## THE CALUMET STORMWATER COLLABORATIVE Workplan 2018-2021





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#### CALUMET STORMWATER COLLABORATIVE

The Calumet Stormwater Collaborative (CSC) is a diverse group of stakeholders working to improve coordination of knowledge, technology and financial resources to minimize the negative impacts of stormwater in the Calumet region of Illinois.

The CSC is one of the priority projects of the Calumet Collaborative (formerly the Millennium Reserve) and is facilitated by the Metropolitan Planning Council (MPC). The CSC includes key stakeholders controlling land, infrastructure, financing tools and regulatory powers related to stormwater.

The purpose of the CSC is to foster awareness of the many ongoing stormwater management initiatives in the Calumet region, forge a shared understanding of terms, establish common goals and identify opportunities to align existing and future projects toward those goals.

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### The Challenge: Urban Flooding in the Calumet

In rain events large and small, the Calumet region and southeast Chicago lakefront chronically experience urban flooding. Basements repeatedly fill with stormwater, streets and businesses close, municipalities struggle to maintain existing stormwater infrastructure let alone budget for new investments.

Historic land use decisions, inadequate infrastructure and increasingly severe storms due to climate change compound the challenge of alleviating the negative impacts of stormwater that work at a larger scale than any one jurisdiction, organization or agency. **Systemic change necessitates solutions at the scale of the problem.** 

### Affecting Change: Collective Impact of the Calumet Stormwater Collaboratve

Coordinating among various government units, agencies, and regional and local organizations is a fundamental challenge to managing stormwater in any geography.

The Calumet Stormwater Collaborative (CSC) was formed in 2014 to bring together the range of diverse actors working on solutions to stormwater management in order to improve coordination of knowledge, technology and financial resources to minimize the negative impacts of stormwater in the Calumet region of Illinois.



## **Mission Statement:**

The CSC builds intergovernmental and cross-sector partnerships to increase the effectiveness of stormwater management initiatives for the communities and ecosystems of the Calumet region through knowledge sharing, coordination and deployment of interventions at appropriate scales.

### **Vision Statement**

The CSC will be a model of coordinated deployment of knowledge, technology and financial resources to minimize the negative impacts of precipitation and maximize the positive impacts to make the Calumet region a better place to live, work and recreate.

The CSC identifies the following fundamental challenges as those that they, collectively, can make an impact on today, and that, but for the intervention of the CSC, would not be addressed:

- 1. Causes and consequences of non-overbank flooding
- 2. Declining performance and sufficiency of grey and green infrastructure over time
- 3. Perpetuated ineffective and partial interventions stemming from fragmentation of government
- 4. Lack of universal access to—and usage of—relevant data and information



INTERGOVERNMENTAL AND CROSS-SECTOR PARTNERSHIPS

**HEIGHTENED COORDINATION** 

DEPLOYMENT OF KNOWLEDGE, TECHNOLOGY AND FINANCIAL RESOURCES

### **History of the CSC**

The Calumet Stormwater Collaborative (CSC) was formed in 2014 to pursue the Millennium Reserve's priority to "improve stormwater management through investments in and coordination of green infrastructure solutions."

The Millennium Reserve has since evolved to become the Calumet Collaborative, which catalyzes innovative partnerships between Illinois and Indiana community, government, business and nonprofit stakeholders to advance a thriving Calumet Region.

Since its inception, the CSC has worked hard to foster awareness of the many ongoing stormwater management initiatives in the Calumet region, forge a shared understanding of the problem, establish common goals and a shared vision as well as coordinate collective efforts that maximize the end results to achieve progress on those goals.

Stakeholders in stormwater management including government agencies, land owners, nonprofits, conservation groups, planners and engineers and communities throughout the Calumet comprise the diverse cross-section of CSC members who meet regularly and actively coordinate their efforts.

#### **RISK OF URBAN FLOODING IN THE CALUMET REGION OF ILLINOIS**

Based on CMAP's Regional Flood Susceptibility Index (2018)



Data: CMAP Data Hub (datahub.cmap.illinois.gov); Census TIGER/Line® Shapefiles (census.gov); Cook County Government Open Data (datacatalog.cookcountyil.gov) Projection: NAD 1983 StatePlane Illinois East FIPS 1201 Feet

Metropolitan Planning Council



Left: CSC members in action helping with maintenance of green infrastructure sites in Chicago's Pullman neighborhood; Top: work groups regularly meet to advance a range of initiatives aligning with the CSC goals; Lower center: knowledge-sharing and disseminating tools and best practices to the Calumet is at the heart of the CSC; Lower right: CSC members featured at a WEFTEC tour of green infrastructure in the Calumet.

### **Recent Accomplishments**

Region-wide, cross-sectoral coordination and collaboration has not only been achieved, it is a vital part of the culture that drives the CSC forward.

This has resulted in a number of accomplishments, from new, practical tools being developed and disseminated, to unlocking funding for Calumet communities to apply for llinois Environmental Protection Agency (IEPA) Section 319 grants for stormwater and green infrastructure projects. Recent accomplishments include:

- The development and release of <u>free, engineered design</u> <u>templates for green infrastructure</u> by Delta Institute. They were subsequently <u>updated again in 2017</u>.
- Completion of the nation's first <u>RainReady Plan for the</u> <u>Village of Midlothian</u> by the Center for Neighborhood Technology.
- The completion of a logic model for the installation, troubleshooting, maintenance and training of green infrastructure by the Illinois Indiana Sea Grant Program and OAI/High Bridge.

- A panel session at WEFTEC featuring the CSC and its various members, along with a tour of the Calumet region with more than 40 conference participants to view different green infrastructure and community engagement sites.
- The completion and release of a <u>Stormwater Regional</u> <u>Mapping Viewer</u> led by CH2M and the South Suburban Mayors and Managers Association, and a Modeling Extents Data Layer which is one of the layers in the Viewer.
- The receipt of an IEPA grant for preparing supplemental materials to existing Cook County watershed plans for the Little Calumet River and Cal-Sag Channel watersheds, making communities eligible to apply for Section 319 grants for stormwater and green infrastructure projects. These materials were completed in 2017.
- The creation of a <u>repository of useful information</u> on stormwater conditions, programs and projects available to Calumet communities and stakeholders.
- Finalized a Needs Assessment report that distills information on the importance of robust training programs and maintenance of green infrastructure.
- A first-ever, CSC-led, on-the-ground <u>stormwater training in</u> <u>the Calumet region of Illinois</u> in March 2018 featuring many of the tools and resources developed by the CSC.

### Where We're Headed: Framework for 3-Year Work Plan

The CSC is moving to a new framework to help capture the objectives, goals and collective impact that drive the work ahead.

Recognizing that many activities progress over multi-year phases and iterations, the CSC is adopting a 3-year time horizon spanning from 2018 to 2021 for this Work Plan.

It is encompassing both initiatives led by the CSC and member-led activities that contribute toward CSC goals. It is also setting forth mechanisms to more directly articulate where to leverage each member's actions to achieve even greater tangible impact and measure that across the CSC and its members' efforts. This view of the work was agreed upon during a rigorous strategic planning process that produced a consensus-based path forward with mutually reinforcing activities and coordinated collective efforts.

This framework will help track progress and identify opportunities for continuous improvement along the journey of reaching tangible results that get us closer to the ultimate vision of a more climate-resilient Calumet region.

### PHASE 1: Foundational Activities

- Developing baselines and trainings
- Measuring near-term successes
- Refinement

### PHASE 2: Prioritized Strategies & Capacity Building

- Utilizing outputs from Phase 1
- Strategic direction of future activities
- Refinement

### PHASE 3: Targeted Implementation

- Advancing targeted activities
- Measuring long-term successes
- Refinement

### Where We are Headed: Framework for 3-Year Work Plan

The foundational activites, detailed in pages 10-13, contribute to achieving our measurable objectives, fundamental goals and collective impact outlined below.



### FOUNDATIONAL ACTIVITIES

## **ACTIVITY 1:** Establish baseline of existing green infrastructure

**Purpose:** Record the number, locations, size and design performance (i.e. stormwater volume stored), and maintenance status of green infrastructure currently active and in-place in order to strategically pursue increased green infrastructure over a baseline amount installed today.

Lead: Data & Modeling Work Group + Planning & Policy Work Group

# **GOAL:** Significant reduction in non-overbank flooding

**GOAL:** Data-driven decision-making is more prevalent in stormwater management planning

#### **Objectives Activity Advances:**

- Increase grey and green infrastructure implementation to effectively manage stormwater
- Increase distribution of grey and green infrastructure implementation
- Calumet communities are more prepared to maintain grey and green infrastructure installations

#### Establishing a baseline of green infrastructure helps advance other activities, such as:

- Targeting maintenance of existing green infrastructure
- Targeting pilots of maintenance shared-services across municipalities
- Supporting funding for new green infrastructure projects—Illinois Department of Natural Resources (IDNR), Illinois Environmental Protection Agency (IEPA), Metropolitan Water Reclamation District (MWRD)
- Implementing new green infrastructure in communities—Faith in Place, communities, and other stakeholders

#### Near-term measures of success:

- Inventory need documented
- Inventory built; maintenance and evaluation plans in place
- Online interface developed

### PHASE 1

Conduct a needs assessment confirming the need for, desired use and design of a green infrastructure baseline inventory that can be updated annually

### PHASE 2 & 3

Establishing baseline inventory and how to plan future activities based on results

#### Long-term measures of success:

- Percent increase in new green infrastructure built
- Percent increase in distribution of new green infrastructure built

### **ACTIVITY 2:** Establish baseline of non-overbank flooding

**Purpose:** Document the extent of current urban flooding events and the scale in order to strategically pursue future activities, like green infrastructure site selection, where they are needed most.

**Lead:** Planning & Policy Work Group + Data & Modeling Work Group

**GOAL:** Significant reduction in non-overbank flooding

**GOAL:** Data-driven decision-making is more prevalent in stormwater management planning

#### **Objectives Activity Advances:**

- Increase grey and green infrastructure implementation to effectively manage stormwater
- Increase distribution of grey and green infrastructure implementation
- Increase stakeholder understanding of Calumet-region non-overbank flooding

#### Establishing a baseline of non-overbank flooding helps advance other activities, such as:

- Strategically planning % increase of new green infrastructure over baseline and in more equitable distribution
- Targeting pilots of developing stormwater master plans with municipalities
- Building stormwater management capacity with municipalities—Chicago Metropolitan Agency for Planning (CMAP), Illinois Department of Natural Resources (IDNR), Metropolitan Planning Council (MPC)
- Engaging residents in planning green infrastructure projects—University of Illinois at Chicago (UIC)

#### Near-term measures of success:

- Baseline documented
- CSC Data Mapping Viewer Tool updated

### PHASE 1

Conduct a needs assessment confirming the need for, desired use and data sources available or needed in order to compile a baseline of non-overbank flooding in the Calumet

### PHASE 2 & 3

Advance establishing baseline and how best to plan future activities upon results

#### Long-term measures of success:

• Percent increase in distribution of new green infrastructure built equitably in areas of need

### **ACTIVITY 3:** Develop and begin to execute systems to provide relevant training and strengthen management systems to bolster green infrastructure implementation and maintenance

**Purpose:** Improve systematic delivery and quality of green infrastructure maintenance services by arranging for installation/maintenance training for key audiences and providing tools/training on budgeting, planning, and accountability for maintenance work.

Lead: Training & Maintenance Work Group; Lead–OAI, IL-IN Sea Grants

#### **Objectives Activity Advances:**

- Increase grey and green infrastructure implementation to effectively manage stormwater
- Calumet communities are more prepared to maintain grey and green infrastructure
- Increase participation in service-sharing and joint procurement related to stormwater solutions

#### Arranging for relevant green infrastructure training and strengthening management systems help advance other activities, such as:

- Increasing the number of trained maintenance workers and qualified service providers
- Evaluating and piloting maintenance shared-services across municipalities
- Building stormwater management capacity with municipalities—Chicago Metropolitan Agency for Planning (CMAP), Illinois Department of Natural Resources (IDNR), Metropolitan Planning Council (MPC)
- Including green infrastructure in future municipal/capital improvement projects – Village of Alsip, Cook County Forest Preserves

#### Near-term measures of success:

- Number of professionals trained and NGICP certified
- Number of workers with basic training and qualified to perform maintenace work
- Number of educational products developed
- Number of training or tools provided to Calumet communities to help operationalize green infrastructure maintance

### PHASE 1

Develop a mechanism for providing National Green Infrastructure Certification Program (NGICP) training and testing in the Chicago area. Convene a pilot training session in 2019, and evaluate approaches for on-going NGICP training. Continue to advance Rainscaping training for Master Gardeners. Evaluate the need for and feasibility of 1-day green infrastructure basic training for those who cannot participate in NGICP. Evaluate procurement systems used to contract for maintenance services with a goal of ensuring that bidding organizations have appropriate qualifications and experience. Assess tools/processes for scheduling and tracking the accomplishment of maintenance services with a goal of more consistent and systematic maintenance.

### PHASE 2 & 3

Evaluate Phase 1 results and refine as appropriate. Establish routine processes/mechanisms for on-going delivery of training. Identify priority areas or audiences where training may be especially valuable utilizing results from CSC Activity 1, 2 and 3 work. Reach out to target audiences to engage them in trainings. Share tools and best practices to help "operationalize" the delivery of maintenance services. Collect information on impacts/results. In conjunction with other CSC key activities, pilot maintenance shared-services across municipalities utilizing results.

#### Long-term measures of success:

- Percent of existing green infrastructure maintenance increases over baseline
- Percent of green and grey infrastructure increases performance over baseline
- Percent of new green infrastructure is well-maintained over baseline
- Number of Calumet residents are hired in green infrastructure maintenance jobs

## **ACTIVITY 4:** Establish baseline of municipal capacity in storwater management

**Purpose:** Document the current baseline of Calumet municipalities' capacity to manage, plan and invest in stormwater solutions in order to strategically prioritize future activities, like shared-services, where they have the greatest impact.

Lead: Municipal Outreach & Engagement Work Group

**GOAL:** Increase the municipal capacity and reduce the fragmentation across Calumet government actors.

### PHASE 1

Collect information of municipalities' stormwater staff experience, training needs, green infrastructure installed, stormwater planning, shared services experiences, maintenance needs, etc.

### PHASE 2 & 3

Utilize Activity 1, 2 and 3 baselines in planning future green infrastructure projects, trainings, shared-services opportunities, developing stormwater master plans and other activities.

#### **Objectives Activity Advances:**

- Calumet communities are more prepared to maintain grey and green infrastructure
- Increase participation in service-sharing and joint procurement
- Elected officials and municipal staff actively participate in stormwater-related trainings
- Increase municipal revenue for stormwater management

#### Establishing a baseline of municipal capacity in stormwater helps advance other activities, such as:

- Identifying existing green infrastructure by municipality
- Building stormwater management capacity with municipalities—Chicago Metropolitan Agency for Planning (CMAP), Illinois Department of Natural Resources (IDNR), Metropolitan Planning Council (MPC)
- Targeting increased municipal staff or hired providers certified in green infrastructure maintenance
- Establishing stormwater credit trading in Cook County—MPC, The Nature Conservancy (TNC), Metropolitan Water Reclamation District (MWRD)
- Targeting pilots of maintenance shared-services across municipalities
- Partnering on Section 319 projects/watershed plans—IDNR
- Targeting pilots of developing stormwater master plans with municipalities
- Collaborating on Space to Grow projects MWRD, Healthy Schools Campaign

#### Near-term measures of success:

- Baseline capacity documented with 75% response rate
- Annual survey process defined
- Municipalities ripe for capacity-building activities are identified

#### Long-term measures of success:

- Percent of existing green infrastructure maintainence increases over baseline
- Percent of green and grey infrastructure increases performance over baseline

### **CSC Work Groups**

The CSC leverages the expertise of its diverse membership by forming Work Groups that advise, shape and/or execute activities that track to the CSC's broader goals and objectives. Below is more information about each Work Group and its scope of initiatives over the next three years.

#### **Data & Modeling Work Group**

**Purpose:** Determine how models, tools and data can be developed, shared and applied to support the overall objectives of the CSC.

**Foundational Activity:** Establish baseline of existing green infrastructure (Activity 1) and Establish baseline of non-overbank flooding (Activity 2)

Activity Lead: MPC, IDNR (others TBD)

#### **Planning & Policy Work Group**

**Purpose:** Create and promote effective planning practices and policies that advance the integration of stormwater best management practices.

**Foundational Activity:** Establish baseline of non-overbank flooding (Activity 2) and Establish baseline of existing green infrastructure (Activity 1)

Activity Lead: MPC (others TBD)

#### Municipal Outreach & Engagement Work Group

**Purpose:** Increase local capacity to address stormwater challenges in the Calumet through engaging municipalities and disseminating resources, best practices and pilots in stormwater management.

**Foundational Activity:** Establish baseline of municipal capacity in stormwater management (Activity 4)

Activity Lead: MPC (others TBD)

#### **Training & Maintenance Work Group**

**Purpose:** Help arrange for the delivery of quality training on green infrastructure installation and maintenance, and help strengthen management systems related to budgeting, planning, and accountability for maintenance work, with the goal of better ensuring long-term functionality, performance, and cost-effectiveness of beneficial green infrastructure in the Calumet region.

**Foundational Activity:** Develop and begin to execute systems to provide relevant training and strengthen management systems to bolster green infrastructure implementation and maintenance (Activity 3)

Activity Lead: Opportunity Advancement Innovation (OAI), IL-IN Sea Grants

#### Other Activities within Training & Maintenance Work Group (sub-elements of Activity 3)

- Evaluate approaches for delivery of National Green Infrastructure Certification Program (NGICP) training and convene pilot training session
- Continue to advance Rainscaping training for Master Gardeners
- Continue to implement Urban Forestry basic training (Morton Arboretum)
- Evaluate approaches for providing 1-day training for green infrastructure workers, modeled after Urban Forestry basic training
- Evaluate procurement language/criteria used to screen and select GI implementation and maintenance contractors and assess if developing model language would be beneficial
- Assess if there are other tools/ approaches that could be recommended to GI owners (including municipalities) to improve budgeting, scheduling, and accountability for GI maintenance

### Moving from Phase 1 to Phases 2 & 3—What We Aspire to Achieve

The following represents the direction of future work in Phase 2 and Phase 3 that the CSC will pursue, based on an iterative and flexible process as potential new opportunities arise.

Activity	Phase 1	Expected Output	Phase 2	Expected Output	Phase 3	Expected Outcome (Year 3+)
A1. Establish baseline of existing green infrastructure	Conduct a needs assessment & data sources	Need documented; scope of work for Year 2 finalized	Build green infrastructure baseline inventory	Inventory and online interface built	Strategically plan increased green infrastructure installations utilizing baseline results	% planned new green infrastructure w/ equitable distribution over baseline
A2. Establish baseline of non-overbank flooding	Conduct a needs assessment & data sources	Need documented; scope of work for Year 2 finalized	Build non- overbank flooding baseline	Baseline built and online interface updated	Strategically plan future CSC activities utilizing baseline results	% reduction in non-overbank flooding from baseline
A3. Develop and begin to execute systems to provide relevant training and strengthen management systems to bolster green infrastructure implementation & maintenance	Develop mechanism for providing NGICP training, pilot training session, Rainscaping trainings	Curriculum, speakers, audience and dates of trainings are defined	Establish routine processes and mechanisms for on-going delivery of training, share tools and best practices to operationalize delivery of maintenance services	<ul> <li># professionals</li> <li>trained and</li> <li>NGICP certified,</li> <li># workers with</li> <li>basic training</li> <li>and qualified</li> <li>to perform</li> <li>maintenance</li> <li>work,</li> <li># educational</li> <li>products</li> <li>developed</li> </ul>	Pilot maintenance shared- services across municipalities utilizing results	% existing infrastructure installations that fail due to inadequate maintenance decreases; # Calumet residents are hired in green infrastructure maintenance jobs
A4. Establish baseline of municipal capacity in stormwater management	Collect information on municipalities' stormwater management resources, capabilities, assets	Baseline capacity documented with 75% response rate; annual survey mechanism established	Identify municipalities for capacity-building activities and cross-referenced with GI baseline and urban flooding baseline	# Calumet communities confirmed for pilot efforts to increase stormwater management capacity over baseline	Pilot other CSC activities in identified communities (e.g. GI installations, maintenance, certification, stormwater master planning)	% increase in municipal capacity in stormwater management over baseline; # Calumet communities reducing urban flooding by % from baseline

## **PHASE 1 ACTIVITES**

- Conduct a needs assessment for a baseline of existing green infrastructure
- Conduct a needs assessment for a baseline of non-overbank flooding
- Lay the groundwork for green infrastructure trainings and pilot training sessions; research procurement and contract language
- Collect information on municipalities' stormwater management capacity

### **PHASE 2 ACTIVITES**

- Establish a baseline of existing green infrastructure
- Establish a baseline of non-overbank flooding
- Establish routine processes/mechanisms for on-going delivery of training
- Identify municipalities for capacity-building activities

### **PHASE 3 ACTIVITES**

- Strategically plan percent increase of new green infrastructure over baseline and in more equitable distribution
- Strategically plan future activities utilizing non-overbank flooding baseline
- Target pilots of maintenance shared-services across municipalities
- Target increased municipal staff or hired providers certified in green infrastructure maintenance
- Target maintenance of existing green infrastructure
- Pilot other CSC activities in select Calumet municipalities (green infrastructure installations, maintenance, certification, master plans)

### **CSC Member-Led Activites**

The Member Agencies of the CSC are already undertaking (or considering undertaking in the future) actions that are consistent with the CSC's Measurable Objectives, Fundamental Goals and Collective Impact. Taken together, these activities are the collective impact the CSC is making in the Calumet.

Member Agency	Activity	Current/Future Work?
Baxter & Woodman	Incorporate green design	Current
Baxter & Woodman	GIS data management/modeling	Current
C. Burke Engineering	H&H Modeling	Current
C. Burke Engineering	Municipal capacity-building through professional partnerships/committees	Current
CDM Smith	Talking with current clients about funding	Current
CDM Smith	Assist agencies with GI design and implementation	Current
CDM Smith	Talk to CSC and public about ongoing projects	Future
СМАР	Local Technical Assistance Stormwater	Current
СМАР	Policy Development	Current
СМАР	Flooding Susceptibility Index	Current
Cook County Forest Preserve	Include GI in capital improvement projects	Future
Current	Real-time monitoring of Chicago River water quality	Future
Delta Institute	Partner with public and private stakeholders on GI education, planning, implementation, and maintenance projects.	Both
Delta Institute	Develop GI decision-making tools	Both
Delta Institute	Explore models for financing GI	Both
Faith in Place	Building rain gardens	Current
Faith in Place	Outreach & education	Current
Hey & Associates	Problem identification & opportunity analysis	Current
IDNR	Planning grants	Current
IDNR	Education and outreach grants	Current
IDNR Coastal Mgmt	Partner on Section 319 projects/ watershed plans	Current
IDNR Coastal Mgmt	Coastal Clean Water Plan (Water quality focus)	Current
IDNR Coastal Mgmt	Fund GI projects	Current
MPC, TNC	Explore feasibility of stormwater credit trading in Cook County	Current
MWRD	Local-scale rainwater capture activities/ projects: Dearborn Homes; Midlothian; Posen	Both
MWRD	MWRD/ Healthy Schools collaboration on Space to Grow projects	Both
MWRD	MWRD promotion of signage in rain gardens	Both
MWRD	GI installations	Current
MWRD	WMO ordinance; Land use planning	Current
MWRD, partner agencies	National Green Infrastructure Certification Program (installers and maintainers)	Future
Openlands	Paddling and water use programs to drive improvements in WQ and stronger WPS	Current
UIC	Utilize community participatory planning methodology to inform stormwater planning	Current
UIUC/IISG	Soils-based green infrastructure planning & design research	Current
Village of Alsip	Include GI in future projects (eg. Permeable village hall parking lot)	Current