

**VILLAGE BOARD  
COMMITTEE OF THE WHOLE MEETING**

**FEBRUARY 10, 2014  
IMMEDIATELY FOLLOWING THE VILLAGE BOARD MEETING  
(APPROXIMATELY 7:30 PM)**

**LEMONT VILLAGE HALL  
418 MAIN ST.  
LEMONT, IL 60439**

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. UNFINISHED BUSINESS**
- IV. DISCUSSION ITEMS**
  - A. LEMONT 2030 - COMPREHENSIVE PLAN UPDATE  
(PLANNING & ED)(STAPLETON)(JONES)**
  - B. VILLAGE FINANCIAL CONDITION AND FY 2015 CAPITAL BUDGET DISCUSSION  
(ADMIN./FINANCE)(REAVES/SNIEGOWSKI)(SCHAFER/SMITH)**
- V. NEW BUSINESS**
- VI. AUDIENCE PARTICIPATION**
- VII. MOTION TO ENTER EXECUTIVE SESSION**
- VIII. ADJOURN**



Village of Lemont  
*Planning & Economic Development Department*

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TO: Committee of the Whole  
FROM: Charity Jones, AICP, Planning & Economic Development Director  
SUBJECT: Lemont 2030 – Comprehensive Plan Update  
DATE: February 5, 2014

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### **SUMMARY**

Staff has been working diligently to complete draft chapters (or elements) of the Lemont 2030 Comprehensive Plan. The Planning & Zoning Commission have reviewed the draft elements in various workshop sessions over the last few months, and have provided input that staff has used to further refine the draft elements. Attached are all of the draft elements completed to date: mobility, natural resources & recreation, civic life, housing, and economic prosperity.

The COW has previously reviewed the housing and economic prosperity elements at the May 2013 meeting; however, none of the current department staff was present for that meeting. Therefore, the current draft of the housing and economic prosperity elements are attached so the COW can inform staff if any changes requested by the Committee in May were not addressed. The housing and economic prosperity elements have been substantially edited since May to improve clarity and shorten the length of the elements but no substantial changes have been made to the recommendations of the elements.

Each element begins with a vision statement and guiding principles rooted in the vision survey results gathered in late 2011. Each element then addresses existing conditions and makes recommendations for action; each recommendation is accompanied by a series of implementation action steps to fulfill the recommendation.

### **ATTACHMENTS**

1. Draft Mobility Element
2. Draft Natural Resources & Recreation Element
3. Draft Civic Life Element
4. Draft Housing Element
5. Draft Economic Prosperity Element

## **MOBILITY ELEMENT**

### **VISION**

In 2030, Lemont will be well connected to the rest of the Chicago region and have excellent connections within the community. Adequate connections will exist for all modes of travel, including vehicles, bicycles, pedestrians, and transit.

### **GUIDING PRINCIPLES**

- A safe and well maintained street network is the right of all roadway users.
- Walking and biking should be a viable mode of transportation in Lemont for people of all ages and abilities.
- A safe and convenient bicycle and pedestrian network that links homes, schools, businesses, and recreational facilities is an important contributor to a high quality of life for residents and supports improved public health.
- Creating safe connections to regional trails and improving transit service are not only important components of a complete transportation network, but are equally integral to this plan's recreation and economic development goals.

### **INTRODUCTION**

Like many communities in the Chicago area, Lemont is planning for future growth within the confines of a generally well established transportation network. Yet Lemont is unique among most Cook County communities in that there are still large areas of potential greenfield development, providing opportunities for new additions to the established transportation connections. The Village, like the county and the state of Illinois, is shifting its view of the transportation network from one of just roads to service vehicular traffic, to complete rights of way for multiple different users. The recommendations of this element reflect these dynamics and attempt to achieve our vision for 2030.

### **CURRENT CONDITIONS**

Lemont's current transportation network remains relatively unchanged since the adoption of the 2002 Comprehensive Plan, with the notable exception of the completion of I-355. The opening of I-355 has had positive and negative impacts for the Village, improving regional access to and from Lemont but decreasing traffic through the community that is vital to many local businesses. The Village's convenient access to I-55 is unchanged. The Village's railways and industrial waterway remain important components of the regional freight transportation network. The 2002 Comprehensive Plan notes that good interconnections between streets are critical in Lemont due to our irregular street network, which was dictated largely by development along our adjacent waterways and by our locally varied

topography. This conclusion is perhaps even more legitimate today, as I-355 has added another physical barrier to east-west transportation connections within the community.

The streets comprising the Village’s roadway network are classified as interstate, arterial, collector and local streets. A description of these roadway functional classifications follows:

Functional Classification Description <sup>1</sup>	Area Streets, as Currently Classified
<b>Interstates:</b> Limited access roads extending far beyond the Village limits, serving as the key transportation corridors within the Chicago region and between metropolitan regions. High speed roads accessed via interchanges and intended to carry the largest volumes of traffic.	I-55 I-355
<b>Principal Arterials:</b> Principal arterials generally serve the major centers of activity of a metropolitan area. They are normally the highest traffic volume corridors outside of interstates. Principal arterials carry significant inter-community travel and carry a major portion of trips entering and leaving the community.	Rte 83 / Bell Road Archer Ave. 111 <sup>th</sup> Street / Rte 83
<b>Minor Arterials:</b> Minor arterials connect with and augment the principal arterial system. The minor arterials provide service to trips of moderate length at a somewhat lower level of travel mobility than principal arterials. The minor arterial system places more emphasis on land access and offers a lower level of traffic mobility than principal arterials.	Lemont Road / State Street* McCarthy Road New Avenue / Main Street Parker Road 135 <sup>th</sup> Street 143 <sup>rd</sup> Street
<b>Collectors:</b> Collectors distribute trips from the arterials through the area to the ultimate destination. Collector roads provide access to property and traffic circulation. Facilities on the collector system may penetrate residential neighborhoods. Collector streets collect traffic from local streets in residential neighborhoods and channel it into the arterial system. Collector systems may include the street grid which forms a logical entity for traffic circulation.	127 <sup>th</sup> Street High Road Derby Road 131 <sup>st</sup> Street Wolf Road 107 <sup>th</sup> Street
<b>Local Streets:</b> The local street system comprises all facilities not in one of the higher classifications. Local streets serve primarily to provide direct access to abutting land and access to the higher order roadway systems. Local streets offer the lowest level of mobility.	All other roads

\* IDOT considers State Street to be a collector road; this plan considers it a minor arterial.

The Village’s collection of arterial, collector and local roads carry significant volumes of vehicular traffic through and within the community, although traffic volumes on most major roads have decreased since the opening of I-355. The arterial roads in the network also serve as truck routes, which can create conflicts between truck traffic and passenger vehicles, bicycles, and pedestrians.

In addition to the roadway network, the local transportation network consists of bicycle, pedestrian and transit facilities. The Village has recently made significant strides in planning for non-motorized transportation. In 2012, the Village adopted the Lemont Active Transportation Plan, our first comprehensive bicycle and pedestrian plan. In 2011, the Village adopted a Complete Streets policy, guaranteeing that future road construction would consider all users of the roadway, not just vehicles. Both documents will be integral in guiding future construction projects.

<sup>1</sup> Definitions drawn from [http://www.fhwa.dot.gov/planning/processes/statewide/related/functional\\_classification/fc02.cfm](http://www.fhwa.dot.gov/planning/processes/statewide/related/functional_classification/fc02.cfm) and <http://www.cmap.illinois.gov/documents/20583/9e3de9a4-cdd9-40b8-9c9b-14245313c9bf>

The Village has a relatively extensive network of sidewalks and requires sidewalks on both sides of the street in all new developments. However, the sidewalk inventory completed as part of the Active Transportation Plan notes several gaps in the sidewalk network and that maintenance is needed for existing sidewalks to ensure pedestrian safety. The Village has no on-street bicycle facilities and three off-street recreational trails (Park District Centennial Campus, Lemont Township and I&M Canal Trail). The I&M Canal Trail follows the historic I&M Canal towpath and provides six miles of crushed stone surface for bicyclists and pedestrians. The trail runs through the heart of downtown Lemont and is an exceptional amenity, but does not link to longer regional trails. Connections to these regional trails would provide a much richer user experience and generate additional economic activity in downtown.

## RECOMMENDATIONS

To achieve the Village's vision for transportation, the Village should focus its efforts on the following goals:

**Implement the Lemont Active Transportation Plan.** The Lemont Active Transportation Plan was adopted in 2012. Its goals are to: build a complete, connected active transportation network; create an institutional environment that encourages development and use of active transportation; and engage residents and visitors in active transportation. In order to accomplish these goals, the plan recommends physical infrastructure improvements to provide a comprehensive network of safe and convenient intersections, bicycle facilities, and pedestrian facilities. It recommends ways to link these amenities to existing transit service and policies in support of expanded transit service. The plan also recommends municipal policy change and education and encouragement programs to support active transportation.

**Provide a Highly Connected Roadway Network.** A highly connected roadway network has multiple benefits for residents and visitors. It disperses vehicular traffic, rather than concentrating it on a few, larger roads. As there are more low-speed, low-traffic roads in a connected network, active transportation is safer. Additionally, a connected network provides multiple, and often more direct, routes for walking and bicycling, making these modes of transportation more attractive options. Emergency response is better in a connected network, as there are many available routes to access an emergency response site. Public Works, police patrol, and school bus operations are improved in a connected network as well, saving time and money. Finally, a connected street network assists visitors; if a wrong turn is made, there are multiple ways to quickly get back on the correct route.

According to the Institute of Traffic Engineers, the most efficient urban roadway networks provide route flexibility and an opportunity for special street functions; networks like this have arterial roadways spaced a half mile or less from one another.<sup>2</sup> The Congress for New Urbanism agrees with this benchmark, but concedes that arterial roadways in suburban environments may be spaced in up to 1 mile intervals if they are supplemented with collector roads and the knowledge that the arterials may be bigger than if they were located closer to one another.<sup>3</sup> Similarly the Federal Highway Administration notes that minor arterials should not be more than one mile from each other in fully developed areas.<sup>4</sup> Lemont's current roadway network is fairly well connected, but is challenged by the area's topography, the historic pattern of road development in the community, and manmade barriers like I-355. Our

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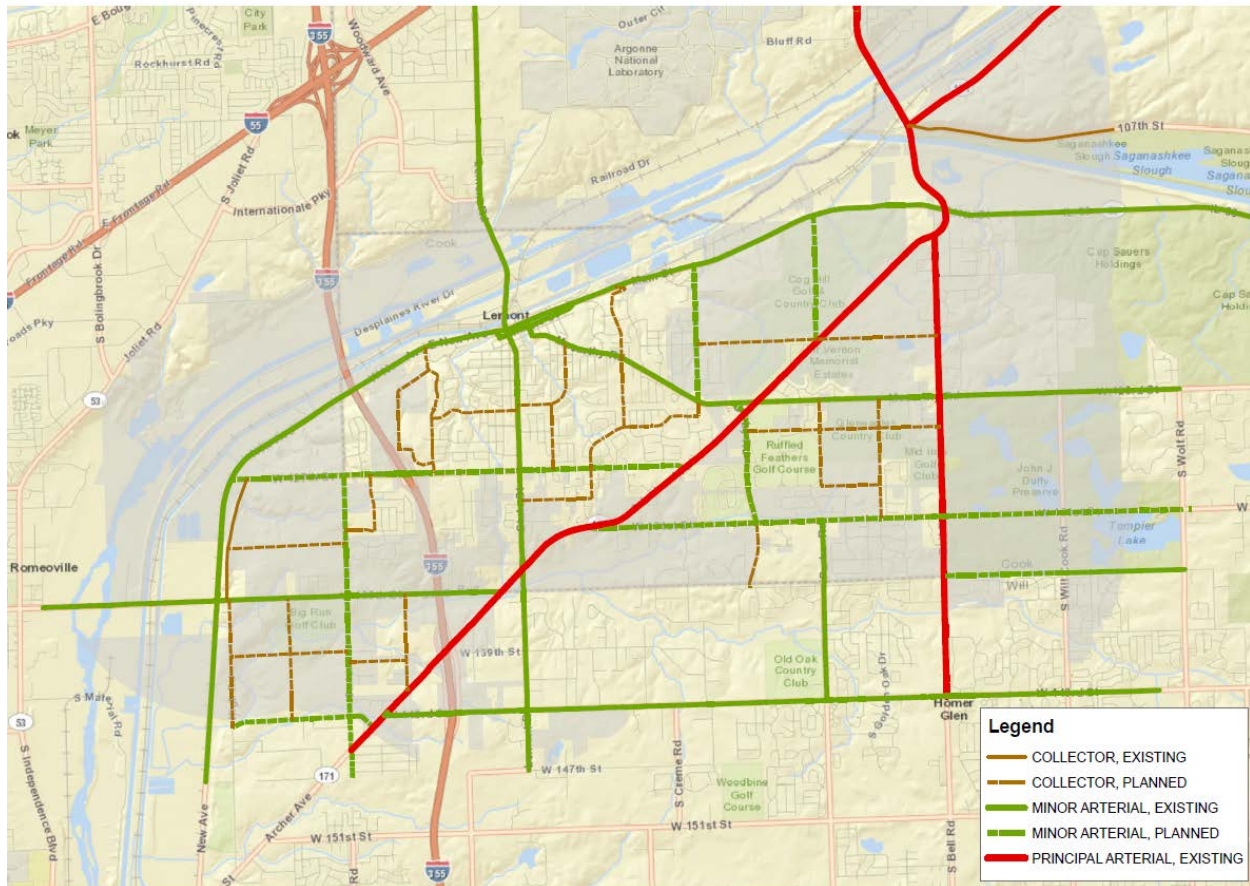
<sup>2</sup> Institute of Traffic Engineers, *Designing Walkable Urban Thoroughfares*, p.26

<sup>3</sup> CNU *Statement of Principles of Transportation Networks*, p.26

<sup>4</sup> [http://www.fhwa.dot.gov/planning/processes/statewide/related/functional\\_classification/fc02.cfm](http://www.fhwa.dot.gov/planning/processes/statewide/related/functional_classification/fc02.cfm)

arterial roads are 1 to 2.5 miles from one another.<sup>5</sup> Lemont should plan its future road network development to provide arterials at approximately one mile intervals, supplemented by collector roads at one-half to one-quarter mile intervals. The Generalized Planned Roadway Network map below depicts the approximate location of arterial and collector roads in Lemont’s planning jurisdiction; some are approximate locations of potential new roads and some are existing roads which may need to be upgraded to serve their recommended function as an arterial or collector road.

### Generalized Planned Roadway Network



The Generalized Planned Roadway Network Map is intended to serve as a conceptual guide to future development and redevelopment, providing a visual approximation of the kind of roadway network Lemont desires. In order to ensure that this kind of network is achieved, Lemont needs to adopt policies and standards to require a highly connected roadway network; these steps are defined in the implementation action area table.

**Ensure Context Sensitive Right of Way Design.** As previously detailed, roads are often categorized and labeled by their functional classification. Functional classifications are generally based on a roads intended purpose and vehicular traffic volume. While functional classifications are a helpful tool to differentiate between roadway types, they do not fully represent the character of a particular roadway. For example, one minor arterial road may have an entirely different character from another (e.g.

<sup>5</sup> Note: IDOT considers State Street (from Illinois to 143<sup>rd</sup>) to be a collector roadway; this plan considers it an arterial roadway.

McCarthy Road vs. New Avenue). Additionally, one roadway may have varied character at different points, yet have the same functional classification for the entire roadway. For example, all of Main Street is categorized as a minor arterial, but Main Street has a much different character in downtown Lemont than it does near Route 83. In order to ensure that new roads and improvements to existing roads are designed in a manner that complements the surrounding environment, the Village needs to adopt a palette of road typologies that go beyond mere functional classification.

**Support Regional Transportation Projects with Positive Local Impacts.** IDOT is currently working on plans to install an additional lane on I-55, which will be a managed lane (e.g. high occupancy or variable toll.). This additional managed lane will accommodate expansion of PACE's express bus service to and from Chicago, currently operated as a bus-on-shoulder program on I-55. The additional managed lane will provide benefits for Lemont motorists and has the potential to increase viable mass transit options for residents. Therefore, the Village should provide all appropriate support of this project. As other regional transportation projects proposed, the Village should evaluate each for its impact to the community and support those with positive impacts.

**Maintain the Local Roadway Network in Good Repair.** A well maintained roadway network is important to efficient and safe movement of passenger vehicles, freight, bicycles, and pedestrians. Many recommendations to improve safety and to repair existing facilities for bicycles and pedestrians are contained within the Active Transportation Plan. For vehicular traffic, the Village should continue to provide adequate maintenance of existing roadways. Additionally, the Village needs to ensure that new territory annexed to the Village contributes positively to the state of our roadway network and does not create a burden on our ability to maintain our existing infrastructure.

**Support the Sanitary and Ship Canal as an Important Regional Transportation Link.** Recently, the use of the Canal has been threatened by the Asian Carp. The Canal, and its related industry, is an important component of Lemont's local economy. Therefore, the Village should support efforts to keep the canal functional as a working industrial waterway.

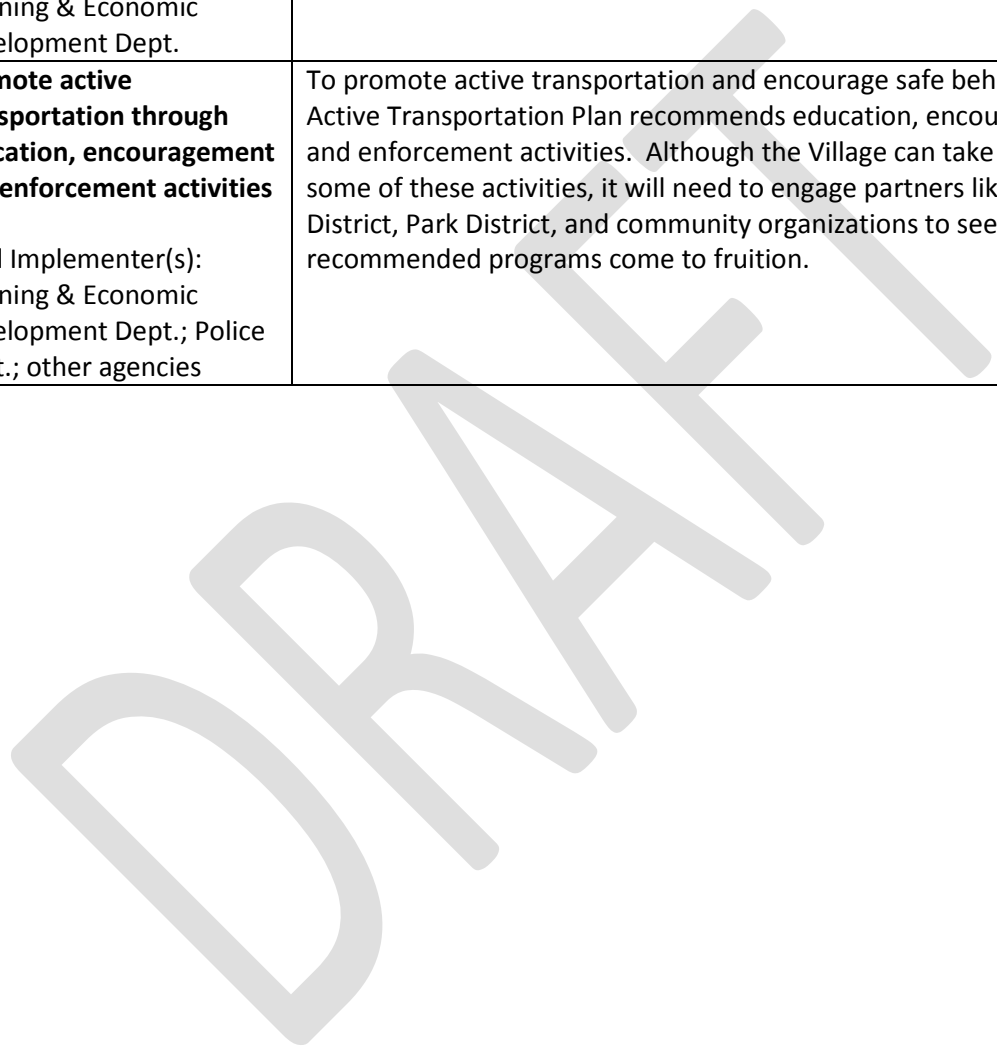
**IMPLEMENTATION ACTION AREAS**

**Implementation Action Area 1: Implement the Lemont Active Transportation Plan**

<p><b>Create a five-year capital plan of active transportation improvements</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Public Works Dept.</p>	<p>The Active Transportation Plan provides a detailed list of proposed infrastructure improvements for intersections, bicycle facilities, and pedestrian facilities. These improvements are categorized as near, mid or long term projects. The Village should adopt a five year plan, updated annually, to schedule these recommended improvements for construction. Each five-year plan should include a balance of intersection, bicycle, and pedestrian improvements. Priority areas for improvements should be near schools, shopping, and other traffic generators. Maintenance of existing, deficient, bicycle and pedestrian infrastructure should be incorporated into these plans. By 2030, all improvements should be constructed.</p>
<p><b>Implement the policy recommendations of the Active Transportation Plan</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The Active Transportation Plan recommends several policy changes to support active transportation. The Village should amend the Unified Development Ordinance and other ordinances, as recommended by the plan. Additionally, the Village should work with the school districts to implement the school policy recommendations of the Active Transportation Plan.</p>
<p><b>Create a connection to the Centennial Trail</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>The Active Transportation Plan describes several potential courses of action to connect downtown Lemont and the local I&amp;M Canal Trail to the Centennial Trail. Most of the solutions involve use of the Lemont Road bridge; in approximately 10 years the bridge will be due for significant maintenance. Therefore, the Village should work quickly to select a preferred improvement among the potential long-term solutions to connect to the Centennial Trail and vigorously pursue the selected option.</p>
<p><b>Pursue mass transit improvements, particularly increased Metra Service</b></p> <p>Lead Implementer(s): Administration; Planning &amp; Economic Development Dept.</p>	<p>The Active Transportation Plan recommends improvements to increase local availability of mass transit service and the Village should seek to implement all of the recommended improvements. However, because improved Metra service is integral to supporting Lemont’s other goals related to economic and downtown development, the Village should continue to hold improved Metra service as a priority.</p>
<p><b>Require dedication of right of way and/or construction of facilities recommended by the Active Transportation Plan</b></p> <p>Lead Implementer(s):</p>	<p>The Village should require dedications and/or construction of bicycle and pedestrian facilities from new development, when facilities recommended by the Active Transportation Plan are within or adjacent to the proposed development area.</p>



<p>Planning &amp; Economic Development Dept.</p>	
<p><b>Measure progress of implementation of the Active Transportation Plan and Complete Streets Policy</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The Village should adopt performance measures to evaluate the progress it is making toward achievement of the Active Transportation Plan recommendations; these measures should be reported annually. Additionally, the Village should adopt similar performance measures to determine whether the recently adopted Complete Streets Policy is effectively influencing road projects to consider all users of the right of way, not just cars.</p>
<p><b>Promote active transportation through education, encouragement and enforcement activities</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Police Dept.; other agencies</p>	<p>To promote active transportation and encourage safe behaviors the Active Transportation Plan recommends education, encouragement, and enforcement activities. Although the Village can take the lead in some of these activities, it will need to engage partners like the School District, Park District, and community organizations to see many of the recommended programs come to fruition.</p>



**Implementation Action Area 2: Provide a Highly Connected Roadway Network**

<p><b>Amend UDO as necessary to require collector streets at appropriate intervals</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>The Unified Development Ordinance currently requires collectors in developments greater than 20 acres. This standard should be evaluated and revised to either require collectors at certain intervals or continue to require for developments of a certain threshold. If the threshold approach is used, that threshold should relate to total traffic generation, number of dwelling units, and/or number of jobs created, rather than just the overall size of the development.</p>
<p><b>Require New Developments to meet a Connectivity Index</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>A Connectivity Index measures the internal and external connectivity of roads in a proposed development. There are various ways to calculate a connectivity index, including: total number of street segments divided by total number of intersections; a ratio of intersections divided by intersections plus dead-ends; maximum block length; intersections per square mile; etc. The Village should evaluate various indices and select one to use in evaluating new development proposals for consistency with the goals of this chapter.</p>
<p><b>Require Public Streets</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The Village should continue its policy to require dedicated public streets in all new developments, with very limited exceptions for restricted areas such as small industrial developments where no connectivity to public streets is practical. Gated communities shall be discouraged.</p>
<p><b>Require Connection to Existing Streets</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The Village should continue its policy to require new developments to connect to existing roads and existing developments.</p>
<p><b>Make Connections Between Existing Streets</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>Wherever possible, the Village should connect local streets that are aligned but not joined yet, unless safety concerns advise against the connection.</p>

**Implementation Action Area 3: Ensure Context Sensitive Right of Way Design**

<p><b>Amend UDO to Create a Variety of Permitted Street Arrangements</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>The Unified Development Ordinance currently has one residential right of way cross section. Additionally, Chapter 17.26 of the code requires a 27’ minimum pavement width from back of curb to back of curb and a minimum pedestrian way including a 5’ pedestrian sidewalk. These are the only requirements guiding the allocation of elements in the local right of way. The UDO should be amended to adopt a palette of different road types, describe where each is appropriate, and include desired cross sections for each. In addition to functional classification, road types should be based on a number of characteristics including adjacent land use, type of access, number of dwelling units served, average frontage of adjacent lots, etc. Additionally, the cross sections should make clear where on-street parking is desired and where it is acceptable to design the street without on-street parking. These cross sections should allow for narrower streets, where appropriate.</p>
<p><b>Seek to Reduce Turning Radii, where appropriate</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>Streets with overly large turning radii encourage vehicles to turn corners quicker than necessary. Reducing turning radii may be appropriate in high pedestrian traffic areas, or as a traffic calming measure in residential subdivisions. It is not appropriate for intersections with high volumes of heavy truck traffic. The Village should evaluate opportunities to reduce turning radii at existing intersections and seek to keep turning radii to a minimum in new residential subdivisions.</p>
<p><b>Allow for Alleys</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>The Village has many alleys in the older areas of town. Alleys provide a useful function and may be desired in future developments. The UDO should accommodate alleys by providing standards for their construction.</p>
<p><b>Amend UDO Requirements on Access Limits</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>Currently the UDO limits access to every 60’ for “major streets” in commercial areas and 40’ for commercial streets that are not a collector or above. This language is unclear, as major streets are not defined in the code. The Village should evaluate its current access limitations and consider adopting new standards that are, at a minimum, more clear. The Village should also strengthen its requirements in the UDO for shared access or cross access agreements between commercial developments.</p>
<p><b>Evaluate the Use of One-Way Streets Downtown</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>One-way streets can have many benefits, and drawbacks. For example, Illinois Street is due for major work, but needed accessibility retrofits and limited right of way make the project very costly. A conversion to one-way traffic may make it easier to achieve the required accessibility retrofits but may negatively impact other aspects of the transportation network. The Village should thoroughly study what impacts potential one-way conversions would have, particularly to residents and businesses on and near the affected and to bicycle/pedestrian circulation.</p>

<p><b>Prohibit Reductions in Existing Connectivity</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The Village should continue its policy to prohibit any street abandonment or closure that would reduce connectivity of the existing street network. Outside the Village limits, the Village should work with the County to discourage the same.</p>
<p><b>Incorporate Traffic Calming on Covington and Timberline Drives</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Both Covington and Timberline Drives have street widths similar to 127<sup>th</sup> Street, but are designed as residential collector streets. Timberline is calmed somewhat by the curvature of the road and natural topography of the area, but Covington is less so. Stop signs have been installed on both roads, but stop signs can slow emergency response speeds and can contribute to speed spiking between stop signs.<sup>6</sup> Other traffic calming treatments, such as curb extensions, planted medians, etc. do not have the same potential negative impacts, provide effective means of altering driver behavior, and can add to the aesthetic appeal of the street.</p>
<p><b>Encourage Pedestrian Scale Lighting</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Engineer</p>	<p>The UDO’s current street lighting standards do not include any pedestrian scale lighting. Such lighting has been used in the downtown and other pedestrian oriented areas. The UDO should contain standards for such lighting, and encourage such lighting in any new development intended to have a high concentration of pedestrians and/or in areas noted as Pedestrian Oriented Zones in the Active Transportation Plan. Where street lights are already publicly owned and maintained in Pedestrian Oriented Zones, the Village should install pedestrian scale lighting.</p>
<p><b>Implementation Action Area 4: Support Regional Transportation Projects with Positive Local Impacts</b></p>	
<p><b>I-55 Managed Lane</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Administration</p>	<p>The additional managed lane will provide benefits for Lemont motorists and has the potential to increase viable mass transit options for residents. Therefore, the Village should provide all appropriate support of this project by attending steering committee meetings, remaining involved with IDOT and CMAP on the project, etc.</p>

<sup>6</sup> Center for Livable Communities, Emergency Response, Traffic Calming and Traditional Neighborhood Streets. Note: response time is slowed typically due to cars and other visual blockages at these intersections.

**Implementation Action Area 5: Maintain the Local Roadway Network in Good Repair**

<p><b>Require SSAs for Annexations, Where Appropriate</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>There are many established residential subdivisions around Lemont’s corporate limits in unincorporated Cook County that may one day wish to annex into the Village. When such annexations occur, the roads within those subdivisions should be evaluated. If the roads are in a poor state of repair, a special service area should be placed on the annexing territory to fund the necessary improvements so as not to burden existing residents with the additional cost of improvements.</p>
<p><b>Continue to Require Developers to Mitigate Road Impacts</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The Village should continue UDO requirements for developers to calculate traffic impacts of proposed developments on the existing roadway network through traffic studies. The Village should continue to require those developers to pay for any road and/or right of way improvements needed because of the development’s impacts.</p>
<p><b>Continue to Require Right of Way Improvements When New Development Occurs</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Continue the current UDO requirements that new development bring existing substandard right of way up to Village standards whenever a development contains or adjoins the substandard right of way.</p>
<p><b>Establish and Maintain a Desired Level of Maintenance for all Local Roads</b></p> <p>Lead Implementer(s): Public Works Dept.</p>	<p>The Village recently adopted its first ever 3-yr strategic plan and will soon adopt a 5-yr capital improvement program. Contained within these documents will be a five year plan for local road maintenance. These documents should provide the basis to establish a long-term minimum desired level of maintenance for all local roads. Such level of service should be used to direct future capital planning efforts.</p>

## NATURAL RESOURCES AND RECREATION ELEMENT

### VISION

In 2030, Lemont will be known as a community with exceptional opportunities for outdoor recreation, defining natural characteristics, and quality open space. Stewardship of natural resources including air, land and water will be paramount to healthy and active living.

### GUIDING PRINCIPLES

- Lemont’s natural features and topography have intrinsic value and should not be compromised by development.
- Access to clean, safe drinking water is an essential ingredient to a healthy and viable community.
- Natural areas and ecosystems should be managed to respect natural processes.
- Better air, land and water quality means a cleaner environment, improved opportunities for economic development, and a healthier way of life.
- Ample recreational amenities and connectivity between open spaces contributes to high quality of life and supports healthy living.
- The I&M Canal and the Heritage Quarries Recreation Area are unique natural assets with untapped recreational potential.

### INTRODUCTION

Lemont is distinctive in the Chicago region for its topography and natural surroundings. In a region that is generally known for its flatness, the Village sits on the crest of a hill - the bluffs of the Des Plaines River Valley. Forest preserves surround the community on the north and east side. Long Run Creek (a tributary of the Des Plaines River) can be found at the southern end of the Village. These exceptional natural assets are juxtaposed with industrial uses along the Sanitary and Ship Canal to the north and west of the Village. The recommendations of this element seek to provide a balance between natural resource protection and development.

The Heritage Quarries Recreational Area and I & M Canal are assets to the community and have potential to provide quality recreational experiences for residents and visitors alike. Natural features such as the topography, bluffs, and waterways are signature to Lemont and can provide meaningful and vibrant recreational experiences. With goals to increase connectivity between existing open space and recreation, the Village is well positioned to create an active and healthy community.

## CURRENT CONDITIONS

### ***Air and soil quality***

Air and soil quality is generally regulated by the EPA through various permitting regulations. Industries along the Sanitary and Ship Canal report on air emissions and toxic releases to air. Currently 9 companies located in and near Lemont report on toxic releases to the air.<sup>1</sup> Lemont was the first municipality in Illinois to establish a management system, called the Odor Alert Network (OAN), to respond to odor complaints. Odor complaints are often times the harbinger of environmental issues such as leaks, pipe breaks and spills and can help limit risks in a community. The discharge leading to the local Lockport Illinois Buckeye Oil spill that occurred in 2010 was discovered in response to an odor complaint by a nearby resident.<sup>2</sup>

Trees also improve air quality and the Village has taken several measures to ensure trees are taken into consideration during the development process. New development proposals are required to submit a tree preservation plan which includes a tree inventory and take measures to mitigate any losses. Landscape plans are also required and guidance is provided on what plant material and parkway trees are suitable options for our region.

Energy conservation and the use of green products and services are additional methods to improve air quality. The Village, in renovating Village Hall and constructing the new Police facility did employ energy and water conservation measures and is supportive of green products and alternative energy. Village codes are flexible and supportive of green home design as evidenced by the construction of a LEED for Homes registered (Leadership in Energy and Environmental Design) green home in Briarcliff Estates.<sup>3</sup> The home was built in a way that increases occupant comfort and reduces negative environmental impacts. Additionally, Electric Vehicle Stations are available in the community at the Long Run Marketplace shopping center.

Soil contamination is handled by the EPA through a variety of programs such as Superfund, Leaking Underground Storage Tank (LUSTS), Resource Conservation and Recovery Act (RCRA) sites and Brownfield sites, to name a few. The Village currently has one EPA-identified Brownfield located at the former Tri-Central Marine site. An environmental assessment was completed in 2001 and a clean-up plan is currently underway. Lenz Oil Service, Inc., a former Superfund site, completed construction cleanup in 2009.<sup>4</sup>

### ***Water quality and supply***

A majority of the community is served by groundwater resources. The Village of Lemont water distribution system consists of approximately 75 miles of looped water main, 2 above ground storage tanks, and 1 ground level storage tank. Four deep wells and one shallow emergency well provide an average of 2.5 million gallons of water per day to Village residents. Wells draw from deep bedrock aquifers of the Ancell Unit and the Iron-ton-Galesville formation. The aquifers are topped with fine grained material of low permeability, which provides a degree of natural protection to the groundwater.<sup>5</sup> While the impermeable layer between the shallow and deep aquifers does better protect deep

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<sup>1</sup> EPA My Air. <http://www.epa.gov/myenv/MyAir.html?minx=-88.09490&miny=41.63982&maxx=-87.90436&maxy=41.70522&ve=12,41.67478,-87.99799&cLat=&cLon=&pSearch=>

<sup>2</sup> Lockport Illinois Buckeye Oil Spill. [http://www.epaos.org/site/site\\_profile.aspx?site\\_id=6549](http://www.epaos.org/site/site_profile.aspx?site_id=6549)

<sup>3</sup> The Green Home was built as a partnership of Chicago Regional Council of Carpenters' Labor and Management Committee and Lakeshore Public Television. Lemont was selected to be featured on the show Built to Last® as a series that will follow construction of a home from the ground up, incorporating affordable green materials.

<sup>4</sup> Cleanups in My Community, 60439. [http://ofmpub.epa.gov/apex/cimc/f?p=cimc:63:0:::~](http://ofmpub.epa.gov/apex/cimc/f?p=cimc:63:0:::)

<sup>5</sup> IEPA Source Water Assessment Fact Sheet, Lemont

groundwater from contamination, it also makes groundwater recharge for the deep aquifers a more challenging and slower process because vertical infiltration is limited.<sup>6</sup> This, coupled with projected increases in demand, threatens the ability of deep aquifers to adequately meet the regional need without interceding measures.

Illinois Executive Order 2006-01 required planning activities to address water supply issues in the 11-county Northeastern Illinois Regional Water Supply Planning area. This executive order resulted in the development of Water 2050 Plan released in 2010. The Chicago Metropolitan Agency for Planning facilitated the development of the Plan and has made over 200 recommendations for state, regional and local agencies.

Urban runoff is rainfall that does not soak into the ground but instead flows over the land or in the stormwater sewer system to the nearest body of water. For Lemont, the principal water body is the Illinois & Michigan Canal. Water going into a waterway is not treated so it is important to filter what goes into the storm sewer. Industrial uses in Lemont are generally located along the waterways on the northern border of the community. The cumulative effects of these uses and storm water runoff upstream have impaired the water quality of the I & M Canal, the DesPlaines River, and the Sanitary and Ship Canal. Primary contact recreation, such as swimming, in the Des Plaines River is impaired by fecal coliform. Fish consumption is impaired by the presence of mercury and polychlorinated biphenyls (PCBs). Aquatic life in the waterways is impaired by the presence of iron, oil and grease, chloride, and phosphorus, much of which is caused by urban runoff and storm sewers.<sup>7</sup> The Village does have erosion and sedimentation control measures, some green infrastructure, and street sweeping to help keep silt from entering the sewers and ultimately the receiving waters.

### **Recreation and open space**

The I & M Canal is not only an important waterway for managing the Village storm water, it is also an important natural and cultural amenity. Natural areas in Lemont range from small corridors in the form of conservation easements to large tracts of land as found in the Heritage Quarries Recreation Area (HQRA). The HQRA is nearly 230 acres of open space a half-mile east of downtown Lemont; it is a combination of land owned by the Village and Township along with MWRD-owned property that is leased to the Village. The HQRA is currently managed by the Heritage Committee in partnership with the Village Public Works department.

Lemont Township owns and maintains the 59-acre Heritage Woodland Sanctuary near I-355. Maintenance of and improvements to the Heritage Woodland Sanctuary were originally grant funded, but are now transitioning to mostly volunteer based management.

The Park District has smaller natural open space areas, a naturalized detention facility at Bambrick Park and an open space area in Kensington Park. Maintenance of the naturalized detention area at Bambrick Park is under the direction of the Park District and has been funded through a three year maintenance grant. Future maintenance is likely to be contracted out at the Park District's expense. The Park District's Kensington open space has been generally left unmanaged.

In addition to natural areas and open space, Lemont Park District provides park space that ranges from small playgrounds to large community parks. According to the 2004 Park District Master Plan, 92.9 acres of park space were available to residents within the district. Community parks (Bambrick and Centennial)

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<sup>6</sup> Meyer et al., Opportunities and Challenges of Meeting Water Demand in Northeastern Illinois, 2012

<sup>7</sup> EPA My Water. <http://www.epa.gov/myenv/MyWater.html?minx=-88.09490&miny=41.63982&maxx=-87.90436&maxy=41.70522&ve=12,41.67478,-87.99799&cLat=&cLon=&pSearch=Lemont, IL>



comprised 74.4 acres and neighborhood parks comprised the remaining 18.5 acres. Playgrounds were identified by site rather than acres. Ten playground were identified and they generally 0.25-0.50 acres in size. The service area for Park District community parks, neighborhood parks and playgrounds is 1 mile, ½ mile and ¼ mile, respectively.<sup>8</sup> Lemont developed a level of service (LOS) standard for parks in the 1969 Comprehensive Plan. The LOS was similar to the Park District level of service, other than it recommended a 1.5 mile radius service area for community parks and it referred to these parks as community playfields. Community parks in the Lemont plan were defined as large parks that took advantage of natural features and allowed quiet contact with nature. The National Recreation and Park Association recommends between 6.25 to 10.5 acres of developed open space per 1,000 residents.<sup>9</sup> The recommended standards in the Park District Master Plan are 4 acres/1,000 residents for community parks, 2 acres/1,000 residents for neighborhood parks, and 1 site/ 1,400 residents for playgrounds. Based on the recommended standards, the Park District identified a need for an additional 110 acres of park space. When the Park District parks, the Heritage Woodland Sanctuary, and the HQRA are included, the recommended standards are met.

In 2013, Lemont residents completed a community needs assessment survey developed by the Park District. The survey revealed that the top three new facilities desired by residents were 1) biking paths/trails, 2) paths/trails that connect to one another, and 3) walking paths/trails. That finding has been translated to a long term goal in the Park District's current strategic plan. Additionally, the Park District has a strategic goal to explore opportunities to bring recreation to the downtown area.

In addition to parks and open space, Lemont residents have a variety of opportunities to participate in recreational events throughout the year. The Village sponsors the Quarryman Challenge and provides support for other organizations' events through the issuance of special event permits and the dedication of staff resources. The Park District also holds special recreational events, such as the Frigid 5K run. Special events are supported with Village advertising, police service, and assistance from public works department.

## RECOMMENDATIONS

**Promote environmental stewardship to enhance air and soil quality.** Air pollution and soil contamination have negative health impacts and decrease quality of life. A healthy community should have clean air and toxic free soils, but accidents or negligence sometimes compromise these basic needs. Lemont has made many efforts to ensure a safe and healthy environment by working to remediate brownfields, establishing the Odor Alert Network, and supporting energy conservation and green building. While great strides have been taken, additional efforts can be made to continue with improvements to air and soil quality.

**Maintain integrity of natural water systems and keep supply network in good repair.** The Village is dependent on groundwater to provide safe drinking water to all its residents. The quantity and availability of water from deep aquifers is difficult to gauge because aquifers are recharged at a slower rate than surface waters. The time frame can range from months to thousands of years, depending on the depth and the composition of the aquifer. It is believed that the deep aquifer systems and Lake Michigan cannot be relied upon for additional water as both have nearly met the sustainable or legally

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<sup>8</sup> Lemont Park District Comprehensive Master Plan, 2004

<sup>9</sup> Recreation, park and open space standards and guidelines, A Recommended Classification System for Local and Regional Recreational Open Space, National Recreation and Park Association, 1983

mandated limits.<sup>10</sup> With projections of water shortages from increases in demand, water conservation and water infiltrations measures will become critical strategies for meeting future water needs.

There has been considerable advancement in understanding water resource supply and demand in recent years as a result of studies conducted by the Illinois Department of Natural Resource and the Illinois State Water Survey for the northeastern Illinois region. Adequately managing the supply and demand will take regional cooperation to ensure water supply is managed sustainably. Recommendations outlined in the Water 2050 plan should be implemented and additional regional coordination should be pursued by the Village.

Although the Village has taken steps to promote and implement best management practices in stormwater, a more comprehensive approach to managing water quality and supply is needed. One method for achieving this is through implementation of a natural infrastructure network (NIN). The EPA identifies natural infrastructure as an "interconnected network of natural areas and other open spaces that conserves natural ecosystem values and functions, sustains clean air and water, and provides a wide array of benefits to people and wildlife".<sup>11</sup> Parcels with or near streams, wetlands, waterways, ravines, forests and other natural areas should be designated resource protection areas. To maintain the integrity of ecosystem health, green infrastructure measures and low impact development should be pursued on these parcels. Green infrastructure measures include such things as permeable pavers, filter strips, bioswales, depressed landscape islands, rainwater harvesting, etc. Developing strategies to preserve and/or develop parcel within the NIN with green infrastructure and low impact development produces multiple benefits including improvement to water quality and supply and improving biodiversity.

**Ensure long-term management of natural areas and habitats.** Natural areas have economic, environmental, and social benefits that are threatened if quantity and quality are not maintained. Lemont has several natural areas that provide open space amenities to community residents including the 200+ acre Heritage Quarries Recreation Area. Areas owned and managed by the Park District and Township adds another 110 acres of open space. All of Lemont's natural areas and green infrastructure components are managed individually and without a comprehensive long-term maintenance plan. A common misconception about natural areas is that natural means unmanaged. However, the fact is that left unmanaged, areas can quickly deteriorate, lose quality species, and become overwhelmed with invasive species that damage biodiversity. A comprehensive approach and partnerships are needed to more adequately manage Lemont's natural open space.

**Enhance recreation experiences.** Recreational amenities in a community increase healthy living by providing a place to be physically active and allowing residents to interact in the community. Many recreational opportunities exist within the community but there are untapped opportunities, particularly at the Heritage Quarries Recreation Area and the downtown area. A key to understanding the recreation potential that exists at the site will be a natural resource inventory and further development of the HQRA master plan. A baseline inventory will allow the Village to develop a range of recreational amenities for the enjoyment of an expanding number of visitors/users.

**Maintain adequate park levels and park access.** While the community as a whole has exceeded the National Recreation and Park Association (NRPA) standards for open space, meeting the changing needs of the community is still a concern. When residents were surveyed by the Park District, trails and walking

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<sup>10</sup> Metropolitan Planning Council, Openlands Project, and Campaign for Sensible Growth. 2005. Troubled Waters, Meeting Future Water Needs in Illinois.

<sup>11</sup> [http://www.epa.gov/greenkit/natural\\_infrastructure.htm](http://www.epa.gov/greenkit/natural_infrastructure.htm)

paths were high on their priority list and as such should be incorporated into park planning. Additionally, although the Village exceeds the standards for the amount of park space, there is a void of park space in the Downtown District. Recreation downtown should serve a multitude of users.

The amount and type of park space needed to adequately serve new developments and the surrounding population of an area is not currently evaluated during the planning stages of a residential development. The Park District has a LOS standard that was identified in their 2004 Comprehensive Plan but has since reclassified some of their parks. In evaluating the Park District LOS standard, the Village LOS standard from 1969 and the NRPA standard for parks, the recommended LOS for Lemont is as follows:

***(Note to COW: Recommended LOS standard is still under construction and further refinement is needed)***

**Park Level of Service Standard**

	Type of Activity	Ideal Size	Service Area
Mini-park/ Playground	Specialized park that serves a limited population or specific group such as tots or seniors	1 acre or less	¼ mile
Neighborhood Park/Playground	Active and passive park space that may have some fields, courts, playground, picnicking space	1 acre – 10 acres	½ mile
Community Park	Active and passive park space that may include areas of natural quality or more intense recreation facilities such as pools, courts, and fields	25- 50 acres	1 mile
Linear Park	Areas developed for more varying modes of recreational travel such as hiking, biking, skating, etc..	Sufficient width to protect the resource and provide maximum use	1/2 mile with connectivity goals
Regional Park	Area of natural quality for outdoor recreations such as hiking, boating, fishing, camping and trail uses or athletic parks of regional interest	50+ acres	20 miles

Implementation of the recommended LOS will ensure that developments will either have or be within easy access of recreational amenities and facilities.

Connectivity between existing parks and open space is another need identified in the Lemont Active Transportation Plan (LATP) and the Park District’s recent survey of residents. Functional park and open space connections is also a recommendation of the Chicago Metropolitan Agency for Planning (CMAP) Go To 2040 plan. Connectivity should be pursued with the implementation of the LATP.

**Encourage private recreational opportunities.** Inviting visitors to appreciate the natural environment, history, and culture of Lemont will play an important role in identifying Lemont as a community with exceptional recreational opportunities. Public-private partnerships that provide additional recreation

opportunities are needed and should be actively encouraged. Private efforts to provide recreation such as golfing, boat and kayak rental on waterways, rugby or tennis should be encouraged. Likewise, special events that are recreational in nature and serve a multitude of users should be pursued and supported in the community. Businesses or organizations offering geocaching events, birding hikes, camping, bike tours, canoeing, fishing derbies are all examples of recreational activities that would stimulate interest in Lemont as a recreational destination.

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**IMPLEMENTATION ACTION AREAS**

**Implementation Action Area 1: Promote environmental stewardship to enhance air and land quality**

<p><b>Adopt a tree care plan for Village owned trees.</b></p> <p>Lead Implementer(s): Public Works;</p>	<p>For improvements to air quality, the Village should develop a tree care plan to ensure that the investments made in planting parkways trees is balanced with a plan for long-term care of trees. This is particularly important as it relates to controlling pest infestations such as the Emerald Ash Borer that has eliminated entire tree canopies in some communities.</p>
<p><b>Improve documentation of Lemont’s urban forest</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Lemont requires the development of tree surveys for new developments and landscape plans that detail information on proposed parkway trees. This information should be requested in electronic form so the Village could begin assembling a database to assist in the documentation of species. This information will help ensure species diversity is maintained in the Village and will help better direct tree care as not all trees require the same care. It can also help identify and better control the spread of pest infestation if the Village can identify clusters of certain species in any particular location of the Village.</p>
<p><b>Identify brownfields and seek funding for remediation.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Administration</p>	<p>Village should continue to seek funding for brownfield remediation and work to redevelop underutilized areas back to productive use. While the EPA only identifies one brownfield site, more may exist as the definition of brownfields also includes properties with perceived environmental contamination. A better understanding of what properties may fall under the definition of “brownfield” would be beneficial.</p>
<p><b>Increase the use of native plantings.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Native planting have deep roots that help stabilize soils more effectively than non-native plantings. Native planting are also are effective at filtering contaminants from water which improves water quality. The Village should implement incentives to use native plants in new developments and recreation areas.</p>
<p><b>Support the Odor Alert Network and similar risk reduction efforts.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Administration</p>	<p>The Odor Alert Network provides a valuable service to the residents of Lemont. Other efforts to minimize potential threats in the community should be supported such as emergency management programs and environmental reviews for certain kinds of industrial development.</p>
<p><b>Promote energy conservation the use of green technology and products.</b></p>	<p>Energy conservation is important because it decreases air pollution, saves natural resources and decreases the emission of greenhouse gases that contribute to climate change. Similarly, green products and materials are more environmentally friendly. While the Village</p>

Lead Implementer(s): Planning & Economic Development Dept.; Administration	is supportive of green design and materials and current codes allow for innovation, more can be done. The Village should encourage green technology, materials and building in the form of public education and incentives.
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**Implementation Action Area 2: Maintain integrity of natural water supply and keep water systems network in good repair**

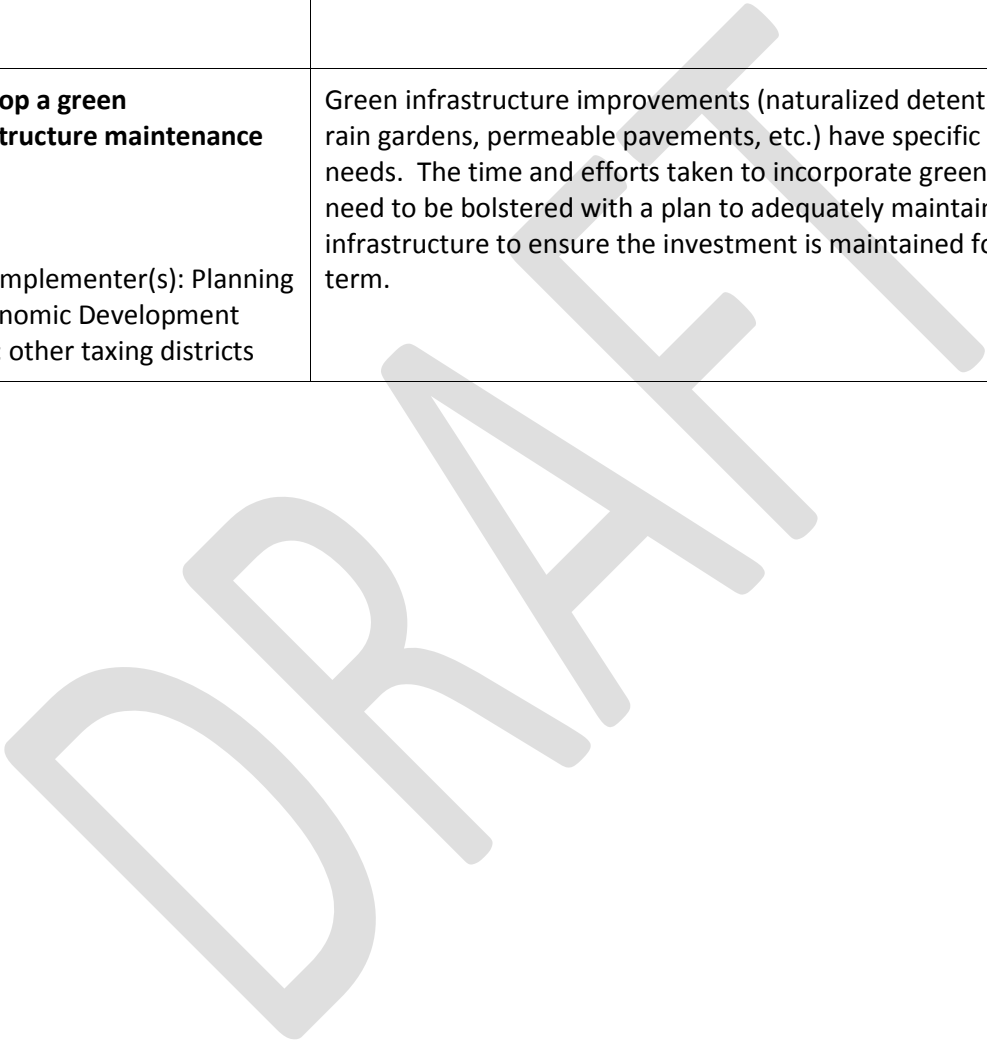
<p><b>Develop a green infrastructure menu.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Public Works</p>	<p>Green infrastructure helps filter pollutants before they get to a waterway, helps recharge water sources, helps stabilize soil and promotes biodiversity. A green infrastructure menu, detailing green infrastructure measures available for incorporation into development proposals, should be created and made available to developers to help guide their decision-making on alternative stormwater measures. The menu should describe the intended outcome of the green infrastructure measure, estimated costs, and maintenance requirements.</p>
<p><b>Identify a Natural Infrastructure Network (NIN).</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Natural areas with significant ecological benefits and parcels that are in close proximity to water courses, wetlands, ravines, and tributaries are places that maintain ecological processes and sustain natural hydrological cycles. These areas should be identified as part of a NIN and flagged for low impact development and targeted for green infrastructure improvements.</p>
<p><b>Update the UDO to incorporate green infrastructure</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Currently the stormwater regulations identify measures for conveying water from a site to the storm water system. Options to filter pollution, increase infiltration, and reduce sedimentation are not discussed in much detail and left to be determined by the developer but should be encouraged with more guidance.</p>
<p><b>Implement recommendations of local watershed plans.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Public Works</p>	<p>Local watershed plans such as the Long Run Creek Watershed Plan and the Calumet-Sag Channel Watershed Plan identify specific projects and measures that would benefit water quality in the region. Identified projects should be evaluated and implemented.</p>
<p><b>Evaluate pollution prevention measures and develop a comprehensive approach to improving water quality.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Public Works; Building Dept.</p>	<p>Runoff is a problem that we collectively share. Regular street sweeping, effective erosion control measures, and public education can reduce pollution going into our waterways. The Village currently has several measures in place to help reduce pollution on local streets and waterways. These measures should be evaluated to ensure the most effective strategies are in place.</p>
<p><b>Improve the I &amp; M Canal and restore canal banks.</b></p> <p>Lead Implementer(s): Planning</p>	<p>The I &amp; M Canal has high levels of sedimentation and the canal’s water is generally stagnant. Strategies to improve the water quality, such as dredging, and improvements to reduce future levels of contamination should be explored and implemented. Additionally, the canal walls should be restored to help stabilize and improve</p>

<p>&amp; Economic Development Dept.; Administration</p>	<p>current conditions. Measures to reduce stormwater runoff should also be implemented to reduce future sedimentation.</p>
<p><b>Partner with and support regional water resource planning efforts</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Administration</p>	<p>Water resource planning is needed to ensure water resources will be available for future water demands. Many recommendations outlined in the Water 2050 Plan can be implemented locally and should be pursued. Regional cooperation will be needed to address some of the larger context issues. The Northwest Water Planning Alliance has formed to address issues in the Northwest Water Planning area. The South Water Planning area is currently in formation stage and should be explored as a potential resource for collaboration.</p>
<p><b>Update the Village Report on Water Utility</b></p> <p>Lead Implementer(s): Public Works.; Administration</p>	<p>Understanding the Village water supply system is critical to ensuring that water supply and distribution will accommodate the planned future land uses identified in the 2030 Plan. The Village commissioned a report to study the water utility in 1993 and has updated that report in 2003. The report should again be updated to evaluate more current conditions and should take into consideration both water capacity and water conservation.</p>
<p><b>Promote water conservation</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Public Works; Building Dept.</p>	<p>Ensuring a balance between water supply and demand can essentially be done in two ways 1) increase well capacity and storage to meet demand and 2) reduce water consumption. The Chicago Metropolitan Agency on Planning advocates for water conservation and has developed a model water conservation ordinance. Because water conservation measures can reduce or defer the need for a utility to increase its capacity, thus reducing costs, the Village should promote and employ the recommendations of the regional Water 2050 plan.</p>



**Implementation Action Area 3: Ensure long term management of natural areas and habitats**

<p><b>Explore the development of a community land trust for natural open space</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Community land trusts are used to protect land from certain developments or actions. They also can be an effective way to properly manage natural open space. Currently the Village has conservation easements, the HQRA, and portions of the I &amp; M Canal as part of the open space inventory. Exploring a community land trust model for Village properties or all protected open space within the Village could prove to be a sound long- term solution to land management issues.</p>
<p><b>Develop a green infrastructure maintenance plan</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; other taxing districts</p>	<p>Green infrastructure improvements (naturalized detention, bioswales, rain gardens, permeable pavements, etc.) have specific maintenance needs. The time and efforts taken to incorporate green infrastructure need to be bolstered with a plan to adequately maintain the infrastructure to ensure the investment is maintained for the long term.</p>

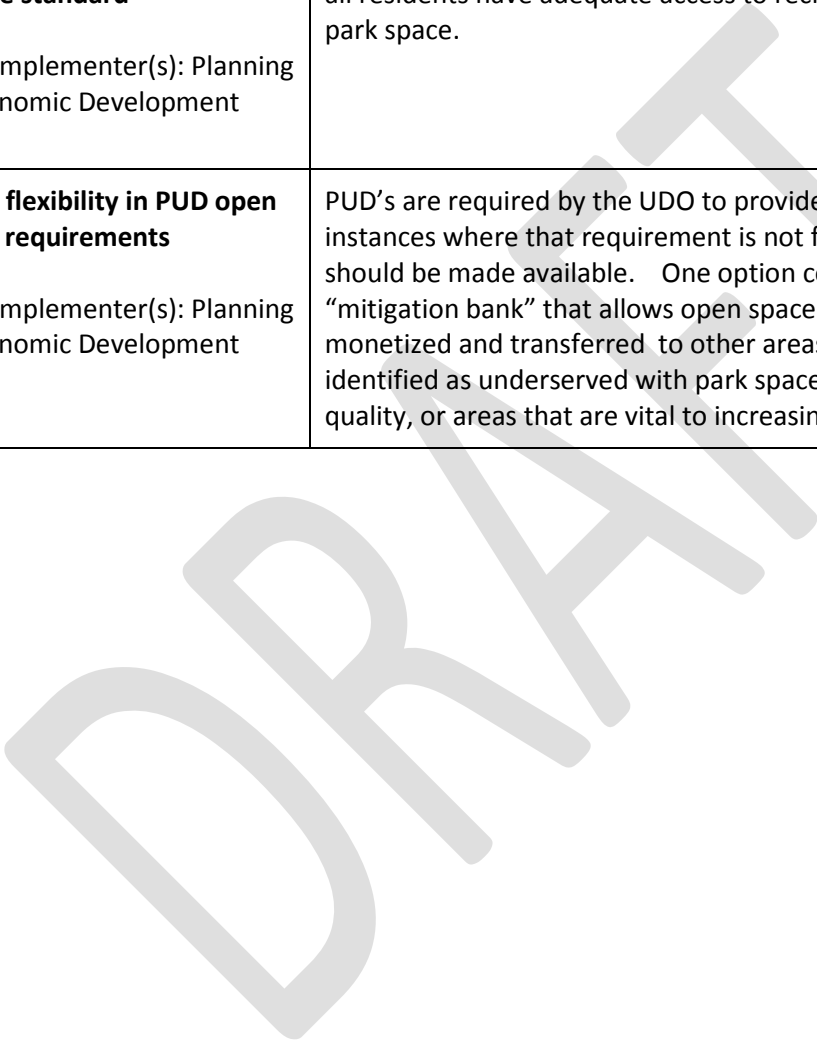


**Implementation Action Area 4: Enhance recreation experiences**

<p><b>Explore partnership opportunities for recreation in the Downtown District (DD)</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Park District</p>	<p>The Downtown District has limited park space or recreational areas for families or children. Park space is particularly needed in the DD and nearby residential neighborhoods because this geographical area has smaller lots and less private green space available to residents. Recreational opportunities in the DD could also be a draw for families to visit and stay in the downtown. Recreation should be family friendly and include sensory features such as water, music, textures, etc. Partnership with the Park District, which also identified recreation in the downtown area as a goal in their strategic plan, should be explored.</p>
<p><b>Conduct a natural resource inventory at the HQRA</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Heritage Committee</p>	<p>A natural resource inventory (NRI) at the HQRA would provide critical information on the existing conditions of the site, would highlight important natural assets, and would recommend management strategies. Natural assets (nesting sites, quality ecosystems, waterfalls, etc.) have the potential to draw visitors from around the region. The NRI would provide the needed information and data to guide future improvements and amenities.</p>
<p><b>Expand on the Heritage Commission’s HQRA Plan</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Heritage Committee</p>	<p>The HQRA has an expansive amount of recreational potential and should be developed in a manner that suits a variety of users and caters to both residents and visitors. The current plan by the Heritage Commission is a great step towards identifying future trails that will be instrumental in providing access to amenities. Identifying the appropriate recreational activities should be the next step in the process.</p>
<p><b>Partner with other taxing districts to showcase recreational opportunities</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; other agencies as determined</p>	<p>As a community that prides itself on outdoor recreation, more public outreach is needed to highlight existing recreation resources. Partnering with other taxing districts to showcase the community’s recreational assets will be more effective than if each agency pursued its own outreach program independently.</p>

**Implementation Action Area 5: Maintain adequate park levels and park access**

<p><b>Increase connectivity of open space and recreational areas</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Commissions</p>	<p>The Lemont Active Transportation Plan identifies strategies for increasing connectivity between communities and between existing recreational facilities. Recommendations in the plan pertaining to bikeway planning and trails should be implemented.</p>
<p><b>Implement the level of service standard</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Implement the recommended level of service standard to ensure that all residents have adequate access to recreational opportunities and park space.</p>
<p><b>Allow flexibility in PUD open space requirements</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>PUD's are required by the UDO to provide 15% open space. In instances where that requirement is not feasible, other options should be made available. One option could be to establish a "mitigation bank" that allows open space requirements to be monetized and transferred to other areas of the community that are identified as underserved with park space, areas that have diminished quality, or areas that are vital to increasing connectivity.</p>



**Implementation Action Area 6: Encourage private recreational opportunities**

<p><b>Support and encourage efforts to bring private recreational opportunities to the Village</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Administration</p>	<p>The location, topography and vicinity to waterways make the Village an attractive location for recreation. Private ventures that bring additional recreational opportunities to the community will actualize the vision of Lemont being a town with “exceptional opportunities for outdoor recreation” and should therefore be encouraged.</p>
<p><b>Continue support for special events that provide recreational opportunities</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Village Commissions</p>	<p>Special events in the community provide occasions for residents to interact and create a social network. Supporting community organizations and vendors that provide these opportunities is important for maintaining an active and robust community.</p>
<p><b>Explore public/private partnerships for recreation opportunities</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Administration</p>	<p>The recreational potential in the community should be a shared endeavor of both public and private interests. Opportunities to partner with private entities in providing quality recreational experiences should be explored and pursued.</p>

## **CIVIC LIFE ELEMENT**

### **VISION**

In 2030, Lemont residents will be actively involved in their community, with a strong sense of civic pride rooted in Lemont's unique community character. Village government will be characterized by professional public service provided in a cooperative, friendly, consistent, and fiscally responsible manner.

### **GUIDING PRINCIPLES**

- We all bear collective responsibility for our quality of life and should be active participants in achieving the vision of this plan.
- Data is vital to good decision making and should be shared cooperatively and made equally available.
- Institutions that foster a sense of community should be encouraged and provided a place to grow.
- High quality services add to the appeal of the community and should be bolstered through collaborative partnerships.
- Accountability, transparency, and participation are the hallmark of good governance and critical to a prosperous Lemont.

### **INTRODUCTION**

A community with high civic engagement fosters civic pride and innovation and promotes community dialog. It increases awareness of the Village government's role in the community and builds a sense of stewardship for public resources. This element describes Village processes and highlights community organizations and entities that are focused on the economic and social vitality of the Village. In doing so, it also makes recommendations to improve opportunities for civic engagement, collaboration, and good governance.

### **CURRENT CONDITIONS**

The Village of Lemont is governed by an elected Village President (Mayor), a Village Clerk and a Board of six Trustees, elected at large. The term of each elected office is four years. Each Trustee is appointed by the Mayor to serve as Board Liaison and/or Committee Chair to a Village department. The Village Board is committed to open and participatory government.

The Village informs and engages the public in a number of ways. A Village newsletter is published quarterly and mailed out to all residents. A news update called the Community Corner is published in local papers and includes a message from the Mayor twice a month. Residents also have access to information via the Village website, the Village Facebook site, Twitter, and e-mail or text updates. For

certain projects, public workshops, planning sessions, project specific email distribution lists, and public hearings are used to solicit public input.

Transparency and accountability are important to maintaining an open government. The Village keeps the public informed on how and why decisions are made by posting all Village meeting agendas and minutes on the Village website. A financial profile for Lemont is available on the website which includes the Village bond rating and annual audit which is prepared by an independent firm. The approved Village budget is also posted annually on the website. The Village Board has recently completed a three-year strategic plan which establishes measureable goals for the Village. This plan will assist in increasing accountability.

There are five initiatives identified in the strategic plan 1) financial stability, 2) quality infrastructure, 3) economic development and redevelopment, 4) intergovernmental cooperation, and 5) workforce development. Data collection and analysis are integral components of the Plan. Data sharing opportunities with internal departments, local organizations, and state and regional agencies will be critical to measuring the success of the strategic plan and the comprehensive plan. The Village currently has data sharing agreements with IDOT and Cook, Will, and DuPage Counties for Geographic Information Systems data. Data sharing between departments occurs but there is no protocol in place for requesting data. Similarly, data sharing between the Village and other taxing districts or local organizations may occur but no formal process or protocol is in place.

Lemont has seven appointed Village Commissions; these Commissions are key volunteer groups that help implement our plans and provide opportunities for people to be involved in their community. The Planning and Zoning Commission conduct reviews and make recommendations to the Village Board of Trustees about proposed zoning actions and various planning documents. The Historic Preservation Commission reviews applications and conducts public hearings for Certificates of Appropriateness for exterior alterations to buildings in the Historic District. The Commission also recommends buildings in the Historic District to be designated as landmarks. The Lemont Environmental Advisory Commission keeps abreast of and advises the Village Board on environmental issues. The Commission sponsors Earth Day in April which includes a recycling event and tree planting. A fall recycling day is also sponsored each October. The Arts and Culture Commission has a mission of enriching the community by cultivating and promoting the appreciation of Lemont heritage through public art. The Commission has completed several community art projects including the downtown mosaic planters and more recently, a mural on Main Street. The Village Heritage Commission assists with the stewardship and planning for the I&M Canal and the Heritage Quarries Recreation Area.

Lemont also has numerous festivals and special events throughout the year, celebrating a variety of community traditions. Sponsorship of events and festivals is diverse and includes the Park District, the Chamber of Commerce, independent organizations, communities of faith, and the Village. Festivals and events are usually free and offer excellent opportunities for community engagement. Participation by individual volunteers and community organizations is vital to the successful execution of these events. Recreational, cultural, and educational programs are another important resource in the community and there are many agencies and organizations that offer programs that enrich community living. The Lemont Public Library, Lemont Township, School District and Park District are key providers of programs for youth and seniors alike.

## RECOMMENDATIONS

To achieve the Village's vision for civic engagement and good governance, the Village should focus its efforts on the following goals:

**Employ Early Involvement and Good Process Design for Public Participation.** Early involvement in planning enables participants to feel they are part of the process, develops a spirit of cooperation, and encourages the flow of accurate and unbiased information. It also helps the Village be more transparent in their efforts, informing the community about matters of interest and inviting public questions and input. While the Village has for many years stated that public involvement is important and does make efforts to engage the public, no formal process exists to ensure that public participation is a key component of all Village activities. More strategies are needed to guide public engagement. Currently there is no guide for such efforts and without guidance, some planning and decision making occurs without any valuable input from the very people the improvements are meant to serve.

The Village should develop a civic engagement guide that defines the degree of public participation recommended for various types of initiatives. The Spectrum of Public Participation developed by the International Association for Public Participation is one example of a model that the Village could use to define different degrees of public involvement. Generally, the spectrum identifies 5 public participation goals ranging from "inform" being the lowest level to "empower" being the highest level. A project with the public participation goal of "inform" would include strategies such as websites, fact sheets, or open houses. Conversely, a project with the public participation goal of "empower" would include strategies such as voting and advisory groups. The guide should include strategies to create more effective civic engagement and indicators of success.

Civic engagement should be robust, beginning early in the process when seeking volunteers and continuing on to the end with an evaluation of the outcomes. When soliciting public input, care should be taken to ensure that all sectors of the population are represented. In some cases targeting certain populations may be necessary. Providing equal access to information and participation opportunities is important if the community as a whole is to be served.

**Increase Access to Data and Information.** Decision making should be based on sound data. Collecting data in a functional form (electronic and able to be manipulated) and making its readily accessible is important for progress and efficiency. Data sharing agreements, data sharing officers, data catalogues, and the use of technology are all features that could increase productivity and availability of useful data.

Data sharing between departments within the Village should be done cooperatively. Understanding what data is available and in what format can increase workplace efficiency and promote collaborations among departments. Designating a contact person to handle data requests would help identify what gaps exist in data availability and accessibility. Data sharing with other taxing districts should also be done in a cooperative spirit. Many of the same strategies that would facilitate data sharing among Village departments would be useful for sharing data across agencies.

**Promote Education and Capacity Building.** Opportunities to share educational materials with the public should be at the forefront of our service ideals. Many organizations create educational/informational pieces that relate to topics addressed in the comprehensive plan. When the Village has access to and/or knowledge of these materials, it should act as a conduit between these organizations and our local electorate. In this role the Village can serve to help educate the public on topics related to the comprehensive plan and positively influence implementation and support for the plan.

Capacity building refers to growing the infrastructure of skilled individuals and organizations that are present in a community. A network of skilled individuals and organizations can be a principle factor in turning plans into actions and problems into opportunities. Locally, the Village should seek to cultivate such a network among our various community organizations. Establishing a Civic League that is comprised of these organizations would create a support network and help the organizations to grow and prosper in the community.

Building the capacity of the Village government workforce is also integral to achieving the goals of this plan. The Village should implement the workforce development strategies identified in the Village Strategic Plan and encourage employees to use existing resources for training opportunities.

**Encourage Partnerships and Support Contributing Organizations.** Partnerships are increasingly important to make the most effective use of limited resources. There are many organizations providing services, programs, and community events for residents of Lemont. These include other agencies such as the Park District, Township, Fire District, School District and Library in addition to Village Commissions, local not for profit and civic organizations, and communities of faith. Some services, programs and events overlap and others serve a particular niche. The Village should take advantage of opportunities to partner with sponsors of community events and programs, where possible.

**Provide Efficient, Effective, and Ethical Public Service.** Professional public service should focus on efficiency, while maintaining the Village's high standard of quality services. Internal operations should be continually evaluated to determine there are opportunities for improvement. Recommendations related to building the capacity of village staff outlined earlier in the chapter will play an important role as training and technology can increase employee efficiency.

To ensure that Village actions are effective in achieving our desired outcomes, evaluation should be a component of all Village initiatives. Regular evaluations should occur to measure our progress toward achieving the goals of this plan, the Strategic Plan, and other adopted Village plans. These evaluation results should be included in Village public outreach efforts.

The Village municipal code includes a code of ethical conduct and establishes a process for handling claims of ethical misconduct. As a vital resource and safeguard, ethics training should be implemented and offered annually to demonstrate the Village's commitment to carry out its responsibilities ethically.

**Sustainably Manage Limited Resources.** Public resources need to be managed in ways that ensure current needs are met, without compromising the ability to meet the needs of the future. The strategies outlined in the Village Strategic Plan for capital improvement budgets and infrastructure planning provides a critical groundwork for continued stewardship of our public resources and should be implemented. Future resource allocations should align with the goals of this Comprehensive Plan.



**IMPLEMENTATION ACTION AREAS**

**Implementation Action Area 1: Early Involvement and Good Process Design for Public Participation**

<p><b>Develop a civic engagement guide for Village initiatives.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept. &amp; Administration</p>	<p>Encouraging public participation has been a goal of the Village for years; however no guidance is available to assist with determining the appropriate levels of participation for any particular initiative. The Village should develop a civic engagement guide that prescribes the level of participation expected for various kinds of Village initiatives and describes what that level of public participation would entail. For example, the guide may suggest that some initiatives merely inform the public through a notice in the local newspaper while other initiatives would engage the public through a series of workshops.</p>
<p><b>Utilize everyday language when making public notices and announcements.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Planning and zoning is a field that uses a considerable amount of jargon. Rephrasing planning and zoning requests and notices to more common terms would help the general public be more informed and less intimidated by the process, which may increase the rates of public participation. Additionally, increasing the use of visual aids in public presentations would help illustrate complex ideas and improve audience comprehension.</p>
<p><b>Use a variety of mediums to elicit public participation.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Using a wide variety of public participation mediums is preferred over single source methods that may unintentionally exclude certain populations from participating. The Village currently utilizes the local paper, newsletter, Facebook, the Village website, and some specialized mediums such as workshops and surveys as needed, but we would benefit from expanding the options for public participation. The Village should explore other options such as crowdsourcing, QR codes, focus groups, etc. The Village should develop a matrix that identifies all the available alternatives to disseminate public information and solicit participation and the advantages, disadvantages, cost estimate, and performance for each. The matrix would provide an opportunity to assess the pros and cons of all available mediums for any initiative and reduce the likelihood of defaulting to a traditional medium.</p>
<p><b>Actively engage traditionally underrepresented groups.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development</p>	<p>Providing opportunities for traditionally underrepresented group such as youth, seniors, and non-English speaking populations to participate in Village planning efforts is important. The Village should create a stakeholders directory that identifies key contacts for particular groups (ethnic, elderly, disabled, youth, etc.). The key contacts would be the pathway to exchanging and disseminating information and ensuring that these harder to access groups are reached.</p>

**Implementation Action Area 2: Increase Access to Data and Information**

<p><b>Designate a data sharing contact for each department.</b></p> <p>Lead Implementer(s): Administration, Village Departments</p>	<p>Each department collects data as part of their day to day operations. This data may be of use to another department but currently there is no protocol in place for how to obtain the information. The Village should designate a point of contact for each department to process internal data requests. Having a dedicated source within each department will help make data more accessible for decision making and would foster interdepartmental collaboration.</p>
<p><b>Annually update the FOIA Directory</b></p> <p>Lead Implementer(s): Village Departments, Administration</p>	<p>The FOIA Directory was created in 2010 to help identify designated FOIA officers and what information is available to the public. Because there are personnel changes and changes in how data and information is collected, the Village should adopt a practice of annually updating the.</p>
<p><b>Seek opportunities to collaborate with other agencies and organizations on data sharing</b></p> <p>Lead Implementer(s): Administration.; other agencies as determined</p>	<p>Data is becoming increasingly more available. Technology has made data collection and dissemination much easier and less cost prohibitive. The Village should continue to collaborate with other agencies and organizations on data sharing to reduce redundancy and increase opportunities to make better informed decisions. A process should be developed to outline an appropriate method for requesting and sharing data among local agencies.</p>
<p><b>Utilize technology to make data more functional and accessible</b></p> <p>Lead Implementer(s): Administration</p>	<p>Data sources that are currently paper based should be transitioned into electronic formats that are functional for sorting, searching and manipulating. Staff training opportunities should be made available to assist in that process.</p>

**Implementation Action Area 3: Promote Education and Capacity Building**

<p><b>Share information about regional and issue oriented planning initiatives that impact Lemont</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Recognizing that the Village does not exist in a bubble, special care should be taken to ensure that the Village and the community are kept abreast of regional plans that have local impact. Plans that have a positive impact on the local community should be supported. Information about plans should be shared with the community.</p>
<p><b>Seek opportunities to collaborate with other agencies and organizations on public education campaigns</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; other agencies as determined</p>	<p>There are many resources available that help increase awareness of issues relevant to the community. The Village should collaborate with other agencies and organizations that provide education materials. Education materials sought should be targeted to items that are identified in the comprehensive plan. Examples of educational information that would assist in implementation of the comprehensive plan are educational pieces such as area bikeway safety, native plantings, stream bank erosion control, hazardous waste disposal, water conservation, etc.</p>
<p><b>Develop a Civic League to increase the capacity of local organizations</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; other agencies as determined</p>	<p>As community based organizations and the individuals involved in those organizations gain skills, they can make more efficient use of local resources and be more effective in accomplishing their desired goals. Since implementation of this plan depends in part on the participation of such organizations, helping them build their capacity to effect change is important. One opportunity for increasing the capacity of local organizations is to create a member driven Civic League that would function as a support network and be a community impetus for civic engagement.</p>
<p><b>Build the capacity of Village employees</b></p> <p>Lead Implementer(s): Administration; Village Departments</p>	<p>Government employees, as public servants, are charged with providing professional service to the community. Leadership and management training for employees is one of the action items identified in the Village Strategic Plan and should be supported and continued beyond the plan's three-year term. Additionally, employees should be encouraged to use the Village Employer Assistance Plan resources which have work-related skill building training opportunities available at no cost.</p>
<p><b>Support training opportunities for Village Commissioners and committee members.</b></p> <p>Lead Implementer(s): Administration</p>	<p>Commissioners and committee members provide a valuable service to the Village and dedicate their time, effort, and expertise to the community. Implementing a training seminar for these volunteers that focuses on leadership, organizational management, and volunteer management would help the groups become more effective as we move into the future. The Village should also encourage commissioners to take advantage of training opportunities available through professional organizations like the American Planning Association or the National Alliance of Preservation Commissions.</p>

**Implementation Action Area 4: Encourage Partnerships and Support Contributing Organizations**

<p><b>Identify common goals between the Village and other taxing districts and pursue opportunities to partner.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Districts such as the Park District, the School District, the Fire District, Library, and Township all have services and programs that positively contribute to the community and make Lemont an attractive location for long-time Lemonters and newcomers alike. Recognizing the shared benefits provided, the Village should inventory the goals of each District and identify areas that are conducive to partnership both for the short-term and the long term.</p>
<p><b>Encourage taxing districts to participate in the review of new development proposals.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.;</p>	<p>Other taxing districts are directly impacted by development decisions made by the Village. The Village currently solicits input on development proposals from various departments and taxing districts via a technical review committee (TRC). The TRC is a valuable resource and should continue as a tool to provide a comprehensive review of the potential impact of new development to the community.</p>
<p><b>Work with Village Commissions on project proposals that are within their area of interest.</b></p> <p>Lead Implementer(s): Plannin &amp; Economic Development Dept.; Village Commissions</p>	<p>Village Commissions help handle a variety of issues that come through the Village. Currently, project proposals within the Historic District go through the Historic Planning Commission and zoning requests are heard by the Planning and Zoning Commission. For initiatives related to other interests (environmental, art, cultural, etc.) the Village should establish guidelines to actively engage commissions in the implementation of the comprehensive plan.</p>

**Implementation Action Area 5. Provide Efficient, Effective, and Ethical Public Service**

<p><b>Institute Annual Ethics Training for Employees.</b></p> <p>Lead Implementer(s): Administration; Ethics Commission</p>	<p>Chapter 2 in the Lemont municipal code includes the Village’s Code of Ethical Conduct and Governmental Ethics and the State Gift Ban Act. The chapter outlines what is expected of government employees and what constitutes unethical behavior. The process for reporting violations is also described. Ethics training should be implemented and offered annually to help keep ethics at the forefront of decision making.</p>
<p><b>Increase efficiency in Village processes while maintaining quality public service.</b></p> <p>Lead Implementer(s): Administration</p>	<p>The Village should evaluate internal processes for opportunities to maximize efficiency. The Village should evaluate opportunities to coordinate between departments and consolidate services, where feasible. Permit processing, plan review procedures, and payment processes for village services are examples of areas that should be evaluated.</p>
<p><b>Incorporate evaluation into Village plans and initiatives.</b></p> <p>Lead Implementer(s): Administration</p>	<p>Planning for future land use, infrastructure, water, and financial needs is important because it provides a strategic direction for meeting Village goals. Evaluation is equally important and because it provides an opportunity to assess and adapt strategies to ensure they are as effective as they can be. Evaluation provides an opportunity to demonstrate successes and shortcomings, which improves accountability. Additionally, when results are shared, transparency is increased. Village plans should outline how the goals of the plan will be evaluated and identify the measures of success. A timeline for when the evaluation should take place should also be included. Village initiatives should be similarly evaluated on a regular basis for consistency with adopted plans and for their success in meeting established goals.</p>
<p><b>Report on implementation of Lemont 2030 Comprehensive Plan.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Village staff should provide a report to the Village Board every two years that outlines the progress made toward fulfilling the recommendations of this comprehensive plan. These reports should include the status of each implementation action step detailed in the plan.</p>

**Implementation Action Area 6: Sustainably Manage Limited Resources**

<p><b>Ensure that services remain in adequate supply as the community grows and service demands increase.</b></p> <p>Lead Implementer(s): Administration</p>	<p>Services such as police, fire, water and sewer are critical components in a community and the Village must take care to ensure that current demands are met and the future growth is accommodated in a manner that does not compromise the community. Additionally as telecommunication and energy services change, the Village should ensure that services are compatible with the community and that services produce positive benefits to residents.</p>
<p><b>Implement the Village Strategic Plan 2013-15 strategic initiative for quality infrastructure.</b></p> <p>Lead Implementer(s): Administration</p>	<p>The <i>Quality Infrastructure</i> strategic initiative seeks to 1) conduct a comprehensive review of existing road evaluation system, 2) develop infrastructure expansion plan for future growth and to 3) establish a multi-department capital improvement plan. These actions will ensure public resources are prioritized and spent responsibly. The Village should continue the practice beyond the plan's three-year term and should coordinate with goals of the comprehensive plan.</p>

DRAFT

## HOUSING ELEMENT

### VISION

In 2030, Lemont will have cohesive mix of housing products that provides financially obtainable options for various socio-economic groups and that ensures people in all stages of life can call Lemont home.

### GUIDING PRINCIPLES

- Continued population growth is desirable and important for Lemont’s economic prosperity.
- The social vibrancy and economic health of the community can be greatly enhanced by a cohesive mix of housing types.
- The creation of housing options—including multi-generational products—is important to maintaining and enhancing family and communal ties, and ensuring that people in all stages of life can call Lemont home.
- Housing products with higher densities will provide the population density needed to fulfill the goals of this plan and are therefore desirable, so long as they do not detract from the aesthetics or small-town charm of the community.
- Lemont is but one municipality in a large region, by providing housing that is financially attainable to a wider range of income levels and ensuring equal access to housing, Lemont helps to support the overall vitality of the larger Chicago region.

### INTRODUCTION

The purpose of the housing element of the Comprehensive Plan is to provide a plan for housing creation and preservation in order to meet the needs of the current and future populations. The plan should reflect the community’s vision for itself, and it needs to account for land use patterns and how the Village will grow. Ideally, the plan should address several inter-related issues concerning housing:

**Growth management.** How much new housing is appropriate, where should it go, and what form should it take? Responses to these concerns are found in this element as well as the chapter on land use.

**Preservation of community character.** Almost any community’s identity is forged by the type, quality, and maintenance of its housing stock. Lemont is no different. How does the housing stock define Lemont’s character? How should this character be altered or maintained?

**Housing diversity.** Housing within our community should accommodate individuals and families with a range of incomes, including those who serve the community in relatively lower-paying jobs, and those who have not reached their peak income-producing years of employment. Without proper planning,

younger members of our community may be forced to leave because they cannot find affordable housing.

**Fair housing.** Fair housing refers to equal access to housing. While seldom addressed in comprehensive plans, the Village nevertheless believes a discussion of fair housing should be included here.

## CURRENT CONDITIONS

### **Recent Housing Trends – Lemont’s Growth in a Regional Perspective**

For most of its existence, Lemont was a quiet little town of under 5,000 people. Over the last 30 years Lemont has seen tremendous growth in the number of residents, the number of acres developed, and the number of dwelling units. See Figures 3-1, 3-2 and 3-3.

Figure 3-1 Lemont population, 1920-2010. Source US Census

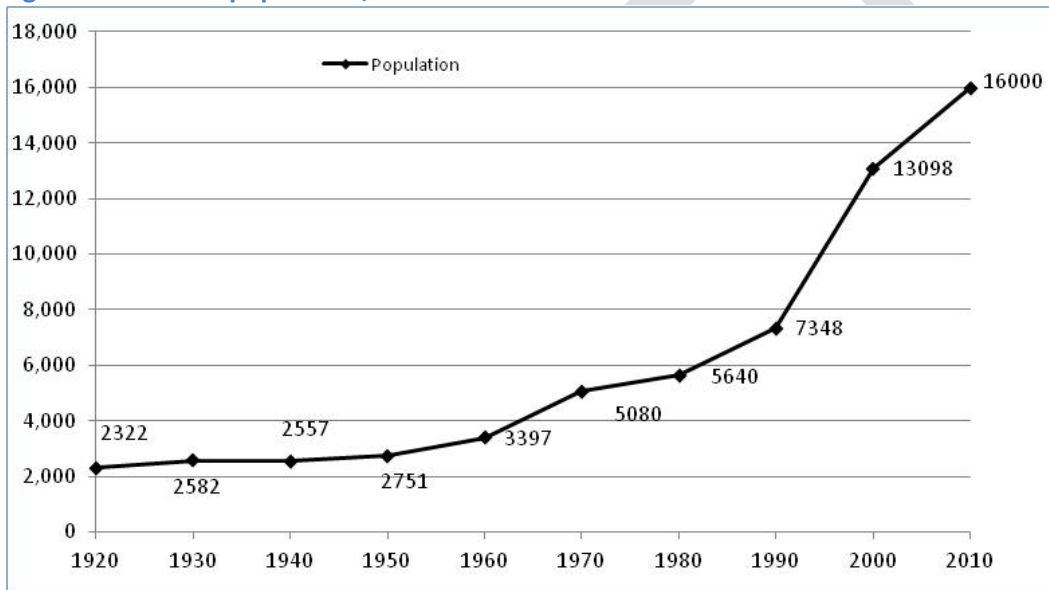




Figure 3-2 Lemont building permits for non-dwelling units, 1998-2012. Source: Village of Lemont Building Department

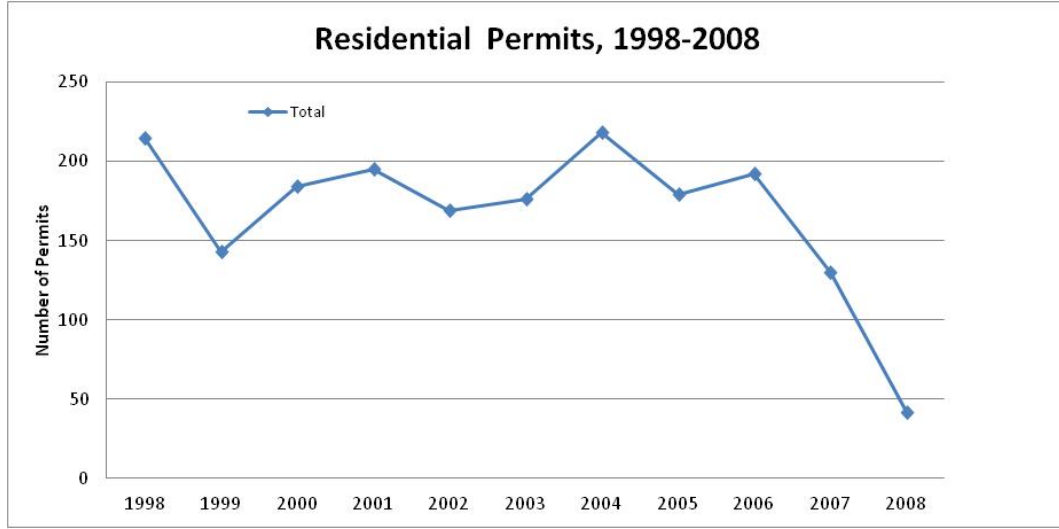
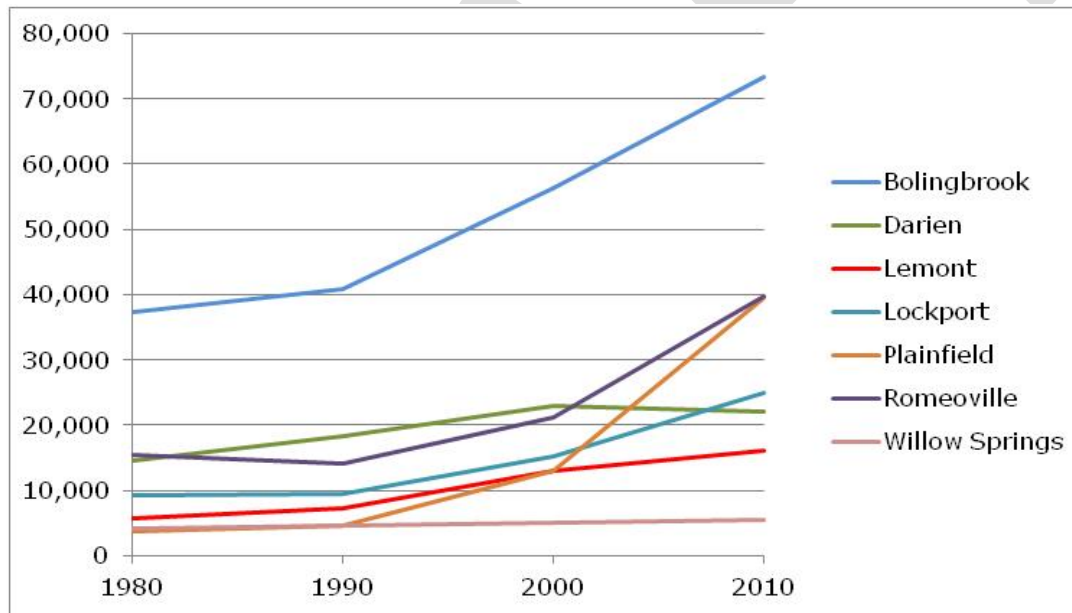


Figure 3-3 Comparison of population growth in Lemont with nearby towns, 1980-2010. Source: US Census



The housing boom in Lemont, while nevertheless impressive, did not match the building frenzy witnessed by nearby communities (see Figure 3-3). Some factors contributing to the more guarded pace of development in Lemont were: a relative shortage of large greenfield sites; the community’s aversion to tract housing and higher density housing; and minimum lot sizes of at least 12,500 square feet.

From 1980 to 2007 the metropolitan Chicago area experienced tremendous population growth and expansion of suburban areas. The population increase and suburban expansion were fueled by: a significant influx of Hispanic immigrants into Chicago and inner ring suburbs and attendant movement of others to outer ring suburbs and the fringes of the Chicago metro area; an ever-increasing motorized transportation network; favorable interest rates and lending policies that made homes attractive to

people who otherwise may not have qualified for a house or for a house at a particular price. The largest share of the region's residential growth occurred in the outlying western and southwestern suburbs. The population of Will County grew almost 35 percent from 2000 to 2010. In that same period the population of Kendall County doubled. Meanwhile, Chicago's population decreased by nearly 7 percent, and Cook County's population fell by 3.4 percent. To a large extent, the increase in suburban population was accommodated by new single-family construction on greenfield sites.

Concern over the dispersed, large-lot development patterns in the region and throughout the nation led to campaigns for Smart Growth, traditional neighborhood design, and transit oriented development. Nationally, the American Planning Association (APA) was a proponent of Smart Growth, which it defined as growth that "supports choice and opportunity by promoting efficient and sustainable land development, incorporates redevelopment patterns that optimize prior infrastructure investments, and consumes less land that is otherwise available for agriculture, open space, natural systems, and rural lifestyles."<sup>1</sup> Regionally, the Metropolitan Planning Council and CMAP championed both Smart Growth and TND. Locally, the 2002 Comprehensive Plan did not specifically advocate SmartGrowth, but it cautioned against a pattern of scattered development and urged the use of conservation design in new residential subdivisions. Yet, the development pattern that has evolved over the last decade and the specific developments approved in that time period did not follow the guidance espoused in the 2002 Comprehensive Plan.

Related to smart growth principles was the planning and construction of high-density housing near public transit, known as transit-oriented development (TOD). TOD often involved public-private partnerships and was hailed as effective public policy. Regionally, transit-oriented development usually manifested itself in mixed-use projects--condo or apartments on top of ground-floor retail--near Metra stations. Lemont undertook a couple of studies and efforts aimed at capitalizing on downtown's location along Metra's Heritage Corridor line: "Opportunities on the Waterfront" in 2002 and "Lemont Station Area Plan" in 2004.<sup>2</sup> Both plans examined the potential for redevelopment of underutilized downtown properties for residential and commercial use. In 2005, two small, mixed-use projects re-introduced a housing type that had been conspicuously absent from the local housing boom of the 1990s and early 2000s: the multi-family dwelling. Building permits were issued for 10 such dwelling units that year. In late 2004 the Village embarked on a public-private mixed-use transit oriented development effort with Marquette Companies that resulted in the creation of 82 condominium units along the I&M Canal, not far from the Metra station.

Although much of the region's recent growth was concentrated on the exurban fringe, older, smaller homes in established neighborhoods with good transit connections or close to downtown became attractive as sites for new, substantially larger homes. In 2002 the National Trust for Historic Preservation noted that a "disturbing new pattern of demolitions [was] approaching epidemic proportions in many historic neighborhoods across America." While many of these new homes replaced sub-standard housing stock, they were often viewed as being out of character with the surrounding

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<sup>1</sup> American Planning Association, "Policy Guide on Smart Growth," originally ratified by Board of Directors, April 15, 2002. Updated Guide adopted by Chapter Delegate Assembly and ratified by Board of Directors, April 14, 2012. The full text of the Guide can be found at: <http://www.planning.org/policy/guides/adopted/smartgrowth.htm>.

<sup>2</sup> "Opportunities on the Waterfront" was completed with the assistance of Hitchcock Design Group. "Lemont Area Station Plan" was financed in part through a grant from the U.S. Department of Transportation, Federal Transit Administration, and the Regional Transit Authority. URS Corporation partnered with BauerLatoza Studio in completing the study. The document is dated November 5, 2004.

homes. And as noted by the National Trust, many charming and historic homes were being lost to this “teardown” trend. The Village responded to this trend with the creation of the R-4A zoning district which included a formula to restrict size of replacement homes in the Village’s most well established neighborhoods. Although over 60 demolition permits have been issued from 2002-2012 within the R-4A boundaries, general public consensus has been that the regulations strike an acceptable balance between allowing new houses that meet modern demands and still fit in with the character of the established neighborhoods.

**Looking Ahead—Regional Housing Issues & Local Impacts**

A decade ago there was a major shortage of affordable housing in the region.<sup>3</sup> Large tracts of farmland were being consumed for development. Housing was viewed as an excellent investment. Credit was easy, and a home could be purchased with virtually no money down. In the last seven years, however, the regional housing market has changed dramatically. Foreclosures have hit the region hard, with many properties throughout the region still vacant and bank-owned. Regionally, home prices dropped an average of 33 percent from 2007 to 2011, and 25 percent of homes were “underwater,” i.e. the mortgage was more than the resale value of the home.<sup>4</sup>

The regional and local housing markets perked up in 2012, particularly in the outer edges of the region<sup>5</sup> Over 50 dwelling units were created in Lemont in 2012, and the last half of that year was especially strong. M/I Homes started construction of the Courtyards of Briarcliffe, the first new residential subdivision to begin since 2006. The Village approved zoning entitlements for a new 241 unit single-family subdivision, with construction anticipated to begin in 2014.

Looking ahead, the current inventory of foreclosed and vacant homes will diminish. According to CMAP, population in the six-county Chicago region is projected to increase from eight to ten million by 2035. Both the current senior and Latino populations will double by 2035. The broad demographic shifts in the nation and the Chicago region will also affect Lemont. Up until the 1960s, half of US households had children. Today only one-third of households have children, and the share of households with children is expected to continue its decline, perhaps sinking to one quarter. The greatest housing demand will be generated by households without children, and it is possible that these households will prefer something rather than single-family detached homes on large lots in homogeneous subdivisions. In general, however, Americans still want their castle. According to a 2011 study by the National Association of Realtors (NAR), 80 percent of respondents would prefer to live in a single-family detached home if they had the option.<sup>6</sup>

Nationally, as home preferences meet the new demographic and economic realities, a large unmet demand for housing other than single-family detached residences on large lots is emerging. The housing market, long dominated by baby boomers, will be more affected by the post-baby boom generations and immigrants. And despite that desire for a castle, numerous polls, including a 2004 NAR survey, indicate that people desire neighborhood attributes more akin to mixed-housing and small-lot development: access to transit, ability to walk to school and shops, less yard maintenance.

<sup>3</sup> CMAP, “Housing Preservation Strategy Report,” Nov 2008.

<sup>4</sup> Figures in this section is from *Homes for a Changing Region, Phase 3: Implementing Affordable Housing Plans at the Local Level*, Metropolitan Mayors Caucus, MPC and CMAP, 2012.

<sup>5</sup> CMAP Housing Policy Update, Trends for the first half of 2012, September 12, 2012

<sup>6</sup> Nelson, Arthur C., “The New California Dream: How Demographic and Economic Trends May Shape the Housing Market,” 2011, Urban Land Institute, 2011, p.15-26. Despite the title of the report, Nelson is here discussing trends for the entire United States.

Recent mistakes that contributed to the housing market collapse were identified in *Homes for a Changing Region*, produced by the Metropolitan Mayors Caucus, the Metropolitan Planning Council, and the Chicago Metropolitan Planning Agency. The mistakes made throughout the region were:

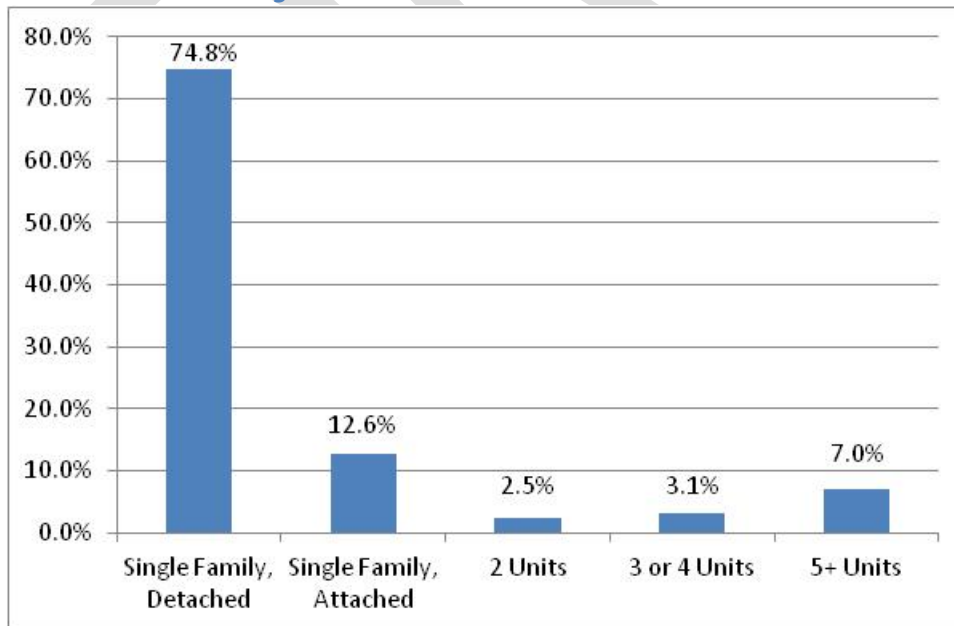
- Building too many large-lot, single-family homes priced beyond the reach of moderate and middle-income families.
- Building too few moderately-priced dwelling units, whether small-sized detached homes or attached homes.
- Not creating housing options for multi-generational families that want to live together.
- Not focusing on the need for rental housing, especially affordable rental housing.

The following recommendations seek to avoid the mistakes of the past, and plan for a more diverse housing inventory to meet the needs of a growing and changing population.

## RECOMMENDATIONS

**Achieve and Maintain the Right Housing Mix.** The US Census for 2010 reported that Lemont has 6,100 housing units. The housing stock consists predominately of single-family detached dwellings (see figure 3-4). The geographic distribution of these single-family homes is widespread, covering every area of the community, including the downtown. Two-flats are pervasive in certain areas of the Village, particularly in and near the downtown and the older residential areas near State Street, to the north of Peiffer Street.

Figure 3-4 Housing Type, 2011. Source: 2011 American Community Survey, five-year estimates. Universe: Total housing units.



Clusters of townhouse units are found in many areas of the Village, sometimes as a component of a larger, primarily single-family detached subdivision. Multi-family housing units are limited in both number and geographic distribution within the Village; only one multi-family development exists south of 127<sup>th</sup> Street. The highest concentration of multi-family units is in the 82-unit, mixed use Front Street Lofts building downtown. Many of the Village's multi-family units are part of senior assisted living facilities.

Generally, the Village should do more to encourage single-family attached and multi-family housing. Such housing will meet the changing demands of a local housing market that has been dominated by baby boomers for the last 40 years. These different housing options should also prove attractive to the baby boomers, whether from Lemont or elsewhere, who will increasingly seek to shed their single-family detached homes. Likewise, the Village should re-evaluate the policy and zoning restrictions on location of single-family attached housing: townhouses, duplexes, two-flats.

Developments that offer single-family detached homes alongside duplexes or townhouses, for example, offer many social benefits, e.g. options for extended families with members at different life stages to live in proximity to one another; they have also proven attractive in the marketplace. Similarly, a mix of detached single-family home and lot sizes can add diversity and vibrancy to a neighborhood, and accommodate the desires of various homebuyers. The Village should be receptive to new development proposals that mix housing types and lot sizes. In the near-term, the existing supply of entitled but undeveloped subdivisions will need to be absorbed. The Village should consider proposals to add a diversity of lot sizes and/or housing types to previously approved subdivisions comprised entirely of homogeneous single-family detached lots.

Advocates for affordable housing have long been concerned that local zoning and land use regulations were increasing social and racial stratification in the region.<sup>7</sup> In an effort to increase the supply of affordable housing, the State of Illinois passed the Illinois Affordable Housing Planning and Appeal Act in 2003 (310 ILCS67/). The law mandated that municipalities and counties without at least 10 percent of their housing stock classified as affordable create and adopt an affordable housing plan by 2005. The Village of Lemont complies with the law, i.e. over 10% of the housing in Lemont is considered affordable. Affordable housing for Lemont should nevertheless remain a concern and the Village should seek to include affordable units in future growth. Finally, the Village should remain open to inter-jurisdictional discussions aimed at addressing a regional fair share of affordable housing distribution.

**Encourage Infill Development.** The cost burdens of converting office space to residential units should be reduced. The Village and Lemont Fire Protection District should explore the adoption of the International Rehabilitation Code and/or amendments to existing building and fire codes. Additionally, changes to zoning code and the zoning map could allow for some infill redevelopment at slightly higher densities; a higher density may make redevelopment more financially viable as costs of redevelopment are generally higher than that for new greenfield development.

**Reinvest in Lemont's Housing Stock.** Historically, Americans have been extremely mobile. While one recent study suggests that internal migration is at a 30-year low, "the latest Census data reveal that that

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<sup>7</sup> For a further discussion of national and regional affordable housing issues, see: Meck, Stuart, Rebecca Retzlaff and James Schwab, *Regional Approaches to Affordable Housing*, Planning Advisory Service Report Number 513/514 (2003), American Planning Association.

young people aged 25 to 29 are increasingly more mobile and willing to move to new cities, very often in new states, in search of jobs.”<sup>8</sup>

People’s choices on where they live are based on many factors. For most households, housing characteristics interacting with evolving stage-of-life housing preferences are the dominant reasons for moving. Housing characteristics, therefore, also influence whether current or future residents will choose to reinvest in existing dwellings or purchase new ones. The well-being of neighborhoods, local governments, and regions is linked to reinvestment in structures. If the reinvestment motivation and capacity of too many current owners is insufficient, neighborhoods, local governments, and regions will suffer.

The housing age and quality of Lemont’s housing are not homogeneous; indeed the age of Lemont homes is truly diverse. The historic district contains residences that date from the 1850s – 1880s while subdivisions on the fringes of town are lined with brand new two-and-a-half story, masonry homes of substantial size and bulk.

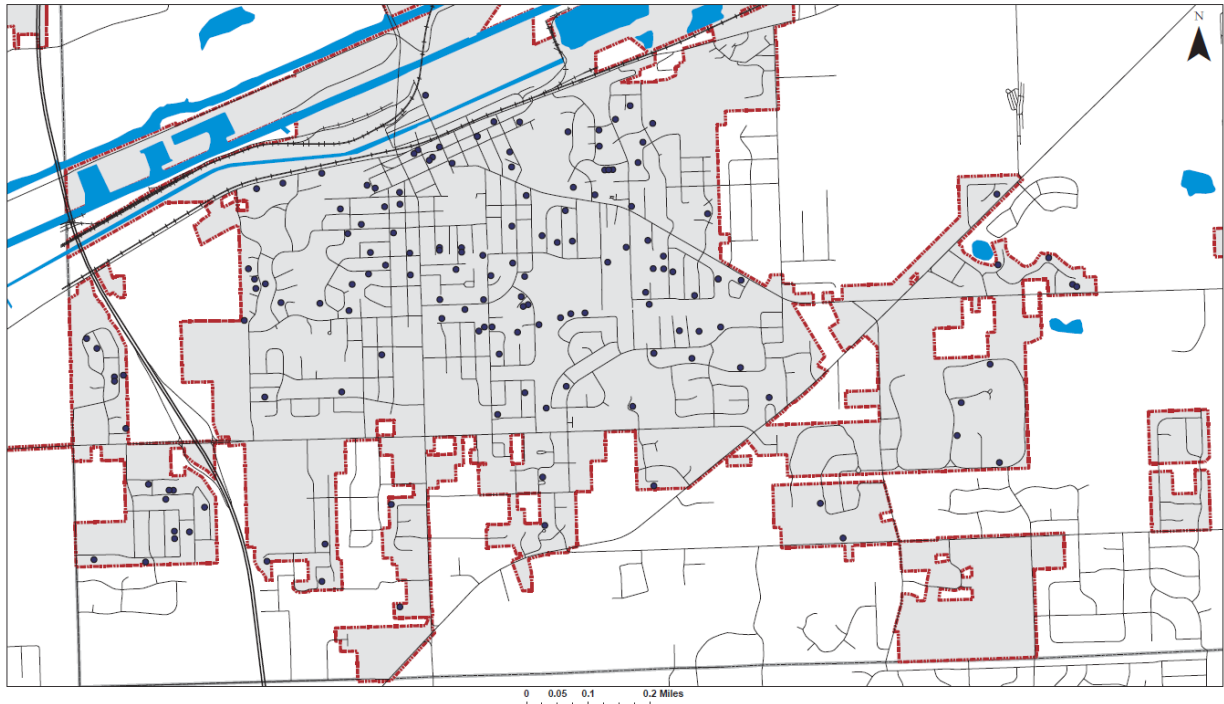
The R-4A zoning district, near downtown, contains an abundance of small one-story frame homes built in the immediate years after World War II. The small size of the homes built in the 25 years after World War II pose “a major obstacle to effecting enough housing reinvestments to achieve neighborhood stability.”<sup>9</sup> However, a review of building permit activity (basement, remodel, addition) from 2006 to 2012 reveals reinvestment is occurring in homes in the R-4A (see Figure 3-5). For the moment, it appears that neither the age nor the quality of Lemont’s housing stock poses a threat to the long-term social and economic stability of any of the Village’s neighborhoods. Nevertheless, as Lemont’s existing housing stock continues to age and as the availability of new homes increases, reinvestment in the older homes in town will remain important. The Village should continue to monitor reinvestment in its existing homes, particularly the residences in the DD and R-4A zoning districts. Lack of re-investment should be addressed through various programs, including, where feasible, the use of Community Development Block Grant money.

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<sup>8</sup> Molley, Raven, Christopher L. Smith and Abigail Wozniak, “Internal Migration in the United States,” *Journal of Economic Perspectives*, Vol 25, No 3 (Summer 2011), p173-196, suggest that “migration rates have fallen for most distances, demographic and socioeconomic groups, and geographic areas.” On the other hand, William H. Frey, senior fellow at the Brookings Institute, notes that young people are increasingly mobile. See Frey, William H. “America’s Young Adults: A Generation on the Move,” at <http://www.brookings.edu/research/expert-qa/2012/11/20-frey-qa>.

<sup>9</sup> National Association of Home Builders, 1997

Figure 3-5 Reinvestments in Lemont (2006-2012) Source: Lemont Building Department



The Village should also seek to preserve the community's existing housing stock. The following statement should be applied to Lemont: "The preservation of older market-rate owner-occupied and renter-occupied housing, much of which is affordable to low-income households, should be used as a filter whereby land use choices and decisions are made on new development or proposed redevelopment projects."<sup>10</sup> The impact of stringent building and fire codes on the rehabilitation of existing housing should be addressed. The Village should seek to make the requirements of such codes more supportive of rehabilitation.

**Re-invigorate Fair Housing Efforts.** Often confused with affordable housing is fair housing. While affordable housing policy addresses the economic attainability of housing for all segments of the community, fair housing policy addresses equal access to housing. "Equal and free access to residential housing (housing choice) is fundamental to meeting essential needs and pursuing personal, educational, employment, or other goals. Because housing choice is so critical, fair housing is a goal that government, public officials, and private citizens must achieve if equality of opportunity is to become a reality."<sup>11</sup>

The Village of Lemont has had a fair housing ordinance since at least 1992. Over the years the Village has undertaken various efforts to publicize its fair housing ordinance, but these efforts have been sporadic and uncoordinated. Lemont's policy on fair housing remains consistent with federal, state, and

<sup>10</sup> American Planning Association, "Policy Guide to Housing," p. 7.

<sup>11</sup> *Fair Housing Planning Guide, Volume 1*, U.S. Department of Housing and Urban Development, Office of Fair Housing and Equal Opportunity.

county policies. This ordinance, however, does not include all of the protected classes as listed in federal, state, and county regulations and policies; it requires review and updating. Moreover, the Village should adopt a Fair Housing Plan. Such a plan should seek to increase awareness of fair housing issues and ensure that potential fair housing violations can be easily reported. And despite staffing and budget constraints, the Village should analyze impediments to fair housing choice in Lemont. Staff training and workshops with local real estate brokers should also be considered as part of a Fair Housing Plan.

Associated with fair housing is housing that is accessible to those with disabilities. “Accessible housing increases housing opportunities and choices for the elderly and persons with physical disabilities, and enhances convenience for non-disabled persons and children.” A continuing issue is the lack of accessibility in single-family detached homes. Although most multifamily housing is now required to comply with the accessibility provisions of the Fair Housing Act, single-family housing and multifamily developments less than four units are not required to be accessible or have adaptable units. Visitability is a housing design strategy to provide a basic level of accessibility for single-family housing, thus allowing people of all abilities to interact with each other. Visitability standards do not require that all features be made accessible. As the population trends toward an older demographic, visitability and universal design will increase in importance.

**Preserve Lemont’s Single-Family Character.** Almost any community’s identity is forged by the type, quality, and maintenance of its housing stock. Lemont is no different, and for decades our town has been one of predominately single-family detached homes. This should remain so. Other recommendations contained within this chapter for a varied housing mix should not be considered in conflict with this recommendation to preserve the single-family character. The Village should plan for and regulate the orderly integration of urban single-family attached and multi-family building forms within suburban single-family residential neighborhoods.



**IMPLEMENTATION ACTION AREAS**

The following tables summarize the housing element’s recommendations and responsible parties for addressing housing issues.

**Implementation Action Area 1: Achieve and Maintain the Right Housing Mix**

<p><b>Allow detached single-family development with smaller lots</b></p> <p>LEAD IMPLEMENTER(S): Planning &amp; Economic Development Dept.; Planning &amp; Zoning Commission</p>	<p>As part of the effort to re-evaluate greenfield development, the Village should consider the creation of a new zoning district aimed at allowing detached single-family home construction on smaller lots. Requirements for lot size, width and setbacks should be reduced from the current R-4 zoning standards. Smaller lot sizes should be tied to controls over the size of the house on the lot, e.g. standards similar to the Village’s floor area allowance in the R-4A. Additionally, subdivisions with such lot standards should be required, though PUD, annexation, or other zoning control, to contain adequate open space.</p>
<p><b>Allow the construction of “rowhouses”</b></p> <p>LEAD IMPLEMENTER(S): Planning &amp; Economic Development Dept.; Planning &amp; Zoning Commission</p>	<p>The Village should do more to encourage single-family attached and multi-family housing. Current zoning regulations effectively prohibit the construction of rowhouses, i.e. groups of townhouse units more than three abreast. The rowhouse product should be allowed as of right in the R-5 and R-6 zoning districts. The allowance for rowhouses should be coupled with a requirement for articulation of the façade, i.e. one or more units should protrude from the plane of the other façades.</p>
<p><b>Allow two-flats and/or duplexes on corner locations within single-family zoning districts</b></p> <p>LEAD IMPLEMENTER(S): Planning &amp; Economic Development Dept.; Planning &amp; Zoning Commission</p>	<p>The Village should do more to encourage single-family attached and multi-family housing. Two-flats—at least legal ones—are uncommon in Lemont. This housing product offers great opportunities for multi-generational usage, or provides an income-producing opportunity for homeowners. The two-flat has proven popular in the immigrant communities, and their availability in Lemont could help continue to attract immigrant groups such as the Lithuanians and Polish to town. Two-flats have been successfully blended within the fabric of single-family neighborhoods in many urban environments, and with attendant design controls, need not appear out of place.</p>
<p><b>Encourage residential planned unit developments that contain a range of housing products or lot sizes</b></p> <p>LEAD IMPLEMENTER(S): Planning &amp; Economic Development Dept.; Planning &amp; Zoning Commission; Village</p>	<p>In Lemont, planned unit development proposals have—with only two exceptions over the last 15 years—contained only one type of housing product, e.g. all townhouse units or all single-family homes. The Village should encourage developments with a mix of housing types and a mix of lot sizes for detached single-family lots. Encouragement should come in preliminary talks between the Village and developers, i.e. the Village should express its desire and willingness to see various housing products. Additionally, approval of annexations and planned unit developments should be more closely tied to considerations of the balance of housing products.</p>

<p>Board of Trustees</p>	
<p><b>Monitor and report on dwelling unit construction and home buying trends</b></p> <p>LEAD IMPLEMENTER(S):                  Planning &amp; Economic Development Dept.;                  Building Dept.</p>	<p>The Building Department tracks construction activity. Staff, primarily through functions with the Lemont Area Chamber of Commerce, receives antidotal information on home buying activities in town. Planning &amp; Economic Development staff should meet periodically with real estate brokers to obtain information on home buying trends in Lemont. Likewise, staff should track regional home construction and home buying trends. The data from on housing construction and the information from the realtors should be analyzed and reported to elected officials on at least an annual basis. Such reports should form the basis for continuing discussions of the appropriate housing balance and potential amendments to the comprehensive plan.</p>
<p><b>Reduce the practice of incorporating provisions in development approvals that result in more expensive construction</b></p> <p>LEAD IMPLEMENTER(S):                  Planning &amp; Economic Development Dept.;                  Planning &amp; Zoning Commission; Village Board of Trustees</p>	<p>In Lemont, annexation agreements and planned unit development ordinances of often include requirements that increase the cost of home construction. The most common manifestation of this has been provisions for high percentages of brick on building exteriors and minimum home sizes. Rather than taking a blanketing all new developments with such requirements, the Village should limit the incorporation of such provisions to a select number of new developments or require them on only certain phases of new developments.</p>
<p><b>Improve citizen perceptions of affordable housing by ensuring good design</b></p> <p>LEAD IMPLEMENTER(S):                  Planning &amp; Economic Development Dept.;                  Planning &amp; Zoning Commission</p>	<p>Poor site design and poor architecture contribute greatly to people’s unfavorable perceptions of affordable housing. Good design, therefore, could go a long way to assuaging such concerns over a potential project. See sidebar on specific recommendations for the design of multi-family housing.</p>

**Implementation Action Area 2: Encourage Infill Development**

<p><b>Remove barriers to the conversion of commercial space to residential space in the downtown.</b></p> <p>LEAD IMPLEMENTER(S): Building Dept.; Lemont Fire Protection District</p>	<p>Recent attempts of downtown property owners to convert office space to apartments have run afoul of the Lemont Fire Protection District’s fire code and/or the Lemont Building Code. The Village and LFPD should adopt the International Rehabilitation Code or make other appropriate changes to the existing building and fire codes.</p>
<p><b>Amend Zoning to allow more single-family attached options in infill locations</b></p> <p>LEAD IMPLEMENTER(S): Planning &amp; Economic Development Dept.</p>	<p>The Village should consider amending the R-4A zoning district regulations to allow two-flats on corner lots. Additionally, the Village should examine expanding the territory devoted to R-5 zoning in appropriate infill locations.</p>

*Note: many of the implementation action steps to achieve the right housing mix will also encourage infill development, if applied to already developed areas in addition to new Greenfield development.*

**Implementation Action Area 3: Re-invest in Existing Housing Stock**

<p>Monitor Construction Activity in Existing Housing Stock</p> <p>LEAD IMPLEMENTER(S): Building Dept.; Planning &amp; Economic Development Dept.</p>	<p>The Village should continue to monitor reinvestment in its existing homes, particularly the residences in the DD and R-4A zoning districts. Lack of re-investment should be addressed through various programs, including, where feasible, the use of Community Development Block Grant money.</p>
<p><b>Amend local building codes to encourage reinvestment and preservation of older homes.</b></p> <p>LEAD IMPLEMENTER(S): Building Dept.; Fire Protection District</p>	<p>The Village should consider the adoption of the International Rehabilitation Code or other local fire and building code amendments that would support further investment and preservation of existing housing stock.</p>

**Implementation Action Area: 4 Reinvigorate Fair Housing Efforts**

<p><b>Appoint a Fair Housing Officer; publicize the officer’s role.</b></p> <p>LEAD IMPLEMENTER(S): Village Administrator; Planning &amp; Economic Development Dept.</p>	<p>The mayor should appoint a Fair Housing Officer who will have oversight of the Village’s Fair Housing policy and who will function as the initial point of contact for those having inquiries or concerns about fair housing. The appointment of the officer and the officer’s function should be publicized. Residents should be encouraged to contact the Fair Housing Officer, and contact information and details on fair housing should be prominently displayed on the Village’s website and in other appropriate Village documents or media.</p>
<p><b>Consider the use of CDBG grant money for purposes other than water/sewer repair</b></p> <p>LEAD IMPLEMENTER(S): Planning &amp; Economic Development Dept.; Village Administration</p>	<p>Like many eligible municipalities in Cook County, the Village has used CDBG grant money for projects related to water main replacement. The Village should consider the use of CDBG money for other eligible projects, such as: streetscape improvements, housing rehabilitation, and correction of building and fire code deficiencies.</p>
<p><b>Analyze impediments to fair housing</b></p> <p>LEAD IMPLEMENTER(S): Planning &amp; Economic Development Dept.; Village Administrator</p>	<p>The Village should determine if any practices within the Village, e.g. actions by real estate brokers, are impediments to fair housing. Engagement of a consultant may be necessary to adequately implement this action.</p>
<p><b>Consider visitability programs and building code amendments to improve accessibility in single-family homes.</b></p> <p>LEAD IMPLEMENTER(S): Building Dept.</p>	<p>Accessibility can be improved with the concept of visitability and even more so with universal design. Universal design incorporates features that make homes adaptable to persons who require handicapped access without negatively impacting curb appeal or value. Many universal design features make a home more convenient and mitigate common household safety hazards.<sup>12</sup></p>

<sup>12</sup> American Planning Association, “Policy Guide to Housing.”

## ECONOMIC PROSPERITY ELEMENT

### VISION

In 2030, Lemont will have a thriving business community with few vacant commercial buildings. Downtown Lemont will be a vibrant mixed-use district full of unique shops, restaurants, offices, and homes. Lemont will be a desired destination for visitors from outside the community.

### GUIDING PRINCIPLES

- Village codes and permitting processes are safeguards of public health and safety; they should also be tools for promoting economic growth and development.
- Patronizing local businesses keeps money circulating in our local economy, thereby benefitting local businesses and local taxing bodies. “Shop Lemont First” should be the ethic of government agencies, local businesses and residents.
- By providing retail development consistent with local demand, Lemont residents will have adequate choices within the community to meet most of their retail shopping needs.
- Proactive approaches to business recruitment and retention are needed to overcome challenges to achieving our vision for economic prosperity
- Creating local employment opportunities for residents provides many benefits to our community including environmental benefits from shorter commutes and strengthened social ties among citizens who live and work locally.
- The downtown, I&M Canal, and the Heritage Quarries Recreation Area are unique assets and should be further cultivated to be attractive destinations for residents and visitors.
- The unique charm and rich history of Lemont provides a strong foundation for tourism. Partnerships will create the synergies needed to import spending into the local economy and make Lemont a destination for visitors

### INTRODUCTION

In many ways, any local community’s economy is a reflection of larger regional, national, and international trends, driven by forces far beyond the control of a local municipal government. Lemont, like the region and the nation, does not have the same level of manufacturing activity and the accompanying manufacturing jobs that it once had. The health care industry has grown locally and nationally as a reflection of the increasingly complex nature of health care and the aging population in the United States. Regionally and locally there has been limited total job growth over the last ten years.<sup>1</sup>

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<sup>1</sup> US Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) Program, <http://onthemap.ces.census.gov/>

Although all local economies are pushed and pulled by larger trends, each place has its own unique assets and challenges. While Lemont is within one of the most educated metropolitan areas in the country, Lemont's residents and local workforce have even higher rates of educational attainment than the larger region (38.7% of population 25 and over with a bachelor's degree or higher vs. 34% for the region).<sup>2</sup> Although Lemont is located within the second most populous county in the country, we are unique in that we still have hundreds of acres of land available for new residential or commercial development within Lemont township.<sup>3</sup> While Lemont's origins date back to the 1830's, many of Lemont's neighbors like Woodridge and Darien were not developed until the 1950's - 60's. Our neighbors do not face the same challenges of replacing and updating aging infrastructure as we do in Lemont.<sup>4</sup>

How do we take advantage of our unique assets and overcome our unique challenges to reach our vision for economic prosperity? This plan suggests an ongoing, comprehensive economic development effort focusing on: (1) specific industries that are likely to be attracted to Lemont's unique strengths; and (2) key areas in and around Lemont with the highest potential for current and future economic activity.

## EXISTING CONDITIONS

As a part of the Chicago metro, Lemont shares in many of the region's strengths and weaknesses. Achievement of our local economic goals depends largely on the success of coordinated efforts to improve shared regional infrastructure and workforce resources. Locally however, Lemont's infrastructure and workforce are two of its greatest assets as a potential location for business. Lemont provides its own water service and generally has excess capacity to meet demand; this allows for new development to proceed without costly upgrades to Village facilities. Most of the Village and its adjacent planning area is serviced by water and sewer, or has service within a reasonable distance. The Village has recently made plans to extend water and sewer service into a portion of its unincorporated planning area, opening this area up to additional development opportunities.

One infrastructure limitation for Lemont is difficulty in providing sewer service to adjacent sites in Will and DuPage counties. Any extension of service into those areas requires an amendment to the Water Reclamation District of Greater Chicago's (MWRD) facilities planning area. Lemont is also considerably older than many neighboring communities; its aging infrastructure is insufficient for new development in some areas and competing communities may not face similar challenges. In particular, aging infrastructure has been issue near the historic downtown retail district. The Village has taken proactive steps to improve infrastructure in these areas, but more work remains.

One of Lemont's other great strengths as a potential location for business is its educated workforce. The percent of Lemont residents with high school and bachelor's degrees far exceeds state and metro area averages. For retailers, Lemont has above average household incomes, resulting in above average disposable income to support local retail activity. However, the vast majority of Lemont's local residents work outside the village which means that the area has a low daytime population to support retail

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<sup>2</sup> Chicago ranks 45<sup>th</sup> among all 374 Census Bureau Census Metropolitan Statistical Areas for the number of people age 25 or older with a bachelor's degree or higher. U.S. Census Bureau, 2010 Census.

<sup>3</sup> U.S. Census Bureau, 2010 Census.

<sup>4</sup> Village of Woodridge incorporated in 1959; City of Darien incorporated 1969.

establishments. Of 7,169 workers living in Lemont, only 12% also work in Lemont; the other 88% work outside the community.<sup>5</sup>

Just like the region, Lemont is impacted by state and county tax policies. Lemont struggles to compete with nearby communities for commercial and industrial development due to its disadvantageous tax situation. Property taxes for commercial and industrial properties are typically higher in Cook County than in nearby Will or DuPage counties. Sales tax is another comparative weakness for Lemont versus surrounding communities. Lemont actually lies within three different counties, Will, DuPage, and Cook, but the vast majority of Lemont's territory is in Cook County. Lemont's sales tax rate in Cook County is 8.5%. By comparison, if retail properties were located in the DuPage or Will County portions of Lemont, their sales tax rate would be 7%.

### **Target Industries**

In preparation of this comprehensive plan, a Target Industries Report was created based on a careful examination of Lemont's competitive position in the marketplace, its assets and its liabilities.<sup>6</sup> Target Industries are industries or groups of industries that are compatible with our community vision and are likely to choose to locate, remain, or grow in Lemont because of our economic, geographic, or other comparative advantages. The practice of targeting has become increasingly commonplace among local governments and regional economic development organizations as agencies seek ways to make the most efficient use of limited resources.<sup>7</sup>

The Target Industries Report examines each of the 20 North American Industrial Classification System (NAICS) industry sectors. Each industry sector was evaluated on the following quantitative factors: whether the sector is experiencing positive national, regional and local employment trends; whether regional economic development agencies are targeting the sector for future growth; whether there is a relative concentration of local employment in the sector when compared to the Chicago metropolitan region and the state; whether local jobs in the sector represent a significant portion of total local employment; and whether local resident employment in the sector represents a significant portion of total resident jobs. Each sector was also evaluated on two qualitative factors: whether the sector aligns with the Lemont 2030 vision and whether the sector is compatible with Lemont's unique strengths, weaknesses, opportunities and threats.

The Target Industries Report ultimately identifies six industry sectors toward which the Village should concentrate its economic development efforts. Four sectors are identified as growth targets, while two sectors are identified as preservation targets. The growth targets include: Health Care and Social Assistance (NAICS 62); Retail Trade (NAICS 44-45); Professional, Scientific and Technical services (NAICS 54); and Arts, Entertainment and Recreation (NAICS 71). The preservation targets are Manufacturing (NAICS 31-33) and Transportation and Warehousing (NAICS 48-49).

Based on the findings of the Target Industries Report, Lemont should seek to increase the proportion of growth target industry sectors in the local economy. Preservation target industry sectors are those which are not expected to increase as a percent of the total local economy, but are still vital components of the local economy. The Village should seek retention and expansion of existing businesses and limited attraction of new businesses in these industry sectors. The target industry

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<sup>5</sup> Census on the Map

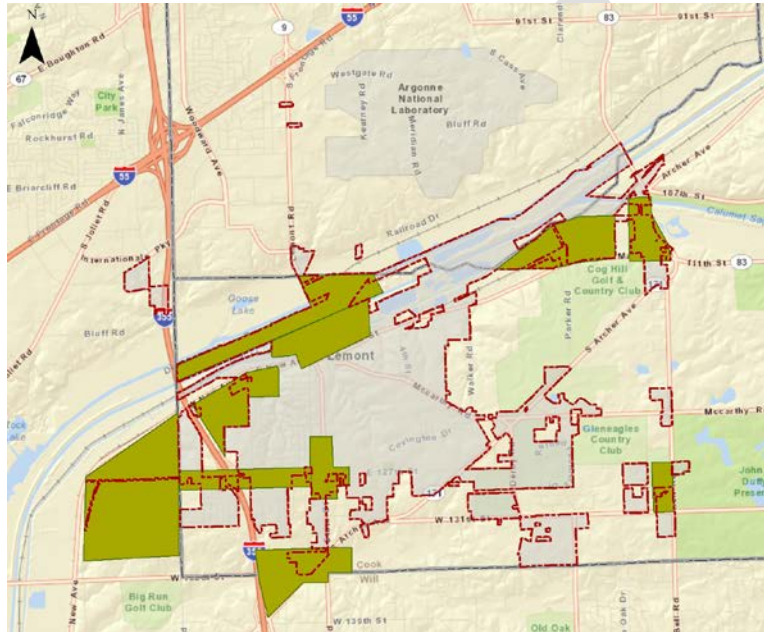
<sup>6</sup> Lemont Target Industries Report, 2012 – [www.lemont.il.us/lemont2030](http://www.lemont.il.us/lemont2030)

<sup>7</sup> Swager, R. J. "The Targeting Study in Economic Development Practice." *Economic Development Review*, Vol. 5, Issue 2 (1987): 56-60.

sectors contained within the Target Industries Report should take priority as the Village considers implementation of the Comprehensive Plan recommendations.

**Economic Activity Centers**

The Target Industries Report identifies ten locations within the Village or its planning area as economic activity centers. Economic activity centers are existing or potential future hubs of business activity; they are not intended to represent the locations of all commercial activity within the Village, but rather those areas where there already are or may in the future be significant concentrations of economic activity. These economic activity centers are the locations where the Village’s targeted industries are already located or may be located in the future.



The following matrix joins the target industries to Lemont’s economic activity centers. Cells shaded in green indicate that a given target industry is appropriate for a given activity center. These recommended locations should be considered in future annexation, planning and economic development efforts.

Economic Activity Areas	Target Industries				
	Growth Targets			Preservation Targets	
	Health Care	Retail	Professional, Scientific & Tech. Ass't.	Arts, Ent. & Recreation	Manufacturing & Transportation & Wholesale
Downtown					
Sanitary & Ship Canal					
Citgo					
Timberline					
W. 127 <sup>th</sup> Street					
State & 127 <sup>th</sup>					
Archer / I-355					
Bell Road					
Maley Road					
Route 83					



## RECOMMENDATIONS

To achieve the Village's vision for economic prosperity and to increase the proportion of target industry activity in Lemont, the Village should focus its economic development efforts on the following goals.

**Develop Lemont's "Product".** Just as the Chicago region competes with other regions in the country to attract businesses, residents, and visitors, Lemont competes with other communities for such resources. To enhance our competitive advantage, Lemont should create both a physical and a policy environment that supports economic growth. The Village's physical environment includes the appearance of commercial districts, the gateways into our community, and other physical attributes that are key to making a good impression on visitors and residents, including visitors who might consider opening or expanding a business in Lemont. The Village's policy environment includes zoning and building regulations, Village procedures, policies regarding incentives, and other non-physical considerations that are equally important to businesses seeking to open or expand in Lemont.

**Branding.** While the Village is making tangible physical and policy changes to support growth, it should simultaneously pursue an effort to identify the Village's brand and promote that brand through a comprehensive and ongoing brand strategy. Branding and marketing help a community distinguish itself from other communities and help develop a sense of the community's identity. Branding has become increasingly important for cities, as they compete against one another for residents, businesses, and visitors. "This competitive environment is a reality of our times, and how a city stakes out and communicates its distinctive place within it largely decides which cities succeed and which falter in the race for economic prosperity. To this end, places are just like companies: those with a strong brand find it much easier to sell their products and services and attract people and investment."<sup>8</sup>

Although branding is often thought to be simply a logo or a tagline, logos and taglines are marketing tools used to implement a brand strategy. CEOs for Cities describes branding efforts as, "anchored in a community's societal, political or economic objectives ... identifying the core promise that it makes to key audiences, and developing and consistently communicating the core, positive attributes of the place. Whether a place is looking to rebuild, enhance or reinvigorate its image, the first step is a comprehensive brand strategy."<sup>9</sup>

**Develop Downtown as a Destination for Residents and Visitors.** As Lemont's historic core and a key area of commercial activity, additional efforts should be dedicated to develop downtown's assets. The continued vitality of downtown was a key priority expressed during the public visioning process. Additionally, downtown represents an area of significant prior investment by the Village. From 1999 to 2010 in the downtown TIF district, over \$5.4 million of TIF funding has been spent on public infrastructure improvements, and nearly \$1 million has been spent on marketing, façade grants, and other improvement efforts.<sup>10</sup> Significant private investment has also taken place during this time period, the most obvious of which is the 82-unit Front Street Lofts condominium project. But many smaller, yet substantial other private investments have been made to update and restore the many smaller and often historic buildings downtown. Over \$250,000 in private funds has been spent just by

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<sup>8</sup> CEOs for Cities, Branding Your City, p.2

<sup>9</sup> CEOs for Cities, Branding Your City, p.3

<sup>10</sup> Downtown TIF District Annual Reports FYE 2000 to FYE 2010

participants in the downtown façade and site improvement grant program. For all of these reasons, downtown warrants dedicated economic development efforts. Both physical improvements and policy changes will help Lemont realize its vision for downtown by 2030.

**Develop and Implement a Business Retention & Expansion Program.** The Village currently does not have a formal business retention and expansion program. Establishing such a program, with a designated staff coordinator, is an important step toward achieving our economic vision. Generally, it is less expensive for a community to retain and grow its existing businesses than to attract new businesses. Also, business retention and expansion efforts honor the prior investment made by local businesses. Central to any business retention and expansion program is annual surveys of local businesses. Surveys serve three functions. The surveys help collect important information that otherwise may not be available at the local level, or may not be available at the necessary level of detail. Surveys help build rapport between the business community and the economic development team conducting the surveys; they are a way to show businesses that the Village values their input. Finally, surveys help identify mid and long-term issues facing local businesses and provide an opportunity for the Village to assist the businesses with these issues. For example, a survey may reveal that an owner of a successful local business wants to retire; with that knowledge, the Village can assist the owner in succession planning and/or marketing the business for sale. Although annual business surveys should be the Village's first step, a successful business retention and expansion program should include other initiatives and services to support existing businesses, particularly those within Lemont's targeted industry sectors.

**Develop and Implement a Business Attraction Program.** While expansion of existing businesses will provide new economic growth, new businesses are also needed. New businesses will help expand the local tax base and add to the variety of locally available goods and services. Through straightforward strategies, like maintaining a complete inventory of commercial and industrial property in the Village, the Village can help match new or growing businesses in our targeted industry sectors to opportunities for development in Lemont.

**IMPLEMENTATION ACTION AREAS**

**Implementation Action Area 1: Develop Lemont’s “Product” – Physical & Policy Improvements**

<p><b>Develop inviting gateways into Lemont</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Gateways are key intersections/corridors that represent major points of entry into a community. Ensuring that these points are attractive is key to creating a positive first impression of Lemont for visitors. The Village should enhance our gateways through streetscaping, signage, and other physical improvements. Private development at gateways should reinforce the public improvements and further enhance the aesthetics of these important areas.</p>
<p><b>Allow amendments to Planned Unit Developments for infill commercial development</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Many of the Village’s shopping centers and other commercial developments were approved as planned unit developments. As such, many of the sites are restricted to specific site designs and/or parking ratios. Often the PUDs require more parking than recommended by current Village standards or best planning practices. On these sites, PUD amendments should generally be granted to incorporate additional commercial buildings.</p>
<p><b>Create master plans for Lemont’s economic activity centers</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Each site has its own unique assets and challenges. For those centers which are undeveloped, or require significant redevelopment to become a hub of economic activity, master development (or sub area) plans should be developed. In addition to land use and design considerations, these plans should address infrastructure capacity and economic feasibility of any plan proposals.</p>
<p><b>Annex economic activity centers that are not already within the Village</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Many of the economic activity centers that are key to the Village’s future economic growth are not currently within Village limits. Annexation of these areas is an important first step to add the necessary acreage for new commercial development.</p>
<p><b>Vigorously enforce existing property maintenance codes and pursue additional codes as needed</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Code Enforcement</p>	<p>Attractive commercial districts are critical to creating a positive impression for shoppers; unattractive districts are unlikely to be successful. The Village should prioritize enforcement of property maintenance in commercial districts, including the noncommercial properties located within or adjacent to those districts.</p>

<p><b>Establish a community-wide façade and site improvement program</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The downtown façade and site improvement grant has been widely successful in helping business and property owners make needed improvements to downtown buildings and businesses. A similar program could encourage reinvestment in older commercial properties throughout the community. The program could be structured as a grant or low interest loan.</p>
<p><b>Create a “white elephant” ordinance or policy</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Village Attorney</p>	<p>It is not uncommon for large retailers to close and leave a vacant building behind, known as a “white elephant”. Many communities have addressed the problem of white elephants through ordinances that require large retail developments to submit a detailed reuse plan before site plan approval or pay an annual fee into a redevelopment fund. Some ordinances prohibit the use of restrictive covenants, which often prevent efficient reuse of vacant commercial properties. The Village should explore the development of a “white elephant” ordinance or policy to be applicable to future large-scale commercial development.</p>
<p><b>Annually review Village codes and development review procedures</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Building Dept.</p>	<p>At least once a year, Village staff should review any needed changes to the Unified Development Ordinance, other codes, and internal development review and permitting procedures to see if any improvements can be made to increase efficiency or reduce unnecessary regulation. Contractors, builders, and other stakeholders should be given an opportunity to provide input.</p>
<p><b>Revise the Unified Development Ordinance to support increased daytime and resident population</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>To support additional retail services the Village needs to increase its daytime population and residential population near its commercial districts. Revisions to the Unified Development Ordinance such as smaller minimum lot sizes for single-family homes and areas zoned for multi-family housing near commercial development would support residential population growth. Such revisions should be implemented, so long as they are not in conflict with other housing or land use goals of this plan.</p>
<p><b>Create a comprehensive incentives policy</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Village Administration, Finance</p>	<p>A comprehensive incentives policy will let businesses and residents know what kinds of incentives will be considered by the Village and for what kinds of projects. The policy should include consideration of in-kind as well as direct monetary incentives. Generally, incentives should only be available to businesses within Lemont’s targeted industries (growth or preservation) and/or businesses that will redevelop an underutilized or brownfield site. More detailed criteria may be included for specific types of incentives (e.g. the criteria for receiving in-kind incentives may be different than tax abatement). Incentive requests should be evaluated using a cost-benefit analysis.</p>

<p><b>Promote the development of health care sector businesses along 127<sup>th</sup> Street, west of State Street.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Village Administration,</p>	<p>Typically sales tax generating uses are the preferred land use for commercial corridors. However, the area along 127<sup>th</sup> Street, west of State Street has two characteristics that make it particularly attractive for the development of health care businesses; it is located along I-355 in close proximity to two major hospitals and several medical uses already exist within the corridor. Conversely, the area is not particularly attractive for retail development due to its low traffic counts, which are unlikely to change. For these reasons, the Village should prefer medical office and other health care industry development along this corridor when making land use decisions, including incentive and planned unit development requests.</p>
<p><b>Maintain existing industrial zoning with very limited expansion</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Manufacturing and transportation &amp; warehousing are Lemont’s two targeted preservation industries. These industries, located on the Village’s manufacturing and B-4 zoned properties, provide local jobs and play an important role in the regional economy. To retain this important component of our local economy, the Village should not reduce the amount of manufacturing zoned property, with the exception of properties within and immediately adjacent to the Route 83 &amp; Main Gateway TIF area and downtown Lemont. The Village should seek to increase our total acreage of industrial land use through annexation when the areas of annexation that are adjacent to existing industrial/manufacturing areas and such zoning will not create a conflict with existing residential development. The Village should refrain from rezoning existing territory to manufacturing, with the exception of B-4 zoned properties, discussed below. Any new industrial development should comply with the Village’s high standards for site design and aesthetics.</p>
<p><b>Revise the B-4 zoning district regulations and the Canal Overlay District</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The B-4 zoning district is intended for outdoor commercial recreation. However 67% of B-4 zoned properties are within the Canal Overlay District, which allows for uses related to water-borne shipments and the barge industry along the Sanitary and Ship Canal which is unrelated to outdoor recreation. The zoning district and overlay cause unnecessary confusion and should be revised. The uses allowed within the Canal Overlay District should still be allowed along the Sanitary and Ship Canal, but new zoning districts should be created to distinguish between the currently B-4 zoned areas truly intended for recreation, and those intended for industrial and/or transportation related uses</p>
<p><b>Annex Nearby Arts, Entertainment and Recreation Employment Centers</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Where owners are willing, the Village should annex existing nearby employment centers within the Arts, Entertainment, and Recreation growth target industry sector.</p>

**Implementation Action Area 2: Branding**

<p><b>Define Lemont’s Current Brand Image</b></p> <p>Lead Implementer(s): Village Administration, Planning &amp; Economic Development Dept.</p>	<p>Define the current perceptions of the community using tools like surveys or in person interviews.</p>
<p><b>Define Lemont’s Aspirational Brand Identity</b></p> <p>Lead Implementer(s): Village Administration, Planning &amp; Economic Development Dept.</p>	<p>Define the perceptions we want people to have of Lemont in the future. The aspirational brand identity is a goal the Village will strive to achieve.</p>
<p><b>Create a Brand Positioning Strategy</b></p> <p>Lead Implementer(s): Village Administration, Planning &amp; Economic Development Dept.</p>	<p>The gap between the current brand image and the aspirational brand identity influences the brand positioning strategy. The brand positioning strategy begins to move the village toward the aspirational identity, but communicates a credible image of Lemont as it is today. The brand positioning strategy is used to drive communications and the marketing plan.</p>
<p><b>Execute a brand-based marketing plan</b></p> <p>Lead Implementer(s): Village Administration, Planning &amp; Economic Development Dept.</p>	<p>The marketing plan will execute the brand positioning strategy, and will change over time as the brand positioning strategy changes. A brand-based marketing plan will include advertising, but should also include other opportunities to enhance the Village’s brand (e.g. customer service interactions).</p>

**Implementation Action Area 3: Develop Downtown as a Destination for Residents and Visitors**

<p><b>Stabilize the I&amp;M Canal wall and improve water conditions in the canal.</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The I&amp;M Canal is the reason Lemont was founded and the nationally historic canal still cuts through the downtown. The Village has installed miles of walking paths on either side of the canal and planted extensive landscaping along the canal in heart of downtown. However, the canal and its original limestone canal walls are in need of repair. Restoring water to the canal and stabilizing the limestone canal walls, at least in the heart of downtown, will honor the past investments made by the Village and ensure the canal serves as an asset to the downtown, rather than a liability.</p>
<p><b>Create an “open air museum” within the downtown</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Historic Preservation Commission, Lemont Area Historical Society, Lemont Art &amp; Culture Commission</p>	<p>Downtown has many historic structures with rich histories and various works of public art depicting aspects of Lemont’s past. However, visitors do not have information to help them realize the historical significance of these buildings and displays. By adding historic interpretation (e.g. signs, self-guided tour maps, podcasts) the Village can create opportunities for people to interact with downtown’s existing historic features and enhance the visitor experience. The Village should also add features in the downtown that use Lemont’s history to engage and inform visitors.</p>
<p><b>Continue to support increased commuter rail service</b></p> <p>Lead Implementer(s): Administration</p>	<p>The Village has long recognized that increased Metra service would enhance the economic vitality of downtown, and the entire community. As such, the Village has supported increased service on the Metra Heritage Corridor Line. Efforts in support of increased service should continue.</p>
<p><b>Market downtown as a visitor destination</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Chamber of Commerce</p>	<p>Downtown Lemont is a unique, historic traditional business district. It is also host to most of the Village’s special events. To take advantage of downtown’s unique assets, promote attendance at special events, and remain competitive with other nearby downtown districts, the Village should create print and online advertising campaigns to market downtown to local residents, visitors from nearby communities, and heritage tourists.</p>
<p><b>Revise UDO as needed to continue support of a mixed use environment, consistent with historic development patterns</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>In 2005 Lemont adopted new zoning standards for the downtown. The standards are designed to maintain the area’s mixed use, pedestrian oriented environment. The standards are also designed to allow new construction, but with design features and setbacks that fit with the historic patterns of development downtown. The use standards have generally been successful to date, but in some instances the bulk regulations may allow construction that would be incompatible with existing buildings. The bulk standards should be re-evaluated and amended as deemed prudent. The standards should strike a balance between preserving the character of the downtown and stimulating investment in the area.</p>

<p><b>Adopt a vacant storefront ordinance</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Vacant storefronts are particularly detrimental to the vitality of a downtown district; because shops are close together and buildings are close to the street the storefront windows are highly visible. Vacant storefront ordinances require building owners to place artwork or other signs in the storefront windows of a building that has been vacant for a given period of time. The required signs or art displays serve to reduce the visual impact of the vacant storefront window in the streetscape.</p>
<p><b>Create a funding plan to continue maintenance of TIF improvements upon expiration of the downtown TIF.</b></p> <p>Lead Implementer(s): Administration, Planning &amp; Economic Development Dept.</p>	<p>The downtown TIF district expires in 2014. Upon the expiration of the TIF, the Village will need to develop a plan to maintain and continue improvements to the public amenities in the downtown.</p>

DRAFT

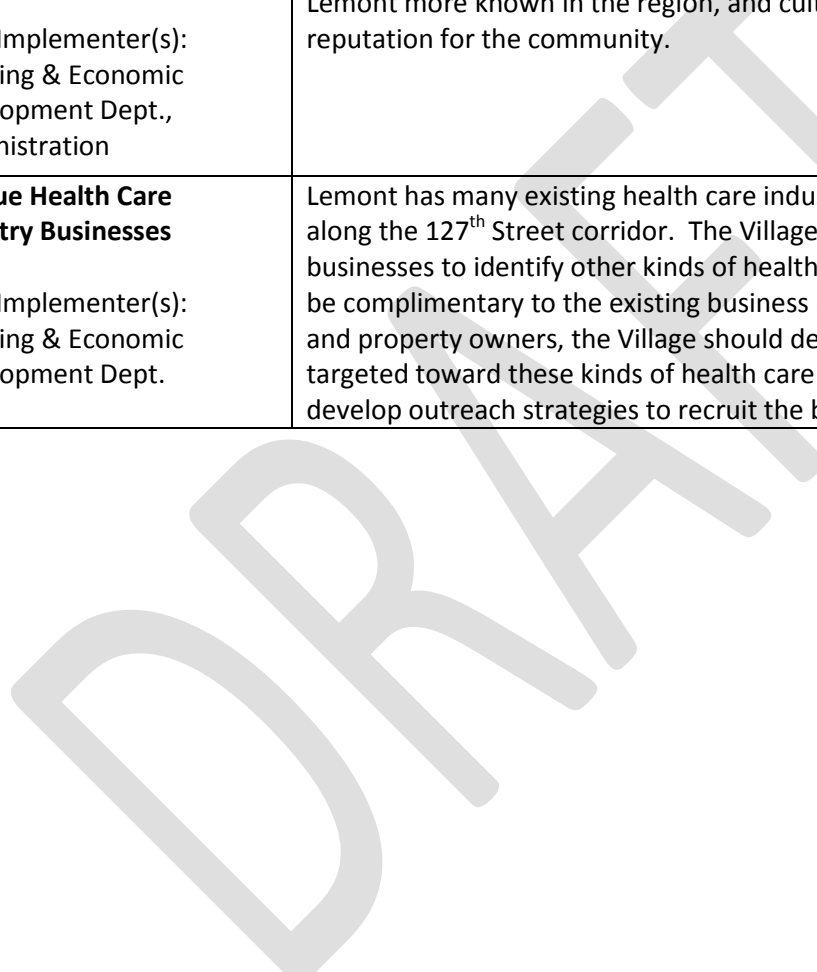


**Implementation Action Area 4: Develop and Implement a Business Retention & Expansion Program**

<p><b>Conduct Annual Business Retention Surveys</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Annual business surveys are the foundation of most business retention and expansion programs. Due to resource constraints, some surveys will be conducted electronically or by paper. But in-person surveys should also be conducted, particularly for businesses within the Village’s growth target industries.</p>
<p><b>Increase local shopping</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.; Chamber of Commerce</p>	<p>Increasing the percentage of total disposable income spent within the village will increase local tax revenue and support local businesses. The Village should seek to increase local shopping through 1) a marketing campaign to educate residents on the benefits of local shopping and 2) assisting local businesses to match their inventory and services to those in demand by local residents.</p>
<p><b>Support retail clusters through advertising</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>The Village should create targeted advertising campaigns aimed at supporting existing local retail clusters that draw people into the trade area. For example, a “lunch in Lemont” campaign directed to nearby employment centers to enhance spending at Lemont’s quick service eating establishments.</p>
<p><b>Identify and assist home-based businesses</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Chamber of Commerce</p>	<p>Working with the Chamber of Commerce, the Village should begin a program to identify existing home based businesses in Lemont in the professional, scientific, and technical services target industry sector. Once identified, the Village should survey the businesses to discover common needs and interests and work to create programs and/or services to assist the businesses to transition to an office-based business with employees.</p>
<p><b>Support the Lemont Art &amp; Culture Commission to further growth in Arts, Entertainment, &amp; Recreation</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Lemont Art &amp; Culture Commission Chamber of Commerce</p>	<p>Lemont should build on its existing assets to promote economic growth within the Arts, Entertainment &amp; Recreation target industry sector. One of these assets is the Lemont Art &amp; Culture Commission. The Commission has been successful in developing several public art projects. It also provides art classes and features works of local artists in the recently opened Lemont Center for the Arts. The Commission works collaboratively with the Lemont Artists Guild, a group of local artists. The Village should support the continued work of the Art &amp; Culture Commission by providing a staff liason to assist with grant applications and programming aimed at promoting economic growth in the arts and entertainment sector. The Village should also support the Commission in its efforts to raise funds for a permanent Lemont Center for the Arts in the downtown.</p>

**Implementation Action Area 5: Develop and Implement a Business Attraction Program**

<p><b>Create and maintain a sites and buildings inventory</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>In order to quickly respond to requests for information from real estate brokers, developers, retailers and others, the Village should create and maintain an inventory of all commercial and industrial property in the Village. The inventory should also include properties currently outside the village limits that have development potential and could be annexed.</p>
<p><b>Cultivate a positive reputation for Lemont in the region</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept., Administration</p>	<p>The Village should participate in industry group events, particularly real estate industry events. Participation in such events provides opportunities for Village staff to interact with these communities, make Lemont more known in the region, and cultivate a positive, pro-active reputation for the community.</p>
<p><b>Pursue Health Care Industry Businesses</b></p> <p>Lead Implementer(s): Planning &amp; Economic Development Dept.</p>	<p>Lemont has many existing health care industry businesses, particularly along the 127<sup>th</sup> Street corridor. The Village should work with these businesses to identify other kinds of health care businesses that would be complimentary to the existing business mix. Working with business and property owners, the Village should develop marketing materials targeted toward these kinds of health care industry businesses and develop outreach strategies to recruit the businesses to Lemont.</p>



**Village Board  
Agenda Memorandum**

Item #

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to: Mayor & Village Board  
from: George J. Schafer, Village Administrator  
Chris Smith, Finance Director  
Subject: Discussion of Village Financial Condition and FY 2015 Capital Budget  
date: February 7, 2014

**BACKGROUND/HISTORY**

Staff has been going through the process of establishing the FY 2014-15 Capital and Operational Budget. As part of the process, there will be multiple meetings with the Committee of the Whole and Finance Committee to compile the FY 2014-15 budget, which will also include a 5 year capital plan. The steps listed below

For the Committee of the Whole Meeting on February 10<sup>th</sup>, staff is presenting a review of financial conditions and beginning the discussion of capital projects. The Budget calendar is listed below including completed and anticipated steps.

Completed

Week of 11/4/13 –	Dept Kick-off of CIP Process
Week of 12/9/13-	Dept Kick-off of Operational Budget Process
Week of 1/13 –	Staff Meeting Held to Discuss Requested Capital Projects
Week of 1/13 and 1/20 –	Department Operational Budget Meetings

Anticipated

2/10/14 COW Meeting-	Committee of the Whole Meeting to Discuss Capital Items
2/24/14 COW Meeting-	Committee of the Whole to Finalize Capital and Discuss Operational Budget Items
Week of 2/24 & 3/3-	Finance Committee Meetings with Liaisons

- 3/10/14 VB Meeting- Adopt Resolution Authorizing Capital Projects and Funding Sources. Conduct Budget Public Hearing
- 3/17/14 COW Meeting- Committee of the Whole Discussion with presentation of Complete Budget and Capital Improvement Plan
- 4/14/14 VB Meeting- Adopt FY 15 Operating and Capital Improvement Budget

**Financial Conditions Presentation**

There will be a PowerPoint presentation at the Committee of the Whole Meeting showing Village financial trends and other trends that may affect the Village.

**Capital Improvement Plan**

The capital improvement plan is a yearly document that is used to identify capital projects and forecast anticipated spending relating to these expenditures. The plan includes the construction of new development, maintenance and replacement of existing infrastructure, and purchase or replacement of new equipment/vehicles. In general, the criteria to be included in the plan include multiple year useful life, the project results in a fixed asset or extend the life of the asset, and the project has a minimum value of \$10,000. Engineering and/or consulting costs that are associated with a capitalized project will also be included. At this time, technology purchases will not be included in the capital discussion; instead will be discussed during the operational budget. Funding sources for capital items include the Water and Sewer Fund, Road Improvement Fund, Downtown TIF, Canal TIF, Gateway TIF/Acquisition Fund, Seizure Accounts, General Fund and outside sources.

Attached to this memo is the draft capital plan for FY 2015. When completed, the unfunded items will be included with other future projects in the five-year capital plan.

As part of the plan, we have separated into four sections.

***Funded*** – In general, the items in the first section, staff has included as funded. Funding is either with Village revenues or outside funding (grants, other agencies via agreement, letter of credit, etc), or both.

***Projects for Review and Discussion*** – For these projects in particular, staff is looking for direction and prioritization from the Board to assist in further developing the budget.

***Future Projects*** – These projects are currently not funded but are up for discussion. The Village is waiting on financing and/or project milestones to be completed before these items are addressed.

*Projects to be Reviewed with Operational Budget – These equipment related expenses are up for discussion and direction. If funded, they will be funded with the general fund and will be reviewed in conjunction with the development of the operational budget based on direction given.*

**PROS/CONS/ALTERNATIVES (IF APPLICABLE)**

**RECOMMENDATION**

**ATTACHMENTS (IF APPLICABLE)**

1. 2015 Draft Capital Improvement Plan

**SPECIFIC VILLAGE BOARD ACTION REQUIRED**

Discussion



# VILLAGE OF LEMONT

## 2015 PROPOSED CAPITAL IMPROVEMENT PLAN

The Capital Improvement plan is a yearly document that is used to identify capital projects and forecast anticipated spending related to these projects. This plan includes the construction of new development, maintenance and replacement of existing infrastructure, and purchase or replacement of equipment/vehicles. This process allows for the careful planning, prioritizing, and funding for future items. This plan is updated each year. A project request is submitted into a database each December. During the month of January staff evaluate all projects based upon affordability and services. The team also considers the funding sources and grants that may be associated with each project. The Finance Committee reviews the projects in February with workshops held with the Village Board late February early March.

The criteria for the project to be included in the capital plan is:

- Multiple year useful life
- Results in a fixed asset or extends the life of the asset
- Minimum value of \$10,000

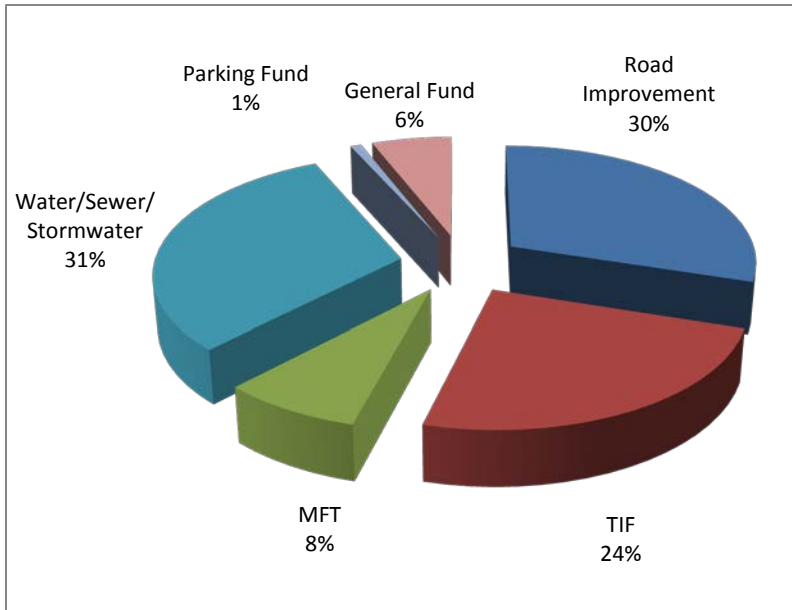
In the following pages, a summary table is provided that lists all the projects in the CIP plan year and funding sources. Detail projects pages are provided as well. The projects are broken into three categories:

1. FY2015 Projects
2. Projects to be Reviewed and Discussed
3. Future Projects
4. Projects to be Reviewed with Budget

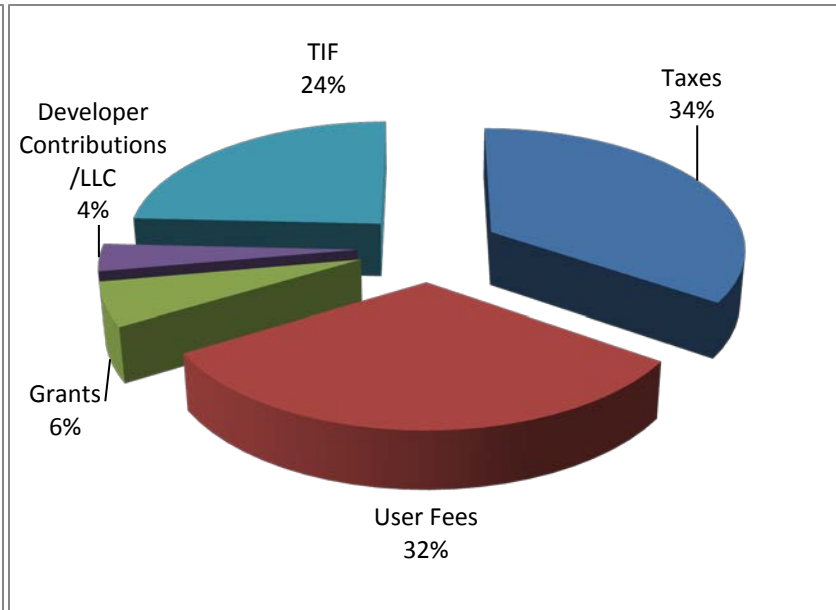
The current year capital projects are included in the budget document and can be found by their funding source.

### FY2015 PROJECTS

#### Funding Uses



#### Funding Sources



The Proposed Capital Improvement Program (CIP) for FY15 is \$4.4 million. Utility infrastructure projects account for \$1.3 million of the total cost. The balance of the projects include, Emerald Ash Borer program, road projects, and maintenance of the existing non utility infrastructure.

Capital improvements projects are funded through a variety of sources. A majority of the utility infrastructure projects are funded from operating revenue, such as user fees. A majority of the roadway projects are funded from taxes, grants, and developer contributions.



Village of Lemont Proposed Capital Improvements Program

CIP NAME	PROJECT FY	EST COST	FUND DESCRIPTION	Page #
Main Street Paver Brick Rehabilitation/Budnick Plaza Brick Replacement	FY2015	\$200,000.00	Downtown TIF	7
Illinois Street and Pruyne Street Water Main Replacement	FY2015	\$290,000.00	Downtown TIF	8
2014 Bridge Repairs	FY2015	\$275,000.00	Downtown TIF/ Road Improvement	9
Gateway Signs	FY2015	\$50,000.00	Gateway TIF/General Fund	10
Land Acquisition	FY2015	\$550,000.00	Gateway TIF/Road Improvement	11
Demolition	FY2015	\$80,000.00	Gateway TIF	11
Emerald Ash Borer (EAB)	FY2015	\$100,000.00	General Fund	12
Emerald ash borer replacement trees	FY2015	\$10,000.00	General Fund	12
2014 MFT Resurfacing Program	FY2015	\$685,000.00	MFT/Road Improvement	13
Enhanced Parking Machines - Metra Lot	FY2015	\$35,100.00	Parking Lot	14
Tollway Payment	FY2015	\$75,000.00	Road Improvement	15
Sidewalk Repair	FY2015	\$25,000.00	Road Improvement	16
State Street Retaining Wall Replacement	FY2015	\$40,000.00	Road Improvement	17
CDBG Sidewalk Replacement Program	FY2015	\$305,000.00	Road Improvement	18
Smith Farms West Detention Basin Repairs	FY2015	\$24,000.00	Road Improvement	19
Meadowlark Subdivision Pavement Surfacing	FY2015	\$57,500.00	Road Improvement	20
Archer Avenue (IL 171)- Improvements at Long Run Creek by IDOT	FY2015	\$30,000.00	Road Improvement	21
First Street Paving: Schultz Street to McCarthy Road	FY2015	\$33,000.00	Road Improvement	22
Canal Street Repaving: Lemont Street to Stephen Street	FY2015	\$13,000.00	Road Improvement	22
IMTT Culvert Replacement	FY2015	\$465,000.00	Water/Sewer/ Stormwater	23
Water Tower Cleaning/Repair- State Street	FY2015	\$10,000.00	Water/Sewer/ Stormwater	24
Warner Avenue Water Main Replacement - Phase 1	FY2015	\$330,000.00	Water/Sewer/ Stormwater	25
Warner Avenue Water Main Replacement - Phase II	FY2015	\$193,000.00	Water/Sewer/ Stormwater	25
Castle Bowl Drainage Channel Repairs- North of Logan Street	FY2015	\$23,000.00	Water/Sewer/ Stormwater	26
Pfeiffer Avenue (North) Retaining Wall Repair (West of Edgewood Drive) 33 Eureka Retaining Wall Repairs	FY2015	\$48,000.00	Water/Sewer/ Stormwater	27
Buffet Harbor Detention Basin Rehabilitation	FY2015	\$18,000.00	Water/Sewer/ Stormwater	28
Water Supply Study Update	FY2015	\$25,000.00	Water/Sewer/ Stormwater	29
2014 Sanitary Sewer Cleaning & Television	FY2015	\$34,000.00	Water/Sewer/ Stormwater	30
Athen Knolls Lot 16 Detention Basin Modifications	FY2015	\$66,000.00	Water/Sewer/ Stormwater	31
East Street Water Main Replacement	FY2015	\$140,000.00	Water/Sewer/ Stormwater	32
Sports Complex	FY2015	\$150,000.00	General Fund	33
		\$4,379,600.00		

Village of Lemont Proposed Capital Improvements Program

CIP NAME	PROJECT #	EST COST	FUND DESCRIPTION	Page #
<b>Projects for Review and Discussion</b>				
School Sidewalk Network		\$645,000.00	Unfunded/General Fund	35
Quarry Open Space Acquisition		\$150,000.00	Unfunded/General Fund	36
HQRA Natural Resource Inventory & Management Plan		\$15,000.00	Unfunded General Fund	36
Boat Trailer Ramp		\$15,000.00	Unfunded General Fund	36
Path Completion from Boat Trail to Waterfall		\$30,000.00	Unfunded General Fund	36
Quarry Challenge I Bridge		\$25,000.00	Unfunded General Fund	36
I&M Canal Improvements		\$300,000.00	Unfunded Downtown TIF	37
Downtown Gateway		\$75,000.00	Unfunded Downtown TIF	38
		\$1,255,000.00		
<b>Future Projects</b>				
Stephen Street Water Main Replacement- Phase 1		\$58,000.00	Unfunded Water/Sewer/ Stormwater	40
Stephen Street Water Main Replacement - Phase II		\$238,000.00	Unfunded Downtown TIF	40
Stephen Street Resurfacing- Illinois to Tri Central		\$360,000.00	Unfunded Downtown TIF	41
I&M Canal & Centennial Trail Connection		\$80,000.00	Unfunded General Corporate	42
I&M Canal - South Side Landscaping		\$392,000.00	Unfunded General Corporate	43
Bell Road Utility Extension		\$1,700,000.00	Unfunded Water/Sewer/ Stormwater	44
First Church of the Nazarene Utility Extension		\$400,000.00	Unfunded Water/Sewer/ Stormwater	45
Stephen Street Overlook		\$453,000.00	Unfunded Downtown TIF/Road Improvement	46
		\$3,681,000.00		
<b>Projects to be review with Budget</b>				
Holiday Decorations		\$10,000.00	General Fund	
Truck Replacement		\$20,000.00	General Fund	
LEMA Trucks		\$50,000.00	General Fund	
Dump Truck		\$150,000.00	General Fund	
Bike Route Signs		\$15,000.00	General Fund	
Replacment of Police Vehicles		\$30,000.00	General Fund	
		\$275,000.00		

Village of Lemont Proposed Capital Improvements Program

**Fund:** Downtown TIF

**Project:** Main Street Paver Brick Rehabilitation/Budnick Plaza Brick Replacement



**Description:** Replacement of existing brick pavers on Main Street, and new pavers at Budnick Plaza, to match the Canal Street pavers.

FY2015- \$200,000



**Fund:** Downtown TIF

**Project:** Illinois Street and Pruyne Street Water Main Replacement



**Description:** Replacement of water mains on the following streets: Illinois Street Grant to Julia : Pruyne Street Loop Porter Street to Main Street

To replace 220 LF on Illinois Street on 550 LF on Pruyne Street of 4 inch and 6 inch of leaking water mains and improve fire protection, in anticipation of the Illinois Street Roadway Rehabilitation Project.



FY2015- \$290,000

**Fund:** Downtown TIF and Road Improvement

**Project:** 2014 Bridge Repairs



**Description:** The rehabilitation of two (2) bridges as required by IDOT bridge inspection report. The two bridges are the Stephen Street and Old Lemont.

FY2015- \$275,000



**Fund:** Gateway TIF and General Fund

**Project:** Gateway Signs



**Description:** Seven new signs at key entrances to the Village, including a directional sign outside the main Village boundary at Lemont National Bank on Lemont Road. To beautify entrances to the Village, provide way finding to key destinations, and replace deteriorating existing signs.

Gateway TIF will fund one of the signs for \$7,200.

FY2015- \$50,000



**Fund:** Gateway Acquisition Fund

**Project:** Land Acquisition



**Description:** The Village is in the process of acquiring 10980 Archer Avenue. Closing and full payment will occur in 2015. Funding for this project is prior year funds, as well as road improvement funds.

FY2015- \$550,000

Demolition \$80,000



**Fund:** General Fund

**Project:** Removal of infested and dead trees

Planting of Trees to replace the removed ash trees

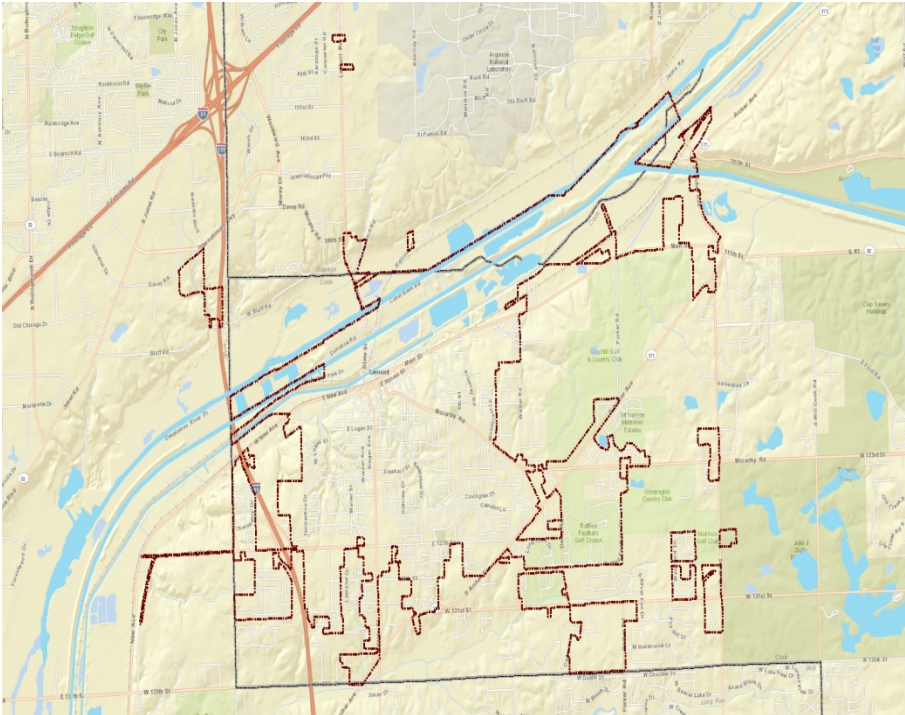


**Description:** EAB has infected many of the trees in the area. This project is a 5 year project to remove the infested trees. EAB program is to remove infested and dead trees the next step is to replace the ash trees.

FY2015-        \$100,000- removal  
                     \$10,000 replanting

**Fund:** MFT fund and Road Improvement

**Project:** 2014 MFT Resurfacing Program



**Description:** Resurfacing/repair of the following streets:  
Lintz/John/ S. Main / Keepataw Dr./ Valley Dr./ Custer  
Street/ Park Place/ Kip Place/ Cass Street/ Lemont Street/  
119th Street/ Other

FY2015- \$350,000- MFT  
\$335,000- Road Improvement

**Fund:** Parking Lot

**Project:** Enhanced Parking Machines - Metra Lot



**Description:** The current machines are several years old and were basic machines at time of install. The Village receives numerous complaints on issue with the machines. Additionally, the machines have limited functionality. The parking lot fund is an enterprise fund where user fees support all expenditures. Listed below is a survey outlining the surrounding communities and their fees. For the Heritage Corridor Lemont's daily fees are within market; however, permit fees are low.

	Daily	Permit
Downer's Grove- Burlington Northern Line	\$3	\$90 per qtr
Joliet- Heritage Corridor /Rock Island	\$1	
Lockport- Heritage Corridor	\$1	\$60 per quarter
<b>Lemont-Heritage Corridor</b>	<b>\$1</b>	<b>\$50 per quarter</b>
New Lenox-Rock Island	\$1.25	
Willow Springs-Heritage Corridor	\$2.00	\$40/ month
Lisle-Burlington Northern Line	\$3	\$110 per qtr
Mokena-Rock Island	\$1.25	

FY2015- \$35,100

**Fund:** Road Improvement

**Project:** Tollway Payment



**Description:** The Village entered into a note payable for construction of entrance and exit ramps on the south extension of Interstate 355. The note is to be paid in annual installments of principal only. The final payment of all unpaid principal is due December 2014.

FY2015- \$75,000



**Fund:** Road Improvement

**Project:** Sidewalk Repair



**Description:** The sidewalk replacement/repair program runs in the spring (April 2014) and fall (October 2014). This program repairs/replaces sidewalk in various locations which are prioritized by the Village's inspection reports.

FY2015- \$25,000

**Fund:** Road Improvement

**Project:** State Street Retaining Wall Replacement



**Description:** The replacement of the existing block retaining wall on the east side of State Street, between Logan Street and Custer Street, with a new masonry (Sienna Stone) retaining wall. To replace an existing deteriorated retaining wall to prevent collapse of an adjacent sidewalk.

FY2015- \$40,000

**Fund:** Road Improvement

**Project:** CDBG Sidewalk Replacement Program



**Description:** Replacement of sidewalks, curbs, and driveways in CDBG Block Group 3 (near Downtown) The replacements will be of deteriorated sidewalks and provide ADA detectable warning ramps- Road Improvement Fund for matching \$25,000 and Engineering \$30,000

FY2015- \$305,000 (CDBG grant \$250,000)

**Fund:** Water Fund

**Project:** Smith Farms West Detention Basin Repairs



**Description:** Repair detention basin retaining walls and dredge of detention basin bottom to facilitate maintenance of the basin

FY2015- \$24,000- Letter of Credit



**Fund:** Road Improvement Fund

**Project:** Meadowlark Subdivision Pavement Surfacing

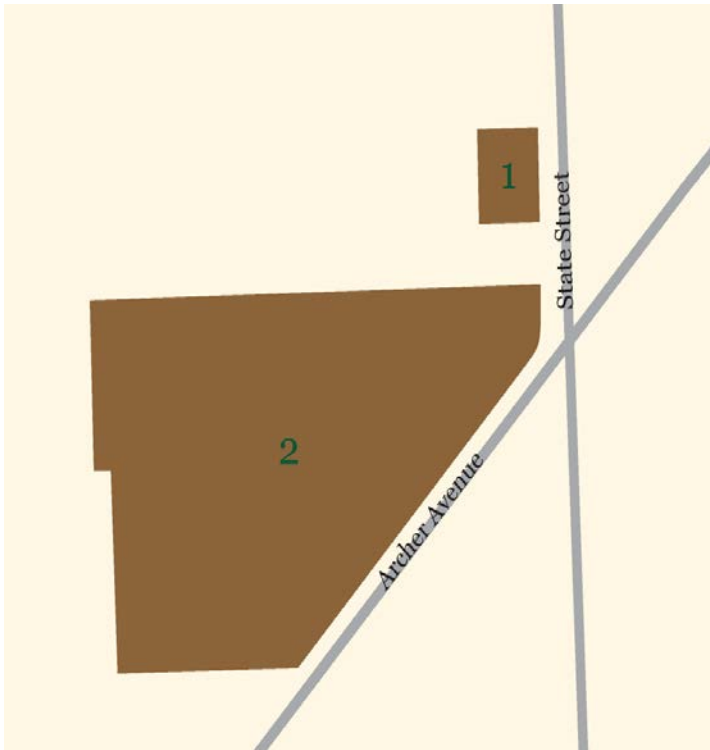


**Description:** Placement of the HMA surface course in the Meadowlark Subdivision. Installation of HMA surface course in Meadowlark Subdivision, so that the Subdivision can be accepted by the Village

FY2015- \$57,500 Letter of Credit

**Fund:** Road Improvement Fund

**Project:** Archer Avenue (IL 171)- Improvements at Long Run Creek by IDOT



**Description:** IDOT will raise the Archer Avenue pavement at Long Run Creek to prevent the roadway from flooding. IDOT's proposed improvements include upgrading the Village owned traffic signals at the Long Run Market Place Mall entrance. Because the signals are Village owned, the Village will be responsible for its share of the project, which is 20% of the cost of the signal.

FY2015: \$30,000

**Fund:** Road Improvement Fund

**Project:** FY2014 Projects that may have some spending in FY2015:

First Street Paving: Schultz Street to McCarthy Road

Canal Street Repaving: Lemont Street to Stephen Street

**Description:** Various projects are scheduled to be completed in the Spring of 2014; however, retainage may carry over in FY2015.

**Fund:** Water/Sewer/Stormwater

**Project:** IMTT Culvert Replacement



**Description:** Replacement of existing culverts with larger, high capacity culverts, at the IMTT discharge, from the I&M Canal to the CS&S Canal. The Village is negotiating partial funding for this project.

FY2015: \$465,000

**Fund:** Water/Sewer/Stormwater

**Project:** Water Tower Cleaning/Repair- State Street



**Description:** The water towers are inspected, power washed, and painted on a rotating cycle. Fiscal Year 2015 is when the State Street Water tower is schedule for repair.

FY2015: \$10,000

**Fund:** Water/Sewer/Stormwater

**Project:** Warner Avenue Water Main Replacement- Phase I and Phase II

**Description:** Phase I- Replacement of existing water main on Warner Avenue, South of Weimer Avenue to Pfeiffer Avenue. The replacement will be for 1,060, LF of leaking of 4 inch and 6 inch water main.



Phase II- Replacement of existing water main on Warner Avenue, from Pfeiffer Avenue to Norton Drive. The replacement will be 660 LF of leaking 6 inch water main. Improve Fire Protection

FY2015: Phase I- \$330,000

Phase II- \$193,000

**Fund:** Water/Sewer/Stormwater

**Project:** Castle Bowl Drainage Channel Repairs- North of Logan Street



**Description:** Repair to sides and bottom of existing stone drainage channel, north of Logan Street to the Castle Bowl.

FY2016: \$23,000



**Fund:** Water/Sewer/Stormwater

**Project:** Pfeiffer Avenue (North) Retaining Wall Repair (West of Edgewood Drive) 33 Eureka Retaining Wall Repairs



**Description:** Construction of a new masonry (Sienna Stone) retaining wall to repair existing wood retaining walls that have deteriorated.



FY2015: \$48,000



**Fund:** Water/Sewer/Stormwater

**Project:** Buffet Harbor Detention Basin Rehabilitation

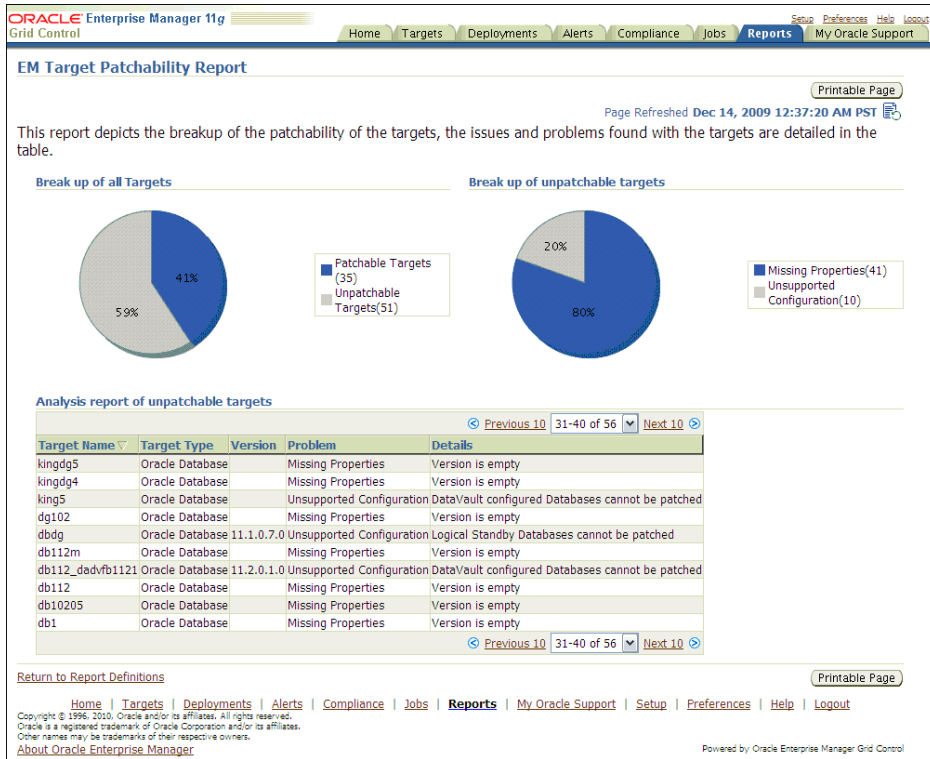


**Description:** Removal of sediment at the basin outfall to re-establish original normal water elevation, in the Buffet Harbor Detention Basin.

FY2015: \$18,000

**Fund:** Water/Sewer/Stormwater

**Project:** Water Supply Study Update



**Description:** To make sure that the Village plans property for future growth, including pump capacity, water supply, and water storage.

FY2015: \$25,000

**Fund:** Water/Sewer/Stormwater

**Project:** 2014 Sanitary Sewer Cleaning & Television



**Description:** Cleaning and televising of existing sanitary sewers and combined sewers, in order to maintain sewers in good, clean condition and to comply with recommended long term control plan.

FY2015: \$34,000

**Fund:** Water/Sewer/Stormwater

**Project:** Athen Knolls Lot 16 Detention Basin Modifications



**Description:** The filling of an existing retention basin and removal of undesirable vegetation, in the Athen Knolls Subdivision. The Village has entered into an agreement with the developer of Athen Knolls to assume control over the basin and convert the existing basin to a dry facility. A portion of the project will be funded by a developer contribution.

FY2015: \$66,000

**Fund:** Water/Sewer/Stormwater

**Project:** East Street Water Main Replacement



**Description:** Replacement of water main on East Street, North and North of Short Street. To replace 580 LF of deteriorated 8 inch water main, prior to construction of townhomes at 902 and 910 East Street.

FY2015: \$140,000

**Fund:** General Fund

**Project:** Sports Complex



**Description:** Funds will need to be budgeted to update the feasibility studies as well as budget for engineering and consulting expenses in relation to the next steps in the Sports Complex evaluation process.

FY2015: \$150,000

# PROJECTS FOR REVIEW AND DISCUSSION



**Fund:** Unfunded General Corporate

**Project:** School Sidewalk Network



**Description:** The 2012 Lemont Active Transportation Plan recommends completing and repairing the Village's sidewalk network throughout the community. Completing / repairing the entire network within 5 years is not feasible. Schools, and particularly a .5 mile radius around schools, are identified as a priority area for sidewalk installation/repair in the plan.

Estimate: \$645,000



**Fund:** Unfunded  
General Fund

**Project:** Quarry Expenditures

- Quarry Open Space Acquisition
- HQRA Natural Resource Inventory & Management Plan
- Boat Trailer Ramp
- Path Completion from Boat Ramp to Waterfall
- Quarry Channel 1 Bridge

**Description:** The Quarry Expenditures are three different projects that staff would like guidance on.



**Quarry Open Space Acquisition-** There is a draft master plan for the Quarry Recreational Area that includes all the property in the Quarry Area. All of the property except for 6.18 acres is publically held. The acquisition of this piece would provide the Village with ability to implement its master plan. \$24.272 per acre lump sum or 5, 10 year payback. Total Cost is \$150,000 that would be unfunded. However, for a 10 year payback it would be \$18,000 per year funded from the General Fund.



**HQRA Natural Resource Inventory & Management Plan-** To identify and estimate costs for farther enhancements to the HQRA to develop it as an attraction for eco-tourism and nature enthusiasts, as well as generally beautifying the area for all visitors. The total for this project is estimated to be \$15,000 funded from the General Fund.



**Miscellaneous Improvements in the Quarry-** The projects are a boat ramp (\$15,000), the completion of a path from the boat ramp to the waterfall (\$30,000) and a bridge (\$25,000) The total for this is estimated to be \$70,000 funded from the General Fund.

Unfunded

**Fund:** Downtown TIF Funding

**Project:** I & M Canal Improvements



**Description:** The Village has completed engineering and received all required permits to dredge the I&M Canal from the Stephen Street bridge to the Ed Bossert Bridge. Estimated costs for the project are \$1,000,000. Staff has had preliminary meetings with an engineering firm to provide alternate options for cleanup of the canal. \$300,000 total for engineering and construction.

Estimate: \$300,000

**Fund:** Unfunded  
Downtown TIF

**Project:** Downtown Gateway

**Description:** The intersection of Illinois & State Street is a key gateway into Lemont, and particularly downtown Lemont. The 2012 Lemont Active Transportation Plan recommends creating a gateway at this important intersection and many other plans, including the 2002 Comprehensive Plan, recognized the importance of this gateway into our community. By beautifying this intersection, we further improve this gateway and link it more directly to downtown. This link, coupled with our way finding signage, will help to encourage traffic to come into downtown, rather than passing it by. The gateway improvements will also incorporate an area to promote community events through signage, therefore eliminating the need to put such signs on the side of the Lemont Road Bridge.



Staff needs direction on whether or not the board wishes to pursue this project.

FY2015- \$75,000

# FUTURE PROJECTS

## Unfunded Water/Sewer - Downtown TIF

**Project:** Stephen Street Water Main Replacement – Phase I and Phase II

**Description:** Replacement of an existing water main on Stephen Street, from MWRDGC Entrance to Tri-Central Property

The water main that is being replaced is a deteriorated 4 inch water main and 250 feet of improved fire protection. Also install 2 force main in same trench.



Phase I Estimate \$58,000

Estimate: \$238,000 Phase II



**Fund:** Unfunded  
Downtown TIF / Road Improvement

**Project:** Stephen Street Resurfacing – Illinois to Tri Central



**Description:** This project includes the resurfacing, curb and paver repair on Stephen Street.

Estimate: \$360,000

**Fund:** Unfunded General Corporate

**Project:** I&M Canal & Centennial Trail Connection



**Description:** Lemont has long recognized its need to connect downtown to regional trails in order to provide an amenity to residents and encourage economic development in downtown. The proposed link to the Centennial Trail has been mentioned in numerous plans, including the 2002 Comprehensive plan, the 2008 ED & Downtown Improvement Work Program and the 2012 Lemont Active Transportation Plan. The link will be even more important when the Cal-Sag Trail is finished in the coming years.

construction costs could be reduced substantially if a waiver could be obtained from the Cost Guard's required 40 ft clearance above the Sanitary & Ship Canal. The preferred design would create a bike/ped bridge at the north end of Stephen Street, linking downtown Lemont directly to the Centennial Trail.

Estimate: \$80,000

**Fund:** Unfunded General Corporate

**Project:** I&M Canal - South Side Landscaping

**Description:** Complete the canal landscaping designed by Teska in 2009 by installing new stairs and landscaping on south side of I&M Canal. North side was installed in 2011.



**Estimate:** \$392,000 (timing dependent on clean-up and rewatering work)



**Fund:** Unfunded  
Water/Sewer/Stormwater

**Project:** Bell Road Utility Extension



**Description:** To provide 4,000 LF each of sanitary sewer and water main extensions to service parcels along Bell Road, South of McCarthy Road. The project will be funded by developer contributions, allocation of prior year funds and/or bond proceeds.

FY2015: \$1,700,000

Unfunded

**Fund:** Water/Sewer/Stormwater

**Project:** First Church of the Nazarene Utility Extension



**Description:** To provide 1,100 LF of sanitary sewer and water main extension on Bell Road to service the First Church of the Nazarene. The Village will seek funding from the Church, per prior discussions with the Church

FY2015: \$400,000

**Fund:** Unfunded General Corporate

**Project:** Stephen Street Overlook



**Description:** Extending Streetscape improvements to north end of Stephen Street and creating an overlook at the intersection with the Sanitary & Ship Canal.

Estimate: \$453,000

# Projects to be Reviewed with Budget

- Fund:** General Fund
- Project:** Holiday Decorations
- Truck Replacement
- LEMA Trucks
- Dump Truck- Plow for Winter Operations
- Replacement of Police Vehicles
- Bike Route Signs



**Description:** The aforementioned projects have been presented in the Capital Budget. They are under review due to the nature of the funding source. Additionally, staff will be reviewing capital lease options for the larger ticketed items.

**Bike Route Signs:** The 2012 Lemont Active Transportation Plan recommended a network of bike routes throughout the community. Bike routes are recommended routes for cyclists to use when dedicated bike facilities are not available. Such routes provide reminders to bikes and drivers to share the road, and provide way finding to key destinations. A plan of proposed

signs and their appropriate locations would be needed and a consultant would be hired to complete that task. The sign production and installation could be done in-house.