

DATE: August 9, 2017

TO: Honorable Mayor Jerry Smith
City Council

FROM: Anne Marie Gaura, City Manager
Patty Hoppenstedt, Assistant City Manager
Jo Ellen Charlton, Community Development Director
Jason Michnick, Economic Development Planner

SUBJECT: 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.

I. Summary

In 2016, the City began a process to solicit proposals for consulting services to develop a strategy for the revitalization of the Annie Glidden North (AGN) neighborhood. The AGN Revitalization Plan is intended to be a subarea plan that focuses on neighborhoods located in the northwest corner of DeKalb, along both sides of Annie Glidden Road. The total cost of this project is \$83,550, spanning two fiscal years. The cost for phases one through three in the amount of \$43,630 was included in the FY2016.5 and 2017 budgets. The final phase, Phase four, will be included in the FY2018 budget process in the amount of \$39,920. Ultimately, the goal of the plan is to develop action items for making the AGN neighborhood become more desirable, walkable, safe, and economically vibrant places to live. Revitalizing AGN is critical to the wellbeing of not only neighborhood residents but also Northern Illinois University (NIU) and DeKalb as a whole.

II. Background

In 2013 and 2015, the City worked with NIU on the City's Housing Information Project (DHIP) which developed a profile of 24 neighborhoods and collected data on a range of factors. The NIU Center for Governmental Studies (CGS), in partnership with the City, finalized the DHIP in December of 2014. The DHIP project was completed in two phases. Phase one was completed in 2013 and focused on the collection of housing data to develop a comprehensive housing database and related analytical and reporting

tools. Phase two provided an analysis of the data collected during phase one with detailed descriptions. Data in the DHIP indicates the northwest corner of DeKalb as having the highest total population, youngest average age of residents, the second largest number of DeKalb Community Unit School District 428 students, and the largest number of NIU students living off campus. In comparison to the average of other neighborhoods, the DHIP identified a higher concentration of subsidized housing, a lower land area dedicated to parks, quality of life, and accounted for more than half of the personal safety threats reported in the City. The area is also underserved by commercial uses. The AGN Revitalization Plan will include portions of three neighborhoods: 1, 2, and 3 as identified in the DHIP (the AGN Focus Area map is included at the end of the memorandum as Exhibit A).

A portion of the AGN neighborhood dates back to the 1950s and 1960s when housing was built to satisfy the needs of NIU as it became a university from a Teacher's College. This area developed as student and university staff housing. A wide variety of housing types is found including apartments, townhomes, and fraternity/sorority houses, deliberately located near NIU.

With new construction west of Annie Glidden Road, the neighborhood has found itself in transition. Students have and are moving from this older part of town into the newer housing developments located across Annie Glidden Road and in other residential areas abutting campus. Parking, density, and overcrowding remain challenges near campus and rising crime causes challenges for both the City and NIU.

No one organization represents the entire neighborhood. The most tangible populations include residents of University Village, DeKalb's largest apartment complex (534 units), the DeKalb Area Rental Association (DARA), and the fraternity and sorority houses. The neighborhood has developed an unfavorable reputation with perception in the community of increased crime and diminished property values. A review of Fire and Police calls confirm higher requests for service than elsewhere in the city.

The AGN Revitalization Plan is necessary to implement the community's vision for this area and to achieve the following goals:

- stability of the neighborhood;
- economic development (of tax base, jobs and services of the residents within the neighborhood);
- meet the needs of the residents in the neighborhoods (join them to service providers and not duplicate services);
- decreased crime;
- property code issues addressed;



- turn towards a positive reputation for the neighborhood; and
- a neighborhood able to attract investment.

In addition to the goals stated, an important component of the AGN Revitalization Plan will be to work with representatives from the Greek community. Specifically, chapter leadership, property owners, and students will be engaged to identify plans and needs to ensure that sorority/fraternity housing be sprinkled by 2019 to meet compliance with State law.

The City Council has spent a significant amount of time evaluating the DHIP and identifying the most meaningful areas for City intervention. Through that process, the Council has identified the AGN area as a critical property cluster for careful evaluation and study.

III. Comprehensive Plan Review

The City utilizes a wide array of planning documents to guide the development and redevelopment of various areas of DeKalb. The process of developing and soliciting feedback relating to those plans are critical for engaging the public and tailoring the City's future plans to current demands and resident concerns. The City's Comprehensive Plan is the master zoning plan for the entire current and planned future corporate limits of DeKalb. That document has not been updated in several years. Instead, recent planning efforts have focused on the development of "subarea plans". A subarea plan is a plan that identifies a specific geographic area based upon the presence of development commonalities (zoning, density, use, etc.), and identifies best practices for the future use, development or redevelopment of such areas.

Over the past several years, the City has identified the AGN area as having a significant impact on many aspects of its operations, and upon the current and future success of both the City and NIU. Throughout that period, the City has worked to understand the dynamics of the area, and to improve the quality of life for residents therein.

IV. Request for Proposal Review

In June of 2016, the City Council approved the release of a Request for Proposal (RFP) for the AGN Revitalization Plan, in furtherance of both the discussions started through the housing study, and of the City's 2025 Strategic Goals (as more fully described below).

The RFP outlined the project scope, which includes analysis, recommendations, strategies, and the following deliverable products:

1. Neighborhood planning that includes participation and input from residents and stakeholders with a minimum of four public meetings, focus group discussions or steering committee meetings.



2. Inventory of and recommendations for any needed improvement and/or expansion of additional services in these areas:
 - transport systems (auto, bike, pedestrian, and public bus);
 - parking;
 - housing stock;
 - streetscape and urban design elements; and
 - public/social services.
3. Real Estate Market Analysis to determine feasibility for economic development projects including investment in housing, retail, and commercial development projects for the neighborhood while creating jobs by:
 - exploring potential (re)development of different types of housing including, but not limited to, student housing, workforce housing, mixed income housing, housing for the elderly and disabled, and rental housing for all ages and socio-economic classes;
 - developing strategies to attract, support, and retain commercial and professional businesses in the area;
 - providing solutions to combat vacancy, parking deficiencies, density, blighted and or obsolete structures, and foreclosure;
 - identifying rebranding and marketing strategies of the neighborhoods to the residents of DeKalb; and
 - locating potential funding sources to support the strategies and recommendations presented in the Plan.
4. Zoning recommendations including, but not limited to, housing, commercial development, and design standards.

The City received 17 proposals from various engineering and architectural design companies. The proposed costs for services for the AGN Revitalization Plan ranged from \$73,480 to \$198,550.

The City reviewed and evaluated each proposal using the following criteria:

- qualifications of consultant and third-party individuals/firms;
- the firm's ability and capacity to perform the work;



- related project experience;
- scope of work and alignment with project objectives; and
- proposed fee.

The responding applicant pool was narrowed based upon the proposals received and further discussions during interview sessions with each respondent. Ultimately, Camiros was recommended to be selected as the most qualified firm for providing the scope of services requested. Camiros is an 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. Camiros has completed similar projects for numerous neighborhood-based community development organizations and for-profit developers.

Of the 17 companies who submitted proposals, Camiros was the single agency with extensive experience working with HUD neighborhood revitalization programs such as the Choice Neighborhood Implementation grant program. Many of Camiros' recent revitalization efforts have been directed through the HUD Choice Neighborhoods Initiative. Camiros has led Choice Neighborhood Plans in Mobile, Alabama, Rockford, Illinois, Austin, Texas, Brownsville, Texas, and Flint, Michigan and has been successful in creating more desirable, walkable, safe and economically vibrant mixed-income communities in these Cities. Camiros' 2015 Choice Neighborhoods Action Grant application for Shreveport, Louisiana recently received \$1 million in funding from HUD for physical neighborhood improvements. Camiros' experience and strong background in this subject matter will help guide staff's implementation efforts going forward.

Camiros' portfolio includes the following clients and projects:

- Bowling Green State University and the Eastside Area - Bowling Green, Ohio
- Ellis Heights/Fairgrounds Neighborhood Plan - Rockford, Illinois
- Bradley University and the Downtown Area - Peoria, Illinois
- University of Chicago and the Hyde Park Commercial Center - Chicago, Illinois
- 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
- Lawrence University and the Downtown Area - Appleton, Wisconsin
- University of Alabama at Birmingham and Southside Area - Birmingham, Alabama



Camiro's 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. Camiro's has worked with many communities around the nation to implement and develop neighborhood revitalization and transformation plans and has the expertise required to help the City successfully achieve the goals of the AGN Revitalization Plan.

Camiro's submitted a proposal (included with this memo as Attachment B) to the City for the AGN Revitalization Plan at a rate of \$83,550.

V. Project Timeline

The AGN Revitalization Plan will consist of four phases with a timeline of July 2017 to April 2018. Phases one through three include three community and Work Group meetings and information collection efforts, and will be completed July through December 2017. Phase four will include the final community and Work Group meeting and finalization of the AGN Revitalization Plan. Phase four will be completed January through April 2018. The project phases are outlined below:

Phase I: Issues and Opportunities

Camiro's will build directly off of previous planning efforts including the City's 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 one will kick-off the community engagement process, including the creation of a project Work Group, which will 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 one 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 neighborhood 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 One - Issues and Opportunities
- Task E - Identification of Early Action Projects
- Task F - Work Group Meeting One
- Task G - Meeting Minutes



- Task H - Issues, Assets and Opportunities Memo

Phase II: Vision

Building off of the community intentions and goals established in the City's Comprehensive Plan, Camiros will organize, prepare, and facilitate the second community workshop meeting and second Work Group meeting. These meetings will help to identify a more detailed neighborhood-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 Two - Visioning
- Task B - Work Group Meeting Two
- Task C - Meeting Minutes

Phase III – Draft Plan

During phase three, Camiros will begin to organize and categorize feedback from phases one and two 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 student meeting that will provide necessary feedback and ideas from the perspective of NIU students that live in the AGN neighborhoods.

Phase III tasks will include:

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



Phase IV: Finalize Plan

Camiros will prepare a refined set of projects and draft steps to be implemented under each plan strategy along with the organization that could lead implementation efforts. Each strategy and program will include a planning-level cost estimate, as well as the potential public/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 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 Four - Draft AGN Revitalization Plan
- Task H - Work Group Meeting Four
- Task I - Meeting Minutes
- Task J - Final AGN Revitalization Plan Report

VI. NIU Center for Governmental Studies Partnership

As staff considered the appropriate scope of services and related cost, local expertise was leveraged to reduce the overall cost of the project and enhance the ability to accurately identify and survey local conditions. Staff engaged in discussions with Camiros and determined that the NIU CGS was a key local expert to assist with the scope of services. CGS has agreed to partner with the City and Camiros to provide professional services to support the AGN Revitalization Plan (the CGS participation memorandum is



included as Attachment C). The support provided by CGS will offset the overall project cost. CGS will assist with following items:

- primary and secondary key stakeholder interviews;
- identification of early action projects;
- implementation of early action projects;
- work group meeting facilitation;
- community meeting facilitation; and
- market study and survey.

CGS will be providing professional staff and student oversight support to this project. The in-kind services provided by CGS has reduced the cost of the overall proposal from Camiros.

VII. DeKalb 2025 Strategic Plan Alignment

The AGN Revitalization Plan will be planned in accordance with the following visions, goals, and action items set forth in the 2025 Strategic Plan:

Vision of a Sense of Place

- Support place-making in DeKalb's neighborhoods, downtown, at entrance gateways, the airport, and on campus.
 - Promote initiatives that celebrate DeKalb's heritage and legacy.
 - Use art and culture to define and celebrate community.
 - Create and support existing gathering places throughout DeKalb that draw people to local merchants while strengthening placemaking.
- Bridge NIU and the City, whenever feasible, to create a mutually beneficial environment.
 - Identify opportunities to visually and programmatically link NIU and the City.
- Develop and promote cultural, social, educational, and recreational activities that appeal to a wide range of interests and age groups.



Vision of Inclusiveness

- Support and model diversity and inclusiveness in all City government activities.
 - Identify specific strategies to meaningfully engage teens, young adults, and other underrepresented populations in City planning and governance.
- Promote inclusiveness throughout the community.
 - Promote community conversations around diversity and inclusion.
- Coordinate with other providers of essential support services.
 - Help connect unemployed and underemployed residents to information about education, training, employment opportunities and other support services.

Vision of Accessibility

- Expand the availability of safe, secure, affordable, accessible, and time transportation options within DeKalb.

Vision of Efficient, Quality, Responsive Services

- Develop and implement methodologies to measure community satisfaction and allocate resources to improve quality of life.
- Engage in thoughtful planning to address long-term City needs.
 - Update and expand the Comprehensive Plan to meaningfully address development and housing, transportation, environment, stormwater, and other elements of a thriving and productive community.

VIII. Legal Impact

The City has completed an RFP process pursuant to Council direction, and has the authority to undertake an agreement with Camiros pending City Council approval. This item is anticipated to be brought forth for consideration of approval by the City Council at a future meeting.

IX. Financial Impact

As proposed, the total consulting services cost for the AGN Revitalization Plan is \$83,550. The timeline for this project will span over two fiscal years through FY2017 and FY2018.



If approved by Council, the total amount expended in FY2017 for the AGN project will be \$43,630. In FY2018, the estimated amount expended will be \$39,920 and will be included in the FY2018 budget planning process for Council approval.

The amount available for the AGN project from FY2016.5 is \$6,400 and will be included in the year-end budget carry over amendment. The amount available in the FY2017 budget is \$25,000 for a combined total of \$31,400 within the Community Development Department contractual services account. The amount left remaining to be absorbed within the General Fund in FY2017 is \$12,230.

X. Options

The AGN Revitalization Plan is being presented for consideration by the City Council. The City Council may vote to approve execution of an agreement with Camiros, deny the project request, or request further research be conducted by City staff.

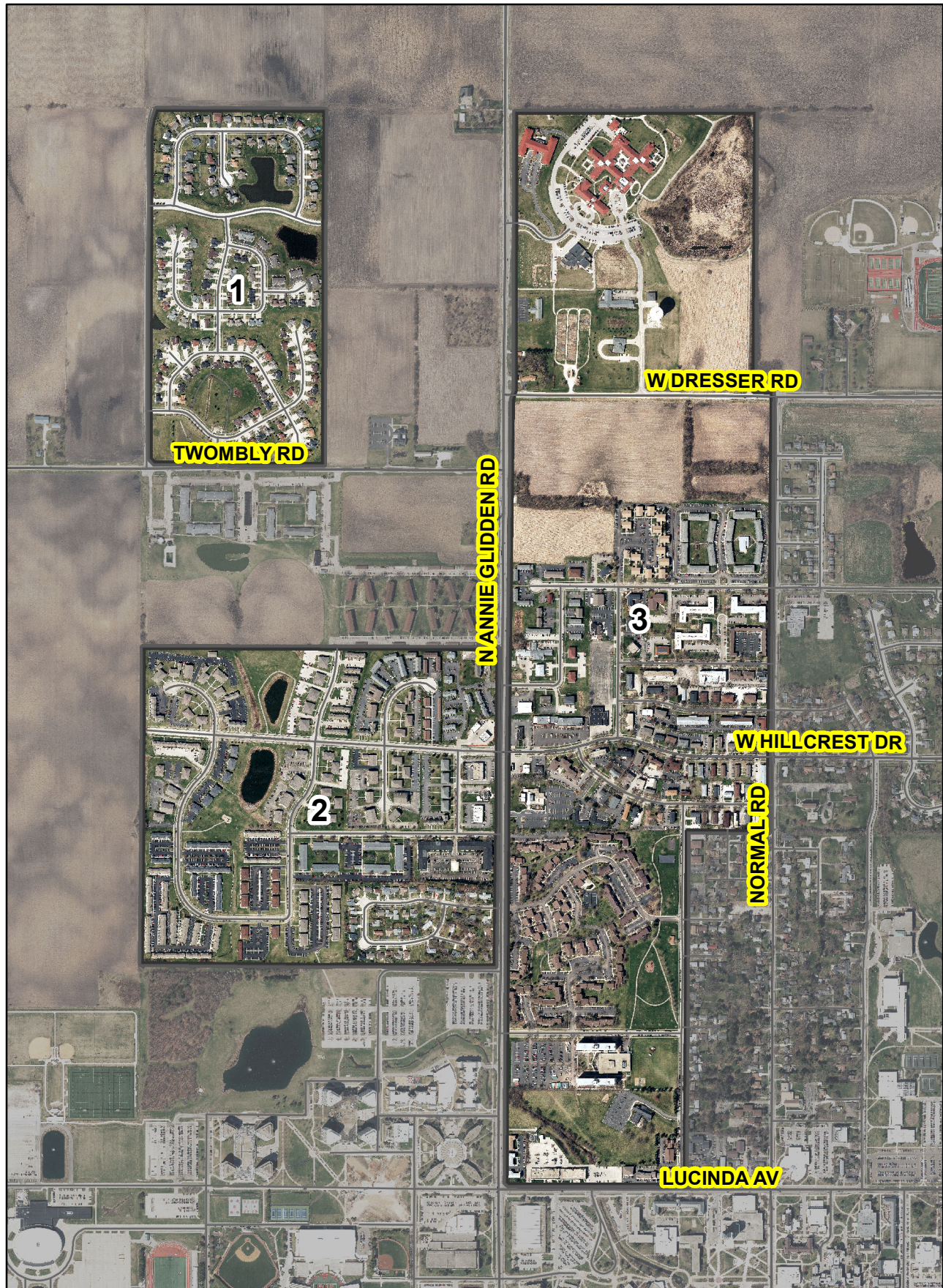
XI. Recommendation

It is recommended that the City Council approve the execution of an agreement with Camiros in an amount not to exceed \$83,550 for completion of the Annie Glidden North Neighborhood Revitalization Plan.

It is also recommended that City Council approve a no-cost Intergovernmental Agreement with Northern Illinois University Center for Governmental Studies for professional services relating to the Annie Glidden North Revitalization Plan.



Annie Glidden North Focus Area



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Created: 7/19/2017 DJE

RESOLUTION 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 ____ day of _____, 2017, and approved by me as Mayor on the same day.

ATTEST:

SUSANNA HERRMANN, City Clerk

JERRY SMITH, Mayor

**INDEPENDENT CONSULTANT
AGREEMENT FOR SERVICES**

This Agreement, made and entered into this day of __, 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:

| Personnel Classification | Hourly |
|---------------------------------|---------------|
| Principal Consultant | \$125 - \$135 |
| Associates | \$95 |
| Studio | \$65 |

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 _____ 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 reproductibility 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:

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 _____ day of _____, 20____.

City of DeKalb

Consultant

City Mayor/Manager

City Clerk

Attachment 1:

Description of Work

Phase I- Issues and Opportunities

Camiro's 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**, Camiro's 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

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:

[illegible]

Fee Schedule

| Annie Glidden North Revitalization Plan | | | | | | | | |
|--|---|-----------|-----------|-----------------|--------|------------------|----------|-----------|
| Project Budget - 5/9/2017 | | | | | | | | |
| ■ Denotes Project Deliverable | | Adam Rosa | Tom Olson | Arista Strungys | Studio | PLACE Consulting | Expenses | Task Cost |
| Task | Phase I - Issues and Opportunities | \$125 | \$95 | \$135 | \$65 | \$120 | | |
| A | Project Area Field Study | 8 | 8 | 0 | 0 | 8 | \$1,000 | \$2,720 |
| B | Key Person Interviews (Stakeholder/Department/Organizational) | 6 | 6 | 0 | 0 | 0 | | \$1,320 |
| C | Zoning Review ■ | 4 | 0 | 16 | 0 | 0 | | \$2,660 |
| D | Community Meeting 1 - Issues and Opportunities | 10 | 0 | 0 | 20 | 0 | \$1,000 | \$2,550 |
| E | Identification of Early Action Projects | 8 | 0 | 0 | 0 | 0 | | \$1,000 |
| F | Work Group Meeting 1 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| G | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| H | Issues and Opportunities Memo ■ | 4 | 20 | 0 | 0 | 0 | | \$2,400 |
| Task | Phase II - Vision | | | | | | | |
| A | Community Meeting 2 - Visioning | 20 | 0 | 0 | 30 | 0 | \$1,000 | \$4,450 |
| B | Work Group Meeting 2 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| C | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| Task | Phase III - Goals, Objectives and Strategies | | | | | | | |
| A | Community Meeting 3 - Draft Concepts and Strategies | 20 | 0 | 0 | 60 | 0 | \$1,000 | \$6,400 |
| B | Work Group Meeting 3 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| C | Student Meeting | 4 | 0 | 0 | 8 | 0 | \$1,000 | \$1,020 |
| D | City Departments Strategy Review | 4 | 0 | 0 | 0 | 0 | | \$500 |
| E | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| F | Community Survey ■ | 2 | 16 | 0 | 0 | 5 | | \$2,370 |
| G | Market Study ■ | 2 | 0 | 0 | 6 | 80 | | \$10,240 |
| Task | Phase IV - Annie Glidden North Revitalization Plan | | | | | | | |
| A | Draft Implementation Steps | 10 | 20 | 0 | 0 | 20 | | \$5,550 |
| B | Cost Estimates, Strategies and Incentives | 10 | 20 | 0 | 0 | 30 | | \$6,750 |
| C | Identification of Potential Public and Private Partnerships | 20 | 10 | 0 | 0 | 10 | | \$4,650 |
| D | Identification of Zoning Recommendations | 2 | 0 | 24 | 0 | 0 | | \$3,490 |
| F | Draft AGN Revitalization Plan Report ■ | 20 | 40 | 0 | 50 | 0 | | \$9,550 |
| G | City Departments Strategy Review | 4 | 4 | 0 | 0 | 0 | | \$880 |
| H | Community Meeting 4 - Draft AGN Revitalization Plan | 8 | 0 | 0 | 20 | 0 | \$1,000 | \$2,300 |
| H | Work Group Meeting 4 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| I | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| J | Final AGN Revitalization Plan Report ■ | 15 | 20 | 0 | 15 | 0 | | \$4,750 |
| Estimated Fee Year 2017 | | | | | | | | \$40,630 |
| 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 ANNIE GLIDDEN NORTH REVITALIZATION PLAN

CITY OF DEKALB, ILLINOIS

RFP RESPONSE SUBMITTED BY:

camiros

IN COLLABORATION WITH:

PLACE Consulting

MAY 31, 2017

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| consultants in planning, zoning, economic development,
urban design & landscape architecture

May 15, 2017

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

RE: Annie Glidden North Revitalization Plan

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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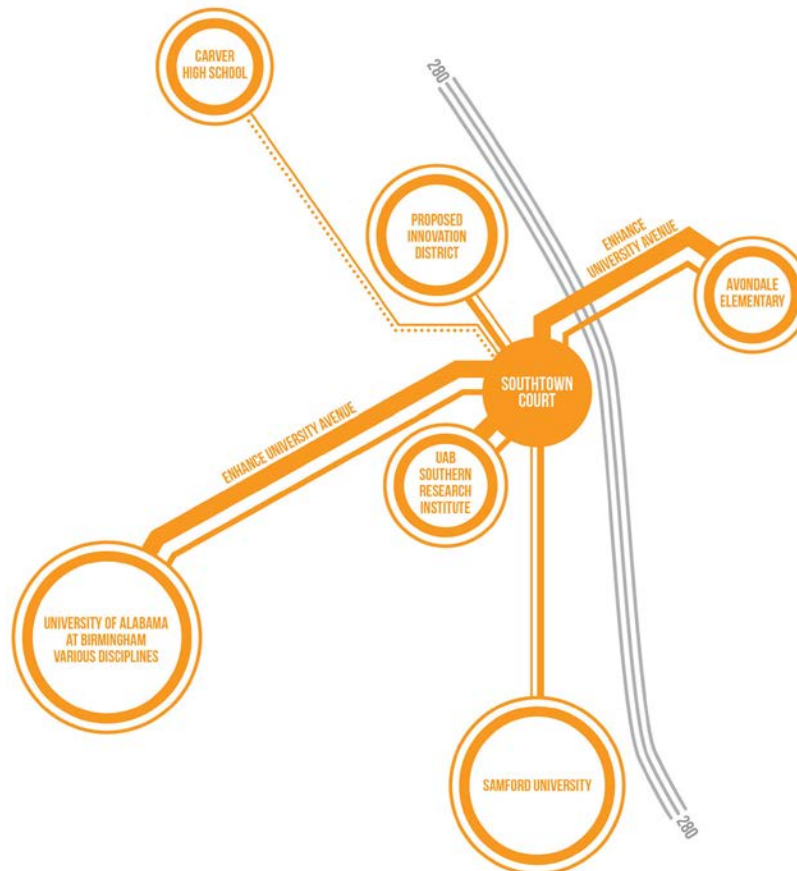
2. CONTACT INFORMATION

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

CAMPUS CONNECTION CONCEPT



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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.

Image

ARISTA STRUNGYS, 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.

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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 by 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 - 19 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 formbased 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 RAMLER-OLSON - PROJECT PLANNER - 2 YEARS WITH FIRM



Thomas 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. Mr. Ramler-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 a 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 11 (November 2007): "The Practice of Site Plan Review"
- Zoning Practice (National APA Publication), Issue 5 (May 2008): "Five Steps to a Hybrid Code"
- Zoning Practice (National APA Publication), Issue 12 (December 2011): "Mapping Principles for Rezoning"
- Zoning Practice (National APA Publication), Issue 12 (December 2014): "Employment Centers"

Project Experience //

Arista Strungys, AICP, PP

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
- Midlothian, 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 - National American Planning Association (APA) Conference:

- “Master Plan and Zoning Ordinance for New Orleans,” New Orleans, 2010
- “How Sick Is Your Zoning Ordinance?,” Las Vegas, 2008
- “Hybrid Zoning,” Philadelphia, 2007
- “Planning, Cities and Technology,” San Antonio, April 2006
- “Planning and Technology,” San Francisco, April 2005

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 11 (November 2007): “The Practice of Site Plan Review”
- Zoning Practice (National APA Publication), Issue 5 (May 2008): “Five Steps to a Hybrid Code”
- Zoning Practice (National APA Publication), Issue 12 (December 2011): “Mapping Principles for Rezoning”
- 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

Regional Planning

- Smart Growth Strategy, Regional Livability Footprint, San Francisco Bay Area, CA
- Livermore Vision Project, Livermore, CA
- Ewa Smart Growth Design Guide, Honolulu, HI

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.

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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 practicable 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.

Education

Certificate in Nonprofit Management
Kellogg School of Management
Northwestern University
Evanston, IL

MUPP
University of Illinois
Chicago, IL

BA
State University of New York
Geneseo, NY

Professional Affiliations

International Downtown Association

International Economic Development Council

Women in Planning and Development



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:

Education

Urban Land Institute Real Estate Development Certificate Program

MArch

Washington University St. Louis
St. Louis, MO

BA

Agnes Scott College
Decatur, GA

Professional Affiliations

International Downtown Association

National Trust for Historic Preservation

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 measureable criteria for measuring pedestrian dead zones were identified, mapped, and scored for every property in the downtown district. The outcomes of this analysis helped provided 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.*
- . 2010 American Planning Association, Illinois Chapter. *Best Practice Award for the Downtown Naperville Pedestrian Gap Analysis.*
- . 2003 American Planning Association, Illinois Chapter. *Honorable Mention under Plan Implementation for the Aurora Neighborhood Planning Handbook.*
- . 2002 American Planning Association, Indiana Chapter. *Outstanding Planning Award for the Downtown Fort Wayne Action Plan, “Blueprint for the Future.”*
- . *The Evolution of Location Efficiency: Transportation Costs and Affordability*, published in *In Transition*, the Journal of the New Jersey Transportation Planning Agency, Spring 2007.
- . *Indianapolis Center for Working Families*, published in *Transformation Information*, a journal of the Annie E. Casey Foundation, April 2004.
- . Conference Speaker: ASLA Annual Meeting – “Speaking Up for Downtown: The Effective Use of Public Participation in Downtown Revitalization,” April 2000.

5. STATEMENT OF QUALIFICATIONS

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

Cameros 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 Cameros 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

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

Cameros 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.



Camiros 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**, Camiros 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, Camiros 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 Camiros was founded more than thirty years ago. Camiros 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.

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Notre Dame University - "College Town"

South Bend, Indiana

Reference:

Pamela Meyer, Director
Department of Community Development
City of South Bend
224 Jefferson Boulevard
South Bend, IN 46601
574.235.5845
pammeyer@ci.south-bend.il.us

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.

Five Points Commercial Subarea Plan

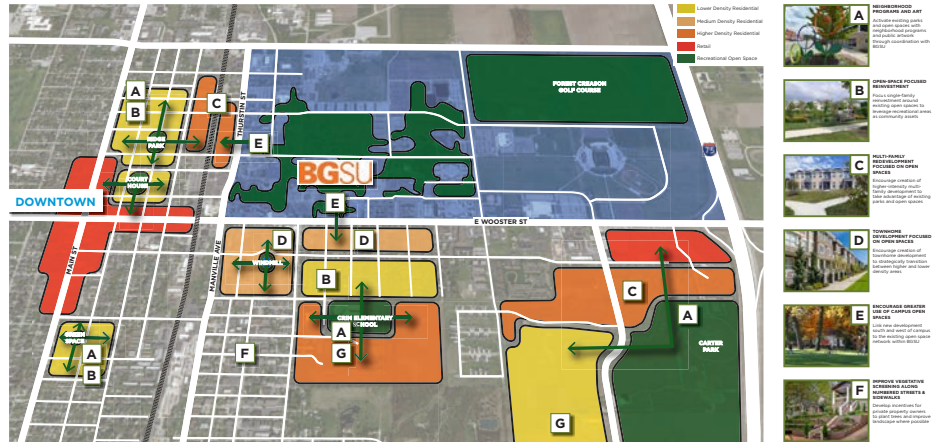


— ACTIVATE —

CITY OF BOWLING GREEN, OHIO | BOWLING GREEN COMMUNITY ACTION PLAN | CAMIROS, LTD. | FEBRUARY 2017

Planning concept for east side of Bowling Green focusing active design of transportation network and recreational spaces, anchoring redevelopment opportunities

camiros



Community Action Plan

Bowling Green, Ohio

Key Staff:

Adam Rosa (Project Manager), Thomas J. Ramler-Olson (Project Planner)

Project Date:

2016-Ongoing

Client:

City of Bowling Green, Ohio

Reference:

Heather Saylor
Planning Department
City of Bowling Green
304 N. Church St.
Bowling Green, OH 43402
419.354.6218
hsaylor@bgohio.org

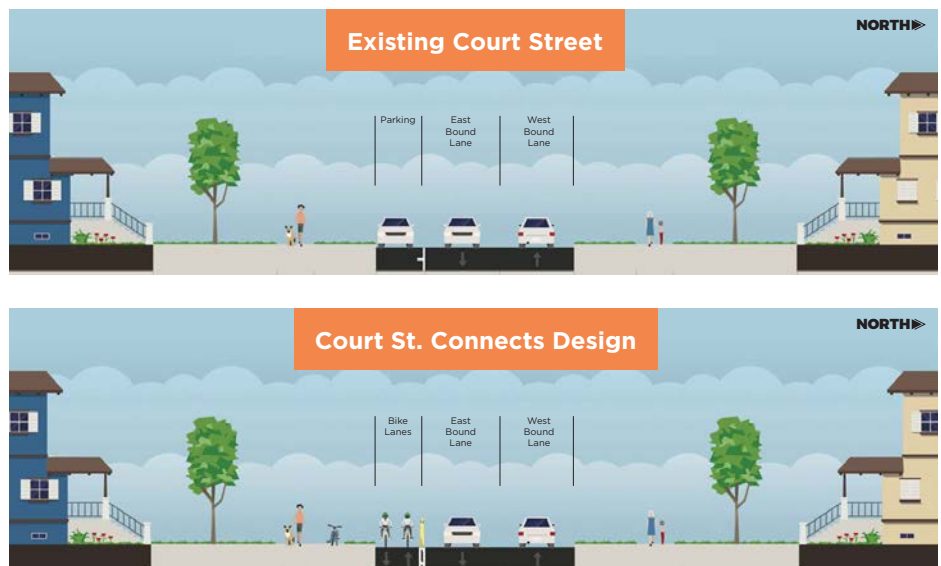
The City of Bowling Green, in collaboration with partners and stakeholders from Bowling Green State University (BGSU), neighborhood groups, business associations, and residents, is revitalizing its northeast and southeast neighborhoods, located between Main Street and BGSU. Once a predominantly single-family 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 Connects Festival, a free event celebrating neighborhoods and promoting the opening of a temporary bike lane.



Children test out the temporary bike lane at the Court Street Connects Festival with an example of pallet furniture in the



Redesigned cross-section of Court Street, a major connector between BGSU and

FOOD HUB CONCEPT



camiros



Southside Neighborhood Plan

Birmingham, Alabama

Key Staff:

Adam Rosa (Principal), Chris Jennette (Project Designer)

Project Date:

2015-2016

Project Budget:

\$150,000

Client:

Housing Authority of the Birmingham District

Reference:

LaKenya Bend
Director of Modernization and
Development
(205) 521-0639

lbend@habd.net

Performance:

On Time / On Budget

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 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.

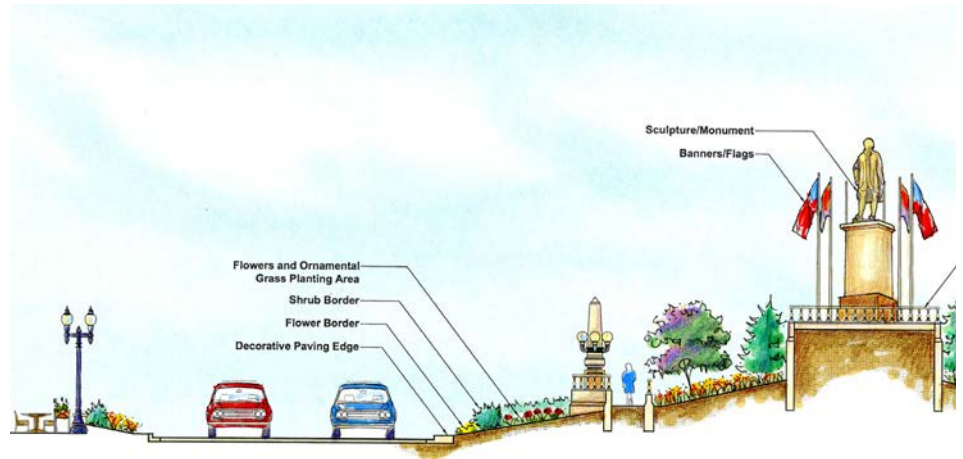
Since completion of the Plan in 2016, a development team has been selected to lead the Plan's implementation.

Urban design concept illustrating a traffic circle that also provides community space



Refined Plan Illustration

camiros



Bourbonnais Downtown Plan

Bourbonnais, Illinois

Reference:

Laurie Cyr
Community & Economic Development
Director
Village of Bourbonnais
815.802.5323
cyr@villageofbourbonnais.com

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.

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.

Core Area Illustrative
Redevelopment Plan



Main St. streetscape design + detailed roundabout planting design

camiros



Downtown Strategic Plan

Urbana, Illinois

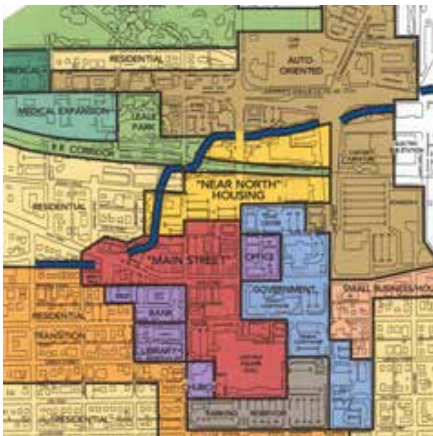
Downtown Gateway feature



Lincoln Square Mall Public Market



Proposed Downtown Districts



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.



Lincoln Square Mall Plaza

2014 Implementation Award
American Planning Association
Illinois Chapter

2012 Community Outreach Award
American Planning Association
Illinois Chapter

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Ellis Heights / Fairgrounds Choice Neighborhoods Plan

Rockford, Illinois

Key Staff: 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.

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

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.



Local Residents Participate at Community Workshop



Community Farm and Garden

camiros



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
eileens@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.

Community Outreach to
Latino Community



Concept for New Mixed-Use Development (courtesy of KAI Design & Build)

camiros



Neighborhood Quality of Life Plans Chicago, Illinois

2006 Illinois APA Gold Award

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.

Every aspect of this process involved neighborhood residents, businesses and other stakeholders.



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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.

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.



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.

Camiros 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.



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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.

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

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

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



Comprehensive Zoning Ordinance

New Orleans, LA

Reference:
 Leslie Alley
 New Orleans City Hall
 1300 Perdido Street
 New Orleans LA 70112
 504.658.7030
 lalley@cityofno.com

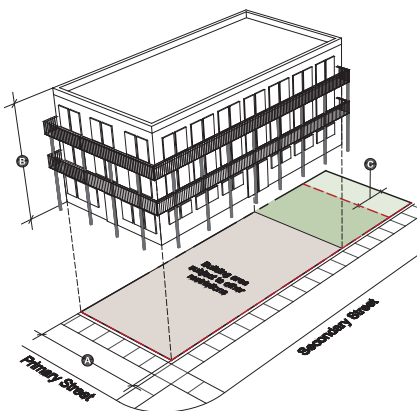
Key Staff:
 Arista Strungys (Project Manager)
 Chris Jennette (Project Planner)

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.

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.

Illustrative graphics are used to help clearly explain the zoning code, such as the setback and building requirements diagram shown below



An extensive public participation process was implemented to identify neighborhood planning and zoning issues

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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.

PLACE Consulting | 3701 N. Ravenswood | Suite 205 | Chicago, IL 60613 | 773.453.9525 | www.placeconsulting.net



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 Coakley, Executive Director
Email: acoakley@downtownevanston.org
Telephone: 847.570.4724

Strengthen.
Expand.
Succeed.



Downtown Evanston, Inc.

5 Year Strategic Plan

2016 - 2020





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.

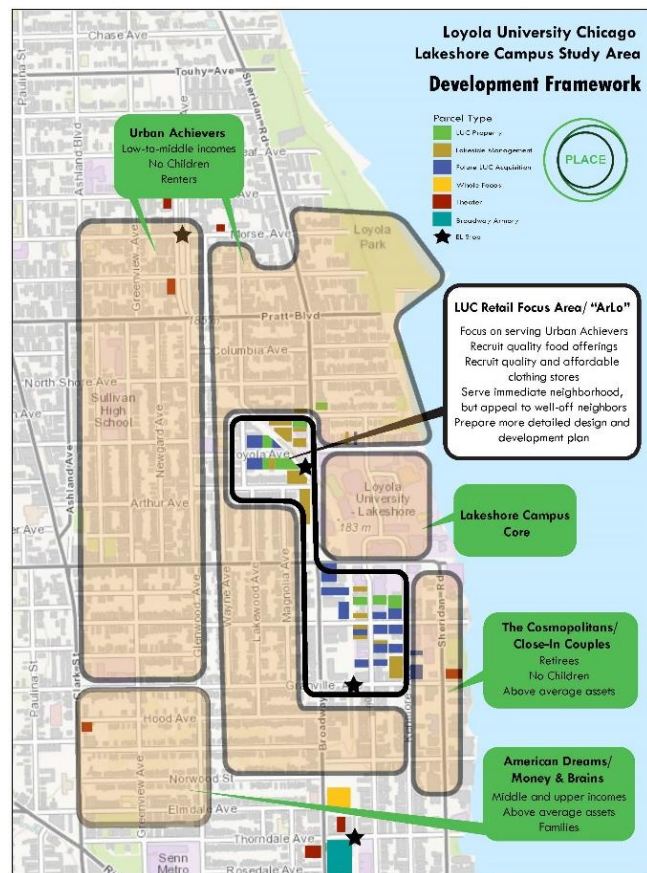


The process developed by PLACE used both qualitative and quantitative information to identify opportunities and desires. A variety of information including demographic data, university information, business owner input, psychographic market segmentation, and extensive intercept and online surveying was 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





PLACE Consulting, Inc.

People, Livability, Accessibility, Community & Economic Development

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



**Chicago/Dempster/Main SSA
Evanston, IL
October 2014 – May 2015**



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 flier 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



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

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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.



Dr. Karen Weaver
Mayor

CITY OF FLINT
DEPARTMENT OF PLANNING AND DEVELOPMENT
Planning & Zoning Division
Kevin Schronce, Lead Planner



Sylvester L. Jones
City Administrator

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 Schronce
Lead Planner/Planner I
II City of Flint
810.766.7426 x.3028
kschronce@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

223 S. Winnebago St.
Rockford, Illinois 61102
815-489-8500 (office)

ROCKFORDHA.ORG





Board of Commissioners,
Carl S. Richie, Jr., Chairman
Charles Bailey
Edwina Carrington
Tyra Duncan-Hall
Isaac Robinson

President & CEO
Michael G. Gerber

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. IH35, Austin, Tx. 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 restructuring 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.

STEPHANIE RAWLINGS-BLAKE
Mayor



THOMAS J. STOSUR
Director

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,

A handwritten signature in blue ink, appearing to read "Laurie Feinberg", is written over a light blue horizontal line.

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.

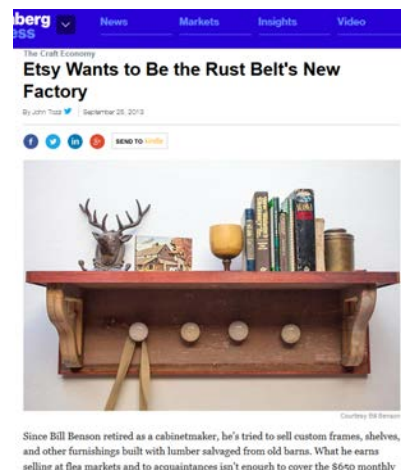


ACTION ORIENTED APPROACH

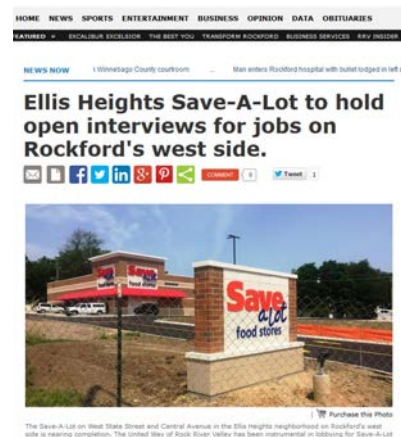
Our approach to neighborhood revitalization has proven successful in communities similar to DeKalb and is closely aligned with the goals outlined in the RFP. The **Ellis Heights Choice Neighborhoods Transformation Plan** for the Rockford, IL Housing Authority (RHA) recently won the **Implementation Award** 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 Etsy.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.



rrstar.com



COURT STREET CONNECTS – BOWLING GREEN, OHIO



BG block party brings community and campus together

TOPICS: Bowling Green Community Action Plan Court Street Connects



Court Street Connects on Saturday afternoon

POSTED BY: JAN LARSON MCLAUGHLIN **APRIL 24, 2017**

By JAN LARSON MCLAUGHLIN

BG Independent News

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.



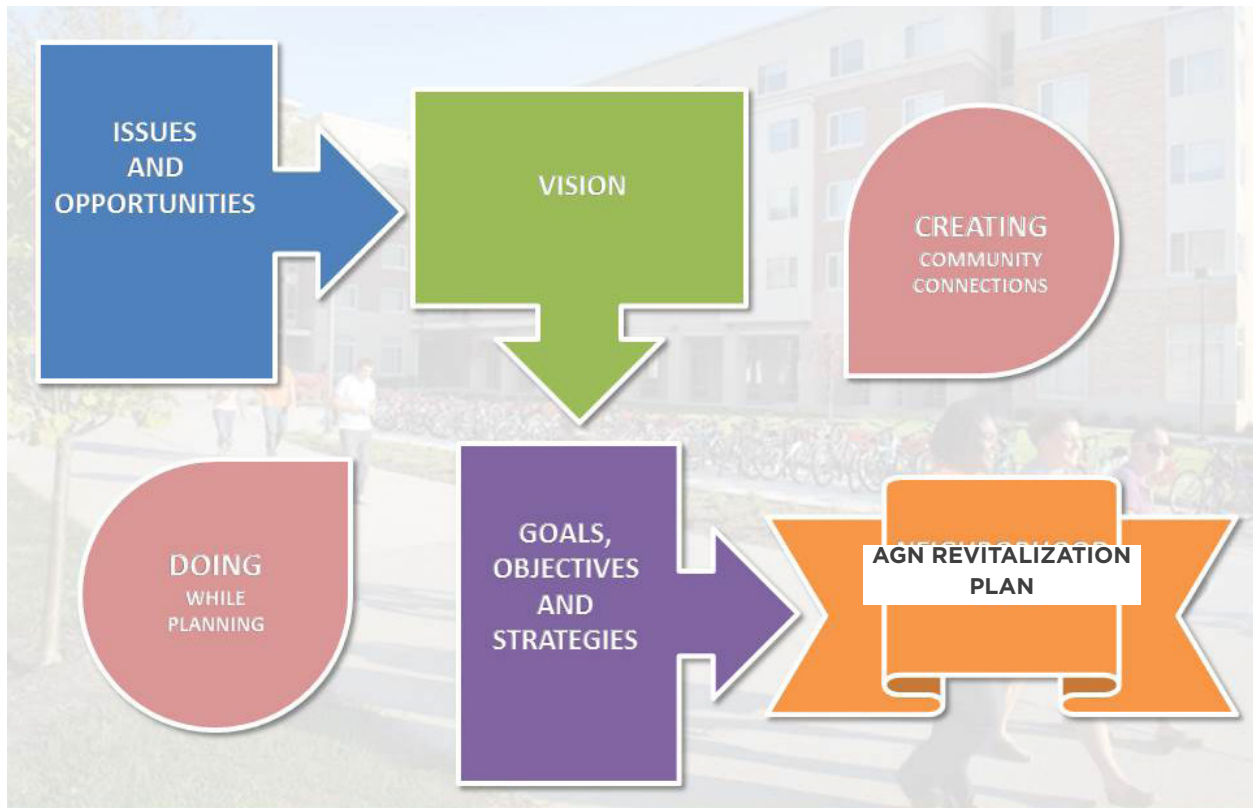
Musicians perform in front of the courthouse

"This is great," said Adam Rosa, a principle with Camiros, 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



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 ■

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10. PROJECT SCHEDULE

Camiro's 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:

| | | 2017 | | | | | | 2018 | | | | | | |
|-------------------------------|---|------|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|
| | | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL |
| ■ Denotes Project Deliverable | | | | | | | | | | | | | | |
| Task | Phase I - Issues and Opportunities | | | | | | | | | | | | | |
| A | Project Area Field Study | | | | | | | | | | | | | |
| B | Key Person Interviews (Stakeholder/Department/Organizational) | | | | | | | | | | | | | |
| C | Zoning Review ■ | | | | | | | | | | | | | |
| D | Community Meeting 1 - Issues and Opportunities | | | | | | | | | | | | | |
| E | Identification of Early Action Projects | | | | | | | | | | | | | |
| F | Work Group Meeting 1 | | | | | | | | | | | | | |
| G | Meeting Notes | | | | | | | | | | | | | |
| H | Issues and Opportunities Memo ■ | | | | | | | | | | | | | |
| Task | Phase II - Vision | | | | | | | | | | | | | |
| A | Community Meeting 2 - Visioning | | | | | | | | | | | | | |
| B | Work Group Meeting 2 | | | | | | | | | | | | | |
| C | Meeting Notes | | | | | | | | | | | | | |
| Task | Phase III - Goals, Objectives and Strategies | | | | | | | | | | | | | |
| A | Community Meeting 3 - Draft Concepts and Strategies | | | | | | | | | | | | | |
| B | Work Group Meeting 3 | | | | | | | | | | | | | |
| C | Student Meeting | | | | | | | | | | | | | |
| D | City Departments Strategy Review | | | | | | | | | | | | | |
| E | Meeting Notes | | | | | | | | | | | | | |
| F | Community Survey ■ | | | | | | | | | | | | | |
| G | Market Study ■ | | | | | | | | | | | | | |
| Task | Phase IV - Annie Glidden North Revitalization Plan | | | | | | | | | | | | | |
| A | Draft Implementation Steps | | | | | | | | | | | | | |
| B | Cost Estimates, Strategies and Incentives | | | | | | | | | | | | | |
| C | Identification of Potential Public and Private Partnerships | | | | | | | | | | | | | |
| D | Identification of Zoning Recommendations | | | | | | | | | | | | | |
| F | Draft AGN Revitalization Plan Report ■ | | | | | | | | | | | | | |
| G | City Departments Strategy Review | | | | | | | | | | | | | |
| H | Community Meeting 4 - Draft AGN Revitalization Plan | | | | | | | | | | | | | |
| H | Work Group Meeting 4 | | | | | | | | | | | | | |
| I | Meeting Notes | | | | | | | | | | | | | |
| J | Final AGN Revitalization Plan Report ■ | | | | | | | | | | | | | |

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11. ITEMIZED COST PROPOSAL

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

| Annie Glidden North Revitalization Plan | | | | | | | | |
|--|---|-----------|-----------|-----------------|--------|------------------|----------|-----------|
| Project Budget - 5/9/2017 | | | | | | | | |
| ■ Denotes Project Deliverable | | Adam Rosa | Tom Olson | Arista Strungys | Studio | PLACE Consulting | Expenses | Task Cost |
| | | \$125 | \$95 | \$135 | \$65 | \$120 | | |
| Task | Phase I - Issues and Opportunities | | | | | | | |
| A | Project Area Field Study | 8 | 8 | 0 | 0 | 8 | \$1,000 | \$2,720 |
| B | Key Person Interviews (Stakeholder/Department/Organizational) | 6 | 6 | 0 | 0 | 0 | | \$1,320 |
| C | Zoning Review ■ | 4 | 0 | 16 | 0 | 0 | | \$2,660 |
| D | Community Meeting 1 - Issues and Opportunities | 10 | 0 | 0 | 20 | 0 | \$1,000 | \$2,550 |
| E | Identification of Early Action Projects | 8 | 0 | 0 | 0 | 0 | | \$1,000 |
| F | Work Group Meeting 1 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| G | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| H | Issues and Opportunities Memo ■ | 4 | 20 | 0 | 0 | 0 | | \$2,400 |
| Task | Phase II - Vision | | | | | | | |
| A | Community Meeting 2 - Visioning | 20 | 0 | 0 | 30 | 0 | \$1,000 | \$4,450 |
| B | Work Group Meeting 2 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| C | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| Task | Phase III - Goals, Objectives and Strategies | | | | | | | |
| A | Community Meeting 3 - Draft Concepts and Strategies | 20 | 0 | 0 | 60 | 0 | \$1,000 | \$6,400 |
| B | Work Group Meeting 3 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| C | Student Meeting | 4 | 0 | 0 | 8 | 0 | \$1,000 | \$1,020 |
| D | City Departments Strategy Review | 4 | 0 | 0 | 0 | 0 | | \$500 |
| E | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| F | Community Survey ■ | 2 | 16 | 0 | 0 | 5 | | \$2,370 |
| G | Market Study ■ | 2 | 0 | 0 | 6 | 80 | | \$10,240 |
| Task | Phase IV - Annie Glidden North Revitalization Plan | | | | | | | |
| A | Draft Implementation Steps | 10 | 20 | 0 | 0 | 20 | | \$5,550 |
| B | Cost Estimates, Strategies and Incentives | 10 | 20 | 0 | 0 | 30 | | \$6,750 |
| C | Identification of Potential Public and Private Partnerships | 20 | 10 | 0 | 0 | 10 | | \$4,650 |
| D | Identification of Zoning Recommendations | 2 | 0 | 24 | 0 | 0 | | \$3,490 |
| F | Draft AGN Revitalization Plan Report ■ | 20 | 40 | 0 | 50 | 0 | | \$9,550 |
| G | City Departments Strategy Review | 4 | 4 | 0 | 0 | 0 | | \$880 |
| H | Community Meeting 4 - Draft AGN Revitalization Plan | 8 | 0 | 0 | 20 | 0 | \$1,000 | \$2,300 |
| H | Work Group Meeting 4 | 4 | 0 | 0 | 0 | 0 | | \$500 |
| I | Meeting Notes | 4 | 0 | 0 | 0 | 0 | | \$500 |
| J | Final AGN Revitalization Plan Report ■ | 15 | 20 | 0 | 15 | 0 | | \$4,750 |
| Estimated Fee Year 2017 | | | | | | | | \$40,630 |
| 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 |

AGREEMENT

THIS AGREEMENT, made and entered this ____ day of _____, 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: _____ date _____
Title: _____

**CENTER FOR GOVERNMENTAL STUDIES
NIU OUTREACH, ENGAGEMENT AND
REGIONAL DEVELOPMENT**

By _____
Diana L. Robinson _____ date _____
Title: Director

**NIU DIVISION OF OUTREACH,
ENGAGEMENT AND REGIONAL
DEVELOPMENT**

By _____
Anne C. Kaplan _____ date _____
Title: Vice President



NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development

148 N. Third Street, DeKalb, IL 60115

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 web site 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



**Northern Illinois
University**

Office of the President

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.

**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: Holliday, Grada, Nyquist, Perkins, Young
NAYS: None
ABSENT: None



President: DeKalb Park District

ATTEST: 

Secretary: DeKalb Park District