



City of Joliet

Comprehensive Plan Advisory Committee

Meeting Agenda

Committee Members:
Mayor Terry D'Arcy
Councilman Cesar Gardenas
Elaine Bottomley
Warren Dorris
Nora Gruenberg
Jen Howard
Wendell Martin
Hugh O'Hara
Christopher Parker
Doug Pryor
Steve Randich
Juan Rico
Jim Roolf
Dr. Theresa Rouse
Diana Viveros
Boise Walker
Damon Zdunich

Wednesday, March 5, 2025

10:00 AM

City Hall, Council Chambers

Citizens who are unable to attend the meeting can email comments in advance of the meeting to publiccomment@joliet.gov.

CALL TO ORDER

APPROVAL OF MINUTES

CITIZENS TO BE HEARD ON AGENDA ITEMS

This section is for anyone wanting to speak regarding agenda items and are allowed a maximum of 4 minutes. It is not a question and answer period and staff, and the Commission members do not generally respond to public comments. The City Clerk has a copy of the public speaking procedures; please note, speakers who engage in conduct injurious to the harmony of the meeting shall be called to order by the Presiding Officer and may forfeit the opportunity to speak.

OLD BUSINESS

NEW BUSINESS

a. Welcome and Introductions

b. Roles and Responsibilities of Comprehensive Plan Advisory Committee Members

Attachments: [Comprehensive Plan Advisory Committee Description.docx](#)

c. Overview of Project

Attachments: [City of Joliet Comprehensive Plan LJC Scope of Work.pdf](#)

d. Economic Analysis (prepared by Urban3)

Attachments: [Economic Analysis - Approved Scope of Work - Urban3.pdf](#)

e. Adoption of Bylaws for the Comprehensive Plan Advisory Committee

Attachments: [Proposed CPAC Bylaws.docx](#)

f. Election of Chair

g. Election of Vice-Chair

STAFF REPORTS

MEMBER COMMENTS

PUBLIC COMMENT

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ADJOURNMENT

This meeting will be held in an accessible location. If you need a reasonable accommodation, please contact The City Clerk Office, 150 West Jefferson Street, Joliet, Illinois 60432 at (815) 724-3780.



City of Joliet

150 West Jefferson Street
Joliet, IL 60432

Memo

File #: TMP-8296

Agenda Date: 3/5/2025

COMPREHENSIVE PLAN ADVISORY COMMITTEE

The Comprehensive Plan Advisory Committee (CPAC) will provide guidance on the overall planning direction of the Joliet Comprehensive Plan, champion the planning effort, share information with their respective social and professional networks, offer feedback on as specific project milestones and deliverables, and catalyze recommendations to support priority project implementation.

The City's consultant, Lamar Johnson Collaborative, will assist the City with the development of the Plan. City Planning staff will provide project coordination to support the consultant team and the CPAC.

Key responsibilities of the CPAC include:

- Serve in an advisory capacity in making recommendations on key issues, opportunities and challenges.
- Attend monthly CPAC meetings over the next 24 months to provide: project oversight and direction to the project team and input on draft deliverables.
- Co-lead a working group that focuses on a specific topic area (housing, education, open space, recreation, economic development, social services, transportation, energy, etc)
- Encourage community members to participate in Plan engagement activities and events.
- Review draft deliverables. Anticipated draft deliverables include:
 - Public engagement strategy;
 - Existing conditions report;
 - Vision, goals and objectives;
 - Draft chapters of the Plan, including Plan recommendations / action steps
 - Full Comprehensive Plan
- Be a "Champion" of the Plan recommendations and an advocate for implementation of the recommendations moving forward in the years following adoption of the Plan.

JOLIET COMPREHENSIVE PLAN

The Joliet Comprehensive Plan will be a foundational guide for future land use planning decisions and policies.

This Plan will be centered on the values and priorities of Joliet's residents and will be responsive to new opportunities and challenges.

The Plan will be future-focused and will shape the City for years to come.



City of Joliet

150 West Jefferson Street
Joliet, IL 60432

Memo

File #: TMP-8297

Agenda Date: 3/5/2025



Request for Qualifications for Professional Services for a
Comprehensive Plan for

The City of Joliet

November 14, 2022
Scoping Document: January 11, 2023
REVISED March 10, 2023
REVISED October 25, 2023
REVISED January 24, 2024
REVISED March 21, 2024

**Lamar Johnson
Collaborative** 



01

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the Proposal**



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02

Project Approach

Planning Approach

Our team will create a New Comprehensive Plan for the City of Joliet that serves as a foundational guide for future land use planning decisions. This document will be centered on the values and priorities of Joliet's residents and will be responsive to new opportunities and challenges. The New Comprehensive Plan - the first in over 50 years - will be future-focused and will shape the City for years to come. This document will provide direction and vision for:

- The City to effectively direct change and communicate positive impact for residents
- Physical planning grounded in market analysis with integrated, coordinated, and clear recommendations
- Equitable, catalyst improvement opportunities that can shape Joliet's physical development and trajectory forward as an emerging center of economic activity in the Chicago region
- Focused subarea planning to create a plan that elevates arts and culture integration, innovative eco-systems approach, and multi-modal transportation network connectivity
- A realistic and effective implementation strategy of priority plan elements and initiatives

A TRANSFORMATIONAL APPROACH TO PLANNING FOR JOLIET

The LJC team includes a team of multi-disciplinary experts that represent 10 distinct areas of land economics including: urban planning and design, architecture, landscape architecture, ecological systems planning, economic development, infrastructure planning, branding, development and redevelopment strategies, stormwater and natural resource management, and multi-modal transportation planning. With a solid grounding in public and civic engagement, our team understands the value of empowering residents to shape the future of their communities.

This broad and deep expertise, working collaboratively with the City, will help to create a New Comprehensive Plan for a growing region. Our team has experience working with Joliet on a variety of projects and have worked together on multiple projects throughout the region – a level of comfortability and strong relationships that can benefit Joliet through efficiency and enhanced communication. Our team knows where to focus efforts and provide the best solutions to move Joliet forward. Our team understands many of the nuances and subtleties of the Joliet community and has demonstrated impact in diverse communities through capacity building, increased property values, business attraction, citizen engagement, housing stabilization, and placemaking economics.

We will bring our team's national knowledge and expertise to Joliet by creating a planning process that uncovers community need and is responsive to a variety of perspectives and positions. We will approach the New Comprehensive Plan with sensitivity and a level of detail that is transformative.

RESULTS-FOCUSED IMPLEMENTATION

Our team prioritizes implementation of Comprehensive Plan recommendations. This approach means that we will describe a framework and context towards implementing the goals of the Plan in coordination with

Joliet's governing processes. It is critical to the process that individual departments within the City recognize how desired changes can be implemented through ongoing operations and budgeting.

The LJC team will outline implementation strategies for the major Plan goals. These strategies can be reviewed and adjusted by decision-makers annually in conjunction with the preparation of a capital projects plan. Specific implementing organizations or community partners and City departments will be identified along with potential funding sources for priority projects identified in the New Comprehensive Plan. Pilot projects will also be investigated to allow the City and its stakeholders to measure the benefits of the new offerings. Refinement based on lessons learned prior to full deployment can create greater success. Financing options may include local, state and federal sources.

This approach to the New Comprehensive Plan - starting with implementation from day one - will offer strategies for the City to leverage regional relationships to address current weaknesses, solidify strengths, expand economic opportunities and connectivity, and manage physical expansion responsibly. The Plan will include opportunities for regional cooperation and encourage regular assessment, monitoring and adaptive improvement over time.

A key element of the New Comprehensive Plan will be recommendations on how to most effectively navigate through this new post-pandemic landscape and leverage mutual objectives into economic benefits.

KEY TOPIC AREAS

The City of Joliet has experienced significant growth in recent years and is poised for continued success as economic opportunities from recent and planned investments, demographic and economic trends, and lifestyle changes combine to produce high-functioning urban environments. Post- pandemic, residents



are re-evaluating their lifestyle choices, values, geographies, and priorities. Joliet can respond to these changing needs with evidenced-based solutions that empower residents and create value in the City. Key Topic Areas that address these elements will be developed with the support of the Advisory Committee and City staff.

The Key Topic Areas will then be validated in public workshops with City constituents. Each of the Key Topic Areas will focus on priorities of the City and will include geographic areas for application of these planning strategies. Key Topic Areas will be applicable to the City as a whole. Strategies and a planning framework will be developed for each Key Topic Area and physical plans will be developed to illustrate associated planning strategies, as applicable.

PROJECT LEADERSHIP

City Staff Collaboration

Throughout the process, the consultant team will collaborate with City staff on a variety of elements and tasks during the planning process. This partnership will build capacity for City staff and will enable the consultant team to focus on development of the planning framework and implementation strategies that will lead to plan success.



Advisory Committee

An Advisory Committee will guide the planning process, champion the planning effort, share information with their respective social and professional networks, and catalyze recommendations to support priority project implementation. The Advisory Committee will be comprised of representatives that illuminate the proposed Key Topic Areas. It is anticipated that the Advisory Committee will meet monthly, with City staff facilitating the majority of these meetings. The consultant team will provide materials for Advisory Committee meetings and will facilitate five total meetings. City staff shall develop a process for committee selection with the following considerations:

- Diversity (including demographic and geographic)
- A goal of having no more than 12-15 members
- A transparent selection process

It is assumed that the Advisory Committee will be selected prior to commencement of the planning process.

Interdepartmental Team

An interdepartmental City team (made up of plled by City staff will support the project throughout the process. The Interdepartmental team will identify key person interview stakeholders,

conduct stakeholder outreach, coordinate meeting logistics, and facilitate meetings. They will offer input on key issues, opportunities and challenges, prepare summaries of previous plans and reports to be identified in Phase 1 of the project, and will review project deliverables.

MUSE will coordinate with the interdepartmental team on engagement opportunities. MUSE will on-board and orient staff to share best practices for community engagement and public event management. The City staff will receive additional training and guidance from the consultant team in one meeting at the end of the planning process on how to use the Comprehensive Plan.

Joliet staff will facilitate all interdepartmental meetings.

City Council

The City Council will be champions of this transformative plan. The consultant team and City staff will engage the Council throughout this project. The following meetings are included:

- One-on-one interviews during the first and last phases of the project.
- Monthly updates by staff at City Council meetings
- Notification of all engagement activities
- Presentations to the City Council at City Council meetings to review the findings of key deliverables.



Key Topic Area Working Groups

Working groups will be created and engaged to provide input and expertise into development of Key Topic Areas and implementation recommendations. These working groups will be another method to engage residents and community partners with direct experience and / or expertise in the planning project. One or more Advisory Committee members will chair these working groups. It is anticipated that the working groups may meet monthly at the onset of this project. City staff will appoint the appropriate Advisory Committee member to chair each working group. The chair will appoint working group participants. City staff will coordinate and facilitate each working group meeting. The consultant team will provide appropriate materials for each meeting.





03

Project Scope

Scope of Work

Our team has created a five phase process to complete the City of Joliet New Comprehensive Plan. The planning process is iterative and each phase builds on the preceding. Each phase includes public engagement activities and associated deliverables.

The scope of work assumes City staff will support the consultant team with identification of stakeholders, stakeholder outreach, meeting logistics and coordination, and facilitation of meetings as described below.

PHASE 1: EVALUATE

At the project’s onset, the LJC team will coordinate an initial Kick-Off Meeting with the City of Joliet to establish the foundation for the planning process. This portion of the planning process is essential in learning the past decisions the City of Joliet has made, understand the goals for the project and establishing protocols. The Advisory Committee will be confirmed at this time.

The analysis of existing conditions will allow our team to understand how Joliet’s policies, physical characteristics, transportation network, natural resources and economic development strategies are interconnected, how they are functioning, and determine potential improvements.

We will collect existing conditions data including: history and regional context, summaries of previous plans, demographic information, economic conditions, land use and zoning, housing, commercial development, transportation,

the natural environment, community services, and infrastructure. We will utilize available GIS data, AutoCad drawings, aerial photographs, surveys and other supporting information for analysis and to gain a base understanding of the City.

Market Analysis

SB Friedman will identify the market potential of residential, retail, industrial, office and hotel uses, identifying the scale and type of supportable uses. We understand transformative trends shaping real estate, from demographic shifts impacting housing need, to the desire for walkable mixed-use communities, to the varied and complex impacts of the COVID-19 pandemic. We take a data-driven approach to uncovering market potential by carefully evaluating and reconciling supply and demand with insights from local “key informants” – brokers, developers, housing professionals, businesses and landowners. We use multiple subscription-based proprietary databases to quickly compile, analyze and synthesize demographic and market data to provide meaningful insights regarding market dynamics.

We will analyze real estate development at the local and county scales, evaluating the spatial distribution of new product, scale and form, location trends, pricing/rents, vacancy, absorption and other trends. Demographic analyses, regional household and employment forecasts, tourism trends and local buying power will inform future real estate potential by land use. The market analysis will be data-driven and communicate

information, where appropriate, through infographics and other data visualizations, with summary text. We will provide the draft deliverable to the City for review and will hold a conference call to discuss comments, questions and suggested revisions. Our budget assumes one round of substantive edits.

Existing Conditions Report

Our analysis will include land use, zoning, market analysis for all land uses (retail/commercial, industrial, office, and residential), multi-modal mobility, infrastructure, utilities, natural resources, riverfront analysis, and sustainable strategies.

Phase 1 Tasks Summary

Tasks to be completed in the first phase of the project include:

- 1.1 Kick-off Meeting and City Tour
- 1.2 Data Collection and Analysis of Previous Plans, Studies, and Reports
- 1.3 Market Analysis
- 1.4 Existing Conditions Report
- 1.5 Public Engagement, Communications and Branding Plan
- 1.6 Advisory Committee Meeting (1 meeting)
Materials: Consultant team
Facilitation: Consultant Team to facilitate one meeting.
- 1.7 City Council Roundtable Discussion (5 total)

City staff will schedule two elected officials per meeting per Open Meetings Act requirements plus a separate meeting with Joliet’s Mayor and City Manager at the beginning and end of the plan development process. Up to two consultant team members would attend each meeting.

City Staff Responsibilities:

- Identify Advisory Committee members
- Identify Working Group participants
- Coordinate and co-facilitate City Council Roundtable Discussions
- Facilitate additional Advisory Committee

Meetings

- Summary of plans and reports including successes and accomplishments
- Coordinate public outreach and identification of community partners with Consultant team

Deliverables:

Public Engagement Plan, Identification of Key Stakeholders, Base Data Collection and Analysis, Market Analysis, Existing Conditions Report

Municipal Review Period (2-3 Weeks)

After the submission of the Phase 1 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received or information provided by the City and reviewed by our team. It will identify any potential gaps in information crucial to the development of the Comprehensive Plan. One round of revisions is included.



PHASE 2: INVESTIGATE

During Phase 2, our team will utilize information collected during the data and analysis phase to create a Vision, Goals, and Objectives statement. The Existing Conditions Report will be shared with the public in a visioning workshop and input gathered on the community's vision. Conversations with community stakeholders will further support the creation of a vision statement that creates a foundational guide for the Comprehensive Plan.

During the second phase, Key Topic Areas will be proposed for discussion. Each Key Topic Area will be defined and a policy framework will be developed that identifies key goals for each topic. City staff will convene the Key Topic Area Working Groups in coordination with the Advisory Committee to discuss each topic's priorities and goals. At the completion of Phase 2 outcomes of the first public workshop will be shared with the Advisory Committee.

Phase 2 Task Summary

The tasks to be completed during Phase 2 of the planning process include:

- 2.1 Key Person Interviews (12 over 2 days, 6-10 people per group)
Materials: consultant team
Interviews: consultant team
- 2.2 Interdepartmental Meeting
Facilitation: City staff
- 2.3 Public Workshop 1#: Community Visioning Workshop

One (1) workshop at a central location to be determined.
Materials: Consultant team
Outreach: City staff
Facilitation: City/Consultant team
- 2.4 Vision and Goals Statement
- 2.5 Community Survey (online only)
- 2.6 Key Topic Area Definition and Policy Framework
- 2.7 Key Topic Area Working Group Meetings
Facilitation: City Staff
- 2.8 Advisory Committee Meetings
Materials: Consultant team
Facilitation: Consultant team (1 meeting), City staff (additional meetings)

- 2.9 City Council Presentation
Materials: Consultant team
Facilitation: City staff

City Staff Responsibilities:

- Outreach to community partners for key person interviews
- Phase 2 City Council Presentation
- Public Workshop logistics and outreach
- Facilitate Interdepartmental meeting to review Vision and Goals Statement
- Facilitate Key Topic Area Working Group meetings
- Coordinate and facilitate Advisory Committee Meetings

Municipal Review Period (2-3 Weeks)

After the submission of the Phase 2 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received. One round of revisions is included.

Deliverables:

The Key Topic Areas Definition and Policy framework, Vision and Goals Statement, meeting minutes from the Advisory Committee meeting, all presentation materials from the Community Visioning Workshop and workshop summary.

PHASE 3: ENHANCE

The third phase of the project centers on socializing the Key Topic Areas with stakeholders to better understand priority issue areas for each. The Key Topic Area framework will embody the vision and goals for the project to ensure the Draft document (to begin in Phase 4) is built from a solid foundation and vetted with community stakeholders.

Phase 3 Task Summary

The tasks to be completed in Phase 3 include:

- 3.1 Advisory Committee Meetings
Materials: Consultant team
Facilitation: Consultant team (1 meeting), City staff (additional meetings)



- 3.2 Public Workshop #2: Final Key Topic Area priorities

One (1) workshop at a central location to be determined.

Materials: Consultant team
Outreach: City staff
Facilitation: City/Consultant team

- 3.3 City Council Presentation
Materials : Consultant team
Facilitation: City staff

City Staff Responsibilities:

- Outreach to community partners for Public Workshop 2
- Logistics for Public Workshop 2
- Phase 3 City Council Presentation
- Coordinate Advisory Committee Meeting

Municipal Review Period (2-3 Weeks)

After the submission of the Phase 3 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received. One round of revisions is included.

Deliverables:

Meeting minutes, meeting materials, and workshop summary.

PHASE 4: EMPOWER

Phase 4 centers on development of Subarea Plans as well as the overall draft Comprehensive Plan.

Subarea Plans

Up to four (four) subarea plans will be prepared as part of the overall Comprehensive Plan. The subarea plans will evaluate issues, opportunities and challenges that may be unique to particular areas in the City. The consultant team will work with City staff to develop a subarea plan framework and then confirm the framework with the Advisory Committee. The subarea planning framework will build on findings in the market analysis conducted in Phase 1.

The Subarea Planning Framework will embody the vision and goals for the project to ensure the draft subarea plans incorporate findings from the market analysis and support decision making for priority areas in the city for investment and development. The team will create policy recommendations with accompanying graphics that illustrate challenges and opportunities in each of the subareas. Key planning recommendations and associated graphics will be submitted for Advisory Committee review. These recommendations will be evaluated and included in the Draft Plan.

Draft Comprehensive Plan

The Draft Comprehensive Plan will include the full text, graphics, findings and recommendations for the final plan. The draft will present preliminary opportunities that incorporate input gathered to date and highly developed recommendations. Our team prides itself on clear and consistent communications to create a highly graphic and user friendly document.

Phase 4 Task Summary

The tasks to be completed in Phase 4 include:

4.1 Subarea Roundtable Discussions

Up to four (4) meetings with representative subarea groups to understand challenges and opportunities for each of the 4 subareas.

Materials: Consultant team
Facilitation: City/Consultant team

4.2 Subarea Plans

4.3 Draft Comprehensive Plan

4.4 Advisory Committee Meeting #4

Materials : Consultant team
Facilitation: Consultant team (1 meeting),
City staff (additional meetings)

4.5 Interdepartmental Meeting

Facilitation: City staff

4.6 City Council Meeting

Materials: Consultant team
Facilitation: City staff

4.7 City Council Roundtable Discussions (5 total)

City staff will schedule two elected officials per meeting per Open Meetings Act requirements plus a separate meeting with Joliet's Mayor and City Manager at the beginning and end of the plan development process. Up to two consultant team members would attend each meeting.

City Staff Responsibilities:

- Coordinate and co-facilitate subarea roundtable discussions
- Coordinate and co-facilitate city council roundtable discussions
- Facilitate Interdepartmental Meeting to review Draft Plan
- Coordinate Advisory Committee Meetings (consultant to prepare materials)

Deliverables:

Draft Comprehensive Plan, Four (4) Subarea Plans

Municipal Review Period (2-3 Weeks)

After the submission of the Phase 4 deliverable, the Advisory Committee and City staff will have an opportunity to review the document in detail. At the end of the review period, our team will discuss any edits or comments received. One revision is included

PHASE 5: EXAMINE

The Final Comprehensive Plan will be inclusive of all public input, analysis and data collected, key policy recommendations, and implementation matrix. The Final Plan will be highly graphic and user friendly, with the ability to communicate planning concepts in a straight forward manner. The plan will be organized by chapter with easy reference to its contents, purpose, and use.

The last phase of the project will include the implementation plan with short-, mid- and long-term timeframes identified for each policy in the Comprehensive Plan.

To ensure there is sufficient community outreach of the final plan, our team will prepare a Plan Executive Summary in the form of a graphically rich condensed version of the final document. It is not intended to contain as much detail as the full plan, but will have enough information to share the concepts, intent, and implementation of the plan with the casual reader, who can be directed to the City website for further detail in the full plan.

Phase 5 Task Summary

Tasks to be completed in the final phase of the plan include:

- 5.1 Final Comprehensive Plan
- 5.2 Implementation Plan
- 5.3 Public Workshop #3: Final Plan Open House

One (1) workshop at a central location to be determined.

Materials: Consultant team
Outreach: City staff
Facilitation: City/Consultant team

- 5.4 Advisory Committee Meeting #5
Materials : Consultant team

- Facilitation: Consultant team (1 meeting),
City staff (additional meetings)
- 5.5 Interdepartmental Comprehensive Plan Training
Facilitation: City Team
- 5.6 Final Revisions
- 5.7 Public Hearing
Materials: Consultant team
Facilitation: City staff
- 5.8 City Council Adoption Presentation
Materials: Consultant team
Facilitation: City staff
- 5.9 Executive Summary

City Staff Responsibilities:

- Presentation to Council on Phase 5 of project
- Facilitate Interdepartmental Meeting to review Final Plan
- Share meeting minutes and documentation of meetings with consultant team

Deliverables:

Final Comprehensive Plan, Executive Summary, Implementation matrix, meeting minutes, all presentation materials

PROJECT MEETINGS SUMMARY

Advisory Committee Meetings (monthly meetings, 5 meetings facilitated/attended by consultant team)

City Council Presentations (5 meetings facilitated by City staff, consultant team to prepare materials only)

Public Workshops (3 meetings facilitated by consultant staff)

City Council Updates - monthly by City staff

Key Person Interviews (12 groups, 2 days facilitated by consultant staff)

Working Group Meetings (10 meetings facilitated by City staff)

City Council Roundtable Discussions (10 total meetings facilitated by City staff, consultant team in attendance)

Subarea Roundtables (4 meetings facilitated by consultant team)

Interdepartmental Meetings (3 meetings facilitated by City staff)

Interdepartmental Implementation Training (1 meeting facilitated by City staff)

Adoption Meetings (2 meetings, 1 co-facilitated by City staff and consultant team, 1 facilitated by City staff)



04 Public Engagement and Communications

Plan Branding

Our team will deliver a more effective planning effort through project branding, public engagement and project communications. Successful planning projects align stakeholders behind common goals, engage the entire community, and cast a shared vision to plan forward. Project branding needs to elevate the planning process by reaching and inspiring stakeholders to get involved. The intended “Brand” through which the plan should be recognized will engage five distinct strategies:

- 1. Build Trust and Connections throughout the Joliet’s Communities:** Investing time and resources to know the “makers”, “keepers” or organizational structures of current neighborhood spaces is fundamental, as well as to identifying those community leaders that bring different perspectives to the design process. To create a process that allows for inclusiveness we start by



acknowledging local efforts and cultures that are in place, learning from them, and building connections. The goal is to turn those connections into partnerships as a form of empowerment through the plan development process.

- 2. Promote Accessible and Meaningful Dialogue** by facilitating open and accessible conversations within the community and allowing for broader and meaningful input to inform the planning process. This means doing away with jargon, using graphics to illustrate technical concepts when possible, and setting aside our assumptions as facilitators.
- 3. Create Transparency and Common Ground** by negotiating diverse perspectives and priorities which requires the development of a transparent decision-making process—a public process does not mean everyone gets what they ask for, however, everyone needs to understand how their input is taken into consideration (or not) and why. Building a common ground includes carefully enabling a common language and designing the communication tools that allows everyone to have a voice and opinion.

This planning process is also an opportunity to create and/or strengthen relationships between stakeholders and community leaders – by integrating advisory and work groups this plan will enable cross conversations and discussion that will provide stronger feedback including different perspectives.

- 4. Empower Local Leaders and Plan Champions** by adopting their priorities and sharing authorship. the LJC team will draft a community vision based on feedback received through public engagement activities. At the core of the comprehensive planning effort is the desire to hear and incorporate the voice of the people. This could include pop-up workshops, key person interviews, surveys, and online input. We have found success in similar communities



by empowering residents and activating community to fulfill the plan after the formal planning process is complete.

- 5. Develop the Community Vision through the Eyes of the Local Residents.** A clear and community-driven vision will guide all recommendations in the Comprehensive Plan. An interactive Community Visioning Workshop will be organized to craft this community vision. Activities may include an image preference survey, mapping exercises, and small group work. Planning and organization of this meeting will be coordinated with identified community representatives and the City of Joliet.

PLAN BRANDING PROCESS

To create an effective brand for the project, our team proposes the following process:

Task 1: Create up to four (4) options for a plan name and visual brand. These options will be presented at an Advisory Meeting for discussion.

Task 2: Revised visual brand and plan name to two options. A preferred option will be selected at the second Advisory Meeting.

Task 3: Coordinate social media content with plan brand and develop communication structure to be shared with City staff to support promotion and connection with the Plan's brand.

Public / Stakeholder Engagement Strategy

We will develop public engagement strategies to appropriately align with the diversity of the greater Joliet community. Our process will seek to eliminate communication barriers and de-professionalize the process to welcome all community members to participate. Our team believes strongly that no one holds a monopoly on good ideas, certainly not consultants. We will look to community members to identify how they would like to see their city grow and flourish.

For the new Comprehensive Plan to be effective, residents, the business community and property owners must feel that the Plan will positively impact their everyday lives. This is possible with a thoughtful public engagement plan that goes beyond the “Tuesday night workshop” where attendance is typically low.

Through online and face-to-face events, our approach depends upon real community input through creative and meaningful engagement. The success of planning processes highly depends on the level of ownership and

accessibility that community members feel—moreover, any public planning and design process in the 21st century should be an opportunity for community empowerment and increased capacity. Communities in areas of revitalization have an opportunity to invest in equitable and integrated development processes where everyone feels welcome and empowered from the beginning.

OUTREACH STRATEGY

Outreach efforts will be comprehensive and will include distribution of materials in both English and Spanish to reduce the barriers of participation in the planning process. Residents will be engaged as resident leaders and encouraged to become liaisons in their communities for agreed-upon priority issues revealed during the Visioning Workshop. Self-selected and engaged residents will work with the consultant and City staff to facilitate the community-led public engagement throughout the planning process.

Our team will work in partnership with the City to create strategies to actively include those not traditionally involved in the planning process including youth, students, non-native English speakers, shift workers, and more

Our team prioritizes accessibility and ease of participation during the planning process. Our team will create bi-lingual marketing materials as well as multi-language capabilities for the project website. Translation of deliverables will be the responsibility of the City of Joliet and its vendors.

COMMUNICATIONS

MUSE will generate content and conduct outreach in partnership with the City of Joliet. Our team will reach out to people where they are across both digital and traditional channels. Project communication will include: social media, print, SMS and email. Each communication with the public will carry the Joliet Comprehensive Plan brand from kick off to final report..

Virtual Engagement and Social Network Connections

We will support the City of Joliet to identify and connect to existing social networks in the City. Using proven virtual communications methods, we will create an on-line presence for the project that supplements and expands the ability to reach residents, business owners and property owners beyond traditional methods of outreach. This tool can also be used to allow public comment on plan recommendations before they are finalized.

Existing social media channels will be used to disseminate information and collect input throughout the course of the project in addition to surveys or other in-person opportunities. It will incorporate the posting of meeting announcements, periodic project updates, and workshop meeting results.

Our engagement philosophy is to go to people rather than expecting them to come to us. In the case of social media, this may mean focusing efforts on a project Facebook page and updates to the City’s website. In addition, utilization of existing publications, will help communicate the project’s process to the public.

Community Participation

MUSE will lead community participation in coordination with City staff. The following engagement activities will be conducted by phase:

Phase 1: Create public engagement and communications plan.

Phase 2: Provide a framework for key person interviews to be co-facilitated by consultant team and City staff, and manage stipends for participants. Provide guidance on structure and co-facilitate Public Workshop #1.

Phase 3: Review recommendations from the key person interviews in Phase 2. Provide guidance on structure and co-facilitate Public Workshop #2.

Phase 4: Provide support as necessary on Final Comprehensive Plan. Provide guidance on structure and co-facilitate Public Workshop #3.

Phase 5: Provide support as necessary on Final Comprehensive Plan.

Public Workshops

The community workshops will communicate the important themes and principles of the Joliet Comprehensive Plan. Each workshop will focus on promoting and encouraging resident leaders and plan champions as it moves towards adoption and implementation. The goal of the workshops is to build resident capacity for implementation and continue the momentum and excitement created throughout the comprehensive planning process. The culmination of process is a call to action for all participants and contributors to the plan to continue the momentum through implementation.

Meeting Residents Where They Are

Pop-up workshops extend the community engagement process by bringing the workshops to where people already are. The final format, location and timing during the planning process for pop up workshops will be determined and coordinated with City staff and the Advisory Committee but may include Concerts in the Park, Taste of Joliet, kiosk at the Metra Station, Farmer’s Market, and other community events/ locations. MUSE will provide materials for these events and City staff will facilitate.

Participants in engagement activities will be compensated for sharing their lived experience and knowledge of the community. This will be done through incentives and direct compensation. MUSE will administer stipends to individuals and organizations at a variety of engagement activities. The total budget for stipends is located in the fee section of this proposal.





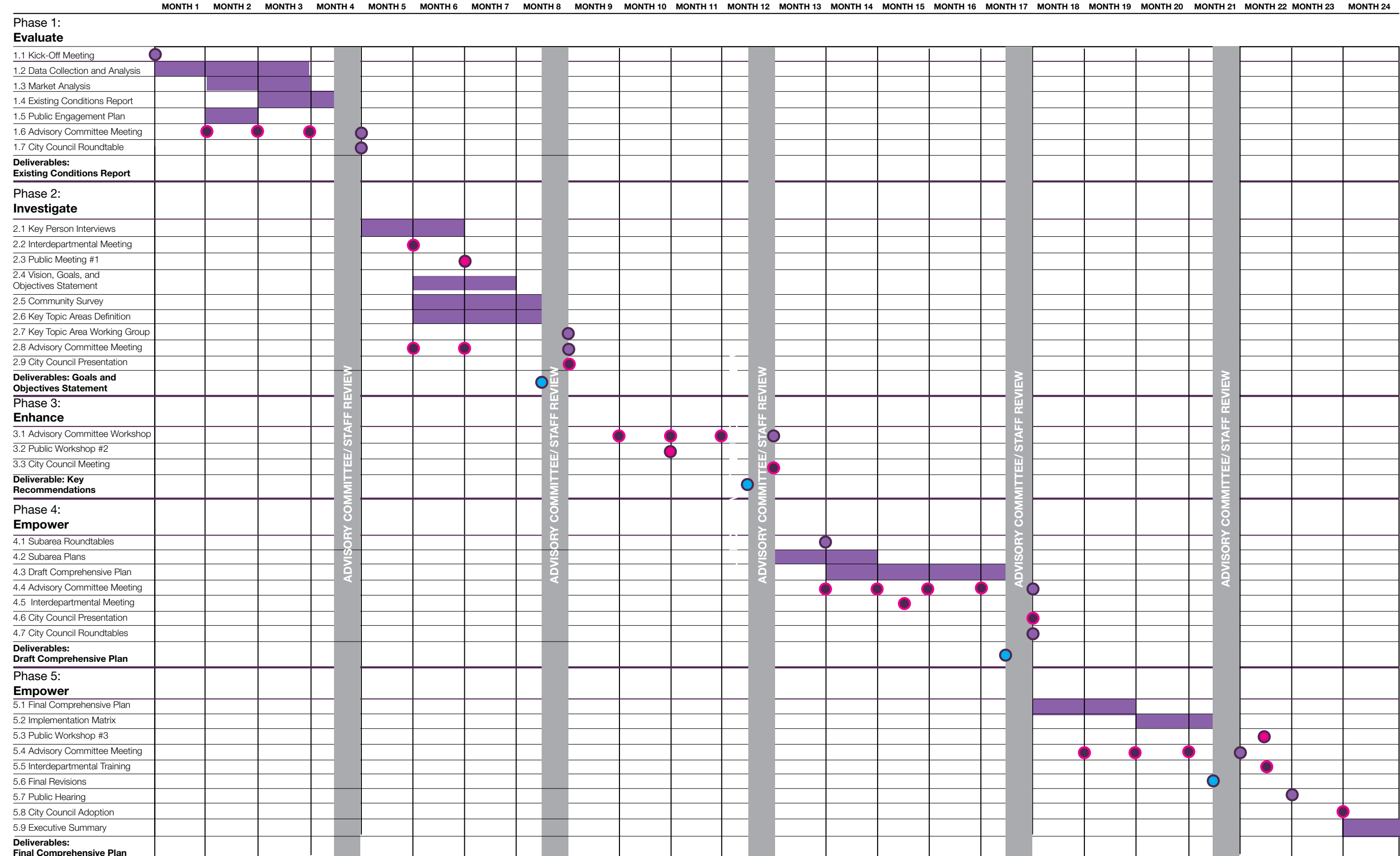
05

Project Timeline

Project Timeline

Our team proposes an 18-24 month schedule to complete the City of Joliet Comprehensive Plan including its adoption.

- Project Meeting (by city staff)
- Tasks
- Project Meeting (by consultant)
- Public Meeting





006

Project Fee

Staff Hours & Fees

| | Total | Lamar Johnson Collaborative Urban Design, Planning, Land Use Analysis | | | | SB Friedman Economic Development | | | MUSE Community + Design Public Engagement | | | | Bio Habitats Ecological Design | | | Ruettiger, Tonelli & Associates Transportation Planning | | Total Fee by Task |
|---|-------|--|-----------------------------------|--------------------------------------|--|-------------------------------------|--------------------------|--------------------|--|--------------------------------------|---------------------------------|---------------------------------|--|--|--------------------|---|---------------------------------|----------------------|
| | | Lesley Roth PIC | Eli Lechter Project Manager | Prayag Bagde Urban Designer | Yashasvi Tulchiya Urban Planner | Geoff Dickenson PM | Caitlin Johnson VP | Staff Associate | Courtney Kashima President | Kelsey Zlenor Urban Planner | Sydney VanKuren Associate | Lizbeth Caruzco Associate | Jessica Hardesty Norris Biologist | Kevin Grieser Landscape Biologist | Aiman Duckworth | President | Michael Dahmf Sr. Planner | |
| Hourly Rate | | \$275 | \$150 | \$140 | \$110 | \$300 | \$245 | \$180 | \$200 | \$170 | \$150 | \$135 | \$165 | \$180 | \$165 | \$250 | \$125 | |
| Phase 1: Evaluate | | | | | | | | | | | | | | | | | | \$110,830 |
| 1.1 Kick Off Meeting | 57 | 4 | 4 | 8 | 4 | 2 | 2 | | 2 | 7 | 8 | 8 | 2 | 2 | | 2 | 2 | \$9,660 |
| 1.2 Data Collection and Analysis/Review of Previous Plans | 54 | 2 | 4 | 8 | 8 | 2 | 2 | | 2 | 2 | 4 | 4 | 2 | 4 | 4 | 2 | 4 | \$8,830 |
| 1.3 Market Analysis | 192 | 8 | 4 | 20 | 20 | 20 | 40 | 80 | | | | | | | | | | \$38,000 |
| 1.4 Existing Conditions Report | 212 | 8 | 8 | 40 | 40 | 4 | 8 | 8 | 4 | 4 | 4 | 4 | 16 | 16 | 16 | 16 | 16 | \$34,780 |
| 1.5 Public Engagement Plan | 34 | 4 | 4 | | | | | | 2 | 8 | 8 | 8 | | | | | | \$5,740 |
| 1.6 Advisory Committee Meeting | 32 | 4 | 4 | 4 | 4 | | | | 4 | 4 | 4 | 4 | | | | | | \$5,320 |
| 1.7 City Council Roundtable Discussion | 40 | 20 | 20 | | | | | | | | | | | | | | | \$8,500 |
| Deliverables: Existing Conditions Report, Public Engagement Plan, Market Analysis | 621 | | | | | | | | | | | | | | | | | |
| Phase 2: Evaluate | | | | | | | | | | | | | | | | | | \$98,890 |
| 2.1 Key Person Interviews | 80 | 8 | 8 | 16 | 8 | | 4 | 4 | 8 | 8 | 8 | 8 | | | | | | \$13,460 |
| 2.2 Interdepartmental Meeting | 20 | 4 | | 4 | 4 | | | | 4 | 4 | | | | | | | | \$3,580 |
| 2.3 Public Meeting #1 | 92 | 4 | 4 | 12 | 12 | | 4 | | 8 | 16 | 16 | 12 | 4 | | | | | \$14,680 |
| 2.4 Vision and Goals Statement | 132 | 4 | 8 | 36 | 36 | 2 | 2 | | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 8 | 8 | \$20,050 |
| 2.5 Community Survey | 48 | 4 | 4 | 8 | 8 | | | | 4 | 8 | 4 | 8 | | | | | | \$7,540 |
| 2.6 Key Topic Area Definition | 192 | 12 | 16 | 32 | 40 | | | | 8 | 16 | 16 | 16 | 8 | 8 | 4 | 8 | 8 | \$29,880 |
| 2.7 Key Topic Area Working Group | 24 | 4 | 4 | 4 | 4 | | | | 4 | 4 | | | | | | | | \$4,180 |
| 2.8 Advisory Committee Meeting #2 | 16 | 4 | 4 | 4 | | | | | 4 | | | | | | | | | \$3,060 |
| 2.9 City Council Presentation | 12 | 4 | | 4 | | | | | 4 | | | | | | | | | \$2,460 |
| Deliverables: Key Topic Area Definition and Framework, Vision and Goals Statement, meeting minutes, workshop materials | 616 | | | | | | | | | | | | | | | | | |

Staff Hours & Fees

| | Total | Lamar Johnson Collaborative Urban Design, Planning, Land Use Analysis | | | | SB Friedman Economic Development | | | MUSE Community + Design Public Engagement | | | | Bio Habitats Ecological Design | | | Ruettiger, Tonelli & Associates Transportation Planning | | Total Fee by Task |
|--|------------|--|-----------------------------------|--------------------------------------|--|-------------------------------------|--------------------------|--------------------|--|--------------------------------------|---------------------------------|---------------------------------|--|--|--------------------|---|---------------------------------|----------------------|
| | | Lesley Roth PIC | Eli Lechter Project Manager | Prayag Bagde Urban Designer | Yashasvi Tulchiya Urban Planner | Geoff Dickenson PM | Caitlin Johnson VP | Staff Associate | Courtney Kashima President | Kelsey Zlenor Urban Planner | Sydney VanKuren Associate | Lizbeth Caruzco Associate | Jessica Hardesty Norris Biologist | Kevin Grieser Landscape Biologist | Aiman Duckworth | President | Michael Dahmf Sr. Planner | |
| Hourly Rate | | \$275 | \$150 | \$140 | \$110 | \$300 | \$245 | \$180 | \$200 | \$170 | \$150 | \$135 | \$165 | \$180 | \$165 | \$250 | \$125 | |
| Phase 3: Enhance | | | | | | | | | | | | | | | | | | \$22,380 |
| 3.1 Advisory Committee Meeting #3 | 68 | 4 | 8 | 16 | 8 | | | | 4 | 8 | 4 | 4 | 4 | | | 4 | 4 | \$10,880 |
| 3.2 Public Workshop #2 | 58 | 4 | 4 | 8 | 8 | | | | 2 | 8 | 8 | 8 | | | | 4 | 4 | \$9,240 |
| 3.3 City Council Meeting | 12 | 4 | 4 | 4 | | | | | | | | | | | | | | \$2,260 |
| Deliverables: Meeting minutes | 138 | | | | | | | | | | | | | | | | | |
| Phase 4: Empower | | | | | | | | | | | | | | | | | | \$181,110 |
| 4.1 Subarea Roundtable Discussions | 156 | 16 | 16 | 24 | 24 | 8 | 8 | 8 | 4 | 8 | 8 | 8 | 8 | 8 | | 8 | | \$27,800 |
| 4.2 Subarea Planning Framework | 468 | 24 | 24 | 144 | 80 | 8 | 16 | 32 | 8 | 16 | 12 | 8 | 8 | 16 | 24 | 8 | 40 | \$73,600 |
| 4.3 Draft Comprehensive Plan | 372 | 16 | 24 | 80 | 80 | 2 | 6 | 12 | 4 | 12 | 16 | 16 | 8 | 24 | 24 | 8 | 40 | \$56,230 |
| 4.4 Advisory Committee Meeting #4 | 32 | 4 | 4 | 4 | 4 | 4 | 4 | | 4 | 4 | | | | | | | | \$6,360 |
| 4.5 Interdepartmental Meeting | 32 | 4 | 4 | 4 | 4 | 4 | 4 | | 4 | 4 | | | | | | | | \$6,360 |
| 4.6 City Council Meeting | 12 | 4 | 4 | 4 | | | | | | | | | | | | | | \$2,260 |
| 4.7 City Council Roundtable Discussion | 40 | 20 | 20 | | | | | | | | | | | | | | | \$8,500 |

Staff Hours & Fees

| | Total | Lamar Johnson Collaborative Urban Design, Planning, Land Use Analysis | | | | SB Friedman Economic Development | | | MUSE Community + Design Public Engagement | | | | Bio Habitats Ecological Design | | | Ruettiger, Tonelli & Associates Transportation Planning | | Total Fee by Task |
|--|-------|--|--------------------------------|--------------------------------|------------------------------------|-------------------------------------|-----------------------|--------------------|--|--------------------------------|------------------------------|------------------------------|--------------------------------------|--------------------------------------|-----------------|--|------------------------------|-------------------|
| | | Lesley Roth PIC | Eli Lechter Project Manager | Prayag Bagde Urban Designer | Yashasvi Tulchiya Urban Planner | Geoff Dickenson PM | Caitlin Johnson VP | Staff Associate | Courtney Kashima President | Kelsey Zlenor Urban Planner | Sydney VanKuren Associate | Lizbeth Caruzco Associate | Jessica Hardesty Norris Biologist | Kevin Grieser Landscape Biologist | Aiman Duckworth | President | Michael Dahmf Sr. Planner | |
| Hourly Rate | | \$275 | \$150 | \$140 | \$110 | \$300 | \$245 | \$180 | \$200 | \$170 | \$150 | \$135 | \$165 | \$180 | \$165 | \$250 | \$125 | |
| Phase 5: Empower | | | | | | | | | | | | | | | | | | \$83,920 |
| 5.1 Final Comprehensive Plan | 188 | 8 | 16 | 40 | 40 | 4 | 8 | 8 | 4 | 4 | 4 | | 4 | 8 | 8 | 8 | 24 | \$29,700 |
| 5.2 Implementation Plan | 80 | 8 | 8 | 16 | 24 | 6 | 8 | | 4 | 4 | | | 2 | | | | | \$13,850 |
| 5.3 Public Workshop #3 | 54 | 4 | 4 | 8 | 8 | | | | 2 | 6 | 8 | 8 | 4 | | | 2 | | \$8,560 |
| 5.4 Advisory Committee Meeting #5 | 20 | 4 | 4 | | 4 | | | | 4 | 4 | | | | | | | | \$3,620 |
| 5.5 Interdepartmental Training (by staff) | 14 | 4 | | | | | | | 4 | 6 | | | | | | | | \$2,920 |
| 5.6 Final Revisions | 75 | 8 | 8 | 16 | 24 | 1 | 2 | 4 | 4 | | | | 4 | | | 4 | | \$12,250 |
| 5.7 Public Hearing | 431 | 4 | | | | | | | | | | | | | | | | \$1,100 |
| 5.8 City Council Adoption Meeting | | 4 | 4 | 4 | | 4 | 4 | | 4 | | | | | | | | | \$5,240 |
| 5.9 Executive Summary | | 8 | 8 | 8 | 16 | | | | 2 | | | | | | | | | \$6,680 |
| Deliverables: Final Comprehensive Plan, Executive Summary, Implementation Plan, meeting minutes | 862 | | | | | | | | | | | | | | | | | |
| TOTAL HOURS | | 250 | 260 | 580 | 512 | 71 | 122 | 156 | 120 | 169 | 136 | 128 | 78 | 90 | 84 | 82 | 150 | |
| TOTAL HOURS | | \$68,750 | \$39,000 | \$81,200 | \$56,320 | \$21,300 | \$29,890 | \$28,080 | \$24,000 | \$28,730 | \$20,400 | \$17,280 | \$12,870 | \$16,200 | \$13,860 | \$20,500 | \$18,750 | \$497,130 |
| Team/City Coordination Meetings | | 48 | | | | 48 | | | 48 | | | | 48 | | | 48 | | \$57,120 |
| Project Participant Stipends | | | | | | | | | | | | | | | | | | \$10,000 |
| TOTALPROJECT COST | | | | | | | | | | | | | | | | | | \$564,250 |

Fee Clarifications/ Reimbursable Expenses

DELIVERABLE ESTIMATED DIRECT COST/ EXPENSES

The proposed costs are estimates for anticipated deliverables:

- 20 copies Adoption Version of Plan (full bleed, full color, double sided) up to 100 pages: \$3,500
- Workshop materials (up to 15, 24x36 boards per workshop): \$3,000
- Flyers, hand outs and other materials: \$1,000
- Paid content (social media) (18-24 months): TBD
- Translation of Draft and/or Final Documents: \$1,000
- Project branded collateral: \$5,000

REIMBURSABLE AND/OR ADDITIONAL EXPENSES

In addition to compensation for the Design Services, LJC and its Consultants shall be authorized and reimbursed for out of pocket expenses in connection with the project and are anticipated to be up to 3% of the project costs.

These expenses include:

- Expense of transportation in connection with the Project; limited to expenses in connection with authorized out-of-town travel; and fees paid for securing approval of authorities having jurisdiction over the Project.
- For assignments where the compensation is on an hourly rate basis, postage and handling of Drawings, Specifications and other documents; and expense of long distance telecommunications.
- Expense of reproduction of all documents for scheduled progress printings when incurred by Lamar Johnson Collaborative, postage for shipping progress print documents to City of Joliet and/or Contractor.
- Expense of photography, professional renderings and illustrations, and physical models.
- City of Joliet shall pay directly for the above types of expenses. Lamar Johnson Collaborative will arrange for billing such expenses directly to City of Joliet in so far as is practical. All other expenses are included in Compensation.
- Reimbursable Expenses - In addition to compensation for the Design Services, LJC and its Consultants shall be

authorized and reimbursed for out of pocket expenses in connection with the project. These expenses include:

1. Expense of transportation in connection with the Project; limited to expenses in connection with authorized travel.
 2. Expense of reproduction of all documents for scheduled Progress Printings when incurred by LJC, postage for shipping progress print documents to the CLIENT and/or Contractor.
 3. Expense of photography, professional renderings and illustrations, and physical models.
 4. Refreshments for meeting participants
- Should the City of Joliet chose to direct invoice a printer of their choosing for agreed deliverables, LJC will create print-ready files and coordinate with the printer to ensure the deliverables meet expectation.
 - Project-related expenses shall be reimbursed at 1.10 times the actual amount if paid within 30 days of invoice receipt otherwise there will be a 1% per month handling carry charge. The compensation and reimbursable expenses are net of all taxes.
 - Meetings in addition to those specifically identified in the scope of work will be changed an hourly rate.

CHICAGO

35 E Wacker Dr., Suite 1300
Chicago, IL 60601

KANSAS CITY

2100 Central St., Suite 01G
Kansas City, MO 64108

LOS ANGELES

8590 National Blvd
Culver City, CA 90232

PHOENIX

2398 E. Camelback Rd, Suite 520
Phoenix, AZ 85016

ST. LOUIS

2199 Innerbelt Business Center Dr.
St. Louis, MO 63114



City of Joliet

150 West Jefferson Street
Joliet, IL 60432

Memo

File #: TMP-8298

Agenda Date: 3/5/2025



Phillip Walters
17 Cherry St. N
Asheville, NC 28801
816-752-3001
Phillip@urbanthree.com

March 11, 2024

City Manager's Office
150 W. Jefferson Street
Joliet, IL 60432

Re: Economic Analysis for the City of Joliet, IL

Thank you for the opportunity to submit our proposal to conduct an Economic Analysis for the City of Joliet, IL. This proposal has been broken down into phases. We look forward to potentially working with your team to provide insights and useful metrics of the fiscal health of your community.

We look forward to hearing your thoughts on our proposal and welcome any questions you and your team may have. This proposal is valid until June 30, 2024.

Respectfully,

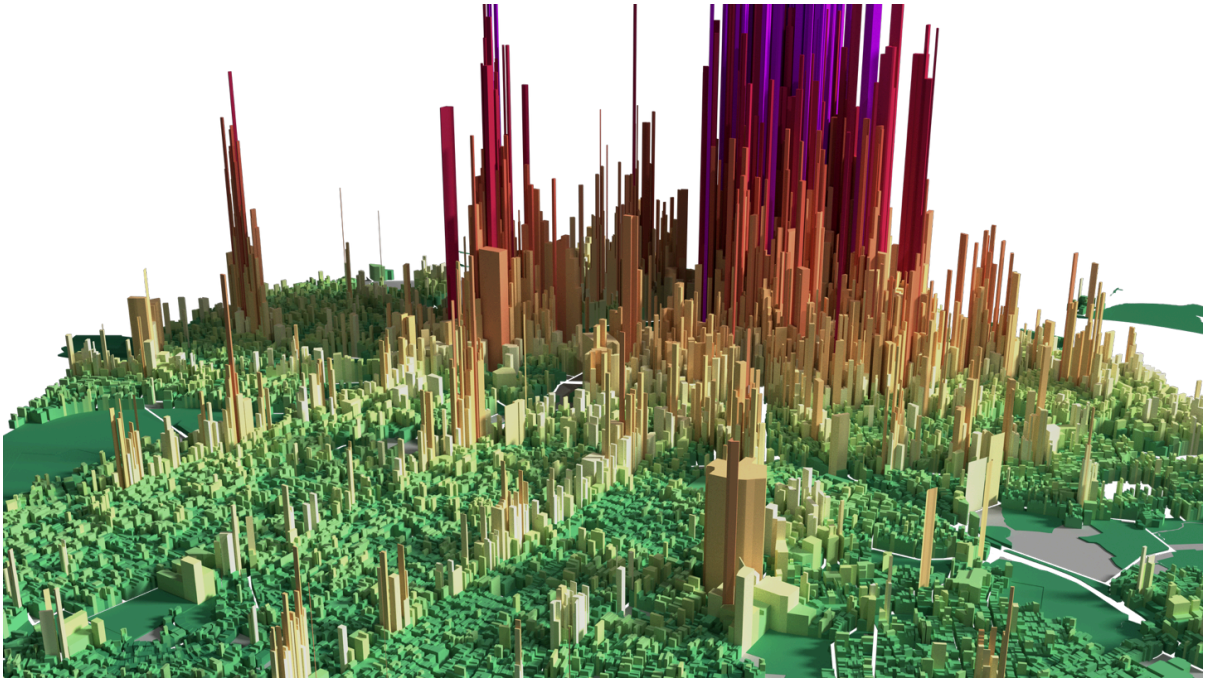
A handwritten signature in black ink that reads 'Phillip Walters'.

Phillip Walters
Project Manager

WHO IS URBAN3?

Urban3 is a consulting firm specializing in land value economics, property tax analysis and community design. Our approach bridges the gap between economic analysis, public policy and urban design. Our work will empower your community with the ability to promote development patterns that both secure its fiscal condition and create a strong sense of place.

We provide communities with an in-depth understanding of their financial health and built environment by measuring data and visualizing the results.



*Taxable Value Per Acre
Auckland, NZ*

WHY DOES UNDERSTANDING COMMUNITY FISCAL HEALTH MATTER?

Mapping and analyzing the financial health of a community helps policymakers and practitioners prioritize capital improvements and community design decisions.

Our method simplifies complex information to include everyone in real conversations about community growth. Through our visualizations, communities have the resources to make informed decisions about future development.

Urban3 analyzes the fiscal implications of differential patterns of development down to the level of individual parcels but at the scale of entire communities. This typically entails processing tax assessment data at the province or metropolitan area level and often includes multiple sources of information such as retail sales, income and other economic metrics.

Beyond processing the data itself, Urban3 provides a uniquely comprehensive examination of fiscal health that combines local development history, the implications of policy, and our experience with different finance systems around the world. We also provide analysis and insights on the long term fiscal impact of infrastructure investments.

We have worked with over 170 communities in the United States, New Zealand, Canada and Australia to conduct economic analyses of community fiscal health. Urban3 did not invent the value per acre analysis, but we have helped make it an industry standard for measuring the fiscal health of communities. The value per acre analysis is an invaluable metric in demonstrating the potency of varying land uses within the context of cities and counties. In a sea of data, we believe that a simple method, image, or metric can summarize volumes with clarity.

We're not your typical economic consulting firm.

We're driven by data. We make a quantifiable case for better city and City planning and more fiscally sustainable growth using a tailored approach; we back up our stories with research and numbers using cutting-edge scenario tools.

We're creative storytellers. We use our visuals to tell unique, compelling, community-driven stories—so everyone taking part in the planning process understands their local economic story, no matter their life experiences.

We make the complex human. We demystify tax codes, urban planning jargon, and municipal finance data, allowing all stakeholders to clearly understand the economic impact of development during any planning process.

We're pragmatic change makers. At our core, we believe that change happens through meaningful conversations that everyone can participate in.

We have an eye for design. Though we love numbers, we also speak the language of urban designers. Our approach to scenario modeling examines communities through the lens of design, not just economics and data.

We're pioneering the industry. We were the first firm to ever visualize a community's value per acre, and illustrate the impacts of land use on municipal economic health in 3D. We are also the first firm in the world to visualize the cost of infrastructure on a parcel level, city-wide in 3D.

We work all over the country and the world. We're tax system experts, and we use our experience to help you innovate. We have conducted business in over 170 communities and 35 states in the United States, as well as communities in New Zealand, Canada, and Australia.

THE PEOPLE OF URBAN3

Joseph Minicozzi, AICP, Principal



Mr. Minicozzi will lead the team for this project and present the final results in a public setting if desired. Under Joe's leadership, Urban3's work in pioneering geospatial representations of economic productivity has prompted a paradigm shift in understanding the economic potency of urbanism and the value of well-designed cities. Through Joe's direction, our analysts create visualizations to provide communities with the resources to make informed decisions about future development and its financial impacts.

Phillip Walters, Project Manager



Mr. Walters is a senior analyst at Urban3. He brings together the perspectives of economics, data analysis, and good planning to find usable insight. With 8 years of public sector experience and strong analysis skills, he endeavors to help the public understand the underpinnings of how land use decisions will change their future. Phillip will manage the day-to-day project flow, including scheduling all client calls, meetings and milestones with the analysts.

Adam Carr, AICP, Geospatial Analyst



Mr. Carr has experience at the local government level and recognizes social, economic, and environmental issues that places face. His spatial data analysis and planning expertise provides a strong foundation for considering solutions to planning and development challenges. His approach is to help communities reach their goals by understanding what makes them special and by evaluating opportunities to grow equitably and sustainably.

Leah Handwerker, Geospatial Analyst



Ms. Handwerker had always been an advocate for the natural environment, but her studies forged a deep fascination with the relationship of the human/built environment within the natural world. Leah believes mapping is a vital tool to help visualize this relationship and appreciates its unique intersection as both art and science. Leah will be assisting the Lead Analyst to analyze data and create 3D visualizations.

Taylor Schenker, Geospatial Analyst



Ms. Schenker holds a graduate degree in Resilient and Urban Planning from Clemson University. Taylor grew up on the coast of Maine, where she found her passion for environmentally friendly and equitable design. Academically trained as both an Economist and Urban Designer, her work focuses on financial assessment through climate and social lenses, and data visualization.

Ti Decker, Geospatial Analyst



Ti, who has a passion for public policy and spatial planning, focused their graduate studies on ecological sustainability. Their most recent project is redesigning the downtown area of Chicago to be more flood resistant with nature-based pollutants. Tia brings systems-based thinking to the team while giving the perspective of ecological sustainability and climate change to projects.

Billy Cooney Geospatial Analyst



Mr. Cooney, who has a background in GIS and urban designs, brings visual communication and maps as centerpieces to community conversations about land use planning and development. His goal in any capacity is to use research, data, and community involvement to create places that are equitable, sustainable, and beautiful.

Gurleen Kaur, Geospatial Analyst



Ms. Kaur's interests lie in urban economics, settlement sociology, and the exploration of urban fabrics across different regions. She is particularly intrigued by the intersection of urban policy and data analytics, as she believes that leveraging data-driven insights along with recognizing the intangible aspects of human settlements can lead to more informed decisions and better social outcomes within cities.

JOLIET'S FISCAL HEALTH ANALYSIS

WHAT IS THE FLOW OF THE PROJECT?



PHASE 1: REVENUE MODELING

START AT THE BEGINNING: WE USE YOUR EXISTING DATA

Prior to commencing our economic analysis for the City of Joliet, the Urban3 team will work with your staff to gather all necessary property assessment and parcel data from various departments from the city and Will and Kendall counties. In addition, Urban3 will work with the appropriate departments to receive any other data applying to geospatially related revenue streams. This process may include organizing, cleaning, and translating the data across many formats, to ensure we can analyze these various revenue streams on an apples-to-apples basis.

Urban3's analytic method focuses on normalizing tax values on a per-acre basis. Parcel data with ownership, tax values, exemptions, and building information is cataloged and processed. Many times, there are anomalies in Tax Assessor's files that misrepresent acreage amounts or allocate tax values across multiple semi-related parcels. Our team will dedicate time to correcting and synthesizing different tax parcel data for the City as needed.

CREATING YOUR 3D MODEL

After the parcel and all tax data are processed and all errors are corrected, Urban3 will move on to visualizing the information. While we use a variety of visual techniques, the

primary method for displaying value per acre and revenue metrics is with ESRI's ArcScene. ArcScene's ability to create three-dimensional representations of land value, tax value, and value per acre trends in vertical "spikes" displays a huge amount of information in just a quick glance. Market variability and inequitable tax valuations, and of course, value per acre efficiency across Joliet will be easily displayed in 3D using ArcScene. Also, tax millage rates from the City will be applied to parcel data to show the amount of taxes each development or area actually pays, versus its assessed tax value.

RETAIL TAX ANALYSIS APPROACH

In Illinois, sales tax is a vital revenue source for cities. We will work with City staff to contact the state Department of Revenue to gather the sales tax data. Urban3 has worked with dozens of communities across the country, to obtain and map sales tax data at a spatially meaningful level, while still maintaining business privacy. We have been able to map this data in 10 states and plan to do so in Joliet. We have a proven approach with several state departments of revenue and representatives from these departments are willing to speak with and vouch for our approach

BUILDING YOUR COMMUNITY'S ECONOMIC STORY

Following the data processing and analysis, our analysts work with Mr. Minicozzi to storyboard all the findings. Over a period of days, our staff conducts a deep dive into all the data outputs. From this, we will create a holistic economic story for the City that will illustrate the impacts of various development types on the City's long-term municipal finances.

REVENUE ANALYSIS DELIVERABLES

- Visualization of the relative economic potency of land uses in the City of Joliet using both 2D and 3D graphics, including property and retail tax revenue streams
- An isolated analysis of various land use patterns within your community
- Analysis of statewide and local tax systems and creation of graphics to share this information in an easy-to-understand format with citizens
- Value per acre and productivity comparisons within the City
- An analysis of the taxable vs. nontaxable land in the City of Joliet
- Comparison of the economic potency of the downtown within the City as a ratio
- Comparative analysis of economic potency of different housing typologies, both single-family and mixed-use
- Comparative analysis of commercial properties by type and their economic potency
- Comparing economic productivity of varying property types City-wide
- Materials for community workshops and advisory meetings
- Virtual participation in up to 6 advisory committee or council roundtable meetings to review

PHASE 1: REVENUE MODELING BUDGET

| Task | Position | | Total |
|---------------------------------------|-------------------------|-------|----------|
| Data Collection & Existing Conditions | Analyst | | \$2,768 |
| | Principal | | \$762 |
| Virtual Site Visit | Analyst | | \$1,038 |
| Model Processing | Analyst | | \$6,920 |
| Model Analytics | Analyst | | \$6,228 |
| Retail Tax Analysis | Analyst | | \$1,384 |
| | Lead Analyst | | \$1,248 |
| Economic Analysis & Graphic Creation | Analyst | | \$5,536 |
| | Lead Analyst | | \$1,664 |
| | Principal | | \$762 |
| Storyboarding | Analyst | | \$346 |
| | Lead Analyst | | \$416 |
| | Principal | | \$762 |
| Build Presentation | Analyst | | \$3,114 |
| | Graphics Specialist | | \$4,416 |
| | Principal | | \$1,524 |
| Project Management | Project Manager/Planner | | \$4,818 |
| Administration | Administrative | | \$498 |
| | | TOTAL | \$44,204 |

PHASE 2.1: FISCAL AUDIT ANALYSIS

As a next step in determining the long-term financial sustainability of the City, Urban3 will explore a Fiscal Audit analysis, on a departmental level, in order to assist policymakers, city staff, and the community of Joliet in understanding the role development patterns play in influencing road and utility costs. This project phase will present and compare the recently created Revenue Model (Property Taxes, Sales Taxes, and Fees) with a cost model (All relevant infrastructure, including streets and pipes). When revenue streams are netted against the costs, it will help the City understand the net position of the community.

HOW IS INFRASTRUCTURE FUNDED?

STEP 1: FISCAL RESEARCH

Urban3 will examine the sources and uses for City finances and catalog the mechanisms that fund local services, infrastructure, and capital projects. Our particular focus will be on public goods with a significant cost and that are spatially relevant. This invariably leads us to the lifecycle cost of the infrastructure model.

In our experience, we have found that community productivity is usually the opposite of perception once the 'net' position is modeled. We have also found in past projects that perceived revenue sources and connections differ from reality. This research process provides a clear picture of the sources and magnitudes of the community's revenue sources and cost drivers. We will leave you with an understanding of where feedback exists between land use choices and revenue while highlighting how infrastructure is actually paid for by the City.

STEP 2: FISCAL AUDIT

Our audit process bundles various aspects of municipal accounting and cash flows, which are usually disaggregated, with fixed infrastructures. This is a more comprehensive investigation of revenue since capital revenue can be opaque. We accomplish this through a combination of researching published materials such as the annual budget, capital improvement plan, and annual financial report.

In order to calibrate our model to Joliet's unique conditions, we will interview City staff to understand how infrastructure is funded and the local cost of infrastructure.

STEP 3: INFRASTRUCTURE LIABILITY ANALYSIS

The fixed infrastructure in a community such as a road network, the stormwater system, and water/wastewater pipes and facilities are typically its largest financial obligation. The true scale of that obligation can be obscured by accounting practices and general biases ignoring their perpetual lifespan. For this procedure in the analysis, we will assemble, map, and measure all the available sources of cost. The analysis will focus heavily on the road network since it's likely the biggest direct liability the City is responsible for. We will also include utilities and spatially relevant operating systems. In order to map and properly account for these elements we will engage in some data correction with staff. Typical

corrections include addressing anomalies, fixing road topology issues, and preparing street and pipe data for analysis.

With an understanding of the physical quantity of the community's infrastructure, we can then seek to quantify it in terms of the revenue needed. Our cost methodology differs from the status quo Government Finance Officers Association (GFOA) standards and incorporates the perpetual lifecycle costs of a City. Our process incorporates the relationship between development and the infrastructure that serves it in the present. We look at the long-term lifecycle cost of a unit of infrastructure broken down to a yearly sum over that period and incorporate similar asset management methodologies in practice in the private sector. We will start with our own cost coefficients for the mapped infrastructure and calibrate them with input from staff.

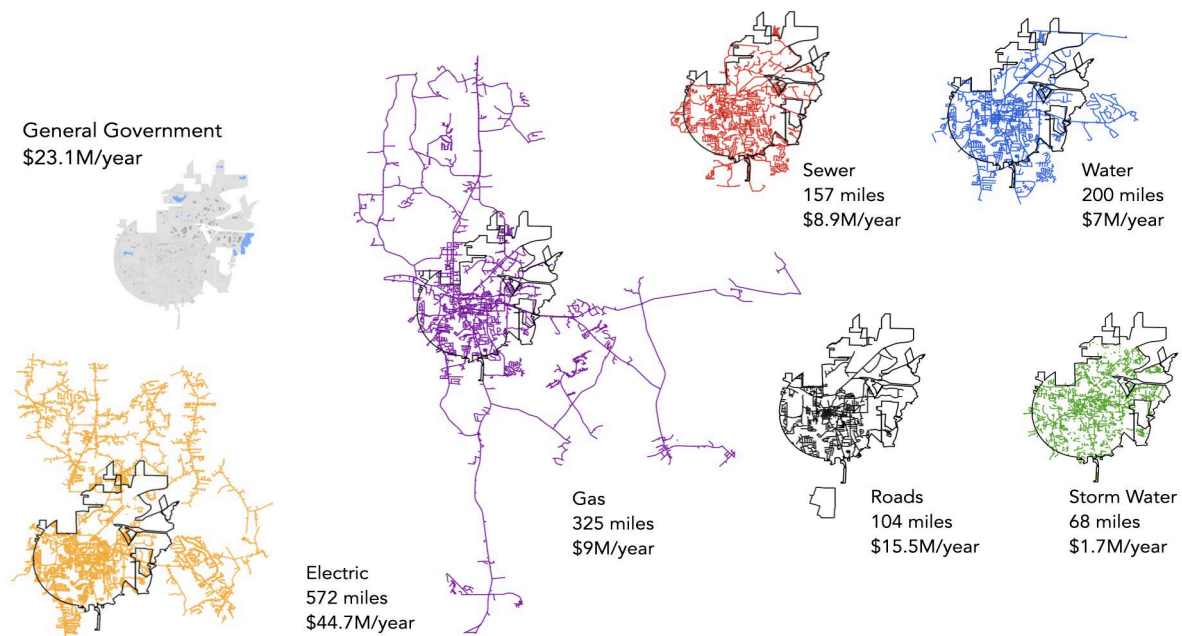


Figure 3: Length and cost associated with different services in Covington, GA

FISCAL AUDIT ANALYSIS DELIVERABLES

- Demonstration of revenue and expenses of the existing budget and needed resources
- Visualization and analysis of the length and liability of road and utility infrastructure
- Case Study of development decisions and infrastructure cost and revenue implications
- Analysis of infrastructure lifecycle liabilities
- Materials for community workshops and advisory meetings
- Up to 4 virtual participation meetings with the project manager in appropriate advisory committee or council roundtable meeting

PHASE 2.1: FISCAL AUDIT ANALYSIS BUDGET

| Task | Position | | Total |
|---|-------------------------|------------|----------|
| Fiscal Research & Cost Data Collection | Analyst | | \$3,114 |
| | Lead Analyst | | \$1,248 |
| Staff Data Meetings | Analyst | | \$1,038 |
| Cost Data Correction & Model Processing | Analyst | | \$4,671 |
| | Lead Analyst | | \$2,496 |
| Model Analytics | Analyst | | \$2,076 |
| | Lead Analyst | | \$1,248 |
| Economic Analysis & Graphic Creation | Analyst | | \$6,228 |
| | Lead Analyst | | \$2,496 |
| | Principal | | \$2,286 |
| Storyboarding | Analyst | | \$692 |
| | Lead Analyst | | \$832 |
| | Principal | | \$1,524 |
| Build Presentation | Analyst | | \$2,768 |
| | Graphics Specialist | | \$4,416 |
| | Principal | | \$1,524 |
| Development Evaluator Tool | Analyst | | \$3,114 |
| Project Management | Project Manager/Planner | | \$2,628 |
| Administration | Administrative | | \$498 |
| | | TASK TOTAL | \$44,897 |

PHASE 2.2: FISCAL MAPPING

Urban3 will evaluate the fiscal sustainability of the City's development footprint. The analysis will determine if its current footprint pays for itself and what the cash flow will be over time given long-term infrastructure liabilities. By visualizing which land use and development types contribute to revenue and required spending, we will leave the community with an understanding of the feedback between land use decisions and future cost and revenue ramifications.

The analysis will include how the City's revenue compares to the long-term maintenance, operations, and replacement needs. The results from this analysis will enable a data-driven discussion, allowing the City to use data when considering infill, potential annexation, or determining what types of development to incentivize. The land use conclusions that it provides will serve as decision-making tools for future growth. It also provides the materials for projecting costs for Joliet's development scenarios.

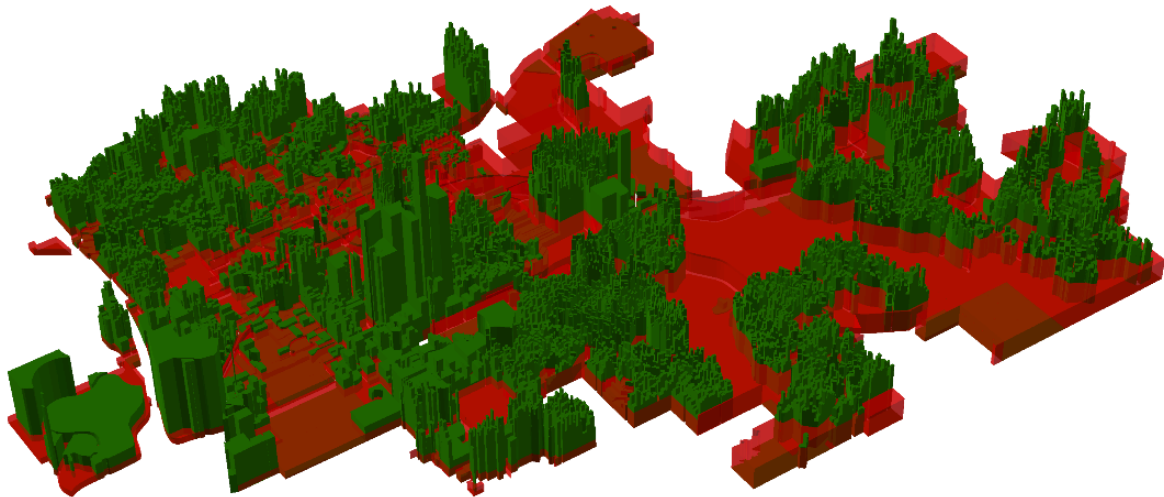


Figure above: Aggregated Cost and Revenue 3D Model for Oviedo, FL.

FISCAL MAPPING DELIVERABLES

- Analyses of existing City-wide model of infrastructure maintenance obligations and revenues from varying development patterns
- Long-term revenues and costs considerations for different development patterns
- Development Evaluator tool in hands on excel format
- Materials for community workshops and advisory meetings
- 2 virtual participation meetings in appropriate advisory committee or council roundtable meetings

PHASE 2.2: FISCAL MAPPING BUDGET

| Task | Position | | Total |
|--------------------------------------|-------------------------|------------|----------|
| Model Analytics | Analyst | | \$5,709 |
| | Lead Analyst | | \$2,288 |
| Economic Analysis & Graphic Creation | Analyst | | \$3,114 |
| | Lead Analyst | | \$1,248 |
| | Principal | | \$2,286 |
| Storyboarding | Analyst | | \$692 |
| | Lead Analyst | | \$832 |
| | Principal | | \$762 |
| Build Presentation | Analyst | | \$2,768 |
| | Graphics Specialist | | \$2,208 |
| | Principal | | \$1,524 |
| Project Management | Project Manager/Planner | | \$2,190 |
| Administration | Administrative | | \$498 |
| | | TASK TOTAL | \$26,119 |

PHASE 1 & 2 OUTCOMES

HOW TO PLAN FOR YOUR COMMUNITY'S FUTURE FINANCIAL HEALTH

The results of our analysis of the City of Joliet will clearly demonstrate the economic potency of the downtown within the City. Because of the scale of the analysis, you will be able to see the economic effects of varying types of development within the same market. Your community can utilize the findings from the study to inform potential adjustments to public policy to maximize both the downtown area and the City's fiscal productivity.

Through our analysis, the City of Joliet will glean information about the development patterns in the community, leading to stronger decision-making based on the public's return on investment. It is sometimes assumed that budget problems can be solved by creating more growth, yet more growth in unproductive patterns—more cost than revenues—will only increase economic problems. What is needed is an approach that provides transparency regarding the cost of growth and long-term obligations to create a healthy, sustainable fiscal future for your community and the entire City.

HOW LONG WILL THIS TAKE?

To begin the analysis, our project analyst will conduct a virtual site visit. Their work will be to procure data, connect with key members of your team that have the data and can field our questions, as well as make virtual site visits to key properties in the study.

The first phase of the project is the process of gathering and cleaning all data, which takes approximately one month. Upon that process's completion, it will take approximately eight months to conduct the remainder of the analysis. The final presentations and reports will occur in the ninth month, and the final report will be complete by the tenth month.

HOW WILL YOU SHARE THE ANALYSIS WITH OUR COMMUNITY?

The goal of our work is threefold. First, the analysis will assist the City staff with policy recommendations to the council and planning commission or land use-related commissions. Second, Urban3 will work with elected and appointed officials to educate them in cumulative economic thinking, allowing them to understand the true costs of development in a visual way as they make policy decisions. Lastly, we will present our final models to the broader community to inform their understanding of the true costs of development and maintenance, and the relationship to taxation.

At the conclusion of the project, Joe Minicozzi will deliver the results of the analysis in person or virtually. We will rely on your staff to help coordinate and market any public presentations. You know your community best, and you know the critical audiences that need to be engaged. This could be your Chamber, Neighborhood Associations, City and Province Leadership, or general public presentation. Mr. Minicozzi can also conduct workshops with staff and/or Planning Commissioners.

WHAT WILL BE THE LASTING IMPACT OF THE ANALYSIS ON YOUR COMMUNITY?

The final deliverable will be an interactive report of the analysis findings. This document can be put on your City's website, and an executive summary with metrics and benchmarks can be referred to, year over year.

Additionally, Urban3 will provide the City of Joliet with 2D and 3D economic models of the City. These will be delivered as an ESRI map in ArcGIS format, and usable by GIS staff. We will also provide a proposal evaluation tool that provides the estimation of the cost of the infrastructure lifecycle to show the differences in revenue and cost for development decisions. This tool will be helpful to the planning commission and council for development choices.

- Citizens will understand the financial impact of varying development types on their City's current and future budgets as they provide input in any planning process
- Elected officials will have a data-driven understanding of their City's economic development landscape, enabling them to make informed decisions about future development and policy
- We will provide policy recommendations for creating a more fiscally sustainable approach to future development
- A 3D model of your City's property tax revenues, that can be updated on an annual basis

PHASE 1 & 2 OUTCOMES DELIVERABLES

- Public Education Sessions, including presentations of the analysis to your community, audiences determined by City of Joliet staff (2 virtual presentations). These presentations can be divided between phases 1&2, along with regular check ins and previews from the project team.
- Brief visual report summarizing findings and materials for inclusion in larger planning effort
- The delivery of those models, including a full ESRI map, to all relevant City departments

PHASE 1 & 2 OUTCOMES BUDGET WITH IN-PERSON PRESENTATION

| Task | Position | | Total |
|--|---------------------|-------------|----------|
| Final Presentations (in-person) | Principal | | \$12,192 |
| Final Report | Analyst | | \$4,844 |
| | Graphics Specialist | | \$3,312 |
| | | TASK TOTAL | \$20,348 |
| * Expenses are estimates based on standard GSA rates and include food, lodging, and auto/airline travel costs. | | Expenses* | \$3,200 |
| | | GRAND TOTAL | \$23,548 |

PHASE 1 & 2 OUTCOMES BUDGET WITH VIRTUAL PRESENTATION

| Task | Position | | Total |
|-------------------------------|---------------------|------------|----------|
| Final Presentations (virtual) | Principal | | \$2,286 |
| Final Report | Analyst | | \$4,844 |
| | Graphics Specialist | | \$3,312 |
| | | TASK TOTAL | \$10,442 |

PHASE 1 & 2 & OUTCOMES OPTIONS GRAND TOTAL BUDGET

| Analysis | Virtual Presentation | In-Person Presentation |
|------------------------------------|----------------------|------------------------|
| Phase 1: Revenue Analysis | \$44,204 | \$44,204 |
| Phase 2.1: Fiscal Audit Analysis | \$44,897 | \$44,897 |
| Phase 2.2: Fiscal Mapping Analysis | \$26,119 | \$26,119 |
| Outcomes, Report, & Presentations | \$10,442 | \$23,548 |
| GRAND TOTAL | \$125,662 | \$138,768 |

2024 STAFF HOURLY RATES

| Staff | Hourly | Daily |
|-------------------------|--------|---------|
| Administrative | \$83 | \$664 |
| Analyst | \$173 | \$1,384 |
| Graphics Specialist | \$184 | \$1,472 |
| Lead Analyst | \$208 | \$1,664 |
| Principal | \$381 | \$3,048 |
| Project Manager/Planner | \$219 | \$1,752 |

REFERENCES

Name: Randall Whitman

Title: Principal Planner at the City of Springfield, MO

Email: rwhitman@springfieldmo.gov

Phone: 417-864-2027

Name: Shawn Hill

Title: Executive Director at Mountain Town Planners

Email: shawn@mountaintownplanners.org

Phone: 307-413-4514

Name: Timothy Corcoran

Title: Director of Planning at the City of South Bend, IN

Email: tcorcora@southbendin.gov

Phone: 574-235-7692



City of Joliet

150 West Jefferson Street
Joliet, IL 60432

Memo

File #: TMP-8299

Agenda Date: 3/5/2025

**RULES OF THE CITY OF JOLIET
COMPREHENSIVE PLAN ADVISORY COMMITTEE**

I. GENERAL PROVISIONS

A. Authority

The Comprehensive Plan Advisory Committee (the "Committee") shall operate under the authority granted by:

1. Ordinance 18711, adopted by the City Council on January 7, 2025, under Article VII, Section 6(a) of the Illinois Constitution (1970) (Appendix A);
2. The Open Meetings Act, Chapter 102, Section 41, of the Illinois Revised Statutes, as amended;
3. Basic parliamentary procedures; and
4. The provisions outlined in these bylaws.

The City Corporation Counsel shall be consulted on matters where the Committee's powers are unclear.

B. Amendment of Bylaws

These bylaws may be amended by a two-thirds majority vote of a quorum of members. Any proposed amendment must be submitted in writing to the Secretary at least seven (7) days before the meeting in which it is considered. The Secretary shall ensure all absent members receive a copy of the proposed amendment(s).

C. Suspension of Rules

The Committee may suspend any bylaw provision by a two-thirds majority vote of members present at a regular or special meeting, provided a quorum is present.

II. MEMBERSHIP

A. Composition

The Committee shall consist of up to seventeen (17) members who are either residents of Joliet or have demonstrable educational, business, or philanthropic ties to the city.

B. Appointment and Terms

Members shall be appointed by the Mayor with the advice and consent of the City Council for a term of two (2) years, as provided in Section 2-260 of the Municipal Code of Ordinances. Members shall serve until their successors are seated or the Committee is dissolved.

C. Vacancies

Vacancies shall be filled through the same appointment process for the remainder of the unexpired term.

D. Resignations

Members shall provide at least one (1) month's written notice of resignation to the Secretary.

E. Conflict of Interest

Members shall comply with the Joliet Code of Ethics (Section 2-333 et seq. of the Code of Ordinances).

F. Public Statements

Any public statement made by an individual Committee member concerning Committee matters must be preceded by: "The following statement reflects my personal views and not necessarily those of the Committee."

No member shall represent personal opinions as those of the Committee unless formally approved by a vote of the Committee. Violations may result in censure and potential removal as per the enabling ordinance. All public policy statements issued by the Committee shall be sent to the City Council.

III. OFFICERS

A. Election

At the first regular meeting each year, members shall elect a Chairperson and Vice-Chairperson. Nominations must be made and seconded by members; self-nominations are not allowed. Officers shall assume their roles immediately upon election.

In case of an officer's resignation, an election shall be held at the next meeting. If both the Chairperson and Vice-Chairperson are absent, members present shall elect a temporary Chairperson.

The Secretary of the Committee shall be a staff member appointed by the City Manager and shall not be a member of the Committee.

B. Duties

- **Chairperson:** Presides over meetings and performs duties as outlined in these bylaws. The Chairperson shall have the authority to cancel meetings.
- **Vice-Chairperson:** Assumes Chairperson's duties in their absence.

- **Secretary:**, Responsible for meeting minutes, agendas, public notices, and record-keeping.

IV. MEETINGS

A. Regular Meetings

Regular meetings shall be held on the first Wednesday of each month at 10:00 AM in the Joliet Municipal Building or another suitable location. Notices of continued, rescheduled, and canceled meetings shall be posted in accordance with the Illinois Open Meetings Act.

B. Special Meetings

The Chairperson or City Manager may call a special meeting with at least forty-eight (48) hours' notice. Special meetings shall comply with the Open Meetings Act and quorum requirements. Special meeting agendas shall be posted per the Open Meetings Act.

C. Quorum

A majority of the current members shall constitute a quorum.

D. Minutes

The Secretary shall keep minutes of all meetings.

E. Open Meetings

All meetings shall comply with the Illinois Open Meetings Act.

F. Agenda and Information Distribution

The Secretary shall distribute agendas and relevant documents at least five (5) business days before meetings. Special meeting agendas shall be set at the time of request and posted in accordance with the Open Meetings Act.

G. Voting

Each member shall have one (1) vote. A simple majority of those present is required for decisions unless otherwise specified. Voice votes are standard unless a roll call vote is requested or required.

H. Public Comment

The public shall have an opportunity to comment at all meetings. Public comments shall comply with the rules set forth in the Joliet City Code.

I. Rules of Procedure

Meetings shall follow Robert's Rules of Order unless otherwise specified. The presiding officer shall maintain decorum and rule on procedural matters.

V. RECOMMENDATIONS TO PLAN COMMISSION AND CITY COUNCIL

Committee recommendations shall be presented to the Plan Commission and City Council.