

JULY 8, 2021

WHAT ARE

WE BUILDING?



DISCUSSION FLOW

RE Projects

- Incubator Goals & Imperatives

Purpose

Why Entrepreneurship?

Federal Funding Trends

Our Core Values

Planning for High Performance

INVESTING IN KANKAKEE

RE PROJECTS

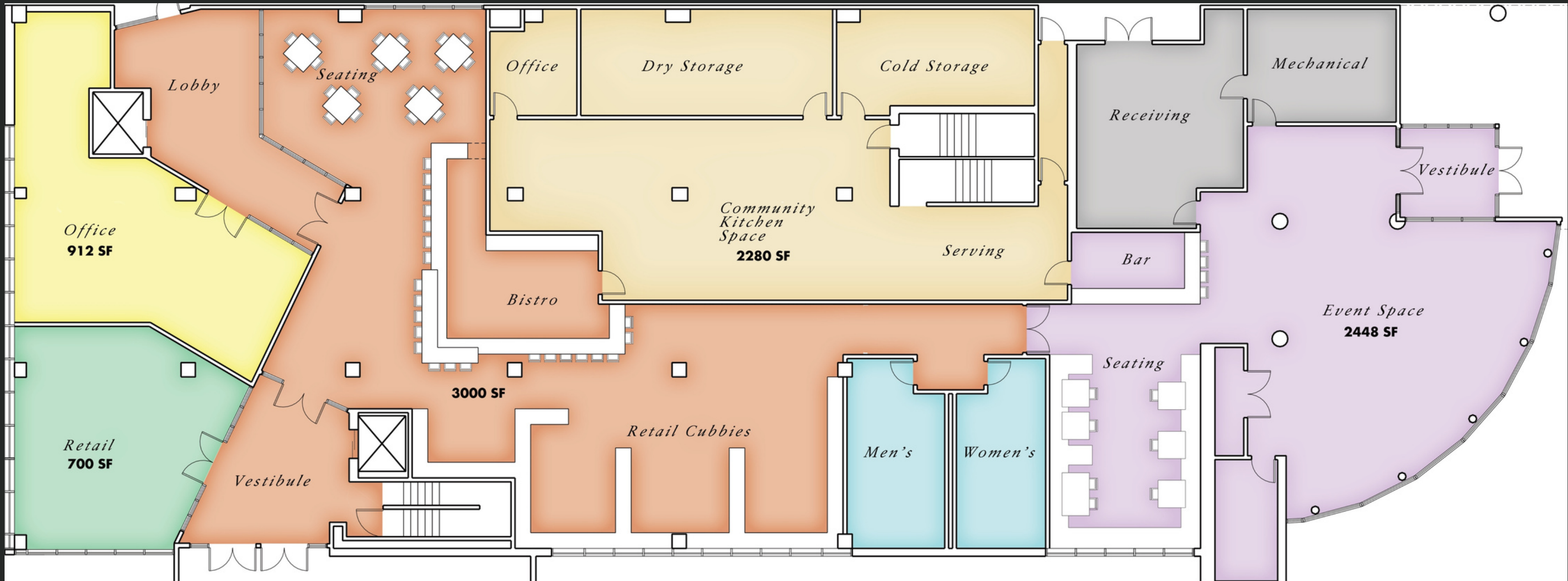
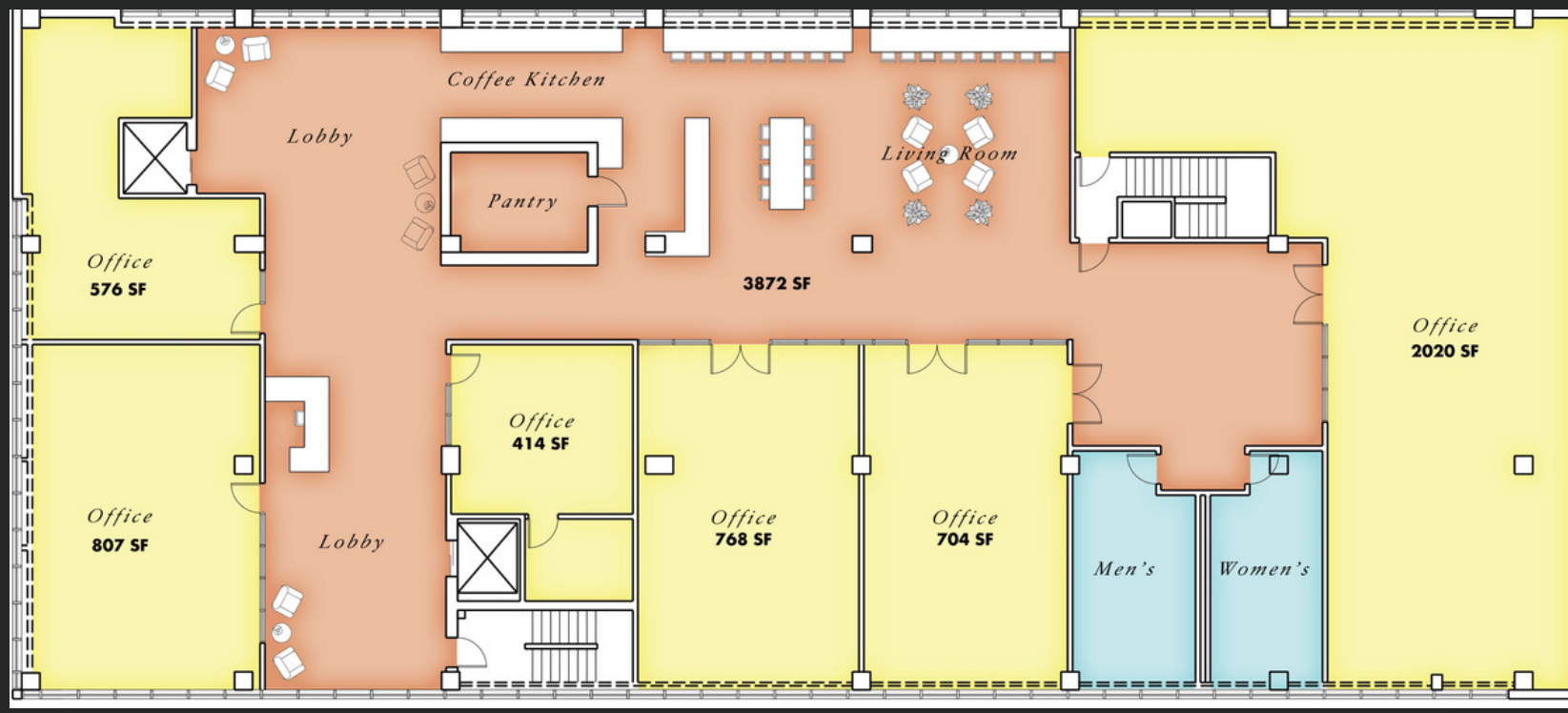
E. STATION ST. & POPE BRACE

- \$44M total investment Downtown Kankakee
- Approved by Kankakee City Council on June 7, 2021
- 2 distinct developments
 - "E. Station Street"
 - Former Midland States Bank bldg. rehab
 - New market-rate apartment bldg.
 - "Pope Brace"
 - Historic rehab - co-living concept
- 110,000 SF historic rehabilitation & 140,000 SF new construction
- 130 units of rental residential
- 30,000 SF mixed-use commercial hybrid - small business incubation, commercial kitchen, NFP office



- 70% pre-leased - Incubator Floor 2
- Incubator bistro operator discussions underway
- Incubator and commercial kitchen ops being clarified
- Advisory Committee/subcommittee framework developed for incubator facility
- Strategic planning and community inclusion processes drafted for incubator facility
- Construction for incubator scheduled to start in September and be completed in January 2022
- E. Station St. apt scheduled for completion late 2022
- Pope Brace apt scheduled for completion early 2023







INCUBATOR GOALS & IMPERATIVES

FORMAL AGREEMENTS OF 20-YEAR PPP

INCUBATOR GOALS & IMPERATIVES

INITIAL ENROLLMENT

50 entrepreneurs

PUBLIC ENGAGEMENT

50,000 during initial
strategic planning phase

ECONOMIC MOBILITY

With strong intentionality
around historically
marginalized groups

REVENUE


\$675,000/year

24-HOUR ACTIVATION

Structured to optimize a
multi-use facility and its
impact while supporting
the neighboring
commercial district

COMMUNITY GROWTH

Catalyst for further
investment in OZ,
Historic District & TIFs,
incl. Riverfront

A man and a woman are sitting on a light-colored couch. The man, on the left, has long dreadlocks, wears glasses, a blue polo shirt, and jeans. The woman, on the right, has long dark hair, wears a colorful patterned tank top and jeans. They are both looking towards the camera. The background is dark and out of focus, showing some architectural elements.

"We at Still I Rise are extremely excited about the E. Station St. project that's being developed Downtown Kankakee. This project will give our organization the opportunity to not only reach more people in the community but also to occupy space that will enable us to be more innovative, allowing us to grow our programs and initiatives. Local entrepreneurs, along with local residents, will be given the opportunity to connect, socialize, network and take advantage of the facility's many amenities."

**FOUNDING DIRECTOR TOCARRA ELDRIDGE-ROBINSON
AND HER HUSBAND AARON ROBINSON**



ADVISORY COMMITTEE (15-17 members)

City of Kankakee
Preservation Realty LLC
Community Foundation of Kankakee
River Valley
Kankakee Community College
Kankakee School District #111
Olivet Nazarene University
Kankakee County Hispanic Partnership
Greater Kankakee Black Chamber of
Commerce
Kankakee Development Corp.
Key City CDC
Kankakee Riverfront Society
Finance Partner (2-3)
Primary Employer Partner (1-2)
Kankakee County Convention & Visitors
Bureau
Kankakee County Chamber of
Commerce
Economic Alliance of Kankakee County
United Way of Kankakee River Valley

SUBCOMMITTEES

Finance
Facilities
Programming/Events
Strategic Planning
BIPOC Outreach: Black, Indigenous,
People of Color

Entrepreneurial Resource Map



Small Business Loan Access
Economic Justice and Mobility,
People of Color, Women, Veterans
Community Reinvestment Fund,
Community Foundation of
Kankakee River Valley and
Midland States Bank



Developer Profit Sharing Fund
Entrepreneur & Facility Sustainability

\$50,000 Scholarship Fund
POC, Low Income, Jobs Creators
City of Kankakee Economic &
Community Development Agency
and U.S. Department of Housing
and Urban Development



Comprehensive Startup and
Small Business Assistance

Kankakee Community College is
exploring the feasibility of providing
SBDC services as a component of
its on-site incubator management.



Anchor NFP Resource Partners
Community Foundation of Kankakee River Valley
Kankakee Community College
Kankakee School District #111
Garden of Prayer Youth Center
Still I Rise



Established Hospitality Curricula
Kankakee District #111 offers
National Restaurant Association
Education Foundation's ProStart
restaurant management and
culinary arts program. KCC offers
Hospitality Operations certificate.

Location-based

Development Incentives Suite

Opportunity Zone, Special Service
Area, New Markets Tax Credit eligible
(Severe Distress), TIF District,
Enterprise Zone, Historic District



Comprehensive Engagement Portal
Listening, information, geo-based tracking,
analysis, reporting, relationship
management, community building and
participatory planning


Strategic Business Intelligence
GIS-optimized market data through
ReferenceUSA partnership. Supports analysis
and targeted outreach for business and
consumer market applications.

PURPOSE

ANTICIPATED IMPACTS



Kankakee County, Illinois



LIVABILITY is the sum of the factors that add up to a community's quality of life— including the built and natural environments; economic prosperity; social stability and equity; educational opportunity; and cultural, entertainment and recreational possibilities.

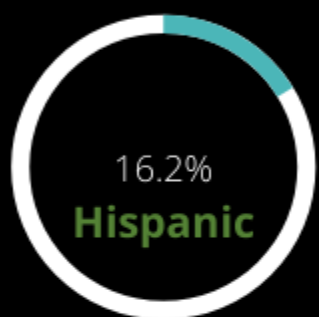
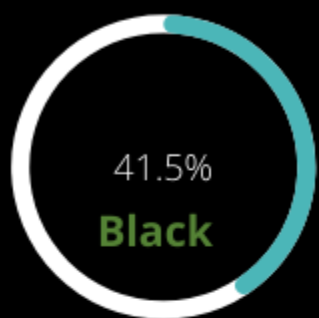
Partners for Livable Communities



"This project will be **transformational** for our built environment, yes, but it will also catalyze powerful new opportunities for our **residents**."

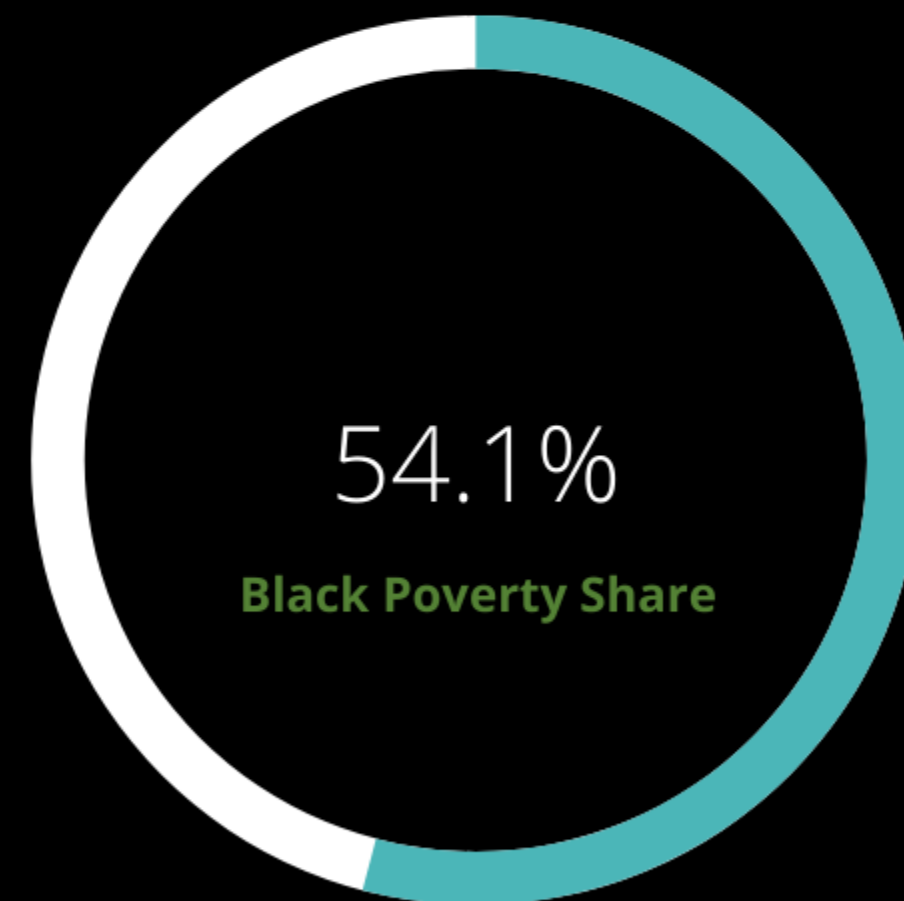
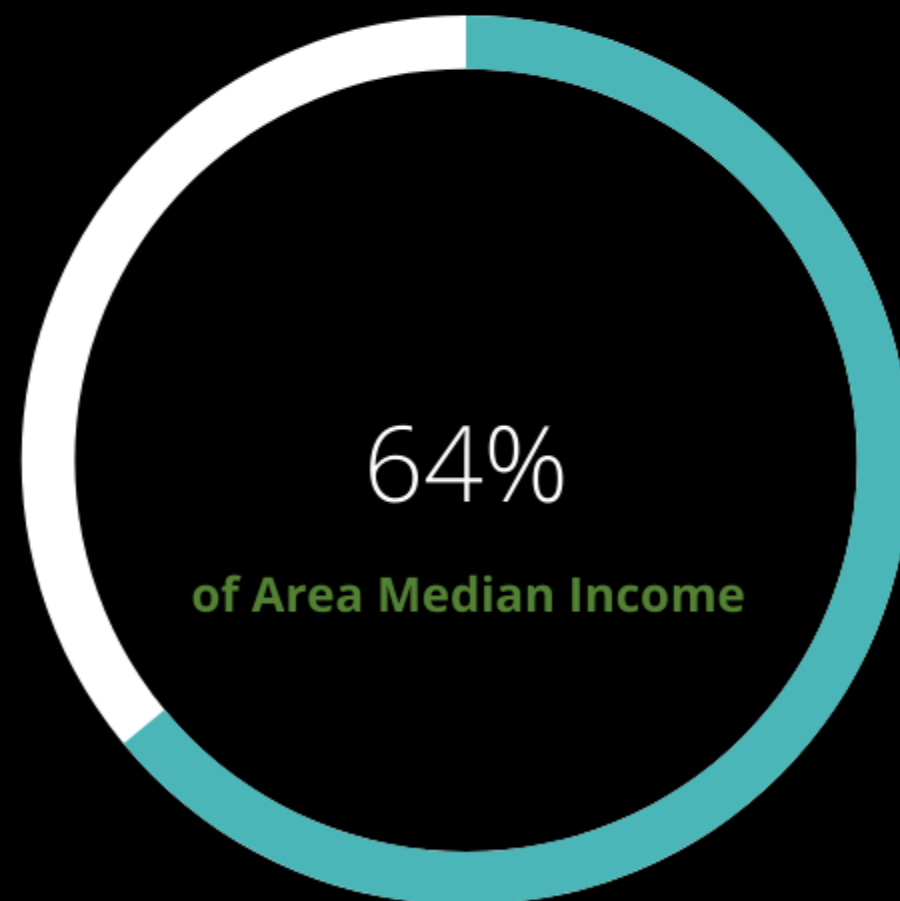
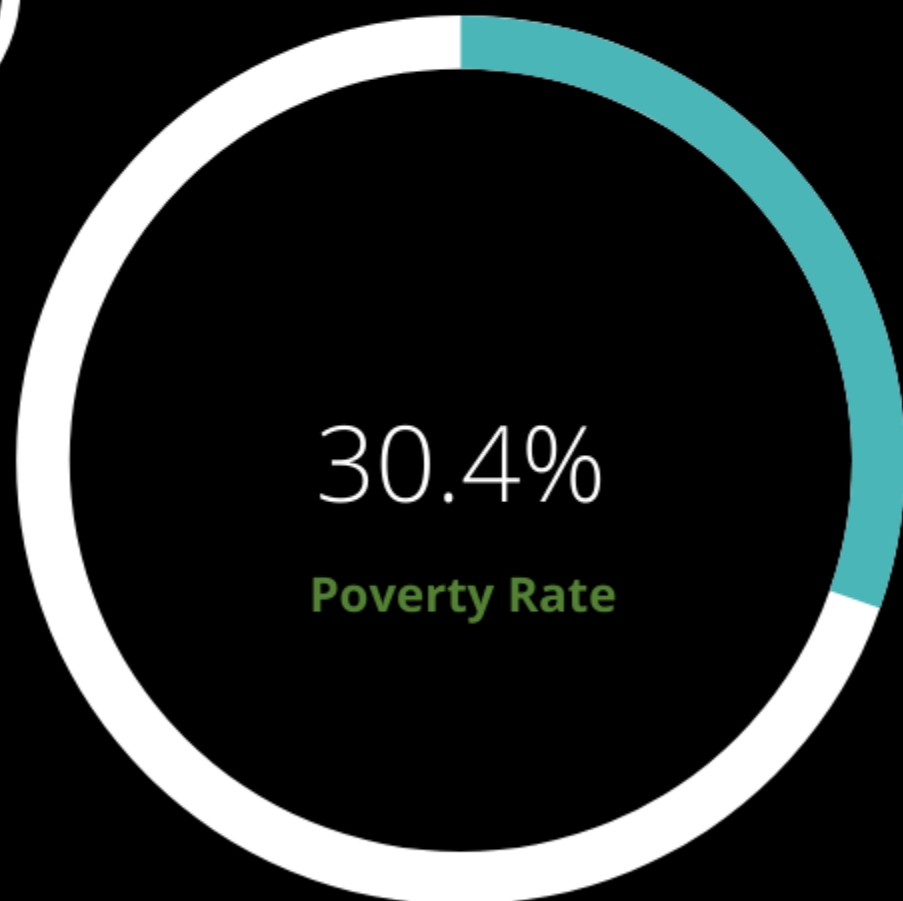
Barbi Brewer-Watson
Executive Director, Economic &
Community Development
Agency, City of Kankakee

Population



Demographics Snapshot

Kankakee, IL



Median Household Income = \$36,902



**PRIMARY BIZ RETENTION
& ATTRACTION**



**TALENT RETENTION
& ATTRACTION**



HOUSING DIVERSIFICATION



RESIDENTIAL ATTRACTION



**SMALL BUSINESS
DEVELOPMENT**



SMALL BUSINESS RESILIENCE



COMMUNITY GROWTH



CIVIC EMPOWERMENT



WHY ENTREPRENEURSHIP?

IMPETUS FOR BIZ INCUBATION

IT TAKES ALL TYPES OF ENTREPRENEURS



6,822,074

Main Street
businesses define
a city's character

280,540

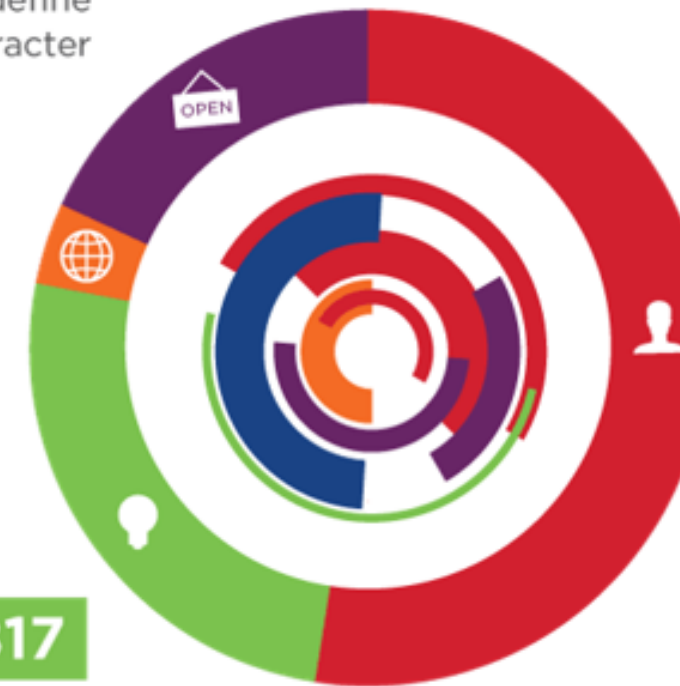
second stage firms
generate millions
in revenue

289,817

innovation-led
companies have
big market potential

14,806,479

people are
thinking of starting
businesses



23,836,937

microenterprises
require little capital
to launch and don't
require a physical
location

170,653

big businesses
employ more than
100 employees

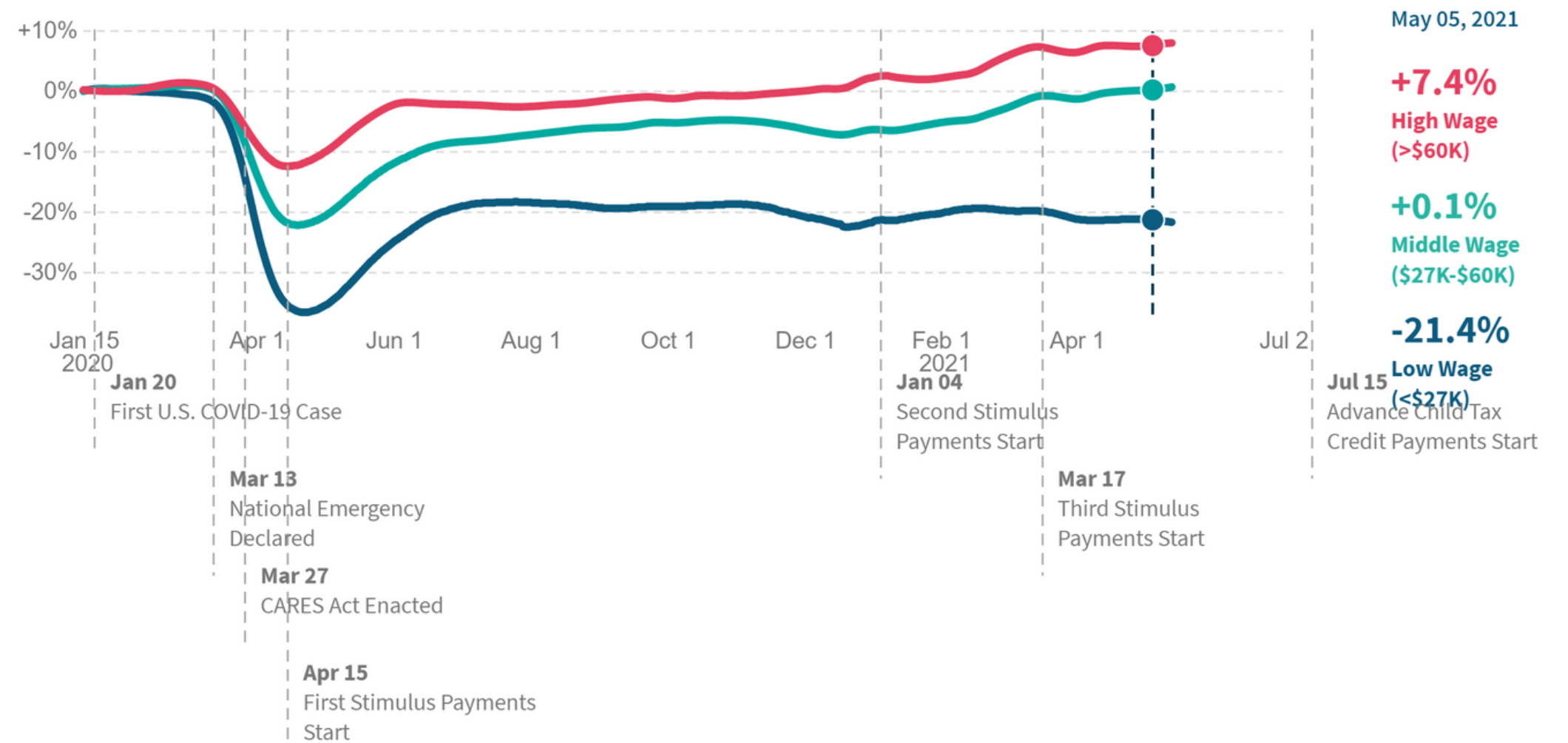
Sources: U.S. Census Bureau Data, 2013; Kauffman Foundation/ACS Survey 2014; MERIC

@joinsourcelink | hello@joinsourcelink.com

**SOURCE
LINK**

Percent Change in Employment*

In **the United States**, as of **May 05, 2021**, employment rates among workers in the bottom wage quartile **decreased** by **21.4%** compared to January 2020 (not seasonally adjusted).



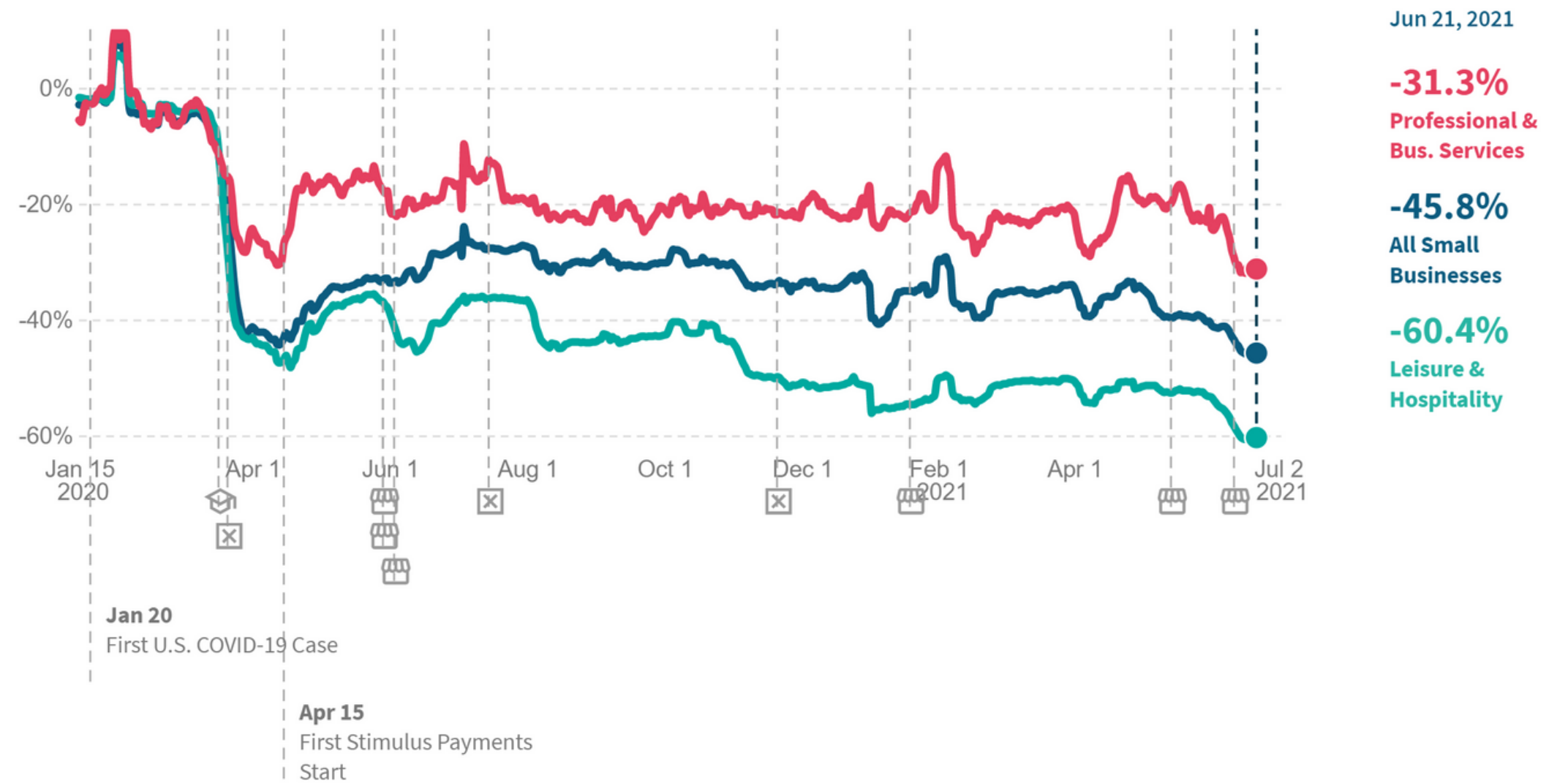
data source: **Earnin, Intuit, Kronos, Paychex**

*Change in employment rates (not seasonally adjusted), indexed to January 4-31, 2020. This series is based on payroll data from Paychex and Intuit, worker-level data on employment and earnings from Earnin, and timesheet data from Kronos. The dotted line is a prediction of employment rates based on Kronos and Paychex data.

last updated: **June 30, 2021** next update expected: **July 09, 2021**

Percent Change in Number of Small Businesses Open*

In **Illinois**, as of **June 21, 2021**, the number of small businesses open **decreased** by **45.8%** compared to January 2020.



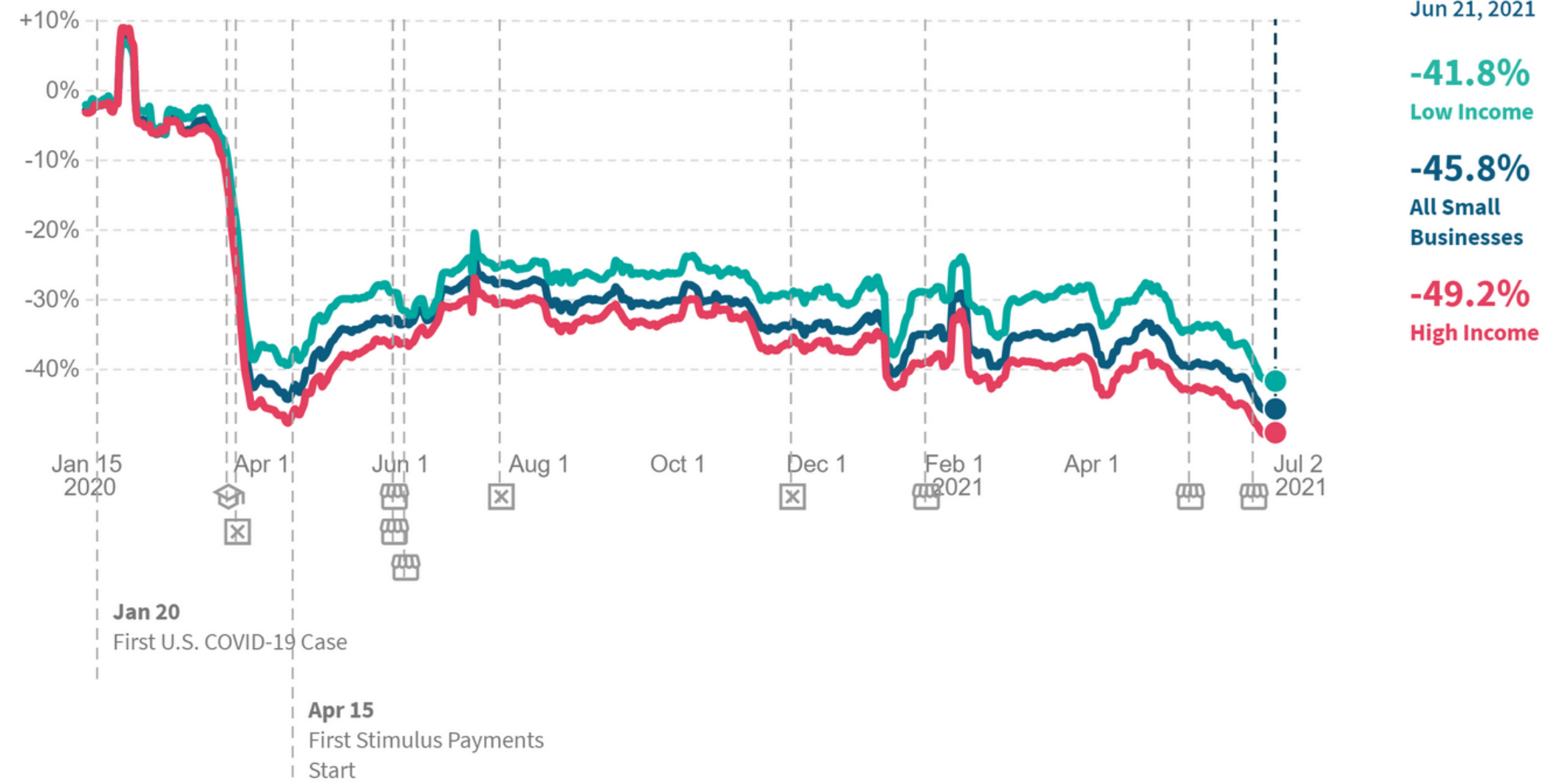
data source: **Womply**

*Change in small businesses open (defined as having financial transaction activity), indexed to January 4-31 2020 and seasonally adjusted. This series is based on data from Womply.

last updated: **June 30, 2021** next update expected: **July 09, 2021**

Percent Change in Number of Small Businesses Open*

In **Illinois**, as of **June 21, 2021**, the number of small businesses open **decreased** by **45.8%** compared to January 2020.



data source: **Womply**

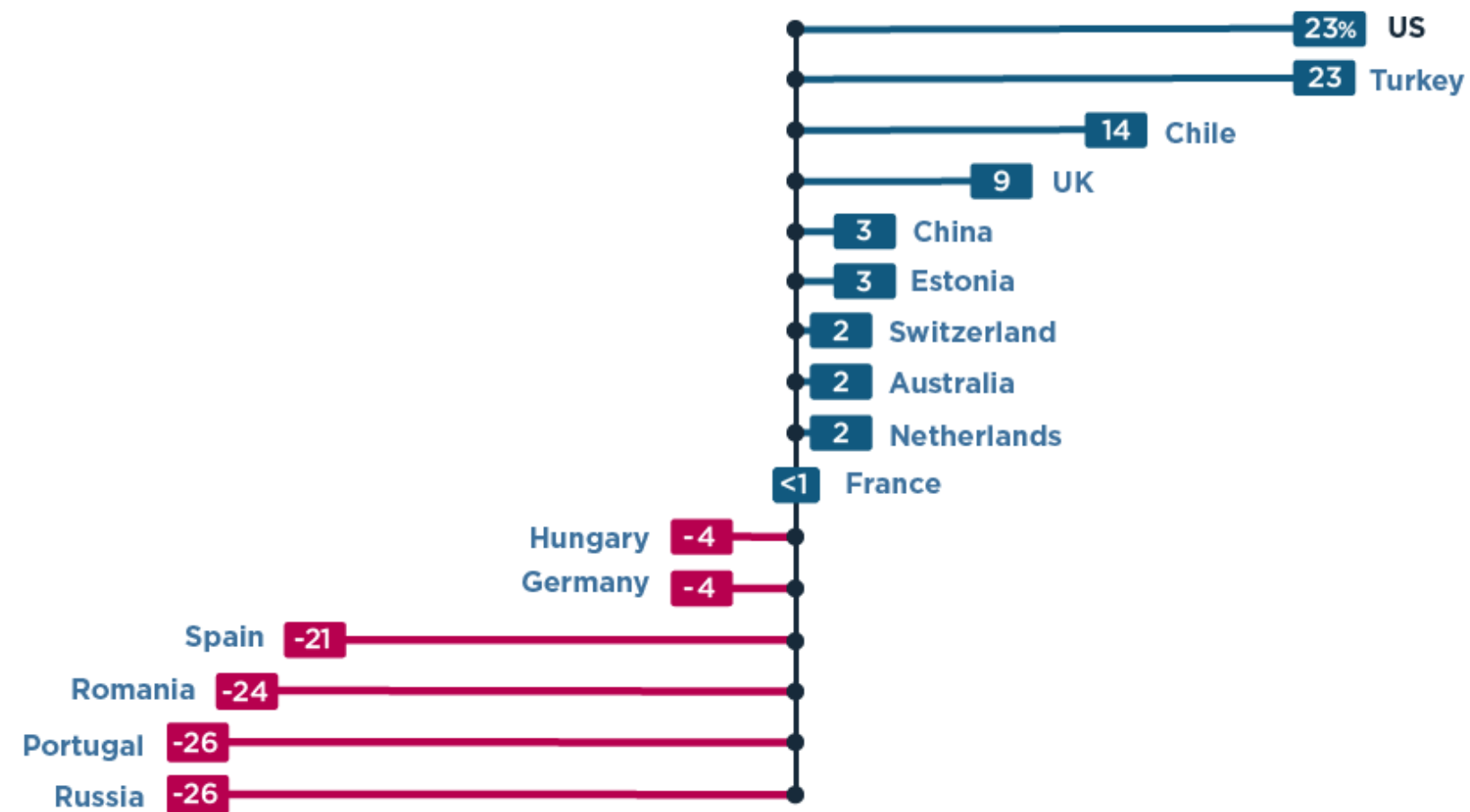
*Change in small businesses open (defined as having financial transaction activity), indexed to January 4-31 2020 and seasonally adjusted. This series is based on data from Womply.

last updated: **June 30, 2021** next update expected: **July 09, 2021**

Figure 1

Entrepreneurship in the United States increased during the pandemic more than in any other advanced economy

Year-on-year percent change in number of new business applications by country, Q1-Q3 2020



Note: Netherlands Q1-Q3 2020 value is calculated under the assumption that the number of startups registered in the second half of 2020 is equally distributed between Q3 and Q4.

Sources: State Administration for Market Regulation (China), Hungarian Central Statistical Office, the Netherlands Chamber of Commerce, Statistics Portugal (INE); for all other economies, data are from national sources (Australia, ASIC; Chile, Ministry of Economy; Estonia, RIK; France, INSEE; Germany, DESTATIS; Romania, ONRC; Russia, ROSSTAT; Spain, INE; Switzerland, Creditreform; Turkey, TOBB; United Kingdom, Gov.UK; United States, Census Bureau) accessed through Macrobond on January 20, 2021.



SUPPORTING
ENTREPRENEURSHIP WAS A
TOP 5 GOAL OF KANKAKEE
COUNTY'S MOST RECENT
*COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY.*

TOP CEDS GOAL

OBJECTIVE 1

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

OBJECTIVE 2

Improve and expand the EnterpriseU
Business Plan Competition Program

OBJECTIVE 3

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

OBJECTIVE 4

Promote entrepreneurship in
local high schools

KEY OBJECTIVES

IMPACT OF ENTREPRENEURSHIP



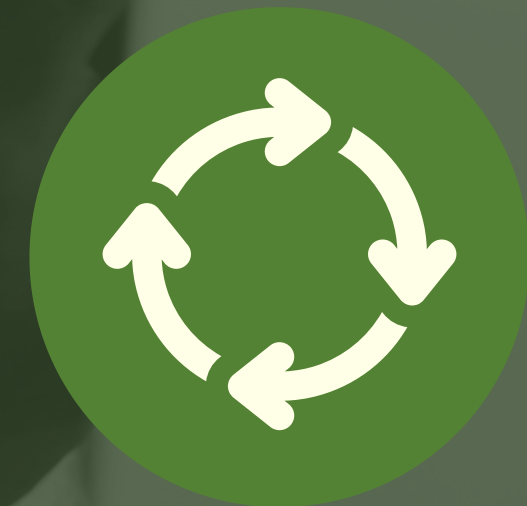
Diversification
& Resilience



Economic
Mobility



Livability



Job Creation &
Local Economic
Growth

WHY BUY LOCAL?

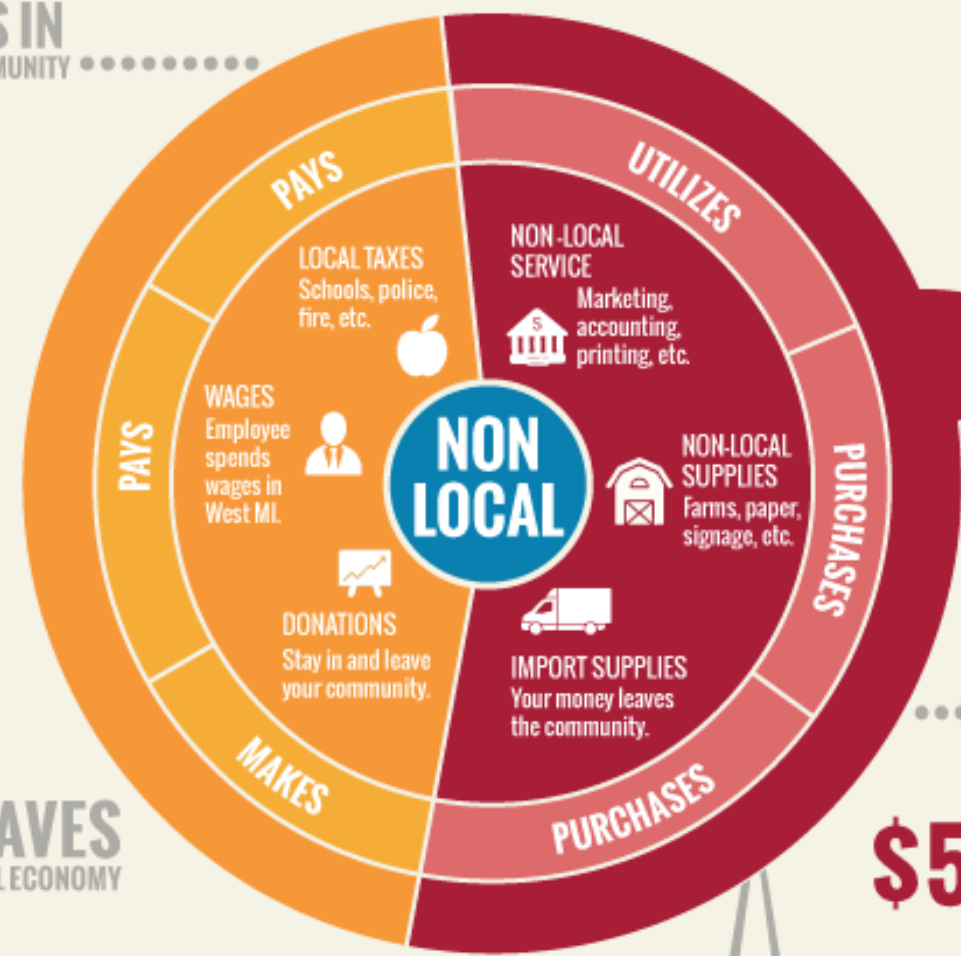
SPEND \$100 AT A LOCAL BUSINESS

\$68 STAYS IN
YOUR COMMUNITY



\$43 STAYS IN
YOUR COMMUNITY

SPEND \$100 AT A NON-LOCAL BUSINESS



\$32 LEAVES
LOCAL ECONOMY

\$57 LEAVES
LOCAL ECONOMY

Stats from Local First's 2008 "Local Works!" study by Civic Economics



ENTERPRISEU KANKAKEE COUNTY

**150 ASPIRING & PIVOTING
ENTREPRENEURS SERVED**

Crème of the Crop Catering & Food Truck
BC Systems Wastewater Treatment
Geek Speak | Arseneau Media Productions
Carlile Architects | Gracie Pie Apothecary
Align Yoga & Healing Arts
The Neighborhood Kitchen
Fit Body U | Spice Done Right



FUNDING TRENDS

FEDERAL INVESTMENT PRIORITIES

ABOUT EDA

- Leadership
- Investment Priorities
- Economic Development Integration
- Innovation and Entrepreneurship
- EDA and Disaster Recovery
- EDA Performance Measurement and Program Evaluation
- EDA Job Opportunities!
- EDA's Privacy Program

USEFUL LINKS

How Non-Profits Can Work with
EDA(10/13/15, PPT)
EDA Regulations
About the Department of Commerce
Department of Commerce Strategic Plan and
Annual Performance plans
Department of Commerce Organizational
Structure, Mission and Statutory Authority
No FEAR Act
Commerce and the Small Business
Paperwork Reduction Act

Resource Directory

Disaster Recovery

Annual Reports

Stay Connected
(Subscribe to EDA's monthly e-newsletter)

INVESTMENT PRIORITIES

Through its competitive grant process, EDA evaluates all project applications to determine the extent to which they:

- Align with EDA's investment priorities,
- Effectively address the creation and/or retention of high-quality jobs, and
- Document that the applicant can or will leverage other resources, both public and private, and demonstrate the applicant's capacity to commence the proposed project promptly, to use funds quickly and effectively, and provide a clear scope of work that includes a description of specific, measurable project outputs.

EDAs investment priorities provide an overarching framework to ensure its grant investment portfolio -- ranging from planning to infrastructure construction -- contributes to local efforts to build, improve, or better leverage economic assets that allow businesses to succeed and regional economies to prosper and become more resilient. Competitive grant applications will be responsive to the evaluation criteria listed under each individual funding announcement, including at least one of the below investment priorities. For more information on the investment priorities, please read the [Investment Priorities Definitions](#) which defines a number of the key concepts introduced below:

1. **Equity:** Economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally underserved populations, including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within [geographies](#) that have been systematically and/or systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, Persistent Poverty Counties, and rural areas with demonstrated, historical underservice. For more information on these populations and geographies see: <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/>.
2. **Recovery & Resilience:** Economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, like those experienced by coal and power plant communities, or other communities impacted by the decline of an important industry or a natural disaster, that may benefit from economic diversification-focused resilience.
3. **Workforce Development:** Economic development planning or implementation projects that support workforce education and skills training activities directly connected to the hiring and skills needs of the business community and that result in well-paying, quality jobs.
4. **Manufacturing:** Economic development planning or implementation projects that encourage job creation, business expansion, technology and capital upgrades, and productivity growth in manufacturing, including efforts that contribute to the competitiveness and growth of domestic suppliers or to the domestic production of innovative, high-value products and production technologies.
5. **Technology-Based Economic Development:** Economic development planning or implementation projects that foster regional knowledge ecosystems that support entrepreneurs and startups, including the commercialization of new technologies, that are creating technology-driven businesses and high-skilled, well-paying jobs of the future.
6. **Environmentally-Sustainable Development:** Economic development planning or implementation projects that help address the climate crisis including through the development and implementation of [green products](#), [green processes](#) (including green infrastructure), [green places](#), and [green buildings](#).
7. **Exports & FDI:** Economic development planning or implementation projects that enhance or build community assets to support growth in US exports or increased foreign direct investment.

5 LATEST TRENDS IN CORPORATE LOCATION DECISIONS | JUNE 2021

SITE
SELECTORS
GUILD

*Based on interviews/focus groups conducted among Site Selectors Guild members, May-June 2021

TREND
1

Office Projects Uncertain, Manufacturing in Full Gear



Impact of hybrid remote/in-office model on office real estate remains to be seen



Industrial real estate developers struggling to keep up as production and distribution of consumer goods and industrial durables skyrockets

TREND
2

Tech Savvy Communities Gain Competitive Advantage

Drone footage and virtual reality gaining popularity as tools in the site selection process.



Initial interviews and data analysis may be virtual, but **in-person visits and meetings remain** standard before final location decision

TREND
3

DE&I Grows in Importance



More prevalent as a site selection factor among consumer-facing and publicly traded companies. Access to talent, operating costs remain top priorities for most companies.

TREND
4

Green Energy Grows as Factor, But Costs a Concern



Companies seek to advance ESG goals and reduce carbon footprint



Higher cost, perceived lower reliability of wind and solar energy are obstacles

TREND
5

Demise of Big Cities is Overblown



Migration patterns indicate demand for high-value locations and mid-size cities; new generation of city dwellers coming



Rising vaccinations rates and decreasing Covid-19 infections set to spur urban rebound

Visit siteselectorsguild.com to learn more

2020 BY THE NUMBERS



PROJECTS

NMTC financing helped 272 projects move forward in 48 states, Puerto Rico, and the District of Columbia, including Hartmann's Inc. (left) in Abilene, TX, a manufacturer financed by Prestamos CDFI, LLC.

INVESTMENT

CDEs used \$2.9 billion in NMTC allocation to deliver \$5.5 billion in total project investment to low-income communities, including \$988,000 in total project investment in SuprMarkt LA, a pop-up farmers market business that serves healthy & organic foods to the local community. Financed by LISC.



45.1K JOBS

Including 28,322 permanent full-time-equivalent (FTE) jobs, and 16,768 construction jobs.



15.4M SQ. FT. OF REAL ESTATE

renovated or constructed with NMTC financing, including 5.5 million in manufacturing space.



84K CHILDREN SERVED

by NMTC-financed schools, youth programs, and childcare centers.



152 MANUFACTURING BUSINESSES

were supported through new facilities, shared industrial space, and business incubators, generating 9,298 FTE manufacturing jobs.



24% OF FINANCING IN NON-METRO

counties, creating more than 11,000 jobs in rural America.



82 PROJECTS EXPANDED HEALTHCARE ACCESS

for 1.3 million patients. Healthcare projects included 41 Federally Qualified Health Centers and free clinics.



188 MILLION MEALS

provided by food banks, food pantries, and community food projects financed in a year marked by an increase in food insecurity.





OUR CORE VALUES

6 UNDERPINNING PRINCIPLES



OUR CORE VALUES

INTEGRITY

Culture of respect and continuous improvement. Impact oriented

QUALITY

Both in the creation of the physical space and in its activation

INCLUSIVENESS

Development that actively seeks broad & deep community input and involvement

OUR CORE VALUES

TRANSPARENCY

Rich and regular clarity around project intent, strategic inputs, organizational structures, progress and outcomes

SUSTAINABILITY

Performance over time that drives critical impacts, incl. closing racial/socioeconomic wealth gaps for local residents

GRATITUDE

Built on a virtuous and continuous cycle of appreciation and celebration

OUR CORE VALUES



PLANNING FOR HIGH PERFORMANCE

STRATEGIC | 5-YR TACTICAL | 2-YR

OPERATIONAL QUESTION

SourceLink identifies 4 primary types of entrepreneurs. Are we prepared to prioritize services at this facility to meet the needs of each? If so, how? Are we prepared to tailor messaging/promotion accordingly?

POLICY QUESTION

Per formation documents, the facility's revenue surpluses will accrue in a dedicated account. Generally, how should those reserves be responsibly allocated in support of capital obligations, small business development, etc.?

POLICY QUESTION

What are the baseline eligibility requirements that individual entrepreneurs must meet to participate in this business development program? What about performance benchmarks to successfully graduate?

OPERATIONAL QUESTION

What are the key technical resources and business services that we will be prepared to provide in Year 1, then over time?

STRATEGY QUESTION

Resources provided through this facility are intended to provide transformational outcomes for the immediate neighborhood as well as the wider region. What are the desired outcomes in Year 1, then over time, for those distinct populations?

OPERATIONAL QUESTION

Transparency and inclusion are and will continue to be core principles of this facility and its leadership. How best can opportunities and outcomes be shared with the community to ensure that those values are consistently upheld? How can the wider community be encouraged to assume ownership of and participate in facility activities and governance?

OPERATIONAL QUESTION

Per current plans, one of the Advisory Board subcommittees will be charged with helping to guide perpetual strategic planning and assessment for this facility. What model frameworks might this team consider adopting for this effort? Critical KPIs?

STRATEGY QUESTION

What regional economic dynamics should be considered in broad decision-making for this facility in order to mitigate threats and support transformational outcomes?

Initial Strategic Planning | July 2021 - January 2022 in parallel with property redevelopment

- Development of a 5-year strategic plan and 2-year tactical plan of action for facility governance and management, including a comprehensive roadmap for equity-based small business development;
- Development of quantifiable goals and objectives that support the project's foundational values;
- Development of Management Standard Operating Procedures that advance the strategic goals and objectives while supporting all foundational values;
- Development of clear, quantifiable and values-consistent performance metrics;
- Identification of technical resources considered essential for project success;
- Development of an advisory committee and empowered subcommittees that reflect the racial and socioeconomic diversity of the City of Kankakee and prioritize the participation of BIPOC-led community development entities;
- Development of an organizational chart with associated position descriptions, including for volunteer committee members;
- Launch of a robust online public engagement portal to capture and channel project feedback and enthusiasm, support productive project discussion, centralize project news and resources, and promote the project in a fully inclusive, transparent and continuous way; and
- Identification of the initial 50-person cohort of small business incubation clients, with racial- and socioeconomic-based scholarship funding identified for 16 individuals to date.

Organization: Community Foundation of Kankakee River Valley
Project Title: Project Catalyst: Strategic planning for development of an equity-based entrepreneurial ecosystem
Start Date: July 2021
End Date: January 2022

REVENUE	
City of Kankakee Economic & Community Development Agency	\$10,000
Preservation Realty LLC	\$16,500
Financial Institution Partnership	\$56,000
TOTAL REVENUE	\$82,500

EXPENSES	
Project Management (Preservation Realty)	\$15,000
Project Management (City of Kankakee ECDA)	\$10,000
Project Assistance (Preservation Realty)	\$ 1,500
Entrepreneurship Center Management Consultant, or equivalent (GVF)	\$25,000
Diversity, Equity & Inclusion consultant (GVF)	\$15,000
Engagement Software: Bang the Table EngagementHQ or equivalent (GVF)	\$ 8,000
Grant Administrator, Community Foundation of Kankakee River Valley (GVF)	\$ 3,000
Travel & Meeting Costs (GVF)	\$ 5,000
TOTAL EXPENSES	\$82,500

Other related initiatives coinciding with Project Catalyst include:

1. **SourceLink-led Baseline Asset Mapping for Local Entrepreneurial Ecosystem.** A \$20,000 investment funded through the City of Kankakee ECDA-secured National League of Cities Innovation Ecosystems grant.
2. **“E. Station St. Development,”** which includes 310 S. Schuyler Ave. office/incubator redevelopment and adjacent apartment development by Preservation Realty LLC. The business incubation piece of this \$20M investment is due to be delivered in Jan. 2022.
3. **CEO Program.** The Community Foundation of Kankakee River Valley in conjunction with Midland Institute is working toward starting a [CEO \(Creating Entrepreneurial Opportunities\) Program](#) in Kankakee County to improve economic prospects for young people in rural areas. Cost breakdown is \$35,000 initial fee the first year, with an additional \$35,000-\$50,000 per year for 3 years.

EngagementHQ Tools Spectrum

Managing your project communications



Controlled environment

Participants cannot engage with each other. Data is stored in the backend and only accessible by admin.



SURVEYS

The Surveys tool gives people an opportunity to voice their opinion in a convenient and guided way, which has historically shown higher response rates than other formats.



POLLS

Polls encourage people to give a quick answer on one question, selecting from multiple choice answers. They are able to instantly see the Poll results, piquing their interest and giving you real time insight.

Mixed environment

Participants can see other participant contributions. However, there is little peer-to-peer interaction. Some data may be visible to the public, other data is just accessible by admin.



QUESTIONS

Questions is an issues management and communications risk mitigation tool. It is a managed space for your community to ask you questions and for you to respond either publicly or privately.



GUESTBOOK

Guestbook keeps things simple; people are only able to upload comments, which are moderated to manage what appears publicly. No other interaction is enabled.



STORIES

When we tell or hear a story, neuroscience tells us that we experience things on a higher and more resonant level. Stories helps your community better understand, empathize and relate to others as well as your project goals.

Open environment

Participants can engage with each other. Comments and ideas are visible.



PLACES

Places is a simple way to gather community feedback and ideas directly on a map. Participants drop a "pin" in the area of concern, add photos and then fill in a quick survey.



IDEAS

Ideas provides "virtual" post it notes for individuals to add their ideas to a collective board. People like the ideas that inspire them most, helping align your priorities with what matters most to the community.



FORUMS

The Forums tool creates a space for discussion, dialogue and debate. People share their experiences with others, ask questions and have conversations in a safe and interactive environment.



Lisa Wogan
Economic Development Specialist
lisa@preservation-realty.com
847.238.2436



Barbi Brewer-Watson, MOL, PCED
Executive Director
Economic & Community Development Agency
bjbrewer-watson@citykankakee-il.gov
815.936.7313

THANK YOU