A thought on local innovation and leadership:

“Five centuries ago, a tiny handful of enlightened city states from Tuscany lifted Europe from the dire circumstances of the Dark Ages and made Western Civilization the dominant culture of the planet. This one little region gave law to the English, science to the Germans, food to the French, and electrified the world with its art, literature and architecture.”
<table>
<thead>
<tr>
<th>Micro</th>
<th>People</th>
<th></th>
<th>Macro</th>
<th>Places</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<tr>
<td><strong>People</strong></td>
<td><strong>Places</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
<td></td>
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</tbody>
</table>
| - Direct Social Service Provision  
  - Health Services  
  - Economic Support  
  - Educational Support  
  - Etc.  
  - Direct Constituent Services  
  - Direct Public Engagement | - Sited Economic Development  
  - Corridor Planning  
  - Placemaking  
  - Targeted Zoning Overlays  
  - Special Taxing Districts |
| **Micro** | **Macro** |
| - Economy  
  - Public Health  
  - Public Safety  
  - Diversity  
  - Cultures and Traditions  
  - Community Engagement  
  - Education | - Infrastructure Priorities  
  - Transportation  
  - Land Use / Zoning  
  - Housing  
  - Public Art Program  
  - Parks / Open Space  
  - Natural Resources  
  - Environmental Sustainability |
Location and Context – Population Distribution

Developed Area Comparison 1900 - 2005

1900

Source: United States Environmental Protection Agency (EPA)
Chicago Metropolitan Agency for Planning (CMAP)
Location and Context – Population Distribution

Developed Area Comparison 1900 - 2005

1900

1950

Source: United States Environmental Protection Agency (EPA)
Chicago Metropolitan Agency for Planning (CMAP)
Location and Context – Population Distribution

Developed Area Comparison 1900 - 2005

Source: United States Environmental Protection Agency (EPA)
Chicago Metropolitan Agency for Planning (CMAP)
Location and Context - Race

Key:

Areas of 25% and over Negro Population, 1964

Source: The Oak Park Strategy
## Location and Context - Race

### Table 1

Selected Population Characteristics, Austin Community Area, by Census Tract, 1960, 1970

<table>
<thead>
<tr>
<th>Austin Community Area</th>
<th>Total Population</th>
<th>Percentage Black</th>
<th>Percentage Foreign Stock</th>
<th>Percentage 65 Years and Older</th>
<th>Percentage under 18 Years</th>
<th>Percentage in Different House, 1955, 1965</th>
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</thead>
<tbody>
<tr>
<td>Total or median Census tracts</td>
<td>125,133</td>
<td>127,981</td>
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<td>39.1</td>
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<td>91.1</td>
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<td>4.3</td>
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<td>73.7</td>
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<td>54.6</td>
<td>41.8</td>
</tr>
</tbody>
</table>

**Location and Context - Race**

**Pattern of Growth of Austin's Black Residential Area (Blocks 25 Percent or More Black), 1966–73**

<table>
<thead>
<tr>
<th>Year</th>
<th>Length of Periphery (^n) (city blocks)</th>
<th>Area (residential census blocks)</th>
<th>Rate of Expansion (blocks per year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1966</td>
<td>6</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>1970</td>
<td>14</td>
<td>148</td>
<td>37.0</td>
</tr>
<tr>
<td>1973</td>
<td>21</td>
<td>252</td>
<td>37.7</td>
</tr>
</tbody>
</table>

*Sources: 1970 from U.S. census, block statistics; 1966 and 1973 from on-site observation and Real Estate Research Corporation estimates.*

Growth of Austin’s black residential area, 1970–73. Sources: U.S. census, block statistics; Real Estate Research Corporation estimates.
Location and Context - Race

Key:
- 1970: 75-100% black
- 1970: 50-74% black
- 1970: 25-49% black
- 1970: Location of blocks 1-24% black
- 1973: Added to 25% plus black area

- 25% or more black public school children
  - 1967
  - 1968
  - 1969
  - 1970
  - 1971

Western limits of 25% or more black population area, 1970

Growth of Austin’s black residential area, 1970-73. Sources: U.S. census, block statistics; Real Estate Research Corporation estimates.

Austin areas of 25 percent or more black public elementary school children, 1967-71. Source: Center for Urban Studies, University of Chicago.

Source: The Oak Park Strategy
## Location and Context - Race

### Table 4

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total or median Census tracts</td>
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<td>0.1</td>
<td>34.3</td>
<td>14.9</td>
<td>27.2</td>
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<tr>
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<td>31.7</td>
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<td>4,503</td>
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<td>41.8</td>
<td>12.9</td>
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<td>32.5</td>
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<td>25.3</td>
<td>13.2</td>
<td>34.1</td>
<td>36.0</td>
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<td>23.7</td>
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<td>15.5</td>
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<td>51.8</td>
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<td>37.0</td>
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<td>16.8</td>
<td>14.9</td>
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<td>32.5</td>
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<td>32.3</td>
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<td>37.0</td>
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<td>32.4</td>
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<td>31.4</td>
<td>33.6</td>
<td>36.4</td>
</tr>
</tbody>
</table>

Location and Context - Race

Key:
- 1 household
- 5 households
- Area more than 25% black

Approximate location, within one square block, of black and interracial households in Oak Park, August 1973. Source: Oak Park Community Relations Department.
Responses

Responses – Community Focused

Responses – Community Focused

Community Based Responses

- Oak Park Regional Housing Center – Rental Referral Services
- Oak Park Residence Corporation – Rental Property Maintenance
- Equity Assurance Program – Home Value Insurance
- Community Relations Department
- Local Infrastructure Investment – Neighborhood Emphasis
- Retail Investment – “Mall” and “De-Mall” Lake Street
- Oak Park Development Corporation – Economic Dev. Corp.
- Public Safety Investment – Police and Fire
- Public Schools – Emphasis on Quality and Diversity
- Etc.
Responses – Regionally Connected
Responses – Regionally Connected

Regionally Connected Responses

- Master Planning – Creation of a Regional Destination Downtown
- Infrastructure – Compelling Downtown Implementation
- Partnerships – CMAP, MPC, Community Trust, Mayors Caucus, Etc.
- Region-wide Planning Leadership – CMAP GoTo2040
- Multi-Jurisdictional Collaborative Planning – Project Specific Basis
- Transit Oriented Development – Density, Use Mix, Livability
- Inter-jurisdictional Collaboration – West Cook Housing Collaborative
- Foreclosure Prevention, Homeowner Counseling, Turnarounds
- Job Creation and Investment – Sustainability and Smart Grid
- Employer Assisted Housing
- Etc.
Average Growth Rate of Property Taxes = 5.41%
Average Growth Rate of CPI = 2.75%
2004 General Fund Expenditures (Net of Pensions) were $42,097,661
Increased simply by CPI, that amount would grow by 2011 to $50,129,387

2004 General Fund Expenditures (Net of Pensions) were $42,097,661
But instead of exceeding $50 Million
Financial Performance

General Fund Expenditures (Net of Pensions)

But instead of exceeding $50 Million

We are at $41.1 Million
Financial Performance

General Fund Expenditures (Net of Pensions)

The Gap between these two lines represents savings to our taxpayers.
Financial Performance

General Fund Expenditures (Net of Pensions)

Savings > $43 Million

Over $43 Million in Savings to Date
Financial Performance

General Fund Expenditures (Net of Pensions)

With ongoing savings equaling nearly $10 Million per year.
Financial Performance

General Fund Expenditures (Net of Pensions)

With ongoing savings equaling nearly $10 Million per year

Every Year

Savings > $43 Million
Financial Performance

General Fund Expenditures (Net of Pensions)

With ongoing savings equaling nearly $10 Million per year

Every Year

For as far as the eye can see

Savings > $43 Million
Financial Performance

The Value of such Savings over time exceeds $250 Million

General Fund Expenditures (Net of Pensions)

Savings > $43 Million
Property Tax Rate of Increase vs. CPI

Avg. Growth Rate of Property Taxes = 5.41%

Avg. Growth Rate of CPI = 2.75%
Marion Street – 1910’s
Marion Mall – 2000’s
Takeaways

• Develop a Bulletproof Plan
• Quality and Aesthetics Matter A Lot
• Leverage Experts (Locals Included)
• Economic Analysis Must Include:
  • Full LifeCycle Cost Analysis
  • Reasonable Estimates for 2\textsuperscript{nd} and 3\textsuperscript{rd} Order Effects
• Engage the Community (Residents and Businesses)
• Vocal Supporters are Invaluable
• Post-Construction
  • Positive Press
  • External Validation
• Post-Mortem Analysis and Continuous Improvement
• Highlight New Investment and ROI Over Time