

LINE
SERVICE

TERMINAL
ENTRANCE

GREATER KANKAKEE AIRPORT

Final

**Land Use, Transportation and
Economic Development Study**

for

**Greater Kankakee
Airport**

For the
County of Kankakee
City of Kankakee
Kankakee Valley Airport
Authority

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LAND USE, TRANSPORTATION AND ECONOMIC DEVELOPMENT STUDY

GREATER KANKAKEE AIRPORT

Kankakee, Illinois

December 2008

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1.0 INTRODUCTION

Kankakee County, the City of Kankakee and the Kankakee Valley Airport Authority propose a study to make recommendations regarding the future land uses, transportation improvements and marketing initiatives that would best serve the area surrounding the Greater Kankakee Airport. The Airport serves the City of Kankakee and Kankakee County as an aviation port for individuals and businesses that seek to do business in the Kankakee area and other parts of the State and the Nation. The Airport is a federally-obligated airport and is included in both the federal and state system plans for airports. In addition, land development continues to emanate from the Chicago Metropolitan Area, primarily following transportation corridors that provide connectivity between population and business centers. Interstate 57 provides a unique opportunity for the Kankakee area to benefit from development that requires significant highway access and visibility.

The purpose of this study is to develop a land use framework that encourages and supports economic development opportunities and ensures compatibility with airport operations. This study is non-binding and the recommendations are offered by the Study Task Force which is comprised of representatives of the three participating entities. Implementation of individual recommendations within this study will be the responsibility of individual municipal entities within the study area. The study is funded by an Illinois Planning Assistance Grant from the Illinois Department of Commerce and proceeds from the three sponsoring entities.

The area of focus for this study is centered on the Greater Kankakee Airport and Interstate 57. A general distance of 1 mile from the runway ends will be used to define study area. The study area was then adjusted to follow roadways or logical breaks in land use. **Exhibit 1-1** identifies the boundaries utilized for the study area.



**Aerial Photo with
Study Boundary**

Exhibit 1-1

2.0 BASELINE CONDITIONS

The initial step of any planning effort is the inventory of existing conditions. As this project will involve the identification of specific market conditions and trends, the baseline conditions assessment will involve both physical and market categories. In addition, an extensive effort was conducted to interview local community leaders and stakeholders to identify key issues that could affect future land development within the study area.

2.1 PHYSICAL CONDITIONS

The existing Kankakee Geographic Information System was used as the basis for the assessment of physical conditions. Information contained within the GIS was augmented with additional resource information available through Airport records and documentation, municipal information and state and federal resource documents. **Exhibits 2-1 through 2-5** provide graphical representations of the baseline physical conditions. Below is a summary of the existing features that become the basis for the study.

Summary of Baseline Physical Conditions

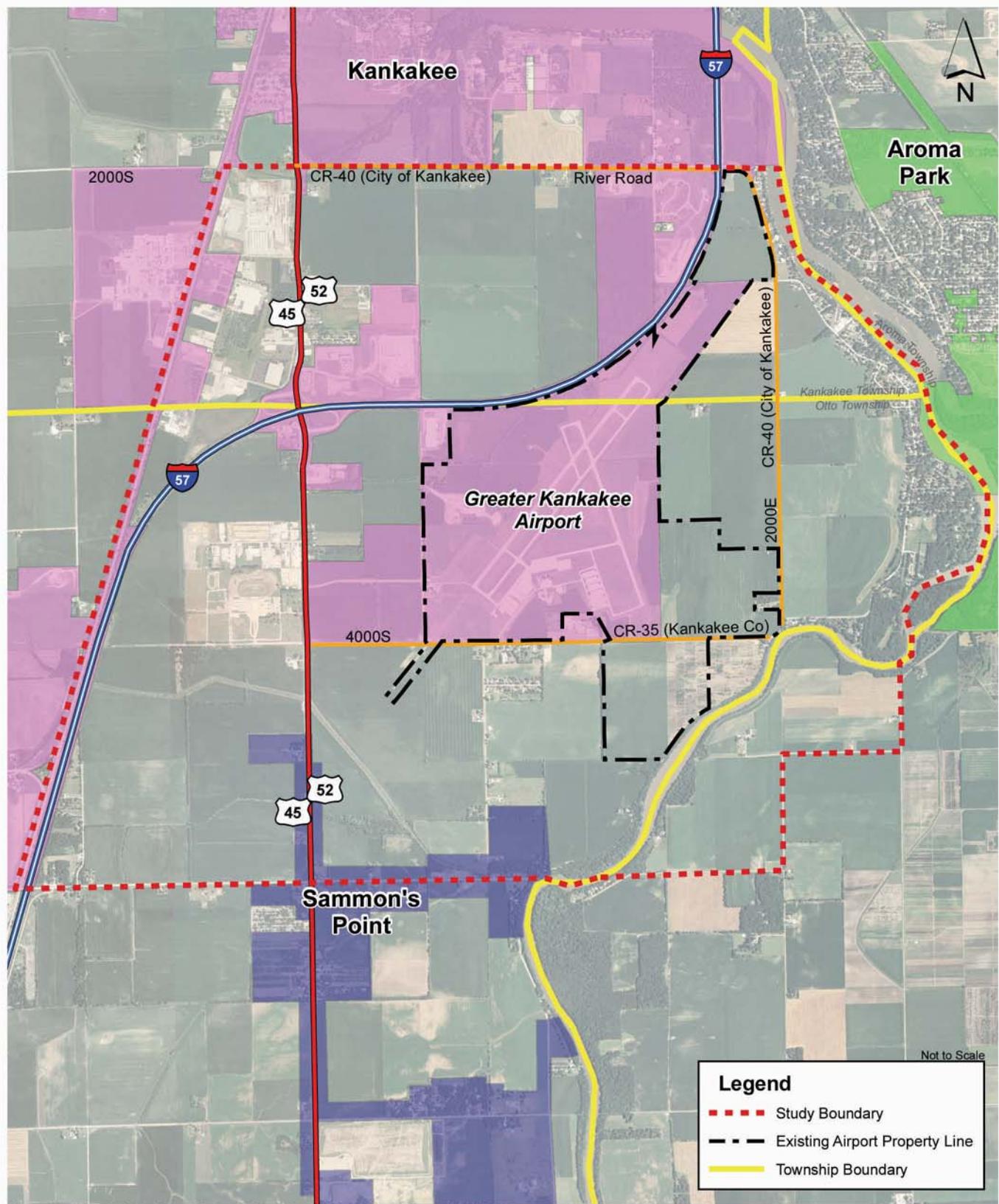
- a. **Airport:** The Greater Kankakee Airport is comprised of two runways and terminal development with land holdings of approximately 1,050 acres.
- b. **Roadways:** Interstate 57 bisects the study area running from the southwest to the northeast portions of the study area and bounds the airport to the north. Illinois Route 45/52 is a north/south roadway west of the airport and junctions with Interstate 57 at interchange 308. Airport Road traverses along the southern perimeter of the airport and terminal area and is designated as County Road 35 and continues to the Iroquois River and then follows the River south. All other roads within the study area are of the jurisdiction of the City of Kankakee within their municipal limits and Otto Township.
- c. **Jurisdictional Boundaries:** The City of Kankakee and Sammons Point occupy portions of the study area with the remaining areas being unincorporated Kankakee County. The study area comprises sections 15-22 and 28-30 of Otto Township. The Kankakee Valley Airport Authority has taxation boundaries within Kankakee County. The majority of the Airport and including all airfield and terminal facilities are located within the City of Kankakee.
- d. **Land Use:** Existing land uses are comprised of large agricultural areas with pockets of residential, commercial and industrial. The entirety of commercial and industrial land uses are located along US Route 45 with the majority being north of the Interstate 57. An extended residential area exists along the Kankakee River from the northern limits of the study area. Also, smaller residential areas are located directly

south of the airport and within Sammons Point at the southern perimeter of the study area.

- e. **Utilities:** Many uses within the study area are served by well and septic. Sanitary sewer service is provided by the Kankakee River Metropolitan Agency and water service is provided by Aqua Illinois within the study area. A service agreement is held by both private utility companies to provide services upon request. In discussions with both utility companies, both treatment and conveyance capacity exists for new developments within the study area.
- f. **Land Ownership:** Much of the property ownership for undeveloped properties is comprised of larger parcels used for agricultural purposes.
- g. **Environmental:** Federal identified floodplains exist within the study area in proximity to the Kankakee and Iroquois Rivers. A portion of the residential development area along the western bank of the Kankakee River is also included within the 100-year floodplain. Small scattered wetlands consisting primarily of ponds, ditches and rivers exist within the study area.
- h. **Airspace:** The Greater Kankakee Airport has protective surfaces to ensure that the airport operating environment including approach/departure corridors are clear of tall objects. Federal Aviation Regulation Part 77 defines protective airspace surfaces that are implemented at federally-obligated civilian and military airports. FAR Part 77 is regulated by the FAA and also the Illinois Department of Transportation through Illinois Part 16 "Hazard Zoning". Part 16 provides zoning authority to Part 77 surfaces which is regulated by the State of Illinois for objects above 50 feet.
- i. **Airport Land Use Compatibility Standards:** The FAA prescribes several land use standards to ensure compatibility with airport operation. Airport has protective surfaces (called Runway Protection Zones – RPZ's) in close proximity to the runway ends that are to be clear of residences and places of public assembly. Noise standards for aircraft operations should restrict residences and other noise sensitive property within a 65 DNL noise level and discourage the development of noise-sensitive properties within the approach/departure corridors. Lastly, the FAA provides regulations regarding the minimization of wildlife attractants near airports. These guidelines prohibit the development of developments such as golf courses, detention ponds, wetlands, etc. that would attract wildlife within 10,000 feet of a runway at IKK.

2.2 MARKET CONDITIONS

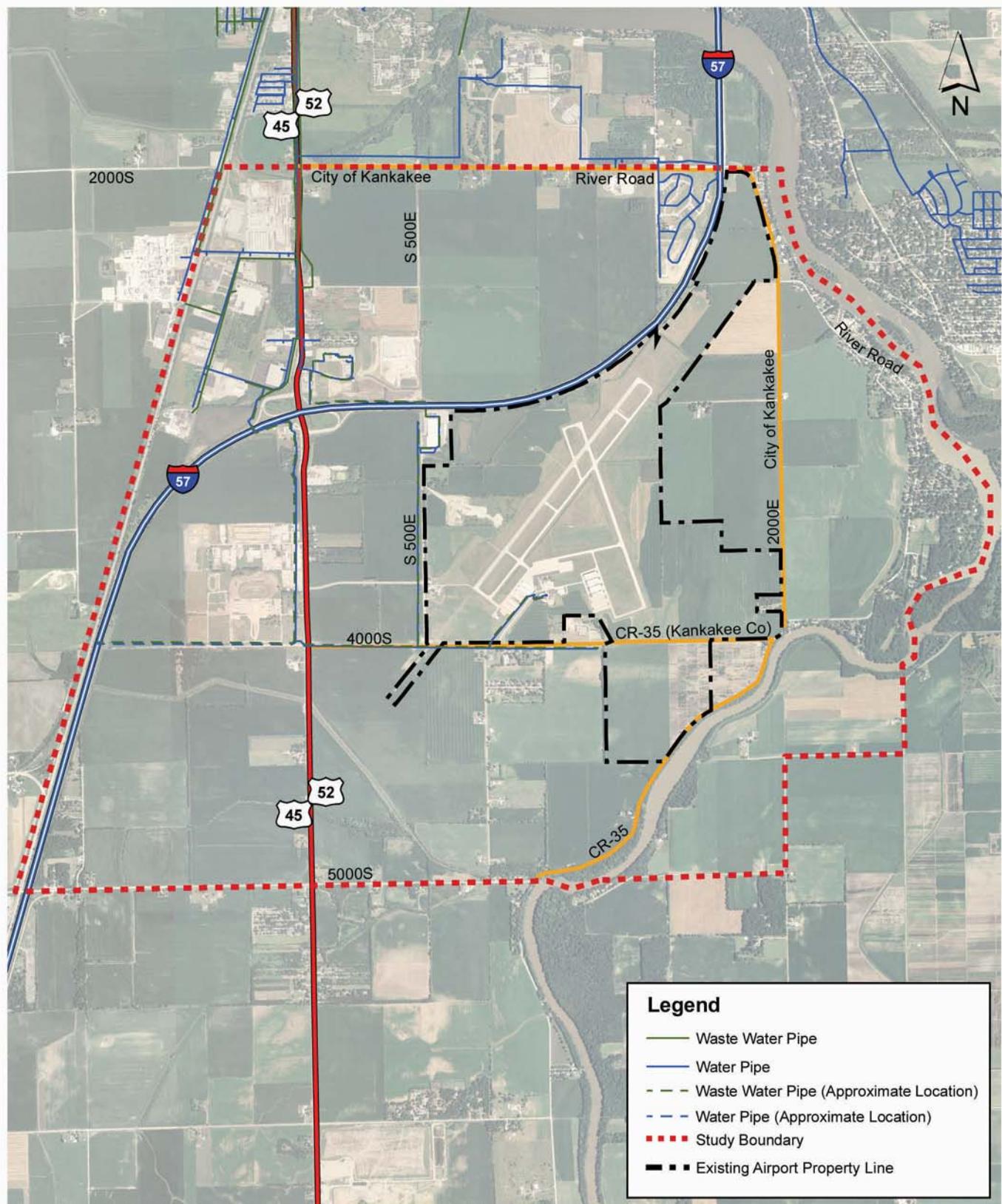
The formulation of a realistic land use plan must consider the types and level of demand associated with specific uses. This study did not employ a full assessment of demand but did consider types of development that may generate the most demand for space within the study



Source: Coverages - Kankakee County, IL; Aerial - National Agricultural Imagery Program (NAIP) 2007.

Township Divisions and Corporate Limits

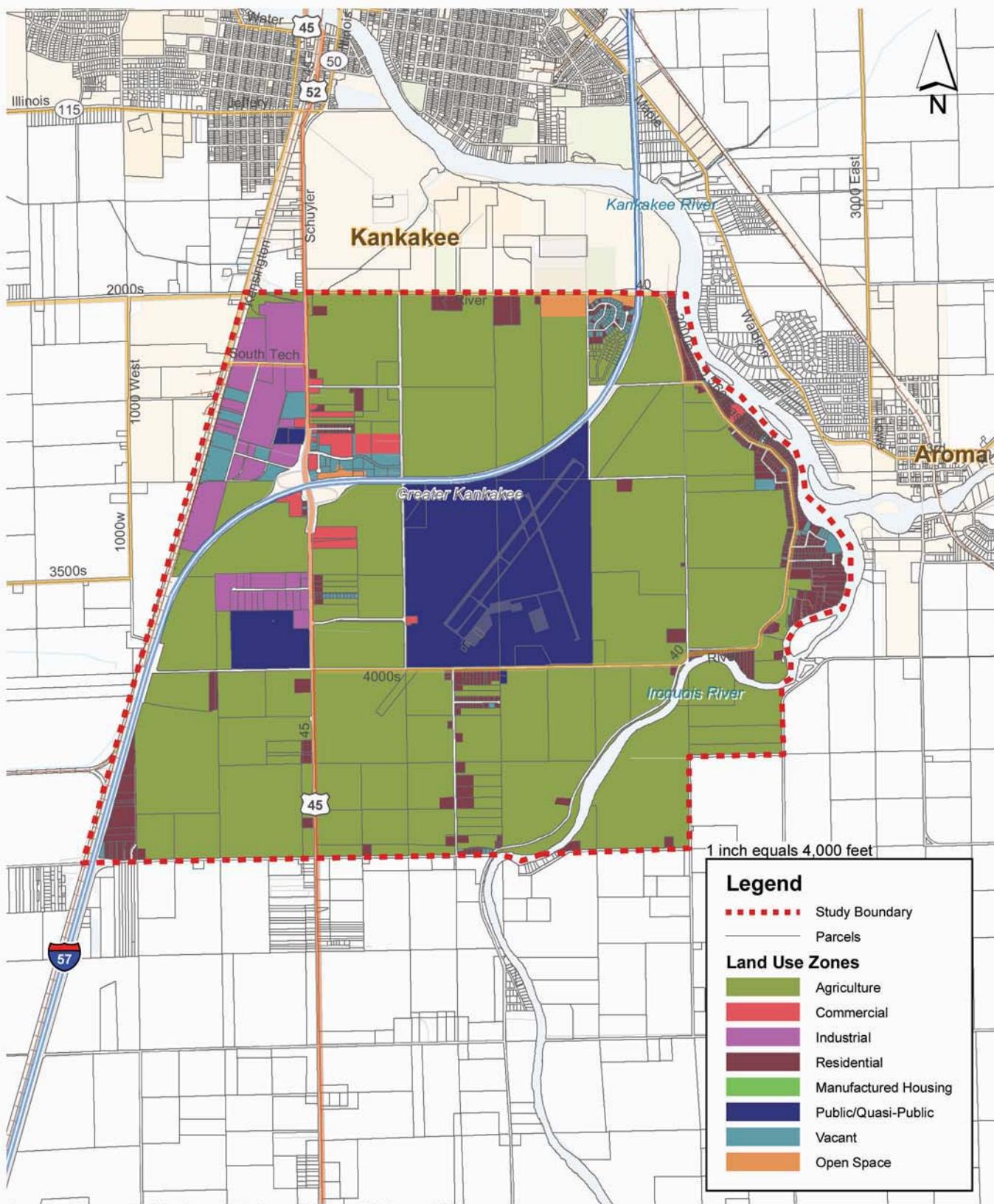
Exhibit 2-1



Source: Coverages - Kankakee County, IL; Aerial - National Agricultural Imagery Program (NAIP) 2007.

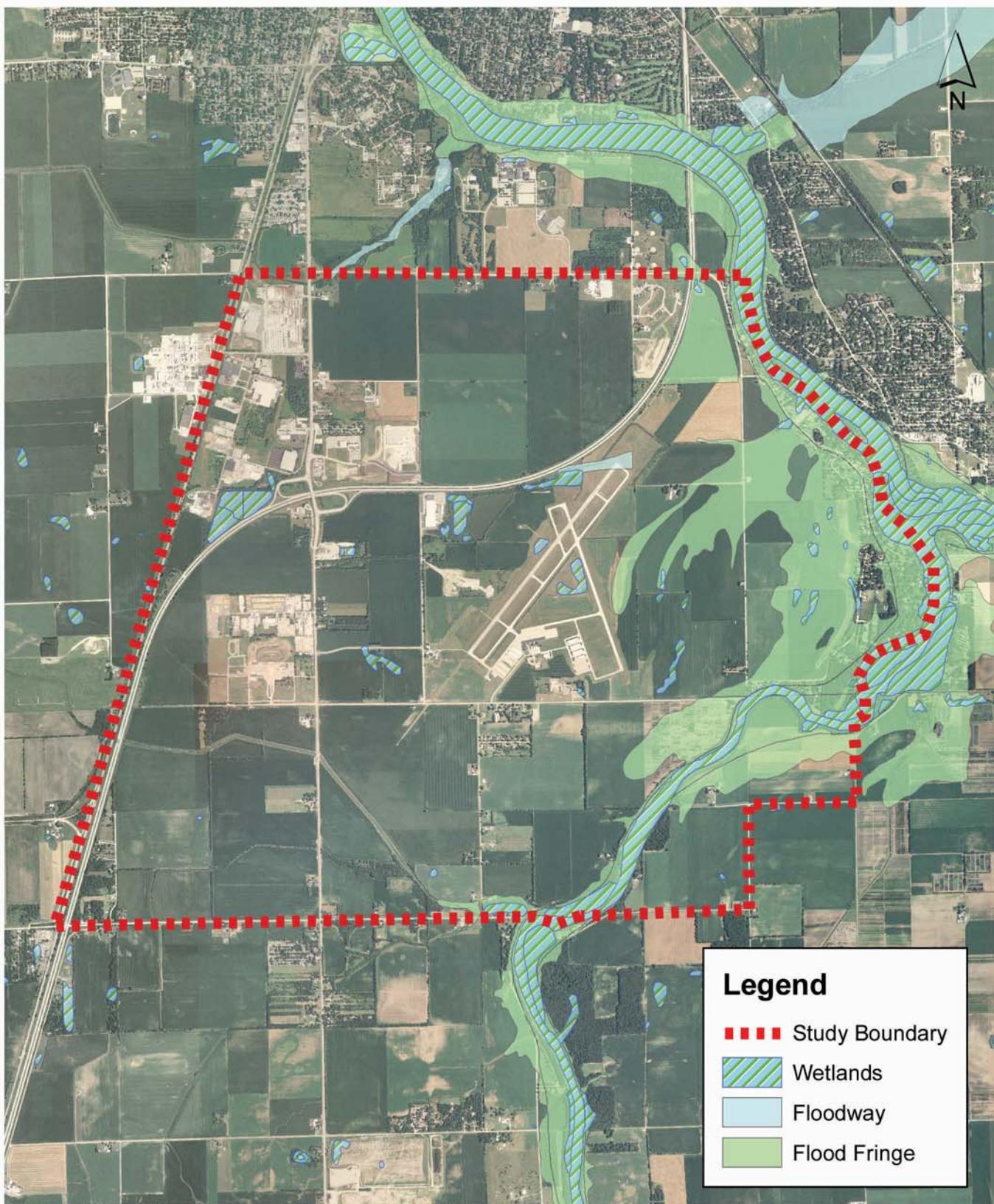
Roads and Utilities

Exhibit 2-2



Existing Land Use

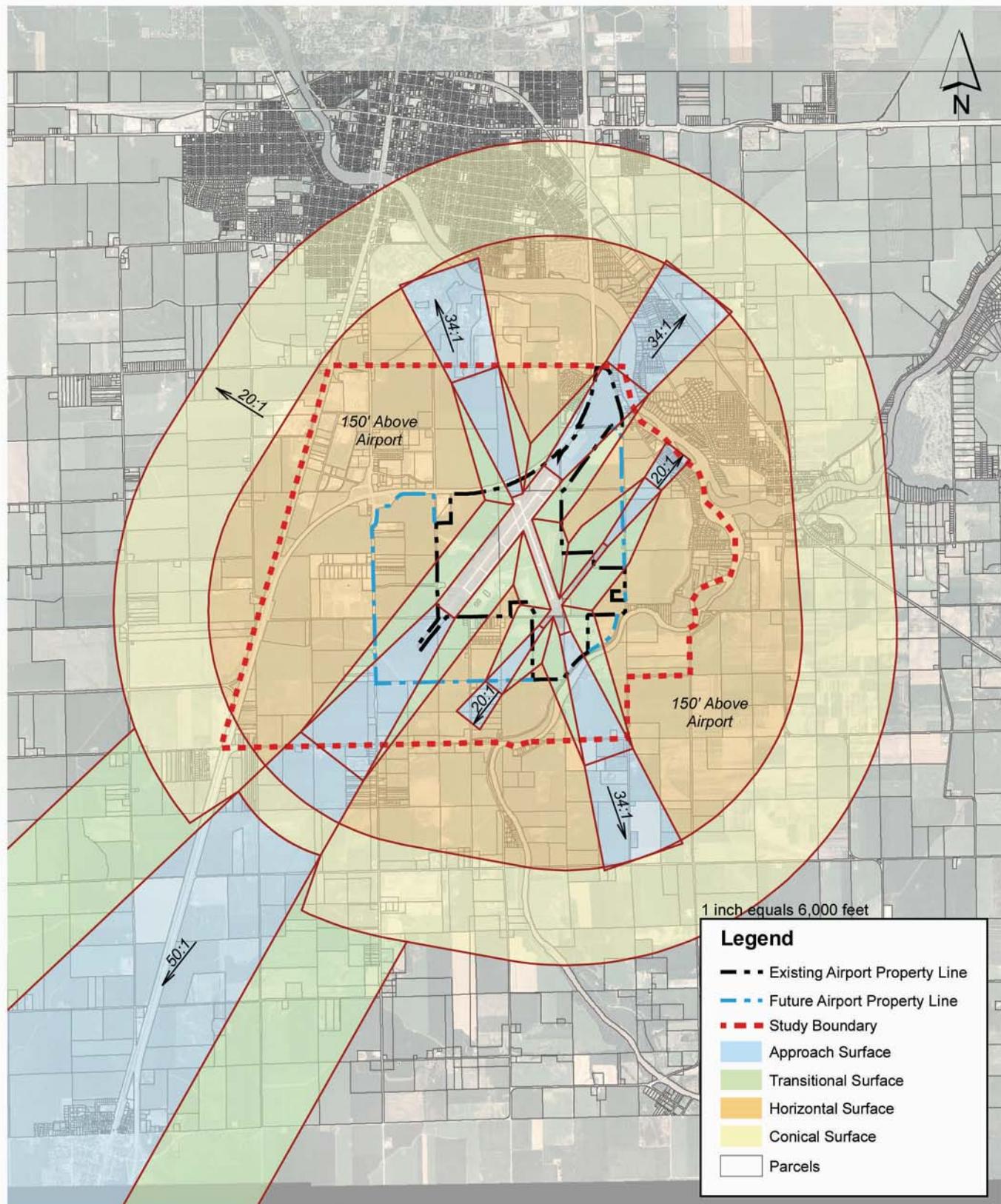
Exhibit x-x



Source: Aerial - National Agriculture Imagery Program (NAIP) 2007. Wetlands and Floodplains - Kankakee County coverages.

Floodplains and Wetlands with Study Boundary

Exhibit 2-4



Source: Aerial - National Agriculture Imagery Program (NAIP) 2007.

FAR Part 77 Surfaces

Exhibit 2-5

area. The types of demand are analyzed were separated between aviation and non-aviation uses.

2.2.1 Aviation Uses

The Greater Kankakee Airport (IKK) currently serves as a general aviation airport within the National Plan of Integrated Airport Systems (NPIAS). The NPIAS is the federal airport system plan where inclusion is required for the receipt of federal funds. IKK's primary runway was expanded in the late 1980's to accommodate increased demand for the operation of corporate aircraft. Most recent activity counts list IKK with 135 based aircraft and approximately 50,000 operations (takeoffs and landing) per year. The level of based aircraft makes IKK 3rd highest within the state for airports of the same classification. A 2000 Economic Impact Study identified that IKK contributes over 22 million dollars in both direct salaries and monies expended and also the indirect "recycling" of those monies within the community.

By virtue of the types of operators using IKK, the Airport offers facilities and services commensurate with demands of both small general aviation and corporate aviation aircraft. These facilities and benefits include:

- Two paved runways – Accommodates full fleet of general aviation aircraft
- Instrument Landing System and other beneficial navigation aids
- Outside of O'Hare's Class B Airspace
- FAA Flight Service Station
- Full Service FBO – fuel, maintenance, charter, flight training
- Municipal water and sewer
- Good visibility and access to I-57
- Available development property along primary runway flight line with municipal services
- Additional property acquisition proposed for future extensions to Runways 4 and 34 and new general aviation parallel runway

Being positioned directly south and in proximity to the Chicago Metropolitan Area, IKK is well positioned to continue to serve demand of the entire Kankakee County area but also those seeking to access Chicago via Interstate 57. Additional airports that serve a similar function as IKK do exist within the southern portion of the Chicago area. **Exhibit 2-6** identifies airports with corporate-class runways (5,000 feet or longer) and in proximity to IKK. These airports consist of:

- Monee, IL (20nm N)
- Lansing, IL (31nm NE)
- Morris Municipal Airport (34nm NW)
- Merrillville, IN (34nm NE)
- Lewis University (34nm N)
- Pontiac Municipal Airport (36nm W)

The Federal Aviation Administration identifies a general service area for general aviation airports of approximately 20 miles. As such it would appear that IKK does not have significant competition for general aviation services.

The table below highlights that future growth of the Greater Kankakee Area is projected to track with national averages over the next ten years which would not indicate any major changes in aviation demand outside of specific facility ventures.

Table 2-1:
Demographic Data

Year	Population	Total Employment	Total Earnings ('04)	Income per Capita ('04)	Mean House Hold Income ('04)	Total Retail Sales ('04)
2008	110,075	56,334	\$2,050,616,000	\$27,584	\$70,711	\$1,372,619,000
2010	110,781	58,261	\$2,145,019,000	\$28,382	\$72,349	\$1,409,518,000
2015	112,886	63,053	\$2,398,066,000	\$30,493	\$76,938	\$1,509,281,000
2020	115,254	67,791	\$2,676,572,000	\$32,826	\$82,539	\$1,620,432,000
2025	117,918	72,476	\$2,983,183,000	\$35,391	\$89,155	\$1,744,880,000
2030	121,008	77,094	\$3,320,796,000	\$38,173	\$96,862	\$1,884,900,000
<i>AAG ('08 - '30)</i>	<i>0.43%</i>	<i>1.44%</i>	<i>2.22%</i>	<i>1.49%</i>	<i>1.44%</i>	<i>1.45%</i>
<i>U.S. AAG ('08 - '30)</i>	<i>0.97%</i>	<i>1.38%</i>	<i>2.34%</i>	<i>1.29%</i>	<i>1.25%</i>	<i>2.11%</i>

Source: Woods & Poole (2007)

Commercial service demand for the Kankakee County area is provided via surrounding commercial services airports in Chicago, Bloomington, Champaign, etc. which are all within a 60-90 mile drive time. A proposed commercial service airport is being proposed near Peotone, Illinois which could add to that Chicago passenger demand if realized. IKK is proposed to remain a general aviation airport within the federal and state system plans.

Demand for air cargo services at IKK is also not anticipated to be significant unless associated with a new business development in the Kankakee area. The air cargo industry is going through both a globalization and consolidation shift that will translate into future air cargo traffic primarily at the larger commercial service or cargo-only airports. The increase in fuel prices has also induced a shift from the usage of regional aircraft to trucks to feed air cargo hub activities. In addition, for most new air cargo ventures require significant airfield facilities to be in place prior to specific air cargo developments. Lastly, there is significant competition to attract air cargo demand within existing air cargo airports. All of these factors would indicate that a highly aggressive economic development strategy and investment would be required for IKK to even compete and possibly be successful to attract a sustained air cargo operation.

The current operation of IKK as a business-class airport appears to have the most viability in the future. The consolidation of the commercial air service industry and increased security requirements at commercial service airports have induced a migration of business travelers to private aviation. Additionally, the introduction of fractional ownerships in the 1990's and advent of new smaller business jets have made business aviation more affordable for ownership and operation. Manufacturers of business aircraft are also reporting records sales and backlogs of shipments that are anticipated to continue even during downturns in the economy.

A shift is being realized in the business aviation industry to increase production of small and large business jets. Commercial mainline aircraft such as the Boeing 737 is being retrofitted to provide transcontinental service in a corporate venue. It is anticipated that this size of aircraft could be seen at IKK on a periodic or semi-continuous basis in the future.

In summary, it is anticipated for IKK to play an exclusive role to serve business aviation demand of Greater Kankakee Area and a competitive role for Southern portions of Chicago. The Airport offers excellent facilities and real estate for corporate aviation development. The County Jail provides a benchmark development for spin-off specialty developments with aviation focus. This facility provides a development opportunity which is rare and may be unique to IKK. As general growth is not anticipated to generate significant demand for increased runway facilities, expansion of primary runway facilities would be driven by a specific user(s). Lastly, the Airport could see return of some cargo-related demands in future but may be more in the form of user specific shipments and involve little to no additional airport development.

2.2.2 Non-Aviation Uses

The Economic Alliance's Strategic Plan sets the table for a focus on marketing. The Strategic Plan outlines some elements of a recommended marketing plan:

- Business Attraction Marketing
- Business Retention and Expansion

Kankakee County is a regional healthcare center. Other primary industries in Kankakee County include: food processing, insurance, bio, chemicals, packaging, publishing, and distribution. This diversity contributed greatly to significant industrial and commercial investment in 2007. The Alliance reported 2007 results of more than \$73 million last year. This is a significant increase over previous years. Much of this investment came from the expansion of existing employers including: Peddinghaus, Ambassador Steel, CSL Behring, Van Drunen Farms, Rohm and Haas Chemicals, Dawn Foods, and IKO Midwest.

There are several indicators of trends affecting economic development in the Kankakee County and surrounding areas including:

- Chicago Region growth path moving south along I-55 near the northwest corner of Kankakee County
- The I-55 Corridor is Chicago's most active submarket in terms of new industrial development
- The Corridor has a total of about 29 million square feet of industrial space, over half of which has been built since 1995.
- When taken together as whole, the I-80 and I-55 markets have been responsible for 33% of all new development in the Chicago Metropolitan area since 1997
- Will County is among Illinois' fastest growing areas in metro Chicago

- Large box distribution development and land speculation are driving up land costs for all business expansions
- I-57 growth slowly moving south

The Economic Alliance of Kankakee County appears to have provided a positive influence on the what was fragmented and many times competitive economic development environment in the Greater Kankakee Area. Listed below are facts related to Economic Alliance.

- Economic Development Alliance of Kankakee
 - Celebrating 1st Anniversary
 - Public/Private partnership
 - Broad based support
 - Substantive effort to repair a dysfunctional history
- In the formative stage
 - Largely volunteer driven
 - Organizational focus
 - Internal awareness focus
 - Responsive, limited outreach
- Reaching out to potential area partners including Will County

Development trends associated with the Chicago Metropolitan Area have had major influence upon the Kankakee Area. Certainly signs of economic opportunity exist on Interstate 57 primarily north of Interchange #308. Listed below are significant trends affected current development opportunities in Kankakee.

- Chicago regional growth path moving south along I-55 near the northwest corner of Kankakee County
- The I-55 Corridor is Chicago's most active submarket in terms of new industrial development
- The Corridor has a total of about 29 million square feet of industrial space, over half of which has been built since 1995.
- When taken together as whole, the I-80 and I-55 markets have been responsible for 33% of all new development in the Chicago Metropolitan area since 1997
- Large box distribution development and land speculation are driving up land costs for all business expansions along the I-55 Corridor
- Congestion along I-55 impedes access North to Chicago
- I-57 growth slowly moving south
- Growth and land speculation in Will County force existing small employers to look for alternatives when expanding
- Train and truck traffic are pushing for new routes around Chicago to avoid delays

To fully evaluate development potential within the Kankakee area, one must assess the assets available.

- Proximity to Metro Chicago and growing attention of Will and surrounding counties.
- I-57
- Access to I-80
- Access to Chicago (1 hour north)
- Dan Ryan expressway improvements
- Relatively uncongested
- Southern movement of growth at interchanges along I-57
- I-57/I-355 provides new access to NW suburbs
- Between Chicago/Champaign (University of Illinois)
- No congestion on main routes within the County
- Interchange (Hwy 52/45 and I-57) very lightly developed compared to others in Kankakee County
- Water and sewer at airport property
- High quality design and architecture of “jail” facility
- Working relationship and shared leadership of Airport and Alliance
- Kankakee Airport is outside the O’Hare International Airport’s controlled airspace.
- Airport’s taxing authority has untapped potential
- Proximity to intermodal facilities
- Labor force of 55,319 exceeds the employed labor force 51,516 by 7% (3,803)
- Revolving loan fund
- Enterprise Zone Program – tax exemptions, tax credits, income tax deductions, and property tax exemptions
- The Kankakee River Valley Enterprise Zone includes portions of Aroma Park, Bourbonnais, Bradley, Kankakee and unincorporated Kankakee County
- Kankakee County Enterprise Zone (Manteno) includes selected areas of Manteno and unincorporated Kankakee County

With assets and opportunities, there also exist challenges unique to each community. Below is a listing of those challenges that should be addressed in development and implementation of an economic development strategy.

- Alliance’s early development stage constrains capacity to execute aggressive marketing plan
- Funding limitations
- Staffing limitations
- History of competing economic development interests continues in the minds of those outside the County
- Negative self image and lack of self confidence persist

- Low per capita income (\$21,335, 15% below US average) suggests a significant amount of under employment or underlying weakness in the makeup of the workforce, i.e. low skill.
- Wealth of raw industrial and commercial property along I-57
- 8.6 % unemployment rate (7/08)

As a result of this analysis, there are implications associated with development for Kankakee County and the Airport.

- Competition focused on big box distribution
- Northern I-57 interchanges drawing development, filling in
- Intense competition for airport users with airport utilization
- Majority of development at airports (85%) not aviation related
- Best opportunity smaller manufacturing and distribution being forced out of Cook and Will counties by growth and increasing cost
- Airport property is not within the Kankakee River Valley Enterprise Zone

In good years, there are as many as 6,000 new plants reported in the US each year that meet criteria of an investment greater than \$1 million, a floor area more than 20,000 sq. ft., or an employment increase of more than 50. (Conway Data) In the past several years, these numbers have been down in the vicinity of 3,500 – 4,000. Now, with the current economic climate industry leaders believe new plant announcements will drop to around 2,000 new projects. This is a forecast low near that experienced in 2002. The majority of these projects (75%) are expansions and stay in the community where an existing facility is already in operation.

- When taken together as whole, the I-80 and I-55 markets have been responsible for 33% of all new development in the Chicago Metropolitan area since 1997
- Large box distribution development and land speculation in Will County are driving up land costs for all business expansions along the I-55 Corridor

Based on our research, 85% of the companies based in airport business parks do not utilize the airport's facilities. Therefore, the airport competes like any other site for most of the investment.

- Tenants in airparks are predominantly mixed use parks including: cargo, manufacturing assembly, distribution, and office. The percentage of aviation-related industries is relatively small. This study found 441 of 523 businesses or 84% of the tenants were non-aviation related businesses. These findings have been verified through additional research.

- Air cargo consolidation is currently underway. Two examples include the pending closure of airport air cargo centers by DHL, Wilmington, OH and the already closed Kitty Hawk, Fort Wayne, IN.
- Cargo carriers like Fed Ex, UPS, and DHL overnight shipping operators, have been central to the development of a number of larger airport industrial parks such as Memphis (TN), Cincinnati (OH), Cedar Rapids (IA), and Louisville (KY).
- Best opportunity smaller manufacturing and distribution being forced out of Cook and Will counties by growth and increasing cost.
- Eighty-five percent of manufacturing prospects are looking for available buildings. Proximity to the airport is considered a “plus”.

Kankakee County's primary opportunity is light manufacturing, distribution, and back office. This is a direct correlation between the decision factors shown and area strengths and weaknesses. Kankakee County's strengths are well suited for these users. At the same time, Kankakee County is less well suited (fewer strengths and more weaknesses) for headquarters and technology company location decisions. These opportunities are more likely to emerge out of entrepreneurial ventures where principles have a personal connection to the community.

2.3 STAKEHOLDER INTERVIEWS

As a part of the inventory process, interviews were conducted with selected community officials and stakeholders to gather local conditions and trends that will affect the development potential of the study area. Representatives of the following entities/agencies were interviewed via telephone:

- Kankakee County
- City of Kankakee
- Kankakee Valley Airport Authority
- Village of Sammons Point
- Otto Township
- Kankakee County Economic Alliance
- Kankakee River Valley Chamber of Commerce
- Illinois Department of Transportation
- Aqua Illinois
- Real Estate Developer
- Private Residents

The following general categories were discussed with interviewees with general responses provided.

2.3.1 Airport's potential improvement plans and potential for airport to drive economic development

- Property surrounding airport should be developed as aviation or compatible development
- Close to Chicago, so need to prepare airport and surrounding development plan for systematic and consistent growth
- Airport is best suited to attract general aviation-oriented businesses
- Difficult to get large cargo operator without a base of commercial operations
- IKK doesn't require ORD Center clearance.
- IKK has FAA Flight Service Station – 60-80 technicians
- Re-negotiated long-term lease for continued operation of FAA Flight Service Station last year.
- Airport has better access to Chicago than other directions.
- Businesses have very little knowledge of IKK.
- Business retention visits – give higher value to roads than Airport.
- South Suburban has overshadowed IKK
- More willingness to use IKK if commercial facilities were provided.
- Cargo and aircraft maintenance work well together.
- Airport is integral to regional growth and development south of Chicago metro. Peotone airport will create spin-off to Kankakee Airport. Service to Joliet NASCAR. Corporate air service.
- U.S. Marshal program is potential major use; prison hospital program possible.

2.3.2 Area-wide growth trends as relates to the study area

- Feasibility Study being conducted to widen I-57 to six lanes from Will County to IL 45/52 (Exit 308)
- No other planned improvements to IL 45/52 in study area at this time
- Bi-State I-80 Bypass Study
 - Study being led by INDOT with joint sponsorship by IDOT
 - Seeing more trucks through Kankakee County
 - Looking at corridor in southern Will/northern Kankakee County
 - Another corridor in southern Kankakee County (New interchange at IN-14 and I-65)
 - Southern County corridor would have significant impact upon study area but still far out
 - Need to change scope to go to I-55 and on to Prairie Parkway
- Seeing more commercial construction north of I-57 within the study area (Walmart, Hotel) and rise in property values
- Speculative purchasing going on
- New truck stop planned on SE corner of interchange 308
- Existing industrial park near fairgrounds has grown

- See additional highway commercial demand along 45 north of I-57.
- Several economic development opportunities coming from Will County.
- Will County experiencing gridlock.
- Target audience would be for companies to operate and manufacture and ship by air.
- Business perception of Kankakee has improved.
- Chicago Bears have been a plus – improved perception of access to Kankakee.
- Many businesses are being recycled along IL 45/52 north of I-57. New commercial center coming. The upgrading of this area will occur over time.

2.3.3 Opportunities and limitations for future land development in the study area

- The Airport plays a positive roll in attracting new industry to the area.
- Not much river access to augment secondary recreational development along river
- Aesthetics should be big part of even commercial development (front door to Kankakee)
- Lots of opportunities for general development especially along IL 45/52
- Zoning promotes industrial/commercial activity
- Presence of utilities aids growth potential
- Should consider expansion of IL 45/52 (3-lane section) support industrial park
- Water and sewer south of I-57 creates great development potential in those areas
- Economic Alliance is primary coordinated effort and working well – merged private developers with County.
- Chambers (individual) still compete but work better.
- Economic Development is working well with other counties and into Indiana.
- Railroad – good access but I-57 cuts rail off from property.
- Warehouse distribution is providing some interest in property
- Interchange 315 is best competition for distribution
- Study Area is next area of growth for Kankakee. Existing industrial park 2 – 3 miles south of the airport. Industrial, commercial and residential development is possible.
- I-57/45 interchange poised for development; 7 acre Aldi new supermarket considering $\frac{1}{2}$ mile north of interchange.
- Route 45 suitable for highway retail/commercial. Possible truck stop for south side.
- Areas away from interchange should be looked at for employment uses.
- Eastern portion of Study Area slated for residential/open space; need to assess policy for additional residential development.
- Potential residential estate development as good policy south and east.
- Intergovernmental cooperation needed between County and City of Kankakee at #308.
- Need redevelopment of some areas north of 45; annexation, incentives, etc.
- Fairgrounds are an open question. Needs updating. Relocation should be considered.

- Annexation; Sammon's Point and Kankakee need boundary agreement.

2.3.4 Potential for impacts on other land uses in the study area

- An open-space buffer should be maintained between the airport and the existing residential area along the Kankakee River
- Walking trail should be considered being built from development center along river to the residential area - Idea of continuing trail south to create a nature way (buffer to airport)
- Have to protect airport airspace and land use compatibility
- Proposed wind farm portends new direction for growth of airport
- Airport restrictions, height, etc. are of significant interest to protect in future
- Economics will dictate land use and development.
- Additional residential west of I-57 recognized as a potential airport conflict.
- There is a "fear of unknown" related to future growth in air activity by surrounding residents
- Other municipalities need to be informed of any upcoming changes at airport but should not have problems with airport or area development.

2.3.5 Infrastructure improvements needed to realize economic development potential

- I-65 - I-55 Toll way is a key to future growth
- From Kankakee/Will County line to Chicago has least at-grade crossings in nation – promoting high-speed rail.
- Passenger and freight rail need to be a part of long-range plan for community. Upgrade substandard interchanges.
- Water capacity no limit. Regional sewage treatment not a problem.
- Fairgrounds should be relocated.

3.0 LAND USE ANALYSIS AND RECOMMENDATIONS

3.1 SCOPE AND INTENT OF ANALYSIS

The intent of the land use analysis portion of the study is the same as that of the study itself. Thus, the intent of the land use analysis is to: a) promote compatibility between the Kankakee Regional Airport and surrounding uses of land; and b) promote economic development within the Study Area. In order to do this, it must be recognized that the airport facilities may need to be expanded at some point in the future in order to meet the needs of Kankakee County.

The prime determinant in any potential expansion of the airport is increased demand for air travel. Since it is not possible to determine whether, and by how much, demand for air travel will grow in the future, the question of whether airport expansion will be needed cannot be answered at this time. Wise and prudent facility management dictates that plans for potential expansion be investigated and that the ability to expand is preserved in case it is needed. Preserving the ability to expand is a central consideration in this land use analysis.

3.2 DEFINING INFLUENCES

In assessing land use policy within the Study Area, it is important to identify existing influences that help determine what the pattern of land use in the area should be. Several existing conditions/influences were identified, including: a) existing land use patterns; b) the existing road network; c) environmental conditions; and d) development trends. Each of these is discussed, below. It should be noted that a series of existing conditions maps of the Study Area are presented in Exhibits 2-1 through 2-5.

Existing Land Use Patterns. A point of departure for any land use analysis is the pattern of existing land use. In most cases, the existing pattern of land use will extend into the future. While much of the Study Area is in agricultural use and is subject to potential development, the use of developed property must be considered when assessing future land use policy. Key observations regarding existing land use within the Study Area include:

- Agricultural use currently is the predominant use surrounding the airport.
- Rural residential use exists within these agricultural areas, attracting residents who would rather live in the open country than in cities.
- A band of urban residential use exists along the northern portion of the Kankakee River, providing residences with direct access to the river.
- A new urban residential subdivision was recently constructed north and west of I-57 and south River Road. This new subdivision is not in a direct line of the flight path to

the airport's northeast-southwest runway, but comes close to it. This new development is evidence of the need to coordinate land use to ensure conflicts with airport operations do not arise.

- State Route 45/52 is the primary location for commercial use in the Study Area, particularly north of I-57. Much of this commercial use is new development immediately north of I-57 and including a Wal-Mart and a Hilton Gardens Inn. Other commercial uses are older and not state-of-the-art in terms of development standards.
- Older industrial uses also are present in the Study Area. The primary industrial area is located north of I-57 and west of Route 45/52. Another smaller area is located south of I-57 and west of Route 45/52.

Much of this existing land use pattern should be expected to continue into the future. The most significant change is expected to be the conversion of agricultural land to urban development. Another, more modest change, would be the redevelopment of older, obsolete uses located along Route 45/52 to make way for modern commercial/retail uses.

Existing Road Network. The existing road network has the greatest effect on land use of any existing condition. The road network is characterized by a hierarchy of roads serving different functions. At the highest level are the region-serving roads in the form of I-57 and Route 45/52. A small number of collector roads provide connections between the regional roads and local roads providing direct access to parcels. The local roads are comprised of urban streets and rural roads, depending on the type of land use they serve.

In terms of influencing future land use and development, I-57 and Route 45/52 have the greatest influence. Land around the interchange is suitable for commercial development by virtue of its high visibility and traffic volumes. Land along I-57 has potential for office/industrial development, using the interchange as the primary means of accessing the regional transportation network. Land along Route 45/52 north and south of the interchange area has potential for commercial use, as well as other uses. Significant roadway improvements, including new roads, would be needed to develop much of the agricultural land within the Study Area.

Airport Compatibility. Since one of the goals of this study is to promote compatibility between the airport and surrounding uses, it is important to assess the considerations for compatibility. There are several types of issues involved in land use compatibility around airports. Some of these are technical and specific to a narrow range of uses and generally do not affect broad land use policy. For example, height restrictions are an important element to ensure safety along runway flight paths. These height restrictions do not affect most market-oriented land uses, such as commercial/retail, office, industrial and residential. These uses are not likely to take the

form of six to ten story buildings, at least within the Kankakee County area. The types of uses most likely to cause incompatibility due to height are communications towers, and wind-based power generation towers.

There are two areas of airport compatibility that are most critical to local land use policy makers; 1) noise; and 2) traffic. These are impacts that surrounding land uses find most objectionable about the proximity of an airport. These are also impacts that can be controlled with good land use planning.

With respect to noise, the most sensitive land use is residential. Most complaints about airport-generated noise come from nearby residential uses. The best way to minimize noise impact is to restrict residential land use/development from areas close to the runway flight paths. This can be effectively accomplished at the land use policy level and is addressed later in this study.

With respect to land-based automobile traffic, the airport does not currently generate the level of flights and airport-related activities to produce significant traffic impacts. However, should activity at the airport increase, such impacts could arise and should be addressed in terms of the future road system.

Environmental Conditions. Conditions within the natural environment also influence land use considerations within the Study Area. The most significant environmental condition is the presence of the Kankakee River and Iroquois River along the eastern edge of the Study Area. This feature defines much of the landscape within the area. A broad floodplain area from the rivers occupies much of the eastern portion of the Study Area, which effectively restricts development within its boundaries. Pockets of wetland and floodplain exist in other portions of the Study Area. These are important at a site level, but do not significantly constrain overall development patterns.

Development Trends. The trend of development also plays a major role in setting policy for future land use. Land use trends, like any trends, are subject to interpretation. The development trends that the consultants believe influences future land use policy are outlined below.

- *Commercial development at the I-57/Route 45/52 interchange.* The emergence of this interchange area as a focus for commercial development serving the region is a major trend. None of the other interchange areas within the region combine easy on-off access within land available for development. Given the synergistic nature of commercial areas, it is likely that more commercial/retail development will locate in this area. Smaller-scale commercial uses will gravitate to Route 45/52 north of the interchange.

Large-format commercial uses will likely locate south of the interchange to take advantage of visibility from I-57.

- *Redevelopment of obsolete uses along Route 45/52.* While this trend has just begun to manifest itself, the redevelopment of older, obsolete uses along Route 45/52 north of the interchange is something that should be expected to make way for newer, more modern commercial/retail uses drawn to the commercial strength of the interchange area.
- *Future office/industrial development.* What is notable about office/industrial development within the Study Area is its absence. An abundance of suitable office/industrial sites exist with frontage along I-57 with easy on-off access, but development has not occurred. This illustrates that even with suitable land use conditions present, development will not occur if market forces are not supportive.
- *Absence of residential development.* No trend toward residential development has emerged within the Study Area. A recent residential subdivision was undertaken immediately west of I-57 and south of River Road. However, development has stalled and this development cannot be considered trend-setting in terms of other residential development being drawn to the area. Most of the land east of the airport is not suitable for residential development due to floodplain conditions and incompatibility with the airport. Land south of the airport is far removed from established communities and is not viewed as a likely location for urban residential development.

3.3 GENERALIZED LAND USE PLAN

The Generalized Land Use Plan is based on: a) an analysis of existing conditions; b) compatibility with the airport and its potential expansion; and c) opportunities for economic development. The plan is intended to serve as a guide to help inform future land use policy decisions. It is anticipated that the plan will eventually represent binding land use policy when the plan is formally adopted by Kankakee County, the City of Kankakee, the Village of Sammon's Point and other jurisdictions within the region.

3.3.1 Major Land Use Policies

The Generalized Land Use Plan, presented on the following page, provides a visual depiction of the recommended policies for future land use. The major policies and objectives represented in the plan map are outlined below.

Plan for 20 Year Horizon.

The plan seeks to establish land use policy that will serve the region for the next twenty years. Thus, the plan does not seek to establish policies for the ultimate build-out of urban development, only for a time period within which reasonable projections for urban development can be made. For this reason, much the study area is designated for “agriculture, open space and rural residential use.”

Promote Compatibility with the Airport. The proposed pattern of future land use was formulated to promote compatibility with the airport, including any future airport expansion. This has been accomplished by restricting residential development around the airport and along runway flight paths. The plan also reflects improvements to the road network to serve the airport should its runways be expanded.

Restrict Urban Residential Development. In addition to restricting residential development around the airport, the plan does not provide for the expansion of urban residential development within the Study Area. No trend for urban residential development was evident that suggested a need to devote a portion of the Study Area for residential use. Furthermore, areas east and south of the airport were seen as not suitable for urban residential development for reasons of environmental conditions, airport compatibility and lack of access to community services. The expansion of rural residential use can take place within the “agriculture, open space and rural residential” use category.

Protect Existing Residential Uses. The plan seeks to protect existing residential uses by minimizing the introduction of non-residential uses adjacent to existing residential uses. This is particularly important for rural residential uses. In addition, the proposed expansion of the road network is designed so that no residential properties will need to be acquired. While the protection of existing residential use is an important policy, it does conflict with the policy of promoting commercial development along Route 45/52. An existing residential subdivision and scattered other residences along Route 45/52 will be subject to expanded commercial development, which is, regrettably, unavoidable.

Promote Commercial Development along Route 45/52. One of the most promising areas of economic development is the potential for expanded commercial/retail development along Route 45/52, including the I-57 interchange area. The portion of the Route 45/52 corridor north of the interchange area is seen as a viable commercial corridor and gateway into the City of Kankakee. The redevelopment of older obsolete commercial and industrial uses along this corridor is included in this policy. The expansion of large-format commercial development is provided for on the southeast quadrant of the interchange, where a significant area of existing agricultural land is designated for commercial use.

Allocate Land for Office/Industrial Development. A significant amount of land is suitable for office/industrial development within the Study Area. How much land will be developed for office/industrial use is difficult to project. Current market conditions are not strong and there is ample land available for office/industrial development in other portions of the region.

Nonetheless, the plan allocates significant lands for this use under two separate categories. The “office/business park” category is located off the southeast quadrant of the interchange and is intended to serve businesses that want a clean, campus-like environment. The second category, “industrial/employment” is intended to serve a broader range of users, including heavier industries and is located in the southwest interchange quadrant.

Allocate Land for Airport Related Uses. Many airports support a range of uses directly associated with airport operations. These uses can include air cargo facilities, aircraft maintenance and other similar uses. Most of these uses require direct access to the airport’s runways. Thus, it is important to allocate sufficient land adjacent to the existing and potential runway expansions to provide space for these uses. These uses can be a key element of economic development and provided for under the category “airport related development.”

3.3.2 Improvements to the Road Network

Some upgrades to the road network will be needed to allow for potential airport expansion and to promote economic development. The upgrades proposed are identified on the Generalized Land Use Plan. These improvements consist of:

- Adding a frontage road extending south and west from the southwest interchange quadrant to 5,000 South. This road is needed in order to attract industrial uses, many of whom want frontage along an interstate highway.
- Extending River Road to the southwest within a new right-of-way to be located further away from the river and outside the floodplain. The existing right-of-way should then be dedicated to a pedestrian/bike trail.
- Extend and upgrade 4,500 South to serve as the main entrance to the airport if and when runway expansion occurs. It should be noted that runway expansion, if it occurs, would take place at some point in the distance future.
- Vacate portions of 4,000 South to allow for runway expansion. It must be stressed that portions of 4,000 South that serve existing residential uses will not be vacated and will continue to provide adequate access to those residents.
- Plan for a new off-ramp for north-bound traffic at the I-57/Route 45/52 interchange to support new development.

- Provide for a continuous pedestrian/bike trail paralleling the river from the northern limits of the Study Area to the southern limits.

4.0 RECOMMENDATIONS FOR DEVELOPMENT STANDARDS

This section of the report presents recommendations for development standards to help guide the form and appearance of new development. Land within the Study Area has the potential to accommodate a significant amount of new development, representing an important increment of economic development for the region. The development standards applied to this new growth will influence the amount of development that occurs. Standards that are too restrictive or do not relate to the type of development proposed will suppress new development. Conversely, standards that are not restrictive enough and do not ensure adequate quality control will not promote the full development potential of the area.

The intent of this section is to provide guidance for the application of appropriate development standards to the Study Area. Thus, a complete set of development standards is not provided, but rather, recommendations for development standards that can serve as the basis for actual regulatory documents.

4.1 APPLICABILITY OF THE TRI VILLAGE DEVELOPMENT REGULATIONS

A model for a fully formed set of development regulations is the Tri-Village Development Regulations. This document was prepared to establish common development regulations for the Villages of Bourbonnais, Bradley and Manteno to be applied to the proposed new I-57 interchange area at 6,000 North. The Tri-Village Development standards represent a logical “point-of-departure” for standards to apply to the Study Area. Camiros endorses the concept of regional development standards. Some adjustment of these standards may be appropriate within the Study Area to address site-specific conditions and advance economic development. In Camiros’ review of these standards, several points of potential adjustment are identified in terms of the application of the Tri-Village Development Regulations to the Study Area.

- **Differentiation Between Use Standards.** One of the areas of concern Camiros has with the Tri-Village Development Standards (TVDS) is that the same or similar standards are applied to different uses. It is Camiros’ opinion that industry norms for development standards differ depending on the use. For example, a frontage setback standard that might be appropriate for a large corporate office use would not be appropriate for a smaller retail use. The same holds true for landscaping, signage and other development standards.

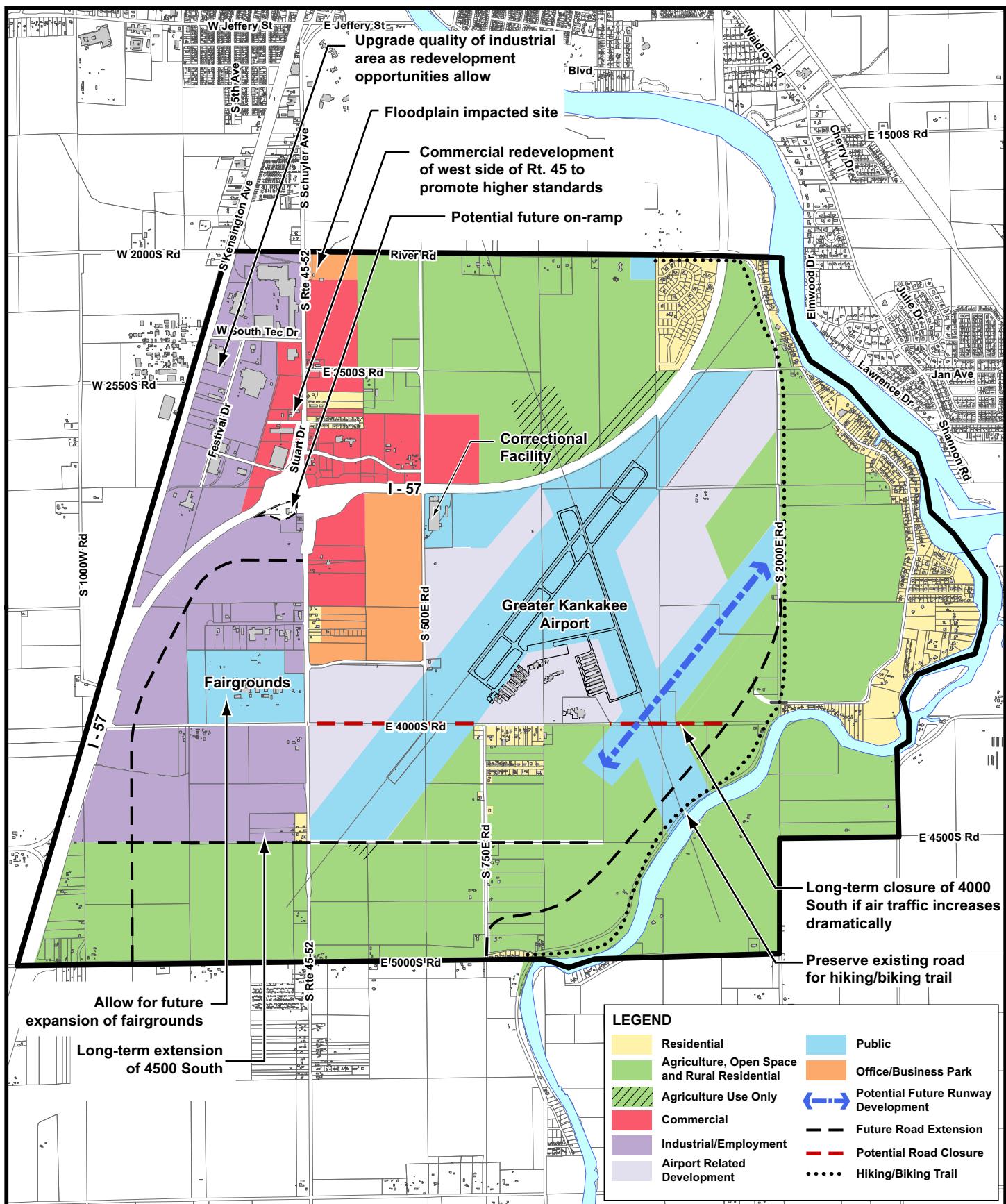


Figure 1
Generalized Land Use Map

Land Use, Transportation and Economic Development
 Study for the Greater Kankakee Airport
 Kankakee County, Illinois

500,000 2,000 Feet
 CAMIROS
 October 21, 2008

- **Curb Cut Spacing**. The TVDS establishes some aggressive standards for the spacing of access points off major roads. State routes require $\frac{1}{4}$ mile separations and arterial roads 600 feet. Camiros does not believe either standard would apply to Route 45 north of the interchange, where existing development already has more frequent access points. We think an access control plan should be prepared to identify where points of access should be located, taking into consideration likely redevelopment, potential shared access, signalization and turn lanes. This plan should recommend the formulation of an access control plan for Route 45/52.
- **Underground Utilities**. Requiring underground utilities for new industrial parks and business parks is given. It may be more problematic within areas of existing development, and should be assessed on a case-by-case basis.
- **Frontage Setbacks**. The frontage setback of 200 feet along I-57 and 50 feet along state routes is aggressive, and might be too aggressive. Potential retail uses in the southeast quadrant of the I-57/ Route 45 interchange would object to a 200 foot landscape setback. Their objection would be based on what they need to be successful and competitive. Similar objections would be raised by retail uses regarding the 50 foot landscape setback along Route 45. The fractured ownership of smaller parcels along Route 45 north of the interchange makes it harder to adapt to larger setbacks.
- **Landscape Requirements**. Applying the same landscape material requirements on office/industrial uses and retail uses could be problematic. Retail uses will object to shade trees and large evergreens that will obstruct visibility. Camiros recommends landscape material standards conducive to retail development and will formulate specific recommendations.
- **Parking Lot Landscaping**. Standards based on a minimum percentage of landscape area within a parking lot are generally preferable to parking space based standards. The former allow for greater flexibility and usually produce better design.

4.2 RECOMMENDED STANDARDS FOR COMMERCIAL/RETAIL DEVELOPMENT

As noted above, the Tri-Village Development Regulations apply, for the most part, the same standards to different land uses. In some cases, specialized standards are needed to meet the needs of individual land uses. The land use type that would benefit the most from specialized standards is commercial/retail. Retail development is highly competitive, and only the best located and designed developments can successfully capture the retail expenditures that drive this land use. This is also the land use that has shown the most recent activity within the Study Area. For these reasons, Camiros has focused this discussion of development standards on commercial/retail use.

As discussed in the *Land Use Analysis and Recommendations* section, the emergence of commercial development at the I-57/Route 45/52 interchange is a significant development trend. Additional commercial development can be expected to occur elsewhere along the Route 45/52 corridor. The opportunity exists to guide this new development into a form that is well organized, attractive and promotes economic development in other parts of the Study Area.

4.2.1 Commercial Development Access Control

Commercial development will occur in primarily two forms; a) lot-by-lot development, and b) multi-use commercial centers. Both forms of development need to be accommodated. Lot-by-lot development is more problematic because it presents issues of access to individual, smaller lots. Multi-use commercial centers often are processed as planned developments, allowing a unified approach to access/circulation as well as many other aspects of site design.

The portion of the Route 45/52 corridor north of the interchange is likely to be developed through both forms of development. An approach to controlling access through managing curb cuts is needed. It is recommended that a separate access control study be undertaken to pre-plan curb-cuts along this portion of the corridor. Within the scope of this study, a series of recommendations have been prepared to initiate consideration of access control. Figure 2, Commercial Development Access Control, provides a graphic depiction of these recommendations, which include:

- Establishing a minimum distance between full access intersections, with an initial standard of 400 feet recommended.
- Full access intersections would be provided in the form of stub streets within right-of-ways 50 feet wide and 100 feet long. Adjacent properties would connect into these stub streets to obtain access. This provides a means for local government to control access to

development parcels. Obviously, stub streets would augment existing full streets that intersect with Route 45/52.

- Cross access agreements would be required between adjacent parcels to provide all parcels a means of connection to stub streets. Cross access agreements would be required as a condition of connection to stub streets.
- Right-in/right-out drives would be permitted to provide each parcel with limited individual access onto Route 45/52.

These recommendations illustrate how access could be controlled with lot-by-lot commercial development. Regulations could be adopted that requires larger development sites, which would promote development in the form of multi-use centers. However, existing development along Route 45/52 has produced legal lots of record that must be granted development rights, including access. Thus, some lot-by-lot commercial development will occur and these recommendations should be considered as a means of controlling access in order to avoid traffic congestion and promote a high standard of development.

4.2.2 Building and Landscape Setbacks

The application of appropriate setbacks is critical to commercial/retail development. Retail development depends on drawing motorists into the business by presenting the building and site improvements to the road frontage in a way that attracts attention. If the design of the retail use is poorly done, this appeal for attention is unattractive and obnoxious. If done well, it is attractive and helps make the business successful.

The setback standard in the Tri-Village Development Regulations, 50 feet for both building and parking, was considered too restrictive to apply to all forms of commercial use. Larger uses, such as the Hilton Garden Inn and the Wal-Mart, could be successful with these setbacks because their buildings are large and highly visible. Smaller uses would have difficulty being seen with a 50 foot landscaped setback. Figure 3, Building Setbacks and Figure 4, Landscape Areas, illustrate these recommendations.

- A recommended 25 foot minimum front yard building setback.
- A recommended 20 foot minimum front landscape yard.
- A 5 foot minimum building and landscape side yard setback.
- A 10 foot minimum building and landscape transitional yard adjacent to residential uses.
- Required foundation planting areas on public sides of buildings.

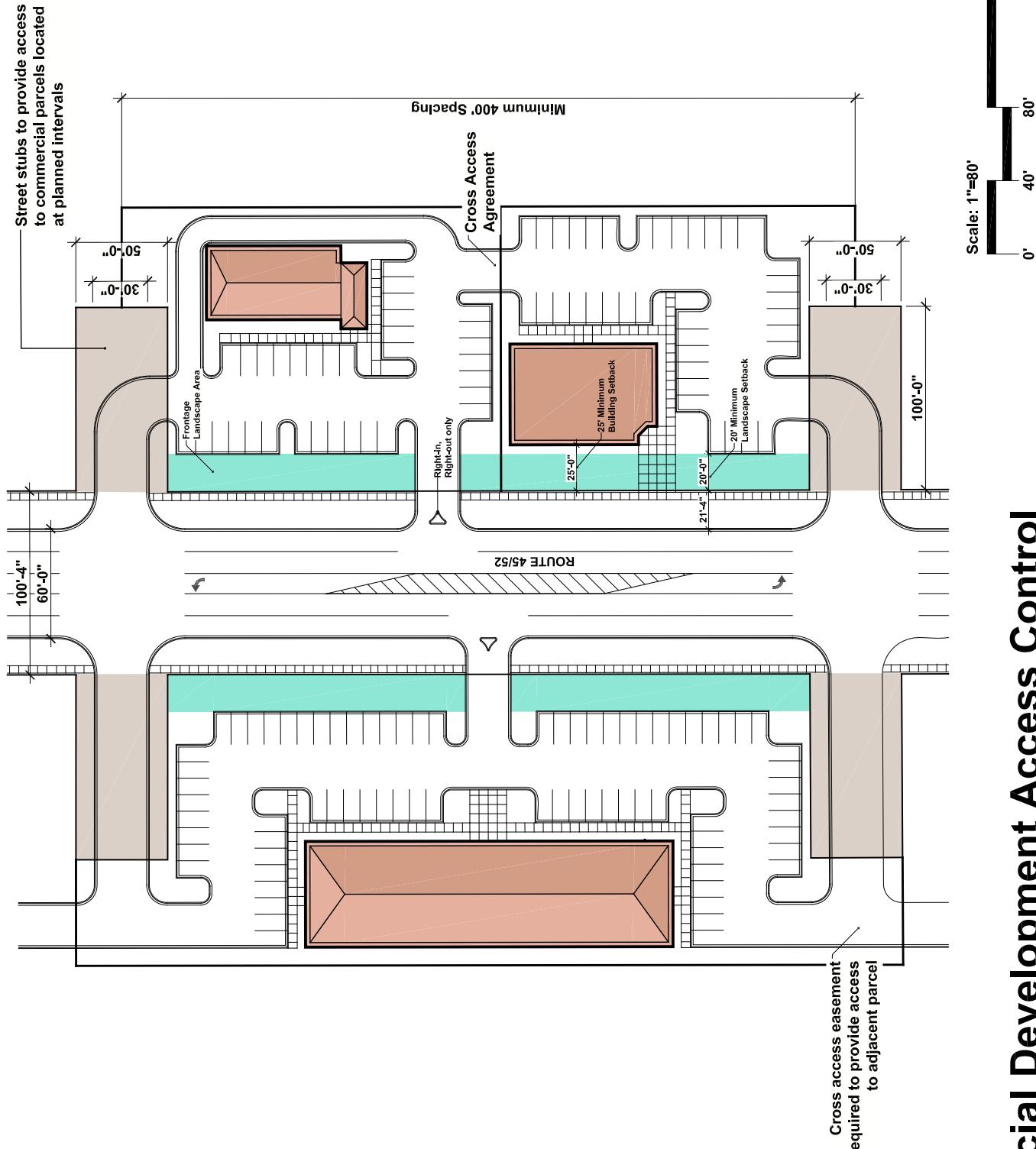


Figure 2
Commercial Development Access Control
Kankakee, Illinois

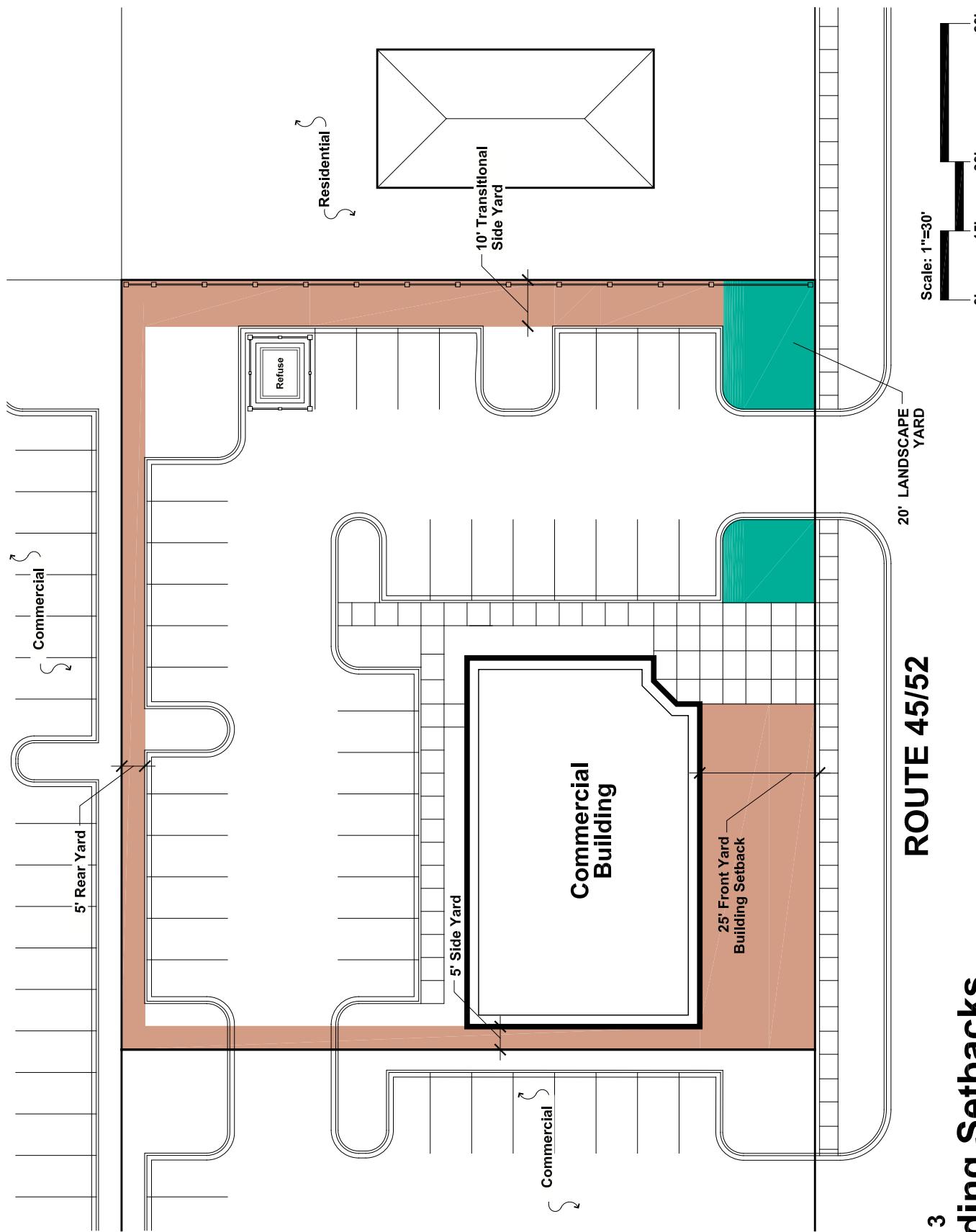


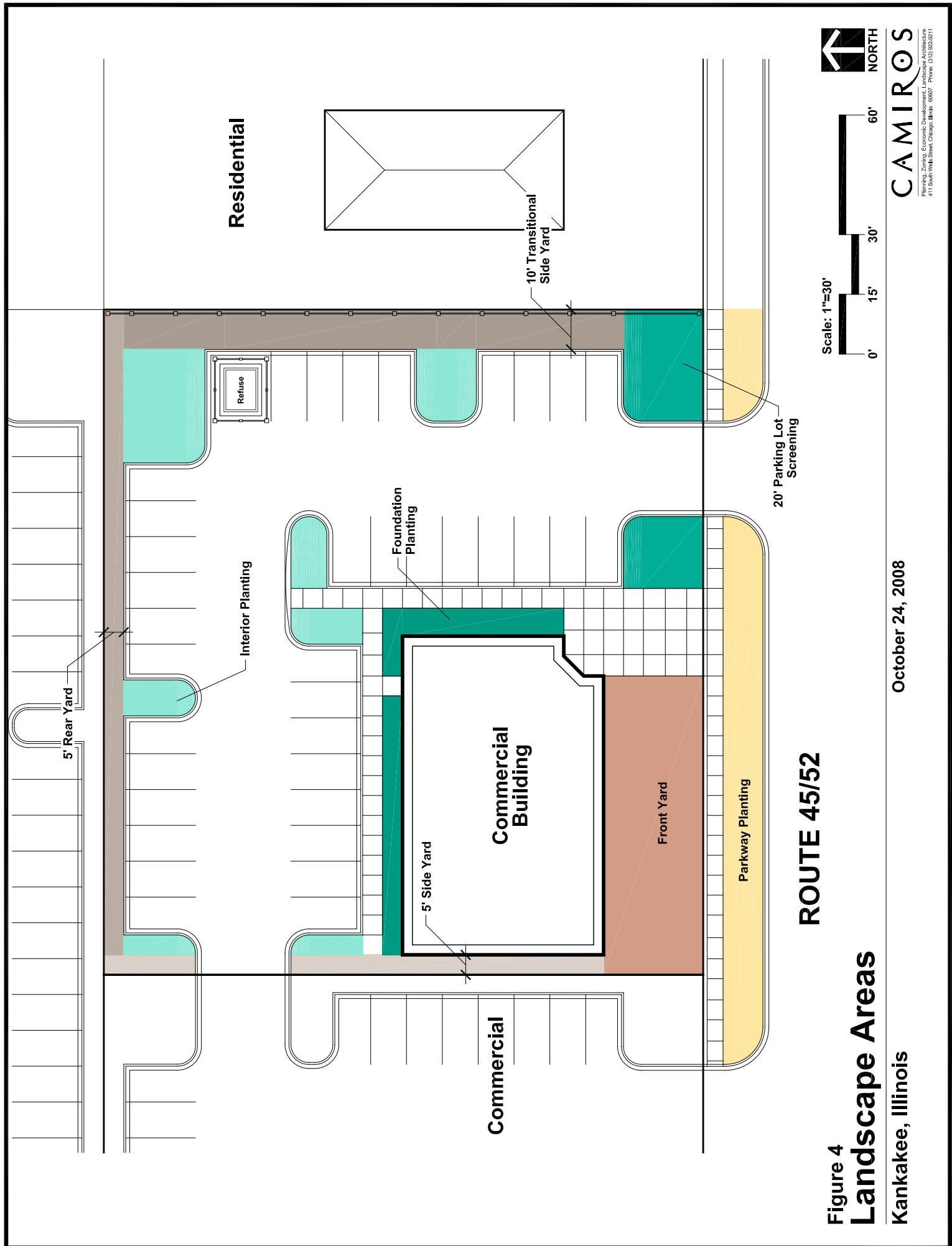
Figure 3
Building Setbacks
Kankakee, Illinois

October 24, 2008

CAMIROS
Platinum Zoning, Economic Development, Landscaping, Architecture
411 South Wells Street, Chicago, Illinois 60607 Phone: (312) 322-0211

Scale: 1"=30'
0' 15' 30' 60'

NORTH



4.3 COMMERCIAL/RETAIL DEVELOPMENT STANDARDS

With the preceding discussion of access control and setbacks, it is now appropriate to present recommended development standards for commercial/retail use.

4.3.1 Building and Architectural Standards

A. Building Setbacks

- Front: 10'
- Side: 5'
- Rear: 5'
- Transitional Yard: 10'

B. Screening of Rooftop Equipment

Buildings should include an extended parapet wall to screen for rooftop mechanical equipment.

C. Fenestration

- Commercial facades should attain 40% fenestration (% fenestration = total window and door area, not including mullions, in the commercial frontage area/commercial frontage area between the ground plane and the bottom of the awning/signage zone).
- Commercial facades should maximize window area between the knee wall and awning/signage zone.
- Commercial window trim should be designed to compliment other exterior building details.

D. Exterior Materials

- Materials with low durability and high maintenance needs, such as EFIS or Dryvit, should be avoided on ground floor facades.
- Low-cost materials, such as EFIS or Dryvit, may be used for up to fifty (50%) percent of the portion of the façade above the awning/signage zone.
- Pre-fabricated building systems that result in large, plain surfaces should be avoided.
- No corrugated metal or industrial materials should be used on exterior facades.

E. Side Facades

- Side facades materials should be consistent with the front façade of the building.
- Side facades should include similar façade elements as the primary frontage.
- Side facades should use design elements and details consistent with the front façade, especially in larger buildings where several facades may be seen simultaneously from a distance.

F. Rear Facades and Entrances

- Rear façade building materials may differ from those on the front façade, but should be ornamental in nature and break-up large expanses of wall area.
- Rear entrances should clearly identify commercial tenants and be adequately lit for safety and security.

G. Awnings

- Awnings are encouraged at the ground floor, especially on larger buildings where the building alone does not define an appropriate pedestrian scale at the sidewalk.
- Awnings may be made out of fabric or metal, and may be retractable or permanent.

- Awning design should reflect the general character of the building design, and should be installed at a height consistent with surrounding building design.

H. Utility and Mechanical Equipment

- Building HVAC systems should be placed on roof tops and invisible from the front sidewalk, or at grade behind the building and fenced in with an enclosure that reflects the design of the building.
- Whenever possible, utility meters should be located so that they are not visible from front or sidewalks.
- Any ventilation vents that must be outlet through an exterior wall should be placed on the rear façade, if possible.

4.3.2 Landscape Standards

Landscape standards are intended to preserve and enhance the appearance of the retail environment. Proper landscaping contributes to the local environment by enhancing its character and scenic beauty, providing clean air, reducing noise, preventing erosion of topsoil, reducing the rate of stormwater runoff, providing nesting areas for wildlife, conserving energy and providing shade and windbreaks. These requirements are intended to increase the compatibility of adjacent uses, and minimize the adverse impact of noise, dust, motor vehicle headlight glare or other artificial light intrusions, and other objectionable activities or impacts conducted on a commercial property.

General Design Requirements

All commercial sites shall require submission of a landscape plan. This plan shall include the following landscape elements.

- Plant material should be designed to reduce energy consumption needs of the development. Deciduous trees should be placed on the south and west sides of buildings to provide shade from summer sun. Evergreens and other plant materials should be concentrated on the north and west sides of buildings to dissipate the effect of winter winds.

- The following are the minimum installed sizes for all plant material:

Shade Tree: two (2) inch caliper

Evergreen Tree: eight (8) foot height

Ornamental Tree: seven (7) foot height

Shrubs: twenty-four (24) inch height, for parking lot screening, otherwise shrubs heights may vary according to species and design concept

- Ornamental grasses may be substituted for shrubs at a rate two to one (2:1) grasses to shrubs. To qualify for this substitution rate, grasses must measure a minimum of three (3) feet in height at its peak growing season.
- Significant existing vegetation shall be preserved through careful and innovative site design, if feasible. In particular, large trees and/or native plant communities on individual sites are considered significant vegetation.
- All required parking lot landscaping shall be protected with a six (6) inch curb or concrete wheel stop.
- Chain-link fencing is prohibited.

On-Lot Landscape Standards

All open areas shall be landscaped including the building foundation area. Reductions to the landscaping requirement may be obtained by including right-of-way plantings, preservation of existing natural vegetation, and/or native landscape materials around detention and retention basins.

Requirement:

- At least twenty-five (25) percent of the lot or parcel being developed shall be landscaped. Interior parking lot requirements are not included in meeting this amount.
- Of the total area being landscaped, there shall be at least one tree for every 300 square feet of landscaped area. One-third of all trees planted shall be evergreens, one-third ornamental trees and one-third shade trees, except in naturalized areas.
- Of the total area being landscaped, there shall be one shrub for every 100 square feet of landscaped area.

- Landscape areas outside of shrub and tree masses shall be planted in turf or other live groundcover.

Landscape Yard along Route 45/52

All development sites must provide a landscape buffer along Route 45/52. Landscaping may consist of existing vegetation and/or new landscape materials. Flexibility is provided to permit required landscape material to be clustered in groupings, and/or to be located at alternative locations on the site where existing conditions make it prohibitive for the landscaping to be planted within the required setback area.

Requirement:

For every one hundred (100) linear feet of Route 45/52 frontage, a minimum of the following plant material shall be installed:

- A twenty (20) foot wide perimeter landscaped area shall be provided as measured from the right-of-way line.
- Two (2) canopy trees
- Four (4) ornamental trees
- Fifteen (15) shrubs or ornamental grasses
- Groundcover of transitional yards shall be comprised of turf, groundcover, shrubs or ornamental grasses.

Landscape Yard Parking Lot Screening

Perimeter parking lot landscaping provides for the enhancement and screening of parking lots by requiring a scheme of pedestrian walls and/or landscaping along public streets. Perimeter landscaping shall be required for all parking lots and shall be established along the edge of the parking lot. Landscape material for the parking lot screening area is an additional requirement for the Landscape Yard and does not count towards interior parking lot requirements.

Requirement:

- One shade tree per thirty (30) feet.

- Structural screening of parking shall be provided screening at least 50% of the parking along the frontage. Structural screening may consist of: a) a masonry wall; b) ornamental fence; c) earthen berm; or d) or combination thereof.
- For every three (3) feet of perimeter yard length, one (1) shrub, measuring a minimum of two (2) feet at planting and reaching a minimum of three (3) feet in height at maturity. Shrubs may be spaced at various intervals, but the total number of shrubs planted shall be no less than the amount required by a linear planting spaced three (3) feet apart.
- Groundcover shall be comprised of turf, groundcover, shrubs or ornamental grasses.

Transitional Yard

Where the commercial use abuts a residential use, a transition yard shall be provided in interior side or rear yards. This yard is an individual requirement and shall not be counted towards interior parking lot requirements. Transition yards may be located within required yards, and shall be reserved for the planting of material and installation of screening as described below.

Requirement:

- A ten (10) foot wide perimeter landscaped area shall be provided as measured from the property line.
- Mix of shade trees and evergreen trees planted on an average of one tree for every twenty-five (25) feet. Trees may be grouped or staged to maximize their effect.
- An opaque stone or brick wall or solid wood decorative fence, with the finished side of the fence facing the adjacent property, or dense landscape hedge, 6 feet in height shall be constructed along the length of the property line.
- Shrubs shall be planted on an average of one shrub for every 5 feet of yard length.
- Groundcover of transitional yards shall be comprised of turf, groundcover, shrubs or ornamental grasses.

Loading Berths:

Where feasible, loading berths shall be located and oriented so as not be visible from the street and adjacent properties, while still allowing access to the use it is serving. In addition, loading berths shall be screened as much as possible, unless such screening is determined unnecessary by the body approving the landscape plan. Such screening shall consist of a solid wood or simulated wood fence or masonry screen wall to a height of no less than six (6) feet. A dense evergreen hedge may be substituted for a fence or wall, subject to the approval of the landscape plan.

Outdoor Storage Areas:

All outdoor storage areas shall be completely screened by a solid wood or simulated wood fence or masonry screen wall to a height of no less than six (6) feet but no more than eight (8) feet. Where feasible, plant materials shall be installed along the fence or wall located along the public right-of-way to provide a softening effect. No materials stored outdoors shall be of a greater height than that of the required fence or wall.

Outdoor Display Areas:

When the rear or interior side yard of an outdoor display area abuts a residential use, or the rear yard is separated from a residential use by an alley, the outdoor display area shall be effectively screened from view by a solid wood fence, masonry screen wall, or dense hedge at least six (6) feet in height.

All outdoor display areas shall be designed with a landscaped yard along the public right-of-way, excluding alleys, a minimum of five (5) feet in width and planted with shade or evergreen trees at a rate of one (1) tree per twenty-five (25) feet, and supplemented with shrubs and perennials to enhance the view from the public right-of-way. These screening requirements are not intended to prohibit openings reasonably necessary for access drives and walkways.

Drive-Through Facility:

Drive aisles of drive-through facilities shall be effectively screened from view along the public right-of-way and at the edges of sites adjacent to residential uses in order to minimize the impact of exterior site lighting, headlight glare and any menu intercom displays. Such screening shall be approved during the site plan review process and shall consist of a solid wood or simulated wood fence, masonry screen wall, or dense evergreen hedge at least six (6) feet in height. Plant materials shall be installed along the fence or wall to provide a softening effect.

Interior Parking Lot Landscaping

For parking lots consisting of ten (10) or more spaces, interior parking lot landscaping shall be required. Ten percent (10%) of the total parking lot area shall be landscaped with parking lot islands and landscape areas. The parking lot screening and transitional yard requirements shall not be include toward satisfying this requirement.

Requirement:

- Ten percent (10%) of the total parking lot area shall be landscaped with parking lot islands and additional landscape areas.
- Rows of parking spaces shall be terminated by a landscaped parking island. This island shall be at least seven (7) feet in width as measured from back of curb to back of curb.
- Shade trees shall be the primary plant materials used in parking lot islands with ornamental trees, shrubbery, hedges or other plant materials used to supplement the shade tree plantings; some view corridors into the site may require ornamental trees and grasses.
- A minimum of one (1) shade tree shall be provided for every parking lot island. If the island extends the width of a double row, then two (2) shade trees shall be provided.
- A minimum of 75% of every parking lot island or landscaped area shall be planted in turf or other live ground cover, perennials, shrubs or ornamental grasses.

Screening Requirements

Additional screening shall be required for all refuse disposal dumpsters, refuse storage areas, loading berths, outdoor storage and display areas, and drive-through facilities. These requirements are as follows:

Refuse Disposal Dumpsters and Refuse Storage Areas:

Refuse disposal containers, recycling containers, and refuse and recycling storage areas shall be screened on three (3) sides by a solid wood fence or masonry screen wall to a height of no less than six (6) feet but no more than eight (8) feet. Where required, the dumpster enclosure shall be gated, and situated on a concrete apron that extends a minimum of six (6) feet beyond the opening of the enclosure, so as to support the width of the waste disposal vehicle during unloading. All refuse shall be stored within the covered refuse disposal containers.

Stormwater Management

Natural drainage systems are encouraged. If stormwater detention is required, it must be designed as a naturally configured pond, recreated wetland, or dry detention area and in conformance with the County's Stormwater Ordinance, or applicable municipal stormwater regulations. Pond edges and drainage channels shall be protected from erosion by natural aquatic vegetation, whenever possible.

5.0 MARKETING PLAN FOR KANKAKEE COUNTY AND THE KANKAKEE AIRPORT BUSINESS PARK

Kankakee County is a diverse marketplace with considerable potential. The County has long supported economic development through a variety of organizations and initiatives. But it has met with only marginal success and has not, until now, forged tight, working partnerships between the public and private sectors. The creation of the *Economic Alliance of Kankakee County* ("Economic Alliance") changes all this. The Economic Alliance does not merely represent this year's latest organizational restructuring. It signifies a sea change in how business is conducted and elevates economic development to center stage with proper focus on business attraction, retention and expansion of the location's existing establishments. The presence of the Economic Alliance establishes a true identity for County-wide economic development, and is a clear statement of its importance to public and private leaders alike. It is essential that the entire community recognize this transformation and that the Economic Alliance embrace this expanded role with enthusiasm.



Collaborative promotion and marketing will be the cornerstone of the Economic Alliance's *business attraction* efforts, geared toward "growing the economic pie" for the entire County. Emphasis will be on uncovering and converting leads into actual business investment. This will involve precise industry targeting that leverages the capabilities of Kankakee County. The intent is to diversify the economic base through new domestic and foreign investment, and to infuse the County with added tax revenue and higher paying jobs for its residents.

Business retention and expansion initiatives will be built upon extensive employer outreach, leverage of experts, and rapid response to business issues and opportunities. The intent is to avert business outmigration or downsizing, neutralize business pirating from competitors, and encourage Kankakee County firms to invest locally rather than outside the County. A well-connected business retention and expansion program in Kankakee County will enhance supplier-consumer relations (local buying) and deliver pinpoint solutions to business problems.

*Economic Development Strategic Plan
Economic Alliance of Kankakee County*

Focus Alliance's marketing resources to grow and attract value-added investment and quality jobs in Kankakee County such as manufacturing, distribution, and technology.

Quality jobs are those that: a) pay living wages, b) offer career advancement potential, and c) allow workers to accumulate financial assets.

Marketing is inherently expensive. There are always more potential users than there are resources to reach them. As John Wanamaker famously noted, "I know half the money I spend on advertising is wasted, but I can never find out which half."

Target Marketing is about controlling four factors:

- Audience
- Medium
- Message
- Consistent, on-going funding

It is essential for the Alliance to manage all of these variables. And, since the Alliance does not have vast marketing resources, this marketing plan is based on the simple premise: *manageable and cost effective*. The tactics selected are proven to be the most effective in economic development. The approach is to minimize cost.

Consequently, the objectives and tactics are consistent with these limitations. They move the Alliance forward and provide opportunities to be aggressive. As new resources become available, it will be possible to engage in a broader array of marketing tactics.

5.1 MARKETING PREPARATION AND RESEARCH

5.1.1 Marketing Objective

Determine the condition of the Kankakee County workforce and available labor supply

5.1.1.1 Action

- Conduct a labor study to determine status of the workforce on:
 - Availability
 - Skill levels
 - Under employment
 - Commuters (outbound and inbound)
 - Define the labor shed for businesses located along I-57 corridor

5.1.2 Marketing Objective

Determine the condition of available buildings of 20,000 sq. ft. or larger in Kankakee County

5.1.2.1 Action

- Inventory each available building on quality, condition, usability
 - Grade A, B, or C class (A being best quality/newest and C being poorest quality/oldest)
 - Identify alternative uses for primary sector businesses beyond the most recent use, if any
- Upgrade Sites and Buildings database
 - Secure additional images (exterior, interior, and aerial) and perhaps interior video
 - Secure additional details for building profiles
 - Insure that all legitimate existing buildings and sites are posted on Illinois's site and building database and regularly update (on-going)
 - Use an MS Outlook alert/reminder to trigger quarterly review
 - Send e-mail to all brokers, land owners, community economic development officials asking for changes and additions
- Explore the potential of:
 - a speculative building in the Airport Business Park (see appendix)
 - Pre designed, pre approved building designed to meet the high standards of the Kankakee Airport Business Park to reduce the time required for a client to enter the park
 - Create a "Build to Suit Team" (investors, builders, land owners)
 - Formal structure for receiving and disbursing funds
 - Partnership agreement covering roles, responsibilities, cost, risk and revenue sharing
 - Promote "Build to Suit" available any property in Kankakee County on web site
 - Prepare a package of "standard building" templates which can be easily modified and quickly approved (office, light manufacturing, distribution, flex)
 - Promote on web site
 - Promote in post card campaign

5.1.3 Marketing Objective

Grow the resources available for marketing Kankakee County

5.1.3.1 Actions

- Secure new Alliance investors to fund external marketing
- Approach land owners, brokers and developers of co-funding specific marketing activities

- Form a marketing committee of individuals willing to provide assistance and/or access to in-kind marketing support

5.1.4 Marketing Objective

Expand and update marketing materials

5.1.4.1 Actions

- Craft marketing materials for targeted and opportunity-driven clients to supplement existing materials
 - Design for electronic distribution
 - Design in digital format for quick updating
 - Produce in short-runs on quality color printer
- Create marketing materials to address
 - Workforce availability and quality
 - “Build to Suit” Program
 - “Standard Building” template
 - A leave behind brochure for the BR&E team to address services, networks, follow-up contact, etc.
- Incorporate Alliance’s brand and theme throughout existing and new marketing materials
 - Revolving Loan Fund, pdf, on-line
 - Enterprise Zone Program, pdf, on-line
 - Industrial Park Inventory, (excellent) pdf, on-line
- Incorporate theme in web site
- Collect marketing materials from Kankakee County communities and partners to assess the messages, audiences, tactics, and results
 - Analyze partner marketing materials for gaps (missing information pieces) that can be developed and provided to partners by the Alliance
- Work toward coordination and partnership display of Alliance logo. Incorporate partner logos on web site
 - Meet with community partners to discuss joint and/or coordinated marketing
 - Explore joint funding of marketing initiatives

5.1.5 Marketing Objective

Create opportunities to generate press releases highlighting business and economic development success stories

5.1.5.1 Actions

- Distribute press releases to local, regional and metro electronic and print media. Topics could include:

- 2007 investment with individual case stories
- Business Retention and Expansion results and growth forecast
- Alliance joins MEGA Chicago
- Sites & Building technology brings national attention to Kankakee County's economic development resources

5.2 TACTICAL MARKETING EXTERNAL

5.2.1 Marketing Objective

Conduct a marketing campaign to attract attention of potential investors as well as influencers who can provide referrals

5.2.1.1 Actions

- Advertising is too expensive to be considered. Conduct an 18 month post card campaign (print and electronic)
 - Recruit building owners and/or brokers to co-fund building-specific marketing campaigns
 - Develop card concepts and designs in 6 month campaigns, 2 cards per month
 - Secure initial lists for geographic and industry targets
 - Target developers and brokers active in southern Metro Chicago, Northeastern Indiana, and target industries. Focus on available land and buildings, etc.
 - Target industries listed later
- Enhance the Alliance's web site
 - Incorporate theme – Partners in Progress – in the web site
 - Highlight "Sites and Buildings" with button or link on main page (frequently searched term) (www.lakecountypartners.com). The label "Properties" is not a common term. Should be replaced with "Sites and Buildings"
 - Describe site selection services on "Sites and Buildings" page. Provide e-mail link and phone number for immediate assistance
 - Add additional detail to improve the appearance of the "Sites and Buildings" (Available Properties) page
 - Describe prospect response and follow-up services, tour management, and network access to local and state community and economic development, utility company, chamber and others, for example:

- www.lakecountypartners.com/content/sites_building_information/default.asp
- www.mcedc.com/resources/site-selector-lois.html
- Expand web site demographic info with comparative metro area information
- Workforce is of critical concern to all employers. Show key workforce partners providing business services and training in the web site
- Infrastructure label is not clear. Change to transportation and utilities in index and on page
- Include write-ups on state incentives available to new and expanding employers plus link to the DCEO website, e.g. worker training
- Add ability to subscribe to the Alliance's newsletter via e-mail
- Add e-mail links for key contacts (board/staff page and "contact us" page)
- Add cost of living information to "Living" section
- The best external marketing investment is success with existing employers and internal marketing (see Internal Marketing)

5.3 TACTICAL MARKETING - INTERNAL

5.3.1 Marketing Objective

Grow and retain existing employers in Kankakee County

5.3.1.1 Actions

- Meet individually with key county employers including manufacturers and other primary sector business executives to discuss expansion opportunities and their needs using the Synchronist Business Information System in conjunction with regional partner ComEd.
 - Document executive testimonials and secure permission for use in publications and on the web site
- Monitor status of key County companies; review the list every two months if not more often for action, if necessary
 - High risk or threatened companies
 - High growth or companies with growth plans
 - High value companies
- Encourage networking among local industrial and business leaders through the Alliance

- Release Business Retention and Expansion findings at a widely promoted event including all interview participants, business executives, and community leaders
- Explore the possibility of a combined Business Appreciation / Annual Meeting to spotlight area employers as well as the organization
- Provide an Annual State of the County Economic Development Report summarizing economic growth and vitality in the County as part of Annual Meeting
- Sponsor with partners (public and private) a significant regional job fair to assist local employers and attract the attention of regional employers
- Demonstrate the unified approach to economic development in Kankakee County through the Alliance's participation in:
 - Mega Chicago
 - Will County Economic Development
 - Grundy County Economic Development
 - Illinois Department of Commerce and Economic Opportunity
 - Utility and rail road partners

5.4 TARGET MARKETING – INDUSTRY AND GEOGRAPHIC

Kankakee County's proximity to Metro Chicago is a significant advantage for marketing. It is also a disadvantage in that there are literally hundreds of other communities sharing proximity that investors would find attractive. The growth and development activity in Will County is also a bonus. This draws attention to opportunities throughout southern Metro Chicago.

Picking target industries for airport business parks is difficult because there is no specific industry that associates with an airport except those that are directly involved in air cargo, manufacture, remanufacture, and/or maintenance of existing aircraft. Outside of air cargo, any company in virtually any industry can elect to use aircraft in the movement of goods and/or people related to their business. In fact, based on our research, 85% of the companies based in airport business parks do not utilize the airport's facilities. Therefore, the airport competes like any other site for most of the investment. Also, while Foreign Trade Zones are touted as assets for airports, they have become nearly ubiquitous, diluting their value. Furthermore, NAFTA has further eroded the value of these foreign trade zones. Consequently, the effort and political capital required to secure FTZ status is of questionable value.

Targeting is an essential ingredient of effective marketing. The selection of the preliminary target industry list for Kankakee County is based on four factors:

- Existing industry base
- Analysis of regional economic development targets by allies (See appendix)
- General match with area strengths and weaknesses

- Alliance's marketing capabilities

While diversification is always an important goal, the targets proposed do not present major new industry clusters. At this stage of the development cycle, the Alliance is not prepared for the investment, time, and resources required to approach new industries. It is far better to build off of the strong, diversified base that exists in Kankakee County. Diversification opportunities can be added later when the Alliance has more experience, a successful track record, as well as more resources.

The six primary proposed target industries for the Alliance are:

- Metal fabrication (NAICS 332)
- Food processing (NAICS 311)
- Plastics (NAICS 326)
- Chemical (NAICS 325)
- Logistics/Distribution (NAICS 541)
- Administrative, support services, and call centers (NAICS 514, 561)

The two geographic targets are:

- Businesses identified as corporate aircraft owners (not commercial airlines) in Illinois, Indiana, Iowa, Michigan, and Wisconsin
- Employers of 35 – 200 employees in Southeastern Wisconsin, Metro Chicago, and Northwestern Indiana

5.4.1 Target Industry Lists

Company-specific lists can be acquired from a variety of sources such as Dun and Bradstreet, Info USA, Harris Directory, etc. Historically, we have found the sources to be of relatively equal quality. Acquired lists always include some bad addresses. And, because of executive movement, contacts that are no longer with the company are also a fairly common occurrence. In combination, about 30% of the records will be inaccurate for one reason or another. The advantage is the relatively low cost. A basic, low volume (under 1,000 records) list can be acquired for under \$0.50 per contact.

The Alliance can hire a consultant to develop and test a list if desired. This becomes quite expensive depending on the level of qualification desired. Basic name and address info will run about \$5 per contact with all info phone verified. Adding additional information can take the cost to \$15 to 25 per contact.

As a third alternative, the Alliance can build their own list from association directories or resource documents at the public library. This, however, takes a great deal of time. Nonetheless, the best list is a list that is built by the organization based on its selection criteria. Basic software

such as ACT! or Goldmine is available to organize and manage the list. In addition to the purchased list, these programs will easily accommodate prospects who follow-up and request information from the Alliance.

5.4.2 Marketing Objective

Build a company/contact specific distribution list for marketing

5.4.2.1 Actions

- Acquire the current version of ACT! or another contact management program if one is not already available.
- Acquire lists
 - Presidents and CFOs in companies with 35 or more employees and fewer than 201 in Southeastern Wisconsin, Metro Chicago, and Northwestern Indiana
 - Acquire a list of businesses identified as corporate aircraft owners (not commercial airlines) in Illinois, Indiana, Iowa, Michigan, and Wisconsin

5.4.3 Marketing Objective

Gather industry intelligence on target industries

5.4.3.1 Actions

- Compile industry profiles for target groups to identify location trends, needs, and preferences.
 - Participate as a member or attendee at conferences and professional associations within target industry sectors to a) gather intelligence on needs, and b) identify “qualified” suspects
 - Recruit business executives from area companies to provide industry expertise
 - Conduct web searches for available information from the industry, industry associations, and other economic development organizations
 - Recruit a student business or research class at one of the area colleges to assist with the research or hire a business desk librarian on a project basis for these services

APPENDIX

The Appendix contains information relevant to the choices made in the marketing plan from the selection of targets to the choice of tactics. Other elements are provided to frame a discussion stimulated by some of the tactics recommended.

1) General Aviation Airport Business Park Location Trends

The following bullets highlight the most significant trends pertaining to non-aviation related real estate development at public airports. Each of these trends impacts the choices to be made by the Economic Alliance.

- The term “airport” industrial/business park is used very loosely covering contiguous properties with runway access to locations on airport road.
- General aviation airports as well as commercial service airports are looking for revenue enhancement by developing business parks.
- Many airports have built substantial airport business parks with long lists of tenants.
- Many parks have some property available that offers direct taxiway access.
- Converted military bases have glutted the market with available airport buildings. These buildings can often be offered at very attractive, below market rates.
- More than 9,300 companies in the United States operate business aircraft. The 6,300 NBAA members, which include most corporate fleet operators, own approximately 8,700 aircraft. About half of these aircraft are jets. Turboprops account for about 20 percent, while piston-engine airplanes, turbine-powered aircraft, and helicopters account for the remaining 30 percent. Source: National Business Aviation Association (NBAA)
- On-going decline in private pilot ranks over two decades reduces the number of business executives with private aircraft and a personal connection to general aviation airports.
- Communities with former military bases often have access to federal funding for redevelopment/redeployment of these facilities.
- North American Free Trade Agreement (NAFTA) has reduced the importance of a Foreign Trade Zone where the market is North America.
- Tenants in airparks are predominantly mixed use parks including: cargo, manufacturing assembly, distribution, and office. The percentage of aviation-related industries is relatively small. This study found 441 of 523 businesses or 84% of the tenants were non-aviation related businesses. These findings have been verified through additional research.
- Few parks require airport usage as a condition of occupancy.

- Eighty-five percent of manufacturing prospects are looking for available buildings. Proximity to the airport is considered a “plus”.
- Air cargo consolidation is currently underway. Two examples include the pending closure of airport air cargo centers by DHL, Wilmington, OH and the already closed Kitty Hawk, Fort Wayne, IN.
- Cargo carriers like Fed Ex, UPS, and DHL overnight shipping operators, have been central to the development of a number of larger airport industrial parks such as Memphis (TN), Cincinnati (OH), Cedar Rapids (IA), and Louisville (KY).

2) Site Selection Factors

As noted earlier, the purpose of identifying community strengths and weaknesses is to help understand the potential for attracting corporate investment. These general strengths and weaknesses are only a starting point. Corporate investors use an array of site selection factors when making an investment decision. These factors differ by industry as well as by company within an industry. To demonstrate the differences, the table below looks at five industry sectors of interest to leadership in Kankakee County. In each industry, the top site selection factors are shown. As the table demonstrates, the factors change as well as the importance of the factor. Corporate decision-makers will invest a considerable amount of time and money to insure a positive outcome to the site selection process. The numbers in each column indicate the level of importance of the factor on the left. For example, market access and cost is a 4 (mid level priority) for a headquarters location decision and a 1 (top priority) for a manufacturing firm. These are, of course, averages. Personal connections to a specific area as well as individual executive or company preferences can override almost any location factor.

Kankakee County's primary opportunity is light manufacturing, distribution, and back office. This is a direct correlation between the decision factors shown and area strengths and weaknesses. Kankakee County's strengths are well suited for these users. At the same time, Kankakee County is less well suited (fewer strengths and more weaknesses) for headquarters and technology company location decisions. These opportunities are more likely to emerge out of entrepreneurial ventures where principles have a personal connection to the community.

Table 5-1:
Site Selection Factors by Industry (Example)

Factor	HQ	Back Office	High Tech	Manufactor	Distribution
Market access & cost	4	--	6	1	1 & 3
Labor skills & quality	2	2	5	2	--
Labor costs	--	1	--	3	6
Unionization trends	--	--	--	4	--
Available buildings	--	7	--	5	4
Utility costs/local service	--	--	--	6	--
Business climate	7	--	9	7	7
Turnover	--	3	--	--	--
Absenteeism	--	4	--	--	--
Occupation costs	--	5	7	--	5
Business costs	6	--	--	--	--
Training programs	--	6	--	--	--
Ability to recruit executives	1	8	1	--	--
Proximity to commercial air service	8	9	8	--	--
Service delivery time	--	--	--	--	2
Scientist and engineers	--	--	2	--	--
Higher education	--	--	4	--	--
Cost of living	5	--	--	--	--
Quality of life	3	--	3	--	--

Sources: Area Development; <http://www.areadevelopment.com>
 Expansion Management; www.expansionmanagement.com
 Business Facilities; <http://www.businessfacilities.com/strategies.asp>
 Mark M. Sweeney, McCallum Sweeney Consulting
 Dennis Donovan, WDG Consulting, LLC
 Paragon Relocation Resources; PDR.com

3) Kankakee County Available Buildings and Sites

Table 5-2:
Kankakee County Industrial Sites by Locality

Acres	0-100	101-200	201-300	301-400	401-500	501-600	601+
Bourbonnais, IL	3	0	0	0	0	0	0
Bradley, IL	0	0	0	0	0	0	2
Kankakee, IL	8	1	1	0	0	0	1
Manteno, IL	2	2	1	0	0	0	0
St. Anne, IL	1	0	0	0	0	0	0
Total	25	10	2	1	1	0	3

Source: Location One Information System

Table 5-3:
Kankakee County Available Buildings by Locality

Sq. Ft.	<10,000	10-50,000	51-100,000	101-150,000	151-200,000	200,001+
Aroma Park, IL	1	0	0	0	0	0
Bourbonnais, IL	2	2	0	0	0	0
Bradley, IL	10	1	0	0	0	0
Grant Park, IL	1	0	0	0	0	0
Kankakee, IL	9	7	2	1	1	0
Momence, IL	2	0	0	0	0	0
Total	25	10	2	1	1	0

Source: Location One Information System

Table 5-4:
Kankakee County Industrial Parks

No.	Park	Available Acreage
1	Bourbonnais Industrial Park	20
2	Bourbonnais Township Industrial Area	669
3	Bradley Industrial Park	14
4	Eastgate Industrial Park	138
5	Illinois Diversatech Campus	277
6	Illinois Diversatech Campus West	77
7	Interstate Business Center	2
8	Kankakee Industrial Estates & Southtech	152
9	Kankakee Regional Industrial Park	230
10	Ken Hayes Industrial Complex	NA
11	Momence Industrial Park	25
12	Northland Industrial Park & Space Center	77
13	South Kankakee Industrial Park	23
Total		1,704

Source: Kankakee County Industrial Park Inventory

Map Kankakee County Industrial Parks

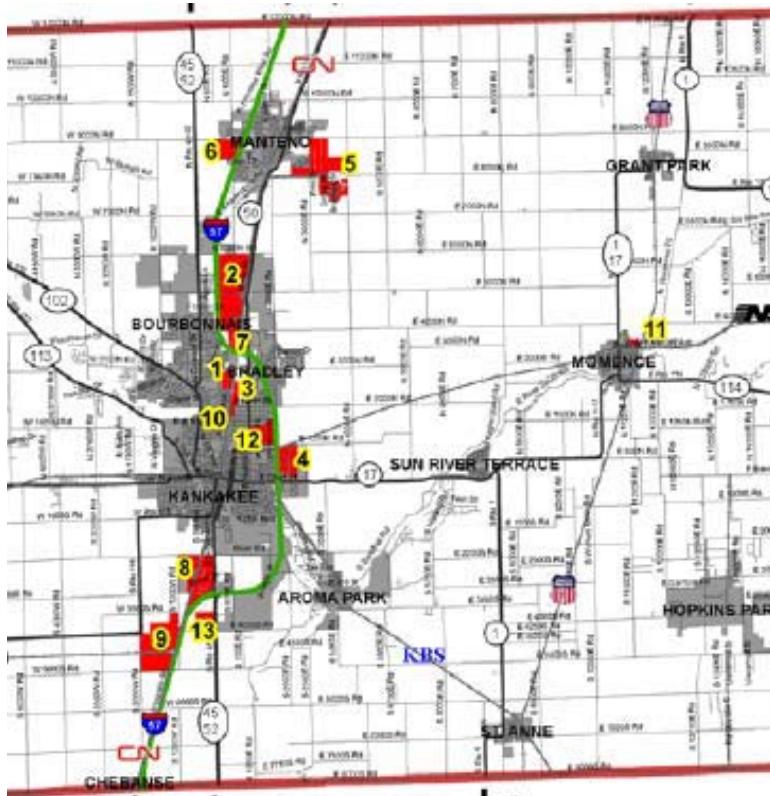


Table 5-5:
Available Buildings, Kankakee County, IL

Location	Size (SF)	Type	City
South-Tec Development	160,000	Warehouse & Distribution	Kankakee
Dearborn Community Center	103,000	Commercial	Kankakee
Industrial Warehouse	80,000	Industrial	Kankakee
Kankakee Industrial Estates	52,225	Industrial	Kankakee
Bourbonnais Office Park	44,000	Office	Bourbonnais
Space Center	40,000	Industrial	Kankakee
601 N. Entrance Ave	38,100	Commercial	Kankakee
505 S Schuyler	22,200	Commercial	Kankakee
664 E Broadway	20,125	Commercial	Bradley
601 N. Fifth Ave.	20,000	Commercial	Kankakee

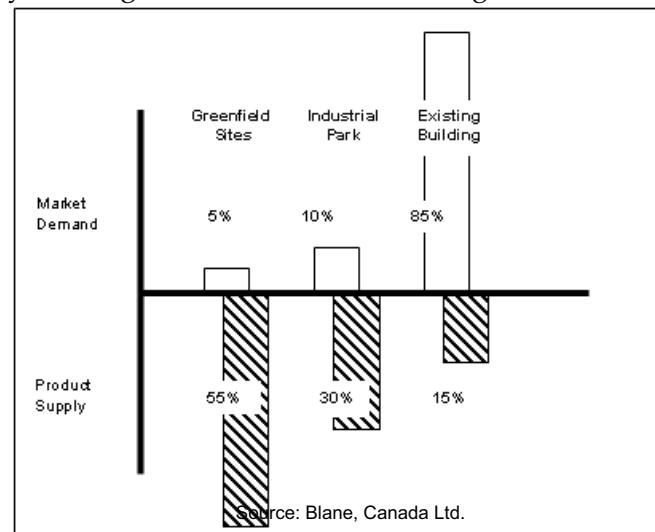
Source: LOIS Sites & Buildings Database

4) Speculative Buildings

There is an abundance of raw ground in Kankakee County and the surrounding area. Consequently, the battle for raw ground is intense in the market as is evident from a drive north along I-57. However, there appears to be two potential opportunities for the non-aviation property development at the airport. First, there is a lack of quality buildings ready for occupancy in the immediate area. The inventory of available buildings is limited, and those available are older structures and/or poorly situated for modern use.

Speculative building programs are not without risk. In fact, they can be quite risky because of the many variables, location, ceiling heights, size, cost, etc., could render a property less desirable. Nonetheless, communities like Litchfield, IL on Interstate 55 attracted substantial growth as a result of a speculative building program that created a series of buildings over a 10+ year period. In this case, buildings were built by a contractor on land owned by the economic development organization. Building insurance and maintenance were covered by the contractor and taxes by the EDO. The buildings were used for short-term storage to defray the holding costs. As each building sold, it was replaced with a new speculative building. Other communities in Illinois like Quincy and Dixon have also had success with speculative buildings. Where a commercial real estate community and/or private investors are unavailable to assume the risk of speculative commercial buildings, the economic development organizations and local investors must take the lead.

A speculative building is a powerful marketing tool. As seen below, a quality available building will draw attention to a community. As demonstrated in our research, as much of 85% of the manufacturing/distribution prospects begin by looking for an available building. Without a quality building, a substantial portion of the market is uninterested in those communities without the product they need. Only if there are no suitable buildings will prospects consider alternatives. At the same time, a speculative building will not be suitable for every prospect; however, sometimes after looking a building and community over, prospects will decide the building will not work, but they like the community enough to build their own building. These findings were drawn from Blane, Canada Ltd.'s survey of real estate executives, brokers, consultants, and development professionals throughout the US.



An airport location decision in Cape Girardeau, MO underscores this point. When executives of Commander Premier Aircraft Corporation of Farmington, CT went shopping for a new location, the company received proposals from over 150 airports across the country. However, only

about twenty airports could accommodate their immediate space requirements with an existing, available building. Although the 52,000 sq. ft. building at the Cape Girardeau Airport was smaller than needed, the existing building was critical to the company's location decision.

Resource – University of Northern Iowa: Institute of Decision Making; spec building evaluation booklet (319-273-6941)

5) Leased Property/Building

The second opportunity for the Kankakee Valley Airport Authority is creative leasing. Combining a speculative building on airport property with a creative lease package would be attractive to many companies.

Leases are particularly attractive to corporations because they free up capital that would be required for non-productive assets like land and a building. Furthermore, a lease will not tie up credit capacity as with a purchase.

Real estate deals at airports are unique because of restrictions that must be met. Most airport property is purchased with the aid of grants from the Federal Aviation Administration (FAA). One condition of these grants is that an airport using federal funding to acquire property cannot sell that property without returning those funds to the federal government. Therefore, to utilize non-aviation airport property, airport administrators have two options. First, airport administrators may swap land purchased with local funding for land purchased with Federal grants to make way for development. Second, airport administrators may lease a property to a private user under a long-term lease. If leased, the FAA stipulates the lease value must be based on fair market value within the community.

The lease-only provision is seen as a barrier by many communities. As a result, development at many airports languishes. The lease should not be seen as a barrier. In fact, the opposite is true. As discussed in the attached White Paper, *Lease vs Buy*, leases can be a valuable economic development tool in communities. Companies are happy to lease. Furthermore, recent real estate trends indicate an increasing preference for lease over ownership because a leased property does not sidetrack capital into non-productive equity or commit corporate credit capacity the company can better utilize growing their business.

Lease options in rural areas are particularly limited. First, rural communities have been particularly prone to assuming a company preferred ownership. Secondly, rural communities unlike urban and suburban communities, seldom have private developers willing and able to provide lease property. And finally, rural communities seldom have the funds to capitalize the real estate to make it available for lease.

As proven by the privately owned real estate development company, Agracel, Inc. based in rural Effingham, IL, leased property is in demand in rural communities. Agracel specializes in light manufacturing and distribution facilities in rural communities. Their properties are available for sale or lease. As a result, Agracel has dozens of industrial lease tenants proving a

market for leased industrial property in rural America. Therefore, the Kankakee County Airport Authority's property can be of tremendous value to the area. The land acquisition is already capitalized by federal grants eliminating one major cost of preparing for economic development.

Both of these strategies compliment the commercial real estate market in the region creating new opportunities for utilization of the Kankakee County Airport Authority and economic impact of new jobs for the community.

6) Economic Development Target Industry Sectors by Allies

Will County, IL

- Transportation/ Logistics
- Life Sciences
- Professional & Business Services
- Metal Manufacturing
- Sustainable Energy
- Food Processing
- Plastic & Rubber Product Manufacturing
- Chemical Manufacturing
- Paper/Print Manufacturing

Targeted Professional and Business Services Industries

- Internet Service Providers, Web Search Portals, and Data
- Processing Services
- Payroll Services
- Architectural, Engineering, and Related Services
- Specialized Design Services
- Computer Systems Design and Related Services
- Management, Scientific, and Technical Consulting Services
- Scientific Research and Development Services
- Other Professional, Scientific, and Technical Services
- Administrative and Support Services

Lake County, IL

- Pharmaceutical & Biotechnology
- Advance Manufacturing
- Corporate Headquarters
- Professional Services

Dekalb County, IL

- Heavy Equipment Parts and Components
- Automotive Parts Components
- Packaging and Containers
- Packaging Machinery
- Graphic Arts
- Electrical/Electronics Assembly
- Precision Products & Tools
- Millwork and Building Materials
- Plastics
- Food Services

Rockford, IL

- Warehouse/Distribution Centers (DC) (NAICS 421, 422, 484, 488, 492, 493)
- Metals Manufacturing (NAICS 331, 332)
- Chemicals (NAICS 325) and Plastics (NAICS 326) Manufacturing
- Transportation Equipment Manufacturers (NAICS 336)
- Industrial Machinery Manufacturers (NAICS 333)
- Back Office/Call Centers/IT (NAICS 513, 514, 522, 523, 524, 541, 561)

Bloomington-Normal, IL

- Warehouse/Distribution
- Insurance
- Health care
- Value Added Agriculture (ethanol-based pharmaceuticals, plastics or fuel)
- Higher Education

Northwest Indiana Forum, IN

- Logistics
- Transportation
- Manufacturing
- Transportation Management

Perennial Favorite Target Industries

While target industries are identified through various methods and vary by geographic region of the country, there are still patterns. Some target industries appear to be “trendy” and may

well be less enduring than some. Some (green and high tech) defy definition because of the broad range of businesses that could be included in the classification.

Based on Blane, Canada Ltd.'s research, the most commonly targeted industries, shown in no particular order, include:

Table 5-6:
Commonly Targeted Industry Groups

Industry Groups
Green industries*
Alternative Energy (ethanol, wind)
High-tech (nano, software, IT, semiconductors, R&D)*
Biotech/Life sciences*
Logistics/Distribution
Light Manufacturing
Aerospace/Aviation
Automotive
Professional Services (F.I.R.E.)
Plastics
Food Processing

Source:

7) Sample Economic Development Web Sites

The following web sites represent good quality web sites that have many elements that can be used as models. There is no such thing as a perfect web site. Each will have rudimentary, poorly executed, or incomplete elements.

The Economic Alliance site is an excellent beginning. It like others can be improved as per the suggestions provided.

Fond du Lac Economic Development Corp. (WI)	http://www.fedc.com
Lake County Partners (IL)	http://www.lakecountypartners.com
Jamestown/Stutsman Development Corp. (ND)	http://www.growingjamestown.com/
McHenry County Economic Development (IL)	http://www.mcedc.com
Industrial Foundation of Winston County (AL)	http://www.idawinston.org

Marketing Practices and Performances

Based on Blane, Canada Ltd.'s research, there is substantial agreement among economic development professionals on the effectiveness of marketing tactics. However, different marketing tactics work for different target markets. Plus, different tactics work for different organizations in part because of the specialized expertise of staff members, their personal preferences, or their personality characteristics.

Consequently, selection of marketing tactics requires some experimentation to determine exactly which tactics are best suited for any specific organization.

Marketing mix is always more effective than the use of a single tactic, no matter how disciplined the deployment of the tactic.

Size matters. When size is small, collaboration is critical. Some marketing tactics are extremely expensive or time consuming and are; therefore, always better to be undertaken in collaboration with local, regional, and/or state wide partners.

The following findings from our research help reduce the cost of experimentation for organizations new to marketing. The following tables classify tactics based on their effectiveness.

These rankings are based on effectiveness in external marketing. The effectiveness of tactics can change when applied to internal audiences (existing businesses).

Table 5-7:
Most Effective Marketing Tactics

Tactic	Rank
Website	1
Direct Mail	2
One-on-one events	3
Public Relations*	4

* PR includes various tactics including article placement, press release, newsletters, etc.

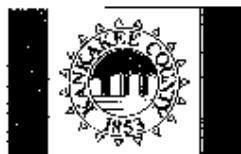
Table 5-8:
Least Effective Marketing Tactics

Tactic	Rank
Display advertising	1
Telephone Cold Calls	2
CD-ROMS	3
Mementos and/or premium campaigns	4
Trade show booth*	5

* Best use of trade show is for information collection and the identification of industry structure and leadership.

RECEIVED

SEP 29 2008



County of Kankakee
Planning Department

CMT, INC.

Michael J. Van Mill, AICP
Planning Director

189 East Court Street • Kankakee, IL 60901 • 815-937-2940 • Fax 815-937-2974
<http://www.k3county.net> E-mail: planning@k3county.net

September 26, 2008

Mr. Brad Hamilton
Manager, Aviation Planning
CMT
2750 West Washington Street
Springfield, IL 62702

RE: Airport Study

Dear Mr. Hamilton:

Enclosed for your records are the public comments collected at the Airport Study Public Meeting on September 25, 2008.

As more public comment is received I will forward them on to you for your records.

Please let me know if you have any questions.

Sincerely,

Michelle Sadler

Michelle Sadler
Office Manager

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

RECEIVED

Name(s) Kathy Sader

SEP 29 2008

Address 2717 E. Riverview Dr.

PLANNING DEPARTMENT

Address Kankakee, IL

Phone Number (815) 933-8172

Email Address

Comments or Questions

- 1) Will the City of Kankakee desire to annex the residential area contained in your study area?
- 2) Please compare the noise factor as it is now and what it would be with future larger planes. Frequency of flights?
- 3) Discuss air pollution factor.
- 4) Discuss property values.

I can see how the community could benefit from this undertaking, but would like to know specifics as to how and what

Please use reverse side if you need to leave more comments.

ways it would impact the residential areas that are included in this study area. Would like to know the pro's and con's of the affect it would have on residential here.

Would like to hear of other's questions and concerns.

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

Name(s) Allee Froehnleke

Address 132 E 2740 South Rd K3

Address 45282 8565 Rd Jay, OK 74346 (mailing address)

Phone Number 918-253-3350 815-954-2988 cell

Email Address cabf89@aol.com

Comments or Questions

I would like to see a method made available to those of us living on Christian Lane (North of Hilton) to be able to sell at a reasonable ~~rate~~ when we are ready to sell. At one point I had my house on the market & had many viewers who responded that they did not want to buy ~~ses~~ close to the Hilton. I see this as an increasing problem as more commercial development comes along. The property may be a good investment for those who can wait. This particular strip will probably be the last to go & will not happen in my lifetime - making

Please use reverse side if you need to leave more comments.

it unfair for us to have to sell at a lower rate. For many of us ~~the~~ these homes are part of our retirement plan.

AIRPORT STUDY PUBLIC COMMENT FORM

NAME: DAVID & DEBORAH MADGIAK

RECEIVED

ADDRESS: 915 E. ROXANNA CIRCLE
KANKAKEE, IL. 60901
PH# 815-939-2593

OCT - 1 2008

PLANNING DEPARTMENT

MR. JASON LICON;

#1 MY MAIN CONCERN IS MAINTAINING THE VALUE OF OF MY HOUSE AND PROPERTY AND THAT IT'S SALEABLE. AS WE DISCUSSED ON THURSDAY 9/25/08, JUST HAVING A STUDY OF THE AIRPORT BRINGS QUESTIONS TO MY CONCERNS. NO ONE WOULD BUY MY OR ANYONES HOUSE IF THE POSSIBILITY OF BEING ISOLATED AND SURRONDED BY AIRPORT RUNWAYS WITH NO RELIEF FROM CONGESTION AND NOISE.

BEFORE TALKING TO YOU WE SAW A MAP ON THE WALL AND ASKED THE PERSON WHO WAS THERE TO EXPLAIN WHAT THE MAP REPRESENTED. HE EXPLAINED THAT IT SHOWED THE AFFECTED AREA OF THE STUDY. I ASKED WHAT WAS THE MEANING OF THE BLUE OUTLINED AREA? HE ANSWERED "THIS IS THE AREA THAT THE AIRPORT WANTS TO BUY AND EXPAND TO." I TOLD HIM THAT MY HOUSE WAS ALREADY FOR SALE AND WHO DO I TALK TO, FOR MORE DETAILS. HE

POINTED TO YOU.

YOU AND I TALKED FOR SEVERAL MINUTES AND YOU ASSURED ME THAT THE AIRPORT HAD NO INTENTION OF EXPANDING ITS AREA OR ITS RUNWAYS.

ON SATURDAY, I HAD THE OPPORTUNITY TO TALK WITH REP. LISA DUGAN ABOUT THE AIRPORT AND THE INTENTION OF THE STUDY. HER EXPLANATION TO ME WAS THAT THE AIRPORT DOES INTEND TO EXPAND ITS RUNWAYS BUT NOT TO BE CONSIDERED A THIRD AIRPORT TO CHICAGO.

ANY EXPANSION OF THE RUNWAYS SOUTH WOULD HAVE AN NEGATIVE EFFECT ON PEOPLE LIVING ON ROXANNA CIRCLE!

MY QUESTION TO YOU : I'VE TALKED TO THREE PEOPLE ABOUT THE AIRPORT, THE PERSON EXPLAINING THE MAP ON THE WALL, YOU AND REP.DUGAN. THE PERSON EXPLAINING THE MAP REFERED ME TO YOU BECAUSE HE DIDN'T HAVE ANY OTHER INFORMATION AND REP. DUGAN ALSO SAID THE AIRPORT WANTS TO EXPAND ITS RUNWAYS. THIS LEAVES ONLY YOU SAYING THERE WILL NOT BE ANY EXPANSION OF THE AIRPORT OR ITS RUNWAYS. THE ONLY WAY I OR ANYONE ELSE WILL BELIEVE YOU OR MR.VAN MILL IS WITH A SIGNED LEGAL BINDING DOCUMENT BY BOTH OF YOU!

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

Name(s) Ron Kitzinger Re R, Inc.

Address _____

Address

Phone Number _____

Email Address

Comments or Questions

Nice to see thought given to a plan. Perhaps inform city planners of the ideas. For instance, an auto wrecking yard was approved on Festival Drive. It required special use, which I believe was accepted.

Please use reverse side if you need to leave more comments.

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

Name(s) Carol Glowicki

Address 9221 Sunrise Ln Orland Pk 12 60462

Address _____

Phone Number 708-460-3141

Email Address cglow14@yahoo.com

Comments or Questions

My concern is for the environment. How will the expansion plan impact the plants animals and humans? Not all growth is positive. What about pollution - AIR pollution, Water pollution and Noise pollution? These factors must be considered before financial considerations.

Please use reverse side if you need to leave more comments.

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

Name(s) Bob Harris

Address 2935 SOUTHBRICK DR

Address Kankakee, IL 60901

Phone Number 932 9643

Email Address bohnanharris@peoplepc.com

Comments or Questions

Do we need an East-West runway
more than another North-South?

Please use reverse side if you need to leave more comments.

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

Name(s) Scott L. Sepach AIA Architect

Address 2351 River Rd K³

Address

Phone Number 815.939.7534

Email Address slsebach@comcast.net

Comments or Questions

- AD COPIES FOR DISTRIBUTION (REMOVED)
BE HELPFUL - TOO HARD TO DIGEST
SLIDE/P.P. SHOW & VISUALS "HARD TO SEE"
- LAND USE PRINCIPLE "DISCONNECTED WOULD OFPS"
IS A POOR DIRECTIVE & GOES AGAINST
EXISTING BLDG. REQ'S - STORM H2O
RETENTION-DETENTION & GOOD
LANDSCAPING TO MAKE A DEC/1
ANS ATTRACTIVE ENTITY - THIS
DIRECTIVE IS "WEAK" -
- DON'T SEE ANY SOIL CHARACTERISTICS -
SEEMS LIKE THAT MIGHT OPERATE DIFFERENT

Please use reverse side if you need to leave more comments.

DEVELOPMENT POTENTIAL (OR NOT GOOD)

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

Name(s) Paula Brossman

Address 4661 S 750 E Rd K3

Address _____

Phone Number 815-939-7282 Cell 815-214-0315

Email Address

Comments or Questions

Buy me out 9.46 a.m.

Please use reverse side if you need to leave more comments.

AIRPORT STUDY PUBLIC COMMENT FORM

We value your comments. Please write any comments that you might have on the following form, and either submit it tonight, or mail it to the address listed on page 2. Please leave your name and address so we can respond to your comment. Thank you.

Name(s) Amy Caccia Jarvis

Address 2983 River Road K3

Address _____

Phone Number 815 933-2019

Email Address K3Rivers @ Hotmail.com

Comments or Questions

- * Excellent to have this format
(Small groups instead of one
speaker feeding in to one
large group)
- Concerned for eventual runway
expansion to quality of residential
(old) area, noise less cargo in middle
of site,
- Great "green" ideas, walking paths etc.
- Certainly cannot support proposed
Ullini (K3 City) land fill for safety
of more planes.

Please use reverse side if you need to leave more comments.