



VILLAGE OF OSWEGO

MARKET ANALYSIS



Acknowledgments

The Village of Oswego Market Analysis is the cumulative effort of many individuals, including residents and stakeholders who attended advisory committee meetings, who provided time and expertise to identify community values and priorities, planning issues, policies, and strategies to help successfully complete this document.

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Funding Acknowledgement

This project was supported through CMAP's Local Technical Assistance (LTA) program, which is funded by the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), U.S. Department of Housing and Urban Development (HUD), Illinois Department of Transportation (IDOT), and the Chicago Community Trust. The Village of Oswego and CMAP would like to thank these funders for their support for this project.

Village of Oswego

Market Analysis

June 17, 2014



Chicago Metropolitan
Agency for Planning



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Executive Summary

The Market Analysis presents the accumulation of nine months of research, analysis, and public outreach activities working with the Commercial Market Study Advisory Committee.

Purpose of the Market Analysis

This report provides an overview of the current conditions in the Village of Oswego's commercial and business park areas, it includes potential business retention and attraction strategies and recommendations, and finally, the report is designed to help "set the stage" for the Village as it begins to update its Comprehensive Plan.

The Village's current Comprehensive Plan (2006) has several policy recommendations for each of the subareas analyzed in this Market Analysis. However, the recommendations were based upon market conditions that existed prior to the 2008 recession. Therefore, a new market analysis is needed to identify market-supported opportunities that can be part of the Comprehensive Plans recommendations, especially as it identifies locations for future land uses in the Village.

Key Features and Subareas

The Market Analysis addresses three key features:

- It identifies the current commercial subareas and related development;
- It examines the potential for future commercial development; and
- It develops recommendations and strategies that will optimize Oswego to meet current and future demand.

The analysis focuses on the four primary commercial and industrial areas:

1. Downtown Oswego;
2. US Route 34 Corridor;
3. Orchard Road Corridor; and
4. Business Parks - Stonehill, Kendall Point, Highland Business Center, and IL Route 71 Corridor

Key Findings

The following are key conclusions regarding the existing conditions for each of the corridors and subareas:

- ***The two retail subareas, Route 34 and Orchard Road, represent key retail centers in Oswego.*** Route 34 is the Village's most active shopping area with several national retailers. Orchard Road was intended to be a large commercial center, but development in this subarea abruptly halted with the economic downturn.
- ***Oswego's actual sales of \$535.6 million and aggregate retail spending potential of \$262.3 million, creates a retail surplus of \$273.3 million.*** Oswego's surplus is the largest retail surplus of the three communities in the O-M-Y Submarket. As the Village's surplus is approximately 51% of the community's sales, approximately half of all retail sales stems from consumers outside Oswego.
- ***Oswego's industrial properties are attractive to local and regional manufacturing and warehousing businesses.*** The industrial space's moderate condition and lengthy distance to the interstate limits the number of national or international corporations attracted to Oswego. However, the industrial properties are well-suited for local and regional businesses and distributors. Analysts predict that Oswego's industrial space inventory should be competitive as the economy improves and existing space inventory shrinks.
- ***The Village's office properties are attractive for professionals and other service providers who cater to the local population and small businesses in the far west suburbs.*** The office market is the weakest of all the commercial markets within the region. Oswego's office space is not viewed as prime location for corporate headquarters or campuses, but more appropriate for local professionals and service providers. Renewed housing construction will ramp up demand for businesses requiring office space.
- ***Downtown presents an important image for Oswego.*** Downtown is a historical and iconic symbol of Oswego. The area should focus leveraging downtown's older buildings, pedestrian-oriented streets, Fox River, and charm to attract appropriate retail and office uses.

Goals and Implementation Strategies

The following are key goals and strategies that the Village should implement moving forward. Top priorities are accommodating growth and encouraging infill and mixed-use development, while enhancing the historic character of the Downtown and its overall community identity.

1. Update the Village's Comprehensive Plan.

The Village should continue to move forward in creating a new Comprehensive Plan that builds from this analysis and its recommendations. Specific focus should be on:

Creating a vision for the Orchard Road Corridor.

- Creating a vision for Downtown.
- Promoting infill in other industrial, retail and mixed use areas
- The comprehensive plan should identify capital improvements where applicable.
- Revising land use, zoning, and other regulatory changes as necessary

2. Implement Effective Economic Development Incentives

The Village has expressed interest in analyzing potential economic development incentives to attract businesses in the area. Existing downtowns oftentimes require incentives to successfully encourage development due to the gap between expenses and rate of return.

It is advised that if and when an economic incentive is offered, the incentive leads to broad and robust economic benefits. CMAP reports that many communities target incentives based upon future tax revenues and don't consider other economic factors such as number, quality, wages, and multipliers of the jobs being brought in by the desired business. Depending on the community's goals, some economic benefits may be viewed as more valuable than others, but all benefits and factors should be considered.

3. Implement other goals to enhance business attraction, retention, and development in Oswego.

The Village should look into other initiatives other than direct financial incentives to help support economic development. Streamlining development processes, having available and updated ordinances and maps are inexpensive and effective strategies to attract developers and businesses. These include:

- Creating regulatory benefits such as an accelerated reviewed timeline or extra density to promote development in certain areas.
- Continuing to evaluate and make any improvements necessary to the building and business permitting process including license reviews and fees.
- Investing in transportation and stormwater maintenance and modernization projects to support economic development efforts.
- Continuing and enhancing relationships with the Chamber of Commerce, local business leaders, the County, and neighboring communities to implement economic development strategies.

Conclusion

Oswego should be applauded for its business and developer-friendly processes and services, which is a factor in its current success in attracting and retaining businesses. The Village should continue to strive be business-friendly and provide residents with access to goods and services as well as opportunities for employment.



Introduction

The Village of Oswego is a prospering community in Kendall County, however like communities across the country; the Village was impacted by the 2008 economic downturn. Consequently, the Village sought out technical assistance from the Chicago Metropolitan Agency for Planning (CMAP) to help guide the community’s commercial, office, and industrial development in the post-downturn market.

This Market Analysis presents the accumulation of eleven months of research, analysis, and public outreach activities. It provides an overview of the current conditions in the Village of Oswego’s commercial and business park areas and is designed to help “set the stage” for the Village as it begins to update its Comprehensive Plan. The Market Analysis also includes potential business retention and attraction strategies and recommendations. The Market Analysis is organized into the following sections:

- Introduction
- Section 1: History and Regional Context
- Section 2: Summary of Background Studies, Reports, and Plans
- Section 3: Population and Housing
- Section 4: Community Outreach
- Section 5: Village-Wide Conditions
- Section 6: Commercial Market Areas
- Section 7: Moving Forward
- Appendices

Purpose of the Market Analysis

Creation of new economic and community development strategies

In April 2012, the Village of Oswego’s Village Board completed a Strategic Plan and among its recommendations was the creation of a new economic development strategy for the Village’s commercial and industrial subareas areas (identified below). The creation of this Market Analysis fulfills that goal.

The Market Analysis addresses three key features – 1) It identifies the current commercial subareas and related development; 2) It examines the potential for future commercial development; and 3) It develops recommendations and strategies that will optimize Oswego to meet current and future demand. The analysis focuses on the four primary commercial and industrial areas within the Village of Oswego (**See Figure 2**):

1. Downtown Oswego;
 2. US Route 34 Corridor;
 3. Orchard Road Corridor; and
 4. Business Parks
 - Stonehill, Kendall Point, Highland Business Center, and IL Route 71 Corridor
-

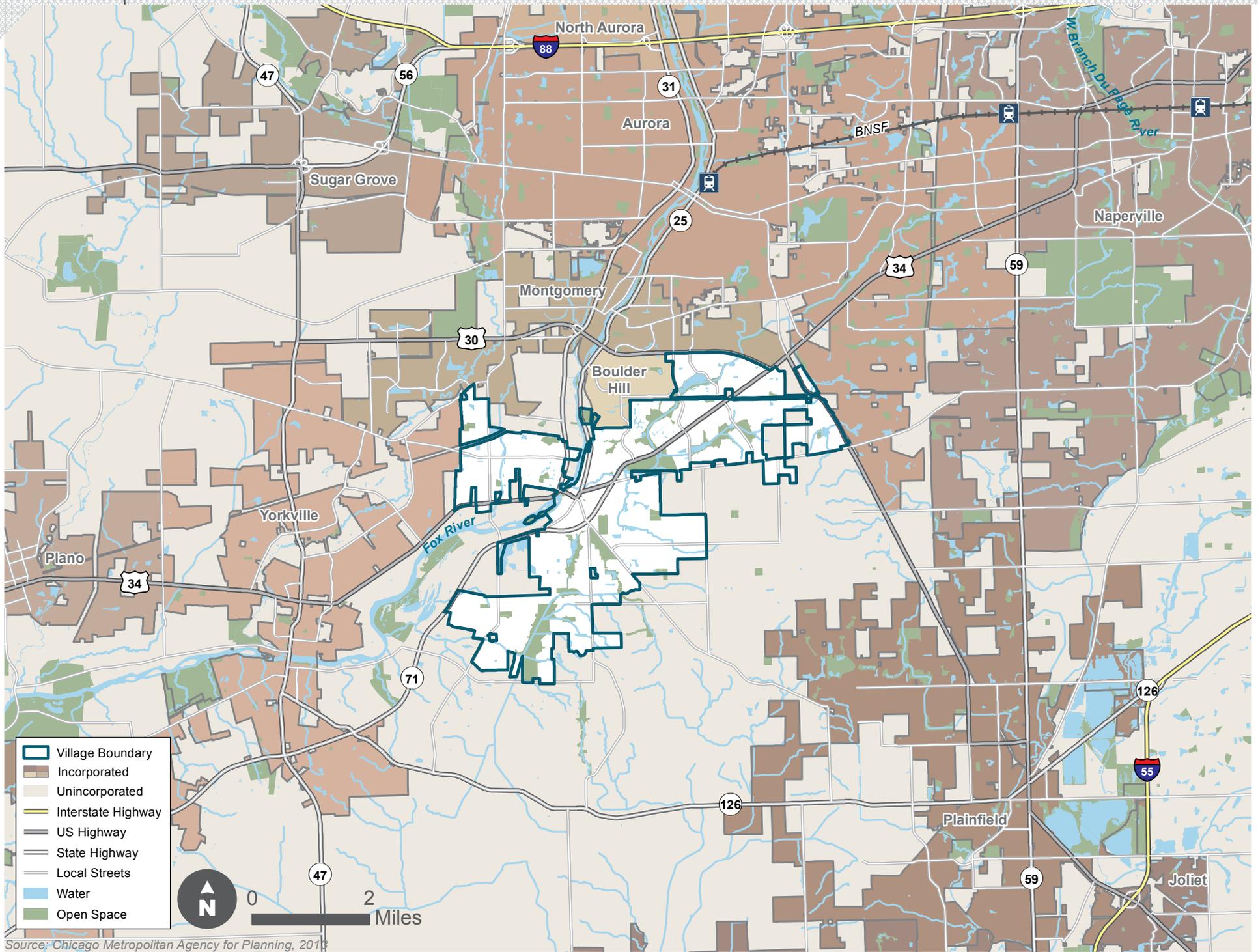
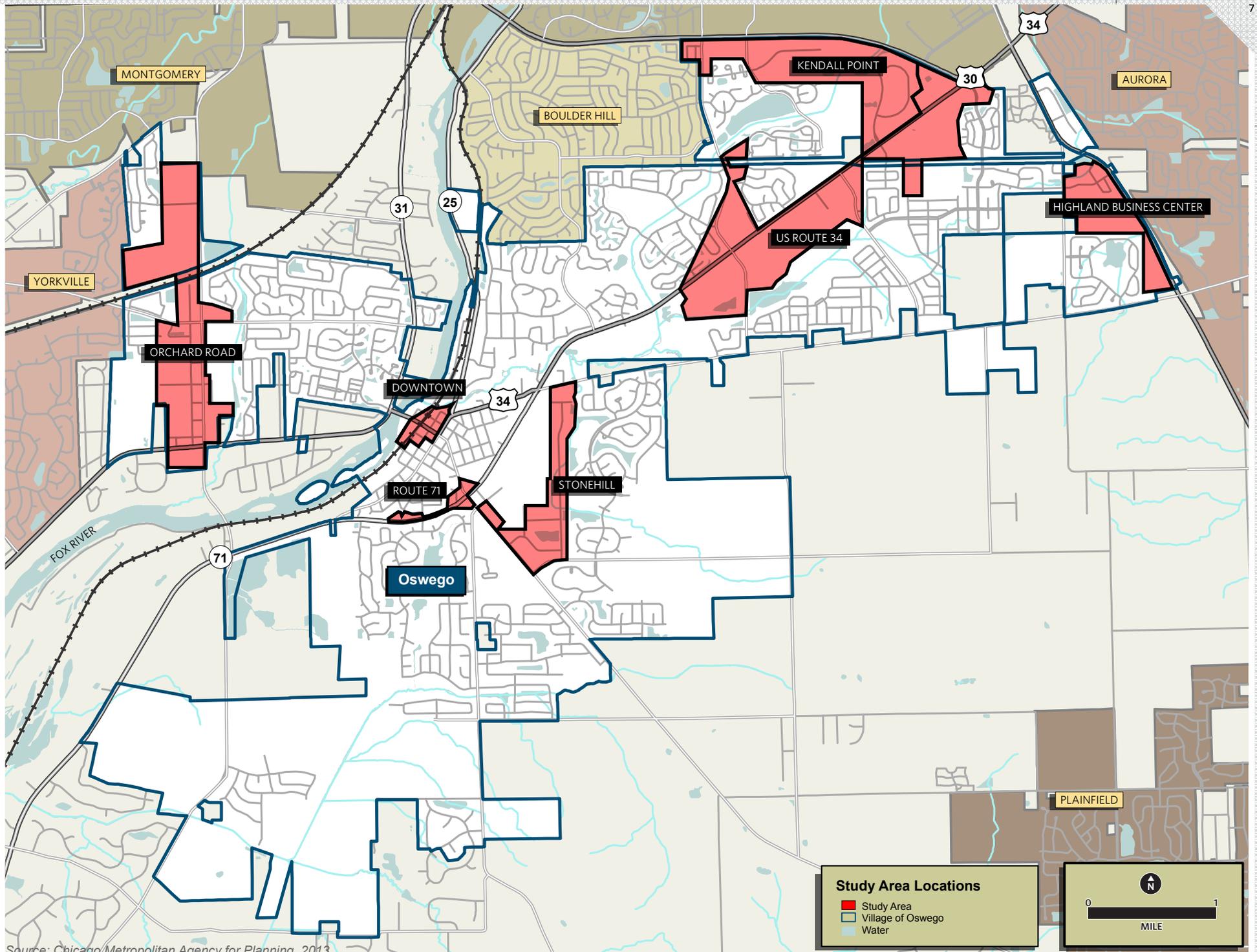


Figure 1 Village of Oswego study area



Source: Chicago Metropolitan Agency for Planning, 2013

Figure 2. Subarea and corridor locations

Planning Process

The creation of the Market Analysis has lasted approximately fifteen months and has included multiple steps. The process was crafted with assistance from Village staff and was designed to include the input of Village residents, business owners, and other stakeholders. Key stages of the planning process are bulleted below and are shown in **Figure 3**.

Step 1: Outreach, Education and Engagement

Step 2: Existing Market Conditions

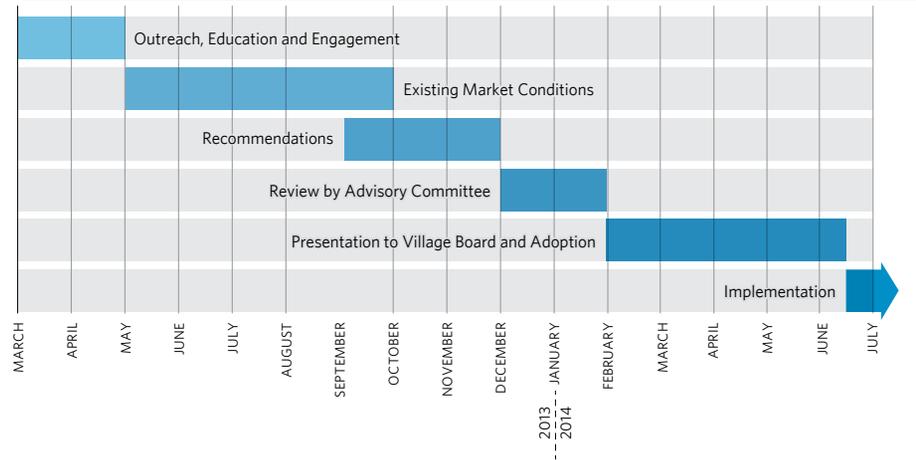
Step 3: Recommendations

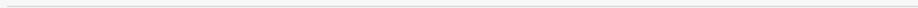
Step 4: Review by Advisory Committee

Step 5: Presentation to the Village Board and Adoption

Step 6: Implementation

Figure 3. Project timeline







Chapter 1

History and Regional Context

This section provides an overview of the history of the Village of Oswego and its relationship to the larger Chicago region. Understanding the community's past and its regional position, especially with regard to its commercial and business areas, aids in both the understanding of existing conditions and in identifying potential opportunities or issues.

History

Oswego, Illinois sits at the confluence of the Waubonsie Creek and the Fox River, 50 miles west of Chicago in Kendall County. The Village was named after Oswego, New York for the Mohawk Native American word meaning “place of the flowing out” or “mouth of the stream.”¹ Originally settled by Native Americans for its use as a river crossing, Oswego began drawing the interest of settlers and businessmen from New York in the 1830s.² The Village thus served as a mercantile hub to farmers and travelers alike. Between 1845 and 1864, Oswego served as the Kendall County seat.

Oswego's development was fostered by the arrival of a freight rail line in 1870. Twenty years later, a trolley line would connect Oswego with Aurora to the north and Yorkville to the south. At the turn of the century, the Village further enhanced its role as a regional transportation hub, boasting three state routes and one U.S. highway. The latter half of the twentieth century saw a great deal of retail, housing, commercial and industrial development led by companies such as Caterpillar, Inc. and Western Electric (now AT&T), that were established in and near Oswego.³

Spurred by a housing boom in the 1980s, the Village began annexing land to control

1 <http://www.oswegotownship.com/Township-Info>

2 <http://www.oswegoil.org/community-info/history.htm>

3 http://www.oswegoil.org/community-development/DowntownFramework_Plan.pdf

growth. Oswego grew west of the Fox River and northeast to U.S. Route 30. Given its strategic location for transportation and proximity to Aurora and Naperville – the second and third largest municipalities in the metropolitan area – Oswego is well situated for growth⁴. Like other Illinois communities its size, Oswego has home rule authority, enabling flexibility in municipal revenue and finance opportunities.

Between 2000 and 2010 the Village's population grew rapidly from 12,726 to 30,355 (U.S. Census). The Village is currently 15.39 square miles in size. Oswego is currently the largest community in Kendall County and in 2011, Oswego was named 58th in a list of the top 100 “Best Places to Live” by Money Magazine.⁵ The designation was justified by strong job growth, proximity to Chicago, and recreational amenities - including fishing, canoeing, kayaking, a winery, and the Fox Bend Golf Course.

Oswego strives to maintain and celebrate its heritage, counting Prairie Fest, A Celebration of Quilts, Wine on the Fox, and Drag Strip Days among its annual events. According to Village staff, top priorities looking forward are accommodating growth and encouraging infill and mixed-use development, while preserving the historic character of the Downtown and its overall rural community identity.

Regional Setting

The Village of Oswego is situated in the northeast corner of Kendall County, along the Fox River. Oswego is immediately bordered by Montgomery to the north, Yorkville to the west/southwest, Aurora to the east, and Plainfield to the southeast/east. The following list summarizes regional transportation options available to Oswego's resident and workforce population as well as the major regional destinations or points of interest.

4 http://www.oswegoil.org/economic-development/Community_Profile_10-17-12.pdf

5 <http://money.cnn.com/magazines/moneymag/bplive/2011/snapshots/PL1756887.html>

Major Roadways

One of the major issues that has been mentioned by a variety of stakeholders during the creation of this Analysis is the long distance from the Village to the nearest expressway. Many stakeholders interviewed note this as one of the biggest issues for Oswego that discourages large offices or industrial businesses from locating in the community.

- Interstate 88 – 9.0 miles (via Illinois Route 31).
- Interstate 55 – 13.3 miles (via Lincoln Highway/US Route 30).
- Interstate 355 – 18.1 miles (via 75th Street).
- Interstate 80 – 19.4 miles (via IL Route 59).

Regional Public Transit

- Village of Oswego Park-N-Ride (Orchard Road location) – 2.5 miles.
- City of Aurora Transportation Center – 6.0 miles.

International Airports

- Midway International Airport – 41 miles.
- O'Hare International Airport – 44 miles.

Other Major Destinations

- City of Chicago Downtown Loop – 47 miles.

Relationship with the GO TO 2040 Regional Comprehensive Plan

Oswego influences and is influenced by the larger Chicago metropolitan region. CMAP developed and now guides the implementation of GO TO 2040, metropolitan Chicago's first truly comprehensive regional plan in more than 100 years. To address the anticipated population growth of more than 2 million new residents, GO TO 2040 establishes coordinated strategies that will help the region's 284 communities address transportation, housing, economic development, open space, the environment, and other quality of life issues. The Plan contains 4 themes and 12 major recommendation areas:

Livable communities

1. Achieve greater livability through land use and housing
2. Manage and conserve water and energy resources
3. Expand and improve parks and open space
4. Promote sustainable local food

Human capital

1. Improve education and workforce development
2. Support economic innovation

Efficient governance

1. Reform state and local tax policy
2. Improve access to information
3. Pursue coordinated investments

Regional mobility

1. Invest strategically in transportation
2. Increase commitment to public transit
3. Create a more efficient freight network

GO TO 2040 states, “municipalities are critical to the success of GO TO 2040 because of their responsibility for land use decisions, which create the built environment of the region and determine the livability of its communities. The most important thing that a municipality can do to implement GO TO 2040 is to take this responsibility very seriously.” By undertaking this Comprehensive Plan, the Village is taking necessary steps to make informed land use and development decisions with demonstrating their commitment to helping shape the future of the region as well.

Awards and Recognitions

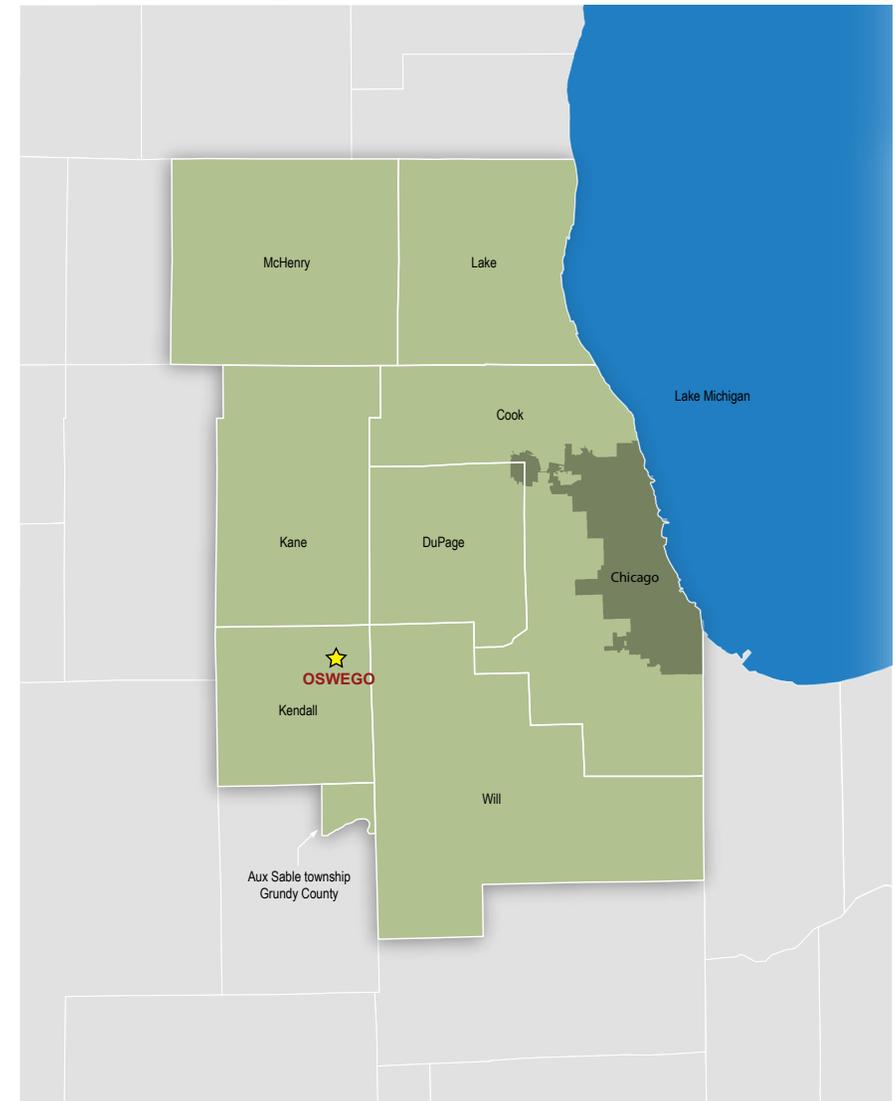
Oswego was recently selected to CNNMoney.com’s 2011 Best Places to Live annual survey.

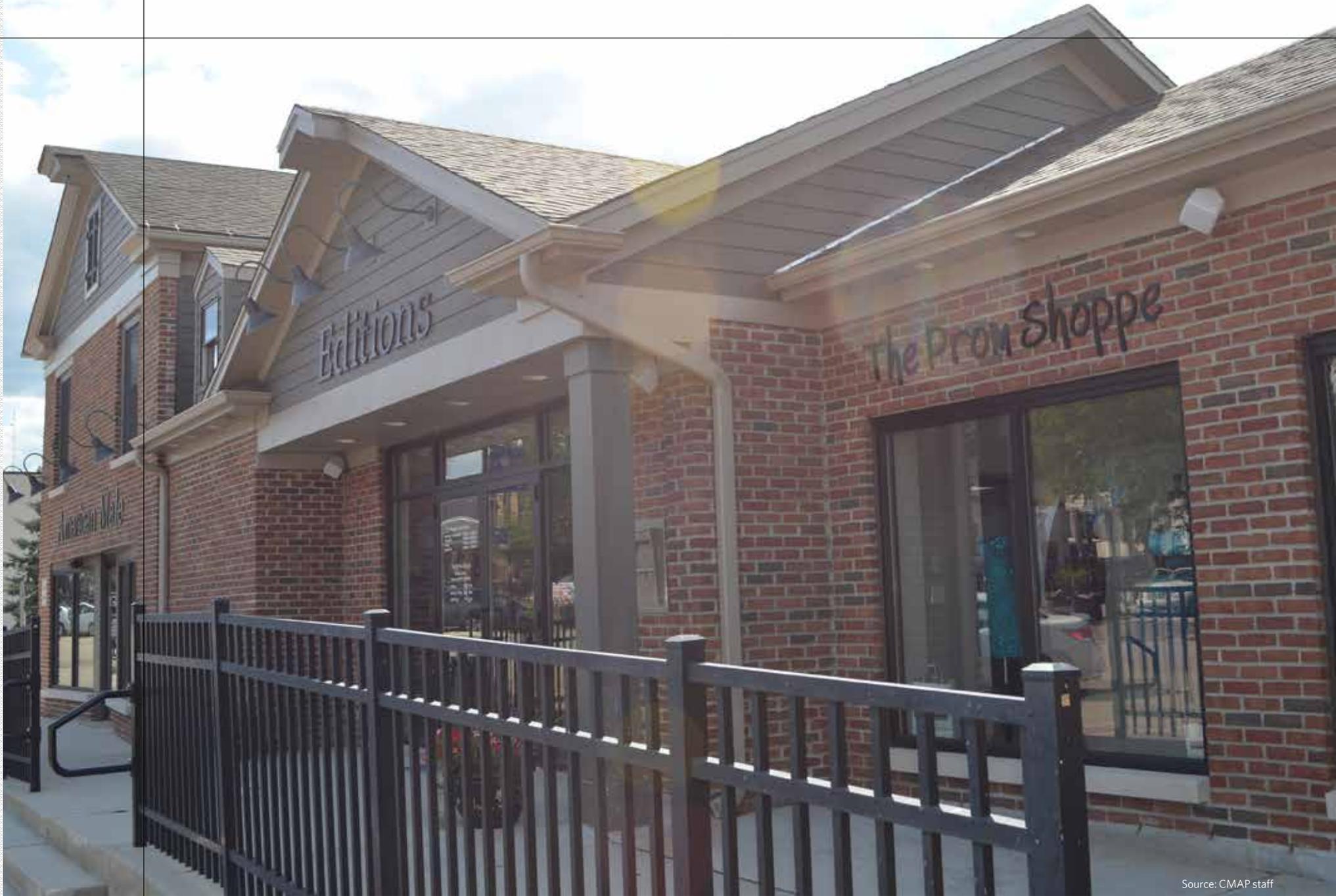
Kendall County was recognized in a June 16, 2010 article by CNNMoney.com as the fastest growing county in the United States.

Oswego, the largest community in the county, has seen a large percentage of that growth.

In a 2009 article, CNNMoney.com recognized Kendall County as the number three county in the United States for job growth.

Figure 1.1. Regional setting





Chapter 2

Summary of Background Studies, Reports, and Plans

This section provides a summary of existing Village plans, studies, and reports that help to inform and affect the recommendations of the Market Analysis. The Village's previously prepared documents have been reviewed in order to help strengthen the project team's understanding of past and current plans dealing with the Village's economic development. The following documents have been reviewed, and relevant portions dealing with future commercial and business plans are presented in this section:

Village of Oswego Strategic Plan 2012 -2017

<http://www.oswegoil.org/pdf/StrategicPlanwithtasks8.7.13.pdf>

Village of Oswego Downtown Framework Plan (2009)

http://www.oswegoil.org/pdf/Downtown_Framework_Plan.pdf

Village of Oswego Strategic Growth Plan (2006)

<http://www.oswegoil.org/pdf/plan-comprehensive.pdf>

Village of Oswego Strategic Plan 2012-2017

Revised 2012

The Village of Oswego undertakes a bi-annual review of its five-year strategic plan. The plan includes goals, objectives, and implementation status and steps for each of the following categories: 1) Governance and municipal services, 2) Prospering Economy, 3) Community Enrichment, 4) Environmental Sensibility, 5) Culture of Partnership, and 6) Strategic Infrastructure. The Prospering Economy section of the Village's Strategic Plan recommends the creation of this Market Analysis (Objective 2.1.1 Task 2). The goals and objectives of the Strategic Plan's Prospering Economy Section are outlined below:

Prospering Economy

Industrial and commercial growth advances and sustains our economic vitality.

- **Goal 2.1** Create a Plan that articulates the Village's desires and provides clear guidance for economic development and retention efforts.
- **Goal 2.2** Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.
- **Goal 2.3** Reinvigorate development and housing.
- **Goal 2.4** Develop a collaborative relationship with local business.

Downtown Framework Plan

Adopted 2009

The Village's Downtown Framework Plan, adopted in January of 2009, serves as an update to the 1998 Comprehensive Downtown Plan. Currently the Downtown Framework Plan is the most detailed, and up-to-date plan for Downtown. To create the 2009 Downtown Plan, key stakeholders from around the community contributed in the process of developing a vision of the future Downtown area. This collaboration led to a plan that illustrates the growth and development potential of Downtown, and provides recommendations to accomplish these goals and visions. (Figure 2.1)

The Downtown Framework Plan recommends the following land uses:

- **Downtown Core:** This category includes selected mixed use and commercial infill potential. Uses within this area should maintain and enhance existing historic facades, and over time, complete the streetwall along Main, Washington, Jackson and Jefferson Streets. New development should be compatible in height, scale and design with existing character elements. Retail, restaurant and office uses should be placed at storefront level with residential units or office space on upper floors. Surface parking lots should be consolidated into mid-block lots and concealed from view by being placed to the rear of buildings. Multi-family residential development in this area will likely be upper-story apartments and condos and should accommodate up to 20 dwelling units/acre.
- **Secondary Core:** This category includes new mixed use and commercial development potential. Uses within this area should, over time, complete the streetwall along Main, Washington, Adams, Harrison and Madison Streets. Ground floors should be primarily occupied by retail, restaurant and office uses. Residential and office uses should occupy upper floors. Parking should be master planned to support new uses, with parking concealed from view and placed in structures if demand warrants. River views should be taken advantage of for restaurants and upper story residential uses. Multi-family residential development in this category will likely be upper-story apartments and condos and should accommodate up to 35 dwelling units/acre.
- **Multi-Family Residential:** This category allows for selected infill of multi-family residential to support Downtown commercial activity. Residences are anticipated to be mid-rise and/or townhouse format housing units. Allowable residential densities should accommodate up to 20 dwelling units/acre. Parking should be master planned to accommodate resident and guest parking needs on-site. River views should be taken advantage of for upper story residential units. Many homes in this category are historic structures and may be eligible for historic status. Any future development should refer to the pending Historic Commission's preservation study before redevelopment.
- **Single-Family Residential:** This category encourages reinvestment and selective infill of new detached single family residential units in a manner consistent with existing neighborhood character (up to 5 dwelling units/acre). The Plan is intended to strengthen and maintain the existing single family neighborhoods at the perimeter of the Downtown.
- **Auto-Oriented Commercial:** This category includes neighborhood commercial uses that will be accommodating to vehicular traffic. An adequate on-site parking supply is necessary, with site and landscaping enhancements to buffer uses from adjacent lots. Stringent design and signage standards should be applied to complement the overall Downtown character. Access to and from these uses should be carefully managed.
- **Perimeter Commercial/Office:** This category allows for conversion of residential structures to low intensity commercial or office uses, providing a buffer between more intense Downtown commercial uses and single-family residential neighborhoods. To properly serve as a buffer, stringent design and signage standards should be enforced to maintain community character, and significant landscaping should be maintained to buffer uses from adjacent lots. Parking should be provided in consolidated and shared rear yard lots, with consolidated access points.
- **Public/Institutional:** This category includes established institutional and public uses that are to remain. Land uses in this category can attract vehicular and pedestrian traffic. Site landscaping and parking lot enhancements should be improved to maintain adequate buffers between adjacent land uses.

- Open Space:** This category includes parks and open spaces for passive or active recreational purposes. These uses are located throughout the Downtown, however they are concentrated near the river. The riverfront should be maintained and enhanced as a community amenity, per established plans prepared by the Oswegoland Park District.

The Village staff and Board are working together to determine if a new vision is needed for the Downtown area. It is expected that the Downtown’s vision and land use recommendations will be reexamined as part of the Village’s upcoming Comprehensive Plan planning process.



Source: CMAP staff

Figure 2.1: Downtown Framework Plan (2009)

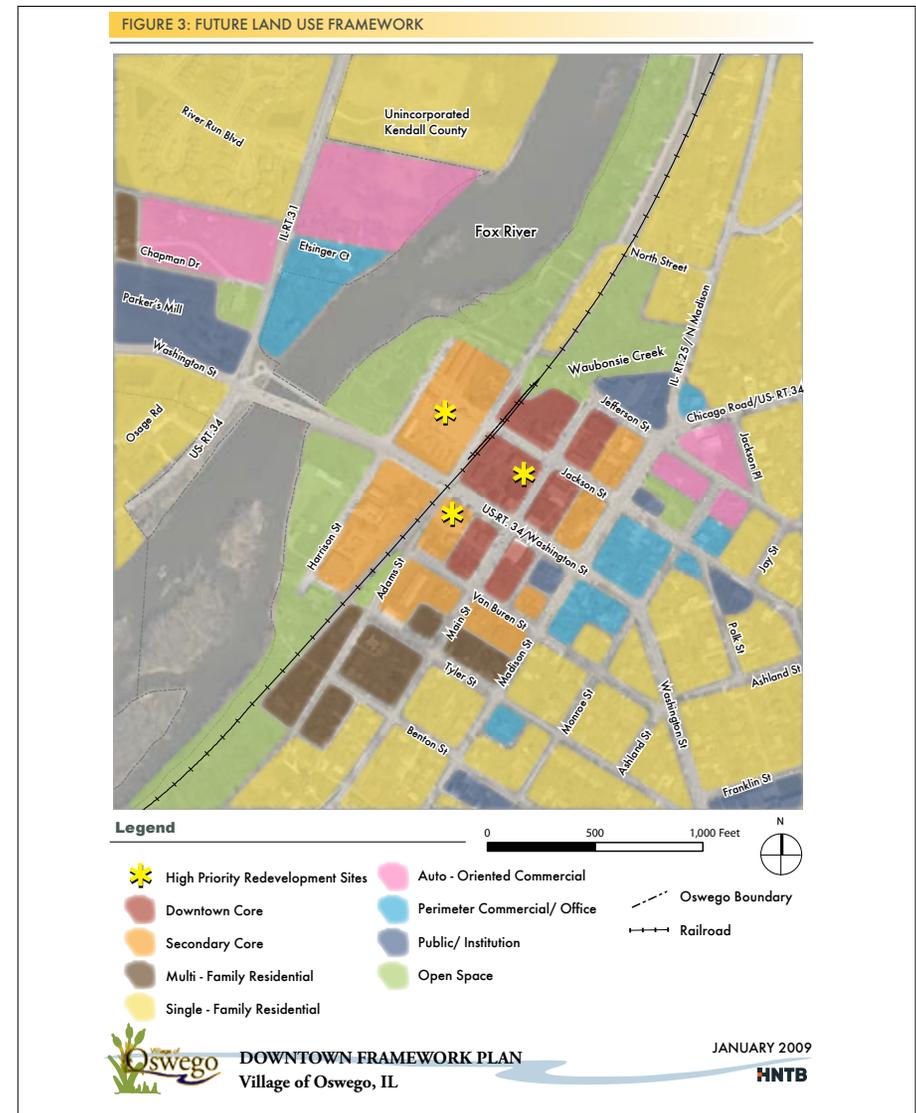


Figure 2.2: Downtown Parking and Circulation Framework (2009)

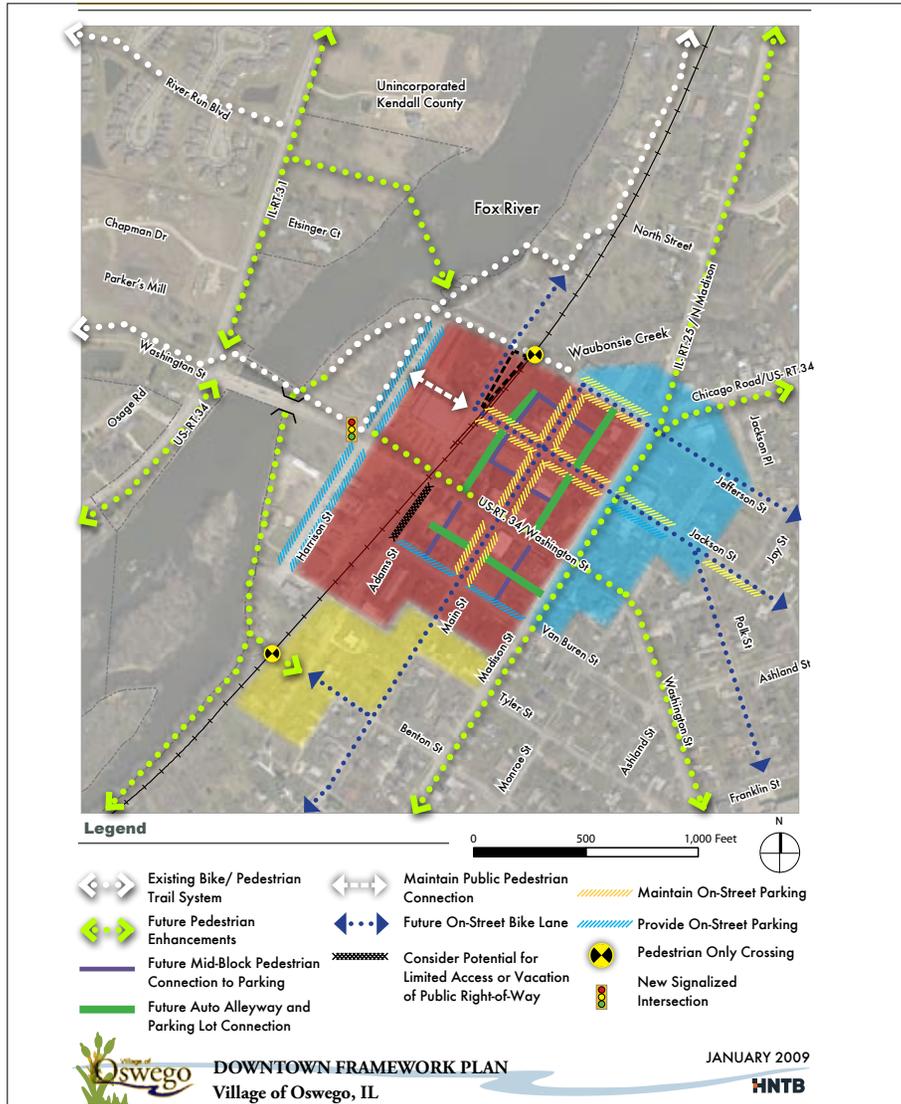


Table 1: Parking Analysis

Area/Block	Sq Ft	Parking Required 3 per 1,000 Sq Ft	Parking Required 3 per 1,000 Sq Ft	Parking Provided By Type			Current Curb Offsets / Surplus 3 per 1,000 Sq Ft	Potential Policy Offsets / Surplus 3 per 1,000 Sq Ft
				Surface	Street	Structure		
Block 1	15,000	45	45	27	18	0	0	
Block 2	15,000	45	45	27	18	0	0	
Block 3	25,000	75	75	45	30	0	0	
Block 4	15,000	45	45	27	18	0	0	
TOTAL Commercial Core	70,000	210	210	126	84	0	0	
Block 5	15,000	45	45	27	18	0	0	
Block 6	15,000	45	45	27	18	0	0	
Block 7	35,000	105	105	63	42	0	0	
Block 8	50,000	150	150	90	60	0	0	
TOTAL Residential Core	115,000	345	345	207	138	0	0	

* Village survey source used
 † Some existing commercial is located on Main Street, not included in total (assumed)

Residential	Sq Ft	# of Residential Homes	Existing Curb	Parking Required *	Parking Provided by Type		Offsets / Surplus
					Surface	Structure	
Block 1	24,000	2	48	48	27	21	0
Block 2	24,000	2	48	48	27	21	0
Block 3	25,000	2	50	50	30	20	0
Block 4	34,555	2	69	69	41	28	0
TOTAL Residential Core	107,555	8	215	215	146	100	0
Block 5	28,000	2	84	84	47	37	0
Block 6	25,000	2	75	75	42	33	0
Block 7	44,000	4	132	132	75	57	0
Block 8	50,000	5	150	150	84	66	0
TOTAL Residential Core	197,000	23	576	576	333	243	0

* 2 spaces per DU (garage) (assumes 50% use bedrooms and 50% use bedrooms, using)



Figure 7: Downtown Zone Blocks

Village of Oswego Strategic Growth Plan (Comprehensive Plan)

Adopted 2006

Though titled a “Strategic Growth Plan,” the document prepared by a private consultant (the Lannert Group) was intended as the Village’s Comprehensive Plan. **Figure 2.3** illustrates the Future Land Use Plan. For purposes of this analysis, corresponding portions of the Future Land Use map have been added within each of the subarea and corridors analyzed in **Section 6**. Illustrating the 2006 future land use recommendations helps identify what, if any, land use changes/recommendations have occurred in the subareas. As stated earlier, the Village is currently in the process of updating the Comprehensive Plan.

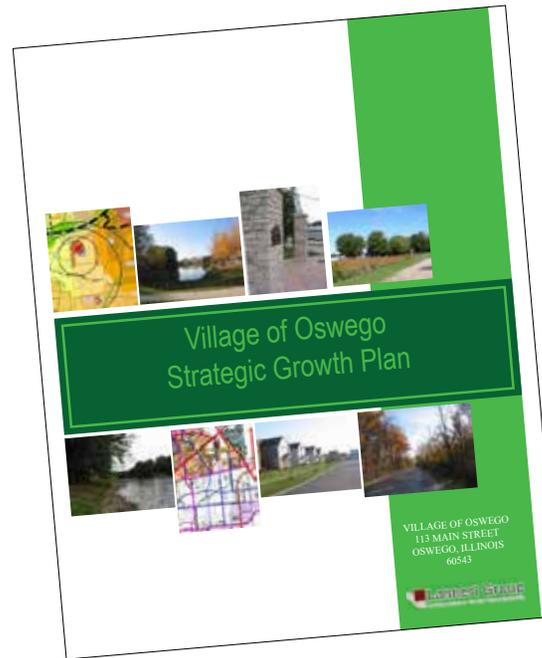
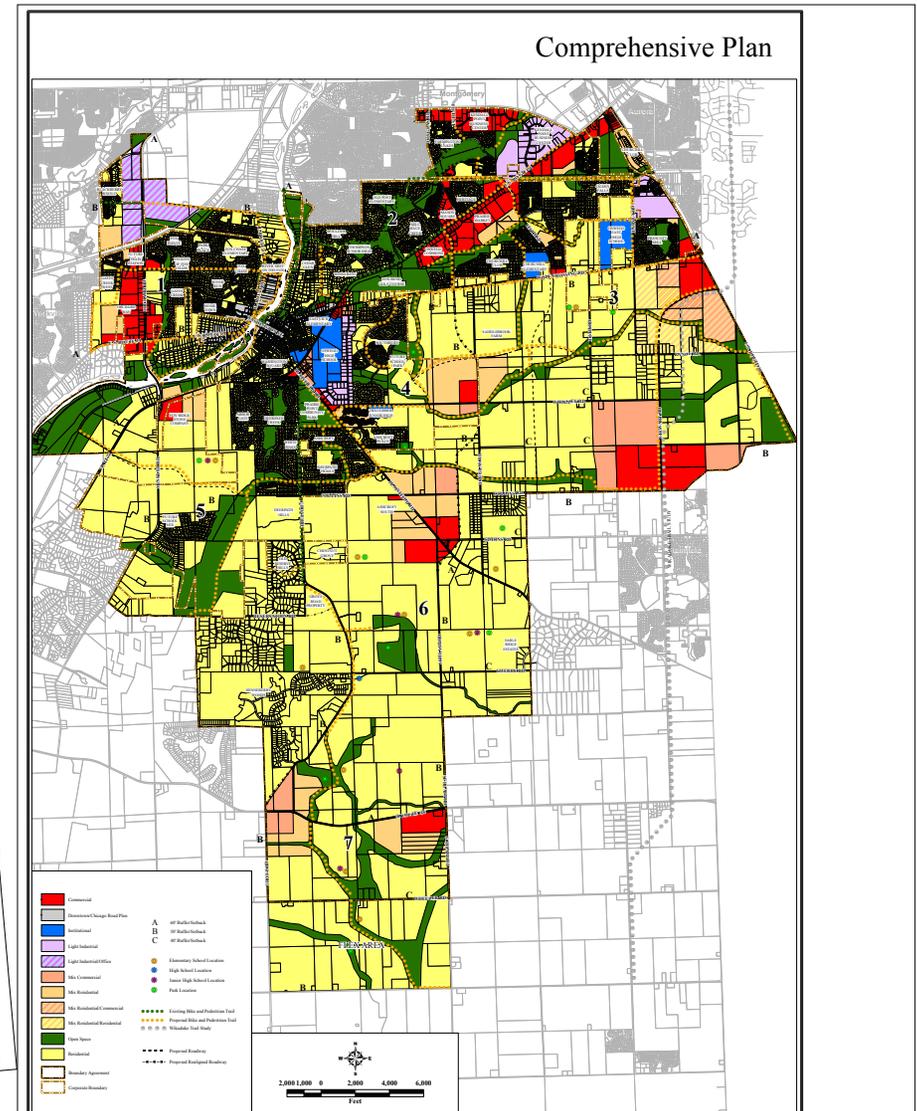


Figure 2.3: Oswego Growth Strategy’s Future Land Use Plan (2006)





Chapter 3

Population and Housing

The population and housing section describes the key characteristics of Oswego's resident population and its housing stock.

Key Findings

The following are key conclusions regarding the existing conditions of Oswego's population and housing sector.

- **Oswego's population increased dramatically between 2000 and 2010.** In fact, Oswego was one of the fastest growing communities in the Country prior to the 2008 economic downturn. Oswego's population surged by 127.8% between 2000 and 2010 (from 12,726 to 30,355). By comparison, Kendall County also experienced tremendous growth (110.4%) while the region saw more modest growth overall (3.5%).
- **The Village of Oswego has seen a slight increase in its ethnic diversity in the past decade.** Oswego remains predominately comprised of white residents (78% of the population in 2010). This percentage of white residents is much higher than the region (53.2%) and slightly higher than Kendall County (74.2%).
- **The education level of Oswego residents is higher than Kendall County and the Chicago region.** While a majority (95.4%) of Village residents over 25 years of age have a high school diploma, less than half (42.7%) of the population holds a bachelor's degree or higher. By contrast, only 33.7% of the population of Kendall County, and 35.3% of the Chicago region has a bachelor's degree.
- **A large proportion of Oswego's housing stock consists of single-family detached homes.** Single-family detached homes account for 74.6% of the housing

stock in Oswego, which is comparable to the County (75.4%), but much higher than the Chicago region (49.8%). The Village's second largest form of housing is single-family attached homes (19.7%), which is also comparable to the County (16.2%), but again, much higher than the Chicago region (7.6%). Very few housing with five or more units exists in the Village (3.7%) which is lower than the County (5.5%) and much lower than the region (26.6%).

Demographic Profile and Analysis

Oswego's household size is slightly larger than that of the County and Chicago region. With a population of 30,355, Oswego has 9,935 households. Its average household size is 3.05, as compared to 3.01 in Kendall County and 2.73 in the region.

Currently, Oswego is estimated to have 31,212 people and 10,117 households. Demographic projections estimate that by 2018 the community's population will increase by 9.5%, resulting in 34,177 people. Households are also expected to increase to 11,217.

According to the 2010 US Census, Oswego's population is primarily made up of white (78.1%) residents. In relation to the County and regional averages, Oswego has a significantly higher proportion of white residents and lower proportion of Latino, African American, and Asian residents.

However, since 2000, Oswego has become a more diverse community. Although white residents continue to make up the majority of the population; Black or African American, Asian, and the Hispanic and Latino population, and other races and ethnicities have each increased between 240 and 540%. Similarly, Kendall County has also become dramatically more diverse over the past decade and to a lesser extent the Chicago region as well.

Table 3.1. Population, Households, and Household Size

	OSWEGO	KENDALL	REGION
Population	30,355	114,736	8,431,386
Households	9,935	38,022	3,088,156
Average Household Size	3.05	3.01	2.73

Source: 2010 Census

Table 3.2. Population and Change in Population, 2000 and 2010

	OSWEGO	KENDALL	REGION
Population 2000	13,326	54,544	8,146,264
Population 2010	30,355	114,736	8,431,386
Change 2000-10	17,029	60,192	285,122
Change as % 2000-10	127.8%	110.4%	3.5%

Source: 2000 and 2010 Census

Table 3.3. Oswego Population and Household Estimation and Projection

	OSWEGO
Population	
2013 Estimation	31,212
2018 Projection	34,177
Change, 2013-18	2,965
Change as %, 2013-18	9.5%
Household	
2013 Estimation	10,117
2018 Projection	11,217
Change, 2013-18	1,100
Change as %, 2013-18	10.9%

Source: Valerie S. Kretchmer Associates, Inc., CMAP

Table 3.4. Race and Ethnicity, 2010

	OSWEGO		KENDALL COUNTY		REGION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
White	23,700	78.1%	85,156	74.2%	4,486,557	53.2%
Hispanic or Latino*	3,556	11.7%	17,898	15.6%	1,823,609	21.6%
Black or African American	1,518	5.0%	6,343	5.5%	1,465,417	17.4%
Asian	1,022	3.4%	3,403	3.0%	513,694	6.1%
Other**	559	1.8%	1,936	1.7%	142,109	1.7%

Source: 2010 Census, U.S. Census Bureau.

* includes Hispanic or Latino residents of any race

** includes American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, Some Other Race, and Two or More Races

Table 3.5. Change in Race and Ethnicity, 2000-2010

	OSWEGO		KENDALL COUNTY		REGION	
	Change in Population	Percent Change	Change in Population	Percent Change	Change in Population	Percent Change
White	11,621	96.21%	36,479	74.9%	-200,702	-4.3%
Hispanic or Latino*	2,891	434.74%	13,812	338.0%	414,407	29.4%
Black or African American	1,282	543.22%	5,650	815.3%	-72,117	-4.7%
Asian	839	458.47%	2,924	610.4%	137,701	36.6%
Other**	396	242.94%	1,327	217.9%	5,833	4.3%

Source: 2000 and 2010 Census

* includes Hispanic or Latino residents of any race

** includes American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, Some Other Race, and Two or More Races

Oswego is a relatively young community with the median age of residents close to 34 years, which is very similar to the County average.

Table 3.6. Age Cohorts and Median Age

	OSWEGO		KENDALL COUNTY		REGION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Under 19 years	10,571	34.8%	38,644	33.7%	2,346,937	27.8%
20 to 34 years	5,156	17.0%	22,829	19.9%	1,790,049	21.2%
35 to 49 years	8,334	27.5%	28,298	24.7%	1,807,886	21.4%
50 to 64 years	4,234	13.9%	16,583	14.5%	1,534,488	18.2%
65 to 79 years	1,577	5.2%	6,479	5.6%	679,470	8.1%
80 years and over	483	1.6%	1,903	1.7%	272,556	3.2%
Median Age (2010)	33.9		32.9		N/A	

Source: 2010 Census

The median income of households in Oswego is higher than Kendall County by approximately \$11,000. The largest household income category for the Village and the County is the \$100,000 to \$149,000 category which represents 29.1% in the Village, 25.4% in the County, and 15.1% in the region.

Education attainment levels are relatively high for Oswego's residents aged 25 and over. Approximately 95% of residents aged 25 and older have earned a high school diploma while 43% have a Bachelor's degree. These educational attainment levels are slightly higher than Kendall County and significantly higher than the region.

Table 3.7 Household Income

	OSWEGO		KENDALL COUNTY		REGION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Less than \$25,000	611	6.4%	2,867	7.8%	594,251	19.5%
\$25,000 to \$49,999	1,172	12.3%	5,905	16.0%	650,102	21.4%
\$50,000 to \$74,999	1,758	18.5%	7,596	20.6%	553,681	18.2%
\$75,000 to \$99,999	1,618	17.0%	6,558	17.8%	414,960	13.6%
\$100,000 to \$149,000	2,762	29.1%	9,348	25.4%	460,697	15.1%
\$150,000 and over	1,572	16.6%	4,582	12.4%	370,397	12.2%
Median Income (2010)	\$93,588		\$82,649		N/A	

Source: 2007-2011 American Community Survey

Table 3.8. Education Levels, 2010

	OSWEGO		KENDALL COUNTY		REGION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Population, 25 years and over	17,681	100.0%	68,382	100.0%	5,495,474	100.0%
High school diploma or higher	16,868	95.4%	63,008	92.1%	4,719,937	85.9%
Bachelor's degree or higher	7,553	42.7%	23,062	33.7%	1,938,981	35.3%

Source: 2007-2011/2006-2010 American Community Survey

Housing Analysis

The housing stock in the Village consists overwhelmingly of single-family homes. Most of these are single-family detached units (75%) and a significant share are single-family attached units (20%). Oswego and Kendall County are distinguished by their relatively low share of multifamily (three or more units). Multifamily units comprise 35% of all housing units across the region and only 7% and 5% of the units in Kendall County and Oswego.

As of the 2010 US Census, there were few vacant housing units – 4.4% compared to 5.7% and 8.4% for the County and region, respectively. Oswego maintains a high rate of home ownership around 88%, comparable to Kendall County’s home ownership of 86% and greater than the region’s home ownership of 66%.

Table 3.9. Housing Type

	OSWEGO		KENDALL COUNTY		REGION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Single, detached	7,575	74.6%	29,744	75.6%	1,675,110	50.2%
Single, attached	1,995	19.7%	6,394	16.3%	256,653	7.7%
2 Units	105	1.0%	354	0.9%	247,792	7.4%
3 to 4 Units	96	0.9%	685	1.7%	284,250	8.5%
5+ Units	379	3.7%	2,166	5.5%	873,545	26.2%
Housing Units*	10,150	100.0%	39,343	100.0%	3,337,350	100.0%

*Total, excluding mobile, boat, RV, van, etc

Source: 2007-11 American Community Survey, U.S. Census Bureau

Table 3.10. Housing Occupancy and Tenure, 2010

	OSWEGO		KENDALL COUNTY		REGION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Occupied	9,935	95.6%	38,022	94.3%	3,088,156	91.6%
Owner-Occupied	8,705	87.6%	32,554	85.6%	2,022,176	65.5%
Renter-Occupied	1,230	12.4%	5,468	14.4%	1,065,980	34.5%
Vacant	453	4.4%	2,299	5.7%	284,601	8.4%
Total Housing Units	10,388	100.0%	40,321	100.0%	3,372,757	100.0%

Source: 2010 Census

Oswego’s housing market is also newer; over half the housing units built since 2000 and 84.5% of the Village’s housing has been constructed since 1990. Comparatively very few (7%) of the homes were built prior to 1960. **Table 3.12** below shows building permits over the past several years to illustrate the residential development trends.

Table 3.11 Housing Age

	OSWEGO		KENDALL COUNTY		REGION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Built 2000 and after	5,535	54.5%	19,224	48.8%	374,959	11.1%
Built 1990 to 1999	3,048	30.0%	6,263	15.9%	346,636	10.3%
Built 1980 to 1989	185	1.8%	1,788	4.5%	300,977	8.9%
Built 1970 to 1979	404	4.0%	4,548	11.5%	468,371	13.9%
Built 1960 to 1969	237	2.3%	2,721	6.9%	406,676	12.1%
Built 1950 to 1959	384	3.8%	1,844	4.7%	462,229	13.7%
Built 1940 to 1949	21	0.2%	586	1.5%	219,895	6.5%
Built 1939 or earlier	336	3.3%	2,458	6.2%	785,276	23.3%
Median age, 2010	2001		1999		N/A	

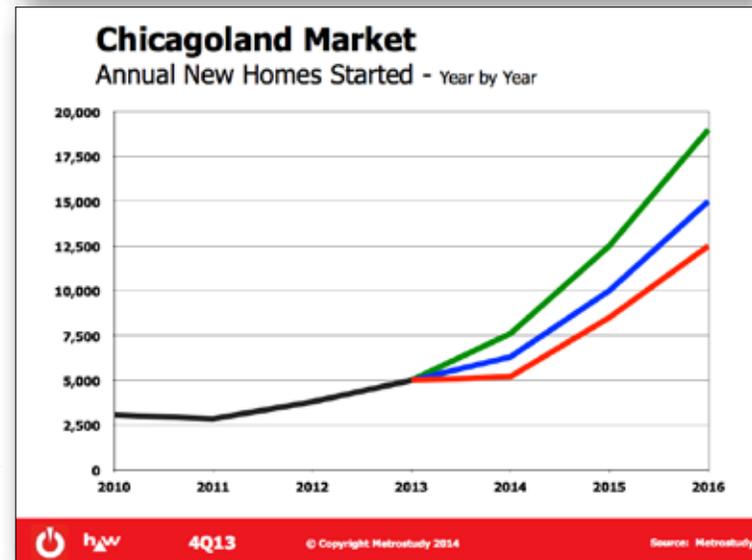
Source: 2007-11 American Community Survey, Census

Figure 3.12 Municipality Ranking by Annual New Home Starts, 4Q13
Source Metro Study

Chicagoland Market Municipality Ranking - Ranked by Annual New Home Starts

City/Village	Ann Starts	Ann Closings	INV	Mo. Supply	VDL	Mo. Supply
Elgin	299	247	193	9.4	1,652	66.3
Naperville	236	271	150	6.6	450	22.9
St. John, IN	235	198	154	9.3	817	41.7
Oswego	229	145	166	13.7	1,328	69.6
Crown Point, IN	205	191	131	8.2	729	42.7
Huntley	166	146	93	7.6	759	54.9
Chicago	161	109	233	25.7	1,042	77.7
New Lenox	157	131	104	9.5	839	64.1
Pingree Grove	156	187	167	10.7	570	43.8
Aurora	145	167	94	6.8	615	50.9
Plainfield	127	107	106	11.9	1,531	144.7
Cedar Lake, IN	107	78	70	10.8	452	50.7
Mokena	105	96	71	8.9	407	46.5
Bolingbrook	98	98	45	5.5	290	35.5
Hampshire	98	94	107	13.7	592	72.5

h2w 4Q13 © Copyright Metrostudy 2014 Source: Metrostudy



Employment Analysis

Oswego residents are employed in all areas of the seven-county northeastern Illinois region. While the City of Chicago is the top employment destination for residents, it is closely followed by the City of Aurora. Approximately 9% of residents work in the Village itself.

Table 3.13 Employment Location of Oswego Residents, 2011

	COUNT	PERCENT
Chicago	1,724	11.96%
Aurora	1,638	11.36%
Oswego	1,261	8.75%
Naperville	1,160	8.05%
Yorkville	310	2.15%
Montgomery	296	2.05%
Other Locations		
DuPage County	2,792	20.20%
Cook County	2,136	15.45%
Kane County	474	3.43%
Kendall County	355	2.57%
Will County	1,059	7.66%
Lake County	413	2.99%
In Other Counties	207	1.50%
Total	13,825	100.00%

Source: Longitudinal Employer-Household Dynamics

Oswego's workforce comes from all parts of the seven-county Chicago region. While the majority of workers in the community live in Oswego and the City of Aurora, the remaining workers are spread throughout the region.

Table 3.14. Employment Location of Workers, 2011

	COUNT	PERCENT
Oswego	1,261	15.52%
Aurora	1,053	12.96%
Boulder Hill CDP	329	4.05%
Naperville	326	4.01%
Montgomery	322	3.96%
Joliet	321	3.95%
Yorkville	310	3.81%
Chicago	257	3.16%
Other Locations		
Kendall County	809	9.95%
Will County	784	9.65%
Kane County	433	5.32%
DuPage County	235	2.89%
Cook County	427	5.25%
In Other Counties	1,261	15.52%
Total Employed Population	8,128	100.0%

Source: Longitudinal Employer-Household Dynamics, CMAP

Retail Sales Analysis

Overall, Oswego has one of the highest retail sales per capita within the municipalities in Kane and Kendall Counties. Among the communities listed below, Oswego has the second highest retail sales per capita at \$17,465. Naperville has slightly higher with around \$21,000 per capita, but the other nearby communities such as Montgomery and Yorkville have approximately \$14,500 sales per capita.

Figure 3.15. Retail Sales Ranked by Per Capita Sales

Retail Sales - Oswego Area Communities			
<i>Ranked by Per Capita Sales</i>			
	Retail Sales (12 Months Ending 9.30.12)	2010 Population	Retail Sales Per Capita
Naperville	\$2,910,558,400	141,853	\$20,518.13
Oswego	\$530,157,700	30,355	\$17,465.25
Montgomery	\$269,489,200	18,438	\$14,615.97
Yorkville	\$246,745,200	16,921	\$14,582.19
Plainfield	\$463,532,400	39,581	\$11,710.98
Aurora	\$2,019,831,400	197,899	\$10,206.37
Sugar Grove	\$64,573,900	8,997	\$7,177.27



Source: CMAP staff



Chapter 4

Community Outreach

A primary goal for the Market Analysis was to optimize community engagement. A public outreach strategy was formulated by CMAP staff to emphasize broad-based inclusion of Oswego residents, businesses, real estate analysts and brokers, local leaders and other key stakeholders. The outreach process provided insight into current issues and opportunities for the Village's subareas and overall economic development.

Advisory Committee Meetings

An Advisory Committee was formed to oversee the creation of the Market Analysis. The Committee members were approved by the Village Board and consists of a mix of elected officials, business, Village staff and other community stakeholders.

Advisory Committee Members

- Andy Clements
- Angie Hibben
- Brian Caldwell
- Vijay Gadde
- Steve Jones
- John Witcpalek
- Nick Weis
- Pam Parr
- Rod Zenner

In addition to overseeing the Market Analysis process, the Committee also provided

contact information for stakeholder interviews, disseminated the online survey to the community through their networks; and provided technical feedback and support.

Advisory Committee Kick-off Meeting

The first Advisory Committee meeting was held on May 30, 2013 at the local Culver's restaurant on US Route 34. The meeting was attended by six Committee members, three Village staff, and was facilitated by the project manager from CMAP.

The meeting's agenda included: 1) an introductions, 2) an explanation of the study's purpose, 3) a review of the project scope and schedule, 4) a discussion of the advisory Committee's role, and 5) a short exercise to determine the issues, strengths, and opportunities for each of the subareas. The following is a summary of the results of the issues and opportunities exercise. A full summary of the input received is included in the Appendix:

Downtown

Issues

- Insufficient parking
- Underutilized properties (vacant lumberyard)
- Lacks a vision
- Traffic flow impacts pedestrian movements
- Low business retention and patronage
- Historically difficult to implement a Tax Increment Financing (TIF) District Strengths

Strengths

- "Main Street" character and charm

- Local and friendly businesses
- River adds to quaint environment and provides a sense of identity

Opportunities

- Vacant lumberyard
- Village owned parcels

US Route 34

Issues

- As most retail types are represented, hard to identify and attract new retailers
- Vacancies, especially the Lowes property;
- Heavy traffic flow
- Lack of upscale retailers, particularly restaurants and grocery

Strengths

- A very large amount of retail with many of the latest national retailers as tenants
- Attractive building designs and landscaping
- High traffic counts along US Route 34
- Residential neighborhoods nearby

Opportunities

- Vacant Lowes property
- Continue to build upon the success of the Corridor.

Orchard Road

Issues

- Economic downturn abruptly stopped development along corridor
- Many undeveloped parcels;
- High retail turnover.

Strengths

- Park-N-Ride
- New multi-family residential is currently under construction

- A senior housing development
- A Jewel grocery store and other existing businesses

Opportunities

- Potential for Park-N-Ride facility to become a new Metra Station if key obstacles can be overcome (i.e. financing and that is out of the RTA's jurisdiction)
- Multi-family residential development now underway which is a sign of potential housing demand
- The senior housing development; the Jewel and existing businesses
- Large parcels of undeveloped land that provides opportunity for new development

Industrial and Business Parks

Issues

- Weak access to and from US Route 30 and Kendall Point business park
- Vacant parcels
- Industrial businesses not well marketed

Strengths

- Strong infrastructure
- Well established and known business parks
- High occupancy

Opportunities

- Vacant land within the business park

Advisory Committee Meeting #2

The second Advisory Committee meeting was held on August 27, 2013 at the local Culver's restaurant on US Route 34. The meeting was attended by six Committee members, three Village staff, and was facilitated by the project manager from CMAP.

The purpose of the meeting was to review the preliminary findings and to provide an update on the information received during the key person interviews. After a review of the key findings and maps, the Committee provided their opinions and asked questions regarding such topics as: expanding the corridor and subarea boundaries; the status of

current developments; and about general demographics and housing data. Comments and feedback provided at the meeting were incorporated into Market Analysis.

Final Advisory Committee Meeting #3

On December 19th, 2013, the Advisory Committee held a meeting to review the Draft Market Analysis. This was the fourth meeting of the Advisory Committee and the purpose of the meeting was to review the draft document and provide input and comments. Nine members of the Advisory Committee, including Village staff members were present. CMAP staff led the meeting which included a PowerPoint presentation of the reports key findings and recommendations. Following the presentation, the committee had a very detailed and engaging discussion. Overall members were in agreement with the analysis and agreed to forward the report to the Village Board for their consideration. The following summarizes the comments that were discussed by the committee.

Shoppers

There was some discussion regarding where shoppers come from (from outside the Village). A number of ideas were discussed including shopper surveys, in-person interviews, and talking to businesses.

Office Vacancies

A member agreed that the office vacancies in the report were correct, however, he thought the vacancies for office might even be higher. We will double-check our data to make sure.

Region

Regarding the data shown for the Chicago region, the question was what forms the region in the tables. The region is the seven-county “chicagoland” area.

Downtown

There was a lot of discussion regarding the downtown. In general, members wanted to see appropriate redevelopment happen to support the area as a special place. Some of the discussion points included:

- Should there be National Chains in the downtown?
- How can they be like a downtown Geneva?

- Businesses and developers see too much risk
- Parking concerns – how to provide parking?
- TIF – should it be used/what parcels/how best?
- Village-owned property – what best to do with those properties?
- What should be the vision for Downtown and the Board should support whatever that is?

Orchard Road

- What should be the vision and future uses for the corridor?
- Would the Metra station change the corridor’s future?

Key Person Interviews

In order to gain further insight into the issues, strengths, and opportunities that influence economic development in the Village of Oswego, CMAP staff conducted interviews with several key stakeholders. Staff was able to interview 19 key individuals/business owners whose names were provided by the Advisory Committee. These individuals represented a wide variety of interests and perspectives, and included businesses, residents, and community and institutional (School District, Fire District, Park District, etc...) leaders.

Summary of Interviews

Overall, most interviewees were happy with the development along the US Route 34 Corridor. Most suggested that the corridor should remain “as is” and that the Village should assist in attracting other national retailers to fill vacancies. However many stakeholders acknowledged the apparent difficulty in finding new retailers that do not already exist in the Corridor. Several ideas were suggested for the former Lowe’s property including redeveloping the building for multiple tenants, retaining the existing building for one large retailer such as Costco, or subdividing the existing building into space for a few mid-size tenants.

Future land uses desired in the Orchard Road Corridor varies from person to person. The majority of stakeholders stated that the current vision for the Corridor, as outlined in

the Village's Comprehensive Plan, needs to be modified. Many would like the Corridor to have less retail than what is called for in the Plan, and instead have a mix of retail, multi-family housing, offices, light industrial, parks and open space. Some also suggest the area should include a mix of hotels, large offices, a large retailer such as a Costco, and/or a car dealership. Several interviewees felt that the Village should continue to work towards siting a new Metra Station at the Park-N-Ride facility, which would require an extension of Metra service (and is discussed further later in this report).

All agreed that Downtown was a special place and that the area should be enhanced with new businesses and redevelopment. Most focused their discussions on redeveloping the former Alexander Lumber site into a mixed-use development (including retail, housing, and a parking structure), a park site, or a surface parking lot. Some interviewees also mentioned that additional public parking was necessary to attract redevelopment. Overall, interviewees desire Downtown to be a mixed-use, walkable environment that maintains its character and charm.

Most persons interviewed were satisfied with the Village's office and industrial parks and wanted development to fill the areas' vacant parcels. The only significant recommendation mentioned was the need to expand accessibility from the Kendall Point business park to US Route 30. Most interviewees stated that this would not only help existing businesses but also attract new businesses.

Those interviewed also provided some overall comments for the Village to improve economic development. Many complimented the Village staff on its marketing efforts, but also wanted to see the Village support existing businesses more as well as pursuing new uses. A variety of discussions occurred surrounding the issue of taxes and several felt that property taxes were too high. Some felt the Village neglected attention and assistance to businesses located outside of the Downtown and US Route 34 Corridor. Finally, several interviewees expressed concern over the appearance of some businesses within the US Route 34 Corridor and felt that enhanced code enforcement was needed.

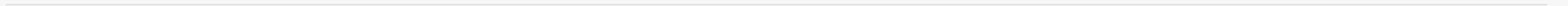
Consumer Survey

In addition to outreach activities and meetings facilitated by CMAP, the Village of Oswego created and conducted its own Consumer Survey at the beginning of the planning process. Village staff administered the survey at the Village's Business and Consumer Expo on April 13, 2013, and the survey was posted on the Village's website from April to June 2013. Members of the Advisory Committee also encouraged their employees and contacts to complete the survey. In total, the Village received 29 completed surveys (10 of which were completed online), the majority of which were completed by Oswego residents. The following are the key results of the survey (a full summary is included in the **Appendix**):

Key Survey Results

- The majority of respondents shop in Oswego because of the convenient location (near their homes) and the quality and variety of the selection.
- Most surveyed participants shop most within the US Route 34 Corridor.
- A third of respondents shop outside of the Village of Oswego.
- When asked, "What changes are necessary for merchants to get even more business?"
- The top three answers were:
 - 1) A larger variety of stores,
 - 2) A better selection of merchandise, and
 - 3) More quality sit-down restaurants.
- When asked, "What new businesses would you like to see in Oswego?"
- The top three answers were:
 - 1) grocery (high-end/organic),
 - 2) restaurants (sit down), and
 - 3) a bookstore.

It is important to note, that combining the knowledge of the local retail situation (qualitative data about purchasing habits) with the market opportunities identified in the Retail Market Analysis (**Section 6**) is necessary to identify retailers that match Oswego.





Chapter 5

Village-Wide Conditions

This section describes the existing land use and development conditions within the Village of Oswego with a focus on the types of uses, current zoning, and the built environment. The information in this section has been obtained from CMAP's Geographic Information System (GIS) database, the Village of Oswego's GIS database, and a visual assessment of the community undertaken by the project team over the summer of 2013.

Key Findings

The following are key conclusions regarding the existing conditions of Oswego's land use and development patterns. Moving forward in the planning process, these key findings should help shape and inform the community's vision, goals and objectives for future economic development especially within the corridors and subareas (this is examined in more detail in **Section 6**):

Land Use and Development

- ***Oswego is a predominantly an agricultural and residential community.*** Approximately 32% of Oswego's land area is agriculture. Single-family residential parcels are the second largest use with 28% land coverage. It is important to note that although agriculture is the predominant use, only a very small pocket is currently zoned for agriculture.
- ***The Village of Oswego is a growing community with hundreds of acres zoned for future development.*** Prior to the economic downturn the Village of Oswego had hundreds of parcels platted and ready for development. This downturn, although

clearly a negative, could also be viewed as a positive because it now allows the Village to create an up-to-date plan moving forward. In fact, the Village is currently in the process of selecting a consultant to update its 2006 Comprehensive Plan.

Environment

- ***The Village of Oswego has a significant acreage owned and maintained for public open space.*** Over 1,000 acres of open space (11.7% of the Village) is owned and maintained primarily by the Oswegoland Park District and private homeowners associations.
- ***The Fox River is a tremendous environmental and recreational asset for the community.*** Not only does the Fox River and its adjacent public open space provide environmental and recreational opportunities but it also adds to the overall image and identity of Oswego. The Downtown especially benefits from the river as an asset.
- ***There is a floodplain within the Downtown.*** Future development and redevelopment within portions of the Downtown are located within a floodplain.
- ***Coordination and cooperation between the Village and the Oswegoland Park District should be encouraged to support the preservation and management of additional open space in or near the Village.***

Transportation

- ***The Village is located a considerable distance from the Interstate System.*** Although the Village is located 9 miles away from I-88 and I-55, a number of US and State Routes provide access and circulation. The most significant routes in the Village are US Route 30, US Route 34, IL Route 71, IL Route 25, IL Route 31 and Orchard Road.
- ***The Village has very limited Pace bus service - Only Pace Bus Route #529 services a small portion of the community at US Route 30, Douglas Avenue,***

and 5th Avenue. Other bus service is provided by Kendall County from the Village's Park-N- Ride Facility to the Aurora Transportation Center, and a weekday dial-a-ride service for Village residents seeking limited destination trips.

- **Oswego's streets are in relatively good condition.** During the growth period of the last decade, the Village constructed many miles of new local streets and made improvements to collector and arterial streets. Moving forward, on-going maintenance – especially in coordination with arterials under the jurisdiction of IDOT and/or the County – will be important.
- **Transit ridership is low and is likely due to limited Pace bus service, low residential densities, and no Metra Station.** However, the Village is close to the Aurora Transportation Center and has partnered with Kendall County to operate a Park-N-Ride on Orchard Road. The Village continues to work with Metra and the RTA to create a new Metra Station.
- **Oswego has a strong sidewalk and bicycle route network.** The Village and the Oswegoland Park District own and maintain a number of off-street bike trails and sidewalks throughout most of the Village, however, the Downtown by far, has the most significant sidewalk and bike route network.

Land Use and Development

This subsection describes current land use and development patterns in the Village of Oswego. It provides an overview of the community from a land use perspective, and sets the context for the more detailed Subarea section that follows.

Land Use

Oswego's 8,575.19 acres is characterized by its large expanses of agricultural land (that is primarily zoned residential), single-family detached residential subdivisions, US Route 34 commercial corridor, business parks, and it's Downtown. Agricultural land is the largest percentage of property in the Village followed closely by residential uses (**Table 5.1**).

LAND USE	ACREAGE	PERCENT
Agriculture	2,752.66	32.10%
Single Family Residential	2,429.52	28.33%
Open Space	1,010.01	11.78%
Institutional	473.16	5.52%
Vacant	456.63	5.33%
Under Construction	441.93	5.15%
Commercial	410.83	4.79%
Water	273.65	3.19%
Industrial	213.68	2.49%
Transportation/ Communication/Utilities	76.52	0.89%
Multi-Family Residential	28.33	0.33%
Wetland	7.06	0.08%
Total	13,825	100.00%

Source: CMAP and Village of Oswego

Agriculture

Agricultural land is located throughout most of the community. Previously much of this land was owned by private developers and at one time was planned to be developed. Since the market downturn many of these parcels have become bank-owned. Although these parcels are currently being used for agriculture, the zoning ordinance (**Figure 5.2**) shows only a very small pocket of agricultural zoning, meaning that the rest of the agricultural land is intended to be converted to other uses.

Residential

Residential parcels within the Village generally contain single-family detached homes in traditional subdivision developments. The majority of homes within the Village are single-family. In general, older homes are located within the Downtown area while most of the newer homes exist outside of the Downtown area in residential subdivisions. Very few multi-family residential units (apartments) exist within the Village. In terms of acreage, only 0.33% of the Village (28.33 acres) is devoted to multi-family housing.

Commercial

Commercial uses, which include retail, office, and mixed-use developments are primarily located along US Route 34, US Route 30, and in the Downtown.

Industrial

Industrial uses are primarily light industrial including warehouse, storage and automotive repair. These uses are generally located within one of the Village's well-established – and well-buffered – industrial parks: Kendall Point, Highland Business Center, and Stonehill. The Village enjoys a very low industrial vacancy rate.

Open Space

The Village also has a wide variety of open space types, including parks owned and maintained by the Oswegoland Park District, the Village of Oswego, and private homeowners associations. These open spaces contribute greatly to the attractiveness and character of the Village.

Much of the water and wetland acreage shown in **Table 5.1** is found within both public and private open space areas. A public golf course owned by the Oswegoland Park District (Foxbend Golf course) is the western boundary of the US Route 34 Corridor.

Institutional

Institutional uses within Oswego include Village-owned property such as the Village police station, both the new and old Village Hall, public works, and other utilities/facilities. Other institutional uses are owned by School District #308, the Fire Protection District, religious institutions, and the US Post Office.

Vacant and Under Construction

When combined, parcels identified as vacant or under construction account for over 10% of the Village's total acreage (898.56 acres). The majority of the vacant parcels within the Village are zoned as residential or commercial. This total does not include agricultural land zoned as residential that has not been approved for a specific development.



Source: CMAP staff

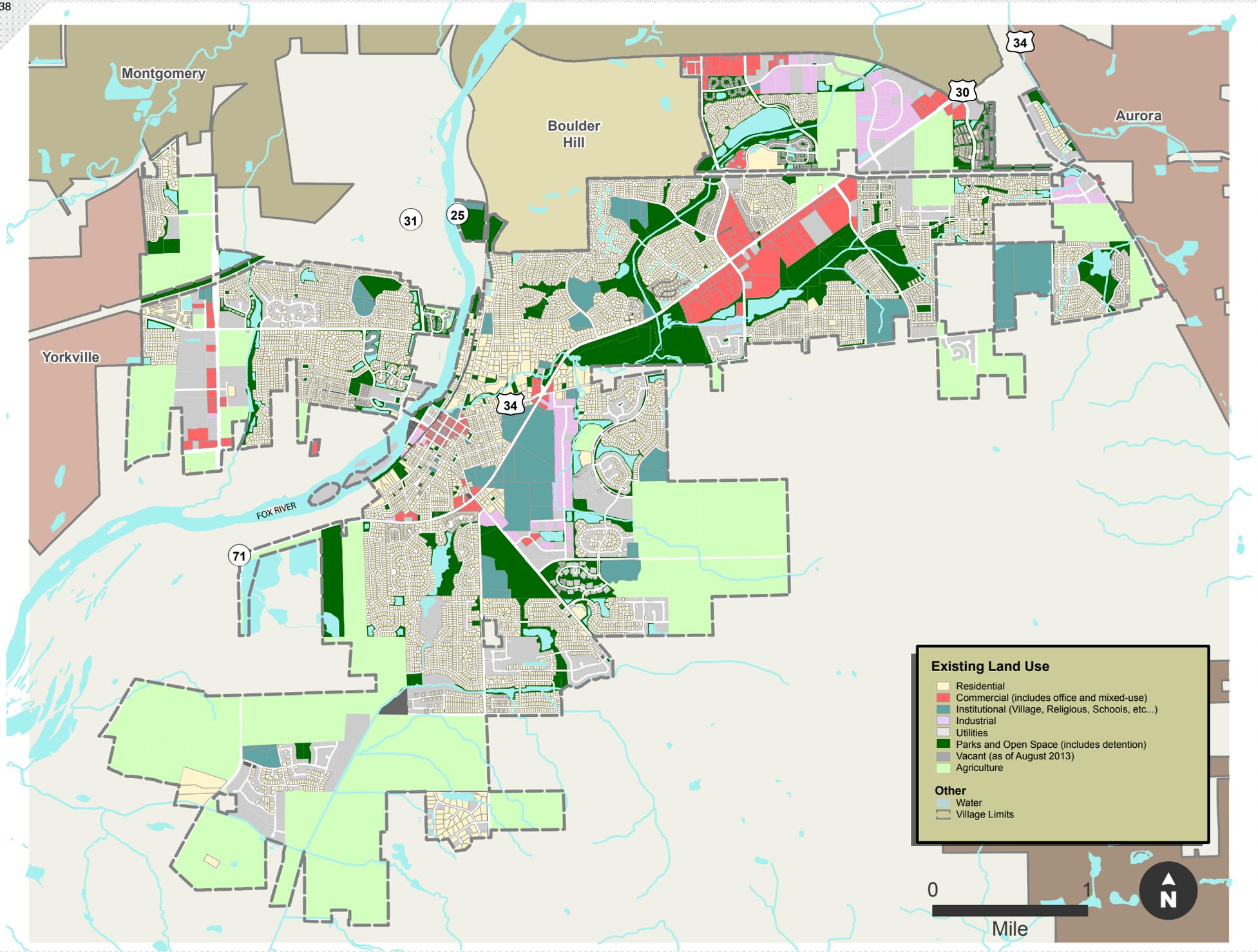


Figure 5.1: Existing Land Use

Current Zoning

The Village of Oswego's Zoning Ordinance was last updated in 2012. As shown on **Figure 5.2** the Village Ordinance has twelve zoning districts divided across two main categories – residential and business. As stated earlier, the majority of the Village is zoned residential with very few acres designated for agriculture (currently the predominate use).

In terms of commercial and industrial zoning, the parcels within these designations appear to closely match the existing land use pattern of the community. The majority of the commercial zoning is found along the Village's commercial corridors (US Route 34, US Route 30, Downtown, and Orchard Road). The industrial-zoned parcels are primarily found within the Village's identified business/industrial parks.

Commercial and Industrial Zoning Districts

The following seven districts generally relate to the commercial and business focus of this report:

1. B-1 Neighborhood Business District
2. B-2 Community Shopping District
3. B-3 Commercial Service and Wholesale District
4. M-1 Limited Manufacturing District
5. M-2 General Manufacturing District
6. O-R Office and Research District
7. TUD Transitional Use District

B-1 Neighborhood Business District

As shown in **Figure 5.3**, the majority of the parcels currently zoned B-1 in the Village are within the Downtown.

Table 5.2 B-1 District Summary

District	EXAMPLES OF PERMITTED USES	EXAMPLES OF SPECIAL USES	SETBACKS	FLOOR AREA RATIO	OFF-STREET PARKING AND LOADING
B-1	Apparel Stores, Barber shops, Book stores, Drug stores, Restaurants, Offices	Day care, Gas stations, Dance and Music schools	Front Yard - not less than 20'; Side Yard - no yard is required, Rear Yard - not less than 30'	Not to exceed 0.6	Shall be provided according to Section 12.00 (summarized later in this report)

B-2 Community Shopping District

This zoning designation is primarily found along the Village's commercial corridors and mostly for parcels consisting of older commercial and office developments.

Table 5.3 B-2 District Summary

District	EXAMPLES OF PERMITTED USES	EXAMPLES OF SPECIAL USES	SETBACKS	FLOOR AREA RATIO	OFF-STREET PARKING AND LOADING
B-2	Dry-cleaning, Department stores, Grocery Stores, Offices, Health clubs	Same as the B-1 District, plus: Auto service, Liquor stores, Theaters	Same as the B-1 District	Not to exceed 1.0	Shall be provided according to Section 12.00 (summarized later in this report)

B-3 Commercial Service and Wholesale District

The B-3 zone is generally designated for those properties along the newer, larger commercial corridors of the Village – Orchard Road and US Route 34. This district allows businesses found in the B1 and B2 Districts while also permitting (for example) building material sales, and wholesale businesses.

Table 5.4 B-3 District Summary

District	EXAMPLES OF PERMITTED USES	EXAMPLES OF SPECIAL USES	SETBACKS	FLOOR AREA RATIO	OFF-STREET PARKING AND LOADING
B-3	Any use in B1 and B2 plus: Beverage distribution, building material sales, dwelling units above the first floor, wholesale business	Bowling alleys, liquor stores, processing or assembly, open sales, car washes	Same as the B-1 District	Not to exceed 1.5	Shall be provided according to Section 12.00 (summarized later in this report)

M-1 Limited Manufacturing District

The majority of the business parks are zoned M-1. Primary uses in this designation include light industrial businesses and offices that can operate without creating nuisances to adjacent residential properties.

Table 5.5 M-1 District Summary

District	EXAMPLES OF PERMITTED USES	EXAMPLES OF SPECIAL USES	SETBACKS	FLOOR AREA RATIO	LOT COVERAGE
M-1	Temporary buildings, off street parking, production, processing, cleaning, repair, offices, public and community services, retail and wholesale/ warehousing	Adult uses, airport, body piercing, pet boarding, tattoo stablishments, land fills	Front Yard - not less than 25', Side yard - not less than 10% bot not more than 20', Rear yard - not less than 20'	Not to exceed 0.8	Not more than 60% of the area of a lot

M-2 General Manufacturing District

This zoning classification allows for heavier industrial uses in the community. Properties with this zoning designation include the quarry and the majority of the Kendall Point Industrial Park. In general, parcels zoned M-2 are not adjacent to residential properties.

Table 5.6 M-2 District Summary

District	EXAMPLES OF PERMITTED USES	EXAMPLES OF SPECIAL USES	SETBACKS	FLOOR AREA RATIO	LOT COVERAGE
M-2	Any use permitted in the M-1 District, and any production, processing, cleaning, servicing which conforms to performance standards.	Adult uses, Any use which may be allowed as a Special Use in the M-1 District, Railroad repair, and quarries	Same as the M-1 District	Not to exceed 0.85	Not more than 60% of the area of a lot

O-R Office and Research District

Although no parcels are currently zoned as O-R, the Village ordinance does include this classification. The intent of including this district would be to permit the construction of larger office and research parks over 10 acres in size that are under single ownership or unified control.

Table 5.7 O-R District Summary

District	EXAMPLES OF PERMITTED USES	LOT SIZE REQUIREMENTS	BULK REGULATIONS	YARD REQUIREMENTS
O-R	The following uses may be permitted only for tracts of land having a minimum area of ten (10) acres in area which are in single ownership or under unified control and it needs to abut a business or industrial district or a designated thoroughfare: Offices for administration, executive, professional research or similar use.	Each principal building shall be situated on a lot with a new area of at least three (3) acres. Any lot of a principal building site which is platted on the preliminary plan with a new area of seven (7) or more acres, may be further subdivided in the final plan into not more than two (2) sub-lots each of which shall have a net area of at least three (3) acres and each of which may be used for a principal building and its accessory building.	Maximum structure height of 50'	Minimum front yard - 75', minimum side yard - 50', minimum rear yard 50', Minimum yard areas for accessory buildings - 25', Minimum yard areas for buildings on sub-lots - 100'

Transitional Use District

The Transitional Use District (TUD) classification exists as a buffer between commercially zoned properties and residentially zoned properties in sections of the Village Downtown and periphery (**Figure 5.3**). The intent of the TUD is to increase the development opportunities of the selected parcels, appropriately link the residentially zoned properties to the commercially zoned properties, and preserve the residential character of the neighborhood. Today, three properties are zoned TUD, while other properties with the Chicago Road Corridor and in the area bound by Madison, Monroe, Van Buren, and Jackson Streets can request to be zoned TUD.

Table 5.8 TUD District Summary

District	EXAMPLES OF PERMITTED USES	EXAMPLES OF SPECIAL USES	SETBACKS	FLOOR AREA RATIO	MAXIMUM BUILDING HEIGHT	OFF-STREET PARKING AND LOADING AND SIGNS
TUD	Single-family and two-family homes BEFORE 11/3/2009	Single-family and two-family homes AFTER 11/3/2009, offices, bed and breakfasts, retail	Front Yard – not less than 30’, Side yard – 0’ adjacent to non-residential, 5’ adjacent to residential, Rear yard – not less than 30’	Not to exceed 1.0	Single family – two and a half stories or 30’, all other uses three stories or 30’	Shall be provided according to Section 12.00 summarized later in this report).

Other Zoning Regulations

In addition to the specific zoning districts discussed above, the Village’s ordinance includes other zoning regulations that impact commercial and industrial development including planned unit developments (PUDs), a landscaping ordinance, a sign ordinance, and a parking ordinance.

Planned Unit Developments (PUDs)

As defined in the Village’s zoning ordinance, a Planned Unit Development is a concept which encourages improved design in the development of land by providing relief from zone requirements which are designed for conventional developments but which may cause complication for desirable but unconventional development.

Landscaping Ordinance

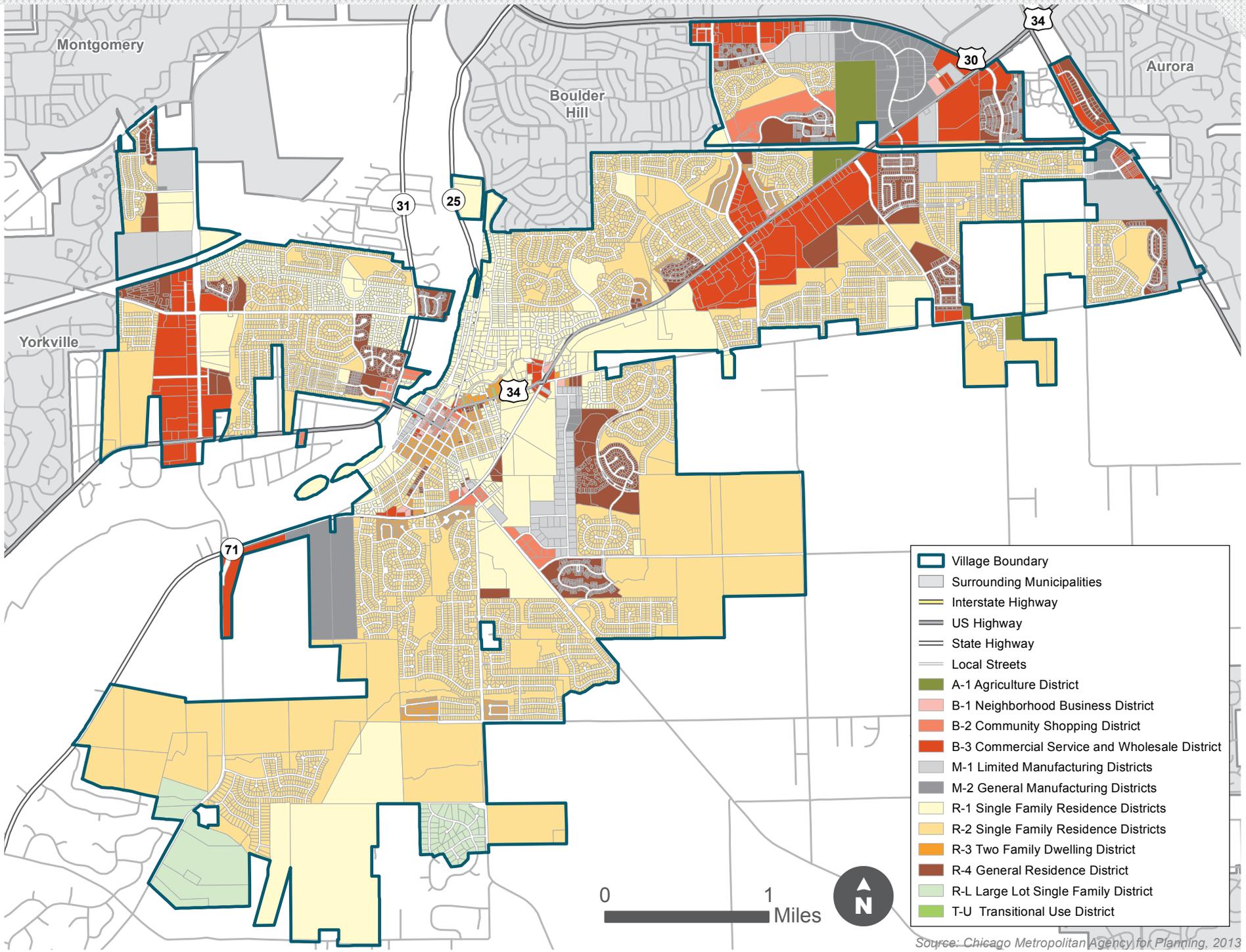
As stated in Section 17.00 of the Village’s zoning ordinance, the purpose of the landscaping section is to preserve and promote the health, safety and general welfare of the public. It promotes compatibility among land uses through the preservation and installation of vegetation, screening and other landscaping material. The landscaping regulations are intended to minimize the harmful or nuisance effects resulting from negative impacts such as noise, light glare, and stormwater runoff.

Sign Ordinance

Section 11.0 of the Village’s zoning ordinance outlines the purpose for and the requirements of all signs in the Village. Section 11.01 E under the Statement of Purpose provides a specific reason for controlling signs from a business perspective:

“To enhance the Village’s economy, business and industry by promoting the reasonable, orderly and effective display of signage and encouraging better communication between an activity and the public it seeks with its messages.” (Section 11.01 E)

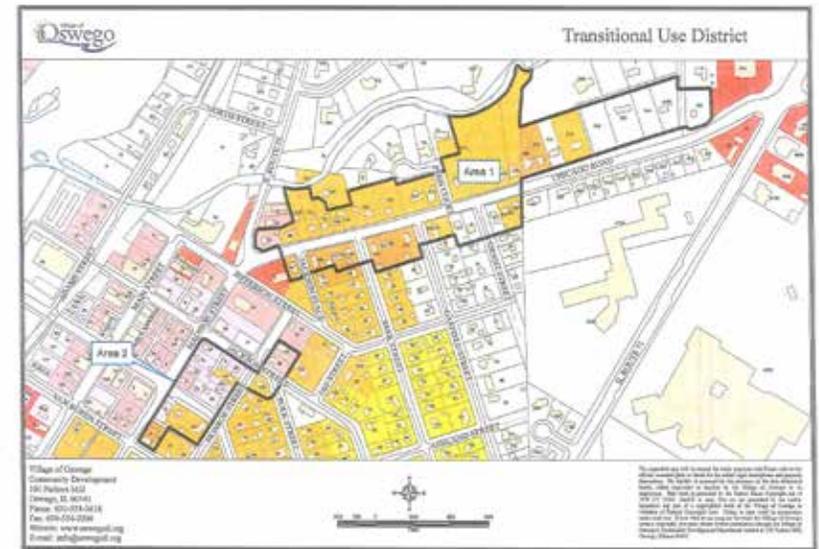
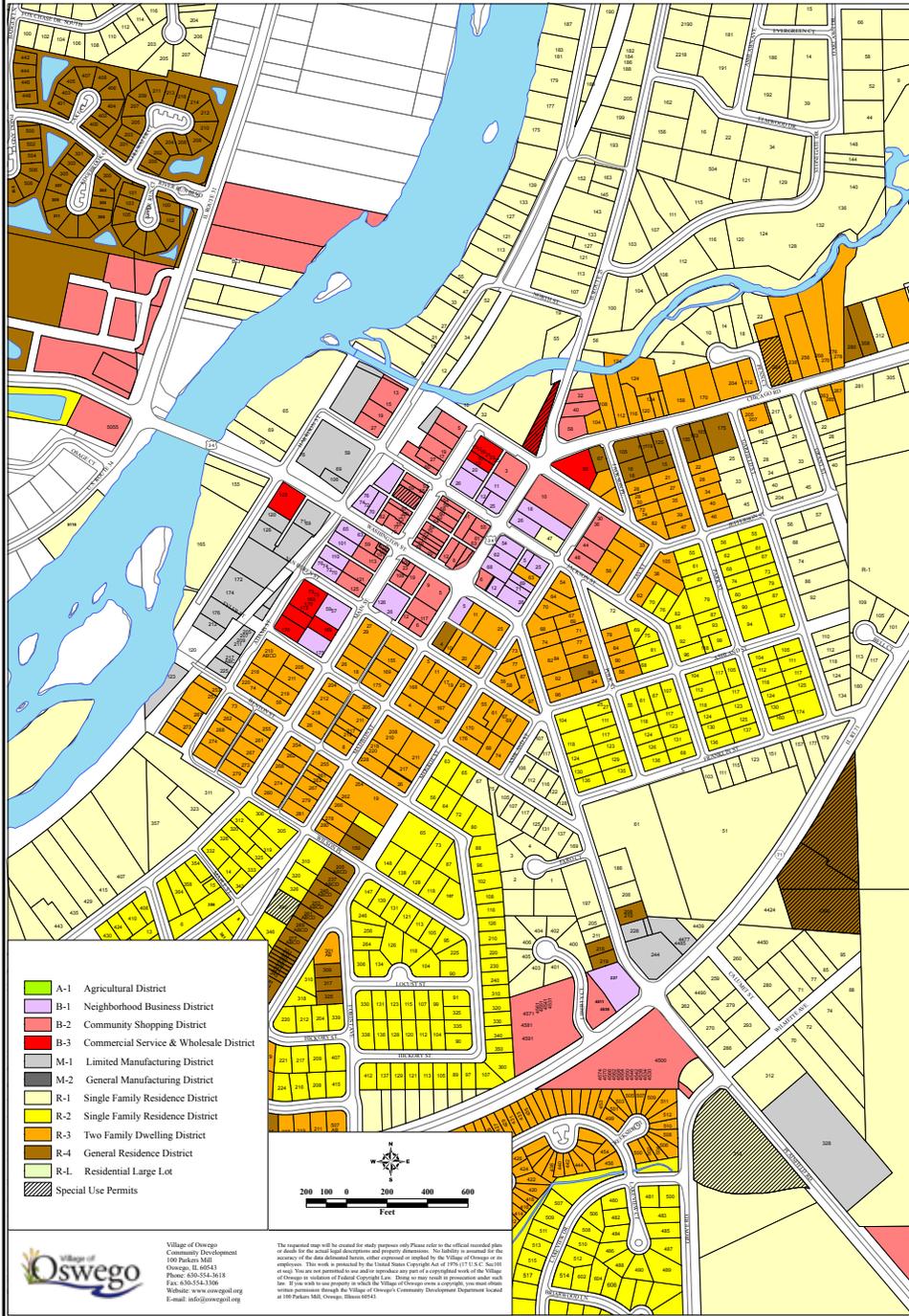
Permitted signs for business and offices districts are outlined in Section 11.07. The ordinance provides requirements for a variety of business signs including: canopy and awning signs, construction signs, development signs, menu board signs, and message board signs. Section 11.08 outlines the permitted signs for manufacturing. Permitted signs within the manufacturing districts (subject to regulations) include construction signs; development signs, real estate signs, and tenant identification panels.



Source: Chicago Metropolitan Agency for Planning, 2013

Figure 5.2 Current Zoning

Downtown Zoning



DRAFT

Figure 5.3: Downtown zoning and TU district

Parking Ordinance

Section 12.0 of the Village's zoning ordinance covers off-street parking and loading requirements. The purpose is to alleviate or prevent congestion of the public streets and to promote the safety and welfare of the public by establishing minimum requirements for the off-street parking and loading and unloading of vehicles. (Section 12.01 A) **Table 5.9** illustrates some key examples of retail and service parking requirements:

USE	PARKING REQUIREMENT
Shopping Center - up to 400,000 square feet of floor area	5 spaces per 1,000 square feet
Shopping Center - 400,001 to 600,000 square feet of floor area	4.5 spaces per 1,000 square feet
Shopping Center - Over 600,000 square feet of floor area	4.0 spaces per 1,000 square feet
Retail Stores and Banks	1 space per 200 square feet
Automobile Service Stations	2 spaces per service bay, plus 1 space for each employee - not less than 5 spaces
Restaurants	1 space for each 100 square feet
Offices	3.3 spaces per 1,000 square feet of floor area
Mixed-Uses (2 or more uses on the same zoning lot within the same building)	Parking spaces equal in number to the sum of the separate requirements for each use shall be provided.

Transportation and Circulation

This subsection provides information on the existing transportation system within the Village of Oswego with a focus on streets, public transit, and pedestrian and bicycle infrastructure. The information was obtained from the Illinois Department of Transportation (IDOT), Regional Transportation Authority (RTA), Metra, Pace, Kendall County, the Village of Oswego, and based upon a visual assessment of existing conditions in the community.

Streets

Functional Classification and Thoroughfare Type

The following is a breakdown of Oswego's roadways by their functional classification.

- Principal Arterials.** Oswego has the following principal arterials within the Village: US Route 30, US Route 34, IL Route 31, IL Route 71, US Route 25, Plainfield Road, Route 126, and Orchard Road. These roads are designed for higher speed travel and to accommodate longer distance trips.
- Minor Arterials.** Oswego has the following minor arterials: Douglas Road, Washington Street, Chicago Road, Wolf Road, Minkler Road, Collins Road, and Mill Road. The minor arterials are intended for moderate to high-speed travel.
- Collectors.** Oswego has the following collector roads that distribute traffic from local streets to the arterials and highways. These roads include Grove Road, Woolley Road, Fifth Street, Colchester Road, and Harvey Road. Most of these roads have one lane in each direction with the occasional turning lane or median.
- Local Roads.** The remaining roads in Oswego are local streets and they provide access to private property. The travel speeds and traffic volumes are low and mostly consist of one moving lane in each direction.

Traffic Volumes

US Route 34, US route 30, and IL Route 71 are the most heavily traveled streets within the Village, see **Table 5.10 and Figure 5.4**.

Table 5.10 Traffic Volumes

ROAD NAME	JURISDICTION	RIGHT-OF-WAY (FT)	TRAFFIC (2011-AADT)	TRUCK COUNTS
US Route 30	IDOT	120	24,400	1,925
US Route 31	IDOT	60	12,000	555
US Route 34	IDOT	80	31,200	550
US Route 71	IDOT	100	17,500	1,000
US Route 25 (Madison Street)	IDOT	50	5,900	100
Washington Street	IDOT	60	18,900	685
Chicago Road	IDOT	66	13,200	330
Grove Road	County	75	6,800	
Orchard Road	County	60	12,300	

Source: IDOT

Public Transit

Although there is no Metra station in Oswego, two Metra stations, the Aurora Transportation Center and the Route 59 Metra Station, are within a twenty-minute drive from Downtown Oswego. Although a commuter bus service runs between the Village's Park-N-Ride and the Aurora Transportation Center, it is not operated by Pace, but by Kendall Area Transit. The only Pace bus that services Oswego is Route#529. According to the RTA, ridership in 2013 was 429, up from 398 in 2012. (www.rtams.org)

Table 5.11 Metra Station Information

Station	RAIL LINE	BOARDINGS, 2006	PARKING CAPACITY, 2012	PARKING UTILIZATION, 2012
Aurora	BNSF	2,180	1,638	93%
Route 59	BNSF	5,793	4,252	98%

Source: RTAMS

Table 5.12 Metra Mode of Access, 2006

Station	WALKED	DROVE ALONE	DROPPED OFF	CARPPOOL	BUS
Aurora	2%	68%	17%	6%	5%
Route 59	6%	71%	12%	6%	4%

Source: RTAMS

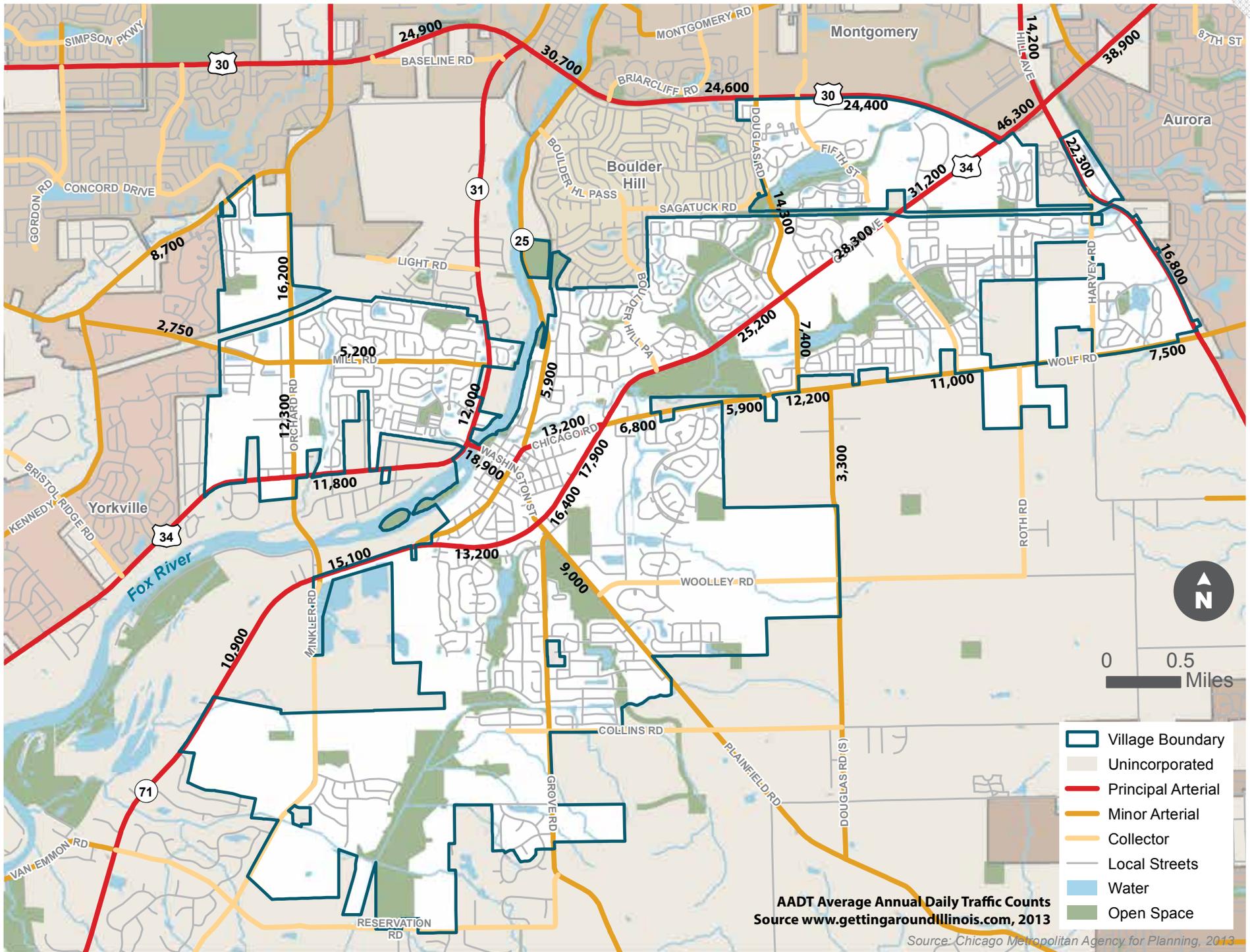


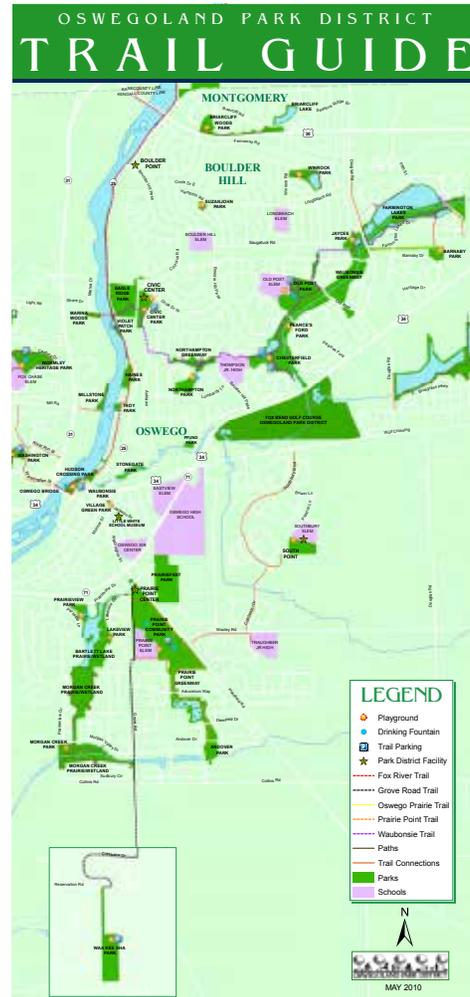
Figure 5.4. Transportation and circulation

Trails

The Oswegoland Park District has an extensive trail system, which can be accessed through the Oswegoland Park District trail guide or the Kane County bicycle map. (both are shown on **Figure 5-5**)¹

- **Fox River Trail.** 3.25 miles, Hudson Crossing Park north to connecting trails in Kane and DuPage Counties.
- **Grove Road Trail.** 3.23 miles, Prairie Point Center to Reservation Road, on-street trail continues to Waa Kee Sha Park.
- **Waubonsie Trail.** 3.75 miles, Violet Patch Park to Farmington Lakes.
- **Oswego Prairie Trail.** 0.5 miles from Farmington Lakes Drive to Barnaby Park along the ComEd right-of-way.
- **Prairie Point Trail.** 2 miles, Prairie Point Center to Andover Park.
- **Saw Wee Kee Park Trail System.** 5.5 miles, the looped dirt trail within the park is along the eastern bank of the Fox River, with its park access off of Sundown Lane.

Figure 5.5 Trail system



Trail Distances	
Fox River Trail	3.25 Miles
County Line to Violet Patch	1.65 Miles
Violet Patch to Oswego Bridge	1.60 Miles
Grove Road Trail	3.23 Miles
Prairie Point to Reservation Rd	2.35 Miles
Crestview to Waa Kee Sha	0.88 Mile
Oswego Prairie Trail	0.50 Mile
Prairie Point Trail	2.00 Miles
Prairie Point Park Loop	1.60 Miles
Waubonsie Trail	3.75 Miles
Violet Patch to Jaycee Park	2.75 Miles
Farmington Lakes	1.00 Mile



Park Path Distances	
Parks marked with an asterisk are located on the Trail Guide. For a full listing of park locations and amenities visit www.oswegolandparkdistrict.org .	
Augusta Lake Park	0.30 Mile ¹
Ashgate Park	0.30 Mile
Briarcliff Park *	0.50 Mile ¹
Chesterfield Park *	0.28 Mile
Civic Center Park *	0.10 Mile
Community Park at Grande Park	1.70 Miles
Deerbrook Park	0.30 Mile
Farmington Lakes Park *	
North of Lake	0.60 Mile
Around Lake	1.50 Miles
Waubonsie Trail Section	1.00 Mile
Millstone Park *	0.20 Mile
Morgan Creek Prairie/Wetland Path *	
Unpaved	1.25 Miles
Paved	0.70 Mile
Northampton Greenway *	0.15 Mile
Ogden Falls Park	0.20 Mile
Old Post Park *	0.35 Mile
Silverleaf Park	0.40 Mile
Timberwood Park	0.40 Mile
Townsend Park	0.45 Mile
Tuscany Trail Park	0.08 Mile
Washington Park *	0.60 Mile
Whispering Woods Park	0.30 Mile
Willowgate Park	0.20 Mile
Winrock Park *	0.30 Mile
Wormley Heritage Park *	0.80 Mile
* park located on Trail Guide	
¹ unpaved path	

¹ Park District's trail guide http://www.oswegolandparkdistrict.org/Trails-Parks/pdfs/trail_map.pdf

or a Kane County bicycle map <http://www.co.kane.il.us/dot/COM/BikePed/index.asp>

Transportation, Employment, and Affordability

This subsection presents information related to the relationship between transportation, land use, jobs, and housing. It presents information about the jobs/housing balance by tabulating and graphically representing where Oswego residents work in the region, and where employees working in the community live. It also includes data about the impact that housing and transportation costs have on the affordability of a community.

As Oswego moves forward in the creation of its long-range land use and development goals and objectives, it is important to keep in mind the important connection between land use and transportation. There is a strong need for people to be able to get to jobs in the region, while reducing traffic, congestion, and the increasing cost of private vehicle commuting.

Transportation Indicators

The following tables summarize how the Village of Oswego compares with the rest of Kendall County and the Chicago region on a number of important transportation metrics that give insight on how residents are moving around and how much they are spending on transportation. **Table 5.13** shows that Oswego households drive less miles per year than the County, but significantly more than the Chicago region.

Oswego	KENDALL COUNTY	CHICAGO REGION (MSA)
22,133 Annual Miles	23,890 Annual Miles	18,272 Annual Miles

Source: Center for Neighborhood Technology, "H+T Affordability Index" website: <http://htaindex.cnt.org/map/>. Primary dataset used is 2005-2009 American Community Survey, U.S. Census Bureau.

Mode share indicates what the distribution of trips by transportation type (**Table 5.14**). The vast majority of Oswego residents drive alone. Around 5% of Oswego residents take transit, which is more than Kendall County (2%), but much lower than the region than the rest of the region (13%). Similarly, roads and transit systems provide Oswego with access to 5%-9% of the region's jobs, which is a higher percentage than the County's average of 4%-7%, as shown in **Table 5.15**.

Table 5.14. Mode Share, as Percentage of Work Trips

	OSWEGO	KENDALL COUNTY	CHICAGO REGION (COMPILED FROM WORKERS IN THE SEVEN COUNTIES)
Total Workers	14,282	54,065	3,872,955
Worked at Home	578	1,713	166,595
Total Commuting Population	13,704	52,352	3,706,360
Drive Alone	84.8%	86.4%	72.3%
Carpool	8.5%	9.4%	9.1%
Transit	4.9%	2.1%	13.4%
Walk	0.7%	0.3%	3.4%
Other	1.1%	1.8%	1.9%

Source: 2011 American Community Survey 1-Year Estimates, U.S. Census Bureau (for County figures), 2011 American Community Survey 5-Year Estimates, U.S. Census Bureau (for municipal figures).

Note: Mode shares are expressed as percentages of the working population excluding those who work from home.

Table 5.15. Access to Jobs in the Region, by Travel Mode

	OSWEGO	KENDALL COUNTY	CHICAGO REGION
Regional Jobs Accessible by Automobile ¹ (in absolute number of jobs and percentage of the region's total jobs)	227,484 jobs (4.6 percent)	192,893 jobs (3.9 percent)	779,935 jobs (15.9 percent)
Regional Jobs Accessible by Transit ² (in absolute number of jobs and percentage of the region's total jobs)	459,769 jobs (9.4 percent)	330,556 jobs (6.7 percent)	1,024,108 jobs (20.9 percent)

¹ Accessible by Automobile = commute time of 45 minutes or less by car

² Accessible by Transit = commute time of 75 minutes or less by bus or train

Source: Chicago Metropolitan Agency for Planning, 2009. Weighted travel model for roadway and public transportation, with the base number of Total Jobs in the region estimated to be 4,911,389.

The combined cost of housing and transportation in Oswego is comparable to Kendall County, however, both are above regional averages. While Oswego residents spend an average of over \$1,841 a month on housing, average costs in the region are \$1,414. Average household transportation costs in Oswego and Kendall County are also higher than the region. Overall, a household with the region's median income would spend 62% of their income on housing and transportation in Oswego. This is similar to the Kendall County average but much higher than the 50% average for the region, meaning that Oswego is a relatively expensive place to live.

Table 5.16. Housing and Transportation Costs as percentage of Income per Household

	OSWEGO	KENDALL COUNTY	CHICAGO REGION (MSA)
Housing Costs as percent of income	36.65%	35.53%	28.15%
Average Monthly Housing Cost \$ / month	\$1,841.50	\$1,785.11	\$1,414.40
Transportation Costs as percent of income	25.11%	26.36%	21.82%
Average Monthly Transportation Cost \$ / month	\$1,261.49	\$1,324.50	\$1,096.06
"H+T" Costs as percent of income	61.76%	61.89%	49.97%

Source: CNT, "H+T Affordability Index": <http://htaindex.cnt.org/map/>. Primary dataset used is 2005-2009 American Community Survey, U.S. Census Bureau.

Note: Red text if the percentage exceeds the standard threshold of affordability: 30% for housing costs and 45% for housing and transportation costs combined.

Transportation Improvement Programs and Major Capital Projects

The Transportation Improvement Program (TIP) is metropolitan Chicago's agenda of surface transportation projects. The TIP lists all federally funded projects and regionally significant, non-federally funded projects programmed for implementation in the next four years. The TIP is updated and amended regularly by CMAP.

The TIP helps both the transportation community and the general public track the use of local, state, and federal transportation funds. The TIP also helps Metropolitan Planning Organization (MPO) members, other transportation implementers, and planning organizations establish a transportation program that implements the goals of GO TO 2040.

Table 5.17. TIP Projects in Oswego for Fiscal Years 2010-2015

Project Location	PROJECT TYPE	PROGRAMMING AGENCY	TOTAL COST
Stagecoach Trail from IL Route 47 (in Yorkville) to Orchard Road (in Oswego)	Highway / Road reconstruction with change in use or width of lane (adding lanes)	IDOT - District 3 Division of Highways	\$5,196,000
Mill Road Multi-Use Path from Orchard Road to IL Route 31	Bicycle and Pedestrian Facilities	Kane/Kendall Council of Mayors	\$330,000
U.S. Route 30	For at 3.69 mile stretch along US Route 30 - Adding lanes, safety - lighting, noise attenuation, intersection reconstruction, signal modernization	IDOT - District 1 Division of Highways	\$57,579,000.00 - Project underway - completion estimated 2013
Veterans Parkway from Bridge Street (IL Route 47 in Yorkville) to Orchard Road (in Oswego)	Adding lanes, curb and gutter improvements	IDOT - District 3 Division of Highways	\$3,142,000

Source: Chicago Metropolitan Agency for Planning TIP Database (www.cmap.illinois.gov/tip-dashboard). Projects listed as "Active" as of August 2013.

Potential Metra Station

The Village of Oswego and other stakeholders including the RTA, Metra, Pace, and Kendall County are currently working to determine if a Metra station is feasible in Oswego. There are a number of challenges that will need to be overcome to make the station a reality.

According to representatives from Metra - the agency is currently undertaking an Environmental Assessment (EA) and Preliminary Engineering (PE) study of the proposed extension of the BNSF Railway Line from Aurora into Kendall County. Metra is committed to completing these studies to better inform both Metra and the local stakeholders of the costs and benefits of these projects.

In addition to the traditional estimates of capital costs and evaluation of environmental mitigations that would typically result from these types of studies, Metra included additional scope elements to determine the estimated ridership and operating costs associated with the extension. The combination of these costs and revenue estimates can help determine the amount of funding necessary to build, operate, and maintain an extension. Using the results from these studies, Metra and local stakeholders will be in a better position to begin to determine what funding stream would be needed to support this project and whether that is possible. Since this proposed project would extend Metra service beyond the RTA six-county region, funding for construction and operations in Kendall County would require a new funding stream or require Kendall County to join the RTA and levy the required sales tax. In GO TO 2040, the extension of the BNSF is listed as an unconstrained major capital project, meaning that funding is not currently anticipated to be available for the project within the plan's horizon, primarily due to these financial and institutional questions.

During the course of the PE and EA studies, it became apparent to Metra staff that the previously assumed overnight train storage yard site adjacent to the Oswego station site had significant issues. A new potential yard site further west, near IL-47 was identified within Yorkville, and Yorkville requested that Metra consider the design and environmental implications of a potential additional station immediately east of the yard site. The Metra Board of Directors approved this modification at their June 2013 Board meeting.

The studies are expected to be completed in early 2014.

Environmental Conditions

This subsection provides information on the existing land, water, and agricultural resources in the Village of Oswego, also referred to as its green infrastructure system. The information in this subsection was obtained from a variety of resources including the Illinois Department of Natural Resources (IDNR), Illinois Environmental Protection Agency (IEPA), and a visual assessment of existing conditions.

Green Infrastructure

The Oswego Green Infrastructure system is comprised of the interconnected network of land and water resources that conserve natural ecosystem values and functions, sustain clean air and water, and provide a variety of benefits to people and wildlife. In the context of this plan, land resources are differentiated from water resources in that they are primarily terrestrial and include open space. As a compilation of resources, the green infrastructure of Oswego includes areas that are protected through existing laws and government agencies (such as wetlands, floodplains, and preserved open space) as well as areas not currently protected but are important resources to be considered in land use change and management decisions.

Parks and Open Space

The approximately 1,010 acres of public open space within the Village are primarily made up of Oswegoland Park District open space, private homeowners associations, and the Fox Bend golf course (also owned by the Park District). With 30,355 residents, this amount of open space equates to a ratio of 33 acres per 1,000 people. As the GO TO 2040 plan recommends at least 10 acres per 1,000 people, residents are well-served by parks and open space in the community. While many homes in Oswego are within a half mile walk to a public park, there are some portions of the Village that have to walk significantly further.

Water Resources

Oswego lies in the Fox Watershed of the Illinois River Basin.¹ Four different sub-watersheds intersect in the Village: the Mastodon Lake-Fox River to the north, Waubonsie Creek to the northeast, Morgan Creek to the south, and the Town of Oswego-Fox River to the southwest. (see Figure 5.7)

Eight wells account for the Village's groundwater use. All are considered deep, high-capacity wells and draw from a sandstone aquifer. According to Oswego's 2012 Annual Water Quality Report, the wells often contain naturally occurring concentrations of radium, as is typical of deep wells in northern Illinois.² Radium removal treatment occurs at each well and the levels are below the Environmental Protection Agency's maximum allowable threshold. With naturally occurring fluoride from the aquifer, the Village does not need to fluoridate its water. There are five aboveground water towers, including a 500,000-gallon tower at the center of Oswego and a 1.5 million-gallon one at the Ogden Falls subdivision. The Village has 148 miles of water main and 119 miles of sanitary and sewer, maintained by the Public Works Department. Wastewater treatment is undertaken by Fox Metro Water Reclamation District.

While its location along the Fox River is a great asset to Oswego, it also proves a challenge: portions of the Downtown resides within a floodplain, and parks and properties along the river are periodically inundated. In 2008, the Village amended its Subdivision and Development Ordinance with a Stream and Wetland Protection Ordinance to prevent flood damage, maintain the hydrologic balance of aquatic resources, improve water quality, manage stormwater runoff, and protect wildlife.³ Development permits are contingent upon meeting the standards of the Ordinance, such as preservation and incorporation of natural features in the site. Developments must neither reduce the natural retention/storage capacity of a watercourse nor increase the magnitude of flooding.

In 2012, the Village amended its Code to incorporate the Kendall County Stormwater Ordinance.⁴ Oswego is certified by the County to review development proposals to determine compliance with stormwater requirements. The Village Landscaping Ordinance requires best management practices (BMPs) for underground irrigation and stormwater retention and detention for non-residential projects and residential developments of five or more dwelling units. Stormwater improvement plans and monitoring and maintenance plans for the first five years are required.

One of the Village's Strategic Plan environmental objectives is "to promote environmental activities that reduce waste and increase recycling in the community... [and look for] ways to increase water conservation to reduce the demand for water from the aquifer source that the Village's wells draw from." Water restrictions are in place to promote

² <http://www.oswegoil.org/pdf/2012%20Water%20Quality%20Report.pdf>

³ <http://www.oswegoil.org/pdf/wetland.pdf>

⁴ <http://www.oswegoil.org/pdf/2012-Village-of-Oswego-Annual-Report.pdf>

¹ <http://www.isws.illinois.edu/data/maps/watershed.pdf>

conservation. The Director of Public Works has been charged with researching alternate sources to alleviate impacts on deep-water aquifers currently tapped by Village wells. Oswego intends to work with the Illinois Environmental Protection Agency (IEPA) and other agencies to find approved resources. The Village is also in conversations with surrounding communities about the possibility of water system interconnects.

Energy and Greenhouse Gas Emissions

The Village's electrical aggregation contract is 100% alternative and renewable energy. Oswego's energy and emissions profile was analyzed as part of the Municipal Energy Profile Project for the seven-county Chicago Metropolitan Area. This information can be used to provide baseline metrics as well as indicators of where to target strategies to reduce energy use and emissions.

Energy Usage

In 2007, the amount of electricity consumed in Oswego was 224 million kWh⁵ (Table 5.18). Approximately, 45% of the village's electricity consumption occurred in the residential sector; the remaining 55% was consumed in the commercial and industrial (C & I) sector. Comparatively, Kendall County's industrial and commercial properties accounted for 51% of the total county electrical consumption. Factors that impact the amount of electricity consumed include the size of the facility, the efficiency and use of air conditioning, lighting, and other appliances.

Industrial and commercial users only accounted for 23% of natural gas usage in Oswego, and only 36% in Kendall County. Because natural gas is commonly used to heat homes in Northern Illinois, it is not surprising that residential users are the leading consumer of this energy source. The amount of natural gas consumed is often related to the building size, age, as well as efficiency of the building envelop, furnace, and water heater.

⁵ The Center for Neighborhood Technology (CNT) authored the "Municipal Energy and Emissions Profile" that examined energy consumption, vehicle miles traveled and greenhouse gas emissions at a community-wide scale. This report was part of the Municipal Energy Profile Project (MEPP) that included the development of profiles for over 270 municipalities in the Chicago metropolitan region. The profiles serve as a baseline from which communities can develop more specific strategies and accurately measure progress in achieving reductions in energy consumption and emissions. The MEPP Guidebook examined both municipal and community scale best practices for strategies in energy and transportation. The project was funded by the Illinois Clean Energy Community Foundation, and data partners included ComEd, Nicor Gas, Peoples Gas, North Shore Gas and the Illinois Department of Transportation.

Table 5.18 Electricity (kWh) and Natural Gas Consumption (Therms), 2007

	OSWEGO		KENDALL COUNTY	
	COUNT	PERCENT	COUNT	PERCENT
Residential electricity consumption	100,414,412	45%	382185,854	48%
Industrial/ commercial electricity consumption	123,370,270	55%	404,997,117	52%
Total electricity consumption	223,784,682	100%	787,182,971	100%
Residential natural gas consumption	11,705,141	77%	30,605,181	64%
Industrial/ commercial natural gas consumption	3,519,554	23%	16,940,794	36%
Total natural gas consumption	15,224,695	100%	47,545,975	100%

Source: Center for Neighborhood Technology, Municipal Emissions Profile



Source: CMAP staff

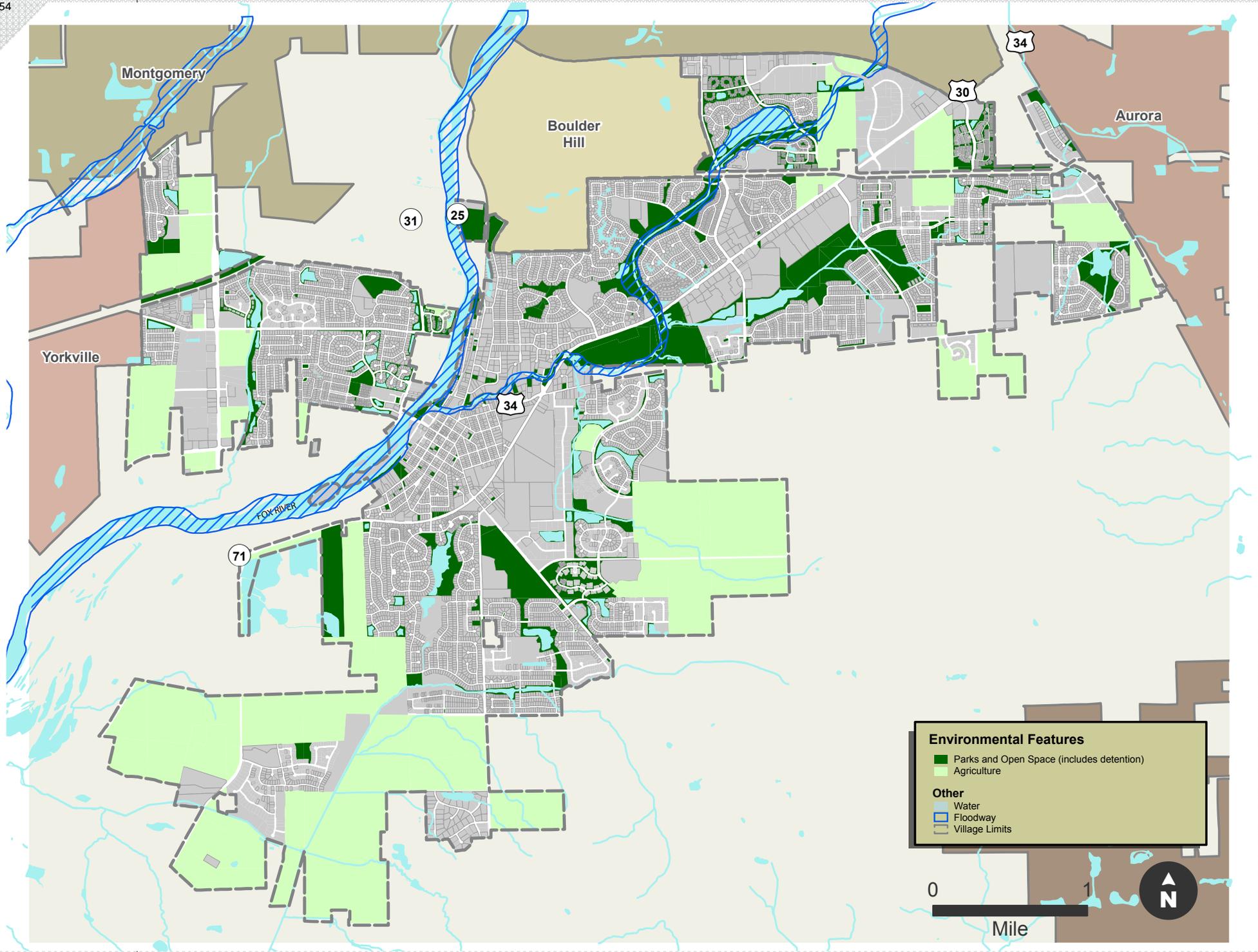
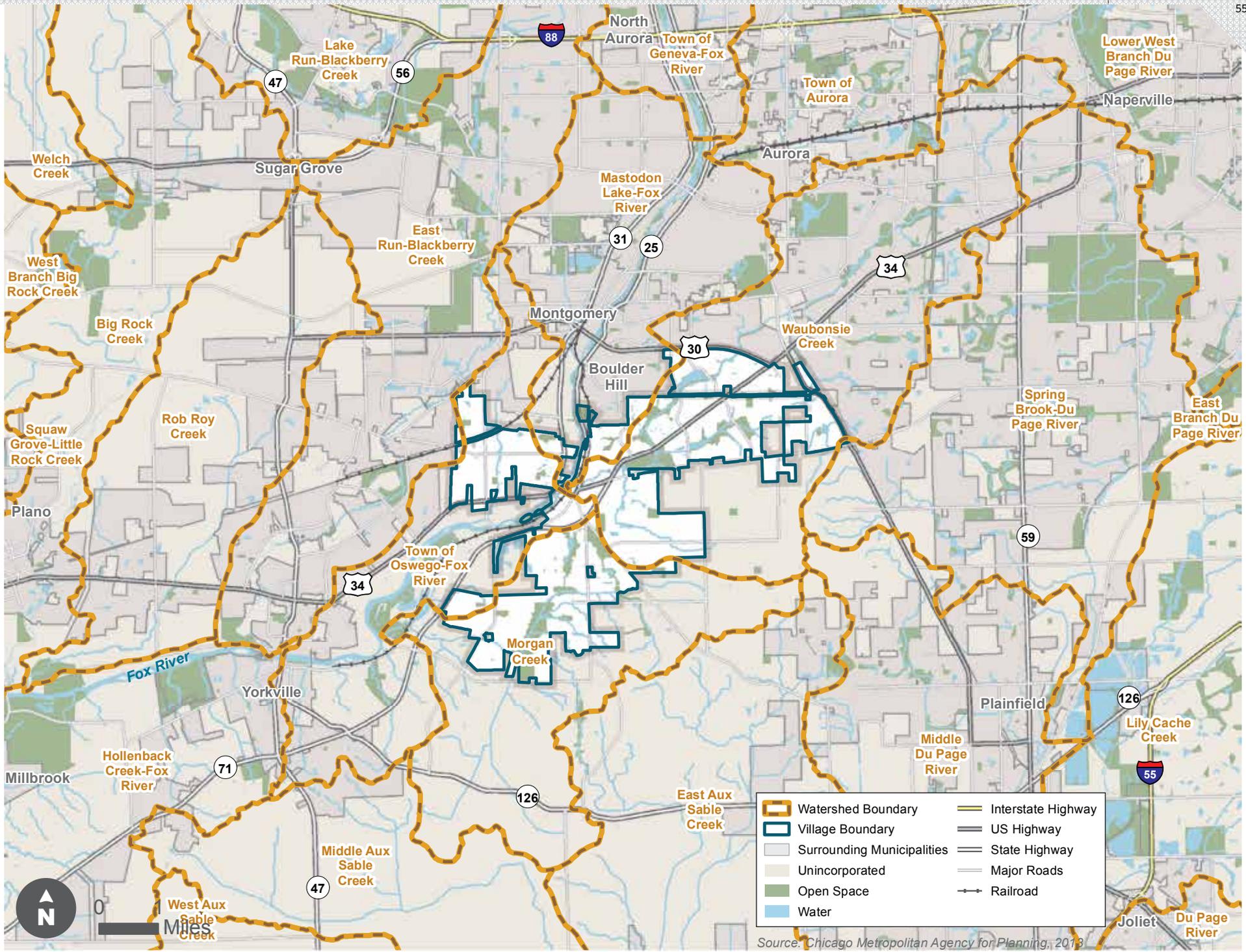
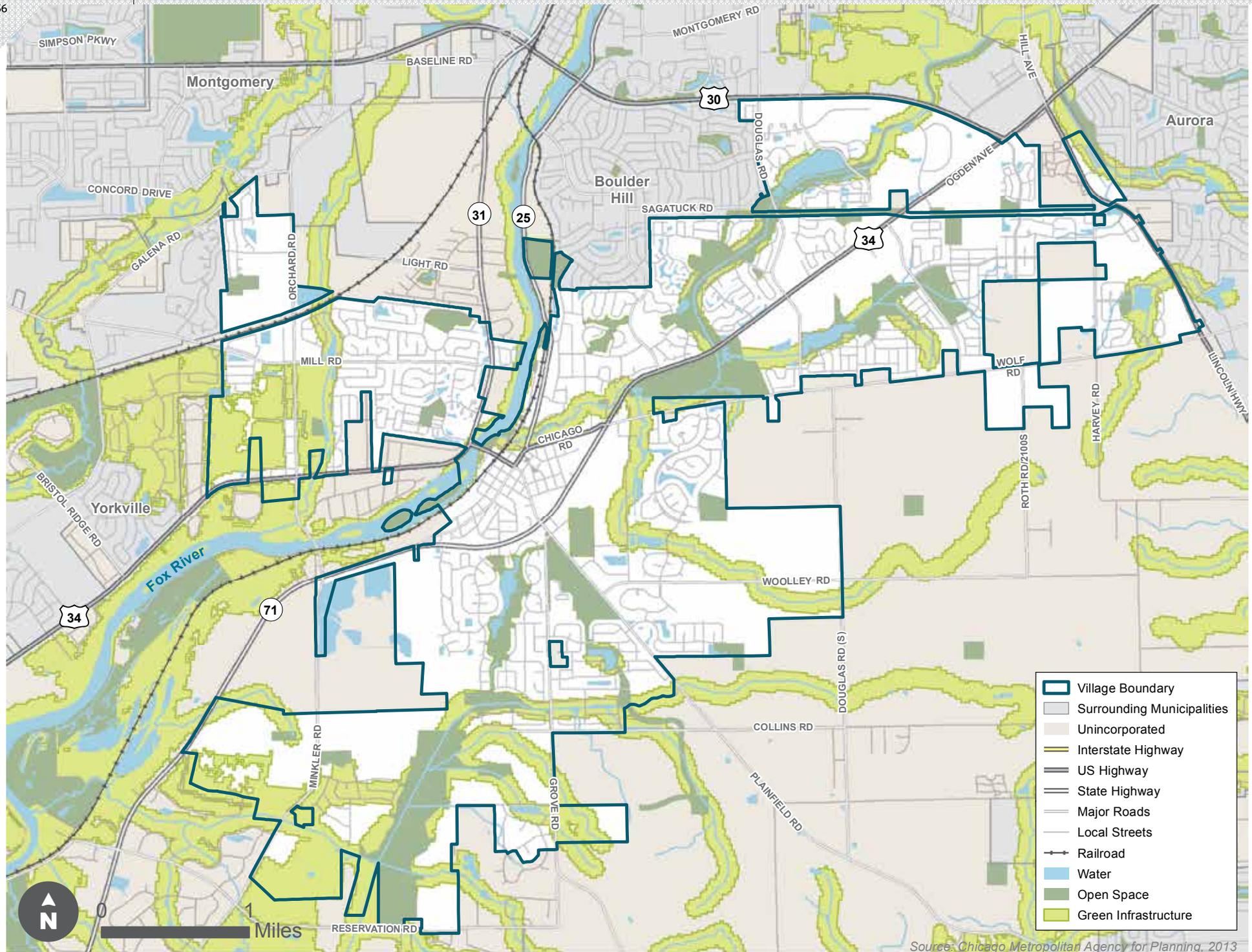


Figure 5.6. Environmental Features



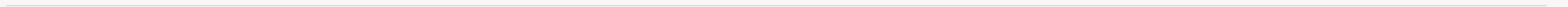
Source: Chicago Metropolitan Agency for Planning, 2013

Figure 5.7. Watershed



Source: Chicago Metropolitan Agency for Planning, 2013

Figure 5.8: CMAP Green infrastructure vision (version 2.0)





Chapter 6

Commercial Market Analysis

This section describes the existing land use, development and market conditions within each of the subareas and corridors. This analysis includes a focus on types of uses, market analysis, existing zoning, transportation system, and the built environment within each area which will help to focus the Village's marketing efforts within each subarea

The information in this section has been obtained from CMAP's Geographic Information System (GIS) database, the Village of Oswego's GIS database, analysis from Valerie Kretchmer Associates, and a visual assessment of the community undertaken by the project team over the summer of 2013.

Key Findings

The following are key conclusions regarding the existing conditions for each of the corridors and subareas. These key findings should help shape and inform the community's vision, goals and objectives for future economic development:

- ***The two retail subareas, Route 34 and Orchard Road, represent key retail centers in Oswego.*** Route 34 is the Village's most active shopping area with several national retailers. Orchard Road was intended to be a large commercial center, but development in this subarea abruptly halted with the economic downturn.
- ***Oswego's actual sales of \$535.6 million and aggregate retail spending potential of \$262.3 million, creates a retail surplus of \$273.3 million.*** Oswego's surplus is the largest retail surplus of the three communities in the O-M-Y Submarket. As the Village's surplus is approximately 51% of the community's sales, approximately half of all retail sales stems from consumers outside Oswego.
- ***Oswego's industrial properties are attractive to local and regional manufacturing and warehousing businesses.*** The industrial space's moderate

condition and lengthy distance to the interstate limits the number of national or international corporations attracted to Oswego. However, the industrial properties are well-suited for local and regional businesses and distributors. Analysts predict that Oswego's industrial space inventory should be competitive as the economy improves and existing space inventory shrinks.

- ***The Village's office properties are attractive for professionals and other service providers who cater to the local population and small businesses in the far west suburbs.*** The office market is the weakest of all the commercial markets within the region. Oswego's office space is not viewed as prime location for corporate headquarters or campuses, but more appropriate for local professionals and service providers. Renewed housing construction will ramp up demand for businesses requiring office space.
- ***Downtown presents an important image for Oswego.*** Downtown is a historical and iconic symbol of Oswego. The area should focus leveraging downtown's older buildings, pedestrian-oriented streets, Fox River and open space, and charm to attract appropriate retail and office uses.

Subarea Overview

The subareas have been categorized by their dominant use as shown below.

- Retail
- Office and Industrial
- Downtown

Each category and its corresponding subareas are described below with an overview of the subareas' specific uses and condition, an analysis examining the market and larger trends, and recommendations.

Retail Subareas

Oswego has a wealth of retail space. As of the 2nd quarter of 2013, CoStar reported 146 retail buildings in Oswego, with a total of nearly 2.7 million square feet of retail space. Over 10% of the inventory was available, but it should be noted that most properties were 100% leased. In some cases, tenants had vacated their space but were still paying rent, which is commonplace when retail stores close. The two retail subareas, Route 34, and Orchard Road, represent key retail centers in Oswego. IL Route 71 is another retail subarea that is important to the community.

Route 34. High traffic volumes have helped the Route 34 corridor to become a significant regional shopping destination. Commercial businesses including almost every national retailer in the region have located in the corridor, leading to thousands of retail square footage. Although mostly auto-oriented, the shopping centers have pedestrian amenities such as crossings, sidewalks, as well as smaller, interconnected parking areas, and landscaping.

US Route 34 is composed of three major shopping centers described below.

- Oswego Commons is on the western edge of the Route 34 corridor. Oswego Commons consists of 187,656 square feet of retail space. It features Dominick's (currently vacant), Home Depot, Target, Party City, T.J. Maxx, and Office Max, along with restaurants such as Panera (currently vacant), Portillo's, and Chili's. Most of the space was built in 2006; approximately 14,000 square feet is available for lease. During the creation of this report, Dominick's parent company Safeway closed the Dominick's at the end of December 2013.
- Gerry Centennial Plaza consists of 60 acres at Route 34 and Douglas Road. Anchor tenants include Meijer (a combination discount department store and supermarket), Michael's, Bed Bath and Beyond, Old Navy, and Ross Dress for Less. Other retail includes specialty apparel chains and service businesses. The plaza's outlots are occupied by businesses such as Starbucks, Buffalo Wild Wings, Chick-Fil-A, Men's Wearhouse, and a bank. The total center has approximately 375,000 square feet of space, with very little vacancy.
- Prairie Market is located at Route 34 and 5th Street with nearly 720,000 square feet. Its anchors include a Wal-Mart supercenter (combining a discount department store

with a full-line grocery), Kohl's, Dick's Sporting Goods, PetSmart, Ulta Cosmetics, Best Buy, and Aldi. Fast food and quick-casual restaurants such as Burger King, White Castle, Panda Express, Chipotle, and sit-down establishments which include TGI Fridays, Famous Dave's, Olive Garden are located on pad sites.

In the middle of Prairie Market is Oswego's largest vacant space: the former Lowe's store. The store, which is around 117,000 square feet, closed in October 2011. It is owned by Lowe's and its closing was a reflection of the company's retrenchment in the highly competitive Chicago area home improvement retail market. For example, Home Depot and Menards are established not far from the Lowe's site in Prairie Market. During the creation of this report, Lowe's has begun to negotiate a sale of its property.

In addition to these three major centers, the Route 34 corridor also has a mix of other smaller centers. Mason Square which is located on the north side of Route 34 is one of the corridor's original centers. This plaza is 30 acres and includes a Culver's, Pepe's, Rosati's Pizza, and Oswego Paint. Other commercial centers include the Farmington Lakes Office on the northeast corner of Douglas Road and Farmington Lakes Drive as well as the Ron Westphal Chevrolet dealership located on the corridor's northern edge. Stakeholders expressed a desire to retain the current national retailers within the Route 34 corridor, but also attract high-end grocery stores, furniture stores, book stores, and a Costco.

Orchard Road. The current development conditions on Orchard Road are a byproduct of the economic downtown of 2008. The 2006 Comprehensive Plan envisions the corridor as a large commercial, industrial, and residential center. The corridor began to develop with that concept in mind, however, once the market changed, development ceased. Some commercial and retail businesses have been constructed and are in operation, but the housing crisis thwarted construction of the planned residential units needed to support this commercial center.

Within the corridor, there are several smaller-scale neighborhood centers, all of which are anchored by the Jewel-Osco located at the southern edge of the corridor:

- Oswego Junction is a small neighborhood center located at Orchard and Mill Roads. Tenants include a bank, an insurance agency, a dentist, a karate studio, medical practices, a hair salon, a dry cleaner, a gym, a pizzeria, and several restaurants. This is a typical mix for a successful small center or suburban downtown. Oswego Junction has few vacancies.

- Rose Plaza is another center that difficult to access from the road. Overall the plaza has several tenants such as Sherwin-Williams paint store, insurance agent, chiropractor, Subway, and one vacancy.
- Lewis Square features mostly neighborhood and convenience retail. Businesses in this center include McDonald's, a nail salon, a bank, and a financial services business. There are some vacancies.

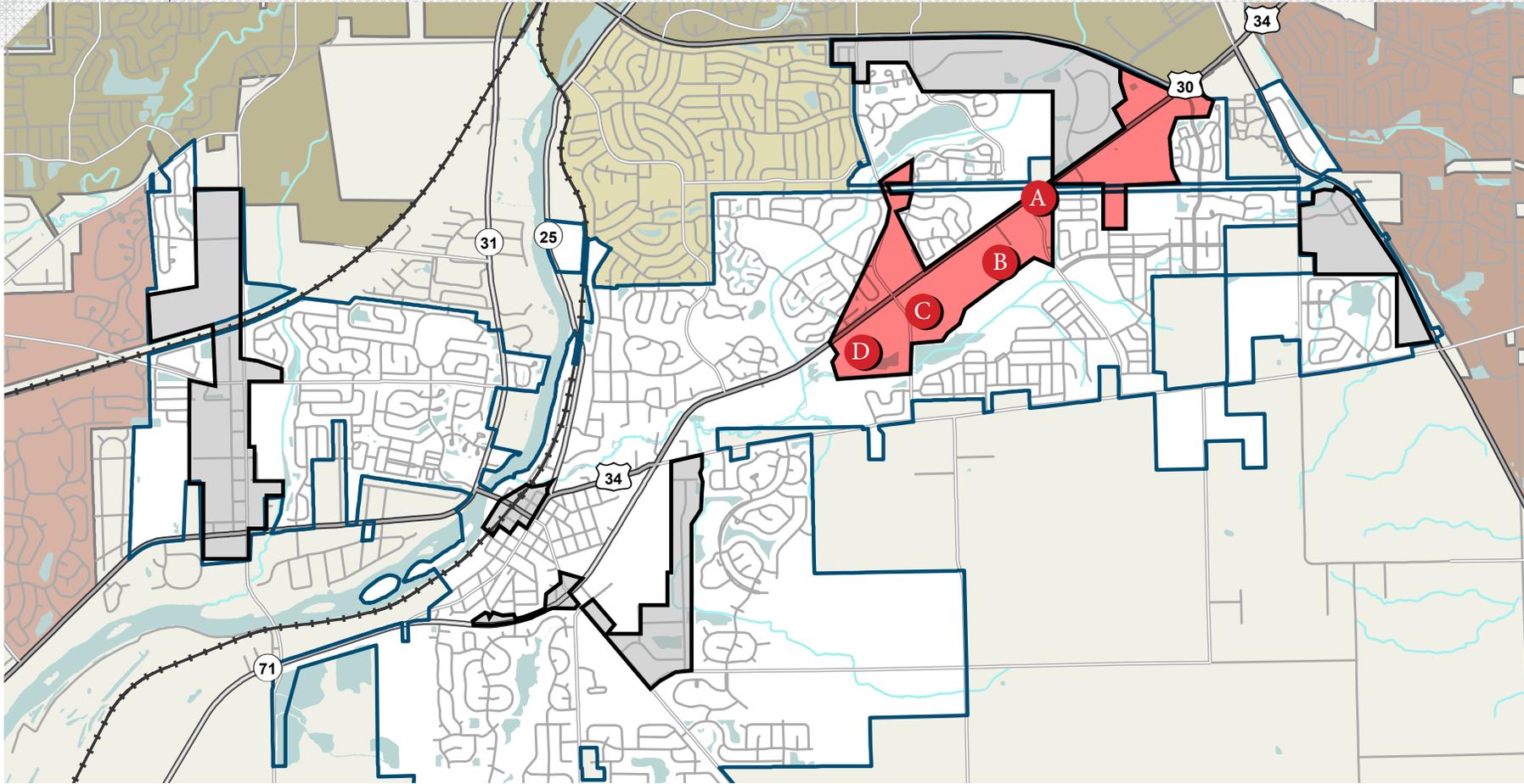
Besides these centers, the Orchard Road corridor has other vacant parcels that could be developed, some of which are being marketed. However, without pre-leasing and an anchor tenant, it is difficult to finance new retail centers.

Stakeholders interviewed have expressed a wide array of ideas for the corridor, but the overall consensus is to create a mixed-use center with multi-family housing, park space, and some retail. This center would be a scaled back version of the originally proposed center in the Comprehensive Plan. The Village continues to work towards converting the corridor's Park-N-Ride to a Metra Station. If a station comes to fruition, many believe that a transit-oriented-development (TOD) should be developed within a quarter-mile radius of the station.

Route 71 Corridor. The IL Route 71 Corridor encompasses several uses shown on **Figure 6.6** The western portion of the corridor includes commercial uses such as Holmes Automotive Repair and First Place Rental. Moving east along the corridor, the character transitions from commercial to newer office developments with architecture that is designed to blend in with adjacent residential neighborhood. On the far eastern end of the corridor is a newer commercial plaza. In general, very few stakeholders expressed any concerns or opportunities for this corridor.



Source: CMAP staff



US ROUTE 34 CORRIDOR



Figure 6.1 US Route 34 corridor location

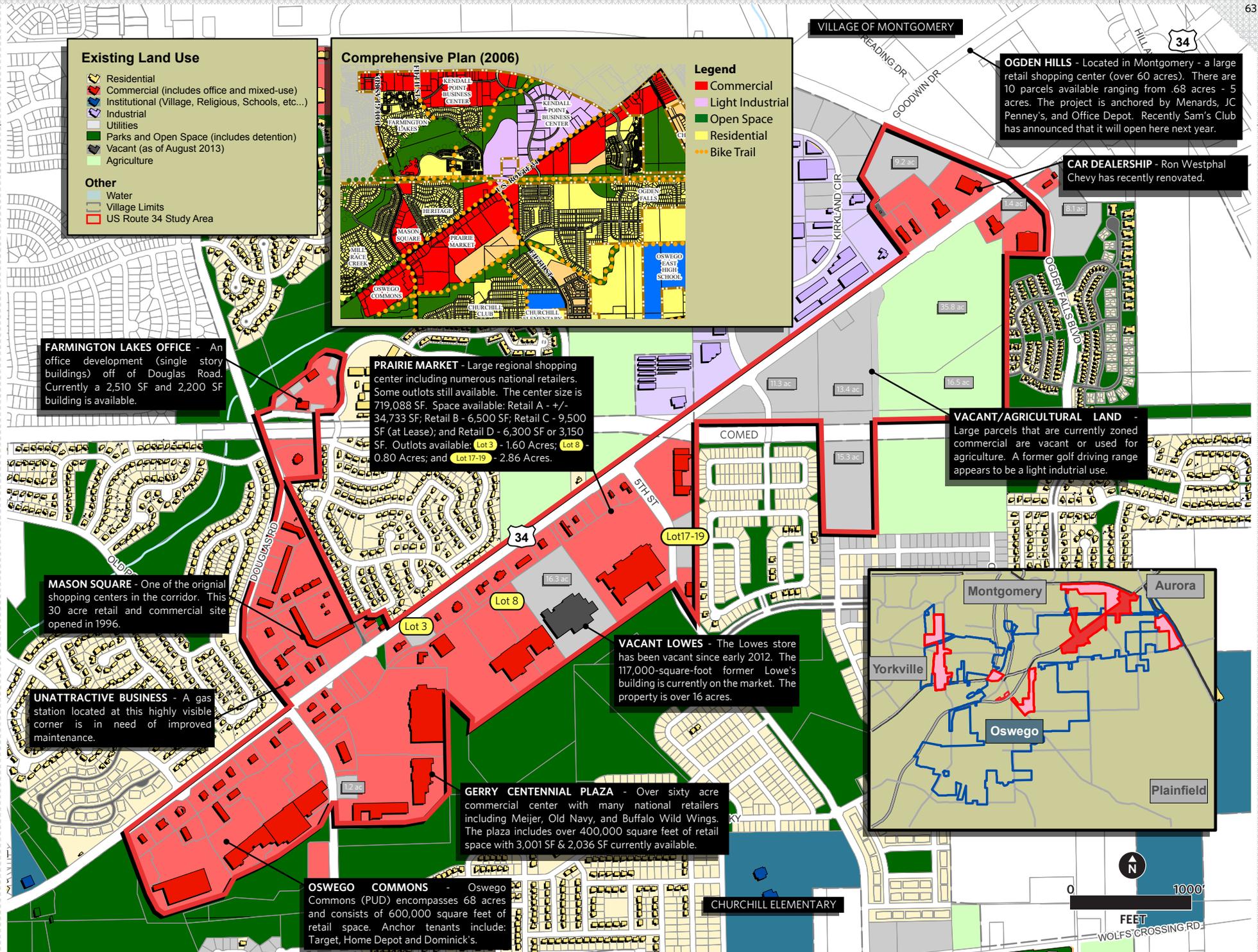


Figure 6.2 US Route 34 corridor existing land use

VILLAGE OF MONTGOMERY

Current Zoning

Districts

- A-1 Agriculture
- B-1 Neighborhood Business
- B-2 Community Shopping
- B-3 Commercial Service and Wholesale
- M-1 Limited Manufacturing
- M-2 General Manufacturing
- R-1 Single Family Residential
- R-2 Single Family Residential
- R-3 Two Family Dwelling
- R-4 General Residence

Other

- Water
- Village Limits
- US Route 34 Study Area

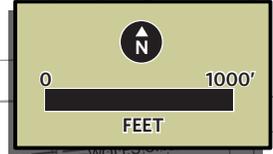
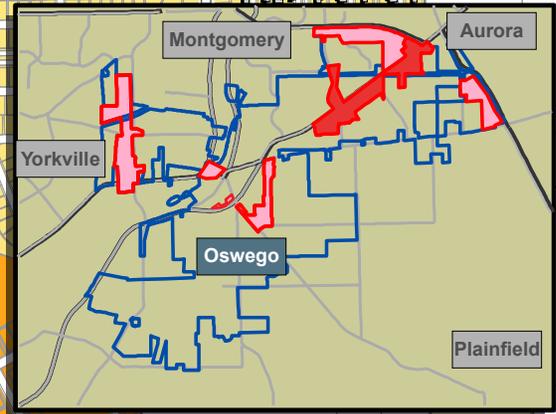
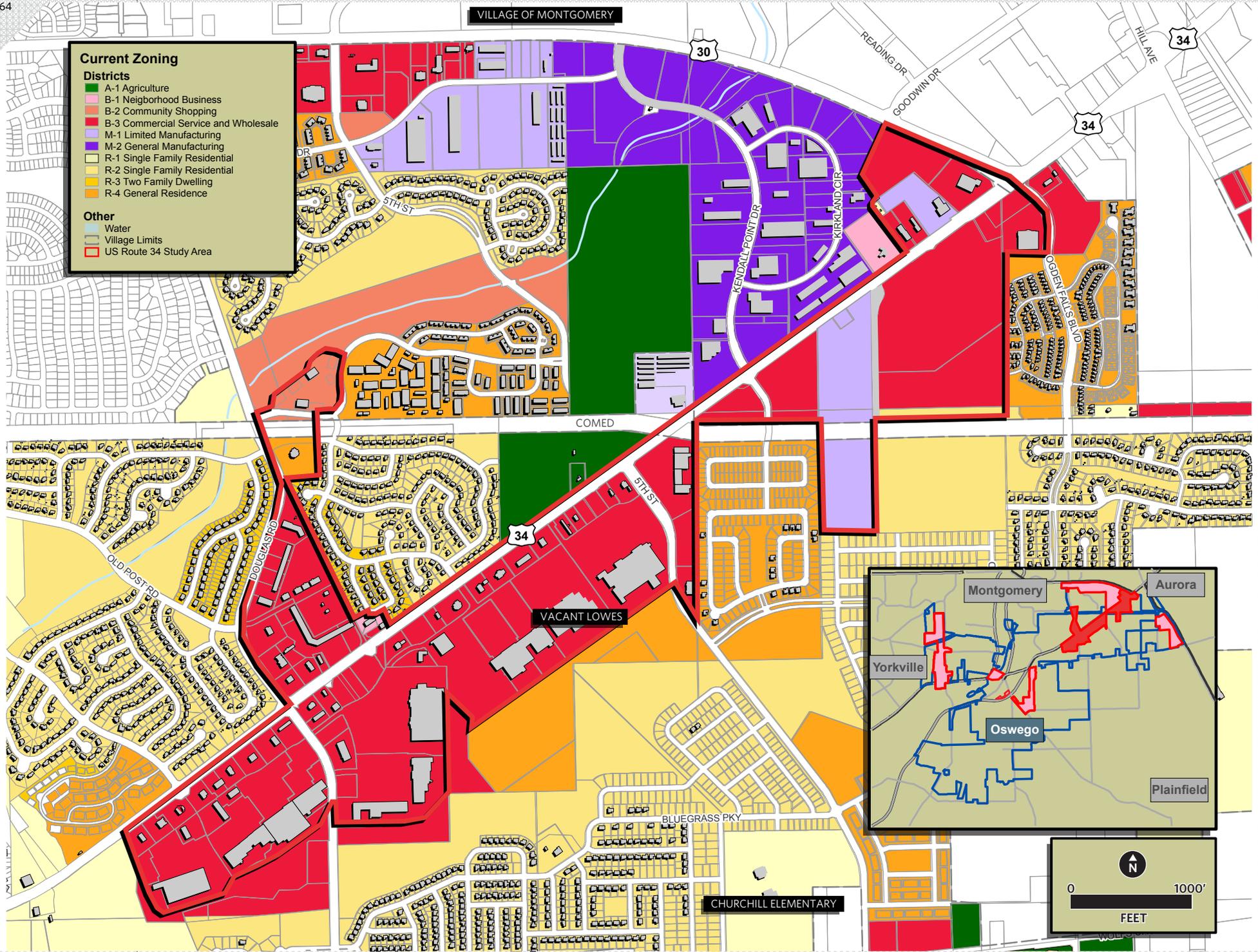


Figure 6.3. US Route 34 corridor zoning

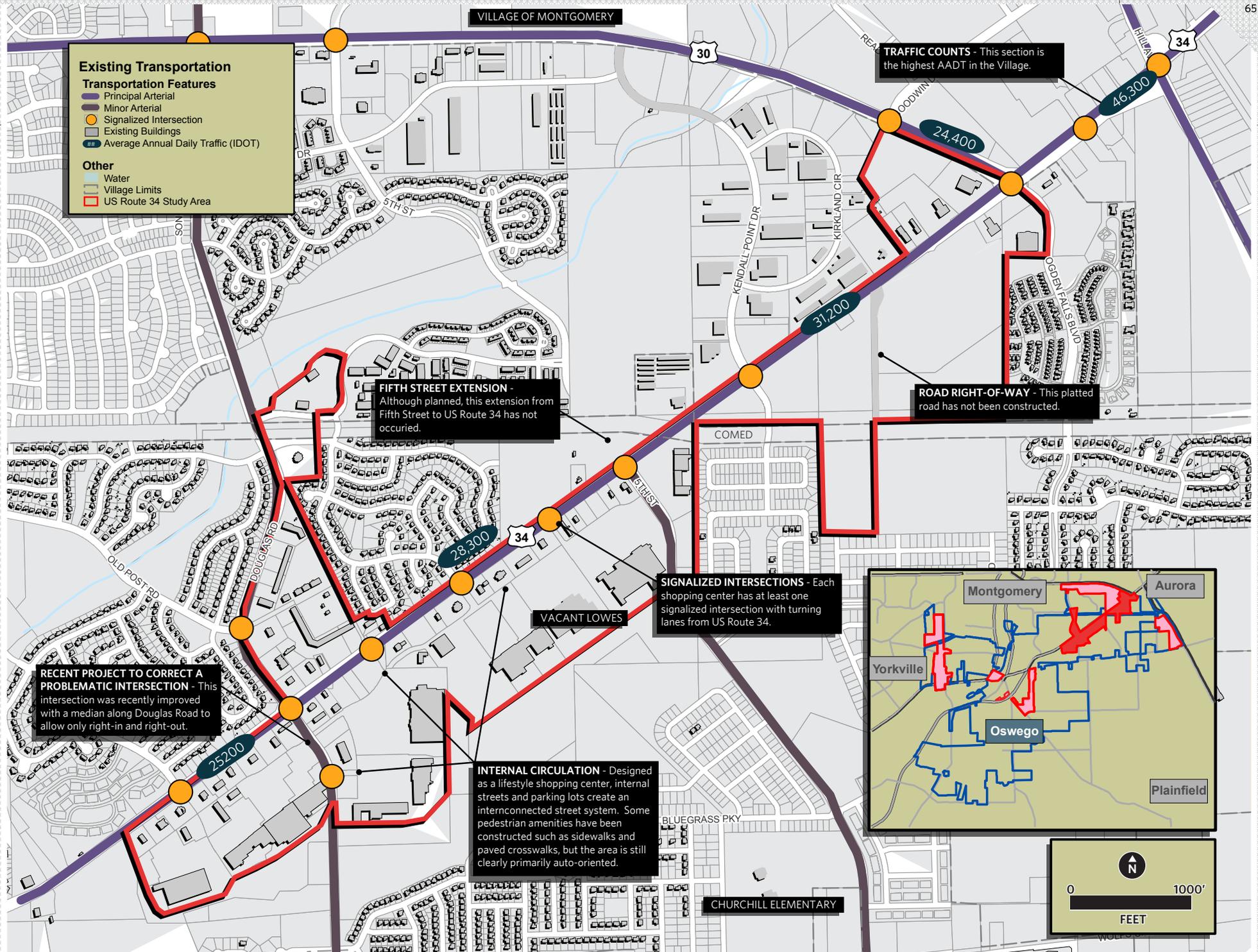


Figure 6.4. US Route 34 corridor transportation

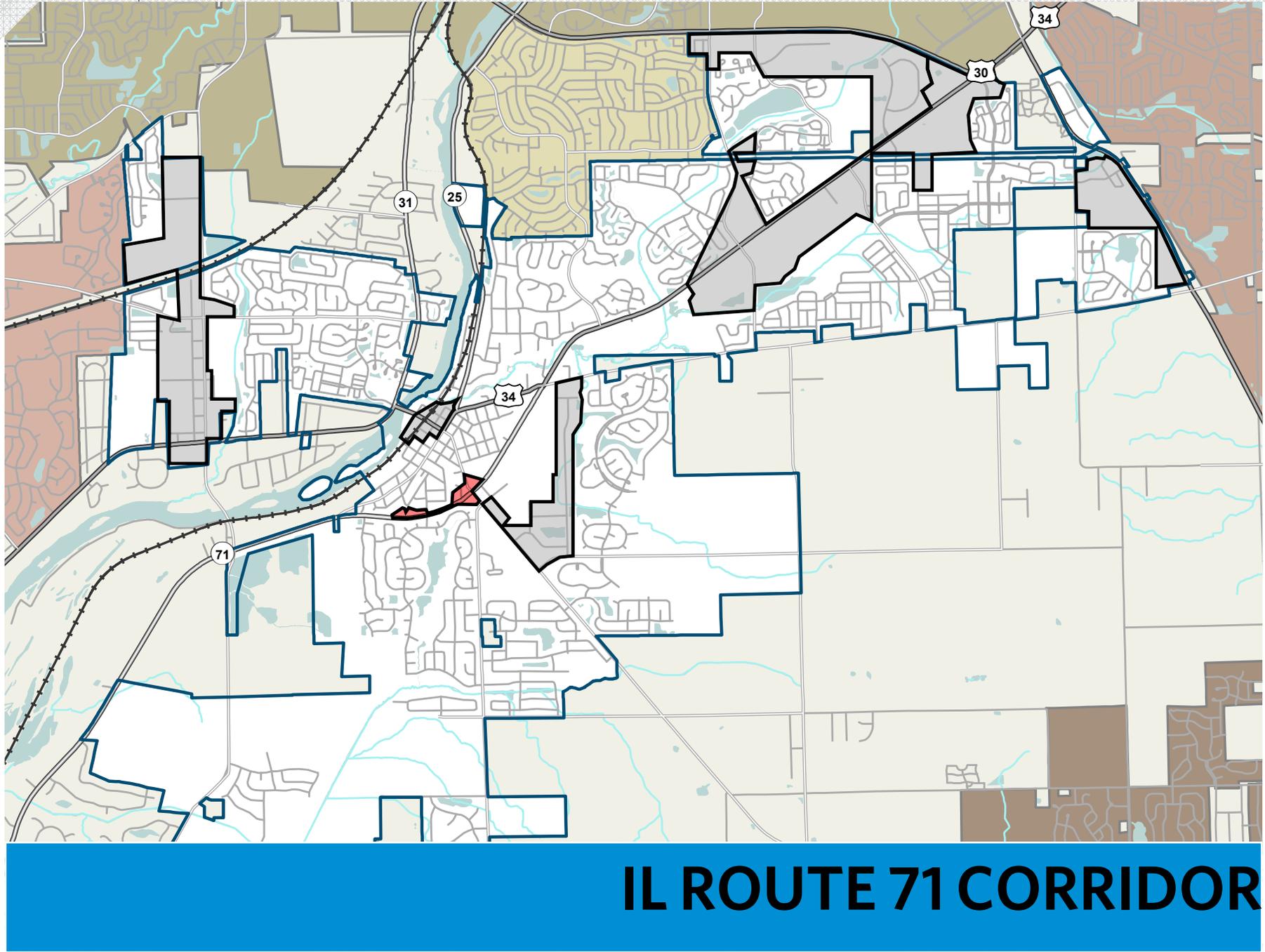
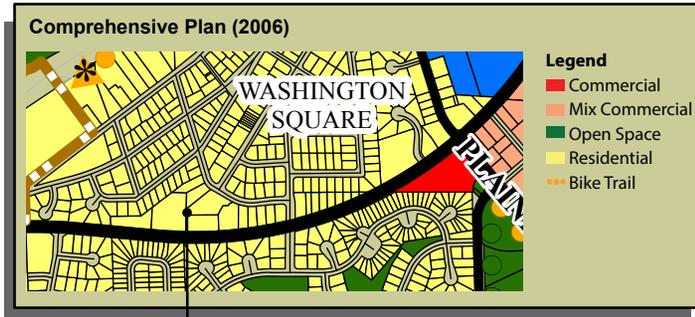
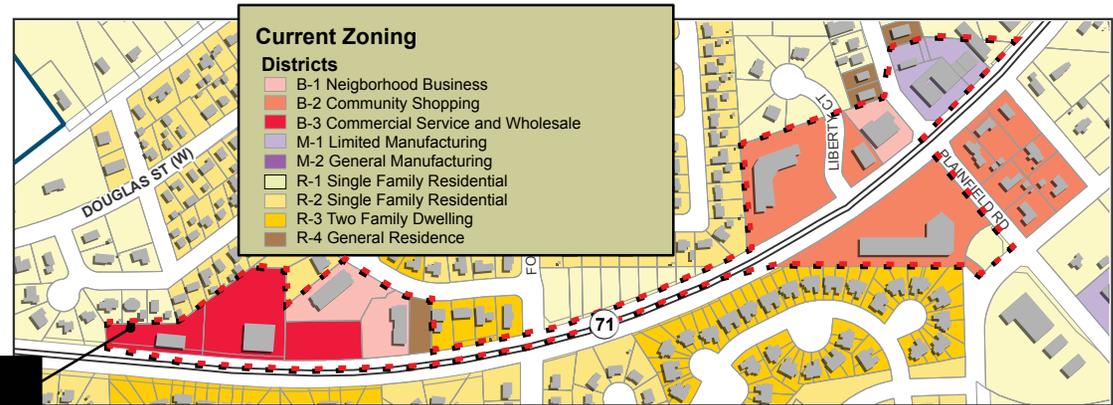
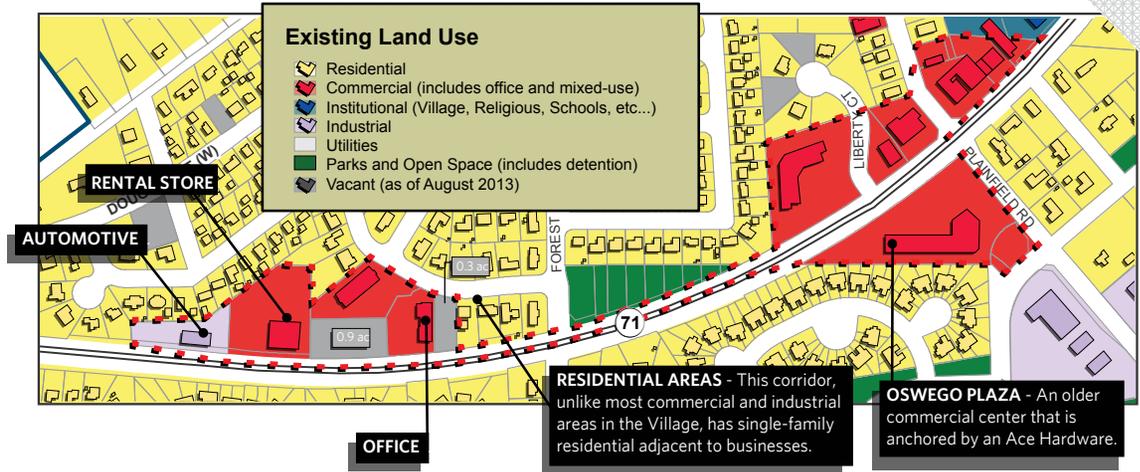


Figure 6.5 IL Route 71 corridor location



COMPREHENSIVE PLAN - The 2006 Plan envisions single-family residential being the predominant use in the corridor.



ZONING - A number of parcels within this corridor have zoning designations that do not correspond with their existing land use.

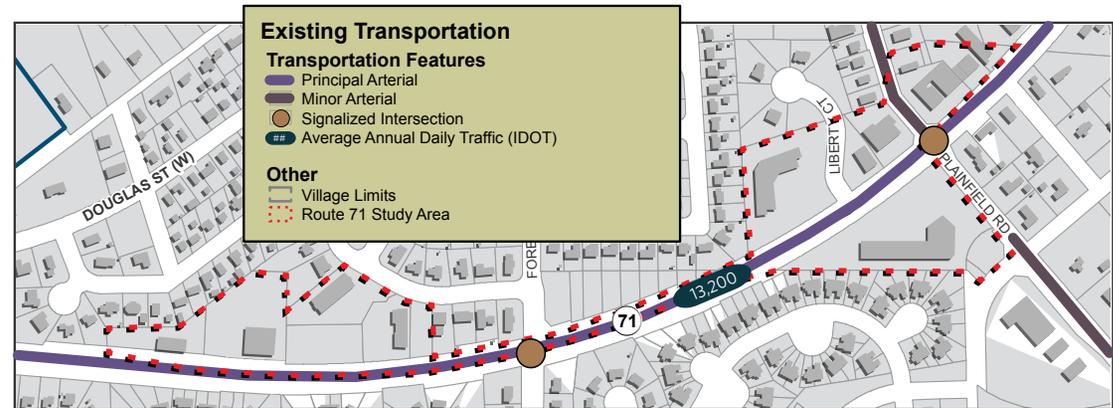
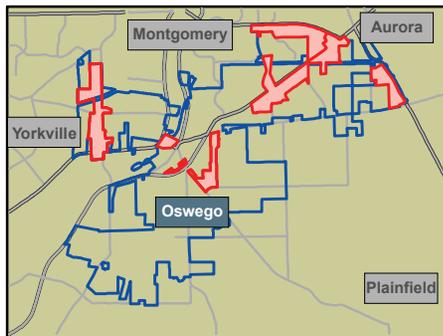
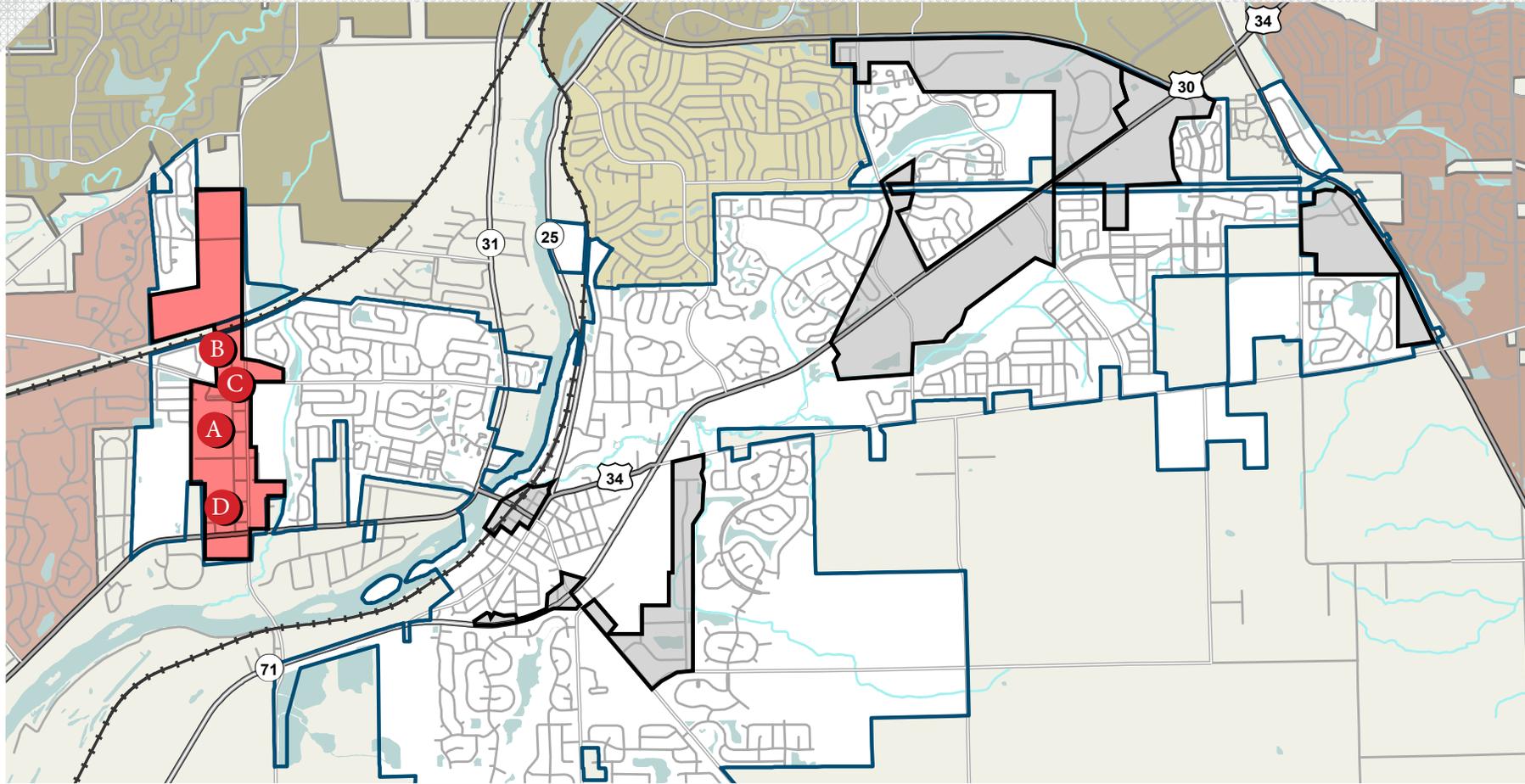


Figure 6.6 IL Route 71 corridor existing conditions



ORCHARD ROAD CORRIDOR



Figure 6.7 Orchard Road corridor location

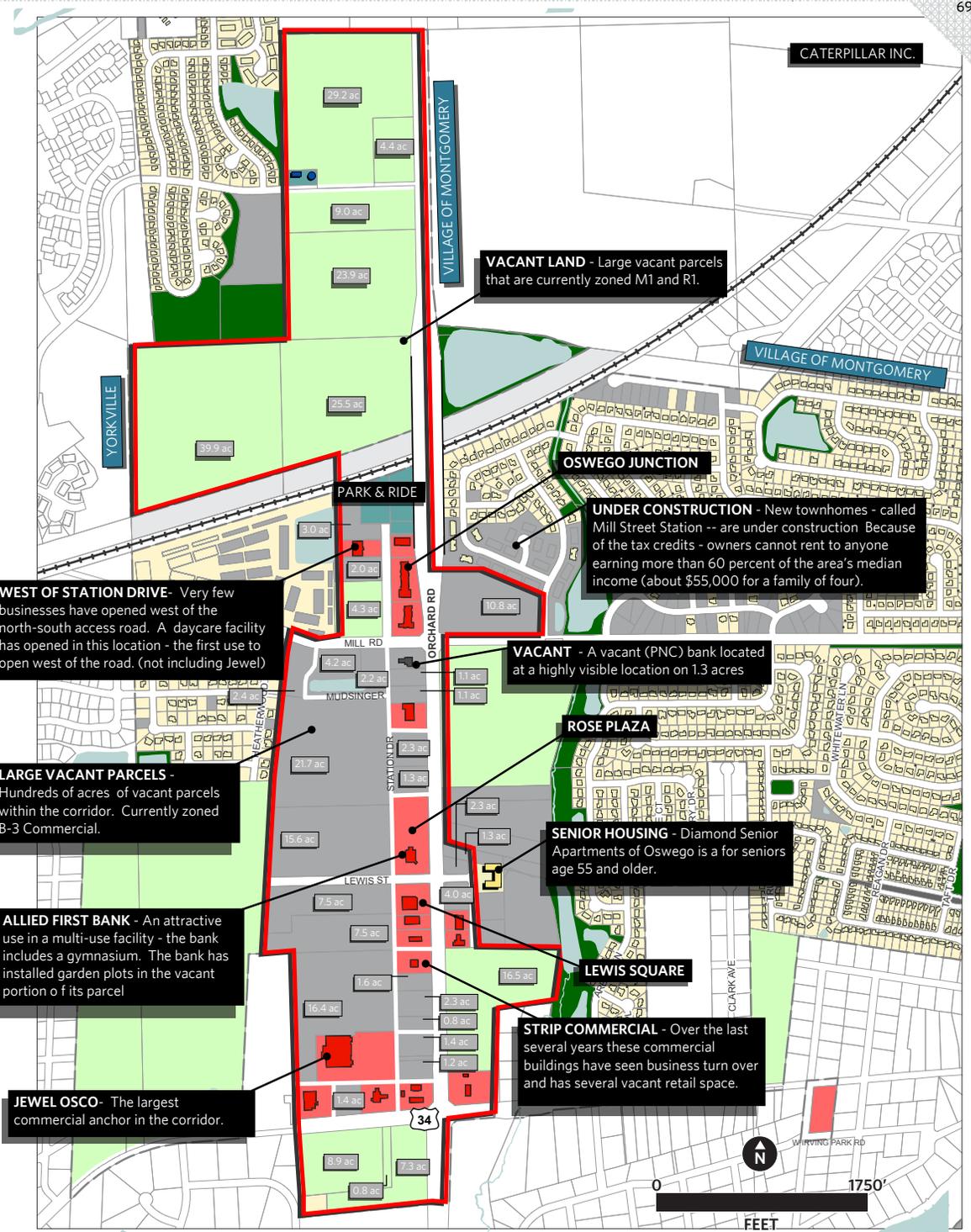
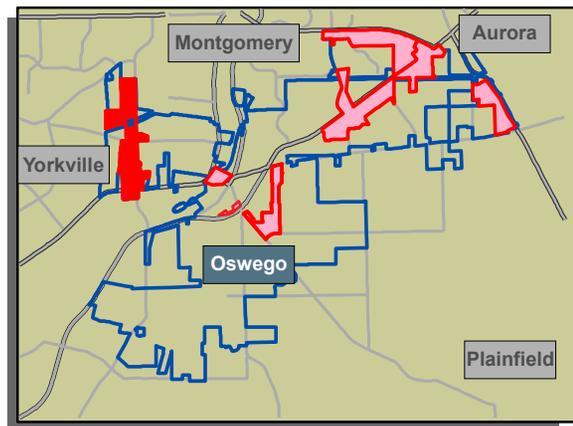
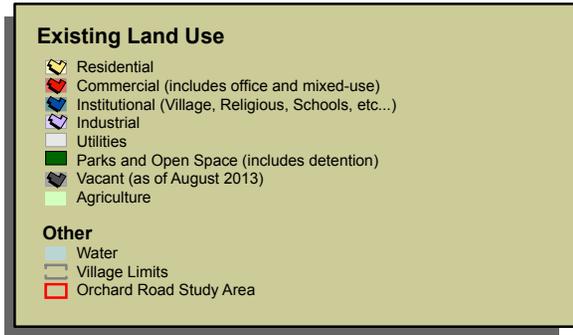
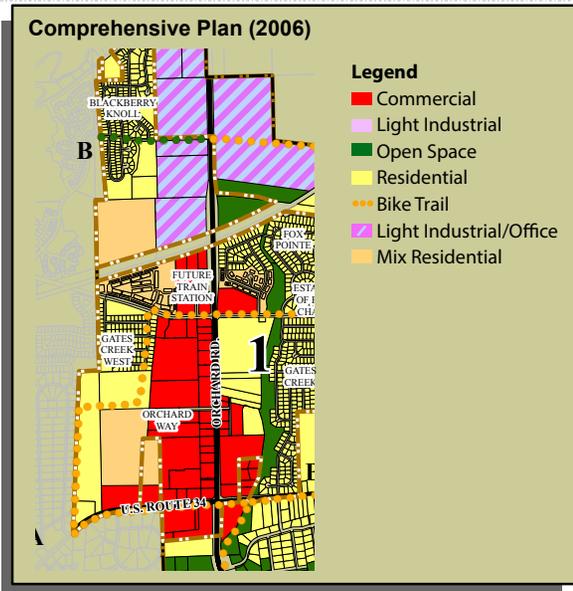


Figure 6.8 Orchard Road corridor existing land use



Source: CMAP staff

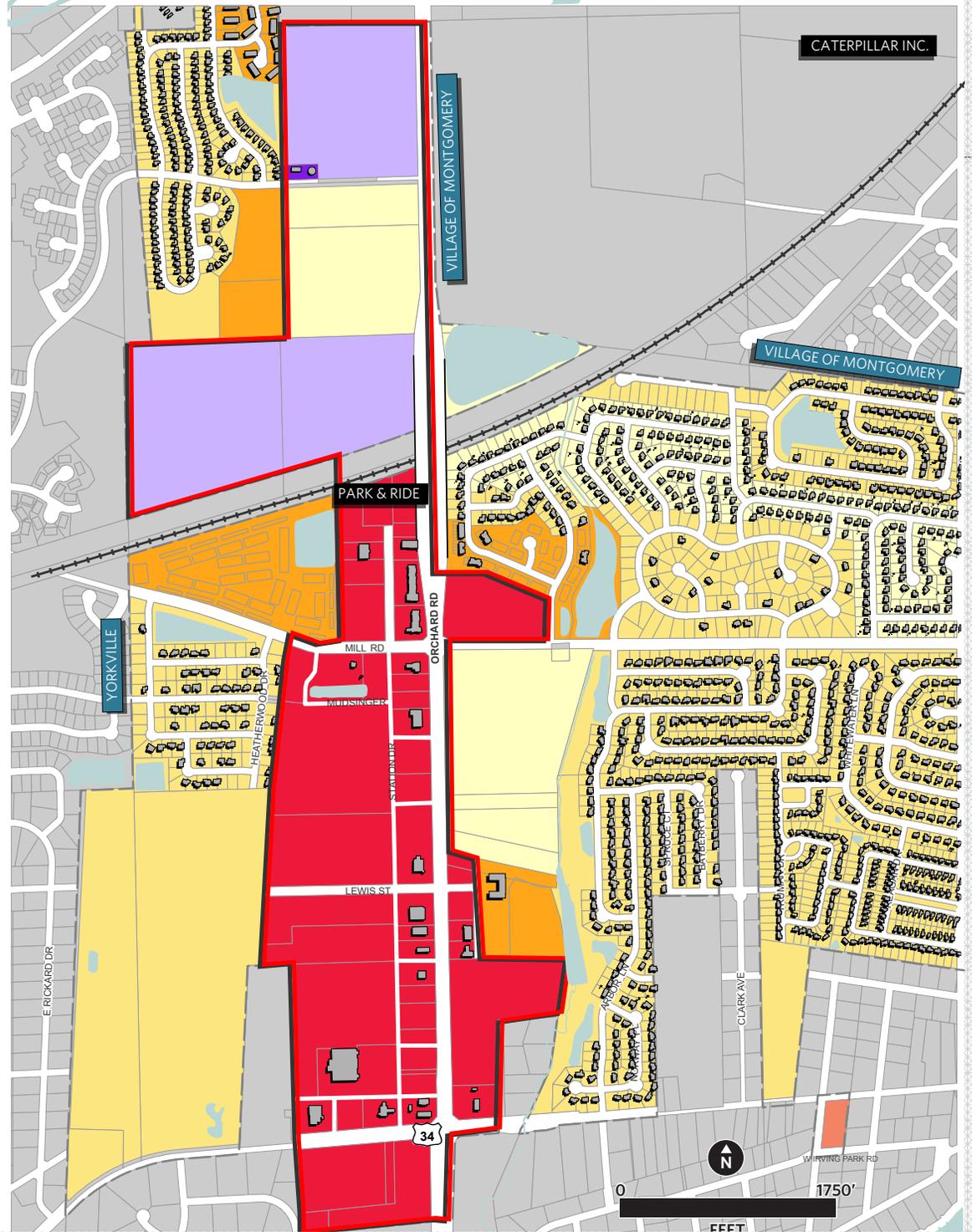
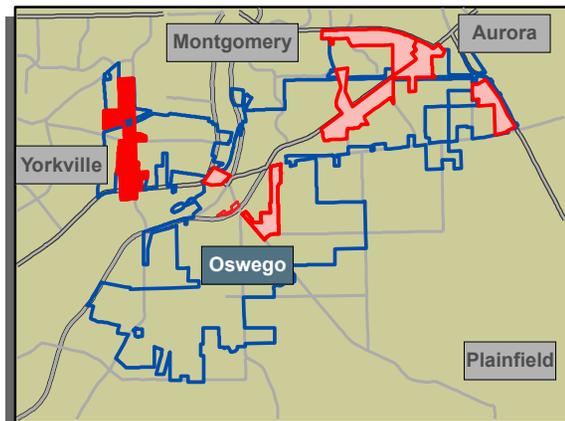


Figure 6.9. Orchard Road corridor current zoning

Village of Oswego Park-N-Ride

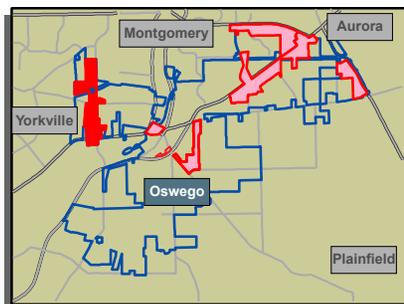
Bus service connecting the existing Oswego park and ride lot to the Aurora Transportation Center was operated by Pace through 2012. In January 2013, Kendall Area Transit (KAT) took over operation of the route.



The shuttle operates Monday through Friday in the mornings and afternoon. The service targets Metra BNSF line express commuter trains to Chicago and Aurora.



Source: CMAP staff



Existing Transportation

Transportation Features

- Principal Arterial
- Minor Arterial
- Signalized Intersection
- Public Off-Street Parking Area
- Existing Buildings
- Average Annual Daily Traffic (IDOT)

Other

- Water
- Village Limits
- Orchard Road Study Area

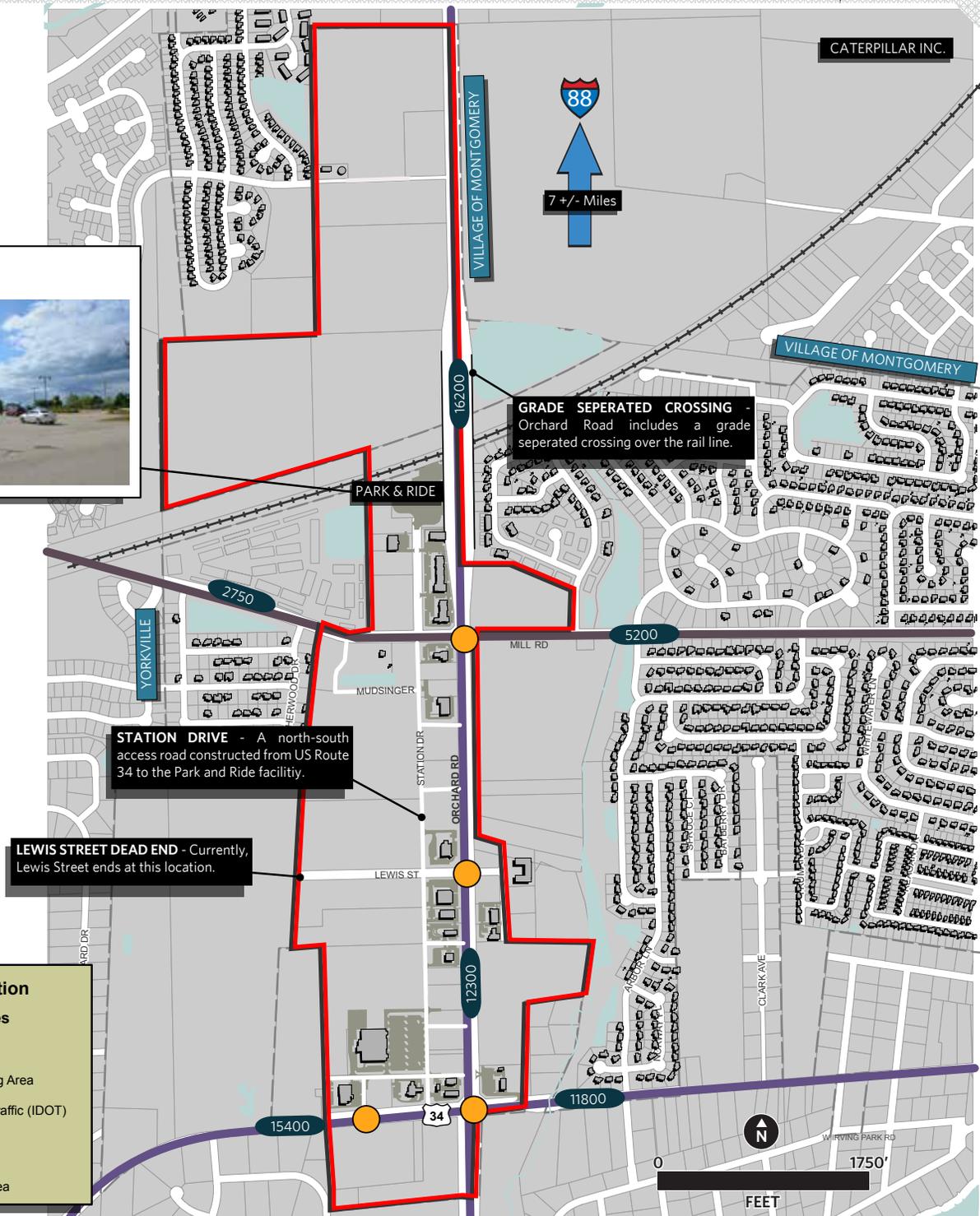


Figure 6.10 Orchard Road corridor transportation

Retail Market Analysis

Regional Trends

CBRE reports occupancy and rent information for 111.4 million square feet of space in the Chicago suburbs. During 2009, vacancy peaked at 13.3% but has since fallen to 9.1% as of the second quarter in 2013. **Table 6.1** shows that the total amount of retail space in suburban Chicago has declined post-recession, as hard-to-lease space was removed from the inventory. Although 2011 was a surprisingly good year for net absorption, 2012 was much weaker, and the first half of 2013 has been negative. While some retail chains are closing underperforming stores or all of their stores in the Chicago metro area (Best Buy, Lowe's, Dominick's), others are entering the Chicago market (H.H. Gregg and Mariano's), and new concepts are being created (freestanding Wal-Mart grocery stores). However, many big-box stores are reducing their footprints or curtailing expansion plans as more sales occur online.

In the suburbs, retail development and absorption follow population growth. As shown on **Figure 6.9** which illustrates the Chicago region's submarkets, Oswego and Yorkville are within the Far Southwest Suburbs Submarket which covers a large geographic area from Frankfort west to Channahon and as far north as Bolingbrook. Although Oswego is classified as part of the Far Southwest Suburbs Submarket, Oswego is more closely tied to the Far West Suburbs Submarket which includes all of DuPage County and a small part of Kane County such as Montgomery and Aurora. The Far West Suburbs is considerably larger and accounts for 20% of all suburban retail space while the Far Southwest Suburbs accounts for 9%. Similarly, the Far West Suburbs also has a much larger population and is more established than the Far Southwest Suburbs.

Rents range from \$12.22-\$21.82 per square foot in the suburbs overall. The wide variation in rents is based on the size of available spaces, location desirability, and visibility of spaces within shopping centers. Net absorption, which is the net change in the amount of occupied space in the market during a defined period of time, has been steadier post-2009 in the Far West Suburbs than in the Far Southwest Suburbs and in the Chicago suburbs overall. The Far Southwest Suburbs has the lowest vacancy rate of the three geographies.

Table 6.1. Suburban Chicago Retail Market Trends, 2009-2013*

LOCATION	YEAR-END	GROSS BUILDING AREA	VACANCY	KENDALL	REGION
	Rate	Net	Average Asking	114,736	8,431,386
		(SF)		Absorption (SF)	Lease Range/SF
Far West Suburbs**	2009	21,425,946	11.7%	-21,426	\$14.08-\$16.52
	2010*	21,612,504	12.0%	99,893	\$16.07-\$20.41
	2011	21,454,857	11.1%	54,364	\$16.43-\$20.62
	2012	21,724,807	10.0%	478,958	\$16.03-\$20.24
	2013**	22,031,280	10.4%	187,701	\$15.73-\$18.60
Far Southwest Suburbs***	2009	10,265,023	12.0%	(106,810)	\$14.71-\$18.01
	2010*	10,070,023	8.6%	170,781	\$10.21-\$16.25
	2011	10,855,496	5.8%	1,021,876	\$13.87-\$20.17
	2012	11,061,232	6.3%	138,497	\$14.29-\$19.19
	2013**	9,809,672	6.4%	-1,182,521	\$13.75-\$18.77
Total Suburban Chicago	2009	114,288,873	13.3%	-826,858	\$16.41-\$20.36
	2010*	113,334,841	11.8%	-215,932	\$12.78-\$20.41
	2011	113,792,157	9.7%	2,778,877	\$11.44-\$21.62
	2012	113,479,510	9.0%	577,726	\$11.96-\$25.61
	2013**	111,410,159	9.1%	-1,996,680	\$12.22-\$21.82

*2010 data from Third Quarter, Fourth Quarter not available. 2013 data from Second Quarter.

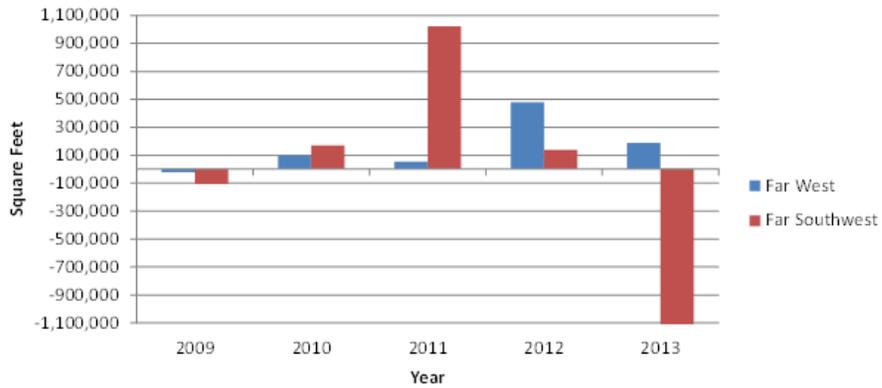
2009, 2011, and 2012 data from Fourth Quarter.

**Includes Montgomery and Aurora.

***Includes Oswego and Yorkville.

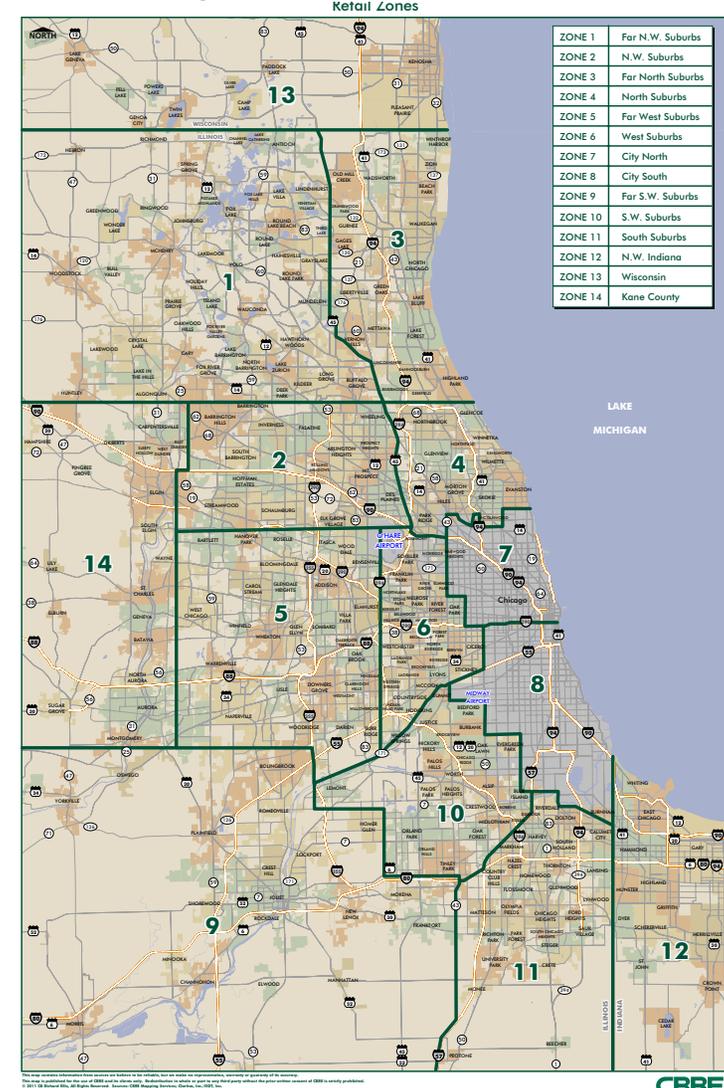
Source: CB Richard Ellis

Table 6.2 Far West and Far Southwest Suburbs Net Retail Space Absorption (SF) 2009-2013



Source: CB Richard Ellis

Figure 6.11 Chicago Metropolitan Area Retail Submarkets



O-M-Y Submarket and Oswego Trends

Pertinent to this analysis is the more narrowly defined submarket which includes Oswego, Montgomery and Yorkville, referred to here as O-M-Y Submarket (**Figure 6.12**). Although a large concentration of retail space (including the Fox Valley Mall) is within an expanded vicinity of the O-M-Y Submarket along Route 59 on the east side of Aurora, most observers see the O-M-Y Submarket as a distinct trade area, especially for everyday retail needs.

Although this report utilizes the O-M-Y Submarket as the trade area, an alternative trade area would be a 15-minute drive time from the intersections in the Route 34 and Orchard Road subareas. **Figure 6.13**, illustrates these alternative trade areas as well as average daily traffic data. As shown on the map, the 15-minute drive time areas cover several communities including Yorkville, Montgomery, and Naperville. The average daily traffic data also shows heavy traffic on major roads within the greater Oswego area. Major roads such as U.S. Route 30, and Illinois Routes 34, 31, and 47 have traffic counts in the greater Oswego area that vary from 11,000 to 35,000.

Real Estate Trends. Demand for retail space throughout the Chicago area was adversely affected by the recession, a situation reflected in the O-M-Y submarket and in the Village of Oswego. Strong demand in the early part of the last decade led to a major expansion of supply as retailers and service businesses followed the new demand generated by population growth west and south of Aurora. Not all of the new development was completed prior to the onset of the recession. **Table 6.3**, which provides real estate data for Oswego, O-M-Y Submarket and Western Aurora Submarket, illustrates 12.8% increase of rentable retail space in the O-M-Y Submarket between the end of 2007 and mid-2013.¹

The slowdown in homebuilding restricted growth in the area's purchasing power. National and regional chains closed under-performing stores, and some independent merchants could not survive the downturn. As a result, vacancies increased and rents fell. As seen in **Table 6.3**, current average retail rents in the Village, the O-M-Y submarket, and neighboring western Aurora are still well below the pre-recession peak, although there has been some improvement. Conditions in western Aurora are weaker than in Oswego and the other neighboring communities. Although the Oswego's average asking rent has experienced the greatest decline over the past few years, the Village maintains the highest average asking rent in the submarket and western Aurora. This is likely because Oswego has a relatively larger quantity of newer space available compared to other communities.

Table 6.3. Retail Market Comparison, 2nd Quarter, 2013²

	Oswego	Montgomery-Oswego-Yorkville sub-market	West Aurora sub-market
Number of Buildings, 2Q 2013	146	355	165
Rentable Area (Sq. Ft.)			
2Q 2013	2,676,594	6,211,747	3,251,598
4Q 2007	2,472,551	5,507,446	3,209,161
Change in rentable area,			
4Q2007-2Q2013	8.3%	12.8%	1.3%
Under Construction, Sq. Ft.	0	0	0
Availability rate, %, 2Q 2013*	10.7%	11.7%	16.8%
Availability rate, %, 4Q 2007*	5.8%	9.7%	10.5%
Average asking rent, \$/SF			
2Q 2013	\$18.75	\$12.80	\$11.91
Average asking rent, \$/SF			
4Q 2007	\$27.46	\$15.68	\$13.91
Peak rent	\$27.46	\$19.64	\$16.53
	(4Q 2007)	(2Q 2006)	(1Q 2006)
Low rent	\$13.92	\$11.88	\$8.95
	(3Q 2011)	(2Q 2012)	(2Q 2006)

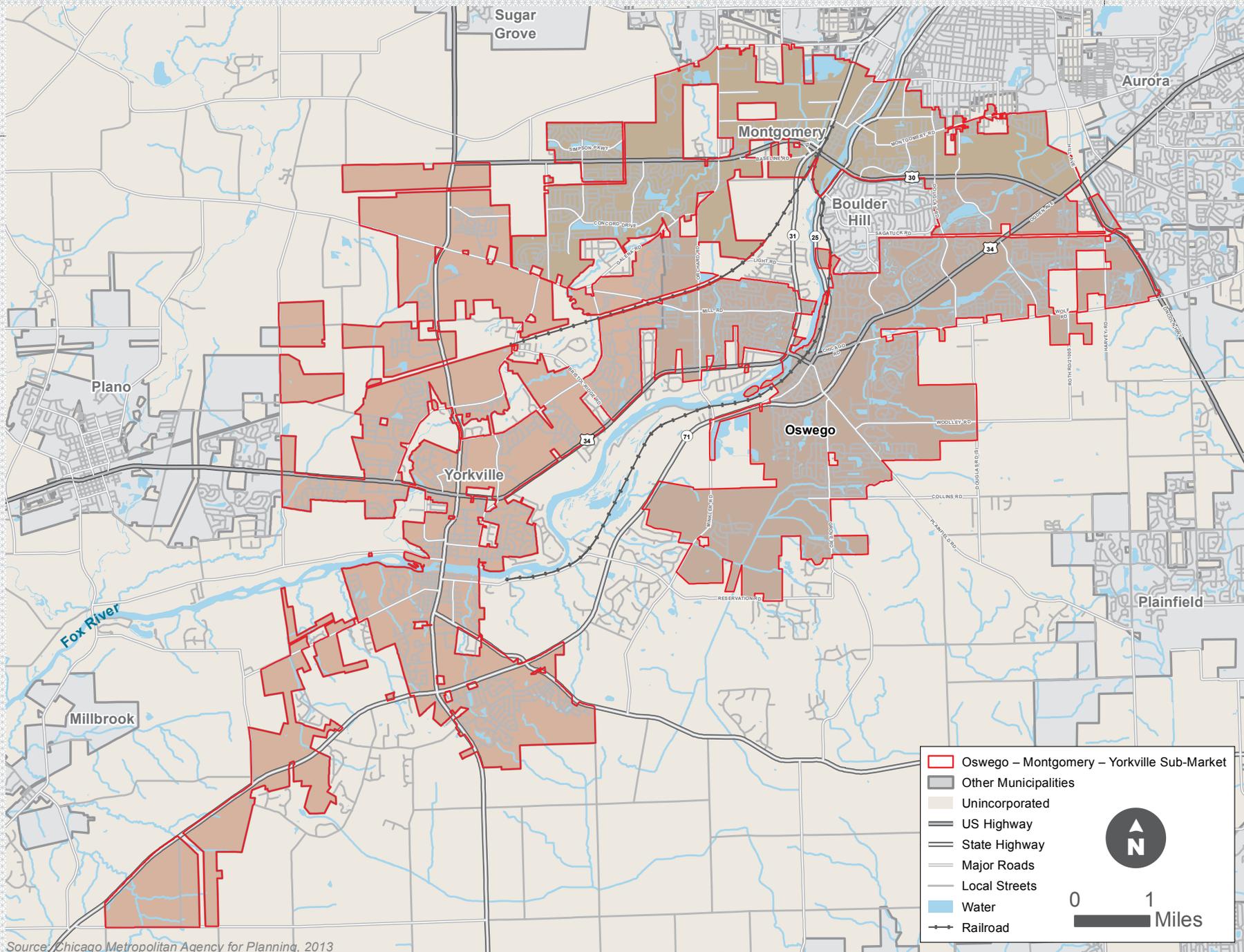
* Availability rate is the amount of available space to be leased divided by the total inventory. The amount of available space includes vacant space, vacant space available for sublet, occupied space available for sublet, and space that will be available within the next quarter due to from departing or downsizing tenants. In contrast, vacancy rate is the amount of vacant space divided by the total inventory.

Source: CoStar, Valerie Kretchmer Associates Inc.

Retail Expenditure Potential. Experian provides 2013 household and community retail expenditure estimates by store type. These estimates are based upon household income, household size, age characteristics, presence of children, education, and a host of other factors. Spending potential reflects available dollars that could be captured in local stores; it is not an estimate of actual retail sales in any particular location. Also, estimates of expenditure potential cover only resident households and do not include

¹ The Western Aurora Submarket examined for this analysis is bounded by the Fox River on the east, the Montgomery border on the south (between Jericho Road and Aucutt Road), Gordon Road and Route 56 on the west, and I-88 to the north. A small area north of I-88 within the North Aurora city limits is also included. The Western Aurora submarket does not include the retail concentration along Route 59 on Aurora's east side.

² The data featured in the table does not include owner-occupied stores.



Source: Chicago Metropolitan Agency for Planning, 2013

Table 6.12. Oswego-Montgomery-Yorkville Submarket

DEMOGRAPHIC ESTIMATES		
Route 34 Retail Study Area**	2011	2016
Population	367,272	385,645
Households	118,476	123,750
Median Household Income	\$81,027	\$89,745
Orchard Road Retail Study Area**	2011	2016
Population	225,045	243,581
Households	72,275	77,703
Median Household Income	\$70,359	\$80,363

*Population estimates are based upon ESRI Business Analyst and have not been vetted by CMAP staff.
 **Study areas are shown on Map X.
 Source: ESRI Business Analyst

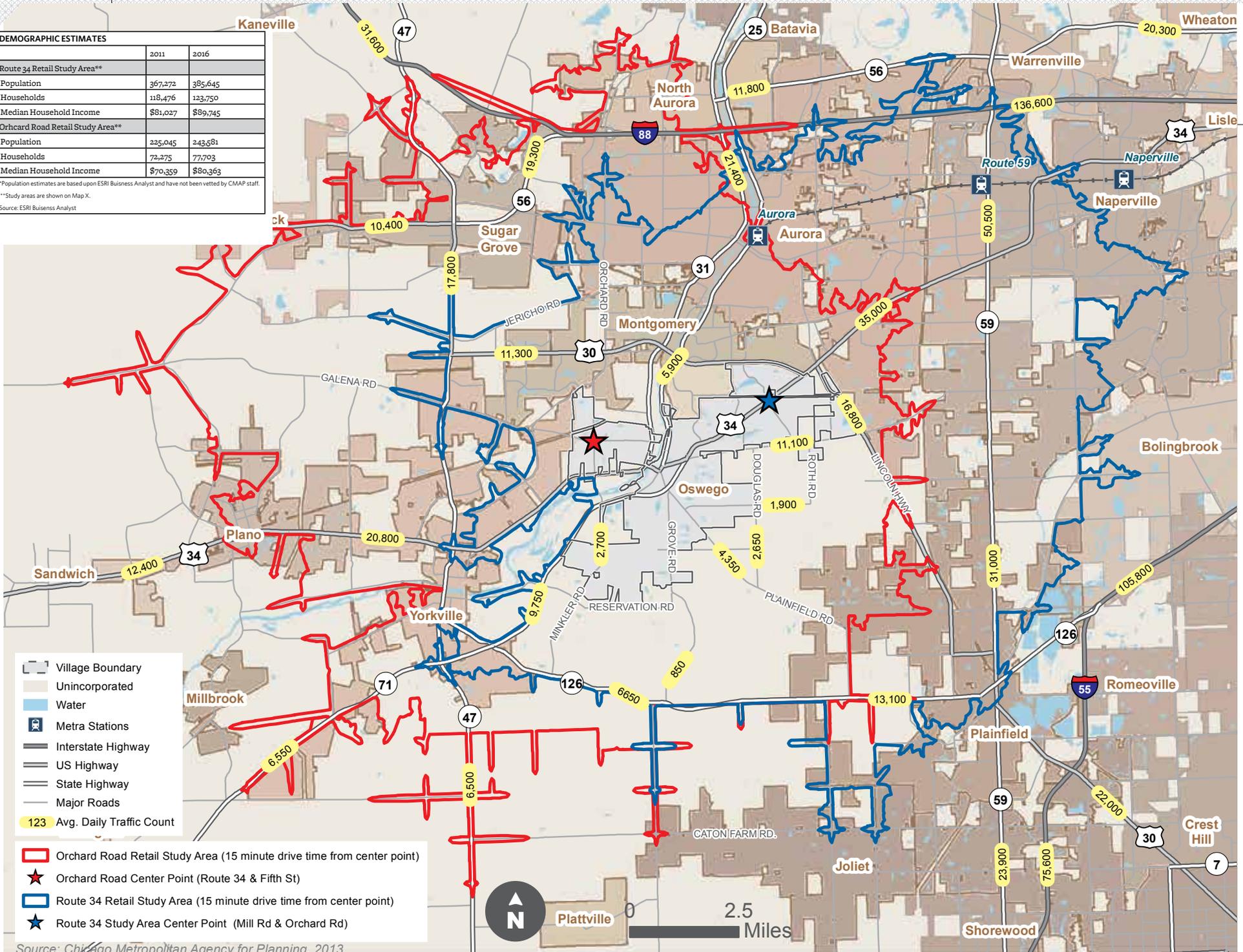


Figure 6.13. Alternative Retail Areas and Traffic Data

the purchasing power Oswego's workers or visitors. Table 6.4 summarizes the potential expenditures. The store types are organized to closely follow Census Bureau reports of national retail sales.³

Oswego demonstrates the greatest spending potential, on both, a per household and aggregate basis, when compared with neighboring Montgomery and Yorkville. In the aggregate, Oswego's estimated \$262.3 million in consumer spending potential reflects the Village's size (10,117 households in Oswego, less than 6,000 in Montgomery, and 6,400 in Yorkville). On a per-household basis, Oswego's spending potential (estimated at \$25,930 for 2013) results from its higher income profile, higher level of educational attainment, and slightly older median age. Oswego's higher homeownership rate means greater spending on building materials and home furnishings. The average household in Yorkville has \$24,795 in retail potential, compared to \$23,420 in Montgomery.

Spending at car dealerships and auto-part stores is the single largest source of spending potential, followed by food and beverage stores (including supermarkets and specialty food shops), gasoline stations, restaurants/bars (including fast food), and general merchandise stores (covering discount department stores such as Wal-Mart, Meijer, and Target as well as warehouse clubs).

Shoppers cross municipal boundaries to buy the goods and services they need at affordable price points. They will travel farther for big purchases or specialty items, but generally want to drive less than ten minutes for groceries or other everyday needs. As will be discussed below, Oswego has a strong mix of retail stores, as reflected by its retail sales.

Table 6.4. Retail Expenditure Potential – Oswego, Montgomery and Yorkville

	Oswego	Montgomery	Yorkville
Average Annual Household Dollars 2013			
Shoppers Goods (GAFO)			
General Merchandise Stores	\$3,457	\$3,141	\$3,283
Clothing & Clothing Accessories Stores	\$1,187	\$1,081	\$1,105

³ Shoppers goods, also referred to as GAFO, include general merchandise stores (department stores, discount stores, warehouse clubs, electronics, appliances, furniture, home furnishings, sporting goods, hobbies, books, music stores, office supplies, and gift shops). The numbers shown in the table also include florists and used merchandise stores, which are not counted in Census data on GAFO.

Electronics & Appliance Stores	\$466	\$414	\$438
Furniture & Home Furnishings Stores	\$623	\$544	\$584
Sporting Goods, Hobby, Book, & Music Stores	\$400	\$346	\$376
Miscellaneous Store Retailers	\$595	\$526	\$574
Convenience Goods			
Food & Beverage Stores	\$4,139	\$3,802	\$3,965
Health & Personal Care Stores	\$807	\$711	\$783
Building Material & Garden Equipment & Supply Dealers	\$943	\$802	\$903
Gasoline stations	\$3,893	\$3,600	\$3,738
Nonstore Retailers	\$1,273	\$1,125	\$1,213
Foodservice & Drinking Places	\$3,514	\$3,126	\$3,334
Motor Vehicle and Parts Dealers	\$4,633	\$4,203	\$4,500
Total Average Annual Retail Demand	\$25,930	\$23,420	\$24,795
Aggregate Household Dollars 2013			
Shoppers Goods (GAFO)			
General Merchandise Stores	\$34,976,738	\$18,604,376	\$20,970,539
Clothing & Clothing Accessories Stores	\$12,006,570	\$6,404,068	\$7,057,792
Electronics & Appliance Stores	\$4,711,010	\$2,452,648	\$2,797,815
Furniture & Home Furnishings Stores	\$6,305,007	\$3,220,156	\$3,729,426
Sporting Goods, Hobby, Book, & Music Stores	\$4,048,313	\$2,052,451	\$2,398,684
Miscellaneous Store Retailers	\$6,017,698	\$3,116,728	\$3,664,937
Convenience Goods			

Food & Beverage Stores	\$41,874,328	\$22,520,044	\$25,324,588
Health & Personal Care Stores	\$8,162,340	\$4,210,239	\$4,998,942
Foodservice & Drinking Places	\$35,555,005	\$18,518,651	\$21,291,798
Building Material & Garden Equipment & Supply Dealers	\$9,542,660	\$4,748,398	\$5,766,276
Gasoline stations	\$39,385,572	\$21,325,289	\$23,873,318
Nonstore Retailers	\$12,878,620	\$6,664,338	\$7,747,799
Foodservice & Drinking Places	\$35,555,005	\$18,518,651	\$21,291,798
Motor Vehicle and Parts Dealers	\$46,868,520	\$24,896,833	\$28,739,633
Total Aggregate Annual Retail Demand	\$262,322,382	\$138,734,219	\$158,361,548

Source: Experian, Inc., Valerie Kretchmer Associates Inc.

Retail Sales. As shown in **Table 6.5**, Oswego generated \$535.6 million in retail sales in 2012 and its total sales have increased since 2010 despite the shaky national and regional economic recovery.⁴ Increased sales are attributed to a variety of retail categories that experienced varying levels growth. These categories include auto and gasoline sales, restaurants and bars, apparel stores, drug stores, and miscellaneous retailers.

However, specific store categories such as the lumber, building, hardware and the furniture and home furnishings categories experienced decline in sales. Industry experts claim this decline is a reflection of the depressed housing market, as well as the closing of Lowe's. Direct sales by manufacturers dropped significantly since 2010 and sales at food stores also fell by 17% during the two-year period.

⁴ Illinois' definitions of store types do not precisely match those used by the Census Bureau or by Experian in estimating sales potential previously shown in Table 6.4. The state data includes taxable sales by agricultural operations and by manufacturers. Miscellaneous retail stores are grouped with pharmacies and other personal care operations.

Table 6.5. Retail Sales by Store Category, Village of Oswego, 2010-2012*

	2010	2011	2012	Change 2010-2012	
				#	%
General Merchandise	\$104,468,184	\$89,786,832	\$105,202,957	\$734,773	1%
Food	\$56,136,897	\$52,099,501	\$46,510,973	-\$9,625,924	-17%
Drinking and Eating Places	\$53,890,563	\$56,659,107	\$59,806,446	\$5,915,883	11%
Apparel	\$22,837,441	\$37,914,629	\$25,218,029	\$2,380,588	10%
Furniture, Household, & Radio	\$26,753,583	\$26,689,446	\$24,645,324	-\$2,108,259	-8%
Lumber, Bldg, Hardware	\$31,349,231	\$28,129,018	\$21,564,318	-\$9,784,913	-31%
Automotive & Filling Stations	\$111,341,291	\$130,989,380	\$146,799,453	\$35,458,162	32%
Drugs & Misc. Retail	\$55,068,861	\$57,860,162	\$66,541,631	\$11,472,770	21%
Agriculture & All Others	\$13,267,432	\$18,696,591	\$36,965,920	\$23,698,488	179%
Manufacturers	\$7,422,387	\$2,336,839	\$2,355,452	-\$5,066,935	-68%
Total	\$482,535,870	\$501,161,505	\$535,610,503	\$53,074,633	11%

* Calendar years 2010-2012

Source: Experian, Inc. and Valerie Kretchmer and Associates, Inc.

Table 6.6 compares sales reported by the Department of Revenue in 2012 for Oswego, Montgomery and Yorkville, as well as the City of Aurora for comparison purposes. Reported sales increased at a greater rate in Oswego than in Montgomery since 2010 (11% versus 7% respectively). In Yorkville, total sales actually declined by 4% during the last two years.

Table 6.6. Retail Sales in 2012 – Oswego and Neighboring Municipalities

	Oswego	Montgomery	Yorkville	Oswego-Montgomery-Yorkville Sub-Market	Aurora
General Merchandise	\$105,202,957	\$75,121,644	\$57,120,961	\$237,445,562	\$219,212,559
Food	\$46,510,973	\$18,671,246	\$25,950,894	\$91,133,113	\$169,209,171
Drinking and Eating Places	\$59,806,446	\$17,748,925	\$27,964,944	\$105,520,315	\$197,492,175
Apparel	\$25,218,029	\$1,454,087	\$8,579,711	\$35,251,827	\$328,646,084
Furniture, Household & Radio	\$24,645,324	\$0	\$772,736	\$25,418,060	\$95,585,190
Lumber, Bldg, Hardware	\$21,564,318	\$8,601,858	\$36,298,651	\$66,464,827	\$41,160,115
Automotive & Filling Stations	\$146,799,453	\$37,174,740	\$17,828,190	\$201,802,383	\$382,199,052
Drugs & Misc. Retail	\$66,541,631	\$29,900,604	\$58,200,059	\$154,642,294	\$342,953,218
Agriculture & All Others	\$36,965,920	\$37,680,373	\$6,455,833	\$81,102,126	\$219,738,419
Manufacturers	\$2,355,452	\$13,838,498	\$7,834,617	\$24,028,567	\$43,300,224
Undisclosed*	\$0	\$27,840,168	\$0	\$27,840,168	\$545,736
Total	\$535,610,503	\$268,032,143	\$247,006,596	\$1,050,649,242	\$2,040,041,943

*Amounts for categories with under 4 taxpayers not disclosed by Department of Revenue

Source: Illinois Department of Revenue

Retail Surplus. Table 6.7 below summarizes the total sales versus retail potential for the Oswego, Montgomery, and Yorkville as well as the O-M-Y Submarket. Overall, the O-M-Y Submarket's estimated sales of \$1.05 billion is dramatically higher than its aggregate retail spending potential of \$559.4 million, creating a \$491.2 million surplus. This surplus indicates that consumers are being drawn from outside the submarket such as other nearby communities, unincorporated areas, and more rural sections of Kendall County. The submarket's surplus is significantly high as approximately, 47% of all retail sales can be attributed to outside consumers. This data provides further evidence of the submarket's strength as a regional shopping center.

Overall, Oswego is the lead contributor of submarket's retail surplus. Oswego's actual sales of \$535.6 million and aggregate retail spending potential of \$262.3 million, leads to a retail surplus of \$273.3 million. This 273.3 million surplus which represents approximately 55% of the submarket's surplus. As the Village's retail surplus is approximately 51% of its retail sales, approximately half of all the retail sales in Oswego stems from outside consumers.

Montgomery and Yorkville, like Oswego, appear to be net importers of retail sales. Montgomery's retail expenditure potential for 2013 is estimated at \$138.7 million and reported sales are \$268 million, creating a surplus of \$129.3 million. Yorkville's numbers are comparable, \$158.4 million in expenditure potential, \$247 million in sales, and a surplus of \$88.6 million. However, Yorkville, by virtue of its higher income profile, has more sales potential than Montgomery, but Montgomery generates higher actual sales. Table 6.8 provides further detail of the comparison by retail category for Oswego and the O-M-Y Submarket.

Table 6.7. Comparison of 2012 Retail Sales and Retail Expenditure Potential – Oswego, Montgomery, and Yorkville

Municipality	Total Retail Sales	Total Retail Potential	Retail Surplus
Oswego	\$535,610,503	\$262,332,382	\$273,278,121
Montgomery	\$268,032,143	\$138,734,219	\$129,297,924
Yorkville	\$247,006,596	\$158,361,548	\$88,645,048
Total (O-M-Y Submarket)	\$1,050,649,242	\$559,428,149	\$491,221,093

Source: Illinois Department of Revenue; Experian and Valerie S. Kretchmer Associates, Inc.

Table 6.8. Comparison of 2012 Retail Sales and Retail Expenditure Potential by Category – Oswego, and O-M-Y Submarket

	Oswego			O-M-Y Submarket		
	Total Retail Sales	Total Retail Potential	Retail Surplus	Total Retail Sales	Total Retail Potential	Retail Surplus
General Merchandise	\$105,202,957	\$34,976,738	\$70,226,219	\$237,445,562	\$74,551,653	\$162,893,909
Food	\$46,510,973	\$40,265,901	\$6,245,072	\$91,133,113	\$86,287,947	\$4,845,166
Drinking and Eating Places	\$59,806,446	\$35,555,005	\$24,251,441	\$105,520,315	\$75,365,454	\$30,154,861
Apparel	\$25,218,029	\$11,120,451	\$14,097,578	\$35,251,827	\$23,588,885	\$11,662,942
Furniture, Household, & Radio	\$24,645,324	\$11,016,017	\$13,629,307	\$25,418,060	\$23,216,062	\$2,201,998
Lumber, Bldg, Hardware	\$21,564,318	\$9,542,660	\$12,021,658	\$66,464,827	\$20,057,334	\$46,407,493
Automotive & Filling Stations	\$146,799,453	\$86,254,092	\$60,545,361	\$201,802,383	\$185,089,165	\$16,713,218
Drugs & Misc. Retail	\$66,541,631	\$33,601,518	\$32,940,113	\$154,642,294	\$71,271,647	\$83,370,647
Agriculture & All Others	\$36,965,920	NA	NA	\$81,102,126	NA	NA
Manufacturers	\$2,355,452	NA	NA	\$24,028,567	NA	NA
Undisclosed*	\$0	NA	NA	\$27,840,168	NA	NA
Total	\$535,610,503	\$262,332,382	\$273,278,121	\$1,050,649,242	\$559,428,147	\$491,221,095

*Amounts for categories with under 4 taxpayers not disclosed by Department of Revenue

Source: Illinois Department of Revenue, Experian, and Valerie S. Kretchmer Associates, Inc.

The table illustrates the dynamics between Oswego's retail market and the O-M-Y submarket. Oswego has a higher surplus than the O-M-Y submarket for four specific retail categories which include: food; apparel; furniture, household, and radio; and automotive and filling stations. This value difference implies that Oswego has a greater surplus (larger retail sales and/or smaller retail demand) than Montgomery and Yorkville combined for these categories. In terms of food, Oswego's surplus of \$6 million is only a small percentage (13%) of the Oswego's total food sales, suggesting that Oswego's food surplus is relatively small. At the same time, the community's surpluses associated with apparel; furniture, households, and radio; and automotive and filling stations are moderately high, representing 41%-51% of retail sales. For these three categories, about a little less than half of the retail sales in Oswego are generated by non-Oswego residents.

Oswego's surplus is lower than the O-M-Y submarket surplus for the remaining four retail categories which include: general merchandise; drinking and eating places; lumber, building, and hardware; and drugs and miscellaneous retail. For the drinking and eating, Oswego's surplus represents a relatively large share (80%) of the O-M-Y submarket's surplus, suggesting that a concentration of the submarket's drinking and eating surplus is in Oswego. The surplus also represents around 41% of Oswego's drinking and eating sales.

Oswego's reported surplus in the general merchandise; lumber, building, and hardware; and drugs and miscellaneous retail are a moderate share (25-43%) of the O-M-Y submarket's surpluses. However, Oswego's general merchandise surplus is relatively large, representing approximately 67% of the Village's sales for this category. Oswego's surpluses associated lumber, building, hardware, and drugs and miscellaneous retail are moderately high, representing 50%-56% of the sales for these categories. For these four categories, half to a majority of sales are generated by non-Oswego residents.

Retail Development Recommendations

Oswego is a key retail center for the Kendall County. The Village should continue to invest in key pedestrian, bicycle, and vehicular accessibility; landscaping; and signage to help its areas remain competitive and consumer friendly. Additionally, the Village should focus on strengthening its commercial nodes.

Perhaps the greatest concern within the retail subareas is the vacant Dominick's along Route 34. During the creation of this report, Dominick's parent company Safeway, announced that it would be closing all of its stores in the Chicagoland area. As groceries are a stable in retail expenditures, it is realistic another grocery store could fill the space.

Another concern is the re-tenanting of the empty Lowe's store, which is 117,000 square feet. At the time of this report, Lowe's has begun to negotiate a sale of its property. If the sale falls through, another warehouse club would be an ideal use of the building given its current physical configuration. However, other warehouse stores are located not too far from the site; Costco is approximately nine miles northeast on Route 59 in Naperville and a new Sam's Club is opening in neighboring Montgomery. Another possibility would be a combination store such as a Marshalls/Home Goods store. However, these types of combination stores would not use all the Lowe's space and several national chains are already established in Oswego or in other shopping centers in Montgomery and Yorkville. The major shopping centers in Montgomery and Yorkville include:

- Ogden Hill, with Menards, Office Depot, J.C. Penney and Walgreens, is the most significant of these competitors. It is on the northeast corner of the intersection of Routes 30 and 34 near the Oswego border, and is undoubtedly patronized by many Oswego residents.
- Orchard Crossing, on Orchard Road in Montgomery, has another Wal-Mart Supercenter, along with Aldi, banks, and fast food restaurants.
- To the southwest of Oswego, Yorkville's Kendall Marketplace, on Route 34 west of Route 47, has 745,000 square feet, and includes Target, Home Depot, Kohl's, Dick's, Marshall's, and PetSmart. Yorkville also has Menards and Aldi. This center still has a considerable amount of available vacant in-line space.

The future of Orchard Road is another concern. Development and progress in this subarea abruptly halted with the economic downturn. A new Metra station along Orchard Road would prompt plans for transit-oriented development (TOD) which could include

retail, office, and residential development. However because it is uncertain when and if the Metra station will be constructed, all recommendations should focus on optimizing the subarea's commercial potential given its current footprint and population growth trend, but not preclude a Metra station and TOD development.

Given that framework, the future of Orchard Road should be somewhat flexible to the market demands. As the housing market revives and new households come to the community, there will be additional demand for retail as well as medical and related services. Businesses meeting this demand can occupy space in the Orchard Road subarea as well as in other vacancies in Oswego. The Village should maintain access to Orchard Road as well as other centers. Signage that clearly identifies businesses without sacrificing visual standards should continue to be included in every retail center.

A final retail point of interest is the Studio Shops, which would add 9,500 square feet to the commercial inventory, which is proposed to be on the west side of the river. The developer has not secured tenants and the asking rent is \$25 per square foot. One option for the space includes a banquet facility, which would be an excellent use at this location.

Office and Industrial Subareas

The Village has 110 industrial buildings, and reportedly 42 office buildings, but only ten office buildings have any information on available space. The industrial spaces house a mix of light industrial, warehouse, storage, indoor recreational, and auto-repair businesses while most of the office space is occupied by financial, insurance, real estate and medical companies. Office buildings in Oswego are mostly single-story, but there are a number of two-story buildings. Building sizes range from 583 to 36,080 square feet and available office space sizes range from 1,200 to 8,062 square feet. Most buildings were constructed between the late 1980s and early 2000s. The majority of buildings have less than 10,000 square feet, including single-family homes that have been converted to business or professional uses.

Industrial and office space in Oswego are concentrated in the two industrial and office subareas: Kendall Pointe and Highland Business Center, and Stonehill Business Park.

Kendall Point and Highland Business Center Subarea. This subarea is a conglomerate of the Kendall Point industrial park and its nearby office and industrial users and the Highland Business Center and the adjacent area located at US Route 30 and Treasure Drive. Kendall Point enjoys relatively low vacancy rate and includes a mix of light industrial, warehouse, storage, and office spaces. Highland Business Center is another industrial park with mostly light industrial and office uses as well as several indoor recreational uses. Current indoor recreational uses include Bogie's Indoor Golf, baseball training, dance, and gymnastics. The subarea's current tenants include larger businesses such as UPS and Sherwin Williams paint (in Kendall Point), and Anfinen Plastic Molding (in Highland Business Center), but most are local/regional businesses serving Chicago's western suburbs.

Most of the office and industrial buildings in Kendall Point are classified as Class B, with a few Class C spaces, while Highland Business Center's buildings tend to be classified as Class C. In both areas, ceiling heights range from 14 to 30 feet, with most in the 18 to 24-foot range and buildings date from the early 1990s to 2008. Available spaces range from 8,568 to 19,000 square feet and are located within warehouses. Kendall Pointe also includes industrial condominiums for sale or lease.

Vacant parcels are found within and nearby Kendall Point and Highland Business Center and are zoned for commercial or industrial uses. The Village is currently working with

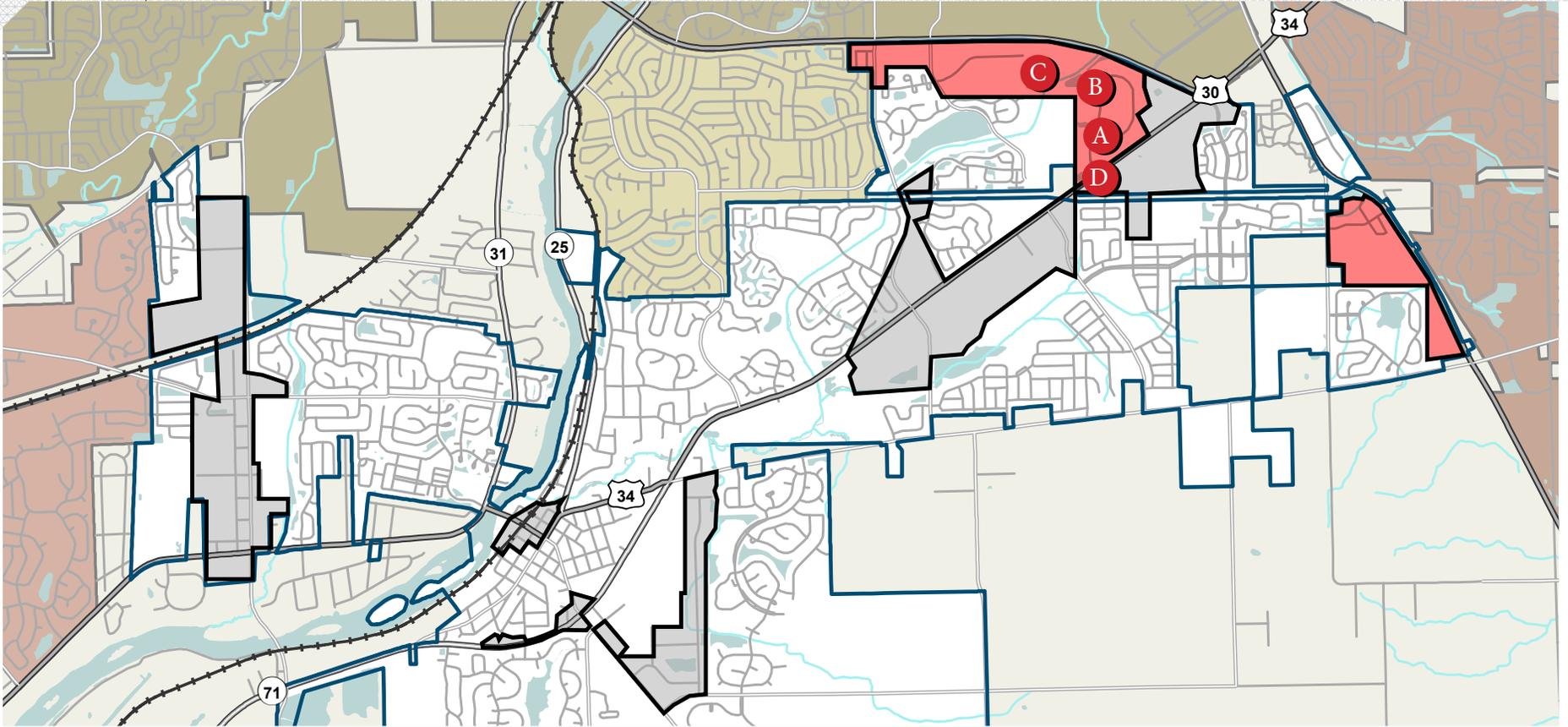
IDOT and property owners to create an extension from Kendall Point to US Route 30 which should help improve access and promote some of these vacant lots.

Stonehill Subarea. The Stonehill Subarea consists of an industrial park built in the mid-1980s and a business park that was started in 2000. Together, the two parks total 130 acres and 41 buildings. Specific uses within both parks include manufacturing, warehousing, auto repair, and distribution as well as professional office uses. The buildings are a mix of Class B and Class C structures with ceiling heights range from 14 to 25 feet, with most in the 16 to 22-foot range. Available industrial space varies from a 600 to 3,500 square feet while office space ranges from a couple hundred to 1,500 square feet.

There are several vacant parcels within both business parks. All of the lots zoned M-1 are sold, but many with B-2 commercial zoning are still to be developed. Virtually all remaining lots range in size from 1-2.4 acres.



Source: CMAP staff



KENDALL POINT AND HIGHLAND BUSINESS CENTER



Figure 6.14 Kendall Point and Highland Business Center Location

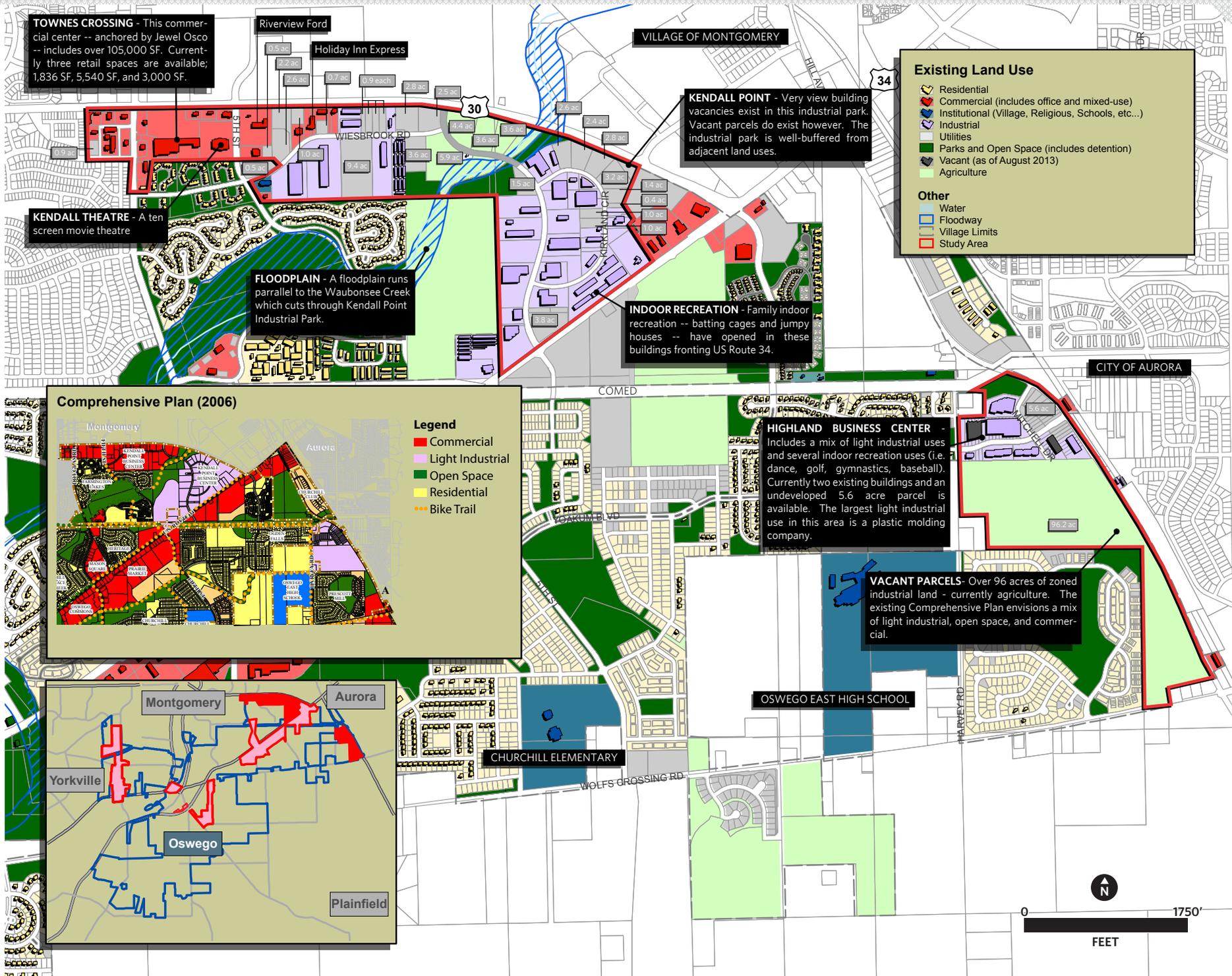


Figure 6.15 Kendall Point and Highland Business Center Land Use

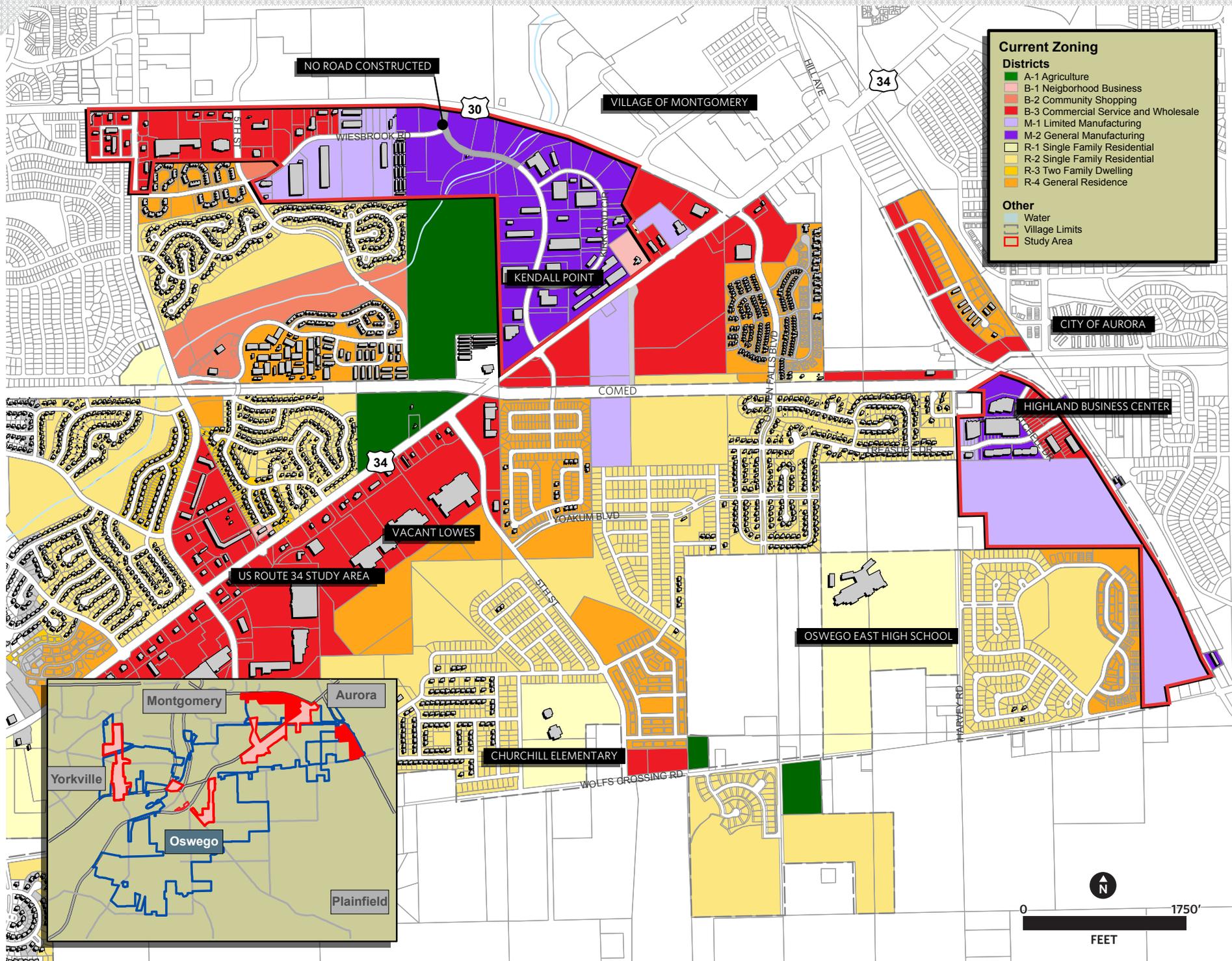
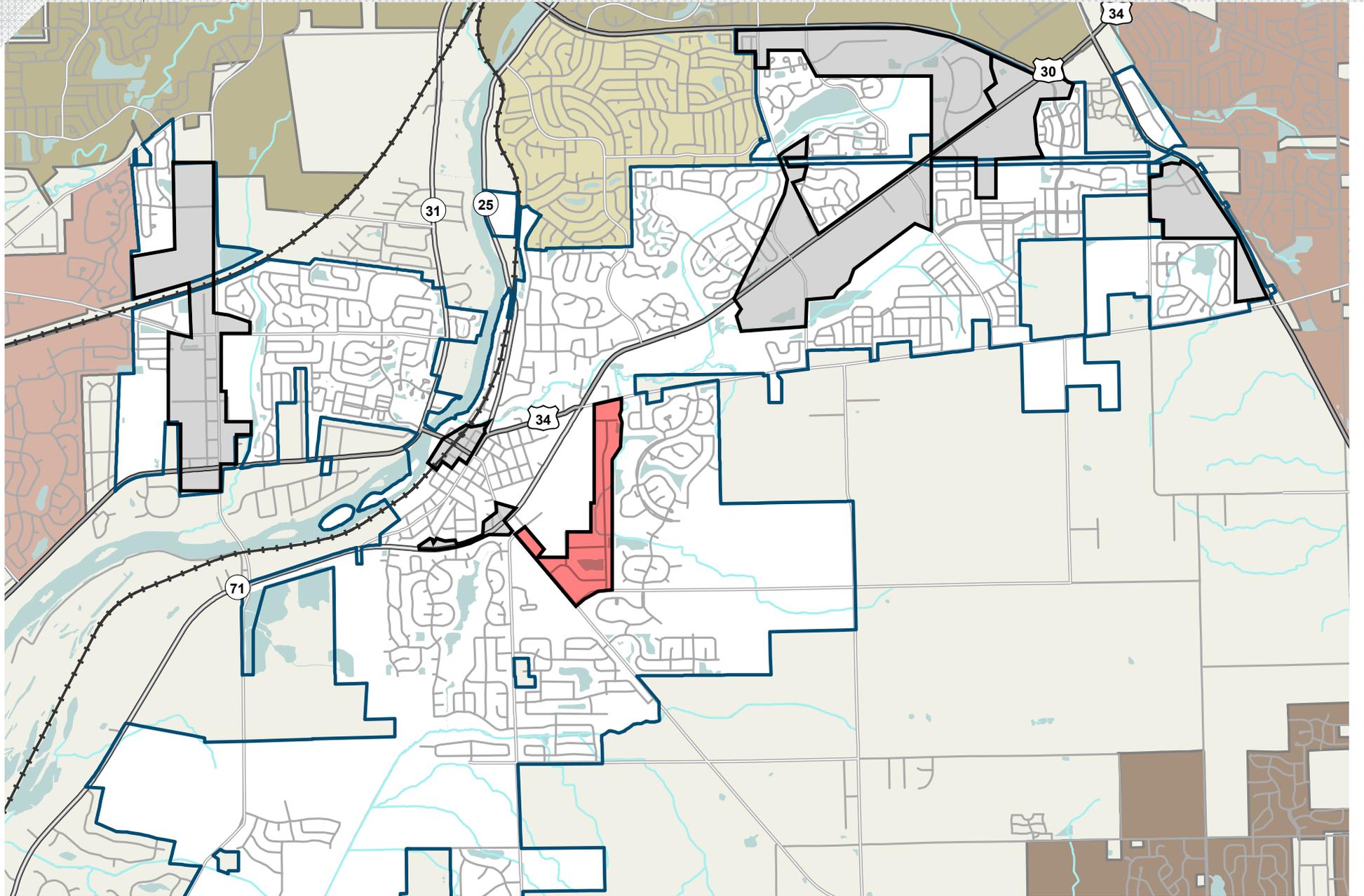


Figure 6.16 Kendall Point and Highland Business Center Current Zoning



STONEHILL

Figure 6.18 Stonehill Location

Current Zoning

Districts

- B-1 Neighborhood Business
- B-2 Community Shopping
- B-3 Commercial Service and Wholesale
- M-1 Limited Manufacturing
- M-2 General Manufacturing
- R-1 Single Family Residential
- R-2 Single Family Residential
- R-3 Two Family Dwelling
- R-4 General Residence

Other

- Water
- Village Limits
- Stonehill Industrial Park Study Area

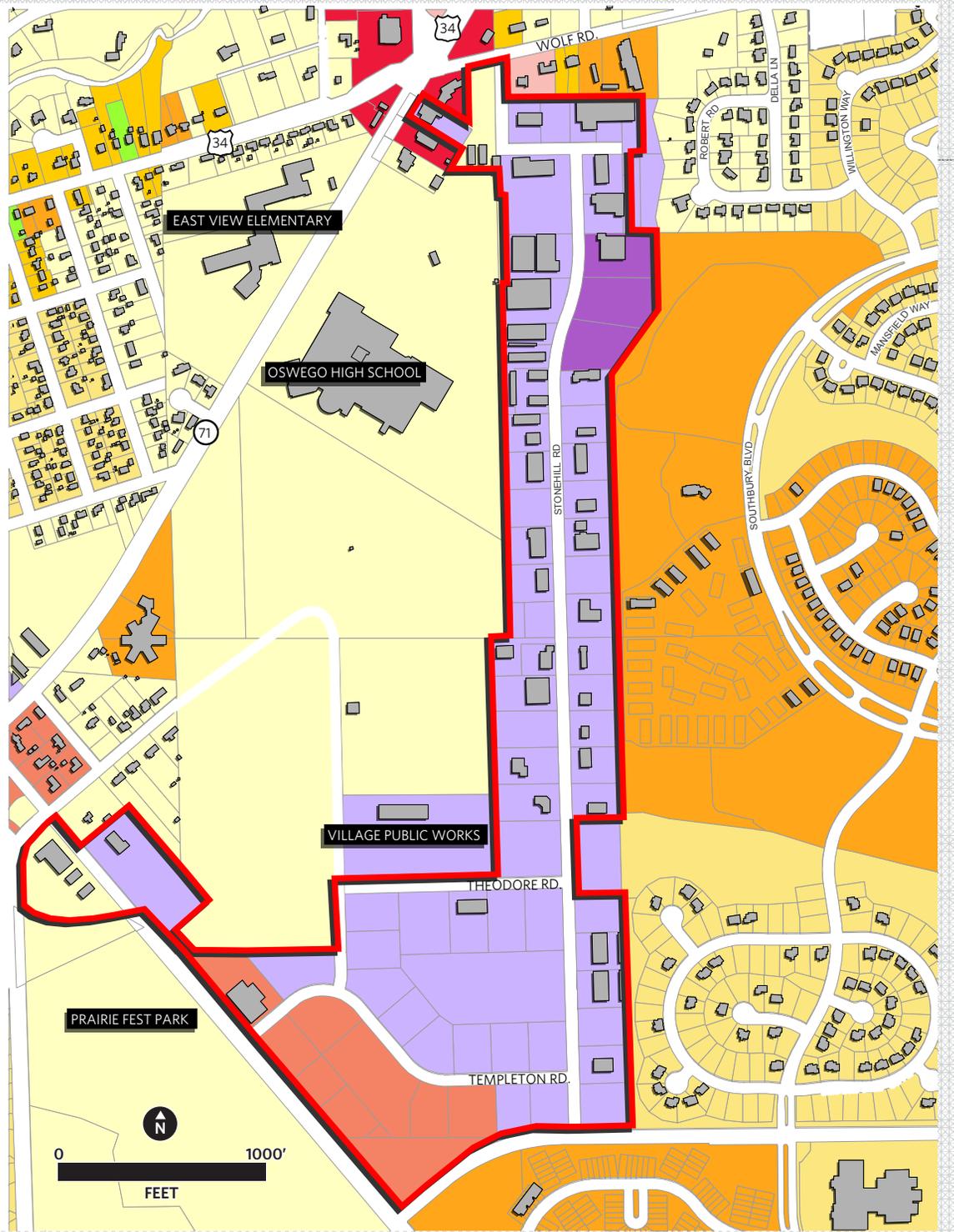
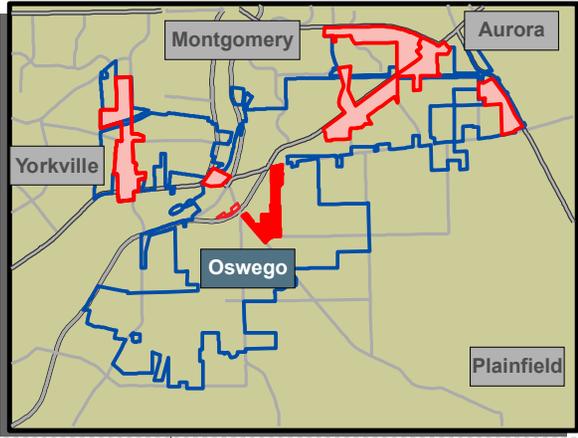


Figure 6.20 Stonehill Current Zoning

Existing Transportation

Transportation Features

- Principal Arterial
- Minor Arterial
- Signalized Intersection
- Existing Buildings
- Average Annual Daily Traffic (IDOT)

Other

- Water
- Village Limits
- Stonehill Industrial Park Study Area

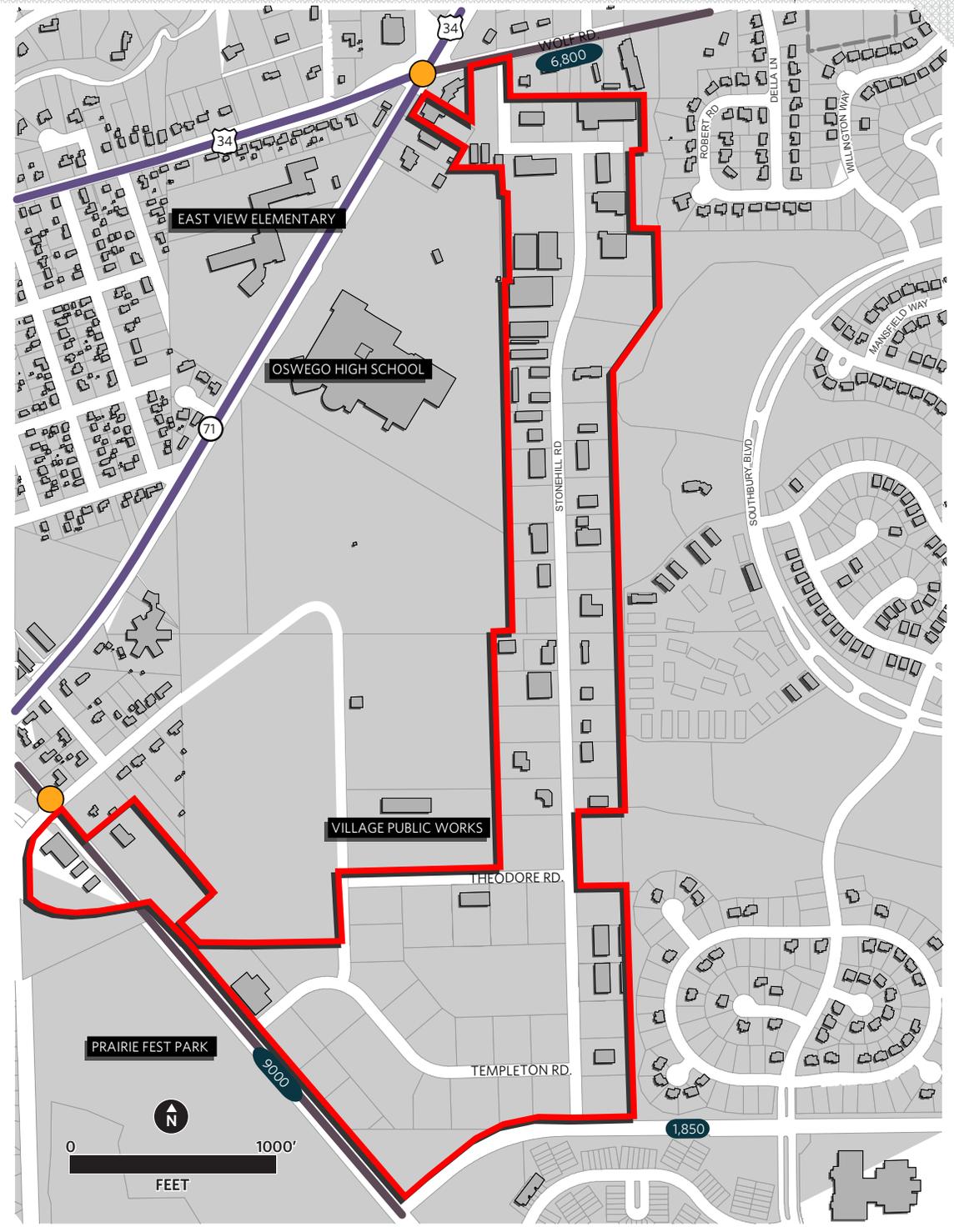
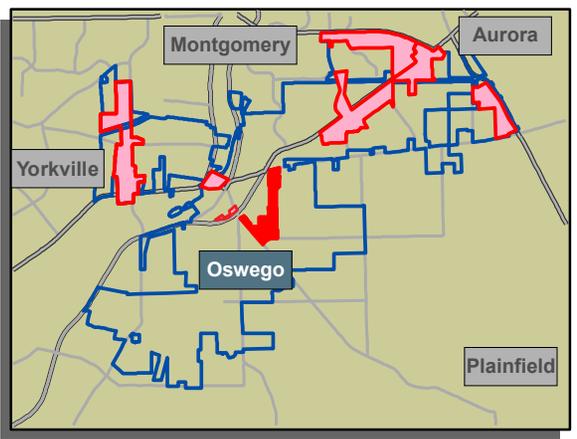


Figure 6.21 Stonehill Transportation

Office and Industrial Market Analysis

Regional Trends

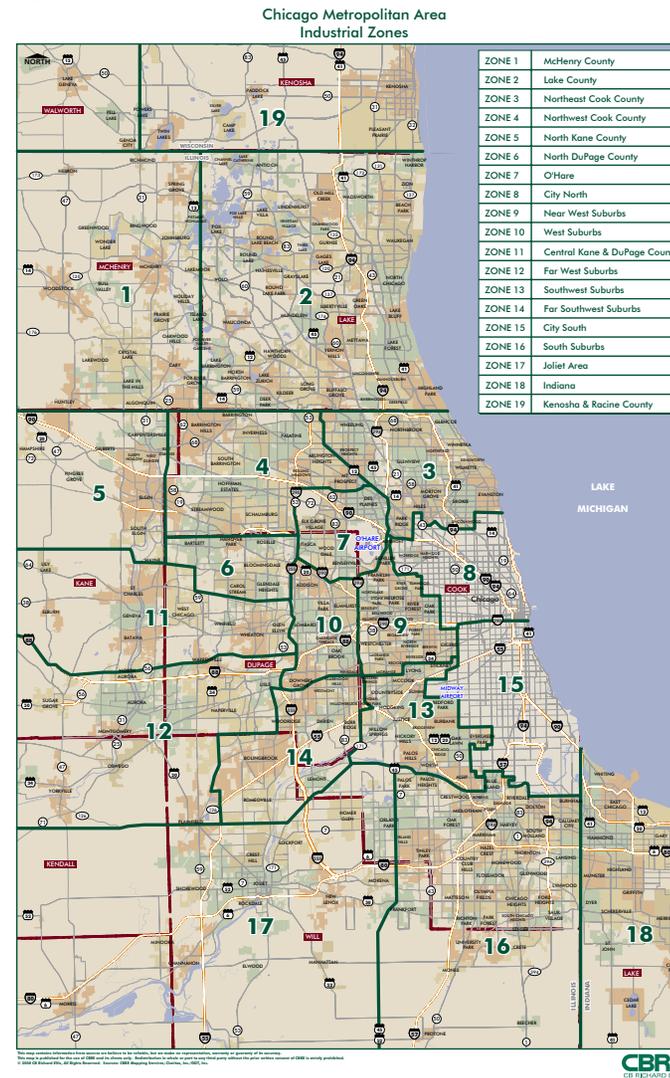
Industrial. As of the 2nd quarter 2013, the Chicago region had over 1.1 billion square feet of industrial space, with an average asking rent range between \$2.50 and \$10 per square foot. Relatively little space was added since 2009. With an improving economy and strong net absorption since 2011, the amount of available space is shrinking and rents are starting to rise. ¹ The availability rate in the 2nd quarter 2013 was 8.8%, compared with 11.5% in 2009. In 2012, nearly 55.5 million square feet of space were leased or sold. Speculative new construction is beginning once again. The resurgent industrial market reflects, in part, a re-thinking of offshoring that occurred in previous decades. The Chicago region has the transportation advantages of its central location, as well as a skilled labor force.

As shown on the Chicago Region Industrial Submarket map (**Figure 6.22**), Oswego is part of the Far West Suburbs Submarket. The Far West Suburbs has fared better than the region as a whole over the past four years, with generally lower vacancy rates than the region. At the end of the second quarter 2013, only 6.9% of the Far West Suburbs inventory was available with 82,350 square feet under construction. Rents in the Far West Suburbs Submarket are increasing, but the rent range is narrower than in the metro area as a whole.

Office. The suburban office market is not rebounding as quickly as the industrial market, although there are signs of improvement. Vacancy rates dropped 1.4 percentage points in the last year, but the direct vacancy rate is still above 20%, as shown in Table 6.9. ²

Office absorption and occupancy rates are directly related to the employment situation, and Illinois' unemployment rate remains above the national average. The state's fiscal problems create concerns for companies that might otherwise consider a move from outside the region, and existing companies are cutting back on their space holdings by reducing their per-employee office space standards. No new buildings are under construction in the Chicago suburbs.

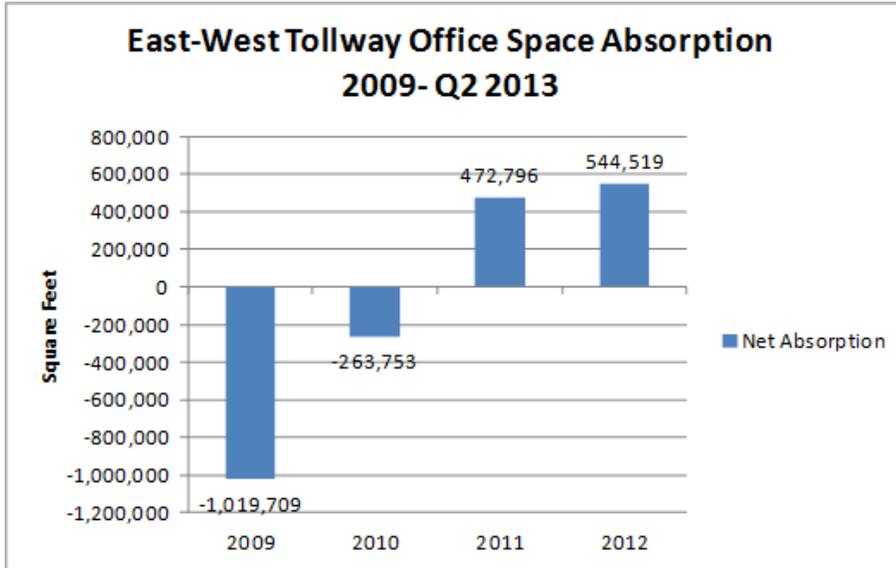
Figure 6.22 Industrial Submarket



¹ Available space includes vacant space, occupied space where tenants are not renewing leases, or space that may be available for sublet.

² Direct vacancy rates do not include space available for sublease.

Table 6.10. East-West Tollway Office Space Absorption 2009, Q2 2013



Source: CBRE

Submarket and Oswego Trends

Industrial. As of the 2nd quarter 2013, the O-M-Y submarket contained 251 industrial/flex buildings, with a total of nearly 12.7 million square feet of rentable space. Of this total, over 6.5 million square feet (51.5%) were located in Oswego. The average industrial building size in the submarket was 50,545 square feet; in Oswego, the average building was somewhat larger with around 59,000 square feet. The Western Aurora Submarket has 9.3 million square feet of industrial space, with an average building size of 49,362 square feet.

Neither the O-M-Y submarket nor the Village of Oswego has seen significant growth in its industrial inventory. Since the end of 2003, the amount of rentable industrial space has grown by 6.8% in Oswego and 5.2% in the O-M-Y Submarket. Since the end of 2007, 62,581 square feet of industrial space was added in Oswego. Net change in the Submarket totaled only 39,951 square feet, which suggests that space was removed from the inventory in Montgomery, Yorkville, or both. This situation was also seen in the Western Aurora Submarket, where the industrial inventory has contracted by 1.2% since the end of 2003. No industrial space was under construction as of the end of the 2nd quarter 2013 in the O-M-Y or Western Aurora.

Availability rates shown in **Table 6.11**, represent space available for direct lease or sublease, whether currently occupied or vacant. Total space availability rates are low in Oswego (only 4.0% at the end of the 2nd quarter 2013), but this has yet to translate into an active transaction market or approved plans for new construction. The availability rate in the Village is still higher than it was at the end of 2007, but the market was extremely tight at that time. In the O-M-Y sub-market, the current vacancy rate is only 7.2%, compared with 15.2% at the end of 2007.

Table 6.11. Industrial/Flex Market Comparison 2nd Quarter 2013

	Oswego	Montgomery-Oswego-Yorkville Submarket	West Aurora Submarket
Number of Buildings, 2Q 2013	110	251	188
Rentable Area (Sq. Ft.)			
2Q 2013	6,523,765	12,664,133	9,280,036
4Q 2007	6,461,184	12,624,182	9,326,436
4Q 2003	6,110,062	12,038,021	9,391,720
Change in rentable area,			
4Q2003-2Q2013	6.8%	5.2%	-1.2%
Under Construction, Sq. Ft.	0	0	0
Availability rate, %, 2Q 2013	4.0%	7.2%	10.0%
Availability rate, %, 4Q 2007	2.7%	15.2%	12.2%
Average asking rent, \$/SF			
2Q 2013	\$6.43	\$5.77	\$3.54
Average asking rent, \$/SF			
4Q 2007	\$5.64	\$3.69	\$3.77
Average asking rent, \$/SF			
4Q 2003	\$5.13	\$5.13	\$4.03
Peak rent	\$6.99	\$6.99	\$4.52
	(4Q 2012)	(4Q 2012)	(4Q 2005)
Low rent	\$4.35	\$3.36	\$1.50
	(2Q 2010)	(4Q 2008)	(2Q 2009)

Source: CoStar; Kretchmer Associates

Average asking rent for all types of industrial space is \$6.43 per square foot in Oswego, which is higher than the O-M-Y Submarket (\$5.77) and significantly higher than the Western Aurora Submarket (\$3.54). In Kendall Point, asking rents range from \$5.62 to \$7.00 per square foot, modified gross or industrial gross. Definitions vary, but gross

leases will include some operating expenses and utilities, but may have a “stop” above which the tenant pays future increases, such as higher property taxes or insurance costs. Sale prices range from \$3.85 to \$6.95 per square foot for property within Kendall Point.

Interviews with local industrial brokerages suggest that Oswego has a difficult time competing for large industrial space users because of its distance from the Tollway. While improvements to Orchard Road certainly help the Village’s competitive position, the trip to the Tollway is still 15 minutes. Most of the Village’s road network is unable to accommodate the volume of truck traffic that would be generated by high-cube warehouses with 30 to 36-foot ceiling heights and dozens of docks. The national and international corporate users who need such space would not be attracted to the existing industrial product in Oswego.

Office. Office market conditions are much weaker than the industrial market. As seen in **Table 6.12**, the O-M-Y submarket contains 873,400 square feet of space in office buildings, a far smaller inventory than was seen for industrial properties. Of the 116 office buildings in the sub-market, 42 (36.2%) are in Oswego. The Village’s inventory of 279,355 square feet accounts for 32.0% of the rentable space. There are no sizable multi-story office buildings in the Village and all of the space is listed as Class B and C. Properties listed in the Co-Star database with available space all have one or two stories.

Oswego’s inventory grew by just over 50% between the end of 2003 and mid-2013. The total O-M-Y Submarket inventory grew nearly as fast (47.4%). The Western Aurora Submarket’s office inventory consists of nearly 1.6 million square feet of rentable area, but shrunk in size during the recession by 46,500 square feet. Net change from 2003 to mid-2013 was only 1.2%. No new office construction is underway. Vacancies have increased for Oswego and the O-M-Y Submarket but have declined in the Western Aurora Submarket.

At mid-2013, office vacancies in both Oswego and the O-M-Y Submarket were higher than they were prior to the recession. Nevertheless, asking rents in Oswego recently rose above those seen at the end of 2007, perhaps because of new properties that came on line in 2008. In contrast, rents fell in the O-M-Y and Western Aurora Submarkets, where the vacancy rate has also fallen as low-rent space was absorbed. All three areas shown in the table have been unable to reach their peak rents.

It must be kept in mind that the average asking rent during any individual quarter is a reflection of the location, age, quality, and space characteristics of available spaces at that time. In a small local market, the addition or removal of a few properties from the

availability list, or incomplete information regarding asking rents, could dramatically influence the averages.

Table 6.12. Office Market Comparison, 2nd Quarter 2013

	Oswego	Montgomery-Oswego-Yorkville Submarket	Western Aurora Submarket
Number of Buildings, 2Q 2013	42	116	126
Rentable Area, Sq. Ft.			
2Q 2013	279,355	873,400	1,596,813
4Q 2007	218,026	779,560	1,643,313
4Q 2003	185,939	592,723	1,577,185
Change in rentable area,			
4Q 2003-2Q 2013	50.2%	47.4%	1.2%
Under Construction, 2Q 2013	0	0	0
Availability rate, %, 2Q 2013	18.3%	16.1%	9.40%
Availability rate, %, 4Q 2007	11.9%	13.9%	20.70%
Average asking rent, \$/SF			
2Q 2013	\$21.44	\$16.13	\$12.84
Average asking rent, \$/SF			
4Q 2007	\$15.61	\$21.03	\$18.55
Peak rent	\$25.22	\$23.11	\$19.48
	(3Q 2011)	(1Q 2004)	(3Q 2007)
Low rent	\$12.00	\$11.93	\$12.65
	(2Q 2007)	(1Q 2007)	(1Q 2013)

Source: CoStar; Kretchmer Associates

Office space users in Oswego tend to be local professional practices, including medical offices, clinics, health care providers, and businesses that serve the local resident population (banks, insurance agents, accountants, tutors, etc.). A resumption of homebuilding activity, which would increase the resident population and household base, would help stimulate demand for more office space in Oswego. Corporate users prefer locations closer to the Tollway and in well-known business parks.

Industrial and Office Development Recommendations

Overall, the industrial market is rapidly recovering, both in the region as a whole and in Oswego. The industrial space in Oswego has is in moderate condition (mostly Class B and C) and its lack of proximity to either I-88 or I-55 limits its ability to attract national or international corporations engaged in manufacturing or warehousing.

Oswego's vacant land and large business parks are suitable for light manufacturing, regional distribution/warehousing, and showroom space and are attractive for to local and regional manufacturing and warehousing businesses. Analysts predict that Oswego's inventory should be very competitive as the economy improves and existing space inventory shrinks.

At the present time, the office market is the weakest of all the commercial space markets, both regionally and in the O-M-Y Submarket. Oswego is not seen as a prime location for corporate campuses or regional headquarters office buildings. Rather, it is attractive to professionals and other service providers who cater to the local population and small businesses in the far west suburbs. Renewed residential growth would ramp up demand for office space from these businesses.

Medical care and service is one potential office use. Currently Oswego's major medical facilities are Dreyer Clinic in the Stonehill Business Park, and the Kendall Pointe Surgery Center (on Route 34 at 5th Street), as well as Edwards Hospital (offering immediate care) on Orchard Road. Medical practices can build off these facilities as well as nearby Rush Copley Medical Center. As more of the residential lots in the Orchard Road area are developed, demand will increase for medical and related services.

Given the struggling office market, it is advised for the community not to build additional office parks until current space is absorbed.

Downtown

Downtown is a historical and iconic symbol of Oswego. The older buildings, pedestrian-oriented streets, parks and Fox River generate a charming atmosphere. The majority of stakeholders expressed their vision for the Downtown to be an attractive, lively, mixed-use center with open space, and wanted to strategize how to garner support and redevelopment for this subarea.

Downtown Recommendations

Drawing from the retail, office and industrial market analyses discussed above, the Downtown should focus on attracting specific niches of the retail and office market along with preserving open space. In terms of retail, the Downtown should look to expand its mix of restaurants and cultural/entertainment facilities, taking advantage of the waterfront setting and historic character. The goal for Downtown is not to become the shopping hub, as stores already operating on Route 34 serve this purpose. The goal should be to invest in the Downtown as an icon of community pride and livability by expanding on the assets currently in place such as the library and Main Street businesses like the Village Grind coffee shop. This part of Oswego's identity will be important in differentiating the community as the housing market continues to recover.

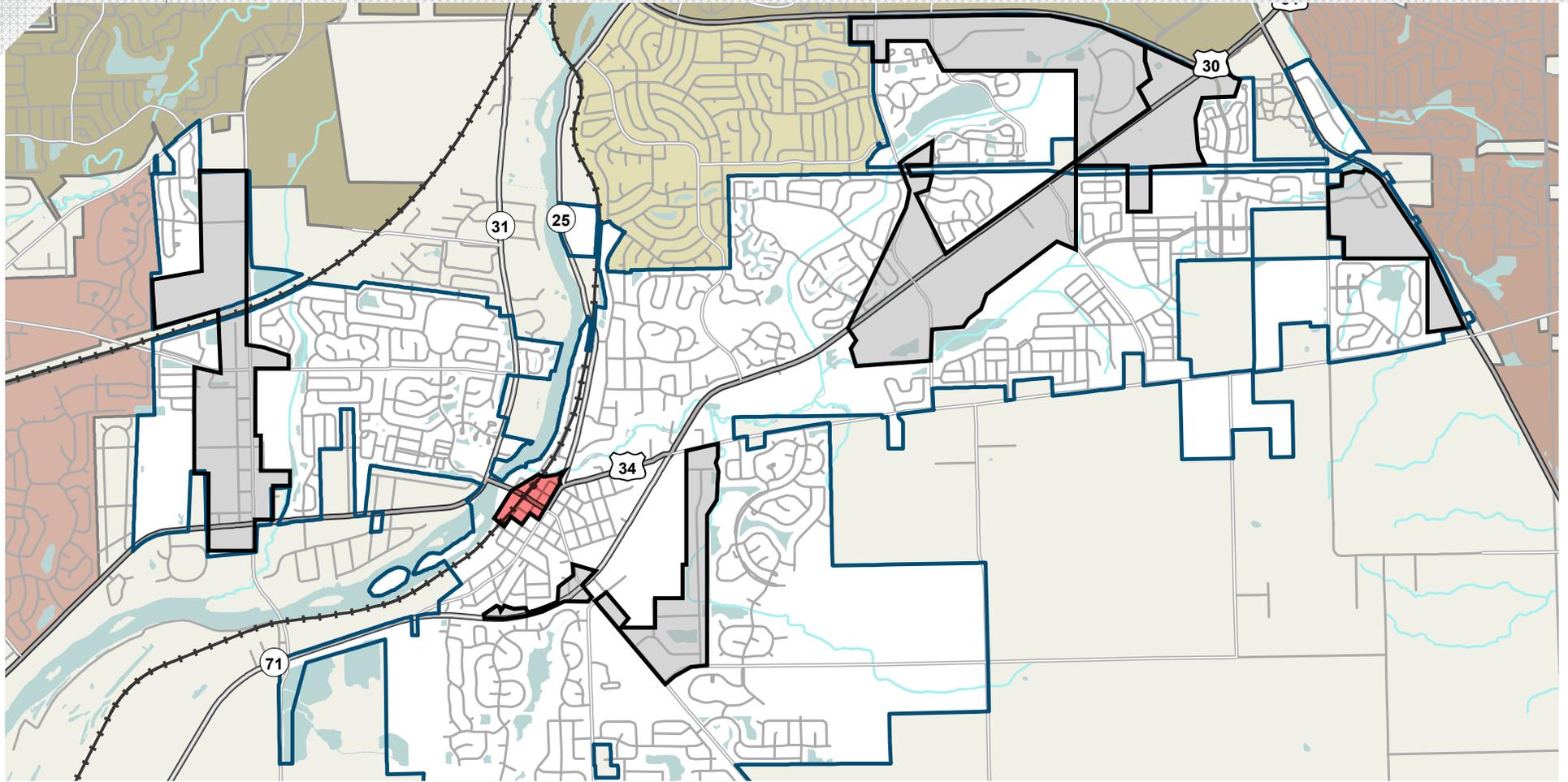
A secondary use for the Downtown is office space. The Village should encourage these professionals and other office users to locate in the Downtown's buildings. Given the older space and buildings, such office space is conducive to smaller office users such as smaller firms lawyers, accountants, insurance, and real estate professionals. Due to its smaller size, and unique environment, office space here will complement not compete with the office space located in other areas of the community.

The vacant lumberyard is a key redevelopment site for the Downtown. The site should be considered for a mixed-use retail and residential development. Market-rate apartments could be appropriate and would bring more people to patronize Downtown businesses. Although the site has been proposed for a parking deck, this specific use would fail to optimize the site's ability to connect the Downtown to the riverfront. Redevelopment of this site will also be impacted by floodplain encumbering a small portion of the property (northwest corner).

Two good examples of successful downtowns include Geneva and St. Charles. Both downtown areas have created a successful synergy of retail, office, and residential space and utilize the Fox River as a unique and focal point. The success of both downtowns can be attributed to its preservation and adaptive reuse of historic and architecturally significant buildings, prioritizing tradition development patterns catering to pedestrians rather than automobiles, promoting infill residential development, investing in the downtown infrastructure and streetscapes, and collectively market and promote the downtown. Yorkville has also made various improvements to enhance its downtown. The community has attracted professional service firms that want quick access to county offices and the courthouse. In addition, several retail businesses have expanded such as The Cobblestone Bakery and Restaurant and a new Mongolian stir-fry restaurant has opened. Oswego can look to these downtowns as a models for investment and redevelopment.



Source: CMAP staff



DOWNTOWN



Figure 6.24 Downtown Location

HUDSON CROSSING PARK

Hudson Crossing Park & Oswego Bridge (6.0 acres) is a focal point of the Downtown. Features include: three picnic shelters, playground (handicap accessible), benches, sand area, drinking fountain, restroom, trails, fishing, canoe access, and is a concert/festival area.



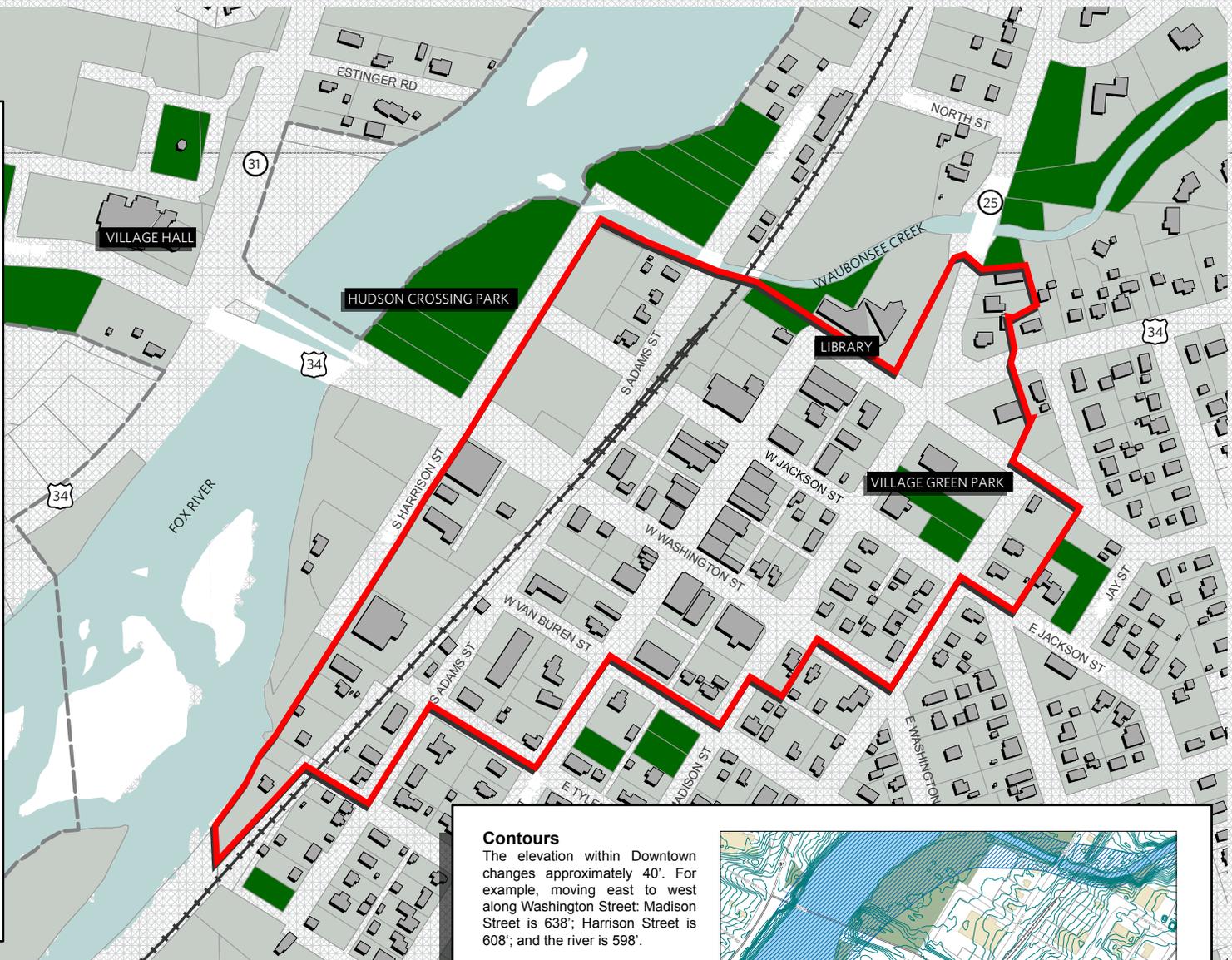
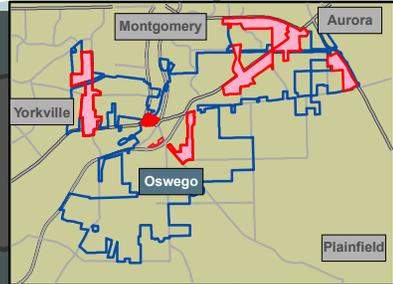
HISTORY

In 1835, the first settlers named the village Hudson after Hudson, New York. (In 1837, area settlers voted to change the name to Oswego.) In commemoration of the crossing that gave Oswego its beginnings, and the original name of our village, the park was named Hudson Crossing Park. The arches over the limestone columns at the entrances to the park were designed to depict a wagon wheel passing through the waters of the Fox River.

Hudson Crossing is a site unique in its history, transformation, and application. Beginning in the early summer of 1900, the Aurora Elgin & Chicago interurban trolley line crossed the Fox river on a steel bridge supported by limestone piers dating back to shortly after the Civil War (1867). To the north, near the mouth of the Waubonsie Creek, the Hopkins Saw Mill provided lumber for some of the Oswego's earliest buildings. The Illinois Department of Transportation replaced the trolley bridge with an automobile bridge in 1994. The old bridge was renovated and preserved by the Oswego-Land Park District as a bicycle and pedestrian bridge. (Source: Oswego-Land Park District)

Existing Environmental Features

- Parks and Open Space
- Other**
- Water
- Village Limits
- Downtown Study Area



Contours

The elevation within Downtown changes approximately 40'. For example, moving east to west along Washington Street: Madison Street is 638'; Harrison Street is 608'; and the river is 598'.

According to some property owners this grade change has impacted redevelopment along Washington Street due to some difficulty in accommodating ADA requirements.

The contour map shows the 2' contour lines within the Downtown area - including floodplain, parks and building footprints.

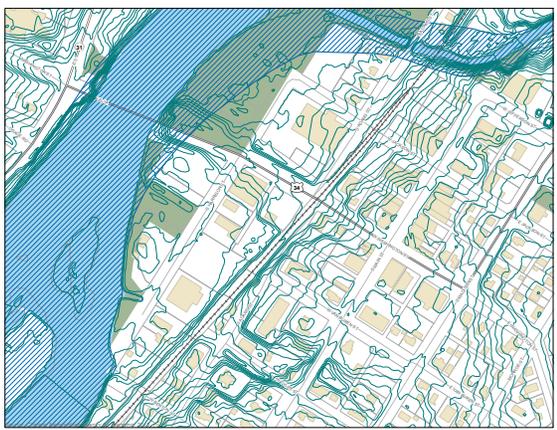
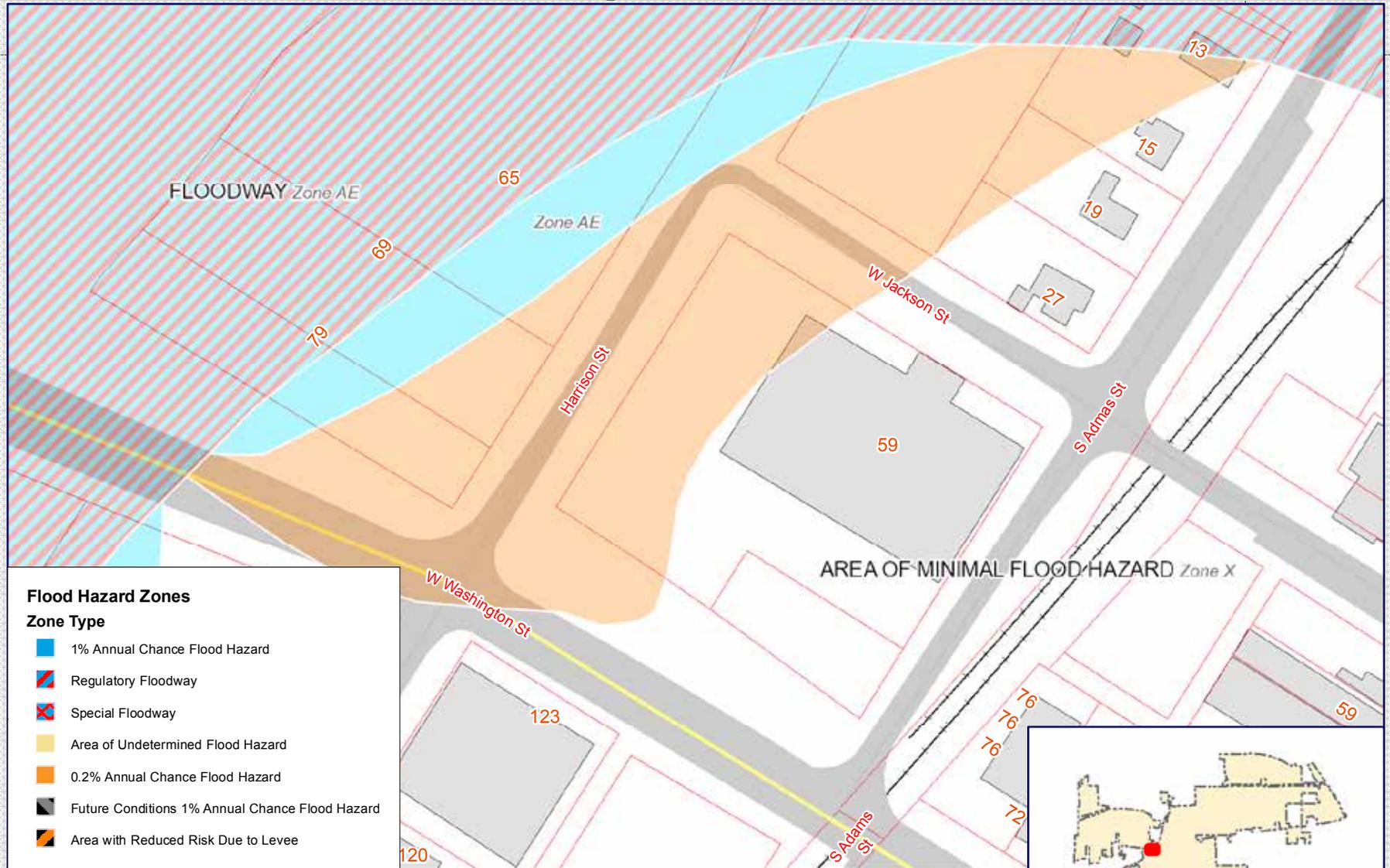


Figure 6.26 Downtown Environmental Features

Flood Hazard Layer for 59 S. Adams St.

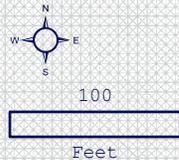


Flood Hazard Zones

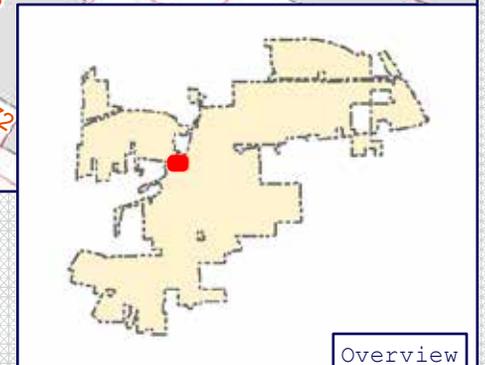
Zone Type

-  1% Annual Chance Flood Hazard
-  Regulatory Floodway
-  Special Floodway
-  Area of Undetermined Flood Hazard
-  0.2% Annual Chance Flood Hazard
-  Future Conditions 1% Annual Chance Flood Hazard
-  Area with Reduced Risk Due to Levee

Date Printed: 2/20/2014



The requested map will be created for study purposes only. Please refer to the official recorded plats or deeds for the actual legal descriptions and property dimensions. No liability is assumed for the accuracy of the data delineated herein, either expressed or implied by the Village of Oswego or its employees. This work is protected by the United States Copyright Act of 1976 (17 U.S.C. Sec101 et seq). You are not permitted to use and/or reproduce any part of a copyrighted work of the Village of Oswego in violation of Federal Copyright Law. Doing so may result in prosecution under such law. If you wish to use property in which the Village of Oswego owns a copyright, you must obtain written permission through the Community Development Department in the Village of Oswego, located at 100 Parkers Mill, Oswego, Illinois 60543.



Overview

Figure 6.27 Approximate Floodplain in the Downtown

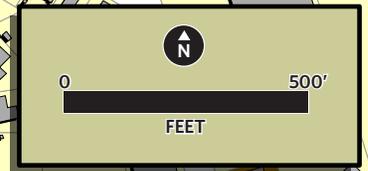
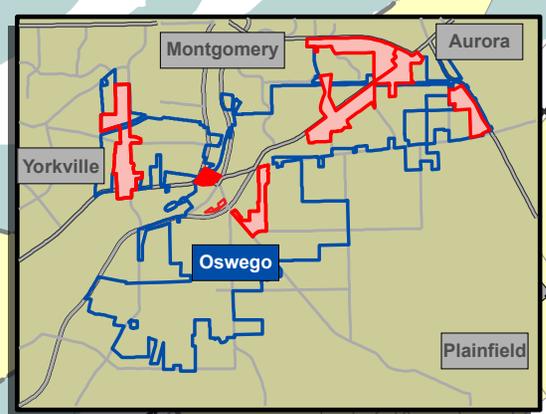
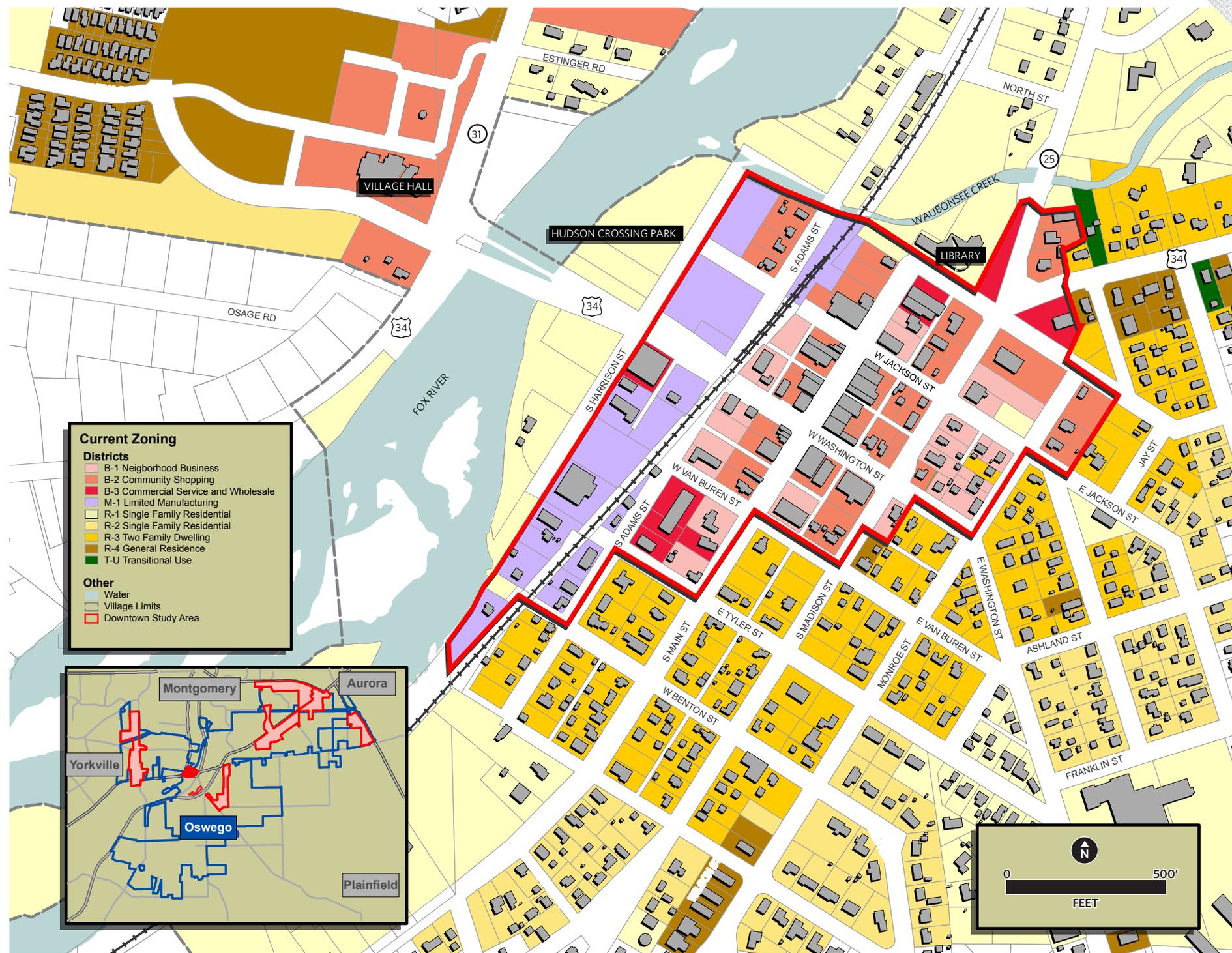


Figure 6.29 Downtown Current Zoning



Chapter 7

Moving Forward

This section includes goals and implementation strategies that the Village should consider moving forward to support and improve community and economic development in the community. The recommendations are based upon the previous sections that have outlined the Village's issues, opportunities and strengths for its commercial and industrial areas.

Goals and Implementation Strategies

1. Update the Village's Comprehensive Plan.

The Village should continue to move forward in creating a new Comprehensive Plan that builds from this analysis and its recommendations. Specific focus should be on:

- ***Creating a vision for the Orchard Road Corridor.*** As noted in this analysis, the original vision for the Orchard Road Corridor described in the 2006 Comprehensive Plan was a large commercial, industrial, and residential center. As the market conditions have changed, a new scaled-back mixed-use center would be appropriate. During the comprehensive plan process, the Village should consider if this concept is compatible with the vision set forth by community stakeholders and is appropriate in the community-wide context.

Either way, the vision should allow for but not rely upon the Metra Station. The Village should continue to work with other agencies such as the RTA, Metra, and Kendall County to determine the feasibility of a Metra Station. Obstacles

such as Metra/RTA's financial constraints and Kendall County location outside RTA's jurisdiction present challenges in the development of the Metra Station. Consequently, the Village plans should not depend upon but also not preclude a Metra Station and its accompanied development.

- ***Creating a vision for Downtown Redevelopment.*** The Village Board should continue to work towards a shared vision of the Downtown, which would include resident and business owner input.

A key part will be examining its parking demand and supply. The village should continue to conduct its annual downtown parking analysis which will identify any potential parking issues. It is also advised to implement a recommendation from the Village's current Downtown Plan that suggests the Village to combine various scattered parking lots. The Downtown Plan also recommends constructing new directional signage to assist visitors in finding existing parking spaces more easily.

- ***Promoting infill development.*** As described in this analysis, the projected population growth will equate into an increased demand in goods and services, which will attract more office and retail uses. The greatest challenge as outlined in earlier sections is the former Lowe's property which is suitable for another warehouse club use and/or combined retail use. Analysts predict that as the economy recovers and the industrial market will tighten and several industrial properties in Oswego will become occupied.
- ***The comprehensive plan should identify capital improvements where applicable.*** The village's upcoming comprehensive plan update should include necessary capital improvements to support its future land use pattern, as well as its future transportation system. Within the comprehensive plans implementation strategies there should be potential funding sources, and partnerships that could help to pay for new improvements.

- **Revising land use, zoning, and other regulatory changes as necessary.** Based upon the results of this analysis and the future visions for the corridors and subareas, the Village should update its overall future land use plan and ultimately its zoning map after the Comprehensive Plan is adopted. Although preliminary land use recommendations are discussed in this report, the intent is to assist the Village in their upcoming Comprehensive Plan that will include a future land use plan.

2. Implement Effective Economic Development Incentives

The Village has expressed interest in analyzing potential economic development incentives to attract businesses in the area. A list of such incentives is found in the Appendix. CMAP recently released a report, *Examination of Local Economic Development Incentives in Northeastern Illinois* which analyzes the use and impact of economic development incentives. The report also provides several key findings and for communities to consider when implementing economic development incentives. Findings from that report and other site selection research are discussed below.

Typically when a business decides to move or expand, it embarks on a site selection process which first begins at a broader geography such as state, region or county and then narrows down to specific communities. Specific factors are examined in this process which include but are not limited to real estate, transportation, taxes, labor, and utilities, and economic development incentives. Although businesses generally consider all of these factors, many communities solely focus on economic development incentives and offer incentives that are competitive with those offered by neighboring communities. This type of competition is advantageous for the business, but detrimental for the communities within the subregion as they undercut one another, and provide incentives that were potentially unnecessary.

For example, a business may decide to expand or move to the O-M-Y submarket, and decide that Oswego is the ideal community given its transportation infrastructure, labor market, and utility prices. Unaware of its leading position within the three-community submarket, Oswego may start offering economic incentives to lure the company triggering Montgomery and Yorkville to follow suit. In the end, the businesses is in an advantageous position and will choose Oswego and benefit from its economic development incentive, even though the company likely would have chosen Oswego with or without the economic development incentive. The local competition, a byproduct of

this process, runs contrary to collaborative regional planning. Neighboring communities, such as Oswego, Montgomery and Yorkville would benefit from working collectively to attract businesses rather than against one another.

Given that framework, there are times when an economic development incentive may be necessary to fulfill certain community goals and objectives.

Remediation of environmental contamination and redeveloping small parcels under separate ownership are other examples where an economic development incentive might be necessary to bridge the financial gap.

It is advised that if an economic incentive is offered, the incentive leads to broad and robust economic benefits. CMAP reports that many communities target incentives based upon future tax revenues and don't consider other economic factors such as number, quality, wages, and multipliers of the jobs being brought in by the desired business. Depending on the community's goals, some economic benefits may be viewed as more valuable than others, but all benefits and factors should be considered.

Finally, communities should continue to strive be business-friendly. Streamlining development processes, having available and updated ordinances and maps are inexpensive and effective strategies to attract developers and businesses. Oswego should be applauded for its business and developer-friendly processes and services, which is a factor in its current success in attracting and retaining businesses.

The considerations discussed above were integrated in the following strategies below:

- **Work with the Village of Montgomery and the United City of Yorkville to cooperate in economic development.** Given the upcoming Local Technical Assistance (LTA) project for the three communities, there may be an opportunity to begin to discuss how the communities could work together to assist each other and the larger area in terms of economic development efforts. As described above, this project can reduce unnecessary competition among the three communities and promote collaboration and cooperation.
- **Carefully evaluate when and if economic development incentives, including revenue sharing agreements should be utilized.** When Oswego makes the decision to support a specific development or business by providing an incentive, it is critical that this investment of public dollars supports community goals and community land use plans. Aligning incentives with community plans builds on the

analysis and public input that went into the plan, and ensures that public dollars are being invested in outcomes and land use patterns that are desired over the long term.

The Village should also comprehensively evaluate the economic impact of the desired business or development. Considerations could include the extent that the business or development would provide spillover benefits to that include number of jobs, job wages, job multipliers, as well as tax revenues. In addition, including clawback provisions in incentive agreements can also help protect community's investments in development. Some local governments include a number of requirements in incentive agreements, such as requiring the business or firm to stay in the community for a certain number of years, hire community residents, or maintain or modernize infrastructure.

3. Other Goals to enhance business attraction, retention, and development

- **Implement other goals to enhance business attraction, retention, and development in Oswego.** It is suggested that the Village should look into other initiatives other than direct financial incentives to help support economic development. These include:
 - Creating regulatory benefits such as an accelerated reviewed timeline or extra density to promote development in certain areas.
 - Evaluating and streamlining the building and business permitting and license review processes and fees.
 - Investing in transportation and stormwater maintenance and modernization projects to support economic development efforts.
 - Continuing and enhancing relationships with the Chamber of Commerce, local business leaders, the County, and neighboring communities to implement economic development strategies.

Implementation Plan

The following includes potential implementation strategies for the Village to undertake. These strategies are presented as a guide only, and implementation will likely depend upon the Village's Strategic Plan updates, staff work plans, and the upcoming Comprehensive Plan should include more detailed recommendations and implementation strategies. Because actions can change over time, the Village should remain flexible in the exact timing of the actions.

The implementation action matrix below provides a tabular summary of major actions that should be considered by the Village, describing the action, potential participants and resources.

- **Ongoing** – These actions should start immediately and should continue.
- **Short-term** – These actions should be initiated within the first two years.
- **Long-term** – These actions should be conducted between three to five years.

Several relevant actions have been included from portions of the Village's Strategic Plan and Downtown Plan that relate to specific implementation discussions in this analysis.

Table 7.1 Implementation Action Matrix

Action	Participant	Potential Resources	Timeframe
Overall Economic Development & Partnerships			
Determine the total retail and industrial land needed within the Village in the next 10 to 20 years.	Village Administrator/Economic Development Director/ Community Development Director	Existing Resources -Included in the Comprehensive Plan update	Long-term
Develop a list of possible funding sources available to developers interested in revitalizing properties	Economic Development Director. (Please note that this action is included in the Village's Strategic Plan.)	Existing Resources - Potential incentive strategies follow this section	Short-term
Annually invest in infrastructure projects that maintain and modernize the area, which will support economic development efforts.	Village Administrator/Economic Development Director/ Community Development Director/Public Works	Existing resources, grants, and/or developer contributions	Ongoing
Coordinate with the Village of Montgomery and the City of Yorkville to cooperate with economic development. This possible coordination can begin with the upcoming LTA program for "shared services" project that will begin in 2014.	Village Administrator/Economic Development Director	CMAQ Local Technical Assistance program.	Short-term
Establish and maintain regular lines of communication with retail, office, and industrial property owners through business visitations and broadcast newsletters.	Economic Development Director	Existing Resources	Ongoing
Maintain Economic Development webpages up-to-date with marketing information for prospective businesses and investors.	Economic Development Director	Existing Resources	Ongoing
Evaluate the fee structure to optimize the attractiveness of business attraction, retention, and development.	Community Development Director	Existing Resources	Short-term
Continue to partner with the Chamber of Commerce and other business associations to stimulate business growth and attract and retain local businesses in Oswego.	Economic Development Director	Existing Resources	Ongoing
Develop policies for consideration of revenue sharing agreements such as property tax and sales tax rebates	Economic Development Director. (Please note that this action is included in the Village's Strategic Plan.)	Existing Resources	Short-term

Table 7.1 Implementation Action Matrix Continued

Action	Participant	Potential Resources	Timeframe
Downtown Redevelopment			
Issue RFP's for redevelopment of Village-owned redevelopment sites	Currently recommended in the 2009 Downtown Plan.	Existing Resources	Short-term
Broker discussions between developers and willing property sellers.	Currently recommended in the 2009 Downtown Plan.	Existing Resources	Ongoing
Support efforts to redevelop Alexander Lumber site, with parking provided in an integrated manner.	Currently recommended in the 2009 Downtown Plan.	Existing Resources	Ongoing
Highlight and market the Fox River as a special downtown asset	Economic Development Director/Community Relations Manager. (Please note that this action is included in the Village's Strategic Plan.)	Existing Resources	Ongoing
Emphasize vacant and under-utilized property opportunities	Economic Development Director. Please note that this action is included in the Village's Strategic Plan.	Operating	Ongoing
Continue to market Village's Façade Improvement program and the Revolving Loan Fund program annually.	Economic Development Director and Community Development Director	Existing Resources	Ongoing
Continue to undertake an annual parking survey to determine parking needs/ issues.	Community Development Director	Existing Resources	Ongoing
Create downtown specific zoning districts.	Community Development Director	Existing Resources	Short-term
Develop a unified marketing strategy with design themes for the downtown, including signage.	Community Development Director	Existing Resources	Short-term
Pursue redevelopment of Harrison Street to transition manufacturing uses to commercial and residential uses	Community Development Director	Existing Resources	Short-term

Table 7.1 Implementation Action Matrix Continued

Action	Participant	Potential Resources	Timeframe
Orchard Road Corridor Visioning			
Create a vision for the Orchard Road Corridor in the Village's Comprehensive Plan Update.	Community Development Director	Existing Resources - Included in the Comprehensive Plan update.	Long-term
Establish an intergovernmental agreement with the Village of Montgomery regarding recruitment, marketing, and development of the Orchard Road corridor.	Village Administrator	Existing Resources	Short-term
If the findings of the currently ongoing RTA feasibility study for a potential Metra Station in Oswego determines that a Metra Station is feasible, work with agencies and Kendall County to bring a station to fruition.	Village Administrator	NA	Short-term and ultimate construction likely in the Long-term

Action	Participant	Potential Resources	Timeframe
US Route 34 Corridor Recruitment Strategy			
Target retailers who's leaking the most dollars to neighboring communities as well as goods and services desired by the community	Economic Development Director	Existing Resources	Ongoing
Annually identify what business types should be targeted to create economic diversity and sustainability in this corridor.	Economic Development Director	Existing Resources	Ongoing
Work with International Council of Shopping Centers to obtain retailer's expansion plans, trade area, and site selection criteria annually.	Economic Development Director	Existing Resources	Ongoing
Develop market and customer profiles (buying habits) and competition from stores nearby.	Economic Development Director	Existing Resources	Short-term
Continue to ensure the properties (building, signage, landscaping, parking areas) are well-maintained by the retail associations and businesses.	Community Development Director and Public Works Director	Existing Resources and private businesses/associations that need to be improved	Ongoing

Table 7.1 Implementation Action Matrix Continued

Action	Participant	Potential Resources	Timeframe
Business Parks - Retention & Marketing			
Annually work with the Kendall County Economic Development Alliance and the Illinois Manufacturing Extension Service to target regional and national light manufacturing and warehousing operations with an emphasis on quality job creation.	Economic Development Director	Existing Resources	Ongoing
Continue to work with IDOT to add a new signalized intersection at the intersection of Treasure Drive and US Route 30.	Community Development Director	Existing Resources	Short-term
Annually develop a target list of light industrial businesses and potential office users and aggressively market available properties to those businesses. Possible ways to market the properties realtors, business expos and potential national businesses at trade shows and conventions.	Economic Development Director	Existing Resources	Ongoing
Complete Weisbrook Road and connections to Route 30.	Village Administrator/Economic Development Director	NA	Short-term

Potential Incentive Strategies

As discussed throughout this report when the Village of Oswego makes the decision to support a specific development or business by providing an incentive, it is critical that this investment of public dollars supports community goals and community land use plans. Aligning incentives with community plans builds on the analysis and public input that went into the plan, and ensures that public dollars are being invested in outcomes and land use patterns that are desired over the long term.

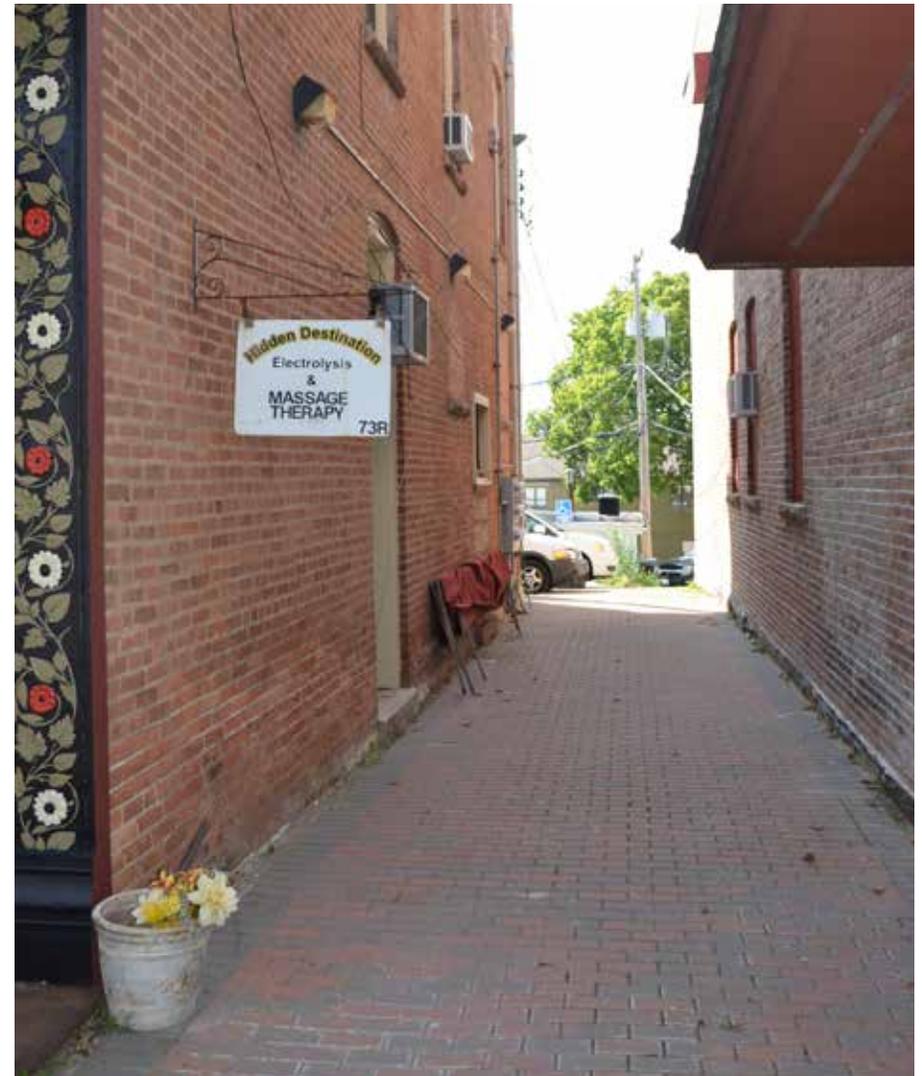
Although a more detailed discussion of the economic incentives available to the Village are included in the **Appendix E**, the following are the possible incentives that the Village may consider to assist in development within each of the subareas discussed in this report. It is important to note, that these are only potential strategies that may be considered and that each potential development or business should be more thoroughly vetted to even determine if assistance from the Village is necessary.

Table 7.2 Potential Incentive Strategies for Development

Subarea	Potential Lead	Possible Incentive
Retail and Commercial Corridors: US Route 34, Route 71 and Orchard Road Corridors	Village	Impact fees Property tax abatements Recapture agreements Sales tax rebate agreements Special assessments Special service areas Business district Tax increment financing Façade Improvement Program Revolving Loan Fund Program
	County	Kendall County Revolving Load Program Kendall-Grundy Department of Community Action Microloan
	State of Illinois	Illinois Venture Community Action Microloan Illinois Finance Authority EDGE Tax Credit Program Illinois Small Business Job Creation Tax Credit
Industrial Subareas: Kendall Point, Highland Business Center Subarea and Stonehill	Village	Impact fees Property tax abatements Special assessments Special service areas Business district Revolving Loan Fund Program
	County	Kendall County Revolving Load Program Private Activity Bonds Kendall-Grundy Department of Community Action Microloan
	State of Illinois	Illinois Venture Community Action Microloan Illinois Finance Authority EDGE Tax Credit Program Illinois Small Business Job Creation Tax Credit

Table 7.2 Potential Incentive Strategies for Development Continued

Subarea	Potential Lead	Possible Incentive
Downtown	Village	Impact fees Property tax abatements Recapture agreements Sales tax rebate agreements Special assessments Special service areas Business district Tax increment financing Façade Improvement Program Revolving Loan Fund Program
	County	Kendall County Revolving Load Program Kendall-Grundy Department of Community Action Microloan
	State of Illinois	Illinois Venture Community Action Microloan Illinois Finance Authority EDGE Tax Credit Program Illinois Small Business Job Creation Tax Credit



Source: CMAP staff



Brew At The Bridge

Saturday, September 21, 1-7pm
Hudson Crossing Park
For information visit
brewatthebridge.com

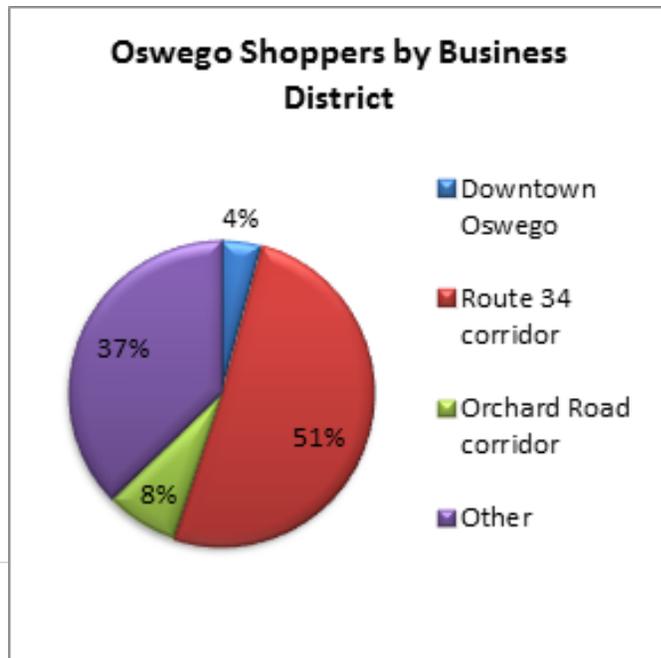
HUDSON
CROSSING
PARK

Appendix A

Consumer Survey Results

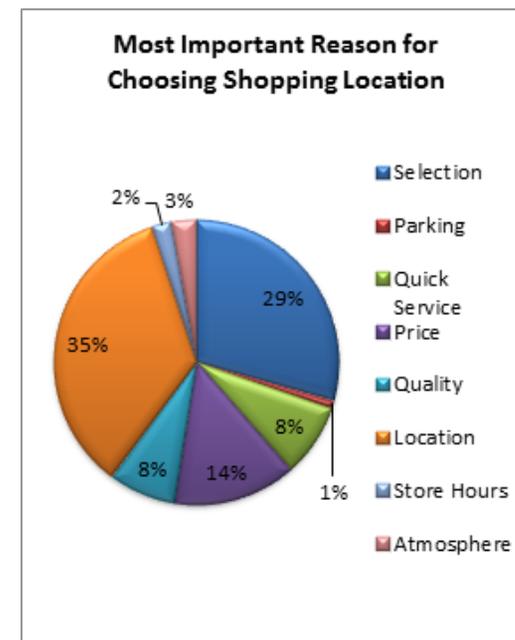
1. Where do people generally shop for a variety of goods and services?

Surveys asked respondents where they shop for a variety of goods and services including groceries, clothing, and services. Obviously, Route 34 offers extensive big-box shopping alternatives including many products and categories that cannot be purchased in the Downtown or in the Orchard Road corridor. The critical finding is about 37 percent of shoppers chose 'other' shopping areas, which may include several alternatives outside Oswego.



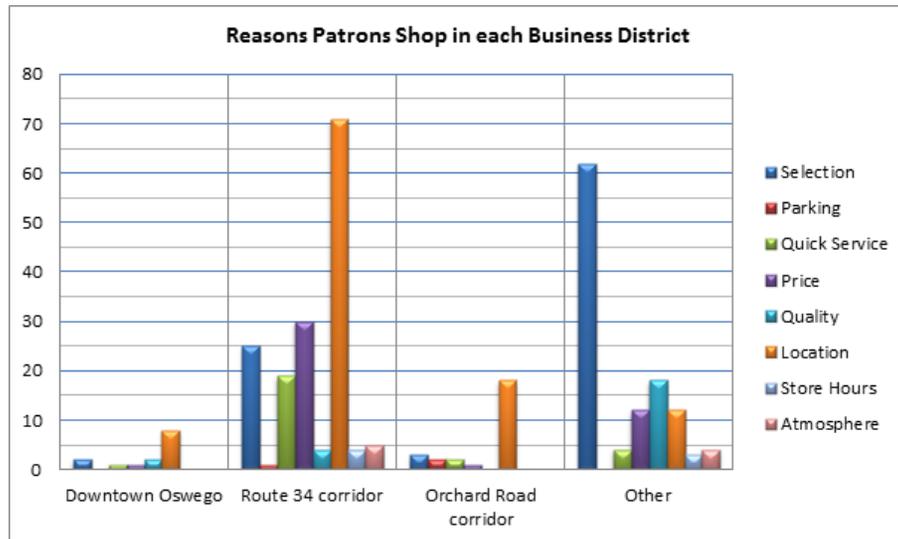
2. What is the most important reason for making purchases at various locations?

Shoppers were asked to indicate the most important reason for shopping at various locations. Again, most of the purchases were made in the Route 34 corridor primarily because of its location and selection



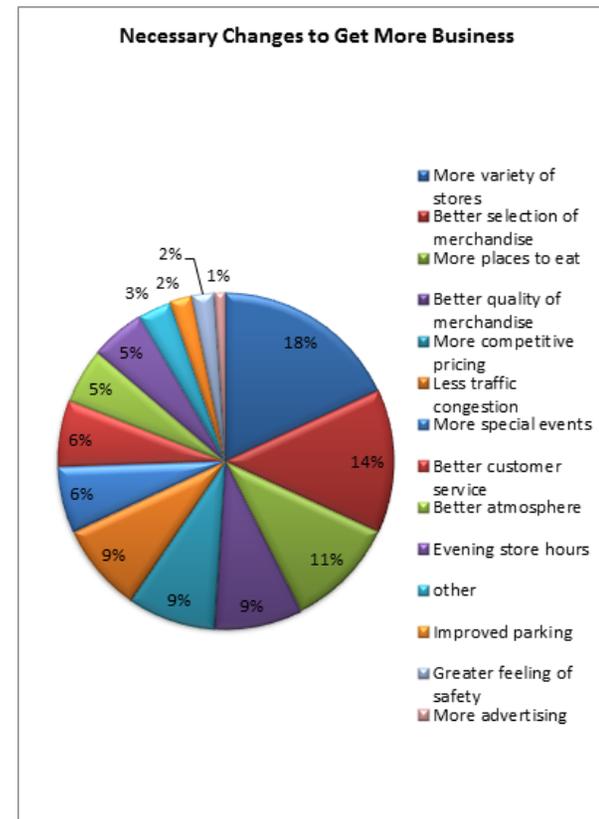
3. What is the most important reason for making purchases in a specific business district?

Shoppers were asked to indicate the most important reason for shopping by business districts. Purchases were made in Downtown mostly because of its location, whereas in the Route 34 corridor location, price, selection, and quick service were all major factors. Location was the only major factor for Orchard Road corridor also. Interestingly, purchases were made outside Oswego for the same reasons that attract shoppers to Route 34 corridor - location, price, selection, and quick service.



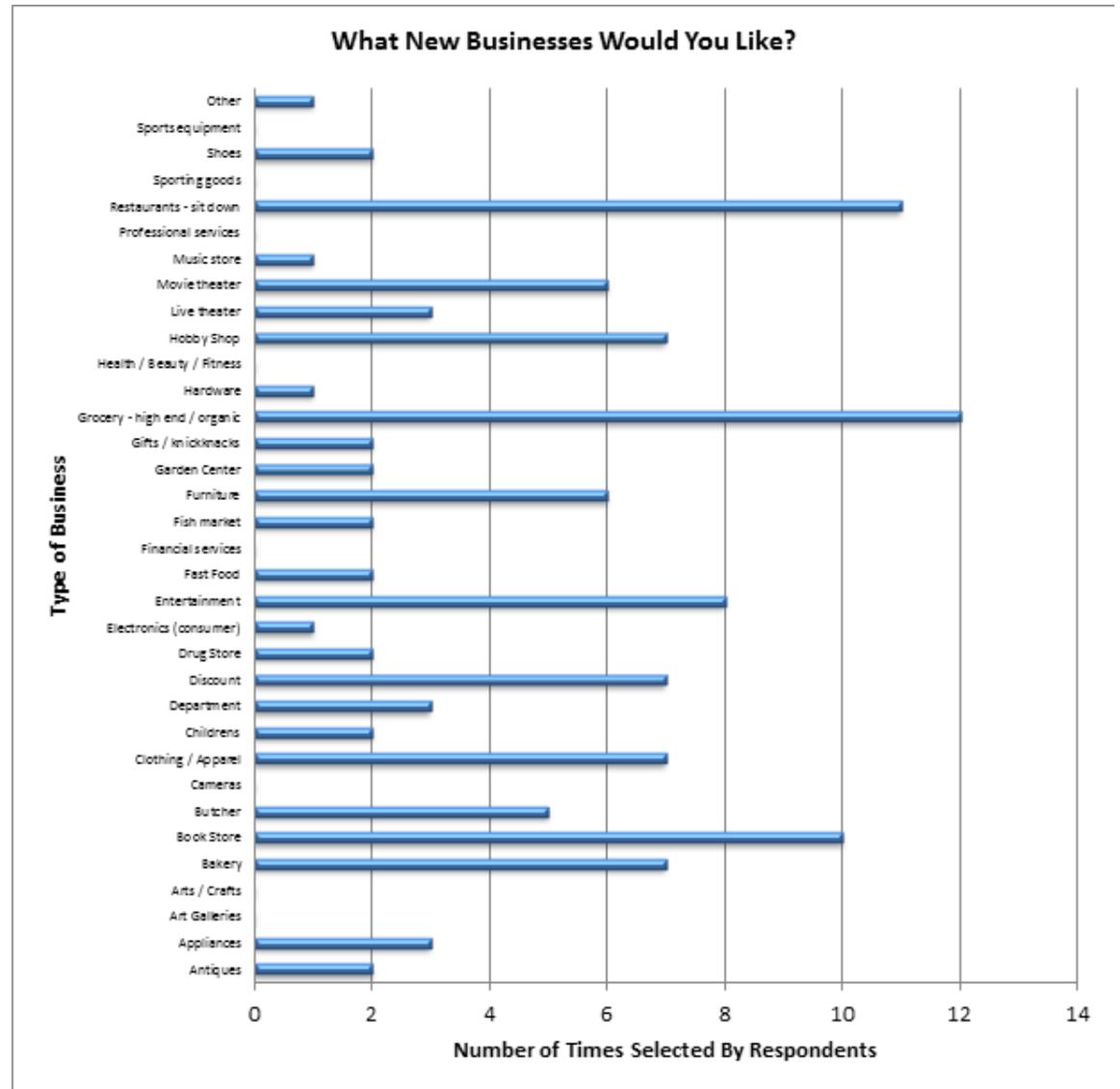
4. What changes are necessary to improve the shopping experience?

Shoppers were asked to list the changes that necessary for merchants to get even more of their business. The top three changes suggested were: more variety of stores, better selection of merchandise, and more places to eat. A majority of the shoppers indicated they would shop more in Oswego if the changes mentioned above were made.



5. What potential businesses shoppers would use if they were to open in Oswego?

Shoppers were asked to list the businesses they would most likely to use if they were to open in Oswego. The top three businesses suggested were grocery (high-end/organic), restaurants (sit down), and bookstore. It is interesting to note that both the high-end/organic type groceries and restaurants are expanding in 2013, while bookstores are shrinking. Overwhelmingly, the shoppers noted they would likely to patronize the above businesses in the Route 34 corridor.





Appendix B

Advisory Committee Meeting #1 Results

The first advisory Committee meeting for the Village of Oswego's Commercial Market Study was held on May 30, 2013 at 9am at the local Culver's Restaurant on US Route 34. The meeting was attended by six Committee members, three Village staff, and was facilitated by the project manager from CMAP.

The meeting's agenda included: 1) introductions, 2) the purpose of the study, 3) a review of the project scope and schedule, 4) the role of the advisory Committee, and finally 5) a short exercise to help determine the Committee members' issues and opportunities concerning the commercial market in the Village. The following is a summary of the results of that exercise (a full summary of the input received is included in the Appendix):

1. What issues or concerns do you have regarding the commercial/business park areas within the Village?

Subarea or Corridor	Issues or Concerns
Downtown Oswego	<ul style="list-style-type: none"> Lack of parking (6) Vacant lumber yard (5) – “eyesore” Lack of vision for Village owned properties What should the vision be for Downtown? (2) Traffic flow makes it difficult for walkability Identification of opportunity sites and financial tools Transportation – it is already an area motorists want to avoid. Business hours are not consistently open for events, etc...– nighttime hours (4) Vacant fire station Retaining businesses in some storefronts Lack of independent restaurants Lack of national stores TIF needed for acquisition and demolition No major reason to shop there; light foot traffic (3) Downtown is not similar to other riverfront communities Lots of services/not enough retail
Orchard Road Corridor	<ul style="list-style-type: none"> Not many businesses there (4) Lack of residential density to support business (2) Lack of confidence in sustainability of the corridor Future market outlook and mix of businesses, future Metra Station (2) Area looks incomplete – vacancies and empty out lots (2) Lack of commercial development (3) Struggling existing businesses What to do with the vacant land? No big box is there except the Jewel Without incentives this stretch will remain undeveloped No quick interstate access
US Route 34 Corridor	<ul style="list-style-type: none"> Vacant Lowes (2) Its success can make it hard to find new business Surplus and leakage of businesses Too many stop lights Parking lots- not easy to drive through BP Amoco Lack of high-end restaurants (2) Lack of ice cream shops Lack of grocery stores like Trader Joe’s and Whole Foods No issues or concerns with this corridor (2) Without incentives this stretch will remain undeveloped Review the needs of big box stores without alienating current & future sm. biz
Business Parks	<ul style="list-style-type: none"> Improve US Route 30 access from Kendall Pointe (4) Identification of light industry businesses Need more large industrial companies Infrastructure incomplete (no Route 34 access; no bridge to hotel) Several vacant buildings Is there any M2 zoned land?

Village-Wide	<ul style="list-style-type: none"> No issues Lack of marketing (2) Keep filling spaces with businesses that could be in strip malls – need manufacturing Property taxes are too high and getting higher (3) Lack of business friendly attitude (2) Community wide marketing theme There are too many chains, I would like to see more specialty shops Need more businesses that have daytime jobs – insurance/health Needs to be in a position to compete with other communities Lack of independent steak house Lack of professional offices The vacant office land we have now will take years to absorb Lack of banquet facility Mixed signals in the past regarding economic development commitment Residents claim they want niche stores but prices can’t compete with big boxes Foreclosures Resale value Unemployment (2) School scores on the decline People identify themselves as from subdivisions, not from Oswego
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2. What project or action would you like to see the Village complete to help address your issues or concerns?

Area	Projects
Downtown Oswego	<ul style="list-style-type: none"> Parking structure (4) Create an incentive (2) – TIF Create an SSA to help fund marketing events Establish a strong Downtown organization Develop a Downtown Vision (2) Determine a course of action for Village owned properties Identification of opportunity sites and financial tools In general the parking issues need to be resolved Have businesses stay open during events Create a larger Downtown area through zoning (2) Comprehensive plan update Address limitations of highway running through Downtown Create more of a Riverwalk feel without duplicating other towns
Orchard Road Corridor	<ul style="list-style-type: none"> Attract new businesses (3) – insurance company Develop new corridor plan based upon market realities Identification of viable uses and potential business parks Keep pushing for the Metra Station (2) Encourage light industrial Develop a banquet facility Change zoning Incentives posted on Village web site Drive traffic with a combination of big box and small businesses Marketing

- US Route 34 Corridor*
- Identification of surplus and leakage
 - Look at reconfiguring parking lots and access/egress points
 - Be strict on enforcing landscape plans
 - Find a tenant for the Lowes building
 - Bring in high end restaurant(2) – steak & seafood
 - Infill (2)
 - Keep current businesses happy
 - Protect small businesses
 - Continue retail development since that what's been started and is working well
 - Needs expansion to the east
 - Lifestyle mall
 - Needs to be "up-scaled"

- Business Parks*
- Complete Route 30 access to Kendall Pointe (2)
 - Market industrial properties in a more focused manner
 - Identification of light industrial prospects
 - Provide incentives to attract manufacturing
 - Finish infrastructure
 - Add M2 zoning
 - Market to businesses with higher tax base than weight training facilities
 - Need access to connect Kendall Pointe to Holiday Inn
 - Band the building owners together to have information in centralized places with dedicated people to call in the Village
 - Co-op marketing
 - Partnerships such as fitness center memberships for employees of a processing plant, golf discounts for...

- Village-Wide*
- Work to change the anti-business reputation created in the last several years (2)
 - Continue pro-business emphasis
 - Development of marketing theme
 - Be open minded
 - Create a business-friendly atmosphere that is sincere & backed by incentives that are listed on the Village web site
 - Make a plan for economic development beyond "we're a nice place to do business"
 - Offer wi-fi capabilities
 - Unique shops, restaurants, activities to draw people to Oswego
 - Recruit users that either offer high sales tax revenue or goods/services not currently available

3. What new businesses would you like to see?

Area	New Business
Downtown Oswego	<ul style="list-style-type: none"> • Mixed-use • A small theater • Anchors that would support small business • High-end restaurant (5) (in old fire station like Lou Malnati's in Naperville) • Higher end shops • Destination retail • Walkability • Fast food

- Coffee shop (2)/Donuts
- Park District facility
- Major restaurant
- Health food store
- Cyber café
- Entertainment venue
- Meat market/Butcher
- Restaurants
- Independent sit-down restaurants at mid-price point
- Open-late restaurant in old fire station (liquor license) – Lou Malnatis

- Orchard Road Corridor*
- Big box (2) - Costco
 - With park and ride and possibility of Metra – a breakfast restaurant/local traffic
 - Potential development prospects
 - Hotel
 - Insurance company
 - Large medical center
 - Lifestyle shopping center
 - Multi-family housing near proposed Metra Station
 - Freight terminal
 - Distribution center
 - Office building
 - Investment broker building
 - Auto dealer
 - Bowling alley
 - Restaurants

- US Route 34 Corridor*
- Gift shops/specialty stores
 - Target is great for recruitment
 - Costco (in the Lowes location)
 - HH Gregg
 - High end restaurant (2)
 - Large medical use
 - Large office
 - Specialty grocery like Trader Joe's, Fresh Market (2)
 - Hobby Lobby
 - Bath & Body Works
 - DSW Shoe Warehouse
 - Homegoods
 - Movie theater (2)
 - Houlihans
 - Auto dealer
 - Furniture
 - Jewelry

- Business Parks*
- Manufacturing (4) – electronics parts
 - Potential business prospects
 - Tech related
 - Freight terminals
 - Courier service like Fed-Ex
 - Office & industrial uses that create employment opportunities

- Village-Wide
- Light industrial jobs are needed
 - Office jobs
 - More living wage jobs
 - Local (non-chain) restaurants
 - Banquet space/facility that holds at least 200 people (2)
 - Lease vacant space in Village Hall to groups like the Chamber of Commerce

- Positive community attitude
- Excellent transportation considering that the Village has no interstates (Routes 34/30/71/25/31)
- Strong median household income
- Median age of residents
- Acreage to grow
- Financially stable
- Intergovernmental cooperation
- Good place to raise a family
- Proven track record for commercial users, not much turnover

4. What are the key strengths of assets of the subareas or the Village as a whole?

Area	Strengths
Downtown Oswego	<ul style="list-style-type: none"> • Charm and character (3) • River and Riverwalk (4) • Great businesses for foot traffic • Existing Main Street • Attractive • Trails • None • Renovated streets & sidewalks • Hometown feel (2) • Quaint • Showcase for events like Drag Strip Days, parades, Wine on the Fox • Available opportunity sites
Orchard Road Corridor	<ul style="list-style-type: none"> • A clean slate (4) • Good access to I-88 (3) – four lanes all ways • Jewel as an anchor • Residential growth coming – senior housing and Mill Street Station • Corridor for transition • Location • Heavy vehicle traffic • Room to expand • Potential Metra
US Route 34 Corridor	<ul style="list-style-type: none"> • Great place for shopping – everything is there (7) “one-stop shop” • Strong business corridor (2) – lower risk of failure for commercial users • Great access to I-88 • 2 million square feet of retail is awesome • Excellent sales tax dollars • Retail synergy • Heavy vehicle traffic
Business Parks	<ul style="list-style-type: none"> • Good access off of US Route 34 (2) • Land available (3) – at low cost • Small service businesses
Village-Wide	<ul style="list-style-type: none"> • Good schools and parks (2) • Old town charm with new updated look • Strong educated workforce (2) • Good local talent • Would like to seem more professional offices • Low crime • Newer buildings

Appendix C

Key Person

Interview Summary

Appendix C: Key Person Interviews Summary

1. Community Strengths/ Weaknesses / Relations

What are the Village's strengths?

- Parks / Park District
- Schools
- Location / Proximity to Chicago / Rt. 34 growth corridor
- Sense of community / Small-town charm / Low crime
- Festivals / Community events
- Police & Fire Departments
- The Village is financially stable
- Fox River
- Growth and its growth potential

What are the Village's weaknesses?

- Property taxes are too high
- Lack of highway access (especially to I-88 and I-55)
- Lack of development incentives to support development
- Some stated that the Village Board is not, or is perceived to not be pro-business; Also, some felt that the Board needs a vision for the community – especially for economic development
- Water / sewer & transportation infrastructure; traffic
- Entitlement costs too high – can't put it all on developers
- The Village grew too fast
- Other communities share the same image / "nothing special or unique" about Oswego
- Too many giveaways to developers during the boom time
- Too tied to construction / development
- Weak code enforcement – properties could look better

What attracted you to this location?

- Growth of Oswego / west suburbs / US Route 34 corridor
- Job
- Place to raise a family
- Home values
- Schools

How are your relations with the Village?

- Good / Very Good / Excellent
- Disappointed with disbanding of Oswego Economic Development Commission (OEDC)
- Some stated that they lost trust / feel alienated
- Still active in the Village but not as much as before
- Not as good as they used to be
- Hopeful the new Board will be forward-thinking

2. Business Development and Workforce

Do you think the Village is a good magnet for commercial development?

- Yes, but it takes continued incentives to attract more business
- Decent magnet but still room to grow
- Seminars held by the local Chamber are good
- There is enough commercial space but not enough drivers of retail usage/sales

- Absolutely not – should not have rejected TIF
- **What are the issues with attraction and retention?**
- Some discussed how losing Sam's Club to the Village of Montgomery showed how the Village needs incentives
- Lack of community vision / development strategy
- Lack of interstate access
- Board seems to lack urgency to attract development
- Need better advertising/marketing of the Village
- **Where do most of your customers come from?**
- Oswego
- Aurora
- Yorkville
- Naperville
- Burr Ridge
- Plano
- Sandwich
- Montgomery
- Oak Brook
- Elmhurst
- Plainfield
- Romeoville
- Sugar Grove
- **Where do your employees come from?**
- Oswego
- Yorkville
- Aurora
- Naperville
- Sugar Grove
- Wheaton
- Montgomery
- Big Rock
- Downers Grove
- Plainfield
- Geneva
- Plano
- Sandwich
- Bristol
- **Any issues attracting/retaining your workforce?**
- No issues
- Definite issues attracting Oswego workers; no one from Oswego applies to open positions
- Sometimes lose best & brightest as they go elsewhere for advanced degrees
- **What are recent trends that have impacted your business?**
- Recession hurt but things are on the upswing; Things are slowly improving
- Doing very well
- Decline of Village EAV hurt
- Government regulations / "Obamacare" concerns
- Decrease in business travel has hurt
- **What can the Village do to help your business?**

- Overcome the Village's image in the marketplace – perceived unwillingness to offer incentives
- Incentive packages need to be explicit, transparent, competitive
- Better teamwork between Village, Chamber of Commerce, School District 308, and Park District
- Enforce building codes
- Look to best practices of other Villages
- Lean on local experts & business community to help make decisions
- Survey residents on what they purchase outside of town to figure out underserved markets
- Village is too reactive to public opinion rather than educating or leading
- "Stop stepping over dollars to pick up pennies"
- Ask if business owners live in Oswego – property taxes & rents driving smaller owners out

3. Vision for Oswego's commercial areas

Downtown

- Higher-end or specialty stores / boutiques
- Sit-down / high-end restaurants
- Park District could purchase Alexander Lumber site/expand park
- Parking Addressed – current and future parking needs should be planned
- Village should use a TIF to attract developers
- Floodplain is a concern
- Establishments need to stay open on weekends, later at night
- Examples of desirable Downtowns mentioned included Yorkville, Plainfield, Naperville, and Geneva
- Many stated that they liked the mixed use development proposed for Alexander Lumber site
- Does not look as good as it could but Village has improved it over the years
- Need more "Mom & Pop" type businesses; reason to go there every day like a butcher or baker
- A Banquet hall
- Use revolving loan fund to support development
- Village needs to improve the infrastructure
- Current uses south of the Fox River & east of US Route 34 are not a good fit; should be moved over time
- There isn't space available to grow the size of Downtown without infringing on residential, which people might oppose
- Should have torn down the Village-owned building instead of converting to pizza place because it will limit any future plans/uses.
- Restaurant or coffee shop with live music
- A place to take business clients for a nice dinner/lunch
- Current landlords aren't investing in the properties
- "Must be willing to step out of the comfort zone and spend some money"
- Tear down old Village Hall and start from scratch
- **Orchard Road Corridor**
- Could be shining light of the Village / "front porch" / "ripe for the picking" / "tremendous potential"
- Continue to focus on getting a Metra Station
- Light industrial; geared to Caterpillar vendors
- "An economic dead zone" / Not a destination / "Blah area"
- Too many big box stores in the community – is there really a market for more out there
- Multi-family housing (south & east of tracks)
- Work with the Village of Montgomery to market the area and also to make traffic improvements

- Needs more pedestrian-friendly movement; seniors struggle to get around from nearby community/senior housing
- Hotels
- Insurance / Medical; satellite office like DuPage Medical Group
- Not an “either-or” for commercial or residential
- Village needs to work with nearby municipalities to overcome interstate access issue
- More industrial/business uses should locate there instead of more retail
- Bristol Township taxes too high – offer some abatement
- Desire large offices – Diehl Road in Naperville examples were given (Nalco, Tellabs)
- **Route 34 Corridor**
- Well-established / pretty built-out
- Need tenants to infill, especially old Lowe’s - desire to have a new Costco (in former Lowe’s site)
- Good image; well-liked
- Traffic is an issue
- Sit-down family restaurants like Lou Malnati’s are good
- “Too many repetitive chains”
- Some infill development opportunities in remaining vacant parcels
- Durable goods like furniture are desired
- Needs incentives; minimize development fees
- 5th Street vacant land needs development
- Some businesses are difficult to access (Point Rd.)
- **Business Parks (Stonehill & Kendall Pointe)**
- Seems hidden away / “don’t know what’s out there”
- Increase values with higher architectural & development standards / improve aesthetics
- Distance from the expressway is an issue
- Bigger State of Illinois issues in attracting industrial development (beyond Oswego control)
- Needs identity / marketing
- Put a traffic light for the connection to US Route 30
- More services; big office or industrial will not go there
- Lots of promise but without incentives why would anyone develop there?
- “A true business park where workers show up in a shirt and tie like a real Chicago suburb”
- Short on medical establishments – look into partnering with Rush/other hospitals for an Oswego branch
- Smaller contractors / manufacturers
- Caterpillar could anchor the industrial base
- Include some retail & restaurants to draw people off the beaten path
- Montgomery truck driving school was provided as an example of a desired use
- **Village-wide**
- Get a Metra Station
- “Oswego of yesteryear cannot be Oswego of the future” / “Get rid of Mayberry mentality” / “Needs to become a little less conservative”
- Believes in Oswego!
- Village needs to grow to 44,000 people to get to the “next level”
- The Village has grown - “An exurb, not a suburb” /
- Some said they want to be the next “Naperville” – While others said that they did NOT want to be another “Naperville”.
- It will be difficult to attract mid-rise office buildings due to lack of expressway access
- Need to attract industrial

- Technology corridor like along Rt. 88
- School District needs to better market itself – good schools are a draw
- Lots of towns have revitalized their waterfront; look to their examples
- Re: incentives – “90% of something makes a lot more sense than 100% of nothing”
- Use the Fox River more like Batavia and other communities
- Needs affordable senior housing, like a Del Webb community
- Village should not be a bank for regular investments businesses need to make



Appendix D

Energy and Greenhouse Gas Emissions

Appendix D: Energy and Greenhouse Gas Emissions

Oswego's energy and emissions profile was analyzed as part of the Municipal Energy Profile Project for the seven-county Chicago Metropolitan Area. This information can be used to provide baseline metrics as well as indicators of where to target strategies to reduce energy use and emissions.

Electricity

Electricity consumption in both the residential and commercial/industrial (C & I) sectors is currently increasing nationwide. Growth in consumer electronics and information technology equipment, as well as an increase in home size and air conditioning use are prominent reasons for consumption increases in the residential sector. In the commercial/industrial sector, increasing consumption is driven by telecommunication and network equipment along with specialized technologies such as medical imaging advancements.¹⁸ Electricity is measured in kilowatt (kWh) hours.

Total Consumption

In 2007, the amount of electricity consumed in Oswego was 224 million kWh (Table 6.12). 45% of the village's electricity consumption occurred in the residential sector; the remaining 55% was consumed in the C & I sector. Figure 6.6 and Figure 6.7 compare electricity consumption by sector in Oswego and Kendall County.¹⁹

Table 6.12 : Total Electricity Consumption (kWh), 2007

	Oswego	Kendall County
Residential	100,414,412	382,185,854
C and I	123,370,270	404,997,117
Total	223,784,682	787,182,971

Source: CNT

Residential Consumption and Costs

In the residential sector, the village's average annual consumption per household is 13,044 kWh. Factors that affect electricity usage include square footage, presence and efficiency of air conditioning, efficiency of lighting, appliances and systems, and occupant behavior. Table 6.13 compares village's average annual consumption and cost per household to that of the county.

Figure 6.6. Oswego's Electricity Consumption by Sector, 2007

¹⁸ Energy Information Administration: "Miscellaneous Electricity Services in the Buildings Sector", AEO2007

¹⁹ For municipalities located within more than one county, the county that contains the largest area of the municipality was used for comparison purposes for this report.

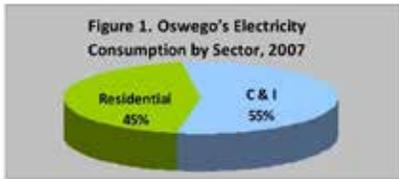
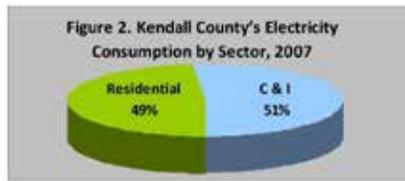


Figure 6.7. Kendall County's Electricity Consumption by Sector, 2007



Residential Consumption and Costs

In the residential sector, the village's average annual consumption per household is 13,044 kWh. Factors that affect electricity usage include square footage, presence and efficiency of air conditioning, efficiency of lighting, appliances and systems, and occupant behavior. **Table 6.13** compares village's average annual consumption and cost per household to that of the county.

Table 6.13: Total Electricity Consumption (kWh), 2007

	Oswego	Kendall County
Number of Households	7,698	30,903
Average kWh per Household	13,044	12,367
Average Annual \$ per Household	\$1,404	\$1,331

Source: CNT

Natural Gas

In Northern Illinois, natural gas is the primary space heating fuel. In addition to space heating, natural gas is commonly used for hot water heaters, clothes dryers, and cooking in the residential sector. However, natural gas consumption has been decreasing slightly over time in both the residential and commercial/industrial sectors as homes and buildings become more efficient and de-industrialization occurs. Natural gas is measured in therms.

Total Consumption

In 2007, the amount of natural gas consumed in Oswego was 15.2 million therms (**Table 6.14**). 77% of the village's natural gas consumption occurred in the residential sector; the remaining 23% was consumed in the C & I sector. **Figure 6.8** and **Figure 6.9** compare natural gas consumption by sector in Oswego and Kendall County.

Table 6.14: Total Gas Consumption (Therms), 2007

	Oswego	Kendall County
Residential	11,705,141	30,605,181
C and I	3,519,554	16,940,794
Total	15,224,695	47,545,975

Source: CNT

Figure 6.8. Oswego's Natural Gas Consumption by Sector, 2007

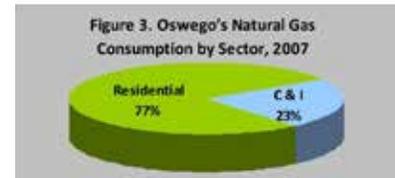
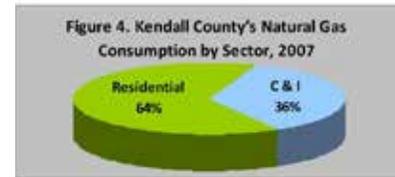


Figure 6.9. Kendall County's Natural Gas Consumption by Sector, 2007



Residential Consumption and Costs

In the residential sector, the village's average annual consumption per household is 1,521 therms. Factors that affect natural gas usage include building size, building age, building envelope efficiency, efficiency of the furnace, boiler and water heater, as well as occupant behavior and building operations and maintenance. **Table 6.15** compares the village's average annual consumption and cost per household to that of the county.

Table 6.15: Residential Natural Gas Consumption & Costs, 2007

	Oswego	Kendall County
Number of Households	7,698	30,903
Average Therms per household	1,521	990
Average Annual \$ per household*	\$1,350	\$879

*Calculated using average residential sales per therm (ICC Utility Sales Statistics 2007)

Transportation

Typically, transportation accounts for the second largest portion of energy usage after buildings. For this report, Vehicle Miles Traveled (VMT) was tabulated from travel statistics provided by the Illinois Department of Transportation (IDOT) and scaled to the Village of

Oswego based on Illinois Environmental Protection Agency (IL EPA) odometer and population data.

Total Consumption

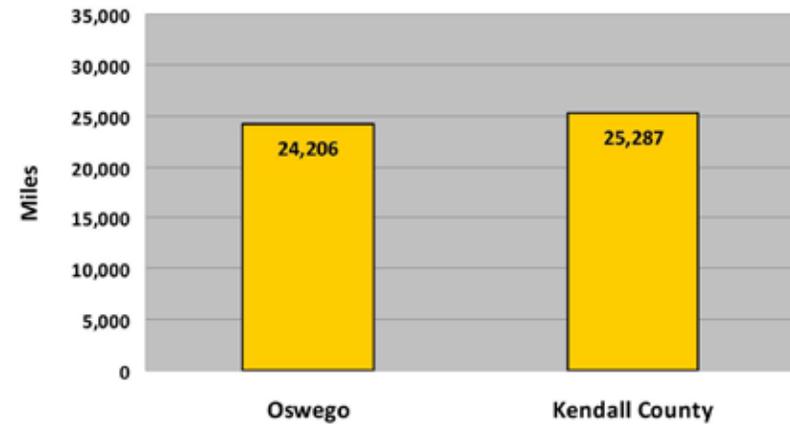
In 2007, total on-road travel on Oswego roads accounted for 187 million miles (Table 6.16), which captures trips only within municipal boundaries. Further analysis shows that the average household in Oswego drove 24,206 miles (Figure 6.10), totaling 186 million miles for all Oswego households.

Table 6.16. Vehicle Miles Traveled (VMT), 2007

	Oswego	Kendall County
Total On-Road VMT	187,125,360	784,750,781
Household VMT	186,339,955	781,457,014

Factors that affect VMT per household include access to jobs, proximity to businesses and amenities, availability of public transportation, and community walkability. Variations are also influenced by many different demographic factors including income, household size, and workers per household. For example, large households with higher incomes may own multiple cars and drive more. Households situated close to reliable public transit or major employment centers may experience decreased annual VMT because they are not as dependent on cars.

Figure 6.10. Average Vehicle Miles Traveled per Household, 2007



The Connection between Energy and Emissions

In addition to understanding energy consumption, it is important to recognize the relationship between energy and greenhouse gas emissions. Emissions attributed to electricity consumption are different from those attributed to natural gas consumption because of differences in the production of energy from different sources. Most of the world's energy originates from the burning of fossil fuels including coal, petroleum, and natural gas. Fossil fuels consist of hydrogen and carbon, and when burned, the carbon combines with oxygen to create carbon dioxide.

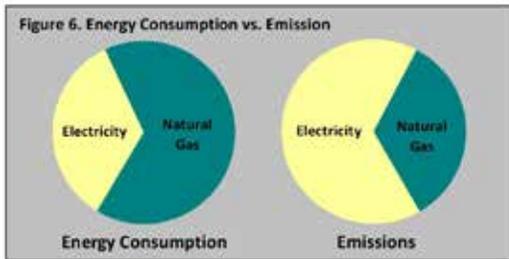
However, all energy is not created equal. The amount of carbon dioxide produced for a given unit of energy depends on the carbon content of the fuel source. For example, coal (used to produce electricity) emits nearly two times the carbon dioxide per unit of energy compared to natural gas. Understanding this off balanced relationship is important when calculating emissions and identifying strategies to reduce emissions. **Figure 6.11** illustrates this off balanced relationship between energy consumption and emissions, using data from the Chicago metropolitan region. Understanding this off balanced relationship is important when calculating emissions and identifying strategies to reduce emissions.

Emissions Calculations

Your municipal greenhouse gas emissions profile was calculated for 2007 using United Nations Intergovernmental Panel on Climate Change (IPCC) methods and local data sources in combination with modeling of national data to local demographics. All data presented are measured in metric tons (MT) or million metric tons (MMT) CO₂e (carbon dioxide equivalent), to enable comparison internationally. Emissions were calculated for the six major categories of greenhouse gases regulated under the Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄),

nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF6). Emissions were converted into CO2e using global warming potentials from the IPCC Fourth Annual Assessment Report. Activity data were translated into emissions using standard emissions factors and global warming potentials.

Figure 6.11 Energy Consumption vs. Emission



Emissions Profile for Oswego

An energy profile in the community serves as the basis for conducting a community greenhouse gas emissions profile. In addition to energy and transportation, which are by far the biggest contributors to greenhouse gas emissions, this emissions profile includes estimates for solid waste, waste water, and product use based on regional totals previously analyzed for a regional profile developed for the Chicago Metropolitan Agency for Planning (CMAP). Below is the breakdown of Oswego’s emissions by sector (Table 6.17 and Figure 6.12).

Table 6.17. Oswego’s Emissions by Sector, 2007

Sector	MMT CO ₂ e
Electricity	0.157
Natural Gas	0.081
Transportation	0.094
Solid Waste	0.011
Waste Water	0.004
Product Use	0.015
TOTAL	0.362

Figure 6.12. Oswego’s 2007 Emissions Total MMT CO₂e: 0.362

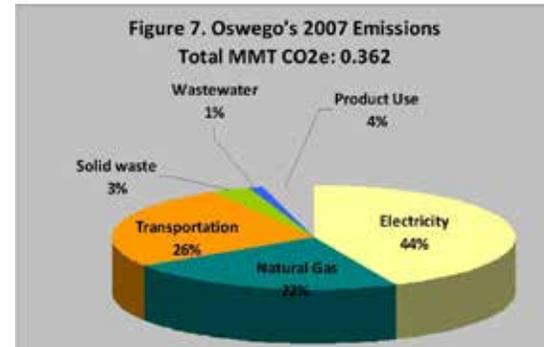
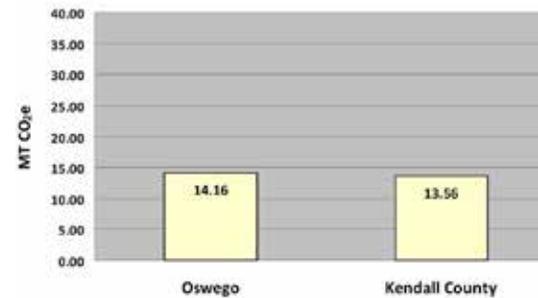


Figure 6.13 provides another context through comparison of Oswego’s and Kendall County’s 2007 emissions per capita.

Figure 6.13 Per Capita Emissions, 2007



Municipal Energy and Emissions Profile

The Center for Neighborhood Technology (CNT) authored the “Municipal Energy and Emissions Profile” that examined energy consumption, vehicle miles traveled and greenhouse gas emissions at a community-wide scale. This report was part of the Municipal Energy Profile Project (MEPP) that included the development of profiles for over 270 municipalities in the Chicago metropolitan region. The profiles serve as a baseline from which communities can develop more specific strategies and accurately measure progress in achieving reductions in energy consumption and emissions. The MEPP Guidebook examined both municipal and community scale best practices for strategies in energy and transportation. The project was funded by the Illinois Clean Energy Community Foundation, and data partners included ComEd, Nicor Gas, Peoples Gas, North Shore Gas and the Illinois Department of Transportation.

Appendix E

Financing Tools Available for Home Rule Municipalities

Appendix E: Financing Tools Available for Home Rule Municipalities

The following is a brief overview of the financing tools available to home rule municipalities such as the Village of Oswego. According to Village staff, many of these tools are already being used.

Impact Fees

Municipalities can charge developers impact fees to accommodate transportation impacts.²⁰ Impact fees are typically payments from the developer to offset the financial impact of their new development. The Village of Oswego has adopted an impact fee ordinance (land/cash park and school ordinance).

Property Tax Abatements

The Village may abate any portion of its real estate tax on certain types of property.²¹ Property tax abatements are normally granted for the purpose of encouraging a business to establish, rehabilitate, or expand within the municipality.²² In addition, property tax abatements can be offered by Kendall County as well as through other taxing districts. Many taxing districts have criteria for approving abatements, such as job creation, total investment, and amount of property taxes anticipated to be generated. Although the taxing district loses funds in the short term, the objective is to strengthen the tax base over the long run.

Recapture Agreements

A recapture agreement may be used to reimburse a developer for a pro rata portion of the cost of improvements required by the Village, which benefit property or uses outside the development itself.²³

Sales Tax Rebate Agreements

Home rule municipalities can establish its own criteria for sales tax rebates. State statute provides guidelines under which municipalities and counties can issue agreements to share or rebate sales taxes.²⁴

Special Assessments

The Local Improvement Act²⁵ section of the Illinois Municipal Code presents a structure for municipalities to levy special assessments to pay for the construction of local public improvements such as roadways and infrastructure. In general, the Local Improvement Act

²⁰ Road Improvement Impact Fee Law, 605 ILCS 5/Art. 5 Div. 9

²¹ 35 ILCS 200/Art. 18 Div. 4

²² Ancel Glink, Economic Development Toolbox for Municipal Officials, page 11. www.ancelglink.com

²³ Ancel Glink, Economic Development Toolbox for Municipal Officials, page 12. www.ancelglink.com

²⁴ 65 ILCS 5/8-11-21

²⁵ (65 ILCS 5/Art. 9 heading) ARTICLE 9 - LOCAL IMPROVEMENTS <http://www.ilga.gov/legislation/ilcs>

(Section 65 ILCS 5/Article 9: Local Improvements) is an excellent source for municipalities to see exactly what the law allows them to do.

Special Service Area (SSA)

A Special Service Area (SSA)²⁶ is a contiguous district of business/property owners who tax themselves to fund certain improvements. Examples of what SSAs are commonly used for include: sidewalk cleaning, graffiti removal, security, marketing, streetscaping, and special events. The funds can be used to hire non-civil servant employees. According to State Statute²⁷, the corporate authorities of the municipality or county shall be the governing body of the special service area.
(Source: P.A. 78-901; 88-455.)

SSAs levy an additional property tax within the district, and a property tax cap and SSA term are provided in the establishing ordinance. The tax can be a flat rate based on EAV, but may utilize any reasonable metric to account for the amount of benefit that property receives from improvements or services.

Business District (BD)

A municipality can create a business district (BD) to implement improvements, without the TIF requirement of the area needing to be “blighted.”²⁸ The BD can serve as a tool for levying additional sales tax to pay costs of economic development. The tax is imposed in 0.25 percent increments and may not exceed 1.0 percent. As with TIF, BDs are limited to a 23-year lifespan, and municipalities must create a business district plan that outlines a budget for the district. The creation of a business district provides an umbrella of “public purpose” under which a variety of development activities may take place such as: condemnation; conveying public property for business development; applying for grants; preparing plans; professional fees; land assembly and site prep; infrastructure; building rehabilitation or construction; financing costs; and relocation costs.²⁹

Tax Increment Financing (TIF)³⁰

State law³¹ authorizes municipalities to create tax increment finance districts (TIFs) to fund economic development projects in blighted areas where development would not otherwise occur or in conservation areas that may become blighted. Property tax rates applied to increases in property value that occur after the district is established, or the “tax increment,” are used to fund TIF district projects. TIFs last 23 years. Redevelopment project costs can include

planning, marketing, property assembly, land acquisition, site preparation and improvements, demolition, rehabilitation, reconstruction, repair or remodeling of public or private buildings, replacing public buildings, infrastructure improvements, job training, financing costs, and other taxing districts’ costs attributable to the redevelopment. TIFs are intended to create virtuous cycle of investment that would not otherwise occur.

- A feasibility study must be completed to determine if the area meets statutory criteria for blight or conservation
- The municipality can issue bonds secured by the future tax revenues

TIFs are often opposed by other taxing districts for fear that their will be insufficient tax base available to meet growing needs placed upon them by the development. However, it is very common to see arrangements being made with taxing districts to minimize any concerns. For example, the Oswego Library District benefitted from 7-acre donation through a Village of Montgomery TIF.

Village of Oswego’s Façade Improvement Program

Although not considered entirely a financial tool, the Village of Oswego provides a façade improvement program for local businesses improvements. The program was established in 2004. The grant program is funded through the Village’s recycling fund, which was established in the interest of public improvements. A recent example of a Downtown business benefiting from this project is the building at 27-19 Main Street (aka American Male). The owner applied for and received by a unanimous vote of the Oswego Village Board a \$20,000 grant from the program to make façade upgrades.

Village of Oswego’s Revolving Loan Fund Program

The Revolving Loan Fund (RLF) was established to provide financial assistance to new or expanding businesses in the Village and to secure public benefit for residents by developing a stronger economic base and expanded job opportunities. The Villages revolving loan fund program offers low interest loans to Village businesses. Revenues are provided by the Illinois Department of Commerce and Economic Opportunity (DCEO) to help municipalities provide financial assistance to businesses locating or expanding within their boundaries. As financial assistance projects are repaid, the communities place the moneys in locally administered Revolving Funds (RFs) that can be used to fund future economic development opportunities within each community.

According to staff, the Villages Revolving Loan Fund Program has been used a few times. For example it was used to help Emmett’s Ale House (now the Tap House), and for the Firehouse Pizza restaurant.

Kendall County and State of Illinois Programs and Incentives

Kendall County Revolving Loan Fund Program

Kendall County has a low interest rate loan program used to assist small businesses with job creation or retention by loaning up to \$15,000 per job created or retained. The total amount

²⁶ 35 ILCS 200/27

²⁷ 35 ILCS 200/27-15 Sec. 27-15

²⁸ 65 ILCS 5/11-74.3

²⁹ Ancel Glink Economic Development Toolbox for Municipal Officials, Page 7, www.ancelglink.com

³⁰ Detailed information: <http://www.illinois-tif.com/about-tif/>

³¹ 65 ILCS 5/11-74.4

loaned can be up to 49% of a project cost. Qualifying businesses must demonstrate appropriate collateral to be used for the loan.

Private Activity Bonds

Through the Upper Illinois River Valley Development Authority (UIRVDA), Kendall County offers tax-exempt bonds to projects of \$1 million or more that have an emphasis on manufacturing. UIRVDA issues these bonds on behalf of manufacturing companies to finance the acquisition of assets such as land, buildings and equipment or to construct new or renovate existing facilities.

Illinois Venture Community Action Microloan

Illinois Ventures for Community Action (IVCA) is an organization whose membership is comprised of Community Action Agencies throughout the state. IVCA is a not-for-profit corporation whose purpose is to undertake job creation and economic development activities, and to distribute any profit thereof to its member agencies to finance activities designed to eliminate poverty in Illinois. The Illinois Venture Community Action offers low interest loans. This paid interest is filtered through local community action agencies, which provide programs to aid low-income people in Illinois.

Kendall-Grundy Department of Community Action Microloan

The Microloan program was established through a Community Service Block Grant to assist in financing micro-businesses for startup or expansion. A micro business is defined as any proprietorship, partnership or corporation that provides self-employment to borrower on a full-time, year-round basis and that provides employment for not more than five persons on a full-time and year-round basis

Illinois Finance Authority

The Illinois Finance Authority³² (IFA) was created in 2004 through the consolidation of seven separate state authorities and offers a number of bonding assistance programs to promote affordable housing, business investment, healthcare and institutional investment and local infrastructure improvements. The bonds they issue are tax-exempt, which provides a lower interest rate on projects. With respect to infrastructure, the IFA can offer municipalities a vehicle for pooling separate local funds to pay for a single project, as well as reducing borrowing costs through their lower interest rates.

State of Illinois EDGE Tax Credit Program

The State of Illinois EDGE (Economic Development for a Growing Economy) program is designed to offer a special tax incentive to encourage companies to locate or expand operations in Illinois when there is active consideration of a competing location in another State. The program can provide tax credits to qualifying companies, equal to the amount of state income taxes withheld from the salaries of employees in the newly created jobs.

The non-refundable credits can be used against corporate income taxes to be paid over a period not to exceed 10 years. To qualify a company must provide documentation that attests to the fact of competition among a competing state, and agree to make an investment of at least \$5 million in capital improvements and create a minimum of 25 new full time jobs in Illinois.

Illinois Small Business Job Creation Tax Credit

Illinois recently passed a new incentive for small businesses, the Illinois Small Business Job Creation Tax Credit. The law creates a \$2,500 tax credit on withholding tax for employers who hire new, full-time Illinois employees during the 12-month period (this began on July 1, 2010). Only employers with 50 or fewer total employees qualify. The program provides a credit for the first 20,000 qualified jobs. An on-line system will allow employers to register their new hires and, in effect, reserve their place in line. Employers can begin claiming the credit after the job has been maintained for a year.

³² 20 ILCS 3501

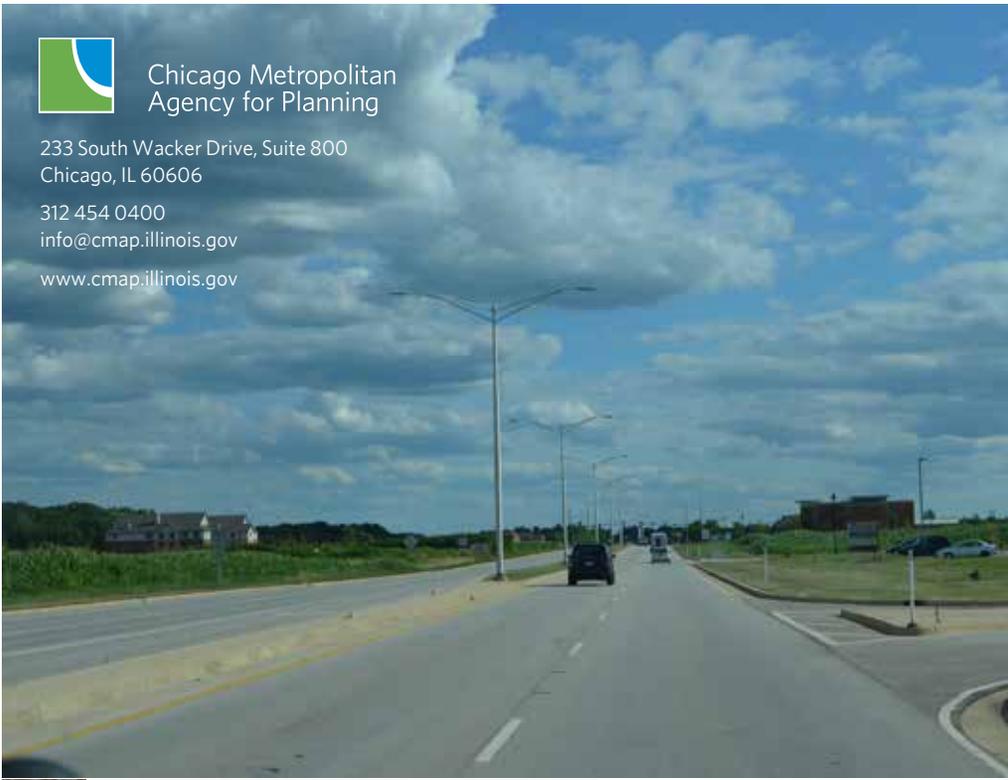


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The Chicago Metropolitan Agency for Planning (CMAP) is the region's official comprehensive planning organization. Its GO TO 2040 planning campaign is helping the region's seven counties and 284 communities to implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

See www.cmap.illinois.gov for more information.

FY14-0052

