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## Section 3: Implementation Plan

### Implementation

The Implementation Plan for the Lockport Downtown Master Plan should come from a consensus of common strategic goals by City leaders. With these goals, operational and tactical administrative steps undertaken by the City to encourage successful downtown redevelopment can begin. The Downtown Master Plan Professional Team recommends that the City select programs and priority projects to immediately pursue while not losing sight of all components that contribute to a re-invigorated Downtown. In order to make the goals and priority projects a reality, the Team recommends possible funding and sources of support to encourage downtown redevelopment. The implementation strategy and action plan should be considered only as a basic guide for future planning, and a flexible approach should be maintained as downtown redevelopment progresses.

### Objectives

Downtown Lockport redevelopment will evolve in a broader regional context that is economic and political in nature. The process should begin with understanding and agreement on core elements that will guide future redevelopment. We recommend the following elements as a starting point in the broader discussion of downtown redevelopment and implementation objectives:

- 1. Establish Historic Downtown Lockport as a Regional Destination:** Establishing Lockport as a destination within the region will be critical to expanding downtown visitation and generating demand for further downtown retail, office and housing uses. This new identity will require additional marketing and enhancement of key visitor attractions such as the I&M Canal, the Lincoln Landing, existing historic museums, existing and proposed trails, and the expansion of current cultural, recreational, and entertainment options in the Downtown in the form of outdoor events, activities, and restaurants.
- 2. Establish Historic Downtown Lockport's Relevance to Lockport Residents and Those in Neighboring Communities:** Repopulate downtown with retailers and service providers that are unique to the area and provide area residents with services they cannot find elsewhere in the area or in a similar setting. This includes an effort to add dining and entertainment elements that specifically target the area's families and other target households. The key visitor attractions listed above can also be made relevant to area residents with programming including festivals and facilities conducive to users of the proposed new trails.

Tactical support for these first two goals can come from City support for businesses with these characteristics: 1) sound business plans and 2) a willingness to participate in set downtown operational hours.



**3. Expand Property Tax Revenues:** A long-term downtown redevelopment objective should focus upon generating additional property tax revenues for continued investment in the Downtown. Additional property tax revenues will ultimately be generated through new infill development as well as through property value enhancements resulting from targeted redevelopment activities.

### Short -Term City Programs and Plans

Based upon prior project experience in addition to the unique needs of downtown Lockport, the Team has identified a series of programs and plans the City can undertake over the next twelve months to prepare for and encourage downtown redevelopment. These key near-term steps relate to downtown management, capacity building and project financing. They are highlighted below:

**Establish a Special Service Area (SSA):** A Special Service Area within the downtown core will provide an extra level of service and management to support downtown redevelopment. Among the projects and services funded by the SSA include downtown marketing, festival planning, landscape maintenance, and physical enhancements such as streetscape and façade upgrades. Many SSAs are managed by quasi-public bodies, whose key responsibilities generally include fund-raising, public outreach, inventory of downtown land parcels and their characteristics, and inventory of downtown business - their attraction and retention. Additional information on SSA's is included in a following heading of this section of the Report.

**Land Acquisition Strategy and Business Plan:** In the near term, the City of Lockport will play a role implementing catalyst projects through land acquisition and assembly. A business plan should be developed identifying key parcels and their estimated cost of purchase, funding mechanisms, and potential revenue streams from select developments. See following Priority Project Phasing heading for suggested key parcels, Cost Estimate chart for associated costs and Matching Funding Source heading for funding.

**Update Zoning Plan:** Using the Downtown Master Plan as a guide, the City will need to update its Zoning Plan to encourage desired uses and development within the Downtown. Recommendations for updating the Zoning Ordinance include:

- Change C3 (Highway Commercial) and single use zoning, such as O1 (Limited Office) around the Historic Core to more mixed-use zoning such as C4 (Downtown Commercial) to encourage density and use of facilities into evening hours
- Change C2 (Community Commercial) along the north and south lengths of State Street to R3 (Multiple Family Residential) to focus commercial use to the Historic Core and increase residential density at its edges
- Reinforce R0 (Heritage Residential) in the areas east of Hamilton Street to strengthen the historic character of this neighborhood



- Change M1 (Limited Manufacturing) along the east side of the I & M Canal to R3 (Multiple Family Residential) to encourage medium-density residential development overlooking the Canal (except at Texaco/Chevron site)
- Change zoning of the West Side from M1 (Limited Manufacturing) to R3 (Multiple Family Residential) south and R2 (Single Family) north to encourage residential development shown in the Plan
- If residential properties become vacant or fall into disrepair, change the zoning from R0 (Heritage Residential) to R2 (Single Family Residential) to increase the residential density near the Historic Core

**Design Guidelines:** In order for new development to be designed to fit the goals of the Downtown Master Plan, the City will need to have a set of design criteria professionally created for new architecture (building height, setbacks, massing, and materials) and new streetscape/landscapes (lighting, signage, site amenities, fencing, screen plantings, parking lot plantings, and street trees). These design guidelines would guide all new downtown development to ensure compatibility with the historic context of the Downtown and its various neighborhood districts. The recently completed Wayfinding Signage Program for Lockport, developed by Main Street Lockport is an important example that is in the early stages of implementation.

**Parking Management Plan:** Starting with an evaluation of existing public parking facilities in the Historic Core (capacity, efficiency, and condition), the City should examine potential areas for incremental enhancement and expansion, assess future parking demand, and secure properties for future surface and structured parking. The Plan should investigate the value and viability of metered management, parking restrictions, valet parking and shuttle parking for festival events.

**Truck Management Plan:** Coordinating with state and county traffic authorities, the City should implement a plan to encourage truck traffic on Farrell Road and discourage truck use on State Street. The plan should utilize education of local truckers of the Farrell Road bypass and stringent police enforcement of all truck violations along State Street.

### Long -Term City Programs and Plans

In order to assure that this plan maintains the momentum that it has gained through this initial stage, the City should consider the following second steps. These proposed new entities, programs and plans are highlighted below:

**Development Department:** The City should establish a separate development department to oversee the activities necessary to move the Plan forward. Initially the City could dedicate one staff person to this department and utilize an advisory committee to administer all phases of the plan. The ideal person to head and staff the development



department would have experience in real estate development, especially with projects involving public-private partnerships and multi-layered financing. The advisory committees working under the development department head will focus on areas such as commercial and retail development, housing, transportation, economic development, and parks and open land development. Membership on the committees will be comprised of area residents, banks and financial institutions, local real estate professionals, select property owners, and decision-makers from local museums and other relevant organizations. It is also critical to include representatives from public entities such as RTA, Metra, Pace, and IDOT, and private stakeholders such as BNSF Railway and CN/IC Railroad. Advisory committee participation ensures that all activities undertaken by the development department include the participation of a broad constituency. Such broad participation is essential for large, long-term master plans. It ensures ongoing interest and support for the Plan, and keeps its components moving forward. The agency serves as a bridge between the SSA management authority and the community and works to keep local residents informed of downtown projects. It can perform community outreach, education and capacity building and will be instrumental in the collaboration required for creative private or public/private incentives. The advisory committees also support a short-staffed municipal development department.

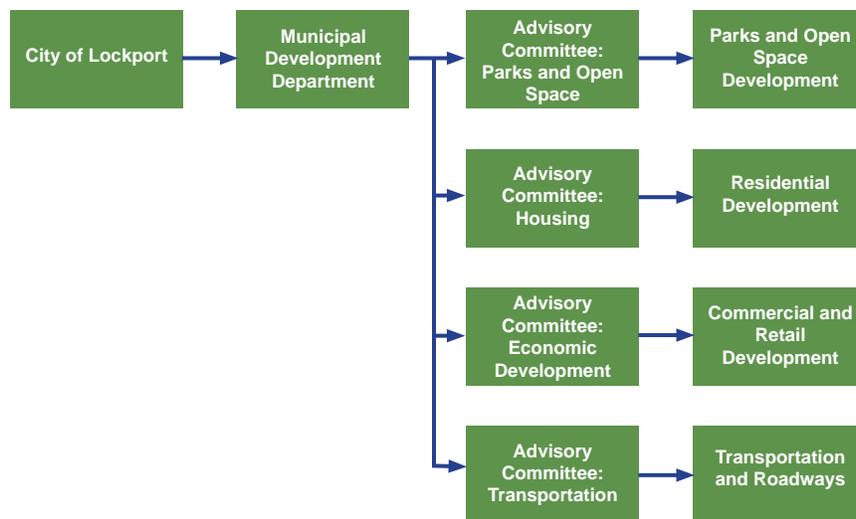


Image 3.1: Development Department Diagram

**Re-evaluate Current and Explore Additional Incentives:** According to discussions with building owners in Lockport’s Historic Core, City programs intended to incentivize façade and other building improvements are not adequate to offset the cost of these



improvements. It is recommended that these present incentives be re-evaluated to ensure their effectiveness. In addition to current incentives, it is recommended that the City develop incentives for sustainable development. Possible green building incentives are included in a following heading of this section of the Report.

**Historic Resources Survey:** The City should build upon its existing Historic Building Conditions Survey to further assess the historic value of all of Downtown's building stock.

**Metra Upgrade Plan:** The City along with other communities along the Heritage Corridor line should vigorously pursue service upgrades to the number of trains per day, increased capacity on scheduled trains, station capacity and visibility/marketing of the Historic Lockport Train Station.

The aforementioned steps are not meant to be the only actions taken by the City to prepare for downtown redevelopment, but in general, are common among communities that have implemented successful downtown redevelopment. These steps will be especially important when implementing the following priority projects.

### Priority Project Phasing

The Implementation Plan for Downtown Lockport is designed as a flexible plan to adjust and grow with the community. Plans of this size and complexity are handled most successfully by organizing activities into phases, according to community priorities, market support, and private interest. The strategy for accomplishing this Plan includes capital improvements and developments in three phases over approximately thirty years.

The cost estimates provided for this plan were formulated based on prior experience with similar projects and industry standard per-unit cost factors. Cost variances or changes in strategy may occur based on changes in driving factors, delays in the timing of phases, or changes in large economic conditions outside of Lockport's control. The cost estimates are for public costs for Priority Projects in the Implementation Plan and are presented in Table 3.1. These estimates do not include land acquisition costs. Private development costs and many Phase 3 projects are not estimated since required estimating parameters are unavailable for work so far into the future.



Table 3.1: Estimated Costs for Priority Projects

PRIORITY PROJECTS									
	Size		Roadway Improvements		Utility Improvements		Streetscape Improvements		Estimated Total Cost
	Quantity	Unit	Per Unit Multiplier	Roadway Cost	Per Unit Multiplier	Utility Cost	Per Unit Multiplier	Streetscaping Cost	
<b>Phase 1</b>									
State Street Improvements (8th to 12th St.)	1400	LF	\$850	\$1,190,000	\$450	\$630,000	\$630	\$882,000	\$2,702,000
Corridor Improvements of I&M Canal (2nd to Division St.)	4700	LF	\$60	\$282,000	\$0	\$0	\$260	\$1,222,000	\$1,504,000
State Street Improvements (2nd to 8th St.)	2000	LF	\$600	\$1,200,000	\$450	\$900,000	\$940	\$1,880,000	\$3,980,000
State Street Improvements (12th to Division St.)	1300	LF	\$600	\$780,000	\$450	\$585,000	\$940	\$1,222,000	\$2,587,000
Expansion & Enhancement of Public Parking Lot (Hamilton and 9th.)	26000	SQFT	\$15	\$390,000	\$0	\$0	\$5	\$130,000	\$520,000
<b>Phase 2</b>									
Canal Street Improvements.	5000	LF	\$360	\$1,800,000	\$200	\$1,000,000	\$560	\$2,800,000	\$5,600,000
New Pedestrian Bridges over I&M Canal (6th & 13th)	1000	LF	\$1,250	\$1,250,000	\$0	\$0	\$200	\$200,000	\$1,450,000
3-Story Parking Garage along State Street (11th to 12th St.)	190	Stalls	\$35,000	\$6,650,000	\$0	\$0	\$0	\$0	\$6,650,000
Commerce Street Improvements.	2100	LF	\$120	\$252,000	\$400	\$840,000	\$460	\$966,000	\$2,058,000
Upgrade and Realignment of Davies Ave.	5000	LF	\$430	\$2,150,000	\$450	\$2,250,000	\$530	\$2,650,000	\$7,050,000
Hydraulic Basin Park with Water Feature	36000	SQFT	\$0	\$0	0	\$0	15	\$540,000	\$540,000
Adjoining Street for Hydraulic Basin Park (assume 330' length adjacent to park.)	330	LF	\$250	\$82,500	\$200	\$66,000	\$280	\$92,400	\$240,900
<b>Phase 3</b>									
Storm Water Detention Facilities for West Side Development (Assume: 200' x 100' x 3'.)	200	LF	\$280	\$56,000	\$200	\$40,000	\$30	\$6,000	\$102,000
								<b>Total Cost</b>	<b>\$34,983,900</b>

As the recommended steps are outlined in each phase, it will be noted how they help to achieve one or more of the following three goals:

1. Establish Historic Downtown Lockport as a Regional Destination
2. Establish Historic Downtown Lockport's Relevance to Lockport Residents and those in Neighboring Communities
3. Expand Property Tax Revenues



## Phase 1

The first phase of Priority Projects of the Implementation Plan focuses largely upon public improvements of the State Street and I & M Canal corridors, improvements in the Historic Core, and first step improvements for the redevelopment of the West Side District.

**State Street Improvements:** The City will need to meet with the Illinois Department of Transportation (IDOT) to seek approval of desired lane re-configurations on this State route. If necessary, the City should solicit support from communities facing similar challenges, sympathetic organizations, and bicycling organizations. The lane re-configuration work may be suitable as an IDOT pilot project which can be initially implemented as a re-striping of the existing pavement. After full approval from IDOT is obtained, phased construction of improvements (intersection re-configurations, streetscape enhancements, utility replacements, and planted medians on the north and south street lengths) can proceed as funding allows. This is critical for all three goals.

**I & M Canal Corridor Improvements:** The City should work with the Forest Preserve District of Will County, Lockport Township Park District, Illinois Department of Natural Resources (IDNR), and the I&M Canal Corridor Association to create an improvement plan and to obtain funding for Canal improvements on the IDNR owned land. Improvements should include safe trail pavement and alignment for pedestrian and bicycle traffic, additional interpretive and directional signage, and lighting. Management upgrades should address shoreline and bank areas for enhanced water quality, wildlife habitat, and visibility for police surveillance. Approval of management and capital improvement plans will be necessary from the IDNR and possibly the US Army Corps of Engineers. The noted improvements are critical to goal one, and also contribute to the second and third goals.

The programming of the Lincoln Landing will be especially important in its first years when it can establish itself as a center for community and visitor activities. The City should work closely with facility management to ensure the quality, frequency, and coordination of the programming with other downtown programs and improvements.

The City should program market activities at the existing South Public Landing parking lot and upgrade pavement and layout in the future to include historic pavement and allow for greater program flexibility.

**Ensure New Downtown Library:** Retaining the Library within downtown Lockport will ultimately contribute to downtown economic stability— this is important for goal two. Identifying a new location for the Library that is within the historic core will capitalize upon its ability to generate activity critical for downtown stability. The City should play an



important role in retaining the Library within downtown Lockport through land acquisition and assembly, as well as targeted incentives focused upon reducing development costs and administrative burden.

**Texaco/Chevron Site Development:** The City through its Development Agency should encourage development of this site and ensure that the Plan's recommended buffers be built-- this is important for goal three.

**Enhanced and Expanded Parking:** The City should enhance and expand its existing public parking facilities (especially the lot on the 900 block of Hamilton Street) to increase capacity and make the lots more user friendly. The City should acquire land for the planned parking structure but possibly begin with surface parking at this location until demand and funding justifies construction of a parking structure. Expanded and enhanced parking will ultimately contribute to all three goals.

**Relocation of West Side Businesses:** Utilizing incentives and stringent enforcement of code violations, the City should encourage existing businesses in the West Side District to relocate to new locations at the Texaco/Chevron site. This will facilitate the assembly of land parcels and extension of streets and utilities needed for new West Side townhouse and multi-family housing. This will help with goal three and support the new trail plans and thus support the other goals as well.

**Mixed-use Infill:** Utilizing the SSA, Main Street Lockport, Inc., and the Development Department, the City should encourage new mixed-use infill development that fits the historic character and scale of the downtown Historic Core. It should consist of street-level retail, dining, and entertainment uses consistent with the recommendations of the plan, and upper floor residential and office uses as a first priority. Business groups and organizations should identify and visit other successful suburban downtowns with similar assets (including a historic core in a suburban setting) and network with business groups in those communities to identify new business development opportunities for downtown Lockport. New and existing businesses should be encouraged to sign onto a program similar to Centralized Retail Management that calls for coordinated hours, promotions, and other areas of common interest. This is critical to all three goals.

**Downtown Gateways:** As an added emphasis to the State Street Improvements and Main Street Lockport Wayfinding Program, the City should pursue the construction of lighted Downtown Gateway Monuments at the north and south portals to the Historic Core-- this supports all three goals.

**New Use of Existing Library:** The existing library is a large structure (for this Downtown), with a well known location to the community, good proximity to parking, and just twoblocks from the Gaylord Building. These characteristics make it especially suitable for one of the entertainment uses we recommend the City encourage in the Downtown.



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This supports all three goals, however, most notably the third by putting the property on the tax rolls.

**Lockport Loop Trail:** In order to attract additional recreational/heritage tourism, the City, Park District, and Forest Preserve District should work together to construct the missing links of the Heritage Park Summit's Lockport Loop Trail and reintroduce Lockport to its other canal resource - the Sanitary & Ship Canal. This contributes to the first and second goals, ultimately leveraging and maximizing Lockport's unique assets.

**Enact Quiet Zone through Downtown:** The City through its Development Department should create a strategy and funding source for the construction of mitigating devices through the Downtown to permit the enactment of a train whistle quiet zone which will make new residential construction near the train line more attractive. This is critical to supporting housing in the Downtown, thereby supporting the third goal.





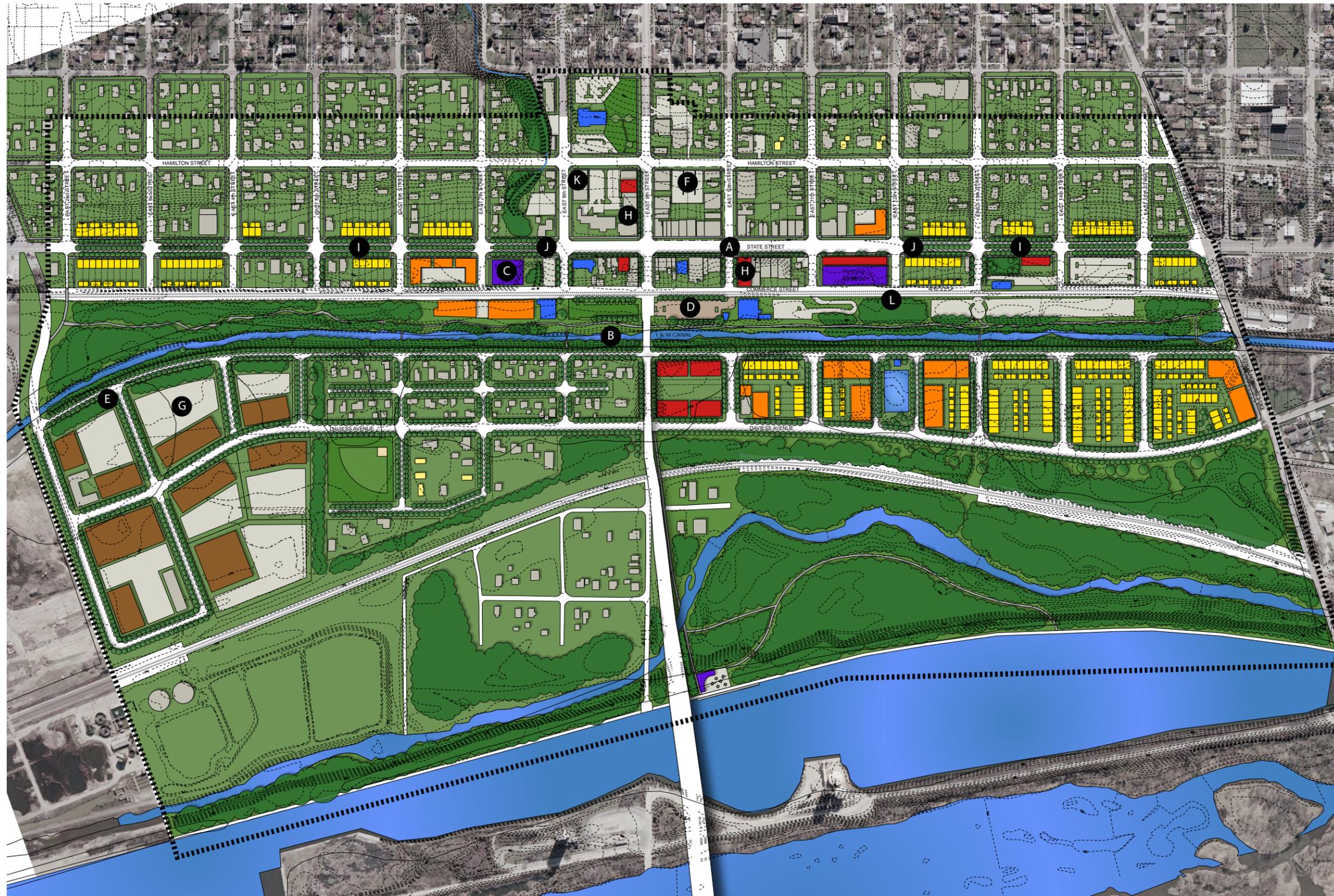


Figure 3.1: Implementation Plan - Phase 1

- A State Street Improvements (Downtown Core)
- B I & M Canal Corridor Improvements
- C Downtown Library
- D South Public Landing Market Space
- E Texaco/Chevron Development
- F Enhanced & Expanded Parking
- G Relocation of West Side Businesses
- H Mixed-Use Infill
- I State Street Improvements (North & South Corridors)
- J Downtown Gateways
- K New Municipal Use
- L Enactment of Quiet Zone

Projects are listed in order of priority.

Legend

- Existing Community Assets
- Existing Buildings
- Proposed Concepts
- Industrial
- Parks
- Townhouse Residential
- Infill Single Family Residential
- Multi-Family Residential
- Mixed Use/Commercial
- Water

City of Lockport Downtown Master Plan



Figure 3.1: Implementation Plan - Phase 1



## Phase 2

The second phase of Priority Projects of the Implementation Plan, estimated to begin approximately 10 years into the Plan, continues with circulation improvements of streets, bridges, as well as railroad crossings. It addresses the new demands of a successful business district and re-invigorated Metra station, and continues the infrastructure improvements critical to the redevelopment of the West Side District.

**Canal Street Improvements:** Construction of a full width two lane road with parking lanes is critical as a bypass road when festivals are programmed for State Street, for visitor parking for heritage and recreational tourism, and for the initial infrastructure improvements necessary for future West Side townhouse and multi-family housing. This is critical to the third goal as it opens new lands for development. It also supports the first and second goals.

**Residential Infill:** Utilizing new Zoning and development guidelines, the City should encourage the proper residential infill of the Southeast and Northeast Districts. This is critical to the third goal while also supporting the first and second.

**New Pedestrian Bridges:** New pedestrian bridges over the I & M Canal at 6th and 13th Streets will provide strategic connections to the West Side from the east portions of Downtown for easier access to trails and open space areas. The 13th Street Bridge will provide the critical connection between the Metra Station and the future West Side townhouse and multi-family housing. This is critical to the third goal as it permits West Side access. It supports the other two goals by expanding access around the Downtown for locals and visitors.

**Parking Structure:** Activity within the Downtown should have exceeded the capacity of enhanced and expanded surface lots by this time. The City should begin construction of the planned parking structure on the City acquired land. This is supportive of all three goals.

**Commerce Street Improvements:** In order to better serve the increased pedestrian traffic between State Street businesses and the heritage tourism/recreation site along the Canal, the City should upgrade the pavement and streetscape of this service alley. This is critical to the first two goals and supportive of the third as it will increase the value of properties along Commerce Street.

**Hydraulic Basin Park:** As the second step in infrastructure for future West Side multi-family housing, the City should build this centerpiece public space and adjoining streets to attract new residential development. This is critical to the West Side development and supportive of goal three.





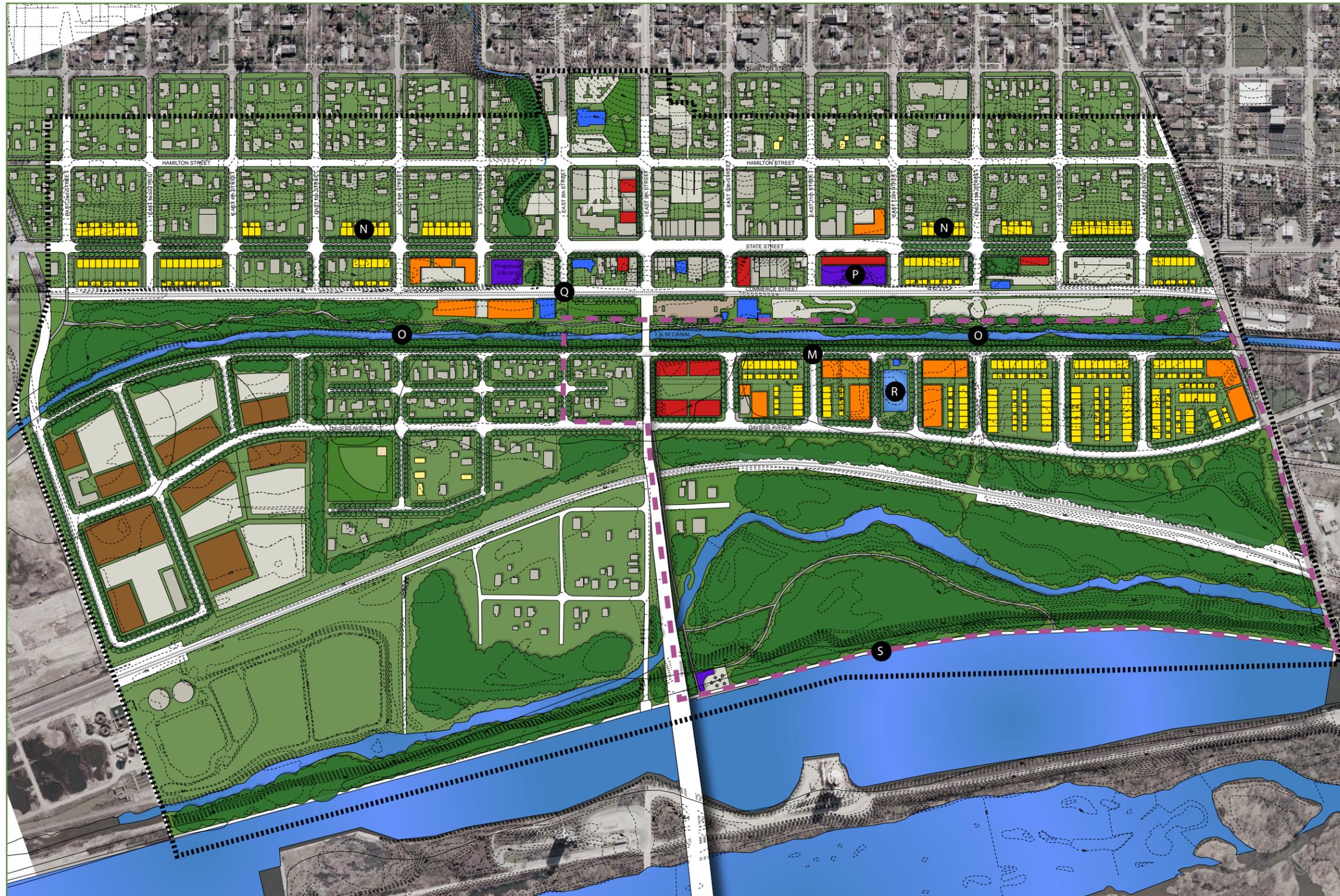


Figure: 3.2 Implementation Plan - Phase 2

- M Canal Street Improvements
- N Residential Infill (Northeast & Southeast Districts)
- O Pedestrian Bridges
- P Parking Structure
- Q Commerce Street Improvements
- R Hydraulic Basin Park
- S Lockport Loop Trail

Projects are listed in order of priority.

Legend

- Existing Community Assets
- Existing Buildings
- Proposed Concepts
- Industrial
- Parks
- Townhouse Residential
- Infill Single Family Residential
- Multi-Family Residential
- Mixed Use/Commercial
- Water

City of Lockport Downtown Master Plan



Figure 3.2: Implementation Plan - Phase 2



### Phase 3

Estimated to begin approximately 20 years into the Plan, the third phase of Priority Projects of the Implementation Plan brings all its attention to redevelopment features of the West Side and the River Districts.

**Daviess Avenue Realignment:** Construction of a full width two lane road with parking lanes is critical as the west circulation route for the new West Side multi-family housing. It can also operate as an additional bypass road when festivals are programmed for State Street. This is ultimately supportive of all three goals.

**Community Storm Water Detention:** In order to encourage the development of the West Side townhouse and multi-family housing, the City can build a common storm water detention facility to serve all new developments in the West Side District. This is critical to the third goal.

**New West Side Multi-family Housing:** Utilizing new Zoning and development guidelines, the City should encourage through its Development Department, the planned development of the new West Side multi-family housing. This is critical to the third goal and only possible if steps are taken in the earlier phases.

**Sanitary & Ship Canal Promenade and Marina:** In order to attract additional tourism from the recreational boating that occurs on this waterway, the City should pursue permitting and funding for an enhanced promenade at the water's edge, a seasonal public amenities building, and seasonal marina for day trip docking. This is supportive of all three goals as it improves the appeal of Downtown and supports the case for West Side housing development.

**Wetland Habitat Trails/Boardwalk:** Through strategic partnerships with organizations and agencies, the City should pursue the restoration of existing degraded wetlands and construction of trails, boardwalks and interpretive signage to encourage wildlife tourism. This is supportive of all three goals as it improves the appeal of Downtown and supports the case for West Side housing development.





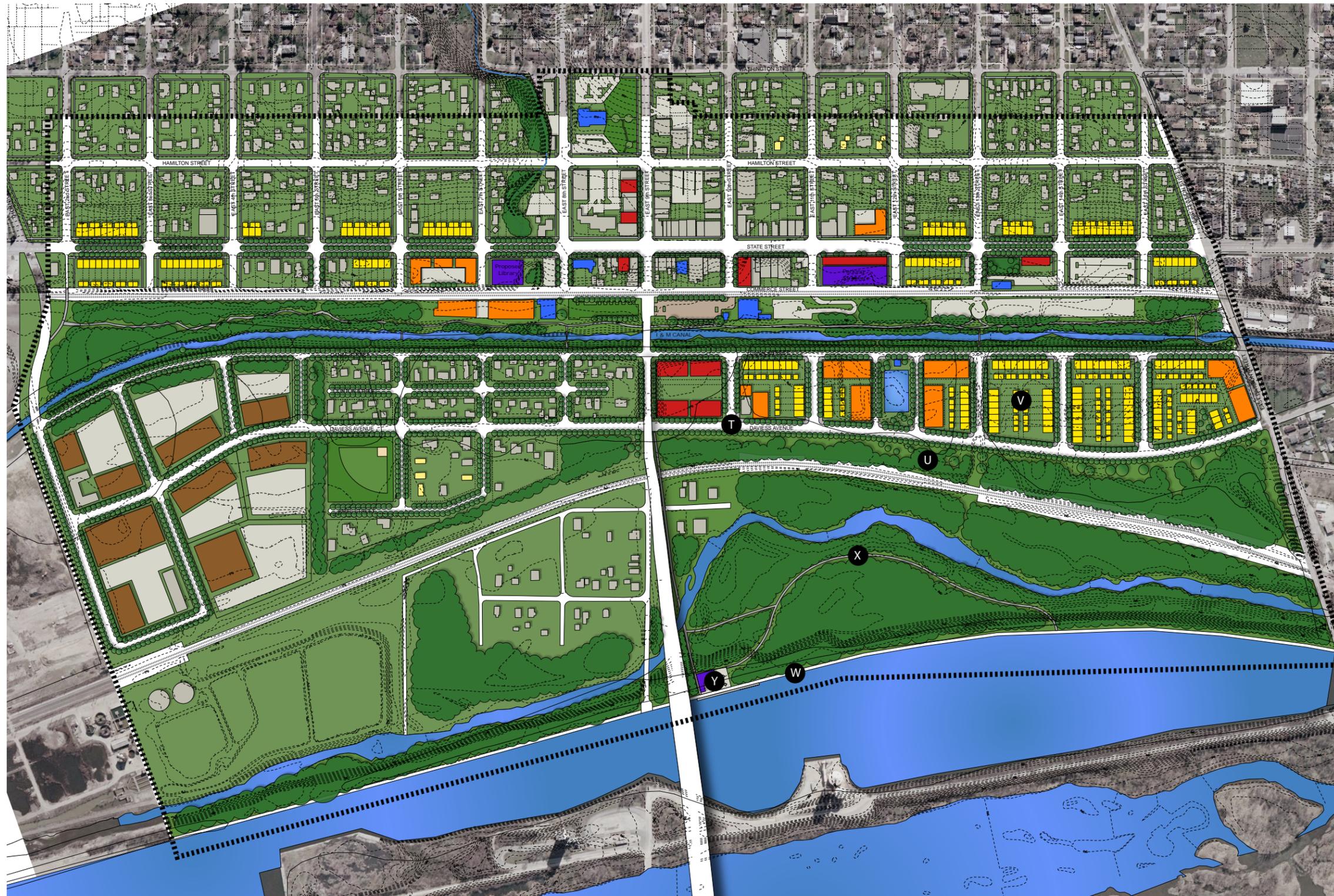


Figure 3.3: Implementation Plan - Phase 3

- T Daviess Avenue Realignment
- U Community Storm Water Detention
- V West Side Housing
- W Sanitary & Ship Canal Promenade
- X Wetland Habitat Trails/Boardwalk
- Y Marina

Projects are listed in order of priority.

Legend

- Existing Community Assets
- Existing Buildings
- Proposed Concepts
- Industrial
- Parks
- Townhouse Residential
- Infill Single Family Residential
- Multi-Family Residential
- Mixed Use/Commercial
- Water

# City of Lockport Downtown Master Plan



Figure 3.3: Implementation Plan - Phase3



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## Funding Sources

Large-scale redevelopment projects, such as those shown in the Downtown Lockport Master Plan require a combination of funding tools from various levels of government. Due to the number and complexity of issues typically involved in these projects, such as environmental, transportation, infrastructure, land acquisition/assemble, building demolition/rehabilitation, and business recruitment issues, the City needs a number of resources to tap to help address the varying aspects of the redevelopment projects. Working with other municipalities across the country, it has been found that local funding tools have proved critical in the redevelopment process. Local funding tools, such as tax increment financing (TIF), special service areas (SSA's), property tax abatements, and land acquisition/write downs empower municipalities to guide redevelopment and provide timely assistance, which is critical to the successful implementation of development projects.

Because the infrastructure, parking, and transit improvements of the master plan will not be realized without the support of Lockport's residential and business community, it will be extremely important for the City to continue the public outreach established during the workshop sessions of the Master Plan. These programs will be instrumental in communication how the proposed improvements will be necessary to maintain and enhance the character and vitality of Lockport's downtown. Only through a combination of both public and private sector funding can the multi-phased development approach proposed for downtown Lockport be achieved.

## Matching Funding Sources

The various types of projects proposed for downtown Lockport have been matched to potential funding sources. As other communities have found, TIF districts are the most successful tool in completing downtown development.

**Street Improvements:** State transportation programs, in particular those that target economic development-related infrastructure improvements could be used to fund street improvements. These include the following:

- Transportation Improvement Program (TIP)
- Affordable Financing of Public Infrastructure Program (AFPI)
- Business Development Public Infrastructure (BDPI)
- Tax Increment Financing (TIF)
- Congestion Mitigation and Air Quality Improvement Program (CMAQ)

**Streetscaping:** Funding sources for streetscape improvements include:

- Tax Increment Financing (TIF)
- Special Service Area (SSA)

If streetscape improvements are tied to trail systems as proposed on many of the streets of the Master Plan, the Greenways Program may be an additional source of funding.

**Surface and Structured Parking:** Metra could participate in building new parking to serve expanded Metra service if there is demand and funding available. It has participated in funding



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structure parking garages for new commuter parking spaces, but typically not at a level above the cost of surface parking.

**Mixed-use Development:** The City may partner with private developers to implement large scale mixed-use developments. The most likely funding tools that the City should consider to provide incentives for these sites are:

- Building and Land Acquisition and Write Downs
- Tax Increment Financing (TIF)
- Reduction in Real Estate Taxes

**Railroad Grade Crossing Improvements:** Detailed rail funding programs that encompass grade crossing improvements are:

- Transportation Improvement Program (TIP)
- Illinois Commerce Commission Rail Safety Improvement Program
- Illinois Department of Transportation Highways/Grade Crossing Protection

**Trail Improvements and Extensions:** Funding sources for trail improvements and extensions include:

- Recreational Trails Program (RTP)
- Congestion Mitigation and Air Quality Improvement Program (CMAQ)
- Open Space Lands Acquisition and Development Program (OSLAD)
- Illinois Department of Natural Resources Bikeway Grants-in-Aid Program

## Recommended Incentives for Green Building

Many tax incentives at the municipal level may be tied to LEED project certification. In general, there are three types of government programs that support and encourage LEED certified projects:

- Lead-by-example programs
- Administrative privileges
- Tax credits and other rebates

Lead-by-example programs are the most common initiatives at federal, state, and municipal levels. These require that projects using public money be constructed using LEED standards, most often at a silver level. Notably, the General Services Administration, which oversees federal government real estate and is the largest landlord in the US, requires that all building projects be LEED certified, and encourages them to meet the “Silver” standard. Approximately 20 states and nine federal agencies require or encourage LEED designations in all new building projects.

Administrative privileges are a way for municipalities to encourage LEED certified projects without a heavy fiscal burden. Most often, these programs take the shape of fee waivers, expedited building permit processes, or free consultations. Several cities,



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including Arlington, Virginia, allow developers a “density bonus” over what they would normally achieve if the project meets a certain LEED designation. In addition, cities can give developers or business owners free publicity and public recognition at relatively low cost. In the case of Lockport, administrative privileges such as density bonuses and free publicity would be particularly attractive to developers and appropriate to the context of downtown Lockport.

Tax credits and other rebates are less common incentive devices for LEED projects. Some municipalities offer partial property tax abatements for a short period of time for owners of LEED certified buildings. Some states, including Maryland and New York, have made green building tax credits available to commercial developers. By contrast, Oregon offers a tax credit to the owners of LEED certified buildings. Presently, Illinois offers the Green Neighborhood Grant, an economic incentive designed to encourage developers to construct LEED for Neighborhood Development (ND) developments. The grant is for three builders of LEED-ND developments up to 1.5 percent of their total cost.

The external benefits (those that go to entities besides the building owners) of green buildings flow mostly to a regional population rather than to a municipality, so it is more common for municipalities to offer administrative incentives (easy permitting, higher density permits, fee waivers, and free publicity) as opposed to financial rewards (low-interest loans from a green building fund). In the case of Lockport, it is recommended that the City proceed with a lead-by-example precedent, designing all future publicly-funded buildings with environmental priorities in mind. It is also recommended that the City take several steps to ease the administrative burden for builders who design projects to LEED standards. Specifically, it is recommended that Lockport pursue the following incentives:

- Expedited permitting and building permit fee waivers
- Density bonuses
- City-sponsored marketing of the project

In the aforementioned examples, the City of Lockport loses relatively little revenue. An additional future consideration to incentivize green development in the downtown could include tax rebates as new projects begin to take shape and generate additional tax revenue for the City. Finally, new development built to LEED standards would benefit the City in reduced infrastructure costs due to reduced water demand, reduced sewage volume, and reduced installation of storm water sewers.

## SSA Management Entity and/or Main Street Lockport Inc. Operational Focus

If downtown Lockport is to respond to current challenges and successfully redevelop its downtown, the SSA management entity and/or Main Street Lockport, Inc. will need to take an active role in marketing, business attraction and community outreach. The following



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elements will be important components of the proposed SSA management entity's and/or Main Street Lockport, Inc.'s operational focus:

**New Business Expansion:** Experience shows that it is in the management authority's and building owners' long-term best interest to meet with prospective downtown tenants to discuss elements of their merchandise mix, business plan, and target markets before a lease is signed. Ideally, this process may help the tenant understand potential overlaps with other downtown stores, and clarify likely store performance levels in relation to rent. If current turnover levels remain un-checked, the trend will encourage more building owners to maximize rent at the expense of tenant stability, to the detriment of downtown. This recommendation carries with it a specific assumption that the management entity will develop a formalized approach to working with building owners to facilitate tenant identification, attraction, and retention.

**Consistent Store Hours:** Working with the Chamber and local business owners, the SSA management entity and/or Main Street Lockport Inc. should establish consistent and extended evening store hours in downtown Lockport. One approach may focus on targeting one weekday for extended evening hours, which are observed by all stores. It is important to stress to store owners that their participation is in the best interest of their individual business as well as the economic stability of the overall Downtown.

**Expand Regional Marketing Support:** It is recommended that the SSA management entity and/or Main Street Lockport Inc. work with local and regional chambers to market downtown Lockport and its assets in communities close enough for day trips. A share of SSA revenues may be targeted to support advertising efforts in these surrounding markets. This effort reflects a basic belief that attracting additional visitors to downtown Lockport is necessary to generate further market interest in the Downtown.

## General & Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this report is accurate as of the date of this study; however, factors exist that are outside the control of the Downtown Master Plan Professional Team and that may affect the estimates and/or projections noted herein. This study is based on estimates, assumptions and other information developed by the Team from its independent research effort, general knowledge of the industry, and information provided by and consultations with the client and the client's representatives. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives, or any other data source used in preparing or presenting this study.

This report is based on information that was current as of August, 2008 and the Team has not undertaken any update of its research effort since such date.

Because future events and circumstances, many of which are not known as of the date of this study, may affect the estimates contained therein, no warranty or representation is



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made by the Team that any of the projected values or results contained in this study will actually be achieved.

No abstracting, excerpting or summarization of this study may be made without first obtaining the prior written consent of BauerLatoza Studio.

This report is not to be used in conjunction with any public or private offering of securities, debt, equity, or other similar purpose where it may be relied upon to any degree by any person other than the client, nor is any third party entitled to rely upon this report, without first obtaining the prior written consent of BauerLatoza Studio. This study may not be used for purposes other than that for which it is prepared.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

