



# Kankakee Riverfront MASTER PLAN

May 25, 2018

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# Acknowledgments

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# Executive Summary

Dear Community Leaders,

For decades after Kankakee was founded in 1854, the Kankakee River was central to the city's prosperity, rich culture, and successful image. Today, after decades of economic challenges, the city is, once again, poised to connect with, and leverage its spectacular river asset to accomplish the community's heartfelt goal to: **Create and sustain an extraordinary riverfront that is the catalyst for Kankakee's renaissance as a premiere Illinois riverfront community.**

In 2017, city leaders engaged our planning, design and engineering team to consider riverfront improvement opportunities, create a compelling long-term riverfront vision, and complete a multi-dimensional strategy that includes a series of incremental implementation actions. This Kankakee Riverfront Master Plan summarizes our findings and recommendations.



# Riverfront Today

Our Opportunity Analysis revealed exceptional river resources, multiple intriguing markets, and a diverse group of engaged stakeholders.

## Resources

Considered by many experts as the highest quality river in the state, the Kankakee River boasts superior water quality, uncommon moving and flat-water recreational opportunities, and ecologically diverse wildlife habitat. The 9-foot dam between Washington Avenue and Schuyler Avenue is both an extraordinary asset and a dangerous liability. It creates an uncommonly beautiful, recreationally significant, deep-water upstream impoundment called the Six Mile Pool, a spectacular visual and auditory feature, and the generating power behind the hydro-electric facility. Unfortunately, it also creates an impossible barrier for fish and boat passage, and a potentially deadly problem for anyone caught in its turbulent hydraulic “boil.”

Approximately 70 acres of publicly owned land is adjacent to the river with more expected as the city acquires flood-prone homes with along River Street using FEMA funding. Cyclists can ride much of the river corridor along The Riverfront Trailways of Kankakee County, which extends from I-57 north to Riverside Medical Center and will eventually connect to Kankakee State Park. Unfortunately, most of the in-town experience is limited to on-street routes with little river exposure. However, an excellent traditional street grid provides excellent, multi-modal access to the riverfront and major regional arterial routes provide motorists with significant riverfront exposure at Schuyler Avenue and Court Street.

## Marketplace

The Kankakee Riverfront has no competition in the 60-minute drive time market. Its scale, natural resources, proximity to Chicago, easy access, arterial exposure, and adjacency to downtown Kankakee mitigate local weaknesses in population growth and spending potential. When developed, the new riverfront will appeal to a huge, 90-minute drive time market that is active, affluent, and

seeks engaging weekend adventures that include unique activities and casual dining in stimulating settings. The potential for an extraordinary paddling experience will supercharge the regional market appeal.

Our analysis also suggests that two local markets may be particularly influential on planning the Kankakee Riverfront; young professionals and families with children. Local corporations, such as CSL Behring, which have committed to the region, need young professionals and skilled workers who will find the new Kankakee Riverfront to be a great, small scale urban environment to live, work, play and socialize. The new riverfront will also attract families with children of all ages to an abundance of uncommon active and passive recreation activities, casual dining, and socializing. Seasonal, river-themed events will appeal to a very broad cross-section of regional and local markets.

National trends clearly support the potential of the Kankakee Riverfront. Countless riverfront cities across the country, including many successful Illinois examples, have successfully replaced their obsolete riverfront industries with contemporary live/work/play riverfronts that have energized their downtowns, their economies and their brands.

## Stakeholders

Our significant public and community leader outreach confirmed that riverfront stakeholders are diverse, very engaged, and in overwhelming agreement that the riverfront is vitally important to Kankakee. They emphatically indicated that city leaders should enhance the riverfront to improve community image, increase activities for residents and visitors, support the local economy, and improve river ecology. With the recent improvement in the economy and employment, business leaders recognize riverfront improvement as a critical tool to attract and retain young professionals and skilled workers who seek an active, engaging lifestyle.

# Riverfront Tomorrow

To reposition Kankakee as a premier Illinois riverfront community, we enthusiastically recommend that a partnership of public and private sector community leaders systematically and incrementally construct and program a package of distinctive river attractions, construct 3-dimensional river connections, leverage the most valuable riverfront development sites, and vigorously promote the river-centric brand using a combination of philanthropic, tax (TIF), and grant funding while following nationally proven best practices.

## **Construct and program a package of distinctive river attractions that appeal to a wide range of residents, workers and regional visitors:**

- Kankakee Riverfront Trailways (connect pedestrian bridge south to Washington Avenue)
  - Fisherman's Park (urban fishing, shelter, restrooms, fire pits, and parking)
- Kankakee Riverwalk (continuous, high-amenity, signature multi-purpose experience from Court Street to Schuyler Avenue) including:
  - The Riverwalk Mill Race District (intensely programmed, high-amenity, festival street with accessible river banks, portage, gallery, national-caliber whitewater feature, and fish passage)
  - The Riverwalk Terraces (native/botanical plant terraces, sculpted land art, informal amphitheater seating, fishing, river access)
  - The Riverwalk Children's Garden (nature-based children's adventure, artful native landscape, sculpted landforms, fishing, and river access)
  - The Riverwalk Ellipse (garden setting, promenade, skating, art, inter-generational activities, history, and river access)
- Bird Park (swimming, fishing, boat rental, dive training, whitewater training, tree-top ropes course, zip-line, and climbing)

## **Construct 3-dimensional connections to, along, across, and in the river:**

- Kankakee Riverfront Trailways from pedestrian bridge to Washington Street
- Riverwalk, Court Street to Schuyler Avenue (continuous, high-amenity, signature multi-purpose pedestrian experience)
- Schuyler Avenue Boat Dock (transient dock and boat ramp)
- Washington Avenue Boat Launch (ramp and transient dock)
- In-river paddling course (controlled access and non-motorized boat passage)
- Downtown, neighborhood links (Streetscape improvements on Court Street, Station Street, Washington Avenue, Schuyler Avenue, River Street, and Water Street)
- River access (variety of river edge access points for pedestrians and boaters)
- Parking (on and off-street parking near attractions)

## **Leverage the most valuable riverfront development sites:**

- City to acquire the most important properties for improvement and development
- City to establish a Tax Increment Finance district that will capture property tax increment created by increased value and redevelopment of properties adjacent to the Riverwalk
- Riverfront Implementation Team to facilitate redevelopment of catalyst properties as value escalates and investors recognize the value of the newly designed Opportunity Zone adjacent to the river



**Vigorously promote the river-centric brand:**

- Riverwalk Implementation Team to initiate a Kankakee Riverwalk brand strategy
- Riverwalk Implementation Team to coordinate programming and promotion
- Government, institutions and business organizations must keep the Riverwalk at the center of operational and promotional strategies

**Empower a credible and sustainable implementation team:**

- Riverwalk Implementation Team (RivIT) to lead riverfront master plan implementation
- Kankakee Riverwalk Foundation to partially fund (approx. 20%) capital improvements and fully fund and manage Riverwalk operations
- City and KVPD to collaborate on maintenance for the Kankakee Riverfront Trailways

**Think big, implement cooperatively, incrementally and systematically:**

- Start modestly, build momentum and complete the most catalytic projects by 2027

• **2018-2021**

- o Create the Riverwalk Implementation Team
- o Launch programming and promotion
- o Create Riverwalk Not-for-Profit
- o Refine and align funding tools (20% philanthropy, 60% TIF, 20% state/federal)
- o Establish Tax Increment Financing District
- o Complete temporary and Riverwalk Mill Race demonstration projects (\$2.5M)
- o Design, engineer, permit and construct Riverfront Trailways north (\$2.5M)
- o Design, engineer and permit The Riverwalk Mill Race
- o Acquire and prepare key properties, recruit developers

• **2022-2028**

- o Construct Riverwalk Mill Race (\$20M)
- o Design, engineer, permit and construct Riverfront Trailways south (\$2.5M)
- o Facilitate land development
- o Design the next segment of the Riverwalk
- o Design the renovation of Bird Park

# Impacts

When complete, the riverfront improvements will be the centerpiece of a transformed live/work/play city that attracts regional visitors, skilled workers, and families with children with a package of exceptional river-centered natural, cultural and recreational attractions, complimentary residential and commercial development, a more sustainable economy, and a significantly improved brand. Logically, because of the scale of the riverfront, it may take decades for advocates and community partners to complete the entire Kankakee Riverfront Master Plan. However, the Riverfront Implementation Team should focus early efforts and investments on the Riverwalk Mill Race because of its location, exposure and assets to accelerate placemaking, branding and redevelopment, all of which will amplify economic benefit.

By 2028, in addition to the significant cultural, recreational and social benefits, we expect the catalytic Riverwalk Mill Race improvements to produce substantial economic and fiscal impacts. The proposed Tax Increment Financing district will capture incremental increases in property tax revenues triggered by publicly funded riverfront improvements that in turn stimulate increased land values and privately funded redevelopment at many scales throughout the district. The city should prioritize the use of incremental tax revenue for debt service payments for the bonds used to fund Riverwalk construction, and to facilitate high quality redevelopment. The most important redevelopment sites are clustered in the exciting Riverwalk Mill Race District where Riverfront leaders should demand the highest quality development. Incremental tax revenue is likely to be modest at first, but accelerate as land values increase with each public and private investment. By 2028, we estimate that the TIF district will generate approximately \$2.3 million of new tax revenue, annually.

In addition to increased property tax revenue, we estimate that the construction and operation of the Riverwalk Mill Race will stimulate significant one-time and recurring direct, indirect and induced economic impacts, in Kankakee within the first 10 years including:

- Support of approximately 348 one-time, construction-related jobs
- Generation of approximately \$66 million of one-time construction-related economic impact
- Support of approximately 133 non-construction jobs
- Approximately \$12 million of annually recurring economic impact



*Whitewater course*



*Upper Riverwalk*



When complete, the Riverwalk Mill Race will be an unparalleled regional attraction and redevelopment catalyst. As the Riverwalk Mill Race nears completion, with the support of an enthusiastic community, the Riverfront Implementation Team should begin to shift their attention to the west and continue planning the extension of the Riverwalk from the Mill Race to Court Street. With determined leadership, the Kankakee Riverfront will be the catalyst for Kankakee's renaissance as a premier Illinois riverfront community.

Respectfully submitted,

**Hitchcock Design Group**  
**Market and Feasibility Advisors**  
**S2O Design and Engineering**  
**Piggush Engineering, Inc.**



# The Riverfront TODAY

*“A goal of the  
Kankakee Forward initiative  
is to make the City of Kankakee  
a place for people to  
dream, grow, and thrive.”*

*Mayor Chasity Wells-Armstrong*

# Dear Kankakee,

Kankakee is one of many cities in the region with a downtown built on a river. That proximity and the pressure to attract and retain workers and create a better quality of life for city residents coupled with the declining use of waterways for industrial use has made riverfront revitalization a common strategy. Cities throughout Illinois have turned to their rivers as powerful tools to reinvigorate their downtowns and raise awareness for the multifaceted value of public outdoor space. **What will set Kankakee apart from the crowd? The Kankakee River!** Kankakee has an exceptional combination of unparalleled natural resources, engaged stakeholders, and a local market that is seeking an active lifestyle that support walking, cycling, and water-based recreation, all of which set the stage for success.

From the time Kankakee was settled, the river has been one of its most important assets. Positioned on the Kankakee River, the city boasts a wealth of outdoor recreation opportunities, unparalleled natural beauty, and iconic historical architecture built with stone from local quarries. The impounded pool upstream of the hydroelectric dam, coined the “Six Mile Pool,” is a particularly beautiful segment of the river that has long been used for recreational boating. Listed on the Federal Clean Streams Register, the river is also well known throughout the State for its pristine water and excellent sport fishing. In addition to its scenic beauty, the Riverfront Trailways is a successful regional bike trail that connects the surrounding communities—Bradley, Bourbonnais, and Kankakee—and draws people to the river.



Despite the region's natural beauty, Kankakee has struggled historically with its image and economic vitality. Despite good manufacturing and healthcare jobs nearby, an overall low per capita income, high unemployment, and slow job growth have limited Kankakee's ability to grow and thrive in the twenty-first century. **I believe that we are at a pivot point in this community and are ready for a new vision of what Kankakee can be**, which is why we established the Riverfront Task Force (RTF) and initiated this Master Plan in 2017. After months of thoughtful planning and community outreach, the RTF concluded that Kankakee can reverse decades of riverfront neglect and leverage the riverfront as a recreational, cultural, and environmental asset. Given our abundant opportunities and daunting scale of the Riverfront, how can Kankakee best capitalize on its remarkable assets?

The City of Kankakee, the Kankakee Valley Park District, industry leaders, business owners, private property owners, and all other partners who love our city and value the river corridor need to 1) embrace a long-term, multi-dimensional strategy to complete a package of seasonal and year-round river-centric attractions and complementary destinations; 2) complete the river, Riverwalk and trail connections; 3) embellish the natural, cultural, and recreational assets; 4) refine and align brand communications; and 5) act systematically and incrementally to gain and sustain momentum. Each one of these five strategic dimensions supports and builds on existing assets, past achievements, and key recommendations for future growth.

A goal of the Kankakee Forward Initiative is to make Kankakee a place for people to dream, grow, and thrive. Our Riverfront Strategy will do just that and elevate Kankakee's brand from "good" to "great." When fully realized, the Kankakee River corridor will boast a package of extraordinary natural, cultural, and recreational attractions, complimentary commercial and residential destinations, and vital connections that will appeal to residents and visitors for generations to come.

**Mayor Chasity Wells-Armstrong,**  
*Chairperson,*  
*Kankakee Riverfront Task Force*

# Planning Process

As a cornerstone of Mayor Chasity Wells-Armstrong's "Kankakee Forward" initiative, City of Kankakee leaders engaged a team of planning, design, and engineering professionals to develop a compelling vision for a four mile section of the Kankakee River (from Perry Farm Park to US Route 57), giving special attention to the Riverfront Focus Area near Downtown Kankakee. The plan is intended to enhance recreational function, environmental quality, cultural importance, economic benefit, and stewardship of Kankakee's most valuable natural and cultural resources for future generations.

In close collaboration with community leaders, the team followed a three-phase process starting with the **Opportunity Analysis**, which identified assets, issues and the most promising strategies to meet the community's aesthetic, recreational, environmental, cultural and economic objectives for the riverfront. This phase featured extensive public outreach including a web-based survey, individual interviews, and an interactive public workshop. Preliminary strategies were based on local and regional market characteristics, the physical, cultural and financial resources, and the expectations and requirements of community and regulatory stakeholders.

During the **Preferred Riverfront Strategy** phase, the team established consensus on an overall strategy, recommended riverfront framework, appearance improvements, and suggested private sector redevelopment opportunities. The team also worked closely with community leaders to develop preliminary implementation recommendations including short and long-term public policy, operational, and capital improvements. This phase included a public Open House to showcase the strategy and receive public comment.

In the **Final Riverfront Master Plan** phase, the team documented and gained City Council approval of the finalized recommendations, including an implementation table outlining short term (3 year) implementation projects, and step-by-step implementation guidance.

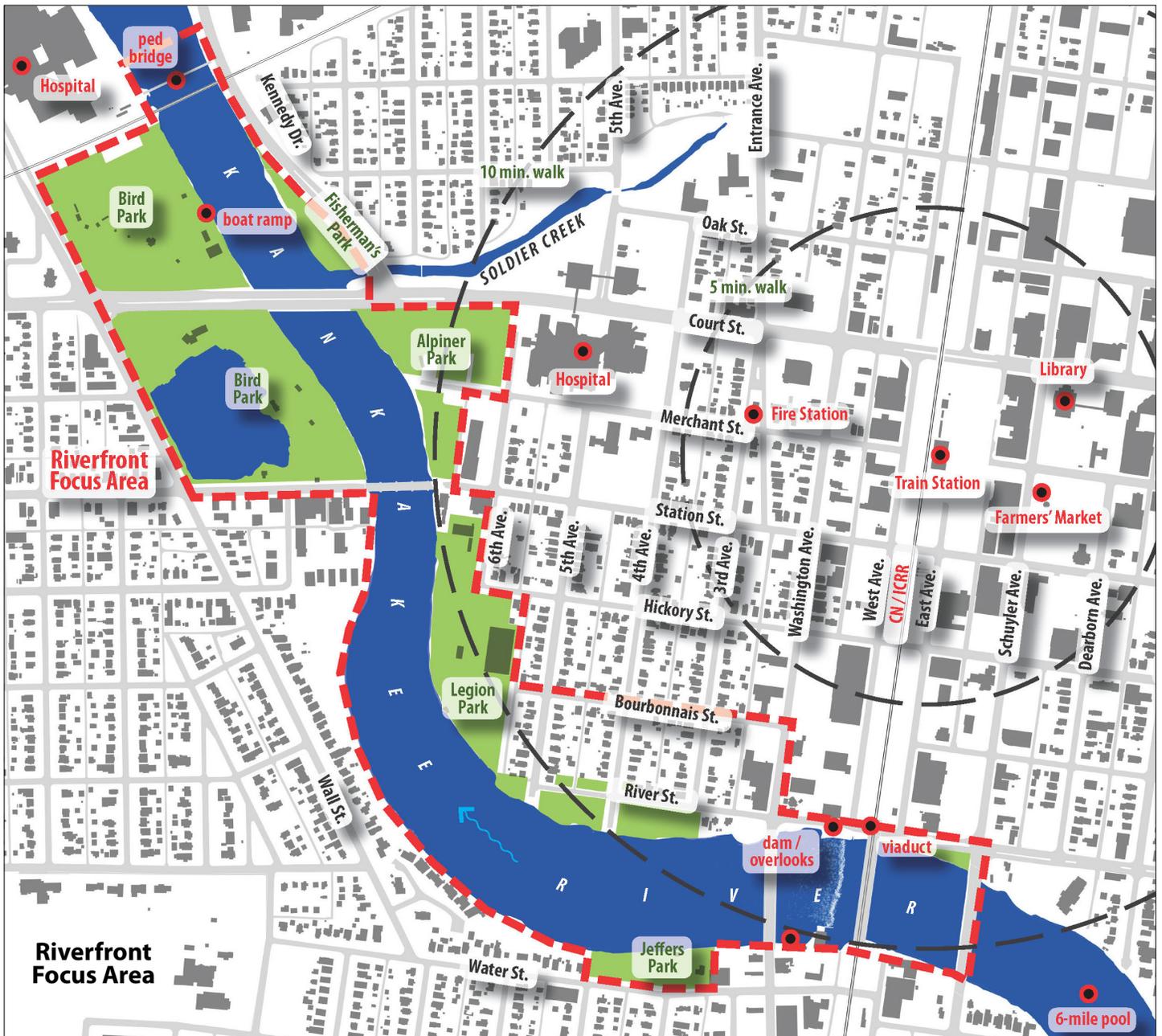
# Opportunity Analysis



# Preferred Strategy



# Final Master Plan





Fisherman's Park

Bird Park

Alpiner Park

Legion Park

River Street  
(acquisition in progress)

Jeffers Park

Riverfront Focus Area



# 70

*acres of publicly owned  
land is adjacent to the  
Kankakee River within  
the Riverfront Focus Area*

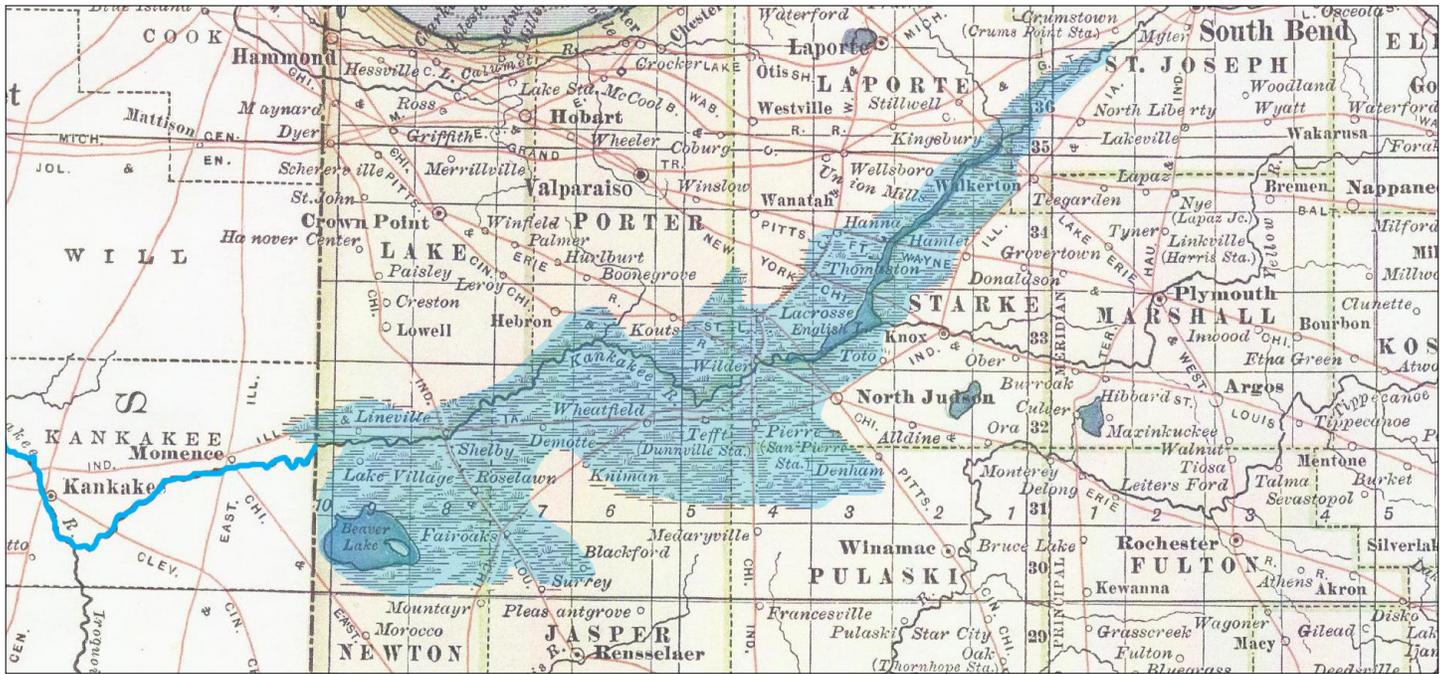
# Resources

The **Kankakee River** is considered by many to be the highest quality river in the State, offering superior recreational opportunities, clean water quality, and ecologically diverse wildlife habitat. From the headwaters near South Bend, Indiana the river meanders west 140 miles to join the Des Plaines River near Channahon for only a short distance before the two rivers form the Illinois River.

At one time, the Kankakee River was flanked by one of the largest riverine floodplain wetlands in North America, the **Grand Kankakee Marsh**, and furnished a significant portage between the Great Lakes and the Mississippi River. Dredging in the early 1900s drained the surrounding low-lying area for prime agricultural land. Three low-head dams were also constructed limiting fish migration. A deep-water impoundment called the Six Mile Pool was formed by the 9-foot dam in Kankakee and is especially noted for its high water quality, scenic beauty, excellent sport fishing, and river recreation. Downstream the river gradient increases traversing areas of alternating bedrock and sandy substrate with riffle runs and sand bottom pools.

In the 18th Century, the Kankakee region was inhabited by the Pottawatomie until the treaty of 1833 resulted in their movement west. Kankakee was founded in 1854, the name derived from an indigenous word meaning “Open country or land exposed to view.” The City was planned around the Illinois Central Railroad tracks and depot. East and West Avenues fronted the train tracks and were the primary commercial and business streets. **Quarries** were established along Soldier Creek to supply stone for bridges, churches, and houses. The high-quality water was also an incentive for businesses such as mills, breweries, and ice houses to be established along the river. Several bridges were built within the City and remain important, visible, iconic structures.

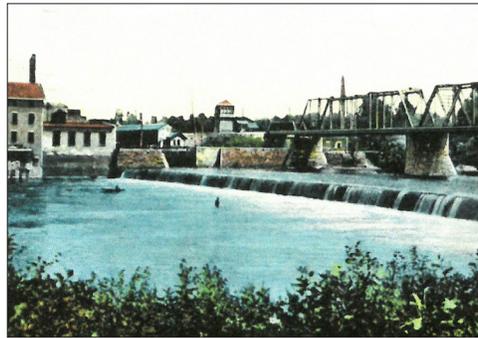
The **Kankakee Dam** was constructed in the late 1880s to provide mechanical power and cooling water for area industries. A hydroelectric plant was constructed at the spillway site in 1912. The City of Kankakee signed a 50-year lease and received permission to produce power on the site in 1986. Following years of study and design, renovation of the hydroelectric facility was completed in 1991 with a grant from the Illinois Department of Natural Resources Alternative Energy Bond Funds that was awarded based on the innovative and unique nature of the turbine technology.



Grand Kankakee Marsh, circa 1880



Ice harvest on the Kankakee River



Kankakee hydroelectric dam and grist mill



Historic train station at East Avenue

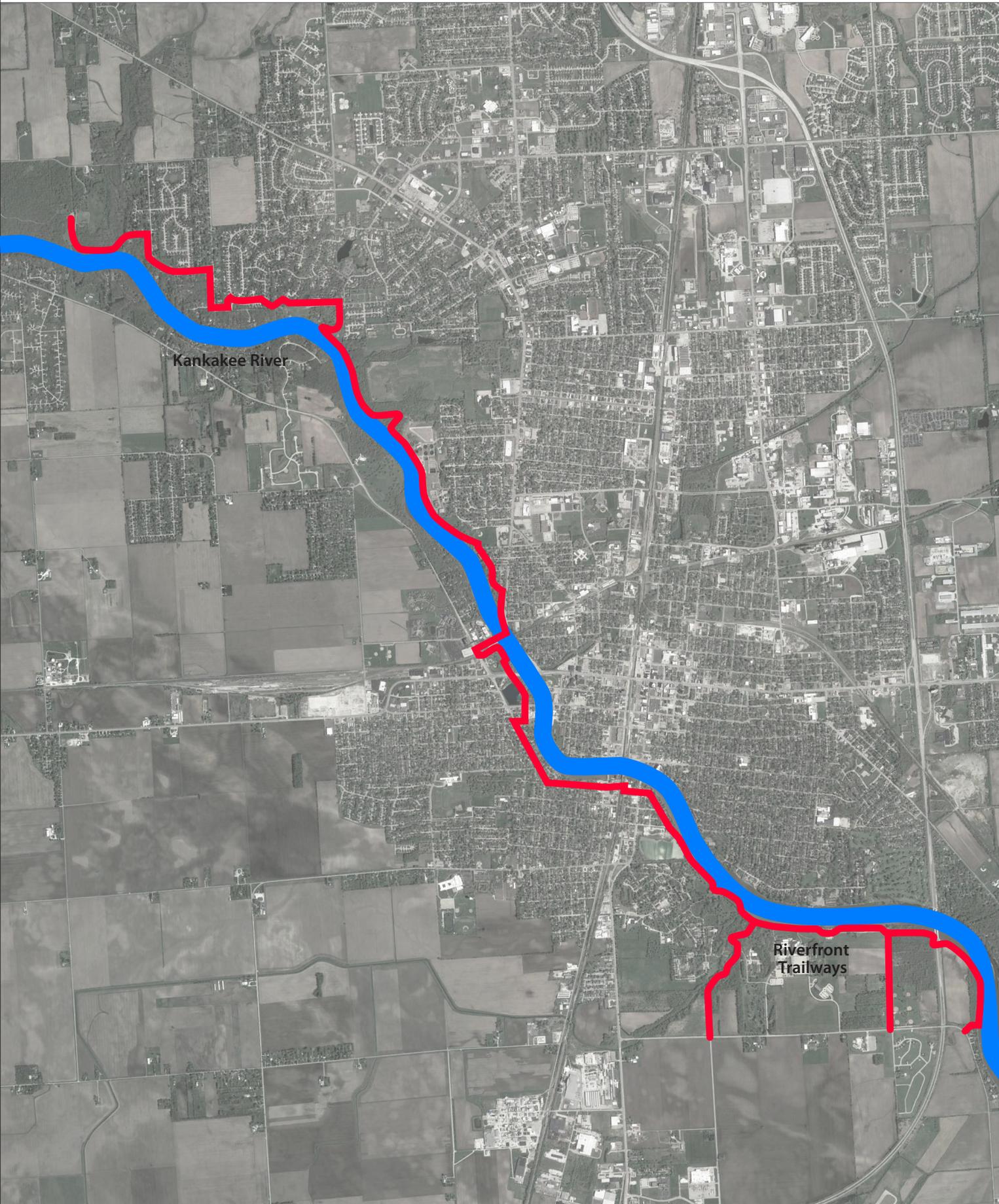


City of Kankakee, circa 1869

# Resources

The **Riverfront Trailways of Kankakee County** was a vision that began in 1999 with the formulation of the Kankakee County Greenways and Trails Plan, a regional trail and open space corridor that would provide environmental, recreational, and aesthetic enhancements to the County. Phase 1 of the Riverfront Trailways, funded through federal grants, local financial partners, and private donors, became a reality when it opened to the public in 2009. Local financial partners included the City of Kankakee, Kankakee Community College, Kankakee County, Kankakee River Valley Forest Preserve, Kankakee Valley Park District, the Village of Bourbonnais, and the Village of Bradley, with easements provided by Aqua Illinois and Shapiro Developmental Center. Today, the regional trail connects IL Route 57 in southwest Kankakee, through Bradley, and into Bourbonnais. The fourth phase will connect Perry Farm Park in Bourbonnais north to Kankakee State Park.

In 2016, the National Park Service announced the addition of the Kankakee River to the **National Water Trails System**. The National Water Trails System is a distinctive national network of exemplary water trails that are cooperatively supported and sustained. The Kankakee River is one of only 21 designated National Water Trail Systems in the United States. The Grand Waterway from Momence to the confluence of the Illinois River is a boater's and paddler's playground through urban and suburban areas, with a long run through Kankakee State Park before meeting the Illinois River near Channahon. Currently, through trips are not advised between Aroma Park just south of the confluence of the Iroquois and Kankakee Rivers and Bird Park in Kankakee due to the hydroelectric dam just west of Schuyler Avenue and the CN Railroad Bridge in downtown Kankakee. Portage around the dam is difficult and requires a mile walk from the boat ramp upstream of the dam to the next launch spot.



Kankakee River

Riverfront  
Trailways

# Marketplace

Looking at Kankakee's market areas it becomes quickly apparent that a similar or potentially competitive attraction to the proposed Kankakee Riverwalk does not exist in the market area. Only to the north where the fringes of the 30-60 minute drive time market area reaches the southern Chicago suburbs, are similar waterfront attractions in similar drive times within reach.

Physically, the project site is easy accessible and located adjacent to downtown Kankakee. This location and its potential as an attractive site on a riverfront contribute to its desirability for development. That development can be from low intensity to high intensity. The value of the site and its potential to serve the local and regional/visitor market suggests a higher intensity approach to maximize the value of the waterfront for the City of Kankakee and its citizens.

Much of the potential comes from the location, just south of downtown, primarily for the residents of Kankakee as an event, leisure and social gathering hub and secondly as the front-and-center attraction for most visitors to Kankakee. The development of the site would effectively extend the downtown area further south suggesting that implemented downtown design elements and standards, such as signature lighting for example, should be applied at the riverfront as well. This will tie the downtown and the riverfront together as one and would also do the same for both sides of the Kankakee River.

**Demographic, tourism, and economic analysis support the targeting of several key markets:**

Children, of all age groups, are an opportunity market for Kankakee. Every area of the US builds recreational facilities for children, but the riverfront is a unique opportunity to create an environment that would be attractive for young families. This would also help to slow, stop or maybe reverse the decline of population in Kankakee.

Another opportunity market is the age-diverse, 20

to 65, downtown working and downtown dwelling population. Current data suggests that 6,000 people work within a 15-minute walk of the riverfront while the residential population is more than 3,000. Sharp anticipated increases in skilled labor in the region will provide additional downtown housing demand.

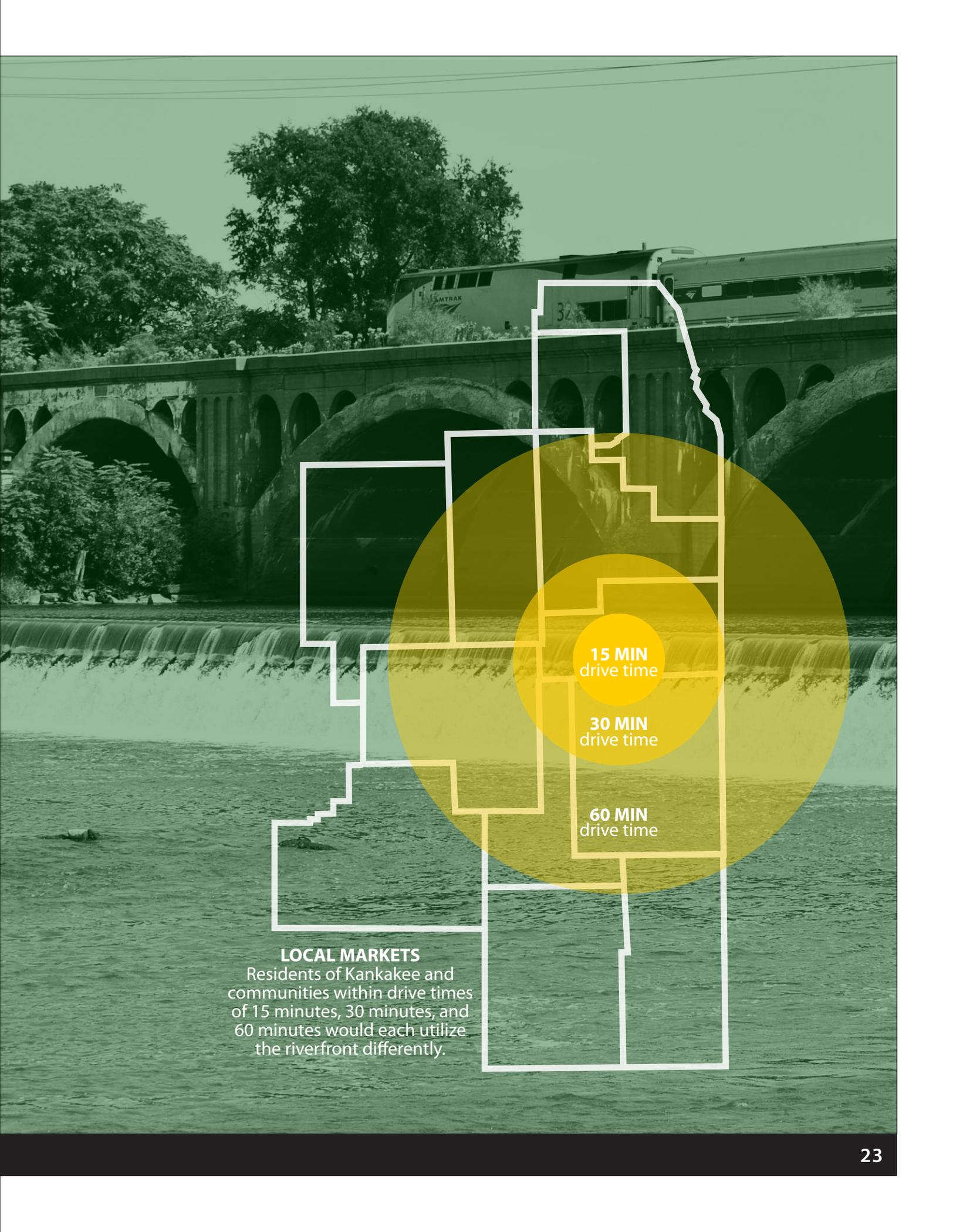
Creating a new attractive environment for young professionals, either to work in new office space leased/owned by one of the larger corporations in the area or as a place to live, play, socialize and participate in sports and leisure activities. This will help to attract and retain young talent to fill the ranks of local businesses, thus securing their presence and future commitment to Kankakee.

Casual dining for several eating and drinking establishments who would populate the area year-round but especially through the warmer summer months. The dinner-and-a-walk package could be a local favorite – pairing a meal with a good walk, watching activities on the river, or attending events - and creating an appealing option for business lunches and economic development marketing lunches and meetings.

The Riverfront is a perfect site for a growing number of annual events and festivals to promote and market opportunity for the City of Kankakee and showcase quality of life.

**The local area is composed of three markets; Primary Market (0-15 minute drive time), Secondary Market (15-30 minute drive time), and Tertiary Market (30-60 minute drive time).**

This segmentation allows for better demand projections for the proposed Riverwalk attraction. The primary market is expected to account for "Everyday" visits/business, such as lunch, dinner or sports activities for example jogging, exercise walking or bicycle riding, Secondary and tertiary markets are expected to be the source of additional visitation either in the evenings or over the weekends, for events and activities such as festivals.



15 MIN  
drive time

30 MIN  
drive time

60 MIN  
drive time

**LOCAL MARKETS**  
Residents of Kankakee and communities within drive times of 15 minutes, 30 minutes, and 60 minutes would each utilize the riverfront differently.

# Marketplace

- Local Residents (15 minute drive time)
- Day/Evening Visitors (30 minute drive time)
- Weekend Visitors (60 minute drive time)

Household:



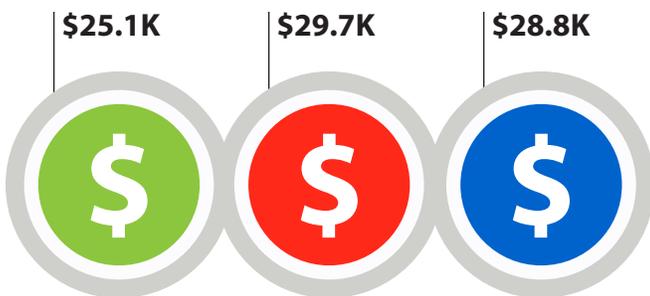
Median Age:

36

42

39

Per Capita Income:



**↑0.18%**

Population:

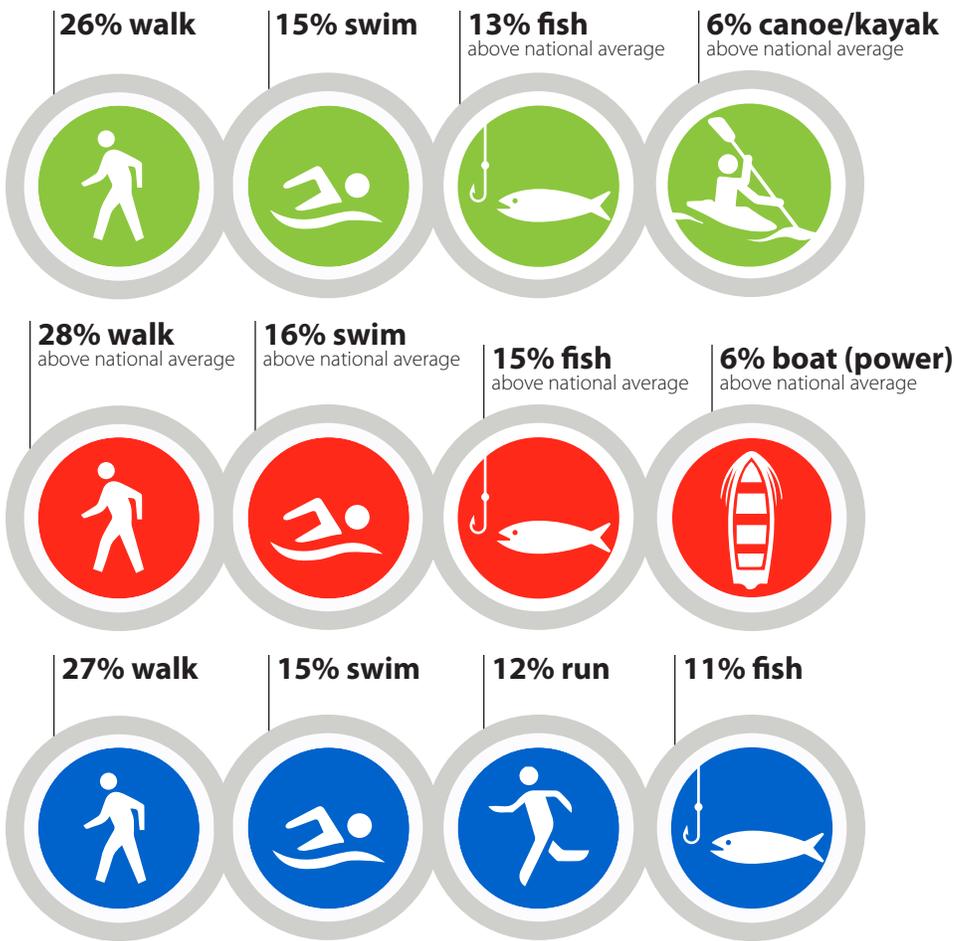
Population growth in Illinois is increasing at a rate of 0.17% annually. Nationally, the rate of population growth is 0.83%.

**↓0.26%**

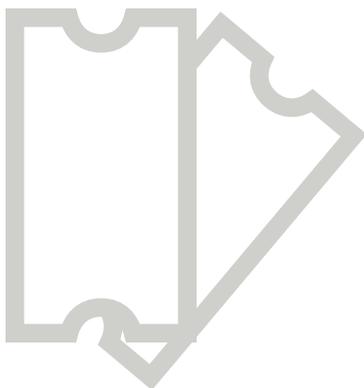
**↓0.54%**

# Recreation:

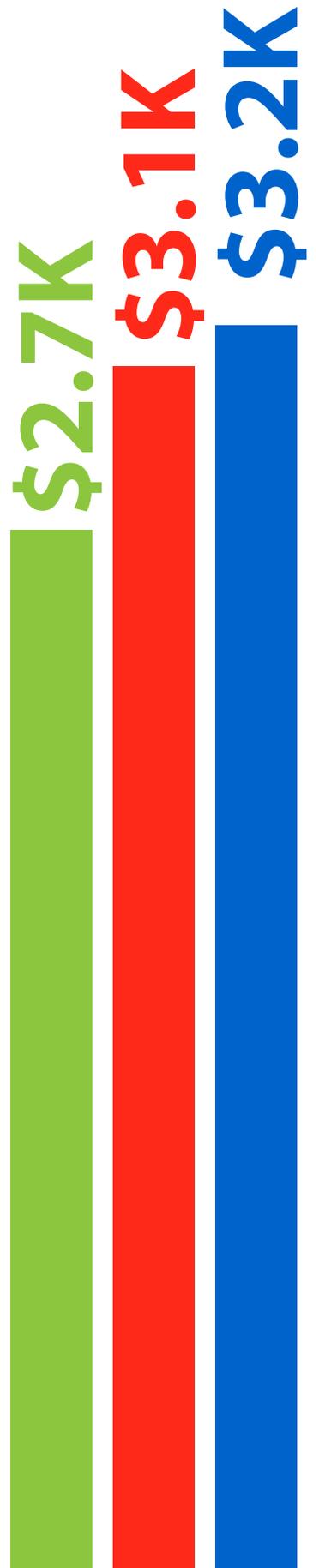
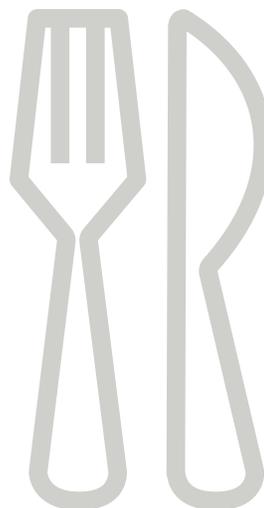
Participation in water sports including swimming, fishing, and boating are decreasing nationally. Inversely, canoeing and kayaking are increasing in popularity. Trail sports, walking and running are also experiencing increases in participation rates nationally.



## Entertainment Spending:



## Restaurant Spending:



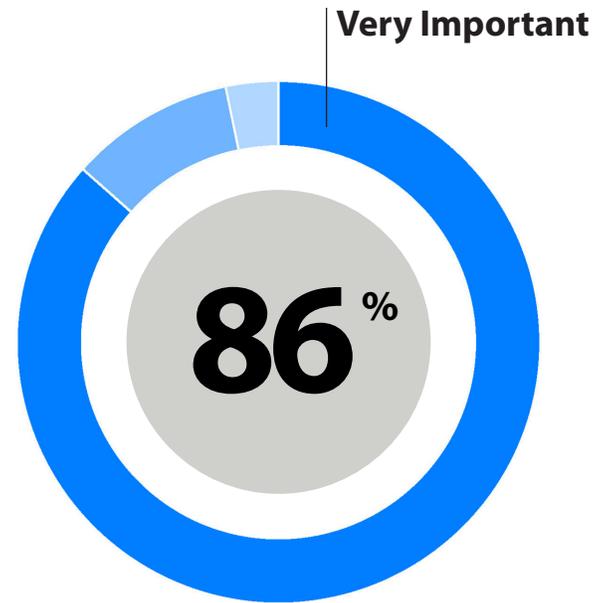
# Stakeholders

The consultant team gathered input from a variety of stakeholders including community leaders, jurisdictional representatives, business owners, private property owners, residents, consumers, visitors, and special interest groups to formulate strategies for the future riverfront improvements. Although community stakeholders agree on many important factors, **the consensus is the Kankakee River is the most powerful and complex asset and should remain a priority for years to come.**

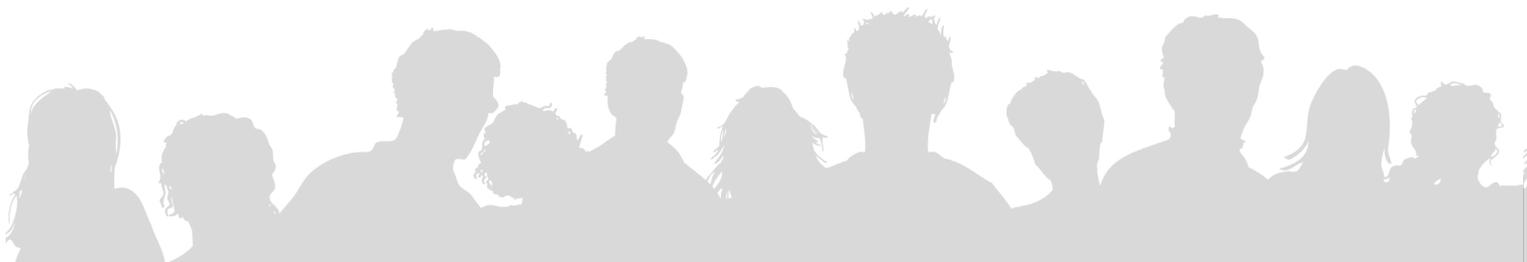
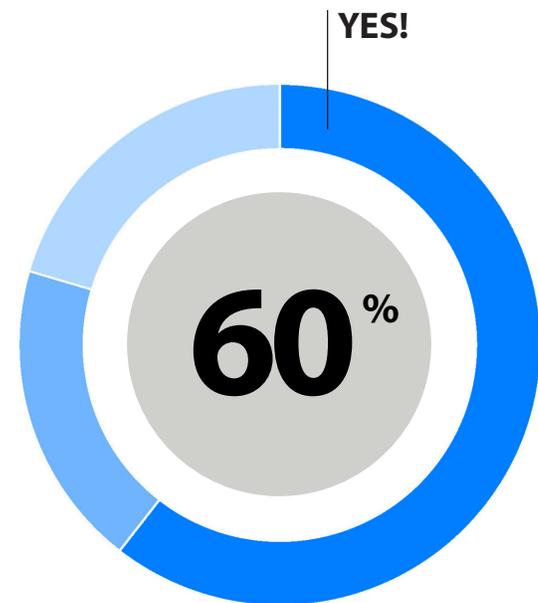
Other key trends indicate that despite the region's natural beauty, Kankakee has struggled historically with its image and economic vitality. Dominated by manufacturing and healthcare jobs, coupled with low per capita income, high unemployment, and slow job growth, Kankakee's ability to grow and thrive in the twenty first century has been challenging.

A recent upswing in regional employment and the pressure to attract and retain skilled workers has created an overwhelming emphasis on developing a riverfront that improves the quality of life for its residents, first, while attracting visitors to the region.

How important is the river to the identity of Kankakee?



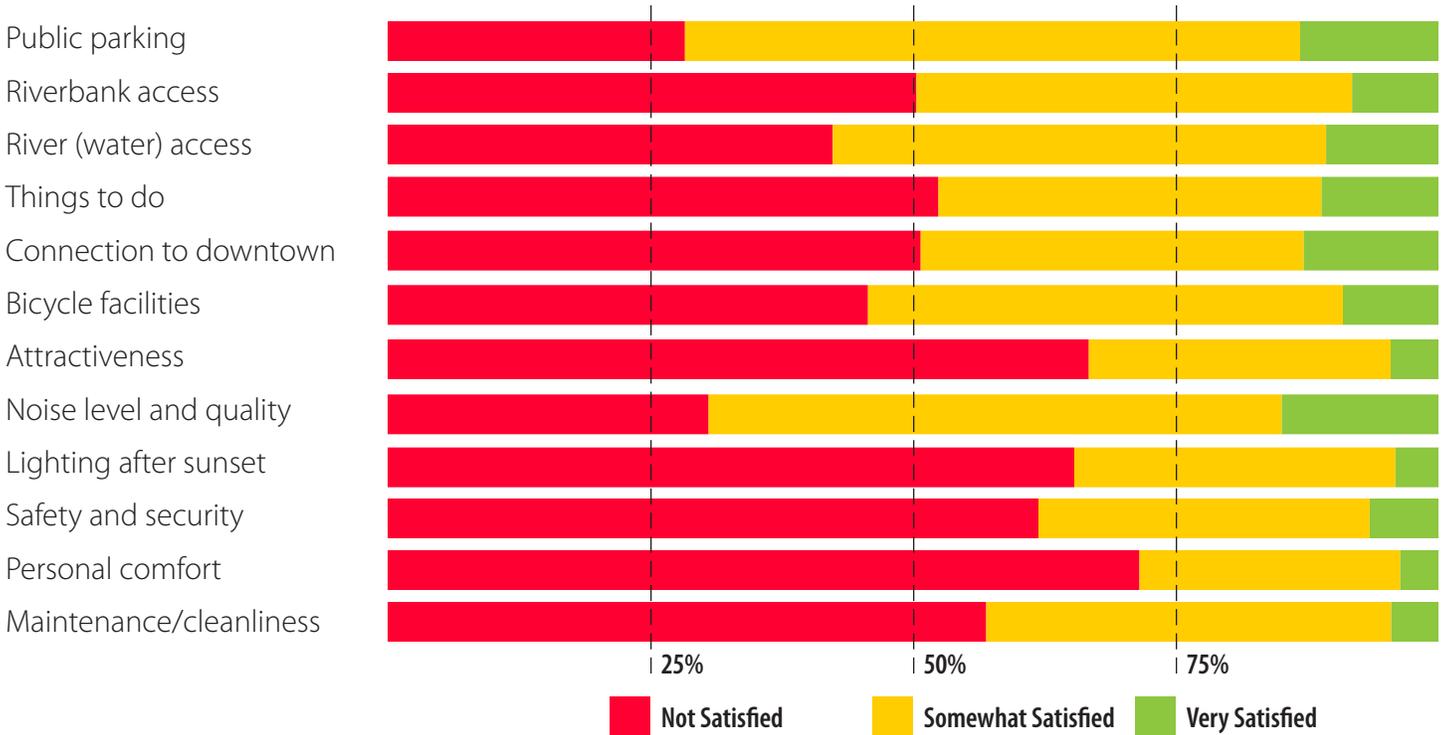
Do you currently use the river for water-based activities?



Please use one word to describe the Kankakee River TODAY.



Please rate your overall satisfaction with the following items.



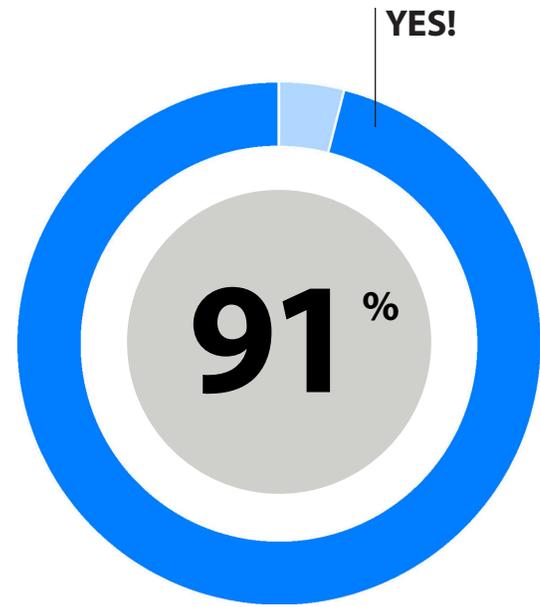
# Stakeholders

As part of the community engagement process for the Kankakee Riverwalk, the consultant team facilitated several public workshops and developed a web-based survey to gather additional feedback from local residents.

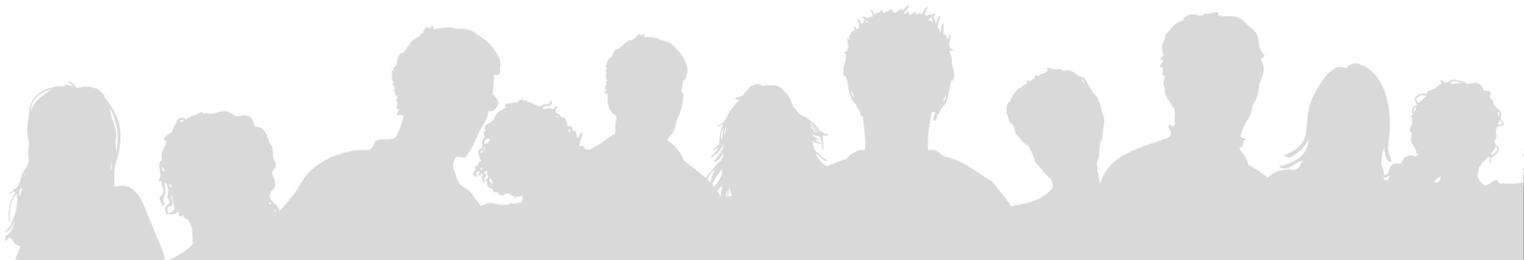
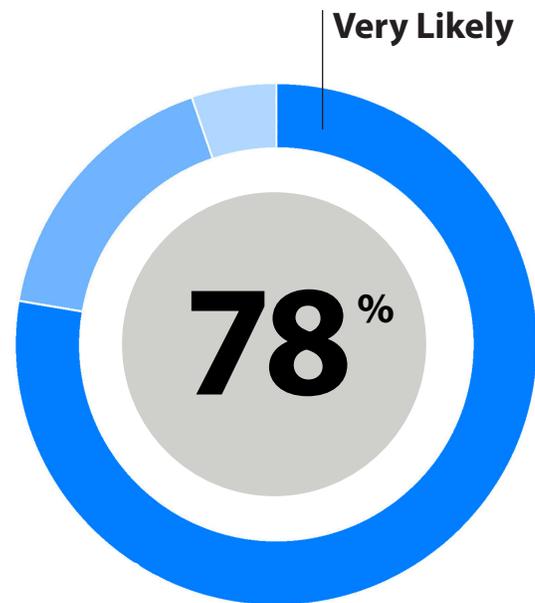
Over 50 local residents and stakeholders attended at the initial **Public Workshop**. Participants were asked to describe the Kankakee River TODAY and share their expectations for the Kankakee Riverwalk. Ideas were clustered into similar themes and goals before participants voted on items they valued as the most important. The three highest priority items include pathways for walking, hiking, and cycling, venue space for festivals and art exhibition, and non-motorized boat rentals along the riverfront.

The local community was invited to participate in an **Online Survey** to provide input on current programs, parks and facilities within the Riverfront Focus Area and to comment on future enhancements. Over 550 participants responded to the survey, a statistically-valid sample of the community. Results indicate respondents to be very familiar with the Riverfront Focus Area and generally dissatisfied with the attractiveness and personal comfort. Other major themes include the importance of the river to the City of Kankakee. An overwhelming majority responded with a resounding YES that City leaders should enhance the riverfront.

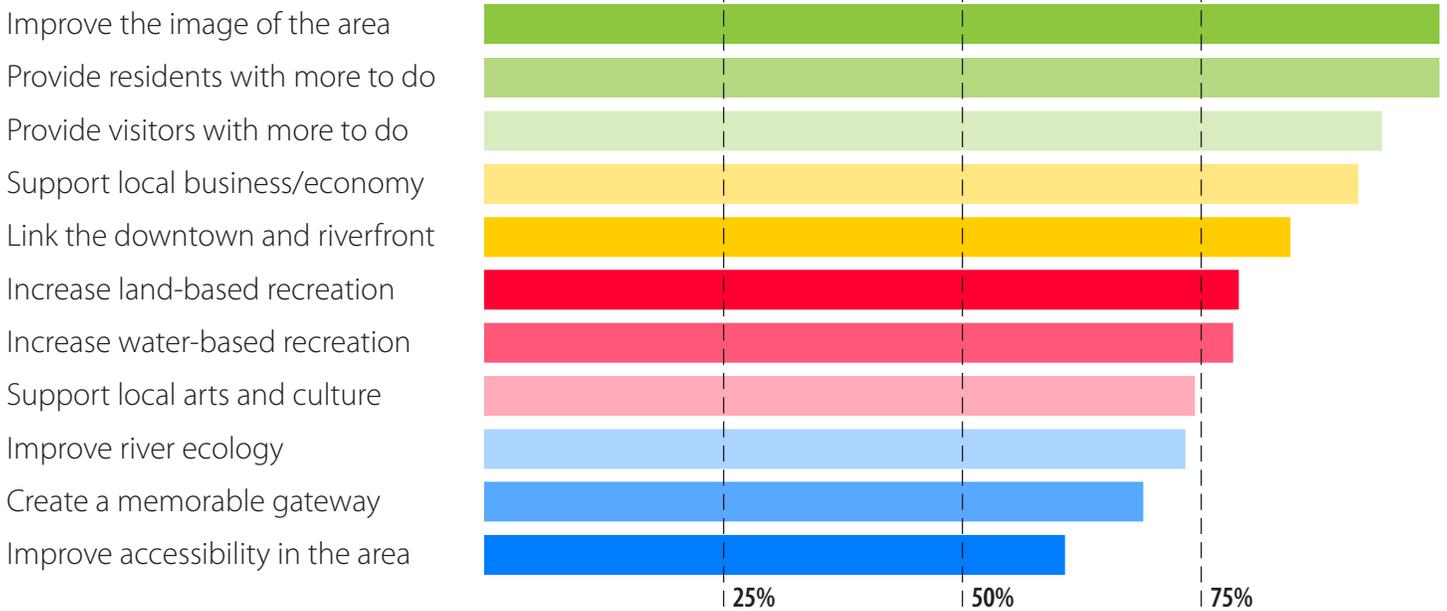
## Should City leaders enhance the riverfront with the Focus Area?



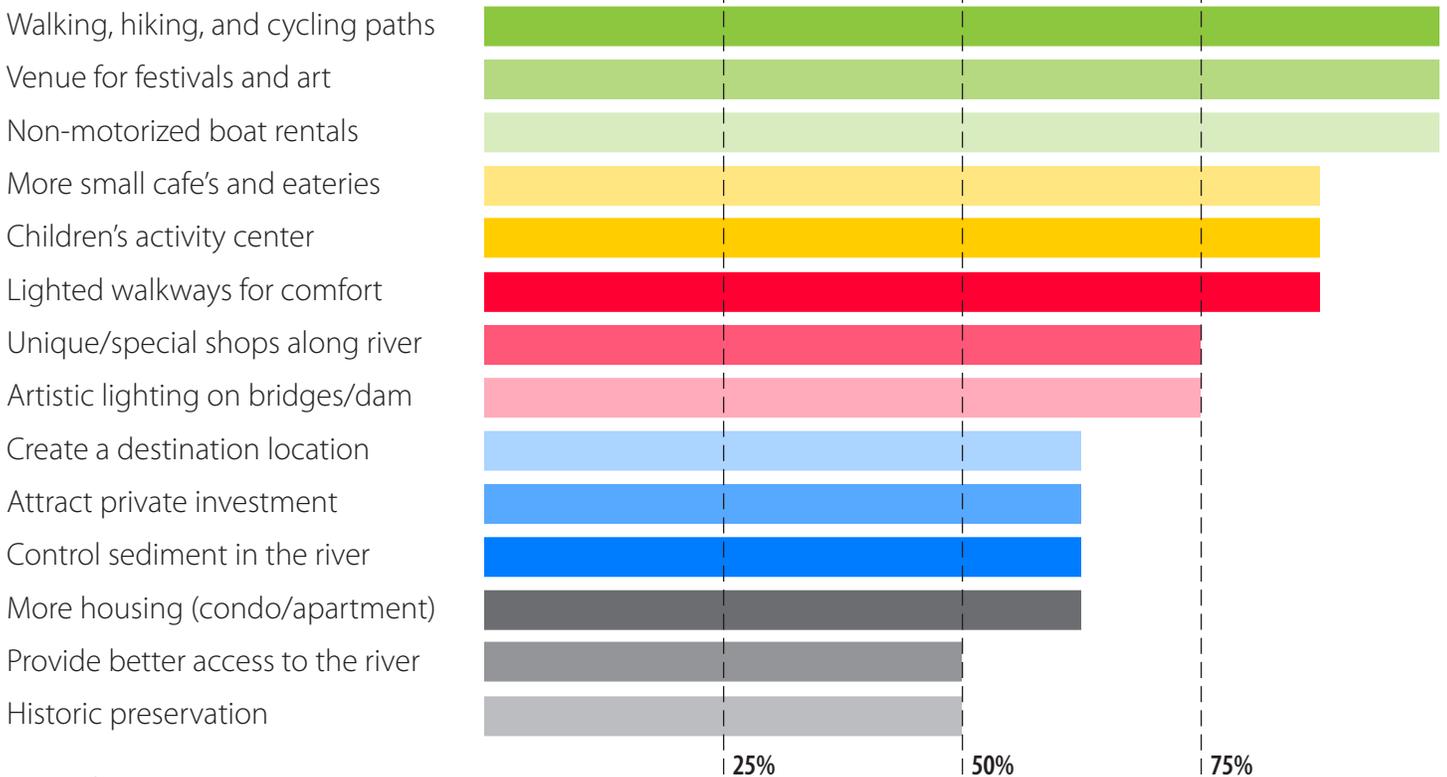
## How likely are you to use future Riverwalk improvements?



## Please tell us why the riverfront should be enhanced.



## Please share with us your vision for the Kankakee Riverwalk.





# The Riverfront TOMORROW

*“The Riverwalk will be the catalyst for Kankakee’s renaissance as a premier Illinois riverfront community.”*

# Goal and Objectives

Working collaboratively, the City of Kankakee, Riverfront Task Force leaders, and key public and private sector stakeholders established the following goal for the future of the Kankakee Riverfront:

***By 2028, create and sustain an extraordinary riverfront that is the catalyst for Kankakee's renaissance as a premier Illinois riverfront community.***

- Create and program a package of new and revitalized riverfront attractions that appeals to residents, skilled workers and regional visitors
- Improve access and connections to riverfront attractions and destinations
- Create a healthier, more sustainable economy.
- Establish a positive river-centric brand that showcases Kankakee's exceptional river and riverfront
- Build trust, create and sustain momentum

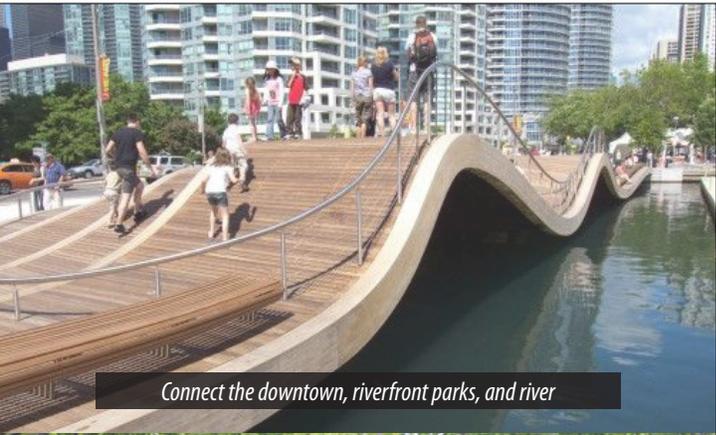
Following the lead of dozens of other successful riverfront communities, the City of Kankakee is committed to making its majestic river and improved riverfront the centerpiece of its brand strategy.

## Standards

- Sustainable (environment, economy, and culture)
- Multi-dimensional (appeal to residents & visitors, flexible, and high return on investment)
- Healthy (active, comfortable, clean, and safe)
- Attractive (engaging, stimulating, and clean)
- Distinctive (differentiated from other riverfronts)
- Respectful (resources and diverse stakeholders)
- Barrier-free (accessible by all)



*Build an appealing package of attractions*



*Connect the downtown, riverfront parks, and river*



*Maintain, program, and promote the riverfront*



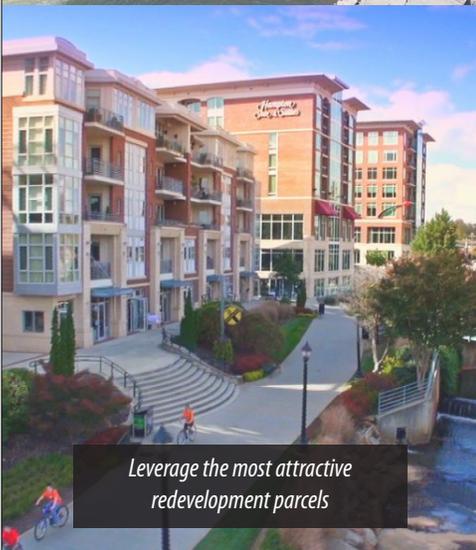
*Leverage mobility and environmental funding*



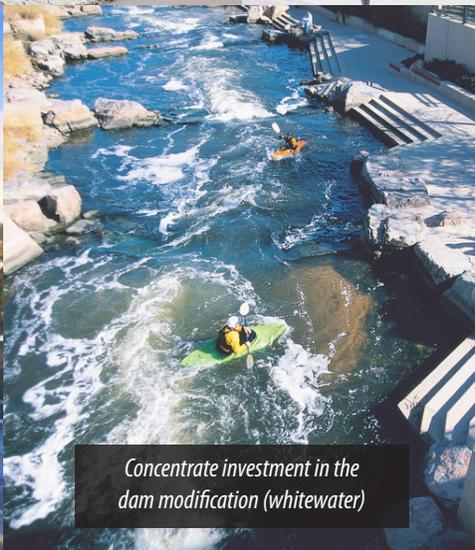
*Create an endowed management entity*



*Think big, implement incrementally and systematically*



*Leverage the most attractive redevelopment parcels*



*Concentrate investment in the dam modification (whitewater)*



*Advance stewardship of natural and cultural resources*

# Strategy

To reposition Kankakee as a premier Illinois riverfront community, a partnership of public and private sector community leaders will systematically and incrementally construct and program a package of distinctive river attractions, construct 3-dimensional river connections, leverage the most valuable riverfront development sites, and vigorously promote the river-centric brand using a combination of philanthropic, tax (TIF), and grant funding while following proven best practices:

## **Construct and program a package of distinctive river attractions that appeal to a wide range of residents, workers and regional visitors:**

- Kankakee Riverfront Trailways (connect pedestrian bridge south to Washington Avenue)
  - Fisherman’s Park (urban fishing, shelter, restrooms, fire pits, and parking)
- Kankakee Riverwalk (continuous, high-amenity, signature multi-purpose experience from Court Street to Schuyler Avenue) including:
  - The Riverwalk Mill Race District (intensely programmed, high-amenity, festival street with accessible river banks, portage, gallery, national-caliber whitewater feature, and fish passage)
  - The Riverwalk Terraces (native/botanical plant terraces, sculpted land art, informal amphitheater seating, fishing, river access)
  - The Riverwalk Children’s Garden (nature-based children’s adventure, artful native landscape, sculpted landforms, fishing, and river access)
  - The Riverwalk Ellipse (garden setting, promenade, skating, art, inter-generational activities, history, and river access)
- Bird Park (swimming, fishing, boat rental, dive training, whitewater training, tree-top ropes course, zip-line, and climbing)

## **Construct 3-dimensional connections to, along, across, and in the river:**

- Kankakee Riverfront Trailways from pedestrian bridge to Washington Street
- Riverwalk, Court Street to Schuyler Avenue (continuous, high-amenity, signature multi-purpose pedestrian experience)
- Schuyler Avenue Boat Dock (transient dock and boat ramp)
- Washington Avenue Boat Launch (ramp and transient dock)
- In-river paddling course (controlled access and non-motorized boat passage)
- Downtown, neighborhood links (Streetscape improvements on Court Street, Station Street, Washington Avenue, Schuyler Avenue, River Street, and Water Street)
- River access (variety of river edge access points for pedestrians and boaters)
- Parking (on and off-street parking near attractions)

### **Leverage the most valuable riverfront development sites:**

- City to acquire the most important properties for improvement and development
- City to establish a Tax Increment Finance district that will capture property tax increment created by increased value and redevelopment of properties adjacent to the Riverwalk
- Riverfront Implementation Team to facilitate redevelopment of catalyst properties as value escalates and investors recognize the value of the newly designated Opportunity Zone adjacent to the river

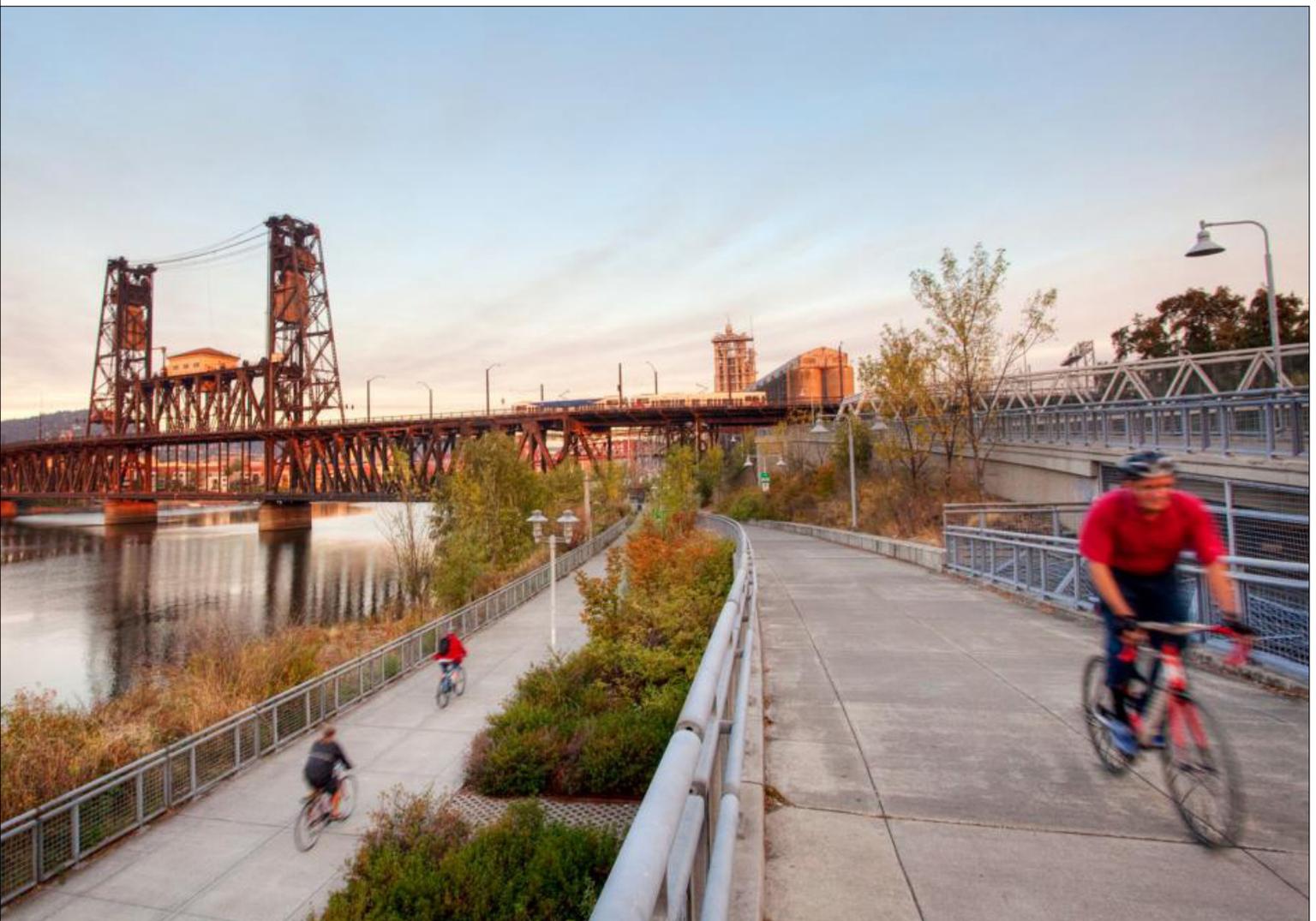
### **Vigorously promote the river-centric brand:**

- Riverwalk Implementation Team to initiate a Kankakee Riverwalk brand strategy

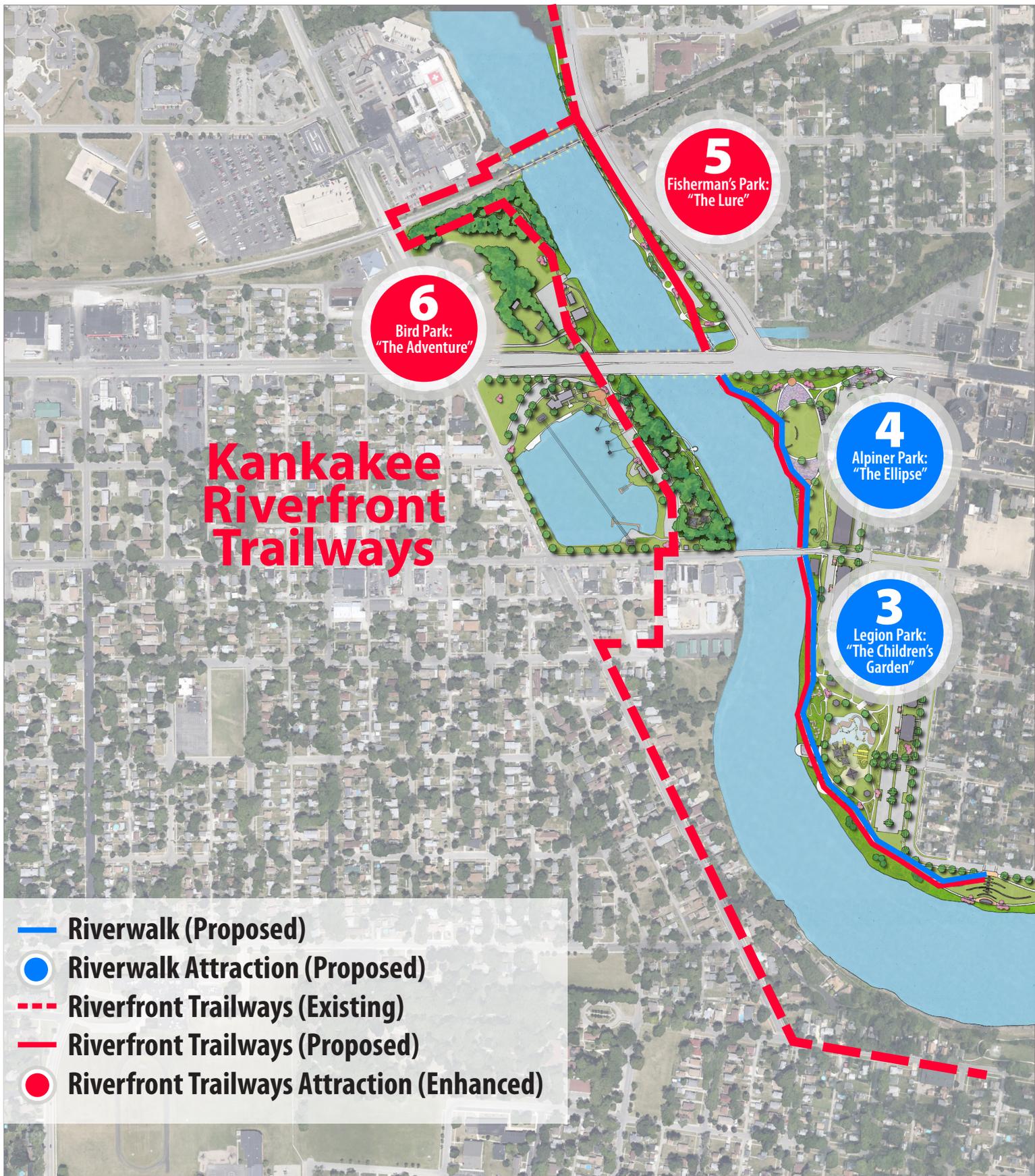
- Riverwalk Implementation Team to coordinate programming and promotion
- Government, institutions and business organizations must keep the Riverwalk at the center of operational and promotional strategies

### **Empower a credible and sustainable implementation team:**

- Riverwalk Implementation Team (RivIT) to lead riverfront master plan implementation
- Kankakee Riverwalk Not-for-Profit to partially fund (approx. 20%) capital improvements and fully fund and manage Riverwalk operations
- City and KVPD to collaborate on maintenance for the Kankakee Riverfront Trailways



# Riverfront Focus Area





# Kankakee Riverwalk

**2**  
River Street:  
"The Terraces"

**1**  
River Street:  
"The Mill Race  
District"

**7**  
Wright Houses:  
"The Campus"



## River Street: “The Mill Race District”

Just a few short blocks from the Courthouse and other landmarks, this area is the logical extension of the Downtown to the River. For decades, the Kankakee dam, Public Service Power Station, Illinois Central (now Canadian National) railroad bridge, and McGrew grist mill formed the prototypical “postcard” view of the city’s riverfront. Today, three of the four features still function and the foundation of the fourth—the mill, which was razed in 1950—is used as a fishing station and overlook to the river below.

River Street and Water Street parallel the river along the north and south banks, respectively, but there is little about the road designs (e.g. lighting, fencing, paving, pedestrian spaces, etc.) to acknowledge, much less encourage any special relationship to the river. Both streets serve as convenient routes for motorists during peak commuting times. Due to the unique arch design of the railroad bridge, the clearances under the spans are limited, especially toward the edges at the

sidewalks. Pedestrian access to the river level is difficult. There is a boat ramp on the south bank in Jeffers Park, but no corresponding ramp on the upriver side of the dam, which makes portaging canoes, kayaks, and other paddle craft very difficult. Fishing from the banks of the river—or, depending on water levels, in the river—is very popular, especially at the dam.

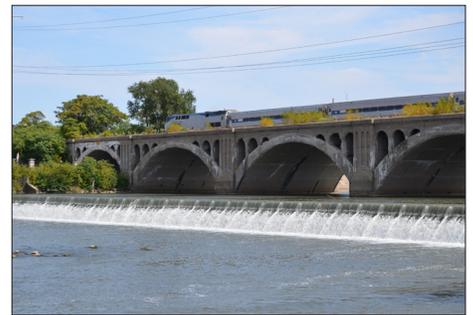
All of the properties are within the powerful new Opportunity Zone, and most are vastly underutilized. The former Sully’s Restaurant on West Avenue is a handsome stone building in good condition. A vacant lot at River Street and Washington Avenue, while small, is strategically located in a very visible location. Another vacant lot at River Street and Schuyler Avenue gives a negative first impression of the Downtown to motorists traveling north. The County Highway Department facility located on Water Street occupies a parcel that otherwise could have a purpose more intentionally related to the enjoyment of the river.



*Washington Avenue bridge*



*Railroad bridge over Water Street*



*Railroad bridge and hydroelectric dam*



*Available real estate along River Street*



*Popular fishing spot downstream of the dam*



*Fishing station at the hydroelectric plant*



Historic building  
(Old "Sully's Restaurant")

"I would like boutique  
shops along the river."

Available real estate

Historic grist mill  
foundation

Low bridge clearance

"I want to portage  
around the dam."

"I would like a hotel  
on the river."

"I would like a public boat  
dock for access into the  
downtown."

WASHINGTON AVENUE

IC / CN RAILROAD

RIVER STREET

KANKAKEE  
RIVER

SCHUYLER AVENUE

Hydroelectric power plant

"Great fishing!"

Boat ramp

WATER STREET

Low bridge clearance

County Highway  
Department

# 1

## River Street: “The Mill Race District”

Upper and lower Riverwalk on River Street, the paddling course, and related development on both sides of the River







## River Street: “The Mill Race District”

The “Mill Race” will be a catalytic series of features developed by both public and private investors. Taking its name from the old McGrew grist mill, this section of the Riverwalk will be alive with day- and nighttime activities. The centerpiece of the public-sector projects will be a whitewater paddling course for kayakers and canoers. A series of rock terraces will provide an exciting passage from above the dam to below while allowing fish and other aquatic life to migrate upstream. A lower level walkway for pedestrians and on-lookers will line the course. Cantilevered walkways will extend from the bridge piers and over the water to allow a continuous path from east to west close to the water level. Accessible ramps and sidewalks will connect the lower and street levels. River Street will feature overlooks, lighting, special paving, signage, and other elements to make a festival street, suitable for hosting civic events and functions.

For less-adventurous boaters, two new boat ramps will facilitate portaging around the whitewater course. A sidewalk from the ramp just east of Schuyler Avenue will pass by a small performance area and ascend to a food truck court. Two blocks west, just past Washington Street, a new eatery will be paired with the second boat ramp to create an activity hub for boaters and other community residents. A second story roof deck will provide dramatic views of the river and the Riverwalk.

Nighttime will reveal another festive dimension. Tall gateway light columns will mark the intersections of River Street with Washington and Schuyler Avenues. The bridges will be lit from below to highlight their different forms. The north facade of the hydroelectric plant will be lit as a light show to be seen from the rock outcropping sitting areas along the Riverwalk lower level.



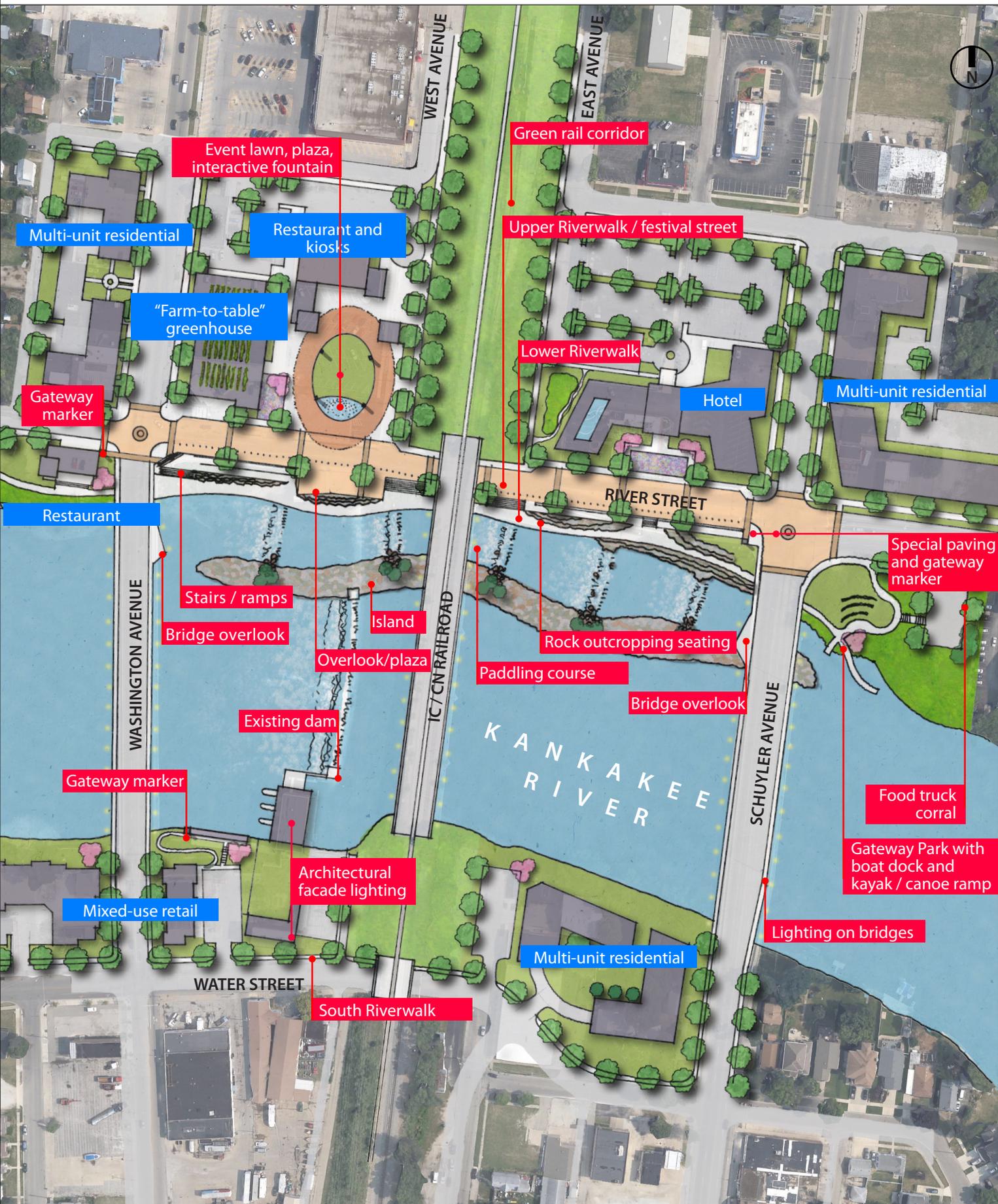
Upper Riverwalk and Festival Street



Paddling course



Facade lighting on hydroelectric power plant



Event lawn, plaza, interactive fountain

Multi-unit residential

Restaurant and kiosks

"Farm-to-table" greenhouse

Gateway marker

Restaurant

Stairs / ramps

Bridge overlook

Island

Overlook/plaza

Existing dam

Gateway marker

Mixed-use retail

Architectural facade lighting

WATER STREET

South Riverwalk

Green rail corridor

Upper Riverwalk / festival street

Lower Riverwalk

Hotel

Multi-unit residential

RIVER STREET

Special paving and gateway marker

Rock outcropping seating

Paddling course

Bridge overlook

Food truck corral

Gateway Park with boat dock and kayak / canoe ramp

Lighting on bridges

Multi-unit residential





## River Street: “The Mill Race District”

Fueled by the new Riverwalk attraction, TIF funding and newly enacted Opportunity Zone funding, several redevelopment sites along the Riverwalk re primed for significant private sector investment. While all sites will develop incrementally in response to market demand, the long range vision is for a blend of a hotel, multi-family residential buildings, offices, and specialty retail uses along the Riverwalk. The design intent for these parcels will be to engage with the public spaces, using complementary materials to blur the distinction between public and private and create the illusion of a larger public realm.

The old Sully’s Restaurant site may be augmented with other kiosks and single-story retail to support a restaurant and make a strong visual connection to the Riverwalk. A “farm-to-table” restaurant with an adjoining

facility for growing greens and other vegetables could be a compatible sustainable option.

A mid-rise hotel at the northwest corner of River Street and Schuyler Avenue would make a strong visual and economic statement at an important intersection. New multi-story residential buildings across Schuyler to the east will provide housing for young professionals looking to live near the river.



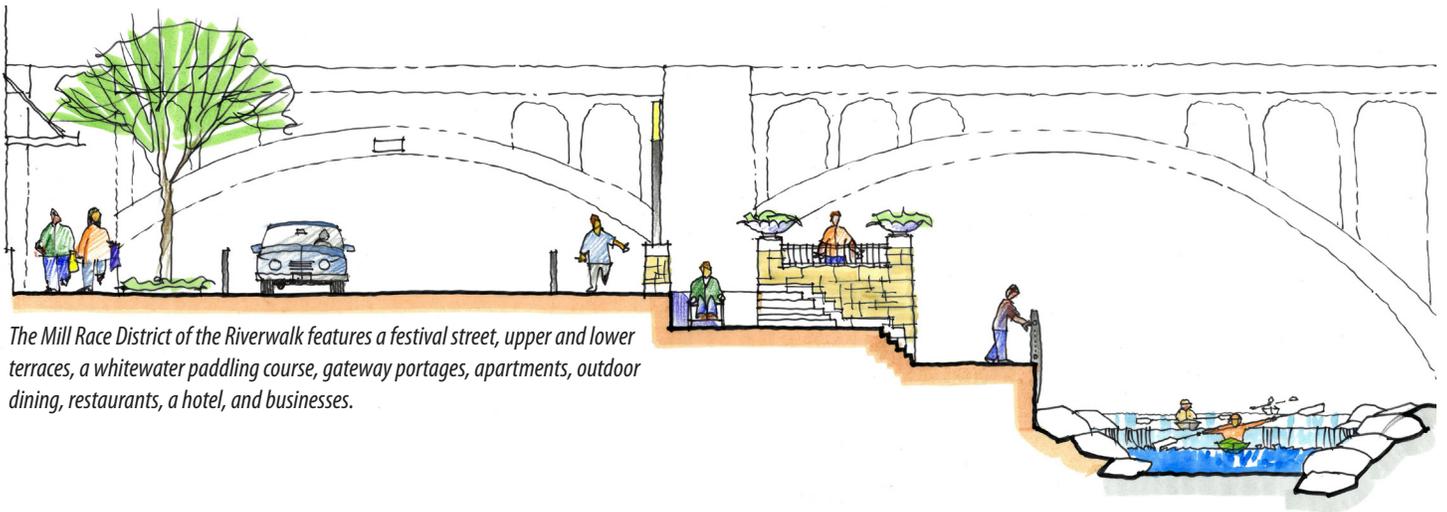
Public plaza with event lawn and interactive fountain



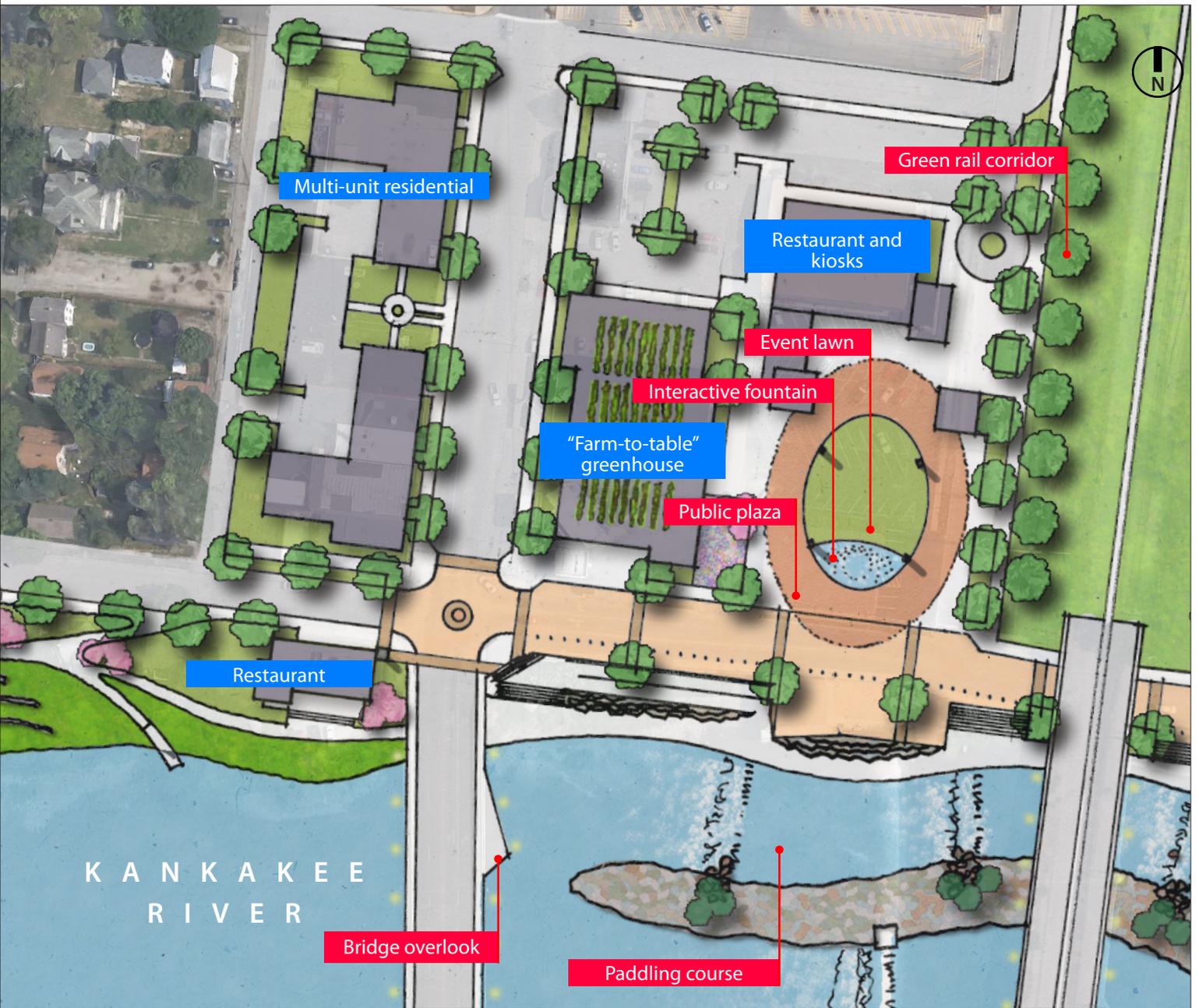
Green rail corridor



Festival street



The Mill Race District of the Riverwalk features a festival street, upper and lower terraces, a whitewater paddling course, gateway portages, apartments, outdoor dining, restaurants, a hotel, and businesses.



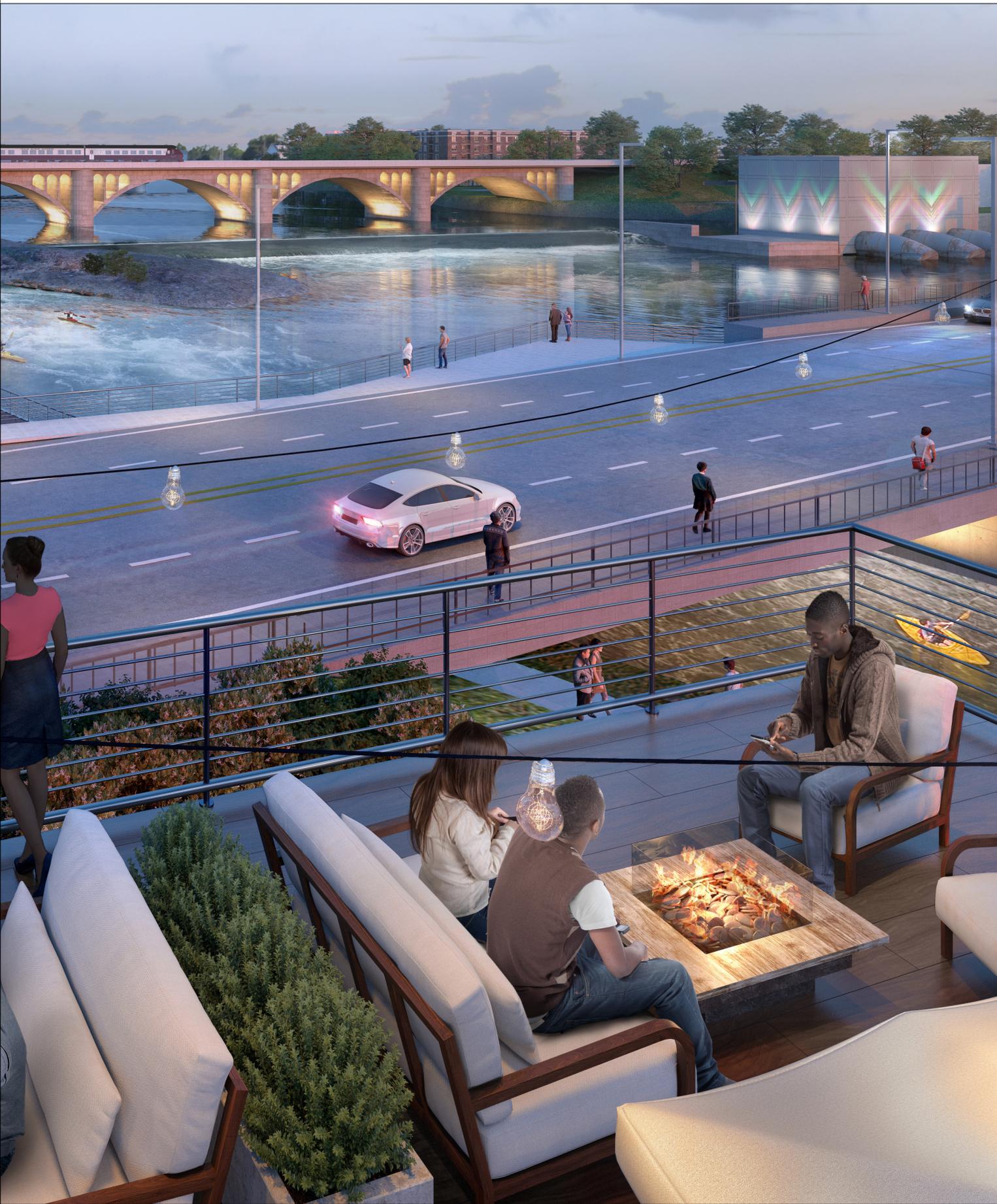
KANKAKEE  
RIVER

1

# River Street: "The Mill Race District"

Rooftop deck overlooking the Riverwalk and paddling course





1

# River Street: *"The Mill Race District"*

Public plaza, interactive fountain and festival street at the dam and paddling course







## River Street: “The Terraces”

The entire near west neighborhood is within the newly enacted Opportunity Zone. The south side of River Street is comprised of single family residential homes that are located within the regulatory floodway, 100-year floodplain, and 500-year floodplain of the Kankakee River. These special hazard zones designated by the Federal Emergency Management Agency are subject to frequent flooding. The City of Kankakee received a Flood Mitigation Assistance Grant to reduce or eliminate the long-term risk of flood damage to structures

located on south River Street. Construction of new homes within the flood zone is not permitted. Once the structures are removed, the river will be accessible to the neighborhood and the rest of the city.

River Street is an east/west corridor that connects Legion Park to the dam east of Washington Avenue. Sidewalks are present along River Street, however they are not wide enough to accommodate a multi-use bike lane. A parking lot is currently available at the corner of River Street and Washington Avenue.





Existing boat ramp near Jeffers Park



Kankakee River at the bend



Washington Avenue Bridge



Houses block access to river

"I would love to have a restaurant on the river."

"Boutique shops on the river."



## River Street: “The Terraces”

Extension of the Riverfront Trailways and the Riverwalk with art, landscaped terraces, and event space

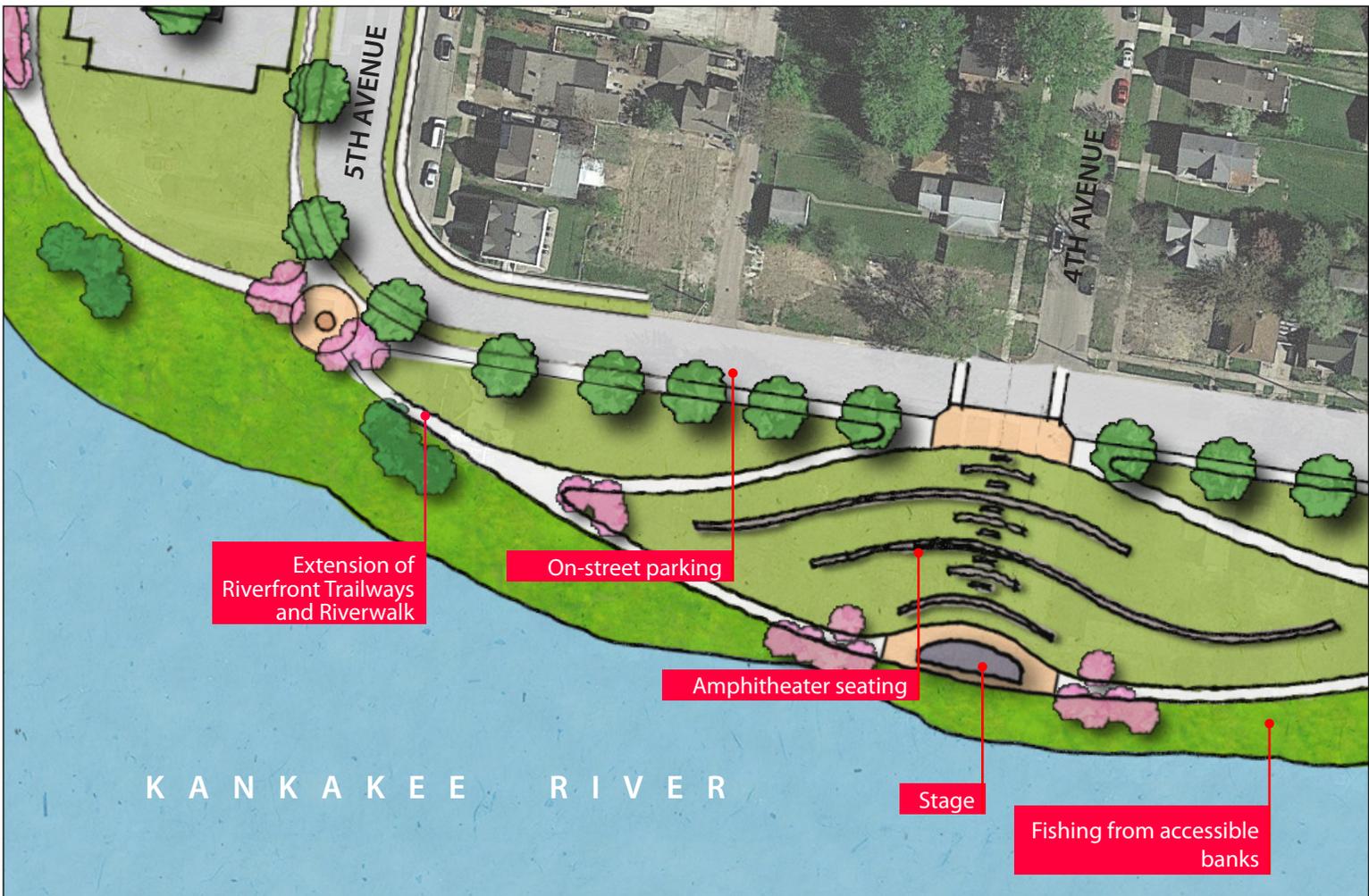






## River Street: “The Terraces”

The paths going through the Terraces are an important extension of the Riverfront Trailways and connect the Riverwalk Mill Race to the Children’s Garden with upper- and lower-level sidewalks. The site will feature serene open park space, walking trails, amphitheater style seating overlooking the river, accessible riverbanks for fishing, space for small informal performances and gatherings, and potential commercial redevelopment at the corner of Washington Avenue.

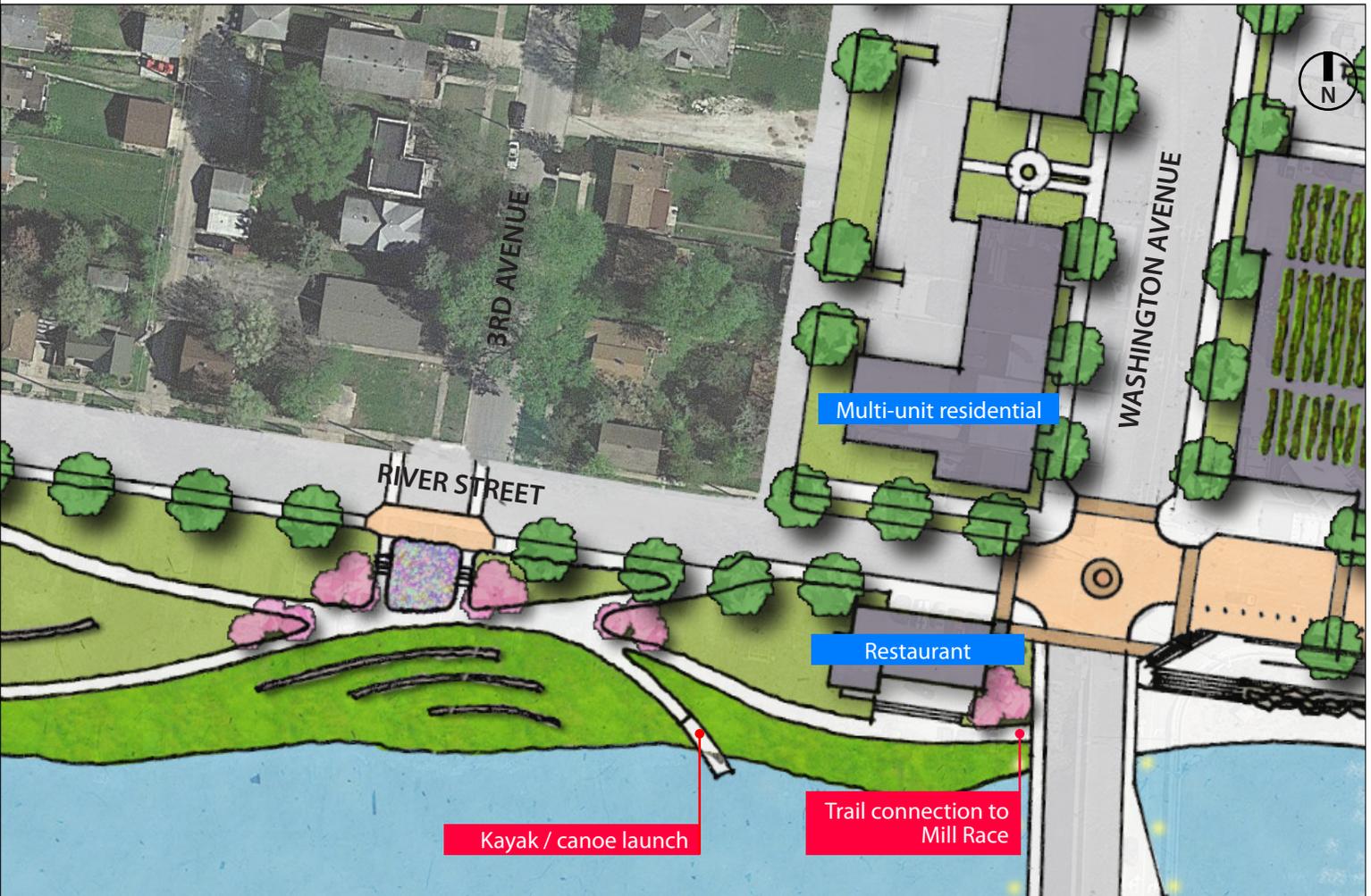




Kayak / canoe launch



Amphitheater style seating





## Legion Park: “The Children’s Garden”

Legion Park is located at the bend of the Kankakee River, adjacent to the near west side residential district, all of which are within the newly enacted Opportunity Zone. The area includes two commercial properties along Station Street, a Park District maintenance facility, vehicle storage barn, aging pavilion and playground, concrete walks, and wooden overlook. Legion Park is one of the largest publicly owned parcels along the river and is currently under-utilized. Several survey respondents commented that Legion Park is hidden from view, has limited amenities and is the least visited park within the Riverfront Focus Area.

Legion Park is also the site of a swim facility from the 1950s that was abandoned and backfilled in place 40 years later. During its operation, the Olympic-size outdoor pool was considered one of the finest in the Midwest, containing two low diving boards, a high dive, and two support buildings for showers, dressing rooms, filtration plant, and refreshment

area. In its first week of operation, the pool served more than 5,400 swimmers. Any improvements to the site will likely require full removal of the pool.

Legion Park is tucked away in the west end residential district and is not well utilized by the surrounding residents. The park has very poor street exposure but excellent river exposure. River Street to the south of the park could provide a future connection from the park east to the Mill Race District. Acquisition of property along 5th Avenue is needed to facilitate access from Legion Park onto River Street. In addition, no connection currently exists between Legion Park and Alpiner Park. There is no safe designated bike lane from Station Street to Hickory Street.



Historic swim facility at Legion Park



Aging playground and picnic pavilion



Park District maintenance facility



Park District maintenance facility

Aging pavilion

Storage barn

Aging playground

River overlook deck

Excellent river exposure

"Park is hidden."

"Few park amenities."

"Park is under-utilized."

KANKAKEE  
RIVER

# 3

## Legion Park: “The Children’s Garden”

Extension of the Riverfront Trailways and the Riverwalk with a river terrace garden, nature-based playground, and residential development







## Legion Park: “The Children’s Garden”

Legion Park will be the region’s destination for nature-based play, designed to engage children and adults in local ecosystems. This unique play area will incorporate natural materials (logs, boulders, sand, rock, water, and vegetation) as well as nature-themed play structures that mimic a woodland, prairie, wetland, and meandering stream. A visit to the playground will inspire active, open-ended, and creative forms of play similar to that enjoyed by previous generations of children who grew up wandering fields, forests, and streams near their homes. The park will inspire children to remain active, develop agility, learn resilience, discover the benefits of cooperation, experiment, solve problems and navigate the world around them confidently.

Legion Park seeks to capitalized on its location within the floodway of the Kankakee River by reconnecting people with the riverfront and at the same time creating a water-resilient landscape that regulates flooding in an ecological way. The terraced river garden absorbs floodwater and is comprised of native riparian vegetation that also filtrates and uptakes pollutants in the stormwater runoff from the pavement above. A lower Riverwalk will be integrated within the planting terraces that will provide access to the river’s edge and will be closed to the public during short periods of flooding. The park design also aims for extensive re-use of local quarried gravel and rock in the paving materials and outcroppings along the banks.



Nature-based playground



Lower Riverwalk along river edge



Nature-based playground



River terrace garden



Connection to  
Alpiner Park

Multi-unit residential

Picnic pavilions

Parking lot

Nature center

HICKORY STREET

Quarried stone  
outcroppings

Multi-unit residential

5TH AVENUE

Nature-based  
playground

River terrace garden

River edge access

Parking lot

Picnic pavilion

KANKAKEE  
RIVER





## Alpiner Park: “The Ellipse”

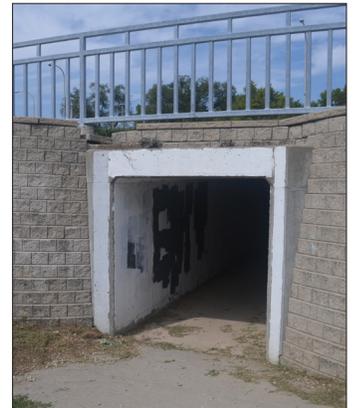
Alpiner Park is bounded by Court and Station Streets, major east/west arterials into downtown. To the east is Presence St. Mary’s Hospital that shares an existing parking lot with park visitors. Site amenities include a ball field that has some history with individuals in the community who played there as kids. The field is not currently programmed and occupies a large footprint that may be better suited for other Riverfront activities. An aging playground and several picnic sites are also available at the park.

The River Station Senior Residences (developed by Mercy Housing Lakefront) was recently constructed on 6th Avenue between Merchant and Station Streets. It offers affordable housing for low to moderate income seniors and features a health and wellness clinic facilitated by Presence Health. The apartments are backed by a vacant riverfront parcel that is owned by the City. No connection currently exists from the apartments into Alpiner Park for the adjacent residents.

Alpiner Park is located south of Fisherman’s Park opposite Court Street, however a connection is not currently available over Soldier Creek. A connection to the north residential district is present by way of a narrow pedestrian underpass and bridge over Soldier Creek, which is not ADA accessible. An off-street regulation bike lane connection to Bird Park and the Riverfront Trailways is not currently provided from Alpiner Park. Pedestrians are able to use the sidewalk along Station Street into Bird Park. Sidewalks also connect to Legion Park to the south. A regulation off-street bike lane, which would promote safe travel, is not provided on 6th Avenue.



*Bridge over Soldier Creek*



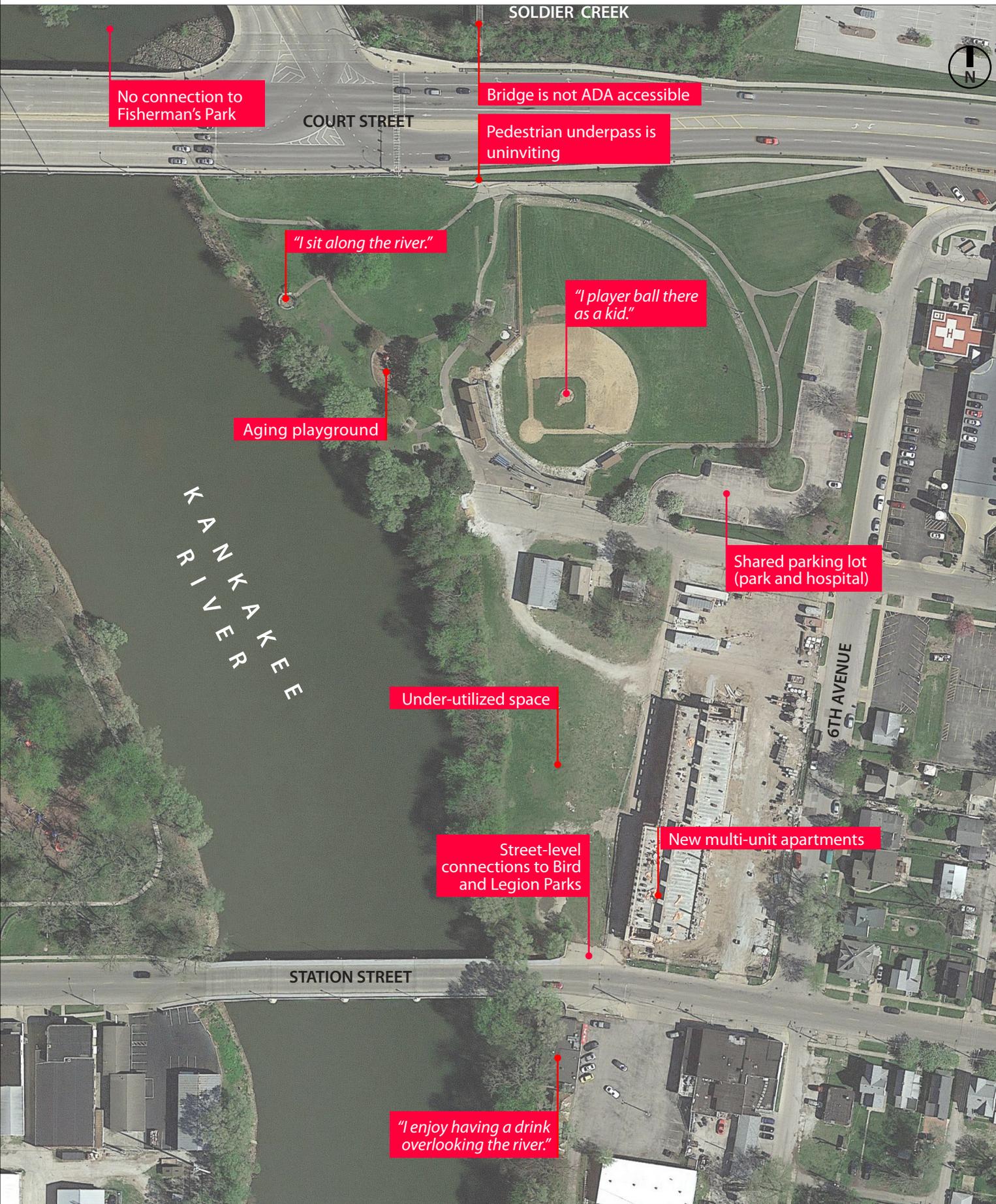
*Underpass under Court Street*



*Viaduct under Court Street*



*River Station Senior Residences (under construction)*



No connection to Fisherman's Park

Bridge is not ADA accessible

Pedestrian underpass is uninviting

"I sit along the river."

"I play ball there as a kid."

Aging playground

Shared parking lot (park and hospital)

Under-utilized space

Street-level connections to Bird and Legion Parks

New multi-unit apartments

"I enjoy having a drink overlooking the river."



KANKAKEE

COURT STREET

SOLDIER CREEK

STATION STREET

6TH AVENUE

4

# Alpiner Park: "The Ellipse"

Extension of the Riverfront Trailways and the Riverwalk with gardens and art terraces







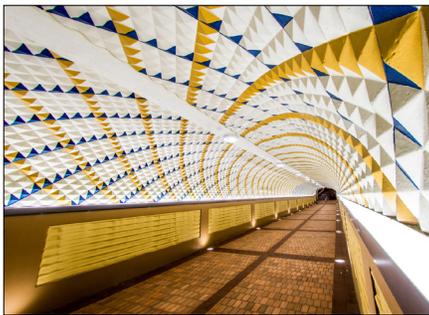
## Alpiner Park: “The Ellipse”

Alpiner Park serves as the Court Street gateway to the river. A delicate but monumental arbor with swing benches define the space affording stunning views of the river. The elliptical great lawn is anchored on both sides by sculptural elements and is the perfect place for picnics, sunbathing on the grass, enjoying a lunch break, or gathering for a local cultural event. The elliptical pathways surrounding the great lawn are punctuated with strolling gardens and river overlooks. A boardwalk provides access down to the river and doubles as a small event stage.

A healing/therapy garden is proposed for the northeast corner of Alpiner Park, adjacent to Presence St. Mary’s Medical Hospital. Research has shown that exposure to nature provides many benefits including reducing stress and improving cognitive function and performance. Gardens in healthcare facilities are not only critical for patient recovery, they provide a restorative environment

for staff overcome by mental fatigue. The design of the garden also encourages rehabilitation and affords patients opportunities to practice real-life physical challenges within a safe, controlled environment bringing them closer to returning home. Pathways incorporate varied surface materials, increased walk slopes, handrails, stairs, and interactive elements.

Parks are particularly beneficial for the aging population who become more vulnerable to social isolation, limited mobility, and mental health concerns. The passive recreational opportunities incorporate low-impact fitness equipment, game/activity tables, and central gathering space for adults and seniors along with opportunities to interact with younger generations.



*Underpass improvements under Court Street*



*River overlook / event stage*



*Pavilion and ellipse walk*



*Arbor with swing benches*



*Healing/therapy garden*



Connection to Fisherman's Park

COURT STREET

Sculptural facade with lighting

Healing garden

Sculpture pad

Arbors with swinging benches

The Great Lawn

Shared parking lot (park and hospital)

Overlook / event stage

Strolling garden

Quarried stone outcroppings

6TH AVENUE

Passive recreation space

River Station Senior Residences

Lighting on bridge

KANKAKEE RIVER

STATION STREET

Connection to Legion Park





## Fisherman's Park: "The Lure"

Fisherman's Park is an undeveloped parcel adjacent to the Kankakee River and Kennedy Drive, just north of Court Street. A gravel parking lot and turn around loop is provided for vehicle access to the site. This park is a key location for urban bank fishing and is heavily used in the early morning and late evening. At times of low water, a large gravel bar is present at the mouth of Soldier Creek that is also used by fishermen.

Due to the lower elevation of the park, access to the water and along the bank is available. However barrier-free access is not currently provided. The small size of the park combined with its isolated location are not particularly well suited for key riverfront activities or destinations.

Fisherman's Park is isolated with no current access to adjacent parks or the newly constructed pedestrian bridge and regional trail to the north. It is a key parcel to provide a connection from the downtown to the Riverfront Trailways that continues north into Bradley and Bourbonnais and continues south to Kankakee Community College and IL Route 57. Kennedy Drive, immediately to the east, is a four-lane major arterial that also disconnects the adjacent residential district from access into Fisherman's Park. A curb cut on Kennedy Drive accommodates vehicle access into Fisherman's Park. A gravel parking lot and turn around is provided, however is not considered suitable for barrier-free access to the river. A steep concrete slope wall and narrow right-of-way easement along Kennedy Drive from the new pedestrian bridge into the park creates a challenging situation for a future accessible connection to the Riverfront Trailways.



Bridge abutment on the railroad bridge



Natural bedrock spillway on Soldier Creek



Concrete slope wall along Kennedy Drive



New pedestrian bridge over Kankakee River



New pedestrian bridge and regional Riverfront Trailways

No pedestrian connection to the river

"Great fishing spot."

"Provide parking."

No connection to Alpiner park

KANKAKEE RIVER

CN RAILROAD

KENNEDY DRIVE

COURT STREET

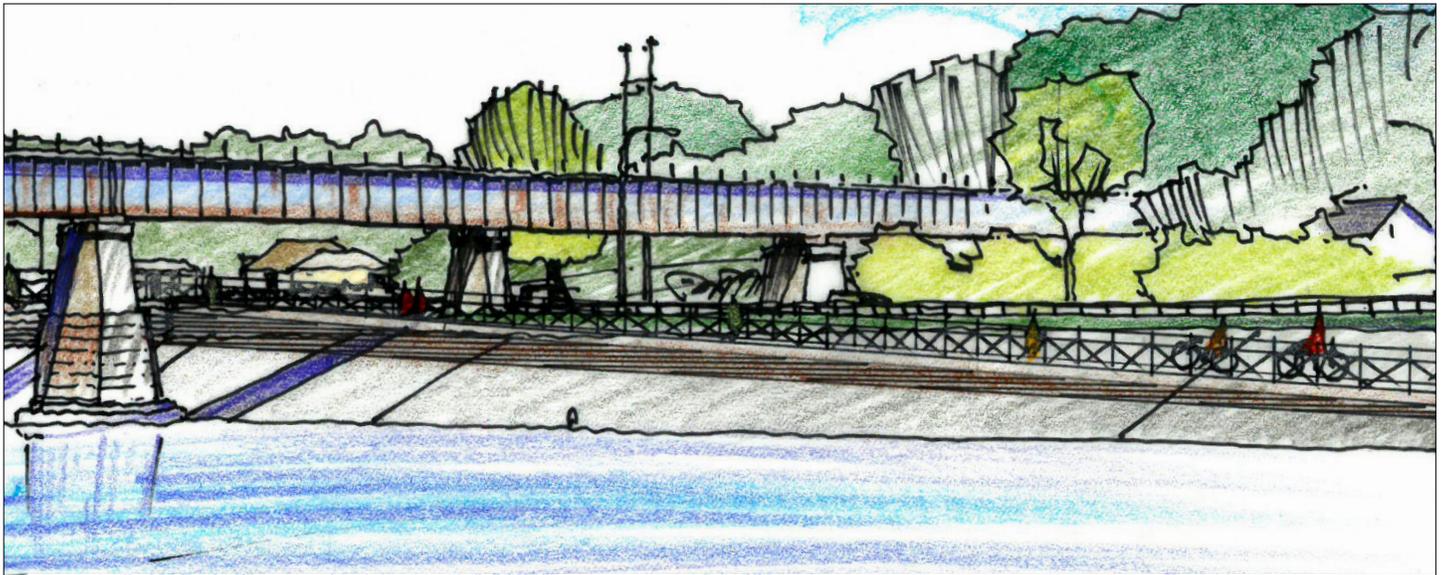
SOLDIER CREEK



## Fisherman's Park: "The Lure"

Fisherman's Park is envisioned as a place to go for passive recreation. Take a walk along the river, sit and watch the fisherman reel in their catch, or unwind in front of the fireplaces as you admire the beauty of the Kankakee River. It is a place that is situated farther from the main center of activities and offers visitors a place to pause and enjoy a few minutes of relaxation. Fisherman's Park is also a great place to kick off your morning long run or weekend bike ride with the family. Park your car and take a trip on the regional Riverfront Trailways all the way to the State Park and back.

The in-stream habitat features proposed for Fisherman's Park will provide varied water depths, substrate types, and flow regimes that support breeding, feeding, and the need for concealment for fish and other aquatic organisms. The more diverse and abundant fish communities are found in areas that have complex and varied forms of habitat, which also supports the biological health of the Kankakee River.



Connection under the railroad bridge to the new pedestrian bridge and regional Riverfront Trailways



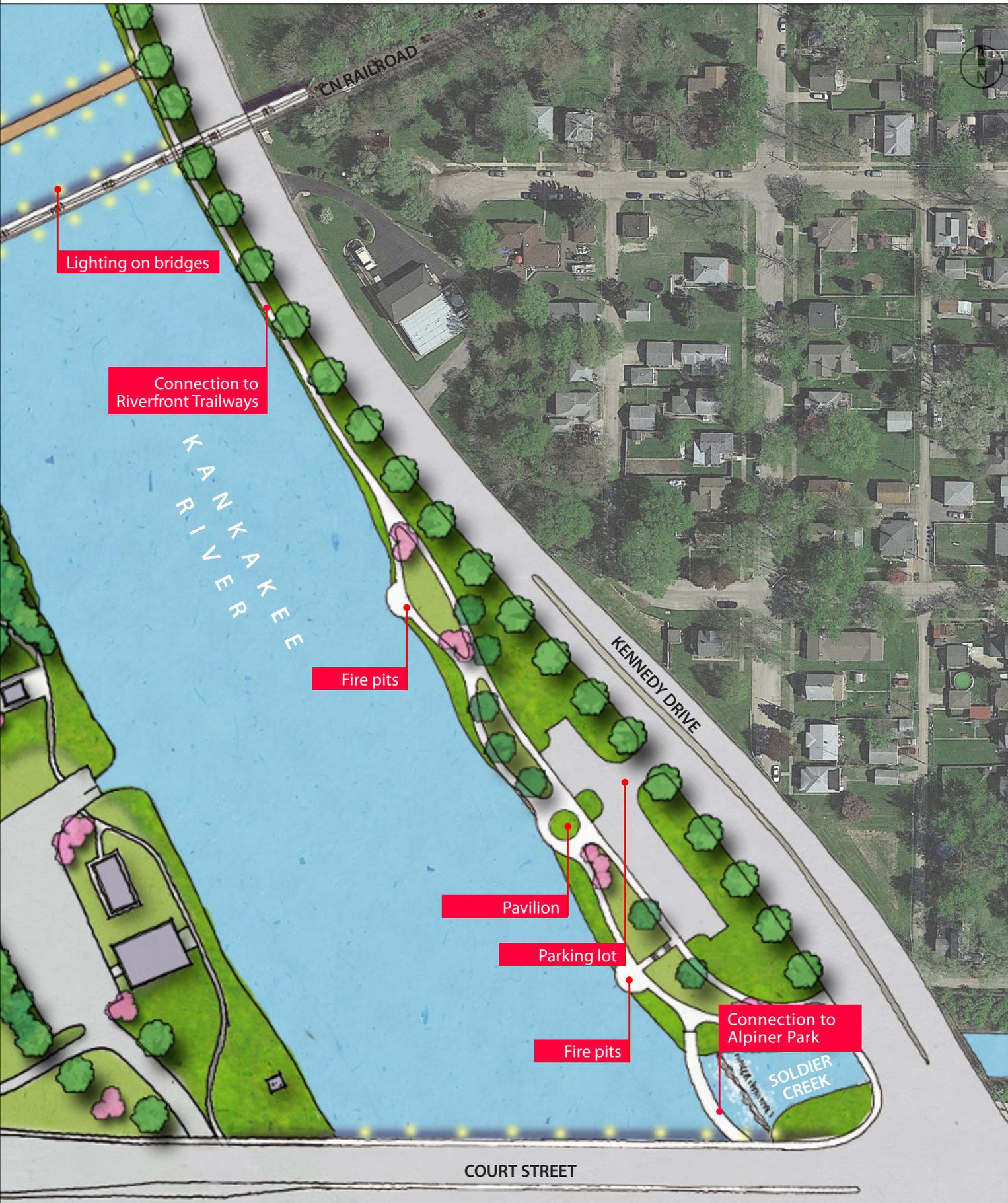
Improved urban fishing opportunities



Pedestrian bridge under Court Street



Outdoor gas fire pits



Lighting on bridges

Connection to Riverfront Trailways

KANKAKEE

Fire pits

Pavilion

Parking lot

Fire pits

Connection to Alpiner Park

SOLDIER CREEK

CN RAILROAD

KENNEDY DRIVE

COURT STREET





## Bird Park: “The Adventure”

Bird Park contains a vast array of amenities including baseball fields, band shell, pavilions, splash pad, playground, walking trails, and boat launch. The Park District headquarters are also located here. Many of the recreation components are dated and need renovation or replacement. The former quarry site is currently used for fishing and radio-controlled watercraft. There are also numerous majestic Bur Oak trees that line the Kankakee River in Bird Park that make it a great place to stop and have lunch. Several stone buildings are located on-site that are constructed from local quarried stone.

The IDNR performs an annual fish survey of the Kankakee River that launches from Bird Park. In 2013, they reported the status of the river to be very high quality supporting a high diversity of fish and mussels and is excellent for sport fishing (small-mouth bass, rock bass, walleye, and northern pike).

Bird Park is well connected with paths to most internal amenities and to the surrounding neighborhood. The regional Riverfront Trailways winds through the park entering on Station Street and traverses along the banks of the river, under Court Street and back onto Wall Street.

Bird Park contains a boat launch for access into the river. There is no pedestrian access to the river within the park, however several worn paths exist where people have made their own way down the steep banks to the river. This is the most utilized of the parks within the riverfront focus area. More than 97% of survey respondents report having visited Bird Park. The majority of visitors choose to sit, relax, walk, run, bike, observe the river, and play on the playground while at the park.



*Quarry at Bird Park*



*Local quarried stone building adjacent to the quarry*



*Small performance stage at Bird Park*



"I play baseball here."

"I want to rent a kayak or canoe."

Boat launch

Watch a concert

COURT STREET

Mature oak trees

Splash pad

"I eat lunch in the park."

WALL STREET

QUARRY

Under-utilized asset

"I bring my kids to the playground."

STATION STREET





## Bird Park: “The Adventure”

Bird Park will be a destination for adventure. The south campus will feature breathtaking zip lines over the quarry, a high-ropes course through the canopy of the mature oak trees, and kayaking in the quarry; a great opportunity to learn basic skills and practice rolls in a controlled environment before advancing to the in-river paddling course. A kids play zone will offer a point of interest for little ones with boulders, net climbers, and zip lines more appropriately sized for children aged 2-12 years old. An observation deck offers expansive views of

the Kankakee River as it extends out over the water while the lower deck provides access down to the rivers edge.

The north campus will feature kayak and canoe rentals adjacent to the river and boat launch, a picnic pavilion tucked into the mature tree groves, or choose to setup a blanket on the broad open lawn and dine al fresco with dynamic views of the Kankakee River.



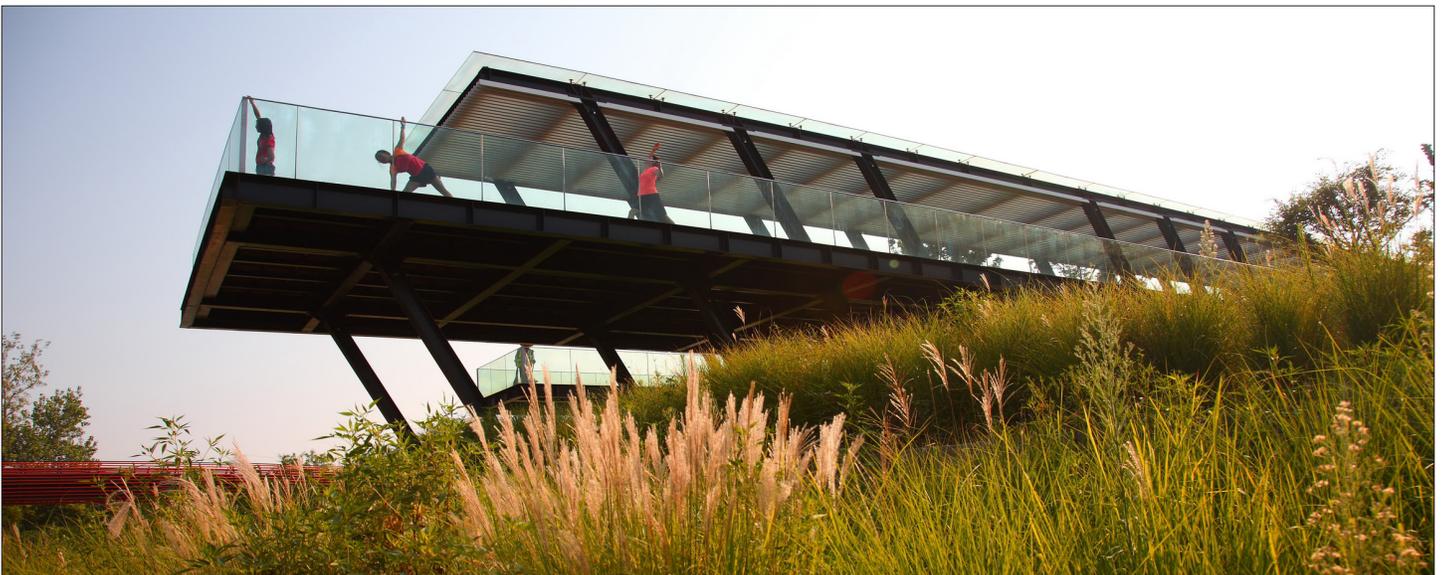
*Zip lines*



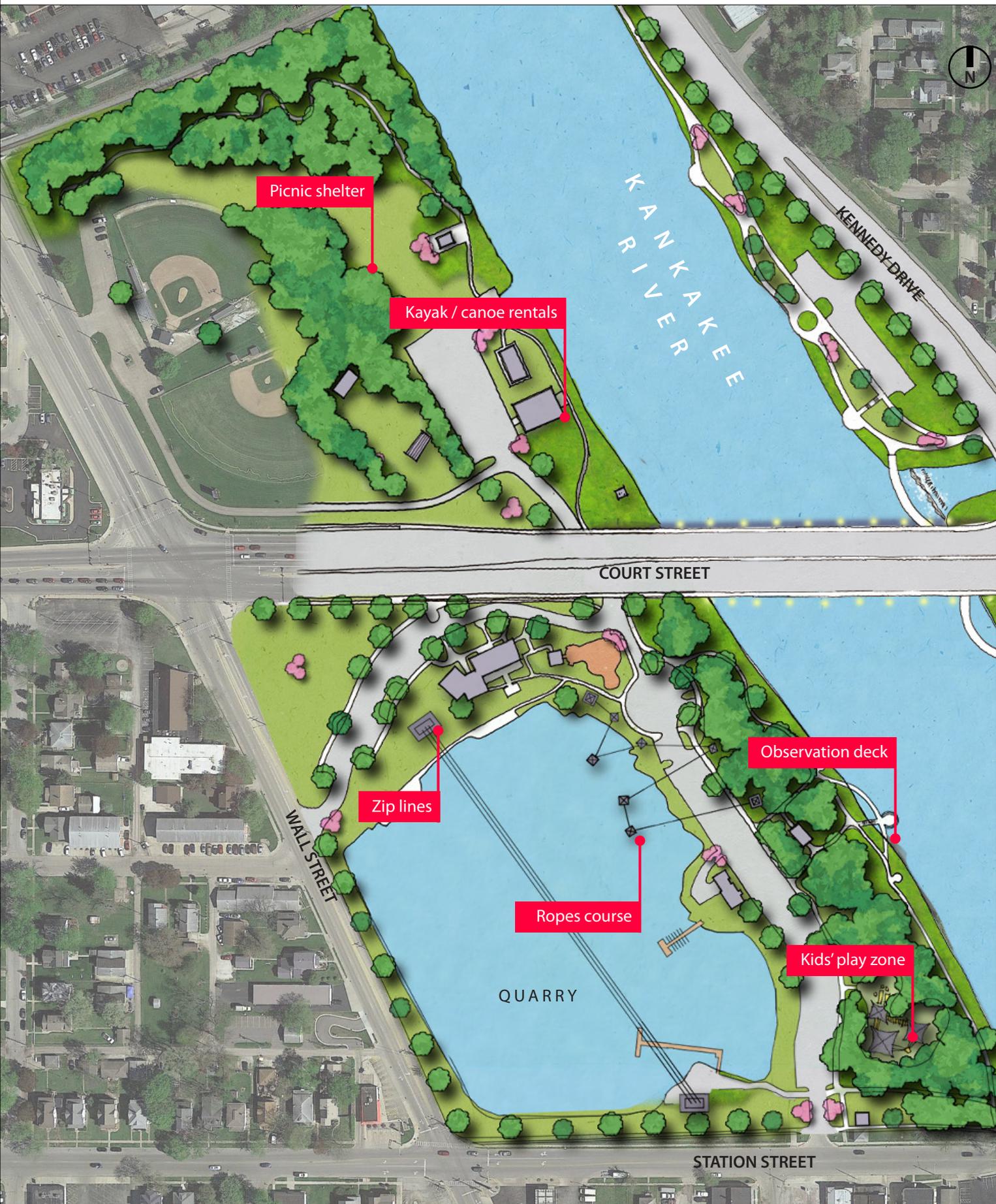
*Kids play zone*



*Adventure ropes course*



*Observation deck*



Picnic shelter

Kayak / canoe rentals

COURT STREET

Observation deck

Zip lines

Ropes course

Kids' play zone

QUARRY

WALL STREET

STATION STREET





## Wright Houses: “The Campus”

The Frank Lloyd Wright Campus is located south of River Street on Harrison Avenue, within the Riverview Historic District. Listed in the National Register of Historic Places in 1986, the Riverview Historic District is situated on the banks of the Kankakee River and is noted for its architectural significance. A portion of the district, near Cobb Park, was the site of the historic Hotel Riverview erected by early settler Emory Cobb that tragically burnt to the ground in 1897.

Most of the land was then subdivided for residential use making it the most desired neighborhood development in Kankakee comprised of finely crafted custom built homes. Foremost of these houses are the B. Harley Bradley House and the Warren Hickox House built in 1901 and designed by prominent architect Frank Lloyd Wright in the Prairie School style. Other significant houses within the district reflect Classical Revival and American Craftsman style architecture.

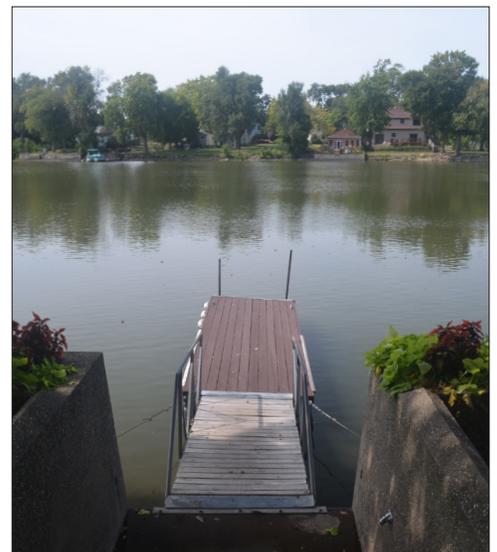
The Frank Lloyd Wright Campus is not currently connected to the downtown or Riverfront Focus Area. A connection along the river is challenging without acquisition of property and easement through the multi-family residential property to the west. Streetscape enhancements on River Street and Harrison Avenue should be considered to improve walkability and reinforce a connection to the Promenade and downtown commercial district.



*Warren Hickox House*



*B. Harley Bradley House*



*Boat dock at end of Harrison Avenue*



"Great boating up-stream of the dam."

Warren Hickox House

B. Harley Bradley House

Boat dock

KANKAKEE RIVER

RIVER STREET

INDIANA AVENUE

HARRISON AVENUE



# Implementation

*Start modestly,  
build momentum,  
and complete the most  
catalytic projects by 2028.*

# Implementation

The **Riverfront TODAY** documents the considerable strengths and some challenging weaknesses of the riverfront's resources and marketplace, and it profiles its wide array of diverse stakeholders. The **Riverfront TOMORROW** describes a 3-dimensional strategy to position Kankakee as a premier Illinois riverfront community. This **Implementation** section describes how community leaders should execute a series of correlated **policy**, **operational**, and **capital** improvements over the next 10 years, and beyond, to capitalize on the riverfront's strengths, overcome its weaknesses, inspire investor confidence, and advance the community's heartfelt riverfront goal. The Priority Actions and Investments table at the end of this section summarizes the recommended projects, leadership, approximate costs, and probable funding sources through fiscal year 2020/21.

Using all available financial tools, public and private sector leaders, property and business owners, and developers will be responsible for executing the improvements and actions outlined in this plan, often in very close collaboration with each other. With the periodic assistance of planning, design, engineering, legal, financial, marketing, and programming professionals, the new Riverfront Implementation Team (RivIT) will provide on-going policy, operational, and capital improvement advice to city leaders, during the next 3 years. During that same period, as one of its highest priorities, the Riverfront Implementation Team should create a permanent not-for-profit Kankakee Riverwalk Foundation that will be responsible for long-term Riverwalk design, funding, construction, and operations. Private sector investors and developers will be responsible for the commercial and residential redevelopment and operations of key riverfront properties, which is vital to riverfront funding and placemaking.

## What is RivIT?

The Riverfront Implementation Team (RivIT), will be a standing task force of approximately 12 respected and highly-motivated community leaders and riverfront advocates who will provide on-going policy, operational, and capital improvement advice to City staff and City Council during the next 3 years. RivIT should be chaired by a highly-regarded private sector leader and include people representing a variety of organizations and technical, financial, organizational, operational, promotional, philanthropic, and political capabilities including:

- Mayor of Kankakee
- 1 or 2 Aldermen
- City of Kankakee department leaders
- Kankakee Valley Park District Board Chair or Commissioner
- Kankakee Valley Park District Executive Director
- Kankakee County Board Chair or Commissioner
- Kankakee County Convention and Visitors Bureau CEO or representative
- Design, engineering, and construction professionals
- Key property owner representatives



# Kankakee Riverfront Trailways

## Kankakee Riverwalk

**5**

Fisherman's Park:  
"The Lure"

**4**

Alpiner Park:  
"The Ellipse"

**6**

Bird Park:  
"The Adventure"

**3**

Legion Park:  
"The Children's  
Garden"

**2**

River Street:  
"The Terraces"

**1**

River Street:  
"The Mill Race  
District"

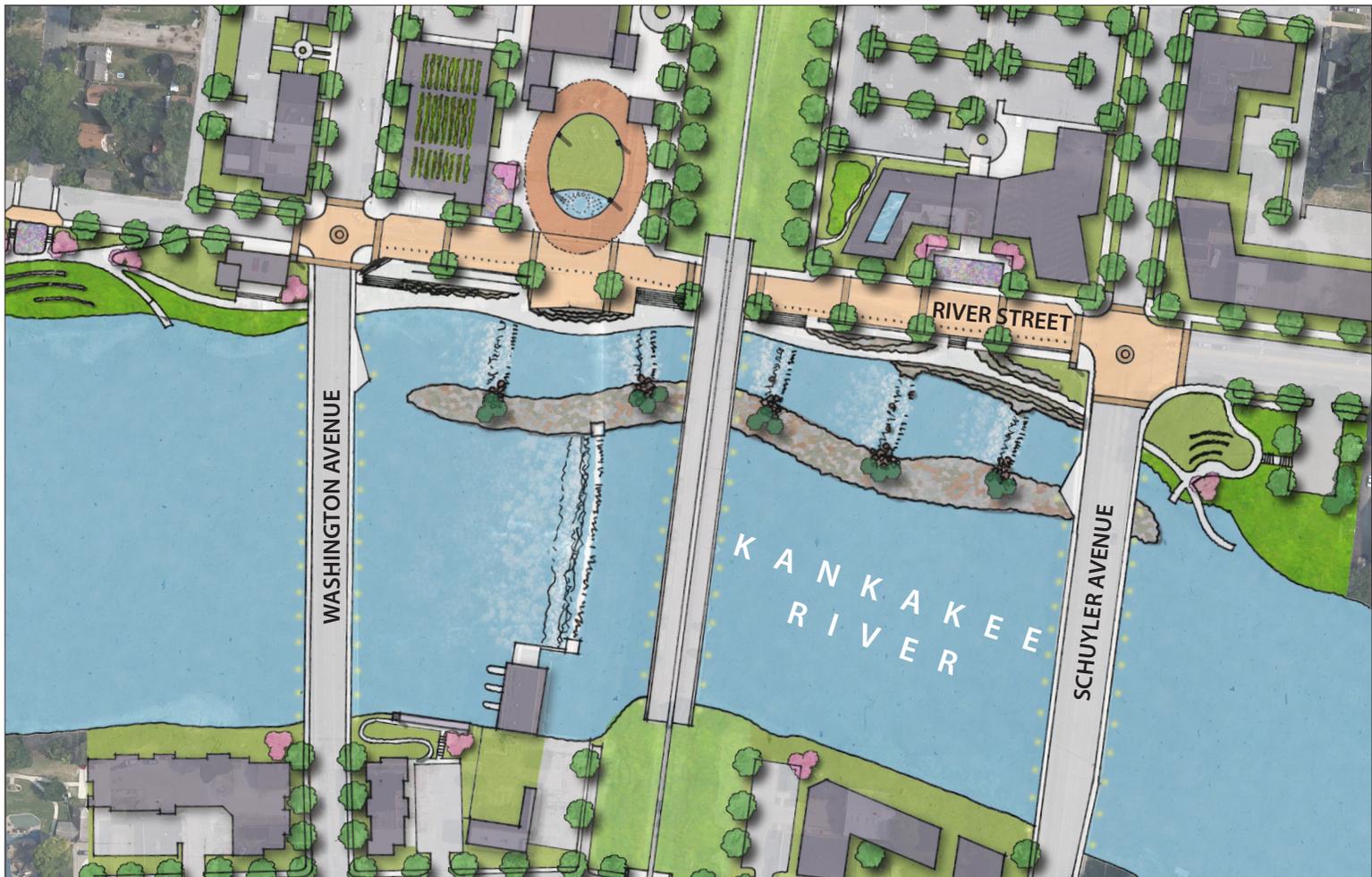
**7**

Wright Houses:  
"The Campus"

## Policy Improvements

City leaders, both elected and appointed, will have the primary responsibility to craft, adopt and execute several critical initiatives, including the appointment and support of the Riverfront Implementation Team (RivIT). Once appointed, RivIT will provide on-going project leadership, advice and recommendations to city and occasionally, other government officials. The critical, 3-year policy actions, in approximate priority order, include:

- Adopt this Kankakee Riverfront Master Plan (City and Park District)
- Appoint and support the Riverfront Implementation Team (City)
- Refine and approve 3-year Riverfront Capital Improvement Plan and update every year (City and RivIT)
- Acquire key Riverwalk properties that provide critical river access and facilitate desired land development (City)
- Adopt a maintenance agreement with KVPD for existing Riverfront Trailways segments and the proposed Trailways segment north of Court Street (City and KVPD)
- Budget and approve Riverfront operational funding and update every year (RivIT, City, and KVPD)
- Create and adopt the Riverfront Tax Increment Finance District (City and RivIT)
- Create and adopt development “gap” funding guidelines for redevelopment within the Riverfront TIF District (City and RivIT)
- Create and adopt planning and design guidelines for redevelopment within Riverfront TIF District





Riverfront festival



Farmers market



Special event lawn



Pop-up food trucks

## Operational Improvements

Throughout the planning process, Riverwalk capital and operational funding, programming, promotion and maintenance have been front-of-mind. Unfortunately, past organizational challenges have compromised public trust and diminished support. In response, within 3-years, a not-for-profit Riverwalk Foundation will, in close collaboration with the City, be fully responsible for on-going Riverwalk design, funding, construction and operations. The critical 3 and 10-year operational actions, in approximate priority order include:

- Create and execute a 3-year Riverfront implementation plan including the creation of the successor organization, the Kankakee Riverwalk Foundation (RivIT)
- Create the Kankakee Riverwalk Foundation (KRF) to design, fund, construct and operate the Riverwalk (RivIT and KRF)
- Create and execute a Riverfront marketing plan including branding and multi-media promotion (RivIT, KRF, and KCCVB)
- Monitor state and federal funding tools; submit applications that support the master plan (RivIT, KRF, City, and KVPD)
- Recruit and collaborate with developers/operators to build a privately-operated Riverwalk restaurant at Washington Avenue (site A) (City, RivIT, and KRF)
- Maintain Riverfront Trailways within the Riverwalk (City and KRF)
- Maintain the Riverwalk (City and KRF)
- Facilitate the redevelopment of key Riverwalk Mill Race properties, review redevelopment of properties near the Riverwalk (City, RivIT, and KRF)

## Capital Improvements

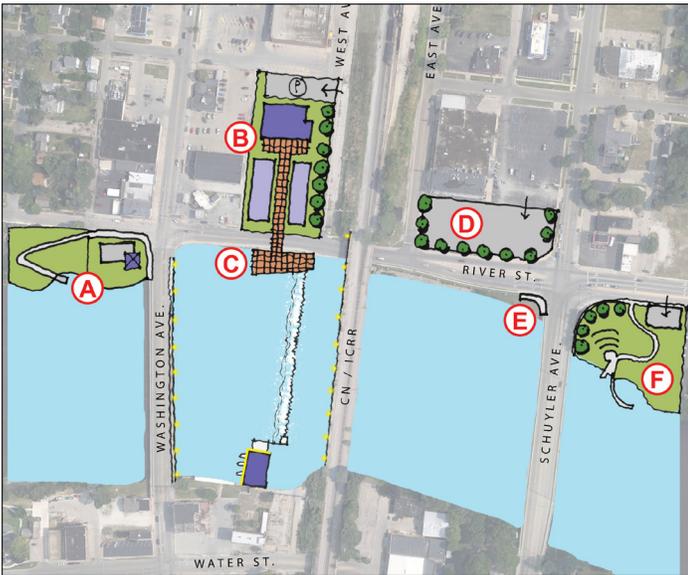
This master plan identifies extensive capital (public) improvements, many of which may take decades to implement because of their scale, cost and complexity. Fortunately, many important, standard-setting projects can be completed within the first 3 years (see Priority Actions and Investments). The Riverfront Implementation Team and Kankakee Riverwalk Foundation should complete the Riverwalk Mill Race District within the first 10 years because of its catalytic promotional, cultural, recreational, and fiscal impacts, AND link the master-planned improvements to significant tax advantaged private sector investment, whenever possible, to leverage the impacts. The 10-year capital improvements, in approximate priority order, include:

- Riverfront Trailways north (pedestrian bridge to Station Street) and south (Station Street to Washington Avenue) (RivIT, City, KVPD, and KRF)
- Riverwalk Mill Race demonstration projects (sites A – F opposite page) (RivIT and City)
- Riverwalk Mill Race (RivIT, City, and KRF)

The estimated capital improvement budgets for the first 3 and 10 years are approximately \$8 million and \$30 million, respectively. The funding should come from private sector philanthropy (20%), TIF (60%), and state and federal sources (20%). By 2028, the TIF district should generate approximately \$2.3 million of new tax revenue, annually. The land development scenarios that drive TIF increment are heavily influenced by market, investor and property owner circumstances that are difficult to forecast, and larger scale development projects will lag while new Riverwalk improvements and programs come on-line and investor confidence increases. However, newly enacted Opportunity Zone tax advantaged funding should accelerate the pace of development.

As the Riverwalk Mill Race gains momentum during the first 10 years, the Kankakee Riverfront Foundation should continue planning, funding, designing and permitting the Riverwalk from the Mill Race to Court Street. As the Riverwalk Terraces, Children’s Garden and Ellipse features come on-line, one-by-one in the following years, they will each add unique attractions to the Kankakee Riverwalk experience that will engage more people, burnish the brand, and stimulate adjacent private sector investment and redevelopment.

Bird Park, because of its ownership, location, attractions and history, is an important part of the Kankakee Riverfront, but not part of the Kankakee Riverwalk. While the Kankakee Riverwalk advances, the Kankakee Valley Park District and City should advance a parallel strategy to rehabilitate and operate Bird Park as a valuable and unique, local recreational asset.



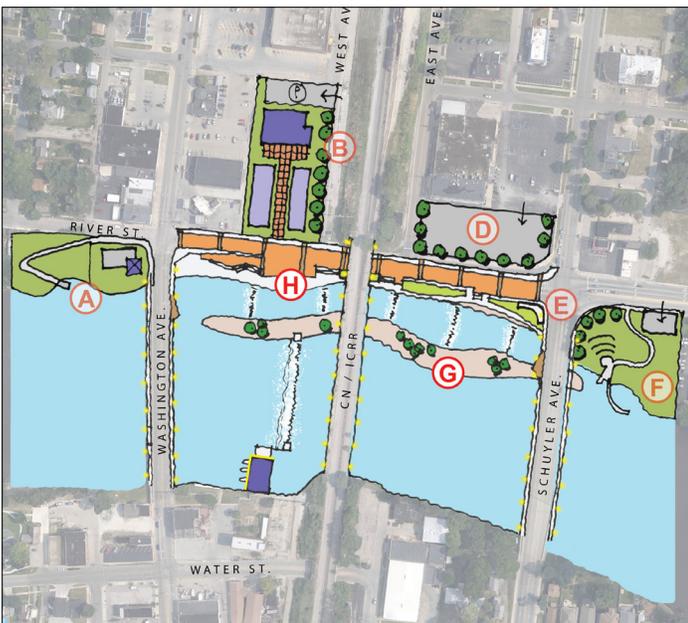
**Riverwalk Mill Race improvements: FY 18/19 - 20/21**

*Demonstrate Riverwalk with ice cream, brew pub, and/or food truck corral east of Schuyler Avenue and west of Washington Avenue overlooking the river. Install kayak/canoe launch both upstream and downstream of the dam including a public boat launch. Rehab historic Sully's building as a restaurant/brew pub with on-site greenhouses/urban farming. Emphasize a connection to river with unified paving, bridge lighting, and lighting on the hydroelectric plant. Establish a pop-up event site adjacent to the river including a location for an annual riverfront festival with food and entertainment. Install Riverwalk gateway signage at the corner of Schuyler Avenue and River Street.*



**Riverfront Trailways improvements: FY 18/19, 20/21**

*Design, permit (FY 18/19), and construct (FY 20/21) a northern Riverfront Trailways extension from the pedestrian bridge at Riverside Medical Center, through Fisherman's Park, under Court Street, through Alpiner Park, to Station Street.*



**Riverwalk Mill Race improvements: FY 19/20 - 20/21**

*Design and permit the dam modifications for paddling course, lower Riverwalk, upper Riverwalk, and Festival Streetscape improvements on River Street.*



**Riverfront Trailways improvements: FY 18/19**

*Design and permit the southern Riverfront Trailways extension from Station Street through Legion Park, east along River Street, and south to Washington Avenue.*

## Priority Actions and Investments

In close collaboration with city officials, the Riverfront Implementation Team should use the following prioritized list to guide policy, operational, and capital improvements over the next three fiscal years. The Riverfront Implementation Team (RivIT) and the City should update the list, annually, to review progress, re-order actions based on circumstances, and identify new actions related to emerging opportunities. Property acquisition costs are excluded, and where appropriate capital and operational costs are estimated in uninflated 2018 dollars.

## FY 2017/18 Priority Actions and Investments

### Projects

### Public Policy Improvements

#### Riverfront Master Plan

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#### Land Acquisition

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#### Riverfront Trailways (north)

Riverfront Trailways from pedestrian bridge at Riverside Medical Center, through Fisherman's and Alpiner Parks, terminates at Station Street

Approve submittal of ITEP Grant Application

**Leadership:** City of Kankakee, Kankakee Valley Park District

## FY 2018/19 Priority Actions and Investments

### Projects

### Public Policy Improvements

#### Riverfront Master Plan

Adopt the Riverfront Master Plan

**Leadership:** City of Kankakee, Kankakee Valley Park District

#### Riverfront Implementation Team (RivIT)

Appoint the Riverfront Implementation Team and create charter

**Leadership:** City of Kankakee

#### Kankakee Riverwalk Foundation

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#### Capital Improvement Plan (CIP)

Approve FY 2019/2020 Riverfront CIP

**Leadership:** City of Kankakee

Intergovernmental Agreement between City and Park District for maintenance of Riverfront Trailways

**Leadership:** City of Kankakee, Kankakee Valley Park District

### Operational Improvements

Prepare the Riverfront Master Plan

**Leadership:** City of Kankakee

**Cost:** \$385,000

**Funding:** City of Kankakee

### Capital Improvements

Continue to acquire properties along River Street from Washington Avenue to 5th Avenue in the West End residential district and demolish structures

**Leadership:** City of Kankakee

**Cost:** TBD

**Funding:** FEMA

Prepare and submit ITEP Grant Application

**Leadership:** City of Kankakee

**Cost:** Included in the Riverfront Master Plan

**Funding:** City of Kankakee

**\$385,000 Operational Improvement Total**

**\$000,000 Capital Improvement Total**

### Operational Improvements

### Capital Improvements

Assemble a Riverfront Implementation Team, appoint private sector chairperson, create charter and work plan

**Leadership:** City of Kankakee

Form a not-for-profit development and management entity

**Leadership:** Riverfront Implementation Team

Finalize FY 2019/2020 Riverfront CIP

**Leadership:** City of Kankakee, Riverwalk Implementation Team

Establish funding agreement for maintenance (Trailways)

**Leadership:** City of Kankakee, Kankakee Valley Park District

Monitor grants and funding opportunities

**Leadership:** City of Kankakee, Riverwalk Implementation Team, Kankakee Valley Park District

# FY 2018/19 Priority Actions and Investments (cont.)

## Projects

## Public Policy Improvements

### Land Redevelopment

Create and adopt Planning and Design Guidelines and adopt TIF District and commit funds to future Riverwalk development

**Leadership:** City of Kankakee

### Land Acquisition

Approve acquisition of parcels that support the master plan  
**Leadership:** City of Kankakee

Apply for Land and Water Conservation Fund and Open Space Lands Acquisition and Development grants to partially fund acquisition of key River Street properties

**Leadership:** City of Kankakee

### Promotion

Community outreach and advocacy for Riverwalk

### Programming

#### Riverfront Trailways (north)

Riverfront trail from the pedestrian bridge at Riverside Medical Center, through Fisherman's Park, Alpiner Park, to Station Street

#### Riverfront Trailways (south)

Riverfront trail from Station Street and 6th Avenue, through Legion Park, along South River Street, to Washington Avenue

Approve long-range plan to relocate maintenance operations from Legion Park

**Leadership:** Kankakee Valley Park District

#### Riverwalk Mill Race District

Demonstration projects: Sites C and E

Approve design and construction for sites C and E (City of Kankakee)

**Leadership:** Kankakee Riverwalk Foundation

#### Riverwalk Mill Race District

Festival Street (River Street), upper Riverwalk, lower Riverwalk, and dam modification (whitewater)

#### Riverwalk Mill Race District Lighting

Lighting on CN / IC Railroad bridge, overlook on River Street, and hydroelectric plant

Approve bids for lighting

**Leadership:** City of Kankakee

## Operational Improvements

## Capital Improvements

Develop planning and design guidelines, develop Riverfront TIF District, and monitor Opportunity Zone rule-making and promote to investors and developers

**Leadership:** City of Kankakee, Riverwalk Implementation Team

**Cost:** \$50,000

**Funding:** City of Kankakee

Acquire parcels along River Street from Washington to 5th Avenue in West End district and demolish structures

**Cost:** TBD

**Funding:** FEMA, LWCF, OSLAD

Acquire key parcels as needed

**Cost:** TBD

**Funding:** City of Kankakee

Synchronize City and Park District operations plans to prioritize Riverfront promotion and programming  
Kankakee Riverwalk Brand Strategy, website, and literature

**Leadership:** Riverwalk Implementation Team

**Cost:** \$30,000

**Funding:** City of Kankakee

Organize a Riverfront Festival

**Leadership:** City of Kankakee, Chamber of Commerce, Riverwalk Implementation Team

**Cost:** \$25,000

**Funding:** City of Kankakee

Design, engineer, and permit

**Leadership:** City of Kankakee

**Cost:** \$500,000

**Funding:** City of Kankakee

Maintain Mill Race District demonstration sites

**Leadership:** Riverwalk Implementation Team

**Cost:** \$3,000

**Funding:** City of Kankakee

Design, engineer, permit, and construct sites C and E

**Cost:** \$250,000

**Funding:** City of Kankakee

Seek State and Federal funding for environmental/feasibility study for whitewater

**Leadership:** City of Kankakee

**Cost:** None

Coordinate with CN Railroad

**Leadership:** City of Kankakee

Design, engineer, permit, and construct lighting

**Cost:** \$250,000

**Funding:** City of Kankakee

**\$108,000 Operational Improvement Total**

**\$1,000,000 Capital Improvement Total**

# FY 2019/2020 Priority Actions and Investments

## Projects

## Public Policy Improvements

### Capital Improvement Plan (CIP)

Approve FY 2020/2021 Riverfront CIP  
**Leadership:** City of Kankakee

---

### Land Redevelopment

Approve redevelopment projects in TIF district that support the master plan and meet design and funding guidelines  
**Leadership:** City of Kankakee

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### Land Acquisition

Approve acquisition of parcels that support the master plan  
**Leadership:** City of Kankakee

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### Fundraising

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### Promotion

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### Programming

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### Riverwalk Mill Race District

Demonstration projects: Sites A, B, D and F

Approve design and construction for sites A, B, D and F (City of Kankakee)

**Leadership:** Kankakee Riverwalk Foundation

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### Riverwalk Mill Race District

Festival Street (River Street), upper Riverwalk, lower Riverwalk, and dam modification (whitewater)

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### Riverwalk Mill Race District Lighting

Lighting on Washington Avenue and Schuyler Avenue bridges

Approve bids for lighting

**Leadership:** City of Kankakee

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### Bike Lane Striping

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## Operational Improvements

## Capital Improvements

Finalize FY 2020/2021 Riverfront CIP

**Leadership:** City of Kankakee, Riverwalk Implementation Team, Kankakee Riverwalk Foundation

Monitor grants and funding opportunities

**Leadership:** City of Kankakee, Riverwalk Implementation Team, Kankakee Valley Park District

Initiate discussions with regional developers and property owners about redevelopment opportunities

**Leadership:** Riverfront Implementation Team

Acquire key parcels as needed

**Cost:** TBD

**Funding:** City of Kankakee

Initiate \$5,000,000 capital campaign

**Leadership:** Riverwalk Implementation Team, Kankakee Riverwalk Foundation

Community outreach/advocacy for Riverwalk

**Leadership:** Riverwalk Implementation Team, Kankakee Riverwalk Foundation

**Cost:** \$25,000

**Funding:** City of Kankakee, Kankakee Riverwalk Foundation

Expand the Riverfront Festivals

**Leadership:** City of Kankakee, Convention and Visitors Bureau, Riverwalk Implementation Team

**Cost:** \$50,000

**Funding:** City of Kankakee, Convention and Visitors Bureau

Maintain Riverwalk Mill Race District

**Leadership:** Kankakee Riverwalk Foundation

**Cost:** TBD

Design, engineer, permit, and construct

**Cost:** \$1,750,000

**Funding:** City of Kankakee, Kankakee Riverwalk Foundation

Funding for environmental / feasibility study for whitewater

**Leadership:** City of Kankakee, Riverfront Implementation Team

Complete environmental/feasibility study for whitewater

**Cost:** \$250,000

**Funding:** City of Kankakee & Grants

Coordinate with Illinois Department of Transportation

**Leadership:** City of Kankakee

Design, engineer, permit, and construct lighting

**Leadership:** City of Kankakee

**Cost:** \$250,000

On-street bike lane striping where designated routes exist

**Cost:** \$100,000

**Funding:** City of Kankakee

**\$75,000 Operational Improvement Total**

**\$2,350,000 Capital Improvement Total**

# FY 2020/2021 Priority Actions and Investments

## Projects

## Public Policy Improvements

### Capital Improvement Plan (CIP)

Approve FY 2021/2022 Riverfront CIP  
**Leadership:** City of Kankakee

### Land Redevelopment

Approve redevelopment projects in TIF district that support the master plan and meet design and funding guidelines  
**Leadership:** City of Kankakee

### Land Acquisition

Approve acquisition of parcels that support the master plan  
**Leadership:** City of Kankakee

### Fundraising

Evaluate OSLAD, LWCF, ITEP, and other grants for applicability to Riverwalk Mill Race design and construction  
**Leadership:** City of Kankakee

### Promotion

### Programming

#### Riverfront Trailways (north)

Riverfront trail from the pedestrian bridge at Riverside Medical Center, through Fisherman's Park, Alpiner Park, to Station Street

Approve bid package

**Leadership:** City of Kankakee, Kankakee Valley Park District

#### Riverfront Trailways (south)

On-street Riverfront Trailways at Station Street from roadway bridge east to 6th Avenue and 6th Avenue from Station Street south to Legion Park

Approve grant submittal

**Leadership:** City of Kankakee

#### Riverwalk Mill Race District

Festival Street (River Street), upper Riverwalk, lower Riverwalk, and dam modification (whitewater)

Approve design for Mill Race District (City of Kankakee and Illinois Department of Natural Resources)

**Leadership:** Riverwalk Implementation Team, Kankakee Riverwalk Foundation

## Operational Improvements

## Capital Improvements

Finalize FY 2021/2022 Riverfront CIP

**Leadership:** City of Kankakee, Riverwalk Implementation Team

Monitor grants and funding opportunities

**Leadership:** Riverwalk Implementation Team

Continue discussions with regional developers and property owners about redevelopment opportunities

**Leadership:** City of Kankakee, Riverwalk Implementation Team

Acquire key parcels as needed

**Cost:** TBD

**Funding:** City of Kankakee

Continue \$5,000,000 capital campaign

**Leadership:** Riverwalk Implementation Team, Kankakee Riverwalk Foundation

Community outreach/advocacy for Riverwalk

**Leadership:** Riverwalk Implementation Team, Kankakee Riverwalk Foundation

**Cost:** \$25,000

**Funding:** City of Kankakee, Kankakee Riverwalk Foundation

Expand the Riverfront Festivals

**Leadership:** City of Kankakee, Convention and Visitors Bureau, Riverwalk Implementation Team

**Cost:** \$50,000

**Funding:** City of Kankakee, Convention and Visitors Bureau

Construct Riverfront Trailways (north)

**Leadership:** City of Kankakee

**Cost:** \$2,000,000

**Funding:** City of Kankakee, ITEP

Prepare and submit ITEP Grant Application

**Leadership:** City of Kankakee

**Cost:** \$5,000

**Funding:** City of Kankakee

Maintain Riverwalk Mill Race District improvements already in-place

**Leadership:** Riverwalk Implementation Team, Kankakee Riverwalk Foundation

**Cost:** TBD

Design, engineer, and permit Mill Race District

**Leadership:** Kankakee Riverwalk Foundation

**Cost:** \$2,000,000

**Funding:** City of Kankakee, Riverwalk Implementation Team, Kankakee Riverwalk Foundation

**\$80,000 Operational Improvement Total**

**\$4,000,000 Capital Improvement Total**



# Appendices

## **Appendix A: Opportunity Analysis Memo**



## Memorandum

Date: February 26, 2018  
To: Mayor Chasity Wells-Armstrong  
Kankakee Riverfront Task Force  
From: Rick Hitchcock, Hitchcock Design Group (HDG)

**RE: Kankakee Riverfront  
Preliminary Opportunity Analysis Outline**

### Acknowledgements

- City of Kankakee
  - Chasity Wells-Armstrong, City of Kankakee - Mayor
- Riverfront Task Force
  - Clifford Cross, City of Kankakee, City Planner
  - Pete Schiel, City of Kankakee, Utility Operations
  - Elizabeth Kubal, City of Kankakee, Comptroller
  - Carmen Lewis, 5th Ward Alderwoman
  - Fred Tetter, 7th Ward Alderman
  - Jim Faford, 4th Ward, Alderman
  - Dayna Heitz, Kankakee Valley Park District
  - Barbi Brewer, Kankakee County Chamber of Commerce
  - Staci Wilken, Kankakee County Conventions Visitor's Bureau
  - Mark Steffan, Community Arts Council
  - Phil Kambic, Riverside Medical Center
  - Chris Shride, Amita Health St. Mary's Hospital
  - Scott Snavelly, Midland Bank
  - Elizabeth Dunbar, Carlile Architects, County Board
  - Chip Rorem, Ralph Rorem Architects
  - Nick Holstein, Wayba Productions
- Consultant Team
  - Hitchcock Design Group
  - Piggush Engineering, Inc
  - Market and Feasibility Advisors
  - S2O

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Naperville, Illinois 60540  
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[hitchcockdesigngroup.com](http://hitchcockdesigngroup.com)

### Executive Summary

#### Introduction

- Purpose
  - Kankakee Forward initiative
  - Reposition the City as a vibrant, regional riverfront destination
  - Develop a compelling vision for the Kankakee Riverfront
  - Enhance recreation function, environmental quality, cultural importance, economic benefit, and stewardship of natural resources for future generations.



- Study Area
  - Large study area includes a 4-mile section of the Kankakee River from Perry Farm Park to US Route 57
  - Riverfront Focus Area from just east of Schuyler Avenue downstream to the pedestrian bridge at Riverside Medical Center both north and south of the river
- Process
  - Opportunity Analysis Phase
    - Identify assets, issues, and strategies to meet the community's aesthetic, recreational, environmental, cultural and economic objectives for the riverfront
  - Preferred Strategy Phase
    - Form consensus on an overall strategy, recommend riverfront framework and appearance improvements, and suggested private sector redevelopment opportunities
  - Final Master Plan Phase
    - Document and seek City Council and Kankakee Valley Park District approval of the finalized recommendations, including implementation guidance

#### Resources

- Natural Resources
  - Kankakee River
    - One of the highest quality rivers in the State of Illinois (IDNR)
    - 140 miles from headwater (near South Bend, IN) to Des Plaines River (Channahon, IL)
    - Historically significant portage route between Great Lakes and Mississippi
    - Kankakee's municipal drinking water source (AQUA)
    - Dredging in Indiana in the early 1900s removed much of the river's natural meanders and was channeled into a straight ditch to drain the surrounding low-lying area (Grand Kankakee Marsh) and convert it into prime agricultural land
    - Flooding, erosion and sediment transport are now serious and expensive issues in both Indiana and Illinois as a result of the channelization
    - In Illinois, two low-head dams (Momence and Wilmington) and a hydroelectric dam in (downtown Kankakee) were constructed, limiting fish and boat passage and creating an upstream impoundment area
    - Upstream of the Kankakee dam is a deep-water area called the Six Mile Pool noted for high water quality, scenic beauty, sport fishing, and recreation
    - Downstream of the Kankakee dam, the river maintains its natural gradient and meanders, traversing areas of bedrock and cobble with riffle runs and sand bottom pools as it flows through the Kankakee State Park and on to Wilmington.
  - Grand Kankakee Marsh
    - Prior to channelization of the Kankakee River much of the drainage area was wetland called the Grand Kankakee Marsh
    - Historically one of the largest wetland complexes in North America
    - Historically 95% of the marsh was located in Indiana and 5% in Illinois
    - Approximately 100 miles in length, averaged 6-8 miles in width, and 2-4 feet deep about 8 months a year (400,000 to 500,000 acres in size)
    - As a result of channelization the size was reduced to approx. 30,000 acres



- Floodplain/floodway
  - Much of the Riverfront Focus Area adjacent to the river is located within the regulatory floodway, 100 year floodplain, and 500 year floodplain
  - No wetlands are present adjacent to the river within the focus area
  - City of Kankakee awarded a flood mitigation grant from FEMA to acquire and demolish structures along South River Street within the floodway
- National Water Trail
  - National Park Service announced the addition of the Kankakee River to the National Water Trails System in 2016
  - Kankakee River is one of 21 designated Water Trails in the United States
- Cultural Resources (History)
  - Inhabited by the Potawatomi in the 18<sup>th</sup> century
  - Potawatomi signed treaty with US government agreeing to leave the region and move west (1833)
  - Kankakee was founded in 1854
  - City was planned around the Illinois Central Railroad tracks and depot; East and West Avenues fronted the train tracks and were the primary commercial and business streets
  - Quarries were established primarily along Soldier Creek to supply stone for train bridge culverts, piers, and abutments as well as buildings such as churches and houses
  - The high-quality water was an incentive for businesses such as mills, breweries, and ice houses (storage facilities) to be established along the river
  - Several bridges were built and rebuilt as needed. These remain important and visible/iconic structures
  - Parks were built along the riverbanks.
- Land Use
  - Land use along the river within City of Kankakee limits
    - R-1 Single Family Residential (majority)
    - R-3 Multi-Family Residential
      - Multi-family development east of Schuyler on River Street
      - Multi-family development on River Drive at Gregg Street
    - C-1 Neighborhood Commercial
      - B. Harley Bradley House
      - Lab Corporation
    - C-2 Service Commercial (downtown district)
    - I-1 Light Industrial
      - AQUA facilities
      - Quarry between Schuyler and the river
      - Secured Storage Facility
      - Kankakee Township Road District Facility
  - Ownership
    - Majority of the property within the Riverfront Focus Area is owned by the City of Kankakee and the Kankakee Valley Park District
    - 70 acres of publicly owned land within the focus area (79% of the total)
    - Other large land holders within the river corridor include:



- Riverside Medical Center
- Presence St. Mary's Hospital
- Shapiro Developmental Center
- Kankakee Community College
- Kankakee School District 111
- Kankakee Country Club
- AQUA
  
- Downtown Historic District (commercial)
  - District consists of 73 buildings within central downtown business district
  - District is a mix of styles dominated by Art Deco and Classical Revival, also including Greek Revival, Romanesque Revival, and Mid-Century Modern
  - Common elements include segmented arched windows, decorative cornices, and ornamental brick façades
  - Period of significance from its founding in 1864 through 1967
  - District is currently being considered for National Register of Historic Places
  
- Riverview Historic District (residential)
  - Listed in the National Register of Historic Places in 1986 and noted for its architectural significance
  - Situated on the banks of the Kankakee River near Cobb Park
  - Hotel Riverview erected by early settler Emory Cobb, burned down in 1897
  - Land was then subdivided for residential use making it the most desired neighborhood in town comprised of finely crafted custom built homes
    - B. Harley Bradley House and the Warren Hickox House built in 1901
    - Designed by Frank Lloyd Wright in the Prairie School style
    - Other significant houses in the district reflect Classical Revival and American Craftsman architecture
  
- Infrastructure Resources
  - Railway
    - Amtrak operates the City of New Orleans, Illini, and Saluki lines with stops in Kankakee once daily in both directions
    - Served 19,745 boardings and alightings from the Kankakee station in 2017
    - Kankakee Station listed on the National Register of Historic Places in 2000
  
  - Highways
    - Interstate 57 runs east-west in the southern part of the city and turns north-south in the eastern part of Kankakee
    - US Highway 45 and 52 run concurrently forming, along with Illinois Route 50, the major north-south thoroughfares through Kankakee
    - Illinois Route 17 is the major east-west road that bisects the city
  
  - Public Transportation
    - River Valley Metro Mass Transit District is a transit agency that operates buses which serve Kankakee County and surrounding areas.
    - 12 fixed-regular routes that service the urbanized area of Kankakee County seven days a week (Aroma Park, Bradley, Bourbonnais, Kankakee, Manteno)



- 2 commuter routes that service to Midway Airport and to the Metra train station at University Park
- Metro Plus for individuals with disabilities who are unable to independently use the fixed route service
- Kankakee routes are stationed out of the Chestnut & North Schuyler Transfer Station
- Hydroelectric Dam
  - Kankakee Dam was constructed in the late 1880s to provide mechanical power and cooling water for area industries
  - A hydroelectric plant was constructed at the spillway site in 1912
  - Hydro plant was decommissioned in 1956 and the property deeded to the Illinois Department of Conservation (IDC) for recreation and conservation
  - City of Kankakee initiated a feasibility study to evaluate the development of hydroelectric facilities at the Kankakee Dam in 1983
  - City signed a 50-year lease with IDC and received permission to once again produce power on the site from the Commonwealth Edison Company
  - City obtained a license with the Federal Energy Regulatory Commission (FERC) to construct and operate a hydroelectric facility in 1986
  - Construction of the hydroelectric dam was completed in 1991
  - Cost to complete the project was \$4,800,000 with a \$1,030,000 grant from the Illinois Department of Natural Resources, Alternative Energy Bond Fund
  - The waste-water treatment plant, Kankakee River Metropolitan Agency (KRMA), purchases the clean energy from the City which accounts for 25-40% of the power the facility needs to operate
  - FERC requires 500 cubic feet of water to flow over the dam per second
  - During times of drought the hydroelectric facility is shut down to maintain the required flow rate
  - A bladder raises and lowers based on water levels in the river which helps maintain the 500 cubic feet. During flood conditions the bladder will lower and allow more water to pass so flood conditions can be avoided upstream.
- Parking Lots /Vacant Parcels
  - Within the downtown (Court Street to the river and Dearborn to 3<sup>rd</sup> Avenue)
    - 19% open or undeveloped area
    - 26% parking lots
    - 55% developed area
- Parks
  - Owned and operated by the Kankakee Valley Park District
  - 37 parks comprising a total of 600 acres
    - Parks within the Focus Area include Bird, Fisherman's, Alpiner, Legion, and Jeffers
  - Facilities include:
    - Splash Valley: outdoor aquatic park (closed in 2016)
    - Ice Valley: indoor ice skating rink
    - 1,000 seat recreation center
    - dog park
    - campground



- 72 boat slip marina on the Kankakee River
- 13 riverfront parks
- 5-acre quarry
- 2 softball complexes
- Riverfront Trailways
  - Regional bike trail from IL-57 in Kankakee to State Park in Bourbonnais
  - Community Foundation of Kankakee County funds the construction and maintenance of the bike trail
  - Funded through federal grants, local financial partners and private donors
  - Local financial partners:
    - City of Kankakee
    - Kankakee Community College
    - Kankakee County
    - Kankakee River Valley Forest Preserve
    - Kankakee Valley Park District
    - Village of Bourbonnais
    - Village of Bradley
  - Easements provided by Aqua Illinois and Shapiro Developmental Center
  - Phase 1, 2, and 3 are currently built (Phase 1 opened in 2009)
  - Currently raising funds for the design and construction of Phase 4
  - Phase 1: River Road east of 57, through KCC and Shaprio onto Water Street
  - Phase 2: Water Street to Wall Street, through Bird Park to Riverside Medical, across the river, along Kennedy Drive to River Drive to Lavesseur Park
  - Phase 3: Lavesseur Park to Helgeson park through the Wastewater Treatment Plant to Perry Farm Park and Riverfront Park to Guildford Drive
  - Phase 4: Oak Street to Sportsman Club Road to Chippewa Drive, across Davis Creek to meet with Davis Creek Trail in the State Park
- Education
  - Kankakee Community College
    - Approximately 178 acres in size and located along the Kankakee River about 1.5 miles SE of downtown Kankakee
    - Organized in 1966 by a group of citizens and offered its first classes in 1968
    - An educational, vocational, and recreational center for the residents of Community College District 520 (Kankakee County, Iroquois County, Ford County, Grundy County, Livingston County, and Will County)
    - Provides continuing education and career services, workforce services, GED and high school credits
    - Students attend KCC both to prepare to transfer to four-year institutions or complete bachelor's degrees and enter the job market directly from KCC.
    - Kankakee Community College serves over 6,000 students annually and the average class size is 16. The ratio of part-time to full-time students at Kankakee Community College is 3 to 1
- Financial Resources
  - Capital Improvement Program
  - Property Improvement Program
  - MFT Program



- Property Acquisition FEMA grant
- Community Foundation of Kankakee County
- Existing Planning Documents
  - Kankakee River studies
  - Downtown Master Plan
  - West Downtown District Plan
  - City Comprehensive Plan
  - Park District Comprehensive Plan
  - Bicycle Master Plan
    - Kankakee adopted ordinance establishing a Complete Street policy in 2012
    - Bicycle Master Plan adopted in 2015 establishes network of bicycle facilities and programs facilitating non-motorized travel throughout Kankakee
    - Trail segment on the north bank of the river from Schuyler Avenue to the new pedestrian bridge at Riverside Medical is rated a high priority

### Marketplace

- Demographics
  - Population 27,561 people, 10,020 households and 6,272 families (20000 census)
  - Population density of 2,239.8 people per square mile
  - 10,965 housing units at an average density of 893.4 per square mile
  - Racial makeup of the city is 50.92% White, 41.07% African American, 0.27% Native American, 0.32% Asian, 0.03% Pacific Islander, 5.50% from other races, and 1.90% from two or more races. Hispanic or Latino of any race is 9.25% of the population.
  - Of the 10,020 households, 34.4% had children under the age of 18 living with them, 36.4% were married couples living together, 21.2% had a female householder with no husband present, and 37.4% were non-families. 31.5% of all households were made up of individuals and 13.9% had someone living alone who was 65 years of age or older.
  - The average household size was 2.60 and the average family size was 3.28.
  - In the city, the population was spread out with 29.5% under the age of 18, 9.7% from 18 to 24, 28.7% from 25 to 44, 18.7% from 45 to 64, and 13.4% who were 65 years of age or older. The median age was 32 years.
  - For every 100 females there were 91.8 males. For every 100 females age 18 and over, there were 86.2 males.
  - The median income for a household in the city was \$30,469, and the median income for a family was \$36,428.
  - Males had a median income of \$30,894 versus \$22,928 for females.
  - The per capita income for the city was \$15,479.
  - About 18.1% of families and 21.4% of the population were below the poverty line, including 29.3% of those under age 18 and 11.7% of those age 65 or over.
- Logical Markets
  - Residents (15 min drive time)
    - Declining and youngest population
    - More non-family households
    - Lowest median income
    - High: walking, swimming and fishing
    - Above national average: skating, fishing, canoeing/kayaking
    - Spends \$500 on recreation and \$2,700 on dining annually
  - Day/Evening Visitors (15-30 min drive time)



- Declining, oldest, rural population
- More family households
- Highest median income
- High: walking, swimming and fishing
- Above national average: fishing, boating, canoeing/kayaking
- Spends \$600 on recreation and \$3,100 on dining annually
- Weekend Visitors (30-60 min drive time)
  - Growing, late 30's population
  - Most, biggest family households
  - High median income
  - High: walking, swimming, running
  - Above national average: skating, walking
  - Spends \$620 on recreation and \$3,200 on dining annually
- Tourism (60-90 min drive time)
- Active Recreation Trends (national average)
  - Participation in trail sports increasing for walking and running
  - Participation in water sports decreasing for swimming, fishing, boating
  - Participation in water sports increasing for kayaking
- Area Hotels
  - 820 rooms within 10 miles
  - 2,357 room within 20 to 30 miles
- Comparable Communities
  - Peoria, Illinois
  - Waukegan, Illinois
  - Rockford, Illinois
  - Decatur, Illinois
  - Kenosha, Wisconsin
  - Fort Wayne, Indiana
  - Columbus, Indiana
  - Traverse City, Michigan
  - Grand Rapids, Michigan
  - Greenville, South Carolina
  - Charlotte, North Carolina

### **Stakeholders**

- Interview Trends
  - Powerful, complex river asset
  - Improving economy
  - Institutional influences
  - Diverse audience
  - Residents first, visitor bonus
  - Operation and image challenges



- **Survey Trends**
  - Over half of respondents walk often and 40% of respondents boat
  - 88% of respondents indicate Kankakee River is very important to city identity
  - 92% of respondents indicate City should improve riverfront
  - 78% of respondents indicate they are very likely to use if improved
- **Community Discussion**
  - Underutilized, beautiful asset
  - Need more lighting (bridges and walkways)
  - Additional performance and festival spaces
  - Provide activities for residents/visitors to do
  - More specialty shops and restaurants overlooking the water

### **Goals, Objectives and Best Practices**

- **Goal:** By 2022, create and sustain an extraordinary riverfront that is the catalyst for Kankakee's renaissance as a premier Illinois riverfront community.
- **Objectives**
  - Create a package of new and revitalized river attractions
  - Improve access and superbly connect riverfront attractions and destinations
  - Establish a river-centric brand
  - Create and sustain momentum
- **Best Practices**
  - Sustainable (environment, economy, culture)
  - Multi-dimensional (appealing to residents and visitors, flexible, high ROI)
  - Healthy (active, comfortable, clean, safe)
  - Attractive (engaging, stimulating, clean)
  - Distinctive (differentiated from other riverfronts)
  - Respectful (of resources, diverse stakeholders)
  - Barrier-free (accessible by all)

### **Promising Opportunities**

- Dam modification, whitewater course
- Ecological improvement
- Multi-dimensional connectivity
- Activities and programming
- Associated development
- Business leadership, accelerators

### **Appendix**

- Community Workshop Memo
- Public Open House Memo
- Consumer Behavior Survey
- Interviewee List

cc: Craig Farnsworth, Hitchcock Design Group  
Neil Piggush, Piggush Engineering  
Dan Martin, Market and Feasibility Advisors  
Scott Shipley, S2O

## **Appendix B: Opportunity Zones**

## Gov. Rauner announces Opportunity Zones

### *US Treasury certifies 327 Economic Opportunity Zones in Illinois*

CHICAGO - Gov. Bruce Rauner today announced that 327 Opportunity Zone census tract recommendations submitted by the State of Illinois have been approved by the U.S. Treasury Department. These zones cover more than 85 counties throughout the state and aim to support the future of Illinois through economic growth and investment.

"This is a really exciting opportunity for communities throughout Illinois," Rauner said. "These zones include some of the most underserved areas of the state that have the greatest potential for improvement. They represent a broad cross-section of Illinois that includes rural, urban and suburban in-need communities that are ripe for investment and job creation."

To determine the most effective tracts for nomination, a three-phase approach was implemented to identify need and potential, adequately represent the entire state, and account for local input. Phase one involved need-based indexing depending on factors like poverty rates, specifically those among children, unemployment rates, crime rates and population. These standards highlight the goal of the program in Illinois which is to cultivate potential within disadvantaged communities and invest in our future generations across the state.

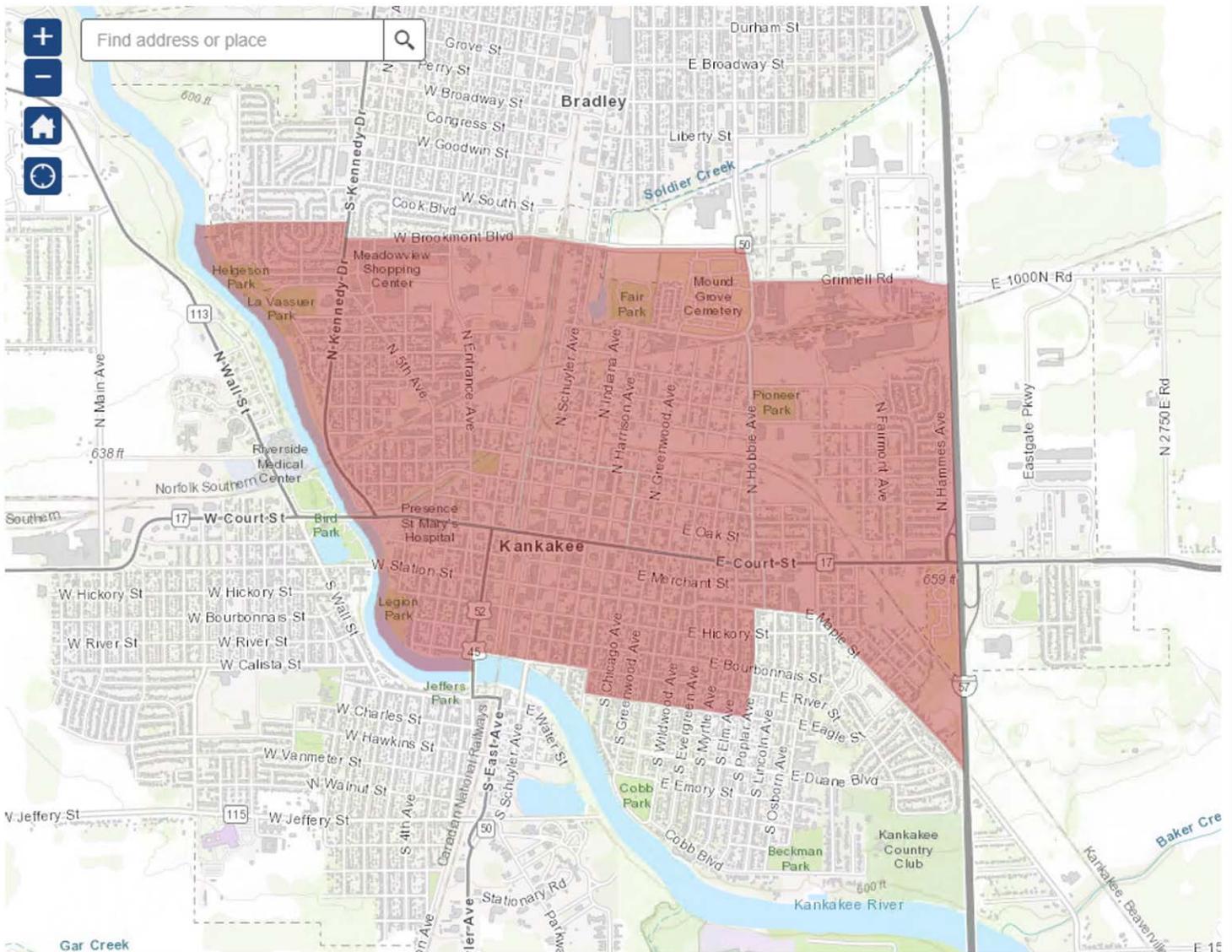
Phase two and three were used to further identify the allotted 327 tracts Illinois could nominate under the federal program guidelines. To ensure a statewide benefit, each county with qualifying tracts received at least one zone and towns and cities across the state were limited on the number of zones included.

"Illinois is the epicenter of commerce in the Midwest and, as such, our people and our businesses are uniquely positioned to leverage the state's assets into enterprise and job creation," Rauner said. "I hope you are as eager to use the Opportunity Zones as I am to boost our economy and grow jobs in Illinois."

Established by the Federal Tax Cuts and Jobs Act of 2017, Opportunity Zones present an opportunity for private, tax-free investment in low-income areas with economic need, benefiting residents living in the zones and private investors. 1,305 qualifying low-income census tracts were available for selection, of which only 25% could be nominated by the Governor for inclusion in the program.

For more information on Opportunity Zones visit <https://www.illinois.gov/dceo/Pages/OppZn.aspx>.

## Illinois Opportunity Zones



### Find Zones Near You

[Download the full list of Illinois Opportunity Zones \(PDF\)](#)

[City of Chicago Opportunity Zone Tracts](#)

### Opportunity Zone News

[Opportunity Zones press release](#)

### What are Opportunity Zones?

The Opportunity Zones program encourages long-term investment and job creation in low-income areas of the state, by allowing investors to re-invest unrealized capital gains in designated census tracts. On April 20, 2018, Governor Bruce Rauner submitted the allowable 327 of the 1,305 qualifying census tracts to the federal government for inclusion in the Opportunity Zone program.

### How were the Opportunity Zones chosen?

#### Methodology and Data Used for Opportunity Zone Designations

Based on the guidelines established in the [Federal Tax Cuts and Jobs Act of 2017 - Section 1400Z-1, page 130](#), Governor Rauner was eligible to nominate 25% (327) of the state's 1,305 qualifying low-income census tracts as Opportunity Zones. Governor Rauner, with feedback from many stakeholders, including local units of government,

Economic Development Organizations, Chambers of Commerce and community organizations, engaged in a 3-phase approach to identify and nominate the 327 Opportunity Zones that will have the greatest economic impact on the state's most needy citizens.

### **The Opportunity Zone 3-Phase Methodology:**

#### **Phase 1: Need-Based Indexing**

One of the strongest predictors of an area's potential for future growth is existing poverty. Areas with high rates of poverty and unemployment often have structural assets that are under-utilized. Governor Rauner's need-based model incorporated criteria that aligns human capital under-utilization, social needs of low-income communities and economic growth opportunities.

In order to most effectively utilize Opportunity Zone designations to activate Illinois' under-leveraged resources, qualifying tracts were examined according to the following criteria:

1. Poverty Rates
2. Unemployment Rates
3. Total Number of Children in Poverty
4. Violent Crime Rate
5. Population

#### **Phase 2: Equitable Distribution**

In order to ensure a statewide beneficial impact, Governor Rauner used a geographical distribution method:

- Provided each of the 88 counties at least one zone that ranks highest on needs-based index
- Limited each town/city to no more than 5 zones - outside the City of Chicago

#### **Phase 3: Local Consideration**

Governor Rauner's administration received requests and suggestions from government and community entities throughout Illinois. Each was reviewed and helped inform the need-based criteria, statewide distribution and final tract selections.

The following data sources and geographic attributes were considered in establishing the designated tracts:

- **Qualified Census Tract (QCT) designations:** Qualifying Opportunity Zones were evaluated by existing and/or previous projects receiving incentives under Federal or State grant programs, tax credit programs, TIF districts and/or if they are in an Enterprise Zone.
- **Dunn and Bradstreet business listings:** These are used to delineate different types of business activity, including manufacturing concentrations (automotive, agricultural, and other industrial activity, retail and commercial centers, and other such nodes).
- **Natural and/or man-made amenities (Port Districts/Lakes):** Tracts with these attributes (which include lake/river frontage) are generally attractive for investments and entrepreneurial activity.
- **Existing Infrastructure:** Tracts with existing infrastructure (i.e. empty buildings) can be used to build from rather than necessitating new construction. In more rural areas existing infrastructure is important as building materials for new construction can be difficult to procure.
- **Crime Rates:** Tracts located in one or more of the higher crime statistics categories were evaluated in conjunction with the above criteria. Crime statistics included a total crime index, as well as the individual assault, burglary, larceny, motor vehicle theft, murder, persona crime, property crime, rape and robbery indexes.
- **Investment Longevity:** Are the qualifying tracts going to spur long-term investment not just in the ten years for the program, but for the 20 and 30 years beyond?
- **Equity and Inclusion:** Will economic development provide benefits to all economic levels in the qualifying census tract(s)?

### **More Information and Resources**

The United States Department of Treasury and the Internal Revenue Service have not completed their rulemaking on the Opportunity Zone program at this time. The below information will provide more details on the program.

- [Internal Revenue Service: Opportunity Zone Frequently Asked Questions](#)
- [United States Department of Treasury: Opportunity Zone Resources](#)
- [Economic Innovation Group: Opportunity Zone Information](#)

For specific questions regarding the individual Opportunity Zones, please contact the local municipality in the census tract(s).

### **Opportunity Zones Contact Information**

For more information about the Opportunity Zone program, please contact us at [opportunityzones@illinois.gov](mailto:opportunityzones@illinois.gov).

**Appendix C: Community Workshop Memo**



## Meeting Summary

Date: September 26, 2017  
Time: 7:00 PM  
Location: Kankakee, Illinois  
Attendees: See attached sign-in sheet for residents  
Rick Hitchcock, Hitchcock Design Group (HDG)  
Craig Farnsworth, HDG  
Lacey Lawrence, HDG  
Neil Piggush, Piggush Engineering  
Dan Martin, Market and Feasibility Advisors  
Scott Shipley, S2O

**RE: Kankakee Riverfront Tomorrow**

**Purpose of Meeting:** Community Workshop

**Items Discussed:**

Attendees were given a notecard and asked to write down all their comments and suggestions for the Kankakee Riverfront relating to future facilities, programs, and services. Attendees were given two stickers to vote on the items most important to them. HDG organized the responses into the following categories:

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Naperville, Illinois 60540  
630.961.1787

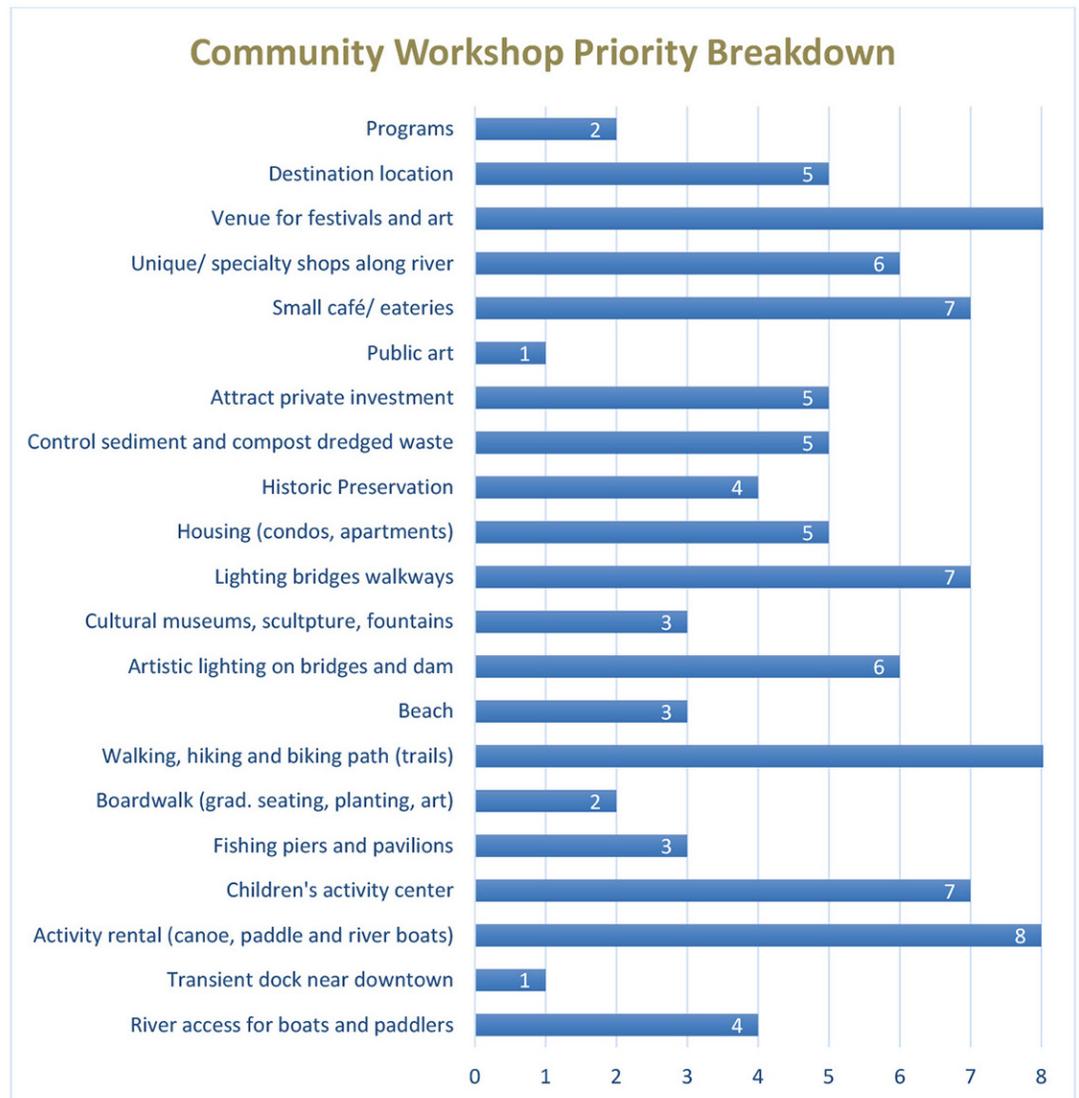
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1. Boardwalk
  - a. Artistic
  - b. Shops along river
  - c. Plantings that bloom
2. Paths
  - a. Bike trails
  - b. Hiking
  - c. Pedestrian connections across river
3. River Access
  - a. Handicapped
  - b. Fishing
  - c. Canoes and kayaks
  - d. White water course
  - e. Lighting under and on bridges
4. Public Art
  - a. Sully's into arts center
  - b. Arts festivals
  - c. Artsy shops
5. Restaurants and Shops
  - a. Fine dining
  - b. Cafes (not a franchise)
  - c. Unique shops
  - d. Bait and tackle
6. Cleaning River
  - a. Dredge
  - b. Control sediment
  - c. Repurpose waste collected



- d. Create wetlands along banks
- 7. Collaboration between the three communities
  - a. Kankakee
  - b. Bradley
  - c. Bourbonnais
- 8. Venue
  - a. Festivals
  - b. Free concerts
  - c. Farmers market

cc: Attendees



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## **Appendix D: Public Open House Memo**



## Meeting Summary

Date: November 7, 2017  
Time: 6:00 PM  
Location: Kankakee Public Library  
Attendees: See attached sign-in sheets for public attendance  
Riverfront Task Force  
Rick Hitchcock, Hitchcock Design Group (HDG)  
Craig Farnsworth, HDG  
Lacey Lawrence, HDG  
Neil Piggush, Piggush Engineering, Inc  
Scott Shipley, S2O

**RE: Kankakee River front**

**Purpose of Meeting #8b:** Public Open House

### Items Discussed:

HDG presented a summary of the opportunity analysis (resources, local and regional marketplace, and summary of previous public engagements), Riverfront strategy, framework plan, character plans and economic impacts with the community. Boards displaying information from the power point were setup around the room for the public to review in closer detail and provide the opportunity to ask questions and provide feedback to the Riverfront Task Force and design team. Below is a summary of the comments.

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1. Spoke with several people at the open house and much of the feedback was very positive. The only concern, that was expressed to me, was allowing dogs/pets in areas along the Riverfront that are in the plan for improvement; especially, those areas where children might be playing. This person felt strongly about not having kids play in areas where there are dogs present.
2. The only other comment (and they were very excited about the prospects for Bird Park), is they should have someone with a "power washer" clean off the duck waste that is left on the sidewalks by the many ducks that are in the area.
3. Spoke with a local architect and was explaining the potential operation of the diversion and how it would be interfaced with the existing bladder and Hydroelectric plant operation. I was able to identify that as long as 500 CFS was going over the Dam / man made kayak course we would have no issues with our FERC License. Any water in excess of the 500 CFS could still be utilized through our turbines and operation would be the same as it has been for the last 26 years. The existing bladder height and the bladder height of the man-made kayak course would be at the same elevation and would not affect the upstream pool for boaters, anglers and recreational activities. If there was need for additional water at times a kayaker could potentially hit a button and it could allow a little more water over the man-made course as needed for a predetermined time. He was impressed with the concept and mentioned that he really liked it! His comment was "GREAT JOB!"
4. Spoke with an avid boater who Canoe's up and down the Kankakee River. He also has a jet boat that he utilizes downstream of the Dam. He mentioned that he could run his boat in 4" of water on the downstream side and enjoys fishing the river. He was very interested in the concepts related to the operation of the man-made kayak course and was also very interested with the possibility of being able to portage his canoe around the dam and continue downstream towards

Planning  
Landscape Architecture

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the State Park as needed. Currently there is no easy way to achieve this goal for him today but was interested in the future possibilities of a portage path!

5. Spoke with two members of the Paddlers Club. They had several questions regarding the portage capabilities and man-made kayak course. They were very satisfied with the concept and were excited about how this would tie into the National Waterway Designation of the Kankakee river going through our community.
6. Spoke with a spouse of a member of the Paddlers Club. Her question was related to the safety factors related to establishing open rail access in various portions of the design. In my opinion if there are shallow portions of the banks that are currently open to the public there really would not be a safety issue in my opinion. Now if there were a cantilevered overlook that extended into the waterway that may be a little deeper those situations would have to be addressed differently with a rail. Other than that minor concern she was impressed with the designs.
7. Was approached by the Merchant Street Art Gallery that helps people with autism become professional artists. When we met the Hitchcock team, on our tour up North, artwork on these river walks were very interesting and engaging. I think that if we implement artistic concepts into our overall plan it would be ideal to include something from this group! This is an email from Jenna one of the artists that was present last night: "Hello, it was nice to meet you at the Riverwalk meeting. Here is a picture of my sculpture. Please contact me if you have any questions and stop by the Merchant Street Art Gallery for Artists with Autism so you can see it in person. I look forward to working with you in the future."

**8. Next Meeting**

November 20, 2017 at 6:30pm - Pubic Hearing in advance of the City Council Meeting

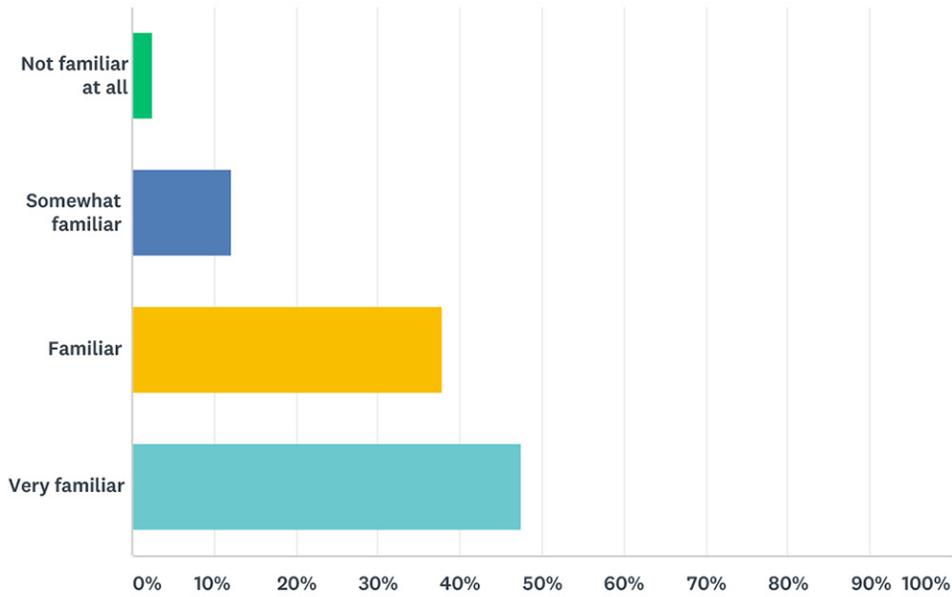
cc: Attendees  
File (HDG)

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## **Appendix E: Consumer Behavior Survey**

### Q1 How familiar are you with the Riverfront Focus Area? (please see map)

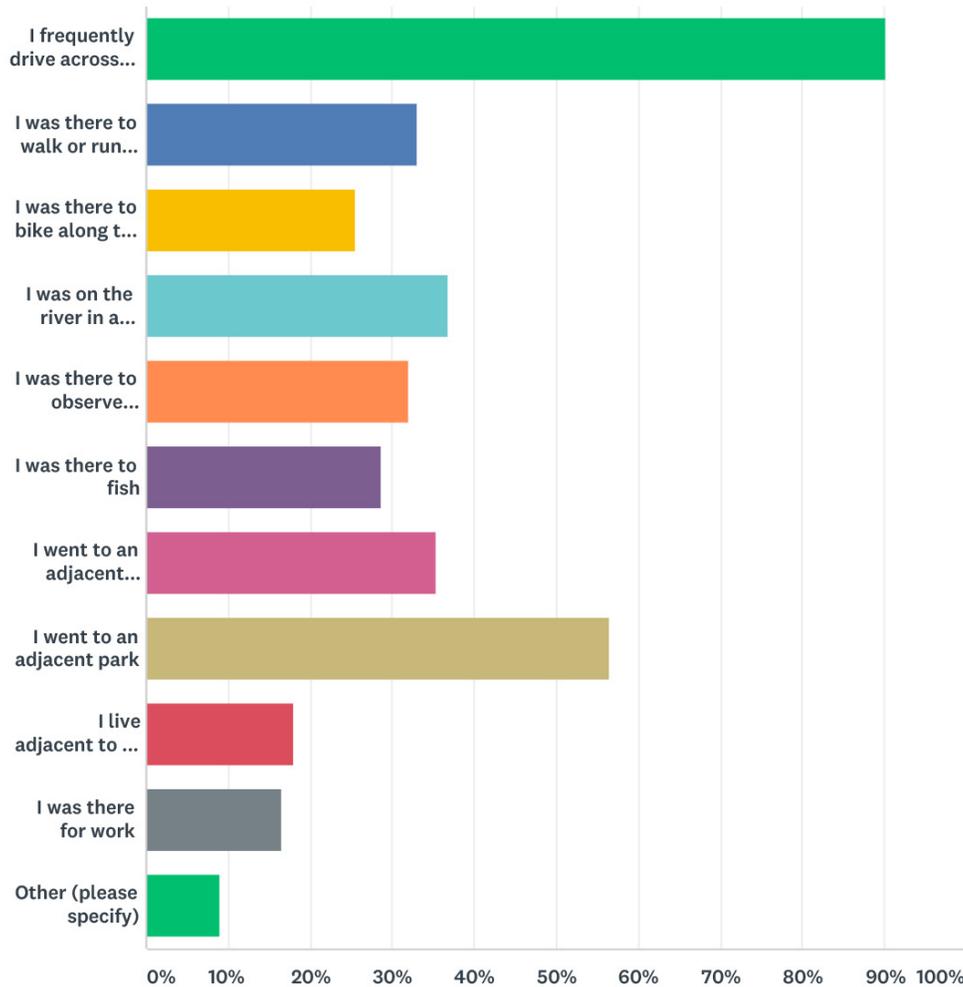
Answered: 594 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not familiar at all	2.53%	15
Somewhat familiar	12.12%	72
Familiar	37.88%	225
Very familiar	47.47%	282
<b>TOTAL</b>		<b>594</b>

Q2 IF, for question #1, you answered “Familiar” or Very Familiar,” please check as many points below as apply:

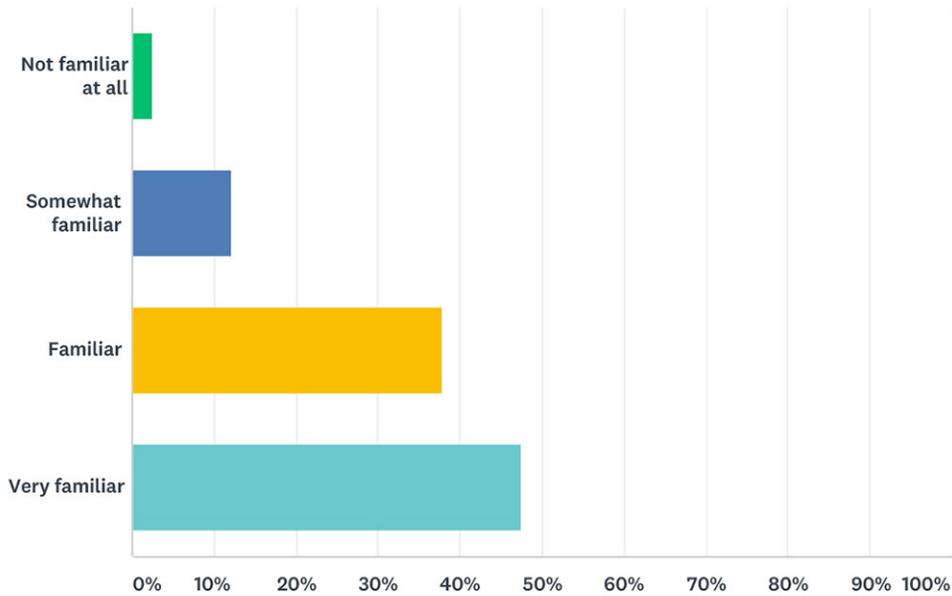
Answered: 554 Skipped: 40



ANSWER CHOICES	RESPONSES	
I frequently drive across the river to and from downtown	90.07%	499
I was there to walk or run along the river	33.03%	183
I was there to bike along the river	25.45%	141
I was on the river in a kayak, canoe or other watercraft	36.82%	204
I was there to observe wildlife in and along the river	31.95%	177
I was there to fish	28.70%	159
I went to an adjacent restaurant	35.38%	196
I went to an adjacent park	56.50%	313
I live adjacent to the river	18.05%	100

# Q1 How familiar are you with the Riverfront Focus Area? (please see map)

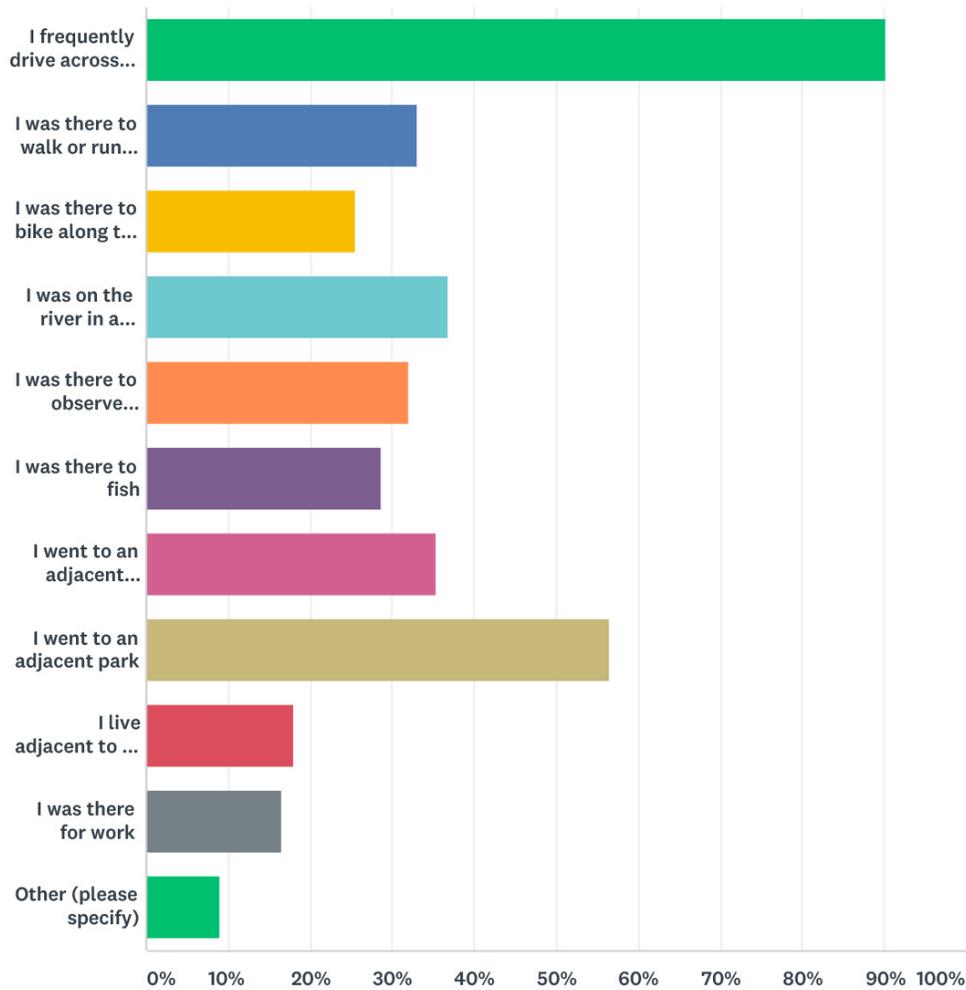
Answered: 594 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not familiar at all	2.53%	15
Somewhat familiar	12.12%	72
Familiar	37.88%	225
Very familiar	47.47%	282
<b>TOTAL</b>		<b>594</b>

Q2 IF, for question #1, you answered “Familiar” or Very Familiar,” please check as many points below as apply:

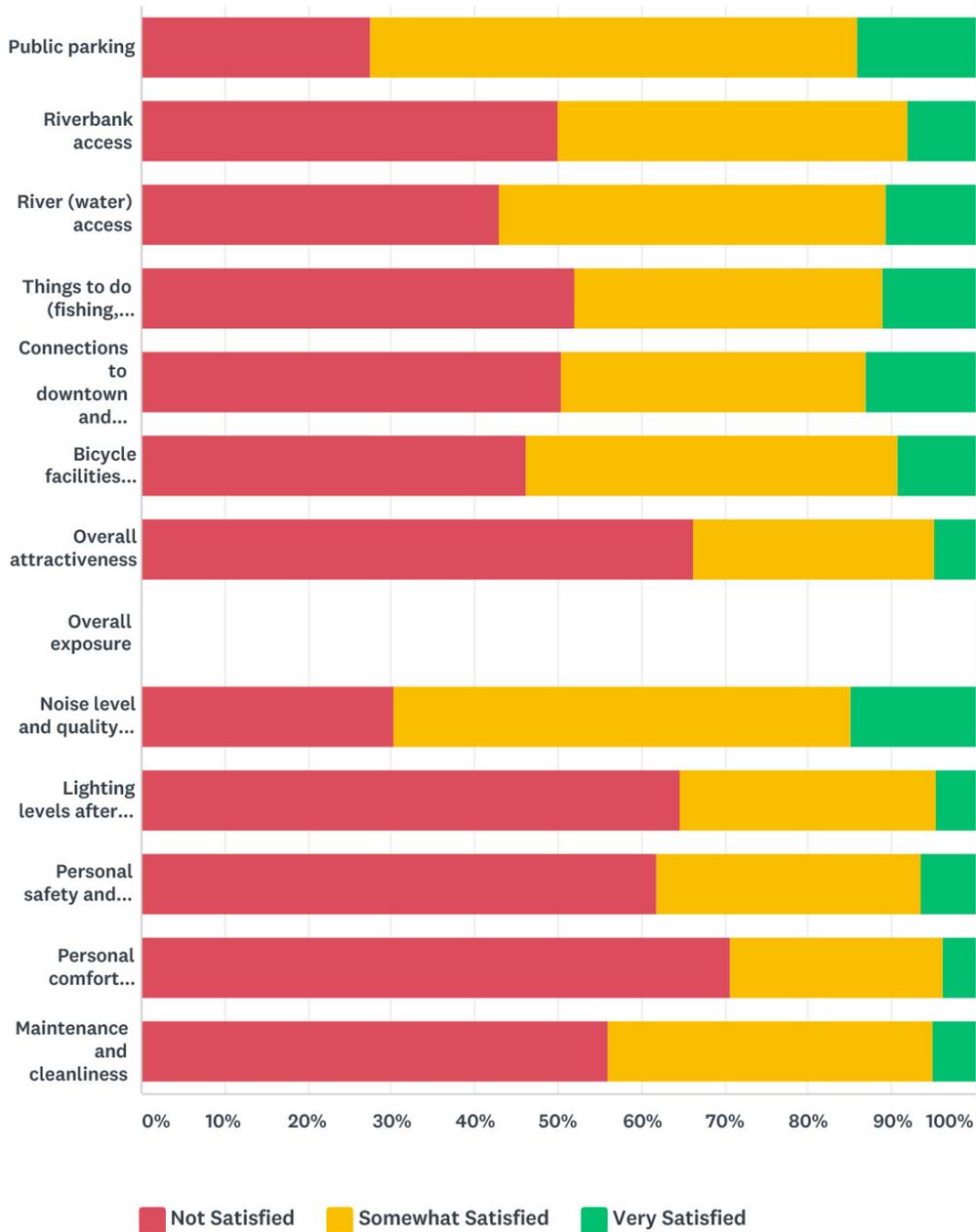
Answered: 554 Skipped: 40



ANSWER CHOICES	RESPONSES	
I frequently drive across the river to and from downtown	90.07%	499
I was there to walk or run along the river	33.03%	183
I was there to bike along the river	25.45%	141
I was on the river in a kayak, canoe or other watercraft	36.82%	204
I was there to observe wildlife in and along the river	31.95%	177
I was there to fish	28.70%	159
I went to an adjacent restaurant	35.38%	196
I went to an adjacent park	56.50%	313
I live adjacent to the river	18.05%	100
I was there for work	16.43%	91
Other (please specify)	9.03%	50
Total Respondents: 554		

Q3 IF, for question #1, you answered, “Familiar” or “Very familiar,” please rate your satisfaction with the following:

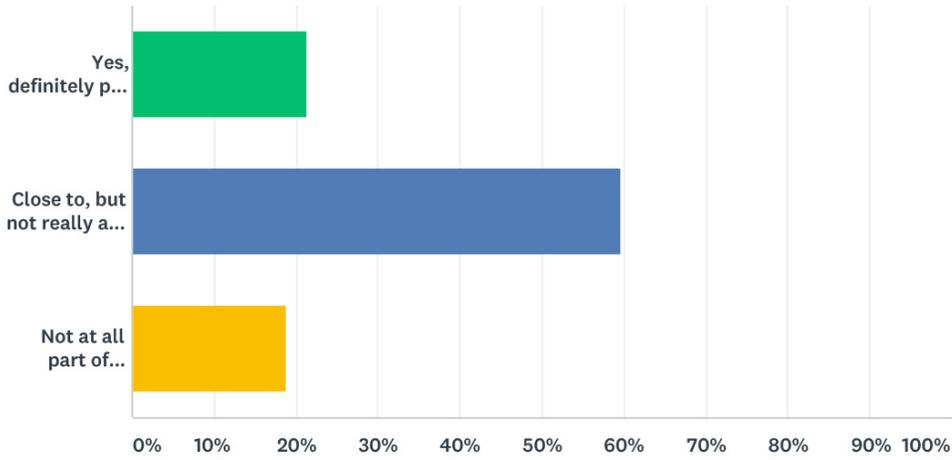
Answered: 551 Skipped: 43



	NOT SATISFIED	SOMEWHAT SATISFIED	VERY SATISFIED	TOTAL
Public parking	27.46% 145	58.52% 309	14.02% 74	528
Riverbank access	49.91% 268	42.09% 226	8.01% 43	537
River (water) access	42.94% 225	46.37% 243	10.69% 56	524
Things to do (fishing, biking, eating/drinking, walking, etc.)	51.93% 282	37.02% 201	11.05% 60	543
Connections to downtown and other nearby destinations	50.37% 274	36.58% 199	13.05% 71	544
Bicycle facilities (trails, parking, maps, etc.)	46.27% 248	44.59% 239	9.14% 49	536
Overall attractiveness	66.30% 358	28.89% 156	4.81% 26	540
Overall exposure	0.00% 0	0.00% 0	0.00% 0	0
Noise level and quality (water, vehicles, etc.)	30.34% 162	54.87% 293	14.79% 79	534
Lighting levels after sunset	64.65% 342	30.81% 163	4.54% 24	529
Personal safety and security	61.90% 333	31.60% 170	6.51% 35	538
Personal comfort (appearance, seating, directional information, restrooms)	70.66% 383	25.46% 138	3.87% 21	542
Maintenance and cleanliness	56.03% 302	38.96% 210	5.01% 27	539

# Q4 What is the relationship of the Riverfront Focus Area and Downtown Kankakee?

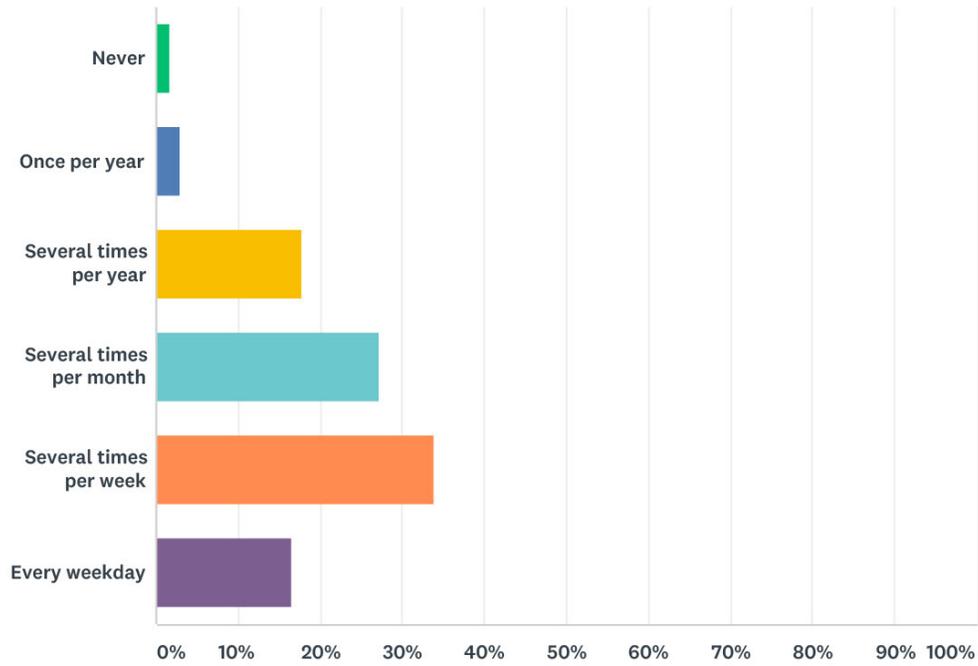
Answered: 583 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes, definitely part of Downtown	21.44%	125
Close to, but not really a part of Downtown	59.69%	348
Not at all part of Downtown	18.87%	110
TOTAL		583

# Q5 How often do you go to Downtown Kankakee?

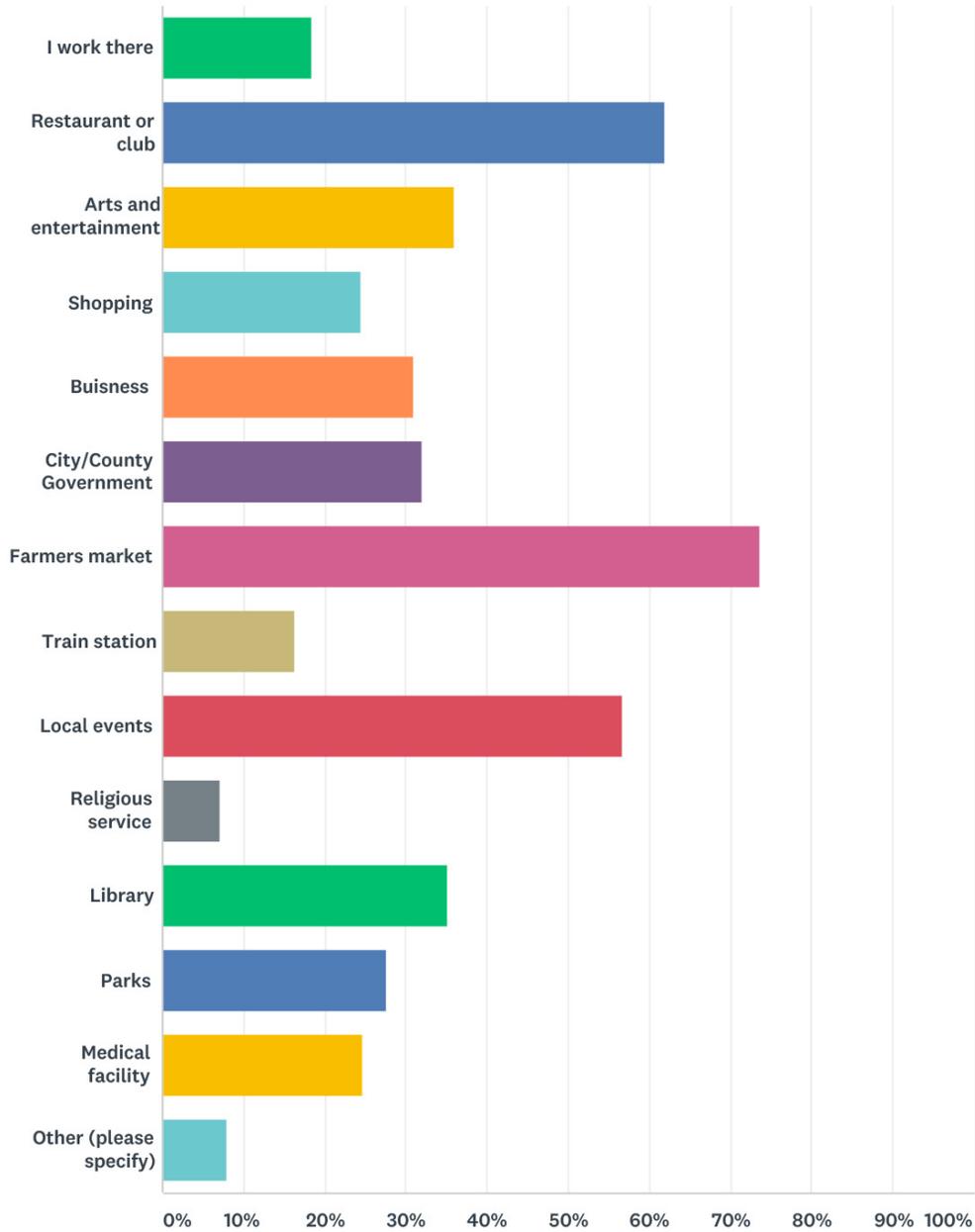
Answered: 590 Skipped: 4



ANSWER CHOICES	RESPONSES	
Never	1.69%	10
Once per year	2.88%	17
Several times per year	17.80%	105
Several times per month	27.29%	161
Several times per week	33.90%	200
Every weekday	16.44%	97
<b>TOTAL</b>		<b>590</b>

# Q6 If you go Downtown Kankakee, why do you go? Please check all that may apply.

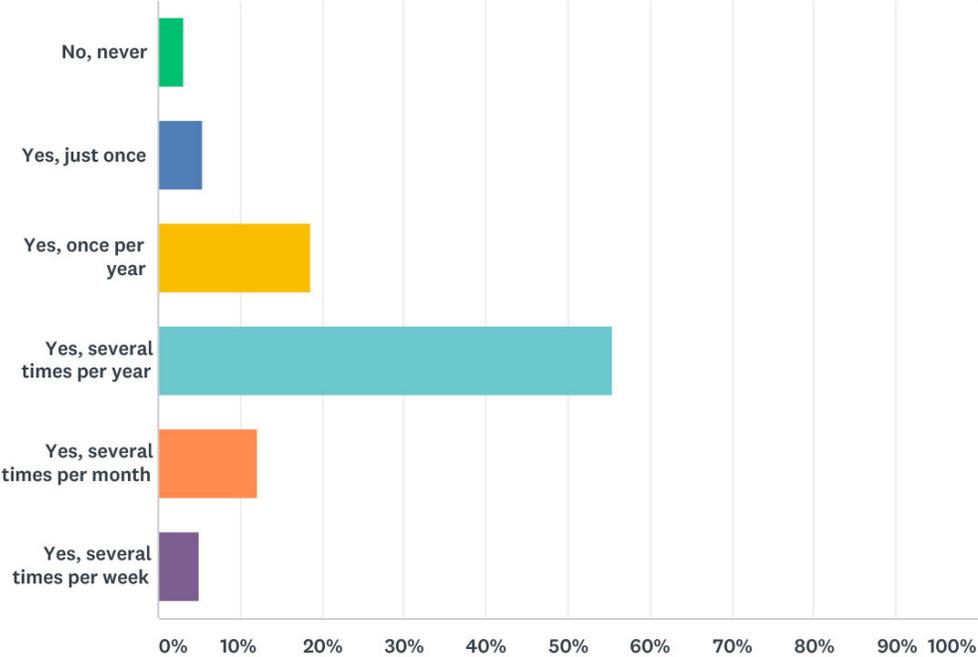
Answered: 582 Skipped: 12



ANSWER CHOICES	RESPONSES	
I work there	18.38%	107
Restaurant or club	61.86%	360
Arts and entertainment	36.08%	210
Shopping	24.40%	142
City/County Government	31.96%	186
Farmers market	73.54%	428
Train station	16.32%	95
Local events	56.70%	330
Religious service	7.22%	42
Library	35.05%	204
Parks	27.66%	161
Medical facility	24.74%	144
Other (please specify)	7.90%	46
Total Respondents: 582		

# Q7 Have you been to any of the parks within the Riverfront Focus Area?

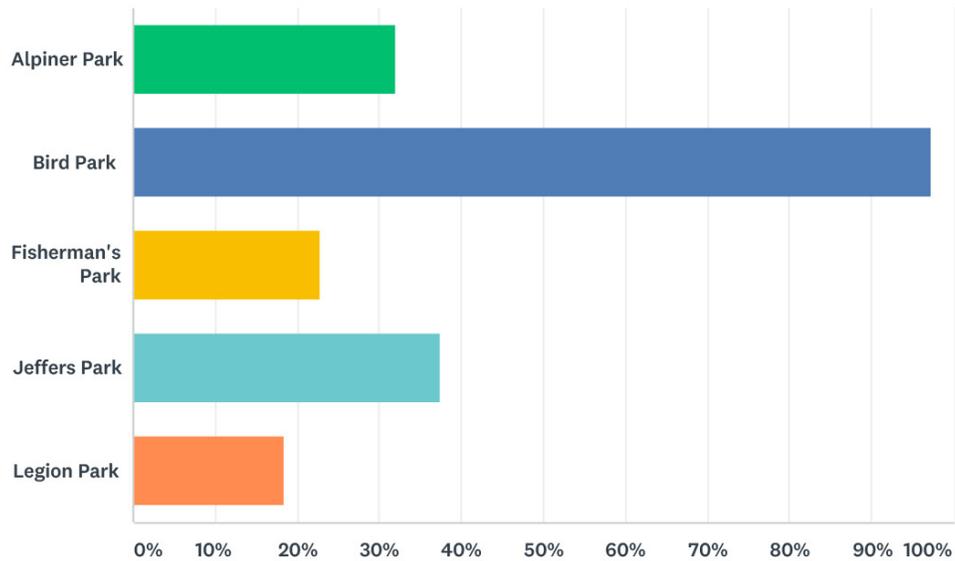
Answered: 586 Skipped: 8



ANSWER CHOICES	RESPONSES	
No, never	3.24%	19
Yes, just once	5.46%	32
Yes, once per year	18.60%	109
Yes, several times per year	55.46%	325
Yes, several times per month	12.12%	71
Yes, several times per week	5.12%	30
<b>TOTAL</b>		<b>586</b>

Q8 IF, for question #7, you answered "Yes," which of the following parks have you visited? Please check all that may apply.

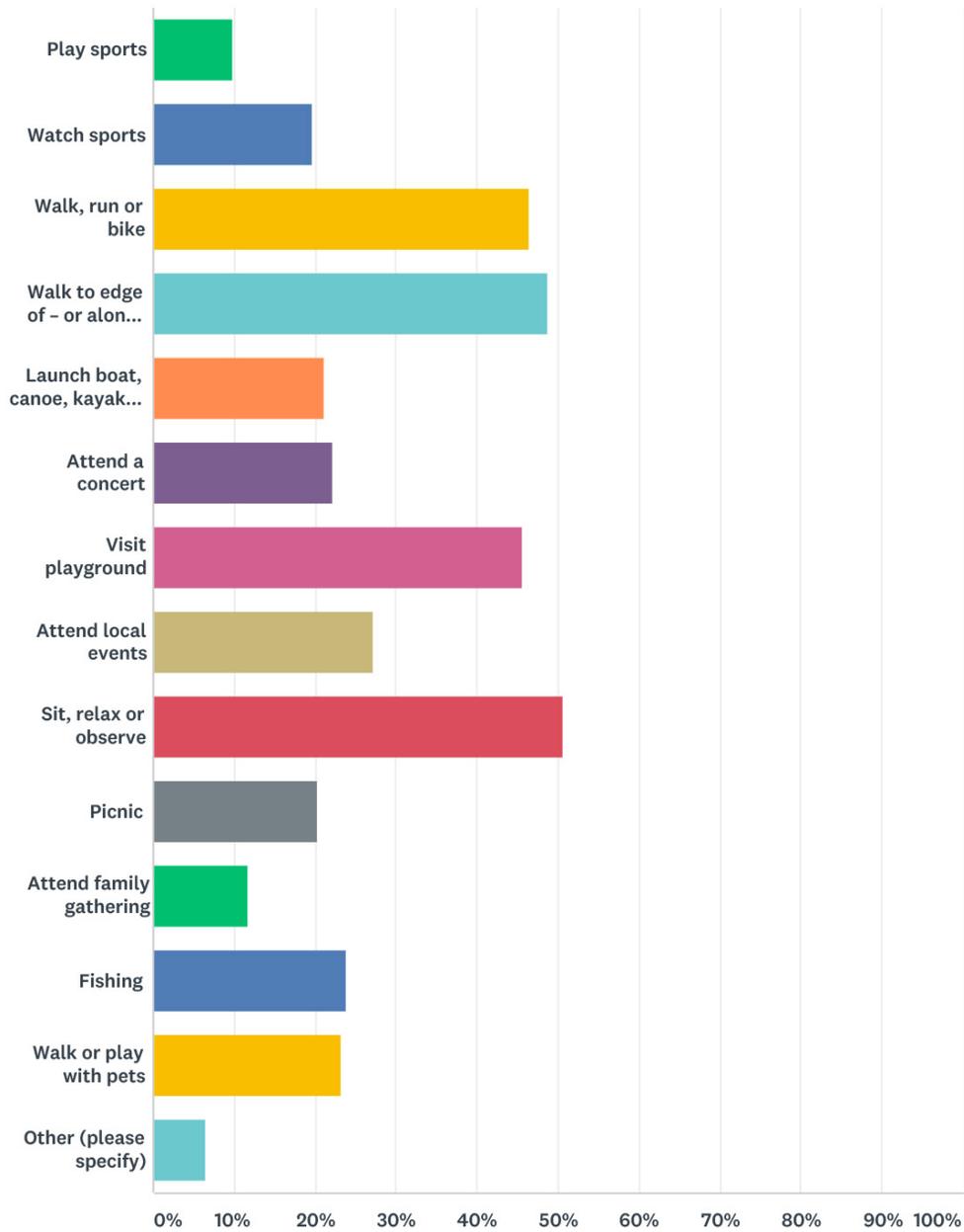
Answered: 562 Skipped: 32



ANSWER CHOICES	RESPONSES	
Alpiner Park	32.03%	180
Bird Park	97.33%	547
Fisherman's Park	22.78%	128
Jeffers Park	37.54%	211
Legion Park	18.51%	104
Total Respondents: 562		

Q9 IF, for question #7, you answered "Yes," what activities do you participate in at the park? Please check all that may apply.

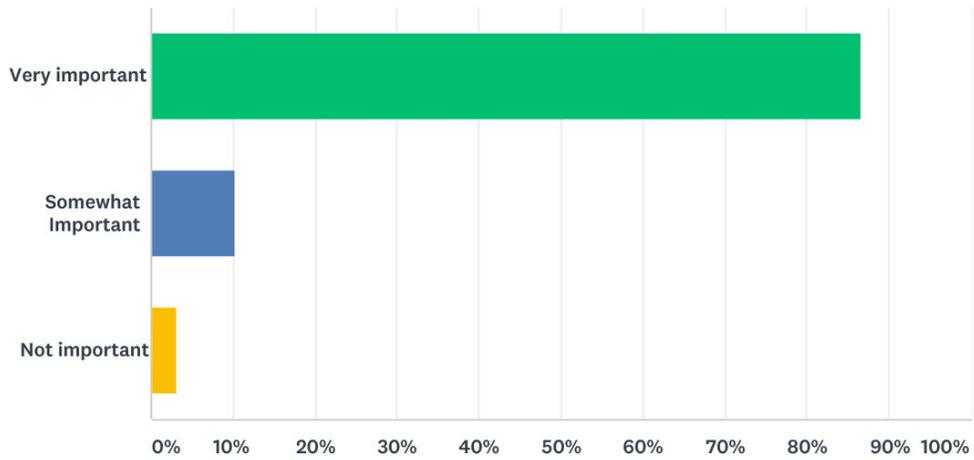
Answered: 564 Skipped: 30



ANSWER CHOICES	RESPONSES	
Play sports	9.93%	56
Watch sports	19.68%	111
Walk, run or bike	46.45%	262
Walk to edge of – or along – the river	48.76%	275
Attend a concert	22.16%	125
Visit playground	45.57%	257
Attend local events	27.13%	153
Sit, relax or observe	50.53%	285
Picnic	20.21%	114
Attend family gathering	11.70%	66
Fishing	23.94%	135
Walk or play with pets	23.23%	131
Other (please specify)	6.38%	36
Total Respondents: 564		

# Q10 Is the Kankakee River important to the identity of City of Kankakee?

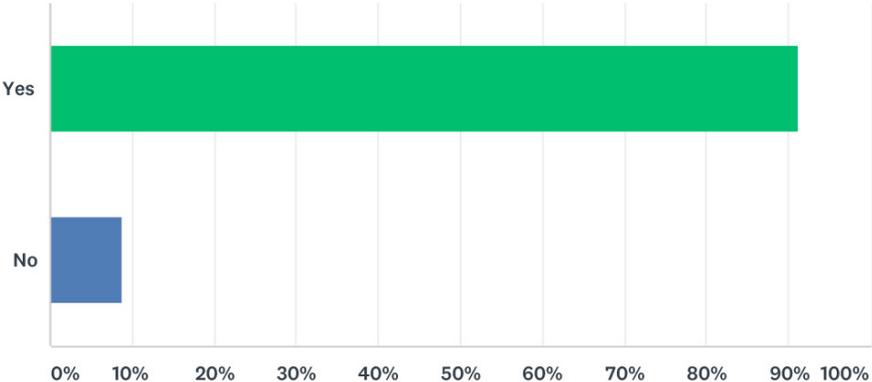
Answered: 587 Skipped: 7



ANSWER CHOICES	RESPONSES	
Very important	86.54%	508
Somewhat Important	10.22%	60
Not important	3.24%	19
TOTAL		587

# Q11 Should city leaders enhance the river and/or riverfront within the Riverfront Focus Area? (please see map)

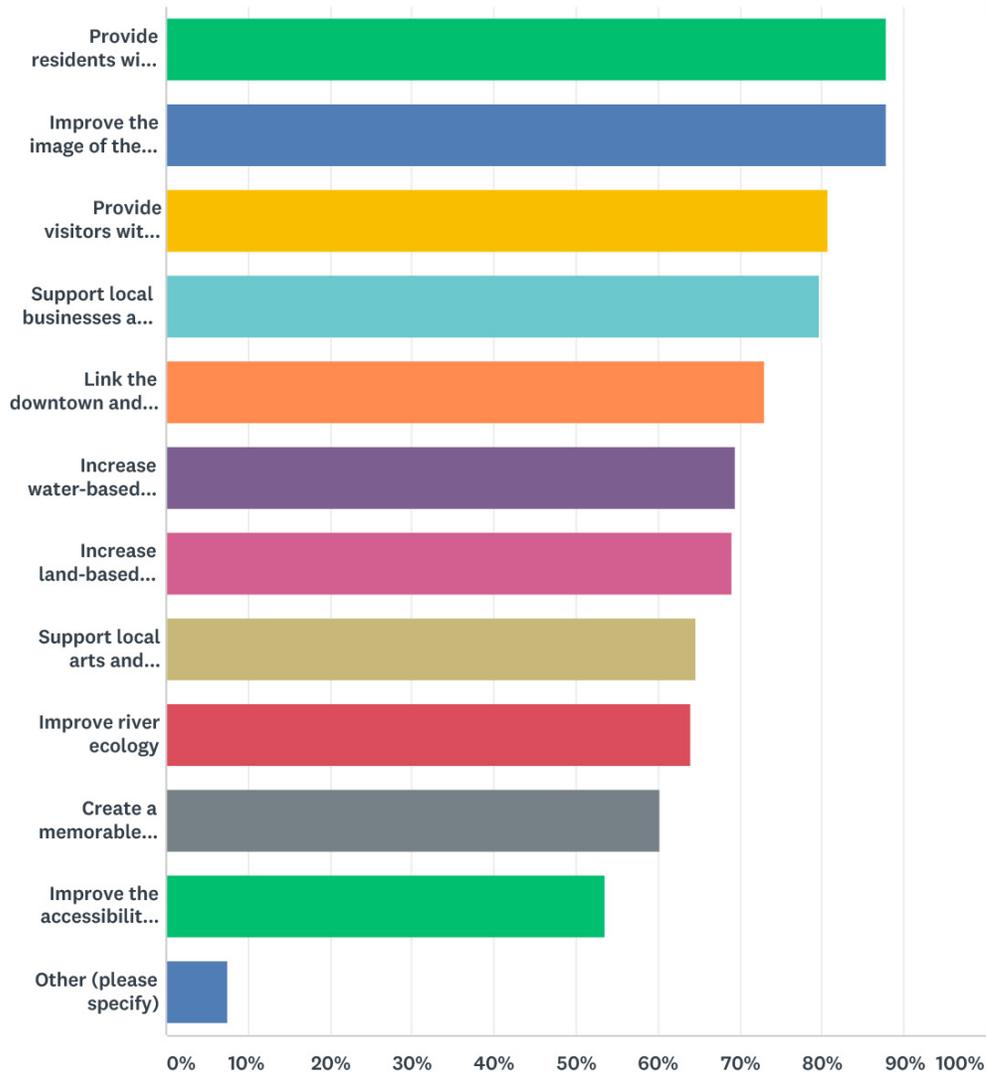
Answered: 549 Skipped: 45



ANSWER CHOICES	RESPONSES	
Yes	91.26%	501
No	8.74%	48
TOTAL		549

Q12 IF, for question #11, you answered, “Yes,” please tell us why the river and/or riverfront should be enhanced. Please check all that may apply.

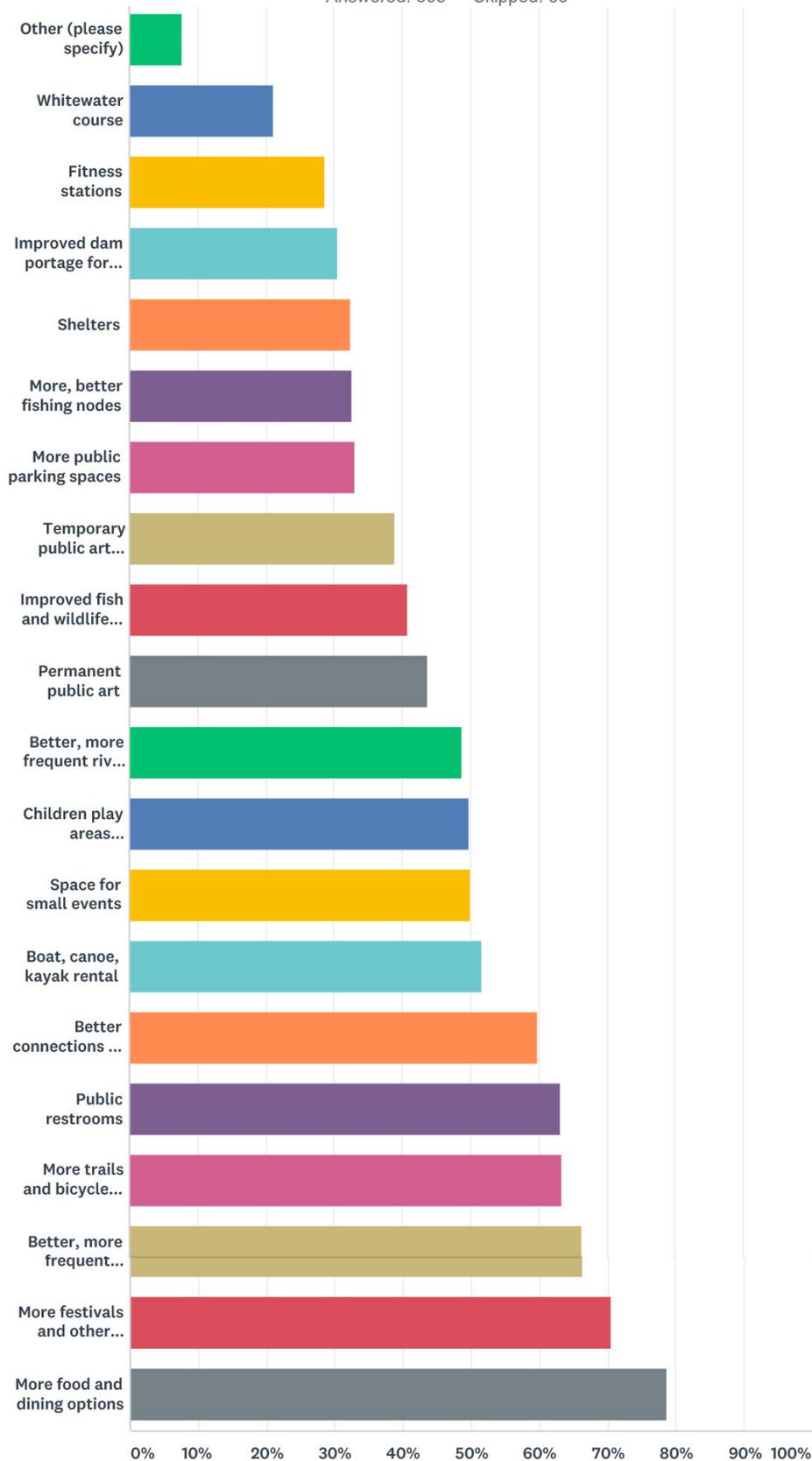
Answered: 511 Skipped: 83



ANSWER CHOICES	RESPONSES	
Provide residents with more to do	87.87%	449
Improve the image of the area	87.87%	449
Provide visitors with more to do	80.82%	413
Support local businesses and the local economy	79.65%	407
Link the downtown and riverfront	72.99%	373
Increase water-based recreation	69.47%	355
Support local arts and culture	64.58%	330
Improve river ecology	63.99%	327
Create a memorable gateway to the City	60.27%	308
Improve the accessibility of the area	53.62%	274
Other (please specify)	7.63%	39
Total Respondents: 511		

Q13 IF, for question #11, you answered “Yes,” please tell us what enhancements you would utilize the most within the Riverfront Focus Area. Please check all that may apply.

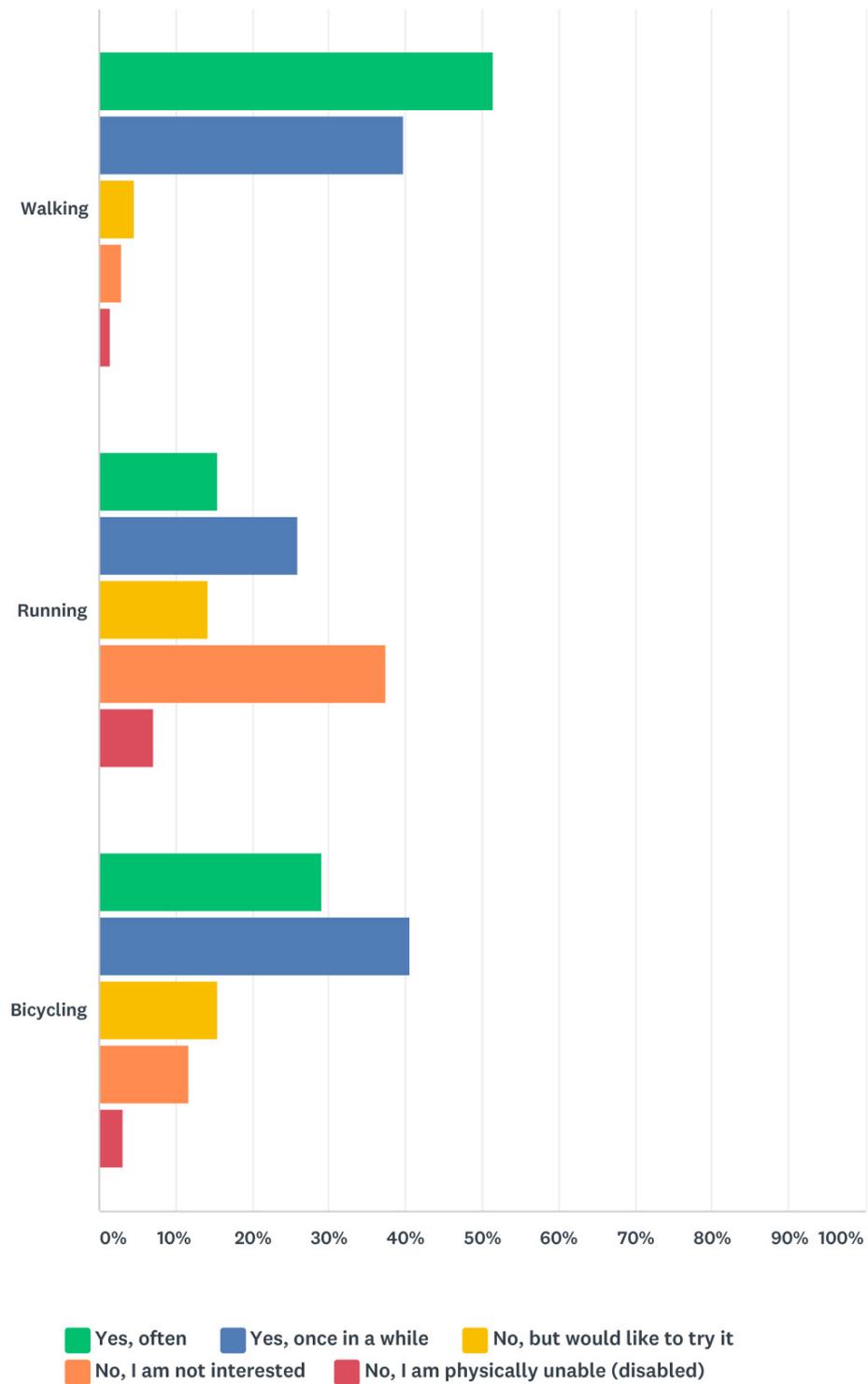
Answered: 505 Skipped: 89



ANSWER CHOICES	RESPONSES	
Other (please specify)	7.72%	39
Whitewater course	21.19%	107
Fitness stations	28.71%	145
Improved dam portage for watercraft	30.50%	154
Shelters	32.48%	164
More, better fishing nodes	32.67%	165
More public parking spaces	33.07%	167
Temporary public art exhibitions	39.01%	197
Improved fish and wildlife habitat	40.79%	206
Permanent public art	43.76%	221
Better, more frequent river (water) access	48.71%	246
Children play areas (playground, splash pad, etc.)	49.70%	251
Space for small events	49.90%	252
Boat, canoe, kayak rental	51.68%	261
Better connections to downtown and other nearby destinations	59.80%	302
Public restrooms	63.17%	319
More trails and bicycle facilities	63.37%	320
Better, more frequent riverbank access	66.34%	335
More festivals and other special events	70.50%	356
More food and dining options	78.61%	397
Total Respondents: 505		

# Q14 How often do you participate in the following land-based activities?

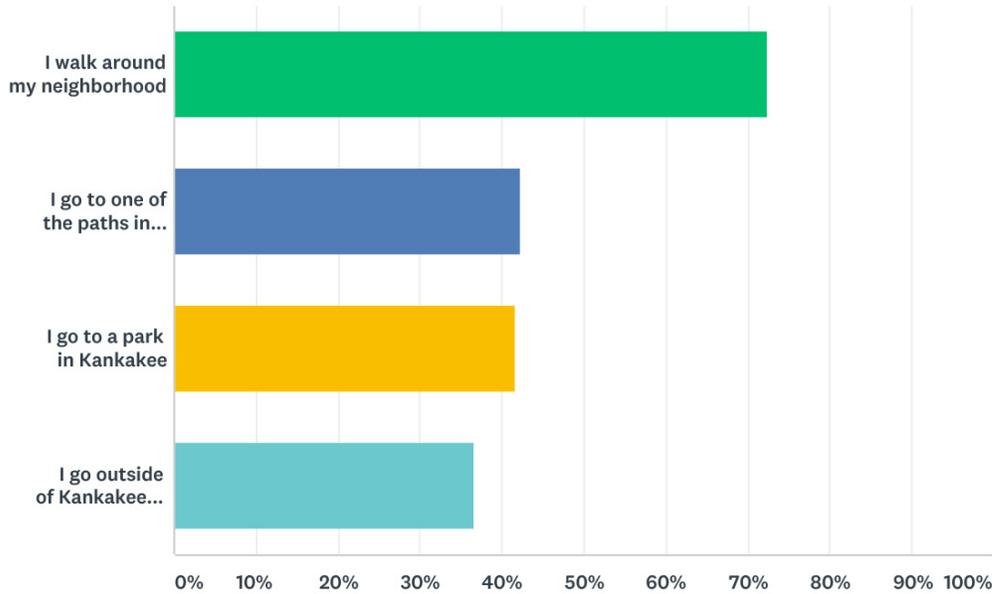
Answered: 515 Skipped: 79



	YES, OFTEN	YES, ONCE IN A WHILE	NO, BUT WOULD LIKE TO TRY IT	NO, I AM NOT INTERESTED	NO, I AM PHYSICALLY UNABLE (DISABLED)	TOTAL
Walking	51.36% 264	39.69% 204	4.67% 24	2.92% 15	1.36% 7	514
Running	15.56% 77	25.86% 128	14.14% 70	37.37% 185	7.07% 35	495
Bicycling	28.99% 147	40.63% 206	15.58% 79	11.64% 59	3.16% 16	507

Q15 IF, for question #14, you answered "Yes," where do you walk, run or bike? Please check all that may apply.

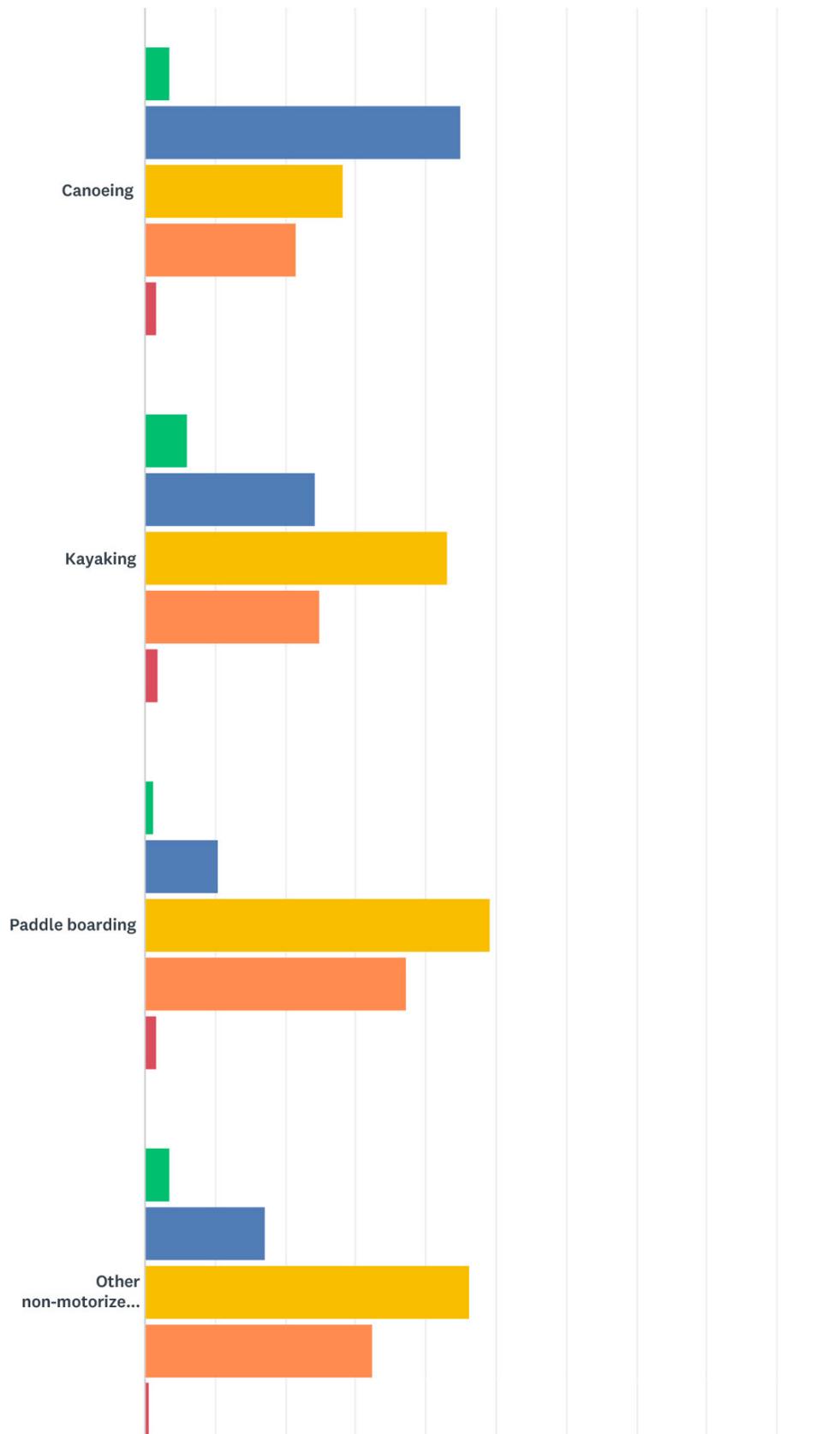
Answered: 483 Skipped: 111

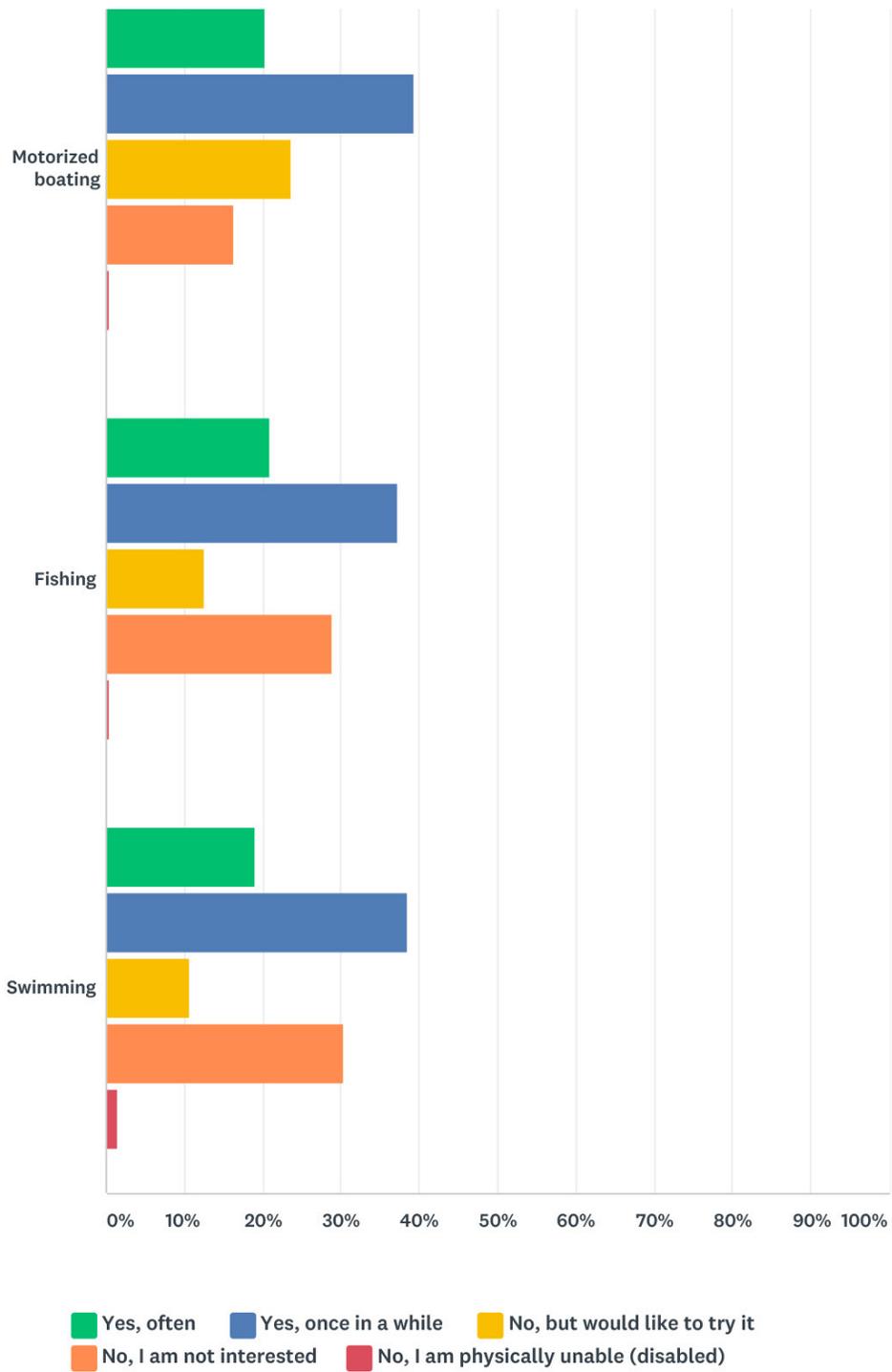


ANSWER CHOICES	RESPONSES	
I walk around my neighborhood	72.46%	350
I go to one of the paths in Kankakee	42.24%	204
I go to a park in Kankakee	41.61%	201
I go outside of Kankakee (please specify)	36.65%	177
Total Respondents: 483		

# Q16 How often do you participate in the following water-based activities?

Answered: 511 Skipped: 83

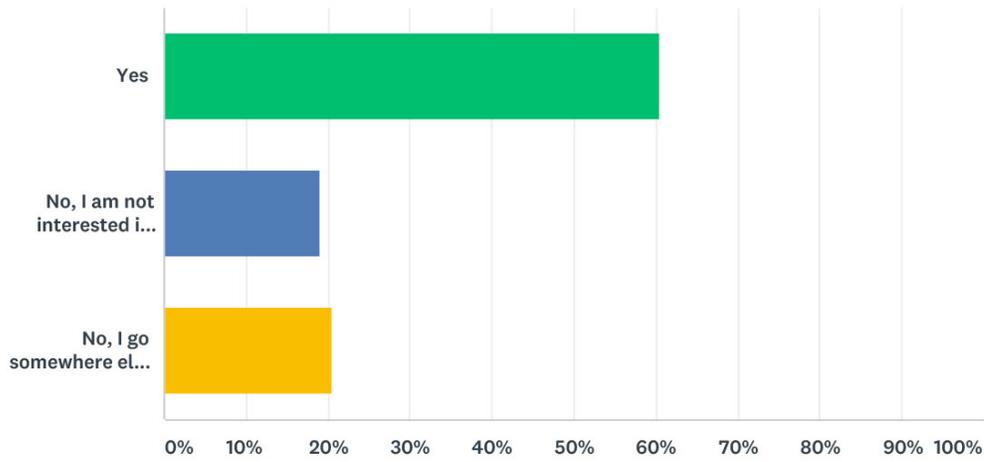




	YES, OFTEN	YES, ONCE IN A WHILE	NO, BUT WOULD LIKE TO TRY IT	NO, I AM NOT INTERESTED	NO, I AM PHYSICALLY UNABLE (DISABLED)	TOTAL
Canoeing	3.65% 18	45.03% 222	28.19% 139	21.50% 106	1.62% 8	493
Kayaking	6.15% 30	24.18% 118	43.03% 210	24.80% 121	1.84% 9	488
Paddle boarding	1.29% 6	10.56% 49	49.14% 228	37.28% 173	1.72% 8	464
Other non- motorized boating	3.52% 16	17.14% 78	46.15% 210	32.53% 148	0.66% 3	455
Motorized boating	20.20% 99	39.39% 193	23.67% 116	16.33% 80	0.41% 2	490
Fishing	20.87% 101	37.19% 180	12.60% 61	28.93% 140	0.41% 2	484
Swimming	19.07% 90	38.56% 182	10.59% 50	30.30% 143	1.48% 7	472

# Q17 Do you currently utilize the Kankakee River for water-based activities?

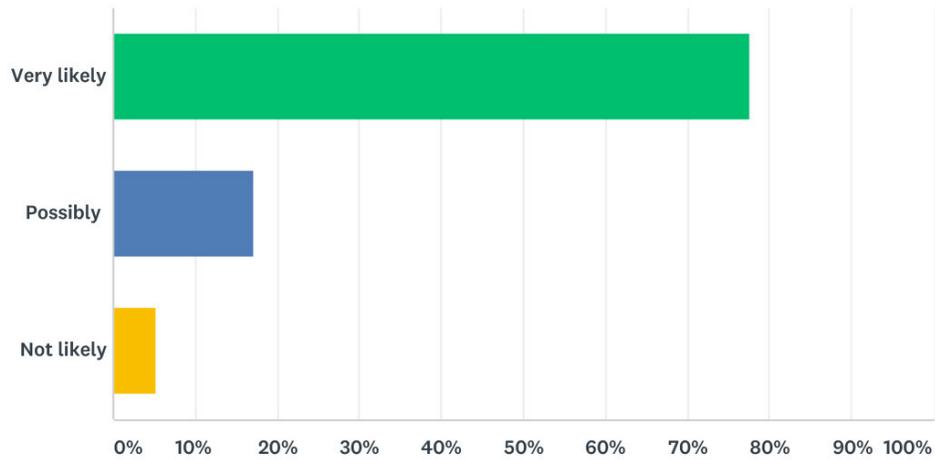
Answered: 504 Skipped: 90



ANSWER CHOICES	RESPONSES	
Yes	60.52%	305
No, I am not interested in water-based activities	19.05%	96
No, I go somewhere else. Please tell us where:	20.44%	103
<b>TOTAL</b>		<b>504</b>

# Q18 If the river and/or riverfront are improved, how likely would you be to use them?

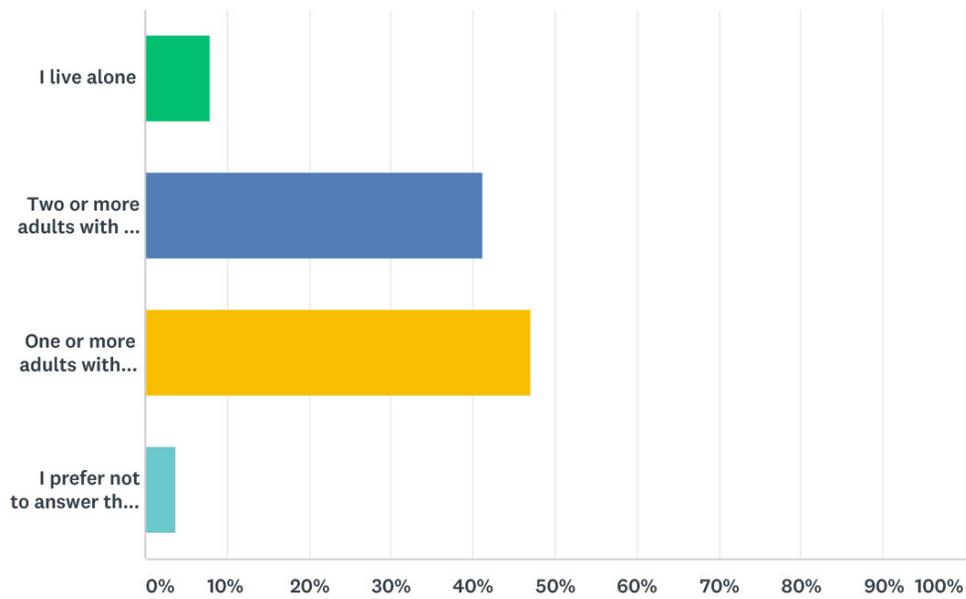
Answered: 515 Skipped: 79



ANSWER CHOICES	RESPONSES	
Very likely	77.67%	400
Possibly	17.09%	88
Not likely	5.24%	27
TOTAL		515

## Q19 My household is best described as:

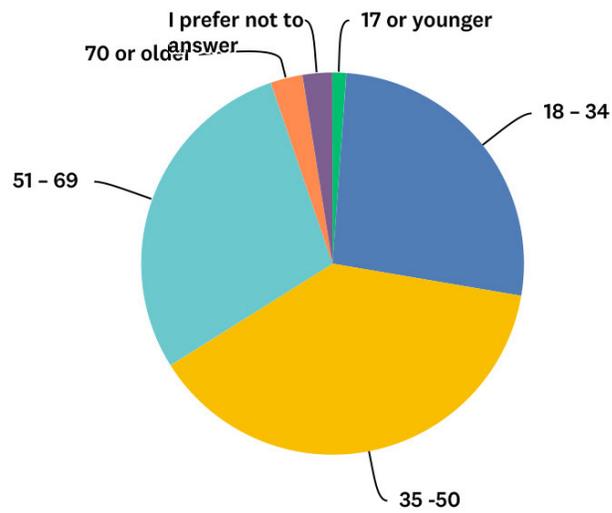
Answered: 511 Skipped: 83



ANSWER CHOICES	RESPONSES	
I live alone	8.02%	41
Two or more adults with no children under 18	41.29%	211
One or more adults with children under 18	46.97%	240
I prefer not to answer this question	3.72%	19
<b>TOTAL</b>		<b>511</b>

## Q20 My age is:

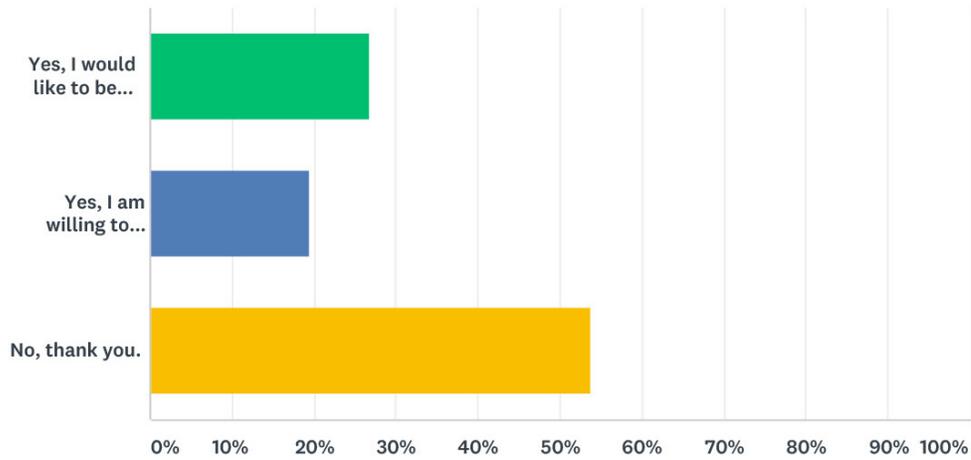
Answered: 516 Skipped: 78



ANSWER CHOICES	RESPONSES	
17 or younger	1.16%	6
18 - 34	26.55%	137
35 - 50	38.37%	198
51 - 69	28.68%	148
70 or older	2.71%	14
I prefer not to answer	2.52%	13
<b>TOTAL</b>		<b>516</b>

## Q22 Thanks for your input! May we stay in touch with you?

Answered: 500 Skipped: 94



ANSWER CHOICES	RESPONSES	
Yes, I would like to be notified by e-mail about future public meetings.	26.80%	134
Yes, I am willing to answer some follow-up questions in the future.	19.40%	97
No, thank you.	53.80%	269
<b>TOTAL</b>		<b>500</b>

## **Appendix F: Preliminary Economic and Fiscal Impact Assessments**



## Kankakee Riverfront Preliminary Economic and Fiscal Impact Assessments

An impact analysis begins by identifying the economic activity, such as capital improvement projects, operational expenditures, expenditures on programs, or increased sales from a new initiative. Such activity is then assigned to the appropriate industry/economic sector.

The underlying economic rationale is that new expenditures in a region drive the demand for goods and services and lead to economic growth. The logic of the model is that any additional demand in any economic sector or institution triggers economic responses from other sectors and institutions through the linkages in an input-output matrix. This is often called the ripple effect, since it is similar to the cascade of waves that form when a stone is thrown into a lake.

The economic and fiscal impact of any project and its surrounding community is measured by deviation in economic activity (output), and the associated changes in jobs (employment), income (wages), and related tax revenues.

As a dollar flows through an economy, it touches various industries, some local and some non-local. The portion of a dollar spent locally turns over again. At each iteration, a portion of the economic activity spurs additional economic activity in the area, while some of the economic activity “leaks” to another area. The multipliers capture this iterative process until the whole dollar is “leaked”.

While the dollar “ripples” through the local economy, it has different effects in different economic sectors that are determined by a multiplier. A large impact area (such as a state) or an economically diverse area (such as an urban center) may have high multipliers because a greater portion of activity required to support the change in final demand would come from within the impact area’s boundaries. For a small impact area, a rural impact area a less diverse economy such as a single county or zip code, multipliers could be lower.

The impact model includes information for 536 different industries/economic sectors, generally at the three- or four-digit Standard Industrial Classification (SIC) level – called the NAICS codes. The multipliers are then selected based on the impact area’s geography and are applied to each industry sector present in the defined impact area to calculate impacts.

Regional input-output (I-O) multipliers systematically analyze economic impacts and account for inter-industry relationships within and between regions. These multipliers are unique to each industry sector and are geography based on the economic make-up of the locality. Thus, a construction project will have a greater local impact on an area that has a concentration of construction material suppliers, whereas a change to a banking policy will have a greater impact on an area with a concentration of financial institutions.

### One-Time and Ongoing Impacts

There are two principal types of impacts: one-time impacts, such as those associated with a construction project, which end when the construction is completed, and ongoing impacts, which continue annually, such as those from the operation of a long-standing program, retailer, or other facility.

For example, the addition of new attractions, amenities, programs or facilities to the City of Kankakee would have:

- a one-time effect during the construction phase, and
- on-going annual effects due to additional visitor spending, either onsite (concessions, souvenirs) or in adjacent restaurants, retail stores and/or hotels, as well as changes (increases) in the operational expenditures by the attractions to maintain and operate those new attractions or facilities



There are three types of impacts

**Direct Impact**

A direct impact is the change in sales, income, and jobs in those businesses or agencies that directly receive revenues from an operator/owner of an attraction. For example, the economic activity of the construction company building a new sports facility or parking deck would be a direct impact.

**Indirect Impact**

An indirect impact is the change in sales, income, and jobs in those businesses or agencies that supply the businesses or agencies receiving direct impacts. For example, if a steel fabrication plant in the impact area produces the steel that is sold to the construction company that builds sports facility or parking deck, the economic activity at the steel fabrication plant is an indirect impact.

**Induced Impact**

Induced impact measures ripple effects of wages in the local economy. As employees are paid by the businesses and agencies directly or indirectly impacted, there is an increase in household income, which is then spent, at least in part, in the impact area, which represents the induced impact.

The result of all of the three types of impacts above is the total economic impact -- the sum of direct, indirect, and induced impacts and are measured in changes to the economic activity (output), and the associated changes in jobs (employment), income (wages), and related federal, state and local tax revenues.

The model also allows to account for competition in the market place. If it is set to 100% local purchase, , it assumes that all expenditures are made within the impact area, given all economic sectors affected are present, thus eliminating competition and resulting in the highest possible impact. For example instead of purchasing concrete from a business in outside of the City of Kankakee for a lower price, the concrete will be purchased from a business within the impact area despite a higher price.

This is an economic model, thus it does not measure social impacts of the new attractions and facilities such as the increase in quality of life through and becoming a more attractive county to live in. It also does not account for follow up investments that are likely to happen triggered by the increased visitation to the County.



## City of Kankakee, Economic & Fiscal Impacts

MFA was tasked to assess the economic and fiscal impact of the construction and maintenance/operations of the new riverfront park in Kankakee, Illinois.

The impact area is defined as the City of Kankakee, Illinois

The model assumes that **50%** spending is local given the economic sector in which the spending occurs is present in the defined impact area thus allowing for competition in the market place.

If an economic sector is not present in the impact area, the spending for this sector “leaks” out of the impact area and has no impact there.

The riverfront park/attraction development was broken up in three phases:

Phase/Development Stages	Site	Proposed Use
I	1	Kick off immediately with Picnic Tables and Food Trucks followed by Restaurant/Café/Brew Pub with Riverview
	2	Reuse Existing Banquet Hall/Restaurant, Create Urban Farm with Greenhouse Structure, Cooler
	3	Site Improvements, Lighting, Paving, etc.
	4	Permanent Tent Structures for Events, Markets and Festivals, Food Trucks
	5	Signage and Landscaping Improvements
	6	Improve Kayak/Canoe Launch/Landing Seasonal Food Stand/Food Trucks
II	7	Whitewater Attraction
	8	Upper and Lower Riverwalk
III	9	Residential/Multifamily or Townhouses
	10	Expand Urban Farm with Food Hall, Wash-Pack-Retail Station/Structure, Cooler, Outdoor Storage, Community Shade Structure
	11	Hotel with Surface Parking in the back
	12	Mixed Use (Live/Work/Play), Rooftop Garden
	13	Multifamily w River/Boardwalk
	14	"Destination" Restaurant with Event Space, Terrace, Riverviews
	15	Multifamily w River/Boardwalk

Each phase generates economic and fiscal impacts through construction/capital improvement investment, followed by operational spending and spending by visitors/attendees/participants to the new attractions that proposed for the riverfront.

Phase I sees a small initial public investment in sites that are key to the overall development of the riverfront to create interest and excitement for this new attraction. Phase II will see the bulk of the public investment in the riverfront building the Riverwalk and the white water attraction. In phase III a switch from mainly public investment to private investment is anticipated to take place. With the new attractions fully build, properties and parcels adjacent to the Riverwalk will become more valuable yielding a higher return for private investment. This will also affect the value of properties in the adjacent residential neighborhoods paving the way for building stock improvements and yielding increase property tax revenues for the City of Kankakee.



## City of Kankakee Impact Assessment Results

### Phase I Construction Impacts

Construction or capital improvement projects have a one time impact; their impact ends when the projects are completed. Based on these assumptions, the estimated impacts of the construction of Phase I are shown in the following tables. These expenditures might occur over several years but were analyzed with 2016 impact multipliers.

<b>Table 2.: Preliminary Construction Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	10	\$542,446	\$1,298,100
Indirect Effect	1	\$47,496	\$159,778
Induced Effect	2	\$77,863	\$248,356
<b>Total Effect</b>	<b>13</b>	<b>\$667,806</b>	<b>\$1,706,234</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

The construction phase will also produce revenues for Local, State and Federal government agencies based on current taxing policy. The tax revenue from those projects estimates are as follows.

<b>Table 3.: Preliminary Construction Impacts Estimated Tax Revenue</b>	
Total State and Local Tax	\$57,353
Total Federal Tax	\$62,084

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*



### Phase I Annual Operational Impacts

The Riverfront Park operations create several types of impacts on the local economy. Many of the operating expenses trickling through the local area economy in the form of expenses for goods and services, maintenance and salaries, which are then spent by employees, creating sales and other tax revenues that go to local governments. The following tables show these estimates economic impacts. The impacts are annually reoccurring through the ongoing maintenance and operational expenditures. These were analyzed with 2016 impact multipliers, the latest set currently available.

<b>Table 4.: Preliminary Operational Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	21	\$376,111	\$950,000
Indirect Effect	1	\$51,743	\$184,680
Induced Effect	2	\$55,283	\$176,189
<b>Total Effect</b>	<b>24</b>	<b>\$483,136</b>	<b>\$1,310,869</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

The operational expenses also produced revenues for Local, State and Federal government agencies based on current taxing policy. The tax revenue estimates from operational expenses are as follows:

<b>Table 5.: Preliminary Operational Impacts, Estimated Tax Revenue</b>	
Total State and Local Tax	\$94,236
Total Federal Tax	\$88,563

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*



### Phase I Annual Visitor/Participant Impacts

Visitor/Participant impacts are “ongoing” annual impacts. People visiting the new waterfront, attending events or using the white water attraction will spend some money in restaurants and stores on site or in close proximity to the new Riverwalk. To estimate the visitor/participant impact, MFA combined participation estimates for river/waterfront related activities, and spending per person estimates from ESRI, D.K. Shifflet & Associates, U.S. Department of Commerce, the National Restaurant Association, Smith Travel Research (STR), the International Trade Administration, and U.S. Office of Tourism Industries amongst other sources. These expenditures were analyzed with the currently available 2016 impact multipliers

Impact Type	Employment	Income	Economic Activity
Direct Effect	3	\$53,995	\$161,000
Indirect Effect	0	\$8,299	\$29,445
Induced Effect	0	\$8,084	\$25,770
<b>Total Effect</b>	<b>3</b>	<b>\$70,378</b>	<b>\$216,215</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

The visitor/participant expenses also produces revenues for Local, State and Federal government agencies based on current taxing policy. The tax revenue estimates are as follows:

Total State and Local Tax	\$16,577
Total Federal Tax	\$14,809

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Summary Phase I

The following table summarizes the estimated impacts of the facility on the local economy.

Impact	Employment	Income	Local & State Tax Revenue	Economic Activity
<b>One-Time Construction Impact</b>	<b>13</b>	<b>\$667,806</b>	<b>\$57,353</b>	<b>\$1,706,234</b>
<b>Annual Reoccurring Operations Impact</b>	<b>24</b>	<b>\$483,136</b>	<b>\$94,236</b>	<b>\$1,310,869</b>
<b>Annual Reoccurring Visitor Impact</b>	<b>3</b>	<b>\$70,378</b>	<b>\$16,577</b>	<b>\$216,215</b>
<b>Annual Reoccurring Impacts Total</b>	<b>27</b>	<b>\$553,514</b>	<b>\$110,813</b>	<b>\$1,527,084</b>

*Source: IMPLAN, MFA, BLS*

- It is estimated that every dollar in public capital investment (construction) creates roughly \$2.7 in economic impact (income, economic activity and local and state tax revenue)



### Phase II Construction Impacts

Table 9.: Preliminary Construction Impacts			
Impact Type	Employment	Income	Economic Activity
Direct Effect	61	\$3,278,652	\$10,150,000
Indirect Effect	11	\$492,978	\$1,579,188
Induced Effect	14	\$507,168	\$1,618,808
<b>Total Effect</b>	<b>86</b>	<b>\$4,278,798</b>	<b>\$13,347,997</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

Table 10.: Preliminary Construction Impacts Estimated Tax Revenue	
Total State and Local Tax	\$361,208
Total Federal Tax	\$795,712

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase II Annual Operational Impacts

Table 11.: Preliminary Operational Impacts			
Impact Type	Employment	Income	Economic Activity
Direct Effect	29	\$495,937	\$1,200,000
Indirect Effect	2	\$65,050	\$226,499
Induced Effect	2	\$75,271	\$240,235
<b>Total Effect</b>	<b>33</b>	<b>\$636,259</b>	<b>\$1,666,734</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

Table 12.: Preliminary Operational Impacts, Estimated Tax Revenue	
Total State and Local Tax	\$106,765
Total Federal Tax	\$112,954

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase II Annual Visitor/Participant Impacts

Table 13.: Preliminary Visitor/Participant Impacts			
Impact Type	Employment	Income	Economic Activity
Direct Effect	3	\$53,995	\$161,000
Indirect Effect	0	\$8,299	\$29,445
Induced Effect	0	\$8,084	\$25,770
<b>Total Effect</b>	<b>3</b>	<b>\$70,378</b>	<b>\$216,215</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*



## Tax Revenues

Total State and Local Tax	\$16,577
Total Federal Tax	\$14,809
<i>Source: IMPLAN, MFA, BLS, Hitchcock Design Group</i>	

Note: Because of the construction of the Riverwalk and the white water attraction, and some disruptions that this might cause, we do not expect an increase in riverfront visitation. It can be assumed that the visitor impact might even briefly decrease during the construction. Therefore Phase I visitation and expenditure numbers were applied.

## Summary Phase II

The following table summarizes the estimated impacts of the facility on the local economy.

Impact	Employment	Income	Local & State Tax Revenue	Economic Activity
<b>One-Time Construction Impact</b>	<b>86</b>	<b>\$4,278,798</b>	<b>\$361,208</b>	<b>\$13,347,997</b>
<b>Annual Reoccurring Operations Impact</b>	33	\$636,259	\$106,765	\$1,666,734
<b>Annual Reoccurring Visitor Impact</b>	3	\$70,378	\$16,577	\$216,215
<b>Annual Reoccurring Impacts Total</b>	<b>36</b>	<b>\$706,637</b>	<b>\$123,342</b>	<b>\$1,882,949</b>
<i>Source: IMPLAN, MFA, BLS</i>				

- It is estimated that every dollar in public capital investment (construction) creates roughly \$1.9 in economic impact (income, economic activity and local and state tax revenue)



### Phase III Construction Impacts

<b>Table 16.: Preliminary Construction Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	190	\$10,012,995	\$25,801,001
Indirect Effect	31	\$1,209,630	\$3,827,074
Induced Effect	41	\$1,492,792	\$4,762,854
<b>Total Effect</b>	<b>262</b>	<b>\$12,715,417</b>	<b>\$34,390,929</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

<b>Table 17.: Preliminary Construction Impacts Estimated Tax Revenue</b>	
Total State and Local Tax	\$1,091,407
Total Federal Tax	\$2,347,182

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase III Annual Operational Impacts

<b>Table 18.: Preliminary Operational Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	73	\$1,394,922	\$4,437,200
Indirect Effect	8	\$262,571	\$844,949
Induced Effect	6	\$218,983	\$698,502
<b>Total Effect</b>	<b>87</b>	<b>\$1,876,476</b>	<b>\$5,980,652</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

<b>Table 19.: Preliminary Operational Impacts, Estimated Tax Revenue</b>	
Total State and Local Tax	\$651,755
Total Federal Tax	\$405,911

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase III Annual Visitor/Participant Impacts

<b>Table 20.: Preliminary Visitor/Participant Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	8	\$151,826	\$444,231
Indirect Effect	1	\$23,006	\$81,440
Induced Effect	1	\$22,696	\$72,348
<b>Total Effect</b>	<b>10</b>	<b>\$197,528</b>	<b>\$598,018</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*



## Tax Revenues

Table 21.: Visitor/Participant Impacts, Estimated Tax Revenue	
Total State and Local Tax	\$46,311
Total Federal Tax	\$41,269
<i>Source: IMPLAN, MFA, BLS, Hitchcock Design Group</i>	

## Summary Phase III

The following table summarizes the estimated impacts of the facility on the local economy.

Table 22.: Impact Summary				
Impact	Employment	Income	Local & State Tax Revenue	Economic Activity
<b>One-Time Construction Impact</b>	<b>262</b>	<b>\$12,715,417</b>	<b>\$1,091,407</b>	<b>\$34,390,929</b>
<b>Annual Reoccurring Operations Impact</b>	87	\$1,876,476	\$651,755	\$5,980,652
<b>Annual Reoccurring Visitor Impact</b>	10	\$197,528	\$46,311	\$598,018
<b>Annual Reoccurring Impacts Total</b>	<b>97</b>	<b>\$2,074,004</b>	<b>\$698,066</b>	<b>\$6,578,670</b>
<i>Source: IMPLAN, MFA, BLS</i>				

- It is estimated that every dollar in private capital investment (construction) creates roughly \$2 in economic impact (income, economic activity and local and state tax revenue)



### Additional Tax Revenue

#### Onsite Sales Tax

People who come and visit the riverfront and purchase food, drinks or merchandise while spending time there create sales tax.

Based on the site developments under the current scenario, during each for the three phases this is estimate to create an annual sales tax (currently at 6.25%) revenue of:

Table 23.: Sales Tax Revenue Scenarios	
Phase I Initial Limited Cafes, Restaurants	\$175,000
Phase II Construction of Riverwalk/White Water Attraction	\$175,000
Phase III Full build-out incl. Hotel, Restaurants and Retail	\$10,400,000

#### Property Tax Revenue

The average property value in the City of Kankakee is estimated at \$118,368 (Median value at \$93,603). The current property tax rate is 1.91%.

Phase I and Phase II will not have a significant impact on the average or median property values. The impact during those phases will be small and gradually, and most notable in the Historic and the River Bend neighborhood, both adjacent to the development site and situated between the riverfront and Kankakee downtown.

In the following table three property value increase scenarios are show after Phase III is complete.

Table 24.: Property Tax Revenue Scenarios					
Increase	Average Value	Median Value	Tax Rate	Average Revenue	Median Revenue
<b>0%</b>	<b>\$118,368</b>	<b>\$93,603</b>	<b>1.91%</b>	<b>\$2,261</b>	<b>\$1,788</b>
2%	\$120,735	\$95,475	1.91%	\$2,306	\$1,824
5%	\$124,286	\$98,283	1.91%	\$2,374	\$1,877
10%	\$130,205	\$102,963	1.91%	\$2,487	\$1,967

Source: U. S. Census Bureau, 2011-2015 American Community Survey



## **Selected Definitions Related to Impact**

### ***Direct Impact***

A direct impact is the change in sales, income, and jobs in those businesses or agencies that directly receive revenues from the agency or program. For example, the economic activity of the construction company building a parking deck would be a direct impact.

### ***Indirect Impact***

An indirect impact is the change in sales, income, and jobs in those businesses or agencies that supply the businesses or agencies receiving direct impacts. For example, if a steel fabrication plant in the impact area produces the steel that is sold to the construction company, the economic activity at the steel fabrication plant is an indirect impact.

### ***Induced Impact***

Induced impact measures ripple effects of wages in the local economy. As employees are paid by the businesses and agencies directly or indirectly impacted, there is an increase in household income, which is then spent, at least in part, in the impact area.

### ***Output/Economic Activity***

Output represents the value of industry production (gross domestic product -- GDP). These are annual production estimates for the year of the data set and are expressed in producer prices.

### ***Employment***

The number of jobs supported by a project. Aggregated job estimates are presented in the context of "full-time equivalent" positions. In the disaggregated data, partial jobs may be shown and could represent increased hours or labor productivity, depending on firm-by-firm staffing decisions.

### ***Labor Income***

Labor income includes all forms of employment income -- both employee compensation (wages and benefits) and proprietor income.

### ***Taxes***

Tax revenue contribution of the development, business or project to local, state and federal units of government. The analysis assumes current tax policy. However, results can vary depending on special incentives, programs, or rebates associated with the business or project being assessed.

### ***Multiplier Effect***

The "multiplier effect" is used to determine the impact of each dollar entering, impacting, and eventually leaving a defined economy (i.e. "dollar turnover"). This turnover results in increased production and expenditures, employment creation and attraction, and retention of new residents, businesses and investments. The "multiplier effect" is added to the final demand, which is the estimate of the level of spending in the local economy by the private or public sector.



## Impact Assessment for Kankakee County

### Phase I Construction Impacts

Table 25.: Preliminary Construction Impacts			
Impact Type	Employment	Income	Economic Activity
Direct Effect	10	\$542,446	\$1,298,100
Indirect Effect	1	\$51,580	\$178,662
Induced Effect	3	\$110,325	\$375,264
<b>Total Effect</b>	<b>15</b>	<b>\$704,352</b>	<b>\$1,852,026</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

Table 26.: Preliminary Construction Impacts Estimated Tax Revenue	
Total State and Local Tax	\$69,412
Total Federal Tax	\$153,514

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase I Annual Operational Impacts

Table 27.: Preliminary Operational Impacts			
Impact Type	Employment	Income	Economic Activity
Direct Effect	21	\$376,111	\$950,000
Indirect Effect	2	\$55,351	\$202,043
Induced Effect	2	\$80,039	\$272,147
<b>Total Effect</b>	<b>25</b>	<b>\$511,501</b>	<b>\$1,424,190</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

Table 28.: Preliminary Operational Impacts, Estimated Tax Revenue	
Total State and Local Tax	\$104,190
Total Federal Tax	\$113,619

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase I Annual Visitor/Participant Impacts

Table 29.: Preliminary Visitor/Participant Impacts			
Impact Type	Employment	Income	Economic Activity
Direct Effect	3	\$53,995	\$161,000
Indirect Effect	0	\$9,048	\$32,646
Induced Effect	0	\$11,698	\$39,777
<b>Total Effect</b>	<b>4</b>	<b>\$74,740</b>	<b>\$233,423</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*



## Tax Revenues

<b>Table 30.: Visitor/Participant Impacts, Estimated Tax Revenue</b>	
Total State and Local Tax	\$18,007
Total Federal Tax	\$18,242
<i>Source: IMPLAN, MFA, BLS, Hitchcock Design Group</i>	

## Summary Phase I

The following table summarizes the estimated impacts of the facility on the local economy.

<b>Table 31.: Impact Summary</b>				
<b>Impact</b>	<b>Employment</b>	<b>Income</b>	<b>Local &amp; State Tax Revenue</b>	<b>Economic Activity</b>
<b>One-Time Construction Impact</b>	<b>15</b>	<b>\$704,352</b>	<b>\$69,412</b>	<b>\$1,852,026</b>
<b>Annual Reoccurring Operations Impact</b>	25	\$511,501	\$104,190	\$1,424,190
<b>Annual Reoccurring Visitor Impact</b>	4	\$74,740	\$18,007	\$233,423
<b>Annual Reoccurring Impacts Total</b>	<b>29</b>	<b>\$586,241</b>	<b>\$122,197</b>	<b>\$1,657,613</b>
<i>Source: IMPLAN, MFA, BLS</i>				



## Phase II Construction Impacts

<b>Table 32.: Preliminary Construction Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	61	\$3,278,651	\$10,150,000
Indirect Effect	14	\$585,711	\$1,918,132
Induced Effect	21	\$718,448	\$2,444,544
<b>Total Effect</b>	<b>96</b>	<b>\$4,582,810</b>	<b>\$14,512,677</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

## Tax Revenues

<b>Table 33.: Preliminary Construction Impacts Estimated Tax Revenue</b>	
Total State and Local Tax	\$453,471
Total Federal Tax	\$997,981

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

## Phase II Annual Operational Impacts

<b>Table 34.: Preliminary Operational Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	29	\$495,937	\$1,200,000
Indirect Effect	2	\$73,151	\$260,649
Induced Effect	3	\$105,788	\$359,932
<b>Total Effect</b>	<b>34</b>	<b>\$674,877</b>	<b>\$1,820,581</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

## Tax Revenues

<b>Table 35.: Preliminary Operational Impacts, Estimated Tax Revenue</b>	
Total State and Local Tax	\$119,563
Total Federal Tax	\$143,377

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

## Phase II Annual Visitor/Participant Impacts

<b>Table 36.: Preliminary Visitor/Participant Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	3	\$53,995	\$161,000
Indirect Effect	0	\$9,048	\$32,646
Induced Effect	0	\$11,698	\$39,777
<b>Total Effect</b>	<b>4</b>	<b>\$74,740</b>	<b>\$233,423</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*



### Tax Revenues

<b>Table 37.: Visitor/Participant Impacts, Estimated Tax Revenue</b>	
Total State and Local Tax	\$18,007
Total Federal Tax	\$18,242
<i>Source: IMPLAN, MFA, BLS, Hitchcock Design Group</i>	

Note: Because of the construction of the Riverwalk and the white water attraction, and some disruptions that this might cause, we do not expect an increase in riverfront visitation. It can be assumed that the visitor impact might even briefly decrease during the construction. Therefore Phase I visitation and expenditure numbers were applied.

### Summary Phase II

The following table summarizes the estimated impacts of the facility on the local economy.

<b>Table 38.: Impact Summary</b>				
<b>Impact</b>	<b>Employment</b>	<b>Income</b>	<b>Local &amp; State Tax Revenue</b>	<b>Economic Activity</b>
<b>One-Time Construction Impact</b>	<b>96</b>	<b>\$4,582,810</b>	<b>\$453,471</b>	<b>\$14,512,677</b>
<b>Annual Reoccurring Operations Impact</b>	34	\$674,877	\$119,563	\$1,820,581
<b>Annual Reoccurring Visitor Impact</b>	4	\$74,740	\$18,007	\$233,423
<b>Annual Reoccurring Impacts Total</b>	<b>38</b>	<b>\$749,617</b>	<b>\$137,570</b>	<b>\$2,054,004</b>
<i>Source: IMPLAN, MFA, BLS</i>				



### Phase III Construction Impacts

<b>Table 39.: Preliminary Construction Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	190	\$10,012,996	\$25,801,001
Indirect Effect	41	\$1,451,419	\$4,666,938
Induced Effect	62	\$2,130,112	\$7,246,376
<b>Total Effect</b>	<b>293</b>	<b>\$13,594,527</b>	<b>\$37,714,316</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

<b>Table 40.: Preliminary Construction Impacts Estimated Tax Revenue</b>	
Total State and Local Tax	\$1,369,157
Total Federal Tax	\$2,959,035

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase III Annual Operational Impacts

<b>Table 41.: Preliminary Operational Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	73	\$1,394,922	\$4,437,200
Indirect Effect	9	\$280,521	\$932,908
Induced Effect	9	\$311,183	\$1,058,481
<b>Total Effect</b>	<b>91</b>	<b>\$1,986,626</b>	<b>\$6,428,589</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Tax Revenues

<b>Table 42.: Preliminary Operational Impacts, Estimated Tax Revenue</b>	
Total State and Local Tax	\$689,816
Total Federal Tax	\$494,459

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*

### Phase III Annual Visitor/Participant Impacts

<b>Table 43.: Preliminary Visitor/Participant Impacts</b>			
<b>Impact Type</b>	<b>Employment</b>	<b>Income</b>	<b>Economic Activity</b>
Direct Effect	8	\$151,826	\$444,231
Indirect Effect	1	\$25,184	\$90,526
Induced Effect	1	\$32,845	\$111,688
<b>Total Effect</b>	<b>10</b>	<b>\$209,855</b>	<b>\$646,445</b>

*Source: IMPLAN, MFA, BLS, Hitchcock Design Group*



## Tax Revenues

<b>Table 44.: Visitor/Participant Impacts, Estimated Tax Revenue</b>	
Total State and Local Tax	\$50,340
Total Federal Tax	\$50,952
<i>Source: IMPLAN, MFA, BLS, Hitchcock Design Group</i>	

## Summary Phase III

The following table summarizes the estimated impacts of the facility on the local economy.

<b>Table 45.: Impact Summary</b>				
<b>Impact</b>	<b>Employment</b>	<b>Income</b>	<b>Local &amp; State Tax Revenue</b>	<b>Economic Activity</b>
<b>One-Time Construction Impact</b>	<b>293</b>	<b>\$13,594,527</b>	<b>\$1,369,157</b>	<b>\$37,714,316</b>
<b>Annual Reoccurring Operations Impact</b>	91	\$1,986,626	\$689,816	\$6,428,589
<b>Annual Reoccurring Visitor Impact</b>	10	\$209,855	\$50,340	\$646,445
<b>Annual Reoccurring Impacts Total</b>	<b>101</b>	<b>\$2,196,481</b>	<b>\$740,156</b>	<b>\$7,075,034</b>
<i>Source: IMPLAN, MFA, BLS</i>				



## General Limiting Conditions

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Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and they are believed to be reliable. This study is based on estimates, assumptions and other information developed by Market & Feasibility Advisors LLC from its independent research effort, general knowledge of the industry, and consultations with the Client and the Client's representatives. No responsibility is assumed for inaccuracies in reporting by the Client, the Client's agent, and representatives or any other data source used in preparing or presenting this study. No warranty or representation is made by Market & Feasibility Advisors LLC that any of the project values or results contained in this study will actually be achieved.

The fee Market & Feasibility Advisors LLC received for undertaking this project is in no way dependent upon the specific conclusions reached in this report. Market & Feasibility Advisors LLC has no financial interest in the project.

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It is understood by MFA that the findings of this report are the proprietary property of the client and they will not be made available to any other organization or individual without the consent of the client.

Market & Feasibility Advisors LLC understands that the client may publish this report under the agreement that Market & Feasibility Advisors LLC and its contractors will be indemnified against any losses, claims, damages and liabilities under federal and state securities laws which may arise as a result of statements or omissions in public or private offerings of securities.

It is agreed by the client that payment for the services of MFA is due upon receipt of the invoice; that full payment is due upon receipt of the completed report; and that MFA has the right to withhold delivery of the final report pending receipt of any overdue payments.

In the event any invoice is not paid within 30 days after rendering of the invoice it shall commence bearing interest on the date the invoice was rendered at the rate of 25 percent per annum (or such lesser rate as may be the maximum interest permissible under applicable law) and the client agrees to pay all accrued interest, together with the charges for services rendered as provided for in this agreement. In addition, should an unpaid invoice be referred to our attorneys for collection, the client agrees to pay their reasonable fee for such work, as well as any costs of suit which may be incurred.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

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