

Capital Improvements Plan

Section Six

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Capital Improvements Plan

This section describes various project aspects of the development that will be required. These items have been summarized in a Capital Improvement Plan (CIP). A number of the items listed will be developed and funded solely by the private developers with long-term interest in the site. Other items may have a cost-sharing between public and private sources to encourage and foster development in the Will County area. The items included in the executive summary are major categories of projects related to the development. A number of assumptions have been made to establish the CIP. As with any long-term plan, a certain amount of flexibility must be maintained to allow development to occur within the established parameters of the overall concept plan.

Roadway Access Infrastructure

In order to develop the Joliet Arsenal property, it will be necessary to provide access infrastructure facilities that will allow for construction of industrial facilities as well as for cargo and worker access. To avoid limiting the development potential of the site, the strategic plan assumes that multiple modes of transportation will be incorporated into the access infrastructure.

Highway Access

The primary highway access to the site will be from Interstate 55 at Arsenal Road. Interstate 55 is a major north-south interstate highway. Its close proximity to Interstate 80, a major east-west interstate, makes highway access to the national interstate highway system excellent. Projects have been included which will enhance and improve the highway access from the interstate system.

A secondary access to both the Deer Run and Island City sites is Illinois Route 53. This route has been identified for inclusion in the Strategic Regional Arterial (SRA) system. As an SRA, Illinois Route 53 is a component of Operation Greenlight, a plan developed by IDOT in coordination with the Illinois State Toll Highway Authority (ISTHA), CATS, NIPC and the Rapid Transit Authority (RTA) to address regional capacity and improve mobility. A "pre-Phase I" study was just completed in 1998 for the stretch of Illinois Route 53 between Wilmington and I-80. It addressed both short and long range improvements needed in order to enable the route to function as part of the SRA system. Improvements to this highway are anticipated to accommodate the truck traffic required for construction and on-going operation of the industrial parks. This highway is the main entrance for the Abraham Lincoln National Cemetery and as such certain intersections and crossings will require special consideration to mitigate impacts of truck traffic with passenger traffic on this major access route.

The public roadway system connecting Interstate 55 with Il 53 allowing access to this site has not been constructed for the types of traffic anticipated with the development of the two industrial parks. Larger trucks will require wider curb widths with pavement structures designed

to accommodate the increased loadings. Improvements to the public roadway system have been included in the CIP.

Railway Access

The JADA development site is strategically located between three major railway lines. It is anticipated that the site will be interconnected to these railway systems. With the Chicago market being the major player in the railway industry, the conjunction of these three major lines in one location provides a competitive opportunity for intermodal transportation found in few other places.

Site Infrastructure

The JADA site known as the Deer Run site is to be developed in the active areas of the former arsenal property. As such, the infrastructure system on the property to be developed are expected to be replaced in their entirety. This is also true of the Island City site. Site infrastructure improvements may consist of, but not be limited to the following.

- Roadway Systems
- Sewer Collection Systems
- Sewage Treatment Systems
- Water Distribution Systems
- Water Treatment Systems
- Drainage and Storm Water Detention Facilities
- Wetland Mitigation
- Electrical Distribution and Lighting

These on-site improvements will be an integral part of the success of the re-developments. As such it is anticipated that these projects will be funded by a combination of private and public funds. These systems will be planned for ultimate development of the sites but will be constructed on a phased-basis to maintain maximum flexibility for the undeveloped sites. This will also allow funding to be secured on a project-by-project basis. An investment of approximately \$250 million is anticipated to construct the necessary site infrastructure facilities.

75 Megawatt Power Plant

Industrial development will require the need for electrical power. It may be economically viable to generate and distribute that power on-site. Due to the demand which will be created by the development of the Deer Run site, a power plant option is being investigated. Since the power can be sold to both the national grid system and the users of the system by the developers of the power plant, no public funding is anticipated for this project. The anticipated level of investment for this project is \$75 million.

Multiple Intermodal Facilities

One of the keys to developing the Deer Run and the Island City sites is the construction of intermodal facilities to allow rail cargo and truck cargo interaction. Because the sites provide the space and connections necessary to provide for one or multiple rail companies to develop major trans-loading facilities, any company desiring to locate in the industrial sites will have the benefit of direct access to rail sidings. The anticipated level of investment for the intermodal facilities is \$700 million. The users of this system would be well-defined and able to recover their investment through use of the facility. It is anticipated that funding for the construction of intermodal facilities will be entirely private.

Development (Industrial, Light Industrial Warehouse) Business Park

Site acreage is available for the development of an industrial, light industrial, warehouse type business park. This category of the capital improvement plan would provide facilities for business either in a build to suit mode or a speculation mode by investors. It is desirable to have a mixture of warehouse and manufacturing facilities to provide a diverse economic base for employment in the area. Driving the private initiative on the Deer Run site is CenterPoint Properties. Their development, construction, and marketing experience will jump-start the Deer Run site and is anticipated that development will carry over into the Island City development. This category of investment capital is anticipated to be made by individual developers and without public assistance.

Furniture, Fixtures and Equipment

As a part of any new development, there would be a cost for furnishing the buildings, structures, and manufacturing facilities with equipment to perform the work. This category in the capital improvement plan indicates the investment expected as a result of development of the two sites. This investment would be made entirely by the users of the development without public assistance.

A Capital Improvements Plan financial estimate is included in Table 6-1. Critical short-term planning activities are shown in Table 6-2.

Table 6-1
Capital Improvements Plan

Project	Total Cost (in millions)
Access Infrastructure	\$225
Site Infrastructure (Including immediate need of \$30 million)*	\$250
75 MEG Power Plant**	\$75
Intermodal Facilities**	\$700
Development (Industrial, Light Industrial, Warehouse, Business Park)**	\$800
Furniture, Fixtures and Equipment**	\$1,400
Total Project Cost	\$3,450

* \$30 million for infrastructure improvements
** The private sector investment depicted here is at least 80-90% of the estimated total project cost.

Table 6-2
Critical Short Term Planning Activities*

Project	Total Cost
Regional water system solution**	\$200,000
Technical assistance in establishing an a) education committee and b) transportation committee	\$100,000
Generate accelerated cleanup plan	\$200,000
Implement marketing plan for JADA	\$200,000
Develop provisions for wastewater treatment	\$100,000
Facilitate a plan for intergovernmental agreements	\$200,000
Explore advantages/disadvantages of TIF	\$100,000
Develop a plan for recreational use opportunities	\$100,000
Power plant plan	\$100,000
Grant Investigation	\$200,000
Total Projects Cost	\$1,500,000

* Federal and state grants to be sought by JADA
** For a detailed description of the proposed study, see Section Eight, Reuse Recommendations.

Impediments to Development

Section Seven

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Impediments to Development

The undertaking of a development of the magnitude as those in the Deer Run and Island City industrial parks will undoubtedly involve certain challenges. The size of the developments, 1,900 and 1,100 acres, respectively, positions them in a category shared with few other industrial developments in the northeastern Illinois Region.

Primary impediments to development at the parks include the following:

- **Funding**
With development estimated at over \$1 billion in the west industrial facility and at least \$500 million at the Island City park, funding is a definite challenge. Access, site and utility infrastructure must be constructed, site work done and structures built to complete the parks. Off-site access is also in need of extensive rehabilitation to support the parks.
- **Availability of Property**
The Army is in the process of cleaning up several areas of the arsenal to meet CERCLA requirements prior to transfer. This leaves several pieces not yet transferred that separate the property and make it undevelopable as a cohesive development until final transfer of all property. In addition, use restrictions will be placed on the property.
- **Access**
Although the former Arsenal site is conveniently situated near the interchanges of Interstates 55 and 80, access to the individual parks is not adequate to support a full-scale industrial development.

The west site faces challenges in its entrance point at Baseline Road, south of Arsenal Road. This street is in need of major rehabilitation to meet the requirements of industrial traffic. Development of the park will also require secondary access to Illinois 53.

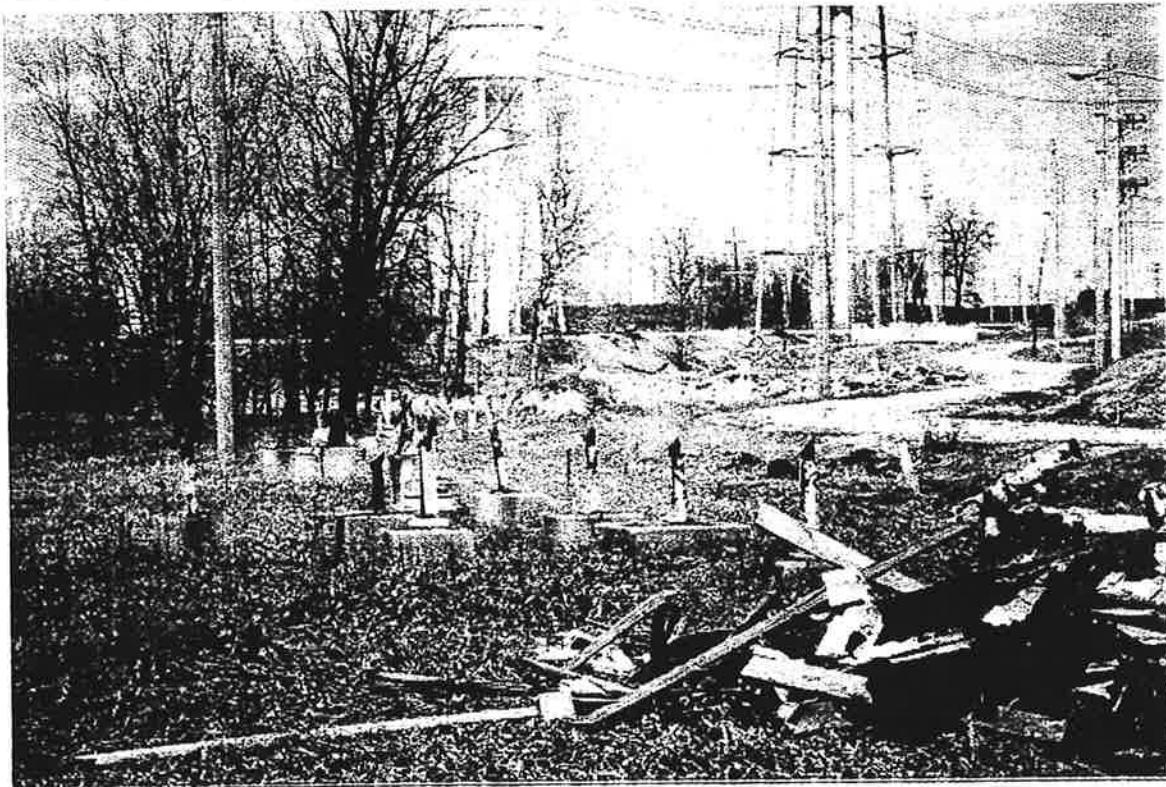
The east site is accessed by but not adjacent to Illinois 53. South Arsenal Road, the main east-west street to the south of the park, is an unimproved, rural road. Over \$3 million is needed to upgrade this road to provide access to the park and the Will County Landfill.

- **Facility Conditions**
Although the Army has a liquidation contract to remove several of the buildings at the former Arsenal, there are still facilities that were not contracted and must be removed by JADA. In the Deer Run site, the foundations of all former buildings, utility lines, and pipe supports still exist. (See Exhibit 7-1). JADA must absorb the cost of demolishing this concrete and either remove it from the site or find an on-site use for it, such as stabilizing road base or rail bed base. In the Island City

site, the "White Circle" residential area has been left to JADA for demolition. These housing units have been found to contain lead based paint and friable asbestos, both of which will be expensive to remediate.

- **Infrastructure Conditions**

Infrastructure for use within the parks is nearly unusable. Outdated sewer lines, many of vitrified clay pipe, are in poor condition and locationally inadequate to meet the needs of future development. Electrical lines have been removed. The street network is in very poor condition, amounting to little more than gravel drives in some areas and the rail beds are mere gravel paths.



Typical above ground piping support line where foundations have not yet been removed.



Typical foundation for above ground piping support column.

Exhibit 7-1: Concrete Removal

Reuse Recommendations

Section Eight

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Reuse Recommendations

Recommendations have been prepared for the following considerations:

- Development controls
- Incentives & Financing
- Market Targeting for Jobs
- Training
- Marketing
- Community relations
- Environmental Remediation
- Water Study
- Goals and Objectives
- Strategic Management Process

Development Controls

As the two industrial park sites begin the phases of development, it is imperative that guidelines for the administration, review and approval of these developments are set forth. Organizational procedures and key players must be identified to ensure a smooth flow of proceedings and simplified development.

The two parks face unique situations in their development. The Deer Run Industrial Park site, by virtue of being developed as one development, represents a “one-shot” land use control and approval process. Conversely, the Island City Industrial Park’s development is more ambiguous at this time. It may be developed as one parcel, or it may naturally develop in a piecemeal fashion. However these parcels develop presents challenges to JADA, the Village of Elwood and the City of Wilmington.

Economic development efforts are also affected by the types of land use controls utilized for business parks. Highly restrictive, or even highly flexible, land use controls can cause developers to shy away from sites. Excessively restrictive land use controls may signal trouble ahead in review and approval for a developer, while excessive flexibility may cause the developer to raise concern over adjacent land uses and flexibility. The attraction of high quality development, then, relies on a balance of stringent land use controls to ensure economic success and enough flexibility to maintain land use and design standards. There are several land use controls available to communities and developers. Controls range from simple zoning to more complex tools, such as performance standards, restrictive covenants and planned unit developments. These controls may stand alone or be integrated with other controls. In some cases, they are prepared to follow a municipal phased growth plan (to keep pace with expanding public facilities) or a regional growth management system to control urban sprawl.

The traditional zoning system has provided a clear and concise approach to determining compliance for new developments for over 70 years. Large developments, however, often prove complex and tedious to review. In addition, many governments often drop or relax standards to accommodate a development, attract more amenities or enhance the community. This type of zoning, often referred to as conditional zoning, has been discussed in Illinois courts several times over the past few decades. The problem associated with conditional zoning and extreme flexibility is, whether accidentally or by design, is a tendency to disregard the actual development plan or concept. It becomes impossible to enforce good policy in a public setting. Instead, policy must be decided at an abstract level.

Zoning

Several alternatives exist for zoning options at the two business parks. Some of these include:

- *Modification of the Existing Ordinance*
Key districts in the zoning ordinance, those being primarily industrial or commercial, may be reviewed and updated to reflect proposed activities at the business parks. These zones would then be applied geographically to the development sites.
- *Creation of New Zoning Districts*
New zoning districts, such as a “Deer Run Industrial Park District,” may be created to accommodate the development at the parks. The ordinances would apply solely to land in the parks and would have precise regulations on land use, bulk, height, density, setbacks, etc.
- *Utilizing Current Districts*
A mix of existing industrial districts, where applicable, would be applied to a land use plan of the parks. This plan would require the creation of a distinct map of zoning districts within the parks.

Performance Standards

Performance standards work to establish a maximum threshold for characteristics of certain uses. Typically, performance standards regulate smoke, odor, noise, glare, vibration, heat, traffic generation and visual impact. The concept of these standards is to establish a percentage-of-tolerance at the lot line. Some developments permit no tolerance at the lot line of the land use, while others may permit certain levels of tolerance that are deemed acceptable.

Performance standards, if not included in an existing ordinance or considered too permissible, are often incorporated into the Covenants, Conditions and Restrictions.

Covenants, Conditions & Restrictions

Covenants, conditions and restrictions (CCRs) are a set of private land use controls set forth to control land use, bulk, permitted usage, architectural integrity, design, parking, landscaping and other requirements of a development. CCRs “run with the land,” in that they are recorded with the title to the property and passes through the chain of title indefinitely. These restrictions are sometimes time-sensitive to initial development periods, or even a long-term horizon, such as 99 years.

CCRs act externally to the zoning ordinance and are typically not enforceable by a local government body. Enforcement of CCRs is generally held by landowners subject to the same set of restrictive covenants in the development. These restrictions are used frequently in the development of industrial and commercial parks. In the case of enforcement, they work along with the zoning ordinance, typically meaning the more restrictive requirement governs the activity on the parcel. As well, zoning requirements should consider their options based on the zoning code alone, and not rely on the covenant for enforcement.

Review and Approval

Organizational structures necessary to implement development proposals can include a few configurations for optimal performance. Some examples of these include:

Municipality-level Review and Approval

Under this scenario, each municipality involved (Elwood with Deer Run and Wilmington with Island City) would conduct review and approval of all items pertaining to development at their respective park. This approach would require at least one individual within the organization with a technical knowledge of larger industrial development to review all proposals and make recommendations to the appropriate board.

Consultant Review and Municipal Approval

Because of the limited staff available for the municipalities of Elwood and Wilmington to review technical proposals for development, each municipality may find it more cost-effective to utilize an outside consultant to review project proposals on an as-needed basis. This would reduce the need for a staff individual within the municipality to coordinate development, but may reduce the effectiveness of the review and approval process. Without a unified review and approval structure, the opportunity arises for decreased communication and an increased need for municipal leaders to manage day-to-day operations.

Recommendations

Land Use Controls

1. Deer Run Industrial Park

As the Deer Run site is anticipated to develop as one parcel over a 10 year period, it is recommended that the site be zoned as light industrial in accordance with the Village of Elwood's existing zoning ordinance. The developer of the land would

establish Covenants, Conditions and Restrictions (CCRs) with performance standards for noise, heat, glare, smoke, vibration, etc.

This combination for development provides the developer the opportunity to use creative, cohesive design concepts while allowing the Village of Elwood reduced review requirements. Typical elements of this process would include a conceptual approval (where the development stands now), a preliminary approval with any recommended modifications, and a final approval including a final plat for the parcel.

2. Island City Industrial Park

It is not known if the Island City Industrial Park site will develop as one parcel at this time. However, it can be assumed that the park will develop with a primarily industrial focus, along with recreational and commercial development. It is recommended that this site be zoned as a light industrial district at this time. The City of Wilmington has established development concepts in their comprehensive plan and will review any zoning changes as needed. This will open the site for development immediately. At the time of development, performance standards and CCRs should be established for either the entire development or smaller developments within the park.

Incentives & Financing

In today's land development market, incentives are commonly used to entice developers and companies to a particular site. These incentives are typically designed to afford a financial benefit to the developer/corporation for locating at the specified property. Incentives today are increasingly complex and sophisticated covering a myriad of state, local and federal programs. Many of these funding mechanisms and incentives would be available to JADA in accomplishing its mission. Appendix F contains a description of many of these options. As JADA seeks out various opportunities, there are three specific development tools that involve the establishment of "zones" or "districts" that JADA should pursue. These include the tax increment financing (TIF) district, the Foreign Trade Zone (FTZ), and the Illinois Enterprise Zone.

Tax Increment Financing

Tax Increment Financing (TIF) districts are used as a redevelopment tool to encourage growth in larger development areas. These districts are bound geographically and carry a time limit for their usage, commonly 20 years. A TIF district "re-circulates" tax payments on the property back into the district to pay for improvements and continued development. This is carried out by funneling increased real estate taxes back to the developer for certain eligible costs. Eligible costs include job training, land costs, sewer, water, streets, demolition, repair, renovation, parking, site work, landscaping, etc. TIF funds cannot be used for the construction of new buildings. These funds may be raised by the issuance of TIF bonds to begin development and then paid back by the tax increment generated, or they may be phased annually by accumulated tax increment. A

TIF district is established by a municipality and a redevelopment agreement is entered into between the city and the developer.

A TIF study should be conducted to analyze and recommend the specific elements required that would help to jump-start development yet be acceptable to affected taxing bodies. The study should involve the input from affected stakeholders and be structured in such a way as to demonstrate the long-term benefits.

Foreign Trade Zone

Foreign Trade Zones (FTZs) are used to facilitate development in terms of foreign product assembly and distribution. A foreign trade zone, established by the federal government, is a geographical area that allows businesses to treat foreign products as if they are located outside of the United States, thereby reducing tax and tariff burden to the producer. Duty and revenue charges are placed on these products when they leave the FTZ, enter the U.S. Customs Territory and enter the U.S. market for consumption. Many international companies, especially distributors, use these zones to reduce revenue burdens and hold merchandise until quotas open in the United States. Assembly operations conducted within an FTZ assist companies in adding value to products without incurring value-added tax charges. For example, a business locating within an FTZ in the Deer Run park could import products for distribution to wholesalers (e.g a clothing line) without paying tax or import tariff on the merchandise until it leaves the FTZ.

It is recommended that JADA explore alternatives to establishing an FTZ at the Deer Run site. The possibility of increased incentive for multi-national distribution and trade at the site could be further improved by the establishment of an FTZ.

Enterprise Zones

Areas designated as enterprise zones are typically those that contain high unemployment or areas that are sparsely populated. The Illinois Enterprise Zone Program, signed into law in 1992, provides state and local incentives, regulatory relief and other benefits for the purpose of stimulating economic activity and neighborhood revitalization. Typical incentives in the Illinois Enterprise Zone Program include:

Investment Tax Credit – allows a .5% credit against the state income tax for investments in qualified property

Sales Tax Credit – allows retailers within the subject county or municipality and who make a sale of building materials to be incorporated into the enterprise zone to offer a point of sale exemption of sales tax and deduct the receipts from those sales on the retailer's tax return.

Machinery and Equipment – allows a 6.25% sales tax exemption for qualified business on tangible property used or consumed within the enterprise zone in the process of manufacturing.

Utility Tax Deduction – allows qualified business certain tax exemptions on utility costs

Jobs Tax Credit – offers employers a tax credit on their Illinois income taxes for hiring individuals who are certified as economically disadvantaged or as dislocated workers.

Property Tax Incentives – provides that any taxing body can abate any portion of taxes on real property constructed or improved within the zone. This provision must exclude any TIF district from the area eligible for abatement.

Market Targeting for Jobs

While creating jobs for distressed populations is of strategic importance, efforts should be focused on targeting employers who are consistent with Will County development goals and the strategic plan. The plan calls for creating high paying jobs which are consistent with the development plans of the region and JADA. Marketing efforts need to be directed toward attracting employers who fit the profile of the desired development as identified in this Strategic Plan.

Training

The creation of jobs is a primary mandate of JADA. Providing the necessary training and education needs for incoming workers at the Deer Run and Island City Parks is essential to economic growth and job creation. Training of distressed populations has been identified as a priority within Will County. In light of the target market for the proposed development, it is proposed that job/skill training be focused on preparing the distressed population for higher paying jobs that fit the appropriate skill levels requirements. It is recommended that JADA take the lead in assessing the training and education needs, and provide leadership in the delivery of these services. Resources already exist in Will County for the provision of these services (see Appendix D), but there exists a need for JADA to provide the leadership and coordination of these services. This coordination could be provided at a training facility at the site, which would provide local service to the businesses attracted to the site.

The Joliet/Will County Center for Economic Development has established a workforce readiness initiative to establish adequate training and preparedness of the workforce. This initiative acts as an objective of Will County's new business development and recruitment strategy.

Several job training programs exist in Will County. Training services offered at area colleges and vocational centers include:

- Academic
- Basic skills
- Regulatory compliance
- Custom programs
- ISO-9000 / Quality
- Professional Development / Management
- Occupational

- Technical

Many of these programs are offered at the junior college level. Additional programs are offered by agencies such as the Displaced Homemakers Program, the Will County Workforce Development Council, Lewis University and the College of St. Francis. An Illinois Employment & Training Center (IETC) is also located in Joliet.

It is recommended that JADA assess current training programs available and identify existing efficiencies in available services in the Will County area. Areas of assessment may include available programs for needed industry occupations, class schedule, accessibility and geographic location, necessary qualifications for enrollment and cost of administration. It is recommended that JADA work closely with the Joliet/Will County Center for Economic Development and the IETC to establish necessary parameters for training. The types of training for specific occupations should be assessed when demand can be more accurately quantified.

Funding for training and education services can be sought through a number of funding vehicles associated with the Illinois Industrial Training Program, the Job Training Partnership Act (JTPA), the Welfare to Work program and Temporary Assistance to Needy Families (TANF) program. Funding for low and moderate income worker training would be available from these programs. A listing of employment and training services available in Will County is included in Appendix D.

Marketing

The Joliet Arsenal Development Authority (JADA), in conjunction with the Will County Center for Economic Development Foundation and other development partners, should prepare a multi-year marketing plan to more fully develop the recommendations in this report. Such a plan would designate responsibilities, market the parks, engage area commercial brokers and implement jump-start tactics. During the planning process, the committee should investigate options, consider alternatives, look at ways to reduce costs and build consensus.

At a minimum, the marketing plan should:

- Describe the marketing strategy
- Refine the positioning strategy
- Coordinate and link to on-going marketing activities of the Will County Center for Economic Development Foundation
- Designate responsibilities
- Select promotional tactics
- Identify basic sales and promotion materials
- Describe any required marketing support systems
- Prepare a budget
- Set a schedule with critical dates
- Prescribe evaluation criteria

The marketing plan should be built around the target audiences with research focused on:

- Identifying industry leadership, market dynamics and appropriate marketing channels to reach members of each target audience
- Determine geographic distribution and recent location trends
- Define screening criteria to identify companies with a high probability of expanding
- Pre-qualify companies meeting the screening criteria
- Create a customized database of these companies

Community Relations

The early years of development will be centered on building infrastructure and attracting seed tenants. Community relations and information duties are essential during this embryonic stage to ensure that community and environmental concerns maintain their importance. Public attention is already focused on this project primarily due to its scale and because of the sensitivity associated with surrounding land uses. The success of the "good neighbor" image of the development will hinge upon the diplomacy with which issues are addressed. The ability to build consensus on the "water" issue further emphasizes the necessity for establishing a formal community relations component to JADA.

Components would include:

- Use of professionals that have proven experience dealing with complex and highly visible intergovernmental relationships and conflict resolution
- Media Relations
 - Make presentations to local papers' editorial staff
 - Prepare press releases and news media kit materials
- Education Program
 - Develop general information packet (same as media packet)
 - Schedule presentations at civic groups and organizations

Environmental Remediation

Environmental remediation has been identified as a major impediment to development. This is especially critical as it relates to the Deer Run site where market conditions are offering a limited window of opportunity for rail development. Although the Army has allocated more than \$8 million in FY99 for clean-up, certain aspects of the remediation plan released in February 1999 would prevent immediate development of its site. In an effort to not compromise development and ensure that JADA's mission is fulfilled, an alternative strategy for remediation has been jointly proposed by JADA and CenterPoint Properties Trust, Inc.

This proposed plan has been developed with the assistance of Carlson Environmental, Inc. (CEI) outlined in a recent briefing paper. The remediation program employs proven, accepted, active redemption technologies. Carlson Environmental is cooperating with the Army to develop modifications to the remediation plan that are consistent with both the approach outlined in the 1998 Record of Decision and the proposed development plan and timeline. The development cannot proceed without these modifications. The modified approach has the following benefits:

- It's Fast – In most cases, the proposed remediation will take approximately six months. Faster clean-up is the only way a private developer could consider acquiring and building on the site.
- It's Safe – The remedies in the plan are at least as protective of human health and the environment as those described in the ROD.
- It's Efficient – The proposed plan is cost efficient. Experience shows that using the funds now allocated for remediation to hire a private contractor for the clean-up can save the federal government even more. In addition, the economic benefits from this project will far outweigh any additional costs associated with accelerated remediation.¹

The recommended plan is designed to provide the following assurances:

- Active remediation techniques can be employed and completed quickly enough to allow the company to take advantage of the current business opportunity.
- The uses proposed for the site are permitted by the general guidelines established in the 1998 Record of Decision (ROD).
- Any deed restrictions resulting from the Army's desire to limit its exposure under the Comprehensive Environmental Response and Liability Act (CERCLA) do not preempt the use of the Arsenal site for industrial and mixed use development and do not interfere with JADA's statutory mandate to promote economic development on the site.²

Therefore, JADA and CenterPoint are proposing the following steps to provide these assurances:

- Approval from the US Army that the proposed development plan is acceptable.

¹ JADA/CenterPoint, Deer Run Briefing Book, March 2, 1999

² Ibid

- Approval from the US Army that the proposed remediation plan is consistent with the general guidelines established in the ROD.
- A Memorandum of Agreement (MOA) among JADA and the U.S.. This is a proven method. The US Army has used a form of MOA similar to USEPA's Prospective Purchaser Agreement to facilitate the transfer of contaminated government property for private development. A MOA could record all the needed assurances and clear the way for acquisition and development of the property. Funds allocated by the U.S. Army for clean-up could be used to help pay for the remediation plan.
- Modifications to the Deed proposed by the Army enabling the proposed development.

Once an MOA and Deed changes are completed, the remediation and development would be pursued in phases, taking title to portions of the Deer Run property as they are remediated. The development could then rely on easements to ensure access to portions of the property that it does not yet own.³

Table 8-1 compares the proposed remediation plan with the Army's approach. Some modifications to the Army plan are needed. In particular:

- The proposed plan calls for the potential excavation and removal of the contents of the sanitary landfill. The Army proposes to cap the landfill, leaving the contents in place. Capping the landfill may be inconsistent with the planned use for the site.
- The proposal seeks to delineate the extent of the toluene contamination, and then actively remediate the contamination using "pump and treat" technology. The Army plan calls for passive attenuation of the toluene, allowing the contaminants to naturally dissipate over time; this approach may be inconsistent with the development timeline.⁴

The proposed plan seeks to actively and quickly remediate environmental contamination is compatible with the economic development goals for the site. It provides the level of predictability and control required for an investment of the magnitude needed for this development.

³ Ibid

⁴ Ibid

Table 8-1
Actions Needed To Complete the Proposed Development

PROJECT/AREA	DEVELOPMENT PHASE	ACTION NEEDED	COMPLETED BY	COST	STATUS & FUNDING
TNT/tetryl contamination (M5, M6)	1	excavation of contaminated soil, stockpiling off site	2000	\$8,30,000	In ROD; excavation begins in 1999; \$8,300,000 in funding
ash pile (M9)	1	excavation & stockpiling/disposal off site	2000	\$4,100,000	In ROD, scheduled for 2005; not funded
contamination in toluene storage area (M 10)	1	investigate extent of contamination	1999	\$50,000	Not in ROD; not funded
landfill (M 13)	1	excavation & disposal off site	2001	\$16,000,000	ROD calls for capping at \$2,800,000 in 2006; not funded
groundwater remediation for toluene (M 10)	2	pump and treat as required	2001	TBD	Not in ROD; not funded
Option 1: Groundwater for TNT/tetryl	2	natural attenuation	20029	\$3,300,000	In ROD; not funded
Option 2: Groundwater for TNT/tetryl	2	pump & treat system installed as contingency	2001	\$1,000,000	In ROD, not funded

Water Study

Objective

The objectives of a water study would be to assist local governments in the area to identify their needs and the opportunities available, through JADA, to satisfy those needs. Since the likely users consists of a number of local governments of varying population, the approach would be regional. This study would be conducted by JADA and represent JADA's own independent, professional and objective perspective on the water issue. Although a technical undertaking, the primary thrust of this study would be for the purpose of building consensus. The study would entail a focused strategic planning process. Study areas would include the following:

Regulatory Impacts

The impact of regulations affect all developments and in the potable water arena there has been recent movement making regulations more stringent. In northeastern Illinois, and more specifically the area in close proximity to the JADA sites, the regulation regarding radium levels in drinking water may have a profound impact. The primary source of water in the region is deep well water. This water is in generally good supply, however it does have naturally occurring radium levels which often exceed the proposed allowable limits. This impacts not only the proposed development site, but also the communities in the JADA region which, for the most part, use deep well water as a supply source.

Alternate Source of Water

An alternate source of water to be considered would be surface water. The JADA property has access to the Kankakee River thru an existing pumping facility.

Consideration must be given to the use of this source of water, not only to alleviate the radium problem but to augment and relieve the dependence on the deep well aquifer.

A similar pump station exists on the Des Plaines River, however, it has been discouraged from use for drinking water supply by Illinois Environmental Protection Agency representatives due to the varying levels of contaminants currently present. This should be studied and evaluated to ascertain the conditions which would need to occur to have this be considered a viable source of water.

Regional Needs

As indicated above, the local governments in the area have potable water needs due to population growth in the area as well as due to the radium regulatory movement. On a community basis, the solution to providing these needs can be expensive and impact the water user fees drastically. A comprehensive study of the area is needed to evaluate the potential of regional water supply which utilizes the resources of the former arsenal property. The study would review the population projections for the communities in the study area and provide estimates of the water demands associated with that population. These demand estimates would include projections for the development at the JADA sites as well as other potential development sites within the study area.

Cost Estimates

In general, a regional water system would be more cost-effective to construct, operate, and maintain than individual community systems (assuming improvements are required at the individual systems). This would be particularly true in those cases where treatment of water is required. Staff resources can be effectively utilized over a broader base of customers. In order to build any consensus on the benefits of a regional supply, communities must have an understanding of the cost. This study would prepare cost estimates for various alternatives and levels of production of a regional water supply.

It is anticipated that the individual communities would remain in control over their water supplies. The regional water system would provide or augment their current sources. The pumping and transmission of water to the communities and storage requirements would be considered as a part of this study.

Administrative Needs

In order to create a regional water system, it will be necessary to consider how that regional system would be created, under whose authority, and how it will exist to maintain and provide long-term service to its customers. A number of methods may be used to provide this vital administrative function through new legislation, an existing agency, a single municipal owner, or a private owner. This would be addressed through the study and include a number of meetings and conferences with potential customers.

Scheduling and Phasing

In reviewing the potential for implementation of a regional water system plan, the scheduling and phasing of improvements must be considered. This would be of great importance in evaluating a regional water system. All of the components of the regional

system would have to be programmed to allow the system to move forward with construction. The long term goal of a regional system shall not limit the ability to meet immediate development needs. It is even possible that the end result may be two separate systems.

The first development of the JADA properties is anticipated to occur quickly at the Deer Run site. Recent engineering studies concluded that an initial water system could be developed at the Deer Run Industrial Park, which would include a well house and pump on Well No. 9 or 10, rehabilitation of Elevated Tank No. 503-3-4, installation of a pressure reducing valve and metering vault, and approximately 14,500 feet of 12-inch water main. The probable cost for this work is \$1,250,000 including engineering and contingencies.⁵ Through the use of this well supply for early development, sufficient time will be available for a study to be conducted on the interest and feasibility of a regional supply. It is anticipated that a study of this type will take approximately 12 months to complete.

Goals and Objectives

Based on the successful implementation of the JADA Strategic Plan, the following goals should be met at two year and four year intervals:

- Generate 5,000 construction jobs in two years and a cumulative 18,000 construction jobs in four years.
- Generate 2,500 permanent jobs in two years and 6,000 in four years.
- Generate construction payroll of \$400 million and \$150 million by years two and four, respectively.
- Generate permanent payroll of \$150 million and \$350 million by years two and four, respectively.
- Generate a minimum of 50 siting requests annually by 2001 and 100 requests annually by 2003.
- Attract \$1 billion in private investment to the sites within two years and a total of \$2 billion by 2003.
- Secure \$50 million in public participation funding by 2001 and a total of \$100 million by 2003.

Strategic Management Process

The comprehensive Strategic Management Process for implementation by JADA is both iterative and ongoing. It provides the maximum opportunity for JADA to function efficiently, effectively and to involve all Will County citizens, organizations and other interests. It allows JADA to function with a minimal staff. Listed below are the four primary components of this process:

⁵ From letter to Rick Kwasneski, Executive Director of JADA, dated June 4, 1998 by Robert Ehlers of Strand Associates, Inc.

Strategic Planning

This component of the overall process establishes the long-term direction of the organization in the context of JADA's vision of the future. It establishes the organizationally unique mission of JADA together with a specific set of goals, objectives and policies developed in response to the needs of the community, external mandates of federal and state governments and external and internal environments. It forms a basis for long-range decision-making (over five years) and short-range decision-making (one to five years) to include resource allocation, capital investment and funding source planning.

Implementation Planning

The next component of the Strategic Management Process is implementation planning. This allows for detailed performance planning and proposed resource allocation to achieve the goals, objectives and other organization initiatives identified throughout the overall planning process. It ensures the proper alignment of JADA's strategy with that of all supporting and coordinating organizations. Implementation planning establishes the detailed requirements, schedules and resource allocations necessary for successful execution. It is interactive and begins with completion of this Strategic Plan, the plan for funding allocations and JADA's multi-year budget projections. Implementation planning forms the basis for performance evaluations.

Execution

The services of JADA are delivered through its programs and projects. Framing the substance of JADA's programs and projects are a set of processes and sub-processes consisting of a series of activities that take one or more types of input and create outputs. These processes are the means (activities and decisions) by which JADA produces the outputs and outcome for its customers.

Performance Evaluation

Implementation planning provides a basis for the end-to-end evaluations of performance within JADA's operations at multiple levels. The evaluation of performance measures determine whether JADA achieved intended results as stated in its performance plans. This evaluation also determines the level of effectiveness and efficiency with which JADA's programs and processes are accomplished. JADA will establish performance planning throughout its operations in order to determine the necessary steps of measuring, evaluating, reporting and implementing improvement initiatives derived from internal and external inputs.

Its Performance Evaluation Process provides JADA and its multiplicity of customers with important information to assess its performance in all areas. It also allows JADA to identify potential opportunities for improvements in its service delivery, program and project implementation and process management. The results of performance evaluation activities provide data and information that will be used by JADA to make informed

decisions regarding changes and modifications to the organization's long-term strategic, as well as short-term, deployment. The results of performance evaluations also enable JADA to effectively communicate results and accomplishments to its internal and external customers and stakeholders. A diagram of the Strategic Management Process is included in Exhibit 8-1.

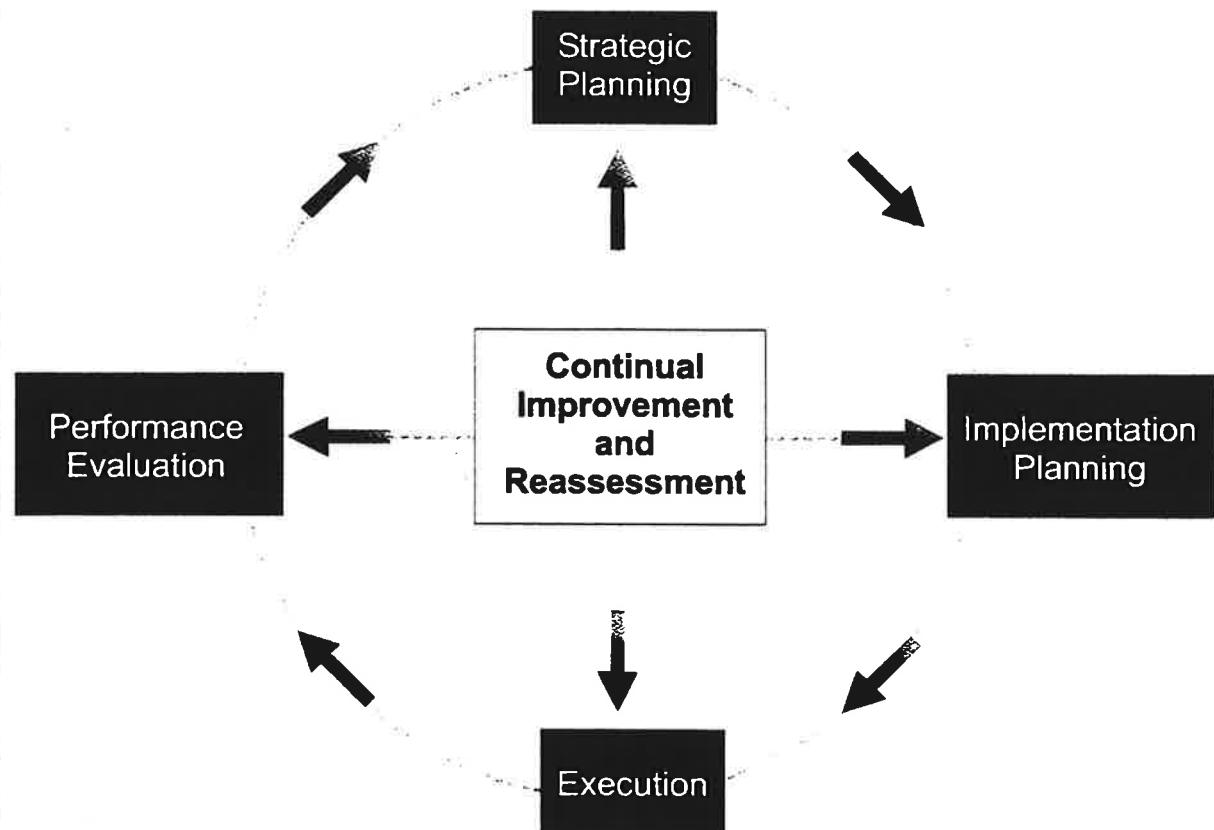


Exhibit 8-1: The Strategic Management Process

Transportation Issues Affecting Low-to-Moderate Income Workers

Section Nine

Section Nine

Transportation Issues Affecting Low-to-Moderate Income Workers

Background

With the onset of thousands of new jobs at the Joliet Arsenal sites, low and moderate income workers are faced with the opportunity to secure better employment. This employment may offer a better salary, benefits or working conditions than their present job. It may also offer more job security than their present working environment. No matter the cause, thousands of individuals will be securing employment at organizations located within the new industrial parks.

Low and moderate income workers often face challenges in securing reliable transportation to work. If a motor vehicle is unattainable, riding with acquaintances to work or using public transportation are often the only options. But, in the case of the business park sites, there is no public transportation. Currently, there is no bus service, no rail service and no contract service available to the public. Basically, a taxi cab is the only way to get there if a worker has no access to a car.

This trend isn't uncommon, however. As employment centers continue to move into suburban surroundings, many urban and rural dwellers find it difficult to secure employment in these affluent surroundings due to their lack of transportation. In fact, Congress found several startling facts about employment and low-income workers during the writing of TEA 21 legislation:

1. Two-thirds of all new jobs are in the suburbs, whereas three-quarters of welfare recipients live in rural areas or central cities;
2. Even in metropolitan areas with excellent public transit systems, less than half of the jobs are accessible by transit;
3. In 1991, the median price of a new car was equivalent to 25 weeks of salary for the average worker, and considerably more for the low-income worker;
4. Not less than 9,000,000 households and 10,000,000 Americans of driving age, most of whom are low-income workers, do not own cars;
5. 94 percent of welfare recipients do not own cars;
6. Nearly 40 percent of workers with annual incomes below \$10,000 do not commute by car;
7. Many of the 2,000,000 Americans who will have their Temporary Assistance to Needy Families (TANF) grants terminated by the year 2002 will be unable to get jobs they could otherwise hold (without transportation)¹

¹ Excerpt from Sec. 3037, 49 USC 5309, Transportation Equity Act for the 21st Century.

Given these figures, the demand for transportation services to a regional employment center such as the new business parks is verified. Further, the opportunity to attract low and middle income workers from the Joliet metropolitan area will enhance the Joliet economy and strengthen its economic stability.

Target

Socioeconomic analysis was performed for Will County census tracts to locate areas of unemployment, low employment totals and low median income. This analysis showed pockets of unemployed/underemployed persons around the Joliet metropolitan area. These individuals were typically central city residents. Geographically, the primary unemployment center in Will County is concentrated in the Joliet area. As the goal of addressing low and moderate income worker issues is to simplify the employment process as much as possible and affect the largest group of potential employees, a target range for transportation issues was established in the metropolitan Joliet area.

Available Services

Bus

Preliminary discussions with representatives of Pace bus service indicate that there is an interest in expanding express service to the southern Will County line. This service would follow Interstate 55 and 57 lines only, with scattered park-and-ride facilities along the route.

The City of Joliet currently operates a metropolitan bus service for Joliet commons only. This service has the potential to link to a Pace service extending south toward the Joliet Arsenal. In fact, Pace has expressed an interest in establishing express service from Joliet to Wilmington along Illinois 53.

Rail

Preliminary discussions with representatives of Metra indicate a need for coordinated development plans at the Arsenal. The suburban transit system is currently seeking federal funding to extend a line from Orland Park to the Village of Manhattan. Metra is already funding the initial design and engineering work for the extension. The \$177 million, 11 mile project is being "highly recommended" by the Federal Transit Administration to the U.S. Congress for funding. It is anticipated that this line, in the future, would run south from Manhattan to the Arsenal, extending west to Illinois 53 and Hoff Road.

A second priority alternative for rail access would entail the extension of the Heritage Corridor (running along the I&M canal area) line south from Joliet to the Arsenal and, ultimately, beyond. This line configuration would present optimal alternatives for transporting workers to the Arsenal site from metropolitan Joliet. Heavy freight rail constraints are under consideration,

however, and further analysis will be needed to establish its feasibility. The City of Wilmington currently supports the extension of this line.

Opportunity

The coordination of transportation for low and moderate income workers is only the beginning. This coordination should extend to accommodate housing, training and individual needs as well. As part of the Welfare to Work initiative by the U.S. government, a goal of all agencies has been and continues to be a seamless transportation network for low and moderate income workers to access work, training education and their communities.

Because of this, it is imperative that transportation solutions for low and moderate income workers stretch beyond the traditional individual approach, extending to the larger-scale needs of communities in terms of access and transportation.

One way that transportation development has taken a giant leap in terms of service is the onset of transit-oriented development (TOD). TOD facilities attempt to integrate all modes of transportation – car, bus, rail and, possibly air – in one facility or hub. These facilities often offer commercial services to transit and other customers. Services may include banking, food service, dry cleaning and convenience stores. All of these services are consolidated in a pedestrian-friendly, easily accessible facility.

The former Joliet Arsenal property poses a unique opportunity for TOD design in its concept. Visitors to the national cemetery and tallgrass prairie, as well as employees of the two business parks, could pass through the TOD central facility before reaching their final destination. This facility would act as the center of the development. Together, these entities could progress for a common goal – transporting people in an efficient manner. As well, this type of facility could pave the way for additional commercial and industrial development in the area.

Recommendations

It is recommended that JADA begin exploring innovative transportation options for low and middle income workers with the Regional Transportation Authority, including Metra and Pace. Further, coordination should be sought with the national cemetery and tallgrass prairie to ensure that an efficient transportation option is created. A regional transportation plan for worker transport is recommended.

As of this writing, JADA has met with the Regional Transportation Authority (RTA) and subsequently submitted a preapplication to initiate a joint RTA – JADA led transportation planning effort. The scope of this study would be to identify where potential workers may come from to work at the industrial parks as well as the transportation methods that are available to transport them. The study will also identify transportation needs for visitors to the Midewin

National Tallgrass Prairie and Veterans Cemetery. It is recommended that JADA, the Village of Elwood, City of Wilmington, Will County, RTA, the Veterans Administration and National Forest Service explore options to provide a transit-oriented development facility at the former Arsenal site. This facility could become the focal point of the former Arsenal, while playing an instrumental part in coordinating transportation for workers in need. Rail, bus and taxi operations could be consolidated at one facility, providing a seamless interface for users of public and private transportation. This would also be a logical location for a training center.

Within the individual parks, it is recommended that JADA pursue bus service to provide transportation to individual business. This bus service may be underwritten publicly, by individual corporations within the parks or via the Transit/Vanpool Benefit Program available through the Federal Transit Administration.

Funding

Funding for the project could come from a variety of federal, state and local resources. The most significant resource for JADA to consider in worker transport is the Job Access and Reverse Commute Grant (JARCG) available via TEA 21 through the U.S. DOT.

The JARCG focuses primarily on moving individuals from their homes to employment and support services. This program must contain a transportation and human service planning approach to solve transportation problems and increase suburban connections for all populations.

Other sources of funding include:

United States Department of Agriculture

- Intermediary Relending Program
- Community Transportation Development Fund
- Business and Industrial Guaranteed Loan Program
- Rural Business Enterprise Grants
- Rural Economic Development Loans and Grants
- Rural Empowerment Zones/Enterprise Communities

United States Department of Education

- Vocational Rehabilitation Grants
- Centers for Independent Living
- Even Start

United States Department of Health and Human Services

- Administration for Children and Families
- Community Services Block Grant
- Social Services Block Grants

United States Department of Housing and Urban Development

- Community Development Block Grants
- Bridges to Work
- Tenant Opportunities Program
- Welfare to Work

United States Department of Labor

- Welfare to Work Grants
- Trade Adjustment Assistance
- Employment Training Research and Demonstration Programs

United States Department of Transportation

- Highway Planning and Construction
- FTA Capital Program
- Metropolitan Planning Grants
- Urbanized Area Formula Program
- Nonurbanized Area Formula Program and the Rural Transit Assistance Program
- National Planning and Research Program
- State Planning and Research Program
- Joblinks

Illinois Department of Human Services

- Access to Employment

Other more focused agencies and programs, when combined with other sources can offer a pool of potential funding

- Illinois Department of Aging
- Illinois Department of Alcohol and Substance Abuse
- Illinois Department of Human Services
 - Office of Rehabilitation Services

Appendix A

Will County Labor Force Estimates by Census Tract Number: 1997 Annual Averages

WILL COUNTY LABOR FORCE ESTIMATES BY CENSUS TRACT NUMBER
1997 ANNUAL AVERAGES

1

Census Tract #	Area Description	Labor Force	Unemployed		
			Employed	Number	Rate
8801.03	SPLIT AREA	4,610	4,471	139	3.0%
8801.04	SPLIT AREA	1,737	1,692	45	2.6%
8801.05	SPLIT AREA	2,772	2,644	128	4.6%
8801.06	BOLINGBROOK VILLAGE (P)	3,428	3,297	132	3.8%
8801.07	BOLINGBROOK VILLAGE (P)	3,631	3,475	156	4.3%
8801.08	BOLINGBROOK VILLAGE (P)	3,039	2,935	104	3.4%
8801.09	BOLINGBROOK VILLAGE (P)	3,746	3,610	136	3.6%
8801.10	SPLIT AREA	4,241	4,089	151	3.6%
8801.11	BOLINGBROOK VILLAGE (P)	2,493	2,378	115	4.6%
8801.12	BOLINGBROOK VILLAGE (P)	1,248	1,213	36	2.9%
8801.13	BOLINGBROOK VILLAGE (P)	2,137	2,031	106	5.0%
8802.01	SPLIT AREA	3,626	3,417	208	5.7%
8802.02	SPLIT AREA	2,411	2,335	77	3.2%
8803.01	SPLIT AREA	4,436	4,279	157	3.5%
8803.02	SPLIT AREA	2,702	2,622	79	2.9%
8804.04	SPLIT AREA	2,423	2,346	78	3.2%
8804.05	SPLIT AREA	1,759	1,693	66	3.8%
8804.06	SPLIT AREA	3,605	3,506	100	2.8%
8804.07	SPLIT AREA	2,847	2,776	72	2.5%
8805.01	SPLIT AREA	4,717	4,458	259	5.5%
8805.02	SPLIT AREA	2,452	2,317	134	5.5%
8806.00	SPLIT AREA	4,132	3,988	144	3.5%
8807.00	SPLIT AREA	3,200	2,956	244	7.6%
8808.00	CREST HILL CITY (PT.)	125	121	5	3.8%
8809.00	SPLIT AREA	4,608	4,444	164	3.6%
8810.01	REMAINDER OF HOMER TW	2,700	2,597	103	3.8%
8810.02	SPLIT AREA	2,441	2,382	59	2.4%
8810.03	GOODINGS GROVE CDP	6,139	5,979	160	2.6%
8810.04	SPLIT AREA	2,458	2,429	29	1.2%
8811.03	SPLIT AREA	2,560	2,514	46	1.8%
8811.04	SPLIT AREA	4,636	4,445	190	4.1%

Source: Illinois Department of Employment Security, Economic Information and Analysis

WILL COUNTY LABOR FORCE ESTIMATES BY CENSUS TRACT NUMBER
1997 ANNUAL AVERAGES

2

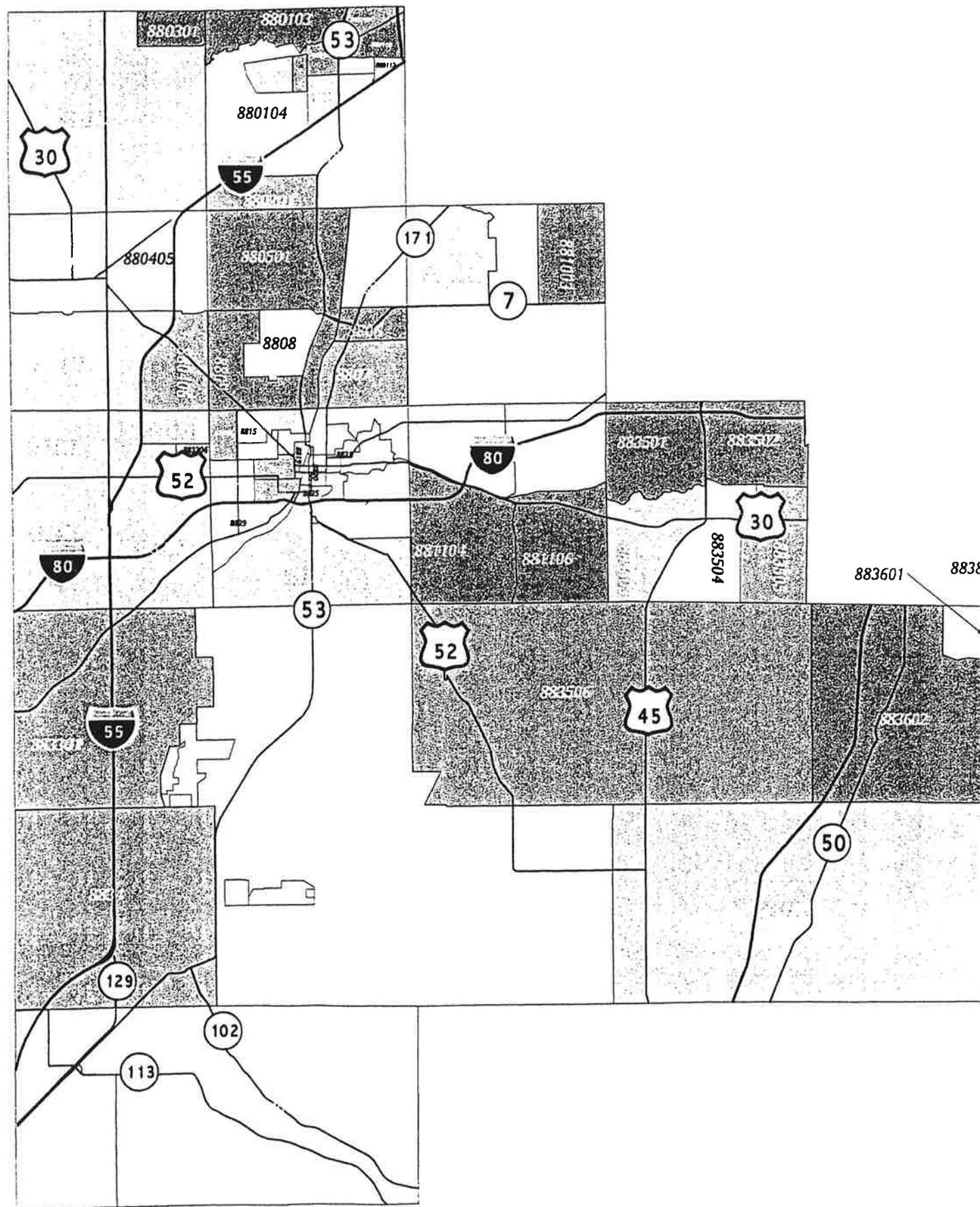
Census Tract #	Area Description	Labor Force	Unemployed		
			Employed	Number	Rate
8811.05	SPLIT AREA	2,352	2,306	46	2.0%
8811.06	SPLIT AREA	3,839	3,731	108	2.8%
8812.00	SPLIT AREA	2,071	1,763	308	14.9%
8813.00	JOLIET CITY (PT.)	2,551	2,029	522	20.5%
8814.00	SPLIT AREA	3,166	3,063	103	3.2%
8815.00	JOLIET CITY (PT.)	1,743	1,645	98	5.6%
8816.00	SPLIT AREA	3,472	3,273	199	5.7%
8817.00	JOLIET CITY (PT.)	2,163	2,087	76	3.5%
8818.00	JOLIET CITY (PT.)	2,240	2,149	91	4.1%
8819.00	JOLIET CITY (PT.)	1,497	1,256	241	16.1%
8820.00	JOLIET CITY (PT.)	1,533	1,227	305	19.9%
8821.00	JOLIET CITY (PT.)	1,466	1,323	143	9.7%
8822.00	SPLIT AREA	2,399	2,198	201	8.4%
8823.00	SPLIT AREA	2,493	2,380	113	4.5%
8824.00	SPLIT AREA	2,012	1,745	267	13.3%
8825.00	JOLIET CITY (PT.)	1,228	1,030	198	16.1%
8826.00	JOLIET CITY (PT.)	3,342	3,191	151	4.5%
8827.00	JOLIET CITY (PT.)	3,333	3,201	131	3.9%
8828.00	JOLIET CITY (PT.)	2,554	2,398	157	6.1%
8829.00	SPLIT AREA	1,309	1,238	71	5.4%
8830.00	SPLIT AREA	2,015	1,880	135	6.7%
8831.00	SPLIT AREA	2,999	2,769	230	7.7%
8832.03	SPLIT AREA	2,619	2,541	78	3.0%
8832.04	SPLIT AREA	3,118	3,080	38	1.2%
8832.05	SPLIT AREA	3,084	3,015	70	2.3%
8832.06	SPLIT AREA	2,344	2,267	77	3.3%
8832.07	SPLIT AREA	3,020	2,988	32	1.0%
8833.01	SPLIT AREA	3,343	3,199	144	4.3%
8833.02	SPLIT AREA	2,452	2,368	84	3.4%
8834.00	SPLIT AREA	3,495	3,279	216	6.2%
8835.01	SPLIT AREA	4,998	4,903	95	1.9%

Source: Illinois Department of Employment Security, Economic Information and Analysis

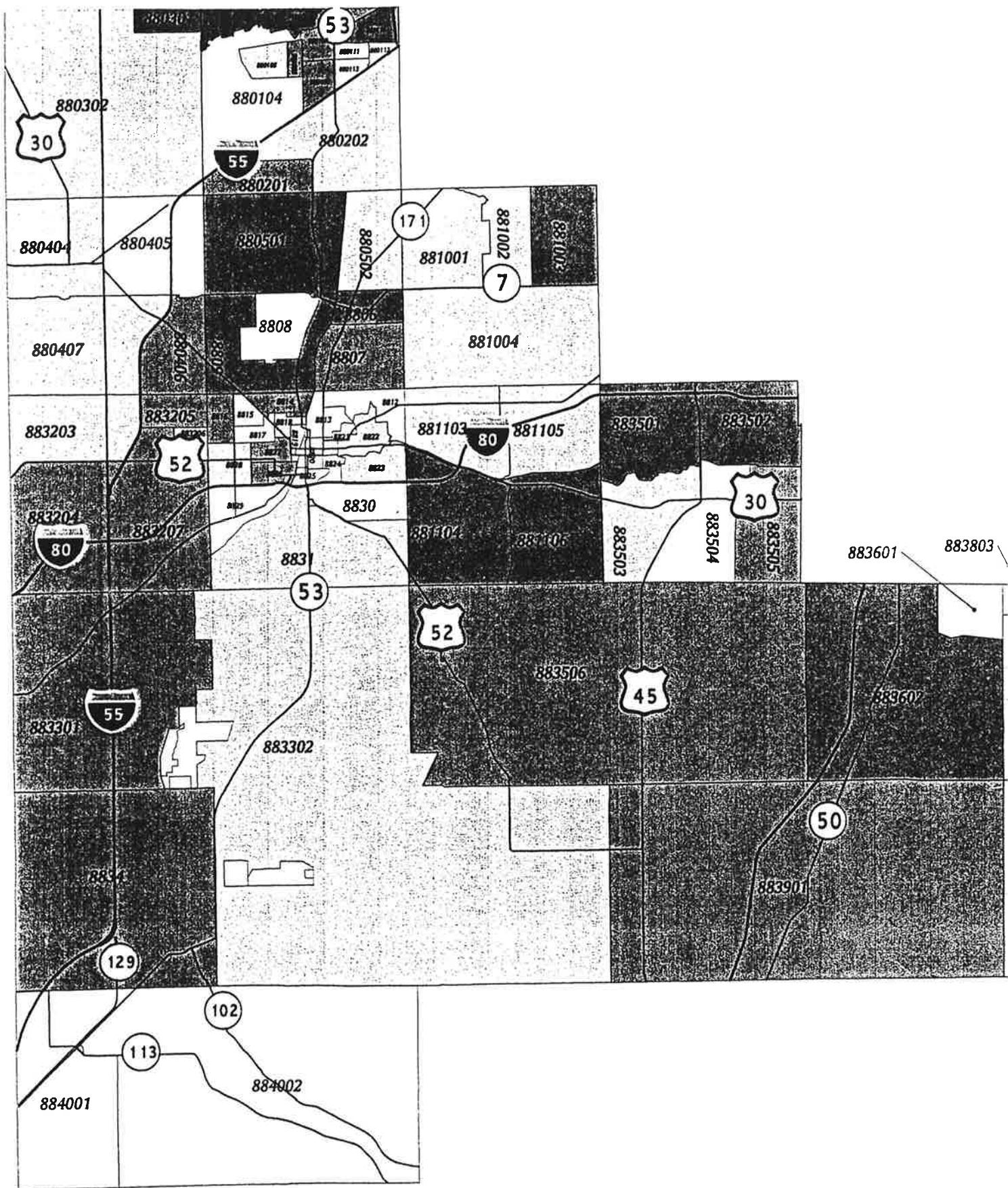
**WILL COUNTY LABOR FORCE ESTIMATES BY CENSUS TRACT NUMBER
1997 ANNUAL AVERAGES**

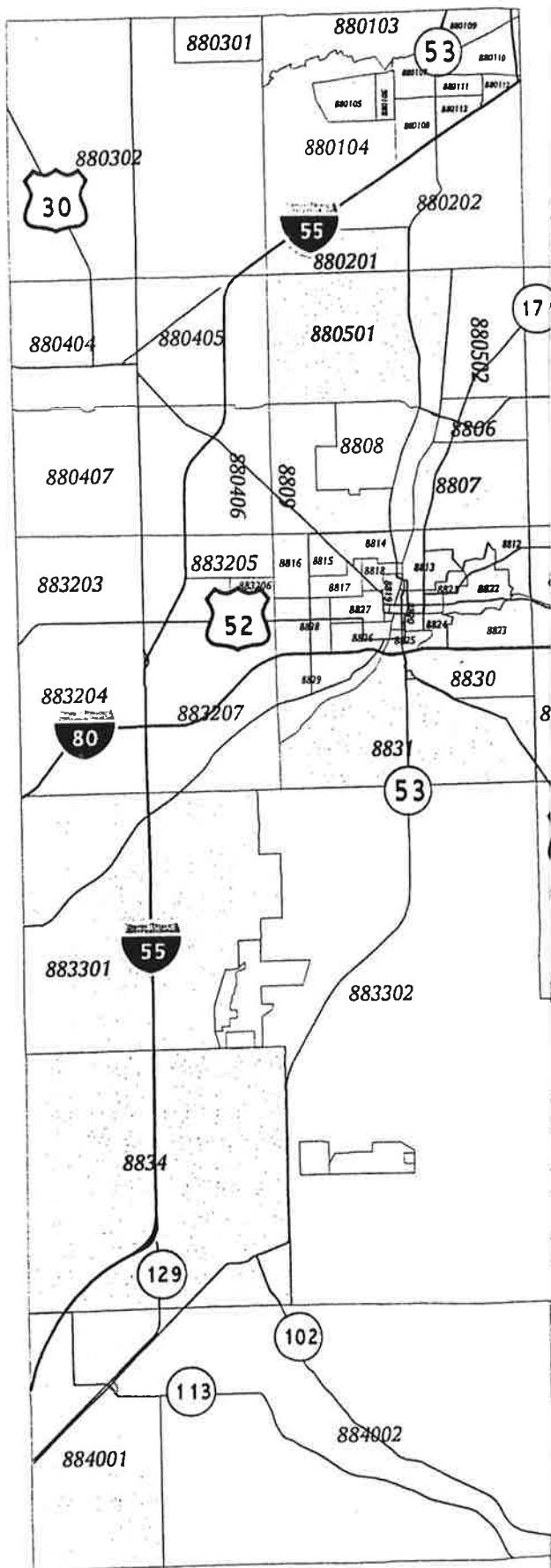
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Census Tract #	Area Description	Labor Force	Employed	Unemployed Number	Unemployed Rate
8835.02	SPLIT AREA	4,163	4,086	77	1.8%
8835.03	SPLIT AREA	2,678	2,594	83	3.1%
8835.04	SPLIT AREA	1,708	1,643	64	3.8%
8835.05	SPLIT AREA	3,366	3,279	86	2.6%
8835.06	SPLIT AREA	3,608	3,477	131	3.6%
8836.01	SPLIT AREA	1,492	1,454	38	2.5%
8836.02	SPLIT AREA	5,422	5,145	276	5.1%
8837.00	STEGER VILLAGE (PT.)	1,983	1,902	81	4.1%
8838.02	WILLOWBROOK CDP	106	106	0	0.0%
8838.03	SPLIT AREA	2,894	2,703	191	6.6%
8838.04	SPLIT AREA	2,429	2,330	99	4.1%
8838.05	SPLIT AREA	4,155	4,051	103	2.5%
8838.06	SPLIT AREA	2,777	2,705	72	2.6%
8839.01	SPLIT AREA	3,148	3,083	65	2.1%
8839.02	SPLIT AREA	2,432	2,363	69	2.8%
8840.01	SPLIT AREA	2,235	2,052	183	8.2%
8840.02	SPLIT AREA	2,058	1,983	75	3.6%
WILL COUNTY TOTALS		223,963	213,919	10,044	4.5%



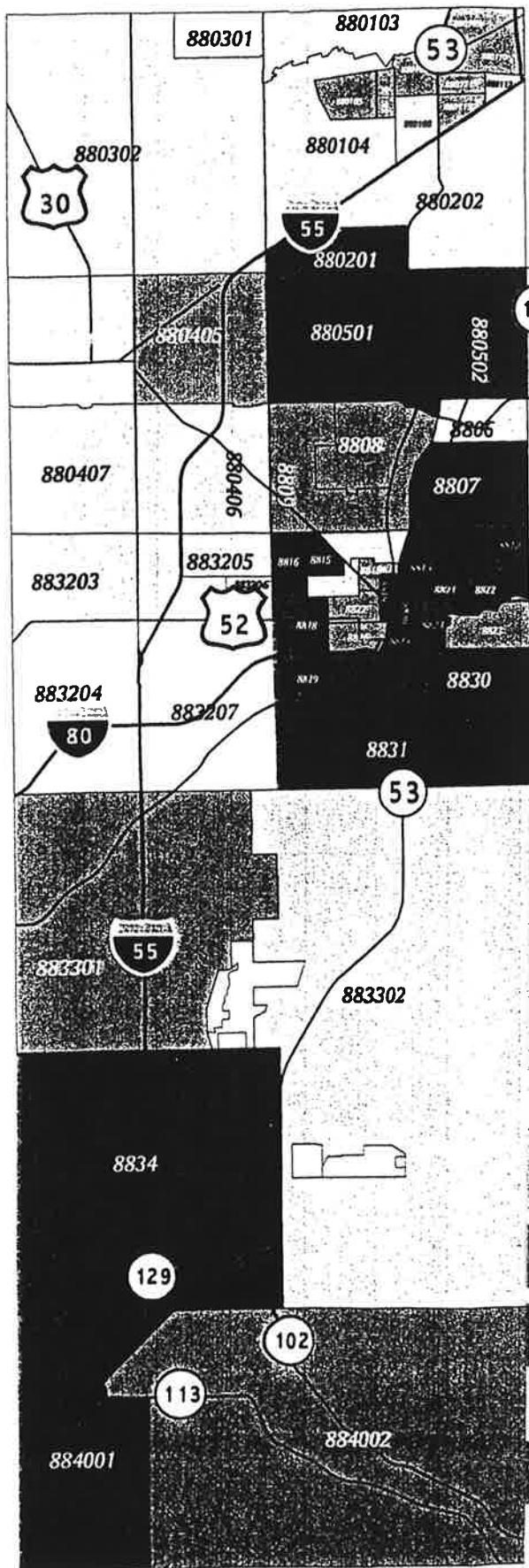
Source: Illinois Department of Employment Security, Economic Information and Analysis





DuPage County of Unemployed 1997

er of Unemployed



Ill County Employment Rate 1997

Employment Rate

0.0% - 2.0%

2.1% - 3.5%

3.6% - 5.0%

5.1% - 10.0%

10.1% - 20.1%

Source: Illinois Department of Employment Security

Appendix B

Will County Business Parks

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Wheatland Industrial Park	225	42		1 to 5	28k-40k/ac	11/01/85
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Trim Creek Industrial Park	14	11		1 to 4	STO	12/18/98
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/> Y	Outside Storage Permitted	<input type="checkbox"/>			
Bolingbrook Business Park	100	34		5 to 60	\$4.00-\$4.50	5/22/97
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Bolingbrook Corporate Center	145	9	9	5 to 140	?	5/20/97
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Illink Industrial Park	23	N/A		to	?	1/1/97
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Carlow Corporate Center	257			5 to 60	STO	7/22/98
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Corporate Crossings	173	22	12	2 to 30	?	5/20/97
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/> n	Outside Storage Permitted	<input type="checkbox"/>			
Creekside Corporate Center	69	TBD	TBD	2 to 20	STO	9/23/98
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	ORI		
Crossroads Business Park	242	3	6	3 to 80	?	5/20/97
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Crossroads East Business Park	62	N/A		to	?	
	Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/>	
Naper Crossings Commerce Center	53+	2		to		
	Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/>	
Remington Lakes Business Park	728			8 to 12	\$3.00 - \$3.75	11/20/97
	Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/>	
Wood Creek Business Park	50	9	7	1.13 to 3.75	\$3.25 - \$3.35	11/20/97
	Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/>	
Wood Creek Centre	65	33	14	1.0 to 7.5	\$3.50	11/20/97
	Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/>	
Channahon Industrial Park	96	31	4	3.6 to 12	1.01-1.04	9/27/95
	Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/> I-1	
Prairie Industrial Center	25.2	10	10	2.5 to 25.2	\$1.50	4/30/98
	Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/> I-3	
Riverside Industrial Park	90	15	15	2.8 to 22	0.56-1.35	10/22/96
	Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> Y	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/> Y	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/> I-1	
Diamond Acres Business Park	53	52	24	.5 to 5	2.50-2.80	1/1/94
	Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification	
	Dev for Rail - Y or N	<input type="checkbox"/> Y	Outside Storage Permitted	<input type="checkbox"/>	<input type="checkbox"/>	

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Frankfort Airport Industrial Park	41	68		to		
Dev for Office		Dev for Outside Storage - Y or N	y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Crown-Trygg Industrial Park	42	34	6	2.5 to 11	\$1.26-\$1.72	7/16/98
Dev for Office		Dev for Outside Storage - Y or N	y	Zoning Classification		
Dev for Rail - Y or N	n	Outside Storage Permitted			I-1 & I-2	
Heritage Industrial Park	200	8	8	1 to 10	\$2.00	01/01/96
Dev for Office		Dev for Outside Storage - Y or N	Y	Zoning Classification		
Dev for Rail - Y or N	Y	Outside Storage Permitted			I-1 and I-2	
Oak Leaf Center Business Park	70	29	16	0.5 to 8	\$1.80-\$2.40	7/22/96
Dev for Office	y	Dev for Outside Storage - Y or N	y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Riverboat Center	67	11	4	1.2 to 3.0	\$4.00-\$7.00	10/15/95
Dev for Office	y	Dev for Outside Storage - Y or N		Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Riverboat Center North	90	T.B.D.	T.B.D.	TBD to 90	\$0.94	02/12/97
Dev for Office	y	Dev for Outside Storage - Y or N		Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Rock Run Business Park	311	23	23	2 to 100	\$1.75 - \$2.50	6/6/98
Dev for Office	y	Dev for Outside Storage - Y or N	Y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted			I-1, I-2	
Timber Ridge Business Park	85	28	17	1 to 24	\$1.50-\$3.95	7/16/98
Dev for Office	y	Dev for Outside Storage - Y or N	y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted			I-1 & I-2	
Lockport Canal Industrial Park	25	9		2.5 to 5	\$1.38	8/8/96
Dev for Office		Dev for Outside Storage - Y or N	y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Blackhawk Industrial Park	32	N/A		to		
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Clear-vue Corporation Business Park	22	17	7	.5 to 5	\$3.95	08/01/96
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Eightieth Ave. Industrial Center	32	20		1 to 2		
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Hickory Creek Business Center	51	36	14	0.5 to 10	\$3.50	10/20/98
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>		C-2, I-1	
Highland Commercial Park	72	15	14	1 to 10	\$1.90	4/9/90
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
La Grange Ridge Business Park	14	36	12	.7 to 3.3	\$3.50-7.95	3/11/98
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>		C-2; I-1	
Mokena Industrial Center	62	30		to		
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Precision Industrial Park	10	6		to	1.73-3.42	8/6/96
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Burla Industrial Park	13	11	0	0 to 0	.76-.98	7/8/83
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Cedar Industrial Park	30	16		to		
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Cherry Hill Industrial Park	11	8		to	4.13	01/01/85
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Country Creek Business Park	10	8		to		
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Ferro Industrial Park	57	31	20	1 to 5.5	1.10	08/01/96
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Wey Airport Industrial Park	48	30		to		
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
SkyCorp Industrial Park	20	17		to		
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Darfler Business Park	60	23		2 to 18	\$0.75	11/24/98
Dev for Office	<input checked="" type="checkbox"/> y	Dev for Outside Storage - Y or N		Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Plainfield Industrial Park	160	23		2 to 50		
Dev for Office	<input checked="" type="checkbox"/> y	Dev for Outside Storage - Y or N		Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Wolf Creek Industrial Park	80	48		1 to 4	31k-34k/ac	11/01/85
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Alessio Corporation Industrial Park	19	N/A		to		
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Space Corporation Industrial Park	30			to		
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N	<input checked="" type="checkbox"/> Y	Outside Storage Permitted				
Bluff Trails Business Park	23	11	1	1 to 1	3.25-3.50	11/01/94
Dev for Office	<input checked="" type="checkbox"/> Y	Dev for Outside Storage - Y or N		Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Hampton Industrial Park	61	16		1 to 3	.90-1.00	6/21/86
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
International Centre West	140	23	3	2 to 50	?	6/17/97
Dev for Office	<input checked="" type="checkbox"/> y	Dev for Outside Storage - Y or N		Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Marquette Center Business Park	260	48		1 to 8	4.80 BTS For Lease	4/1/96
Dev for Office	<input checked="" type="checkbox"/> y	Dev for Outside Storage - Y or N		Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Ridgewood Business Park	56	44	4	.5 to 2	2.50-3.25	1/1/96
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Romeoville Industrial Park	56	15		1 to 8	?	
Dev for Office		Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted				
Sunrise Business Park	64	25		1 to 10	\$2.75	3/12/98
Dev for Office	<input checked="" type="checkbox"/> y	Dev for Outside Storage - Y or N	<input checked="" type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N		Outside Storage Permitted			C1, M1, M2	

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Walkers Grove Business Park	15			1 to 2	2.25	8/18/88
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/> y	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Windham Lakes Business Park	506	35		1 to 100	?	3/12/98
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Amendodge Business Park	27	16		to	32,000/ac	11/01/85
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Shorewood Industrial Park	81	27		to	.75	
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
curry Business Centre	50	12		1 to 4		
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
North Creek Business Center	125	36	35	1.0 to 10	\$3.40-\$7.50	1/1/95
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Northstar Business Center	27	6		2 to 10		
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			
Tinley Crossings Corporate Center	170	33	29	2 to 20	\$3.00 - \$3.50	10/28/98
Dev for Office	<input type="checkbox"/> y	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/> y	Outside Storage Permitted	<input type="checkbox"/>			
Tinley Park Corporate Center	20	9		2 to 20		
Dev for Office	<input type="checkbox"/>	Dev for Outside Storage - Y or N	<input type="checkbox"/>	Zoning Classification		
Dev for Rail - Y or N	<input type="checkbox"/>	Outside Storage Permitted	<input type="checkbox"/>			O R I

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Weber Ridge Business Park	13.5	9	to			
Dev for Office		Dev for Outside Storage - Y or N			Zoning Classification	
Dev for Rail - Y or N		Outside Storage Permitted				I-1
Weber Road Business Park	20		to			
Dev for Office		Dev for Outside Storage - Y or N			Zoning Classification	
Dev for Rail - Y or N		Outside Storage Permitted				
Arrowhead Industrial Park	60	27	24	.92 to 1.30	1.85-2.00	06/01/96
Dev for Office		Dev for Outside Storage - Y or N		Y	Zoning Classification	
Dev for Rail - Y or N		Outside Storage Permitted				I-1
Deer Run Industrial Park	1800	97	97	3 to 300	1.00	01/01/97
Dev for Office		Dev for Outside Storage - Y or N		y	Zoning Classification	
Dev for Rail - Y or N	y	Outside Storage Permitted				Agriculture
Ind City Industrial Park	1100	97	97	3 to 300	1.00	01/01/97
Dev for Office		Dev for Outside Storage - Y or N		y	Zoning Classification	
Dev for Rail - Y or N	n	Outside Storage Permitted				Agriculture
Annico Business Park	20	13	0	0 to 0	n/a	
Dev for Office		Dev for Outside Storage - Y or N			Zoning Classification	
Dev for Rail - Y or N		Outside Storage Permitted				
Clow Creek Industrial Park	61	36		1 to 4		
Dev for Office		Dev for Outside Storage - Y or N		y	Zoning Classification	
Dev for Rail - Y or N		Outside Storage Permitted				
Governors Gateway Industrial Park	1000	100+-		2 to 60	1.00	5/15/96
Dev for Office	y	Dev for Outside Storage - Y or N		y	Zoning Classification	
Dev for Rail - Y or N	y	Outside Storage Permitted				Industrial
Davy Industrial Park	36	22	6	.8 to 3.4	1.00-1.16	3/13/98
Dev for Office		Dev for Outside Storage - Y or N		Y	Zoning Classification	
Dev for Rail - Y or N	y	Outside Storage Permitted				I-1 ; I-2

WILL COUNTY BUSINESS PARKS

PARK NAME	Gross Acreage	Gross # of Lots	Available # of Vacant Lots	Available Lot Sizes in Acres	Price Range in \$/s.f.	Date Verified
Internationale Centre	920	23	5	3.3 to 36.6	\$3.00 -\$3.25	10/28/98
Dev for Office	<input type="text" value="y"/>	Dev for Outside Storage - Y or N	<input type="text"/>	Zoning Classification	<input type="text"/>	<input type="text"/>
Dev for Rail - Y or N	<input type="text" value="Y"/>	Outside Storage Permitted	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Appendix C

Alliance Business Park Corporate Residents

Corporate Residents

Companies

Since its beginning, Alliance has attracted a broad range of companies -- business organizations on the cutting edge and planning ahead for the future. From Fortune 500 firms to small- and medium-sized companies from around the world, each had a common goal: to find the best location for business.



Today, Alliance is home to these companies, providing the economic and transportation elements they need to stay ahead of the competition. From manufacturers, distributors and research-and-development firms to retailers, aviation companies, high-tech businesses and office users, companies at Alliance represent a variety of industries.

Meet our Alliance "corporate" residents, 17 of which are Fortune 500 companies.

<u>American Airlines</u>	<u>Michaels Stores</u>
<u>Applied Industrial Technologies</u>	<u>Drs. Rajeev Misra and William Paulus</u>
<u>Alliance Operating Services</u>	<u>Mitsubishi Motor Sales of America</u>
<u>Alliance Opportunity Center</u>	<u>Mobil</u>
<u>Bank One Texas</u>	<u>Nestle Distribution Company</u>
<u>Beverage Canners Texas Corporation</u>	<u>Nokia</u>
<u>BNSF Auto Transport</u>	<u>Norwest Bank Texas</u>
<u>Burlington Northern Santa Fe</u>	<u>Omnipoint</u>
<u>Cactus Flower Cafe</u>	<u>Oriental Garden</u>
<u>City of Fort Worth Police Department</u>	<u>PC Service Source</u>
<u>CompuCom Systems</u>	<u>PCS Health Systems/Eli Lilly</u>
<u>Dallas Business Journal</u>	<u>Patterson Dental Company</u>
<u>DSC Logistics</u>	<u>Perlos, Inc.</u>
<u>Federal Aviation Administration</u>	<u>Procuts</u>
<u>FedEx</u>	<u>Riddell Athletic Footwear</u>
<u>Fort James Corporation</u>	<u>Schlotzky's</u>
<u>Galaxy Aerospace Corporation</u>	<u>SC Johnson Wax</u>
<u>General Mills/Exel Logistics</u>	<u>Sonny Bryan's Smokehouse</u>
<u>Hampton Inn & Suites</u>	<u>Southwest Freight Distributors</u>
<u>Hawthorn Suites</u>	<u>Southwestern Bell Telephone</u>
<u>Heliflite Shares</u>	<u>Subway Restaurant</u>
<u>Hightech Foto Sign</u>	<u>Sunstate Equipment Company</u>
<u>Intel Corporation</u>	<u>Tech Data Corporation</u>
<u>International Aviation</u>	<u>Texas Instruments/Exel Logistics</u>
<u>Composites</u>	<u>Tucker Rocky Distributing</u>
<u>JCPenney</u>	<u>U.S. Drug Enforcement Administration</u>
<u>Joe's Pizza</u>	<u>Unison Industries</u>
<u>Kinder Temporary Service</u>	<u>Wendy's International</u>
<u>Kraft Foods</u>	<u>Westaff</u>
<u>Logistics Services</u>	<u>Westport Physical Therapy and</u>
<u>MagneTek, Inc.</u>	<u>Rehabilitation Center</u>
<u>Manpower</u>	<u>W.W. Grainger</u>
<u>Maytag Corporation</u>	<u>Zenith Electronics Corporation</u>
<u>MedAlliance</u>	

- **Alliance Operating Services** third party logistics service provider
- **Alliance Opportunity Center** employment and training resource center
- **American Airlines** operates a \$481 million aircraft maintenance and engineering center covering 1.8 million square feet on 202 acres at Alliance Center.

- **Applied Industrial Technologies** is located in a 127,000-square-foot manufacturing, distribution and office complex on 10.5 acres in Alliance Gateway. The company produces specialty bearings, transmission components and other industrial parts.
- **Bank One Texas** operates an ATM in Alliance Crossing.
- **Beverage Canners Texas Corporation (BCTC)** has leased Alliance Gateway 26 totaling 183,423 square feet on 10 acres in Alliance for a new state-of-the-art bottling and distribution facility.
- **BNSF Auto Transport**, an auto distribution service company for American Honda Company, operates a 5,000-square-foot office facility in Burlington Northern Santa Fe's 55-acre Auto Unloading Center at Westport at Alliance.
- **Burlington Northern Santa Fe Railway** operates one of the largest freight-handling complexes in the Southwest, a 735-acre, \$115 million intermodal and carload transportation center in Westport at Alliance.
- **Cactus Flower Cafe**, a family-dining restaurant in Alliance Crossing, is the second location of this successful 14-year-old Fort Worth firm.
- **City of Fort Worth Police Department**, a satellite Police office.
- **CompuCom Systems**, a national distributor and integrator of personal computers and software, has leased 96,283 square feet in Alliance Commerce Center for a national distribution center.
- **Dallas Business Journal**, a satellite business publication office.
- **DSC Logistics**, Third party logistics provider constructing a 600,000 square foot warehouse.
- The **Federal Aviation Administration** operates a 5,040-square-foot Flight Standards District Office and Airways Facilities Sector field office in Alliance Center, supervising aircraft, agencies and personnel in 30 Texas counties.
- **FedEx**, the world's largest express transportation company, operates a Southwest regional sorting hub on 168 acres at Alliance Center. The complex includes seven buildings totaling 960,000 square feet, aircraft ramp areas and parking for delivery trucks.
- **Fort James Corporation**, a Fortune 500 manufacturer of paper products, chose Alliance Gateway as the site for a new regional distribution center. The company is leasing a 375,000-square-foot facility built by Alliance Development Company.
- **Galaxy Aerospace Corporation**, one of business aviation's most dynamic companies, has moved its corporate headquarters to Alliance. A new 143,000-square-foot state-of-the-art facility will house an aircraft service and completion center, parts distribution/logistics center, customer support operations and corporate offices. Galaxy will use the site for completion of the Astra SPX and Galaxy corporate jets.
- **General Mills**, the international food and Fortune 500 company, leases a 367,815-square-foot distribution center in the Westport sector of Alliance. It is operated by Exel Logistics North America, a worldwide provider of warehousing and distribution services.
- **Hampton Inn & Suites** chose Alliance for a new 95-room hotel. Scheduled to open in 1998, the property is located in the Alliance Crossing retail center and is designed with traditional guest rooms for short stays and suites for those needing long-term accommodations. Cirrus Property Company will develop, own and operate this Hampton Inn & Suites location.
- **Hawthorn Suites** 120 room extended stay hotel
- **Heliflite Shares** Corporate helicopter fractional ownership firm
- **Hightech Foto Sign** design, production and manufacture of signage
- **Intel Corporation**, the world's largest producer of microprocessors and a leading manufacturer of personal computer networking and communications products, is locating a new chip fabrication complex at Alliance. The company purchased 532 acres for the facility and is expected to employ as many as 800 people in the first phase of operations.
- **International Aviation Composites** purchased two acres in the Westport Sector for a new 25,000-square-foot center for its new corporate headquarters and aviation service facility. IAC provides a variety of repair and maintenance services for Aerospatiale, Bell Helicopter, MBB and McDonnell Douglas.
- **JCPenney** plans on opening a new distribution center in the Westport at Alliance sector in 1998. The company is building a 900,000-square-foot facility on 100 acres close to the Burlington



Northern Santa Fe intermodal complex.

- **Joe's Pizza**, specializing in New York-style pizzas, homemade pastas and submarine sandwiches, opened its ninth Metroplex unit in Alliance Crossing.
- **Kinder Temporary Service**, providing office, clerical and light manufacturing support on a temporary basis, opened its fifth Metroplex location in Alliance Crossing.
- **Kraft Foods** chose Alliance for its new Southwest distribution campus. Kraft will lease two buildings totaling 650,000 square feet from USAA Real Estate, and the operation will be handled by URS Logistics.
- **Logistics Services** national distribution center for ATT wireless services
- **MagneTek, Inc.**, a leading manufacturer of energy-saving electrical and electronic equipment, is leasing a 109,116-square-foot site for a national distribution center.
- **Manpower**, staffing, training and temporary services.
- **Marriott Distribution Services**, a division of Marriott International, has leased 127,200 square feet for a food-service distribution center at Westport at Alliance.
- **Maytag Corporation**, internationally known appliance manufacturer, operates a 237,600-square-foot regional warehouse and distribution center in Westport at Alliance.
- **MedAlliance** diagnostic medical and occupational health center in Alliance Crossing.
- **Michaels Stores**, a national arts and crafts retailer, has leased 400,000 square feet for a regional distribution facility in Westport at Alliance.
- **Drs. Rajeev Misra and William Paulus**, specializing in general and cosmetic dentistry, and orthodontics, have offices in Alliance Crossing.
- **Mitsubishi Motor Sales of America**, the domestic subsidiary of Japanese Mitsubishi Group, operates a 197,600-square-foot regional distribution facility on 14.4 acres at Alliance Gateway.
- **Mobil** operates a gas station, convenience store and car wash at Alliance Crossing.
- **Nestlé Distribution Company** operates a 520,000-square-foot, \$20 million distribution center on 42 acres in Alliance Gateway.
- **Nokia**, the world's second-largest cellular telephone manufacturer, operates a 142,100-square-foot distribution center and a 281,900-square-foot cellular phone manufacturing plant at Alliance Gateway.
- **Norwest Bank Texas**, Full service banking and drive through.
- **Omnipoint**, a manufacturer of cellular telephones, pagers and wireless communications products, operates a research-and-development and distribution center at Alliance Center.
- **Oriental Garden**, restaurant.
- **PC Service Source**, a national distributor of computer parts, has leased 150,000 square feet for a distribution center at Alliance Gateway.
- **PCS Health Systems**, a division of international pharmaceutical company Eli Lilly, has leased 93,764 square feet in Alliance Commerce Center for a national mail-order pharmacy and fulfillment center.
- **Patterson Dental Company**, one of the nation's largest distributors of dental products, operates a 52,000-square-foot regional distribution center in Alliance Commerce Center.
- **Perlos, Inc.**, a Finnish manufacturer of exterior parts for cellular telephones, operates a manufacturing, distribution and assembly center in Alliance Gateway sector.
- **Procuts** largest hair care franchise in Texas, sixth largest in the nation
- **Riddell Athletic Footwear**, an international distributor of athletic shoes, leases 61,088 square feet for its national distribution center and corporate headquarters facility in Alliance Commerce Center.
- **Schlotzsky's** deli featuring a unique line of freshly prepared food in a "fast-casual" atmosphere
- **SC Johnson Wax** is leasing 192,000 square feet in the Westport sector for a new warehouse and distribution operation. The company is the leading manufacturer and distributor of consumer and commercial wax products.
- **Sonny Bryan's Smokehouse** operates a restaurant in Alliance Crossing, offering a wide variety of smoked meat meals.
- **Southwest Freight Distributors** has located in Alliance Commerce Center to provide transportation-support operations. The company provides customers with on-site transfer and



distribution services, primarily at the Burlington Northern Santa Fe intermodal facility.

- **Southwestern Bell Telephone** chose Alliance as the site for its newest corporate call center and work center. The company is expected to employ more than 850 workers in the 215,062-square-foot facility. Southwestern Bell represents Alliance's first large-scale office occupant.
- **Subway Restaurant**, the world's second-largest food franchiser, operates a delicatessen and sandwich shop at Alliance Crossing.
- **Sunstate Equipment** construction and industrial equipment rental branch office
- **Tech Data Corporation**, a computer parts and software company, purchased 26.6 acres in Alliance Gateway for a 250,000-square-foot national distribution center.
- **Texas Instruments/Exel Logistics North America** has leased 409,914 square feet in Alliance Gateway. Exel Logistics is a provider of warehousing, distribution and value-added services for such companies as Texas Instruments.
- **Tucker Rocky Distributing** leases 176,000 square feet in Alliance Gateway 14 for its corporate headquarters and distribution center for motorcycle, snowmobile, watercraft and bicycle parts and accessories.
- The **U.S. Drug Enforcement Administration** operates a 140,000-square-foot national Aviation Support Headquarters on 12.3 acres in Alliance Center. This includes administrative support offices and maintenance facilities for its fleet of aircraft.
- **Unison Industries** has leased 58,630 square feet in Alliance Commerce Center for the relocation of the Electrical Interconnect product line of its Engine Electrical Systems Division.
- **Wendy's International** opened a restaurant in Alliance Crossing.
- **Westaff**, a temporary and full-time staffing agency with offices in Texas, Florida and California, operates an office in Alliance Crossing.
- **Westport Physical Therapy and Rehabilitation Center**, providing general orthopedic physical therapy, industrial rehabilitation, sports rehabilitation and aquatic therapy, opened in Alliance Crossing.
- **W.W. Grainger** industrial and commercial equipment and supplies
- **Zenith Electronics**, a leading manufacturer of consumer electronics and cable television products, leases a 499,797-square-foot warehouse and distribution facility at Alliance Gateway.



Many of Alliance's companies have their own Websites. Once you have finished your visit of Alliance, please select from those companies indicated in blue for further information.

Appendix D

Will County Employment and Training Services

**WILL COUNTY
EMPLOYMENT & TRAINING CONSORTIUM**

OVERVIEW OF SERVICES

ORGANIZATION	RECRUITMENT	SCREENING AND ASSESSMENT	REFERRAL	TRAINING
College of St. Francis	X	X	X	X
Cornerstone Services, Inc.	X	X	X	X
Displaced Homemakers Program	X	X	X	X
Green Thumb, Inc.	X	X	X	X
Governors State University	X	X	X	X
Housing Authority of Joliet	X	X	X	X
IDES Job Service	X	X	X	X
Joliet Junior College - RATIC			X	X
Joliet Junior College - CABEL	X	X	X	X
Joliet Junior College - DWAC	X	X	X	X
Joliet Junior College - WDC		X	X	X
Joliet Township High School	X	X	X	X
Lewis University	X	X		X
Three Rivers Education Partnership	X	X		X
Three Rivers Manufacturer's Association				
WHICO - ACC	X	X		
Will County Workforce Development Council	X	X	X	X

WILL COUNTY
EMPLOYMENT & TRAINING CONSORTIUM

RECRUITMENT SERVICES

ORGANIZATION	SPACE	ADVERTISE	PRE-SCREEN	DIVERSIFIED WORKFORCE	STAFF	APPLICATION PROCESSING	COORDINATION	ACCESS TO READILY AVAILABLE LABOR POOL
College of St. Francis	X	X	X	X	X	X	X	X
Cornerstone Services, Inc.	X	X	X	X	X	X	X	X
Displaced Homemakers Program	X	X	X	X	X	X	X	X
Green Thumb, Inc.		X	X	X		X	X	X
Governors State University	X	X	X	X	X	X	X	X
Housing Authority of Joliet	X		X	X	X		X	X
IDES Job Service	X	X	X	X	X	X	X	X
Joliet Junior College - BATC								
Joliet Junior College - CANEL	X	X	X	X	X	X	X	X
Joliet Junior College - DWAC	X	X	X	X	X	X	X	X
Joliet Junior College - WJCC								
Joliet Township High School	X	X					X	
Lewis University	X	X		X		X	X	X
Three Rivers Education Partnership							X	
Three Rivers Manufacturers Association								
WILCO - ACC	X						X	
Will County Workforce Development Council	X	X	X	X	X	X	X	X

WILL COUNTY
EMPLOYMENT & TRAINING CONSORTIUM

SCREENING AND ASSESSMENT SERVICES

ORGANIZATION	DETERMINE WORKFORCE READINESS	BASIC SKILLS	EMPLOYABILITY	PERSONALITY PROFILE	APTITUDE	INTEREST	DEXTERITY	VOCATIONAL ABILITY
College of St. Francis		X	X			X		
Cornerstone Services, Inc.	X	X	X	X	X	X	X	X
Displaced Homemakers Program	X		X			X		
Green Thumb, Inc.	X	X	X					
Governors State University	X	X	X	X		X		
Housing Authority of Joliet	X	X	X	X	X	X	X	X
IDES Job Service	X			X	X	X	X	X
Joliet Junior College - BATIC					X	X		X
Joliet Junior College - CABEL	X	X	X		X	X		X
Joliet Junior College - DWAC	X	X	X	X	X	X	X	X
Joliet Junior College - WDC	X	X	X	X	X	X	X	X
Joliet Township High School	X	X	X	X	X	X	X	X
Lewis University						X		
Three Rivers Education Partnership	X				X	X		X
Three Rivers Manufacturers Association								
WILLCO - ACC			X					X
Will County Workforce Development Council	X	X	X	X	X	X	X	X

WILL COUNTY
EMPLOYMENT & TRAINING CONSORTIUM

REFERRAL SERVICES

ORGANIZATION	COORDINATED SYSTEM	JOB MATCHING	SUPPORT SERVICE REFERRALS	TRAINING REFERRALS
College of St. Francis				X
Cornerstone Services, Inc.	X			X
Displaced Homemakers Program	X	X	X	X
Green Thumb, Inc.	X	X	X	X
Governors State University	X			X
Housing Authority of Joliet			X	X
I D E S Job Service	X	X	X	X
Joliet Junior College - BRTC	X			X
Joliet Junior College - CABEL				
Joliet Junior College - DWAC	X	X	X	X
Joliet Junior College - WDC	X	X	X	X
Joliet Township High School	X			X
Lewis University				
Three Rivers Education Partnership				
Three Rivers Manufacturer's Association				
WILLCO - ACC			X	X
Will County Workforce Development Council	X			

**WILL COUNTY
EMPLOYMENT & TRAINING CONSORTIUM**

TRAINING SERVICES

ORGANIZATION	ACADEMIC	BASIC SKILLS	REGULATORY COMPLIANCE	CUSTOM	ISO-9000 QUALITY	PROF. DEVELOPMENT MANAGEMENT	OCCUPATIONAL	TECHNICAL
College of St. Francis	X			X		X		
Cornersone Services, Inc.		X					X	
Displaced Homemakers Program				X		X		
Green Thumh, Inc.								
Governors State University	X			X		X		X
Housing Authority of Joliet				X				
IDES Job Service						X		
Joliet Junior College - BARTC	X		X	X		X		X
Joliet Junior College - CABEL	X	X		X			X	
Joliet Junior College - DVAC								
Joliet Junior College - WDC								X
Joliet Township High School	X	X						
Lewis University	X	X		X			X	
Three Rivers Education Partnership								
Three Rivers Manufacture's Association					X			
WILCO - A C C								
Will County Workforce Development Council	X	X					X	

WILL COUNTY
EMPLOYMENT & TRAINING CONSORTIUM
ORGANIZATION CONTACTS

ID	FIRST NAME	LAST NAME	TITLE	ORGANIZATION	ADDRESS	CITY	STATE	ZIP	PHONE	FAX
Mr.	Lytle	Hicks	Director of Adult and Continuing Education	College of St. Francis	500 Wilcox St.	Joliet	IL	60435	815/740-3600	815/740-4285
Mr.	Jim	Hogan	President	Cornerstone Services, Inc.	777 Joyce Rd.	Joliet	IL	60435	815/727-6666	815/723-1177
Ms.				Displaced Homemakers Program	201 Normantown Rd.	Romeoville	IL	60446	815/886-3324	815/886-5768
Ms.	Julia	Rice	Area Supervisor	Green Thumb, Inc.	P.O. Box 3239 411 Scott St.	Joliet	IL	60434	815/722-0736	
Ms.	Lou	White	Distance Training Manager	Governors State University	CEILCS/TED Center	University Park	IL	60466	708/534-3198	708/534-8458
Ms.	Alanda Kay	Richardson	Coordinator	Housing Authority of Joliet	P.O. Box 2519 6 S. Broadway St.	Joliet	IL	60434	815/727-0611	815/727-2073
Ms.	Jean	Hansen	Local Office Manager	IDES Job Service	250 N. Chicago St.	Joliet	IL	60432	815/740-5101 x 233	815/740-2650
Mr.	Thomas	Price	BATC Manager	Joliet Junior College - BATC	214 N. Ottawa St.	Joliet	IL	60432	815/727-6544 x 1413	815/727-1359
Ms.	Emilie	McCallister	Program Coordinator	Joliet Junior College - CABEL	214 N. Ottawa St.	Joliet	IL	60432	815/727-6544 x 1450	815/727-1529
Ms.	Sandy	Baker-McKeon	DWAC - Manager	Joliet Junior College - DWAC	214 N. Ottawa St.	Joliet	IL	60432	815/727-6544 x 1300	815/722-1895
Ms.	Sandy	Baker-McKeon	WDC - Manager	Joliet Junior College - WDC	214 N. Ottawa St.	Joliet	IL	60432	815/727-6544 x 1300	815/722-1895
Mr.	John	Kilday	Director	Joliet Township High School	201 E. Jefferson St.	Joliet	IL	60432	815/727-6800	815/727-1277
Ms.	Margaret	Dunifon	Career Services	Lewis University	Route 53	Romeoville	IL	60446	815/836-5332	815/838-4614
Ms.	Julianne	Minarich	Program Coordinator	Three Rivers Education Partnership	116 N. Chicago St., Suite 101	Joliet	IL	60432	815/727-4609	815/723-6972
Mr.	Jerry	Caamano	Vice President	Three Rivers Manufacturer's Association	116 N. Chicago St., Suite 101	Joliet	IL	60432	815/727-4609	815/723-6972
Mr.	Joel	Green	Executive Director	WILCO - ACC	500 Wilco Blvd.	Romeoville	IL	60446	815/838-6941	815/838-1163
Ms.	Sharon	May	Executive Director	Will County Workforce Development Council	1115 Plainfield Rd.	Joliet	IL	60435	815/727-4444	815/727-1276

Appendix E

A Preliminary Examination of Future Intermodal Volumes in Northeast Illinois and Implication for Land Use

Working Paper 97-16

**A Preliminary Examination of Future
Intermodal Volumes in Northeast Illinois
& Implication for Land Use**

Working Paper 97-16

**November 1997
(First reprint, in b/w only, December 1997)**

by
F. Gerald Rawling
Director of Operations Analysis

**Chicago Area Transportation Study
300 West Adams Street
Chicago, Illinois 60606
(312) 793-3460**

Working Paper 97-16:

A Preliminary Examination of the Future of Intermodal Volumes in northeast Illinois & Implications for Land Use

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Preface

This paper is another in CATS' series of intermodal-related Working Papers examining aspects of the business and operating environment of the freight industry in the northeast Illinois region. Previously issued in the series were 97-01; 97-02; 97-03; 97-07.

As is periodically the case, it represents an attempt to synthesize data currently available, to "read" that data, and to consider what might be some implications to draw from reading, i.e. implications for the future of the industry.

Author's notes:

1. in the context of this Working Paper, intermodal applies to the transfer of trailers and/or containers from road to rail or vice versa.
2. there have been very approximate numbers, i.e. rough and rounded versions of the numbers contained in this paper, in circulation since they were first brought out at a CATS Intermodal Advisory Task Force meeting, September 25, 1997.

In other venues, notably in a presentation prepared for the National Freight Summit in Philadelphia, November 1997 [see References], the author has referred to these approximate numbers, somewhat self-deprecatingly, as "the time-honored cocktail napkin arithmetic".

This paper provides a more careful arithmetic.

Acknowledgements:

The author wishes to thank Dan Rice and Joel Krettek for data management and GIS preparations.

Introduction

The research presented in this paper is a continuation of the CATS' commitment to serve as a resource to the Intermodal Advisory Task Force and to the "mainstreaming" of intermodal freight into the MPO process³. It follows logically on a Working Paper 97-03⁴, and contributes to the fulfilment of CATS' staff's commitment contained in the FY '98 UWP for northeast Illinois⁵.

In this context, evolving from WP 97-03, it represents CATS' effort to "see the forest without being overly committed to, or influenced by, any particular species of tree".

Context

In the two publications previously referred to, CATS established the volume of intermodal business conducted in the region. In the first report the volume was established as 4,617,000 lifts [8,860,000 TEUs], and that was the 1995 figure. In the second of those reports, the volume was repeated, but it was also reorganized into a different format, which is copied here as Figure 1. Appendix 1 to this paper is Table 1 from the Connectors Report⁶; Appendix 2 is a GIS representation of the distribution of the principal intermodal yards in the region.

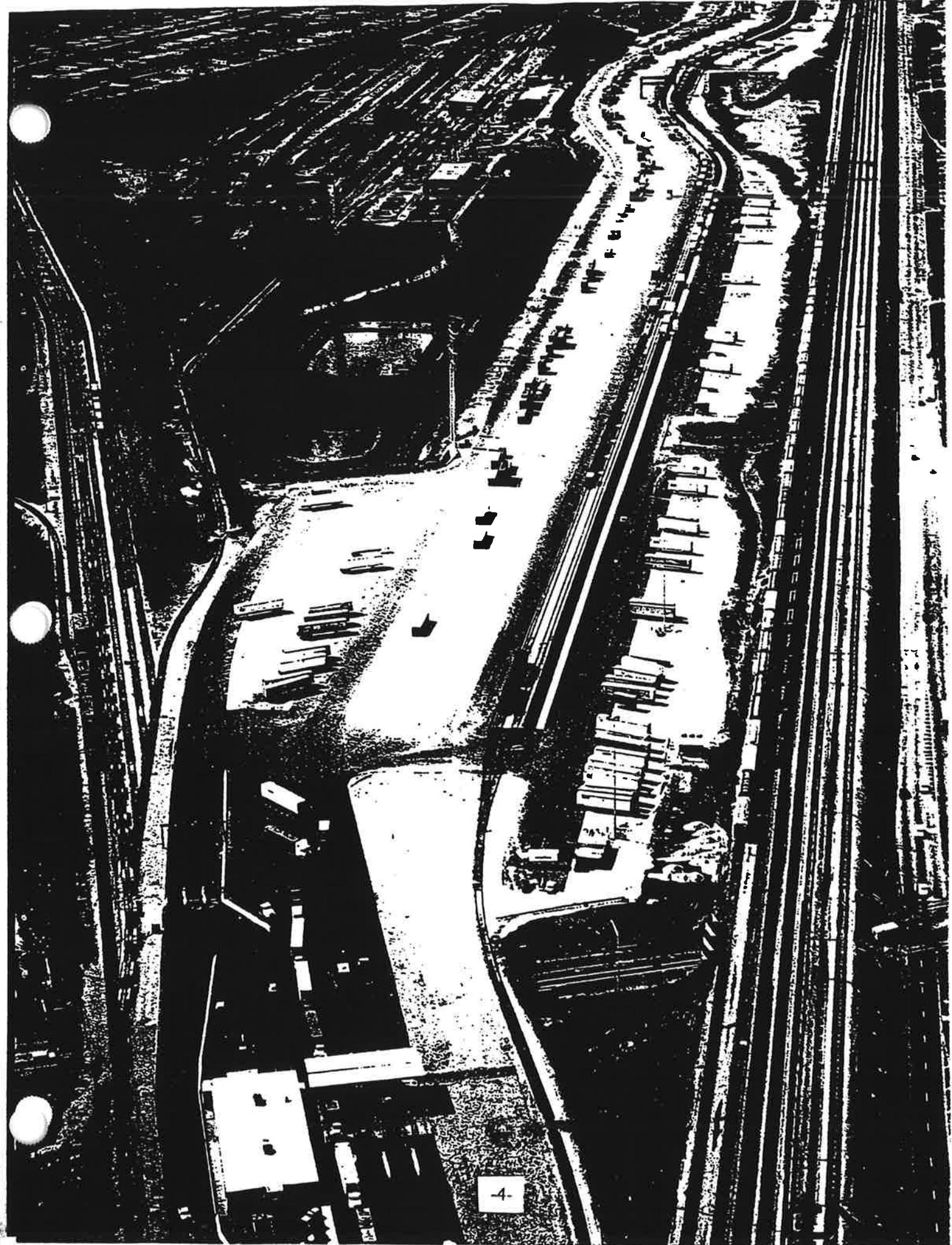
At this point it should be clearly stated that part of the FY '98 UWP agenda will include a total update of all data contained in the Connectors Report.

The intermodal industry in the northeast Illinois region is very dynamic and there have been major changes since 1995 in operating habits, including as follows:

- i. the Canadian National vacated its cramped Railport property, on 43rd Street in Chicago (i.d. # C62 in Appendix 2) to become a tenant of the ICRR in Harvey (i.d. # C116 in Appendix 2) where ICRR remodelled a 67-acre parcel to accommodate a projected growth in CN business from the present 85,000 lifts p.a to 225,000 lifts p.a. within three years

[see accompanying photograph]

- ii. CSX has revealed plans for some remodelling of the Bedford Park facility (i.d. # C47A in Appendix 2) to create a flow-through design, separating the entrance gate from the exit gate, and adding apron space. Work has not yet started and the potential effect on volume is not presently known



More radically, the Belt Railway Company suggested adaptive reuse of Midway airport as an intermodal terminal, should the airport cease operations⁸; this will not occur as the City of Chicago Department of Aviation subsequently developed a new airport master plan through the year 2011.

SO, in summary, a revisit of the table 1 of the Connectors report, and grafting in the acreages by property*, produces Figure 2 on the following page:

Growth Forecasting

In forecasting growth as part of the preparation of WP 97-03 and as input to the construction of the I/M component of the 2020 Plan, CATS used a historical growth rate of 6.1% p.a., even though it is evident that during the course of 1996 and 1997 that rate has been regularly exceeded in several traffic lanes by several carriers, some of whom are reporting double-digit growth rates. And, underlying the rail-highway rates are rates of growth by ocean carriers in the Pacific Rim business that are reported in the order of 17%⁹.

At the same time, other factors are driving the progressive conversion into intermodal transport, not the least of which is efforts by motor carriers to respond to a driver shortage and to improve their driver retention rates¹⁰.

Under these combinations of circumstances and events, we [CATS] are failing in our responsibility to the Intermodal Advisory Task Force if we do not make an effort to synthesize the evidence.

Alternative Forecasts

The forecast used in this paper is 6.1% simple aggregation, which is what leads to an estimate of 11,716,000 lifts in 2020. This conservative growth rate is preferred to an alternative forecasting technique which would involve doing a forecast (at some rate higher than 6.1%) and then applying a slowdown factor, which would really be a guess in the case of this writer, (though 15% has been suggested by a sympathetic consultant).

If we were to forecast using 6.1% compound aggregation, the forecast to 2020 would have resulted in a volume of 19,815,500. Similarly, if we had used a 10% rate, simple, the forecast would have been 16,159,500, and 10% compounded would lead to a 50,023,800 figure. All three of these figures were intimidating, to say the least, and the study work continued with the rate set at 6.1% simple, which is what was published in the Working Paper 97-03 and in the Chapter 5 of the 2020/RTP plan.

Recapitulation of the Current (as of 1995) Condition

The northeast Illinois region annually performed in 1995: 4,617,000 lifts on 2800 acres (which includes on-site "inert" acreage, but not off-site "inert" acreage).

Otherwise expressed this is 1,649 annualized lifts per acre.

Performance Assumptions

Certain assumptions are made, as follows: that there will not be any substantial, i.e. radical, change in habit, such as a technological paradigm shift or a major shift in business practices (e.g. a transcontinental), which in turn would majorly change either the forecast volume or the ratio of lifts to acres.

Forecast of Required Acreage

Subject to the above assumptions, the 2020 requirement - to handle 11,658,000 annual lifts - will be 7,070 acres (again, including on-site "inert" acreage but not off-site).

At 15 million lifts (by whatever rate of increase or interval), the requirement would rise to 9,096 acres; at 20 million the requirement would be 12,128 acres, usw.

Already the UP has gone public with its search for 700 acres on the west edge of the metropolitan area's rail network ¹¹.

Conclusion: Part I

Based on available evidence, the region is rapidly running out of intermodal capacity and at the same time is running out of useable acreage, i.e. suitable acreage known to be controlled by the rail or motor carrier industries.

Conclusion: Part II

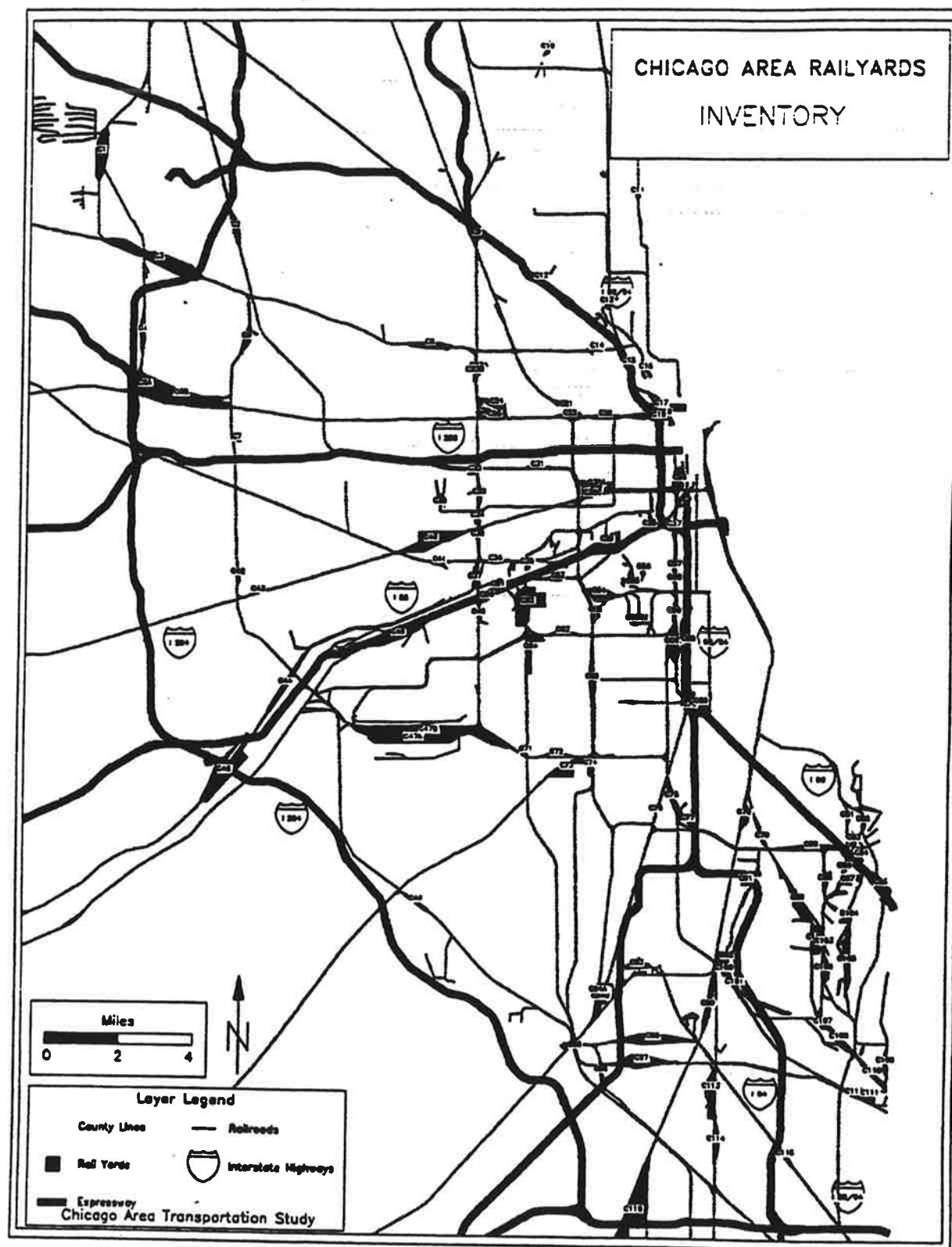
Recent intermodal construction - see photograph, page 4 - suggests that the desired property configuration is, crudely (more cocktail-napkin arithmetic), this: about 1.5 miles long (to park a 7,000 foot train) and about 1/4 mile wide, and this is good for two parallel tracks available for simultaneous handling of up to four trains/day/each way, amounting to about 325,000 - 350,000 lifts. In terms of acres, this configuration amounts to about 240 acres. A further crude calculation suggests that it might be possible to construct the equivalent of 12 such properties in the 3,000 acres available at the Joliet Arsenal, to absorb in the order of 4,000,000 units of the projected growth.

Appendices

Appendix 1: Reproduction of Table 1 from Connectors Report

Appendix 2: Chicago Area Railyards Inventory

Appendix 2: Chicago Area Railyards Inventory



Based on U.S. Census Bureau TIGER files/modifications by CATS

Refer to Railyards
Table for Individual
Yard Attributes

Appendix F

State and Federal Financing Programs

Arthur Andersen LLP
State and Local Tax Group



A Report of
Federal & State of Illinois Incentives

Prepared for:

Bell, Boyd & Lloyd and
Joliet Arsenal Development Authority

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Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Tax Increment Financing (TIF)	<p>For improved property (non-vacant land) to be designated as a blighted area, it must contain 5 of the following 14 factors: (1) age; (2) dilapidation; (3) obsolescence; (4) deterioration; (5) illegal use of individual structures; (6) presence of structures below minimum code standards; (7) excessive vacancies; (8) overcrowding of structures and community facilities; (9) lack of ventilation, light, or sanitary facilities; (10) inadequate utilities; (11) excessive land coverage; (12) deleterious land use or layout; (13) depreciation of physical maintenance; and (14) lack of community planning.</p> <p>For vacant property to be designated as a blighted area, the sound growth of the taxing district is impaired by: (1) a combination of two or more of the following factors: obsolete platting; diversity of ownership; tax and special assessment delinquencies; flooding on all or part of the land; deterioration of structures or site improvements in adjacent areas, or (2) the area immediately prior to becoming vacant qualified as a blighted improved area, or (3) the area consists of unused quarries, or (4) the area consists of unused railyards, railtracks, or railroad rights-of-way, or (5) the area, prior to its designation, is subject to chronic flooding which adversely impacts on real</p>	<p>A subsidy may be granted to pay for the following costs: land acquisition, rehabilitation or repair of existing public or private buildings, construction of public works or improvements, costs of job training and retraining projects, financing costs (including interest obligations), all or a portion of a taxing districts capital costs, relocation costs, payment in lieu of taxes, interest costs incurred by the developer, costs of professional services and costs of studies, surveys and development of plans.</p>

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Tax Increment Financing (TIF) continued	<p>property in the area and such flooding is substantially caused by one or more improvements in or in proximity to the area which improvements have been in existence for at 5 years, or (6) the area consists of an unused disposal site, containing earth, stone, building debris, or similar material, which were removed from construction, demolition, excavation, or dredge sites, or (7) the area is not less than 50 or more than 100 acres and 75% of which is vacant and the area has been designated as a town or village center by ordinance or comprehensive plan adopted prior to 1/1/82, and the area has not been developed for that designated purpose.</p> <p>To be designated a conservation area: (1) at least 50% of the structures in a redevelopment project area have an age of 35 years or more; and (2) Three of the 14 factors for designation of a blighted area must be present.</p> <p>All TIF subsidies and benefits must be negotiated with the municipality.</p>	

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Business Development Public Infrastructure Program	<p>Infrastructure improvements must be made on public property and must directly result in the creation or retention of private-sector jobs (no limit on the number created only the total amount of financing available).</p> <p>The local government must demonstrate a clear need for financial assistance to undertake improvements.</p> <p>Contract exists between the state and municipality with respect to the job creation requirement so the business has no direct contact with the state program.</p> <p>Potential benefits must be negotiated with the appropriate government officials.</p>	<p>Up to \$10,000 in financing for each job created or retained (total financing limited to \$500,000).</p> <p>Up to a 10 year low-interest (3% and up) or no interest financing based on a need basis to local government units for public improvements on behalf of businesses undertaking expansion or relocation projects.</p> <p>The state has the option of giving grants for qualified projects.</p>

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Industrial Training Program	<p>General requirements are:</p> <p>(1) Business locating, expanding, or already has a facility in Illinois (2) New business cannot compete with local businesses (i.e. retail, gas station, etc . . .), (3) Minimum of 6 trainees per class.</p> <p>Training programs designed to train new workers or upgrade the skills of existing workers including, but not limited to:</p> <ol style="list-style-type: none">1) new or changing technology training2) TQM training3) Training to establish, maintain or expand into export markets4) New or additional product line training5) Machinery or equipment training6) Remedial training if a prerequisite to other classes. <p>Multiple company training programs that meet common needs of participating members must be (not an all inclusive list):</p> <ol style="list-style-type: none">1) An institution for secondary or higher education2) A large manufacturer for supplier network3) A Federal Job Partnership Training Act administrative entities or grantees4) A labor organizations5) A strategic business partnership. <p>A benefit application must be filed with the Department of Commerce and Community Affairs.</p>	<p>Grants up to 50% of the training program's cost may be awarded to individual companies, multi-company efforts, and intermediary organizations offering multi-company training.</p>

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Community Services Block Grant (CSBG) Loan Program	<p>Available to businesses with less than 500 employees.</p> <p>Up to a \$15,000 loan for each job created that brings a low-income individual into the workforce.</p> <p>The "new job" must be filled within 2 years of the loan's execution.</p> <p>Local agency will review a business' application and forward the information to the state level which will make the final determination as to eligibility.</p> <p>Collateral for the loan required, but the terms are negotiable.</p>	<p>Up to \$15,000 long-term, low interest, fixed rate loan (typically 5%, but the Local Board can set a lower interest rate).</p> <p>Available benefit is limited by the amount of funds on deposit at the local agency (Cook County agencies have \$100-150,000 available whereas smaller municipalities may only have several thousand on deposit).</p>
Illinois Department of Transportation (IDOT) Economic Development Program (EDP)	<p>Road improvements must be for a local or state right of way that is connected with the economic development project(s).</p> <p>The benefits must be negotiated with the Illinois Department of Transportation.</p>	<p>For a local right of way IDOT will provide up to 50% of project's cost.</p> <p>For a combined local and state right of way, IDOT will provide up to 90% of the cost on the state portion and up to 50% of the cost on the local portion.</p> <p>For a state right of way, up to 100% of the project's cost.</p>

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
IDOT Truck Access Route Program (TARP)	<p>Project must connect to a truck route (with 80,000 lb. weight requirement) and end at another truck route (80,000 lb. weight requirement) or a truck generator (any business).</p> <p>Proposed project must meet certain specification requirements (i.e. turning radius).</p> <p>No restriction as to the type of business that qualifies, but businesses compete on a statewide basis and the department takes into account the geographic distribution when awarding the funding.</p> <p>A cost/benefit analysis must be completed focusing on such items as traffic volumes and logistics.</p> <p>The benefits must be negotiated with the Illinois Department of Transportation.</p>	<p>Budget of \$5 million/annually and a limit of approximately \$500,000.</p> <p>IDOT will offer the lesser of:</p> <ul style="list-style-type: none">(1) Up to \$20,000 per lane mile and up to \$10,000 per intersection; OR(2) Up to 50% of the project's total eligible costs.

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
IDOT Rail Freight Program	<p>Project must be associated with economic development.</p> <p>No threshold criteria exist to qualify for the program. Company simply submits a letter including the following information: (1) a general description of the project and a location map depicting the beginning and ending points; (2) the benefits expected from the project (i.e. job creation and retention, transportation saving, etc...); (3) the name of the industries involved and the name, title, telephone number, and address of the principal contact for the project; and (4) an engineer's cost estimate, if available.</p> <p>Illinois Department of Transportation conducts a cost-benefit analysis evaluating a variety of elements and sends the findings to the public for a period of 30 days.</p> <p>The benefits must be negotiated with the Illinois Department of Transportation.</p>	Provide low interest loans and/or grants (rare) in order to finance qualified rail improvements.

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Brownfields Redevelopment Grant Program	<p>Grants shall be awarded on a competitive basis subject to the availability. The criteria for awarding grants shall include, but shall not be limited to the following: (1) problem statement and needs assessment; (2) community-based planning and involvement; (3) implementation planning; and (4) long-term benefits and sustainability.</p> <p>Geographic location may be considered in order to improve geographic distribution of grants.</p> <p>One grant per municipality, and the amount may not exceed 70% of the project cost.</p> <p>The program's benefits must be negotiated with the appropriate government officials.</p>	<p>Grants up to \$120,000 can be awarded for eligible projects.</p> <p>Once grant amount reaches 70% of the project amount, the remainder can be provided by the municipality as local matching funds.</p>
State Treasurer's Economic Program (STEP)	<p>Every project must create, expand, or retain permanent jobs or demonstrate other economic benefits to the state.</p> <p>The borrower must have the financial ability to carry out the project.</p> <p>The borrower must be able to demonstrate that the state will gain long-term benefits from the project.</p> <p>The program's benefits must be negotiated with the appropriate government officials.</p>	<p>The Treasurer's Office can deposit up to \$25,000 into the borrower's financial institution that is designed to provide a one year loan, additional years negotiable, at well-below prevailing interest rates for each permanent full time job created or retained (Note: two part-time positions equals one full-time position).</p>

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Enterprise Zone Facility Bonds	<p>95% or more of the net proceeds must be used to finance a qualified zone property which is property subject to depreciation:</p> <p>(1) That is acquired by the taxpayer pursuant to certain types of purchases after the date on which the designation of the empowerment zone or enterprise community took effect;</p> <p>(2) The original use of which in an empowerment zone or enterprise community commences with the taxpayer; and</p> <p>(3) Substantially all of the use of which is in an empowerment zone or enterprise community and is in the active conduct of a qualified business by the taxpayer in such zone or community.</p> <p>The principal user of the property must be located in an enterprise zone and be an enterprise zone business.</p> <p>The business can be classified as a "qualified business" which includes all trades or businesses, with certain specified exclusions.</p>	Long-term financing at tax-exempt interest rates.

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Enterprise Zone Facility Bonds (continued)	<p>Bonds allocated to an enterprise zone business may not exceed \$3,000,000 with respect to any one enterprise community or empowerment zone or \$20,000,000 with respect to all empowerment zones and enterprise communities.</p> <p>The program's benefits must be negotiated with the appropriate government officials.</p>	

Illinois Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Illinois Development Finance Authority (IDFA) Industrial Revenue Bond Program	<p>Bonds must be for manufacturing projects totaling less than \$10 million.</p> <p>Underwriter must purchase the bonds and conduct a credit review of the business.</p> <p>Bonds are subject to a volume cap of \$50 per capita.</p> <p>The program's benefits must be negotiated with the appropriate government officials.</p>	<p>1) Long-term financing is available at tax-exempt interest rates</p> <p>2) Financing is available up to 100% for projects totaling less than \$10 million</p>

Illinois Credits and Exemptions

<u>Type of Corporate Income</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
<u>Tax Incentive</u>		
Replacement Tax Investment Credit <i>35 ILCS, 5/201(e) Reg. 100.2100 Reg. 100.2101</i>	The corporation must be engaged in retailing, manufacturing or certain types of mining operations and the property purchased must be depreciable tangible personal property as defined under the Internal Revenue Code ("IRC").	A credit equal to 0.5% of the basis of the qualified property placed in service during the year is allowed. An additional credit of up to 0.5% of the basis of qualified property placed in service if a corporation's base employment increases by 1% or more over that of the preceding year, or if the business is now in Illinois, is also allowed.
Dependent Care Assistance Program Tax Credit <i>35 ILCS, 5/210 IL Form 1299</i>	A company primarily engaged in manufacturing making expenditures according to federal tax guidelines to provide an on-site facility for dependent care assistance on the Illinois premises of the taxpayer's workplace.	A credit equal to 5% of the amount of qualified expenditures. Any unused credit may be carried forward for 2 years.
Research and Development Credit <i>35 ILCS, 5/201(k) Reg. 100.2160</i>	A company must make qualified research and development expenditures in Illinois. Qualified R&D activities means R&D expenditures as defined for the federal credit, which is in-house and contract R&D expenses for the carrying on of the business. The credit does not include expenditures incurred after 12/31/99.	A credit equal to 6.5% of qualifying expenditures in the taxable year over qualifying expenditures for the base period. The base period is the 3 prior years' qualified expenditures. The credit may be carried forward 5 years.
High Impact Business Credit For Qualified Investments <i>35 ILCS, 5/201(h) Reg. 100.2130 IL Form 1299</i>	A business must intend to invest in excess of \$12 million in qualified property in Illinois and create 500 full-time-equivalent jobs, or the business must intend to invest \$30 million in qualified property and intend to retain 1,500 full-time jobs.	The credit is equal to 0.5% of the basis of the property and is not available until the minimum investment is attained. If the property is moved out of Illinois within the first 48 months after it is placed in service, the amount of the credit that the business has already used will be added to the business' income for that year. The credit may be carried forward 5 years.

Illinois Credits and Exemptions

<u>Type of Corporate Income</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
<u>Tax Incentive</u>		
TECH-PREP Youth Vocational Program 35 ILCS, 5/209 IL Form 1299	Businesses that are primarily engaged in manufacturing are allowed a credit against Illinois Income Tax for expenses incurred to fund secondary school youth vocational programs certified by the State Board of Education and the Department of Revenue. The credit may also be claimed for personal services rendered by a TECH-PREP student or instructor: (i) which would be subject to withholding if the individual was an employee of the business, and (ii) for which no credit has been claimed by another taxpayer.	The credit is equal to 20% of the taxpayer's direct payroll expenditures for which a credit has not already been claimed. The credit can be carried forward 2 years.
Training Expense Credit 35 ILCS, 5/201(j) Reg. 100.2150	Companies making qualified training expenditures.	A company is allowed an Illinois income tax credit of 1.6% of the amount paid or accrued on behalf of Illinois employees or Illinois residents employed outside of Illinois, for educational or vocational training in semi-technical fields or technical or semi-skilled or skilled fields, which were deducted from gross income in the computation of taxable income. The credit may be carried forward 5 years.
Coal Equipment Credit 35 ILCS 5/206(b) Reg. 100.2170	The Illinois facility must be owned, leased, or operated by the subject corporation. In addition, qualifying equipment is limited to direct coal combustion and pollution control equipment.	The amount of the credit is equal to 5% of expenditures to acquire qualified equipment to maintain or increase the use of Illinois coal at an Illinois facility.
Coal Research Donation Credit 35 ILCS 5/206(a) Reg. 100.2170	Donations must be made to the Illinois Center for Research on Sulfur on Coal.	The amount of the credit is equal to 20% of the donation.

Illinois Credits and Exemptions

<u>Type of Corporate Income</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
<u>Tax Incentive</u>		
Manufacturing Machinery and Equipment Exemption <i>35 ILCS, 110/3-5</i>	Machinery or equipment must be used over 50% of the time in the process of manufacturing or assembling.	The purchase of qualifying machinery or equipment is exempt from sales and use tax.
Pollution Control Equipment Exemption <i>35 ILCS, 105/2(a)</i> <i>Reg. 130.335(a)</i> <i>Reg. 140.125</i>	The equipment must be used to treat, pretreat, modify or dispose of any pollutant that may be harmful to life or property. The statute is liberally construed and equipment can be part of an overall pollution control system.	The purchase of qualifying pollution control equipment is exempt from sales and use tax.
Graphic Arts Production Machinery Exemption <i>35 ILCS, 110/3-5</i>	The machinery must be used over 50% in graphic arts production.	The purchase of qualifying graphic arts production machinery is exempt from sales and use tax.
Manufacturer's Purchase Credit <i>35 ILCS, 110/3-70</i> <i>Reg. 130.331</i>	Purchases of manufacturing machinery and equipment made after July 1, 1995 that qualify for the existing sales tax exemption are eligible for a non-transferable credit against the use or service tax on subsequent purchases of production-related tangible personal property.	<p>The amount of the credit equals a percentage of the tax that would have been incurred if the machinery and equipment exemption had not been in place. The rates are as follows:</p> <ul style="list-style-type: none"> * 15% for purchases made on or after 1/1/95, but before 7/1/95. * 25% for purchases made on or after 7/1/95 but before 7/1/96. * 40% for purchases made on or after 9/1/96 but before 7/1/97. * 50% for purchases made on or after 7/1/97.

Illinois Credits and Exemptions

<u>Type of Corporate Income</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
<u>Tax Incentive</u>		
Utility Tax Exemption 220 ILCS, 5/9-222.1	<p>The exemption is based on Department of Commerce and Community Affairs certification. The business must either (i) makes investments which cause the creation of a minimum of 200 full-time equivalent jobs in Illinois; (ii) makes investments of at least \$175,000,000 which cause the creation of a minimum of 150 full-time equivalent jobs in Illinois; or (iii) makes investments which cause the retention of a minimum of 1,000 full-time jobs in Illinois.</p> <p>The business must be located in an enterprise zone.</p>	<p>An exemption is available for certain businesses located in enterprise zones with respect to state utility taxes on gas, electricity, telecommunications and the Illinois Commerce Commission's administrative charge. The exemption may not exceed 20 years or the life of the enterprise zone. Local units of government may further exempt their public utility taxes on gas, electricity and telecommunications for eligible businesses.</p>
Building Materials Sales Tax Exemption 35 ILCS, 120/5(k) Reg. 130.1951(a)	<p>The materials must be purchased from a place of business which is located in the municipality or county which has established the enterprise zone.</p>	<p>A 6.25% state and local sales tax exemption is allowed for purchases of building materials incorporated into real property in an enterprise zone.</p>
Enterprise Zone Investment Tax Credit 35 ILCS, 5/201(f) Reg. 100.2110 IL Form 1299	<p>Qualified property is tangible, whether new or used, including buildings and structural components of buildings. It must also be depreciable pursuant to Section 167 of the IRC. It must be acquired by purchase as defined by IRC Sec. 179(d). In addition, the property must be used in the Enterprise Zone by the taxpayer. Finally, the property must not have a prior Illinois investment tax credit history.</p>	<p>A state investment tax credit of 0.5 percent is allowed a taxpayer who invests in qualified property in an enterprise zone. The credit has a five-year carryforward provision.</p>
Dividend Income Deduction 35 ILCS 5/203(a)(2)(j) Reg. 100.2480	<p>Dividends paid by a corporation that conducts substantially all its operations in an enterprise zone.</p>	<p>Individuals, corporations, trusts and estates may deduct from their Illinois taxable income an amount equal to those dividends which were paid to them by a corporation which conducts substantially all of its operations in an enterprise zone or zones.</p>

Illinois Credits and Exemptions

<u>Type of Corporate Income</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
<u>Tax Incentive</u>		
Enterprise Zone Jobs Tax Credit <i>35 ILCS, 5/201(g) Reg. 100.2120 IL Form 1299</i>	<p>A taxpayer must have produced five or more "eligible employees" to work in an enterprise zone to qualify for the credit. There must be an increase in total employment with in the enterprise zone by 5 or more full-time employees beyond the total employed in the zone at the end of the previous tax year for which the jobs tax credit was taken and the eligible employee must be employed 180 consecutive days. An eligible employee is one who is either a certified dislocated worker or an economically disadvantaged individual.</p> <p>The business must be located in an enterprise zone.</p>	<p>A \$500 per employee jobs tax credit against the Illinois income tax for eligible employees hired to work in an enterprise zone. The credit has a 5-year carryforward provision.</p>
Contribution Deduction <i>20 ILCS 655/11</i>	<p>Corporations making contribution to an approved designated enterprise zone organization.</p>	<p>Businesses may deduct from Illinois taxable income double the value of a cash or in-kind contribution to an approved project of a designated zone organization. The contributions must be considered charitable contributions under Sec. 170(c) of the IRC.</p>
Pollution Control and Manufacturing Consumable Exemption <i>35 ILCS, 120/1(e) Reg. 130.1951(d)</i>	<p>Facility must be located in an enterprise zone and be certified by the Department of Commerce and Community Affairs.</p>	<p>Tangible personal property used in the manufacturing or pollution control process is exempt from sales and use tax.</p>

Illinois Credits and Exemptions

<u>Type of Corporate Income</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Tax Incentive		
Property Tax Abatement <i>35 ILCS, 200\18-165</i>	<p>Must be applied for by businesses. The abatement applies to either improvements which have been constructed or existing improvements which have been renovated or rehabilitated.</p> <p>The business must be located in an enterprise zone.</p>	<p>An abatement may be applied to those taxes which would be levied on the increased valuation of the property as a result of the project. Total taxes abated can not exceed 3 million dollars. The abatement can not exceed 10 years in duration.</p>
Environmental Remediation Tax Credit <i>35 ILCS 5/201(l)</i>	<p>A taxpayer shall be allowed a credit for unreimbursed eligible remediation costs, which are costs approved by the Illinois Environmental Protection Agency ("Agency") that were paid in performing environmental remediation at a site for which a No Further Remediation Letter was issued by the Agency. The credit must be claimed for the taxable year in which Agency approval of the eligible remediation costs is granted. The credit is not available to any taxpayer if the taxpayer or any related party caused or contributed to, in any material respect, a release of regulated substances on, in, or under the site.</p>	<p>A credit against the tax imposed equal to 25% of the unreimbursed eligible remediation costs in excess of \$100,000 per site. The \$100,000 limitation is waived if the site is in an enterprise zone and is located in a census tract that is located in a minor civil division and place or county that has been determined by DCCA to contain a majority of households consisting of low and moderate income persons. The total credit allowed shall not exceed \$40,000 per year with a maximum total of \$150,000 per site.</p>

Federal Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Community Development Block Grant (CDBG) Program	An application must be completed to qualify for the program.	A federal program that provides grants to major cities and local communities for a broad range of economic development purposes.
IRC Section 108 Loan Guarantee	Entitlement public entities with annual CDBG funds, nonentitlement public entities with the support of State CDBG funds, and nonentitlement public entities eligible to receive CDBG funds under the HUD-Administered Small Cities program are eligible to apply for Section 108 loan guarantees.	<ul style="list-style-type: none">- The Section 108 low-interest loan amount any one entitlement public entity may receive in a fiscal year is up to \$35,000,000.- The Section 108 low-interest loan amount any one nonentitlement public entity may receive in a fiscal year is up to \$7,000,000.
Brownfields Economic Development Initiative (BEDI)	An application must be filed with the Environmental Protection Agency.	This program makes competitive grants to local governments in conjunction with Section 108 loan guarantees for qualified brownfields projects. These grants are then used to redevelop moderately contaminated industrial or commercial sites after they are cleaned up.
Environmental Protection Agency (EPA) Brownfields Job Training and Development Demonstrations Pilots	An application must be filed with the Environmental Protection Agency.	These Pilots, funded up to \$200,000 each for two years, bring together community groups, job training organizations, educators, labor groups, investors, lenders, developers, and other affected parties to address the issue of providing environmental employment and training for residents in communities impacted by brownfields.

Federal Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Environmental Remediation Cost Tax Incentive	<p>Properties must be:</p> <ol style="list-style-type: none"> 1. within a 1990 census tract with a poverty rate of 20% or more; or 2. within a 1990 census tract with a population less than 2,000, if - (a) more than 75% of the tract is zoned for commercial or industrial use, and (b) the tract is next to another census tract(s) with a poverty rate of 20% or more; or 3. within any federally-designated Empowerment Zone (EZ) or Enterprise Community (EC); or 4. within a U.S. Environmental Protection Agency (EPA) Brownfields Pilot project area announced before February 1, 1997. 	<p>A taxpayer may elect to treat any qualified environmental remediation expenditure which is paid or incurred by the taxpayer as an expense which is not chargeable to capital account.</p> <p>Any expenditure which is so treated shall be allowed as a deduction on the federal tax return for the taxable year in which it is paid or incurred.</p>
Empowerment Zone Employment Credit	<p>Available to any employer engaged in a business in a federal empowerment zone.</p> <p>“Qualified zone wages” means any wages paid or incurred by an employer for services employed by employee while such employee is a qualified zone employee.</p> <p>The term “qualified zone employee” means substantially all of the services performed by such employee for such employer are performed within an empowerment zone in a trade or business of the employer, and the principal place of the abode of such employee while performing such services is in such empowerment zone.</p>	<p>Initially, an employer can claim a credit equal to 20% of the first \$15,000 of “qualified zone wages” to each “qualified zone employee.”</p>

Federal Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Empowerment Zone Increased Internal Revenue Code Section 179 Expensing	Available to businesses qualified as an Empowerment Zone Business. Business must also be eligible for Section 179 expiring under the Internal Revenue Code.	Qualified businesses may write off as an expense the cost of the depreciable, tangible personal property purchase up to \$37,500. (It is generally limited to equipment purchases.) This provides you with a deduction that is \$20,000 more than the normal \$17,500 first-year write-off that IRC Sec. 179 permits to other businesses not within Empowerment Zones.
Empowerment Zone Low-Cost Financing	Available to businesses qualified as an Empowerment Zone Business.	Low-cost financing is available for qualified businesses.
Tax-Exempt Industrial Revenue Bonds	The terms of the low-cost financing must be negotiated.	Federal funding at the tax-exempt financing rate for up to \$10 million of expenditures.
Wastewater Pretreatment Equipment Financing	Manufacturers that are expanding may negotiate this with the appropriate government officials.	Tax-exempt financing rate.
Solid Waste Disposal Equipment Financing	Purchases of eligible equipment. This must be negotiated with the appropriate government officials.	Tax-exempt financing rate.
Job Training Partnership Grant Act (JTPA) Title IV-C Grant (Federal Program)	<ul style="list-style-type: none"> - Available to businesses in the private and public sector. - Businesses must provide qualified job training for employee. - Must be negotiated with the appropriate government officials. 	<ul style="list-style-type: none"> - Federal funding of up to 50% of wage rate for employees while in training. - Federal funding up to actual costs of classroom training, training/related and supportive services

Federal Financing Programs

<u>Available Program</u>	<u>Criteria or Requirements</u>	<u>Available Benefit</u>
Transportation Equity Act for the 21 st Century	An application must be filed with the United States Department of Transportation. All benefits must then be negotiated with the appropriate government officials depending on which benefit is being requested.	<p>This comprehensive act outlines and authorizes a vast array of programs for nationwide infrastructure improvements and maintenance.</p> <p>The following is a list of the programs this act enables:</p> <p>Highway Construction Programs</p> <ul style="list-style-type: none">- National Highway System (NHS)- Interstate System/Interstate Maintenance (IM)- Surface Transportation Program (STP)- Bridge Replacement and Rehabilitation- Federal Lands Highways- Emergency Relief <p>Transit Programs</p> <ul style="list-style-type: none">- Formula Grants- Rural Transportation Accessibility Incentive Program- Clean Fuels Formula Grant Program- Urbanized Area Formula Grant Program- Non-Urbanized Formula Grant Program- Capital Investment Grants- New Starts- Fixed Guideway Modernization- Bus Service and Routes- Transit Benefits