

RESOLUTION NO. 4994

A RESOLUTION TO ESTABLISH THE KEWANEE ECONOMIC DEVELOPMENT PLAN, AND DECLARING THAT THIS RESOLUTION SHALL BE IN FULL FORCE IMMEDIATELY.

**WHEREAS,** in the residential survey, conducted in January 2016, revealed the residents of the City desired a concerted effort towards economic development; and,

**WHEREAS,** Resolution #4960 was passed on February 8, 2016 to create committees to develop an Economic Development Plan and a Community Development/Neighborhood Revitalization Plan; and,

**WHEREAS,** committee members were appointed to the Economic Development Planning Committee on March 14, 2016 by Resolution #4965; and,

**WHEREAS,** committee members met on a regular basis to review and develop the Economic Development Plan attached hereto as Attachment A; and,

**WHEREAS,** the attached plan provides recommendations which, when implemented as presented in the plan, will help to improve the economic climate of the community and meet the goals outlined in the plan.

NOW THEREFORE BE IT RESOLVED, BY THE KEWANEE CITY COUNCIL, IN COUNCIL ASSEMBLED, AS FOLLOWS:

**Section 1** The Economic Development Plan for the City of Kewanee, as contained in Attachment A hereto, shall be and hereby is approved.

**Section 2** The City Manager is hereby directed to implement the plan and periodically update the status of the plan's implementation chapter as appropriate.

**Section 3** This Resolution shall be in full force and effect immediately upon its passage and approval as provided by law.

Adopted by the Council of the City of Kewanee, Illinois this 8<sup>th</sup> day of August, 2016.

ATTEST:

  
Melinda Edwards, City Clerk

  
Steve Looney, Mayor

RECORD OF THE VOTE	Yes	No	Abstain	Absent
Mayor Steve Looney	X			
Council Member Deann Schweitzer	X			
Council Member Andrew Koehler	X			
Council Member Kellie Wallace-McKenna	X			
Council Member Michael Yaklich	X			

## **ACKNOWLEDGEMENTS**

The Kewanee Economic Development Plan was created as a joint effort of City of Kewanee staff and the Economic Development Planning Committee appointed by the City Council of Kewanee. The plan was completed through the joint efforts of all involved and we would like to recognize the resources and expertise of the following.

### **Kewanee Economic Development Planning Committee**

Kathy Albert  
Pat Sullivan  
Diane Packee  
Mark Rewerts  
Shane Kazubowski  
Lisa Rashid  
Dan Kuffel  
Lynn Sutton

### **City of Kewanee**

Steve Looney, Mayor  
Andy Koehler, City Council  
Deann Schweitzer, City Council  
Kellie Wallace-McKenna, City Council  
Mike Yaklich, City Council  
Gary Bradley, City Manager  
Melinda Edwards, City Clerk  
Dale Nobel, City Engineer

### **Economic Analysis Provided by:**

Canyon Research Southwest, Bi-State Regional Planning Commission, Kewanee Economic Development Corporation, Henry county Economic Development Partnership, and the City of Kewanee

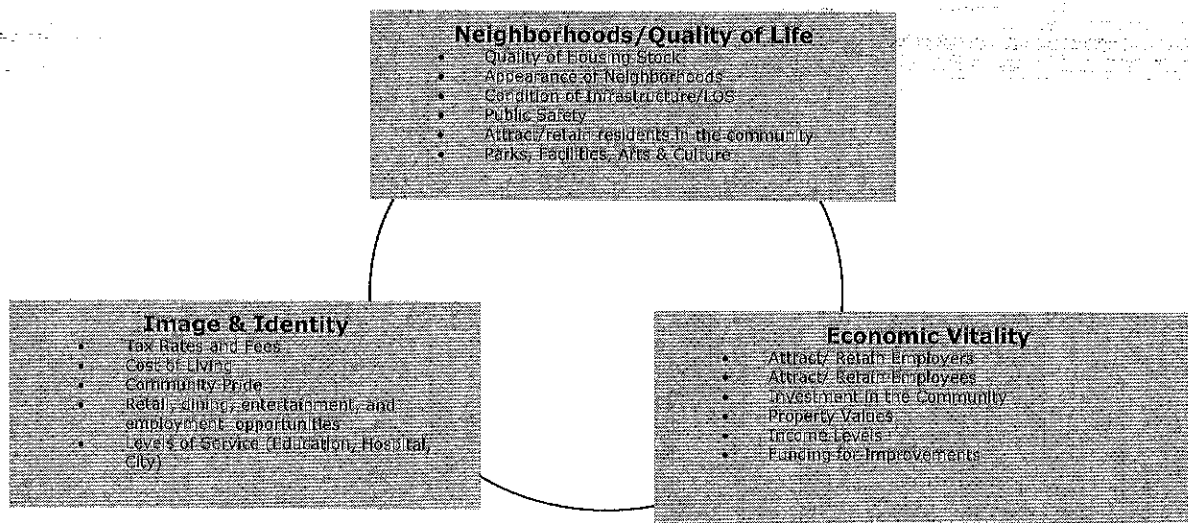
## INTRODUCTION

### Plan Purpose and Desired Outcomes

This primary goal of this Plan is to facilitate a viable, stable, healthy and diversified economy for Kewanee. Recognizing the links between the City's economy (the vitality of existing and future businesses), its community character and livability (Downtown vibrancy, transportation, housing, schools, parks, environment, the arts), and the City's image and identity (as a destination, a business location, and a residential community). The Plan's recommendations relate to economic issues, but are not solely responsible for improving or sustaining the local economy. For Kewanee's economy to function optimally, plans related to the City's overall quality of life in non-economic areas must likewise be developed and implemented.

The diagram below illustrates the interconnected nature of these:

### Community and Economic Development Planning



Why should we participate in economic development?

- Because proactive efforts are more successful than reactive responses
- To encourage development or redevelopment that would not occur without public efforts
- To address blighted and economically obsolete areas
- To create and retain jobs, income, and economic activity
- To diversify and expand the tax base, which mitigates economic risk and provides funding for services to the community
- To facilitate infrastructure improvements for which no other funding source is available

## **Economic Development Objectives**

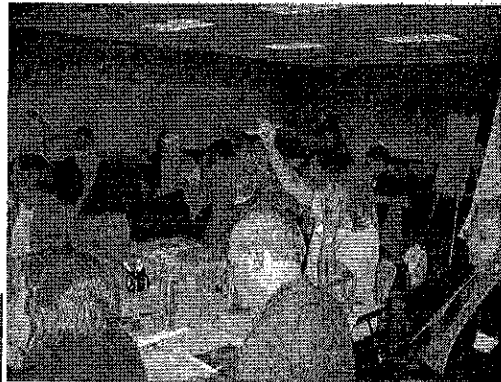
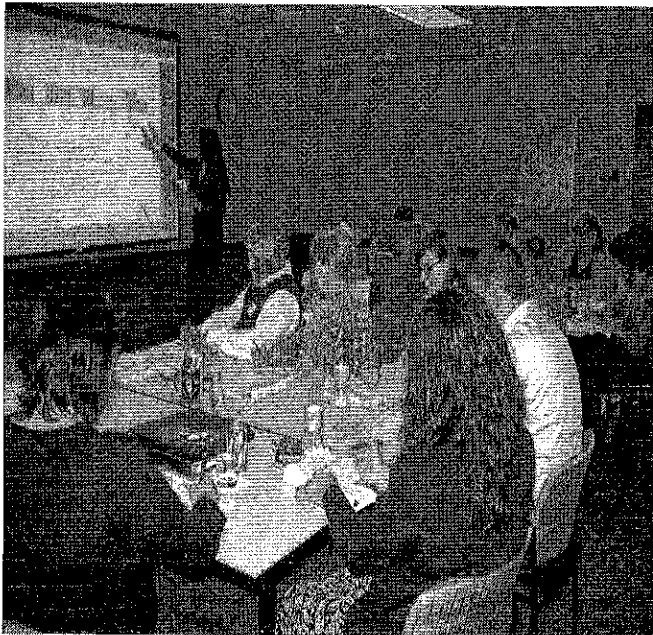
With implementation of this Plan through the concerted efforts of the City of Kewanee and community partners, it is hoped that the following outcomes will be seen over the coming years:

- Completion of infrastructure improvements which support commercial, industrial, and residential development and redevelopment
- Development and implementation of plans, policies, and programs which support revitalization of downtown and key commercial corridors
- Removal and remediation of blighted areas and structures in the community
- Reverse or slow the long-term trend of population loss in the community
- A vital and diverse mix of businesses that provides appealing retail and employment opportunities to both residents and visitors
- Reduce vacancy rates in existing buildings and develop underutilized properties to their highest and best use
- Increased retail sales and sales tax revenues that support the delivery of governmental and educational services
- A higher quality of life for City residents, with better services and resources and the areas public works, parks and recreation, and education
- An array of strong locally owned small- and medium-sized businesses, with active civic participation by business owners
- An inviting, pedestrian-oriented, neighborhood-scale Downtown that serves as a destination to attract shoppers, serves as a source of pride for residents, and complements the historic character and the values and "small town charm" of the community
- Fiscally sound economic development efforts that are customer-service oriented, innovative, proactive, and facilitates development
- An active and engaged community that is a welcoming and safe place for families

## **Economic Development Planning Process**

The Kewanee Economic Development Planning Committee was established by a Resolution of the City Council in February 2016 serving in an advisory capacity to develop an initial draft of this economic development plan. Beginning in March of 2016, the committee met generally twice a month for three months to identify the strengths, weaknesses, opportunities, and threats to economic development in Kewanee, review economic development tools and approaches which have proven to be successful in other communities, and make recommendations on ways to improve Kewanee's economy and the City's economic development efforts.

In order to avoid "reinventing the wheel" and to facilitate a streamlined process, information was gathered from previous planning efforts, including Comprehensive Plans from 1960, 1982, and 1995, the 2000 revisions to the Comprehensive Plan, a 1992 Downtown Revitalization Planning Retreat, and 2003 & 2011 "MAPPING" efforts conducted community-wide with the assistance of Western Illinois University's Illinois Institute for Rural Affairs. In a sense, this work, then, is not the product of a few meetings conducted by a recently formed committee, but it instead represents numerous hours of work completed over the past several decades, by an untold number of staff, elected officials, and community volunteers. A public meeting was held on June 28, 2016 to gain additional input from the public.



The draft plan was also made available to members of the community in July 2016 for review and comment via the City's web site and placed for review and comment at the local library.

Where appropriate, the plan was amended to incorporate comments received from the public.

Providing a foundation for the plan is an identification and synopsis of the City's strengths, weaknesses, opportunities, and threats for economic development, a review of demographic conditions, and an analysis of current market conditions in the community.

### **SWOT Analysis**

A basic step in planning processes is an evaluation of the existing conditions. Such a step is often done through the use of a SWOT analysis, which examines the City's strengths, weaknesses, opportunities and threats, in this instance as they relate to economic development.

For the purposes of this plan, previously identified strengths, weaknesses, opportunities and threats were reviewed to ensure their continued applicability and validity. The SWOT analysis is a process used to assess the challenges and strategies for economic development. A SWOT analysis can be used as a framework to gather public input and to engage the public in thinking about the current economic condition and the economic opportunities for the future. The SWOT analysis asks four basic questions:

- What are the economic strengths of Kewanee?
- What are the economic weaknesses of Kewanee?
- What are the economic opportunities for Kewanee?
- What are the threats and barriers to economic development and success in Kewanee?

### **STRENGTHS**

- Location –Kewanee's location is both a strength and a weakness. It's often touted, at least locally, as having the benefits of small town living with the proximity to larger market opportunities. It's an urban hub in a rural setting. That rural component, however, serves as an integral part in the local economy. The terms "Rural" and "Agricultural" may carry a negative connotation in some circles, but not universally. In today's global economy where information travels at the speed of light, smaller, safer, and friendlier communities, often with a lower cost of living, are an attraction to many. As the largest community in Henry County, Kewanee's location relative to other communities can serve as a driver in developing the housing market and capturing retail sales that will be important in improving the quality of life in the community. Those neighboring communities are also important to the future of Kewanee in that they provide a labor pool for the continued development of Kewanee's industrial base and other local employers.

## ***Kewanee, Illinois Economic Development Plan***

- Transportation (Interstate, state highways, rail, airport, roads) – Located just twelve miles from Interstate 80, Kewanee is served by U.S. Highway 34, Illinois Highways 78 and 81, is bisected by the Burlington Northern Santa Fe Rail Road, has passenger rail service through Amtrak, and has general aviation services via the Kewanee Municipal Airport. Kewanee's multi-modal transportation system has the ability to serve as a strong asset for businesses involved in product distribution.
- Workforce in or near Kewanee – Kewanee's proximity to Peoria, Galesburg, the Quad Cities, as well as Stark, Bureau, and Henry Counties' incorporated and rural populations, provides the community with a vast labor pool with a strong mix of education and training capable of supporting all existing business and virtually any business which could potentially choose to locate in the community.
- Quality of Life – Kewanee has the physical assets in place through OSF St. Luke's Hospital, Kewanee and Wethersfield school districts, Blackhawk Community College, and the Kewanee Park District to provide a high quality of life for its residents. Kewanee has lost a lot of its manufacturing base and incomes are low both for the region and in comparison to benchmark cities. Yet through its growth and its decline, the community has maintained its small town feel and its friendliness. Its relatively small size allows residents to get to know one another, and provides a greater opportunity for involvement in civic and volunteer organizations than might be possible in larger communities.
- Land availability – Kewanee has available land for development and redevelopment both within the community and adjacent to the community through potential annexations. A number of lots within the community are suitable for infill residential development, while land for industrial development exists in the City's industrial parks. Establishment of new neighborhoods is primarily achievable through voluntary annexation.
- Affordability of housing and land – Kewanee has a number of homes that are valued well below state and regional median home values and land prices in the area are significantly lower than in urban and suburban areas.

## **WEAKNESSES**

- High tax rates– The total levy in Kewanee is higher than in similar communities in the state with similar services.
- Declining population – Kewanee's trend of declining population through the past several decades reflects a trend for the region, rural areas, and more recently the state of Illinois as a whole. However, that it has declined at a faster rate than other communities in the region is symptomatic of other underlying issues, and presents a major obstacle in the recruitment of retail and the attraction of additional residents or industry to the community.

## ***Kewanee, Illinois Economic Development Plan***

- Inadequate infrastructure to allow for growth – In certain instances, Kewanee has inadequate public infrastructure to allow for growth in its manufacturing sector. With respect to new residential development, growth would require the installation of infrastructure, while in the area of redevelopment or infill development, inadequate or poorly maintained infrastructure serves as an impediment to new investment.
- Failure to work together – Public and quasi-public entities in the area have historically not formed effective partnerships to equally share the burden of growth and development
- The small size of Kewanee's population and economic market – the relatively small size of Kewanee's retail sector will make it difficult to attract some national retailers, which in turn limits the amount of sales tax revenues that can be used to provide services, improve infrastructure, and enhance the quality of life in the community. Difficulty in attracting retail serves as a disincentive to potential residents who value a greater supply of retail choices.
- Lack of available housing – There is a lack of adequate available housing at all levels of the housing market, which pushes potential residents to other neighboring communities or rural areas. This results in a smaller tax base and less of a market with which to attract retailers.
- Blight – Blight within the community has a major impact on the community's ability to attract both residents and businesses, lowering the tax base, which in turn affects the community's ability to provide higher levels of service and ensure the aesthetics of the community. It also has a negative effect on the pride of residents and their attitudes towards levels of service and often the maintenance of their own properties, which further exacerbates the challenge of removing blight.
- Pride/Attitude – Lack of community pride breeds a level of apathy and hopelessness for the community. It results in negative references about the community when current residents suggest that Kewanee is not a place that potential residents should want to live, serving to push potential residents to other areas.
- Inaccurate perceptions – Inaccurate perceptions exist both from within and outside the community regarding the quality of local schools, levels of drug usage, the impact of income based housing, economic climate, the demand for market rate housing, and a host of other issues. These misguided perceptions, in turn, affect community pride, the willingness of potential residents and businesses to locate in the community, and the level of investment within the community.
- Lack of marketing efforts – The community has failed to effectively market to attract new retail, address inaccurate perceptions, inform homeowners of available programs that encourage the revitalization of dilapidated houses, and restore community pride.
- Lack of planning – The community has failed to develop both short and long range plans for infrastructure improvements, neighborhood revitalization, and economic development.



## **OPPORTUNITIES**

- Build housing to capture a higher percentage of the workforce in the community, new workers when they arrive in the community, and retain residents who are contemplating upsizing or downsizing their homes due to changes in family composition.
- Downtown improvements including streetscape, façades, second and third floor residential use, restoration of vacant buildings will make the area more amenable to growth and expansion, improving the ability to attract and retain businesses providing a more diverse tax base.
- Infrastructure improvements including upgrade of water, sanitary sewer, and storm water piping, followed by the improvement of streets and sidewalks to allow for growth in manufacturing sector, new residential development, and new investments in redevelopment or infill development.
- Enhanced multi-faceted marketing efforts to promote community and economic development to reverse the negative population growth pattern, as well as to increase the job market and viability of the community, address inaccurate perceptions, inform homeowners of available programs that encourage the revitalization of dilapidated houses, and restore community pride. A marketing plan addressing retail, residential, industrial
- Development and redevelopment of industrial, commercial, and residential properties to assist in the retention of existing and attraction of new businesses and residents, with land for industrial development in the City's industrial parks, as well as, a number of lots within the community for new and infill residential development.
- Retention and expansion of existing businesses efforts are responsible for 70-80% of new jobs created every year, which means adding additional workforce in the community would be more apt to happen and less risky through expansion of existing businesses.
- Untapped federal and state resources and grant opportunities should be researched and applied for to assist the community with revitalization and improvement of existing residential, commercial and industrial properties.
- Use of innovative financing mechanisms will allow us to leverage our funds ensuring better stewardship of funds.
- Kewanee's golden age of growth and prosperity can be directly linked to a period in which it had a strong entrepreneurial climate, with Kewanee Boiler, Walworth, and Boss Manufacturing, among others, leading the way. A return to such an entrepreneurial spirit would go a long way towards returning the community to a higher quality of life.
- Restoration of pride and volunteerism within the community can be achieved with focused community development efforts with visible results. The visible results will lower the level of apathy and

hopelessness for the community, resulting in positive references about the community from current residents as a great place to live.

- Continued growth of the Hispanic population in the area could help to bolster the housing market, generate additional home rehabilitation, and provide a labor force skilled in trades that may be lacking in the local labor market.

## **THREATS**

- Continued decline in population presents a major obstacle in the recruitment of retail and the attraction of additional residents or industry to the community.
- Continued lack of pride and community apathy with negative references about the community when current residents suggest that Kewanee is not a place that potential residents should want to live, will continue to push potential residents to other areas.
- Continued failure to plan for improvements will get the same negative results which leads to increased costs from delayed maintenance and further degradation of infrastructure and the appearance of the community.
- Uncertainty in state budgeting and political process could result in lower revenues for transportation and social services, as well as tax revenues.
- Impacts of Business/Labor climate in the state results in the loss of residence and jobs which only compounds the challenges in attracting or retaining residents, businesses and visitors.
- Closure of IYC-Kewanee without repurposing will have a 50 – 70 million dollar economic impact on the region, an increasingly depressed housing market, reduce tax revenues, will place an additional burden on social services, eliminate approximately 240 well paying jobs in the area, and would generally cause more hardship in attracting and retaining businesses and residents.
- Loss of one of the major anchors in the downtown area would have a significant impact on the viability of the downtown and the community as a whole.
- Tenuous relationships with surrounding economic development entities could lead to a reduction in available services or incentive programs in the Kewanee area and lack of communication regarding economic development leads.
- Loss of college programs offered could result in a negative impact on workforce development and loss of employment.

**Demographic Information**

**Trade Area Demographics**

Demographic Characteristic	Drive Time		
	10-Minute	20-Minute	30-Minute
<b>Population</b>			
2010	13,477	22,718	34,588
2015 (Estimated)	13,286	22,650	34,223
2020 (Projected)	13,127	22,496	33,865
<b>Age Groups</b>			
0-19 Years	3,569	5,687	8,437
20-24 Years	909	1,462	2,096
25-34 Years	1,617	2,604	3,825
35-44 Years	1,438	2,491	3,812
45-64 Years	3,456	6,148	9,522
65+ Years	2,297	4,258	6,534
<b>Totals:</b>	13,286	22,650	34,226
<b>Median Age</b>	38.8	41.3	42.3
<b>Income</b>			
Per Capita	\$19,840	\$22,135	\$23,217
Average Household	\$47,946	\$53,151	\$56,060
Median Household	\$35,603	\$40,430	\$44,694
<b>Household Income Distribution</b>			
Less than \$15,000	17.5%	14.9%	13.4%
\$15,000 - \$24,999	13.3%	12.8%	11.8%
\$25,000 - \$34,999	18.3%	15.5%	14.4%
\$35,000 - \$49,999	15.8%	15.3%	14.7%
\$50,000 - \$74,999	16.2%	17.8%	19.9%
\$75,000 - \$99,999	9.3%	11.0%	12.2%
\$100,000 - \$149,999	7.3%	9.8%	10.7%
\$150,000 - \$199,999	1.5%	1.9%	2.0%
\$200,000+	0.8%	0.9%	1.0%
Source: U.S. Census Bureau and Esri Business Analyst.			

**Retail Market Analysis**

**SUMMARY OF MAJOR FINDINGS**

The City of Kewanee, Illinois is seeking to evaluate the local retail trade in an effort to identify future opportunities to increase market capture, retail sales and sales tax revenues. To assist in this process, Canyon Research Southwest, Inc. has prepared a Retail Market Feasibility Study for Kewanee, Illinois. The report's major findings and recommendations are summarized in the text below.

**Trade Area Demographic Characteristics**

Kewanee serves as the principal retail destination for the surrounding rural communities. The primary, secondary and tertiary retail trade areas encompass 10-, 20- and 30-minute drive times that extend halfway to the larger retail destinations of Peoria and Quad Cities.

Key demographic factors influencing the demand for retail goods and services include population, age distribution, household income, and educational attainment. Population growth is a key component for generating increasing demand for retail goods and services as well as commercial space. Age is unquestionably an important factor in consumer identity, since consumption patterns and financial situation change significantly throughout an individual's lifetime. Purchasing power is a function of household income levels. Higher educational levels for a trade area population translate into higher household income levels.

The City of Kewanee serves an expanded retail trade area that includes the surrounding rural communities. Kewanee's retail pull results in a larger trade area population base from which to draw customers. Kewanee's current primary trade area population within a 10-mile drive time of 13,286 residents increases to 34,223 people within a 30-minute drive time. With over 61 percent of the total trade area population the secondary and tertiary trade areas have a significant impact on Kewanee's retail market place. Over the next five years Kewanee's primary, secondary and tertiary trade areas are forecast to experience modest population loss which will hamper the ability of the city to capture growing retail sales volumes.

Kewanee's primary trade area supports the youngest population with the average age of 38.8 years. The population's average age increases

as the trade area expands to a 20-minute drive time (41.3 years) and 30-minute drive time (42.3 years).

From 2015 to 2020, the primary trade area population is projected to decrease by 159 residents. During this 5-year timeframe the children/adolescent (-96), college age adult (-107) and empty nester (-212) populations are forecast to decline with the senior population increasing by 182 residents. The children/adolescent (3,473 residents) and empty nester (3,244) age groups are expected to remain the largest population groups. These forecast trends in the aging of the primary trade area population will influence the need for retail goods and services.

The median household income of \$35,603 for Kewanee's 10-minute drive time primary trade area, \$40,430 within the 20-minute drive time and \$44,694 for the 30-minute drive time all lag behind the statewide and national averages. Kewanee's retail trade areas maintain an above average percentage of households earning less than \$15,000 annually and a well below average of households earning \$100,000 and more annually.

When compared to the statewide average Kewanee's trade area residents are less educated, with a well above average percentage of adults receiving a high school diploma or less and well below average having earned a bachelor's degree or better. The below average educational levels for Kewanee's trade area population translate into lower household income levels.

To conclude, while the City of Kewanee services a larger geographic retail trade area declining population levels, an aging population and well below average household income levels together place limitations on the ability of the city to capture increasing retail sales volumes.

### **Competitive Retail Market**

Despite supporting a large retail trade area and strong pull factor, Kewanee, like so many rural communities, faces challenges in expanding its retail base. Population decline, an aging population, below average income levels and competition from larger urban areas/retail destinations limit the opportunity to recruit retail businesses. To support additional retail businesses and increased sales Kewanee needs to capture more local and out of town customers.

Kewanee's retail pull can best be illustrated by the trade area capture (TAC). When the TAC exceeds the community's population it is attracting customers outside its boundaries and/or residents of the community are spending more than the state average. The population within a 10-minute drive time of 13,286 and the trade area capture is 22,518 people illustrates Kewanee's strong retail draw. As the distance from Kewanee increases the trade area capture rate decreases until which point it's nearly at equilibrium within the 30-minute drive time.

**City of Kewanee Trade Area Capture Rates  
10-, 20- and 30-Minute Drive Times**

Retail Trade Area	Resident Population	Trade Area Capture	Variance
10-Minute Drive Time	13,286	22,518	9,232
20-Minute Drive Time	22,650	26,223	3,573
30-Minute Drive Time	34,223	33,632	-591

Pull factors measure a community's ability to attract shoppers, residents and non-residents alike, to make retail purchases within the community. The 10-minute drive time trade area's pull factor of 1.69 translates into a retail customer capture rate equivalent to 69 percent above the statewide average. The pull factor within the 20-minute drive time trade area of 1.16 translates into a retail capture rate 16 percent higher than the statewide average. Meanwhile, the pull factor within the 30-minute drive time trade area of 0.98 translates into a retail capture rate at 98 percent of the statewide average. These pull factors are proof that Kewanee is attracting considerable retail sales from outside its city limits.

Kewanee's 10-minute drive time trade area supports a retail sales surplus of approximately \$75 million. The surplus in sales is a result of Kewanee's strong retail draw, and does not suggest additional sales aren't supportable. Conversely, the 30-minute drive time trade area suffers from retail sales leakage estimated at \$59.6 million, providing the opportunity for Kewanee to attract additional retail sales.

Main Street (Illinois State Route 78) serves as Kewanee's principal commercial corridor, anchored by the Central Business District to the north and several shopping centers and major retailers to the south at the intersection of South Street. Good's Furniture is the Central

Business District's largest retailer. The remainder of downtown is occupied by a mix of specialty shops, eating and drinking establishments, personal and professional service firms, and the Wane Theater.

Main Street south of downtown is characterized by strip commercial with principal retail businesses including such chains as Save-a-Lot, CVS Pharmacy, Walgreens, McDonalds, Pizza Hut, Dairy Queen, Auto Zone, O'Reilly Auto Parts, Mobil 1 Express Lube, and Family Video.

The intersection of Tenney Street and South Street supports the large concentration of retail businesses in Kewanee. Principal businesses operating within this retail hub include Walmart, Menards, Dollar General, Maurices, Payless ShoeSource, Hallmark, and Goodwill.

### **Study Recommendations**

Based on the study findings, opportunities for additional retail goods and services needs in the City of Kewanee were identified and revitalization of the central business district addressed, the discussion of which is below.

### **Retail Market Opportunities**

A declining and aging population coupled with below average income levels will limit the potential for Kewanee to realize sizable gains in retail sales resulting from trade area demographic factors. Opportunities to realize gains in retail sales will be best supported by capturing a larger share of trade area sales potential and attracting new sales into the market. Additional sales from trade area residents could be captured by promoting the size of the overall trade area to national retailers accustomed to operating stores in larger rural communities. Through revitalization downtown Kewanee could be better positioned to support heritage tourism and attract out-of-town visitors.

Kewanee's potential to capture future retail sales was quantified by applying capture rates to those retail categories identified by Esri Business Analyst as suffering from current retail leakage. The capture rates were applied to the net retail sales leakage for the primary, secondary and tertiary trade areas. Emphasis was also placed on the type of retail business, current level of competition and if national big-box retailers operated within the retail category (i.e., Best Buy is a retail of home electronics, appliances and entertainment).

## Kewanee, Illinois Economic Development Plan

The table below provides retail sales capture forecasts for the City of Kewanee. Retail categories currently experiencing retail sales leakage within the 30-minute drive time trade area possess a potential total market exceeding \$64 million. The City of Kewanee is forecast to capture an estimated \$11.9 million of the current trade area leakage supporting approximately 41,500 square feet of occupied retail space. Those retail categories possesses the greatest potential to capture additional trade area retail sales include health and personal care (\$2.0 million); electronics and appliances (\$2.0 million); limited service restaurants (\$1.7 million); clothing (\$1.4 million); and beer, wine and liquor (\$1.1 million).

While capturing additional retail sales from within the trade area is possible, residents will continue to travel outside of the community to the larger retail markets in Peoria and Quad Cities to patronize big-box retailers, specialty retails and restaurants that are not supportable given the trade area population, age and income demographics.

**Forecast Trade Area Retail Sales Capture  
City of Kewanee**

Retail Category	Net Sales Leakage			Kewanee Potential Capture			Supportable Sales & Retail Space		
	10-Minute Drive Time	10 to 20 Minute Drive Time	20 to 30 Minute Drive Time	10-Minute Drive Time	10 to 20 Minute Drive Time	20 to 30 Minute Drive Time	Retail Sales	Average Sales Per Sq. Ft.	Building Sq. Ft.
Home Furnishings	\$477,671	\$968,584	\$1,259,282	40%	30%	10%	\$607,562	\$200	3,038
Electronics & Appliances	\$5,938,491	\$5,208,528	\$5,807,000	20%	10%	5%	\$1,998,901	\$450	4,442
Building Materials			\$3,507,888			25%	\$891,847	\$325	2,744
Lawn & Garden	\$968,119	\$659,118	\$179,710	50%	30%	20%	\$717,737	\$300	2,392
Beer, Wine & Liquor	\$980,768	\$1,288,107	\$1,529,447	40%	30%	20%	\$1,069,625	\$300	3,565
Health & Personal Care	\$1,361,411	\$5,291,368	\$5,825,341	30%	20%	10%	\$2,049,231	\$250	8,197
Clothing	\$3,227,700	\$3,045,350	\$5,009,676	25%	10%	5%	\$1,561,946	\$300	5,240
Shoes	\$153,264	\$786,775	\$977,303	25%	10%	5%	\$165,859	\$200	829
Jewelry & Luggage	\$255,661	\$425,520	\$1,086,221	20%	10%	5%	\$159,296	\$300	531
Sporting Goods & Hobby	\$1,054,741	\$44,583	(\$903,515)	50%	30%		\$540,745	\$200	2,704
Books & Music	\$47,293	\$545,649	(\$110,167)	40%	30%		\$183,814	\$150	1,225
Full Service Restaurants			\$1,542,160			30%	\$462,648	\$350	1,322
Limited Service Restaurants		\$1,748,350	\$3,840,335		40%	25%	\$1,659,429	\$275	6,034
<b>Totals</b>	<b>\$14,463,128</b>	<b>\$20,082,732</b>	<b>\$29,610,701</b>				<b>\$11,868,638</b>		<b>41,564</b>

Source: Canyon Research Southwest, Inc.

### Downtown Kewanee

Downtown Kewanee's historic character, presence of Good's Furniture, and predominance of independent merchants sets it apart from other commercial districts. Prominent retail categories include restaurants, hair salons, furniture, and thrift/re-sale stores. Downtown's survival as a shopping destination hinges on expanding the current market niches,



introducing new market niches and providing consumers a larger selection of merchandise and services.

Current market niches that could be expanded in downtown Kewanee include furniture/home furnishings, eating and drinking places and fitness/health. Potential new market niches include gift, boutique, antique, consignment, bridal, books, musical instrument, and pet stores.

Downtown Kewanee's principal assets in expanding on current niches or establishing new niches include the historic character, customer draw of Good's Furniture, and presence of several restaurants. Downtown Kewanee also houses such civic amenities as the U.S. Post Office, public library, YMCA, and farmer's market that serve as major customer traffic generators for downtown businesses.

Downtown's built environment is not inviting, with many buildings appearing dated and in many cases in disrepair. Several vacant store fronts are also present downtown and the upper floors of many buildings are not in use and may not meet code. Absentee property ownership was identified as an issue for downtown. These factors collectively have a negative impact on downtown's image and economic vitality. A comprehensive revitalization plan could assist in strengthening downtown Kewanee's image and enhancing economic development.

Such initiatives as a façade improvement program, public infrastructure improvements, a Special Purpose District and historic tax credits should be considered as potential tools for revitalizing downtown Kewanee. Establishing a merchants association or public-private redevelopment partnership might be a feasible method to encourage and sustain community and economic development in downtown Kewanee. Revitalization efforts could focus on business retention, expansion and recruitment; restoration of historic buildings; streetscape improvements, enhancing downtown's image; collaborative marketing; promoting heritage tourism; and hosting events designed to draw people downtown.

### **Retail Gap Analysis**

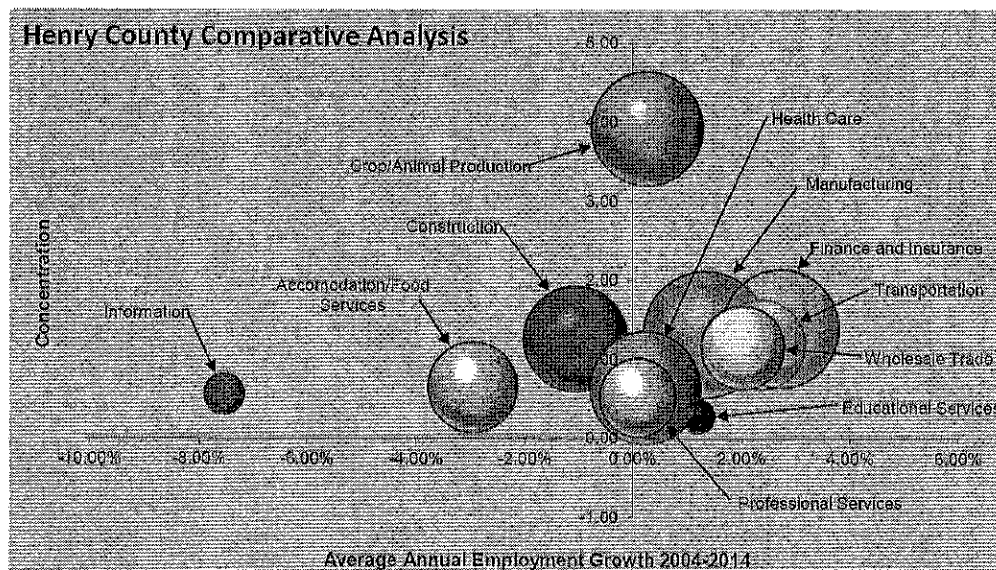
As a follow-up to the retail market analysis, the City of Kewanee conducted a retail gap analysis to identify specific stores or store types which have a presence in the region or the City's benchmark

communities, in markets similar to Kewanee's, but do not have a presence here. Below is a list of potential stores/categories which would serve as likely prospects additional retail in Kewanee:

Art/Art Supply	Big Lots	Books & Music
Candy Store	Clothing	Crafts/Craft Supplies
Culver's	Dry Cleaners	Famous Footwear
Donuts/Bakery	Full Service Dining	Goody's
Great Clips/Supercuts	Hardware	Jewelry & Luggage
Lawn & Garden	Pets/Pet Supplies	Sonic
Wendy's	Upscale Resale/Consignment	

### Industrial Cluster Analysis

In 2015, the Henry County Economic Development Partnership completed a Cluster Analysis for Henry, Rural Rock Island, and Mercer Counties. The study sought to "identify industry clusters - groups of industries that have buyer-supplier relationships, shared workforce, technologies, infrastructure, etc. - that are geographically concentrated in the region" in order to identify competitive advantages for certain industries, and in theory should serve as an excellent starting point in identifying the industry clusters that should be targeted for recruitment or retention and expansion efforts.

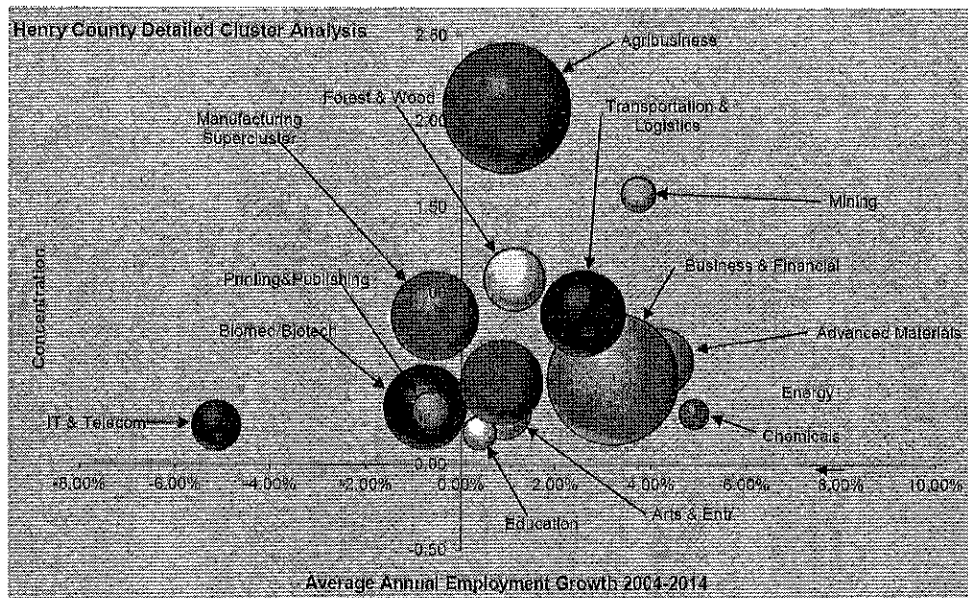


The above figure, taken from the cluster analysis, shows a concentration of industry sectors for the County; it's essentially an inventory of what types of businesses are here, and how they are doing in terms of job growth during the

## Kewanee, Illinois Economic Development Plan

ten-year period of 2004 to 2014; the bigger the bubble, the higher the employment in a particular cluster.

In contrast, the image below, also taken from the study, reflects the *clusters*, or inter-related industries that drive job creation regionally, identifying the areas that have seen the highest percentage of growth in the ten-year period, their concentration, again with employment in each cluster reflected by the size of the bubble.



The study also identified a limited number of growing and emerging industries within the county, three of which could play prominently in job growth within the City (Truck Transportation, Fabricated Metal Product Manufacturing, and Health and Personal Care Stores). The basics of the analysis conducted by Henry County Economic Development Partnership, though not specific to Kewanee, should be used to help guide economic development efforts specific to industrial retention and expansion and the attraction of new employers.

**Recommendations**

**Recommendation #1**

**Develop and Implement an effective program for Business Retention and Expansion**

Greater than 60% of all jobs created come from existing businesses rather than start-ups. Yet the stigma in economic development is that the focus is on attracting "new" businesses and the jobs that come with them. Such an approach is often more "high profile," while retention and expansion typically becomes big news only in the case failure. Kewanee is ripe with historic and contemporary examples of both failed and successful efforts in the area of retention and expansion. The closures of some of the largest manufacturing facilities in the region are historic examples. The recent closure of "Peoples Cleaners" is another example, and though it highlights only a small number of jobs lost, the lack of succession planning in this instance leaves a void in a service that could lead to people doing more of their business in another community. The proposed closure of the Illinois Youth Center-Kewanee, due to its nature as a public facility, became a high profile retention effort.

While the importance of retention and expansion efforts is well known, there are few model programs that would serve as a template for replicating success. "Models" which do exist are frequently no more than a brief discussion about the importance of building relationships with employers, and questionnaires designed to learn about the demographics of employers and some of the challenges they face. Kewanee's program must be functional and proactive, identifying the true needs of businesses and linking them with the programs and resources they need in order to thrive in the local, regional, national, and global marketplaces.

**Implementation of a Business Retention and Expansion Program**

Generally, the purpose of a retention and expansion program is to help local businesses become more competitive. In order to succeed, the program needs a strong contingency of volunteers who are ready, willing, and able to meet with businesses in the community to determine their needs and identify ways in which the community can assist them. Businesses must be linked with the appropriate resources or programs through partnerships with organizations such as the Small Business Development Center, University Extension Office, and DCEO.

1. Identify companies that might be assisted through the Business Retention and Expansion Program and establish a means for developing a relationship with them.
2. Determine the level of satisfaction of Kewanee's business community with the local business climate.

3. Understand how Kewanee's business community believes the local business climate can be improved to enhance opportunities for and remove constraints on business growth.
4. Provide an additional means of communication between Kewanee's businesses – both large and small – and economic development partners.
5. Provide networking opportunities so that firms can work together to solve common problems and facilitate business to business (B2B) interactions.
6. Assist local firms to find technical assistance.
7. Work with individual firms to address their specific challenges.

## **Recommendation #2**

### **Develop and Implement a Marketing Plan for Economic Development**

Kewanee needs to develop coordinated marketing efforts for both economic and community development programs to provide information about multiple projects and programs to various target audiences. Yet within those varied messages, clear and consistent themes and concepts need to be delivered. Having a planned approach, with allocated resources and coordinated efforts (with our own messages and those of partner organizations) will save time and money in the marketing process and improve the effectiveness of marketing efforts.

### **Implementation for the creation of a Marketing Plan for that includes Residential Development and Redevelopment, code enforcement and compliance, and available incentives and programs**

1. Develop a marketing plan that is multifaceted, seamlessly incorporating multiple programs and their respective target audiences.
2. Ensure that the marketing plan coordinates complementary messages to key audiences.
3. Ensure that the marketing plan makes use of multiple forms of media, including but not limited to radio, newspapers, newsletters, internet and social media, and channel 13.
4. Draw from stakeholder input in the development and implementation of the plan.
5. Seek partnership opportunities to support implementation of the Marketing Plan.
6. Where appropriate, reinforce the Community's core strengths in marketing messages.

### **Recommendation #3**

#### **Establish and Apply Incentive Utilization Guidelines**

The City has a few loosely defined programs, including Tax Increment Financing, revolving loan funds, and the Enterprise Zone, but the programs are not actively marketed nor widely used. Other programs which may be available, including CDAP funds for economic development, Historic Preservation Tax Credits, and Brownfield Redevelopment Tax Credits, have not historically been a part of the City's economic development efforts. Clearly defined guidelines on the development, use, and application of all available incentive programs will have a significant impact on the development and redevelopment of the community and its overall quality of life.

#### ***Implementation for the Establishment and Application of Incentive Guidelines***

1. Where possible, incentive programs from other communities should be used as a model or template to ensure that incentive programs are comprehensive and reasonable/competitive.
2. Utilize all available programs, both public and private, to ensure the greatest number of options are available in order to assist stakeholders.
3. The use of incentives should be evaluated on the amount of private investment that they help to generate, their impact on assessed valuation in the community, and other tangible and intangible public benefits.
4. In order to speed the use of applicable programs, development of Incentive Guidelines should be an ongoing process rather than one that waits for the process of researching and incorporating all available programs into a single source document.

### **Recommendation #4**

#### **Establish well defined relationships with economic development partners in the community/region**

Just as the City has an number of loosely defined incentive programs, we have a number of loosely defined or even undefined relationships with organizations that can assist in improving the economic climate and quality of life in the community. While many people could clearly identify both the Chamber of Commerce and Kewanee Economic Development Corporation as partners in economic development, fewer could define the roles and responsibilities of each in improving the economic prospects of the community. This is even more true when it comes to organizations like the Quad Cities Regional Economic Development Authority, the Small Business Development Center, the USDA and its rural development programs, as well as county-wide efforts for revolving loans, tourism, housing rehabilitation, and economic development in general. A coordinated and fully functioning

effort with regard to each of our existing partners can only serve to maximize the effectiveness of the programs that are available.

### **Recommendation #5**

#### **Develop and Implement an effective program to encourage entrepreneurship and new business creation, including a Business Incubator Program**

During the height of its growth, our nation, state, and Kewanee itself was fueled by an entrepreneurial spirit that could be seen not just in the development of commerce, but in the civic arena, as well. As our economy matured and the focus on manufacturing diminished, that entrepreneurial spirit waned.

The City should promote industrial, retail, and commercial office growth in Kewanee through the development and implementation of a business incubator program.

of as a building. An incubator is often thought of as a building which can be divided into smaller units of space to be leased by small businesses. Incubation can also be a program without infrastructure in which participants avail themselves of business development services to assist in the growth of their start-up businesses.

In addition to the space, incubators provide business development services for use by tenants and participants. These services include, but are not limited to, financial consulting assistance, management and marketing assistance, business education and physical services such as personal computers, copier, facsimile, conference rooms, labs, etc. Because of the shared services and efficient use of available space, costs are usually much less than for a small business operating independently.

The incubator is not intended to be a permanent home for the new firm. After a period determined by the incubator's policy, a tenant will move from the incubator, thereby making room available in the incubator for a new start-up firm.

#### **Implementation of programs for entrepreneurship, business creation, and business incubation**

1. Research successful entrepreneurship programs and develop a model for implementation.
2. Research available models for incubator programs (retail, office, industrial), prioritize, and identify and secure funding sources for the implementation.

3. Secure title on any facilities for the program or ensure that facility leases for the program are at least ten (10) years
4. Manage the physical development of the incubator facilities, furnishings, and equipment, if applicable
5. Market the programs and secure eligible tenants and participants
6. Provide financial consulting, marketing and management assistance services or arrange for the provision of these services for tenants and participants of the incubator programs
7. Set rental and service fees
8. Encourage the sharing of ideas between tenants and participants and otherwise aid tenants and participants in an innovative manner while they are within the incubator
9. Establish policies and criteria for the acceptance, graduation and termination of occupancy of tenants and participants to maximize the opportunity to succeed for the greatest number of tenants.

### **Recommendation #6**

#### **Develop and Implement a Capital Improvement Plan for Infrastructure Improvements**

Infrastructure improvements, including the preservation, maintenance, and reconstruction of roads, water lines, sewer lines, sidewalks, and storm drainage systems in residential neighborhoods and commercial areas, are critical to the future of Kewanee. Deferred maintenance has left the City facing extraordinary costs to ensure the provision of acceptable levels of service, which in turn affects the quality of life in the community, the ability of residents and businesses to take pride in the community, and its attractiveness to visitors as a place to live or do business in the future. Additionally, some infrastructure improvements would be needed to support or sustain development or redevelopment/infill development in some areas.

#### **Implementation of Infrastructure Improvements**

The City is in the process of developing a detailed Capital Improvements Program (CIP), identifying each of the infrastructure improvements planned for completion within the next five years. The plan will help to ensure that projects will coordinate with one another, are prioritized based on impact and need, and provide a clear picture regarding project funding and resource allocation. Implementation of the CIP must remain a top priority of elected officials and appointed staff, and the program must be updated annually to reflect the future needs of the community. The City should also make application, through both state and federal programs, for sources of funding that will allow the City to leverage its existing resources. The initial CIP is expected to be completed in late 2016.



However, the lack of an adopted CIP cannot serve as an impediment to completion of improvements that are long-overdue. The budget proposed at the time of this writing contains substantially more funding for capital improvements in some areas than has previously been allocated. It is important that staff be allowed to focus efforts on the implementation of the proposed budget to make such improvements and be held accountable for their completion.

### **Recommendation #7**

#### **Develop and Implement Area Plans that supplement the Comprehensive Plan and Encourage Development/Redevelopment**

The City adopted its most recent Comprehensive Plan in 1995, with revisions to the plan adopted in 2000. While it has been sixteen years since the adoption of the most recent updates, the plan remains substantially correct because, despite the passage of time, little has changed within the community. Maps within the plan depicting land use, zoning, and boundaries need to be updated to reflect changes, such as the construction of the hospital. More importantly, supplemental plans need to be developed, adopted, and implemented that will proactively govern planned changes to commercial areas and residential neighborhoods. The development of a master plan for the downtown area, for instance, is of great importance in shaping the future development and redevelopment of the area. Likewise, a planned approach should be taken with regard to the commercial corridors that run through the city, while a plan for trails and sidewalks would help to ensure the connectivity and functionality of planned or contemplated improvements that enhance walkability and bikability within the community.

#### ***Implementation for Updating the City of Kewanee Comprehensive Plan and Developing Area Plans***

1. Use a phased approach in order to prioritize the development of supplemental plans and updates to the comprehensive plan.
2. Careful consideration must be given to the idea of completing the plans in house versus contracting the work, given the volume of work contemplated in this plan and in the Community Development Plan. The use of consultants will require the expenditure of additional funds, but could result in more timely completion of planning efforts.
3. Any work done in house should, wherever possible, use similar plans from other communities in the State/Region as a benchmark/template for supplemental plans.
4. Improvements identified in the Capital Improvements Plan, as well as recommendations of this plan and the Community Development Plan, should be integrated into the updated Comprehensive Plan and its supplemental components.

## **Implementation**

The following management action plans establish the actions, timeline and responsibilities for the implementation of the recommendations.

### **DEVELOP AND IMPLEMENT A BUSINESS RETENTION AND EXPANSION PROGRAM**

**DESIRED OUTCOME: PROMOTE INDUSTRIAL AND COMMERCIAL GROWTH IN KEWANEE THROUGH THE DEVELOPMENT AND IMPLEMENTATION OF A BUSINESS RETENTION AND EXPANSION PROGRAM**

**Strategies:**

- Partner with the private sector and governmental entities in order to reduce the financial impact of the program on the City.
- Use existing resources where available in order to avoid the duplication of work.
- Model the Business, Retention and Expansion Program incorporating the best practices of successful programs in other communities.

**Action Steps:**

- Research business retention and expansion program information available in order to develop potential models for implementation (Administration – June – August 2016). Cost: \$0 **(In Progress)**
- Develop and maintain an inventory of BR&E participants and contact information (Administration – Chamber of Commerce – KEDC – July – August 2016). Cost: \$0 **(Pending)**
- Develop or acquire an information-gathering tool for needs assessment of the business community (Administration – September – October 2016). Cost: \$0-\$2,400
- Establish and train a Business Contact Team to carry out the retention and expansion program (Administration – Chamber of Commerce – KEDC – June – October 2016).
- Market the BR&E Program to Kewanee businesses (Administration – Business Contact Team – August 2016 – Ongoing). Cost: TBD
- Develop incentive utilization guidelines (Recommendation #4)
- Market the City of Kewanee's available sites, incentives, linkages and other information as applicable (Recommendation #2)

**DEVELOP AND IMPLEMENT A MARKETING PLAN  
FOR ECONOMIC DEVELOPMENT**

**DESIRED OUTCOME: PROMOTE INDUSTRIAL AND COMMERCIAL  
GROWTH IN KEWANEE THROUGH THE DEVELOPMENT AND  
IMPLEMENTATION OF A MARKETING PLAN FOR ECONOMIC  
DEVELOPMENT**

**Strategies:**

- Use existing staff capabilities in order to avoid consulting fees
- Use existing resources where available in order to avoid the duplication of work and incorporating the best practices of successful plans and efforts in other communities.
- Partner with the public and private sector in order to reduce the financial impact of the program on the City

**Action Steps:**

- Research marketing plan information to develop potential models for implementation (Administration – September 2016) (Cost–N/A)
- Present framework and timeline to Economic Development Planning Committee for their consideration (Administration – October 2016) (Cost–N/A)
- Develop marketing plan in accordance with selected model (Administration – October 2016 – January 2017). (Cost–N/A)
- Budget appropriate resources for implementation of marketing plan (Administration, Finance – January – March, Annually. **(Complete for FY-2017)**)
- Present draft marketing plan to KEDC, Chamber of Commerce, and business community for their information/input (Administration – January 2017).
- Present marketing plan to City Council for approval and adoption (Administration – February 2017).

**DEVELOP AND IMPLEMENT GUIDELINES FOR THE USE OF  
ECONOMIC DEVELOPMENT INCENTIVES**

**DESIRED OUTCOME: DEVELOP AND IMPLEMENT A PLAN THAT ESTABLISHES THE USE OF ECONOMIC DEVELOPMENT INCENTIVES TO SPUR NEW DEVELOPMENT AND ENHANCE EXISTING BUSINESS EXPANSION PLANS.**

**Strategies:**

- Use incentive guidelines of neighboring communities as a benchmark to ensure Kewanee's competitiveness in the economic development market and of other communities if necessary as a template in order to avoid duplication of work
- Use a phased approach in order to speed the process of adopting guidelines as needed rather than an approach that waits for the process of researching and incorporating all available programs into a single source document.
- Coordinate with State and Federal agencies to ensure the availability of all potential resources

**Action Steps:**

- Request and review the incentive utilization guidelines of neighboring communities (Administration – September – October 2016).
- Research State and Federal statutes for guidance, restrictions and opportunities (Administration – September 2016 – January 2017).
- Partner with State Economic Development resources to identify all potential incentive programs (Administration – October 2016 – February 2017).
- Coordinate with effected taxing jurisdictions regarding the ramifications of incentive utilization (Administration – October 2016 – February 2017).
- Present Incentive Guidelines to City Council for Adoption on an ongoing basis (Administration – September 2016 – April 2017).

**Establish well defined relationships with economic development partners in the community/region**

**DESIRED OUTCOME: PROMOTE RESIDENTIAL, INDUSTRIAL, AND COMMERCIAL GROWTH IN KEWANEE THROUGH THE DEVELOPMENT AND CULTIVATION OF POSITIVE AND WELL DEFINED RELATIONSHIPS WITH PARTNERS IN THE REGION**

**Strategies:**

- Use existing resources where available in order to avoid the duplication of work.
- Seek opportunities for collaboration and effective relationships
- Establish intergovernmental agreements and public service agreements with partners to clearly define expectations and ensure accountability.
- Use a phased approach in order to build/establish relationships on an ongoing basis as needed rather than a more deliberate, all inclusive approach

**Action Steps:**

- Develop an exhaustive list of who the City's partners are or should be (Administration – August 2016) (Cost–N/A)
- Where appropriate, begin dialogues regarding more formal tools to establish expectations (Administration, City Council – August 2016) (Cost–N/A)
- Have a workshop to identify relationships that are lacking and develop strategies for how to bridge relationship gaps. (Administration, City Council – October 2016) (Cost–\$75–\$250)
- Develop outreach materials and program for dissemination to partner organizations to lay the groundwork and begin the process of building the more difficult relationships (Administration – November 2016 – June 2017) (Cost– \$100– \$250)
- Meet with and participate in functions of partner organizations to establish a true feeling of partnership that is mutually beneficial and rewarding (Administration, City Council – September 2016 – December 2018).

**Develop and Implement an entrepreneurship/business creation program, including a Business Incubator Program**

**DESIRED OUTCOME: PROMOTE INDUSTRIAL AND COMMERCIAL GROWTH IN KEWANEE THROUGH THE DEVELOPMENT AND IMPLEMENTATION OF A BUSINESS INCUBATOR PROGRAM**

**Strategies:**

- Use existing resources where available in order to avoid the duplication of work.
- Model the entrepreneurship and incubator after other programs, incorporating the best practices of successful programs in other communities.
- Partner with the private sector and governmental entities in order to reduce the financial impact of the programs on the City

**Action Steps:**

- Research incubator program information available on the internet in order to develop potential models for implementation (Administration – September – November 2016) (Cost–N/A)
- Research business creation and entrepreneurship programs to identify ideas and concepts for consideration in program development (Administration – November – December 2016) (Cost–N/A)
- Conduct incubator site visits to gain additional information regarding potential operating models (Administration – January – February 2017) (Cost–\$1,000–\$1,250)
- Conduct One Day Planning Workshop with stakeholders for developing Business Creation and Entrepreneurship Program format (Administration – February 2017)) (Cost–\$250)
- Make recommendation to the City Council regarding the appropriate model for implementation of programs (Administration – March 2017) (Cost–N/A)
- Identify and secure funding sources for the implementation of the Business Creation and Entrepreneurship Program (Administration and City Council – TBD-Depends primarily on the outcome of the program to be developed) (Cost-TBD)
- Identify and secure funding sources for the implementation of the programs (Administration and Incubator Board/City Council – TBD-Depends primarily on function and types of incubator program(s), i.e. virtual incubation, retail, white collar, industrial and whether or not the space is publicly or privately owned) (Cost-TBD)
- Secure title on a facility for the program or a lease of a facility for the program for at least ten (10) years (Incubator Board/City Council – TBD) (Cost-TBD)
- Manage the physical development of the incubator facility (Incubator Board/City Council – TBD) (Cost-TBD)
- Establish policies and criteria for the acceptance, graduation and termination of occupancy of tenants and participants to maximize the opportunity to succeed for the greatest number of tenants. (Incubator Board/City Council – TBD) (Cost-N/A)

## ***Kewanee, Illinois Economic Development Plan***

- Set rental and service fees (Incubator Board/City Council – TBD) (Cost-N/A)
- Furnish and equip the program and secure eligible tenants and participants (Incubator Board/City Council – TBD) (Cost-TBD)
- Market the program and secure eligible tenants and participants (Incubator Board/City Council – TBD) (Cost-TBD)
- Provide financial consulting, marketing and management assistance services or arrange for the provision of these services for tenants and participants of the incubator. (Incubator Board/City Council – TBD) (Cost-TBD)

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## **DEVELOP AND IMPLEMENT A CAPITAL IMPROVEMENT PLAN FOR INFRASTRUCTURE IMPROVEMENTS**

**DESIRED OUTCOME: A CAPITAL IMPROVEMENTS PROGRAM THAT IDENTIFIES SOURCES AND USES OF FUNDING FOR INFRASTRUCTURE IMPROVEMENTS OVER A PERIOD OF FIVE YEARS OR MORE, IMPROVING THE COORDINATION OF PROJECTS, TRANSPARENCY, AND THE ABILITY TO SECURE EXTERNAL FUNDS FOR PROJECT COMPLETION.**

**Strategies:**

- Use existing resources from other communities to serve as a model in order to avoid duplication of work
- Develop a working model, understanding that the first draft will not be as thorough and inclusive as subsequent editions of the plan
- Include only funded, likely to be funded, or potentially externally funded projects in order to avoid the document becoming a “wish list” of things that would be nice to have, but are unrealistic for funding by local sources
- Coordinate with State and Federal agencies and elected representatives to ensure the availability of all potential sources of funding
- Use Bi-State personnel to assist in completing grant applications to reduce impacts on staff and increase the competitiveness of submitted applications

**Action Steps:**

- Identify template to be used as a model for plan development (Administration, Engineering March – July 2016). **(Complete)**
- Compile a “list” of projects identified for completion in the next five years, based on previously identified projects, previously approved funding, significant needs within the system, and impact on the desired outcomes of economic and community development plans (Administration, Public Works, Engineering – August – September 2016). (Cost–N/A) **(In Progress)**
- Develop narrative descriptions and justifications for each project, maps and images as appropriate, as well as sources and uses of funds for prior years, if applicable, the next five years, and outlying years, if applicable, to all projects on the list (Administration, Public Works, Engineering – August – September 2016). (Cost–N/A)
- Identify all projects that are potentially eligible for state or federal funding through grant or loan programs, their respective application deadlines, and application requirements (Administration, Public Works, Engineering, and Bi-State – September – November 2016). (Cost–N/A)
- Prepare applications for submission in accordance with established application deadlines (Administration and Public Works – November 2016 – November 2021). (Cost–N/A)



## ***Kewanee, Illinois Economic Development Plan***

- Ensure that proposed improvements are placed on Bi-State's TIP/CEDS (Administration – January – February)  
**(Annually/Ongoing)**
- Work with federal legislators to obtain federal appropriation for improvements, if available (Administration and City Council– February – October 2017).

**DEVELOP AND IMPLEMENT DEVELOP AND IMPLEMENT AREA PLANS THAT SUPPLEMENT THE COMPREHENSIVE PLAN**

**DESIRED OUTCOME: UPDATE THE CITY'S COMPREHENSIVE PLAN AND DEVELOP SUPPLEMENTAL PLANS AS NEEDED**

**Strategies:**

- Use a phased approach in order to prioritize development of plans and updates of the comprehensive plan.
- Use existing Comprehensive and Supplemental Plans as template for the development of plan updates
- Use an in-house committee to recommend changes in order to avoid consulting fees.
- Use available resources such as volunteers and student interns in order to reduce staffing costs associated with updating the comprehensive plan.
- Integrate improvements identified in the Capital Improvements Plan and recommendations of the Economic Development and Community Development Plans into the updated Comprehensive Plan and supplemental plans.

**Action Steps:**

- Identify critical updates to the current Comprehensive Plan which need to be addressed immediately (Administration, Public Works, and Community Development – August 2016). **(Pending)**
- Provide required public notice of intent to amend the Comprehensive Plan, if applicable (Community Development – September 2016).
- Conduct Public Hearings with Planning Commission and City Council required to amend the Comprehensive Plan, if applicable (Administration and Community Development – October 2016)
- Create a committee to review the existing Comprehensive Plan and recommend priorities regarding the development and implementation of supplemental plans. (Administration and City Council– August – September 2016)
- Prioritize amendments and supplemental plans and develop recommended timeline and approach for development (SDWT – September – October 2016)
- Develop, adopt, and implement supplemental plans in accordance with committee recommendations through public hearings at Planning and Zoning and City Council meetings. (Administration, Community Development – December 2016–December 2018)