



Cook County, Illinois
ANNUAL ACTION PLAN
Program Year 2020
(October 1, 2020– September 30, 2021)

Toni Preckwinkle, President
Cook County Board of Commissioners

Prepared by: The Department of Planning and Development of the Bureau of Economic Development

Implementing the first year of the 2020-2024 Consolidated Plan under:

Moving To Implementation



Executive Summary

1. Introduction

As the largest county in the state and the second largest in the nation, Cook County is a hub for residents and businesses. This size and scope affords the County access to many resources that can positively impact the quality of life for residents, workers, and visitors. In 2020, the Cook County Department of Planning and Development (DPD) launched *Moving To Implementation*, a strategic planning initiative to marshal existing funds, gather additional resources, and facilitate partnerships to meet future housing, community, and economic development needs. DPD's mission is to: “develop and sustain viable communities by fostering economic opportunities and business development, preserve and expand the supply of affordable housing, promote fair housing, and support programs that address homelessness”. The Cook County Economic Development Advisory Committee (EDAC), Cook County Board of Commissioners, and Council of Economic Advisors provide additional advisement and oversight for related programs and special initiatives.

Moving To Implementation united the Federally-required Consolidated Plan (Con Plan) and Comprehensive Economic Development Strategy (CEDs) into a single planning process and action-oriented document. This coordinated approach is helping DPD efficiently and effectively coordinate and leverage resources - including staffing, funding, and partnerships. This plan is a living document, whose principles are designed to work alongside changing needs, market conditions, and resources. It offers a framework for administrative and programmatic operations as well as outlines goals, priorities, and strategies that will be valuable as the County and its stakeholders pursue additional resources through competitive funding applications and the cultivation of partnerships. *Moving To Implementation* is consistent with the regional CMAP plan *ON TO 2050* and builds upon a previous report commissioned by Cook County President Toni Preckwinkle, *Partnering for Prosperity: An Economic Growth Action Agenda for Cook County*.

This Annual Action Plan, which corresponds to *Moving To Implementation*, is structured based upon 5 key ordered priority areas (as described further below). These priorities, as well as the related policies, goals, and strategies, were developed based upon extensive data compilation and analysis as well as meaningful feedback received from stakeholders during the planning process. All strategies address a common thematic goal and priorities will differ by geography as appropriate. To implement the plan, DPD is pursuing deeper relationships with public and private partners as well as the philanthropic community, seeking out assistance for targeted efforts. Additionally, DPD is moving quickly to implement the plan's policies through its annual funding process and build on this early success by devoting resources to advance other key priorities.

Moving To Implementation continues a paradigm shift in how DPD plans strategically for programming that benefits low- and moderate-income households and communities in suburban Cook County. Specifically, the outreach framework developed and implemented under this initiative informs operations, strategic planning, and performance reporting. Moreover, this planning process was closely



aligned with President Preckwinkle’s continued commitment to transparency and inter-jurisdictional partnership, and was inclusive of consultation/coordination with Urban County/Consortium members. Cook County serves as the lead entity for the Cook County Urban County, which presently includes most municipalities in Cook County except: Arlington Heights, Berwyn, Chicago, Cicero, Des Plaines, Evanston, Hoffman Estates, Morton Grove, Mount Prospect, Oak Lawn, Oak Park, Palatine, Schaumburg, and Skokie. Additionally, Cook County serves as the lead entity for the Cook County HOME Consortium which presently includes all municipalities in Cook County except: Chicago, Evanston, and Skokie. This 2020 Annual Action Plan is only applicable to the current jurisdictional boundaries of the Cook County Urban County and HOME Consortium.

This PY 2020 Annual Action Plan effectively implements the first year of [Moving To Implementation](#).

2. Summarize the objectives and outcomes identified in the Plan

1) Infrastructure/Public Facilities: Foster public infrastructure improvements that support other major priorities, including linking residents with jobs, encouraging economic development, and creating a County that is less auto-dependent. Goals 1.1 through 1.6 as listed in [Moving To Implementation](#) which encompasses the Consolidated Plan.

2) Business and Workforce Development: Pursue policies/programs that create an environment for economic growth, particularly in Areas of Need. Goals 2.1 through 2.12 as listed in [Moving To Implementation](#) which encompasses the Consolidated Plan.

3) Housing Development and Services: Efforts to address the jobs-housing mismatch must include actions that increase the number of affordable housing opportunities in locations with good job access while maintaining the existing housing stock and providing related services in areas of the County where efforts will focus on increasing job opportunities. Goals 3.1 through 3.7 as listed in [Moving To Implementation](#) which encompasses the Consolidated Plan.

4) Non-Housing Services: Public services will support the County’s goals in other areas, particularly increased coordination among funders and providers, the provision of much needed safety net programs, and improved employment opportunities for all people. Goals 4.1 through 4.4 as listed in [Moving To Implementation](#) which encompasses the Consolidated Plan.

5) Planning and Administration: Develop the institutional framework both within/around Cook County to support multi-jurisdictional collaboration and improved local capacity and transparency. Goals 5.1 through 5.6 as listed in [Moving To Implementation](#) which encompasses the Consolidated Plan.

3. Evaluation of past performance

Over the past 10 years, DPD has effectively administered Federal funds in a timely, compliant, and effective manner, as indicated by its continual success at achieving intended outcomes. DPD has become a model grantee in the region as it relates to timely commitment, expenditure, and effective



deployment of Federal funds. DPD has successfully managed over \$600 million in Federal funding from the U.S. Department of Housing and Urban Development (HUD) since program inception including annual CDBG, HOME, and ESG allocations as well as singular resources such as NSP, HPRP, Section 108, and CDBG-DR.

Since 2010, under the leadership of Cook County President Preckwinkle, DPD has made significant, continual improvements in its operations including the commitment and expenditure of older remaining funds for eligible uses, clearance of outstanding audit findings, and ongoing reorganization of staffing



and programs for increased efficiencies and enhanced community impacts. In 2013, DPD benefited from OneCPD technical assistance (TA) provided by HUD and delivered by ICF. Through this TA, DPD developed extensive policies and procedures for Community Development, Housing, Economic Development, Finance, Planning/Policy, Compliance, Construction Management, and Office Management. These policies/procedures will continue to evolve over time based upon operational enhancements and regulatory changes. Additionally, ICF assisted DPD in analyzing operational needs and resources including staff capacities/ workloads. This resulted in the development of an updated organizational structure and position descriptions. Implementation of these via a formal reorganization is pending in consultation with Human Resources.

Over the last 10 years throughout the aforementioned transitions, DPD has reflected on historical practices in administering HUD-funded programming. DPD leadership recognized the critical need for a strategic plan with clear, realistic, actionable objectives that would unite the various functional areas under a common purpose and tap into the expertise of local and regional stakeholders. Previously, programming was designed and deployed by funding source with limited coordination. Under Planning for Progress, and continuing with *Moving To Implementation*, programming is organized by functional area - Community Development, Housing, and Economic Development - facilitating collaboration and consultation between them for coordinated investments. DPD also consulted with other County departments or affiliate agencies who were in the process of developing or implementing strategic plans and special initiatives to ensure *Moving To Implementation* was complementary in its approach. *Moving To Implementation* articulated goals, strategies, and priorities that addressed specific and critical data-driven needs that existed then and will likely persist throughout the 5 year period covered by the plan. DPD has already identified existing resources and will continue to aggressively pursue additional funding and technical assistance to address said needs.

This Annual Action Plan effectively implements the first year of *Moving To Implementation*.

4. Summary of Citizen Participation Process and consultation process

A plan is only as good as the commitment to implementing it by the public, key stakeholders, and local public officials. The planning process incorporated an outreach and engagement strategy designed to effectively engage key public, private, and non-profit stakeholders at the regional and local levels as well as the general public.

DPD regularly solicits input regarding program design and operations through annual strategic planning and performance reporting efforts. All DPD outreach efforts comply with the County's *Citizen Participation Plan*, most recently updated and adopted in 2020, and ensure sufficient advance notice via



newspaper publication, website posting, and electronic email blast of public review/comment opportunities including public hearings.

DPD regularly makes presentations and announces key initiatives and related input opportunities to local stakeholder groups, subcommittees, boards, and commissions. Since DPD's programs largely target low- and moderate-income and other vulnerable populations, DPD coordinates frequently with stakeholder agencies serving these groups.

DPD's Economic Development Advisory Committee (EDAC) meets ten times per year and also offers an opportunity for public comment on each agenda.

As lead agency for the Cook County HOME Consortium, DPD consults with current and prospective municipal Consortium members regarding proposed priorities, goals, and strategies, particularly related to housing.

DPD also coordinates with and solicits feedback from local public housing authorities (PHA), the Continuum of Care leadership and members, and the Chicago Area Fair Housing Alliance (CAFHA).

This plan is being made available for 7 days for public review and comment. Specific funding recommendations were presented to and approved at public hearings sponsored by the EDAC Planning and Development Subcommittee, full EDAC, and Cook County Board of Commissioners.

5. Summary of public comments

DPD is committed to the following in developing this plan:

- Initiating a Countywide and sub-regional dialogue around housing, community, and economic development issues and strategies.
- Engaging partners, stakeholders, and citizens in the development, review, and implementation of the proposed plan.
- Identifying overall and geographically focused priorities, as well annual goals and objectives.
- Aligning and coordinating Federal, State, and/or local resources for expanded community impact.

A summary of any public comments received on the draft of the 2020 Annual Action Plan during the 7 day public comment period will be added to the document after the comment period ends.

6. Summary of comments or views not accepted and the reasons for not accepting them



A summary of any public comments received on the draft of the 2020 Annual Action Plan during the 7 day public comment period will be added to the document after the comment period ends.

7. Summary

A number of factors beyond coordination and efficiency spurred DPD to initiate *Moving To Implementation* as outlined below:

- Build off previous planning efforts. Many entities, including Cook County and CMAP have done substantial work on the topics covered by this plan, particularly through ON TO 2040 and the Cook County Policy Roadmap.
- Support regional initiatives. While *Moving To Implementation* is not regional in scope, it has significant potential to produce positive regional impacts in alignment with other strategic initiatives such as the Chicago Metro Metals Consortium.
- Allocating new resources. *Moving To Implementation* will incorporate newer resources as they are available such as the continuation of Section 108 and implementation of CARES Act, CRF and other emergency relief funding.
- Declining annual Federal entitlement funding. Cook County's annual Federal entitlement funds have declined over the last decade. While Section 108, CDBG-DR, and potential resources through future funding applications can offset the overall decline, they are one-time allocations. By investing its funds in the issues and locations that matter the most to stakeholders, DPD can make best use of limited available resources.
- Strong leadership. Cook County President Preckwinkle established economic development as a major focus of her administration. She created the Cook County Bureau of Economic Development (BED) and convened the Cook County Council of Economic Advisors (CEA), a group of accomplished business and civic leaders, to advise the County on long-term economic growth strategies.
- Seeking additional resources. Needs far outstrip resources in Cook County. This plan will help build and sustain relationships with other entities (non-for-profit, for-profit, and public) to increase the resources arrayed against identified issues.
- Changing demographics and market conditions. As outlined further in this plan, evolving market realities and demographic changes over the past several years justify a new approach to addressing local needs.

Moving To Implementation integrates the disparate array of geographies required by Federal regulations. The Con Plan generally covers the portions of Cook County outside of Chicago, known as "Suburban Cook County." While some suburban municipalities receive their own entitlement funds directly from HUD and make their own funding decisions, the County still coordinates with these communities.

Despite the complicated geographic arrangements through which Federal funds are distributed,



Moving To Implementation recognizes the value of establishing investment priorities and implementation strategies. The plan’s strategic vision can aid all jurisdictions in determining what funding sources are appropriate to implement the programs and projects desired.

The Consolidated Plan, via *Moving To Implementation*, was organized into two parts:

- Assessment of existing conditions that summarizes public input, describes previous planning efforts that inform County policy, and presents an analysis of current statistics, demographics, and spatial patterns.
- Detail of the County’s strategic response, which lays out DPD's funding priorities across topical areas and by geography, concluding with a plan for implementation.

This Annual Action Plan effectively implements the first year of *Moving To Implementation*

Lead & Responsible Agencies

1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	COOK COUNTY	Department of Planning and Development
CDBG Administrator	COOK COUNTY	Department of Planning and Development
HOME Administrator	COOK COUNTY	Department of Planning and Development
ESG Administrator	COOK COUNTY	Department of Planning and Development

Table 1 – Responsible Agencies

Narrative

The Cook County Department of Planning and Development (DPD), housed within the Cook County Bureau of Economic Development (BED), administers resources provided by HUD including annual entitlement funding of Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and HOME Investment Partnerships (HOME) dollars. DPD also typically administers special allocations of HUD funding - whether obtained competitively or on a formula basis - including Section 108 Loan Guarantee and Community Development Block Grant Disaster Recovery (CDBG-DR) dollars. DPD is the Cook County department that is principally charged with planning for as well as



developing and administering programming and projects related to community development, affordable housing, and economic development. DPD's mission is to: “develop and sustain viable communities by fostering economic opportunities and business development, preserve and expand the supply of affordable housing, promote fair housing, and support programs that address homelessness”. The Cook County Economic Development Advisory Committee (EDAC), Council of Economic Advisors (CEA), and the Cook County Board of Commissioners provide additional advisement and oversight for related programs and special initiatives.

Cook County serves as the lead entity for the Cook County Urban County, which presently includes most municipalities in Cook County except: Arlington Heights, Berwyn, Chicago, Cicero, Des Plaines, Evanston, Hoffman Estates, Morton Grove, Mount Prospect, Oak Lawn, Oak Park, Palatine, Schaumburg, and Skokie. Additionally, Cook County serves as the lead entity for the Cook County HOME Consortium which presently includes all municipalities in Cook County except: Chicago, Evanston, and Skokie. This [2020 Annual Action Plan](#) is only applicable to the current jurisdictional boundaries of the Cook County Urban County and HOME Consortium.

Consolidated Plan Public Contact Information

The primary point of contact for inquiries related to [Moving To Implementation](#) or the Consolidated Plan (Con Plan), this Annual Action Plan, as well as requests for Certification of Consistency with the Con Plan is Susan Campbell, Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1036, susan.campbell@cookcountyil.gov.

The primary point of contact for inquiries related to Department of Planning and Development operations and overall programs is Susan Campbell, Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1036, susan.campbell@cookcountyil.gov.

The primary point of contact for inquiries related to community development programming is Dominic Tocci, Deputy Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1048, dominic.tocci@cookcountyil.gov.

The primary point of contact for inquiries related to affordable housing programming is Karl Bradley, Deputy Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1009, karl.bradley@cookcountyil.gov.

The primary point of contact for inquiries related to economic development programming is Mohammed Elahi, Deputy Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-0310, mohammed.elahi@cookcountyil.gov.

Consultation

1. Introduction



During *Moving To Implementation* development, DPD deployed an array of outreach methods to engage and consult with local, regional, State, and Federal stakeholders representing the public, private, and not-for-profit sectors including: Region V EDA and HUD; State of Illinois IHDA and DCEO; Cook County Bureaus of Administration and Economic Development; Departments of Planning and Development, Transportation and Highways, Environment and Sustainability, Emergency Management and Regional Security, Public Health; Cook County Land Bank Authority; Chicago Cook Workforce Partnership; and Forest Preserve District of Cook County; South Suburban Land Bank and Development Authority; Alliance to End Homelessness in Suburban Cook County and members (Continuum of Care); Chicago Area Fair Housing Alliance and members; Public Housing Authorities of Cook County, Oak Park, Park Forest, Maywood, and Cicero; Councils of Government - West Central Municipal Conference, South Suburban Mayors and Managers Association, Southwest Conference of Mayors, and Northwest Municipal Conference; City of Chicago Departments of Planning & Development and Budget; Cook County Council of Economic Advisors; Cook County Economic Development Advisory Committee; Cook County Board of Commissioners; Chicago Metropolitan Agency for Planning leadership and various subcommittees; RW Ventures; Housing Action Illinois; Preservation Compact; Metropolitan Planning Council; and others representing financial institutions, philanthropic organizations, educational and research institutions, residential and commercial developers, assisted housing providers, landlords, fair housing advocates, social service providers, private and governmental health, mental health, and service agencies, major employers, business and trade associations, workforce development providers, elected officials, and agencies focused on serving the homeless or other special needs populations. Targeted consultation also occurred with all HUD entitlement municipalities within Cook County boundaries, including HOME Consortium member municipalities, particularly related to housing strategies.

During development of this Annual Action Plan, DPD solicited additional input from these stakeholder groups as well as the general public via public hearing and review/comment opportunities notices.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies.

DPD regularly consults with leadership and staff from all local public housing authorities as well as representatives from the Chicago Area Fair Housing Alliance, Corporation for Supportive Housing, and the Alliance to End Homelessness in Suburban Cook County (Alliance) around related housing and service needs as well as coordination opportunities. Consultation also includes discussion of publicly funded institutions and systems of care that may discharge persons into homelessness including health care facilities, mental health facilities, foster care, and corrections programs. Follow-up regarding needs data as well as input in prospective goals, priorities, and strategies is ongoing. Feedback provided is incorporated in the plan as appropriate.

DPD is also engaged in ongoing discussion with the Alliance, Housing Authority of the County of Cook (HACC), United Way, and other stakeholders regarding the possibility of bringing a comprehensive



resource and referral system to suburban Cook County to reduce or eliminate gaps in existing networks. Presently, the Chicago metropolitan area is the only such area of its size that lacks a 211 system, which often serves this purpose. The United Way of Metro Chicago in partnership with Deloitte consultants previously conducted a 211-feasibility study. DPD aims to build on this effort and will continue to explore, in partnership with other stakeholders, whether existing systems might be upgraded, merged, or otherwise replaced with something more functional. DPD has been staying informed about Chicago's efforts to modernize their 311 system, and the County recently proposed exploration of a 211 system as an area for collaboration between the County and the new leadership at the City of Chicago. DPD anticipates participating in related discussions with Chicago, United Way and other partners and contributing future funding to the costs of system development, implementation, and/or ongoing operations.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

DPD and HACC have existing strong relationships with the Alliance and its Continuum of Care members. However, DPD continues to explore opportunities for enhanced collaboration and partnership with both agencies. Towards this end, DPD has convened meetings between the Alliance and the Chicago Cook Workforce Partnership regarding how workforce development services might be better integrated in service delivery for persons who are homeless or at-risk of homelessness.

The Alliance to End Homelessness in Suburban Cook County leads the Cook County Continuum of Care. It is a highly collaborative and functional coordinator of homeless funding and programming on behalf of suburban Cook County. DPD and the Alliance are strong partners and allies. Historically, DPD staff has held a seat on the Alliance Board and actively participates in strategic planning sessions and regular Board/subcommittee meetings throughout the year. During *Moving To Implementation*, DPD leadership also participated in the development of the Alliance's strategic plan. Major tenets of this newly revised strategic plan were incorporated in and directly informed *Moving To Implementation* and the Consolidated Plan which further inform this Annual Action Plan. This includes adoption of Alliance strategies that aim to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at-risk of homelessness.

DPD consulted heavily with the Alliance and its Continuum of Care members throughout plan development and expects this coordination to continue and expand during plan implementation. Some of this is facilitated via seats on respective Boards. DPD staff maintains a seat on the Alliance Board and participates in the Board as well as several subcommittees. Through this role, DPD stays engaged with on-the-ground housing and service providers who are most keenly aware of local needs related to homelessness. Additionally, DPD has a voice as a Board member in Alliance operations, programming, and special initiatives including those funded directly by HUD through the Shelter Plus Care and Supportive Housing Programs. Conversely, DPD has added an Alliance representative to its EDAC on the



newly reconstituted Planning and Development Subcommittee. In this role, the Alliance is involved in consultation and decision-making around economic development, affordable housing, and community development in suburban Cook County as supported by CDBG, CDBG-DR, ESG, HOME, and Section 108 funds. Specifically, this action-oriented subcommittee informs funding investments and partnerships for DPD programs, projects, and special initiatives. As such, the Alliance plays a critical role in determining how to allocate ESG funds and supporting HMIS in suburban Cook County.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction’s area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

On a daily basis, a DPD staffer also serves as a dedicated liaison to the Alliance and is charged with ensuring appropriate coordination. This liaison and other DPD staff communicate regularly with Alliance staff and facilitates information sharing as well as discrete coordination related to the development, implementation, and evaluation of performance metrics as well as protocols for the administration of HMIS. Each year, DPD discusses potential allocation proportions across the various ESG components. Together, they work towards mutual agreement based on prior experiences, perceived needs, and funding gaps. Related recommendations are then subject to the review and approval of DPD's and the Alliance's respective Boards. Regarding performance metrics, DPD and the Alliance previously consulted upon the release of the revised ESG regulations and made a determination to utilize Alliance Dashboard measures as performance standards to increase effectiveness and efficiency. Specific to HMIS, DPD and the Alliance continue to partner to ensure that all ESG organizations (excluding those who serve domestic violence victims given confidentiality concerns) utilize HMIS. Based on mutual agreement, the Alliance as lead agency is the only entity eligible for HMIS funding and is charged with maintaining the software license, conducting related trainings, and developing the Continuum's Annual Homeless Assessment Report (AHAR).



Agencies, groups, organizations and others who participated in the process and consultation		
1	Agency/Group/Organization	HOME Consortium Members
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with its HOME Consortium entitlement municipal members to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to affordable housing and HOME funding usage. Related input will be incorporated in the final version of this Annual Action Plan.
2	Agency/Group/Organization	Chicago Area Fair Housing Alliance
	Agency/Group/Organization Type	Housing Service-Fair Housing Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with CAFHA leadership and membership to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to fair housing. Related input was incorporated in this Annual Action Plan.
3	Agency/Group/Organization	Public Housing Agencies
	Agency/Group/Organization Type	Housing PHA



	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with its public housing agencies to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to affordable housing. Related input was incorporated in this Annual Action Plan.
4	Agency/Group/Organization	Alliance to End Homelessness in Suburban Cook County
	Agency/Group/Organization Type	Services-homeless Continuum of Care
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with its Continuum of Care leadership and members to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to affordable housing and HUD funding usage (especially ESG). Related input was incorporated in this Annual Action Plan.
5	Agency/Group/Organization	Other Economic Development, Affordable Housing, and Community Development Stakeholders



<p>Agency/Group/Organization Type</p>	<p>Housing PHA Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Health Agency Child Welfare Agency Publicly Funded Institution/System of Care Other government - Federal Other government - State Other government - County Other government - Local Regional organization Planning organization Business Leaders Civic Leaders Business and Civic Leaders Community Development Financial Institution Foundation Grantee Department Major Employer Neighborhood Organization Private Sector Banking / Financing</p>
<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy</p>
<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>During the planning process, DPD consulted with and solicited input from an array of public, private, and not-for-profit stakeholders representing different sectors and geographies regarding its current and prospective goals, priorities, and strategies, particularly as it relates to HUD funding usage. Related input was incorporated in this Annual Action Plan.</p>

Table 2 – Agencies, groups, organizations who participated



6	Agency/Group/Organization	Housing Authority of Cook County (HACC)
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	CNT made formal presentations throughout the development of the consolidated plan to the Cook County Economic Development Advisory Committee, on which HACC has a seat. CNT requested specific data from HACC to inform the Housing Need Assessment. HACC submitted that data and it was incorporated into the Assessment. CNT also requested feedback on a plan draft in June, 2020, although none was received.

Identify any Agency Types not consulted and provide rationale for not consulting

During *Moving To Implementation*, DPD developed a comprehensive list of relevant stakeholder agencies and individuals including contact information. This list was comprised of over 2,000 persons representing:

- Federal, regional, state, countywide, sub-regional, township, municipal, and neighborhood level geographies
- Public, private, and not-for-profit sectors
- Economic development, affordable housing, and community development fields
- Planning, policy, development, and service provision sectors
- Low/moderate-income and other special needs populations (i.e. senior citizen, homeless, disabled, domestic violence victims, persons living with HIV/AIDS, persons with limited English proficiency, etc.)
- DPD regularly solicits input from the members of this list via transmission of notices related to public hearings and other review/comment opportunities.
- DPD regularly shared information with this list as described elsewhere in this plan related to input and public comment opportunities. To DPD’s knowledge, this list was comprehensive. As a result, all relevant stakeholder groups were consulted in the development of this plan.

Other local/regional/state/federal planning efforts considered when preparing the Plan



Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care Strategic Plan	Alliance to End Homelessness in Suburban Cook County	The goals, strategies, and priorities outlined in this strategic plan directly informed Moving To Implementation and this Annual Action Plan, as it relates to affordable housing, community development, and economic development programs, projects, or special initiatives that might alleviate homelessness or otherwise support homeless persons. DPD management and staff actively participated in the Alliance's development and implementation of their strategic plan.
On to 2050 Regional Comprehensive Plan	Chicago Metropolitan Agency for Planning	The goals, strategies, and priorities outlined in this strategic plan directly informed Moving To Implementation and this Annual Action Plan, as it relates to affordable housing, community development, and economic development programs, projects, or special initiatives with a regional impact or connection. DPD management and staff actively participated in CMAP's development and implementation of their strategic plan.
Long-Range Transportation Plan	Cook County Department of Transportation & Highway	The goals, strategies, and priorities outlined in this strategic plan directly informed Moving To Implementation and this Annual Action Plan, as it relates to affordable housing, community development, and economic development programs, projects, or special initiatives that might impact or be impacted by transit options. DPD management and staff actively participated in DOT's development and implementation of their strategic plan.

Table 3 – Other local / regional / federal planning efforts



Narrative

Regular announcements regarding plan milestones as well as review and input opportunities are disseminated electronically to DPD mailing lists as well as highlighted verbally in informal and formal meetings of various groups, subcommittees, boards, commissions and special events. Special accommodations for persons with disabilities or limited English proficiency are made available to expand citizen access to participation opportunities. Outreach also specifically targets groups representing the interests of racial/ethnic minorities and other vulnerable populations. Additionally, other County agencies and external partners disseminate news of the plan further by sharing related information and notices of input opportunities/public meetings with their colleagues, members, and other points of contact. As a result, the scope, volume, and consistency of input provided are very robust and exceed that typically received under prior similar efforts.

DPD is also in the process of developing a Language Access Plan which will be released for public comment, reviewed, and considered for approval by the EDAC within the next year. Corresponding revisions to the *Citizen Participation Plan* will follow. Additionally, a Countywide RFP is currently under development for verbal/written language translation services. Each of these efforts, once complete, will reduce barriers to public input as it relates to limited English proficiency.

Participation

1. Summary of citizen participation process/Efforts made to broaden citizen participation

A plan is only as good as the commitment to implementing it by the public, key stakeholders, and local public officials. The planning process incorporated an outreach and engagement strategy designed to effectively engage key public, private, and not-for-profit stakeholders at the regional and local levels as well as the general public.

DPD regularly solicits input regarding program design and operations through annual strategic planning and performance reporting efforts. All DPD outreach efforts comply with the County's *Citizen Participation Plan*, most recently updated and adopted in 2020, and ensure sufficient advance notice via newspaper publication, website posting, and electronic email blast of public review/comment opportunities including public hearings.

DPD regularly makes presentations and announces key initiatives and related input opportunities to local stakeholder groups, subcommittees, boards, and commissions. Since DPD's programs largely target low- and moderate-income and other vulnerable populations, DPD coordinates frequently with stakeholder agencies serving these groups.



DPD’s Economic Development Advisory Committee (EDAC) meets bi-monthly and also offers an opportunity for public comment on each agenda.

As lead agency for the Cook County HOME Consortium, DPD consults with current and prospective municipal Consortium members regarding proposed priorities, goals, and strategies, particularly related to housing.

DPD also coordinates with and solicits feedback from local public housing authorities (PHA), the Continuum of Care leadership and members, and the Chicago Area Fair Housing Alliance (CAFHA).

This draft plan is being made available for 7 days for public review and comment. Specific funding recommendations were presented to and approved at public hearings sponsored by the EDAC Planning and Development Subcommittee, full EDAC, and Cook County Board of Commissioners.

A summary of any public comments received on the draft of the 2020 Annual Action Plan during the 7 day public comment period will be added to the document after the comment period ends.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Ad	Non-targeted/broad community	A newspaper ad is placed in the Chicago Tribune to publicize the availability of the draft document for review and comment.	A summary of comments received will be added after the comment period ends.	TBD	
2	Website Posting	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Information is posted on the County's website to publicize related public meetings and the availability of the draft document for review and comment.	A summary of comments received will be added after the comment period ends.	TBD	



Table 4 – Citizen Participation Outreach

Expected Resources

Introduction

This Annual Action Plan reflects the diversity of funding sources that the County will tap to support implementation. Beyond its annual entitlements (i.e. CDBG, HOME, and ESG), the County has 4 other major sources of funds that it anticipates will support this plan. Cook County will utilize its corporate funds on an as needed basis to support department operations, particularly associated with staffing for business and workforce development and planning and administration. As noted earlier, DPD received a commitment of \$30 million through HUD’s Section 108 program in 2013 to establish the BUILT in Cook loan fund. The proposed uses of these funds align closely with *Moving To Implementation*. Due to flooding in Cook County in 2013, the Department has received \$83.6 million in disaster relief funds (i.e. CDBG-DR) to advance flood recovery efforts in areas of unmet need. The use of the remaining funding will be consistent with this Annual Action Plan. DPD administers a number of economic development programs and those programs will also support this Annual Action Plan. The over \$280 million in core resources will leverage almost \$300 million in additional dollars based on the County’s historic funding patterns, particularly matched dollars from HOME, CDBG, and ESG projects, over the five year period covered by *Moving To Implementation*. Beyond these core resources and associated leveraging, the County will seek additional funds to support plan implementation. The funds include applications to the EDA; seeking Choice Neighborhoods grants and NMTC; and pursuit of other grants.



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan: \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources :\$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	10,913,700	0	0	10,913,700	\$43,000,000	Community Development Block Grant (CDBG) funds support business & workforce development, infrastructure & public facilities, housing development & services, non-housing services, and planning & administration activities.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	6,671,056	1,100,000	2,000,000	9,771,056	\$26,400,000	HOME Investment Partnerships Program (HOME) funds support housing development & services and administration activities.



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan: \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources :\$	Total: \$		
ESG	Public - Federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	884,494	0	0	884,494	\$3,400,000	Emergency Solutions Grant (ESG) funds support housing services, non-housing services, and administration activities.
Section 108	Public - Federal	Economic Development	15,000,000	750,000	0	15,750,000	35,000,000	Section 108 funds support the BUILT (Broadening Urban Investment to Leverage Transportation) fund and related economic development activities.



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan: \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	Public - Federal	Acquisition Admin and Planning Economic Development Homeowner rehab Housing Multifamily rental new construction Multifamily rental rehab New construction for ownership Public Improvements Other	12,500,000	0	0	12,500,000	12,500,000	Community Development Block Grant Disaster Recovery (CDBG-DR) funds support economic development, affordable housing, and community development efforts in response to declared major flooding disasters occurring in Cook County in 2013. The original full allocation was \$83.6 million.

Table 5- Expected Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

ESG funding recipients will provide a 1:1 match while HOME funding recipients will be required to demonstrate eligible match resources at or above the 25% threshold requirement. Typically, HOME funding contributes 10% of overall project costs, delivering a 8:1 lever on HOME funds on average.

While CDBG funds do not explicitly require a match, DPD is beginning to track related data and may impose this as a requirement in the future. Additional limited corporate funds or corporate tax incentives may also be deployed in service of this plan. Based on historic funding patterns, an estimated



\$280 million in core resources over the five-year period has the potential to leverage an additional \$300 million. Additionally, the Alliance to End Homelessness in Suburban Cook County (who manages the Continuum of Care) also receives direct funding from HUD. While these dollars do not flow directly through DPD, they are largely directed towards similar goals and DPD will continue to partner with the Alliance to ensure all available resources are appropriately leveraged to meet critical needs. These Shelter Plus Care (S+C) and Supportive Housing Program (SHP) dollars as well as other resources at the Alliance's disposal are estimated at \$71 million over the 5 year term. Beyond these core resources and associated leveraging, DPD will continue to pursue other competitive funding opportunities through public and private sources. Moreover, DPD continues to coordinate with other jurisdictions in the region to explore opportunities for information and resource sharing and general collaboration given shrinking administrative resources. DPD is also implementing its \$83.6 million CDBG-DR grant, and many of the CDBG-DR projects are leveraging significant additional resources from entities like the Metropolitan Water Reclamation District.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Cook County does not currently directly publicly own land or property that can be used to specifically address needs in the plan. However, DPD will continue to coordinate with the Cook County Land Bank Authority, South Suburban Land Bank Development Authority, and various municipalities who do publicly own land to ensure related uses are consistent with *Moving To Implementation*, where applicable.

Annual Goals and Objectives

Goals Summary Information

Moving To Implementation and this corresponding *2020 Annual Action Plan* aim to address local needs through the following goals, priorities, and strategies. Note – the overall priority categories are listed below in ranked order from highest to lowest but the subsequent bullet points detailing related goals and strategies are not in any particular order. Additionally, even if a category is identified as a lower priority, resources may still be dedicated to support it as appropriate.

- Infrastructure/Public Facilities
- Business and Workforce Development
- Housing Development and Services
- Non-Housing Services
- Planning and Administration



Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
1	Infrastructure	2020	2024	Non-Housing Community Development	Infrastructure and Public Facilities	CDBG: TBD	Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted Businesses assisted: 3 Businesses Assisted Other: 10 Infrastructure Projects
2	Public Facilities	2020	2024	Non-Housing Community Development	Infrastructure and Public Facilities (including demolition)	CDBG: TBD	Public Facility Activities other than Low/Moderate Income Housing Benefit: 2000 Persons Assisted Other: 10 Public Facility Projects
3	Business Development	2020	2024	Non-Housing Community Development	Business and Workforce Development	CDBG: \$734,000 Section 108: \$35,000,000	Businesses assisted:200
4	Workforce Development	2020	2024	Non-Housing Community Development	Business and Workforce Development	CDBG: \$157,500	Public service activities other than Low/Moderate Income Housing Benefit: 80 Persons Assisted Businesses assisted: 25 Businesses Assisted
5	Housing Development	2020	2024	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Housing Development and Services	HOME: \$7,761,056 \$6,671,056 Annual Allocation \$1,100,000 HOME Annual Program Income	Rental units constructed: 225 Household Housing Unit Rental units rehabilitated: 40 Household Housing Unit Homeowner Housing Added: 0 Household Housing Unit Homeowner Housing Rehabilitated: 0 Household Housing Unit
6	Housing Services	2020	2024	Affordable Housing Public Housing Homeless	Housing Development and Services	CDBG: \$750,000 ESG: \$ 818,157	Public Service Activities other than Low/Moderate Income Housing Benefit: 6000 Persons Assisted



				Non-Homeless Special Needs			Homeless Person Overnight Shelter: 2500 Persons Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 10 Beds Homelessness Prevention: 200 Persons Assisted Rapid Rehousing: 100 Person Assisted Housing for Homeless added: 10 Household Housing Unit
7	Non-Housing Services	2020	2024	Homeless Non-Homeless Special Needs	Non-Housing Services	CDBG: \$729,500	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 45000 Persons Assisted
8	Planning	2020	2024	Planning	Planning and Administration	CDBG: \$285,000	
9	Administration	2020	2024	Administration	Planning and Administration	CDBG: \$1,897,740 HOME: \$626,122 ESG: \$66,337	

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	<i>Infrastructure and Public Facilities</i>
	Goal Description	Pertains to the Infrastructure/Public Facilities priority: <i>Foster public infrastructure improvements that support other major priorities, including linking residents with jobs, encouraging economic development, and creating a County that is less auto-dependent. 1.1 Coordinate multiple infrastructure improvements into single projects; 1.2 Consider multi-jurisdictional funding requests; 1.3 Prioritize projects and programs that help to address the jobs-housing disconnect, particularly within the south suburbs; 1.4 Target infrastructure projects and programs to economic development efforts; 1.5 Continue to support capital improvements for public facilities; 1.6 Coordinate closely with other major infrastructure funders.</i>
2	Goal Name	<i>Business and Workforce Development</i>
	Goal Description	Pertains to Business and Workforce Development priority: <i>Pursue policies and programs that create an environment for economic growth with intentional focus on reducing inequities in areas that have historically experienced disinvestment in infrastructure, unjust housing policies, and loss of jobs and economic opportunity. 2.1 Continue to implement Partnering for Prosperity; 2.2 Continue financial, political, and institutional support of President Preckwinkle’s efforts to coordinate strategies for regional economic development through the CRGC with the leaders of the region’s seven counties; 2.3 Connect communities so that existing cluster jobs are accessible to those who cannot easily get to them; 2.4 Develop a racial equity impact assessment for all economic development and job creation strategies; 2.5 Support the current strengths of the workforce development system; 2.6 Fund the sustainability and expansion of targeted cluster intermediary approaches to workforce development; 2.7 Invest in increased on-the-job training and paid work experience programs; 2.8 Support workforce development activities with targeted supportive services; 2.9 Coordinate the use of key state and federal incentive programs in Cook County; 2.10 Strategically make use of the County’s economic development tools; 2.11 Explore governance reforms that would encourage economic efficiency; 2.12 Support small business creation and entrepreneurship, especially in areas of long-term disinvestment.</i>



3	Goal Name	<i>Housing Development and Services</i>
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	Goal Description	Housing Development and Services priority: Address the jobs-housing mismatch through strategic reinvestment in communities, preservation of existing housing stock, and related services with the goal of increasing access to economic opportunity in areas of long-term disinvestment. 3.1 Preserve and revitalize the housing stock in disinvested areas of Cook County; 3.2 Connect residents to affordable housing in more job-and transit-rich areas of Cook County; 3.3 Prioritize projects and programs that link housing with employment; 3.4 Offer housing counseling as part of an integrated support system for residents; 3.5; Prioritize project and programs that link residents with services; 3.6 Decrease housing barriers for people with arrest and conviction records in Cook County; 3.7 Adopt an inclusionary housing ordinance that would apply in unincorporated Cook County;
4	Goal Name	<i>Non-Housing Services</i>
	Goal Description	Pertains to the Non-Housing Services priority: Public services that will support the County's goals in other areas, particularly advancing racial equity, increased coordination among funders and providers, the provision of much needed safety net programs, and improved employment and housing opportunities for all people. 4.1 Advance social service funding collaboration in suburban Cook; 4.2 Prioritize service offerings that link across programs and support sub-regional efforts; 4.3 Continue to participate in the regional dialogue around the need for a comprehensive referral system; 4.4 Continue to support collaboration around social service provision to improve efficiency.
5	Goal Name	<i>Planning and Administration</i>
	Goal Description	Pertains to the Planning and Administration priority: Develop institutional framework and processes within Cook County, as well as interdepartmental collaboration that allows the department to support multi-jurisdictional collaboration, improved local capacity, and transparency.5.1 Institutionalize interdepartmental coordination of competitive funding cycles; 5.2 Continuously reexamine performance measurement and monitoring to maximize the impact of investments and ensure alignment with the Policy Roadmap and other countywide policies; 5.3 Continue to encourage planning and build capacity in local governments serving areas of long-term disinvestment; 5.4 Integrate the subregional councils in suburban Cook County into future County funding decisions; 5.5 Participate in regional discussions around coordinated investment; 5.6 Create partnerships with potential funders whether public, non-profit, or private.

Table 7 – Goal Description

Projects

Introduction: This [2020 Annual Action Plan](#) summarizes the proposed programs, projects, and special initiatives that will implement the first year of [Moving To Implementation](#); specifically as it relates to the 2020-2024 Consolidated Plan and its related goals, strategies and priorities which aim to address specific and current needs supported by extensive data analysis and public/stakeholder input. The project summary below details anticipated sources and uses of funding.

Community Development Block Grant (CDBG)

Funding Category	Funding Amount
To Be Determined	\$6,359,960 – Normally this funding amount would be used toward capital improvement projects. However, in this uncertain COVID-19 environment, the Bureau of Economic Development is not fully allocating its CDBG funding at this time in order to provide flexibility to address needs that may arise in the coming months.
Public Service (subject to 15% cap)	\$1,637,000 (includes \$100,000 set aside for Cook County's Opportunity Works employment program.



Business Assistance and Capacity Building	\$734,000
Administration/Planning (subject to 20% cap)	\$2,182,740
TOTAL	\$10,913,700



Emergency Solutions Grant (ESG)

Funding Category	Funding Amount
Homeless Shelter and Services	\$818,157 (\$200,000 has been set aside to support the suburban CoC's Coordinated Entry System)
Administration (subject to 7.5% cap)	\$66,337
TOTAL	\$884,494

HOME Investment Partnerships Program (HOME)

Funding Category	Funding Amount
Administration/Planning (subject to 10% cap)	\$ 667,100
CHDO Set-Aside (subject to 15% minimum)	\$ 999,158
Housing Development	\$ 6,767,898
TOTAL	\$ 7,761,056

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Allocation priorities tie directly back to [Moving To Implementation](#). Additionally, DPD's CDBG-DR funding will supplement these efforts. Under the first year of the updated Consolidated Plan, DPD will further operationalize funding process and documentation improvements for enhanced plan alignment. [Moving To Implementation](#) provided comprehensive data on local needs including those of traditionally underserved and most vulnerable populations. However, the key obstacle to addressing these needs remains limited available financial resources. CDBG, ESG, and HOME funding have shrunk over the years making it difficult to maintain the level of planning, development, and services required to have a significant community impact. This Federal funding trend is likely to continue and worsen as time goes on. As such, the County is continually exploring additional philanthropic and government funding, partnership, and internal restructuring options so that it can maximize the limited resources currently at its disposal

Project Summary

The following is a summary of specific programs and projects proposed for funding under this [2020 Annual Action Plan](#) by Federal funding source and activity type.



CDBG Public Service Projects - Program Year 2020		Target	
Recipient	Amount	Geography	Description
ALL OUR CHILDREN'S ADVOCACY CENTER	\$ 44,000	West	Youth: Counseling Services and Other Resources to Victims of Abuse
ASPIRE	\$ 20,000	West	Job Training for Individuals with Disabilities
AUNT MARTHA'S HEALTH AND WELLNESS, INC.	\$ 21,000	South	Youth: Homeless Services, including Employment Training
BEDS PLUS CARE, INC.	\$ 26,000	South/West	Homeless Services: Emergency Shelter and Support Center
BETHEL FAMILY RESOURCE CENTER	\$ 40,000	South	Homeless Services: Emergency Shelter and Support Center
CENTER OF CONCERN	\$ 24,000	North	Counseling
CHICAGO WEST COMMUNITY MUSIC CENTER	\$ 20,000	South	Youth Services: Music Arts Program
CHILDREN'S ADVOCACY CENTER OF NORTH AND NORTHWEST COOK COUNTY	\$ 30,000	North	Youth: Counseling Services and Other Resources to Victims of Abuse
CEDA	\$ 40,000	Countywide	Housing Counseling Services
CORNERSTONE COMMUNITY DEVELOPMENT, NFP D/B/A FHCSO	\$ 65,000	South	Safety Net: Various Services
CORNERSTONE COMMUNITY DEVELOPMENT, NFP D/B/A FHCSO - THE HUB	\$ 39,000	South	Safety Net: Support Center and Referrals
CRISIS CENTER FOR SOUTH SUBURBIA	\$ 25,000	South	Homeless Services: Victims of Domestic Violence
EASTERSEALS METROPOLITAN CHICAGO	\$ 20,000	South	Job Training for Individuals with Disabilities
GLENWOOD ACADEMY	\$ 20,000	South	Youth: Summer Enrichment Program
HAROLD COLBERT JONES MEMORIAL COMMUNITY CENTER	\$ 19,000	South	Job Training: Employment Training and Emergency Assistance
HCP OF ILLINOIS, INC.	\$ 37,000	Countywide	Housing Counseling: Opportunity Areas
HEARTLAND ALLIANCE HEALTH	\$ 20,000	Countywide	Health: Food and Nutrition Program Persons Living with HIV/AIDS
HOMEWOOD SCIENCE CENTER	\$ 40,000	South	Youth: Provide Science, Technology, Engineering, Arts and Math (STEAM) services to 9th grade female students in Rich Township
HOUSING FORWARD	\$ 35,000	West	Homeless Services: Emergency Shelter and Support Center
INTERDEPENDENT LIVING SOLUTIONS CENTER	\$ 37,000	South	Housing and Supportive Services for Disabled Veterans
KAN-WIN	\$ 17,500	North	Financial Education: Immigrant Victims of Domestic Violence
LADDER UP	\$ 37,000	Countywide	Tax Preparation Assistance for Low-Income Taxpayers
MANUFACTURING RENAISSANCE	\$ 22,500	South	Job Training: Young Manufacturers Association Southland Collaborative
METRROPOLITAN TENANTS ORGANIZATION	\$ 20,000	Countywide	Housing Counseling: Tenant's Rights
NEW MOMS	\$ 17,000	West	Teen Parent Program
NORTH SUBURBAN LEGAL AID CLINIC	\$ 36,000	North	Legal Aid for Domestic Violence, Immigration, and Housing
OAI	\$ 48,000	South	Job Training: Transportation, Healthcare and Manufacturing Career Pathway
OAK PARK REGIONAL HOUSING CENTER DBA WEST COOK HOMEOWNERSHIP CENTER	\$ 50,000	West	Housing Counseling: Pre-purchase Homeownership Counseling
OMNI YOUTH SERVICES, INC	\$ 35,000	North	Youth Services: Tutoring, Mentoring, Resource and Referral
ONE MILLION DEGREES	\$ 20,000	South	Wraparound services to low-income students at two community colleges
OPEN COMMUNITIES	\$ 55,000	North	Housing Counseling: Housing Discrimination, Foreclosure Prevention, Homesharing
PADS TO HOPE - JOURNEYS	\$ 28,000	North	Homeless Services
PILLARS COMMUNITY HEALTH	\$ 20,000	West	Health: Advocacy, Referral, and Substance Abuse Services
PLOWS COUNCIL ON AGING	\$ 27,000	South	Housing Counseling: Housing Assistance and Home Sharing
PROACTIVE COMMUNITY SERVICES	\$ 28,000	South	Job Training: Employment Training and Life Skills
REBUILDING TOGETHER METRO CHICAGO	\$ 65,000	Countywide	Housing: National Rebuilding Day program
RESOURCES FOR COMMUNITY LIVING	\$ 32,000	North	Housing Services for Disabled Adults
RESPOND NOW	\$ 33,000	South	Safety Net: Food, Supportive Services, Referrals
SARAH'S INN	\$ 32,000	West	Homeless Services: Victims of Domestic Violence
SOUTH SUBURBAN FAMILY SHELTER	\$ 35,000	South	Homeless Services: Victims of Domestic Violence
SOUTH SUBURBAN HOUSING CENTER	\$ 60,000	South	Housing Counseling: Housing Discrimination, Foreclosure Prevention
SOUTH SUBURBAN PADS	\$ 32,000	South	Homeless Services: Emergency Shelter and Support Center
THE HARBOUR, INC.	\$ 17,000	North	Youth: Homeless Services
THE JOSSELYN CENTER	\$ 32,000	North	Health: Psychiatric Services for Low-Income Residents
THE RESURRECTION PROJECT	\$ 25,000	West	Housing Counseling: Home Purchase Education and Foreclosure Prevention
TOGETHER WE COPE	\$ 39,000	South	Safety Net: Food, Case Management, Referrals
TURNING POINT BEHAVIORAL HEALTH CARE CENTER	\$ 27,000	North	Health: Mental Health Counseling Services
WINGS PROGRAM, INC.	\$ 25,000	North	Homeless Services: Victims of Domestic Violence



CDBG Planning and Capacity Building Projects - Program Year 2020				Target
Recipient	Amount	Geography	Description	
ALLIANCE TO END HOMELESSNESS IN SUBURBAN COOK COUNTY	\$ 60,000	County Wide	Continuum of Care Coordination	
CHICAGO AREA FAIR HOUSING ALLIANCE	\$ 55,000	County Wide	Fair Housing	
SOUTH SUBURBAN MAYORS AND MANAGERS ASSOCIATION	\$ 340,000	South	Planning/Site Development/South Suburban Economic Growth Initiative (SSEGI)	

CDBG Business/Microenterprise Assistance Projects - Program Year 2020				Target
Recipient	Amount	Geography	Description	
APPAREL INDUSTRY BOARD	\$ 45,000	County Wide	Technical Assistance/Training for Microenterprises	
ELEVATE ENERGY	\$ 150,000	South	Supporting South Suburban Businesses in the Clean Energy Economy	
SOUTHLAND DEVELOPMENT AUTHORITY	\$ 250,000	South	Implementation of South Suburban Economic Growth Initiative	
THE COMMUNITY ENTERPRISE AND SOLIDARITY ECONOMY CLINIC @ THE UIC JOHN MARSHALL LAW SCHOOL	\$ 49,000	South/West	Pro-Bono Legal Services	
WOMEN'S BUSINESS DEVELOPMENT CENTER	\$ 70,000	South	Technical Assistance for Microenterprises	

ESG Projects - Program Year 2020				Target
Recipient	Amount	Geography	Description	
Alliance to End Homelessness in Suburban Cook County	\$ 55,000	Countywide	HMIS (Homelessness Management Information System) Administration	
Aunt Martha's Youth Service Center	\$ 25,000	South	Youth: Emergency Shelter and Rapid Re-Housing	
BEDS Plus Care, Inc.	\$ 45,000	South/West	Emergency Shelter, Rapid Re-Housing and Homelessness Prevention	
Bethel Family Resource Center	\$ 30,000	South	Emergency Shelter	
Center of Concern	\$ 20,000	North	Homelessness Prevention and Rapid-Re-Housing	
Connections for the Homeless	\$ 35,000	North	Rapid Rehousing	
Cornerstone Community Development (FHCSO)	\$ 30,000	South	Homelessness Prevention and Street Outreach	
Crisis Center for South Suburbia	\$ 55,000	South	Emergency Shelter-Victims of Domestic Violence	
Housing Forward	\$ 74,000	West	Housing, Street Outreach	
PADS to Hope	\$ 30,000	North	Emergency Shelter	
Pillars Community Health	\$ 20,000	West	Emergency Shelter: Victims of Domestic Violence	
Respond Now	\$ 36,157	South	Homelessness Prevention, Rapid-Re-Housing and Street Outreach	
South Suburban PADS	\$ 110,000	South	Emergency Shelter, Rapid Re-Housing, Street Outreach	
The Harbour, Inc.	\$ 23,000	North	Youth: Emergency Shelter	
Together We Cope	\$ 10,000	South	Street Outreach	
YWCA Metropolitan Chicago in partnership with Partners In Community Building, Inc.	\$ 20,000	South	Homelessness Prevention	



Target Geography

Target Area	Percentage of Funds
County Wide	13.3%
North	14.2%
South	60.4%
West	12.1%

HOME – Affordable Housing Development

DPD maintains a robust pipeline of eligible HOME projects which is continually evolving. HOME funds are often provided as gap financing and most projects are contingent upon other public and private funding resources. As the HOME funding application cycle is rolling with applications accepted throughout the year, DPD brings projects to the EDAC and/or Cook County Board for individual review and consideration for approval after eligibility review and underwriting have been completed. These meetings also function as public hearings and offer an opportunity for public comment on proposed projects. DPD requires that proposed projects have local community and municipal support before providing formal approval. While each municipal HOME Consortium member receives their own direct



allocation of CDBG and/or ESG funding from HUD and develops their own Consolidated Plan and corresponding Annual Action Plan for that purpose, DPD continues to coordinate with them regarding the proposed deployment of HOME funding to address affordable housing needs throughout suburban Cook County. If the proposed project is located within the jurisdiction of a current HOME Consortium member, additional consultation occurs to ensure the proposal is aligned with local needs and priorities.

As the County has four years to commit and eight years to expend HOME funds, a detailed 2020 HOME funding project list is not included at this time. However, as the County updates and refines this pipeline, it will consult and coordinate with HOME Consortium members as appropriate and keep HUD sufficiently informed as to the proposed usage of related dollars including but not limited to 2020 funds.

Geographic Distribution

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Cook County serves as the lead entity for the Cook County Urban County, which presently includes most municipalities in Cook County except: Arlington Heights, Berwyn, Chicago, Cicero, Des Plaines, Evanston, Hoffman Estates, Morton Grove, Mount Prospect, Oak Lawn, Oak Park, Palatine, Schaumburg, and Skokie. Additionally, Cook County serves as the lead entity for the Cook County HOME Consortium which presently includes all municipalities in Cook County except: Chicago, Evanston, and Skokie. This [2020 Annual Action Plan](#) is only applicable to the current jurisdictional boundaries of the Cook County Urban County and HOME Consortium.

Rationale for the priorities for allocating investments geographically

An important component of [Moving To Implementation](#) and this corresponding [2020 Annual Action Plan](#) is strategically targeting County investments to specific geographies. While the plans' goals are designed to stimulate economic growth and equity throughout Cook County, particular types of investment are preferred for certain geographies given the underlying market conditions. DPD will continue its focus on the revitalization of the southern suburbs via the South Suburban Economic Growth Initiative and the recently formed Southland Development Authority. As a result, a significant percentage of DPD's HUD funding will be directed toward economic development, housing development, and community development efforts in south Cook. The western suburbs will also receive necessary capital improvement investments. Public services will be supported throughout suburban Cook County, with an emphasis on the south suburbs. Preservation of affordable housing will be a focus in the northern suburbs.

Additionally, as noted earlier, some suburban municipalities who are also members of the Cook County HOME Consortium also receive their own entitlement CDBG and/or ESG funds directly from HUD and make their own funding decisions. However, DPD continues to coordinate with these communities to ensure that HOME funding is appropriately deployed geographically to meet varying local needs.



Discussion

In accordance with HUD requirements, DPD coordinated heavily with current municipal members of the Cook County HOME Consortium as it specifically related to housing goals, priorities, and strategies under *Moving To Implementation*. This consultation and collaboration continued with this *2020 Annual Action Plan*. This coordination has taken the form of formal briefings and meetings as well as regularly scheduled conference calls and email consultations. Beyond the HUD requirement to coordinate, the County is committed to collaborating with these partner municipalities to ensure that the resulting housing components of this *2020 Annual Action Plan* appropriately reflect local needs and available resources. Towards this end, the objectives outlined in this plan are broad enough in scope to reflect the wide array of eligible activities to meet needs that vary by sub-region, municipality, and/or neighborhood while still including sufficient geographic targeting to address distinct gaps. While each municipal HOME Consortium member receives their own direct allocation of CDBG and/or ESG funding from HUD and develops their own Consolidated Plan and corresponding Annual Action Plan for that purpose, DPD continues to coordinate with them regarding the proposed deployment of HOME funding to address affordable housing needs throughout suburban Cook County.

Affordable Housing

Introduction

As noted in *Moving to Implementation*, the suburban Cook County housing market faces several challenges including a strong jobs-housing mismatch, an insufficient supply of affordable housing, disproportionate location of affordable housing in communities with higher concentrations of poverty and racial/ethnic segregation, a rapidly aging population with unique housing needs, aging housing stock in need of repair and probable lead-based paint abatement, declining home values, rising property taxes, and an increasing number of cost-burdened households, particularly among renters, across all income levels.

There are geographic distinctions as well. Housing markets reflect historic development trends, racial and immigration discriminatory practices. Outer ring suburbs generally reflect the newest residential development within first and second generation ownership and ones with increased land availability and amenities are generally highly sought after. Historic suburban inner ring suburbs with either large square footage within either the Home or the land elements enjoy a resurgence in all parts of the County. Working class housing stock featuring historic and modern bungalows or Cape Cod styles vary in demand and presentation throughout the area, pending the nature and compatibility of building materials. Existing affordable housing is mostly concentrated in south and more limited in north and west suburban Cook County.

Senior citizens, disabled persons, unaccompanied youth, veterans, and ex-offenders also have special housing needs. In order to address the aforementioned needs, DPD will deploy its HOME funding to support affordable housing development including single- and multi-family housing and to meet the



needs of current or prospective homebuyers, homeowners, or renters.

In the south suburbs, resources will leverage funding from other investors to build new state of the art affordable housing for seniors and other vulnerable populations to ensure that a stock of new affordable units exists as these areas revitalize. Whereas in the north and west, funds will likely emphasize preserving the stock of affordable housing. DPD will work with the Housing Authority of Cook County to encourage greater access to housing in these communities through available vouchers. And DPD will continue to support affordable housing development that serves special needs groups including but not limited to permanent supportive housing projects county-wide.

Collaboration and coordination with the local public housing authorities including HACC, the Continuum of Care, and municipal members of the Cook County HOME Consortium will also be ongoing to ensure proposed developments appropriately meet local needs and help to enable or enhance access to housing that is decent, safe, sanitary, and affordable.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	225
Special-Needs	40
Total	265

Table 8 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	225
Rehab of Existing Units	40



One Year Goals for the Number of Households Supported Through	
Acquisition of Existing Units	0
Total	265

Table 9 - One Year Goals for Affordable Housing by Support Type

Discussion

DPD maintains a robust pipeline of eligible HOME projects which is continually evolving. HOME funds are often provided as gap financing and most projects are contingent upon other public and private funding resources. As the HOME funding application cycle is rolling with applications accepted throughout the year, DPD brings projects to the EDAC and/or Cook County Board for individual review and consideration for approval after eligibility review and underwriting have been completed. These meetings also function as public hearings and offer an opportunity for public comment on proposed projects. DPD also requires that proposed projects have local community and municipal support before providing formal approval. While each municipal HOME Consortium member receives their own direct allocation of CDBG and/or ESG funding from HUD and develops their own Consolidated Plan and corresponding Annual Action Plan for that purpose, DPD continues to coordinate with them regarding the proposed deployment of HOME funding to address affordable housing needs throughout suburban Cook County. If the proposed project is located within the jurisdiction of a current HOME Consortium member, additional consultation occurs to ensure the proposal is aligned with local needs and priorities. HUD recently released policy guidance regarding a new protocol (Grant Based Accounting) regarding HOME funding commitment and expenditures which previously operated on a “first in, first out” protocol. These changes ensure that IDIS both commits and disburses funds on a grant-specific basis, instead of using the FIFO (oldest money disbursed first) method that has been used for the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Housing Opportunities for Persons With AIDS (HOPWA) Programs to date. Grant funds were already committed and disbursed in IDIS on a grant-specific basis for the Emergency Solutions Grants (ESG) Program. In light of this guidance, DPD is currently re-evaluating its pipeline to determine which projects are most suitable for funding with 2020 dollars to ensure compliance with these new requirements. For these reasons, as well as the fact that the County has 4 years to commit and 5 years to expend HOME funds, a detailed 2020 HOME funding project list is not included at this time. However, as the County updates and refines this pipeline, it will consult and coordinate with HOME Consortium members as appropriate and keep HUD sufficiently informed as to the proposed usage of related dollars including but not limited to 2020 funds.

Public Housing

Introduction

Within Cook County boundaries, there are 4 public housing authorities (PHA) currently operating: Housing Authority of the County of Cook (HACC), Housing Authority of the Village of Oak Park, Housing Authority of the Town of Cicero, and Housing Authority of Park Forest.



HACC is the largest of the group and covers all of suburban Cook County with the exception of Cicero, Oak Park, and Park Forest. Only HACC and the Housing Authority of the Village of Oak Park own and operate public housing units. The remaining PHAs only provide tenant-based assistance. Within the approximately 8,500 housing units within suburban Cook County, approximately 1/4th of them are PHA owned and managed, largely through HACC. Tenant-based vouchers still vastly outweigh project-based vouchers across all the PHAs. HUD data indicates approximately 12,500 residents hold Housing Choice Vouchers, about 1.5 percent of all households in suburban Cook County. DPD consulted frequently with local PHAs in the development of [Moving To Implementation](#) which also informed this corresponding Annual Action Plan. Related consultations included information and data sharing related to current needs, PHA capacity to fulfill related needs through physical housing unit provision, rental assistance, and provision of other services. Specifically, DPD and HACC are strong partners and collaborate often around programming and funding opportunities. Respective leadership meets weekly to discuss needs, available resources, and coordination opportunities. HACC is informed of County-funded affordable housing developments as they come online for client referral purposes and the County is able to refer individuals in need of housing assistance to HACC. Several County funded projects also have HACC project-based vouchers or are participants in the Rental Assistance Program (RAP) which allows HACC to utilize private debt to finance renovation of existing public housing. Both DPD and HACC coordinate and partner with the local Continuum of Care through the Alliance to End Homelessness in Suburban Cook County to ensure that persons who are homeless or at-risk of homelessness can access PHA resources where eligible. DPD and HACC have also partnered on various competitive funding applications to bring additional resources to Cook County. Through implementation of both the [2020- 2024 Consolidated Plan](#) and this corresponding [2020 Annual Action Plan](#), DPD will work diligently to forge equally strong relationships with the other PHAs.

Actions planned during the next year to address the needs to public housing

As an outgrowth of [Moving To Implementation](#), DPD is also exploring coordination opportunities related to integrated Section 3, Minority- and Women-Owned Business Enterprise (MBE/WBE) compliance which aim to ensure access to contractual opportunities for traditionally disadvantaged businesses and individuals. Information sharing or a common database of eligible and/or certified businesses and persons could help to create significant employment opportunities for low-income and minority residents, thereby improving job access, as well as facilitate improved compliance with HUD requirements. DPD has already initiated related consultations with prospective partners including HACC, the Chicago Housing Authority (CHA), the Chicago Cook Workforce Partnership, and City of Chicago around potential coordination. These consultations are expected to continue in PY 2020.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Cook County will continue to coordinate with HACC and the other local PHAs to encourage resident involvement in PHA operations and public housing property management. Previously, DPD partnered with HACC to conduct resident outreach and promote resident engagement and involvement in local



strategic planning processes and community visioning charrettes. This collaboration will continue under the Annual Action Plan. The aforementioned partnership around exploration of joint Section 3 compliance systems can also help facilitate resident engagement. Cook County and HACC already share information regularly to link persons seeking housing or housing assistance with respective available resources including the Family Self Sufficiency (FSS) program which offers a path to homeownership.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

This item is not applicable as none of the PHAs located within Cook County boundaries are designated as troubled to DPD's knowledge.

Discussion

A more robust discussion of PHA related needs, strategies, and coordination opportunities may be found in the [2020/2024 Consolidated Plan](#).

Homeless and Other Special Needs Activities

Introduction

The Alliance is the non-profit organization responsible for planning and coordinating homeless services and housing options in suburban Cook County and leads the local Continuum of Care (CoC). As the CoC, the Alliance coordinates annual funding applications for and distribution of HUD Shelter Plus Care (S+C) and Supportive Housing Program (SHP) dollars to address the needs of homeless persons and those at risk of homelessness throughout suburban Cook County. DPD and the Alliance coordinate regularly and extensively regarding County programming and ESG funding deployment. Based on the restrictive nature of the Federal definition of homelessness and the limitations of counting methodologies, the actual level of homelessness in suburban Cook County is likely significantly higher than believed. Many homeless persons also struggle with serious mental illness and/or substance use. Ex-offenders and veterans are also at greater risk for homelessness. Exorbitant housing costs (particularly rental), diminished employment opportunities, and limited transit options also play a role. Homelessness is nearly equally prevalent between Caucasians and African-Americans and significantly lesser so among other racial groups. Persons self-identifying as non-Hispanic are homeless at much higher rates than Hispanic persons. Among the homeless that are housed, shelters serve more than three quarters and transitional housing serves 2/3rd. Since the Alliance was founded, the supply of permanent supportive housing has quadrupled, while chronic homelessness has decreased by almost 2/3rd due in part to the success of the national 100,000 Homes Campaign and stimulus funding for homeless prevention and rapid re-housing. Cook County coordinated extensively with the Alliance during the development of [Moving to Implementation](#) as noted in [Moving To Implementation](#). The Alliance recently completed a strategic plan which provided a comprehensive overview of homeless prevalence, needs, and related goals, strategies,



and priorities. Much of this content has been adopted by [Moving To Implementation](#) and will inform DPD's programming and resource allocation including under this [2020 Annual Action Plan](#).

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

DPD has a strong partnership with the CoC and supports its efforts via the by-name list to reach the chronically homeless. Outreach and engagement of homeless persons, especially the unsheltered, and assessment of their individual needs is incorporated in Cook County's ESG annual funding process. DPD requires all ESG funding recipient agencies to involve homeless or formerly homeless persons in policy making roles and provides guidance and technical assistance to help facilitate this engagement. As such, related levels of involvement factor into DPD scoring of their ESG funding applications and impact resulting resource allocations. Additionally, DPD will also continue to support homeless outreach activities with ESG funding under this [2020 Annual Action Plan](#).

Addressing the emergency shelter and transitional housing needs of homeless persons.

Under this [2020 Annual Action Plan](#) Cook County will aim to address the emergency shelter and transitional housing needs of homeless persons through the deployment of ESG resources to agencies that provide said housing options as noted earlier in the Project Summary.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Additionally, Cook County remains committed to helping homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living as well as to shorten the period of time that individuals and families experience homelessness. Towards this end, DPD will continue to make linkages between persons in need of housing or housing assistance and available resources through the HOME and ESG programs. For example, information on available affordable housing units supported by the HOME program is made available to ESG staff that coordinates with the Alliance to disseminate related information. Cook County also will continue to provide funding for the development of affordable housing development including but not limited to permanent supportive housing to ensure there is sufficient housing stock to meet related needs. In order to shorten the period of time that individuals and families experience homelessness, Cook County will also continue to support rapid-re-housing assistance that helps participants quickly obtain and sustain stable housing through the ESG program. Additionally, Cook County will continue to partner with



the Alliance to support their SubCook Zero work which aims to end veteran and chronic homelessness in suburban Cook County.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

DPD will also continue to partner with the Alliance to make sure prospective clients are referred to and provided housing and supportive services including those funded by CDBG, ESG, and HOME resources. In an attempt to reduce gaps in services, Cook County and the Alliance are heavily focused on facilitating coordinated entry. DPD has dedicated resources over the last four years to support the development and implementation of a formal coordinated entry system in suburban Cook, and will continue this support under this [2020 Annual Action Plan](#). This system helps persons who are currently homeless or at imminent risk of homelessness access housing, services, and other resources.

Discussion

A more robust discussion of homeless-related needs, strategies, and coordination opportunities may be found in the [2020/2024 Consolidated Plan](#).

Barriers to Affordable Housing

Introduction

As noted in [Moving To Implementation](#), Cook County faces several barriers to affordable housing including but not limited to heavy regulation of zoning, land use, and development which varies widely by municipality, lack of awareness, understanding, and/or enforcement of fair housing requirements, increasingly high and disproportionate commercial and residential property tax burdens, rising costs of affordable housing development, and community opposition or general lack of community support for affordable housing. Identifying barriers and developing related solutions is particularly challenging given that Cook County is home to 130+ municipalities, various townships, and other jurisdictional structures. Additionally, the majority of municipalities are home-rule jurisdictions which limit County control over related policies. Reviewing regulatory barriers is challenging because they are constantly changing, as well. Most communities do not take a comprehensive, communitywide, strategic approach to land use and building codes.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment



DPD is pursuing several strategies to mitigate barriers to affordable housing. Given its role as a taxing body, the County has formed a task force to reexamine the use and availability of commercial and residential tax incentives to help mitigate related costs while promoting economic growth. Additionally, Cook County recently updated and simplified its building code which covers unincorporated areas and is hopeful that municipal jurisdictions will also adopt it for application to their communities. Under [Moving To Implementation](#), the County expressed interest in considering an inclusionary housing ordinance. It is expected that during the 5-year Consolidated Plan implementation process, Cook County will convene relevant stakeholders including public officials along with the real estate and development industries to explore this issue further. As the County continues to implement its 2012 Analysis of Impediments to Fair Housing (AIFH), it is working with the Chicago Area Fair Housing Alliance (CAFHA) to assess continuing fair housing needs, gauge current County and municipal compliance levels, and offer informational resources and technical assistance to municipalities, organizations, or individuals seeking assistance. The Cook County Human Rights Commission is also a partner in this effort. In recent years, the Commission spearheaded County inclusion of source of income in its protected classes and is currently exploring pursuit of substantial equivalency, a HUD designation that would provide them with enhanced fair housing complaint intake authority. Last year, Cook County, Chicago, the Chicago Housing Authority, the Housing Authority of Cook County, and other CDBG entitlements and Public Housing Authorities in suburban Cook County started a regional Assessment of Fair Housing despite uncertainty about the landscape related to HUD's fair housing requirements. This regional group has made great progress, the plan is expected to be completed in late 2020. Enterprise Community Partners is managing the effort on behalf of the jurisdictions mentioned above. CMAP, CAFHA and the Metropolitan Planning Council are also working with Enterprise on the project.

Discussion

A more robust discussion of barriers and strategies to combat them may be found in the [2020/2024 Consolidated Plan](#).

Other Actions

Introduction

Infrastructure remains a high priority. There is significant need for infrastructure that promotes economic development and supports public and active transportation, including better maintained bus shelters, more bicycle lanes, and safer crosswalks. The overarching goal of such improvements should be to create a County that is less automobile dependent, shifting to transit-oriented development, and connects people with jobs. In South Cook, infrastructure projects should help attract and retain businesses and jobs. Demand exists for skilled labor training and programs for all residents, with particular emphasis upon serving low-income people, non-college bound youth, people with disabilities, women,



veterans, and ex-offenders. Programs should help people obtain and retain employment in key industrial clusters. South suburban Cook in particular sees a need for strengthening workforce development near accessible transit and offering low-cost transportation options to areas of employment. The County needs to support business development programs with additional targeting for small businesses (Federally defined as 500 employees or less), including entrepreneurial initiatives in low- and moderate-income communities and areas with high rates of unemployment. These efforts should be supplemented with tax incentives and loans targeting business owners and operators within economically depressed areas.

Cook County's current taxing structure remains an issue, encouraging businesses to relocate outside of Cook County. While stakeholders discussed the importance of affordable housing, the best ways to make units available or affordable varied greatly. Numerous people brought up the mismatch between the location of affordable housing in the region and areas with access to employment. Some individuals noted that existing affordable housing is concentrated in south Cook and limited in north and west Cook. Respondents placed great importance on affordable housing development as a priority for the County, stressing that it should be targeted towards disadvantaged populations including ex-offenders, seniors, people with disabilities, and unaccompanied youth. Complementary social services are needed that more effectively integrate with economic development strategies as well as supportive services linked with housing.

Actions planned to address obstacles to meeting underserved needs

There are a variety of underserved needs in Cook County that DPD aims to address as noted in [Moving To Implementation](#) and earlier in this [2020 Annual Action Plan, Moving To Implementation](#) integrates the disparate array of geographies required by Federal regulations. The Con Plan generally covers the portions of Cook County outside of Chicago, known as "suburban Cook County." Some suburban municipalities receive their own entitlement funds directly from HUD and make their own funding decisions. However, the County still coordinates with these communities. Despite the complicated geographic arrangements through which Federal funds are distributed, [Moving To Implementation](#) recognizes the value of establishing investment priorities and implementation strategies. The plan's strategic vision can aid all jurisdictions in determining what funding sources are appropriate to implement the programs and projects desired. [Moving To Implementation](#) is a living document, whose principles are designed to work alongside changing needs, demographics, market conditions, and resources. Using the tools available (namely taxation, regulation, and the provision of public goods), the County can influence market activity. Through its offices and departments, the County administers funds or tools such as infrastructure investments, property tax abatements, and Federal grant programs. Cook County can also use its position as a major employer, purchaser, and property owner. A cohesive and coordinated planning effort will enable DPD to deploy Federal funding more efficiently to meet countywide needs and position the County for long-term sustainable economic growth (one that is equitable and reduces jobs-housing mismatch, reinforces local tax bases, and is more resilient to future market fluctuations).



Moreover, *Moving To Implementation* positions DPD to better address the needs of the historically underserved.

Actions planned to foster and maintain affordable housing

As noted earlier, the County will continue to support affordable housing development whether through new construction or rehabilitation to ensure appropriate access. The County also remains an active member of the Preservation Compact which is dedicated to preserving affordable housing, particularly units that are at risk of loss of affordability due to tax credit expirations. Additionally, Cook County regularly participates in an interagency coordinating group with the Illinois Housing Development Authority (IHDA) and the City of Chicago to discuss joint compliance around maintaining affordable housing and to troubleshoot struggling jointly-funded projects to ensure long-term viability.

Actions planned to reduce lead-based paint hazards

As noted in *Moving To Implementation*, a significant portion of the housing stock in suburban Cook County was constructed prior to 1978 and is presumed to contain lead-based paint which is a public health hazard and can be particularly dangerous for small children. West and North suburban Cook County face the biggest challenge in this regard as they contain the oldest housing stock constructed prior to 1940. In developing *Moving To Implementation*, DPD consulted heavily with the Cook County Department of Public Health (DPH). DPH was established in 1945 and is the state-certified public health agency for Cook County with the exception of Chicago, Evanston, Oak Park, Skokie, and Stickney Township. It serves approximately 2.5 million residents in 124 municipalities and strives to meet public health needs through effective and efficient disease prevention and health promotion programs. DPH offers an array of services to address lead based paint (LBP) hazards through its Lead Poisoning Prevention and Healthy Homes Unit. Children with blood test results of 10µg/dL and higher or with a physician's order receive an in-home LBP inspection. Those with blood test results of 20µg/dL and higher also receive a home visit from a nurse. Through partnerships with the Community and Economic Development Association (CEDA), City of Chicago Department of Public Health, Evanston Health Department, and Illinois Department of Public Health, DPH also provides funding to qualified landlords to correct LBP hazards.

Funding is also available for local governments and not-for-profit organizations to expand programs to control LBP hazards in eligible housing. DPD and DPH will continue to coordinate to explore competitive funding opportunities related to LBP outreach/education, hazard reduction, and remediation. Additionally, Cook County will ensure that housing development funding recipients have knowledge of and demonstrated capacity to work with other rehabilitation resources, including the County's LBP and radon testing programs and energy efficiency programs operated by private and non-profit firms. They will need to document how they will incorporate the best practices associated with HUD's Healthy Homes program, thereby reducing environmental hazards in rehabilitated units. Consistent with other County policies, the most effective housing rehabilitation programs would be those that link with other social services, including housing counseling. DPD will incorporate LBP



requirements into its housing rehabilitation programs and ensure that related requirements regarding assumptions of lead and asbestos in pre-1978 structures and also reflect mitigation/abatement requirements in funding application forms, policies and procedures, and written agreements. Moreover, DPD will also ensure that related requirements are articulated early and clearly and facilitate compliance throughout project development.

Actions planned to reduce the number of poverty-level families

Cook County is no exception to the national trend of the increasing suburbanization of poverty as noted by Brookings and as highlighted in the book *Confronting Suburban Poverty in America*. The County continues to partner with the Chicago Cook Workforce Partnership to connect employers and job seekers as gainful employment can play a significant role in poverty reduction. Additionally, all of DPD's programs and projects supported by CDBG, ESG, or HOME funds are intended to improve the economic, social, and housing outcomes for low and moderate-income beneficiaries which can help alleviate poverty.

Actions planned to develop institutional structure

DPD will continue to coordinate with other stakeholders including the Continuum of Care and its membership, local PHAs, CAFHA, regional planning organizations, the Chicago Cook Workforce Partnership, and others to reinforce existing institutional structures and create new frameworks for coordination to ensure that low-income and other vulnerable populations can benefit from general investment, development, planning, and service offerings.

Actions planned to enhance coordination between public and private housing and social service agencies

As noted in *Moving To Implementation*, Cook County is exploring in concert with other stakeholders the possibility of bringing a 211 social service referral system to the Chicago metropolitan region. Additionally, DPD is working with the Alliance to enhance the coordinated entry system for the homeless population.

Discussion

Broadly speaking, needs far outstrip available resources in suburban Cook County. As such, *Moving To Implementation* and this corresponding *2020 Annual Action Plan* will help build and sustain relationships with other entities (not-for-profit, for-profit, and public) to increase the resources arrayed against identified issues. As outlined in *Moving To Implementation*, evolving market realities and demographic changes over the past several years justify a new approach to addressing local needs. Related strategies will tie directly to needs. More affluent locations will be targets for affordable housing in locations most beneficial to communities and new residents. Distressed areas will be focus areas for economic, workforce, and service development. Infrastructure funding will knit these priorities together regardless of geography,



with a particular focus on transit access. In alignment with the goals of *Moving To Implementation*, under this *2020 Annual Action Plan*, CDBG funds will be deployed to support planning, administration, infrastructure improvements, public facilities, and social services activities. ESG resources will support homeless prevention and intervention work through administration, outreach, shelter, and supportive services. HOME funds will be utilized to develop affordable housing. All three funding sources will be allocated in a targeted and coordinated manner. Cook County initiated *Moving To Implementation*, which also informs this corresponding *2020 Annual Action Plan*, to:

- Build off previous planning efforts.
- Support regional initiatives.
- Allocate new resources.
- Address declining annual Federal entitlement funding.
- Revamp historic funding models.
- Take advantage of strong leadership.
- Seek additional resources.
- Respond to changing demographics and market conditions.

After the release of *Planning for Progress*, DPD convened 3 implementation stakeholder groups of philanthropic funders, financial institutions, workforce development providers, and major employers to delve deeper regarding related needs, resource gaps, funding and leverage options, and coordination opportunities. DPD will be identifying specific points of connection in respective work with the overarching goals of increasing efficiency, building scale, and maximizing impact.

Program Specific Requirements

Introduction

Please see below for detailed information regarding DPD planned implementation of various programmatic requirements.

Community Development Block Grant Program (CDBG)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

- | | |
|--|---|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed | 0 |
| 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan. | 0 |



3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities 0

2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. 75%

HOME Investment Partnership Program (HOME)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

HOME funds for development purposes are provided exclusively as low-interest, no-interest or deferred loans to not-for-profit or for profit private developers and forgivable loans to homebuyers for down payment assistance.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Homebuyer Assistance Recapture Provisions (Down Payment Assistance)

In the event that the HOME-assisted homebuyer sells, refinances or transfers the home prior to the expiration of the applicable Affordability Period, then the homebuyer shall be required to pay all or a portion of the HOME-financed down payment assistance as a Homebuyer Recapture Amount, in order to return to the County a portion of the County’s investment of HOME funds in the home. Upon any such direct or indirect sale or transfer of the home, or the homebuyer’s interest therein, the homebuyer shall, at the time of such sale or transfer, repay the County the Homebuyer Recapture Amount from any available Net Transfer Proceeds.

The Homebuyer Recapture Amount shall initially equal the amount of the HOME direct subsidy but shall be reduced on a pro rata basis on each anniversary of the date on which the home was purchased, based on the number of years remaining in the Affordability Period. After the expiration of the Affordability Period, the Homebuyer Recapture Amount shall equal zero dollars



(\$0.00). For example, if the direct subsidy amount was \$5,000, the home was originally purchased on June 30, 2015, the Affordability Period was five years, and the resale date was July 31, 2019, the Homebuyer Recapture Amount as of the resale date would be \$1,000 (i.e., four Anniversary Dates would have occurred prior to such resale date, with a \$1,000 reduction occurring on each such Anniversary Date, for a total reduction of \$4000 in the Homebuyer Recapture Amount, leaving \$1,000 due and payable to Cook County).

Recapture Amount Limited to Net Sale Proceeds

Net Sale Proceeds shall mean the gross sales proceeds arising from a direct or indirect sale or transfer of the HOME-assisted property, minus (a) the amount of any permitted senior mortgage indebtedness or any permitted refinancing thereof repaid at the time of such sale or transfer, (b) any commercially reasonable, third party brokerage fee paid by the homebuyer with respect to such sale or transfer, (c) any transfer taxes which, pursuant to applicable law, are paid by the homebuyer, (d) customary title, escrow and recording charges paid by the homebuyer, and (e) customary pro rations or credits made pursuant to the contract for such sale or transfer,

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Cook County utilizes recapture provisions in relation to all homebuyer activities. Related provisions are drawn from Cook County's current policies and procedures manual created in 2013 and recently updated in 2019 based on the new HOME regulation. Related requirements are also mirrored in funding recipient agreements. The full policies and procedures manual was previously shared with HUD. Related documents can be furnished upon HUD request.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

Cook County does not anticipate it will utilize HOME funds for this purpose as they are already quite limited.

Emergency Solutions Grant (ESG)

A summary of written standards was included in the Appendix to the [2020/2024 Consolidated Plan](#).

1. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

As noted earlier, a coordinated entry system has now been developed in suburban Cook. DPD is partnered with the Continuum of Care, staffed by the Alliance to End Homelessness in Suburban Cook



County and inclusive of its membership to develop this protocol. The system includes a fully staffed call center as well as four walk-in centers throughout suburban Cook. Common intake processes are used at all access points.

2. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

ESG funds are allocated based on an annual competitive funding cycle. Related funding applications and guidance are published online in the early part of the year. Funding application availability is publicized via e-blast to current and prospective applicants as well as through presentations to Continuum of Care leaders and members. A pre-application workshop is also conducted to clarify related requirements and processes. Applicant eligibility is restricted to 501(c)3 not-for-profit organizations serving homeless persons (and/or persons at risk of becoming homeless) in suburban Cook County. Matching funds are required, minimum and maximum funding application requests thresholds, and other restrictions also apply. DPD also coordinates with the Alliance, specifically through its Prevention Committee, to discuss anticipated funding allocation proportions by program component. These are subject to change based on available data, perceived needs, and other relevant feedback. Once applications are received they are reviewed for eligibility/capacity and related site visits are conducted. Individual and small groups of DPD staff review and rate each application based upon specified criteria resulting in an average score. Preliminary funding recommendations are then developed and subject to further review/approval by DPD senior management, and EDAC, and the Cook County Board.

3. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

As noted earlier, DPD requires all ESG funding recipients to conduct outreach to and involve homeless or formerly homeless persons in policy making roles. This engagement also factors into DPD scoring of related ESG funding applications. Additionally, DPD directly supports homeless outreach activities with ESG funding.

4. Describe performance standards for evaluating ESG.

On a quarterly and annual basis, DPD tracks the following outcomes in addition to tracking overall, unduplicated numbers served: persons entering or existing, including those to known destinations including but not limited to permanent housing, and those utilizing shelter for less than 30 days. DPD requests that ESG funding recipients include reports from HMIS or the parallel tracking tool used by Domestic Violence agencies only to support related data provided. With the exception of the shelter metric which only applies to Emergency Shelter, all other data fields pertain to all ESG program components. These Performance Standards were initially developed prior to the 2012 Program Year, and they are based on the Alliance’s Dashboard Data. The County is coordinating with the Alliance to



come up with goals for these Performance Standards that are both ambitious and reasonable. In general, the goals are to improve performance, which would mean increasing the ratio of persons entering: exiting, increasing the percent exiting to a known destination, increasing the percent exiting to permanent housing, and increasing the percent using shelter for less than 30 days.

