

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY  
2014-2019  
KANKAKEE COUNTY, ILLINOIS**



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## INTRODUCTION

The 2014 Comprehensive Economic Development Strategy (CEDS) is Kankakee County's first economic development plan since 1989. This effort brought together key leaders from the public and private sectors to create a roadmap that will create jobs, foster a stronger, more stable, and diversified regional economy, and improve the quality of life of Kankakee County residents.

The Plan provides an analysis and documents the demographic, socioeconomic, and market data of the region and economy. It is through this analysis and input from key community leaders and the public that regional economic development goals and objectives are set, a plan is outlined, and investment priorities and funding sources are identified.

In the past three years, some key indicators show signs of economic progress. The County witnessed unprecedented private capital investment and industry expansions. Job growth rate was one of the highest in Illinois. The US Department of Commerce, Bureau of Economic Analysis, reported that Kankakee County's non-durable goods GDP growth rate was 6<sup>th</sup> in the nation; overall GDP growth was ranked 26<sup>th</sup> nationally.

Even with these recent positive economic indicators, Kankakee County faces considerable economic challenges. Through the Plan's analysis, it clearly shows that the region meets the economic development criteria of having "economic distress". Kankakee County's unemployment is consistently higher than the State of Illinois and the US averages. The poverty rate continues to creep higher than both the State and national averages. Finally, Kankakee County finds its income levels substantially lower than other counties in the State. Per capita income is only 76% of the State average. Median household income is 81% of the State average.

The CEDS Strategy Committee was responsible for the development of this five year plan document. The Strategy Committee will assume the responsibility of overseeing its implementation and, when necessary, consider and approve plan amendments.

## **EXECUTIVE SUMMARY**

### **The Kankakee County Vision**

Kankakee County currently has a diverse economy. However, it is clear that – as our population continues to grow –our community needs more middle class wage jobs. Further, we need to help unemployed and underemployed residents by addressing their needs for education and improved job skills.

Our economic vision for the next five years builds upon our current economic base, promotes education as an economic development tool, and increases our quality of life. The core of this vision is that by 2019 this County will have middle class wage jobs for every qualified resident and to help every resident who wishes to improve his or her situation to have the career skills and educational tools available.

#### **Our 2019 Vision:**

By 2019, Kankakee County's economy and population will have grown. The Manufacturing sector is even more robust and diverse than it was in 2013. The Transportation and Construction sectors have gotten bigger as well. In the past five years the county has seen a significant number of new businesses in the Health Care and Professional Services sectors. These new and expanded business operations are paying wages that are equal to or above the state average for their sectors.

Major improvements in the County's key infrastructure have supported this business growth. The new employer parks along County Road 6000 North have access to all utilities. The Illiana Expressway has been completed and trucks are now using this route instead of our local system. The Kankakee Municipal Airport has increased its regularly scheduled flights. And, there are new recreational and commercial operations taking advantage of the Kankakee River.

Kankakee County public schools have uniformly excellent graduation rates. The number of students attending both Olivet Nazarene University (ONU) and Kankakee Community College (KCC) continues to increase. The School-to-Careers and one-on-one mentoring programs have helped encourage young high school graduates to seek post-secondary training and education. By 2019, KCC will have the largest number of adults ever in its Manufacturing Technology Program.

The technology-oriented small business incubator has begun to see its “graduates” move into commercial and manufacturing space across the County. Over 100 new small businesses have sprung up throughout the County. The businesses serve a variety of customers – from international business to residents. Several of these new companies are headed by participants in the Enterprise U program.

Old, abandoned manufacturing buildings have been rehabilitated or demolished, which has resulted in additional space for new business development. The gateways into several Kankakee County communities have been revitalized creating attractive introductions to those cities and villages.

Kankakee County has more people making middle class wages and fewer people living near or below the poverty line. In 2019, one frequently hears more long-time residents and newcomers talking positively about Kankakee County and saying “I love living here!”

### **Countywide Economic Development Goals for the Next Five Years**

To achieve our vision, Kankakee County will focus on five general goals. Collectively these goals will enable the County to make significant and incremental progress each year through 2018.

1. Improve Infrastructure that is critical to business growth and general welfare of the community.
2. Increase and improve our investment in New Employer Recruitment and Retention & Expansion of Established Employers
3. Build and sustain Entrepreneurship and Small Business
4. Promote and enhance local education and workforce development
5. Improve Kankakee County’s Quality of Life

### **Targeted Clusters**

- Food Processing
- Metal, Machinery & Advanced Manufacturing
- Transportation, Distribution & Logistics
- Healthcare
- Business & Professional Services

By 2019 the Kankakee County MSA will have increased the diversity of its economic base. The County will have several hundred new businesses that have been created by local residents. We

will maintain employment in the manufacturing sector, and we will increase employment in the service sector.

Based on our new Comprehensive Economic Development Strategy (CEDS), we expect to see many changes over the next five years. These are the metrics by which we will measure the success of our goals and objectives:

- Lower unemployment rate
- Increase in the overall average wage rates
- \$500 million in new business investment
- 500 new jobs
- 300 retained jobs
- Improve at least three gateways into Kankakee County communities
- Take advantage of the Kankakee River, maximizing access, parks, pedestrian/bike trails, and business opportunities
- Increase graduation rate for high school students.
- Help 150 prospective new businesses.
- Establish a County-wide state-of-the-art small business incubator
- Promote the development of a reuse strategy for at least three old and unused manufacturing sites.
- Support County and individual communities' efforts to improve quality of life

### **Economic Development Leadership**

The Economic Alliance of Kankakee County (Alliance) will serve as the lead organization to help the community reach its vision.

However, economic success in Kankakee County ultimately depends upon many local governments, businesses, schools, and social service organizations partnering on a wide variety of projects. Thus the CEDS considers several important approaches to economic development:

- New Employer Recruitment
- Retention & Expansion of Established Employers
- Small Business Development & Entrepreneurship
- Promoting Education
- Workforce Development
- Infrastructure Development
- Improving Inter-City/Inter-State Transportation Access
- Maintaining an Inventory of Competitive Employer Sites
- Revitalizing Blighted Areas
- Improving Quality of Life Amenities
- Promoting Kankakee County through unified and focused marketing/branding strategy.



### **Multi-County Regional Partnerships**

To grow the economy of Kankakee County most effectively, local economic development leadership will partner with other counties in the region. In the area of Workforce Development, Kankakee will work with its partners, Livingston and Grundy counties, on the regional Workforce Investment Board. Kankakee County leaders are already teaming with regional leaders in Will and other counties to promote the important development of the Illiana Expressway.

Part of the new Kankakee County Comprehensive Economic Development Strategy calls for the Alliance of Kankakee County to participate in regional cooperative marketing efforts for new employer recruitment.

This CEDS has the support of each incorporated community, the County Board, and a wide range of community leaders from each sector. Copies of Kankakee County's Board's resolution supporting this strategy can be found in the appendix.

## **PREPARING THE CEDS**

In 2005, the Kankakee County Planning Department prepared the “2030 Kankakee County Comprehensive Plan” which includes detailed sections for Land Use, Transportation, Natural Resources-Open Space-and Recreation, Public Facilities, and Economic Development. There is not, however, any comprehensive plan devoted solely to providing a framework for economic development in the County. Recognizing the importance of such a plan for guiding its economic wellbeing, Kankakee County and the Economic Alliance of Kankakee County (Alliance) submitted a joint application to the Economic Development Administration (EDA) for funding to create a Comprehensive Economic Development Strategy (CEDS).

The EDA recognized that Kankakee County is part of an important multi-county and state area that has experienced significant economic distress and so approved an award to develop this CEDS.

Once the Kankakee County Board approved CEDS is submitted to the EDA, the County and its incorporated communities will become eligible to apply to the EDA for grant funds that will support key economic development projects.

The Alliance, whose mission it is to enhance the economy of Kankakee County, Illinois, is the lead organization for this initial CEDS. As a public-private partnership, the Alliance was formed in July of 2007 by the Kankakee County Board and the Economic Development Association as part of an ongoing strategic effort to boost economic development in Kankakee County. The board of directors is comprised of representatives of the Kankakee County Board and members of the private sector. The formation of this organization brought a unified voice to local economic development.

The mission of the Alliance is to create jobs and expand the economic base by improving the business climate. This organization actively supports the retention and expansion of existing businesses as well as the attraction and recruitment of new companies. The Alliance is a leader in bringing together communities, businesses, labor, and education, while developing and implementing strategies that foster economic prosperity for the residents of Kankakee County.

### **Organization and Development**

In compliance with the EDA grant, the Alliance organized a Strategy Committee to be responsible for developing the CEDS. This committee will also review and amend the CEDS as needed on a regular basis over the next five years. The 16 member Strategy Committee represented the main economic interests of the County and included; public officials, community leaders, representative of the Workforce Development Board, representatives of institutions of higher education, minority and labor groups, and private individuals. Executives of for-profit companies who hold key decision-making roles in their businesses constituted the

majority of the Strategy Committee membership. This Committee met four times during the course of the project.

The CEDS Strategy Committee members are:

Public/ Non-Profit	Segment	Private	Segment
Michael Bossert, Chair Kankakee County Board	Government	Jeff Bennett, Principal McColly Bennett Real Estate	Real Estate
Dr. Avendano, President Kankakee Community College	Education	Chris Curtis, Co-owner Curtis Nugent Real Estate	Real Estate
Gregg Murphy, Regional Superintendent I-Kan Regional Office of Education	Education	Pat Martin, President Home Star Bank	Banking
Ladonna Russell, Executive Director G L K Workforce Board	Workforce	Joe Franco, President Heritage Development & Construction	Development
Theodis Pace, President NAACP, Kankakee County Chapter	NAACP Org	Phil Kambic, President/CEO Riverside Medical Center	Healthcare
Steve Magruder, President Kankakee Building Trades	Labor Org	Amy LaFine, President/CEO Presence St. Mary's Hospital	Healthcare
Mayor Bruce Adams, Mayor Village of Bradley	Local Gov.	Warren Ouwenga, Partner Heartland Harvest	Manufacturing
		Craig Blanchette, Vice President Aqua Illinois	Water Utility
		Mike O'Gorman, CFO Kankakee Nursery Company	Wholesale/Ag

Strategy Committee Staff are:

- Michael J. Van Mill, CEcD, AICP, President/CEO, Economic Alliance of Kankakee County
- Marilyn Campbell, Sustainability Coordinator, Economic Alliance of Kankakee County
- Delbert Skimerhorn, AICP, GISP, Planning & GIS Specialist, Kankakee County

To assist the CEDS Strategy Committee in economic research and in facilitating committee meetings, the Alliance partnered with Strategic Development Group, Inc. (SDG), headquartered in Bloomington, Indiana. The SDG team was led by President, Thayr Richey, assisted by several associates, including Brian O'Neill, Senior Project Manager, Claire Linnemeier, Research Coordinator, and Hannah Percy, Project Associate. SDG also contracted with Whittaker Associates (WA) to prepare a cluster analysis of the County and then identify potential businesses that might consider Kankakee County for new investment and job creation.

## **Community and Private Sector Participation**

Although the Strategy Committee members were all long-time residents and quite familiar with the local economy, it was important to reach out to the public to collect as many ideas and suggestions as possible. Therefore, interviews, focus groups and public meetings served the purpose of gathering these thoughts, opinions and perceptions of community members. This ensured that a wide range of views were represented and that ideas from the public were used to help formulate the strategy. The views are summarized below.

### **Key Interviews**

Approximately 20 business leaders representing various industrial, commercial and public entities were contacted to be interviewed or asked to respond to a survey. Interviewees were asked to rate; local infrastructure, quality of education, skill level of workforce, state of the economy, and their perception of Kankakee County. They were also asked to list infrastructure improvements that would benefit economic development.

Responses included:

- ✓ Local infrastructure was graded Good to Excellent.
- ✓ The majority rated the workforce from Fair to Excellent.
- ✓ The majority rated local K-12 schools as Fair to Good.
- ✓ The majority of the key informants thought that the local economy was doing "O.K."
- ✓ None of them rated the current economy as great or good.
- ✓ The most frequent description of the County as a place for business was "Fair."
- ✓ The majority said that the County would benefit from a branding campaign.
- ✓ Infrastructure improvements needed for economic development included:
  - New I-57 interchange
  - Improve access to the Kankakee River as a recreational and economic asset.
  - Additional bridge over the river

### **Focus Groups**

SDG formed a focus group for each of the following topics. Each group consisted of 8 to 10 people with expertise in the subject.

The Focus Groups were:

- Major Employers
- Planning and Infrastructure
- Education and Workforce Development
- Social Services

Key points discussed during these focus group meetings are listed below.

Major Employers Focus Group Comments:

- ✓ Olivet Nazarene University (ONU) and Kankakee Community College (KCC) are great assets for the community and the economy
- ✓ Unifying chambers of commerce has significantly improved the business climate
- ✓ Extending the Chicago Metro Rail service to Kankakee would be transformative
- ✓ The poor reputation of a few of the high schools is a disadvantage in recruiting employees.
- ✓ Available industrial/commercial space is old and often possesses environmental and design challenges
- ✓ Very little space available for office or knowledge-based businesses
- ✓ Some gateways into the community are a liability; improvement is a priority
- ✓ Industrial sites between Bourbonnais and Manteno would benefit from an additional I-57 interchange

Planning and Infrastructure Discussion Group Comments:

- ✓ Our current incentive toolbox is competitive
- ✓ Availability of greenfield sites is very good
- ✓ Turnkey commercial and industrial space is almost all gone
- ✓ Available industrial space tends to be older and has design and environmental problems
- ✓ Need to improve local road conditions

Education & Workforce Development Discussion Group Comments:

- ✓ Local schools are struggling to meet higher national standards
- ✓ There is a need for a more robust school-to-careers program
- ✓ Increased vocational and technical training for service sector careers is important

Social Services Discussion Group Comments:

- ✓ The bus system is an asset
- ✓ Too few entry level jobs with livable wages
- ✓ There is a lack of affordable, quality housing
- ✓ Not pedestrian or bicycle-friendly

Focus group comments were consistent with findings recently reported by: 2020 Vision, the Kankakee Community College Environmental Scan, the Grundy Livingston Kankakee County

Workforce Board, and the Kankakee County Community Health Needs Assessment and Community Health Plan.

### The Public Meeting

A public meeting was held on July 24, 2013. This lightly attended meeting was the first opportunity for the general public to express their views and opinions about the CEDS and economic development in Kankakee County. At this meeting the public was introduced to the planning process and invited to make comments. These comments include:

- Kankakee Community College and Olivet Nazarene University are great assets
- Local entrepreneurship is under-valued
- The City of Kankakee has a perception problem
- Community gateways are in poor condition

Other key issues that arose from the discussions and public meeting included the need for more commercial space for knowledge based companies, the importance of an additional interchange at I-57, and the value of Kankakee County's two post-secondary schools to the local economy.

### The 30-Day Public Comment Period

The draft CEDS was made available to the general public for 30 days. Here are sample comments from that review period.

*[to be added after the public review period]*

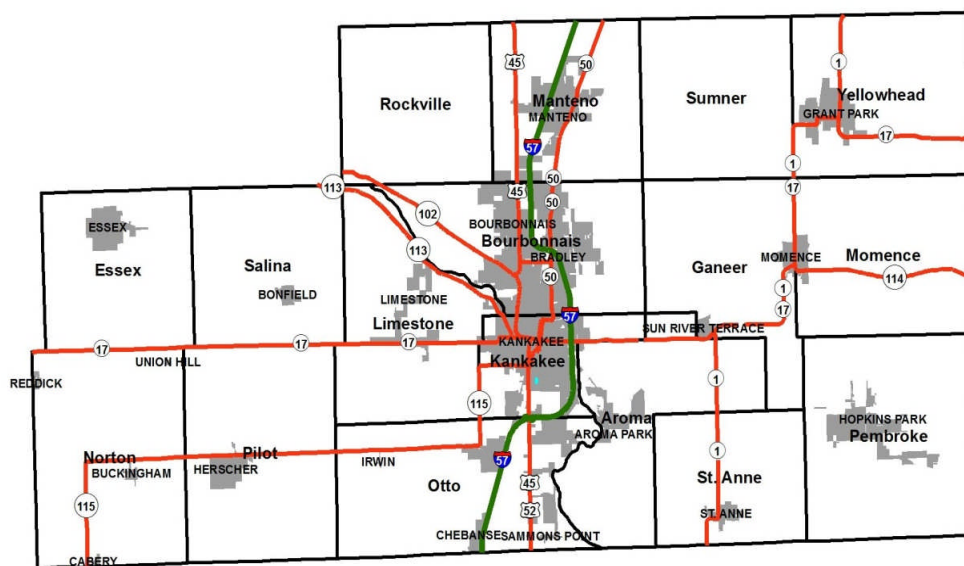
## THE PLANNING AREA

The scope of this CEDS is Kankakee County, however, Kankakee County is not an island as its economy is part of a larger multi-county region and situations that arise within this region directly affect the County's economic health. While focused on Kankakee County, the CEDS will also give consideration to the influences of its neighboring counties as well as the 21-county Tri-State Region.

### Kankakee County

Kankakee County has a population of 113,449 (2010 Census) which makes it the 18<sup>th</sup> largest county by population in the state of Illinois. This 680 square mile urban/rural county in northeastern Illinois is located less than 60 miles south of the City of Chicago. Within its borders there are 21 municipalities and 17 townships.

For statistical purposes, the entire County comprises the Kankakee-Bradley Metropolitan Statistical Area (MSA). The County is also part of the Chicago-Naperville-Michigan City IL-IN-WI, Combined Statistical Area.



As is evident by the map, the largest municipalities and therefore the majority of the County's population is centrally located along the Interstate 57 corridor. Outside of this corridor the County becomes more rural with agriculture being the predominate feature.

## **Kankakee County & the Multi-county Region**

As a multi-county region, Kankakee County is a member and participates in a number of regional initiatives. These initiatives include workforce development, economic development coordination, and multi-state consortium.

### Workforce Development

Kankakee County is part of the Grundy Livingston Kankakee Workforce Board. The Board is comprised of representatives from business, industry, education, and social service agencies in both the private and public sector. It sets policy for workforce development and training. The Board's mission is enhancing workforce quality to meet regional needs.

### Economic Development

Kankakee County is one of ten northeastern Illinois counties participating in the Metro Economic Growth Alliance of Chicago (MEGA-Chicago), which is a regional collaboration formed by the economic practitioners from each of ten metropolitan counties together with World Business Chicago and ComEd, the major electricity provider for northern Illinois .

The group meets regularly to address economic development issues of common interest including serving as a forum with state economic development policy makers, regional marketing, and collaborating on strategic industry attraction.

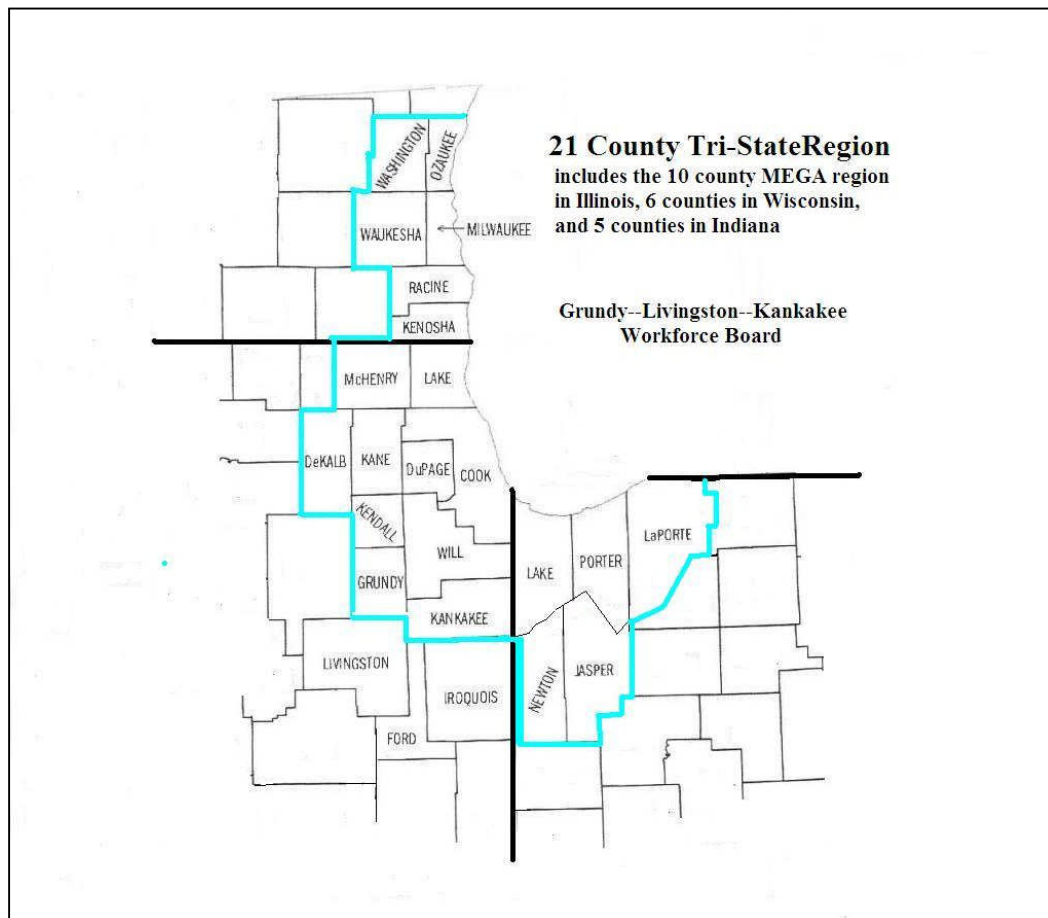
The economic characteristics of this ten county MEGA region include:

- Ranks first in the U.S. for the number of private sector jobs
- Ranks third in the world for gross regional product at \$2,838 billion
- Is a major North American transportation hub - air, rail, shipping, interstate passenger & freight

### Multistate Consortium

At an even larger level, Kankakee County is part of the 21-county tri-state region. Recently, the Alliance for Regional Development was created as a neutral platform made up of key stakeholders from all three states. Their aim is to identify and execute a vision for transformative growth in the tri-state region by concentrating on initiatives for Transportation and Logistics, Innovation, Green Growth, and Human Capital. The U.S. Department of Commerce recognized the Alliance for Regional Development as a national model for its unique idea of uniting neighboring states to initiate region-wide economic reforms.





### Kankakee County as Part of a Multi-county Region

Whether one considers Kankakee as part of a three- or six-county region or as part of a larger region covering parts of three states, it is clear that to grow the economy of Kankakee County most effectively, local economic development leadership will continue to partner with other counties and organizations in the region. Kankakee County leaders and the Alliance are already teaming with regional leaders in Will and other counties to promote the important development of the Illiana Expressway. The Alliance will continue to network and maintain relationships with other economic development agencies in the region.

## DEMOGRAPHIC INFORMATION & PROFILE

Population trends and related demographics are key indicators of the economic vitality of the County. Evaluating historic trends and current demographic statistics provides benchmarks to understand the present economic conditions of both the community and the individuals that reside in the study area. In addition, this section will compare these figures in a regional and state context to understand our strengths and weaknesses and to provide a baseline to measure the success of our plan's goals, objectives and initiatives.

### Population

Based on the 2010 U. S. Census, Kankakee County's population was 113,449. This figure represents a net population increase of 9,616 people or 9.3 % since 2000. The majority of the growth occurred along the central urbanized area in communities along the Interstate 57 (I-57) corridor. The communities experiencing the most growth include the Villages of Manteno (43.50%), Bradley (24.34%), and Bourbonnais (22.12% growth).

The County contains 21 municipalities and 17 townships. Each municipality and its 2010 population is listed below.

- City of Kankakee—27,537
- Village of Bourbonnais—18,631
- Village of Bradley—15,895
- Village of Manteno—9,204
- City of Momence—3,310
- Village of Limestone—1,598
- Village of Herscher—1,591
- Village of Grant Park—1,331
- Village of St. Anne—1,257
- Village of Essex—802
- Village of Aroma Park—743
- Village of Hopkins Park—603
- Village of Sun River Terrace—528
- Village of Chebanse—396
- Village of Bonfield—382
- Village of Buckingham—300
- Village of Sammons Point—279
- Village of Reddick—144
- Village of Cabery—88
- Village of Union Hill—58
- Village of Irwin—74

The estimates of population since 2010 have been obtained by the Economic Modeling Specialists International (EMSI) and Statsamerica. These estimates are highlighted in Table 1.

**Table 1: Historical Population Overview**

Category	Value
Population (2013)	115,000
Growth for the last five years	2.1%
Number of Households (2011)	41,086

The population estimates show relative stability and moderate growth over the past several years. In the past five years, the County has increased its population by 2.1 percent, outpacing the state average growth rate of 1.6%<sup>1</sup> for the same period.

<sup>1</sup> Data from Economic Modeling Specialists International.

### Historical Population Trends

For the past three decades, starting in 1980, population trends show moderate to steady population growth in Kankakee County. The only exception to this trend is a minor decrease in population that occurred from 1980 to 1990 when the population dropped from 103,926 to 96,255. This decrease can be attributed to the significant economic downturn of the 1980's when major manufacturing establishments left the community. During the decade of the 1980s, Kankakee County experienced its highest unemployment rates which at times surpassed 20%. This period also marked a significant local economic shift away from manufacturing. In the 1990's, the economy began to evolve into a service-based economy with a more diversified manufacturing sector. This change helped to stabilize the community, its economy, and spark positive population growth.

The population growth over the past 20 years suggests that the County has a relatively strong economic base.

Table 2 below shows these historic population trends for the County.

**Table 2: Historical Population Trends for Kankakee County**

Population Over Time	Number
2013	115,000
2010	113,449
2000	103,833
1990	96,255
1980	102,926
2000 to 2010 % change	9.3%
1990 to 2010 % change	17.9%
1980 to 2010 % change	10.2%

Sources: Statsamerica.org; U.S. Census Bureau, and Economic Modeling Specialists International

To bring Kankakee County's population trends into perspective, this plan compares its population to that of the adjoining counties in Illinois. Since 1980, the five counties, comprised of Grundy, Will, Iroquois, Ford, and Livingston, have collectively grown in population.

While the five-county area saw net population growth, the concentration of the growth occurred in the northern portion, in particular Will County. Since 1980, Will County experienced net population growth of 353,100 residents, more than doubling its population (+109%). It should be noted that Will County was recognized as one of the fastest growing counties in the U.S. during this time period. By contrast the counties south of Kankakee, which include Livingston, Ford and Iroquois, lost population.

**Table 3: Historical Population Trends for Kankakee and Adjoining Counties**

	1980	1990	2000	2010	% Change 1980-2010
Kankakee County, IL	102,926	96,255	103,833	113,449	10.2%
Grundy County, IL	30,582	32,337	37,535	50,063	63.7%
Livingston County, IL	41,381	39,301	39,678	38,950	-5.9%
Will County, IL	324,460	356,313	502,266	677,560	108.8%
Ford County, IL	15,265	14,275	14,241	14,081	-7.8%
Iroquois County, IL	32,976	30,787	31,334	29,718	-9.9%
Kankakee, Will, Grundy	457,968	485,905	643,634	841,072	83.7%
All	547,590	570,268	728,887	923,821	68.75%

Source: U.S. Census Bureau

Based on this data, it is clear that the northern counties have been growing in population while the southern counties have been declining. Kankakee County's position between these opposing population trends, coupled with the fact that Kankakee County has grown during this time period, indicates that the County is more influenced by situations that occur to the north. In particular, the scale at which Will County grows or declines will have a direct impact on Kankakee County, especially the municipalities and townships that border Will County. It is evident that Will County's dominance in the area, which can be attributed to its large land mass, its population size, and its proximity to the Chicago area, will continue into the future.

#### Population Projections

Kankakee County's population has been growing and this trend is expected to continue into the foreseeable future. Population forecasts from the U.S. Census Bureau indicate that Kankakee County will see an increase of 36,551 people by 2040 bringing its total population to 150,000. This represents a growth rate of 32% over a 30 year period or 1% per year. A growth rate in this range is consistent with past population growth trends for the County.

**Table 4: Kankakee County Population Projections**

Year	Total Population
2020	125,632
2030	137,817
2040	150,000

Source: U.S. Census Bureau

As mentioned previously, a true measure of economic vitality is population growth. Current projections reflect slow and steady growth for Kankakee County. During our sessions with the Focus Groups, meetings with the Strategy Committee and the Alliance Board retreat, it is concluded that economic development will be predicated on efforts to grow the population.

To grow the population, the Alliance and the community must take steps to create a positive image, develop a unified branding campaign that markets the County as a great place to live and work, and rally efforts to improve the aesthetics of our communities.

## Population Cohorts and Economic Vitality

This section examines characteristics of Kankakee County's current population including age, race, education, income and employment. This data provides a framework of the different factors in the community that can affect its future economic growth and development.

### Age

Table 5 outlines the number of each five-year age cohort and that group's percentage of the overall population. Examining age cohorts helps identify unusually large population groups within a community.

**Table 5: Population by Age Cohort**

Age Group	2013 Population	% of Population
Under 5 years	7,626	6.6%
5 to 9 years	7,886	6.9%
10 to 14 years	8,223	7.1%
15 to 19 years	8,222	7.1%
20 to 24 years	8,249	7.2%
25 to 29 years	7,183	6.2%
30 to 34 years	7,355	6.4%
35 to 39 years	6,849	6.0%
40 to 44 years	7,101	6.2%
45 to 49 years	7,593	6.6%
50 to 54 years	8,046	7.0%
55 to 59 years	7,687	6.7%
60 to 64 years	6,813	5.9%
65 to 69 years	5,187	4.5%
70 to 74 years	3,663	3.2%
75 to 79 years	2,761	2.4%
80 to 84 years	2,283	2.0%
85 years and over	2,294	2.0%
Source: Economic Modeling Specialists International		

Forty-four percent of the population is working age adults (ages 25-64). Over six percent of residents are under the age of five. Twenty-eight percent of residents are of school age (K-Post-Secondary). Fourteen percent are of retirement age.

These cohort percentages are similar to those of the State of Illinois. The percent of the State's residents that are under the age of five is 6.3. The State has 27 percent of its residents of school age. Working age adults comprise 53.3 percent of the State's population.<sup>2</sup> Retirement age adults comprise 13.2 percent of the State's population.

The age cohort makeup of Kankakee County presents an average demographic curve. The one exception would be working adults (ages 25-64) which is 9%

lower than the State average. This is significant because this portion of the population is often considered to be those forming households and in their peak earning/spending years.

This disparity may be contributed to two possible factors: 1. the loss of manufacturing jobs when Kankakee County experienced a significant population drop in the 1990 decennial census; 2. The lack of retaining our young population who leave to go to school and do not return to the area.

A focused marketing campaign to retain and attract the younger population and families will help the community combat this disparity and ensure a healthy and vibrant economy. Continuing our efforts to create good paying jobs, foster and promote an environment of

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<sup>2</sup> 2012 data; Statsamerica.org.

entrepreneurism and innovation, and improve the quality of life are essential to attracting this segment of the population.

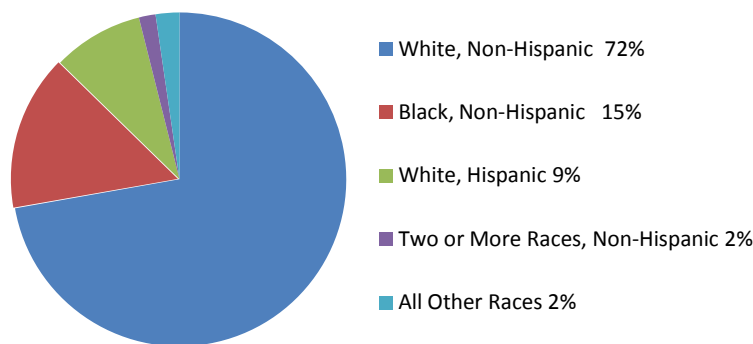
Two population segments of concern are those ages 55-64 and 65 and older which are often considered the empty nesters and in their peak discretionary spending years. Kankakee County's current figures are consistent with the State average for these age groups. This group is expected to grow during the next several decades as the 'baby boom' generation moves into its senior years. The expansion of these age cohorts will present challenges due to shifts in consumer spending patterns and the demand for healthcare, housing, transportation and leisure opportunities.

An observation that the Alliance has found during retention visits with primary employers is that many workers in older working age group (60 to 70) are delaying retirement due to several factors including, the need for/cost of insurance, loss of retirement funds due to the recent recession, and the unpredictability of the economy. This delay in the retirement affects job availability for workers entering the work force.

#### Population by Race and Hispanic Origin

As the County grows it has also become more diverse. The Chart 1 below shows the makeup of Kankakee County residents by Race and Hispanic Origin.

**Chart 1: 2013 Population by Race and Hispanic Origin**



Source: Economic Modeling Specialists International

Not unlike other parts of the country, Kankakee County has seen significant growth in its Hispanic population. Between 2000 and 2010 the County grew at a 9.26% rate while the Hispanic population grew at a rate of 105% over the same period. Currently, the Hispanic population makes up 9% of the population. The communities with the largest percent of Hispanic populations are Momence and St. Anne with 19.8% each and the City of Kankakee at 18.5%. The Illinois percent of Hispanic population is 16.2 and the U. S. is 16.7.

## Education & Educational Attainment

It is widely agreed that education plays a critical role in the economic development and growth of a region. There is an undeniable link between education and higher income. In addition, an educated and skilled workforce is a strong business attraction asset. A core principal of this CEDS is to economically grow and prosper. To accomplish this, it is essential to support advanced training and education of our existing workforce, build a system to expose our school age students to career opportunities in industry, and attract new residents with higher educational levels.

### *Secondary Education and Graduation Rate*

There are seven public and four private high schools in Kankakee County. The graduation rate for the 2012-2013 academic year in the public schools ranged from 91% down to 67% with 83% being the State average.<sup>3</sup> Of the seven public high schools; three schools were above the State average, three were below the average and one was on par with the state average. The schools with the lowest graduation rates were in communities with families having the lowest incomes in the County.

It is important to note that the way that graduation rates are measured has changed in recent years, and graduation rate is only one of many ways to measure local education. However, a relatively low graduation rate at least suggests that many students might not be gaining the education they need to succeed.

Kankakee County also has the Kankakee Area Career Center (KACC) as part of its secondary education structure. This institution draws students from all districts, including some outside of the County, and offers training and education in a career oriented curriculum. This training is in 14 different fields. While not equivalent to college courses, this curriculum introduces students to their field of choice and prepares them for entry into trades or college. KACC does not graduate students, rather, these classes are part of the student's high school curriculum and the student graduates from the high school they attend.

### *Post-Secondary Education*



Kankakee Community College (KCC) serves as an important gateway to post-secondary education. The college serves over 6,000 students annually, and the average class size is 16. The

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<sup>3</sup> Illinois State Board of Education

ratio of part-time to full-time students at KCC is 3 to 1<sup>4</sup>. The main campus in the City of Kankakee also houses a Small Business Development Center. Its programs were developed through a partnership between the U.S. Small Business Administration, the Illinois Department of Commerce and Economic Opportunity and Kankakee Community College as a service to all Illinois small businesses. To better provide access to residents continuing their education a North Extension Center in Bradley and a South Extension Center in Iroquois County have been opened.

The college also provides incumbent worker training and partners with local businesses to ensure the availability of a skilled workforce. Recently the school has expanded their Manufacturing Technology program designed to prepare students for the modern manufacturing environment. Students in the program may obtain manufacturing skill certifications in nine areas or an AAS Manufacturing Technology degree. A Manufacturing Training Center where students can receive hands-on training is scheduled to open in the spring of 2014.

KCC is currently negotiating a partnership with Governor's State University (GSU) to bring higher education opportunities to our residents by extending GSU's campus into the County.



Olivet Nazarene University (ONU) is located in Bourbonnais. This private school is considered one of the nation's premier Christian colleges and for the ninth consecutive year has been ranked as one of the Best Colleges by "U.S. News & World Report" in its "2014 College Guidebook". It offers approximately 100 fields of study organized into four Schools and one College.

The ONU School of Graduate and Continuing Studies offers nearly 20 master's degrees in such fields as business, counseling, education, nursing, ministry, teaching and educational administration, as well as nontraditional adult degree completion programs and a Doctor of Education degree in Ethical Leadership.

Olivet has recently invested nearly \$80 million on new construction of an Engineering Department facility, a state-of-the-art Student Center, as well as a new Chapel that directly benefits the community by being home of the Kankakee Valley Symphony Orchestra.

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<sup>4</sup> Kankakee Community College

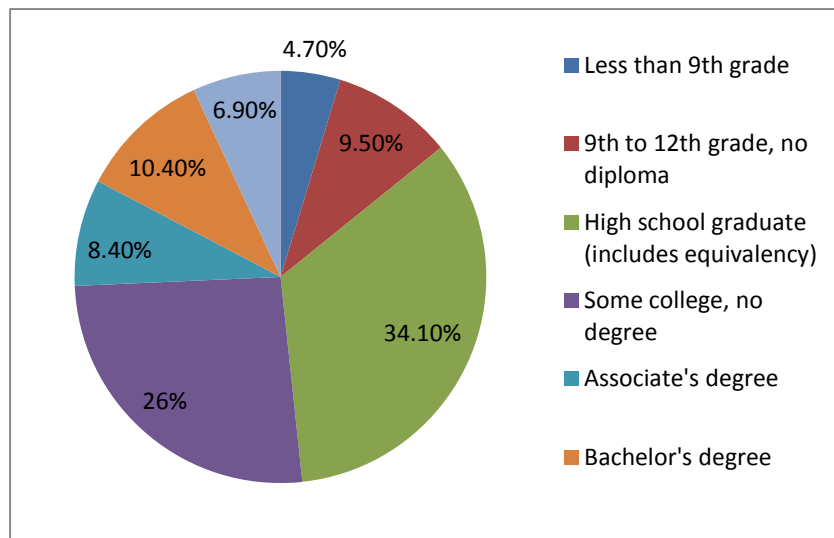


Both KCC and ONU are important and valued partners to our community through their mission to provide quality education, and by contributing to business efforts through the availability of internships, support of social services, and civic and cultural endeavors.

### *Educational Attainment*

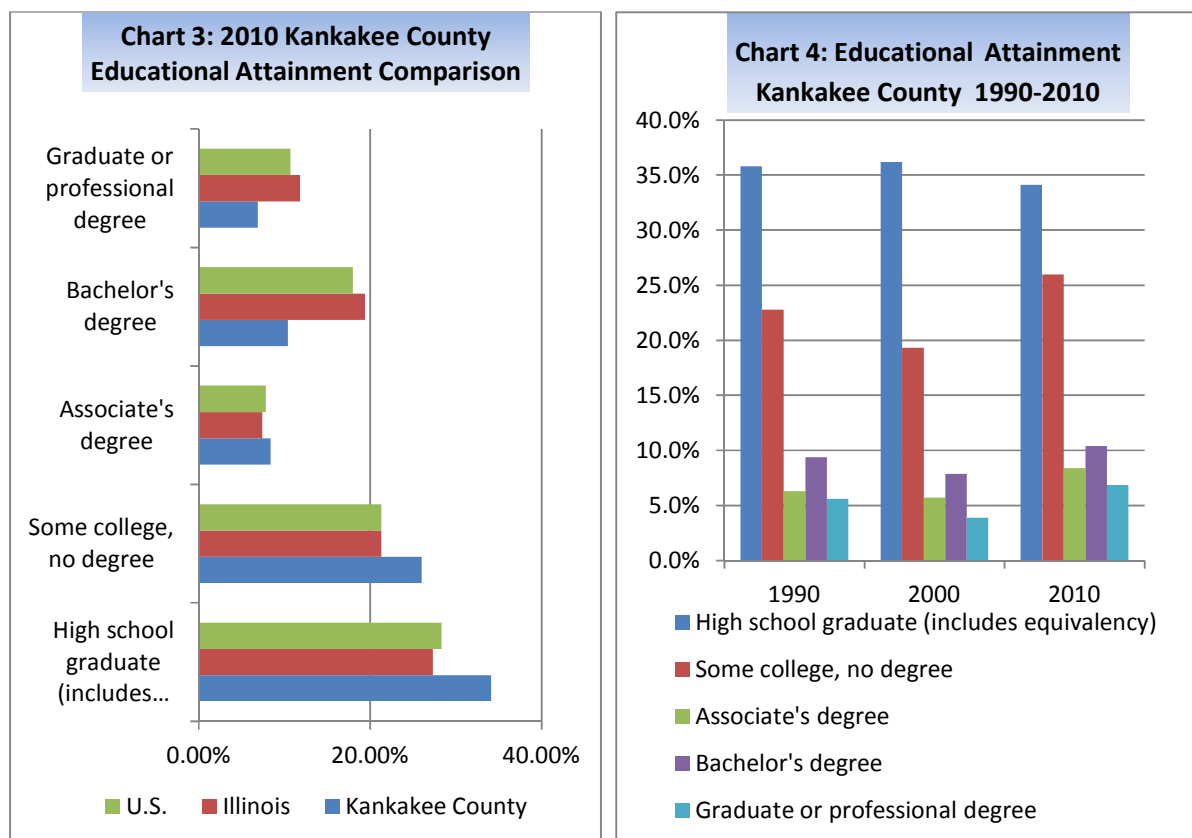
Kankakee County's educational profile indicates that there is significant gap between residents with some college and those who have attained post-secondary degrees. According to the 2010 U. S. Census, the highest level of education achieved by Kankakee County residents 25 years of age and older is 34% with a high school diploma, 26% have some college but no degree, 8.4% achieved an Associate's Degree, and 17.3% have earned a Bachelor's Degree or higher. See Chart 2 below:

**Chart 2: 2010 Kankakee County Educational Attainment**



Source: U.S. Census Bureau

In evaluating our educational attainment and comparing these figures with State and National data, it is very apparent that we have an unusually high number of individuals with just a high school diploma (34%), some college but no degree (26%), or an Associate's Degree (8.4%). In comparison, these local figures are higher than the State and National averages. On the other hand, Kankakee County significantly lags behind State and National averages for residents who have earned a Bachelor's Degree or higher. Chart 3 below compares Kankakee County's 2010 educational attainment to the State and National averages. An historical perspective of the County's educational achievement from 1990-2010 is provided below in Chart 4.



Source: U.S. Census Bureau, 2010-2012 American Community Survey

The gap in educational attainment may be attributed to several factors. Aside from healthcare and advanced manufacturing, the majority of jobs available do not require an advanced education. For some skilled occupations, training is often obtained on-the- job. Leaders whom we interviewed pointed out other factors that contributed to the County’s low educational attainment are our ability to attract graduates back to the community once they have attained their post-secondary education and our lack of past success in keeping ONU graduates in the community.

Educational attainment and the challenges that Kankakee County faces due to low educational attainment levels cannot be overstated. Our low educational attainment rates have a direct impact upon the County’s significant disparity in per capita and median family income, unemployment rate, and poverty rate, which-taken individually or collectively- reveals a community in economic distress.

### Economic Vitality

Along with many Midwest communities, Kankakee County has suffered substantial unemployment over the past three decades. The County has a poverty rate that is higher than the state average. Measures of Kankakee County’s personal and household incomes are below

the state average. Overcoming these challenges, which are similar to those of many Midwest communities that lost significant numbers of high-paying manufacturing jobs between 1980 and 1990 are key to Kankakee County's economic development.

To some extent, the County has been in the process of recovering from the decade of the 1980s. Today, the County's population has grown beyond the low level of 1990 and the unemployment rate is consistently dropping according to the Illinois Department of Employment Services.

Nonetheless, there remain residents of the County who are not participating in its recent economic gains. One of Kankakee County's economic development challenges is to continue to grow jobs that will help the unemployed and underemployed residents increase their earnings.

### Wealth and Employment

Economic Development is one approach to overall community development. In this approach the goal is to generate wealth creation opportunities for the residents of Kankakee County. Therefore, a review of key economic indicators helps the community understand how well the local economy is performing as illustrated in Table 6 below.

**Table 6: Key Wealth and Employment Statistics**

Category	Kankakee County	State Average
Poverty Rate (2011)	15.0%	13.1%
Per Capita Personal Income (2011)	\$33,171	\$43,721
Median Household Income (2011)	\$46,046	\$56,576
Labor Force Residing in Kankakee County (2012)	55,825	
Unemployment Rate (August 2013)	12.8%	9.0%

Sources: U.S. Census Bureau, U.S. Bureau of Labor Statistics and Statsamerica.org

### Poverty Rate

Poverty rate is one indication of the number or percent of people in the community who have a relatively low income. According to the American Community Survey (ACS), the 2011 poverty rate for Kankakee County was 15.0% while the poverty rate for the same year in Illinois was 13.1% and the National rate was 14.3%.

The 2010 poverty rate from the decennial census was 14.2%. This contrasts with the poverty rate for Illinois and the U.S. at 13.8% and 15.3% respectively. In comparison, these same figures from the 2000 decennial census were 11.4% for Kankakee County, 10.7% for Illinois, and 12.4% for the Nation. A factor that may have contributed to this increase in poverty rate over the last decade was the recession that began in the middle of the decade.

**Table 7: Poverty Rate Comparison**

POVERTY RATE	Kankakee County	Illinois	U.S.
2000	11.4%	10.7%	12.4%
2010	14.2%	13.8%	15.3%
2011	15.0%	13.1%	14.3%

Source: U. S. Census Bureau, American Community Survey

### Per Capita Personal Income and Median Household Income

Per Capita Personal Income (PCPI) and Median Household Income (MHI) are standard metrics for analyzing the prosperity of a community. PCPI measures the total income of an area divided by the area's population. In 2011, the PCPI of Kankakee County was \$33,171. The PCPI for the State of Illinois (in 2012) the PCPI was \$43,721. Kankakee County's PCPI is 75.8% of the State average.

Median Household Income (MHI) measures the total income of an area divided by the number of households in the area. The Median Household Income for Kankakee County in 2011 was \$46,046. The MHI for the State of Illinois in 2011 was \$56,576. Kankakee County's MHI is 81.4% of the State average.

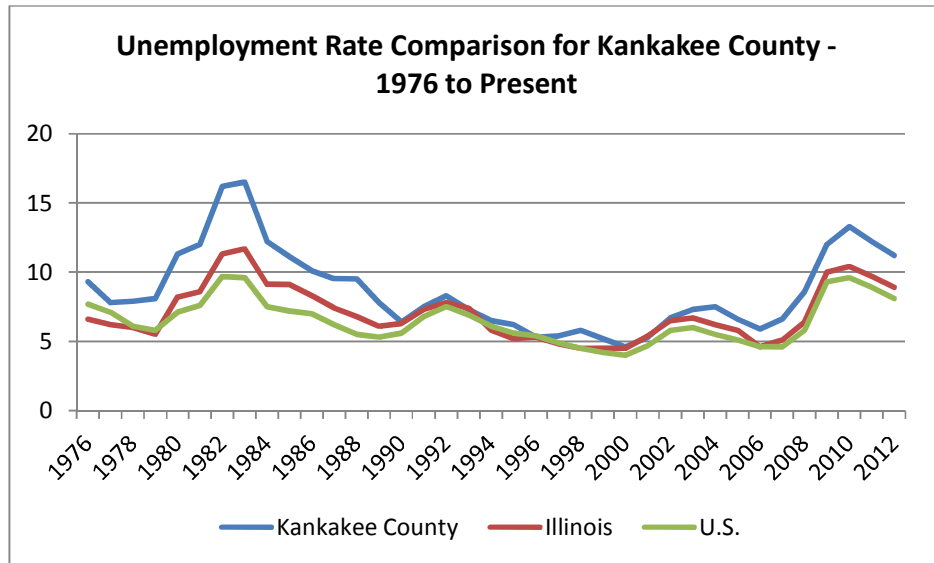
**Table 8: Per Capita Personal Income and Median Household Income**

	PCPI 2011	% of State	MHI	% of State
Kankakee County	\$33,171	75.80%	\$46,046	81.40%
Illinois	\$43,721 (2012)		\$56,576	

Source: U.S. Census Bureau

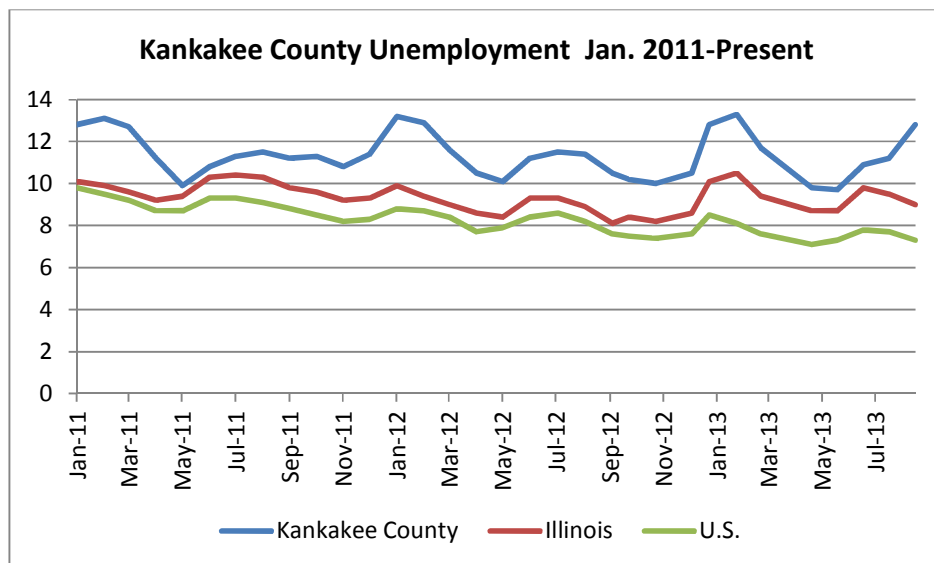
### Unemployment

Since 1976, the annual unemployment rate has ranged from a low of 4.6% in 2000 to a high of 16.5% in 1983. With the exception of a brief period in the early 1990's, Kankakee County's unemployment rate has regularly been higher than both the State and National averages.



Source: Illinois Department of Employment Security (IDES)

The unemployment rate in August 2013 was 10.4%; this was not seasonally adjusted. In contrast, the August 2013 unemployment rate for the State of Illinois was 9.2% and the U.S. unemployment rate for the same time period was 7.2%. Over the past two and a half years, there have been no major plant closings or major layoffs. However, the County's unemployment rate has fluctuated during this time period rising and falling between a high of 13.3% in February 2013 to a low of 9.7% in May of the same year. During this time period, the County's unemployment rate, although higher, has paralleled both the State and National trends. Based on the data, unemployment in the area tends to increase in the winter usually peaking in January while the months of May and November are typically the lowest. This may be attributed to seasonal employment patterns.



Source: Illinois Department of Employment Security (IDES)

## Employment

In order to assess our economy, we must also have an understanding of the types and quantity of jobs in the County. The federal government tracks employment by occupation in addition to industry sector. This data gives us a perspective on the different types of jobs in the community. Table 9 is a snapshot of the occupations in Kankakee County grouped into five broad occupations. It should be noted that these occupational categories range across all business sectors. Thus, one might have a management job in a service or manufacturing business.

**Table 9: Employment by Occupations (2012)**

Occupation	Estimate	Percent
Management, business, science, and arts occupations	14,140	27.90%
Service Occupations	9,378	18.50%
Sales and service occupations	12,676	25.00%
Natural resources, construction and maintenance occupations	5,459	10.80%
Production, transportation, and material moving occupations	9,021	17.80%

Source: Statsamerica.org

Note: See a more complete listing of Kankakee County 2012 Occupations and Median Hourly Earnings in the Appendix.

The largest occupation cluster is *Management* with 14,140 jobs representing nearly 28% of the total occupations in Kankakee County. Service occupations constitute 9,378 jobs and 18.50 %. Production, which includes many manufacturing jobs, has 9,021 jobs and represents 17.80 %.

Some occupations have higher wages/earnings than others. For example a receptionist's average hourly wage in Kankakee County is \$11.72; whereas personal care aides average \$8.72 an hour. Twenty-five percent of jobs in Kankakee County are in *Sales and Service* occupations, which tend to have relatively low wages. *Management* occupations tend to pay a higher wage. For example, chief executives average \$49.89 per hour.

Another way to understand an economy is to look at major employment categories. Major industries in Kankakee County include Machinery and Bio-Tech Manufacturing, Warehousing and Distribution, Health Care, Education, Services, and Insurance.<sup>5</sup> Healthcare is by far the top employment sector with over 4,800 employees when figures from the top three companies in this sector are combined.

Employment by industry is also useful in understanding key areas of an economy. Table 10 below shows employment in Kankakee County by major business sector.

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<sup>5</sup> Economic Alliance of Kankakee County

**Table 10: Employment by Industry (2012)**

Occupation	Estimate	Percent
Agriculture, forestry, fishing and hunting, and mining	1,254	2.50%
Construction	3,223	6.40%
Manufacturing	6,274	12.40%
Wholesale Trade	2,114	4.20%
Retail Trade	6,022	11.90%
Transportation and warehousing, and utilities	3,281	6.50%
Information	773	1.50%
Finance and insurance, and real estate and rental and leasing	2,918	5.80%
Professional scientific, and management, an administrative and waste management services	2,798	5.50%
Educational services, and health care and social assistance	13,447	26.50%
Arts, entertainment, and recreational, and accommodation and food services	4,647	9.20%
Other services, except public administration	2,204	4.30%
Public Administration	1,719	3.40%

Source: Economic Modeling Specialists International

This table reflects employment by specific business sector and in some cases combines business sectors into larger categories. The business sectors with the largest employment in Kankakee County are: Educational Services-Health Care-Social Assistance (a combined business sector), Manufacturing, and Retail Trade. Educational Services–Health Care–Social Assistance has 13,447 employees and constitutes 26.50% of all employment. Manufacturing at 6,274 jobs constitutes 12.40% of county employment. Retail Trade employment comes in third at 6,022 jobs and 11.90% of employment.

It is important to understand the employment distribution of the major employers in the County. The top ten employers indicate the importance of health care and educational institutions to our local economy. Diversity of employment can signal economic health in a community that does not depend upon one business sector for its employment. These employers are ranked in order by number of employees, from 2,000 to 25 in the following table.

**Table 11: Kankakee County Employers Ranked by Number of Employees (From 2000 to 25)**

Business	Description
Riverside Medical Center	General Medical & Surgical Hospital
Shapiro Development Center	Specialty Hospital
Provena St. Mary's Hospital	General Medical & Surgical Hospital
Cigna Healthcare	Insurance Agencies & Brokerage
Baker & Taylor	Book & periodical Merchant Wholesalers
CSL Behring, LLC	Biological Product Manufacturing
Kankakee Community College	Community College
Olivet Nazarene University	University
Sears Logistics Center	Advertising Material Distribution Services
Van Drunen Farms	Miscellaneous Food Manufacturing
Armstrong World Industries	Resilient Floor Covering Manufacturing
Illinois Veterans Home	Specialty Hospital
Nucor Steel	Steel Mill
K-Mart Distribution Center	Durable Goods Distribution
Oak Academy	Residential Care Facility
Cognis	Plastics Material & Resin Manufacturing
Momence Packing Company	Animal Slaughtering; Meat Processing
Peddinghaus Corp.	Metalworking Machinery Manufacturing
Exel	Refrigerated Warehousing & Storage
Kankakee Nursery Company	Landscaping Services
Flanders-Precisionaire	Air Purification Manufacturing
The Daily Journal	Newspaper Publishers
Swift Transportation	General Freight Trucking
Bunge Oils	Fats and Oils Refining & Blending
The Valspar Corporation	Paint, Varnish & Supplies
Hostmann-Steinberg	Industrial Supplies Merchant Wholesalers
Crown Cork & Seal Company	Metal Can Manufacturing
Dayton Superior	Steel Product Manufacturing from Purchased Steel
Reynolds Food Packaging	Plastics Products Manufacturing
Del Monte Fresh Produce Company	Fruit & Vegetable Merchant Wholesalers
Merisant	Organic Chemical Manufacturing
A.N. Webber	Specialized Long-Distance Trucking
Hoekstra Transportation	General Freight Trucking
Reynolds Packing - KAMA	Plastics Product Manufacturing



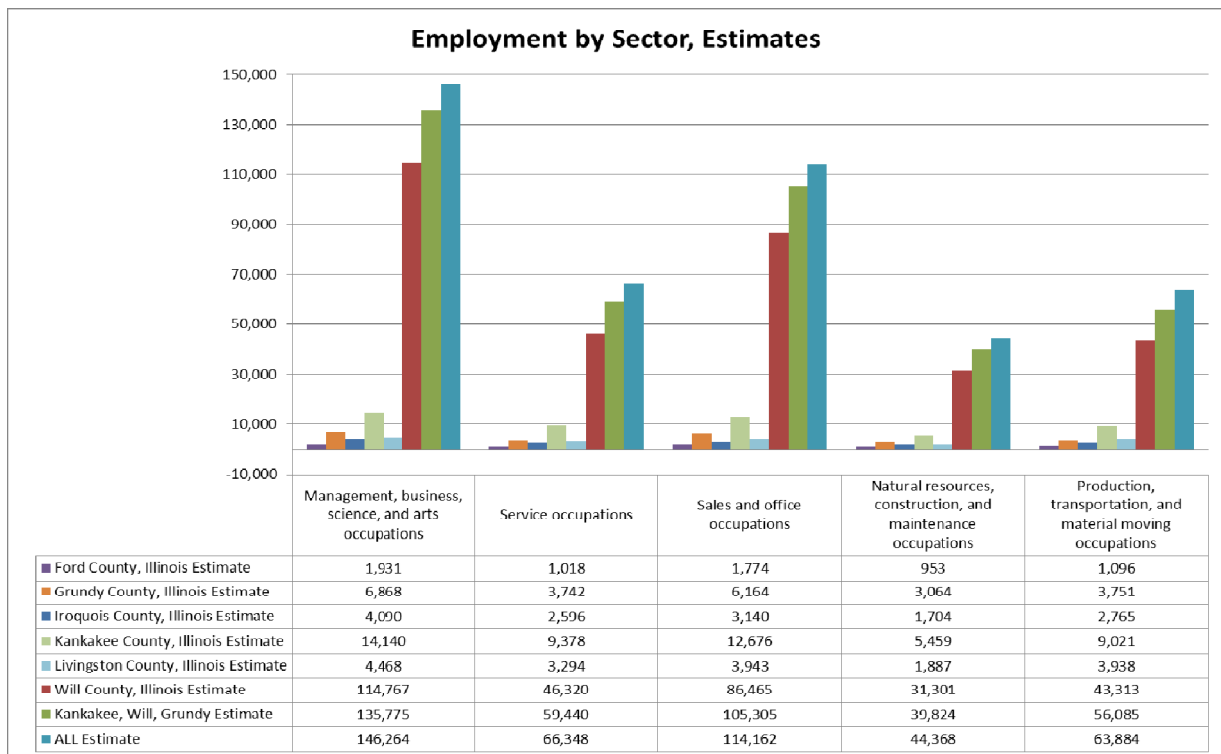
Business	Description
Alabama Metal Industries	Commercial Building Construction
Dawn Food Products	Commercial Bakeries
Gilster-Mary Lee Corporation	Miscellaneous Food Manufacturing
Silva International	Fruit & vegetable Merchant Wholesalers
IKO Midwest	Asphalt Shingle & Coating Materials Manufacturing
Bunge Milling	Corn Milling
Aqua Illinois	Water Supply & Irrigation
Millipore	Medical Laboratories
E.A. Allen Lumber	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers
Rohm and Haas Chemicals	Plastics Material & Resin Manufacturing
Space Center Chicago	General Warehouse & Storage
Plochman, Inc.	Mayonnaise, Dressing, and Sauce Manufacturing
Electron Beam Technologies	Fiber Optic Cable Manufacturing
Zip-Pak	Plastics Product Manufacturing
W.W. Henry Company	Adhesive & Glues Wholesale
Sun Chemical Corporation	Printing Ink Manufacturing
Greif Containers	Plastics Product Manufacturing
Vulcan Materials Company	Crushed & Broken Limestone Mining & Quarrying
Belson Steel Center Scrap, Inc.	Iron & Steel Mills
J.R. Short Milling Company	Flour Milling
Amassador Steel	Commercial Building Construction
Arctic Snow & Ice	Support Activities for Road Transportation
Chicago Steel Tape Company	Construction Equipment, Merchant Wholesalers
Ring Can Corporation	Plastics Product Manufacturing

Source: Economic Alliance of Kankakee County

### Multi-county Area Employment by Sector

Knowing the composition of Kankakee County's occupational sectors is important when building an economic development strategy. However, as stated previously, Kankakee County is not an island and therefore we must also look at the diversity of occupations in the area surrounding the County. The following chart shows employment for major business sectors for Kankakee County and five nearby counties.

**Chart 5: 2010 Regional Employment by Occupation Cluster**



Source: Statsamerica.org

Chart 5 above shows the magnitude of employment:

- By individual county
- For the three counties of Kankakee, Grundy, and Will counties together
- For all six of the counties as one region.

For the six counties as a single region, *Management, Business, Science, and Arts* occupations cluster are the largest at 146,264. *Sales and Office* occupations is the second largest employment cluster and *Production, Transportation, and Material Moving* is the third largest cluster.

For Kankakee County, the existence of major employment sectors in the region shows potential opportunities for growth in that same sector locally. The County has substantial employment in each of the clusters on the chart:

- 14,140 in the *Management, Business, Science, and Arts* occupations cluster
- 9,378 in the *Sales and Office* occupations
- 5,459 in the *Natural Resource, Construction, and Maintenance* occupation cluster
- 9,021 in the *Production, Transportation, and Materials Moving* occupation cluster

## Workforce

Kankakee County's workforce is served by the Grundy Livingston Kankakee Workforce Development Investment Board. The WIB is part of a national network of organizations involved in workforce preparation and employment. Board activities and programs are designed to meet both the needs of the communities' businesses and the needs of job seekers and those who want to further their careers.

The board is comprised of both public and private sector members who work together to fund and support programs targeted at youth, adults, and dislocated workers in a three-county area who are in need of training, career exploration assistance, career counseling, or lay-off assistance. The board manages and oversees funds granted to Grundy, Livingston, and Kankakee Counties through the Workforce Investment Act.

The area workforce investment board has targeted specific business clusters within the three counties to improve the average annual wage for the Livingston, Grundy, and Kankakee counties.

## Transportation & Infrastructure

A quality transportation system is important to Kankakee County's economic vitality and livability. The County's strategic location with respect to regional and national markets makes keeping quality transportation paramount to our economic survival. However, like many Illinois communities, Kankakee County faces ongoing issues of deteriorating infrastructure coupled with funding that does not keep pace with the needs of the system. This section will highlight important aspects of our system and discuss planned improvements.

### Highway Transportation

Kankakee County has a diverse ground transportation system with a combination of interstate, U.S. highways, state highways, and County highways. These routes serve to transport people and commodities both internally and externally.

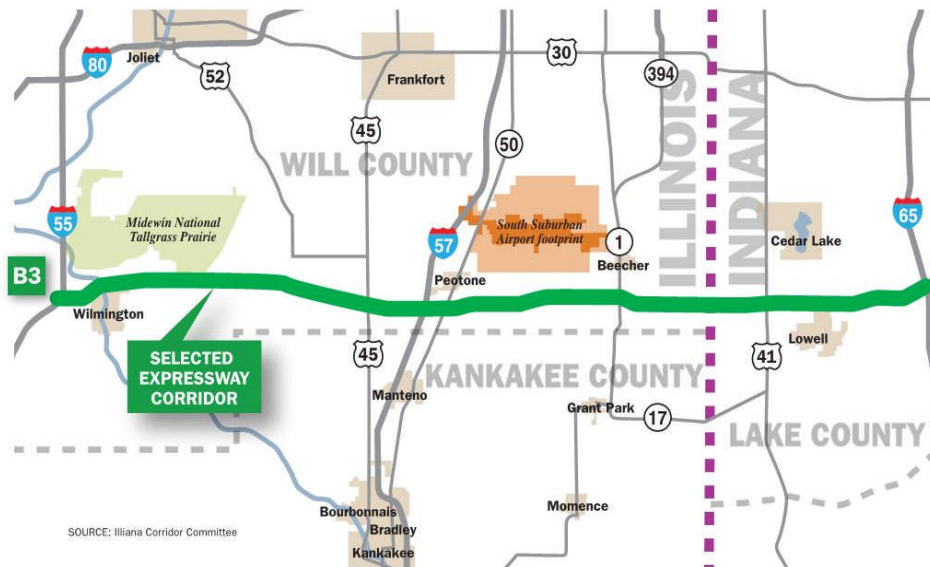
- **I-57:** This north/south interstate highway is the main transportation route through the County and provides accessibility to external markets in the Midwest and beyond. It has direct access to I-80 just 25 minutes to the north and I-72 / I-74 70 miles to the south in Champaign.
- **U.S. and State Highways:** Kankakee County is traversed by several federal and state highways that offer transportation in all directions. Although, roads that transport traffic east /west are limited.

One issue facing the County in recent years has been the dramatic increase in truck traffic on these roadways, sometimes reaching 54% of the total traffic. Intermodal facilities and growth in the region has contributed to this increase as trucks attempt to avoid congestion in the Chicago suburbs. The Illiana Expressway is expected to alleviate this situation.

Although Kankakee County has an excellent ground transportation system, there is always room for improvement. While there are many planned improvements to the system, only the ones that have the greatest potential to impact the economy are listed below.

- **6000 N. Road/Bourbonnais Parkway:** In early 2014, the Illinois Department of Transportation (IDOT) is expected to start the bid process for a new I-57 interchange at 6000 N Road, also known as Bourbonnais Parkway. This bid process will begin the construction which is expected to be completed by the end of 2017. The construction of this interchange will provide accessibility to nearby commercial and industrial properties and help alleviate truck traffic issues in the area. Future plans include extending this road eastward to Illinois Route 1.
- **Illiana Expressway:** For the past several years, Kankakee County leaders have collaborated with their counterparts in neighboring counties to support the Illiana project. This new public/private expressway, located just north of Kankakee County, will connect I-55 with I-65 in Indiana for the main purpose of relieving truck traffic utilizing the local system and to provide an alternative to I-80. This project is expected to create over 9,000 temporary construction jobs and nearly 25,000 permanent jobs. According to IDOT, the long term economic output for this project is estimated at over 4 billion dollars.

Kankakee County will have several nearby interchanges on the Illiana. These interchanges will provide direct access to the CenterPoint Intermodal Center, one of the largest intermodal sites in the U.S., which is less than 30 miles away. This regional transportation project has the potential to position Kankakee County for significant growth both in population and commerce as it is further drawn into the economy of the tri-state region.



## Rail Transportation

Kankakee County is well served by three Class 1 railroads for many businesses that rely on bulk commodities. The Canadian National (CN) and Union Pacific (UP) provide freight service for points north and south while the Norfolk and Southern (NS) provides east/west access. Both the CN and NS have rail yards within the County.

The residents of Kankakee County also have access to commuter rail service. Amtrak provides daily interstate and national service and Chicago's Metra system provides commuter service from University Park, 30 miles north of Kankakee County, to various points in the Chicago Region.

## Airports

- The Greater Kankakee Airport:** This local airport is a major economic asset located in the southern portion of the City of Kankakee near I-57. It is the largest airport serving the south Chicagoland area. The airport supports two runways, the longest at 6,000 feet, an instrumental landing system and over 120 hangers. The airport is not part of Chicago airspace, which gives it an advantage in avoiding congestion. Annual operations are approximately 50,000 arrivals and departures or an average of 136 flights per day. The Greater Kankakee Airport generates an annual economic impact of approximately \$10 million. The airport is used by privately owned aircraft, predominately from major companies in the area and is an important attraction feature for new companies looking to locate in or near Kankakee County. There are no commercial flights available.

In 2004, the County in partnership with the City of Kankakee authorized a study to determine the feasibility of industrial use around the airport. This study concluded that industrial uses around the airport were feasible but the types and quantity would be limited.

- **Midway and O'Hare Airports:** Kankakee County is in close proximity to Chicago's Midway Airport, which is a 50 minutes-drive, and O'Hare International Airport, which is 90 minutes from the County. Both of these are International airports providing daily flights.
- **The Third Chicago Area Airport:** Kankakee County leaders have been planning for some time for a third airport to be located just north of Kankakee County. Although planning began in the 1980's and the State of Illinois has begun to purchase some land, the future of this project is unclear. If built, this airport would create major economic changes to the region.

#### Public Transportation

- **River Valley Metro:** The River Valley Metro Mass Transit District was formed in September 1998 and provides service to the Kankakee Metropolitan Area. River Valley Metro has received the *"Success in Enhancing Ridership Award"* two years in a row (2008 and 2009) from the Federal Transit Administration. The River Valley Metro offers access to Midway Airport and to the commuter rail station in University Park.
- **SHOWBUS:** This service provides limited public transportation opportunities to residents in rural Kankakee County. The system links with the River Valley Metro which increases possible destinations.

#### Utilities and Communication

Kankakee County has access to all utility services although all utilities are not available in every area of the County. In the Kankakee Metropolitan Area and most municipalities, Nicor Gas provides natural gas service. Electric power for the entire County is provided by ComEd.

Aqua Illinois provides potable water to the Kankakee Metropolitan Area and the Villages of Manteno and Grant Park while some outlying communities provide their own potable water supplies.

The Kankakee River Metropolitan Wastewater Utility (KRMA) provides access to sewer service in the Kankakee Metropolitan Area while some outlying municipalities have their own wastewater service. It should be noted that a \$55 million upgrade and expansion project is currently underway at the KRMA facility in Kankakee. Once completed, the plant will be capable of meeting the Metropolitan Area's wastewater treatment needs for the next 25 years.

The County is well-served by telecommunication companies. These include SBC, McLeod USA, Talk America, and Trinsic Communications. Cable service is provided by Comcast Cable, AT&T, and satellite television service is available from a variety of providers. In the City of Kankakee, a new fiber optic communications ring has been installed in the downtown businesses area in an effort to attract new companies dependent on enhanced Internet technologies.

### **Physical Characteristics and Environment**

When discussing the “assets” of Kankakee County, many citizens point to the abundance of the County’s natural resources, open spaces, and the Kankakee River.

#### **Water Resources**

The Kankakee River Watershed comprises nearly all of Kankakee County, and provides for its water supply, drainage, and recreational resources. The origin of the river basin is in Indiana and the river continues through the County to Will County where it joins the Illinois River and then flows into the Mississippi River. In Illinois, the entire river system maintains its original meandering path, and is an invaluable asset providing unique recreational and economic benefits. As noted by many, the Kankakee River is the defining resource for the County.

However, the river faces major challenges. The channelization of the Kankakee River in Indiana has proven to be problematic. This acceleration of the natural drainage system has brought sand and sedimentation loads into Illinois, shifting and settling into the basin of the river. The subsequent reduction of the capacity of the river in Kankakee County results in a higher risk of flooding, a threat to the potable water supply, and the degradation of natural resources and habitat. This poses both a quality of life and an economic development challenge to Kankakee County. The Kankakee River Roundtable is a grass roots citizens group, supported by the Alliance and the Community Foundation of Kankakee River Valley, which was formed to address this pressing issue as well as other issues facing the River.

#### **Soil Resources**

Kankakee County is agricultural in character, and is the basis of the County’s historic and cultural heritage. 87% of the County’s land is used for farming purposes. Many areas of the County are classified with prime agricultural soils that are suitable for most major crops, in particular corn and soybeans. Contributing factors of farmland productivity are the creeks, wetland, and floodplains of the Kankakee River watershed, which are an integral part of the agricultural drainage system.

## Quality of Life

The term “Quality of Life” is used to describe various, sometimes intangible factors, that make a community attractive to live in. In theory, new businesses will be attracted to communities with the most favorable combination of factors and existing businesses will expand for the same reason. In today’s competitive economy, quality of life is both an end in itself and an economic development asset.

In the spring of 2012, the Alliance and Dr. Don Daake, of Olivet Nazarene University, partnered to gather community feedback as a means to assess the Quality of Life in Kankakee County. A resident survey called the “2020 Vision” was developed to collect critical feedback on various community attributes, perceptions, and strengths and weaknesses. There were 419 responses to the survey.

The survey results showed Kankakee County’s top strengths as:

- Proximity to Chicago
- Nature/recreational opportunities
- Health care
- Higher education

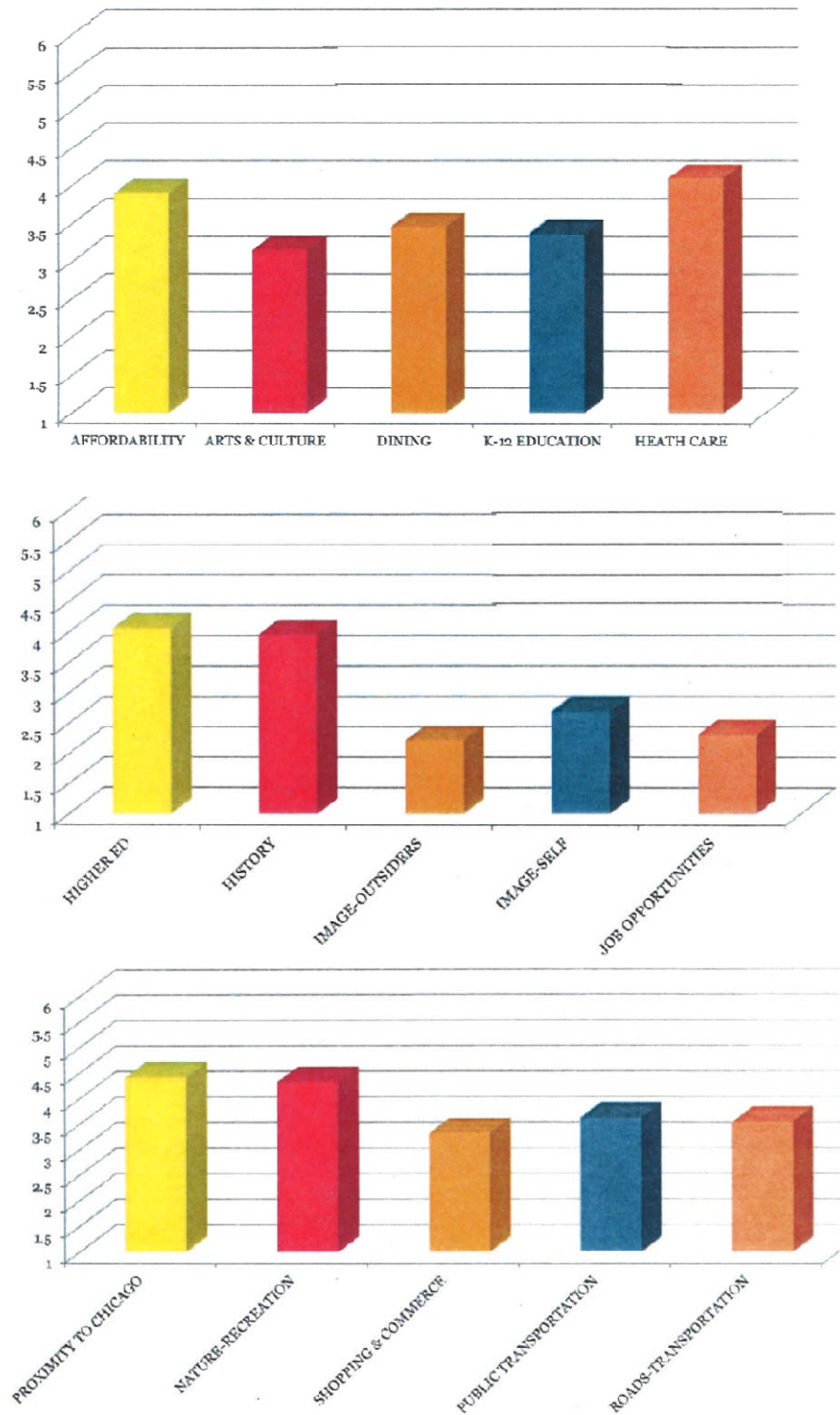
The major challenges revealed were:

- Perception and image that we have of ourselves
- How we believe others perceive us
- Job opportunities (employment)

The following chart shows all fifteen attributes and their ratings.



**Chart 6: Community Attributes**  
(1= Very poor, 6=Excellent)



Additional Quality of Life factors that are addressed in this section are: Cost of Living, Housing, and Cultural and Recreational Opportunities.

#### Cost of Living<sup>6</sup>

Among the 306 urban areas that participated in the third quarter 2013 *Cost of Living Index* (COLI), Kankakee County scored a 96.2%, with the national average being 100%. The COLI is based on the after-tax cost for a professional/managerial standard of living. This quarter the average ranged from more than twice the national average in New York (Manhattan), NY at 221.3% to nearly 20 percent below the national average in Sherman-Denison, TX with 86.2%.

Results for the Chicago metro area are: Chicago 117.4%, Joliet-Will County 97.4%, and Kankakee County 96.2. Kankakee County's low cost of living in our larger metro area, along with all its other advantages, makes it a very attractive place to live and to locate a business.

#### Housing

Kankakee County offers a variety of housing choices; from new construction to historic, urban to rural, single family to multi-family and in a multitude of price ranges. Single-family home price ranges from below \$100,000 to over \$500,000. Having a mix of housing types and pricing is critical to sustaining steady population growth.

The Kankakee County Housing Authority provides low income housing for adults, seniors, and the disabled, Section 8 housing for those meeting HUD guidelines, and family self-sufficiency and homeownership programs.

Although new housing starts have been affected by the recession that started in 2006, in 2013 Kankakee County added 88 new single-family homes from January to October. Prior to 2006 Kankakee County realized 500 to 600 new homes per year. After 2006 those expectations have dwindled to around 100 homes per year. Data shows that since the low of 52 new homes in 2011, figures are steadily rising.

#### Cultural and Recreation

Kankakee County is rich in cultural aspects that contribute to a high quality of life. There are two theater groups, a symphony, numerous art galleries and art events. Our residents have access to several museums, including a hands-on children's museum, and a planetarium, along with a variety of historic churches and homes. There are a wide range of festivals and other events including: the Merchant Street Music Fest, the Bourbonnais Friendship Festival, Strawberry Festival, Gladiolus Festival, Pumpkin Festival, several October Fests, Labor Day Boat Races, and several farmers' markets.

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<sup>6</sup> The Kankakee County data is collected by the Economic Alliance of Kankakee County; the COLI is published quarterly by C2ER—The Council for Community and Economic Research.

Recreation and sporting opportunities abound. Along the beautiful Kankakee River, there is biking, hiking, boating and fishing in many locations. The Kankakee River State Park, located along 11 miles of the river, is the 5<sup>th</sup> largest State Park in Illinois and offers unsurpassed recreational facilities. For the sports enthusiasts, there are swimming pools, an ice arena for figure skating and hockey, and a regional baseball complex.

Each summer the Chicago Bears move to Bourbonnais for their three week summer training camp on the campus of Olivet Nazarene University (ONU). In 2013, ONU and the Chicago Bears agreed on a nine (9) year extension keeping the Bears' summer camp at ONU until 2022. Over the years, Bears' training camp has provided priceless exposure of the Kankakee area to the Chicagoland region.

To better leverage the exposure that the area enjoys as a result of the Bears' camp, primarily from the visitors that travel to our community, ONU has organized a new Blue Ribbon Committee comprised of the Alliance, the Kankakee County Chamber of Commerce and the Kankakee County Convention and Visitors Bureau. This committee is charged with developing a more aggressive community marketing effort and visitor retention strategy. The CEDS strongly supports this effort since a successful campaign accentuates our close proximity to Chicago.

### **Kankakee County as a Business Location**

Kankakee County offers excellent advantages for all sectors of business. Located on I-57, the County is an hour from downtown Chicago. Combined with a variety of sites throughout the County, an active municipal airport, and an experienced and available workforce, Kankakee has excellent growth potential.

#### **Assets**

Kankakee County's current business location assets include a water/sewer system with large capacity for future growth, including the recent \$10 million water and \$85 million sewer upgrades.

Earlier in this document, the County's transportation assets were discussed. The existing I-57 interchanges provide excellent access to available commercial and industrial land. The new interchange at County Road 6000 North (Bourbonnais Parkway) will open opportunities for new employer parks. The County is served by three Class I railroads and an excellent regional airport. Combined, these transportation assets can serve the needs of virtually any business.

The occupational cluster and the location quotient analyses illustrate that a wide range of manufacturing already flourishes here. This is in part due to the quality of the County's workforce, the excellent health care, and the relatively low cost of doing business.

### Challenges

The County does face challenges in continuing to develop as a hub for businesses. Water and sewer need to be extended to some greenfield employer sites. Old, abandoned industrial buildings need to be examined. Finally, there are no new large industrial buildings and relatively few commercial facilities available for incoming or expanding businesses.

## CLUSTER ANALYSIS



Complementary groupings of businesses and industries that locate within close proximity, in order to gain a competitive advantage, are referred to as industry “clusters”. The identification of existing and potential clusters is a critical element of an economic development strategy. This Comprehensive Economic Development Strategy uses a cluster analysis to help guide the understanding and improvement of the economy in Kankakee County.

Industry concentration sets the stage for possible clusters in a region. A commonly used measure of industry concentration is a Location Quotient (LQ). An LQ level is determined by dividing the percent of output or employment of a business sector at the state or national level into the percent of the same activity at the county level.

In Table 12 on the following page, employment LQs are shown for selected Kankakee County business sectors.

Generally, if a business sector has an LQ of 1.2 or higher that business is potentially a basic employer, which is one that ships at least part of its product outside of Kankakee County and brings new revenue back into the community. LQ analysis provides another perspective by which to understand a local economy.

**Table 12: Location Quotient Analysis for Selected Business Clusters in Kankakee County Compared to the U.S. (2012)**

Description	Number of Establishments	LQ
All Industries	2,513	1.00
Advanced Materials	43	1.20
Agribusiness, Food Proc. & Tech.	80	2.13
Biomedical/Biotechnical (Life Sciences)	91	1.00
Chemicals & Chemical Based Products	24	1.35
Education & Knowledge Creation	35	1.00
Manufacturing Supercluster <sup>7</sup>	48	1.54
Primary Metal Mfg.	1	1.12
Fabricated Metal Product Mfg.	29	1.93
Machinery Mfg.	10	1.78
Electrical Equipment, Appliance & Component Mfg.	3	1.53

Source: Economic Modeling Specialists International

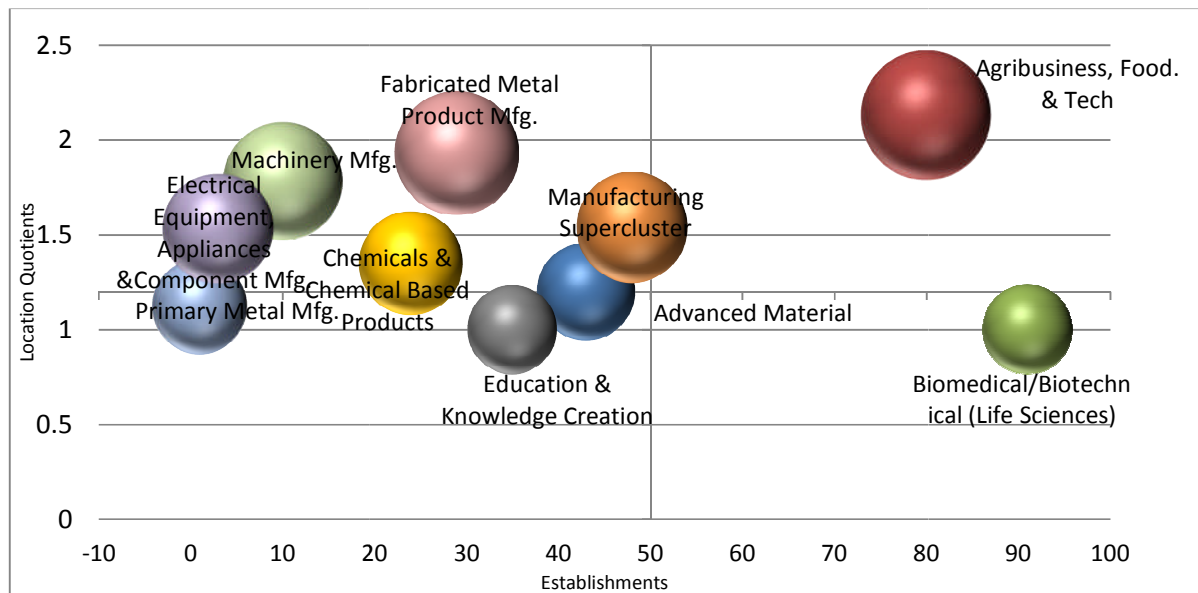
High LQ levels include Manufacturing, which has one and one half times the U.S. average employment concentration, and Agribusiness, Food Processing, and Technology, which has over twice the concentration of employment compared to the U.S. average.

Chart 7 on the following page shows the LQ of some Kankakee County business clusters.

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<sup>7</sup> Researchers at Purdue University pioneered the term *Manufacturing Supercluster* for an EDA funded study in which Indiana University and SDG were the major investigators. The category includes: Primary Metals, Fabricated Metal Products, Machinery, Computer and Electronic Products, and Transportation Equipment.

**Chart 7: LQ of Some Kankakee County Business Clusters**



Sources: Economic Modeling Specialists International and Strategic Development Group

On Chart 7 above, the horizontal axis represents the number of Kankakee County establishments in each cluster. The vertical axis shows the LQ level. And the size of each “bubble” indicates number of employees in a cluster. For example, *Agribusiness, Food Processing, & Technology* has an LQ of just under 2.5. This means that the concentration of employment in this sector is two and one half times the national average.

Kankakee County has a number of business clusters that have an employment location quotient significantly higher than the U.S. average. This gives the County an employment concentration in such business clusters as Agribusiness & Food Processing, Manufacturing, Fabricated Metal, Machinery Manufacturing, and Electrical Equipment, Appliance & Component Manufacturing.

These high LQ levels suggest that these business clusters are basic employers. Kankakee County has more than one establishment in the following business clusters<sup>8</sup>:

- Food Processing & Technology
- Biotechnical/Bioscience Manufacturing
- Paint, Coating, and Adhesive Manufacturing
- Chemical Product Manufacturing
- Plastics Product Manufacturing
- Fabricated Metals

<sup>8</sup> Economic Modeling Specialists International

- Metal Container Manufacturing
- Machine Shops Manufacturing
- Agriculture, Construction, and Mining Machinery Manufacturing
- Residential and Commercial HVAC Manufacturing
- Metal Working Machinery Manufacturing
- General Manufacturing

Non-manufacturing business clusters<sup>9</sup> in Kankakee County with high LQs include:

- Warehousing, Transportation and Logistics
- Post-Secondary Education
- Medical Labs
- General Medical and Surgical Hospitals (Private)
- Health Care Facilities
- Vocational Rehabilitation Services
- Automotive Repair and Maintenance
- Education and Hospitals (Local Government)

These business clusters – both manufacturing and non-manufacturing – are prospective targets for recruitment, retention and expansion services. Based on the Whittaker Associates findings and information from the Grundy, Livingston, Kankakee Workforce Board and Kankakee Community College Cluster Analysis, it was determined that the targeted clusters for Kankakee County are:

- ❖ Food Processing
- ❖ Metal, Machinery & Advanced Manufacturing
- ❖ Transportation, Distribution & Logistics
- ❖ Healthcare
- ❖ Business & Professional Services

The targeted marketing list developed by Whittaker Associates identifies specific companies within these clusters for targeted marketing and recruitment. This list does not preclude any non-targeted industries from being recruited or welcomed into Kankakee County.

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<sup>9</sup> Economic Modeling Specialists International



## ECONOMIC DEVELOPMENT CHALLENGES & OPPORTUNITIES

There are a number of challenges and opportunities facing Kankakee County in several categories.

**Economic Development:** Although the County continues to have a dynamic economy, with several significant expansions in the last 18 months having a total investment of over \$500 million, New Employer Recruitment is a priority.

This is an opportunity to increase New Employer Recruitment efforts based on the business cluster analysis that was part of the economic development planning process. The Alliance will create a marketing plan to promote the County as a great location to the targeted list of prospective new employers.

There is also an opportunity to work with established employers to help them with future expansions which would allow them to grow and stay in Kankakee County.

The Alliance has done well in the past few years. However, the CEDS calls for an increase in resources for both existing employer retention and expansion and new employer recruitment. The Whittaker Associates cluster analysis and Strategic Development Group's research supports this goal and related objectives.

In addition, this is an excellent time to increase the Alliance's activities in Entrepreneurship and Small Business Development. The current entrepreneurial program has had good results. However, as with retention and recruitment programs, applying more resources would enable the entrepreneurship program to reach more people.

**Education:** Overall, education is a bright spot for Kankakee County. With several high performing K-12 school systems, the Kankakee Area Career Center, an outstanding community college, and a world class private university, Kankakee County residents have a number of choices. However, three of the public high schools have been performing below the state graduation rate. With education and continuing education being keys to successful careers; partnering organizations must increase their support to help low performing schools by creating a more robust school-to-career program that will serve as a model for all public K-12 schools in Kankakee County.

**Workforce Development:** Kankakee County is part of an excellent Workforce Investment Board. However, WIBs are somewhat limited in how they are allowed to use federal funds. The Alliance of Kankakee County has worked with local employers, employees, and KCC to provide training for incumbent workers, including manufacturing training programs and manufacturing skill certifications. A Kankakee business is now sponsoring Associate Degrees for people interested in working for that manufacturing firm. In addition, Olivet Nazarene University offers courses for those interested in pursuing Master's and Doctorate degrees in a number of disciplines.

The Workforce Development opportunities are to: 1) encourage more businesses to take advantage of training programs from KCC, 2) to encourage more workers to pursue post-bachelor's degree education, and 3) to offer more soft skills training to new entrants to the workforce.

**Health Care:** Kankakee County has an excellent health care system. Two award winning local hospitals serve as the foundation for health care in the County. This business cluster represents significant employment and provides above-average wages. In addition, our current health care system will serve as a key asset in growing the local economy and attracting new employers and residents.

This industry has the potential for greater growth in terms of both businesses and employers. The Alliance will work with the regional Workforce Board and other organizations to ensure that Kankakee County residents have the education and training opportunities to pursue careers in this field.

**Infrastructure:** Most of the incorporated areas of the County are well served by basic support systems such as highways, water, sewer, power, and telecommunications. These infrastructures are an important economic development element. Infrastructure improvements were a common theme running through the focus group discussions, the public meetings, and the CEDS committee meetings. Each municipality submitted a list of potential capital projects and almost all are infrastructure related.

There are, however, some communities in the County that, due to their rural location, lack access to a major highway, rail line, and public transportation. These factors, along with a need for improved water and sewer services, make it difficult to attract industries that could provide local jobs for the residents.

**Available Employer Sites and Buildings:** Kankakee County has a number of available greenfield sites but many of these sites need to have utilities brought to the site boundaries.

There are no new industrial and relatively few commercial buildings available. Given that the majority of business location site selectors list a new building as an important factor, exploring the development of a shell facility will be a consideration for the County's new employer recruitment program.

The County has a number of industrial parks that are old and somewhat limited in size. More employer parks are needed for both expansions of local businesses and new employers. There is considerable agricultural land zoned for industrial use. Some of this land is unlikely to be developed commercially and needs to be rezoned for another use. However, the remaining industrial zoned land must be further developed by bringing utilities to the site and improving road access.

The Ken Hayes Industrial Park in Bradley is an older facility (previously owned by the Roper Corporation) that currently serves as a location for small businesses. As the Alliance expands its entrepreneurial and small business development program, this facility could serve as a first or second stage small business incubator. A similarly old Roper Corporation building is located on the west side of the City of Kankakee. It is currently underutilized and in need of maintenance. The Alliance should investigate the feasibility of expanding its small business program at this location.

The Power Center in rural Pembroke Township is a facility that was once a food processing plant. After sitting vacant for many years the building was renovated for use as a small business center. The Alliance will help to promote this facility to entrepreneurs and other small businesses.

**Appearance:** It's said that, "You don't get a second chance to make a first impression." That's true not only of people but of communities as well. Thousands of people a day drive through Kankakee County on I-57 or one of the other State or Federal roads. The gateways to some areas of our County are not particularly appealing and once inside there are, as in many Midwestern manufacturing communities, old and abandoned factories that are eyesores and contribute to a blighted image. If visitors don't make it past these areas and into the beautiful tree lined neighborhoods or bustling, contemporary business centers, Kankakee County may not get a second chance to show off its assets.

Our gateways need to be improved to project an inviting community to be discovered. The old and abandoned sites need to be evaluated and either reused or demolished in order to put on a fresh face for visitors and potential new residents. These changes would greatly improve the image of the County, not only for its visitors, but for its citizens as well.

**Population Growth:** The continued expansion of greater Chicagoland has resulted in increased population. Population forecasts indicate that this growth will continue. In Kankakee, we intend to promote residential growth as an economic development strategy. A major target will be to attract working age adults; this age group is currently below the state average in percent of population. Kankakee County will need to ensure that infrastructure and transportation facilities are in place to meet the demands of this population growth.

**Quality of Life:** Kankakee County has an excellent Quality of Life. However, it could be improved. Some of these improvements include: 1) more recreational and entertainment opportunities developed in conjunction with the Kankakee River, 2) some downtown areas could benefit from better use of existing structures and pedestrian activity, 3) Kankakee County and its municipalities need to improve their image to both existing residents and the outside world through the use of branding and a comprehensive marketing campaign, and 4) the Alliance should remain active on the Blue Ribbon Committee to develop a more aggressive community marketing effort and visitor retention strategy for the Chicago Bears' camp.

## **VISION FOR KANKAKEE COUNTY**

Kankakee County currently has a diverse economy. However, it is clear that – as our population continues to grow –our community needs more middle class wage jobs. Further, we need to help unemployed and underemployed residents by addressing their needs for education and improved job skills.

Our economic vision for the next five years builds upon our current economic base, promotes education as an economic development tool, and increases our quality of life. The core of this vision is that by 2019 this County will have middle class wage jobs for every qualified resident and to help every resident who wishes to improve his or her situation to have the career skills and educational tools available.

The Economic Alliance of Kankakee County will serve as the lead organization to help the community reach its vision. However, success will depend on many local governments, businesses, and social service organizations partnering on a wide variety of projects.

### **Our 2019 Vision:**

By 2019, Kankakee County's economy and population will have grown. The Manufacturing sector is even more robust and diverse than it was in 2013. The Transportation and Construction sectors have gotten bigger as well. In the past five years the county has seen a significant number of new businesses in the Health Care and Professional Services sectors. These new and expanded business operations are paying wages that are equal to or above the state average for their sectors.

Major improvements in the County's key infrastructure have supported this business growth. The new employer parks along County Road 6000 North have access to all utilities. The Illiana Expressway has been completed and trucks are now using this route instead of our local system. The Kankakee Municipal Airport has increased its regularly scheduled flights. And, there are new recreational and commercial operations taking advantage of the Kankakee River.

Kankakee County public schools have uniformly excellent graduation rates. The number of students attending both Olivet Nazarene University (ONU) and Kankakee Community College (KCC) continues to increase. The School-to-Careers and one-on-one mentoring programs have helped encourage young high school graduates to seek post-secondary training and education.

By 2019, KCC will have the largest number of adults ever in its Manufacturing Technology Program.

The technology-oriented small business incubator has begun to see its “graduates” move into commercial and manufacturing space across the County. Over 100 new small businesses have sprung up throughout the County. The businesses serve a variety of customers – from international business to residents. Several of these new companies are headed by participants in the Enterprise U program.

Old, abandoned manufacturing buildings have been rehabilitated or demolished, which has resulted in additional space for new business development. The gateways into several Kankakee County communities have been revitalized creating attractive introductions to those cities and villages.

Kankakee County has more people making middle class wages and fewer people living near or below the poverty line. In 2019, one frequently hears more long-time residents and newcomers talking positively about Kankakee County and saying “I love living here!”



## KANKAKEE COUNTY ECONOMIC GOALS AND OBJECTIVES FOR 2014-2018

To achieve our vision, Kankakee County will focus on five general goals. Collectively these goals will enable the County to make significant and incremental progress each year through 2018. These goals and their associated objectives originated through input provided during the key interview and focus group progress. Both the goals and the objectives originated from the planning process.

### Goals

1. Improve Infrastructure that is critical to business growth and general welfare of the community
2. Increase and improve our investment in New Employer Recruitment and Retention & Expansion of Established Employers
3. Build and sustain Entrepreneurship and Small Business
4. Promote and enhance local education and workforce development
5. Improve Kankakee County's Quality of Life

### Objectives

#### **Goal One: Improve infrastructure that is critical to business growth and Quality of Life**

Objective 1: Improve infrastructure to those employer sites that have good access to I-57

Objective 2: Partner with the Kankakee Valley Airport Authority to develop a commercial/light industrial business park near the airport

Objective 3: Take advantage of the Kankakee River as a recreational and tourism asset

Objective 4: Improve the look of gateways leading into our communities

Objective 5: Begin to eliminate blighted, unusable facilities

Objective 6: Assist rural areas to improve access to broadband services

Objective 7: Support construction of the Illiana Expressway to enhance regional transportation advantages

#### **Goal Two: Increase the Alliance's activities and investment in New Employer Recruitment and Retention & Expansion of Established Employers**

Objective 1: Use new data on prospective employers for systematic targeted marketing

Objective 2: Focus on companies that are prime for relocation or expansion

Objective 3: Focus on recruiting companies from Cook County by marketing our advantages of lower taxes, labor costs, and cost of living

Objective 4: Designate an Alliance staffer to oversee the New Employer Recruitment program

Objective 5: Increase the staff time focus on Retention & Expansion of Established Employers to half-time

Objective 6: Review and coordinate employer investment and job creation incentives from county, cities, and villages

Objective 7: Promote Kankakee County as a great place to live and work, cooperating with all of the municipalities and the County

### **Goal Three: Build and Sustain Entrepreneurship and Small Businesses**

Objective 1: Partner with KCC and ONU on a technology-oriented entrepreneurship program

Objective 2: Maximize and support the Ken Hayes and Power Center Business Incubators

Objective 3: Improve and expand the Enterprise U program

Objective 4: Review and refocus the low-interest loan program for small businesses

Objective 5: Promote entrepreneurship in local high schools

Objective 6: Support efforts to secure the former Roper Corporation building in the City of Kankakee for development of a business park

### **Goal Four: Promote and Enhance Continuing Education**

Objective 1: Form a new partnership to create a substantial School-to-Careers program

Objective 2: Team with all school systems in the County on this program

Objective 3: Find outside funding to sustain this program

Objective 4: Sponsor a one-on-one student/mentor program in all Kankakee County Schools with high dropout rates

Objective 5: Partner with KCC to ensure their manufacturing certification program continues to meet changing national standards

Objective 6: Publish statistics annually on the value of continuing education

### **Goal Five: Improve Kankakee County's Quality of Life**

Objective 1: Identify aging and unoccupied former industrial buildings

Objective 2: Evaluate possible reuse or demolition

Objective 3: Begin reuse or demolition activities

Objective 4: Work with cities and villages to identify gateways that need to be improved

Objective 5: Support grant applications to help fund gateway improvements

Objective 6: Support the improvement of at least three gateways

Objective 7: Support the creation of recreational facilities along the Kankakee River

Objective 8: Support County and individual communities' plans to become sustainable

Objective 9: Support communities' efforts to improve access to the river for quality of life, tourism and economic development



## **ACTION STRATEGIES TO IMPLEMENT THE PLAN**

The Kankakee County Comprehensive Economic Development Strategy promotes opportunities for its residents to improve their wealth, while maintaining and improving the County's economy and quality of living.

The CEDS will be implemented through a set of action strategies. These strategies will help move the County toward all of its economic development goals and ensure that each objective is implemented. The action strategy is comprised of a series of tactics. Each tactic will address one of the goals and one or more of the objectives of the CEDS.

### **Tactic I: Pursuing Key Infrastructure Development to Support Economic Development**

Kankakee County and its incorporated communities have included priority projects in the CEDS. An important tactic of the overall plan will be to move forward on each of these priorities. For those projects that are ready to begin but lack partial funding each community will develop a resource development plan. This resource development plan will identify, in detail, potential funding sources including the local match. Alliance staff will assist County government or incorporated communities in applying for funding to the Economic Development Administration.

Kankakee County leaders are already teaming with regional leaders in other Illinois and Indiana counties to promote the important development of the Illiana Expressway that will have interchanges in Will County just north of the Kankakee County line.

### **Tactic II: Working with Established and Prospective Employers**

The Economic Alliance of Kankakee County will increase its budget for working with established employers in Kankakee County. Depending upon the availability of funding, the Alliance will move from a part-time professional dedicated to retention and expansion of established employers to a full-time position. This might be a position shared by two people that are collectively an FTE focus. Major targets will include local companies in Manufacturing and Transportation & Warehousing. These clusters are among the County's largest employers. In addition, the retention and expansion effort will target the growing sectors of Finance & Insurance and Health Care.

To grow the economy of Kankakee County most effectively, local economic development leadership will partner with other counties in the region. Key partners in this effort will be the regional Workforce Investment Board, Kankakee Community College, and Olivet Nazarene College. In the area of Workforce Development, Kankakee will work with its partners, Livingston and Grundy counties, in the regional Workforce Investment Board. This will also include working closely with state economic development and workforce development programs.

The new CEDS also calls for the Alliance to participate in joint marketing efforts within the multi-county region. The Alliance will work with adjacent counties to create a regional marketing group for New Employer Recruitment. This regional marketing group will help keep the Alliance's marketing budget relatively low as the group undertakes cooperative marketing to promote the region for new employer locations.

In addition, the Alliance will develop its own New Employer Recruitment program based upon the targeted industry list that Whittaker Associates developed for the County as part the recent cluster study. This recruitment program will include utilizing web-based and email marketing to the targeted businesses, working with state and regional utility partners, participating in trade shows, and keeping site location consultants that serve the Midwest informed about Kankakee County's business location assets.

As the economy continues to develop, the Alliance will periodically issue media releases to greater Chicago media about employment opportunities in Kankakee County.

#### Tactic III: Assist and Help Sustain Entrepreneurs

The Alliance currently participates in a small business development program: Kankakee County Enterprise U. This program is a boot camp for entrepreneurs and small business, which includes a business plan competition. The new CEDS calls for this approach to be increased. The Alliance will designate a half-time professional to work exclusively with entrepreneurs.

The Alliance will refocus the current low-interest loan program so that it may be used for small business development. In addition, the Alliance will work with schools systems throughout the County to promote entrepreneurship programs in high school.

#### Tactic IV: Promote and Encourage Continuing Education for All Residents

Basic and continuing education are two keys to individual and community success in today's knowledge-based economy. The Alliance will work with all of the County's public school systems and the institutes of higher learning to encourage residents to continue to learn.

An element of the continuing education program will be a strong school-to-careers program in every public school system in the County. Initial steps will be to: 1) review current and recent efforts in the School-to-Career programs of each school system and 2) begin a pilot program, if appropriate. In this effort, the Alliance will team with a variety of partners – from educators to business people, from the chamber of commerce to union leaders.

Every year, the team will publish the latest state and national statistics on the value of continuing education. Within the next three years, the education team will sponsor a one-on-one student/mentor program in each public school system with high dropout rates.

#### Tactic V: Improving Kankakee County's Quality of Life

Quality of Life is both an end in itself and an important economic asset. The aging and unoccupied industrial buildings and the unattractive gateways into the County are obstacles to quality of life and economic development.

The antiquated buildings that have remained unoccupied for years will be evaluated and either reused or demolished. The Alliance will take the lead on this project.

The new Comprehensive Economic Development Strategy also calls for a review of current gateways. The Alliance will work with cities and villages to identify gateways that might be reviewed for improvement. The Alliance will support grant applications to help fund gateway improvements.

The County and all of its communities should review their quality of life improvement plans. The Alliance will support County and individual communities' efforts to rethink their quality of life. This will include strategies to improve access to the river, new parks, recreational facilities, pedestrian/bike trails and other new assets.

#### Tactic VI: Promote Kankakee County through unified and focused branding and marketing

It is clear that Kankakee County continues to face challenges – many stemming from the 1980s and the significant loss of manufacturing jobs. We need to help our residents who have low incomes improve their opportunities for better-paying careers.

At the same time it should be noted that Kankakee County has made significant economic progress since that decade. The \$500 million of new business investment over the past 18 months suggests that this County has a lot to offer. This is no longer the Kankakee County of 1989.

However, for many people in greater Chicago specifically and in Illinois generally, their image of Kankakee County remains stuck in the 1980s. As a result, we need to replace the image of the old Kankakee County with that of the current community. The Alliance will lead this effort to rebrand Kankakee County primarily in the Midwest and in particular in the greater Chicago area.

The Alliance will take a simple approach to this initiative: it will tell the current stories of Kankakee County to our larger region and the state. The Alliance will take advantage of the *Vision 2020* report that covers much of what is happening today in the County. Images of communities do not change overnight. However, the leadership of Kankakee County is confident that it can help our region begin to see the full picture of this community today.

#### Tactic VII: Semiannual Review

Because no one can foretell the future, the best of plans must be reviewed on a regular basis to ensure that recent changes in the environment – both economic opportunities and threats – are accounted for in the overall strategy. Every six months, the CEDS Strategy Committee will convene to review progress on implementing each of the five goals and the relevant objectives for each goal.

The Strategy Committee will also determine the status of each project and make recommendations to the Economic Alliance of Kankakee County on next steps in implementing the plan. If major changes in the plan are required, these will be reported to the Economic Development Administration.

## INCENTIVES

The Economic Alliance of Kankakee County assists companies in obtaining various state and local investment incentives. Some of the major incentives include:

**The Enterprise Zone Program** is used to stimulate business investments and promote the creation of jobs in targeted areas through tax incentives.

Kankakee County has two Enterprise Zones. The Kankakee River Valley Enterprise Zone includes portions of Aroma Park, Bourbonnais, Bradley, Kankakee and unincorporated Kankakee County. The second Zone, Kankakee County (Manteno) Enterprise Zone, includes selected areas of Manteno and unincorporated Kankakee County. The County of Kankakee acts as the administrator for both Zones.

Depending on the type of project, businesses may be eligible for state and local tax incentives, regulatory relief and improved government services. The program is a proven resource available to businesses to expand their operations and create and/or retain quality jobs in Kankakee County. Businesses must finalize an Enterprise Zone agreement, agree to retain or create jobs and establish or expand a facility within an Enterprise Zone.

**The Revolving Fund Program** is a major component of the County's economic development incentives package and is made available through the Department of Commerce and Economic Opportunity's Community Development Assistance Program. The Fund was established to provide financial assistance, through low-interest loans or grants, to new or expanding businesses in Kankakee County which helps develop a stronger economic base and expanded job opportunities.

Eligible uses of the fund include site development/infrastructure extension costs, construction of a new facility or additions, renovation of existing facilities, leasehold improvements where appropriate, working capital and inventory. For every \$15,000 of revolving funds provided, one full-time job should be created or retained. The low, fixed interest rates are set by the County Board.

**Tax Incremental Financing (TIF) Districts** allow local governments to restore deteriorating or economically depressed areas without raising taxes on local residents. As a result of TIFs, new or existing businesses develop more jobs, more customers and more private investment. The jobs and additional investment mean more money for the community. Local governments, in turn, can use TIF funds to make necessary improvements such as new roads or sewers without using general town revenue. Local municipalities administer their own TIF district programs. Municipalities with TIF districts include the Villages of Bourbonnais, Bradley, Grant Park, Manteno and the City of Kankakee.

## PRIORITY CAPITAL PROJECTS

While each participating community and the County government ranked their projects in terms of priority, the CEDS Strategy Committee has identified the following six capital projects as the top priorities for economic development.

PRIORITY PROJECTS			
Community	Project Type	Project title and Description	Estimated Cost
Kankakee County	River	Kankakee River Maintenance Remove sand from the Six Mile Pool to mitigate decreasing flood storage capacity and improve recreational use to stimulate economic development in the area. Estimated jobs created—100	\$ 10,000,000
Bourbonnais	Pedestrian Traffic	Downtown Pedestrian Bridge Build pedestrian bridge over the intersection of US Route 45 and IL 102 at Olivet Nazarene University. The bridge will ensure the safety of the students as they travel to and from campus and reduce the number of accidents that occur at this location. It will also relieve the congestion and the burden it creates for future growth. Estimated jobs created--30	\$ 4,000,000
Bradley	Road	Industrial Drive Extension Extends Industrial Drive from North Street to IL Route 50. Will serve two major employers and improve access for 8 mid-sized existing industrial facilities. It will also provide access to 35 acres of prime, rail service industrial property. Estimated jobs created—75	\$ 1,600,000

Bradley	Innovation	<p>Ken Hayes Industrial Park</p> <p>Ken Hayes Industrial Park is a 450,000 square foot small business park/incubator owned by Area Jobs Development, which is a special program of the combined municipalities of Bradley, Bourbonnais, Kankakee and Aroma Park. The property is an important engine for funding the County's economic development initiatives.</p> <p>The site, located adjacent to residential and commercial live-work areas, is comprised of several individual buildings varying in age and condition. To take full advantage of the property major renovation is needed. The roof, elevators (freight and passenger), and fire protection system are priority projects. In order to save energy, all the windows and the bay doors in the loading area need to be replaced.</p> <p>Estimated jobs created—50</p>	\$ 2,000,000
Kankakee	Infrastructure	<p>Brookmont Boulevard Underpass</p> <p>The current bridge, built in 1926, has been determined to be functionally obsolete due to intolerable vertical under clearance and inadequate width for future lane additions. Large trucks and emergency vehicles are not able to use this important connector road. Storm water rapidly accumulates here during heavy rains and forces temporary closing of the road to all traffic.</p> <p>--Reconstructing the bridge will provide semi trucks a direct route to the current light industrial areas along the tracks and new industry or expansion is likely to occur, creating or retaining jobs.</p> <p><b>This is a critical issue and if sufficient funding is not available to correct the problems there is the risk that the road will have to be shut down by either IDOT or the City.</b></p> <p>Estimated jobs retained—40</p> <p>Estimated jobs created—50</p>	\$ 8,000,000
Manteno	Infrastructure	<p>Manteno-Deselm Road</p> <p>Reconstruction from Rt. 45/52 to I-57 will widen existing two lane highway to 5 lanes. This project is in anticipation of the expected economic growth in the area due to the proposed new interstate exchange at Bourbonnais Parkway, 3 miles to the south.</p> <p>Estimated jobs created—15</p>	\$ 7,027,000

## STRATEGIC PROJECTS

The projects listed in the table below are the capital initiatives from each participating government in Kankakee County. Each community and Kankakee County have ranked their projects in terms of priority.

Capital Projects List for Kankakee County, Illinois					
Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Sources
1	River	Kankakee River Demonstration	Remove sand from Aroma Park boat launch to restore boat access. Opening the boat launch area will re-establish recreational traffic in Aroma Park (gas station, grocery store, marina, restaurants, and bars) and help it to increase its recreational economy. Estimated jobs retained—25 Estimated jobs created—15	\$150,000	Economic Alliance of Kankakee County, Village of Aroma Park, Community Foundation of Kankakee River Valley, Aqua Illinois, Northern Illinois Anglers Association, private riverfront land owners.
2	River	Kankakee River Maintenance	Remove sand from the Six Mile Pool to mitigate decreasing flood storage capacity and improve recreational use. Sand traveling into the County from the Indiana State line is deposited in the Six Mile Pool (the main recreational area) which is situated before the Kankakee Dam. A 1999 report indicated that the Six Mile Pool has lost more than 1/3 of its storage capacity. --Removing sand will decrease flooding and increase boating and fishing opportunities which would stimulate economic development in the area. Estimated jobs created—100	\$10,000,000	Kankakee County residents, Aqua Illinois
Capital Projects List for the Municipality of Bourbonnais, Illinois					
Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Sources
1	Pedestrian Traffic	Downtown Pedestrian Bridge	The pedestrians of Bourbonnais –residents, students of Olivet Nazarene University, and visitors- need a safer and more convenient way to cross the intersection of US Route 45 and IL 102 than the current crossing provides. The heavy vehicle traffic at this point makes the current crossing unsafe for the steady pedestrian traffic. A pedestrian bridge will allow the automotive traffic to flow more continually and not be delayed by pedestrians, enhance the safety for pedestrians and reduce their waiting time, and lower the number of accidents at this busy site. The bridge will be designed to stand out as an icon of the Village. It will consist of	\$4,000,000	ITEP, IDOT Safety Grant, Illinois Safe Routes, MFT, Local Funds



		Downtown Pedestrian Bridge, continued	<p>three sections: the bridge proper and two landings, one at each end. Enclosed in each landing are stairs winding around an elevator, thus affording convenient access to the bridge proper. The elevators will provide handicap access to the bridge, where handrails will furnish guidance across the span.</p> <p>The objective of this challenging project is to design a pedestrian bridge over an existing busy street, involving such considerations as structural design, architectural design and ease of construction.</p> <p>In accordance with the objectives, several safety features are built into the bridge. There will be a partially enclosed roof to provide some protection from wind, rain and snow, and as well prevent trash and other objects from being launched into the traffic below.</p> <p>Estimated jobs created--30</p>		
	Road	Bourbonnais Parkway widening from US 45/52 to IL Route 50	<p>Improvements include the widening and signalization of Bourbonnais Parkway (6000 N Road) between US Route 45/52 and IL Route 50. A new I-57 Interchange is proposed between these two major roads on Bourbonnais Parkway. The improvements will be an economic development enhancement as much light industrial and commercial development is expected in this area.</p> <p>Estimated jobs created--200</p>	\$54,000,000	NHPP, IDOT, Local Funds
	Road and Infrastructure	Bourbonnais Parkway widening from US 45/52 west to Stonebridge Blvd.	<p>Reconstruction of Bourbonnais Parkway (6000 N Road) will provide a wider, upgraded road for residential and commercial development in the area. Construction will include pavement removal and reconstruction, combination curb and gutter, type B-6.24, 11" bituminous concrete pavement (full depth), aggregate base course, type b 12". Construction shall include a new storm sewer system, including inlets, manholes and pipe under drains. New signing, striping, signals and lighting are included as part of the project.</p> <p>Bourbonnais Parkway will collect the traffic and convey it to either Career Center Road or US Route 45/52. This section of Bourbonnais Parkway is located in a predominately residential area with commercial developments expected due to the future interchange at Interstate 57.</p> <p>Estimated jobs created –50</p>	\$810,000	HPP, MFT, Local Funds
	Bridge	5000 N Road widening	<p>Replacement and widening of 5000 N Road (County Highway 8) bridge over I-57. The replacement of the bridge will increase traffic flow and plan for widening of 5000N Road on either side of the bridge as development occurs in this area.</p> <p>Estimated jobs created—20</p>	\$3,6000,000	MFT, IDOT, County funds, Local funds

	Road	Career Center Road from IL Route 102 to 6500N Road	<p>Construction would consist of a three lane complete street cross-section with a multi-use path on the eastside of Career Center Road. The existing road would be replaced with an 80,000 pound road cross section to handle the increased traffic and school bus traffic from the newly constructed bus barn. The existing road needs to be widened to increase the safety of all modes of traffic. Career Center road also services several schools, churches and public sports facilities. The existing condition of the road is beyond general maintenance.</p> <p>Career Center Road is one of two major roadways that run north-south to Manteno and used as a major collector route for traffic to and from Interstate 57. The three lane cross-section will allow for a through lane in both the north and south direction and a bi-directional lane that would be used as a left turn lane at the intersections.</p>	\$16,000,000	MFT, Local funds
<b>Capital Projects List for the Municipality of Bradley, Illinois</b>					
Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Sources
1	Road	Broadway Live-Work Corridor Improvements	<p>Broadway Street is a 1+ mile stretch of roadway connecting IL Route 50 and U.S. Route 45. This roadway, along with Schuyler Avenue, has long served the historic live-work core of Bradley. Sections of the roadway still contain buried rails from the trolley that used to connect Kankakee and Bradley along the Schuyler Avenue – Broadway Street route.</p> <p>Improvements to Broadway Street are needed to support the growing live-work lifestyle it serves. Needed improvements include the planned METRO bus transfer station, planned “complete streets” features, and intersection improvements for accessibility and “safe routes” for school children.</p> <p>These improvements would also spur economic development in the area due to the additional commercial and retail establishments that would be attracted.</p> <p>Estimated jobs created—50</p>	\$800,000	Illinois Safe Routes grant, ITEP, Bradley’s Capital Improvement Fund, various downtown development grants
2	Road	Core Industrial District—Industrial Drive Extension	<p>Industrial Drive may be extended one mile from its current end, one half mile north of North Street to IL Route 50. This one mile industrial local collector street will serve two of Kankakee’s major employers, CSL Behring and Bunge Oil. This street will also improve access for 8 mid-sized existing industrial facilities and provide access to 35 acres of prime, rail service industrial property.</p> <p>--The extension of Industrial Drive will eliminate two private employee and truck access drives. These drives will be replaced by an appropriate intersection with signalized traffic control.</p> <p>--The extension of Industrial Drive will support the stability and growth of important job generators in Kankakee County. The extension will also improve safety on our local highways.</p> <p>--Estimated jobs created—75</p>	\$1,600,000	FWHA, IDOT Safety Grant, Village MFT, Bradley's Capital Improvement Fund

3	Site Improvement	Area Jobs—Ken Hayes Industrial Park	<p>Ken Hayes Industrial Park is a 450,000 square foot small business park/incubator owned by Area Jobs Development, which is a special program of the combined municipalities of Bradley, Bourbonnais, Kankakee and Aroma Park. The property is an important engine for funding the County's economic development initiatives.</p> <p>The site, located adjacent to residential and commercial live-work areas, is comprised of several individual buildings varying in age and condition. To take full advantage of the property major renovation is needed. The roof, elevators (freight and passenger), and fire protection system are priority projects. In order to save energy, all the windows and the bay doors in the loading area need to be replaced.</p> <p>Estimated jobs created—50</p>	\$2,000,000	ITEP, Bradley's Capital Improvement Fund, funds generated on site
4	Site Improvement	Belson Business Park Redevelopment Improvements	<p>There is a 15 acre business park planned on the southwest corner of IL Route 50 and Larry Power Road. This prime business location is currently used as a steel scrap yard. The steel scrap business plans to relocate. What remains will be a brownfield site crossed by a petroleum pipe line and unsuitable soils several feet thick.</p> <p>Several buyers have expressed interest in developing the site for commercial business and retail uses. However, the cost of mitigating the site had pushed these buyers to fringe, green-field sites.</p> <p>The Village of Bradley intends to help attract users to this site by providing incentives for pipeline relocation, highway intersection and access improvements, and improved utility service.</p> <p>Estimated jobs created--75</p>	\$400,000	TIF, MFT, Bradley's Capital Improvement Fund, Business District Funds
5	Industrial Park	North Intermodal/Industrial Park—6000 North Road Extension	<p>The State of Illinois is constructing a new highway interchange access at I-57 and 6000 North Road in Bradley, Bourbonnais, and Manteno. The highway access will attract current regional truck traffic and truck traffic from Manteno's industrial-warehouse and distribution facilities. The Village of Bradley has planned to construct a "missing" one mile segment of 6000 North Road between Cardinal Drive (2000 E Road) and Sycamore Street (3000 E Road) and upgrade a ¼ segment of 6000 N Road east of Cardinal Drive. This will allow an orderly flow of regional E-W truck traffic and improve transportation conditions for industrial facilities in Manteno and Bradley's planned North Inter-modal Industrial Park.</p> <p>Estimated jobs created—150</p>	\$3,800,000	TIF, MFT, STPU, Bradley's Capital Improvement Fund, Business District Funds
<b>Capital Projects List for the Municipality of the City of Kankakee, Illinois</b>					
<b>Rank</b>	<b>Project Type</b>	<b>Project Title</b>	<b>Description</b>	<b>Estimated Cost</b>	<b>Potential Funding Sources</b>
1	Infrastructure	Brookmont Boulevard	<p>Brookmont Boulevard is an east-west corridor between US 45/52 and IL 50. This road is the dividing line between the municipalities of the City of Kankakee and the Village of Bradley. It is a four lane minor arterial, except where it passes under the</p>	\$8,000,000	IDOT/Tiger, Local Funds

		<p>Brookmont Boulevard, continued</p> <p>Canadian National Railroad. At the underpass the road narrows to one lane in each direction. The bridge height clearance is 12-foot, 2-inches (standard semi-truck height is 13'6"). There are bridge piers at the center of the roadway and along the gutter line. The horizontal clearance is 14-feet. Storm water rapidly accumulates here during heavy rains and forces temporary closing of the road to all traffic.</p> <p>The Average Annual Daily Traffic (AADT) on Brookmont Boulevard is 11,600 vehicles. None of these vehicles are trucks or emergency vehicles due to the bridge clearance restriction. This segment of the road experiences traffic congestion and there is poor visibility resulting in numerous accidents; qualifying it as a high accident location.</p> <p>The current bridge, a cast-in-place structure built in 1926, has been determined to be functionally obsolete due to intolerable vertical under clearance and inadequate width for future lane additions.</p> <p>The Kankakee Metropolitan Planning Organization has identified this location as having a significant transportation impact on the region and has included remediation of the area in its Long Range Transportation Plan.</p> <p><b>This is a critical issue and if sufficient funding is not available to correct the problems there is the risk that the road will have to be shut down by either IDOT or the City.</b></p> <p>This situation directly effects the five block area immediately west of the railroad which includes light industry, single family residences, a high school and a shopping center. To the east of the tracks there is light commercial, heavy and light industrial, and single family residential.</p> <p>Reconstruction of the Brookmont Boulevard underpass will include:</p> <ul style="list-style-type: none"> <li>• Use of the latest technology in designing the bridge deck to increase the clearance height to its maximum.</li> <li>• Widening the road to four lanes to provide efficient movement of traffic</li> <li>• Designing pumping station with state-of-the art equipment and controls to keep storm water from flooding the underpass</li> </ul> <p>The advantages of the bridge reconstruction are:</p> <ul style="list-style-type: none"> <li>-With semi-trucks having a direct route to the current light industrial areas along the tracks, new industry or expansion is likely to occur, creating or retaining jobs.</li> <li>-The ability of emergency vehicles to use Brookmont Boulevard will greatly reduce response time</li> <li>-A continuous east-west truck route will eliminate the need for the current alternative route for trucks. This is a one-mile detour with four additional stops. There are approximately 100 trucks that have to detour each day. A new bridge will reduce fuel consumption and the resulting CO<sub>2</sub> emissions</li> <li>-Mobility will be enhanced by the reduction of trucks on alternate routes as they will be able to continue on Brookmont Boulevard. This will result in reducing delays at other intersections, thereby reducing congestion.</li> </ul>		
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		Brookmont Boulevard, continued	<p>--Increasing the bridge clearance and improving the road profile will improve visibility and reduce the number of accidents.</p> <p>FUNDING:  <b>\$19,100,000---Total projected cost</b>  10,000,000---from the Grade Crossing Protection Fund of the Illinois Commerce Commission's Transportation Division/Rail Safety Section  800,000---SAFETY-LU for preliminary and design engineering  300,000---matching funds from the City of Kankakee  <b>\$8,000,000---remaining funds needed</b>  \$1,100,000 of the above funding (SAFETY-LU and City funds) has already been spent on the design.  **** This project is shovel ready.  Estimated jobs retained—40  Estimated jobs created—50</p>		
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**Projects List for the Municipality of Herscher, Illinois**

Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Sources
1	Infrastructure	Water Main Replacement	Replacement of a water main through a two-block downtown business area from South Oak Street through the alley, under South Main Street, to South Maple St. This will affect five businesses (6 buildings) in downtown Herscher. Estimated jobs created or retained—34	\$211,000	Water Utility Funds
2	Infrastructure	Sidewalk Replacement Program	Downtown Business District Improvements would replace 6,020 square feet of sidewalk. This project would improve safety by lowering the sidewalks on the west side of the street. It would also include additional handicap accessible ramps on both sides of the street. Street light improvements are an important part of this project. With the improvements made by this project not only would citizen safety be increased but it would also spur downtown business development. Estimated jobs created—15	\$150,000	MFT , Safety Funds, Local Funds

**Capital Projects List for the Municipality of Hopkins Park, Illinois**

Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Sources
1	Transportation	Public Transportation Services	Establishment of public transportation services to allow business owners to promote the area for commerce. Estimated jobs created—50	\$386,400	Capital Grants through American Bus Association

2	Road/Public Access	Sidewalks	Corner of 4000 S. and Central Ave., extending 4 miles in either direction. Installation of sidewalks along the main areas to make accessibility safer for residents and improve overall visuals to attract businesses to the area. Estimated jobs created—25	\$174,103-- \$284,493	IDOT ITEP Grant Program or CDBG CRSA Grant Program
3	Infrastructure	Cellular Communications Tower	Construction of a cellular tower to allow local businesses access to area cellular networks. Estimated jobs created—25	\$800,000	USDA RUS (Rural Utility Service), ICC (Illinois Commerce Commission)
4	Infrastructure	Natural Gas Lines	Construction of natural gas lines throughout the Village of Hopkins Park for the purpose of attracting more commerce. Estimated jobs created—50	\$1,250,000	USDA RUS (Rural Utility Service), ICC (Illinois Commerce Commission)
<b>Capital Projects List for the Village of Manteno, Illinois</b>					
Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Source
1	Road/ Infrastructure	Manteno-Deselm Road	Road reconstruction of County Highway 9 (Manteno-Deselm Road) from Rt 45/52 to I-57. This project is to widen existing two lane highway to 5 lanes. Includes curb/gutter, storm sewer and sidewalk. Includes installation of traffic signals at Rt 45/52. This project is in anticipation of the expected economic growth in the area due to the proposed new interstate exchange at 6000 N Road, 3 miles to the south. <b>This project has a completed set of preliminary plans including an approved Project Development Report and Environmental Study. Right-of-Way would need to be acquired and coordination with utilities would need to be addressed after right of way acquisition.</b> Estimated jobs created—100	\$7,027,000	FHWA, IDOT, Local Funds
<b>Capital Projects List for the Municipality of Mokena, Illinois</b>					
Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Sources
1	Infrastructure	East Washington Street	Infrastructure improvements on one block of East Washington to separate the sanitary and storm sewers. Replacement of water main which supplies approximately 24 buildings on the block. Each mixed-use building consists of at least one dwelling in the upper level of each. The immediate area of the downtown is comprised of old infrastructure. Maintenance issues need to be addressed to improve stable, uninterrupted utilities to entice downtown business and entrepreneurship. Estimated jobs created—50	\$250,000	MFT , General Funds
2	Road	Mechanic Street	2.5 city blocks of road repairs to Mechanic Street, which experiences significant amounts of industrial truck traffic. This road currently provides access to Silva International, Van Drunen's, and Mokena Pork Packing. All three of these industrial	\$500,000	MFT , Private Sector, General Funds

			companies utilize this roadway for deliveries and shipping of produced goods. Resurfacing and upgrades to include curbs and improved lighting is vital for better access to these valuable industrial businesses in our community. These businesses account for more than 350 jobs in this area alone. Estimated jobs created--30		
3	Community Development	River Walk Improvement	One block of river walk improvements at Kankakee River near the Police Department to increase visitors and business customers. River walks always enhance the appearance and opportunities to expand retail business. This area of Momence along the River is a gem and a river walk would benefit the community by drawing more interest in tourism, pedestrian traffic, and business opportunity. Estimated jobs created--30	\$200,000	MFT, Enhancement Grants, USDA, General Funds, Private Sector
4	Parking/ Streetscaping	5 North Dixie Highway	Currently there is not adequate parking available to support the downtown businesses in this section of town. The parking that does exist is not easily accessible. Land would be acquired to expand existing parking with landscaping and streetscaping added to provide appeal to passersby on this busy state highway and to promote economic development in the downtown area. Estimated jobs created--25	\$150,000	MFT, USDA, Private Sector, General Funds
5	Sidewalks	Sidewalk repair/ ADA compliance	The downtown business area and outlying commercial properties lack compliant sidewalk accessibility. Repairs are necessary to promote customer safety and are an incentive for potential business prospects. Momence promotes its historic downtown as a destination location. Safe, accessible sidewalks are a necessity. Estimated jobs created—15	\$80,000	MFT, USDA, Enhancement Grants, General Funds
<b>Capital Projects List for the Municipality of Sammons Point, Illinois</b>					
Rank	Project Type	Project Title	Description	Estimated Cost	Potential Funding Sources
1	Bridge	7500 S Street Bridge at Trail Creek	Replace local bridge at 7500 South Road. This bridge is outdated and in the last year experienced an excess amount of traffic and wear due to the road closure on highway 45/52. The bridge has a total deck width of 36 feet and the length is 72 feet. It has two 12 foot drive lanes and 6 foot wide shoulders. This road is important to agribusiness at harvest time as farmers use it to get their grain to the elevators. All year round it is important for the movement of farm equipment and related agricultural activity. Estimated jobs created—10	\$1,800,000	MFT , partner with Township
2	Facility	Community Center and Services Building	Construction of a new 2,500 square foot community center and services building. This building would serve as a central office for village administration, a community meeting and gathering center, and provide a small service equipment storage area. There is currently no facility dedicated to these activities for the current residents or for future citizens and business developers.	\$300,000	USDA, General Funds

			Estimated jobs created--6		
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## PERFORMANCE MEASURES BY 2018

- Lower unemployment rate
- Increase in the overall average wage rates
- \$500 million in new business investment
- 500 new jobs
- 300 retained jobs
- Improve at least three gateways into Kankakee County communities
- Take advantage of the Kankakee River, maximizing access, parks, pedestrian/bike trails, and business opportunities
- Increase graduation rate for high school students.
- Help 150 prospective new businesses.
- Establish a County-wide state-of-the-art small business incubator
- Promote the development of a reuse strategy for at least three old and unused manufacturing sites.
- Support County and individual communities' efforts to improve quality of life



This CEDS has the support of each incorporated community, the County Board, and a wide range of community leaders from each sector. Copies of the Kankakee County's Board's resolution supporting this strategy can be found in the appendix.

## WORKING WITH THE STATE AND NATIONAL ECONOMIC DEVELOPMENT PRIORITIES

Kankakee County and the Alliance have a long history of working closely with the Illinois Department of Commerce & Economic Opportunity (DCEO) on projects that are not only priorities for our County but for the State and Nation as well.

Exports are a vital economic component of both the State and the County. Products from Kankakee County are exported to over 70 countries world-wide. Recognizing the importance of exports for continued economic growth the DCEO **Office of Trade and Investment** offers a variety of export services, programs and training to small and medium sized businesses to assist them, and Kankakee County, in being globally competitive.

Workforce development is a major goal of this CEDS. The DCEO **Office of Employment & Training** is committed to encouraging statewide economic development by cultivating a well-trained workforce. To accomplish this goal, the Office identifies youth, adults and dislocated workers who are eligible for assistance under the Workforce Investment Act (WIA), assesses their employability skills and provides training as appropriate for identified sectors of growing employment demand. The Office also provides follow-up services leading to employment retention in high-wage and high-skilled jobs. Both the Alliance and our Workforce Board rely on this office for assistance.

Small businesses contribute to local economies by bringing growth and innovation to the community. A DCEO funded **Small Business Development Center** (SBDC) is located at Kankakee Community College and is an important asset to the community for entrepreneurship and innovation.

The **Illinois Manufacturing Extension Center (IMEC)** is a partner program of the Department Commerce and Economic Opportunity, and is part of a broader economic development program of assistance for small businesses. IMEC and its affiliated support organizations help manufacturers with productivity, technology modernization, and enhanced business practices. The Alliance has worked with IMEC on several projects and is a resource for advanced manufacturing initiatives.

The **Illinois Energy Office** creates jobs and stimulates economic development in Illinois through programs and policies that spur investment in Illinois' Green Economy. These programs and policies benefit our economy, improve our environment and increase our energy independence. Kankakee County has received funding through this office and the U. S. Department of Energy for energy efficiency and conservation at its public facilities. The Alliance promotes similar programs offered by the utility companies for private sector businesses.

## DISASTER RESILIENCY STRATEGY

Most counties throughout the nation have disaster plans in place; few have included an economic recovery strategy. Statistics show that following a disaster ninety percent of small businesses fail within a year unless they can resume operations within five days. Having a countywide economic recovery strategy in place will increase the likelihood that businesses will open quickly and reduce the chances of experiencing a micro-recession which could take years to recover from.

The Economic Alliance of Kankakee County, which serves as the central economic development organization for the County, will take the lead role in developing, implementing, and monitoring an economic Disaster Resiliency Strategy. This plan will in no way undermine or replace the existing Kankakee County Emergency Management Agency (EMA) plans or the Kankakee County 2013 Natural Hazards Mitigation Plan. The Alliance will partner with these and other groups in the overall planning and recovery efforts of the County to help maximize the speed and efficiency of economic recovery efforts after a disaster.

### Action Steps

#### 1. *Create an Economic Recovery Response Team*

A strategic mix of representatives will be invited to participate on this team.

Team members will include:

Economic Alliance Director—Mike Van Mill, who has prior FEMA experience

Kankakee County Chamber of Commerce President—Mike O'Brien

Small Business Administration Director—Ken Crite

Kankakee County Emergency Management Agency Director—Sgt. Dave Zinanni

Kankakee County Planning Department—Dell Skimerhorn

A business leader and a municipal Economic Development Director or appointee from each of the five major communities:

Kankakee

Bourbonnais

Bradley

Manteno

Momence

Each person should appoint an alternate person to serve in their place should they not be available to fulfill their duties during an actual disaster.

Private and public sector involvement on this team will ensure that communication flows between these two groups to reveal any potential conflicts and/or duplication of effort in the recovery process. The public sector is better informed of their decisions that could delay the recovery effort and is informed of the private sector's priorities for re-investment and redevelopment. Trust is built as these stakeholders cooperate in the

pre-planning phase so that these relationships can be relied on when the disaster strikes, and there is need for an expedited decision making process.

**2. *Review County Emergency Management Plan and Natural Hazards Mitigation Plan and any jurisdictional plans for consideration of economic and business impacts.***

The Economic Recovery team will need to thoroughly review existing emergency management and mitigation plans that exist. The review should consider the impacts to the business community and the local economy if the plan is implemented after a disaster. If possible, adjustments should be made to the plans so that they accommodate business interests.

The Alliance will volunteer to serve as business liaison to the Kankakee County EMA.

**3. *Prepare Disaster Resiliency Strategy (DRS)***

The Disaster Resiliency Strategy will focus on four areas; Preparation, Response, Recovery, and Mitigation.

Several resources provide in-depth information about how to prepare for each of the above areas and will be used to guide formation of the DRS. These resources include: EDA's [www.restoreyoureconomy.org](http://www.restoreyoureconomy.org), SBA's [www.preparemybusiness.org](http://www.preparemybusiness.org), and FEMA's [www.ready.gov](http://www.ready.gov)

## **Preparation**

The pre-disaster economic preparedness portion of the DRS functions to prepare the community for disaster situations with a focus on the business community and the local economy. This portion of the plan will define roles and action steps for economic recovery stakeholders.

Preparing to respond usually involves significant training and practice to ensure that key local employees and supporting resources are ready to jump into action quickly and that local businesses understand their roles and responsibilities in preparing for and responding to disasters.

Major actions include:

- Compile contact information for key stakeholders throughout the region and state. This list will be used by the Economic Recovery Response Team to coordinate information-gathering
- Develop a communication strategy. Use the existing Alliance website to provide business information that addresses both Preparing for a disaster and critical resources during the Recovery period. During the Response period it is vital to have social media sites (Facebook and Twitter) operational to provide current information and resources.

The Alliance and all partners will promote the site to businesses as the place to turn for key information post-disaster. This can also be a place where displaced businesses can provide updated contact information.

- Develop a list of possible funding sources from federal, state, and local agencies. A member of the Economic Recovery Response Team needs to be responsible for knowing the funding mandates before a disaster happens. The EDA has two publications: **Federal Disaster Recovery Funding: Minimizing Roadblocks to Maximize Resources** and **Navigating Federal Disaster Recovery Funding** available at [www.restoreyoureconomy.org](http://www.restoreyoureconomy.org)
- Provide workshops to aide businesses in preparing for disaster situations, including developing a business continuity plan, and have sessions led by experts in law, finance, and disaster preparation for local businesses

## Response

The Response period is the 72 hours after a disaster. During this time the immediate actions are to save lives and protect property. For a business the top priorities should be to protect employees, the facilities and necessary information.

### Major Actions

- Economic Recovery Response Teams will meet with businesses one-on-one to conduct a damage assessment survey to gauge business impact as soon as possible. Data will help in developing recovery programs and can simplify later grant writing.
- Convene CEDS Committee to update the CEDS with an analysis of the current economic development problems and opportunities.

## Recovery

After a major disaster, the recovery process takes months and even years to bring a community back to a "new normal" and as strong as or better than before the disaster.

### Major Actions

- Use the Tier system that was set up during Preparation to allow business owners onto their property.
- Communicate to let the community know what businesses are open.
- Set up a Business Recovery Center for counseling businesses.
- Provide funding and grant assistance.
- Encourage businesses to re-evaluate their business plan and redefine themselves and their markets

## **Mitigation**

Reviewing and improving disaster readiness based on past experience

### **Major Actions**

- Develop mitigation strategies based on economic risk assessment to reduce or eliminate future economic losses
- Identify potential funding sources to mitigate future disaster impacts on the community
- Encourage businesses to review and update existing insurance coverage
- Analyze where challenges in the communication of needs and resources occurred and define a better system.
- Identify key infrastructure improvements needed for disaster resiliency

As the DRS evolves over time, it will be incorporated into revised CEDS.

### **Timeline**

January--Economic Recovery Response Team formed and work on the DRS begins

Summer--Roll out completed plan

September --NATIONAL PREPAREDNESS MONTH. Work with Kankakee County EMA on a program for businesses.

## **APPENDIX**

### **Approval of the Kankakee County Comprehensive Economic Development Strategy by the Kankakee County Board of Commissioners**

(will be attached after approval)

## 2012 Kankakee County Detailed Occupations<sup>10</sup>

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Chief Executives	173	167	\$49.89
General and Operations Managers	472	473	\$38.51
Legislators	67	65	\$9.07
Marketing Managers	27	34	\$54.59
Sales Managers	107	111	\$39.28
Administrative Services Managers	121	129	\$36.64
Computer and Information Systems Managers	36	47	\$44.51
Financial Managers	106	121	\$34.97
Industrial Production Managers	39	47	\$47.04
Transportation, Storage, and Distribution Managers	84	78	\$27.59
Human Resources Managers	16	19	\$57.89
Farmers, Ranchers, and Other Agricultural Managers	27	12	\$76.12
Construction Managers	34	32	\$31.70
Education Administrators, Preschool and Childcare Center/Program	11	14	\$34.23
Education Administrators, Elementary and Secondary School	134	145	\$48.00
Education Administrators, Postsecondary	69	84	\$33.28
Architectural and Engineering Managers	26	30	\$57.07
Food Service Managers	98	93	\$20.19
Medical and Health Services Managers	39	53	\$30.30
Natural Sciences Managers	12	15	\$24.16
Postmasters and Mail Superintendents	13	11	\$16.53
Property, Real Estate, and Community Association Managers	12	13	\$9.60
Social and Community Service Managers	18	21	\$12.57
Managers, All Other	156	164	\$22.61
Wholesale and Retail Buyers, Except Farm Products	32	34	\$61.24
Purchasing Agents, Except Wholesale, Retail, and Farm Products	54	61	\$21.62
Claims Adjusters, Examiners, and Investigators	62	72	\$47.66
Compliance Officers	32	41	\$27.53
Cost Estimators	55	60	\$33.15
Human Resources Specialists	57	75	\$22.35
Labor Relations Specialists	35	32	\$30.38
Management Analysts	50	64	\$28.81
Training and Development Specialists	21	30	\$11.37
Market Research Analysts and Marketing Specialists	45	67	\$23.60
Business Operations Specialists, All Other	190	213	\$18.10
Accountants and Auditors	186	210	\$26.47

<sup>10</sup> Economic Modeling Specialists International



Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Financial Analysts	17	25	\$15.35
Loan Officers	46	64	\$18.14
Financial Specialists, All Other	10	13	\$10.64
Computer Systems Analysts	42	60	\$79.09
Computer Programmers	19	25	\$81.62
Software Developers, Applications	29	42	\$43.95
Software Developers, Systems Software	11	18	\$101.72
Network and Computer Systems Administrators	36	51	\$31.92
Computer User Support Specialists	56	71	\$20.88
Computer Occupations, All Other	12	14	\$11.63
Civil Engineers	25	27	\$31.37
Industrial Engineers	18	25	\$21.16
Mechanical Engineers	98	108	\$52.94
Microbiologists	13	17	\$16.23
Chemists	73	84	\$28.04
Environmental Scientists and Specialists, Including Health	11	12	\$15.11
Clinical, Counseling, and School Psychologists	43	48	\$26.85
Agricultural and Food Science Technicians	16	<10	\$9.46
Biological Technicians	17	23	\$9.66
Chemical Technicians	40	42	\$13.68
Substance Abuse and Behavioral Disorder Counselors	13	16	\$44.98
Educational, Guidance, School, and Vocational Counselors	44	57	\$22.18
Mental Health Counselors	38	43	\$16.15
Rehabilitation Counselors	24	26	\$31.89
Child, Family, and School Social Workers	108	110	\$22.59
Healthcare Social Workers	32	39	\$28.94
Mental Health and Substance Abuse Social Workers	852	850	\$18.87
Health Educators	16	20	\$18.83
Social and Human Service Assistants	86	91	\$17.97
Community and Social Service Specialists, All Other	90	91	\$23.17
Clergy	13	19	\$10.10
Lawyers	65	67	\$26.79
Postsecondary Teachers	685	816	\$13.10
Preschool Teachers, Except Special Education	87	109	\$12.74
Kindergarten Teachers, Except Special Education	53	63	\$19.23
Elementary School Teachers, Except Special Education	290	354	\$21.79
Middle School Teachers, Except Special and Career/Technical Education	449	511	\$25.21
Career/Technical Education Teachers, Middle School	11	12	\$13.55
Secondary School Teachers, Except Special and Career/Technical Education	307	339	\$23.24

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Career/Technical Education Teachers, Secondary School	32	34	\$13.23
Special Education Teachers, Kindergarten and Elementary School	53	64	\$34.09
Special Education Teachers, Middle School	79	92	\$22.06
Special Education Teachers, Secondary School	156	165	\$23.11
Adult Basic and Secondary Education and Literacy Teachers and Instructors	11	12	\$29.03
Self-Enrichment Education Teachers	16	21	\$43.77
Substitute Teachers	206	232	\$14.99
Teachers and Instructors, All Other	116	128	\$54.25
Librarians	45	48	\$29.56
Library Technicians	49	52	\$25.68
Instructional Coordinators	65	75	\$24.27
Teacher Assistants	448	511	\$10.38
Education, Training, and Library Workers, All Other	115	126	\$9.52
Artists and Related Workers, All Other	0	0	\$0.00
Floral Designers	16	<10	\$11.03
Graphic Designers	39	45	\$17.35
Coaches and Scouts	36	47	\$12.28
Reporters and Correspondents	19	24	\$25.60
Public Relations Specialists	12	17	\$50.91
Chiropractors	11	12	\$88.45
Dentists, General	20	24	\$137.92
Dietitians and Nutritionists	20	22	\$50.04
Pharmacists	113	122	\$58.60
Anesthesiologists	17	19	\$120.25
Family and General Practitioners	44	51	\$87.99
Internists, General	13	16	\$99.00
Surgeons	10	12	\$68.88
Physicians and Surgeons, All Other	177	196	\$100.39
Physician Assistants	13	17	\$26.20
Occupational Therapists	28	33	\$11.01
Physical Therapists	79	91	\$39.06
Respiratory Therapists	49	57	\$25.22
Speech-Language Pathologists	84	92	\$34.05
Therapists, All Other	11	11	\$10.71
Registered Nurses	1,169	1,351	\$31.70
Nurse Practitioners	47	57	\$43.54
Medical and Clinical Laboratory Technologists	29	31	\$27.07
Medical and Clinical Laboratory Technicians	57	60	\$20.34
Dental Hygienists	98	119	\$32.30

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Cardiovascular Technologists and Technicians	15	18	\$11.53
Diagnostic Medical Sonographers	23	29	\$13.90
Radiologic Technologists	74	86	\$28.05
Magnetic Resonance Imaging Technologists	12	14	\$12.98
Emergency Medical Technicians and Paramedics	127	165	\$14.81
Dietetic Technicians	15	16	\$12.48
Pharmacy Technicians	218	236	\$13.55
Surgical Technologists	47	52	\$23.84
Veterinary Technologists and Technicians	11	20	\$29.86
Licensed Practical and Licensed Vocational Nurses	479	490	\$17.20
Medical Records and Health Information Technicians	37	44	\$15.17
Opticians, Dispensing	26	27	\$23.67
Health Technologists and Technicians, All Other	36	39	\$30.15
Healthcare Practitioners and Technical Workers, All Other	71	74	\$21.06
Home Health Aides	385	521	\$10.38
Nursing Assistants	748	832	\$11.18
Orderlies	89	91	\$12.03
Occupational Therapy Assistants	18	20	\$12.24
Physical Therapist Assistants	45	52	\$23.07
Massage Therapists	16	20	\$11.50
Dental Assistants	98	119	\$15.28
Medical Assistants	161	197	\$14.60
Medical Transcriptionists	45	43	\$17.37
Veterinary Assistants and Laboratory Animal Caretakers	11	15	\$10.89
Phlebotomists	88	86	\$13.81
Healthcare Support Workers, All Other	17	21	\$26.46
First-Line Supervisors of Police and Detectives	51	51	\$38.62
First-Line Supervisors of Protective Service Workers, All Other	21	15	\$55.56
Firefighters	156	162	\$39.15
Correctional Officers and Jailers	30	32	\$60.52
Detectives and Criminal Investigators	14	15	\$39.02
Police and Sheriff's Patrol Officers	122	130	\$31.21
Private Detectives and Investigators	19	13	\$54.56
Security Guards	136	145	\$12.65
Crossing Guards	27	24	\$9.11
Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	52	49	\$8.40
Protective Service Workers, All Other	16	17	\$11.20
Chefs and Head Cooks	46	48	\$14.59
First-Line Supervisors of Food Preparation and Serving Workers	274	294	\$13.63
Cooks, Fast Food	241	226	\$9.22

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Cooks, Institution and Cafeteria	227	270	\$9.57
Cooks, Private Household	0	0	\$0.00
Cooks, Restaurant	194	226	\$10.11
Cooks, Short Order	108	105	\$9.18
Cooks, All Other	18	20	\$30.16
Food Preparation Workers	444	467	\$9.05
Bartenders	289	275	\$9.00
Combined Food Preparation and Serving Workers, Including Fast Food	768	834	\$9.03
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	160	168	\$9.10
Waiters and Waitresses	700	781	\$8.93
Food Servers, Nonrestaurant	210	259	\$8.96
Dining Room and Cafeteria Attendants and Bartender Helpers	150	164	\$9.08
Dishwashers	180	200	\$8.98
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	78	86	\$9.68
Food Preparation and Serving Related Workers, All Other	53	51	\$9.51
First-Line Supervisors of Housekeeping and Janitorial Workers	54	56	\$16.82
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	15	19	\$40.65
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	521	566	\$12.48
Maids and Housekeeping Cleaners	306	352	\$9.16
Pest Control Workers	40	49	\$10.47
Landscaping and Groundskeeping Workers	239	275	\$11.07
First-Line Supervisors of Personal Service Workers	13	18	\$32.25
Nonfarm Animal Caretakers	46	64	\$9.44
Ushers, Lobby Attendants, and Ticket Takers	14	14	\$18.42
Amusement and Recreation Attendants	108	116	\$8.98
Hairdressers, Hairstylists, and Cosmetologists	66	72	\$13.14
Childcare Workers	152	176	\$9.78
Personal Care Aides	351	442	\$8.72
Fitness Trainers and Aerobics Instructors	23	26	\$15.88
Recreation Workers	77	92	\$9.29
First-Line Supervisors of Retail Sales Workers	423	441	\$15.86
First-Line Supervisors of Non-Retail Sales Workers	26	34	\$81.46
Cashiers	1,216	1,196	\$9.32
Counter and Rental Clerks	150	151	\$9.48
Parts Salespersons	106	122	\$12.94
Retail Salespersons	1,507	1,498	\$9.59
Advertising Sales Agents	54	64	\$16.98
Insurance Sales Agents	101	109	\$16.12
Securities, Commodities, and Financial Services Sales Agents	11	20	\$94.54

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Sales Representatives, Services, All Other	54	71	\$56.66
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	55	62	\$27.57
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	402	433	\$21.41
Telemarketers	12	16	\$29.73
Sales and Related Workers, All Other	43	48	\$30.83
First-Line Supervisors of Office and Administrative Support Workers	365	400	\$20.89
Switchboard Operators, Including Answering Service	56	45	\$10.30
Bill and Account Collectors	85	89	\$16.20
Billing and Posting Clerks	137	152	\$15.68
Bookkeeping, Accounting, and Auditing Clerks	437	468	\$14.29
Payroll and Timekeeping Clerks	63	66	\$19.67
Tellers	261	316	\$10.93
Correspondence Clerks	22	24	\$33.51
Court, Municipal, and License Clerks	23	25	\$40.03
Customer Service Representatives	392	464	\$14.44
Eligibility Interviewers, Government Programs	27	27	\$38.75
File Clerks	18	19	\$24.55
Hotel, Motel, and Resort Desk Clerks	55	65	\$9.19
Interviewers, Except Eligibility and Loan	16	25	\$28.05
Library Assistants, Clerical	25	27	\$27.78
Loan Interviewers and Clerks	55	63	\$14.78
Order Clerks	167	157	\$11.20
Human Resources Assistants, Except Payroll and Timekeeping	34	36	\$19.81
Receptionists and Information Clerks	313	358	\$11.72
Information and Record Clerks, All Other	35	37	\$43.31
Cargo and Freight Agents	29	29	\$47.18
Couriers and Messengers	20	22	\$25.58
Police, Fire, and Ambulance Dispatchers	14	16	\$48.45
Dispatchers, Except Police, Fire, and Ambulance	76	82	\$18.69
Postal Service Clerks	17	12	\$34.02
Postal Service Mail Carriers	110	106	\$26.22
Production, Planning, and Expediting Clerks	67	74	\$23.72
Shipping, Receiving, and Traffic Clerks	332	302	\$14.23
Stock Clerks and Order Fillers	834	742	\$9.34
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	34	33	\$12.22
Executive Secretaries and Executive Administrative Assistants	250	270	\$18.76
Legal Secretaries	36	34	\$16.21
Medical Secretaries	101	135	\$13.35
Secretaries and Administrative Assistants, Except Legal, Medical, and	637	650	\$12.75

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Executive			
Data Entry Keyers	32	32	\$13.43
Insurance Claims and Policy Processing Clerks	73	87	\$11.49
Office Clerks, General	718	793	\$13.10
Office and Administrative Support Workers, All Other	152	166	\$20.84
First-Line Supervisors of Farming, Fishing, and Forestry Workers	13	<10	\$50.49
Graders and Sorters, Agricultural Products	22	17	\$24.96
Agricultural Equipment Operators	29	14	\$17.51
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	230	90	\$26.87
Farmworkers, Farm, Ranch, and Aquacultural Animals	27	12	\$8.25
First-Line Supervisors of Construction Trades and Extraction Workers	66	63	\$33.70
Carpenters	137	135	\$22.11
Cement Masons and Concrete Finishers	54	49	\$17.89
Construction Laborers	137	131	\$23.77
Operating Engineers and Other Construction Equipment Operators	116	93	\$30.70
Electricians	197	205	\$22.26
Glaziers	13	12	\$13.45
Insulation Workers, Mechanical	12	10	\$65.03
Painters, Construction and Maintenance	45	50	\$35.73
Plumbers, Pipefitters, and Steamfitters	87	94	\$38.16
Sheet Metal Workers	35	36	\$23.23
Highway Maintenance Workers	66	67	\$20.08
Rail-Track Laying and Maintenance Equipment Operators	13	12	\$26.13
Septic Tank Servicers and Sewer Pipe Cleaners	11	12	\$15.88
First-Line Supervisors of Mechanics, Installers, and Repairers	160	169	\$27.36
Telecommunications Equipment Installers and Repairers, Except Line Installers	11	14	\$50.38
Electrical and Electronics Installers and Repairers, Transportation Equipment	12	12	\$29.09
Automotive Body and Related Repairers	50	49	\$20.28
Automotive Service Technicians and Mechanics	363	382	\$14.83
Bus and Truck Mechanics and Diesel Engine Specialists	107	119	\$16.49
Farm Equipment Mechanics and Service Technicians	17	21	\$13.97
Mobile Heavy Equipment Mechanics, Except Engines	14	17	\$19.62
Tire Repairers and Changers	23	33	\$10.63
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	32	42	\$21.78
Industrial Machinery Mechanics	145	164	\$31.90
Maintenance Workers, Machinery	42	43	\$28.44
Maintenance and Repair Workers, General	323	357	\$20.56
Helpers--Installation, Maintenance, and Repair Workers	16	19	\$10.27
Installation, Maintenance, and Repair Workers, All Other	47	50	\$15.46

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
First-Line Supervisors of Production and Operating Workers	278	282	\$24.49
Electrical and Electronic Equipment Assemblers	24	31	\$32.05
Team Assemblers	219	271	\$12.09
Assemblers and Fabricators, All Other	89	106	\$30.88
Bakers	53	53	\$10.58
Butchers and Meat Cutters	67	72	\$13.30
Meat, Poultry, and Fish Cutters and Trimmers	60	105	\$23.15
Slaughterers and Meat Packers	189	242	\$23.70
Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	13	12	\$15.19
Food Batchmakers	60	31	\$28.40
Food Cooking Machine Operators and Tenders	17	11	\$13.12
Food Processing Workers, All Other	29	30	\$19.04
Computer-Controlled Machine Tool Operators, Metal and Plastic	64	83	\$31.34
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	28	35	\$11.71
Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	27	31	\$33.87
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	50	60	\$17.73
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	12	15	\$29.76
Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	24	26	\$25.78
Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	33	35	\$24.30
Machinists	177	215	\$13.90
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	57	65	\$14.24
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	37	43	\$23.26
Tool and Die Makers	18	23	\$28.06
Welders, Cutters, Solderers, and Brazers	88	105	\$20.08
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	21	23	\$31.88
Printing Press Operators	47	49	\$24.31
Laundry and Dry-Cleaning Workers	64	47	\$8.89
Stationary Engineers and Boiler Operators	12	12	\$42.04
Water and Wastewater Treatment Plant and System Operators	35	36	\$24.03
Chemical Plant and System Operators	47	49	\$37.25
Gas Plant Operators	13	<10	\$39.28
Chemical Equipment Operators and Tenders	70	76	\$29.20
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	34	28	\$20.08
Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	11	<10	\$12.69
Mixing and Blending Machine Setters, Operators, and Tenders	93	97	\$18.70
Cutting and Slicing Machine Setters, Operators, and Tenders	11	14	\$11.92

Description	2012 Jobs	2020 Jobs	Median Hourly Earnings
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	34	39	\$15.61
Inspectors, Testers, Sorters, Samplers, and Weighers	126	152	\$18.17
Packaging and Filling Machine Operators and Tenders	390	374	\$19.20
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	18	22	\$10.08
Painters, Transportation Equipment	13	12	\$10.60
Photographic Process Workers and Processing Machine Operators	11	10	\$12.06
Helpers--Production Workers	132	147	\$10.69
Production Workers, All Other	126	140	\$11.94
First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	75	79	\$21.09
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	57	62	\$26.02
Bus Drivers, Transit and Intercity	21	46	\$42.58
Bus Drivers, School or Special Client	265	255	\$13.38
Driver/Sales Workers	110	126	\$16.42
Heavy and Tractor-Trailer Truck Drivers	780	891	\$22.74
Light Truck or Delivery Services Drivers	202	203	\$17.39
Taxi Drivers and Chauffeurs	34	46	\$10.77
Motor Vehicle Operators, All Other	13	14	\$12.48
Parking Lot Attendants	10	12	\$9.68
Automotive and Watercraft Service Attendants	11	19	\$22.02
Industrial Truck and Tractor Operators	229	223	\$13.65
Cleaners of Vehicles and Equipment	154	172	\$9.27
Laborers and Freight, Stock, and Material Movers, Hand	1,321	1,290	\$11.48
Machine Feeders and Offbearers	12	14	\$32.11
Total	40,989	44,383	\$19.23