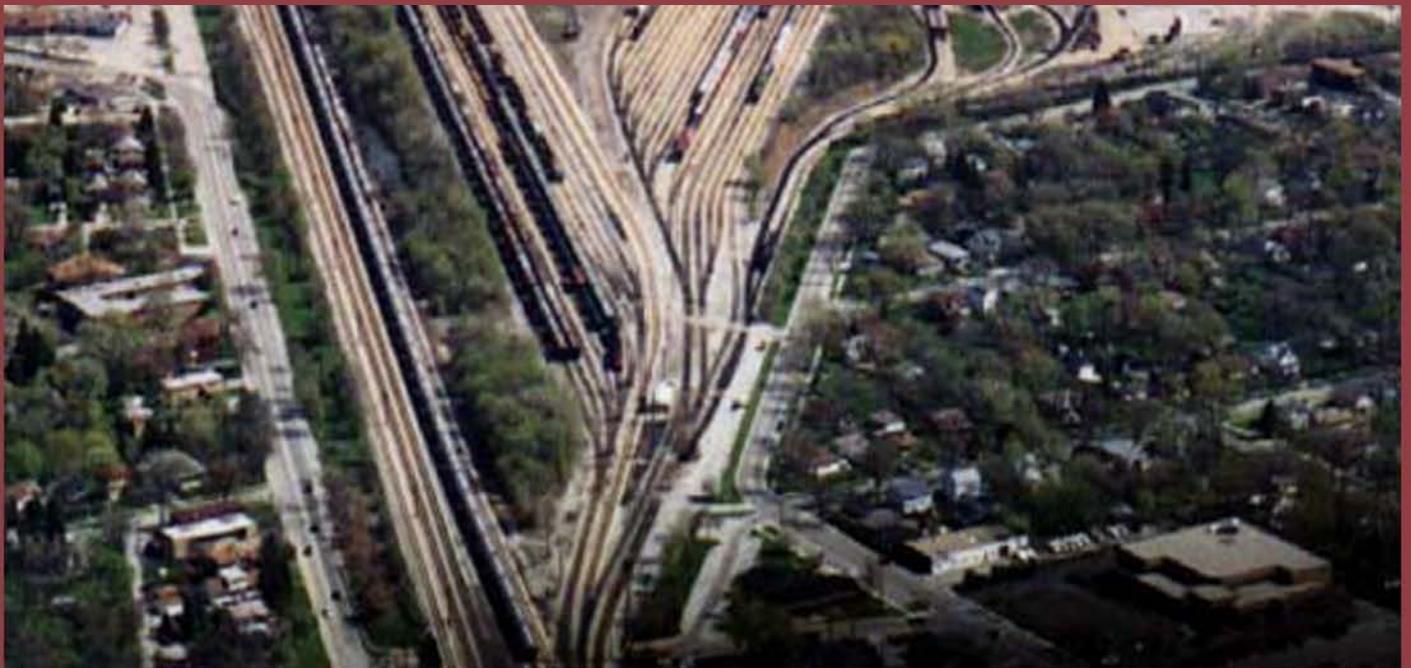




Harvey Industrial Districts Plan

December 2005



DRAFT



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In cooperation with: Regional Transportation Authority, HNTB Corporation,
and Valerie S. Kretchmer Associates

Harvey Industrial Districts Plan

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1. INTRODUCTION

A. Back to the Future

The City of Harvey was founded in 1891. For more than 75 years Harvey was a center of the south Chicago region's steel, railroad, and chemical industries, and its Downtown was a premier shopping destination in the southern suburbs. Then beginning in the 1970s Harvey lost jobs as steel and other major industries of the area underwent contractions. Nearby new shopping centers drained retail business from Downtown Harvey. The city entered a period of decline that lasted into the new century.

Today Harvey has entered a period of recovery under the leadership of a municipal administration that assumed office in 2003, with the theme "A New Harvey Rising". The city government has balanced its budget, reformed public services, dramatically improved public safety, and tackled the thorny problems of improving rental housing. The City has also begun to lay plans for long-term economic redevelopment. The City has recognized that Harvey's successful rejuvenation, like its historic prosperity, will be based on the complimentary development of two pillars of the community:

- A vibrant Downtown that will again be the center of Harvey's commercial and civic life, and
- Thriving Industrial Districts, home to businesses that provide hundreds of jobs that pay family-supporting wages.

B. Coordinating a Planning Process

In 2004 the City held talks with the Regional Transportation Authority (RTA) about ways to help Harvey rebuild its Downtown around its major public transit assets as a Transit Oriented Development (TOD). At the same time the Center for Neighborhood Technology (CNT) and the University of Illinois at Chicago College of Urban Planning and Public Affairs completed a study with bearing on Harvey's future. This study demonstrated that Harvey is among five Cook County suburbs with high unemployment but strong potential for TOD and for a type of industrial development called Cargo Oriented Development (COD). Section B in the Appendix of this Plan describes COD and explains why it is an increasingly important form of industrial development in the changing world economy. But essentially COD is the development of manufacturing or distribution businesses at locations where these businesses can use multiple types of freight transportation (e.g., truck and rail), are in a concentration of similar businesses, and have a large ready-to-go local workforce. This is a combination of assets that Harvey has in depth, partly as legacy of its industrial past.

The City, the RTA, and CNT agreed to undertake a cooperative and coordinated planning effort that would result in the renewal of Harvey's Downtown through TOD and its Industrial Districts through COD. The RTA with its consultants HNTB and Valerie Kretchmer Associates assumed primary responsibility for developing Harvey's Downtown TOD or Station Area Plan. CNT with its consultant Farr Associates contributed to the TOD plan by coordinating public involvement and illustrating development concepts. CNT with another consultant, Transportation Knowledge, undertook the formation of a COD or Industrial Districts Plan.

City staff have worked closely with the RTA and CNT teams in the development and coordination of both plans. The City also appointed a "Working Group" of business and civic leaders that has met with the RTA and CNT teams on a monthly basis since January 2005. The Working Group has contributed knowledge

that is only available to long-term residents and leaders of Harvey, and reviewed data, analyses, and recommendations as they were developed.

C. Purpose and Organization of the Plan

In the context of the broader Harvey planning effort, this Industrial Districts Plan (the Plan) presents principles, critical background information, specific recommendations, and an implementation strategy for the redevelopment of Harvey's industrial areas. The individual chapters of the Plan perform different parts of this job:

Chapter II states goals and principles that will guide Harvey's industrial redevelopment. These goals and principles emerge from the development vision expressed by Harvey's municipal administration and by stakeholders and residents in public meetings. They are also consistent with sound industrial development practice and in particular with the realization of cargo oriented development (COD).

Chapter III describes the process through which the ideas of community residents and stakeholders were gathered and integrated into the Plan.

Chapter IV summarizes information about trends, baseline conditions, and comparable developments that define the context for industrial development in Harvey. More extensive presentations of this information are provided in the Appendix to the Plan.

Chapter V describes the major site-specific development opportunities that exist in each of Harvey's three main industrial areas.

Chapter VI describes development opportunities that apply to all of Harvey's Industrial Districts or to the city as a whole.

Chapter VII proposes an integrated strategy for acting on Harvey's industrial opportunities and realizing the industrial aspect of the City's development vision.

D. Planning Area Boundaries

Boundaries for the Downtown/TOD and Industrial/COD districts considered in this Plan are shown in the accompanying map.

The Industrial Districts include all of the land in Harvey that is currently zoned for "Industrial-Heavy" use, and most of the land zoned for "Industrial-Light" use. These lands fall into three districts in which most of the parcels are contiguous. These districts are defined more precisely in Chapter V but broadly they include:

- The Northwest District north of 147th Street/Sibley Blvd and along the CSX and Canadian National Railroad lines.
- The Northeast District east of the Metra Electric Line and CN/IC (to Chicago) rail embankment, west of Halsted Street, south of 147th and north of 159th Streets.

- The South District east of the Canadian National Intermodal Terminal, stretching at points to the eastern boundary of the city, south of 159th Street and north of the I-80 Expressway, the city's southern boundary.

Some additional properties in the western and southern portions of the city are zoned for light industrial (including automotive use). These properties are either vacant or given to retail-oriented commercial, automotive or residential use. They are of small extent, surrounded by non-industrial uses, and would be problematic to redevelop for industrial purposes. This Plan assumes that these properties will be developed for non-industrial use and does not address them.

This Plan also recognizes that approximately 15 acres of land on the western edge of the city at the 159th Street exit from I-294, which is currently zoned for residential use, now contains high rates of vacancies and could be attractive for industrial/distribution use if the City were prepared to relocate some residents from the area. However, this Plan makes no recommendations for the development of this potential industrial area.

Within the TOD planning area, attention was focused on commercial and residential development opportunities and improvements to transit and public facilities west of the railroad embankment. In areas to the east of the railroad embankment, the focus was placed on improving connections to the Downtown and aesthetic enhancements.

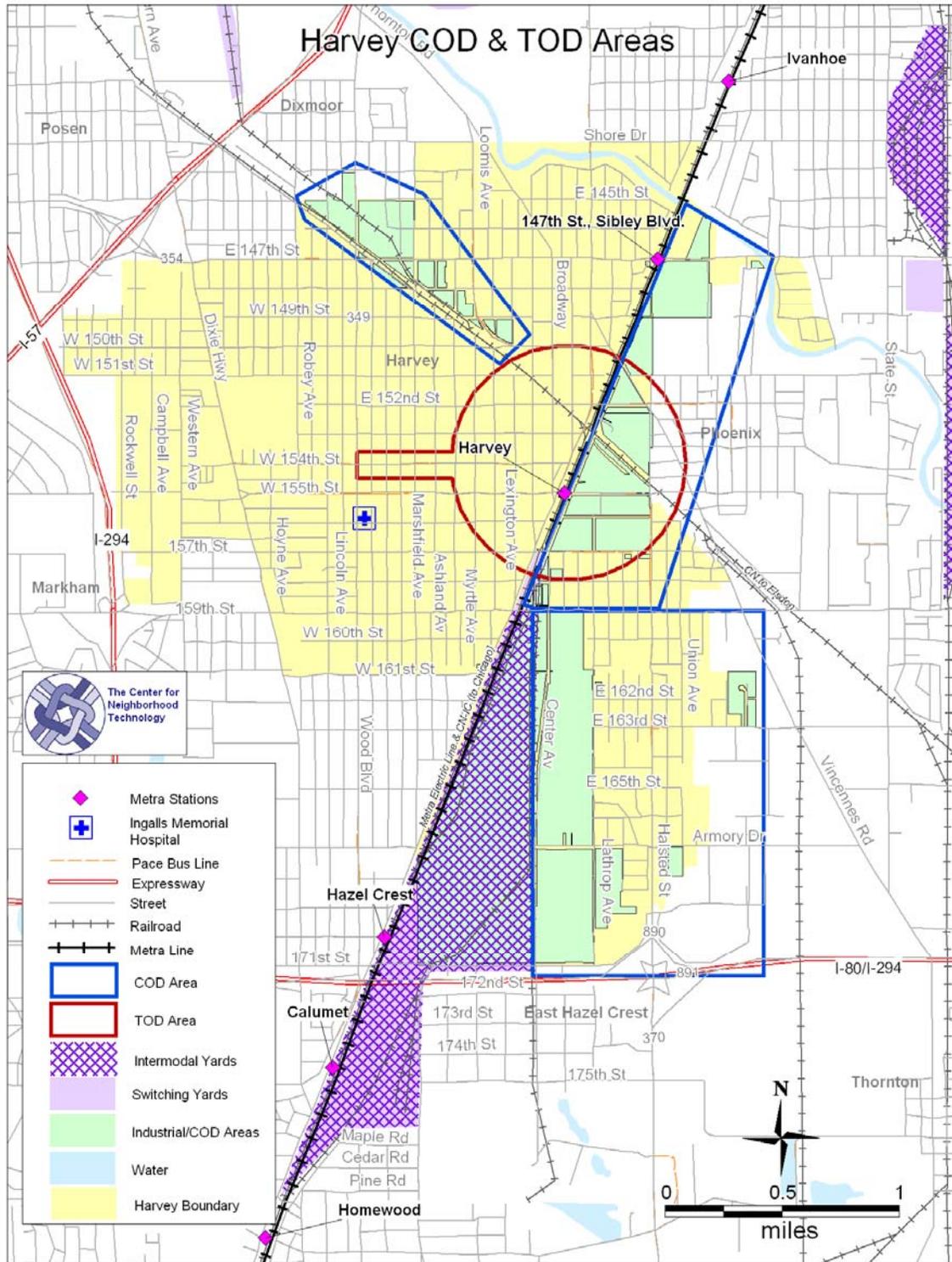


Figure 1. Harvey Redevelopment Areas

E. Sponsorship and Acknowledgements

The Harvey Working Group

As noted above, the cooperative effort through which the Plan was developed benefited from the active support of a Working Group of Harvey business and community leaders who met regularly with the professional team working on the project over nine months. The Working Group will continue to meet until the final statement of the plan is adopted by the City Council and the plan moves into implementation.

Members of the Working Group are:

- Sandra Alvarado, City of Harvey
- John Bradley, Chairman, Harvey Planning Commission
- Flora Dennis, Harvey Citizen
- Ruby Donahue, Thornton Township, Human Relations Commission
- Eraina Dunn, Human Action Community Organization
- Charles Givens, Harvey Citizen
- Herman L. Head, City of Harvey
- Michael Hicks, Ingalls Family Health Care
- Allen H. Mahone, Harvey Citizen
- Gregory Allen Mannie, Real Estate Tax Institute
- Andrea Paxton-Milton, Fidelity Ascension Corporation & Harvey Chamber of Commerce
- Fredric A. Mitchell, Human Action Community Organization
- Torrence Moore, LaSalle Community Development Corporation
- Vijay B. Patel, Allied Tube & Conduit
- Teresa Polk, Tee Pee Promotions, Inc. & 100 Women of Harvey
- Desiree Rideaux, Fifth Third Bank & Harvey Chamber of Commerce
- LaTonya Rufus, City of Harvey
- Rosalina Sanchez, WRAP, Inc.
- Mitchell Simborg, Simborg Development Inc.
- James Sims, Outreach Development, Inc.
- Marlene Trimuel, Milestone Realty

Center for Neighborhood Technology (CNT) Sponsors and Advisors

Project Sponsors

CNT's work on this project is generously funded by five private foundations: The Alphawood Foundation, the Grand Victoria Foundation, the Joyce Foundation, the MacArthur Foundation, the Surdna Foundation, and the Union Pacific Foundation. CNT and the City of Harvey are grateful for their support.

Professional Support

Important professional roles in the development of this Plan have been performed by two consulting firms subcontracted to CNT.

- **Farr Associates** coordinated community planning meetings and played an essential role in formulating the Plan's proposals for transit-oriented development.
- **Transportation Knowledge** provided critical expertise in regard to freight transportation and shaping the Plan's proposals for industrial development linked to freight transportation. Consultants from both of these firms have contributed much more than their fees required to the creation of Harvey's plan.

Advisors

The City and CNT have also been ably assisted in the development of this plan by advisors with deep expertise regarding development, public transportation and freight transportation, urban planning, finance, and public policy. These advisors have served pro bono, reviewed data and rough problem statements regarding Harvey's development, and met several times as a group to discuss the city's development challenges and offer suggestions. CNT and the City of Harvey are grateful to these advisors and the corporations and institutions they serve. They are:

- William Abolt, Shaw Environmental
- Alba Alexander, University of Illinois College of Urban Planning & Public Affairs (UIC CUPPA)
- Marcus Arnold, Transportation Planner, South Suburban Mayors & Managers Associates (SSMMA)
- Bruce Betts, Vice President for Business Development, Ozinga Transportation
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- Joel Stauber, Consultant, Woolpert, LLC
- Joseph Szabo, Illinois Legislative Director, United Transportation Union
- William J. Trumbull, Vice President, McShane Construction
- Earl Wacker, CSX & Superintendent, Chicago Transportation Coordinating Office
- David Wilson, Principal, Transportation Knowledge
- Larry Wilson, President, Wilson Consulting
- Ruth Wuorenma, President, Neighborhood Capital Institute

II. VISIONS, GOALS, AND PRINCIPLES

A. Shared Vision and Goals

Members of Harvey's municipal administration, residents at public meetings, and managers of industrial businesses in interviews have expressed a virtual consensus of opinion about Harvey's industrial areas. Everyone recognizes that losses of industrial businesses in recent decades precipitated Harvey's general economic decline. Everyone recognizes the value that Harvey's still substantial industrial base contributes to the city. Everyone would like to see Harvey's industrial areas brought back to the level of utilization and value that they had prior to the 1970s. Local industrial business managers and analysts who have studied Harvey agree that effective redevelopment is possible though challenging. This consensus may be stated as a goal that virtually all residents and stakeholders of Harvey would like to see realized.

All the land in Harvey's Industrial Districts should be restored to optimal industrial use, i.e., use that maximizes employment of local residents, revenue for local government, and a productive climate for stakeholder businesses. This restoration should occur in ways that ensure the health and quality of life of Harvey residents.

B. Principles

The application of sound industrial development practices to the vision of Harvey residents and stakeholders yields a set of principles that should guide the industrial redevelopment of Harvey:

1. Retain current land use in industrially zoned districts.

In discussions of the loss of industrial business from older communities one frequently hears the comment, "It will never come back." For individual businesses this is often an accurate prediction. Yet no one, believing that industry is dead, has seriously proposed the wholesale conversion of Harvey's industrial land to other uses. There are several apparent reasons for the retention of industrial business here:

- Some 44 industrial businesses are operating in Harvey, approximately 264 within a three-mile radius of Downtown Harvey. A number of them are thriving.
- Successful industrial retention and development is occurring in communities near Harvey, not just in near by Will County but in neighboring towns including South Holland and Homewood.
- Harvey offers significant assets for industrial development which are becoming more valuable in the changing world economy and could be enhanced by thoughtful public policies, a subject treated in later sections of this plan.
- Given the general level of education and skills among Harvey residents, nearby industrial jobs offer the best opportunities for many Harvey families to lead economically successful lives.
- Harvey contains ample lands now zoned for residential or commercial use which offer better conditions for such development than converted industrial land.

So the retention of Industrial Districts is a well-grounded, common sense policy for Harvey.

A policy that is desirable for the city should not be disregarded in individual cases. Individual proposals may seek to convert land in Industrial Districts to other uses. Such conversions would generally be undesirable because adjacent commercial or residential properties usually complicate industrial operations and depress the value of land for industrial use. So, while not being dogmatic on all questions of land use change, the City should consistently maintain zoning and other regulations that preserve the integrity of Industrial Districts.

2. Prioritize the retention of existing industrial businesses.

The 44 industrial businesses employing approximately 1200 workers in Harvey make a vital contribution to the city's tax and job base. These businesses can be undermined by a number of conditions including poor maintenance of neighboring properties and a burdensome tax structure, discussed in Chapter IV. Accordingly, the City should maintain a close dialog with all of its industrial companies, be responsive to their needs, work creatively to meet their aspirations for expansion within Harvey, and sustain a "retention first" approach to industrial development. However, support for retention should not block growth. If a more productive use of land can be achieved by another company and if the existing owner can be fairly compensated, and optimally relocated within Harvey, the new business should be installed.

3. Achieve and sustain a high quality of industrial property appearance and maintenance.

Industrial properties that are built to moderately high standards of design and well maintained enhance the value of neighboring property. Conversely, neglected industrial properties depress neighboring property values; the more visible the location and the longer and more profound the neglect the more serious the negative impact. For example, attempting to market an industrial area for which the gateway property is a destroyed building or a dump site would be a wasted effort. Accordingly, Harvey should exercise tools to encourage and when necessary enforce high standards of property appearance and maintenance in its Industrial Districts. If a neglected property occupies a strategic location, its clean up should receive high priority.

4. Leverage existing assets for industrial development.

Among the existing conditions discussed in some detail in Chapter IV and the Appendix is the fact that Harvey contains significant assets for industrial development and particularly for cargo oriented development (COD):

- A rich freight transportation infrastructure;
- A concentration of nearby industrial businesses;
- A numerous local workforce with appropriate education and skills for industrial employment;
- Substantial contiguous blocks of vacant or under-utilized land;
- Public incentive programs that now apply to Harvey.

The City should be cognizant of these assets in framing its overall industrial development strategy, in seeking support from other units of government and from potential private sector partners, in the developers and companies that it targets for its outreach efforts, in the messages it conveys in its promotions, and in its negotiations for particular projects.

5. Achieve environmentally sustainable industrial development.

In its quest for industrial redevelopment Harvey will want to avoid creating problems by attracting new polluters. A sustainable development policy does not mean exclusion of entire classes of industries. Instead the City should understand how each business that it licenses to operate will meet environmental standards established by other levels of government and the special requirements of its own codes in regard to such issues as emissions of potentially noxious gases or liquids, handling and storage of potentially dangerous substances, storm water management, and truck routing.

6. Consider links between Harvey's Downtown and Industrial Districts (TOD and COD).

The Station Area Plan for Harvey notes that industrial businesses within a three-mile radius of Downtown employ over 8,000 workers. These businesses and their workers form an important part of the potential customer base for food service, convenience shopping, and other businesses in Downtown Harvey. Also major routes to Downtown lead through the Harvey's Industrial Districts. Decisions as to whether or not people will choose to live or shop in Harvey can be strongly influenced by their impressions of these industrial areas. Conversely, visitors' impressions of Downtown Harvey will lead potential industrial investors to think of the town as a major asset for industrial location if the area is vibrant and attractive. Furthermore, as parts of the same city that produce revenue and require services Downtown and Industrial Harvey are financially interdependent. Accordingly, decisions about the development of Harvey's Industrial Districts should be influenced by considerations of their impacts on downtown and residential neighborhoods as well as the districts themselves.

7. Seek optimal use of industrial land through transparent and supportive business practices.

Seeking the highest and best use of land is old advice, on the order of "buy low and sell high". Yet it is an adage that municipalities can find hard to obey if they urgently need development and have very limited planning resources. Under these circumstances any development proposal can seem to be a god sent. Conversely, depressed communities can drive away development by setting unrealistic requirements of investors or by making the process of securing development approvals too cumbersome. Harvey can avoid these pitfalls by using the information and recommendations of this plan:

- Maintaining an "eyes on the prize" awareness of the basic goal of this Plan, and Harvey's own definition of optimal use, as industrial development that maximizes local tax revenues and employment while having a neutral to positive impact on residents' quality of life.
- Making a broad spectrum of developers and other potential investors aware of opportunities in Harvey through a wide distribution of this Plan and an active marketing program.
- Remaining highly cognizant of both the negative and positive conditions that industrial companies face when doing business in Harvey.
- Encouraging and to some extent matching the investments of selected private sector partners with public sector incentive programs that the City can facilitate.

In the following sections of this plan Chapters III and IV describe the context to which these principles refer. Chapters V, VI, and VII describe specific proposals and an overall strategy through which they can be implemented.

III. COMMUNITY INPUT

A. Opportunities for Community Input

Community input, which has played a large role in forming this plan, was provided to the authors in several ways:

- **Community Meetings:** On February 23 and March 23 2005 dozens of Harvey residents participated in community meetings held to gather information and ideas for the Station Area Plan and Industrial Districts Plan. Most of the input from residents concerned the Downtown area with which they were more familiar, and more detailed records of these sessions are provided in the Station Area Plan. However, a number observations and opinions expressed in these meetings have influenced this Plan.
- **Key Person Interviews:** Structured interviews were conducted with nine managers of industrial businesses in Harvey. Respondents included the managers of the city's three largest industrial businesses and managers from a sampling of the different types of industrial companies in Harvey. A summary of these interviews is provided in the Appendix, Section A.
- **Working Group Members:** As noted in the Introduction, a Working Group of business and civic leaders met monthly in 2005 with the analysts drafting the Station Area and Industrial Districts plans. These local leaders provided extensive information and comments on the proposals of both Plans. The Working Group included the General Manager of Harvey's largest industrial company (Allied Tube & Conduit) and the principal of the largest holder of industrial real estate in Harvey (Simborg Development).

B. Planning Considerations

The following paraphrased comments are representative of repeatedly expressed opinions and concerns of community information sources. Some of these comments are contradictory and reflect different views or nuanced views of current development conditions:

- Freight transportation matters to larger companies that ship by rail and truck or that operate just-in-time manufacturing operations. It also matters a lot to smaller companies that are directly involved in the intermodal shipping business. But for most small industrial companies freight transportation, beyond convenient truck routes, is not a major location issue. Finding a building of the right size, in good condition, set up for the kind of operation they run, with low taxes and other low fixed costs is more important.
- Transportation connections are the best aspect of our Harvey location.
- We're in Harvey because our major customers are here or nearby.
- Trains blocking railroad crossings are a serious problem for truck traffic, although there are bypass routes that not everyone knows.
- The constant traffic jams at 159th and the viaduct (Broadway to Center) are awful. People avoid Harvey to avoid that mess.
- Harvey's location is convenient for on-line workers, a long trip for most managers. Hardly anyone takes public transportation.

- Security might seem to be a major issue, but we haven't experienced any special security problems operating in Harvey.
- The condition of nearby properties (a burned down factory in one case, an unscreened junk yard in another) are terrible. They hurt property value, and they are depressing.
- Tax levels are a serious problem. Abatement programs are insufficient or non-permanent. High taxes undermine attempts to build an industrial base in Harvey.
- The tax abatements we have in place make local taxes acceptable.
- We would be interested in tailored training programs from high schools or community colleges, but they would need to be carefully planned. We could not hire enough workers to justify a program, and finding other companies with similar training needs could be difficult.
- Are you familiar with the benefits of Harvey's Enterprise Zone? No.

IV. PLANNING CONTEXT

The following chapter summarizes information that is critical for considering any industrial development project in Harvey. Its sections cover:

- The industrial development assets of Harvey, which can be discussed as assets for Cargo-Oriented Development (COD);
- The tax liabilities that impede development in Harvey and the programmatic tools that are available to overcome these obstacles;
- The actual and potential/perceived problems of environmental contamination of Harvey's industrial land;
- And current patterns in industrial land use, property value, and ownership.

The following summaries of these topics are supported by more extensive presentations of information in corresponding sections of the Appendix. These summaries and the appendix provide information to frame the site and program development proposals presented in Chapters V and VI.

A. Assets for Cargo-Oriented Development (COD)

Definition of COD: As we noted in the Introduction, COD is the development of manufacturing or distribution businesses at locations where these businesses can use multiple types of freight transportation (e.g. truck and rail), are in a concentration of similar and/or complementary businesses, and have a large ready-to-go local workforce.

Drivers of COD: Manufacturing and distribution is increasingly organized through international supply chains, causing rapidly growing volumes of products and components to be shipped long distances. The US Department of Transportation describes this pattern to explain why freight volumes in America are projected to increase by 80% between 2000 and 2020, stressing the US freight system. The most efficient way to ship many types of goods long distance is through intermodal transport, with the long legs of the journey made by ship or train and the last 500 miles by truck. Consequently, locations near intermodal freight terminals (where shifts between modes of transport are made) are increasingly desirable for companies involved in freight logistics and for a range of companies that process shipped products or components, adding value before transferring them further down the supply chain.

Regional Focus: The Chicago region is the hub of the US freight system, particularly for rail and intermodal transport. Just moving freight is a major regional industry that directly adds \$8 billion/year and 117,000 jobs to the regional economy. But the major benefit of the Chicago region's primacy in freight transportation is that it helps to attract and retain other manufacturing businesses.

Regional Development Examples: New industrial developments keyed to freight transportation are springing up around the US and internationally, with major developments in the Chicago area. The most clear cut examples of the freight-development link in this region are massive projects on the urban fringe. In 2002 CenterPoint Properties opened Logistics Park in the Will County village of Elwood, a development with a new 600 acre intermodal terminal and an industrial park of 1,400 acres where more than 3,000 workers are currently employed as new business additions continue. In 2003 CenterPoint opened a comparable facility in Rochelle Illinois that includes an 800 acre intermodal terminal and a 300 acre industrial park that is filling and triggering other significant business relocations within a ten-mile radius. A more subtle pattern of

freight-industry linkages is revealed in a study that Reebie Associates completed for the City of Chicago in 2003. Reebie advised the City to retain and aid the upgrading of its freight rail and particularly intermodal terminals, predicting that by 2020 this strategy would create more than 19,000 jobs, add \$2.8 billion to the regional gross product, and build the City's tax revenues by more than \$400 million.

Harvey's Freight Transportation Infrastructure: Harvey is a critical locus of the Chicago region's freight transportation network, a position that is apparent in the accompanying map of Harvey's freight transportation infrastructure. The Canadian National intermodal terminal that dominates the landscape of southern Harvey is a major gateway for international shipping and potentially as strong an attractor as the intermodal terminals that are anchoring industrial parks in exurban locations. Harvey's industrial lands also lie within 1.5 miles of the Union Pacific's Dolton intermodal terminal, and most Harvey industrial sites could be served directly with rail cars to plant doors. Besides rail and intermodal infrastructure, Harvey contains entrances on to three expressways: I-80 to the south, I-294 to the west, I-57 to the north, and I-94 is less than three miles east of the city.

Concentrations of Industrial Businesses: In addition to a rich freight infrastructure, Harvey possesses the other assets needed for a COD. Despite decades of industrial contraction, concentrations of industrial businesses in metal working, food processing, construction materials, and freight logistics continue to operate in the Harvey area. Some 264 industrial companies employing more than 8,000 workers are located within three miles of Harvey, and 44 of these companies employing more than 1,200 workers operate within the city limits. Their presence can help to attract similar businesses.

Workforce Readiness: Relative to other communities in the region, Harvey's workers are appropriately educated and trained for entry-level industrial work. Approximately 64% of Harvey adults have a high school or community college degree as their highest level of educational attainment, compared to 49% for all of Cook County. And Harvey residents are no more likely than the entire Cook County population to be high school dropouts. Harvey residents are also somewhat more likely to be employed in manufacturing or logistics than the general County population, 22% compared to 20%. Additionally, Harvey enjoys excellent bus and commuter rail public transportation, which effectively extends the pool of labor available to Harvey businesses. Furthermore, 5 community colleges exist within 5 miles of Downtown Harvey representing the potential to craft training and placement programs that address the needs of local employers.

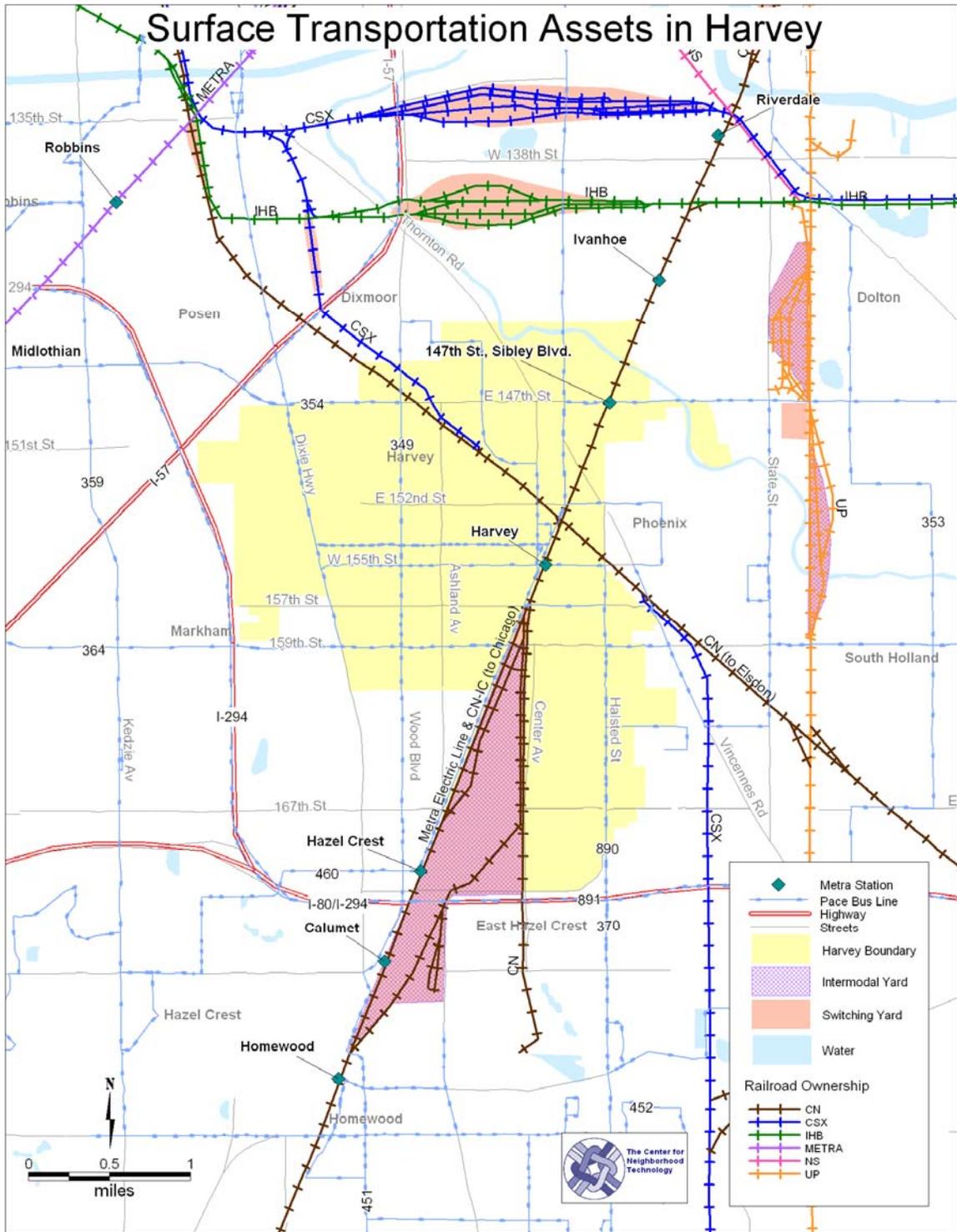


Figure 2. Surface Transportation Assets in Harvey

Overall: The combination of Harvey's COD assets: a rich freight infrastructure, concentrations of similar businesses, and a ready workforce make it an attractive location for industrial businesses. These assets and public programs to encourage business investment need to be managed skillfully in order to overcome impediments to industrial business development in Harvey: high standard taxes; concerns about potential environmental contamination; and the low appreciation of industrial property values in recent years.

B. Tax Liabilities and Development Tools

Section C of the Appendix provides background information about Harvey's tax situation that includes an introduction or refresher to relevant Cook County tax regulations and development tools. With reference to the explanations and examples provided in the Appendix, the following tax considerations are critical for industrial redevelopment in Harvey.

The Cook County Assessment Rate Impediment: In Cook County industrial properties are normally assessed at a rate of 36% of estimated market value as opposed to 33% in all other Illinois counties.

Harvey's Local Tax Rate Impediment: In Harvey the County tax disadvantage is compounded by high local tax rates. In 2003 these rates were 15.414% of assessed property value in one township that includes part of Harvey, 16.602% in another township. These rates reflect the total tax levy from all the local taxing bodies with jurisdiction over their section of Harvey.

Impacts of High Tax Assessments and Rates: In Harvey an industrial property with a market value of \$1,000,000 normally carries an annual tax bill of \$55,490 (i.e., $\$1,000,000 * .36 * .15414$). In comparison, a \$1,000,000 industrial property in the Will County municipality of Crete has an annual tax bill of \$28,800 (i.e., $\$1,000,000 * .33 * .087274$). (This example assumes that the two properties are assessed correctly and have the same Equalized Assessed Value after the county multipliers are applied to the Assessed Values of each county.) Harvey's tax rate is high because the total assessed value of property in town is low, compared to the total of necessary public expenses. The most effective way to lower Harvey's tax rate is for existing business locations to grow in value and for new businesses to come to the city.

Tax Abatements: In Cook County industrial properties in which the owner has made substantial investments may receive a Class 6B or Class 8 tax abatement. When a property receives one of these abatements, the rate of assessment drops from 36% to 16% for the first ten years; then goes back up to 23% in year 11, 30% in year 12, and 36% subsequently. Moreover, abatements are frequently renewed in their tenth year; so that the business may enjoy a 16% tax assessment rate for 20 years or possibly longer.

Tax Abatements as Growth Tools: Tax abatements are truly beneficial to the extent that they stimulate business growth. For example, in the comparison given above of a \$1,000,000 industrial property in Harvey or Crete, a renewed Class 6B or 8 tax abatement can give the Harvey site a lower property tax bill for 20 years or more. If the tax abatement has no effect on other properties, Harvey's tax rate will remain the same, and over 20 years the tax savings that an abated property in Harvey will generate over a typical Will County location will be a modest \$116,091. However, if tax abatements succeed in stimulating gradual business growth, so that Harvey's tax rate declines by .3% per year after Year 3, the Harvey site in this comparison will generate tax savings of \$238,805 over its Crete rival during a 20 year period.

Industrial Property Value Appreciation: The usefulness of tax abatements is limited by the fact that they come to an end and that their continuation to the longest possible period is uncertain. So if a property's tax

rate is based on an abatement, its potential for appreciation is reduced. Without a solid expectation of appreciation, a project to improve industrial property may not be able to project a good return on investment and so may not be financeable. To ensure appreciation of industrial property in Harvey, the City will need to succeed in stimulating business growth, so that tax rates fall.

Tax Increment Financing (TIF) Districts: As an alternative to development tools that reduce taxes, the City can also use TIF districts as a way to allocate public funds for development. In a TIF the increase in property taxes that is achieved when property becomes more valuable is set aside for a period of years to repay financing needed to bring about the increase. A TIF can provide needed public investment when development would otherwise be impossible. However, the benefits should be high because the cost of the TIF is the loss of incremental tax revenues for general public purposes for a period that typically lasts twenty three years, or more if it's extended. The City of Harvey now has four established TIF districts, three on industrially zoned lands, which are shown in the accompanying map. The effective utilization of these TIF districts and the possible establishment of other TIF areas will be a major factor in determining the success of Harvey's industrial redevelopment effort.

Enterprise Zone (EZ): The State of Illinois' EZ program is another potentially valuable development tool for Harvey. The entire city of Harvey, along with the entire neighboring municipality of Phoenix and portions of neighboring Hazel Crest north of I-80, are included in the Harvey EZ. Within an EZ businesses are eligible for a number of Illinois tax reduction programs including tax credits for capital investments and investments in worker training.

Overall: Given Harvey's substantial assets as an industrial location, the tax abatement and allocation tools available to the City may be sufficient to overcome the structural disadvantages of Cook County's general tax assessment policy and the current high local tax rate. However, disadvantages can only be surmounted if Harvey uses its development tools skillfully to engender a positive cycle of business growth and consequent falling tax rates.

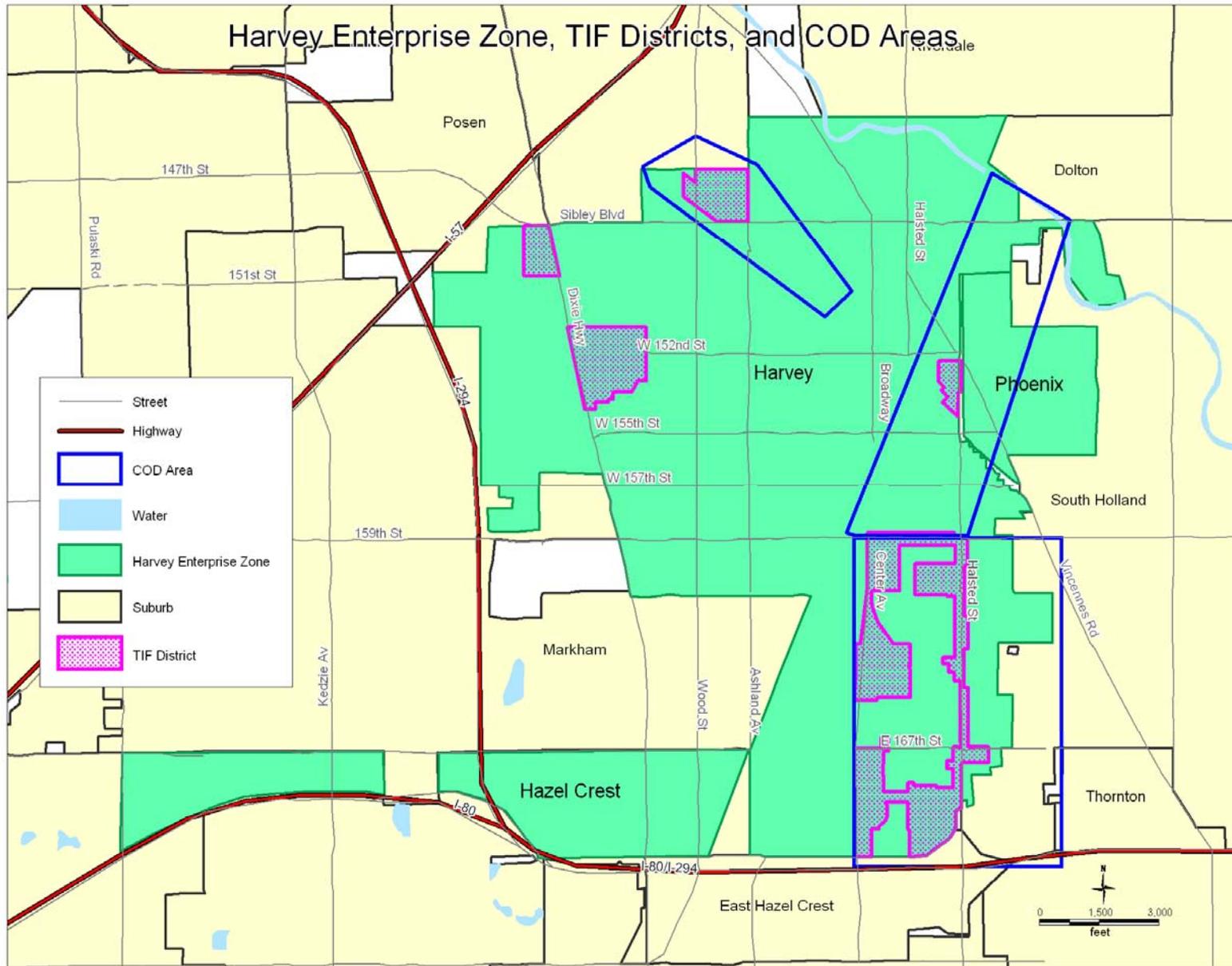


Figure 3. Enterprise Zones, TIF Districts, and Cargo Oriented Development Areas in Harvey

C. Environmentally Contaminated Properties

Section D of the Appendix provides an introduction to or refresher on the issue of dealing with industrial land in Harvey that may contain environmental contamination. That section of the Appendix defines the terms that the US Environmental Protection Agency (EPA) uses to refer to the different types of polluted sites that have been found in Harvey. It lists and maps sites in Harvey that have been identified by the USEPA as having some type of contamination. It summarizes the steps that must be worked through in assessing and, if necessary, remediating environmental contamination, and it identifies the basic sources of public funds that are available to Harvey for addressing environmental contamination problems. With reference to that appendix, the following considerations are critical for industrial development in Harvey.

Identified Sites of Contamination: The USEPA has identified 13 sites in Harvey that have some form of environmental contamination, as of 2003. Eight of these sites are in Industrial Districts.

Current Remediation Actions: The City of Harvey is now working with the Illinois EPA and investing IEPA funds available to Harvey to assess contamination at two sites. One of these sites (the former Arco research facility at 400 E 147th St) is currently in an Industrial District, although the proposed use of the land is commercial. A Phase II investigation of this site indicates that pollution is limited to asbestos contamination within the building structures; so that if these buildings are removed per EPA guidelines, the property would be available for commercial or even residential use.

The Problem of the Unknown: The absence of any public report of contamination does not mean that a property is free of environmental contamination. On any land that has been used for heavy industrial purposes for more than fifty years, the possibility of environmental contamination must be investigated. When specific knowledge about possible environmental contamination does not exist for any site with a history of industrial use, potential investors will view the site as having an unknown and potentially open-ended liability, which means that it is effectively unavailable for development.

Public Policy Focus on Actionable Properties and Investigation: The current policy of the USEPA is to focus limited public funds for environmental remediation on projects in which there is a compelling strategy for the return of idle land to full productive use. This criterion usually means that there is a private partner investing with the public sector for the redevelopment of potentially or actually contaminated land.

Strategic Approach for Harvey: The circumstances of actual and potential environmental contamination as well as the policies of larger levels of government dictate a basic approach that Harvey must take in industrial redevelopment:

- Prioritize industrial properties that the City thinks that it can and should develop in order to achieve its economic development plans.
- Secure funding for and conduct at least Phase I assessments of prioritized properties.
- Communicate to potential investors information about environmental contamination that is as definitive and quantitative as possible.
- While communicating with public agencies about development steps, seek funds for remediation in the context of a business plan for the redevelopment of specified properties in cooperation with a private investor(s).

This basic approach is reflected in this plan's proposals for individual development districts in Chapter V.

D. Land Use, Ownership, and Value

Section E of the Appendix provides a break down and maps of the current utilization of land in Harvey's Industrial Districts as well as a discussion of industrial property values. With reference to this information the following points are critical for an understanding of Harvey's industrial development opportunities:

High Levels of Vacancy and Under-Utilization: Of the 528 acres of land in assessed real estate parcels in Harvey's Industrial Districts more than a third (193 acres) is vacant, and nearly half (235 acres) is either vacant or under-utilized.

Blocks of Contiguous and Tax Exempt Land: More than 150 acres of Harvey's vacant or underutilized industrial land lies in contiguous blocks of more than 10 acres. Over 110 acres of the vacant land belongs to tax exempt entities, and 72 of these vacant acres belong to the City of Harvey.

Low Market Value: A review of recent and pending industrial transactions in Harvey summarized in the CoStar data service for industrial real estate brokers did not reveal enough transactions to show a meaningful range. However, industrial brokers and developers active in the Harvey market think that these prices are well below the median for industrial property in Cook County, especially property with the transportation assets of Harvey. The current low valuation of industrial property in Harvey is consistent with the high rates of vacancy and under-utilization.

Factors Underlying Property Utilization and Value: Factors that depress the utilization and value of Harvey's industrial properties were noted earlier in this plan: consolidations and plant closings in traditional industries during the last several decades; a heavy tax burden and recent experiences of low property appreciation; environmental contamination of some properties and risk of possible contamination lying over most of Harvey's industrial land, an aging industrial building stock and nuisance conditions in some neighboring vacant and under-utilized properties. These factors have been felt in the market for decades. Meanwhile, factors that can raise the utilization and value of Harvey's industrial land -- full appreciation of Harvey's COD assets and systematic planning to apply public resources to development challenges -- are new developments. Until these factors take hold, the utilization and value of Harvey's industrial land is in a trough.

Vacant Land as a Development Asset: Under current market conditions the availability of substantial blocks of low-cost, vacant land with the COD assets of Harvey can serve the growth needs of existing companies in the Harvey area and attract new companies.

Chapter V proposes configurations of land and applications of public resources in each of Harvey's three Industrial Districts that could be used to attract new industrial investments.

V. INDIVIDUAL DISTRICT OPPORTUNITIES

A. Northwest Industrial District

1. Objective and Capsule Summary

Harvey's primary objective in the Northwest Industrial District is to secure development of more than 38 acres of industrially zoned land to the highest and best industrial use. This contiguous vacant land falls primarily within an existing TIF district, of which more than 26 acres are owned by the City of Harvey. The City should also that occupy another 26 acres in the Northwest Industrial District.

To initiate action the City should issue an RFP for the development of this primary redevelopment area in consultation with private and public sector members of its development team. The RFP should recognize the design and community oversight protections described in this Plan. The City, with public and private sector partners, should also explore the feasibility of alternative means of moving containerized cargos into and out of this Industrial District in ways that would enhance the value of the district and minimize truck traffic on Harvey city streets. The City should also give priority attention to the needs of 7 industrial companies, employing approximately 130 workers in the Northwest District. As part of this effort the City should apply policies and programs that concern all of Harvey's Industrial Districts, as described in Chapters VI and VII.

2. District Information

Boundaries: Harvey's Northwest Industrial District encompasses all industrially zoned land from 150th Street on the south to the city boundary on the north and between Spaulding Avenue on the west and Turlington Avenue on the east. A map in the Appendix, Section E, depicts current land use and infrastructure in this district. A map at the end of this section of the Plan presents proposed changes in land use. In both of these maps the district's land forms a v-shaped wedge of industrially zoned parcels that lie between or are adjacent to lines of the CSX and Canadian National (CN) Railroads, which diverge a block south of Sibley Blvd (147th Street) and run north to the city border.

Transportation Assets: Like other land in Harvey the Northwest District possesses multiple transportation assets that could be critical for development:

- *Expressway:* The district is less than 0.67 miles from an I-57 Expressway entrance at Sibley Boulevard, a major arterial highway.
- *Rail Car Service:* This district is served by two Class I railroads with lines that converge within the district; so rail car service (railroad cars delivered to and taken from the factory door) will be available to any industrial company within the district. The quality of this service may be augmented by the location of freight rail classification terminals (where rail cars are arranged into new trains) for both of the servicing railroads less than two miles from the district. (Note the city-wide map of transportation assets in Section IV.A.)
- *Intermodal Service:* This district is also less than two miles from two major intermodal freight terminals (the Canadian National terminal in southern Harvey and the Union Pacific terminal in nearby Dolton). Both

terminals are accessible to the district on major arterial highways (Sibley Blvd and Halsted Street). In the future the large CSX classification terminal in Riverdale may also be converted to intermodal use, providing a third point of intermodal service within a two-mile radius.

Land Use, Ownership, and Assembly: A closer consideration of land use and ownership patterns in the Northwest Industrial District is useful in assessing its development opportunities and challenges:

- *Total Land & Land in Use:* Of the 77.44 acres of land in this district, 25.59 acres are in active use and zoned for industrial or industrial/commercial purposes. Seven industrial businesses that employ approximately 130 workers operate on this acreage.
- *City-owned Vacant Land:* Some 38.04 acres in this district are owned by tax-exempt entities, and 30.55 acres are vacant and owned by the City of Harvey. Of the City-owned land, 26.58 acres lies in a contiguous block north of Sibley Boulevard.
- *Privately-owned Vacant Land:* Private property owners hold 13.81 acres of vacant land within this district. More than 12 acres of this land are held by 3 owners, are north of Sibley Blvd, and are contiguous to City-owned vacant land.
- *Contiguous Vacant Land:* The total of contiguous vacant land north of Sibley Blvd that is owned by the City or private investors is 38.68 acres. This block of land certainly represents the district's primary development opportunity area.

Environmentally Contaminated Parcels: The Northwest Industrial District contains two Superfund sites. One of these sites is located at the northern end of this district on a privately owned industrial parcel that the County Assessor considers to be in active use. The other is on a small privately owned vacant parcel in the part of the district south of Sibley Blvd. Findings that led to the designation of each of these locations as Superfund sites should be considered in planning for redevelopment of this district. However, neither site is included in the district's 38.68 acre primary redevelopment opportunity area, and redevelopment of the district might proceed before remediation of these sites is complete.

Tax Increment Finance (TIF) District: The City of Harvey has established most of the Northwest Industrial District's primary redevelopment opportunity area, north of Sibley Blvd, as a TIF district. This part of the district is located on contiguous vacant parcels. Per the discussion of TIF in the Appendix, Section C, this designation provides a means for Harvey to improve the development area in conjunction with a developer or other private investors.

Past and Future Use: Until the 1990s, the Northwest District's primary redevelopment opportunity area was a metal forging complex operated by the Wyman-Gordon Corporation. So the bulk of the district's land was formally allocated to one industrial user. The area could be redeveloped similarly, providing an industrial campus for one corporation, or it could become a multi-user industrial park built and/or managed by a master developer.

3. District Development Proposals

Secure a Major User or Master Developer for the District's Primary Development Area. The City of Harvey should issue a request for proposals (RFP) to redevelop the portion of the Northwest Industrial District now included in a TIF and possibly additional vacant industrial land adjacent to the present TIF. In the preparation of this RFP the City should:

- Consult with the owners of the private property in the redevelopment area regarding their redevelopment needs and aspirations;

- Consult with the marketing departments of the CSX and Canadian National Railroads to identify services that these railroads would provide for a new industrial user(s) of the development area.
- Prepare a description of known information about environmental contamination in the Northwest Industrial District and a set of requirements and expectations for the investigation and remediation of contamination problems in the redevelopment area.
- Consult with public agencies that will constitute a Resource Team (as discussed in Chapter VII) to identify public resources that may be committed to or available for the redevelopment area, in conjunction with private investments.
- Review the RFP and responses to it through the citizen engagement and oversight mechanisms described in Chapter VII.

Explore the Feasibility of a Dedicated Truck Route: In the following section of this plan (V.B.) we propose the development of a dedicated truck route from the gateway of the Canadian National intermodal terminal through the Northeast Industrial District. This route would provide an expedited means of moving freight containers. The City should also explore the feasibility of extending this truck route along the right of way of the rail line used by Canadian National and CSX to move through the Northwest Industrial District.

Initiatives Applicable to All Industrial Districts: Some major development activities, policies and programs will be developed for all of Harvey's Industrial Districts. These include initiatives to establish:

- Industrial design and maintenance standards;
- A local employment training and placement program;
- New development zone designations within which federal and state tax benefits will be available to businesses;
- Local public transportation programs that will make jobs in industrial businesses in the Harvey area more accessible to Harvey and other south suburban workers by providing "last mile" transportation to the workplace.
- Rapid completion of transportation infrastructure projects that directly impact Harvey industrial businesses;
- A Resource Team including advisors from public agencies that will help Harvey optimize development support from county, regional, state, and federal sources;
- Citizen input to and oversight of the development process.

These initiatives are clearly important for the development of all of Harvey's industrial areas including the Northeast District. They are described in Chapters VI and VII.

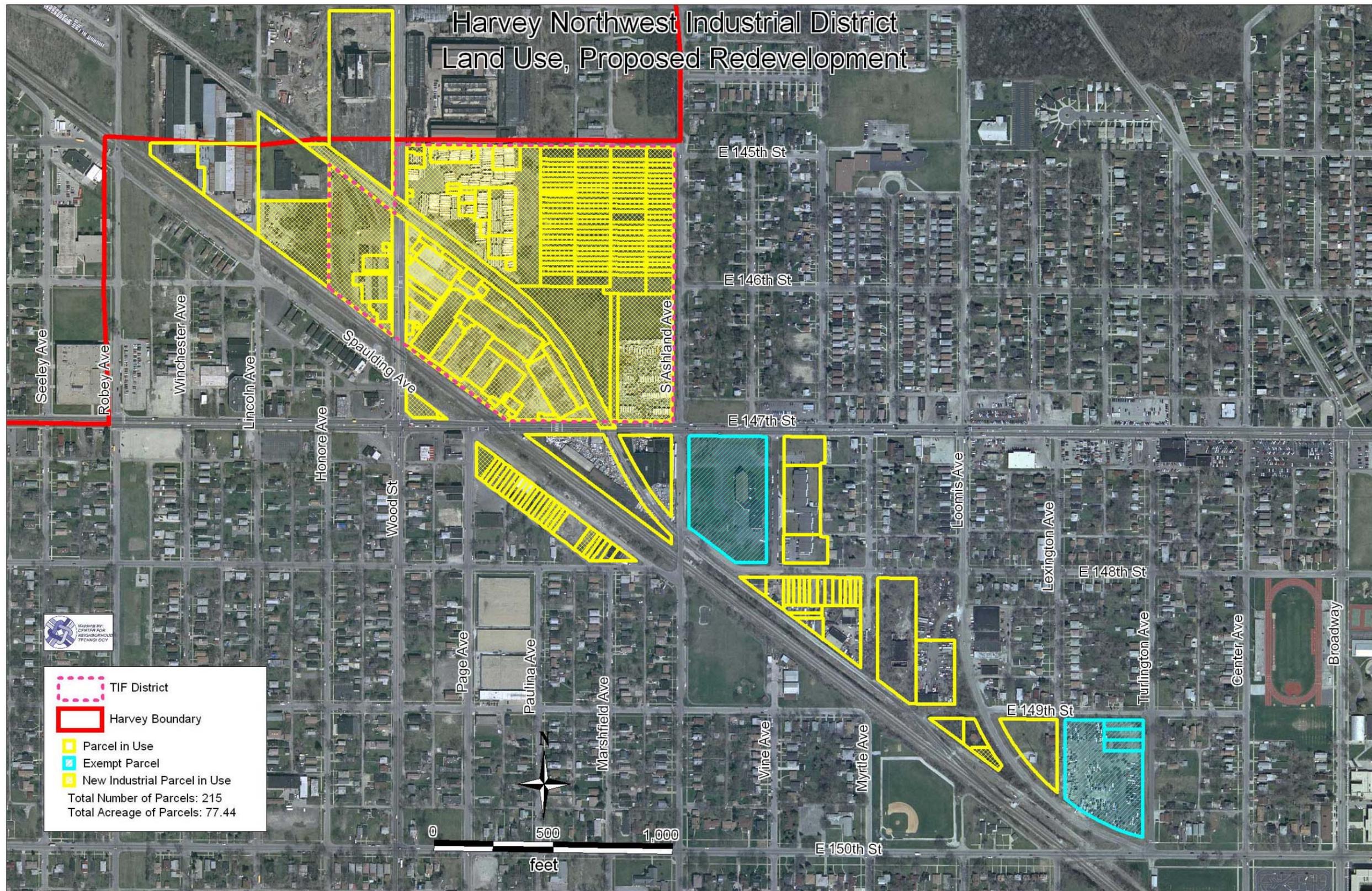


Figure 4. Harvey Northwest Industrial District after Implementation of the Plan

B. Northeast Industrial District

1. Objectives and Capsule Summary

The City of Harvey's primary objectives in the Northeast Industrial District are to:

- Retain and increase the security of Allied Tube operations and some 14 other industrial businesses that employ approximately 370 workers;
- Develop to their highest and best industrial use approximately 52 acres of vacant and 34 acres of under-utilized land.

To this end the City will:

- Establish regular and serious communications with the owners/managers of industrial businesses in the district;
- Apply tax abatement and reallocation programs to selective properties to optimize incentives for redevelopment;
- Solicit proposals for the redevelopment of vacant or under-utilized properties that current owners are not committed to developing to their highest and best industrial use, possibly including assemblages of land as large as 49 contiguous acres or as small as individual real estate parcels;
- Seek construction of a dedicated truck route through the Industrial District;
- Apply policies and programs that concern all of Harvey's Industrial Districts, as described in Chapters VI and VII.

2. District Information

Boundaries & Location: Harvey's Northeast Industrial District lies between Sibley Blvd (147th Street) on the north and 157th Street on the south, and between the Metra Electric Line & Canadian National/Illinois Central Railroad (to Chicago) rail embankment on the west and Halsted Street to the east. Notably this district is located just on the other side of the rail embankment from Downtown Harvey. (A map in the Appendix, Section E, depicts current land use and infrastructure in this district. A map at the end of this section of the Plan presents proposed changes in land use and infrastructure.) This district is the gateway to Downtown for those who enter it from the east. Activities in this district may directly affect the quality of life in Downtown Harvey. Industries in the district may provide an especially accessible source of jobs to workers who live near or commute through Harvey's Downtown; and workers of the district may find especially convenient shopping and services Downtown.

Exemplative Problems: Various real estate parcels within the Northeast District exemplify all of the major problems of Industrial Harvey:

- **Environmental Contamination:** A 31.88 acre parcel now zoned for commercial/industrial use at 400 E 147th Street, the closed Arco research facility, is a Superfund site for which an environment problem assessment has just been completed.
- **Abandonment & Deterioration:** An 8.03 acre triangular parcel bounded by Vincennes Avenue, 152nd Street, and the rail embankment is a vacant lot containing the charred remains of a burned building. This

site represents wasted potential and presents a depressing image of Harvey for those entering the city through its northeastern gateway.

- **Severe Under-Utilization:** A 4.52 acre property fronting on 152nd Street has been described as a transfer station and a junk yard. Its disordered appearance presents a poor image of Harvey, and it would appear to have a very low level of use for an industrial property at a potentially high-value location.
- **Moderate Under-Utilization:** Properties along 155th Street between Halsted and the rail embankment are occupied by low-roofed masonry industrial buildings that are more than fifty years old. These buildings house industrial activities, but their apparent volume of activity is so light that passers by assume that the buildings are vacant.

Exemplative Assets: At the same time functioning businesses in the Northeast District demonstrate what is valuable and promising in Harvey's Industrial Districts:

- **Functioning Industrial Businesses:** Allied Tube & Conduit, Harvey's largest industrial business operates facilities that occupy 15.50 acres of land in the Northeast Industrial District. This active industrial site exemplifies nearly 100 acres of land in the district on which at least 14 companies, employing approximately 390 workers, and generating over \$60,000,000 in annual sales make a vital contribution to Harvey's economy.
- **Successful TIF Redevelopment:** Some 13.27 acres of land fronting Halsted Street have been redeveloped with an established TIF. This property now provides a home for three industrial businesses: a trucking firm, a truck and auto fleet maintenance business, and a bottling company. It is the only TIF in this district.
- **Freight Transportation Assets:** Like all of Harvey's industrial areas, the Northeast Industrial District offers multiple freight transportation assets. All sites within the district are within 1 to 2 miles of expressway entrances on I-80, I-57, and I-294 to which they have access along arterial highways. Sites within the district have the option of receiving rail car service. The district's sites lie within a few yards to a mile from the gate of Canadian National's intermodal terminal.

3. District Development Proposals

Assign Property on Sibley Boulevard for TOD. The largest City-owned real estate parcel in the northeast area zoned for commercial/industrial use is the closed Arco research lab at 400 E. 147th Street. The City allocated funds from the Illinois Environmental Protection Agency (IEPA) to conduct a full environmental assessment of this site and found that contamination is limited to asbestos in the building structure. This finding indicates that if the buildings are demolished with environmentally correct procedures, the property could be allocated for commercial or even residential use. The City has considered this site as a potential location for the development of a supermarket, related retail, and a housing complex, a project proposed by an apparently capable developer. This location is also across the street from Metra's 147th Street Station and a proposed TOD site. The Downtown Development Plan that is a companion to this plan proposes principles for a TOD at this location. This plan generally supports retention of all of Harvey's industrially zoned land for industrial redevelopment. However, this site does possess strong potential for commercial and mixed use development. It is also located at the end of an Industrial District, so that its conversion would not strongly affect the development potential or operations of the rest of the district. Accordingly, this plan endorses the proposal for a TOD at 400 E. 147th Street and does not regard this property as an element of the Northeast Industrial District.

Establish Regular Communication with the District's Industrial Property Owners. City representatives should hold a one-to-one meeting with the owner/manager of each industrial business in the Northeast

Industrial District. Some of the purposes of these meetings will be general and informational, such as ensuring that each manager is familiar with the benefits of Harvey's Enterprise Zone and other business incentive and support programs. More particularly, these meetings should elicit each business' needs and aspirations for growth, its interest in investing further in Harvey, and the conditions and factors that would trigger such investment. This information will help the City make critical decisions about the types of resources it should seek and allocate to motivate private investment. Such meetings should be prioritized for businesses in the Northeast District over other districts because the City's need to make development decisions for this district is more pressing.

Design and Implement a Tax Abatement/Allocation Strategy for the District. To achieve its objectives for this district Harvey will need to attract substantial new public and private investments. Some of these funds will come from county, regional, state and federal programs, as discussed in Chapter VII. Part of the investment strategy will require further use of the tax incentive tools discussed in Chapter IV.B. and Appendix Section C. The City will need to choose between programs that include:

- *More extensive use of Class 6B tax abatements*, if sufficient new business investments can be stimulated by tax rate reduction incentives to selected businesses;
- *A Class 8 tax abatement*, available to all businesses in the district if effective motivators for existing district businesses are similar and sufficient to attract necessary investment from new businesses;
- *Establishment of a TIF(s)* if public financing of infrastructure and property improvements that cannot be secured in other ways is the critical factor that will trigger investment;
- *Some combination* of these tools applied to different portions of the district.

If the City's strategy is to be effective for business retention it will need to be based on the sorts of finer grained communications from district business managers discussed above.

Solicit Proposals for Redevelopment: For parcels that the owners are not prepared to upgrade to full utilization, the City should seek the cooperation of existing owners to issue requests for proposals (RFP). Such RFP may be issued particularly for areas in which the City is prepared to support the establishment of a Class 8 tax abatement or a TIF. Depending on the readiness of current owners to either invest in their properties or cooperate with the City in attracting a new owner, the areas for which a RFP is issued might be as large as 49 contiguous acres or as small as a single real estate parcel. Larger assemblages of land would be available if owners of under-utilized properties wanted to sell or reinvest to achieve a higher level of use. Particular sites that should be prioritized for redevelopment include:

- A triangular 8.03 acre vacant and privately owned parcel bounded by Vincennes Avenue, 152nd Street, and the rail embankment. Redevelopment of this highly visible site would boost land values in the district and the spirits of those seeking redevelopment for Harvey.
- Two contiguous parcels totaling 4.50 acres of under-utilized land, under common ownership that front 152nd Street. This land might be redeveloped in conjunction with the 8.03 acre parcel noted above, which is on the other side of 152nd Street.
- A triangular 8.22 acre parcel owned by a railroad and bounded by two rail lines and a privately owned parcel. This property could provide an optimal site for a transloading or other value-added logistics operation.

Seek Construction of a Dedicated Truck Route Through the District: A potentially significant precedent for Harvey was announced recently, in the beginning of construction of a dedicated truck road, built on private property, between the primary intermodal terminal of the CSX Railroad on the south side of Chicago

and a major distribution company in Bedford Park. A compelling business reason for the creation of such a road way is that international container shipments are frequently too heavy to travel legally on US highways, so that they must be repacked for shipment. Moving containers out of busy terminals to places where this operation can be performed is a logistical problem. A similar road, built to carry overweight container loads and exclusively for truck traffic, could be built in Harvey's Northeast Industrial District. Per the accompanying map, an efficient route for this road would be old Commercial Avenue running from the gate of the Canadian National Intermodal Terminal just north of 159th Street, parallel to the rail embankment for approximately one mile to the north so that it served the Allied Tube plant at the northern end of the district. East-west spurs of the road between Commercial and Halsted could directly serve other industrial businesses in the district. Today Commercial Avenue appears to be in use on some blocks and interrupted by private development on others. Consolidation and development of Commercial Avenue for this purpose would require the cooperative efforts of the City, the Illinois Department of Transportation (IDOT), the Canadian National Railroad, a major distribution company that wanted to locate in the Northeast Industrial District, and other property owners of the district. This project would offer several substantial advantages for development in Harvey. It would:

- Capitalize on Harvey's major COD asset, the Canadian National intermodal terminal.
- Attract at least one major value-adding logistics company to Harvey, and provide an opportunity through which an existing Harvey logistics company might expand.
- Provide a significant transportation advantage to all manufacturing and distribution companies in the Northeast District.
- Divert heavy and ordinary truck traffic from Harvey city streets, substantially reducing wear on city infrastructure and alleviating traffic congestion, even as truck volume would increase substantially.

Initiatives Applicable to All Industrial Districts: Some major development activities, policies and programs will be developed for all of Harvey's Industrial Districts. These include initiatives to establish:

- Industrial design and maintenance standards;
- A local employment training and placement program;
- New development zone designations within which federal and state tax benefits will be available to businesses;
- Public transportation programs that will provide "last mile" connections to make jobs in industrial businesses in the Harvey area more accessible to Harvey and other south suburban workers;
- Rapid completion of transportation infrastructure projects that directly impact Harvey industrial businesses;
- A Resource Team including advisors from public agencies that will help Harvey optimize development support from county, regional, state, and federal sources;
- Citizen input to and oversight of the development process.

These initiatives are clearly important for the development of all of Harvey's industrial areas including the Northeast District. They are described in Chapters VI and VII.

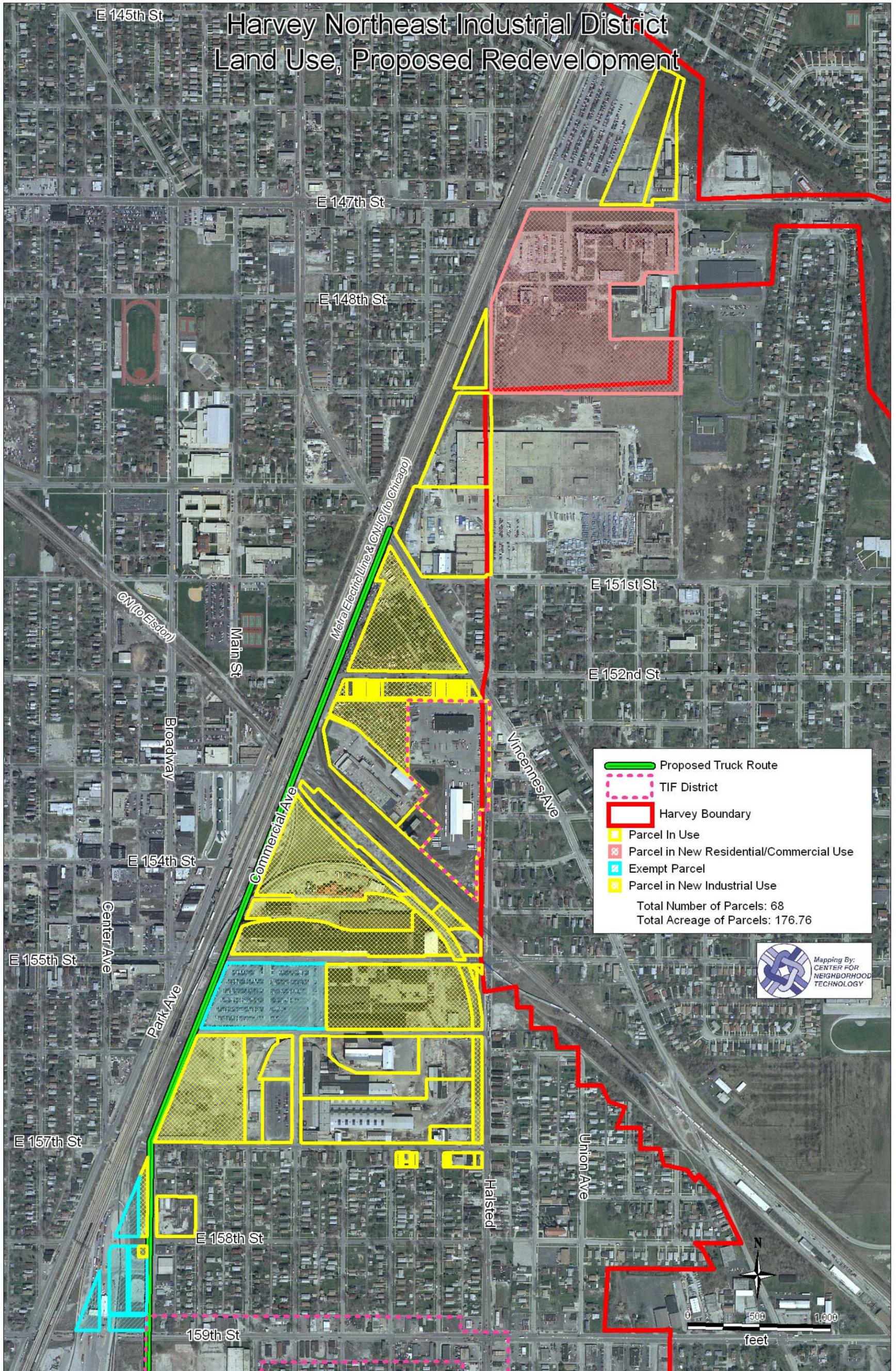


Figure 5. Harvey Northeast Industrial District after Implementation of the Plan

C. South Industrial District

1. Objective & Capsule Summary

The City of Harvey's primary objectives in the South Industrial District are to:

- Retain and increase the security of some 16 industrial businesses that employ approximately 940 workers;
- Develop to their highest and best industrial use approximately 95 acres of vacant or under-utilized land.

To this end the City should:

- Establish regular and serious communications with the owners/managers of industrial businesses in the district, after such communications have been established in the Northeast Industrial District;
- Make any necessary applications of tax abatement and reallocation programs to properties that lie outside of current TIF districts;
- Solicit proposals for the redevelopment of vacant or severely under-utilized properties, including existing blocks of 32, and 29, and 8 contiguous acres;
- Seek designation and upgrading of an existing public road as a heavy truck route through the Industrial District;
- Apply policies and programs that concern all of Harvey's Industrial Districts, as described in Chapters VI and VII.

2. District Information

Boundaries & Location: Harvey's South Industrial District includes all of the industrially zoned land that lies between the Canadian National intermodal terminal to the west and the city boundary to the east, between 159th Street to the north and the city boundary, which is the I-80 Expressway, to the south. (A map in the Appendix, Section E, depicts current land use and infrastructure in this district. A map at the end of this section of the Plan presents proposed changes in land use and infrastructure.)

Freight Transportation Assets: The Halsted Street entrance to I-80 is located within the South Industrial District, as is the Center Avenue gate of the Canadian National intermodal terminal through which all exiting trucks pass. The district is served by arterial roadways in good condition and by active rail spurs from the Canadian National Railroad. So the district's position for freight transportation is extremely positive (a point noted by managers of industrial businesses interviewed for the Plan).

Stable Industrial Neighborhood: The South Industrial District is more fully and stably developed than Harvey's other Industrial Districts. This district contains Harvey's largest industrial companies, Allied Tube and Fuchs Lubricants. Its larger industrial buildings are relatively modern and actively used. It adjoins a generally healthy industrial park in neighboring South Holland.

Available Vacant Land: Along with its other assets the South Industrial District contains some 89.14 acres of vacant land, of which 68.89 acres lie in three contiguous blocks of 31.77 acres, 29.06 acres, and 8.06 acres respectively. Other vacant blocks of 2 or 3 acres are available beside viable industrial neighbors, and

an under-utilized parcel of 6.54 acres stands in need of redevelopment. Development proposals have been made for some portions of this land, and some of the vacant land is held by neighboring active companies that may want to use it in the future. But the current counts of vacant, contiguous land are the figures noted above.

3. Industrial District Proposals

Communication with District Industrial Managers: Several corporate managers in the South District have already contributed generously of their time to assist in this Plan. However, as in the Northeast Industrial District, the City needs to contact all industrial business managers in the South District and secure more in-depth information to ensure that its development decisions will contribute to the retention of current businesses and their growth in Harvey.

Potential Modification of District Tax Allocation/Abatement Policy: Much of the South Industrial District, including 50 acres of the district's 95 vacant or under-utilized acres, now lies within a TIF district. After considering the input from exhaustive manager interviews, the City will determine if expansions of the TIF or tax abatements will be useful tools in obtaining full development of the district.

Solicit Proposals for Development: Through a RFP, or a less formal process, in cooperation with the current property owners, the City will seek end-user investors or developers for the principal blocks of vacant land and under-utilized industrial land in the district. These include:

- A block of 8.06 acres of contiguous vacant land in two parcels owned by the City, on Center Avenue, less than 1/2-mile from the truck exit gate of the Canadian National intermodal terminal.
- A block of 29.06 acres of vacant land between Center and Lathrop Avenues, approximately 1/4 mile from the south gate of the intermodal terminal. Of this land approximately 10.20 acres are held by an industrial company with adjacent operations, and 15.47 acres are held by a bank trust. A proposal has been made to purchase a substantial portion of this land.
- A block of 31.77 acres of vacant land between Center and Lathrop Avenues, lies approximately 1/2 mile from the south gate of the intermodal terminal and 1/2 mile from the I-80 entrance. Some 17.55 acres of this land in a contiguous block is held by several tax exempt owners (a railroad, the State of Illinois, and the City of Harvey). Another 11.61 acres is owned by an industrial company with adjacent operations.
- A parcel of 6.54 acres is a severely under-utilized junk yard approximately 1/2 mile from the intermodal terminal's south gate.

All of these sites appear to have strong potential for use by value-adding logistics or manufacturing companies that would process products shipped through the Canadian National intermodal terminal.

Heavy Truck Route: In the discussion of the Northeast Industrial District this Plan noted the recent Chicago area precedent for establishing a dedicated heavy truck road between an intermodal terminal and a major distribution company. The Plan discusses how a comparable road would increase the value of Harvey's Northeast District as an industrial site. Similarly, the City of Harvey proposes that Center Avenue from 159th Street south and east to Center Avenue's intersection with Halsted Street be reinforced so that it can withstand the regular travel of overweight trucks and be designated as a public street upon which otherwise overweight trucks can legally move. This arrangement would foster industrial development that is especially cost-effective and appropriate for Center Avenue and Harvey's South Industrial District. This sector of Center Avenue runs entirely through an Industrial District and does not provide a particularly

efficient route for connecting any points of interest to the general public; so Center Avenue is lightly traveled except for employees and trucks accessing existing industrial businesses. The proposed investment and designation as a heavy truck route would only intensify current patterns of use. So the general public would be shielded from any negative environmental consequences of the truck route, and trucks to serve a growing industrial base would be diverted from ordinary city streets. The infrastructure investment would be limited to reinforcing an existing road. Industrial businesses would have a distinctive incentive to locate and remain in the South Industrial District. Given the contribution of the proposed heavy truck route to the local economy the City proposes that truck route improvements should be funded as an IDOT project. If a public-private investment would speed implementation of the proposal, the City should seek to galvanize matching private investment.

Initiatives Applicable to All Industrial Districts: Some major development activities, policies and programs will be developed for all of Harvey's Industrial Districts. These include initiatives to establish:

- Industrial design and maintenance standards;
- A local employment training and placement program;
- New development zone designations within which federal and state tax benefits will be available to businesses;
- Public transportation programs that will provide "last mile" connections to make jobs in industrial businesses in the Harvey area more accessible to Harvey and other south suburban workers;
- Rapid completion of transportation infrastructure projects that directly impact Harvey industrial businesses;
- A Resource Team including advisors from public agencies that will help Harvey optimize development support from county, regional, state, and federal sources;
- Citizen input to and oversight of the development process.

These initiatives are clearly important for the development of all of Harvey's industrial areas including the Northeast District. They are described in Chapters VI and VII.

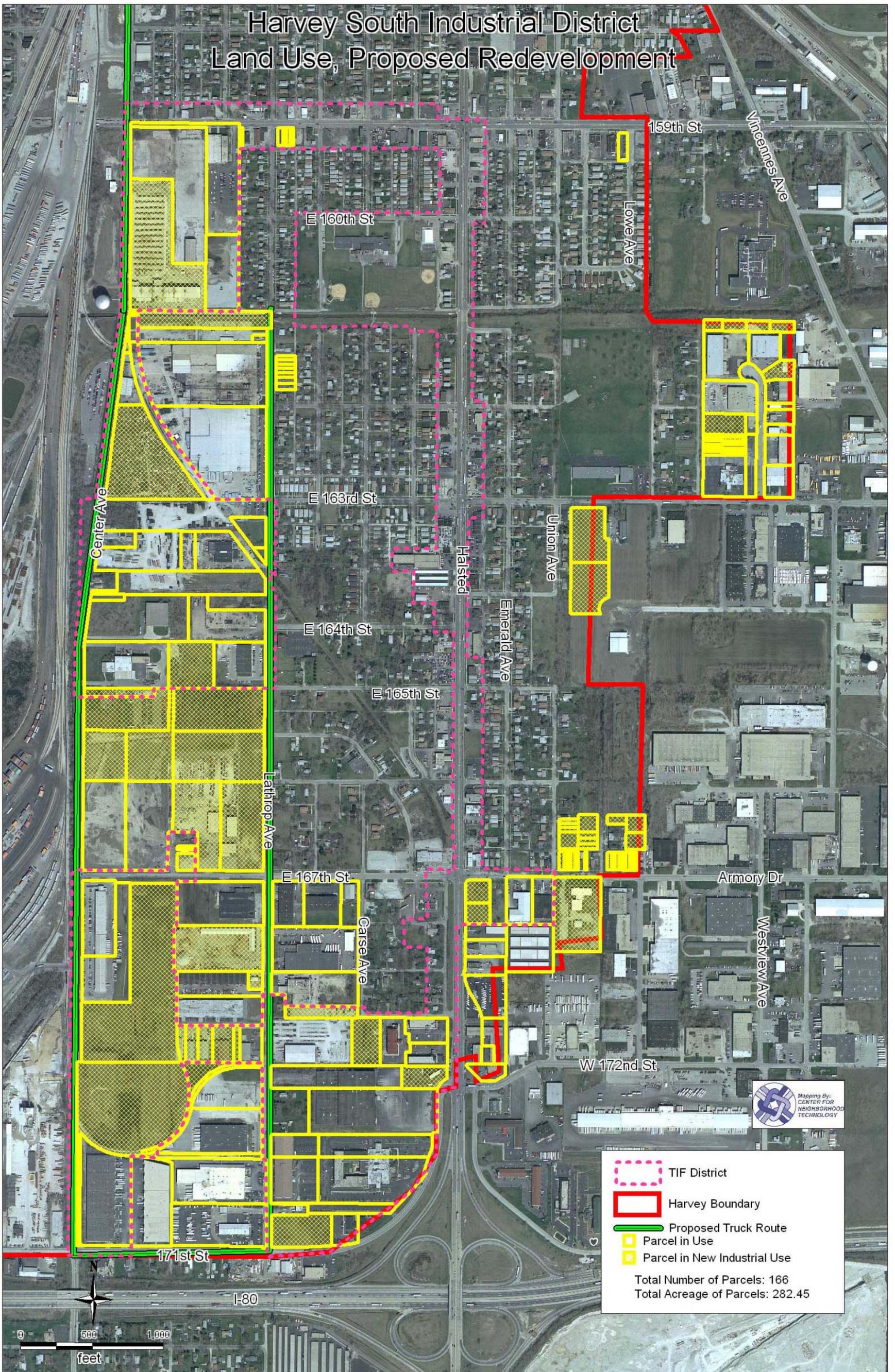


Figure 6. Harvey South Industrial District after Implementation of the Plan

VI. CITY-WIDE PROGRAM AND POLICY OPPORTUNITIES

Chapter V of this plan presented proposals that are specific to Harvey's individual Industrial Districts. The following chapter describes proposals for programs and policies that will apply to all of Harvey's Industrial Districts and will support the development work taking place in each district.

A. Industrial Design and Maintenance Standards

1. Objective and Capsule Summary

The City of Harvey will establish and enforce property design and maintenance standards for its Industrial Districts. Through these standards the City intends to promote pollution reduction, health, safety, and aesthetics, without erecting significant financial barriers for industrial businesses operating or locating in Harvey.

2. Program Field Information

While most of Harvey's functioning industrial plants are in good to fair condition, some properties are poorly maintained to the extent that they detract from the value of neighboring properties and raise concerns of new environmental pollution. Also, as the City prepares for a new round of industrial construction it is concerned that the new buildings will contribute to the appearance of the community and the value of neighboring property as well as holding their own long-term value.

The City appreciates the value of regulatory standards that have been put in place and are monitored by the U.S. Environmental Protection Agency, The U.S. Occupational Safety and Health Administration, and other agencies. The City's design and maintenance standards will compliment these regulations.

Literature exists that documents industrial design and maintenance standards adopted by other communities, and the level of success that these standards have achieved in meeting community and industry goals. The City will draw on this literature in the development of Harvey's standards, and some works of this literature are referenced in a database introduced in the Appendix, Section G.

3. Program Development Proposals

The City should work with CNT consultants, the City's current Planning Commission, and a new Development Commission, presented in Chapter VII of the Plan, to develop a set of Industrial District design and maintenance standards to be approved by the City Council. Harvey's industrial business and real estate owners as well as community residents need to be involved in the creation of the City's industrial design standards. The standards will then represent the views of all those affected and involved in the redevelopment of the Industrial Districts. This cooperative effort will develop a set of standards that incorporates the following principles:

Community\Industrial Plant Interface – Industrial areas should be buffered from residential neighborhoods. Green space should be landscaped between the industrial areas and their surrounding residential areas for aesthetics and the absorption of sound, odor, and pollution. Industrial businesses that

store materials outdoors should keep these materials either covered or arranged and fenced in a way that does not create a threat of pollution or detract from the appearance of the area.

Health and Safety Standards – In keeping with federal and state regulations, businesses should control emission levels so as not to discharge harmful gases or particulate matter into the environment. Waste should be disposed of in a timely and efficient manner to prevent blight, unpleasant odors, or harmful seepage. The City should consider pollution prevention ordinances adopted by other local communities to compliment federal and state regulations for appropriate measures that may be incorporated into Harvey's standards.

Transportation Standards – Trucks should be restricted to designated truck routes, which will generally exclude them from residential streets. When dedicated truck routes are established in the Industrial Districts, trucks should be required to use them.

Recommended Measures – The City should not require but should encourage businesses to adopt measures that will improve their long-term financial performance and the environmental quality of the city. While recognizing that some industrial companies have expertise in these areas, the City's Department of Planning should provide industrial businesses that would like such information with referrals for financial and technical assistance in adopting measures that include:

- Energy conservation through advanced lighting technologies, envelope maintenance, insulation, and fuel-efficient equipment and vehicle choices;
- Material waste prevention and recycling, in some cases through arrangements with recycling companies.
- Improving interior air quality through choices of building and cleaning materials, ventilation, and HVAC monitoring.
- Pollution insurance as a means of limiting risk and strengthening pollution prevention.

B. Worker Training and Placement Program

1. Objective and Capsule Summary

One of the major reasons for fostering economic development in Harvey is to increase the number of well-paid industrial jobs held by Harvey residents. To ensure that this number does increase as Harvey retains and attracts industrial businesses, the City proposes to establish a program that will train residents of Harvey and nearby towns in the particular skills needed by local employers and place these trained workers in area companies that need their skills. The City plans to implement this program more by focusing the resources of existing institutions and agencies on the opportunities of Harvey than by building extensive new training and placement capacities.

2. Program Field Information

Earlier sections of this Plan have reported several items of information that bear on the development of a Harvey-area worker training & placement program.

Indications of Employer Needs: In our interviews with 9 owners/managers of industrial businesses in Harvey (Section III.B. and Appendix A.), none knew off hand how many of their workers were residents of

Harvey or nearby towns. They all thought that a program that would train Harvey area workers in the skills needed by local industrial businesses could be useful. Yet several said that their labor needs were diverse, with only a few people who held the same skill set or training needs in each position. Accordingly, they thought a program would need to serve a number of companies with similar needs in order to find or train practical numbers of entry level workers with useful skills.

Baseline Worker Experience and Education: The information on COD assets reported earlier (Section IV.A. and Appendix B.4.) includes the facts that:

- Harvey has a higher percentage of workers employed in either logistics or manufacturing than Cook County as a whole;
- Harvey has higher percentages of workers with high school or community college as their highest level of education than the overall Cook County workforce, while the percentage of high school drop outs in Harvey is no higher than the County level.

These facts suggest that Harvey's residents are relatively well prepared for entry level industrial employment and that an effective local employment program could focus on limited technical training and placement.

Potential Partner Institutions and Programs: It is also notable that Harvey contains Thornton Township High School, which has a vocational training program, and that within five miles of Harvey there are 5 community colleges which provide educational programs geared to specific skilled trade and paraprofessional careers. All of Harvey also lies within an Enterprise Zone, which offers as one of its primary benefits to businesses State of Illinois tax credits for training local employees. Furthermore, Harvey is served by existing State and County employment programs including the Cook County *Presidents Office of Employment Training (POET)* for which Harvey and adjoining towns are target communities. The range of existing resources indicates that the City of Harvey does not need to start from scratch or act alone in developing a tailored local employment program. The City is most likely to be successful by directing the resources of existing institutions and programs to the specific needs of Harvey businesses and residents.

3. Program Development Proposals

To establish a tailored employment training and placement program for Harvey, the City should:

- Systematically contact local high school officials, community colleges with nearby campuses, state and county agencies charged to serve the Harvey area with employment training and placement services. In these meetings discuss Harvey's need to match preparation and placement programs with the needs of local industries.
- As part of structured interviews that the City will conduct with industrial business owners/managers in Harvey, survey managers in regard to their labor and employee training needs. Make similar surveys of workforce needs part of the City's discussions with new companies that might locate in Harvey.
- Review assessments of employer needs with the educational and employment agency officials contacted earlier. Seek to establish partnerships through which schools and agencies will offer training and placement services geared to the needs of local employers for the residents of Harvey and nearby towns.
- Inform Harvey residents of training and job opportunities through the City's direct outreach efforts and through a network of business, school, neighborhood, and faith-based organizations.
- Assign City staff to act as a liaison between partner institutions and agencies and Harvey businesses and organizations and to "fill in the gaps" with necessary services so that interested residents may move

smoothly from application, to training, to job interviews, to employment, receiving available tax credits for hiring and training local workers in the process.

- Initiate the program, even at a modest level, within 18 months of adopting this Plan. As necessary seek public and philanthropic funding for the work of partner organizations and the City's liaison and service role in the program.

C. Local Public Transportation & Connectivity Program

1. Objective and Capsule Summary

The City of Harvey wants to make the potential benefits of public transportation for workforce development an actual and recognized benefit for Harvey's industrial businesses and workers. To this end the City proposes to work with public transit agencies to provide a shuttle bus service or other convenient means for workers to travel between Downtown and jobs in the City's Industrial Districts.

2. Program Field Information

An Under-Utilized Asset: In a description of Harvey's COD assets (Chapter IV.A. and Appendix Section A.4.) this Plan notes that Pace and Metra service through Harvey are potential COD assets because they increase the pool of workers who can commute to work in Harvey plants. We have also reported the impressions of industrial business managers interviewed for this plan (Chapter III.B, and Appendix Section A.) that negligible numbers of their workers now commute through public transportation.

Possible Worker Perceptions: A possible reason for this disconnect is that workers may lack (or perceive that they lack) a practical means of completing their commutes to Harvey's Industrial Districts by public transportation. Potential workers who live in western Harvey may feel that daily bus transportation to industrial sites several miles to the east would be unavailable, or impractically long, or just an option they had not considered. Potential workers who could efficiently go to Downtown Harvey via Pace or Metra may think that they have no practical "last mile" alternative for reaching Industrial District job sites.

3. Program Development Proposals

Employer Interest Survey: The City should include public transportation commuting as a topic in the structured interviews it conducts with industrial business managers in Harvey. The manager's interest in better labor force access, better connectivity to Downtown transit facilities, the RTA Transit Check program, and potential interest in a Transportation Management Association (TMA) should be discussed.

Pedestrian and Bicycle Access: In conjunction with the implementation of the TOD Plan, the City should work to establish convenient, attractive pedestrian and bicycle access between Downtown and the Northeast Industrial District. This district lies entirely within a half mile and largely within a quarter mile of the Downtown Pace and Metra stations. Improvements in the streetscapes and rail embankment underpasses of 155th Street and 152nd Street that are proposed in the Station Area Plan, pending discussions with Metra and Canadian National, will also serve industrial workers walking or biking to jobs in the Northeast Industrial District.

Shuttle Bus or Alternative Service: The City should engage Pace and the RTA in the discussion of a shuttle bus service linking the Pace Transportation Center with industrial businesses in the Harvey area.

Conventional bus routes that provide frequent service to these sites may be an acceptable alternative. Pace may want to complete its current extensive market study of the south suburbs before planning any new service. However, with present information the City would argue for the establishment of a shuttle bus service for several reasons:

- A dedicated shuttle service could be perceived by existing and potential new businesses as a tangible asset that would ensure a connection between their plant and major public transit systems, and so a sure means of expanding the available labor pool.
- A dedicated shuttle could also be perceived by workers as a service of superior reliability, another reason to work and possibly live in Harvey and to come to Downtown daily.
- A shuttle service might also serve non-industrial job centers, particularly Ingalls Hospital.
- A shuttle service for commuters at peak times and for late shifts might serve other users, particularly at mid-day periods, e.g., Ingalls Hospital patients and visitors, residents of senior housing, and general residents of Harvey enjoying another means of connection between their neighborhoods and Downtown, with its transit connections to the metropolitan area.

So in its discussions with Pace and the RTA regarding a shuttle service, the City would be prepared to seek public funds through Pace's Municipal Van Pool program and the Job Access Reverse Commute (JARC) Program (or its equivalent in the new federal transit legislation). The City should also engage Harvey area businesses in the formation of a Transportation Management Association (TMA) if these measures would help to make a shuttle service coordinated by Pace a reality.

D. New Development Incentive Zone Designations

1. Objective and Capsule Summary

The City of Harvey should move to establish all of its Industrial Districts as elements of a federally designated Foreign Trade Zone (FTZ). The City should also explore the creation of a State of Illinois designated Intermodal Facility Development Zone (IFDZ) (possibly under an amended statute).

By creating a FTZ the City would provide a substantial federal tax benefit for businesses operating in Harvey. By establishing an IFDZ the City might streamline the processes of establishing state and local tax benefits and support programs for industrial areas anchored by an intermodal freight facility.

2. Program Field Information

More extensive information about FTZ and IFDZ is provided in the Appendix, Section F. The following points are essential for explaining the potential contributions of these zone designations to Harvey's Industrial Districts Plan.

a. Foreign Trade Zones (FTZ)

Definition and Benefits of a FTZ: A FTZ is an area on US soil, designated by the US Department of Commerce (DOC), to which goods can be imported without tariffs; tariffs are paid only if and when the goods are "imported" to the US from the FTZ. These arrangements can be beneficial for processing imports because the tariffs due on imported materials or components are frequently higher than the tariffs due on

finished products. Furthermore, goods may be exported from an FTZ to another country without payment of US tariffs. Also, goods may be shipped from one FTZ to another within the US without payment of tariffs until the product is delivered to a US address outside of the FTZ network. For example, a container of product components might be shipped from China to the Port of Los Angeles and loaded on an intermodal train that would carry it to a FTZ in the Chicago area. The products might be assembled in the Chicagoland FTZ, and tariffs would be paid only on the assembled products leaving the FTZ for US domestic consumption. Because of the tax benefits and flexibility of FTZs, a wide variety of processing, manufacturing, assembly, modification, or repackaging activities for many types of products takes place in FTZs. In federal Fiscal Year 2000 FTZs received shipments valued at \$238 billion. Some 2,240 companies operated facilities in FTZs, employing over 340,000 workers.

Process of Establishing a FTZ: The US Department of Commerce (DOC) regulates FTZs and approves the creation of any new FTZ. However, the DOC has delegated some administrative functions, including the screening of applications for new FTZ designations, to regional institutions (commonly port authorities).

Use of FTZ Designation as a Development Tool: In coastal and inland "port" areas, regional authorities charged with FTZ administration have either led or cooperated closely with the leaders of economic redevelopment in the region. For example in Kansas City, Memphis, and Dallas, large industrial parks tied to freight rail and intermodal facilities were designated as FTZs early in their development. The FTZ designations, coupled with the other benefits of COD, have helped to fill these parks with new businesses.

The Chicago Region's FTZ Administration: In the Chicago metropolitan area, the entity charged with administering the FTZ program is the Illinois International Port District (IIPD), which manages the maritime port of Chicago. The IIPD has managed its FTZ responsibility reactively, responding to requests from large corporations to establish FTZs that fall within the boundaries of their property lines. Leading Chicago area developers have secured FTZ designations for major projects. For example, CenterPoint Properties has established FTZs for the Ford Supplier Park on the South Side of Chicago and its Logistics Park development adjacent to a new intermodal terminal in Elwood, Illinois. But the Chicago region has not seen the creative use of FTZs as a development tool that is found in other regions.

b. Intermodal Facility Development Zone (IFDZ)

Passage of the New IIFD Act: The IFDZ is based on the Illinois Intermodal Facilities Development (IIFD) Act that was sponsored by State Representative Robert Rita who represents southern suburbs that have substantial opportunities related to intermodal freight transportation, including Riverdale and Blue Island. For the signing of the IIFD Act in August 2005 Governor Blagojevich visited Harvey and other south suburbs. The Act essentially streamlines the process of making TIF and other public financing mechanisms available for the development of intermodal freight terminals. After the recent intermodal terminal and industrial park developments in Elwood and Rochelle, Illinois, the relationship between such terminals and industrial development opportunities is now obvious. The IIFD Act is intended to strengthen Illinois' position as it competes with Indiana to be the sight of the next large intermodal terminal in the Chicago area.

Possible Limitations of the IIFD Act: Unfortunately, the language of the Act appears to be ambiguous in regard to conferring benefits for industrial properties that surround intermodal terminals, including existing facilities. As the background information for this plan makes clear, it is the development opportunities around intermodal terminals that carry the true potential benefit for communities.

3. Program Development Proposals

Secure an FTZ Designation for All of Harvey's Industrial Districts. To this end the City may work with its consultant CNT and with a law firm familiar with the FTZ designation process on a pro bono basis. The City, with its consultant and counsel, should make the argument to the Illinois International Port District that an important public interest would be served by establishing an FTZ over all of Harvey's Industrial Districts to encourage new development, in a measure comparable to the use of FTZs in other regions.

Study the Value of an IFDZ Designation, Possibly Under an Amended Statute. For the benefit of Harvey and other Chicago area communities, CNT is requesting opinions from advisors in development firms and financial institutions that may use the IIFD Act regarding the current statute's usefulness as a tool for the industrial development of areas near intermodal facilities. To the extent that expert opinion holds that revision of the present Act would make it more useful for such development, Harvey may join other Cook County communities in advocating amendment of the Act. Given the motivations and support for the IIFD, the City has good reason to think that the supporters of the present Act will be receptive to any proposal that would make it a more useful tool for development. After the terms of the IIFD Act are clarified and/or revised, the City should study the value of applying the IFDZ designation to its industrial properties. Extensive portions of Harvey's industrial areas are now TIF districts. The current IFDA facilitates the creation of TIFs as a primary benefit. Harvey will want to consider whether the enlargement or modification of its existing TIF districts to conform to the terms of an IFDZ would be desirable and feasible.

E. Transportation Infrastructure Improvements

1. Objectives and Capsule Summary

Two large highway infrastructure problems and persistent delays at railroad-highway crossings negatively impact freight movements, industrial developments, and residents' quality of life in Harvey. The City's objectives in addressing these issues are to:

- Expedite reconstruction of the 159th Street viaduct beneath the Metra & Canadian National rail embankment and the 159th Street & West/Center Avenue intersection, possibly with some modifications of the Illinois Department of Transportation (IDOT) working drawings for reconstruction.
- Expedite construction of an interchange between I-57 and I-294 where these expressways cross just west of Harvey.
- Modify railroad operating practices and possibly some street grid patterns to reduce waiting times at major rail-highway intersections, pending discussions with the Canadian National (CN) and CSX Railroads.

2. 159th Street & Rail Embankment Viaduct

The worst traffic snarl in Harvey: In community meetings residents decried this intersection as the worst spot of traffic congestion in Harvey. They noted that large trucks are a major component of this congestion. Several traffic flow problems combine at this intersection. Route 6, or 159th Street, is a major arterial highway connecting I-294 and I-94. It narrows from 4 lanes to 2 as it enters the rail embankment viaduct. On the east side of the viaduct 159th Street crosses a two-lane street that bears heavy truck traffic (West Avenue north of 159th and Center Avenue south of 159th). Hundreds of trucks per day head about one block north from this intersection and up the embankment to the north gate of the Canadian National intermodal terminal (the entry gate for all trucks). Most of these trucks approach the viaduct and crucial intersection

heading east down 159th and make a left turn onto West Avenue. (The predominant direction of trucks is east because they are moving from I-294 to the intermodal terminal. Heavy traffic on I-80 and a toll booth between the 159th Street and I-80 exits encourage truck drivers to take the 159th Street route to the intermodal terminal.) Resident drivers report that they commonly wait for five minutes or more to cross this intersection. They also report that drivers familiar with south suburban streets commonly avoid 159th Street, and subsequently this section of Harvey including Downtown several blocks to the north. This troubled intersection also detracts from the COD benefits that an industrial company can enjoy from locating in Harvey.

Working Drawings and Concerns: IDOT has prepared working drawings for a project to alleviate the 159th Street traffic problems by widening the embankment viaduct to four lanes. The City has two concerns about these plans: (1) They appear to offer a less thorough engineering solution to the traffic problem than is possible. (2) The date of implementation is set years in the future and is still uncertain.

Suggested Infrastructure Improvements: IDOT's plans for this critical location might be improved if the plans included a more efficient route for trucks to reach the entrance of the Canadian National intermodal terminal as well as a widening of the viaduct highway. (The accompanying page provides an aerial photograph that may be helpful in considering suggestions for these plans.) Under current conditions and the proposed drawings, most trucks entering the terminal make a left turn from 159th Street to West Avenue. After reconstruction the turns may be made with improved conditions such as a left turn lane on a broadened street. Still hundreds of truck turns would be made daily at a sensitive intersection. As a suggested alternative, IDOT might consider constructing a curving "jug handle" ramp that would lead off from the right lane of east bound 159th Street just east of the 159th Street & West/Center intersection. The ramp would initially lead south of 159th Street and east. It would curve back west and north as it crossed Fisk and West Avenues and rose to deliver trucks to the top of the embankment and the intermodal terminal gate.

The advantage of this suggested ramp structure is that it would eliminate hundreds of truck left hand turns per day at a heavily trafficked intersection. With the planned viaduct widening, it would probably "cure" the traffic congestion problem at this location. However, the suggested structure has several major disadvantages. It would certainly add millions of dollars to the cost of the project. It would create a large new piece of infrastructure at the edge of a residential and industrial neighborhood; so that infrastructure would need to be carefully designed to avoid blighting the neighborhood. As the ramp curved back over Fisk it would probably cover, and therefore need to displace some homes on the west side of the street. So this more thorough solution to the traffic congestion problem at 159th and West Avenue would carry a high price. This suggestion is presented so that it can be discussed by engineers and by Harvey leaders. The outcome of these discussions should be a professional and community consensus on the best practical way to correct the problems of the 159th Street Viaduct and West/Central intersection problem, including the problems of trucks turning left to access the Canadian National intermodal terminal.

Schedule: At this time IDOT has scheduled reconstruction of the 159th Street viaduct and intersection project only within the vague time frame of 2007 to 2011. For the sake of Harvey's Downtown and Industrial District development, reconstruction needs to occur at the earliest possible date. The City should meet as necessary with IDOT and Harvey's elected representatives to achieve the earliest possible date of completion for this project.

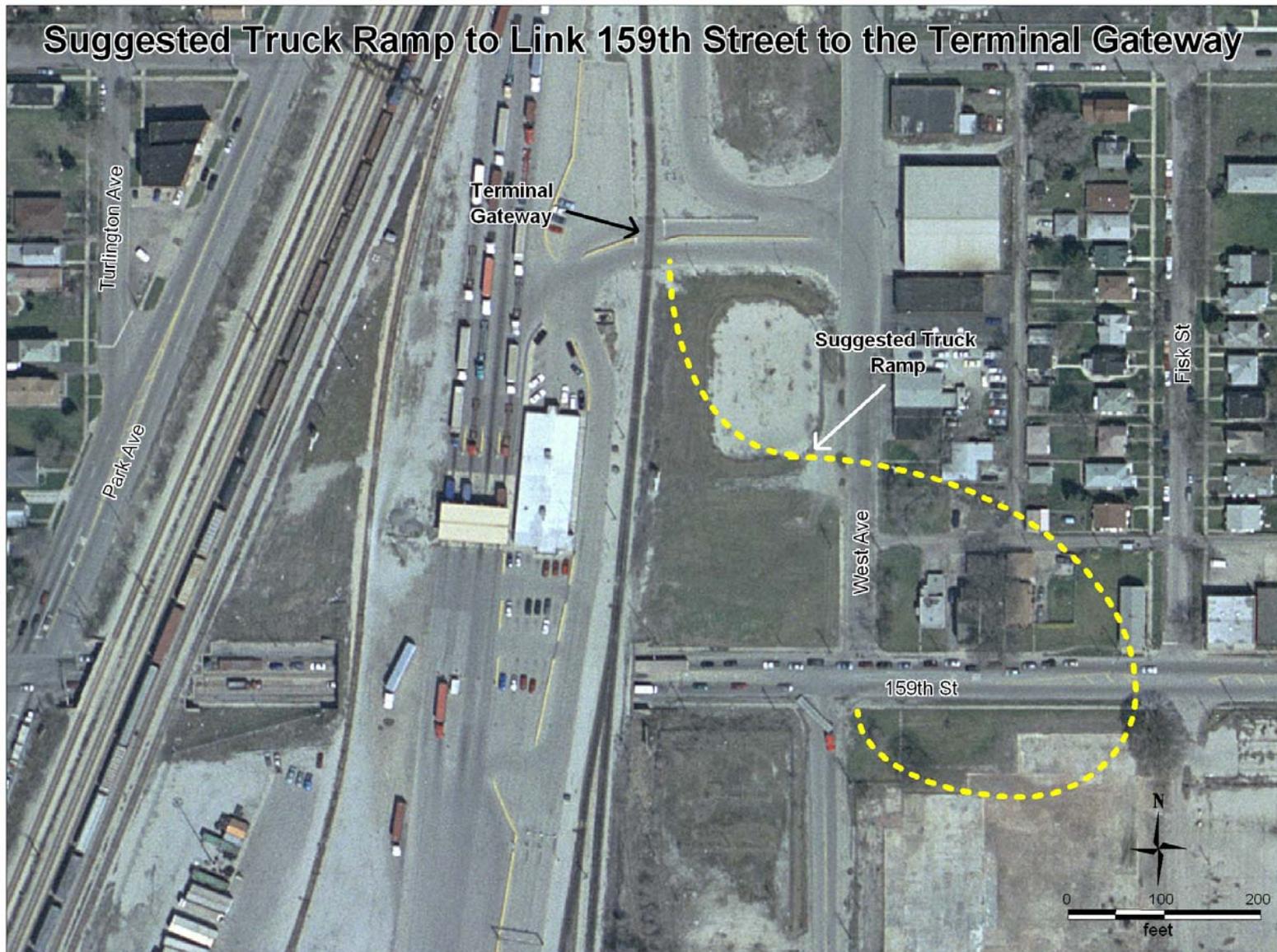


Figure 7. Suggested Truck Ramp to Link 159th Street to the Terminal Gateway

3. I-57 & I-294 Expressway Interchange

Missing Interchange: Approximately a quarter mile west of Harvey's city limits, the I-57 and I-294 intersections meet in one of the few expressway crossings in America that does not include an interchange for transferring between expressways. Building an interchange at this location would dramatically decrease the driving time between Harvey's Industrial Districts and many locations. So the interchange would increase the efficiency with which Harvey locations could serve as points of product distribution and thus the value of industrial land in Harvey.

Deferred Construction: Construction of an I-57 and I-294 interchange has been a proposed project in the long-range (thirty year) transportation plans of the Chicago region for at least six years. However, the priority of this project has not yet risen to the level of creating working plans or scheduling specific construction dates.

Schedule: The City of Harvey should meet as necessary with the Chicago Area Transportation Study, the Illinois Tollway Authority, IDOT, representatives of other concerned municipalities and its elected representatives to schedule construction of the I-57 and I-294 interchange in the next Illinois Transportation Improvement Plan (TIP) (a four-year cycle under current federal law).

4. Railroad and Highway Crossings

Scope of Crossing Issues: Fortunately, Canadian National Railroad tracks that lead into the intermodal freight terminal in Harvey and parallel Metra Electric Line tracks are placed on an embankment that lifts them above street grade level and avoids many at-grade railroad and highway crossings. A second major rail line of Canadian National, also used by the CSX Railroad, runs northwest to southeast through northern Harvey at grade level. This railroad creates a number of rail-highway crossing points at which delays are frequent, including crossings of some critical commercial streets, Sibley Boulevard and Halsted Street. While these delays are drains on the time of Harvey residents and businesses, their impact would be even more serious if the path of the at-grade Canadian National Railroad tracks were different. Most of Harvey's Industrial Districts lie south of these railroad tracks, and their expressway access is mainly to the south and west. Downtown Harvey and its primary access to the neighborhoods it serves lie to the south and west of the at-grade railroad.

Grade Separations: The separation of a railroad and highway so that one passes beneath the other is the "ultimate solution" to rail-highway at-grade crossings. Grade separations typically cost \$25 million each, require years of planning and construction, and may profoundly influence the use of land around them. In northeastern Illinois, the list of proposed grade crossings is long, and the competition of local communities to receive them is keen. Grade separations in Harvey at Sibley Blvd. and Halsted Street may be desirable and justified, pending discussions with the Canadian National and CSX Railroads, but the city would need to make sacrifices and accept a long development period to achieve them.

Operating Practices and Street Grid Adjustments: As an alternative to grade separations and as a necessary first step in pursuing separations if they are deemed necessary, the City should explore less capital intensive measures to mitigate delays at railroad-highway crossings. Through discussions with the Canadian National and CSX Railroads improvement might be achieved by adjustments in Railroad operating practices including the timing of trains, the positions of any stopping points, and the operation of signals. Benefits from such operational adjustments may be optimized if they are accompanied by

modifications in street patterns, such as closing the rail crossing of a minor street and/or altering street directional patterns; so that through-traffic is directed to some few streets at which time crossing delays will be minimized. The City of Harvey should initiate discussions of such remedies with the Canadian National and CSX Railroads, the Chicago Transportation Coordination Office (the cooperative office of major railroads in the Chicago area that facilitates solutions to operational problems), and IDOT.

VII. IMPLEMENTATION STEPS AND STRUCTURE

A. Interactive Database for Industrial Harvey

Implementation of this Plan will require an efficient organization of information. The City will need to maintain several databases for regular use. Some of these databases will be transferred from consultants along with this Plan; others will need to be created as the implementation process unfolds.

Real Estate Parcel Database: A Geographic Information System (GIS) database contains information on the land use and ownership of each real estate parcel in Harvey's Industrial Districts. This data is the basis for maps presented in this Plan. This database could be usefully augmented if the City subscribed to the CoStar data service for industrial real estate brokers or consulted regularly with an industrial broker, in order to track industrial properties that go on the market or are sold. This database will always be available to the City, and it may be updated and used to generate analyses and presentations as needed by the Center for Neighborhood Technology (CNT), per CNT's ongoing pro bono service agreement with the City.

Industrial Business Database: Per the proposals for individual Industrial Districts (Chapter V), the City should establish regular communications with each industrial business owner in Harvey. CNT would assist the City in establishing a database to maintain records of these communications.

Marketing Outreach Database: As the City implements this Plan it should develop ongoing relationships with a wide network of bankers, investors, developers, brokers, members of the business press, professional and civic organizations and other intermediaries. Interactions with this network would be tracked most usefully with a database complimentary to the database the City will use to record its interactions with Harvey business owners. CNT would assist the City in establishing this database.

Development Resources Database: Section G of the Appendix introduces a database that organizes information on the dozens of programs, available through a range of public agencies that may be used to secure resources for Harvey's industrial development. This database will always be available to the City, and it may be updated and used to generate analyses and reports as needed by CNT, per CNT's ongoing pro bono service agreement with the City.

B. Marketing Program for Industrial Harvey

Implementation of this Plan will require awareness of its proposals by a large segment of the industrial development community in greater Chicago. To achieve this awareness the City should:

- Make summaries of this Plan widely available in paper form to potential investors and intermediaries;

- Maintain a web site through which this Plan and its companion Station Area Plan for Downtown Harvey will be available on-line, and on which breaking events in Harvey's development will be posted;
- Cultivate relationships with members of the business press;
- Cultivate relationships with civic and professional associations concerned with business and community development in the Southland of the Chicago region, including the Metropolitan Planning Council (MPC), the Urban Land Institute (ULI), the South Suburban Mayors and Managers Association (SSMMA), and the Southland Chamber of Commerce.
- Upon acceptance of this Plan by Harvey's City Council, host a celebratory event to which industrial business owners, potential investors, the business press, elected officials, representatives of public agencies, and Harvey citizens will be invited.
- As noted above, maintain a database of marketing and development network contacts.
- Post and distribute the City's RFPs and announcements of development events to contacts in the marketing and development network database.

C. Resource Team

1. Developing a Resource Team

The Development Resource Database; presented in the Appendix Section G, is a tool that represents one step in the process of identifying the necessary resources for the implementation of the Industrial Districts Plan for Harvey. The next step is developing a Resource Team consisting of the professionals that manage or promote economic development programs. This team should include people from various government agencies, ranging from local to federal, non-profit organizations, and private businesses. Their expertise can help determine what resources should be used and when. They can also keep the City of Harvey current on new, developing resources. The team should meet regularly, perhaps quarterly or biannually, to monitor the progress of the Plan and help the City designate resources for implementation. Individual team members should also be contacted as needed.

The City can start to form the Resource Team by providing the various agencies and organizations that may provide resources for Harvey's development with a copy of the Plan and then meeting individually with their representatives. These contacts will give the representatives an understanding of what the City hopes to achieve, so that they can offer insight as to what their respective organizations can do to help. As members of the Resource Team, agency and organization representatives will receive information about progress in Harvey's development and regular contact with their peers in addressing Harvey's challenges.

2. Principal Resources

Among the programs referenced in the Development Resource Database (Appendix Section G) are the following programs from the different agencies and organizations that should definitely be pursued to implement Harvey's Industrial Districts Plan.

- Environmental Policy and Innovation Grants, Air Pollution Control Grants, the Brownfields Job Training Grant, and Brownfields Revolving Loan Funds from the **United States Environmental Protection Agency (USEPA)**

- Public Works and Economic Development Programs from the **United States Department of Commerce and Economic Development Administration (EDA)**
- Local Rail Freight Assistance Program and Economic Development Program from the **Illinois Department of Transportation (IDOT)**
- New Market Tax Credits (NMTC) from the **United States Department of the Treasury** with assistance from **Enterpriz Cook County** a non-profit that works to stimulate the economy of Cook County
- Community Development Block Grants (CDBG) and the Hope VI program from **United States Department of Housing and Urban Development**
- Industrial Revenue Bonds and the Participation Loan Program from the **Illinois Department of Finance**
- The EDGE Program and the Public Works Program through the **Illinois Department of Commerce and Economic Opportunity**
- The Transportation Community and System Preservation Pilot Program from the **Federal Highway Administration**
- Various Tax Incentive Programs from the **Cook County Assessor**

D. Development Commission

1. Existing Community Oversight of Development

A major asset among Harvey's civic institutions is a Planning Commission that reviews proposals for specific development projects and ensures their compliance with zoning codes and other governing ordinances.

Harvey's City Council has established a standing Economic Development Committee that reviews development proposals that require Council approval, screening some ideas, helping to shape others, and offering recommendations to the full Council.

2. Functions of the Proposed Development Commission

Effective implementation of this Plan and the companion Station Area Plan for Downtown development will require a public body with a mission somewhat different from Harvey's current institutions, a Development Commission. The basic function of the Development Commission would be to give advice to staff and consultants, the City Administration and the City Council on the implementation of Harvey's economic development plans. The Commission would:

- Master the content of Harvey's development plans and related issues, so providing a broadened base of development knowledge and commitment to a consistent course of action among Harvey's leadership.
- Proactively consider strategies for achieving the goals and objectives of the development plans.
- Review and offer advice on:
 - Significant documents prepared by the City and consultants in the execution of the development plans, e.g., proposals for economic development funding or RFP to develop segments of Industrial Districts;

- Project proposals from developers or other investors;
- Pivotal development decisions such as choices to use one tax abatement/allocation tool over another, or select the best responder to an RFP; or commit City resources to a specific development project or matching grant.
- When helpful, join City staff in meeting and building relationships with potential public and private sector partners in the development process.
- When necessary, form temporary working committees, possibly including Harvey residents that are not Development Commission members, to complete specific tasks, e.g., composing recommendations for the formation of a worker training and placement program, or proposing final Industrial District design standards.
- Serve as liaisons or public educators keeping other organizations and ordinary citizens aware of the content of Harvey's development plans and progress in implementing them.
- Periodically recommend modifications in the content of Harvey's development plans, as changing conditions and the outcomes of development efforts require strategic adjustments.

Again, primarily advisory role of the Development Commission should help distinguish its functions from those of the Planning Commission, City Administration, or City Council.

3. Proposed Composition & Meetings

All members of the Development Commission should be invited to serve by the Mayor. The suggested composition of the Commission includes:

- Aldermen who serve on the Economic Development Committee (3 members);
- Owners/Managers of both commercial and industrial businesses in Harvey, including more than one active member of the Chamber of Commerce (3 – 4 members);
- At least one member of the Planning Commission (1 – 2 members);
- Members of civic organizations that are not primarily concerned with economic development (2 – 3 members)
- At least one senior member of the Mayoral administration (1 – 2 members)

In total, the suggested membership of the Development Commission is 10 to 15 members.

It is suggested that the Development Commission meet monthly in sessions staffed by a member of Harvey's Planning Department whose full-time responsibility is the execution of long-term plans for economic development.

E. Harvey's Development Capacity

The execution of this plan will require intense, sustained professional staff work. As described in preceding sections of this plan, major tasks will include:

- The development of working relationships with dozens of industrial business managers;

- Marketing Industrial Harvey through a network of relationships with intermediaries, developers and investors;
- The pursuit of public funding through research and relationship building with a resource team;
- The precise writing of proposals for funding from public agencies and writing RFPs for responses from developers;
- Analyses and presentations of development opportunities in repeated meetings to cement public-private partnerships and secure investments;

The same types of tasks will be required to execute the Downtown TOD described in the accompanying Station Area Plan.

Through a continuing pro bono service agreement CNT will contribute more than 800 hours of professional planners and analysts in the coming year to help Harvey implement this Plan. The RTA will also continue to assist Harvey in the execution of the Station Area Plan. However, consultants can only perform discrete tasks.

The concentrated, full-time effort of a professional planner working for the City of Harvey will be needed to implement this Plan and its companion Station Area Plan.

Currently the City employs only one professional planner who manages the Planning Department along with the management of building inspections, enforcement of building codes, and coordination of the City's response to rental housing problems.

It is not practical to imagine that any single professional can perform the current duties of Harvey's Planning Director and execute this ambitious Industrial Districts Plan along with its companion Station Area Plan. To carry out these plans the City will need to add staff and/or reorganize duties so that a professional planner or economic development specialist can devote full-time attention to systematic, long-term development work.

F. Schedule of Major Development Steps

Preceding sections of this Plan describe a broad set of development proposals and tasks that all have their own time requirements. The following paragraphs and accompanying chart focus on timing. They summarize the actions that need to occur concurrently in given quarters and years to advance fulfillment of the Plan as efficiently as possible.

Progress in implementing this plan will frequently depend on the decisions and timeframes of others. Accordingly, dates for the completion of steps in the Plan can only be estimated within broad parameters.

Autumn 2005

The primary tasks in this quarter are finalizing the Plan and securing its approval by the City Council. At this time the City will also need to prepare internally for the concentrated work of implementing the Plan:

- Refining its databases of real estate parcels, contacts, and potential resources;
- Establishing the Development Commission of residents and stakeholders;

- Making the staff adjustments necessary for a full-time planner to be dedicated to the implementation of long-term development plans.

During this time the City should also prepare to host an event to celebrate the completion of its companion development plans and the beginning of their implementation. This celebration will be an opportunity to begin gathering political and financial support for the Plan and to start marketing it in the development community. Given overlap with the holiday season, this event should be scheduled for the early part of the first quarter of 2006, although the critical work of preparation will need to be done earlier.

Winter & Spring 2006

A major activity of this six-month period will be interviewing the owners/managers of all the industrial businesses of Harvey, beginning with the businesses in the Northeast Industrial District. These exhaustive interviews will provide opportunities to share information with business owners and will yield important information dividends including:

- Key information in determining whether additional TIF or Class 8 tax abatement districts would be effective for the retention and expansion of existing businesses;
- Understanding employers' level of interest in several city-wide initiatives: dedicated truck routes within Industrial Districts, a local worker training and placement program, a local commuter transportation program, and the establishment of Foreign Trade Zone (FTZ) and Intermodal Facilities Development Zone (IFDZ) designations.

Another area of activity in the first half of 2006 will be introducing the Plan in a series of one-to-one meetings with representatives of public agencies including Cook County Enterpriz and Department of Economic Development, IDCEO, IDOT, IEPA, and federal counterparts to these agencies. Similarly, City representatives will hold introductory meetings with potential civic organization and private sector allies including SSMMA, the Southland Chamber of Commerce, railroad companies, and industrial real estate brokers active in the south suburbs. These meetings will lead to the formation of Harvey's Resource Team, which should begin to meet periodically during this period. From research and the input of the Resource Team, Harvey should also begin to prepare proposals on a timely basis for appropriate public funding opportunities.

Among the issues addressed by the Resource Team should be Harvey's proposal to establish dedicated truck routes serving the Northeast, South, and possibly the Northwest Industrial District.

In this half year Harvey will be able to lay the ground work for and issue a RFP for the substantial real estate that it owns in the Northwest Industrial District.

Working with CNT consultants and the Development Commission, the City should also initiate work on several of the City-wide industrial development initiatives:

- Models and background information should be reviewed by the Development and Planning Commissions in preparation for the establishment of industrial design and maintenance standards.
- Information about existing job training and placement programs should be gathered and summarized for the employment program initiative.
- Discussions should begin with transit agencies regarding the feasibility of a shuttle bus or other local transportation services to link employment centers with the Harvey TOD.

Summer & Autumn 2006

With an enriched base of information and resource network the City should move aggressively into work in the individual Industrial Districts. In the Northwest District the City should select and begin to work with a major end user or master developer that will respond to its RFP. In the Northeast and South districts the City should act to establish any needed Class 8 tax abatement or new/expanded TIF districts. Using RFPs or a less formal process, the City should also solicit developer interest in the priority development parcels of these districts including:

- The vacant 8-acre triangular parcel bounded by Vincennes Avenue, 152nd Street, and the Metra Electric Line & CN/IC (to Chicago) embankment;
- The block of 29-acres of vacant contiguous land between Center and Lathrop Avenues;
- The severely under-utilized 6.5 acre parcel on Center Avenue.

The City will also be discussing development alternatives with the owners and occupants of under-utilized properties in the Northeast Industrial District.

With the advice of the Resource Team, the City should accelerate its requests to public agencies for funds to invest in public-private partnerships to implement specific development proposals in the districts. Among these projects funds should be sought for dedicated truck routes in the Northeast and South Districts.

With the Development Commission and CNT consultants the City should advance work on several city-wide initiatives:

- The development of design and maintenance standards for Harvey's Industrial Districts should be completed.
- The design of Harvey's local job training and placement program should be completed and memoranda of agreement with state/county agencies and training institutions should be concluded.
- Strategies for establishing a Foreign Trade Zone (FTZ) and Intermodal Facilities Development Zone (IFDZ) in Harvey should be explored.
- Meetings should be held with IDOT to discuss the plans and pace of major infrastructure improvements at 159th Street and the I-57 & I-294 interchange. In additional meetings with freight railroad industry representatives measures to reduce grade crossing delays should be discussed.

2007

Meeting quarterly with its Resource Team the City should sustain and accelerate its efforts to secure necessary public funds for public-private partnerships to redevelop vacant and under-utilized properties in its Industrial Districts. The City anticipates repeated discussions and analyses of proposed projects with potential investors in which it will use TIF and other funds under its control to provide the catalyzing agent to reach development agreements. This work should begin to show its first fruits in 2007.

Assuming selection in 2006 of a primary user or master developer for the City's major property in the Northwest Industrial District, financing and construction plans should be in place, and a ground breaking in 2007 is possible.

In the Northeast and South Districts the City hopes to secure financial commitments for the redevelopment of its priority parcels. Ground breaking for initial projects may occur late in this year or in 2008.

Substantial progress is anticipated in city-wide initiatives:

- The local worker training and placement program should begin to function at a modest level, with some tailored training programs beginning to operate and some placement referrals being made.
- A detailed proposal to provide shuttle bus and/or other local transportation services to link employers with the Harvey TOD should be accepted by business owners and endorsed by transit agencies, although funding of the service may require additional time.
- Harvey should submit an application for FTZ designation and if necessary help to secure an amendment of the IIFD Act.

2008 to 2015

Harvey should expect to continue working with its Resource Team to secure needed funding and broker public-private agreements for the development of its industrial land through the year 2010. By that time land that is currently vacant or under-utilized should be brought into productive use by new/expanded businesses. A number of these will be manufacturing or logistics companies that ship/receive cargo through the Canadian National intermodal terminal to which they will be connected by a dedicated truck route that permits conventionally overweight loads. Before 2015 Harvey should achieve its goal of full, high-level utilization of every acre in its Industrial Districts.

By the Year 2010 Harvey should institutionalize several programs that will cause a gradually increasing percentage of local industrial jobs to go to local workers.

- A worker training and placement program tailored to the needs of Harvey area businesses will be a useful asset for local employers.
- A locally tailored public transportation program will provide employers with a deeper labor pool, a more loyal labor force, and an enhanced capacity to operate multiple shifts.

The permanent status of all Harvey's Industrial Districts as elements of an FTZ and possibly an IFDZ will enhance the value of these districts as industrial locations. Value will also be added to these locations by major transportation infrastructure improvements: the rebuilt 159th Street – rail overpass, the I-57 & I-294 interchange, and procedural measures that will reduce current delays at rail crossings.

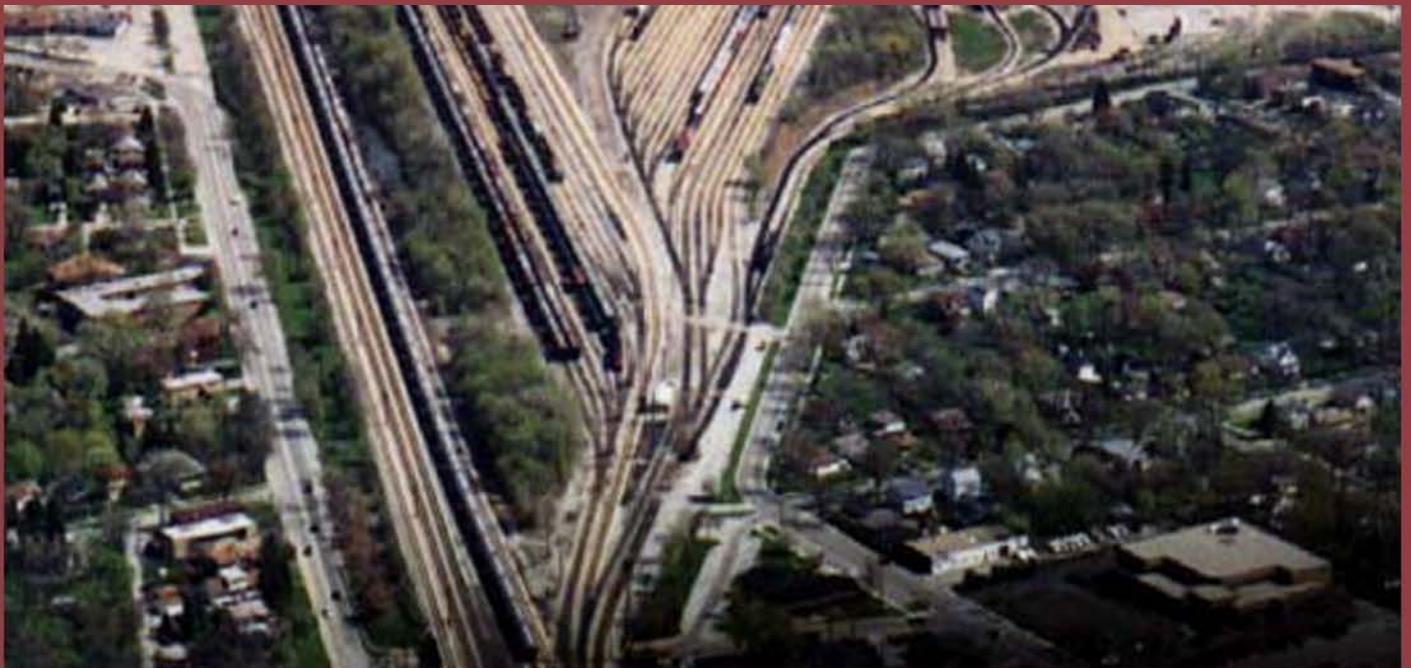
As a consequence and inter-related cause of this business growth and increased value funds available for public services in Harvey will increase, as tax rates fall.

Harvey Industrial District Plan																		
Major Task Timeframe																		
Task Description	Approximate Timeframe																	
	Years	05	06				07				08	09	10	11	12	13	14	15
	Quarters	4	1	2	3	4	1	2	3	4								
Finalize Acceptance of the Plan																		
Individual District Developments																		
Northwest Industrial District																		
Issue RFP for primary development area																		
Sign agreement with chosen developer																		
Secure matching public sector investments																		
Initial development on site																		
Build out to full development																		
Northeast Industrial District																		
Exhaustive interviews with business managers																		
Establish selected tax abatement/allocation strategy																		
Seek investments for vacant/under-utilized properties																		
Initial development on priority sites																		
Build out to full development																		
Seek investment for dedicated truck road																		
Construct dedicated truck road																		
South Industrial District																		
Exhaustive interviews with business managers																		
Adjust tax abatement/allocation strategy																		
Seek investments for vacant/under-utilized properties																		
Initial development on priority sites																		
Build out to full development																		
Seek designation & investment, dedicated truck road																		
Upgrade dedicated truck road																		
City-wide Initiatives																		
Establish industrial zone design & maintenance standards																		
Establish local worker training & placement program																		
Gather employer input																		
Establish program design & institutional partnerships																		
Implement program with initial clients																		
Seek funding and gradually enhance program																		
Local Transportation Program																		
Determine employer interest in local transportation program																		
Plan program with transportation agencies																		
Secure needed program funds																		
Implement worker to employer door program																		
New Development Incentive Zone Designations																		
Determine current business owner interest in designations																		
Secure funding/pro bono assistance to pursue FTZ designation																		
Apply for Foreign Trade Zone (FTZ) designation																		
Operate with FTZ benefits to local industries																		
Seek amendment of IL Intermodal Facilities Development Act																		
Apply for Intermodal Facilities Develop Zone (IFDZ) designation																		
Operate with IFDZ benefits to local industries																		
Advocate for Transportation Infrastructure Improvements																		
Rapid completion of 159th St overpass reconstruction																		
Alleviation of at-grade rail-highway crossing delays																		
Construction of I-57 & I-294 interchange																		
Implementation Steps and Structure																		
Establish/refine databases for networking & resource records																		
Market Industrial Harvey																		
Celebration to launch plan implementation																		
Introduce Plan to business press, development community																		
Regular news releases to press, development community																		
Make Plan available on improving web site																		
Resource Team & Public Funds Development																		
Introduce Plan to public agency representatives																		
Convene regular Resource Team meetings																		
Make timely applications for all applicable development funds																		
Establish Development Commission																		
Recruit Commission members																		
Establish regular Commission meetings																		
City of Harvey's Development Capacity																		
Add staff/adjust roles to assign additional full-time planner																		
Revise the Plan Annually																		



Harvey Industrial Districts Plan Appendix

December 2005



DRAFT



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A. Summary of Key Person Interviews

1. Introduction

The individuals noted below were interviewed in one-to-one meetings by David Chandler (in 3 cases along with David Wilson, in 2 along with Chuck Givens) for 20 minutes to one hour, usually in face-to-face meetings but in 2 cases over the phone.

Nine individuals were interviewed:

2 were managers of larger industrial companies,

2 were developers and industrial realtors,

2 were managers of smaller industrial companies,

3 were freight/logistics company managers

Respondents were interviewed between November 2004 and May 2005. Some respondents who were interviewed early in the process were recontacted for additional information. In each interview we explained the purpose of our plan and answered questions about it, and then gathered some information about the basic business and corporate history of the respondent. Questions were generally asked in the order presented below with some adjustments for the interests of the respondent. Essentially similar responses are referenced to the respondent numbers given above. In some cases the same respondent provided several responses to a question, elaborating on a basic response.

2. Questions

1. Why is your business in Harvey, instead of another location?

- Succession in a family owned business
- Moved from Chicago for property with more room and a better adapted space
- Acquired another company that had been located in Harvey because of its central position in industrial networks of a previous generation
- Opportunity to capture a niche market or serve a particular major company, e.g., Canadian National terminal, Allied Tube

2. What's the best aspect of operating your business in Harvey?

- Good freight transportation
- Know the environment and can capitalize on some niche opportunities
- Acceptable industrial environment (why not?)

- Proximity to a major customer
- Services from the City

3. The Worst?

- Condition of surrounding industrial properties, e.g., ruined structures left standing, unscreened junk yards a principal concern
- High taxes, a principal concern
- City services, relations
- Trains blocking highway crossings

Note on security:

- You might think security would be a major issue but we haven't experienced any problems.
- Security is an issue, but the perception is worse than the reality.
- Security would be a major issue in our business in any location, not particularly worse here than in other locations.

4. How well does freight transportation work for your company in Harvey?

- Open response (reflected in responses to Questions 2 and 3 above)
- Expressway access important to your company?
 - Yes in every case
- Railroad car service important to your company?
 - Yes, most cases
- Intermodal terminal use important to your company?
 - Yes, most cases
- Third party logistics provider use important to your company?
 - No (except 1 case)
- Location convenient for employee commute?
 - Okay for on-line workers (every case). Inconvenient for management/professional workers (in 1 case)
- What % of workers take public transportation?
 - Unknown or negligible in every case

5. Your opinion of the labor force in the Harvey area?

- Open response
 - No respondent had a strong response to this general question.
- How many of your employees live in Harvey? %?
 - No respondent claimed to know a percentage or to track residence. All respondents thought that the answer was certainly a minority percentage and probably few.
- How many live within a 3-mile radius of the plant?
 - Again most respondents said that they did not know. Some volunteered these impressions:
 - Many, perhaps most online workers within 5 miles (half of cases)
 - Most management/professional employees live further away (3 cases)
- Would a tailored training program at local high schools, community colleges be desirable for your business?
 - Yes in every case, but with some qualifications
- If so, what type of training should be provided?
 - Truck drivers are badly needed, but only drivers with 2+ years of experience can be hired by any but the largest firms for insurance reasons, so trucker training has little value to their company.
 - Employment with a railroad requires highly specific training and would need to be coordinated with the company, possibly with other railroads operating in the Chicago area.
- Our plant employs workers in wide range of skills with few positions at each skill level, designing local training for us would be very difficult.

6. How do services from the City of Harvey affect the climate for your business?

- The City has been very accommodating and responsive to any requests.
- The City's police and fire departments seem professional and competent.
- The City generally does its best, although they're understaffed and sometimes not well organized.
- The City has made major mistakes or caused delays that have been harmful to my business.

7. Are local taxes an important issue in determining how well Harvey works as a location works for your business?

- Not really; we have tax abatements in place that make local tax levels acceptable.
- Abatement programs make present taxes acceptable, but are a negative factor in considering expansion.
- Other positive site considerations are more important than local tax levels.
- Tax levels are a terrible problem, particularly because abatement programs are insufficient and non-permanent. They undermine attempts to build an industrial base in Harvey.

8. Have you received public incentives to locate/retain your business in Harvey?

- Open response
 - Only one respondent reported no benefit from public incentives.
- Tax abatement?
 - Yes (most cases), though perceptions of the value of these abatements varied sharply (per responses to Question 7)
- Enterprise Zone benefits?
 - No respondent was aware of the Enterprise Zone program per se; several asked for information.
- IDCEO programs?
 - No respondent was aware of particular IDCEO programs. Some said they thought their companies may use these programs, but they'd need to check with others to know the details. Several asked for information.

9. Do you plan to retain and grow your business in Harvey?

- Yes. We're comfortable (even enthusiastic) and plan to grow here.
- Yes. We plan to remain but are pondering whether to expand here.
- We plan to remain because we understand the particular problems of the area, which confer a benefit to us, but we wish the climate was much better, and we seek to diversify out of the area.
- We're here because it would be too expensive to leave, but wish we were elsewhere.
- We're seriously considering relocation to Indiana.

Additional respondent comments of interest to TOD:

- Harvey offers a ready job market to experienced truck drivers and probably other skilled trades people. If the city wants to build population, it might seek to market housing to such skilled workers.
- Our business is located in the south part of Harvey, away from the problems of the central part of the city. We like the separation.
- If downtown Harvey developed into a more attractive place with restaurants and useful stores, our employees would go there. There is a shortage of restaurants and other conveniences here.

B. Assets for Cargo Oriented Development (COD)

1. International & Regional Pressures on Freight Transportation and Industrial Land Use

Harvey's opportunities for industrial development are directly tied to trends in the international economy that are making access to freight infrastructure more important than it has been for several generations. As more products are sourced from distant locations and needed on a just-in-time basis, freight volumes are growing steadily. The US Department of Transportation (USDOT) projects that freight volumes will increase nationally by 80% between 2000 and 2020. As freight volumes climb, virtually every active segment of freight infrastructure will be used to its full capacity and become more valuable.

Internationally sourced goods commonly move in standard-size sealed containers, each one of which is a full load for a truck. These containers are interchanged between ships, trains, and trucks all designed to carry these standard containers. For land trips of more than 500 miles containers are usually loaded onto trains, then lifted onto trucks for distribution within a 500 mile radius. The places where containers are exchanged from one mode of transportation to another (e.g., from train to truck) are called intermodal freight terminals. As integration with international supply chains becomes crucial, more manufacturing and distribution companies are locating near intermodal terminals, where they can combine shipping economies with reliability. Companies that specialize in freight logistics are providing more value added services for their customers including repackaging and processing freight, and they add to the demand for space near intermodal sites.

Pressures that are making freight infrastructure more attractive are strongest in the greater Chicago area. The Chicago region is the hub of the North American freight system, handling more intermodal cargo shipments than any US ocean port and a third of all US freight rail movements. Freight transportation is a major industry in metropolitan Chicago, directly adding \$8 billion/year and 117,000 jobs to the regional economy. Recognizing the importance of freight infrastructure, a powerful public-private partnership seeks to invest \$1.5 billion through the "Chicago Regional Environmental and Transportation Efficiency (CREATE)" program, to upgrade the Chicago region's freight rail system, primarily by establishing fast corridors for train movement between major intermodal terminals.

2. Freight Related Industrial Development

Pressures to use and capitalize on freight infrastructure are reviving "traditional" connections between industrial activities and wellheads of freight transportation, and in some cases redefining these relationships. On this point perhaps the clearest statement comes from Jon B. DeVries, a Principal of URS Corporation and Director of the Chicago School of Real Estate at Roosevelt University:

The growing importance of container intermodal shipping is starting to impact location decisions for major manufacturers and distributors. Intermodal adds a cost-effective, relatively weatherproof, vandal/theft proof and increasingly speedy form of transportation to the range of transportation options available to US companies. This is now resulting in many location decisions being made for markets that have high-quality intermodal capacity and connections.

After decades of decentralization of industrial development allowed by the trucking industry and Interstate highway system, there is now a decided recentralization trend occurring that is resulting in a new clustering of industrial/distribution in select US markets that have superior intermodal capabilities. In particular, Chicago, Atlanta, Kansas City, and port cities such as Los Angeles, Charleston, and the New York/New Jersey metro area are big early winners.

In the Kansas City, Dallas, and Chicago metro areas new large scale projects are capitalizing on the attractive qualities of intermodal facilities. For example, in 2002 CenterPoint Properties opened Logistics Park in the Will County Village of Elwood, a development with a new 600 acre intermodal terminal and an adjacent industrial park of 1,400 acres that is well on its way to employing 10,000 workers. In 2003 CenterPoint opened a comparable facility in Rochelle, Illinois that includes an 800 acre intermodal terminal and a 300 acre industrial park that is filling and attracting additional significant facilities to be built within a ten-mile radius of the Rochelle intermodal development.

However, all new industrial development linked to intermodal transportation is not vast in scale or necessarily anchored by new terminals. In the recent years, at maritime-rail-highway intersections, new industrial developments of modest scale have flourished under the coordination of port authorities. Such developments have included industrial parks in Portland, Oregon; Toledo, Ohio; Memphis, Tennessee; and Burns Harbor, Indiana.

A more subtle pattern of freight-industry linkages is revealed in a study that Reebie Associates completed for the City of Chicago in 2003. Reebie advised the City to retain and aid the upgrading of its freight rail and particularly intermodal terminals, predicting that by 2020 this strategy would create more than 19,000 jobs, add \$2.8 billion to the city's gross product and \$417 million in tax revenues.

3. The Strategic Advantage of Harvey's Freight Infrastructure

Harvey is a critical locus of Chicago's improving rail network and entire regional freight system. This position is apparent in the accompanying map of Harvey's freight transportation infrastructure. The two rail lines that cross in a massive X in Harvey are both major corridors linking intermodal terminals. The Canadian National (CN) Railroad (to Elsdon) runs from northwest to southeast. The CNIC Railroad runs from the northeast to the southwest and serves the huge CN terminal in southern Harvey. This rail line sits atop the embankment shared with the Metra Electric Line, which is a major feature of Harvey's downtown. Because this line is already elevated, it is not a part of the CREATE improvement plan. But the other crisscrossing railroad line in Harvey, a corridor shared by the CN and CSX railroads is a branch of CREATE.

The Canadian National intermodal terminal that dominates the landscape of southern Harvey is a major gateway for international shipping and potentially as strong an attractor as the intermodal terminals that are anchoring industrial parks in exurban locations within the Chicago area. All industrial sites in Harvey lie within 1.5 miles of the truck entrance and exit gates of the CN terminal, and most are within a few hundred yards to a mile of these gates. Harvey sites are also close to the Union Pacific intermodal terminal in Dolton and the IHB and CSX rail yards in Riverdale, which may be converted to an intermodal terminal within a few years. So industrial businesses in Harvey enjoy competitive options for intermodal freight service.

In addition to railroad-owned intermodal facilities, Harvey offers excellent expressway access. It contains exits to three expressways: I-80 to the south, I-294 to the west, and I-57 to the north, and the city is less than two miles from an exit to I-90 to the east. This proximity to intermodal facilities and expressways can make Harvey an attractive site for:

- Companies engaged in the intermodal shipping industry, providing such services as container repair, transloading cargos from one type of container to another (as is commonly required in international shipping), or providing short term storage for cargos that cannot be held within an intermodal terminal. (At least two companies in Harvey now specialize in these services.)
- Third party logistics companies that provide value-added services to shippers, such as sorting, repackaging, or even assembling products for intra-regional distribution.
- Any manufacturing or distribution company that is a heavy user of intermodal freight transportation and places a high value on reduced shipping costs and high reliability in shipping and receiving times. (This latter benefit is particularly strong in Harvey because the CN is an industry leader in providing scheduled intermodal shipping service.)

Besides its intermodal benefits, Harvey provides good locations for companies that use rail car service, i.e., non-containerized cargoes in full rail cars, usually commodities such as fuel, metal, lumber, chemicals, or food which the companies process into finished goods. The CN terminal in Harvey handles rail cars as well as intermodal shipments. Terminals in Riverdale and other nearby towns also move rail car shipments. Spurs off of rail lines, on which rail cars move to and from factory doors exist for many sites in Harvey. The construction of additional spurs may be supported by the Local Rail Freight Assistance Program of the Illinois Department of Transportation (IDOT). This program will provide loans for new rail spurs when payback from new revenues generated by a spur construction can be projected. The program will also provide grants when the new spur construction will leverage substantial private investment.

4. Concentrations of Industrial Businesses

In addition to an extraordinarily rich freight transportation infrastructure, Harvey possesses the other assets needed for a cargo-oriented development (COD). Despite decades of industrial contraction, concentrations of industrial businesses in metal working, food processing, construction material supply and freight logistics continue to operate in the south suburbs. Some 264 industrial companies employing more than 8,000 workers are located within three miles of Harvey, and 44 of these companies employing more than 1,200 workers operate within the city limits. Their presence can help to attract similar businesses.

Table 1. Types of Industrial Businesses Concentrated Around Harvey

Industrial Businesses Concentrated Around Harvey				
	Within a Three-Mile Radius		Within Harvey Borders	
Business Type	# Firms	# Workers	# Firms	# Workers
Trucking and Warehousing	55	1169	9	84
Fabricated Metal Products	49	2,000	8	98
Industrial Machinery and Equipments	41	595	5	120
Wholesale Trade Durable Goods	21	659	3	32
Building Supplies	19	334	2	9
Transportation Services	15	88	2	14

When geographic concentrations of companies exist they sometimes form multi-faceted relationships. Managers and workers in these companies meet. They become customers and service providers to each other. They compete with each other for some contracts and cooperate in others. Employees leave one company and go to another, transferring knowledge and skills. Companies in such a network of relationships are said to form "clusters", and the net result of cluster relationships is usually improved competitiveness for the companies involved and a substantial contribution to the economic health of the region in which they are located. Forty years ago Harvey was certainly the center of clusters in steel, machinery manufacturing and other industries. Whether or not this is true today is questionable. But as Harvey and neighboring communities recover they can hope to establish clusters in such fields as value-added logistics, pharmaceuticals, and quality metal working.

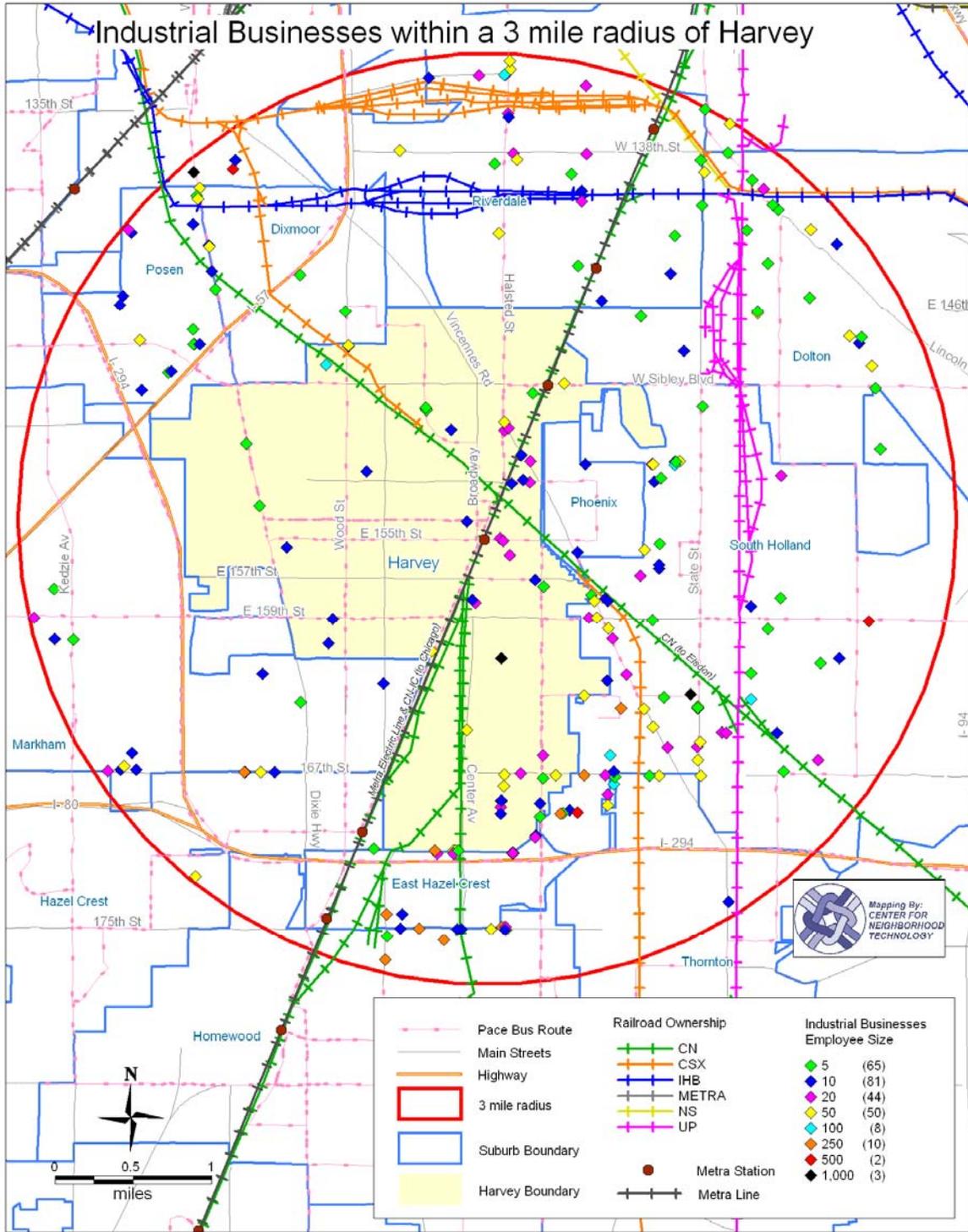


Figure 2. Industrial Businesses within a three mile radius of Harvey

5. Industrial Workforce Readiness

Relative to other communities in metropolitan Chicago, Harvey's workers are appropriately educated and prepared for industrial work. As indicated in the accompanying graphs, approximately 64% of Harvey adults have a high school or community college degree as their highest level of education, compared to 49% in all of Cook County. This level of education, coupled with specific vocational training, is generally appropriate for entry level industrial employment. Harvey residents are less likely than the county population to hold college or advanced degrees, but this level of education is usually not required for entry level industrial work. Harvey residents are no more likely than the entire Cook County population to be high school dropouts.

Harvey residents are somewhat less likely to be engaged in manufacturing employment than the overall Cook County population, 10% compared to 12%. But a considerably higher percentage of them work in transportation and warehousing jobs than the county workforce, 10% compared to 6%. Some 22% of Harvey workers are now acquiring experience in manufacturing or logistics companies compared to 20% for all of Cook County.

Skills and readiness of Harvey workers could also be enhanced by training and placement programs geared to the needs of existing and new employers. Potential to conduct such programs exists in five community colleges that have campuses within five miles of downtown Harvey:

- Two campuses of South Suburban College
- Prairie State College
- Grinnell College
- Beta Christian College

In Harvey workers can also reach employment through means other than cars. Some 8% of Harvey workers now commute by Pace bus (a level that compares favorably with the city of Chicago and is unusually high for the suburbs). Pace's Harvey Transportation Center, a hub facility for 8 bus routes, is located in downtown Harvey, across the street from a Metra Electric Line station; so a workforce from several parts of the south suburban region can access Harvey businesses by public transportation. Given the proximity of residential neighborhoods to industrial districts, Harvey workers could also bike or walk to their jobs. Such workforce access can be a significant consideration for plants that employ three shifts, for companies that want to minimize worker turnover, and for many more employers if the labor market were to tighten to levels of the last decade.

The large, frequently educated and experienced, and mobile workforce of Harvey now has an unemployment rate of 8.7%.

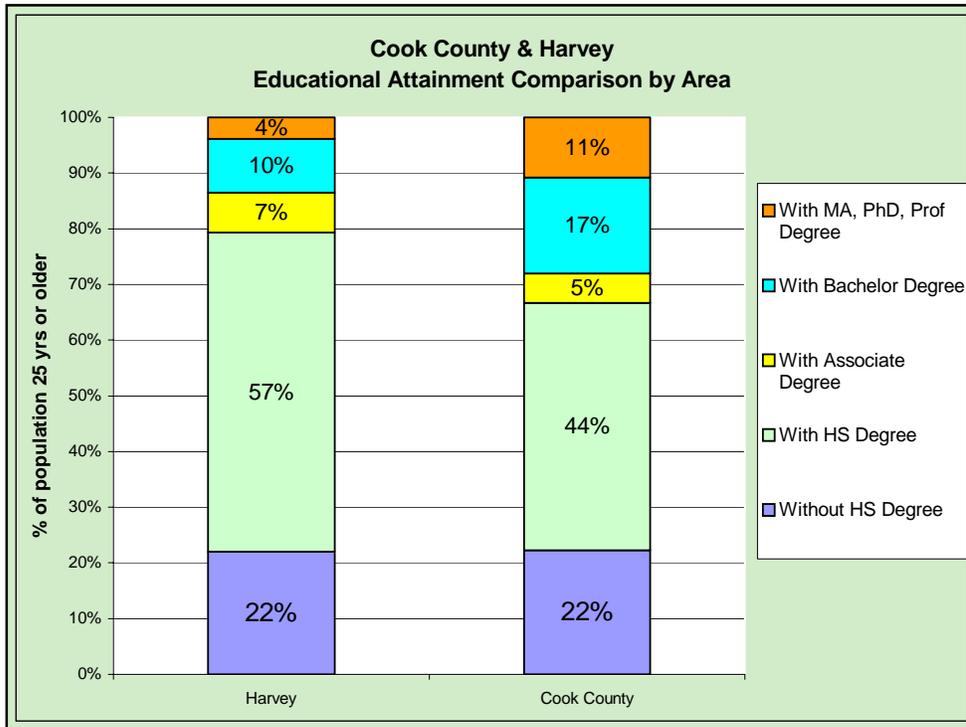


Figure 3. Education Level of Harvey's Workforce

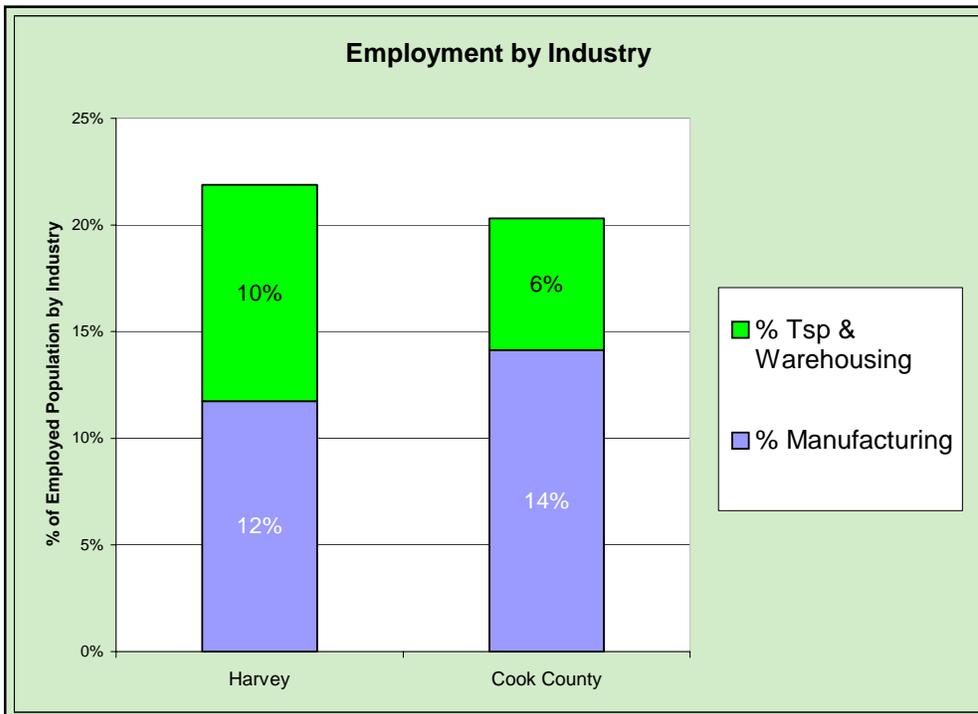


Figure 4. Harvey Employment by Industry

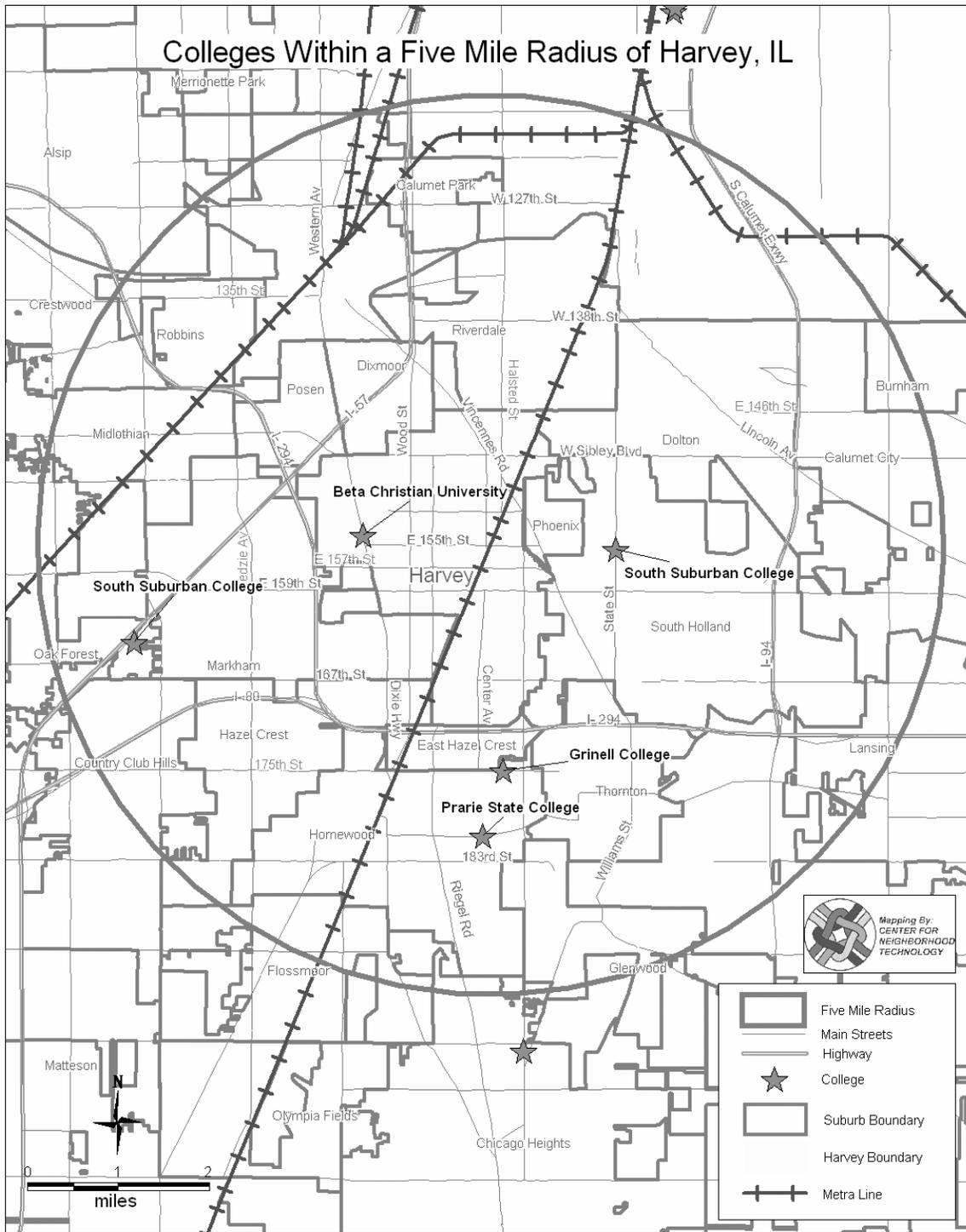


Figure 5. Colleges Within a Five Mile Radius of Harvey

C. Tax Liabilities & Development Tools

While Harvey's COD assets present incentives for development, property taxes to which businesses in Harvey are subject constitute an impediment to development. This impediment can be mitigated by the application of programmatic tools through which the taxes that industrial businesses pay can be reduced or allocated to the development needs of the industrial district. However, to establish a positive climate for long-term business investment, Harvey will need to reduce the local tax rate by growing the base of tax paying businesses.

1. The County Assessment Context

Harvey's tax problem exists in the context of a larger problem for Cook County. In every other Illinois county all property is assessed at a level of 33% of its estimated value. In Cook County residential property is assessed at 16% of its estimated value, commercial property at 38%, industrial property at 36%. This difference places Cook County at a structural disadvantage in the competition to attract business investment.

2. The Tax Rate Formula

The difficulty of high assessment in business taxation is compounded when the tax rate of a local community is high. The tax rate that is applied within a municipality is not set solely by a direct decision of its city council. It is mostly determined by a formula that requires the budgeted expenses of public bodies (the municipal and township governments, the school districts, and other distinct local public entities), referred to as the Levy, to be met by taxing the assessed value of property at the necessary percentage:

$$\text{Local Tax Rate} = \frac{\text{Tax Levy (Total Budget of Local Taxing Bodies)}}{\text{Assessed Value of Property}}$$

According to recent figures published by the Cook County Assessor, the applicable tax rate in Harvey is 15.30% of assessed property value in one township that includes part of Harvey and 16.60% in a part of Harvey that falls within another township. Per the following table, Harvey has some of the highest tax rates in the Chicago region.

Table 2. Property Tax Rates in Harvey and Surrounding Municipalities

		<i>Property Tax Rates</i>				
<i>Municipality</i>	<i>Year</i>	<i>City</i>	<i>County</i>	<i>School</i>	<i>Other</i>	<i>Total</i>
<i>Harvey</i>	2000	4.78%	0.63%	7.96%	1.93%	15.30%
<i>Hazel Crest</i>	1999	2.55%	0.15%	7.71%	1.48%	11.89%
<i>South Holland</i>	2001	1.55%	0.83%	8.49%	1.42%	12.30%
<i>East Hazel Crest</i>	2001	1.36%	0.75%	5.38%	4.70%	12.18%
<i>Homewood</i>	2001	1.82%	0.76%	8.75%	1.98%	13.31%
<i>Midlothian</i>	2000	0.60%	1.33%	8.03%	0.63%	10.59%
<i>Blue Island</i>	2002	1.91%	0.69%	6.27%	1.28%	10.15%
<i>Country Club Hills</i>	2000	3.93%	0.94%	8.28%	1.71%	14.85%

A municipal government can lower the applicable local tax rate in two ways. It can reduce public expenditures (by reducing its own expenses and convincing other local taxing bodies to follow suit), or it can increase the value of property (by implementing an effective economic development program). In Harvey the current municipal administration has taken a strong position on stopping any unnecessary expenditures. However, the large bulk of public expenses in Harvey are clearly necessary. Schools (which have their own taxing authority), police and fire protection, public area maintenance, among other services, are essential and generally need to be increased to ensure a good quality of life for Harvey residents and businesses. Furthermore, the principal reason for Harvey's high tax rate is not that its expenditures are higher than those of other towns. They are comparable. Harvey's tax rate is high largely because its property values are depressed. Facing these realities Harvey must look to increase the total value of property in the city. This can be done most effectively by stimulating business growth.

3. Vicious and Virtuous Cycles

Unfortunately, high tax rates certainly discourage new business investment. When business investments are low property values decline. Tax rates then rise further in a "vicious" cycle.

When business growth is strong tax rates can fall, while expenditures for schools and other public services increase, in a "virtuous" cycle. A primary objective of economic development is to help existing businesses expand and attract new businesses so that a virtuous cycle is achieved. In the Chicago region Evanston and Arlington Heights are among the suburbs that in recent years have achieved a cycle of business growth, falling tax rates, and improved public services.

4. Tax Reduction Allocation Tools

Public Policy in Cook County permits the use of several programmatic tools to interrupt the vicious cycle of falling property values and rising taxes by reducing or redirecting taxes to jump start a virtuous cycle. More information on these tools is available from the Law Offices of John P. Fitzgerald, Ltd at the following web site:

http://www.propertytax.com/services_taxincentives.cfm

Several of these tools that have an apparent direct role in the redevelopment of Harvey's industrial districts are discussed in the following paragraphs.

Class 6B and Class 8 Tax Abatements

A Class 6B abatement may be granted for an individual industrial property when a new building is built, an abandoned building is brought back into use, or a building is substantially rehabilitated. Property owners that receive a Class 6B abatement are required to pay a living wage (as defined by the County) to workers employed at the site receiving the abatement.

A Class 8 abatement may be granted for an individual industrial or commercial property that exists within a designated district when substantial new investment is made there. It is only available in four townships in the Calumet region, including Bremen and Thornton in which Harvey is located. Recipients of Class 8 exemptions may be excused from meeting living wage scale requirements applicable to Class 6B recipients for some groups or employees, e.g., trainees.

When an industrial property receives a Class 6B or Class 8 exemption the rate of assessment drops from 36% to 16% for the first 10 years, 23% in year 11, and 30% in year 12. From year 13 on it returns to the standard Cook County industrial rates of 36%. However, at the request of the municipal government, Class 6B and Class 8 abatements are commonly renewed. When this occurs, the rate of assessment may be held at 16% for 20 years or conceivably longer, before the step up to the standard industrial assessment rate occurs.

The competitive impact of using a Class 6B or Class 8 tax exemption in Harvey is demonstrated in the two scenarios of Table 3 on the following pages. In this exhibit we compare the taxes paid for an industrial property with a market value of approximately \$1,000,000 under two scenarios. In one case, the property is in Harvey and is acquired with a Class 6B or Class 8 property tax reduction to 16% of the assessed value that is renewed for another ten years after the initial ten. In the other case the property lies in the Will County town of Crete where the total property tax rate is 8.7274%, about half the rate of Harvey. In each scenario, the value of the property appreciates at a rate of 3%/year. It should be noted that for comparison purposes, we have assumed the county assessed property values for each property are equalized to the same value after the county equalization factors or multipliers have been added, but we have not shown this step in the tables. By law, the state Department of Revenue calculates an equalization factor or multiplier for each county in order to achieve uniform assessments throughout the state. To calculate the multiplier, the state compares, over a three-year period, the actual selling price of individual properties to the assessed value. If the median level of assessments for all property in a county varies from a third of the market values, a multiplier is assigned to bring the assessments to a third of market, which is the legally mandated level. Historically assessed property values in Cook County are much lower than in other counties in Illinois and therefore the equalization factors in Cook County are currently 2.5757 but 1.0293 in Will.

- In Scenario 1 of this example, we assume that current tax rates remain the same over twenty years and the business owner receives the Class 6B assessment level of 16% for 20 years. With the lowered assessed value, Harvey's higher tax rate is effectively lowered and property taxes end up lower in Harvey than in Crete for a savings of \$116,901 over the 20-year period.
- In Scenario 2 the assumed difference is that from year 4 on Harvey's tax rate falls .3% per year, down to a level of 9.90% in year 20. This declining tax rate would follow from a successful implementation of Harvey's economic development plan with the scale and number of businesses paying taxes gradually

increasing. Under this scenario the property owner in Harvey captures a substantially lower tax bill over 20 years than in the other scenario, for a total savings of \$238,805. Moreover, if tax abatements finally end after 20 years, the Harvey (Cook County) business owner will be at less of a disadvantage compared to his counterpart in Will County.

Table 3. Two Scenarios for 20 Years of Property Taxes in Cook Versus Will County

Scenario 1: Tax consequences for a \$1,000,000* property with a static tax rate and the Class 6b Abatement to 16% for 20 years						
YEAR	Assessed Level in Harvey at 16% with Class 6b Exemption	Harvey Total Tax Rate	Harvey Property Tax Bill	Assessed Level in Crete at 33%	Crete Total Tax Rate	Crete Property Tax Bill
1	\$160,000	17.614%	\$28,182	\$330,000	8.7274%	\$28,800
2	\$164,800	17.614%	\$29,028	\$339,900	8.7274%	\$29,664
3	\$169,744	17.614%	\$29,899	\$350,097	8.7274%	\$30,554
4	\$174,836	17.614%	\$30,796	\$360,600	8.7274%	\$31,471
5	\$180,081	17.614%	\$31,720	\$371,418	8.7274%	\$32,415
6	\$185,484	17.614%	\$32,671	\$382,560	8.7274%	\$33,388
7	\$191,048	17.614%	\$33,651	\$394,037	8.7274%	\$34,389
8	\$196,780	17.614%	\$34,661	\$405,858	8.7274%	\$35,421
9	\$202,683	17.614%	\$35,701	\$418,034	8.7274%	\$36,484
10	\$208,764	17.614%	\$36,772	\$430,575	8.7274%	\$37,578
11	\$215,027	17.614%	\$37,875	\$443,492	8.7274%	\$38,705
12	\$221,477	17.614%	\$39,011	\$456,797	8.7274%	\$39,867
13	\$228,122	17.614%	\$40,181	\$470,501	8.7274%	\$41,063
14	\$234,965	17.614%	\$41,387	\$484,616	8.7274%	\$42,294
15	\$242,014	17.614%	\$42,628	\$499,155	8.7274%	\$43,563
16	\$249,275	17.614%	\$43,907	\$514,129	8.7274%	\$44,870
17	\$256,753	17.614%	\$45,224	\$529,553	8.7274%	\$46,216
18	\$264,456	17.614%	\$46,581	\$545,440	8.7274%	\$47,603
19	\$272,389	17.614%	\$47,979	\$561,803	8.7274%	\$49,031
20	\$280,561	17.614%	\$49,418	\$578,657	8.7274%	\$50,502
TOTAL PROPERTY TAX BILL YRS 1-10			\$323,080			\$330,165
TOTAL PROPERTY TAX BILL YRS 11-20			\$434,192			\$443,714
TOTAL PROPERTY TAX BILL YRS 1-20			\$757,272			\$773,878
20-year difference between Cities			-\$16,606			

*For illustration purposes, this scenario assumes the two properties have the same Equalized Assessed Value after the county multipliers are applied to the Assessed Values by each County.

Scenario 2: Property tax consequences for a \$1,000,000* property with a progressively lowered tax rate beginning in Year 7 and the Class 6b Abatement to 16% for 20 years

YEAR	Assessed Level in Harvey at 16% with Class 6b Exemption	Harvey Total Tax Rate	Harvey Property Tax Bill	Assessed Level in Crete at 33%	Crete Total Tax Rate	Crete Property Tax Bill
1	\$160,000	17.614%	\$28,182	\$330,000	8.7274%	\$28,800
2	\$164,800	17.614%	\$29,028	\$339,900	8.7274%	\$29,664
3	\$169,744	17.614%	\$29,899	\$350,097	8.7274%	\$30,554
4	\$174,836	17.614%	\$30,796	\$360,600	8.7274%	\$31,471
5	\$180,081	17.614%	\$31,720	\$371,418	8.7274%	\$32,415
6	\$185,484	17.614%	\$32,671	\$382,560	8.7274%	\$33,388
7	\$191,048	17.114%	\$32,696	\$394,037	8.7274%	\$34,389
8	\$196,780	16.614%	\$32,693	\$405,858	8.7274%	\$35,421
9	\$202,683	16.114%	\$32,660	\$418,034	8.7274%	\$36,484
10	\$208,764	15.614%	\$32,596	\$430,575	8.7274%	\$37,578
11	\$215,027	15.114%	\$32,499	\$443,492	8.7274%	\$38,705
12	\$221,477	14.614%	\$32,367	\$456,797	8.7274%	\$39,867
13	\$228,122	14.114%	\$32,197	\$470,501	8.7274%	\$41,063
14	\$234,965	13.614%	\$31,988	\$484,616	8.7274%	\$42,294
15	\$242,014	13.114%	\$31,738	\$499,155	8.7274%	\$43,563
16	\$249,275	12.614%	\$31,444	\$514,129	8.7274%	\$44,870
17	\$256,753	12.114%	\$31,103	\$529,553	8.7274%	\$46,216
18	\$264,456	11.614%	\$30,714	\$545,440	8.7274%	\$47,603
19	\$272,389	11.114%	\$30,273	\$561,803	8.7274%	\$49,031
20	\$280,561	10.614%	\$29,779	\$578,657	8.7274%	\$50,502
TOTAL PROPERTY TAX BILL YRS 1-10			\$312,941			\$330,165
TOTAL PROPERTY TAX BILL YRS 11-20			\$314,101			\$443,714
TOTAL PROPERTY TAX BILL YRS 1-20			\$627,043			\$773,878
20-year difference between Cities			-\$146,836			

*For illustration purposes, this scenario assumes the two properties have the same Equalized Assessed Value after the county multipliers are applied to the Assessed Values by each County.

Industrial Property Value Appreciation

The primary limitation of tax abatements is that they eventually come to an end, or at least their continuation is uncertain. For this reason if a property's competitive tax rate is based on an abatement, its potential for appreciation is reduced. Without solid grounds for predicting appreciation a business investment may not be able to project an attractive return on investment (ROI). And without high probability of a good ROI a project may not be financeable.

Accordingly, a business development strategy for Harvey must do more than use tax abatements. It must also bring about business growth so that the tax burden is distributed over more and stronger payers and the tax rate drops. To the extent that the tax rate falls investors will have confidence that their property will appreciate and investment will grow.

Tax Increment Financing (TIF) Districts

While tax abatements can be valuable if they stimulate growth, business investment can be blocked for a number of reasons other than high tax rates. For example, neighboring properties may be deteriorated;

public infrastructure used by business might require improvement; land may be broken up into too many small parcels to assemble for new development; land may be burdened with an old or deteriorated building that requires demolition; or property might contain environmental contamination that needs remediation. After some initial investment to remove these conditions, the land in question might attract private investment, but barring some public investment to improve base line conditions it remains unused.

One way of providing the public investment needed to make certain properties useful and marketable is for a municipality to establish a Tax Increment Financing (TIF) district. In a TIF the increase in property taxes that is achieved when property becomes more valuable is set aside for a period of years to repay financing needed to bring about the increase. For example, several contiguous industrial parcels might contain an abandoned building, an environmentally contaminated lot, other vacant lots and deteriorated roads and sewers. The total property tax billed for the land in this condition might be \$30,000/year. The city designates this district as a TIF, secures investment to remove the negative conditions, and attracts several new businesses to build and operate in the TIF. The new level of property tax billed for the improved district rises to \$230,000 per year. The city commits the \$200,000/year difference, or increment, between the old property tax level and the new to repay the funds needed to bring about the improvements or to sustain improvements within the TIF district.

A TIF can provide needed public investment when development would otherwise be impossible. To provide true benefit for a community, a TIF should be the catalyst of other public and private investment to successfully establish taxable revenues and jobs within its district and positively impact the value of adjacent properties. Benefits should be high because the cost of the TIF is the loss of incremental tax revenues for general public purposes for a period that typically lasts twenty three years, or more if it is extended. In several cases, when development has helped to pay off the financing costs sooner than expected, the city has been able to terminate a TIF before the 23 year period.

The City of Harvey now has five established TIF districts, three on industrially zoned lands, which are shown in the accompanying map. The effective utilization of these TIF districts and the possible establishment of other TIF areas will be a major factor in determining the success of Harvey's industrial redevelopment effort.

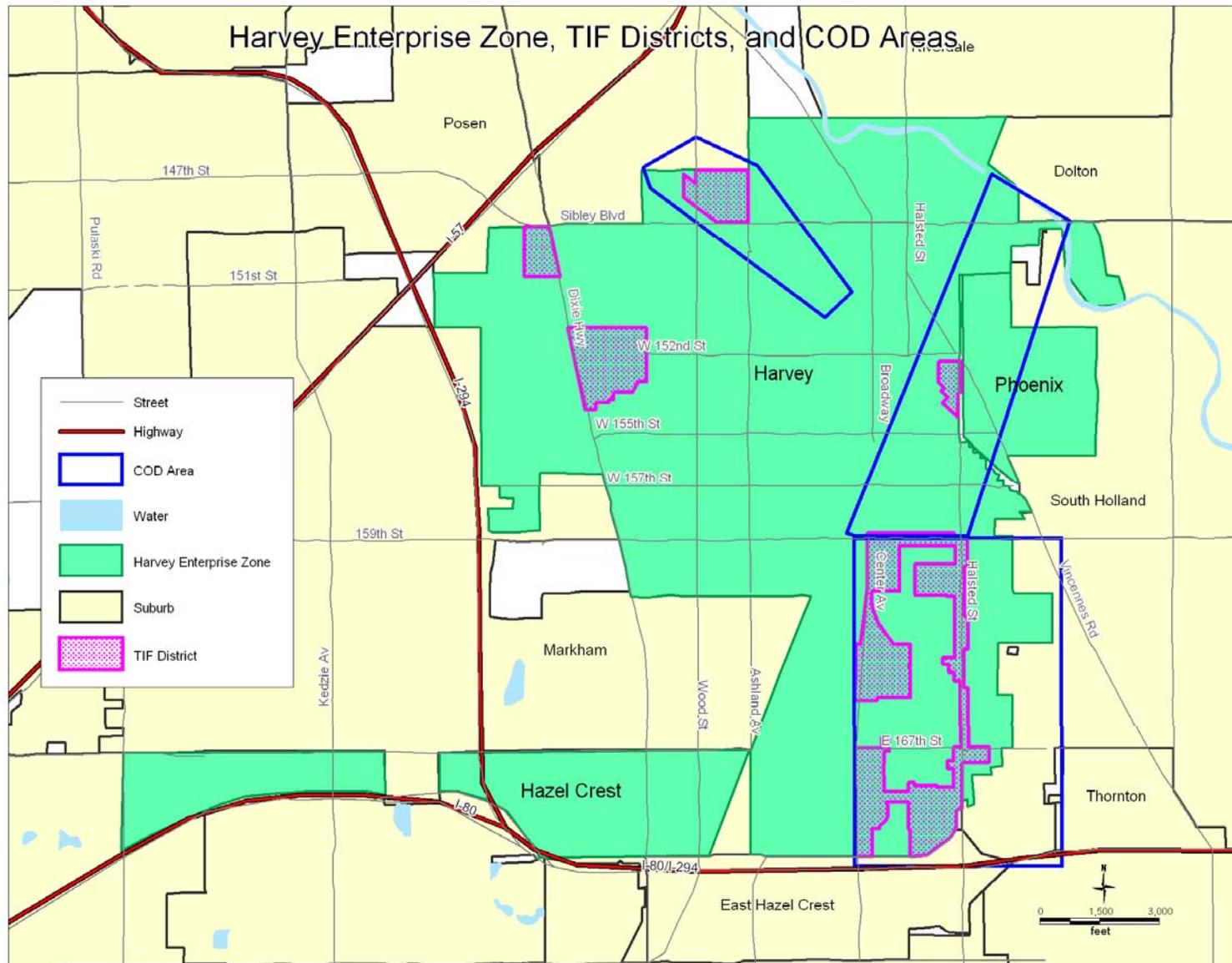


Figure 6. Enterprise Zones, Tax Increment Financing Districts and Cargo Oriented Development Areas in Harvey

Enterprise Zone

The tax situation of industrial businesses in Harvey is improved by the Enterprise Zone (EZ) program, established by the State of Illinois. The entire city of Harvey, along with the entire neighboring municipality of Phoenix and portions of Hazel Crest north of I-80, are included in the Harvey EZ. Within an EZ the businesses are eligible for reductions of a number of state taxes and enjoy special access to several state business support programs. Benefits of locating a business in an Enterprise Zone include:

- **Sales Tax Exemptions** – Building materials used in an Enterprise Zone are given a 6.25% state sales tax exemption.
- **Enterprise Zone Machinery and Equipment Consumables/Pollution Control Facilities Sales Tax Exemption** – Purchases of tangible personal property to be used in the manufacture, assembly, or operation of a pollution control facility in an Enterprise Zone are eligible for a 6.25% state sales tax exemption.
- **Enterprise Zone Utility Tax Exemption** – Businesses located in Enterprise Zones are eligible for a utility tax exemption on gas, electricity, and the Commerce Commission's administrative charge and telecommunication excise tax.
- **Enterprise Zone Investment Tax Credit** – A taxpayer who invests in qualified property in an Enterprise Zone is eligible for a state investment tax credit of 0.5%. Qualified property includes machinery, equipment, and buildings.
- **Dividend Income Deduction** – Individuals, corporations, trusts and estates are not taxed on dividend income from corporations doing the majority of their business in an Enterprise Zone.
- **Job Tax Credit** – This tax credit allows a \$500 credit on Illinois income taxes for each job created in the Enterprise Zone for which a certified dislocated worker or economically disadvantaged individual is hired.
- **Interest Deduction** – Financial institutions are not taxed on interest received on loans for development in an Enterprise Zone.
- **Contribution Deduction** – Businesses may deduct double the value of cash or in-kind contribution to an approved project of a designated Enterprise Zone organization from taxable income.

D. Environmentally Contaminated Properties

Environmentally contaminated properties in Harvey include brownfields, superfund sites, leaking underground storage tank sites (LUST), and hazardous waste sites as defined under the Environmental Protection Agency's Resource Conservation and Recovery Act (RCRA). Identification, assessment and remediation of environmentally contaminated properties, specifically those in the COD areas that can be redeveloped for industrial use, are significant in eliminating blight and improving economic and environmental conditions in Harvey's industrial areas.

1. Known Environmental Contamination in Harvey

Table 3. Environmental Contamination and MBRG Sites in Harvey

RCRA Remediation Sites				
Name	Address	City	Zip	COD Location
Envirite Corp	16435 S Center Ave	Harvey	60426	S COD
Allied Tube & Conduit Corp	16100 S Lathrop Ave	Harvey	60426	S COD
LUST Sites				
Name	Address	City	Zip	COD Location
Rainbow Management	36 West 159th St.	Harvey	60426	None
Shell Oil Co.	273 East 147th & Halsted	Harvey	60426	None
Clark Oil & Refining	16600 South Halsted St.	Harvey	60426	S COD
Speedway SuperAmerica	286 East 147th St.	Harvey	60426	None
Equilon Enterprises, LLC	15857 Halsted St.	Harvey	60426	NE COD
Amalgamated Trust #5439	15901 Wood St.	Harvey	60426	None
Superfund Sites				
Name	Address	City	Zip	COD Location
ARCO Research Lab	400 East 147th Street	Harvey	60426	NE COD
Weltmeyer Auto	14752 Spaulding	Harvey	60426	NW COD
Harvey GRQ	14600 S Wood	Harvey	60426	NW COD
Municipal Brownfields Redevelopment Grant (MBRG) project sites in Harvey				
Name	Address	City	Zip	COD Location
ARCO Site	400 East 147th Street	Harvey	60426	NE COD
154th and Ashland	15434 Ashland	Harvey	60426	None (TOD)

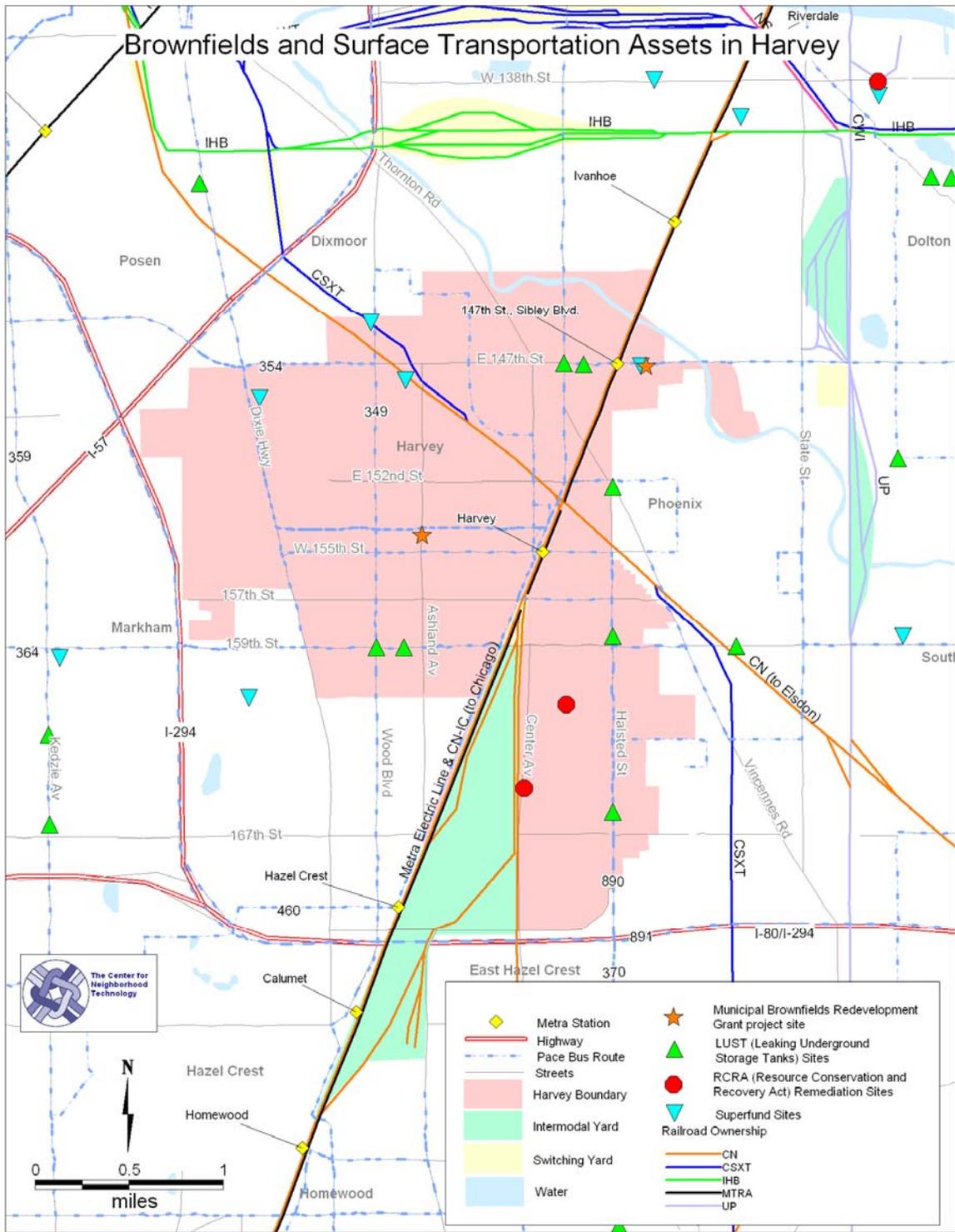


Figure 7. Surface Transportation Assets and Environmentally Contaminated Property in Harvey

- A superfund site as defined by the Environmental Protection Agency is any land in the United States that has been contaminated by hazardous waste and identified by the Environmental Protection Agency (EPA) as a candidate for cleanup because it poses a risk to human health and/or the environment. The data for the location of these sites is provided by the EPA from the year 2003. There are three superfund sites in Harvey, all located in COD areas.
- A site containing a leaking underground storage tank (LUST site) can contaminate properties and groundwater by releasing Methyl Tertiary Butyl Ether (MTBE), a compound commonly found in gasoline, and other contaminants. LUST sites are often located at gas stations. The data for the location of these sites is provided by the EPA from the year 2003. There are six LUST sites in Harvey; two are located in COD areas.
- The EPA regulates waste management activity under the Resource Conservation and Recovery Act (RCRA). A RCRA site is often a landfill or other site with hazardous wastes. Often times these sites have environmental contamination due to the activity on the site. The RCRA site data is provided by the EPA from the year 2003. There are two RCRA sites in Harvey, both located in the South COD area.
- The Illinois Environmental Protection Agency's (IEPA) Office of Brownfields Assistance offers Municipal Brownfields Redevelopment Grants (MBRG). Harvey has received an MBRG for \$120,000 for two sites in Harvey. One of these sites, 400 E 147th Street, is located in the Northeast COD. The IEPA received reports of low to no levels of soil contamination and no groundwater contamination from an investigation for contamination. The site contains buildings with asbestos contamination. These buildings will have to be rehabilitated or removed prior to developing the site. The site could potentially be developed industrial, commercial, or residential due to its low levels of contamination.

2. Assessment and Remediation Process

The way to determine environmental contamination on a site perceived to have environmental contamination is to conduct a Phase I and potentially a Phase II assessment on the property. Both of these assessments are most commonly executed by an environmental consulting firm. Phase I assessments are designed to satisfy the requirements of "all appropriate inquiry" under the Small Business Liability Relief and Revitalization Act implemented on January 11, 2002. "All appropriate inquiry" must be performed prior to the purchase of a property with perceived environmental contamination to determine prior ownership and use of a property.

Phase I Assessments are research based assessments to determine past use, past owners, and potential environmental contamination. There are many steps in performing a Phase I. Interviews are conducted with past and present owners and occupants of the facility. Historical sources are reviewed such as title documents, aerial photographs, building department records, and land-use records to determine previous uses. Environmental clean-up liens against the property are searched at the local, state, and federal level. The property and adjoining properties are visually inspected for environmental contamination. The goal of a Phase I assessment is to identify environmental contamination. If this contamination is recognized, a Phase II assessment can be carried out.

A Phase II assessment determines the severity of environmental contamination on a property. Phase II assessments are more expensive than Phase I assessments because of the high costs of sampling and testing involved. Soils, sediments, water, and groundwater are often collected and tested for physical and chemical analysis. The results of the Phase II are crucial for redevelopment. The results determine the extent of remediation that has to be carried out for the different types of development: residential, commercial and industrial.

3. Funding Sources and Services

There are a number of different financing sources and services available for improving environmentally contaminated properties. Public funding exists at the federal, state and local level. Private funding is also available. For funding redevelopment of environmentally contaminated sites, integration of these funding sources is most effective.

- The **United States Environmental Protection Agency (EPA)** offers many different loans and grants for redeveloping environmentally contaminated sites. Assessment and Cleanup Grants provide funding to plan, assess, involve the community, and capitalize a brownfields revolving loan fund to carry out cleanup activities at sites. The EPA also offers a Brownfields Job Training Grant to provide training for members of a community to assess, remediate and prepare brownfields sites.
- The **Illinois Environmental Protection Agency (IEPA)** offers a variety of services, grants and loans to redevelop environmentally contaminated sites. The Municipal Brownfields Redevelopment Grant (MBRG) Program provides funding to local municipalities to investigate and cleanup brownfields. The Illinois Brownfields Redevelopment Loan Program is a revolving, low interest loan used for environmental cleanup of sites. Both municipalities and the private sector are eligible for this loan. The Voluntary Site Remediation Program Units A&B provides applicants seeking to assess or remediate an environmentally contaminated property with an IEPA review, technical assistance, and no further remediation determinations. IEPA's State Response Action Program cleans up hazardous substances at sites that are a threat to human health and the environment at the cost of the responsible party. The Leaking Underground Storage Tank (LUST) Section develops and evaluates the appropriate remediation action for each site in Illinois.
- The **United States Department of Housing and Urban Development (HUD)** offers a wide variety of resources for improving environmentally contaminated sites. All cities are eligible for Community Development Block Grants (CDBG). These grants have guidelines aimed to help low and moderate-income people and address conditions of slums and blight. Environmentally contaminated sites often fall into this category and projects relating to their improvement are eligible for this grant money. Section 108 Loan Guarantees help cities finance property acquisition, rehabilitation, or site clearance activities, including the removal of environmental contaminants that are too large for single-year block grant funding. The Brownfield Economic Development Initiative (BEDI) specifically targets environmentally contaminated sites by providing funds that can be used to support any activity that is also eligible for CDBG or a Section 108 Loan Guarantee.
- Other agencies that offer funding sources and resources include the **Economic Development Administration (EDA)**, the **Army Corps of Engineers**, and the **United States Department of Transportation (DOT)**. The EDA offers a Public Works and Economic Development Program. An environmentally contaminated site project related to water quality may be eligible for support by the Army Corps of Engineers through programs such as their Continuing Authorities Program. DOT funds could be used if the environmentally contaminated site is a transportation facility, needs transportation upgrades or improvements, or if a transportation structure is needed to cap the environmental contamination.
- In addition to working with government agencies, it is also useful to be engaged with regional organizations that have managed programs to help assess, remediate, and redevelop environmentally contaminated properties. The **South Suburban Mayors and Managers Association (SSMMA)** has managed, found funding, and overseen projects relating to environmentally contaminated sites in the south suburbs. The **Delta Institute** formed a South Suburban Brownfields Coalition that has worked with brownfields projects in Posen, Riverdale, South Chicago Heights, Lansing, and Chicago Heights. A

nonprofit affiliate of the Delta Institute, **Chicagoland Redevelopment Institute (REDI)**, promotes urban and suburban revitalization, primarily through the redevelopment of brownfield properties.

E. Land Use, Ownership, & Value in Industrial Districts

1. Current Industrial Land Use

To construct a comprehensive picture of industrial land use in Harvey, records of the Cook County assessor were accessed and mapped at the parcel level. The resulting maps of industrial districts were discussed with City of Harvey officials and with industrial Realtors and developers who are active in the Harvey market. Visits were also made to sites where the current land use was unclear. Consequently, we were able to update the Assessor's records for some parcels and to propose finer classifications of property use that more nearly describe conditions in Harvey's industrial districts:

- *Parcels in Use* include privately owned industrial properties that the owners appear to be using productively and parcels owned by a tax exempt entity that is actively using the land for a public purpose.
- *Vacant Private Parcels* are privately owned properties that are now vacant land, sometimes with vacant buildings.
- *Vacant Exempt Parcels* are owned by a unit of government (usually the City of Harvey) or by a railroad company that is not paying taxes at standard levels. These parcels are vacant lots, sometimes with vacant buildings.
- *Severely Under-Utilized Parcels* are privately owned and put to some use that is apparently not the highest and best use of the land. Several severely under-utilized properties are also poorly maintained and eyesores/nuisances for the community, e.g., one such property is a poorly maintained, unfenced junkyard.
- *Moderately Under-Utilized Parcels* are privately owned properties where some economic activity is carried out and which the owners maintain in good-to-fair condition. Yet the activity level at these locations appears to be very low, and/or the owners have informed us that the property may soon become vacant.

Total acreage of property in each of these categories is summarized in the following table:

Table 4. Summary of Land Use in Harvey's Industrial Districts (Acres)

District	Parcels in Use	Vacant Private Parcels	Vacant Exempt Parcels	Severely Under-Utilized Parcels	Moderately Under-Utilized Parcels	Totals
Northwest	25.59	13.81	38.04	0	0	77.44
Northeast	81.17	9.79	42.63	12.82	21.94	168.35
South	186.76	58.98	30.16	6.54	0	282.44
Totals	293.52	82.58	110.83	19.36	21.94	528.23

As the summary table indicates, more than a third of Harvey's industrial land (193 acres) is vacant, and nearly half of the land (235 acres) is either vacant or under-utilized. Approximately 150 acres of Harvey's vacant or underutilized industrial land lies in contiguous blocks of more than 10 acres. Over 110 acres of the vacant land belongs to tax exempt entities, and 83 of these vacant acres belong to the City of Harvey.

2. Industrial Property Values

A review of recent and pending industrial transactions in Harvey summarized in the CoStar data service for industrial real estate brokers did not reveal enough transactions to show a meaningful range. However, industrial brokers and developers active in the Harvey market think that these prices are well below the median for industrial property in Cook County, especially property with the transportation assets of Harvey. The current low valuation of industrial property in Harvey is consistent with the high rates of vacancy and under-utilization.

3. Property Condition

Most of Harvey's industrial properties that are in use appear to be in fair or good condition. However, a number of the vacant or under-utilized properties contain industrial buildings that are apparently antiquated. Some of these structures are too small to have easily imaginable modern industrial uses. Most are masonry buildings with low ceilings, thick load-bearing interior walls, and maintenance costs that would make them difficult to operate with the efficiencies that would be competitive against modern industrial buildings. Also some of the vacant and severely under-utilized properties are in deplorable condition (as mentioned by Harvey residents and industrial business managers) to such an extent that they drive down the value of neighboring properties.

4. Causes of Vacancy and Low Property Values

The vacancy rates and depressed value of Harvey's industrial properties can be attributed to a number of factors noted in this appendix: consolidations and plant closings in traditional industries during the last several decades; a heavy tax burden and recent experiences of low property appreciation; environmental contamination of some properties and risk of possible contamination lying over most of the city's industrial land, an aging industrial building stock and nuisance conditions in some neighboring vacant and under-utilized properties.

Meanwhile, most of the factors that can drive up the utilization and value of Harvey's industrial land are still emerging. The growing importance of intermodal and multi-modal freight access is a relatively new trend and not yet fully appreciated in the market. The systematic application of urban planning and available public resources to direct and support Harvey's development efforts is effectively beginning with the current municipal administration and this Plan. Until these factors take hold, the utilization and value of Harvey's industrial land is in a trough.

5. Vacancy and Depressed Property Values As Development Assets

Under present regional market conditions the availability of dozens of acres of vacant industrial land in a location with Harvey's COD assets, at bottom-of-the-market prices, is in itself a significant development asset. Harvey's dozens of acres are not in the same category of development opportunity as the massive greenfield projects linked to new intermodal facilities that were discussed earlier (Appendix section B.2.). However, if Harvey's available properties are consolidated, prepared with the application of public programs, and marketed, they can meet the growth needs of some existing Harvey companies and attract new companies. Efforts to prepare Harvey lands for redevelopment will be simplified by the facts that more than 2/3 of the vacant land lies in contiguous blocks of more than 10 acres and that the City owns more than 80 acres of the vacant land.

Some of the configurations of vacant land that would serve these developments are suggested by the maps of existing land use and ownership conditions for each of Harvey's three industrial districts, which are presented on the next three pages. Site specific development opportunities that would use these properties are presented in Chapter V of this Plan.

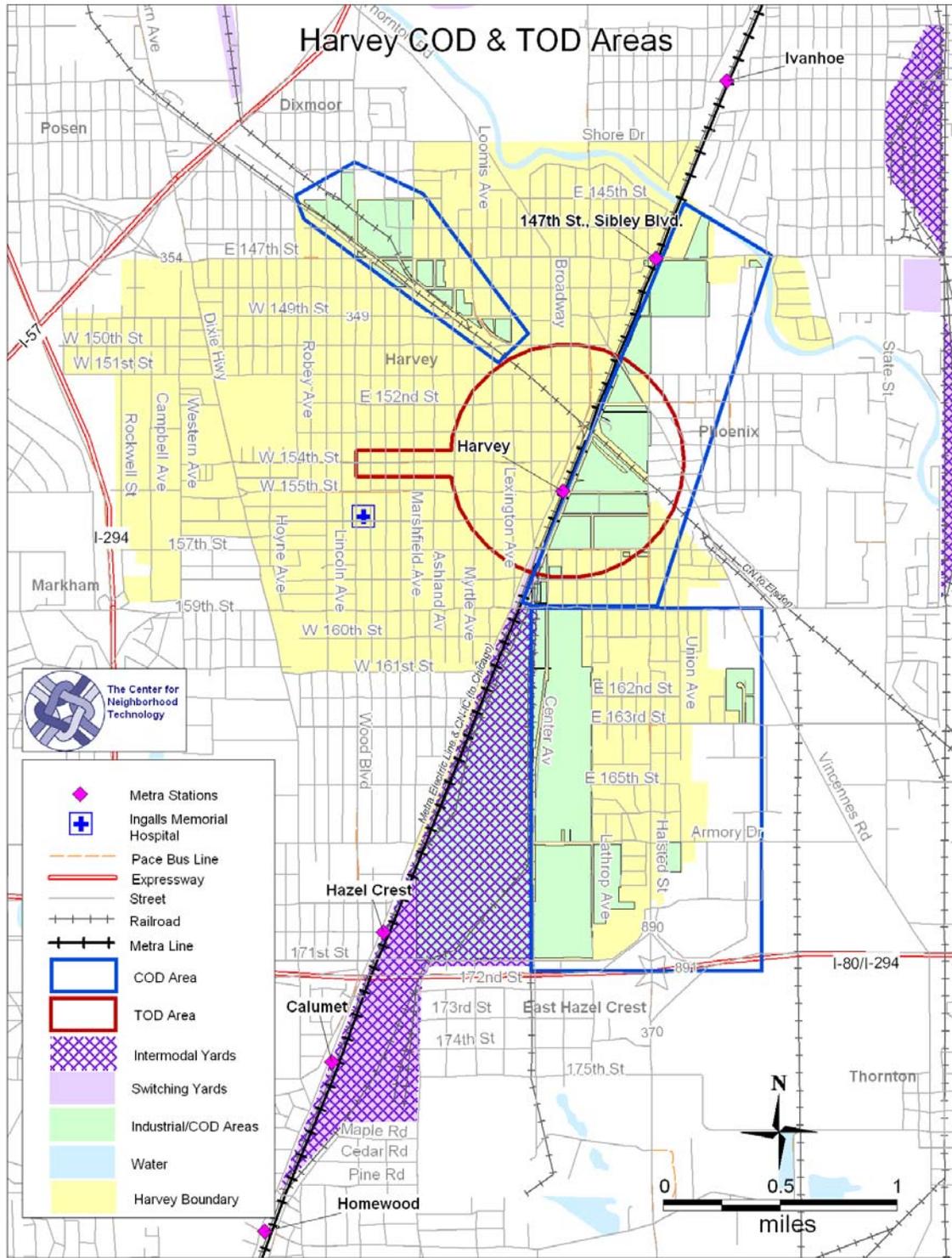


Figure 8. Harvey Industrial Districts

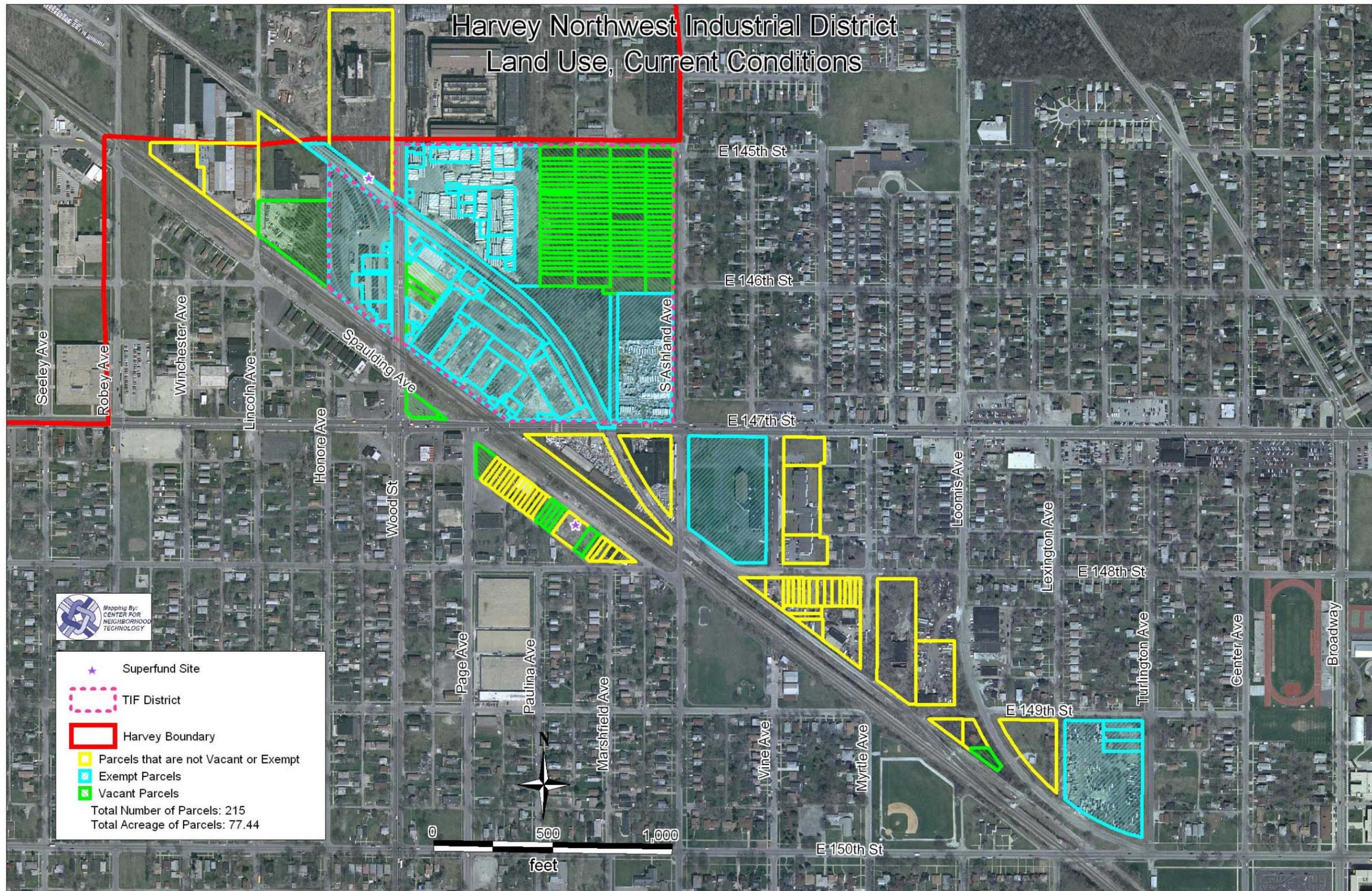


Figure 9. Harvey Northwest Industrial Area Prior to Implementation of the Plan
December 2005 Harvey Industrial Districts Plan 32
Draft Appendix Draft

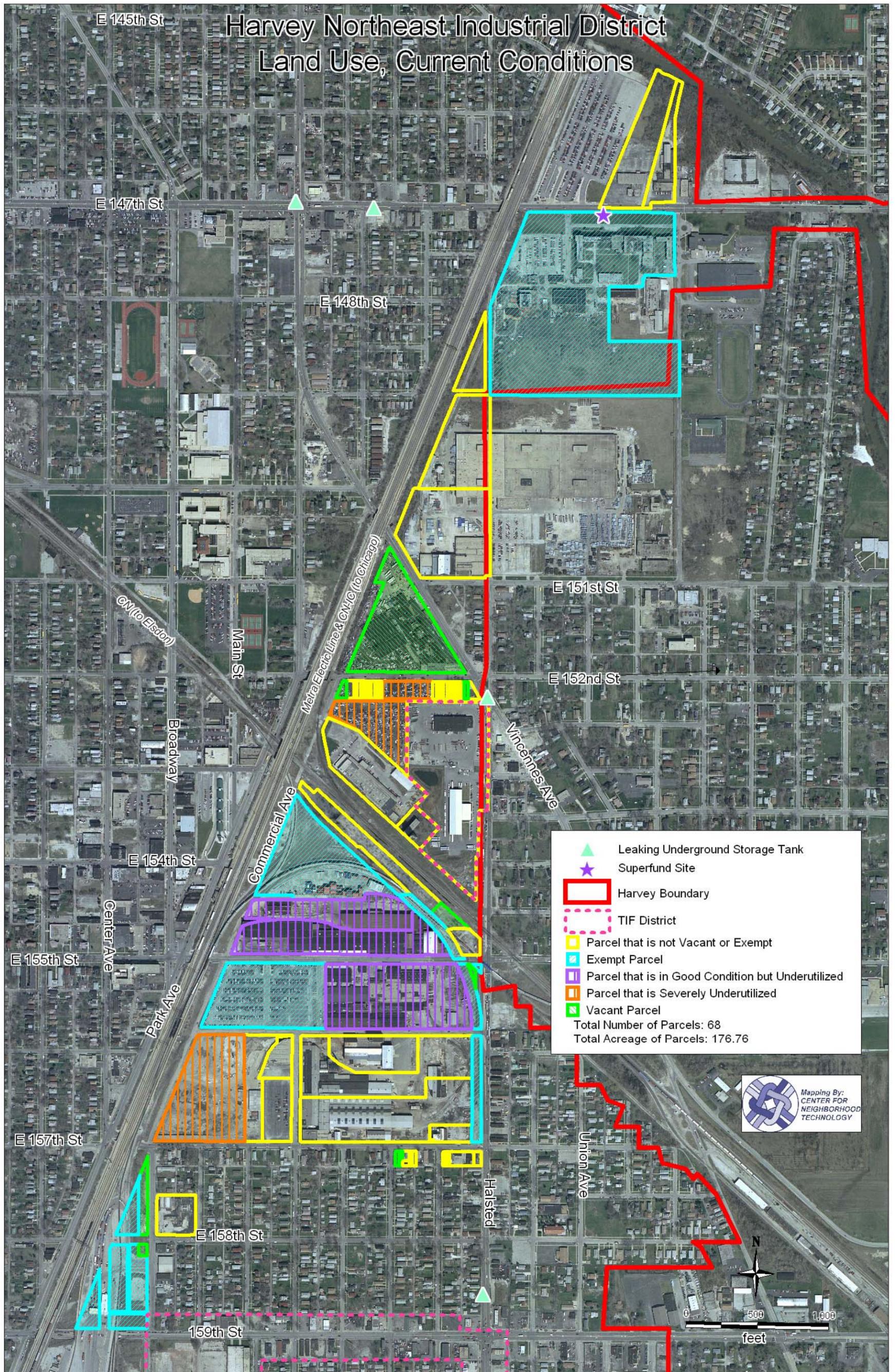


Figure 10. Harvey Northeast Industrial Area Prior to Implementation of the Plan

December 2005

Harvey Industrial Districts Plan
Draft Appendix Draft

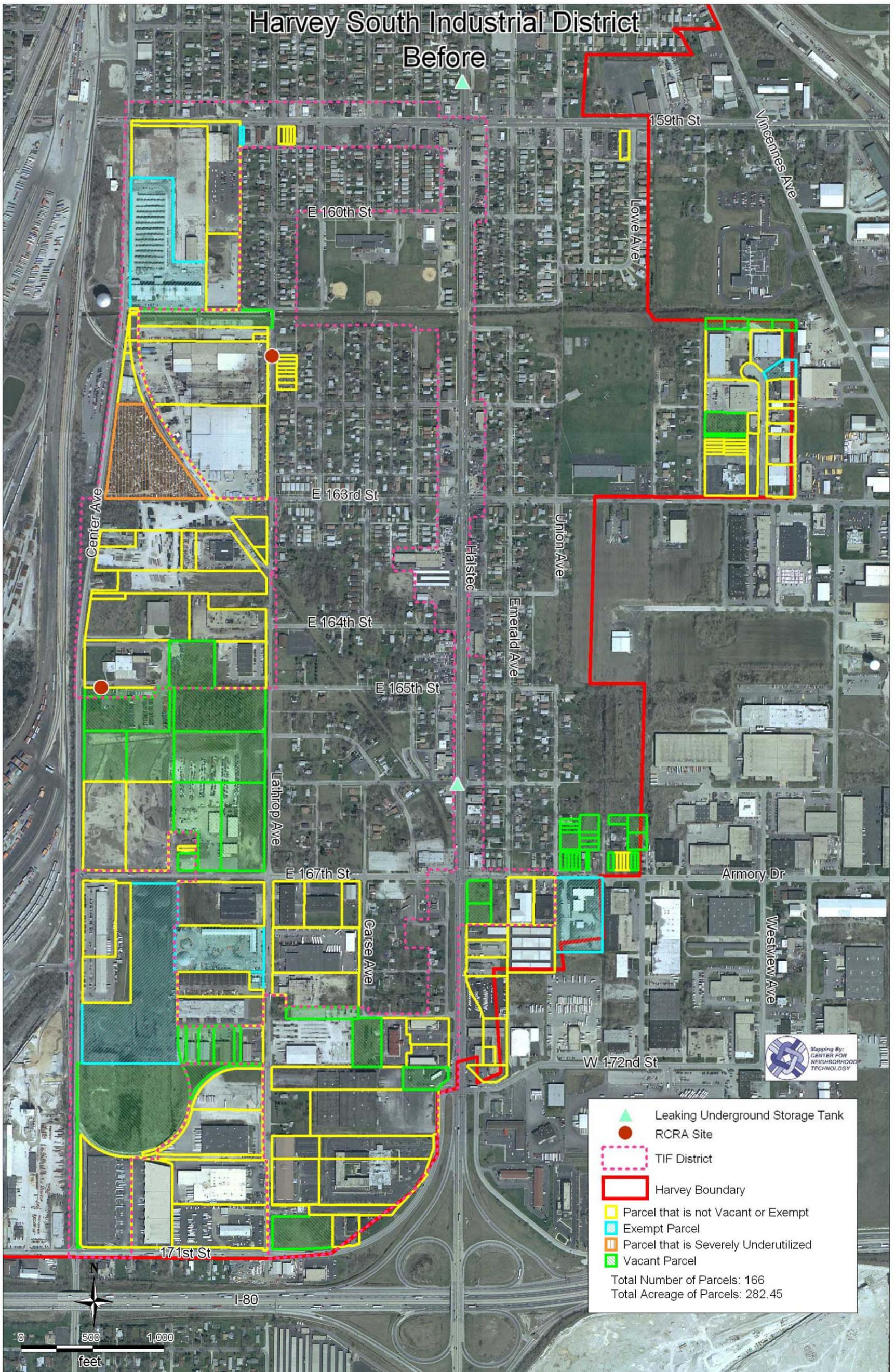


Figure 11. Harvey South Industrial Area Prior to Implementation of the Plan

F. Development Incentive Zone Designations

1. Foreign Trade Zones

Section VI D of the plan describes a proposal to designate Harvey's industrial districts as parts of a Foreign Trade Zone (FTZ). The following pages provide background information on the meaning, benefits, and limitations of a FTZ.

Foreign Trade Zones (FTZ) were established in the 1930s by the United States Government to increase competitiveness around the world of United States based companies and to spur international trade. Specifically, a FTZ is a place within the United States or near a U.S. Customs port of entry, where foreign or domestic goods are considered to be outside of U.S. Customs territory. The benefit of this is that merchandise can be imported into a FTZ without going through formal U.S. Customs entry procedures or paying tariffs. Customs duties and tariffs are paid when the merchandise is delivered outside of a FTZ for U.S. use and consumption. If the merchandise never leaves a FTZ or is shipped from the FTZ to foreign territory, no duties or tariffs are paid on the items.

Activities permitted in a Foreign Trade-Zone include assembly, cleaning, destruction, display, exhibit, manipulation, manufacture, mixing, processing, relabeling, repackaging, repair, salvage, sampling storage, and testing. Products subject to an internal revenue tax such as alcoholic beverages, tobacco products, and firearms may not be manufactured in a FTZ. Retail trade is prohibited in FTZs with some exceptions designated by the FTZ Board.

The Foreign Trade Zone Board reviews applications for new FTZs. Each U.S. port of entry is entitled to one FTZ. Additional FTZs may be created if a need is shown. Applicants for new FTZs are usually public entities and to be considered they must have provisions for facilities and financing. Local economy and overall economic development are two of the main factors in considering a proposed FTZ.

The following excerpt is from the May, 2005 edition of *Site Selection* and the article is entitled "Two Railheads are Better than One" written by Ron Starner and Adam Bruns and can be found on pages 374-375.

Manufacturers Discover Benefits of FTZs

Many companies don't understand the benefits of the Foreign Trade Zone program.

So says Brandi Hanback, managing director of Rockefeller Group Foreign Trade Zone Services.

She should know. Prior to joining Rockefeller Group, Hanback served for 10 years as executive director of the National Association of Foreign Trade Zones.

In that position, she represented the interests of FTZ grantees, operators and users through interaction with officials in the U.S. Department of Commerce, U.S. Treasury Department, U.S. Customs Service, Office of the U.S. Trade Representative and key congressional committees related to international trade.

Now based in Annapolis, Md., Hanback assists global companies with foreign trade zone feasibility, approval, activation and operation. Her clients include large manufacturers and distributors engaged in importing and exporting. She helps clients on a broad range of issues dealing with classification, valuation, trade agreements, compliance reviews, prior disclosures, ruling requests and government correspondence.

Hanback's other experience includes forming the TradeStar Advisory Services consulting group

and working as a senior manager and area leader at KPMG LLP, where she advised clients on issues related to international trade compliance and cost-reduction strategies.

In a recent interview with Site Selection magazine, Hanback discussed the benefits of locating an industrial company in an FTZ and some of the recent legislative changes that have enhanced those benefits.

Site Selection: Do most industrial companies properly understand what the Foreign Trade Zone program is all about and how it can help them?

Brandi Hanback: Many companies don't really understand the benefits of the program. There are a lot of misconceptions. It does take some time to successfully introduce and operate in an FTZ. The FTZ program also takes some time to establish. The companies that we work with, we typically work with them on a supply-chain basis. The project could be a relocation or a consolidation, or it could be an FTZ designation in an existing property.

SS: What are the major advantages of locating a company's operations in an FTZ?

Hanback: The three most basic benefits are duty deferral, duty elimination and duty reduction. Duty deferral means that imported products admitted to the FTZ are not entered into the Customs territory until their withdrawal from the FTZ. Therefore, users obtain a cash-flow savings by deferring Customs duties until the merchandise leaves the FTZ for consumption in the U.S. Duty elimination means that imported products admitted to the FTZ and subsequently destroyed in the FTZ or exported from the FTZ are not subject to Customs duties. Duty reduction means that imported products admitted to the FTZ can be placed in a special status that allows the merchandise to be classified and appraised in its condition as withdrawn from the FTZ. For manufacturers, this means that an imported component with a higher rate of duty can be classified and appraised in its finished product form, with a potentially lower rate of duty, thereby reducing the amount of duty owed.

SS: How has industrial plant activity in the FTZ program changed over the years?

Hanback: Trade policy generally is a pretty dynamic thing. Exchange rates, ability of trade based on outsourcing -- all of these issues play a role. If you look at the FTZ program over the last 20 to 30 years, you see a steady increase in volume of activity in the program. Manufacturing operation in New Jersey is one of the better examples. Many manufacturers now use the program -- pharmaceuticals, energy companies, automotive companies, and even the cosmetics and fragrance industries. Blending operations also can be located in an FTZ. Value-added activity can be done there. Chemical plants, oil refineries, even retail companies operating warehouses -- all of these represent new types of uses facilitated by recent legislative changes.

SS: What were those legislative changes?

Hanback: One major legislative change in 2000 enabled companies to facilitate movement of goods in and out of a facility. From a just-in-time inventory perspective, the FTZ program offers significant benefits. Users may obtain permission from Customs to move merchandise directly from the port of arrival to the FTZ, avoiding delays at congested ports and minimizing exams. On the outgoing side, users may obtain permission to ship unrestricted weekly -- 24 hours per day, seven days per week -- based on an estimate approved by Customs before the start of the business week. Broker fees and merchandise processing fees paid to Customs may be significantly reduced by filing one entry per week versus daily entries or one per shipment. Goods move in and out of the facility on an expedited basis, allowing for a seamless supply chain from vendor to customer without maintaining unnecessarily high levels of inventory. This greatly reduces the expenses associated with Customs reporting. You file only 52 entries per year, as opposed to a thousand or more per year. The associated costs of filing and managing that many reports are high.

SS: Please describe the benefits of Zone-to-Zone Transfer.

Hanback: If the company utilizes more than one FTZ, merchandise may be transferred from zone to zone in order to extend the deferral benefits further. This benefit can be implemented up and down the supply chain by incorporating the activities of suppliers and customers. This takes

more of a supply-chain view. It looks at not only the individual location of the plant but also sister locations within the same company as well as the vendor locations. You can send items to a customer in another distribution center in an FT1 and save costs. You can structure movement of goods to allow movement from zone to zone, putting off the costs of paying the Customs duty until the last stop before leaving the zone.

SS: How does the production equipment rule help companies?

Hanback: Certain duty deferral and reduction benefits also apply on production equipment admitted to the FTZ for assembly and testing prior to use in production. When you turn it on for use in production, then you pay the duty rate.

SS: Are FTZs a suitable location for automotive plants?

Hanback: Automotive assembly plants, with adequate planning, can be designated as an FTZ. It also makes sense in some instances to pursue co-location of assembly plants and suppliers in an FTZ. A good example is BMW. They are doing this in South Carolina and other places as well. This requires some planning and operational changes.

2. Illinois Intermodal Facilities Development Act

The Illinois Intermodal Facilities Development (IIFD) Act was signed in the summer of 2005. The purpose of the IIFD is to protect, promote, and improve freight rail systems and their intermodal connections in Illinois and to stimulate development and redevelopment of such facilities through economic incentives. This Act provides that a county or municipality may create an Intermodal Facilities Development Authority in a city or county governed by a Board of Directors. This authority should assist in the creation, redevelopment, or relocation of rail facilities and industrial projects within its jurisdiction.

The IIFD Act also allows for the creation of an Intermodal Facilities Development Zone (IFDZ). Areas that qualify for an IFDZ must fit one of the following sets of conditions:

- A contiguous land area that is a minimum of 150 acres and not more than two square miles, has at least one Class 1 railroad right-of-way located within it or within one quarter mile from the border of the IFDZ, and is entirely in the jurisdiction of the established body,
- Is a contiguous land area that is a minimum of 10 acres and not more than 640 acres, has at least one Class 1 railroad right-of-way located within it, has at least one terminal or terminal facility located in it that is underutilized or obsolete, and is entirely in the jurisdiction of the established body.

This act authorizes the Intermodal Facilities Development Authority to establish Special Service Districts or Tax Increment Financing Districts following the creation of an IFDZ. The Authority has the ability to issue revenue bonds or notes for purposes relating to the development, construction, acquisition, or improvement of projects within its terminal jurisdiction. The Authority also has the power to acquire by purchase, lease, or gift property from a person or governmental entity.

Unfortunately, the language of the Act appears to be ambiguous in regard to conferring benefits for industrial development on properties that surround intermodal terminals. For the benefit of Harvey and other Chicago area communities, CNT is requesting opinions from advisors in development firms and financial institutions that may use the IIFD Act, regarding the current statute's usefulness as a tool for the industrial development of areas near intermodal facilities. With this review the City and its advisors should know if the current IIFD statute or a statute with specific amendments would be a useful tool for COD in Harvey's industrial districts.

G. Development Resource Database

The following resource index provides information about funding and technical assistance programs that the City of Harvey may use to implement this Plan or its companion *Station Area Plan*. The indexed information relates to Cargo Oriented Development, which is the principal strategy for Harvey's Industrial Districts Plan, and Transit Oriented Development, which is the primary strategy for the *Station Area Plan*. The categories included in this index are funding, regulatory issues, case studies, technical assistance, and government programs. The sources include websites, reports and articles, and organizations and agencies. The information is arranged by row. The information for each listing is categorized by 17 columns:

- "Report Title, Organization or Agency", "Author or Contact", "Source or Administrator", "Date", "Pages", and "Price" are the first six categories.
- Columns 7-16 are different categories that are marked if specific information on the category is available through the source. The categories include "Incentives for Development", "Financing Sources", "Contacts and Organizations", "Information Guides", "Technical Assistance", "Case Studies", "TOD (Transit Oriented Development) Related", "COD (Cargo Oriented Development) Related", "Brownfields" and "Environmental Justice".
- The 17th column "Description" provides a detailed summary of the information on the source.

The following index is a representation of a searchable index. That index is available to the City of Harvey and its associates. The searchable index is a spreadsheet that can be opened in Microsoft Excel. The ability to find information on many of the topics discussed in the Plan is a benefit of a searchable resource index. There are two ways to search the index. The first is to search for a specific term by opening the Edit Menu and selecting "Find". A pop-up box will open allowing the user to type in a term. The first occurrence of the term is highlighted in the index. The pop-up box remains open and the user can select "Find Next" for other occurrences of the word in the document. The next technique for searching is to sort columns by their information content. To sort, select "Sort" from the Data drop down menu. In the Sort pop-up box, the user selects the drop down boxes to select the columns by interest. For example, if the user would like to find resources that explore brownfields, the brownfields column can be sorted and those resources will all move to the top of the spreadsheet. Multiple columns can be sorted at once. Excel allows up to three sortable columns. The user can sort by brownfields and date which displays the brownfields resources in chronological order. A link to this database is:

http://info.cnt.org/~zoe/Harvey/Development_Resource_Database.xls

1. Report Title, Organization, or Agency	2. Author or Contact	3. Source or Administrator	4. Date	5. No. of pages	6. Price	Category of Information											17. Description
						7. Incentives for Development	8. Financing Sources	9. Contacts and Organizations	10. Information Guides	11. Technical Assistance	12. Case Studies	13. TOD related	14. COD related	15. Brownfields	16. Environmental Justice		
Working on Brownfields: the Employment and Training Connection	P. Duggan., Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/BFet.pdf	1998	13	--				X		X		X	X			This report explores the workforce dimension of brownfields redevelopment—from site assessment, cleanup, and remediation to employment on the newly redeveloped property—and alludes to the role that brownfield redevelopment may have in correcting the jobs/housing mismatch. It cites examples from New York City, Baltimore, and Cape Charles on the Delmarva Peninsula.
Using the Clean Water State Revolving Fund (CWSRF) for Brownfields and USTfields	T. Norfleet. Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/CleanWaterBF.pdf . Water Pollution Control Loan Program found on http://www.epa.state.il.us/water/financial-assistance/waste-water/index.html .	2002	44	--		X		X					X			EPA's Clean Water State Revolving Fund (CWSRF) includes brownfields that threaten water quality. The CWSRF is a state-administered, EPA-overseen program that offers long-term (up to 20 years) low-interest loans (states determine interest rates). To obtain a CWSRF loan, an applicant typically must get the project on the state's project priority list and submit a loan application. Once a project has been selected, loan terms and method of loan repayment can be negotiated. As outstanding loans are repaid, states 'revolve' the CWSRF by using this money to issue new loans for other priority water quality projects. Illinois EPA (IEPA) is the state agency that administers this program, which it calls the Water Pollution Control
Water Pollution Control Loan Program	Illinois Environmental Protection Agency	http://www.epa.state.il.us/water/financial-assistance/waste-water/	current	web			X							X			Local governments are eligible for this loan for projects include 1) construction of new wastewater collection and treatment facilities or upgrading and expanding existing facilities 2) replacement, rehabilitation, or extension of collection systems and interceptors and 3) separation of combined sewers or upgrading combined systems to eliminate overflows. Loan applicants must file a new pre-application annually on or before the preceding March 31 (during the federal fiscal year commencing on Oct. 1). The Illinois Environmental Protection Agency determines priorities for awarding loan funding and then the applicant must complete a full loan application before the agency offers a loan.
Transportation Funding sources from US EPA's Smart Growth Information Center	U.S. Environmental Protection Agency	http://www.epa.gov/smartgrowth/topics/transportation_funding.htm	2003	web	--	X	X	X				X					Summarizes planning and implementation grant opportunities from FHWA, EPA/OTAQ, and FTA as they relate to the connection between transportation and environmental quality.
The Sustainable Redevelopment of Brownfields: How Can Public Programs Help Pay for This?	Bartch, C. 2003. Washington D.C., Northeast-Midwest Institute	http://www.nemw.org/brownfields.htm		web	--	X	X				X			X			Summarizes case studies in the use of public funding for brownfield redevelopment.
The Role of the US Army Corps of Engineers in Brownfield Redevelopment	B. Wells and T. Norfleet. Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/CorpsBFredev.pdf , and http://www.lrd.usace.army.mil/gl/brown.htm	2003	26	--			X	X		X			X			The U.S. Army Corps of Engineers is the federal partner for brownfields that threaten water resources. While the Corps does not have specific authority for brownfields, it can partner with other federal agencies. Such activities may include comprehensive planning, design, technical, and construction and engineering management support. However, cost-sharing and reimbursement requirements associated with Corps programs can be a barrier to involving the Corps. The Corps recently partnered with the City of Chicago to restore the riverbank at four sites along the Chicago River, two of which were brownfields (a former industrial-scale printing operation that was redeveloped as a magnet high school and a former Army Reserve base that was redeveloped with union offices and training facilities).
Tax Increment Finance Association	Mr. Donald F. Eslick, ED Illinois Tax Increment Assoc. 2970 Maria Avenue, Suite 215 Northbrook, IL	http://www.illinois-tif.com/	current	web	--	X	X	X	X		X	X					The website provides general information on how how tax increment finance (TIF) works, as well as specific information on what Illinois communities are using TIF and for what purposes. It also provides detailed news and statistics on Illinois TIFs and the laws under which they operate. An FAQ section provides answers to common questions about TIFs.

1. Report Title, Organization, or Agency	2. Author or Contact	3. Source or Administrator	4. Date	5. No. of pages	6. Price	Category of Information										17. Description	
						7. Incentives for Development	8. Financing Sources	9. Contacts and Organizations	10. Information Guides	11. Technical Assistance	12. Case Studies	13. TOD related	14. COD related	15. Brownfields	16. Environmental Justice		
Summary of the Small Business Liability Relief and Brownfields Revitalization Act	ICMA, Washington D.C.	http://www1.icma.org/upload/library/IQ/10000216.pdf	2002	2	--	X	X	X							X	X	P.L. 107-118 (H.R. 2869), this act amended the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 to increase funds for brownfields cleanup and ease liability for local governments and small businesses. It authorized \$200 million, with up to \$200,000/ per site for assessment and up to \$1,000,000/ recipient for remediation, with the possibility of a waiver and a higher limit of \$350,000 for large or complex sites. Grants can be awarded to local communities to create or preserve parks, greenways, or recreational property under non-profit control, meet the needs of communities with low incomes or small populations, facilitate reuse of existing infrastructure, establish or contribute to long-term revolving loan funds. Local governments can use up to 10% of funds to monitor health effects, enforce action, or purchase insurance. Grants require a 20% match in funds, labor, or services. The Act also provides liability protection to owners/ operators of residential, small businesses or non-profits with less than 100 employees, and
State Enterprise Zones programs- additional assistance through Cook County	Cook County Business Assistance Center, Cook County Planning Department	Illinois Department of Commerce and Economic Opportunity, Springfield, IL. http://www.commerce.state.il.us/bus/ez_zone.html	current	web	--	X	X	X						X			There are 17 enterprise zones in Cook County - 6 in Chicago and 11 in the suburbs. In addition to the EZ incentives offered by the state, Cook County offers property tax incentives for improvements on commercial, manufacturing and warehousing properties within enterprise zones. One of these incentives includes property tax abatement without a dollar limit for the life of the zone.
State Enterprise Zones programs	Illinois Department of Commerce and Economic Opportunity	Illinois Department of Commerce and Economic Opportunity, Springfield, IL. http://www.commerce.state.il.us/bus/ez_zone.html	current	web	--	X	X	X					X	X			An Enterprise Zone is a specific area certified by the State of Illinois offering a number of state and local tax incentives to businesses that make investments or create jobs there. Located throughout the state, zones are designated to encourage economic activity and stimulate neighborhood revitalization. Incentives include: sales tax exemption, utility tax exemption, tax credit, jobs tax credit, income tax deductions, and business financing.
South Suburban Chicago Brownfields Coalition (SSCBC)	South Suburban Mayors and Managers Association	http://www.ssmma.org/	current	web	--			X							X		SSCBC was formed to implement a \$200,000 USEPA Brownfields Assessment Demonstration Pilot to identify and assess brownfields in Chicago Heights, Lansing, Posen, Riverdale, and South Chicago Heights. Working together, the communities have also accessed \$120,000 for each municipality from the IEPA Brownfields Redevelopment Grant Program. During the first two years the SSCBC created a comprehensive inventory of sites; prioritized the sites by redevelopment potential, conducted environmental assessments, developed reuse site plans, and created a Brownfield Prevention Program.
Smart Growth Funding Resource Guide	Smart Growth Network, Washington, D.C., USEPA	http://www.smartgrowth.org/pdf/funding_resources.pdf	2001	15	--	X	X	X	X				X	X	X		A review of Federal assistance sources that can be used to develop projects that promote smart growth. Smart growth is development that serves the economy, community, and environment. It is growth that simultaneously achieves: economic development, strong neighborhoods, and healthy communities. Document provides funds for development that is mixed use, compact, walkable, has a range of housing types, preserves open space, provides a variety of transportation choices, fosters distinctive communities, and is in existing communities.

1. Report Title, Organization, or Agency	2. Author or Contact	3. Source or Administrator	4. Date	5. No. of pages	6. Price	Category of Information										17. Description	
						7. Incentives for Development	8. Financing Sources	9. Contacts and Organizations	10. Information Guides	11. Technical Assistance	12. Case Studies	13. TOD related	14. COD related	15. Brownfields	16. Environmental Justice		
Redeveloping Brownfields with Federal Transportation Funds	Eley, C. Washington, DC: USEPA	http://www.smartgrowth.org/pdf/brownfields_tea21.pdf	2001	30	--	X	X	X	X		X	X	X	X	X		This report describes the importance of linking brownfield redevelopment with transportation opportunities. Report includes the process and requirements for using TEA-21 funds and features a chart on TEA-21 funds for brownfields. Detailed case studies highlight different types of brownfield/transportation projects and how they were financed. Examples include a port in Portland, OR made more accessible by road and rail; a new bridge as part of the Oxford Paper Plant redevelopment in Lawrence, MA, improving linkage to downtown while preserving a historic bridge for pedestrians, the American Axle site (formerly a General Motors site) in Buffalo, NY, made more accessible by highway helping employees get to the site, and a 17-acre former Union Pacific railyard in Salt Lake City, UT located in the downtown area and redeveloped as an intermodal transportation terminal serving Amtrak trains, Greyhound buses, Utah Transit Authority buses, light rail, and regional commuter
Project XL: The Atlantic Steel Redevelopment	Washington, DC: USEPA	http://www.epa.gov/projectxl/atlantic/atlanticfact02.pdf	2002	2	--	X	X	X			X	X		X	X		This fact sheet describes the redevelopment of the large Atlantic Steel site, which is a widely-heralded success story. Essentially, it was a 138-acre brownfield in midtown Atlanta that was proximate to transit and a highway but needed a road and a bridge over the highway to link the adjacent community with the site and with public transit. Yet, the road and bridge could not be built because Atlanta does not meet federal air quality standards. However, the developer demonstrated that the site's redevelopment would benefit air quality and could qualify as a Transportation Control Measure (TCM). In light of this, EPA showed regulatory flexibility, allowing the redevelopment to proceed as planned.
Over the Counter Real Estate Sales	Cook County Clerk's Office, 118 N Clark St - Ste 434 Chicago, IL 60602, p: 312-603-6801	http://www.cookctyclerk.com/sub/real_estate_transactions.asp	current	web	--	X		X					X	X			Any individual or business is eligible to purchase tax delinquent properties through the County's annual tax sales, biennial tax scavenger sales, and ongoing over-the-counter sales. Property taxes are delinquent if not paid by the due date of each of two installment payments per year; March 1 and August 1. Taxes not paid after the first installment are considered delinquent, but properties are not sold at the tax sale until after the second installment payment is delinquent. Over the counter tax sales allow purchase of properties in Cook County for the price of past due back taxes, plus interest, if certain conditions are met. Properties in a state of forfeiture are eligible. Buyers submit an application to the County Clerk. The original (delinquent) owner can retain the property by paying the taxes owed within 30 days after the Clerk's certified mail notification. If the delinquent owner fails to redeem the taxes within the
Office of Brownfields Assistance, Bureau of Land, IEPA	EPA Region V	http://www.epa.state.il.us/land/brownfields/financial-help/index.html or http://www.epa.state.il.us/land/cleanup-programs/	current	web	--		X	X						X			IEPA grant and loan programs are administered by the Office of Brownfields Assistance. Brownfields representatives guide municipalities through the cleanup process by explaining cleanup options, regulatory programs, and requirements, and by offering technical support. The Brownfields Redevelopment Grant Program provides grants (up to \$120,000) to local municipalities to inventory and investigate brownfields properties. The Illinois Brownfields Redevelopment Loan Program offers revolving low-interest loan (up to \$120,000 per site investigation, \$500,000 per single application, and \$1 million per single project) to municipalities and the private sector for brownfield clean-ups. The Brownfield Revolving Loan Program is similar and offers up to \$500,000 for sites that have already been investigated. The Underground Storage Tank Fund provides up to \$1 million per occurrence. The Environmental Remediation Tax Credit is up to 25% of remediation costs in excess of \$100,000 (no threshold if the site is located in an enterprise zone).

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No Cash Bid Program for Tax Delinquent Properties	Cook County Department of Planning and Development, 69 W. Washington St - Ste 2900, (p) 312 603-1032	http://cookcountygov.com/agencyDetail.php?agencyID=6	current	web	--	X		X					X	X			The purpose of the program is to eliminate vacant, abandoned, under-utilized and poorly maintained properties by promoting development to revitalize the community and increase tax revenues. Properties in all zoning classifications are eligible; commercial, industrial, residential, etc., and all types of developers are also eligible; private, nonprofit, community development corporations, and joint developers. Municipal governments or other taxing districts must apply to receive the property based on a business plan worked out with the developers. Available parcels are those offered for sale to the public by Cook County, except for those offered for the first time at the Annual Sale. The properties' back taxes, interest and penalties will be eliminated upon completion of the entire process.
News Release: Governor Taft and Ohio EPA recognize cleanup and redevelopment of Lima site	Ohio Environmental Protection Agency	http://www.epa.state.oh.us/pic/nr/2000/april/lima.html	2000	1	--		X	X				X	X	X			This news release documents the announcement of plans by Global Energy, Inc. to build an advanced fuel technology on the Lima Locomotive Works brownfield site. The governor proposed a bond fund to provide \$200 million for cleanup of brownfield sites. The responsibility for cleanup of the Locomotive works site would fall to the City of Lima while Global Energy would reap savings in construction costs as part of the Ohio Voluntary Action Program.
Job Training, Cook County President's Office of Employment & Training (POET)	Cook County President's Office of Employment & Training. Offices in Maywood, Cicero, Prairie State College, Chicago Heights, and Harvey.	http://cookcountygov.com/agencyDetail.php?agencyID=67	current	web	--			X		X			X				POET and the Workforce Investment Board (WIB) of Northern Cook County coordinate services to suburban Cook County businesses. POET covers south, southwest and west Cook suburbs; WIB covers north and northwest Cook suburbs. POET and WIB provide employee referrals, financial assistance, and applicant screening to businesses needing entry level employees. Applicants are screened by interviews and tests. Businesses offer the same entry level wages and benefits earned by other entry level employees, and are then reimbursed for a maximum of 50% of the wages for the time needed to complete the training. The agencies follow up to ensure business satisfaction with each trainee. Businesses who hire referred candidates may be eligible for tax deductions off wage expenses for those employees, up to 40%, but not exceeding \$6,000 per employee. Customized training for special skills and circumstances can be developed with assistance from POET
Infrastructure Grant Program, Cook County Department of Planning and Development	Cook County Department of Planning and Development, 69 W. Washington St - Ste 2900, (p) 312 603-1032	http://cookcountygov.com/agencyDetail.php?agencyID=6	current	web	--	X	X	X					X	X			Through CDBG federal funds, the Infrastructure Grant program makes funds available annually to Cook County suburban municipalities on a need basis. Grants are available for up to \$200,000 for infrastructure improvements that help businesses locate or expand in Cook County, thus retaining or creating permanent employment. Eligible improvements include the physical redevelopment of streets, alleys, streetlighting, signs, culverts, curbs, gutters, sidewalks, and water, sewer and storm drainage facilities, and some other improvements. Businesses apply with the municipal government but applications are approved by the Cook County Board. Improvements may take place only on publicly-owned property or right-of-way. If the improvement is to occur in an area which is primarily residential, the area must be at least 42% low and moderate income. If the improvement is water or sewer, and primarily residential, the area must be at least 51% low and moderate income.
Illinois Department of Commerce and Economic Opportunity	Illinois Department of Commerce and Economic Opportunity	http://www.commerce.state.il.us/	current	web	--	X		X					X	X			The Illinois Department of Commerce and Economic Opportunity may offer tax credits and other incentives to redevelop brownfields, especially as industrial uses, even if online program descriptions do not specifically mention brownfields.
Guide to Federal Brownfield Programs Links	Northeast-Midwest Institute, Washington D.C.	http://www.nemw.org/FedGuideLinks.htm	current	1	--			X						X			List of links to federal programs for Brownfield redevelopment funding

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Guide to Federal Brownfield Programs		http://www.nemw.org/FederalGuide2000.pdf	2000	54	--	X	X	X	X						X		This report provides detailed information on numerous federal programs that can fund brownfield assessment, cleanup, and redevelopment. The online PDF is hyperlinked throughout and contains federal and state contacts. However, some information may be outdated in light of the 2002 Brownfields Revitalization Act and current federal budget issues.
Funding Sources: Government Sources	walkinginfo.org, Pedestrian and Bicycle Information Center, 2003. Washington, DC	www.walkinginfo.org	current	web	--	X	X	X	X			X					A comprehensive site on pedestrian safety, planning, funding, and other related issue with walking and biking. Topics include design and engineering, a digital library, education and enforcement, fitness and health, outreach, crash statistics, policy and planning, rails & trails, research, transit, and a summary and explanation of funding sources for "walkable communities" projects.
From Brownfields to Housing: Opportunities, Issues, and Answers	D. Schopp. Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/bf2housing.pdf	2003	25	--	X	X		X		X	X		X			This report builds on a similar ICMA report by highlighting the value of brownfields-to-housing projects in cities with tight real estate markets and/or in need of affordable housing. However, it also describes the many barriers to such projects, including controversy (equity/social justice issues), financing (housing generates less revenue than other types of redevelopment), and Federal Housing Administration (FHA) policies and financing requirements. The study also features numerous examples and case studies of cities that have successfully redeveloped brownfields for housing, especially for mixed-income and mixed-use development proximate to transit (e.g. Atlantic Station in Atlanta and South Lamar in Dallas). The report ends with policy recommendations for FHA.
Freight Transportation Improvement Financing	U.S. Department of Transportation	http://ops.fhwa.dot.gov/freight/freight_analysis/eight_story/finan.htm	2003	web, plus papers	--	X	X	X			X	X	X				Summarizes the findings of the "Financing Freight Transportation Improvements" seminar, sponsored by U.S. Dept. Transportation. Contains the various documents and presentations from the conference.
Financing Strategies for Brownfields Cleanup and Redevelopment	C. Bartsch and B. Wells. Washington, DC: Northeast-Midwest Institute.	http://www.nemw.org/Bfinancingredev.pdf	2003	41	--		X							X			Financing can be a significant barrier to brownfield assessment, cleanup, and redevelopment. This report presents an overview of major federal funding sources from EPA, HUD, Economic Development Administration (EDA), Army Corps of Engineers, and DOT. It also has a section on the federal Brownfield Tax Expensing Incentive. Regarding state programs, the primary sources of funding have been tax incentives and direct financial assistance programs, although some states also use tax increment financing (TIFs) and bonding authority. Local governments tend to rely on TIFs, tax abatement programs, and general obligation bonds. New insurance programs, technologies, and procedures have also helped reduce risk and costs.
Enhancement Fund Overview	Illinois Transportation Enhancement Program, through IDOT from FHWA	Illinois Department of Transportation. Room 307 2300 South Dirksen Parkway Springfield, Illinois 62764 http://www.dot.state.il.us/opp/iltep.html	Since 1991, Postponed until Reauthorization legislation is passed	3	--		X					X					This is a TEA-21 program available and managed through DOT, guided and approved by FHWA. Enhancement projects must be directly related to the transportation system and cannot be for routine items. Eligible projects include pedestrian and bicycle facilities and safety measures, historic highway buildings, scenic centers and preservation, establishing transportation museums, and removal of outdoor advertising. Projects must have a state or local govt. sponsor. Matching requirements range from 0% to 50% and can be met by local govt. through right of way and easements. Applications are due November 1 each year for the next year. Projects in an urbanized area, >50,000 people, must also be submitted to the MPO. Projects are selected on: Strength of transportation link; Local commitment; Time-readiness; Inclusion in a plan; Accessibility to the public; connectivity to existing facilities; Predicted usage; and Cost effectiveness. Funded project costs in 2000-2002 ranged from \$10,000 to \$10.6 M for a total of 86 projects funded with \$84M.

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Financing Intermodal Transportation	William D. Ankner, PhD for Reconnecting America, November 2003	http://www.reconnectingamerica.org/pdfs/FinIntermodalREVISED.pdf	current	49	--		X						X	X	X			In this report from Reconnecting America, transportation finance expert William D. Ankner, Ph.D., analyzes the nation's transportation financing policies and sources to determine what resources can be used to connect our separately functioning transportation modes into a more integrated and efficient transportation system.
Cook County Property Tax Incentives for Class 3 apartment buildings	The Chicago-Cook Business Center, and Office of the Assessor at 312.603.5331.	http://www.co.cook.il.us/	current	web	--	X		X					X					Housing developers are eligible for a tax incentive on Class 3 apartment buildings containing seven or more units in areas that have low and moderate income renters. - Class 9 (Multifamily Residential); 16% assessment level for 10 years for Class 3 apartment buildings in an area where 51% or more people are of low or moderate income according to the latest census. Renewable upon application for additional 10-year periods. Without an incentive, the standard level of assessment is 33% for Class 3 apartment buildings.
Cook County Property Tax for Commercial and Industrial (expansion, new, reoccupation, and South suburbs)	Cook County Government	http://www.co.cook.il.us/	current	web	--	X		X						X	X			Property tax incentives for businesses wishing to develop new, expand existing, or substantially rehabilitate facilities. Reoccupied properties vacant for 24 consecutive months may also receive a tax reduction. Brownfield tax incentives may also be available. - Class 6b (Industrial): 16% assess. for 10 yrs, 23% assess. yr 11, 30% assess. yr 12. Renewable with municipality's consent. - Class 7a (Commercial projects <=\$2M):16% assess. for 10 yrs, 23% yr 11, 30% yr 12. - Class 7b (Commercial projects >\$2M): 16% assess. for 10 yrs, 23% yr 11, 30% yr 12. - Class 8 (Industrial or Commercial Development): 16% assess for 10 years, 23% in yr 11, 30% in yr 12. Industrial may be renewed in year 10. Class 8 incentive is for properties in severely depressed and deteriorated areas. (Any new development in
Cook County Department of Environmental Control, Environmental Assistance	Cook County Department of Environmental Control, 69 W Washington St - Ste 1900 Chicago, IL 60602, (p) 312-603-8200	http://www.co.cook.il.us/agencyDetail.php?AgencyID=7	current	web	--			X		X							X	Suburban Cook County businesses are eligible for the Inspection Services/Compliance Program. Assistance includes annual compliance inspections of stationary sources of Air Pollution; industrial and commercial initiations of enforcement activities for violations through the court system; and investigation of industrial problems. The program also holds administrative hearings. Businesses require annual operational permits. New facilities require installation permits. The annual fee is assessed based on size of facility. Staff also provides businesses with information and referrals concerning air quality issues and regulations.
Cook County Business and Economic Development Committee	Cook County Board of Commissioners County Building 118 North Clark Street, 5th Floor, Room 567	http://www.co.cook.il.us/secretary/CommitteePages/Bus_&_Eco_Dev.htm	current	web	--	X	X	X										The Business & Economic Development Committee is a standing committee comprised of seven commissioners. The committee reviews issues involving economic development and public/private partnerships so as to promote the creation of jobs and investment in Cook County.

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Congestion Mitigation Air Quality Program	Federal program, administered through MPO-CATS in NE Illinois	CATS: http://www.catsmpo.com/prog-cmaq.htm , (312) 793-0192		1, 5, 15 (3 versions)	--	X	X							X			Because northeastern Illinois is a severe non-attainment area for ozone, the CMAQ Project Selection Committee gives priority to projects that qualify as Transportation Control Measures (TCMs), transportation projects incorporated in Illinois' State Implementation Plan (SIP) for reducing ground level ozone pollution. The Federal Highway Administration makes the final determination of project eligibility following CATS Policy Committee approval of a project. Eligible projects include: 1. Programs to create or increase bike and pedestrian facilities or use, 2. 2. Bus and bus engine replacements above and beyond standard, 3. motor vehicle emissions reduction programs, 4. commuter park'n ride lots and structures, 5. transit service or facility improvements, 6. traffic flow improvements, and 7. projects that result in emissions reductions. Selection process: programs are ranked by air quality benefits, a selection committee recommends a list for a 30 day public comment period and CATS and Federal Hwy make final recommendation.
Commercial Rehabilitation and Facade Grant Program	Cook County Department of Planning and Development, 69 W. Washington St - Ste 2900, (p) 312 603-1032	http://cookcountygov.com/agencyDetail.php?AgencyID=6	current	web	--	X	X	X					X				Businesses in many suburban Cook County municipalities are eligible for grants to rehabilitate their buildings for code violations or to improve the appearance of their façade. Excluded suburbs include Arlington Heights, Cicero, Des Plaines, Elgin, Evanston, Mount Prospect, Oak Lawn, Oak Park, Roselle, Schaumburg and Skokie; in most cases, these municipal governments have a similar grant program available. The program is available through the Community Development Block Grant federal funds which are distributed annually to Cook County suburban municipalities. The local applications are approved by the Cook County Board before the money is
ComEd Economic Development Services	ComEd	Economic Development Services, ComEd, 312-394-3042	current	web	--	X	X	X	X	X					X		ComEd Economic Development Services provides services to municipalities, economic development organizations, grassroots groups, site selectors, and growing and expanding businesses in ComEd's service area. As the principal electric service delivery company in northern Illinois, ComEd has a vital interest in helping businesses access the information, guidance, and services required to maximize economic opportunity. Community and economic development services include: Available site and building database, Financial assistance coordination, Community profiles, Technical Energy Assistance, Brownfield development, Export assistance, Business attraction-proactive marketing and calling efforts, Business retention program, • Community development grants, Electricity Cost information, and
Co-location: Facilitating Revitalization Beyond Brownfields Borders	E. Stasiak. Washington, DC: ICMA	http://www1.icma.org/main/id.asp?did=16598&hsid=1&tpid=19	2003	36	--	X	X		X		X	X	X	X			Co-location is a revitalization strategy in which a brownfield site is redeveloped in tandem with adjacent or nearby properties that—like brownfields—can be a challenge to redevelop (e.g. vacant properties), rather than proceeding with the more common site-by-site process of cleanup and redevelopment. This strategy can convey numerous benefits: using funding sources to create a larger site that may be more marketable for redevelopment while also eliminating eyesores and potential public health hazards. This report highlights three co-location projects from Denver, Colorado and one from Indianapolis, Indiana and describes the benefits, strategies,
Brownfields Title VI Case Studies: Summary Report	U. S. Environmental Protection Agency. Published by the Office of Solid Waste and Emergency	http://www.epa.gov/brownfields/	1999	web	--									X	X	X	Highlights the overall findings of the Title VI Case Studies. Three major reasons for the lack of title VI and environmental justice complaints were the relationship of trust between stakeholders, municipalities, and developers; the notion that any development is an improvement over conditions of contamination and blight; and the types of redevelopment activities typically undertaken at brownfields sites are not pollution-heavy. Factors that ensure no complaints would be filed included early and meaningful community involvement and redevelopment that creates a benefit for the local community.

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Brownfields Technology Support Center	U.S. EPA, U.S. Army Corps of Engineers, Argonne National Lab, Northeast Hazardous Substance Research Center through the New Jersey Institute of Technology	http://www.brownfieldstsc.org/	ongoing	n/a	--													The Brownfields Technology Support Center is a cooperative effort to provide technical support to federal, state, and local officials and guide decision makers in streamlining site investigations and cleanups, identifying and reviewing information about complex technology options, evaluating contractor capabilities and recommendations, explaining complex technologies to communities, and planning technology demonstrations. Partners in the Center include the U.S. Environmental Protection Agency (EPA), the U.S. Army Corps of Engineers (Corps), Argonne National Laboratory, and from the Northeast Hazardous Substance Research Center through the New Jersey Institute of Technology. The online map of projects indicates that several Midwest cities have used the Center, although Chicago is not one of them. Several good resources can be accessed from the Publications section of the
Brownfields State of the States: an End-of-Session Review of Initiatives and Impacts in the 50 States	C. Bartsch and R. Deane. Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/brown_stateof.pdf	2002	Illinois covered on pgs. 31-32.	--		X	X	X							X		This report summarizes the progress of financial and technical elements and reuse benefits for each state's voluntary cleanup program (VCP) or related brownfield program. It also describes the impacts of the federal 2002 Brownfields Revitalization Act and lessons and advice. For the section on Illinois, attention is focused on Illinois Environmental Protection Agency's Office of Brownfields Assistance programs: Brownfields Redevelopment Loan Program, Brownfields Redevelopment Grant Program, Brownfield Cleanup Revolving Loan Fund, and Bank Participation Loan Program (a City of Chicago program). Incentives to attract private investment to brownfields include Environmental Remediation Tax Credits and property tax credits (Cook County).
Brownfields Redevelopment: A Guidebook for Local Governments and Communities, Second Edition, 2001	ICMA	http://www1.icma.org/main/ld.asp?ldid=15931&hsid=1&tpid=19&t=0	2001	multi-chapter textbook, 238+ pgs	--	X	X	X	X		X	X				X		This multi-chapter textbook is a comprehensive guide for local governments as they redevelop brownfields and downtown areas, particularly with a transportation component. It discusses the difference between brownfields and Superfund sites; the types of brownfield redevelopment projects (e.g. housing vs. transportation); the roles of different departments within local government and the importance of partnerships; funding sources and strategies; key redevelopment tools and strategies (including a good chapter on TEA-21 programs that can be used for brownfields redevelopment); and emerging remediation technologies. It features extensive appendices of federal and regional programs and contacts, state voluntary cleanup programs, and online resources for brownfields redevelopment.
Brownfields Redevelopment with Clean On-Site Energy	Northeast-Midwest Institute, Washington D.C.	http://www.nemw.org/energy_brownfield.htm	2003	web	--			X	X	X	X					X		This web site provides detailed information on redeveloping brownfields as 'power parks' and clean energy facilities, particularly for combined heat and power (CHP). It highlights Chicago's West Pullman project, a power park on a former brownfield site. There also are numerous links to diagrams, reports, and presentations on related topics.
Brownfields Program in EPA Region V	EPA Region V	http://www.epa.gov/R5Brownfields/hm/guidelines.htm	current	web	--			X								X		This web page only has links to additional information. Highlights include: Proposal Guidelines for Brownfields Job Training Grants, Proposal Guidelines for Brownfields Assessment, Revolving Loan Fund, and Cleanup Grants, Region 5 Staff Contacts, Cook County Pilot Projects, Illinois Success Stories.
Brownfields and Utility Sites: A Primer for Local Governments	ICMA, Washington D.C.	http://www1.icma.org/main/ld.asp?ldid=15770&hsid=1&tpid=19	2002	43	--			X	X		X	X	X					This report begins by discussing the issues surrounding the redevelopment of former utility sites (e.g. from brownfields to 'brightfields / power parks'). It highlights the value of reinvesting in existing infrastructure, which can remedy increased power demands. It documents common contaminants at these sites, including heavy metals and oil residues, and provides encouraging remediation options and examples of partnerships that minimized risk. Numerous successes are bulleted throughout the report, and it ends with two exemplary case studies from

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Annual Sale of delinquent property taxes and Real Estate Scavenger Sale	Cook County Treasurer's Office, 118 N Clark St - Ste 112 Chicago, IL 60602	http://www.cookcountytreasurer.com/taxdates/scavenger/	current	web	--	X		X					X	X			Under Illinois law, the Treasurer's Office is required to conduct two types of real estate tax sales in which delinquent property taxes are sold. In Cook, the first is the Annual Tax Sale, held once a year, some time after the second-installment. The sale might be held any time from the fall of that year to the Spring of the following year. All annual tax sale participants must meet a set of qualifications to participate in the annual tax sale. They must complete registration materials and provide collateral or a bond. The second is the biennial Scavenger Sale (conducted in odd-numbered years), which offers taxes on properties that have delinquencies on two or more years that were not purchased at the annual tax sales. In Cook County, the sale has traditionally taken place in the fall or early winter months. The next
All Aboard for Revitalization	D. Borak, Washington, DC: ICMA.	http://www1.icma.org/upload/library/2002-08/4E26E9AA-8943-48C8-8CC0-4C26E764FC38}08072002-c.pdf	2001	65	--	X	X	X	X		X	X	X	X			Often located in key downtown locations, train stations can be redeveloped to become community focal points. This report outlines a procedure for community visioning and involvement, financing, environmental remediation, and tying the redevelopment into larger citywide revitalization strategies. It is a first-stop reference for local government officials and community leaders because it includes a detailed list of federal, state, and local funding sources (including a chart of TEA-21 resources applicable to train stations, a list of grantors, and local financing tools), a summary of best practices, and three excellent case studies detailing the process, funding, and lessons learned. In Lynchburg, VA, the restoration of Kemper Street Station was incorporated into a larger revitalization plan. In Dodge City, KS, the Santa Fe Depot was redeveloped as a historic and cultural center. In Grover Beach, CA, the Grand Avenue Station was redeveloped as part of a brownfields program.
A Better Deal for Illinois: Improving Illinois Economic Development Policy	J. McCourt, G. LeRoy, and P. Mattera; Good Jobs First, Washington, D.C.	http://www.larrymckeeon.com/html/docs/files/il4.pdf	2003	97	--	X	X	X			X		X				A 25 year review of State of Illinois economic development initiatives. Provides numerous references to funding sources and mechanisms.
"Brownfields Redevelopment, Transportation, and Environmental Protection" (Presentation)	Presentation by ICF Kaiser at the Brownfields 2002 Conference, Charlotte, NC. D. Levy and W. Schroer	http://www.brownfields2002.org/proceedings2002/PDFS/C15%20LEVY.pdf	2002	22	--	X					X	X	X	X	X		This presentation was given by consultants from ICF Kaiser at the Brownfields 2002 conference. It describes how to quantify the air quality impacts of redeveloping a brownfield with a certain use (e.g. commercial, industrial) and compare them to places where the development may have gone (e.g. greenfields) had the brownfield not been available or developable. Because it focuses on the redevelopment of the Atlantic Steel site in Atlanta, discussion centers around modeling air quality impacts, especially emissions 'hot spots,' and meeting State Implementation Plans for air quality and transportation funding. The second half of the presentation focuses on modeling impacts to water quality, an equally important consideration for redeveloping a brownfield.
Brownfields Federal Partnership Action Agenda, Progress Report	U.S. Environmental Protection Agency	http://www.epa.gov/brownfields/partners/federal_partnerships.htm#foaa	2004	46	--		X					X	X	X			This report is a compilation of actions that the different federal agencies have taken to assist communities in cleaning up and reusing brownfields across the United States. A new federal brownfields law was passed in January of 2002, and the report summarizes progress that each federal agency has made since that time. These include new initiatives, commitments, events and activities that these agencies have undertaken to help communities deal with brownfields. Each federal agency is examined separately in two sections, background and progress. Agencies participating in programs related to COD and TOD are the U.S. Department of Commerce National Oceanic and Atmospheric Administration through the Portfields Initiative and the U.S. Department of Transportation through funding transportation programs that support the redevelopment and reuse of brownfields.

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Unlocking Brownfields: Keys to Community Revitalization	National Association of Local Government Environmental Professionals and the Northeast-Midwest Institute	http://www.nalqep.org/about/news.cfm?Page1&NewsID=27242	2004	172	Report is too large for website. Call or email to receive a pdf electronically.	X	X	X				X	X	X	X	This report, written by the National Association of Local Government Environmental Professionals (NALGEP) and the Northeast-Midwest Institute, created this report to identify the key components of successful brownfields projects and programs. They accomplished this by working closely with communities, developers, local officials, and lenders involved in brownfield revitalization. This report also includes over 50 case studies of successful brownfield projects and information on what made the projects successful. The report closes with what the organizations have broken down to be the ten keys to brownfield success. A case study is included in the report entitled "Atlantic Station Project Makes Lemonade Out of Dixiesteel" which is a project related to TOD.	
Promoting Brownfield Redevelopment in the 108th Congress: Summary of Federal Legislative Activity	C. Bartsch and B. Wells, Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/brownfieldslegupdate2004.pdf	2004	11			X							X		After summarizing the status of brownfield-related appropriations for fiscal '04 and the President's budget request for fiscal '05, this report lays out pning Senate and House brownfield-related proposals in four categories: HUD-related, EDA related, tax incentive focused, and petroleum-related.	
Community involvement in Brownfield Redevelopment	C. Bartsch Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/CommunityInvolve.pdf	2003	12					X			X	X			This report describes effective and meaningful community participation and stakeholder involvement in brownfield redevelopment. Many of the views expressed in this article are from discussions, meetings, and workshops with stakeholders who have been involved with more than 100 brownfield sites. Many brownfield projects have benefitted or been made possible by a community participation process that has educated the neighborhood and generated their support. Community involvement is most beneficial when practiced in every step of the brownfield	
Presentation: "The Business of Brownfields" ESWP Conference session of brownfield financing basics	C. Bartsch Washington, DC: Northeast-Midwest Institute	http://www.nemw.org/eswp.pdf	18-Nov-03	44 page powerpoint			X				X		X			This presentation describes a number of federal financing programs for brownfield redevelopment including loans, grants, equity capital, and tax-advantaged zones. Throughout the presentation, each program is described and then followed with a case study to show how it has been implemented.	
Illinois Development Finance Authority: Title IX Revolving Loan Fund	Illinois Department of Commerce and Economic Opportunity	http://spinotew1.commerce.state.il.us/dfsims/0/2df1b67d580ea617862562bd0073549a?OpenDocument	current	web			X					X	X			This program is a joint effort of the USEDA and the Illinois Development Finance Authority (IDFA). This program provides supplemental financing to manufacturing companies. Manufacturers may use this loan to acquire land, buildings, machinery and equipment as well as for construction, renovation and leasehold improvement projects.	
U.S. Department of Housing and Urban Development Community Development Block Grant Section 108 loans	U.S. Department of Housing and Urban Development	http://www.hud.gov/offices/cpd/communitydevelopment/programs/108/factsheet.cfm	current	web			X					X	X			Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program. Section 108 provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large scale physical development projects.	
Small Business Administration MicroLoan	Small Business Administration	http://www.sba.gov/financing/sbaloan/microloans.html	current	web			X					X	X			The MicroLoan Program provides very small loans to start-up, newly established, or growing small business concerns. Under this program, SBA makes funds available to nonprofit community based lenders (intermediaries) which, in turn, makes loans to eligible borrowers in amounts up to a maximum of \$35,000. The average loan size is approximately \$10,500. Applications are submitted to the local intermediary and all credit decisions are made on the local level. In Chicago the participating intermediary lender is Accion Chicago, Inc. The MicroLoan contact is Jonathon Brereton and he can be reached at (773) 376-9004.	
Small Business Administration Certified Development Company 504 Loan Program	Small Business Administration	http://www.sba.gov/financing/sbaloan/cdc504.html	current	web			X					X	X	X		The CDC/504 loan program is a long term financing tool for economic development within a community. The 504 program provides growing businesses with long-term, fixed-rate financing for major fixed assets. A Certified Development Company is a nonprofit set up to contribute to the economic development of its community. CDCs work with the SBA and private-sector lenders to provide financing to small	

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Small Business Administration Section 7(a) Loan Program	Small Business Administration	http://www.sba.gov/financing/sbaloan/7a.html	current	web			X							X		X		7(a) loans are the most commonly used Small Business Administration loan. The name 7(a) originates from section 7(a) of the Small Business Act, which authorizes the Small Business Administration to provide business loans to American small businesses. The 7(a) loans are provided by lenders who participate in the 7(a) program. The majority of these lenders are American banks. The 7(a) loans are provided on a guaranty basis. This means they are provided by lenders who choose to structure their loans by SBA's requirements and who apply and receive a guaranty
U.S. Department of Housing and Urban Development: Brownfields Economic Development Initiative (BEDI)	U.S. Department of Housing and Urban Development	http://www.hud.gov/offices/cpd/economicdevelopment/programs/bedi/index.cfm	current	web			X						X	X	X			(BEDI) is a grant program administered by HUD to stimulate and promote economic and community development. The grant program is designed to assist cities with the redevelopment of brownfields. BEDI's grant funds are primarily targeted on redeveloping brownfields with potential to increase economic opportunities for low and moderate income persons. BEDI grants must be used in conjunction with Section 108 loans. Each BEDI award caps at 2 million dollars. In 2004 the
Illinois Department of Transportation: Local Rail Freight Assistance Program	Illinois Department of Transportation. For more information on the program contact Merrill Travis at (217) 782-2835 or email travism1@nt.dot.state.il.us	http://www.chicago-cook.org/b2k/business/ProgramDetail.asp?L_ID=144&s_DEVELOPEME=&s_FINANCING=&s_INTERNATIO=&s_TECHNICAL=&	current	web			X	X						X				The local rail freight assistance program is designed to preserve and create access to rail tracks needed to maintain and expand industry in Illinois. Eligible entities may receive loans and grants for rail-related projects, such as construction of a rail spur to serve local industries and upgrading of existing track to serve an existing firm. Grants are awarded only when significant additional investments are leveraged. Loans are provided where returns to a railroad or industry are adequate to generate a profit or where there are significant economic benefits for a private industry.
Illinois Department of Transportation: Economic Development Program	Illinois Department of Transportation. For more information contact Steve Ponder at (217) 785-8695	http://www.chicago-cook.org/b2k/business/ProgramDetail.asp?L_ID=143&s_DEVELOPEME=&s_FINANCING=&s_INTERNATIO=&s_TECHNICAL=&	current	web			X	X					X					This program reserves money for highway improvements that will help attract new commercial, industrial or tourist developments or in the expansion of existing developments. This program is designed to assist in improvements that are the most impending. Funding can be used to construct highway facilities that provide direct access to an existing or planned industrial/tourism development or to construct new interchanges or modify current ones. IDOT selects the programs for funding. The program provides a maximum of 50% matching assistance for qualified projects.
Illinois Finance Authority: Industrial Revenue Bonds	Illinois Finance Authority	http://www.il-fa.com/products/ind_irb.html	current	web			X							X				The Illinois Finance Authority issues tax-exempt Industrial Revenue Bonds (IRB's) on behalf of manufacturing companies to finance the acquisition of fixed assets such as land, buildings and equipment. Bond proceeds also may be used for either new construction or renovation. Benefits include long-term financing at interest rates lower than conventional financing, fixed or variable rate financing, and the potential to finance up to 100% of the project cost.
Illinois Finance Authority: Participation Loan Program	Illinois Finance Authority	http://www.il-fa.com/products/ind_part.html	current	web			X						X	X				The Illinois Finance Authority assists Illinois businesses that create or retain jobs by offering a loan participation program in conjunction with their bank. Through this program IFA will purchase up to the lesser of \$1,000,000, or a 50% participation in the loan, directly from the borrower's bank. These loans will finance the purchase of land or buildings, construction or renovation of buildings, and acquisition of machinery and equipment. The interest rate will be lower than conventional financing.
Federal Transit Administration: New Starts	Federal Transit Administration	http://www.fta.dot.gov/library/policy/ns/ns.htm	current	web		X	X		X				X					The Federal Transit Administration's New Starts program is the main financial resource for supporting local transit capital investments. The New Starts program funds both new projects as well as extensions to existing fixed guideway systems and can include commuter rail, light rail, heavy rail, bus transit and trolleys. The Transportation Equity Act for the 21st Century (TEA-21) authorizes the funding to the program. In 2003 TEA-21 authorized \$8.2 billion. There is a specific planning and project development processes that projects receiving funding from New Starts must follow. This process is intended to assist localities in examining alternate projects

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U.S. Department of Commerce: Economic Development Administration	U.S. Department of Commerce: Economic Development Administration	http://www.eda.gov/xp/EDAPublic/AboutEDA/Programs.xml	current	web			X					X	X			This website highlights the different investment programs of the Economic Development Administration. The most relevant to COD and TOD development is the Public Works Program. This program helps distressed communities upgrade their physical infrastructure to bring in new industry, attract business expansion and maintain jobs in the community.
Smart Growth on the Fringe	Victoria R. Wilbur: Urban Land Institute	http://www.uli.org/AM/Template.cfm?Section=Research&CONTENTID=7749&TEMPLATE=/CM/ContentDisplay.cfm	May 25, 2004	10					X			X	X			This publication is a summary of a meeting held by the Urban Land Institute in May '04 to discuss smart growth principles in relation to suburban fringe development. There is a focus on the need to develop along transportation corridors and how important it is to examine existing infrastructure and how with development these transportation systems can function better. It is also mentioned that transportation planning should precede development including sidewalks to promote pedestrian
Reauthorization of TEA-21: U.S. Department of Transportation	U.S. Department of Transportation	http://www.fhwa.dot.gov/reauthorization/index.htm	current	web			X		X			X	X			This site gives the most current information on the Transportation Equity Act for the 21st Century (TEA-21). This bill expired in '03 but it keeps getting extensions to keep it alive. On September 30, 2004, the bill was extended eight months. This bill authorizes the Federal surface transportation programs for highways, highway safety, and transit. Under the SAFETEA (The Safe, Accountable, Flexible, and Efficient Transportation Equity Act of 2003) which is part of the reauthorization of TEA-21, section 1205 focuses on funding freight projects. Intermodal Connectors projects can be funded by Surface Transportation Funds. Under section 1205, there is also description of a freight transportation gateway program.
Illinois Department of Commerce and Economic Opportunity: Illinois Economic Development for a Growing Economy (EDGE)	Illinois Department of Commerce and Economic Opportunity: Contact Dennis Gorss (217) 524-8449	http://www.commerce.state.il.us/bus/tax/tax_relief_edge.html	current	web		X	X	X				X				Economic Development for a Growing Economy (EDGE) is a program that encourages firms to set up in Illinois as opposed to other midwestern states. This achieved by awarding tax credits to firms that create, maintain and retain jobs in Illinois. To be eligible the firm must contribute to the export potential of Illinois, it must be an expansion of an existing operation or a new location, and the project must make a capital investment in Illinois of \$5 million and must create 25 new jobs.
Foreign Trade Zone Board: U.S. Department of Commerce	Foreign Trade Zone Board	http://ia.ita.doc.gov/ftzpage/	current	web					X				X			The Foreign Trade Zone Board is under the U.S. Department of Commerce. Included on the website is general information on Foreign Trade Zones, locations of Foreign Trade Zones, applications and all information related to applying, and information for current Foreign Trade Zones.
Business Development Public Infrastructure Program (BDPI): Illinois Department of Commerce and Economic Opportunity	Illinois Department of Commerce and Economic Opportunity: Contact Mark Gauss (217) 785-6193	http://www.illinoisbiz.biz/com/bdpip.html	current	web		X	X					X	X			The Business Development Public Infrastructure Program provides funds for infrastructure improvements in support of economic development in Illinois. This funding is available for infrastructure projects that lead to private sector expansion or retention activities. Program funds can be used for improving local roads, access roads, bridges, sidewalks, waste disposal systems, water and sewer line expansion, rail and air or water port improvements, and public transit systems. Applicants are local governments. For this program 1 private sector job must be created for every \$10,000 awarded by the department.
Cook County Assessor's Office: Cook County's Tax Incentive Programs	Cook County Assessor's Office	http://www.cookcountyassessor.com/forms/forms.html	current	web		X	X					X	X			This web site provides information and forms for all of the Cook County Tax Incentive Programs. There are a number of incentives that encourage commercial and industrial development. Class 6b is an incentive designed to encourage industrial development. Class 7a is an incentive designed to stimulate small scale commercial development in areas that need this kind of development to pick up their economy. Class 7b is an incentive designed to stimulate large scale commercial development in areas of need. Class 8 is an incentive designed to stimulate industrial and commercial development in areas with a stagnant economy. Class C is an incentive designed to encourage the development of industrial and commercial properties on brownfields. Class L is an incentive designed to encourage the preservation and rehabilitation of architecturally significant buildings.

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Illinois State Treasurer's Office: State Treasurer's Economic Program (STEP)	Illinois State Treasurer's Office	www.state.il.us/treas/Programs/step.htm	current	web		X	X											STEP is a program created to encourage economic development and expansion of businesses in Illinois. For each permanent, full time job created, the Illinois State Treasurer can deposit \$25,000 at below market rates into the borrower's financial institution. The institution then lends the money at below market rates to the borrower. Through this program, a minimum of five jobs must be created.
Catalog of Federal Domestic Assistance	General Services Administration	http://12.46.245.173/pls/portal30/CATALOG.PDF_CATALOG_DYN.show	2004	1967	free		X	X	X									This catalog is a federal guide to all programs, projects, and activities that provide assistance or benefits to America. The programs are both financial and non-financial. The website also provides a searchable form of this guide.
Redeveloping Brownfields: How States and Localities use CDBG Funds	The US Department of Housing and Urban Development	2005 Nuts and Bolts of Brownfields Research CD	Oct-98	156		X	X								X			This report provides information on how State and local governments use CDBG funds to redevelop brownfields in their communities. This report also discusses how HUD could improve their program to more efficiently and effectively facilitate brownfield redevelopment. A number of local and state governments were involved to report specific instances of using CDBG funds in brownfield redevelopment.
Reclamation and Economic Regeneration of Brownfields	Peter B. Meyer and H. Wade VanLandingham	US Economic Development Administration and The E. P. Systems Group, Inc/ 2005 Nuts and Bolts of Brownfields	2000	49	free	X	X								X			The purpose of this paper is to assist local economic development agencies in understanding what they can do to facilitate brownfield redevelopment in their community. Included is information on costs and benefits of brownfield redevelopment, potential risks, how economic development organizations can help, and the various funding options available for brownfield projects.
State Brownfield Financing Tools and Strategies	Charles Bartsch and Barbara Wells	http://www.nemw.org/BFStateFinTools.pdf	Apr-05	21	free		X	X							X			States that have unique tools and strategies for funding brownfield redevelopment are highlighted in this paper. Illinois has flexible terms under the Brownfield Cleanup Revolving Loan Fund. These terms are explained in the report.
Brownfields Federal Programs Guide	United States Environmental Protection Agency	2005 Nuts and Bolts of Brownfields Research CD	Sep-04	69	free		X	X							X			A comprehensive report focussing on federal funding options for Brownfields. Includes information on each agency and financial opportunities they offer for brownfield projects.
Recycling America's Land: A National Report on Brownfield's Redevelopment Volume IV	U.S. Conference of Mayors	2005 Nuts and Bolts of Brownfields Research CD or http://www.usmayors.org/71stAnnualMeeting/brownfields	2003	47	free	X	X								X			This report summarizes a brownfields survey distributed to Mayors across the US. The survey includes questions on employment created as a result of brownfield redevelopment, revenue as a result of brownfield redevelopment, impediment to redevelopment, etc. Data from this survey is also provided in the report.
OSWER Environmental Justice Success Stories Report (FY 1999-2001)	U.S. Environmental Protection Agency Office of Solid Waste and Emergency Response	2005 Nuts and Bolts of Brownfields Research CDs	Sep-02	77	free	X	X	X			X			X	X			This is a compilation of successful projects addressing environmental justice in the Office of Solid Waste and Emergency Response of the U.S. Environmental Protection Agency. A number of these projects are brownfields projects which have not only been successful in remediating brownfields but also in promoting and maintaining environmental justice.
Getting to Smart Growth: 100 Policies for Implementation, Volume I and Volume II	International City/County Management Association	http://www.epa.gov/smartgrowth/getting_to_sg2.htm or http://www.epa.gov/smartgrowth/getting_to_sg2.htm or http://www.epa.gov/smartgrowth/getting_to_sg2.htm found on the 2005 Nuts and Bolts of Research CD	2002 and 2003	104 (vol I) and 122 (vol 2)	free	X		X			X	X						Between these two publications, 200 policies for the implementation of smart growth are presented. Each publication uses the framework of the ten smart growth principles and builds policy ideas off of these. Case studies are used to show practical application of the policy implementation. TOD principles are mentioned throughout both publications.

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Countering Sprawl with Transit-Oriented Development	Dena Belzer and Gerald Autler	Issues in Science and Technology, 19(1), 51-58,	Fall 2002	8	free	X			X		X	X					This article gives a history on sprawl and its economic, social, and environmental costs. It then discusses how TOD, when implemented with a clear goal, has economic, social, and environmental benefits. In order for TOD to be successful, it must be redefined clearly and everyone involved must understand the definition and their role in making the TOD a success.
Community Profiles Data	Illinois Department of Commerce and Economic Opportunity	http://www.illinoisbiz.biz/dceo/Community_Life/Community_Profiles_Data/A.htm	current	web	free			X									This website provides information on communities in Illinois. The information includes general information, economic development amenities, transportation, utilities, health facilities, educational facilities, employment, community facilities, tax structure, and location services and other information.
Illinois Comptroller Annual Financial Reports	Illinois Comptroller's Office	http://www.comptrollerconnect.ioc.state.il.us/Office/LocalGovt/ViewReports2002/SelectLocalGov.cfm?CFY=2000&C4=2002	current	web	free			X									This website provides annual financial reports for local governments. The financial reports provide a variety of financial information including the total equalized assessed value of an entity governed by a local government. These reports are available from 2000 to the most recent report published.
Hope VI and Mixed-Finance Redevelopments: A Catalyst for Neighborhood Renewal	The Brookings Institution	http://www.brookings.edu/metro/pubs/20050913_hopevi.htm	Sep-05		free	X	X				X						This website links to 4 case studies to examine how HOPE VI mixed-finance redevelopments can improve public housing and neighborhoods through public private partnerships. HOPE IV is a U.S. Department of Housing and Urban Development program that funds mixed-income developments.
2005 Phoenix Awards Winners Announced	Chamberlain, Denise	http://www.brownfields2005.org/en/Article.aspx?id=50	9/16/2005	web	free									X			This article recognizes the 2005 recipients of the Phoenix Awards, recognizing excellence in brownfields redevelopment. In 2005 two new awards were presented; community impact in redeveloping an underground storage tank and community impact in redeveloping mine scarred lands.
Integrating Freight Facilities and Operations with Community Goals	The Transportation Research Board and the National Cooperative Highway Research Program	Transportation Research Board (TRB)	2003	59	\$15.00		X				X	X					This article discusses freight facilities and operations including water, truck, rail, and air and how these facilities integrate their operations with the community. Some community goals that freight facilities address in this article are traffic flow and congestion, safety and security, economic development, air quality, noise and vibrations, and land use and value. Successful examples are given that recognize freight facilities and operations as good neighbors in their communities. This article recognizes that there is no specific solution to conflicts between freight and communities but rather a wide range of approaches and practices to help solve conflicts.
Federal Highway Administration's Transportation, System, and Community Preservation Program	Federal Highway Administration	http://www.fhwa.dot.gov/safetealu/factsheets/tcsp.htm	current	web	free		X					X	X				The Transportation, System, and Community Preservation Program provides funds for projects that integrate transportation, community, and system preservation. Specifically these projects should do one of the following; improve efficiency of transportation, reduce the impacts of transportation on the environment, reduce the need for costly future investments in public infrastructure, provide efficient access to jobs, services, and centers of trade, and examine community development patterns and identify strategies to encourage private sector development. SAFETEA-LU authorized \$25 million for 2005 and \$61.25 million for 2006, 2007, 2008, & 2009.
SAFETEA-LU	Federal Highway Administration	http://www.fhwa.dot.gov/safetealu/	current	web	free		X					X	X				The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was signed August 10, 2005. This act authorizes Federal surface transportation programs for highways, highway safety, and transit for the 5-year period 2005-2009. This website provides links to the legislation, summary information, fact sheets, and funding tables associated with SAFETEA-LU.

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Brownfield Prevention Program: Model Ordinance, Resources, and Data	Delta Institute/ South Suburban Chicago Brownfields Coalition	http://www.delta-institute.org/publications/brownfieldreport/Brownfield%20Prevention%20Program%20Final%20Report.pdf	Jul-02	27	free				X						X		This purpose of this article is to create a model for a Brownfields Prevention Program in Chicago's South Suburbs. The solution presented is pollution prevention and building the capacity of municipalities to provide technical assistance for pollution prevention. The importance of pollution insurance in brownfield prevention is also stressed. The creation of a pollution prevention ordinance is recommended that focusses on pollution prevention planning.
The Illinois Intermodal Facilities Development Act	Illinois General Assembly	http://www.ilga.gov/legislation/94/sb/09400sb0572eng.htm	Jul-05	web	free		X							X			The Illinois Intermodal Facilities Development Act was put into effect July 1, 2005. This act protects, promotes, and improves freight rail systems and the intermodal connections in Illinois. It also encourages efficient development of such facilities and the redevelopment of abandoned or underutilized facilities. This act allows for the creation of an Intermodal Facility Development Zone and also allows for the creation of TIF districts in these zones.
Two Railheads Are Better Than One	Ron Starnes and Adam Bruns	<i>Site Selection magazine 50(3), May 2005, 358-375</i>	May-05	18	na	X	X					X		X			This article discusses the benefits of moving industry close to rail and also into Foreign Trade Zones. Various case studies are covered where the success of industrial businesses that moved into a location close to rail and in an FTZ are covered. An interview with Brandi Hanabc, managing director of Rockefeller Grop Foreign Trade Zone Services, provides information on the benefits of businesses moving into FTZs.
Major Grant Secured for Skokie Swift	Mike Isaacs	Skokie Review http://archives.pioneerlocal.com/cgi-bin/ppostory/archives/localnews/2005/sk/12-08-05-768182.html	8-Dec-05	1	free		X				X	X					This article shows how a new downtown station for the Skokie Swift is funded using federal government money, predominantly CMAQ funds. This project became a higher priority for funding when plans for a 28-acre Science & Technology Park were finalized in downtown Skokie

