



Transit-Oriented
Development Plan

Section 6:
Implementation

Downtown Riverside Transit-Oriented Development Plan

IMPLEMENTATION

Introduction

Riverside has a long history of planning that began with Olmsted and Vaux’ original plan for the Village in 1869, and has continued through the development of focused plans for sub-areas and special goals, particularly during the last thirty years. This plan differs from prior planning efforts that were primarily design focused in that it pairs key projects and programs to actual implementation tools that may be utilized to obtain results. Implementation tools are defined in this section which Riverside can utilize to turn “the possible” into “reality.” Implementation of this plan is not a single-step effort, but rather an ongoing action program to which the Riverside community must make a long-term commitment.

Contents & Organization

This chapter of the report is organized into five sections, each of which provides guidance on how to move through major stages of implementation of a plan. These stages include:

- **Institutionalizing the Plan:** Laying the administrative and organizational foundations to proceed with redevelopment;
- **Preparing for Development:** Conducting planning, design and negotiation activities for specific projects;
- **Undertaking Development:** Public activities during the redevelopment activities;
- **Funding the Redevelopment:** Organizing the financial tools and incentives that enable private development to occur in a complex environment; and
- **Maintaining Momentum:** Sustaining interest and keeping the TOD Plan relevant.

Action Plan Matrix

To begin, an Action Plan Matrix is provided that organizes the actions described in previous sections of this report into an easy to use list of projects. The role of the Village is defined along with those of the numerous partners upon whom successful implementation of this plan will depend. Preliminary cost estimates are also provided along with lists of potential funding sources. A ranking of each project is provided that documents the outcomes of the Steering Committee vote that was conducted to assess implementation preferences and priorities.

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ACTION PLAN MATRIX

	PROJECTS / ACTIONS	ROLE OF THE VILLAGE	OTHER PARTICIPANTS	POTENTIAL FUNDING SOURCE	COST ESTIMATES	RANKING
I.	COMMUNITY CENTER OPTIONS					
a.	Adjacent to Swim Club	Develop & operate	Swim Club	General fund; TIF	\$6.0 mil	1
b.	Former Public Works Site (east of Town Hall)	Develop & operate		General fund; TIF; bonds; grants	\$6.0 mil	2
c.	Town Hall	Acquire building, furnish & operate	Riverside Township	General fund; TIF; bonds; grants	TBD	2
d.	Harrington Park (not in downtown)	Develop & operate	Recreation board	General fund; grants	\$6.0 mil	2
II.	FORMER PUBLIC WORKS REUSE					
a.	Hotel, Restaurant, Banquet Hall (tax generating use)	Site control, development incentives	Private developer	General fund; TIF; bonds; loans	Potential land write-down	1
b.	Plaza/Gathering/Green Space	Develop & maintain	Downtown management	General fund; TIF; SSA; bonds; grants	\$250k	2
c.	Community Center	Develop & operate		General fund; TIF; bonds; grants	\$6.0 mil (as above)	3
III.	PARKING, CIRCULATION & PEDESTRIAN SAFETY					
a.	Pine Street parking structure for commuter, business, multi-family & school parking	Site assembly & development (option)	Private developer (option); downtown management	General fund; TIF; bonds; ITEP and CMAQ grants	\$2.5 mil	1
b.	Gateway, Wayfinding & Interpretive Program – clearly mark entrances into the Village & direct visitors into downtown; educate residents & visitors about Riverside	Develop & maintain		General fund; SSA; TIF; grants	\$100k phased	2

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	PROJECTS / ACTIONS	ROLE OF THE VILLAGE	OTHER PARTICIPANTS	POTENTIAL FUNDING SOURCE	COST ESTIMATES	RANKING
c.	Establish a trolley system to serve the Village, link to Brookfield, LaGrange & possibly Oak Park	Work with Pace & other entities to explore feasibility	Pace; Brookfield; Oak Park; Potentially Others	General fund; SSA; ITEP grants	\$25k annually	3
d.	Transition commuter parking north of Metra/BNSF Line to an expanded lot south of the rail line and a proposed parking structure.	Work with Metra, BNSF & IDOT	Metra, BNSF & IDOT; private developers; property owners; downtown management		TBD	4
e.	Signalize Longcommon intersections to improve pedestrian/vehicular safety & flow	Implement improvements	ICC & BNSF	General fund; SSA; TIF; ITEP grants	\$200k	5
IV.	BEAUTIFICATION					
a.	Riverfront Enhancement Program – bank restoration, riverwalk, potential fishing pier, swinging bridge enhancement, trails, etc.	Develop program & implement	Downtown management	General fund; SSA; TIF; grants	\$500k phased	1
b.	Streetscape & Landscape Program – street furniture, lighting, planting, irrigation & maintenance informational kiosks, etc.	Develop program & implement	Property owners; LAC; downtown management	General fund; SSA; TIF; grants	\$500k phased	2
c.	Trainscape Enhancement Program – Additional landscape, rear building improvements, guidelines for new development (1,800 lf total)	Develop public & private sector standards & assist funding	Property owners; Metra; BNSF; downtown management	General fund; SSA; TIF; grants	\$200k	3
d.	Facade Enhancement Program – guidelines, funding & program management (15,000 lf total)	Develop standards & assist funding (3,000 lf per yr x 5 yrs)	Property owners; downtown management	General fund; SSA; TIF; grants	\$120k annually for 5 years (\$40 lf)	4

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	PROJECTS / ACTIONS	ROLE OF THE VILLAGE	OTHER PARTICIPANTS	POTENTIAL FUNDING SOURCE	COST ESTIMATES	RANKING
V.	CENTENNIAL PARK MUSEUM / VISITOR CENTER					
a.	Demolish street through Centennial Park & develop new diagonal parking on East Street	Demolish & reconfigure park area		General fund; SSA; TIF; grants; ITEP	\$420k	1
b.	Renovate structures to accommodate museum/visitor center amenities	Implement improvements	Museum operator	General fund; SSA; TIF; grants;	\$3.0 mil	2
c.	Staff museum/visitors center - potential office location for downtown management organization	Support private sector action	Museum operator	General fund; SSA; grants	\$60k	2
VI.	BUSINESS DISTRICT PROMOTION					
a.	Business Recruitment & Retention Program – business district & site promotion materials, financial incentives, investor marketing, etc. (\$2,500 x 12 mo.)	Support private sector action	Chamber of Commerce; Economic Development Commission	SSA, grants	\$30k	1
b.	Consumer Marketing Program – festivals & events, coordinating sales promotions, maps & newsletters, advertising campaigns, etc. (\$1,500 x 12 mo + 6 x \$3,500 special events)	Support private sector action	Chamber of Commerce; Economic Development Commission	SSA, grants	\$40k	1
VII.	FINANCE & IMPLEMENTATION TOOLS					
a.	Establish a Tax Increment Finance District (TIF)	Hire consultant; adopt ordinance; collect & distribute	Village Residents	TIF; General fund	\$30k	1

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	PROJECTS / ACTIONS	ROLE OF THE VILLAGE	OTHER PARTICIPANTS	POTENTIAL FUNDING SOURCE	COST ESTIMATES	RANKING
b.	Establish a Special Service Area (SSA)	Hire consultant; adopt ordinance; collect & distribute	Downtown Merchants; Village Residents	SSA; General fund	\$30k	1
c.	Establish downtown management structure with staff	Be an active partner & help fund this entity.	Downtown Merchants; Village Residents	Business development district; Chamber/Village in Main Street program	\$100k annually	2
VIII.	DEVELOPMENT ASSISTANCE					
a.	Provide development assistance for downtown construction/renovation projects	Site assembly; infrastructure improvements; regulatory assistance; gap financing, etc.	Demonstrate actual market-based need	TIF funds, SSA, General Fund, CIP	TBD	1

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Step 1: Institutionalizing the Plan

To initiate the implementation of the TOD Plan, the Village can undertake a number of preparatory activities. These steps are general in nature, and will not benefit any one desired use over another. They are, however, a critical foundation for subsequent development as they establish a policy framework aligned with the recommendations of the TOD Plan. They do not require a significant new allocation of funds, and they should all be undertaken within a relatively short time frame.

1-1 Adopt the Plan

In order for the TOD Plan to be meaningful and truly serve as a guide for future development, the plan presented here should be adopted by the Village Board. This action establishes a common understanding of the vision for the area and an administrative foundation for development regulation. The TOD Plan may serve as the first building block to creating a comprehensive plan for the Village of Riverside.

1-2 Establish Level of Village Participation

After the foundations have been laid for implementation of the TOD Plan, the Village needs to determine the degree of its participation in individual development projects. While the TOD Plan generally endorses the traditional role of the Village in the community improvement process, it is suggested that the Village consider taking a more active leadership role in promoting, coordinating and facilitating the development process. For example, the Village might offer technical assistance and support to property owners or developers of redevelopment projects that meet the guidelines and foster the objectives of the TOD Plan. In blocks where the Village owns land, the Village might coordinate with adjacent and nearby property owners to assemble larger, more desirable sites for new development. The Village might assist in the preparation of developer “Requests for Proposals,” and might assist in the review and evaluation of proposals for key projects. The following are descriptions of the levels of participations that the Village could undertake in implementing the TOD Plan:

High Level of Participation

Under the most proactive approach, the Village or its designated development agency would acquire development sites through negotiated purchases, condemnation or a combination of methods. The Village or its designated development agency would issue a Request for Qualifications/Proposals (RFQ/RFP) that would state the Village’s development objectives and vision, and seek a development partner. A high level of Village involvement gives the Village the greatest control over the outcome of the development, but also costs the most in terms of local funds, Village staff time and financial risk on the part of the Village.

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Medium Level of Participation

Under the medium scenario, the Village assists a developer/land-owner to undertake a project. Under this scenario the Village does not take title to the land, and thus has less control to select the developer. A developer or landowner may decide to pursue a project; the Village can offer to work with this developer to achieve the Village’s development objectives. The Village can offer TIF or other incentives as leverage to convince the developer to provide parking or other improvements that satisfy larger objectives of the Village’s plan. Under the medium scenario, the Village has some control to shape the development program, but not as much control as under an RFP/RFQ process.

Low Level of Participation

The Village can take a reactive position and use its regulatory and zoning authority to attempt to guide development. The Village can adopt the TOD Plan as the approved sub-area plan for the train station area, and then use it to approve or reject development proposals that the private market brings forth. The Village still has some control over potential development in the form of veto power, but has very limited ability to have positive or pro-active influence over the implementation process. Under this scenario, the Village essentially waits until private developers propose development. The benefit of this scenario is that it is market-driven, low-cost and low-risk for the Village.

1-3 Define a Downtown Redevelopment District

Many economic development financing and resource tools are based on the principle of establishing geographic boundaries for a “redevelopment area” for the purposes of accomplishing complex, coordinated, comprehensive and timely improvement projects and programs. These economic development tools are commonly used by communities for established central business districts, mixed use areas, such as transit-oriented developments and industrial areas. Individually and in combination, these economic development tools provide flexibility for achieving financing and technical assistance for the “hard” and “soft” component strategies of community revitalization and promotion.

1-4 Establish an Organization for Undertaking the Recommendations in the Plan

The Village must form a strong organizational framework for undertaking the recommendations in this Plan. While the Village has a dynamic and dedicated staff, the hands-on, detail-oriented effort required to oversee the implementation of the Plan may exceed the time capacity of the current staff. It is suggested to establish a dedicated organization to oversee the downtown redevelopment. Three ways of structuring this designated development agency are detailed below. The budget for the designated development agency, which would include staff, an office, promotional materials, could rise to \$100,000 annually as

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the Plan moves into an active phase; this budget could be seeded through the Village’s General Fund and more permanently funded through the revenues of a Special Service Area (SSA), discussed later in this section.

Until the dedicated organization is in place, however, the Village can manage the Plan using its own staff, or through an existing local business organization, such as the Economic Development Commission and/or Riverside Chamber of Commerce.

Redevelopment Board

In order to assure that this project maintains the momentum that it has gained through this initial planning stage, the Village of Riverside can establish a Redevelopment Board/Commission to oversee the activities necessary to move this project forward. Through this Board/Commission, the Village can maintain oversight controls over development and long-term management to ensure that the long-term use of the property meets the community’s goals for redevelopment and is economically, environmentally and socially sustainable.

This committee, empowered by the State of Illinois’ legislation enabling local governments to create Redevelopment Areas and authorities, would administer all phases of the project, and maintain a focused, consistent and ongoing vision for the TOD Area, even through multiple political administrations. Its purpose includes: investigating, studying, and surveying blighted areas, selecting and acquiring the blighted areas to be redeveloped, and re-planning and disposing of the blighted areas in the manner that best serves the social and economic interests of the community.

The Board/Commission will be the authority with power to issue bonds, develop financing tools, and acquire and dispose of property for redevelopment purposes. It is anticipated that the Riverside TOD Redevelopment Board will provide valuable leadership in the area of funding. The Village will also rely on it on for approval and authorization of many of the implementation aspects of the Riverside TOD. Ideal board members would have experience in real estate development, especially with projects involving public-private partnerships and multi-layered financing.

Community Development Corporations

A central business district CDC is typically an independently chartered organization, often with not-for-profit status, that is governed by a board of directors. The directors typically bring expertise in real estate or business development along with a demonstrated commitment to the community. CDCs are often funded through public-private partnerships with financial commitments from local financial institutions or businesses and a public funding source (TIF, SSA, etc.) to provide for both operating expenses and programs, as appropriate. CDCs may undertake traditional chamber of commerce-like activities such as marketing, promotion, workforce development, information management, and technical assistance to small businesses, but may also administer loan programs or acquire and redevelop property in the community. Many

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communities create CDCs under the umbrella structure of an established chamber of commerce in the community so that missions are complementary and do not overlap. An example of a distinctive CDC activity is the facilitation or administration of a revolving loan fund or a community lending pool capitalized by commitments from local financial institutions to provide low-interest/low-cost loans. Such funds typically target both new and expanding businesses for such redevelopment activities as interior improvements, façade and exterior improvements, building additions, site improvements, etc. Some state and federal small business assistance programs are structured to work in combination with CDC-administered loan programs. Another distinctive activity of a CDC is property acquisition and redevelopment, which is most successful when the organization is mature in both expertise and capacity (particularly if the CDC intends to manage property after redevelopment).

Third-Party Master Developer or Master Planner

A third-party master-planner or master-developer can coordinate development on behalf of the Village, and can leverage particular expertise in finance, development negotiation, site design and engineering, and infrastructure design and engineering. The master-planner or master-developer will also coordinate construction schedules to reduce redundant or temporary work on infrastructure and parking facilities to ensure that public funds are used in the most cost-efficient manner feasible.

Step 2: Preparing for Redevelopment

The Action Plan in the previous section of this report identifies a series of programs and projects. After the Plan is adopted and interest in specific redevelopment projects begins to grow among the private sector, the Village and its designated redevelopment agency will need to prioritize the public and infrastructure improvements identified in the Plan. Many of these projects will require long-term planning for several reasons:

- Project costs may not be insignificant, and will require financial planning and application for outside funding; and
- Projects may require additional study prior to beginning engineering and design activities.

2-1 Prioritize the Village's Investment

The Village should utilize project scheduling devices, such as the Capital Improvements Program, which allow implementation of the most important public improvements on a priority system, while staying within budgetary constraints. The CIP typically schedules the implementation of a range of specific projects related to the TOD Plan, particularly the restoration and upgrading of existing utilities and infrastructure facilities, including the water system, sanitary sewers, storm water facilities, and the street system. Expansion or improvement of public works facilities would also be included in the CIP. Riverside's financial resources

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will always be limited and public dollars must be spent wisely. The CIP would allow the Village to provide the most desirable public improvements, such as street repairs, yet stay within budget restraints.

2-2 Identify Follow-Up Studies

A number of projects and programs identified in the Action Plan indicate the need for further study and analysis. As with the fundamental public and infrastructure expenditures, additional studies on the critical path need to be identified and given funding priority.

2-3 Identify Preliminary General Funding Sources

Consider appropriate development and developer incentive programs (such as low interest loans and tax abatements) as necessary to initiate a high level of investment and development in the Village’s retail areas. The Village should consider the use of Tax Increment Financing (TIF) districts and Special Service Areas (SSA) as a strong tool for economic development. The Village should consider a combination of TIF and SSAs to assist with economic development in targeted areas.

Establish a Tax Increment Financing (TIF) District

In January 1977, tax increment financing (TIF) was made possible by the Illinois General Assembly through passage of the Tax Increment Allocation Redevelopment Act. The Act provides a means for municipalities, after the approval of a redevelopment plan and project, to redevelop blighted, conservation, or industrial park conservation areas and to finance redevelopment project costs (sometimes referred to as “Project Costs” or “Redevelopment Project Costs”) with incremental property tax revenues. “Incremental Property Tax” or “Incremental Property Taxes” are derived from the increase in the current equalized assessed valuation (EAV) of real property within the Project Area over and above the “Certified Initial EAV” of the real property. Any increase in EAV is then multiplied by the current tax rate which results in Incremental Property Taxes. A decline in current EAV does not result in a negative Incremental Property Tax.

To finance Project Costs, a municipality may issue obligations through secured by estimated Incremental Property Taxes to be generated within the project area. In addition, a municipality may pledge towards payment of such obligations any part or any combination of the following: (a) net revenues of all or part of any redevelopment project; (b) taxes levied and collected on any or all property in the municipality; (c) the full faith and credit of the municipality; (d) a mortgage on part or all of the redevelopment project; or (e) any other taxes or anticipated receipts that the municipality may lawfully pledge.

Tax increment financing does not generate tax revenues by increasing tax rates; it is a financing mechanism that allows the municipality to capture, for a certain number of years, the new tax revenues generated by the enhanced valuation of properties resulting from the municipality’s redevelopment improvements and activities, various redevelopment projects,

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and the reassessment of properties. Under TIF, all taxing districts continue to receive property taxes levied on the initial valuation of properties within the redevelopment project area. Additionally, taxing districts can receive distributions of surplus Incremental Property Taxes when annual Incremental Property Taxes received exceed any principal and interest obligations for that year and expected redevelopment project cost expenditures necessary to implement the Redevelopment Plan. Taxing districts also benefit from the increased property tax base after Project Costs and obligations are paid.

Implementing a TIF district serves a number of critical purposes related to implementation of the TOD Plan:

- Signals to the development community that the Village of Riverside is serious about implementation;
- Provides a source of money for general infrastructure activities; and
- Provides a source of money for project-specific development activities, such as site preparation.

The Village should ensure that the studies required to implement a TIF district benefit from this TOD Plan analysis, and that actions pertaining to the establishment of the TIF district proceed in a timely fashion. Based on preliminary estimates of potential incremental increases in property values as a result of the redevelopment projects and programs identified in the Plan, it is reasonable to estimate a budget of \$15-\$19 million over the 23-year life of the TIF District.

Establish a Downtown Special Service Area

The Special Service Area (SSA) is a funding tool that is available for financing projects whose benefits can be appreciated by the corridor as a whole such streetscaping, snow removal, and seasonal decoration. SSAs, also known as Business Improvement Districts (BIDs) and Special Improvement Districts (SIDs), are a useful tool for improving, managing, and maintaining a defined district. SSAs are used in downtowns, business districts, neighborhoods, parks, and industrial areas to provide funding for infrastructure, maintenance, programs, and other business-related activities. A SSA can be used in conjunction with a TIF, but involves fewer setup and maintenance processes than a TIF. It is an extra property tax on a defined set of properties (called the “service area”) that reinvests 100% of that tax revenue back into the service area. The SSA budget is typically administered by a local organization such as a Chamber of Commerce or business association, by the municipality (e.g., the Village Clerk’s office), by a designated development agency, or by a third-party consultant. The SSA program is typically established and managed by the local property and business owners or the municipality. SSAs are authorized through State law (Illinois Compiled Statutes, Revenue, Property Tax Code 35 ILCS 200, Article 27). To create an SSA, first the boundaries and service area are established. The budget for the service area is created by multiplying the total of equalized assessed property values for the properties in the service area by a selected SSA tax rate, usually less than, or near, 1% of the EAV. A public hearing on the proposed SSA is conducted in accordance with State

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statutes, and if a majority of the taxpayers in the service area agree with the SSA, an ordinance is established defining the duration of the SSA.

SSA funds may be used within the service area boundaries for a variety of activities. These include:

- Strategic planning for the general development of the service area;
- Infrastructure maintenance and beautification;
- Security services, including, but not limited to, the development of safety programs;
- Recruitment and promotion of new businesses and retention and promotion of existing businesses within the service area;
- Coordinated marketing and promotional activities;
- Financing storefront façade improvements;
- Other technical assistance activities to promote commercial and economic development including, but not limited to, streetscape improvements, strategic transit/parking improvement including parking management studies, and enhanced land use oversight and control initiatives, and others.

Based on the 2003 equalized assessed valuation of \$12,267,345, the following annual budgets may be available to fund a SSA:

POTENTIAL TAXES FOR SSA				
2003 EAV	0.25%	0.50%	0.75%	1.00%
\$12,267,345	\$ 30,668	\$ 61,337	\$ 92,005	\$ 122,673

These percentages were chosen to illustrate the order of magnitude that may be generated based on different tax rates. Should the Village decided to adopt a Special Service Area tax, the exact tax rate will be determined based on the budget which the Board approves. (Please note: These are estimates and are subject to change based on boundary changes, finalized assessed values, and any other material fact that may affect the estimates.)

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2-4 Establish Site Control

The Village or its designated development agency has several options for obtaining control of parcels within the TOD Plan as a pre-cursor to development. These options must be discussed with the Village attorney to determine local and state policies, procedures, and statutes.

- Purchase of site
 - Direct
 - Agreement between owner and Village to give Village first right of refusal on property acquisition
 - Options to purchase – agreement between owner and prospective purchaser to take property off the market for specified length of time for a fee for prospective buyer to perform due diligence activities (e.g., environmental and geotechnical assessment); purchase price negotiated at the time of option, or later
- Lease of site
 - Direct
 - Options to lease – same as above, except prospective user is a renter
- Acquisition by condemnation of site, based on various types of liens
 - Environmental
 - Building code violation
 - Tax non-payment
- Acquisition by eminent domain
 - For use as a public good, not for redevelopment by another private party

Step 3: Undertaking Development

3-1 Promote the Plan

Concurrent to the activities defined in *Step 2: Preparing for Development*, the Village or its designated development authority should begin marketing Downtown Riverside to the private market, to generate interest in the TOD Plan and specific opportunity sites.

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- “Shop the Plan” to quality, mid-sized regional developers and development companies; utilize the members of the Village’s designated development agency, community stakeholders, and planning consultants to identify reputable, high-quality potential development partners. The Plan could be distributed in electronic or hard-copy format via standard mail; posted on the Village website and shared via a hot-linked email; or through a “developer’s summit” event organized by the Village and/or its designated redevelopment agency.
- Submit the plan to professional associations, such as American Planning Association (APA), American Society of Landscape Architects (ASLA), American Institute of Architects (AIA), RailVolution, etc. for annual award competitions and conference presentations.
- Participate in local real estate and planning professional networking events, such as Urban Land Institute (ULI), International Council of Shopping Centers (ISCS), etc., as forums for communicating opportunities.

3-2 Solicit Development Partners

The Village or its designated development agency has several options for promoting development of parcels it controls within the TOD Plan.

- Under a *Request for Qualifications* (RFQ), the Village would not ask for a specific development plan or financial pro forma, but would rather select a developer based on past relevant experience and qualifications.
- Under a *Request for Proposal* (RPF), the Village would seek a development proposal that lays out proposed uses and financial details.

Once a developer is selected, the next step is to negotiate a development agreement and begin to determine the appropriate incentives package or gap financing based on the Village’s objectives and the economics of the individual development project.

Step 4: Funding the Redevelopment

Identifying funding sources for the TOD Plan development activities outlined above will be critical to realizing the vision. Organized and proactive identification of public-private partnership options and levels of financial commitment signal to the development community that the Village of Riverside is serious about development of the TOD Area. Significant redevelopment projects such as Riverside’s TOD often require a combination of funding tools from various levels of government to help with “gap financing” – public funding that closes a “gap” between a private developer’s debt and equity, and the costs related to constructing a project.

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Further discussion of various local, state and federal financing tools that will assist the Village of Riverside in implementing the plan is located below in the Funding Toolkit. That section of the report correlates potential funding options with specific development projects discussed earlier in the report in Section 5 *Programs & Projects*.

4-1 Local Funding Tools

Due to the complexity and diversity of issues typically involved in redevelopment projects, such as environmental, transportation, infrastructure, land acquisition/assembly, building demolition/ rehabilitation, and business recruitment issues, a municipality needs a number of resources to tap to help address the varying aspects of a redevelopment project. However, locally controlled economic development tools cannot be stressed enough. Working with other municipalities across the country, it has been found that the local funding tools have proved critical in the redevelopment process.

Communities have a number of general sources of revenue that can be applied to any corporate purpose, including improvements that will benefit the community as a whole. The largest of these is normally the general-purpose property tax, which primarily funds the Village’s General Revenue Fund. Others include state income tax rebates, motor fuel tax funds, public utility taxes, hotel/motel tax, retailers’ occupational tax, plus various fees, fines and other receipts.

Municipal bonds may also be considered for special projects during various phases of the implementation of the *TOD Plan* that may require more long-term financing. One type of bond that could be considered for infrastructure improvement projects is the special assessment bond. These bonds are issued to finance improvements that are to be paid for by special assessments against benefited properties. Bond obligations are payable only from the special assessment receipts, are not backed by general taxes and usually carry higher interest rates.

Other local funding tools, such as TIFs, SSAs, property tax abatements, and land acquisition/write-downs empower municipalities to guide redevelopment and provide timely assistance, which is critical to today’s development projects.

4-2 State and Federal Funding Tools

The Village and the development community may require financial assistance from state and federal programs to achieve some elements of the Plan, particularly projects with public-facing benefits. A myriad of grant and loan programs are available that address needs related to transportation and infrastructure, cultural, environmental, economic, community development, and quality of life. In many situations, the applicant needs to be an interested public agency or non-profit organization acting on behalf of the community. A selection of state and federal funding tools that are potentially applicable to the Projects and Programs identified in the *TOD Plan* are summarized below in the *Funding Toolkit*, along with key facts about application procedures, awards and eligibility.

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4-3 Funding Tool Kit

Local Tools

Funding Source	Redevelopment Project Site(s)	Potential Value	Eligible Activities	Other Key Considerations
Village of Riverside General Fund	Additional studies, including TIF Eligibility & Project Plans Preliminary development agency board staffing Streetscaping and railscaping – small scale Façade improvment	Varies by project, subject to Village Budget	<ul style="list-style-type: none"> • Planning • Infrastructure Operations and Maintenance 	<ul style="list-style-type: none"> • Expenditures identified during annual budget cycle
Village of Riverside Capital Improvements Fund	Street improvements Streetscaping and railscaping – large scale Infrastructure improvements New and replacement surface parking (business, commuter, public) New and replacement structured parking (business, commuter, public) Actuated traffic signals	Varies by project, subject to Village Budget	<ul style="list-style-type: none"> • Planning • Infrastructure Operations and Maintenance 	<ul style="list-style-type: none"> • Expenditures identified during annual budget cycle

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Funding Source	Redevelopment Project Site(s)	Potential Value	Eligible Activities	Other Key Considerations
Tax Increment Financing	Downtown redevelopment district	Reasonable 23-year estimate of \$15 - \$19 million, based on development program and assumptions documented in this Plan	<ul style="list-style-type: none"> • Planning • Site Preparation and Cleanup • Infrastructure • Pine Avenue Parking Structure 	<ul style="list-style-type: none"> • Only projects within the TIF district boundary are eligible
Special Service Area / Business Improvement District assessments	Downtown redevelopment district Development agency operations and programs	Depends on assessment rate selected; estimated annual range of \$31k - \$123 k (0.25% - 1.00%)	<ul style="list-style-type: none"> • Planning • Business development and marketing • Maintenance and beautification • Façade improvement • Security • Parking Management 	<ul style="list-style-type: none"> • State-defined process for establishment of SSA
“Parking Increment Financing”	Downtown redevelopment district	Depends on updated meter rates over base rates	<ul style="list-style-type: none"> • Incremental parking meter revenue above base parking meter rates could be available for local improvement expenditures • Uses to be defined by local business owners 	<ul style="list-style-type: none"> • Agreement, terms, duration, etc., would need to be negotiated between Village and a representative organization

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Funding Source	Redevelopment Project Site(s)	Potential Value	Eligible Activities	Other Key Considerations
Local Tax Abatement	As needed on private redevelopment sites: Site A Site B Site C Site E Site G	Varies according to agreement	<ul style="list-style-type: none"> Property tax abatement on commercial and industrial property 	<ul style="list-style-type: none"> 35 ILCS 200/18-165 Abatement of Taxes: any taxing district, upon a majority vote of its governing authority abate any portion of its taxes Requires a written agreement between a taxpayer and a taxing body
Building / Land Assembly and Write-Down	As needed on Village-owned or acquired redevelopment sites	Varies by parcel and appraised value	<ul style="list-style-type: none"> Assembly for coordinated redevelopment 	<ul style="list-style-type: none"> Effective for encouraging in-fill development

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Grants

Funding Source	Redevelopment Project Site(s)	Application Due Date	Potential Value	Eligible Activities	Other Key Considerations
Illinois Transportation Enhancement Program (ITEP)	Downtown Streetscaping Railscaping Centennial Park East Avenue Plaza Forest Avenue Landscaping Interpretive Signage	Prep workshop in May; Application due August 1; (Annual), (Dates are estimated and are subject to annual state reauthorization of program)	Varies – historical average of \$1.1 million per project 20% minimum local match from state or local sources	<ul style="list-style-type: none"> • Pedestrian & bicycle • Historic preservation • Rehab of historic facilities • Landscaping & beautification • Acquisition of scenic easements • Work scope: preliminary engineering, utility relocations, construction engineering and construction costs 	<ul style="list-style-type: none"> • Prep workshops typically held in May • One project category per application • Site must be publicly owned & operated • Application requires maps, photographs, evidence of public support, detailed plan and costs • Projects must have a local government or state agency sponsor • Projects must enhance the transportation system by serving a transportation need or providing a transportation use or benefit

Downtown Riverside Transit-Oriented Development Plan

Funding Source	Redevelopment Project Site(s)	Application Due Date	Potential Value	Eligible Activities	Other Key Considerations
Congestion Mitigation & Air Quality (CMAQ)	Intersection improvements on Longcommon and actuated signal Site F - shared parking structure	End of January	Awards vary. In 2005, ranges were: Bicycle Facilities: \$16,000 - \$1.6 million Commuter Parking: \$57,000 - \$2.4 million Intersection Improvement: \$127,000 - \$2.5 million Pedestrian Amenities: \$42,000 - \$340,000 Signal Interconnections: \$76,000 - \$3.5 million	<ul style="list-style-type: none"> • Commuter Parking Lots • Traffic Flow Improvements: Bottleneck Elimination, Intersection Improvements, Signal Interconnects • Bicycle and Pedestrian Facility Projects 	<ul style="list-style-type: none"> • Work through CATS MPO and West Central Municipal Conference Council of Mayors • Notification of awards is nearly 1 year after application for following fiscal year due to MPO programming process

Downtown Riverside Transit-Oriented Development Plan

Funding Source	Redevelopment Project Site(s)	Application Due Date	Potential Value	Eligible Activities	Other Key Considerations
Transportation Improvement Program (TIP); Surface Transportation Program (STP)	Longcommon reconfiguration around Central School including actuated signal	December - February	Varies 30% cost share	<ul style="list-style-type: none"> Phase 1 Engineering Design Construction 	<ul style="list-style-type: none"> Must go through CATS MPO TIP-planning process, beginning with presentation to the West Central Municipal Conference Council of Mayors Start-to-finish lead time may be as long as 4 years, when considering grant application, planning, engineering and design, and construction
Transportation Improvement Program (TIP); Illinois Commerce Commission (ICC) Railroad Funds	At-grade crossing near Metra Station		Varies; must work with BNSF and ICC to coordinate regardless of whether grant money is sought or awarded.	<ul style="list-style-type: none"> Various rail-related surface transportation improvements 	<ul style="list-style-type: none"> Start-to-finish lead time may be as long as 4 years
National Safe Routes to School (FHWA - IDOT)	Longcommon Road and intersection improvements	Info not available as of January 2006	Info not available as of January 2006	<ul style="list-style-type: none"> Pedestrian facilities Bicycle facilities Traffic calming Traffic control devices Outreach and education 	<ul style="list-style-type: none"> Requires project plan and evidence of community support Work through local Council of Mayors and CATS

Downtown Riverside Transit-Oriented Development Plan

Funding Source	Redevelopment Project Site(s)	Application Due Date	Potential Value	Eligible Activities	Other Key Considerations
National Endowment for the Humanities: <i>Interpreting America's Historic Places</i>	Downtown interpretive signage	Consulting and Planning: mid-September; Implementation: mid-February	Consulting: \$15,000 Planning: \$45,000 Implementation: \$350,000 No matching requirement	<ul style="list-style-type: none"> Consulting: planning general goals and content of new programs Planning: detailed development of content Implementing 	<ul style="list-style-type: none"> Eligible recipients include (among others): city or township governments; special district governments; and 501(c)(3) non-profits
<i>Preserve America</i> communities grant	Interpretive signage Streetscaping in keeping with historic heritage	Quarterly: March 1, June 1, September 1, and December 1 (Future offerings subject to federal reauthorization of program)	2005: \$20,000 to \$150,000 50% match required	<ul style="list-style-type: none"> Variety of activities related to heritage tourism and innovative approaches to the use of historic properties as educational and economic assets 	<ul style="list-style-type: none"> Eligible communities must demonstrate commitment to preservation of historic resources, assets and heritage; must demonstrate community support and ongoing activities

Downtown Riverside Transit-Oriented Development Plan

Funding Source	Redevelopment Project Site(s)	Application Due Date	Potential Value	Eligible Activities	Other Key Considerations
Illinois Main Street	Downtown CBD development	Applications accepted any time	N/A – Technical assistance and training	<ul style="list-style-type: none"> • Organization - Developing and sustaining an effective downtown management organization. • Design - Improving the appearance of the downtown buildings and streetscape through historic preservation. • Promotion - Marketing the district's unique assets to bring people downtown. • Economic Restructuring - Improving the downtown's economic base by assisting and recruiting businesses and finding new uses for underused space. 	<ul style="list-style-type: none"> • Variety of service levels and technical assistance are available according to community goals • Designation permits access to ITEP “Historic Projects” funding • Requires local funding and commitment to send representative to annual training

Downtown Riverside Transit-Oriented Development Plan

Funding Source	Redevelopment Project Site(s)	Application Due Date	Potential Value	Eligible Activities	Other Key Considerations
Illinois EPA Municipal Brownfield Redevelopment Grant (MBRG)	Opportunity Site G – Public Works Site (potential, dependent upon presence of contaminants from public works activities)	January 1 and July 1 (Semi-annual competitions)	\$120,000 Reimbursement basis 30% cost share	<ul style="list-style-type: none"> • Inventory • Characterize • Assess • Plan • Conduct outreach • Cleanup • Supplies and labor • Excludes geotech, sampling correction, site marketing, excess outreach, asbestos, lead paint, demolition 	<ul style="list-style-type: none"> • Site specific – can apply for 2 grants per municipality • 2nd grant only requires an amendment outlining plan, budget, and project personnel • Term of 3 years • Applicant must be a municipality
USEPA Brownfield Assessment Grant	Opportunity Site G – Public Works Site (potential, dependent upon presence of contaminants from public works activities)	Mid-December (Annual)	\$200,000 No local match / cost share	<ul style="list-style-type: none"> • Inventory • Characterize • Assess • Plan • Conduct outreach 	<ul style="list-style-type: none"> • Site-specific or community-wide • Can submit for 1 hazardous substance assessment and 1 petroleum-based substance assessment • Term up to 3 years • Application requires public notice and comment period

Downtown Riverside Transit-Oriented Development Plan

Funding Source	Redevelopment Project Site(s)	Application Due Date	Potential Value	Eligible Activities	Other Key Considerations
USEPA Brownfield Cleanup Grant	Opportunity Site G - Public Works Site (potential, dependent upon presence of contaminants from public works activities)	Mid-December (Annual)	\$200,000 20% cost share	<ul style="list-style-type: none"> • Cleanup • No assessment, planning, etc. • No development, construction, etc. 	<ul style="list-style-type: none"> • Site-specific only • Applicant must be sole owner of property • Phase I must be completed • Phase II must be in progress or completed • Term up to 3 years • Application requires public notice and comment period

Downtown Riverside Transit-Oriented Development Plan

Step 5: Maintaining Momentum

A number of the implementation actions and techniques discussed earlier in this section are one-time activities that set the administrative, governance and financial foundation for redevelopment in Downtown Riverside. However, due to the scope of Programs and Projects proposed in the Plan, implementation of the Plan will span many years. During the course of redevelopment, it is likely that the Village (and the Chicago metropolitan area) could experience political, economic, social and constituency changes that could impact the momentum of Plan implementation. The following section outlines steps that the Village and its designated redevelopment partner(s) can undertake to maintain the excitement about the Plan and momentum towards redevelopment that has been generated now in the early stages of the planning process.

5-1 Plan Review

The TOD Plan is not a static document. The Planning and Implementation processes should be continuous. The need for Plan amendments is the result of many community influences. Most frequently, these are brought about by changes in attitudes or emerging needs not foreseen at the time of Plan adoption. Although a proposal to amend the Plan can be brought forth by petition at any time, the Village should regularly undertake a systematic review of the Plan. Although an annual review is desirable, the Village should initiate review of the Plan at least every two to three years. Ideally, this review should coincide with the preparation of the annual budget and Capital Improvement Program. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the upcoming commitments for the fiscal year. Routine examination of the Plan will help ensure that the planning program remains relevant to community needs and aspirations.

5-2 Maintaining Public Involvement

Recognizing that many of the infrastructure, parking, and transit improvements will not be realized without the support of Riverside’s residential and business community, it will be extremely important for the Village to continue the public out-reach and education programs established during the conceptual phases of the TOD planning process. These programs help communicate how the proposed improvements are critical in maintaining and enhancing the character and vitality of Riverside’s downtown, and are a critical opportunity for gaining the support of residents and businesses. Only through a combination of both public and private sector funding can the multi-year development approach proposed for Riverside’s Transit Oriented Development be achieved.

Downtown Riverside Transit-Oriented Development Plan

5-3 Continue Intergovernmental and Interagency Collaboration

Many recommendations in the TOD Plan involve collaboration between the Village of Riverside, its redevelopment board or other designated agency, and other local government or quasi-government agencies. The Village should keep focus on the following relationship-driven projects and programs identified in the Action Plan at the end of Section 5.

- BNSF Railway, RTA, Metra, and Pace: Continue to work with these agencies in the next steps of the planning process for various transit-related improvements. For example, the Village and/or a developer will need to work with Metra, BNSF, and IDOT to replace commuter parking (north of the Metra/BNSF Line within the BNSF right-of-way) displaced due to the conversion of commuter parking to business district parking and to possibly add new commuter parking, both surface and structured parking. The Village will also need to discuss with and obtain approval from the BNSF for any proposed landscaping improvements in or near the BNSF right-of-way. The Village should work with Pace on the potential trolley service and Vanpool Program.” The West Suburban Mass Transit District could also be added as another organization to help the Village move forward with various funding aspects of the TOD Plan;
- Neighboring Villages: Co-market cultural tourism attractions in Riverside with those in Oak Park/River Forest and the Zoo in Brookfield; explore a shared trolley system linking shopping and tourism areas in Brookfield, LaGrange, and Oak Park/River Forest;
- West Central Municipal Conference and CATS MPO: Maintain an open dialogue on Downtown Riverside goals, plans and achievements with the Council of Mayors and MPO representatives to cultivate a positive, productive image of Riverside as a worthy recipient of scarce transportation funds.