
Development Plan

**JOLIET CITY
CENTER**

July 1990

A Project of the
**City of Joliet and
Joliet/Will County Center For Economic Development**

Consultants:
**LDR International, Inc.
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1.0 Introduction

This report provides a Development Plan with specific, implementable urban design and development recommendations for the enhancement of Joliet City Center. Each element of the Development Plan was selected based upon its ability to meet four general criteria:

- Development and urban design decisions should build upon and complement the considerable resources already found in Joliet.
- Development and urban design recommendations should consider and respond to future demographic, economic and real estate market potentials in Will County and Joliet.
- Recommendations should focus on building a distinctive, positive identity for Joliet City Center.
- The Development Plan should illustrate how Joliet City Center can increase its regional impact as an urban center.

The recommendations included in the Development Plan should work together to meet these criteria by creating the sort of revitalization action that has been found to be so successful in many other American cities. When implemented, each private or public investment should leverage other City Center development. In time, the overall activity level, competitiveness and liveability of the City Center will be enhanced so that the City Center will be "the place" to do the business of economic development for all of Joliet and Will County.

The Joliet City Center Development Plan is a flexible planning document that identifies the vision and values to be achieved in the City Center over the next two decades or more. The plan is predicated on a general assessment of market conditions and backed up with an action-oriented implementation strategy. The Development Plan should be viewed as a flexible plan -- one that will change and evolve over time in response to changing conditions.

There are no inherent reasons why Joliet cannot become widely known as an enjoyable, productive and economically viable City Center. However, this will only be possible through aggressive action which combines public and private investment. The public improvements recommended in the Plan will contribute significantly to enhancing the City Center's development environment by helping to establish a fresh image and market identity for the area, and by demonstrating a strong commitment to implementation. These

improvements will serve as powerful catalysts to encourage new private investment. Short-term actions which yield early, tangible improvements in the character of the public environment are particularly important in creating the sense of progress which fuels revitalization momentum.

1.1 Study Process

Over the past six months, the Joliet/Will County Center for Economic Development, the City of Joliet, and their consultants, LDR International, Inc., have conducted an intensive effort to prepare a Development Plan for Joliet City Center. Throughout the planning process, particular emphasis has been placed on the need to build a consensus plan — a plan which can win the support of a broad range of community interests.

A Development Plan Steering Committee, composed of city representatives, business and community leaders, property owners and merchants, has met regularly to share ideas and concerns. The consultant team conducted extensive interviews with public officials, business people, property owners and others interested in Joliet's prospects. Work sessions with CED and City staff members provided an additional opportunity to build a foundation for continuing exchange of information and ideas and coordination of decision-making on a range of issues which will affect the future of the City Center.

A Preliminary Economic Assessment was prepared and presented in December, 1989, along with a series of physical assessment diagrams and an overview report. The findings of the assessment process served as the basis for work session discussions, setting of objectives and formulation of the Development Plan.

This report presents the resulting Development Plan and implementation strategy. It is organized in eight sections: following this introduction, Section 2.0 describes the development context, Section 3.0 lists the development plan objectives, and Section 4.0 describes the Development Plan in detail. Section 5.0 presents recommended public improvements; private sector design guidelines are given in Section 6.0; and Section 7.0 contains a series of management recommendations. Finally, Section 8.0 outlines the implementation strategy and action plan, including conditions for development, cost estimates, funding strategy and a matrix of action projects and priorities.

2.0 Development Context

2.1 The Study Area

The primary study area, shown in Exhibit 1, is bounded on the west by Broadway Street; on the east and south by the railroad viaducts; and on the north by Ruby Street. These boundaries define the area referred to as Joliet City Center. The Summary Analysis Diagram, Exhibit 2, provides an overview of opportunities and constraints in the study area. In addition to the primary study area, the consultant team investigated the surrounding neighborhoods and major access routes into the City Center. The economic assessment component of the study focused regional markets as well as the Joliet area.

2.2 Regional Context

Joliet is the County Seat of Will County, Illinois, situated southeast of Chicago on the leading edge of the metropolitan area's suburban fringe. The City is well served by the regional transportation network and is less than an hour from downtown Chicago by car or rail (Exhibit 3).

The assessment of employment, population, household and income trends and projections, building permit activity and retail development, as presented in the *Preliminary Economic Assessment*, confirm that a very substantial regional market exists and is expected to grow.

2.3 City Center Assets

Joliet has many assets which provide a strong base for a comprehensive City Center revitalization program. These assets can be divided into three categories: market assets, physical assets, and successfully implemented projects.

Market assets are important indicators used to evaluate the potential for various types of development activities. Joliet City Center is fortunate to have an exceptionally strong market asset in its position at the edge of the growth wave extending outward from Chicago. The city's opportunity to tap into this growing surrounding market is documented in the *Preliminary Economic Assessment*. The City Center's impressive list of market assets includes:

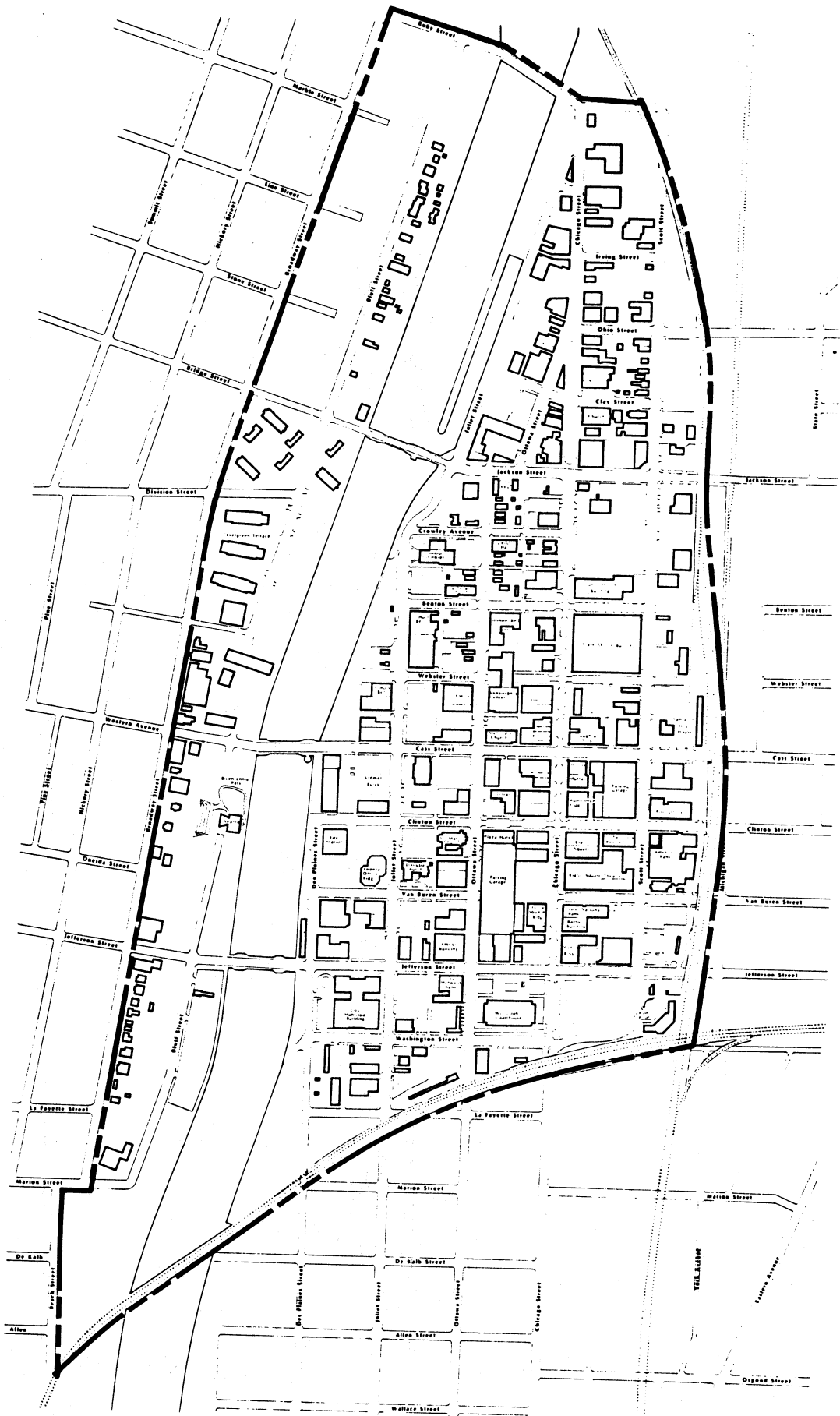


Exhibit 1. Study Area

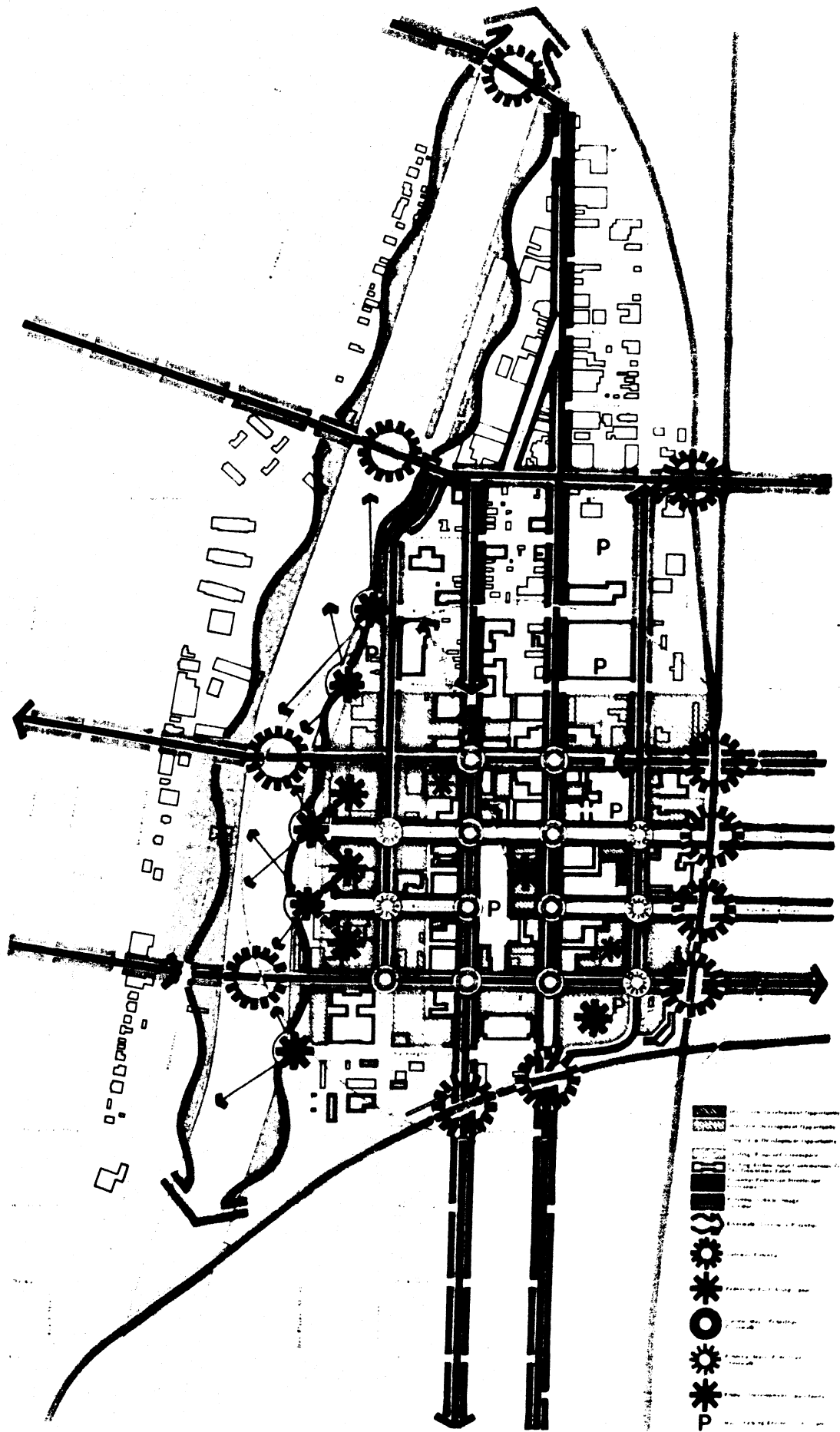
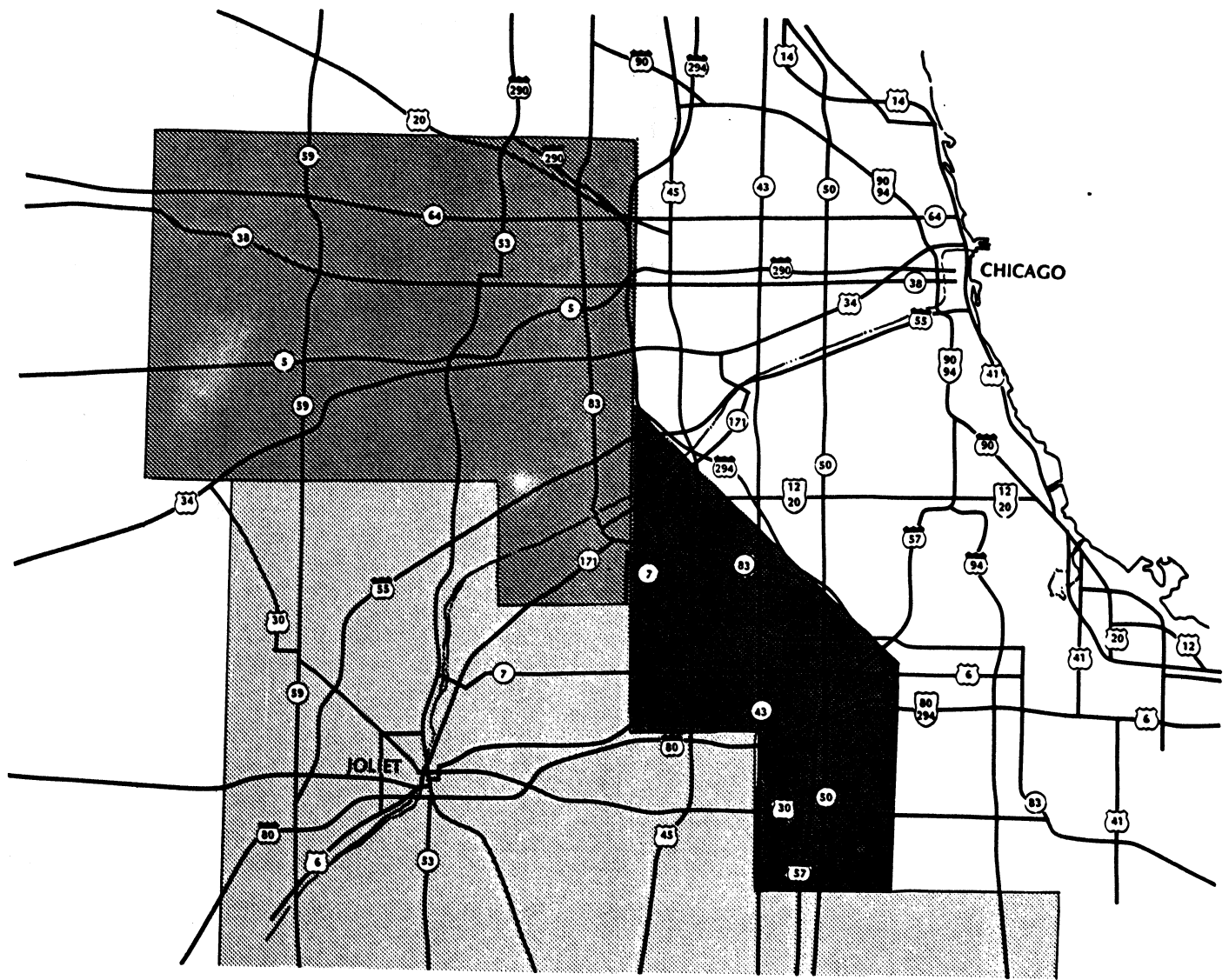


Exhibit 2. Summary Analysis Diagram






-  Will County
-  Suburban Fringe - North
-  Suburban Fringe - East

Exhibit 3. Regional Context

-
- Location in a growing regional market
 - County seat and legal/financial center
 - 5000± employees within a 5-minute walking radius
 - Established, innovative retailers
 - Strong financial community with local commitment
 - Good regional transportation network

Physical assets make it possible for a city to have a distinctive identity and a special sense of place. Cities all over the world are learning to capitalize on their physical assets to distinguish the city center from the more anonymous, bland suburban development which typically surrounds the urban core. Among Joliet's most important physical assets are:

- The canal/riverfront with its sculptural bridges and interesting traffic
- A good stock of buildings including many architecturally and historically significant structures
- Broad streets and a strong urban street grid
- Sufficient parking resources
- Interesting topography and views created by "the bluffs" in a region characterized by lack of terrain

Successfully implemented projects demonstrate to potential investors and developers that the citizens of Joliet have civic pride, the ability to bring complex, challenging projects to fruition, and broad-based community support. Most notable in this category of assets are:

- The Rialto Theater
- Chicago Street Streetscape
- Rialto Square
- Bicentennial Park

Less tangible but perhaps most important, Joliet has business and civic leadership that is committed to improving the local economy and quality of life.

3.0 Development Plan Objectives

Based on the issues and opportunities explored in the work sessions, six objectives for the City Center area were formulated to guide the planning process. These objectives summarize the vision for the future and can guide decision-making on the public and private investments needed to accomplish that vision.

#1. Promote Diversity and Concentration of Use

Revitalization of the City Center will depend on a concentrated mix of uses and activities which draw people in sufficient numbers to create a lively atmosphere. This variety of functions must occur in a compact, walkable area to generate the flow of pedestrian activity which creates a positive social environment and a profitable business setting. Emphasis must be placed on creating a critical mass of activity in a defined geographic area.

The mix of uses existing in the City Center is an asset which should be protected and increased. Three strategies can be used to promote the desired diversity and concentration of use:

- Encourage an intensive development pattern which creates a substantial base of City Center employees and residents to support expanded and upgraded retail and entertainment activities.
- Manage vehicular circulation and parking to ensure that these elements support City Center functions without dominating the urban setting or detracting from its pedestrian orientation.
- Promote a mixed use approach to development, encouraging offices, retail and support services, restaurants, entertainment, housing, and recreational opportunities to play mutually supportive roles.

#2. Create an Appealing Pedestrian Environment

A quality place for people is a fundamental part of any successful downtown. In Joliet, improvements in the visual character, comfort, and convenience of the City Center's pedestrian environment will have a major influence in drawing increasing numbers of people to the area and in making it a more competitive business and investment location.

Joliet City Center should be a friendly environment for people: easy to navigate by car and on foot, with convenient parking; well lit, comfortable and safe; visually appealing and distinctive. Streetscape and public space improvements which provide adequate walkway widths, quality paving, canopy trees, clear signage, and lighting are essential to encourage pedestrian activity and enhance the experience of being in the City Center.

#3. Develop a Distinctive Image and Identity

When a city center has a positive, recognizable identity, it will have special significance as a place and a strong, marketable image. This image can be built upon many characteristics — landmarks, a concentration of unique uses, historic architecture, gateways or special streetscape treatments.

In Joliet, the river with its distinctive bridges, the Rialto Theater, and the many churches contribute significantly to the identity of the City Center. Preservation and enhancement of these and other landmarks, particularly the city's older architecture, can play an important role in building a special image for the City Center. New development can also make an important contribution to the identity of Joliet City Center.

#4. Strengthen City Center's Residential Function

A residential population can extend the cycle of activity beyond working hours, provide a ready market for expanded retail and entertainment uses, and establish a lobby for quality infrastructure and services. Appropriately scaled new residential development should be encouraged to expand City Center's residential population and to ensure that a variety of household types and income levels can be accommodated. Measures to strengthen the adjacent residential neighborhoods will also enhance the City Center's revitalization prospects.

#5. Encourage Public/Private Partnership

Because public and private interests in the City Center are so inextricably entwined, it is essential that all interested parties work cooperatively to identify and achieve shared objectives. Both public and private investments shape the character of the City Center environment — in terms of how it looks and how it functions. Only if these investments are coordinated can maximum benefits be obtained.

This public/private partnership approach applies to more than just the sharing of costs for streetscape and open space improvements which enhance development potential and profitability. It also applies to joint-venture projects and to the full scope of decision-making, educational, marketing, maintenance, and implementation strategies and plans which are necessary for revitalization.

#6. Emphasize Action and Tangible Results

Much time and energy has been invested in bringing the City to this stage of revitalization. These efforts must continue to yield tangible results to ensure continued interest and enthusiasm. Identification of specific, short-term action projects is critical to demonstrate the validity of the Plan concepts and the public sector's commitment to lead the way in implementation.

4.0 The Development Plan

The Joliet City Center Development Plan (Exhibit 4) provides a framework for development decisions to be made over the next several decades. It illustrates both proposed public improvements (streetscape, open space, public attractions) and private development opportunities.

The pattern of uses recommended in the Development Plan generally builds upon and reinforces existing uses. The primary exception to this is along the eastern waterfront, where current development is generally oriented away from the water's edge and consists of uses which do not maximize the value of the city's most important amenity.

The 1990 Development Plan encourages Joliet Center to capitalize on its riverfront -- every linear foot of it. A grand expanse of green along the western edge will expand Bicentennial Park's recreational and cultural offerings, strengthen the adjacent residential neighborhoods and create new opportunities for single-family residential development with water views. On the river's eastern edge there are even more exciting opportunities: upscale residential development oriented along a marina; senior housing and condominiums with water views; government buildings fronting on a landscaped riverwalk; and the jewel in Joliet's redevelopment crown: a three-block mixed use complex which draws the river into the city for all to enjoy.

The following sections describe the specific features and configurations of development proposed for the City Center. The plan is divided into a series of areas or districts, as shown in the key map (Exhibit 5). Overall recommendations for public improvements -- streetscape, public open spaces, parking, circulation, gateways and identity graphics -- are presented in Section 5.0, while guidelines for private sector development can be found in Section 6.0.

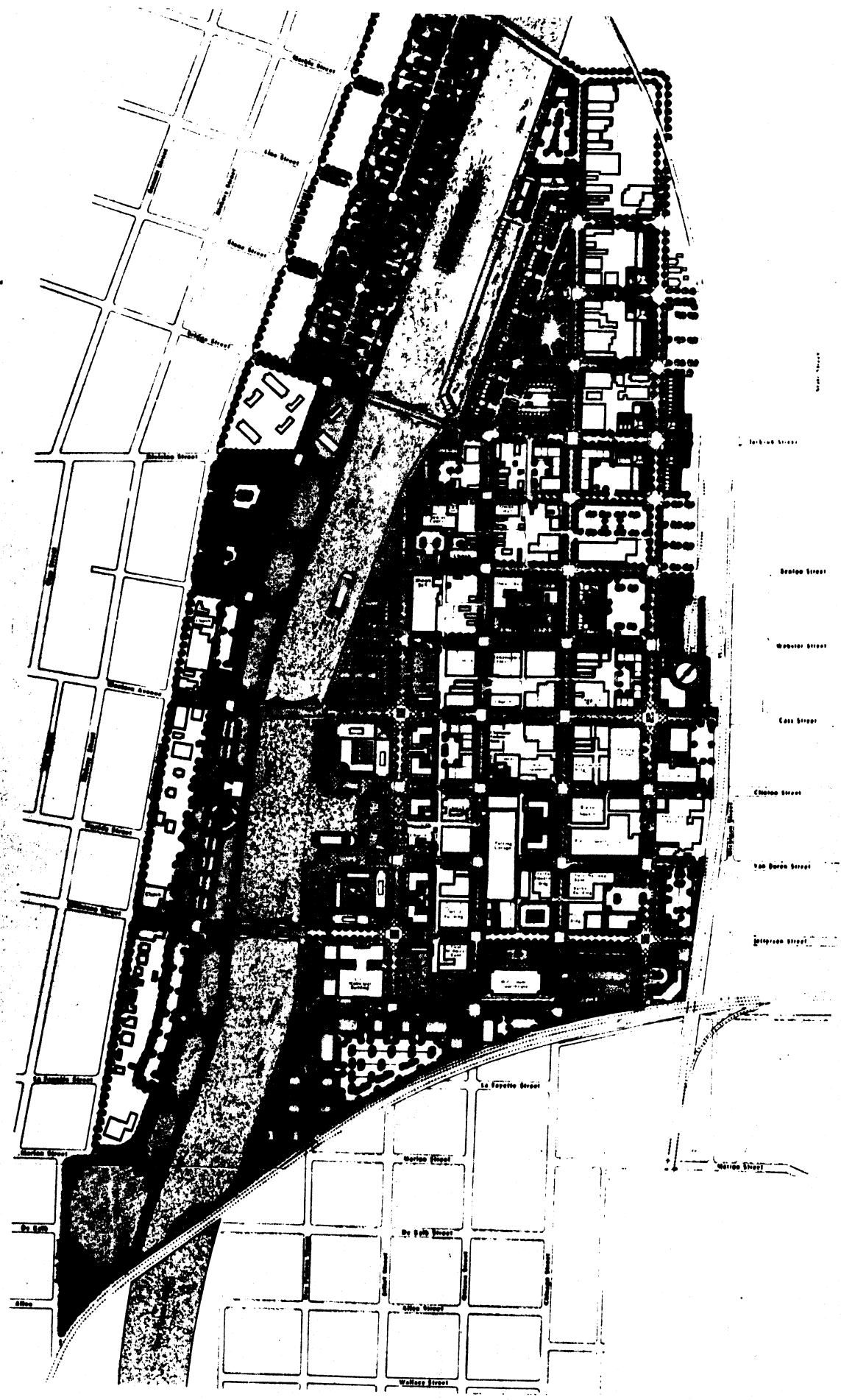
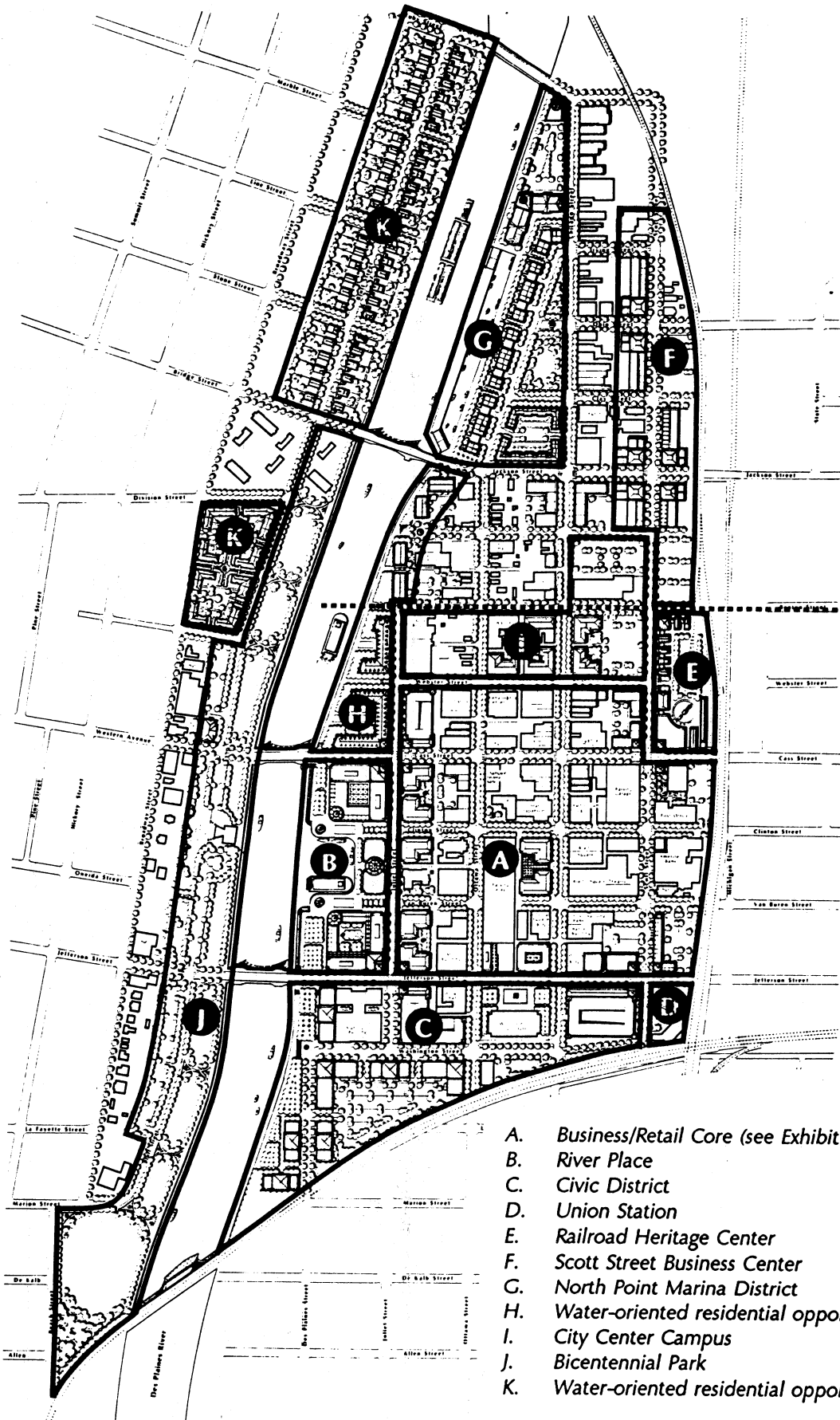


Exhibit 4. Development Plan



- A. Business/Retail Core (see Exhibit 6)
- B. River Place
- C. Civic District
- D. Union Station
- E. Railroad Heritage Center
- F. Scott Street Business Center
- G. North Point Marina District
- H. Water-oriented residential opportunities - East
- I. City Center Campus
- J. Bicentennial Park
- K. Water-oriented residential opportunities - West

Exhibit 5. Development Plan (key)

4.1 Business/Retail Core

The area of Joliet City Center bounded by Jefferson, Joliet and Webster Streets and the railroad viaduct is characterized as the Business/Retail Core. The majority of the City Center's significant office and retail development falls within this district, and these uses are proposed to be continued and enhanced.

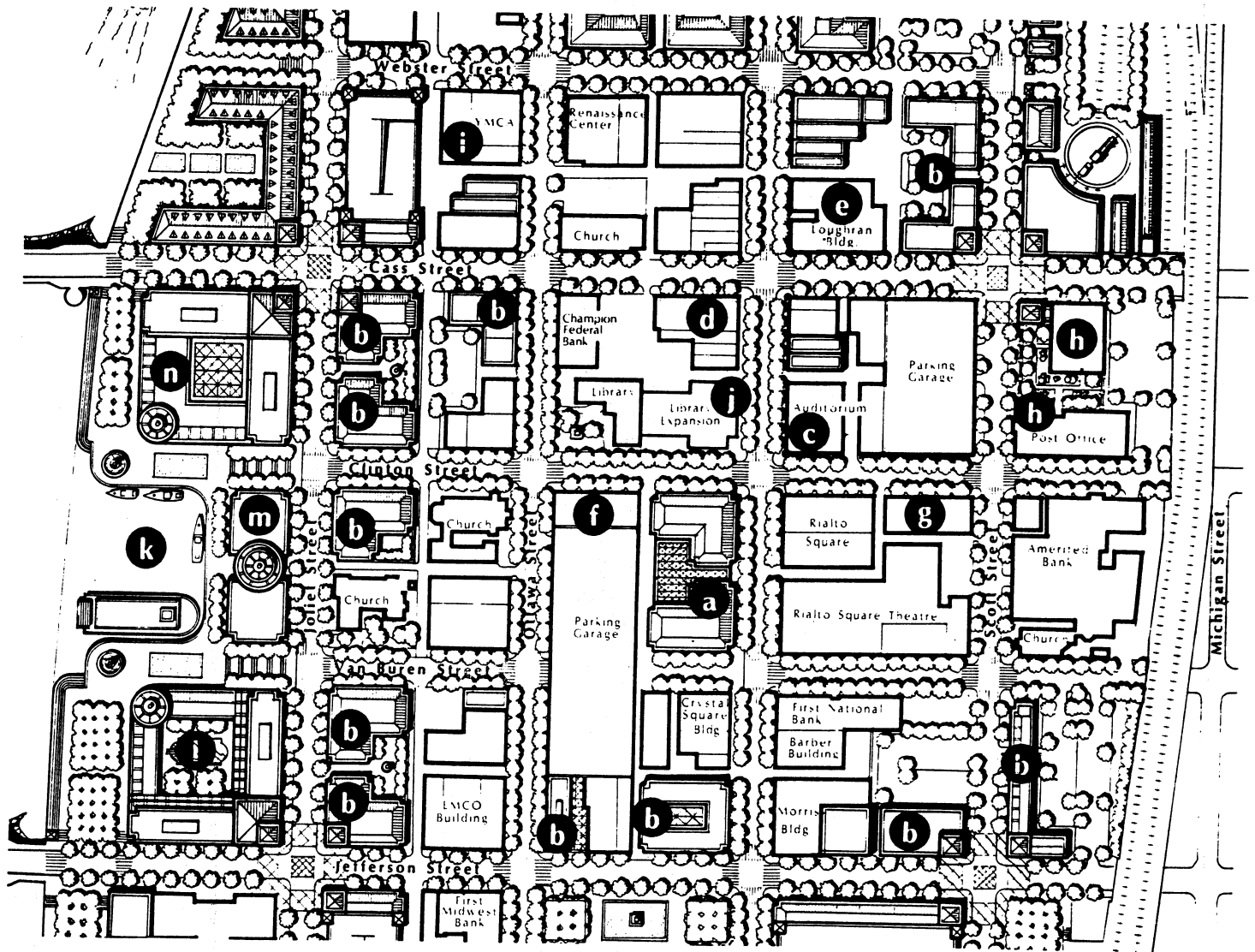
One of the City Center's most important assets is its stock of substantial, architecturally attractive and, in some cases, historically significant buildings. Many of these buildings were constructed during a period when a high value was placed on craftsmanship, durability and attention to detail. These buildings contribute to Joliet City Center's distinctive character and "sense of place." The Development Plan for the Business/Retail Core reinforces this distinctive character to provide an exceptionally attractive environment for business and shopping which is not available elsewhere in the region.

The primary objective for the Retail/Business core is the creation of a dynamic, attractive and friendly pedestrian environment. Achievement of this objective will require concerted action by the public and private sectors to implement the recommended improvements in the areas of:

- Streetscape
- Storefront renovations
- Signs
- Security and safety
- Traffic circulation
- Parking resources
- Variety and quality of street-level uses
- Theming of retail uses and attractions

These topics are addressed in the Public Improvement Recommendations (Section 5.0), Private Sector Design Guidelines (Section 6.0), and Management Recommendations (Section 7.0). The Business/Retail Core should be the first priority for action in each of these areas.

A consistent architectural edge is desired for every block in the Business/Retail Core. Virtually every vacant site between Jefferson and Webster Streets is viewed as a development opportunity site. Opportunities for new development, infill development and rehabilitation within the Business/Retail Core are identified on the key map in Exhibit 6 and discussed in the following paragraphs.



Business/Retail Core:

- a. *Rialto Plaza*
- b. *New development opportunity sites*
- c. *Auditorium Building*
- d. *Klines Buildings*
- e. *Loughran Building*
- f. *Plaza Hotel Building*
- g. *St. Patrick's Building*
- h. *Post Office Block*
- i. *YMCA Building*
- j. *Library Annex*

River Place:

- k. *Basin & Promenade*
- l. *Hotel/Conference/Office Center*
- m. *Public Attraction*
- n. *Mixed-use Development*

Exhibit 6. Business/Retail Core (key)

4.1.1 New Development Opportunity Sites

Rialto Plaza: This critical site is viewed as a keystone for future development of Joliet City Center. Its location opposite the city's most important existing attraction and its central position in relation to all of the City Center's current and proposed amenities create an opportunity which cannot be understated. The Development Plan illustrates the recommended ultimate configuration of development: a pair of four- or five-story buildings joined by a skylit atrium.

This mixed-use development would house a cinema-plex and restaurants on the ground floor, with offices above. Rialto Plaza's restaurants would serve City Center workers at lunch-time and theater-goers during the evenings and on weekends. The cinema-plex would add a new dimension to the City Center's entertainment offerings, evoking Chicago Street's historic theater district. A pedestrian linkage through the adjacent parking structure to Ottawa Street should be provided during the development of the Rialto Plaza.

Immediate action is recommended on this important site, recognizing that the highest and best use of the site is likely to take many years to achieve. Exhibits 7 and 8 illustrates a festive treatment for the surface parking area which is currently dedicated to use by employees and customers of First Midwest Trust. With the cooperation of the property's owners, this lot could become the site of a weekend market and a variety of special events, programmed to coordinate with Rialto performances and expanding on the existing Farmers' Market. This concept is discussed further in Section 7.2.1.

The physical enhancement of the space, as shown in the plan and sketch, would consist of bright flags and banners; a system of canopied spaces which could be assembled and dismantled using pole mounts in the pavement; a special paving pattern which would add visual appeal as well as a system of boundaries for market stalls; and low hedges to establish circulation patterns and soften the space. The flags and banners would be permanent, adding color and movement to the space even when it is used for parking.

The Grant Building site, on the corner of Chicago and Clinton Streets, should be considered for interim surface parking to serve the library in the short term. Appropriate edge treatment along the street frontage, as described in Section 5.5, is essential. Banners and flags can be employed here as well, extending the festive atmosphere of Rialto Plaza to this prominent corner.

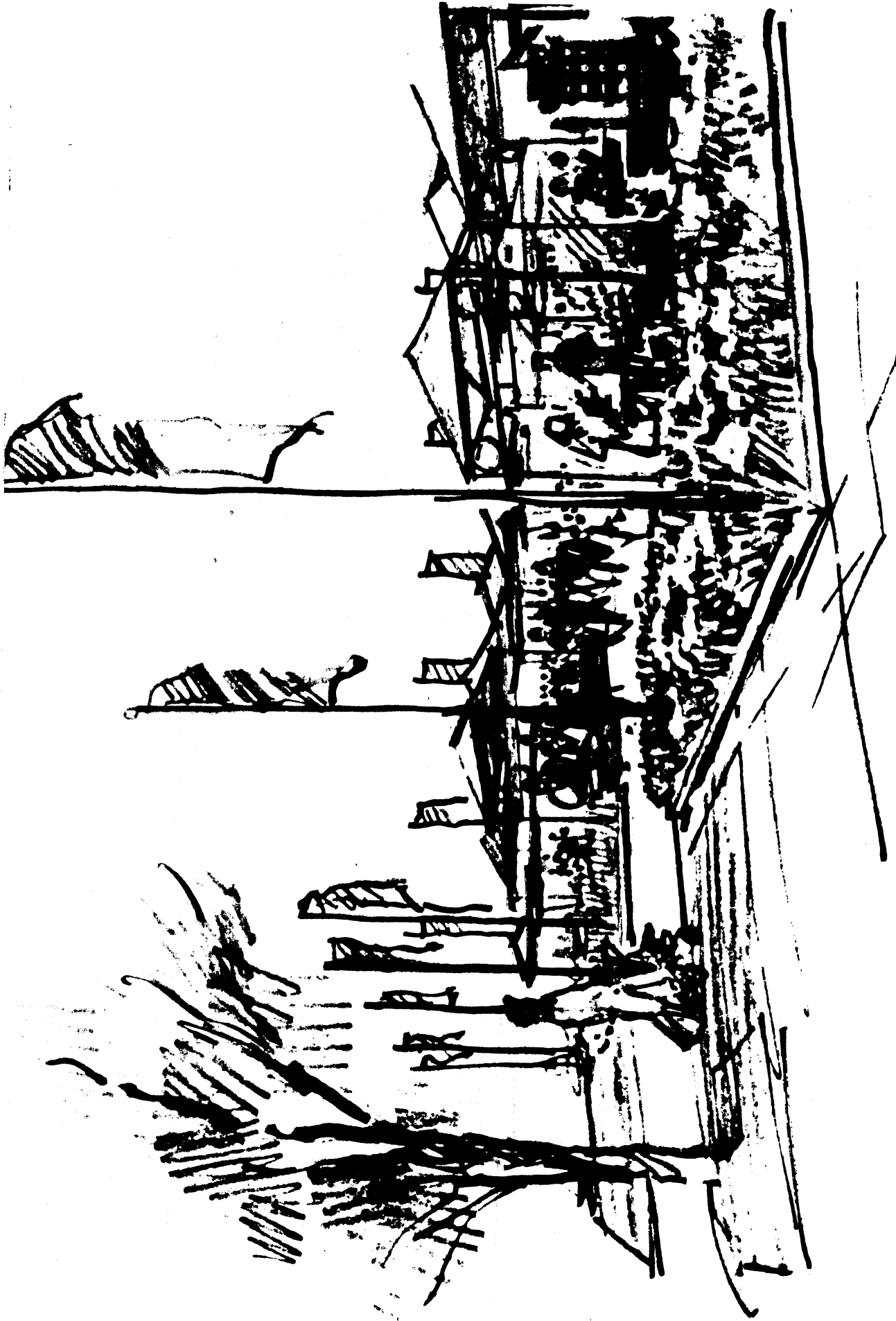
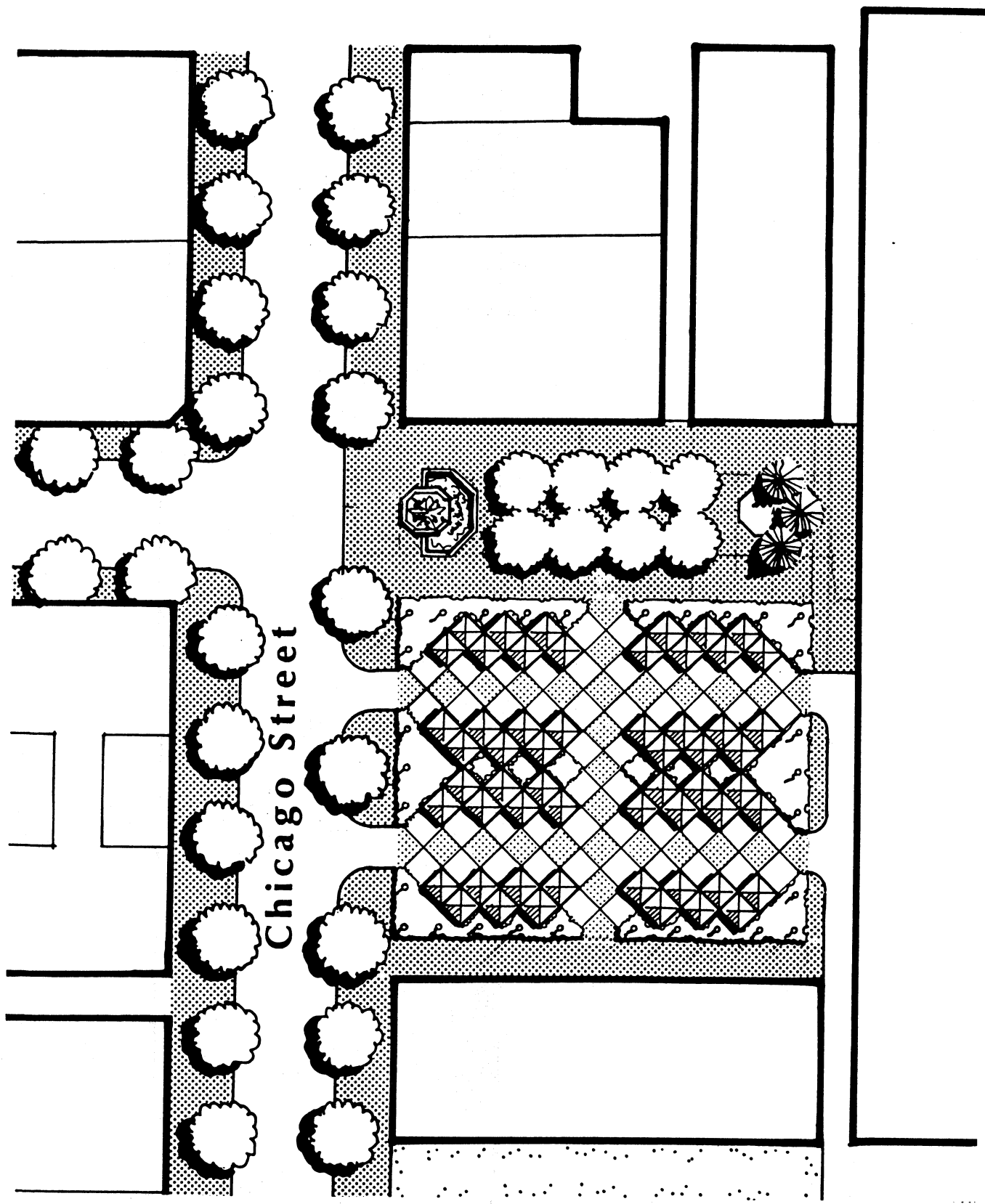


Exhibit 7. Rialto Plaza - Phase I



Chicago Street

Exhibit 8. Rialto Plaza Plan - Phase I

Chicago & Jefferson: The northwest quadrant of the Chicago Street/Jefferson Street intersection is currently occupied by surface parking and a small, undistinguished three-story building. By virtue of its high-visibility, central location, it is illustrated on the Development Plan as the site of a prime five- to eight-story office building. The building should be designed to complement the neighboring Morris Building, framing the important Chicago Street corridor.

Ottawa & Jefferson: The owners of the site on the northeastern corner of Ottawa and Jefferson Streets propose to expand the Ticor Title building when market conditions warrant. The site is currently occupied by a sunken courtyard which is not heavily used. As shown on the Development Plan, the recommended form of expansion of the building brings the architecture to the sidewalk edge to complete the block face, and provides an internal access route to the adjacent parking garage. The new portion should be no taller than the existing building.

Joliet Street between Jefferson and Webster Streets: This is the largest development opportunity within the Business/Retail Core, and could be developed as individual parcels or in a coordinated program. The value of these sites will not be realized until River Place (Section 4.2) is completed or underway. Once the amenity of the riverfront is a reality, the parcels along Joliet Street will be attractive sites for three- to six-story office development, with retail or service uses at street level. A parking structure on Joliet between Cass and Webster will serve office workers, patrons of River Place, the Sports Club and the adjacent residential development.

Ottawa & Cass: New retail space is proposed for the vacant site at the southwestern corner of Ottawa and Cass. A two-story brick structure would complement the scale and character of existing shops on the block and on the opposite side of Cass Street. The high-quality offerings of new and existing shops would comprise the City Center's "Fashion Row". Surface parking for customers would be provided on the interior portion of the block, with direct pedestrian linkages to the Ottawa Street storefronts.

Chicago Street Infill Sites: Two remaining sites on Chicago Street — one adjacent to the Auditorium building and the other on the southeastern corner of Chicago and Cass — are considered as infill opportunities. They are too small for major new development, but should be filled to repair the gaps in the blocks. Buildings designed for these sites should be particularly sensitive to the architectural context of Chicago Street, where a high proportion of the buildings are historically significant and extremely attractive. These two sites

are viewed as prime candidates for relocation of sound, architecturally pleasing small buildings from other redevelopment sites.

Scott between Cass & Webster: The western side of Scott Street between Cass & Webster Streets is occupied by undistinguished one-story buildings. Although this site is on the periphery of the Business/Retail district, its location opposite the proposed Railroad Heritage Center (described below) is likely to generate enough pedestrian traffic to warrant a higher level of retail development. Two-story shops fronting on Cass, Scott and Webster Streets are illustrated on the Development Plan, with surface parking behind the buildings.

4.1.2 Building Rehabilitation Opportunities

Renovation of virtually every modernized storefront in the Retail/Business Core is recommended, to remove the "anyplace" surface treatments and restore the original design intent of these beautiful buildings. General guidelines for renovation are presented in Section 6.1.1. The buildings discussed in the following paragraphs are particularly worthy of attention because of their architectural significance and/or the need to find viable uses for major structures in the downtown fabric.

Auditorium Building: This distinctive limestone structure is an early example of "mixed use development" in its finest sense, having been built to house a church, an auditorium, offices and several businesses. Today, the building is in need of minor exterior enhancement — storefront renovation and removal of exterior fire escapes — and some major interior rehabilitation. A full re-use study of the building is needed, but it appears to be suitable for businesses on the first and second floors, in addition to its church occupants; conversion of the existing third and fourth floors into a high-ceilinged third floor for large studio apartments might be feasible.

Kline's: The site of the former Kline's Department Store includes a large five-story building and three adjacent three-story buildings. The three small buildings provide a classic storefront renovation opportunity; the brick upper facades are pleasingly detailed and the storefronts could be easily restored to their original form. The large building is more difficult; the ideal scenario would be the return of its owner to a City Center retail operation. Alternatively, the building could be used to house a year-round antiques mart, with spaces leased to individual vendors. Properly managed and promoted, an antiques mart could become a major draw in the City Center

and would be compatible with nearby retailers, contributing to the synergy of a "Gaslight Marketplace" district, as discussed in Section 7.2.5.

At a minimum, street-level retail or public-serving uses should be continued, with appropriate window displays and signage. The upper window openings should be uncovered and re-glazed if necessary, even if no occupant can be found for the next several years. The large Kline's sign should be removed.

Loughran Building: The Cass Street frontage of this substantial, attractively detailed brick building has been all but obscured by surface storefront modernization. New uses should be found for this building's shop spaces that are compatible with the "Gaslight Marketplace" retail theme. The third floor "theater" might be restored as a decorator's showcase exhibit space. Painting and maintenance are needed for the building's upper facades; restoration of the original cupola on the corner would provide a landmark for the intersection (see Exhibit 25 in Section 7.2.5).

Plaza Hotel Building: The basic structure of this building is pleasing and appropriately scaled; it contributes to the critical mass of the City Center and serves to buffer the adjacent parking structure. However, its configuration is not appropriate for use as a quality hotel in today's market. Its current use as a transient hotel is counterproductive to the City Center revitalization efforts and should be discontinued.

Investment in this building is viewed as critical for the success of other City Center revitalization efforts. The current owner or a new investor should be encouraged to restore the street level shops to their original attractive facades and seek high-quality occupants. The upper floors may need to be held vacant until market conditions warrant their rehabilitation as studios, offices or apartment suites. The fourth floor addition should be demolished; it is not visually compatible with the architecture of the City Center.

St. Patrick's: The renovation of this building for senior housing will add to the base of residents in City Center. The building exterior is in excellent condition and is an asset to the area. The new owners should be encouraged to treat the street level as retail/service facades. Uses which cater to the public as well as to residents (i.e., pharmacy, gift shop, convenience store, coffee shop) would be ideal.

Post Office Block: The recent interior rehabilitation of this important landmark building is noted and applauded. Tenants for the elegant, high-ceilinged offices on the second floor and patrons of the continuing post office

operations will draw pedestrian traffic to appreciate these efforts. The broad, wood panelled hallways of the first floor would provide an ideal setting for an art gallery featuring changing exhibits of local artists. The large, skylit single story structure on the rear of the Post Office would make an good working studio or art classroom space.

The Development Plan illustrates a sculpture garden between the Post Office Building and the adjacent warehouse structure. The one-story portion of the structure is removed, with its excellent bakery/coffee shop re-located to the retail development on the opposite corner of Cass and Scott. The large warehouse is an attractive brick structure, currently vacant, which could be rehabilitated for use as large artist's studios. Surface parking and service access would be provided to the rear of the two buildings. This block could form the core of an active artist's colony for Joliet, linked to the "Gaslight Marketplace."

YMCA Building: Acquisition of the YMCA building by a private sector entity for rehabilitation as a Sports Center is very encouraging for Joliet City Center revitalization efforts. This is the sort of entrepreneurial initiative that must be sought, supported and used as an example to motivate other entrepreneurs.

No major exterior renovations are needed or planned. Use of the existing sign to display the initials of the new Sports Center is entirely appropriate. The Sports Center proposes to use the vacant site next to the building for parking. Surface parking is an appropriate short-term use; in the long term the Center's parking needs would be met with the adjacent parking structure and the site would be available for infill development, as shown on the Development Plan. In the meanwhile, guidelines for screening of surface parking lots, given in Section 5.5.2, should be followed.

Library Annex: The main building of Joliet Public Library, designed by Daniel H. Burnham, is one of the city's most significant and attractive structures. The new addition, currently under construction, is compatible with the original building in style, materials and scale. The expanded Public Library will be an important resource for City Center and the entire region.

Library patrons desire convenient parking, comfort and security, particularly in the evening hours. The final site plans for the Library should be coordinated with the proposed streetscape improvements on Clinton and Ottawa Streets. An attractive, well-lit pedestrian access route should be provided to the Ottawa Street parking garage. Surface parking on the site of the Grant Building, as mentioned in Section 4.1.1, would benefit library patrons.

4.2 River Place

The three blocks bounded by Jefferson, Joliet and Cass Streets and the river constitute Joliet City Center's most exciting development opportunity. Nothing less than the highest quality of development should be accepted on this prime site. It is interesting to note that the authors of the 1921 City Plan of Joliet viewed the site as "an unusual opportunity for impressive grouping of buildings". These same authors prefaced their plan with Daniel Burnham's admonishment: "Make no little plans . . ."

The 1990 Development Plan illustrates a bold concept combining public attractions and private development opportunities in an elegant, accessible waterfront setting. The River Place complex has four primary components, as illustrated in Exhibits 9 and 10: (1) a riverfront promenade bordering a contoured boat basin; (2) a convention/conference center and hotel; (3) a major public attraction; and (4) an office/mixed use development, possibly with a second hotel.

One of the greatest design challenges facing Joliet is the elevation of the canal; at this location the water is several feet above ground level. This challenge is addressed by creating a new ground plane along the river side of the development and providing a level of parking underneath (Exhibit 10). Street-level uses (i.e., shops, hotel entrances and lobbies) would be provided along Joliet, Jefferson and Cass Streets. The exterior grade transition to the promenade from Joliet Street (at the foot of Van Buren and Clinton Streets) would be accomplished with broad steps and handicapped-accessible ramps. General criteria for each of the components are presented in the following paragraphs.

- **Riverfront Promenade and Boat Basin:** The existing river wall between Jefferson and Cass Streets is replaced with a new structure which steps gradually down to the water level along the river frontage. The central portion of the structure creates a new basin area, built to Corps of Engineers specifications and deep enough to accommodate riverboats as well as temporary mooring of recreational craft. The promenade which extends from the water's edge to the buildings is surfaced with special paving, landscaped with formally spaced shade trees and accented with sculptural elements, fountains and seasonal flower displays.

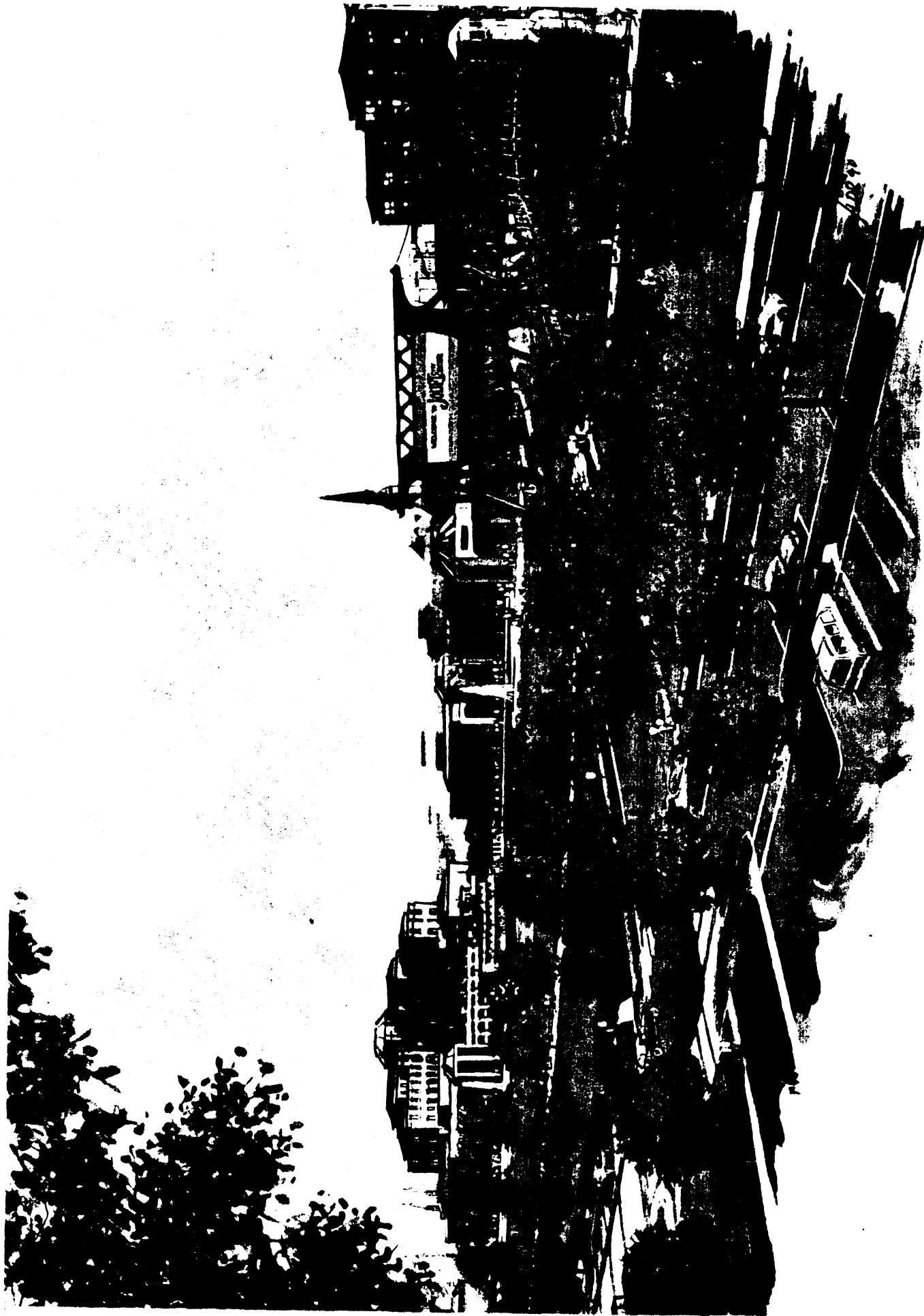


Exhibit 9. River Place

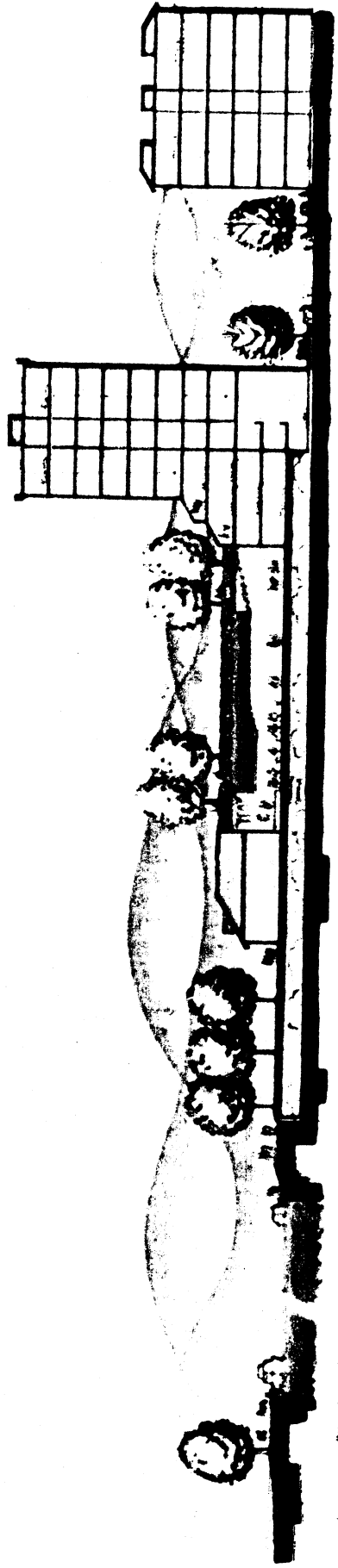


Exhibit 10. River Place (cross section)

-
- **Convention/Conference Center and Hotel:** A medium-sized convention/conference center is proposed, to accommodate regional gatherings of up to 1000 people. The convention/conference center and a 200-room hotel would be integrated in a single building complex, with a full range of function rooms, dining facilities, swimming pool and other amenities. An office component could be also included in the building complex if desired. The developer of the facility would be required to provide a public orientation along both the riverfront promenade and the street edges. Sidewalk cafes, specialty shops and other indoor/outdoor-oriented uses would be encouraged along the promenade.
 - **Public Attraction:** A major public attraction is programmed for this prime location in River Place. The exact nature of this attraction has not been determined, but it should meet the following general criteria: family orientation; both fun and informative; capable of attracting a wide regional, possibly national/international, audience; eligible for State or other non-local funding; four-season appeal; housed in an architecturally distinctive and attractive structure of the approximate dimensions shown on the Development Plan; complementary to the proposed Convention/Conference Center and other City Center uses. Ideas for specific public attractions are provided as an appendix to the Development Plan report.
 - **Mixed Use Development:** This component of River Place is envisioned as a Class A office development focusing on the riverfront amenities, with street- and promenade-level retail, restaurant, and other public-oriented uses. The complex would be designed to mirror the Convention/Conference Center block. Since this would be the last of the River Place components to be developed, the exact program would be determined in response to market conditions. A second hotel, perhaps geared to a higher market segment, could be included if warranted.

4.3 Civic District

Joliet City Center is the established location for a variety of government functions: County, City, Township, State and Federal. These functions are critical to the perception of City Center as the focus of the region. Taken together, "government" is City Center's largest employer.

While the Courts and City departments are housed in relatively new, appropriately designed quarters, other government functions are scattered

throughout the City Center, located primarily in rented facilities or buildings converted from other uses.

The Development Plan illustrates a consolidated Civic District, bounded by Jefferson and Chicago Streets, the Canal and the railroad viaduct. The Civic District builds on the existing Courthouse and City Municipal Building, providing the recommended location for expansion of these two major facilities as well sites for the relocation of County, Township, State and Federal facilities.

The Civic District concept is proposed as a means of strengthening the image of Joliet as the County seat and regional center. Citizens doing business with one or more government entities would be served much more conveniently, and cooperative relationships between the various agencies and departments would be facilitated.

One possible configuration of buildings, streets, open spaces and parking for the Civic District is illustrated in the Development Plan. Additional study of this area by the involved government entities is recommended, leading to the development of a Civic District Master Plan.

Important features of the Civic District, as illustrated in the Development Plan, include:

- ***A campus-like environment*** with buildings carefully oriented for relationships to the streets, the canal and each other; sharing a common architectural theme; linked by landscaped internal streets, pedestrian walkways and open spaces.
- ***Significant new architecture*** oriented toward the canal between the railroad viaduct and Jefferson Street, creating a strong visual statement from the Jefferson Street Bridge gateway to City Center. These buildings are envisioned as two- to four-story structures, with water views from the upper floors.
- ***Closing of DesPlaines Street between Washington and Jefferson Streets.*** The difficult intersection at the foot of the bridge is eliminated; open space is provided between the buildings and the canal, allowing a gradual slope for pedestrian access to the canal.

-
- **Redesign of the public space in front of the Courthouse.** Formally spaced shade trees, quality pavement and a symmetrically placed lawn panel will enhance the Courthouse and provide a distinctive setting for the War Memorial.
 - **Reopening of Chicago Street between the viaduct and Jefferson Street.** Chicago Street is a natural gateway to the City Center. Interruption of this important access route is frustrating to the motorist and visually disturbing. The importance of re-opening this key link in the urban grid is discussed in the circulation recommendations in Section 5.6.
 - **Parking** provided in a new structure in the First Midwest Bank block and a large surface lot along the viaduct. VIP parking for the Courts can be provided in the smaller surface lot between the Courthouse and the viaduct. Civic District employees and visitors would also have access to the parking structure between the Civic District and Union Station (currently a surface lot).

4.4 Union Station

The renovation of Union Station, already underway, promises to bring new appreciation of this beautiful and significant terminal building.

In developing a program for the unused portions of the station, it is important to remember that Union Station is to remain a commuter station and should encourage increasing volumes of commuter traffic over the coming years. First priority should be given to the convenience of rail passengers, through provision of adequate and secure parking resources, easy access for drop-off traffic, and uses within the station that cater to waiting passengers.

Union Station is somewhat isolated from the City Center's main activity areas. For new uses to succeed, they must be interesting, fun, and compelling enough to make Union Station a destination in its own right. A hands-on museum oriented to children — and the child in all of us — is one possibility. A visitor's center and memorabilia shop would certainly be appropriate in this location.

Union Station is also a promising location for an evening dining and entertainment use such as a comedy club. A dinner train could use the Station as its departure point. For these types of uses to succeed, the

operators should be experienced and capable of drawing patronage from the entire region.

The treatment of the open space in front of the station should be simple and formal, emphasizing ease of pedestrian and vehicular access. Canopy trees will provide a green forecourt for the elegant building, and quality paving materials will link Union Station with the rest of the City Center.

New development in the other three quadrants of the intersection of Jefferson and Scott Streets would help to unify Union Station with the rest of the City Center. The Development Plan illustrates a parking structure, edged with retail or service uses, on the existing surface lot; this will be feasible as use of the commuter station increases. Building sites are shown on the opposite side of Jefferson Street and along the street frontage of the northeastern quadrant, to provide an architectural edge and continuity of uses along the street. Surface parking and the drive-through banking facility could continue to be accommodated on the block interiors. In the near term, the surface parking planned for the First National Bank block should be landscaped in accordance with the guidelines in Section 5.5.2.

4.5 Railroad Heritage Center

Joliet's importance in the expansion of America's railway network is reflected in its nickname, "the Crossroads of America". Today there are many ardent railroad buffs in the area, and interest has been expressed in creating a suitable setting for display of old railway artifacts. The parcel bounded by Cass, Scott and Benton Streets is a perfect location for this use. With an active railroad as the background and an historic Santa Fe building to set the architectural theme, the Center can begin modestly and proceed in phases to become an outstanding attraction.

Exhibit 11 illustrates a proposed first phase of development for the Center, with the restored Santa Fe building and exterior exhibit areas. The full proposed program, as illustrated on the Development Plan, includes several exhibit buildings, an outdoor display yard and a railroad village which would serve as the setting for crafts displays and shops.

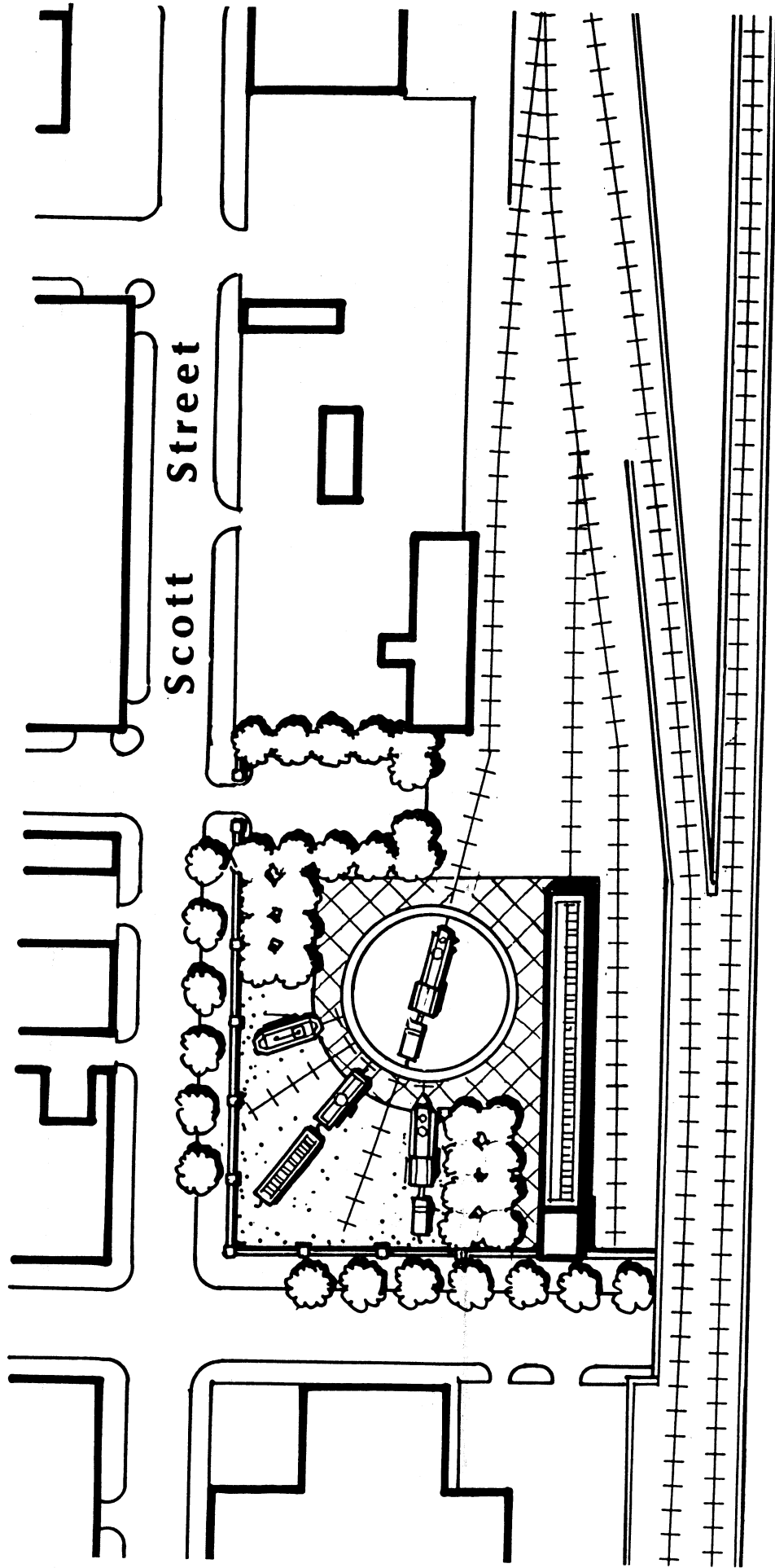


Exhibit 11. Railway Heritage Center - Phase I

4.6 Scott Street Business Corridor

With the completion of the proposed flyover (discussed in Section 7.2.12), Scott Street will become a major access corridor for City Center as well as an important through traffic route. The Scott Street corridor will become increasingly desirable as a location for businesses requiring easy vehicular access and good visibility.

Recommended development in the future along this corridor, as shown on the Development Plan, would take the form of two- to three-story buildings with service and parking located to the rear. Surface parking areas are also provided to service the area. The corridor has a lower density than the business/retail core, but it should present an urban image through a consistent architectural edge along the street. Guidelines for this area should discourage the suburban-strip form of development.

The increased traffic is likely to make some of the existing uses along Scott Street inappropriate over time, particularly those which involve heavy truck movements. Over time, these uses should be relocated to vacant and underutilized sites west of the railroad viaduct.

4.7 North Point Marina District

The canal inlet currently occupied by the barge repair facility is the only existing opportunity within the City Center to accommodate recreational boat docking. This important section of the City's waterfront should be reclaimed for public use as soon as possible.

The Development Plan illustrates the potential for this area to be developed as a small marina which would provide a significant amenity for an upscale residential neighborhood. Exhibit 12 demonstrates a possible configuration for townhouse development which would take full advantage of the waterfront while incorporating the elevation change into the unit design.

The larger building would house shops, marina operations and community functions, with adjacent surface parking. A destination restaurant site is located at the foot of the Ruby Street bridge to overlook the canal activity. Ottawa Street is reconfigured between Jackson and Irving Streets to form parcels with appropriate dimensions for residential development. The triangular park between Ottawa and Chicago Streets is an additional amenity for new residential development and the existing uses in the area.



Exhibit 12. North Point Marina District

A strong market exists throughout Chicagoland for residential units with direct access to boat slips. The completion of this development will establish a new tone for City Center residential development. Once the waterfront units are occupied, the market can be developed for units with water orientation but without direct physical connection to the marina.

4.8 Water-Oriented Residential Opportunities - East

The four residential buildings illustrated along the canal between Benton and Jackson Streets are envisioned as senior independent living units, relating to the existing senior center. These would probably take the form of two- to three-story stacked condominium flats, facing onto the landscaped promenade along the canal.

The waterview condominiums between Cass and Benton Streets are likely to be the last of the City Center's major residential opportunity sites to be developed east of the canal. This development would not be likely to occur until River Place is complete and the North Point Marina District residential neighborhood is well established. This residential complex would be three- to five-story condominium buildings with parking below and canal-level landscaped plazas. The configuration of the buildings provides a maximum number of units with water views.

4.9 City Center Campus

The blocks bounded by Joliet, Webster, Scott and Benton Streets provide a transitional area between the Retail/Business core and the less densely developed districts of City Center North. Illinois Bell and Joliet Junior College are important users in this area. The Development Plan illustrates a proposal for this area as the focus of future institutional uses in City Center: expansion of Joliet Junior College's offerings, possibly a joint campus with other area educational institutions, and/or businesses which desire an urban campus environment.

This is viewed as a long term opportunity which deals with the eventual replacement of two buildings which contribute negatively to the image of city center. The former Sheraton hotel, now occupied by JCC, breaks the street grid and lacks architectural merit. The full-block, one-story configuration of the former Penney's store is incompatible with the traditional form and scale of City Center development. The sites of these buildings and vacant parcels

are proposed for development with two- to three-story buildings which reinforce the street grid and create a pleasant urban campus environment. Surface parking is also provided to serve the campus and the Railroad Heritage Center.

4.10 Bicentennial Park

Bicentennial Park is one of the City Center's most important assets. The framers of the 1921 City Plan had the vision to show the entire western riverfront as an urban park, and Will-Joliet Bicentennial Park, Inc., is carrying out that vision. Bicentennial Park provides a visual amenity and recreational resource for the adjacent residential neighborhoods as well as the City Center. The success of various events programmed at the Park demonstrates the City Center's ability to draw visitors from a wide area.

The Development Plan illustrates the park extending from the railroad bridge to the Jackson Street bridge, a continuous sweep of green along the river. Access and parking for events are provided with tree-lined roads and paved parking areas. Views to and from "the Bluffs" can be accentuated with special lighting and landscaping. A riverfront promenade extends along the water's edge (Exhibit 13).

This is a long-term vision which will require acquisition of some additional parcels of land and improvements to existing roads, parking areas, open areas and the water's edge. The park's current plans for walks punctuated by historic markers and ideas for future attractions should be formalized into a long-range master plan which would look at each of the park's special areas and potential features in more detail.

4.11 Water-Oriented Residential Opportunities - West

The focus of revitalization efforts in the western portion of the City Center should be on strengthening the adjacent residential neighborhoods. Bicentennial Park plays a key role in this effort, but other opportunities are also illustrated on the Development Plan.

There is a strong regional market for residential parcels fronting on water or with good water views. The Development Plan illustrates long term potential for residential development of portions of City Center West.

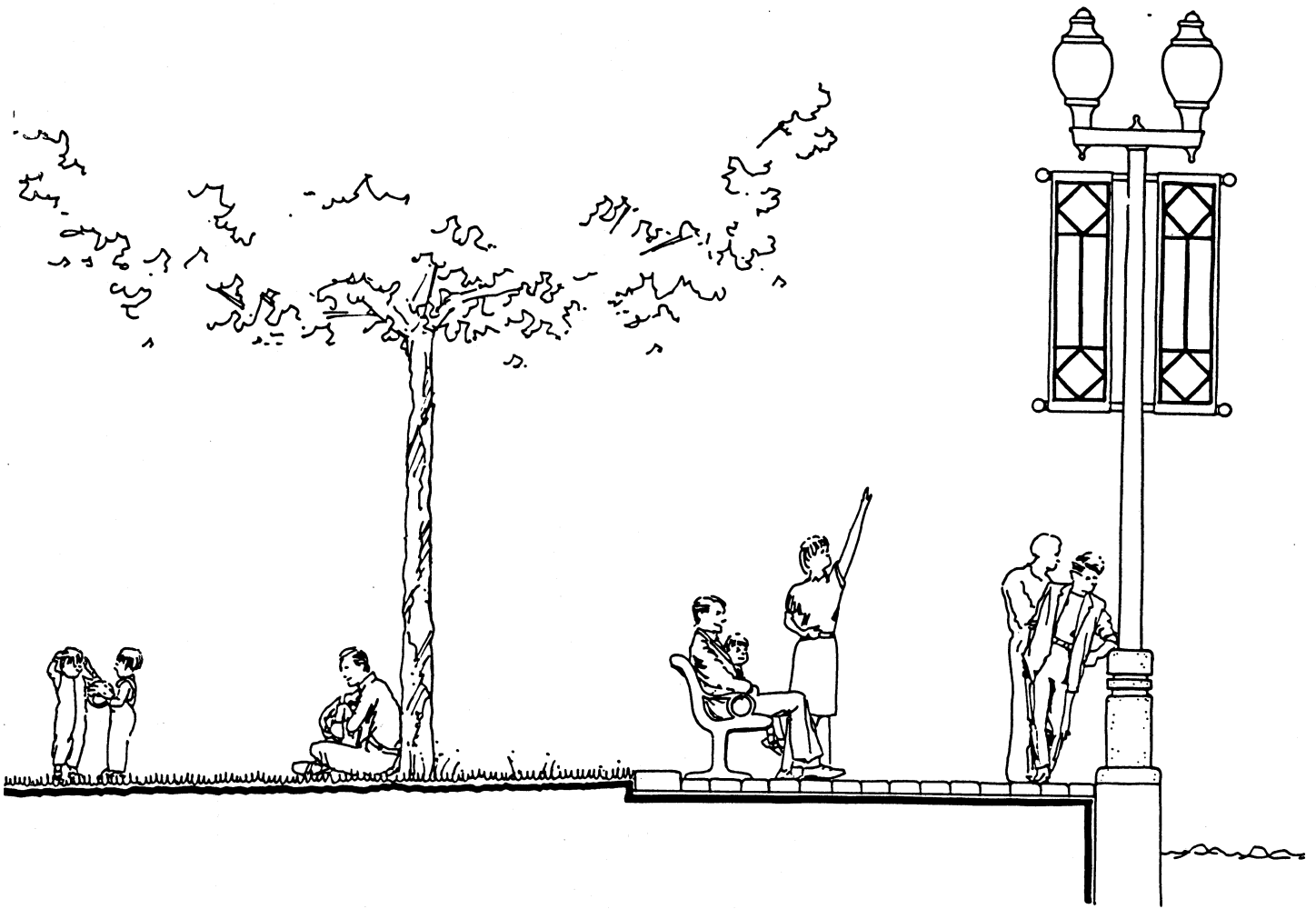


Exhibit 13. Bicentennial Park Promenade

The area north of Bridge Street on both sides of Bluff Street is shown as small lot/zero lot line single family detached homes with architecture designed to have a presence on the canal. On the canal side of Bluff Street, "Courtyard" homes with enclosed yards edge a public access area along the waterfront. Units on the west side of Bluff Street take advantage of the elevation change to capture water views. This area is currently underutilized with many structures in poor condition. The recommended pattern of development would best be accomplished by a single developer after assembly of the properties; but it could also be implemented by individual owners and builders following an adopted set of design guidelines.

The parcel bounded by Division, Bluff and Broadway Streets is currently occupied by the Evergreen Terrace complex, which consists of several massive apartment blocks. Experience in Joliet and other cities has demonstrated that this form of residential development is not conducive to neighborhood stability and that units tend to depreciate rapidly due to poor maintenance and lack of tenant involvement. The parcel has good views of the canal and cityscape. Over the long term, the parcel should be redeveloped as owner-occupied townhouse units configured around a common central green space. The development may be planned as an extension of the adjacent senior housing or as an independent complex.

4.12 Infill Sites

Throughout the City Center, gaps in the urban fabric created by vacant lots and small surface parking lots should be repaired with infill development. On the Development Plan, proposed infill buildings are indicated with a double line, while existing buildings to remain are shown with a single line.

Appropriate uses for these infill sites may be residential, business or retail, depending on the context. The infill buildings should complement adjacent structures in use, scale and style. Design guidelines for infill development are given in Section 6.1.4.

5.0 Public Improvement Recommendations

The City Center Development Plan indicates recommended public improvements, including:

- Streetscape
- The Riverfront
- Parks and Plazas
- Circulation
- Parking
- Gateways
- Identity Graphics

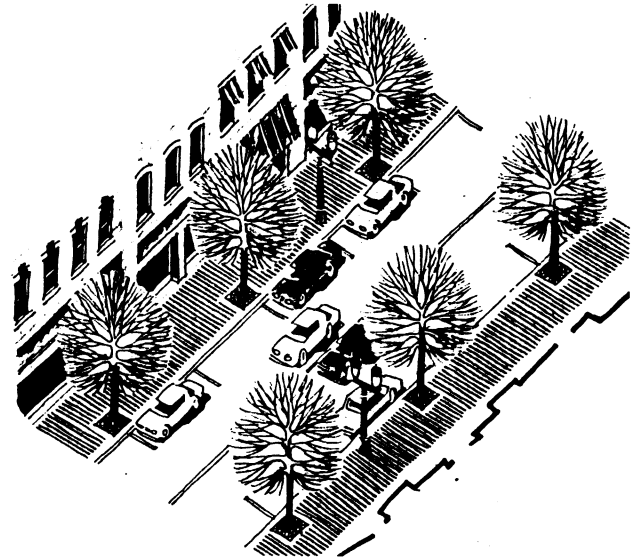
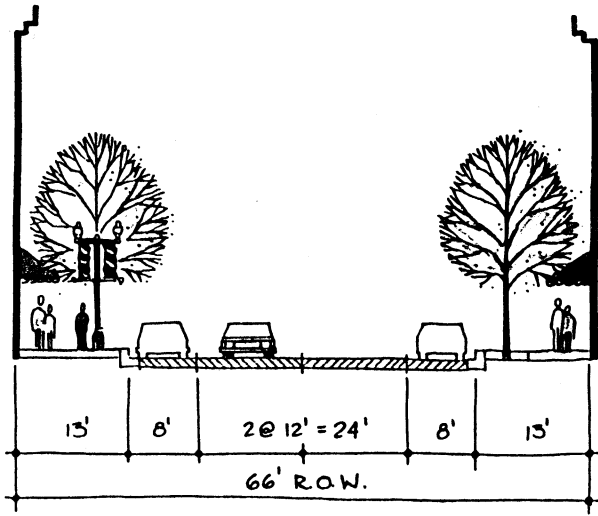
These improvements are likely to be implemented in phases over an extended period of time. It is important for the City to adopt specific plans and standards for each category of public improvement so that incremental projects will contribute to the long-range vision for the City Center.

The following paragraphs outline the recommended approach to each of these categories of public sector improvements. Where the private sector assumes responsibility for implementing portions of the streetscape, riverfront promenade, parks, plazas or parking facilities, they should be required to adhere to the adopted standards.

5.1 Streetscape

Streets are a city's most important and dominant open space. Effective streetscape enhances the streets as an open space network, linking the city's uses and attractions and providing a comfortable, distinctive environment for pedestrians.

The recommended streetscape for Joliet has been designed to ensure longevity and the flexibility required to fit a variety of City Center environments. Streetscape treatments are arranged in a hierarchy which includes primary pedestrian streets, image streets and neighborhood streets (Exhibit 14). While the treatments for the three types of street vary in detail to suit their specific function, there is consistency in major elements to provide a unified image for the entire City Center. The common elements include:



Pedestrian Streets

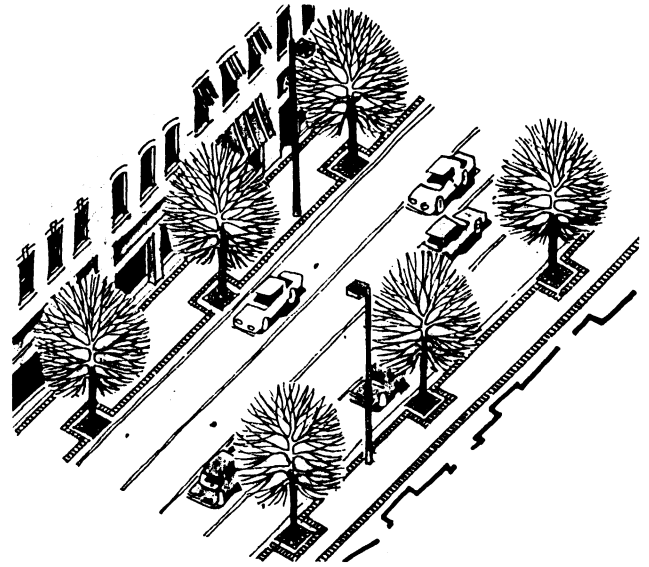
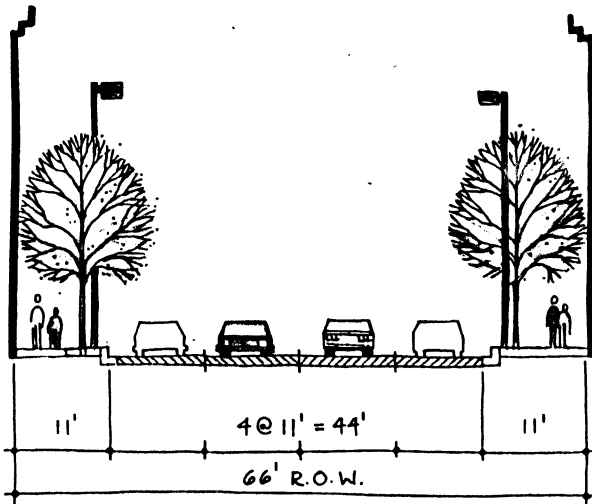
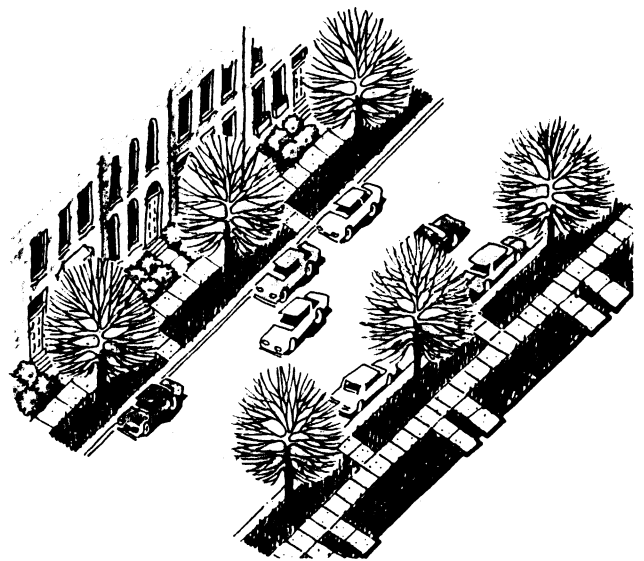
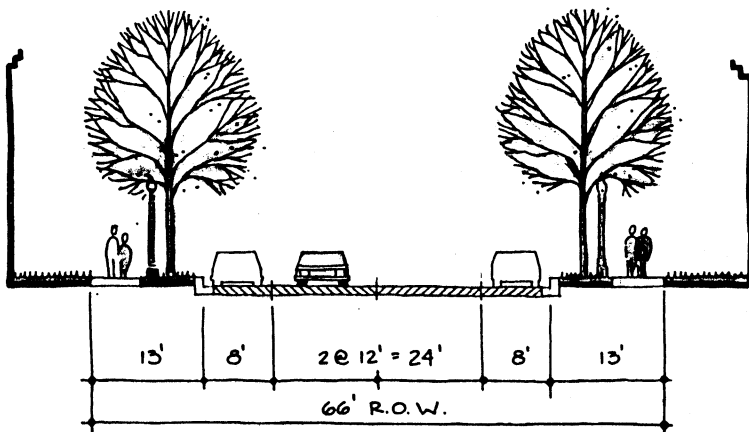


Image Streets



Neighborhood & Service Streets

-
- Sidewalks of comfortable width and quality paving materials;
 - Evenly spaced deciduous canopy trees, approximately 35'-40' on center, selected from varieties known to thrive in the region under urban conditions and having desirable street tree characteristics;
 - Lighting consisting of cut-off fixtures at corners and mid-block where necessary for security;
 - Consistent, high-quality street furniture including trash receptacles near intersections and major pedestrian traffic points. The recommended street furniture for use throughout the City Center is shown in Exhibit 15.

5.1.1 Primary Pedestrian Streets

The streets within the City Center's business/retail core are the primary pedestrian streets. These include:

- Chicago, Ottawa and Joliet Streets between Jefferson and Webster Streets; and
- Van Buren and Clinton Streets between Joliet Street and the railroad viaduct.

The streetscape on these streets should represent the highest quality public environment the City has to offer, so that they are clearly identifiable as the most important pedestrian places. The existing sidewalks are too narrow to convey the quality image desired by the City; reallocation of the public right-of-way is essential for expansion of the sidewalk zone to accommodate street trees and give greater emphasis to the quality of the pedestrian environment. This can be achieved by reducing the roadway dimensions to accommodate two moving lanes, with parallel parking along each curb.

Joliet is justifiably proud of its investment in the enhancement of Chicago Street. No major changes to this street are recommended, but the design is somewhat dated and should not be used as the model for improvements on other streets. The recommended design for the primary pedestrian streets is simpler and more urban, with emphasis on canopy trees, high quality paving and pedestrian lighting.

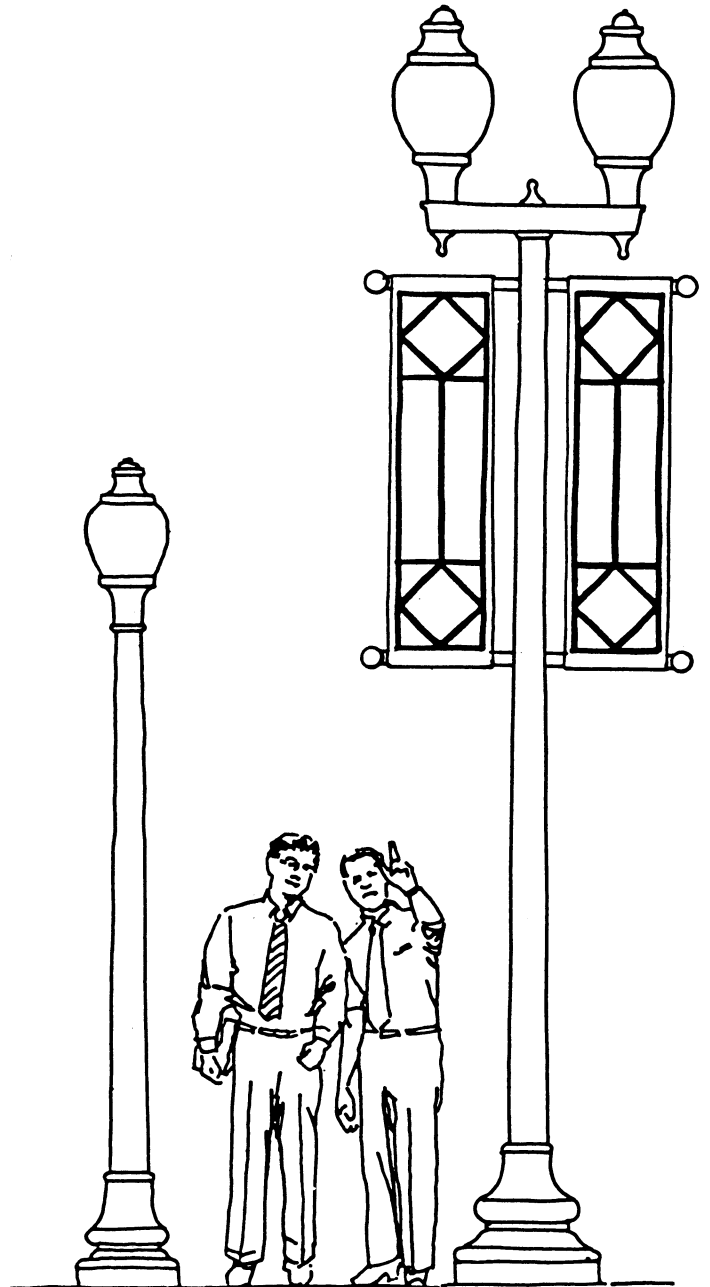
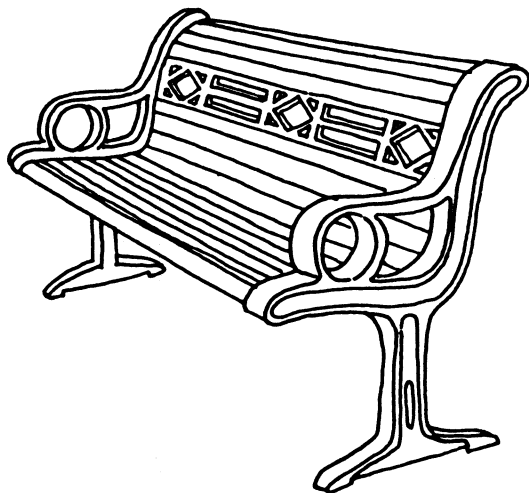
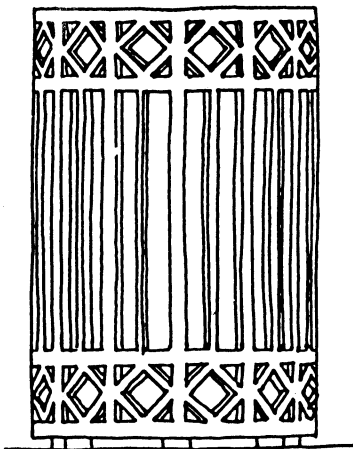
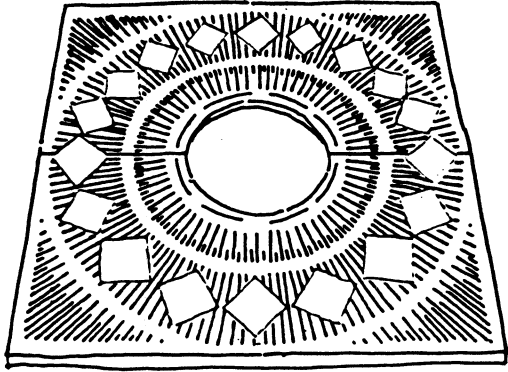


Exhibit 15. Street Furniture

Widened sidewalks, street trees, special paving and furnishings recommended for the primary pedestrian streets will provide an attractive foreground for businesses and a setting for activity in an environment which is rich and satisfying without detracting from the visibility and appeal of the buildings. Detailed elements of the recommended streetscape treatment for the primary pedestrian streets, as shown in Exhibit 14, include:

- Sidewalks 15-20' wide (curb to building face);
- Special paving designed with brick or modular pavers contained in areas of concrete;
- Trees planted in pits or trenches with 5' x 5' iron tree grates surrounded by concrete collars;
- Decorative pedestrian fixtures at 70'-80' intervals for amenity; and
- Street furniture carefully placed to present an uncluttered, elegant, welcoming image. Existing street furniture on Chicago Street should be replaced with the standard units selected for use throughout the City Center.

5.1.2 Image Streets

Streets that carry through traffic in the Business/Retail Core are important image-setters. These streets require more moving traffic lanes and thus have a less intimate appearance than the primary pedestrian streets. Their streetscape treatment must be attractive when viewed from moving vehicles, but in areas where less pedestrian activity is expected, the detail can be simpler than the primary pedestrian streetscape.

Jefferson, Cass and Scott Streets are considered to be image streets within the City Center. The one-way traffic patterns and dimensions of Jefferson and Cass Streets respond to their roles as feeder streets to and from the bridges. They carry through traffic as well as traffic originating in or destined to the City Center. The volume of traffic on Scott Street will increase if it becomes the feeder for the proposed flyover north of the Ruby Street bridge; thus, it is treated as a image street in the Development Plan.

The streetscape treatment of image streets (Exhibit 14) is essentially the same as that recommended for the primary pedestrian streets, except that concrete

is the main sidewalk paving material and special paving is generally confined to narrow accent bands. Sidewalk widths must be determined by the traffic lane requirements, but they should be as wide as possible (up to 20').

5.1.3 Neighborhood Streets

The standard approach recommended for City Center's remaining streets is a 15' right of way with street trees at 40' intervals in the standard tree grate (Exhibit 14). In the residential and mixed-use blocks of City Center North and west of the river, a grass strip may be introduced between the curb and the sidewalk, with the street trees planted in the grass (8' wide sidewalk with 7' grass panel, or 6' sidewalk with 9' grass panel). Where pedestrian light fixtures and other street furniture such as trash receptacles are used, they should be the same units as those selected for the Business/Retail core.

5.1.4 Priorities for Streetscape Implementation

Priorities for implementation of streetscape improvements are diagrammed in Exhibit 16 and listed below. In areas where major new development is programmed, streetscape improvements should be timed to coincide with the development. Where private developers are responsible for pedestrian zone improvements, adherence to the City's adopted design theme should be mandatory.

First priority:

- Jefferson from bridge to viaduct
- Ottawa from Jefferson to Webster
- Cass from bridge to viaduct
- New furniture for Chicago Street

Second priority:

- Chicago from viaduct to Jefferson
- Ottawa from viaduct to Jefferson
- Scott between railroad & Webster
- Clinton from Ottawa to Viaduct
- Van Buren from Chicago to Viaduct
- Jefferson from Broadway to Bridge
- Western Avenue from Broadway to Bridge

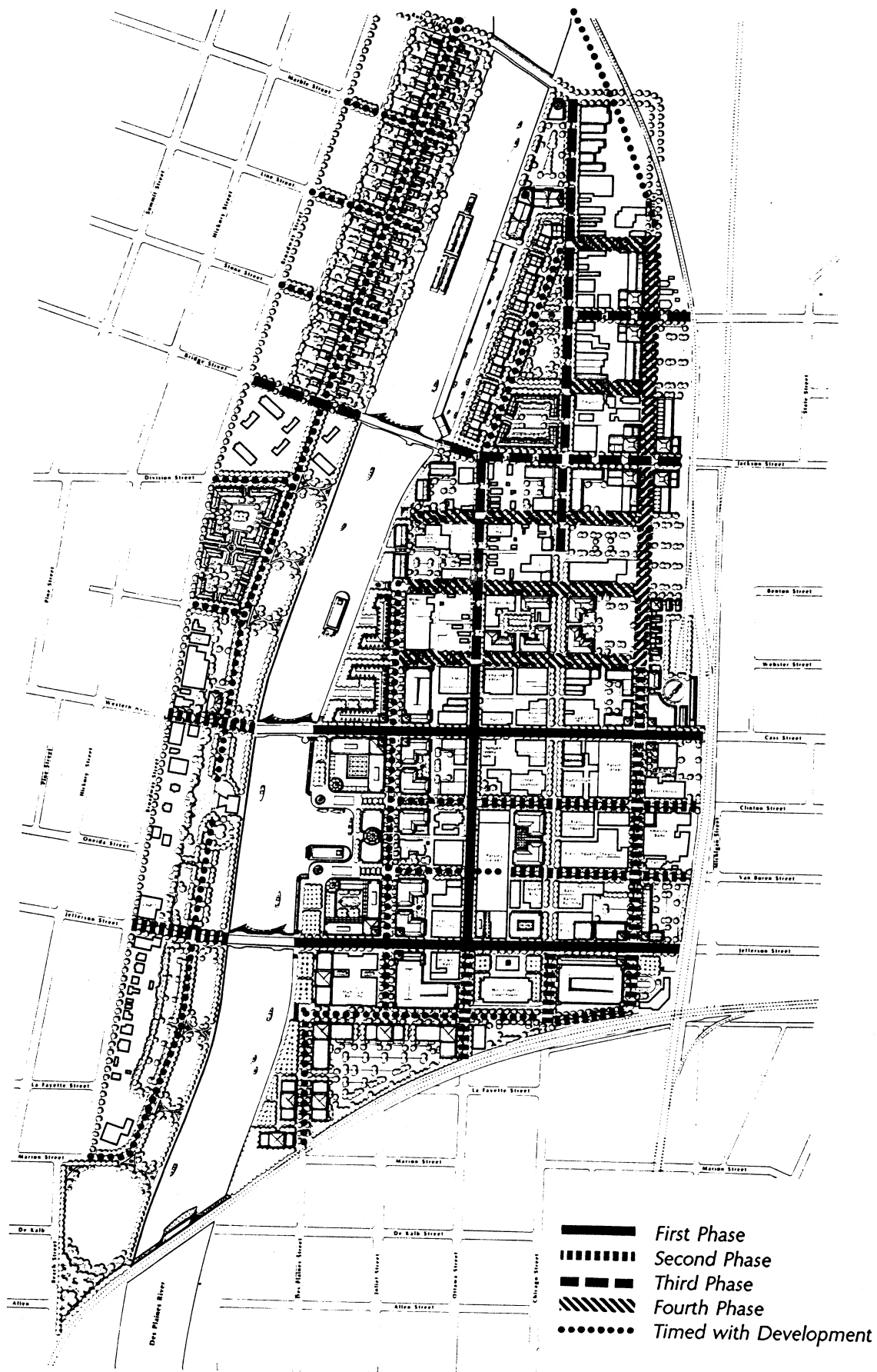


Exhibit 16. Streetscape Priority Diagram

Third priority:

Chicago from Crowley to Ruby
Ottawa from Webster to Jackson
Jackson from Broadway to viaduct
Ohio from Chicago to viaduct

Fourth priority:

Scott from Webster to Irving
Webster from Joliet to Scott
Benton from Joliet to Scott
Crowley from cul-de-sac to Scott
Irving from Chicago to Scott
Clay from Chicago to Scott

Timed with development:

Joliet from Washington to Benton
Van Buren from Ottawa to Joliet
Clinton from Ottawa to Joliet
Ottawa from Jackson to Chicago (also street realignment)
DesPlaines and Washington in Civic District
Bluff Street and its cross streets
Scott Street to high-level bridge

5.2 The Riverfront

Public improvements proposed for the river's edge are designed to capitalize on this amenity to create a significant "people-place" for Joliet. Uses proposed along the eastern edge of the river are presented in Sections 4.2, 4.3, 4.7 and 4.8, along with strategies for making the elevated canal visually and physically accessible. While the recommended treatment of the river edge varies from one use to another, this side of the river has a distinctly urban character, with a wide paved promenade, canopy trees and flexible seating.

The western edge of City Center's riverfront is dominated by an expanded Bicentennial Park, creating an outstanding amenity for adjacent residential neighborhoods. This side of the river is perceived as more natural, with the exposed bluffs forming a distinctive landmark and reminder of Joliet's early development.

The general design guidelines for Parks and Plazas (Section 5.3) should be applied to the expansion of Bicentennial Park. Special treatment recommended for the water's edge consists of a broad paved walkway, 10' to 15' wide, extending the full length of the park, with gentle grading to make an easy transition between the existing ground level and the walkway. Cleats can be installed at regular intervals for temporary mooring of boats; footholds and rescue equipment can be incorporated into the river side of the walk for use by boaters and in emergency situations. The walkway can be edged with a transparent barrier consisting of bollards and chains or other thematically appropriate fittings.

The entire City Center waterfront should be well-lit to encourage evening use. Lighting of the bridges combined with shoreline pedestrian lights will create a night-time view that will be an attraction in itself (Exhibit 17).

Recommended public waterfront improvements should be designed and timed to complement adjacent private redevelopment efforts. The most dramatic structural improvement — the River Place basin — would be constructed as an incentive for private development commitments. If these investments are not forthcoming in the short term, the Development Plan should serve as a tool for maximizing the long-term waterfront potential and preventing development decisions which preclude the realization of that potential.

5.3 Parks and Plazas

While the streetscape and waterfront improvements should receive priority for public funding, several other parks and plazas are shown on the Development Plan. Notable among these are the public space in front of the courthouse, the forecourt of Union Station, the neighborhood park in the marina district and a sculpture garden adjacent to the Post Office Building. In addition, some of the development opportunity sites are likely to be treated as open space in the short term.

Whether parks and plazas are developed with public funds or as part of private developments, the same design guidelines should apply:

- Emphasize simplicity of design. Quality, sophistication and durability are much easier to achieve with simple, straightforward design.

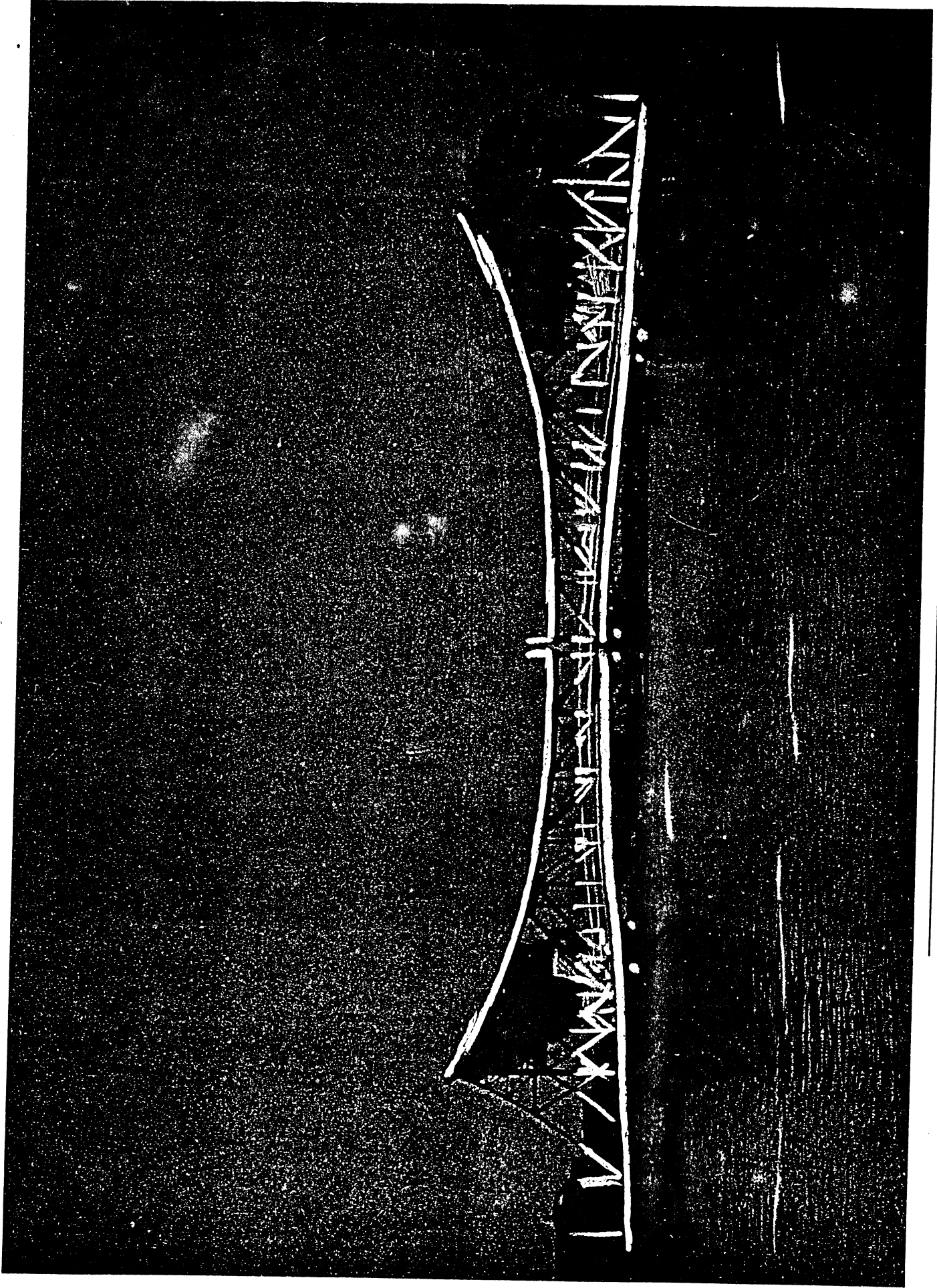


Exhibit 17. Bridge Lighting Concept

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- Special paving materials, sculpture, water features, banners and flags can be used for visual interest and to create memorable images.
 - Respect the City Center's urban forms; avoid suburban cliches that are inappropriate in the City Center setting (i.e., berming, serpentine curves, fussy plant compositions).
 - Security and surveillance are primary concerns in the design of parks and plazas. Avoid use of shrubs and level changes which obscure visibility from the sidewalks and streets.
 - Flexibility of use is highly desirable and is easiest to accomplish when the ground plane is not cluttered with fixed elements or changes in level. In particular, users prefer flexible seating; this should be given preference over fixed arrangements wherever possible.
 - Trees of substantial size should be provided to create a sense of scale and an overhead canopy. Flush tree grates are recommended to protect root zones without interrupting the ground plane.
 - Ease of maintenance should always be a prime consideration in the design of public spaces. Select only the highest quality materials and furnishings.

5.4 Art in Public Places

The streetscape and open space improvements recommended in this report should be regarded as a foundation which can be enriched with special features. The installation of these streetscape improvements should receive first priority, in order to establish a quality environment that will serve as the framework for future enhancements. Once this has been accomplished, attention can be turned to creating accent points in appropriate locations.

Many cities have successfully implemented programs which designate a percentage of development cost, or other mechanisms, to assure that sculpture, fountains, relief carvings and other art forms are incorporated in major private developments. An arts organization can play the key role in selection of artists and review of proposals. The same process developed for assistance and review of private projects can be applied to publicly funded art.

5.5 Parking

The location and treatment of parking needed to serve City Center development has a significant impact on the area's physical structure and visual character. Unfortunately, this impact is usually negative — especially as it relates to the quality of the City Center's pedestrian environment.

The practice of razing older buildings and converting their sites to bare surface parking destroys the architectural fabric of the City Center. Where surface parking exists as a temporary use (awaiting a development opportunity), the lot should be landscaped according to the guidelines below.

Sites designated for future parking structures in the Development Plan may be treated as surface parking until the demand exists for construction of the structure. The "temporary" surface lot should receive the landscape treatment described in the guidelines.

Opportunities should be sought to provide parking facilities which can be shared, to minimize the total number of spaces which must be provided and ensure that they are used to maximum efficiency. Cooperative parking arrangements for City Center's businesses and retailers are recommended in Section 7.2.4. The following guidelines apply to both public and private parking facilities.

5.5.1 Structured Parking

- The architectural treatment of parking structures should display high quality in design and finish materials.
- Parking structure roof lines which are visible from the street should be level; ramping should occur within the structure or on the interior of the block where it is screened from the street.
- A six-to-ten-foot wide landscaped setback should be provided wherever it is necessary to locate a parking structure adjacent to a street; this setback should be landscaped with trees and shrubs to soften views of the structure, provide visual interest, and establish a sense of human scale.

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- If parking structures must be located on important streets, they should have retail, office or institutional uses fronting on the street level wherever possible.

5.5.2 Surface Parking

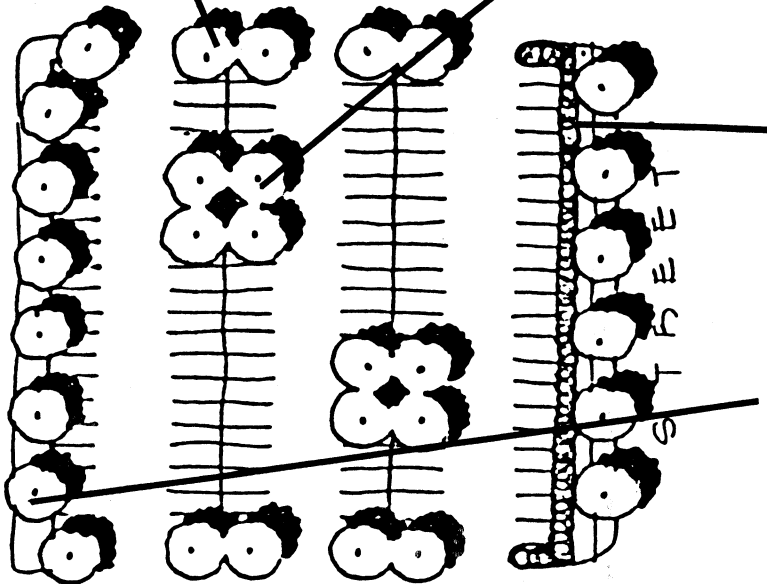
- All surface parking lots should be paved and should have curbing along the perimeter.
- Surface parking lots should be screened along the street frontages with low walls or hedge material, or a combination of both, 30-36" in height (Exhibit 18).
- Where possible, canopy trees in protective islands should be introduced to soften the visual impact of paving and cars. A minimum of 200 square feet of landscaped medians and islands within the parking lot should be provided for every twenty spaces.
- Perpendicular parking layouts are more efficient and attractive than diagonal arrangements.
- The landscaping of surface lots should be urban in character. Suburban treatments such as berms and mixed shrub plantings are not appropriate.

5.5.3 On-Street Parking

- Parallel on-street parking on City Center streets should be permitted wherever feasible.
- All on-street parking in the City Center should be signed for short-term use. In residential districts, parking permits should be issued.

Use landscaped islands to end parking bays and define circulation

Use larger islands with canopy trees for visual breaks in the parking area



Masonry wall and/or evergreen hedge, 30-42" high, to screen parking from street while providing good visibility for surveillance

Landscaped perimeter provides visual transition to adjacent development

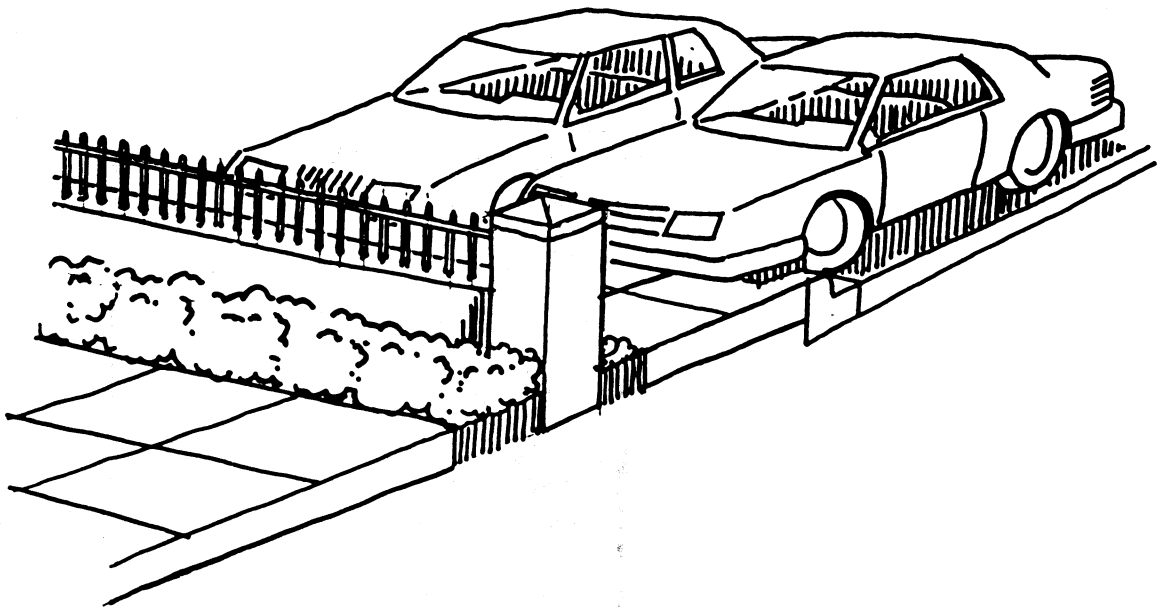


Exhibit 18. Surface Parking

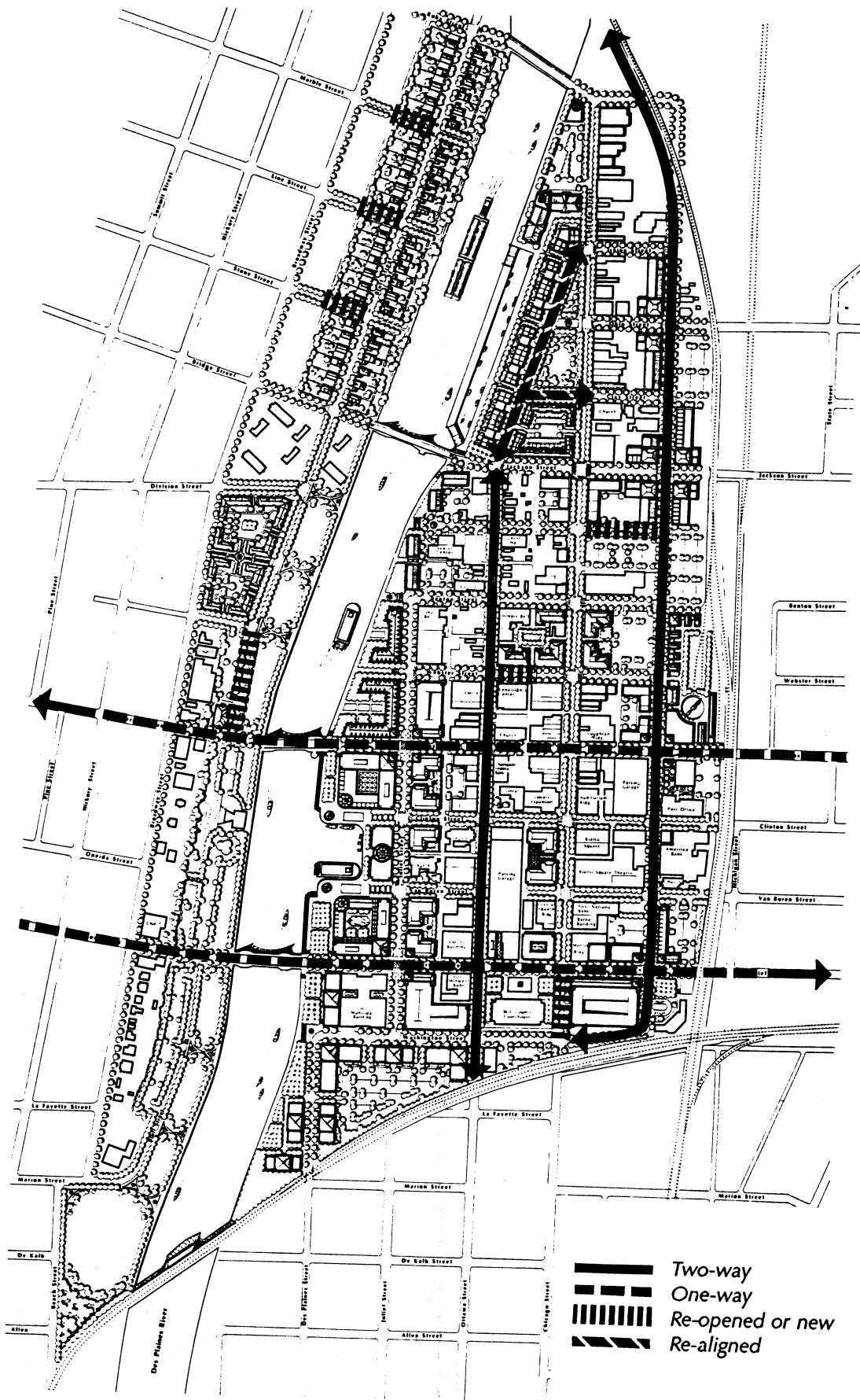
5.6 Circulation

The current circulation pattern in the City Center is unnecessarily complicated and frustrating to both motorists and pedestrians. Exhibit 19 shows recommended circulation changes. Jefferson and Cass are retained as one-way streets; all other streets are recommended for two-way traffic.

The closed block of Chicago Street between Jefferson and Washington Streets is reopened and the street regains its status as a vital access/egress route for the City Center from Route 80. Two-way traffic on Ottawa Street can move through the City Center and be directed to the Chicago Street entrance route either inside or outside the railroad viaduct at standard intersections.

Vehicular access and parking along the eastern riverfront (DesPlaines Street), and the difficult intersections adjacent to the bridges, are eliminated with the proposed pattern of waterfront development, as described in Sections 4.2, 4.3, 4.7 and 4.8.

Streets which are expected to carry large amounts of through traffic through the City Center — Jefferson, Cass and Scott Streets — would continue to require signals at each intersection, reoriented where necessary to accommodate the new two-way traffic. Many intersections within the business/retail core can be managed with four-way stop signs. These intersections should be signed: "Yield to Pedestrians".







-  Two-way
-  One-way
-  Re-opened or new
-  Re-aligned

Exhibit 19. Circulation

5.7 Gateways

City Center's bridges are dramatic gateways and offer perfect identity opportunities. The entry points at the railroad viaducts can also become distinctive gateways. Each of the city's gateways should receive special treatment through signage, lighting and landscaping, to welcome visitors and announce their arrival in Joliet City Center. A prototypical treatment of a viaduct gateway is shown in Exhibit 20. The recommended enhancement of the bridge gateways is illustrated in Exhibit 9 (Section 4.2).

Priorities for enhancement of City Center gateways are listed below and mapped on Exhibit 21:

First priority:

- Jefferson Street bridge
- Cass Street bridge
- Jackson Street bridge
- Jefferson Street viaduct
- Cass Street viaduct
- Chicago Street viaduct

Second priority:

- Ruby Street bridge
- Ottawa Street viaduct
- Jackson Street viaduct
- Van Buren Street viaduct
- Clinton Street viaduct

Third priority:

- Des Plaines Street viaduct
- Ohio Street viaduct

Recommendations for clarification and enhancement of gateway routes leading into Joliet City Center are discussed in Section 7.2.12.

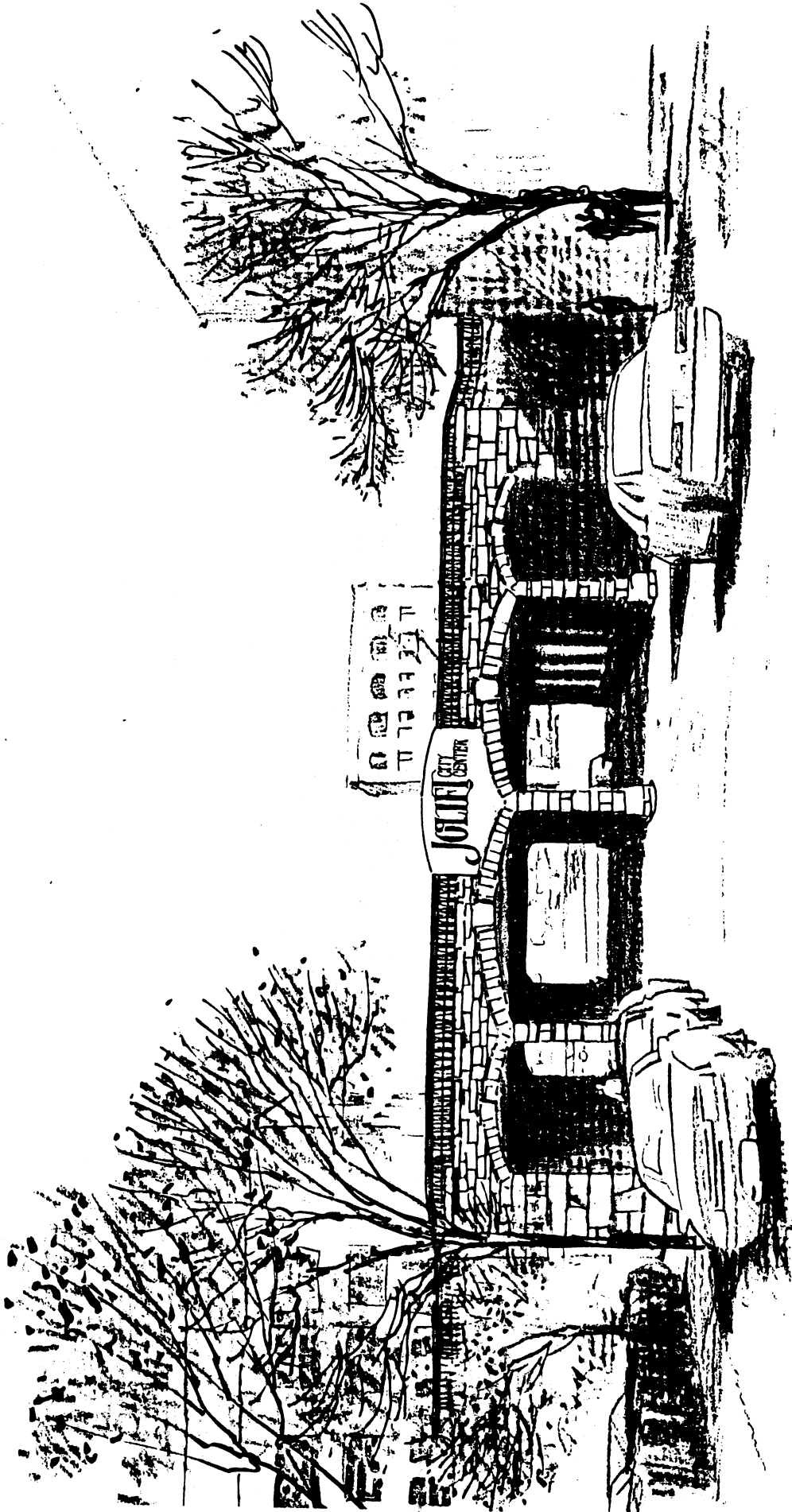
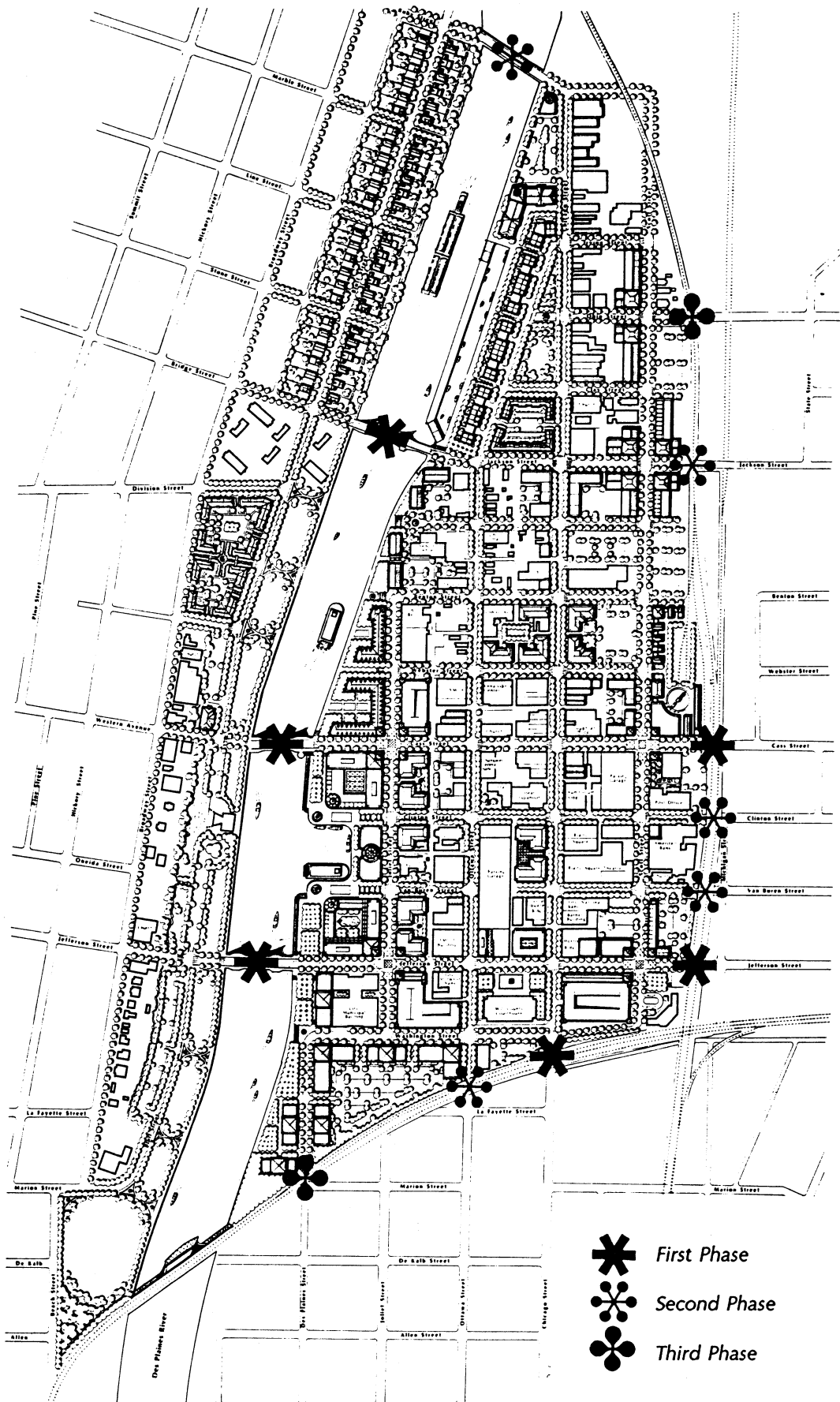


Exhibit 20. Viaducts






-  First Phase
-  Second Phase
-  Third Phase

Exhibit 21. Gateway Priority Diagram

5.8 Identity Graphics

A distinctive, colorful system of coordinated identity graphics is recommended for use throughout the City Center, as illustrated in Exhibits 7, 9, 20 and 25. The system would provide many opportunities for prominent display of an adopted City Center logo (Exhibit 22). Components of the system would include:

- Gateway signs, adapted to the context of the specific gateway (bridge, viaduct, or roadway treatment);
- Directional signs, with particular emphasis on parking resources, locations of attractions and special retail districts;
- Identity signs for special buildings and attractions (Exhibit 23); and
- Banners to add color and movement to the streetscape, unify the City Center, identify themed districts, and celebrate specific seasons or events.

JOLIET CITY CENTER

Exhibit 22. Joliet City Center Logo

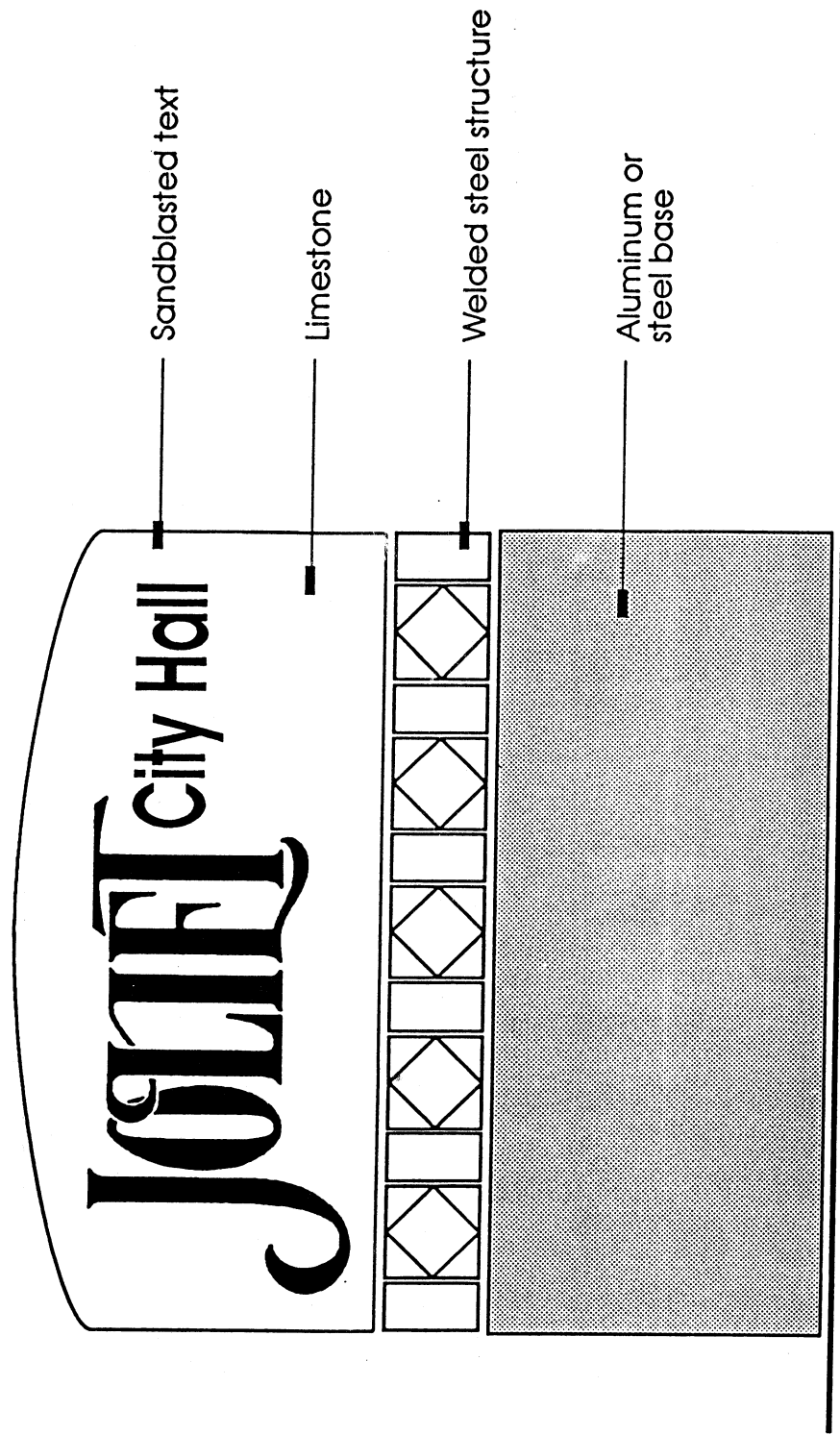


Exhibit 23. Identity Sign Concept

6.0 Private Sector Design Guidelines

This section contains recommended design guidelines for architecture, signs and site development. Design guidelines are a useful implementation tool to ensure that private developments are in harmony with the city's urban design objectives. They should form the basis upon which the design review body conducts their review and approval process (as described in Section 7.2.7).

An illustrated booklet should be prepared to explain the guidelines, the City Center review process, and the resources available. The guidelines booklet should be updated periodically, and should be made available to existing and potential property owners and developers so they will have an early understanding of the criteria upon which their plans will be reviewed.

Where the private sector is responsible for implementation of streetscape, structured or surface parking, riverfront improvements or other public open spaces, the design criteria outlined in Section 5.0, Public Improvement Recommendations, should be followed.

6.1 Architecture

A consistent, high quality of architectural design and building maintenance will improve the City Center's image and encourage increasing levels of pedestrian activity by helping to create an interesting environment for people. Through careful planning, renovation efforts can accentuate the architectural character of older buildings to aid in developing a distinctive identity for downtown as a special shopping, working, and living environment.

6.1.1 Renovation

Joliet can benefit from the experience of numerous similar communities that have developed and successfully implemented guidelines for storefront renovations and signage. When combined with public sector improvements to the pedestrian environment, private sector investment in coordinated storefront rehabilitation pays high dividends in the form of enhanced image and increased pedestrian interest.

Guidelines for exterior renovation will provide a basis for coordinating individual efforts to create a positive urban image and a quality pedestrian

environment. These guidelines can also serve as an educational tool which promotes private re-investment interest.

Although renovation will proceed on a building-by-building basis, each individual project should be carefully planned to complement the positive characteristics of neighboring structures and to create a more unified visual image for the City Center. Joliet's extensive archives of historic photographs should be used as a primary source of information on the original design intent. Basic objectives for the renovation of existing buildings are to:

- Strengthen the architectural integrity and design unity of individual facades;
- Create storefronts which add interest, activity and comfort to the street environment; and
- Emphasize compatibility in design, materials and colors to make adjacent buildings read as a unit.

The starting point in creating a unified blockface, and in organizing the diversity of architectural styles and details on a given street, is an understanding of the building facade's design framework. This framework is composed of two major elements: the storefront and the upper facade.

6.1.1.1 The Storefront

The street level storefront is defined by the upper facade's piers and the sign frieze which separates the storefront's display windows and entrance from the upper architecture. This lower portion of the facade provides visual and physical access to the business located within and is the area in which the individuality and identity of that business can best be expressed.

The storefront is the focus of the facade, providing the visual interest and sense of activity which make the street interesting and inviting. The storefront acts as a unifying element within the blockface by creating strong horizontal elements, including continuous display windows, a consistent sign frieze and colorful awnings which link buildings together.

-
- **Display Windows:** Renovation of the lower facade should emphasize the open character of the storefront and its contribution to the street by maximizing the amount of window area provided within the frame created by the sign frieze and the piers of the upper facade. The storefront should read as an open area and an active visual focus which contrasts with the solid mass of the upper facade. A continuous band of storefront display windows at street level will help to enliven the street environment and will also act as an important unifying element within the blockface. Display windows should never be filled or covered. Those which have been altered should be restored to their original dimensions.
 - **Entrances:** The entrance should be the focal point of the storefront. On more traditional buildings, recessed entrances are often used to give greater definition to the storefront and provide some overhead protection. Where entrances are flush with the display windows, awnings can be used to create the same effect. Entrance doors should include glass panels to maximize the visibility of the store interior. The style of the door and its hardware should be compatible with the design character of the commercial storefront; the use of stock residential doors should be avoided. Where entrances to upper stories are located adjacent to the storefront, they should blend into the framing architecture so that they read as secondary elements.
 - **Awnings:** Awnings are a simple, inexpensive but highly effective tool for improving the retail facade and creating a positive image. They provide a vehicle for introducing color, variety and interest to the streetscape and add to the comfort of pedestrians by providing overhead protection from sun and rain. Awnings should be used to focus attention on the storefront and create a strong horizontal element which is repeated along the block face. Awnings should be attached directly to the building without requiring columns or poles on the sidewalk for support.

6.1.1.2 *The Upper Facade*

The upper facade consists of (1) the cornice and fascia which cap the building front; (2) the building's upper stories; (3) the windows which give articulation and interest to the upper architecture; and (4) the piers which extend to ground level to visually support the facade and frame the storefront.

The more massive, solid architecture of the upper facade gives the building its feeling of substantiality and expresses its architectural quality and character. As a result, the design treatment, materials and condition of the upper facade play an important role in defining the architectural style of the building and in relating it to neighboring buildings in the block face.

- **Cornice and Fascia:** A cornice or fascia creates a strong roof line and gives a finished appearance to the building facade. Where they have been removed, these elements should be restored to re-emphasize the original design intent of the structure. The new cornice or fascia should echo the original design and complement the overall mass of the building.
- **Wall Materials:** Original wall materials should be cleaned and repaired and all exposed mechanical equipment, unused electrical apparatus or sign supports removed. Applied surface materials such as metal paneling, tile and stucco should also be removed and the building's original wall surface and detailing restored wherever possible. Special attention should be given to the removal of storefront surface materials which extend onto the piers and walls of the upper facade. Such applied treatments violate the integrity of the original architecture and weaken the essential balance between the two principal facade components. Where new materials and colors are applied to surfaces which cannot be restored or to buildings which are architecturally undistinguished, they should be selected to coordinate with neighboring structures and to complement the design of the storefront.
- **Windows:** Original upper story windows should be restored to create a sense of scale and to add articulation and visual interest to the upper facade. The reintroduction or reglazing of the facade's original upper story windows will have a dramatic impact on the architectural integrity of many commercial buildings. The proportions of the restored windows and the rhythm of the window pattern should replicate the original facade design as closely as possible.

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- **Piers:** The piers which frame the storefront and visually anchor the upper facade play an essential role in creating the unified architectural framework which organizes the street level's visual diversity. Where these piers have been eliminated or reduced in size, the architectural definition of the facade will be weak and the upper architecture inadequately balanced. The piers' width and spacing should give support to the facade. Piers which segment the storefront are recommended on wide buildings to improve proportional balance.

6.1.1.3 Side and Rear Elevations

Where they are visible from streets, parking lots and other public use areas, side and rear elevations have a significant impact on the City Center's visual character and image. While many of these exposed elevations lack the design quality and finish of the front facade, they can be improved to present a more attractive and organized appearance.

- **Corner Buildings:** Because corner buildings set the tone for an entire block, it is especially important that the design treatment of the renovated storefront turn the corner to maintain streetscape continuity. On corner buildings, the original design of side elevations facing the street usually replicates the architecture of the front facade. Guidelines for the storefront and upper facade should be applied in renovating these elevations.
- **Unfinished Side Elevations:** Where unfinished side elevations are visible from the street, they should be addressed in renovation planning. These elevations can be upgraded by removing or screening exposed mechanical equipment and extending some of the front facade's wall materials, color or detailing onto the side elevation.
- **Rear Elevations:** Where parking is located behind buildings, rear elevations become important secondary entrances. They should be designed to create an inviting appearance and identity which is recognizably related to the front facade. At a minimum, all wall surfaces should be clean and in good repair. Trash containers, service and storage areas should be well screened and carefully maintained. Blocked windows should be re-opened; an attractive entrance door, business sign and lighting can be added to give the rear facade customer appeal. Awnings, display windows and landscaping can also enhance rear elevations.

6.1.2 Major New Development

The principal challenge in designing major new development in Joliet City Center is to successfully incorporate large-scale structures with the context of Joliet's existing buildings. New development within the City Center should contribute to the visual quality and continuity of the block in which it is located and the City Center as a whole. The following guidelines are recommended.

- New development should provide a continuous building edge along all streets.
- New construction should conform to the predominant setbacks established by adjacent buildings. In the Business/Retail core, this will require that new buildings be located at the right-of-way line, adjacent to the sidewalk. Setbacks from the curb may be permitted in other areas, but an urban image is desired throughout the City Center.
- All development in the City Center should be a minimum of two stories tall. A maximum height of eight-to-ten stories is appropriate for the scale and image of Joliet, with most buildings expected to be in the two- to six-story range. The footprint of taller buildings should extend to the sidewalk to maintain the urban block face, with upper stories back above the second or third level if desired. Where buildings exceed three stories in height, special attention should be given to the first floor treatment to maintain a sense of human scale.
- The facades of large new buildings should be organized to reflect the traditional character of buildings in Joliet: storefronts on the street level, and an organized pattern of solids and voids (fenestration) on the upper levels (refer to the Renovation Guidelines, above.) The street level of large structures should be programmed with active uses and a number of entrances or storefront opportunities should be provided.
- Materials employed in new development should be compatible with Joliet's traditional building materials. Materials should convey a sense of permanence, age well and be easy to maintain. Preferred materials are brick and stone. Materials with a residential appearance (i.e., shingles, plywood siding) should be avoided.

-
- Church steeples, cupolas and ornate cornices have traditionally defined Joliet City Center's skyline. Sculpting of the top of new buildings is encouraged, since visual interest at the skyline will help to relate new development to the scale of the existing buildings. The architectural treatment of the skyline can provide a distinctive identity for the building while reducing the apparent mass of a large structure. Skyline forms should employ traditional urban verticals, horizontals and symmetrical shapes; anti-urban or bizarre skyline treatments are not appropriate in Joliet.
 - Building-mounted mechanical/electrical/communication equipment should be screened from view from the street, public open spaces and nearby buildings.

6.1.3 Retail Facade Design

New retail construction should observe the same basic design principals recommended for the renovation of existing structures (Section 6.1.1).

- The front facade should be organized into two clearly-defined components: the upper facade and the street-level storefront.
- The upper facade should include a strongly defined cornice line, window openings which give proportion and interest, and piers which extend to ground-level to visually support the facade and frame the storefront.
- The storefront should include display windows which serve as an active visual focus by maximizing the exposure of the business activity within.
- A sign frieze, which defines a strong boundary between the storefront and upper facade, should be used to create a unifying horizontal element within the block face.
- Side and rear elevations which are visible from the street should be designed to present an attractive organized appearance.

6.1.4 Infill Development

Infill development, which repairs and strengthens the urban fabric by eliminating gaps created by vacant lots and surface parking, is a development priority in Joliet City Center.

Infill buildings should be sensitively designed to reinforce the positive characteristics of adjacent architecture. This does not require application of a period architectural style to a new building; the objective is to translate the fundamental design characteristics of existing development into a compatible contemporary idiom.

In the era in which the City Center's major buildings were constructed, basic building scale, forms, orientation and materials were relatively consistent. Variety and contrast were provided primarily by differences in detail and ornamentation at a relatively minor scale. As a result, overall consistency and continuity were easy to achieve. Technological innovations and modern architecture allow and encourage a greater range of choice in building form, scale, materials and character; consequently, the potential for contrast is much greater. In trying to create a distinctive identity for a particular project, newer urban architecture has tended to ignore consistency in favor of strong contrast. This extreme variety creates disunity and disorder in the urban environment.

If infill buildings are to be compatible with existing development, it is essential to look for and to reinforce the elements which create design linkages. Each block and each street will have its own vocabulary, but the following guidelines provide some clues:

- Infill development should build on, fill in and complement the existing urban fabric, closing the gaps created by demolished buildings and surface parking lots. Infill buildings should be predominantly two to three stories, with no new one story buildings or "suburban strip"-type development permitted in the City Center.
- In some instances, sound and attractive small buildings are scattered in areas which are programmed for larger-scale redevelopment. If feasible, these buildings can be moved to infill sites. Where entire buildings cannot be relocated, it may be possible to reuse architecturally appealing facades or substantial building materials such as limestone.

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- New development should replicate the setbacks of existing buildings to create a consistent developed edge, reinforce the urban development pattern and enhance its pedestrian orientation.
 - Side yard setbacks should echo the rhythm of spacing between existing buildings.
 - The building mass should be broken into increments which correspond to the scale and massing of existing buildings through the use of setbacks and variable roof heights.
 - The location and articulation of entrances should replicate those of existing buildings.
 - On the primary pedestrian streets, where a sense of human scale and amenity are essential, the ground level storefronts should provide substantial window areas to share the building's interior activities with the street.

6.2 Signs

Of all the design elements used in commercial architecture, signs have the strongest impact on the quality and appearance of individual buildings and the streetscape as a whole. Although signs can be designed and located to complement building architecture, they are often major contributors to visual chaos.

The sign's primary functions are to identify a business, to contribute to its image and to indicate the goods and services it offers. To achieve these purposes, a sign must be eye-catching without being offensive. It must make its point without too many details or words; it must not be so abstract that its message is ambiguous. Each sign should complement the architecture of the building on which it is located and serve as a unifying element in the block face.

Graphic simplicity and compatibility with the building architecture are the basic principles for designing an effective and attractive system of signage. The following design guidelines help to show how the sign's components -- size, location, materials, color, lettering and illumination -- can be used to create a positive identity for individual businesses and a unified image for the City Center.

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- **Location:** On traditional multi-story commercial buildings, signs fit most naturally on the lintel or sign frieze which separates the ground level storefront from the upper facade. In this location the sign serves as a boundary between the two major facade components and helps to strengthen their definition. Wherever possible, signs within a blockface should be located at approximately the same height to create a unifying element.
 - **Size:** Each sign should be sized in proportion to the storefront and the building facade as a whole. Signs should never be allowed to obscure or overwhelm the basic architectural character of the building. A ratio of one square foot of sign area for each linear foot of building frontage is a good rule of thumb in determining appropriate sign sizes.
 - **Materials:** The major consideration in selecting sign materials is compatibility with the building's overall architectural character. Many materials are appropriate, including wood, metal, plastic, neon and canvas. Materials which convey a low quality image, for example, plastic panel signs, should be avoided.
 - **Color:** Bright colors are entirely appropriate for signs, but the use of too many colors is self-defeating.
 - **Message:** The words used on a sign should be limited to the name of the business and other pertinent information related to its operation; the sign should not be used for product advertising. Simplicity is the key to legibility and elegance. Bold simple lettering styles and the use of recognized symbols are most effective.
 - **Illumination:** Flashing and moving signs are inappropriate for the City Center. Indirectly lit signs are preferred.

6.3 Site Development Guidelines

The following general site development guidelines are applicable to all types of development. Their purpose is to reinforce the urban character of the City Center; suburban site development techniques are not appropriate.

- Development proposals should respect existing streets and ROWs. The only recommended changes in the existing pattern of City Center streets are illustrated in the Development Plan. The closing of streets to create "superblocks" should not be permitted.
- Setbacks should generally conform with existing buildings along the street. Building entrances should be oriented to the street frontage.
- Surface parking provided on site should be designed according to the guidelines in Section 5.5.2.
- Opaque privacy walls or fences above 36" should not be permitted to front on any street.
- Service and loading areas should be located so as to not be visible from streets, pedestrian areas, or adjacent properties, where possible.

6.4 Riverfront Development

In addition to the general guidelines above, special criteria should be applied to development along the canal.

- Development on the riverfront should be designed to provide public access to the river. The elevation change should be addressed in the design process. (Refer to Exhibits 10 and 12 for examples.)
- Development along the riverfront should present an attractive architectural image on both the river side and the street frontages. The site plan and architecture should maximize views of the water.
- The City Center street grid should be visually extended to the riverfront to facilitate public access and views.

7.0 Management Recommendations

7.1 Organizing for Action: City Center Management

Carefully coordinated public and private action is of critical importance for implementation of the Development Plan. Joliet is fortunate to have in place a development-oriented City Administration and the Joliet/Will County Center for Economic Development (CED). CED is already under contract with the City of Joliet to provide marketing services for the City Center, and an expanded management and coordination role is logical.

The City/CED partnership in implementing the City Center plan and program is typical of the type of public/private partnership that exists in cities with successful downtown revitalization programs. The implementation process is complex, time consuming, and costly. The projects that comprise that Development Plan will require orchestration of public and private interests and resources at every stage of implementation. The City and CED each have important roles to play that build on their respective strengths.

The City's expertise in planning, land use, engineering, structuring of development incentives and design review will be critical to the success of the Development Plan. The City must make decisions regarding infrastructure or commitments related to tax abatements or other possible development inducements. The City must also ensure that all public/private actions and relationships are appropriate considering the significant amount of public funding involved.

The CED should concentrate its resources on marketing, promotion, coordination, and cultivation of developers and development projects — all a part of CED's broader economic development responsibility. Because the improved economic health of Joliet City Center will have positive benefits for all of Will County, the City Center revitalization can easily be justified as a primary goal for CED.

In addition to a strong staff partnership, it will be important that the two sponsoring organizations, the Mayor and City Council and the CED Board, work effectively together. We believe that there will be a need for an on-going oversight or coordinating committee to meet regularly in support of the joint effort being undertaken by the respective staffs. A four to six member committee typically works very effectively in this role.

The City/CED partnership will need to address the complex policy and management issues, discussed in Sections 7.2-7.12, which will determine the success of the City Center revitalization process. The sponsoring organizations must assure that sufficient funding and manpower resources are available for the ongoing City Center management functions required to facilitate implementation of the Development Plan.

7.2 Policy and Management Issues

A number of important policy and management issues, discussed in the following paragraphs, will require early action if the Development Plan is to be successfully implemented. Some of these issues focus directly on the City Center, while others require advocacy for actions in broader jurisdictions which would benefit the City Center's revitalization efforts.

City Center Issues:

- Image/promotion/events programming
- Property management
- Security and public safety
- Parking policy
- Recruitment of retailers and attractions
- Riverboat gambling
- Design review
- Urban reforestation
- Maintenance

Broader Issues:

- Coordinated strategy for problem populations
- Strengthening adjacent residential neighborhoods
- Access/gateway routes and images

7.2.1 Image/Promotion/Events Programming

The success of the Development Plan depends on a superlative public relations program. This will be one of the most important early investments in the City Center revitalization process. Joliet has accumulated decades of negative images which must be replaced with positive ones. A carefully orchestrated promotional campaign can change perceptions, but it will

involve hard work, cooperation of all City Center players, and sufficient funding over the next several years.

The primary goal of the campaign should be to bring people into City Center so they can see for themselves what is happening. Festivals, open air markets, retail promotions, openings, ceremonies and performances at the Rialto, parades — every possible device should be employed.

The Phase I development of a Rialto Plaza, as described in Section 4.1, would provide an ideal setting for early staging of events, festivals and fairs. The current farmers' market operation could be expanded to a series of three-day weekend events scheduled throughout the warmer months, perhaps themed around Joliet's ethnic communities, holidays and celebrations, and/or Rialto performances. Participants can be profit-making or fund-raising ventures, perhaps linked to the surrounding neighborhood associations, schools, churches and service groups. A well-organized antiques/flea market could be added to the program, with the opportunity to continue this and perhaps other functions during the colder months in one of the City Center's currently vacant buildings. To be successful, the events would need to be extremely well-mounted, heavily promoted, and keyed to known community interests.

The public relations campaign should also focus on building "team spirit" among City Center's workers and businesses. The 5000+ people who come to the City Center each day are the best potential resource for good word-of-mouth publicity and the best potential customers for existing and new businesses. Every one of these people need to be enlisted as "urban pioneers" in the City Center revitalization effort. An effective means of communicating with them is an early priority. One possibility is a newsletter or weekly insert in the local paper, "City Center News", sponsored by City Center advertisers and used to:

- Promote events
- Share large and small accomplishments, with photographs — new businesses, building renovations, attractive signs, etc.
- Educate re: the shared stake in success of city center; explain special features or policies such as parking, maintenance, design review.

-
- Encourage awareness and enjoyment of City Center's assets with historic walking tour guide maps; "health walks" with maps, mileage, rest stops, points of interest; building profiles; profiles of City Center businesses and personalities; etc.
 - Communicate the main message: "Shop here . . . have fun here . . . enjoy our attractions . . . support your City Center businesses!"

Another important aspect of the public relations campaign should be the mobilization of retailers to develop synergy between their businesses. This is discussed further in Section 7.2.5.

A logo for Joliet City Center should be adopted and used in all promotion as well as on signs and gateways. Camera-ready art can be provided to all businesses for use in their advertising.

The "official" boundaries of the City Center should be clearly communicated as including both sides of the Canal, so that Joliet City Center "belongs" to both East and West sides.

7.2.2 Property Management

The public relations campaign should be paired with an active program aimed at making the City Center appear economically healthy. Empty storefronts, upper stories with windows sealed, poor maintenance, and vacancy/for-rent/for-sale signs serve as advertisements of decline and deterioration.

A central location for information on properties available for lease or sale should be established; this is an appropriate function for the City Center management entity recommended in Section 7.1. Roof-mounted and outside window or wall-mounted for-sale/for-rent signs should be prohibited through City sign codes. Voluntary compliance should be sought for use of a system of discreet small signs, referencing the central property information address and telephone number. Exceptions to this policy would be made for festive banners announcing new or newly renovated buildings.

Every storefront window in the City Center should have an attractive display. Service organizations, special-interest groups, schools and businesses can be enlisted to prepare and maintain informative and/or decorative window exhibits. Simple guidelines and "ground rules" should be provided;

otherwise, the displays should be limited only by the participant's imagination.

All upper stories should appear to be in active use even if they are vacant. Window coverings should be removed and windows re-glazed if necessary. Materials stored on upper floors should not be stacked against the windows.

Painting and other routine maintenance should be carried out on a regular schedule. Obsolete and non-conforming signs should be removed.

Some of these improvements can be accomplished through code enforcement, but "peer pressure" is the most effective tool. Owners must be constantly educated by their peers on the property value-enhancing effects of these actions.

7.2.3 Public Safety

An important early investment in the revitalization process will be directed toward overcoming the perception that City Center is unsafe.

Currently there are not enough pedestrians on the streets of the business/retail core to generate a sense of security. A visible law enforcement presence is needed, especially during transitional years. Uniformed personnel, on foot and "armed" only with two way radios, can be employed to monitor parking, provide friendly assistance and general surveillance. They would not need to be heavily trained in law enforcement and should not appear intimidating, but when they request police assistance it should arrive quickly.

Maintenance personnel in bright, attractive uniforms would also contribute to the perception that City Center is populated with friendly, helpful people. Special training should be provided to enlist the maintenance staff's participation in City Center's overall goals; they should also be equipped with two-way radios so they are able to summon assistance if needed.

7.2.4 Parking Policy

The existing parking resources in the City Center are adequate but unfriendly. Entrances to parking garages are difficult to find. On-street parking is metered or not permitted. The many private lots are restricted for the

exclusive use of their owner's employees and patrons, and are underutilized. All of these situations contribute to the "unfriendly" image of the City Center, discouraging impulse visits and multi-purpose trips.

City Center businesses should be offering free, convenient short term parking. All will benefit from increased pedestrian traffic. Employees should not be permitted to occupy prime short-term parking spaces; they should be encouraged to use nearby parking structures, perhaps with a subsidy of the monthly fee by the employers. Vouchers should be offered to customers who use the parking structures.

Even though revenue from parking meters is being used to finance the parking structure, unmetered parking on all streets and short-term surface lots is recommended. These parking spaces should be signed for short-term use and monitored by the same foot-patrol (formerly "meter maids") that will be providing general surveillance of the City Center. Parking garage and long-term parking lot prices can be raised to replace lost meter revenue. Subsidy of parking fees by employers and businesses should be considered an investment in the revitalization process.

7.2.5 Recruitment of Retailers and Attractions

Public attractions, interesting shops and food service establishments, entertainment and special activities play an important role in drawing people into the City Center. The range and quality of these offerings influence people's decisions about where to do business, where to live, or simply where to spend a few hours of leisure time. Exhibit 24 illustrates the potential for synergy between City Center's existing and proposed attractions and retail offerings. A dynamic triangle of major public attractions, centered on the Rialto Theater and Plaza and all within easy walking distance, would draw people through the business/retail core.

Analysis of the successful attractions, retail businesses and restaurants in Joliet City Center provides a rationale for determining the types of new uses that should be sought, and guidance for encouraging entrepreneurial approaches to bringing these uses into the City Center. The successful enterprises exhibit one or more of these characteristics:

- They provide a higher level of service and quality than can be found elsewhere.

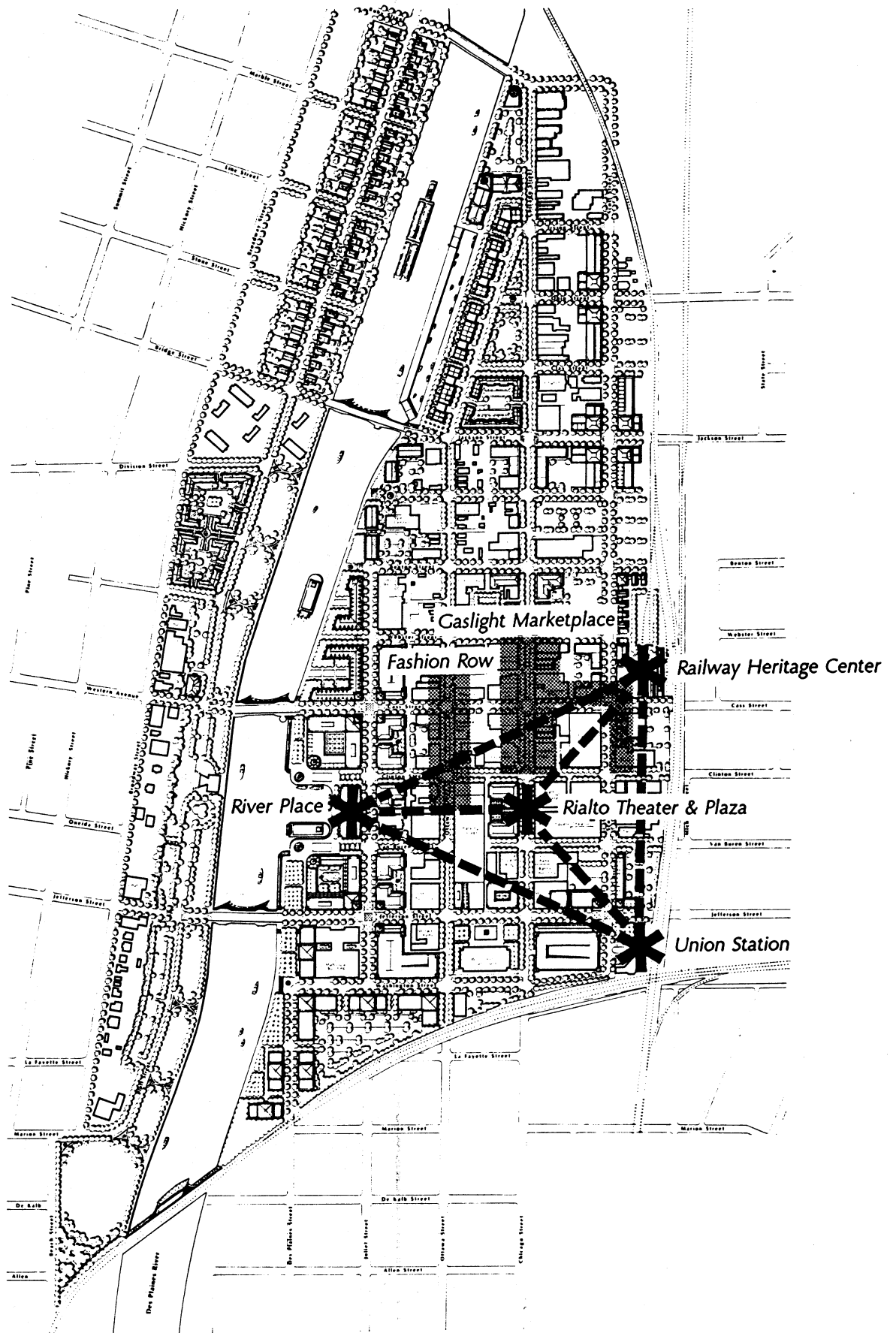


Exhibit 24. Synergy of Attractions

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- They provide an attraction, product or service that is not available elsewhere in the region.
 - They have developed a broad customer base that supplements their walk-in traffic (i.e., mail-order, custom service at the customer's location, combined retail/wholesale trade).
 - They meet an identified need of the working population and have succeeded in drawing employees out of their buildings during lunch, before or after work.
 - They capitalize on a relationship to an historic or traditional Joliet feature which sets them apart from their competition, while perhaps at the same time meeting their unique facility requirements.

While there are several viable retail establishments in the City Center, there is little evidence of synergy among retailers or between the shops and other City Center attractions. The opportunity exists to develop themed districts or clusters which could draw patrons from the entire region. Two are recommended in the Development Plan; others could easily be added.

- "Fashion Row" would build on the successful, high-quality fashion-oriented businesses located on Ottawa Street between Clinton and Webster Streets. Vacant stores and infill sites should be filled with other fashion retailers. Rehabilitated storefronts in the building currently occupied by the Plaza Hotel could also be incorporated into Fashion Row.
- "Gaslight Marketplace" suggests the development of a district catering to home improvements, home decoration and furnishings. The district would focus on the intersection of Chicago and Cass Streets, extending along each of the adjacent blocks as the market develops (Exhibit 25). Building on the Old House Emporium and incorporating existing furniture stores and decorator-oriented businesses, this district could add new uses such as antiques dealers (perhaps a large-scale antiques mart in the old Kline's building), art galleries and crafts studios. Traffic generated by the Railway Heritage Center could easily be attracted into the Marketplace.

Major organization/recruitment efforts will be required to establish the public attractions proposed in the Development Plan, particularly the River Place attraction. A task force should be formed to investigate possibilities for this

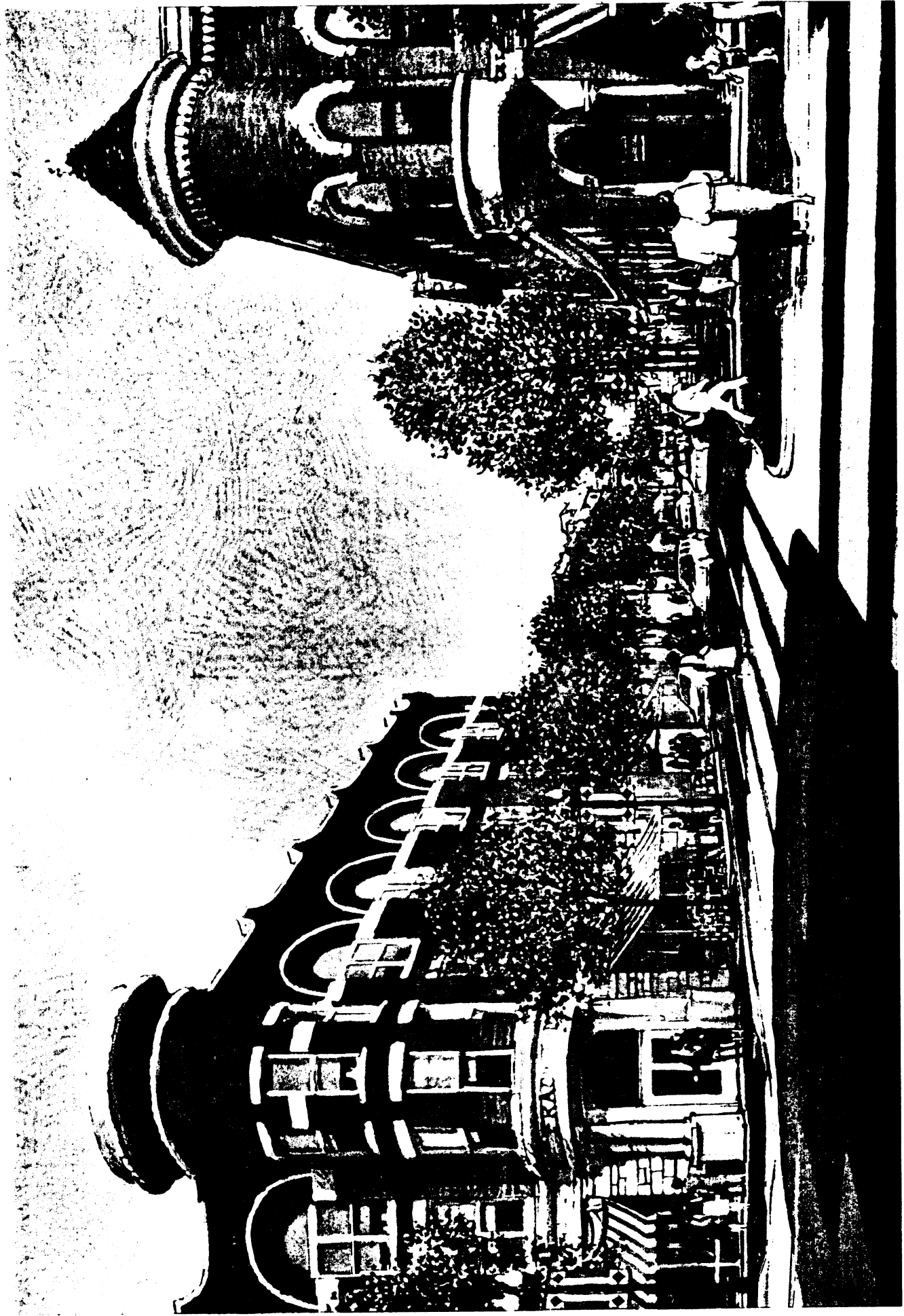


Exhibit 25. Gaslight Marketplace

key site. Local interest groups should be able to implement the Railway Heritage Center. Joliet historical groups have indicated their interest in developing a museum for Union Station; professional assistance should be sought to develop a storyline and design state-of-the-art exhibitry. The operator or operators for restaurant/entertainment uses at Union Station should be sought through standard commercial channels.

As the themed districts and attractions are developed, there may be merit in providing a fun transit service — perhaps additional rubber-tired trolley cars — to link the destinations and offer special tours.

7.2.6 Riverboat Gambling

A riverboat gambling operation based in City Center would draw large numbers of people who could be enticed to patronize other businesses and attractions. While the success of the Development Plan does not depend on riverboat gambling, this exciting new use could energize the revitalization process. City Center's advocates should proceed vigorously to secure the necessary license and permits for Joliet.

The ideal location for the riverboat landing is the proposed River Place basin. Patrons of the riverboats should be within easy walking distance of City Center's shops, restaurants and entertainment offerings so they can be encouraged to extend their stay.

City Center advocates need to adopt a very aggressive posture to assure that the riverboat gambling license is granted for operation in the City Center, where its economic development potential will bring maximum public benefit.

Preliminary design studies and construction cost estimates indicate that the proposed basin and its surrounding facilities will make an excellent, entirely feasible operational base for riverboat gambling. However, to address the concern that River Place may not be completed in time for the start-up of boat operations, a temporary accommodation within the City Center has been planned, as shown in Exhibit 26. The temporary facility would utilize the inlet north of the Jackson Street bridge; patrons would park on vacant land in the vicinity and board via the existing jetty. Physical improvements to the jetty would be incorporated into the development of the marina/residential complex proposed for the site.

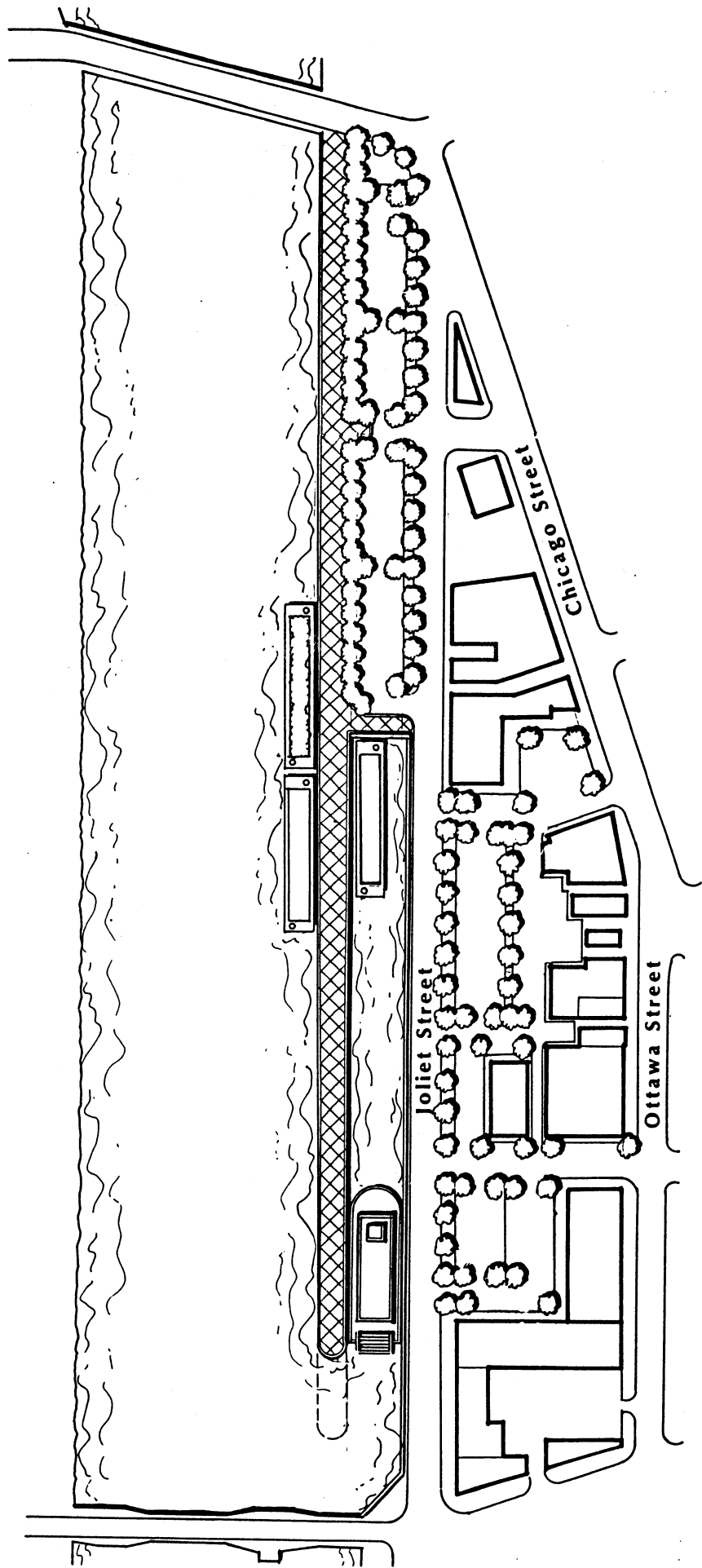


Exhibit 26. Optional Temporary Riverboat Facility

7.2.7 Design Review

Design review focuses on the use, location, form, and relationship of buildings, their associated open space areas, and the public streetscape. Its primary concern is the manner in which buildings fit together and their impact on the quality of the ground level pedestrian environment.

By establishing a design review process, the City can take the initiative in explaining its urban design objectives to developers and their design teams. Design review criteria and guidelines set out the "ground rules" for development in advance, to ensure that new project designs capitalize on environmental assets and improve the quality of the urban setting. The design review objectives and criteria also provide the foundation for building a community-wide understanding of the importance of development quality and continuity in creating a successful City Center environment. Finally, design guidelines help to attract high caliber new development by demonstrating that the City understands the necessity of coordinating development decision-making to enhance property values and protect the public interest.

Design review should be an integral part of the normal process of obtaining project approval from the City. The overall process should be as streamlined as possible to make Joliet competitive with other locations in the region.

Design review should address a range of issues having to do with the siting and massing of buildings, their external effects, and their aesthetic character. Except where design review is aimed at preserving distinctive architectural character of a block or district, review elements should focus primarily on functional issues — in other words, how the project "works" with respect to adjacent streets, sidewalks, open spaces, and buildings. These functional elements of the design review process can include land uses; building location and orientation; setbacks and "build-to" lines; height, bulk, and density; the provision of public amenities; the location and treatment of access drives, parking, service, and loading areas; landscaping and signs.

Aesthetic and architectural design concerns are of secondary importance in the review of new development projects, but they should be the primary focus in approval of rehabilitation efforts. In reviewing renovation proposals, considerations such as building materials, colors, and textures, facade proportions and details, the roof or cornice line, and architectural style should be addressed in relation to adjacent buildings and to the block face as a whole.

The design guidelines presented in Section 6.0 can serve as the basis for an review criteria to be adopted through standard procedures. The body empowered with the administration of the review process should be composed of professionals with relevant expertise.

7.2.8 Maintenance

The public and private improvements proposed in the Development Plan should be designed to minimize additional maintenance through simplicity and high quality materials. However, no design is maintenance-free. Ongoing maintenance of both existing and new features of City Center's public spaces is critical to the image of Joliet.

Maintenance arrangements need not be elaborate or costly, but a special City Center crew should be given specific responsibility for monitoring and maintaining the "image" elements such as landscaping, lighting and street furniture, in collaboration with regular city maintenance workers. This crew can also be charged with installing and removing banners and seasonal decorations.

The role of a specially trained crew with distinctive uniforms can extend beyond traditional maintenance functions, as explained in Section 7.2.3. The maintenance crew employees should be selected for their potential as key members of the City Center team. The appearance of City Center will reflect their pride.

7.2.9 Urban Reforestation

Trees are lasting investments for beauty and environmental health. The cumulative tree plantings recommended in the Development Plan as part of the streetscape, gateways, riverfront public spaces, parks, plazas, surface parking lots and residential developments represent a major urban reforestation effort. More than 3000 trees are illustrated in the Development Plan; the majority of these are new. Joliet City Center has the opportunity to become recognized as a "City of Trees".

Proper planting and maintenance techniques are necessary for trees to thrive in difficult urban conditions. As new streetscapes are installed, the best tree planting techniques must be employed, providing ample root space, adequate permeable surfaces surrounding the trees, protection of root zones,

irrigation and drainage. Particular attention is needed in areas of rock and problem soils.

Regular tree maintenance is also an important investment for the City Center. Whether maintenance is handled by city crews or contracted out to qualified tree experts will depend on the city's current resources and level of horticultural expertise. Because of the high level of current interest in urban reforestation, the City should stay alert for new funding and technical assistance resources.

7.2.10 Coordinated Strategy for Problem Populations

Several groups and agencies providing services to homeless and marginally homeless people are currently located in the City Center. Many of the service providers rely on volunteers and are severely limited in range of services, hours of operation and capacity. The City Center is impacted by the lack of coordination as individuals leave one program and wait for another to begin.

During the process of this study, the United Way of Will County has taken responsibility for coordinating the efforts of the various service providers and searching for a site for a comprehensive service center which would provide shelter, feeding, case management and a daytime activity center. Continuing commitment of all City Center advocates to the goal of a centralized service facility is needed for humanitarian reasons as well as in the interests of City Center revitalization.

While these efforts are underway, it is extremely important not to let concerns about "street people" serve as an excuse for not moving forward on the city's priority revitalization projects. It must be recognized that in Joliet City Center, as in many other central business districts, street people are filling a void and have not directly caused physical or economic decline. Even in the most optimistic scenarios, some "street people" are always likely to be present. When workers, residents and visitors to Joliet City Center have reclaimed their streets and open spaces, the "street people" will become a small minority on the busy streets and will be absorbed into the healthy urban scene.

7.2.11 Improvement of Adjacent Residential Neighborhoods

The most successful city centers have strong, viable residential neighborhoods linked to the downtown. The intown and near-town residential population provides a market for City Center retail and services; and helps to extend the pedestrian activity cycle into the evening and weekend hours.

Joliet is fortunate that residential uses exist close to its City Center, but these neighborhoods are in various stages of deterioration. The Cathedral and St. Pats areas are "coming back" but need help, while other neighborhoods are in serious trouble.

The Three Year Comprehensive Housing Plan is an aggressive attack on the problems of Joliet's most threatened neighborhoods. Strong neighborhood organizations and public relations strategies can be used to build pride and sense of community. City Center advocates should support all efforts to mobilize neighborhood associations, with agenda items to include:

- Clean-up/paint-up campaign
- Code enforcement to deter multiple occupancies and correct safety and health violations
- Combatting drug-related activity
- Combatting crime
- Tree planting program (with city assistance for street trees)
- Architectural guidelines for historic structures
- Sign guidelines for home businesses, convenience retail areas
- Preparation of a neighborhood development plan, with City Planning assistance, to govern use of vacant parcels, zones for convenience retail, open space and parks, etc.
- Various activities to promote neighborhood cohesiveness, such as street fairs, block parties, athletic leagues.

7.2.12 Access Routes and Gateway Images

It is not easy to get into Joliet City Center and many of the entrance routes are unattractive. The City Center should be a well-known destination with attractive, clearly signed entrance routes. If some entrances are less desirable than others, they can be played down while making it easier to find the most attractive and convenient routes.

Major gateway routes to Joliet City Center are illustrated in Exhibit 27. Directional signs with the Joliet City Center logo should be mounted at every major decision point and along all major roads leading into City Center. Provisions for directional signage along State and Interstate routes should be negotiated to help people find their way and promote recognition of the City Center.

All measures to strengthen the adjacent neighborhoods will benefit the City Center, but priority attention should be given to improvement of the residential streets that funnel traffic to the City Center.

Plans to improve the gateway from I-80 along South Chicago Street are in progress. The design of this key entry road should have an urban boulevard character that will provide an attractive setting for new affordable housing as well as a visually pleasing route to City Center. Traffic patterns should be planned to accommodate the new two-way north-south circulation proposed for the City Center.

Broadway Street (Routes 53/7) funnels most of the traffic from the north into City Center, making it one of the most important gateway routes. This route should be edged with a linear park with canopy trees. Acquisition of property for public purpose along the constricted roadway may be necessary to obtain a right-of-way of appropriate dimensions.

The proposed high-level bridge will improve access to the City Center and is endorsed by the Development Plan. A connection with Scott Street is recommended because traffic will flow to a street where it can be easily handled and where through traffic can be directed to routes which bypass the business/retail core. At the same time, the improved access and increased traffic along the northern portion of Scott Street will enhance the appeal of this corridor as a business location. Plans for implementation of the flyover should include beautification of the approach route and gateway treatment at the point where the flyover ramp joins Scott Street within the City Center.

If the high level bridge is implemented, the Ruby Street Bridge should not be abandoned. The drawbridge will continue to serve the residential neighborhoods on the eastern and western edges of the river, and its sculptural quality is important to the visual character of City Center's urban waterfront.

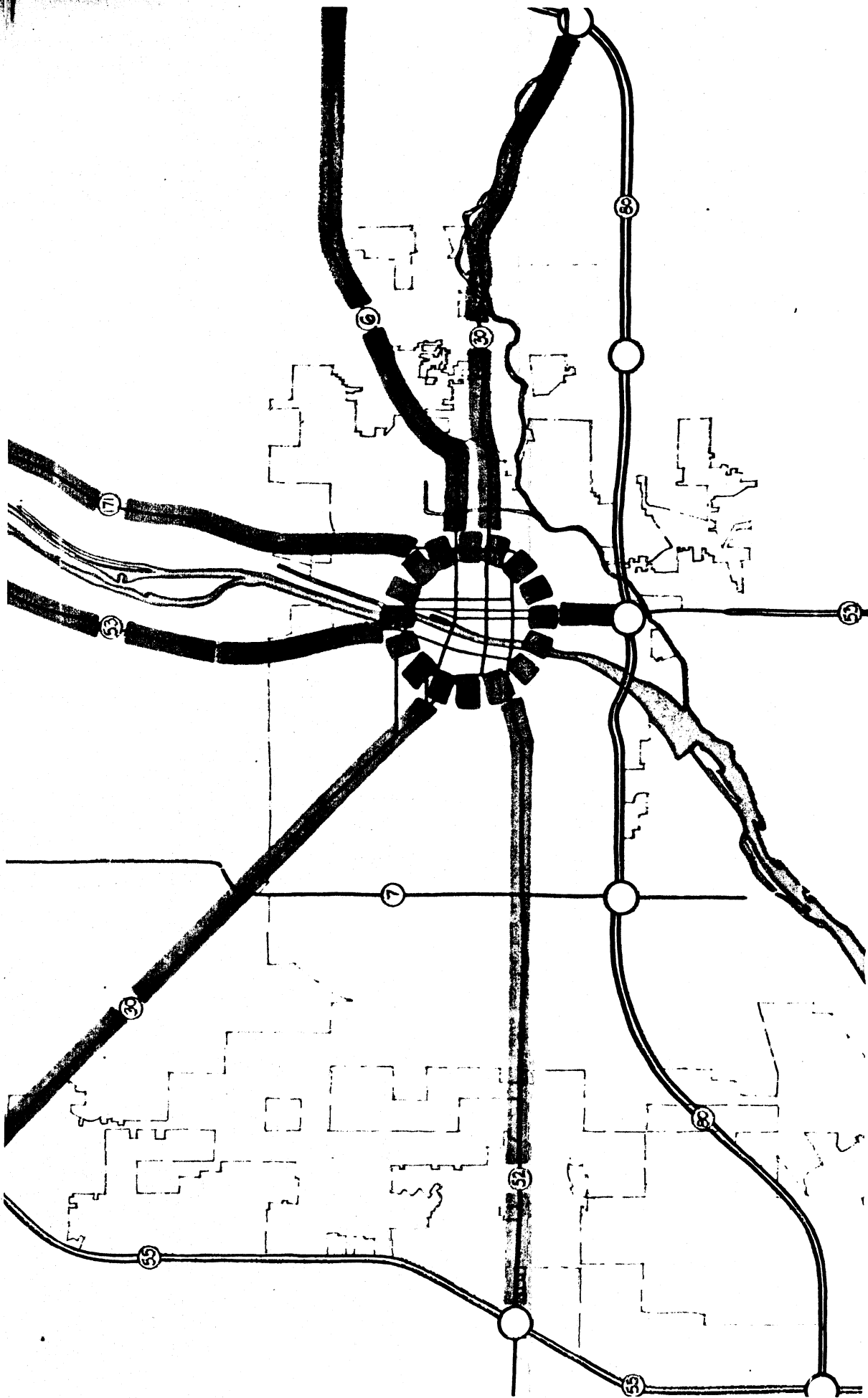


Exhibit 27. Gateway Routes

8.0 Implementation Strategy and Action Plan

The City Center Development Plan provides Joliet with an opportunity to focus its public and private leadership and financial resources in a comprehensive revitalization of the City Center. Successful implementation of the Development Plan will call for coordinated and aggressive action by the public and private sectors, recognition of specific conditions of development, and an understanding of the long-term nature of City Center revitalization. This section provides the basic framework for Plan implementation beginning now, and for the years ahead.

8.1 Conditions of Development

Complex real estate development projects are difficult to implement. In most cases, specific prerequisites or "conditions of development" are identified that need to be resolved before a plan or a project can be implemented. This is true of Joliet City Center as well. While many project-specific conditions might be identified, we believe that there are really only a few primary conditions that must be met for the successful implementation of the Joliet City Center Development Plan. These include:

- The City's public and private leadership should agree on the Joliet City Center Development Plan, and endorse its implementation in principle. Consensus should be achieved on the basic principles underlying the Plan so that it can be used as a guide that is flexible and that will change and evolve over time.
- Joliet's public and private leadership must embrace the concept that City Center revitalization is really economic development that will have a positive impact on the entire community.
- The City of Joliet and CED should be designated as the entities with primary responsibility for City Center Plan implementation.
- Joliet's public and private leadership must be committed to identifying and securing major new sources of public funds from state and federal sources as well as through new local sources. For example, the Chicago Ship & Sanitary Canal Commission and the U.S. Army Corps of Engineers might participate through allocation of one-time capital grants or through actual participation in infrastructure development.

- Joliet's public and private leadership should be committed to the future concentration of available public financial resources on agreed upon high priority development projects included in the Development Plan.
- The acquisition of property for public purpose, where needed to achieve plan objectives, should be supported.
- Joliet's public and private leaders should recognize the long-term nature of the Development Plan and commit themselves to persistent, incremental development of opportunities identified in the Plan.
- Joliet's public and private leadership should support a well organized marketing and promotion program, to be designed by the CED, that will foster increased awareness of the City Center in order to attract businesses, residents and visitors.

8.2 Cost Estimates

Joliet's Development Plan is both bold and pragmatic. It provides specific recommendations for a limited number of projects, both public and private, that have a high probability of implementation. The total estimated cost for the early action projects identified in the Development Plan Matrix (Section 8.4) is approximately \$150.0 million. Based on the estimated project costs summarized in the Matrix, these costs are allocated as follows:

	Millions 1990 Dollars	
Public Sector Projects	\$21.1 - (15.8%)	\$24.8 (15.0%)
Private Sector Projects	\$112.4 - (84.8%)	\$140.4 (85.5%)
<i>Subtotal</i> - Early Action Projects	\$133.5 - (100.0%)	\$165.2 (100.0%)
Long-term Public and Private Projects	\$184.2 -	\$220.8
<i>Total</i> City Center Investment	\$317.7 -	\$386.0

8.3 Funding Strategy

Funding of the Joliet City Center Development Plan will involve public and private participation. Specific funding mechanisms that may be utilized in the future include:

- **Urban Development Action Grants (UDAG)** could provide assistance in financing land acquisition, major parking facilities, and installation of public infrastructure. While the current UDAG program is closing out, it is quite likely that other, similar mechanisms will be developed by the current or future federal administrations in order to assist cities in funding major capital requirements.
- **Community Development Block Grants (CDBG)** have provided limited funding for public street and plaza improvements. Like UDAG, the CDBG program is being phased out. Because of the success of this program and the continued dramatic needs of America's cities, it is anticipated that the CDBG, or its successor, may be resurrected later in this administration or in a future administration.
- **Industrial Revenue Bonds (IRB)** can be used to provide low interest rate funding for projects ranging up to \$10 million. Interest covering up to 100 percent of the project loan is provided at 65-70 percent below the prime interest rate.
- **City Bonds (GO or Revenue)** can be issued for specific projects and to fund activities in a Downtown Investment District, or in a Tax Increment Finance District (see below).
- **A Joliet City Center Mortgage Pool** could be created by the City and participating Joliet banks interested in financial spin-offs associated with a revitalized City Center. A number of such mortgage pools have been formed in other communities, often in cooperation with the City government or a Downtown Revitalization Authority. Such a pool might be managed by the CED or the City to provide construction and permanent loans for smaller commercial and residential projects, as well as for facade improvements and renovation of existing properties.
- **A Downtown Improvement District (DID)** is a potential system in which property owners in a defined geographic area are taxed at a specific rate, above and beyond existing property tax rates, to raise funds for district

services and improvements. A number of such districts have been created in other states.

The initiative for establishing a DID must be taken by the private sector. Under most State enabling legislation, a petition to create a DID must be signed by more than 50 percent of the property owners in the district, or more than 50 percent of the assessable land area property owners, or by the owners of taxable property representing more than 50 percent of the appraised value of property. The City Council would also have to approve the DID plan. An Improvement District can provide funding for a wide range of improvements including landscaping, lighting and signage, street and sidewalk improvements, drainage improvements, parks, fountains, public art displays, and off-street parking facilities. In addition, funds can support services, including promotion, health and sanitation, health and safety and security, business recruitment, and recreation and cultural activities. Improvement districts can also fund the establishment and operation of the entities which manage the improvements and programs.

- ***Special Grants and Appropriations*** from State and federal agencies and private foundations can be cultivated over time by demonstrating Joliet's special needs and opportunities. In order to secure such funds, the City's leadership must creatively assert its political influence. This technique is used routinely by cities like Joliet that lack local resources for major capital investment.
- ***Tax Increment Financing (TIF)*** is a procedure whereby a municipality will issue bonds to provide infrastructure for private development projects. The incremental increase in tax revenues from the higher property base resulting from private development is pledged to the payment of municipal bonds. TIF is permitted under Illinois law and provides a highly realistic approach to the funding of necessary capital improvements in Joliet City Center.

The funding strategy for implementing the Joliet City Center Development Plan will involve all of the traditional funding sources used in the past, plus the other sources suggested above. The use of Tax Increment Financing (TIF) appears to be the most likely source of revenues to provide additional funding for City Center revitalization given the high level of potential private investment. The current and projected new private investment in the City Center provides a level of tax increment sufficient to supplement normal funding sources.

8.4 Action Plan

The Joliet City Center Development Program Matrix on the following pages provides a detailed listing of the priorities for all projects in the Development Plan. The Matrix outlines actions required, potential sponsors and funding sources, estimated costs and schedules.

Map keys for the Matrix are given in Exhibits 28 and 29; implementation priorities for streetscape and gateway improvements are also portrayed graphically in Exhibits 15 and 21.

**Joliet City Center Development Program
Early Action Priority Projects**

Matrix # 1

Map #	Project	Action	Sponsors/Funding	Estimated Cost	Schedule/Comments
1	Union Station	A. Restoration B. Management solicitation Tenant recruitment	City of Joliet METRA, IDOT, UMTA Grant Funds	\$2.4 million (Phase IIb)	A. Complete Spring 1991 B. In progress
2	Library Annex	A. Construction B. Site enhancement - final plans	Joliet Public Library City of Joliet	\$5.7 million	A. Complete Spring 1991 B. By February 1991
3	Rialto Plaza - Phase I	A. Design B. Installation C. Events programming/ promotion	A-B. Corporate sponsors C. CED	A. \$15,000 B. \$200,000-250,000	A. Fall 1990 B. Spring 1991 C. In progress
4	Railway Heritage Center - Phase I	A. Acquire property, stabilize structure B. Form non-profit group C. Restore structure D. Design, install grounds	City of Joliet Private sponsors	A. \$50,000-\$75,000 C. To be determined D. \$100,000-\$200,000	A. 1991 B. 1991 C. 1992 D. 1992
5	River Place Basin and Promenade	A. Acquire property B. Design C. Install basin D. Install promenade	City of Joliet Private developer participation Sanitary & Ship Canal Possible TIF	A. \$2.3-3.1 million B. \$430,000-\$500,000 C. \$1.8-2.0 million D. \$2.5-3.0 million	Developer contacts in progress (Riverboat gambling license to be issued 1992)
	Circulation Improvements	Implementation Plan & Strategy	City of Joliet IDOT	To be determined	Coordinate with IDOT
	Streetscape Phase I (13 blocks; Jefferson, Cass, Ottawa Streets)	A. Design B. Install	City of Joliet	A. \$150,000-\$200,000 B. \$1.7-2.2 million	A. 1990 B. 1991-2
	Gateway Enhancement Phase I (3 bridges, 3 viaducts)	A. Design B. Install	City of Joliet	A. \$7,500-15,000 B. \$165,000-195,000	A. 1990 B. 1991-2

**Joliet City Center Development Program
Early Action Priority Projects**

Matrix # 2

Map #	Project	Action	Sponsors/Funding	Estimated Cost	Schedule/Comments
	Bridge Lighting	A. Design B. Install	City of Joliet		A. 1990 B. 1990-92
6	Pedestrian Link - Ottawa Street Garage to Clinton Street	A. Design B. Install	City of Joliet	A. \$5,000 B. \$80,000	A. 1990 B. Spring 1991 (timed with library annex opening)
	Joliet City Center Graphic Identity/Directional Sign Program	A. Design B. Install	City of Joliet IDOT Private Sponsors	A. \$35,000-45,000 B. \$500,000-750,000	A. 1991 B. 1991 - (can be phased)
	Gateway Route Enhancement	A. Master Plan B. Design C. Implementation	City of Joliet Property Owners	To be determined	A. 1990-1 B. Phased C. Phased
7	Bicentennial Park	A. Master Plan B. Grant Application C. Design of specific areas D. Implementation	Will-Joliet Bicentennial Park, Inc. City of Joliet Joliet Park District State of Illinois - LAWCON Private sponsors	A. \$2.3-3.1 million B. \$430,000-\$500,000 C. \$1.8-2 million D. \$2.5-3 million	Developer contacts in progress (Riverboat gambling license to be issued 1992)

**Joliet City Center Development Program
Private Development Opportunities**

Matrix # 3

Map #	Project	Action	Sponsors/Funding	Estimated Cost	Schedule/Comments
8	The Bluffs at City Center Townhomes	A. Acquire land B. Design/Implementation	Private developer	\$30.0 million	In progress
9	North Point Marina Residential & Commercial	A. Solicit developer B. Land acquisition C. Design/Implementation	A. City, CED B-C. Private developers Possible TIF	\$9.3-12.1 million Marina/promenade: \$1.5 - 1.7 million	A. In progress B-C. Market driven
10	River Place Hotel/Office/Conference/Retail Complex	A. Solicit developer B. Acquire land C. Design/Implementation	A. City, CED B-C. Private developer Possible TIF	\$32.6 - 35.9 million	A. In progress B-C. Market driven
11	River Place Mixed Use Development	A. Solicit developer B. Land acquisition C. Design/Implementation	A. City, CED B-C. Private developer Possible TIF	\$13.0-21.0 million	A. 1993- B-C. Market driven
12	Fashion Row Infill	A. Solicit developer B. Land acquisition C. Design/Implementation	A. City, CED B-C. Private developer	\$2.4-3.0 million	A. 1990-1 B-C. Market driven
	City Center New development opportunities Listed in Section 4.1.1	A. Solicit developers B. Design/Implementation	A. City, CED B. Private developers	\$58.3-62.9 million	A. On-going B. Market driven
	City Center Rehab/Reuse opportunities Listed in Section 4.1.2	A. Adopt guidelines B. Establish low-interest loan fund C. Design/Implementation	A. City, CED B. CED, banks C. Private developers	\$5.5-15.0 million	A. On-going B. 1990-1 C. Market driven
13	East Side Riverfront residential development opportunities	A. Solicit developers B. Design/Implementation	A. City, CED B. Private developers Possible TIF	\$15.8-19.2 million Riverfront promenade: \$2.3-2.5 million	A. On-going B. Market driven

**Joliet City Center Development Program
Public Improvements: Long Term/Timed with Development**

Matrix # 4

Map #	Project	Action	Sponsors/Funding	Estimated Cost	Schedule/Comments
	Streetscape Phases II-VI Listed in Section 5.1.4	A. Design B. Implementation	City of Joliet Possible developer/property owner participation	A. \$.8-1.1 million B. \$9.8-12.3 million (1990 dollars)	1993-2005 (phases)
	Gateway Enhancement Phases II-III Listed in Section 5.7	Install	City of Joliet	\$305,000-365,000	1993-96
14	Pedestrian Link through Ottawa Street Garage	A. Design B. Implementation	City of Joliet Retail organizations	A. \$10,000 B. \$200,000	A. 1991 B. 1992 (coinciding with River Place development)
15	Courthouse Square Enhancement	A. Design B. Implementation	County of Will (with technical assistance from City of Joliet)	A. \$35,000-45,000 B. \$400,000-500,000	To be determined
16	River Place Public Attraction	A. Develop concept, recruit operator B. Plan operation; design C. Implementation	County of Will CED, State of Illinois Corps of Engineers Sanitary & Ship Canal Heritage Corridor Corporate sponsors	To be determined	A. 1990-2 B. 1993-5 C. 1996
17	North Point Park	A. Design B. Implementation	City of Joliet (In coordination with private developers)	A. \$20,000 B. \$200,000-250,000	Timed with residential neighborhood development
18	Civic District	A. Master Plan B. Design/Implementation of specific projects	City of Joliet County of Will State of Illinois Joliet Township Federal agencies	A. \$60,000-75,000 B. To be determined (Riverfront improvements: \$2.3-2.6 million)	A. 1991-2 B. 1993 (phased)

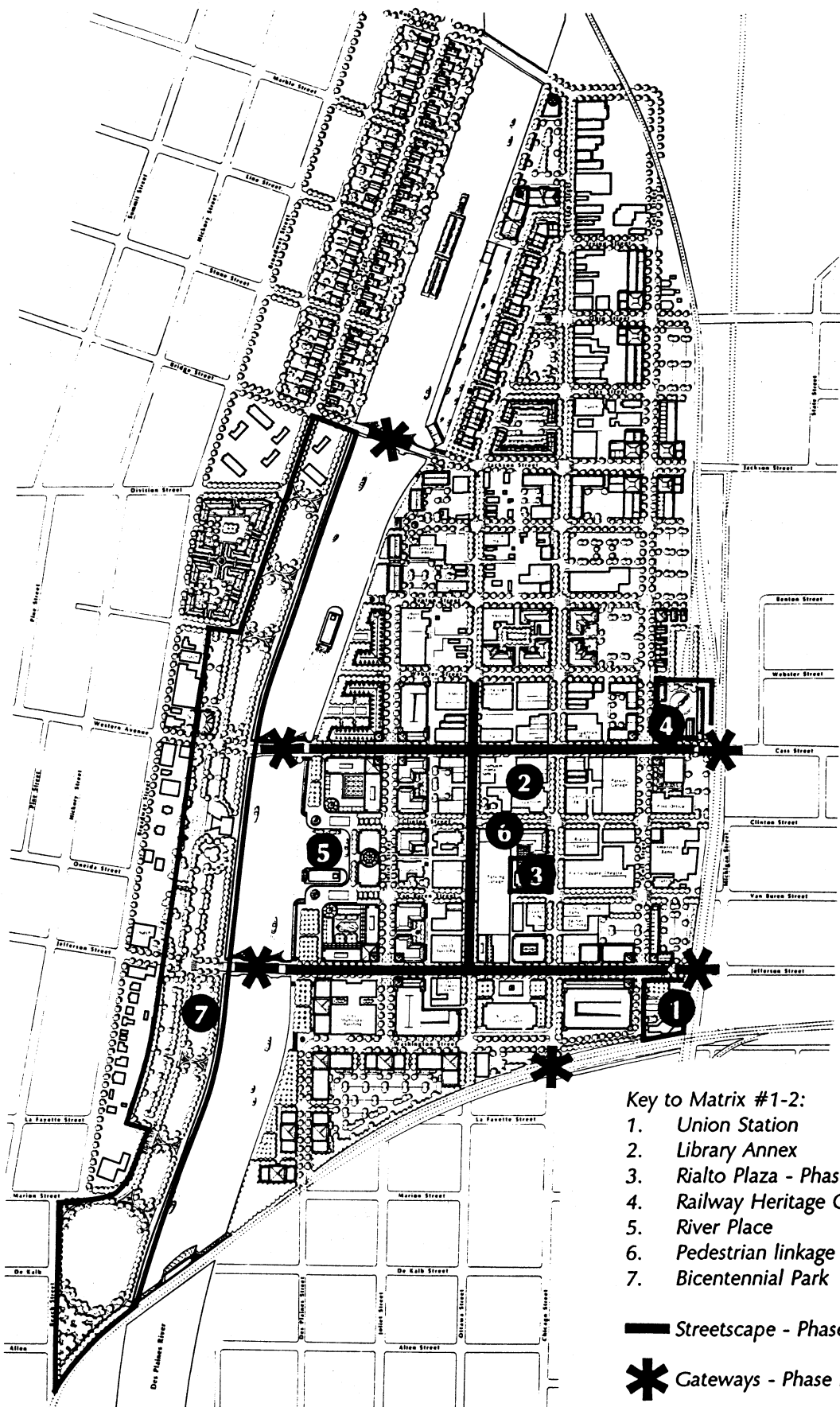
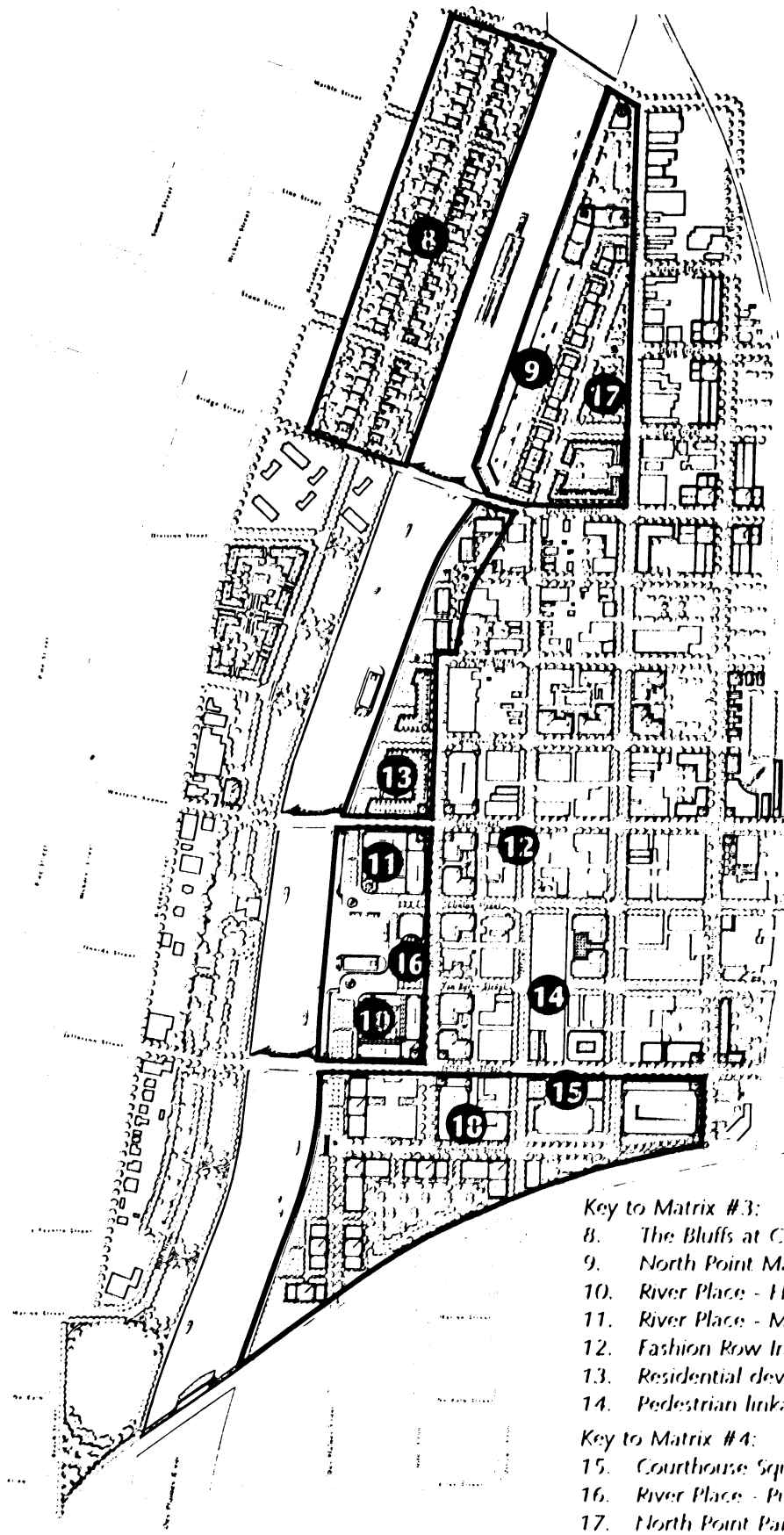


Exhibit 28. Early Action Priority Projects (key map)



Key to Matrix #3:

- 8. *The Bluffs at City Center*
- 9. *North Point Marina District*
- 10. *River Place - Hotel/Conference/Office*
- 11. *River Place - Mixed Use Development*
- 12. *Fashion Row Infill*
- 13. *Residential development opportunities - East*
- 14. *Pedestrian linkage*

Key to Matrix #4:

- 15. *Courthouse Square*
- 16. *River Place - Public Attraction*
- 17. *North Point Park*
- 18. *Civic District*

Exhibit 29. Development Opportunities (key map)

8.5 Next Steps

Joliet City Center has been the focus of attention by public and private leaders throughout the process of preparing the Development Plan. It is essential that the current enthusiasm and momentum related to these public, private, and joint development projects be maintained and put into a systematic and continuing program of implementation. The Action Plan outlined in the Development Program Matrix lists the immediate and long-term steps that can be taken to bring about implementation in a logical and productive fashion. Essential actions include:

1. The Mayor and City Council should accept the City Center Development Plan as the official policy guidance directive to be used in making decisions on all new City Center development and public investment.
2. The Mayor and City Council should authorize the City Administration and CED as the primary entities responsible for implementation of the Development Plan, and for City Center revitalization generally. The City, working cooperatively with the private sector, should assure that adequate funding and staffing are provided.
3. Available professional and financial resources should be concentrated on selected high-visibility and high-impact City Center projects until they happen. In addition to those projects already underway, the key projects include:
 - River Place
 - Rialto Plaza
 - Railway Heritage Center
 - Streetscape and Gateways (Phase I)
 - Bridge lighting
 - Bicentennial Park/river promenade
4. A unified development negotiation strategy should be organized that openly involves both public and private sectors.

Perhaps the most significant impact of the Development Plan Action Strategy is the ability to successfully attract developers, including existing local developers with projects in pre-development and development planning stages, and to effectively work out negotiations that will lead to development and will create an atmosphere of mutual trust and respect that will enhance the City Center as an important place for investment.