CITY OF
WEST CHICAGO

WHERE HISTORY & PROGRESS MEET

DEVELOPMENT COMMITTEE

Monday, September 14, 2020
7:00 P.M. - Council Chambers

During the COVID-19 Pandemic, those wishing to attend public meetings of the Development Committee are welcome to do so at City Hall. You may attend in person to listen to the audio of the meeting, or via teleconference from home or another location on the Zoom app. Downloading Zoom from zoom.us will provide the audio link to the meeting. Anyone wishing to provide comment on a topic or an agenda item may address the Development Committee by 4:00 p.m. the day of the meeting. You may do so either by an online form on the City's website, email to jburke@westchicago.org or voicemail message at (630) 293-2205 x141. Your comment to the Development Committee will be read during the Public Participation portion of the agenda.

Meeting ID: 845 8599 8952
Password: 744842

AGENDA

1. Call to Order, Roll Call, and Establishment of a Quorum – *Mayor Pineda has determined that in-person meetings are not practical and prudent.*

2. Approval of Minutes

   A. July 13, 2020

3. Public Participation

4. Items for Consent

5. Items for Discussion

   A. **City Comprehensive Plan Contract Award** – MUSE Community Design LLC is recommended to prepare a comprehensive plan for the City of West Chicago. Of four consultants submitting proposals, MUSE was deemed most responsive to the City's needs.

   B. **Mosaic Shopping Center TIF Disbursement** – The owner seeks Tax Increment Financing reimbursement for a portion of their costs for repaving and other repairs to the parking lot.

   C. **Draft Economic Development Plan** – Staff drafted the City of West Chicago Economic Development Plan, which will be distributed and introduced only. Discussion will occur at future meetings.

6. Unfinished Business

7. New Business

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Ruben Pineda
MAYOR

Nancy M. Smith
CITY CLERK

Michael L. Guttman
CITY ADMINISTRATOR

8. Reports from Staff

9. Adjournment

Draft

MINUTES

DEVELOPMENT COMMITTEE

July 13, 2020 7:00 P.M.

The Development Committee meeting of June 8, 2020 was held part remotely and partly in person due to the Coronavirus pandemic.

1. **Call to Order, Roll Call, and Establishment of a Quorum.**

   Alderman Stout called the meeting to order at 7:00 P.M.

   All Aldermen in attendance were present remotely. Roll call found Aldermen James Beifuss, Melissa Birch Ferguson, Michael Ferguson, Matthew Garling (in person) John Jakabscin, Jayme Sheahan and Rebecca Stout (in person) present.

   Also in attendance was Community Development Director, Tom Dabareiner (in person).

2. **Approval of Minutes.**

   A. **June 8, 2020.**

   Alderman Ferguson moved and Alderman Sheahan seconded a motion to approve the minutes. Voting Aye: Aldermen Beifuss, Birch Ferguson, Ferguson, Garling, Jakabscin, Sheahan and Stout. Voting Nay: 0.

3. **Public Participation.** None.

4. **Items for Consent.**

   A. **28W541 Roosevelt and 28W700 Purnell Road** – Pulte Homes requests approval of a Final Plat of Subdivision for Phase One of a proposed 84-unit single family residential development in unincorporated DuPage County. Phase One would consist of 19 single family dwellings.

   B. **Bishop Place PUD (NWC Roosevelt/Bishop)** – D&G Property Development LLC seeks an amendment to the Bishop Place PUD to remove the condition that requires construction of a second commercial building before any new residential can be constructed.

Alderman Ferguson asked that Item 4.A. be pulled for discussion.

Alderman Jakabscin moved and Alderman Sheahan seconded a motion to approve Item for Consent 4.B. Voting Aye: Aldermen Beifuss, Birch Ferguson, Ferguson, Garling, Jakabscin, Sheahan and Stout. Voting Nay: 0.

Discussion of 4.A. ensued with Tom Dabareiner providing a staff update. The full Final Plat was approved by the full Council on June 15, 2020. Since that time, staff was informed that the project would be completed in three phases. The first phase would consist of building 19 homes. Staff supports the Phase One Final Plat, and the Plan Commission/Zoning Board of Appeals (PC/ZBA) voted unanimously in favor of it at their July 7, 2020 meeting.

Alderman Ferguson expressed concern about the density of the development and the resulting traffic to the area. He asked if the responsibility of the traffic would be up to the County, and Mr. Dabareiner replied that it is. He then asked if they vote in favor, would the first phase of the development continue. Mr. Dabareiner responded they do not have the engineering plans yet, but the County has approved the entire project, so they could move ahead with Phase One. Other approvals are needed.

Alderman Beifuss asked Mr. Dabareiner to clarify if Pulte would have to come back for an amendment to the Pre-Annexation Agreement. Mr. Dabareiner answered not necessarily as the Agreement has no other substantive changes that would require Council approval.

Alderman Garling asked how the traffic would be evaluated if this project were within the City limits. Mr. Dabareiner replied that the traffic study for this project is already a few months old. If this were a City project, however, they would take a close look at the study's recommendations for enhancing traffic on the roadway and for safety. Alderman Garling stated the traffic study seems to suggest some problems and he asked when the members would have a chance to evaluate that. When they approved the Pre-Annexation last year, they did not have the study. Mr. Dabareiner stated that because the project is being developed in DuPage County, they have the say about what work needs to be done and to provide a response to the traffic study. Alderman Garling asked why this is coming before them now when they have no say. Mr. Dabareiner stated that this is a Phase One Plat of a Final Plat, which was already approved by the Council. Because this area is within the City's planning area—one and ½ miles away from their border—the County has asked the City to comment.

Alderman Beifuss asked if the Phase One Plat is the same as the Final Plat, and Mr. Dabareiner replied that it is the same. Alderman Beifuss stated he believes the Pre-Annexation Agreement will have to come back to the Council members again.

Alderman Jakabscin moved and Alderman Sheahan seconded a motion to approve Items for Consent 4.A. and 4.B. Voting Aye: Aldermen Beifuss, Birch Ferguson, Ferguson, Garling, Jakabscin, Sheahan and Stout. Voting Nay: 0.

5. Items for Discussion

A. Museum of Mexican Art – Presentation and discussion.

Mr. Dabareiner introduced the two guest speakers, Sara Phalen and Fernando Ramirez. Sara Phalen addressed the Committee, stating she was presenting on behalf of the Mexican Cultural Center DuPage, along with their president, Fernando Ramirez, and on behalf of the West Chicago City Museum. She also introduced their partner for the project, the National Museum of Mexican Art, located in the Pilsen neighborhood of Chicago, the leading Mexican art museum in the United States. She explained they are looking at the potential to transform the train depot at 119 W Washington St. into a museum for Mexican art. They hope to create a dynamic destination that people will not only want to visit but to live near. In 2017, she worked with City staff to secure a grant for this building. They believe that arts can be utilized as an economic engine, and by further tapping into historic tourism, it could serve as a core anchor in the Downtown redevelopment. It is also an opportunity to celebrate the City's cultural heritage. Ms. Phalen then provided data to support the notion of arts an economic engine. She stated they hope to undertake this idea now to take advantage of the postponed Frida Kahlo art exhibit at the College of DuPage, which is expected to generate a lot of additional income for the area next year. She shared renderings of what the museum and green space might look like and mentioned another project they are working on called the Box Car Market whereby train cars could set up to function like a farmer's market. They are considering a phased plan that would begin with outdoor programming and eventually end with a full build out and permanent outdoor stage. In terms of fundraising and sustainability, Mr. Carlos Tortolero, Director and Founder of the National Museum of Mexican Art, will lead their Advisory Board, which is their fundraising arm. She mentioned several grants they hope to apply for and other sources of revenue they can tap into. They are not looking to ask for any money from the City, but rather, they are asking the City to enter a discussion about pursuing this project and putting together a formal plan and timeline. She thanked the members for their time and offered to answer any questions.

Alderman Beifuss thanked the presenters, stated the idea is intriguing, and agreed that arts can serve as an important economic catalyst. He would like to see the depot renovated as it would be an attractive building and would be an anchor for the planned open space nearby. He likes the idea that the National Museum has taken an interest in West Chicago and in investing in their City. He would like to see this explored further, especially given that the Council has had the long-term goal of renovating that space. He stated that non-profits might be in a better position to obtain grants and raise funds. He wants to see staff continue to work with them in developing a formal plan.

Alderman Birch Ferguson agreed with Alderman Beifuss. Since they last met to discuss potential ideas for this space, she never imagined an idea for a museum coming forward so quickly. She is impressed and in favor of this subject. She believes this would be an excellent addition to downtown West Chicago.

Alderman Garling asked who the other members of the Advisory Board are and how the history of the West Chicago train ties into this museum. Ms. Phalen replied that the train history would be represented by the restoration of the 1860's depot. It would be restored to its original character. That renovation alone would attract train enthusiasts. There are City Museum narratives depicting many of the first Mexican families that came to West Chicago in the 1920's came to work on the railroads, and that is really the foundation of the immigration to the City. The Advisory Board is still in its formation, as they want to make sure the City is on board with this project. Alderman Garling expressed concern about having another cultural center. They have Gallery 200 already. He said he is hesitant about whether this is the right project for that space, which would be right in front of City Hall and with limited tie-in to their train history.

Ms. Phalen mentioned there have been discussions about placing a replica of a steam engine near the depot and there have been other discussions about how this building could be engaged. She added that there are over 100 years of Mexican immigration to West Chicago that tie into the larger immigration story of all our ancestors.

Alderman Stout said she feels this is exciting as it would be a nice draw to West Chicago. They are just in the beginning stages so a lot can still be incorporated into it. As Alderman Birch Ferguson pointed out, they thought any project would be several years out, and so it is exciting to be going forward with this.

6. **Unfinished Business.** None.

7. **New Business.** None.

8. **Reports from Staff.** None.

9. **Adjournment.**

Alderman Birch Ferguson moved and Alderman Ferguson seconded the motion to adjourn the Development Committee meeting at 7:37 P.M. Voting Aye: Aldermen Beifuss, Birch Ferguson, Ferguson, Garling, Jakabscin, Sheahan and Stout. Voting Nay: 0.

Respectfully submitted,
Jane Burke

CITY OF WEST CHICAGO

DEVELOPMENT COMMITTEE
AGENDA ITEM SUMMARY

ITEM TITLE: MUSE Community Design LLC Comprehensive Plan Contract Resolution 20-R-0050	**AGENDA ITEM NUMBER:** 5.A. **FILE NUMBER:** **COMMITTEE AGENDA DATE:** Sept. 14, 2020 **COUNCIL AGENDA DATE:**
STAFF REVIEW: Tom Dabareiner, AICP	**SIGNATURE**
APPROVED BY CITY ADMINISTRATOR: Michael Guttman	**SIGNATURE**

ITEM SUMMARY:

City Staff recently advertised for professional services to update the City's Comprehensive Plan, the long-range vision for West Chicago. The existing Plan document is 25 years old and the land use map (one component of the Plan) is 14 years old. A more typical timeframe for review of a Comprehensive Plan and its maps is every five years, so the City's extends well beyond the norm. As a city evolves, its plans should too.

In addition to being a tool for planning the future development and character of a City, the Plan provides significant legal protection when making and defending land use decisions. Being able to point out the basis for a land use, economic development, transportation or other recommendation carries a lot of weight in the courts, especially when the Plan is prepared with public input and recognition of current and anticipated trends. In 2020, it is easy to imagine that trends looked much different in 1995. Another reason for having a current Comprehensive Plan is that many grant applications require a more recent Plan as part of the qualification process.

The City received four proposals. The review process involved having three Staff members read each proposal and rank them. Staff considered the qualifications of each firm and their recognition of the unique attributes of West Chicago. While principals with all four firms had experience preparing Comprehensive Plans, two were selected for interviews because they demonstrated the greatest combination of experience and understanding of the City.

MUSE Community Design came out on top because they clearly took time to learn about West Chicago, its unique attributes and challenges. They have on their team an experienced planner from Mexico who will participate heavily in the outreach efforts and provide translation services. They teamed with a firm called the Antero Group, with specialties in both transportation and economic development. Another advantage for MUSE is that the firm's experienced Founding Principal, Courtney Kashima, will serve as project lead. Once the preferred firm was identified, Staff reviewed the cost proposal and found it reasonable given the detailed scope (attached) and adherence to all requests in the RFP. MUSE provided a not-to-exceed amount of $123,160. It is anticipated that MUSE will complete the work before the end of 2021.

For the record, the other firms submitting proposals were:

- Camiros $115,000
- Houseal Lavigne Associates $109,960 (without translation of the final Plan)
- Teska Associates $118,500

The City's 2020 Budget includes $50,000 for a Comprehensive Plan, followed by $50,000 in 2021. If awarded the contract, these amounts will need to be adjusted with the bulk of the fee in 2021.

ACTION PROPOSED:

Consideration and recommendation of a contract with MUSE Community Design LLC.

COMMITTEE RECOMMENDATION:

Pc: Resolution 20-R-0050
Draft Contract with Scope
MUSE Proposal

RESOLUTION NO. 20-R-0050

A RESOLUTION AUTHORIZING THE MAYOR TO EXECUTE A CONTRACT AGREEMENT WITH MUSE COMMUNITY DESIGN, LLC FOR PREPARATION OF THE WEST CHICAGO COMPREHENSIVE PLAN

BE IT RESOLVED by the City Council of the City of West Chicago, in regular session assembled, that the Mayor is hereby authorized to execute a Contract Agreement for preparation of a Comprehensive Plan between the City of West Chicago and MUSE Community Design, LLC, for an amount not to exceed $23,160.00, in substantially the form attached hereto and incorporated herein as Exhibit "A".

APPROVED this 21st day of September 2020.

AYES: _____

NAYES: _____

ABSTAIN: _____

ABSENT: _____

_____
Mayor Ruben Pineda

ATTEST:

_____
City Clerk Nancy M. Smith

West Chicago Comprehensive Plan Agreement **EXHIBIT A**

This agreement is made this ____ day of _____, 2020, between West Chicago (CLIENT) and MUSE Community Design LLC (CONSULTANT).

SECTION 1. SCOPE. CONSULTANT is an independent contractor and agrees to furnish all labor, materials, equipment, and services to complete the following scope of work as described in Exhibit A.

SECTION 2: SERVICES TO BE PROVIDED BY THE CLIENT. If any information, data, reports, records maps are existing and available and are useful for carrying out the work on this Project, CLIENT shall promptly furnish this material to CONSULTANT. CONSULTANT shall be entitled to rely upon the accuracy and completeness of all information provided by CLIENT and CLIENT shall obtain any information reasonably responsible for the organization and conduct of all meetings necessary to carry out the Scope of Services described in Section 1.

SECTION 3. PERIOD OF PERFORMANCE. The period of this Agreement shall be from, 2020 to, 2021 unless extended by amendment of this Agreement.

SECTION 4. PRICE AND PAYMENT. CLIENT agrees to pay CONSULTANT for the performance of work on the basis of hourly billing rates for professional and technical staff time devoted to the project. The billing rates are as follows:

Project Manager: $140
Project Planner: $125
Planner: $105

The maximum compensation for this Project will not exceed $123,160 for the work described in Section 1. An accurate accounting for the hours and expenses incurred on this Project will be kept by CONSULTANT and provided to CLIENT with each monthly invoice detailing actual hours worked and expenses. If requested by CLIENT, CONSULTANT is available for additional tasks (meetings, reports, etc.) at the above hourly rates. CONSULTANT will provide an estimate of time and expenses and receive City written authorization prior to proceeding with an additional effort outside Scope of Services in Section 1.

4.1 REIMBURSABLE EXPENSES. The CONSULTANT will be reimbursed 100 percent of direct expenses including travel, printing, reproduction, mailing, the purchase of maps, plans and reports and other out-of-pocket expenses that are related to carrying out the work related to any assignments given under the Scope of Services in Section 1.

SECTION 5. METHOD OF PAYMENT. CONSULTANT will submit invoices monthly which specify professional fees and related expenses. CLIENT will pay such compensation within thirty (30) days of the date of invoice. If CLIENT fails to make any payment due to

CONSULTANT within sixty (60) days from receipt of the invoice, CONSULTANT, may, after giving seven days written notice to CLIENT, suspend services under this Agreement until it has been paid in full amounts due.

SECTION 6. EXCUSABLE DELAYS. If the work provided for under this Agreement is delayed due to factors or conditions beyond the control of CONSULTANT and through no fault or negligence on its part, the CONSULTANT shall be given an extension of time, an adjustment in compensation, or both.

SECTION 7. TERMINATION. CLIENT or CONSULTANT may terminate this Agreement upon thirty (30) days written notice to the other party. In the event of termination, CLIENT will pay for costs incurred, work completed to date of notice, and non-cancelable commitments through the date of termination. CONSTULTANT will furnish all finished and unfinished documents prepared under this Agreement to CLIENT and share become property of CLIENT upon payment of all invoices properly submitted and due CONSULTANT under the terms of this Agreement. CLIENT acknowledges that incomplete documents are not represented as suitable for any use or purpose and further agrees to defend, indemnify, and hold CONSULTANT harmless from and against all claims, costs, suits, damages, liabilities and expenses including reasonable attorneys' fees, arising from or relating to any use, reuse, or modification of any CONSULTANT-authored documents that occurs without CONSULTANT consent and professional involvement. This includes any subsequent use of completion of any incomplete documents.

SECTION 8. LIABILITY. CONSULTANT shall indemnify and hold CLIENT from and against damages, costs, liabilities, and expenses to the extent caused by CONSULTANT's negligence in the performance of its services under this Agreement.

SECTION 9. INSURANCE The CONSULTANT shall maintain the following insurance for the duration of this agreement.

9.1 COMMERCIAL GENERAL LIABILITY with policy limits of not less than two million ($2,000,000) for each occurrence and four million ($4,000,000) in the aggregate for bodily injury and property damage.

9.2 WORKERS COMPENSATION at statutory limits. The insurer shall agree to waive all rights of subrogation against the CITY, its officials, employees, agents, and volunteers for losses arising from work performed by CONSULTANT for the CITY. Waiver of Subrogation policy endorsement must be provided (CG 75 55 or CG 24 04).

9.3 PROFESSIONAL LIABILTY covering negligent acts, errors and omissions in the performance of professional services with policy limits of not less than one million ($1,000,000) per claim and one million ($1,000,000) in the aggregate.

9.4 CERTIFICATE OF INSURANCE shall be provided to the CLIENT and identify that the CLIENT, its officials, agents, employees and volunteers are to be covered as additional insured by endorsement as respect to liability arising out of CONSULTANT's work,

including activities performed by or on behalf of CONSULTANT. Coverage to the additional insured shall be primary and contain no special limitations on the scope of protection offered the CLIENT. The CLIENT shall be named as cancellation notice recipient.

SECTION 10. NOTICES All noticed required to be given under the terms of this Agreement shall be given by email, addressed to the parties as follows:

For CLIENT	For CONSULTANT
Tom Dabareiner, AICP	Courtney Kashima, AICP
Community Development Director	Founding Principal
City of West Chicago	MUSE Community + Design
475 Main Street	1212 N Ashland, Second Floor
West Chicago, IL 60185	Chicago, IL 60622
630-293-2200	312-416-2816 x700
tdabareiner@westchicago.org	courtney@musecommunitydesign.com

SECTION 11. GOVERNING LAW. This Agreement shall be governed by the Laws of the State of Illinois.

SECTION 12. ATTORNEYS' FEES. The prevailing party shall have the right to collect from the other party its reasonable costs and necessary disbursements and attorneys' fees incurred in enforcing this Agreement.

In Witness Whereof, Consultant and Subconsultant have executed this Agreement.

City of West Chicago	MUSE Community Design LLC
(CLIENT)	(CONSULTANT)
By: _____	By:_____
Title:_____	Title:_____
Date:_____	Date:_____

Exhibit A: West Chicago Comprehensive Plan
Scope of Services

Phase I: Survey, Data Collection and Citizen Input

1.1 Staff Kickoff Meeting

The internal kickoff meeting will be held with City staff to accomplish the following:

- Review project goals and objectives;
- Refine work program and scope of services;
- Confirm project schedule and milestones;
- Identify key stakeholders and partners;
- Obtain community data and existing reports;
- Formalize the steering committee process and composition; and
- Finalize engagement plan.

1.2 Plan Commission Kickoff Meeting

MUSE will utilize the Plan Commission to guide the development of the plan. The Plan Commission kickoff meeting will be held to accomplish the following:

- Review project goals and objectives;
- Review engagement plan; and
- Discuss issues and opportunities.

1.3 Orientation Tour

City staff, elected and appointed officials, the Plan Commission, the Development Committee, the consultant team, and invited community representatives will conduct a socially distanced tour of the City to help the team identify critical issues and opportunities. Touring together expands the team's technical view of the area to one that is guided by those who live, work and invest there. We will provide a Spanish-speaking tour guide, if desired, and will design the tour with COVID precautions in mind.

1.4 Community Conversations (4-6)

We are mindful of "planning fatigue" and of a public that may wonder why the City is undertaking yet another plan. We will lead small group discussions about the future of West Chicago that lay the groundwork for why a comprehensive plan update is needed and why it is happening now. Where the conversations take place will be at the City's direction, but we anticipate working with organizations such as People Made Visible, West Chicago City Museum, West Chicago Garden Club and more to host conversations. These conversations may simultaneously be facilitated in Spanish and will target hard-to-reach groups such as seniors and children. Our conversations can be organized into small groups, social distanced and in-person, or interactive online Zoom meetings.

1.5 Resident Survey

A resident survey, one in Spanish and one in English, will be created to gauge the perspectives and habits of residents in the City. The survey will be created electronically for distribution through email, websites and SMS to get a broad response. We anticipate using Facebook ads to target populations who don't typically feel included in planning efforts. We will also identify innovative ways for residents to participate in this survey for those who may not have access to a smart phone, computer, or reliable internet.

1.6 Business Owner Survey

A business owner survey, one in Spanish and one in English, will be created to gauge the perspectives of business owners in the City. The survey will be distributed electronically, via email and SMS to get a broad response with the assistance of partners.

1.7 Customized Website, Social Media and SMS Messaging

A customized bilingual website that encourages active citizen participation will be created. The feedback collected on the website will feed directly into GIS datasets, when applicable. This data integration will allow the Project Team to conduct real-time analysis with both existing and collected GIS data. The Project Team will use social media and SMS messages throughout the project to engage with residents and business owners and leverage existing outlets like the Window to West Chicago newsletter. We will

allocate a portion of the budget for social media advertising to ensure we are engaging with a broad spectrum of West Chicagoans of all ages.

1.8 Stakeholder Interviews (8-10)

Based on a list created in partnership with the City, the consultant team will interview up to 10 stakeholders, individually or in small groups. These meetings are an opportunity to gain insight into issues from a diverse group of individuals who share their experiences and narratives and will be conducted in Spanish and English. Examples may include business owners, residents (new and established), major property owners, service organizations and more. We will build off of recent efforts for Census 2020 to engage hard to reach groups such as the Purapecha population. In keeping with MUSE's commitment to equity, we propose stipends (in the form of gift cards to local businesses) for the stakeholders we interview to compensate them for their time.

1.9 Youth Engagement Activity

With 32% of the total population being under 19 years old, our team recognizes the importance of including young voices and perspectives into this process. We will partner with a local classroom (or other, as directed, e.g., DREAM Program) and present our plan process – in Spanish or English -- to students. We will facilitate an interactive exercise to build interest in the plan and expose students to the field of urban planning. This will also be an opportunity to elevate young voices and empower them to be active participants in the future of their city.

Phase II: Understanding the Context: Identifying Issues, Assets, and Opportunities

2.1 Summary of Past Plans and Reports

Previous plans, policies, regulations, reports, and studies affecting the City will be reviewed to assess relevant changes and to align recommendations. The Project Team will identify elements from prior plans to carry forward to the new Comprehensive Plan. Past plans include, but are not limited to:

- 2016 Strategic Plan;
- Central-Main Street Redevelopment Plan Update;
- TIF area plans;
- West Chicago Economic Development Plan;
- Healthy West Chicago Community Action Plan;
- Homes for a Changing Region: Northwest DuPage County Cluster
- OnTo 2050; and
- DuPage County Strategic Plan.

2.2 Land Use and Zoning Analysis

A field survey will be conducted to assess the City's land use patterns. Zoning, existing and proposed, will be reviewed to reveal barriers and opportunities for development. Areas for growth will be evaluated. One of the key goals of this task is to identify sites that are susceptible to development/redevelopment including opportunities for in-fill development and Transit Oriented Development (TOD). Our analysis will include assessing brownfields, superfunds and other environmental areas for concern. The Project Team will "ground truth" any recent changes to the zoning ordinance and other regulatory documents.

2.3 Transportation

We will use GIS data from IDOT, the County and the City to map and analyze West Chicago's existing motorist, rail, transit, bike, and pedestrian networks. We will approach this analysis through a multimodal lens that considers connections between travel modes as well as transportation and land use dynamics. The Project Team will:

- Collect, inventory, and map readily available GIS datasets from IDOT, CMAP, DuPage County DOT, and other sources to understand existing transportation networks and flows;
- Complete a walkability assessment of downtown and surrounding neighborhoods;
- Complete a high-level freight flow analysis; and
- Complete a first/last mile mobility assessment.

We will then develop preliminary transportation recommendations. This will include places that cut-through traffic can be mitigated, roadways that are candidates for bike facilities, and ways to improve the walkability of corridors and intersections. The

recommendations will consider all users of the roadway, including pedestrians, bicyclists, transit riders and drivers as well as all ages and abilities (including ADA considerations).

2.4 Economic Development

We will develop an inclusive economic development strategy for West Chicago that builds upon the City's existing assets and anchor institutions. This strategy will address workforce development; supplier-producer linkages studies aimed at supporting minority-owned, woman-owned, and disadvantaged businesses; and, a Retail Market Analysis, including a Business Retention, Attraction, Competition, and Expansion (BRACE) analysis. The Project Team will:

- Collect, inventory, and map data provided by the U.S. Census, CMAP, CoStar, Emsi, Esri, and other providers that characterize economic, demographic, and market conditions;
- Visualize baseline economic conditions using maps, graphs, and other data visualizations;
- Complete a Fiscal Resilience Analysis based on the City's past audits; and,
- Develop a Priority Development Area (PDA) map and complete a Development Feasibility Analysis for a prioritized list of development opportunities.

2.5 Housing

The Project Team will conduct a Housing Market Analysis, based on a review of local and regional housing, workforce demand, economic, and demographic characteristics, and trends. To complete this task the Project Team will utilize Emsi labor markets analytics data, CoStar, Esri, CMAP, and other, local regional, and national datasets to analyze existing housing stock, assess and project West Chicago's housing needs with an eye for historic preservation over a 10- and 20-year period and develop market- and data-driven policy and planning recommendations. The Project Team will:

- Collect, inventory, and map U.S. Census, HUD, CMAP, CoStar, Emsi Esri, and other datasets that characterize existing housing market conditions.
- Analyze market data, housing conditions, and regional trends to identify housing needs; and
- Visualize baseline housing conditions using maps, graphs, and other data visualizations.

The Housing Market Analysis will be the basis for the development of preliminary housing recommendations focused on equitable housing strategies for West Chicago.

2.6 Community Services and Infrastructure

The Project Team will develop an existing conditions analysis to characterize the condition of the City's water, sewer, power, broadband, and other public infrastructure and utility systems. We will approach this analysis through the lens of High-Performance Infrastructure, which is based on the principles of sustainability and resilience. The Project Team will:

- Collect, inventory, and map utility data provided by the City and utility providers;
- Identify current and projected utility demands and infrastructure improvements;
- Convene a working group of City staff and stakeholders (e.g., City Engineer, Public Works Director, utility representatives) to review and refine current and projected utility and infrastructure needs;
- Develop a preliminary list of capital projects, which can support ongoing capital improvement planning and budgeting processes; and
- Identify strategies to maximize efficacy and efficiency of these resources.

2.7 Public Health

As important factors in the Village's high quality-of-life, current public health and education initiatives and programs will be inventoried as the basis for future recommendations.

We will conduct a Health Impact Review (HIR) to assess the positive and negative health impacts that could result from a proposed plan, policy, or project. Once the potential health impacts are assessed, recommendations can be made to maximize health benefits and mitigate health threats. The Health Impact Review will be used to develop an understanding of the current health needs of West Chicago and the health impacts that may be derived from fulfilling the Plan's vision. The Project Team will:

- Collect, inventory, and map public health data provided by local, county, and state sources;
- Identify and map community assets (e.g., schools, parks, places of worship, municipal facilities, business locations, etc.);

- Integrate health-related questions into community outreach activities;
- Visualize public health data conditions using maps, graphs, and other data visualizations; and,
- Develop preliminary Public Health recommendations.

2.8 Parks and Natural Areas

The Project Team will create a map and inventory the City's existing parks and natural areas. We will work with the West Chicago Park District, Forest Preserve District of DuPage County, and other landowners to create an up-to-date map of the City's parks and natural areas. We will approach this work through a green infrastructure planning lens, which is focused on creating connections between people and nature across different spatial scales (e.g., regional, neighborhood, parcel). We will employ culturally appropriate methods to engage residents and encourage outdoor recreation, stewardship, and environmental education. The Project Team will:

- Collect, inventory, and map data related to the City's Parks and Natural Areas;
- Create a Park Improvement Plan based on a visual assessment of each park facility;
- Solicit community and stakeholder feedback on the City's Parks and Natural Areas through outreach activities (e.g., most popular parks, preferred facilities and programming, access, and safety concerns); and
- Develop preliminary Park and Natural Area recommendations.

2.9 Community Character

The City's physical character including streetscape, public realm, architecture, lighting, building orientation and configuration, historic assets, and sustainable elements will be assessed via field survey. MUSE will survey residents and business owners about their preference for the design elements gathered in the field survey and identify desirable elements to carry forward in future development opportunities.

2.10 Context Reports

The preceding tasks will be summarized in a series of reports that focus on analysis over inventory and set the stage for preliminary recommendations. As directed by the City, any and all reports will be provided in Spanish and English.

2.11 Staff Review

2.12 Plan Commission Meeting #2

Phase I and II Deliverables:

- Final work plan and schedule
- Final engagement plan (including in-person and virtual outreach)
- Tour worksheet in Spanish and English
- Tour summary in Spanish and English
- Project website in Spanish and English
- Social media accounts, social media draft plan and social media posts templates in Spanish and English
- Community members' profile videos for social media (6)
- Context reports: Housing Market Analysis, Economic Development Analysis, Existing Conditions Memo, and Community Profile

Phase III: Visioning

3.1 Small Group Visioning Workshops (6-8)

Due to COVID-19 we will host six (6) to eight (8) small workshops with no more than 10 people. We will partner with community groups and organizations such as Giving DuPage to host the in-person workshops, at least two (2) of which will be conducted in Spanish. The vision and goals will represent the consensus of the community about the way forward for West Chicago and will include a review of past plan goals deemed suitable to carry forward. Note: Should Illinois Stay-at-Home restrictions be in place, we will host the workshops virtually via Zoom using breakout rooms, interactive whiteboard tools, and polling.

3.2 Interactive Online Visioning

We will develop an interactive online visioning activity on the project website to engage those who are not able to attend an in-person workshop. The online activity will be designed to be fun and highly visual to encourage participation. A Spanish version of this activity will also be facilitated.

3.3 Interactive Visioning Pop-Up

In the 2016 West Chicago Strategic Plan, the community indicated a desire for more community events. We will create at least one interactive pop-up event to engage residents and business owners in the visioning process. MUSE has experience creating approachable, fun, and culturally appropriate pop-up events that foster meaningful connections with community members. These events are designed to prompt questions, collect feedback, nurture creativity, cultivate relationships, inform and educate residents in a people-centered and place-specific setting.

3.4 Staff Review

3.5 Plan Commission Meeting #3

Phase III Deliverables:

- Small Group Workshops, including two (2) in Spanish,
- Interactive online visioning,
- Vision and goals document in Spanish and English,
- Key recommendations document in Spanish and English,
- Draft plan outline in Spanish and English
- One pop-up event

Phase IV: Key Focus Area Plans

Up to five key (5) focus area plans provide a higher level of detail for important and distinctive areas of West Chicago. The focus areas may be geographic (the Central Manufacturing District, Downtown West Chicago, Neltnor Boulevard, North Avenue and Roosevelt Road) or topical beyond what a traditional Comprehensive Plan may provide. The resulting plans will recommend both public and private sector actions needed to achieve the desired goals.

4.1 Focus Areas Design Workshop with City Officials (daytime)

Our team will design an intensive design workshop that begins with an afternoon session focused on City staff and officials. The focus will be interdepartmental and interdisciplinary so that issues can be identified and recommendations proposed in an efficient and effective manner. Note: Should Illinois Stay-at-Home restrictions be in place, we will host the workshop virtually via Zoom.

4.2 Focus Areas Design Workshop with Public (evening)

The design workshop will continue with a public event in the evening. The public's time and energy will be respected by building off of issues and recommendations identified during the city officials' session.

4.3 Focus Areas Draft Recommendations

Draft recommendations, in Spanish and English, will be prepared based on the preceding analysis and recommendations coming out of the workshop.

4.4 Staff Review

4.5 Plan Commission Meeting #4

Phase IV Deliverables:

- Design Workshop materials
- Design Workshop summary Report in Spanish and English
- Focus Area Draft Recommendations Report in Spanish and English

Phase V: Draft Comprehensive Plan

The initial draft plan will include the vision and goals created through a robust community engagement process and the development of key recommendations for review before final plan elements are created. The draft plan will include:

- Guiding principles, goals and objectives
- Market-supportable development ideas
- Recommendations for streetscape, land use, zoning, transportation, open space, health, and environment
- Identification of catalyst development sites
- The draft plan will be presented to and reviewed by City staff, Plan Commission, the public, and City Council.

5.1 Draft Comprehensive Plan

The draft plan will look out over the next 20 years and provide specific guidance on topics including:

- Land use, zoning, housing, economic development, historic preservation, infrastructure capacity, transportation, community services, parks and natural areas.
- Strategies, resources, funding
- Future zoning amendments
- Priority projects and pilot projects
- Residential policy (housing stabilization, diversity, and affordability)
- Partnership and responsibility matrix, including strategic inter-governmental partnerships where appropriate
- Implementation timeline
- Key Focus Area Plans

5.2 Staff Review

5.3 Plan Commission Meeting #5

Phase V Deliverables:

- Draft Comprehensive Plan in Spanish and English

Phase VI: Final Comprehensive Plan

The final draft plan will be presented to the Plan Commission and the City Council for approval. The consultant team will provide electronic and print copies in addition to an editable version of all maps and graphics for future use by the City.

6.1 Preparation of Final Plan Document

6.2 Open House

A community open house will be created to obtain public review and comment on the draft plan. The open house may be scheduled in conjunction with an existing community event, such as the West Chicago Food Festival or as a standalone event. Facilitated activities will be organized to engage a multi-generational group of attendees. All the information shared at this Open House will be provided in both Spanish and English.

6.3 Plan Commission and Development Committee Review

6.4 City Council Review and Adoption

6.5 Champions Workshop

Once the draft plan is revised, an in-person or virtual workshop will be scheduled for organizations responsible (in a primary or supporting role) for implementing the plan. Taking the time to achieve "buy in" and explain responsibilities will ensure that implementation is as swift and efficient as possible. This will be an opportunity to identify long-term systems of accountability as well as strategies for collective efficacy.

6.6 Plan Launch

We will provide a companion document that outlines plan launch activities for the City to undertake to maintain momentum and interest in the plan. This may take the form of a "how to use the plan" guide and will include recommendations on events, publicity, and a case study write-up to share with peer communities. Additionally, we would plan to return to the classroom for a follow-up

visit with students and provide on-call help for six months, post-adoption

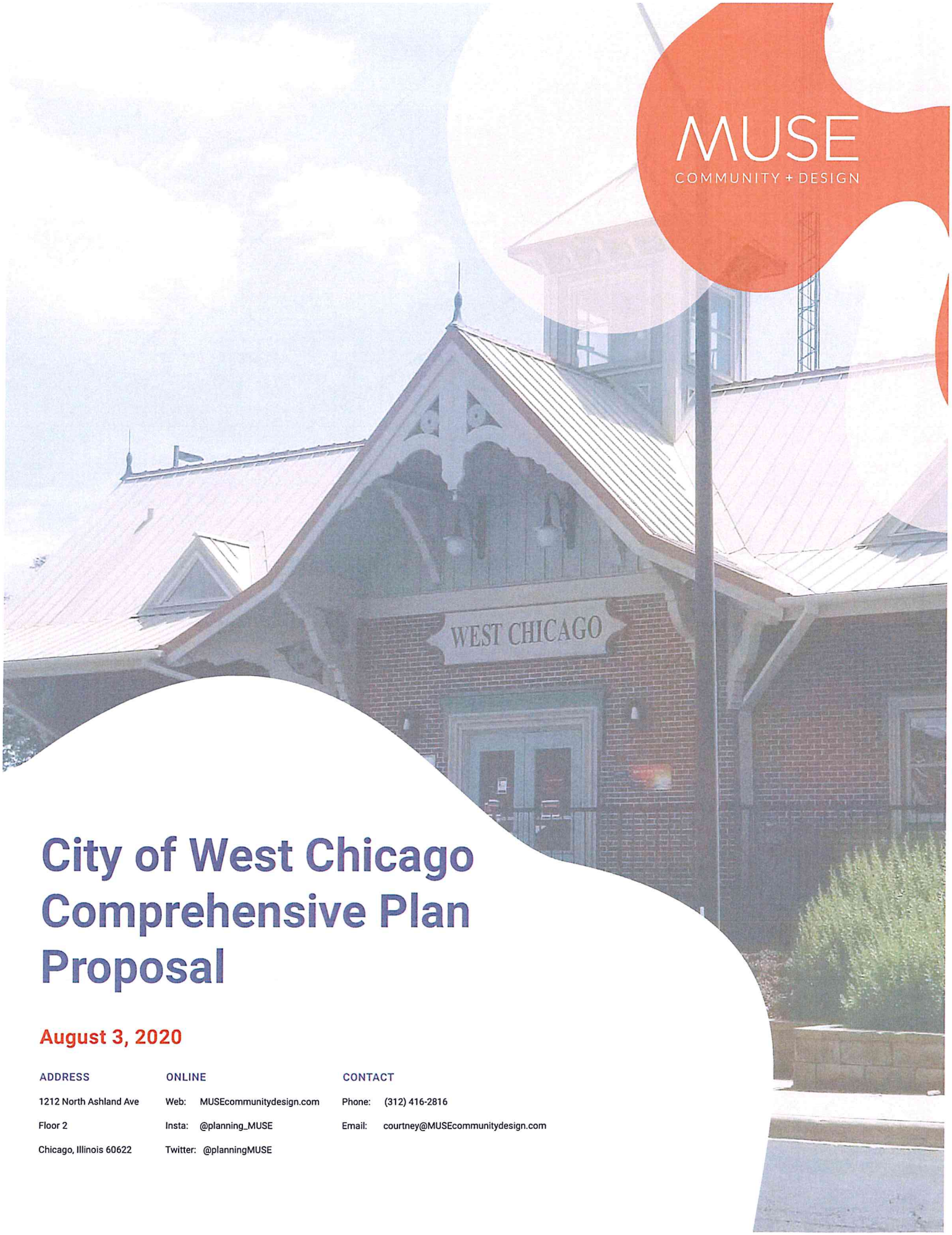
Phase VI Deliverables:

- Open House
- Champions Workshop
- Final Comprehensive Plan in Spanish and English
- How to Use the Plan document

	Courtney Kashima	Romina Castillo	Planning Support	Antero Group	Direct Expense	Notes
	$140	$125	$105	$150		
West Chicago Comp Plan						
Phase I: Survey, Data Collection, Citizen Input						
Staff Kickoff Meeting	2	2				
Plan Commission Kickoff Meeting	2	2				
Orientation Tour	4	6	8	12	$75	
Community Conversations (4-6)	6	12	12		$600	Stipends to participants
Resident Survey	2	4	8		$50	FB ads
Business Owner Survey	2	4	8	4	$50	FB ads
Customized Website, Social Media and SMS text messaging	8	12	32		$1,200	
Stakeholder Interviews (8-10)		8	12	8	$300	Testimonial videos (6)
Youth Engagement Activity	2	4	8			
Total Hours	28	54	88	24		
Phase II: Understanding the Context: Identifying issues, assets and opportunities						
Summary of Past Plans and Reports	2	4	6	6		
Land Use and Zoning Analysis	4		6			
Transportation		2		24		
Economic Development	2		2	24		
Housing	2		2	40		
Community Services and Infrastructure				24		
Public Health	4	4	8	20		
Parks and Natural Areas	2	2		32		
Community Character	2	4	8	12		
Context Reports	4	8	20			
Staff Review	2	2	4	12		
Plan Commission Meeting #2	4	4		8	$60	Travel to West Chicago 4 ppl @ $15
Total Hours	28	30	56	202		
Phase II: Visioning						
Small Group Visioning Workshops (6-8)	2	12	16	8	$200	Materials
Interactive Online Visioning	2	4	8			
Interactive Visioning Pop Up	4	8	16		$800	Travel and supplies

Staff Review	2	4				
Plan Commission Meeting #3	4	4	4		$30	Travel to West Chicago 2 ppl @ $15
Total Hours	14	32	44	8		
Phase IV: Key Focus Area Plans (up to 5)						
Focus Area Design Workshop with City Officials	4	4	10	8	$250	Materials
Focus Area Design Workshop with Public	4	6	12	8		
Focus Area Draft Recommendations	2	6	12	24		
Staff Review	2	2		4		
Plan Commission #4	4	4			$30	Travel to West Chicago 2 ppl @ $15
Total Hours	16	22	34	44		
Phase V: Draft Comprehensive Plan						
Draft Comprehensive Plan	4	12	28	12		
Staff Review	2	2	4	4		
Plan Commission Meeting #5	4	4	4	8	$60	Travel to West Chicago 4 ppl @ $15
Total Hours	10	18	36	24		
Phase VI: Final Comprehensive Plan						
Preperation of Final Plan Document	4	12	16	8		
Open House	4	4	8	8	$75	Travel to West Chicago 5 ppl @ 15
Plan Commission and Development Committee	4	4	4	4	$45	Travel to West Chicago 3 ppl @ 15
City Council	4	4		4	$45	Travel to West Chicago 3 ppl @ 15
Champions Workshop	2	2	4		$30	Travel to West Chicago 2 ppl @ 15
Plan Launch	2	4	4			
Total Hours	20	30	36	24		

Project Total **$123,160**



MUSE
COMMUNITY + DESIGN

City of West Chicago Comprehensive Plan Proposal

August 3, 2020

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GENEVA ROAD | SOURCE: FRIENDS OF WEST CHICAGO CITY MUSEUM

Tom Dabareiner, AICP
Community Development Director
City of West Chicago
475 Main Street
West Chicago, IL 60284

VIA HAND DELIVERY

Dear Mr. Dabareiner:

Thank you for the opportunity to create an updated Comprehensive Plan for West Chicago. Since the adoption of the City's last Comprehensive Plan in 1995, there have been significant changes in the City, the economy, and in the practice of planning. Communities are demanding comprehensive plans that are nimbler, more strategic, and more relevant than they were in the past. Our team is committed to evolving the comprehensive plan in this manner and to creating customized and achievable recommendations for implementation. For us this means a process that values diversity as an asset, bilingualism that isn't an afterthought, and that a plan can be an organizing tool to create leadership, build value, and guide development. The result is a plan that is too busy to sit on the shelf—a bold vision paired with strategic actions that not only involve City staff from various departments, but also elected and appointed officials, partner agencies, and school kids. We envision a plan that creates a shared vision, rises above skepticism, and gets heads nodding. As a team, we are committed to create a plan that is unique to West Chicago in order to address West Chicago's unique issues: no boilerplate plans, no assumptions. A recent quote by former Mayor of Pittsburgh Tom Murphy encapsulates our approach, "The narrative of communities being victims of forces beyond their control is true, but the assumption that communities can do little about it is untrue. Every community has a choice: to react and manage the effects of those global forces or to be proactive and decide what type of community it wants to be, based on its strengths. Every community has that choice."

I founded MUSE nearly six years ago to bring inspired change to communities and their plans. Having worked as a planner in the private, public, and not-for-profit sectors for twenty years, I created a firm that has grown from one employee to seven and is comprised of amazing professionals who bring a diversity of lived and professional experiences. I have managed projects with budgets as small as $1,500 and as large as $3 million with teams ranging from one to 17 firms. I founded MUSE as a boutique firm that prides itself on quality of work over quantity. As a team, we are committed to getting the project right and providing adequate time to review work products to make informed decisions.

We are joined for this endeavor by Antero Group, a holistic civil engineering, urban planning, and strategic consulting firm with offices in Chicago, South Bend, Denver, and Dallas-Fort Worth. Antero shares our philosophy of being a true partner to communities by designing innovative and effective solutions to help communities stretch their resources to bring lasting change.

Our team's philosophy for this project is based on four themes:

A commitment to meaningful engagement. Engagement activities must be relevant and convenient, more so when the population is largely bicultural and bilingual.

A focus on authenticity. Our recommendations will be built on the unique charm and character of West Chicago by celebrating the history and culture of the City. We will be authentic to West Chicago rather than imitating other places.

A great, but grounded, vision. The most powerful vision is one that not only inspires but is also clear about how to get there. Our nature is to be pragmatic while also pushing the envelope.

Being honest about change. At the moment communities most desire change, they also often fear it. To maintain interest and enthusiasm, our implementation plan will identify top priorities and set up some early wins based on the capacity and resources of the City and its

Courtney Kashima, AICP
Founding Principal

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MUSE

COMMUNITY + STRATEGY + MOBILITY + EQUITY
1212 North Ashland Ave, Floor 2, Chicago, Illinois, 60622
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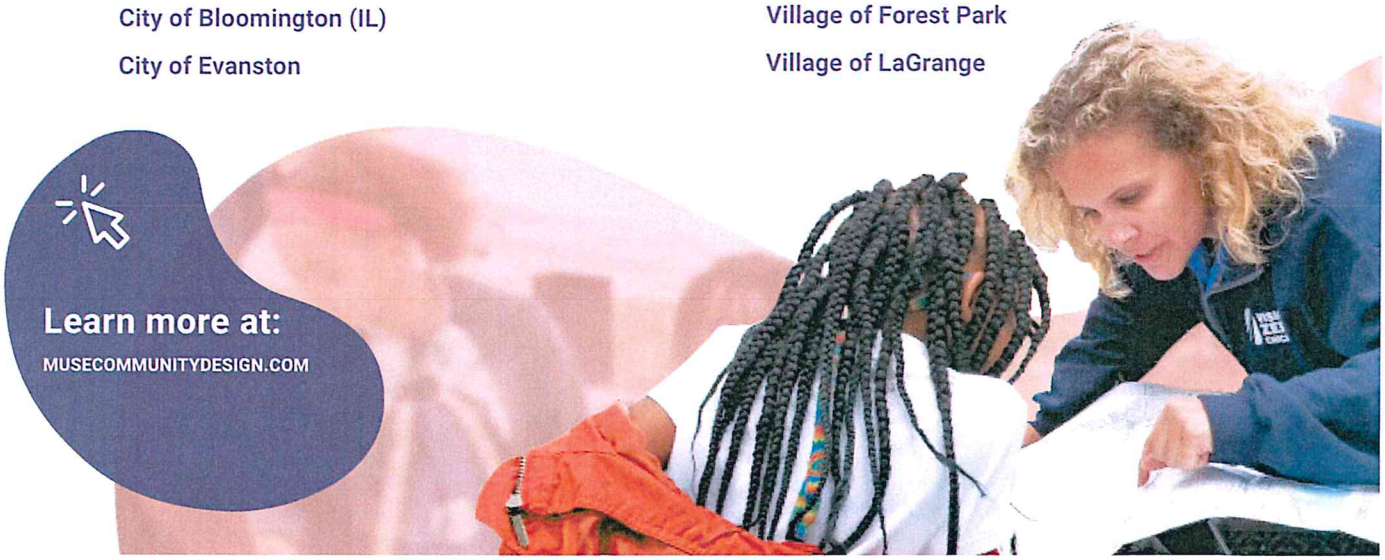
MUSE creates places that are inclusive, vibrant and prosperous.

- Comprehensive Plans
- Business District Analyses
- Neighborhood Studies
- Zoning and Land Use
- Strategic Planning
- Outreach Strategies
- Public Engagement
- Retainer Services

Recent Clients

Center for Neighborhood Technology
Chicago Department of Transportation
Chicago Park District
Champaign-Urbana Mass Transit District
City of Bloomington (IL)
City of Evanston
Metropolitan Planning Council
Chicago Metropolitan Agency for Planning
Pace Suburban Bus
Village of Glen Ellyn
Village of Forest Park
Village of LaGrange



Antero Group

"Applying common sense to common problems for the common good."
Gifford Pinchot

VISION + MISSION

We envision a world where sustainability, resilience, and equity is business as usual. Our mission is to help our clients thrive by designing projects, policies, and programs that transform the built environment.

CE

CIVIL ENGINEERING

Site Development
Construction Engineering and Management
Environmental and Geotechnical Engineering
Municipal Engineering
Transportation Engineering
Logistics Engineering
Stormwater Management
Regulatory and Compliance Services

P+D

PLANNING + DESIGN

Land Use, Zoning
Comprehensive Planning
GIS Analysis and Visualization
Complete Streets and Active Transportation
Green Infrastructure Planning
Hazard Mitigation and Resilience Planning
Community Outreach and Education
Smart and Connected Communities

SC

STRATEGIC CONSULTING

Economic and Workforce Development
Government Advisory Services
Real Estate Services
Funding and Financing Strategies
Major Project Delivery
Strategic Insights
Operations and Change Management
Owner Representative Services

ABOUT US

Antero Group is a full service engineering, urban planning, and strategic consulting firm with offices in Chicago, Denver, and Dallas-Fort Worth.

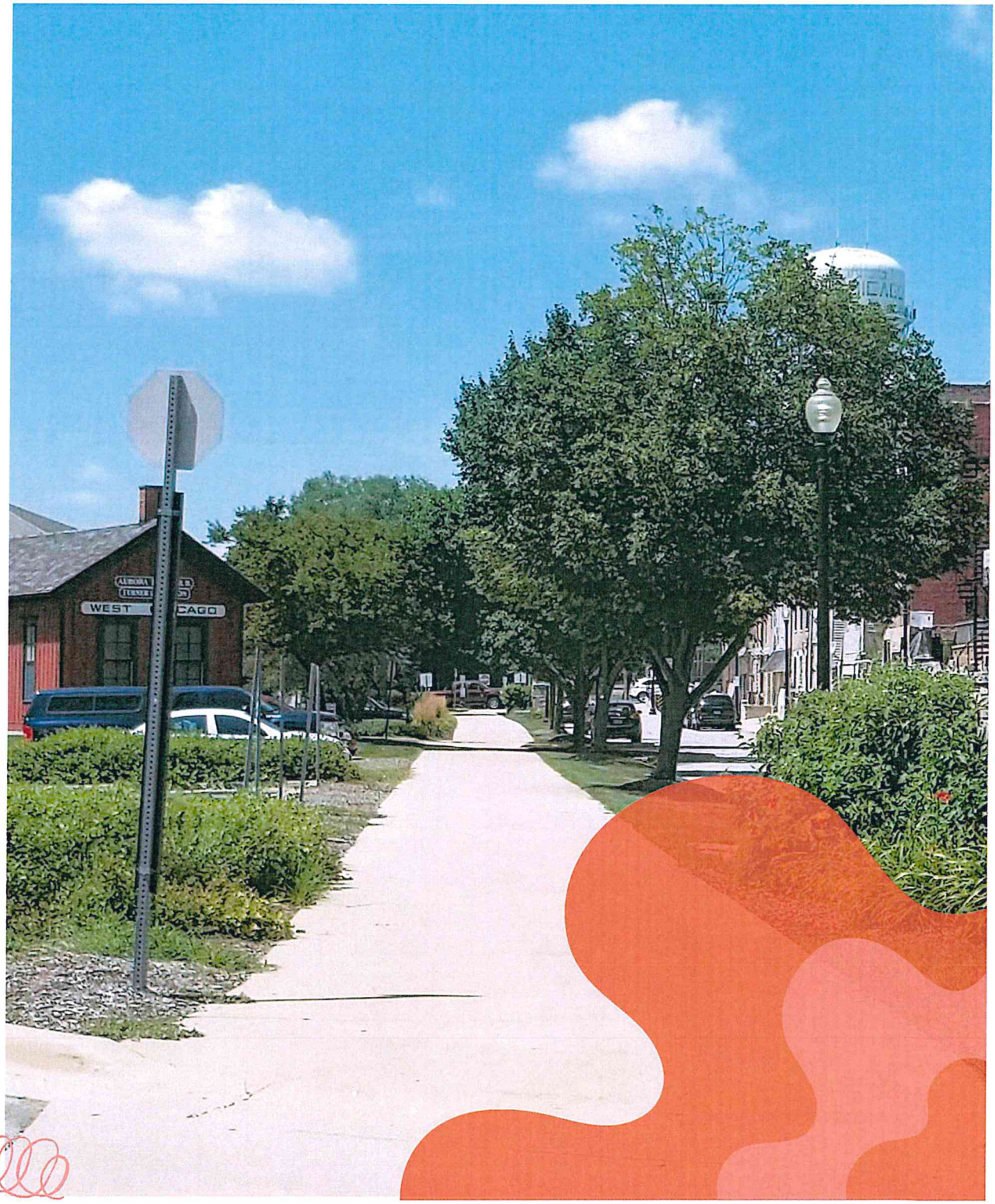
We leverage interdisciplinary teams, creative thinking, and collaborative processes to deliver innovative and effective solutions. We believe that authentic, long-term partnerships are the best way to deliver projects that create lasting value.

Antero Group
anterogroup.com
312.772.5085

Civil Engineering
Planning + Design
Strategic Consulting

Section 01

Project Understanding


WEST
CAGO

Overview

A ROADMAP FOR THE FUTURE

West Chicago has extended significant resources planning for its future. It is time to update the Comprehensive Plan- the one document that ties all other plans together and sets the policy and vision for the future. The updated plan should address how the City can continue to be strategic with resources (regardless of economic cycles), build off of prior efforts, position neighborhoods and districts for change, and attract and retain residents.

Our team is diverse and insightful, one with a history of improving the quality of life in communities and an emphasis on implementation. We not only bring experience but we bring an interest in evolving community planning processes and documents to ensure they are responsive to local needs and desires and impactful from the day they are adopted.

By its nature, a comprehensive plan is a forward-looking document. The updated West Chicago Comprehensive Plan should position the City for the future by addressing the issues it faces now and into the coming years while also capitalizing on the opportunities the City has for growth. The updated Comprehensive Plan should be both broad and specific by providing guidance on attracting families, younger residents and Millennials; planning for an aging population; identifying ways to diversify the economic base; clarifying the development process for neighbors and developers; and achieving consensus on growth. The Comprehensive Plan must be nimble in order to respond to changes in trends and technologies and must memorialize a shared vision for the future.

CMAP's recent Community Profile for West Chicago reveals some insights about those who live in West Chicago. Compared to DuPage County, West Chicago has larger household sizes, has a faster growing population density, is younger, and has a higher average VMT. With 53% of the population self-identifying as Latinx and 46% of the population speaking primarily Spanish at home, it is critical that the plan process reinforce trust and relationships by having an inclusive process led by culturally-competent planners. The main metric of success for a Comprehensive Plan is whether it retains and improves quality of life. The recommendations should take a close look at increasing walkability and transit access, and consider ideas like "missing middle" housing to achieve lasting housing diversity and affordability to ensure West Chicago remains a place with pride.

OUR APPROACH

Our team will develop a process to meaningfully engage the West Chicago community, with a focus on the Latinx community, which makes up more than half of the residential population. We will listen with humility and use our expertise to craft goals and strategies to set a roadmap for developing West Chicago into the City the residents and business owners envision for themselves and their children.

Creating a truly effective comprehensive plan requires thought, analysis, and creativity from an interdisciplinary team. MUSE Community + Design and Antero Group bring a depth of knowledge and experience as well as a willingness to try new ways of approaching engagement to create a clear path forward for West Chicago. These are the circumstances we live for. We will listen to the community's goals and vision for the future and translate them into clear action. We will outline tradeoffs and demystify terms. We will present clear choices and guidance on how to get it done. We will take both the 10,000 foot as well as the street-level view of West Chicago, using tools and innovations in technology tailored to West Chicago. We will apply new tools, such as aerial drone photography. to make community-wide land use and infrastructure assessments as well as innovative online engagement and mapping applications.

A PHILOSOPHY, NOT A PROJECT PHASE

MUSE Community + Design was founded on the idea that engagement should be relevant, meaningful, and (even) fun. The MUSE team has facilitated engagement in more than 24 cities, in eight states, and on two continents. More broadly, our entire team is committed to the idea that engagement is a philosophy and not a project phase. It is our job to not only bring out the best tools in our toolbox but also be ready to pivot if circumstances change or results from an individual activity are not satisfactory.

Equally important is the fact that our team is not only committed philosophically to ideas of diversity and inclusion, we are diverse and inclusive by intention and by every measure. Particularly relevant to working in West Chicago, the majority of our team are immigrants or children of immigrants, including our Community Planner Romina Castillo, a native Spanish speaker born and raised in Mexico. She will lead a comprehensive

and culturally-appropriate engagement process in Spanish to connect with the values and experiences shared by West Chicago's Latinx community.

As practicable, we will identify and attend West Chicago events/festivals such as the West Chicago Food Festival or Blooming Fest, visit local businesses, schools and places of worship. This means that our team will be present at recognizable locations where stakeholders feel comfortable, rather than creating stand-alone events with the sole purpose of speaking

about the City's Comprehensive Plan. We will leverage existing partnerships and media outlets including Casa Michoacan, the Sun-Times recently-launched Spanish language news outlet, "La Voz," and Facebook groups such as, "What's Happening in West Chicago?" (with more than 7,000 members).

VIRTUAL ENGAGEMENT DURING COVID-19

Now more than ever, communities need to come together to re-envision a thriving, safe, and healthy future. MUSE recognizes the challenges that COVID-19 brings to any community-building and engagement effort. Our team will create virtual and in-person activities. We will collect narratives, ideas, observations and questions using mail and online surveys, interactive mapping, social media, in-person interactions, and polls.

Central to our outreach strategy in the COVID-19 era is a customized website which includes interactive mapping, data collection and visualizations coupled with a robust social media campaign. Our website will integrate the data collected through the website directly into GIS databases to allow the project team to analyze and present data in real time. In addition to web-based feedback, we will utilize SMS text messages to provide an alternate feedback channel. Our suite of online tools is versatile, robust, and relevant and have proven to reach a broad spectrum of stakeholders and provide valuable feedback for our projects.

We will follow closely State and Federal guidelines to keep our team, the City staff, and community residents safe. We will proceed with caution when it comes to public events. When appropriate our team will engage in-person at community events, cultural performances, and places of worship.

Section 02

Scope of Services

Overview

PHASE I: DISCOVERY
Survey, Data Collection, and Citizen Input

PHASE II: UNDERSTANDING
Understanding the Context: identifying issues, assets, and opportunities

PHASE III: VISIONING
Small group workshops and interactive virtual sessions

PHASE IV: ESTABLISH FOCUS AREAS
Design workshops. Establish focus area plans and draft recommendations

PHASE V: DRAFT PLAN
Draft Comprehensive Plan
Share and Revise

PHASE VI: COMPREHENSIVE PLAN
Present Final Comprehensive Plan
Promote + Launch

Detailed Plan

The following phases and tasks outline our proposed approach to the comprehensive plan.

Phase I: Survey, Data Collection and Citizen Input

Phase one starts with orienting the team to the project and provides a "deep dive" into existing conditions in the City and surrounding area. The existing conditions memo will subsequently be repurposed into a standalone community profile that can be used by the City and partner agencies. The document will include the history of the area, its regional context and will provide the basis for subsequent recommendations.

1.1 Staff Kickoff Meeting

The internal kickoff meeting will be held with City staff to accomplish the following:

- Review project goals and objectives;
- Refine work program and scope of services;
- Confirm project schedule and milestones;
- Identify key stakeholders and partners;
- Obtain community data and existing reports;
- Formalize the steering committee process and composition; and
- Finalize engagement plan.

1.2 Plan Commission Kickoff Meeting

MUSE will utilize the Plan Commission to guide the development of the plan. The Plan Commission kickoff meeting will be held to accomplish the following:

- Review project goals and objectives;
- Review engagement plan; and
- Discuss issues and opportunities.

1.3 Data Collection

The project team will collect data from the city and the county to create and refine maps and data sets to be used in the planning process.

1.4 Walking Tour

City staff, elected and appointed officials, the Plan Commission, the consultant team, and invited community representatives will conduct a socially distanced walking tour of the City to help the team identify critical issues and opportunities. Due to COVID-19, we will break into two (2) groups of no more than 10 people. Touring together expands the team's technical view of the area to one that is guided by those who live, work and invest there. We will provide a Spanish speaking tour guide, if desired.

1.5 Community Conversations (4-6)

We are mindful of "planning fatigue" and of a public that may wonder why the City is undertaking yet another plan. We will lead small group discussions about the future of West Chicago that lay the groundwork for why a comprehensive plan update is needed and why it is happening now. Where the conversations take place will be at the City's direction, but we anticipate working with organizations such as People Made Visible, West Chicago City Museum, West Chicago Garden Club and more to host conversations. These conversations will simultaneously be facilitated in Spanish and will target hard-to-reach groups such as seniors and children. Our conversations can be organized into small groups, social distanced and in-person, or interactive online Zoom meetings.

1.6 Resident Survey

A resident survey, one in Spanish and one in English, will be created to gauge the perspectives and habits of residents in the City. The survey will be created electronically for distribution through email, websites and SMS to get a broad response. We anticipate using Facebook ads to target populations who don't typically feel included in planning efforts. We will also identify innovative ways for residents to participate in this survey for those who may not have access to a smart phone, computer, or reliable internet.

1.7 Business Owner Survey

A business owner survey, one in Spanish and one in English, will be created to gauge the perspectives of business owners in the City. The survey will be distributed electronically, via email and SMS to get a broad response with the assistance of partners.

1.8 Customized Website, Social Media and SMS Messaging

A customized bilingual website that encourages active citizen participation will be created. The feedback collected on the website will feed directly into GIS datasets, when applicable. This data integration will allow the Project Team to conduct real-time analysis with both existing and collected GIS data. The Project Team will use social media and SMS messages throughout the project to engage with residents and business owners and leverage existing outlets like the Window to West Chicago newsletter. We will allocate a portion of the budget for social media advertising to ensure we are engaging with a broad spectrum of West Chicagoans of all ages.

1.9 Stakeholder Interviews (8-10)

Based on a list created in partnership with the City, the consultant team will interview up to 10 stakeholders, individually or in small groups. These meetings are an opportunity to gain insight into issues from a diverse group of individuals who share their experiences and narratives and will be conducted in Spanish and English. Examples may include business owners, residents (new and established), major property owners, service organizations and more. We will build off of recent efforts for Census 2020 to engage hard to reach groups such as the Purapecha population. In keeping with MUSE's commitment to equity, we propose stipends (in the form of gift cards to local businesses) for the stakeholders we interview to compensate them for their time.

1.10 Student Workshop

With 32% of the total population being under 19 years old, our team recognizes the importance of including young voices and perspectives into this process. We will partner with a local classroom (or other, as directed, e.g., DREAM Program) and present our plan process – in Spanish or English – to students. We will facilitate an interactive exercise to build interest in the plan and expose students to the field of urban planning. This will also be an opportunity to elevate young voices and empower them to be active participants in the future of their city.

Phase II: Understanding the Context: identifying issues, assets, and opportunities

2.1 Summary of Past Plans and Reports

Previous plans, policies, regulations, reports, and studies affecting the City will be reviewed to assess relevant changes and to align recommendations. The Project Team will identify elements from prior plans to carry forward to the new Comprehensive Plan. Past plans include, but are not limited to:

- 2016 Strategic Plan;
- Central-Main Street Redevelopment Plan Update;
- TIF area plans;
- West Chicago Economic Development Plan;
- Healthy West Chicago Community Action Plan;
- OnTo 2050; and
- DuPage County Strategic Plan.

2.2 Land Use and Zoning Analysis

A field survey will be conducted to assess the City's land use patterns. Zoning, existing and proposed, will be reviewed to reveal barriers and opportunities for development. Areas for growth will be evaluated. One of the key goals of this task is to identify sites that are susceptible to development/redevelopment including opportunities for in-fill development and Transit Oriented Development (TOD). Our analysis will include assessing brownfields, superfunds and other environmental areas for concern. The Project Team will "ground truth" any recent changes to the zoning ordinance and other regulatory documents.

2.3 Transportation

We will use GIS data from IDOT, the County and the City to map and analyze West Chicago's existing motorist, rail, transit, bike, and pedestrian networks. We will approach this analysis through a multimodal lens that considers connections between travel modes as well as transportation and land use dynamics. The Project Team will:

- Collect, inventory, and map readily available GIS datasets from IDOT, CMAP, DuPage County DOT, and other sources to understand existing transportation networks and flows;
- Complete a walkability assessment of downtown and surrounding neighborhoods;
- Complete a high-level freight flow analysis; and
- Complete a first/last mile mobility assessment.

We will then develop preliminary transportation recommendations. This will include places that cut-through traffic can be mitigated, roadways that are candidates for bike facilities, and ways to improve the walkability of corridors and intersections. The recommendations will consider all users of the roadway, including pedestrians, bicyclists, transit riders and drivers as well as all ages and abilities (including ADA considerations).

2.4 Inclusive Economic Development

We will develop an inclusive economic development strategy for West Chicago that builds upon the City's existing assets and anchor institutions. This strategy will address workforce development; supplier-producer linkages studies aimed at supporting minority-owned, woman-owned, and disadvantaged businesses; and, a Retail Market Analysis, including a Business Retention, Attraction, Competition, and Expansion (BRACE) analysis. The Project Team will:

- Collect, inventory, and map data provided by the U.S. Census, CMAP, CoStar, Emsi, Esri, and other providers that characterize economic, demographic, and market conditions;
- Visualize baseline economic conditions using maps, graphs, and other data visualizations;
- Complete a Fiscal Resilience Analysis based on the City's past audits; and,
- Develop a Priority Development Area (PDA) map and complete a Development Feasibility Analysis for a prioritized list of development opportunities.

2.5 Housing

The Project Team will conduct a Housing Market Analysis, based on a review of local and regional housing, workforce demand, economic, and demographic characteristics, and trends. To complete this task the Project Team will utilize Emsi labor markets analytics data, CoStar, Esri, CMAP, and other, local regional, and national datasets to analyze existing housing stock, assess and project West Chicago's housing needs with an eye for historic preservation

over a 10- and 20-year period and develop market- and data-driven policy and planning recommendations. The Project Team will:

- Collect, inventory, and map U.S. Census, HUD, CMAP, CoStar, Emsi Esri, and other datasets that characterize existing housing market conditions.
- Analyze market data, housing conditions, and regional trends to identify housing needs; and
- Visualize baseline housing conditions using maps, graphs, and other data visualizations.

The Housing Market Analysis will be the basis for the development of preliminary housing recommendations focused on equitable housing strategies for West Chicago.

2.6 Community Services and Infrastructure

The Project Team will develop an existing conditions analysis to characterize the condition of the City's water, sewer, power, broadband, and other public infrastructure and utility systems. We will approach this analysis through the lens of High-Performance Infrastructure, which is based on the principles of sustainability and resilience. The Project Team will:

- Collect, inventory, and map utility data provided by the City and utility providers;
- Identify current and projected utility demands and infrastructure improvements;
- Convene a working group of City staff and stakeholders (e.g., City Engineer, Public Works Director, utility representatives) to review and refine current and projected utility and infrastructure needs;
- Develop a preliminary list of capital projects, which can support ongoing capital improvement planning and budgeting processes; and
- Identify strategies to maximize efficacy and efficiency of these resources.

2.7 Public Health and Education

As important factors in the Village's high quality-of-life, current public health and education initiatives and programs will be inventoried as the basis for future recommendations.

We will conduct a Health Impact Review (HIR) to assess the positive and negative health impacts that could result from a proposed plan, policy, or project. Once the potential health impacts are assessed, recommendations can be made to maximize health benefits and mitigate health threats. The Health Impact Review will be used to develop an understanding of the current health needs of West Chicago and the health impacts that may be derived from fulfilling the Plan's vision. The Project Team will:

- Collect, inventory, and map public health data provided by local, county, and state sources;
- Identify and map community assets (e.g., schools, parks, places of worship, municipal facilities, business locations, etc.);
- Integrate health-related questions into community outreach activities;
- Visualize public health data conditions using maps, graphs, and other data visualizations; and,
- Develop preliminary Public Health recommendations.

2.8 Parks and Natural Areas

The Project Team will create a map and inventory the City's existing parks and natural areas. We will work with the West Chicago Park District, Forest Preserve District of DuPage County, and other landowners to create an up-to-date map of the City's parks and natural areas. We will approach this work through a green infrastructure planning lens, which is focused on creating connections between people and nature across different spatial scales (e.g., regional, neighborhood, parcel). We will employ culturally appropriate methods to engage residents and encourage outdoor recreation, stewardship, and environmental education. The Project Team will:

- Collect, inventory, and map data related to the City's Parks and Natural Areas;
- Create a Park Improvement Plan based on a visual assessment of each park facility;
- Solicit community and stakeholder feedback on the City's Parks and Natural Areas through outreach activities (e.g., most popular parks, preferred facilities and programming, access, and safety concerns); and
- Develop preliminary Park and Natural Area recommendations.

2.9 Community Character

The City's physical character including streetscape, public realm, architecture, lighting, building orientation and configuration, historic assets, and sustainable elements will be assessed via field survey. MUSE will survey residents and business owners about their preference for the design elements gathered in the field survey and identify desirable elements to carry forward in future development opportunities.

2.10 Existing Conditions Report

A succinct existing conditions memo, in Spanish and in English, will be prepared to present all findings from fieldwork, data analysis and outreach activities (Tasks 1.3-2.9)

2.11 Staff Meeting #2

2.12 Plan Commission Meeting #2

Phase I and II Deliverables:

- Final work plan and schedule
- Final engagement plan (including in-person and electronic outreach)
- Tour worksheet in Spanish and English
- Tour summary in Spanish and English
- Project website in Spanish and English
- Social media accounts, social media draft plan and social media posts templates in Spanish and English
- Community members' profile videos for social media
- Existing Conditions Report summarizing findings from Tasks 1.3 – 2.9 in Spanish and English

Phase III: Visioning

3.1 Small Group Visioning Workshops (6-8)

Due to COVID-19 we will host six (6) to eight (8) small workshops with no more than 10 people. We will partner with community groups and organizations such as Giving DuPage to host the in-person workshops, at least two (2) of which will be conducted in Spanish. The vision and goals will represent the consensus of the community about the way forward for West Chicago and will include a review of past plan goals deemed suitable to carry forward. Note: Should Illinois Stay-at-Home restrictions be in place, we will host the workshops virtually via Zoom using breakout rooms and polling as tools for interactive virtual engagement strategies.

3.2 Interactive Online Visioning

We will develop an interactive online visioning activity on the project website to engage those who are not able to attend an in-person workshop. The online activity will be designed to be fun and highly visual to encourage participation. A Spanish version of this activity will also be facilitated.

3.3 Interactive Visioning Pop-Up

In the 2016 West Chicago Strategic Plan, the community indicated a desire for more community events. We will create at least one interactive pop-up event at the historic depot, or at a different location as recommended by stakeholders and the City, to engage residents and business owners in the visioning process. MUSE has experience creating approachable, fun, and culturally appropriate pop-up events that foster meaningful connections with community members. These events are designed to prompt questions, collect feedback, nurture creativity, cultivate relationships, inform and educate residents in a people-centered and place-specific setting. Examples of past pop up events are a 5k Oasis reactivation in the North Lawndale neighborhood in Chicago, and our Design a Street visioning tool, which is also available in digital format.

3.4 Staff Meeting #3

3.5 Plan Commission Meeting #3

Phase III Deliverables:

- Small Group Workshops, including two (2) in Spanish,
- Interactive online visioning,
- Vision and goals document in Spanish and English,
- Key recommendations document in Spanish and English,
- Draft plan outline in Spanish and English
- One pop-up event

Phase IV: Key Focus Area Plans

Up to five key (5) focus area plans provide a higher level of detail for important and distinctive areas of West Chicago. The focus areas may be geographic (the Central Manufacturing District, Downtown West Chicago, Neltnor Boulevard, North Avenue and Roosevelt Road) or topical beyond what a traditional Comprehensive Plan may provide. The resulting plans will recommend both public and private sector actions needed to achieve the desired goals.

4.1 Focus Areas Design Workshop with City Officials (daytime)

Our team will design an intensive design workshop that begins with an afternoon session focused on City staff and officials. The focus will be interdepartmental and interdisciplinary so that issues can be identified and recommendations proposed in an efficient and effective manner. Note: Should Illinois Stay-at-Home restrictions be in place, we will host the workshop virtually via Zoom.

4.2 Focus Areas Design Workshop with Public (evening)

The design workshop will continue with a public event in the evening. The public's time and energy will be respected by building off of issues and recommendations identified during the city officials' session.

4.3 Focus Areas Draft Recommendations

Draft recommendations, in Spanish and English, will be prepared based on the preceding analysis and recommendations coming out of the workshop.

4.4 Staff Meeting #4

4.5 Plan Commission Meeting #4

Phase IV Deliverables:

- Design Workshop summary Report in Spanish and English
- Focus Area Draft Recommendations Report in Spanish and English

Phase V: Draft Comprehensive Plan

The initial draft plan will include the vision and goals created through a robust community engagement process and the development of key recommendations for review before final plan elements are created. The draft plan will include:

- Guiding principles, goals and objectives
- Market-supportable development ideas
- Recommendations for streetscape, land use, zoning, transportation, open space and environment
- Identification of catalyst development sites
- The draft plan will be presented to and reviewed by City staff, Plan Commission, the public, and City Council.

5.1 Draft Comprehensive Plan

The draft plan will look out over the next 20 years and provide specific guidance on topics including:

- Land use, zoning, housing, economic development, historic preservation, infrastructure capacity, transportation, community services, parks and natural areas.
- Strategies, resources, funding
- Future zoning amendments
- Priority projects and pilot projects
- Residential policy (housing stabilization, diversity, and affordability)
- Partnership and responsibility matrix, including strategic inter-governmental partnerships where appropriate
- Implementation timeline
- Key Focus Area Plans

5.2 Staff Meeting #5

5.3 Plan Commission Meeting #5

Phase V Deliverables:

- Draft Comprehensive Plan in Spanish and English

Phase VI: Final Comprehensive Plan

The final draft plan will be presented to the Plan Commission and the City Council for approval. The consultant team will provide electronic and print copies in addition to an editable version of all maps and graphics for future use by the City.

6.1 Preparation of Final Plan Document

6.2 Open House

A community open house will be created to obtain public review and comment on the draft plan. The open house may be scheduled in conjunction with an existing community event, such as the West Chicago Food Festival or as a standalone event. Facilitated activities will be organized to engage a multi-generational group of attendees. All the information shared at this Open House will be provided in both Spanish and English.

6.3 Plan Commission

6.4 City Council

6.5 Champions Workshop

Once the draft plan is revised, an in-person or virtual workshop will be scheduled for organizations responsible (in a primary or supporting role) for implementing the plan. Taking the time to achieve "buy in" and explain responsibilities will ensure that implementation is as swift and efficient as possible. This will be an opportunity to identify long-term systems of accountability as well as strategies for collective efficacy.

6.6 Plan Launch

We will provide a companion document that outlines plan launch activities for the City to undertake to maintain momentum and interest in the plan. This may take the form of a "how to use the plan" guide and will include recommendations on events, publicity, and a case study write-up to share with peer communities. Additionally, we would plan to return to the classroom for a follow-up visit with students and provide on-call help for six months, post-adoption

Phase VI Deliverables:

- Open House
- Champions Workshop
- Final Comprehensive Plan in Spanish and English

Comprehensive Plan/Plan Maestro

Draft Table of Contents

1. Introduction

2. Letter from the Mayor

3. Comprehensive Plan Process and Engagement Metrics

4. Where We Are

Existing Conditions Report

a. Land Use and Zoning
b. Transportation
c. Economic Development
d. Housing
e. Utilities
f. Public Health and Education
g. Parks and Natural Areas
h. Community Character

5. Where We Want To Go

a. Guiding principles, goals and objectives
b. Recommendations from Existing Conditions Report
c. Priority and Pilot Projects

6. Focus Area Plans

7. How We Will Get There

a. Strategies, resources and funding opportunities
b. Future Zoning Amendments
c. Partnership and Responsibility Matrix
d. Implementation timeline

1. Introducción

2. Mensaje del Alcalde

3. Proceso de Planeación del Plan Maestro y Evaluación de Participación Ciudadana

4. Donde nos encontramos

Reporte de Condiciones Existentes

a. Uso de Suelo y Zonificación
b. Transporte
c. Desarrollo Económico
d. Vivienda
e. Servicios Públicos
f. Salúd Pública y Educación
g. Parques y Areas Naturales
h. Carácter de la Comunidad

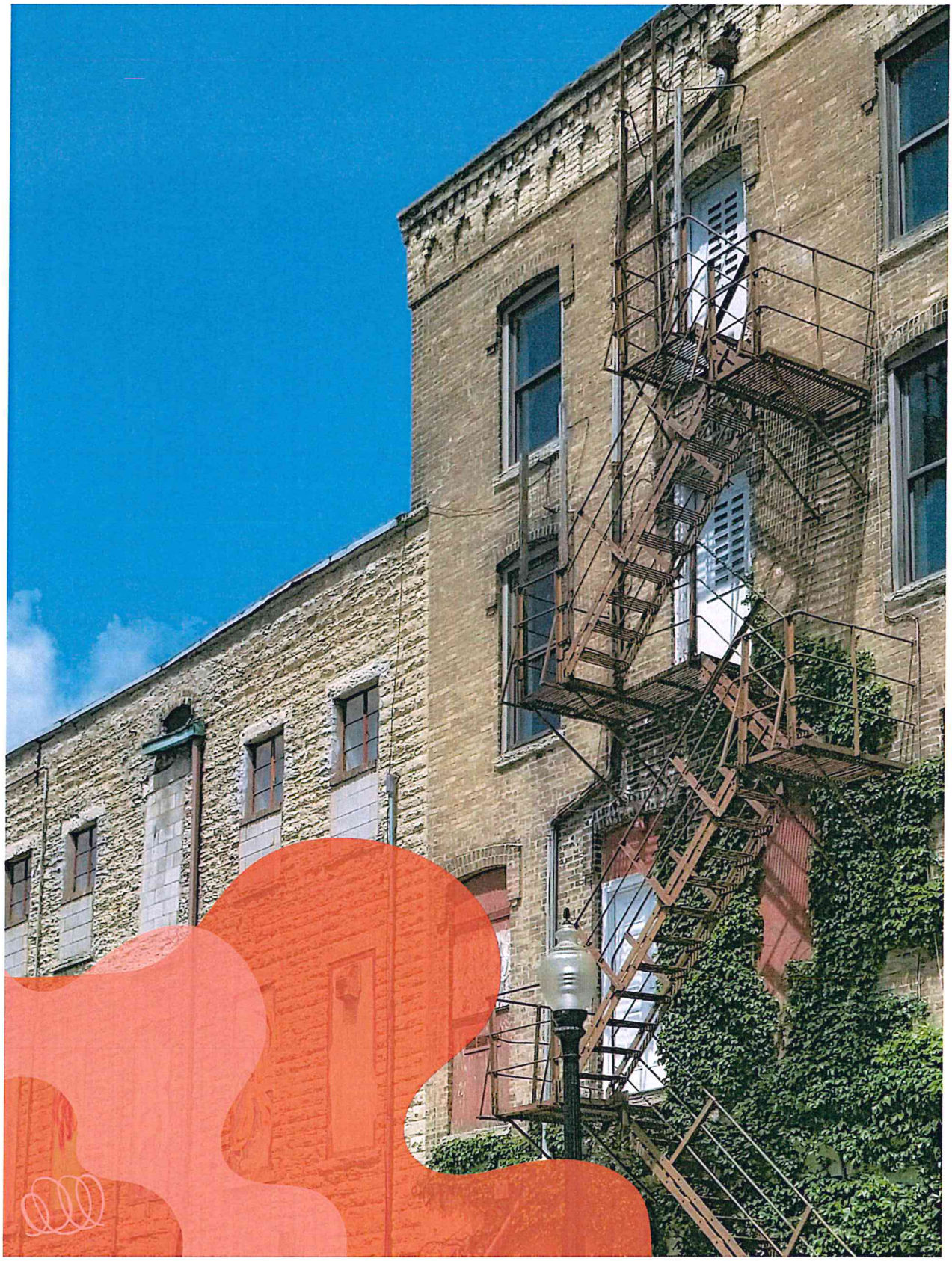
5. Donde Quremos Llegar

a. Método, metas y objectivos
b. Recomendaciones basadas en el Reporte de Condiciones Existentes
c. Prioridades y Projectos Piloto

6. Planes de Areas de Enfoque

7. Como Llegaremos Ahí

a. Strategias, recursos y oportunidades de financiamiento
b. Futuros cambios en el Reglamento de Zonificación
c. Matriz de Colaboración y Responsabilidad
d. Línea de tiempo de la implementación del Plan Maestro



Section 03

Our Team

Core Team

Courtney Kashima, AICP
Founding Principal, MUSE
Role: Project Director

Nina Idemudia, AICP
Director of Planning, MUSE
Role: Project Manager, Land Use and Zoning

Curtis Witek
Sr. Project Manager, Antero Group
Role: Multimodal Transportation + Capital Improvements

Romina Castillo
Community Planner, MUSE
Role: Engagement and Health

Andrew Johansson, AICP
Sr. Project Manager, Antero Group
Role: Economic Development +Housing

Courtney Kashima, AICP
Founding Principal

Courtney is a certified urban planner (AICP) and charrette facilitator (NCI). She has worked nationally and internationally in the areas of land use, zoning, economic development, and historic preservation. Courtney excels at creating the processes, policies and partnerships needed to bring about meaningful change in the built environment. She has led planning processes in more than 20 cities, in six states, and on two continents.

Courtney holds a BA in Urban and Regional Planning from the University of Illinois at Urbana-Champaign and a Master's Degree in Urban Planning and Public Affairs from the University of Illinois at Chicago. She studied abroad at the University of Sheffield (UK) in their Town and Regional Planning program. She is a past president of APA-IL and the Ely Chapter of Lambda Alpha International, a multi-disciplinary land economics society. Courtney is also the host of APA's podcast, "The People Behind the Plans."

EDUCATION

University of Illinois at Chicago, Masters in Urban Planning, 2004

University of Illinois at Urbana-Champaign, Bachelor of Arts in Urban Planning, 2000

Sheffield University (U.K. Town and Regional Planning Semester Abroad, 1999

CERTIFICATIONS

American Institute of Certified Planners (AICP)

Certified Charrette Facilitator, National Charrette Institute

AFFILIATIONS

American Planning Association

Past President, Lambda Alpha International-Ely Chapter

Past President, APA-IL

Co-Chair, 2011 APA-IL State Conference

Co-Chair, 2013 National Planning Conference

PROJECT EXPERIENCE

- Community engagement strategy for the Chicago Park District's forthcoming Shoreline Strategic Action Plan.
- Land use and TOD-readiness analysis for the forthcoming updated Strategic Plan for Pace Bus.
- Stakeholder engagement for the forthcoming bus service analysis for the Champaign-Urbana Mass Transit District.
- Engagement strategy for the Divvy Expansion to the Far South Side on behalf of Lyft.
- Engagement strategy for the Pace Joliet Express Bus study.
- Engagement strategy for CNT and the City of Evanston for net-zero, resilient, affordable housing program design.
- Retainer/interim planner for Bloomington, La Grange, and Forest Park, IL serving as staff planner for site plan review, ZBA, and Plan Commission.
- Stakeholder engagement for downtown Glen Ellyn streetscape improvements including business owner outreach, public meetings, and an interactive website.
- Planning and engagement for the Chicago Department of Transportation's bicycle and pedestrian program including MPAC, MBAC, the Bicycle Ambassadors, and Vision Zero.
- Stakeholder engagement and creation of neighborhood plans for Vision Zero West Side including social media, events, round tables, and exhibits.
- Plans for more than 30 communities nationally and internationally including Niles, Geneva, Mundelein, Harwood Heights, Morton, Chicago, Downers Grove, Tulsa, OK, Austin, TX, Gladstone, MO, and several communities in China.
- Zoning and entitlement approvals for law firm clients such as General Growth Properties, American Girl Place, St. Joseph Hospital and (former) West Suburban Medical Center.

Nina Idemudia, AICP

Director of Planning

A native Detroiter, Nina Idemudia, AICP, understands firsthand how the built environment shapes the lives of society's most vulnerable populations. This fuels her passion for empowering citizens to be change agents through the planning process. Prior to moving to Chicago, Nina was a planner for the City of Los Angeles where she worked on Current and Long-Range Planning, plus Performance Management. She specializes in equitable community development, inclusive outreach, and organizational innovation for large metropolitan areas. Nina understands planning as a framework to instill lasting change in the world which is why she is dedicated to changing the field of planning, inside and out.

Partners for Place Sustainable Housing Study, Evanston IL
Nina oversaw the implementation of an engagement plan and led the stakeholder outreach and event planning regarding a grant-funded study to develop a pilot program to improve building sustainability without losing housing affordability for which she built partnerships, planned events, and managed numerous constituent groups.

Chicago Department of Planning and Development
Nina oversaw and managed the implementation of complex specialized development projects using City resources, incentives, and property. She also provided research, data, and geospatial analysis. She prepared staff reports, policy research, and other related materials to advise senior management, City Plan Commission, City Council, and City Mayor.

Los Angeles Department of City Planning
Nina led the effort to create, adopt, and implement the Century Boulevard Streetscape Plan. Century Boulevard is known as the Gateway to Los Angeles due to its direct connection to Los Angeles International Airport (LAX). This project required her to work closely with the GatewayLA Business Improvement District (BID), which includes more than 40 properties and features more than 12 million square feet of hotel, office, parking, retail and restaurant space. As the Streetscape Plan was being finalized she worked with various city departments (Public Works, Building and Safety, Bureau of Street Services, etc) and the BID to make ensure that the Streetscape Plan reflected the best interest of all stakeholders involved and would provide the economic development and community improvement objectives desired. Once the plan was adopted by the City Plan Commission, she worked with city staff, business owners, and developers to implement the plan.

Nina also analyzed data to create comprehensive and equitable outreach strategies for department initiatives, plans, and ordinances while overseeing a 30-person outreach task force and directly supervising staff conducting research. She developed and coordinated a department-wide training program for 400 to increase department efficiency and secured $20,000 for specialized training. She collaborated with stakeholder groups to obtain information on community transit needs to create zoning ordinances and land use plans that included a multimodal streetscape plan for Century Boulevard. Nina also coordinated the implementation of newly adopted zoning ordinances and land use plans and educate stakeholders on how these regulations may affect them.

City of Hawthorne Department of Planning, Hawthorne, CA
Nina counseled three dozen business owners on the influence of land use and zoning laws may have on their business. She evaluated and approved or denied development proposals and site plans for their conformance with the general plan, zoning codes, specific plans and design guidelines while training and supervising interns and admin staff. She also created and presented detailed staff reports on the alignment of various development and policy proposals with the City's General Plan, Zoning Code, and design guidelines.

EDUCATION

University of Southern California
Master of Planning with a Social Justice Specialization, 2014

University of Michigan
Bachelors of Arts - African American Studies and Womens Studies, 2012

CERTIFICATIONS

American Institute of Certified Planners (AICP)

AFFILIATIONS

Board of Directors, American Planning Association-Illinois Chapter

New Leaders Council Fellow, 2018

Office of Los Angeles City Councilman Curren D. Price, Jr. "SHEroe" Award, 2016

NextCity Vanguard, 2016

American Planning Association Award of Excellence for Public Outreach, 2015

American Planning Association Award of Excellence for Public Outreach, 2013

Romina Castillo

Community Planner

A Mexico City native, Romina Castillo has always been fascinated by urban communities and their relationship with the built environment. For the last six years, Romina has worked closely with Chicago communities focusing on place-based, community-driven projects advocating for equitable mobility, access to healthy foods, and neighborhood revitalization. Her work includes developing engagement processes for the award-winning Space to Grow initiative to reactivate schoolyards, integrate green infrastructure, and introduce environmental and wellness education programs.

Currently, Romina is part of a team implementing Chicago's Vision Zero strategies, where she is responsible for building coalitions and partnerships to grow equitable and safe mobility access across the city. She also coordinates the Mayor's Pedestrian and Bicycle Advisory Councils. Romina volunteered for Slow Roll Chicago and, for a time, was its Interim Executive Director.

EDUCATION

University of Illinois at Chicago
Master of Urban Planning and Policy, 2014

University of Illinois at Chicago
Bachelor of Science in Architecture, 2011

AFFILIATIONS

Chicago United for Equity, Fellow

American Planning Association - Illinois Chapter

PlacemakingX

Board Member, Friends of the Bloomingdale Trail

Bilingual Training and Facilitation
Romina has extensive experience developing trainings and educational material in both English and Spanish. She conducted trainings on walkability assessment for the Consortium to Lower Obesity in Chicago's Children (CLOCC). During her time at Openlands, Romina trained school communities on storm water management and school gardening. Romina has facilitated multiple meetings, visioning exercises and charrettes. She is an experienced Spanish translator and interpreter.

Community Planning
In partnership with community stakeholders, Romina led a planning process to co-develop actionable and community-focused crash reduction plans in three communities in the West Side of Chicago under the Vision Zero initiative. In partnership with community members, Romina develop the School Campus Planning Initiative Plan in Little Village to green and beautify neighborhood schools while employed at Openlands.

Stakeholder Engagement
Romina understands that truly inclusive engagement empowers stakeholders to address community challenges. Grounding her work in equitable practices, she is currently managing community engagement for the City of Chicago's Vision Zero initiative. Romina also designed an engagement process to collect feedback from Far South Side stakeholders about bike-share expansion. She manages the Mayor's Pedestrian and Bicycle Advisory Councils comprised of sister agencies and advocates and has been responsible for several innovations and improved communication with community partners.

Vision Zero Chicago
Romina manages community engagement for the City of Chicago's Vision Zero initiative in communities identified as High Crash Areas. Her main role is to support coalition building amongst community stakeholders, lead engagement efforts, coordination and recommendation of implementation strategies. In partnership with community leaders, she led a planning process to co-create actionable and community-focused crash reduction plans in three communities in the West Side of Chicago.

Mayor's Bicycle & Pedestrian Advisory Council
Romina coordinates two city-wide networks, the Mayor's Bicycle Advisory Council and the Mayor's Pedestrian Advisory Council. With support of the Chicago Department of Transportation staff, she restructured both councils to consolidate membership, identify goals, improve meeting structure to make them more action-oriented and accessible to the public.

Lyft/Divvy Community Engagement
Romina designs inclusive strategies to engage with Far South Side stakeholders to collect feedback about the Divvy expansion. She coordinates engagement efforts, develops partnerships, maintains consistent communication, and organizes events to facilitate meaningful conversations about mobility and the benefits of bike share. She coordinates data collection, drafts recommendations and creates materials in partnership with the Divvy Expansion team that consists of consultants and the Chicago Department of Transportation staff.

Curtis Witek
Senior Project Manager

Antero Group

EDUCATION

Master of Urban Planning and Policy
University of Illinois at Chicago

B.S. Environmental Science
Wheaton College

Certificate in Land Resource Analysis
Au Sable Institute of Environmental Studies

EXPERIENCE

Center for Neighborhood Technology (CNT)
Chicago, IL, 2016-2017

City of Chicago, Office of the Mayor
Chicago, IL, 2015-2016

University of Illinois at Chicago (UIC)
Chicago, IL, 2013-2015

Friends of the Chicago River
Chicago, IL, 2014

National Park Service (NPS)
Chicago, IL, 2013

AFFILIATIONS

American Planning Association

Urban Land Institute

Water Environment Federation

City Open Workshop

PROFICIENCIES

ArcGIS Pro

Adobe Creative Cloud

SketchUp

AutoCAD

Quantitative / Qualitative Analysis

Geospatial Analysis and Visualization

Project Management

Collaborative Design

Community Engagement / Facilitation

Curtis Witek is an award-winning urban planner and designer with ten years of cross-sector experience. His mission is to equip clients with the tools they need to plan, design, and build more resilient and vibrant places where human and natural communities thrive. Curtis' work has been awarded several accolades including a Chicago River Blue Award (2017), a ULI/Trkla Award, First Place in the U.S. EPA's Campus RainWorks Challenge, and First Place in the Center for Neighborhood Technology's Sustainability Apps Competition.

SELECT PROJECTS

Connect2Work First/Last Mile Pilot Program (in progress)
Village of Bedford Park | Bedford Park, IL

University Park Capital Improvement Plan (in progress)
Village of University Park| University Park, IL

University Park Community Vision Plan (in progress)
Village of University Park| University Park, IL

Ford Heights Capital Improvement Plan (in progress)
Village of Ford Heights | Ford Heights, IL

Village of Bedford Park Last Mile Mobility Action Plan (2020)
Village of Bedford Park | Bedford Park, IL

Village of Bedford Park Last Mile Mobility Study (2019)
Village of Bedford Park | Bedford Park, IL

New Carlisle South Shore Line Station Feasibility Study (2019)
Northern Indiana Commuter Transportation District | Porter, IN

Ashland Metra Station Access to Transit Improvements (2019)
Village of Calumet Park | Calumet Park, IL

Envision Ford Heights: Community Vision Plan (2018)
Village of Ford Heights | Ford Heights, IL

Indiana Enterprise Center: Area Management Plan (2018)
St. Joseph County, Office of Economic Development | South Bend, IN

Rush University Medical Center Pedestrian Safety Plan (2018)
Active Transportation Alliance | Chicago, IL

RainReady Calumet Corridor Plan (2017)
Cook County, Department of Planning and Development | Chicago, IL

City Forest Products (2017-2018)
Social Enterprise | Chicago, IL

Activating Riverdale Marsh (2017)
Village of Riverdale | Riverdale, IL

Resilient Revitalization: National Disaster Resilience Competition (2016)
City of Chicago, Office of the Mayor | Chicago, IL

Andrew Johansson, AICP
Senior Project Manager

Antero Group

EDUCATION

Master of Urban Planning and Policy
University of Illinois at Chicago

B.S. Economics
Drexel University

B.A. International Studies
Drexel University

EXPERIENCE

Antero Group
Chicago, IL, 2017-Present

Johansson Consulting
Chicago, IL, 2015-2017

Gallup Consulting
Chicago, IL, 2015

Niras Finland
Helsinki, Finland, 2014

Target Group, Inc.
Chicago, IL, 2009-2013

Kretchmer Associates
Evanston, IL, 2008-2009

Village of Skokie
Skokie, IL, 2007

AFFILIATIONS

American Institute of Certified Planners

American Planning Association

International Economic Development Council

TECHNICAL PROFICIENCIES

IMPLAN Economic Modeling

Emsi Economic Modeling

Esri Demographic Analysis

ArcGIS Mapping Software

Tableau Data Visualization Software

SketchUp 3D Rendering Software

SPSS Statistical Software

Andrew Johansson has over a decade of experience providing economic development, urban planning, and municipal advisory consulting services for communities throughout the US and abroad. His work focuses on supporting the long-term economic development of communities of all sizes through the development of strategic plans for municipalities and counties, as well as measuring the economic impact of large-scale infrastructure projects. As an active member of both the American Institute of Certified Planners (AICP) and the International Economic Development Council (IEDC), he has expertise preparing Comprehensive Plans, market studies, economic incentives analyses, industry attraction studies, and economic resiliency strategies for his hometown of Chicago and communities throughout the Midwest.

SELECT PROJECTS

SBN Freight Master Plan (2019-2020)
South Bend International Airport | South Bend, IN

Homer Glen Comprehensive Plan Update (2019-2020)
Village of Homer Glen | Homer Glen, IL

Indiana Enterprise Center (IEC) Economic Opportunities Analysis (2019)
St. Joseph County, Office of Economic Development | South Bend, IN

Union Pier Economic Impact Analysis (2019)
New Buffalo Township & Chikaming Township | Union Pier, MI

SBN Economic Opportunities Analysis (2019)
South Bend International Airport | South Bend, IN

Rural Economic Development Improvement (REDI) Plan (2019)
Kinexus | Van Buren County, MI

Denton County Transit Authority Business Case for Transit (2018)
Denton County Transit Authority | Denton, TX

Strategic Economic Development Plan (2018)
City of Saginaw | Saginaw, MI

Commercial Development Feasibility Study (2018)
Forest County Potawatomi | Forest County, WI

Community Center Feasibility Study & Operating Plan (2018)
City of Grayling | Grayling, MI

Wintrust Arena & Marriott Marquis Hotel Economic Impact Program (2017)
Metropolitan Pier & Exposition Authority (MPEA) | Chicago, IL

Englewood Flyover Local Economic Development Initiative (2013)
Metra | Chicago, IL

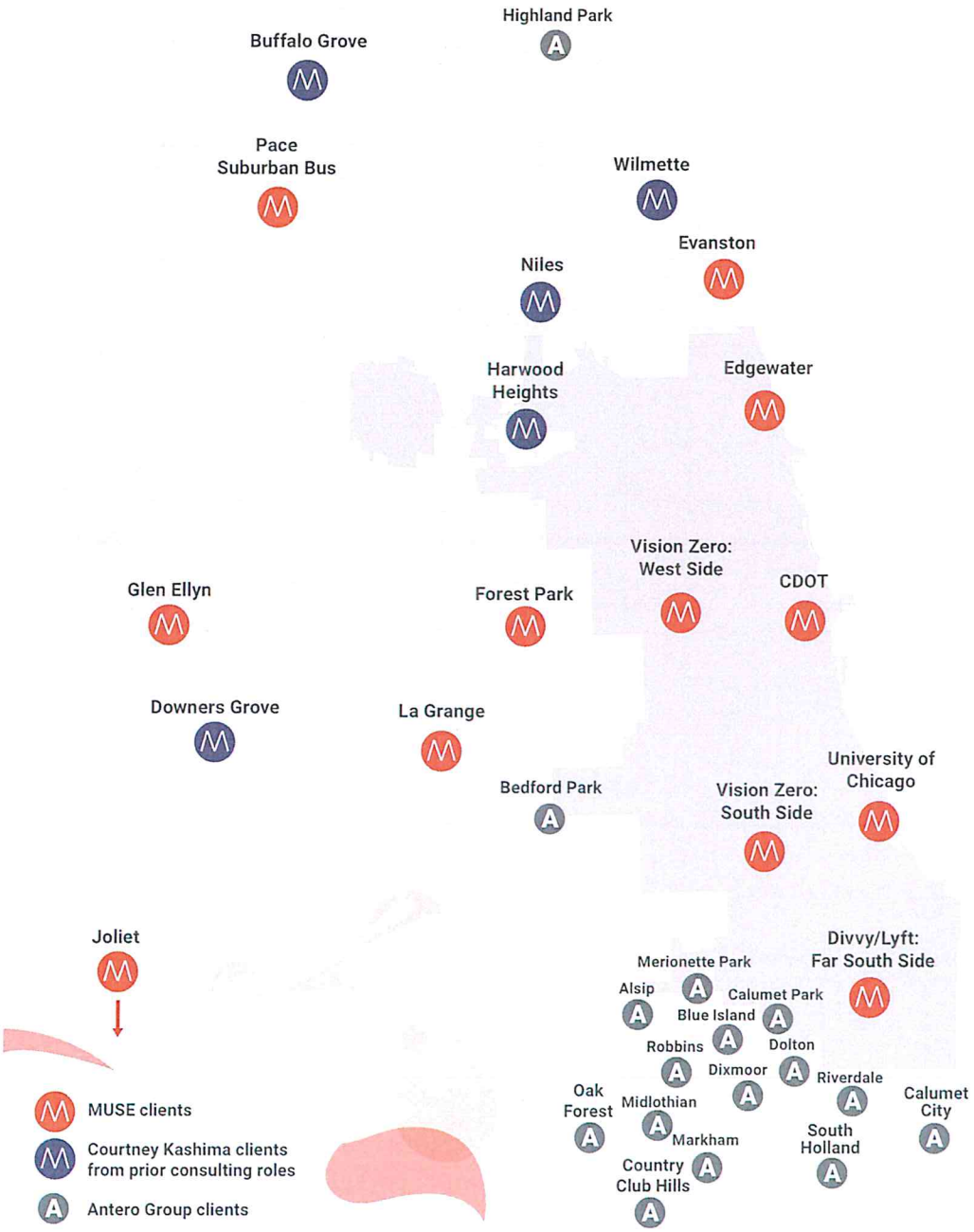
Manufacturing Relocation & TIF Analysis (2013)
A. Finkl & Sons| Chicago, IL

Public Building Commission of Chicago Economic Impact Study (2009)
Public Building Commission of Chicago | Chicago, IL

Section 04

Relevant Experience

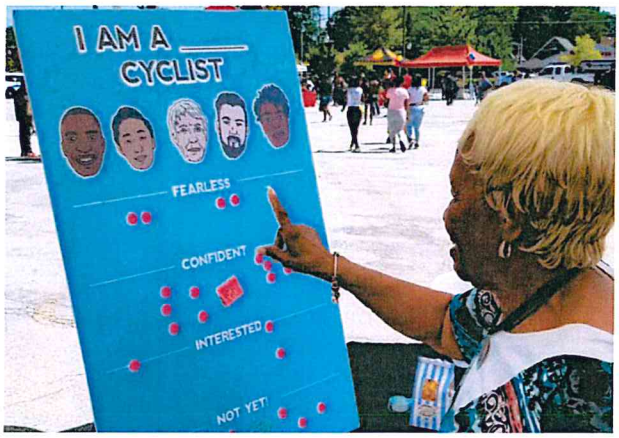
Where We've Worked: Chicago Region



Highlights

Planning with an Equity Lens

MUSE was part of a team tasked with updating the **Pace Bus Strategic Plan**. Much has changed since the current plan, Vision 2020, was created in 2001 particularly in terms of the importance of understanding the relationship between land use and mobility. Our role on the project is to encourage the continued integration of land use and transit in decision-making at the local and system level. Specifically, we provided a land use and policy support assessment as an indication of "TOD readiness." Using an equity lens, we developed case studies and created metrics to inform future corridor development which will be employed to contextualize transit corridors across the region with the goal of guiding the agency to make better-informed decisions about where to best direct its resources.



Tailored Solutions and Deep Insights

MUSE is leading community outreach for **Lyft/Divvy's** expansion to the Far South Side of Chicago. We built and grew partnerships, devised engagement activities, and held roundtables, while also performing one-on-one and small-group interviews of residents, business owners, and others regarding the need for bicycling and streetscape improvement in the area. We used interviews to create resident and advocate video profiles to further aid the project. The information gathered through our engagement process helped shine a light on the nuances of station placement and community perceptions of bicycling. This valuable community and fine-grained block level data is being used to inform new station placement and build awareness on the value of bicycling in Chicago.

Highlights

Educating and Engaging Stakeholders

The Village of Glen Ellyn sought to improve the urban design, character, and traffic flow of its historic downtown through the Central Business District Streetscape Design and Utility Project. MUSE designed a robust engagement strategy to ensure residents and business owners were involved in the design process.

Our strategy included educating residents and business owners on mobility and urban design to set the stage for meaningful engagement in the design process. We created five fun, graphic-rich zines to educate stakeholders on mobility and urban design topics relevant to the streetscape project.

MUSE proposed, designed, and led a walking tour of project study area that got stakeholders on the same page and gathered valuable data right from the start.

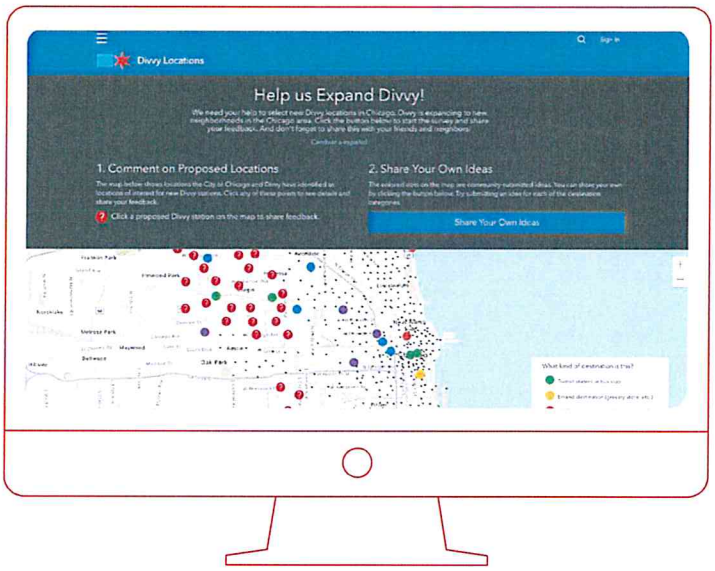
MUSE bought a URL and created a robust, mobile-friendly website designed to convey information and invite feedback. We created custom brand assets for the project to be used by the project team and community partners. Creating a robust suite of ready-to-use digital content helped us meet people where they were and ensured we reached the widest audience possible – helping bring folks to the table otherwise left out of decisions about their communities.

MUSE distilled multiple past plans into digestible graphics, making sure relevant ideas from previous plans were being incorporated in the downtown streetscape design.

MUSE hosted a community open house and designed six interactive stations, including hand-drawn sidewalk design concepts for residents and business owners to respond.

Digital Engagement

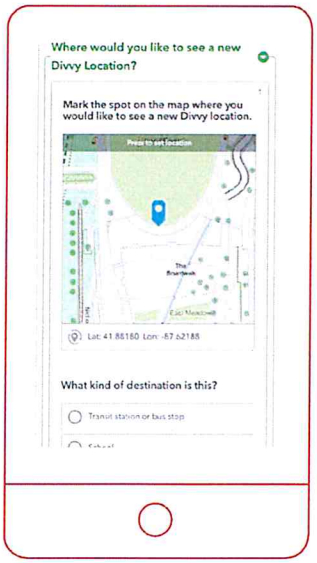
MUSE utilizes digital engagement to reach constituents, participants and to launch and promote client projects. We ensure our tools are mobile-friendly, with clear, concise communications to encourage participation.



"Biking just goes hand-in-hand with the neighborhood. There are shops that you can bike to. There are beautiful tree-lined streets. [Beverly] is perfect for biking."

CAROLINE CONNORS
BEVERLY ADVOCATE

DIVVY lyft



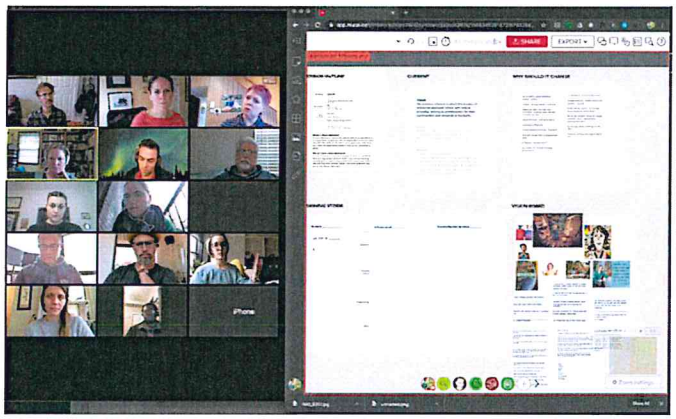
Muse Community + Design is at Fleetwood-Jourdain Community Center.
March 2 · Evanston ·

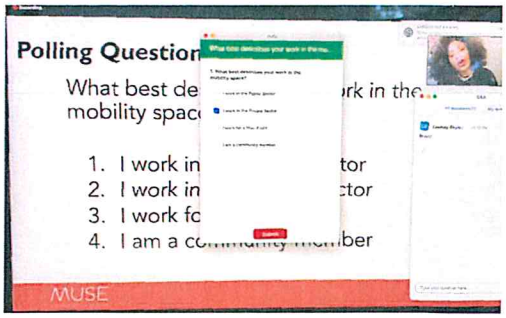
Last Thursday, we planned a movie screening and panel to kick off a project intersecting climate impacts, housing, and equity in Evanston! Nearly 100 attended and shared their input. #MUSEmethod

3

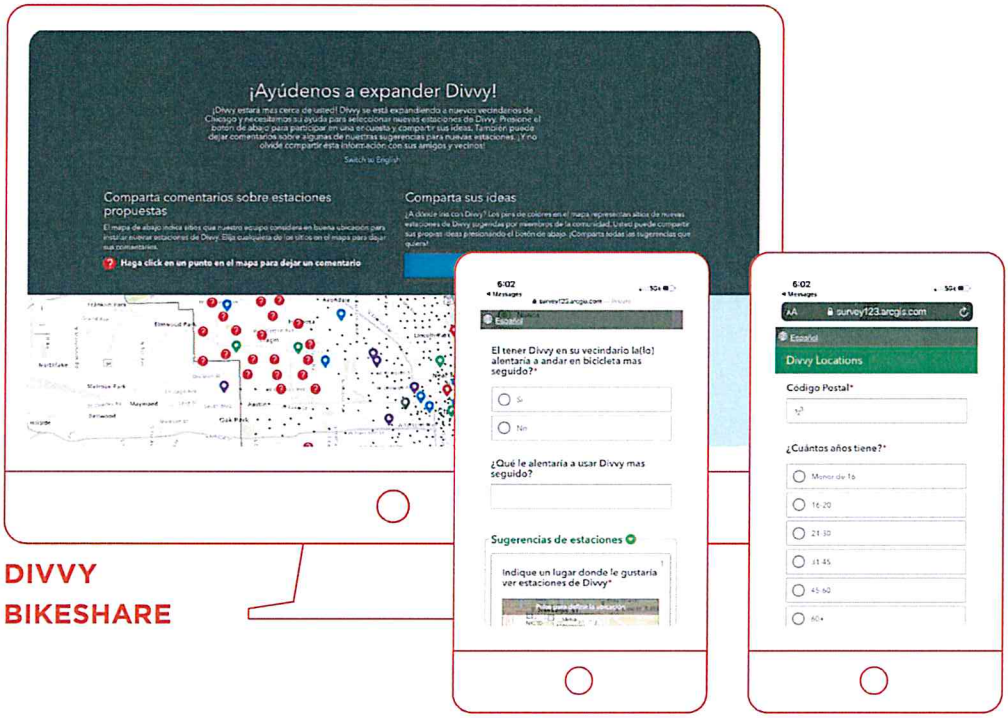
Like Comment Share

Virtual + In-Person Engagement





Bilingual Outreach



DIVVY BIKESHARE

CHICAGO'S SHARED STREETS PROGRAM

Vision Zero Plan

MUSE created the Vision Zero West Side Plan, shaped by community voices on the West Side, which is now guiding advocacy and implementation in the area.

We worked with community members and the City of Chicago's Department of Transportation and advocated for broader awareness regarding how streets need to be designed with all road users in mind. Our goal was to educate and empower residents to play a role in making streets safer for everyone.

MUSE surveyed its network to build partnerships and targeted well-established event series to tap into existing audiences.

DETAILS

Client

Village of Ford Heights

Business Line(s)

Planning + Design

Civil Engineering

Strategic Consulting

Scope of Services

Community Planning + Design

Community Outreach

Grant Writing

Municipal Engineering

GIS Services

CONTACT

www.anterogroup.com

info@anterogroup.com

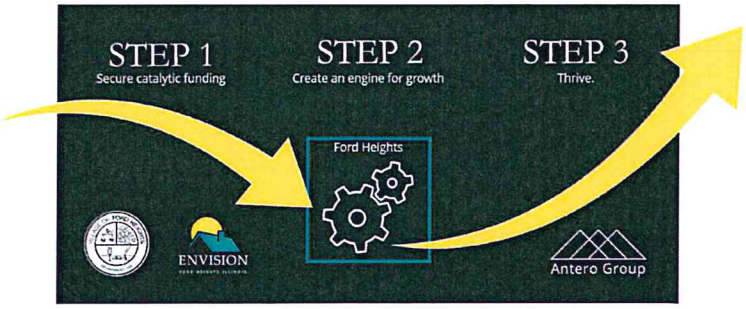
312-772-5085

OVERVIEW

In October 2017, Ford Heights engaged Antero Group to lead a comprehensive planning and community revitalization process and provide municipal engineering services. This project resulted in the development of a project priorities list, community engagement, and connecting Ford Heights to various regional officials. The result has been increased development interest in the community, multiple new grant-funded projects, and a clear list of community-led priorities.

OUTCOMES

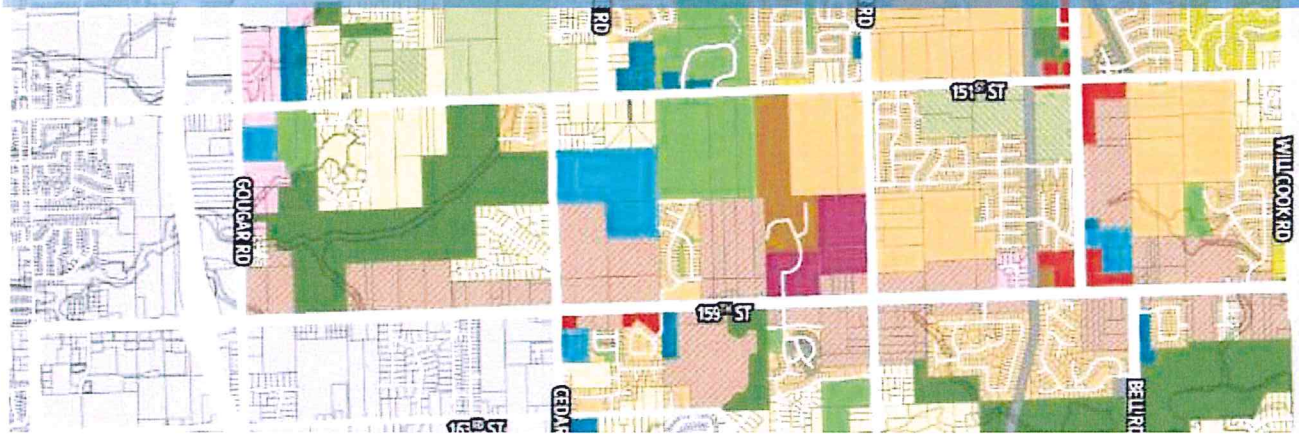
- Convened the Ford Heights Advisory Team consisting of local, regional, and national stakeholders.
- Conducted a rapid assessment of existing challenges and opportunities; developed a community geodatabase.
- Secured $360,00 in funding within the first six months of planning to implement high priority capital improvement projects.
- Completed due diligence and compliance reporting.
- Managing 'Envision Ford Heights', a comprehensive community planning and revitalization effort.



Comprehensive Plan Update

Village of Homer Glen

Antero Group



DETAILS

Client

Village of Homer Glen

Business Line(s)

Planning + Design

Economic Development

Utilities + Infrastructure

Scope of Services

Comprehensive Plan

Housing Market Analysis

Retail Market Analysis

Transportation Analysis

Utilities + Infrastructure

Community Engagement

CONTACT

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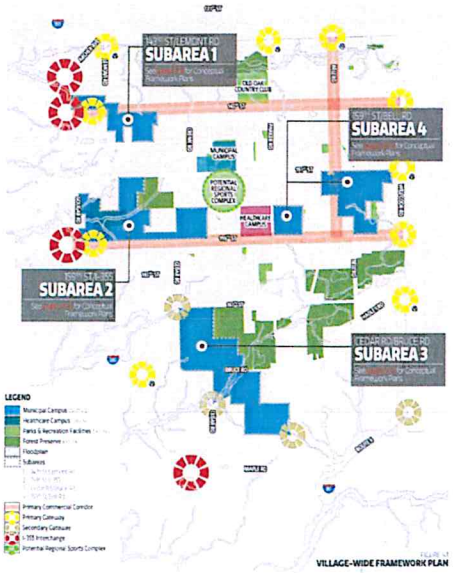
312-772-5085

OVERVIEW

Antero Group provided three key areas of analysis and planning recommendations for the Village of Homer Glen's Comprehensive Plan Update that was prepared between 2019-2020. Specific deliverables included: Housing Market Analysis; Retail Market Analysis; and Infrastructure and Utilities analysis. Additionally, Antero provided sub-area analysis for four major commercial corridors within the Village, including recommendations for land use, zoning, and business attraction strategies.

OUTCOMES

- Land use and zoning recommendations along major commercial corridors, including development alternatives analysis for four sub-areas
- Business Retention and Expansion (BRE) strategy, including a business void and gaps analysis; business surplus and leakages analysis; and industry clustering analysis
- Recommendations for a more diversified housing stock and housing lot sizes that meet market demands
- Analysis of existing utilities, infrastructure, and transportation, including recommendations for a more cost-effective strategy for prioritizing infrastructure improvements



DETAILS

Client

St. Joseph County Office of Economic Development

Business Line(s)

Economic Development

Scope of Services

Comparative Analysis
Strategic Consulting
Economic Analysis
Logistics Planning
Master Planning

CONTACT

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312-772-5085

OVERVIEW

South Bend International Airport (SBN) is a mid-sized international airport and the third-largest airport in Indiana. The airport ranks 120th in the country in terms of cargo capacity with 100 million pounds of cargo annually. On-site customs clearance and Foreign Trade Zone (FTZ) capacilities provide SBN with access to international markets. The large quantity of available land adjacent to the airport combined with its numerous transportation advantages position SBN for considerable near-term growth.

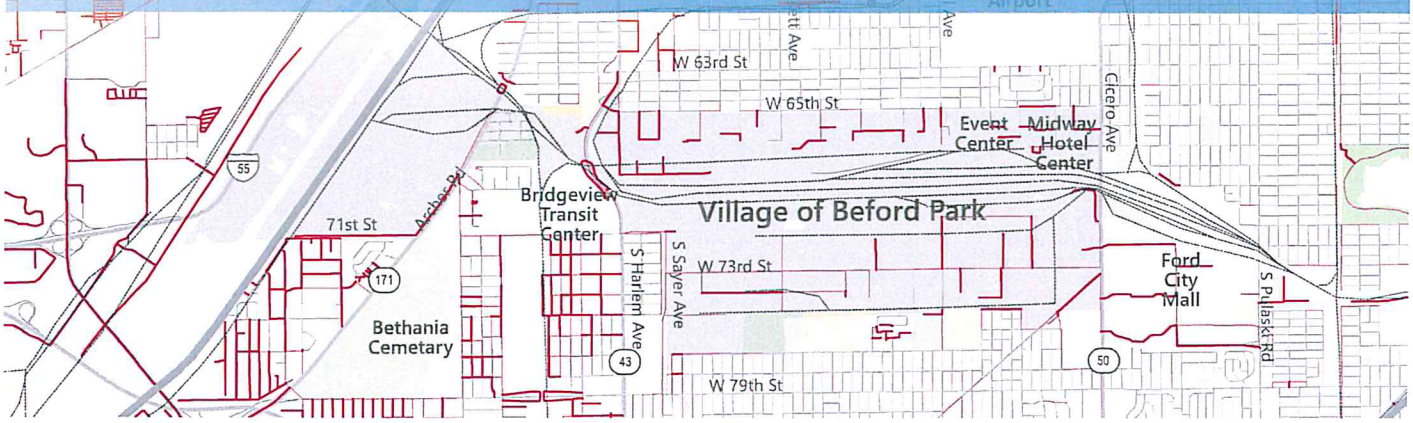
OUTCOMES

- Prepared land use strategies prioritizing different logistics, warehousing, and air freight opportunities.
- Developed strategic recommendations aimed at increasing freight volumes through improved customs clearance and FTZ strategies.
- Established a market identity by developing an international business attracting strategy focused on logistics and distribution.

Mobility Study + Action Plan

Village of Bedford Park, IL

Antero Group



DETAILS

Client

Village of Bedford Park

Business Line(s)

Planning + Design

Strategic Consulting

Scope of Services

Mobility Study

Action Plan

Regional Analysis

Transportation Analysis

Community Engagement

CONTACT

www.anterogroup.com

info@anterogroup.com

312-772-5085

OVERVIEW

Bedford Park engaged Antero Group to develop and test First/Last Mile solutions that improve access to jobs for residents, businesses, commuters, and visitors. Bedford Park is a community of 580 residents and 600+ businesses. Over 8,000 people flow into the Village on a typical workday, creating severe congestion and safety challenges. This project, funded with a grant from Cook County, explores innovative transportation solutions to connect businesses and visitors to transit hubs utilizing a matrix of transportation tools, including: rideshare, multi-modal options, and autonomous vehicles.

OUTCOMES

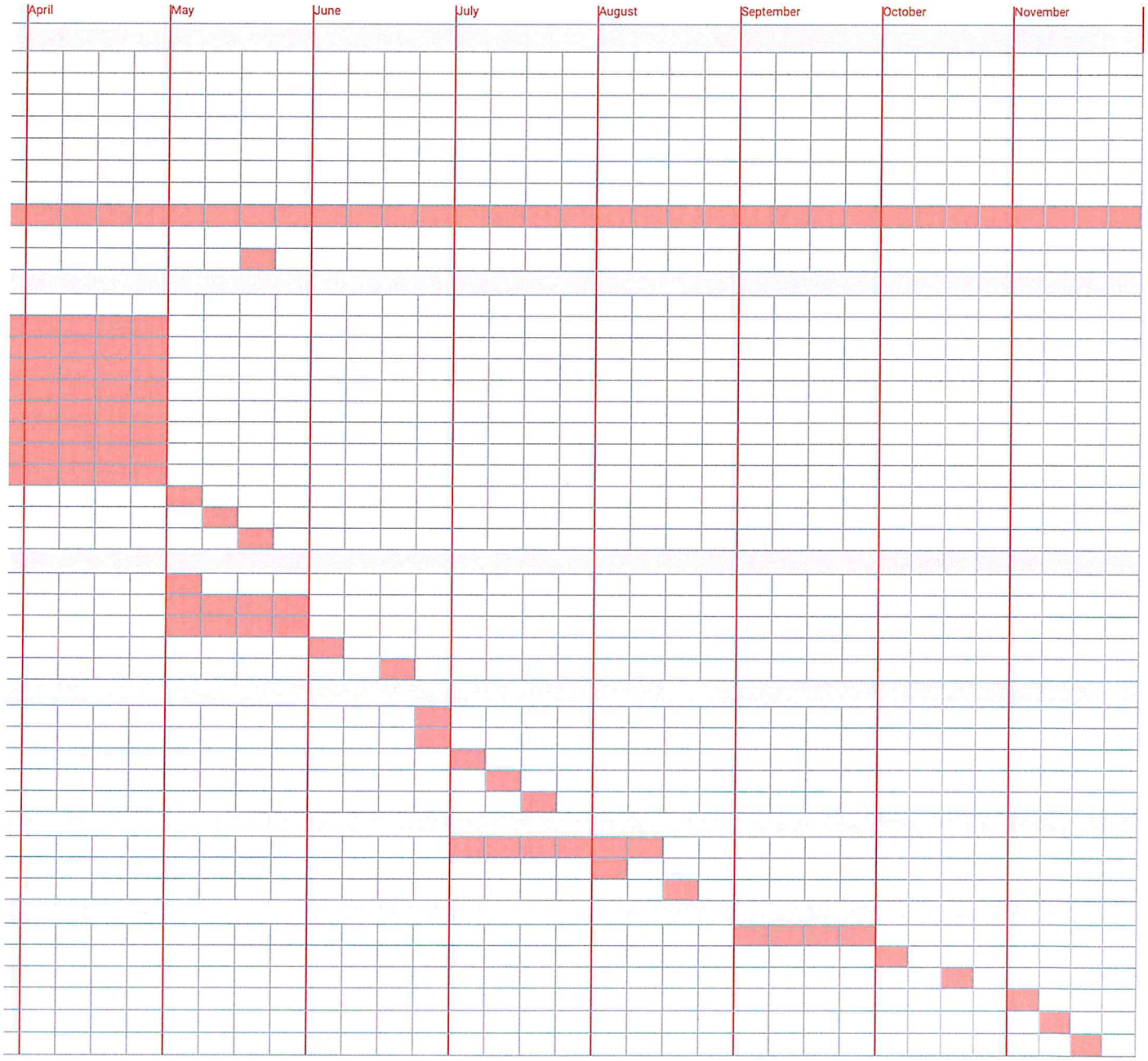
- A first-of-it's-kind multi-modal First/Last Mile Assessment Tool.
- Cook County's first mobility study and pilot program focused on addressing first/last commuting challenges in an industrial area.
- A Last Mile Resource Group consisting of local stakeholders, business leaders, regional agencies, and industry representatives.
- A pilot program that tested Public-Private Partnerships involving transit agencies and transportation network companies (TNCs).

Section 05

Timeline

Timeline

	November	December	January	February	March
Phase I: Survey, Data Collection and Citizen Input					
1.1 Staff Kickoff Meeting #1					
1.2 Plan Commission Kickoff Meeting					
1.3 Data Collection					
1.4 Walking Tour					
1.5 Community Conversations					
1.6 Resident Survey					
1.7 Business Owner Survey					
1.8 Customized Website, Social Media and SMS Messaging					
1.9 Stakeholder Interviews					
1.10 Student Workshop					
Phase II: Understanding the Context					
2.1 Summary of Past Plans and Reports					
2.2 Land Use and Zoning Analysis					
2.3 Transportation					
2.4 Inclusive Economic Development					
2.5 Housing					
2.6 Community Services and Infrastructure					
2.7 Public Health and Education					
2.8 Parks and Natural Areas					
2.9 Community Character					
2.10 Existing Conditions Report					
2.11 Staff Meeting #2: Review Existing Conditions Memo					
2.12 Plan Commission Meeting #2					
Phase III: Visioning					
3.1 Small Group Visioning Workshops					
3.2 Interactive Online Visioning					
3.3 Interactive Visioning Pop Up					
3.4 Staff Meeting #3					
3.5 Plan Commission Meeting #3					
Phase IV: Key Focus on Area Plans					
4.1 Focus Areas Design Workshop with City Officials (Daytime)					
4.2 Focus Areas Design Workshop with Public (Evening)					
4.3 Focus Areas Draft Recommendations					
4.4 Staff Meeting #4					
4.5 Plan Commission Meeting #4					
Phase V: Draft Comprehensive Plan					
5.1 Draft Comprehensive Plan					
5.2 Staff Meeting #5					
5.3 Plan Commission Meeting #5					
Phase VI: Final Comprehensive Plan					
6.1 Preparation of Final Plan Document					
6.2 Open House					
6.3 Plan Commission					
6.4 City Council					
6.5 Champions Workshop					
6.6 Plan Launch					


April
May
June
July
August
September
October
November

Thank you for your consideration!

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courtney@MUSEcommunitydesign.com
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@planning_MUSE
@planningMUSE

CITY OF WEST CHICAGO

DEVELOPMENT COMMITTEE
AGENDA ITEM SUMMARY

ITEM TITLE:

Request for Oliver Square TIF Funds
West Chicago Jules LLC
Mosaic Crossing Shopping Center
Asphalt Repair

AGENDA ITEM NUMBER: 5.B.

FILE NUMBER:

COMMITTEE AGENDA DATE: Sept. 14, 2020

COUNCIL AGENDA DATE:

STAFF REVIEW: Tom Dabareiner, AICP **SIGNATURE**

APPROVED BY CITY ADMINISTRATOR: Michael Guttman **SIGNATURE**

ITEM SUMMARY:

The owners of the majority of the Mosaic Crossing Shopping Center have entered into a ten-year lease with Planet Fitness to occupy a portion of the former Hobby Lobby space. As part of the lease negotiations, the tenant obtained a promise for certain improvements to the parking area and aisles located generally in front of the store. Development Committee members will no doubt concur that the parking lot was in terrible shape prior to the improvements, as remains true for much of the remainder of the lot.

The improvements to the parking lot include 130,000 square feet of new 4" thick asphalt, general repairs, seal coating and striping of 39,500 square feet. The cost of the work totaled $209,308.00.

The City's approved budget for the Oliver Square Tax Increment Financing District is $100,000.00, but the budget did not earmark specific improvements. However, TIF funds are generally used to update property and buildings, or otherwise make a site development-ready.

While the Mosaic parking lot improvements are eligible expenses, TIF funds are not recommended as a reward to developers who chose not to perform routine maintenance. The lot was allowed to deteriorate over time through basic lack of investment and was an eyesore for many years, perhaps contributing to the lack of tenants.

Nevertheless, Staff understands that the improvements came about from a request of a potential tenant. Rather than award the full request, Staff considers 20% of the cost to be reasonable. This leaves additional funds available for potential use in upgrading Mosaic Crossing for other possible tenants. Staff recommends adding two conditions: that release of the reimbursement occur (1) upon proof of a lease with Planet Fitness and (2) approval of the first associated building permit.

ACTION PROPOSED:

Recommend award of $58,061.60 to West Chicago Jules, LLC, Northbrook, Illinois, with the two conditions.

COMMITTEE RECOMMENDATION:

Pc: Request Letter

MOSAIC CROSSING CENTER
C/O
West Chicago Jules, LLC
555 Skokie Blvd. Suite 204
Northbrook, IL 60062

June 9, 2020

Mr. Michael Gutman
City Manager
435 Main Street
West Chicago, IL 60185

Re: Mosaic Crossing Shopping Center Request for disbursement of TIF funds

Dear Mr. Gutman,

We are pleased to inform you and the City that we have entered into a ten-year lease with Planet Fitness Gym for a 23,500 square feet space, within the 55,000 square foot area last occupied by Hobby Lobby - who vacated in December of 2015. This lease represents what we sincerely hope will be a catalyst for the further enhancement and occupancy of the Center, after many years of financial hardship.

Briefly, this tenant will be open seven days a week, employ 15 to 20 people (typically most are local residents), provide a facility for the health and well-being of the Community, and bring considerable, and repeat, traffic to the Center. The operator, Luke Urban, possesses the franchisee rights to all of DuPage, and this will be his seventh location in the County. To make this deal required us to agree to a significant amount of improvements within, and exterior to, the Premises (collectively "Landlord Work"). For a complete list of all Landlord Work, please refer Attachment #1, included below. In addition to the Landlord Work, we are obligated to provide the tenant with an allowance for his further improvements, in the amount of $352,250.00. Excluding soft costs, we currently estimate our investment into the Center, over the next six months, will be over $1,2000,000.00. Additionally, the tenant estimates his investment, over and-above our tenant improvement contribution payment to him, will be well over $1,000,000.00. We truly trust and believe that these very significant investments will benefit the Center, and the City for many years to come.

One of the largest single costs included in this figure is for repairing the parking lot. We expedited completion of this work during the week of November 4th, in order to assure delivery

to our tenant next spring. This asphalt work, which is detailed on Attachment 2 enclosed below, included 130,000 square feet of new 4" asphalt, repairs to other areas, and seal-coating / striping of 39,500 square feet. The cost of this work is $290,308.00. This long-term infrastructure work enhances the safety of the Center, and we believe improves the image of the intersection and Center.

The Center is situated in a site-specific TIF area. We understand that the current balance on account is $170,382.00. We kindly request that the City distribute to us, or to our contractor directly, $100,000.00 for this asphalt work. This distribution represents 34% of the cost of the asphalt work, a small fraction of the total investment being made.

Thank you for your support throughout what has been a trying period for us, and your consideration of this much needed request. Should you require anything in addition, please contact me.

Very truly yours,

West Chicago Jules, LLC

David Dresdner

David Dresdner
Manager

ATTACHMENT #1 LANDLORD WORK

Prior to the Commencement Date of the lease, Landlord, at Landlord's expense, shall provide a completed, fully demised, Vanilla Box space (herein referred to as "Premises") for Tenant, per Tenant's architectural plans, with the following requirements unless otherwise agreed to in writing by Landlord and Tenant:

1. DELIVERY CONDITIONS OF PREMISES

A. Landlord shall be responsible for any asbestos and toxic substance abatement, including the survey, rest and abate as necessary, in order to furnish Tenant with documentation certifying Premises is free from any asbestos or other toxic substances.

B. Premises to be fully separated and demised from all other adjacent uses. All separation/demising walls are to be fire rated as required by the applicable municipal codes. Re-use of existing walls shall be permitted if construction complies with code requirements. All separation/demising walls are to be insulated full height with blow-in insulation or equivalent, and skim coated if required to achieve a level 4 finish, paint ready.

C. Premises shall be fully open and cleared of any previous tenant improvements, including but not limited to the removal of all drop or hung ceilings, all partition walls, all built-ins, fixtures and furnishings, all exiting floor and wall finishes.

D. Existing exposed floor slab is to be prepared throughout to a medium sandpaper grit texture. All protrusions are to be ground smooth and flush with the adjacent floor, all recesses are to filled flush with adjacent floor. The floor surface shall be suitable for resilient floor finishes with only minor latex floor preparation compound (rubber flooring ready). Any floor patchwork or newly poured flooring shall be level and capable of accepting Tenants flooring material and able to support equipment required for Tenants use without movement or cracking.

E. All exterior and perimeter walls, and all perimeter columns are to be furred with 3- 5/8" metal studs @ 16" O.C. with 3 1/2" batt insulation and (1) layer 5/8" GWB to the underside of the deck above. Walls and perimeter columns shall be taped, spackled and sanded smooth to achieve a "Level 4" finish.

F. All existing non-perimeter columns are to have any existing column wraps, exposed conduit, wires, etc. removed. Columns shall be prepared as required for a paint finish.

G. Landlord shall remove any existing abandoned roof equipment and patch existing deck and roof as required at any openings. Landlord is to repair or replace existing damaged roof decking as required throughout Premises. The exposed roof structure is to be of non-combustible materials from Premises including, but not limited to PVC, Romex wiring and exposed wood framing.

H. Landlord shall ensure that roof deck is well insulated and meets or met (grandfathered-in) local building and energy code standards.

I. Landlord shall provide entrance/exit doors that are ADA compliant.

J. Landlord shall provide access to full space from street level that is ADA compliant.

K. Landlord shall provide ADA parking spaces on the property and a clear and discernable ADA accessible route to the front entrance of Premises. Provide as required, parking lot line striping and ADA parking signage, sidewalks, ramps and handrails and compliant ingress / egress ramps as required. Tenant shall require a minimum of 4 ADA accessible parking spaces. Parking lot to have proper drainage, and no standing puddles.

L. Landlord shall provide professional store front and vestibule with continuous tempered glass at full Height above finished floor to height of existing transom of front doors. The storefront to be consistent with other recently constructed Planet Fitness facilities, which includes floor to ceiling windows. Tenant to review and agree to design of storefront.

M. Landlord shall provide to Tenant's architect with an electronic AutoCAD file depicting the current condition of Premises including all Landlord required work for Tenant including but not limited to all existing perimeter walls, window and door locations, column locations, heights of existing underside of roof deck and underside of roof framing system. Documentation of all mechanical, plumbing, electrical and fire protection improvements shall also be provided. The electronic file shall be AutoCAD drawing files (.dwg format) version 2014 or prior.

2. HVAC & UTILITIES CONDITIONS:

A. Landlord shall furnish and install new RTUs, for a total capacity of 96 tons, to be verified by Tenant architect, and provide a fully functional HVAC system per Tenant's plans. Or, Landlord shall agree to repair and replace, at its expense, the existing units (or unit) if such is in good working order and is deemed to have, at least, a five-year life expectancy. In either case, the HVAC system shall include packaged roof top equipment, controls. In either case the HVAC system to be warranted for a period of ten (10) years, with balance test. In either case, HVAC system shall meet the following specifications: Tonnage calculation based on final drawings not to exceed 4.0 tons per 1,000 square feet. Distribution shall be completed by Tenant as part of its work

The above standards and existing conditions shall be verified with a mechanical engineer or licensed mechanical subcontractor. The number of units and rooftop placement/cuts to be reviewed and agreed to by tenant.

Landlord, or Landlord's contractor, shall be permitted to take advantage of Franchise's system-wide pre-negotiated HVAC pricing with York Equipment, if Landlord chooses.

B. Electric: Landlord shall provide a minimum of 1200 amps at 120/208 or 800 amps if power is 3-phase at 480/277 of electrical service, to electric room within Premises.

C. Lighting: Any exterior lighting, such as, but not limited to, soffit lighting over storefront, shall be in good working order.

D. Water: Landlord shall provide a dedicated separately metered 2-inch fresh-water line from Landlord's main, at minimum, with branches stubbed to 2 areas (men's and women's rooms) per Tenant's plans, sufficient for subsequent distribution to restroom fixtures by Tenant.

E. Sewer: Landlord shall provide a 4-inch sewer line, minimum. This under slab line will be run by Landlord, and run to approximate restroom fixtures locations per tenant's architectural plans, to allow tenant to tie fixtures into said line.

F. Gas: Landlord shall provide gas service, meter and line sufficient for Tenant's demand load with a minimum 3" line to roof top and gas line run to service RTU's and water heaters as per Tenant's plans.

G. Fire Sprinklers: Landlord shall provide Primary service line, back flow preventer, inspectors test drain and overflow, past indicator valve, gauges and valves system, to include riser and primary distribution to meet code requirements. Landlord to provide code compliant sprinkler heads pointing up to accommodate Tenant's space and have the main distribution line tight to the bottom of the bar joist. Tenant acknowledges that the riser servicing the Premises may be located outside the Premises and the riser may be servicing other tenants. Fire Alarm System to be provided as required by municipal codes and to be monitored by Landlord's central panel, Landlord to include conduit, wiring and monitoring equipment as necessary. Landlord will also install remainder of fire sprinkler system from backside of shut-off valve.

ATTACHMENT #2 - ASPHALT WORK

Pavestar, Inc

2324 Hamilton Road
Arlington Heights, IL 60005
847-439-7827

20-8075940

Invoice

Date	Invoice #
1/10/2020	701

Bill To
Mosaic Properties Sherwood Blitstein 555 Skokie Blvd Ste 204 Northbrook, IL 60062

Ship To
Mosaic Crossing 1851 Neltnor Blvd West Chicago, IL

Terms	Rep
Net 30	JN

Description	Amount
AS PER ACCEPTED PROPOSAL #1099	
PAVEMENT RENOVATIONS INCLUDING MILLING, GRADE STONE BASE, ADJUST SEWERS, INSTALL BINDER MIX, INSTALL PRIMER, INSTALL SURFACE MIX, AND LAYOUT AND STRIPE $280,630.00	
CRACKFILLING, SEALCOATING AND RESTRIPING $7,600.00	
PERMIT FEES $2,078.00	
TOTAL PROJECT COST	290,308.00
Total	$290,308.00

CITY OF WEST CHICAGO

DEVELOPMENT COMMITTEE
AGENDA ITEM SUMMARY

ITEM TITLE: City of West Chicago Draft Economic Development Plan 2020-2024 Discussion Only	**AGENDA ITEM NUMBER:** 5.C. **FILE NUMBER:** **COMMITTEE AGENDA DATE:** Sept. 14, 2020 **COUNCIL AGENDA DATE:**
STAFF REVIEW: Tom Dabareiner, AICP	**SIGNATURE**
APPROVED BY CITY ADMINISTRATOR: Michael Guttman	**SIGNATURE**

ITEM SUMMARY:

In the *West Chicago Strategic Plan*, the first Action Item in the Economic Development Section requires "…drafting and adopting a formal 5-year economic development strategy…." The City's Economic Development Coordinator and Community Development Director teamed up to draft the attached Draft Economic Development Plan, which is provided for future consideration, discussion, change and eventual adoption.

As the Plan is data-heavy and moderately lengthy, Staff wishes to introduce the document to the Committee at the August 10, 2020, meeting and begin detailed discussions next month. Depending on the debate, finalizing the Plan could take one meeting or several.

Preparing the Draft Plan followed a traditional approach. However, it is important to note that it was drafted prior to the COVID-19 pandemic. There are no recent models for the long-term impacts on economic development of pandemics. Staff is monitoring the literature to see how this may evolve but is confident the recommendations included in the document remain valid and rooted in existing approved City plans.

ACTION PROPOSED:

Discuss the process for consideration of the Draft Plan.

COMMITTEE RECOMMENDATION:

Pc: Draft City of West Chicago Economic Development Plan 2020-2024

City of West Chicago
Economic Development Plan 2020-2024

Draft - March 2020

| EXECUTIVE SUMMARY

A number of components go into making an economic development plan and it begins with an assessment of current conditions. With little land remaining for residential development and shifting demographics, population growth has slowed to a trickle. Still growth remains positive and residents are younger in a state experiencing a contraction and an aging population. Furthermore, the plan to bring new residences to the downtown could add a highly significant 1,000 new residents to the City. Many of these new residents are expected to be Millennials, who place significant value on finding a diverse community—a plus for West Chicago.

In economic development, building on one's strengths is important and a key strength favoring West Chicago is its manufacturing base. Manufacturing provides 25% of the jobs in West Chicago compared with 11% in DuPage County. With its older population, the County sees health care as a somewhat stronger trend, something West Chicago may benefit from as its residents age as well. However, West Chicago's will continue its manufacturing dominance for the foreseeable future and policies should be in place to support that.

Manufacturing jobs can offer a good wage, but the recent influx of transportation, logistics, and warehousing jobs may suppress City-wide averages. Higher wage occupations typically require stronger educational attainment. A challenge for West Chicago comes in education and training, helping more young residents to obtain a high school diploma or college degree coupled with an increased emphasis in the marketplace placed in on-the-job training. Higher achievement will help stem the "brain drain" away from the community and help ready the City for a long-range future reliant more on knowledge-based employment.

Retail is a challenge for many communities nationwide as online purchasing options increase. Nevertheless, West Chicago has managed to maintain a modest increase in sales tax revenue in the years since the Great Recession. Of course, year-to-year there has been volatility to these sales tax figures. The relocation of an automobile dealership outside the City may explain some of it. The recent addition of two large used car sales locations could help make up for that loss. Retail leakage, where buyers go outside the City or online to make purchases, suggest opportunities in the general merchandise, apparel and furniture businesses. However, these products are available online or within an easy drive of the City. Also, much of the City's retail building stock is dated and functionally obsolete. A better opportunity exists with destination-oriented restaurants and food services, which should be actively sought for the community.

The link between housing and economic development is critical and a strength for West Chicago. The inability to find employees in close proximity to a business can influence location and expansion decisions. West Chicago has a range of housing opportunities, well-matched to income levels. Lacking is the newer, highly amenitized rental opportunities, which the Central Main Street Redevelopment Plan Update seeks to correct. Downtown apartments will also add "rooftops" to boost activity with downtown business. In general, more housing is needed to attract and support retail anywhere in the community.

Infrastructure is a key factor with economic development and another West Chicago advantage. Historically a center of freight train activity, West Chicago has land remaining for new businesses needing rail, as well as existing buildings with access to a spur. Also, the downtown provides easy access to Metra's commuter rail network and Chicago. From the air, DuPage Airport, Illinois' third busiest, is situated on the City's west side. On the ground, the City has three urban highways serving its north, south and east sides and is a short distance from 1-88. Finally, West Chicago utilities are well-equipped to handle most business needs.

A SWOT analysis shows many strengths for the City's economy, including its location, affordable land and housing, nearby cultural amenities, robust manufacturing base, supportive local government and modest cost of living. Weaknesses lie in the State's financial condition, some out-of-date housing stock and retail buildings, a low density of housing insufficient to support retail, and a lack of retail and restaurant options. Opportunities include the national re-shoring trend, transitioning to a knowledge-based economy, tapping various training and grant programs, improving the downtown, and the potential for in-place expansion. Finally, threats are seen in national protectionist trade policies, low cost overseas labor, State finances and business environment, and the outmigration of young residents to other areas. Some are within the grasp of the City to address, while others are on a global, national or State level.

The plan contains a list of tasks to help address the major concerns or support the major strengths in the community. Chief among these is the creation of an Economic Development Task Force, made up of local business advisors, who can serve as a sounding board and provide their insights into the community, offer transparency and creative thinking, and serve as ambassadors for the tasks contained herein. Other tasks focus on embracing the manufacturing sector and revitalization of the downtown. It is an aggressive list of activities, some of which will require increased resources from the City in order to accomplish the goals.

| INTRODUCTION

> *Elevate West Chicago's competitive position as one of the prominent commercial centers and major employment hubs within DuPage County and the suburban Chicago region. –* **West Chicago Strategic Plan (2016)**

Now is the time for the City of West Chicago. With a proud history and opportunities ahead, the City must enhance its economic base while navigating through global economic shifts. The challenge will be to maintain a healthy manufacturing setting while transitioning, eventually, towards a knowledge-based economy. Also, attracting retail in a world increasingly participating in online purchases presents more challenges. Other factors, such as housing, education and infrastructure need to be taken into consideration, as well.

The Economic Development Plan provides a roadmap for this journey for the next several years. While able to stand on its own in many ways, it is also inextricably linked to other plans, strategies and policies of the City.

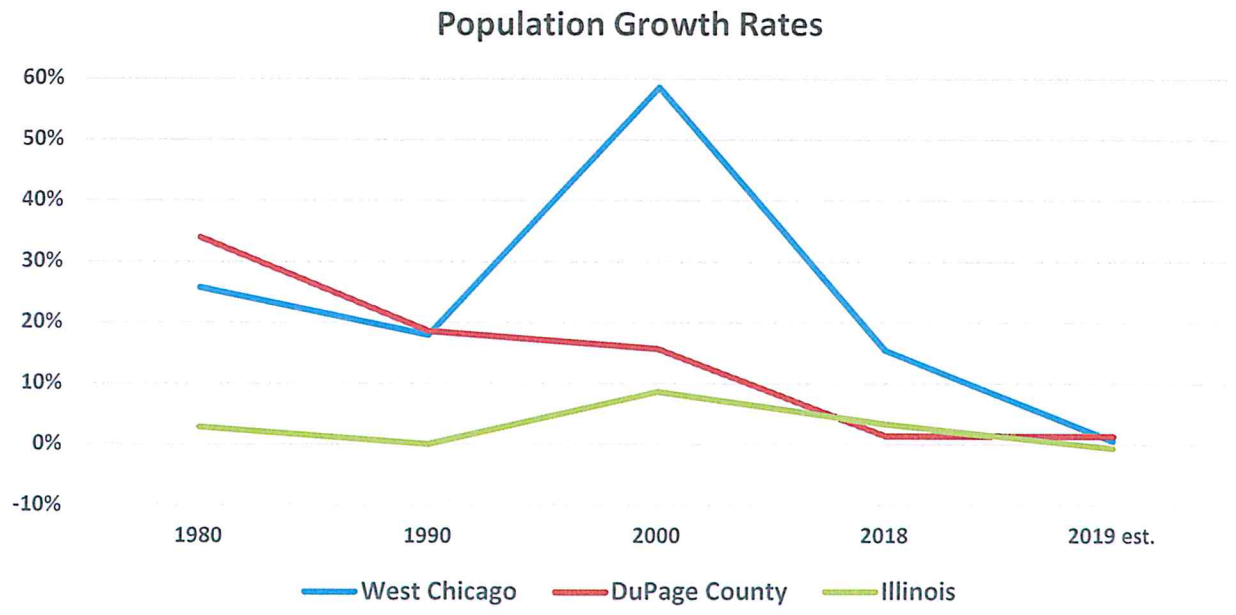
This report contains an extensive evaluation of existing conditions and trends related to economic development in West Chicago. Using this information and other anecdotal information, a Strengths-Weaknesses-Opportunities-Threats (SWOT) review was prepared. Based on this, action items were created which address the needs and support the strengths found for West Chicago.

| EXISTING CONDITIONS

Demographics

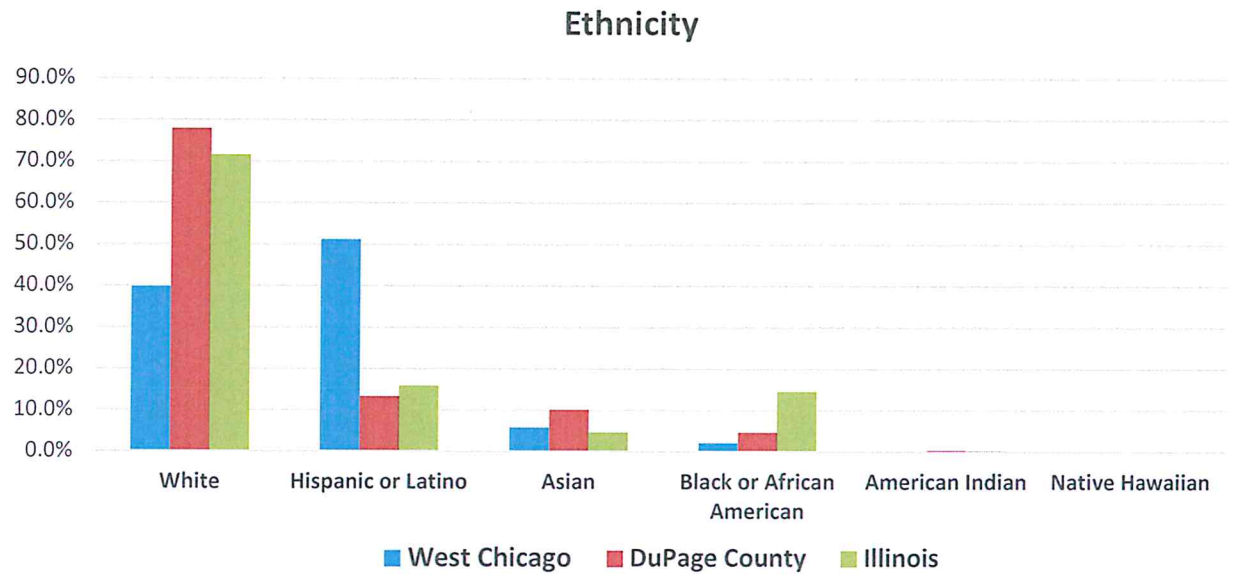
The City of West Chicago's current population is about 27,045 residents. West Chicago has experienced population growth at a rate roughly mirroring DuPage County, although the City saw large in-migration between 1990 and 2000. Today, with available residential land largely built-out, growth has slowed *to* an annual rate of 0.5%. This contrasts with the State of Illinois, where a 0.7% population *loss* was experienced.

The U.S. Census projects flat growth in West Chicago for the foreseeable future, although with an eye towards "adding rooftops" a more sizable increase in population could be realized. The *Central Main Street Redevelopment Plan Update* (2018) calls for adding residences adjacent to the downtown, with the potential for 500 new dwelling units and 1,000 new residents in the next five years. Annexation, coupled with development of some of the last tracts of available open space, could also combine to contribute residents to the City. Adding population will help support the many retail and restaurant businesses in the City, today and in the future.

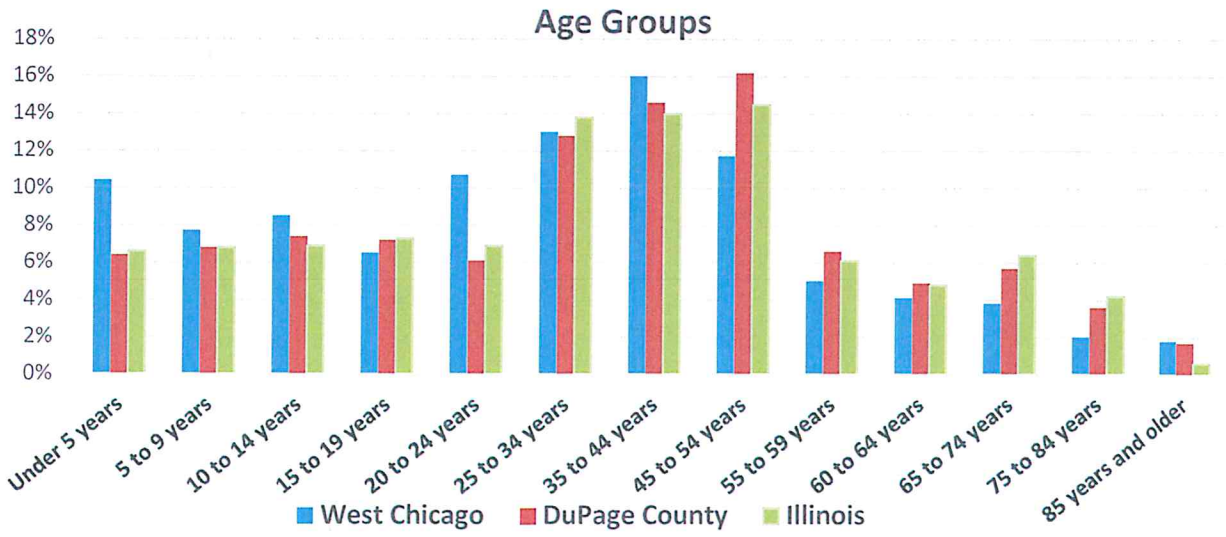


The City also benefits from its diversity. With over 50% of the City's residents identifying as Hispanic/Latina, the City's multi-cultural character serves as a source of pride and

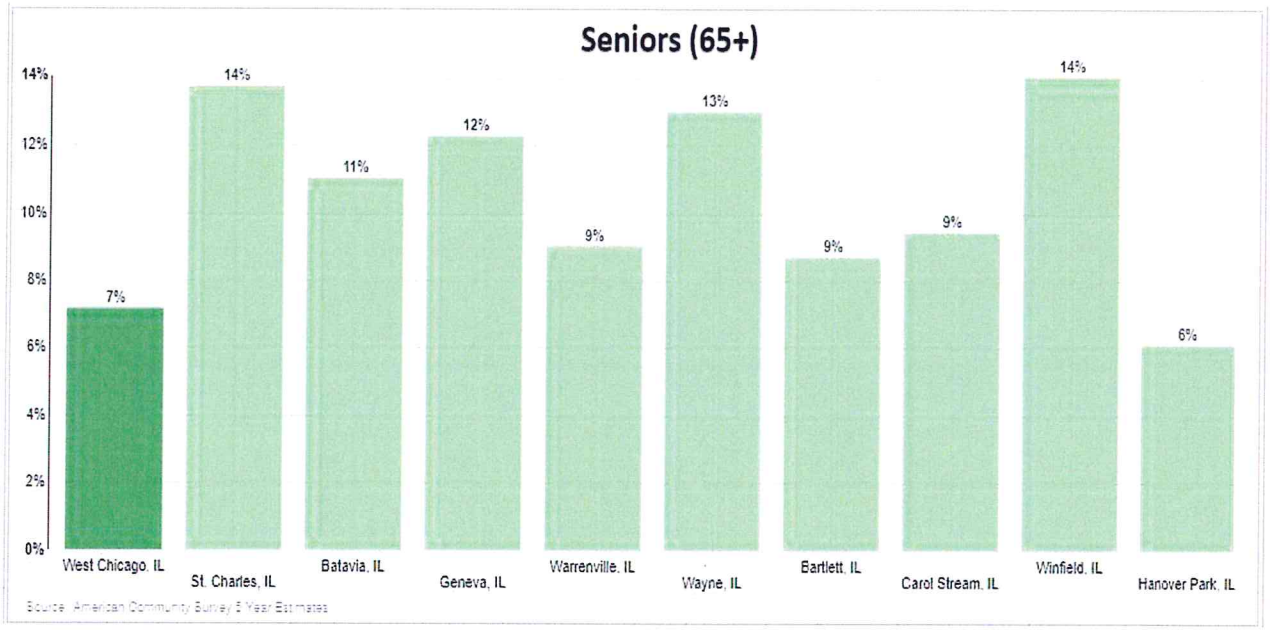
distinction. Importantly, this character can serve as a tool to attract development and new residents, especially as younger Millennials place significant value on diversity when deciding where to live. The City has taken a number of steps to promote community cohesion and inclusion, such as sponsoring several festivals celebrating history and diversity.



When examining the age distribution of West Chicago residents, one key storyline emerges: Much of the nation's population is aging-including that in Illinois and DuPage County-but



West Chicago remains relatively young. The percentage of children is higher in West Chicago, while the proportion of seniors over 65 years of age is lower. Even adjacent communities' senior populations are proportionately as much as twice that found in West Chicago. Cities with aging populations see shifts in overall consumption habits, so it is important to match economic development and future housing outcomes with the population. New Senior and "empty nester" housing will help keep that age group in West Chicago.

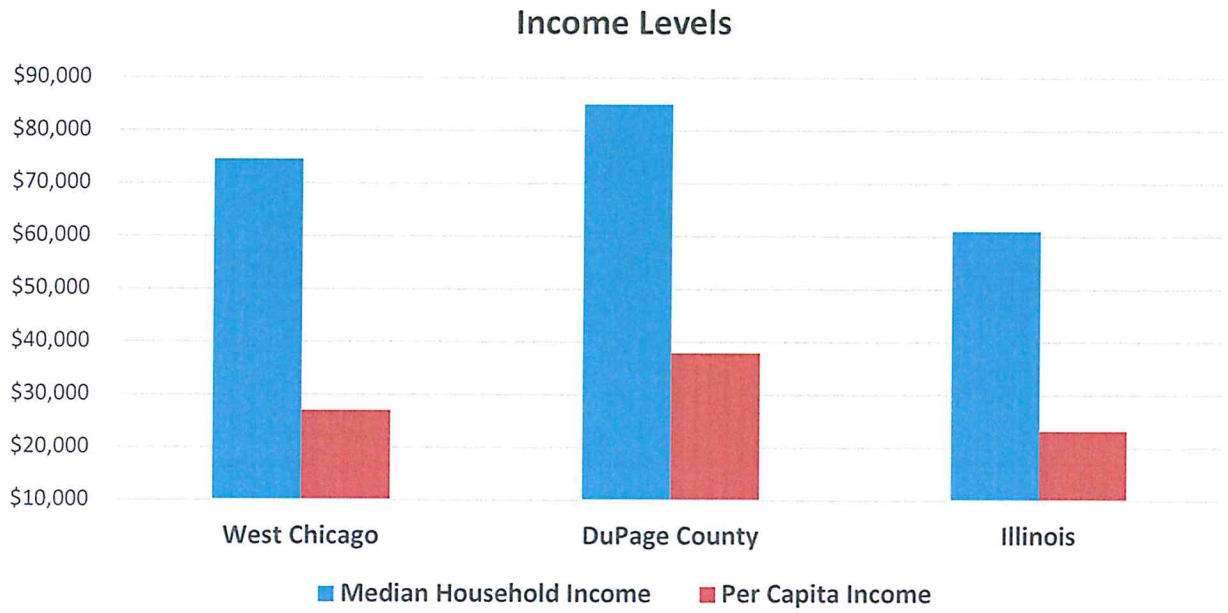


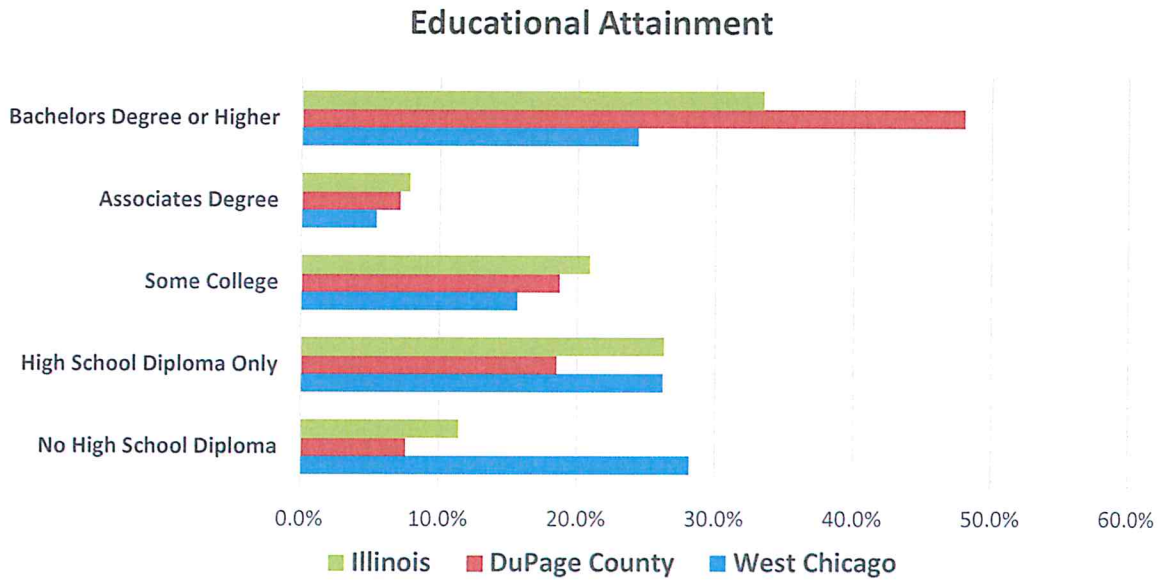
Income and Education

Median Household Income (MHI) is lower in West Chicago than that found for DuPage County, with 2018 figures coming in at $74,491 and $84,908, respectively. MHI in Illinois falls below West Chicago. Per-capita income levels see an even greater gap, but this is due to differences in average household size, which is 3.65 in West Chicago, contrasting with 2.68 in DuPage County. Since 2013, increases in MHI have exceeded those for the State and DuPage County. Lower incomes have a compounding effect on low retail spending in a community.

The difference in MHI may be due to education levels. There is a strong correlation between wage levels and educational attainment. Residents in West Chicago with only a high school diploma earn an average of $22,750 annually, compared with $51,902 for those with a Bachelor's Degree or higher. In 2017, only 24% of the City's residents held a Bachelor's Degree or higher; this compares with 48% in DuPage County. There is also a strong correlation between educational attainment and unemployment, where those without a high school diploma

experience twice the rate of unemployment compared with those possessing a diploma. Those with at least some college or more experience the lowest unemployment rates.





What about future demands? Estimates are that employment in West Chicago will contract 0.3% per year over the next ten years, but those requiring a post-graduate degree will increase 0.4% per year for the same period *(JobsEQ,* 2019). The forecast also mentions that on-the-job training will see an annual growth rate of 0.2% during the next decade. Making the community an exciting and attractive place to live, work and play will help attract more highly educated

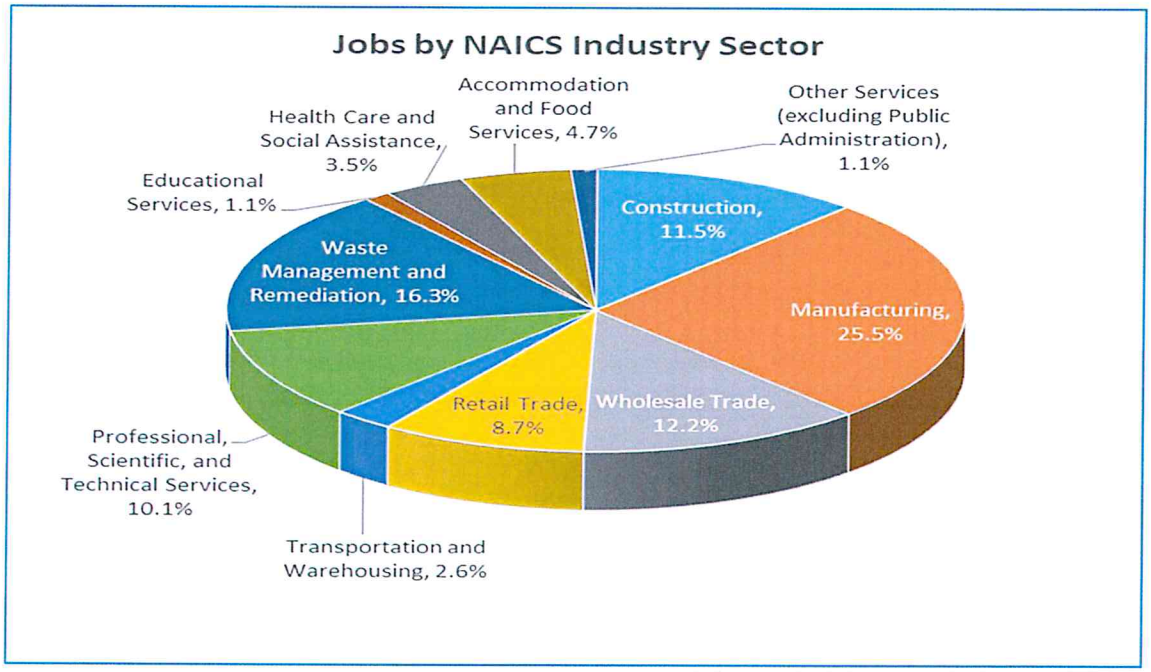
residents and avoid "brain drain" by keeping highly educated residents in town. The aging housing stock, a lack of retail options due in large part to low housing density, and a too quiet downtown should be addressed to enhance the attractiveness of the City.

| THE EMPLOYMENT ENVIRONMENT

Manufacturing and Wages

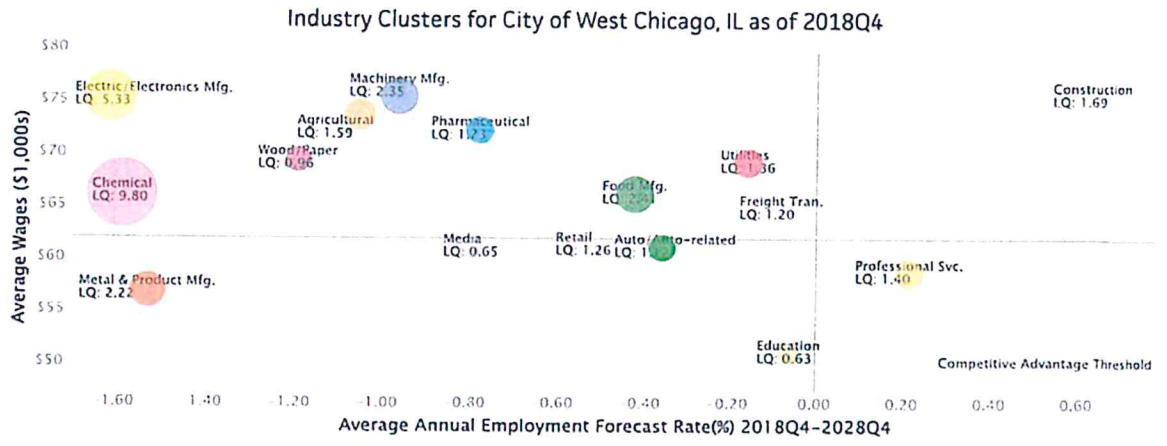
West Chicago is an employment center. Businesses in West Chicago employ more than 16,000 workers. Just ten percent of those are residents who live and work here. Nearly 12,000 residents work outside of the community in Chicago, Aurora, Elgin, St. Charles, Carol Stream and elsewhere. West Chicago's dominant industries are Manufacturing, Warehousing, Construction and Waste Management (e.g., scavenger services).

A look at employment by industry type reinforces that the City benefits from a strong manufacturing sector, which provides 25% of the jobs in West Chicago. By comparison, DuPage County's largest employment sector is Health Care and Social Assistance, at 12%, followed by manufacturing at 11%. The aging of the population creates a shift in demand for certain services such as more health care (just three percent of West Chicago's employment). This is a trend that, while possessing a younger population today, West Chicago should consider as new housing opportunities arise and are sought.



While trends suggest the need to be open to possible changes, the City's unique position as a manufacturing hub is not waning and should be cultivated. Manufacturing can offer much higher wages than many other employment clusters, such as warehousing, or retail and food services. It is worth noting that the recent development in the City of logistics and warehouse facilities brings a lower wage job, so a renewed focus on true manufacturing is in order.

Also important to know, by far the strongest industries (based on Location Quotient, which compares the local concentration of an industry-type with the nation's concentration for the same industry) within the manufacturing category in West Chicago are chemicals (LQ 9.80) and electronics manufacturing (LQ 5.33). However, both of these industries are projecting declines in employment over the next ten years. Sometimes this presents an opportunity to work towards increasing the local consolidation, as these businesses leave other locations. West Chicago could become the place where these businesses consolidate their divisions, thus retaining their stature in the area. On the other hand, it may be a signal to work towards diversifying the City's industries. Tasks relating to both approaches are included at the conclusion of this Plan.

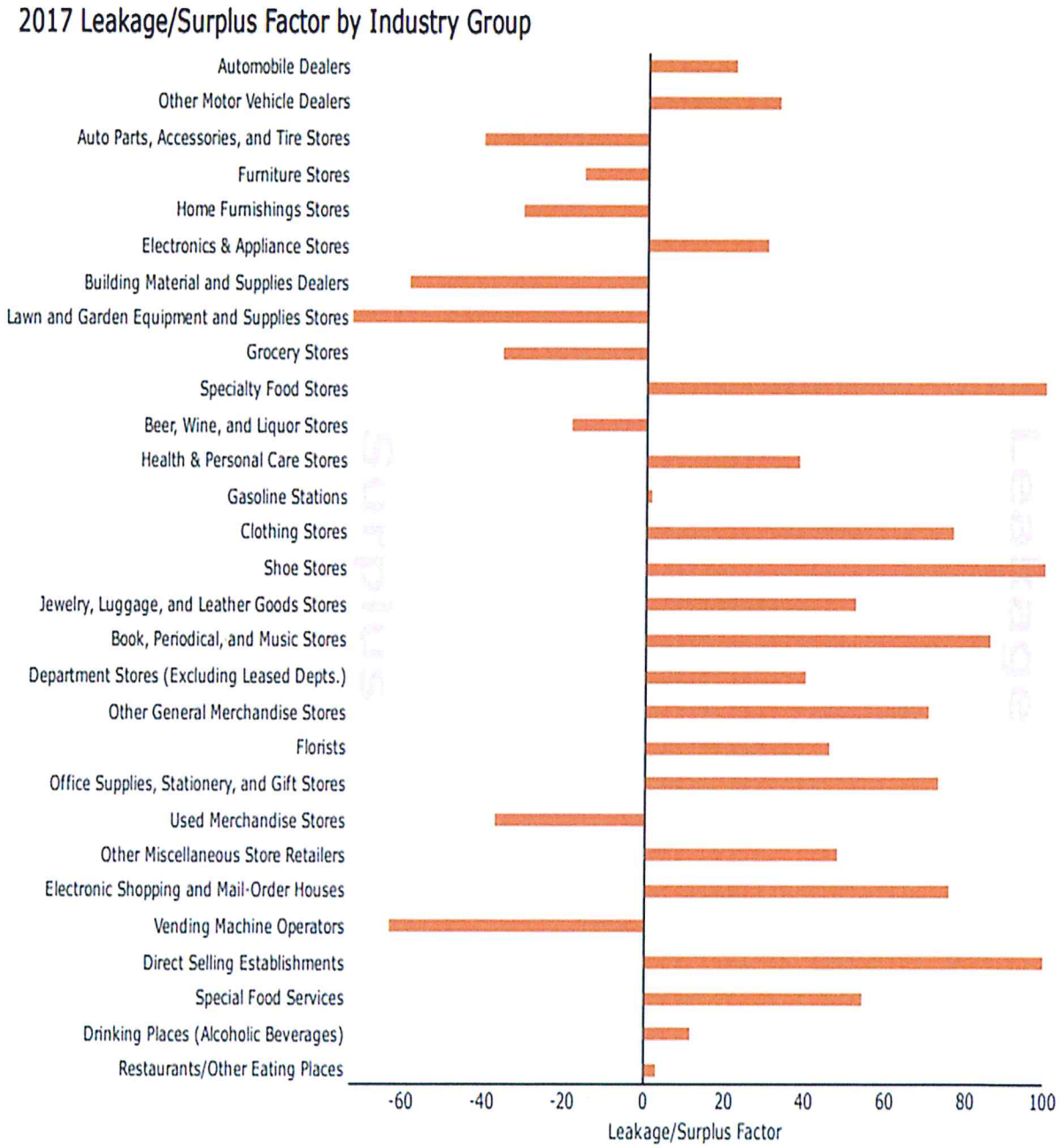


Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2018Q2 with preliminary estimates updated to 2018Q4. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

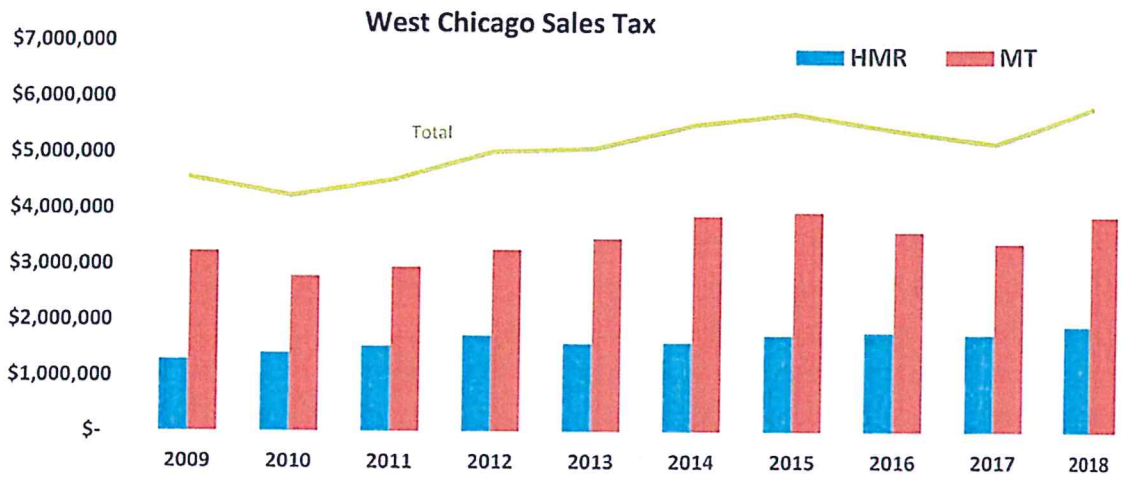
Retail Sales and Sales Tax

According to data from ESRI's *Business Analyst,* West Chicago is a supplier to the area when it comes to Specialty Food Stores (e.g., the Mexican grocers in the City), Lawn and Garden Supplies (e.g., Menards). Shoppers need to leave the City for General Merchandise, Apparel, Furniture, Books and Office Supplies. Leakage/Surplus Analysis is a somewhat blunt instrument, but overall trends may be derived from looking at its data. A more nuanced approach might conclude that unmet local demand is being provided by online retailers and nearby department stores.

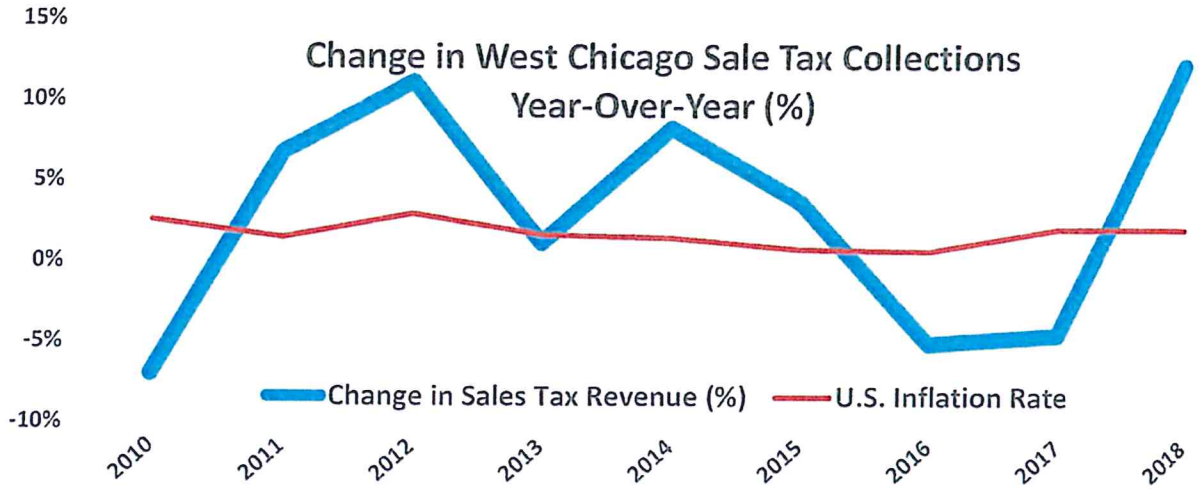
A small amount of "leakage" is seen in the restaurant industry and means it is a possible target for economic development efforts, bringing in new restaurants that are destination-oriented and "Internet proof". Easy proximity to the large department stores is a more difficult challenge to overcome.



The location of retail near "rooftops" (the close proximity of a high density and numbers of residents to retail opportunities) has been a challenge for the City. The City's residential density is hampered by the amount of forest preserve, airport, Fermi Lab and golf course land within and near its borders. The most successful retail area in West Chicago, near the intersection of Neltnor Avenue and North Avenue, is across from one of the least successful—and the proximity of "rooftops" is one of several factors that come into play. Other land in that vicinity is zoned for retail, but the likelihood of it actually becoming retail is very low, according to the *West Chicago Route 59- North Avenue Market Study* {2017). Housing and its impacts is discussed in more detail later on in this Plan.



Data from the Illinois Department of Revenue indicates a steady, modest increase in sales tax revenue for the City in the years since the Great Recession (averaging three percent and comparing favorably with inflation at 1.8%). A brief disruption in this trend was experienced in 2015-2017, the result of an automobile dealer leaving town. It can be reasonably anticipated that this gap will be filled by revenues from the recent opening of two new dealerships specializing in pre-owned vehicles.

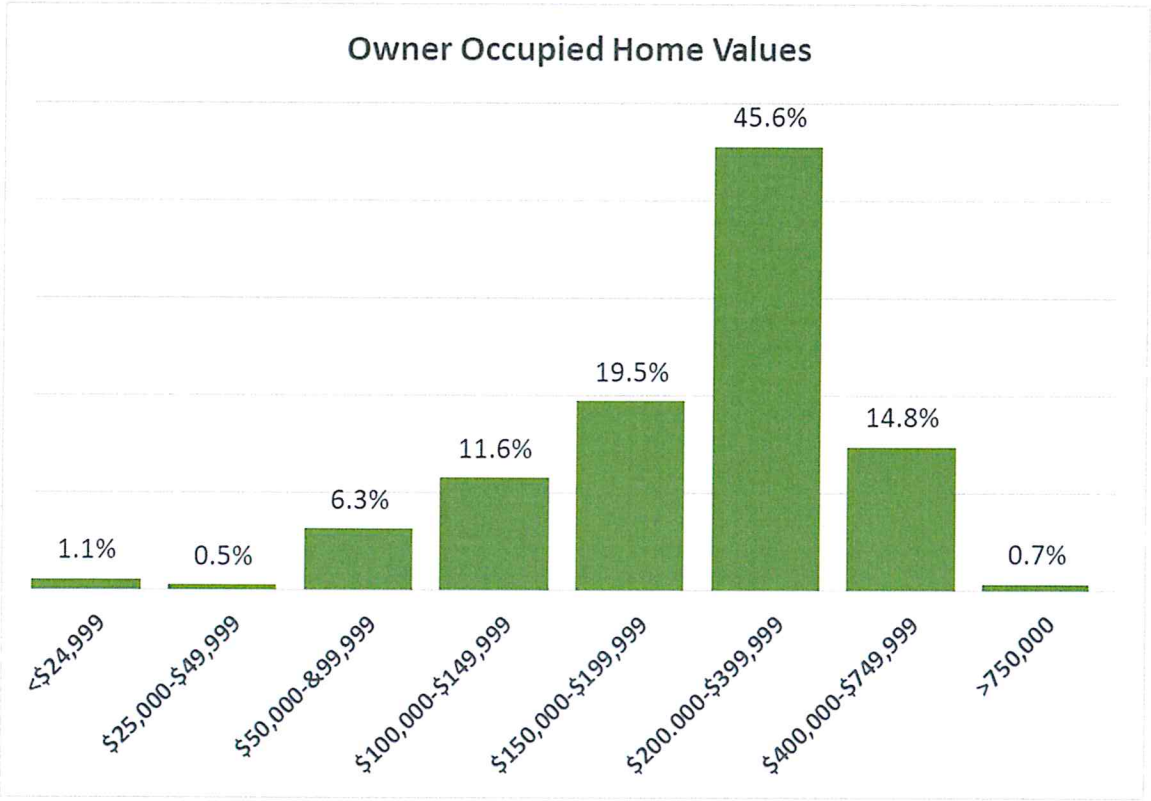


Retail jobs tend to be on the lower end of the wage scale. Nevertheless, the availability of retail is seen as critical to the character of any community, in addition to the ability to buy what you want and when you want it.

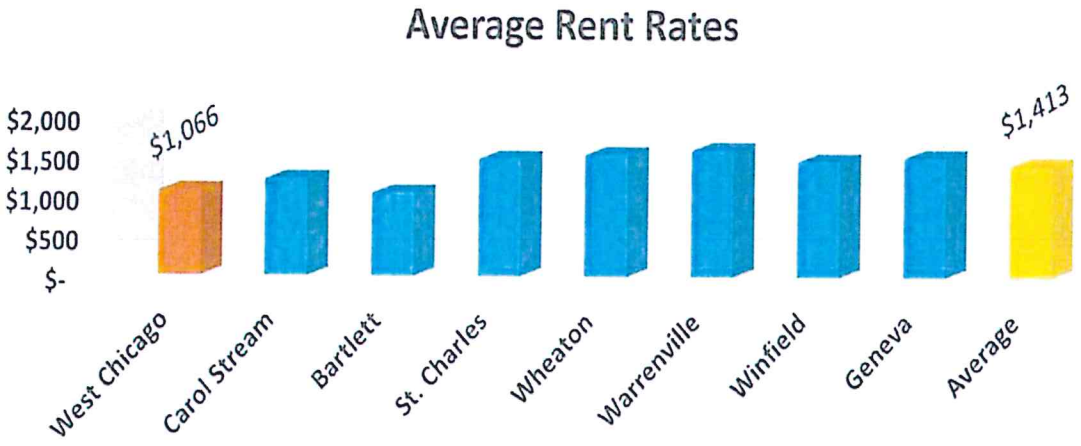
Housing and the Economy

Housing and economic development are inextricably linked. Of course, construction-related jobs are created when houses and apartment buildings are built, but housing's reach is even greater. New housing helps to attract new residents and retain existing ones. These residents, in turn, spend money locally on retail, services, food and entertainment. Also, the availability of diverse, quality housing is essential to any community's ability to retain and attract businesses and jobs.

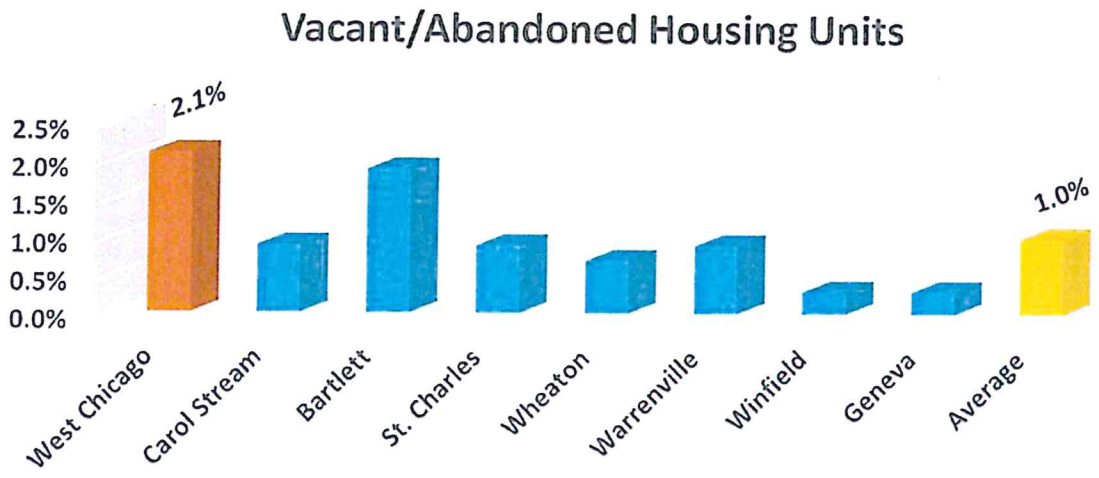
West Chicago possesses a diverse housing stock that meets the needs of a range of individuals and families. The City's median home value (MHV) of $253,000 aligns well with its median household income. A significant portion {46%) of owner-occupied homes sees values between *$200,000* and $399,999-these homes are most attractive to middle-income families. A sizeable number of less expensive starter homes are also available {39%). About 15% exceed *$400,000* in value.



One of every three residences in West Chicago is renter occupied. Much of this stock is older and lacks the amenities and finish-levels frequently demanded by Millennials. Without "Class A" rental stock, the City's ability to attract these individuals becomes markedly more difficult. Evidence of this dearth of high-end apartments is apparent when comparing rents. The median rent for an apartment in West Chicago is $1,066 per month; the rent for surrounding communities is a full one-third higher at $1,413. Providing new, highly-amenitized apartments is one of the goals coming out of the *Central Main Street Redevelopment Plan Update,*



mirrored in this Plan, which will have the added critical benefit of bringing more people and spending to the downtown.



Finally, consider the City's housing abandonment rate. With 2.1% of the City's homes vacant or abandoned (this does not include homes while in-between tenants or buyers), the abandonment rate is twice the average of the surrounding communities. This is when the City's code enforcement officers become economic development advocates, by addressing the potential for blight in the community.

Infrastructure and Jobs

The final piece needed for coordinating any city's needs for a strong economy and employment base includes a discussion of infrastructure. Here, West Chicago benefits from three urban highways-IL 59, IL 38 and IL 64-which provide excellent regional access to and from jobs in West Chicago. I-88 is a short drive away. Importantly, Metra commuter rail includes a station in downtown West Chicago, providing easy access to Chicago and places in between. In fact, the amount of rail in the City is extensive and available for the movement of freight in many manufacturing areas. Finally, DuPage Airport calls West Chicago home making freight and private jet service available for those needing air transport.

West Chicago also has its own water supply and wastewater treatment plant. It is a partial-waiver community and subject to the DuPage County Stormwater Rules. Commonwealth

Edison, a unit of Exelon Corporation, provides electricity and NICOR Gas, owned by Southern Company, provides natural gas to the community. Fiber optic lines and cable services are also available in the community.

Infrastructure is a real asset in West Chicago. The City's ability to adapt to the future as air transport needs change, commuter patterns shift or driverless vehicles gain in acceptance is critical.

| OTHER PLANNING AND ECONOMIC DEVELOPMENT WORK

The City of West Chicago has long recognized the need to organize and focus its efforts to create a unified vision for development and promote growth within the community. The Economic Development Plan does not stand as the only tool available when considering the economic future of the community. Previous planning efforts and studies have played a role and continue to do so. These include:

- Central Main Street Redevelopment Plan Update (2018)
- Route 59- North Avenue Market Study (2017)
- West Chicago Strategic Plan (2016)
- Comprehensive Plan (2006)
- Various TIF reports

Special mention is made of two of the plans:

- In the *Strategic Plan* (2016}, significant effort was made to develop Action Items for five business districts in the City. Many of these, but not all, were carried over into this document as Tasks. Some were updated and others were completed or not deemed to be within the five-year planning timeframe of this Plan.
- Essential recruiting activities are underway in an effort to implement the *Central Main Street Redevelopment Plan Update* (2018). The outcome will play a large role in determining the next steps taken by the City.

| SWOT ANALYSIS

A Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis can provide a quick way to understand fully the necessarily complex set of topics that go into designing a list of future tasks for an Economic Development Plan. The analysis can take into account the kinds of information already reviewed in this Plan, coupled with external factors that are well-documented outside of the Plan. The goal is the identify weakness and threats which need to be addressed and the opportunities and strengths available to assist or build upon.

Strengths

The City of West Chicago can boast many strengths: a healthy manufacturing sector, strong employment base, affordability, and location within the region, to name a few.

Multiple rail lines, a Metra station downtown, the DuPage Airport, a proactive City Council and the availability of local incentives help to distinguish the community from others in the area when making location decisions.

Strengths

National/Global

- U.S. remains a low-risk, high-transparency investment destination

State/Region

- Moderate cost of living
- Number and quality of institutions of higher education
- Technical training schools
- Dining and shopping opportunities
- Cultural and recreational options
- Entrepreneurial programs
- High productivity of regional workforce
- Diversified regional economy
- Lagging median income levels

Local

- Strong employment base
- Access *to* region
- Mature and robust manufacturing base
- Strong transportation infrastructure
- Housing that is affordable
- Proactive City Council
- Quality parks system
- Relatively inexpensive land costs
- Some tax incentive programs

Weaknesses

One of the more significant weaknesses for West Chicago is the deteriorating and obsolete commercial property inventory. The lack of rental stock attractive to Millennials is another. Finally, perception of the City is something the City has worked hard to overcome.

The City has little control over training levels of employees, but the Economic Development Coordinator can help link businesses with community colleges for training opportunities.

Lack of housing density is a consistent theme affecting both housing choice and retail success.

The State's poor fiscal health is also not in the City's control, but for companies seeking a northeast Illinois location, West Chicago has a lot to offer.

Weaknesses

National/Global

- Trade wars threaten economic growth and stability

State/Region

- State financial condition
- State tax structure
- Lack of cohesive workforce strategy

Local

- Lagging median income levels
- Aging housing stock; lack of quality rental
- "Leakage" of retail and restraint spending
- Need for additional training
- Outdated and poor quality retail space, requiring expensive redevelopment, more than simple rehabilitation
- Perception within the region
- Segments of man road corridors lack aesthetic appeal
- Low density of households to support retail with expanses of land dedicated to the Airport, Forest Preserve lands, Fermi Lab and Reed - Kepler Park

Opportunities

Despite the existence of several significant impediments to growth, West Chicago has an abundance of opportunities within its grasp. This list begins with the potential for new high quality multi-family residential development and commercial revitalization in the downtown.

Related to this is the opportunity to cultivate a vibrant arts scene in the central business district, building upon existing arts initiatives and organizations such as Gallery 200, People Made Visible and the City's Cultural Arts Commission, among others. A thriving arts scene could serve as a powerful and attractive force for young creative professionals from around the region.

West Chicago has several large sites, zoned and available for new manufacturing, office or research-related facilities. This is something unique to West Chicago compared with cities located to the east.

Finally, the underutilized commercial space in West Chicago, especially near Routes 59 and 64, possesses the potential for revitalization.

Opportunities

National/Global

- Reshoring trend
- Transition to the "Knowledge Economy"
- Technological advancements
- Sustainable growth emphasis

State/Region

- EDGE tax credit program
- Worker retraining program

Local

- New housing and commercial development downtown
- Strong parks and recreation opportunities
- Develop housing stock to appeal to Millennials
- Commercial growth near Routes 59 & 64 and industrial growth near Roosevelt and Fabyan
- Enhance City's appearance along certain corridors
- Continued downtown revitalization
- Reuse of the former General Mills campus
- Artist community in the downtown
- Business/restaurant/retail incubator spaces
- Attract suppliers and customers of existing businesses, especially manufacturing firms

Threats

Many of the threats are external to the City of West Chicago but impact the City nonetheless. The "Knowledge Economy" and an aging population are two examples.In the long term, the ability to maintain a strong manufacturing sector will likely depend on its ability to adapt to many aspects of the Knowledge Economy. Also, an aging population will eventually catch up with West Chicago.

The "brain drain" can be staunched with success managing the opportunities discussed earlier. But with such heavy reliance on manufacturing, it may be hard to "turn the ship" towards a more diversified selection of business sectors which will provide the jobs attractive to Millennials.

The biggest obstacles are the business environment in Illinois, but as indicated earlier, West Chicago can compete if a northeast Illinois location is in the mix.

Threats

National/Global

- Trade wars
- Protectionist trade policies
- Low-wage labor overseas
- U.S. debt levels
- High health care costs
- Transition to the "Knowledge Economy"
- Climate change
- Rapid changes in skillset needs
- Political gridlock in Washington D.C.
- Aging population

State/Region

- State pension obligations
- State budget deficit
- Slow regulatory and permit approval process in Illinois

Local

- Potential "brain drain" as young, talented workers leave West Chicago for other opportunities
- Limited options for diversifying tax base
- Continued underutilization of former General Mills space

| TASKS

The outgrowth of the exercise above is to generate a clear list of items to be addressed through task development. Some are derived directly from the *West Chicago Strategic Plan.* Others come from this document. In any case, the following list provides an aggressive approach to economic development in West Chicago for the next few years, broken into categories based on priority and relative cost.

High Priority ILow Cost

- *Establish an Economic Development Task Force.* The Task Force would be an advisory body that contains not only representatives from the City of West Chicago staff and elected officials, but also a purposeful mix of private sector actors, including developers, property managers, property owners, business owners, realtors, listing agents, banks, and others. These groups are sometimes called the Mayor's Council of Economic Advisors. As experts on the local economy, the group would meet regularly to recommend priorities and advise on the course of action the City should take. This action would expand on the City's commitment to support local business and economic development in West Chicago. (Set up in Year One, then ongoing)

> *:: Invest in and launch a robust, proactive economic development program, led by the City, that partners with the business and real estate development community to promote West Chicago as a place to invest in a range of commercial and industrial uses, and build an entrepreneurial spirit.*
>
> *:: Establish targeted investment economic development strategies for each area of the City's five business districts, tailored to corridor and site-specific conditions.*
>
> - West Chicago Strategic Plan (2016)

- *Embrace manufacturing as the predominant sector within the City.* As the leading business and jobs sector in West Chicago, manufacturing has long been a strength here. This recognizes and is supportive of there-shoring trend. Pursue a targeted, cluster-based strategy. Furthermore, wages tend to be higher than for many employment clusters. Opportunities may be available for suppliers and customers of existing manufacturing firms and could be targeted. (Ongoing)
- *Actively determine the locations for new housing and consider ways to attract appropriate developers.* Match potential residential developers with the properties identified for future housing. Promote the locations online and with mailed brochures. (Years 1-3)

- Support businesses in emerging *employment sectors* by partnering with local and regional organizations, including the College of DuPage, Choose DuPage, Western DuPage Chamber of Commerce, the DuPage County Hispanic Chamber of Commerce, and the West Chicago Hispanic Business Coalition. {Years 1-5)
- *Find ways to link local businesses with available grants and other assistance.* There are a number of resources available for new and existing businesses outside of any City programs. The Economic Development Coordinator should stay aware of these and help make connections as appropriate. (Ongoing)
- *Work with code enforcement where appropriate.* It is important not to allow properties to fall into disrepair to maintain a positive image for the City. The Economic Development Coordinator should report troubled properties to Code Enforcement personnel where needed and liaison, if appropriate, with problem businesses. (Ongoing)

High Priority I High Cost

- *Establish a formal Business Retention and Expansion (BRE) program.* Recognize that most growth by far occurs through the expansion of existing businesses and that a properly implemented BRE program will maximize growth potential, work to remove or mitigate local obstacles to growth and develop contingency plans should there be plant closings or serious economic changes. A variety of surveys could help identify potential candidates (or those "at risk" of closing). The City may also look towards creation of an incentives program. Criteria would need to be developed for eligibility based perhaps on the magnitude of the expansion or potential loss. A program like this requires adequate funding but other aspects of development, such as reduced permit fees, could also be helpful. (Routine efforts Years 1-2, Program in Years 3-5)
- *Actively recruit new retail and restaurant users to the community.* This must occur with the whole City in mind, but with special attention paid to the downtown. Consider establishing business incubators within the City as a public-private partnership. Make full use of an expanded Retail-Restaurant Grant and Facade Grant programs. (Years 1-5, Incubator Year 5)
- *Formalize and refine new business support* programs by engaging with local and regional organizations, such as the Small Business Development Center, to support entrepreneurs. Provide site selection assistance. Help "walk" applicants through the zoning and building approval processes. Make appropriate use of expanded Retail-Restaurant Grant and Facade Grant programs. (Years 1-5)
- *Implement the Central Main Street Redevelopment Plan Update.* Adopted in 2018, steps have been taken to identify the primary and secondary developers with whom to

negotiate a redevelopment agreement as a first phase of plan implementation. Focus on gaining mixed use /TOD development with Class A rental accommodations. Subsequent development agreements should follow. (Years 1-5)

- *Advocate for ways to activate the downtown.* As redevelopment occurs, including a new City Hall, the inclusion of public space that can be used for various passive activities (from an outdoor lunch with friends to an impromptu concert, etc.) will benefit the downtown and put more pedestrians on the sidewalks. Also, create a series of "pop up" events, allow food carts/trucks and event-related open streets. Work with downtown businesses to gain their participation in festivals located in the downtown. (Years 1-5)
- *Create and adopt a formal Roosevelt Road Corridor Development Plan.* Done in cooperation with the City Planner, it should detail the community's vision for the area, address public infrastructure needs, and provide subarea and site-specific detail on infill redevelopment strategies. (Years 4-5)
- *Support cultivation of a vibrant arts scene in the downtown.* A thriving arts scene would serve as a powerful and attractive force for young creative professionals from around the region. (Years 2-5)
- *Continue to use and expand development-related incentive packages.* Property tax and permit fee abatements have been routinely employed recently. Often these depend on IGAs with other governmental bodies. Sales tax rebates, the creation of special service areas and industrial revenue bonds are other tools available, as well. (As appropriate)
- *Tax Increment Financing.* TIF is a traditional and excellent way to generate revenue to support infrastructure installation and new development in targeted areas. Providing competent management of the existing TIFs is essential. Working *to* re-TIF the downtown will become critical to its eventual success and the implementation of the *Central Main Street Redevelopment Plan Update.* (Continuous, Re-TIF Year One)

Low Priority / Low Cost

- *Find ways to link local colleges with the training needs of local businesses.* The trend towards on-the-job training can be supported often through programs created and resourced by nearby community colleges. Surveys could help identify training needs. (As needed)
- *Encourage development of health care and "Knowledge Economy" businesses.* Active recruitment is called for in the mid-term, but working to identify available locations is warranted. This will take advantage of overarching trends in demographics and the economy. (Ongoing)

- *Business friendly codes.* A systematic review of key zoning requirements, locally amended building codes, internal policies and fees should be undertaken to identify those that may be revised to make the community. (Ongoing)

Low Priority I High Cost

- *Encourage small business incubator and accelerator space.* In partnership with colleges and universities located in the western suburbs, certain available manufacturing and commercial space might be developed for this activity. Projects could be developed with a mixture of public, private, nonprofit and college resources. (Years 3-5)
- *Work with the new owner to develop a long-range plan for the former General Mills site* All options should be "on the table" as the future of this site is considered. Cooperation with the new owner is essential. (Years 3-5)
- *Broaden the facade improvement program to a Citv-wide effort.* Significantly more funding would be required, but key corridors outside of the existing downtown program could be better defined, made more attractive and aided with this effort. (Years 4-5)
- *Sub-Area and Corridor Plans*. As these opportunities arise, make sure a sustainable economic development perspective is heard so the City can retain its business-friendly environment. The Roosevelt Road Corridor Plan, mentioned earlier, is one example of these. (As needed)
- *Support transportation modernization.* The City's ability to adapt to the future as air transport needs change, commuter patterns shift or driverless vehicles gain in acceptance is critical. (As needed)