10.7)	3 (32.6)
<b>Robberies</b> (per 100,000)	5 (53.2)	2 (21.3)	3 (32.1)	4 (43.0)	4 (43.7)	3 (31.6)	5 (52.6)	9 (94.5)	1 (10.5)	1 (10.5)	6 (63.3)	3 (32.1)	3 (32.2)	6 (65.1)
<b>Assaults</b> (per 100,000)	6 (63.9)	3 (31.9)	3 (32.1)	4 (43.0)	3 (32.8)	5 (52.7)	3 (31.6)	4 (42.0)	4 (41.9)	3 (31.5)	7 (73.8)	3 (32.1)	7 (75.1)	5 (54.3)
<b>Burglaries</b> (per 100,000)	38 (404.7)	26 (276.7)	35 (374.2)	37 (397.5)	50 (546.3)	44 (463.5)	23 (241.9)	33 (346.4)	16 (167.7)	20 (209.8)	22 (232.1)	20 (214.0)	15 (161.0)	10 (108.6)
<b>Thefts</b> (per 100,000)	121 (1,209)	141 (1,500)	109 (1,165)	101 (1,085)	124 (1,355)	163 (1,717)	128 (1,346)	120 (1,260)	98 (1,027)	81 (849.5)	95 (1,002)	181 (1,936)	215 (2,308)	191 (2,074)
<b>Auto thefts</b> (per 100,000)	2 (21.3)	8 (85.1)	3 (32.1)	3 (32.2)	6 (65.6)	2 (21.1)	3 (31.6)	4 (42.0)	11 (115.3)	2 (21.0)	3 (31.6)	5 (53.5)	14 (150.3)	12 (130.3)
<b>Arson</b> (per 100,000)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (10.5)	3 (31.6)	0 (0.0)	9 (94.3)	1 (10.5)	1 (10.5)	0 (0.0)	0 (0.0)	0 (0.0)
<b>City-Data.com crime index</b>	118.8	116.0	108.5	103.9	117.4	131.3	103.8	144.1	90.4	80.8	109.5	172.7	148.9	157.4

The City-Data.com crime index weighs serious crimes and violent crimes more heavily. Higher means more crime, U.S. average is 270.6. It adjusts for the number of visitors and daily workers commuting into cities.

## Crime & Corrections, Illinois

<https://www.usnews.com/news/best-states/illinois>

### Crime & Corrections ^

RANKING	ATTRIBUTES
 <p><b>#16</b> Rank</p>	<p><b>Corrections</b> <span style="float: right;">#15</span></p> <hr style="width: 80%; margin: 5px 0;"/> <p><b>Public Safety</b> <span style="float: right;">#24</span></p> <hr style="width: 80%; margin: 5px 0;"/> <p style="text-align: center;"><a href="#">SEE FULL CRIME &amp; CORRECTIONS RANKINGS »</a></p>



**302**  
/100k residents

---

**Incarceration Rate**  
National Average: 419



**38**  
/100k juveniles

---

**Juvenile Incarceration**  
National Average: 85



**407**  
/100k residents

---

**Violent Crime Rate**  
National Average: 379

# DEMOGRAPHICS

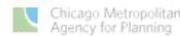
## General Population Characteristics, Flossmoor, 2020

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

## Village of Flossmoor Demographics, United States Census Bureau

<https://data.census.gov/cedsci/profile?g=1600000US1726571>

Community Data Snapshot | Flossmoor



### Population and Households

The population and household tables include general demographic, social, and economic characteristics summarized for Flossmoor.

#### General Population Characteristics, 2020

	Flossmoor	Cook County	CMAP Region
Total Population	9,704	5,275,541	8,577,735
Total Households	3,527	2,086,940	3,266,741
Average Household Size	2.7	2.5	2.6
Percent Population Change, 2010-20	2.5	1.6	1.7
Percent Population Change, 2000-20	4.3	-1.9	5.3

Source: 2000, 2010 and 2020 Census.

### Populations and People

#### Age and Sex

44.0 +/- 4.4

Median Age in Flossmoor village, Illinois

37.7 +/- 0.7

Median Age in State House District 80, Illinois

Table:  
S0101

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

#### Population by Age Range in Flossmoor village, Illinois

VIEW OPTIONS

Under 5 years - 9.2%

18 years and over - 76.8%

65 years and over - 20.6%

0% 10% 20% 30% 40% 50% 60% 70% 80%

Chart Survey/Program: 2019 ACS 5-Year Estimates Data Profiles

#### Families and Household Character...

3.31 +/- 0.26

Average Family Size in Flossmoor village, Illinois

3.47 +/- 0.06

Average Family Size in State House District 80, Illinois

Table:  
S1101

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

#### Total Households by Type of Households in Flossmoor village, Illinois

VIEW OPTIONS

Married-couple family household - 57.3%

Male householder, no spouse present, family household - 11.5%

Female householder, no spouse present, family household - 23.6%

0% 10% 20% 30% 40% 50% 60%

**Ancestry**

3.3% +/- 1.6%

Italian Ancestry in Flossmoor village, Illinois

7.5% +/- 0.8%

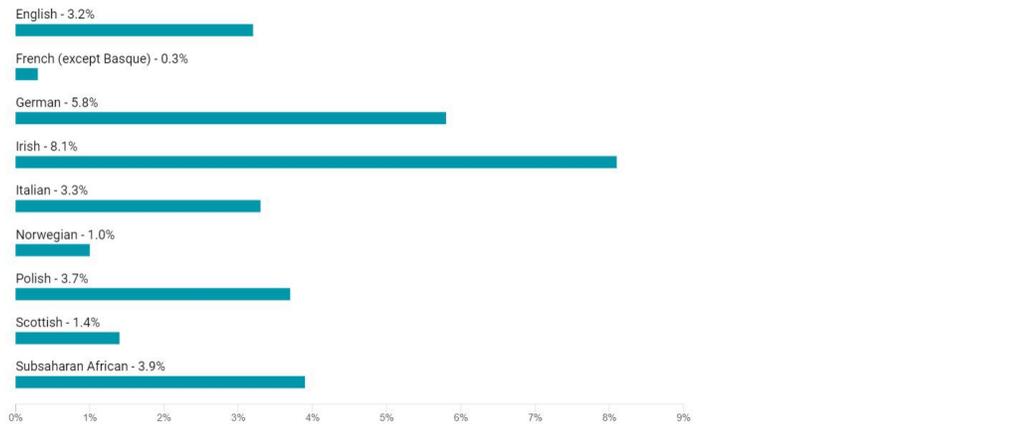
Italian Ancestry in State House District 80, Illinois

Table:  
DP02

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

**Ancestry in Flossmoor village, Illinois**

VIEW OPTIONS ▾



**Disability**

8.0% +/- 2.8%

Disabled Population in Flossmoor village, Illinois

9.8% +/- 0.7%

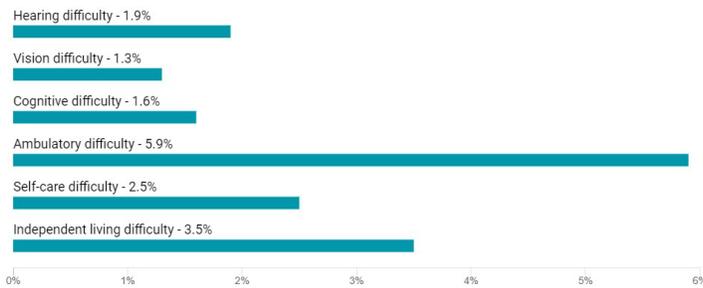
Disabled Population in State House District 80, Illinois

Table:  
S1810

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

**Types of Disabilities in Flossmoor village, Illinois**

VIEW OPTIONS ▾



**Children**

23.2% +/- 3.2%

Under 18 years old in Flossmoor village, Illinois

26.7% +/- 0.9%

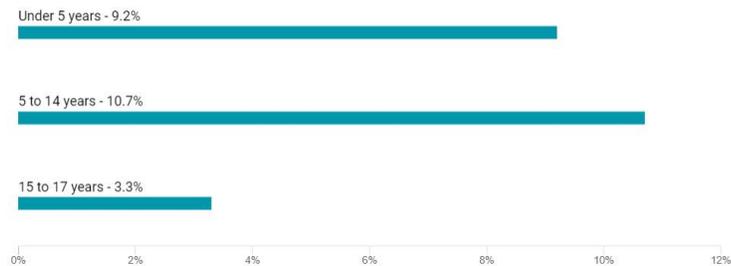
Under 18 years old in State House District 80, Illinois

Table:  
DP05

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

**Children Under 18 by Age Range in Flossmoor village, Illinois**

VIEW OPTIONS ▾



**Native and Foreign Born**

5.7 +/- 2.3

Foreign Born population in Flossmoor village, Illinois

7.0 +/- 0.9

Foreign Born population in State House District 80, Illinois

Table:  
DP02

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

**Foreign Born Population in Flossmoor village, Illinois**

VIEW OPTIONS ▾

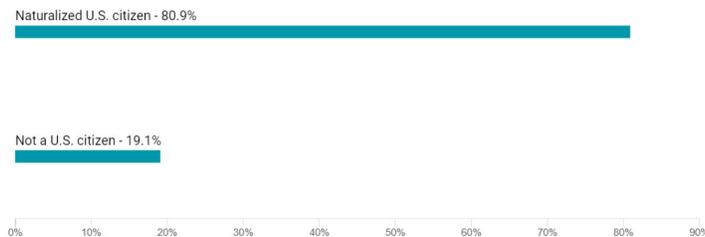


Chart Survey/Program: 2019 ACS 5-Year Estimates Data Profiles

**Not Hispanic or Latino**

32.7% +/- 4.4%

White alone, Not Hispanic or Latino in Flossmoor village, Illinois

44.7% +/- 1.2%

White alone, Not Hispanic or Latino in State House District 80, Illinois

Table: DP05

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Black or African American**

62.1% +/- 4.9%

Black or African American Alone in Flossmoor village, Illinois

37.9% +/- 1.5%

Black or African American Alone in State House District 80, Illinois

Table: DP05

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Veterans**

5.5% +/- 1.5%

Veterans in Flossmoor village, Illinois

4.9% +/- 0.5%

Veterans in State House District 80, Illinois

Table: S2101

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Language Spoken at Home**

5.1% +/- 2.0%

Language Other Than English Spoken at Home in Flossmoor village, Illinois

13.8% +/- 1.1%

Language Other Than English Spoken at Home in State House District 80, Illinois

Table: S1601

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**White**

34.2% +/- 4.5%

White Alone in Flossmoor village, Illinois

50.7% +/- 1.4%

White Alone in State House District 80, Illinois

Table: DP05

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Asian**

2.2% +/- 1.4%

Asian Alone in Flossmoor village, Illinois

0.8% +/- 0.2%

Asian Alone in State House District 80, Illinois

Table: DP05

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Hispanic or Latino**

3.4% +/- 2.5%

Hispanic or Latino in Flossmoor village, Illinois

14.6% +/- 1.1%

Hispanic or Latino in State House District 80, Illinois

Table: DP05

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**American Indian and Alaska Native**

0.0% +/- 0.3%

American Indian and Alaska Native Alone in Flossmoor village, Illinois

0.0% +/- 0.1%

American Indian and Alaska Native Alone in State House District 80, Illinois

Table: DP05

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Veterans by Sex in Flossmoor village, Illinois**

VIEW OPTIONS



**Types of Language Spoken at Home in Flossmoor village, Illinois**

VIEW OPTIONS

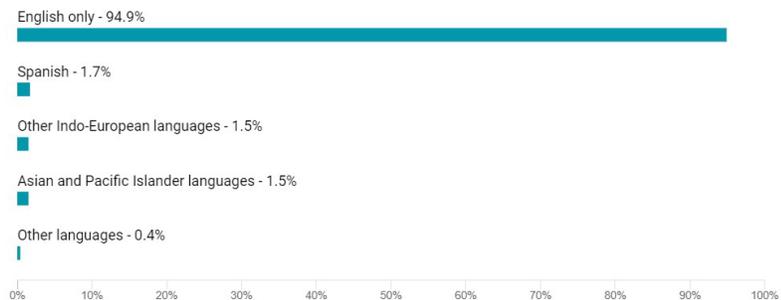


Chart Survey/Program: 2019 ACS 5-Year Estimates Data Profiles

**Marital Status and Marital History**

26.4% +/- 4.5%

Never Married in Flossmoor village, Illinois

36.6% +/- 1.1%

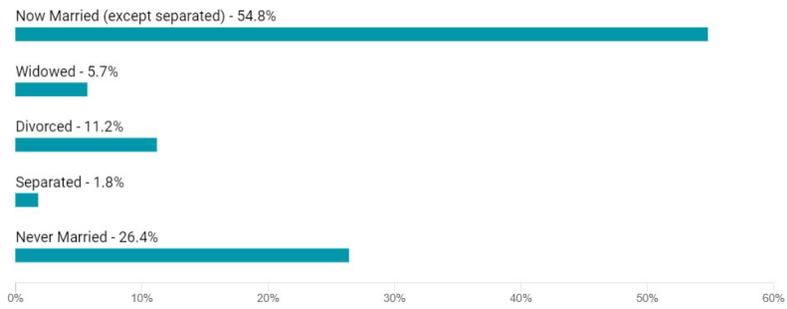
Never Married in State House District 80, Illinois

Table: S1201

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Marital Status in Flossmoor village, Illinois**

VIEW OPTIONS ▾



**Fertility**

2,108 +/- 253

Women 15 to 50 years old in Flossmoor village, Illinois

26,492 +/- 848

Women 15 to 50 years old in State House District 80, Illinois

Table: S1301

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Women with Births in the Past 12 Months in Flossmoor village, Illinois**

VIEW OPTIONS ▾



**Language Spoken at Home**

5.1% +/- 2.0%

Language Other Than English Spoken at Home in Flossmoor village, Illinois

13.8% +/- 1.1%

Language Other Than English Spoken at Home in State House District 80, Illinois

Table: S1601

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Types of Language Spoken at Home in Flossmoor village, Illinois**

VIEW OPTIONS ▾

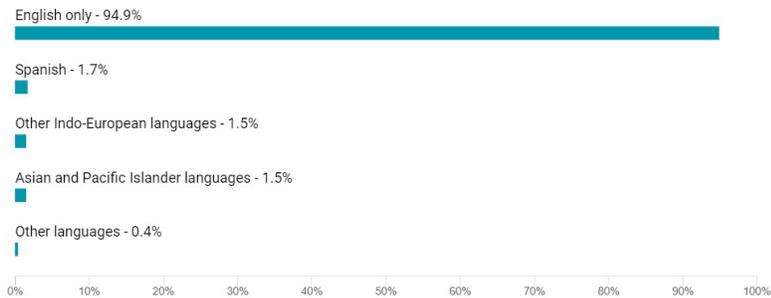


Chart Survey/Program: 2019 ACS 5-Year Estimates Data Profiles

**Veterans**

5.5% +/- 1.5%

Veterans in Flossmoor village, Illinois

4.9% +/- 0.5%

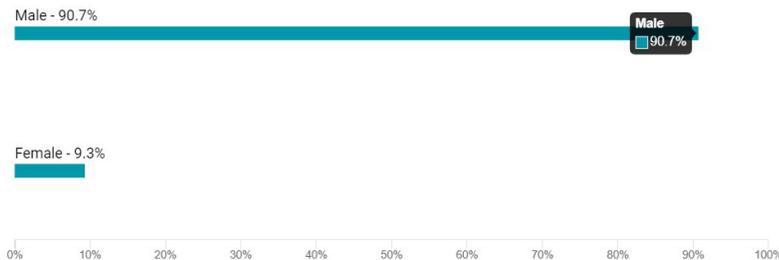
Veterans in State House District 80, Illinois

Table: S2101

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Veterans by Sex in Flossmoor village, Illinois**

VIEW OPTIONS ▾



## Bloom Township, Cook County, Illinois, Demographics, U.S. Bureau of the Census

<https://data.census.gov/cedsci/table?g=0600000US1703106561&tid=ACSDP1Y2019.DP05>

Rich township, Cook County, Illinois				
Label	Estimate	Margin of Error	Percent	Percent Margin of Error
▼ RACE				
➤ Total population	75,531	±25	75,531	(X)
▼ Race alone or in combination with one or m...				
▼ Total population	75,531	±25	75,531	(X)
White	19,104	±3,415	25.3%	±4.5
Black or African American	54,517	±3,892	72.2%	±5.2
American Indian and Alaska Native	N	N	N	N
Asian	1,579	±965	2.1%	±1.3
Native Hawaiian and Other Pacific Isla...	N	N	N	N
Some other race	N	N	N	N
▼ HISPANIC OR LATINO AND RACE				
▼ Total population	75,531	±25	75,531	(X)
▼ Hispanic or Latino (of any race)	3,296	±1,900	4.4%	±2.5

## Rich Township, Cook County, Illinois, Demographics, U.S. Bureau of the Census

<https://data.census.gov/cedsci/table?g=0600000US1703163498&tid=ACSDP1Y2019.DP05>

Bloom township, Cook County, Illinois				
Label	Estimate	Margin of Error	Percent	Percent Margin of Error
▼ RACE				
➤ Total population	88,505	±30	88,505	(X)
▼ Race alone or in combination with one or m...				
▼ Total population	88,505	±30	88,505	(X)
White	33,908	±5,209	38.3%	±5.9
Black or African American	49,887	±5,402	56.4%	±6.1
American Indian and Alaska Native	2,565	±2,464	2.9%	±2.8
Asian	709	±620	0.8%	±0.7
Native Hawaiian and Other Pacific Isla...	N	N	N	N
Some other race	7,228	±3,846	8.2%	±4.3
▼ HISPANIC OR LATINO AND RACE				
▼ Total population	88,505	±30	88,505	(X)
➤ Hispanic or Latino (of any race)	17,897	±4,813	20.2%	±5.4
▼ Not Hispanic or Latino	70,608	±4,809	79.8%	±5.4

## DIVERSITY, EQUITY, AND INCLUSION

### Inclusive Growth: Long term economic prosperity requires economic opportunity for all residents and communities

CMAP: On to 2050, <https://www.cmap.illinois.gov/2050/about>

Regions that offer economic opportunity for residents regardless of race, income, or background enjoy longer, stronger periods of prosperity and fewer, shorter periods of economic stagnation.

Metropolitan Chicago simply cannot thrive when so many people and places are left behind. Despite our numerous enviable assets, we fall short of ensuring economic opportunity for all residents. Though also true of many other regions, this unfortunate reality is particularly evident here according to numerous measures based on race or ethnicity, most clearly for black residents. For a stronger, more equitable future, our region needs to ensure every resident and community has the ability to fully contribute to and benefit from the economy. By taking deliberate steps region-wide, together we can make progress toward inclusive growth across all seven counties and 284 municipalities and ensure a more robust economy.

Inequity persists when the location of someone's home, their race or ethnicity, or socioeconomic status determines their economic success, health, and overall quality of life. This inequality manifests strongly along racial lines, and often can be traced to past racially discriminatory policies and practices such as redlining of minority neighborhoods, exclusionary zoning, school segregation, and predatory lending. Residents also experience health disparities depending on where they live and work. Promoting inclusive growth can disrupt these patterns and help the region be stronger and more successful economically.

**To compete in the global economy, we must tap the full potential of all our workers, businesses, and infrastructure. Currently, a substantial portion of the region's human capital — embodied in the talents and skills of excluded residents — is being wasted. Paired with other strategies to capitalize on the region's economic assets, emphasizing inclusive economic initiatives can help restart long-term growth in disinvested places and increase prosperity across the region.**

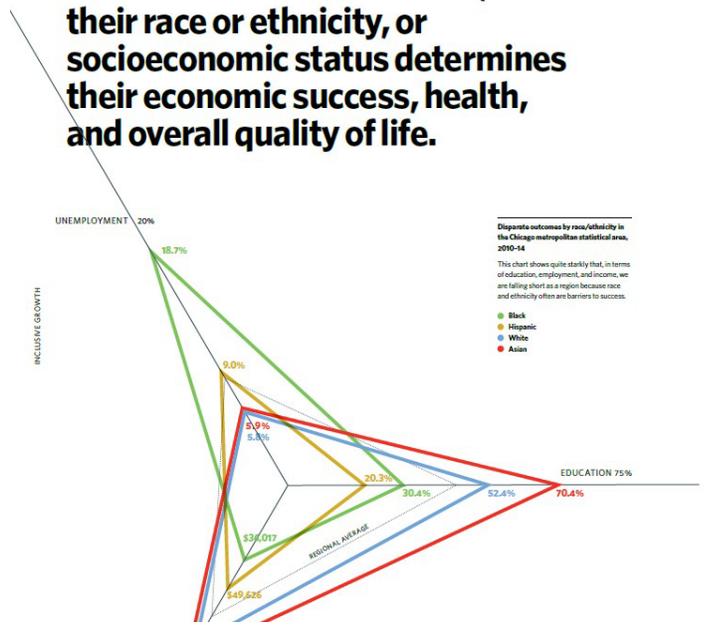
Strategies for inclusive growth can also help the region attract and retain a diverse populace. Having recently lost population — particularly among low and moderate income residents as well as black residents — we must take proactive steps to open doors in communities where opportunity hasn't knocked for generations as well as pursue economic growth that benefits residents at all skill and income levels.

Regionally, inequity also takes a toll on communities themselves, many of which have not recovered from the recession. Despite making prudent budget choices, too many municipalities find their tax base limited by long-term disinvestment of people and jobs and resulting high vacancies. Combined with decreasing federal and state support, this lack of capacity can make it difficult for municipalities to provide essential services. Inclusive growth can help such communities stem these trends and control their own destiny.

Rebuilding disinvested areas will be critical to long-term regional prosperity by ensuring that jobs and economic opportunities are available in communities where economically disconnected residents live.

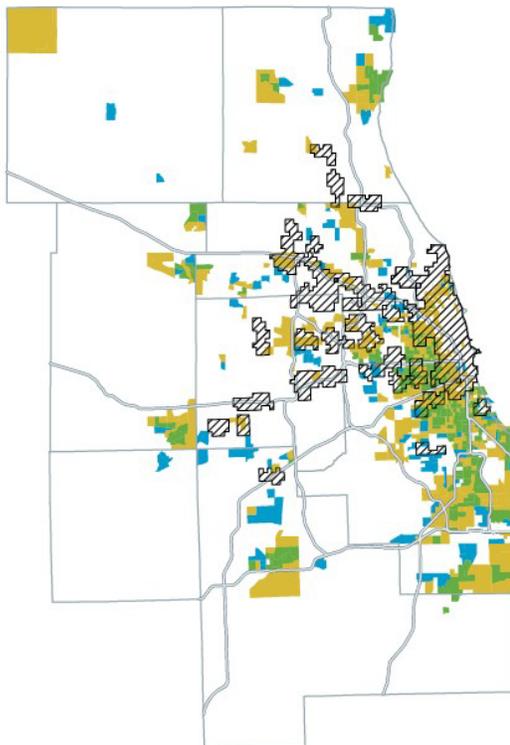
**Promoting inclusive growth can encourage infill and bring prosperity to areas that thrived economically in the past and still have strengths — including transit — to build upon.**

# Inequity persists when the location of someone's home, their race or ethnicity, or socioeconomic status determines their economic success, health, and overall quality of life.



Some areas in our region face especially difficult economic challenges

- Employment centers**  
Hatched areas indicate centers of high employment, such as the Loop, Schaumburg, or Oak Brook. These areas contain approximately half of the region's jobs.
- Disinvested areas**  
The blue areas represent parts of our region that have experienced a persistent, long-term lack of market investment leading to declining property values, low tax receipts, and shrinking employment.
- Economically disconnected areas (EDAs)**  
Yellow areas indicate places with a concentration of low income residents and either minority residents or residents with limited proficiency in English.
- Areas that are both disinvested and economically disconnected**  
The green areas represent parts of our region that have both a persistent, long-term lack of market investment and are EDAs. These areas are a focus of ON TO 2050.



## Village of Flossmoor Health Care Coverage, United States Census Bureau

<https://data.census.gov/cedsci/profile?g=1600000US1726571>

### Health Insurance

4.3% +/- 2.0%

Without Health Care Coverage in Flossmoor village, Illinois

5.6% +/- 0.7%

Without Health Care Coverage in State House District 80, Illinois

Table: S2701

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

## Village of Flossmoor Household Computer and Internet Access, from CMAP

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

### Household Computer and Internet Access, 2015-2019

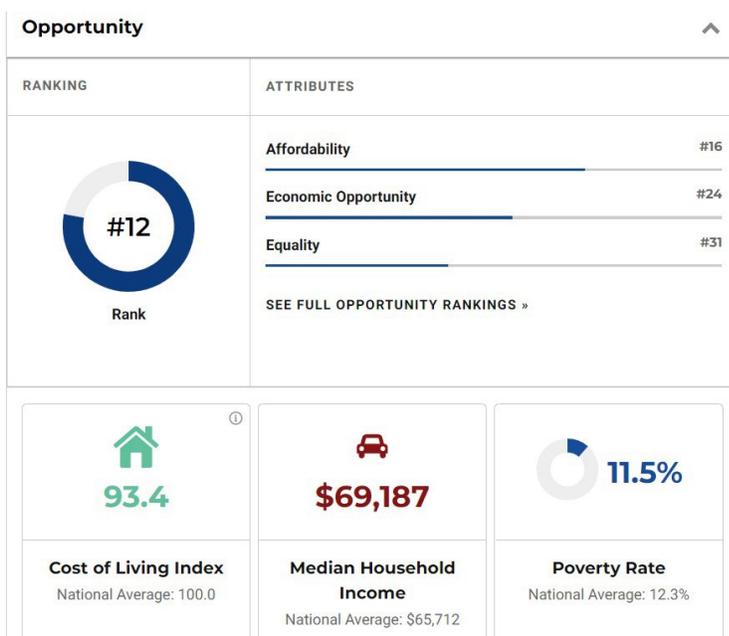
	Flossmoor		Cook County		CMAP Region	
	Count	Percent	Count	Percent	Count	Percent
One or More Computing Devices	3,380	97.7	1,761,565	89.3	2,844,477	91.1
No Computing Devices	80	2.3	210,543	10.7	278,853	8.9
Internet Access	3,272	94.6	1,683,254	85.4	2,741,960	87.8
No Internet Access	188	5.4	288,854	14.6	381,370	12.2

Source: 2015-2019 American Community Survey five-year estimates.

Universe: Occupied housing units

## Opportunity, Illinois

<https://www.usnews.com/news/best-states/illinois>



© Forrest Consulting, 2021. Document created for the exclusive use of Forrest Consulting and The Village of Flossmoor. Except as specifically authorized, it may not be copied, reproduced, distributed, republished, downloaded, displayed, posted or transmitted in any form or by any means, including electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of Forrest Consulting.

## Race and Income in U.S. Suburbs: Are Diverse Suburbs Disadvantaged?

<https://doi.org/10.1177/23780231211033722>

Ankit Rastogi

First Published August 4, 2021

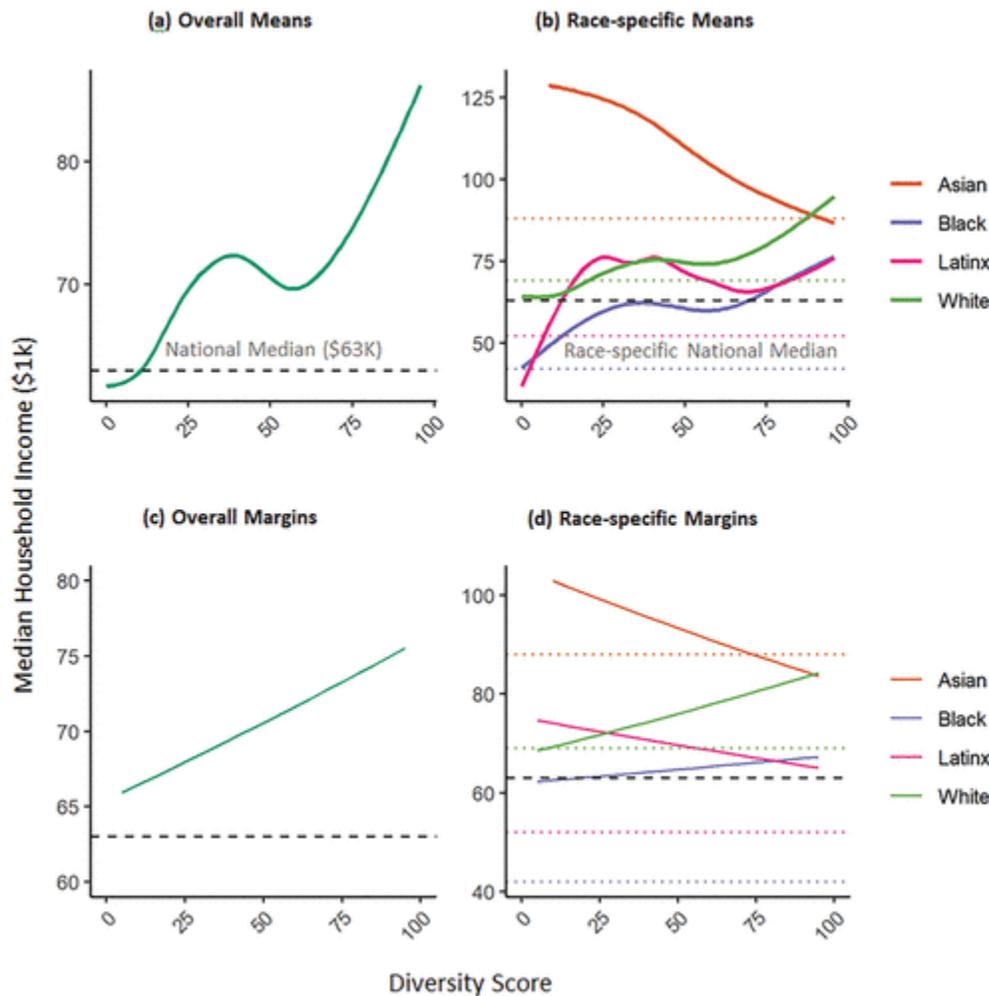
Research Article

### Abstract

Sociological narratives of communities of color often make two assumptions: that people of color are concentrated largely in cities and that communities of color are disadvantaged. However, the recent widespread suburbanization of people of color challenges both assumptions, destabilizing how we link race, place, and class. This visualization uses the 2019 American Community Survey to ask, How is racial diversity in suburbs associated with income? The findings suggest that, by and large, racially diverse suburbs are middle class when comparing their median household income with the national value (\$63,000). The most multiracial suburbs host populations with the highest median incomes (mean ~ \$85,000). Black and Latinx median household incomes surpass the national value in these diverse suburbs. Moreover, these findings are robust in regressions including metropolitan fixed effects. Given that most people of color live in suburbs, understanding suburban communities of color is critical for understanding the American geography of racial inequality.

Sociological narratives of communities of color tend to emphasize urban disadvantage (for critical exceptions see, e.g., [Cheng 2013](#); [Lacy 2007](#); [Patillo 2013](#)). These narratives contain two different assumptions. First, they assume that people of color are concentrated largely in urban areas. Second, they assume that communities of color are disadvantaged or that the presence of people of color creates community disadvantage. The recent widespread suburbanization of people of color challenges both assumptions, destabilizing how we link race, place, and class. As of 2010, 51 percent of Black Americans, 62 percent of Asians, 59 percent of Latinxs, and 78 percent of whites lived in suburbs ([Frey 2018](#)). Many people of color live in suburbs because they see them as desirable, resource-rich communities with good schools and other public goods ([Lewis-McCoy 2014](#)). Yet little research examines the class dimensions of growing racial diversity in American suburbs, despite their importance for understanding the geography of racial inequality in the United States.

This visualization, based on American Community Survey 2019 five-year estimates, shows the association between suburb-level median household income and racial diversity for all suburbs ([Figure 1](#)). See the figure note and the [supplemental material](#) for definitions of diversity and suburbs as well as details on the sample, data, and methods.



**Figure 1.** Median household income by levels of diversity in suburbs: (a) smoothed means of overall median household income, (b) smoothed means of race-specific median household income, (c) predictive margins of overall median household income, and (d) predictive margins of race-specific median household income.

*Source:* American Community Survey 2019 five-year estimates.

*Note:* In (a) and (c),  $n = 14,324$  suburbs. In (b) and (d), Asian,  $n = 3,700$ ; Black,  $n = 4,881$ ; Latinx,  $n = 6,261$ ; and white = 13,873. I define suburbs as all census places in metropolitan areas that are not the largest, core city of the metropolitan area. For example, the suburbs of Houston are all census places in the Houston metropolitan area that are not Houston proper (e.g., Sugar Land, Texas). I generated smoothed means curves using generalized additive model smoothing procedures in the ggplot2 package in R. I generated predictive margins through regression analysis in Stata. These regressions included metropolitan fixed effects to control for unobserved local characteristics. I use the entropy index as a widely established measure of diversity. Using entropy, suburbs are more diverse when groups are more evenly represented. A suburb that is 25 percent each racial group is more diverse than a suburb that is 100 percent each of two groups, and the least diverse spaces are those composed entirely of one group. For context, Duluth, Georgia, has a diversity score of 96 (22 percent Black, 25 percent Asian, 16 percent Latinx, 34 percent white, and 3 percent other); Adamsville, Alabama, has a score of 52 (48 percent Black, 48 percent white, and 4 percent other); and Beverly, Massachusetts, has a diversity score of 29 (2

percent Black, 2 percent Asian, 5 percent Latinx, 89 percent white, and 2 percent other). These graphs show that median household income in diverse suburbs is higher on average than the national median. This is especially important for racial inequality because it suggests that Black and Latinx individuals can access the resources of middle-class contexts.

[Figures 1a](#) and [1b](#) show smoothed means produced by generalize additive models. If we understand the middle class as being near the middle of the distribution, by and large, diverse suburbs are middle class or even advantaged. On average, low-diversity suburbs show the lowest incomes, while the most multiracial suburbs show median household incomes nearly \$20,000 higher than the national median. Similar trends exist when analyzing, Black, Latinx, and white incomes separately ([Figure 1b](#)). The Black median income nationally is \$42,000, but Black incomes match the overall national median (\$63,000) in low- to moderate-diversity suburbs and surpass it in the most multiracial contexts. Asians provide an exception: Asian incomes decline with diversity, but they are high earners, with an average of nearly \$90,000 in the most diverse suburbs.

Regressions including metropolitan area fixed effects, controlling for unobserved local factors, emphasize the middle-class nature of diverse suburbs. The most diverse suburbs show the highest overall values (~\$75,000; [Figure 1c](#)). Race-specific trends ([Figure 1d](#)) become more moderate compared with [Figure 1b](#), but all groups show incomes at or above the national median across the distribution of diversity. Moreover, Black and Latinx incomes remain substantially higher than their group-specific national medians.

Roughly 45 million people of color and 42 million white people lived in suburbs with diversity scores above 50 in 2019. On average, these people live in middle-class contexts, leading us to question stereotypes of race, place, and disadvantage. The time is right to investigate how suburban life potentially moderates inequality for people of color, beginning with the evidence that large numbers of people of color can live in racially diverse, middle-class contexts. For example, how does homeownership in suburbs influence the racial wealth gap? Understanding the class context of suburban people of color is critical for understanding race and racism in the twenty-first century.

## ECONOMY

### The Conference Board Economic Forecast for the US Economy

<https://www.conference-board.org/research/us-forecast>

#### August 11, 2021

The Conference Board forecasts that US Real GDP growth will rise to 7.0 percent (annualized rate) in Q3 2021 and 6.0 percent (year-over-year) in 2021. Following a steady economic rebound in H1 2021 we expect the recovery to continue, but moderate somewhat through the remainder the year. Our growth forecast for the full year has been downgraded from 6.6% y/y due to lower-than-expected economic growth in Q3 2021. Looking further ahead, we forecast economic growth of 4.0 percent (year-over-year) in 2022 and 3.0 percent (year-over-year) in 2023. Our forecasts for both years have been upgraded due to our expectations that the recovery period will be extended into 2022 and that a large government infrastructure investment package will be passed soon.

We expect consumer spending to continue to improve in H2 2021, especially on in-person services, but the overall growth contribution derived from consumer spending will moderate as much of the recovery in this facet of the economy has already been achieved. However, the rapid surge in new COVID-19 cases presents a downside risk to consumer spending. While it is unlikely that a new round of severe

government-mandated mobility restrictions will be implemented to contain the new Delta-variant, the resurgence in cases does have the potential to affect consumer confidence and in-person spending.

Bottlenecks in global supply chains made it difficult for businesses to keep up with elevated demand for many goods earlier this year, resulting in a sharp contraction in private inventories. We expect this trend to reverse over the coming months as the December holiday period approaches, and forecast a large rebound in private inventories in anticipation of increased stockpiling. Accompanying this boost in inventories will be a spike in imports, as many goods and supplies are imported from overseas. Exports, however, will be slower to recover as the pandemic continues to impact demand among major US trade partners.

It is very likely that another large wave of government spending will be approved in the coming months. This bipartisan infrastructure investment package worth \$1.0 trillion (\$550 billion in new spending) would be spent out over the course of the next several years and is unlikely to have a large impact on the US economy in 2021. We have incorporated the package into our forecast and revised growth up for 2022 and 2023 accordingly.

Concerns about a surge in mortgage defaults and renter evictions are growing as government protections begin to expire. While still elevated, the number of mortgages in serious delinquency and the number of US households reporting that they are behind on rent are both down from earlier this year and 2020. As the labor market continues to heal we expect the situation to continue to improve. For more information on the risks associated with the US housing market, please see our new report [US Housing: Boom-Bust Redux?](#)

Year-over-year inflation rates will likely continue to climb through the end of 2021 and into early 2022 due to sizeable base effects. However, the intensity of month-over-month price increases may lessen over the coming months. We recommend paying close attention to month-over-month Core CPI and Core PCE Price Index data for a clearer picture of the ongoing inflation story. The duration of these price increases could result in sooner-than-expected monetary tightening. At present, the consensus forecast for Fed Funds tightening is Q2 2023 with tapering coming beforehand.

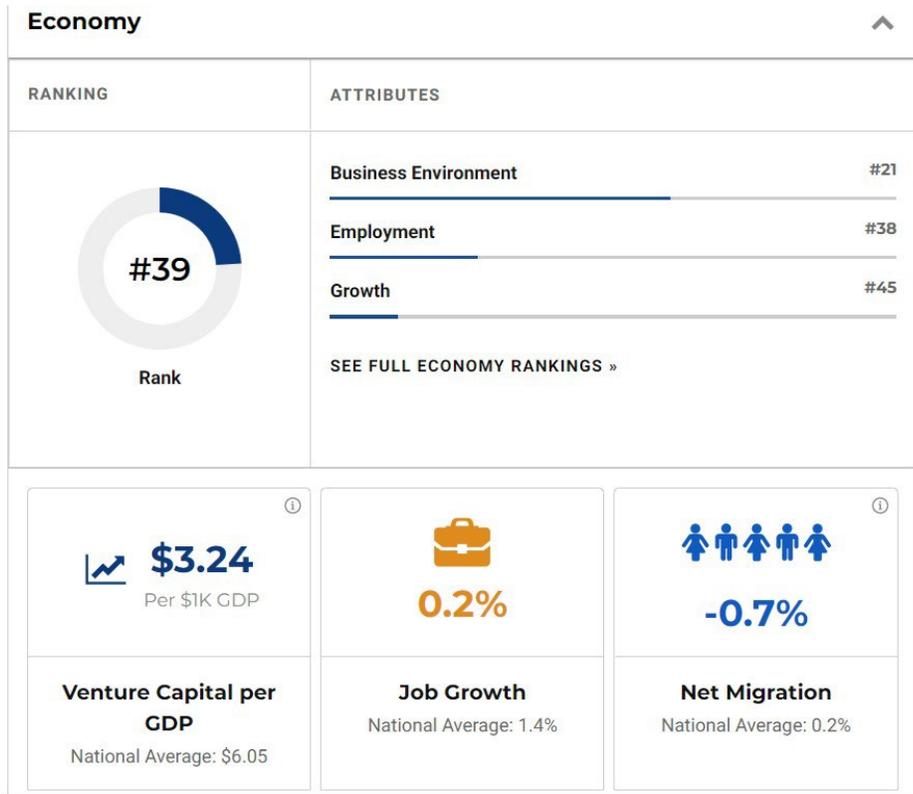
THE CONFERENCE BOARD US ECONOMIC OUTLOOK, 2020-2021-2022-2023  
Percentage Change, Seasonally Adjusted Annual Rates

	2020				2021				2020	2021	2022	2023
	I Q*	II Q*	III Q*	IV Q*	I Q*	II Q*	III Q	IV Q	ANNUAL	ANNUAL	ANNUAL	ANNUAL
Real GDP	-5.1	-31.2	33.8	4.5	6.3	6.5	7.0	2.9	-3.4	6.0	4.0	3.0
Real Disposable Income	3.1	48.5	-16.6	-8.3	57.6	-30.6	0.0	1.0	6.2	3.2		
Real Consumer Spending	-6.9	-33.4	41.4	3.4	11.4	11.8	4.0	3.9	-3.8	8.2		
Residential Investment	20.3	-30.8	60.0	34.4	13.3	-9.8	1.0	3.0	6.8	10.9		
Nonresidential Investment	-8.3	-30.3	18.7	12.5	12.9	8.0	5.4	6.9	-5.3	7.9		
Inventory Change (bln chn '12\$)	-30.4	-252.8	25.3	88.8	5.0	-165.9	100.0	80.0	-42.3	-18.6		
Total Gov't Spending	3.7	3.9	-2.1	-0.5	4.2	-1.5	0.3	1.0	2.5	0.7		
Exports	-16.3	-59.9	54.5	22.5	-2.9	6.0	4.1	6.6	-13.6	4.5		
Imports	-13.1	-53.1	89.2	31.3	9.3	7.8	16.2	8.1	-8.9	15.0		
Unemployment Rate (%)	3.8	13.1	8.8	6.8	6.2	5.9	5.2	4.9	8.1	5.6	4.1	
PCE Inflation (%Y/Y)	1.7	0.6	1.2	1.2	1.8	3.8	4.1	4.3	1.2	3.6	2.8	2.0
Core PCE Inflation (%Y/Y)	1.8	1.0	1.5	1.4	1.7	3.4	3.6	3.9	1.4	3.3	2.4	1.8

\*Actual data

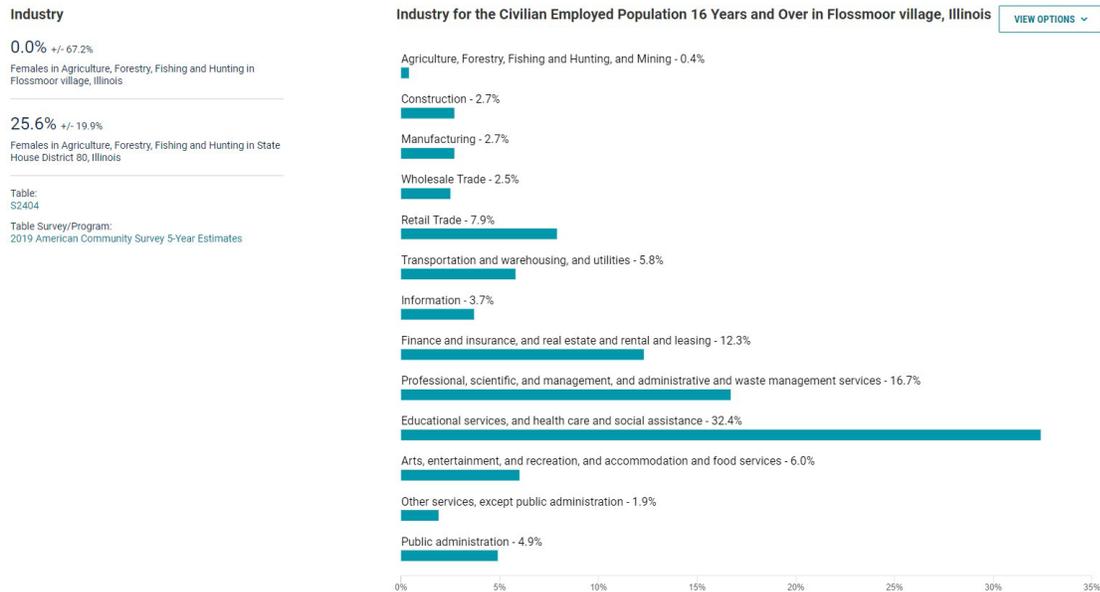
## Economy, Illinois

<https://www.usnews.com/news/best-states/illinois> EMPLOYMENT AND INCOME



## Village of Flossmoor Demographics, United States Census Bureau

<https://data.census.gov/cedsci/profile?g=1600000US1726571>



**Occupation**

27.7% +/- 20.5%  
Females in Computer, Engineering and Science Occupations in Flossmoor village, Illinois

27.9% +/- 5.7%  
Females in Computer, Engineering and Science Occupations in State House District 80, Illinois

Table: S2401  
Table Survey/Program: 2019 American Community Survey 5-Year Estimates

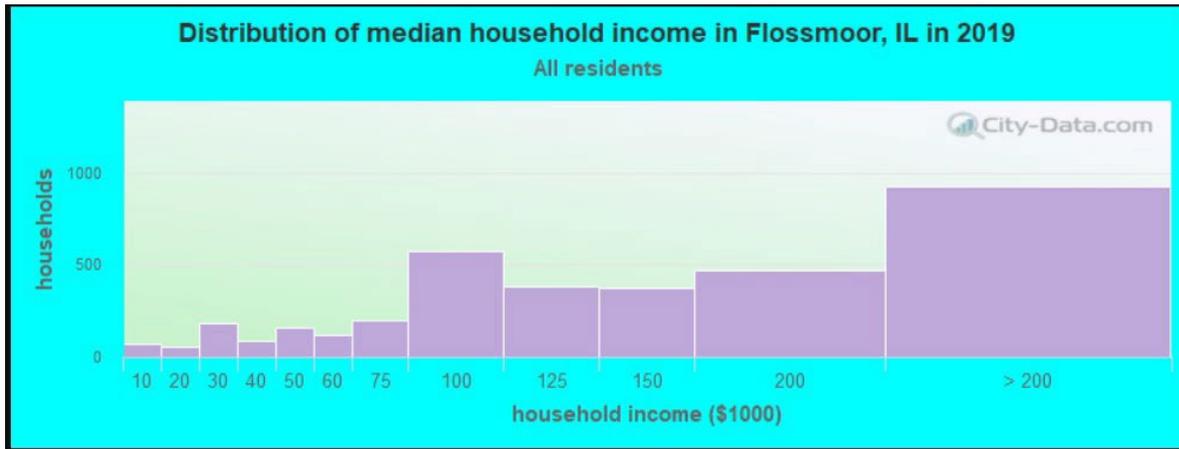
**Occupation for the Civilian Employed Population 16 Years and Over in Floss...**

VIEW OPTIONS ▾



**Flossmoor median household income distribution, 2019**

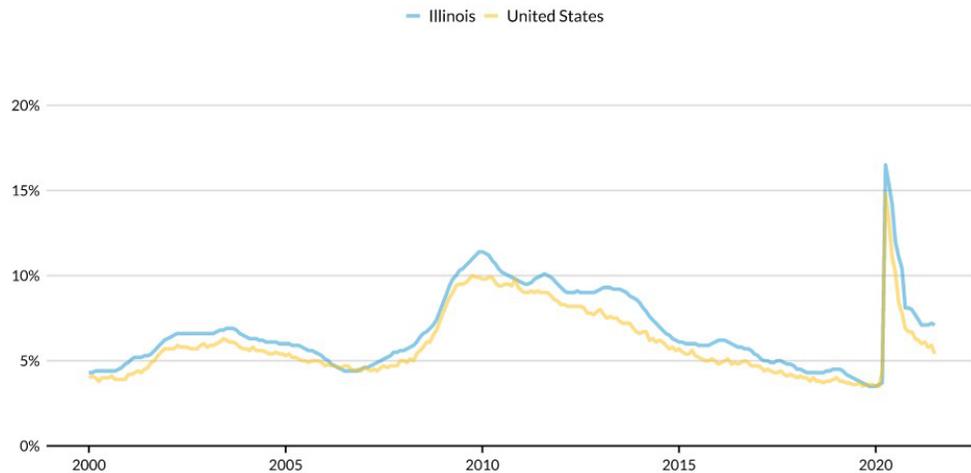
<http://www.city-data.com/city/Flossmoor-Illinois.html>



**Illinois Unemployment Rate, 2000-2021**

<https://www.urban.org/policy-centers/cross-center-initiatives/state-and-local-finance-initiative/projects/state-fiscal-briefs/illinois>

**Illinois's Unemployment Rate 2000-2021**



Source: Bureau of Labor Statistics.

URBAN INSTITUTE

## Roads, bridges, bottles, and blocks: Rethinking infrastructure for the post-pandemic U.S. economy

<https://equitablegrowth.org/roads-bridges-bottles-and-blocks-rethinking-infrastructure-for-the-post-pandemic-u-s-economy/>

When the COVID-19 pandemic eventually wanes and economic conditions improve, many Americans will be able to safely resume familiar activities that have been curtailed amid the health and economic crises. For many, particularly those who are unemployed, underemployed, or telecommuting, this will mean physically going back to a workplace. But after more than a year of layoffs, school and daycare closures, and new as well as preexisting caregiving responsibilities, many Americans do not have the support they need to return to work.

For one thing, not everyone is sharing in the recovery. While the aggregate data may indicate a strengthening economy, women's labor force participation is at a [33-year low](#). Job losses among [Black and Latina women](#)—who comprise a significant portion of the care workforce—have been particularly stark. Meanwhile, caregiving concerns due to the pandemic continue to disproportionately keep women from work. (See Figure 1.)



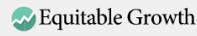
Cracks in the nation's care infrastructure worsened the economic toll of the coronavirus pandemic and recession, particularly among women. More than [2.3 million women](#) exited the labor force in 2020, and many who remained were less productive and overworked. Even as the economy continues to reopen, women are not rejoining the labor force at the same rate as their male counterparts. Among the civilian workforce, women's labor force participation in February 2021 remains 3.7 percent below the pre-pandemic rate in February 2020, compared to a 2.8 percent decline for male workers. (See Figure 2.)

### A year into the coronavirus recession, declines in labor force participation remain more severe for women

Percent change in labor force participation from 1 year ago, by gender, February 2020-February 2021



Source: U.S. Bureau of Labor Statistics, "Labor Force Participation Rate - 20 Yrs. & Over, Women [LNS11300026]" [n.d.], retrieved from the Federal Reserve Bank of St. Louis, available at <https://fred.stlouisfed.org/series/LNS11300026> [last accessed March 31, 2021].

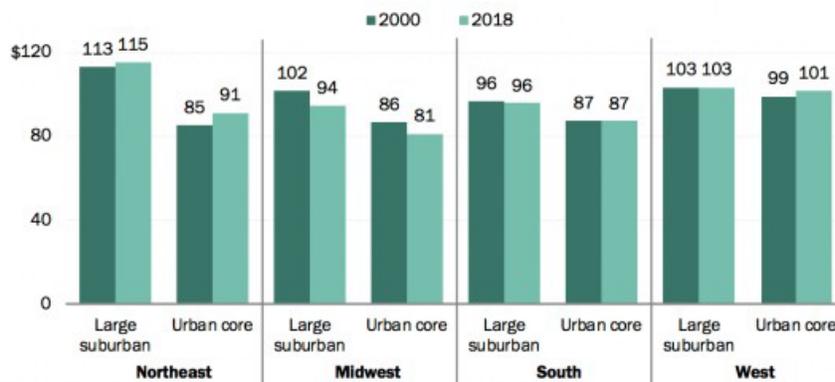


## Prior to COVID-19, Urban Core Counties in the U.S. Were Gaining Vitality on Key Measures

<https://www.pewresearch.org/social-trends/2020/07/29/prior-to-covid-19-urban-core-counties-in-the-u-s-were-gaining-vitality-on-key-measures/>

### Suburban household incomes in the Midwest have declined since 2000

Income per household in thousands of 2018 dollars

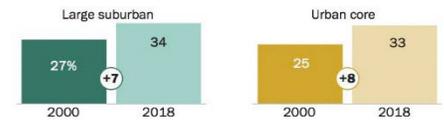


Note: County categories are based on the National Center for Health Statistics Urban-Rural Classification Scheme for Counties. Source: Pew Research Center analysis of 2000 decennial census SF3 data and 2014-2018 American Community Survey data. "Prior to COVID-19, Urban Core Counties in the U.S. Were Gaining Vitality on Key Measures"

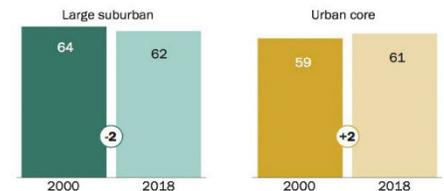
PEW RESEARCH CENTER

### Suburban gains lagging the urban core gains

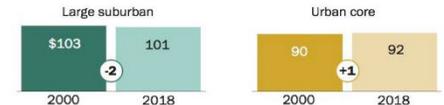
% of U.S. population ages 18 and older who have completed at least a bachelor's degree



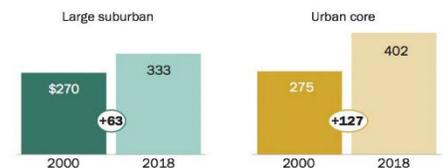
% of U.S. population ages 16 and older who are employed



Income per household in thousands of 2018 dollars



Average reported home value in thousands of 2018 dollars



Note: County categories are based on the National Center for Health Statistics Urban Rural Classifications Scheme for Counties. Source: Pew Research Center analysis of 2000 decennial census SF3 data and 2014-2018 American Community Survey data. "Prior to Pandemic, Urban Core Counties in U.S. were Gaining Vitality on Key Measures"

PEW RESEARCH CENTER

Following decades of rising population and affluence compared with the central cities, the luster of the nation's large suburbs has diminished since 2000. Though the suburban population continues to increase at a relatively healthy clip, a range of indicators show that large suburban counties are lagging the gains of their urban core counterparts. Compared with 2000, suburban populations are now less engaged in the labor market, experiencing declining household incomes and seeing housing stock value that has not kept pace with that of the central cities.

While many factors are likely at play, demographic trends are contributing to the changing fortunes of large suburban counties. These counties are growing at opposite ends of the age spectrum, seeing an increase in adults ages 65 and older and those under age 25. But they are losing out to urban core counties when it comes to prime working-age adults – those ages 25 to 44 – who are increasingly residing in the urban core counties.

This analysis is based on the most recent available data and tracks outcomes as of 2018. While there is some [preliminary evidence](#) that the [COVID-19 outbreak](#) may have altered people's residential choices between city versus suburbs, it is too soon to have a full picture of its long-term impact. Some demographers have asserted residential outcomes will [partly depend on policy decisions](#).

## ENVIRONMENT

### On to 2050, Environment: Bridging Natural and Built Assets, CMAP

<https://www.cmap.illinois.gov/2050/about>

Our rare and diverse natural areas and ecosystems are some of the most valuable and irreplaceable assets in metropolitan Chicago. ON TO 2050 strongly affirms that these natural resources are critical for protecting the quality of our air, land, and water, providing ecosystem services, wildlife habitats, and recreational spaces, contributing to a high quality of life, and supporting a vibrant regional economy.

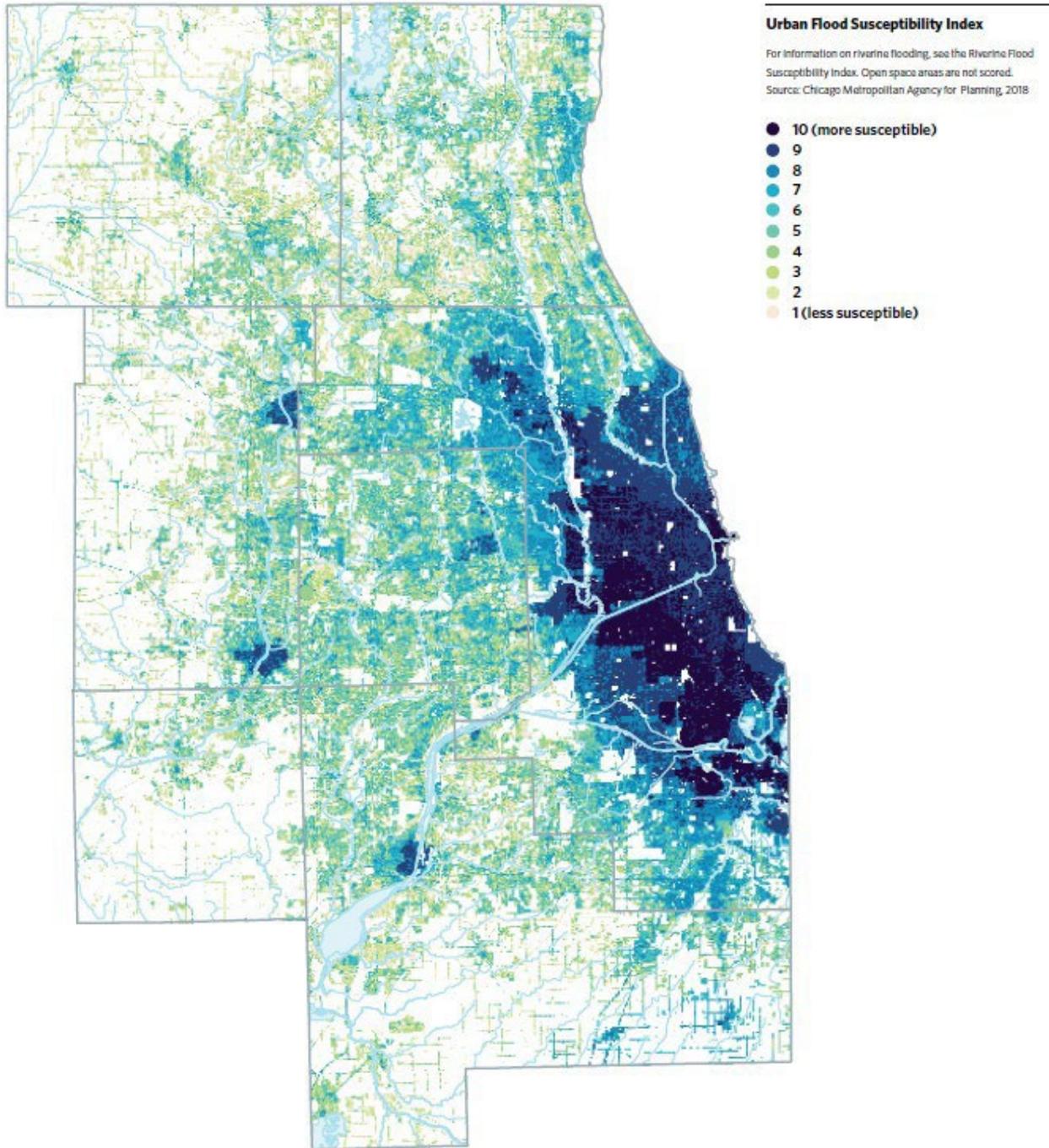
**A region better prepared for climate change, an integrated approach to water resources, and development practices that protect natural resources are the Environment goals of ON TO 2050.**

Natural assets provide “ecosystem services” such as flood control, water purification and recharge, and carbon storage. Just these few services generate an estimated \$6 billion every year in economic value to the region.

While the region permanently preserved 61,500 acres of natural and agricultural lands from 2001 to 2015, an additional 140,000 acres of such lands were developed. Growth at the region’s edge — which incurs increased infrastructure costs for water, wastewater, and stormwater — can also consume groundwater beyond sustainable levels.

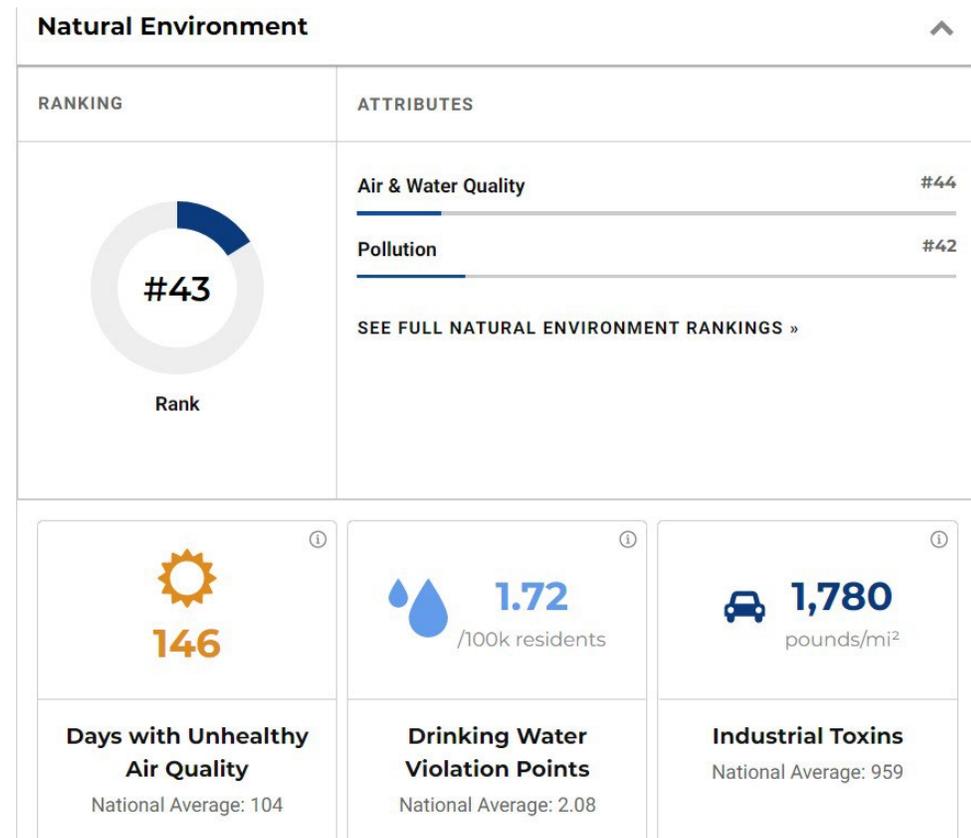
Climate change is already bringing more frequent and severe storms, extreme temperatures, and drought, significantly affecting our economy, ecosystems, built environment, and people. In particular, substantial flooding issues will continue to increase due to climate change and increased impervious surfaces.

The impacts of these trends do not affect all residents equally. Vulnerable populations in particular may experience heightened risks, costs, and liabilities, including repetitive flooding, high water rates in low income communities, and compromised infrastructure in areas that are otherwise overlooked by private investment.



## Natural Environment, Illinois

<https://www.usnews.com/news/best-states/illinois>



## How cities can adapt to climate change

<https://www.mckinsey.com/business-functions/sustainability/our-insights/how-cities-can-adapt-to-climate-change>

July 20, 2021 | Report By [Brodie Boland](#), Elizabeth Charchenko, [Stefan Knupfer](#), and [Shivika Sahdev](#)

### Research identifies 15 proven ways that urban areas around the world can adapt to climate risk.

**Cities are on the front lines** of the growing physical risks associated with climate change.<sup>1</sup> They are home to more than half of the world's people, and by 2050, that figure is projected to rise to 68 percent.<sup>2</sup> Urban areas are often located in places of particular climate risk, such as on coastlines, floodplains, and islands. Moreover, modern urban infrastructure and its operating systems are closely connected. A failure in one part of a network can affect another, multiplying the damage. Flooded roads, for example, can damage links to public transport. Storm surges and extreme heat can lead to power outages that knock out the technology systems critical to homes, hospitals, and industries.

Given existing greenhouse-gas emissions, some climate change is already locked in, making such risks unavoidable. To protect the lives and livelihoods of urban residents, the imperative is to adapt—and to start now. [Climate change](#) could increase the severity and frequency of extreme heat, flooding, drought, and wildfires—the specific hazards addressed in this report.<sup>3</sup> More than 90 percent of all urban areas are coastal; by 2050, more than 800 million urban residents could be affected by sea-level rise and

coastal flooding.<sup>4</sup> In addition, 1.6 billion people could be vulnerable to chronic extreme heat (up from 200 million today), and 650 million could face water scarcity.<sup>5</sup>

Because different cities face different climate risks and have varying levels of vulnerability, adaptation options that are effective in most may not be feasible in others. To manage that complexity, cities can concentrate on actions that play to their strengths (in resources, physical features and assets, and jurisdictional control) and offer a high return in risk reduction. Identifying such high-impact adaptations can be daunting, given the steadily developing nature of the climate threat and the dizzying array of adaptation options available.

This report, cowritten with C40 Cities Climate Leadership, a network of large cities that are committed to addressing climate change, seeks to help leaders set priorities and choose courses of action. It identifies a starting list of 15 high-potential actions that can work for many types of cities. The actions were chosen on the basis of three main sources: C40 Cities Climate Leadership and McKinsey analysis, consultation with adaptation experts and city leaders, and an extensive literature review.

There are two parts to the report. The first sets out the 15 actions. Four of them build systemic resilience, meaning they strengthen all kinds of cities. The other 11 are hazard specific, meaning they target particular physical climate risks. Some of the 15 actions, such as building barriers to protect coastal areas and retrofitting infrastructure, are complex and expensive. Others, such as planting trees next to streets and initiating behavioral-change programs to conserve water, aren't. Examples from all over the world, in both advanced and developing economies, demonstrate what's possible.

The second part of the report describes, in broad terms, how cities can implement the actions. We suggest that they begin by defining the most relevant hazards and by understanding the risks those hazards pose to their communities. On that basis, cities can then conduct detailed analyses of the risk-reduction impact, costs, and feasibility of different actions.

Several important themes emerge from the research. First, nature-based solutions—such as planting trees next to streets, river-catchment management, and sustainable urban-drainage solutions—are among the most attractive actions because of their impact on reducing risks and their feasibility. Nature-based solutions also often provide benefits beyond adaptation in areas such as decarbonization, economic growth, and health.<sup>6</sup>

Second, cities can invest in actions that increase resilience systemically, in addition to adapting to specific and immediate hazards. Systemic resilience includes increasing awareness of physical climate risks, incorporating risk awareness and preparedness into city processes, optimizing emergency responses, and enhancing financial and insurance programs.

Third, there's an important equity element to climate-risk adaptation. Vulnerable populations, such as children, the elderly, low-income communities, some minority groups, people with disabilities, and women, may be at higher risk for climate-related damage. For example, continued rapid urbanization is leading to increased populations in informal settlements.<sup>7</sup> They often lack the resources and adaptive capacity to withstand major events, such as floods and extreme heat.

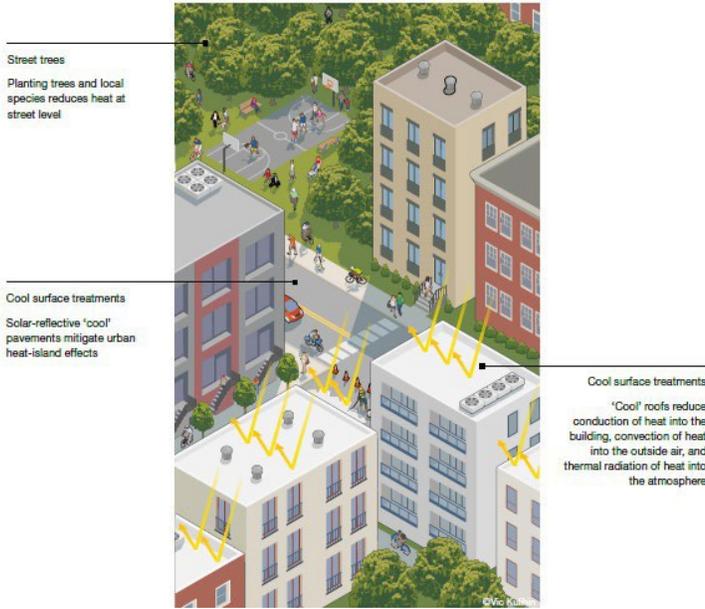
Climate risk directly affects people (health, livability, and workability), assets (businesses, homes, and hospitals), and services (energy and food supply). This report can serve as a starting point to help cities develop their agendas for adaptation. Leaders will need to go deeper as they work out their strategies. Local knowledge is critical to success.

At the same time, climate adaptation is one of many competing priorities, and urban resources are limited. By identifying the most effective and feasible actions, cities can focus on executing them well and build momentum to do more. This report is a call to action—focused action. We hope that it will help cities play an important role in making swifter, surer progress toward a healthy and sustainable future.

**Heat**

Figure 1

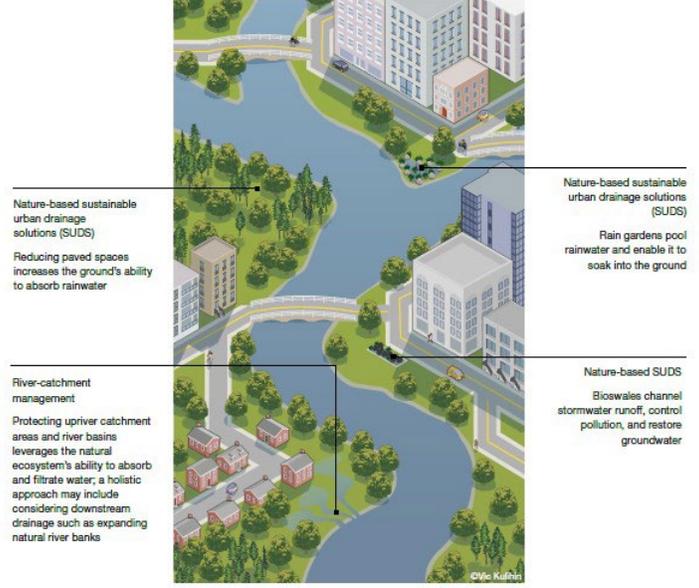
These high-potential actions reduce extreme heat.



**Inland flooding**

Figure 2

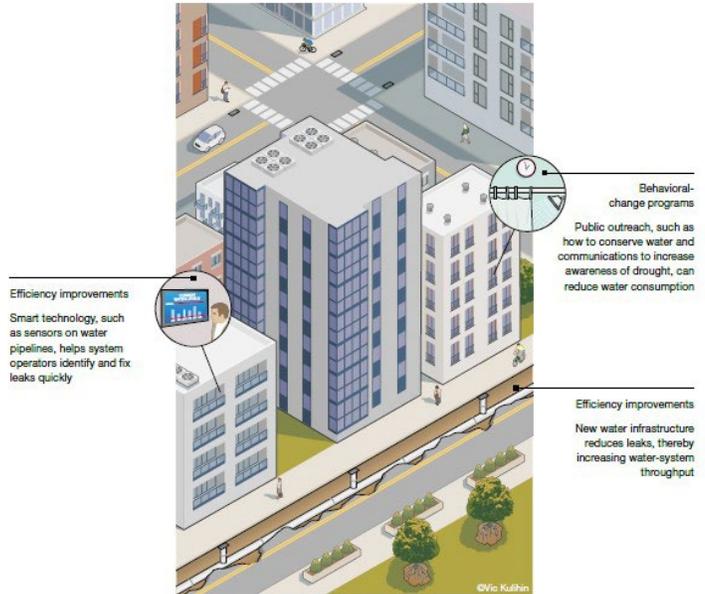
These high-potential actions reduce inland flooding.



**Drought**

Figure 4

These high-potential actions address drought.



# 3 The pathway to successful implementation

©Pakin Songmor/Getty Images

**Each city will have to make its own action plan** to address its unique circumstances. That said, some fundamental ideas can be applied broadly. Here, we suggest four steps toward developing a climate-resilience plan and outline five principles that should inform it.

## Step 1: Conduct a risk assessment

Cities should begin by identifying the hazards they face today and those that are likely to materialize in the coming decades. Then cities can assess the risks posed by each—to people (particularly the most vulnerable), assets, and services. Creating an inclusive process to solicit

feedback and lay the foundation for equitable action is critical.

## Step 2: Create a list of existing and potential adaptation actions

Keeping the local context in mind, cities should develop a provisional list of the most promising systemic and hazard-specific actions.

## Step 3: Conduct benefit and feasibility analyses on each proposed action

Cities should consider local conditions such as climate, governance, and finance to determine how far and how fast they can go. This report

has identified a set of actions that are likely to have high potential across many types of cities; nevertheless, cities must also evaluate their specific circumstances and prioritize actions accordingly. To build the case for action, cities can also identify climate-related actions with wider benefits, such as those that foster environmental improvement, economic development, or social equity. For example, flood-proofing public transport not only strengthens adaptation but also ensures more dependable access. Green solutions that improve air quality may also reduce air temperature.

## Step 4: Create a cohesive plan

Once impact and feasibility analyses for each action have been completed, a city can consolidate this information and form a plan. Identifying changes that complement actions of other levels of government, such as national climate-adaptation plans, is also useful. When possible, actions should be incorporated into existing city processes, such as infrastructure-maintenance plans or budget-setting processes. For example, London has implemented SUDS solutions to restore streets and sidewalks.<sup>103</sup>

To be effective, these plans must be tailored to local conditions. But following five fundamental elements can help ensure that adaptation plans are constructive.

### Element 1: Governance

To achieve success, a city must integrate its climate strategy into the full range of city activities by incorporating it into charters, agendas, decision-making processes, and more. In addition, the plan needs staff and institutional support to ensure accountability.

In New York City, for example, the Mayor's Office of Climate Resiliency (MOCR) leads climate-resilience efforts.<sup>104</sup> MOCR uses science-based analysis to inform adaptation policy and program development as well as capacity building for public agencies, businesses, and residents. The New York City Panel on Climate Change (NPCC) is responsible for synthesizing climate-change

research to support adaptation and resilience-policy development.<sup>105</sup> This analysis is used to advise the Climate Change Adaptation Task Force (CCATF), a group of city departments and private infrastructure service providers that produces climate-resilience guidelines.<sup>106</sup> The CCATF meets at least twice a year to assess the implications of the NPCC's findings on the city's people, systems, and infrastructure. On that basis, it updates resilience strategies.

Another example comes from the capital of Bangladesh, where Dhaka South City Corporation regularly convenes the mayor and numerous public- and private-sector agencies to coordinate the city's master plan and to deal with issues regarding infrastructure development.<sup>107</sup>

### Element 2: Strategic planning

To ensure that climate adaptation becomes a core part of their mission, cities should update their climate strategy and actions regularly. Lima, Peru, for example, has outlined plans to review its adaptation strategy every two years because of changes in both the physical and political climate.<sup>108</sup> The city will review the results of its monitoring and evaluation reports and make any modifications required by international and national regulatory frameworks.

### Element 3: Monitoring and reporting

Once cities have decided which actions to pursue, they must define specific key performance indicators (KPIs), including implementation timing for each action, and put processes in place to monitor progress. Communication and transparency, both within government and to the public, are essential.

To ensure London is accountable to the public for the city's environmental strategy, the English capital has published its adaptation plans for 2018–23.<sup>109</sup> It also collects data on the outcomes of each action based on previously defined KPIs. For example, as part of its flooding adaptation, London tracks the number of properties affected by surface-water flooding.

Public-awareness campaigns can foster a culture of support for climate adaptation and build public trust. Without trust, communities may not support climate action.

**Element 4: Capacity building and stakeholder management**

Cities can build climate awareness and expertise by bringing in experts to provide training and knowledge programs to government employees, citizens, and even firms. Cities can also form partnerships with outside sources, such as academic institutions, to assist in strategy formulation, initiative development, and execution. Resilience transcends what the municipal government does. Engaging a broad set of stakeholders can help those stakeholders build their own individual and collective resilience. A common saying in disaster preparedness is, "The first responder is usually a neighbor." Community resilience is critical.

In Buenos Aires, Argentina, the Citizens Ready against Climatic Change program, which launched in 2017, raises awareness about climate change and the importance of being prepared for extreme climate events, with particular emphasis on heat waves and floods.<sup>110</sup> The program has put on a series of more than 200 workshops and also conducted mass communication campaigns.

Public-awareness campaigns can foster a culture of support for climate adaptation and build public trust. Without trust, communities may not support climate action. In order to mobilize citizens around proposed climate action, the city of Dakar in Senegal designed a three-part civic outreach approach in 2017: institutional support, including "green ambassadors" from the scientific and artistic community; mass communication in schools and media; and training.<sup>111</sup>

**Element 5: Financing**

Successful climate action depends on collaborations with different institutions and long-term, continuous funding. Public finance, in the form of annual budget allocations, is one source. Boston's budget for fiscal year 2020 includes climate investments such as restoring natural marshes to support its action plan.<sup>112</sup> The plan also allocates 10 percent of new capital funding to open space, infrastructure, and facilities projects that are climate resilient.

Cities will need to be innovative in tapping into private resources and expertise, through public-private partnerships, green bonds, insurance, and other strategies. Bilbao, Spain, established a public-private partnership, based on share of land ownership, to fund resilience measures in the Zorrotzaurre district. Improvements included widening the canal, elevating the ground, and building green, open spaces. "Green bonds" are another promising option. In 2017, Miami voters supported the issuance of a \$400 million general-obligation bond. The "Miami Forever" Bond was earmarked for resilience projects such as hardening drainage systems, raising roadways, and building a water-pumping station.<sup>113</sup> Ho Chi Minh City, Johannesburg, Paris, and other cities have also issued green bonds for climate-change mitigation and adaptation.<sup>114</sup>

As climate risks increase in both frequency and severity, city leaders must act. We hope that by identifying the most promising actions for climate adaptation, this report can help cities make significant progress. □

**FINANCIAL**

**General Merchandise Retail Sales, 2020, and Equalized Assessed Value, 2019, Flossmoor**

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

Community Data Snapshot | Flossmoor



**Revenue**

The revenue tables include Flossmoor revenues based on sales and current land use.

**General Merchandise Retail Sales, 2020**

	Flossmoor	Cook County	CMAP Region
General Merchandise	\$49,640,093	\$48,894,117,610	\$93,778,223,174
Total Retail Sales	\$93,723,032	\$66,205,004,950	\$122,031,206,863
Total Sales per Capita*	\$9,895	\$12,736	\$14,385

Source: Illinois Department of Revenue, 2020.

\*Per capita calculations based on population from 2015-2019 American Community Survey five-year estimates.

**Equalized Assessed Value, 2019**

Residential	\$190,396,357
Commercial	\$30,135,331
Industrial	\$169,224
Railroad	\$396,303
Farm	\$0
Mineral	\$0
<b>TOTAL</b>	<b>\$221,097,215</b>

Sources: Illinois Department of Revenue, 2019.

smoor. Except as specifically authorized, it may not be copied, reproduced, distributed, republished, downloaded, displayed, posted or transmitted in any form or by any means, including electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of Forrest Consulting.

# Village of Flossmoor Income and Earnings, United States Census Bureau

<https://data.census.gov/cedsci/profile?g=1600000US1726571>

## Income and Earnings

\$115,288 +/- \$18,666

Median Household Income in Flossmoor village, Illinois

\$70,771 +/- \$2,738

Median Household Income in State House District 80, Illinois

Table: S1901

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

## Median Income by Types of Families in Flossmoor village, Illinois

VIEW OPTIONS

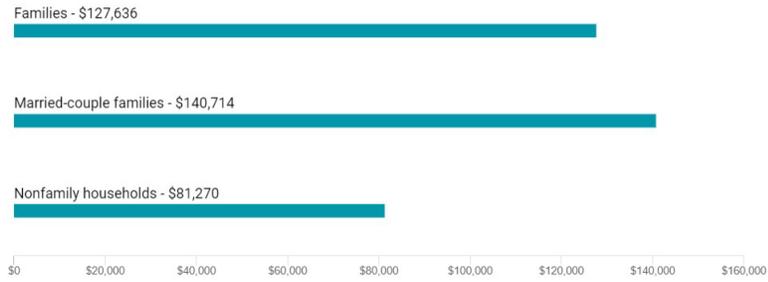


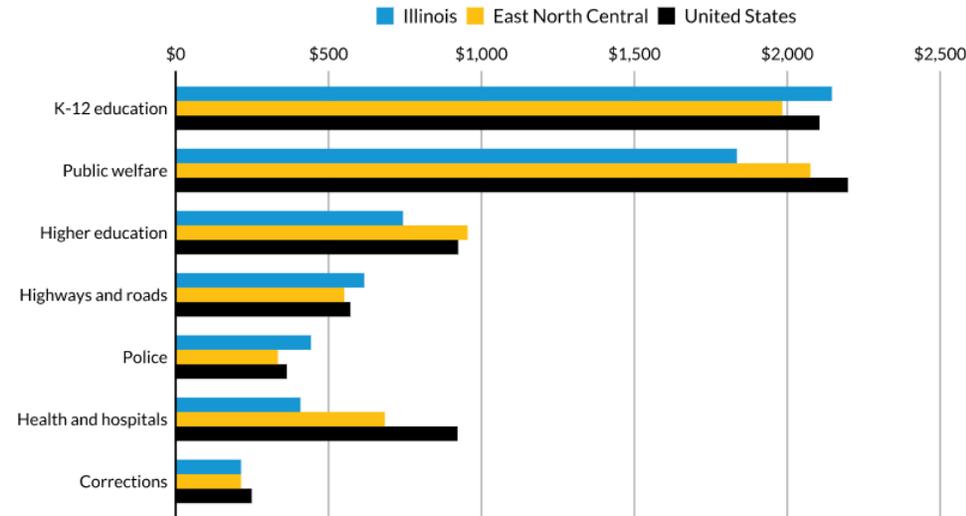
Chart Survey/Program: 2019 ACS 5-Year Estimates Subject Tables

# Illinois State and Local Per Capita Expenditures, Fiscal Year 2018

<https://www.urban.org/policy-centers/cross-center-initiatives/state-and-local-finance-initiative/projects/state-fiscal-briefs/illinois>

## Illinois's State and Local Per Capita Expenditures, Fiscal Year 2018

Compared with national and regional averages



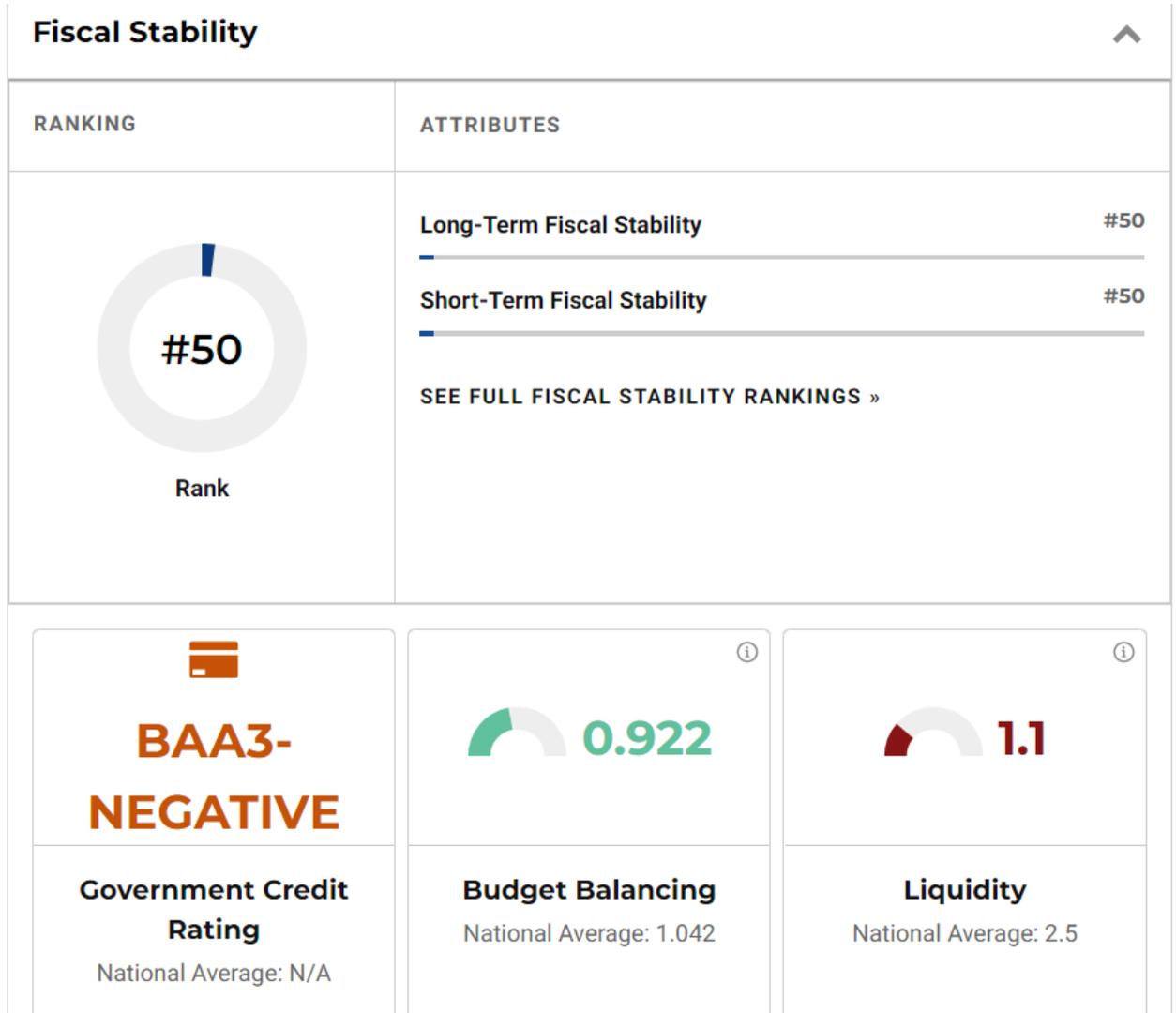
Source: US Census, Fiscal Year 2018.

Note: Medicaid spending is allocated to both public welfare and health and hospitals, with the majority of dollars allocated to the former. Census's definition of the East North Central region includes Illinois, Indiana, Michigan, Ohio, and Wisconsin.

URBAN INSTITUTE

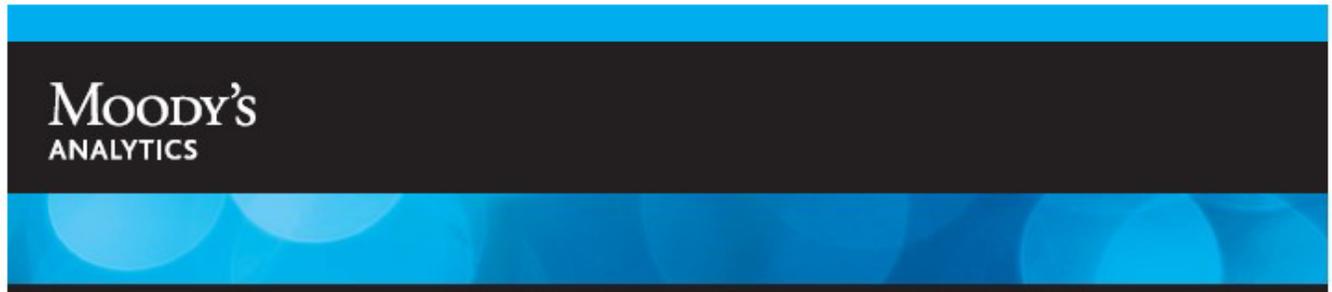
## Fiscal Stability, Illinois

<https://www.usnews.com/news/best-states/illinois>



## State of Illinois Report Forecast

<https://cgfa.ilga.gov/Upload/2021%20February%20Moody's%20Economic%20Forecast.pdf>



### ANALYSIS

February 2021

#### Prepared by

Sarah Crane  
Sarah.Crane@moodys.com

#### Contact Us

Email  
[help@economy.com](mailto:help@economy.com)

U.S./Canada  
+1.866.275.3266

EMEA  
+44.20.7772.5454 (London)  
+420.224.222.929 (Prague)

Asia/Pacific  
+852.3551.3077

All Others  
+1.610.235.5299

Web  
[www.economy.com](http://www.economy.com)  
[www.moodysanalytics.com](http://www.moodysanalytics.com)

#### Contents

Summary.....	1
Recent Performance.....	2
Near-term outlook.....	4
Long-term outlook: Positive factors.....	7
Long-term outlook: Negative factors.....	9
Income.....	11
Balance sheets.....	11
Demographic trends.....	12
Real estate.....	14
Forecast risks.....	14
Demographic profile.....	16

## State of Illinois Forecast Report

### Prepared for the State of Illinois Commission on Government Forecasting and Accountability

#### Summary

Illinois job and income growth was already slowing before the disruption from COVID-19 pushed the economy into recession in April 2020. The state navigated the downturn about as well as the U.S. and its neighboring Great Lakes states, though a performance gap has materialized as the pandemic worsened through the end of the year. Illinois' recovery sputtered more than most as 2020 wound down. The decrease in joblessness has been slower than elsewhere, with the unemployment rate averaging 7.3% in the final three months of the year. Job gains have dwindled since the fall, with leisure/hospitality, the industry that has been the most affected by the crisis, bearing the brunt of the late-year layoffs.

The strength of Illinois' recovery in the near term will depend on how quickly it can safely pursue lasting business reopenings, and that will depend on how effectively the virus is contained statewide and nationally. The near-term outlook for Illinois closely resembles that for the U.S. The economy will begin recovering in earnest in mid-2021, and by the end of the year, the unemployment rate will clock in just under 6%. That jobless rate is in line with the national average and higher than other states in the Midwest. The state's industrial composition gives it a slight edge over its peers, though industries reliant on local spending face a long road to recovery. Widespread remote-work capabilities have allowed many professional/business and financial services firms to maintain operations during the crisis and avoid layoffs as dramatic as in the rest of the private sector, putting office-using industries on sturdier footing for 2021. Private-service-providing industries will power job and income gains with support from construction and manufacturing, while government remains a drag.

Demographic troubles will place a speed limit on both the public and private sectors, and fiscal problems could jeopardize Illinois' ability to gracefully emerge from the recession. After years of population declines, Illinois lost residents at the nation's second-fastest clip in 2020. Weak public finances mean Illinois will have to make extraordinary fiscal adjustments that leave it playing catch-up in the next business cycle. Population loss and troubled state finances will limit Illinois' long-term potential.

<b>State of Illinois General Funds Budget:</b>					
<b>FY2021-FY2022 (in \$ millions)<sup>1</sup></b>					
	<b>FY2021 Revised Estimated</b>	<b>FY2022 General Assembly</b>	<b>\$ Change</b>	<b>%</b>	<b>Change</b>
<b>Revenues</b>					
<i>Net Individual Income Taxes</i>	\$ 21,230	\$ 20,792	\$ (438)		-2.1%
<i>Net Corporate Income Taxes</i>	\$ 3,097	\$ 3,293	\$ 196		6.3%
<i>Net Sales Taxes</i>	\$ 9,118	\$ 9,255	\$ 137		1.5%
<i>Public Utility Taxes</i>	\$ 767	\$ 751	\$ (16)		-2.1%
<i>All Other Sources</i>	\$ 2,491	\$ 2,377	\$ (114)		-4.6%
<i>Lottery</i>	\$ 762	\$ 739	\$ (23)		-3.0%
<i>Riverboat Gaming Taxes</i>	\$ -	\$ 98	\$ 98		--
<i>Other Transfers<sup>2</sup></i>	\$ 892	\$ 860	\$ (32)		-3.6%
<b>Total State Source Revenues</b>	<b>\$ 38,357</b>	<b>\$ 38,165</b>	<b>\$ (192)</b>		<b>-0.5%</b>
Federal Revenues	\$ 4,594	\$ 4,203	\$ (391)		-8.5%
<b>Total Revenues</b>	<b>\$ 42,951</b>	<b>\$ 42,368</b>	<b>\$ (583)</b>		<b>-1.4%</b>
Federal Borrowing/Aid	\$ 1,998	\$ 2,000	\$ 2		0.1%
<b>Total Resources Including Borrowing/Aid</b>	<b>\$ 44,949</b>	<b>\$ 44,368</b>	<b>\$ (581)</b>		<b>-1.3%</b>
<b>Expenditures</b>					
<b>Agency Appropriations</b>					
<i>P-12 Education</i>	\$ 8,898	\$ 9,241	\$ 343		3.9%
<i>Higher Education</i>	\$ 1,973	\$ 1,993	\$ 20		1.0%
<i>Human Services</i>	\$ 7,177	\$ 7,562	\$ 385		5.4%
<i>Medicaid</i>	\$ 8,179	\$ 7,613	\$ (566)		-6.9%
<i>Public Safety</i>	\$ 1,916	\$ 1,936	\$ 20		1.0%
<i>General Services<sup>3</sup></i>	\$ 1,462	\$ 1,506	\$ 44		3.0%
<b>Agency Spending</b>	<b>\$ 29,605</b>	<b>\$ 29,851</b>	<b>\$ 246</b>		<b>0.8%</b>
<b>Pension Contributions<sup>4</sup></b>	<b>\$ 9,067</b>	<b>\$ 9,643</b>	<b>\$ 576</b>		<b>6.4%</b>
<b>Group Insurance</b>	<b>\$ 2,022</b>	<b>\$ 1,851</b>	<b>\$ (171)</b>		<b>-8.5%</b>
<b>Transfers out of GRF</b>	<b>\$ 524</b>	<b>\$ 368</b>	<b>\$ (156)</b>		<b>-29.8%</b>
<b>Debt Service Transfers<sup>5</sup></b>	<b>\$ 2,196</b>	<b>\$ 2,709</b>	<b>\$ 513</b>		<b>23.4%</b>
<b>COVID-Related Debt Paydown</b>	<b>\$ 2,209</b>	<b>\$ 1,045</b>	<b>\$ (1,164)</b>		<b>na</b>
<b>Total Expenditures</b>	<b>\$ 45,623</b>	<b>\$ 45,467</b>	<b>\$ (156)</b>		<b>-0.3%</b>
<b>Unspent Appropriations/Lapse</b>	<b>\$ (1,320)</b>	<b>\$ (1,189)</b>	<b>\$ 131</b>		<b>-9.9%</b>
<b>Total Spending</b>	<b>\$ 44,303</b>	<b>\$ 44,280</b>	<b>\$ (23)</b>		<b>-0.1%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ 646</b>	<b>\$ 88</b>	<b>\$ (558)</b>		<b>-86.4%</b>

<sup>1</sup>Totals may not sum due to rounding.

<sup>2</sup>In the General Assembly's FY2022 budget, other transfers include a one-year transfer of higher than anticipated cigarette tax receipts at \$860 million.

<sup>3</sup>Includes Economic Development and Environment and Culture.

<sup>4</sup>Includes State contributions to Chicago Teachers' Pension system of \$267 million in FY2021 and \$277 million in FY2022.

<sup>5</sup>Includes interfund borrowing repayment of \$150 million in FY2021 and \$928 million in FY2022 and Treasurer's Repayment of \$402 million in FY2021.

Sources: Illinois Senate Democratic staff; Civic Federation calculations.

<b>Business Tax Change Proposed in Illinois State FY2022 Budget</b>		
<b>Tax Change</b>	<b>Type of Tax</b>	<b>Amount (\$ Millions)</b>
<b>Tax Changes Enacted</b>		
Reverse Repeal of Corporate Franchise Tax	Corporate Franchise	\$ 30.00
Limit Corporate Net Operating Loss deductions to \$100,000 per year for 3 years	Income	\$ 314.00
Roll Back Federal 100% Accelerated Depreciation Deduction	Income	\$ 214.00
Roll Back the Federal 100% Foreign-Source Dividend Deduction	Income	\$ 107.00
<b>Subtotal Tax Changes Enacted</b>		<b>\$ 665.00</b>
<b>Tax Changes Not Enacted</b>		
Eliminating Add On Tax Credits for Construction Job Payroll Expenditures	Income	\$ 16.00
Reduce Tax Credits for Private School Scholarships	Income	\$ 14.00
Eliminating Manufacturing & Machinery Exemption for Tangible Personal Property	Sales	\$ 56.00
Accelerating Termination of Biodiesel Sales Tax Exemptions	Sales	\$ 107.00
Capping the Retailer's Discount	Sales	\$ 73.00
<b>Subtotal Tax Changes Not Enacted</b>		<b>\$ 266.00</b>
<b>Total</b>		<b>\$ 931.00</b>

The total is the result of rounding up.

Source: Illinois FY2022 State Budget in Brief, p. 16

## HOUSING

### Housing Characteristics, Flossmoor, 2015-2019

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

#### Housing Characteristics

The housing characteristics tables include housing unit estimates by housing type, size, and age summarized for Flossmoor.

#### Housing Type, 2015-2019

	Flossmoor		Cook County		CMAP Region	
	Count	Percent	Count	Percent	Count	Percent
Single Family, Detached	3,090	83.6	882,569	40.2	1,710,011	50.1
Single Family, Attached	204	5.5	116,609	5.3	254,103	7.5
2 Units	0	0.0	212,673	9.7	237,977	7.0
3 or 4 Units	104	2.8	234,507	10.7	268,945	7.9
5 to 9 Units	55	1.5	220,133	10.0	270,643	7.9
10 to 19 Units	71	1.9	102,538	4.7	151,076	4.4
20 or More Units	172	4.7	408,192	18.6	490,331	14.4
Mobile Home/Other*	0	0.0	16,117	0.7	27,004	0.8

Source: 2015-2019 American Community Survey five-year estimates.

Universe: Housing units

\*"Other" includes boats, recreational vehicles (RVs), vans, etc.

#### Housing Size, 2015-2019

	Flossmoor		Cook County		CMAP Region	
	Count	Percent	Count	Percent	Count	Percent
0 or 1 Bedroom	47	1.3	440,682	20.1	548,002	16.1
2 Bedrooms	462	12.5	691,386	31.5	965,749	28.3
3 Bedrooms	1,600	43.3	696,719	31.8	1,133,210	33.2
4 Bedrooms	1,171	31.7	274,154	12.5	597,921	17.5
5 or More Bedrooms	416	11.3	90,397	4.1	165,208	4.8
Median Number of Rooms*	7.5		5.1		6.0	

Source: 2015-2019 American Community Survey five-year estimates.

Universe: Housing units

\*Includes living rooms, dining rooms, kitchens, bedrooms, etc., that are separated by built-in, floor-to-ceiling walls.

Excludes bathrooms, porches, balconies, foyers, halls, and unfinished basements.

#### Housing Age, 2015-2019

	Flossmoor		Cook County		CMAP Region	
	Count	Percent	Count	Percent	Count	Percent
Built 2000 or <u>Later</u>	251	6.8	211,067	9.6	463,304	13.6
Built 1970 to 1999	1,312	35.5	564,664	25.7	1,161,616	34.1
Built 1940 to 1969	1,749	47.3	779,006	35.5	1,044,859	30.6
Built Before 1940	384	10.4	638,601	29.1	740,311	21.7
Median Year Built	1966		1959		1968	

Source: 2015-2019 American Community Survey five-year estimates.

Universe: Housing units

### Housing Occupancy and Tenure, 2015-2019

	Flossmoor		Cook County		CMAP Region	
	Count	Percent	Count	Percent	Count	Percent
Occupied Housing Units	3,460	93.6	1,972,108	89.9	3,123,330	91.6
Owner-Occupied*	3,044	88.0	1,122,584	56.9	1,996,297	63.9
Renter-Occupied*	416	12.0	849,524	43.1	1,127,033	36.1
Vacant Housing Units	236	6.4	221,230	10.1	286,760	8.4

Source: 2015-2019 American Community Survey five-year estimates.

Universe: Housing units  
\*Universe: Occupied housing units

### Housing Costs as a Percentage of Household Income\*, 2015-2019

	Flossmoor		Cook County		CMAP Region	
	Count	Percent	Count	Percent	Count	Percent
Less than \$20,000	114	3.3	264,285	13.8	346,898	11.4
Less than 20 Percent	0	0.0	6,975	0.4	8,867	0.3
20 to 29 Percent	0	0.0	20,563	1.1	25,618	0.8
30 Percent or More	114	3.3	236,747	12.4	312,413	10.3
\$20,000 to \$49,999	436	12.8	471,656	24.7	684,002	22.5
Less than 20 Percent	17	0.5	53,722	2.8	77,326	2.5
20 to 29 Percent	78	2.3	102,144	5.3	145,913	4.8
30 Percent or More	341	10.0	315,790	16.5	460,763	15.1
\$50,000 to \$74,999	322	9.5	307,471	16.1	485,439	15.9
Less than 20 Percent	3	0.1	99,427	5.2	151,167	5.0
20 to 29 Percent	65	1.9	109,726	5.7	173,246	5.7
30 Percent or More	254	7.5	98,318	5.1	161,026	5.3
\$75,000 or More	2,533	74.4	868,662	45.4	1,527,241	50.2
Less than 20 Percent	1,593	46.8	588,130	30.8	1,022,835	33.6
20 to 29 Percent	670	19.7	212,550	11.1	382,768	12.6
30 Percent or More	270	7.9	67,982	3.6	121,638	4.0

Source: 2015-2019 American Community Survey five-year estimates.

Universe: Occupied housing units

\*Excludes households with zero/negative income, and renting households paying no cash rent.

### Housing & Transportation (H+T) Costs as a Percentage of Household Income\*, 2012-2016

	Median-Income Family**	Moderate-Income Family***
Housing Costs	39	48
Transportation Costs	22	24
TOTAL H+T COSTS	61	72

Source: U.S. Department of Housing and Urban Development, [Location Affordability Index](#) (2012-2016).

\*The purpose of the H+T Index is to isolate the effect of location on housing and transportation costs, and is reported for different household typologies. The values above represent the percent of household income that an average household of each type spends on housing and transportation. The standard threshold of affordability is 30% for housing costs alone, and 45% for housing and transportation costs combined.

\*\*"Median-income family" assumes a 4-person, 2-commuter household with income equal to the regional median.

\*\*\*"Moderate-income family" assumes a 3-person, 1-commuter household with income equal to 80% of the regional median.

# Village of Flossmoor Housing, United States Census Bureau

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

## Housing Units

**3,696** +/- 308

Total Housing Units in Flossmoor village, Illinois

**42,811** +/- 755

Total Housing Units in State House District 80, Illinois

Table:  
DP04

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

### Physical Characteristics

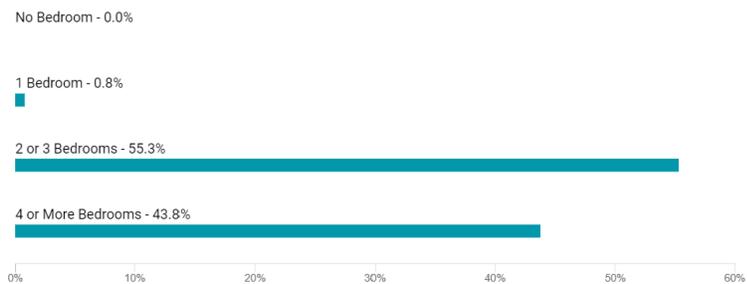
**43.8%** +/- 6.3%  
Occupied Housing Units with Four or More Bedrooms in Flossmoor village, Illinois

**29.0%** +/- 1.2%  
Occupied Housing Units with Four or More Bedrooms in State House District 80, Illinois

Table:  
S2504  
Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

### Bedrooms in Occupied Housing Units in Flossmoor village, Illinois

VIEW OPTIONS ▾



### Occupancy Characteristics

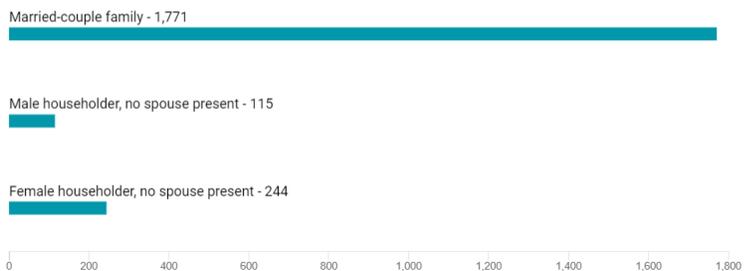
**3,044** +/- 340  
Owner Occupied Housing Units in Flossmoor village, Illinois

**28,643** +/- 743  
Owner Occupied Housing Units in State House District 80, Illinois

Table:  
S2501  
Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

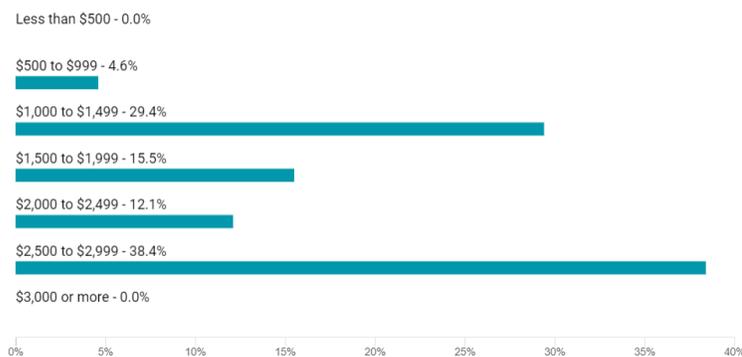
### Owner Occupied Housing Units by Types of Households in Flossmoor village...

VIEW OPTIONS ▾



### Occupied Units Paying Rent in Flossmoor village, Illinois

VIEW OPTIONS ▾



**Residential Mobility**

0.8% +/- 0.9%

Moved From a Different State in the Last Year in Flossmoor village, Illinois

0.6% +/- 0.2%

Moved From a Different State in the Last Year in State House District 80, Illinois

Table: S0701

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

**Owner/Renter (Householder) Char...**

6.1% +/- 3.2%

Moved 2017 or Later Into Occupied Housing Unit in Flossmoor village, Illinois

8.0% +/- 0.8%

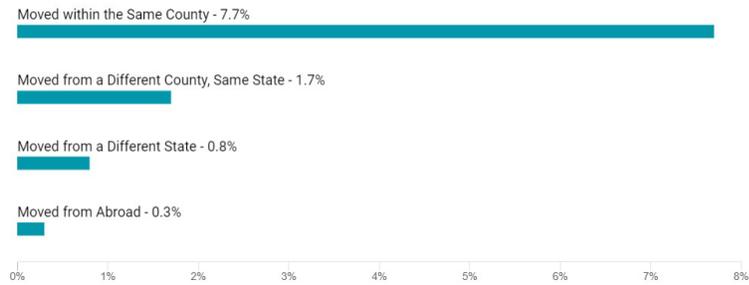
Moved 2017 or Later Into Occupied Housing Unit in State House District 80, Illinois

Table: S2502

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

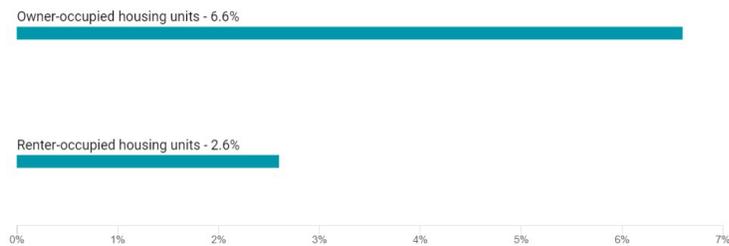
**Residential Mobility in the Last Year in Flossmoor village, Illinois**

VIEW OPTIONS



**Moved 2017 or Later Into Occupied Housing Unit by Type of Units in Flossm...**

VIEW OPTIONS



**Flossmoor house value distribution, 2019**

<http://www.city-data.com/city/Flossmoor-Illinois.html>



## On to 2050, Community: Strengthening Where We Live, CMAP

<https://www.cmap.illinois.gov/2050/about>

ON TO 2050 will make the region and its communities stronger by targeting resources, improving planning, encouraging collaboration on fiscal and economic issues, preserving high quality open space and agricultural assets, and promoting housing choice.

**Strategic and sustainable development, reinvestment for vibrant communities, and development that supports local and regional economic strength are the Community goals of ON TO 2050.**

The plan continues our region's emphasis on reinvesting in communities and infrastructure, while also offering new guidance to enhance quality of life. While local governments continue to play the critical role in overseeing land use decisions, supportive initiatives by many actors will collectively enable progress toward these goals. Some communities have a wealth of expertise and resources for reinvestment and other quality of life initiatives, while others struggle to raise revenues for basic services.

Creating and sustaining vibrant communities can help the region compete and thrive, offering residents and businesses many choices for where to live and work. Meeting increased demand for diverse, walkable, and accessible communities with amenities will also support transit and ease commutes. Changing plans and modernizing revenue policies to adapt to the development and mobility impacts of e-commerce can sustain existing and growing communities.

ON TO 2050 also emphasizes preserving land used for agriculture and open space and implementing sustainable development patterns through fiscally responsible expansion.

Most important, the region cannot succeed without concerted investment to rebuild jobs, amenities, and resources in communities that have been left behind. Investment for continued economic growth and success for the entire region should include investments in communities with limited resources for rebuilding infrastructure and amenities needed for jobs, housing choices, and healthy living.

---

**Goal: Development that supports local and regional economic strength**

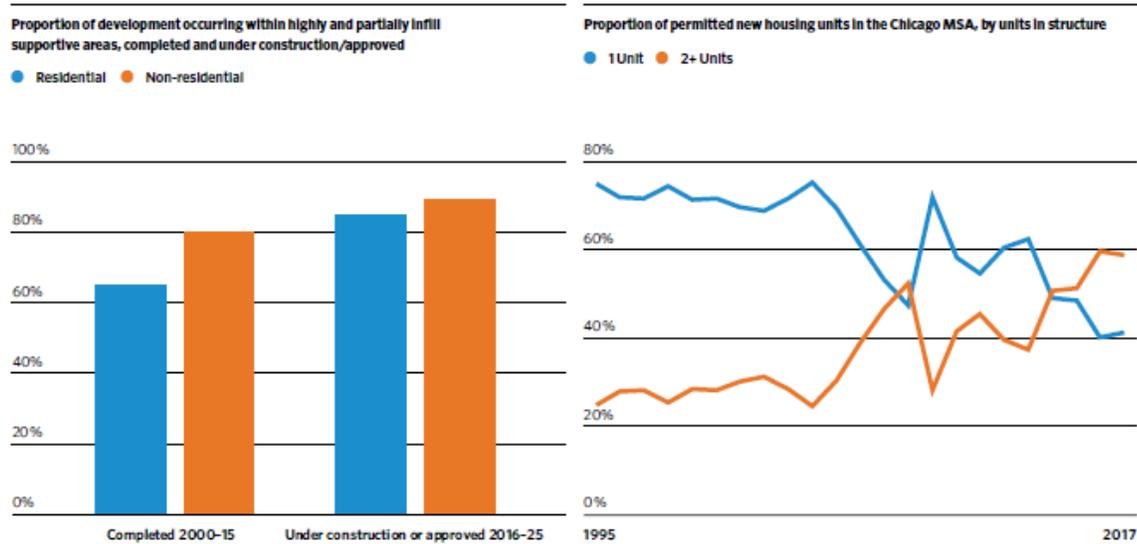
### Recommendation

**Communities can become stronger by taking a collaborative approach to modernize tax policies that support the multi-jurisdictional nature of how local economies actually operate and by reforming tax policies to support local land use choices and offer opportunities for disinvested areas.**

### Recommendation

**Planning for current market understanding and fiscal sustainability helps local governments reach their goals. Coordinating economic development activities across jurisdictions, aligning local actions with regional goals and partners, and targeting incentives achieves maximum public benefit.**

Residents increasingly seek places where a car is optional and they can walk to shopping, entertainment, and services.



## INFRASTRUCTURE

### On to 2050, Resilience, CMAP

<https://www.cmap.illinois.gov/2050/about>

Our region and its communities must anticipate and adapt to future challenges — both known and unknown — driven by climate, commerce, technology, and other factors.

A resilient transportation network can continue to provide seamless mobility even in the face of changing climate and technology. In combination with continued support for public transit, technology for shared mobility and automated vehicles has the potential to enhance mobility for lower income residents and to improve access to jobs, healthcare, and other essential destinations.

To remain strong, metropolitan Chicago requires communities, infrastructure, and systems that can thrive in the face of future economic, fiscal, and environmental uncertainties. “Resilience” refers to much more than climate change.

By building “Resilience,” our communities can prepare for and recover from acute shocks and chronic stresses. This requires making infrastructure, development, natural systems, and social structures more durable. In addition to rebounding quickly from, for instance, stronger storms and frequent flooding, a resilient region can actually capitalize on these challenges. To cite one example, if extreme heat causes pavement to buckle, it can be replaced not only by a road more resistant to extreme temperatures, but one also built to mitigate flooding and ensure reliable, weather-resistant transportation.

Many communities lack the capacity — for example, revenue, staff, expertise, equipment, and other resources — to effectively implement local and regional goals related to services, land use, and quality of life. By pooling resources, deploying new technologies, and training staff, resilient municipalities can plan collaboratively to provide essential services even as federal and state support continues to diminish. While funding from the State of Illinois will continue to play a crucial role — though quite an uncertain one due to fiscal conditions — in our prosperity, local revenue streams must become more resilient to economic forces beyond the region’s control. Working closely together to achieve resilience, our region’s communities can also prepare for inevitable challenges as global markets spur a transition to new types of work in emerging industries and change commercial, industrial, and even residential development patterns.

Select flooding damage payments, 2007-14

**\$1.8B**  
**79%**

**CMAP Region**

National Flood Insurance Program, FEMA Individual Disaster Assistance, and Private Insurance

**\$325M**  
**14%**

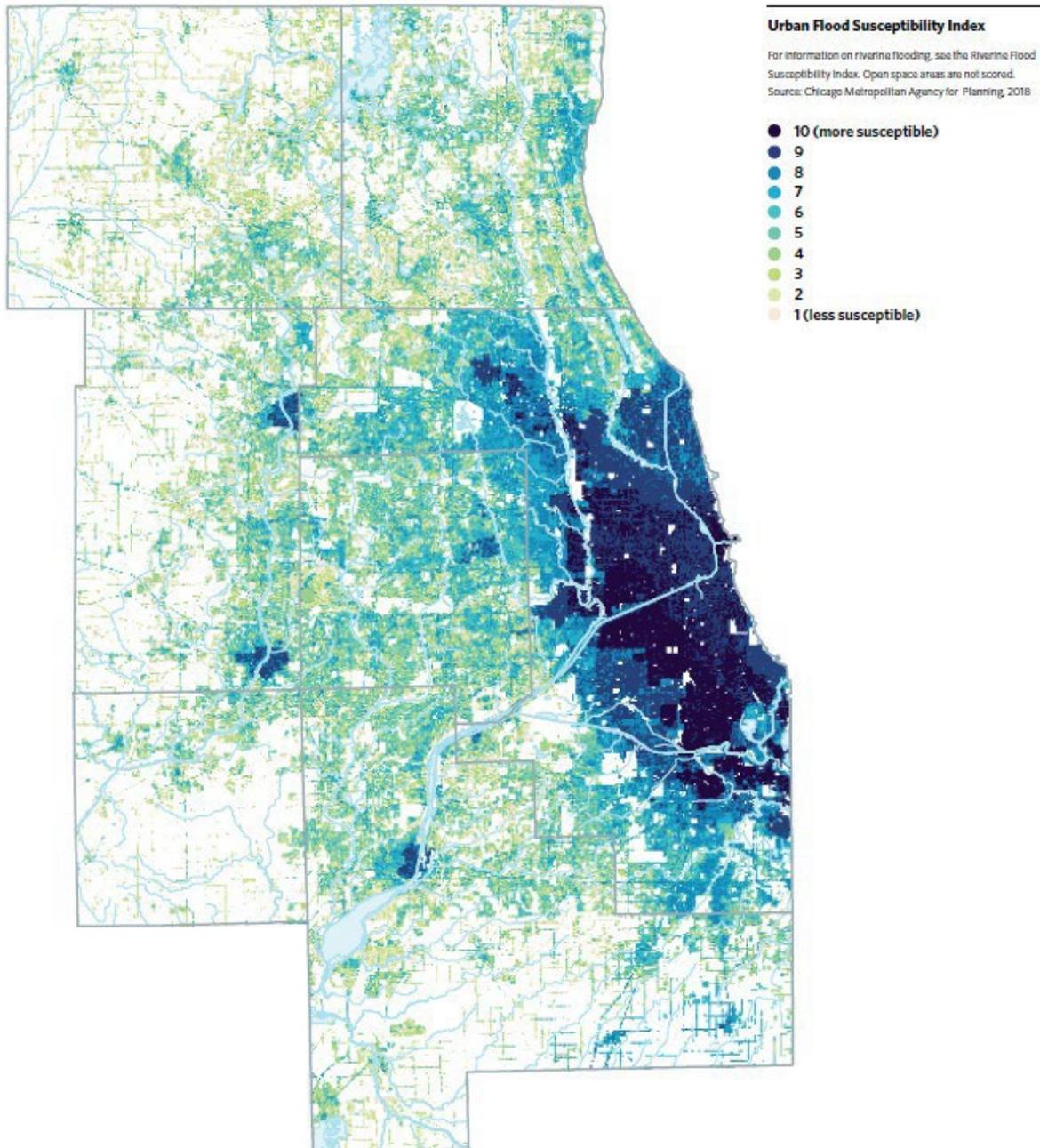
**Rest of Illinois**

National Flood Insurance Program, FEMA Individual Disaster Assistance, and Private Insurance

**\$162M**  
**7%**

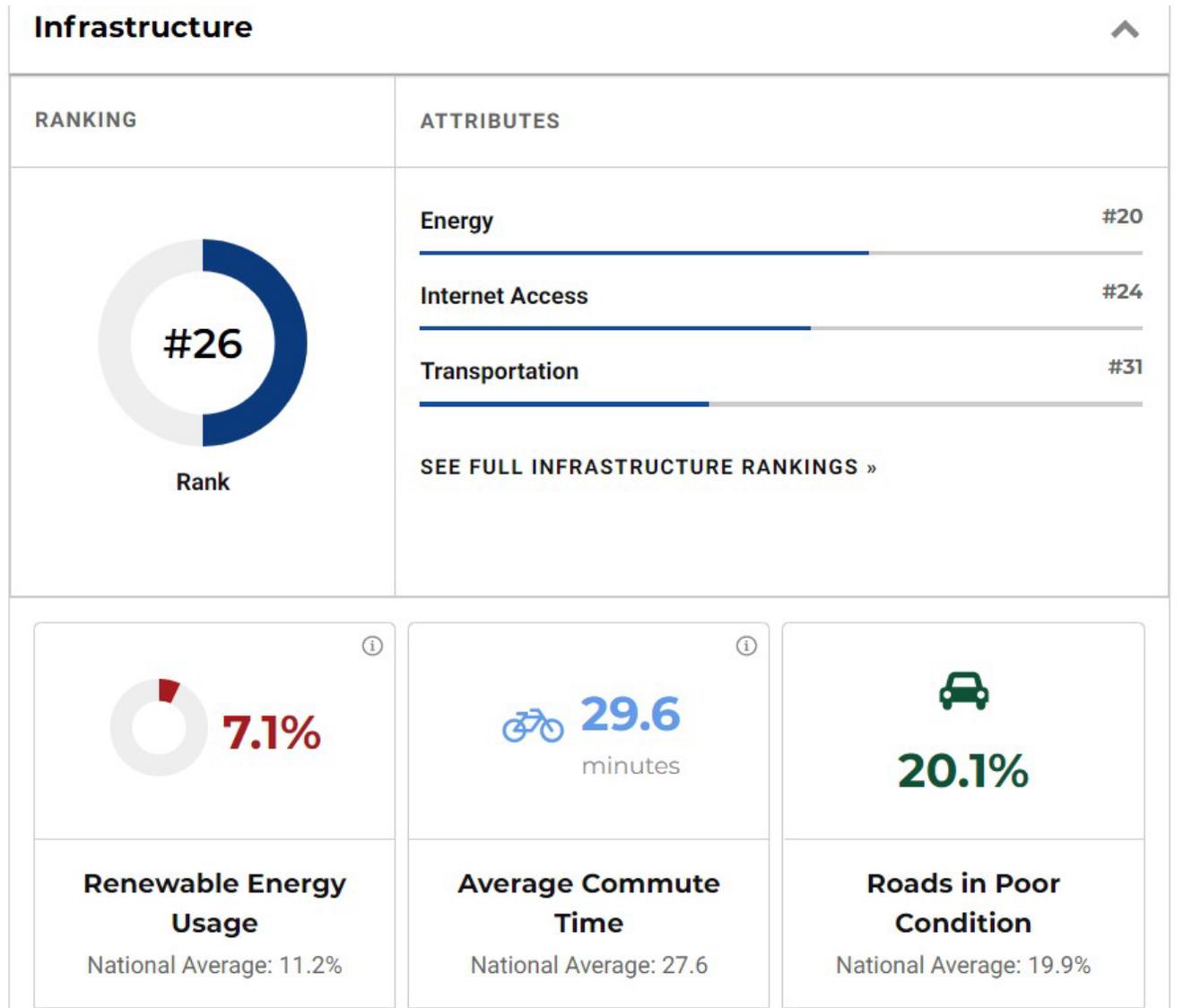
**Statewide**

Statewide FEMA Public Assistance



## Infrastructure, Illinois

<https://www.usnews.com/news/best-states/illinois>



## Rebuilding the Midwest's Infrastructure

<https://www.thechicagocouncil.org/research/report/rebuilding-midwests-infrastructure>



### Rebuilding the Midwest's infrastructure: Driving equitable economic recovery in a world reshaped by COVID-19

By John Austin and Alexander Hitch

January 2021



#### Executive summary

In the midst of a national discussion about the need to update our infrastructure, the Midwest is primed for a new round of investment. The agenda for the country and for the Midwest must reflect the realities of an economy and society shaped by longstanding structural, economic, racial, and geographic inequities, accentuated by the onset of the COVID-19 pandemic. At the same time, this moment offers a clear opportunity to ensure that a new infrastructure development plan capitalizes on the unique assets and economic opportunities inherent to each region to accelerate economic growth and spread its benefits to more people and places.

In the Midwest, this agenda includes several core components. It must adapt to the economic realities of the post-COVID-19 world. It must also contribute to innovation in a host of sectors—from manufacturing to product-delivery systems to health care—while enhancing the ability to organize state- and local-level infrastructure initiatives. Finally, it must dovetail with the urgent need and newfound political will to close gaps in equity and opportunity based on race, income, and geography. These priorities are broken down into five key policy areas:

- *Support economic growth and vitality in a reshaped post-pandemic world.* The agenda must account for post-COVID-19 economic realities: safer facilities, reoriented supply chains, and physically distanced work routines.

- *Drive economic convergence and inclusion through infrastructure.* The new agenda must reverse trends of community divergence with concentrated investment and focus on historically marginalized populations, as well as residents of communities isolated by geography—conditions brought into stark relief by the effects of the COVID-19 pandemic.
- *Build sustainable and resilient infrastructure for a changing climate.* With the backdrop of a changing climate, the agenda must capitalize on the Midwest's natural assets, which include an abundance of fresh water, while pursuing resilient infrastructure.
- *Enhance broadband to mark the Midwest as a leader in connectivity.* Local and state governments, with federal assistance, must expand broadband access and affordability to ensure economic opportunity and business growth for all Midwest communities.
- *Model sustainable and resilient transport and logistics systems.* By modernizing its network of airports, highways, railroads, ports, intermodal stations, and storage to support fine-tuned supply chains, the Midwest can fashion a more sustainable and resilient production and delivery system.

CHICAGO COUNCIL ON GLOBAL AFFAIRS 1

## U.S. Infrastructure Seen Rising After Decade of Decline

<https://www.bloomberg.com/news/articles/2021-07-26/u-s-infrastructure-spending-seen-rising-after-decade-of-decline>

Bloomberg

# U.S. Infrastructure Spending Seen Rising After Decade of Decline

By [Nic Querolo](#)

July 26, 2021, 2:49 PM EDT

LISTEN TO ARTICLE



SHARE THIS ARTICLE

U.S. state and local governments look slated to spend more on crumbling infrastructure as federal aid bolsters their ledgers, low interest rates makes it cheaper to borrow and the nation's economy recovers from the pandemic downturn, Moody's Investors Service said.



## Macroeconomic Consequences of the Infrastructure and Budget Reconciliation Plans

<https://www.moodyanalytics.com/-/media/article/2021/macroeconomic-consequences-of-the-infrastructure-and-budget-reconciliation-plans.pdf>

**MOODY'S**  
ANALYTICS

ANALYSIS  
21 JULY, 2021

### Prepared by

Mark Zandi  
[Mark.Zandi@moody.com](mailto:Mark.Zandi@moody.com)  
Chief Economist

Bernard Yaros Jr.  
[Bernard.YarosJr@moody.com](mailto:Bernard.YarosJr@moody.com)  
Assistant Director

### Contact Us

Email  
[help@economy.com](mailto:help@economy.com)

U.S./Canada  
+1.866.275.3266

EMEA  
+44.20.7772.5454 (London)  
+420.224.222.929 (Prague)

Asia/Pacific  
+852.3551.3077

All Others  
+1.610.235.5299

## Macroeconomic Consequences of the Infrastructure and Budget Reconciliation Plans

### INTRODUCTION

Federal lawmakers are feverishly working on another massive fiscal plan, including a nearly \$600 billion bipartisan infrastructure deal and a \$3.5 trillion package of spending and tax breaks to support a range of social investments that the Biden administration and congressional Democrats hope to pass into law via the [budget reconciliation process](#). While this work is very much in progress, it is similar in spirit and size to the [Build Back Better agenda](#) President Biden proposed earlier this year. If this is close to where the legislation ultimately lands, it will strengthen long-term economic growth, the benefits of which would mostly accrue to lower- and middle-income Americans. The legislation is more-or-less paid for on a [dynamic basis](#) through higher taxes on multinational corporations and the well-to-do and a range of other pay-fors. Worries that the plan will ignite undesirably high inflation and an overheating economy are overdone. The fiscal support it provides is only sufficient to push the economy back to full employment from the recession caused by the COVID-19 pandemic. Because the package includes a myriad of spending and tax initiatives, some of which are new and uncertain, implementing this legislation as intended and in a timely way will take deft governance. In this white paper, we assess the macroeconomic impact of both the bipartisan infrastructure deal and the reconciliation package.

## LAND USE

### Land Use, Flossmoor, 2015

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

#### Community Data Snapshot | Flossmoor



#### Land Use

The land use tables include general land use composition, park access, and walkability for Flossmoor.

#### General Land Use, 2015

	Acres	Percent
Single-Family Residential	1,329.0	56.7
Multi-Family Residential	7.0	0.3
Commercial	44.8	1.9
Industrial	0.0	0.0
Institutional	205.4	8.8
Mixed Use	1.9	0.1
Transportation and Other	453.5	19.4
Agricultural	0.0	0.0
Open Space	219.1	9.4
Vacant	81.7	3.5
TOTAL	2,342.4	100.0

Source: Chicago Metropolitan Agency for Planning analysis of the 2015 [Land Use Inventory](#).

#### Park Access, 2015

	Flossmoor	Cook County	CMAP Region
Accessible Park Acreage per 1,000 Residents*	5.55	3.57	5.78

Source: Chicago Metropolitan Agency for Planning analysis of the 2015 [Park Access Layer](#).

\*Neighborhood parks (smaller than 35 acres) are considered accessible for residents living within 0.5 miles; community parks (35 acres or larger) are considered accessible for residents living within 1 mile.

#### Walkability of Resident and Job Locations\*, 2015

	Flossmoor	Cook County	CMAP Region
High Walkability	0.0%	63.8%	40.5%
Moderate Walkability	32.9%	21.1%	23.8%
Low Walkability	67.1%	15.0%	35.8%

Source: Chicago Metropolitan Agency for Planning analysis of the 2015 [Walkability Layer](#).

\*The CMAP Walkability Layer is based on several factors: the number of amenities within walking distance; population/employment density; bicycle/pedestrian crashes and fatalities; and physical characteristics (e.g., tree cover, block length). It does not currently account for the presence or absence of sidewalks. This table reports the share of residents plus jobs whose home and workplace locations, respectively, are within each Walkability Layer category.

## POPULATION

### Net Domestic Migration, Pre-COVID: 2010-2019

<https://www.city-journal.org/americas-post-pandemic-geography>

## Net Domestic Migration, Pre-Covid: 2010–2019

### 15 largest U.S. metropolitan areas



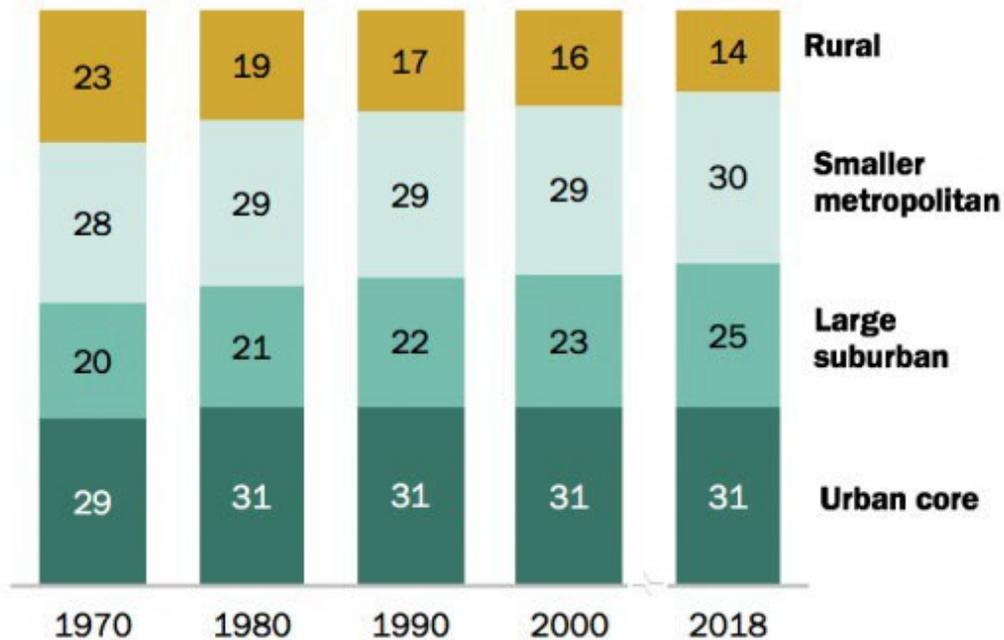
SOURCE: Census Bureau annual estimates

## Prior to COVID 19, Urban Core Counties in the US Were Gaining Vitality on a Key Measure

<https://www.pewresearch.org/social-trends/2020/07/29/prior-to-covid-19-urban-core-counties-in-the-u-s-were-gaining-vitality-on-key-measures/>

### A growing share of the population lives in the suburban counties of large metro areas

*% of U.S. population residing in \_\_\_\_\_ counties*



Note: County categories are based on the National Center for Health Statistics Urban-Rural Classification Scheme for Counties. A county's classification remains fixed over the decades. "Smaller metropolitan" refers to counties in metros with fewer than 1 million residents.

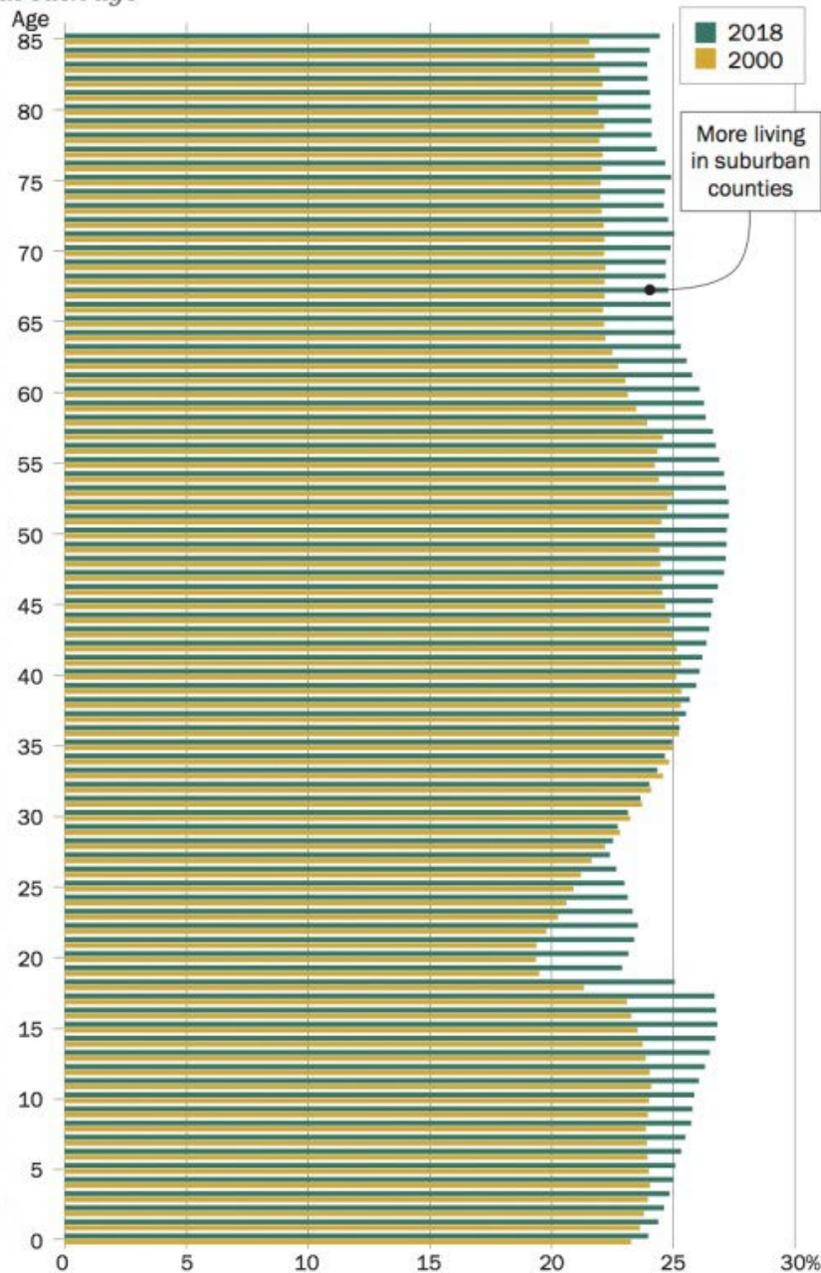
Source: Pew Research Center analysis of 1970-2018 single year of age county population estimates (SEER).

"Prior to COVID-19, Urban Core Counties in the U.S. Were Gaining Vitality on Key Measures"

**PEW RESEARCH CENTER**

### Children, 18- to 24-year-olds, and adults ages 65 and older increasingly live in suburbia

% of U.S. population residing in suburban counties of large metros at each age



Note: County categories are based on the National Center for Health Statistics Urban Rural Classifications Scheme for Counties.

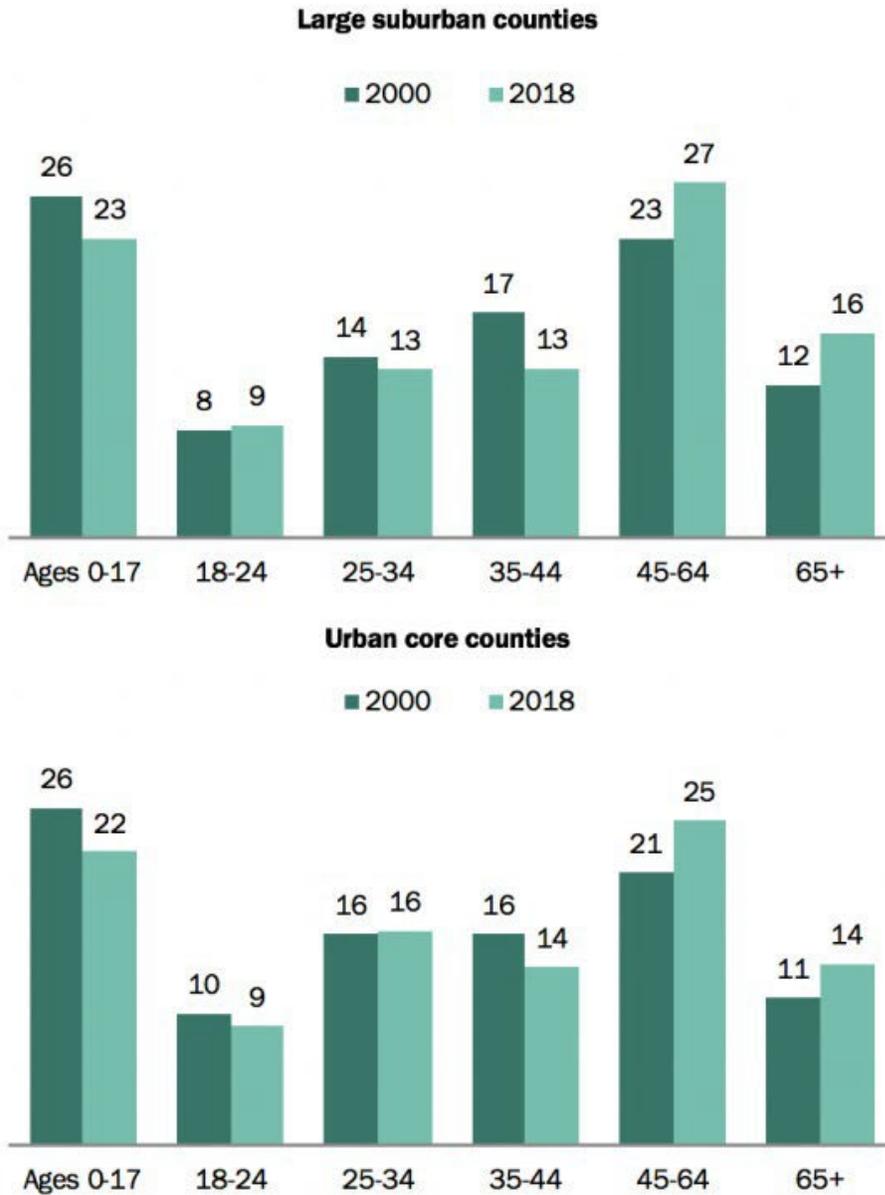
Source: Pew Research Center analysis of 2000-2018 single year of age county population estimates (SEER).

"Prior to COVID-19, Urban Core Counties in the U.S. Were Gaining Vitality on Key Measures"

PEW RESEARCH CENTER

## The suburban counties are aging more than the urban core counties

*% of population in each age group*



Note: County categories are based on the National Center for Health Statistics Urban-Rural Classification Scheme for Counties.

Source: Pew Research Center analysis of 1970-2018 single year of age county population estimates (SEER).

“Prior to COVID-19, Urban Core Counties in the U.S. Were Gaining Vitality on Key Measures”

**PEW RESEARCH CENTER**

## POVERTY

### Village of Flossmoor Poverty, United States Census Bureau

<https://data.census.gov/cedsci/profile?g=1600000US1726571>

#### Poverty

12.5% +/- 9.7%

Poverty, All people in Flossmoor village, Illinois

12.9% +/- 1.6%

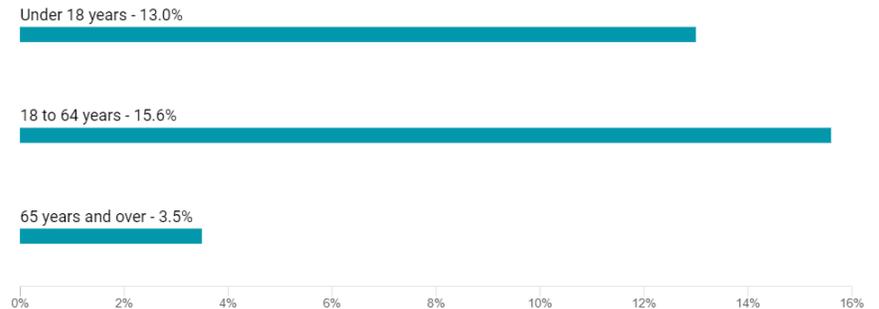
Poverty, All people in State House District 80, Illinois

Table:  
S1701

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

#### Poverty by Age in Flossmoor village, Illinois

VIEW OPTIONS ▾



## Key Findings from CEDA Community Needs Assessment and Strategic Thinking and Planning Labs

<https://www.cedaorg.net/wp-content/uploads/2020/05/CEDA-Strategic-Plan-2019-2021-x.pdf>

### Key Findings from the 2018 Community Needs Assessment and Strategic Thinking and Planning Labs

#### *The suburbs are growing poorer.*

Since 2000, the number of low-income people (those living below 125% of the federal poverty level) in suburban Cook County has swelled by an alarming 77%.

#### *Disparities exist between suburban regions and communities.*

Long-established patterns of racial and economic separation persist, resulting in troubling opportunity disparities across the region. The southern suburbs have a lower median income and a far greater proportion of African Americans. Near west suburbs have concentrated Hispanic populations and modest income relative to the northern and northwest suburbs. The Chicago region is one of the most racially segregated regions of the nation.

#### *Suburbs are under-resourced for addressing poverty.*

Many public and charitable human service resources are focused or available only in Chicago. Complicating the coordination and provision of human services in the county is the fact that suburban Cook County is comprised of 134 municipalities and 30 different townships. County government capacity is taken up in large part with the enormous court, detention, and health systems, leaving current efforts at community economic development in the suburbs fractured and sporadic.

#### *Stagnant wages and poor-quality jobs are making it hard to escape poverty.*

Forty percent of CEDA customers surveyed (920 of 2,300 surveyed) indicated that finding a job that will support my family was a top priority. The primary feedback customers provided in 2018—in contrast to what CEDA has heard in past assessments—was their need of a “good paying job.” While the number of jobs has been increasing since the start of the economic recovery, the growth is often in low-paying occupations. Additionally, there is a mismatch between the location of jobs and the location of affordable housing in and around Cook County. Emerging suburban job centers are mostly in the collar communities and do not have public transit.

#### *Housing is becoming less and less affordable, and the supply is insufficient.*

Ninety-one percent of suburban renters with annual incomes below \$35,000 are “rent burdened,” meaning their housing costs are more than 30% of their income. Sixty-one percent of this group are paying more than half their household’s income on housing. The Institute for Housing Studies at DePaul University estimated it would take 64,525 affordable housing units to fill the demand for affordable housing in suburban Cook County.

## REAL ESTATE

### U.S. Housing Market Floats Back to Earth

<https://www.reuters.com/business/us-housing-market-floats-back-earth-2021-07-22/>

By Stephen Culp

NEW YORK, July 22 (Reuters) - The U.S. housing market appears to be straining under the weight of its own pandemic-driven success. Recent data shows the sector is returning from the stratosphere and coming back to pre-COVID levels, as evidenced by a slew of data released this week.

While for much of the pandemic a rush to suburbia made the home and real estate stars of the recovery, the resulting plunge in inventory and dearth of building supplies have launched home prices beyond the grasp of many potential buyers, particularly at the lower end of the market.

"The housing market isn't caving just yet," said Peter Cardillo, chief market economist at Spartan Capital Securities in New York. "Have we reached a peak? That's a possibility, but worst case scenario, I see a leveling off."

The best news of the week for investors was delivered on Thursday by the National Association of Realtors (NAR), which reported that sales of previously owned homes ([USEHS=ECI](#)) rose 1.4% to 5.86 million units in [June](#) at a seasonally adjusted annualized rate, although the rebound was weaker than expected.

The number undershot consensus by 40,000 units, and followed May's downwardly-revised 1.2% decline.

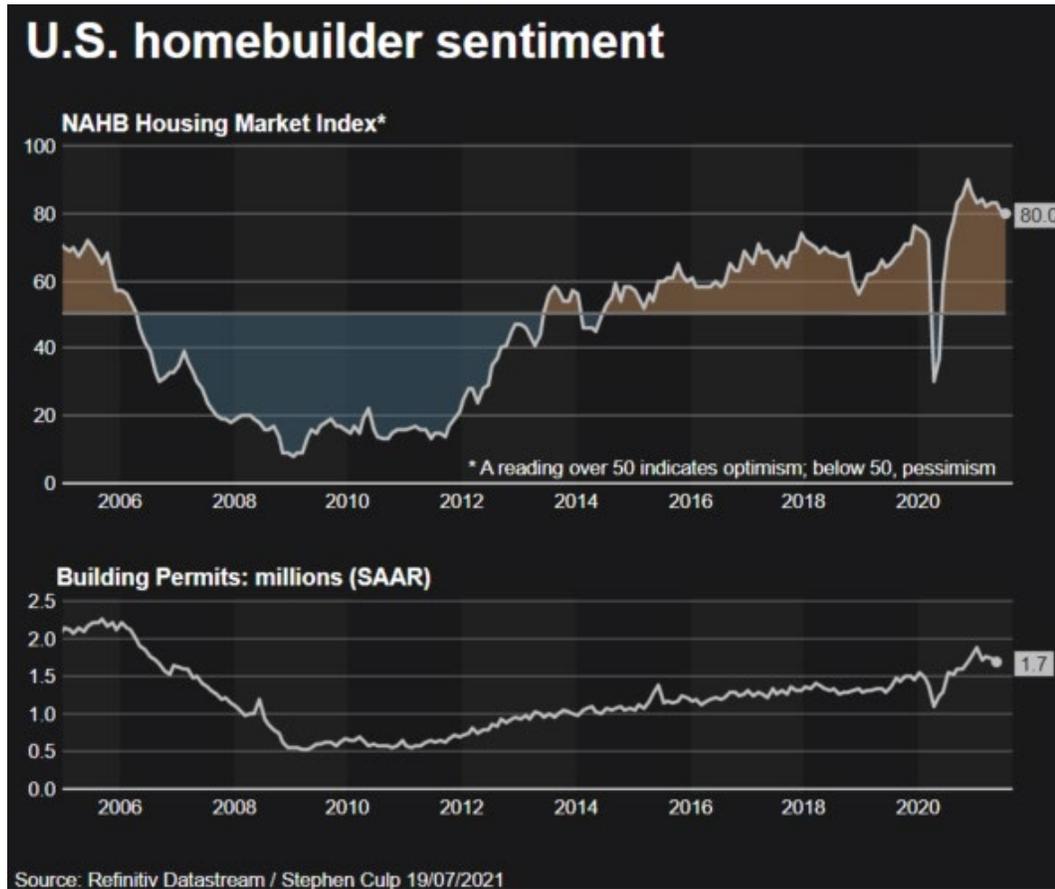


The inventory drought has provided sturdy support for homebuilding, but that support appears to be on the wane.

While groundbreaking on new residential homes ([USHST=ECI](#)) increased by 6.3% in June, building permits ([USBPE=ECI](#)), a more forward-looking indicator, dropped 5.1% [to an eight-month low](#).

With these moves, starts and permits returned to pre-pandemic levels.

On Monday, the National Association of Homebuilders reported builder sentiment ([USNAHB=ECI](#)) softening, as higher input costs and rising home prices appear to be denting the traffic of potential homebuyers.



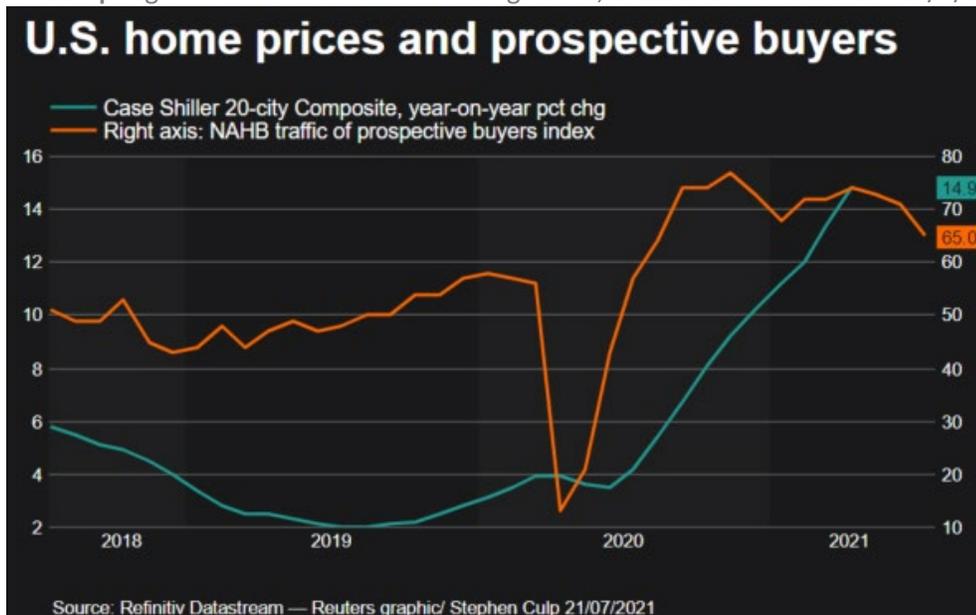
composite home price index, and NAHB's traffic of potential buyers - while still well above pre-pandemic levels - off 15.6% from November's apex.

Indeed, mortgage demand dropped by 4% last week, according to the Mortgage Bankers Association (MBA). Applications for loans to purchase homes ([USMGPI=ECI](#)) are down 18% from the same week last year,

The equities market, the most forward-looking indicator of them all, also reflects a bit of fading luster for housing stocks.

Through much of the pandemic the group outperformed the broader market, even as much of the economy struggled with the effects of social distancing mandates that spawned an exodus from the cities to more spacious properties in the suburbs and beyond.

Over the last 12 months, the S&P 1500 Homebuilding index ([.SPCOMHOME](#)) and the Philadelphia SE Housing index ([.HGX](#)) are up 36.2% and 31.2%, respectively, more or less in line with the S&P 500's 33.0% advance over the same time period.



## Covid-19 is transforming all types of communities, from big cities to suburbs to rural areas

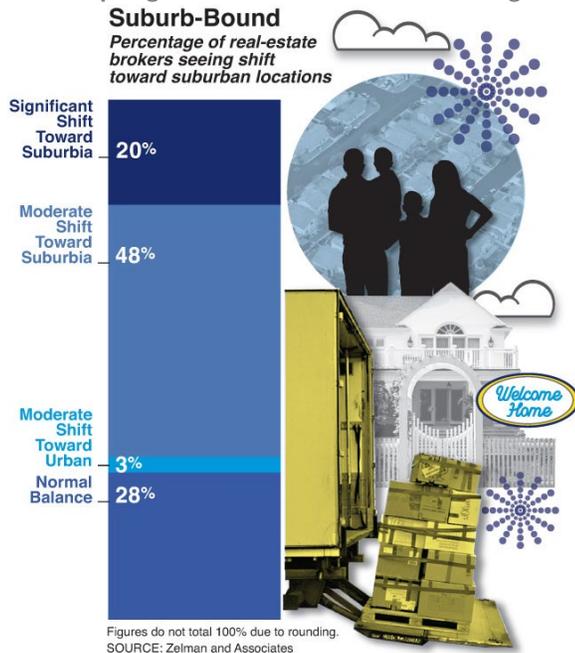
<https://www.city-journal.org/americas-post-pandemic-geography>

[Richard Florida Joel Kotkin Spring 2021](#)

Even as vaccination increases across the United States and an end to the tragedy of the Covid-19 pandemic seems in sight, the economic, fiscal, political, and geographic fallout from the virus cannot be overstated: a massive public health crisis that left more than half a million Americans dead, an economic catastrophe that caused record unemployment and small-business closures, and a seismic political event that surely helped tip the presidential election. The pandemic will pass, and the economy will revive, as it is already doing. But in geographic terms, today's Covid-precipitated crises may well prove to be the most transformative event that America has experienced since the great migration to the suburbs after World War II. After hitting record lows, mobility is up as a result of the pandemic. Between 14 million and 23 million Americans say that they are likely to move as a result of their ability to work remotely, according to research by economist Adam Ozimek. These geographic shifts are even more critical because they point in many directions and represent less a fundamental break with the past and more an acceleration of changes already under way in how we live and work.

America's economic geography has long been shaped by the interplay of pull and push forces. On the one hand, centrifugal forces pull some people out of cities: families seek more affordable space, backyards, and access to better schools. With the wider scope of choice that remote work affords, some are casting their nets wider and moving farther afield, not just to suburbs but also to other cities, smaller metro areas, and even rural communities. On the other hand, centripetal forces remain that push other groups and activities toward urban centers. College-educated young people in their mid-twenties to mid-thirties [have accounted for roughly half](#) the revival of close-in urban neighborhoods (those located near a metro area's central business district) over the past decade, according to research by Joe Cortright of City Observatory. They are likely to do so, perhaps even more profoundly, in the decade ahead, propelled in part by falling urban real-estate prices. Superstar cities may regain some of their former creativity as artists, musicians, writers, and the like, many uprooted by the pandemic, can once again afford to live in them.

It's hard to predict how this will play out in the long run, but the pandemic has placed a new burden on *all* communities. Big cities, Sunbelt boomtowns, small urban regions, and rural areas alike must develop effective strategies for recovery in a post-pandemic world.



## Urban Land Institute, Emerging Trends in Real Estate 2021

<https://knowledge.uli.org/-/media/files/emerging-trends/2021/emerging-trends-in-real-estate-united-states-and-canada-2021---final.pdf>

### 10. From Moment to Movement: Racial and Social Equity

- The year 2020 may have marked a tipping point in national support for greater racial equality. How this translates into long term change in the real estate sector remains to be seen.
- *Emerging Trends* interviewees and survey respondents strongly believe that the real estate industry, including senior management and board representation, should look much more like the overall population.
- The real estate industry has contributed to de jure and de facto segregation over the past century, participating in redlining and discrimination on a broad basis. There is now a call for the industry to address this past wrongdoing by targeting investment in minority neighborhoods and providing more housing and employment opportunities in currently majority-white locales.
- There are relatively few real estate companies owned by persons of color. Efforts to increase the level of investment in and with developers, investors, and investment managers of color should be a priority.

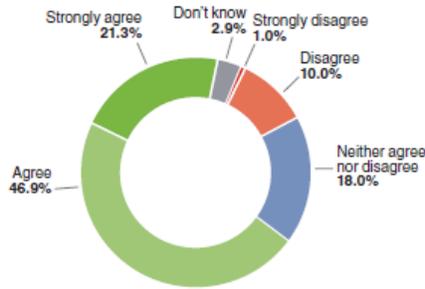
Systemic racism and bias have been longtime components of American life, both before and after the Civil Rights Act of 1964. For decades, racism and bias have resulted in inequitable racial outcomes in factors ranging from income, wealth, health, and life expectancy, receiving little attention in Washington and state legislatures. Black and other people of color have lived with and suffered from this racism, made worse by police brutality and other government and private actions. But in 2020, video-

recorded acts of injustice and brutality, widespread protests, and use of social media have led to a broader awareness and sense of responsibility on the part of many non-Black individuals and communities.

At this point in time, *Emerging Trends* survey respondents offered a candid assessment of their own industry: only 25 percent of respondents to the 2021 *Emerging Trends* survey agreed with the statement "I believe that the real estate industry understands how past policies and practices may have contrib-

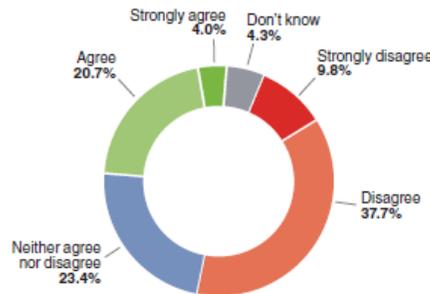
uted to systemic racism," indicating the importance of continued outreach and education. However, survey respondents believe that their industry has the ability to address racism in the United States: over 70 percent of survey respondents agreed or strongly agreed that "[t]he real estate industry can address and help end systemic racism."

**Exhibit 1-26 I Am Confident I Have a Good Understanding of What Constitutes Systemic Racism**



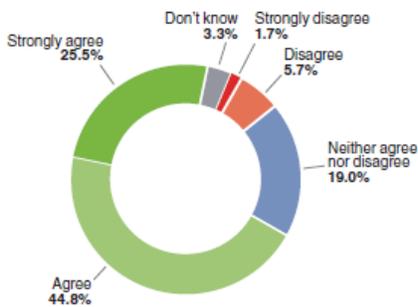
Source: Emerging Trends in Real Estate 2021 survey.

**Exhibit 1-28 I Believe That the Real Estate Industry Understands How Past Policies and Practices May Have Contributed to Systemic Racism**



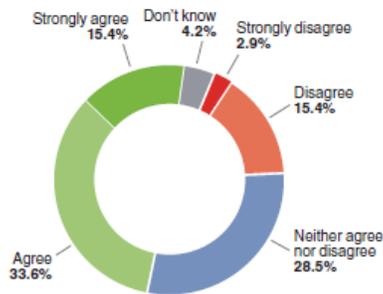
Source: Emerging Trends in Real Estate 2021 survey.

**Exhibit 1-27 The Real Estate Industry Can Address and Help End Systemic Racism**



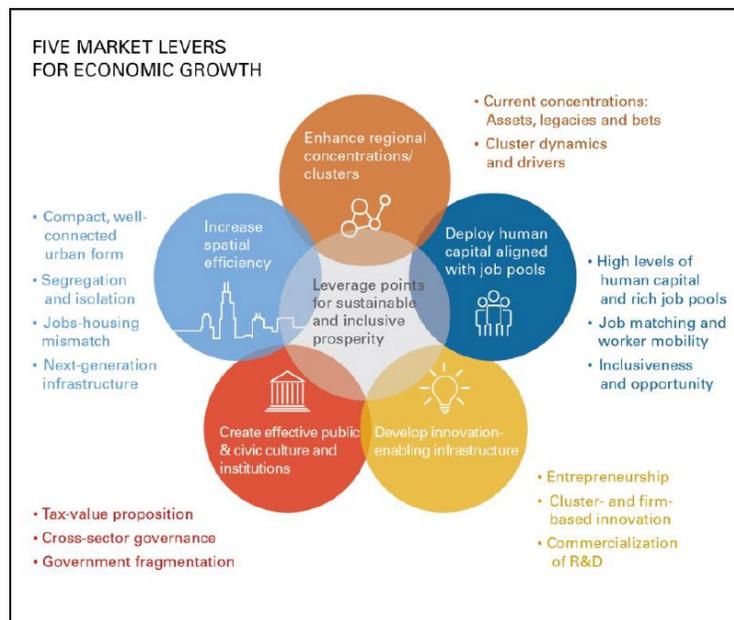
Source: Emerging Trends in Real Estate 2021 survey.

**Exhibit 1-29 The Organization I Work for Has an Operational Plan in Place to Address Systemic Racism**



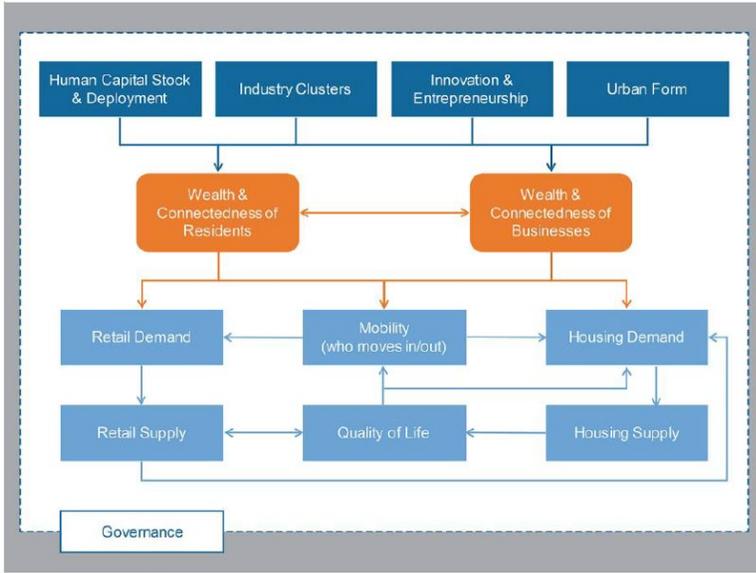
Source: Emerging Trends in Real Estate 2021 survey.

ort  
d061218\_0.pdf



Source: RW Ventures, LLC

Figure 2. The Dynamic Relationships Between Local Amenities and Participation in the Regional Economy



Source: RW Ventures, LLC

Figure 4. Comparison of Regional/South Suburban Cluster Performance (Equal Factor Weights)

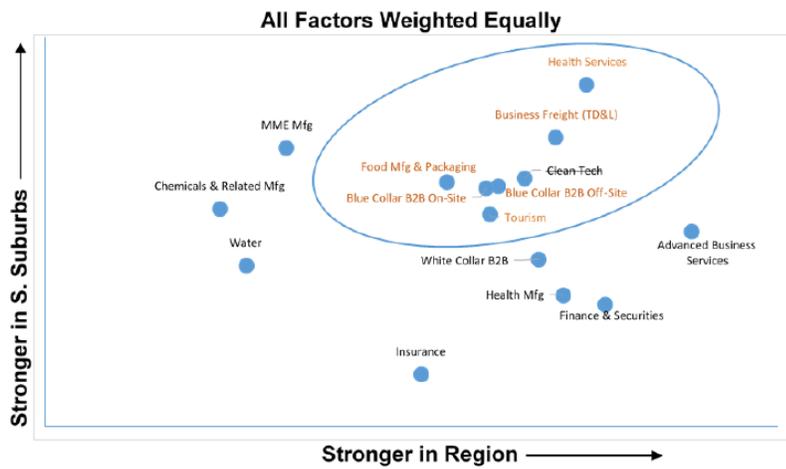
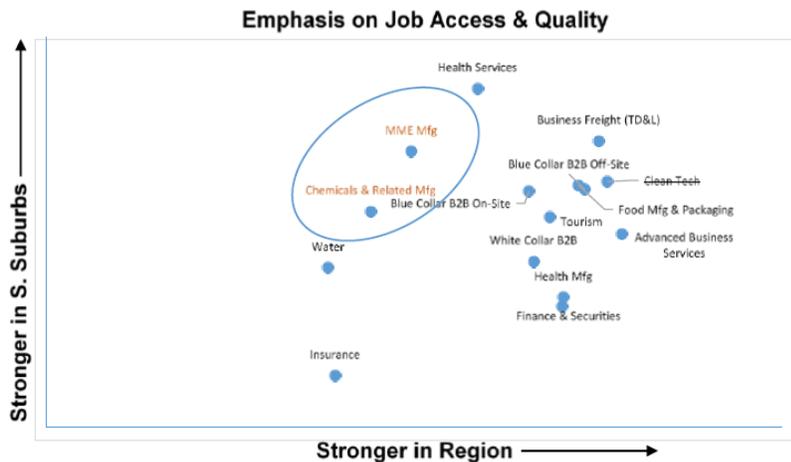
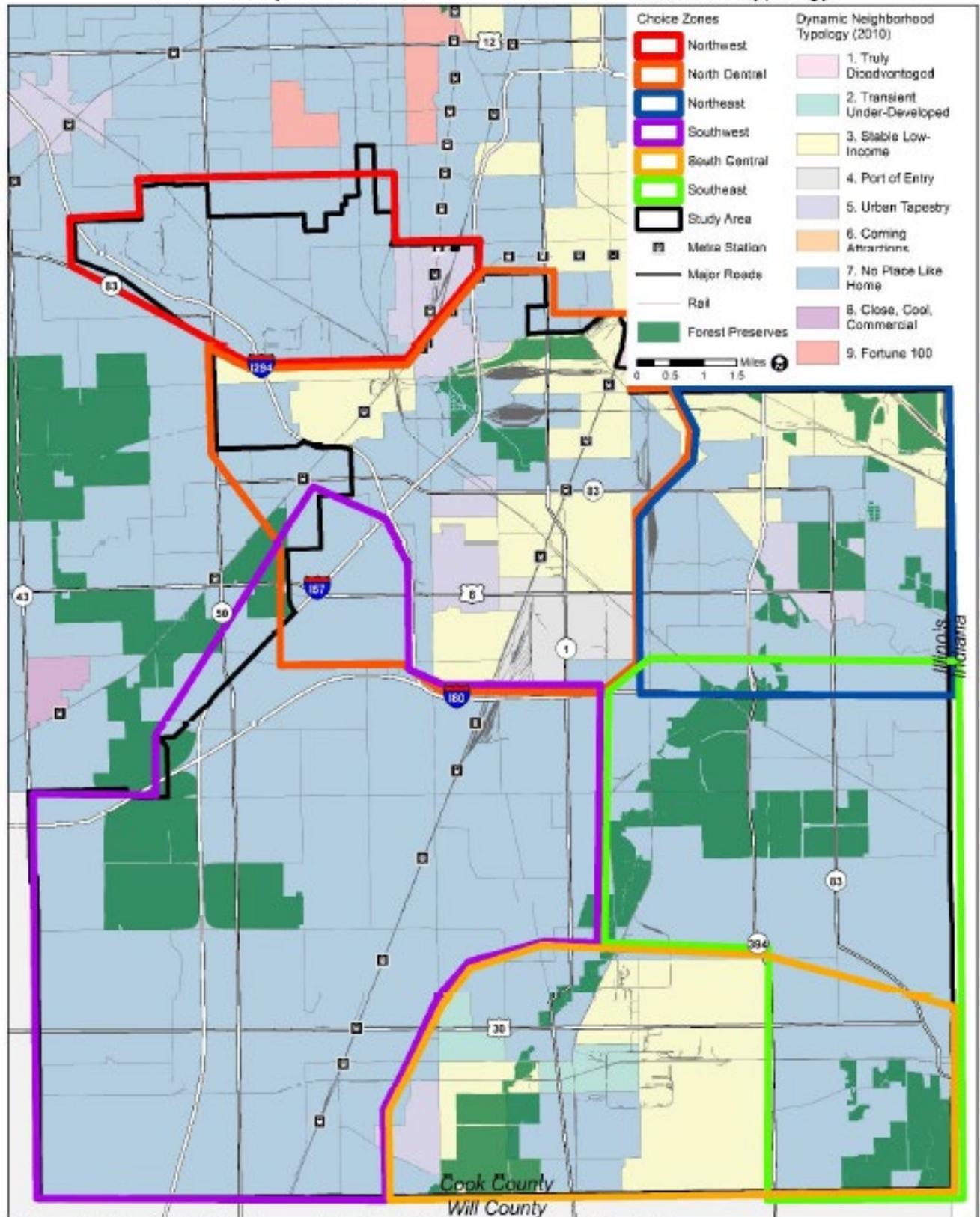


Figure 5. Comparison of Regional/South Suburban Cluster Performance (Higher Weighting of Job Access and Quality)



Sources: Mass Economics and RW Ventures, LLC analysis of U.S. Census Bureau, County Business Patterns; Bureau of Labor Statistics, Employment Projections program; Bureau of Economic Analysis, Input-Output Accounts Data

### Cook County South Suburbs, Choice Zones & 2010 DNT Typology



RW Ventures Analysis using Dynamic Neighborhood Typology. NeighborScope. U.S. Census Bureau. American Community Survey 2014

Figure 6. South Suburban Industrial and Commercial Land Uses and Industrial Priority Zones (IPZs)

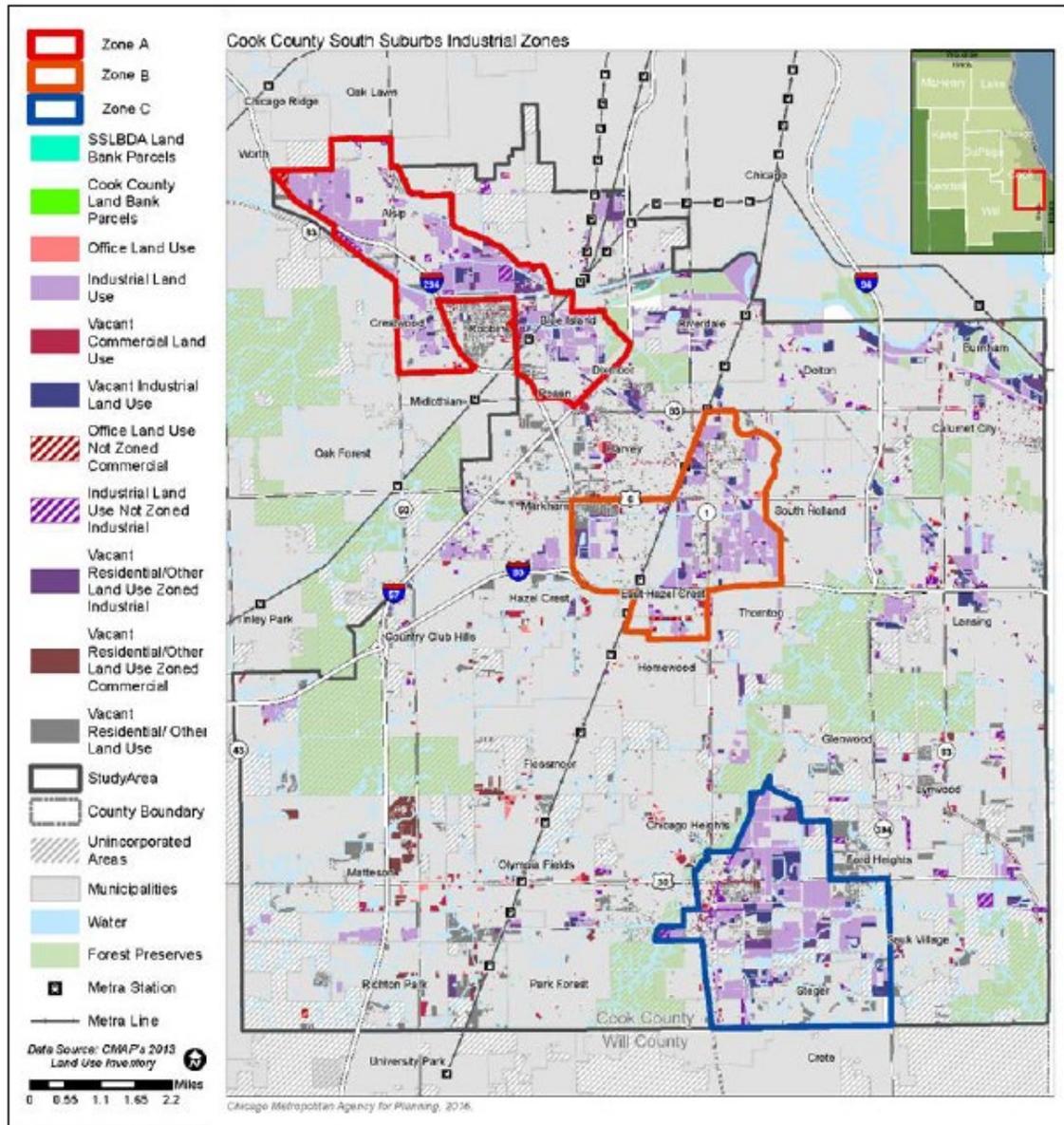


Table 9. Industrial/Commercial Vacant Land Assets of South Suburban IPZs

	Zone A	Zone B	Zone C
Number of Parcels	905	522	783
Land Area (acres)	383	302	698
Average Parcel Size (acres)	0.42	0.58	0.89
Parcels by Size:			
<1 acre	829	475	672
1-5 acres	60	32	80
5-10 acres	14	8	13
>10 acres	2	7	18

Source: Mass Economics and RW Ventures, LLC analysis of data from U.S. Census Bureau, County Business Patterns; Bureau of Economic Analysis, Input-Output Accounts; Bureau of Labor Statistics Employment Projections

---

## Market Analysis: Economic Activities

---

### *Highlights*

Six priority traded clusters present opportunities to improve companies' productivity and efficiency and better connect and contribute to growth in high-potential regional clusters:

- Industrial clusters: TD&L; Metals, Machinery and Equipment; Food; Chemicals and Related
- Business-to-Business Services: Blue-Collar/On-Site, Blue-Collar/ Off-Site
- Several priority clusters have the potential to drive regional innovation

Two priority local/regional-serving clusters presenting significant job creation opportunities

- Health Services
- Outdoor Recreational Tourism

Concentrations of industrial activity and land suggest three sub-areas in which to focus business and real estate development efforts.

---

## Market Analysis: Workforce

---

### *Highlights*

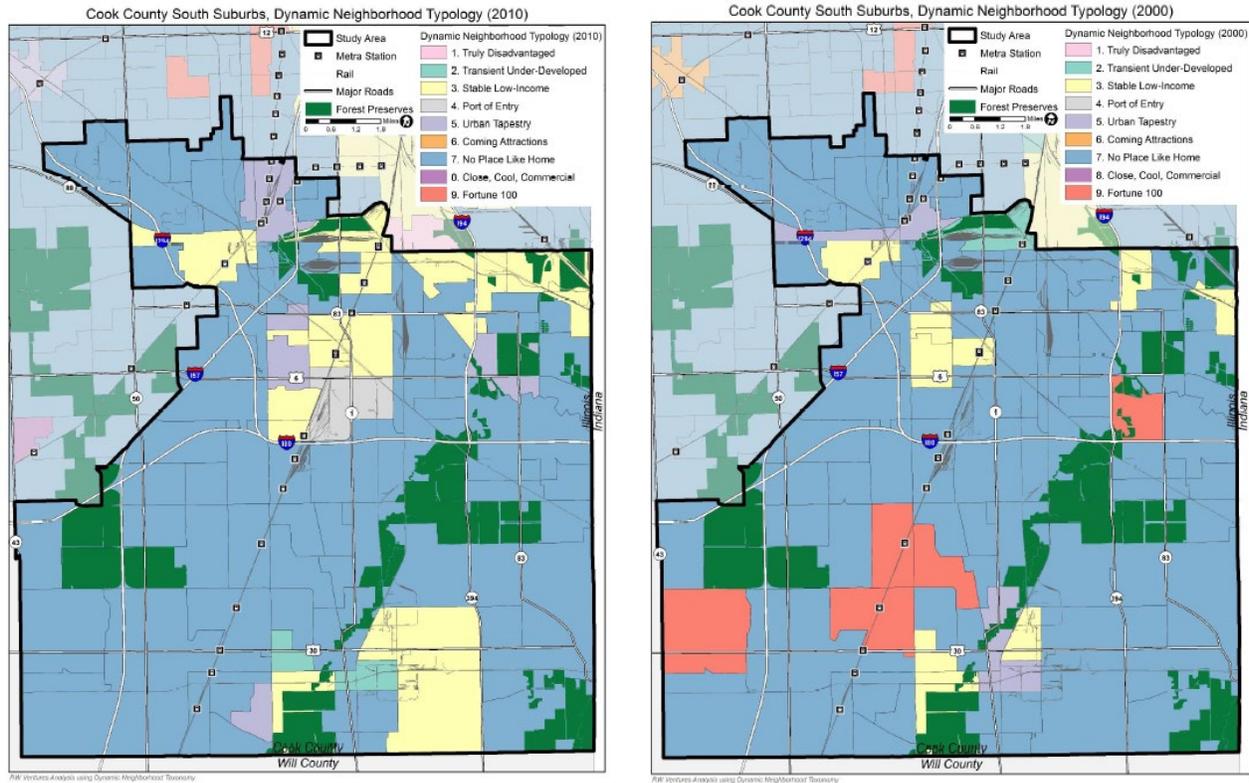
Residents of the South Suburbs are relatively skilled and, compared to the region, a larger share is "middle-skilled," providing an attractive labor pool for local industrial employers.

However, residents are increasingly disconnected from the trajectory of the regional labor market.

- Existing skills are mismatched with in-demand occupations, which have become more specialized and technology-intensive, and often require formal credentialing
- Physical access is a barrier for some workers, as employment growth is increasingly in the northern and western portions of the metro area, which are only reachable via lengthy auto commutes

Three workforce segments appear most strategically important to leverage for economic growth:

- Un-/under-employed, middle-skill residents displaced from (a) industrial jobs and (b) management and administrative jobs
  - "Opportunity Youth" – young, low-skilled adults who are not working or in school
-



## Market Analysis: Community Characteristics

### Highlights

The South Suburbs are comprised of roughly six sub-markets, described below, each constituting distinct communities, challenges and opportunities to which strategies can be targeted.

Top-line trends across the diverse sub-region include:

- The South Suburbs are largely comprised of solid middle- and working-class bedroom communities with reasonably priced, decent housing stock and attractive amenities.
- Some communities are in transition, with significant and increasing shares of minority (African-American and Latino) and older residents, to some extent mirroring regional and national trends.
- The sub-region has lost middle-income households, particularly in some more distressed communities.
- Overall, the area has seen a shift toward lower income levels, and higher poverty and unemployment.

Enhancing the existing base of housing assets and amenities could attract and retain a next generation of residents.

# Community Development

---

## *Enhance the South Suburbs as Communities of Choice for a Targeted Next Generation of Residents*

---

### **Rationale**

The South Suburbs play a significant role within the region as a set of bedroom communities, providing combinations of housing, retail and other amenities that attract and retain a number of segments of the regional workforce. In recent years, substantial parts of the sub-region have faced challenges to their status as attractive residential locations, including physical disinvestment; a distressed for-sale housing market (e.g., lagging post-crisis price recovery, high foreclosures, etc.); and issues associated with racial and economic transition. At the same time, the South Suburbs continue to boast numerous attractive community features, ranging from largely attractive housing stock to easy access to downtown employment opportunities to abundant recreational amenities.

These fundamental community assets and amenities can be leveraged to stabilize and enhance the South Suburbs as a set of bedroom communities that are attractive to changing segments of the regional population. A significant part of the approach will be identifying and fostering the types of housing, consumer and other amenities that will attract new residents and retain and improve the quality of life of existing residents. Rebranding the South suburbs to reflect this new set of community attributes will further enhance the appeal of the sub-region for existing and prospective residents. Addressing these challenges and opportunities in a strategic, integrated way will help reposition the South Suburbs as an attractive home for a next generation of residents.

Operationalizing this strategy includes an array of activities, targeted and tailored by sub-area, to attract and retain residential households, potentially including, e.g.:

- Housing stabilization programs (e.g., code enforcement, land banking, etc.) in areas of high distress
- Housing rehab programs (including appropriate financing mechanisms) in areas with the housing stock most in need of maintenance and upgrades
- Consumer amenities development – retail, restaurants, entertainment, culture –customized to appeal to particular household types
- Creative reuse strategies for vacant residential land and obsolete commercial properties
- A network of community centers providing existing, new and prospective residents access to a range of services and resources, including centralized housing resources
- Regulatory efforts related to zoning, building codes, etc.
- Development or enhancement of social services targeting youth, immigrant, senior and other segments of the population
- Programming addressing public safety, through prevention, intervention and interruption efforts

This “community of choice” strategy will be mutually reinforcing with other strategies that aim to enhance the South Suburbs as a “community of opportunity.” Strategies that increase the success of local firms (e.g., in TD&L, chemicals, food and B2B services) and better connect local residents to regional employment opportunities will further enhance the South Suburbs as a place to live, while local housing and amenity strategies will make the sub-region more attractive to prospective employers.

## Southwest

### *Thriving, white-collar commuter suburbs*

The Southwest zone encompasses the South Suburbs' largest (29% of total population), wealthiest area, including the municipalities of Country Club Hills, Hazel Crest, Homewood, Flossmoor, Olympia Fields, Matteson and Richton Park. It has by far the highest average income of the South Suburbs' zones, and highest percentage of households making more than \$75,000 a year. At the same time, this area has not been immune to economic challenges, with several tracts dropping from higher-income to more middle-income bedroom communities. This zone also saw the largest percent increase in its poverty rate from 2010-2014.<sup>101</sup>

While the area already has a majority African American population, the racial composition of its population is changing more quickly than many other parts of the sub-region. The Southwest zone experienced both the second highest growth rate for African American residents and second highest rate of decline in White residents from 2010-14. The area's population is the oldest in the sub-region, with more residents over 60 than other zones, as well as the most educated, with the largest proportion of residents holding a bachelor's degree or more. Residents of the eastern portion of the zone benefit from strong access to downtown employment, given the area's seven stations on the Metra Electric line. This part of the Southwest zone is also home to one of the sub-region's best high schools, Homewood-Flossmoor, with the highest graduation rate and average ACT scores in the South Suburbs.

In line with the economic profile of its residents, this zone's housing market is the strongest in the South Suburbs, exhibiting the highest homeownership rate and lowest vacancy rate. The housing stock is also the newest in the sub-region, with the highest rents and home values. At the same time, prices in this zone are notably below those in the rest of metropolitan area, making housing in this area relatively affordable compared to Chicagoland communities outside the South Suburbs.

There is a relatively high retail presence in this area, with notable concentrations around the Park Place Plaza Shopping Center on Route 1, and along Lincoln Highway in Matteson. Unfortunately, retail availability in the area has been diminished by the closing of the Lincoln Mall in 2015.

The Southwest zone is the most affluent in the South Suburbs, though it too is experiencing shifts in the demographic and economic makeup of its residents. It will likely maintain and build on its status as an attractive commuter community for white-collar workers, though this may require development of new amenities to (a) attract younger professional households and (b) retain older residents as they retire and potentially choose to age in place. An example might include leveraging the zone's transit amenities through TOD to provide more dense, walkable nodes of activity with access to the Loop that would particularly appeal to those target demographics.

---

## ***Enhance the South Suburbs as Communities of Choice for a Targeted Next Generation of Residents***

---

### **Existing Programs and Initiatives**

Several types of stakeholders will need to contribute subject-area expertise and coordinate around a comprehensive strategy to enhance the South Suburbs as residential communities, including, e.g.:

Land acquisition	Cook County Land Bank Authority South Suburban Land Bank and Development Authority Municipal governments
Housing construction, rehab, financing and counseling	Chicago Southland Housing and Community Development Collaborative (CSHDC) Neighborhood Housing Services CEDA
Consumer amenities	TREND
Social and supportive services	Collaborative efforts led by Cook County and multiple partners to support young adults not in work or in school, and suffering the impacts of trauma and violence Broad-based social service agencies (e.g., United Way South-Southwest Suburban Regional Office, CEDA)
Public safety	Cook County's Justice Advisory Council's (JAC) efforts to coordinate and implement criminal and juvenile justice reforms and improve public safety policies, including with respect to their economic impacts on South Suburban communities.

### **Next Steps**

During Phase 2, the project team will more deeply engage the range of partners identified above to better understand how to build from and expand upon their existing programs. Work will also be undertaken to further explore the true market geographies of housing and consumer activity within the South Suburbs geography, to enable better tailoring and targeting of initiatives under this strategy. This includes gaining a deeper understanding of the supply of housing and amenities that currently existing in the South Suburbs, and the types of households to which they are attractive; as well as understanding who might be attracted to the sub-region in the future and what types of housing and amenities might serve to attract and retain them.

---

## ***Establish the South Suburbs as the Region's "Green Playground"***

---

### **Rationale**

The South Suburbs are home to a set of unique "green" and recreational assets, yet they remain underdeveloped and underutilized. A shared vision for the future of these resources and coordinated investments in recreational infrastructure can both grow the local tourism base and attract and retain households that value an active, outdoor lifestyle.

This strategy aims to position the South Suburbs as the region's destination for outdoor recreation, drawing visitors from across Chicagoland and northwest Indiana to camp, hike, cycle, golf, boat and otherwise enjoy the sub-region's green spaces and waterways. In addition to recreational assets, complementary amenities catering to day-trip and weekend visitors should also be developed to enhance these visitors' experience and increase the attractiveness of the sub-region as a recreational destination. These include strategic types of retail – e.g., outfitters, rentals, etc. – restaurants and lodging.

### **Existing Programs and Initiatives**

Local and regional stakeholders have recognized the potential of the South Suburbs to capitalize on its outdoor recreational assets. Numerous initiatives are underway to enrich existing resources by organizations such as:

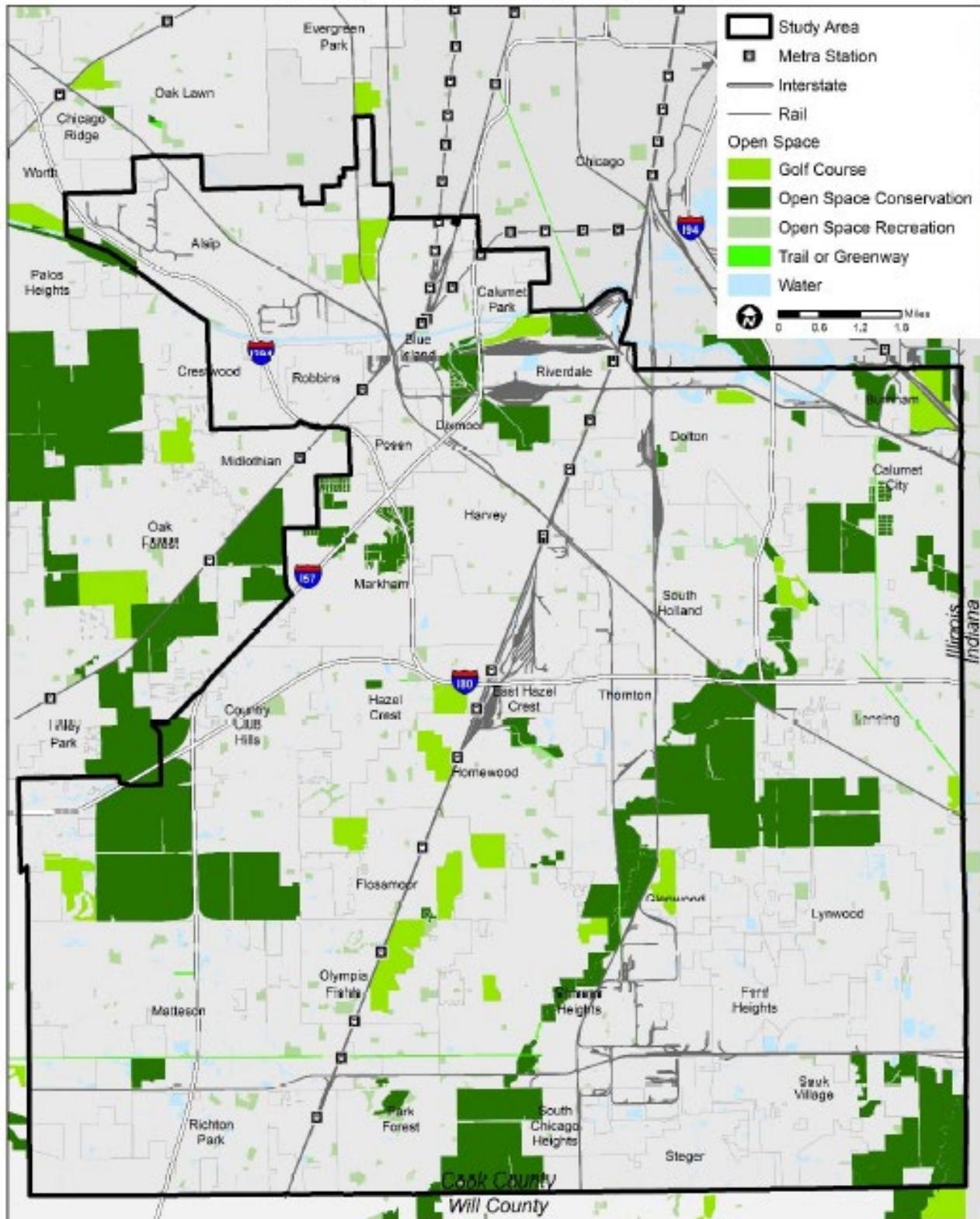
- Forest Preserve District of Cook County
- Calumet Collaborative
- Great Rivers Chicago
- Friends of the Cal-Sag Trail
- Metropolitan Water Reclamation District

The related activities of several other organizations should also be coordinated with direct development of recreational areas and activities, including waterway improvements that may be underway or under consideration by the Metropolitan Water Reclamation District, and cross-cutting efforts around retail, dining, entertainment and lodging amenities being pursued by the Chicago Southland Convention and Visitors Bureau.

### **Next Steps**

As part of Phase 2, the partners listed above and others should be closely engaged to better understand related projects that are underway or in the pipeline, the staging of their implementation, how they relate to and influence one another (e.g., complementary activities and linkages between sub-areas), and what additional elements would further enhance the attractiveness and performance of the South Suburbs' existing collection of outdoor recreational assets. Possibilities include unified messaging, branding and promotions; enhanced connectivity and access between recreational assets; targeted types of restaurant and retail in specific locations; and others.

### Cook County South Suburbs, Open Space Assets



Chicago Metropolitan Agency for Planning 2015 Land Use Inventory

The market analysis laid out in this Phase 1 report begins to suggest a future vision for a healthy and vital South Suburban region in the context of the changing economy. The South Suburbs can be a place of both opportunity and choice, building from existing assets to capture new opportunities.

One can imagine the future of the South Suburbs' Economic Activities including:

- Serving as a national center for innovation and technology in the TD&L cluster and Food Packaging;
- Becoming a home to growing supply chains for the Fabricated Metals and Blue-Collar B2B clusters; and
- Playing a major role in the region's recreational tourism economy, as Metro Chicago's "green playground."<sup>111</sup>

Its Workforce would be aligned with the trajectory of the broader regional economy:

- Blue-collar workers employed in growing local TD&L, manufacturing and B2B services firms;
- White-collar workers well connected to growing opportunities throughout the region, including its robust headquarters and business services cluster;
- Workers of all skill levels engaged in continuous upgrading of their skills through cluster-driven credentialing and incumbent worker training; and
- Teens and young adults participating in job-focused training or other workforce on-ramps (e.g., apprenticeships, internships, etc.)

Community Characteristics in the South Suburbs would reflect the appeal of its amenities:

- Diverse working- and middle-class communities, including downtown workers seeking suburban amenities in relative proximity to their jobs;
- Potentially some "urban tapestry" communities, fueled by higher-density, walkable downtowns and distinctive amenities that attract an eclectic mix of younger and non-traditional households; and
- Households of all types that are attracted by the area's easy access to an active outdoor lifestyle.

## On to 2050: Our Region Today, CMAP

<https://www.cmap.illinois.gov/2050/about>



Residents of metropolitan Chicago live and work here because of the many opportunities for prosperity that the region offers. We are home to diverse industries, a well-educated workforce, and world-class institutions of higher education. The region remains a nexus for rail, air, water, and automotive transportation in North America. In the past decade, the region has made great strides on investing in its transit and road networks, preserving high-quality open space, and fostering livable communities. At the same time, we are struggling to keep up with our peers economically, making do with less revenue to maintain our aging infrastructure, and facing growing inequality.

**The Chicago region has a tradition of seizing its destiny rather than leaving the future to chance. To thrive, we must address our challenges collaboratively and ensure metropolitan Chicago's status as a global center of commerce, a place where opportunity is open to all.**

Our progress has stalled for reasons that are complex but by no means irreversible. By systematically investing in our residents, infrastructure, and communities, as a region we can make tangible progress toward broad, lasting prosperity and quality of life. Most important, while we possess the assets necessary to succeed, we are strongest when we coordinate our efforts regionally.

In developing this ON TO 2050 comprehensive regional plan, CMAP spent approximately three years working with partners to conduct extensive research, issue more than two dozen reports, and engage over 100,000 residents of the seven-county region. The plan affirms and builds on the recommendations of its predecessor, GO TO 2040, to offer specific direction where needed and identify additional priorities. The plan process identified three clear, overarching principles:

**Inclusive Growth:** Growing our economy through opportunity for all.

**Resilience:** Preparing for rapid changes, both known and unknown.

**Prioritized Investment:** Carefully target resources to maximize benefit.

These principles inform every ON TO 2050 recommendation in support of goals described on the following pages for Community, Prosperity, Environment, Governance, and Mobility. This publication summarizes the full plan, which is at [cmap.illinois.gov/2050](https://www.cmap.illinois.gov/2050).

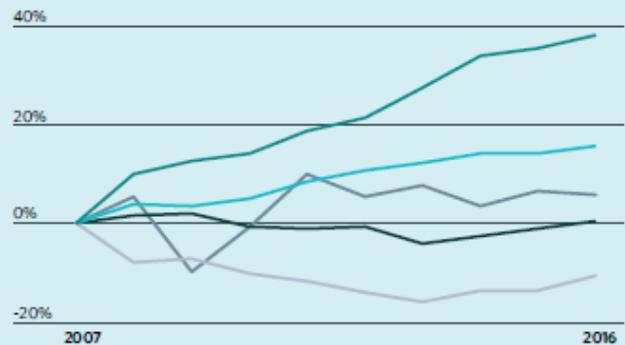
**Decreasing federal, state, and local revenues**

Insufficient funding presents a central challenge to achieving an enviable quality of life and economic vitality for all.

**Selected federal and state transportation revenues, indexed to 2007**

- Federal transportation
- State motor fuel tax
- State motor vehicle registration
- Selected transportation system operating costs
- Consumer price index for all urban consumers

Note: Percent change since 2007. Federal transportation revenue includes revenue for 2009 from the American Recovery and Reinvestment Act. Transportation operating costs include those incurred by Illinois Department of Transportation's District One, Illinois Tollway, Regional Transportation Authority, and all transit service boards. Source: Chicago Metropolitan Agency for Planning analysis of IDOT data, Illinois Office of the Comptroller data, RTA data, and data derived from state/regional resources tables.



**Changing climate**

The climate is changing at a global scale, with significant implications for the built environment, economy, ecosystems, and people of this region. We have significant resources in the form of Lake Michigan's water and high-quality natural areas to help reduce the impacts of climate change.

**Aging and obsolete infrastructure**

At current funding levels, the conditions of regional transportation and water systems are declining while the costs to repair them are increasing. In replacing our aging infrastructure, we can take the opportunity to modernize, to increase efficiency, and to improve mobility.

Gallons of water lost due to aging or obsolete infrastructure per year

**49 Billion**

Projected shortfall of revenue needed by 2050 simply to maintain, operate, and administer the transportation system as it is today

**\$24 Billion**

**Mixed progress on sustainable development**

The region preserved 61,500 acres of open space from 2001-15, but the developed acreage also expanded by an area equal to the city of Chicago.

Acreage of preserved open space, 2001-15

**61,500**

Acreage of developed open space, 2001-15

**140,000**

**Widespread racial and economic disparities**

The region's residents of color, particularly black residents, often experience lower incomes and higher unemployment. Some communities become caught in a cycle of disinvestment, unable to promote economic development, invest in infrastructure, and otherwise serve their residents.

**Opportunities and pitfalls of swiftly changing technology**

New technologies will change the nature of work, shift development patterns, and offer new mobility options.

# Our Region Today

**Metropolitan Chicago's residents, businesses, and institutions continue to create ideas, art, and commercial products that reach around the world. Over the last decade, our region has experienced significant economic, demographic, technological, environmental, and fiscal changes, and the future promises even more substantive shifts. We must also rebuild and modernize aging infrastructure at a time when travel patterns are changing, with potentially profound effects. Uncertainties about the state's fiscal condition and federal priorities mean that we must fund our own needs. To thrive, we must face today's opportunities and challenges, build on the region's many resources, and prepare to take advantage of future change.**

## An aging and diversifying population

Residents will live longer, and our population will be more diverse. The majority of our region's population will likely be persons of color within the next decade. Diversity is an economic and cultural strength that the region can capitalize on, while taking steps to ensure access to economic opportunity for all residents.

Population change by age group and generation, 2015 estimate and 2050 forecast

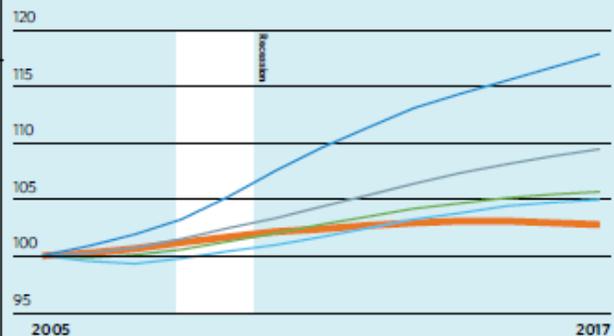


- Silents/Traditionals (B. 1931-45)
- Baby Boomers (B. 1946-65)
- Gen X (B. 1966-80)
- Millennials (B. 1981-2000)
- Gen Z and later (B. 2001+)

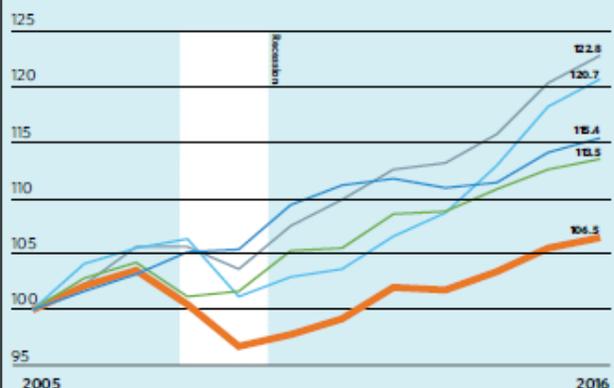
## Economic challenges and assets

Despite our diverse industries, infrastructure assets, well-trained workforce, and strong quality of life, economic and population growth lags behind peer regions. With strengths in business services, transportation, and manufacturing industries — along with a well-educated and globally connected workforce — our region can grow again. Among other positive signs, the region's unemployment rate continues to improve, and our businesses produce more goods and services year after year.

Cumulative population change in select metropolitan statistical areas (MSAs), 2005-17



Cumulative real Gross Regional Product growth in select MSAs, 2005-16



## Flossmoor ON TO 2050 Indicators, CMAP

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

### Community Data Snapshot | Flossmoor | ON TO 2050



#### ON TO 2050 Indicators

**ON TO 2050** is the region's long-range comprehensive plan, adopted by CMAP in 2018. The plan includes a set of indicators for quantifying its goals and measuring implementation progress. While many of these indicators can only be measured at a regional level, several can also be tracked at a local level. These have been laid out in the table below, with comparisons to the region's current measure as well as the targets that the plan is aiming to reach by 2050. Visit [cmap.illinois.gov/2050/indicators](https://www.cmap.illinois.gov/2050/indicators) to learn more.

Plan Chapter	Indicator	Flossmoor	CMAP Region		Source
		Current	Current	2050 Target	
Community	Population located in highly walkable areas	0.0%	41.5%	45.2%	CMAP, 2015
	Jobs located in highly walkable areas	0.0%	38.2%	45.2%	CMAP, 2015
Prosperity	Population aged 25+ with an <u>associate's</u> degree or higher	65.9%	46.6%	64.9%	ACS, 2015-2019
	Workforce participation rate among population aged 20-64	81.2%	80.8%	83.4%	ACS, 2015-2019
Environment	Population with park access of 4+ acres per 1,000 residents	80.6%	41.8%	65.0%	CMAP, 2015
	Population with park access of 10+ acres per 1,000 residents	4.9%	16.3%	40.0%	CMAP, 2015
	Impervious acres per household	0.23	0.18	0.15	USGS NLCD, 2016
	Daily residential water demand per capita (gallons)	106.5	87.5	65.2	ISWS IWIP, 2013
Governance	State revenue disbursement per capita	\$305.23	\$324.17*	N/A**	CMAP, 2020
	Is per capita disbursement at least 80% of regional median?	Yes	Yes for 78% of municipalities	Yes for 100% of municipalities	CMAP, 2020
Mobility	Population with at least moderately high transit availability	32.3%	53.2%	65.0%	CMAP, 2017
	Jobs with at least moderately high transit availability	27.0%	55.2%	58.0%	CMAP, 2017
	Percent of trips to work via non-single occupancy vehicle modes	43.0%	30.3%	37.3%	ACS, 2015-2019

\*Median value of CMAP region's 284 municipalities.

\*\*ON TO 2050 does not have a target for state revenue disbursement per capita in dollars, but rather for the share of municipalities receiving at least 80% of the regional median. The dollar figures are presented as context for the next row.

## RETAIL AND COMMERCIAL

### Village of Flossmoor Sales and Firms, United States Census Bureau

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

#### Selected Sales and Revenue Totals in Flossmoor village, Illinois

[VIEW OPTIONS](#) ▾

Total accommodation and food services sales - \$8,610



Total health care and social assistance receipts/revenue - \$113,444



Total retail sales - \$13,477



Chart Survey/Program: 2012 ECN Core Statistics Summary Statistics for the U.S., States, and Selected Geographies: 2017

#### Types of Firms in Flossmoor village, Illinois

[VIEW OPTIONS](#) ▾

Men-owned firms - 606



Women-owned firms - 377



Minority-owned firms - 467



Nonminority-owned firms - 597



Veteran-owned firms - 43



Nonveteran-owned firms - 1,011



## After the lockdown, new opportunities for downtown shopping districts

<https://www.cnu.org/publicsquare/2020/05/22/after-lockdown-new-opportunities-downtown-shopping-districts>

### Main Street areas stand to do well as a result of entrepreneurial activity and market forces in the aftermath of the coronavirus.

Robert Gibbs May 22, 2020

Since the earliest human settlements, the retail experience has evolved to meet the needs of the public. This evolution has taken us from rural markets to towns, cities, suburban shopping malls, big box mega stores, and, more recently, the Internet. But what will retail shopping look like once COVID-19 lockdowns are over and people return to the wild for their shopping experiences?

When all the dust settles, the post-pandemic era should provide a boost to downtown areas, in part due to newly unemployed but highly skilled restaurant and retail workers opening new businesses in downtowns where rent prices will trend downward.

The pandemic has left millions of highly skilled workers from the retail and food and beverage industries unemployed and eager to work. Many of these people are highly motivated to start their own businesses, creating an unparalleled pool of talent and potential entrepreneurial interest.

In a [recent Forbes article](#), Bernhard Schroeder wrote: “27 million working-age Americans, nearly 14 percent, are starting or running new businesses. And Millennials and Gen-Z are driving higher interest in entrepreneurship as 51 percent of the working population now believes that there are actually good opportunities to start companies.”

Traditionally, fear of failure has held people back from starting a business, but with so many having their jobs swept away due to the pandemic, that fear is gone for many people, who realize they no longer want to rely on an employer for the rest of their careers, and instead want to take on the challenge of leading their own companies.

### Downtown shopping districts will capture traffic from fading malls

Malls will struggle in the wake of COVID-19. Being inside an enclosed bubble will not be the ideal situation for most shoppers for the foreseeable future. *Morning Consult* reports that 24 percent of U.S. consumers fear shopping in malls for at least the next six months due to the COVID-19 threat.

As an [article about a newly reopened mall in Atlanta explains](#), the experience won't be very welcoming in the near term. Play areas are roped off, water fountains covered, and stores are limiting the number of shoppers due to social distancing. Add in the inconvenience factor, and it's clear why so many malls are facing a reckoning in the coming years.

As regional malls continue losing consumers due to changing shopping habits and fears of COVID-19, an excellent opportunity presents itself for villages, towns, and cities to regain their dominance as thriving centers for retail and entertainment.

Some factors to consider:

- As Millennials and Empty Nesters seek to live, work, and shop in urban centers, medium-sized cities (100,000 to 200,000 population) are especially likely to benefit from this trend.
- Small towns (10,000 to 20,000 people) located near large urban centers are also appealing to start-up retailers and restaurants that want to take advantage of their proximity to large, well-heeled populations and small towns' affordable commercial storefronts.

- New walkable town centers — planned with authentic urbanism and a variety of hospitality, employment and residential land use — can also ride the wave of Millennials, young families, and Empty Nesters who seek an exciting place to hang out.

### **Main Streets are already innovating**

Main Streets have been reinventing themselves in a positive way during the past few decades, making them a more attractive alternative for retail shopping in the era of COVID-19.

These innovations include:

- Updated master plans that undo blight caused by 1970s urban renewal plans.
- Implementation of Downtown Development Districts, which offer marketing, promotions, special events, street cleaning, landscaping, flowers and private-sector levels of management.
- Effective parking management, and construction of new parking lots and garages.
- Investment in beautiful new streetscapes, public art, and street furnishings.
- Reduction of crime, increased safety.
- U.S. Main Street programs, which offers guidance to revitalize downtowns, and returns \$36 for each \$1 invested.

For Millennials, who seek more social experiences as opposed to the enclosed mall experience of their youth, Main Street experiences in their towns and cities are the perfect fit for their lifestyle.

While the larger portion of their income will go to experiences such as European travel or outdoor adventures, closer-to-home visits to a local brewpub or coffee shop in their town center make perfect sense.

### **Main Streets will provide new homes for mall stores**

As malls close and online shopping grows, existing mall retailers will seek new locations near their former mall stores. In many instances, these venues include smaller downtown cores, which traditionally offer lower rents and, now, the safety of an open-air shopping experience.

The writing is on the wall for mall store operators, all of which leads to an economically-friendly, Main Street setting:

- Malls depend on department stores to attract almost 50 percent of their shoppers and cannot operate without them, which is problematic for many reasons.
- Many mall retailers have lease options allowing them to break their leases and leave the mall should key department stores close.
- Department stores are losing market share, from a peak of 50 percent of all retail sales in the 1950s to 5 percent today.
- Since the heyday of malls in 1992, department store sales have dropped from \$230 billion to \$140 billion and many department stores are close to bankruptcy.
- Over 50 percent of regional malls are forecast to close by 2025 (Credit Suisse).

### **Retail and office space will move to town centers**

The online shopping boom has made nearly obsolete many of the conventional large power center retailers offering products such as books, electronics, office supplies, sporting goods, and toys. The end result is the expected closing of millions of square feet of retail space.

Often, these centers cover typically 20-50 acres of prime real estate, which presents an opportunity. They can be converted into mixed-use town centers with medium density residential and commercial occupants.

The same can be said of suburban office parks, as even centers in blue-chip locations are facing high vacancies and declining rents as many major corporations are moving into city centers to attract top

talent. Millennials find the suburban office parks boring, preferring to live and work in downtowns. These large office parks have an abundance of land and parking that can be retrofitted into walkable mixed-use town centers.

### **Downtown shopping districts offer many benefits, including reduced risk of exposure to COVID-19**

When a national brand relocates from a mall environment to a town or city, they may initially receive a cold shoulder from city leaders and the community, who fear popular brands will end up killing their beloved Main Street's unique charm.

Looking back at history, though, this thinking is inaccurate, as downtown shopping districts were filled with leading retailers and large department stores during their 1950s heyday. For long-term sustainability, a downtown should always offer the goods and services desired by its residents and workers, which may include popular brand names.

Zoning is another key battle. Cities must offer flexible form-based zoning to allow for medium-to-high densities of residential and commercial to be developed as walkable neighborhoods and business districts. Development standards should focus on requiring quality design and materials, rather than arbitrary minimal units per acre densities, minimal parking ratios, or suburban building setbacks.

Parking needs to be reconfigured to allow shoppers to pickup goods curbside.

Downtowns and open-air town centers are seen as safer from the pandemic than enclosed malls, as they offer:

- Safer environments.
- Wider spaces.
- Less-enclosed spaces, with more fresh air and direct sunlight.
- The ability to walk on other side of street or block.
- No elevators or escalators.
- Fewer doors to enter.
- Curbside pick-up of goods.

People enjoy visiting towns and cities to socialize and experience parks, urban life, including storefronts. They visit to have an experience they cannot get through online shopping. And while visiting downtowns for entertainment and fun, many will walk by store fronts and be tempted to make impulse purchases from Main Street retailers.

Towns and small city landlords typically offer much cheaper rents than suburban malls, often more than 50 percent less, and also offer flexible lease terms: no minimum hours and less rigorous storefront and merchandising standards than mall leases. This type of accommodation will be more attractive to new entrepreneurs created from this pandemic.

The savings also are appealing to national retailers facing declining sales and mall leases that are too expensive.

### **How downtown Main Streets can ensure success**

As we look to the future, and the economic recovery that will come after the COVID-19 pandemic comes to an end, all signs point to the re-emergence of Main Street as the place people will want to do their retail shopping.

A new generation of entrepreneurs will be eager to start a new chapter in their life, and the suburban shopping centers are not going to attract them.

Well-designed town centers, with the type of social interaction sought by Millennials, young families, and Empty Nesters will be the new home for the post-pandemic boom in the years to come.

A few best practices for downtowns to apply:

- Create a marketing strategy for a post-pandemic campaign.
- Beautify the public realm through landscape, lighting, parking lots-garages, signage, streetscape, and storefront improvements.
- Explore temporary commercial street closures to allow for open air dining and shopping spaces.
- Modify zoning to allow first floor office and service business.
- Require store fronts to maintain large clear glazing, sign bands, operating doors, and ceiling heights to allow for future retail or restaurant use.
- Remove or reduce minimum retail and restaurant parking requirements in downtowns and new mixed-use developments.
- Include generous 10-minute parking spaces to accommodate curbside pickups for restaurants and retailers.
- Devise market-based business recruitment plans and resources to identify and attract new retailers and restaurants into the downtown.
- Seek a balance of local, regional, and national retailers.
- Apply flexible zoning to promote medium-density and high-density multi-family residential.
- Implement market based master plans, form-based codes, and zoning flexibility to allow for retrofitting of underutilized shopping centers and office parks.

## Ten Principles for Developing Successful Town Centers, Urban Land Institute

[http://uli.org/wp-content/uploads/ULI-Documents/TP\\_TownCenters.ashx\\_.pdf](http://uli.org/wp-content/uploads/ULI-Documents/TP_TownCenters.ashx_.pdf)

### Ten Principles for Developing Successful Town Centers

- 1 Create an Enduring and Memorable Public Realm**
- 2 Respect Market Realities**
- 3 Share the Risk, Share the Reward**
- 4 Plan for Development and Financial Complexity**
- 5 Integrate Multiple Uses**
- 6 Balance Flexibility with a Long-Term Vision**
- 7 Capture the Benefits That Density Offers**
- 8 Connect to the Community**
- 9 Invest for Sustainability**
- 10 Commit to Intensive On-Site Management and Programming**

## Seven factors are driving a sea change in suburban attitudes toward cities and downtowns:

1. The typical suburbanite has changed. No longer is suburbia dominated by white, middle-class couples with children.

Today, the suburbs are as diverse as the cities they surround, in terms of race, culture, income, age, sexuality, and lifestyle. This shift suggests that different development solutions are needed to meet contemporary needs—such as a range of housing types to accommodate all lifestyles at different life-cycle stages.

2. The problems associated in past years with downtowns, especially crime, deterioration, and visual blight, have dissipated.

Today, downtowns are cool again.

3. Relentless, low-density suburban development patterns that require a car to go anywhere are unsustainable, given the projected scale of suburban growth.

4. There is a powerful desire in suburbia to recreate the sense of community and connectedness that was lost as metropolitan areas grew so quickly in the past few decades.

5. Suburbanites, like all people, harbor a simple desire for more convenience in their busy lives.

6. Smart growth movements are gaining popularity as voters begin to realize the hidden costs of current suburban development practices.

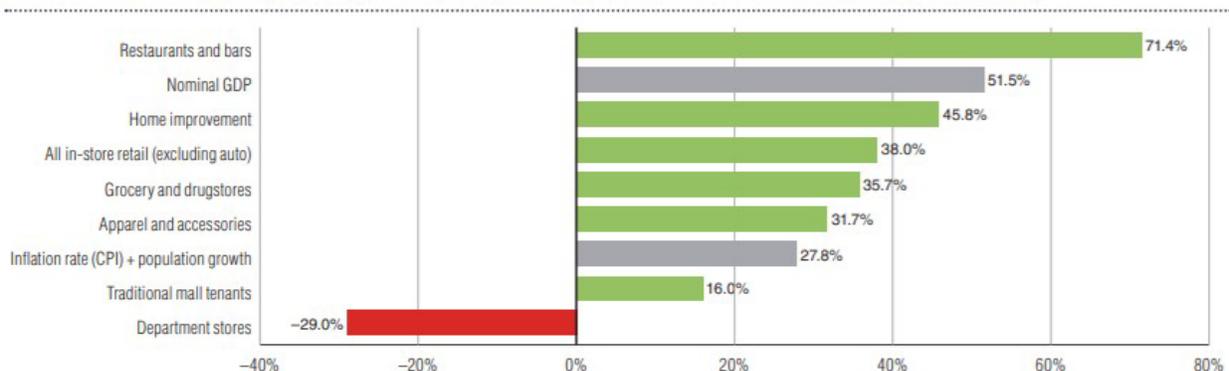
7. Although suburbanites now actively seek a downtown environment, most do not want to live downtown. But that does not mean that they do not want the amenities of a sophisticated urban lifestyle.

As suburbs age and take on many of the characteristics of cities, they need to evolve as cities have evolved for millennia: creating walkable environments, broadening housing choices, offering mobility options, mixing land uses, selectively increasing densities, enhancing their civic and cultural presence, increasing diversity, and redeveloping obsolete and underused properties to provide more cosmopolitan environments and amenities. This is already beginning to happen. Downtowns, those places that many suburbanites have avoided for decades, are among the last missing pieces of the suburban development puzzle. Now being fit in place from coast to coast, they are called town centers.

## Urban Land Institute, Emerging Trends in Real Estate 2021

<https://knowledge.uli.org/-/media/files/emerging-trends/2021/emerging-trends-in-real-estate-united->

Exhibit 3-13 Retail Sales by Store Type: Percentage Change since Great Recession (2Q 2009 to 4Q 2019)



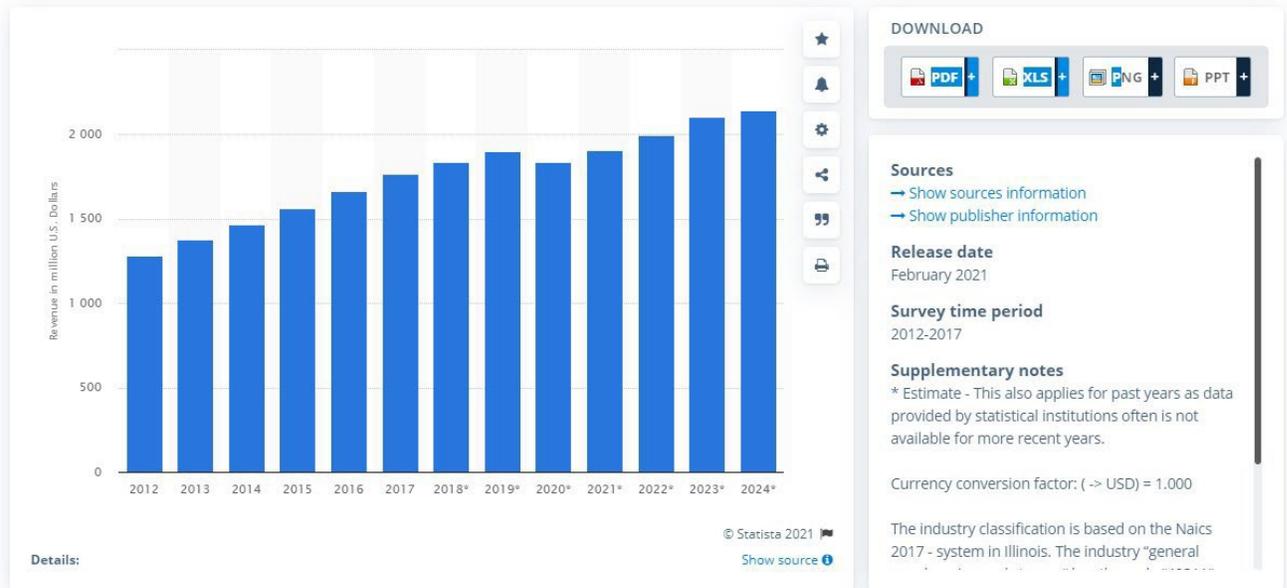
Sources: U.S. Census Bureau; U.S. Bureau of Labor Statistics; Nelson Economics.

## Industry revenue of “general warehousing and storage” in Illinois from 2012 to 2024

<https://www.statista.com/forecasts/1208964/general-warehousing-and-storage-revenue-in-illinois>

Transportation & Logistics > Logistics

### Industry revenue of “general warehousing and storage” in Illinois from 2012 to 2024 (in million U.S. Dollars)



## SCHOOLS

### Village of Flossmoor School Enrollment, United States Census Bureau

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

#### School Enrollment

67.2% +/- 12.7%

School Enrolled Population Enrolled in Kindergarten to 12th Grade in Flossmoor village, Illinois

74.3% +/- 1.9%

School Enrolled Population Enrolled in Kindergarten to 12th Grade in State House District 80, Illinois

Table: S1401

Table Survey/Program: 2019 American Community Survey 5-Year Estimates

#### School Enrollment (Population 3 Years and Over Enrolled in School) in Floss...

[VIEW OPTIONS](#)



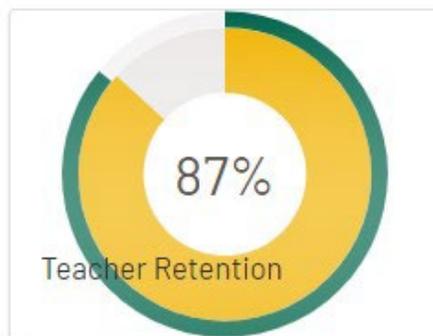
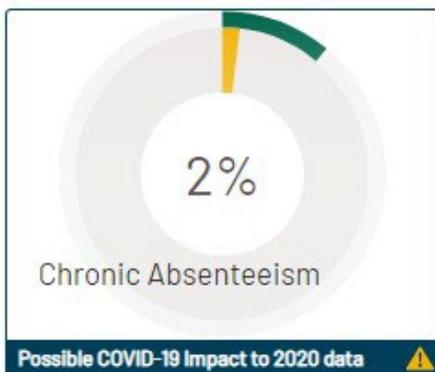
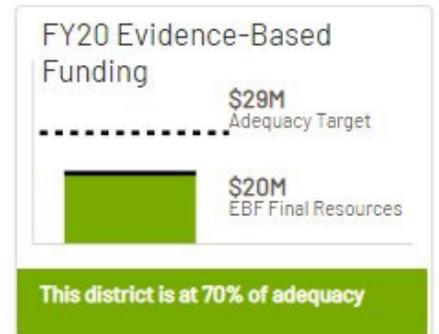
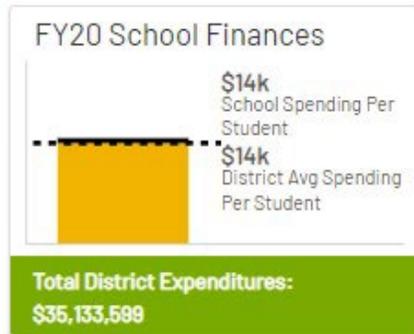
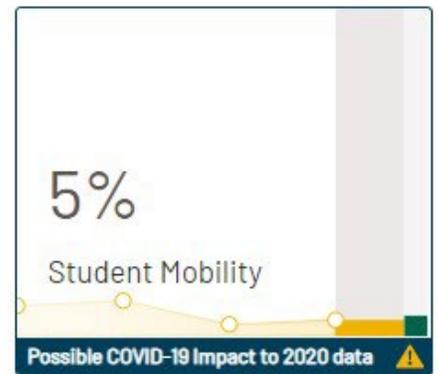
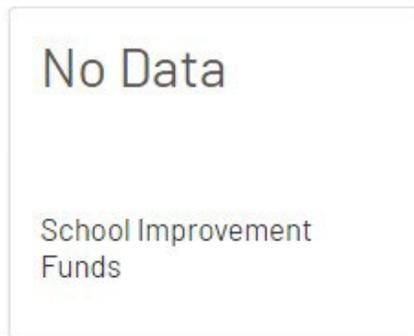
# Flossmoor Schools, Illinois Report Cards

<https://www.illinoisreportcard.com/Default.aspx>

Flossmoor Hills Elementary school

## School Snapshot

■ School ■ District ■ State



### Heather Hill Elementary School

#### School Snapshot

■ School ■ District ■ State

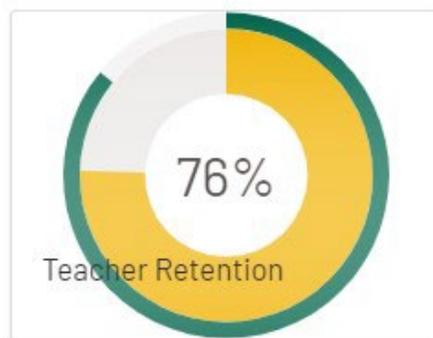
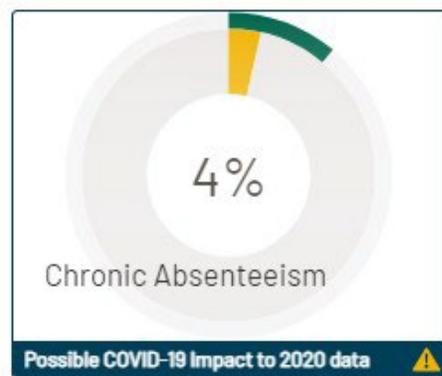
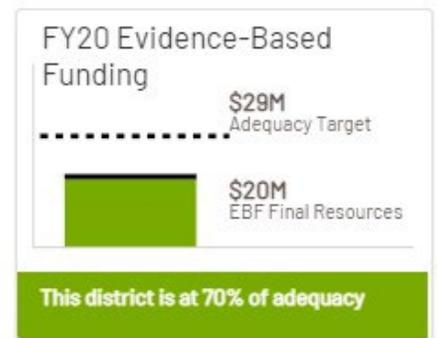
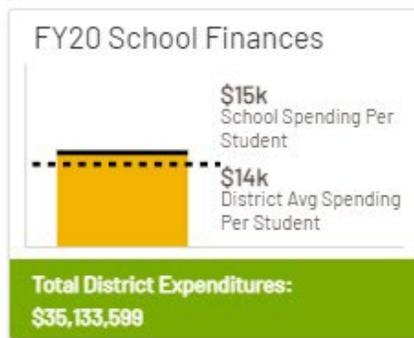
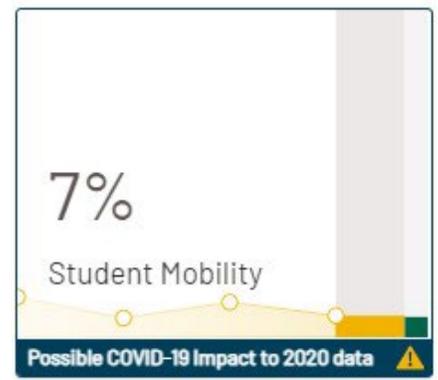
**Summative Designation**  
**Exemplary School**

Schools performing in the **top 10%** of schools statewide, with **no underperforming student groups**.

Possible COVID-19 Impact to 2020 data ⚠

**No Data**

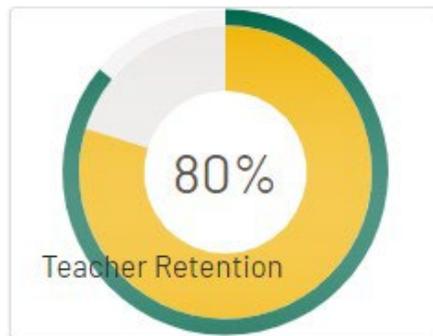
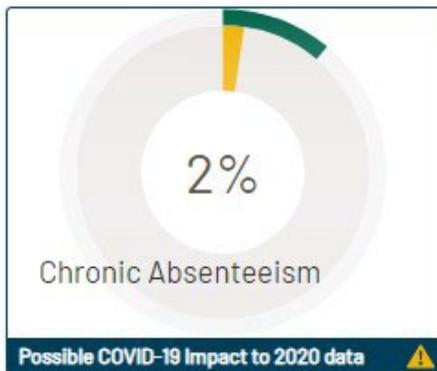
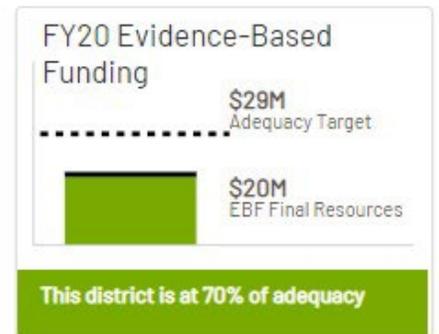
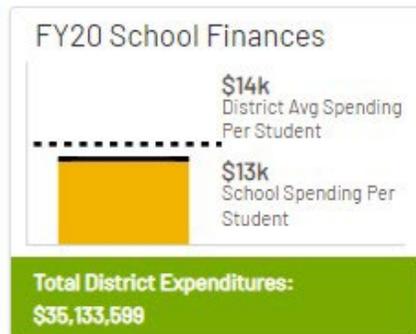
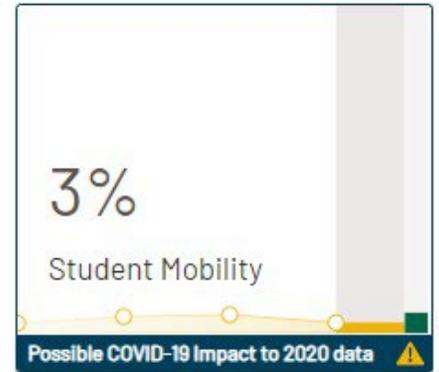
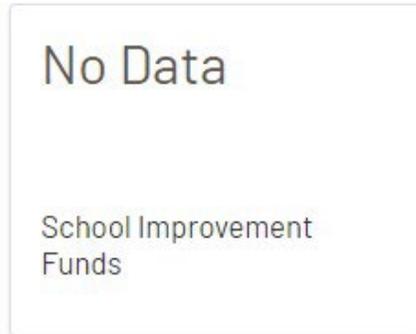
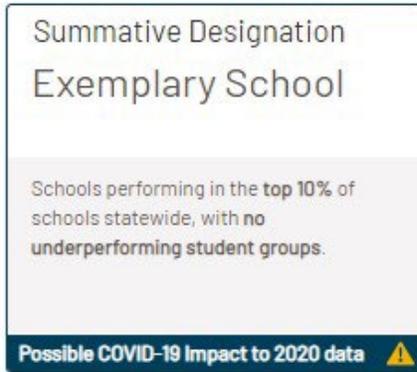
School Improvement Funds



### Western Avenue Elementary School

#### School Snapshot

■ School ■ District ■ State



### Parker Junior High School

#### School Snapshot

■ School ■ District ■ State

#### Summative Designation

### Commendable School

A school that has **no underperforming student groups**, a graduation rate greater than 67%, and whose performance is **not in the top 10%** of schools statewide.

Possible COVID-19 Impact to 2020 data ⚠️

**\$47,873** received to support the achievement of **IEP, Low Income** students

School Improvement Funds

### 5%

Student Mobility

Possible COVID-19 Impact to 2020 data ⚠️

#### Feeder Schools

- 2 Exemplary Schools
- 2 Commendable Schools
- Targeted Schools
- Comprehensive Schools

0% ELA

0% Math

Growth IAR

2020 Data Not Available - COVID-19 ⚠️

#### FY20 School Finances

\$14k School Spending Per Student

\$14k District Avg Spending Per Student

Total District Expenditures: \$35,133,589

#### FY20 Evidence-Based Funding

\$29M Adequacy Target

\$20M EBF Final Resources

This district is at 70% of adequacy

### 5%

Chronic Absenteeism

Possible COVID-19 Impact to 2020 data ⚠️

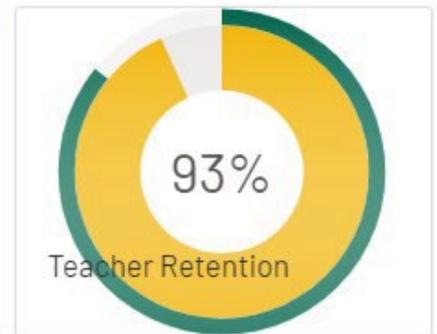
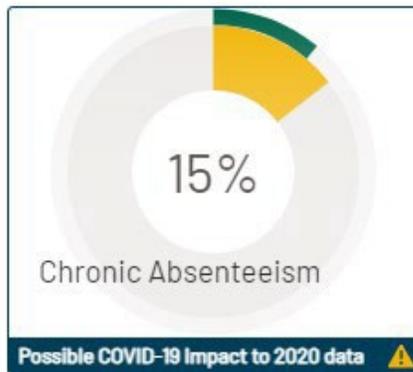
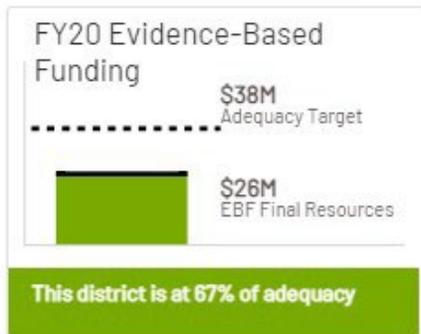
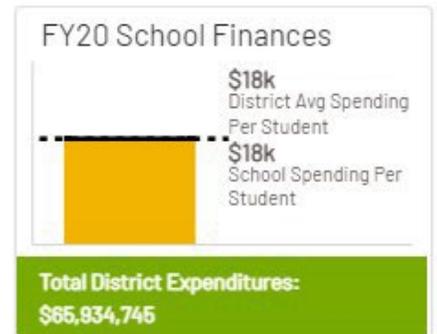
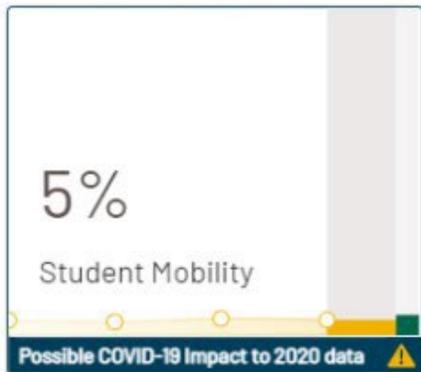
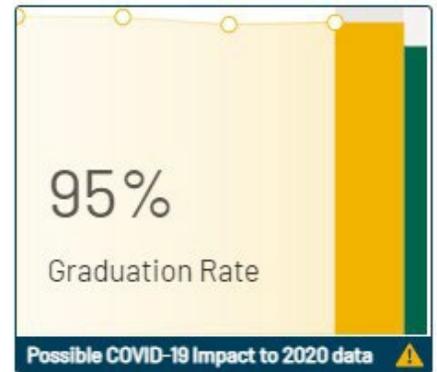
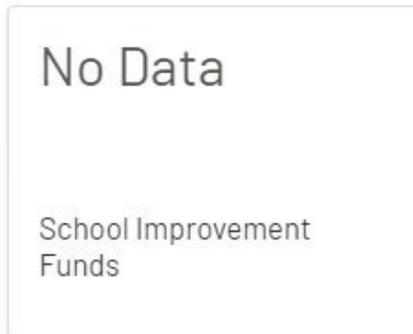
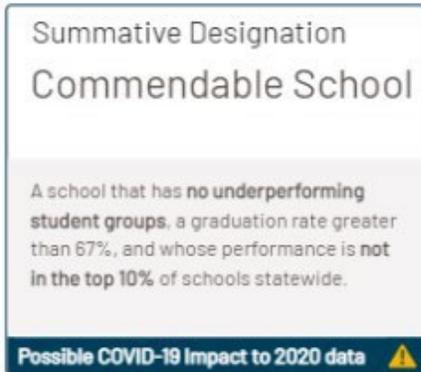
### 80%

Teacher Retention

Homewood-Flossmoor High School

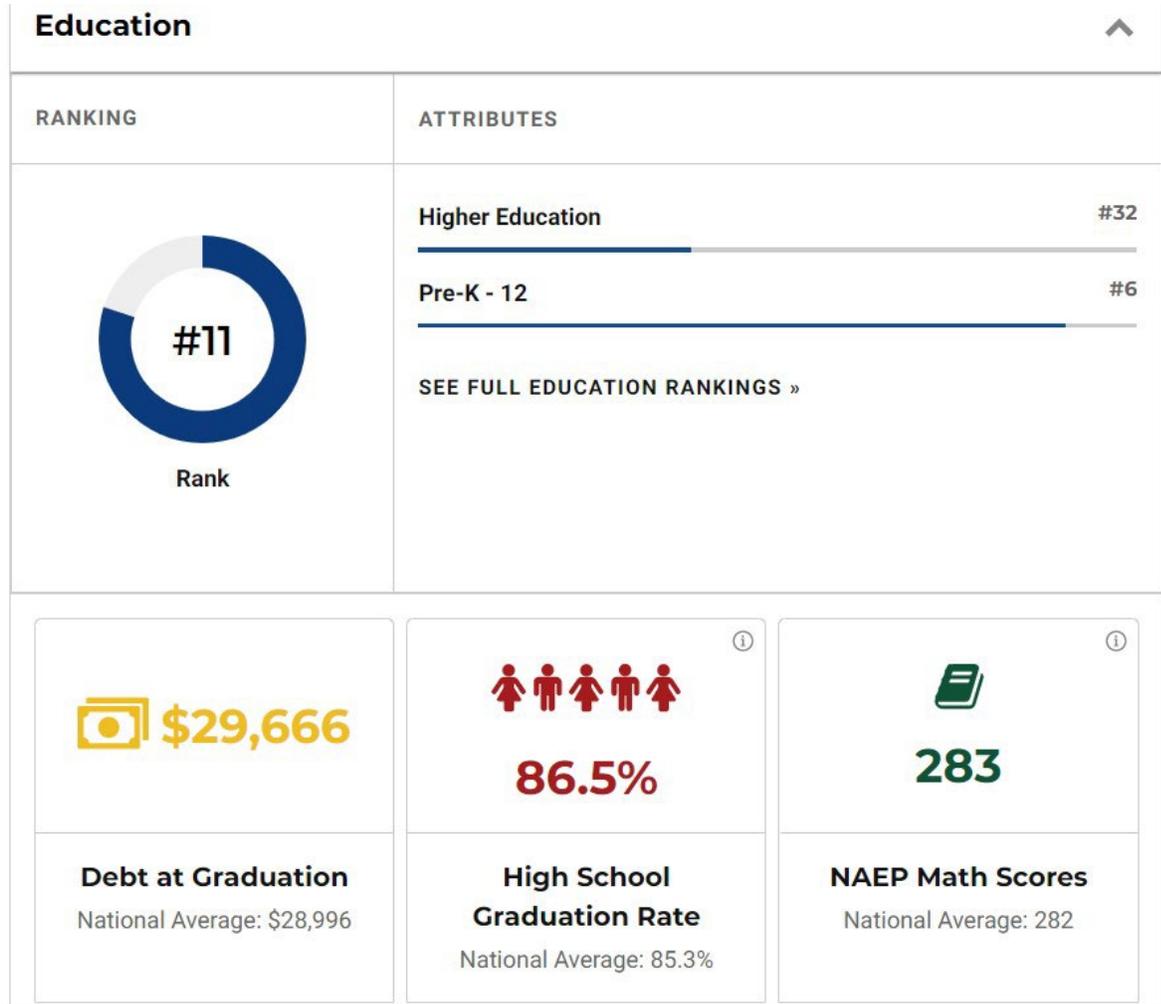
School Snapshot

■ School ■ District ■ State



## Education, Illinois

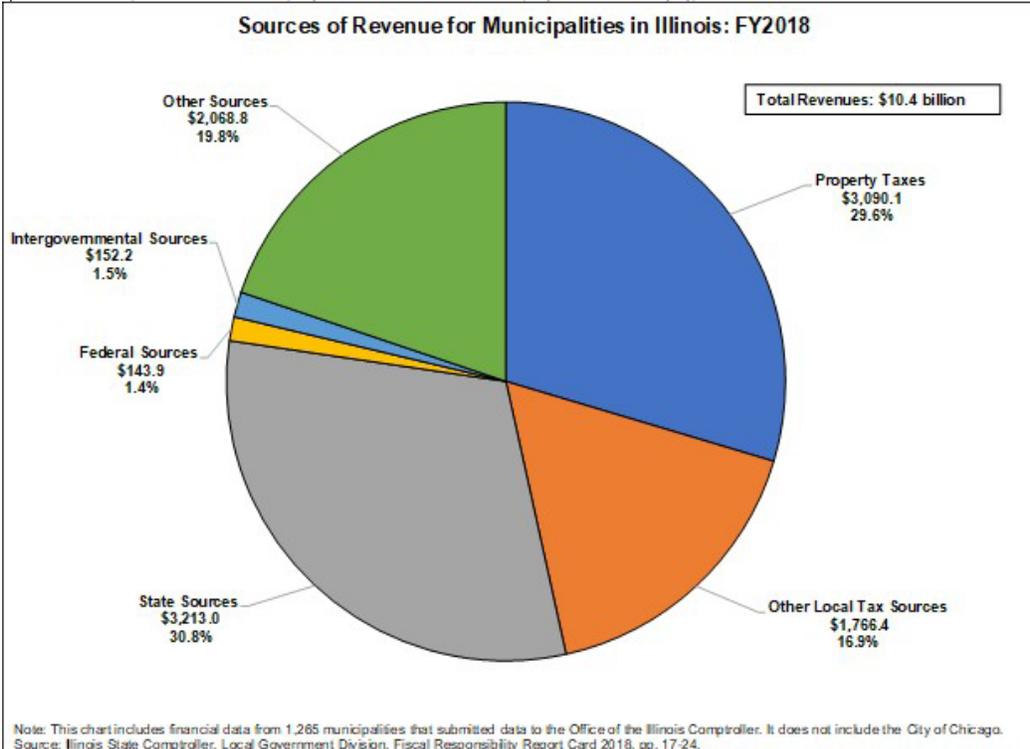
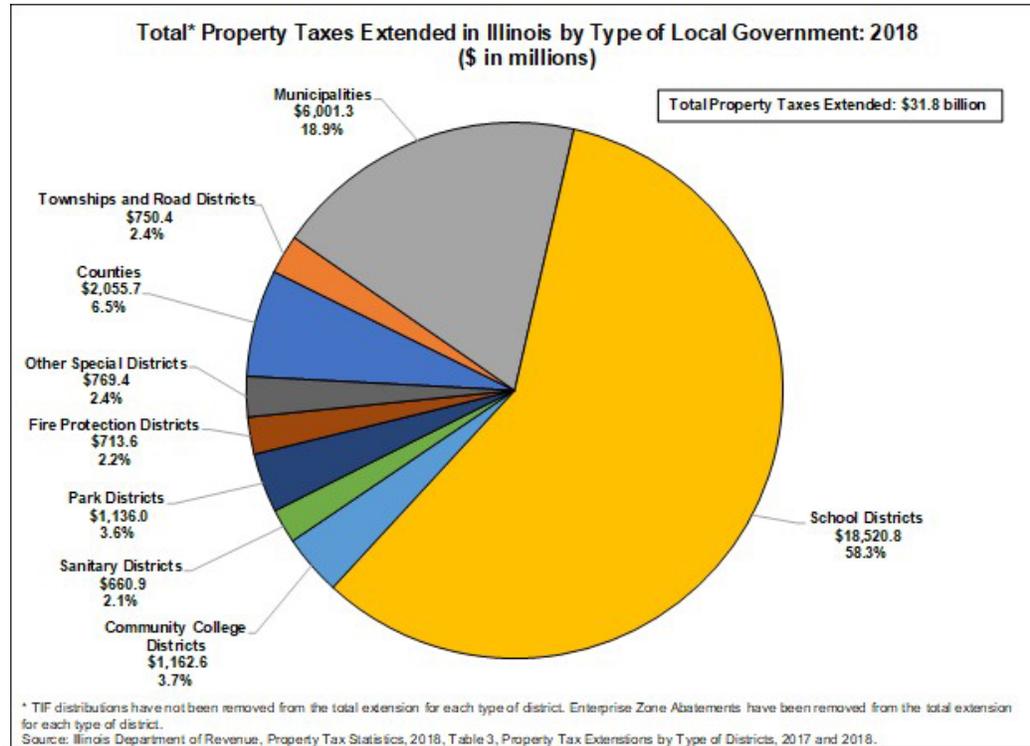
<https://www.usnews.com/news/best-states/illinois>



# TAXES

## An Inventory of Local Governments in Illinois: Municipalities

<https://www.civicfed.org/iifs/blog/inventory-local-governments-illinois-municipalities>

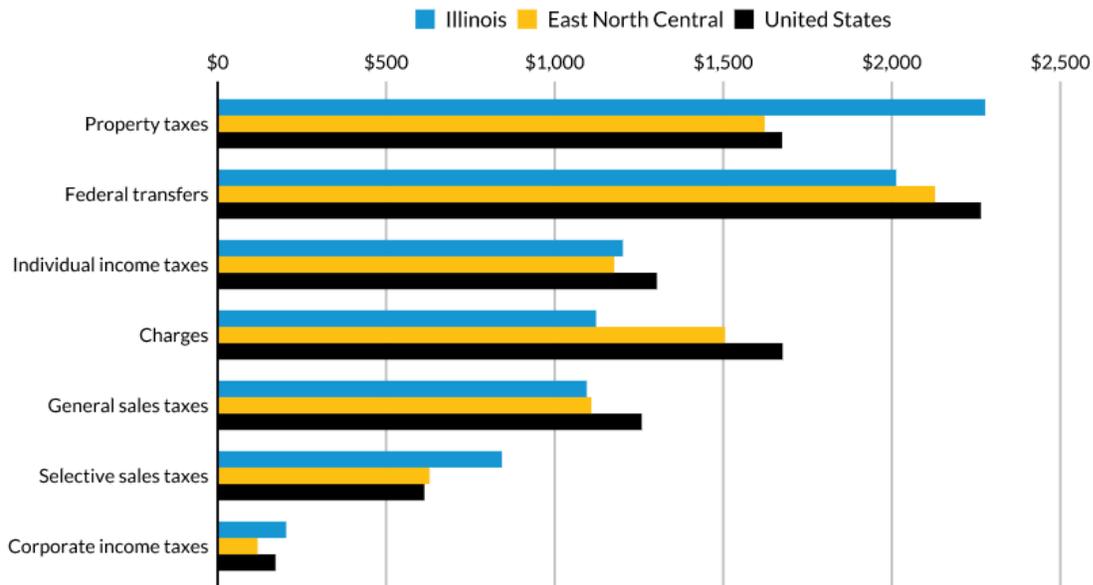


## Illinois State and Local Per Capita Revenue, Fiscal Year 2018

<https://www.urban.org/policy-centers/cross-center-initiatives/state-and-local-finance-initiative/projects/state-fiscal-briefs/illinois>

### Illinois's State and Local Per Capita Revenue, Fiscal Year 2018

Compared with national and regional averages



Source: US Census, Fiscal Year 2018.

Note: Census's definition of the East North Central region includes Illinois, Indiana, Michigan, Ohio, and Wisconsin.

## On to 2050, Prioritized Investment, CMAP

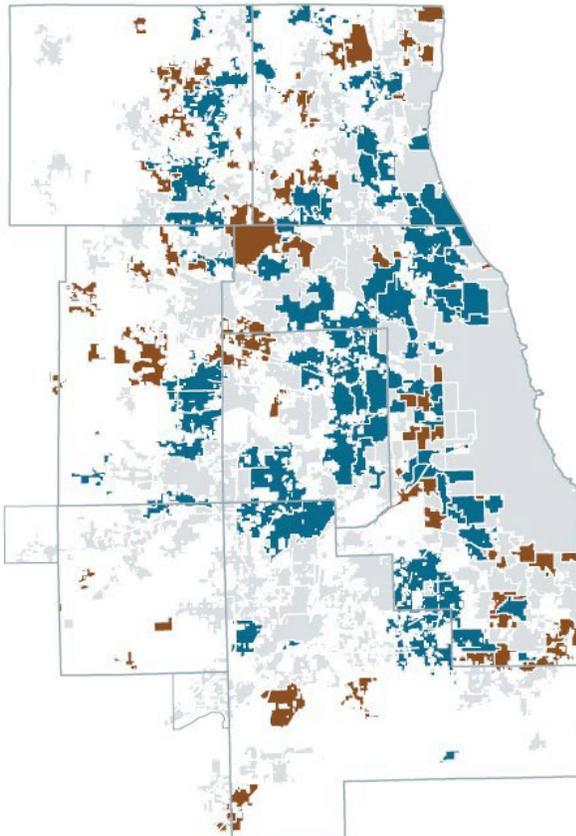
<https://www.cmap.illinois.gov/2050/about>

# In 2015, the State of Illinois sent \$2 billion less in revenues to local governments statewide, compared to 2000.

State revenues distributed to municipalities, per capita, difference from the median, 2015

- At least 20% less than the median
- Within 20% of the median
- At least 20% more than the median

Source: Chicago Metropolitan Agency for Planning analysis of Illinois Department of Revenue data, 2015.



In any era, metropolitan Chicago requires wise stewardship of public revenues to maximize regional benefits. Especially when federal and state funding becomes less sufficient year by year, we must ensure “Prioritized Investment” for infrastructure, development, and the economy to maximize regional benefits.

Prioritized investment extends beyond transportation infrastructure, to the built environment, technical assistance, and other public resources. For decades, funding of public services and infrastructure at all levels of government has been stagnant or diminishing, yet costs continue to rise. Due to the need of new support for transportation in particular, ON TO 2050 identifies a number of alternatives to our state’s and region’s antiquated sources of revenue. We require funding methods sustainable and flexible enough for operating and maintaining a modern system of roads, transit, and freight, whose needs could continually shift due to emerging technologies and economic realities.

Coordinating investment broadly — by linking transportation with housing, or targeting public expenditures to attract private resources, among other examples — is also essential for effectively using limited resources. To maximize the benefit of precious transit resources, for instance, requires land use decisions that support residential and commercial development so people can live and work near bus or train service. By making the best use of existing roadways through strategies like improved responses to weather and events, or managing demand through congestion pricing, we can limit expansion needs. Similarly, stormwater management investments can meet multiple goals by also offering recreational options and improving water quality.

Above all, prioritized investment requires close coordination across implementing agencies responsible for providing technical assistance or selecting projects transparently based on clear, measurable objectives. Local governments can take a similar approach to development through targeted reinvestment in existing places, paired with fiscally and environmentally sustainable expansion. To improve the existing system, we must address the backlog of transportation, water, and other infrastructure in need of repair or replacement, opting for expansion projects only when they meet clear regional objectives.

Goal: Capacity to provide a strong quality of life

#### Recommendation

To help strengthen communities will require modernizing tax policies to support the multi-jurisdictional nature of how local economies actually operate, tax reforms that support the best use of local land and offer opportunities for disinvested areas, and user fees for high-demand services and amenities like water and parking.

## Will Efforts to Fix Illinois Budget Hamper Economic Growth?

[https://www.chicagofed.org/publications/blogs/midwest-economy/2013/will\\_efforts\\_to\\_fix\\_illinois](https://www.chicagofed.org/publications/blogs/midwest-economy/2013/will_efforts_to_fix_illinois)

April 11, 2013 By [William Testa](#), [Thomas Walstrum](#)

A famous quote by a notable economist, Herbert Stein, is that “If something cannot go on forever, it will stop.”

An independent “[State Budget Crisis Task Force](#)” recently concluded unambiguously that “The existing trajectory of (Illinois) state spending and taxation cannot be sustained.” This follows a growing recognition by many observers and analysts that state government (and many local governments) in Illinois have been running chronic deficits, financing public services each year for many years through added debt. Although the state’s primary funds (the General Funds) were often reported to operate in balance, total state liabilities typically exceeded revenues collected.

As a consequence, Illinois state government finds itself today with hefty unfunded debt obligations—namely unfunded pension liabilities and unpaid bills for current services—amounting to over \$100 billion. These debt obligations represent payment claims for government services that have already been delivered. While the state government paid the wages and salaries of its teachers, professors, and state workers at the time that their services were provided, part of the employee compensation for these services was deferred to the future through the promise of retirement income. But, the state government did not put aside sufficient financial assets to pay the promised retirement income and other deferred benefits. Looking forward, no one expects the state’s likely economic growth path to lift tax revenue streams much above recent (tepid) norms.

And so, given anticipated expenditures for new and expanded programs, such as federally mandated health care expansion, expenditures for public services are likely to continue to outstrip available revenues. Agencies that rate the quality of debt for would-be investors have declared the state's bonded debt to be of the lowest quality among all states. Thus, the state's debt position can be expected to deteriorate further without significant intervention by the state government. Indeed, elected officials will need to act very soon to restore confidence. To do so, the state is left with only a couple options—cuts in spending (including cuts in promised pension payouts) and hikes in taxes and fees. Curbs on the growth of spending are clearly in the cards. Even if the state devotes increasing revenues to paying down its accumulated debt—which it is now doing—it will likely also require sharp declines in public service provision. Already, for example, state aid to public education has flattened out over the past three years. Similarly, the state has trimmed its promised pension benefits for new state employees. The other possible course of action is for the state to increase tax revenues, so as to chip away at (and eventually eliminate) the debt accumulated for past public services, while covering normal and expected revenue demands of the years ahead. If we compare the overall average tax burden of Illinois with that of its neighboring states over the past 15 years, we find that Illinois actually kept its tax burdens lower than its neighbors' from FY 1995 through 2010 by deferring its commitments for employee compensation. However, now that debts must be repaid, tax burdens will possibly rise above national and regional norms. Accordingly, a potential downside is a dampening of growth and development as rising taxes, without any accompanying rise in services, diminishes the attractiveness of investment and livability in the state.

### **How High Are Illinois's Taxes?**

There are many ways to measure and compare tax burdens and many individual taxes that can be compared. But in the aggregate, tax burden can generally be thought of as tax revenues collected from households and businesses as a share of the productive commercial activities of the state. Such an aggregate tax rate represents the share of a state's annual production that is charged by government to pay for public services provided to households and to businesses.

In the following analyses, we construct such an aggregate or average "tax rate" (ATR) for a state in any given year.

State's tax rate (ATR) = state & local tax collections/state output

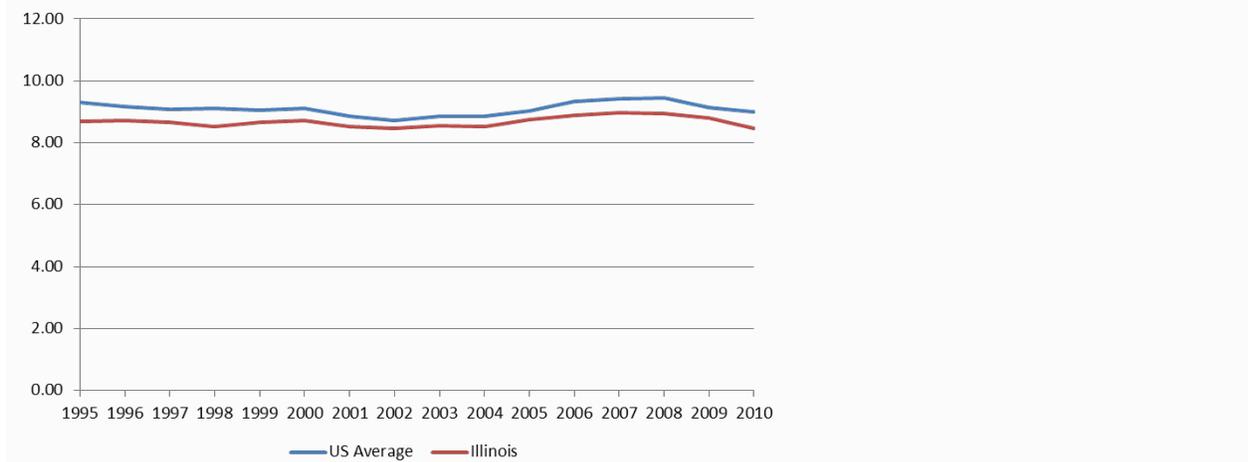
Tax revenues are those collected by all state and local governments in a state, rather than by state government alone. The measurement of an aggregate tax rate must include both state and local governments because the split of revenues collected between state and local differs from state to state. In each state, public service responsibilities are assigned differently to state government versus the state's local governments—school districts, municipal governments, county governments, and special districts such as libraries and park districts.

For example, particular public safety responsibilities may be alternatively assigned to the state highway patrol, county sheriff's department, or a city police force. Given such differences, an "apples to apples" comparison can only be made by combining all revenues within a state into one measure of "state and local government taxes collected."

In the denominator of our measure of ATR, a state’s annual productive output is effectively measured by annual dollars of gross state product (GSP, the local counterpart of GDP), which represents total annual output from all industry sectors located within state boundaries. So, the tax rate (ATR) is the share of productive output (GSP) that is claimed by state and local government to pay for public services.

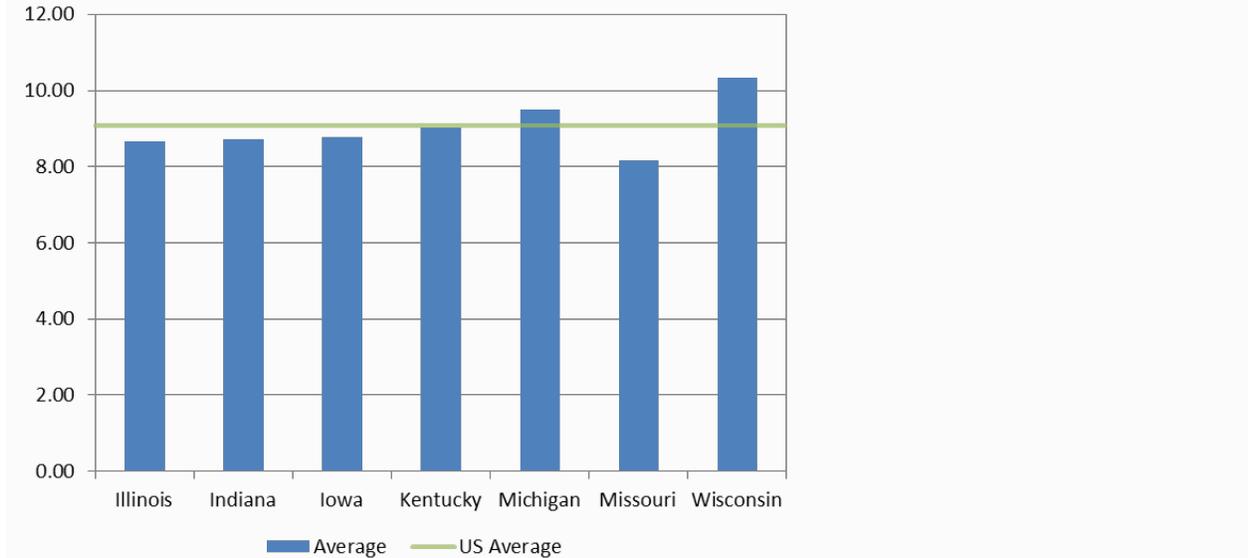
Looking at the Illinois aggregate tax rate from 1995 through 2010, we find that Illinois consistently maintained a lower tax rate than the national average (see chart).

Chart 1. State and local taxes as a percent of GDP FY1995-FY2010



In the next chart, we compare Illinois’s ATR to both the U.S. average (green line) and its neighboring states’ ATRs during the same period (blue bars). As well as being lower than the national average, the Illinois tax burden was also lower than those of its neighboring states, with the exception of Missouri and Indiana.

Chart 2. Tax revenues as a percentage of GDP FY1995-FY2010



It is generally thought that Illinois was able to maintain a low tax rate because it paid for current services through borrowing rather than through concurrent taxation. As documented by the [Fiscal Futures Project](#), the state’s main borrowing vehicle was to underfund its

mounting obligations for employee retirement. In particular, state government in Illinois maintains primary responsibility not only for its own employees' retirement benefits, but also for those of the bulk of the statewide university system and the local school systems.<sup>7</sup> As of FY 2012, the unfunded pension obligations were estimated at \$95 billion for the state's five pension systems, which amounts to approximately \$8,000 per capita. [One estimated comparison](#) among states for 2010 reported Illinois to have the lowest funded proportion of pension obligations, with only 45% of reserves available to meet promised payouts.

#### **How Will Paying Off the Debt Affect Illinois's Competitive Tax Position**

Would raising taxes to meet Illinois's public service needs (and pay off its debt) dampen economic growth? To answer this question, we look at estimates of expected gaps between Illinois's revenues and ordinary spending. We recognize that Illinois will need not only to pay off pension-related debt, but also to meet other revenue demands for public services and other past-due bills. The state has been running in deficit, and will continue to do so to some degree, irrespective of the pension problem.

These estimates of future spending streams (and possible revenue needs) are from the Fiscal Futures Project (FFP). The FFP has consolidated the many State of Illinois Funds from which expenditures are financed. In addition, the FFP has examined past trends to predict future spending, and it has also incorporated expected new revenue demands related to, e.g., the Affordable Health Care Act. In our analysis, we take their projected average gap between spending demands and expected revenues for the years between 2011 and 2023. In particular, the gap reported in the final column in the table illustrates the hypothetical case in which Illinois cures its accumulated deficit through revenues alone. Under this scenario, the state incurs its ongoing service expenses as expected and pays down its accumulated unfunded pension liabilities on a 30-year schedule. If so, and without any new revenue enhancements, the state would run at a \$12 billion per year annual deficit of expenses over revenue. This estimate is arrived at by assuming that Illinois's recent hike in its personal income tax is allowed to expire, as it does under the current statute. The average gap is estimated to amount to 1.9 percent of GDP as measured for FY 2010.

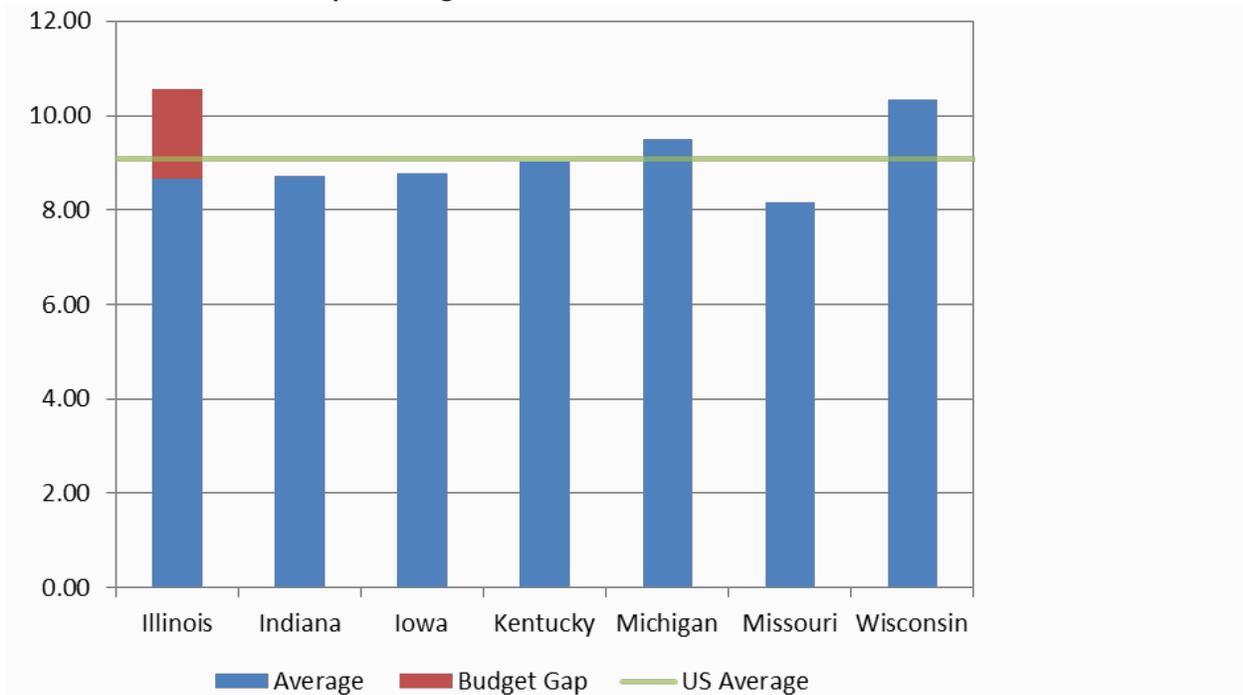
**Table 1. Illinois fiscal futures model projections (\$billions)**

	Baseline gap	Without tax increase	No increase and paying the ARC
2011	7.0	10.1	10.1
2012	6.2	13.2	13.2
2013	4.9	12.0	12.0
2014	1.6	8.9	12.4
2015	4.1	9.1	12.6
2016	6.0	8.7	11.9
2017	6.5	9.3	12.3
2018	6.8	9.7	12.4
2019	7.0	10.0	12.4
2020	6.4	9.5	11.6
2021	6.7	9.9	11.7
2022	7.1	10.5	11.8
2023	7.5	11.0	12.0
Average	6.0	10.1	12.0
% of FY2010 GDP	0.9	1.6	1.9

Source: [University of Illinois Institute of Government and Public Affairs Fiscal Futures Model](#).

To illustrate the effect on Illinois’s ATR of this further 1.9 percentage point claim on the state’s economy, we add this to the ATR that was actually in effect (on average) from FY 1995 through FY 2010. As seen by the red addition to the tax rate for Illinois in the following chart, the payment gap could potentially hike Illinois’s ATR by 22% percent and leave the state with a higher tax rate than its neighboring states and the nation.

**Chart 3. Tax revenues as a percentage of GDP FY1995-FY2010**



**Conclusion**

It is clear from this exercise that, had public services been funded on a “pay as you go” manner, the state’s average tax rate would have been significantly higher than those of its neighbors and the nation for decades. Since public services would not have changed by using this method of payment, but taxes would have been higher, Illinois’s economic growth would likely have been lower. Going forward, at least part of Illinois’s accumulated debt will be paid for through revenue enhancements, which will push the state’s ATR above its long-run average, likely raising it relative to those of neighboring states

How much will this impede Illinois’s economic growth? Public taxes and services are not typically the most decisive factor in state growth and development. Indeed, many studies that have estimated the responsiveness of local growth to state-local tax differences find, on average, only a small to modest responsiveness of growth to state-local tax burdens. However, a tax rate hike of this size, which is conservatively estimated, would likely exercise a moderating overall influence on growth and development.<sup>8</sup> And for some types of business activity, especially those that could easily escape the burden of taxation by moving across a nearby border, the impacts may be greater.

## TECHNOLOGY

### The “New Normal” in 2025 Will be Far More Tech Driven

<https://www.pewresearch.org/internet/2021/02/18/experts-say-the-new-normal-in-2025-will-be-far-more-tech-driven-presenting-more-big-challenges/>

PEW RESEARCH CENTER | FEBRUARY 18, 2021



## Experts Say the ‘New Normal’ in 2025 Will Be Far More Tech-Driven, Presenting More Big Challenges

*A plurality of experts think sweeping societal change will make life worse for most people as greater inequality, rising authoritarianism and rampant misinformation take hold in the wake of the COVID-19 outbreak. Still, a portion believe life will be better in a ‘tele-everything’ world where workplaces, health care and social activity improve*

BY JANNA ANDERSON, LEE RAINIE AND EMILY A. VOGELS

#### **Emerging change: As the global pandemic unfolds, experts predict people will develop greater reliance on swiftly evolving digital tools for good and for ill by 2025**

The pandemic proves that world-upending phenomena can emerge from anywhere. The turn to living and working more intensively within digital communications networks shows the value of these complex systems. The pandemic brings more focus on both the upsides and the downsides of digital life.

- **Tele-everything is embraced:** The broad adoption of “remote” processes – telework, telemedicine, virtual schooling, e-commerce and more – is growing. In 2025, there will be more people working from home, more virtual social and entertainment interactions and fewer forays in public than has been in the case in recent years.
- **Humans’ yearning for convenience and safety fuels reliance on digital tools:** The pandemic has rearranged incentives so that consumers will be more willing to seek out smart gadgets, apps and systems. This will speed up adoption of new education and learning platforms, rearrange work patterns and workplaces, change family life and upend living arrangements and community structures.
- **The best and worst of human nature are amplified:** The crisis is enhancing digital interconnectedness that engenders empathy, better awareness of the ills facing humanity and positive public action. On the flip side, some individuals, cities and nation-states will become more insular and competitive as survival mode kicks in. Xenophobia, bigotry and closed communities will also increase.

### **Hopes: As the global pandemic unfolds, experts urge that calls for social justice be heeded and that technology design focus on human well-being**

People have the chance now to reconfigure major systems such as the structure of capitalism, education, health care and workplaces. Advances in technologies such as artificial intelligence, smart cities, data analytics and virtual reality could make all systems safer, more humane and more helpfully productive. Better communication of more-accurate information can dramatically improve emergency responses in crises and alleviate suffering.

- **Social justice will get priority:** The reawakening of public movements for social justice and economic equality may create more-responsive government and sociopolitical systems that are more attuned to diversity, equity and inclusion. This includes a focus on closing digital divides.
- **People's well-being will prevail over profit:** Businesses may start to value serving the greater good above the typical goals of market capitalism. This could produce policies to fund broader safety nets such as universal health care, universal basic income and broadband as a basic utility. A reckoning for tech companies and their leaders might also occur.
- **The quality of life will improve:** The transition to home-based work will reduce urban air pollution, overcrowding and transportation gridlock. It will enhance the overall quality of life, create a better environment for family life, allow more accommodations for those with disabilities and inspire other enhancements.
- **AI, VR, AR, ML will yield good:** Artificial intelligence, virtual reality, augmented reality, deep learning, machine learning and natural language processing will make virtual spaces feel much more real, in-person, authentic and effective.
- **Smarter systems will be created:** Municipal, rural, state and independent services, especially in the health care sector, will be modernized to better handle future crises, quickly identifying and responding to emerging threats and sharing information with all citizens in more timely and helpful ways.

Source: Nonscientific canvassing of select experts conducted June 30-July 27, 2020. N=915.

"Experts Say the 'New Normal' in 2025 Will Be Far More Tech-Driven, Presenting More Big Challenges"

### **Worries: As the global pandemic unfolds, experts fear growing social and racial inequality, worsening security and privacy and the further spread of misinformation**

The advantaged enjoy more advantages; the disadvantaged fall further behind. Concerns particularly focus on the growing power of technology firms. Many suggested solutions have a double-edged quality because they threaten civil liberties. Automation could take many humans out of the work equation. And the spread of lies via social media and other digital platforms is likely to further damage all social, political and economic systems.

- **Inequality and injustice are magnified:** The pandemic and quick pivot to the use of digitally driven systems will widen racial and other divides and expand the ranks of the unemployed, uninsured and disenfranchised. Power imbalances between the advantaged and disadvantaged are being magnified by digital systems overseen by behemoth firms as they exploit big data and algorithmic decision-making that are often biased. More people will be pushed into a precarious existence that lacks predictability, economic security and wellness.
- **As risk grows, security must also; privacy falls and authoritarianism rises:** The health crisis spawned by the pandemic and broader dependence people have on the internet heighten threats of criminal activity, hacks and other attacks. Optimized security solutions may further reduce individuals' privacy and civil liberties. They are likely to expand mass surveillance, as authoritarian states will use this as an opportunity to silence dissent and abuse citizens' civil rights.
- **Threats to work will intensify from automation, artificial intelligence, robotics and globalization:** In order to survive, businesses are reconfiguring systems and processes to automate as many aspects as possible. While artificial intelligence (AI) and robotics will enhance some lives, they will damage others, as more work is taken over by machines. Employers may outsource labor to the lowest bidder globally. Employees may be asked to work for far less; they may have to shift to be gig and contract workers, supplying their own equipment, and they may be surveilled at home by employers.
- **Misinformation will be rampant:** Digital propaganda is unstoppable, and the rapidly expanding weaponization of cloud-based technologies divides the public, deteriorates social cohesion and threatens rational deliberation and evidence-based policymaking.
- **People's mental health will be challenged:** Digital life was already high-stress for some people prior to the required social isolation brought on by the pandemic. The shift to tele-everything will be extensive and that will diminish in-person contact and constrict tech users' real-world support systems and their social connections.

## Innovation in Local Government: Open Data and Information Technology

<https://www.mckinsey.com/~media/mckinsey/industries/public%20and%20social%20sector/our%20insights/government%20designed%20for%20new%20times%20number%202/government%20designed%20for%20new%20times%20number%202.pdf>

# HOW GOVERNMENT CAN PROMOTE OPEN DATA AND HELP UNLEASH OVER \$3 TRILLION IN ECONOMIC VALUE

Open data has the potential to unleash innovation and transform every sector of the economy. Government can play a critical role in ensuring that stakeholders capture the full value of this information.

**Government can serve as an open-data provider, catalyst, user, and policy maker to create value and mitigate risks.**

<p><b>Provider</b></p> <ul style="list-style-type: none"> <li>• Capture information electronically</li> <li>• Release data publicly and regularly</li> <li>• Identify ways to improve data quality</li> </ul>	<p><b>Catalyst</b></p> <ul style="list-style-type: none"> <li>• Build an open-data culture</li> <li>• Convene stakeholders</li> <li>• Champion the movement</li> </ul>	<p><b>User</b></p> <ul style="list-style-type: none"> <li>• Apply sophisticated analytics to improve decision making, offerings, and accountability</li> <li>• Invest in people, tools, and systems</li> </ul>	<p><b>Policy maker</b></p> <ul style="list-style-type: none"> <li>• Make rules for internal and external use</li> <li>• Establish standards for data quality and format</li> </ul>
---	--	--	--

**‘Openness’ or ‘liquidity’ of data can be defined by four characteristics.**

	Completely open ← <span style="font-size: small;">More liquid</span> → Completely closed
<b>Accessibility</b>	Everyone has access Access to data is to a subset of individuals or organizations
<b>Machine readability</b>	Data are available in formats that can be easily retrieved and processed by computers Data are in formats not easily retrieved and processed by computers
<b>Cost</b>	No cost to obtain Offered only at a significant fee
<b>Rights</b>	Unlimited rights to reuse and redistribute data Reuse, republishing, or distribution of data is forbidden

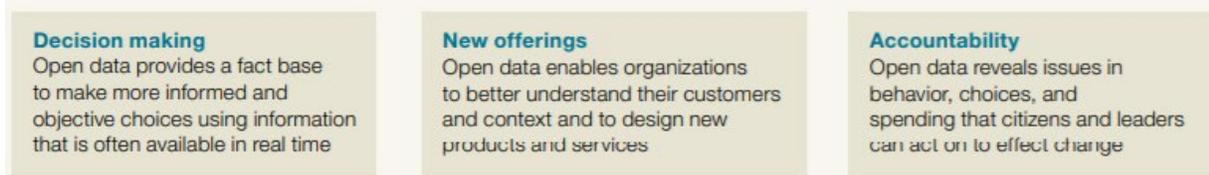
### Government plays a critical role to help enable value creation, manage risks, and engage stakeholders in open data.



### Among core stakeholders, government is positioned to represent and advance shared interests.



### Three overarching value levers of open data can help generate more than \$3 trillion annually for the global economy.



## The ten-point IT plan

### Engage stakeholders with what they value

- 1 Use rigorous business-case discipline to shape and manage programs and ensure value capture
- 2 Go digital to improve citizens' experiences
- 3 Open up the data to spark innovation and create new and better services

### Adopt best practices from the private sector

- 4 Rethink IT procurement to improve timeliness and outcomes
- 5 Pursue shared services that deliver immediate results

### Strengthen core assets

- 6 Address the risks in legacy systems, and in modernizing them
- 7 Embrace cloud computing and the new realities of cybersecurity
- 8 Build a pipeline of technology talent

### Pursue innovative structures

- 9 Explore public-private partnerships to get a fresh start
- 10 Spearhead intergovernmental partnerships to tackle common challenges

## 5 State and Local Government IT Trends to Watch in 2021

<https://statetechmagazine.com/article/2020/12/5-state-and-local-government-it-trends-watch-2021>

Modernization, expanding digital services and improving access to broadband will be high on IT leaders' agendas next year.

By Phil Goldstein Dec 17, 2020

Phil Goldstein is the web editor for *FedTech* and *StateTech*. Besides keeping up with the latest in technology trends, he is also an avid lover of the New York Yankees, poetry, photography, traveling and escaping humidity.

As in almost every sector, 2020 proved to be an unprecedented year for state and local governments, which were often on the front lines of combating the coronavirus pandemic and its resulting fallout on the economy, public health and government services.

State and local government budgets have been battered by falling tax revenues and they face a daunting 2021, when they will be asked to do more with less. However, there are clear avenues for innovation and opportunities for IT leaders to take the lessons they learned from 2020 into next year, experts and industry analysts say.

The modernization of legacy IT systems will likely get a jolt, as will the push into digital services, which the pandemic accelerated. IT leaders at various levels of government have underscored the importance of [expanding access to broadband](#) and making it a utility. These are some of the key IT trends in state and local government to watch in 2021.

## 1. Modernization of Legacy IT Will Get a Boost

The pandemic exposed many state governments' legacy IT systems, which are still used to manage critical systems such as the distribution of unemployment insurance. States had to [move these systems to the cloud on the fly](#) in the spring amid a crush of claims, and [such migrations are ongoing](#).

“While the pandemic brought these issues to light, many of these states' legacy systems were problems waiting to happen,” Brandon Edenfield, the managing director of app modernization at Modern Systems, an Advanced company, [writes in StateTech](#). “It is vital that all states find solutions to these challenges before the next disruption knocks their systems offline when they're needed most.”

Most often, Edenfield says, government agencies will choose to rehost applications, conduct automated refactoring, rewrite legacy applications or replace an entire system.

“Many policymakers at the state level had no idea what this even meant until this year,” says Meredith Ward, director of policy and research for the National Association of State Chief Information Officers, referring to legacy modernization. “While states won't be able to fund every modernization effort, the issue is likely to get more attention in 2021.”

NASCIO Executive Director Doug Robinson [tells StateScoop](#) he was surprised that legacy modernization dropped off the organization's list of [top 10 state CIO priorities for 2021](#), after being ranked seventh in the 2020 edition of the list.

“Another challenge that was clearly exposed was the fragility of the legacy environment and a lack of scalability from the states,” he says. “I made an assumption that legacy would be on the list.”

Edenfield notes that the right approach to modernization will vary from state to state, “so it's important that state IT leaders look inward to determine the strategy that best fits their needs.”

“Even though these strategies can take significant time and financial investment to complete, the payoff is leagues better than continuing to build upon aging technologies and systems that are essentially held together by duct tape — and run the risk of crashing altogether,” he adds.

## 2. The Shift to Digital Government Will Accelerate

The pandemic highlighted not only the multitude of services that citizens rely on government to deliver but also the fact that, when offices are closed or people are discouraged from being in close proximity to one another, those services still need to run.

That led to a [significant shift to digital services](#), as state and local governments have enabled digital signatures for documents and for driver's license renewals, among many other applications. Experts say that trend is likely to accelerate in 2021.

Alan Shark, executive director of the [Public Technology Institute](#), says there is even more of a citizen-centric focus in government service delivery than normal. He also expects that “digital infrastructure will replace physical infrastructure.”

“Now, as never before, there is a recognition that we wouldn't be operating the way we are today without recognizing the importance and significance of digital infrastructure,” he says.

That extends from the complex down to basic government services, Shawn McCarthy, IDC's research director for government infrastructure and systems optimization strategies, says. “Being able to support online connections for education, town meetings, etc. will be important for small to midsize towns. Some already do this well. Some are laggards.”

Many citizens interacted with their state government online for the first time this year, Ward notes.

“The increased demand and necessity for socially distant service delivery did two things,” Ward says.

“First, it showed that many services that haven’t traditionally been offered online can be, and largely successfully. It also shed light on the importance of expanded online digital services, especially for those who couldn’t travel to a state office because it was closed or had a hard time doing so even pre-pandemic. Expanded digital government is here to stay.”

### 3. Expanded Access to Broadband Will Become an Imperative

The pandemic also put into stark relief how critical access to high-speed affordable broadband is in so many communities across the country. It’s needed for remote work and school and is seen by state and city leaders as a necessary ingredient for economic recovery.

[Smart city leaders across the country](#) say that expanding broadband access is at the center of their agendas. Aurora, Ill., CIO Michael Pegues notes that the city already has 120 miles of fiber-optic cable in the ground but wants to expand that to 645 miles. That will help close the digital divide in the city and attract business investment, according to Pegues.

“We need to start looking at fiber connectivity and broadband accessibility the same way we look at gas, water and electricity — and then you’ve got fiber as a fourth utility,” he says.

NASCIO places it fourth on its IT priority list, shooting up five spots from last year, according to StateScoop. Expanding broadband encompasses strengthening statewide connectivity, implementing rural broadband expansion and embarking on 5G deployments, according to the NASCIO list.

“Broadband access and affordability became a huge area of emphasis this year due to the dramatic shift to remote work and remote learning. Expanding broadband access will be a big issue in 2021,” Ward says.

### 4. RPA, Chatbots Will Dominate Emerging Tech Discussion

The emerging technologies that states embraced this year to respond to huge demands, including robotic process automation and chatbots to answer citizen queries, will likely see more investment in 2021.

That’s despite the fact that many states will see their IT budgets shrink. “Some of those that are innovative, and creating a huge ROI or making it easier for the citizens to interact with the state, those things still have a lot of momentum behind them,” Utah CIO Mike Hussey tells *StateTech*.

Hussey notes that chatbots were a technology the state had been eyeing, but the pandemic spurred Utah to roll them out to answer questions related to unemployment claims.

“The use of chatbots exploded in state government this year to respond to the pandemic, and those chatbots (in at least 75% of states) are here to stay,” says Amy Hille Glasscock, a senior policy analyst at NASCIO. “IT offices will be expanding their chatbots to additional state websites, making them more sophisticated and including them in their service offerings to agencies. States will also be looking at using emerging technologies for fraud detection, cybersecurity and citizen-facing digital services.”

The rollout of chatbots and virtual assistants “was rather rushed in 2020 for obvious reasons,” Glasscock says, adding that in 2021 there “will be a returned focus on putting the governance of emerging technology ahead of deployment.”

Shark says that RPA will also likely increase in local governments by necessity as agencies are asked to do more with less and potentially cut staff. Automating workloads and processes can help states control costs.

Any process that is business rule-driven, occurs in high volume and is repeatable would be well suited for state and local governments. RPA can be used for tasks carried out by human resources, financial services and procurement.

Shark says that he thinks mayors are pushing for RPA deployments. “They see they will be facing big budget cuts,” he says, “and they’re asking, ‘How do I continue providing services?’”

## 5. Zero-Trust Security Will Look More Attractive

With many [government users working remotely](#), some for the foreseeable future, [securing remote users' endpoints is critical](#). Cybersecurity and risk management is the No. 1 priority on NASCIO's top 10 list.

One way that agencies may try to keep remote workers and their networks secure is through adopting [zero-trust cybersecurity principles](#). Zero trust represents a mindset shift in cybersecurity in which every transaction is verified before access is granted to users and devices.

“With current [state-sponsored international hacking efforts](#), we are clearly headed for zero trust for most connections,” McCarthy says. “But agencies also need better security software and tools. They need better visibility into all types of devices and packet traffic and they need to be able to see where hackers manage to gain entrance into a network and where they go.”

Ward notes that, as NASCIO stated in the 2020 Deloitte-NASCIO Cybersecurity Study, COVID-19 amplified everything: “the pandemic forced state governments to act quickly in response to public health and safety concerns, in many cases taking the lead to protect their citizens from the spread of the virus.”

This will hold true in 2021, Ward says “especially in the first quarter and the vaccine rollout to our most vulnerable populations. We have already seen misinformation and disinformation campaigns surrounding the vaccine rollout as well as fraud — bad actors never let a crisis go to waste and will exploit a sensitive situation for their own benefit.”

Ward notes that some major cities have [recently rolled out zero-trust frameworks](#), and she expects “states to follow suit where possible. The state cybersecurity landscape is constantly changing and evolving and continues to be a No. 1 priority for our state CIOs and CISOs.”

## TRANSPORTATION

### Village of Flossmoor Commuting, United States Census Bureau

<https://www.cmap.illinois.gov/documents/10180/102881/Flossmoor.pdf>

#### Commuting

42.5 +/- 4.8

Average travel time to work (in minutes) in Flossmoor village, Illinois

33.4 +/- 1.0

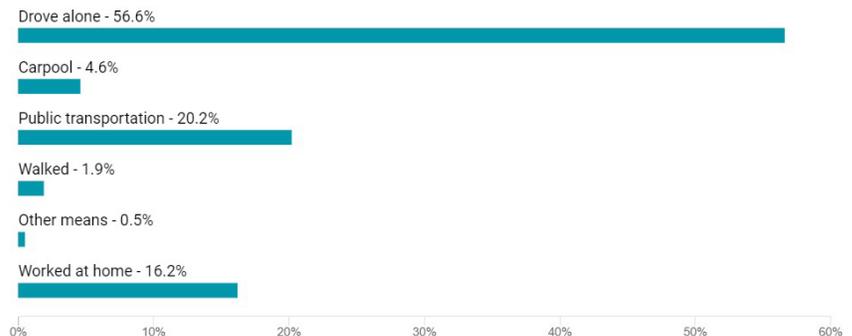
Average travel time to work (in minutes) in State House District 80, Illinois

Table:  
S0801

Table Survey/Program:  
2019 American Community Survey 5-Year Estimates

#### Means of Transportation to Work (Workers 16 Years and Over) in Flossmoor ...

VIEW OPTIONS



## On to 2050, Mobility, CMAP

<https://www.cmap.illinois.gov/2050/about>

**Travel patterns are being influenced and potentially transformed by rapidly evolving technologies that make for an uncertain and yet promising future.**

Our region's transportation network has reached a critical juncture. Travel patterns are being influenced — and potentially transformed — by rapidly evolving technologies that make for an uncertain and yet promising future. We cannot stand still, deferring important decisions that will shape the system for decades to come. ON TO 2050 seeks a well-integrated, multimodal transportation system for seamless movement of people and goods within and through the seven counties of metropolitan Chicago.

**A modern, multimodal system that adapts to changing travel demand, a system that works better for everyone, and making transformative investments are the Mobility goals of ON TO 2050.**

Making this vision our regional reality will require collective action to overcome obstacles inherent to existing assets and organizations. While some strategies may require action from the state or federal governments, increasingly this region and its local governments must rely on each other for homegrown solutions, including the revenues necessary to support a system of mobility that is the engine of our economic prosperity and quality of life.

Transportation agencies, counties, and municipalities will need to magnify coordination efforts and take swift action to adopt and regulate new technologies, make the transit system more competitive, end fatal crashes, and advance inclusive economic growth. Crucially, they will need to create new revenue streams to improve conditions of the existing transportation system as well as to make limited and highly targeted expansions.

The rapid pace of technological innovation in transportation seems likely to accelerate for many years to come. In the near term, existing technologies can improve the safety, efficiency, reliability, and resilience of our transportation network. **In the long term, emerging technologies like connected and autonomous vehicles and private mobility services like car sharing and ridesourcing present both a remarkable opportunity and a challenge for regional planning.**

Goal: A system that works better for everyone

Recommendation

Growing the regional economy inclusively will require leveraging the transportation system to better connect residents — particularly minority and low income residents — to jobs and other amenities. Increased engagement of underrepresented communities is essential to improve commute options, accessibility, and safety.

Goal: A system that works better for everyone

Recommendation

To eliminate all traffic fatalities by 2050, the region must update roadway design to reduce speeding and crashes, invest in bike and pedestrian pathways, expand data collection, and improve driver training and equitable enforcement policies.

Goal: Making transformative Investments

Recommendation

ON TO 2050 recommends carefully selected regionally significant projects that will improve and, in some cases, expand the region’s transit, expressway, and arterial system. As required by federal law, the plan includes a prioritized list of such projects, available at [cmapp.illinois.gov/2050/regionally-significant-projects](http://cmapp.illinois.gov/2050/regionally-significant-projects).



**Regionally Significant Projects**

Source: Chicago Metropolitan Agency for Planning, 2018

- Arterial
- Bus
- Rail
- Expressway



## 7 Key Transportation Industry Trends (2021-2025)

<https://explodingtopics.com/blog/transportation-industry-trends>

Across many sectors in the transportation industry, including logistics, rail, trucking, infrastructure, and passenger vehicles, there are trends in technology and micromobility that will likely shift the way we think about transportation in the coming years.

### 1. MaaS goes mainstream.

The MaaS Alliance defines MaaS as an “integration of various forms of transport services into a single mobility service accessible on demand.”

With MaaS becoming a more notable trend in transportation, MaaS revenues are projected to reach \$1 trillion by 2030.

A major tenant of MaaS is integrating multimodal transportation that focuses on the customer’s destination rather than the mode of transportation.

It also seeks to provide demand information, transport, and payment through one platform or app.

In cities, this means people will have more access to real-time data to make informed choices about their mode of transportation on any given trip while being able to pay using a single platform.

In a recent report by the policy organization Transport For America, they argue that rather than widening roads or expanding urban sprawl, to truly address the root cause of congestion would mean using technology to “measure the time, speed, and convenience of travel by all modes of transportation...investments that make travel more efficient in real terms instead of investments that simply encourage more driving.”

In other words, investments in infrastructure and technology encourage the efficient use of transit.

### 2. Increased last-mile delivery efficiency.

Ecommerce was up 44% in 2020 compared to the previous year.

Largely due to many people ordering online what they usually picked up from the store.

For example, Amazon Prime Day sales increased 36% in 2020 compared to 2019.

Even after the pandemic, McKinsey predicts that e-commerce will continue to remain elevated up to 13 percentage points above 2019 levels.

As a result, the last-mile delivery market is expected to expand at a CAGR of 20.3% from 2021 to 2030.

The last mile in transportation is the final leg of a good’s transport directly to the door of a consumer.

In past years, the major portion of transportation was made up of shipping from manufacturers to warehouses, and from fulfillment warehouses to stores.

Today, the final mile of a good’s transport now represents 53% of the cost of transportation. For consumers, this means a more convenient shopping experience.

But for businesses and logistics companies, this represents a growing expense.

An expense that will create a need for more efficient methods that utilize technology like AI, autonomous vehicles, and crowdsourcing.

A well-known example of crowdsourcing technology for last-mile deliveries are companies like Uber Eats, Postmates, and Corners hop.

### 3. The transportation industry invests in electric vehicles.

Though the push for electrifying commercial and passenger vehicles is not brand new, 2021 will likely be a crucial year for electric vehicle growth.

While vehicle sales dropped 29% in the first three quarters of 2020, electric vehicle sales increased 119% over that time.

"After years of speculation and empty promises, 2021 is actually shaping up to be a pivotal year for growth in the EV sector," says Jessica Caldwell, executive director of insights at Edmunds, a consumer car information database.

One reason for this growth is an increasing number of diverse electric vehicle options:

It's estimated that 30 EVs from 21 brands will hit the market in 2021.

One emerging option is the plug-in hybrid, a vehicle that can run either as a hybrid or as a fully electric vehicle.

Toyota is among the automakers expanding their EV offerings, recently announcing a new RAV4 for 2021 that is a plug-in hybrid SUV, a formerly uncommon configuration for large vehicles that will likely capture a new market segment.

As large freight trucks are responsible for 26% of all highway-based fuel consumption, there's growing support for commercial electric vehicles.

The UPS ordered 10,000 electric fleet vehicles from electric truck company Arrival in 2020.

Additionally, in November 2020 DHL began piloting BYD electric trucks capable of carrying 82,000 pounds of cargo.

Both Tesla and Nikola are projecting 2021 start dates to begin manufacturing their electric semi-trucks.

These manufacturers contribute to the estimate that the global electric truck industry will experience a CAGR of 25.8% from 2021-2027.

Among other modes of transport, all-electric airplanes and electric ships are further on the horizon, with some estimates project fairly mainstream use by 2030.

### 4. Renewed focus on transportation accessibility.

The gaps in public transport access and mobility technology often disproportionately affect underserved communities.

Low-income and minority communities are more likely to have lower accessibility to transportation and greater exposure to pollution.

For those with disabilities, transportation services can be much more difficult to access.

One study found that it took five times longer to wait for wheel-chair accessible vehicles through rideshare apps. And were only successful at all 55% of the time.

Carol Schweiger, co-chair of the Transportation Research Board predicts that in 2021, “equity will be directly addressed, in part, through technology firms and public sector agencies identifying and using equity metrics in the development and deployment of technology-enabled mobility services.”

As the body of research grows the importance of inclusive mobility, equitable transportation will become more prevalent—but what changes can we expect?

Emerging technologies that enable micro-mobility are one of the key players in creating more equitable transportation.

For example, the scooter-sharing app, Tier names the goal of empowering people to move in a frictionless and inclusive way.

Shifts towards more equitable transportation may also see expanded public transportation options, especially rail.

A study published in the Journal of Public Transportation evaluating the transit equity between low-income and others’ access to transport found that cities with the most equity had both rail transit and fixed-route bus service.

However, the success of both these emerging trends in addressing mobility inequality relies on utilizing data that includes underserved populations.

The collection of this data is the mission of the Impact of Transformational Technologies on Underserved Populations project.

The project is set to complete in November of 2021, with a goal of “[developing] a playbook with guidance on corrective actions with data, methods, and metrics to achieve inclusive mobility.”

Additionally, research tools like the equitable transit-oriented development (eTOD) map provide a visualization of how access to transit creates affordable housing and sustainable communities.

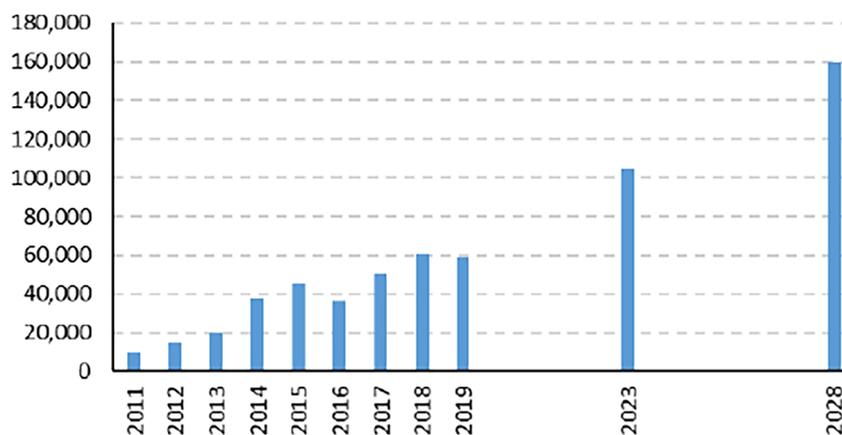
##### 5. Major workforce shifts in the trucking sector.

A large topic of discussion in the trucking sector is the major labor shortage. In

2019, the industry was short roughly 59,500 drivers.

Despite an increased need for transport during the pandemic, companies lost even more drivers, resulting in a 71,000-employee shortage by September of last year.

#### Truck Driver Shortage (2011 - 2028)



One possible cause is that the average truck driver is 46, meaning they reach retirement age more frequently than other workforces.

In addition, the work conditions that require long solitary hours and assumptions about the role turn many away from the work, especially women.

The ATA's recommended efforts to combat this include increasing driver pay and home-time, lowering the driver age, initiatives to change the image of truckers, supply chain improvements.

#### 6. Increasing interest in active transportation.

Active transportation is the term for the many different kinds of human-powered transportation like walking, biking, and scootering.

After the huge surge in cycling during the pandemic, cities are still adding more bike lanes to encourage micro-mobility.

As a part of New York's Vision Zero bill, the city will add bike lanes to the Brooklyn and Queensboro bridge.

Though not the same as powered transportation, the U.S. Department of Transportation asserts that it is still the responsibility of the transportation infrastructure and industry to design for active transportation opportunities.

This includes designing complete streets that enable many modes of travel with bike lanes and sidewalks.

On a large scale, this may mean designing for complete trips.

Several governmental initiatives are leading the way towards complete streets and active transportation.

In January 2021, the U.S. Department of Transportation awarded \$38 billion through its Complete Trip - ITS 4US Deployment Program.

The projects selected "enable communities to showcase innovative business partnerships, technologies, and practices that promote independent mobility for all."

The Moving Forward Act was passed in The House in July 2020 and supports increased accountability for pedestrian and cyclist injury.

#### 7. Technology Improves Overall Transportation Efficiency.

With traffic congestion high, costs for delivery rising, and a year that underscored the unpredictability of travel patterns, there is a demand for technology that can help many sectors of transportation work more efficiently and react to real-time changes in conditions.

For example, Minneapolis launched its NexTrip system in late 2020.

**U.S. Bank Stadium Station**
Stop #: 56330

ROUTE	DESTINATION	DEPARTS
Blue	to Mpls-Target Field	2 Min
Blue	to Mpls-Target Field	23 Min
Blue	to Mpls-Target Field	5:38

+ Departures

🚆 Show my train

This system incorporates a prediction algorithm that works on data over time and can adapt to unexpected events.

L.A. Metro launched a new Metro Micro service in December of 2020 that offers on-demand in areas it had been hard to find fixed routes.

Demand-responsive transport, also known as microtransit, provides a type of transit that can be scheduled.

This type of transit is more flexible than scheduled routes but improves congestion more than ride-hailing services.

For the trucking and mass delivery industry, rises in costs are also driving technological change.

Peloton Technology is using telematics, or direct vehicle to vehicle (V2V) communication, between trucks on the road to organize trucks into formations following closely behind each other.

This method, called platooning, saves more than 7% in fuel costs.

Large freight trucks are now more commonly equipped with IoT sensors that can monitor the condition, stability, and location of the cargo.

For example, Geotab provides devices that connect commercial vehicles to the internet and provide data analytics to assist in fleet management.

Shipping companies will also likely make use of big data and AI data processing offered by companies like Trans metrics to forecast shipping needs and plan efficient routes that minimize the risk of accidents.

## OTHER

### Nine future of work trends post COVID-19

<https://www.gartner.com/en/human-resources/trends/future-of-work-trends-post-covid-19>

Gartner surveyed 400+ HR leaders and 300+ finance leaders, and spoke with more than 4,000 employees and HR executives to identify the long-term impact of the COVID-19 pandemic on the future of work and the implications business leaders should anticipate for their organization.

#### Survey results revealed nine future of work trends:

1. More remote workers
2. Increased use of employee data
3. Greater role of the employer as a social safety net
4. Wider use of contingent workers in the new gig economy
5. Critical skills no longer being synonymous with roles
6. Some finding work more humanizing; others finding it dehumanizing
7. A focus on crisis response as it distinguishes top-tier employer brands
8. Prioritizing resilience as much as efficiency
9. Added strain to employee engagement, culture and value proposition

### Here's What Government Will Look Like in 2030

<https://www.govtech.com/magazines/gt-special-issue-nov-2020-heres-what-government-will-look-like-in-2030.html>

#### Prediction: Three Different Future Scenarios

Right now, we can plot three different plausible futures for where we'll be in 2030, depending on the choices we make today.

First, there's the visionary future, in which we use this crisis to reimagine, try new stuff and take a proactive approach to what's coming. In this scenario, we see a lot of re-shoring of manufacturing and science jobs, a new Office of the Future at the federal and state levels whose job it is to anticipate and plan for disruptions, and a revamped education system that requires two years of post-high school for all American students. We get a program akin to the Works Progress Administration that puts people to work and rebuilds our falling roads, bridges, airports and other infrastructure. And we see state universities return to their mission of serving the public by using best practices from a hybrid learning environment of online and on-campus classes.

The expectable future has deeper partisanship, more corporate money in state and local races, fewer local newspapers to act as ethical watchdogs, greater corruption, less trust in government and lower government bond ratings. Local and state budget deficits further impact our most marginalized, and we see more community mergers and regional governments. Climate change re-enters the lexicon as a top threat to local and state government, and leaders work collaboratively outside of government structures to share best practices, socialize costs, and try to mitigate or deal with climate change. The theme here is that bad stuff keeps coming for a decade and we somehow find a way to deal with it, although it's not holistic.

Then there's the challenging future. The theme here is "slipping backwards." America continues to be pitted by other countries as our brokenness in public health, public education and the tragedy of the commons causes us to slip even more noticeably behind. We try to use the same old tricks to combat this, but without innovation and a shared agenda, it's just a giant game of whack-a-mole. —REBECCA RYAN

**Prediction: Big Tech Goes Farming**

Some of the world's biggest tech companies — Amazon, Microsoft, Walmart — are getting into agriculture, and that impacts lots of communities around the U.S. Microsoft launched a multi-year plan to modernize agriculture with data analytics, and is piloting a program already on two U.S. farms in which Microsoft has invested. Walmart is opening its own meatpacking plants and dairy processing facilities in an effort to drive down costs. Meanwhile, Amazon's Jeff Bezos has invested in vertical farming. —AMY WEBB

**Prediction: Your Own Digital ID**

A unique digital identity for citizens could enable dramatic leaps in service quality and drive financial and social inclusion by providing citizens access to seamless services in health care, education and other government benefit programs. Citizens will have to share their information only once. A single digital identifier-based system can then kick in and elevate the experience of citizens by anticipating their needs and personalizing public services. Already, countries like Estonia and Austria are proactively serving their citizens without waiting for them to apply for services. —PAT HOWARD

**Prediction: The Rise of 'Enviralism'**

One of the major emerging trends is a rising public urgency surrounding climate change — one that is spreading quickly and globally. We refer to this as "enviralism." More socially conscious people, particularly millennials and Gen Zers, are joining grassroots movements and rallying around environmental and political causes. At the local level, enviralism could ultimately have a direct impact on urban design and housing. Ultimately, real meaningful political action around climate change is still lacking — from politicians and voters alike. While climate change has been cast as the issue of our times, it still lags the economy, health care, tax reform and immigration in getting attention from political leaders. Governments and policymakers will be increasingly charged with responding to and addressing public enviralism, particularly when this issue has the power to swing future elections and reshape purchasing decisions. —ERICA ORANGE

**Prediction: Staying Smart on Cyber**

We have made such great strides in getting state and local governments to prioritize cybersecurity over the past 10 years. My concern as revenues fall is that security budgets will be cut. Ransomware and the threats from nation-states are increasing to a crippling level. If we don't increase international and U.S. internal collaboration to make cybercrime less lucrative, our states and cities will be decimated by the costs. The digital threats will continue to grow, so we can't let our guard down. —KRISTIN JUDGE

**Prediction: Prioritizing Privacy**

My main concern is keeping data privacy as an important focus as we face serious budget impacts and staff decreases. The rapid changes required by the pandemic — including increasing volumes of data collection and working securely within a virtual environment — will become business as usual as residents become accustomed to the accessibility and flexibility these changes are bringing now. I am very hopeful that we will see action on federal privacy protection legislation in the next few years. It is not for lack of effort: individual states, including Washington, have made attempts at following in California's footsteps with the Consumer Privacy Act of 2018. As these have struggled to find support, we continue to need legislation that establishes common data privacy protections. As a nation, we are leaders in technology, and we should also have a leadership position in data privacy protection. —GINGER ARMBRUSTER

**Prediction: The Challenges of an Older America**

One of the biggest challenges will be the continually aging population. This will change the service mix, the requirements that cities need, and of course the shifting tax bases as retirees leave and migrate from tax-burdened cities to lower taxes and warmer climates. Governments will have to figure out how to deliver cost-effective services — and what services to cut. —RAY WANG

**Prediction: A New Nonprofit Model**

Government will shrink and we will have a set of not-for-profits that will augment traditional city services. These not-for-profits will be leaner, more agile and able to adapt to emerging issues residents care about that traditional government organizations are either unaware of or too slow to resolve. —JORDAN SUN

**Prediction: Disrupting Criminal Justice**

We have asked police to do too much of what they are not trained to provide. We will shift noncriminal, nonviolent issues to people with skills for helping others transition to self-sustaining progress. We'll have social workers instead of police showing up to handle homelessness, school discipline, housing security and other issues.

Meanwhile, on the criminal justice side, we'll see a transformation of courts, jails, probation and parole. This has already started in some places. There must be a better way to process intake and release of individuals faster and safer. In fact, the entire booking process and moving of individuals needs to be automated. This isn't just better from a moral standpoint; it will save governments money. We send sheriffs to people's homes to arrest them when a parking ticket goes unpaid. That costs a county more than \$1,500 to execute, and if the individual doesn't post a bond they will stay in jail at least overnight. That's another \$250 per person. A parking ticket can quickly turn into \$5,000 of lost revenue for a county and a criminal record for an unassuming individual.

There are just so many processes and services around criminal justice that are ripe for massive disruption. Ninety-nine percent of criminal justice work is done on paper. It's embarrassing. —BRIAN ELMS

**Prediction: Coming Together to Think Big**

The challenges of 2020 worldwide have highlighted the impact and importance of local government. In the United States, local and state governments have led the way in dealing with a global pandemic in every sense, from the overwhelming public health challenges to the generation-long impacts of systemic racism. At the same time, however, these very challenges have highlighted the need to rethink and redesign and rebuild local government in a way that is consonant with the times in which we live.

Increasingly, we face challenges that require us to be flexible and resilient in the face of past failures in a changing world. We need local governments that can react quickly to changes and work in creative and human-oriented ways to improve the lives of our residents. We need innovation in our thinking about what local government actually is and what it does.

This innovation isn't simply a question of using technology, though certainly technology will probably be part of the solution. This is a problem for how we choose to organize local government. Are we talking about traditional patriarchal hierarchical models that privilege the few at the top of the hierarchy? Or are we trying to build an approach to governing our cities that is born out of empathy and respect and care?

When I think of a future that I am excited about, one of the elements is a flexible model of local government that can handle ambiguity and that is designed to be creative and explicitly anti-racist. We need to think big. Bigger than we have ever thought about what it means to be Citizens of the World.

We need to realize that bureaucracy is something that we build; it doesn't just happen to us. We have chosen to build slow and cumbersome institutions that frequently make life worse, especially for those whose voices are heard the least.

Our system of government is our greatest invention. It's time that we realize that and take responsibility for how it works — and for changing the way it works. —NIGEL JACOB

**Prediction: 'Life Event' Gov Services**

There is a growing realization that life events such as childbirth and change in employment status trigger citizens' need for related services. However, the traditional government service delivery model is based around departments that provide disparate services to citizens. Governments are building common digital platforms and using data innovatively to ensure citizens don't have to navigate an alphabet soup of agencies and regulators across local, state, and federal jurisdictions. In this approach, everything rule-based is digitized and automated, vastly reducing or eliminating the need for physical interactions. 'No-stop shop' is a government service delivery model that requires no forms, has an integrated back end, and is proactive or predictive. Data collection, storage and usage evolves to the point where it becomes possible to deliver services in a proactive or predictive way. For example, parents in Ireland, Denmark and Sweden receive child-care subsidies post-birth without even having to apply. —PAT HOWARD

**Prediction: The Rural Gap Gets Worse**

The urban/rural socioeconomic divide is going to be a huge challenge for cities and states. Many rural areas lack the connectivity to participate in — let alone shape and benefit from — an increasingly digital society. The political power for rural areas is dwindling, and the lack of understanding regarding the interconnectedness of rural and urban areas must be addressed to help reduce wealth disparity issues in the future and create a more inclusive economy that goes well beyond geographic boundaries. —CONNIE REIMERS-HILD

**Prediction: The Synth-Bio Rush**

Synthetic biology will start to shape the future of waste management, the pharmaceutical industry and health care. Synthetic biology involves creating an organism that doesn't already exist in nature, and someday it will help repair defective genes, rid the planet of toxins, destroy cancer cells and help mass-produce proteins for our consumption. Imagine a future in which you no longer take medication — instead, your cells are simply reprogrammed to fight off whatever ails you. Or imagine biting into a thick, juicy Tomahawk steak, grilled to perfection — one that's vegan-friendly, because it is made from plant-based proteins. Forward-thinking cities and states could decide to build new research hubs for this work, especially if they are already hubs for complementary industries. —AMY WEBB

**Prediction: Mind Your Digital Footprint**

The average person isn't aware of how much data they're shedding. Collectively, our homes are starting to produce digital emissions, which includes all the data not actively used and processed by devices. Bits of information in that network include things like your body temperature as you watch TV, the ambient hums and creaks that your home makes at night, and the communication pings your devices make. Digital emissions aren't harmful to the environment, but they're an untapped resource to be mined and analyzed — with transparency and permissions, of course. —AMY WEBB

**Prediction: Autonomous Vehicles Everywhere ... Or Maybe Not.**

Driverless tech will be the most disruptive innovation in history, according to futurist Thomas Frey. A single autonomous car will replace 30 traditional cars, he predicts, and by 2030 fewer than four million autonomous vehicles (AVs) will have replaced 50 percent of all traffic in the U.S. "Car ownership," Frey said, "will soon become a very expensive hobby."

The shift to AVs will have positive effects — less congestion, less noise, less pollution — as well as negative consequences. Without speeding tickets and parking violations, cities will lose more than half their current revenue streams, Frey said. New York City alone stands to lose more than \$2 billion a year in traffic fines. Airports will lose 41 percent of their revenues as parking fees disappear, and the health-care industry could lose more than \$500 billion annually thanks to fewer crashes.

"Driverless technology will not only be applied to cars, but also tractors, trucks, ships, lawnmowers, forklifts, water taxis, snowplows, submarines, drones, trains and even airplanes," Frey said. "It will soon touch the lives of every person on planet Earth."

That will have a major impact on jobs, said Elatia Abate. "The trend toward autonomous vehicles was what got me interested in the future of work to begin with," she said. "If truck driving is the most popular job in 26 states in the U.S., what happens to all those jobs? And what happens to all the ancillary industries built up around truck driving? As the trend toward commercial and consumer use of this technology continues to grow, we will need to figure out what to do with this workforce population and all of the others that will be impacted."

But not everyone is convinced that driverless tech will be commonplace by 2030.

"Autonomous vehicles will not be nearly as ubiquitous as industry experts predict," said Lawrence Grodeska. "Resolving the moral dilemma of protecting either pedestrians or passengers will prove to be far too difficult for most people to feel safe with this technology on the road."

**Prediction: Vote-by-Blockchain**

Our voting system is incredibly ripe for disruption. If governments moved their records to a blockchain, we could dramatically improve the voting process by ensuring that every vote is counted while simultaneously cutting down on voter fraud. It could also make voting much easier, removing the need for people to manually queue up at a polling station. If we can shop online, why shouldn't we be able to vote online, too? Especially if we're able to use blockchain to make digital voting fairer and more tamper-proof than the existing system. It's socially distanced, too! —EMMANUEL FOMBU

**Prediction: The Gig Economy Gets Giggier**

Prior to the pandemic, the trend toward freelance work was growing year over year — 23 percent to 34 percent and moving into the 40s. The pandemic has accelerated this trend: It's possible that over 50 percent of the U.S. workforce will never return to a traditional job. This doesn't mean people won't be working. However, what we define as work and employment relationships, how they are taxed, and what entrepreneurship's role is in our society will change. Much of this is related to the Internet of Things and ubiquitous connectivity. Once everything is smart — and even more importantly, is on blockchain — there is no more need for bureaucracy, middlemen or human beings to perform large portions of what the government does for society administratively. —ELATIA ABATE

**Prediction: City Hall of Antiquities**

We need to rethink City Hall. The whole method of meetings and permits needs to be rethought because it's not making great places for people to live, work and play. It's wasteful; it's slow; and it's too insular. City halls are like museums — in fact, many city halls and state capitols might make excellent museums. —CINDY FREWEN

**Prediction: An Online Traffic Jam**

The single biggest challenge that state and local governments will face over the next decade will be meeting the unprecedented volumes of web traffic based on citizen demand for digital government. This will require a renewed focus on emerging technologies for government use. As an IT nerd at heart, this is an exciting time to be leading the way in the technology space. —ERVAN RODGERS

**Prediction: Like Your Bus Ride? Five Stars!**

Citizens will have a much more high-touch engagement with government. Every interaction we have is going to be saved and logged and fully transparent. I'll have an ongoing stream of conversations that I can tap into with elected and appointed officials in my jurisdiction — at the street level, neighborhood level, borough level or citywide. I'll have access to the entire virtual history of these interactions. And we'll be able to rate every interaction we have with government. Just like we can rate our local bar on our phones, I want to hold my phone up next to a bus and rate my experience with that particular bus driver. Or that particular policeman. Or that particular public health nurse. Every interaction with anybody who's on the government payroll — police, fire, social services, schools, public health, transit.

We've come to expect and assume this from the private sector, and soon we will expect and assume it with our government. This will empower citizens to know that, if you need something from Public Works, you want to deal with this specific woman who's in that particular office on Monday through Thursday, because she's the highest rated. It could affect the way that employee is evaluated by her supervisor, how that supervisor is evaluated or even how that agency is budgeted. —GORDON FELLER

**Prediction: The Looming Trust Crisis**

Just as Washington is going through a governance crisis, in the sense that Congress is not very popular, I think it is only a matter of time for local governments to be impacted by this as well. Local governments need to make sure they improve civic engagement and become more responsive. Being more digitally inclusive and leveraging digital platforms will be key to ensure local governments are more responsive and trusted. —ROBERTO GALLARDO

**Prediction: Classrooms Without Borders**

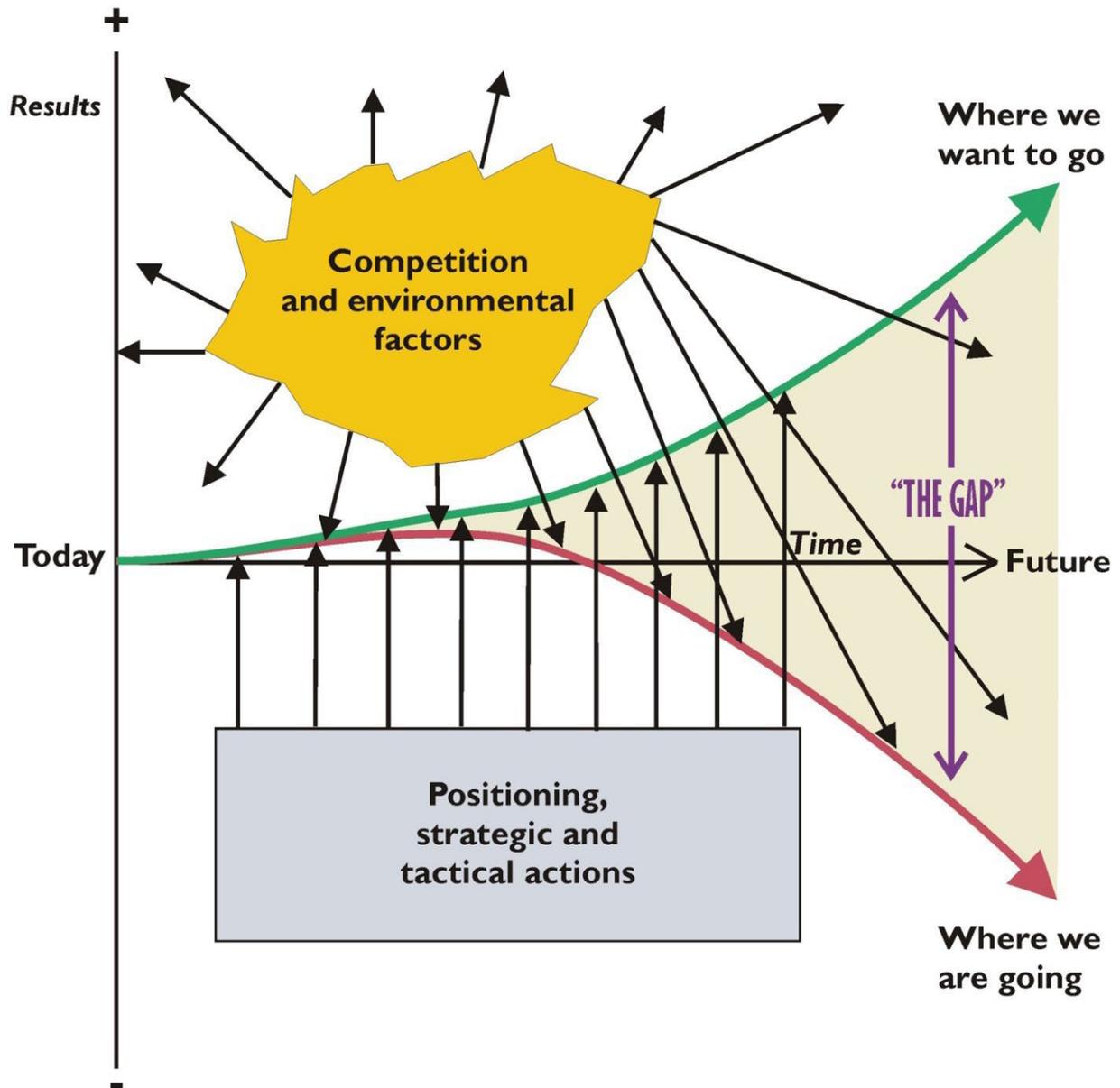
Moving education to remote/online/virtual, while difficult and with arguable results, will nonetheless have people questioning the geographic model of K-12 public education. If schools are online-enabled with effective teaching methods, then why would delivery of the classes be limited to only those within a certain geographic area? If students can have access to subjects not offered at their school or schools with better performance records, why shouldn't they have that access? The pandemic and remote schooling — with all of its flaws — has shown that the connection between education and location can be broken once teaching goes virtual. That one simple idea could cause a revolution in education. —MARIA BOTHWELL

**Prediction: More City Collabs**

One way for cities and towns to address resource constraints will be to co-create solutions within their regions, with other like-cities nationally, with the private sector and in some cases, with the federal government. Bespoke solutions are going to be a thing of the past, because if it is good enough for Washington D.C., chances are it is good enough for Arlington, Va., and vice-versa. —GABE KLEIN

## APPENDIX V: Strategic planning model and process

### Gap strategic planning model



© Copyright Forrest Consulting, 1994, 2005

## Forrest Consulting Fast Track Strategic Planning Process



The Fast Track Strategic Planning System is an agile process focused on what's most important for success:

- Creating a shared vision of future success built on mission and values.
- Identifying strategic gaps between the present and the vision.
- Developing strategies with strategic initiatives and action steps to close the gaps and move the organization to the vision.
- Implementation using accountability, measurement, time lines and adjustment.
- Assessment and re-planning to continue progress toward the vision.

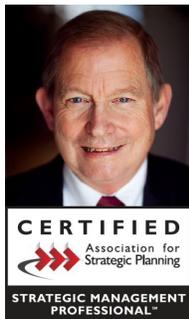
## APPENDIX VI: About Forrest Consulting



**Forrest Consulting** is a high-level strategy and implementation consulting firm based in Annapolis, Maryland, USA (and previously located in Glen Ellyn, Illinois).

We deliver planning and implementation leadership and processes, and expert facilitation of Boards, teams and groups. We serve corporate, small and medium sized business, association, government, and non-profit leaders and Boards. We have been building success since 1988. We source our team of expert independent consultants per assignment.

**Our mission** is to help organizations succeed. We take the strategic view when we counsel you and offer solutions. We assure your strategies move you toward your vision. Our deep consulting, strategy and business expertise and experience enable us to tailor high-value, cost-effective solutions. Learn more at [www.ForrestConsult.com](http://www.ForrestConsult.com).



**Lee Crumbaugh, SMP**, is President and Founder of Forrest Consulting, [www.forrestconsult.com](http://www.forrestconsult.com). He is Past President of the Association for Strategic Planning (2014-2016) and a member of the International Association of Facilitators. He is author of *AHEAD: Strategy is the way to a better future* (available on Amazon.com) and *Big Decisions: Why we make them badly, how we can make them better* (in draft).

Lee has delivered management counsel, effective strategy development, implementation leadership, and winning marketing, communications and research programs to companies, associations, government and non-profit organizations in 50 industries and business segments.

Highlights of Lee's work as consultant:

- Leading planning for American Academy of Pediatrics and American Lung Association ventures.
- Strategic plan facilitation for an international public affairs and lobbying group, an investment banking firm, several municipalities, a county homelessness coalition, a counseling agency and a community foundation.
- Helping the Board of a private college understand and adopt best practices in governance.
- Facilitating planning for an international recreation organization, counseling the Chair on implementation and communications, and developing the process to assess Executive Director performance.

Among the ways Lee has added value in senior management roles:

- As Executive Director, American Fence Association, he led planning and budgeting and facilitated Board meetings. Pre-recession revenue doubled and member retention hit 80% even in the recession.
- As Vice President, Public Affairs, Continental Bank, then the 7th largest U.S. bank, he rebuilt corporate communications after the bank's federal rescue and led initiatives to change bank communications.
- As COO and Vice President, Marketing and Research, United Way of Suburban Chicago, he managed operations, developed marketing programs tripling fund raising to \$26 million, and provided strategic and business planning leadership to non-profit stakeholder

organizations.

- As LFC Publishing, Inc. founder and President, he launched the firm; raised \$750,000 from 27 investors; led creation of 15 issues of *DuPage Magazine*; and drove sales of 365 ad pages.
- As DuPage Area Association of Business and Industry co-founder/Executive Director, he recruited the Board and 100 members, led planning and implementation, and created publications, meetings and an awards program.
- As Vice President, U.S. League of Savings Institutions, he edited a nationally recognized award-winning trade magazine and created marketing and research programs that helped triple ad revenue.

Connect with Lee at [leepublish@gmail.com](mailto:leepublish@gmail.com) or on his cellphone: 630-739-9619.