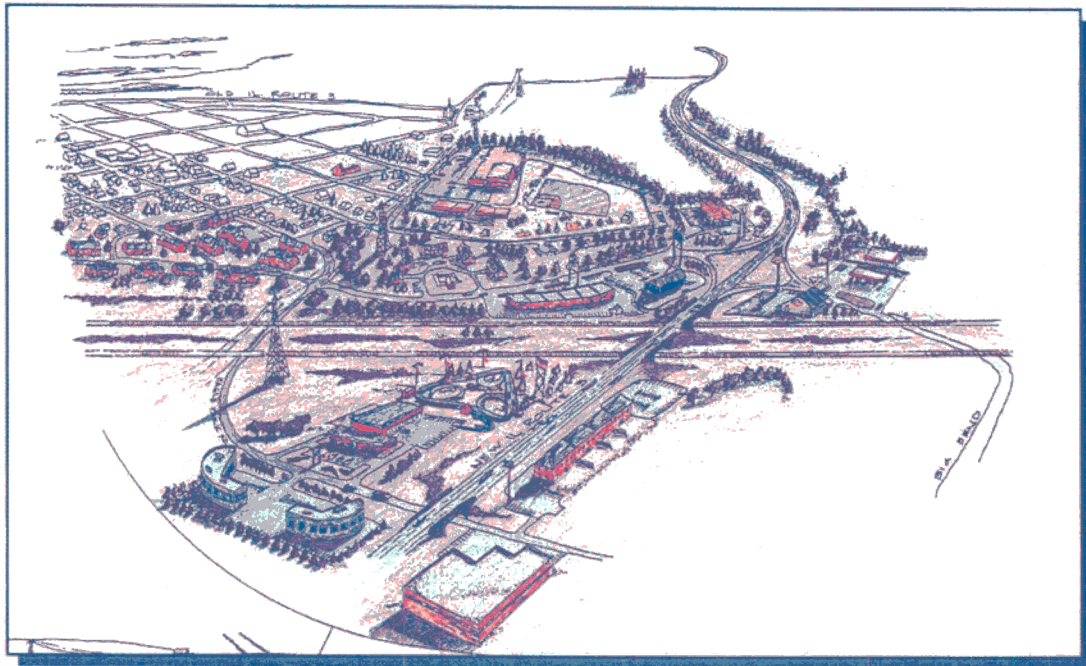


FINAL

Village of Brooklyn, Illinois Waterfront Development Master Plan

“Founded by Chance, Sustained by Courage”



Prepared for the



United States Army Corps of Engineers
St. Louis District

With the

Michael Jones Foundation, Inc.

**HORNER &
SHIFRIN, INC.**
ENGINEERS ■ ARCHITECTS ■ PLANNERS

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EXECUTIVE SUMMARY

The firm of Horner & Shifrin, Inc. was retained by the United States Army Corps of Engineers to undertake a Waterfront Development Master Plan for the Village of Brooklyn, Illinois. The Corps had previously entered into a Planning Assistance to States Agreement with the Michael Jones Foundation, Inc. on behalf of the Village of Brooklyn, Illinois.

Under the Planning Assistance to States Agreement, local governments are assisted in the preparation of comprehensive plans for the development, utilization, and conservation of water and related land resources.

The project area for this study report is the Village of Brooklyn, Illinois and represents an area of approximately one square mile. The project area extends north to the St. Clair County line, south to the Brooklyn Village limits, east to the Village limit and west to the Mississippi River. Brooklyn is located immediately north of the City of East St. Louis, Illinois, along Illinois State Highway 3 (2nd Street within the Village of Brooklyn).

The Study Report consists of three distinct phases which have been integrated into this cohesive and comprehensive report. The three phases were Existing Conditions, Plan Formulation, and Plan Implementation.

The Existing Conditions Report contains information on Land Use and Zoning, Housing, Circulation and Traffic/Transit, Natural and Cultural Resources and an Area-Wide Initial Site Characterization (ISC). The Existing Conditions Report established a baseline for the community upon which alternative development strategies could be assessed and an implementation strategy ultimately documented.

The Existing Conditions Report revealed that the Village of Brooklyn has experienced substantial population losses over the last several decades. However, the community continues to exhibit signs of stability. The community infrastructure is generally in fair to good condition. The housing stock of Brooklyn is also fair to good with many residents showing a sense of care and concern for their properties.

The job base for the community is practically non-existent. There are no major industries in Brooklyn and the commercial businesses are mostly adult businesses with few opportunities for youth employment. The relocation of Illinois State Highway 3 could provide new employment opportunities and expand the business base for the community.

Phase I Environmental Assessments will need to be undertaken, along with land assemblage opportunities, to develop a comprehensive approach for community redevelopment and enhancement. The Area-Wide Initial Site Characterization (ISC) analysis was performed by Environmental Operations, Inc. under subcontract to Horner & Shifrin, Inc.

The Plan Formulation phase of the study report documents the follow-on activities conducted after completion of the characterization of Existing Conditions for the project area. The Existing Conditions Report found in the first section of this document was also published in February, 2002 as a stand-alone document entitled, "Brooklyn, Illinois Waterfront Development Master Plan, Horner & Shifrin, Inc."

The major elements of the Plan Formulation phase were to evaluate natural and cultural resource considerations; circulation, traffic and transit considerations; public involvement; a market analysis; alternative plan development; and preparation of a gross engineering cost estimate.

A review of natural and cultural resource considerations and the circulation, traffic and transit considerations was for the purpose of creating alternative development plans which recognized these elements. A recognition of these elements, and their potential impact on alternative development, allowed realistic plans to be developed.

The public involvement process for this study was intended to meet several overall objectives: to disseminate information about the study process; to provide an ample opportunity for the public to provide unstructured comments concerning development opportunities within the Project area; and to provide an overall marketing analysis approach based upon conversations with key individuals involved in development activities within the St. Louis metropolitan region, coupled with a knowledge and understanding of the area's development pattern.

Attendees at the public involvement meetings provided the Study Team with input which was used to help develop three alternative development plans. These three plans, Brooklyn Business Center, Brooklyn Speak-Easy, and Brooklyn Motorsports, were developed based upon a knowledge of existing conditions, the result of public involvement, and the input from a market analysis study.

The market analysis study was performed by Development Strategies, Inc. under subcontract to Horner & Shifrin, Inc. The market analysis recognized the best opportunity for new infill housing; possible convenience retail; Route 3 accessible retail including fuel services, convenience store and restaurants; single-family housing; small business development; light industrial or office uses; and industrial and distribution uses associated with the Mississippi River. The infill housing could, and should, occur throughout the redevelopment process as the community builds its tax and jobs bases.

The Plan Formulation phase concluded with a narrowing of the original three alternative plans to a single recommended plan – a modified Brooklyn Business Center Plan. This modified plan utilized the Brooklyn Business Center Plan as the “base plan” with those elements most favored from the Brooklyn Motorsports Plan incorporated into the final plan. This combination plan consisted of the following Elements:

Brooklyn Business Center Plan

- Large Industrial Warehousing and Distribution Area
- Quality Hotel
- Sit-Down Restaurant
- Fast-Food Restaurant
- Retail Commercial
- Smaller Offices (Medical, Insurance, Real Estate, Legal)
- Varied Housing (Single-Family, Apartments, Cluster Townhomes)
- Indoor/Outdoor Recreation
- Service Station
- Park and Open Space

- Hiking/Biking Trail
- Boardwalk Through Wetlands
- Street Improvements
- Overpass Waterfront Connection
- Route 3 Realignment

The Plan Implementation phase began with the selection of a recommended Plan, included a refined development summary, and a refined engineering cost estimate. The Plan Implementation phase concludes with the identification of potential financial resources to fund aspects of the recommended Plan and the development of a simple nine-step implementation process to be followed to achieve the goals and objectives of this process.

The recommended Brooklyn Business Center Plan will result in the addition of new development activity as summarized below:

Brooklyn Business Center

Office	40,000 square feet
Commercial	116,000 square feet
Industrial	270,000 square feet
Residential	201 units

The recommended development plan also involved providing a refined engineering cost. The estimate consists of three separate elements: site preparation, transportation, and infrastructure. Together these three elements comprise the vast majority of work necessary to support the implementation of all aspects of the adopted plan.

Brooklyn Waterfront Plan Cost Breakdown Summary

Site Preparation Elements Subtotal	\$708,000 – 944,000
Transportation Elements Subtotal	8,526,000 – 9,235,000
Infrastructure Elements Subtotal	6,122,000 – 7,040,000
Grand Total	<hr/> \$15,356,000 – 17,219,000

The Financial Resource section of the Plan Implementation phase includes over 30 potential funding public sources and many private sources as well. For this Plan to be successfully implemented, these resources should be pursued by the Village, or through its Planning Consultant, to secure funds to support infrastructure improvement.

Lastly, a nine-step implementation process was developed to guide the Village toward successful implementation of the recommended Plan. The first step – Adopt the Plan – has already been successfully met. On June 18, 2003 the modified Brooklyn Business Center Plan was unanimously adopted by the Village of Brooklyn Board of Trustees. The remaining steps in the process for successful Plan Implementation are as follows:

2. Meet with Illinois Department of Transportation
3. Establish a Planning and Zoning Commission
4. Adopt Zoning Regulation
5. Meet with Railroad Officials
6. Examine Economic Development Opportunities
7. Develop a Marketing Strategy
8. Develop Financial Resources
9. Contact Governor's Office About Team Illinois

It is important to note that for any implementation strategy to be successful “capacity partners” will be necessary. Capacity partners are those who have the financial or staffing resources to assist in plan implementation. The Village of Brooklyn must align itself with a capacity partner(s) who can assume day-to-day responsibility for these implementation steps. All successful ventures require partnerships. The Village would achieve success more quickly with such a partnership arrangement.

EXISTING CONDITIONS

I. BACKGROUND AND INTRODUCTION

The firm of Horner & Shifrin, Inc., in association with its subconsultant Environmental Operations, Inc., was retained by the United States Army Corps of Engineers to undertake a Waterfront Development Master Plan. The Corps had previously entered into a Planning Assistance to States Agreement with the Michael Jones Foundation, Inc. on behalf of the Village of Brooklyn, Illinois.

Under the Planning Assistance to States Agreement, local governments are assisted in the preparation of comprehensive plans for the development, utilization, and conservation of water and related land resources.

The project area is the Village of Brooklyn, Illinois and represents an area of approximately one square mile. The project area extends north to the St. Clair County line, south to the Brooklyn Village limits, east to the Village limit and west to the Mississippi River. Brooklyn is located immediately north of the City of East St. Louis, Illinois, along Illinois State Highway 3 (Illustration EXC1). It should be noted that 2nd Street in Brooklyn is also Illinois State Highway 3. The corporate limits were determined based upon the most recent Sidwell document.

II. EXISTING CONDITIONS REPORT

The Existing Conditions Report contains information on Land Use and Zoning, Housing, Circulation and Traffic/Transit, Natural and Cultural Resources and Area-Wide Initial Site Characterization (ISC). This Existing Conditions Report established a baseline for the community upon which alternative development strategies could be assessed and an implementation strategy ultimately documented.

A. Land Use and Zoning

A land use inventory of the project area was undertaken. The project area was also divided into five land use subareas (Illustration EXC2) to allow for a comparative analysis. The inventory was prepared to ascertain existing land

uses and land use patterns within the Brooklyn community (Illustration EXC3). The land use information was inventoried based upon a block level designation (Illustration EXC4).

Land Use Subarea 1 includes the area south of Canal Street from Illinois State Highway 3 on the west, Eagle Park Road on the east and the railroad right-of-way at its southern terminus.

This area is characterized as residential in nature. The largest residential housing component is a multi-family housing project owned and managed by the St. Clair County Housing Authority. The Thomas and Terry Apartments consist of 31 separate buildings containing 158 housing units. The remainder of the residential area is principally single-family detached residences.

Commercial uses in Subarea 1 includes a bar/convenience store at the intersection of Canal and 7th Street, a candy store along Adams Street near 7th Street, and an office for the St. Clair County Housing Authority.

The only other uses in Subarea 1 are institutional in nature. This includes the Lovejoy Post Office at 3rd Street and Adams and the Morning Star Missionary Church at 512 South 5th Street. The civic type center on Monroe Street is a converted apartment and not open to the public.

Land Use Subarea 2 is located centrally within the overall project area. It is principally located between Jefferson Street on the north, Canal Street to the south and between 3rd Street on the west and 8th Street and Lovejoy School on the east. The only exception to this configuration is the block between 2nd Street (Illinois State Highway 3) and 3rd Street between Canal and Washington Streets, which is included within this Subarea.

Subarea 2 is a mix of residential and institutional uses. The residential portion is characterized mainly as single-family detached residential housing with low-density development. Institutional uses are interspersed and include the Mission Baptist Church at the intersection of Canal Street and South 4th Street, St. Elizabeth Church on Washington Street and the Lovejoy Temple at the northwest corner of Canal and 6th Streets.

The block that is bounded by Washington Street, Canal Street, 4th Street and South 5th Street is the governmental heart of the community. This area contains City Hall, Police Department, Fire Department, Civic Center and a Senior Citizen Center. The only parcel of commercial in Subarea 2 is a boarded-up business establishment at the northwest corner of Canal Street and 2nd Street (Illinois State Highway 3).

Land Use Subarea 3 is a narrow band located between Madison and Jefferson Streets and extends along Illinois State Highway 3 from near Short Street to the north and Washington Street on the south. It also extends to Lovejoy School to the east. This is the principal commercial district for the community.

The commercial uses in this Subarea include the Leonard Bo Prep Pre-School Academy along Short Street, a Chinese restaurant along Madison Street near South 5th Street and numerous adult entertainment venues. These adult entertainment business establishments include Roxy's, the Doll House, Platinum Club and Fantasy Land Exotic Dancers, among others.

Subarea 3 also contains several institutional uses. These uses include a community playground at the northeast corner of North 3rd Street and Madison Street, Liberty Church at the northeast corner of South 5th Street and Jefferson and the Freewill Baptist Church at 7th and Jefferson Streets. This subarea also contains several residential structures. Most of the

residential is located east of North 5th Street with an additional cluster of housing north of Jefferson between North 4th and North 5th Streets.

Land Use Subarea 4 is located north of Madison Street to the northern extent of the project area, the St. Clair County line. The Subarea also extends west to Illinois State Highway 3 and east to include the Lovejoy School area.

This Subarea is a mix of uses including residential, institutional and limited commercial. The residential usage is low-density residential including both mobile homes and traditional “stick-built” housing. The Lovejoy School and Amelia Cole School are major features within Subarea 4. Other institutional interests include the Tabernacle Missionary Baptist Church and Quinn Chapel Churches on North 5th Street and a playground at the northeast corner of Madison Street and North 3rd Street.

There are various scattered commercial establishments within the Subarea. All of the commercial businesses within this Subarea are located along Madison street and include a Q-Mart, Lion’s Corner store and Wells Pool Room.

Land Use Subarea 5 is the largest subarea and includes all of the remainder of the project area. With the exception of an industrial storage facility between Illinois State Highway 3 and the Mississippi River and a storage warehouse currently under construction near the railroad and Eagle Park Road, the entire area is vacant.

For the purpose of this report, the Project Area was divided into blocks for analysis. Illustration EXC4 is a map indicating the number sequencing used.

A detailed block-by-block analysis of land uses within the project area is contained on the following table (Illustration EXC5). The undeveloped

riverfront area is calculated to be approximately 61 acres in size out of a total of 89 acres of riverfront area. The remaining 28 acres is an industrial storage facility.

Illustration EXC5.
Land Use Analysis by Block

Subarea 1

Block Number	% Residential	% Commercial	% Institutional	% Vacant
110	75			25
111	70			30
112	90	10		
114	80			20
115	80	20		
116	50	10		40
113, 117, 118	100			
222	30			70
223	80		5	15
224	87			13
226	30			70
227	45			55

Subarea 2

Block Number	% Residential	% Commercial	% Institutional	% Vacant
103	65			35
104	70			30
105	68			32
106	70		20	10
107	75			25
108	95			5
109	100			
215	15		15	70
216	55			45
218	50	5		45
219	50		20	30
220	23		70	7

Subarea 3

Block Number	% Residential	% Commercial	% Institutional	% Vacant
101	60		10	30
102	36			64
203	36	34		30
209	4	86		10
210		35	10	55
211	35	65		
212	20	20	10	50
214	10	90		

Subarea 4

Block Number	% Residential	% Commercial	% Institutional	% Vacant
202	27		34	39
204	68	4	8	20
205	52	5	10	33
206	71	4	4	21
207, 100	75			25

The Southwestern Illinois Development Authority (SWIDA) was able to determine in conversations with the Village of Brooklyn that no zoning map exists for the community. However, proposed zoning regulations were compiled by the Southwestern Illinois Building Commission, but were never enacted by the Village Board. A copy of these proposed zoning regulations is contained in Appendix A.

B. Housing and Population

Housing conditions for the Brooklyn, Illinois Project Area were evaluated through a windshield survey. The housing conditions for the survey were rated as either good (1), fair (2) or poor (3) based upon the following U.S. Housing and Urban Development criteria:

- (1) Good – Basically sound, needs only minor repair.

- (2) Fair – Needs either many minor improvements or a few major ones.
- (3) Poor – Needs major repair to the foundation, walls, roof or other structural members.

Photographs were taken to illustrate examples of each housing condition. This information was then mapped to indicate housing conditions throughout the Village (Illustration EXC6).

There were a total of 232 housing structures identified within the Brooklyn Project Area. There were also 36 other structures identified which constituted uses other than residential. Of the total number of housing structures surveyed, 81 (35%) of the structures were rated as good, 117 (50%) fair and 34 (15%) poor.

There were a total of 37 blocks identified within the project area, all but one containing some residential housing. In a block-by-block analysis of housing conditions, 12 of the blocks were evaluated as good, 24 fair and 1 poor. By comparison, blocks containing uses other than residential were generally in fair to good condition. The business uses that rated poor in structural quality were generally those “boarded-up” and no longer operating as viable commercial enterprises.

The 2000 Census revealed that there was a total of 346 housing units in Brooklyn. Of these 346 units, 267 were occupied and 79 were vacant. This number has steadily declined over the previous several decades from 545 units in 1970 to 517 units in 1980 and 432 in 1990. It is important to note that the number of housing units is always greater than the number of housing structures. Buildings such as duplexes, single-family attached units and apartments are counted as a single building(s), but contain multiple housing units. The major concentration of these multiple-family housing units is in the Thomas and Terry Apartments owned and operated

by the St. Clair County Housing Authority. This complex is the one under dispute by the Village for the official count of its residents.

By way of comparison, the housing unit count for all of St. Clair County for 2000 was 104,446. This is slightly up from the 103,432 units in 1990. In light of the overall County information, the marked drop in the number of housing units in Brooklyn is even more notable.

As indicated, the housing unit count has steadily decreased in the Village of Brooklyn over the last several decades. As would be expected, the population has experienced a similar trend. Appendix B contains a table prepared by the U.S. Census Bureau. The 2000 Census indicated a total of 676 persons in 1990, 1,233 persons in 1980 and 1,702 in 1970. Clearly, the community has seen a dramatic decrease in its citizen base over the last several decades. Almost 500 persons have left the community during the last ten years.

Examples of Housing Conditions

Good



Basically sound, needs only minor repair.

Fair



Needs either many minor improvements or a few major ones.

Poor



Needs major repair to the foundation, walls, roof or other structural members.

C. Circulation and Traffic/Transit

Circulation and Traffic

Horner & Shifrin personnel visually inspected each street within the Village limits of Brooklyn and documented its relative condition. The visual inspection of the roads was completed in August and September 2001. Bridges and other drainage structures associated with the road system were not evaluated as part of this assessment.

Illinois State Highway 3 runs along the western edge of Brooklyn and is the main route into the community. Canal Street is a major street, which provides access to Brooklyn from the east. In the Village of Brooklyn, Illinois State Highway 3 is 2nd Street.

The criteria developed and used in the 1997 East St. Louis Enterprise Community Infrastructure Plan, were also used to provide a uniform assessment of the streets and roads in this study of Brooklyn. As was done in the East St. Louis study, each street or road was placed in one of three categories:

<u>Condition</u>	<u>Description</u>
Good	The street/road is serviceable. There is little evidence of potholes, cracking, or other surface problems requiring maintenance. Curbs, gutters and drainage ditches are also in serviceable condition and not in need of immediate maintenance.
Fair	The street/road is in need of maintenance such as clearing of debris and vegetation, crack sealing, repair of potholes and resurfacing of small areas. Curbs, gutters, and drainage

ditches may also require a limited amount of maintenance to bring them up to good condition.

Poor The street/road is in need of major repair and/or rehabilitation. Deficiencies may include extensive potholes, rough surface, surface irregularities such as depressions and broken up pavement. Curbs and gutters are in need of repair/replacement and drainage ditches need clean out to function properly.

Illustration EXC7 indicates the condition of streets in Brooklyn. For the most part, the streets in the Brooklyn community were in fair or good condition. However, some streets were in poor condition. The streets in the poorest condition include:

Madison	between 2 nd and 4 th
Jefferson	between 2 nd and 3 rd
Washington	between 2 nd and 3 rd
4 th Street	between Canal and Monroe
7 th Street	between Adams and Cornell
8 th Street	between Jefferson and Canal
Cornell	between Eagle Park Road and 6 th

The residential area south of Adams Street predominately consists of multi-family dwellings. The network of streets in this area is not the standard grid pattern found throughout the rest of the Village, the streets are curved and several small parking areas are located adjacent to the roadway. In this section of the Village there is no clear delineation between Village and housing development maintenance. Speed bumps have been installed along Cornell Street and at other locations in this area. The streets in this area are in fair or poor condition.

Most streets in Brooklyn have curb, gutter and sidewalks on both sides of the street. The general condition of the sidewalks in Brooklyn is good, however, several areas require general maintenance such as the removal or trimming of vegetation. At a limited number of locations, sidewalks need to be repaired due to cracking or heaving.

As previously stated, Illinois State Highway 3 is presently 2nd Street through the Village of Brooklyn. This portion of highway is scheduled to be relocated as part of an overall improvement project. Approximately \$980 million will be provided during FY 2002-2006 for improvements to State Highways in District 8. Included within this overall funding in FY 2002 is approximately \$5 million for a relocated Illinois State Highway 3 to the I-55 interchange (Tri-Level) and \$40,129,000 for a new bridge, grading, paving, construction and engineering for the 0.90 mile relocation. This roadway and Eagle Park Road are the principal roadways outside the principal area of the community. As reflected in Illustration EXC7 these roads are in fair to good condition.

This relocation of Illinois State Highway 3 will result in the route being moved from the west side of the community to its east side. This has several traffic, as well as, land use implications for Brooklyn.

From a traffic standpoint, this relocation means that the bulk of traffic now traversing the Village will no longer be at the community's existing "front door". Rather, the eastern side of the community will now receive the most visual and traffic exposure.

The existing commercial land uses within Brooklyn are minimal and do not generally depend on drive-by traffic for business success. Examples of businesses needing this type of drive-by exposure include service stations and restaurants, among others. The adult business establishments will be minimally affected by this relocation. Such businesses are considered to

be destination-type businesses and do not generally draw from drive-by traffic.

The principal advantage to the Village of Brooklyn from this relocation will be the opportunity to create a new “front-door”. A relocated Illinois State Highway 3 offers a tremendous potential to gain new and enhanced exposure. This new land use opportunity could result in placement of motor-vehicle-oriented-businesses such as service stations, banks and restaurants.

In conjunction with the proposed new Mississippi River Bridge immediately south of Brooklyn, a new sales tax base and community image could be realized. The Village needs to position itself to take full advantage of this upcoming opportunity to help stabilize the community. Both the relocated Illinois State Highway 3 and Mississippi River Bridge realignments are shown on Illustration PF2 shown at the end of the Plan Formulation Section.

Transit Service

Brooklyn is located within the St. Clair County Transit District, which does not operate any transit service to the Brooklyn area. Brooklyn residents do, however, have access to transit service since routes operated by the Madison County Transit District (MCT) pass through Brooklyn.

Currently, residents of Brooklyn have access to bus service between Granite City and St. Louis seven days a week from early morning to late evening. Routes generally run approximately every 30 minutes during peak hours and approximately every 60 minutes during off-peak hours. The weekend bus service is slightly reduced, with busses running approximately every 60 minutes and with service starting later in the morning and ending earlier in the evening. Since the routes that provide transit service to residents of Brooklyn are operated by the Madison

County Transit District, the needs of Brooklyn residents may not be fully considered if routes are changed or altered.

In addition to bus service, residents of Brooklyn may be eligible to take advantage of services offered by Ride Finders, the regional rideshare program for the St. Louis Metropolitan Area. Ride Finder services include free personalized match lists of potential carpoolers, guaranteed ride home programs and vanpool programs. The services offered by Ride Finders need to be coordinated between area employers and other users of the program.

D. Natural and Cultural Resources

Contact was made with the State of Illinois Historic Preservation Agency to ascertain whether Brooklyn, Illinois contains any State listed natural or cultural resources. The Historic Preservation Agency maintains, preserves and interprets artifacts, buildings, documents, and other items related to the State's history.

While the Village itself is the site of the first A.M.E. Church in the Midwest, no other natural or cultural resources of significance were listed by the State of Illinois or on the National Register of Historic Places. However, Brooklyn is a State designated area of the Freedom Trail Legacy of Hope Program. The Legacy of Hope Program is designated to recognize those communities and areas which allowed slaves the opportunity to realize their freedom. Brooklyn was a strong community in this effort and as such could support ecotourism opportunities and draw tourists and financial support to the community.

E. Area-Wide Initial Site Characterization (ISC)

Research was conducted by Environmental Operations, Inc. to identify site(s) in the Project Area that might have the potential for environmental

contamination by identifying and analyzing past property uses. The research method included a review of aerial photography, Sanborn maps, other historical land use mapping, engineering data and various other resources.

The properties were ranked from a low to high risk based upon the degree of environmental contamination that might be expected based on its historic use(s). It is anticipated that the result of this research will be used as a basis for determining the need for further on-site environmental investigations. These investigations may lead to further Phase 1 Environmental Assessments.

The information on this area-wide initial site characterization is contained in Appendix C of this report.

III. CONCLUSION

The Village of Brooklyn has experienced substantial population losses over the last several decades. However, the community continues to exhibit signs of stability. The community infrastructure is generally in fair to good condition. The housing stock of Brooklyn is also fair to good with many residents showing a sense of care and concern for their properties.

The job base for the community is practically non-existent. There are no major industries in Brooklyn and the commercial businesses are mostly adult businesses with few opportunities for youth employment. The relocation of Illinois State Highway 3 could provide new employment opportunities and expand the business base for the community.

Previous studies have suggested the possibility of establishing a Brooklyn Port in conjunction with a new Mississippi River Bridge crossing. In the interim, however, a land use and economic development implementation strategy needs to be

developed for the community to stabilize its population base before it reaches a critical mass.

Phase I Environmental Assessments need to be undertaken, along with land assemblage opportunities to develop a comprehensive approach for community redevelopment and enhancement.

Appendix D provides a summary of the various conditions described in this report on a parcel basis. This information was used to prepare a Phase II development plan which provided alternatives and an implementation strategy. This Phase II report, included within this document, is intended to spur economic development growth within the community. It is important to realize that the development plan is a long-range plan for the community. Such a complex community regrowth strategy will take many years for completion. This does not mean, however, that no development can occur for 20 years. Rather, the plan should be viewed as having been completed during this period. Every effort should be made to complete the plan sooner so that the community can achieve the success it seeks.



**ILLUSTRATION EXC1
PROJECT AREA
AERIAL MAPPING**

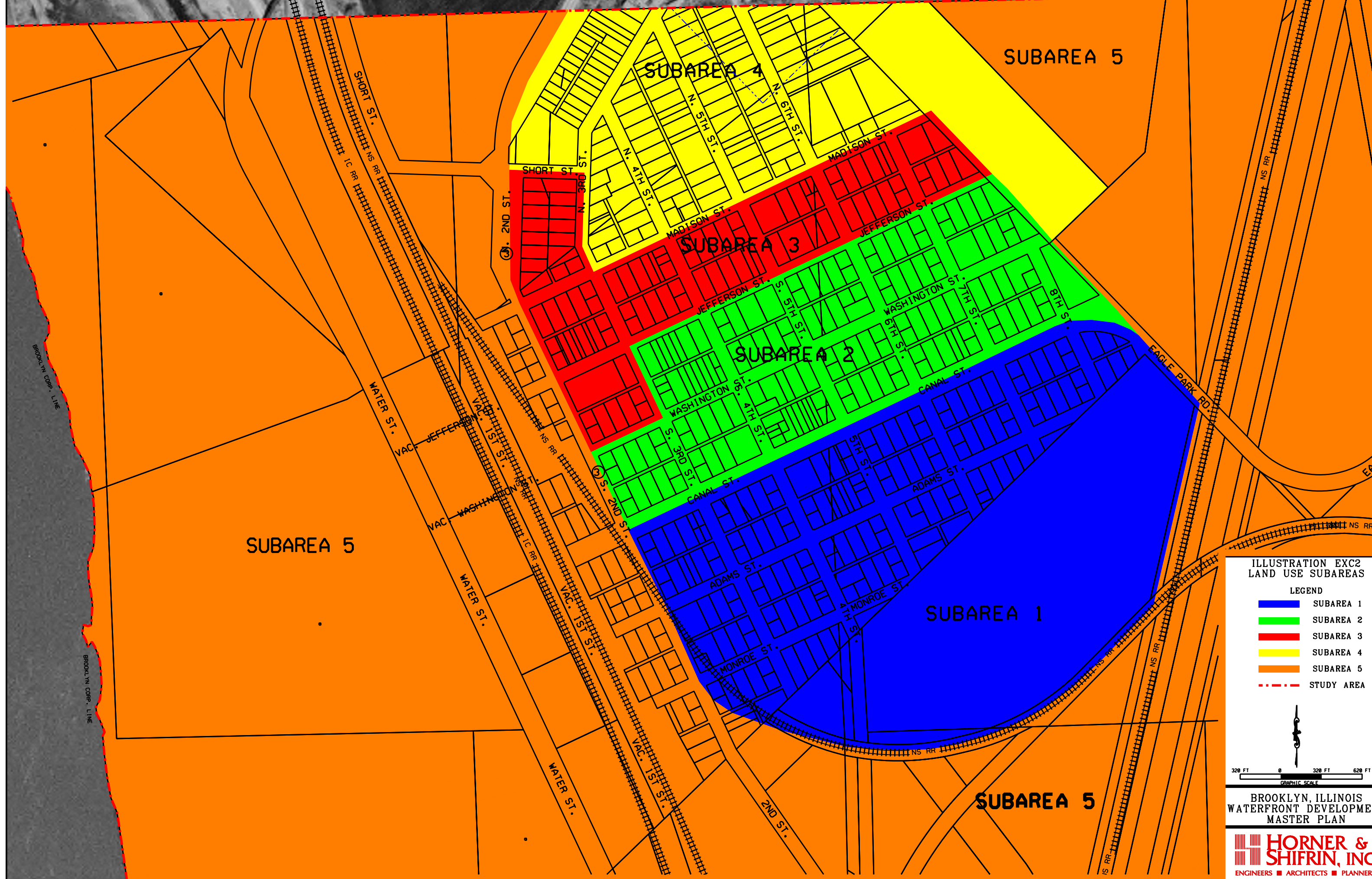
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--- STUDY AREA



**BROOKLYN, ILLINOIS
WATERFRONT DEVELOPMENT
MASTER PLAN**

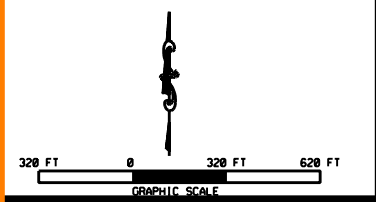
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**ILLUSTRATION EXC2
LAND USE SUBAREAS**

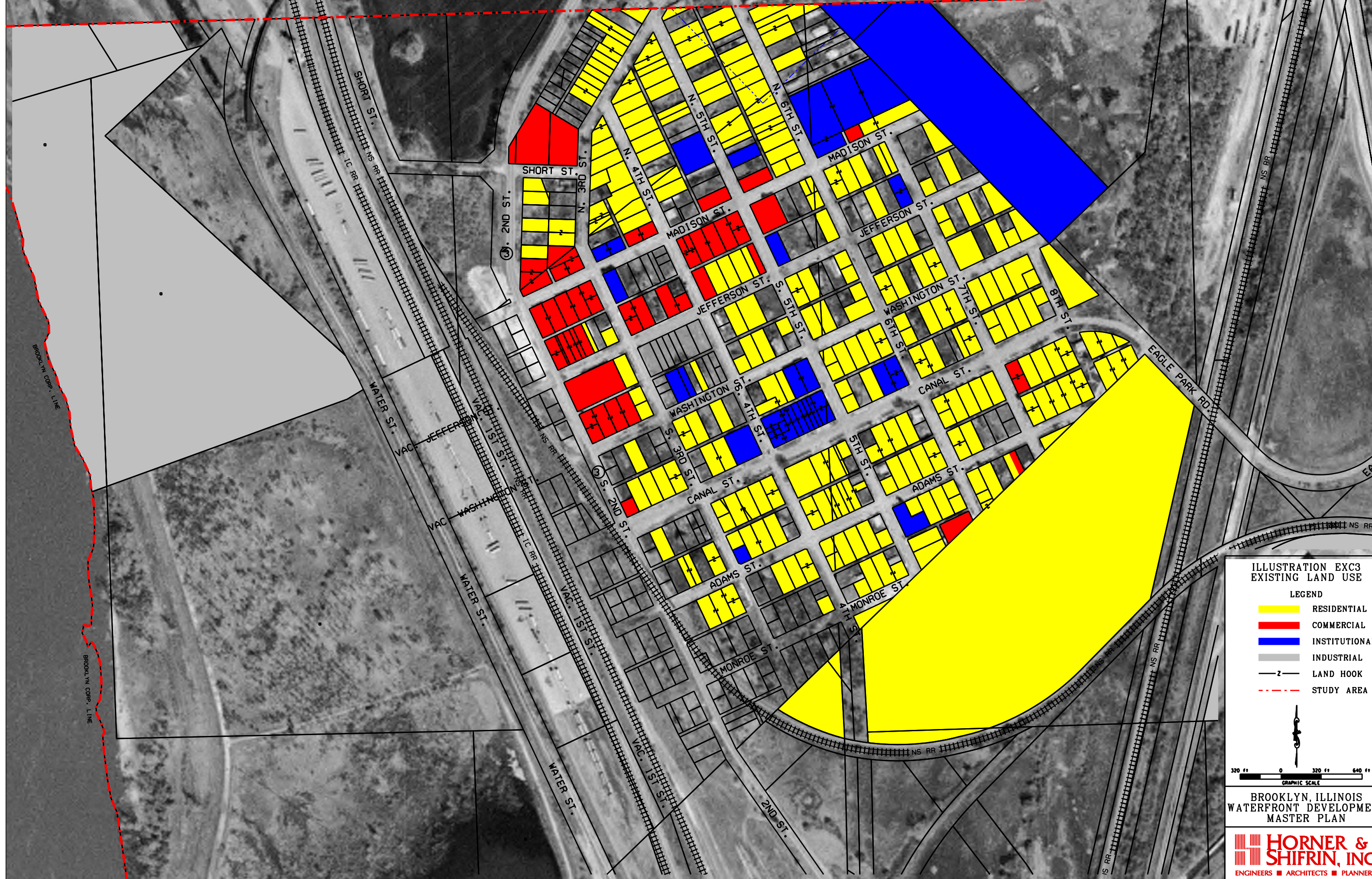
LEGEND

- SUBAREA 1
- SUBAREA 2
- SUBAREA 3
- SUBAREA 4
- SUBAREA 5
- STUDY AREA



**BROOKLYN, ILLINOIS
WATERFRONT DEVELOPMENT
MASTER PLAN**

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**ILLUSTRATION EXC3
EXISTING LAND USE**

LEGEND

- RESIDENTIAL
- COMMERCIAL
- INSTITUTIONAL
- INDUSTRIAL
- LAND HOOK
- STUDY AREA



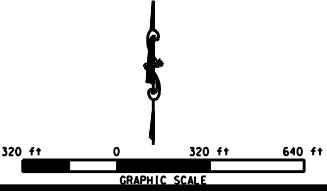
**BROOKLYN, ILLINOIS
WATERFRONT DEVELOPMENT
MASTER PLAN**





ILLUSTRATION EXC4
LAND USE BLOCK AREAS

- LEGEND
- BLOCK
 - 109 BLOCK NUMBER
 - STUDY AREA



BROOKLYN, ILLINOIS
WATERFRONT DEVELOPMENT
MASTER PLAN

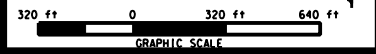




**ILLUSTRATION EXC6
HOUSING CONDITIONS**

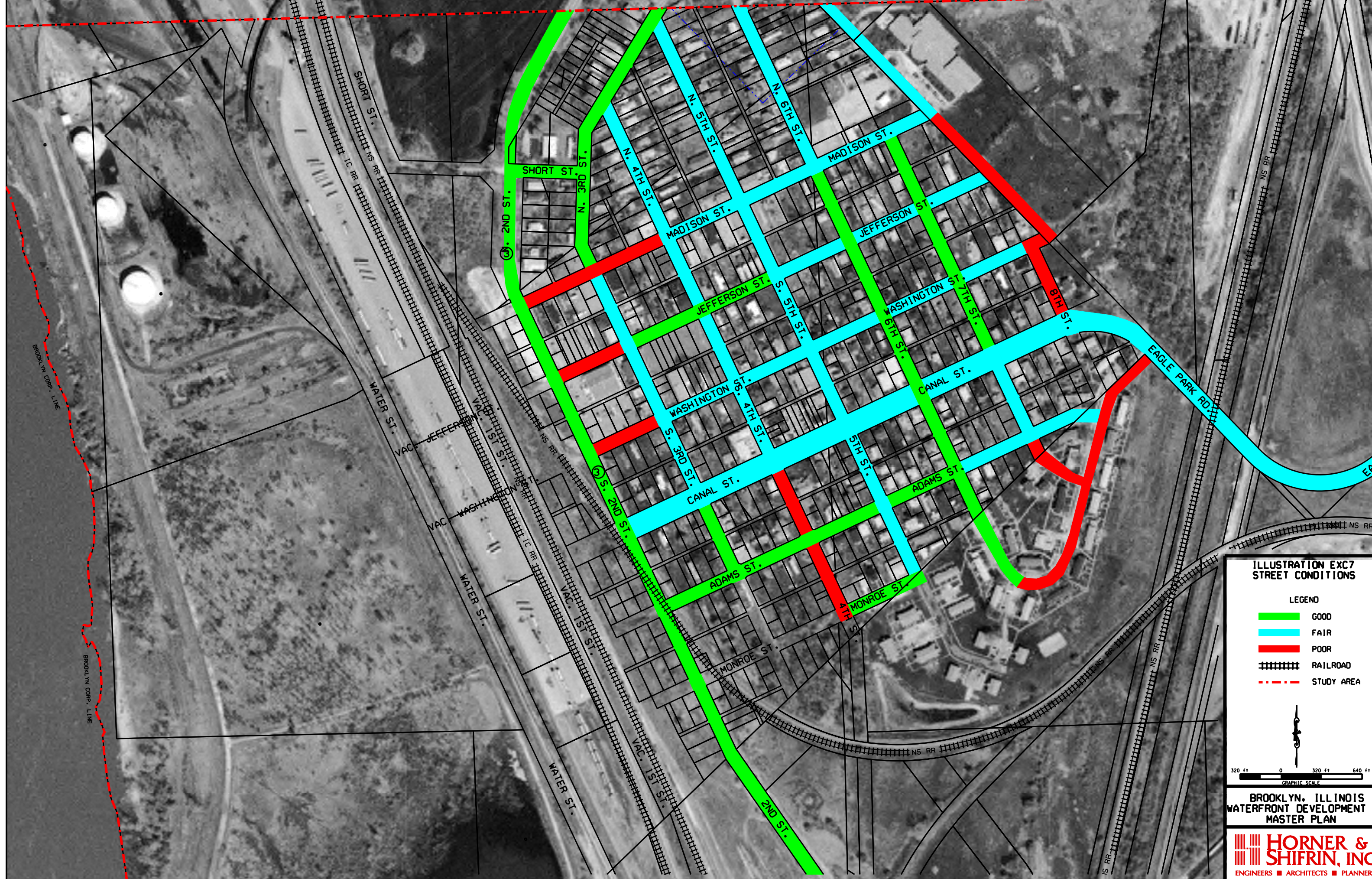
LEGEND

- 1 GOOD
- 2 FAIR
- 3 POOR
- UC UNDER CONSTRUCTION
- RESIDENTIAL
- △ COMMERCIAL
- INSTITUTIONAL
- - - STUDY AREA



**BROOKLYN, ILLINOIS
WATERFRONT DEVELOPMENT
MASTER PLAN**

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**ILLUSTRATION EXC7
STREET CONDITIONS**

LEGEND

- GOOD
- FAIR
- POOR
- RAILROAD
- STUDY AREA



**BROOKLYN, ILLINOIS
WATERFRONT DEVELOPMENT
MASTER PLAN**

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PLAN FORMULATION

I. ALTERNATIVE PLAN CONSIDERATIONS

The firm of Horner & Shifrin, Inc., in association with its subconsultant, Development Strategies, Inc. was retained by the St. Louis District of the United States Army Corps of Engineers to undertake Part 2 of a Waterfront Development Plan for the Village of Brooklyn, Illinois. The Corps had previously entered into a Planning Assistance to States Agreement with the Michael Jones Foundation, Inc. on behalf of the Village of Brooklyn.

Under the Planning Assistance to States Agreement, local governments are assisted in the preparation of comprehensive plans for the development, utilization, and conservation of water and related land resources.

The project area is the Village of Brooklyn, Illinois and represents an area of approximately one square mile. The project area extends north to the St. Clair County line, south to the Brooklyn Village limits, east to the Village limit, and west to the Mississippi River. Brooklyn is located immediately north of the City of East St. Louis, Illinois, along Illinois State Highway 3 (Route 3). The Project Area is shown in Illustration PF1.

This section of the report documents the follow-on activities conducted after completion of the characterization of Existing Conditions for the project area. The Existing Conditions Report found in the first section of this document was also published in February, 2002 as a stand-alone document entitled, "Brooklyn, Illinois Waterfront Development Master Plan, Horner & Shifrin, Inc."

Alternative plan development activities were intended to build off of the Existing Conditions Report and the Market Analysis in order to identify potential development alternatives for the Village that would best meet their goals for stabilizing their community, expanding its housing base, providing economic opportunities and capitalizing on its location adjacent to the Mississippi River. The alternative plan development was aided by a market analysis of the area in order to assist in assessing the feasibility of alternatives developed. Public

involvement was a key process during the phase and was used to ensure that the goals of the community were being appropriately considered. Appendix E contains information on the project timeline.

II. CULTURAL AND NATURAL RESOURCE CONSIDERATIONS

Cultural Resource Considerations.

As part of the environmental analysis for the Illinois Route 3 relocation, some archeological and/or paleontological resources have been identified within the Project Area. These resources are being removed by an archeological research team (Illinois Transportation Archeological Research Program) from the University of Illinois at Urbana-Champaign and will be available as part of the University collection.

As part of the Archeological and Paleontological Resources Protection Act, all archeological research and investigations on public lands require a permit from the Preservation Services Division. Based on findings from the Illinois Route 3 relocation, there will need to be an awareness that additional archeological resources may exist in the study area. Under the Archeological and Paleontological Resources Protection Act, all paleontological excavations, whether on public or private lands, require a permit. There are strict penalties under the Act for vandalism and theft of archeological and paleontological resources. Staff of the Illinois HPA are available to assist developers, contractors and other governmental agencies with technical and legal advice on the preservation, protection, and scientific excavations of these resources.

Natural Resource Considerations

Portions of the project area may be classified as wetlands and/or areas within the 100-year floodplain as designated by the Federal Emergency Management Agency. Development in these areas may required special action.

Illustration PF2 shows the location of wetlands identified under the National Wetlands Inventory (NWI). The NWI is part of the United States Department of Interior, U.S. Fish and Wildlife Service which provides information on the characteristics, extent and status of the nation's wetlands and deepwater habitats. The National Wetlands Inventory Center is located in Saint Petersburg,

Florida and has mapped 90 percent of the lower 48 states. Congressional mandates require the Center to produce status and trend reports to Congress at ten-year intervals.

In 1982, the NWI produced its first comprehensive and statistically valid estimate of the nation's wetlands and wetland losses. The first update was completed in 1990 with updates on a ten-year basis.

NWI maps and digital data are distributed widely throughout the United States and worldwide. The National Wetlands Inventory has distributed over 1.7 million maps since they were first introduced. Map distribution is accomplished through 34 state distribution centers; the U.S. Geological Survey; the Library of Congress, the Federal Depository Library System; and the National Wetlands Inventory Home Page on the internet at <http://www.nwi.fws.gov>.

A review of the wetlands inventory mapping for the Brooklyn Waterfront Project Area identified the potential for four related wetland types under the Palustrine System. The Palustrine System includes all nontidal wetlands dominated by trees, shrubs, emergents, mosses or lichens, and all such wetlands that occur in tidal areas where salinity due to ocean derived salts is below 0.5 ppt. Wetlands lacking such vegetation are also included if they exhibit all of the following characteristics:

1. Are less than 8 hectares (20 acres);
2. Do not have an active wave-formed or bedrock shoreline feature;
3. Have at low water a depth less than 2 meters (6.6 feet) in the deepest part of the basin;
4. Have a salinity due to ocean-derived salts of less than 0.5 ppt.

The four related types include Palustrine Emergent, Palustrine Forested Broad-Leaved Deciduous, Palustrine Scrub-Shrub Broad-Leaved Deciduous and Palustrine Unconsolidated Bottom. The following is a description of these types based upon the standard reference guide entitled Classifications of Wetlands and Deepwater Habitats of the United States (December, 1979).

Palustrine Emergent:	Characterized by erect, rooted, herbaceous hydrophytes, excluding mosses and lichens. This vegetation is present for most of the growing season in most years. These wetlands are usually dominated by perennial plants.
Palustrine Forested Broad-Leaved Deciduous:	Characterized by woody vegetation that is 6 meters (20 feet) or taller. Woody angiosperms (trees or shrubs) with relatively wide, flat leaves that are shed during the cold or dry season.
Palustrine Scrub-Shrub Broad-Leaved Deciduous:	Includes areas dominated by woody vegetation less than 6 meters (20 feet) tall. The species include true shrubs, young trees (saplings), and trees or shrubs that are small or stunted because of environmental conditions.
Palustrine Unconsolidated Bottom:	Includes all wetlands and deepwater habitats with at least 25% cover of particles smaller than stones (less than 6-7 centimeters [2.4-2.8 inches])

There are various wetland resources which were identified through the Wetlands Inventory process. These resources, as shown on Illustration PF2, are in various stages of disturbance or non-existent due to a variety of factors. These areas will be avoided to the extent possible during the alternative plan development phase of this project. Any areas which are integral to the alternative plan developed will be mitigated.

III. CIRCULATION, TRAFFIC AND TRANSIT CONSIDERATIONS

Illinois Route 3 (2nd Street) is the main access route into and out of the Village of Brooklyn. Currently Route 3 is a 2-lane highway. Between Brooklyn and the Interstate system, speed limits are low and there are several at-grade rail crossings. Due to delays encountered at rail crossings along the route and the low travel speeds, travel on Route 3 is somewhat inconvenient. In the Brooklyn area Route 3 runs adjacent to an active rail line and forms the western boundary of development in Brooklyn. Almost all of the existing developed area in Brooklyn is located east of Illinois Route 3. The majority of the streets in Brooklyn are estimated to be in fair or good condition, with only a few segments considered to be in poor condition. Currently the streets in the internal areas of Brooklyn provide adequate service to local residents and businesses. Most of the traffic on Route 3 is through-traffic or traffic associated with businesses located along or near Route 3.

Two major transportation projects currently planned by the Illinois Department of Transportation, the relocation of Illinois Route 3 and construction of a new bridge across the Mississippi River (Illustrations F2, PF3) will have significant impacts on the Brooklyn area. Both projects will improve the safety and efficiency of travel to the Brooklyn area and will impact traffic volumes and traffic patterns in Brooklyn. The design of both the relocation of Route 3 and the new bridge are underway. Funding is already in place for construction of the portion Route 3 in the Brooklyn area, however, funding for the construction of the new bridge is not in place at this time.

The relocation of Route 3 will change the current access routes into and out of the Brooklyn area. Once relocated, Route 3 will be located along the eastern edge of Brooklyn and will consist of a 4-lane boulevard with controlled access. Although through-traffic on Route 3 will largely bypass Brooklyn, access into Brooklyn will be provided near an at-grade signalized intersection at the

northeast corner of the Village, with a 0.2-mile connector road between relocated Route 3 and Canal St. The patrons of businesses currently located along existing Route 3 (2nd Street) will travel through Brooklyn on Canal St. The estimated total distance from relocated Route 3 to existing Route 3 is approximately 0.6 miles. The extra travel time experienced by patrons of businesses located near existing Route 3 will be offset by the safety and efficiency of travel that will result from the elimination of at-grade crossings, increased speed limits, and controlled access to the relocated Route 3.

It is not expected that the businesses currently located near existing Route 3 will generate enough traffic to warrant substantial improvements or modification to Canal Street or other streets in Brooklyn. In the February 2002 Master Plan Study, Canal Street was estimated to be in fair condition, continued general maintenance involving the repair of potholes and resurfacing of Canal Street should keep it in serviceable condition.

Currently little or no development occurs along the Brooklyn riverfront west of existing Route 3. However, with improved access provided by the relocation of Route 3 and the new Mississippi River Bridge, future development of industrial, warehousing and distribution facilities along the Brooklyn riverfront may occur. New development may also occur in other areas in Brooklyn including, along relocated Route 3, connector roads between Canal St. and relocated Route 3 and along the east side of existing Route 3. The impact of the traffic associated with new development in the Brooklyn area will need to be addressed. Among the issues that will need to be considered are increased traffic volumes, truck traffic, development of a network of streets in the riverfront area and a rail line crossing west of existing Route 3.

Development of the Brooklyn riverfront and new development along existing Route 3 will increase traffic volumes and truck traffic on Canal St. One of the impacts of increased traffic volume, particularly increased truck traffic is a more

rapid deterioration of the road pavement which will require additional road maintenance and possible replacement of the existing pavement. In addition to pavement concerns, the roadway geometry and the intersections along both Canal St. and existing Route 3 will need to be studied to determine if the roadway and intersections can adequately accommodate increased traffic volumes and turning movements associated with trucks using the route. In some instances, modifications such as the addition of turning lanes or modification to existing lane widths may be warranted. The design of the connector road between relocated Route 3 and Canal St. should anticipate the increased traffic volume as well as the potential for truck traffic. Currently there is no network of public roads in the Brooklyn riverfront area; future development plans for the riverfront area include provisions to construct roads in conjunction with riverfront development. In order to access the Brooklyn riverfront area, an existing rail line needs to be crossed. Initially the rail crossing could be an at-grade crossing, however, to maximize the potential development in the riverfront area, provisions for the construction of a bridge over the rail line is included in development plans. In developing plans for the rail overpass it is important that the connection between Canal St. and existing Route 3 be maintained in order to provide efficient access to existing and future development along existing Route 3.

In addition to providing access to existing and planned residences and businesses in the western portion of the Village of Brooklyn, the connector road from relocated Route 3 will need to provide access to residential units and businesses that may develop in the eastern portion of Brooklyn adjacent to relocated Route 3 and along the connector road itself.

Relocated Route 3 will greatly enhance the safety and efficiency of travel to the Brooklyn area. Relocated Route 3 will pass through the eastern edge of Brooklyn with the majority of the Village to the west. A smaller portion of the Village will be located to the east of relocated Route 3 and access to that area will be needed. To the east of relocated Route 3, Eagle Park Drive is an

extension of Canal Street and connects Brooklyn with Horseshoe Lake and the Gateway International Raceway. This road is considered to be in fair condition. As development and associated traffic increases along Eagle Park Drive improvements of existing at-grade rail crossings as well as improvements associated with the intersection of the Connector Road with Canal Street will need to be considered. In addition, as development expands east of relocated Route 3, consideration should be given to the extension of a connector along the east side of relocated Route 3 to Eagle Park Drive.

The existing transportation infrastructure provides adequate service to the residents and businesses currently located in Brooklyn. The majority of traffic in Brooklyn is through-traffic along existing Route 3. Most of the businesses that generate traffic from outside of the area are located on or near existing Route 3, therefore, very little traffic from outside of the community utilizes the interior streets. Once Route 3 is relocated from the western edge of Brooklyn to the eastern edge of Brooklyn, traffic patterns within Brooklyn will change. Due to improved access to the region additional development is likely to occur. Most of the traffic will still pass through Brooklyn on relocated Route 3, however access to businesses located along existing Route 3 will be provided via local roads and streets in Brooklyn. The existing infrastructure in Brooklyn should be able to adequately handle the traffic associated with businesses currently located along existing Route 3, however, once additional development occurs improvements may be warranted. The design of the connector from relocated Route 3 to Canal St. should anticipate the development that is likely to occur in Brooklyn as a result of improved access provided by relocated Route 3.

IV. PUBLIC INVOLVEMENT

The public involvement process for this study was intended to meet several overall objectives: to disseminate information about the study process; to provide an ample opportunity for the public to provide unstructured comments concerning development opportunities within the Project Area; and to provide an overall marketing analysis approach based upon conversations with key individuals involved in development activities within the St. Louis metropolitan region, coupled with a knowledge and understanding of the area's development pattern.

First Public Involvement Meeting

The first public involvement meeting was held on Tuesday, March 26, 2002 in the Village of Brooklyn. The purpose of the meeting was to provide a background of the study process and to display mapping of existing conditions within the Project Area and to be available to answer attendee questions.

Attendees provided the Study Team with input which was used to help develop the three alternative development plans. Appendix F contains a copy of the information/comments used to gather input on the strengths, weaknesses, threats and opportunities which existed for the community and its residents.

The mapping of existing conditions was contained within the Brooklyn, Illinois Waterfront Development Plan (Part 1) prepared by Horner & Shifrin, Inc. and its subconsultant Environmental Operations, Inc. The final report was completed in February, 2002.

Approximately 50 persons attended the meeting. The study team was represented by Debbie Roush and Kevin McGrew, St. Louis District, U.S. Army Corps of Engineers; A.J. Adams and Ronda Latina, Environmental Operations, Inc. and Joe Behnken, Southwestern Illinois Development Authority. An attendee list is contained in Appendix F.

Second Public Involvement Meeting

The second public involvement meeting was held on Wednesday, June 19, 2002 at the Village of Brooklyn Council Chambers beginning at 6:00 p.m. The purpose of this meeting was to provide a presentation of the preliminary market analysis results to the Village Trustees and other interested persons.

The study team was represented by Debbie Roush and Kevin McGrew, St. Louis District, US Army Corps of Engineers; Joe Behnken, Southwestern Illinois Development Authority; Dan Lang, Horner & Shifrin, Inc. and Bob Lewis with Development Strategies, Inc. The market presentation material discussed at the Public Involvement Meeting is provided in Appendix F. The actual market analysis report itself is contained in Appendix G.

V. MARKET ANALYSIS

A major component of this study effort is an assessment of the development market potential to ascertain the most appropriate market-driven enterprises which would result in a more viable Brooklyn community. Such an analysis was undertaken by Development Strategies, Inc. as a subconsultant to Horner & Shifrin, Inc. The result of this effort is the production of a separate document entitled, "Market-Based Development Opportunities, Mississippi River Waterfront, Brooklyn, Illinois;" dated July 2002. This separate document is found in Appendix G.

The market analysis report indicated that the existing community would have a difficult time competing in the regional marketplace. However, the future relocation of Illinois State Highway 3, and the eventual placement of a new Mississippi River bridge appear to offer the best opportunity for new development. Subsequently the alternative plans were developed reflecting this market reality.

The market analysis recognized the best opportunity for new infill housing; possible convenience retail; Route 3 accessible retail including fuel services, convenience store and restaurants; single-family housing; small business development; light industrial or office uses; and industrial and distribution uses associated with the Mississippi River. The infill housing could, and should, occur throughout the redevelopment process as the community builds its tax and jobs base. The adopted Plan reflects this market analysis approach.

VI. ALTERNATIVE PLAN DEVELOPMENT

Three alternative plans detailing various uses within the project area were developed based upon a knowledge of existing conditions, the results of public involvement, and the input from a market analysis study. These plans include a gross level engineering cost estimate to assist in the plan comparison process. A description and visualization of these plans is presented on the following pages.

Brooklyn Business Center

This thematic approach is one which attempts to reestablish the Village of Brooklyn as a vibrant, integrated community with a diversified business mix. This diversified mix includes a large, expanded industrial base, additional commercial opportunities along the relocated Illinois Route 3 and office development. The plan also includes additional housing opportunities (Illustration PF4, PF5 and PF6).

The industrial base would be concentrated near the Mississippi River between the levee and the existing rail lines. This industrial base is anticipated to include principally warehousing and distribution services. The areas' proximity to the River, rail and the regional transportation network will give this area a strong competitive position in the marketplace. More importantly, these industrial uses will create high-paying job opportunities for local Brooklyn residents.

The relocation of Illinois Route provides new opportunities for both retail and service commercial. These uses, under this development alternative, could include lodging, eating establishments, and other retail commercial businesses. The combination of a relocated Illinois Route 3 and new housing opportunities should provide a customer base to help support these commercial business enterprises.

Small office development is also proposed under this development alternative. The offices will be small-scale one or two-story structures and would include both general business offices and service-type office tenants. These tenants might include medical services, insurance services, real estate, legal and other community-based office needs.

This thematic approach also features a strong and varied housing component. This varied housing would include single-family residential, apartments, villas and townhomes. This variety in housing types is an attempt to provide a mix of new housing opportunities which will appeal to a broad range of incomes and living preferences. The approach taken under this development alternative is an attempt to rebuild all segments of the economy in Brooklyn and foster an even stronger sense of community. Full development of this plan could provide a stabilized community in Brooklyn characteristic of its past.

Brooklyn Speak-Easy

The Brooklyn Speak-Easy district harkens back to the “old days” of entertainment. This thematic approach includes a mix of entertainment including adult entertainment, jazz and blues clubs, restaurants, outside cafes, bars and a vibrant night-life. The Brooklyn Speak-Easy would become the New Orleans French Quarter of the St. Louis Metropolitan Region (Illustration PF7, PF8).

This thematic approach recognizes that Brooklyn contains several adult entertainment establishments. The concept is to relocate these uses into new structures within an entertainment district. This district would provide a mix of both adult and non-adult businesses. Las Vegas and New Orleans are examples of cities which have successfully integrated these diverse entertainment uses. Brooklyn itself has done a good job to integrating adult entertainment into the community without adversely impacting other community interests.

The entertainment district would become a more upscale version of what already exists in the community. Such a district would enhance the City’s tax base and remove these uses from adjacent incompatible land uses. The entertainment district would be further enhanced in the future once the new Mississippi River bridge was completed. This bridge would provide a premier view of the area and further enhance its appeal.

The area along the existing Illinois Route 3 could become a community gathering space featuring a farmers’ market, flea market, bazaar market and butchers’

market. Such a concept would bring visitors to the community who would likely spend money and gain further exposure for Brooklyn. The market area would be similar to the market in several communities including St. Louis, New Orleans, Kansas City and Seattle, to name just a few.

This concept features only a small enhancement of the industrial base of the community. Rather, the approach under this thematic approach is much more strongly emphasizing commercial activity. Housing variety is still a strong component under this concept.

Brooklyn Motorsports

The Brooklyn Motorsports thematic approach (Illustration PF9) utilizes the village's link to the Gateway International Raceway, a 1.25 mile banked oval track located just a few miles from Brooklyn. This raceway features several significant racing events including being a part of both the NASCAR Busch Series, NASCAR Craftsman Truck Series, NHRA Drag Racing and the Indy Racing League.

The Gateway International Raceway has numerous corporate sponsors which may be enticed to support a community rebuilding of Brooklyn tied to a motorsports theme. These corporate sponsors include AmerenUE, Arch Air Medical Services, Budweiser, Casino Queen, Charter Communications, Craftsman, Coca-Cola, Missouri-Illinois Dodge Dealers, Firestone, IKON Office Solutions, Illinois Department of Tourism, MBNA and the Radisson Hotel and Suites.

Geared toward the racing enthusiast, this thematic approach would feature both indoor and outdoor recreational opportunities, restaurants, lodging, automobile parts/services and an entertainment district. It is possible that the main road leading into the community could be renamed to Motorsports Boulevard with racing pennants to either side of the roadway to lead motorists into the

community. Perhaps a automobile museum could be featured to add further motorist interest.

With its emphasis on commercial and entertainment activities, there is much less attention paid to office and industrial activities under this plan. The economic impact to the community could be significant under this alternative.

A recent issue of the American Planning Association Planning magazine (October 2002) discussed the economic impact associated with racing in several communities. As quoted in the magazine, "According to an economic consultant hired by the Chicagoland Speedway in Joliet, the auto racing track that was opened in the Spring of 2001 has produced 2,080 construction related jobs, 1,500 jobs directly or indirectly related to auto racing, \$35.4 million in annual wages, \$304,000 in new tax revenue, and a total economic impact of more than \$32 million."

It is recognized that many of these jobs and revenue have come and gone with completion of the raceway. However, the plan recognizes that Brooklyn could capitalize on its proximity to the raceway and realize some spin-off benefit from its success.

Housing is also a central feature of this plan, as well. If the community of Brooklyn is to be successful in its future it will require a stable residential population. This residential population will support commercial business establishments and provide workers for office and industrial market segments.

Common Elements

It is important to note that there are common elements to each of the three themes proposed for the Village of Brooklyn. Following is a discussion of these elements.

Linear Park: The market analysis indicated a strong desire by potential development interests in establishing a park/open space component. It is expressed by these developers that both workers and residents consider the natural environment to be important to their quality of life. Therefore, a linear park has been proposed along the entire Brooklyn Waterfront as a way to link both residents and workers to the Mississippi River.

Hiking/Biking Trail: A trail would be constructed on top of the existing levee which would also provide a link through the Brooklyn community to the relocated Illinois Route 3. The purpose of the trail would be two-fold. First, it would ultimately provide a vital link to the regional bikeway system. Secondly, it would allow area residents and workers to be linked to the Waterfront and the Mississippi River with an overview of the area from the vantage point of the levee.

Bridge: All three plans show a linkage of the Waterfront to the Brooklyn community with construction of a bridge. This bridge must span the existing Route 3 and the railroad tracks located between the River and the Brooklyn community. This bridge is critically important to avoid delays and potential conflicts which could occur with use of an at-grade crossing. While expensive, such a long-term benefit tied to economic development appears to warrant its construction.

Boardwalk: The Project Area contains one significant wetland feature located near the proposed Mississippi River Bridge crossing. Wetland resources have a number of positive attributes including an opportunity for education. As such, each plan incorporates a wooden boardwalk designed to allow residents and visitors to literally walk-through a wetland. At various locations, interpretive signs will be displayed to indicate the ecological resources being shown (Illustration PF10).

Development Summary

Following is a brief summary of the additional new development activity associated with each theme:

Brooklyn Business Center

Office	56,000 square feet
Commercial	77,300 square feet
Industrial	334,500 square feet
Residential	277 housing units

Brooklyn Speak-Easy

Office	299,625 square feet
Commercial	1,177,300 square feet
Industrial	165,500 square feet
Residential	116 housing units

Brooklyn Motorsports

Office	206,250 square feet
Commercial	1,236,350 square feet
Industrial	165,500 square feet
Residential	184 housing units

VII. GROSS ENGINEERING COST ESTIMATE

Following is a gross engineering cost estimate for the publicly funded components of the Brooklyn Waterfront Development Plan. The three plans (Brooklyn Business Center, Brooklyn Speak-Easy and Brooklyn Motorsports) are not significantly different from each other from a public infrastructure standpoint and therefore only one set of estimates are provided. Once a final plan has been selected, these engineering estimates can be further refined, as appropriate.

Site Preparation Elements

Clearing and grading	Clearing, grading and preparing all sites (118 acres) shown for new development	Say	\$708,000 – \$944,000
	Site Preparation Elements Subtotal	Say	\$708,000 – \$944,000

Transportation Elements

Street Overlay	Overlay of all fair roads in Project Area	Say	\$1.4 – \$1.6 million
New Street Reconstruction	Reconstruction of all poor roads in Project Area	Say	\$1.3 - \$1.5 million
Bike Path	Construction of levee bike path	Say	\$200,000 – \$250,000
Bridge	Bridge to link east-west area between River and the community	Say	\$5.0 - \$5.5 million
Boardwalk	Construction of a boardwalk through the wetland resource	Say	\$450,000 – 500,000
	Transportation Elements Subtotal	Say	\$8,350,000 - \$9,350,000

Infrastructure Elements

Sanitary Sewers	Construction and engineering services for the entire Project Area	Say	\$4.9 - \$5.6 million
Water	Construction and engineering services for the entire Project Area	say	\$1.1 - \$1.3 million
	Infrastructure Element Subtotal	say	\$6.0 – 6.9 million

Cost Estimate

Site Preparation Elements Subtotal	\$708,000 - \$944,000
Transportation Elements Subtotal	\$8,350,000 – 9,350,000
Infrastructure Elements Subtotal	\$6,000,000 - \$6,900,000
Grand Total	\$15,058,000 - \$17,194,000

VIII. SUMMARY OF RESULTS

Cultural and Natural Resources

Discussions were held with several local, state and federal agencies to gain information on the Project Area's cultural resources. Wetland resources were identified through assistance of the United States Department of the Interior with electronic wetland mapping provided under the National Wetland Inventory system. No attempt was made to quantify or qualify the significance of these resources under this study. However, these potential wetland resources and their placement were considered in development of alternative site plans.

Archeological and paleontological resource sites were identified through a study being conducted by the University of Illinois at Urbana-Champaign in conjunction with the relocation of Illinois Route 3. Archeological material from these identified sites were located in the new alignment of the relocated roadway and is being removed to be preserved in the University collection.

While the Village itself is the site of the first A.M.E. Church in the Midwest and is considered to be America's first black town, no other cultural resource of significance were listed by the State of Illinois or on the National Register of Historic Places. However, Brooklyn is a State-designated area of the Freedom Trail Legacy of Hope Program.

Circulation, Traffic and Transit Elements

The relocation of Route 3 will have a significant impact on development and traffic patterns within the Village of Brooklyn. By improving travel speed and eliminating delays associated with at-grade rail crossings, relocated Route 3 will improve access to the interstate system and provide opportunities for development in the Brooklyn area. Plans are underway for the construction of a new bridge across the Mississippi River that will be connected with Downtown St. Louis and the interstate highway system. The Illinois approach to the planned new bridge is to be located just south of Brooklyn and west of relocated Route 3. Once the new Bridge and associated projects are completed, the Village of Brooklyn will be within one mile of the interstate system and the new bridge. Brooklyn will have access to the interstate highway and new bridge via relocated Route 3. The new bridge will increase accessibility to the Brooklyn area. Increased accessibility will increase the likelihood of development in Brooklyn. Since access to the bridge and interstate will be via relocated Route 3, the new bridge will not have a direct impact on the traffic patterns in Brooklyn, however it will increase development and the traffic volume in Brooklyn. Riverfront development plans provide for a bridge crossing of the existing rail lines to connect the Village to its riverfront. These important transportation changes were considered during alternative plan development.

Public Meetings

Public Involvement Meetings were held on March 26 and June 19, 2002 to give the public and the elected officials of Brooklyn an opportunity of becoming acquainted with the project and offer their input. These meetings will be supplemented by strategy meetings with the study team and additional public meetings to discuss the next steps in the process of alternative plan development and implementation.

The information, both written and verbally received, from these various meetings were considered in designing alternative plans for the Brooklyn community.

Additional comments were sought throughout the course of alternative plan development. These comments allowed refinement to be made in the recommended plan.

IX. NEXT STEPS

Based on the results of the market analysis and public involvement, three alternative plans were developed for the Brooklyn community's consideration. These plans include definitive site planning and gross level engineering estimates to show the relative magnitude in the difference in costs among the plan alternatives. A final plan will be selected from these three plans and become the Village's Recommended Plan. The costs for this recommended plan will be more specifically defined and an implementation strategy will be proposed in order to assist the community in future planning, zoning, and economic development activities.

The relocation of Illinois Route 3 provides an opportunity for the community to have a new "front door" which provides development opportunities for new business. Illustration PF6 provides a view of this new community front from the vantage point of a traveler along Illinois Route 3.

At the same time, the Mississippi River continues to offer potential for additional community development activities. Construction of a new Mississippi River bridge immediately south of Brooklyn will have an additional dramatic impact on development opportunities (Illustration PF3) within the community.

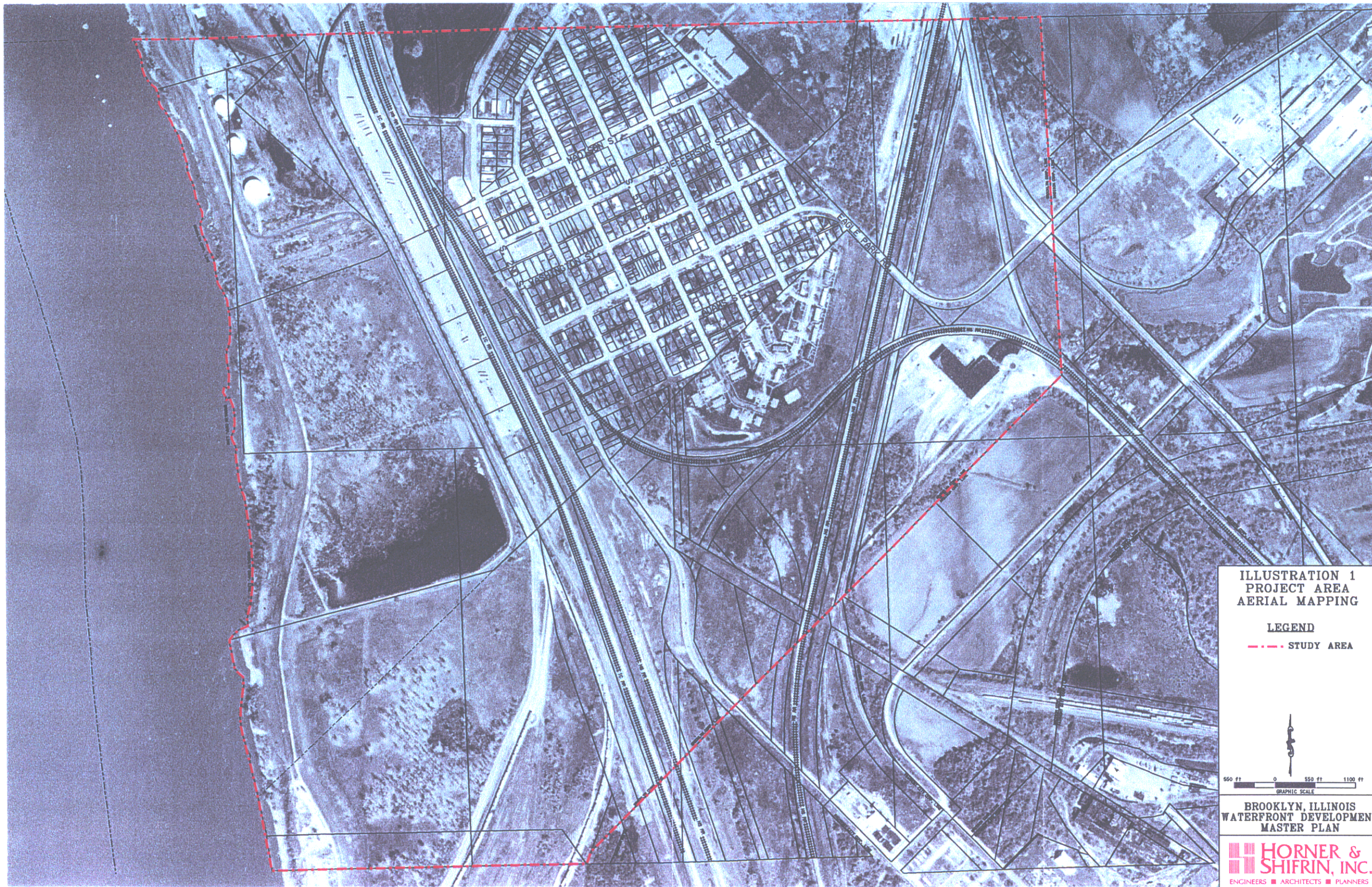
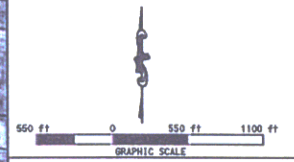


ILLUSTRATION 1
PROJECT AREA
AERIAL MAPPING

LEGEND
- - - STUDY AREA



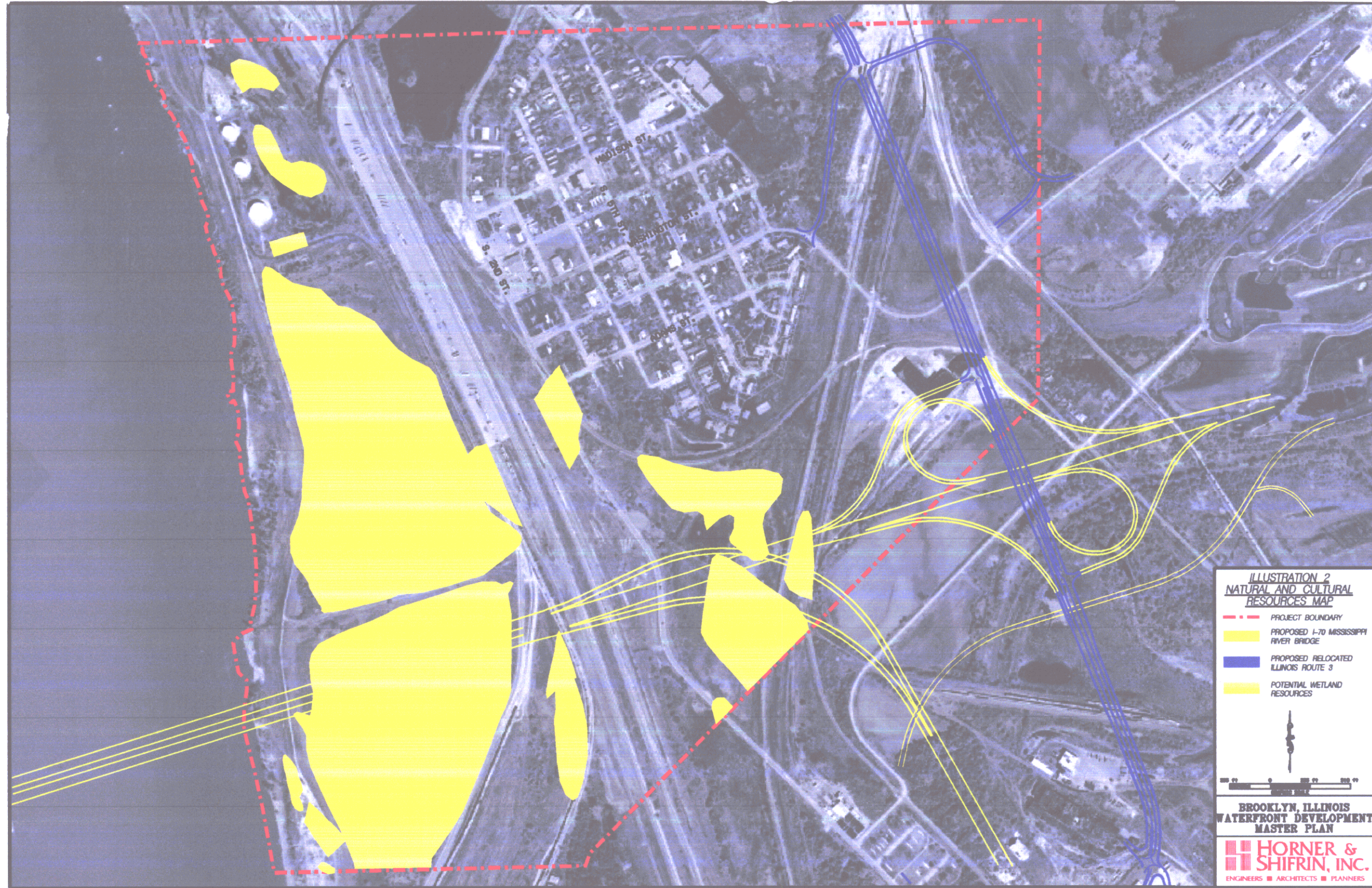
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BROOKLYN
WATERFRONT
DEVELOPMENT

ILLUSTRATION PF1: PROJECT AREA AERIAL MAPPING

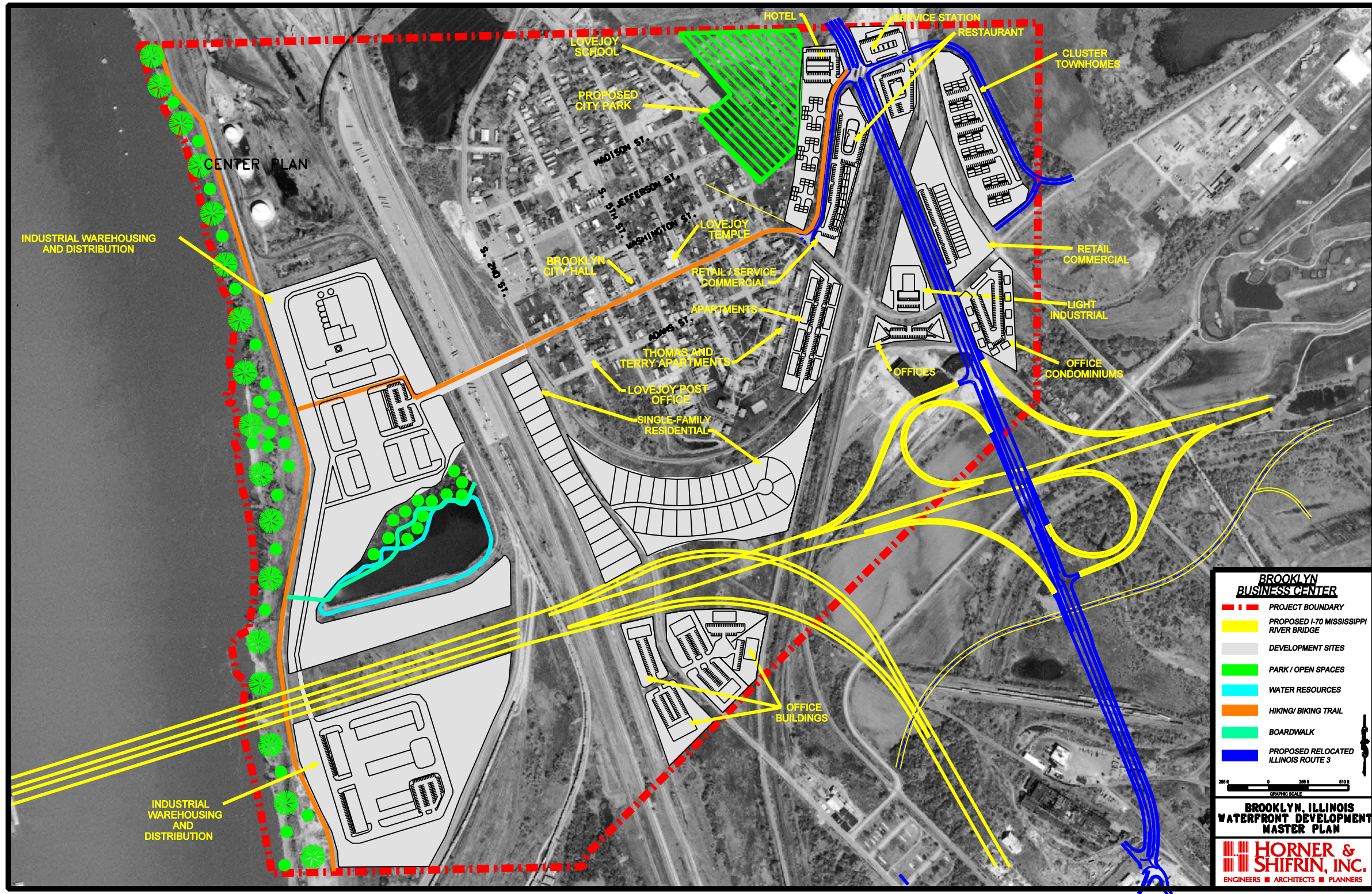




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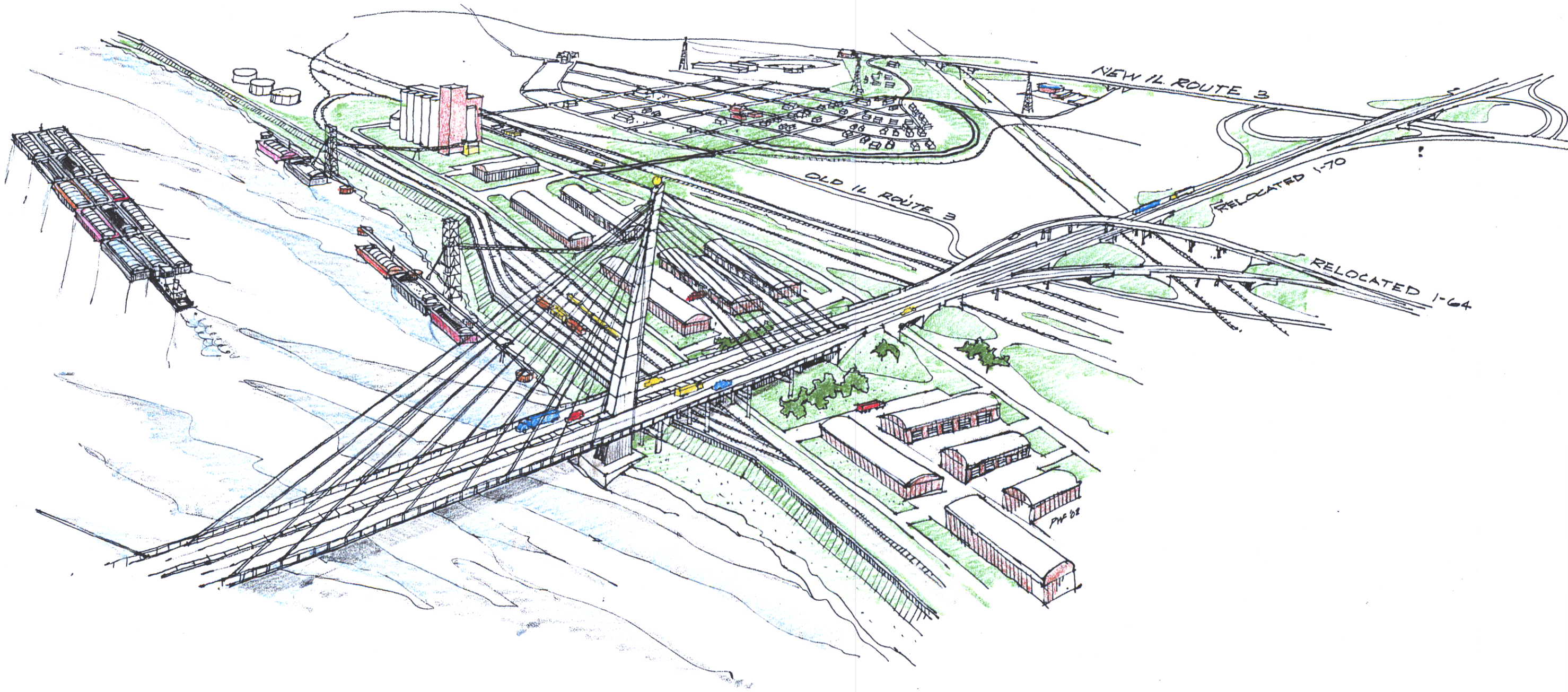
ILLUSTRATION PF3: RENDERING OF NEW MISSISSIPPI RIVER BRIDGE



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ILLUSTRATION 4: BROOKLYN BUISNESS

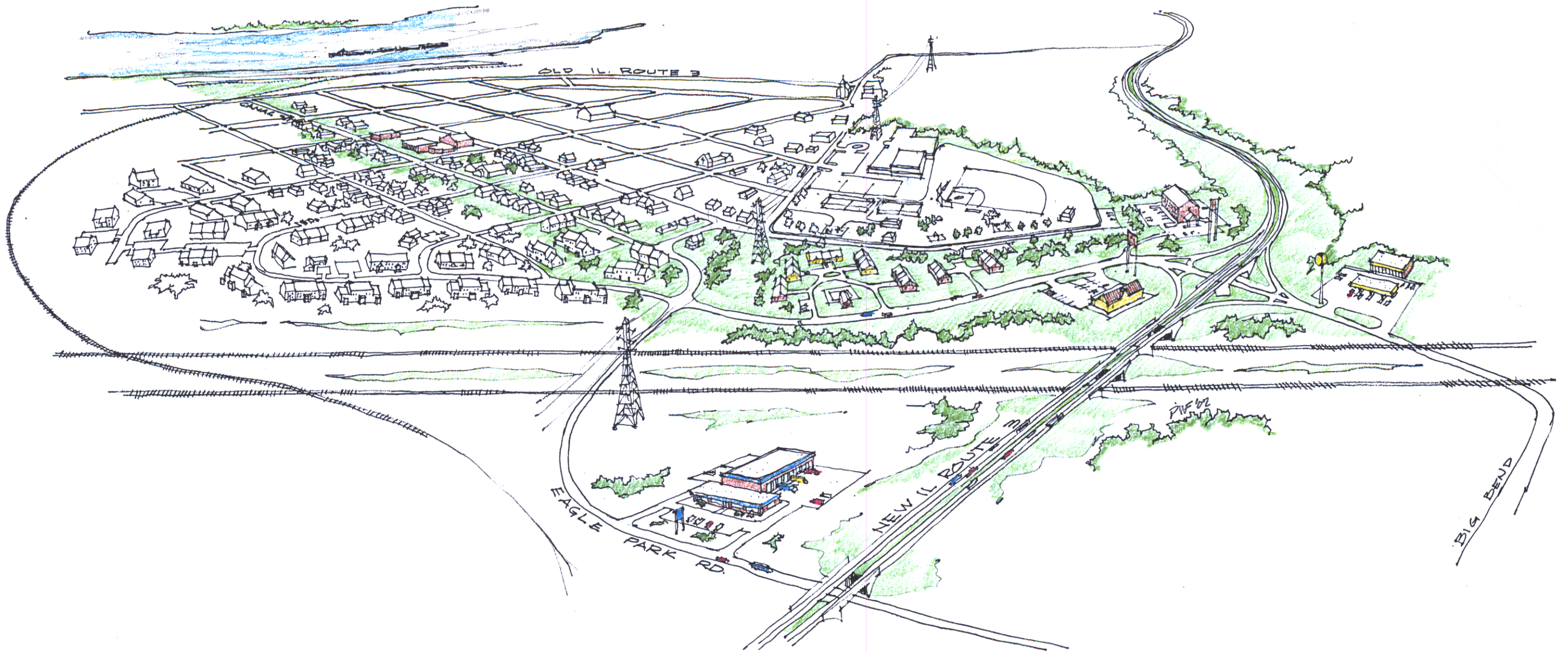


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**BROOKLYN
WATERFRONT
DEVELOPMENT**

ILLUSTRATION PF5: VIEW OF RIVERFRONT DEVELOPMENT - BROOKLYN BUSINESS CENTER

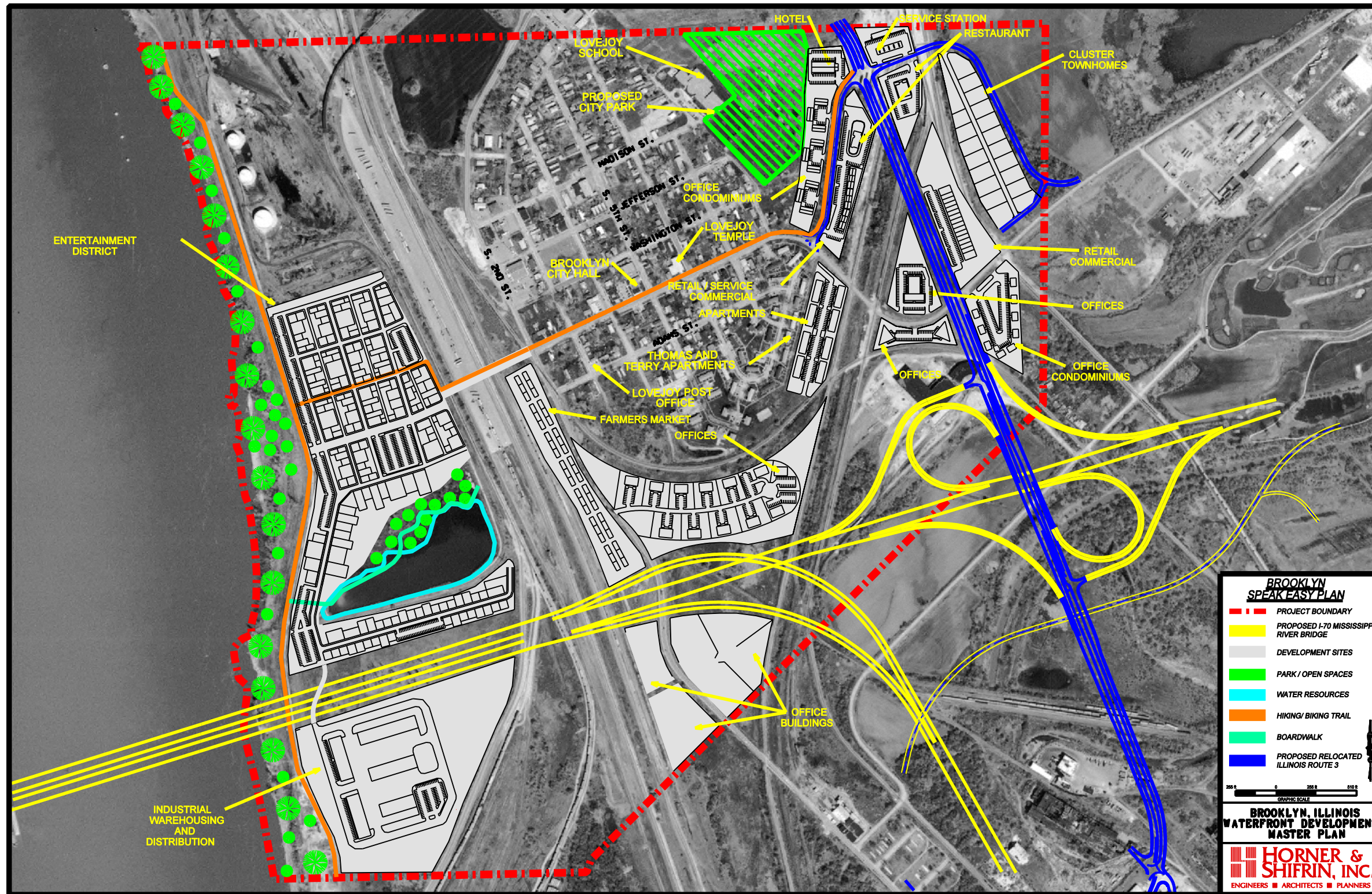
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**BROOKLYN
WATERFRONT
DEVELOPMENT**

ILLUSTRATION PF6: VIEW OF RELOCATED ROUTE 3 DEVELOPMENT



**BROOKLYN
SPEAK EASY PLAN**

- - - PROJECT BOUNDARY
- PROPOSED I-70 MISSISSIPPI RIVER BRIDGE
- DEVELOPMENT SITES
- PARK / OPEN SPACES
- WATER RESOURCES
- HIKING / BIKING TRAIL
- BOARDWALK
- PROPOSED RELOCATED ILLINOIS ROUTE 3

200' 0' 250' 500'

GRAPHIC SCALE

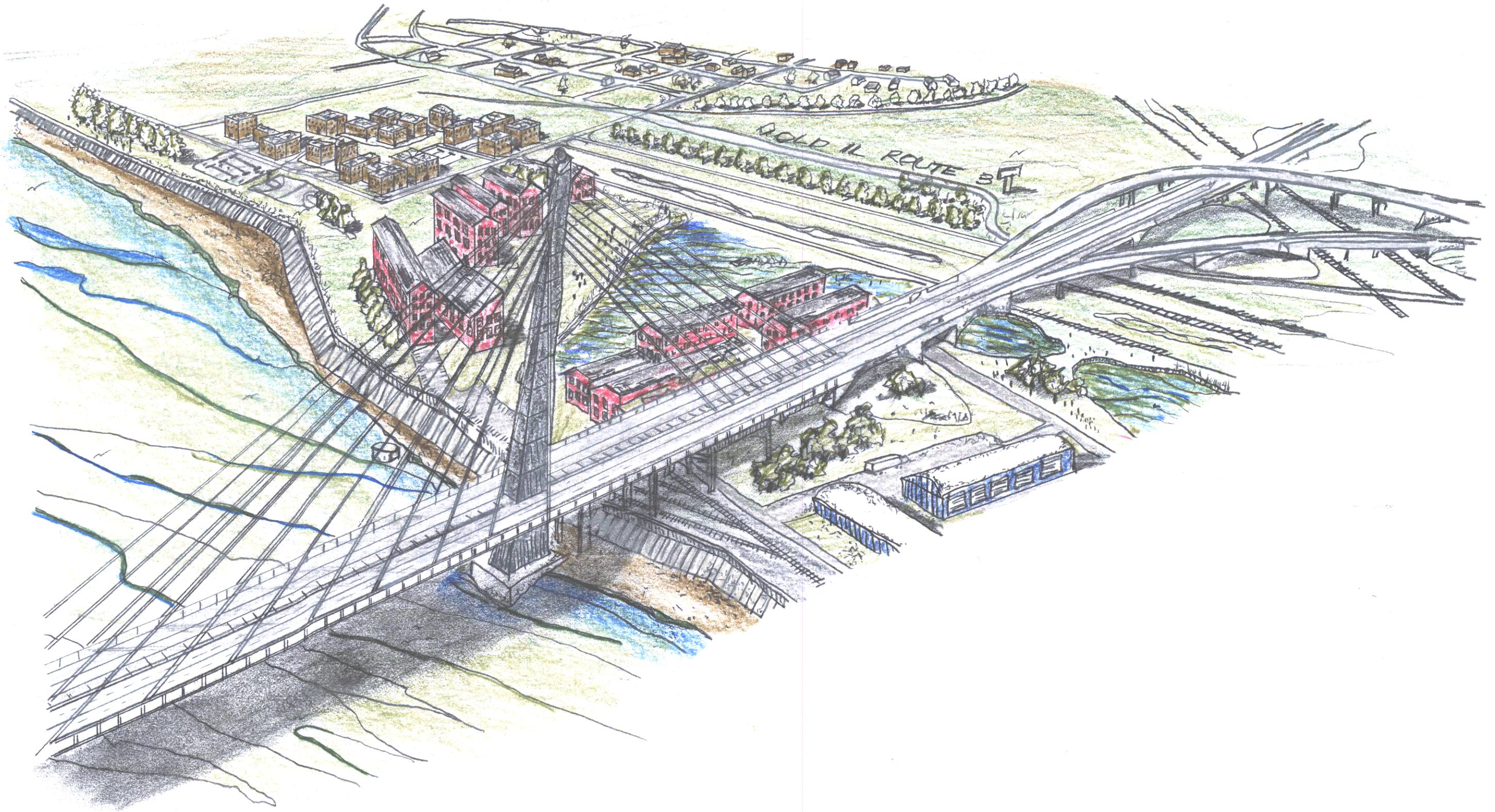
**BROOKLYN, ILLINOIS
WATERFRONT DEVELOPMENT
MASTER PLAN**

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WATERFRONT
DEVELOPMENT

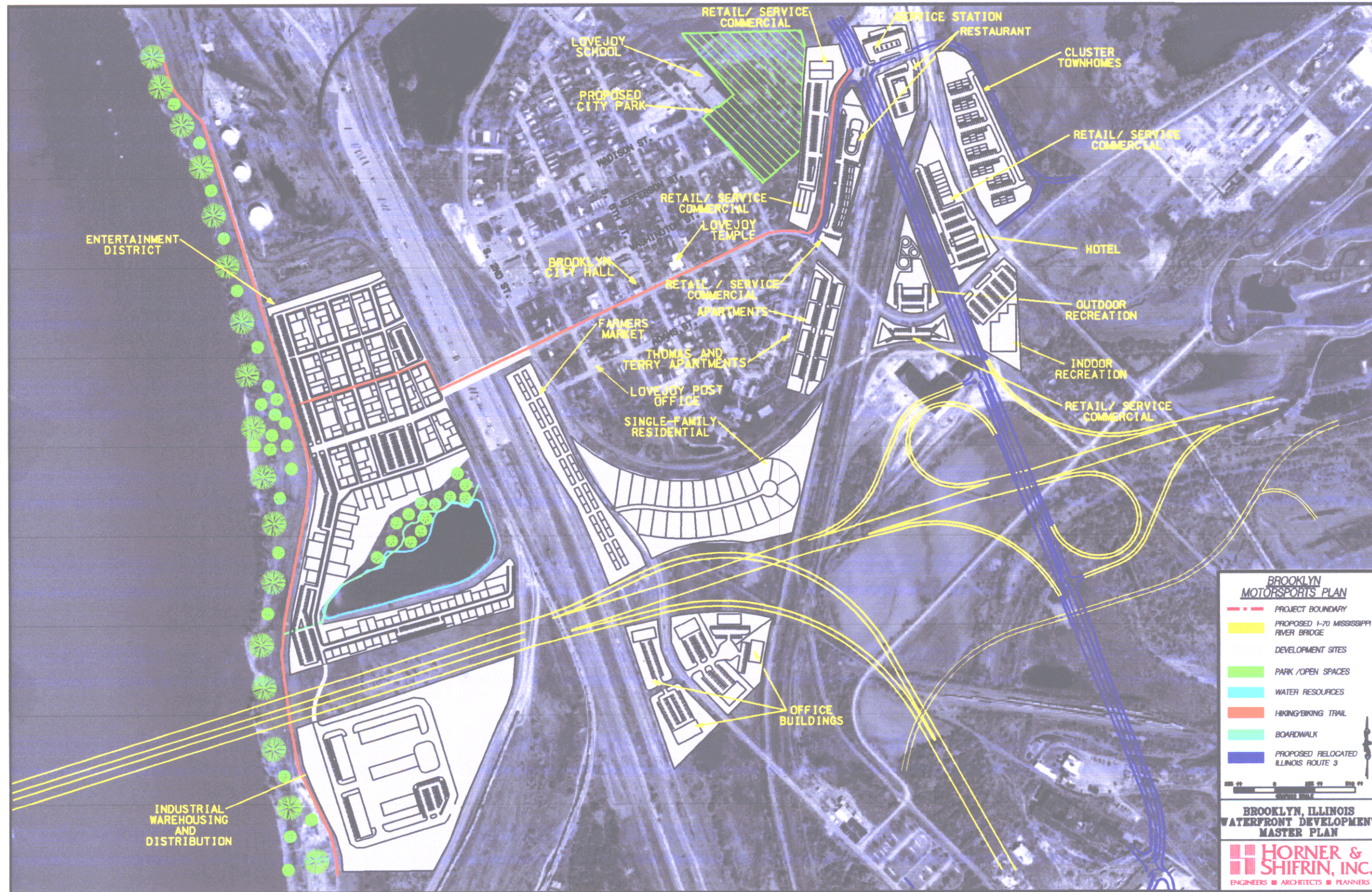
ILLUSTRATION 7: BROOKLYN SPEAK EASY PLAN



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**BROOKLYN
WATERFRONT
DEVELOPMENT**

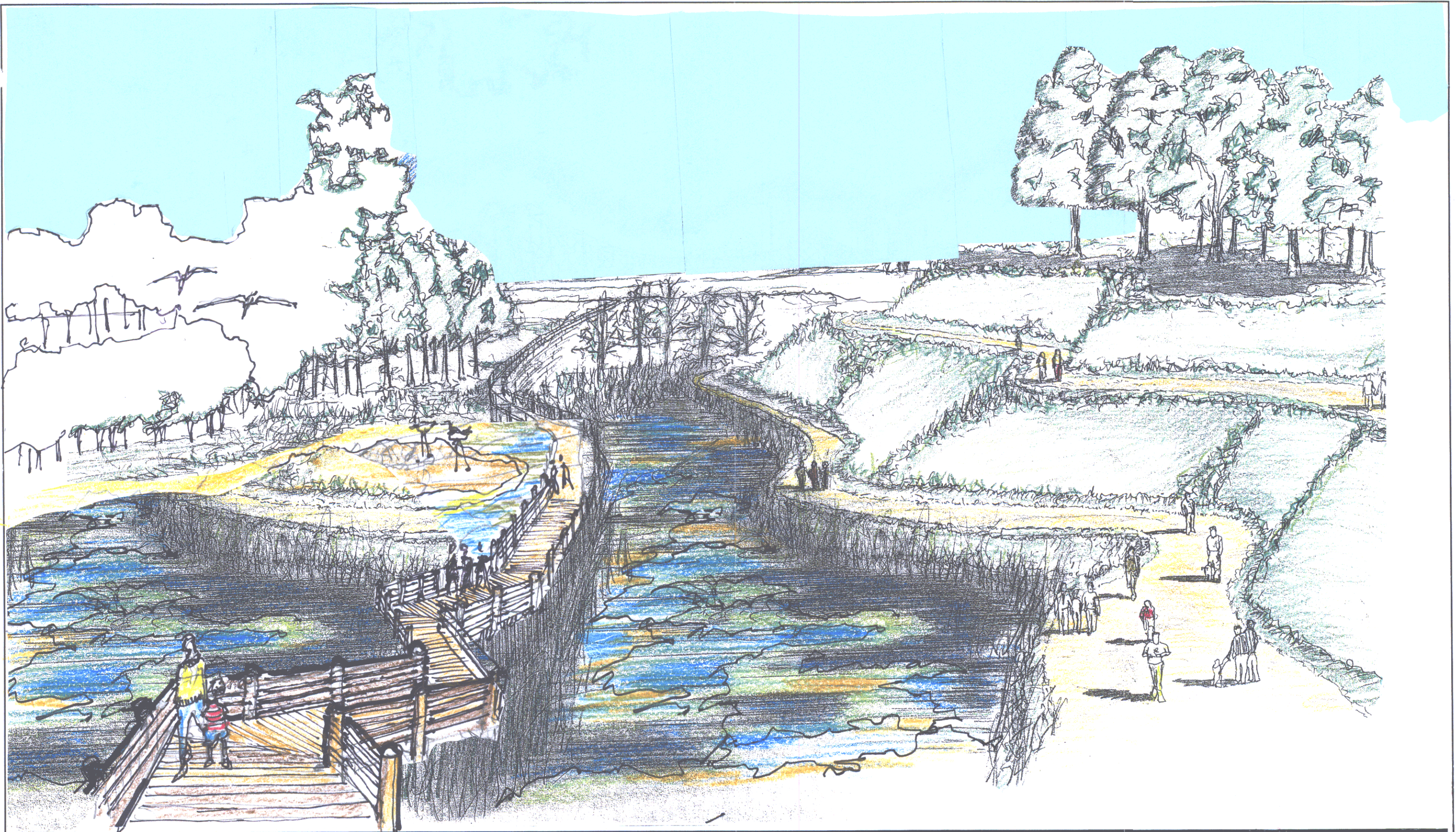
ILLUSTRATION PF8: AERIAL VIEW OF ENTERTAINMENT DISTRICT DEVELOPMENT



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BROOKLYN WATERFRONT DEVELOPMENT

ILLUSTRATION PF9: ALTERNATIVE PLAN THREE—BROOKLYN MOTORSPORTS



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**BROOKLYN
WATERFRONT
DEVELOPMENT**

ILLUSTRATION PF10: VIEW OF LINEAR PARK AND BOARDWALK FEATURE

PLAN IMPLEMENTATION

I. BACKGROUND AND INTRODUCTION

The culmination of Part 1 (Existing Conditions) and Part 2 (Plan Formulation) was the development of three alternative plans for consideration. From these plans, one will be selected by Brooklyn as the Recommended Plan for adoption and development of a Plan Implementation Strategy. This strategy will be designed to provide a step-by-step process that identifies the specific actions necessary to support implementation of the Recommended Plan.

It is important to note that for any implementation strategy to be successful, “capacity partners” will be necessary. Capacity partners are those who have the financial or staffing resources to assist the plan implementation. The Village of Brooklyn must align itself with a capacity partner(s) who can assume day-to-day responsibility for these implementation steps. All successful complex ventures require partnerships. The Village would achieve success more quickly with such a partnership arrangement.

II. PUBLIC INVOLVEMENT

A Public Meeting was held on Wednesday, May 14, 2003 at the Brooklyn Civic Center. The purpose of this meeting was to provide a brief presentation to participants about the process used to develop the three alternative plans. More importantly, the meeting allowed participants the opportunity to comment on each of the plans. These comments were provided during an open forum, a question and answer session, and on survey forms distributed during the meeting.

The participants were asked to provide input on which of the three plans they most favored. They were also asked to identify which elements of the three plans were most favored. This input was used to narrow the plans to a single final plan. It also allowed the consultant team to identify the key elements within each plan that were most favored by the community.

The three plans included the Brooklyn Business Center Plan, the Brooklyn Motorsports Plan and the Brooklyn Speak-Easy Plan. Each of these three plans included some unique aspects, as well as some common elements. These elements, both unique and common, are detailed in the next section.

As stated, the input gathered at this meeting was very important in selection of the Final Plan. The results of the written survey indicated that the two most favored plans were the Brooklyn Business Center Plan and the Brooklyn Motorsports Plan. The most favored elements of the Brooklyn Business Center in rank order of importance from most to least important were townhomes; single-family residential; large industrial and distribution area and retail commercial; and a quality hotel and small offices. The least favored elements were Apartments and Villas.

The equally ranked Brooklyn Motorsports Plan had favored elements of indoor/outdoor recreation; quality hotel; apartments; townhomes; and a small office complex. The least favored elements of this plan, according to those in attendance, were the large entertainment district and automobile museum.

The key difference between the Brooklyn Business Center Plan and Brooklyn Motorsports Plan was the large entertainment district shown on the Motorsports Plan. Since this element was one of the least favored on the plan, the Brooklyn Business Center plan was recommended for adoption.

However, the final recommended plan was slightly altered to include those elements from the Motorsports Plan which were the most highly favored. These alterations to the Brooklyn Business Center Plan resulted in a final recommended plan which incorporated the most highly favored elements of the two most desired plans.

It should be mentioned that in addition to the individualized land use elements shown on each plan, that all three alternative plans contained several common elements. The most highly favored common element was clearly street

improvements. Other strongly supported elements included park and open space, the overpass waterfront connection and the Illinois Route 3 realignment.

III. PLAN SELECTION AND ADOPTION

Based on input received from the May 14, 2003 Public Meeting, a final plan was developed using the Brooklyn Business Center Plan as the “base plan” with those elements most favored from the Brooklyn Motorsports Plan incorporated into the final plan. This combination plan consisted of the following elements:

- Large Industrial Warehousing and Distribution Area
- Quality Hotel
- Sit-Down Restaurant
- Fast-Food Restaurant
- Retail Commercial
- Small Offices (Medical, Insurance, Real Estate, Legal)
- Varied Housing (Single-Family, Apartments, Cluster Townhomes)
- Indoor/Outdoor Recreation
- Service Station
- Park and Open Space
- Hiking/Biking Trail
- Boardwalk Through Wetlands
- Street Improvements
- Overpass Waterfront Connection
- Route 3 Realignment

The Brooklyn Business Center Plan consisted of various elements which included the following:

- Large Industrial Warehousing and Distribution Area

- Quality Hotel
- Sit-Down Restaurant
- Fast-Food Restaurant
- Retail Commercial
- Small Offices (Medical, Insurance, Real Estate, Legal)
- Large Office Campus Complex
- Varied Housing (Single-Family, Apartments, Villas, Townhomes)

The Brooklyn Motorsports Plan consisted of various elements which included the following:

- Large Entertainment District (French Quarter of St. Louis)
- Indoor/Outdoor Recreation
- Motorsports Boulevard
- Automobile Museum
- Quality Hotel
- Varied Housing (Single-Family, Apartments, Townhomes)
- Farmers Market
- Small Office Complex

The Brooklyn Speak-Easy Plan consisted of various elements which included the following:

- Large Entertainment District (French Quarter of St. Louis)
- Farmers Market and Bazaar
- Several Small Office Complexes

- Retail/Service Commercial
- Quality Hotel
- Apartments
- Townhomes
- Sit-Down Restaurant
- Fast-Food Restaurant

In addition to the unique elements contained in each plan, all three plans contained several common elements including the following:

- Park and Open Space
- Hiking/Biking Trail
- Boardwalk Through Wetlands
- Street Improvements
- Overpass Waterfront Connection
- Route 3 Realignment.

The modified Brooklyn Business Center Plan was provided to the Brooklyn Board of Trustees as the Recommended Plan for adoption by the Village. On June 18, 2003, after public discussion and consideration, the Brooklyn Business Center Plan (Illustration PI1) was adopted by Resolution as the official Plan for the community. A copy of the Resolution is contained in Appendix H. Full sized drawings of the adopted Plan and the Plan Rendering are contained in Appendix J and Appendix K.

IV. DEVELOPMENT SUMMARY (REFINED)

Following is a summary of the additional new development activity associated with the adopted **Brooklyn Business Center Plan**:

Brooklyn Business Center

Office	40,000 square feet
Commercial	116,000 square feet
Industrial	270,000 square feet
Residential	201 units

V. ENGINEERING COST ESTIMATE (REFINED)

During the Plan Formulation phase of this project, a gross engineering cost estimate was prepared. Based upon the final adopted plan, a more precise cost estimate was developed. This refined cost estimate is presented on the following pages. The estimate consists of three separate elements: site preparation, transportation, and infrastructure. Together these three elements comprise the vast majority of work necessary to support the implementation of all aspects of the adopted plan.

Site Preparation Elements

Clearing and Grading

Approximately 118 acres developable acres x \$6,000 – 8,000/acre. This acreage represents the sum total of all new development sites shown on the approved Brooklyn Business Center Plan. This total includes the clearing and grading activity necessary to get these sites into a development-ready state
= \$708,000 – 944,000

**Site Preparation Elements
Subtotal**

\$708,000 – 944,000

Transportation Elements

Street Overlay	26,000 lineal feet of overlay @ \$56 – 60 per lineal foot = \$1,456,000 – 1,560,000
New Street Reconstruction	8,000 lineal feet for all poor street segments of Madison, Jefferson, Washington, 4 th , 7 th and 8 th Streets @ \$175 – 180 per lineal foot = \$1,400,000 – 1,440,000
Bike Path	5,500 lineal feet @ \$40 – 45 per lineal foot = \$220,000 – 247,500
Bridge	Bridge extension of Canal St. linking to Brooklyn waterfront @ 900 lineal feet with two lanes and a pedestrian/bicycle lane = \$5,000,000 – 5,500,000
Boardwalk	1,500 lineal feet @ \$300 – 325 per lineal foot = \$450,000 – 487,500
Transportation Elements Subtotal	\$8,526,000 – 9,235,000

Infrastructure Elements **(Sanitary Sewers)**

Western Waterfront Developments (See Appendix I)

Sanitary Sewer System Construction Cost Estimate		\$1,756,000
Engineering and Construction Services		<u>351,000</u>
	Subtotal	\$2,107,000

Wastewater Pump Station and Force Main Cost Estimate		\$720,000
Engineering and Construction Services		<u>144,000</u>
	Subtotal	\$864,000

Total \$2,971,000

Eastern Waterfront Developments (See Appendix I)

Sanitary Sewer System Construction Cost Estimate		\$790,000
Engineering and Construction Services		<u>158,000</u>
	Subtotal	\$948,000

Wastewater Pump Station and Force Main Cost Estimate		\$866,000
Engineering and Construction Services		<u>173,000</u>
	Subtotal	\$1,039,000

Total \$1,987,000

Sanitary Sewers Total for Waterfront Area \$4,958,000

Western Waterfront Sanitary Sewers Cost Breakdown

	Item	Quantity	Unit	Unit Cost	Opinion of Cost
1.	8" Sanitary Sewer	4,400	LF	\$65	\$286,000
2.	12" Sanitary Sewer	2,500	LF	\$75	188,000
3.	15" Sanitary Sewer	2,800	LF	\$85	238,000
4.	18" Sanitary Sewer	2,200	LF	\$90	198,000
5.	24" Sanitary Sewer	200	LF	\$110	<u>22,000</u>
	Subtotal				\$932,000
6.	Excavation Class C	15,010	CY	\$20	300,000
7.	Manholes	40	Each	\$2,400	<u>96,000</u>
	Subtotal 1 to 7				\$1,328,000
8.	Site Restoration and Mobilization (15%)				<u>199,000</u>
	Subtotal				\$1,527,000
9.	Contingencies (15%)				<u>229,000</u>
	Total Construction Costs				\$1,756,000
10.	Engineering & Const. Services (20%)				<u>351,000</u>
	Total				\$2,107,000

**Western Wastewater
Pump Station and Force Main and
Connection to Existing Lansdowne Force Main
Cost Breakdown**

	Item	Quantity	Unit	Unit Cost	Opinion of Cost
1.	12" Force Main	500	LF	\$55	\$28,000
2.	Excavation Class C	280	CY	\$20	6,000
3.	Brooklyn Western Area Pump Station and Appurtenances	1	LS	\$500,000	500,000
4.	Connection to Existing Lansdowne Force Main	1	LS	\$10,000	<u>10,000</u>
	Subtotal A				\$544,000
5.	Site Restoration and Mobilization (15%)				<u>82,000</u>
	Subtotal B				\$626,000
6.	Contingencies (15%)				<u>94,000</u>
	Total Construction Costs				\$720,000
7.	Engineering & Construction Services (20%)				<u>144,000</u>
	Total				\$864,000

Eastern Waterfront Sanitary Sewers Cost Breakdown

	Item	Quantity	Unit	Unit Cost	Opinion of Cost
1.	8" Sanitary Sewer	1,800	LF	\$65	\$117,000
2.	12" Sanitary Sewer	1,200	LF	\$75	90,000
3.	15" Sanitary Sewer	700	LF	\$85	59,500
4.	18" Sanitary Sewer	1,450	LF	\$90	<u>130,500</u>
	Subtotal				\$397,000
5.	Excavation Class C	6,390	CY	\$20	128,000
6.	Manholes	30	Each	\$2,400	<u>72,000</u>
	Subtotal 1 to 6				\$597,000
7.	Site Restoration and Mobilization (15%)				<u>90,000</u>
	Subtotal				\$687,000
8.	Contingencies (15%)				<u>103,000</u>
	Total Construction Costs				\$790,000
9.	Engineering & Construction Services (20%)				<u>158,000</u>
	Total				\$948,000

Eastern Wastewater Pump Station and Force Main and Connection to Existing Lansdowne Force Main Cost Breakdown

Item	Quantity	Unit	Unit Cost	Opinion of Cost
1. 12" Force Main	2,200	LF	\$55	\$121,000
2. Excavation Class C	1,220	CY	\$20	24,000
3. Brooklyn Eastern Area Pump Station and Appurtenances	1	LS	\$500,000	500,000
4. Connection to Existing Lansdowne Force Main	1	LS	\$10,000	<u>10,000</u>
Subtotal A				\$655,000
5. Site Restoration and Mobilization (15%)				<u>98,000</u>
Subtotal B				\$753,000
6. Contingencies (15%)				<u>113,000</u>
Total Construction Costs				\$866,000
7. Engineering & Construction Services (20%)				<u>173,000</u>
Total				\$1,039,000

Infrastructure Elements
(Water)

Water Main System Construction Cost Estimate	\$970,000
Engineering and Construction Services	<u>194,000</u>
Total	\$1,164,000
Total for Waterfront Area	\$1,164,000

Brooklyn Area Water Mains Cost Breakdown

Item	Quantity	Unit	Unit Cost	Opinion of Cost
1. 8" Water Main	5,000	LF	\$40	\$200,000
2. 12" Water Main	6,000	LF	\$55	330,000
3. Fire Hydrants	35	Each	\$2,000	70,000
4. Class C Excavation	6,500	CY	\$20	<u>130,000</u>
Subtotal A				\$730,000
5. Site Restoration and Mobilization (15%)				<u>110,000</u>
Subtotal B				\$840,000
6. Contingencies (15%) and Valves				<u>130,000</u>
Total Construction Costs				\$970,000
7. Engineering & Construction Services (20%)				<u>194,000</u>
Total				\$1,164,000

Brooklyn Waterfront Plan
Cost Breakdown Summary

Site Preparation Elements Subtotal	\$708,000 – 944,000
Transportation Elements Subtotal	\$8,526,000 – 9,235,000
Infrastructure Elements Subtotal	\$6,122,000 – 7,040,000
Grand Total	\$15,356,000 – 17,219,000

VI. FINANCIAL RESOURCES

The following is an overview of the potential funding sources which may be available to the Village of Brooklyn to assist in Plan implementation. These resources should be pursued by the Village, or through its Planning Consultant, to secure funds to support infrastructure improvements.

1. General Revenue and Obligation Bonds. Illinois localities are permitted to issue bonds for a variety of municipal purposes consistent with municipal ordinances and within its ceiling on bonded indebtedness.
2. Illinois Affordable Financing of Public Infrastructure (AFPI). This program provides funds for infrastructure improvements that address health, safety and economic development needs that inhibit development. It assists local governments in the financing of public infrastructure for economic and community development. Illinois Department of Commerce and Economic Opportunity (DCEO). (217) 785-6193.
3. Illinois Business Development Public Infrastructure (BDPI) Financing. Provides low interest loans to local governments for public improvements on public property, to support business expansion or relocation activities that meet program criteria. Criteria include the potential to create or retain jobs and a demonstration of clear need. Illinois Department of Commerce and Economic Opportunity (DCEO). (217) 785-6193.
4. Illinois Community Development Block Grant (CDBG) Program. The CDBG program is currently used for a variety of community improvement efforts. A project which created substantial new employment for persons of low and moderate income would be particularly strong candidate for the use of this resource.
5. Illinois Community Services Block Grant (CSBG) Loan Program. Provides long-term fixed-rate financing to new or expanding businesses that create jobs and employment opportunities for low-income individuals. The

program uses CSBG funds at low interest reassess in conjunction with bank funds and equity. Illinois Department of Commerce and Economic Opportunity (DCEO). (217) 785-2533.

6. Illinois Business District. A State designation which allows cities to establish a business district, and provides powers to undertake business district plans, spend funds, and carry out improvements related to the plan. The unit of government can use local revenues generated from within the district to support these projects, both public and private.
7. Illinois Revolving Loan Fund (RLF). DCEO provides Community Development Assistance Program (CDAP) Economic Development grants to local governments to help them provide low interest loans to businesses locating or expanding within corporate boundaries. As the loans are repaid, localities place the funds in locally-administered Revolving Loan Funds (RLFs) that are used to seed future economic development activities. Illinois Department of Commerce and Economic Opportunity (DCEO).
8. Illinois Fund for Infrastructure, Roads, Schools and Transit (FIRST). A State program that provides resources to address the State's critical infrastructure needs. Projects have included highways, bridges, school classrooms, mass transit, water and sewer facilities, economic development projects, parks, trails, fire equipment, police equipment and community centers. Illinois Department of Commerce and Economic Opportunity (DCEO) .
9. Illinois Industrial Training Program (ITP) Grant. This large business grant program assists Illinois companies in training new workers and retraining/upgrading the skills of their existing workforce. ITP funds can be awarded directly to individual companies or to intermediary organizations offering training to meet the common needs of multiple companies. Illinois Department of Commerce and Economic Opportunity (DCEO). (312) 814-5962.

10. Illinois Job Training and Economic Development Demonstration Program Grant. This program creates partnerships between community-based providers and employers with less than 250 workers, for customized training to low-skilled, low-wage employees and newly hired disadvantaged people. Employers must participate in curriculum development, training primarily disadvantaged people, coordinate job retention, and provide follow-up support. Illinois Department of Commerce and Economic Opportunity (DCEO). (217) 785-6006.
11. Illinois Large Business Development Grant/Loan Program (LBDP). Provides incentive financing to encourage large out-of-state companies to locate in Illinois and also encourages existing Illinois companies to undertake major job expansion or retention projects in the State. Funds may be used by large businesses with 500 or more employees, for typical business activities including financing the purchase of land or buildings, or construction/renovation. LBDP funds are targeted for major economic development opportunities that will result in substantial private investment and the creation/retention of 300 or more jobs. Illinois Department of Commerce and Economic Opportunity (DCEO) (217) 785-6193.
12. Illinois Department of Transportation (IDOT) Enhancements. IDOT is the distribution conduit for federal highway funds under the Transportation Equity Act for the Twenty-First Century (TEA-21). A minimum of 10% of these funds have been earmarked for enhancement activities, among which include the planning, acquisition, and development of bike trails if they are intended for transportation purposes. Although IDOT's existing allocation of Enhancement funds has been committed, a new federal transportation re-authorization bill is pending and the Enhancement program may be continued as a part of its mandate. (618) 346-3163.
13. Illinois Bike Path Program. Provides grants for up to 50% of approved project costs to any local government entity having statutory authority to

acquire and develop land for public bicycle path purposes. Illinois Department of Natural Resources (IDNR). thoffman@dnrmail.state.il.us

14. Illinois Off-Highway Vehicle Program. Program provides financial assistance to government agencies, not-profit organizations and other eligible groups to develop, maintain, and acquire land for off-highway vehicle parks and trails. Illinois Department of Natural Resources (IDNR). thoffman@dnrmail.state.il.us
15. Illinois Recreational Trails Program (RTP). Provides funding assistance through the National Recreational Trails Fund Act – NRFTA – as a part of the Transportation Equity Act for the Twenty-First Century (TEA-21). Grants of up to 80% are possible for land acquisition, development, rehabilitation and maintenance related to trail facilities. Illinois Department of Natural Resources (IDNR). thoffman@dnrmail.state.il.us
16. Illinois Open Space Lands Acquisition and Development Program (OSLAD) and Land and Water Conservation Fund (LWCF). Both of these state-managed programs offer grants of up to 50% and up to \$750,000 for acquisition projects, or up to \$400,000 for development/renovation of open space lands. Applications are prioritized based on their compliance with the Illinois Statewide Comprehensive Outdoor Recreation Plan (SCORP). LWCF-funded programs must be open in perpetuity for public outdoor recreation. Illinois Department of Natural Resources (IDNR). thoffman@dnrmail.state.il.us
17. Illinois Open Lands Trust (OLT) Grant Program. Grants of up to 50% of costs to units of government for the acquisition of land from willing sellers for the purpose of public conservation, open space and natural resource-related recreational uses. Illinois Department of Natural Resources (IDNR). thoffman@dnrmail.state.il.us
18. Illinois Tax Incentives. Illinois has many incentive programs to promote and support business development in the State. In addition to the fact that

there are no personal income taxes, the State offers a number of tax related incentive programs including: a credit equal to the 2.5% replacement tax, against the regular corporate income tax; corporate taxable income apportioned only to in-state sales; and corporations with more than 80% of their payroll and property outside the U.S. are not included in combined returns.

19. Illinois Tax Credits and Deductions. Credits include a .5% credit for investment in mining, manufacturing or retailing, and an additional .5% if employment increases over 1%; a 1.6% training expense tax credit; a 6.5% Research and Development credit; and an additional .5% investment tax credit plus a \$500 jobs tax credit in Illinois Enterprise Zones. In addition, dividends paid by corporations operating in Illinois Enterprise Zones, and interest on loans to Enterprise Zone businesses are deductible.

20. Illinois Economic Development for a Growing Economy (EDGE) Tax Credits. State tax credits are available to firms which meet all of the following criteria: add to the out-of-state export potential; expand existing operations or build at a new location (when expanding at the existing location is not feasible); commit to making a capital investment in the State of at least \$5 million and create a minimum of 25 new jobs (excluding recalls, transfers, and similar actions), or the project must meet the investment and job creation and/or retention requirements as determined by DCEO; state that, but for the credit, the project would not occur in Illinois (i.e. related Illinois costs such as utilities, property taxes, employee based taxes, etc. exceed those of another State or another State offers incentives that must be matched by Illinois to remain in consideration for the project.); complete a cost analysis or an econometric analysis of the project to show the cost differential between the Illinois sites being considered and jobs and other competing locations.

21. Illinois Utility Tax Incentives. Illinois does not tax water and sewer utilities. Electricity and natural gas tax exemptions are available in Illinois Enterprise Zones (with certain job creation criteria). Finally, natural gas purchased from producers outside the State is not subject to the natural gas tax.
22. Local Property Tax Abatement. The State of Illinois does not collect a State property tax on real estate or personal property. Although local taxing districts do collect such taxes, they are permitted by State law to abate property taxes for a period of up to ten years for businesses relocating from other states or other countries, for new operations, or for the expansion of an existing facility.
23. Local Property Tax Caps. Many Illinois counties limit increases in property tax rates to the rate of inflation or 5%, whichever is lower. This functions as a financial incentive to corporations operating in jurisdictions within these counties.
24. Metro-East Park and Recreation District (MEPRD). The Metro-East Park and Recreation District was formed to sponsor and finance open space projects in St. Clair and Madison Counties. It is underwritten by a tax of 0.10 percent on sales of general merchandise within the district's boundaries. Annual revenues from this tax are approximately \$3 million. This is a strong potential future source of revenue for park, trail, and greenway projects in these Counties. www.madison.co.il.us
25. Municipal Tax Rebates. Localities can enter into an economic incentive agreement for the development or redevelopment of land. The locality rebates a portion of the municipal taxes generated by the new activity for a given period of time. Qualifying criteria must be met, such as the site being underutilized or experiencing significant vacancy, not meeting current building codes; the creation of new jobs; helping to improve adjacent areas; a but-for stipulation; a financially solvent developer;

strengthening the commercial sector and improving the community tax base; and being in the best interest of the community.

26. Other Illinois Sales Tax Exemptions, Credits, and Related Incentives. The State grants exemptions for manufacturing machinery, as well as replacement parts and computers used to control manufacturing machinery; farm machinery; pollution controls; building materials bought in and used in an Illinois Enterprise Zone. A manufacturer may also earn a Manufacturers Purchase Credit (MPC) when purchasing exempt manufacturing machinery and equipment. The credit is limited to 50% of the 6.25% State tax that would have been incurred if the machinery had been taxable. It may be used to satisfy Use Tax or Service Use Tax liability incurred on the purchase of qualifying production-related tangible personal property. Finally, food and drugs are taxed at the reduced rate of 1%.
27. Tax Increment Financing (TIF). Enabled by 65 ILCS, this program allows local entities to use the post-development real estate tax 'increment' and, voluntarily, a post-development local sales tax 'increment,' to finance costs associated with the development or redevelopment of a project, including land acquisition, relocation, capital improvements, building improvements, and site improvements. A TIF area must be designated by local ordinance.
28. Southwestern Illinois Development Authority (SWIDA). SWIDA's purpose is to provide financing and technical assistance for economic development projects. Financing mechanisms include taxable and tax-exempt bonds, loans, and gap financing.
29. United States Department of Commerce – Economic Development Administration (EDA) Grants. Grants of 50% of project costs are provided for activities in economically distressed areas. Where distress levels are particularly high or where the locality cannot provide the 50% local match, it may provide more than 50% funding. Grants can be used for

infrastructure improvements to attract businesses and industry, including expansions, projects that diversify local economies and generate jobs.
(312) 353-0182.

30. Farmers Home Administration Funds for Community Facilities. The Farmers Home Administration (FMHA) is authorized to guarantee loans made by eligible lenders to borrowers in rural areas and in towns of up to 10,000 persons for developing water and waste disposal facilities or up to 20,000 persons for developing other essential community facilities.
(217) 398-5247
31. AmeriCorps. AmeriCorps seeks to strengthen communities through projects that address education, public safety, the environment, and other unmet human needs. The program provides resources to hire needy students to assist with local projects. <http://www.americorps.org/startaprogram.html>
32. Community Development Entity (CDE). A U.S. Treasury Department designation that permits industrial development authorities and other entities to participate in the *New Markets Tax Credits* (NMTC) program. Currently, Southwestern Illinois Industrial Development Authority (SWIDA) and Illinois Ventures for Community Action (IVCA) of Springfield are the only entities south of Chicago to receive this designation. CDEs must have as their primary mission to serve or provide investment capital for low-income communities or individuals. The NMTC allows individuals and corporate taxpayers to receive a credit against Federal income taxes for making qualified equity investments in CDEs. The investor credit equals 39 percent of the investment cost and is taken over a seven-year period.
33. Assessment of Pollution Controls at Salvage Value. Installation of pollution controls on industrial facilities are assessed at salvage value, which renders them essentially exempt from local property taxes.

Private and Philanthropic Resources. The consultant for a separate planning effort, PGAV, has identified a number of private and philanthropic funding sources of possible use. These include banks participating in the Community Reinvestment Act (CRA), who become contributors or investors in tax credit projects where their depositors are located. Private sector investors, including equity investment partners, frequently seek to invest through tax credits from redevelopment projects. Two frequently used mechanisms for this are historic tax credits (HTC), and low income housing tax credits (LIHTC). Here, private equity is generated through the tax credits, which are accepted as equity by the project lender. The investors receive historic tax credits and low income housing tax credits at the beginning of a project, which eliminates long-term risk. The developer also receives these benefits at the beginning of the project.

The following list of potential private investment sources is also provided:

A.G. Edwards, Inc., Corporate Giving Program. lmwaidmann@agedwards.com
Anheuser Busch Foundation Charitable Contributions (314) 577-7368
The Annie E. Casey Foundation. (410) 547-6624
Bank of America Foundation, Inc. <http://www.bankofamerica.com/foundation/>
Bridgestone/Firestone Trust Fund. (615) 872-1415
Calvert Social Investment Foundation. (800) 248-0337
Cargill, Incorporated Corporate Giving Program. (612) 742-6122
Citigroup Foundation. (212) 793-8451
The Commerce Bancshares Foundation. (816) 234-2985
Cooper Industries Foundation. (713) 209-8607
Cooperative Development Foundation (CDF). (202) 638-6222
DaimlerChrysler Corporation Fund. (248) 512-2500
The F.B. Heron Foundation. (212) 404-1800
Fannie Mae Foundation. (202) 274-8057
The Ford Foundation. (212) 573-5000
J.P. Morgan Chase. (212) 552-1112
Local Initiatives Support Corporation. (212) 455-9800
Mallinckrodt Inc. Corporate Giving Program. (314) 654-5200

Mary Heath Foundation. (618) 592-5029

McDonalds Corporation Contribution Program. (630) 623-7048

Monsanto Fund. www.monsantofund.org

National City Corporation Contribution Program. (216) 222-2000

SBC Foundation. (210) 351-2218

U.S. Bancorp Contributions Program. (612) 973-2440

Washington Mutual Bank Corporate Giving Program. (800) 258-0543

Tony Hawke Foundation. Skateboard Parks. <http://www.tonyhawkfoundation.org>

VII. IMPLEMENTATION STRATEGY

Any plan is only as good as its ability to be implemented. A plan that cannot be implemented adds little practical value to a community . This section of the report is intended to provide a written series of steps to guide the Village of Brooklyn towards successful implementation of its Waterfront Development Plan. The following steps are intended to improve the economic base of the community, to create job opportunities for its residents, and ultimately to result in a successfully implemented plan for the Brooklyn community. The section concludes with an implementation matrix to assist the community in identifying the actions necessary to ensure successful implementation of the final Plan.

1. Adopt the Plan

The first step towards implementation was the adoption of the Plan by the Village Board on July 18, 2003. The mere action of adopting it illustrates both to the community and to developers that the Village of Brooklyn is committed to achieving success. That's not to suggest that there cannot be any deviation from the Plan. In a sense, the Plan serves as a development guide to suggest the most appropriate location(s) for various types of land use activities. The Plan should be a working document that can change based upon market conditions and specific development proposals.

However, any major deviation from the adopted Plan should be subject to a review by the Board of Trustees. In this case, as a body, the Village Board should make a specific decision to alter the adopted Plan.

This type of review and adoption approach is one which will help developers feel more secure in proceeding with a specific project. Developers and their lenders want to feel comfortable about how adjacent properties are most likely to be developed. The adoption of a Plan doesn't represent a specific guarantee of adjacent usage, rather, it provides developers with a sense of what the Village is seeking for specific development sites.

A Resolution does not carry the same legislative weight as an Ordinance, but rather allows more flexibility in deciding on specific development proposals. Adoption of the Plan Resolution has the added benefit of being one step in the process of allowing a Tax Increment Financing district to be formed.

2. Meet with Illinois Department of Transportation

A first action for the Village to take is to open a dialogue with the Illinois Department of Transportation regarding the new Illinois Route 3 project. The Brooklyn Business Center Plan is a strong community building document. However, to be successful the Plan relies heavily on completion of the Illinois Route 3 realignment, modification of the grading plan, and construction of an overpass linking the Brooklyn community to its waterfront.

The Brooklyn Business Center Plan recognizes that the Illinois Route 3 realignment project will create a new “front door” for the community. This roadway project will also create development opportunities along the new alignment, as reflected on the Plan. The community is encouraged to meet with IDOT officials to expedite the project to the extent possible. The more quickly the roadway project is completed, the better opportunities exist to attract development.

The current Illinois Route 3 realignment plans indicate that grading will occur along the exit ramp into the Brooklyn community. Both sides of this alignment (the exit/entrance ramp) represent prime development sites. However, while visibility is great for these sites, the access is not. Rather than grade along the ramp, it should be suggested that walls be built so that access can be provided to these development sites. Such a modification in the realignment plans would be advantageous to the Brooklyn community.

Lastly, the Illinois Department of Transportation is making a tremendous financial investment in both the East St. Louis and Brooklyn communities. This investment decision is to be commended. However, to take full advantage of the Illinois Route 3 improvements, access to the waterfront from the Brooklyn community is

critically important. The Brooklyn Business Center Plan links the main community to its waterfront via an overpass extension of Canal Street.

The extension of Canal Street in order to link the waterfront directly to the new Illinois Route 3 project via the main street of Brooklyn (Canal Street) would dramatically alter the economic development opportunities within the Village of Brooklyn, and should be strongly pursued with IDOT. These transportation and circulation issues are key to Brooklyn's future well-being and should be a number one priority for the community.

3. Establish a Planning and Zoning Commission

The Village of Brooklyn should establish both a Plan Commission, a temporary Zoning Commission, and a Board of Appeals, to conduct a variety of activities supporting the development, redevelopment, and renewal of the Village. The Plan Commission is to be permanent body. The Zoning Commission is to be a temporary body charged only with creating a zoning plan for the Village. The Board of Appeals is to be a permanent body. In order to attract serious developer interest, the Village must be appropriately organized to handle development requests that will need to be acted upon. The establishment of this framework helps to ensure the Village's capability to take action to facilitate development activities.

The mechanism for establishment of these entities, as well as their respective requirements, are defined in separate chapters of the Illinois Combined Statutes (ILCS) at: 65 ILCS, Division 12 (Plan Commissions); and 65 ILCS, Division 13 (Zoning). Prior to establishment of these entities, the statutory sources should be consulted - and their provisions coordinated either with the Village attorney or with a planning consultant. Each body is summarized as follows (considerable additional material is presented in the statutes which should also be consulted).

Plan Commission. The Plan Commission's specific powers, as authorized in 65 ILCS 12, include: 1) Preparing (either itself or through a consultant) a Comprehensive Plan to guide present and future development; 2) Recommending changes in the Plan; 3) preparing and recommending plans for specific improvements; 4) supporting municipal officers charged with the direction of projects that carry out the Plan; 5) preparing and recommending schemes for regulating or prohibiting structures or activities which may hinder access to solar energy for solar energy systems (this power relates to a separate Illinois statute permitting/regulating solar activities); and 6) exercising other powers which are germane to these powers. (Sec. 11-12-5.)

The Comprehensive Plan is advisory in nature and establishes a general foundation upon which other activities (described below) can occur. Importantly, it address not only land within the Village boundary itself, but can also include any contiguous unincorporated land within 1½ miles of the Village boundaries. An official map of the Village, with any extraterritorial area described above, is included in the Comprehensive Plan. Upon Plan completion, the Comprehensive Plan should be adopted by official Village ordinance. (Sec. 11-12-6.)

A series of maps covering all or portions of the Village and any extended area may also be developed as a part or as an outgrowth of the Comprehensive Plan. These maps are to be an accurate representation of the overall map in the Comprehensive Plan. When used for this purpose, they should be designated by an ordinance defining standard requirements relating to the size of streets, alleys, parks, playgrounds, school sites, other public grounds, rights-of-way for public service facilities, materials to be used for the construction of streets and alleys, and the kind and quality of materials for public service facilities, drainage and sanitary sewers, and collection/treatment facilities. (Sec. 11-12-7.)

The Village should consider an ordinance requiring preliminary review and approval of subdivision plats by the Commission. This option is permitted under the statute. If enacted, the review must occur within 90 days of filing of the

application itself, or the filing date of the last item of required supporting data. Commission involvement in such reviews provides for a system of quality control and consistency in helping to implement the Comprehensive Plan. (Sec. 11-12-8.)

The Plan Commission should meet on a regular schedule, to provide consistency for citizens as well as to entities seeking to do business within the Village.

Zoning Commission. The Zoning Commission is a temporary body, empowered to : 1) Regulate the height and bulk of buildings; 2) to establish, regulate and limit buildings and set-back lines; 3) to regulate and limit the intensity of lot areas; 4) to classify, regulate and restrict the location of industries, businesses, residences, and other uses; 5) to divide the entire municipality into districts; 6) to establish standards for buildings or structures; 7) to prohibit uses incompatible with the character of a district; 8) to prevent additions, alterations, or remodeling of buildings/structures to avoid the intended restrictions; 9) to classify, regulate and restrict the use of property on the basis of family relationship; and 10) to regulate or prohibit hindrance to the access of solar energy. These powers apply not only to the area within corporate limits but also to contiguous land not more than 1 1/2 miles beyond the corporate limits. These powers do not apply to home rule units. (Sec. 11-13-1.)

The Zoning Commission may also be allowed by the Village to classify special uses (uses which, although allowed in the zoning, must comply with certain stated conditions). Special uses tend to be related to the public interest, uses affecting neighboring property, and planned developments. (Sec. 11-13-1.1.)

All of these duties are to be performed within the context or recommending boundaries of the zoning districts and appropriate regulations for them.

The Zoning Commission shall be appointed by the Mayor subject to confirmation by Village authorities. It is to prepare a tentative report and a proposed zoning

ordinance for the entire municipality, and to hold a Public Hearing on the report and on the proposed ordinance. Within 30 days of the Hearing, the Zoning Commission must finalize its report and submit a proposed zoning ordinance to the municipal authorities, which the authorities may enact with or without changes, or refer it back to the Zoning Commission for further consideration. The Zoning Commission ceases to exist upon the adoption of the zoning ordinance. During its existence, meetings can be scheduled as required. (Sec. 11-13-2.) A Zoning Administrator should be appointed by the Village to interpret and enforce the adopted zoning regulations.

Zoning Board of Appeals. The Village can also appoint a Board of Appeals consisting of seven members. The Village must submit a proposition to the electors whether to elect this board at-large. If the proposition passes, the Board of Appeals shall be elected at-large at the next general municipal election held at least 120 days after the referendum approval. At that time, four members are elected for 2-year terms and three members are elected for 4-year terms. One member is selected by the entire body as Chairman. Meetings are called by the Chairman but can also be determined by the full board. Meetings are public, attendance of witness can be compelled, and minutes are to be taken. (Sec. 11-13-3.)

No changes to the zoning ordinance can be made within 6 months of the date when an official zoning plan is adopted by the Village, unless it is approved by a two-thirds majority of the corporate authorities or the zoning Board of Appeals. (Sec. 11-13-3.1.)

In addition to the general notice and public hearing requirements, specific notice regarding a proposed zoning variation or special use must also be given to the owners of all property within 250 feet in any direction of area of proposed change. (Sec. 11-13-7.)

Zoning variation and special use applicants also have a number of rights including: to have subpoenas issued; to cross-examine witnesses; and to present witnesses on their behalf. (Sec. 11-13-7a.) An appeal to the Board of Appeals may be made by any aggrieved party, officer, board, department, or bureau of the municipality. The appeal stays all other proceedings related to the action. (Sec. 11-13-12.) Final administrative decisions are subject to judicial review. (Sec. 11-13-13.) All zoning provisions are amendable by ordinance, but require a hearing requiring advance notice between 15 and 30 days before the hearing. (Sec. 11-13-14.) A hearing officer can be designated to conduct a public hearings. (Sec. 11-13-14.1.)

Appropriate actions against any violations of the zoning ordinance may be taken by the local authority, or any owner or tenant within 1,200 feet in any direction of the violation in question. (Sec. 11-13-15.) Corporate authorities are empowered to acquire by purchase, condemnation or otherwise, any buildings or structures which do not conform to the zoning code. (Sec. 11-13-17.) The corporate authorities must publish no later than March 31 of each year the official existing zoning map in effect for the preceding calendar year. (Sec. 11-13-19.)

4. Adopt Zoning Regulations

One of the mechanisms to help ensure that development actually follows from the adopted Plan is to establish zoning regulations. Several years ago the Southwestern Illinois Building Commission proposed zoning regulations. These were never adopted by the Village Board and no Zoning District Map exists today. As previously indicated, developers want to be reasonably assured that adjacent developments are not going to negatively impact their plans. As such, any measure of added protection which could be applied to properties through enactment of zoning regulations would be of value to potential developers.

By way of example, the developer of the hotel proposed along the new Illinois Route 3 would be more inclined to build if they felt reasonably certain that an industrial manufacturing enterprise or other undesirable land use could not be

placed nearby. Such an operation would have a potential adverse impact on hotel guests and thus the hotel's potential revenue stream.

Appendix A contains the zoning regulations which were originally developed for the Village of Brooklyn by the Southwestern Illinois Building Commission. It is suggested that these regulations be adopted to help guide future development decisions. As an accompaniment to the regulations, a Zoning District Map (Illustration P11) has been prepared by Horner & Shifrin, Inc. This Zoning District Map takes the zoning districts referenced in the regulations and applies them to the Map consistent with the Brooklyn Business Center Plan. Adoption of these regulations and Zoning District Map is a positive step for community redevelopment, and would greatly facilitate communication with potential developers.

5. Meet with Railroad Officials

Much of the Brooklyn community has parcels owned and/or controlled by various railroad companies. In order for any Plan to be truly successful it is very important to establish a positive working relationship between Brooklyn and Railroad officials. It is suggested that a meeting be held between Village representatives and Railroad representatives. The primary purpose of this meeting would be to clearly identify Railroad ownership parcels, review the adopted Final Plan, and start a dialogue to determine how the community and Railroad might cooperate for the mutual interests of both parties. A strategy for successful future cooperation could be the result of this first working meeting and lead to many future successes.

6. Examine Economic Development Opportunities

The Brooklyn Business Center Plan is envisioned as a long-range planning document. It is recognized that it may take a number of years for the entire Plan to be realized. It is also understood that the community may have several short-term projects which could be implemented within the next twelve months to establish some early success.

It is important, therefore, to examine the best economic development opportunities available during the short-term. Several of these projects are already under discussion with the Southwestern Illinois Development Authority (SWIDA). The Village should proceed with these plans to get on the fast-track. It is an accurate statement that, "Success Breeds Success". Developers, and especially lenders, are encouraged by the success of other projects and are more willing to fund the second or third development projects.

Proceeding with efforts to develop a "Parsons Place" type of project within the community would be a good start. Also, the former Fantasyland facility could be converted to another commercial or industrial enterprise. Both of these projects are consistent with the Plan and should be achievable in the short-term.

7. Develop a Marketing Strategy

The Plan already reflects land use activities shown on specific development sites. The Mayor and/or Village Trustees should approach the property owners of the identified parcels to determine if they may have an interest in developing their property at this time. Such an interest, or lack thereof, will assist the Village in determining the best sites to market for the short-term.

Once these sites have been clearly identified, the Village Trustees should work with a reputable and aggressive real estate broker, who is experienced with commercial development, to develop marketing brochures highlighting these sites. Once the marketing material has been prepared, the broker can begin the process of locating suitable tenants for site development.

As an alternative to using a real estate broker, the Village could coordinate such an effort with the Southwestern Illinois Development Authority (SWIDA). This agency could perform the same function by locating suitable end-users of identified development sites.

A successful marketing strategy would involve a linkage between the property owners and potential site developers. This could result in a “build-to-suit” arrangement, a pre-building program to have an inventory available, or merely provide a lease or purchase arrangement for the property. It is important that property which is leased/purchased actually results in a structure being constructed. Speculative land purchases do very little to add viability to the community and should be discouraged. The Village needs to help forge and solidify efforts that will result in jobs and building an economic base for the community.

8. Develop Financial Resources

The Village of Brooklyn may need to financially assist projects in order for them to be implementable. Such assistance should be used sparingly and as a “bargaining chip” to attract the best development to the community. A listing of various financial resources which may be available to assist the Village is summarized in the FINANCIAL RESOURCES section. The Village should take an active role in getting the resources necessary to help the Plan become a reality.

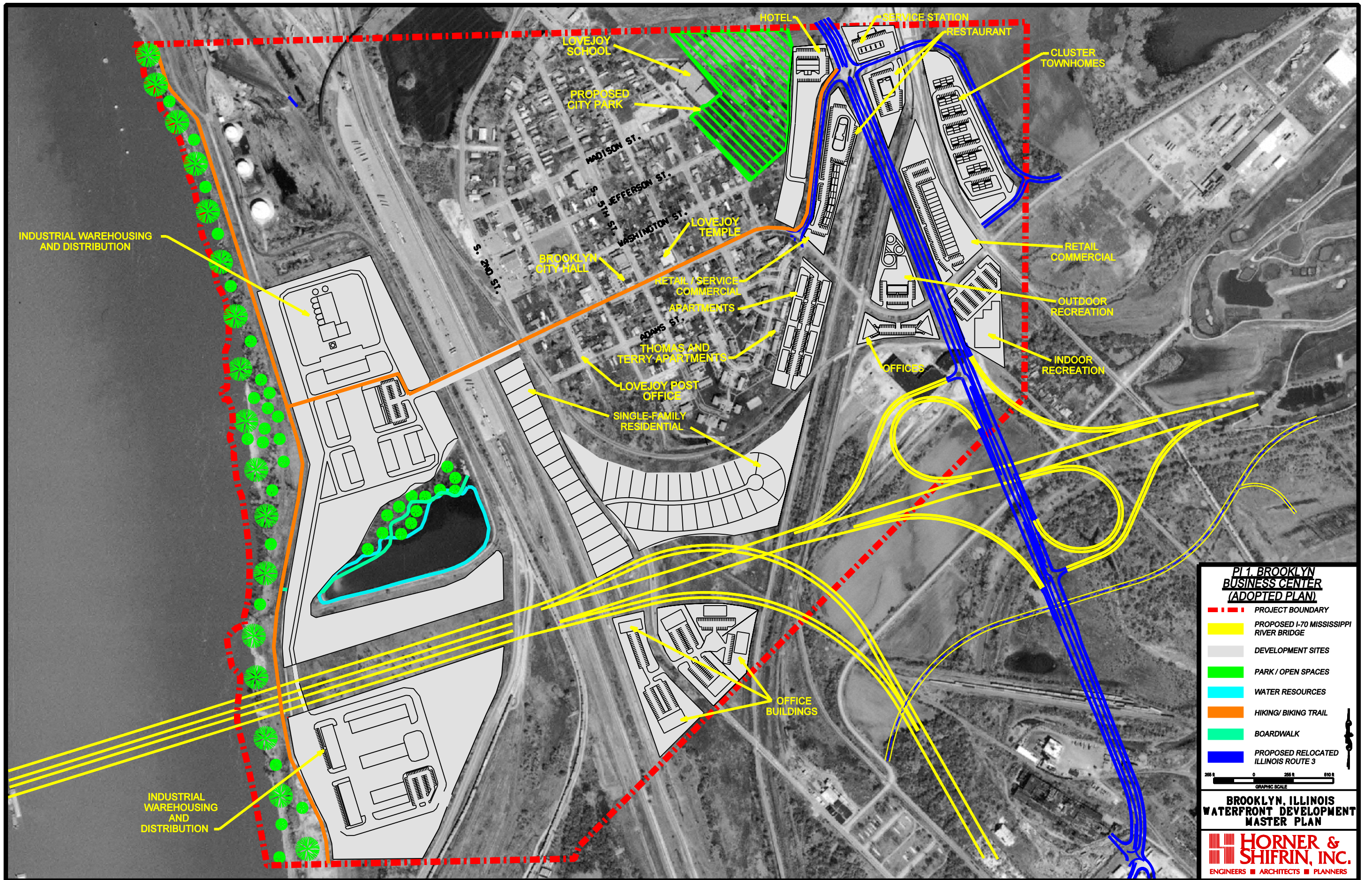
The financial resources available to the Village of Brooklyn could be “leveraged” to maximize the monies available to the Village to support development activities. By way of example, the Brownfield Assessment Grant which was provided to Brooklyn and managed by SWIDA could be used to assist a potential developer by assessing a site for any environmental problems. These type of partnerships will be important to achieve success for the Village.

9. Contact Governor’s Office About Team Illinois

The Governor of Illinois recently announced a new State initiative that pools the resources of the State to address the needs of its poorest communities. The first four communities to receive assistance will be Hopkins Park in Pembroke Township, Savanna, Aurora (East side) and Alexander County.

The goal of Team Illinois is to work with residents, elected officials, local businesses leaders, and community stakeholders to help resolve the community's challenges and issues. For these communities, Team Illinois will help build infrastructure, achieve economic turnaround, and nurture a foundation for future growth. Team Illinois will not only concentrate State resources, but will also create public-private partnerships and empower community stakeholders.

The Village of Brooklyn should utilize its political resources to place the community on the list of communities to be assisted through this new State initiative.



PI 1. BROOKLYN BUSINESS CENTER (ADOPTED PLAN)

- - - PROJECT BOUNDARY
- PROPOSED I-70 MISSISSIPPI RIVER BRIDGE
- DEVELOPMENT SITES
- PARK / OPEN SPACES
- WATER RESOURCES
- HIKING/ BIKING TRAIL
- BOARDWALK
- PROPOSED RELOCATED ILLINOIS ROUTE 3

200' 0 200' 0 400' 0
GRAPHIC SCALE

BROOKLYN, ILLINOIS WATERFRONT DEVELOPMENT MASTER PLAN

HORNER & SHIFRIN, INC.
ENGINEERS ■ ARCHITECTS ■ PLANNERS

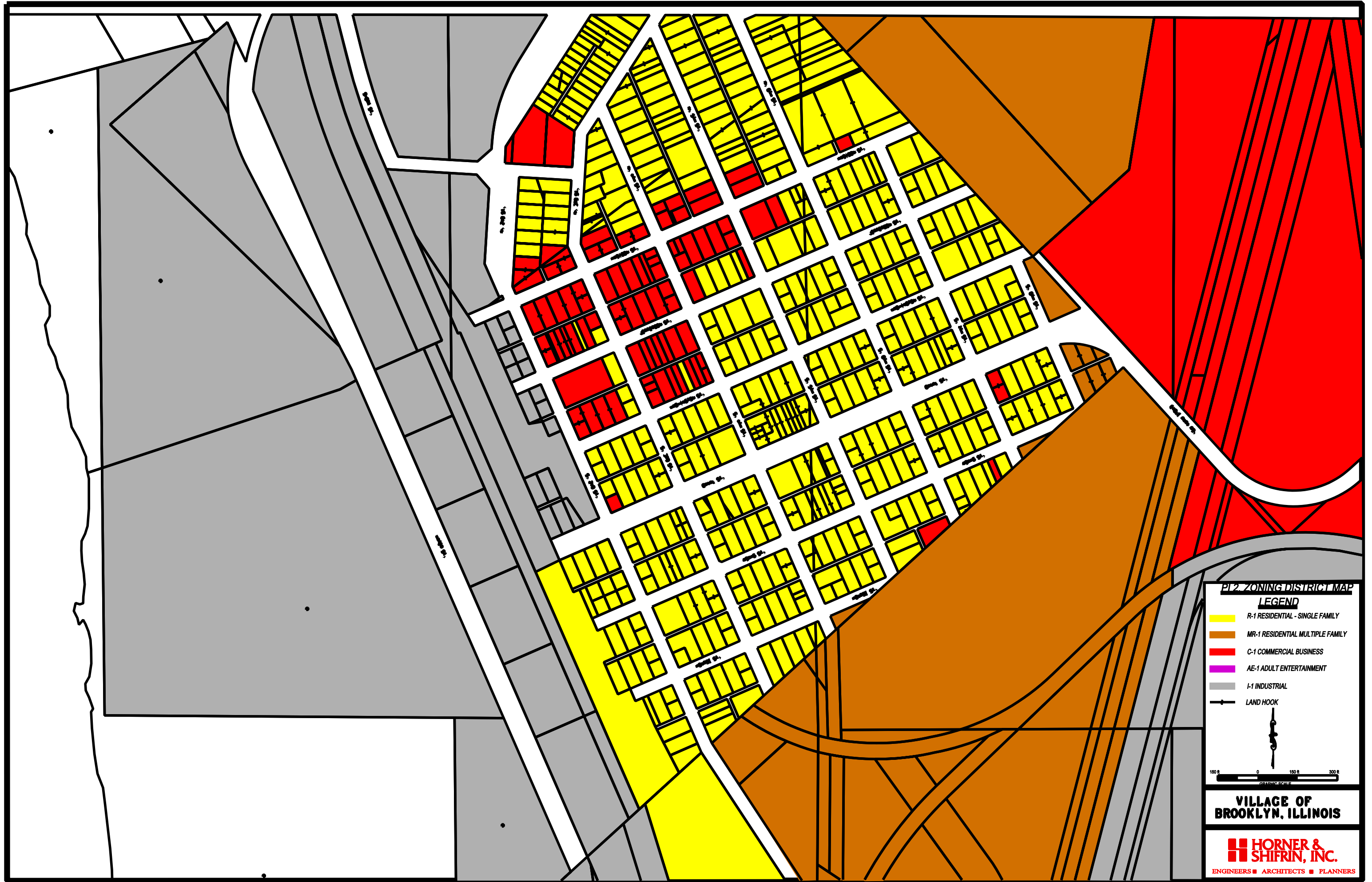


Illustration PI3

Implementation Matrix

<u>Implementation Element</u>	<u>Action Step(s)</u>	<u>Responsible Party (Parties)</u>	<u>Financial Source(s)</u>
Adopt the Plan	Pass Resolution in support of the Plan	Village Board of Trustees	None necessary
Meet with IDOT	Review adopted Plan with IDOT officials	Village Board of Trustees Southwestern Illinois Development Authority	None necessary
	Change IL Route 3 plan to convert grading area to a retaining wall	Illinois Dept. of Transportation	Illinois Dept. of Transportation
	Discuss Bridge Project to extend Canal Street to link the community to its riverfront	Village Board of Trustees Illinois Dept. of Transportation Southwestern Illinois Development Authority Michael Jones Foundation	Illinois Dept. of Transportation
Establish a Planning and Zoning Commission	Establish a Zoning Commission (temporary) to review zoning regulations and Zoning District map	Village Board of Trustees City Attorney and/or City Planning Consultant	Village revenue
	Establish a Planning Commission to monitor the Plan and the Zoning Regulations	Village Board of Trustees City Attorney and/or City Planning consultant	Village revenue
	Appoint a Zoning Administrator to enforce regulations	Mayor	Village revenue
	Establish a Board of Appeals	Village Board of Trustees City Attorney and/or City Planning Consultant	Village revenue
Adopt Zoning Regulations	Pass Ordinance formally adopting the zoning regulations	Village Board of Trustees City Attorney and/or City Planning Consultant	Village revenue
Meet with Railroad Officials	Discuss Plan with railroad to develop strategy for Plan implementation	Mayor Michael Jones Foundation Southwestern Illinois Development Authority	None necessary
Examine Economic Development Opportunities	Prioritize economic development opportunities	Village Board of Trustees Southwestern Illinois Development Authority	None necessary

<u>Implementation Element</u>	<u>Action Step(s)</u>	<u>Responsible Party (Parties)</u>	<u>Financial Source(s)</u>
Develop a Marketing Strategy	Meet with real estate broker to develop a market approach and prioritize development site(s)	Village Board of Trustees	None necessary
	Create marketing brochure(s) for distribution to interested parties	Village Board of Trustees	Village revenue
Develop Financial Resources	Pursue obtaining financial resources according to expressed need(s) by developers according to the identified programs to fund in infrastructure improvements for water, sewer, streets and possible property acquisition	Village Board of Trustees	See FINANCIAL RESOURCES section for possible funding sources
Contact Governor's Office About Team Illinois	Pursue listing of Brooklyn in the next round of Illinois communities receiving assistance	Mayor Congressional delegation	None necessary

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