RESOLUTION 2017-098     PASSED: AUGUST 14, 2017

AUTHORIZING AN AGREEMENT WITH CAMIROS LTD. FOR THE COMPLETION OF THE ANNIE GLIDDEN NORTH REVITALIZATION PLAN IN AN AMOUNT NOT TO EXCEED $83,550, AND A NO-COST INTERGOVERNMENTAL AGREEMENT WITH NORTHERN ILLINOIS UNIVERSITY CENTER FOR GOVERNMENTAL STUDIES FOR PROFESSIONAL SERVICES RELATING TO THE ANNIE GLIDDEN NORTH REVITALIZATION PLAN.

WHEREAS, the City Council approved the release of the Request for Proposal (RFP) for the Annie Glidden North (AGN) Revitalization Plan in June of 2016, in furtherance of both the discussions started through the housing study, and of the City's 2025 Strategic Goals; and

WHEREAS, in order to work towards the revitalization of the focus area identified in the June 2016 RFP taken from the DeKalb Housing Information Project (DHIP) referred to as the AGN Neighborhood and achieve the goals of stabilization of the neighborhood, economic development, meet basic needs through service providers, decrease crime, address property code issues, create a positive reputation, and attract investment.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF DEKALB, ILLINOIS:

Section 1: That the Mayor of the City of DeKalb be authorized and directed to enter into an Agreement with Camiros Ltd. for the completion of the Annie Glidden North Revitalization Plan in an amount not to exceed $83,550, a copy of which is attached and made part hereto as Attachment A, subject to such changes as shall be acceptable to him with the recommendation of the City Manager.

Section 2: That the Mayor of the City of DeKalb be authorized and directed to enter into a no-cost Intergovernmental Agreement with Northern Illinois University Center for Governmental Studies, a copy of which is attached and made part hereto as Attachment C, for professional services relating to the Annie Glidden North Revitalization Plan, subject to such changes as shall be acceptable to him with the recommendation of the City Manager.

Section 3: That the City Clerk of the City of DeKalb, Illinois, be authorized and directed to attest the Mayor's Signature and shall be effective thereupon.

PASSED BY THE CITY COUNCIL of the City of DeKalb, Illinois, at a Regular meeting thereof held on the 14th day of August, 2017, and approved by me as Mayor on the same day. Passed by a 7-0-1 roll call vote. Aye: Jacobson, Finucane, Marquardt, Noreiko, Verbic, Faivre, Smith. Nay: None. Absent: Fagan.

ATTEST:

RUTH A. SCOTT, Deputy City Clerk

JERRY SMITH, Mayor
INDEPENDENT CONSULTANT
AGREEMENT FOR SERVICES

This Agreement, made and entered into this 14th day of August, 2017, by and between Camiros, Ltd., an Illinois corporation, with offices at and whose mailing address is 411 South Wells Street, Chicago, Illinois 60607, (referred to as the “CONSULTANT”) and the City of DeKalb, Illinois, whose mailing address is 200 South Fourth Street, DeKalb, Illinois 60115 (referred to as the “CLIENT”).

1. Services:

Consultant agrees to furnish to the City the following services:

See Attachment 1 of this Agreement

Consultant represents that it possesses the skills and knowledge necessary to provide all such services and understands that the City is relying upon such representation. Consultant further acknowledges that Attachment 1 is an integral part of this Agreement and may not be modified except in accordance with a modification to the terms of this Agreement.

2. Term:

Services will be provided as needed and directed by the City beginning on the date of execution of this agreement and continuing, until terminated by either party upon 7 days written notice to the non-terminating party. Upon termination the Consultant shall be compensated for all work performed for the City prior to termination and shall provide to the City all work completed through the date of termination. The City’s issuance of a notice of termination shall function as a stop work order, beyond which the Consultant shall not incur any additional costs without the City’s express, written permission.

3. Compensation:

Consultant shall receive as compensation for all work and services to be performed herein, an amount based on the fee schedule attached hereto as Attachment 1. All payments will be made according to the Illinois State Prompt Payment Act.

Any payment made to the Consultant shall be strictly on the basis of quantum meruit. Any additions to or deductions from the approved total amount of the contract, and any out of scope work shall require prior, written approval from the City. Any work performed without the City’s express, written consent shall be solely at the expense of the Consultant.

For services to be rendered under Attachment 1, Scope of Services, of this agreement CLIENT shall pay CONSULTANT a not to exceed fee of $83,550, including direct expenses. These fees shall cover all professional and technical work undertaken in the performance of Attachment 1 of this Agreement by the CONSULTANT.
All invoices shall be paid within 30 days after CLIENT receipt of CONSULTANT’s invoice. Each invoice shall include a summary of work completed, the number of hours each staff person has devoted to the project during the preceding period, each staff person’s hourly charge rate and the extension of such hourly rate times the amount of time to the half-hour that person has spent working on the project. Invoices will include detail of past payments and amounts still remaining due accurate to the date of invoice. Invoices shall also include a listing and amount due for reimbursable expenses as defined in paragraph 3a below.

3a. Hourly Rates for Professional Service:

Compensation for services to be provided in carrying out services under Component B of Paragraph 2. above, shall be computed on the basis of the following schedule of hourly rates for the professional and support staff engaged in the work. These rates are as follows:

<table>
<thead>
<tr>
<th>Personnel Classification</th>
<th>Hourly</th>
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</thead>
<tbody>
<tr>
<td>Principal Consultant</td>
<td>$125 - $135</td>
</tr>
<tr>
<td>Associates</td>
<td>$95</td>
</tr>
<tr>
<td>Studio</td>
<td>$65</td>
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</tbody>
</table>

3b. Reimbursable Expenses:
The CONSULTANT will be reimbursed 100 percent of direct expenses, including travel, printing, reproduction, mailing, telephone, the purchase of maps, plans and reports, and other out-of-pocket expenses that are related to carrying out the services related to any assignments given under the Scope of Services.

4. Time of Performance and Delays Beyond CONSULTANT’S Control

The services of CONSULTANT shall begin upon receipt by CONSULTANT of an executed copy of this Agreement, and CONSULTANT shall endeavor to complete the PROJECT within thirteen (13) months of receipt of a signed copy of the Agreement. The completion of services by CONSULTANT shall be, among other things, contingent upon the timely receipt from the CLIENT of the data and other reports described above, and upon the timely receipt from the CLIENT of decisions and choices to be made by the staff, Planning Commission and City Council. For the purpose of this Agreement, timely shall mean such decisions and choices are made by the CLIENT and returned to the CONSULTANT not more than 5 working days after receipt of request from CONSULTANT. If the required information and/or choices and decisions are not provided in a timely manner, or if the CLIENT requests CONSULTANT to perform EXTRA WORK not now included as part of Attachment 1, the CONSULTANT may find it necessary to suspend work on the PROJECT or a portion of the PROJECT and may extend its time to perform services under this AGREEMENT by the time necessary to compensate for that delay or additional EXTRA WORK or by a change in the Scope of Services if agreed to by the CLIENT.

CONSULTANT shall not be in default by reason of any failure in performance of this Agreement in accordance of its terms, if such failure arises out of reasonable causes beyond the control and without the fault or negligence of CONSULTANT. Such causes
may include, but are not limited to, the CLIENT'S failure to comply with the terms hereof, acts of God, acts of the government in either its sovereign or contractual capacity, fires, floods, epidemics, strikes and unusually severe weather.

5. Changes

Any changes in this Agreement, including the CONSULTANT Scope of Services (Attachment 1), the list of deliverables (Attachment 2) and any modification of the amount of compensation, shall be first mutually agreed upon by CONSULTANT and CLIENT, and incorporated into a written amendment to this Agreement.

6. Extra Work

If requested and authorized in writing by the CLIENT and approved by CONSULTANT as set forth on the previous page, CONSULTANT will be available to furnish, or obtain from others, EXTRA WORK and be compensated for said work beyond the total not to exceed amount of $83,550 fixed in Paragraph H above. EXTRA WORK can be work of the following type:

6a. EXTRA WORK due to changes or the expansion of work described in Attachment 1 including, but not limited to, changes in size, complexity, or character of the work items.

6b. Additional or extended services including study administration due to: a) the prolongation of the Agreement time through no fault of CONSULTANT, b) the acceleration of the work schedule involving services beyond normal working hours, c) additional copies of reports, d) non- performance of the CLIENT Work Program (Attachment 3) or e) non-delivery of any materials, data or other information to be furnished by the CLIENT and others not within the control of CONSULTANT. Additional meetings with the Planning Commission, general public, or City Council beyond those specified in Attachment 1.

6c. Other additional services requested and authorized by written WORK ORDER by the CLIENT, which are not otherwise provided for under this Agreement.

7. Changes in Rates of Compensation (and Prevailing Wages):

If the Consultant seeks to impose any change in the fee schedule (whether in terms of hourly fee or lump sum fees), then the Consultant shall provide not less than ninety days written notice of its intent to change its fee schedule, and any such change in fee schedule shall require the approval of the City. To the extent applicable, the consultant shall further comply the requirements of the Prevailing Wage Act in that all laborers, mechanics and other workers performing work under this Agreement which is subject to the Prevailing Wage Act shall be paid not less than the general prevailing rate of hourly wage as provided for in 820 ILCS 130/1 et seq. Prevailing wage records must be submitted with each
invoice submitted; invoices submitted without corresponding prevailing wage records will not be processed until the certified payrolls are submitted.

8. Ownership of Records and Documents / Confidential Information:

Consultant agrees to keep and maintain all books and records and other recorded information required to comply with any applicable laws, including but not limited to the Prevailing Wage Act. Consultant agrees to keep such information confidential and not to disclose or disseminate the information to third parties without the consent of the City. Consultant further agrees to keep as confidential any information belonging or relating to the City which is of a confidential nature, including without limitation information which is proprietary, personal, required by law to be confidential, or relates to the business, operations or accounts of the City. This confidentiality shall not apply to material or information, which would otherwise be subject to public disclosure through the freedom of information act or if already previously disclosed by a third party. Consultant acknowledges that the Freedom of Information Act, 5 ILCS 140/1 et seq. (the “Act”) places an obligation on the City to produce certain records that may be in the possession of Consultant. Consultant shall comply with the record retention and documentation requirements of the Local Records Act 50 ILCS 205/1 et seq. and the Act and shall maintain all records relating to this Agreement in compliance with the Local Records Retention Act and the Act (complying in all respects as if the Consultant was, in fact, the City). Consultant shall review its records promptly and produce to the City within two business days of contact from the City the required documents responsive to a request under the Act. If additional time is necessary to comply with the request, the Consultant may request the City to extend the time do so, and the City will, if time and a basis for extension under the Act permits, consider such extensions.

9. Governing Law:

This contract shall be governed and construed in accordance with the laws of the State of Illinois. Venue and jurisdiction for any legal action arising out of or related to this Agreement shall be exclusively fixed in the DeKalb County Circuit Court, DeKalb County, Illinois.

10. Independent Consultant:

The Consultant acknowledges that neither it nor its personnel shall be acting as an employee or official representative of the City for purposes of being offered any protection or coverage under City insurance policies for tort immunity or other legal purposes. The Consultant and City acknowledge that the provisions of this Agreement shall be construed, pursuant to Carney v. Union Pacific Railroad Company, 2016 IL 118984, to provide the City with the right to stop or resume work, to make inspections, to receive reports and to provide recommendations or suggestions pursuant to Section 414 of the Second Restatement of Torts, consistent with the employment of an independent consultant, and that no provision of this Agreement shall be construed as the City retaining control of or having liability for the actions of the Consultant. The City shall have no liability for
Consultant’s selection of personnel, employees or subconsultants, nor for the presence of dangerous conditions on any real property where Consultant is employed.

Consultant shall have sole control over the manner and means of providing the work and services performed under this agreement. The City's relationship to the Consultant under this agreement shall be that of an independent consultant. Consultant will not be considered an employee to the City for any purpose. The parties agree that the Consultant is exclusively responsible for the determination of what work is required to complete the tasks outlined in Attachment 1, and for the means and methods of completing such work. The City's compensation to Consultant shall be limited to that described in Attachment 2 and the City shall not reimburse any expenses, provide any benefits, withhold any employment taxes or otherwise have a financial relationship with Consultant other than payment of the stated compensation. The Consultant shall be solely responsible for withholding of taxes, providing employee benefits, or otherwise complying with applicable laws relating to its employees or consultants.

In the event that the City determines, in its sole discretion, that it is economically advantageous for the City to provide certain supplies or tools for use by Consultant in lieu of paying Consultant to provide the same, the City and Consultant agree that Consultant shall then utilize the City’s equipment or supplies according to its own determination of their best and appropriate use. Consultant shall be responsible for its' own personnel, training, instruction and related matters. Consultant shall be responsible for determining its sequence of performance for required work. Consultant’s work shall be evaluated by the City based upon the end result of such work. Consultant shall be responsible for any expenses incurred by Consultant in the performance of its work, and shall not be authorized, expressly or impliedly, to obligate the City on any debt, contract or other agreement whatsoever. In the event that Consultant is compensated on an hourly basis under the terms of this Agreement, the City and Consultant agree that Consultant’s compensation is usual and customary, based on the terms that Consultant offers its services to the market in general.

11. Certifications:

Executing this Agreement constitutes acknowledgment, acceptance, and certification of the accuracy of the following certifications, and any other certifications required under any applicable law relating to the performance of this Agreement. The Consultant is responsible for identifying all such applicable regulations and certifications, and for compliance with the same.

**Sexual Harassment:** The Consultant certifies that it is in compliance with the Illinois Human Rights Act 775 ILCS 5/1.101, et seq. including establishment and maintenance of sexual harassment policies and program.

**Tax Delinquency:** The Consultant certifies that it is not delinquent in payment of any taxes to the Illinois Department of Revenue in accordance with 65 ILCS 5/11-42.1, and is not delinquent in the payment of any tax, charge or obligation to the City of DeKalb.
Employment Status: The Consultant certifies that if any of its personnel are an employee of the State of Illinois, they have permission from their employer to perform the service.

Anti-Bribery: The Consultant certifies it is not barred under 30 Illinois Compiled Statutes 500/50-5(a) - (d) from contracting as a result of a conviction for or admission of bribery or attempted bribery of an officer or employee of the State of Illinois or any other state.

Loan Default: If the Consultant is an individual, the Consultant certifies that he/she is not in default for a period of six months or more in an amount of $600 or more on the repayment of any educational loan guaranteed by the Illinois State Scholarship Commission made by an Illinois institution of higher education or any other loan made from public funds for the purpose of financing higher education (5 ILCS 385/3).

Felony Certification: The Consultant certifies that it is not barred pursuant to 30 ILCS 500/50-10 from conducting business with the State of Illinois or any agency as a result of being convicted of a felony.

Barred from Contracting: The Consultant certifies that it has not been barred from contracting as a result of a conviction for bid-rigging or bid rotating under 720 ILCS 5/33E-3 (Bid Rigging) or 720 ILCS 5/33-4 (Bid Rotating) or a similar law of another state or of the federal government.

Prevailing Wage: The Consultant certifies that it shall comply with all applicable provisions of the Prevailing Wage Act, and further certifies that it is not in violation of said Act and has not been barred from bidding on this proposal by virtue of a past violation of the Act. A copy of the most recent available list of prevailing wages is attached hereto or has been provided to the Consultant. The Consultant is responsible for regularly updating said list as new prevailing wage rates are made available by the City or by the Illinois Department of Labor. The Illinois Department of Labor posts regular updates to prevailing wage rates on its official website, which is currently www.illinois.gov/idol. This notice is given pursuant to 820 ILCS 130/4 and the balance of the Illinois Prevailing Wage Act, which is incorporated herein by reference as if fully restated.

Drug Free Workplace: The Consultant certifies that it is in compliance with the Drug Free Workplace Act (30 Illinois Compiled Statutes 580) as of the effective date of this contract. The Drug Free Workplace Act requires, in part, that Consultants, with 25 or more employees certify and agree to take steps to ensure a drug free workplace by informing employees of the dangers of drug abuse, of the availability of any treatment or assistance program, of prohibited activities and of sanctions that will be imposed for violations; and that individuals with contracts certify that they will not engage in the manufacture, distribution, dispensation, possession, or use of a controlled substance in the performance of the contract. The Consultant further certifies that it maintains a substance-abuse program and provide drug testing in accordance with 820 ILCS 130/11G, Public Act 095-0635

Responsible Consultant Requirements: The Consultant certifies that it complies with the Illinois Procurement Code and the provisions of Section 30-22 thereof relating to apprenticeship and training, if applicable.

Non-Discrimination, Certification, and Equal Employment Opportunity: The Consultant agrees to comply with applicable provisions of the Illinois Human Rights Act (775 Illinois Compiled Statutes 5), the U.S. Civil Rights Act, the Americans with Disabilities
Act, Section 504 of the U.S. Rehabilitation Act and the rules applicable to each. The equal opportunity clause of Section 750.10 of the Illinois Department of Human Rights Rules is specifically incorporated herein. The Consultant shall comply with Executive Order 11246, entitled Equal Employment Opportunity, as amended by Executive Order 11375, and as supplemented by U.S. Department of Labor regulations (41 C.F.R. Chapter 60). The Consultant agrees to incorporate this clause into all subcontracts under this Contract. The Consultant acknowledges that neither it nor the City shall discriminate on the basis of any protected classification.

Record Retention and Audits: If 30 ILCS 500/20-65 requires the Consultant (and any subconsultants) to maintain, for a period of 3 years after the later of the date of completion of this Contract or the date of final payment under the Contract, all books and records relating to the performance of the Contract and necessary to support amounts charged to the City under the Contract. The Contract and all books and records related to the Contract shall be available for review and audit by the City and the Illinois Auditor General. If this Contract is funded from contract/grant funds provided by the U.S. Government, the Contract, books, and records shall be available for review and audit by the Comptroller General of the U.S. and/or the Inspector General of the federal sponsoring agency. The Consultant agrees to cooperate fully with any audit and to provide full access to all relevant materials.

United States Resident Certification: (This certification must be included in all contracts involving personal services by non-resident aliens and foreign entities in accordance with requirements imposed by the Internal Revenue Services for withholding and reporting federal income taxes.) The Consultant certifies that he/she/it is a: ___ United States Citizen or Corporation ___ Resident Alien ___ Non-Resident Alien. The Internal Revenue Service requires that taxes be withheld on payments made to non-resident aliens for the performance of personal services at the rate of 30%.

Tax Payer Certification: Under penalties of perjury, the Consultant certifies that its Federal Tax Payer Identification Number or Social Security Number is 36-2899015 and is doing business as a (check one): ___ Individual ___ Real Estate Agent ___ Sole Proprietorship ___ Government Entity ___ Partnership ___ Tax Exempt Organization (IRC 501(a) only) __ Corporation ___ Not for Profit Corporation ___ Trust or Estate ___ Medical and Health Care Services Provider Corp.

Authorized in Illinois: The Consultant that it is authorized to lawfully transact business in the State of Illinois, under all applicable Illinois laws and regulations. The Consultant certifies that it shall comply with the Corporate Accountability for Tax Administration Act, 20 ILCS 715/1, et. seq. Where applicable, the Consultant certifies that it is not barred from bidding by virtue of having been adjudicated to have committed a willing or knowing violation of Section 42 of the Environmental Protection Act within the five years preceding this bid, pursuant to 415 ILCS 5/1, et. seq. The Consultant further certifies that it is in compliance with all applicable requirements of the Business Enterprise for Minorities, Females and Persons with Disabilities Act, 30 ILCS 575/1, et. seq.

Export Administration, Supplies, Labor: The Consultant certifies that neither it nor any substantially owned affiliate is participating, nor shall participate, in an international boycott which is in violation of the provisions of the US Export Administration Act of 1979 or the regulations of the US Department of Commerce promulgated under the Act, including but not limited to the requirements of 30 ILCS 582/5. The Consultant further
certifies that no foreign made equipment, materials or supplies furnished under the proposal or agreement have been or will be produced in whole or in part by forced labor, convict labor, or indentured labor, nor made in whole or in part by the labor of any child under the age of 12, under penal sanction pursuant to 30 ILCS 583/1 and 30 ILCS 584/1. The Consultant certifies that steel products used or supplied in the performance of a contract for public works shall be manufactured or produced in the United States, unless the City Manager grants an exception to said requirement, pursuant to 30 ILCS 565/1, et seq.

General Compliance and Certification: The Consultant certifies that it has and will comply with all other applicable laws, regulations, ordinances or restrictions applicable to any component of the bidding process, agreement, or any services or materials provided in connection therewith. The Consultant acknowledges that it is responsible for identifying and complying with all applicable laws, ordinances, rules and regulations, and that it shall indemnify and hold harmless the City of DeKalb from any claim, liability or damages arising out of the failure to identify or comply with any such applicable legal restriction.

12. Indemnification:

The Consultant shall be responsible for any and all damages to property or persons arising out of an error, omission, and/or negligent act in the prosecution of the work or failure to prosecute the work and shall indemnify and hold harmless the City, its officers, agents, and employees from all suits, claims, actions or damages of any nature whatsoever resulting therefrom. The Company shall assume all restitution and repair costs arising out of an error, omission and/or negligence.

The Consultant agrees to indemnify and save harmless the City, including its elected or appointed officials, employees, attorneys and agents (collectively, the “City Indemnitees”) against any and all claims, loss damage, injury, liability, and court costs and attorney’s fees incident thereto, including any claims made by employees of the Consultant or any of their subconsultants, as well as all other persons, resulting directly or indirectly from the work covered by this contract or the equipment used in connection therewith. It is understood that this agreement shall apply to any and all such claims whether resulting from the negligence or the intentional acts of the Consultant, the Consultant’s employees, consultants or subconsultants, the City or City Indemnitees or otherwise, with the single exception of any claim, damage, loss, or expense arising solely out of the intentional misconduct of the City or City Indemnitees. The Consultant is solely responsible for determining the accuracy and validity of any information provided to the Consultant by the City or its representatives. This indemnification shall apply to the fullest extent of the law, and in the event that any provision hereof is determined to be unenforceable, the indemnification obligations shall be severable and the fullest extent of indemnification that may lawfully apply shall remain in full force and effect.

This indemnification shall include any claims arising out of the erection, construction, placement or operation of any scaffold, hoist, crane, stay, ladders, support or other mechanical contrivance in connection with such work including but not limited to losses, claims, damages and expenses arising pursuant to claims asserted against the City pursuant
to theories premised upon Section 414 or Section 343 of the Restatement (Second) of Torts. This indemnification shall not be limited in any way by limitations on the amount or type of damages, compensation, or benefits payable by or for the Consultant under Workers' Compensation Acts, disability benefit acts, or other employee benefit acts, and serves as an express agreement to waive the protection of Kotecki v. Cyclops Welding Corp, 146 Ill.2d 155 (1991) in Illinois.

13. Insurance, Licensure and Intellectual Property:

The Consultant shall comply with all insurance requirements described in Attachment 3 of this agreement. The Consultant agrees and warrants that it has procured all licenses, permits or other official permissions required by any applicable law to perform the services contemplated herein, that it will procure all additional licenses, permits or other official permissions hereafter required by law during the term of this Agreement, and that it will keep all such licenses in effect during the term of this Agreement. The Consultant shall provide a copy of any such licenses or permits upon request. All such insurance and licensure shall be provided at the Consultant’s sole expense. Consultant also warrants that it has complete ownership or authorization/entitlement to any intellectual property, software, images or other such items used in the performance of its work under this Agreement, and that it shall transfer to the City, unrestricted, the ability to modify, amend, publicize or otherwise utilize any intellectual property provided to the City under this Agreement unless the City expressly preapproves in writing a limitation to these provisions.

The Consultant shall not commence work under this Contract until they have obtained all insurance required and such insurance has been submitted to and approved by the City, nor shall the Consultant permit any Subconsultant to commence work on any subcontract until the same insurance has been obtained by the Subconsultant. The Company and all Subconsultants shall maintain their insurance in place for not less than two (2) years following completion of all work required under this Contract.

All drawings, specifications, reports and any other project documents prepared by the Consultant in connection with any or all of the services to be furnished thereunder shall be delivered to the City for the expressed use of the City. The Consultant shall have the right to retain original documents, but shall cause to be delivered to the City such quality of documents so as to assure total reproducibility of the documents delivered. All information, worksheets, reports, design calculations, plans and specifications shall be the sole property of the City unless otherwise specified in the negotiated agreement. The Consultant agrees that basic survey notes and sketches, charts, computations and other data prepared or obtained by the Consultant pursuant to this Agreement shall be made available, upon request, to the City without cost and without restriction or limitation as to their use. All field notes, test records, and reports shall be available to the City upon request.
14. Additional Terms or Modification:

The terms of this agreement shall be further modified as provided in Attachments 1-3 of this agreement. Except for those terms included in Attachments 1-3 no additional terms are included as a part of this agreement. All prior understandings and agreements between the parties are merged into this agreement, and this agreement may not be modified orally or in any manner other than by an agreement in writing signed by both parties. The City reserves the right by written amendment to make changes in requirements, amount of work, or time schedule adjustments. The Consultant shall negotiate appropriate adjustments acceptable to both parties to accommodate any changes. The City may, at any time by written order, require the Consultant to stop all or part of the services required by this Agreement. Upon receipt of such an order, the Consultant shall immediately comply with its terms and take all steps to minimize the occurrence of costs allocable to the services covered by the order. If the Consultant identifies any costs associated with the suspension of services, such costs must be expressly approved by the City in writing, or they shall be the sole expense of the Consultant.

15. Notices:

All notices required to be given under the terms of this License shall be given mail, addressed to the parties as follows:

For the City:
City Manager
City of DeKalb
200 S. Fourth Street
DeKalb, IL 60115

For the Consultant:

Pamela Thompson
Camiros, Ltd.
411 S. Wells Street Suite 400
Chicago, IL 60607

Either of the parties may designate in writing from time to time substitute addresses or persons in connection with required notices.

16. Subconsultants and Third Parties:

Apart from the acknowledged and approved subcontract agreement with Place Consulting for the work shown in Attachment 1, the Consultant shall not assign or subcontract for the performance of any obligation under this Agreement, except with the express, written preapproval of the City, which consent may be withheld in the City's sole and absolute discretion. Should Consultant assign any obligation arising under this Agreement with the consent of the City, the Consultant shall remain to be primarily liable to the City for the performance of the obligation in question, and further shall be liable for ensuring that the subconsultant(s) comply with all obligations arising under this Agreement as if the subconsultant(s) was/were the Consultant itself. Further, should Consultant request to assign the performance of any obligation arising hereunder to a subconsultant, Consultant expressly provides its consent to the City contracting directly with such proposed
subconsultant (or another subconsultant acceptable to the City) for the performance of such work, and to the amendment of this Agreement to reduce the scope and cost accordingly.

Nothing contained in this Agreement, nor the performance of the parties hereunder, is intended to benefit, nor shall it inure to the benefit of any third party.

17. Progress Reports:

Consultant shall report to the City Manager or her designee, and shall submit written progress reports identifying, in detail, the extent of work completed, the percentage of project completion, and project status, accompanying any invoice submitted to the City. Consultant shall also provide additional written or verbal progress reports to the City upon request, at any time, without additional charge. The Consultant shall attend conferences and visit the site of the work as may be outlined in the Request for Proposal and at any reasonable time when requested to do so by the City, at no additional charge.

Agreed to this 23rd day of August 2017.

City of DeKalb

[Signature]

[Signature]

City of deKalb

Consultant

[Signature]

[Signature]
# Certificate of Liability Insurance

**Certificate of Liability Insurance**

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

**PRODUCER**

CorRisk Solutions  
225 W. Washington St. Suite 1560  
Chicago, IL 60606

**CONTACT**  
Karen Bronson  
312-263-4218  
kbronson@corrisksolutions.com

**INSURER(S) AFFORDING COVERAGE**

| INSURER A: | New Hampshire Insurance Company | NAIC # | 23841 |

**COVERAGES**

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**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACCORD 101, Additional Remarks Schedule, if more space is required)**

**COMPREHENSIVE PLAN**

**CERTIFICATE HOLDER**

**CANCELLATION**

**Should Any of the Above Described Policies Be Canceled Before the Expiration Date Thereof, Notice Will Be Delivered in Accordance With the Policy Provisions.**

**AUTHORIZED REPRESENTATIVE**

**CITY OF DEKALB**

200 South Fourth Street  
Dekalb, IL 60115
# CERTIFICATE OF LIABILITY INSURANCE

**CAMIR-1**

**DATE:** 08/02/2017

**PRODUCER**
Blumberg Unit
Daniel and Henry Ins Co
150 S. Wacker, Ste. 1625
Chicago, IL 60606
Richard Blumberg

**INSURED**
Camilos Ltd.
411 S. Wells Street
Chicago, IL 60607

**CONTACT**
Jeanne Miller
312-332-1904

**INSURER(S) AFFORDING COVERAGE**

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## DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES

Additional Insured with respect to General Liability and Automobile Liability and as required by written contract: City of DeKalb.

Coverage is primary and non-contributory when required by written contract. Cancellation is in accordance with the policy terms. Waiver of subrogation applies.

## CERTIFICATE HOLDER
City of DeKalb
200 S. Fourth St.
DeKalb, IL 60115

## CANCELLATION

Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions.

Authorized Representative

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Attachment 1:

Description of Work

Phase I - Issues and Opportunities

Camiros will build directly off of previous planning efforts including the City of DeKalb Comprehensive Plan to identify assets, issues and opportunities while engaging in dialog with various stakeholder groups and organizations working and living in and around the project area. Phase I will also kick-off the community engagement process, including the creation of a project Work Group, which could be made up of members of many of the groups outlined in the RFP. The Work Group will help to guide the planning process by providing vital information about planned projects, reviewing ideas and deliverables and helping to engage the broader community. Community Meeting 1 will be held to discuss initial issues and opportunities while beginning to identify potential early action projects that will help to build support and momentum for greater changes.

Phase I Tasks will include:

- Task A  Project Area Field Study
- Task B  Key Person Interviews (Stakeholder/Department/Organizational)
- Task C  Zoning Review (deliverable)
- Task D  Community Meeting 1 - Issues and Opportunities
- Task E  Identification of Early Action Projects
- Task F  Work Group Meeting 1
- Task G  Meeting Notes
- Task H  Issues, Assets, and Opportunities Memo (deliverable)

Phase II - Vision

Building off of the Community Intentions and goals established in the City of DeKalb Comprehensive Plan, Camiros team will organize, prepare, and facilitate a series of community visioning sessions. These meetings will help to identify a more detailed community-wide vision for the future, strategic initiatives which could support attainment of that vision and more specific ideas for the improvement of the neighborhoods. Phase II Tasks will include:

- Task A  Community Meeting 2 - Visioning
Phase III—Goals, Objectives, and Strategies

During Phase III, Camiros will begin to organize and categorize feedback from Phases I and II into draft concepts and strategies for addressing the identified issues. Specific focus areas will be identified along with potential action steps to overcome the barriers of revitalization. These strategies will be organized based on City goals for the neighborhood. The strategies will be refined and used as the basis of the AGN Revitalization Plan for community improvement. A key element of this phase will be an interactive NIU Student Meeting, that will provide necessary feedback and ideas from the perspective of students that live in the Annie Glidden neighborhood.

Phase III Tasks will include:

- Task A Community Meeting 3 - Draft Concepts and Strategies
- Task B Work Group Meeting 3
- Task C Student Meeting - Visioning
- Task D City Departments Strategy Review
- Task E Meeting Notes
- Task F Community Survey (deliverable)
- Task G Market Study (deliverable)

Phase IV—Annie Glidden North Revitalization Plan

Camiros will prepare a refined set of projects and draft steps to be implemented under each AGN Revitalization Plan strategy along with the organization who could lead implementation efforts. Each strategy and program will include a planning-level cost estimate as well as the potential public and private partnerships and funding streams that may be available for implementation. In addition, Camiros will provide zoning recommendations for various focus areas in order to alleviate existing challenges while providing a framework for future growth. Camiros will prepare a Draft Plan, for review, including illustrations and explanations for each project as appropriate to provide necessary guidance and show how each project supports specific strategies and serves to help attain the vision. The Draft Plan will weave together new strategies with current initiatives to produce positive neighborhood outcomes. Following City review, as well as
a presentation to the Community and Work Group. Camiros will incorporate feedback to create the Final AGN Revitalization Plan.

Phase IV Tasks will include:

- Task A  Draft Implementation Steps
- Task B  Cost Estimates and Strategies for Programs and Organizations
- Task C  Identification of Potential Public and Private Partnerships
- Task D  Identification of Zoning Recommendations
- Task E  Draft AGN Revitalization Plan Report (deliverable)
- Task F  City Departments Strategy Review
- Task G  Community Meeting 4 - Draft AGN Revitalization Plan
- Task H  Work Group Meeting 4
- Task I  Meeting Notes
- Task J  Final AGN Revitalization Plan Report (deliverable)

CONSULTANT agrees to attend a total of four Community Meetings, four Work Group Meetings, one Student Meeting, two City Department Meetings and a minimum of four Project Team Meetings with City staff. In addition, CONSULTANT agrees to attend a series of Key Person Interviews.

Any additional meetings beyond those specified in the preceding paragraph shall be considered EXTRA WORK.

The CONSULTANT shall prepare the following Deliverables (work products) through the execution of the Scope of Services described in Attachment 1. The CLIENT shall take possession of these Deliverables upon completion of the PROJECT.

1. Zoning Review Memorandum
2. Issues and Opportunities Memorandum
3. Community Survey
4. Market Study
5. Draft Annie Glidden North Revitalization Plan Report
6. Final Annie Glidden North Revitalization Plan Report
Project schedule

Camiros proposes to complete the AGN Revitalization Plan within approximately 13 months, as outlined in the following schedule. Phases I through III will occur in FY2017 while Phase IV will occur in FY2018:

<table>
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<td>D</td>
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<td>FEB</td>
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<tr>
<td>E</td>
<td>Identification of Early Action Projects</td>
<td>MAR</td>
<td>APR</td>
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<tr>
<td>F</td>
<td>Work Group Meeting 1</td>
<td>MAY</td>
<td>JUN</td>
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<tr>
<td>G</td>
<td>Meeting Notes</td>
<td>JUL</td>
<td>AUG</td>
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<td>SEP</td>
<td>OCT</td>
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<td>MAR</td>
<td>APR</td>
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<td>Student Meeting</td>
<td>MAY</td>
<td>JUN</td>
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<td>D</td>
<td>City Departments Strategy Review</td>
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<td>Cost Estimates, Strategies and Incentives</td>
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<td>OCT</td>
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<td>C</td>
<td>Identification of Potential Public and Private Partnerships</td>
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Attachment 2:

Fee Schedule

Camiros is proposing a not-to-exceed fee of $83,550 for planning services over the course of the process, as shown below.

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Estimated Fee Year 2017: $40,650
Estimated Fee - Including Expenses Year 2017: $43,630
Estimated Fee Year 2018: $38,920
Estimated Fee - Including Expenses Year 2018: $39,920
Estimated Fee Total: $79,550
Estimated Fee - Including Expenses Total: $83,550
Attachment 3:

Insurance Requirements:

1. **All Consultants and All Contracts.**

   Consultant shall provide any and all insurance required under any applicable law, regulation, statute or ordinance, including but not limited to workers’ compensation insurance, unemployment insurance, automobile liability insurance and other legally required insurance. Consultant shall produce a certificate evidencing current coverage, upon request from the City. Consultant shall indemnify and hold harmless the City from any and all liability, damage, cost or expense which the City may incur or be liable to pay as a result of any and all accidental injuries or damages suffered by the Consultant or its employees (in addition to any other required indemnification or insurance from Consultant).

2. **Certificates and General Conditions:**

   Unless otherwise indicated herein, any certificate of insurance shall further indicate that the City is additional primary insured on such policy of insurance, shall indicate that such policies shall not have any right of subrogation against the City or the City’s insurers, and shall indicate that said policy shall not be cancelled or revoked except after the provision of not less than thirty (30) days notice to the City. Consultant shall maintain said policy in full force and effect for the duration of this Agreement, and shall periodically provide updated certificates of insurance to evidence continuing coverage in compliance herewith. For purposes of this Agreement and insurance provided hereunder, the “City” shall include the City of DeKalb, its employees, appointed and elected officers, its committees, its attorneys, and all corporate bodies that exist as a subsidiary to the City.

3. **Comprehensive General Liability Coverage Requirements.**

   Unless this Section 3 Attachment 2 is clearly marked out as being inapplicable, Consultant shall also be required to provide the City with a Certificate of Insurance, in a form and from an issuer acceptable to the City, indicating that the Consultant has obtained and maintains comprehensive general liability insurance with policy limits of not less than One Million Dollars ($1,000,000.00) per person / Two Million Dollars ($2,000,000.00) per occurrence.

4. **Automobile Insurance Coverage:**

   Unless this Section 4 of Attachment 2 is clearly marked out as being inapplicable, Consultant shall also be required to provide the City with a Certificate of Insurance, in a form and from an issuer acceptable to the City, indicating that the Consultant has obtained and maintains comprehensive automobile liability insurance with
policy limits of not less than One Million Dollars ($1,000,000.00) per person / Two Million Dollars ($2,000,000.00) per occurrence.

5. **Professional Liability Insurance Coverage / Errors & Omissions Insurance Coverage:**

Unless one or more subsections of this Section 5 of Attachment 2 is clearly marked out as being in applicable:

A. **Professional Liability / Malpractice:** Consultant shall also be required to provide the City with a Certificate of Insurance, in a form and from an issuer acceptable to the City, indicating that the Consultant has obtained and maintains professional liability or malpractice insurance with policy limits of not less than One Million Dollars ($1,000,000.00) per person / per occurrence. Said policy need not identify the City as additional primary insured.

B. **Errors & Omissions Insurance Coverage:** Consultant shall also be required to provide the City with a Certificate of Insurance, in a form and from an issuer acceptable to the City, indicating that the Consultant has obtained and maintains errors & omissions insurance with policy limits of not less than One Million Dollars ($1,000,000.00) per person / per occurrence. Said policy need not identify the City as additional primary insured.

6. **Indemnification.**

The policy limits, availability or inavailability of insurance coverage or the applicability of claims, defenses or limitations based upon applicable law (including but not limited to the Illinois Worker's Compensation Act or similar laws or statutes) shall in no way limit the Consultant's obligation to indemnify and hold harmless the City from any claims for damage, liabilities or other costs arising out of or relating to the Consultant's work or this Agreement.

7. **Additional Insurance Requirements.**

Consultant shall also be required to provide the following insurance:
CONSULTANT SERVICES
ANNE GLIDDEN NORTH
REVITALIZATION PLAN

CITY OF DEKALB, ILLINOIS

RFP RESPONSE SUBMITTED BY:
camiros

IN COLLABORATION WITH:
PLACE Consulting

MAY 31, 2017
May 15, 2017

Patty Hoppenstedt, Assistant City Manager
City of DeKalb
200 South Fourth Street
DeKalb, Illinois 60115

Dear Ms. Hoppenstedt:

We at Camiros, Ltd., are pleased to submit our qualifications to assist the City of DeKalb in developing a Revitalization Plan for the Annie Glidden North neighborhoods. Camiros is a nationally recognized urban planning firm that provides a full range of services in the areas of community planning, land use regulation, economic development, landscape architecture and urban design. We use creative and innovative techniques to analyze existing conditions, engage the public and local officials in meaningful participation, and find feasible solutions to the complex problems of growth and renewal. We are known as much for implementation as we are for policy, plan and project development. We are joined in this effort by PLACE Consulting. PLACE is an award-winning consulting firm that champions neighborhood, community and business district revitalization. They help our clients envision their future, ground their dreams in implementable plans, and organize themselves to achieve their visions.

We understand that in recent years, certain parts of the community have witnessed deterioration as well as growing conflicts between expanding student housing and traditionally owner-occupied neighborhoods. We acknowledge that the goals of the AGN Revitalization Plan are to see the Annie Glidden North neighborhoods redeveloped, re-connected, and made more accessible while supporting community housing initiatives, and economic development. Camiros’ unique experience includes the creation of successful plans and strategies for similar university communities, to create stronger town-gown relationships while also improving downtown and neighborhood commercial districts. These communities include:

- Bowling Green State University and the East Side Neighborhood - Bowling Green, Ohio
- Notre Dame University and the Eddy Street Corridor - South Bend, Indiana
- University of Texas Rio Grande Valley and the Buena Vida Neighborhood - Brownsville, Texas
- Olivet Nazarene University and the Downtown Area - Bourbonnais, Illinois
- University of Illinois and the Downtown Area - Urbana, Illinois
- Indiana State University and the Downtown Area - Terre Haute, Indiana
- Bradley University and the Downtown Area - Peoria, Illinois
- Lawrence University and the Downtown Area - Appleton, Wisconsin
- University of Alabama at Birmingham and Southside Area - Birmingham, Alabama
- University of Chicago and the Hyde Park Commercial Center - Chicago, Illinois

We have also brought a range of unique zoning solutions to communities whose residential neighborhoods are affected by commercial and entertainment activities or student-based neighborhood change. Examples include development of specialized residential “place based” districts in New Orleans, Louisiana, form-based districts in Buffalo, New York and university districts in Evanston, Illinois, Salt Lake City, Utah and Providence, Rhode Island. Components of that work have involved modification of allowable entertainment uses, parking requirements, occupancy limits and sign standards, all which help to preserve desired neighborhood character.
Many of our recent revitalization planning efforts have been directed through the HUD Choice Neighborhoods Initiative. We have recently served as Planning Coordinator for the Rockford, Illinois Housing Authority and the Housing Authority of the City of Austin, Texas in development of their Choice Neighborhoods Plans, as well as the Mobile, Alabama Housing Board, the City of Flint, Michigan and the Housing Authority of Brownsville, Texas. Thus, we are thoroughly aware and experienced in working to create more desirable, walkable, safe and economically vibrant mixed-income communities. Camiros has also played a central role in developing 14 Quality-of-Life Neighborhood Plans with the Local Initiatives Support Corporation/Chicago (LISC) through their New Communities program. The lessons learned during this process helped us to develop an effective and efficient neighborhood revitalization model. Our approach is designed to ensure meaningful community participation through tested and effective planning techniques, including a focus on early action projects.

The Camiros team will be led by Principal Adam Rosa, AICP. Adam has more than nineteen years of consulting experience and has demonstrated the ability to generate creative approaches and solutions that capture the culture, spirit and potential of the local community. Adam is a gifted facilitator and has a natural ability to put diverse groups of people at ease in public meetings stimulate constructive dialogue. Adam has led Camiros’ Choice Neighborhoods planning efforts and was also highly involved in the creation of the Buffalo Green Code as well as the Green Healthy Neighborhoods Plan for City of Chicago, which is a strategy to maximize the use of vacant land and other neighborhood resources within several of Chicago's distressed South Side community areas. Adam is also leading planning work surrounding Bowling Green State University and was recently honored as one of NextCity’s 40-under-40 Vanguard for his work in neighborhood planning and revitalization.

We welcome you to visit our Choice Neighborhoods website at camiroschoice.wordpress.com for successful, innovative techniques and planning elements we’ve incorporated in recent revitalization efforts and we look forward to hearing from you regarding the opportunity to assist the City on this exciting process.

Sincerely,

Arista Strungys, AICP
Principal
Camiros, Ltd.
astrungys@camiros.com
(312)922-9211

Adam Rosa, AICP
Principal
Camiros, Ltd.
arosa@camiros.com
(312)-879-9519
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2. CONTACT INFORMATION

All correspondence in relation to this RFP may be directed to:

Adam Rosa, AICP
Principal
Camiros, Ltd
411 South Wells Street - Suite 400
Chicago, IL 60607
arosa@camiros.com
(312) 879-9519
3. FORM OF ORGANIZATION

CAMIROS

Camiros is a limited liability company which provides a full range of services in the areas of planning, zoning, urban design, economic development, and landscape architecture. Founded in 1976 and located in Chicago, we have provided services to over 250 communities across the United States. Our work is rooted in an understanding that every community is unique, and therefore requires a unique approach. We strive to combine best practices and state-of-the-art techniques to address the specific needs, desires, and preferences of the clients and communities for whom we work. Firm partners include:

BILL JAMES, AICP, RLA - PRINCIPAL CONSULTANT

Bill has over thirty years of urban planning and design experience, and is recognized as a leader and innovator in the field. He has built an impressive record of successful projects in a wide range of project types including comprehensive planning, downtown and commercial area improvement, neighborhood planning, development feasibility, urban redevelopment, and urban design. As both an AICP planner and registered landscape architect, Mr. James combines the skill sets of planning and design to provide a holistic approach to today's complex urban development problems.

ARISTA STRUMGYS, AICP, PP - PRINCIPAL CONSULTANT

Arista heads Camiros' zoning practice, and has amassed extensive experience in a wide array of zoning and planning projects throughout her career with the firm. Since joining Camiros in 1997, she has worked across the country to author innovative, workable development regulations that enhance sustainability, further economic development, and reinforce the character of their communities. Arista's work employs a variety of regulatory techniques including place-based, form-based, performance-based, and hybrid approaches, ensuring that regulations are responsive to unique local issues and traditions. She has also researched and authored numerous reports on zoning issues both in the United States and internationally.

PLACE CONSULTING

PLACE is an outgrowth of one of Chicago's most successful economic development organizations that capitalized on local Business Improvement District (BID) funding to improve its community. Founded to share that expertise to assist fellow chambers of commerce, community development corporations, municipalities and others with enhancing neighborhoods, commercial districts and local economies, PLACE provides strategic planning services, market analysis, redevelopment planning, business attraction and retention practices, meaningful community engagement, and capacity-building of local leadership. PLACE offers its clients intimate knowledge of both the challenges confronting economic development organizations and the importance of honoring the input of local stakeholders while delivering inspiring, yet realistic, plans and products.
4. PROJECT PERSONNEL

CAMIROS PROJECT STAFFING

If selected to serve as planner for the AGN Revitalization Plan, we would propose the core project team that has developed our successful Choice Neighborhoods work in Rockford, Austin, Flint, Mobile and Brownsville. Work would be led by Adam Rosa, AICP, with oversight from Arista Strungys, a Camiros Principal with substantial experience in college town zoning. The team will be augmented by other Camiros personnel as required to carry out the necessary scope of services. If necessary, Camiros will secure additional expertise through the use of subconsultants to focus on specific elements of the AGN Revitalization Plan. The resumes for Camiros team staff are presented on the following pages.

ARISTA STRUNGYS, LEED AP - ZONING EXPERT - 18 YEARS WITH FIRM

Arista, Principal Consultant with and partner in Camiros, heads the firm’s zoning practice and has been with Camiros for over 18 years. She has expertise in all types of zoning, including form-based, hybrid, sustainable and performance-based regulations. Her vast range of experience includes: the Shreveport/Caddo Parish, Louisiana UDC; the Baltimore, Maryland Zoning Code; the Providence, Rhode Island, Zoning Ordinance; a form-based code for Buffalo, New York; the New Orleans, Louisiana Comprehensive Zoning Ordinance; the Unified Development Code for Clark County (Las Vegas), Nevada; a form-based Downtown Zoning District for Yonkers, New York; the zoning ordinance update for Newark, New Jersey; a zoning ordinance revision for Oklahoma City, Oklahoma, and a zoning ordinance revision for Charlotte, North Carolina, among others. Arista has also worked on comprehensive, downtown and neighborhood planning assignments for communities such as Trenton, New Jersey, and Winnebago County, Park Ridge, and Libertyville, Illinois. Her work on the Comprehensive Land Use Plan for Winnebago County, Illinois won a 2009 American Society of Landscape Architects Award for environmental stewardship.

ADAM ROSA, AICP - PROJECT MANAGER - 6 YEARS WITH FIRM

Adam Rosa, AICP, has more than nineteen years of consulting experience and has demonstrated the ability to generate creative approaches to community development challenges. Adam is a gifted facilitator and has a natural ability to put diverse groups of people at ease in public meetings to stimulate constructive dialogue. Adam has led Camiros’ Choice Neighborhoods planning efforts and was also highly involved in the creation of the Buffalo Green Code as well as the Green Healthy Neighborhoods Plan for City of Chicago, which is a strategy to maximize the use of vacant land and other neighborhood resources within several of Chicago’s distressed South Side community areas. Adam is also currently leading the Community Action Plan in Bowling Green, Ohio and was recently named to NextCity’s 40-under-40 Vanguard for his work in neighborhood planning and revitalization.

TOM RAMLIER-OLSON - PROJECT PLANNER - 2 YEARS WITH FIRM

Thomas Ramlier-Olson is an urban planner and designer with a broad professional background that includes work in land use, urban design, architecture, zoning, transportation, transit, and park planning. He also has occupied roles within the public and private sector, supporting planning/design efforts as either a public servant or consultant to clients. Mr. Ramlier-Olson is enthusiastic in leveraging this experience and his blend of creative and technical talents to helping communities develop sustainable plans for their growth and development.
PLACE CONSULTING PROJECT STAFFING

KIMBERLY BARES - PRESIDENT

As President and founder of PLACE Consulting, Kimberly draws on her diverse community and economic development experience to lead organizations, neighborhoods and municipalities through the process of designing and implementing dynamic, effective and practicable urban revitalization strategies and tools. Kimberly's commitment to and advocacy of the urban experience as well as her expertise in affordable housing development, community organizing, TIFs, BIDs, commercial district planning, strategic planning make her a highly engaging speaker on the future of America's urban areas. She also has a deep portfolio of board development and fundraising expertise, having had direct involvement and accountability for the creation, management or administration of nearly 40 BIDs and TIF districts.

JILL SIEGEL - MANAGING DIRECTOR

Jill Siegel uses her planning and design background to lead collaborative, interactive and implementation-oriented downtown, neighborhood, and business district revitalization efforts. With more than 20 years of planning and community development experience in both the public and private sectors, she focuses on stakeholder engagement, meaningful data collection, and public process facilitation as tools for collaborative decision-making and creative problem solving. Jill capitalizes on her ability to strategically organize information in an interesting and informative way to enlighten the public, influence funders, and promote disadvantaged neighborhoods. Prior to beginning her consulting work, Jill worked in the public sector as Director of Planning for the downtown Memphis business improvement district and as an urban designer with the City of St. Louis. In these roles she prepared downtown strategic plans, facilitated the allocation of incentives for development projects, and formulated urban design policies and development plans.
Arista Strungys, AICP, PP
Principal Consultant

Education
Master of Urban Planning, University of Illinois at Chicago
Bachelor of Liberal Arts in English, Concentration in Writing, University of Illinois at Chicago

Professional Affiliations
Lambda Alpha Land Economics Society
American Planning Association
American Institute of Certified Planners
US Green Building Council
New Jersey Professional Planner (Certified)
Phi Beta Kappa

Arista Strungys is a Principal and partner in Camiros. She heads the firm’s zoning practice and has extensive experience in a wide array of zoning and planning projects throughout her career with Camiros. Ms. Strungys has authored ordinances across the country for cities and counties such as Baltimore, Maryland, New Orleans, Louisiana, Providence, Rhode Island, Buffalo, New York, Clark County (Las Vegas), Nevada, Salt Lake County, Utah, Oklahoma City, Oklahoma, St. Cloud and Duluth, Minnesota, Cleveland Heights, Ohio, Yonkers, New York, and Newark, New Jersey. In addition, she has extensive experience working with Illinois communities, including Riverside, Park Ridge, River Grove, Hinsdale, La Grange Park, Mundelein, Maywood, Winnebago County, and Grundy County, Illinois. The ordinances authored by Ms. Strungys have utilized a variety of regulatory techniques including form-based, performance-based and sustainability-based zoning. She has also provided expert witness testimony for a variety of communities, and has researched and authored reports on a variety of zoning issues.

Awards
New Orleans, LA - Master Plan
2010 National APA Award for a Hard Won Victory

2030 Land Resources Management Plan
Winnebago County, Illinois Honor Award, IL ASLA, 2009

West Bench Project Analysis
75,000 Acre TOD Regional Planning Plan, Salt Lake County, Utah, President’s Award, IL ASLA, 2009

Form-Based Residential Districts
Village of Riverside, Illinois Gold Award, Plan Category IL APA, 2007

Libertyville, IL - Comprehensive Plan
2006 IL APA Award

Ms. Strungys has also completed a number of comprehensive, downtown, and neighborhood plans, including the sustainability and preservation driven county-wide comprehensive plan for Winnebago County, Illinois, that won an ASLA Award for Environmental Stewardship. Ms. Strungys has worked on comprehensive, downtown, and neighborhood plans for Libertyville, Illinois, Trenton, New Jersey, the LISC Neighborhood Plans for Chicago neighborhoods, a primer on the use of “Specific Plans” for Lancaster County, Pennsylvania, and creation of an Affordable Housing Analysis Report for Grundy County, Illinois.

Ms Strungys has published numerous articles on zoning practice, including:

- Zoning Practice (National APA Publication), Issue 12 (December 2014): “Employment Centers”
Development Regulations - National
- Baltimore, MD
- Buffalo, NY
- Charlotte, NC
- Clark County (Las Vegas), NV
- Cleveland Heights, OH
- Council Bluffs, IA
- Duluth, MN
- New Orleans, LA
- Newark, NJ
- Oklahoma City, OK
- Rome, NY
- Salt Lake County, UT
- St. Cloud, MN
- Tredyffrin Township, PA
- Yonkers, NY

Development Regulations - Illinois
- Berwyn, IL
- Campton Hills, IL
- Grundy County, IL
- Hinsdale, IL
- La Grange Park, IL
- Maywood, IL
- McHenry County, IL
- Middletown, IL
- Mundelein, IL
- Niles, IL
- Park Forest, IL
- Park Ridge, IL
- River Grove, IL
- Riverside, IL
- Sauk Village, IL
- Wilmette, IL
- Winnebago County, IL

Plans, Studies & Reports
- Chicago, IL - LISC Neighborhood Plans
- Grundy County, IL - Affordable Housing Analysis
- Lancaster County, PA - Specific Plan Primer
- Libertyville, IL - Comprehensive Plan
- Marshall, IL - Adult Use Expert Witness Report
- Park Ridge, IL - Higgins Road Corridor Plan
- Trenton, NJ - Downtown Plan
- Winnebago County, IL - Land Resource Management Plan

Presentations - Various
Local and Midwest American Planning Association (APA) sessions - topics include:
- Hybrid zoning
- Sustainable development regulations
- Principles for zoning mapping

Publications
- Zoning Practice (National APA Publication), Issue 12 (December 2014): “Employment Centers”
Adam L. Rosa, AICP  
Principal Consultant

Education
Bachelor of Urban Planning  
University of Cincinnati

Professional Affiliations
American Institute of Certified Planners  
Lambda Alpha International - Ely Chapter  
Next City Vanguard  
Congress for the New Urbanism

Awards
Ellis Heights Choice Neighborhoods Plan  
Implementation Award  
Illinois Chapter, American Planning Association, 2014

40 Under 40  
Next City Vanguard, 2013

Ellis Heights Choice Neighborhoods Plan  
Community Outreach Award  
Illinois Chapter, American Planning Association, 2012

Waipahu Neighborhood TOD Plan  
Best Practices in Sustainability Award  
Hawaii Chapter, American Planning Association, 2009

Mountain View Rowhouse Guidelines and Standards  
Planning Implementation Award  
California Chapter, American Planning Association, 2006

Livermore Vision Project  
Comprehensive Planning Award  
California Chapter, American Planning Association, 2003

Smart Growth Strategy / Regional Livability Footprint Project  
Charter Award  
Congress for New Urbanism, 2003

Adam Rosa, AICP has 19 years of experience in creating implementable planning and design concepts focused on placemaking and improving existing neighborhoods. In his work with communities nationwide, Adam continuously strives to generate creative ideas and solutions that capture the culture, spirit and potential of local residents. Adam has been honored as one of NextCity’s 40-under-40 Vanguard and has recently been inducted into Lambda Alpha International for his work in neighborhood planning and revitalization.

Adam manages complex projects from the proposal and interview phase through the final approval process. Clients count on his organizational skills, creative abilities and attention to detail. Adam has excellent graphic, written and verbal communication skills, and is a gifted facilitator with a natural ability to put diverse groups of people at ease in public meetings to stimulate constructive dialogue. He has taken an active role in focusing on youth engagement as a key element of community planning.

Adam has led Camiros’ Choice Neighborhoods planning efforts focused on the revitalization of distressed public housing areas in diverse communities including Austin, Texas, Mobile, Alabama, Flint, Michigan and Brownsville, Texas. In Rockford, Illinois, Adam has been instrumental in the creation of the Ellis Heights Choice Neighborhoods Plan that focuses on redeveloping the aging Fairgrounds Valley public housing complex while spurring improvements in the surrounding troubled Ellis Heights neighborhood. This process is currently seeking to identify undiscovered artists and creative folks living in the neighborhood in order to give them opportunities and skills that lead to personal success and neighborhood economic development.

Adam has also recently led university community planning efforts in Birmingham, Alabama and Bowling Green, Ohio that build upon local assets while addressing negative impacts in neighborhoods surrounding higher education campuses.

Prior to joining Camiros, Adam was the project manager for the Ho'opili Master Plan, a 1,600 acre “new town” under development by D.R. Horton in western Oahu, Hawaii. Adam also led and managed several Neighborhood TOD Plans along a new elevated rail corridor for the City and County of Honolulu. Past experiences also include completing two Livable Centers Studies for the Houston-Galveston Area Council that incorporate specific recommendations for neighborhood improvements ranging from grass-roots “better block” projects to new pedestrian bridges and hike-and-bike trails. He also helped lead the Ferry/Gateway Urban Design Plan for the City of Bainbridge Island, Washington, which examines opportunities for the development of a new mixed-use waterfront neighborhood adjacent to one of the busiest auto ferry terminals in the country.
Project Experience // Adam L. Rosa, AICP

Transit-Oriented Development

- Town Center Master Plan, Olympia Fields, IL
- SSMMA TOD Phase II Studies, Blue Island IL, Homewood, IL, and Oak Forest, IL
- TOD Value Capture Study, Honolulu, HI
- Ho’opili Master Plan, Honolulu, HI
- Waipahu Neighborhood TOD Plan, Honolulu, HI
- East Kapolei Neighborhood TOD Plan, Honolulu, HI
- Aiea / Pearl City Neighborhood TOD Plan, Honolulu, HI
- Ferry / Gateway Urban Design Plan, Bainbridge Island, WA
- Intermodal Transit Center and Mixed-Use Development, Napa, CA
- WSDOT Ferry Development Studies, Seattle, WA
- Lindenville TOD Plan, South San Francisco, CA

Neighborhood Planning

- Buena Vida Choice Neighborhood Plan, Brownsville, TX
- Community Action Plan, Bowling Green, OH
- Southside Neighborhood Plan, Birmingham, AL
- South Flint Community Plan, Flint, MI
- Southside Choice Neighborhoods Plan, Mobile, AL
- Pilsen/Little Village Plan, Chicago, IL
- Green Healthy Neighborhoods Initiative, Chicago, IL
- Rosewood Choice Neighborhoods Plan, Austin, TX
- Ellis Heights Choice Neighborhoods Plan, Rockford, IL
- Northside Livable Centers Study, Houston, TX
- Upper Kirby Livable Centers Study, Houston, TX
- North Broadway Neighborhood Plan, Bay Point, CA
- Adams Point Urban Design Plan, Oakland, CA
- East Valley / 680 Communities Neighborhood Improvement Plan, San Jose, CA
- Irvington Concept Plan, Fremont, CA
- Rollins Road Specific Plan, Burlingame, CA

Zoning and Design Guidelines

- Green Code, Buffalo, NY
- Multi-family Design Guidelines, Fremont, CA
- Rowhouse Design Guidelines, Mountain View, CA
- Townhouse Design Guidelines, Mountain View, CA
- R-4 Multi-family Design Guidelines, Mountain View, CA
- ML Zone Design Guidelines, Mountain View, CA
- South Westminster TOD Design Guidelines, Westminster, CO
- Bayfront Design Guidelines, Burlingame, CA

Downtown / Campus Planning

- Town Center Plan, Deerfield Beach, FL (APA CPAT Project)
- Downtown Strategic Plan, Joliet, IL
- Northwestern Lake Forest Hospital Master Plan, Lake Forest, IL
- Core District Design Studies, Bainbridge Island, WA
- Courthouse Square Reunification Plan, Santa Rosa, CA
- Sonoma Plaza Pedestrian Corridor and Land Use Study, Sonoma, CA
- CBD Concept Plan, Fremont, CA
Thomas J. Ramler-Olson
Associate

Education
Master of Urban and Regional Planning
University of Minnesota, Minneapolis
Bachelor of Arts; Architecture
University of Minnesota, Minneapolis

Professional Affiliations
American Planning Association
US Green Building Council
LEED® Accredited Professional

Awards
2015 FHWA
Transportation Planning Excellence Award:
For contribution to team at the Minnesota Department of Transportation that prepared the Minnesota 20-year Highway Investment Plan

2012 APA Minnesota Award
Outstanding Student Project:
For Graduate Capstone Research

2011-2012 University of Minnesota, Minneapolis Humphrey Alumni Scholarship

Thomas J. Ramler-Olson is an urban planner and designer with a broad professional background that includes work in land use, urban design, architecture, zoning, transportation, transit, and park planning. He also has occupied roles within the public and private sector, supporting planning/design efforts as either a public servant or consultant to clients. Tom is enthusiastic in leveraging this experience and his blend of creative and technical talents to helping communities develop sustainable plans for their growth and development.

Planning & Zoning //
Tom's experience includes crafting zoning codes that utilize best practices for addressing development challenges and opportunities confronting communities. He is skilled in analyzing and revising city code for efficiency and clarity; formatting zoning code documents for legibility, consistency, and visual appeal; and graphically depicting zoning districts to illustrate dimensional standards and aesthetic character. He also has had practical experience applying this zoning knowledge as an employee within a municipal planning department.

Urban Design & Architecture //
With training in urban and architectural design, Tom has contributed to numerous design projects throughout his professional history. Project types include master plans, downtown streetscapes, open spaces, and individual buildings. He is able to augment this design experience with his analytical abilities used for assessing existing conditions of the built and natural environment, analyzing urban form, and creating urban design guidelines. He enjoys being a part of community-led design efforts and helping those community members illustrate their vision.

Transportation & Transit //
Tom's professional background reflects his appreciation of the strong relationship between land use and transportation systems. He has contributed to planning efforts for state highway systems, determining investment strategies to achieve performance targets. He also has experience working on transit-related projects, such as analyses of transit-oriented development and performance assessments of transit-supporting infrastructure. He is able to utilize this transportation knowledge for making informed land use planning decisions and collaborating with transportation professionals.

Graphic & Technical Capabilities //
Tom is adept in a variety of graphic software and mapping programs, such as ESRI ArcGIS 9+, AutoCAD, Adobe Creative Suite, SketchUp, and Microsoft Office applications. He has contributed his skills with these programs to the creation of diagrammatic illustrations, technical drawings, presentation graphics, photorealistic renderings, project visuals, and standard drawings. He is also skilled in hand graphics, able to draw and sketch with traditional media.
Kimberly Bares | President
Kimberly draws on her varied community and economic development experience to lead organizations, neighborhoods and municipalities in designing and implementing dynamic, effective and practical urban revitalization strategies and tools. Her professional background includes expertise in affordable housing development, community organizing, TIFs, SSAs/BIDs, commercial district planning, strategic planning, Board development and fundraising. She has had direct involvement and accountability for the creation, management or administration of more than forty Special Service Areas and four Tax Increment Financing districts.

Prior to forming PLACE Consulting, Kimberly was the executive director of several community development organizations, focusing on economic development, community organizing and housing development in Baltimore, Berwyn, IL and Chicago.

Kimberly’s diverse project experience includes:

**Downtown Evanston, Inc. Strategic Plan | 2014-2016**
DEI’s strategic plan was led by Kimberly and included Board and stakeholder surveys, demographic analysis, best practices research, and an organizational audit that reviewed operating and financial policies and procedures, foundational materials, such as bylaws, sources and uses of income, staffing, management and governance. The result of the process was a set of recommendations designed to position DEI for success for the next five years.

**Loyola University Lakeshore Campus Retail Market Study | 2014-2015**
Kimberly managed the planning team through a rigorous information gathering, data analysis and community outreach process to help Loyola develop its near-campus retail development strategy. The team’s synthesis of the demographic, psychographic, and physical conditions resulted in an updated framework for retail investment. Best practices research complemented the data and informed detailed recommendations on actions and approaches in the district, such as the creation of a Marketing Overlay district spanning two neighborhood and BIDs in which Loyola is located to better brand and integrate the two BIDs. Other recommendations included leasing standards to ensure high quality performance from its business tenants, prioritization of recruitment in particular sub-districts, and targeting of particular retail types.

**Chicago Neighborhoods 2015 | 2013-2014**
Kimberly was the lead consultant for the Metropolitan Planning Council on a review, analysis and synthesis of more than 80 Chicago issue and neighborhood area plans that had been completed since 2000. Project funding was from The Chicago Community Trust and the results of the project will guide and inform future projects and planning efforts of Chicago’s Dept. of Planning and Development.

**SSA Creation and Reconstitution | 2006-present**
Kimberly is Chicago’s SSA expert, having worked on more than 40 SSA projects. She has overseen and directed the community engagement process, budgeting and district planning for these projects. Current projects are State Street, Greektown, Lincoln Park, Jefferson Park, Roscoe Village and Lincoln Square. Previous projects include Albany Park, Hyde Park, Bronzeville, Marquette Park, Pilsen, Little Village, South Chicago and two SSAs in Roseland.
Interim CEO | 2010 - present
Kimberly has served as Interim Executive Director/CEO for several organizations throughout Chicago, including the chambers in Lakeview, Edgewater, Wicker Park/Bucktown and Northalsted. She focuses on improving operations and efficiency, instituting policies and procedures, restructuring staffing, overseeing special events, evaluating program effectiveness and value, developing new programs, increasing financial resources and managing the process for hiring the new, permanent/CEO.

LAMP – Lakeview Area Master Plan | 2011
Kimberly led the PLACE team as it developed and successfully completed the award-winning Lakeview Area Master Plan. Plan components included an innovative and compelling public engagement process for youth and adults, sub-district design and business attraction recommendations that included a low-line walking path, public way enhancements, gateway improvements, tenant recruitment incentives, sustainable business guidelines and best practices research.

Devon-Sheridan Tax Increment Finance District | 2009
While executive director at Rogers Park Business Alliance, Kimberly led a large-scale community process that resulted in the creation of a Tax Increment Finance district on Sheridan Road and Devon Avenue around Loyola University Chicago, which bridged the neighborhoods of Edgewater and Rogers Park. She then led the creation of design guidelines to shape the development of the area in a manner that was sensitive to the needs and desires of the community.

Commercial Corridor Plans, Howard Street and Morse Avenue | 2006
Kimberly designed a community input and data analysis process that successfully resulted in commercial corridor plans for two major business districts in Rogers Park that had been underdeveloped and underserved. Project partners included UIC’s City Design Center and Northwestern University’s Asset Based Community Development Institute. Both districts have experienced significant subsequent investment and plan progress continues to be monitored and reported by the Rogers Park Business Alliance utilizing a “Dashboard” approach to tracking implementation.

Awards | Publications | Presentations
- 2015 Virginia Community Capital, Annual Learning Exchange Keynote panelist
- 2015 International Downtown Association Annual Conference moderator, “Strategies for Keeping Districts Clean, Safe and Friendly
- 2014 National Trust for Historic Preservation, Main Street conference presenter, “Is a Business Improvement District Right for You?”
- 2012 Arts and Business Council of Chicago workshop presenter, “Art and Artists as a Vehicle for Commercial District Revitalization”
- 2011 International Downtown Association, Merit Award for the Lakeview Area Master Plan
- 2011 American Planning Association, Illinois Chapter, Community Outreach Award for the Lakeview Area Master Plan
- 2011 American Planning Association, Midwest Chapter conference presenter, “Participatory Budgeting: Opportunities for Citizen Engagement”
- 2004 Citizen of the Year, Rogers Park Community Council, Chicago, IL
- 2003 Nicholas V. Trkla Award, Urban Land Institute, Chicago, IL
- 1996 Baltimore Citizen Award, City of Baltimore
Jill Siegel | Managing Director

Jill Siegel uses her planning and design background to lead collaborative, interactive and implementation-oriented downtown, neighborhood, and business district revitalization efforts. With more than 20 years of planning and community development experience in both the public and private sectors, she focuses on stakeholder engagement, meaningful data collection, and public process facilitation as tools for collaborative decision-making and creative problem solving. Jill capitalizes on her ability to strategically organize information in an interesting and informative way to enlighten the public, influence funders, and promote disadvantaged neighborhoods. Prior to beginning her consulting work, Jill worked in the public sector as Director of Planning for the downtown Memphis business improvement district and as an urban designer with the City of St. Louis. In these roles she prepared downtown strategic plans, facilitated the allocation of incentives for development projects, and formulated urban design policies and development plans.

Jill’s consulting work in Chicago and Indianapolis has helped shaped the communities of Rockville, MD; Durham, NC; Wichita, KS; Fort Wayne, IN; Toledo, OH; Gary, IN; Aurora, IL; and Naperville, IL. Her project experience at PLACE and elsewhere includes:

**Loyola University Lakeshore Campus Retail Market Study | 2014-2015**
Jill assisted the planning team with its information gathering, data analysis and community outreach process to help Loyola develop its near-campus retail development strategy. She translated the team’s synthesis of the demographic and psychographic conditions into a physical framework diagram for retail investment. Best practices research complemented the data and informed detailed recommendations on actions and approaches in the district, such as the creation of a Marketing Overlay district spanning two neighborhood and BIDs in which Loyola is located to better brand and integrate the two BIDs. Other recommendations included leasing standards to ensure high quality performance from its business tenants, prioritization of recruitment in particular sub-distRICTS, and targeting of particular retail types.

**SSA Market Analysis and District Plan Preparation | 2013-present**
As part of the PLACE team, Jill has prepared the market analysis and district plan components for Chicago SSA reconstitution and creation efforts for more than two dozen Chicago neighborhoods. She collected and analyzed trade area demographic, income, and spending data in order to identify opportunity gaps and buying power within local business districts. Comparison of that data with comparable retail districts allowed the team to refine retail development and tenant recruitment recommendations. She also helps clients craft work plans and budgets, identify key metrics for SSAs to use for tracking effectiveness, and prepares the district plans required for City approval of the SSAs.

**Northalsted Business Alliance SSA Management | 2013**
Jill acted as the SSA Program Manager for the Northalsted Business Alliance. In this capacity, she coordinated security, snow removal, street cleaning, and other programs of SSA #18. In addition, she gathered and maintained information on current market conditions and area spending capacity in order to help shape tenant recruitment and business district marketing efforts.
LAMP – Lakeview Area Master Plan | 2011
As part of the PLACE team, Jill helped shape the public engagement process that was critical to the development of the award-winning Lakeview Area Master Plan. She also developed the sub-district design and business attraction recommendations that included a low-line walking path, public way enhancements, gateway improvements, tenant recruitment incentives. She conducted best practices research on the recommendations to provide implementation examples.

Downtown Naperville Pedestrian Gap Analysis | 2010
While at Solomon Cordwell Buenz, Jill designed the project methodology and led a team of urban designers in preparing a pedestrian gap analysis intended to evaluate the built environment in the downtown area. The goal was to identify existing pedestrian and critical storefront gaps that create dead zones that impact the success of the adjacent businesses and the overall downtown. The project was grounded in the belief that two of the most important features of a pedestrian-friendly built environment are: a mix of uses with safe and interesting pedestrian walking routes connecting them. Fourteen measurable criteria for measuring pedestrian dead zones were identified, mapped, and scored for every property in the downtown district. The outcomes of this analysis helped provide a starting point for recommendations contained within the Naperville Downtown 2030 Plan.

eco-Andersonville | 2008
As Managing Director of the Andersonville Development Corporation (ADC), Jill led the Board and stakeholders through the process of creating a business district environmental program which came to be known as eco-Andersonville. The creation of the program involved looking at best practices in green business development, outreach to business owners to determine current practices and their desires, and development criteria specific to the neighborhood that would be used to identify locally designated “green businesses.” Today, eco-Andersonville is a well-respected initiative of ADC that promotes and encourages social, environmental, and economic sustainability to enhance the unique urban character and local commercial vitality of Andersonville. eco-Andersonville programs include business energy audits, community composting and recycling, green building incentives, and transportation initiatives.

Awards | Publications | Presentations
- 2011 International Downtown Association. Merit Award for the Lakeview Area Master Plan.
- 2011 American Planning Association, Illinois Chapter. Community Outreach Award for the Lakeview Area Master Plan.
CAMIROS, LTD

Camiros, Ltd, is a nationally recognized urban planning firm that provides a full range of services in the areas of neighborhood and community planning, land use regulation, economic development, landscape architecture and urban design. Founded in 1976, the firm serves public and private clients alike. Our private clients include neighborhood-based community development organizations and for-profit developers. We have provided planning services to over 300 communities throughout the United States. We use creative and innovative techniques to analyze existing conditions, engage the public and local officials in meaningful participation, and find feasible solutions to the complex problems of growth and renewal. We are known as much for implementation as we are for policy, plan and project development. Camiros has the experience and skills needed to design an innovative planning process with a public engagement process that is particularly suited to local needs. Over the years, Camiros has increasingly concentrated its work in the urban regeneration of America’s cities.

Camiros is highly experienced with all aspects this project, and feel that we can provide DeKalb with the highest quality of assistance. Our broad experience distinguishes us from other firms with comparable experience, and gives us the ability to work in a creative and innovative manner to respond to unique local issues and problems. Detailed examples of relevant projects are provided on the following pages.

PLANNING FOR UNIVERSITY COMMUNITIES

Camiros' experience includes the creation of successful plans and strategies for similar university communities, to create stronger town-gown relationships while also improving downtown and neighborhood commercial districts. These communities include:

- Bowling Green State University and the East Side Area - Bowling Green, Ohio
- Notre Dame University and the Eddy Street Corridor - South Bend, Indiana
- University of Texas Rio Grande Valley and the Buena Vida Neighborhood - Brownsville, Texas
- Olivet Nazarene University and the Downtown Area - Bourbonnais, Illinois
- University of Illinois and the Downtown Area - Urbana, Illinois
- Indiana State University and the Downtown Area - Terre Haute, Indiana
- Bradley University and the Downtown Area - Peoria, Illinois
- Lawrence University and the Downtown Area - Appleton, Wisconsin
- University of Alabama at Birmingham and Southside Area - Birmingham, Alabama
- University of Chicago and the Hyde Park Commercial Center - Chicago, Illinois

We have also brought a range of unique zoning solutions to communities whose residential neighborhoods are affected by commercial and entertainment activities or student-based neighborhood change. Examples include development of specialized residential "place based" districts in New Orleans, Louisiana, form-based districts in Buffalo, New York and university districts in Evanston, Illinois, Salt Lake City, Utah and Providence,
Rhode Island. Components of that work have involved modification of allowable entertainment uses, parking requirements, occupancy limits and sign standards, all which help to preserve desired neighborhood character.

QUALITY-OF-LIFE PLANNING

Camiros played a central role in developing “quality-of-life” neighborhood plans with the Local Initiatives Support Corporation/Chicago (LISC). Ten such plans were simultaneously prepared by Camiros for LISC’s Chicago based New Communities program. This involved fielding teams specifically committed to preparing plans for individual neighborhoods which ranged in population from 10,000 to 50,000; all of which became integral to Chicago’s planning policies. The lessons learned during this process helped us to develop an effective and efficient Choice Neighborhoods planning model.

The hallmark of the planning process used to develop these quality-of-life plans is that planning must be locally driven to be successful. This bottom-up approach means that the planning process must be clear and educational, and participants must see progress so that they do not drop out before the plan is complete. Task force members ranged from knowledgeable professionals, to community activists, to ordinary residents. An indicator of the success of these planning efforts was that at the end of the planning process there were more people involved than at the start. A detailed description on the NCP planning process and the plans developed for each community can be found on the NCP website at www.newcommunities.org.

CHOICE NEIGHBORHOODS PLANNING

Camiros has extensive experience in Choice Neighborhoods planning, quality-of-life, and human investment planning, which are all critical aspects of the AGN Revitalization Plan.

Camiros served as Planning Coordinator for the Housing Authority of the City of Austin, Texas in preparation of the Rosewood Choice Neighborhoods Plan. The Rosewood Choice Neighborhoods Plan has been completed and accepted by HUD. Rosewood and other East Austin neighborhoods are at the center of discussions as to how best to preserve affordable housing, while accommodating new growth. Housing costs are rising in Rosewood, making it increasingly difficult for low-income residents to remain. The ability to keep current and long-term low- and middle-income neighborhood residents in their homes is one of the key issues facing the community. In that effort, the Rosewood Choice Neighborhoods Plan employs a comprehensive approach to neighborhood planning by revitalizing the distressed Rosewood Courts public housing complex while investing and leveraging investments in well-functioning services, high quality public schools and education programs, high quality early learning programs, and services, public assets, public transportation, and improved access to jobs. The vision of the Plan is that the Rosewood Choice Neighborhood becomes a stable, true mixed-income community that respects the different cultures and values of area residents today and tomorrow. Rosewood Courts enhancements reflect the historic and cultural significance of the site while accommodating the needs of both current and future residents. Rosewood Courts families and other low-income neighborhood residents have the support and services needed to help them move their families from poverty to prosperity.
Camiroes recently completed the Southside Choice Neighborhoods Plan for the Mobile, Alabama Housing Board. The Southside Plan is employing a comprehensive approach to neighborhood planning by revitalizing the distressed Thomas James Place, R.V. Taylor Plaza, and Boykin Tower while investing and leveraging investments in well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs. The website www.southsidechoice.com provides information on the community engagement activities to date.

The South Flint Community Plan In Flint, Michigan provides a tremendous opportunity to work collaboratively to develop and evaluate options to improve the quality of life for local residents while creating a stronger, more connected community. The Plan has created strategies for greatly improving housing for current public housing residents from Atherton East while bringing community residents together in a series of conversations aimed at building better and stronger local relationships, increased job opportunities and improved services.

In Brownsville, Texas, Camiroes is leading the Buena Vida Choice Neighborhood Plan. The Buena Vida Neighborhood is one of the oldest neighborhoods in Brownsville and South Texas. It is located within one of the fast growing areas in the United States within one mile of the Mexican border. The neighborhood sits within six blocks of the old downtown business district of Brownsville, the county seat of Cameron County. The Buena Vida development in the proposed Choice Neighborhood has 150 units and was constructed in 1939. The Buena Vida Choice Neighborhood Plan will be community-driven and result in detailed Housing, Neighborhood, and People strategies, including a focus on improving safety and increasing educational opportunities for the local community.

Creating Comprehensive Neighborhood Plans

Throughout the firm’s history, Camiroes planners have worked to create comprehensive neighborhood plans that lead to real results. Our neighborhood planning assignments have required community building as well as community planning. This has involved providing specific and targeted training so that residents and community leaders have the skills needed to craft the AGN Revitalization Plan and guide its implementation.

Resident engagement and participation is central to our approach to neighborhood planning - and has been since Camiroes was founded more than thirty years ago. Camiroes subscribes to the application of the following key principles in the development of neighborhood plans:

▷ Building Trust. The neighborhood vision has to be developed in a manner that gives residents confidence that if certain strategic actions and projects are implemented, then the vision can be attained. We sort out issues and establish a dialogue that reduces fear, identifies common goals and establishes an agreed upon program for the long term improvement and maintenance of the neighborhood.

▷ Engaging in Dialogue. We reach out to the neighborhood and to do it in a manner that encourages the development or expansion of a neighborhood-based organizational structure which, in the end, will become the advocate of the plan and the monitor of its success.

▷ Creating a Common Vision. We work to structure a bottom-up planning process that builds strategies, projects and programs around core neighborhood values. Time, at the front end, is devoted to making sure that widely shared values are given voice and represent the community’s aspirations.
Developing Holistic Strategies. We believe in a planning process that transforms real estate investment and other physical components of the neighborhood into vibrant “places” by addressing the full range of community needs and ensuring that the development of the necessary social infrastructure is fostered to ensure that physical improvements are sustainable and that neighborhood residents thrive.

Planning while Doing. We work with the community to ensure that every part of the plan has an action agenda that delivers short and long term gains, that involves the largest number of people in its implementation, and reflects the community’s core values.

In addition to our Choice Neighborhoods and extensive holistic quality-of-life planning experience, Camiros also brings strong knowledge of the development approval process and typical application requirements (which become important in crafting replacement housing plans that can readily secure entitlement approvals) through our national zoning practice. We have written zoning ordinances and development codes for cities including Baltimore, New Orleans, Providence and Buffalo, as well as many smaller communities across the country. Land use planning is one of the staples of the Camiros planning practice, which positions us to creatively and effectively weave desired neighborhood improvement projects into the AGN Revitalization Plan.
Camiros worked in South Bend to turn a blighted neighborhood adjacent to Notre Dame into a mixed-use neighborhood serving the University’s retail needs as well as providing housing for faculty and others wanting a walk-to-university location.

A further challenge was to blend the university’s needs with the community development goals of the City of South Bend and various neighborhood groups.

Camiros created a neighborhood plan endorsed by all parties by engaging in a broad-based visioning process. The final plan provided for all constituents needs and emphasized improving the quality of life for existing residents as well as providing opportunities for new development. The plan was then advanced to the next level of development programming. A coordinated series of development projects and public improvements were formulated to address all parts of the neighborhood.

These activities illuminated a range of development projects needed to realize the neighborhood vision. This program was market-oriented and created an agenda of developments and improvements to be undertaken over the course of time to implement the Plan and neighborhood vision.
The City of Bowling Green, in collaboration with partners and stakeholders from Bowling Green State University (BGSU), neighborhood groups, business associations, and residents, is revitalizing its northeast and southeast neighborhoods, located between Main Street and BGSU. Once a predominantly single-family owner-occupied residential area, the character has changed into an area dominated by rental properties geared toward students, compounded by aging housing stock and lowered property values.

Building from the City’s 2014 Comprehensive Land Use Plan, Camiros is working with the City to develop the Community Action Plan, which outlines initiatives aimed at generating a stronger owner-occupied household market, attracting and retaining professionals and young families, developing high-quality rental units, encouraging greater investment in existing properties, and establishing better connections between the target neighborhoods and surrounding destinations. Interim actions voted on by the community include an online code enforcement tool, a zoning review, and the Court Streets Connect Festival, a free event celebrating neighborhoods and promoting the opening of a temporary bike lane.
The Housing Authority of the Birmingham District is spearheading an extensive planning process in Birmingham’s Southside Neighborhood aimed at revitalizing the 455-unit Southtown Court public housing development. While focused on Southtown Court, the plan will pursue improving the entire Southside area by employing urban design strategies and implementing locally driven services for neighborhood residents.

Area residents, community groups, business owners, and other stakeholders, including the University of Alabama at Birmingham, are undertaking the strategic planning needed to transform the Southside neighborhood into a more viable and sustainable mixed-income community that supports positive outcomes for all residents.

The vision for the Southside neighborhood is that of a culturally vibrant, diverse, accessible community rich in economic, social, and educational opportunities that are accessible to all families. The Southside Neighborhood Plan will ensure that current residents benefit from this transformation by preserving affordable housing in the neighborhood. Southtown Court will be an energy efficient, mixed-income, mixed-use development that will provide space for important community uses that connect disadvantaged residents to emerging economic opportunities.

Since completion of the Plan in 2016, a development team has been selected to lead the Plan’s implementation.
The residents of the Village of Bourbonnais desired to create a downtown environment that would foster a sense of pride, heritage and excitement within the area of the community’s original 1830’s settlement. While little of this physical heritage is left, the downtown area remains the “center” of the community.

Downtown Bourbonnais has the potential to fulfill the community’s vision for an active urban space, with assets such as Olivet Nazarene University, prominent intersections, and buildings with architectural significance. Major regional attractions such as the Chicago Bears Training Camp and Perry Farm also contribute to the role of Bourbonnais as a regional destination.

Camiros proposed a combination of public improvements to support the existing land use pattern, and a development strategy that can be implemented over time to accommodate new uses and future growth. Key elements of the plan include proposals for vehicular roundabouts to improve traffic flow and introduce a dramatic visual element, redevelopment opportunities that respond to the roundabouts and begin to introduce mixed-use development within the area, development standards, links to public open space (including the development of a new Town Square), and the preservation of older buildings to retain as much of the downtown’s original heritage as possible.
The City of Urbana is the seat of Champaign County and the University of Illinois. Of modest size, the downtown has historically served the commercial and governmental needs of the community. The challenge in this assignment was to develop a set of strategies that would keep Urbana’s downtown competitive with the other retail and commercial marketplaces of greater Champaign-Urbana region.

The strategic plan was developed to optimize downtown’s role as a “people place” within the region. The key strategies emphasize a use mix that includes food-based niche retail, housing, government center and pedestrian-oriented entertainment activities, all designed to attract increased numbers of users to the downtown.

Revitalization initiatives focused on strengthening existing destinations by enhancing pedestrian access through gateway and streetscape improvements. Development of housing was encouraged to expand the retail customer base. Finally, expanding the function of the Lincoln Square Mall to include community as well as retail uses was recommended to support the creation of niche markets within the downtown.
Ellis Heights / Fairgrounds Choice Neighborhoods Plan
Rockford, Illinois

Key Staff:
Leslie Pollock, Adam Rosa, Jeanne Lindwall

Project Date:
2011-2013

Project Budget:
$246,500 + $21,000 (Grant Application)

Client:
Rockford Housing Authority

Reference:
Ryan Stockton
Director of Real Estate Development
Rockford Housing Authority
223 S. Winnebago St.
Rockford, IL 61102
815.489.8500
rstockton@rockfordha.org

The Rockford Choice Neighborhoods Plan focuses on strengthening the bonds of housing and neighborhood improvements with appropriate services, schools, public assets, transportation, and access to jobs. It supports the redevelopment of the Fairgrounds Valley housing complex within the context of a comprehensive revitalization plan for the Ellis Heights/Fairgrounds neighborhood that focuses on directing resources to address three core goals: Housing, People and Neighborhoods. The vision developed by the community is the following: The Ellis Heights neighborhood is a nice place to live! It is safe, affordable, clean and pleasant. There is strong homeownership, with respectful and responsible neighbors looking out for the welfare of others. It is a community where children are nurtured, families can grow, and seniors can enjoy their years. Ellis Heights is a responsible community, with active leadership and strong institutions.

Our priorities for improving neighborhood quality of life are:
• Income and jobs, the catalysts for making progress on other initiatives;
• Creating a safe, healthy neighborhood for families with an emphasis on our youth is paramount;
• Education and physical improvements; and
• Neighborhood engagement and capacity building.
Rosewood Choice Neighborhoods Plan
Austin, Texas

Key Staff:
Leslie Pollock (Principal), Adam Rosa
(Project Manager), Jeanne Lindwall
(Project Planner)

Project Date:
2012-2015

Project Budget:
$300,000

Client:
Housing Authority of the City of Austin

Reference:
Eileen Schrandt
Choice Neighborhoods Project Manager
1124 S. IH 35, Austin, TX 78704
512-767-7775
eileen@hacanet.org

The Rosewood Choice Neighborhoods Plan employs a comprehensive approach to neighborhood planning by revitalizing the distressed Rosewood Courts public housing complex while investing and leveraging investments in well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs. The Plan has been developed with the active involvement of Rosewood Courts residents, community leaders, residents of the City’s designated Rosewood and Central East Austin planning areas, City staff, the University of Texas, and a variety of affordable housing, education and social service providers who have long-standing relationships with the Housing Authority of the City of Austin (HACA) and the Rosewood community.

The vision of the Plan is that the Rosewood Choice Neighborhood becomes a stable, true mixed income community that respects the different cultures and values of area residents today and tomorrow. Rosewood Courts enhancements reflect the historic and cultural significance of the site while accommodating the needs of both current and future residents. Rosewood Courts families and other low-income neighborhood residents have the support and services needed to help them move their families from poverty to prosperity.
Neighborhood Quality of Life Plans

Chicago, Illinois

Key Staff:
Leslie Pollock (Principal),
Jeanne Lindwall (Project Manager)

Project Date:
2001-2008

Project Budget:
$783,000 (10 plans)

Client:
LISC/Chicago (Local Initiatives Support Corporation)

Reference:
Susana Vasquez, Executive Director
LISC/Chicago
135 South LaSalle Street #2230 Chicago, IL 60603
312.422.9550
svasquez@lisc.org

Performance:
On Time / On Budget

Following several successful pilot projects, the Local Initiatives Support Corporation/Chicago (LISC) with major funding provided by the John D. and Catherine T. MacArthur Foundation established the New Communities Program (NCP) to support comprehensive community development initiatives in 14 Chicago neighborhoods.

Camiros was retained by LISC to simultaneously guide the 10 newest local lead agencies as they worked with local partners to develop Quality-of-Life Plans for their neighborhoods.

Ten Quality-of-Life Plans were presented to Mayor Richard M. Daley in May 2005. The work program that is the central element of each plan is designed to allow stakeholders to work together to rejuvenate each neighborhood with a comprehensive set of projects that address physical improvements and social needs. The plans address the most important aspects of community life ranging from housing and employment to child care, neighborhood safety, parks, schools, health care and more.

While the plans address common issues, the approaches to solving problems and vision for the future are as unique and varied as the communities themselves. The NCP website at www.newcommunities.org provides information on progress and achievements in each NCP community.
Green Healthy Neighborhoods
Chicago, Illinois

One of the greatest strengths of the City of Chicago is the diversity and vibrancy of its neighborhoods. Like many cities in the Midwest, however, Chicago’s neighborhoods are faced with multiple challenges including a depressed housing market, lack of employment opportunities, and many years of population decline.

The results of these conditions are apparent in a number of Chicago neighborhoods that were once densely populated and lively, but now suffer from high vacancy and unemployment. In light of the vastly different economic and market conditions of the city today, public and private interests need a road map for how to invest in these neighborhoods to improve them in the most efficient and effective way.

This project is examining a variety of models for neighborhood reinvestment that build on existing neighborhood assets as catalysts for broader investment and redevelopment. Fortunately, the residents, business owners, and other stakeholders in these neighborhoods have been meeting for years and planning to address these challenges through a variety of projects and initiatives. As a result, these communities already have a great deal of momentum moving towards a better future.

Camiro.s assisted the City in creating specific design concepts for the Green Healthy Neighborhoods program with a focus on urban agriculture and pedestrian/bicycle improvements in order to promote key elements of the Plan.
Future Land Use Plan and Green Code
Buffalo, New York

Camiros is working with the City of Buffalo to create a Future Land Use Plan and Green Code, aiming to build healthy communities by maximizing people’s connection to the places they work, live, shop and play, while minimizing impacts on air, land and water resources.

The form-based Green Code is a place-based economic development strategy designed to implement Buffalo’s Comprehensive Plan, the master document for all policy and investment decisions made by the city. The Green Code will establish rules on the form, use, and character of development for the different zones within the City, and their relation to the public realm through Complete Streets thoroughfare development regulations. The Green Code is an opportunity to emphasize physical form rather than the separation of uses as its basic organizing principle.

www.buffalogreencode.com

Reference:
Brendan Mehaffy
Executive Director
Office of Strategic Planning
City of Buffalo, 920 City Hall
Buffalo, New York 14202
716.851.4769 bmehaffy@ch.ci.buffalo.ny.us
Camiros drafted a new Comprehensive Zoning Ordinance for the City of New Orleans. This work built upon a new Master Plan that was the first phase of this project during which Camiros provided key land use concepts. The Master Plan establishes a long-range framework for the core systems that shape the city’s social, environmental, and economic future, and the new Ordinance will implement those recommendations.

Two of the most important components of the Ordinance are the incorporation of “place-making” standards and development regulations that further the City’s sustainability and resiliency. This includes creating districts that reflect the eight “places” within the City: the historic core, urban neighborhoods, suburban neighborhoods, rural residential areas, open space, destination centers, employment centers, and the downtown.

Additional key concepts within the ordinance include preservation of the historic neighborhood character, new mixed-use development, creation of new activity centers linked to form and function, and protection of valuable industrial sites.
We believe... 

- every community is unique,
- all communities have assets upon which to build,
- accurate data combined with creative, collaborative planning can yield transformative results.

PLACE Consulting's mission is to help communities achieve positive and tangible results for their business districts and neighborhoods. 

The PLACE team has a diverse set of skills and technical expertise in community-based development uniquely positioning us to lead dynamic, creative, and collaborative planning processes that culminate in implementable plans.

PLACE is an outgrowth of one of Chicago's most successful economic development organizations that capitalized on local Business Improvement District (BID) funding to improve its community. Founded to share that expertise to assist fellow chambers of commerce, community development corporations, municipalities and others with enhancing neighborhoods, commercial districts and local economies, PLACE provides strategic planning services, market analysis, redevelopment planning, business attraction and retention practices, meaningful community engagement, and capacity-building of local leadership. PLACE offers its clients intimate knowledge of both the challenges confronting economic development organizations and the importance of honoring the input of local stakeholders while delivering inspiring, yet realistic, plans and products.

PLACE is an award-winning consulting firm that champions neighborhood, community and business district revitalization. We help our clients envision their future, ground their dreams in implementable plans, and organize themselves to achieve their visions. Led by former community development practitioners, PLACE offers its clients intimate knowledge of the challenges confronting economic development organizations and the importance of honoring the input of local stakeholders.

We are committed to developing plans and revitalization strategies that contribute to the development of People, Livability, Accessibility, Community, and Economic development.
Project Experience
Our project experience includes:

**Downtown Evanston, Inc. Strategic Plan**
Evanston, IL
October 2014-January 2016

PLACE worked with Downtown Evanston, Inc. on a year-long strategic planning process that reviewed existing organizational capacity, scanned the downtown for program and service opportunities, engaged stakeholders, such as property owners and residents, in gauging their satisfaction with existing programs and prioritizing future investments, benchmarked the organization against aspirational communities and provided the Board of Directors and staff with a set of recommendations for implementation in the next five years.

PLACE began the work by conducting a full demographic and psychographic analysis of the downtown area, followed by key stakeholder interviews and a Board survey about the organization, its programs, capacity and desired future direction. The information gathered for the framework was then compared and contrasted with input gathered at the organization’s annual meeting, at which attendees were asked to participate in visioning and innovative SWOT exercises that identified aspirational communities against which Evanston competes for businesses, investment, development and customers. Four aspirational communities were identified and then studied by PLACE to highlight key strengths of the organizations that could be replicated by Downtown Evanston, Inc. Existing organizational materials and information, such as marketing collateral and bylaws, were reviewed for the purpose of strengthening the organization’s brand and structure.

Value, efficiency, effectiveness, strength and power were key components of the final PLACE recommendations, which were focused in the areas of Strengthening Downtown Evanston, Inc. as an organization; Engaging in placemaking activities to further enhance the downtown area; Creating and expanding partnerships that bolster and amplify the mission and vision of Downtown Evanston, Inc.; and Marketing and promoting downtown Evanston’s events, business, employers and other attractions and assets.

**Client:** Downtown Evanston, Inc.  
**Contact:** Annie Cookley, Executive Director  
**Email:** acoakley@downtoownevanston.org  
**Telephone:** 847.570.4724
Loyola University Lakeshore Campus Retail Market Study
Chicago, IL
December 2014-May 2015
PLACE assisted Loyola University Chicago (LUC) with developing strategies for economic development and community revitalization surrounding its Lakeshore Campus. This effort was intended to assist with recruitment of tenants for LUC's own retail spaces. Focus was placed on gathering information in areas radiating out from the campus in order to identify changes in neighborhood characteristics that could help shape university-driven community improvement activities.

The process developed by PLACE used both qualitative and quantitative information to identify opportunities and desires. A variety of information including demographic data, university information, business owner input, psychographic market segmentation, and extensive intercept and online surveying was gathered, analyzed, compared/contrasted and then woven together to result in a current and comprehensive look at the area surrounding LUC's Lakeshore Campus. This information and the process resulted in eight key recommendations that LUC could undertake in order to catalyze retail development in the area.

The information-gathering that led to the recommendations produced a map of the neighborhood marketplace and distinctive sub-areas within it, including demographic and psychographic descriptions of the population. A Development Framework diagram was also developed by PLACE to illustrate how investment activity could be organized.

Client: Loyola University Chicago
Contact: Jennifer Clark, Associate Vice President of Capital Planning
Email: Jclark7@luc.edu
Telephone: 773.508.7450
Waukegan, IL
Lakefront Active Implementation Plan
July 2015-December 2015

PLACE worked with Edgewater Resources, Market and Feasibility Advisors and Bauer Latoza Studio to develop an implementation plan to activate Waukegan’s lakefront. PLACE specifically designed community outreach strategies to elicit feedback and input from the city’s Latino and African-American residents and stakeholders, which involved providing translation of all materials into Spanish, including Facebook posts, supporting focus groups, mailing upcoming meeting information to faith-based institutions and community organizations, and directing news and media press releases to local newspapers and other news outlets. PLACE also provided staff for meetings to assist with necessary translations. The plan, funded by the Chicago Metropolitan Agency for Planning (CMAP), guides further development of the lakefront with specific recommendations about current uses, future uses and barriers to successful reuse. The three organizing themes of the final project were: transform challenges into opportunities; focus on things only Waukegan can offer; and encourage, engage and partner to make success a reality.

Client: City of Waukegan
Contact: Edgewater Resources
         Greg Weykamp, Principal
Email: gweykamp@edgewaterresources.com
Telephone: 269.932.4502
State Street SSA #1 Reconstitution  
Chicago, IL  
February 2014 - present

PLACE was engaged by the Chicago Loop Alliance (CLA) to guide the organization through the renewal and expansion of SSA #1 located in downtown Chicago along State Street. This effort required careful consideration and evaluation of three options for renewal and expansion: simple renewal of the existing SSA, termination of the existing SSA and the creation of a new SSA with the former and expanded area geography, or renewal of the existing SSA and the creation of a new abutting SSA.

PLACE helped CLA and the SSA Advisory Committee consider the pros and cons of the options. The real estate impacts were significant and the exploration involved engagement of a variety of stakeholders, including corporate property owners, educational institutions, individual property and business owners, the Building Owners and Managers Association, and downtown resident groups.

Given the scope of both the geographic area and financial impact on property owners, PLACE assisted CLA through a two-year process of building consensus on the final proposal for renewal of the SSA. Public meetings were held to share options with the community and shape the final application, which was submitted to the City in 2015.

Client: Chicago Loop Alliance  
Contact: Mike Edwards, Executive Director  
Email: mike@chicagoloopalliance.com  
Telephone: 312.782.9160
PLACE was retained by the City of Evanston to study the feasibility of and then create a new Special Service Area on three commercial streets in the southeastern area of the City of Evanston: Chicago Avenue, Main Street, and Dempster Street. Perhaps the greatest strength of the area was a small group of committed merchants heading up the Main Street Merchants Association and the Chicago Dempster Merchants Association. These dedicated volunteers had hosted special events and advertising campaigns on a very meager budget derived primarily from modest member dues. Sustainability of this heavily volunteer effort became threatened as business owners became fatigued and stretched thin with concerns for their own enterprises.

Our initial step was to assist with the creation of a committee to explore the feasibility which revolved around not just the legal mechanics of creating an SSA, but the political, financial, and operational hurdles associated with determining the boundaries of a potential SSA and the annual budget from which the tax rate would be calculated. We ensured that the committee was composed of not only the fervent SSA advocates, but also those who were skeptical of, if not downright opposed to, the SSA.

We led the committee through the process of understanding the SSA designation process, its possibilities, and limitations in order to “train” them to be the spokespeople within the community. By the time the process reached a broader level of public engagement, the committee had wrestled with which properties should be included, how to deal with residential properties within the area, what a realistic budget was for meeting the needs of the districts, and options for the governance structure of the SSA. Tools used during the committee and broader public engagement process included:

- Communications and outreach planning including an FAQ document, overview of SSA outcomes in other neighborhoods, a postcard mailing, and door-to-door flyer distribution.
- Mapping and tax rate options identifying the potential mix of land uses that could compose the SSA.
- A SSA Buck$ game in which participants prioritized spending in a number of categories to identify improvement priorities.
- Three informal community meetings leading up to the public hearing with the City Council.
- Scripts and talking points for the volunteer committee members so they could be “front and center” at community meetings resulting in information being conveyed by committed stakeholders, not a hired consultant.

Client: City of Evanston
Contact: Johanna Nyden Leonard, Economic Development Division Manager
Email: jleonard@cityofevanston.org
Telephone: 847.448.8014
PLACE Consulting, Inc.  
People, Livability, Accessibility, Community & Economic Development

Lakeview Area Master Plan (LAMP)  
Chicago, IL  
September 2010 – March 2011

PLACE was hired as the lead consultant by the Lakeview Chamber of Commerce and SSA #27 to develop a comprehensive approach to ensure that the Lakeview community maintained its commercial vibrancy and continued to improve as a shopping and entertainment district and destination. PLACE focused on broad and deep community engagement through extensive use of social media, competitions, open houses, a dedicated project website and smaller, hosted parties. PLACE teamed with moss design to incorporate sustainability initiatives and develop persuasive visuals to demonstrate what could be done in terms of open space, connections to urban agriculture, and enhanced connectivity. Another key component of the project was the formation of a youth task force, whose participation and recommendations impacted final findings.

A critical component of the plan was a retail market analysis of the major commercial corridors of Southport, Belmont, and Lincoln Avenue. Mapping of existing retail and physical conditions informed the existing baseline needs and opportunities. A robust analysis of demographic trends; local and regional consumer spending patterns; psychographic analysis; regional and national commercial trends; regional competitive analysis; local retail cluster analysis and interviews with local retailers built on the baseline information to identify viable commercial opportunities.

Five key documents were created: a sustainability guide for business owners, business attraction materials, an executive summary, workplan with sub-district implementation strategies and a best practices manual. All of these components were designed as tools for implementation.

The project received widespread media attention through features by the Chicago Tribune, WGN-TV and WGN Radio, Fox News Chicago, WLS 890 AM, Chicago Public Radio and the Huffington Post. The plan was awarded the Community Outreach Award from the Illinois Chapter of the American Planning Association and a Merit Award from the International Downtown Association.

Client: Lakeview Chamber of Commerce  
Contact: Lisa Santos, Former Chair, SSA #27; Owner of Southport Grocery  
Email: lisa@southportgrocery.com  
Telephone: 773.665.0100
6. AVAILABILITY

Camiros key personnel have the availability to undertake the proposed project. Adam Rosa, Principal and Tom Olson, Associate will be committed to the following key projects during the 12-13 month project schedule:

- Community Action Plan - Bowling Green, Ohio
- Buena Vida Choice Neighborhoods Plan - Brownsville, Texas
- Rome Brownfield Opportunity Plan - Rome, New York

7. PROJECT LIST / REFERENCES

Specific references are shown on Project Sheets located in Section 5 - Statement of Qualifications. In addition, we have provided the following letters of recommendation from current and recent clients.
March 10th 2017

To whom it may concern,

Letter of Recommendation for Camiros Ltd.

Camiros Ltd. served as planning consultants for the City of Flint and Flint Housing Commission (FHC) from September 2015- January 2017 for the Flint Choice Neighborhoods Planning Initiative. In that time, the support their team provided to the City and FHC was experienced and malleable. Working with two separate entities can prove to be challenging, but the staff at Camiros handled this task professionally and their commitment to balance the needs of both entities produced a product that everyone is beyond pleased with.

Their experience in neighborhood planning proved to be extremely valuable as we spent a tremendous amount of time working on community engagement and resident participation. They demonstrated to us their knowledge and skill while also being willing to learn from the new community in which they were working. It would be fair to say that there were doubts about the process when we began and envisioned a painful process working with our partners at the Housing Commission. That however was not the case and thanks to Camiros, we’ve been able to not only work together but set a future path for successful collaboration. We would highly recommend Camiros for any type of neighborhood planning work.

Best,

Kevin Schrone
Lead Planner/Planner I
Flint City of Flint
810.766.7426 x.3028
kschrone@cityofflint.com
July 3, 2014

Dear Colleagues,

It is my sincere pleasure to write a letter in support of Camiros, Ltd. for their efforts in Choice Neighborhoods planning.

I had the extraordinary opportunity to work with the Camiros team in creating the Ellis Heights Choice Neighborhoods Transformational Plan under the Rockford Housing Authority/HUD 2011 grant award. Through the leadership and visioning of Camiros we have achieved great success during the completion of this planning effort.

Additionally, Camiros served as our planning partner in the expansion of our Ellis Heights plan as we moved to a broader footprint known as the Westside Connections plan. This plan was the basis for the 2013 Choice Neighborhoods Implementation Grant request submitted just over a week ago. The Camiros team guided the planning meetings and the creation of the documents for the Westside Connection neighborhood. Their comprehensive vision process unites and activates residents in the process so that a true reflection of the community’s wants and needs is captured. They are also cognizant that this vision must mesh with the Authority’s vision and implementation capacity.

In conclusion, I give Camiros, Ltd. my support in Choice Neighborhoods planning. As we strive to provide better housing, we grow to become better communities. Camiros Ltd. understands how important that goal is. It would be most beneficial to have them on your team. Please contact me at (815) 489-8570 if I can be of any further assistance.

Sincerely,

Ron Clewer
Chief Executive Officer
Housing Authority of the City of Austin  
*Established in 1937*

July 2, 2014

To Whom It May Concern:

I am writing this letter in support of Camiros, Ltd., with regard to their planning and community development experience. As the executive at the Housing Authority of the City of Austin (HACA) that has overseen the Rosewood Choice Neighborhoods Planning Initiative, I have had the opportunity to work with Camiros for the past 21 months. Camiros serves as HACA’s Planning Coordinator for this HUD-funded initiative, and has engaged in a variety of planning activities related to the revitalization of HACA’s Rosewood Courts public housing property and the surrounding neighborhood. Activities have included: preparation of a planning handbook; development of a comprehensive data book with demographic, land use, zoning, housing, education, employment, transportation, health, crime, asset, environmental and other conditions that inform planning; project website; key person interviews with critical stakeholders; assistance in determining Task Force membership and responsibilities; field surveys and neighborhood physical needs assessment; design and implementation of Community Meetings (assets, challenges, visioning, housing); planning for and conducting Task Force Meetings (project and program development); solicitation and interpretation of a market analysis; and guidance in the development HACA’s Housing Developer RFQ.

As the Choice Neighborhoods project focuses on housing, people and neighborhoods, Camiros conducted meetings with residents and the community to determine physical preferences for the property, guiding principles for its development, and created draft site concepts that were presented to the community for feedback. Moreover, Camiros has worked with HACA to develop appropriate strategic social service and community initiatives through information gathered in Community and Task Force Meetings and determine how to move those programs forward. Camiros is currently working with the developer and HACA staff to further develop the housing component, as well as plans for community project implementation and program governance.

The work that Camiros has produced has been of high quality, and the HACA team has enjoyed working with them over the past two years. The team is extremely professional, skilled and knowledgeable about the latest trends in urban planning and development, and we have learned a great deal from each team member – as each has a solid foundation and knowledge in general planning knowledge along with niche expertise. While Camiros’ relationship with HACA has primarily been in a planning capacity, I know that the team’s skills extend beyond the work that we have requested, and that the organization has worked on many successful planning efforts across the country. I encourage you to consider Camiros’ qualifications and expertise in selecting a team to successfully help you plan for housing and neighborhood revitalization efforts as well as other planning projects. Please feel free to call me if you have any questions.

Sincerely,

Sylvia Blanco  
Executive Vice-President

“We envision neighborhoods where poverty is alleviated, communities are healthy and safe, and all people can achieve their full potential”

1124 S. 14th St., Austin, Tex. 78704 • (512) 477-4488 • Fax (512) 477-0953
August 25, 2014

To Whom It May Concern:

It is with great pleasure that I offer this letter of recommendation for Camiros, Ltd.

Camiros was engaged by the City of Providence to undertake a wholesale re-write of our Zoning Ordinance. The task included not only a restructing and re-write of the ordinance’s basic framework, but also the incorporation of significant improvements to incorporate current planning concepts, reflect our historic urban fabric, and open opportunities for growth that are sympathetic with our traditional neighborhood forms.

This massive undertaking achieved its major milestones for deliverables within a very aggressive and non-negotiable schedule because of grant funding. The process led by Camiros also pro-actively engaged stakeholders ranging from our elected officials to vocal neighborhood groups. The result is that the final ordinance is largely uncontroversial and received unanimous recommendation for adoption by our City Plan Commission, of which I am Chair.

I credit the management expertise of Camiros with this success. I participated in numerous working sessions and observed that Camiros was able to work collaboratively and professionally with the city’s planning staff. The entire staff and in particular Arista Strungys were incredibly organized and knowledgeable throughout the process. While they brought a depth of expertise to the discussion, they also respectfully heeded the particular requests and culture of Providence.

In summary Camiros took what could have been a very difficult task and not only created an ordinance that will service the city well, but managed an organized, positive process to meet a demanding timeline and a challenging stakeholder environment with aplomb. I enthusiastically recommend them for future work.

Please do not hesitate to contact me at 401.272.0240 x117 if I may offer additional comments.

Most Sincerely,

Christine Malecki West, AIA LEED AP
Chair, City Plan Commission, City of Providence
Principal, KITE Architects, Inc.
July 23, 2014

To whom it may concern,

We are very pleased to write a letter of recommendation for Camiros, Ltd. and specifically for Ms. Arista Strungys. The City of Baltimore took on the mammoth task of rewriting a 40 year old zoning code about five years ago. We knew this would be extremely difficult because it had not been done in such a long time. We are now in the final phases of legislative approvals.

Camiros overall did a great job. There were knowledgeable, technically competent and very responsive. Equally important they have been very flexible to work with. They have been able to adjust tasks and scope quickly to meet our ever changing needs. Arista is a pleasure to work with, always responsive and helpful. She almost always has a practical solution to problems that arise and will be honest when she doesn’t.

I highly recommend this firm.

Sincerely,

Laurie Feinberg
Asst. Director
8. PROJECT APPROACH

COMMUNITY UNDERSTANDING AND APPROACH

CamiroS brings a strong understanding of the opportunities and assets within the Annie Glidden North neighborhoods, as well as national expertise in strategic neighborhood revitalization to assist the City of DeKalb and its partners in addressing the challenges facing the community.

Our process looks to avoid “meeting fatigue” through a strong set of early action projects that will reinforce positive momentum in the neighborhoods. The AGN Revitalization Plan will be organized through a series of short, medium, and long-range action items and strategies that will help ensure that the overall vision is implemented.

CamiroS will work with the City and local community to create the AGN Revitalization Plan and Implementation Strategies. We understand that in recent years, certain parts of the community have witnessed deterioration as well as growing conflicts between expanding student housing and traditionally owner-occupied neighborhoods. We acknowledge that the goals of the AGN Revitalization Plan are to see the neighborhoods redeveloped, re-connected, and made more accessible while supporting community housing initiatives, preservation, and economic development.

The City’s Comprehensive Plan The Comprehensive Plan articulates strategies for implementing the community’s “desired development direction” for itself, taking into account the expectations of its citizens, the infrastructure and services available to serve the community, and consideration of physical, economic, and other factors that can affect how, when, and where development may occur. The 5 Planning Elements of the Comprehensive Plan include:

- Sustainability
- Continuous Improvement
- Character
- Connectivity
- Cohesion

We see the AGN Revitalization Plan as an important step in implementing the City’s goals and vision in the Annie Glidden North neighborhoods.

STRENGTHENING THE TOWN-GOWN RELATIONSHIP

Northern Illinois University is presently the City’s largest employer with approximately 3,300 employees and an enrollment of approximately 20,000 students. The University has an enormous regional and local economic impact. Students help to bring vitality to both the Annie Glidden North neighborhoods and the City as a whole.

Despite the positive benefits derived from Northern Illinois University, a major local concern is the off campus student rental market, particularly within the Annie Glidden neighborhoods.
We see NIU as major stakeholder in this process. Camiros will collaborate directly with the NIU Center for Governmental Studies to increase communication between the University, City and local community in order to cooperatively address neighborhood issues including personal safety, behavior, social activities, student/landlord relationships and responsibilities, property maintenance, neighborhood preservation and revitalization. The AGN Revitalization Plan will also include strategies for enticing college faculty, staff, and other full-time residents to live in the neighborhoods as well as zoning and other regulatory techniques to limit the impact of a rental-based student housing market. The AGN Revitalization Plan must integrate with the short and long-term goals of the University as well as the Vision 2020 Plan, which is seeking to define the NIU campus in the future. As a key element of the Vision 2020 Plan, NIU is seeking to enhance its facilities and grounds by creating a campus that is more conducive to learning, fosters scholarly and artistic endeavors and serves as a source of pride.

NIU is a major employment generator for the City and enhances DeKalb’s role as a regional destination. The AGN Revitalization Plan will focus on seamlessly and harmoniously integrating the campus and its student-oriented uses into the built fabric of community, while ensuring their growth and expansion is aligned with the City’s vision for the area’s identity, growth and development. Institutions must expand if they are to remain competitive, and the AGN Revitalization Plan will provide clear direction on how and where this expansion occurs. This will require partnerships and continual dialogue between the University, the community and the City. The AGN Revitalization Plan will outline strategies and suggest development controls in order to retain students after graduation in order to lessen the current "brain drain" phenomenon by providing housing type variety, entertainment uses, and restaurants in key locations.

**A FOCUS ON NEIGHBORHOOD PRESERVATION**

The AGN Revitalization Plan will respect the City of DeKalb’s environment and values, including those described in the Comprehensive Plan.

We understand that some single-family areas east of Annie Glidden Road have been converted to student dwellings thereby changing the character of the community. Camiros realizes that the City’s goal is to proactively move to preserve single-family neighborhoods as the current zoning does not providing sufficient protection. Modification to regulatory policy, adjustments to current zoning, establishment of preservation districts, and the drafting of specialized zoning districts can be used to help achieve this goal.

The need for more student housing and the need to provide additional parking has contributed to the student housing population expanding into traditionally single-family areas within DeKalb. The lifestyle of many college students, and their transient nature, can create incompatibilities with many of the traditional single-family and owner-occupied areas of the neighborhoods. The conflicts between year-round residents and students have escalated in recent years as previously owner-occupied homes transition to student rentals.

The community must abandon the commonly held paradigm that student housing will, by its nature, be poor quality housing and create a negative situation. In order to preserve valuable single family areas and to reduce development pressures on them, the AGN Revitalization Plan will identify and foster high quality rental housing in key locations including along the Annie Glidden Road corridor.

In addition to increasing housing supply, major landlords should be engaged in the planning process and renovation programs should be identified or developed to offer landlords incentives to make unit improvements that will serve to improve the neighborhoods and living spaces for tenants. As an example, the City may wish to pursue the development of a Home Maintenance Program/Renter Boot Camp, which could involve a single class or sequence of classes open to any interested resident to teach basic home maintenance
skills or more advanced home improvement training (Home Depot or other local retailers may be able to assist with classes on home repair and yard maintenance). A component of this program could be a tenant education program that would focus on the responsibilities and property maintenance obligations of renters and landlord.

A program of neighborhood revitalization is a program of community investment - time, commitment, and finance. Often changes in residential use, from family owned housing to student rental housing is a response to the economics of a neighborhood as well as to market potential. As the character of a neighborhood changes the need to stabilize the neighborhood often needs public as well as private reinvestment. Public reinvestment could emerge through capital improvements to infrastructure, as well as funding for neighborhood cleanup and landscaping. Thus the AGN Revitalization Plan should have a public finance strategy that directs capital improvement funds, redevelopment funds, and funds to facilitate public-private partnerships in redevelopment. Tools such as Community Development Block Grant funds, tax increment financing, HUD HOME and other housing improvement funds need to be utilized in a strategic manner to both set the “public stage” for redevelopment and to foster and incentivize private financial commitment to redevelopment. The creation of such a strategic will be directly addressed in the AGN Revitalization Plan.

IDENTIFICATION OF REDEVELOPMENT OPPORTUNITIES

Camiros recognizes that if the City is to provide an economically balanced ratio of middle to upper middle class households, while attracting millennials for the long-term, it needs to identify opportunities and work with developers willing to invest in the future housing needs for this segment of the population.

As temporary residents in the community, college students deserve safe, decent, affordable, and desirable housing choices, and should be made to feel welcome as City residents. Students bring vitality to the community and are an important part of the social and economic fabric of the City. New high-quality rental housing could be located in areas that provide synergy between local businesses and service while providing amenities needed and desired by young adults. The AGN Revitalization Plan will seek to gradually reduce the number of students living in single family residential neighborhoods, while recommending zoning changes as well as incentives that will lead to higher density development in designated areas of the City along major corridors and within the downtown area.

As part of the planning effort, Camiros will recommend the creation of a variety of housing types that could be located within designated opportunity areas. This could include live/work units, townhouses, mixed-use development, stacked flats, small-lot single family and senior housing prototypes. As part of a larger housing strategy, the City should seek to serve its aging population and provide housing and other amenities that this population desires and needs.

The AGN Revitalization Plan will also identify commercial development opportunities at key nodes within the neighborhoods. These neighborhood commercial nodes are typically pedestrian-oriented and smaller in scale than highway commercial areas and are more apt to be locally owned and/or run businesses. Businesses in these areas could provide essential goods and services to local residents, such as a corner grocery store or pharmacy, thus limiting the need to travel by automobile to reach stores. Neighborhood commercial development can also provide a sense of character and interest to the area, while creating community-gathering spaces.

PLACE Consulting will be responsible for providing Real Estate Market Analysis to determine feasibility for economic development projects, including investment in housing, retail and commercial development projects for the neighborhoods. Their billable rate is located in Section 11.
PUBLIC OUTREACH STRATEGY

“Nothing about us, without us” ... time honored community organizing slogan
As professionals envision, design, and seek to implement the investment and physical changes necessary to revitalize a neighborhood it is important that residents become engaged; and, in the best cases resident leaders assume a leadership role in the process.

Why is engaging residents critically important?

- It allows direct communication so that they may influence plans and processes in a way that best meets their individual and communal needs.
- It harvests and deploys their “wisdom” as professionals seek solutions that will catalyze neighborhood transformation.
- Bestows a degree of influence over the design and process upon people that will actually be living there in the future.
- Maximizes transparency, assuring that valuable resources actually benefit the neighborhood, and those who live there.
- It creates a dense network of relationships. Relationships are the currency of collective impact, and the ability to achieve lasting results; without relationships there would be no collective. And complexity science teaches us that all new possibilities, all new opportunities stem from relationships. A denser network of relationships produces a wider array of possibilities, a more robust set of potential opportunities, and broader “collective” to create a deeper and more abiding “impact”.

An indicator of the level of genuine engagement achieved is the establishment of trust. Trust amid many diverse stakeholders:
- Trust among and across different community constituencies
- Trust between community leaders/members and local government
- Trust between community leaders/members and development professionals
- Trust between community leaders/members, developers (non-profit and for profit), social service providers and others such as schools, police, etc., who will have a role in both the development and the continued enactment of programs, projects, and services designed to increase the Collective Impact on the local Quality of Life.

The Cornerstone: Relationships, Relationships, Relationships . . . When residents are genuinely at the center of community building a different process unfolds. Relationships become the centerpiece of the work. This is because for residents’ community building is personal - it’s about their children, their families, their homes, their neighbors and their streets. It is about making their day-to-day lives better in real time.
ACTION ORIENTED APPROACH

Our approach to neighborhood revitalization has proven successful in communities similar to DeKalb and is closely aligned with the goals outlined in the RFP. The Ellis Heights Choice Neighborhoods Transformation Plan for the Rockford, IL Housing Authority (RHA) recently won the Implementation Award from the Illinois Chapter of the American Planning Association. Developed by members of the neighborhood, working under the leadership of the RHA, the Plan sets forth a positive vision for the future that can be obtained by pursuing community-based initiatives that address infrastructure reinvestment, housing redevelopment, improved education opportunities, job creation, health and human services, and public safety. Most importantly, the Plan does not presume that success can occur in a vacuum. It stresses coordination and integration with significant ongoing city and regional programs, and a reorientation of the neighborhood from one of isolation to one directly linked to the heart of the community.

Examples of major successful implementation actions to date include the creation of a craft-based entrepreneurship training program through collaboration with ESy.com and the recruitment and recent opening of a new grocery store in the center of the neighborhood to help provide both employment opportunities and healthy food options within the Ellis Heights “food desert.” RHA and other local housing partners have also secured a $2.5 million foreclosure mitigation grant from the IL Attorney General as part of the National Foreclosure Settlement. The money will go toward building up to 10 new homes, rehabilitating 40 others and creating a home resource center, where homeowners can receive counseling and other tools and information to help keep them in their homes. These and other Choice Neighborhoods actions have helped to build trust between the community and the RHA while creating momentum for further success.

A key element of this approach is the development of community-focused Early Action Projects that get the ball rolling on larger initiatives and strategies. An example of Early Action Projects incorporated as part of our Mobile Choice Neighborhoods Planning is shown on the following page. We will incorporate successful techniques and strategies developed in Rockford, Mobile and other communities in which we’ve worked to ensure that the AGN Revitalization Plan is both action-oriented and leads to implementable projects.
BG block party brings community and campus together

TOC:
- Bowling Green Community Action Plan
- Court Street Connects

Bowling Green's block party on Saturday met all the qualifications – live music, food, dogs and people of all ages.

Spectators sat on straw bales as they watched musicians perform from the makeshift stage, complete with cardboard curtains, in front of the county courthouse. Children played games of giant checkers and got their faces painted. The hungry filled up on Chicago dogs and onion rings. And young and old pedaled along the temporary bike lane along East Court Street.

"It's close to perfect," said Heather Sayler, city planning director who was in charge of organizing the Court Street Connects event.

"We've had a constant stream of people since 10 o'clock," she said. "I don't think we could ask for anything better."

The block party was the brainchild of the city's Community Action Plan process. At a series of public meetings, Bowling Green residents were asked what project they wanted to try out first in an effort to improve neighborhoods on the East Side.

The block party was top on the list.

"This is great," said Adam Rosa, a principle with Camicos, the consulting firm helping with the Community Action Plan. "It's amazing how much energy has gone into this. It's great seeing all the energy."
9. PROJECT WORK PROGRAM

Camiros will undertake an appropriate schedule of services to provide an efficient and cost-effective framework for the development of the AGN Revitalization Plan.

FLOW CHART

[Diagram showing the flow chart process with steps such as Issues and Opportunities, Vision, Creating Community Connections, Goals, Objectives and Strategies, and AGN Revitalization Plan.]
PHASE I - ISSUES AND OPPORTUNITIES

Camiros will build directly off of previous planning efforts including the City of DeKalb Comprehensive Plan to identify assets, issues and opportunities while engaging in dialog with various stakeholder groups and organizations working and living in and around the project area. Phase I will also kick-off the community engagement process, including the creation of a project Work Group, which could be made up of members of many of the groups outlined in the RFP. The Work Group will help to guide the planning process by providing vital information about planned projects, reviewing ideas and deliverables and helping to engage the broader community. Community Meeting 1 will be held to discuss initial issues and opportunities while beginning to identify potential early action projects that will help to build support and momentum for greater changes.

Phase I Tasks will include:

- Task A  Project Area Field Study
- Task B  Key Person Interviews (Stakeholder/Department/Organizational)
- Task C  Zoning Review
- Task D  Community Meeting 1 - Issues and Opportunities
- Task E  Identification of Early Action Projects
- Task F  Work Group Meeting 1
- Task G  Meeting Notes
- Task H  Issues, Assets and Opportunities Memo

PHASE II - VISION

Building off of the Community Intentions and goals established in the City of DeKalb Comprehensive Plan, Camiros team will organize, prepare and facilitate a series of community visioning sessions. These meetings will help to identify a more detailed community-wide vision for the future, strategic initiatives which could support attainment of that vision and more specific ideas for the improvement of the neighborhoods. Phase II Tasks will include:

- Task A  Community Meeting 2 - Visioning
- Task B  Work Group Meeting 2
- Task C  Meeting Notes

Denotes Project Deliverable
PHASE III - GOALS, OBJECTIVES AND STRATEGIES

During Phase III, Camiros will begin to organize and categorize feedback from Phases I and II into draft concepts and strategies for addressing the identified issues. Specific focus areas will be identified along with potential action steps to overcome the barriers of revitalization. These strategies will be organized based on City goals for the neighborhood. The strategies will be refined and used as the basis of the AGN Revitalization Plan for community improvement. A key element of this phase will be an interactive NIU Student Meeting, that will provide necessary feedback and ideas from the perspective of students that live in the Annie Glidden neighborhood.

Phase III Tasks will include:

- Task A Community Meeting 3 - Draft Concepts and Strategies
- Task B Work Group Meeting 3
- Task C Student Meeting - Visioning
- Task D City Departments Strategy Review
- Task E Meeting Notes
- Task F Community Survey
- Task G Market Study

PHASE IV - ANNIE GLIDDEN NORTH REVITALIZATION PLAN

Camiros will prepare a refined set of projects and draft steps to be implemented under each AGN Revitalization Plan strategy along with the organization who could lead implementation efforts. Each strategy and program will include a planning-level cost estimate as well as the potential public and private partnerships and funding streams that may be available for implementation. In addition, Camiros will provide zoning recommendations for various focus areas in order to alleviate existing challenges while providing a framework for future growth. Camiros will prepare a Draft Plan, for review, including illustrations and explanations for each project as appropriate to provide necessary guidance and show how each project supports specific strategies and serves to help attain the vision. The Draft Plan will weave together new strategies with current initiatives to produce positive neighborhood outcomes. Following City review, as well as a presentation to the Community and Work Group, Camiros will incorporate feedback to create the Final AGN Revitalization Plan.

Phase IV Tasks will include:

- Task A Draft Implementation Steps
- Task B Cost Estimates and Strategies for Programs and Organizations
- Task C Identification of Potential Public and Private Partnerships
- Task D Identification of Zoning Recommendations
- Task E Draft AGN Revitalization Plan Report
- Task F City Departments Strategy Review
- Task G Community Meeting 4 - Draft AGN Revitalization Plan
- Task H Work Group Meeting 4
- Task I Meeting Notes
- Task J Final AGN Revitalization Plan Report
10. PROJECT SCHEDULE

Camiros proposes to complete the AGN Revitalization Plan within approximately 13 months, as outlined in the following schedule. Phases I through III will occur in FY2017 while Phase IV will occur in FY2018:

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Annie Glidden North Revitalization Plan | City of DeKalb 63
11. ITEMIZED COST PROPOSAL

Camro is proposing a not-to-exceed fee of $83,550 for planning services over the course of the process, as shown below.

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Estimated Fee Year 2017: $60,630
Estimated Fee - Including Expenses Year 2017: $63,630

Estimated Fee Year 2018: $88,920
Estimated Fee - Including Expenses Year 2018: $93,920

Estimated Fee Total: $79,550
Estimated Fee - Including Expenses Total: $83,550
AGREEMENT

THIS AGREEMENT, made and entered this 31st day of August, 2017 by and between the BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY, acting on behalf of Northern Illinois University through its Center for Governmental Studies referred to as the “University”, and the CITY OF DEKALB located at 200 South 4th Street, DeKalb, IL 60115, hereinafter referred to as “DeKalb”, witnesseth:

1. **Scope of Work.** In consideration of the mutual promises hereafter specified, the University and DeKalb agree to the services delineated in Attachment A, which document is incorporated by reference herein and made a part hereof.

2. **Terms of Agreement.** The term of this Agreement shall be from the date above through May 31, 2018 or the completion of the project, whichever is latest, unless the term is extended by the mutual written agreement of the parties.

3. **Compensation.** All services described in Attachment A shall be provided to the City of DeKalb at no cost as an in-kind contribution to NIU’s shared interest in DeKalb’s neighborhood revitalization efforts.

4. **Signed Counterparts.** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same document. This Agreement must be manually signed and may be delivered by facsimile or email (in .pdf format) and upon such delivery the facsimile or .pdf signature will be deemed to have the same effect as if the original signature has been delivered to the other Party.

5. The parties hereto shall abide by the requirements of Executive Order 11246 and the Rules and Regulations of the Illinois Department of Human Rights, and there shall be no discrimination because of race, color, religion, sex, national origin, ancestry, age, marital status, physical or mental handicap unrelated to ability or an unfavorable discharge from military service in the employment, training or promotion of personnel engaged in the performance of this agreement.
This Agreement constitutes the entire Agreement between parties hereto. There is no part of that Agreement not set forth herein; and no changes in or additions to said Agreement shall be valid unless in writing and signed by the parties hereto.

AS WITNESS WHEREOF, the parties have caused this Agreement to be executed as and of the day and year first written above.

CITY OF DEKALB

By

Name:

Title:

CENTER FOR GOVERNMENTAL STUDIES
NIU OUTREACH, ENGAGEMENT AND REGIONAL DEVELOPMENT

By

Diana L. Robinson
Title: Director

date

NIU DIVISION OF OUTREACH,
ENGAGEMENT AND REGIONAL DEVELOPMENT

By

Anne C. Kaplan
Title: Vice President

date

8/30/17

8/31/17
Date: April 6, 2017
To: Patricia Hoppenstedt, Assistant City Manager
    City of DeKalb
From: Diana Robinson, Director
    NIU Center for Governmental Studies
RE: CGS Participation in Annie Glidden North Corridor Study

Background

The City of DeKalb is securing the services of a consulting firm, Camiros, Ltd., to prepare a revitalization plan for the Annie Glidden North Corridor. In recognition of the ongoing partnership between the City and NIU in creating a more attractive and safe campus, CGS proposes to assist in seven project tasks identified by Camiros that draw on our expertise and experience. Each is described below followed by biographical sketches of CGS staff who would provide these services. Other similarly qualified staff may be called upon depending on the timing of the activities described below.

Task 1 and 2: Primary and secondary key person interviews

Camiros plans to interview key stakeholders about the project. It is likely some of these same people participated in interviews or meetings conducted by CGS in preparation of the 2025 Plan or other projects. By comparing notes from these previous discussions with the information Camiros would like to obtain from these interviews, the process may be streamlined and targeted. This will also signal to these thought leaders that the City respects their time and acknowledges that similar information has been collected in the recent past. This will require Camiros and CGS working together to structure a flexible interview protocol. Camiros will take the lead on primary stakeholder interviews with CGS in attendance and taking notes. CGS will lead and document secondary interviews. CGS will arrange interviews with 12 – 16 individuals working with Camiros staff calendars, compile notes, and incorporate input obtained during previous projects. The notes will be sent to Camiros. CGS staff will be available to discuss interview findings with Camiros and City staff.

Task 3: Identification of Early Action Projects

It is assumed that these are projects that can be completed quickly, are relatively low cost, and would have high visibility. Camiros would provide additional detail on the characteristics of projects to consider. CGS will publicize the opportunity for NIU students, faculty, and staff to suggest projects, meet with existing organized student groups, and summarize the suggested projects. After review by Camiros and City staff, CGS will prepare a survey asking students to indicate which projects they are most interested in. Student leaders will survey their membership and students in general, with CGS supervision. Camiros and City staff will review selected projects
and determine which ones to implement. For each Early Action Project, Camiros and City staff will determine project costs, purchase materials, and provide professional workers to carry out tasks not appropriate for students to complete.

**Task 4: Implementation of Early Action Projects**

CGS staff will continue to work with students to implement the projects. CGS staff will assist students in developing an implementation schedule. One or more appropriate NIU units will recruit student help and supervise implementation.

**Task 5: Task Force Meeting Facilitation**

Camiros staff would organize meetings, develop agendas, and lead meetings. CGS staff will be present at the meetings to assist in note-taking, answering questions, and presenting results as needed.

**Task 6: Community Meeting Facilitation**

Camiros would provide guidance on the purpose of the meetings, information to be gathered, desired mix of participants, and questions to be discussed. As suggested for Tasks 1 and 2, a review of community input from prior projects would result in more targeted discussions at these meetings. CGS will conduct this review and share findings with Camiros. CGS will arrange locations and scheduling for four meetings, coordinate communications to recruit participants, and lead meetings. NIU students will take notes.

**Task 7: Market Study and Survey**

As suggested by Camiros, NIU students might help with a survey of student interests and spending patterns or a similar survey of study area residents. PLACE Consulting could prepare a survey addressed to students and/or area residents. This survey could be available online. Students could suggest ways to encourage participation in the survey. Students also could help with an intercept survey, if desired. In that case, CGS staff would hire and train students in how to conduct an intercept survey. Results would be compiled by students and provided to PLACE Consulting.

A business survey is also suggested as a student activity. If PLACE provides a list of questions, CGS staff will arrange and conduct business owner interviews.

An alternative or additional method of gathering information from business owners is an electronic survey. Beginning with an electronic survey of businesses would generate basic information and educate the owners regarding the purpose of the project. CGS has successfully conducted electronic surveys of business owners in other communities. CGS would develop the survey questions in consultation with PLACE Consulting. Preparing an accurate email list is critical. Students can help with research to compile the email list. CGS will set up the survey, monitor it, compile results, and submit the information to PLACE Consulting.

**Time Needed**

Some modifications to the existing time line are suggested. Tasks involving students should be undertaken after fall semester is underway, perhaps beginning in mid-September. This applies to Task 3, 4 and 7. Adjusting the schedule for these tasks would not necessarily delay completion of some other tasks. However, while Task 4 could begin in fall 2018, completion might be delayed until spring 2018 due to weather conditions.
**CGS Staff**

**Mim Evans**, MS, is a research associate in community, workforce, and economic development at CGS. Recent and ongoing work includes the DeKalb Revitalization Plan, an economic development strategy for the City of DeKalb, the DeKalb Housing Information Project (Year 2); business survey and economic analysis for the Village of Elburn, economic impact and potential opportunities analysis for a proposed museum in Galena, Illinois; development of strategies for farmers markets; strategic planning for economic growth in Genoa, Illinois; a nationwide survey of innovative approaches to managing downtown revitalization; and development of an online toolbox for downtown revitalization. She is a regular speaker on trends in downtown revitalization at state and national conferences. Prior to joining CGS, Mim was executive director of downtown development nonprofit organization and a consultant with a national firm focusing on the economic feasibility of a variety of public and private development projects. She has an MS from the University of Wisconsin-Madison in urban and regional planning.

**Melissa "Mel" Henriksen**, MA, is a Research Associate at CGS. For over eight years she has managed funded projects for the Illinois Critical Access Hospital Network (ICAHN), the National Association of Development Agencies (NADO), the U.S. Economic Development Administration (EDA), and the U.S. Department of Agriculture (USDA), as well as state and local organizations focused on healthcare and economic and community development.

Most recently, Mel has worked on county-wide economic development plans, community outreach, workforce initiatives, and the economic and community impact of Illinois critical access hospitals. These projects have included coordinating surveys, community focus groups, working with hospital and healthcare leaders to identify potential challenges and solutions, and presenting report findings to key stakeholders at the local, state and national levels. She spent several years on the staff of a regional planning agency in Iowa working with local government agencies on planning and economic development projects. Mel earned a Bachelor of Arts in Political Communication and a Master of Arts in Public Policy, both from the University of Northern Iowa.

**Brian Harger**, MS, is a research associate in CGS. His areas of expertise include: retail market analysis; research and analysis of targeted industries; economic impacts of public and private development projects; competitive business intelligence; economic gardening (entrepreneurship as a development strategy); and local economic development planning and execution. He is experienced with creating, maintaining, and manipulating large economic and demographic databases, cartography and Geographic Information Systems (GIS), and website development. Brian has a Master of Science degree in Economic Development from the University of Southern Mississippi and is a certified Economic Development Finance Professional (EDFP) through the National Development Council.

Thank you for the opportunity to discuss participating in this important project for DeKalb’s future. We would be happy to meet to refine how CGS might be of assistance.

Cc: A. Kaplan  
    M. Evans  
    L. Bergeron  
    M. Strub
July 21, 2017

Mayor and City Council  
City of DeKalb  
DeKalb Municipal Building  
200 South Fourth Street  
DeKalb, Illinois 60115

Dear Mayor Smith and Council Members,

I am writing on behalf of the NIU campus community to express our strong support for the Annie Glidden North (AGN) planning process currently under consideration by Council.

More than 8,000 NIU students live in the AGN area, a neighborhood devoid of parks, schools, grocery stores or entertainment venues. Lighting is very poor in sections of the neighborhood, and some rental units have been allowed to deteriorate. Little wonder that NIU strategic plans over the past 15 years have consistently called for attention to this area.

As NIU endeavors to reverse several years of declining enrollment, we must offer a safe and attractive campus and near-campus living environment for our students, and transforming the Annie Glidden North neighborhood is key to that pledge. For our part, NIU is offering to participate in the AGN planning process by offering the in-kind services of our Center for Governmental Studies to collect and analyze public input into the project. It is our hope that this investment will help inform and expedite the AGN project. It is a critical effort at a critical time in the life of our community, and I respectfully ask that it be approved as soon as possible.

Sincerely,

Lisa C. Freeman, DVM, PhD  
Acting President

Your Future. Our Focus.
RESOLUTION NO. 17-06

SUPPORTING THE DEVELOPMENT OF A PLAN FOR THE ANNIE GLIDDEN NORTH NEIGHBORHOOD

WHEREAS, the DeKalb Park District, DeKalb County, IL serves the park and recreational needs of its citizens, and provides quality parks, facilities, programs and services for that purpose; and

WHEREAS, the City of DeKalb has proposed to develop a plan for the Annie Glidden North Neighborhood that will increase the stability of the neighborhood, encourage economic development, decrease crime, and build a positive reputation for this neighborhood; and

WHEREAS, the DeKalb Park District owns and maintains parks within the boundaries of the Annie Glidden North Neighborhood; and

WHEREAS, the plan developed by the City could avoid duplication of services by contributing data and information to the DeKalb Park District; and

WHEREAS, the DeKalb Park District supports scientific investigation of community needs; and

WHEREAS, the DeKalb Park District wishes to be involved from the beginning of the plan development process.

NOW BE IT RESOLVED by the Board of Commissioners of the DeKalb Park District, County of DeKalb, and State of Illinois, as follows:
That the DeKalb Park District does in good faith and through its cooperative nature support the City of DeKalb in its development of a plan for the revitalization of the Annie Glidden North neighborhood and will actively participate in the development of the plan for the benefit of the residents of the Park District.

PASSED by DeKalb Park District this 7th day of August, 2017.

AYES: Holiday, Grada, Nquist, Perkins, Young
NAYS: None
ABSENT: None

President: DeKalb Park District

ATTEST:
Secretary: DeKalb Park District
ACKNOWLEDGMENTS

We would also like to thank the organizations that have been involved with this project and who will continue to contribute to its implementation.

- Morgan Brickley
  Associate Director, Fraternity & Sorority Life
- Michelle Bringas
  Director of Asian American Resource Center
- Deanna Cada
  DeKalb County Community Action Department
- David Castro
  Planning and Zoning Commission Member
- Jamie Craven
  DeKalb School District Interim Superintendent
- Bill Finucane
  City Council Liaison
- Rudy Galvan
  Owner, Burritoville
- Joe Gastiger,
  Pastor, United Church of Christ
- Chad Glover
  Director of Jobs PLUS
- Rachel Jacob, President
  NIU Student Association
- Will Heinisch
  DARA President
- Derek Hiland
  DeKalb County Community Development Director
- Tiara Huggins
  University Village Tenants Association President
- Dan Kenney
  DeKalb County Community Gardens President
- David Jacobson
  City Council Liaison
- Andrew John Knox
  Student Member of Greek Community
- Christie Krupp
  Krupp and Krupp, LLP
- Mohammad Labadi
  President, Islamic Center of DeKalb
- Dr. Leroy Mitchell
  Retired Pastor, New Hope Missionary Baptist Church
- Michael Newman
  Hope Haven Coordinator
- Shelly Perkins
  DeKalb County Housing Authority
- Patti Perkins
  DeKalb Park District
- Mike Pittsley
  Owner, Pittsley Realty
- Valerie Redmond
  Children Home and Aide / Former UV Resident
- Glenn Roby
  Board Treasurer of Phi Sigma Kappa Alumni Association
- Herb Rubin
  Retired NIU Professor
- Ecila Scaife
  NIU Child Development Supervisor
- Gip Seaver
  Retired NIU Deputy Provost
- Kurt Thurmaier
  Chair of Public Administration Department
- Ellingsworth Webb
  Property Manager of Eden’s Garden
- Denise Weinmann
  RVG Commercial Developer
• 4-C: Community Coordinated Child Care
• DeKalb Businesses
• DeKalb County Health Department
• DeKalb Park District
• DeKalb Property Owners and Managers
• First United Methodist Church
• Immanuel Lutheran Church
• Kishwaukee United Way
• Northern Illinois University – All Departments
• Northwestern Medicine Kishwaukee Hospital
• Westminster Presbyterian Church
The Annie Glidden North Neighborhood will be attractive, walkable and bikeable, with abundant green amenities. It will include safe and clean blocks that are inviting and livable for a vibrant mix of businesses, students, and all residents alike.
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  * Full Market Study
  * Task Force Meeting Motions
The area of Suburban Apartments is unincorporated and is not within the jurisdiction of the City of DeKalb. The plan recommends that the City, DeKalb County, property owners, and partner organizations collaborate to include unincorporated areas bordering the AGN neighborhood in initiatives whenever possible. It is the intent to increase the quality of life and living standards for all of the City and surrounding areas through the initiatives that take place as a result of this Plan.
EXECUTIVE SUMMARY

Many of the issues identified in studies conducted in prior years that gave cause to this planning effort, are ones that can only truly be addressed by focusing on systemic root causes rather than the symptoms they produce such as crime. The goal of the Annie Glidden North Revitalization Plan is to create a visionary guiding document that sets forth the strategic direction for revitalization of the AGN Neighborhood through addressing root causes of the issues that have led to its decline. This Plan provides guidance for initiatives that can transform the AGN Neighborhood into a desirable area to reside in or visit.

The issues that brought about the need for this Plan did not arise in a short span of time just as it will take significant time and effort to realize the positive change that is the hope of those invested in the community, who live in or near the neighborhood, and/or who are affected by its condition. The residents of the AGN Neighborhood make up 23% of the total population of the City of DeKalb. The wellbeing of this area is tantamount to the overall health of the entire City. If actions are organized and carried through in the short-term, long-term commitment is made, public-private partnerships are leveraged, and significant efforts are contributed by all community members and stakeholders invested in the success of this Plan, revitalization of the AGN Neighborhood can occur.

This Plan is a community led, collaborative effort that describes strategies to improve the quality of life for residents. The intent of this Plan is to chart a course for achieving the community vision for the AGN neighborhood while encouraging reinvestment. Successful implementation of Plan initiatives are dependent on strong commitments from and close collaboration among

PURPOSE

This Plan serves two main purposes:
1. Describes the AGN Revitalization Plan process to provide a historical background of the planning process underwent that led to the creation of this Plan, and the projects and recommendations included as a result.
2. Lists specific initiatives and goals that have been recommended by members of the community, the Task Force, the City and partner organizations, and the planning consulting tasked with leading the process and building the Plan, Camiros.
all partners. Stakeholders, including Northern Illinois University (NIU), property owners, developers, other units of government, and local residents have their own sets of interests and goals for community improvement that often align with each other. The Plan builds on these synergies.

Development of the Plan has been directed by several goals including improving safety and security, generating commercial redevelopment, developing high quality rental units for a mix of incomes, attracting greater investment toward improving existing properties, improving existing assets, and establishing better connections to jobs and services. The Plan has also been guided by comments received during the planning process, such as the need to address lifestyle conflicts between families and NIU students, lack of housing diversity and issues with current zoning regulations. In order to advance the vision of the community and address these issues, the Plan outlines and prioritizes a suite of proactive and reactive neighborhood initiatives and policy recommendations based on both local understanding and national best practice case studies, which are included within the **Recommended Projects and Initiatives** section.

This Plan includes project descriptions that are intended to be adopted by agencies and community partners who will then organize actions to take during the implementation stage after the final approval of this document. The many projects listed in this Plan vary widely in size and scope but all of them are strategic in their purpose to effect positive change through initiatives involving community services, safety and security, infrastructure improvements, beautification, redesign of parks and open space, and housing and commercial development. The **Core Transformational Projects** that are listed on page 4, were designed and selected as catalysts to create positive change through interconnection of new services and physical improvements for the AGN Neighborhood and all residents of DeKalb.
STRENGTHENING TOWN-GOWN RELATIONSHIPS

Surrounding the Northern Illinois University campus are neighborhoods of renters and homeowners, families and single professionals, students, and seniors. These residents are proud of the campus, just as they are proud and protective of their streets, yards, and homes. NIU, City of DeKalb, and local neighborhood organizations are encouraged to work together to promote a safe, sustainable and livable community. A primary issue facing town-gown communities such as the AGN Neighborhood is the ability for students, higher education professionals, and community members to establish healthy, “neighborly” relationships.

The AGN Plan establishes priorities for community service, volunteerism, and investments that will strengthen town-gown bonds and make the area a better place to live. By utilizing the AGN Plan as a roadmap for future changes, students, faculty, staff, property owners, and full-time residents can enjoy and look forward to the work they will do together and engage in making their community stronger as a whole.

DEVELOPMENT WITHOUT DISPLACEMENT

Displacement is defined as the involuntary relocation of current residents or businesses from their current location. This is a different phenomenon than when property owners voluntarily sell their interests to capture an increase in value. Physical displacement can be the result of eviction, acquisition, rehabilitation, or demolition of property or the expiration of covenants on rent- or income-restricted housing. Economic displacement occurs when residents and businesses can no longer afford escalating rents or property taxes.

The AGN Plan seeks to promote development without displacement by taking into account past history and current conditions to meet the needs of marginalized populations and to reduce disparities so that quality of life outcomes such as access to quality education, employment, a healthy environment, affordable housing and transportation, are equitably distributed for the people currently living and working in the neighborhood, as well as for potential new residents.
The Plan recommends that the community consider ten primary projects as the highest priorities for the implementation agenda. The Core Transformational Projects were designed and specifically selected as catalysts for creating positive activity through interconnection of new services and uses for the AGN Neighborhood and surrounding community. These are projects that have the potential to stimulate the revitalization of the AGN area and trigger positive momentum for quality improvements and renewal. The Core Transformational Projects reflect each of the four key initiatives of the Plan and should be initiated within the next one to four years in order to advance implementation. Project descriptions begin on page 17.

**Establish a Community Food and Education Center**

**Consider creation of a Community Development Corporation (CDC) to focus on implementation of revitalization efforts**

**Implementation of safety improvements focused on improved lighting and surveillance**

**Identification of local transportation improvements and direct integration with DSATS Study**

**Create a Community Center Program**

**Create a Lucinda Focus Area, prioritizing redevelopment through a potential public/private partnership**

**Redesign Welsh Park as a local and regional destination**

**Work with local health care providers, to establish a walk-in clinic or urgent care facility**

**Develop streetscape and gateway improvements for the Greek Row area in order to help improve its identity and perception**

**Create a Hillcrest/Blackhawk Focus Area, prioritizing mixed-use development through a potential public/private partnership**
RECOMMENDED PROJECTS AND INITIATIVES

CORE GOALS

As part of the Listening and Learning phase of the Plan, Core Goals were developed by the project Task Force. These goals were used to develop the Project Reference Map and Implementation Projects and include:

• Developing a stronger sense of cohesion internally and with the rest of the City
• Reduce crime
• Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment
• Enhancing the overall college experience
• Making the area more pedestrian friendly
• Developing a deeper understanding of those who live in poverty and their challenges
• Growing the local tax base with new residents
• Create an environment that provides residents with a foundation to thrive economically as long-term members of the community
• Improving the return on investment for property owners
• Increasing access to healthy food as a tool for empowerment
• Addressing the deficiencies of the neighborhood in terms of social services in order to fill the gaps with viable solutions
• Ensuring that various stakeholders have ownership and pride in the AGN Revitalization Plan
• Changing the direction of AGN from surviving to thriving

DRAFT ALTERNATIVES

Prior to development of the Plan, Draft Alternatives were created in Spring 2018 to reflect community feedback on potential improvements to the AGN area. The Draft Alternatives, shown on the following pages, were intended to illustrate a vision for the future and incorporate feedback from Community Meeting 2, as well as additional comments received from the Task Force and other stakeholders. Elements of the Draft Alternatives were incorporated into the Plan.
DRAFT ALTERNATIVE - “CAMPUS COMMUNITY”

The “Campus Community” Alternative was oriented around the idea of strengthening the AGN neighborhood as a student-oriented community and creating stronger linkages with Northern Illinois University (NIU). The Alternative focused on public improvements including a new creek trail, pathways and improved pedestrian crossings, that would coincide with private mixed-use and commercial redevelopment at the Annie Glidden / Lucinda and Annie Glidden / Hillcrest intersections. A student-related service hub was suggested for the Blackhawk/Hillcrest area while a strong focus for residential reinvestment was on apartment areas west of Normal Road and immediately south of Varsity Boulevard.
DRAFT ALTERNATIVE “HEALTHY HOME”
The “Healthy Home” Alternative focuses on ensuring that the AGN Area becomes a more attractive and livable community for families. New lower-density redevelopment would help to fill in vacant property, along with a strong emphasis on the development of services and amenities that were oriented towards families. Commercial redevelopment was focused on the west side of the Annie Glidden / Hillcrest intersection, as well as at the corner of Annie Glidden / Lucinda. Parks and open spaces, including Welsh Park and Boardman Park would be redesigned to be more usable for children and teens. Community gardens would be incorporated on vacant or underutilized properties. Family services would be anchored at the the Blackhawk / Lucinda intersection, as well as at the 912 Edgebrook Property. Pedestrian and bicycle connections would be strengthened to the DeKalb County Health Services campus as well as to DeKalb High School.
Recommended Projects and Initiatives

AGN Neighborhood Plan

Higher and Medium Priority Projects Shown

For illustrative purposes only
PLANNING PRIORITIES

The Plan outlines overall priorities for the AGN Neighborhood, reflecting stakeholder and Task Force comments and feedback generated through the community engagement process. The Plan is organized according to the following four priorities. These four priorities were initially determined through prior studies that eventually led to the inception of the AGN Revitalization Plan process. Each priority includes a range of public and private implementation projects. The descriptions listed below for each priority are summaries of the desired outcomes that the AGN Task Force working groups developed.

Project complexity is determined by evaluating the following foreseeable criteria: Project time and value, team size and composition, project urgency, schedule, cost and scope flexibility, clarity of the problem and solution, stability of requirements, strategic importance, stakeholder influence, level of organizational and commercial change, and external constraints and dependencies.

TRANSPORTATION, INFRASTRUCTURE AND OPEN SPACE

Ensure efficient transit service is available to neighborhood residents and Annie Glidden Road is safe for both motorists and pedestrians. Street trees should be plentiful, shading residents and beautifying the neighborhood. Efficient, safe, and well-located off-street parking should be provided. Improved lighting will allow residents to safely enjoy the neighborhood. Redesign Welsh Park and other available green space for all ages, to accommodate passive and active uses. Make AGN a desirable area for the entire community to visit or live in by providing quality living standards, adding useful park and recreation space, and creating interconnectivity between the neighborhood and the rest of the City.

COMMUNITY SERVICES

Foster increased civic participation by neighborhood residents. Increase local daycare services and alternatives to help current families and attract new families. Promote greater awareness of community-focused services already in place. Ensure AGN residents are able to access employment opportunities and resources. Build and link partnerships between organizations that are located and/or operate in the neighborhood.

NEIGHBORHOOD SAFETY AND SECURITY

Reduce crimes by ensuring greater incorporation of crime-free housing. Add cameras and lighting while ensuring improved property maintenance. Create better communication between property owners, City government, tenants, and NIU along with a network of neighborhood associations. Increase enforcement of minor quality of life infractions and the Safe Streets initiative. Continue to support cooperation between the City of DeKalb and NIU police.

HOUSING AND COMMERCIAL DEVELOPMENT

Create a neighborhood with a vibrant and managed mix of students, families, and Greeks. Create efficient and well-located off-street parking. Promote well-maintained and managed properties. Develop a blend of retail and entertainment / nightlife options attractive to students, local residents and visitors. Ensure that public and private investment are aligned and coordinated.
TRANSPORTATION INFRASTRUCTURE AND OPEN SPACE

INTRODUCTION
Transportation, infrastructure and open space elements of the Plan are intended to foster public investments that can improve the quality of life for local residents while also helping to incentivize improved private redevelopment. Projects in this section focus heavily on achieving the following Plan goals:

• Developing a stronger sense of cohesion internally and with the rest of the City
• Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment
• Making the area more pedestrian friendly
• Changing the direction of AGN from surviving to thriving

DESIRE OUTCOMES
Desired Outcomes were developed by the Transportation, Infrastructure and Open Space working group at the initial brainstorming session and include the following:

• Ensure efficient transit service is available to neighborhood residents and Annie Glidden Road is safe for both motorists and pedestrians.
• Street trees should be plentiful, shading residents and beautifying the neighborhood.
• Efficient, safe, and well-located off-street parking should be provided.
• Improved lighting will allow residents to safely enjoy the neighborhood.
• Redesign Welsh Park and other available green space for all ages, to accommodate passive and active uses.
• Make AGN a desirable area for the entire community to visit or live in by providing quality living standards, adding useful park and recreation space, and creating interconnectivity between the neighborhood and the rest of the City.
Community and stakeholder feedback indicates a strong desire to ensure that area families are well-connected to essential services, shopping and employment centers. As redevelopment occurs, transportation improvements including transit routing may also need to be revised. The Plan recommends incorporation of these goals in future updates to the DeKalb Sycamore Area Transportation Study (DSATS). DSATS is the Metropolitan Planning Organization (MPO) for the DeKalb Illinois Metropolitan Area.

In 2017, DSATS completed the most recent update of its Transit Development Plan (TDP). The purpose of the update was to review and evaluate the existing operations of NIU Transit Services and TransVAC, the two primary transit services in the DeKalb-Sycamore region; investigate the costs and benefits of a more integrated intra-community transit service among the two primary transit services; and consider options for improving intercommunity transit connections. Major trip generators contribute to the feasibility of enhancing existing transit service and support new transit service. Some of the major trip generators identified by stakeholders and DSATS members that are located within the AGN Area include the NIU Campus, University Village Apartments, Eco Park Apartments, Suburban Apartments, Amber Manor Apartments, and DeKalb County Human Services. The DSATS Plan outlines the following service principles, which are based on stakeholder feedback and reflect fundamentals of effective transit service:

- Increase frequency
- Increase span of service
- Simplify routing to increase directness
- Reduce overlapping service
- Simplify schedules and standardize service periods

The central element of the proposed service options, referred to as the Core Network, combines portions of existing routes to create a network of 30-minute service for much of the day, operating seven days per week. Under the proposed service options, the current Huskie Line routes that focus primarily on access to campus will continue with minor modifications; TransVAC deviated fixed routes, serving the community more broadly, are also modified. In terms of significant service expansion, a new flex route in Sycamore is proposed, and four new shorter community fixed routes are proposed, to be introduced in the mid- and long-term. Options for service to Elburn are also presented.

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A2 REDESIGN WELSH PARK AS A LOCAL AND REGIONAL DESTINATION

Community residents strongly agreed that neighborhood parks and recreational facilities positively contribute to quality of life. As part of an integrated green space improvement and integration plan for the area, the redesign of Welsh Park has the potential to greatly improve the AGN neighborhood while creating a local and regional destination. Currently, the park is underutilized and provides limited value as an amenity to surrounding residents. A redesign could greatly improve access, activity and appearance of the space, while providing a public anchor for surrounding private residential redevelopment. By creating a park that is well-used and well-loved, potential residents will value proximity to this space. The Plan recommends close coordination, led by the DeKalb Park District, to evaluate and implement the following proposed changes that can appeal to both families, the surrounding student population, and all of DeKalb:

- Shaded seating near basketball area
- More open shelter areas
- Installation of a splash pad or other water feature
- Replacement of playground, consider locating closer to existing shelter
- Installation of free Wi-Fi in the Park
- Creation of pathways connecting directly to University Village apartments
- Amphitheater area for outdoor performances and movies
- Crosswalk and colored paving at Russell Road and Moraine Terrace to improve connections between northern and southern sections of the park
- Installation of landscaping, seating and pedestrian-scaled lighting along paths
- Planting additional trees along paths
- Decorative fencing along park perimeter
- Reimagining of enclosed hockey rink area to accommodate new uses including skateboarding or gaga ball
- Public art and sculpture through collaboration with NIU and local arts programs
- Additional park programs to help activate space during daytime and evenings
CASE STUDY: MARVIN GAYE PARK - WASHINGTON D.C.

Marvin Gaye Park in Washington, D.C. illustrates the life cycle associated with many urban parks, because the conditions and subsequent use of the park follows the variations in the economy and the available funds for maintenance and improvements. It was Marvin Gaye Park where the National Recreation and Park Association (NRPA) launched its initial community revitalization initiative, Parks Build Community Phase I. In the 1970s, the District’s limited funds led to the gradual disrepair of the park: it fell victim to illegal dumping and criminal activity. It became known as “Needle Park,” reflecting the drug sales and use within its boundaries. Renamed in honor of musician Marvin Gaye, who frequented the banks of the stream while writing his music, the park remained in disrepair and misuse. Enter Washington Parks & People, a nonprofit citizens’ organization that spearheaded an effort to clean up the land and restore the park. Over a five-year period beginning in 2001, this volunteer effort resulted in a multimillion dollar rejuvenation of the park, during which 24,000 volunteers removed more than 3.5 million pounds of trash. Beginning in 2007, as part of it’s first urban park project, NRPA partnered with Washington Parks & People and the DC Department of Parks and Recreation. This initial undertaking by NRPA resulted in improvements to Marvin Gaye Park—providing further evidence that the health of a park is directly connected to the health and beauty of its surrounding neighborhoods. Marvin Gaye Park, the former Watts Branch Stream Valley Park, was officially reopened in 2009 and featured state-of-the-art playground equipment, permanent mosaics honoring community heroes, and rebuilt hiking and biking trails.

The story of a park renovation project intended to revitalize a neighborhood does not stop with a successful dedication. More changes and improvements were on the horizon, due to continued involvement by Washington Parks & People and the strong community leadership developed as part of this effort. The renovated and reopened park led to positive changes in a newly revitalized neighborhood, including:

- The closing of a nearby methadone clinic that attracted drug users to the area
- More people, young and old, visiting the park
- Visitors staying longer in the park
- Youths being more active physically while visiting the park
- Adults recalling childhood memories they recaptured by spending time in the park
- People speaking about how the park has broken down barriers among residents

Source: Rejuvenating Neighborhoods and Communities Through Parks—A Guide To Success
These improvements should be coupled with a focus on development of new medium-density housing and parking at the vacant property on Crane Drive and Russell Road to take advantage of the enhanced amenity. The DeKalb Park District currently has limited funds to begin Welsh Park improvements. This funding should be leveraged with grants through organizations such as the National Recreation and Park Association, KaBOOM! - which provides funding for playground improvements, as well as the National Endowment for the Arts, which provides resources and grants for placemaking and neighborhood improvements.

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**DEVELOP BICYCLE ROUTE TO HIGH SCHOOL AND HEALTH DEPARTMENT UTILIZING NORMAL AND DRESSER ROADS**

DeKalb High School is a major destination that currently remains out of reach for recreational cyclists, including youth. The Plan recommends the evaluation and design of bicycle facilities on Normal and Dresser Roads to accommodate and promote active Transportation. These recommendations should be incorporated into the DSATS Active Transportation Plan, currently in development.

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DEVELOP SIDEWALK CONNECTION TO HEALTH DEPARTMENT UTILIZING ANNIE GLIDDEN AND DRESSER ROADS

The DeKalb County Health Department is a major destination that is currently disconnected from the pedestrian network of the community. The Plan recommends the evaluation and design of sidewalks and other streetscape amenities on Annie Glidden Road north of Dresser Road and west of Normal Road to promote walkability. These recommendations should be incorporated into the DSATS Active Transportation Plan, currently in development.

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MEDIUM PRIORITY PROJECTS

DEVELOP STREETSCAPE AND GATEWAY IMPROVEMENTS FOR THE GREEK ROW AREA IN ORDER TO HELP IMPROVE ITS IDENTITY AND PERCEPTION

Greek Row is a unique location within the City of DeKalb that currently lacks a cohesive aesthetic or identity. This project proposes a set of comprehensive streetscape and gateway improvement features which will help improve the overall appearance of the Greek Row area. The distinctiveness of the Greek Row area is a result of a youthful vitality, proximity to Northern Illinois University, and uniformity of the neighborhood through its shared educational experience. Embedded in rich tradition, the Pan-Hellenic organizations located in the Greek Row area provide its name and the institutional framework. In addition to these organizations, scholarship-oriented societies, long-term residents, and representatives from various nationalities add to its vibrance. The Plan recommends the following physical improvements to the Blackhawk / Hillcrest area:

- Gateway signage at the northeast corner of Blackhawk / Hillcrest
- Pedestrian crosswalks across Hillcrest Drive from Blackhawk
- Landscaped medians along both Blackhawk Road and Hillcrest Drive
- Investigate a potential intersection reconstruction of Hillcrest Drive and Greenbrier Road, including a potential landscaped traffic circle
- Street trees on the west side of Blackhawk Drive, in conjunction with redevelopment of the vacant movie theater property.
• Increased pedestrian-scaled lighting along Blackhawk / Hillcrest

These improvements should coincide with additional housing and commercial development and safety and security projects as outlined in the Plan. Sources of funding for improvements could come from the establishment of a tax-increment financing district (TIF) or through other state and federal sources such as the Illinois Transportation Enhancement Program (ITEP). ITEP is a federally funded program that requires local matching funds from an eligible project sponsor. The purpose is to provide funding for community based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure. The program focuses on providing alternate modes of transportation where the scope of transportation projects goes beyond the traditional accommodations for cars, trucks and transit.

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**REDESIGN NIU NURSING SCHOOL GREEN SPACE AS NEIGHBORHOOD PARK AND INCORPORATE INTO OPEN SPACE NETWORK**

The NIU School of Nursing is housed in the former Elementary School at the corner of Ridge Drive and Normal Road. The NIU Nursing School is a desirable tenant for this space and this project. NIU owns the open land that is south of the nursing school building. The Plan recommends stakeholders work with community partners such as the Park District and/or DeKalb County Community Gardens to develop proposals for utilizing the open space to improve the neighborhood. A project for this open space could be leveraged with the positive potential that this facility along with the NIU Nursing School program could provide. This project seeks to redesign and activate the school grounds as a small neighborhood park, which can serve residents from the surrounding apartment and single-family areas. In tandem with Welsh Park improvements, the school grounds can provide much-needed playground and athletic field space for local children and sports leagues. Any improvements should be installed close to Normal Road to ensure a high degree of visibility. Sources of funding for open space improvements could include NIU as well as state and federal sources such as KaBOOM! - which provides funding for playground improvements, MLB's Baseball Tomorrow Fund and the Cal Ripken Sr. Foundation.

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CREATE A DEDICATED PEDESTRIAN PATH FROM THE END OF HIGH TERRACE

Ensuring that a redesigned Welsh Park has full access from surrounding residential areas is a key goal of the Plan. This project proposes that the City acquire the right-of-way through a vacant parcel connecting Russell Road and High Terrace to create a pedestrian connection. This route is already used as an informal walking path by students and other residents. By creating a formal path with lighting and other features, safety can be improved and Welsh Park can become better utilized. In addition to the path, the site could also function as a community garden to provide an additional amenity for local residents. In addition, sidewalks should be installed along High Terrace where they are currently lacking. Funding for this improvement would likely come from the City of DeKalb’s general fund or other State and Federal sources such as the Illinois Transportation Enhancement Program (ITEP).

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IMPROVE AND ENHANCE PEDESTRIAN CROSSINGS AT ANNIE GLIDDEN ROAD AND LUCINDA AVENUE, HILLCREST DRIVE AND LINCOLN DRIVE

DSATS is currently updating its Active Transportation Plan. Active transportation includes any form of non-motorized transportation, such as walking, bicycling, or using a wheelchair. This project, to be integrated in the Active Transportation Plan, focuses on improving pedestrian safety at the key intersections of Annie Glidden Road and Lucinda Avenue, Hillcrest Avenue and Lincoln Drive. Improvements could include the following design features:

- Pedestrian crossing lights
- Handicap ramps
- Decorative paving patterns
- Bumpouts to shorten crossing distance

Funding for this improvement would likely come from the City of DeKalb’s general fund or other State and Federal sources such as the Illinois Transportation Enhancement Program (ITEP).

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REDUCE DENSITY WHEN OPPORTUNITIES ARISE AND ENSURE THAT PLANS FOR NEW OR REDEVELOPED PROPERTIES INCLUDE PROVISIONS FOR INCREASED PARKING AND OPEN SPACE

Project Task Force members have expressed a strong interest in having the City develop a policy that would help reduce density within portions of the AGN area while increasing open space and creating more well-located and efficient parking areas. The Plan recommends that the City evaluate the following policy approaches:

- Evaluation of vacant properties within the AGN area for future City purchase in order to create additional open space or trail connections.
- Development of shared parking standards to ensure that existing and future lots are better utilized, especially at different times of the day or week, an example would be church parking lots that are typically used only one or two days a week.
- Potential rezoning of some MFR-2 (Multi Family Residential 2) areas to MFR-1 (Multi-Family Residential 1) or TFR (Two Family Residential).

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CASE STUDY: HOCKHOCKING ADENA BIKEWAY – ATHENS, OH

The Hockhocking Adena Bikeway stretches 18 miles from Nelsonville through downtown Athens past Ohio University. The City of Athens says the path is a well-utilized resource in the community. “Families love it. Like I said, tourists love it. It gets really well used by our university students. As much as we can, we contribute to projects that encourage walking and biking. That’s also a positive in the health spectrum,” says Athens County Planner Miranda Kridler. The bikeway has many points of interest along the way. There are also several places for users to rent a bike.

The City of Athens is set to begin construction on the third and final phase of a bike spur extending the Hockhocking Adena Bikeway from Armitage Road to University Estates housing development near Ohio Route 682. Ninety-five percent of the project (up to about $312,000) is funded by a grant from the Ohio Department of Transportation’s transportation alternatives program; the remaining 5 percent will come from City funds. Athens Mayor Steve Patterson said that extension of the bike path to University Estates was envisioned in the original development agreement the City entered into with University Estates in 2000. ODOT also announced about $1.5 million in grant funding for extension of the bikeway to Chauncey. City Engineer Andy Stone said that much of the design of the Athens bike spur extension project already has been completed, although he said he didn’t expect construction to get underway until mid-summer into late fall 2018, or possibly early spring 2019. “What this means is people who live up at University Estates will now be able to get onto this new spur and ride it all the way into the City of Athens without having to go onto Ohio Rt. 682,” the mayor said. Patterson noted that the City has been seeing more development taking place in and around University Estates in recent years, and said he hoped that the bike-path extension will help encourage further development in the area. In order to create connections to the Bikeway, the City is now looking at adding bike lanes “strategically” to certain roads in the city, including East State Street. The City is also looking at adding “sharrows,” or shared-lane markings reminding drivers that they must share the road with bikers, to certain roads.

LOWER PRIORITY PROJECTS

DEVELOP HIKE / BIKE TRAIL ALONG CREEK FROM LUCINDA AVENUE TO LORUSSO LAGOON AND REGENT DRIVE

The Hike-Bike Trail project utilizes an existing creek and public right-of-way as an asset to begin to develop a recreational corridor and trail that can benefit current and future AGN residents. This project recognizes the need for facilities that encourage active transportation and support neighborhood beautification and restoration of the natural environment. The creek that primarily runs northwest to southeast from Lorosso Lagoon into the NIU campus offers a great opportunity to co-locate a Hike-Bike Trail along its course, providing a route that connects residential areas with local amenities. As part of this project, a “friends of the trail” volunteer team could be created to help clean, maintain, and promote the corridor. The friends of the trail should collaborate, promote, and educate the community on the purpose for the hike-bike trail while providing organizational and fundraising capacities to supplement and lessen the burden on the City. The City should acquire needed right-of-ways and develop a detailed design for the trail. The Illinois Department of Natural Resources (IDNR) administers grant programs that can provide funding assistance to acquire, develop and, in some cases, maintain trails for a variety of public recreation uses. The Illinois Bicycle Path Grant Program was created to financially assist eligible units of government to acquire, construct, and rehabilitate public, non-motorized bicycle paths and directly related support facilities. Grants are available to any local government agency having statutory authority to acquire and develop land for public bicycle path purposes. The federal Recreational Trails Program (RTP) provides funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails. By law, 30% of each states’ RTP funding must be earmarked for motorized trail projects, 30% for non-motorized trail projects and the remaining 40% for multi-use (diversified) motorized and non-motorized trails or a combination of either.

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<td>DeKalb Park District, City of DeKalb, NIU, Live Healthy DeKalb County</td>
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DeKalb Park District, City of DeKalb, NIU, Live Healthy DeKalb County
RECOMMEND CONNECTIONS TO CITY PARKS OUTSIDE OF THE NEIGHBORHOOD THROUGH DSATS STUDY.

Through conversations with residents and stakeholders, it became clear that some families feel isolated from the recreational amenities that exist throughout the City and County including Prairie Park and the PA Nehring Forest Preserve. The Plan recommends incorporation of transit and bicycle connections to these regional amenities in future updates to the DeKalb Sycamore Area Transportation Study (DSATS).

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REDESIGN UNIVERSITY PLAZA PARKING LOT AS NEIGHBORHOOD SQUARE AND RELOCATE PARKING TO SHARED LOT ON CRANE DRIVE AND RUSSELL ROAD

The Plan recommends that the owner of University Plaza evaluate a redesign of their property to shift parking to Crane Drive and Russell Road. Doing so would open up a prime site on Annie Glidden Road for commercial or mixed-use redevelopment while providing the opportunity to create a semi-public open space amenity for University Plaza residents. The property owner should work directly with the City to evaluate the feasibility of this proposal and a potential public-private partnership. Funding for these improvements could come through the implementation of a tax-increment financing district (TIF) as well as other sources. New parking at Crane Drive and Russell road could be utilized as a shared lot for Welsh Park activities through a partnership with the DeKalb Parks District.

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Distribute and Post Transit Route Maps to Broaden Visibility of System

In an effort to encourage greater use of local transit systems, NIU Transit Services/Huskie Line and TransVAC should post a single service map featuring routes of both systems. Service map should be posted at each bus stop, as well as in highly visible areas including local businesses, parks, schools and larger apartment complexes. In the future, when real-time arrival information is made available, stops should also include digital sign boards showing the arrival times of local buses.

**Complexity**  
Lower

**Estimated Cost**  
$0 - $50k

**Potential Lead Partners**  
DSATS, TransVAC, Huskie Line, City of DeKalb, Northern Illinois University.

Improve Boardman and Pappas Parks with Running Paths Circling Detention Ponds, Creating More Usable Spaces for Residents

On the west side of the AGN area, Boardman and Pappas Parks represent underutilized open spaces that could be greatly enhanced with walking and running paths, picnic areas, additional landscaping, lighting and seating. In addition, signage and wayfinding to the parks should be greatly improved, especially from Annie Glidden Road. Currently, the parks have very low visibility to those who live outside of the immediate area. These parks have the potential to anchor the surrounding residential uses, similar to how Welsh Park can become a desirable amenity on the east side of the neighborhood. The Dekalb Park District has a current Comprehensive Master Plan that calls for improvements to these parks. Future potential Dekalb Park District funding should be leveraged with grants through organizations such as the National Recreation and Park Association and other sources.

**Complexity**  
Medium

**Estimated Cost**  
$100k and above

**Potential Lead Partners**  
Dekalb Park District, City of DeKalb, NIU
**DEVELOP COMMUNITY GARDENS ON VACANT PARCELS AT GREENBRIER AND RUSSELL ROADS**

Vacant properties along Greenbrier and Russell Roads provide the opportunity to initiate community garden programs as interim or long-term uses of the sites. The establishment of community gardens can help bring neighbors and stakeholders together to beautify the neighborhood, while also potentially providing fresh fruit and vegetables for local residents. The City should work with local property owners to assess the availability of these sites, and promote the initiative with local partners including DeKalb County Community Gardens, and local Greek Organizations.

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| **Potential Lead Partners** | City of DeKalb, DeKalb  
|              | County Community Gardens, Greek Organizations |

**CREATE NEW STREET CONNECTION FROM TWOMBLY ROAD TO W HILLCREST DRIVE**

The AGN neighborhood currently suffers from a lack of street connectivity. Planned in conjunction with project A12, this project would help create vehicular, bicycle and pedestrian access from the termination of Regent Drive north to Twombly Road. This corridor would help connect the isolated Eden’s Garden, Suburban Apartments and New Hope Missionary Baptist Church to Boardman Park and the Hillcrest Drive Area, enabling a north-south traffic route separate from Annie Glidden Road. Some right-of-way acquisition may be necessary in order to create this new street connection. Funding for the project would come primarily through the City’s general fund.

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DEVELOP NEW STREET NETWORK BETWEEN W DRESSER ROAD AND RIDGE DRIVE TO FACILITATE INFILL DEVELOPMENT

In order to provide a framework for new development, a new street network should be planned between Dresser Road and Ridge Drive. This network should be segmented to create a walkable grid of streets, and should connect to Annie Glidden Road and Blackhawk Road. The City should consider connecting the design of the public street environment (complete streets) to zoning approvals through the zoning ordinance and subdivision regulations. This would facilitate the establishment of regulations to coordinate on-site design requirements addressing vehicular and bicycle parking; and bicycle, pedestrian and vehicular access. It will also facilitate coordination of site-based signage and landscape requirements with public way signage and landscaping. This would enable a site plan review process to consider both on-site and off-site aspects affecting the relationship of new development to the public way.

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INTRODUCTION

The Community Services initiative of the Plan is intended to connect residents to existing resources, and to identify new services where needed in order to enhance opportunity. This initiative focuses on health, economic development, and education projects. Each of these areas address critical gaps and needs identified throughout our planning process. Projects in this section focus heavily on achieving the following Plan goals:

• Developing a stronger sense of cohesion internally and with the rest of the City
• Developing a deeper understanding of those who live in poverty and their challenges
• Increasing access to healthy food as a tool for empowerment
• Addressing the deficiencies of the neighborhood in terms of social services to fill gaps with viable solutions
• Ensuring that various stakeholders have ownership and pride in the Plan
• Changing the direction of AGN from surviving to thriving

DESIRED OUTCOMES

Desired Outcomes were developed by the Community Services working group at the initial brainstorming session and include the following:

• Foster increased civic participation by neighborhood residents
• Increase local daycare services and alternatives to help current families and attract new families
• Promote greater awareness of community-focused services already in place
• Ensure AGN residents are able to access employment opportunities and resources
• Build and link partnerships between organizations that are located and/or operate in the neighborhood
**ESTABLISH A COMMUNITY FOOD AND EDUCATION CENTER**

DeKalb County Community Gardens has presented a proposal of a large coalition that has the potential to address several of the AGN Neighborhood needs in one project. The Community Food and Education Center project has the potential to impact hundreds of lives in and outside the neighborhood. Few projects offer such a strong possibility for ending the marginalization of the residents of AGN. There are many opportunities in this project for members of the neighborhood to feel welcomed and engaged in the wider community as residents from outside the neighborhood and City come into the neighborhood to experience food, beauty, and experiences they cannot have anywhere else. The Community Food and Education Center is the type of neighborhood service location that will displace negative activity by attracting positive activity.

The Community Food and Education Center could also stimulate additional commercial development. As part of the project, a farm-to-table restaurant with a focus on delicious, creatively presented local food, wine, beer, and spirits will be especially attractive to young professionals as the local food movement continues to gain in interest. The Center could also provide a variety of jobs and job training opportunities for local residents. By combining a grocery store and restaurant with a strong local focus along with a community shared use kitchen, food hub, greenhouse, and urban farm, there will be a variety of training experiences, classrooms, shared workspaces, and offices will benefit from counselors, financial literacy courses, GED classes, prenatal instruction, and much more within a bright, clean, and welcoming environment in the middle of a lush soothing greenspace.

Combining many services and needs with multiple revenue streams, establishes a path toward sustainability for the project. At a time when federal and state funding is often constrained, it is important for nonprofits to have a variety of revenue generating programs to advance their mission. The center will serve needs of different nonprofit organizations in one location, thereby saving capital costs and increasing services offered. Also a collaborative effort addressing many needs in one central location will appeal to local funders and attract more capital to make it financially viable. This project should be aligned with project D3, Create a Hillcrest/Blackhawk Focus Area.

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**Potential Lead Partners**

- DeKalb County Community Gardens, City of DeKalb, DeKalb County Health Department, DeKalb County Community Action, Northwestern Medicine, Kishwaukee Hospital, NIU
**CASE STUDY: ARTHOUSE: A SOCIAL KITCHEN - GARY, IN**

In 2016, ArtHouse: A Social Kitchen opened a culinary incubator/art gallery in downtown Gary in hope of creating more food-related entrepreneurs. Gary, IN is a city of 76,000 with just 30 restaurants, many of which are fast-food joints that line Broadway and Grant Street. City officials credit the center, which has already hosted more than 100 programs, with sparking new life along the Fifth Avenue corridor. Now it’s expanding to a vacant lot across the street in what’s being heralded as a “major milestone.”

ArtHouse: A Social Kitchen unveiled the new ArtHouse Patio, an outdoor area that includes a public sculpture by acclaimed South Side Chicago artist Theaster Gates, ArtHouse’s founder. The sculpture consists of three shingled walls that resemble gabled roofs, with a mulch floor on a newly sodded lot. The patio addition is meant to be a public gathering spot that will be incorporated into ArtHouse’s outdoor programming, which have included festivals, grilling sessions and movie screenings. ArtHouse also plans to plant gardens and add more public sculptures.

ArtHouse has clearly brought residents from across the city together and energized downtown. ArtHouse has also provided business and professional development training to more than 30 entrepreneurs. Legacy Foundation President Carolyn Saxton said ArtHouse has been a catalyst for change in downtown Gary, where the sponsor, the John L. and James S. Knight Foundation, has also funded the City Methodist Church Ruins Garden and Steel City Salvage’s reclaimed building material warehouse.

“We see this as a first step to the redevelopment of Gary, Indiana,” she said. “We want to be a major partner to help it flourish and grow in the future.” Gary Mayor Karen Freeman-Wilson said some questioned private foundations pumping $1 million into an arts center downtown when the city has many other needs, but contends it has helped bring Fifth Avenue back to life with new investments at 504 Broadway, the U.S. Steel Yard and the former Calumet Township site.

“It was the result of the catalyst created by ArtHouse: A Social Kitchen,” Mayor Freeman-Wilson said. “That’s what development is all about. If you are able to get someone to be the first in, you find others who are willing to get involved, and to invest their money or time.”

Gates, who had the vision for the community center to regularly host business seminars, cooking classes, yoga and visual art exhibits, said he wanted to ensure that the resources that came into the Steel City would have an impact, proclaiming “I’m proud to say the investments that have come have touched lives in Gary.”

Sources: http://arthousegary.com/
CREATE A COMMUNITY CENTER PROGRAM

Community Center Programming should be investigated and planned to propose services that could be offered in the neighborhood if a building or site for a community center is identified. Plans for the Community Center program should include participating agencies, funding sources, staffing requirements, volunteer recruitment options, and other imminent resources that would need to be identified in order to pursue development. Planning efforts should be conducted in cooperation with social service agencies such as those already engaged with University Village.

EVALUATION OF 912 EDGEBROOK

912 Edgebrook is one potential location for a new Community Center. The 47-unit building was condemned in 2014 because of multiple safety violations and was later purchased by the City. Due to its central location, the property provides an opportunity to create a mixture of uses including community services, neighborhood gathering space, and shared parking for surrounding residents. The Plan recommends that the City work directly with potential partners to evaluate the viability of the site as a Community Center. This evaluation should include the development of a program of uses, size requirements and parking needs for a new building. If the City decides to retain the building (following a structural analysis), partners should be identified to provide funding and management. More likely, the City will look to clear the site and encourage community uses through the Planned Development process, as the Zoning Ordinance does not currently have a designation for community facilities. New development should reflect the neighborhood character by orienting the building towards Blackhawk Road with landscaping and screened parking along the eastern portion of the site.

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<td>Association, Hope Haven,</td>
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<td>NIU Child Development NIU</td>
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<td>Administration, Family Services Agency, Illinois Work Net,</td>
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<td>Kishwaukee College, DeKalb</td>
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<td>County, Northwestern Medicine</td>
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<td>Kishwaukee Hospital</td>
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CASE STUDY: FOWLER CENTER - BETHLEHEM, PA

Located in the heart of Southside Bethlehem, near Lehigh University, the Fowler Center is a community hub offering a wide range of educational opportunities for 30,000 people every year. Northampton Community College (NCC) purchased the building, formerly housing offices for Bethlehem Steel, in 2005. At the time, NCC was taking a big gamble on the distressed Third Street corridor.

Over the years, the building’s uses have morphed as the community’s needs have evolved. Featured programs currently include the Hospitality Career and Leadership and Executive Development Institutes, and programs in public safety, healthcare, adult literacy and workforce training. The Fowler Center is home to numerous non-credit classes that can be taken for enrichment and pleasure. The Center boasts art studios equipped for jewelry and glass-making, dance studios, and a theatre-style demonstration kitchen. Designers and entrepreneurs can take advantage of the 3-D fabrication studio (known as The Fab Lab) to develop prototypes and push the limits of their creativity. The Center also offers clinical services and community programs including dental care, literacy training, and learning how to plan a fundraiser.

A $5 million renovation of the 30,000-square-foot center is slated to open in the fall of 2018. Modeled after tech companies, the design of the center seeks to maximize collaboration with open concept work spaces, incubation areas for brainstorming, private meeting rooms, and a prototyping facility.

“Having a community college make a commitment to the revitalization, as the first entity, was a very big deal. It’s easy now, 10 years later, not to think much of it, but it was the first institution or company to take a leap of faith and was a catalyst to make things happen in South Bethlehem,” said Don Cunningham, president and CEO of the Lehigh Valley Economic Development Corp.

The Center has spurred reinvestment in surrounding properties, including Five10Flats — a $20 million residential and retail building. Under construction directly across the street. The five-story Five10Flats is the first of three mixed-use buildings envisioned by the builder, Peron Development and includes 95 one- and two-bedroom units and commercial space.

northampton.edu/admissions/campus-locations/fowler-center.htm
WORK WITH LOCAL HEALTH CARE PROVIDERS TO ESTABLISH A WALK-IN CLINIC OR URGENT CARE FACILITY WITHIN THE NEIGHBORHOOD

Residents and Task Force members expressed a strong desire to increase health care offerings within the AGN area. As a recommendation, the City may wish to stimulate the opening of a health clinic within the project area by offering a small start-up subsidy to an organization that meets the following criteria:

- The operator is establishing or expanding a Federally Qualified Health Center (FQHC). Existing health centers in the AGN area may become a FQHC to meet this requirement.
- The health clinic operates on a full-time basis (a minimum of 35 hours per week), in perpetuity. Existing health centers in the AGN area operating less than 35 hours per week may expand their operational hours to a minimum of 35 hours per week to meet this requirement.
- The new or expanded health clinic is licensed by the State of Illinois.
- The new or expanded health clinic is operating in compliance with all applicable local, State and Federal regulations.

- The new or expanded health clinic has met all aforementioned requirements on or before December 31, 2019.

Ideal locations for a health clinic could include the City-owned property at 912 Edgebrook, the NIU School of Nursing, or other central, walkable areas of the neighborhood. Clinic operators can potentially receive funding through charities, fundraising, federal or state grants and local events. Clinics should determine eligibility for funding from sources like the Bureau of Primary Health Care (BPHC) or the National Association of Community Health Centers (NACHC).

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<td>DeKalb County Health</td>
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MEDIUM PRIORITY PROJECTS

PROMOTE ENROLLMENT IN TENANTS ASSOCIATIONS THROUGHOUT THE NEIGHBORHOOD

This project is intended to improve communication between residents, tenants, and local landlords by promoting enrollment in the local Tenants Associations. Often times it takes the action of an organized group of tenants to make their voices heard. If organized, tenants can use collective political, economic, and social pressures to overcome recurring problems. A Tenants Association can collectively exert more pressure for their views than an individual tenant can on their own. Tenants can work together for a common goal, to make their lives and living situations better. Some common rental housing issues that can be addressed through the Association include:

- Shared repairs issues among neighbors
- Emergency repairs: loss of essential services such as running water, hot water, electricity, or sanitary facilities
- Loss of heat or inadequate heating
- Utility shutoffs due to landlord nonpayment
- Poor management; bad record-keeping, abusive and retaliatory behavior by management, privacy violations
- Threat of loss of affordable housing

By first making the role of the Association clear to residents, they can be encouraged to attend meetings and participate in community events. In addition, the Association can also take a proactive role in advocating for, planning and implementing smaller projects that can improve the quality of life for tenants and nearby residents. Projects with greater visibility will encourage greater participation and enrollment in the Association.

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<td>University Village Tenants Association, other apartment tenant associations, local churches</td>
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INVENTORY WORKFORCE TRAINING PROGRAMS AND EMPLOYERS LINKED TO THOSE PROGRAMS. SURVEY RESIDENTS TO GENERATE A FEEDBACK LOOP ON PROGRAMS’ EFFECTIVENESS

Linking residents to potential job opportunities in the City and County is seen as a important goal by the AGN Task Force. This project would identify partners and create an updated inventory of workforce training programs and local employers with job openings in the area. This inventory could then be used to identify needed skills and gaps in existing training programs. AGN residents that are already participating in local training programs should be identified and surveyed to help gauge overall effectiveness and participation rates. NIU students could help lead the initial inventory effort as part of related academic work.

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WORK WITH NIU, LOCAL CHURCHES AND OTHER PARTNERS TO IDENTIFY PROGRAMS THAT PROVIDE DAYCARE, HEALTH CARE, AND OTHER COMMUNITY SERVICES. DEVELOP A PACKET OF RESOURCES, SERVICES, AND TOOLS, AND DESIGN A PROGRAM TO MARKET SERVICES

Connecting the dots between residents and available daycare, health care and other community services will help create greater utilization of existing resources while preventing overlap between providers. This inventory should be summarized in a packet or brochure that can be distributed to residents at community events, churches and other gathering places in order to promote services. NIU students could help lead the initial inventory effort as part of related academic work.

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REACH OUT TO NON-PROFIT GROUPS TO OFFER AFTER-SCHOOL ACTIVITIES FOR NEIGHBORHOOD KIDS

An after-school activity is any organized program that youth can participate in outside of the traditional school day. Some programs are run by a primary or secondary school, while others are run by externally funded non-profit or commercial organizations. After-school youth programs can occur inside a school building or elsewhere in the community, such as a community center, church, library, or park. Benefits of after-school activities can include:

- Positive use of time
- Academic growth
- Behavioral growth
- Closing the achievement gap

The Plan recommends developing an inventory of local programs and activities for kids and utilizing the inventory to help promote available programs. NIU students could help to lead the initial inventory effort as part of related academic work.

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LOWER PRIORITY PROJECTS

HOLD A JOB FAIR WITHIN ANNIE GLIDDEN NORTH TO PROMOTE LOCAL HIRING.

A job fair, also referred commonly as a career fair or career expo, is an event in which employers, recruiters, and schools give information to potential employees. Job seekers attend these while trying to make a good impression to potential coworkers by speaking face-to-face with one another, filling out résumés, and asking questions in attempt to get a good feel for the work needed. In order to provide additional exposure for local employers and to connect residents to job opportunities, the Plan recommends quarterly job fairs at a convenient location within the AGN area.

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INSTALL KIOSKS AND/OR COMMUNITY BULLETIN BOARDS TO ADVERTISE SOCIAL EVENTS

The lack of neighborhood communication is seen as an issue in the AGN area. Different groups communicate and take in public information in different ways, with students most likely to use online tools and older residents used to more traditional means. Bulletin boards serve an important community building function. Posted fliers advertise services, events and people's interests, and invite community members to communicate, participate, interact and transact. The Plan recommends the strategic installation of digital kiosks or bulletin boards to help improve neighborhood communication. These displays should be unobtrusive and located in areas with a high volume of local pedestrian traffic. Funding for these installations can potentially be derived from discreet advertising, catered to local businesses.

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PROVIDE VOTER REGISTRATION SERVICES IN THE AGN NEIGHBORHOOD AND LINK RESIDENTS TO CLOSEST POLLING PLACES. ENSURE THE 2020 US CENSUS INCLUDES A FULL COUNT OF ALL STUDENTS AND OTHER RESIDENTS

Civic engagement—best exemplified by voting—is dependent upon an engaged and informed citizenry. Too often, the voting process undermines lower income community of color, affecting proper representation at all levels of government. Another factor is that individuals living below the poverty line are more likely to move requiring an extra step of paperwork to register, before even arriving to the polls. This Plan recommends assisting AGN tenants with registration and guidance to the nearest polling places, so that registered and non-registered voters can have a better opportunity for civic engagement. In addition the Leadership Conference on Civil Rights has produced a series of fact sheets and data tables to encourage an accurate record of people most often missed by the decennial count which includes communities of color, residents of rural areas, immigrants and young children. These tools are designed to help advocates and communities understand and bring attention to the factors that create persistent underrepresentation of certain groups in the census.

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**ESTABLISH A LEGAL AID OFFICE IN THE NEIGHBORHOOD**

Legal aid is the provision of assistance to people otherwise unable to afford legal representation and access to the court system. Legal aid is regarded as central in providing access to justice by ensuring equality before the law, the right to counsel and the right to a fair trial. A legal aid office is often a law school program providing hands-on-legal experience to law school students and services to various clients. Legal aid offices typically do pro bono work in a particular area, providing free legal services to clients. The Plan recommends the establishment of a legal aid office within the AGN area, in partnership with NIU.

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INTRODUCTION
Concerns over safety and security potential solutions were discussed in community meetings, youth meetings and working group sessions. Residents proposed strategies and projects to create a safer environment including: reducing crime, promoting community policing, building trust between residents and the Dekalb Police Department, discussing code enforcement to address vacant lots and buildings, and improving lighting. Projects in this section focus heavily on achieving the following Plan goals:

• Developing a stronger sense of cohesion internally and with the rest of the City

• Reducing crime

• Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment

• Enhancing the overall college experience

• Changing the direction of AGN from surviving to thriving

DESIRSED OUTCOMES
Desired Outcomes were developed by the Neighborhood Safety and Security working group at the initial brainstorming session and include the following:

• Reduce crimes by ensuring greater incorporation of crime-free housing.

• Add cameras and lighting while ensuring improved property maintenance.

• Improve communication between property owners, City government, tenants, NIU, and network of neighborhood associations.

• Increase enforcement of minor quality of life infractions and build upon the Safe Streets initiative.

• Continue to support cooperation between the City of DeKalb and NIU police.
IMPLEMENTATION OF SAFETY IMPROVEMENTS FOCUSED ON IMPROVED LIGHTING AND SURVEILLANCE.

Security cameras—when actively monitored—can be effective at cutting down crime. Research shows that the savings and benefits of fewer crimes generally outweigh the costs of the surveillance system. Police, policymakers, and others involved in criminal justice largely viewed the cameras as a useful tool for preventing crimes, aiding in arrests, and supporting investigations and prosecutions. Guidelines for positive application of security cameras include:

- **Balance utility with privacy** - When deciding how to monitor the cameras, the Police Department must balance privacy and utility—guidelines that are too restrictive can limit what the system can do, but residents must be protected against invasion of privacy.
- **Involve the community at the onset** - Developing and disseminating written policies on how the footage will be used and secured can go a long way toward building public support.
- **Don't underestimate costs** - The cost of installation, maintenance, and monitoring is typically much higher than the cost of the cameras themselves.
- **Anticipate technology upgrades** - Camera technology is constantly evolving, offering greater resolution and more useful features with each new version. Plan and budget for such upgrades.
- **Start small** - Installing cameras in one or two areas first lets police figure out how best to place cameras and monitor them before going to scale.
- **Consider location** - While camera locations should be guided by high-crime hot spots, practical concerns will also play a role—such as how close the camera needs to be to a power source and what natural and manmade barriers will have to be accommodated.
- **Consider investing in live monitoring** - Actively monitoring allows police to zoom into a scene to capture important details of a crime that may be missed if the camera is simply programmed on an automated tour, panning back and forth.
- **Prioritize training** - Detectives and prosecutors need to be trained on how to use camera footage and how to retrieve it.

A variety of grants are available to help Police Departments with technology needs. Many of the major law enforcement grant funding opportunities come from either the Department of Homeland Security (DHS) or the Department of Justice (DOJ).

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CASE STUDY: SECURITY CAMERA INSTALLATION IN HUMBOLDT PARK - CHICAGO, IL

Chicago leveraged federal and state funds and committed their own resources to support a multimillion-dollar surveillance program with more than 8,000 cameras, including police, transit, and public school cameras. The Justice Policy Center of the Urban Institute focused on a subset of the 2,000-some cameras (called police observation devices, or PODs) operated by the Chicago Police Department in the Humboldt Park neighborhood. In August 2003, when the cameras were installed in Humboldt Park, the area experienced a brief spike in crime, with nearly 500 reported incidents in a single month. The crime rate dropped 20 percent the next month and stayed low on average. To weed out other factors that affect crime trends, the Justice Policy Center compared Humboldt Park with a similar neighborhood (matched on historical crime rates, demographics, and land use) and determined that the cameras alone were likely responsible for a nearly 12 percent drop in the crime rate. Average monthly crime counts for drug-related offenses and robberies fell by nearly a third (or over 30 fewer drug-related offenses and three fewer robberies per month). Violent crime was down 20 percent, with six fewer incidents per month on average. The numbers suggest that the cameras did their job in controlling crime, with no signs that criminals moved elsewhere as a result.

Humboldt Park had a high concentration of cameras (about 53 per square mile), which could have influenced officers’ ability to interrupt crimes in progress, intervene, make arrests, and deter potential offenders. The crimes prevented in Humboldt Park saved the city $4.30 for every dollar spent on the surveillance system. Even taking the victims’ costs out of the calculation, the benefits of the cameras far outweighed the costs, with $2.81 in savings for every dollar spent.

Two particular lessons from Chicago’s experience stand out. First, get public input. Officials involved in setting up the surveillance system said they could have benefited from early input from the mayor, law enforcement, and the community. Second, train prosecutors and defense attorneys on how to use and present camera footage as evidence in court.

CREATE A GRADING SYSTEM AND DATABASE FOR RENTAL PROPERTIES, ASSESSING SAFETY AND SECURITY OF APARTMENTS

The City’s Crime Free Housing and Inspections Program is designed to form a partnership between law enforcement and the residents and owners/managers of rental properties in an effort to keep drugs and other illegal activity off their property. This is an honest, direct, solution-oriented program that has proven to be an effective way to reduce crime in residential rental properties in other communities. The City currently requires every landlord to register its rental property annually. The Plan recommends that these programs be evaluated as a potential starting point in creating a grading system for the condition and security of rental properties. The City may wish to investigate such a system in an effort to entice or provide an incentive to landlords to achieve the highest level of maintenance in their rental properties. By grading buildings and associating re-inspection times based on these grades, landlords would have an incentive to maintain their buildings to a superior level. By awarding high ratings for well-maintained properties, the City could extend inspection time frames to as long as five (5) years. This could reduce inspection costs for well-maintained properties and allow inspectors to focus on problem properties. Additionally, properties with higher grades could be used in the landlords’ marketing plans to hopefully entice better tenants. The Plan also supports the implementation of the Police2Citizen Software Program, which is intended to provide up to date public access to Police Records of reported incidents. Training or educational aspects of existing or restructured programs, should be focused on informing tenants of their rights and City codes regarding rental properties.

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LOWER PRIORITY PROJECTS

ARRANGE MEETINGS FOR SAFETY EXPERTS TO ADDRESS RESIDENTS OF ANNIE GLIDDEN NORTH

Officers from the DeKalb Police Department have made a particular effort to reach out to Annie Glidden North residents at community events and maintaining a high visibility in the neighborhood. This project is designed to continue to strengthen these connections by educating residents on current safety initiatives and gathering feedback and comments.

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RESEARCH AND, IF POSSIBLE, IMPLEMENT COST-EFFECTIVE BACKGROUND SEARCHES FOR PROSPECTIVE RENTAL TENANTS

Several online tools are available to help landlords provide background searches for prospective rental tenants. Background searches can help landlords secure their investment and prevent evictions while identifying responsible tenants who will pay rent consistently on time, not break their lease and not damage property.

A background check will show a tenant’s criminal record, if they’re a registered sex offender, if they’ve ever damaged any property, and whether if they paid rent on time. Under the FCRA, landlords must use an approved Consumer Reporting Agency to obtain a background check on a potential tenant. The Consumer Finance Protection Bureau has compiled a list of approved CRAs for tenant screening. Tenant background checks can run anywhere from $20 to $50, depending on the items selected. Landlords can request tenants to pay an application fee that will cover the cost of the background and credit checks. This project would promote online tools for use by local landlords and help to advocate for their use. A list of approved Consumer Reporting Agencies is available at: [files.consumerfinance.gov/f/201604_cfpb_list-of-consumer-reporting-companies.pdf](http://files.consumerfinance.gov/f/201604_cfpb_list-of-consumer-reporting-companies.pdf)

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ENCOURAGE PROPERTY OWNERS WITH CAMERAS TO MAKE LIVE FEEDS AVAILABLE TO THE DEKALB POLICE DEPARTMENT

In order to augment project C1, the Plan recommends connecting local property and business owners to the DeKalb Police Department in order to potentially make live feeds of private security cameras available to law enforcement. In addition, it is recommended that the City create a Camera Registry Program (CRP) to allow residents and business owners to register the locations of their video surveillance systems with the City. When a crime occurs, police will be able to identify the locations of nearby video cameras and enlist the assistance of the community to help officers collect video evidence and follow up on leads.

Through the program, DeKalb Police will be able to directly contact CRP registrants who are using video in an area where a crime occurred. Police would ask CRP registrants to check their video surveillance system for a specific date and time for video that may show activity involved with a crime, and identify getaway cars or the direction that a person of interest was headed.

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ASSIGN DEKALB STAFF TO MONITOR NEIGHBORHOOD SAFETY AND SECURITY, AND SERVE AS LIAISON BETWEEN NEIGHBORHOOD ASSOCIATIONS

To help create and strengthen community connections, the Plan recommends that a City staff member be assigned as a liaison between local neighborhood groups and tenants associations. This individual would have the responsibility of disseminating important information to residents while also receiving feedback from residents and connecting local partners with one another. The role of the liaison would be to:

• Report environmental safety issues like lighting, landscaping, and property design to the City and landlords.
• Make contact with residents to educate, promote neighborhood safety, and available community resources.
• Work on a camera campaign with the City, landlords, and NIU.
• Help with neighborhood watch groups.
• Visit and support businesses in the neighborhood.

As part of recommendation D1, this Liaison may also serve as part of a Community Development Corporation Steering Committee.

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SUPPORT DEKALB AREA RENTAL ASSOCIATION (DARA) BY ENCOURAGING ETHICAL BEHAVIOR BY MEMBER PROPERTY OWNERS

DARA is a nonprofit, educational organization representing rental housing units in DeKalb and its immediate area, striving to provide the rental housing public with quality service based upon high standards of honesty and integrity. DARA Members agree to:

• Promote, employ and maintain a high standard of integrity
• Maintain and operate rental properties with fair and honorable standards of competition
• Promote education
• Provide better values
• Establish a high ethical standard of conduct
• Maintain properties in accordance with the appropriate governmental authorities
• Provide the public with a convenient means of contacting landlords
• Ensure full compliance with Fair Housing Laws

The City of DeKalb and other local partners should support DARA in encouraging positive and ethical behaviour by member property owners, and also promote the organization to other landlords that are not currently members.

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INTRODUCTION
Housing and Commercial Development elements of the Plan are intended to identify areas and actions related to physical reinvestment of private property within the neighborhood. Projects in this section focus heavily on achieving the following Plan goals:

- Developing a stronger sense of cohesion internally and with the rest of the City
- Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment
- Enhancing the overall college experience
- Making the area more pedestrian friendly
- Growing the local tax base with new residents
- Creating an environment that provides residents with a foundation to thrive economically as long-term members of the community
- Improving the return on investment for property owners
- Changing the direction of AGN from surviving to thriving

DESIREDF OUTCOMES
Desired Outcomes were developed by the Housing and Commercial Development working group at the initial brainstorming session and include the following:

- Create a neighborhood with a vibrant and managed mix of students, families, and Greeks
- Create efficient and well-located off-street parking
- Promote well-maintained and managed properties
- Develop a blend of retail and entertainment / nightlife options attractive to students, local residents and visitors
- Ensure that public and private investment are aligned and coordinated.
CONSIDER CREATION OF A COMMUNITY DEVELOPMENT CORPORATION (CDC) TO FOCUS ON IMPLEMENTATION OF REVITALIZATION EFFORTS

The likelihood for success of Plan initiatives depends on setting up an organization or agency that will be responsible for the long term implementation of projects. The Plan recommends consideration for a Community Development Corporation (CDC), which could serve as a mechanism to provide programs, offer services, and engage in other activities that promote and support redevelopment of AGN.

CDCs in Illinois have empowered communities to take local action to generate economic opportunities and improve the quality of life in underserved neighborhoods. These non-profits provide a wide range of programs that have revitalized and stabilized disadvantaged communities throughout the state. These initiatives include:

- **Affordable Housing** - CDCs revitalize distressed communities by building, rehabilitating and preserving affordable, safe homes and rentals for Illinois families, senior citizens and veterans. Housing development and counseling help families and communities become more stable and attract new jobs and businesses to allow the neighborhoods to thrive.

- **Economic Development** - CDCs create jobs and entrepreneurship opportunities, build individual and community wealth, and attract capital to disinvested communities.

- **Community Engagement** - Through local engagement, residents can take ownership of their community and make lasting changes through grass roots efforts.

- **Financial Empowerment** - CDCs provide education and asset building tools so low- and moderate-income families can become financially independent, improve credit, reduce debt and foreclosure risk, and contribute to community stability.

- **Food Access** - CDCs strengthen local food systems to improve access to healthy foods—benefiting the community, the local economy, and the environment.

To initiate a CDC, the following steps should be taken:

1. Form a steering committee that includes key neighborhood stakeholders. This steering committee could include various representatives of the AGN Task Force and help identify specific such as marketing, communications, real estate development, advocacy, legal and financial assistance, etc.

2. Define the community need, geographic boundaries, and initial focus areas envisioned to be
addressed by the new CDC. Create a working name for the CDC.

3. Discuss and refine a “statement of need” and preferred focus areas.

4. Identify any existing organizations working on similar issues in the region and consider joining efforts or expanding their services, geography or focus areas. If this is not a viable option, continue with efforts to create a new CDC.

5. Contact the National Alliance of Community Economic Development Associations (www.naceda.org) or the Community Law Project (www.clccrul.org) for potential technical assistance in setting up the organization. The Law Project specifically offers training in Chicago for new nonprofit startups.

6. Share the CDC vision informally with key community-wide stakeholders and incorporate their comments and priorities.

7. Provide a forum in which interested individuals are invited to learn the vision of the steering committee.

8. Estimate the funds needed to complete one or two early projects. By investing in local CDC projects, local supporters can have a voice in community development decisions, keep their funds close to home, and share in the positive results.

9. Utilize the City Attorney to do some early work establishing the CDC.

10. Recruit and name an initial board of directors.

Guiding AGN renewal will require a full time, focused effort. If implemented, the proposed CDC should coordinate directly with the City and NIU, and should include representation from both entities on the Steering Committee, but for administrative and financial reasons, should be separate from either entity.

Local banks have obligations for community reinvestment under the Community Reinvestment Act and could help jump start the creation of a CDC. Local foundations could also be heavily involved in funding this effort.

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CASE STUDY: CITYWIDE DEVELOPMENT CORPORATION AND THE GENESIS PROJECT - DAYTON, OH

For over 40 years, the CityWide Development Corporation has served as a non-profit Community Development Corporation (CDC) with a mission to strengthen Dayton through strategic economic and community development. The Genesis Project is a cooperative effort of public and private organizations with a common goal of rebuilding and enhancing Dayton's Fairgrounds Neighborhood and the adjacent Brown-Warren Business District. Deteriorating physical conditions in the Fairgrounds Neighborhood surrounding the University of Dayton had led to the perception that the community was not safe. Residents, Miami Valley Hospital, the University and the City all shared the common concern that, without a stabilization plan, continued disinvestment would occur. This common concern led these major stakeholders to come together to form the Genesis Project. With leadership and management provided by CityWide, a vision for rebuilding and enhancing the Fairgrounds Neighborhood was launched.

To effectively develop a strategy to improve the neighborhood's civic and social environment the stakeholders developed a Neighborhood Life Team. Led by CityWide, the neighborhood life team included two community based police officers, a social worker employed by Miami Valley Hospital, a city housing inspector, a credit counselor to assist people in financially preparing for homeownership, and two community organizers from the Family Service Association's Neighborhood Development program. One of the signature achievements of this effort was the formation of a formal neighborhood organization, which helped shape the long range plans for the neighborhood.

Since the mid 1990's over $14M has been invested in the neighborhood. In the first phase of the project, 68 residential and commercial properties were acquired and 41 demolished, 11 single-family homes were rehabilitated, and 23 new single-family units were constructed. Additionally, to spur interest in the housing that was planned, Miami Valley Hospital launched an employee benefit program called "homestead assistance," which encouraged their employees to buy homes in the Fairgrounds Neighborhood by providing them with a $7,500 down payment assistance grant. This package proved very appealing and 14 Miami Valley Hospital employees purchased homes in the Fairgrounds neighborhood during the Genesis Project and many more joined a waiting list for future opportunities. The growth and success of the Fairgrounds neighborhood also led to significant private investment along the Brown-Warren Street corridor, as private sector developers were willing to risk their own capital in business development. Seven new townhouses were completed in 2012 and an 100,000 square feet of commercial space was added. The area is now a lively retail destination with a mix of both locally-owned retail shops and restaurants, and national chains such as Panera Bread, Chipotle, and Starbucks.

Source: www.citywidedev.com/projects/community-development/genesis/
CREATE A LUCINDA FOCUS AREA, PRIORITIZING REDEVELOPMENT THROUGH A POTENTIAL PUBLIC/PRIVATE PARTNERSHIP.

Investment in the area of Lucinda and Annie Glidden North adjacent to the NIU campus could greatly improve neighborhood vitality and walkability, while providing a model for contemporary mixed-use development that may be applicable in other parts of the neighborhood. Near-term reinvestment within the Focus Area should be dedicated to redevelopment of the commercial area in order to strengthen this key node as a campus gateway and to provide a center for student retail, housing and services.

The Lucinda Focus Area is currently zoned LC (Light Commercial) and MFR-2 (High Density, High Bulk Multiple Family Residential District). Existing uses on Lucinda include two-story commercial structures, two to three-story multi-family residential structures, and parking. Current zoning regulations allow for a maximum build-out of three-story commercial/mixed use developments, or three-story multi-family residential developments. Compared to existing built structures, this is not a significant departure from what currently exists.

The Plan recommends the creation of a public plaza or square at the center of the redevelopment, serving as a unique gathering place and gateway to the proposed creek walk heading north along the existing stream. Framing the plaza would be three to four-story mixed use buildings to the west and east. These buildings should include flexible first-floor spaces that can be utilized for a variety of active retail, restaurant, service or community functions. Upper stories could include residential or office uses. Parking for the developments should be located to the rear of the sites, and accessed from Lucinda Avenue. Due to its central location within easy walking distance to campus and other amenities, on-site residential parking should be limited.
Redevelopment of these properties would provide a vibrant and attractive gateway to the Annie Glidden Road corridor, while also greatly enhancing the northern edge of the NIU campus and creating new spaces and places for both students and other local residents to congregate.

In order to initiate redevelopment efforts in the area, the Plan recommends the creation of a public-private partnership and joint development agreements between major stakeholder organizations and a selected developer. If created as considered and outlined in project D1, a local Community Development Corporation could also play a key role in reinvestment of this area in a way that will catalyze additional improvements in surrounding blocks.

CREATE A HILLCREST/BLACKHAWK FOCUS AREA, PRIORITIZING MIXED-USE DEVELOPMENT THROUGH A POTENTIAL PUBLIC/PRIVATE PARTNERSHIP

The Hillcrest/Blackhawk area provides a potential location for a significant mixed-use redevelopment that can help provide shopping, services, and other community amenities to both surrounding families and the local student population. Currently, Hillcrest/Blackhawk has a blighted appearance, due to large surface parking lots, poor sidewalks and infrastructure, single story commercial structures and the large vacant Campus Theaters that dominate the area. The Plan recommends focused reinvestment in this area to make it significantly more attractive, walkable and supportive of businesses and services that can benefit area residents.

The Hillcrest/Blackhawk Focus Area is zoned LC (Light Commercial). Current zoning allows for significantly higher densities compared to existing built structures. Zoning regulations allow for a maximum of three-story commercial/mixed use developments, which is a significant density increase over the existing built environment on Blackhawk and Hillcrest.

Due to the focus area’s location and densely populated surroundings, it is recommended that the City focus investment in public service infrastructure, including transportation, health care services, and enhanced security.

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The Plan envisions a two to three-story mixed use building anchoring the corner of Hillcrest and Blackhawk with flexible ground floor space geared towards community and entertainment uses. North of this development, attached townhomes could provide attractive medium-density development for the area and help strengthen Greek Row. West of the Campus Cinema's property, the existing strip mall could be reenvisioned as a “main street” environment with single-story retail or mixed-use buildings adjacent to Hillcrest Drive and parking to the rear of the site.

If created as considered and outlined in project D1, a local Community Development Corporation could play a key role in reinvestment of this area in a way that will catalyze additional improvements in surrounding blocks. This project should be aligned with project B1, Establish a Community Food and Education Center.

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MEDIUM PRIORITY PROJECTS

**EXPLORE BENEFITS AND PROMOTE OPPORTUNITY ZONE DESIGNATION**

The AGN neighborhood has recently been designated an Opportunity Zone by the Internal Revenue Service. An Opportunity Zone is an economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Opportunity Zones are designed to spur economic development by providing tax benefits to investors. First, investors can defer tax on any prior gains until the earlier of the date on which an investment is sold or exchanged, or December 31, 2026, so long as the gain is reinvested in a Qualified Opportunity Fund. Second, if the investor holds the investment in the Opportunity Fund for at least ten years, the investor would be eligible for an increase in basis equal to the fair market value of the investment on the date that the investment is sold or exchanged. A Qualified Opportunity Fund is an investment vehicle that is set up as either a partnership or corporation for investing in eligible property located in an Opportunity Zone and utilizes the investor’s gains from a prior investment for funding the Opportunity Fund.

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**EXPLORE THE CREATION OF A TAX INCREMENT FINANCING (TIF) DISTRICT COVERING ONE OR BOTH OF THE REDEVELOPMENT AREAS**

In order to facilitate changes in the two Focus Areas identified in D2 and D3, the City should explore the creation of a Tax Increment Financing (TIF) District. DeKalb currently has two TIF Districts, the Central TIF District and the TIF 2 District. TIF is an economic development tool that helps local governments restore run-down and blighted areas and/or jump-start economically challenged parts of town. TIFs can help finance public infrastructure improvements and, in certain circumstances, residential rehabilitation. Payments derived from the increased assessed value of any improvement to real property beyond its base amount are deposited in a separate fund to finance the construction of public infrastructure or provide other assistance as defined within the TIF legislation. Local jurisdictions seeking to establish a TIF district must:

- Establish the proposed redevelopment project area meets the statutory eligibility requirements
- Determine that redevelopment through private investment is most likely to occur without public intervention
- Set forth redevelopment plan goals, a general land use plan and a project budget
- Assess the potential financial impact on other taxing districts
- Meet other statutory requirements

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CASE STUDY: EDDY STREET COMMONS - SOUTH BEND, IN

Eddy Street Commons is part of a "College Town" development program immediately adjacent to the University of Notre Dame in South Bend, Indiana. Built in an area owned by the University, the project grew out of a robust community planning process that identified Eddy Street as a good candidate to foster a brand new, mixed-use community designed for a variety of tenants and retailers serving the University, the Northeast Neighborhood, and the surrounding area. The project is a key component to a larger vision for the neighborhood, involving an intimate collaboration between the University, the City, and other stakeholders to improve Northeast through strategic investments in "education, housing, and infrastructure."

Phase I of Eddy Street Commons opened during the aftermath of the 2008 recession and was able to weather that period which is now currently 100% leased. This phase boasts numerous features, including 170,000 square feet of retail/restaurant/office space, 266 apartment units, 123 condos, 78 row/townhomes, and a parking garage with 1,276 spaces. Also located on site are two hotels with over 280 rooms.

Phase II has recently been approved for construction. The design has incorporated feedback from the University, the City, nearby businesses, and residents. Phase II will add 8,500 square feet of restaurant space, 433 apartment units, 22 single-family homes, a community center, a grocery store, and 17 "flex" units. The flex units have been designed to accommodate either residential or commercial uses depending on the demand. Their inclusion is a response to requests for more retail/office space for local businesses.

Per data from Notre Dame, the two phases represent nearly $300 million in investment for the Northeast Neighborhood.

Phase I
- 170,000 square feet of retail/restaurant/office space
- 266 apartment units
- 123 condo units
- 78 row/townhomes (100% leased)
- 1,276-vehicle multi-level parking garage
- 119-room Fairfield Inn & Suites
- 164-room Embassy Suites

Phase II
- $90 million mixed-use project
- 8,500 square feet of restaurant space
- 17 "flex" units
- Modest street-level units that can be adapted for commercial or residential use depending on demand
- Small, local specialty shops, small cafes or coffee shops or insurance or law offices
- 433 apartment units
- 22 single-family homes
- Robinson Community Learning Center
- Stand-alone grocery store

FOCUS ON ENFORCEMENT OF BUILDING AND PROPERTY MAINTENANCE CODES

The City of DeKalb operates in compliance with locally adopted codes that are designed to maintain a healthy, safe, and clean environment and to preserve the quality of life that residents and businesses enjoy in the community. Safety is achieved through proper design and construction practices, issuance of permits, and inspections that verify compliance with building codes. The Building and Code Enforcement Division currently has several duties including:

- Inspecting construction work
- Issuing building permits
- Providing technical assistance to residents and contractors
- Reviewing building permit applications
- Enforcing local Property Maintenance codes as well as responding to citizen concerns.

The Plan recommends a focus of additional City resources on enforcement of building and property maintenance codes. Improvements for further evaluation include dictating more frequent exterior inspections for multi-family dwellings, increasing the use of technology to improve and streamlining inspection processing and communication, and potentially hiring an additional inspector if needed.

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RELOCATE UNIVERSITY PLAZA’S PARKING LOTS TO EAST SIDE OF PROPERTY, CONVERTING TO A COMMERCIAL FRONTAGE

As outlined in project A10, the Plan recommends that the owner of University Plaza evaluate a redesign of their property to shift parking to Crane Drive and Russell Road. Doing so would open up a prime site on Annie Glidden Road for commercial or mixed-use redevelopment while providing the opportunity to create a semi-public open space amenity for University Plaza residents. The property owner should work directly with the City to evaluate the feasibility of this proposal and a potential public-private partnership. Funding for these improvements could come through the implementation of a tax-increment financing district (TIF) as well as other sources. New parking at Crane Drive and Russell Road could be utilized as a shared lot for Welsh Park activities through a partnership with the DeKalb Parks District.

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EVALUATE THE LONG-TERM VIABILITY OF OLDER APARTMENT COMPLEXES WHILE ENCOURAGING MIXED-INCOME REDEVELOPMENT AND THE CREATION OF NEW OPEN SPACES AND PARKING

In order to evaluate the long-term viability of older apartment complexes, the Plan recommends that property owners consult *The Rehab Checklist - An Apartment Building Owner’s Guide* by the Community Investment Corporation (CIC) (www.cicchicago.com/wp-content/uploads/2013/04/RehabChecklist.English.2013.pdf). The Checklist includes rough cost estimates for many of the components in a rehab project and can help an owner decide whether it makes sense to improve, redevelop or sell a property that may be in need of repairs. The costs attached to the items represent averages or ranges that CIC sees in contractors’ proposals for buildings of five or more units. The prices are representative of the “going rate” in the rehab field as of June 2012. The cyclical nature of the construction industry, the fluctuation of energy prices, varying costs of commodities with time, and the specific conditions present in a specific building will determine whether actual costs will be higher or lower.

If a building owner finds that costs for improvement are too high, and is not interested in pursuing redevelopment, the Plan recommends they begin conversations with the City regarding potential sale and acquisition of the property for open space and or shared parking.

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### LOWER PRIORITY PROJECTS

#### EMPLOY ACTIVATION AND PLACEMAKING STRATEGIES TO CREATE EXCITEMENT AND ENTHUSIASM WHILE STRENGTHENING CONNECTIONS AMONG THE COMMUNITY

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community’s assets, inspiration, and potential, with the intention of creating public spaces that promote people’s health, happiness, and well being. It is political due to the nature of place identity. Placemaking is both a process and a philosophy that makes use of urban design principles. It can be either official and government led, or community driven. A grass roots tactical urbanism approach can include extending sidewalks with chalk, paint, and planters, or hosting an open streets events. Good placemaking makes use of underutilized space to enhance the urban experience at the pedestrian scale.

The Plan recommends that the City dedicate a small portion of funding to implement a micro-grant placemaking program (less than $5,000/grant) for the AGN area. Funds distributed through this program can provide local organizations and neighborhood groups with empowerment and financial support for activities that promote citizen engagement, enhance neighborhood beautification, improve safety, encourage economic development and/or address neighborhood needs and aspirations. This can be integrated with NIU Arts engagement programs and augmented by other grant opportunities including the National Endowment for the Arts - Our Town Grant or a National Association of Realtors (NAR) - Placemaking Micro-Grant.

An example placemaking project, Build a Better Park Event, could be held at Welsh Park to activate and bring attention to the potential of the space while engaging the community in a series of conversations about long-term park improvements.

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**Potential Lead Partners**
- City of DeKalb, NIU Office of Student Engagement, Community Education Food Center
ENCOURAGE NIU TO DEVELOP FACULTY / STAFF HOUSING ON PARKING LOT AT ANNIE GLIDDEN ROAD AND CRANE DRIVE

In order to increase the supply of faculty and staff housing within the AGN area, the Plan recommends that NIU consider developing the parking lot at Annie Glidden Road and Crane Drive known as Lot X. This site is strategically located along the proposed creek walk and contains frontage along Annie Glidden that could be attractive to retail or services. Future development of this site should be urban and pedestrian-oriented in character with parking at the rear of buildings and complete with wide sidewalks for pedestrians.

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PRIORITIZE MIXED-INCOME SINGLE-FAMILY OR TOWNHOME DEVELOPMENT TO CREATE A LARGER AND MORE DIVERSE RESIDENTIAL POPULATION

As apartment buildings in the AGN reach the end of their lifespan, the Plan recommends shifting residential investment to lower and medium-density building types compatible with traditional neighborhood development (TND) principles and townhome and small-lot single family building types. TND refers to the development of a complete neighborhood or town using traditional town planning principles. To qualify as a TND, a project should include a range of housing types, a network of well-connected streets and blocks, public spaces, and have amenities such as stores, schools, and places of worship within walking distance of residences. This strategy may also include the potential rezoning of some MFR-2 (Multi Family Residential 2) areas to MFR-1 (Multi-Family Residential 1) or TFR (Two Family Residential)

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Any successful community needs to have a positive image among its current and potential residents, and building a strong, positive image for a neighborhood is often critical to its success. Image means two different things:

- The visual impression of the neighborhood from residents and visitors.
- The neighborhood’s “brand” – the idea of the neighborhood that people have in their heads.

Both images feed off and reinforce one another. As part of the revitalization effort, the Plan recommends evaluating and potentially rebranding the AGN area to promote positive changes that are occurring. When asked to create a name for the area at Community Meeting 2, attendees submitted the following ideas:

- DeKalb Village
- Campus Heights
- Glidden Square
- The Village
- Northern Commons
- Huskey Gate
- University North
- Annie Glidden North
- Annie Glidden Horizons
- Glidden Glen
- West Welsh Park
- Uptown
- Communiversity North
- AGN: A Global Neighborhood
- Annie Glidden Fields
- Credence Quarter
- Varsity Heights
- Northern Heights
- Doorstep Heights

Rebranding should only happen after tangible positive changes begin to occur in the community. This effort may be led by a local Community Development Corporation as outlined in project D1, in collaboration with the City of DeKalb and local residents and property owners.

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| Potential Lead Partners | City of DeKalb |
MARKET STUDY SUMMARY

OVERVIEW

As part of the AGN Plan, a Market Study was prepared to profile the residential and commercial market within the project area and to identify opportunities for development and redevelopment. The planning team reviewed a variety of data, including demographics, household expenditures, NIU enrollment, commercial properties for sale or lease and zoning. The team also conducted a local business survey.

The planning team analyzed demographic data for AGN and compared it to the City of DeKalb. The total area of AGN is 0.86 square miles compared to 14.81 square miles for the City of DeKalb. Despite the relatively small total area, AGN has an estimated 2017 population of 9,893, approximately 23% of DeKalb’s total population of 43,445. 1,758 residents in this area are enrolled at NIU. AGN’s 2017 median household income is $17,689 compared to $39,643 for DeKalb. The average amount spent annually per AGN household in 2017 was $27,036. The top expenditures include housing (32.9%), food (13.1%), transportation (12.0%), and health care (6.2%).

BUSINESS SURVEY

The team researched AGN’s business community and conducted a business survey with the City of DeKalb. AGN contains 28 businesses: 43% retail, 39% restaurant, 11% real estate, and 7% service. Of the 28 businesses, 13 businesses (46%) responded to the business survey. Key survey results included the following points:

- Most of the businesses’ annual revenues and employment numbers are declining
- Declining revenues and employment are linked to limited sales/revenue and a lack of clients, specifically a declining student consumer base
- AGN’s workforce is predominantly composed of part-time workers
- Top recommendations for how the City of DeKalb could improve the AGN business environment are increasing area safety, planning events for large groups, increasing the visual marketing of NIU events, and engaging with businesses to offer guidance on improvements.

The planning team identified commercial properties for sale and lease in the AGN area and analyzed zoning for potential redevelopment opportunities. AGN is predominately zoned Light Commercial (LC), which allows a variety of retail and commercial uses, including grocery stores, restaurants, general retail stores, among others.
RECOMMENDATIONS

Key recommendations of the Market Study have been incorporated into the AGN Plan and include:

• Separate AGN into two distinct commercial sub-markets for redevelopment, including the Lucinda Ave corridor and the Hillcrest/Blackhawk zone.
• Prioritize the commercial property in the Lucinda Ave corridor for potential redevelopment.
• A planned development or upzoning parcels should be considered along the Lucinda Ave corridor to attract higher density development. Explore investment from NIU in this area.
• Invest in public service infrastructure, such as transportation, health care, and security, in the Hillcrest/Blackhawk zone.
• Explore the creation of a Tax Increment Financing (TIF) District
• Prioritize the redevelopment of commercial property within the Hillcrest/Blackhawk focus area.
• Launch business engagement programming to connect the City of DeKalb with businesses on a regular basis to support business development and address business owners’ needs.
• Develop a customer attraction strategy, such as a shop local campaign to create awareness and generate new customers for AGN’s businesses.

The full Market Study is available in the appendices.
The AGN Plan process began in August 2017 and has included participation of local residents and stakeholders. A primary goal was to ensure that all participants had the tools and information needed to actively participate. Conversations and community engagement activities central to the planning process were structured to break down barriers and build trust so that entities responsible for project implementation are prepared to succeed. A timeline of the planning process is shown below and described on the following pages.
TASK FORCE MISSION

The AGN Task Force was created consisting of community residents, property owners and managers, local business representatives, service providers, educational leaders and public officials who are all stakeholders in the improvement of the Annie Glidden North neighborhood. The role of the Task Force was to:

• Identify resources regarding conditions within the neighborhood
• Provide information regarding conditions within the neighborhood
• Assist in promoting larger Community Meetings to a broad range of community members
• Provide information about agencies, businesses or other entities that could assist in neighborhood improvement
• Reflect concerns and issues from neighborhood and citywide residents, businesses and stakeholders
• Identify project recommendations
• Generate and vet ideas in order to prioritize the strategies and projects that merit consideration for inclusion in the AGN Plan
• Review deliverables and provide comments and feedback before they go to the larger community
• Help identify potential partners and guide post Plan implementation
• Provide overall Plan recommendations to City Council

Task Force members were asked to review materials provided to them and attend meetings to discuss the issues raised in these materials by the planners and by other Task Force members in order to provide direction to Plan development. Meetings of the Task Force are working meetings to address issues of planning implementation, data collection, and Plan development.

PROJECT INITIATION - KEY PERSON INTERVIEWS

The initial phase of the planning process included interviewing stakeholders, creating a project Task Force, and reviewing base materials and previous plans. Key person interviews involved selected agencies and service providers, such as various departments of NIU, the Dekalb County Housing Authority, New Hope Baptist Church, the DeKalb Police Department, and many others. These sessions were designed to gain local insights into the project area, its history, existing conditions, planned improvement
initiatives, and other topics to be addressed in the development of the AGN Plan, and to begin to build local support for implementation. This phase helped establish the community context, and provided the Planning Team important information on the assets, issues, and opportunities present in DeKalb.

COMMUNITY MEETING 1
The first community meeting was held on September 27, 2017. The Planning Team introduced themselves, provided an overview of the AGN Plan schedule of tasks, and had attendees vote on a logo for the project. The Team explained the purpose of the AGN Plan and its relationship to previous planning efforts. The Planning Team summarized their own observations of the project area and interviews with people from key agencies and organizations, highlighting issues that were identified through those discussions. Attendees were then asked to identify the City’s assets, issues, and opportunities. For the final activity, audience members proposed potential early action projects to be completed during the AGN planning process.

NIU STUDENT MEETING
University students are often underrepresented in traditional planning processes. The AGN Plan was structured to include student engagement, including representation on the Task Force. The Planning Team was invited to a City / Student Leadership meeting to engage students on the Plan. Results from that meeting showed that students are concerned about crime as well as the lack of entertainment and nightlife amenities in the local area. The majority of attendees believe that students and families can co-exist in the neighborhood.

VISIONING
The Visioning phase involved working with neighborhood residents and stakeholders to define a broad outlook for the future of the community.

COMMUNITY MEETING 2
Community Meeting 2 took place on November 2, 2017 and provided an analysis of assets, issues, and opportunities identified at Community Meeting 1, highlighting common themes for each category and specific examples that showed up repeatedly. The concept of early action projects was reintroduced and community members ranked 10 options that were developed from the results of the first community meeting. Attendees were then asked to think about the future of the AGN Neighborhood and the ways its improvement could manifest over the next 10-15 years. The visioning exercise identified five smaller areas within the larger project area that generated discussion about more targeted improvements. These “focus areas” exemplify challenges within their immediate context, and attendees were asked to offer their vision for each through a visual preference survey.
STRATEGIES PROGRAMS + PROJECTS

The strategies, programs and projects phase involved the creation of four Working Groups from the Task Force focused around the following topics:

• Transportation, Infrastructure and Open Space
• Community Services
• Neighborhood Safety and Security
• Housing and Commercial Development

Each Working Group met three or more times over spring 2018, identifying desired outcomes and defining specific project ideas. Results from the Working Groups were brought back to the Task Force for summary, review and refinement.

COMMUNITY MEETING 3
Community Meeting 3 took place on April 16, 2018 and focused on providing local residents and stakeholders a summary of Working Group ideas, as well as a review of Draft Alternatives as described in the Recommended Projects and Initiatives section. Feedback from the meeting was used to refine the projects of each initiative, and to create the Project Reference Map for the AGN area.
As an initial step in development of the AGN Plan, community members identified specific assets, issues, and opportunities for consideration at Community Meeting 1. The elements listed on the following pages reflect the feedback received at that meeting and established a starting point for crafting neighborhood strategies. A timeline of the planning process is shown below.
A community asset is anything that can be used to improve the quality of community life. Once assets are identified, they can be nurtured into opportunities through a combination of community support, dedicated resources, and strategies structured to enhance their transformative properties. The following were identified by residents and stakeholders as assets of the AGN Neighborhood:

**GREEK ORGANIZATIONS**

The presence of Greek organizations and their homes is highly regarded. Some even considered them and Greek row as a stabilizing force for the neighborhood. Attendees noted that they have a long tradition of volunteering for good causes, which could assist in addressing some of the issues in the neighborhood.

**NIU**

NIU is the anchor institution, contributing much to the neighborhood: resources, employment, and a student population. They are also heavily invested in the health of neighborhood and the success of the larger community as that allows them to attract more students, a better workforce, and elite faculty.

**DIVERSITY**

A major asset of the Annie Glidden North is the variety of residents with different backgrounds living within such a small area. This diversity is appreciated by many and should be maintained and harnessed to improve neighborhood conditions.

**PLACES OF WORSHIP**

The faith community provides many resources in addition to spaces for worship, including community facilities, social services, and programming that engages a variety of residents. The faith community is a fixture that supports many residents in need and helps provide a mission for those residents that want to serve the community.

**VACANT MOVIE THEATER**

While also regarded as an issue, Campus Cinemas was seen as a major opportunity by many residents. It is currently vacant and centrally located for residents, including both Greek and non-Greek students. Many are excited about the potential reuse of this building and see it as a catalyst for additional development.
ROOM FOR GROWTH
The neighborhood is large and is able to accommodate additional development that can meet resident needs and could add diversity to the existing housing stock. Others see an opportunity to transition to a lower-density environment that could result in a more livable neighborhood.

YOUNG POPULATION
Students and other young residents contribute a youthful energy to the area. They support existing businesses, help stabilize the community, and offer unique perspectives alongside established residents and homeowners.

PARKS
Parks and open space areas are highly valued. They offer opportunities for youth recreation as well as opportunities for relaxation and respite for other residents. They could be used as an organizing force for neighborhood improvements and a venue for residents to gather. If nurtured with expanded recreational facilities, they could be a major asset to attract and maintain residents.

COMMUNITY GARDENS
Community gardens provide numerous benefits to residents. They not only offer residents access to fresh produce, they are also great venues for interacting, physical exercise, and may be a source of income for some residents. Community gardens are also viewed as a potential beautifying element for the neighborhood.

HEALTH DEPARTMENT
The DeKalb County Health Department is identified as a major asset for the neighborhood. In addition to providing necessary health care, it also offers high quality employment and could act as an anchor for the north side for the community.
ISSUES

An issue represents a liability that is lowering the community's quality of life. If left unabated for too long, its impact can grow and adversely impact the larger city or region. The following were identified by residents and stakeholders as the most critical issues to address in the AGN Plan:

**CRIME**

Crime and or the perception of the lack of safety is a major concern of neighborhood residents. Some residents have direct experience, others are reacting to news and community discussions. Safety concerns are highest over weekend nights.

**TRANSPORTATION/TRANSIT SERVICE**

Transportation within the community and between neighborhoods is difficult for many, which is designed for auto owners over those that rely on other modes of transportation. This condition is especially difficult for those with limited means to access employment opportunities and grocery stores, the latter being the hardest to access on weekends.

**PEDESTRIAN/BIKE INFRASTRUCTURE**

The pedestrian environment needs improvement throughout the area, with specific areas exhibiting unique challenges. Sidewalk conditions along Russell Road were highlighted as being particularly distressed. Attendees noted that Annie Glidden Road is a very unwelcoming pedestrian and biking environment, with limited crossings, high-speed/volume traffic, and multiple lanes to cross. There is little bike infrastructure for a young student/resident population with limited means of transportation.

**VACANT MOVIE THEATER**

This vacant building at West Hillcrest Drive and Blackhawk Road blights the immediate area and is an eyesore for residents and students.

**LACK OF ENTERTAINMENT/NIGHT LIFE AMENITIES**

In addition to the vacant Campus Cinemas, many criticized the lack of entertainment options and night life amenities within the neighborhood, particularly those suited to the student population.
LACK OF HEALTH AND RECREATION FACILITIES
There are a limited number of health and recreation facilities that appeal to students and other younger adults. Students would prefer a fitness facility that is more accessible than what is available on the NIU campus. Other residents expressed concern about the lack of health care facilities, including medical and dental clinics available within or near the neighborhood.

INADEQUATE ACCESS TO FRESH HEALTHY FOOD
Fresh food is hard to access because large grocery retailers are not located in the neighborhood and there are no small fresh produce sellers in the area. Because of this limited access to fresh food, poorer residents with limited mobility options are especially burdened, compromising their quality of life and limiting them to patronize fast food establishments and convenience stores on Annie Glidden.

POOR PROPERTY CONDITIONS
Some properties are blighted, which adversely impacts the greater neighborhood area and supports its negative perception. Some attendees noted positive momentum with the rehabilitation of University Village, but think more work is needed for other properties. Some suspected that code enforcement is too lax in adequately addressing overcrowding in residential units. Some residents, lamented the lack of internet infrastructure within buildings.

POOR LIGHTING
Lighting is seen as inadequate, which is contributing to unsafe conditions in certain parts of the neighborhood. Some residents noted that trees were not being properly maintained and this neglect was obscuring existing lighting.

NO SPACES FOR SOCIALIZING
With such a large population that is young (including 1,758 students living in AGN neighborhood), there is a notable lack of spaces for residents to meet and socialize with one another. This condition may feed into the perception of isolation within the neighborhood and contribute to tensions between homeowners, renters, and students.
ZONING REVIEW

INTRODUCTION

This review focuses upon current conditions within the Annie Glidden North neighborhood and is intended to provide a broad review of the current regulatory structure impacting development within the neighborhood. As such, parcel-specific recommendations are not included here, though specific rezoning actions are recommended as part of the larger Annie Glidden North Revitalization Plan where appropriate.

This analysis – informed by both an independent review of the relevant regulatory documents in January 2018, as well as by staff comments – is intended to suggest a series of actions that the City may take to modify current zoning requirements in an effort to improve quality of life and ensure the long-term viability of the economic and built environment of Annie Glidden North. Though recommendations made here are specific to the conditions and issues identified within the Annie Glidden North neighborhood, some suggested actions may have larger applicability within the community and should be evaluated for their usefulness in light of the manner in which specific districts and regulations are applied City-wide.

DEFINITIONS

Any adjustment of the zoning ordinance should contain a careful assessment of the range of current definitions, modifications to existing terms, or inclusion of new terms to ensure consistency and clear applicability. In focusing on the Annie Glidden North neighborhood, it is critical that housing types be well defined and any terms used to calculate permitted housing are carefully evaluated and clarified where needed to ensure the effective application of the ordinance. This review has identified a number of preliminary areas where adjustment may be needed:

• **“Density”** - Staff have suggested that adjusting density calculations to include a per-bedroom standard may be desired as a means to more closely regulate actual population densities. We would recommend against this approach. Most modern ordinances have moved away from per-bedroom standards, as these types of standards are not necessarily any more accurate than per-unit standards. This is because bedrooms are often a poor indicator of occupancy; a two bedroom unit may be occupied by three people, or a three bedroom unit may be occupied by only one or...
two people. Switching to per-bedroom standards can also create additional complications in terms of calculating and recalibrating additional items such as required open space (where applicable), and parking. Rather than switching to a per-bedroom standard, the City may want to evaluate and recalibrate the permitted densities based upon required lot area in the current districts mapped within the AGN neighborhood. Often these standards, paired with adjusted bulk and setback regulations, parking, open space, and landscape requirements can be the simplest, most effective tool to control density.

- “Household” - The current definition of household is split into two thresholds based upon geography. The intent of this “split” approach would appear to regulate density differently in the areas in proximity to Northern Illinois University; a goal which may be more effectively achieved by evaluating and fleshing out definitions for other housing types permitted in these areas. This geographically split approach is uncommon, and may unintentionally create a lack of consistency or clarity in terms of how it is applied across the ordinance. It is recommended that the definition be adjusted to a unified standard. There are also questions as to the legality of defining household differently within the same municipal boundaries. Zoning regulations should be applied consistently across the City.

- “Rooming House” - Similar to the “household” definition, “rooming house” is defined in two different ways based upon geography. There are two conflicting definitions of “rooming house:” one within the zoning ordinance, and one within chapter 14 of the City’s Municipal Code. Chapter 14 defines a “rooming house” as a single dwelling unit occupied by no more than three or four unrelated individuals. The zoning code does not specify a single unit but allows four or five unrelated individuals based upon geography. Further, the City should consider revising the definition of “rooming house” to remove any stipulations on unrelated individuals, as this creates conflicts or inconsistencies with the definition of “household” and definitions for types of dwellings that should not be defined by occupancy. It may also unintentionally allow increased occupancy by virtue of a relation.
ZONING DISTRICTS

An initial review of the zoning districts within the AGN neighborhood yields a few areas in which strategic adjustments may benefit future development and bring the physical form of the neighborhood closer in line with the City’s goals.

GENERAL STANDARDS

It is recommended that the City evaluate current development standards within the base districts currently mapped to the AGN neighborhood to verify where inconsistencies between the regulatory requirements and the built environment exist. If there are a high number of substandard lots, this may indicate that district standards need adjustment, or that new districts are needed to accommodate development and redevelopment within the neighborhood. Often, when lot sizes and widths are built out-of-sync with the requirements of the zoning districts, it can lead to a ripple effect in terms of accommodating other site elements such as required setbacks, parking, common open space, and landscape. Evaluating and adjusting these standards where needed can help to ensure a rational and effective combination of bulk and area standards that may help to alleviate some of the difficulties encountered with physical development in the neighborhood.

Additionally, the City may want to consider allowing more than one principal structure per lot without the need to move through a planned development process in the multi-family districts. The scale of development within the multi-family districts, particularly the MFR2 district, may warrant this type of adjustment. Standards for site design, such as for required building separation, site landscape, the location of building entrances, driveways and parking can help to alleviate concerns related to multiple structures on a lot. Further, new residential development will continue to be subject to the site plan review standards in the current ordinance, allowing the City to review all relevant aspects of the development for functionality and compliance with the ordinance.

BASE ZONING DISTRICTS VS. PLANNED DEVELOPMENT

Generally, it is recommended that the City adjust permitted densities within current districts (if appropriate) or create new base districts to accommodate the desired uses and development forms within the AGN neighborhood. This approach would yield the greatest amount of predictability for future development within the neighborhood, and would allow the City to craft new regulations specifically to achieve the future vision for the neighborhood. Further, per the current site plan review requirements, the City would still have a level of review to ensure quality new development within the neighborhood.

Focusing new development on the PD process can often become burdensome on staff and
the development community, and can lead to a development environment where property owners have a diminished ability to predict what uses or building forms might locate adjacent to them—as all development coming into the neighborhood is essentially negotiated from the ground up, and not occurring within a predetermined set of parameters “by-right.” It can also create administrative issues over time for staff, as each PD becomes its own individual zoning district requiring city staff and enforcement officers to remember which unique rules apply to each PD.

Planned Development is best used as a tool to encourage innovative and creative development or redevelopment, by allowing for flexibility in the use and development of land and the design of structures that may not be achievable through a strict application of the ordinance. As such, it is typically reserved for unique or innovative development types that may need relief from certain requirements of the zoning ordinance, and which the City is willing to offer in exchange for high-quality amenities or other community benefits. The DeKalb County complex east of Annie Glidden Road may be the best example of such a development within the neighborhood, offering a mixture of uses and densities that would not be achievable through strict application of the district requirements.

If the City wishes to pursue an approach that prioritizes Planned Development within the AGN neighborhood, it is recommended that a sensible threshold be established, at which, new development or redevelopment would be required to come in through the PD process to allow for smaller projects, or those with fewer impacts to occur by-right. Such a requirement might read as follows:

“Planned development is prohibited in Single-Family Residential Districts in all circumstances. In all other districts, any development of 20,000 square feet or more in gross floor area that requires relief from zoning regulations is required to go through the planned development process. In all other districts, any development with a minimum of 10,000 square feet and up to 20,000 square feet in gross floor area that requires relief from zoning regulations has the option, at the applicant’s request, to undergo the planned development process.”

Such a provision would require that larger projects undergo the Planned Development process when requiring relief from zoning regulations and would provide the option for smaller developments to undergo the process if desired.

ROOMING HOUSES

The City has identified a number of issues related to rooming houses as a use within the AGN neighborhood, focused primarily upon the density that such uses create, as well as their potential conversion to other types of residential units. In addition to the issues identified with the definition of the use above, Chapter 14 of the City’s Municipal Code contains specific square footage regulations for roaming houses based upon occupancy, with thresholds at 20, 30, 40 and 50 residents. These square footage requirements
seem to be aimed toward ensuring that there is enough area both within the structure and subsequently on a lot to accommodate the density of occupants that such uses create. However, these thresholds seem quite high given the impacts that these types of uses can have on the surrounding neighborhood.

Currently, any rooming house with greater than 50 residents requires a special use permit from the City. It is recommended that the City should consider revising the existing square footage thresholds in Chapter 14 and lower the number of rooms/occupants that triggers a special use permit. Currently, the MFR1 District limits the number of residential units within any building to a maximum of eight, which may be a logical place to start thinking about a new threshold for rooming house occupancy. Eight to ten units should be permitted without the use of a special use permit, but the City may want to carefully evaluate the impacts of any new rooming house with a number of occupants that is higher than ten.

Further, conditions for residential conversions of rooming houses should be evaluated to ensure that these types of uses are allowed to convert where it makes sense, and that the requirements for conversion are simple and reasonable. The City should consider revising standards for residential conversions to allow for a variety of unit types, with square footage requirements for each, and may want to consider specific standards to ensure the integrity or original appearance of the structure and its relation to the public environment in the neighborhood is maintained or improved. Such a set of standards may look like the following:

“Residential conversions of rooming houses into multi-family dwellings within the ___ Districts are permitted, and must meet the following standards. Residential conversions require approval of a special use permit. Construction drawings and plans that describe the proposed conversion are required as part of the application.

(a) The existing rooming house must be a minimum of 3,000 square feet or more in gross floor area. This gross floor area calculation does not include any basement area.

(b) Upon conversion, the unit mix must meet or exceed the gross floor area as calculated by the unit types below:

i. Efficiency Unit: 500 square feet

ii. One Bedroom: 800 square feet

iii. Two Bedroom: 1,000 square feet

iv. Three or More Bedroom: 1,250 square feet

(c) The building must conform to the applicable dimensional standards for the district in which the building is located.

(d) No residential conversion may violate any occupancy regulations.”
NONCONFORMITIES
The City should evaluate how nonconforming situations are handled within the ordinance, to ensure rational, clear triggers for when developments must be brought into conformance with current ordinance requirements, and in what cases they may be exempt. The City’s current ordinance contains provisions for nonconforming lots of record, nonconforming uses of lots, nonconforming uses of buildings and structures, and nonconforming buildings and structures. However, more modern ordinances often include a range of nonconforming situations (including nonconforming uses, nonconforming lots, nonconforming structures, nonconforming site elements, and nonconforming signs) with specific requirements for each. With particular attention toward the current number of nonconforming parking lots in the AGN neighborhood, the City may want to move to an approach that treats such lots as nonconforming site elements, with specific requirements for when conformance is required. Such an approach typically allows for normal maintenance and incidental repair of the nonconforming lot, but would require it to come into conformance when:

- The existing principal structure is demolished and a new one is constructed.
- A new principal structure is constructed on the lot.
- The existing principal structure is increased in building footprint by 30% or more.
- When the parking lot is fully reconstructed or repaved, or when the lot is expanded by 50% or more.

PARKING + LANDSCAPE
A review of current parking and landscape regulations for the districts within the Annie Glidden North neighborhood is needed. The density of residential uses within the neighborhood appears to be creating a situation where the amount of off-street parking required by the ordinance is often unable to be accommodated on individual development sites. This generally indicates that ordinance requirements may be out of sync with the practical realities of the development pattern within the neighborhood. Given this situation, the City may want to pursue one the following directions:

1. Adjust dimensional standards such as required setbacks and buffering to make more room for additional parking on-site, and increase required parking amounts (such as to 2 spaces per dwelling unit for multi-family or 1.5 spaces per occupant for rooming houses).

2. Require fewer parking spaces for development within the neighborhood to reduce the number of nonconforming situations. New development and redevelopment will continue to provide the amount of parking deemed necessary, but the ordinance should not require amounts that cannot be realistically accommodated within the neighborhood. As part of this strategy, the City may consider a provision that would allow both residential and nonresidential uses to count on-street parking spaces located in front of their sites toward required off-street parking amounts.
3. Leave parking requirements as-is and consider the creation of a tool such as an administrative variation that would allow the Community Development Director to adjust ordinance dimensional and parking requirements by up to 10%. This would give the City the flexibility to either administratively reduce the amount of required parking for sites that do not need it and are unable to provide it, or to reduce required setbacks and landscape on sites that may need to provide more parking but cannot do so and continue to meet these standards.

The current ordinance’s landscape requirements should also be evaluated to ensure that a pleasant and walkable pedestrian environment is maintained within the neighborhood. Many residential developments are currently providing surface parking lots immediately adjacent to the right-of-way with no screening or separation from existing sidewalks and the public right-of-way. Further, the threshold for requiring interior parking lot landscape may need to be lowered from 60 spaces. A typical threshold for this type of landscaping requirement is 20-30 spaces.

**DESIGN**

The City’s current set of residential design standards should be evaluated to ensure they are effectively improving the appearance of the neighborhood as redevelopment occurs. The current set of design standards seems to be heavily oriented toward ensuring residential compatibility for new single-family homes, but may not be adequately addressing design issues specific to multi-family or other types of residential development within the neighborhood. The standards should be evaluated and revised to ensure that the following elements are addressed relative to new residential structures within the neighborhood.

- Building orientation and massing (orient buildings toward streets, not parking lots)
- Principal entry location (buildings should contain a principal entry from the street)
- Fenestration (multi-family buildings can require a minimum transparency on the ground floor and upper stories if desired)
- Building articulation / blank wall area (ensure that recesses and projections, changes in material, inset or projected windows, awnings, canopies, balconies, and other architectural features are utilized to provide a rhythm and visual interest to the façade)
- Roof design (rooftiles in excess of 75 feet should require an element of variation in height or a prominent repeated design element)
- Driveway design and access should be addressed, particularly for duplex and townhouse developments that currently provide access to individual garages from the street.
- Building materials may also be addressed, to ensure high-quality, durable materials are used in new development or significant exterior alterations.
Successful neighborhood plan implementation is typically the result of strong municipal leadership combined with other stakeholders fulfilling important roles. In implementing community plans, the municipality has the broadest perspective and interest, which is to improve the community and enhance public welfare. Other stakeholders, such as property owners, developers, other units of government and nearby residents each have their own sets of interests and goals for neighborhood improvement.

The AGN Revitalization Plan was undertaken to chart a course for achieving the community vision for the Annie Glidden North area. This Plan represents the initial step in realizing that vision. Implementation is a fluid process that requires adapting to a range of changing conditions.

While the City of DeKalb should ultimately oversee revitalization efforts, successful implementation of the AGN Plan will likely require consideration for the creation of a Community Development Corporation (CDC) or similar organization to drive the process. This organization should possess an understanding of the respective interests and roles of all stakeholders. These interests include:

- The CDC or other organization potentially leads the process and adjusts the implementation agenda over time in response to new development, market changes, and community feedback.
- The City enacts development regulations customized for neighborhood redevelopment.
- The City undertakes public improvements within the AGN area to enhance the attractiveness of development sites.
- The City provides financial incentives to encourage developers to build desired projects while safeguarding community values and resources.
- Landowners understand and support the land use/development policies of the Plan, and value their land consistent with these policies and current market conditions.
- Developers recognize the potential of the AGN area as a unique neighborhood within the City, and act to maximize the appeal and value of building sites within the neighborhood.
- The financial sector, including community development financial institutions (CDFIs), is willing to invest in new and different forms of development, which at least initially, are not represented in the local market and reflect a higher level of risk.
- Local residents, businesses and community organizations make a commitment to stay informed and participate in public forums to make sure their values and priorities are included in neighborhood planning and project reviews.
Innovative and “out of the box” strategies for building design, parking, public amenities and financing are often part of successful projects. Partnerships involving the public and private sectors, including Northern Illinois University make these new approaches possible.

Local partner agencies identify programmatic gaps and begin working together to implement projects related to community services and neighborhood safety and security.

NEIGHBORHOOD ASSOCIATION FORMATION

In addition to consideration for the development of a CDC or similar organization, the Plan recommends the formation of a local neighborhood group or association to represent the AGN community. Neighborhood groups play a vital role in representing the interests of residents and enhancing the local community. A well-organized neighborhood can wield powerful influence when addressing the needs and problems of local residents. Steps to create a neighborhood association or group are listed below.

1. Define the issues. Using the AGN Plan as a starting point, talk to residents to find out what they think the important issues are and what should be done.

2. Research the community. Define the geography of the community and identify if there is a particular grouping — tenants, homeowners, students, parents — who are most concerned and most likely to join the organization?

3. Build a core group. Leaders should recruit a handful of people to help launch the organization. A group has more credibility than an individual and one individual cannot do all the work. Candidates can be found for the core group by talking to neighbors and looking for people who are committed to the community.

4. Hold core group meetings. The core group acts as the temporary steering committee until the general membership meeting is held. When the core group meets, it should come up with ideas for projects to kick off the organizing drive.

5. Plan a general meeting. Leaders should decide on a time, date and place that are convenient for people in the neighborhood. When an agenda is prepared for the first general meeting, the goal should be to come out of the meeting with an agreement on the issues and priorities that the organization will take on.

6. Reach out to the community. Getting the word out is crucial to create a well-balanced, fully representative organization.
## TRANSPORTATION, INFRASTRUCTURE AND OPEN SPACE

Ensure efficient transit service is available to neighborhood residents and Annie Glidden Road is safe for both motorists and pedestrians. Street trees should be plentiful, shading residents and beautifying the neighborhood. Efficient, safe, and well-located off-street parking should be provided. Improved lighting will allow residents to safely enjoy the neighborhood. Redesign Welsh Park and other available green space for all ages, to accommodate passive and active uses. Make AGN a desirable area for the entire community to visit or live in by providing quality living standards, adding useful park and recreation space, and creating interconnectivity between the neighborhood and the rest of the City. Projects are further detailed in the Transportation, Infrastructure and Open Space Chapter, on Page 11

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>COMPLEXITY</th>
<th>EST COST</th>
<th>PROJECT</th>
<th>POTENTIAL LEAD PARTNERS</th>
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<tbody>
<tr>
<td>A1</td>
<td>Higher</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Identification of local transportation improvements and direct integration with DSATS Study.</td>
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<td>X</td>
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<tr>
<td>A2</td>
<td>Higher</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Redesign Welsh Park as a local and regional destination.</td>
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<td>X</td>
</tr>
<tr>
<td>A3</td>
<td>Higher</td>
<td>Lower</td>
<td>$50k - $100k</td>
<td>Develop bicycle route to High School utilizing Normal and Dresser Roads.</td>
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<td>X</td>
</tr>
<tr>
<td>A4</td>
<td>Higher</td>
<td>Lower</td>
<td>$50k - $100k</td>
<td>Develop sidewalk connection to Health Department utilizing Annie Glidden and Dresser Roads.</td>
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<td>X</td>
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<tr>
<td>A5</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Develop streetscape and gateway improvements for the Greek Row area in order to help improve its identity and perception.</td>
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<td>X</td>
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<tr>
<td>A6</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Redesign NIU Nursing School green space as neighborhood park and incorporate into open space network.</td>
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<td>X</td>
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<tr>
<td>A7</td>
<td>Medium</td>
<td>Lower</td>
<td>$50k - $100k</td>
<td>Create a dedicated pedestrian path from the end of High Terrace.</td>
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<td>X</td>
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<tr>
<td>A8</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Improve and enhance pedestrian crossings at Annie Glidden Road and Lucinda Avenue, Hillcrest Drive and Lincoln Drive</td>
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<td>X</td>
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<td>A9</td>
<td>Medium</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Reduce density when opportunities arise and ensure that plans for new or redeveloped properties include provisions for increased parking and open space.</td>
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<td>X</td>
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<td>PRIORITY</td>
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<td>POTENTIAL LEAD PARTNERS</td>
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<td>A10 Medium Medium $100k and above Develop hike / bike trail along creek from Lucinda Avenue to Lorusso Lagoon and Regent Drive.</td>
<td>Govt X Private X Neigh X Commun Orgs X</td>
</tr>
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<td></td>
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<td>A11 Lower Lower $0k - $50k Recommend connections to City parks outside of the neighborhood through DSATS Study.</td>
<td>Govt X</td>
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<td></td>
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<td>A12 Lower Higher $100k and above Redesign University Plaza parking lot as neighborhood square and relocate parking to shared lot on Crane Drive and Russell Road.</td>
<td>Govt X Private X Neigh X</td>
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<td>A13 Lower Lower $0k - $50k Distribute and post transit route maps to broaden visibility of system.</td>
<td>Govt X</td>
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<td>A14 Lower Medium $100k and above Improve Boardman and Pappas Parks with running paths circling detention ponds, creating more usable spaces for residents.</td>
<td>Govt X Private X</td>
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<td>A15 Lower Lower $50k - $100k Develop community gardens on vacant parcels at Greenbrier and Russelll Roads.</td>
<td>Govt X Private X</td>
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<td>A16 Lower Higher $100k and above Create new street connection from Twombly Road to W Hillcrest Drive.</td>
<td>Govt X</td>
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<td>A17 Lower Higher $100k and above Develop new street network between W Dresser Road and Ridge Drive to facilitate infill development</td>
<td>Govt X</td>
</tr>
</tbody>
</table>
COMMUNITY SERVICES

Foster increased civic participation by neighborhood residents. Increase local daycare services and alternatives to help current families and attract new families. Promote greater awareness of community-focused services already in place. Ensure AGN residents are able to access employment opportunities and resources. Build and link partnerships between organizations that are located and/or operate in the neighborhood.

*Projects are further detailed in the Community Services Chapter, on Page 27.*

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<tr>
<th>PRIORITY</th>
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<td>Government Private Neigh Commun Orgs</td>
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<tr>
<td>B1</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>X</td>
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<td>Establish a Community Food and Education Center</td>
<td>X</td>
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<tr>
<td>B2</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>X</td>
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<td>Community Center Program Planning</td>
<td>X</td>
</tr>
<tr>
<td>B3</td>
<td>Higher</td>
<td>Medium</td>
<td>$100k and above</td>
<td>X</td>
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<td>Work with local health care providers to establish a walk-in clinic or urgent care facility within the neighborhood.</td>
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<td>B4</td>
<td>Medium</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>X</td>
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<td>Promote enrollment in Tenants Association throughout the neighborhood.</td>
<td>X</td>
</tr>
<tr>
<td>B5</td>
<td>Medium</td>
<td>Medium</td>
<td>$50k - $100k</td>
<td>X</td>
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<td>Inventory workforce training programs and employers linked to those programs. Survey residents to generate a feedback loop on programs’ effectiveness.</td>
<td>X</td>
</tr>
<tr>
<td>B6</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above</td>
<td>X</td>
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<td>Work with NIU, local churches and other partners to identify programs that provide daycare, health care, and other community services. Develop a packet of resources, services, and tools, and design a program to market services.</td>
<td>X</td>
</tr>
<tr>
<td>B7</td>
<td>Medium</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>X</td>
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<td>Reach out to non-profit groups to offer after-school activities for neighborhood kids.</td>
<td>X</td>
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<td>PRIORITY</td>
<td>COMPLEXITY</td>
<td>EST COST</td>
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<td>POTENTIAL LEAD PARTNERS</td>
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<td>Govt</td>
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<tr>
<td>B8</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Hold a job fair within Annie Glidden North to promote local hiring.</td>
</tr>
<tr>
<td>B9</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k</td>
<td>Install kiosks and/or community bulletin boards to advertise social events.</td>
</tr>
<tr>
<td>B10</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Provide voter registration services in the AGN Neighborhood and link residents with closest polling places. Ensure the 2020 US Census includes a full count of all students and other residents.</td>
</tr>
<tr>
<td>B11</td>
<td>Lower</td>
<td>Medium</td>
<td>$50k - $100k</td>
<td>Establish a legal aid office in the neighborhood.</td>
</tr>
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</table>
NEIGHBORHOOD SAFETY AND SECURITY
Reduce crimes by ensuring greater incorporation of crime-free housing. Add cameras and lighting while ensuring improved property maintenance. Create better communication between property owners, City government, tenants, and NIU along with a network of neighborhood associations. Increase enforcement of minor quality of life infractions and upon the Safe Streets initiative. Celebrate cooperation between the City of DeKalb and NIU police.

Projects are further detailed in the Neighborhood Safety and Security Chapter, on Page 39.

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>COMPLEXITY</th>
<th>EST COST</th>
<th>PROJECT</th>
<th>POTENTIAL LEAD PARTNERS</th>
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<tbody>
<tr>
<td>C1</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Implementation of safety improvements focused on improved lighting and surveillance.</td>
</tr>
<tr>
<td>C2</td>
<td>Medium</td>
<td>Medium</td>
<td>$50k - $100k</td>
<td>Create a grading system and database for rental properties, assessing safety and security of apartments.</td>
</tr>
<tr>
<td>C3</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Arrange meetings for safety experts to address residents of Annie Glidden North.</td>
</tr>
<tr>
<td>C4</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k</td>
<td>Research and, if possible, implement cost-effective background searches for prospective rental tenants.</td>
</tr>
<tr>
<td>C5</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k</td>
<td>Encourage property owners with cameras to make live feeds available to the DeKalb Police Department.</td>
</tr>
<tr>
<td>PRIORITY</td>
<td>COMPLEXITY</td>
<td>EST COST</td>
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<td></td>
<td>Assign DeKalb staff to monitor neighborhood safety and security, and</td>
<td>Govt</td>
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<td>serve as liaison between neighborhood associations.</td>
<td>X</td>
</tr>
<tr>
<td>C6</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k</td>
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<tr>
<td>C7</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>X</td>
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<td></td>
<td></td>
<td></td>
<td>Support DeKalb Area Rental Association (DARA) encouraging ethical</td>
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<td></td>
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<td></td>
<td>behavior by member property owners.</td>
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</tbody>
</table>
HOUSING AND COMMERCIAL DEVELOPMENT

Create a neighborhood with a vibrant and managed mix of students, families, and Greeks. Create efficient and well-located off-street parking. Ensure annual increases in local property values. Promote well-maintained and managed properties. Develop a blend of retail and entertainment / nightlife options attractive to students, local residents and visitors. Ensure that public and private investment are aligned and coordinated.

*Projects are further detailed in the Housing and Commercial Development Chapter, on Page 45.*

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>COMPLEXITY</th>
<th>EST COST</th>
<th>PROJECT</th>
<th>POTENTIAL LEAD PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td>Govt</td>
</tr>
<tr>
<td>D1</td>
<td>Higher</td>
<td>Medium</td>
<td>$0k - $50k</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Consider creation of a Community Development Corporation (CDC) to focus on implementation of revitalization efforts.</td>
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<tr>
<td>D2</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Create a Lucinda Focus Area, prioritizing redevelopment through a potential public/private partnership.</td>
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<tr>
<td>D3</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>X</td>
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<td></td>
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<td></td>
<td>Create a Hillcrest/Blackhawk Focus Area, prioritizing mixed-use development through a potential public/private partnership.</td>
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</tr>
<tr>
<td>D4</td>
<td>Medium</td>
<td>Medium</td>
<td>Low - $50k</td>
<td>X</td>
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<tr>
<td></td>
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<td>Explore benefits and promote Opportunity Zone designation.</td>
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<tr>
<td>D5</td>
<td>Medium</td>
<td>Medium</td>
<td>Low - $50k</td>
<td>X</td>
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<tr>
<td></td>
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<td></td>
<td>Explore the creation of a Tax Increment Financing (TIF) District covering one or both of the redevelopment areas.</td>
<td></td>
</tr>
<tr>
<td>D6</td>
<td>Medium</td>
<td>Lower</td>
<td>$50k - $100k</td>
<td>X</td>
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<td>Focus on better enforcement of building and property maintenance codes.</td>
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<tr>
<td>D7</td>
<td>Medium</td>
<td>Higher</td>
<td>$0k - $50k</td>
<td>X</td>
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<tr>
<td></td>
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<td>Relocate University Plaza's parking lots to east side of property, converting to a commercial frontage.</td>
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<tr>
<td>PRIORITY</td>
<td>COMPLEXITY</td>
<td>EST COST</td>
<td>PROJECT</td>
<td>POTENTIAL LEAD PARTNERS</td>
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<td>Govt</td>
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<tr>
<td>D8</td>
<td>Medium</td>
<td>Medium $0k - $50k</td>
<td>Evaluate the long-term viability of older apartment complexes while encouraging mixed-income redevelopment and the creation of new open spaces and parking.</td>
<td>X</td>
</tr>
<tr>
<td>D9</td>
<td>Lower</td>
<td>Lower $0k - $50k</td>
<td>Employ activation and placemaking strategies to create excitement and enthusiasm while strengthening connections among the community.</td>
<td>X</td>
</tr>
<tr>
<td>D10</td>
<td>Lower</td>
<td>Higher $100k and above</td>
<td>Encourage NIU to develop faculty / staff housing on parking lot at Annie Glidden Road and Crane Drive.</td>
<td></td>
</tr>
<tr>
<td>D11</td>
<td>Lower</td>
<td>Higher $100k and above</td>
<td>Prioritize mixed-income single-family or townhome development to create a larger and more diverse residential population.</td>
<td></td>
</tr>
<tr>
<td>D12</td>
<td>Lower</td>
<td>Medium $100k and above</td>
<td>As redevelopment occurs, brand the Annie Glidden North Neighborhood to help improve perception.</td>
<td>X</td>
</tr>
</tbody>
</table>