

RESOLUTION NO. 4995

A RESOLUTION TO ESTABLISH THE KEWANEE COMMUNITY DEVELOPMENT/NEIGHBORHOOD REVITALIZATION 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 community development/neighborhood revitalization; 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 Community Development/Neighborhood Planning Committee on March 14, 2016 by Resolution #4966; and,

WHEREAS, committee members met on a regular basis to review and develop the Community Development/Neighborhood Revitalization Plan attached hereto as Attachment A; and,

WHEREAS, the attached plan provides recommendations which, when implemented as presented in the plan, will help to meet the goals identified in the plan and have much needed impact to the benefit of the community and its stakeholders.

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


Section 1 The Community Development/Neighborhood Revitalization 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.

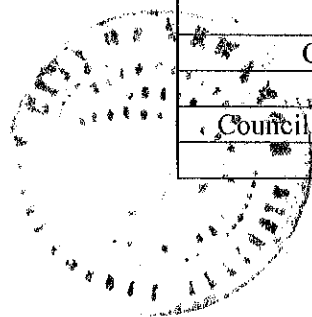
Section 3 This Resolution shall be in full force and effect immediately upon its passage and approval as provided by law.

Adopted by the Council of the City of Kewanee, Illinois this 8th 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			

**Kewanee, Illinois Community Development/
Neighborhood Revitalization Plan**

ACKNOWLEDGEMENTS

The Kewanee Community Development/Neighborhood Revitalization Plan was created as a joint effort of City of Kewanee staff and the Community Development/Neighborhood Revitalization 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 Community Development/
Neighborhood Revitalization Planning Committee:**

Sue Sagmoen
Mary Jo Gibson
Carrie Boelens
Sam Harker-Rux
Ray Jacobs
William Jordan
Suzanne Burkhart

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

Analysis Provided by:

Canyon Research Southwest, Bi-State Regional Planning Commission,
and the City of Kewanee

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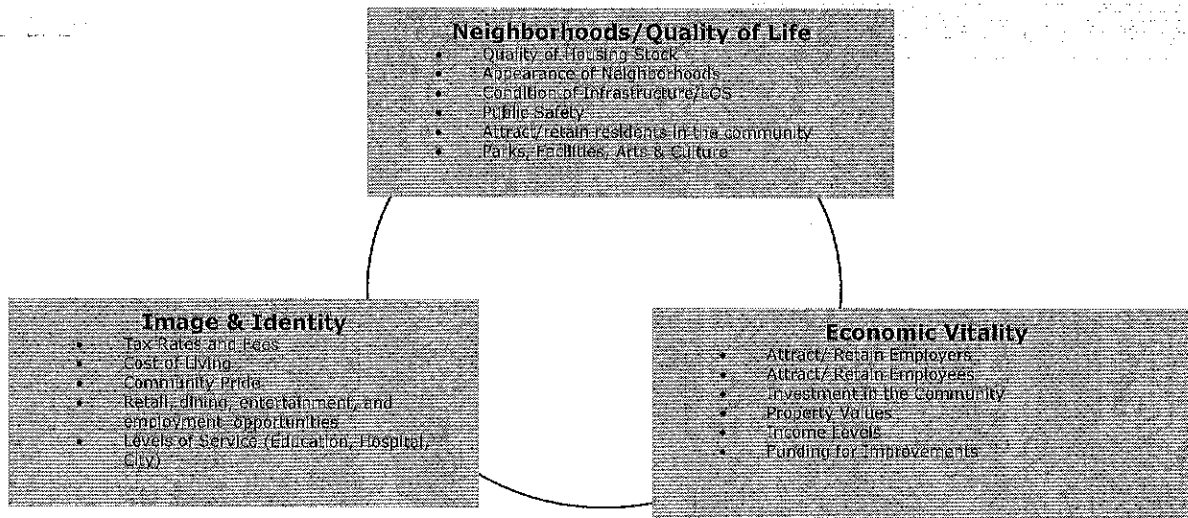
INTRODUCTION

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 affect quality of life and aesthetics, but are not solely responsible for improving or sustaining the local neighborhoods. For Kewanee's community and neighborhoods to function optimally, plans related to the City's economic development programs, processes, and policies 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 community 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

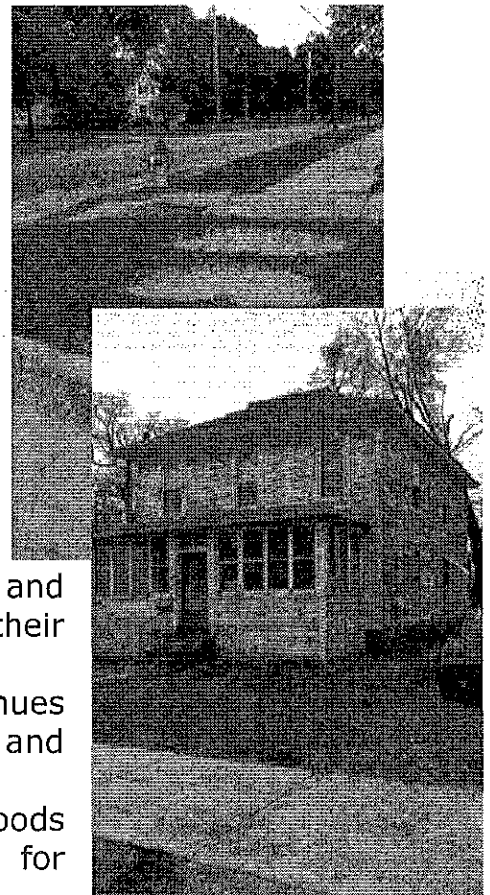
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- To facilitate infrastructure improvements for which no other funding source is available
- The predominantly reactive approach previously taken has not been successful
- Proactively address one of the primary concerns raised by residents in the 2016 Residential Survey

Community 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
- Remove substandard housing stock through demolition and encourage renovation and residential maintenance by owners and occupants.
- Improve affordable housing opportunities for both owner occupied and rental units
- 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
- The establishment of residential neighborhoods that will provide housing opportunities for future residents
- Encourage the construction of housing at all price points in the market
- A vibrant, pedestrian-oriented, neighborhood-scale Downtown with increased residential density
- A fiscally sound City government that is customer-service oriented, innovative, proactive, and facilitates development
- An active and engaged community that is a welcoming and safe place for families

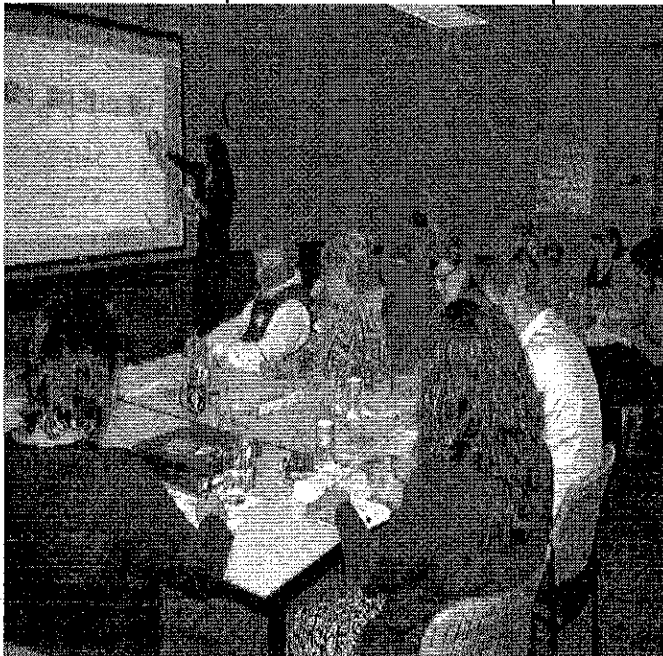


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Community Development Planning Process

The Kewanee Community Development/Neighborhood Revitalization 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 community development plan. Beginning in April of 2016, the committee met generally twice a month for three months to identify the strengths, weaknesses, opportunities, and threats to community and economic development in Kewanee, review community development and neighborhood revitalization tools and approaches which have proven to be successful in other communities, and make recommendations on ways to improve Kewanee's neighborhoods and community 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, 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.

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

SWOT Analysis

A basic step in planning processes is an evaluation of the existing conditions. Such a step is often aided through the use of a SWOT analysis, which examines the City's strengths, weaknesses, opportunities and threats, in this instance as they relate to community 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 community development. A SWOT analysis can be used as a framework to gather public input and to engage the public in thinking about the current condition of neighborhoods and the development or redevelopment opportunities for the future. The SWOT analysis asks four basic questions as they relate to our neighborhoods and the community as a whole:

- What are the strengths of Kewanee?
- What are the weaknesses of Kewanee?
- What are the opportunities for Kewanee?
- What are the threats and barriers to revitalization 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.

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- **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.

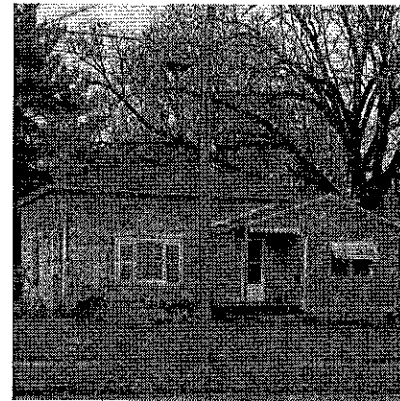
WEAKNESSES

- **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

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in the recruitment of retail and the attraction of additional residents or industry to the community.

- 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 levels of taxation, economic climate, the quality of local schools, levels of drug usage, the impact of income based housing, 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



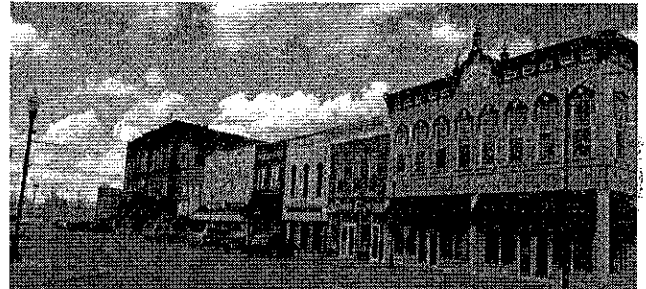
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to locate in the community, and the level of investment within the community.

- 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, and 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.



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- 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.
- The engagement of a growing Hispanic population could help to bolster civic involvement and pride within the community.

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.

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- 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.

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Demographic Information

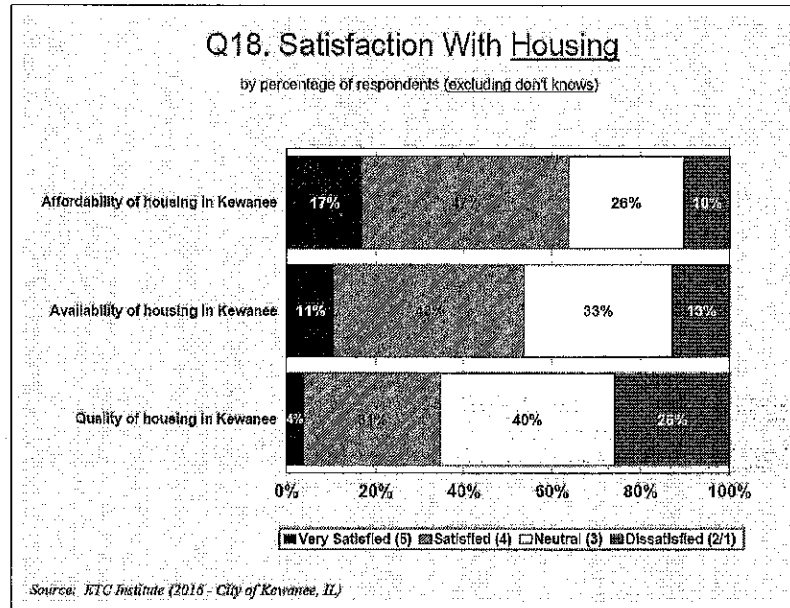
Demographic Characteristic	Drive Time		
	10-Minute	20-Minute	30-Minute
Population			
2010	13,477	22,718	34,588
2015 (Estimated)	13,286	22,650	34,223
2020 (Projected)	13,127	22,496	33,865
0-19 Years	3,569	5,687	8,437
20-24 Years	909	1,462	2,096
25-34 Years	1,617	2,604	3,825
35-44 Years	1,438	2,491	3,812
45-64 Years	3,456	6,148	9,522
65+ Years	2,297	4,258	6,534
Totals	13,286	22,650	34,226
Median Age	38.8	41.3	42.3
Income			
Per Capita	\$19,840	\$22,135	\$23,217
Average Household	\$47,946	\$53,151	\$56,060
Median Household	\$35,603	\$40,430	\$44,694
Household Income Distribution			
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.			

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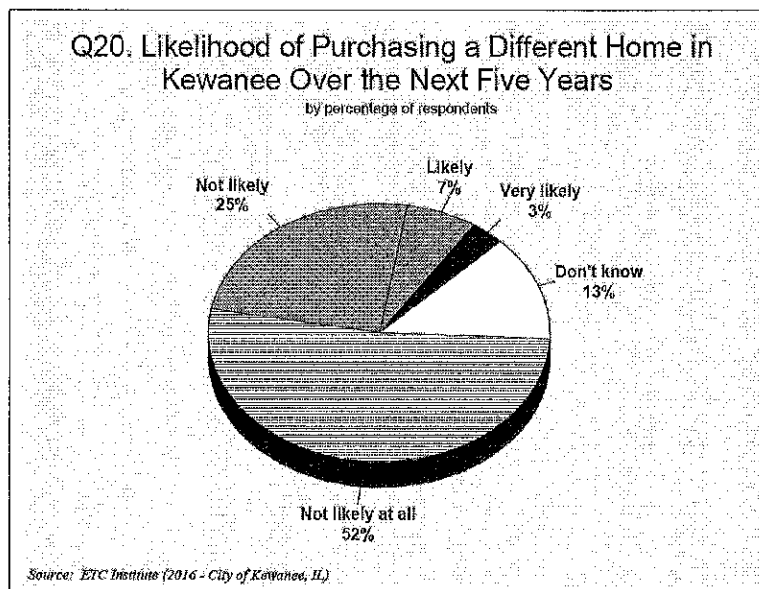
Summary of Existing Conditions

Existing Conditions - Home Ownership

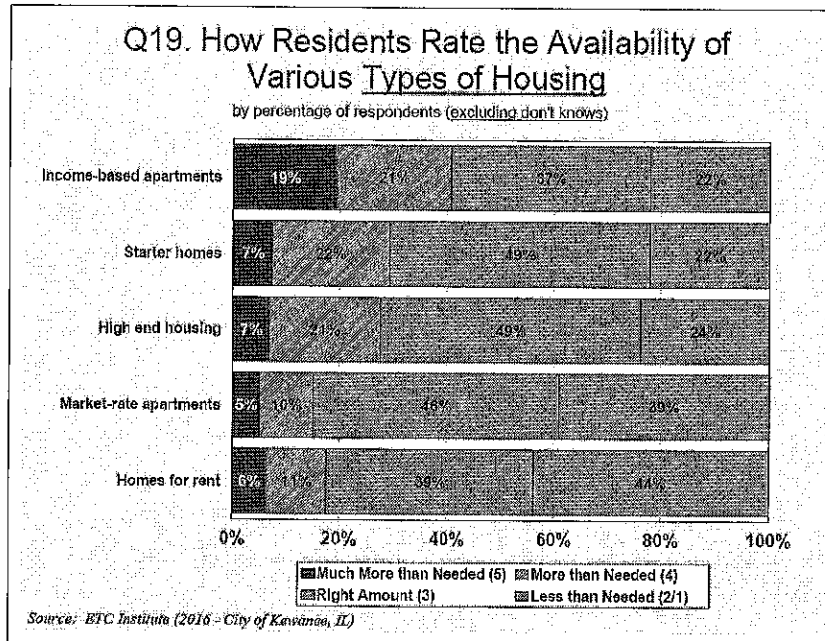
According to information available through a variety of public sources, residential properties are owner occupied in Kewanee at lower rates than in the State of Illinois, Henry County, or a majority of the city's identified benchmark communities. The 2016 Residential Survey provided additional information with regard to levels of satisfaction regarding availability, affordability, and quality of the City's housing stock, as well as their likelihood of relocating within Kewanee during the next 5 years.



While the survey indicates that greater than 75% of occupants do not expect to move within the next five years, the fact that anywhere from 10% to nearly 25% will be moving points to a turnover in housing of anywhere from 500 to 1300 homes in the next five years.



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Vacancy rates, including dilapidated but reparable housing, along with the number of employees that commute to work in Kewanee on a daily basis from neighboring communities, indicate both an available market for potential residents and homes that could potentially provide affordable options at the lower to middle portion of the housing range. Those workers that currently commute who could be serviced by the higher end of the housing market would generally be reliant upon new construction to satisfy such demand. Because Kewanee's new home market has been relatively weak for a significant amount of time, there are no builders currently constructing such homes on a speculative basis, so such new construction will most likely have to be filled through custom building.

Existing Conditions - Streets

Most of the classified street system within Kewanee is designed to have hard surfaces, with curb and gutters. Street classification systems mirror those at the state and federal level. As a general rule the city's street network suffers from years of deferred maintenance, with surface cracking being the most notable deficiency. Where water intrusion has been allowed to occur, the surfaces of many street segments are impacted by freeze/thaw cycles resulting in potholes being present in a number of streets. A number of streets are also impacted by repairs made to subsurface infrastructure and the resultant patches made in the street surface.

While a number of streets exist within the community that lack a proper roadbed, the primary emphasis for the city needs to be on extending the useful life of the existing surfaces on roads that are good rather than the more costly approach of road reconstruction. The map below shows Street improvements planned for the summer and fall of 2016. A more comprehensive analysis and long-term street program needs to be developed and incorporated into a Capital Improvements Plan.

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Existing Conditions - Sidewalks

Information regarding sidewalks will be added to the plan as it becomes available through the development of the CIP and a Sidewalk Master Plan.

Existing Conditions - Storm Drainage

Information regarding storm drainage will be added to the plan as it becomes available through the development of the CIP and a Stormwater Master Plan.

Existing Conditions - Zoning

The City has a longstanding tradition of zoning reactively rather than proactively and thus has adjacent uses or types of zoning that are ill advised if not incompatible, and are not conducive to well planned development or redevelopment. Past instances that could only be described as spot zoning will take a number of years to be overcome with the appropriate rezoning and designation of some properties going forward as pre-existing nonconforming uses.

Existing Conditions - Downtown

The review below was compiled by Canyon Research Southwest as a part of the City's Retail Market Analysis:

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

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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.

Existing Conditions – Residential Neighborhoods

Information regarding residential neighborhoods will be incorporated into the plan as it becomes available through the housing inventory and assessment.

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Recommendations

Recommendation #1

Align budget and personnel resources with community needs to enhance education, enforcement, and compliance with current or future codes.

Each recommendation within this plan is important, but if the City could do only one thing, having its structure, personnel, and financial resources better aligned to meet the needs and expectations of the community would enable a higher level of service within the existing resources. The proposed budget, in draft form at the time of this writing, provides an initial first step in the implementation of this recommendation. Having the resources identified to provide for the programs contemplated in other recommendations, personnel dedicated to their implementation and to providing a proactive approach to education, assistance, and enforcement of programs that enhance aesthetics, is a critical first step in improving the appearance of the community and developing a sense of pride among the residents.

Implementation for aligning budget and personnel resources with community needs

1. Benchmark other communities to identify structures, policies, programs, and procedures that allow them to more effectively provide neighborhood and community development services.
2. Conduct significant amounts of research via the internet and through site visits to identify successful models, educational tools, and other resources that will improve the efficiency and effectiveness of service delivery.
3. Provide clearly defined and well developed information substantiating proposed changes in resource allocation to mitigate resistance to change, both internal and external to the organization.

Recommendation #2

Develop and Implement effective programs to restore pride in the community and its appearance (Beautification Programs, awards, engagement, High-Intensity Clean-Up).

With the alignment of the City's resources in place, the most logical next step in improving the appearance of the community is the development and implementation of additional programs that serve that end. Beautification programs, such as "Adopt-a-Spot," and "Adopt-a-Road," exist either formally or informally within the community, but are not promoted or encouraged by the City itself, nor are programs that reward improvements to the appearance of the community or its buildings or

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encourage civic engagement and volunteerism. Additional programs, such as the development of educational materials targeted at youth, would be designed to change the cultural acceptance of certain behaviors and practices over time, while a city-wide clean-up program would be designed to have a higher intensity, quick impact on the appearance of the community.

Implementation for community development programming

1. Benchmark other communities and conduct extensive internet research to identify effective programs to avoid reinventing the wheel.
2. Develop a master list of programs and ideas, implementation notes and costs, then prioritize based on impact, ease of implementation, and availability of resources.
3. Where necessary or appropriate, use teams composed of internal and external resources to develop implementation plans for newly developed programs.
4. Integrate new programs into marketing materials and messages to ensure maximum participation and benefit.

Recommendation #3

Develop and Implement Area Plans that supplement the Comprehensive Plan and Encourage Development/Redevelopment (Downtown Master Plan, Sidewalk Plans, Corridor Studies, etc.).

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.

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Implementation for Developing Area Plans to supplement the City of Kewanee Comprehensive Plan

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 Economic 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 Economic Development Plan, should be integrated into the updated Comprehensive Plan and its supplemental components.

Recommendation #4

Complete a Housing Inventory and Assessment

Before the City can effectively develop programs to improve our housing stock or attract a significant amount of new residents, it's important to first identify the existing supply and demand for housing at various price points in the market, identify any existing gaps in the market, assess the condition of the existing stock, identify key areas for revitalization, target areas for demolition and the removal of blight or the construction of infill development.

Implementation for the Completion of a Housing Inventory and Assessment

1. Use expertise outside of staff or the community to conduct an independent and unbiased assessment of the existing stock and perform an economic assessment of the housing market based on no less than three growth scenarios (moderate to low population decline, static population, low population growth).
2. Perform a qualification based selection process to ensure the competence of selected consultants.

Recommendation #5

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

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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.

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Recommendation #6

Develop and Implement a Marketing Plan that includes Residential Development and Redevelopment, code enforcement and compliance, and available incentives and programs

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 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 #7

Establish and Apply Guidelines for the Utilization of Incentives

Just as incentives help to attract, retain, and expand businesses, they can help do the same for the residential sector. The City has an number of loosely defined programs, including Tax Increment Financing and assistance with sidewalk replacement, but other programs such as the HUD's Community Development Block Grant (DCEO's Community Development Assistance Program) and USDA's Home Repair programs are rarely used in the community and other locally funded programs, such as those to help with minor home repair, painting, demolition assistance, and other aesthetic improvements have not yet been developed. Clearly defined guidelines on

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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. Financial incentives should be targeted to those programs that are most responsive to the expectations identified by residents in the 2016 survey and that are most in keeping with the City's adopted mission.
2. 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.
3. 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.
4. Utilize all available programs, both public and private, to ensure the greatest number of options are available in order to assist stakeholders.

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Implementation

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

ALIGN BUDGET AND RESOURCES

DESIRED OUTCOME: A FULLY FUNCTIONAL AND EFFECTIVE APPROACH THAT PROACTIVELY WORKS TO IMPROVE THE APPEARANCE OF THE COMMUNITY THROUGH ENHANCED EDUCATION, ENFORCEMENT, PROGRAMMING, AND COMPLIANCE

Strategies:

- Utilize results of the 2016 residential survey to identify strategic areas for improvement.
- Utilize a multi-faceted approach to ensure the long-term success of the program.
- Research the efforts of other cities to identify best practices, successful programs and materials, and opportunities for improvement without duplication of efforts.
- Benchmark other communities to identify structures, policies, programs, and procedures that are effective.
- Identify external sources of funding (public and private) that enable the City to leverage its limited funds.

Action Steps:

- Research functional and programmatic information available on the internet in order to develop potential models and programs for implementation (Community Development – July – September 2016). **(In Progress)**
- Conduct site visits to gain additional information regarding potential operating models (Community Development – July – September 2016). **(In Progress)**
- Develop implementation plans for potential programs and preferred operating model/structure (Administration, Community Development – July – September 2016). **(In Progress)**
- Make recommendations to the City Council regarding the appropriate model and programs for implementation (Administration, Community Development – August – November 2016). **(Pending)**
- City Council approval on the models and programs to be implemented (City Council – September – November 2016).
- Identify and secure funding sources for the implementation of the programs as applicable (Administration, Community Development, City Council – November 2016– January 2017)

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DEVELOP AND IMPLEMENT EFFECTIVE PROGRAMS TO RESTORE PRIDE IN THE COMMUNITY AND ITS APPEARANCE

DESIRED OUTCOME: IMPROVE THE APPEARANCE OF THE COMMUNITY THROUGH THE USE OF ADDITIONAL PROGRAMS

Strategies:

- Utilize results of the 2016 residential survey to identify strategic areas for improvement.
- Utilize a multi-faceted approach to ensure the long-term success of the program.
- Develop internal and external education programs as appropriate to enhance both enforcement and compliance.
- Research the efforts of other cities to identify best practices, successful programs and materials, and opportunities for improvement without duplication of efforts.

Action Steps:

- Develop cost estimate and funding source for demolition of blighted houses and present to City Council for their consideration (Administration, Community Development – June – September 2016) (Cost–N/A) **(In Progress)**
- Review existing blight list to identify homes that can be salvaged in order to avoid unnecessary expenditures and the elimination from tax rolls any homes that could have potential re-use (Community Development – June – September 2016) (Cost–N/A) **(In Progress)**
- Develop educational materials for inclusion in City-wide newsletter (Administration, Community Development – July – August 2016) (Cost– TBD) (1/8 cost of quarterly newsletter) **(In Progress)**
- Develop educational material for in-house dissemination to KPD and KPW ("Top 10 Least Wanted," etc.) (Community Development – July – August 2016) (Cost–N/A) **Pending**
- Develop and implement uniforms for Code Enforcement (Administration, Community Development – July– August 2016) (Cost–\$400- \$600) **Pending**
- Develop "Clean Up Kewanee" Campaign, to include clean-up event (Administration, Community Development, SDWT – July – October 2016) (Cost–TBD) **Pending**
- Develop and Implement a "door hanger" system for warnings/notice of violations (Community Development – August 2016) (Cost– \$400)
- Develop a program to facilitate the rehabilitation of currently blighted homes that can be salvaged (Administration, Community Development – June – October 2016) (Cost–TBD)
- Develop educational and informative materials for external dissemination regarding code compliance (June – November 2016) (Cost–\$1,100)
- Develop a list of programs and ideas, implementation notes and costs, then prioritize based on impact, ease of implementation, and availability of resources. (Administration, Community Development – August 2016 – May 2017) (Cost–N/A)

**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)

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COMPLETE A HOUSING INVENTORY AND ASSESSMENT

DESIRED OUTCOME: IDENTIFY EXISTING GAPS IN THE MARKET, ASSESS THE CONDITION OF THE EXISTING STOCK, AND IDENTIFY KEY AREAS FOR REVITALIZATION, TARGET AREAS FOR DEMOLITION TO IMPROVE THE SUCCESS OF MARKETING AND REVITALIZATION EFFORTS.

Strategies:

- Use expertise outside of staff or the community to conduct an independent and unbiased assessment
- Use a qualification based selection process to ensure the selection of firm capable of providing a useful analysis
- Develop a narrowly defined scope of work to control costs and ensure usefulness of final work product

Action Steps:

- Research information available on the internet in order to develop a Request for Qualifications that includes a well defined scope of work targeted to the City's needs. (Administration – July – August 2016). (Cost–N/A) **(In Progress)**
- Publish RFQ with a response time of not less than 4 weeks. (Administration – September 2016). (Cost–TBD, depending on where published)
- Review responses to RFQ and interview a "short list" of responsive providers. (Administration – October 2016). (Cost–N/A)
- Make recommendation to the City Council on the selection of a provider (Administration – October – November 2016). (Cost–N/A)
- Conduct housing inventory and assessment (Selected provider – December 2016 – June 2017). (Cost–TBD, Est. \$30,000 - \$40,000)

**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)

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- 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).

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DEVELOP AND IMPLEMENT A MARKETING PLAN FOR COMMUNITY DEVELOPMENT

DESIRED OUTCOME: PROMOTE RESIDENTIAL DEVELOPMENT AND REDEVELOPMENT, CODE ENFORCEMENT AND COMPLIANCE, AND AVAILABLE INCENTIVES AND PROGRAMS THROUGH THE DEVELOPMENT AND IMPLEMENTATION OF A MARKETING PLAN FOR COMMUNITY 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, incorporating the best practices of successful plans 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 Community 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).
- Present marketing plan to City Council for approval and adoption (Administration, Community Development, Public Works, and Engineering – February 2017).

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**DEVELOP AND IMPLEMENT GUIDELINES FOR THE USE OF
INCENTIVES IN HOUSING DEVELOPMENT, REDEVELOPMENT,
REHABILITATION, DEMOLITION, AND NEIGHBORHOOD
REVITALIZATION**

**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.

Action Steps:

- Request and review the incentive utilization guidelines of neighboring communities (Administration – August – September 2016).
- Research State and Federal statutes for guidance, restrictions and opportunities (Administration, Bi-State – September 2016 – January 2017).
- Partner with Not-For-Profit resources to identify all potential incentive programs (Administration – October 2016 – April 2017).
- Present Incentive Guidelines to City Council for Adoption on an ongoing basis (Administration – September 2016 – June 2017).