

IV. Implementation Steps

Strategic Integration

Although the QOL Plan entails more than 75 specific action proposals covering a wide range of topic areas, its proposals have a similar strategic orientation, and they are interdependent. All of the proposals of the Plan are based on the principle of leveraging existing assets to solve community problems:

- Housing proposals build on Joliet’s generally strong housing market and programs that the City has in place.
- Recreation proposals begin with the base of existing facilities.
- Transportation proposals involve a close partnership with Pace as a flexible public transit agency.
- Retail proposals are founded on the two legs of large pent up retail demand and corridor locations with adequate traffic counts and sufficient land to assemble for development.
- Industrial Development and Employment proposals would capitalize on the extraordinary opportunities provided by the regional logistics industry, the City’s south side land development plans, and the service capacities of the existing workforce development system.
- Land Use proposals would augment the strengths of the existing built and natural environment.
- Education proposals would give community support for effective plans that the school districts have put in motion.
- Human Capital proposals would open avenues for greater community contributions to and engagement with the extensive service provider network.

The Plan has a “bias” that quality of life improvements in the Planning Area will generally flow from economic development and that the creation of living wage jobs and wealth in the community is the foundation for improvements in service systems. However, this orientation is tempered with the recognition of many prerequisites for economic development and ways in which the conditions of a desirable community generate wealth. So the Plan considers, for example, that:

- Meeting the Planning Area’s needs for a more diverse housing stock and retail amenities entails large scale business opportunities in which local residents may participate as consumers, workers, and business and property owners.
- Lack of education and training is the primary factor that bars Planning Area residents from well-paid jobs.
- Social problems related to household stability, health, addiction and crime often interrupt educations and narrow job opportunities.
- Communities that are attractively designed and provided with convenient recreation, transportation, and retail amenities uphold property values and attract economically diverse residents.

It was with appreciation of these types of interrelationships that the effort leading to this document and going forward to its implementation is designed as a quality of life project, rather than a specialized economic development plan.

Timeframes

The QOL Plan is too broad in scope – and so involves too many sets of decision makers and contingencies – for the accomplishment of its proposals to be scheduled tightly at this time. However, in the listing of proposals at the end of each topic area and at the end of the Plan, each proposal is given a priority as:

- “1” to be implemented as quickly as possible,
- “2” to be implemented soon, though not as a first priority, or
- “3” to be implemented as a follow-up or long-term effort.

Proposals are assigned a low, quick rating if they are necessary first steps in laying the ground work for other proposals or if they can be accomplished quickly and will have an encouraging impact through the demonstration of achieved results. Proposals are assigned a high, slow rating if they must follow the establishment of prerequisites or if they describe actions that must be made repeatedly, as part of an ongoing effort, to have effect. Generally the Plan calls for the accomplishment of tasks rated 1 or 2 within a three-year time frame and the accomplishment of tasks rated 3 within a ten-year horizon.

Every second year the City and the Planning Area community should revise this Quality of Life Plan. In these revisions allowance can be made for the results of development efforts and unforeseen events. Different initiatives can be moved up to short-term implementation status. Through this process the Quality of Life Plan will continue to be vital guide for the Planning Area’s improvement efforts.

Financial Considerations

By far the largest dollar figures involved in the implementation of the Quality of Life Plan will be private investments to create the housing and commercial development that the Plan aims to generate. These investments will be project specific, and they cannot be usefully estimated at this time, but if the Plan is realized they will certainly involve tens of millions of dollars and generate thousands of jobs. To set this development process in motion and guide it toward desired outcomes, this Plan offers 56 specific proposals for action within the next three years. Staffing or direct expenses to implement all of these proposals would require a total of approximately \$5,141,000 to \$8,745,000 over 3 years. The large bulk of funding to carry out these proposals would be regional, state, or federal agencies of government or private foundations. Funds may also be secured from fees earned for services or from the creation of special districts within the Planning Area (such as tax increment finance [TIF] or special assessment [SA] districts.) Specific sources of funding to be approached for each proposal are noted with the summary of proposals at the end of each section of the Plan. Appendix III to the Plan provides a text base of information regarding specific titles and programs of public entities and background on private foundations that are appropriate sources of funding for the proposals of the Plan. These funds would be supplemented by the considerable in-kind contributions of community volunteers and the time of staff in partner organizations or agencies which would see cooperation with specific proposals of the Plan as activities within their basic mission.

In order to perform, manage and fund the implementation of action proposals, the core implementers of the Plan, the City and the Planning Area CDC, will need to maintain a constant staff effort. In this effort City and CDC staff will continually be refining plans for specific projects, applying to sources of funding, marketing development opportunities, assisting home owners and small business owners, coordinating community engagement in education and human service programs and all of the other activities entailed in the Plan's proposals. The staff work and direct expense of this ongoing effort will require a budget of approximately \$500,000 per year divided between City and the CDC, which is included in the estimated range of total expenses to implement the Plan over the next three years.

Summary of Proposals

Proposed Action	Responsibility	Priority	Completion Date	Estimated Costs	Potential Funding Sources
Housing					
Short Term (0-3 years)					
1) Leverage strong market area activity to create mixed-income housing throughout the city	City of Joliet Developer participation	1		N/A	N/A
2) Establish Planning Area community-based organization (possibly a community development corporation (CDC) tasked with administering housing programming, development and rehabilitation.	QOL Task Force City of Joliet	1			
3) Expand or reinstate housing rehabilitation programs and concentrate these programs in “Target Redevelopment Areas”	City of Joliet CDC	1		\$100,000 - \$200,000 annually	Local financial institutions, IHDA, City of Joliet –CDBG, HOME, Casino revenues, Housing Trust Fund (if established)
4) Expand residential development in Downtown Joliet by working to attract interested developers and allowing for increased density in appropriate locations, particularly around the Metra station	City of Joliet Neighborhood Organization	1		N/A	Historic Tax Credits...
5) Zone for additional housing that allows for higher density around commercial corridors and other “Target Redevelopment Areas”	City of Joliet	2		N/A	N/A

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
6) Engage local employers in Employer-Assisted Housing programs to invest in purchase assistance for their employees	Neighborhood Organization Metropolitan Planning Council City of Joliet	2		N/A	Employer Investment – minimal cost to do outreach
7) Supplement Assist program to provide matching funds for investment in the Planning Area and provide homebuyer counseling	City of Joliet Local Banks CDC	2		Matching funds: \$20,000-\$30,000 annually Counseling \$ 40,000-\$50,000 annually	Local financial institutions, IHDA, City of Joliet –CDBG, HOME, Housing Trust Fund (if established)
8) Pair code enforcement with rehabilitation assistance	City of Joliet Local Banks CDC	2		***See #3, \$100,000 - \$200,000 annually	Local financial institutions, City of Joliet – CDBG, Housing Trust Fund (if established)
9) Expand Rental Housing Inspection and Licensing to include all rental units	City of Joliet	3			Inspection fee paid by property owner
10) Develop emergency loan program to pool resources with Will County Center for Community Concerns	City of Joliet Local Banks Will County CCC	3		\$50,000 - \$75,000 annually	City of Joliet – CDBG, HOME
Long Term (3+ years)					
11) Assemble land and issue RFP for mixed-income and mixed-use development in the 4 th and 5 th Districts	City of Joliet	1		Varies based on City resources	City of Joliet – CDBG, HOME, Casino, General Fund
12) Develop strategies to improve infrastructure in unincorporated areas in the 4 th and 5 th Districts, specifically in the Ridgewood area and in “Target Redevelopment Areas” and some of the more isolated areas south of I-80 near the river	City of Joliet Will County Joliet Township	1			

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
13) Pursue adaptive reuse of vacant and historic structure, converting them to residential	City of Joliet Private Developers	2		N/A	Historic Tax Credits, Low-Income Housing Tax Credits, State Housing Trust Fund, Joliet Housing Trust Fund (if established)....
14) Continually market available sites to builders interested in developing housing that incorporates a diversity of types and sizes	City of Joliet CDC	2		N/A	N/A
15) Pursue affordable housing development that will incorporate federal and state resources to mitigate initial risk of developing in the Planning Area	City of Joliet CDC Private Developers (non-profit & for-profit) Local churches	2			Historic Tax Credits, Low-Income Housing Tax Credits, State Housing Trust Fund, HOME, CDBG, Joliet Housing Trust Fund (if established)....

Recreation

Short Term (0-3 years)

1) Develop a Planning Area Parks Master Plan, and tie recommended improvements to multi-year Capital Improvement Plan (CIP).	Park District	1		\$50,000 - \$75,000	Park District, City of Joliet
2) Prepare a study to explore the feasibility of providing an additional recreation center with a full range of facilities, including pool, and other alternative uses to serve residents.	Park District	1		Other Recreation costs should be estimated through carrying out the proposed Master Plan	Park District, IL Dept. of Natural Resources (IDNR), City of Joliet, Community Development Block Grants (CDBG), IL Dept of

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
					Commerce and Economic Opportunity (DCEO)
3) Continue to upgrade and improve play structures and playfields in mini and neighborhood parks. (prioritize and implement recommended improvements in Parks Analysis report in Appendix B)	Park District City of Joliet	2			Park District, IDNR, CDBG
4) Expand programs beyond the First Tee program to subsidize the cost of recreation programs for low income citizens. a) Assist neighborhood associations or other not-for-profit organizations to provide programs where the cost for additional services is deemed prohibitive.	Park District, City of Joliet, Organized Planning Area possibly led by a Community Development Corporation (CDC)	2			City of Joliet, Park District, CDBG
5) Explore creating vanpool or similar transit service to west side facilities	City of Joliet, CDC, Local non-profit organizations	3			Park District, City of Joliet, Pace/Regional Transportation Authority (RTA)
6) Explore partnerships with other providers of recreational services, including schools to enhance coordination and availability. a) Develop school/park joint use facilities	Park District, CDC	1			Park District, IDNR
7) Explore alternative funding, including governmental, not-for-profit and corporate sponsors	Park District, CDC	1			Foundations, Open Lands, US Environmental Protection

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
					Agency (USEPA)
Long Term (3+ years)					
8) Acquire more park space in underserved areas either by purchase and development, or partner with other organization, such as school districts, to use existing spaces more efficiently	Park District, City of Joliet	1			Park District, IDNR, Open Lands, CDBG
9) Expand the trail system to enhance accessibility to civic, cultural, recreation, employment and commercial center, and to create additional recreation options	Park District, City of Joliet	2			Federal Transportation Grants, IDNR, City of Joliet, State Bicycle Grant
10) Create a greenway system along flood prone areas to minimize flooding, to create opportunities for recreational use, and provide habitats for wildlife.	City of Joliet, Will County	3			Open Lands, Federal Emergency Management Agency (FEMA), USEPA
11) Explore initiatives to engage community residents in providing and supporting locally based recreation programs, including building playgrounds, community gardens and park clean-up days.	CDC	1			City of Joliet, Non-profit agencies, Private corporations

Transportation

Short Term (0-3 years)

1) Support Pace bus service proposals at fully funded levels	City of Joliet, Organized Planning Area possibly led by a Community Development Corporation	1			Pace, Regional Transportation Authority (RTA), State of Illinois
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Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
	(CDC), Other units of government, Business & Civic organizations				
2) Introduce Planning Area Circulator Service	PACE, City of Joliet, CDC	1		\$100,000 - \$200,000 annually	Pace, Federal transportation funds via the Chicago Metropolitan Agency for Planning (CMAP)
3) Multiply & coordinate van pools	PACE, City of Joliet, CDC, Business organizations	1		\$25,000 - \$75,000 annually	
4) Establish an IGO car sharing cooperative	Center for Neighborhood Technology, CDC, City of Joliet	2		Possible \$50,000 - \$100,000 fast start infusion	CMAP, Illinois Department of Transportation (IDOT), Foundations
5) Establish "Safe Routes to School Program"	CDC, School Districts, City of Joliet, IDOT	1		\$25,000 to \$250,000	Federal funds via IDOT, Foundations
Long Term (3+ years)					
6) Establish safe & common pedestrian & bicycle routes	City of Joliet, CDC, Regional bike & pedestrian organizations	2		\$10,000 to \$100,000	IDOT, Foundations, bicycle federations
7) Support Will County Transportation Blue Print, given business support for improved public transportation	City of Joliet, CDC, Business organizations	3			
8) Support Elwood & STAR Line Metra expansions	City of Joliet, CDC, Business organizations	3			

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
9) Support Downtown Transit-Oriented Development	City of Joliet, CDC, Business organizations	2			

Retail Development

Short Term (0-3 years)

1) Determine specific geographies for development and create funding/organizational structure (TIF, SSA, BID, etc.)	QOL Task Force, City of Joliet	1		\$150,000	City of Joliet, Community Development Block Grants (CDBG)
2) Establish Planning Area community-based organization (possibly a community development corporation (CDC) with a mandate including economic development and commercial revitalization in the Planning Area	QOL Task Force, City of Joliet, Will County Center for Economic Development (CED)	1		\$150,000 annually for economic development component	Tax Increment Financing (TIF), Special Service Area (SSA), City of Joliet, Casino, Will County, Foundation grants, CDBG
3) Extend incentive programs to Planning Area development areas	City of Joliet, CDC	1		\$500,000 - \$1,000,000 annually	TIF, SSA, City of Joliet, CDBG
4) Market sites to prospective developers, with an eye toward grocery store development in particular.	City of Joliet, CDC, (assistance from MPC/CNT)	1		CDC staff time	TIF, SSA, City of Joliet, CDBG
5) Zone for mixed-use development around commercial corridors and neighborhood hubs	City of Joliet	1		N/A	N/A
6) Develop land assembly plan and assemble parcels with mixed-use potential	City of Joliet, CDC	1		Cross-cutting, with preceding proposals	TIF, SSA, City of Joliet, CDBG
7) Create a Small Business Development Center	City of Joliet, CDC, Will	2		TBD Under	TIF, SSA, City of Joliet, Casino,

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
	County CED, Civic organizations, Joliet Junior College			auspices of Proposal 2?	Will County, Foundation grants, CDBG
8) Address surplus of one-way streets	City of Joliet, IDOT, Will County	2		Cross-cutting, with preceding proposals	TIF, SSA, City of Joliet, CDBG
9) Develop annexation plan	City of Joliet, CDC	2		Cross-cutting, with preceding proposals	TIF, SSA, City of Joliet, CDBG
10) Raise Chicago Street's stature by improving signage on I-80 and Chicago Street	City of Joliet, IDOT	2		\$50,000 - \$100,000	City of Joliet, IDOT, TIF, SSA
Long Term (3+ years)					
11) Continue to assemble parcels with retail or mixed-use potential	City of Joliet, CDC	1		Depends on market	TIF, SSA, City of Joliet, CDBG
12) Issue RFPs and RFQs for development of specific retail needs	City of Joliet, CDC	1		N/A	N/A
13) Annex unincorporated land with high retail potential	City of Joliet	1		Cross-cutting, with preceding proposals	N/A
14) Streetscaping, signage, and lighting improvements on retail corridors	City of Joliet, CDC	2		Cross-cutting, with preceding proposals	City, SSA

Industrial Development & Employment

Short term (0-3 years) and Long term (3+ years)

1) Build industrial parks on Joliet's south side, per the	City of Joliet, Will County	1	Area Develop	\$50,000 to \$150,000+	City of Joliet
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Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
City's comprehensive plan, with optimal job creation and environmental sustainability: Establish Industrial Planning Committee including St. Francis & Lewis U faculty/ Prioritize development areas/ Establish pool of qualified developers/ Identify optimal end user companies/ Establish park area as a Foreign Trade Zone/ Adopt LEED (Leadership in Energy and Environmental Design) Standard for site design	Center for Economic Development, Planning Area community organization, possibly a Community Development Corporation (CDC)		Planning Years 1-2 Project Planning & Execution Years 3 – 20	Recovered Project Costs	
2) Increase the number of Planning Area residents who obtain good jobs through existing training & employment programs by implementing recommendations of a new Community Employment Task Force. Recommend and implement programs to: Increase outreach of work training programs to employers/ Create community-based rosters of qualified workers/ Mitigate job training costs for workers/ Increase on-the-job training programs/ Define a constructive role for Temporary Labor/ Smooth gaps in financial support for new workers/ Increase Employment of ex-offenders/ Establish outreach, referral tracking & community engagement	Workforce Investment Board of Will County and partner organizations including: Joliet Junior College and the Illinois Department of Employment Security & Planning Area CDC	1	Year 1: Form Policies Years 2-4 Implement programs	Year 1 \$60,000 to \$90,000 Years 2-4 \$8,000 to \$15,000 annually + Cost to Taskforce recommendations, to be estimated	Workforce Investment Board, federal Workforce Investment Act funds

Land Use

Short Term (0-3 years)

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
1) Expand streetscape improvement plans from the City Center along all major road corridors	City of Joliet	2			City of Joliet, Federal Transportation Grants
2) Enhance screening, buffering, and landscaping between industrial and residential areas as an integral element of industrial development	City of Joliet, & Planning Area community, possibly represented by a Community Development Corporation (CDC)	2			City of Joliet, Chicago Metropolitan Agency for Planning (CMAP), IL Dept of Commerce and Economic Opportunity (DCEO), US Environmental Protection Agency (USEPA)
3) Prepare a specific redevelopment plan, design guidelines, and developer recruitment process for the USX and prison sites	City of Joliet	1			City of Joliet, Will County Center for Economic Development (CED), State/DCEO, USEPA
4) Prepare specific corridor plans for Cass St, Collins St, Chicago St, Briggs St, Jackson St, and Jefferson St	City of Joliet, CDC	1			City of Joliet, IL Dept of Transportation (IDOT)
Long Term (3+ years)					
5) Remove incompatible uses, where practical, e.g. along the Chicago Street corridor	City of Joliet	2			City of Joliet, TIF, SSA

Neighborhood Character & Infrastructure

Short Term (0-3 years)

1) Provide major gateway improvements along major road corridors into the Planning Area, including	City of Joliet	2			City of Joliet, Federal Transportation Grants,
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Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
way-finding signs, monuments, public art, banners, landscaping, lighting, and other streetscape elements					IDOT
2) Provide identity signs, public art, banners, landscaping, lighting, and other streetscape improvements to each neighborhood (similar to the streetscape design for the Cathedral, St. Pat's, and St. Mary's Neighborhoods)	City of Joliet, Representative Planning Area community organization, possibly a community development corporation (CDC)	3			City of Joliet, Non-Profit foundations
3) Adopt design guidelines that foster more pedestrian-friendly business areas	City of Joliet	1			City of Joliet, Regional Planning Agencies: CMAP and the Regional Transportation Authority (RTA)
Long Term (3+ years)					
4) Expand the City's capital improvements plan by tying to a long-term comprehensive development plan linking private and public funding to key redevelopment areas	City of Joliet, CDC	2			City of Joliet, CDC
5) Continue flood mitigation improvements		1			Illinois Department of Natural Resources
6) Continue to work cooperatively with other local, County, State, and Federal agencies to create a funding program for infrastructure improvements for the Ridgewood Neighborhood, and similar settled but unincorporated districts bordering the City	City of Joliet, CDC	1			City of Joliet, Will County, State Grants, USEPA and other Federal Grants

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
7) Establish a complete sidewalk system to provide safe access to all parks, schools, and other major public destinations	City of Joliet, CDC	3			City of Joliet

Human Capital

Short Term (0-3 years)

1) Continue to support the various collaborations and consortiums of service providers working in the Planning Area of Joliet and encourage new opportunities to connect with residents.	Existing collaborations	1			
2) Establish a resident leadership initiative to increase the number of residents actively engaged and accountable in the revitalization of the community.	Representative Planning Area community organization, possibly a Community Development Corporation (CDC), United Way, University of St. Francis, Lewis University, Joliet Junior College (JCC), City of Joliet	1		\$35,000 - \$50,000	Area financial institutions, Foundations
3) Increase capacity building assistance to local nonprofits including community and faith-based organizations.	United Way, City of Joliet, JCC, Lewis University, University of St. Francis	1		\$500,000 - \$750,000	US Dept of Health and Human Services (DHHS), Administration for Children and Families Compassion Capital Fund (CCF) and Communities Empowering

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
					Youth (CEY) grants
4) Increase efforts to expand youth leadership programs specifically targeting youth residing in the Planning Area of Joliet.	CDC, United Way, JCC, existing youth serving org.	1		\$50,000 - \$75,000	Area foundations, Corporations
5) Support local youth serving organizations and collaboratives, including a survey to determine program needs from a youth perspective and capacity level needs.	CDC, local youth serving organizations and programs	1		\$15,000	Area foundations, Corporations
6) Explore the feasibility of modifying existing programs or establishing a new program to develop the technical and life skills of out-of-school young adults interested in securing living wage employment.	JCC, Workforce Investment Council	1		\$700,000 over three years	US Department of Labor (DOL) Youthbuild

Education

Short Term (0-3 years)

1) Establish mechanism to monitor the impact of all academic enrichment efforts.	Planning Area community organization, possibly the Education Committee of a Community Development Corporation (CDC), Districts 86 and 204, Community service providers	1		\$30,000-\$50,000	City of Joliet, Foundations, IL Dept of Commerce and Economic Opportunity (DCEO)
2) Increase education throughout the community on the affects of high	CDC, Districts 86 and 204	1		\$50,000-\$75,000	IL State Board of Education (ISBE),

Proposed Actions	Responsibility	Priority	Completion Date	Estimated Cost	Potential Funding Sources
mobility and chronic truancy rates.					Foundations, Dept. of Education
3) Broaden efforts to increase the level of parental/care given engagement with area schools.	CDC	1			IL Dept. of Human Services (DHS), ISBE, Foundations
4) Create community technology plan to increase the use of technology to help bridge the digital divide.	City of Joliet, CDC	2			DCEO, Homeland Security, Foundations
5) Diversify the tools used to celebrate educational progress in the schools.	CDC, Districts 86 and 204 Joliet Junior College (JCC) and area universities	2			Private sector, Foundations
6) Convene regular community dialogues to discuss accomplishments and areas of improvement relative to all aspects of the community including education.	CDC, City of Joliet, Faith and community-based organizations, Districts 86 and 204	1		\$15,000 annually	Small businesses, Foundations, Corporations
Long Term (3+ years)					
7) Increase opportunities for minority role models to help reverse poor graduation rates among African American and Hispanic high school students.	Districts 86 and 204, JCC, University of St. Francis	1			
8) Establish a program to increase the number of minority teachers.	Districts 86 and 204, JCC, CDC, Lewis University, University of St. Francis	1			U.S. Department of Education, Ford Foundation