

Comprehensive Economic Development Strategy



TWO RIVERS ECONOMIC DEVELOPMENT DISTRICT

Serving

Adams, Brown, Cass, Morgan, Pike, Schuyler and Scott

2017

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EXECUTIVE SUMMARY

This update of the Two Rivers Economic Development District's Comprehensive Economic Development Strategy (CEDS) includes several significant changes. These include:

- The involvement of Morgan County as an active member
- Closer collaboration with the Workforce Investment Areas
- Better coordination of the CEDS and Workforce objectives leading to more effective identification of workforce issues and more effective solutions
- Incorporation of the Two Rivers Resource Conservation and Development strategic planning into the CEDS
- Initial development of an Economic Resilience Plan for the region
- Identification of the need to develop more effective ways to educate business and community leaders on how to use data such as Cluster Analysis

This update of the Two Rivers Regional Economic Development District's (TREDD) Comprehensive Economic Development Strategy (CEDS) continues the method established in 2002 of soliciting community members input into the process of community and economic development planning. By beginning the process at the community level and encouraging the county board chairperson to appoint members to the TREDD that had a very strong interest in community and area development moves goals from "planning" to "implementation" more effectively. Two Rivers staff worked with each county CEDS representative to review previous goals set, update progress made, and replace completed objectives with new ones. At the completion of all of the county planning meetings, the CEDS Regional Committee identified areas in which collaboration could improve outcome and build on the individual county goals. Projects such as establishing an Inland Intermodal Transport Facility and a Foreign Trade Zone have benefited from regional collaboration and resulted in the development of the tri-state Mid America Port Commission and the 11-county Illinois Mid-America Intermodal Authority Port District. All counties agree that infrastructure, transportation, workforce, housing and tourism goals will benefit from regional efforts.

The objective is to make this document reflect an effective ongoing planning process which uses community-wide involvement. Our intent is to provide ongoing assessment of needs and provide technical assistance and a networking opportunity to each county and community in the TREDD and show continuous improvement and progress toward the identified goals.

Two Rivers Economic Development District was initially comprised of Adams, Brown, Pike and Schuyler Counties in Illinois. Later Cass, Morgan and Scott counties were included. In early, 1998 Morgan County withdrew from the district but rejoined it in late 2016. Current members are Adams, Brown, Cass, Morgan, Pike, Schuyler and Scott counties in Illinois. Throughout the district a number of projects have been completed to enhance the business climate, create and retain jobs, and develop more attractive communities. Most notable and of critical importance to the region is the improvement of highway transportation. Of particular importance has been the completion of I-72/172 to Quincy and the extension of four-lane Illinois Route 336 which with the completion of the

Macomb bypass will complete the Chicago-Kansas City Expressway. As a result, the economic development and the growth of the region's employment base progressively increased as Two Rivers Economic Development District acted as catalyst for regional visualization and collaboration for growth.

With the Illinois and Mississippi Rivers being the defining features of our region, we conceived in early 1996 a project for developing an Inland Intermodal Transport Facility, and a Foreign Trade Zone. TREDD, with a grant from the Economic Development Administration, undertook a feasibility study for development of an Inland Intermodal Transport Facility and a Foreign Trade Zone in the region to effectively use the economic resources of the regions two rivers, the Illinois and the Mississippi. The results of the study have led to aggressive plans and port development activities.

Sewage treatment and water resource issues have been identified and are being addressed on a regional basis through water and sewer districts.

A concerted effort has been made towards development of affordable housing, retail trade, health care, education, parks and recreational facilities, and other programs to improve the quality of life for the residents and make the region more attractive to those who visit the area as tourists, prospective business owners and employees. A comprehensive effort is now being undertaken to identify barriers to the expansion of existing businesses and bring about any needed changes.

Goals have been modified to incorporate Morgan County, the second largest in the district. Some modification was also needed to address the recent trend of population and workforce loss in all counties throughout the region during the last year.

TWO RIVERS ECONOMIC DEVELOPMENT DISTRICT ORGANIZATION AND MANAGEMENT

The Two Rivers Regional Council of Public Officials serves as the administrative entity for the Two Rivers Economic Development District (TREDD). The Council established an Overall Economic Development Plan (OEDP)(now CEDS) Committee in July 1987 to assist in the development of the initial OEDP Report. That committee, comprised of five individuals from each county appointed by their respective county boards, met quarterly.

In 2000 the Overall Economic Development Plan (OEDP) was renamed the Comprehensive Economic Development Strategy (CEDS). The TREDD Committee continues to meet quarterly to share information important to community and economic development, provide input to EDA required reports, make policy recommendations to the Governing Board of the Two Rivers Regional Council, provide direction and support to implementing economic and community development goals and continually review and recommend modifications to the regional strategy. Five members of the CEDS Committee, one from each County Group, serve on the Two Rivers Regional Council's Governing Board:

TWO RIVERS ECONOMIC DEVELOPMENT DISTRICT CEDS COMMITTEE MEMBERS

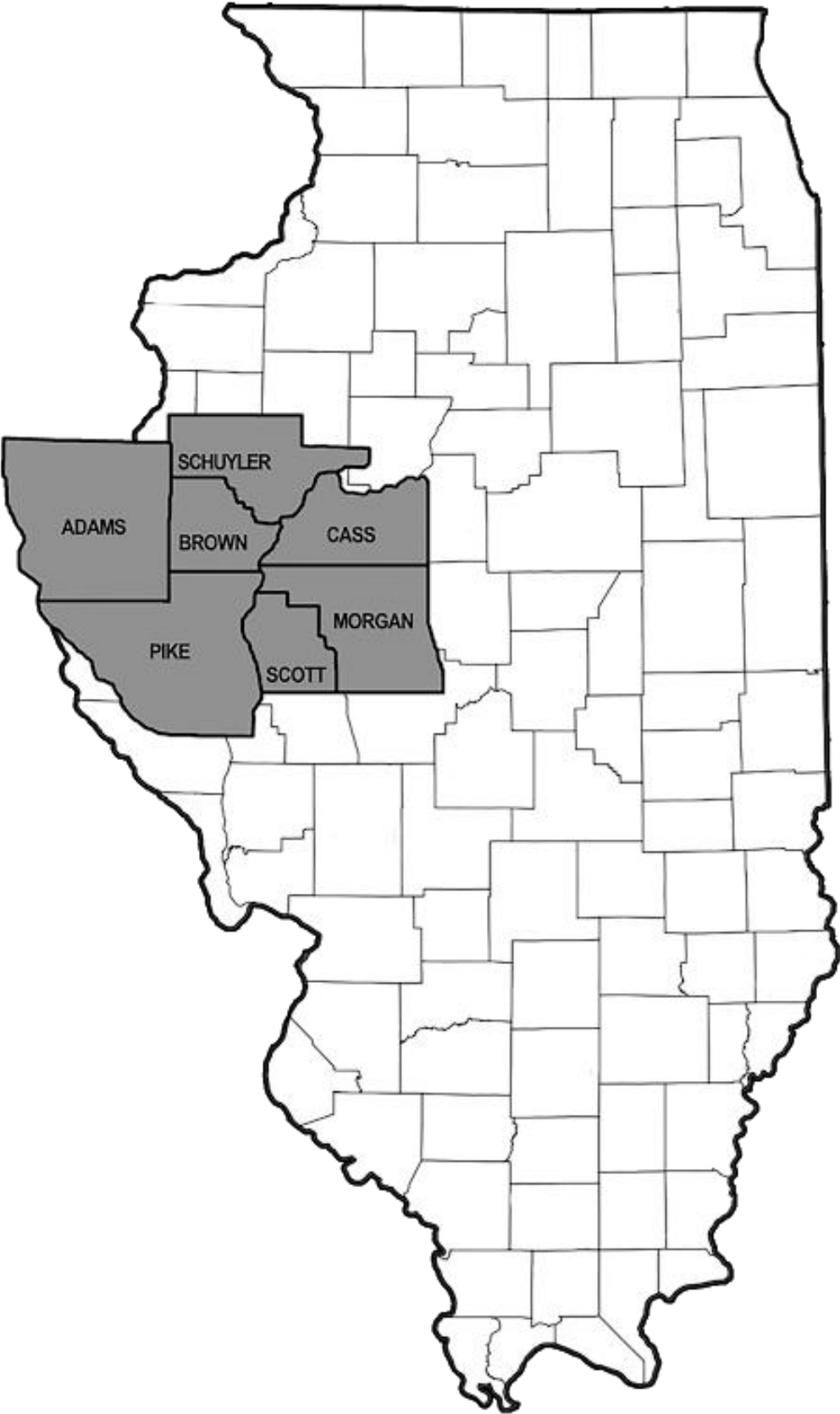
Name	Affiliation	County	Sector
Bevelheimer, Chuck	City Planner, Quincy	Adams	Government
Bevelheimer, Jacqui	IL Dept. Commerce	All	Government
Bright, John "Skip"	Quincy Business & Technology Center	Adams	Business
Cain, Holly	Quincy Area Convention & Visitors Bureau	Adams, Pike	Tourism
Crow , Shelby	U of Illinois Extension	Adams	Econ Development
Douglas, Dusty	Morgan County Regional Council	Morgan	Community Development
Ellis, Paul	Jacksonville Regional Econ. Development Corp	Cass, Morgan, Scott	Economic Development
Fritsche, Dustin	Cass County Econ. Dev.	Cass	Economic Development
Hogge, Jeff	Administrator – City of Barry	Pike	Government
Iftner, Kaye**	Pike County Chamber of Commerce	Pike	Business
Krupps, Philip	Brown County Bank	Brown	Banker
McCartney, Bill	City of Pittsfield	Pike	Economic Development
McClelland, Max*	Chair, County Bd	Schuyler	Farmer
Middendorf, Brenda***	Pike County Ec. Development	Pike	Economic Development
Parish, Dave	Chair, County Bd	Cass	Government
Park, Sean	Rushville Ec. Dev.	Schuyler	Economic Development
Rennecker, Shawn	Illinois Rural Electric Cooperative	Morgan, Pike, Scott	Electric Utility Cooperative
Russell, Jennifer	UI-Ext Community Dev	Morgan, Scott, Cass	Community Development
Shoup, Blanche	Workforce Investment Board region 14	Adams, Brown, Cass, Scott	Workforce Investment
Simon, John	EMS Director	Adams	Emergency Mgt.
Stalder, Bill	Adams Electric	All	Electric Co-op
VanDeVelde, Pat	Peak Insurance	Scott	Business
Wagner, Marcel	Great River Economic Development Foundation	Adams	Economic Development
Wood, Jim	Ameren	All	Utility
Yingling, Vada	City of Mt. Sterling	Brown	City Administrator

* Current TRRC Governing Board Chairperson

** Immediate past TRRC Governing Board Chairperson

*** Two Rivers RC&D Executive Director

TWO RIVERS ECONOMIC DEVELOPMENT DISTRICT



TWO RIVERS ECONOMIC DEVELOPMENT DISTRICT



CHAPTER 1-AREA AND ITS ECONOMY

General Description of Area

Two Rivers Economic Development District consists of Adams, Brown, Cass, Morgan, Pike, Schuyler and Scott Counties in West-Central Illinois. The Mississippi River forms the western boundary of the region, and the Illinois River bisects the region. The 2015 total population of the seven counties was 147,759. Quincy is a historic river city, located on the Mississippi River at the western edge of Adams County. It is the largest urban center within a 100-mile radius, and has a substantial and diversified agricultural, industrial, service and retail base. The city shows a 2015 estimated population of 40,633, an increase of 549 from the 2000 census. Quincy serves as the principal cultural and economic center for the surrounding West-Central Illinois region, as well as northeastern Missouri and Southeast Iowa. It is the home of a community college, private university and a trade school.

Jacksonville is the second largest city in the TREDD and center of the Micropolitan Area encompassing Morgan and Scott counties, which together have a population of about 40,000. An historic industrial center which also is home to two four-year liberal arts colleges and two state special needs schools, Jacksonville has a diversified employment base led by agriculture, education, utilities and manufacturing. It is located on Interstate 72 and U.S. 67, a strong logistic location between Quincy and Springfield, Illinois.

The Mississippi and Illinois Rivers are major assets of the region. They are extraordinary natural resources as well as major economic resources. Both rivers are important transportation arteries and have growth potential for an inland navigation terminal with Foreign Trade Zone, tourism, and recreation development. The Illinois River is the barge route between the Great Lakes and Chicago, & St. Louis to the Mississippi River. Quincy, on the Mississippi River, is a major barge transshipment point, with several river terminals and it has the potential for being a center for inland & facilities with a Free Trade Zone. There are terminals on the Mississippi River at Meyer, Illinois and Hannibal, Missouri. Along the Illinois River, there are terminals at Naples, Pearl, Florence, Meredosia, Frederick and Beardstown. These locations all have prospects to have Foreign Trade Zone/Subzone and Inland Intermodal Transport Facilities.

The Two Rivers region encompasses 3,626 square miles, with an average population density of 41.5 persons per square mile. The region is predominantly agricultural due to the fertile floodplains of the Mississippi and Illinois rivers. The floodplains are highly productive for corn and soybeans, which are the predominant crops raised in the region. The Two Rivers member counties are in the heart of the "Corn Belt", the nation's most productive agricultural region. Woodland, pasture and livestock production are also important economic activities in the region.

The region presents a striking contrast between the urban and rural. The city of Quincy is 140 miles northwest of St. Louis, Missouri, and 114 miles west of Springfield, the capital of Illinois. Interstate 72 is the major east-west highway serving the region. State highways provide good access from Quincy to all the smaller cities in the region. Existing and proposed four lane road systems, including Illinois Route 336, to interconnect the Tri-State area, via. Missouri, Iowa and Illinois are shown in the map on page 47. In addition,

the major metropolitan centers within 250, 500 and 750 miles of Quincy are shown in the map on page 46.

Land remains a major economic resource in the Two Rivers district. Maintenance of the agricultural land base is fundamental to the regional economy, but there is also potential for developing other areas of land more suitable for industrial development and expansion. The most promising larger sites are located in Quincy and Jacksonville, or their urban fringes, and the communities of Barry, Pittsfield, Griggsville, Hull, Beardstown, Naples, Florence, Winchester, Mendon and Lorraine all within easy access to I-72/172 and IL 336.

Natural Resources

Simple geography has been of primary importance to the development of the Two Rivers District in the past, and is seen to be fundamental to the success of future development efforts. The district is located in the heart of one of the nation's most important agricultural areas. It is part of the nation's 'Corn Belt'. The Illinois and Mississippi River bottoms are highly productive farmland. The land is productive for corn and soybean crops in the floodplains and in parts of the district to the north and east, with corn crop yields that can yield up to 160 bu and soybeans up to 50 bu.

Woodland, pasture and livestock production are relatively more important in the central and southern townships of the district. The Illinois and Mississippi Rivers are virtually inexhaustible water resources, major transportation arteries, and recreation and tourism resources of growing potential. A number of communities in the district obtain their water supplies from one of the rivers, or from wells drilled into river bottoms. Several rural water districts also use river aquifers as their water source. Pigeon, Mill, and Bear Creeks are the major tributaries to the Mississippi River from Adams County. The Illinois River basin is drained by McKee Creek and tributaries of the LaMoine River. Soils in the upland areas of the county formed mainly in loess and glacial drift. The combined thickness of these materials is mostly 30 to 60 feet. The soils on bottom land formed in sandy to clayey water-deposited material. This material is more than 100 feet thick throughout most of the Mississippi River flood plain and 5 to 50 feet thick on small flood plains in the county.

The native vegetation of Adams County was primarily hardwood timber, but the nearly level prairie areas in the northeastern and central parts of the county supported native prairie grasses and forbs. Water is plentiful on most of the flood plain along the Mississippi River. In the upland part of the county, the supply of water is generally sufficient for farm use. Most wells are drilled into limestone or, in places, into sand or gravel beds in the glacial drift. More than 2,500 water impoundments cover nearly 2,700 acres in Adams County. Several rural water districts serve Adams County and its towns and villages.

The Illinois River is the barge route between Chicago and the Mississippi River near St. Louis, while the Mississippi is a nationally important transportation artery. The U.S. Dept. of Transportation has designated the Illinois River as Marine Highway M-55 and the Mississippi River as Marine Highway M-35. Quincy, located on the Mississippi River, is a major barge transshipment port with many river terminals. There are also terminals on the Mississippi River at Meyer, Illinois and at Canton and Hannibal, Missouri. Along the

Illinois River, there are terminals at Naples, Pearl, Florence, Meredosia, Frederick, and Beardstown. The topography ranges from black level cropland near the Illinois and Mississippi Rivers to the very steep timbered areas along the many streams that bisect the area. Level to gently rolling fields planted in corn, soybeans, wheat and hay are found between the steep slopes along the stream drainage ways. The soils are predominantly light colored timber soils, with some areas of prairie soils. Slopes range from flat to very steep.

Deposits of mineable natural resources exist in various areas of the district. Sand, clay and gravel deposits are numerous throughout the Illinois River Valley, the Mississippi River Valley, and the Mill Creek, Ursa Creek and Bear Creek watersheds. Sand and gravel pits dot the district. These quarries produce both crushed stone and ground limestone. Future development of these resources is dependent upon demand and mining economics. In Brown and Schuyler Counties coal mines are there but the production has been discontinued. New legislation or technology supporting uses of coal for things such as gasification for power generation may provide new opportunities for redevelopment of the areas sizeable coal deposits.

Mining

Mining is primarily limited to Adams County where J. M. Huber Co. mines calcium carbonate, a major ingredient in plastics, food processing and other products. The mined out areas in the mine have been converted into the largest underground warehouse in the United States with USDA and Baking Institute approval. This has led to the development and growth of a major industry sector which, in addition to mining, also imports, processes and exports minerals. A major portion of this space has been converted into refrigerated and frozen food storage. Some of the mined out area has been converted to emergency backup for data storage with the regional hospital, among others, using the area. High capacity fiber optic and backup power have been installed.

Land remains a major economic resource in the District. Maintenance of the agricultural land base is fundamental for the district's economy. The land devaluation, which began in the early 1980's, has had significant impact on the farm economy in the district. Land values dropped substantially, resulting in sharp reductions in farmers' net worth. Since land is used as collateral for most agricultural loans, farmers lost some ability to finance operations. Land value however, has returned to pre-1980 levels and is appreciating again. In the area around Quincy and several locations along I-72 development is driving land prices much higher where commercial or residential development is possible. Additionally, the hunting opportunities within TREDD region has driven land prices upward.

There is potential for developing non-agricultural land for industrial purposes. The district offers an abundance of lands suitable for industrial development or expansion. The most promising larger sites are located in Quincy and Jacksonville and their immediate urban fringes, the communities of Barry, Pittsfield, Griggsville, Naples, Winchester, Mendon and Lorraine all with easy access to four lane highways including I-72/172 and IL 336.

Renewable and clean energy

Renewable energy has much potential for development within the TREDD. Lock and Dam 21 at Quincy and No. 22 in Pike County on the Mississippi River have been identified in a 1986 study by the U.S. Army Corp of Engineers as having potential for hydropower. Pike County currently has a 350 feet tall, 1.65 mega watt wind energy system facility (WESF) that provides electricity for 500 rural homes. The WESF is owned by Illinois Rural Electric Cooperative. Adams County Rural Electric has two operating WESF.

Schuyler County highway department installed 42 rooftop panels to collect solar energy. The system – a pilot project and the only one of its kind in West-Central Illinois – was fully functional in the summer of 2011 and has been providing nearly 100% of the departments electricity requirement. Seventy-five percent of the project's \$63,535 cost came through an Energy Efficiency Block Grant, a regionally competitive state grant. A grant from the Illinois Clean Energy Foundation covered the rest of the cost.

Two Rivers Regional Council of Public Officials makes block grants annually for energy efficiency projects in Adams, Brown, Pike and Schuyler counties. Most of the grants cover heating/ventilation/air conditioning, insulation and lighting upgrades.

Paint, cleaners and even Astroturf come from bio cel soybean based products and companies in the region are working to develop bio cel into usable alternative resources to fossil fuel products.

Wild game

Wild game population, especially deer and wild turkey, provide the base for a large fee hunting industry within the region. This in turn is encouraging the development of other businesses to provide lodging, guide or outfitting services, food services, hunting and fishing equipment, etc. It has also produced some issues regarding land use, restriction on the number of out-of-state licenses issued, pressure on land prices, etc. Pike County, Illinois in particular has experienced major investments in lodging and outdoor recreation facilities as a result. The traffic generated by these investments has also encouraged others to invest in support services such as convenience stores and restaurants which also benefit local residents.

Environmental Issues Endangered species

There are two conservation areas and two state parks and a state fish and wildlife area within the district. There are no unique habitats. Existing habitats are, however, ecologically sensitive to agrochemical pollution from neighboring farmlands. Endangered species of plants or animals are protected, where applicable, within conservation areas and state parks indicated below:

Siloam Springs State Park (Adams/Brown Counties)
Weinberg-King State Park (Schuyler County)
Jim Edgar Panther Creek State Fish and Wildlife Area (Cass County)
Sanganois Conservation Area (Cass County)
Ray Norbert State Fish and Wildlife Area (Pike County)

Asian Carp

In July, 2007, all silver carp and large scale silver carp were declared by the U.S. Department of the Interior to be invasive species under the Lacey Act.

There has been a dramatic rise in the populations of bighead and silver carp where they are established in the Mississippi River basin. Flooding caused Asian Carp to swim into the Mississippi River. Grass carp have been reproducing in the Mississippi River since the 1970s

Bighead and silver carp feed by filtering plankton from the water. The extremely high abundance of bighead and silver carp has caused great concern because of the potential for competition with native species for food and living space. Because of their filter-feeding habits, they are difficult to capture by normal angling methods.

The United States Environmental Protection Agency (EPA) is also concerned about the possibility of Asian carp migrating to the Great Lakes. In 2002, the U.S. Army Corps of Engineers completed an electric fish barrier in the Chicago Sanitary and Ship Canal, the only aquatic link between the Great Lakes and the Mississippi River drainage basins. The initial fish barrier was used as a demonstration project to study the design's effectiveness. Following positive results, construction began on a second, permanent barrier in 2004.

Big River Fish signed a contract with a Chinese company to sell 30 million pounds of Asian carp to China. The project was designed to serve several purposes – provide job opportunities to approximately 60 individuals processing the fish, provide the opportunity for spin-off businesses and significantly decreased the Asian Carp population in area rivers. While the business is still in existence it has not reached the expected potential. Several similar businesses are in various stages of development in the area which will also focus on using Asian Carp for other purposes than food. The fish's population has exploded in recent years and the fish is considered a threat to the eco-system. This has also opened up the opportunity for sporting and commercial activities to help control growth of the Asian Carp population.

Hazardous Waste Sites

There are no Illinois Environmental Protection Agency permitted hazardous waste sites within the district. However, there are two sites presently designated as United States EPA "superfund sites". Quincy Municipal landfill #2 and #3 (Adams County) and an abandoned site used by Firestone Tire Company (Adams County) which is in post remediation.

Bioaccumulation

Pesticides are beneficial chemicals. They can protect against forest and farm crop losses and can aid in more efficient food production. They are used to slow the spread of destructive forest insects like the gypsy moth. They are used to establish and maintain lawns and recreational areas. They are used to help reduce malnutrition and starvation of humans and animals. Pesticides also have been instrumental in controlling many insect-borne human diseases such as malaria, encephalitis, and bubonic plague. They promote public safety on roads, railroads, powerlines, and rights-of-ways.

Pesticides are (1) relatively easy to apply, (2) generally cost-effective and, (3) the only practical method of control in some situations. However, the benefits of pesticides are not derived without consequences. Pesticides must be used with great care so that the health of humans, animals, and the environment are protected. Disadvantages of pesticides include their toxicity to some humans, animals, and useful plants, and the persistence (long life) of some of these chemicals in the environment.

When pesticides enter aquatic systems, the environmental costs can be high. Unintentional pesticide-related fish kills occur throughout the United States. Some of these kills have been large, involving thousands of fishes, as well as frogs, turtles, mussels, water birds, and other wildlife. Fish and other wildlife species, including rare and endangered ones like the peregrine falcon, bald eagle, and osprey, have been victims of pesticide poisoning. Pesticide use is one of many factors contributing to the decline of fish and other aquatic species.

Protection of wildlife and water quality is possible when using pesticides. If pesticides are selected wisely, used in combination with other pest control measures, and applied safely, the pollution of our surface waters and contamination of aquatic life can be avoided.

<http://pubs.ext.vt.edu/420/420-013/420-013.html>

The Illinois Farm Bureau, county farm bureaus, Illinois commodity groups and industry groups actively work with farmers in the region on meeting Illinois' Nutrient Loss Reduction Standards as established by the Illinois EPA in 2015. Pike, Adams, and Hancock County Farm Bureaus have received water quality grants to determine nutrient load in area waterways. Additionally, Pike County Farm Bureau and Prairieland FS have instituted nutrient stewardship a dedicated farmer education site.

Solid Waste Disposal

Solid waste disposal will continue to be an issue and has received a great deal of attention within the district. Adams County has completed an IEPA sponsored solid waste management 13 plan. The West-Central Illinois Solid Waste Plan Implementation Consortium, which contains five of the remaining six counties of the district, together with Mason County, completed this same process by August 1995. There is only one licensed sanitary landfill in the district and it is the Hickory Ridge Landfill in Pike County. According to the 2015 Illinois EPA Annual Report this landfill has one of the lowest remaining life cycles in Illinois with a life expectancy of only 6.2 years, less than 1/3 the statewide average. Communities within the region contract independently for their waste-pickup. Many communities presently take their waste out of the region for final disposal. This results in less dumping in the landfill within the district. There is adequate disposal capacity in neighboring counties to satisfy the waste disposal needs of the region.

Commercial Waste Recycling

Quincy Recycle began local and is now one of the largest in the Midwest. They operate in several states and export wastepaper in large quantities. They also provide a secure shredding service. Recently they worked with a developer of a system to process institutional and commercial food waste and are successfully marketing the byproduct as animal feed.

Region 5: West/Central Illinois

Four landfills in Region 5 reported available capacity as of January 1, 2016. The location of each landfill in Region 5 is depicted below.



The table below reflects the reported capacity on January 1, 2016, the volume of waste disposed in 2015, and the projected life expectancy of each landfill in Region 5. It also shows the cumulative reported capacity, volume of waste disposed, and life expectancy for Region 5 as a whole.

Landfill	Capacity (yd ³)	Disposal Volume (yd ³)	Life Expectancy (yrs)
Five Oaks Recycling and Disposal Facility	23,441,990	668,123	35.0
Hickory Ridge Landfill	3,107,832	500,409	6.2
Litchfield-Hillsboro Landfill	2,846,916	221,397	12.8
Sangamon Valley Landfill, Inc.	5,997,612	456,806	13.1
Total	35,394,350	1,846,735	19.1

Municipal Recycling

Recycling is limited to two communities in the district. Quincy operates a curbside recycling program, and operation of drop-off facilities throughout the area is extremely limited. Several companies in the region are working to expand the market for recyclables making it somewhat easier to maintain recycling operations within the region. Pittsfield in Pike County operates another station. Village of Ashland the City of Virginia in Cass counties both have their own drop centers. The Pike County Recycling program is operated by DD clients of the Mental Health Centers of Western Illinois through the cooperation of Two Rivers RC&D, and Area Disposal and Pike County 4-H.

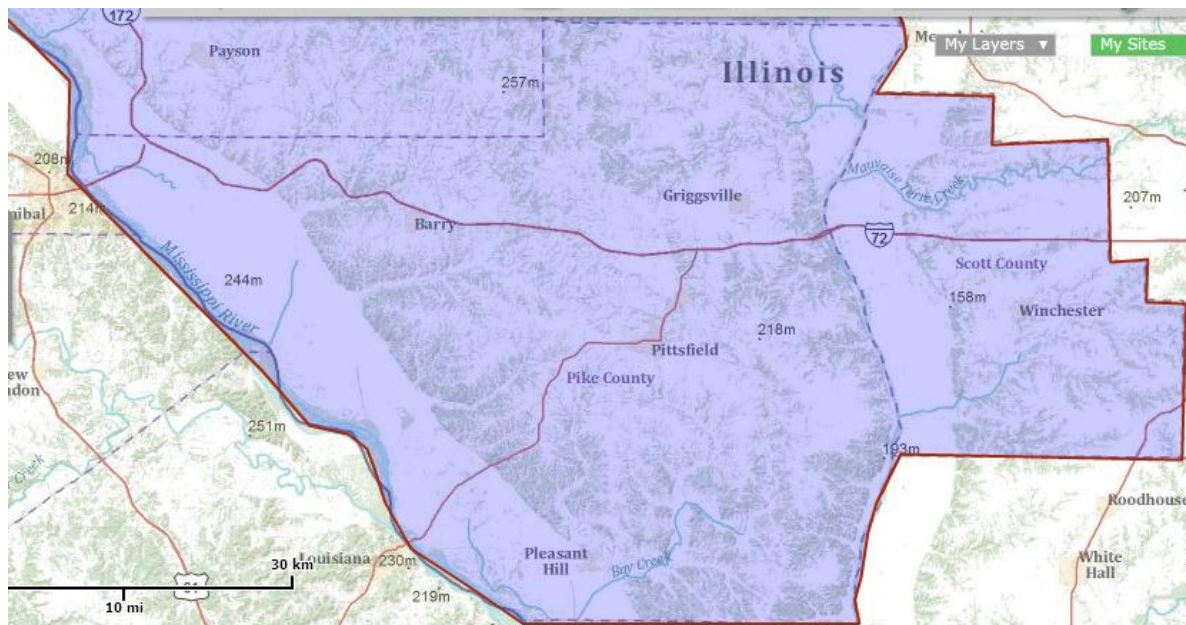
The recycle center is at the Mental Health Centers of Western Illinois Work Activity Center.

Sewage Treatment

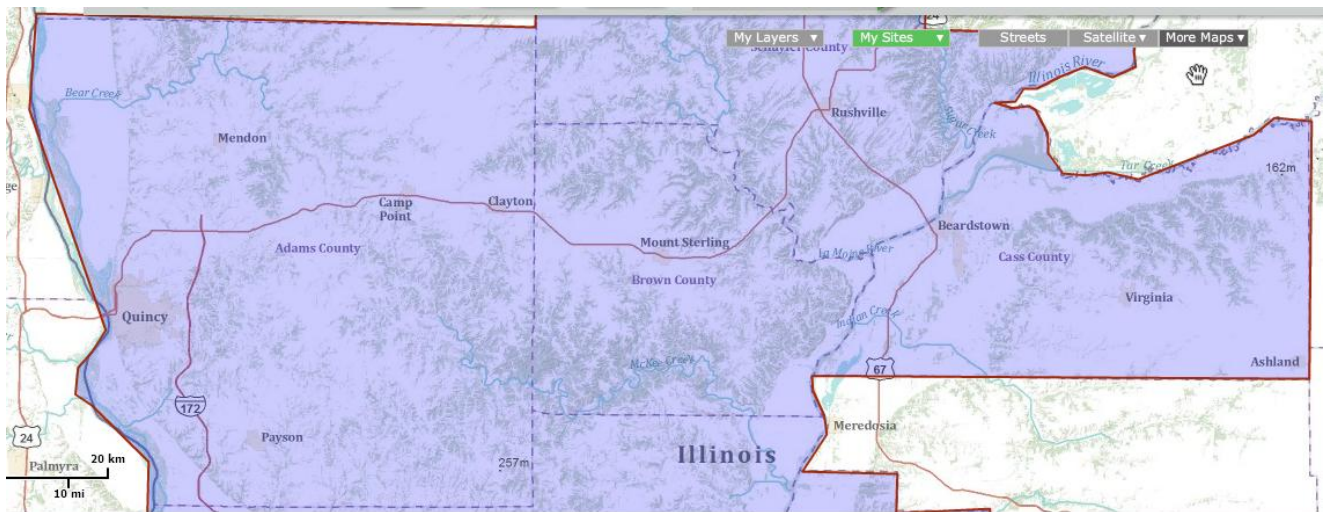
Sewage and wastewater are handled on a local basis within the district. There are presently no regional treatment facilities. A number of current sewage treatment facilities have been or are being renovated with the assistance of Community Development Block Grant, awarded and administered by the Illinois Department of Commerce and Economic Opportunity and USDA wastewater grant and loan programs. Several projects are listed by communities throughout the TREDD.

Water Resources

There are no sole-source aquifer designations within the district. Most water supply systems have adequate capacity, but lack proper supply lines to adequately serve some communities and rural customers. High levels of agrichemical use pose a threat to private well users. Water cooperatives within the region are constantly expanding to serve rural citizens and businesses. At the present time several new water system improvement Community Development Block Grant applications are in process.



Topographic Map of Pike and Scott Counties



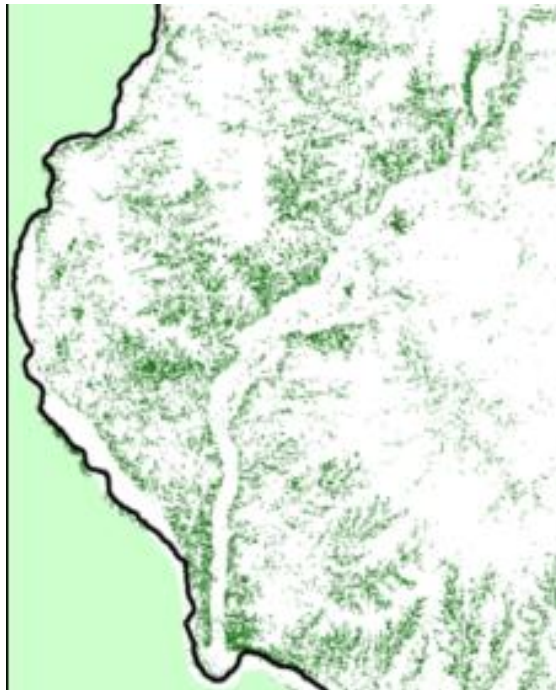
Topographic Map of Adams, Brown, Cass Counties & Schuyler Counties Community Analyst, ESRI



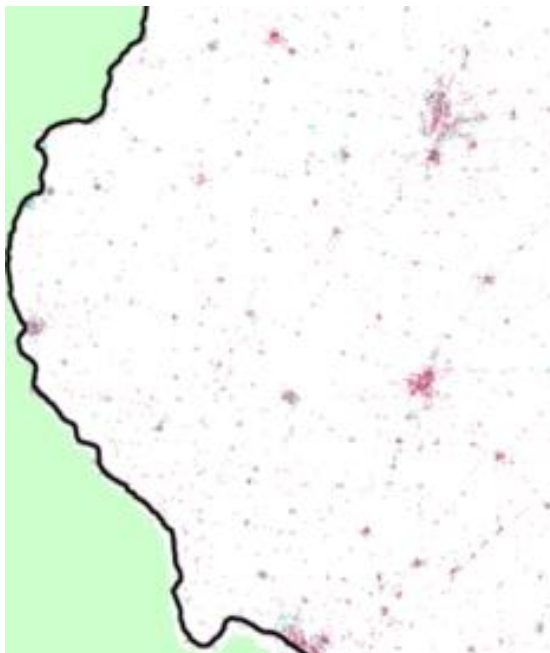
Topographic Map of Morgan & Schuyler



Agricultural Land



Forested Land



Developed Land



Wetlands

Political Geography

The district is composed of seven counties, and contains seventeen incorporated areas with populations greater than 1,000. All the Counties in the Two Rivers Economic Development District have been designated as redevelopment areas by the United States Economic Development Administration, in accordance with Section 401 of the Public Works and Economic Development Act of 1965, as amended in 1995. Nearly all of the TREDD lies in the 18th Congressional District. The northern part of the district is predominately in the 47th Illinois Senate District and the 93rd and 94th Illinois

Representative Districts. The southern portion of the TREDD is primarily in the 50th Illinois Senate District and the 100th Illinois Representative District.

POPULATION AND PERCENT CHANGE OF COUNTIES, CITIES AND VILLAGES OVER 1,000 POPULATION, 2015									
AREA	1980	%chg 1980-1990	1990	%chg 1990-2000	2000	%chg 2000-2010	2010	%chg 2010-2015	2015
ADAMS	71,622	-10.22%	64,301	6.18%	68,277	-1.72%	67,103	-0.13%	67,013
Camp Point	1,285	-4.28%	1,230	1.14%	1,244	-9.00%	1,132	8.30%	1,226
Payson	1,065	4.60%	1,114	-4.31%	1,066	-3.75%	1,026	-1.46%	1,011
Quincy	42,554	-6.75%	39,681	1.73%	40,366	0.66%	40,633	0.69%	40,915
BROWN	5,411	-9.79%	4,881	1.99%	4,978	-2.37%	4,860	2.02%	4,958
Mt. Sterling	2,186	-12.08%	1,922	7.70%	2,070	-2.17%	2,025	-0.74%	2,010
CASS	15,084	-13.02%	13,120	3.03%	13,518	0.92%	13,642	-5.83%	12,847
Ashland	1,351	0.37%	1,356	0.37%	1,361	-4.48%	1,300	-3.38%	1,256
Beardstown	6,338	-16.85%	5,270	9.41%	5,766	6.19%	6,123	-6.29%	5,738
Virginia	1,825	-3.18%	1,767	-2.21%	1,728	-6.77%	1,611	-5.90%	1,516
MORGAN	37,502	-2.95%	36,397	0.60%	36,616	-2.91%	35,551	-2.03%	34,828
Jacksonville	19,103	1.16%	19,324	-1.99%	18,940	2.67%	19,446	-1.76%	19,103
Waverly	1,307	7.27%	1,402	-3.99%	1,346	-2.90%	1,307	0.00%	1,307
Meredosia	1,024	10.74%	1,134	-8.20%	1,041	0.29%	1,044	-1.92%	1,024
South Jacksonville	3,261	-2.27%	3,187	9.04%	3,475	-4.14%	3,331	-2.10%	3,261
PIKE	18,896	-7.94%	17,395	-0.06%	17,384	-5.49%	16,430	-2.68%	15,989
Barry	1,487	-6.46%	1,391	-1.65%	1,368	-3.65%	1,318	-3.34%	1,274
Griggsville	1,301	-6.38%	1,218	3.28%	1,258	-2.54%	1,226	-4.08%	1,176
Pittsfield	4,170	2.28%	4,265	-1.27%	4,211	8.67%	4,576	-1.99%	4,485
Pleasant Hill	1,112	-7.37%	1,030	1.65%	1,047	-7.74%	966	3.83%	1,003
SCHUYLER	8,365	-11.70%	7,386	-3.85%	7,102	6.22%	7,544	-6.79%	7,032
Rushville	3,348	-3.55%	3,229	-0.40%	3,216	-0.75%	3,192	-6.89%	2,972
SCOTT	6,142	-9.05%	5,586	-1.88%	5,481	-2.30%	5,355	-4.91%	5,092
Winchester	1,716	3.67%	1,779	-7.25%	1,650	-3.45%	1,593	-2.32%	1,556
DISTRICT*	163,022	-8.56%	149,066	2.88%	153,356	-1.87%	150,485	-1.81%	147,759
ILLINOIS	11,427,429	0.03%	11,430,602	9.20%	12,482,301	2.79%	12,830,632	0.23%	12,859,995
*Morgan County added in 2015									

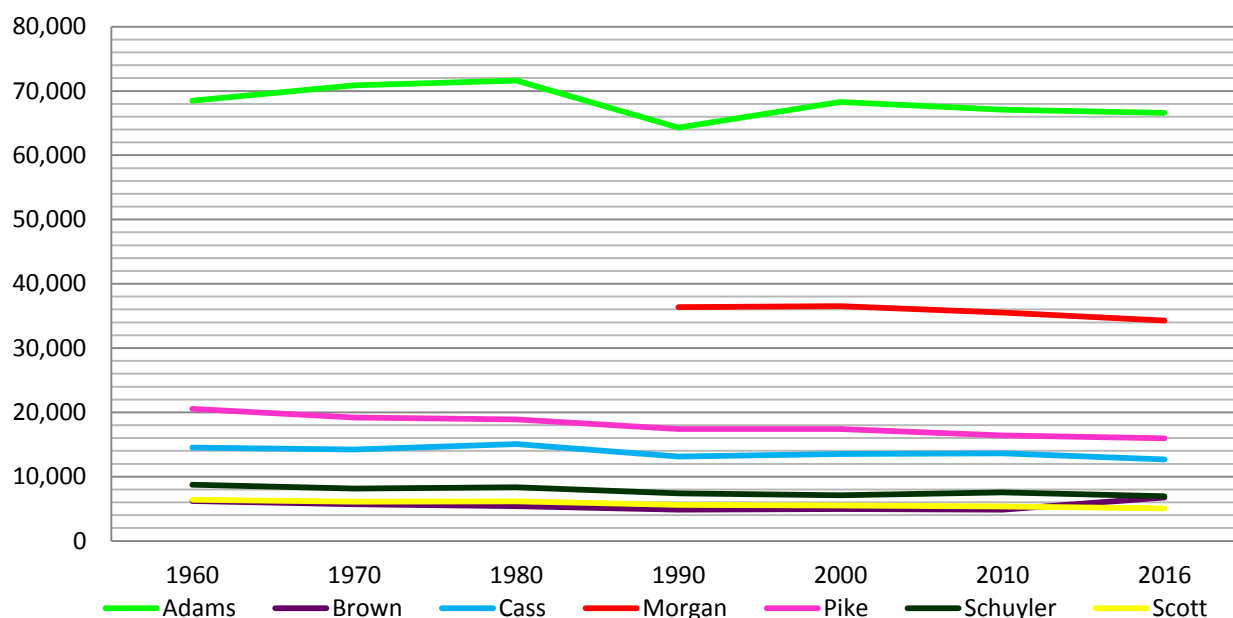
Source: U.S. Census Bureau. *County data and corresponding percents have been adjusted to reflect the removal of institutionalized populations (i.e. prisons) from the general population – Source-IDES Research and Analysis Section.

Population Characteristics

The Two Rivers District had a 2015 population of 147,759, which is a 1.8% drop from last census five years ago. Of these people, 67,013 lived in Adams County; 4,958 in Brown County; 12,847 in Cass County; 34,828 in Morgan County, 15,989 in Pike County; 7,032 in Schuyler County and 5,032 in Scott County. However, since the prison population growth in the past 15 years distorts the changes, the data has been revised to remove that population from the 2000 and later county data. Table 1 depicts the population distribution in the incorporated communities of the district. Table 1 also shows population changes from 1960 to 2015 for all counties and communities of over 1,000 persons. Overall, the district lost over 9.4% of its population in this period, compared to a population increase of 12.5% for the state.

Table 1 reflects a loss in population between 2000 and 2015 in all TREDD counties.

Two Rivers Economic Development District County Population Trends



Adams (-1.9%), Brown (-0.4%), Cass (-5.0%) Morgan (4.9%), Pike (-8.0%), Schuyler (-1%) and Scott (-7.1%) counties. Population increases were recorded in a few communities: Quincy (1.4%) and Jacksonville (0.9%). This data suggests that smaller communities and rural areas suffered the greatest population loss. Employment and business and industry data needs to be analyzed to try and identify the economic drivers of these negative changes and attempt to reverse or mitigate their impact.

The general population characteristics are shown in Table 2. The percentage of males and females in the district is comparable to the figures for the state. The district is predominantly white, with relatively few blacks nor latino.

Overall, the district has a higher percentage of persons aged 65 and over than does Illinois as a whole. The median ages are also higher than those for the state. This large

elderly population is more likely than those in the younger age brackets to have low incomes. They are also more likely to be in need of social services and less likely to be a part of the area labor force.

General Population Characteristics By County

	Adams	Brown	Cass	Morgan	Pike	Schuyler	Scott	Region	Illinois
Male	48.9	64.3	50.4	50.7	50.4	53	48.3	52.29	49.1
Female	51.1	35.7	49.6	49.3	49.6	47	51.7	47.71	50.9
%White	93.4	78.4	93.5	90.7	96.6	95.3	97.9	92.26	77.3
% Black	3.8	19.2	3.8	6.7	2.0	3.5	0.6	5.66	14.7
%Hispanic	1.5	6.3	18.6	2.4	1.3	1.9	1.3	4.76	16.9
Under 18	22.7	15.5	23.5	20.0	22.0	19.5	21.7	20.7	23.0
Over 65	19.0	13.3	16.9	18.7	20.2	19.7	19.0	18.11	14.2
Median Age	40.8	37.3	38.7	41.4	42.5	43.6	42.7	41	37.7

Notes:

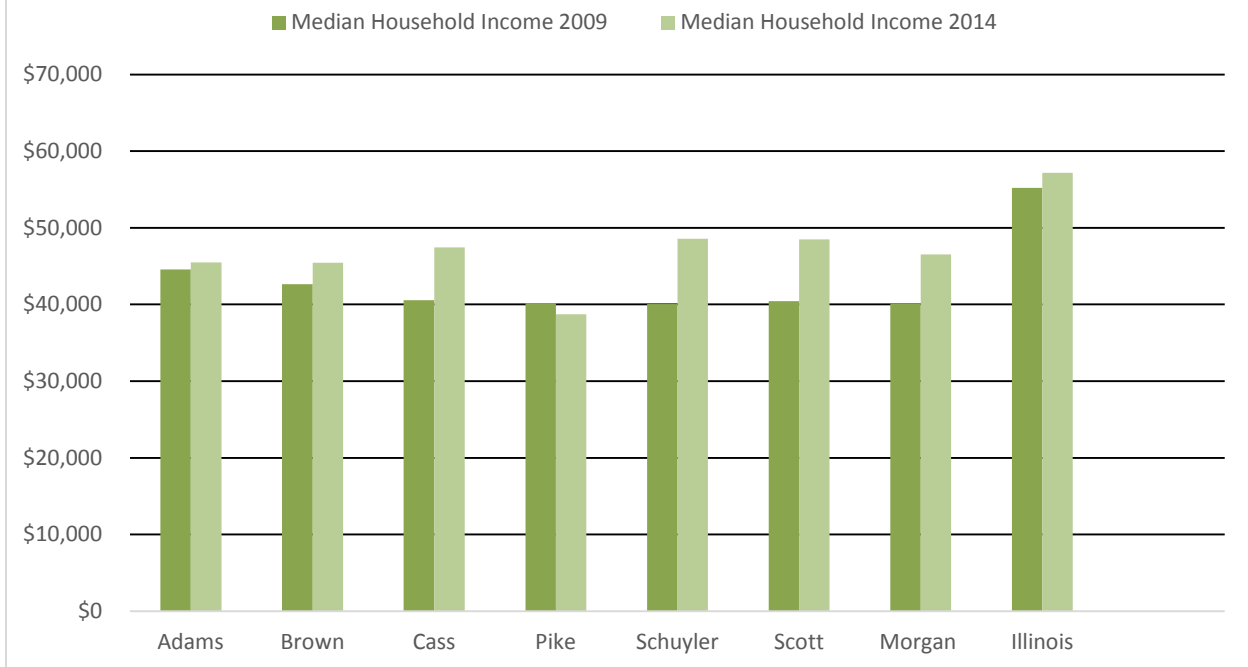
Cass Co. has the most significant Hispanic Population. Brown County shows a higher than state average for African-American and male percentage due to the inclusion of the population characteristics of a state prison located in Mt. Sterling which skews the data. The actual rural population of Brown County contains an African-American population more along the lines of the other five counties listed. The majority of the African-American households listed in Adams County reside within the city limits of Quincy and would not be included as part of the rural areas Two Rivers Economic Development District (TREDD) serves. The major employer in Cass County is a meat processing plant with a high percentage of Hispanic employees. This is the primary reason for the higher percentage of Hispanics in the county. The majority of these employees live in Beardstown where the plant is located.

POVERTY AND HOUSING

2014 Median Household Income

While the median income in all seven counties is well below the state average six of the seven have shown some increase since 2009. However, Pike county has shown a decrease in median income during that period. All seven counties also show more living below the poverty level than were five years ago.

Median Household Income 2014

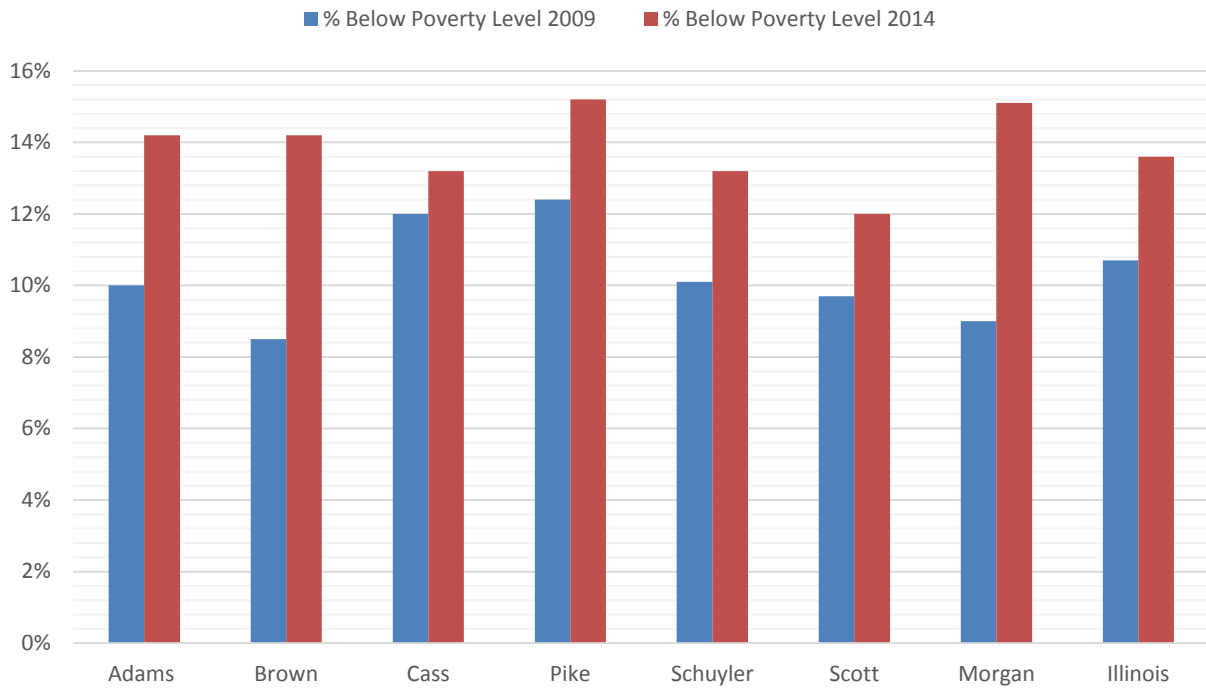


2010 U.S. Census Bureau State and County Quick Facts

Poverty and Income 2014

County	% Below Poverty Level 2009	% Below Poverty Level 2014	Median Household Income 2009	Median Household Income 2014
Adams	10%	14.20%	\$44,555	\$45,472
Brown	8.50%	14.20%	\$42,660	\$45,463
Cass	12%	13.20%	\$40,561	\$47,443
Pike	12.40%	15.20%	\$40,205	\$38,740
Schuyler	10.10%	13.20%	\$40,053	\$48,575
Scott	9.70%	12%	\$45,456	\$48,500
Morgan	9%	15.10%	\$42,156	\$46,524
Illinois	10.70%	13.60%	\$55,230	\$57,166

Poverty and Income 2014



REGIONAL ECONOMY, ANALYSIS

Planning and Economic Development Activities

All counties in the district have some organized form of community or economic development. Many activities are undertaken by local volunteers and non-profit groups. Three full-time University of Illinois Community Economic Development professional staff can be found in Adams (Unit 14) and Cass Counties (Unit 15). Two Rivers Regional Council provides planning, grant writing, economic development, Tax Increment Financing and business assistance including loan programs. There are numerous groups and organizations throughout the district. Coordination of effort at the local and regional levels requires a high level of networking. Adams County groups meet on a regular basis to discuss activity of individual groups.

Regional Collaboration and Coordination

TWO RIVERS REGIONAL COUNCIL OF PUBLIC OFFICIALS (TRRC) – TRRC is an intergovernmental organization that provides planning, community and economic development services to the same geographic area as the TREDD. TRRC also provides the administrative staff for the TREDD. In addition to staffing the TREDD, the regional council also provides a number of services developed to support economic development throughout the region. The regional council was formed in 1974 because the community, governmental and business leaders throughout the area realized that the most effective way to bring about improvement was to work in a cooperative manner.

The following TRRC programs and activities have been undertaken on a regional basis.

1. Community Planning including infrastructure, unified development code, zoning and TIF technical assistance.
2. Workforce Investment Act provides services for eligible job seekers.
3. LIHEAP, Weatherization, Food, Scholarships and other programs to assist low to Low to moderate income families and individuals.
4. Business assistance programs including four revolving loan programs.
5. Business technical assistance including feasibility and financial planning.
6. Administrative assistance to governmental units with revolving loan funds.
7. Assistance to governmental units with location and establishment of business parks.

One of the examples of collaboration which can have the most significant long-range impact in the area is the establishment of the Mid America Port Commission, a three state 26 county entity which is the only three state port district in the United States and was a direct result of the TREDD planning activity. The Mid-America Intermodal Authority Port District, an Illinois governmental entity, was established under the Port Commission to develop intermodal ports on the Mississippi and Illinois Rivers.

Workforce Investment Board

Close collaboration between the Workforce Investment Board of Western Illinois and the Two Rivers Economic Development District has resulted in the following benefits for both organizations:

- Industry Cluster study coordination has eliminated duplication of work and resulted in a more in-depth analysis and understanding of the present conditions.

It also enables close coordination and alignment of using the data and development of programs.

- Demographic and labor market information provides more in-depth data for the CEDS than would otherwise be possible.
- A closer alignment of the strategic plans of the Two Rivers Economic Development District and the Workforce Investment Board is achieved.
- Target industries are consistent in both plans.
- The infrastructure goals in the CEDS align with training job seekers to prepare a workforce for the jobs created as a result of the infrastructure investment.

The Two Rivers Economic District, Great River Economic Development Foundation, several local industries and John Wood Community College has enabled employees from several area companies that either closed or relocated outside of the area to be retrained and remain within the region. This resulted in more than 265 employees receiving assistance through the Dislocated Worker and Trade Act Adjustment programs. A few examples include:

Trinity Industries

A major manufacturer of pressure vessels primarily used for anhydrous ammonia and propane closed a plant due to foreign competition. Trade Act benefits assisted many of the 80 employees in retraining and remaining locally.

Quincy Compressor

A long time major manufacturer of compressors and related equipment which was founded in Quincy relocated the Quincy operation to a southern state dislocating about 75 workers. These employees received retraining and other assistance including Relocated Worker training benefits.

Hutter Oil/Jiffy Stop

A large regional oil distributor and convenience store operator sold to another company which terminated all employees. About 114 workers were affected. Retraining assistance under the Dislocated Worker program assisted many of those not rehired by the new owner.

Kirlin's Hallmark

One of the largest and oldest Hallmark chains announced closure of it's downtown Quincy retail store. The company has a second location in Quincy at the mall but had limited openings there. A number of employees are being offered assistance through the Dislocated Worker program.

ILLINOIS INSTITUTE for RURAL AFFAIRS (IIRA) – is an organization operated from Western Illinois University in Macomb, Illinois and which provides research, technical and training support specifically directed toward rural areas and small communities. They developed the highly effective MAPPING program to help communities identify strengths and weaknesses and develop a development strategy. The IIRA and their sister agency RETAC have provided both rural transportation studies for the TREDD and Benefit Cost Analysis and feasibility studies for the Mid-America Intermodal Authority Port District. As part of this CEDS plan they have assisted in developing the Economic Resiliency planning tool.

UNIVERSITY OF ILLINOIS EXTENSION SERVICE-COMMUNITY ECONOMIC DEVELOPMENT EDUCATORS – are individuals trained by the University of Illinois to facilitate economic development, particularly in small communities and rural areas of the state. Each of the TREDD counties has UI Extension Economic/Community Development specialists available and 3 were involved in the CEDS process.

JACKSONVILLE REGIONAL ECONOMIC DEVELOPMENT CORP. - The Jacksonville Regional Economic Development Corporation works to retain, expand, create and recruit job opportunities for Morgan and Scott Counties. The organization has a long history of community and economic development success and under the current leadership is very actively working collaboratively with regional partners. Located in a different Workforce Area it will give Two Rivers District an opportunity to collaborate with an expanded workforce area.

GREAT RIVER ECONOMIC DEVELOPMENT FOUNDATION (GREDF) – GREDF was formed in 1978 to assist the City of Quincy and Adams County recover from the closing of a major employer. The organization has a full-time director and four full and part-time employees. GREDF has had a strong focus on developing the economy on a regional basis. The director has mentored many of the region's economic developers. Following the flood of 1993 GREDF successfully initiated an effort to form a Tri-State Economic Development Summit to foster collaboration and cooperation on a tri-state level with Illinois, Iowa and Missouri initially to recover from the adverse economic impact of that catastrophe. The Tri-State Development Summit has established task forces for major issues such as transportation and housing that meet on an ongoing basis to identify issues, educate the public and legislative leaders and find solutions to the issues.

TRI STATE DEVELOPMENT SUMMIT-was established to bring together leaders from the three bordering states of Iowa, Illinois and Missouri to define common issues, develop an on-going dialogue to effectively address those issues and to improve the quality of life of the entire tri-state region through economic and community development activities. Task forces have been developed, some permanent and some to address shorter term issues. Currently there are five task forces including: Transportation, Tourism, Connectivity, Entrepreneurship and Housing. Each task force is comprised of private-sector, political and civic leaders from each of the three states. The task forces meet throughout the year and give progress reports at the summit, which is held about every 18 months to two years.

USDA GREAT REGION - USDA designation of a Great Region is an acknowledgement of a regional approach to creating economic opportunity and job creation in rural communities. USDA supports rural communities that work together on a multi-county or regional basis, with a focus on the development and implementation of ground-level economic development plans. This designation recognizes the work of the 35-county Tri-State Summit region and was presented on November 21, 2013.

WESTERN ILLINOIS ECONOMIC DEVELOPMENT AUTHORITY (WIEDA)-was created by the state to serve 13 counties. The authority will offer and administer numerous services including bond financing, lease-purchase financing, real estate development of properties for lease, technical assistance on economic development issues and

enterprise zone designation. WIEDA was instrumental in getting the enterprise zone approved in Pike County.

Enterprise Zones

There are four designated enterprise zones in the TREDD region including:

A31 – Beardstown in Cass County

A37 – Jacksonville/Morgan County

A97 – Western IL Economic Development Authority, Pike County & Scott County

B40 – Quincy/Adams/Brown County

Schuyler County is the only TREDD county which does not presently contain an Enterprise Zone.

ENTERPRISE ZONE JOBS AND INVESTMENT – 2014

(Dollar amounts in thousands)

Name	Sales Tax abated \$	Employment	Created/(lost)	Retained	Capital Investment \$
Beardstown	706	2,071	(44)	0	5,431
Jacksonville/ Morgan County	1,251	1,176	(145)	30	12,796
Quincy/Adams/ Brown counties	1,445	2,415	(15)	906	10,307
Western IL Economic Development Authority	0	0	0	0	0

Source: DCEO 2014 Illinois Enterprise Zone Report

BUSINESS PARKS

Site Name	Baldwin Field Business Park	Camp Point Business Park	East Quincy Development District	Ellington Development	MF Adams Business Park	Marx Business Park
County	Adams	Adams	Adams	Adams	Adams	Adams
Total Acreage Available	55 Acres	17 Acres	12.4 Acres	0 Acres	2.5 Acres	30 Acres
Location of Site	Quincy Regional Airport on IL 104	U.S. 24, Camp Point	42 nd & Wismann Lane, Quincy	24 th & Ellington Road, Quincy	30 th & Wismann Lane, Quincy	36 th & Locust, Quincy
Asking Price per Acre	Negotiable	Negotiable	Negotiable	Negotiable	Negotiable	Negotiable
Name of Landowner	City of Quincy	Adams Electric Cooperative	Multiple	Shortridge Construction	Mark Adams	Tom Marx
Name of Rail Site	None	None	BNSF within 1 mile	None	BNSF crosses property	BNSF within 1 mile
Highway	IL 104 (7 mi.)	I-172 (14 mi.)	I-172 (1.5 mi)	I-172 (4.5 mi.)	I-172 (2.5 mi.)	I-172 (2.5 mi.)
Electricity	Adams Electric Cooperative	Adams Electric Cooperative	Ameren Illinois	Ameren Illinois	Ameren Illinois	Ameren Illinois
Water	Clayton-Camp Point Water District	Clayton-Camp Point Water District	City of Quincy	City of Quincy	City of Quincy	City of Quincy
Gas	NICOR	NICOR	Ameren	Ameren	Ameren	Ameren
Sewer	Baldwin Field City of Quincy	Camp Point Village Sewer Plant	City of Quincy	City of Quincy	City of Quincy	City of Quincy
Certified						
Zoning Classification	Industrial	Commercial	Industrial – Light	Industrial – Light	Industrial – Light	Industrial – Heavy
Fire Insurance Class	8	8	6	6	3	3
Property Tax			6.270290 per \$100 EAV	6.270290 per \$100 EAV	7.294680 per \$100 EAV	6.988160 per \$100 EAV
Website	www.gredf.org	www.gredf.org	www.gredf.org	www.gredf.org	www.gredf.org	www.gredf.org

Site Name	Mendon Business Park	Northeast Development District	Northwood Business Park	Seminary Industrial Park	South Quincy Development District	Wisman Ridge Business Park
County	Adams	Adams	Adams	Adams	Adams	Adams
Total Acreage Available	7.66 Acres	70 Acres	18 Acres	2 Acres	1000 Acres	57 Acres
Location of Site	IL Highway 61 West, Mendon	North & East of 24th & Chestnut, Quincy	24th & Weiss Lane, Quincy	18th & Seminary Road, Quincy	IL 57 South, Quincy	42nd & Wisman Lane, Quincy
Asking Price per Acre	Negotiable	Negotiable	Negotiable	Negotiable	Negotiable	Negotiable
Name of Landowner	Robert & Belinda Schoch	Multiple	Richard McNay	Multiple	Multiple	Mississippi Valley Development
Name of Rail Site	None	BNSF rail nearby	None	Rail adjacent	Burlington Junction and BNSF	None
Highway	Hwy 336 (0.6 mi.)	I-172 (3 mi.)	I-172 (4 mi.)	I-172 (4.4 mi.)	I-172 (9 mi.)	I-172 (1.5 mi.)
Electricity	Ameren	Ameren Illinois	Ameren Illinois	Ameren Illinois	Ameren Illinois	Ameren Illinois
Water	Village of Mendon	City of Quincy	City of Quincy	City of Quincy	City of Quincy and/or private wells	City of Quincy
Gas	NICOR	Ameren Illinois	Ameren Illinois	Ameren Illinois	Ameren Illinois	Ameren Illinois
Sewer	Sanitary Sewer runs through property	City of Quincy	City of Quincy	City of Quincy	City of Quincy	City of Quincy
Certified						
Zoning Classification	None	Industrial – Heavy	Industrial – Light	Industrial – Light	Industrial – Heavy	Industrial – Heavy
Fire Insurance Class	8	6	6	3	8	6
Property Tax		6.270290 per \$100 EAV	6.270290 per \$100 EAV	6.988160 per \$100 EAV	6.410570 per \$100 EAV	6.270290 per \$100 EAV
Website	www.gredf.org	www.gredf.org	www.gredf.org	www.gredf.org	www.gredf.org	www.gredf.org

Site Name	Edward Schneidman Industrial Park	Evergreen Industrial Park	Tri-County Business Park	IEC Industrial Park	KDI Industrial Park
County	Adams	Cass	Morgan	Pike	Pike
Total Acreage	0 Acres	25 + divisible 17,000 sf building	82.5 acres	25 acres	20 acres
Location of site	North 24th Street, Quincy	East side Beardstown near JBS Pork	2055 E Morton Ave Jacksonville	NW of intersection I- 72 & CR 4 in Barry	North edge of Pittsfield across US 54 from the Pittsfield Industrial Plaza
Asking Price per acre	Negotiable	Negotiable	Negotiable	\$24,000	Negotiable
Name of Landowner	Great River Economic Development Foundation	Kevin Massie	Tri-County Community Development Corp.	Illinois Electric Cooperative (IEC)	Charles Dolbeare
Name of Rail Site	None	BNSF	Norfolk Southern adjacent	Norfolk Southern 1 mile	None
Highway	I-172 (3.3 mi.)	U.S. 67, IL 125	U.S. 36 at site I-72 ½ mi	I-72 frontage	Il 106/US 54
Electricity	Ameren Illinois	Ameren 3 phase	Ameren	3 phase IEC	Ameren
Water	City of Quincy	City of Beardstown	City of Jacksonville	8" main City Barry	Pittsfield
Gas	Ameren Illinois	Ameren 6"	Ameren at site		Pittsfield
Sewer	City of Quincy	City of Beardstown	City of Jacksonville at site	10" main City Barry	Pittsfield
Certified			Pending - Ameren		
Enterprise Zone/TIF	Industrial – Light			EZ, TIF & NMTC eligible	
Zoning Classificati on	3	Light Industrial	Industrial (light)	Industrial	Light Industrial
Fire Insurance Class	6.988160 per \$100 EAV	5	4	7	7
Property Tax	www.gredf.org		6.98 per 100 EAV	8.8 per 100 EAV	7.8 per 100 EAV
Website		www.beardstownil.org/business-industry	www.jredc.org	www.i72corridor.com	www.pittsfieldil.org

Site Name	Barry Business Park	Pittsfield Industrial Plaza	Schuyler Co Business Park	Scott County Industrial Site
County	Pike	Pike	Schuyler	Scott
Total Acreage	7.5	5.4 acres	200 acres	70 acres
Location of site	Interstate 72 frontage	North edge Pittsfield	West Edge of Rushville, County Farm Road	NE Corner Manchester along IL 67
Asking Price per acre	\$1.00	4,000	Negotiable	\$20,000
Name of Landowner	City of Barry Located in TIF district	City of Pittsfield	Schuyler County	Scott County Development Corp.
Name of Rail Site	No rail	None	None	KCS on site
Highway	Il 106 & I-72	Il 54, 106 I-72 5 miles	US 67	IL 67
Electricity	Ameren	Illinois rural electric	Ameren CIPS	Ameren
Water	City of Barry	Pittsfield	Hickory Kerton, City of Rushville	None
Gas	Ameren	Pittsfield	Ameren	Ameren
Sewer	City of Barry	City of Pittsfield 8" line	Adjacent to Site	None
Certified				
Enterprise Zone/TIF				None
Zoning Classification	Commercial	Light Industrial	Unzoned	AG
Fire Insurance Class	7	7	7	
Property Tax		7.8 per 100 EAV	25 per acre	
Website	www.barryil.org	www.pittsfieldil.org		www.jredc.org

In order to encourage business growth and create jobs following the closing of Motorola's Quincy plant in 1978 GREDF and the City of Quincy, through a county-wide fundraising effort, created the 105 acre Schneidman Industrial Park on the north side of Quincy. The park was filled by 1996. As a result of the success of this park a number of private developers have created similar parks in and around the city. Adams County is now home to 13 business parks with varying levels of available space and infrastructure. All the businesses parks are located within the Quincy/Adams County Enterprise Zone and, thanks to recent transportation developments, have excellent access to four-lane highways.

The South Quincy Development District (SQDD) was home to two major projects in 2009. Fitzpatrick Brothers, a household cleansing manufacturer out of Chicago completed their 60,000 sq. ft., \$15 million facility in the summer of 2009, creating 70 new jobs. And GREDF was recognized by the Illinois Chamber of Commerce and Illinois Development Council with a 2010 Economic Development in Illinois Award for work on the expansion of Prince Agri Products. The 165,000 sq. ft. manufacturing, warehousing and laboratory facility opened in 2009. The facility has had multiple expansions since opening.

This is a strong indicator of the job creation potential of an inter-modal port and foreign trade zone at this location. Industries located at the SQDD anticipate utilizing river barge transport when it is developed.

As seen in the workforce and cluster data the region is strong in manufacturing. Both Jacksonville and Quincy have a number of national and international companies including Reynolds, Nestle, ADM, DOT Food, Knapheide Mfg., Phibro Animal Health, J.M. Huber, Quincy Recycle, Westermeyer Industries, GFC/Bale Bandit to name a few. A productive labor force and good access to transportation are some of the attractions of the area. The technical assistance provided by the professional economic development organizations in the area are also strong factors in their location and growth here.

ECONOMIC DEVELOPMENT ORGANIZATIONS

Organization	City of Barry	City of Mt. Sterling	Cass County OEDC	GREAT River Economic Development Corp	Jacksonville Regional Economic Development Corporation
Area Served	City of Barry	Mt. Sterling	Cass County	Adams & Brown Counties	Morgan & Scott Counties
Funding	Grants	City	County	Private & Public	Public & Private Partners
Address	1005 Bainbridge St., Barry, IL 62312	145 W. Main, Mt. Sterling, IL 62353	651 S. Job St., Virginia, IL 62691	300 Civic Center Plaza, Suite 256, Quincy, IL 62301	221 E. State St, Jacksonville, IL 62650
Phone	217.335.2215	217.773.2513	217.452.3211	217.223.4313	217.479.4627
Fax	217.335.7045		217.452.7260	217.231.2030	217.479.4629
Contact	Jeff Hogge	Vada Yingling	Dustin Fritsche	Marcel Wagner	Paul Ellis
Email	jhogge@barryil.org	mscityadmin@casscomm.com	Fritsche@illinois.edu	wagnerm@gredf.org	paul@jredc.org
Website	www.barryil.org		http://cassedc.wisite.com/casscounty	www.gredf.org	www.jredc.org

Economic Development Organizations – continued

Organization	Pike County Economic Development	Pittsfield Economic Development	Rushville Economic Development Director	Scott County Economic Development	
Area Served	Pike County	City of Pittsfield	City of Rushville	Scott County	
Funding	County & Member Dues	City	City	Member Dues	
Address	PO Box 214, Pittsfield, IL 62363	215 N Monroe, Pittsfield, IL 62363	220 W Washington, Rushville, IL 62681		
Phone	217.440.5101	217.285.4484	217.248.0079		
Fax	800.763.4039	217.285.4485			
Contact	Brenda Middendorf	Bill McCartney	Sean Park		
Email	bmiddendorf@2riversrcd.org	pittsed@pittsfieldil.org	Michaelseanpark@gmail.com		
Website		www.pittsfieldil.org			

HOSPITALS

Hospital	Location	Areas of Specialty	Beds	Gross Patient Revenue	Other information
Blessing Hospital	Quincy, Adams County	Cancer, Cardiovascular, Radiation and Oncology, OBGYN, Psychiatric Center, Hospice, Maternity Care, Diabetes	307	\$973,039,174	Accredited by Joint Commission; 240 physicians and a team of more than 2,000 employees; Clinics in Golden, Warsaw, Pittsfield and Palmyra; Largest employer in Quincy
Sarah Culbertson Hospital	Rushville, Schuyler County	Critical Access	22	\$34,816,292	Governmental Hospital District
Illini Hospital	Pittsfield, Pike County	Critical Access, Community Wellness, Comprehensive Care, Cancer Support, Hospice	25	\$51,583,683	Cardiology, Orthopedics, Neurology, Pulmonology, Urology
Passavant Area Hospital	Jacksonville, Morgan County	Critical Care, Comprehensive Medical and Surgical Care, Diabetes, Transitional Care, In Patient and Out Patient Psychiatric Center, In Patient Behavioral	85	\$398,803,013	Accredited by Joint Commission; 70 physicians; 950 employees; Largest employer in Jacksonville

		Health Unit, OBGYN and Maternity, Pediatrics, Radiation and Oncology, Specialty Clinic that includes CHF (Congestive Heart Failure) Clinic, Weight Loss and Wellness Clinic and Pain Clinic			
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Source: American Hospital Directory, www.ahd.com; and direct contact

Other industries

Agriculture:

- ADM Animal Nutrition, Quincy
- ADM Refinery (food grade oils) Quincy
- ADM Margarine plant, Quincy
- ADM Grain Elevator, Beardstown
- Clarkson Grain, Beardstown
- Consolidated Grain & Barge, Meredosia, Naples
- JBS USA Meat Plant - Beardstown
- Stratatas-A joint venture between ADM and a large European food distributor located in Quincy

Energy

Both Adams Electric Cooperative and Illinois Electric Cooperative have installed wind turbines that are successfully producing electricity in commercially viable quantities. Solar panels are also being installed or planned. The Schuyler County Highway Department, with assistance from a Two Rivers Regional Council energy consultant installed a solar system which has supplied nearly 100% of their energy requirements for several years. The State of Illinois provided financing through a DCEO Energy grant program.

Mineral Processing:

- J.M. Huber Co.
- Phibro Animal Health
- Fitzpatrick Brothers (Kitchen Cleanser)
- Prince Minerals
- S.E.M.

Two Rivers Economic Development District has seen some recovery since the downturn in 2008, however region-wide it has been slower than the national average. The two largest cities in the region, Jacksonville and Quincy, have gained in population all other communities and the rural areas have lost population. All 7 counties have shown an increase in per capita income all have been below the State of Illinois and only one above the national rate.

PER CAPITA PERSONAL INCOME

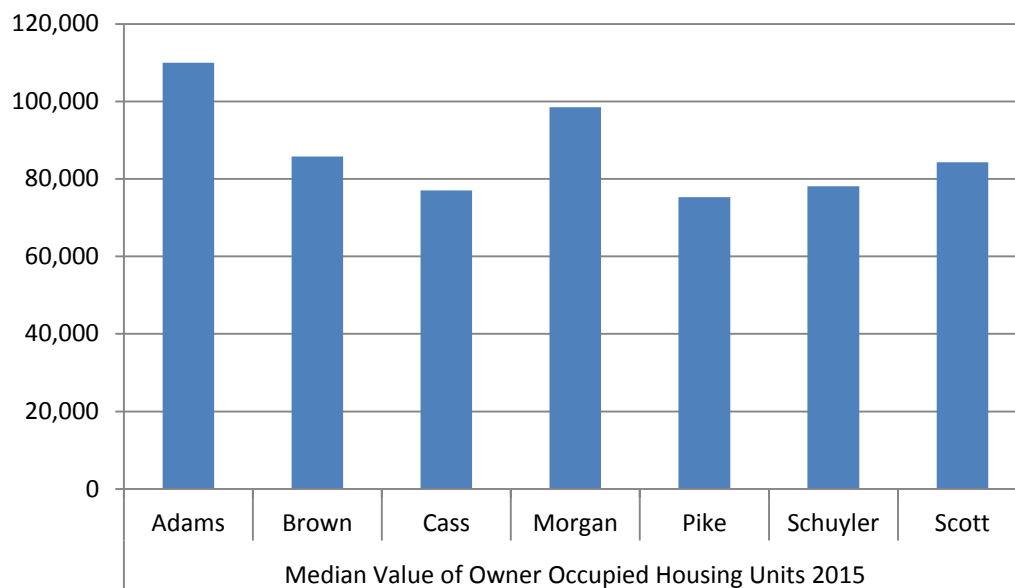
By county in 2010 & 2015 dollars

bea.gov

Area	PCI 2010	PCI 2015	Percent Change
Adams	36,567	41,369	13%
Brown	24,705	26,990	9%
Cass	32,725	37,483	15%
Morgan	33,837	35,757	6%
Pike	31,038	35,553	15%
Schuyler	36,449	43,580	20%
Scott	32,713	33,852	3%
TREDD	32,576	36,369	12%
Illinois	41,699	50,295	21%
USA	40,277	48,112	19%

Median Value of Owner-Occupied Housing Units 2015

Median Value of Owner Occupied Housing Units 2015						
Adams	Brown	Cass	Morgan	Pike	Schuyler	Scott
110,000	85,800	77,000	98,500	75,300	78,100	84,300



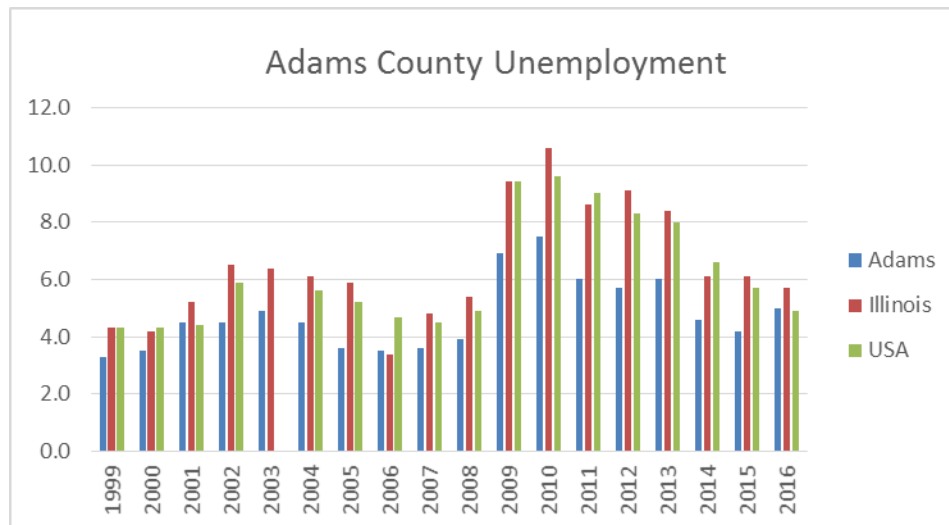
The median value of owner-occupied housing units in all seven counties of the Two Rivers District is \$78,300, one-half to one-third the median value of \$200,400 for the State of Illinois. This speaks primarily to the aging housing stock of the homes located in the Two Rivers region. Over half of the housing stock in each of the counties was built prior to 1959.

LABOR FORCE

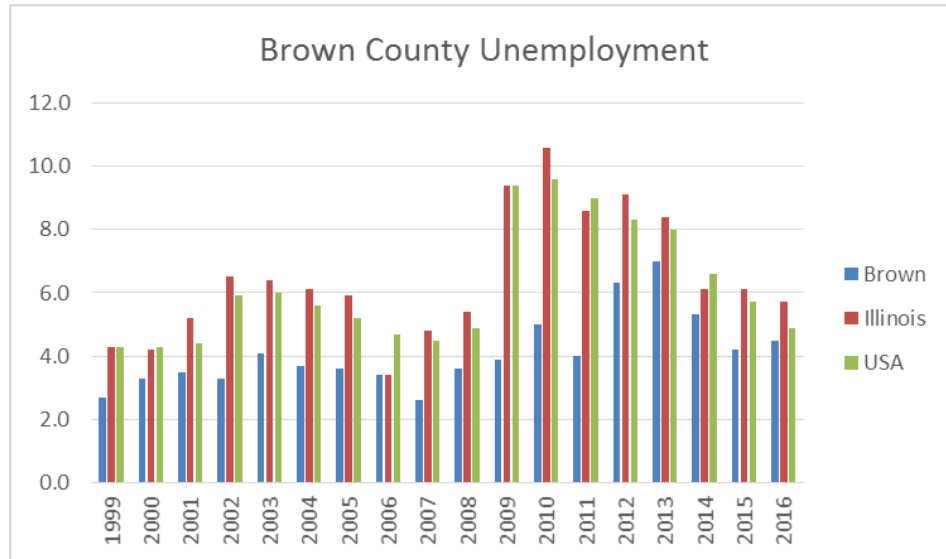
In step with the trend of decline in the general population, the labor force has declined also. The exception is Brown County with the likely driver being DOT Food, which has had several major expansions with one now underway and is the largest employer in the region.

	Labor Force 1990	Labor Force 2015	Percent Change
Adams	33,181	32,406	-2%
Brown	2,463	2,713	10%
Cass	6,724	6,462	-4%
Morgan	18,434	17,023	-8%
Pike	8,595	7,619	-11%
Schuyler	3,629	3,436	-5%
Scott	2,846	2,550	-10%
Total	75,872	72,209	-5%

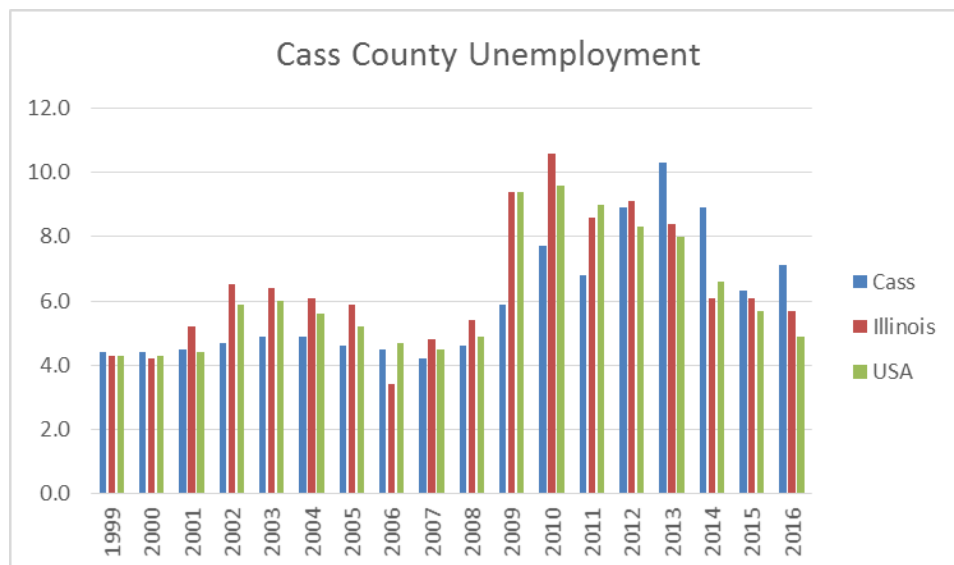
Adams County Unemployment																		
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Adams	3.3	3.5	4.5	4.5	4.9	4.5	3.6	3.5	3.6	3.9	6.9	7.5	6.0	5.7	6.0	4.6	4.2	5.0
Illinois	4.3	4.2	5.2	6.5	6.4	6.1	5.9	3.4	4.8	5.4	9.4	10.6	8.6	9.1	8.4	6.1	6.1	5.7
USA	4.3	4.3	4.4	5.9	6.0	5.6	5.2	4.7	4.5	4.9	9.4	9.6	9.0	8.3	8.0	6.6	5.7	4.9



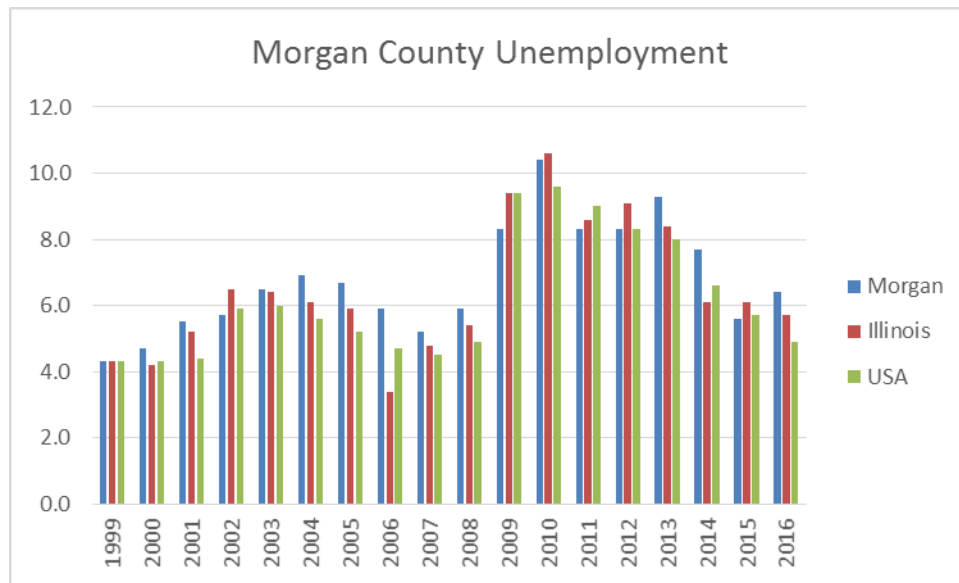
Brown County Unemployment																		
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Brown	2.7	3.3	3.5	3.3	4.1	3.7	3.6	3.4	2.6	3.6	3.9	5.0	4.0	6.3	7.0	5.3	4.2	4.5
Illinois	4.3	4.2	5.2	6.5	6.4	6.1	5.9	3.4	4.8	5.4	9.4	10.6	8.6	9.1	8.4	6.1	6.1	5.7
USA	4.3	4.3	4.4	5.9	6.0	5.6	5.2	4.7	4.5	4.9	9.4	9.6	9.0	8.3	8.0	6.6	5.7	4.9



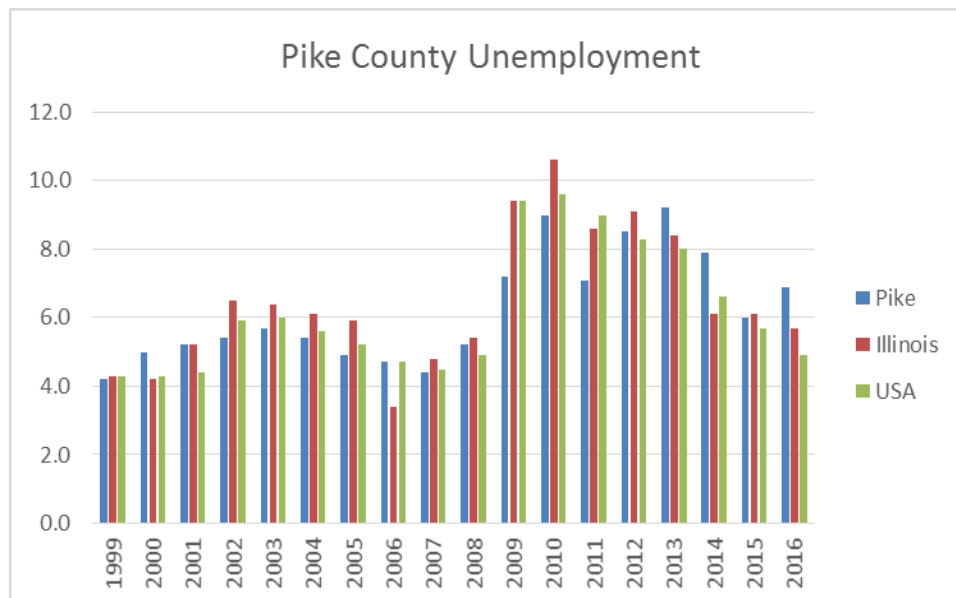
Cass County Unemployment																		
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Cass	4.4	4.4	4.5	4.7	4.9	4.9	4.6	4.5	4.2	4.6	5.9	7.7	6.8	8.9	10.3	8.9	6.3	7.1
Illinois	4.3	4.2	5.2	6.5	6.4	6.1	5.9	3.4	4.8	5.4	9.4	10.6	8.6	9.1	8.4	6.1	6.1	5.7
USA	4.3	4.3	4.4	5.9	6.0	5.6	5.2	4.7	4.5	4.9	9.4	9.6	9.0	8.3	8.0	6.6	5.7	4.9



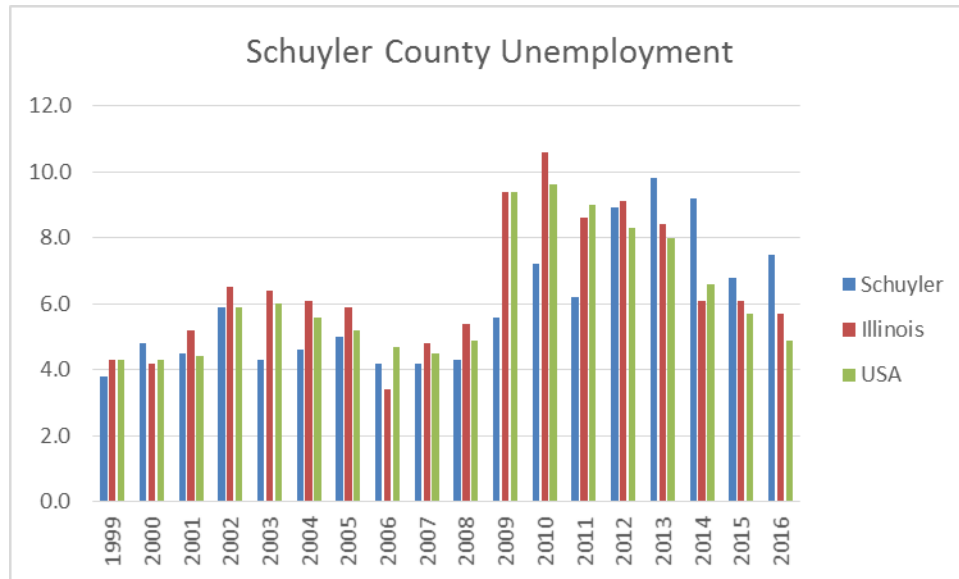
Morgan County Unemployment																		
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Morgan	4.3	4.7	5.5	5.7	6.5	6.9	6.7	5.9	5.2	5.9	8.3	10.4	8.3	8.3	9.3	7.7	5.6	6.4
Illinois	4.3	4.2	5.2	6.5	6.4	6.1	5.9	3.4	4.8	5.4	9.4	10.6	8.6	9.1	8.4	6.1	6.1	5.7
USA	4.3	4.3	4.4	5.9	6.0	5.6	5.2	4.7	4.5	4.9	9.4	9.6	9.0	8.3	8.0	6.6	5.7	4.9



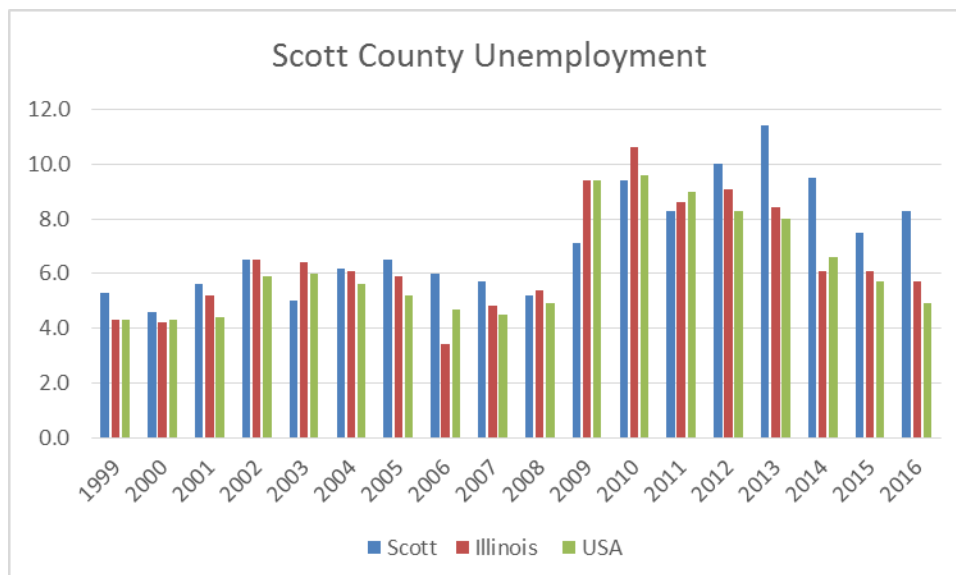
Pike County Unemployment																		
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Pike	4.2	5.0	5.2	5.4	5.7	5.4	4.9	4.7	4.4	5.2	7.2	9.0	7.1	8.5	9.2	7.9	6.0	6.9
Illinois	4.3	4.2	5.2	6.5	6.4	6.1	5.9	3.4	4.8	5.4	9.4	10.6	8.6	9.1	8.4	6.1	6.1	5.7
USA	4.3	4.3	4.4	5.9	6.0	5.6	5.2	4.7	4.5	4.9	9.4	9.6	9.0	8.3	8.0	6.6	5.7	4.9



Schuyler County Unemployment																		
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Schuyler	3.8	4.8	4.5	5.9	4.3	4.6	5.0	4.2	4.2	4.3	5.6	7.2	6.2	8.9	9.8	9.2	6.8	7.5
Illinois	4.3	4.2	5.2	6.5	6.4	6.1	5.9	3.4	4.8	5.4	9.4	10.6	8.6	9.1	8.4	6.1	6.1	5.7
USA	4.3	4.3	4.4	5.9	6.0	5.6	5.2	4.7	4.5	4.9	9.4	9.6	9.0	8.3	8.0	6.6	5.7	4.9



Scott County Unemployment																		
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Scott	5.3	4.6	5.6	6.5	5.0	6.2	6.5	6.0	5.7	5.2	7.1	9.4	8.3	10.0	11.4	9.5	7.5	8.3
Illinois	4.3	4.2	5.2	6.5	6.4	6.1	5.9	3.4	4.8	5.4	9.4	10.6	8.6	9.1	8.4	6.1	6.1	5.7
USA	4.3	4.3	4.4	5.9	6.0	5.6	5.2	4.7	4.5	4.9	9.4	9.6	9.0	8.3	8.0	6.6	5.7	4.9



As seen below, while the unemployment rates have decreased in all counties in the district since 2012 they all increased, some significantly during the last year,

	2012	2013	% change	2014	2015	2016	% change	2012-2016 % change
Adams	5.7	6.0	-13%	4.6	4.2	5.0	+9%	12%
Brown	6.3	7.0	+11%	5.3	4.2	4.5	-16%	29%
Cass	8.9	10.3	+16%	8.9	6.3	7.1	-20%	20%
Morgan	8.3	9.3	+12%	7.7	5.6	6.4	-17%	23%
Pike	8.5	9.2	+8%	7.9	6.0	6.9	-13%	19%
Schuyler	8.9	9.8	+10%	9.2	6.8	7.5	-18%	16%
Scott	10.0	11.4	+14%	9.5	7.5	8.3	-13%	17%

US Bureau of Labor and Statistics, Local Area Unemployment Statistics,

<i>LEHD, 2015 Illinois Department of Employment Security, 3Q 2015 LEHD, Illinois Department of Employment Security</i>	TREDD Local Employment Household Dynamics by Industry							
	TREDD	Adams	Brown	Cass	Morgan	Pike	Schuyler	Scott
Accommodations & food Services	4,738	2,704	90	128	1,290	323	116	87
Agriculture, Forestry, Fishing, Hunting	781	162	27	63	230	176	57	66
Arts, Entertainment & Recreation	832	642	0	0	152	38	0	0
Construction	2,469	1,212	155	150	461	288	155	48
Education Services	4,121	1,792	152	393	1,234	394	156	0
Finance/Insurance	3,381	1,923	44	264	841	224	46	39
Health Care, Social Assistance	13,447	6,204	147	504	2,674	542	365	11
Information	688	444	0	85	105	43	11	0
Management of Companies/ Enterprises	99	99	0	0	0	0	0	0
Manufacturing	10,227	5,075	17	2,444	2,370	103	70	148
Mining, Quarrying, and Oil and Gas Extraction	186	186	0	0	0	0	0	0
Other Services	1,853	1,277	40	74	351	58	48	5
Professional/Technical Services	1,269	678	24	108	274	161	14	10
Public Administration	3,075	1,314	335	252	507	324	171	172
Real estate/leasing	695	557	0	18	82	31	7	0
Retail Trade	8,039	4,736	89	412	1,809	713	190	90
Transportation/ Warehousing	2,678	806	690	457	431	249	36	9
Utilities	225	99	0	34	80	12	0	0
Waste Management Administration	1,938	1,227	50	336	232	79	14	0
Wholesale Trade	5,402	1,886	2,196	222	597	244	131	126
Total TREDD employment:	63,143	33,023	4,056	5,944	13,720	4,002	1,587	811

Job categories classified as OTHER include:

1. Automotive (Other Services)	2. HVAC (x2) (Construction)	3. Pharmacy (Retail Trade)
4. Automotive repair (Other Services)	5. Insurance (Finance or Insurance)	6. Police/Law Enforcement (x2) (Public Administration)
7. Body Shop (Other Services)	8. Investigations (Administrative & Support)	9. Printing (Other Services)
10. Child Care (x2) (Health Care and Social Assistance)	11. Landscaping (x2) (Administrative & Support)	12. Public safety (Public Administration)
13. Collection Agency (Administrative & Support)	14. Law Office (Professional, Scientific or Technical Services)	15. Recycling (Administrative & Support)
16. Contract office equipment (Other Services)	17. Legal (Professional, Scientific or Technical Services)	18. Church/Religious organization (x5) (Other Services)
19. Convenience store/ gas (Retail Trade)	20. Levee & Drainage District (Public Administration)	21. Restaurant (x3) (Accommodation and Food Services)
22. Electrical (Construction)	23. Library (x3) (Information)	24. Scrap metal recycling (Administrative & Support)
25. Fire department (x2) (Public Administration)	26. Machine job shop and steel sales (Manufacturing)	27. Screen printing/embroidery (Manufacturing)
28. Fraternal club (Other Services)	29. Municipality (Public Administration)	30. Semi repair and towing (Other Services)
31. Free clothes, household and food to needy (Health Care and Social Assistance)	32. Museum (Arts, Entertainment & Recreation)	33. Shelter (Health Care and Social Assistance)
34. Health/fitness/dance/nutrition (Arts, Entertainment & Recreation)	35. Not for Profit Fraternal Benefit Society (Other Services)	36. Used auto parts (Retail Trade)
37. Home Health Care - Companions & Homemakers (Health Care and Social Assistance)	38. Oil Pipeline Transportation (Transportation and Warehousing)	39. Youth Center (Health Care and Social Assistance)

2011 TREDD Dot Foods Cluster Study

Earnings growth rate

	Earnings Growth Rate 2005-2015	Earnings Growth Rate 2014-2015
Adams	3%	+2.2%
Brown	4.7%	+8.3%
Cass	3.3%	+3.6%
Morgan	3.2%	+2.7%
Pike	3.6%	+3.2%
Schuyler	3.1%	-16.4%
Scott	0.5%	+4%
Illinois	2.7%	+3.3%

Bureau of Labor Statistics 2015 data

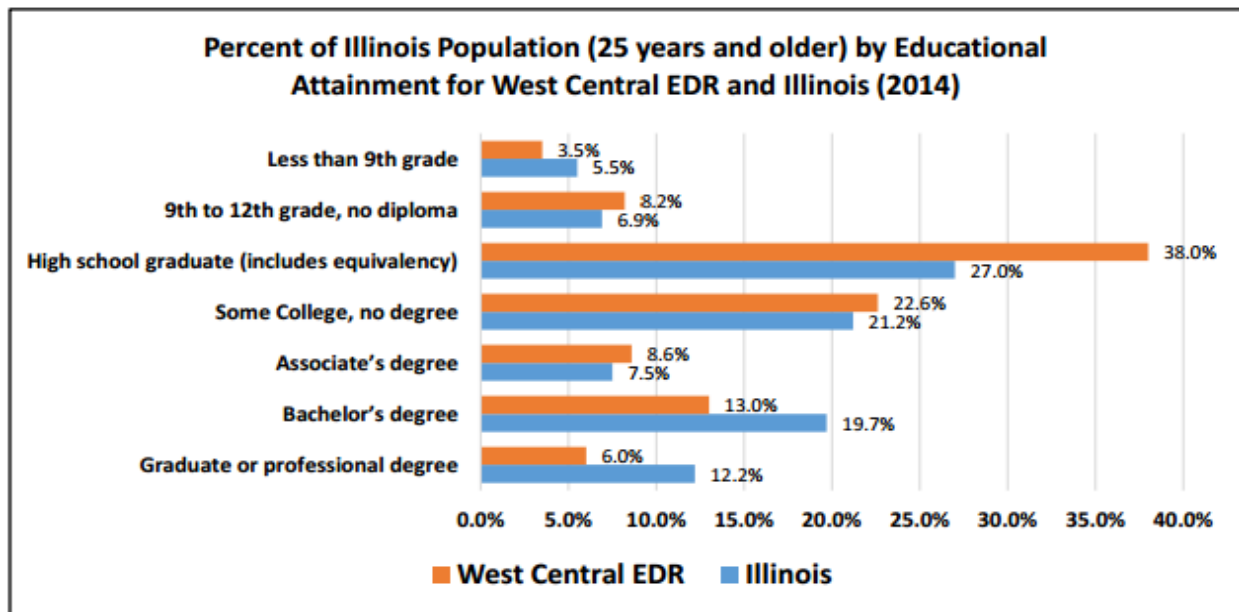
Four Counties in the TREDD district are above the national average in earnings growth rate for the period of 2000-2015, Brown, Cass and Scott counties are above the state average during the 2014-2015 period. The labor force growth rates and the earnings growth rates in those counties may point to the impact of a small group of significant employers in those counties that are positively impacting those factors. These would include the state correctional facility and DOT Foods in Brown County, JBS USA in Cass County and Westernmeyer Industries in Scott County. The size and category of firms are shown in the following table:

Industries with the Fastest Growing and Most Rapidly Declining Wage and Salary Employment

Industry Description	Sector	2012 NAICS	Thousands of Jobs		Change	Compound Annual Rate of Change
			2014	2024	2014- 2024	2014-2024
Fastest Growing						
Home health care services	Health care and social assistance	6216	1,262.2	2,022.6	760.4	4.8
Outpatient care centers	Health care and social assistance	6214	711.1	1,059.2	348.1	4.1
Offices of other health practitioners	Health care and social assistance	6213	784.2	1,136.5	352.3	3.8
Other ambulatory health care services	Health care and social assistance	6219	278.6	389.0	110.4	3.4
Medical and diagnostic laboratories	Health care and social assistance	6215	247.4	327.1	79.7	2.8
Management, scientific, and technical consulting services	Professional and business services	5416	1,244.4	1,573.7	329.3	2.4
Software publishers	Information	5112	312.5	393.2	80.7	2.3
Facilities support services	Professional and business services	5612	131.4	163.2	31.8	2.2
Computer systems design and related services	Professional and business services	5415	1,777.7	2,186.6	408.9	2.1
Nursing and residential care facilities	Health care and social assistance	623	3,261.0	3,996.7	735.7	2.1
Securities, commodity contracts, and other financial investments and related activities	Financial activities	523	877.6	1,074.2	196.6	2.0
Offices of physicians	Health care and social assistance	6211	2,470.2	2,992.9	522.7	1.9
Offices of dentists	Health care and social assistance	6212	891.1	1,050.9	159.8	1.7
Funds, trusts, and other financial vehicles	Financial activities	525	3.7	4.4	0.7	1.7
Local government passenger transit	State and local governmet	NA	277.6	322.0	44.4	1.5
Other information services	Information	519	217.8	251.0	33.2	1.4
Office administrative services	Professional and business services	5611	461.7	530.0	68.3	1.4
Support activities for mining	Mining	213	438.5	501.7	63.2	1.4
Individual and family services	Health care and social assistance	6241	2,032.5	2,318.8	286.3	1.3
Wireless telecommunications carriers (except satellite)	Information	5172	155.3	176.5	21.2	1.3

Most Rapidly Declining						
Apparel, leather, and allied manufacturing	Manufacturing	315, 316	168.5	91.7	-76.8	-5.9
Tobacco manufacturing	Manufacturing	3122	13.6	9.2	-4.4	-3.9
Postal Service	Federal government	NA	593.0	427.9	-165.1	-3.2
Federal enterprises except the Postal Service and electric utilities	Federal government	NA	81.1	58.9	-22.2	-3.1
Manufacturing and reproducing magnetic and optical media	Manufacturing	3346	18.9	14.0	-4.9	-2.9
Communications equipment manufacturing	Manufacturing	3342	93.5	69.5	-24.0	-2.9
Newspaper, periodical, book, and directory publishers	Information	5111	412.3	309.0	-103.3	-2.8
Textile mills and textile product mills	Manufacturing	313, 314	232.1	174.2	-57.9	-2.8
Audio and video equipment manufacturing	Manufacturing	3343	18.9	14.6	-4.3	-2.6
Glass and glass product manufacturing	Manufacturing	3272	85.8	67.3	-18.5	-2.4
Pulp, paper, and paperboard mills	Manufacturing	3221	104.2	83.0	-21.2	-2.2
Other miscellaneous manufacturing	Manufacturing	3399	275.2	219.3	-55.9	-2.2
Hardware manufacturing	Manufacturing	3325	24.3	19.6	-4.7	-2.1
Federal electric utilities	Federal government	NA	17.9	14.5	-3.4	-2.1
Printing and related support activities	Manufacturing	323	452.7	371.3	-81.4	-2.0
Spring and wire product manufacturing	Manufacturing	3326	43.8	36.1	-7.7	-1.9
Foundries	Manufacturing	3315	127.0	105.2	-21.8	-1.9
Computer and peripheral equipment manufacturing	Manufacturing	3341	162.8	135.5	-27.3	-1.8
Clay product and refractory manufacturing	Manufacturing	3271	39.5	33.0	-6.5	-1.8
Wired telecommunications carriers	Information	111	607.0	509.2	-97.8	-1.7

Source: Employment Projections program, U.S. Bureau of Labor Statistics



Source: American Community Survey 2014

TREDD TRANSPORTATION INFRASTRUCTURE

As noted in the summary and introduction to this plan, the most important resource necessary for further economic development of the TREDD region is a well developed transportation infrastructure. This includes highways, waterways, railroads and air transportation facilities. Local leaders recognize that this is not only a local issue but one that affects all parts of the region. The solution must be a coordinated effort to not only develop the local infrastructure but also to see that the local infrastructure plan is coordinated with and supported by regional, state and national plans.

Highway Infrastructure

Of particular importance to the TREDD was the completion of I-72/172 through the region to Quincy and the extension of four-lane Illinois Route 336 to Macomb. When the Macomb by-pass of IL 336 is completed it will provide the final link in the Chicago-Kansas Expressway.

Community and economic development leaders within the region have also been successful in obtaining the final approval of the alignment for the 60 mile, 4-lane extension of IL 336 from Macomb to Peoria. This will give a much more direct route to Peoria and points beyond when completed.

IL-72 is a major benefit in connecting our region with growing markets in the south and west. The recent upgrading of 52 miles of US 36 to four-lanes has provided the final link of I-72 west to Kansas City, now designated U.S. 110 and the Chicago-Kansas City Expressway.

Upgrading US 67 through the eastern side of the TREDD will improve north-south access throughout the region and provide additional reasons for development of logistics and

distribution services in the southeastern part of the district where US 67 and I-72 intersect.

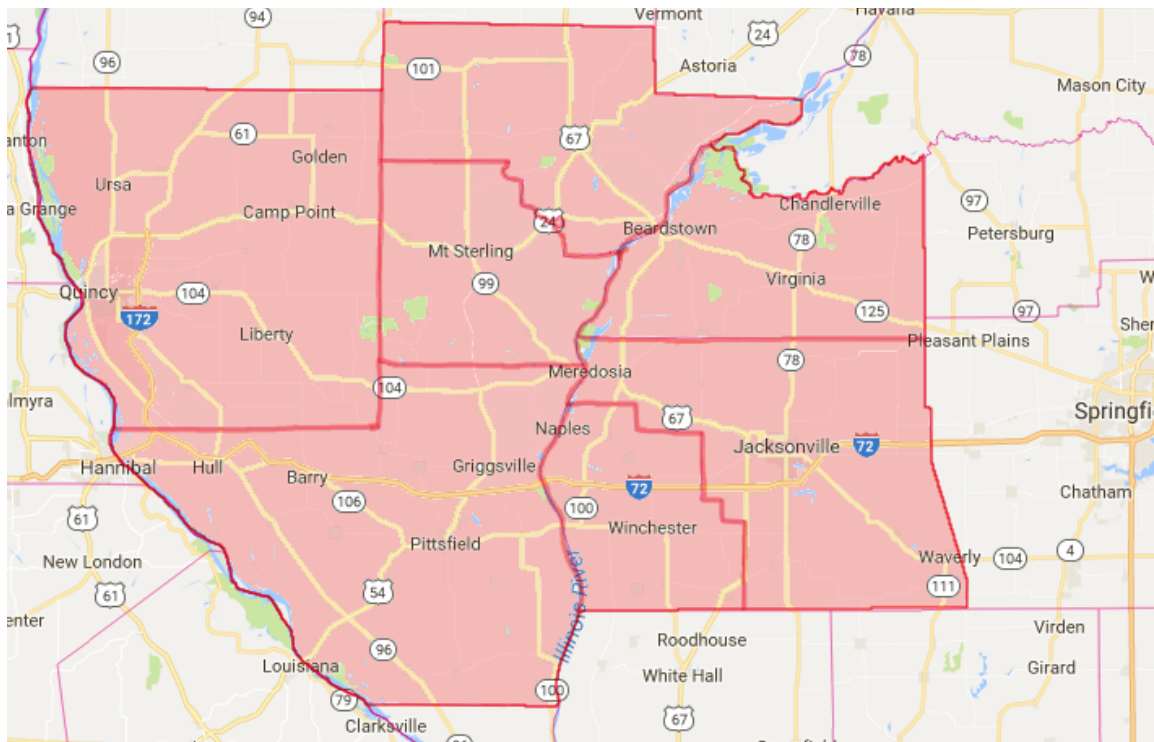
US 67 will provide a very important link to the southeast, once the 4-lane connection is completed at Godfrey, IL. This will positively impact businesses throughout the region. This corridor will be a north/south roadway system that will provide a four lane expressway from Alton to the Quad Cities (Rock Island, Davenport, Moline and Bettendorf).

Support has also been given to US 34 north of the Two Rivers District by the Tri-State Development Summit (TSDS). While not physically in the Two Rivers District, it is within the Tri-State Economic Development region which collaborates with Economic Development Districts and others within its 35-county boundary will provide improved east-west connections from both US 67 and US 61 near enough to benefit those within the region. The five mile 4-lane section that bypasses Biggsville, IL is completed. The progress on the section from Biggsville west has been delayed because a levee protecting part of that section of roadway from Mississippi river flooding has been decertified by FEMA. Illinois Department of Transportation is looking at alternate design of the roadway.

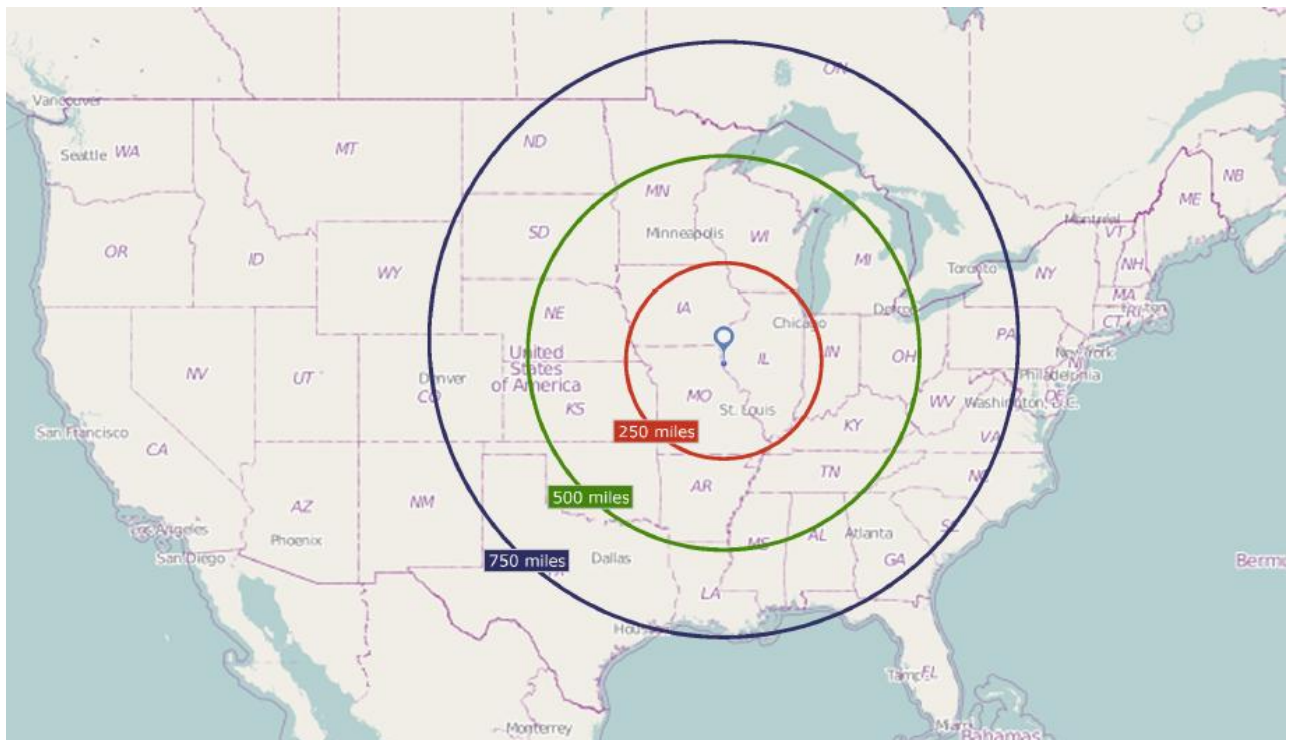
Also notable is the recently completed Avenue of the Saints that traverses through our Region. This 4-lane corridor connects St. Paul, MN & St. Louis, MO. It is 563 miles long and is now complete, with the exception of a 9-mile bypass of Hannibal, MO. The collaboration with Missouri/Iowa/Illinois through the work of the Tri-State Development Summit on upgrading US 61, the Avenue of the Saints, C-KC, US 34, US 67, US 63, etc. has resulted in giving our region excellent four-lane access. The Tri-State Region now has the 4 -lane highway system in place to promote growth.

Upgrading of existing roads and highways, as well as identifying locations for new highways to support specific economic development projects, are identified in local plans. In addition to transportation both rivers are being developed for recreation and wildlife habitat. The recreation provided is an important resource in attracting employees to the region and drives a substantial amount of related retail and service trade.

TREDD TRANSPORTATION INFRASTRUCTURE



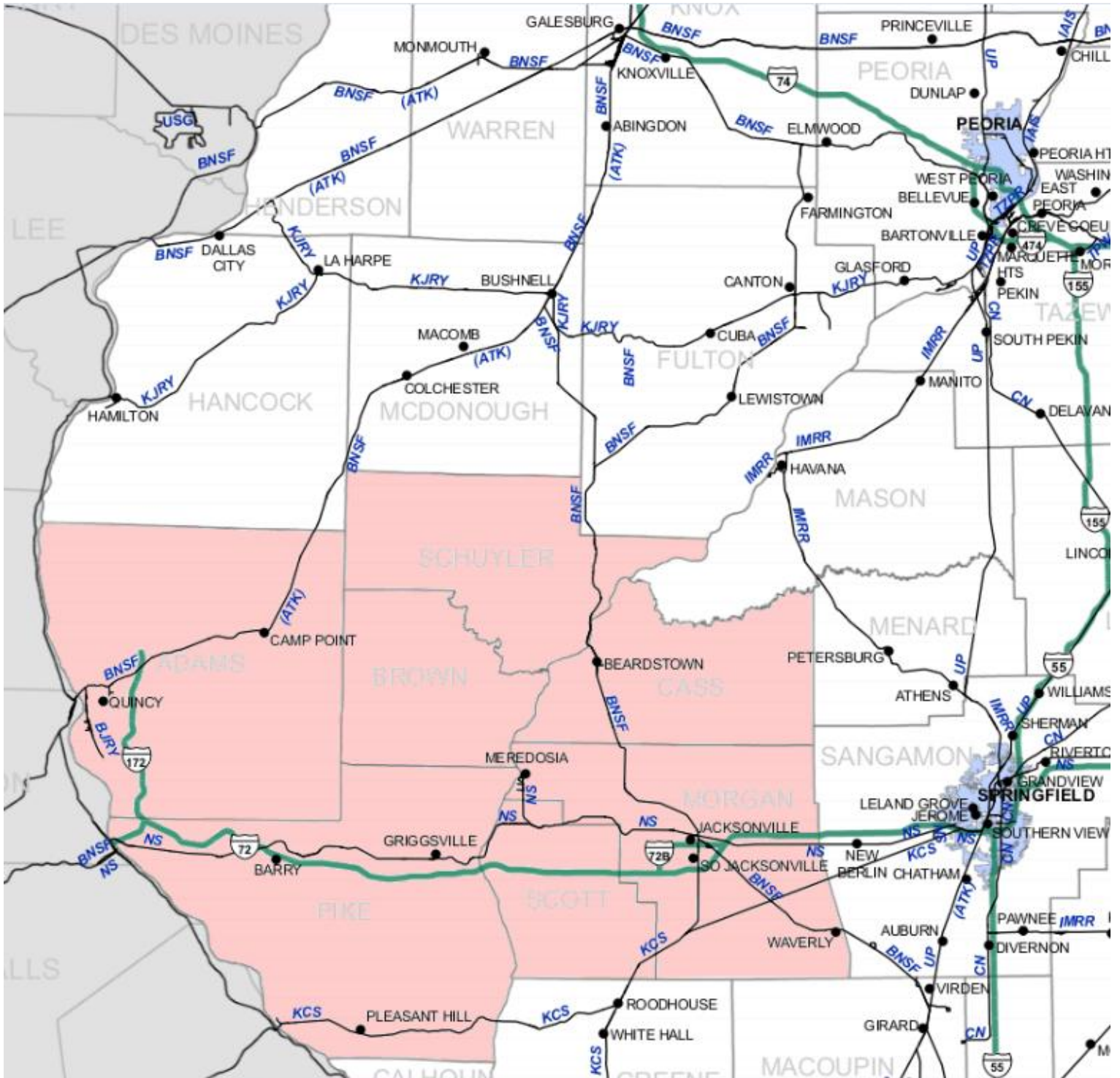
750 Mile Market Access



Community Analyst, ESRI software 2011

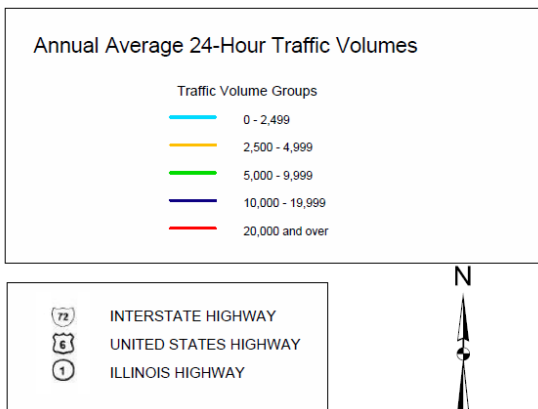


Railroads within the Two Rivers Economic Development District

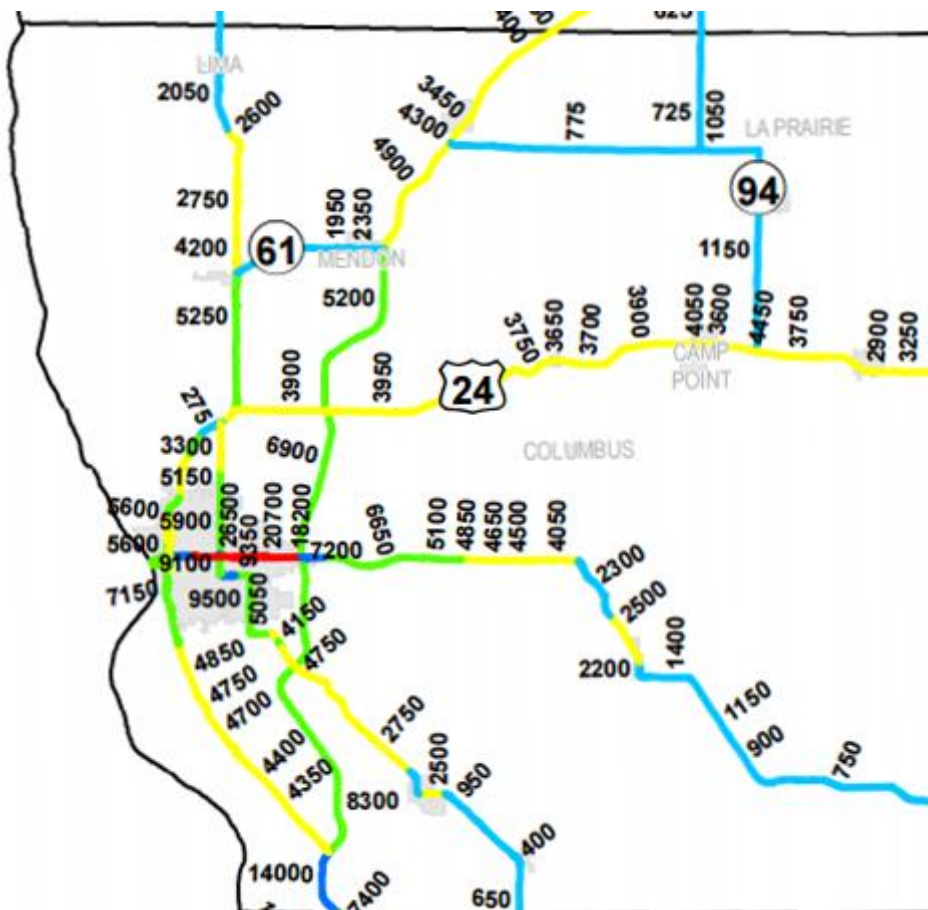


Daily Traffic Counts

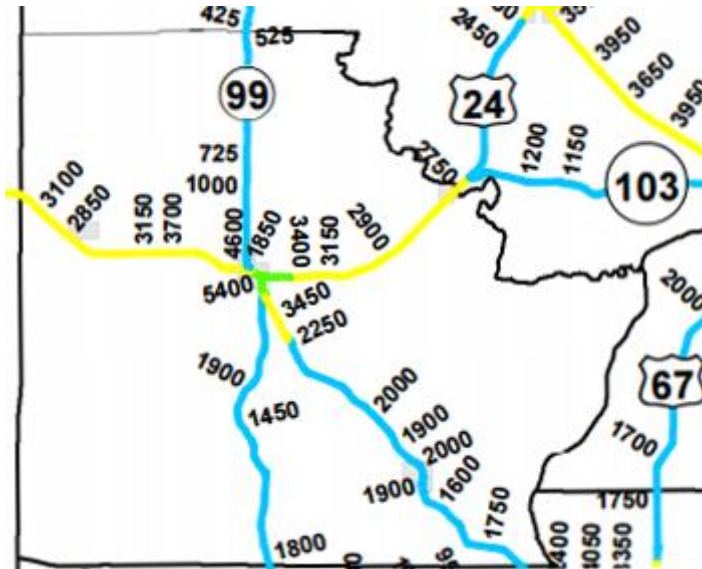
2009



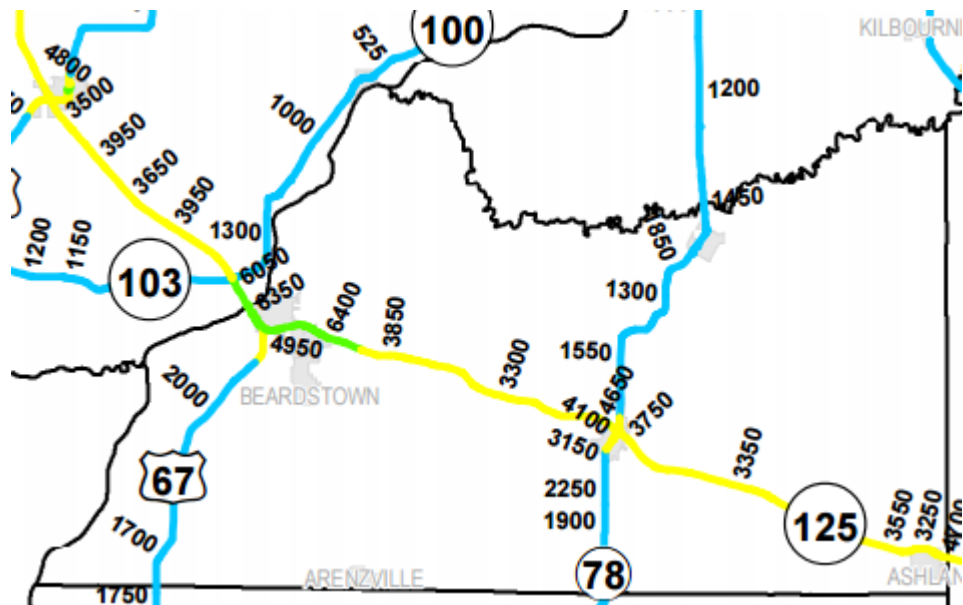
Adams County



Brown County

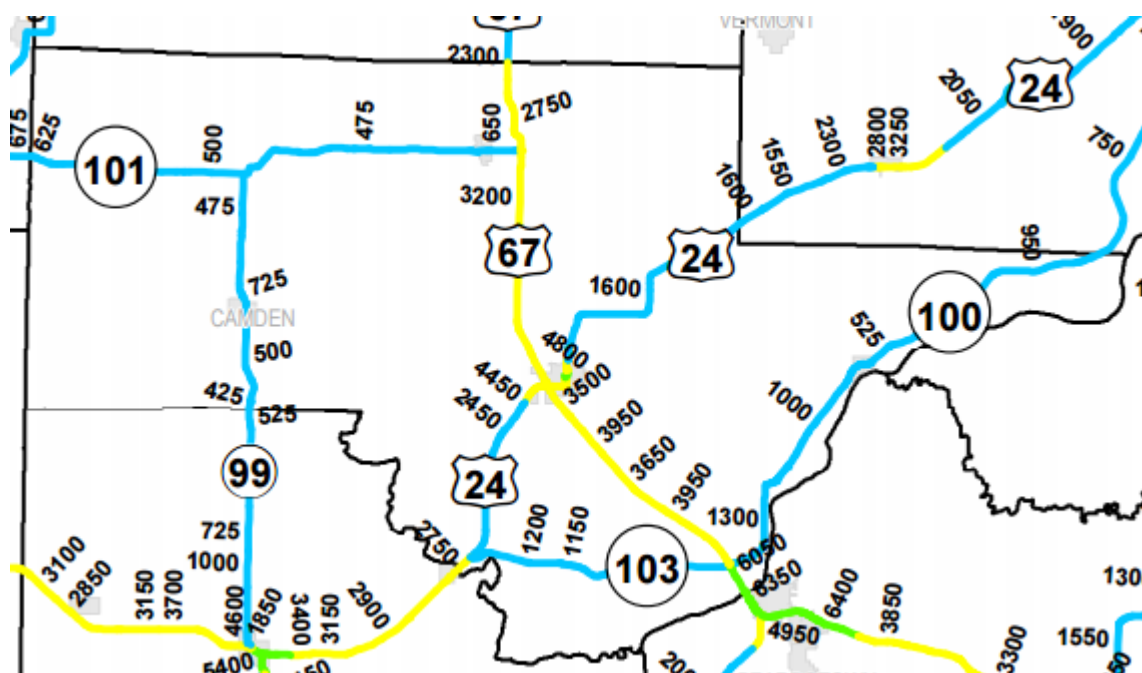


Cass County

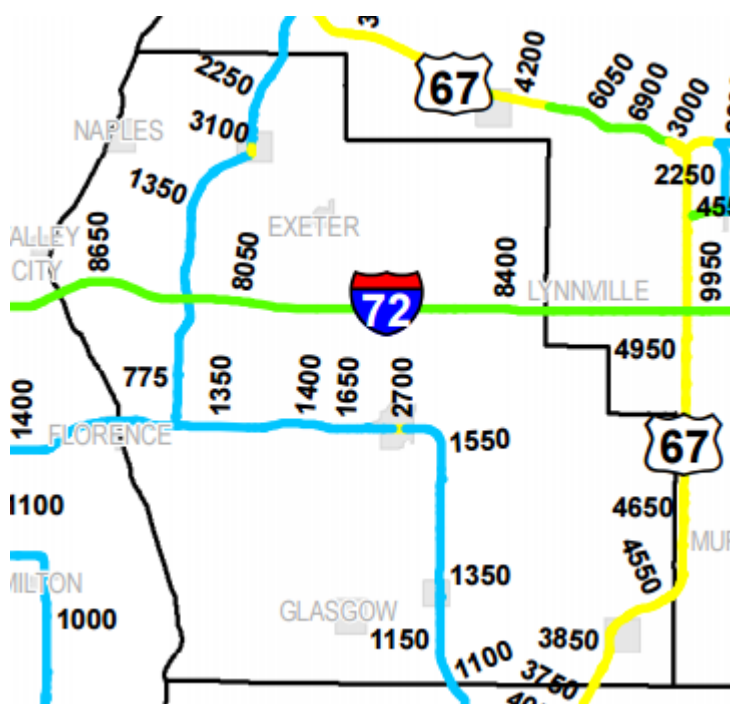


A map of the Jacksonville, North Carolina area, highlighting major highways and elevation points. The map shows the following features:

- Highways:**
 - Interstate 72 (I-72):** A red and blue shield, running east-west through the center of the map.
 - State Route 67 (SR-67):** A white shield with a black border, running north-south through the center.
 - State Route 78 (SR-78):** A white shield with a black border, running north-south in the northern part of the map.
 - State Route 104 (SR-104):** A white shield with a black border, running north-south in the eastern part of the map.
 - State Route 111 (SR-111):** A white shield with a black border, running north-south in the southern part of the map.
- Elevation Points:** Numerous numerical values are scattered across the map, representing elevations in feet. Examples include 1750, 2150, 2100, 2650, 3050, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150, 1350, 1400, 1650, 2700, 1550, 4950, 8400, 3100, 2250, 4250, 3600, 4200, 6050, 6900, 3000, 2200, 5550, 7100, 2350, 2450, 2300, 3000, 3650, 3050, 2400, 1950, 1100, 775, 1350, 8050, 13700, 14000, 13700, 1350, 4050, 3350, 2400, 1750, 7750, 7150, 7900, 5050, 4950, 3700, 2250, 2100, 4650, 4550, 3850, 3750, 1150



Scott County



Source: http://www.idot.illinois.gov/Assets/uploads/files/Transportation-System/Maps-&-Charts/adt_statewide.pdf (2015)

Public Transportation

The State of Illinois is divided into eleven Human Transportation Planning Regions. The TREDD region lies in regions numbers 4 and 7. Every region is mandated to have a transportation plan. The Human Service Transportation Plan Coordinators (HSTPC) are responsible for developing the HSTP service plan and for facilitating the process for implementing those plans. The HSTP planning and implementation process includes:

- A review of existing resources within the region
- Identification of the transportation needs of persons with disabilities, older adults and the disabled
- Strategies for meeting those needs
- Prioritization of existing and planned services
- Identification of projects to be included in the Regional Plan of Projects (RPOP). These projects are then submitted to the State Oversight Committee, which in turns recommends projects for inclusion in the State Plan of Projects

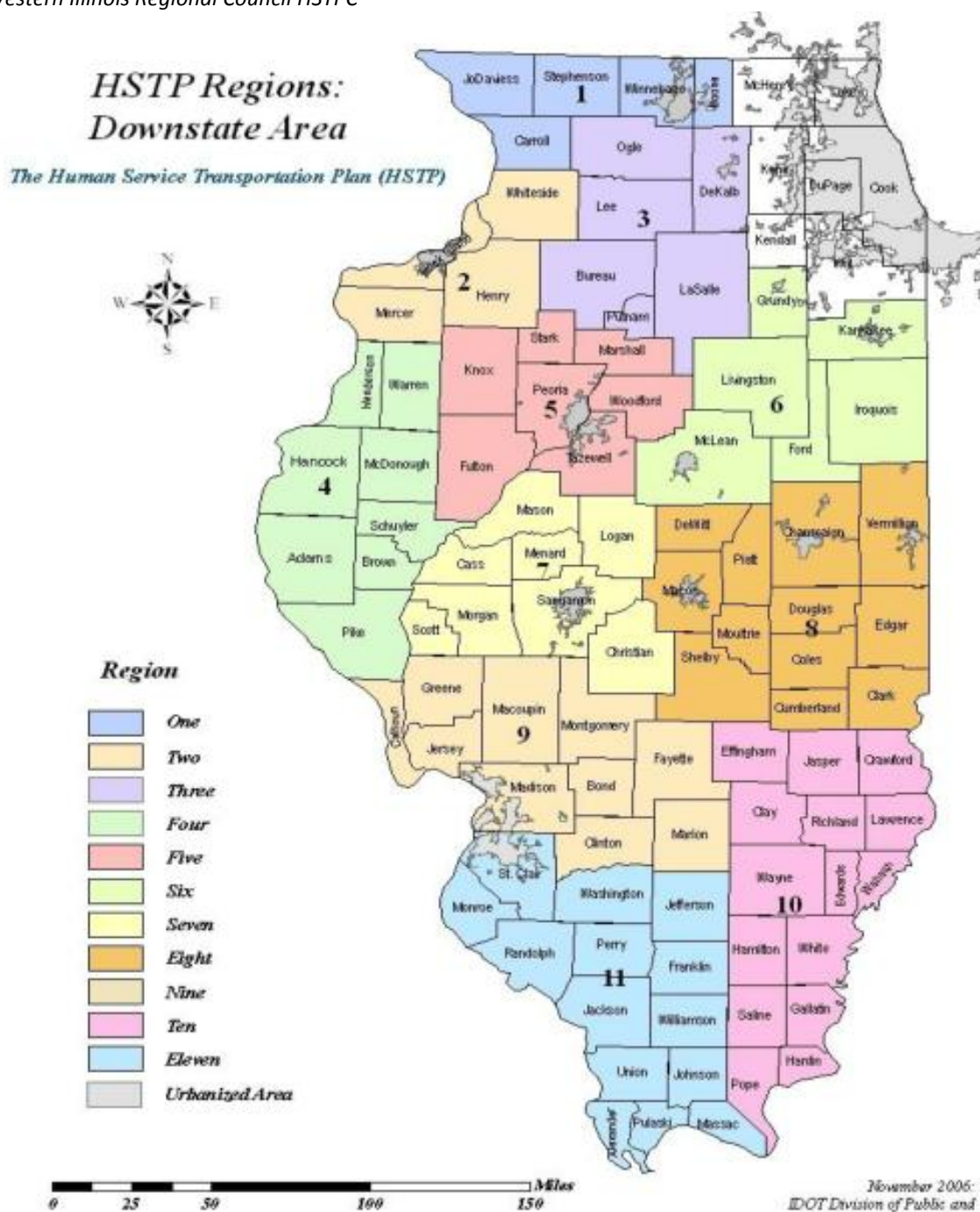
The Western Illinois Regional Council is the HSTPC agency that coordinates the TREDD region's HSTP. These include the following services:

Public Transportation Providers

Illinois River Valley Public Transit
Quincy Transit Lines
Warren Achievement Center
West Central Mass Transit District
Western Illinois University Transit

Human Service Transportation Providers

Adams County Council for Senior Citizens
Adams County Mental Health Center
Barton W. Stone Home
Brown County Senior Citizens
Capitol Retirement Village
Cass County Council on Aging
Cass County Mental Health Association
Center for Prevention Abuse
Central Illinois Economic Development Corp.
Hancock County Public Transportation
HUBBS Transportation (Pike County)
McDonough County Public Transportation
Iglesia del Nazareno Libertad
Mental Health Centers of Western Illinois
Pathway Services Unlimited, Inc.
Prairie Council on Aging
Schuyler County Meals for Seniors
Schuyler County Mental Health Association, Inc.
Scott County Health Department
Transitions of Western Illinois



Railroads

Freight

Three rail lines serve the area, Burlington Northern Santa Fe, Norfolk Southern and Kansas City Southern. BNSF carries freight and passenger trains from San Francisco to Chicago. Norfolk Southern and Kansas City Southern provide only freight service to the area.

The Norfolk Southern connects to 22 states east of the TREDD region. All three provide connection west of the TREDD with BNSF providing service directly all the way to the west coast.

Passenger service

In 2006 Amtrak added a second daily run to Chicago from Quincy, though Macomb and Galesburg. A collaboration of area stakeholders was able to secure funding to provide the service and is relied on heavily by business, student and pleasure travelers. There are two trains daily to and from Chicago.

Air Transportation

A large regional airport with daily commuter flights to St. Louis is located at Quincy with 6 departing and 6 returning flights daily on weekdays and a reduced weekend schedule. Three paved runways to 7,100 ft. by 150 ft. with High Intensity Runway Lights and (Instrument Landing Systems) ILS allow all but the heaviest commercial jets to use the facility. The airport includes a restaurant, conference facility, fixed base operator, several aircraft related service businesses and a 55 acre business park in an enterprise zone. Four-lane IL 104 connects the airport to I-72.

Cape Air also has recently opened a maintenance facility at Baldwin field. The Quincy facility will handle line maintenance, including changing tires and propellers. Three mechanics are staffed at the facility. The airline has a 4-year contract for service between Quincy and St. Louis through a program with the U.S. Department of Transportation, Federal Aviation Administration.

The City of Beardstown operates an airport located southeast of the city. The airport has a 4,000 ft. by 60 ft. paved runway with low intensity runway lights.

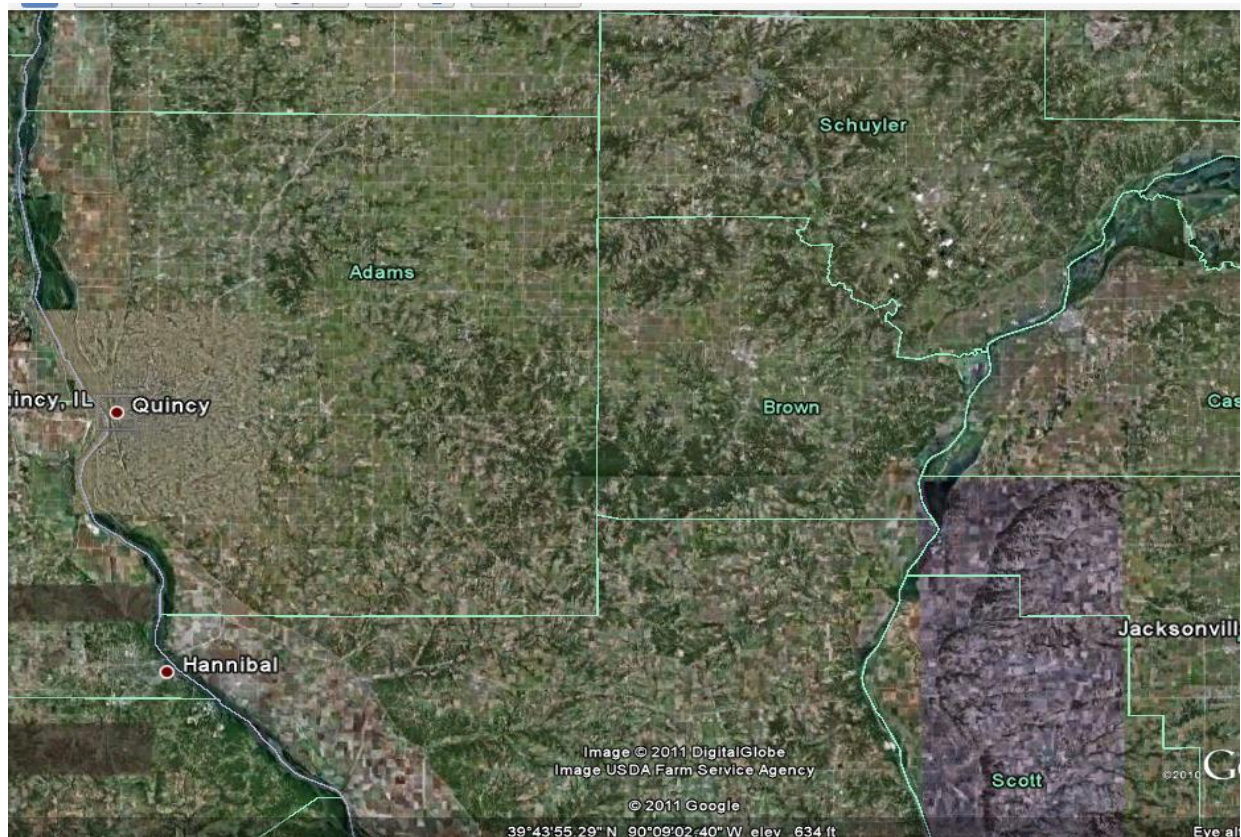
The City of Jacksonville has an airport with a 5,000 ft. by 50 ft. paved runway, aircraft refueling, rental, maintenance and flight instruction services.

The City of Mt. Sterling operates an airport located west of the city on highway US 24. The airport includes a 4,000 ft. by 75 ft. paved runway with pilot controlled medium intensity runway lights and a hanger.

The City of Pittsfield operates the airport located outside of that city. The airport includes a 4,000 ft. by 60 ft. paved runway with medium intensity pilot controlled runway lights and a hanger. The City of Rushville operates the airport located west of the city on highway US 24. It includes a 3,600 ft. by 100 ft. sod runway and hanger.

Waterways

Two major assets that enhance the region are the Illinois River and the Mississippi River. Both Rivers have recently been designated as "Marine Highways", a USDOT initiative designed to move traffic off of the congested Interstate highways and other paralleling roadways and onto the less congested inland waterways. The resulting reduction in highway maintenance costs is also significant. The Illinois River is designated "M-55", paralleling Interstate 55. The Upper Mississippi River is designated "M-35" paralleling Interstate 35 and the Avenue of the Saints. Inland waterways have been the major mode of transportation for grain for many years. However, the lock system is nearly 75 years old, and was designed to handle barges only one-half the size of present day vessels. The lock system is also in poor repair due to under-funding by the federal government. Major employers in the TREDD located on each river are dependent on the lock system and the river to move product both in and out. The members of the TREDD have been heavily involved in working for better maintenance and upgrading of the waterway infrastructure on both rivers. Organizations the TREDD has collaborated with are Waterways Council, Inc. (formerly MARC 2000), the Upper Mississippi Illinois and Missouri Rivers Association (UMIMRA), the Upper Mississippi River Basin Association (UMRBA), the Inland Rivers Ports and Terminals (IRPT) organization and the U.S. Army Corp of Engineers.



Mississippi and Illinois River Watershed areas, Google Earth, 2011

Achievements of 2012 CEDS Goals

While the previous five years have been very challenging economically, and programs under pressure both at the federal and state levels, results in the TREDD have shown positive results. Some examples from throughout the region are described following.

Goal 1 - Intermodal Port and transportation development has moved forward with the Adams County/Quincy Mid-America port receiving planning assistance from the U.S. Maritime Administration Build America Bureau. The Illinois Dept. of Transportation providing funding for a traffic analysis and a marketing study. Three companies marketing globally with Quincy facilities have expressed an interest in public/private partnerships.

Goals 2,3 & 4 – Business retention, expansion and job creation. Four local companies announced and proceeded with major expansions in the Quincy area creating over 400 new jobs. A Griggsville manufacturing company was purchased by an employee and has expanded employment by over 20%. A second company has expanded capacity to handle unit train grain shipments with state of the art equipment. A company near Bluffs has continually grown and is now part of a major manufacturer. These companies have added over 100 additional head of household jobs and are expecting continued growth. DOT Food in Mt. Sterling, the nation's largest food redistributor and an international company has completed major frozen and refrigerated warehouse expansions, an expansion of corporate offices and is continuing growth. The company employs more than the city's population providing jobs with benefits for people from throughout the region.

A number of organizations have collaborated to promote the creation of new businesses and provide technical assistance to retain existing businesses. Great River Economic Development Foundation, Two Rivers Regional Council, Workforce Investment Area 14, Small Business Development Center, SCORE, area Chambers of Commerce, Quincy Business & Technology Center, Quincy University and John Wood Community College all work to provide both workforce and management training. Jacksonville Regional Economic Development Corp. and the City of Quincy are both in the process of developing updated strategic plans that will support continued development.

Quincy Recycle has become a major recycler of paper and has launched a new company that is recycling commercial food waste into animal feed products. The company is expanding rapidly and successfully developing markets.

Goal 5 – Infrastructure to support existing businesses and attract new employers has also progressed in spite of the difficult funding climate. The Chicago-Kansas City expressway is now complete except for the Macomb, IL bypass which is under construction. The Avenue of the Saints has just been completed from St. Paul, MN to St. Louis, MO. and is

within 3 miles of the west edge of the TREDD. Repairs on the bridge at Beardstown on U.S. 67 were made recently and are scheduled for a bridge on the Mississippi River at Louisiana, MO. and on the Illinois River.

Goal 6 – Retail growth is more challenging in the smaller communities. However, several communities have established business parks or locations for retail stores such as Dollar General and Pittsfield has an ACE hardware coming to town. Mt. Sterling has a new restaurant and grocery outlet which rehabilitated and moved into an area with vacant stores, providing an anchor for further downtown development.

Goal 7 – Tourism has seen continued growth of outfitters. A well established lodge in Pike County, with assistance from the IL Dept. of Natural Resources, provided land and established a major off-road park that is open to the public and seeing a great deal of use bringing tourists in from a wide area.

The area is working to obtain national park status for “New Philadelphia” near Barry, IL and in 1836 the first town to be registered by an African American. They have successfully achieved National Historic Site and National Landmark registration.

The region has successfully joined “Wine Trails” and sponsored tours.

Goal 8 – Use of Economic Development Resources, has successfully brought Enterprise Zone status to locations in additional counties. These were established by the Western Illinois Economic Development Authority and are providing the incentive for new investment and job creation. The newly approved Adams/Brown County Enterprise Zone was part of the decision for DOT Food’s continuing expansions in Brown County.

Hofmeister Welding and several other companies throughout the region have used revolving loan and CDC programs to expand. Great River Economic Development Foundation has been very active in obtaining DCEO and USDA funding for local businesses and in partnering to establish training or education for lenders on state and federal funding.

Goal 9 – Renewable Energy – projects have been a little slower but beginning to be of interest as the economy picks up. Both electric cooperatives in the TREDD have installed wind generators and one has also installed a solar production facility. Previously Two Rivers Regional Council worked with Schuyler County to establish a pilot project to use solar to power the Schuyler County Highway Dept. The project was very successful and monitoring could be tracked online. Some large manufacturers are now taking energy efficiency very seriously using specialists during the design stage. The former consultant, a retired utility operations manager, who oversaw the Schuyler County project has worked independently for some of the largest new plant expansion projects.

Goal 10 – Safe and Locally Grown Food – With assistance from a Two Rivers Regional Council revolving loan fund one company has established a locally grown produce market which has expanded. A restaurant that also features locally grown meat and produce was established with help of a RLF and has also expanded in a new and much larger location.

John Wood Community College is still interested and maintaining some programs related to locally and organic grown produce. The State of Illinois funding collapse has forced major cuts in the program but the administration has been able to maintain a minimum level. The other economic development partners with the University of IL Extension advisors are looking for ways to restore the program.

More details are in Chapter Two.

Goals have been somewhat refocused in the current CEDS updated strategy. These will be the basis for measurement of the results of the current CEDS and will be monitored at quarterly meetings.

CHAPTER 2-ANALYSIS OF ECONOMIC DEVELOPMENT OPPORTUNITIES AND THREATS

REGIONAL ECONOMY

An Analysis of Economic Opportunities

Following a review by each county in the Two Rivers Economic Development District of their Strengths, Weaknesses, Opportunities and Threats these were identified as district wide common issues that could most effectively be addressed collaboratively:

STRENGTHS

- Strong transportation infrastructure and logistics location with river transportation on two Marine Highways- Illinois and Mississippi Rivers, three Class 1 railroads, BNSF, Norfolk Southern and Kansas City Southern
- Strong agriculture producer and processor and manufacturing base
- High quality skilled and semi-skilled workforce
- High quality workforce training – technical and management
- Affordable living with small town quality of life and high quality medical care.

WEAKNESSES

- Lack of public transportation and quality daycare providers to support workforce
- Lack of diversification of industries
- Lack of living wage jobs to attract and retain younger workers
- Lack of workforce availability
- Lack of affordable housing
- Lack of fiber optic communications in many smaller communities and rural areas

OPPORTUNITIES

- Marketing regional strengths as an “International Logistics Hub”
- Develop marketing strategies that sell the “economy as a whole” ie: balance lower wages and lower cost of living, easier commutes, recreation and quality of life benefits, etc.
- Identify and recruit businesses to fill gaps in local availability of goods and services
- Identify collaborative opportunities in tourism, education, marketing
- Connect resources in the post secondary education community with entrepreneurs and businesses

THREATS

- Lack of State of Illinois Economic Development Incentives
- Lack of State Preservation Tax Credits
- Economic Development Incentives in neighboring states
- Declining workforce due to declining and aging population with young people leaving the area
- Failure to retain small businesses due to lack of succession planning
- Increased need for local funding with declining population and federal/state governments pushing funding responsibility back to local governments
- Drug and alcohol abuse

Cluster Analysis of the TREDD

A similar review of the Two Rivers Economic Development District cluster analysis was done in a similar manner. While there are a number of ways to rank industry clusters the table below uses a ranking based on the wages the cluster brings into the Two Rivers District.

Cluster Analysis for TREDD - ranked by wages

Description	QCEW Cluster - Establishments	Industry Cluster Establishment LQ	QCEW Cluster - Employment	Industry Cluster Employment LQ	QCEW Cluster - Wages	Industry Cluster Annual Wages LQ
Biomedical/Biotechnical (Life Sciences)	96	0.67	7,987	1.17	\$339,245,134	1.38
Agribusiness, Food Processing & Technology	209	3.44	5,558	3.83	\$289,610,265	7.08
Manufacturing Supercluster	62	1.25	4,079	1.72	\$248,274,155	2.07
Business & Financial Services	413	0.64	2,863	0.51	\$210,385,456	0.58
Machinery Mfg	17	2.54	2,350	7.08	\$150,253,262	9.47
Energy (Fossil & Renewable)	159	0.9	2,246	0.78	\$120,284,361	0.74
Transportation & Logistics	187	1.93	2,601	1.35	\$113,527,566	1.64
Advanced Materials	48	0.87	1,503	0.77	\$92,324,825	0.88
Defense & Security	57	0.37	1,283	0.37	\$82,601,974	0.44
Education & Knowledge Creation	50	0.87	1,601	0.67	\$79,180,259	0.88
Chemicals & Chemical Based Products	42	1.6	1,130	1.33	\$60,828,834	1.51
Arts, Entertainment, Recreation & Visitor Industries	124	1.06	1,639	0.65	\$49,442,369	0.74
Fabricated Metal Product Mfg	32	1.4	861	1.51	\$43,634,998	2.09
Printing & Publishing	67	0.85	873	0.95	\$41,622,764	0.94
Information Technology & Telecommunications	51	0.33	462	0.19	\$37,255,373	0.22
Forest & Wood Products	23	0.9	691	1.26	\$33,333,083	1.77
Transportation Equipment Mfg	5	1.32	540	1.05	\$31,058,163	1.15
Computer & Electronic Product Mfg	6	1.08	211	0.55	\$16,031,767	0.56
Mining	8	1.82	186	2.33	\$11,597,063	2.99
Primary Metal Mfg	2	2.09	117	1.66	\$7,295,965	2.46
Apparel & Textiles	19	0.94	140	0.58	\$6,727,373	0.78
Glass & Ceramics	6	2.29	53	0.65	\$2,374,864	0.8
Total All Industries	4,010	1	63,315	1	\$2,260,212,822	1

Source: <http://www.statsamerica.org/innovation/anydata/index.asp>

A detailed listing of clusters within each county in the district is included in the appendices.

- Healthcare related fields brought the highest amount of wages into the region at \$339 million. This includes the 4 hospitals, Blue Cross Blue Shield insurance customer service center and similar employers. However, customers can travel elsewhere or relocate for many of these services.
- Agriculture and tourism are important components of the regional economy and brought wages into the district \$289 and \$49 million respectively. These two sectors cannot be outsourced or relocated.
- Machinery manufacturing is also an important part of the region's economy bringing more than \$150 million in wages annually. Following the 2008 economic downturn this segment has been pressed to reduce cost and saw a number of plant closures and relocations outside of Illinois. There is slow overall recovery and some marked successes within the region.

ADAMS COUNTY

Based on a Mid America Port Benefit-Cost Analysis completed in 2016 by the Rural Economic Technical Assistance Center, the Mid America Intermodal Port Project located in the South Quincy Development District, when completed, would generate \$94 million in development and \$11 million in jobs. The South Quincy Development District continues to be a draw for manufacturers due to the potential of river transportation and other logistics advantages. Phibro Animal Health built a new plant in the district, and have since completed 3 expansions bringing over 100 new jobs. Fitzpatrick works in collaboration with JM Huber, a major supplier of raw material and manufactures cleanser/abrasive products. Knapheide has announced a major expansion of their plant for new product lines and the creation of new jobs. Quincy Recycle purchased a recently closed Quincy Compressor plant and has a new food waste recycling facility there that recycles commercial food waste into animal feed products and is growing steadily. ADM has started a large expansion of their food oil refinery that will nearly double capacity.

Quincy is often referred to as the "broadcast capital of the world" and many engineering jobs are the result of three leading broadcast equipment manufacturers that are located here: GatesAir, formerly Harris broadcast division, Broadcast Electronics and Nautel, a Canadian Company.

Two Rivers Regional Council will continue promoting locally grown food in partnership with UI Extension, John Wood Community College and others.

Brown County

Mt. Sterling-based Dot Foods announced another expansion to its warehouse and offices which are underway. DOT is the nation's leading food redistributor. The Tracy family and DOT food opened a new grocery outlet and gourmet restaurant in downtown Mt. Sterling providing an incentive for other business owners to invest in the downtown and also generating more visitor traffic.

CASS COUNTY

A company is planning to develop an Asian Carp processing plant in Beardstown.

PIKE COUNTY

John Wood Community College has just opened a new classroom and training facility in Pittsfield. It has state of the art technology for both training and community use.

Barry completed a rehabilitation of their wastewater system.

Greg Dolbeare has the first phase of a grain terminal on the Mississippi River completed with permitting in place for the next phase.

Ace Hardware is looking at a location in Pittsfield for a new store.

One of the newly established Medical Marijuana producing facilities is operating in Barry. Owners report sales are beginning to grow.

JBS United in Griggsville has sold the grain marketing part of the business to Bunge and is continuing operation of the feed side of the business. The company expanded their facilities to state of the art and can load unit trains with corn at the rate of one car in 4 minutes with accurate weight control of the product.

Hofmeister Welding in Griggsville had layoffs in 2015-2016 due to a downturn in one of their customers markets but are now back near full employment and expecting additional growth 2017.

SCOTT COUNTY

Illinois Rural Electric Cooperative in Winchester passed through a \$740,000 USDA loan to Westermeyer Industries, Inc., a Scott County company manufacturing cooling system components and accessories, to expand its facility. Since 2001 Westermeyer has secured seven engineering patents and will have grown from a backyard workshop to a 75,000-square-foot facility.

Scott County has suffered severe erosion control and stormwater problems due to low lying areas near the Illinois River flood plain and watershed area. 2017 is shaping up to be a year of above normal rainfall and severe flooding in much of the region. Additional measures will need to be taken to alleviate this problem by seeking grant funding sources to handle flood and erosion control.

The Old School Museum has proven popular but work continues to be needed to take full benefit of the attraction and market it effectively as a tourist stop.



<http://www.oldschoolmuseum.org/about.html>

Mid America Intermodal Authority and Port District

A need first identified in an early TREDD Overall Economic Development Plan (OEDP) was for greater access to more economical waterway freight transportation. The establishment of an intermodal port facility and Foreign Trade Zone (FTZ) which would help local companies be more globally competitive and attract new businesses to the region was believed to be one method. It was also believed that this would promote job creation and foster economic development. As a large agriculture base with more than 40% of the ag produced also exported competitive transportation to coastal ports.

The goal to develop a tri-state entity with participation by each of the three states (Illinois, Missouri, Iowa) has been accomplished. Legislation was developed and then enacted by each of the three states. The legislative intent for this Act is to create the "Mid-America Port Commission. Its purpose is to improve transportation through the entire region for not only agriculture producers but also for other industries

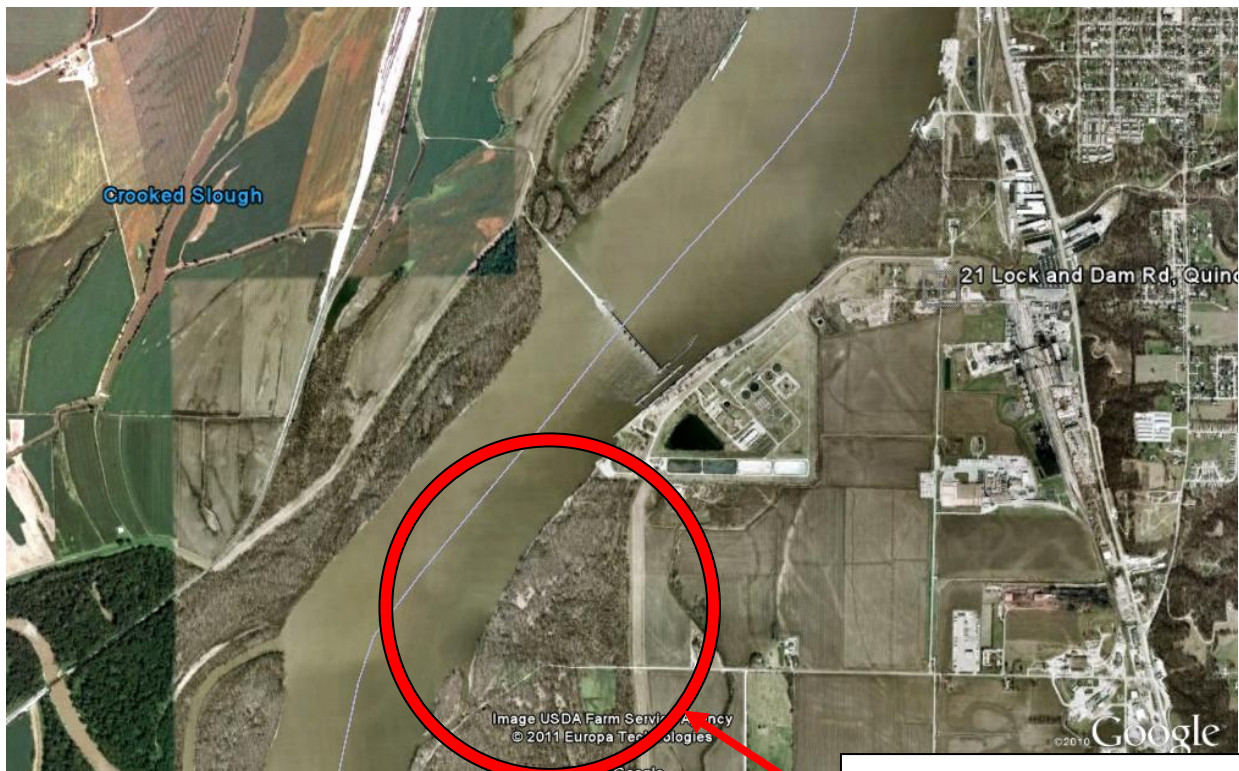


Lock and Dam 21, Google maps, 2011

The Act allows the Port District, among other things,

1. To create an Inland Water Transport Terminal for the benefit of the businesses and trades operating in inland locations to participate in international trade and commerce by moving freight by intermodal transportation, with the potential cost advantage, to the gateway ports. to flow out to foreign destinations.
2. To establish a Foreign Trade Zone (FTZ) which is a secured area(s) legally outside the nation's custom's boundary and by being simply located in a FTZ any businesses/trading organization will enjoy some excise tax and U. S. duty benefit.
3. To be a "Public Agency" pursuant to an intergovernmental agreement.
4. To issue industrial revenue bonds to finance the acquisition, construction, cargo handling equipment and operation and maintenance of its facilities.

The South Quincy Development Area, just below Lock & Dam 21 on the Mississippi River, was chosen as the first site to be developed due to the presence of a suitable dock site, infrastructure to support development being available and protected by a 500-year levee and the presence of a number of companies doing business globally and presently importing raw material and exporting product to have a more convenient and less costly means of doing business.



Lock and Dam 21, Quincy, IL, Google Earth, 2011

Location of proposed Mid America Intermodal Port & FTZ



1. Mid-America Intermodal Authority Port District plans to construct this port facility...





2. At this location...

The 3-state Mid-America Port Commission has had several studies done by the Tennessee Valley Authority, Rural Economic Technical Assistance Center and a private consulting firm to determine possible locations including each of the three states. The Adams County was located due to the presence of supporting infrastructure as the first site to develop. The Illinois Dept. Of Transportation approved a grant for a market and financial study of the project which began the first of April 2017 and will be complete by November 2017. Previous studies have indicated over 1,000 permanent head of household jobs could be created over 20 to 30 years, The grant payback to federal, state and local governments would occur in new tax revenue in less than 10 years.

State of Illinois Incentives

With the change in administration in Illinois, and the budget impasse which is mentioned by several counties and on a regional level as a severe threat to business retention and attraction, there has been a significant change in state development incentives.

GROWTH DETERMINANTS-Regional Cluster Analysis

This Comprehensive Economic Development Strategy will be organized by industry clusters. Following development of the concept of interorganizational networks in Germany and practical development of clusters in the United Kingdom, there are four perceived methods by which a cluster can be identified:

- The *geographical cluster* -
- *Sectoral clusters* (a cluster of businesses operating together from within the same commercial sector e.g. marine (south east England; Cowes and now Solent) and photonics (Aston Science Park, Birmingham))

- *Horizontal cluster* (interconnections between businesses at a sharing of resources level e.g. knowledge management)
- *Vertical cluster* (i.e. a supply chain cluster)

TREDD CEDS will utilize the Sectoral, or Industry, cluster format. HOWEVER, the CEDS Committee believes that there needs to be a more practical method to apply cluster understanding and application at the level of the average business owner and manager. One of the focuses of the CEDS committee over the coming year will be to define that approach.

Economic Base Analysis

Basic or Primary sector activities

The assumption that the basic sector is the driving force in the region's economic development is base on the following:

- Exports from the region give the region a competitive economic advantage
- Exports produce a multiplier effect that is beneficial to the local economy.

Types of Approaches

1. Shift share analysis: widely used analytical technique sometimes used for retrospectively decomposing changes, usually in employment, in a set of regions. The analysis is meant to identify industries considered to have a comparative advantage in that particular area.
2. Location Quotients: Identifies a level of employment per a given sector economy against a regional or national economy.
3. Fiscal Impact Analysis: Regards fiscal cost of project vs. the budget of a community and its budget.
4. Cost-Benefit Analysis: Compares cost of a project vs. specific benefit analysis
5. Empirical Approach: Assumes each industry has a good knowledge of economy.
6. Minimum requirements approach: Utilizes an outside study area for reference and calibration and assumes a regional economy will meet its own local demand.

TREDD Employment Changes 2010-2016

Sector	Employment 2010	Employment 2016	Employment Change	Percent Growth, 2010-2016
Trade, Transportation, and Utilities	12,553	16,480	3,927	31%
Education and Health Services	9,963	10,684	721	7%
Manufacturing	7,262	6,621	-641	-9%
Leisure and Hospitality	3,507	3,961	454	13%
Financial Activities	2,643	3,484	841	32%
Professional and Business Services	2,622	2,773	151	6%
Public Administration	2,494	NA	NA	NA
Construction	1,992	2,281	289	15%
Other Services	1,390	1,702	312	22%
Natural Resources and Mining	897	961	64	7%
Information	765	628	-137	-18%
	46,088	49,575	3,487	7.60%

Location Quotients

Location Quotients (LQs) are ratios that allow an area's distribution of employment by industry to be compared to a reference or base area's distribution. The reference area is usually the U.S., but it can also be a state or a metropolitan area. The reference or base industry is usually the all-industry total. The discussion below assumes the defaults are used. LQs also allow areas to be easily compared to each other.

If an LQ is equal to 1, then the industry has the same share of its area employment as it does in the reference area. An LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case in the reference area. For example (assuming the U.S. as the reference area), Las Vegas will have an LQ greater than 1 in the Leisure and Hospitality industry because this industry makes up a larger share of the Las Vegas employment total than it does for the country as a whole.

LQs are calculated by first, dividing local industry employment by the all industry total of local employment. Second, reference area industry employment is divided by the all industry total for the reference area. Finally, the local ratio is divided by the reference area ratio.

US Bureau of Labor Statistics

Location Quotients are mathematically defined by the following formula:

$$LQ = \frac{e_i/e}{E_i/E}$$

Where:

e_i=local employment in industry i

e=total local employment

E_i= reference area employment in industry i

E=Total reference area employment

Industry Clusters Location Quotient data by County	Adams	Brown	Cass	Morgan	Pike	Schuyler	Scott
Base Industry: Total of all industries in US	1	1	1	1	1	1	1
Natural Resources & Mining	0.93	0.35	NA	0.30	4.67	5.68	5.92
Construction	0.76	1.04	0.47	0.55	1.10	2.25	NA
Manufacturing	1.58	0.04	NA	1.64	0.27	0.51	NA
Trade, Transportation & Utilities	1.26	3.54	1.11	1.15	1.53	1.01	1.34
Information	0.80	NA	NA	0.30	0.36	0.39	NA
Financial Activities	1.16	0.21	0.86	0.92	1.10	0.61	0.75
Professional & Business Services	0.38	NA	0.46	0.27	0.23	0.11	NA
Education & Health Services	1.26	0.41	0.51	1.37	1.05	0.62	0.17
Leisure & Hospitality	0.85	0.20	0.25	1.03	0.85	0.62	0.86
Other Services	1.18	0.26	0.36	0.79	0.47	0.56	NA
Unclassified	0.26	NA	NA	0.46	NA	0.00	0.00

Calculated Bureau of Labor Statistics, 2011

NA = Not Available

Interpreting the location quotient:

1. A value of less than 1 means that the region is not meeting the local demand and is therefore importing the product or service:
2. =1 means that the region is meeting local demand
3. >1 means that the region is exceeding local demand and therefore must export most of that product.

The smallest location quotient is Brown County's level of manufacturing. The number is low and therefore that service must come from outside the county for the most part. On the other hand, Schuyler County's natural resource and mining base is high and therefore much of that product needs to be exported.

Earnings growth rate

County	Earnings Growth Rate 2005-2015	Earnings Growth Rate 2014-2015
Adams	3%	+2.2%
Brown	4.7%	+8.3%
Cass	3.3%	+3.6%
Morgan	3.2%	+2.7%
Pike	3.6%	+3.2%
Schuyler	3.1%	-16.4%
Scott	0.5%	+4%
Illinois	2.7%	+3.3%

State of Illinois

Occupational Employment Projections (Long-term)-2014-2024

Workforce Investment Board of Western Illinois Area 14

Code	Standard Occupational Classification (SOC) Title	Base Year	Projected	Employment Change		Average Annual Job Openings			Annual
		Employment	Employment	2014-2024		due to			Compound
		2014	2024	Number	Percent	Growth	Replacements	Total	Growth
00-0000	Total, All Occupations	6,263,919	6,635,512	371,593	5.93	42,732	147,453	190,185	0.58
11-0000	Management Occupations	483,634	505,962	22,328	4.62	2,392	10,833	13,225	0.45
11-1000	Top Executives	141,930	150,265	8,335	5.87	918	3,336	4,254	0.57
11-1011	Chief Executives	29,121	28,508	-613	-2.11	0	495	495	-0.21
11-1021	General & Operations Managers	108,229	117,414	9,185	8.49	918	2,740	3,658	0.82
11-1031	Legislators	4,580	4,343	-237	-5.17	0	101	101	-0.53
11-2000	Advertising, Marketing, PR & Sales Managers	39,669	42,573	2,904	7.32	290	992	1,282	0.71
11-2011	Advertising & Promotions Managers	3,162	3,523	361	11.42	36	101	137	1.09
11-2021	Marketing Managers	10,896	11,657	761	6.98	76	258	334	0.68
11-2022	Sales Managers	22,952	24,571	1,619	7.05	162	543	705	0.68
11-2031	Public Relations Managers	2,659	2,822	163	6.13	16	91	107	0.60
11-3000	Operations Specialties Managers	87,653	93,808	6,155	7.02	628	1,906	2,534	0.68
11-3011	Administrative Services Managers	16,186	17,621	1,435	8.87	144	303	447	0.85
11-3021	Computer & Information Systems Managers	13,697	15,950	2,253	16.45	225	162	387	1.53
11-3031	Financial Managers	30,566	32,125	1,559	5.10	156	724	880	0.50
11-3051	Industrial Production Managers	7,117	6,990	-127	-1.78	0	202	202	-0.18
11-3061	Purchasing Managers	4,196	4,249	53	1.26	5	99	104	0.13
11-3071	Transportation/Storage/Distribution Mgrs	6,436	6,764	328	5.10	33	142	175	0.50
11-3111	Compensation & Benefits Managers	840	857	17	2.02	2	24	26	0.20
11-3121	Human Resources Managers	6,871	7,354	483	7.03	48	201	249	0.68
11-3131	Training & Development Managers	1,744	1,898	154	8.83	15	51	66	0.85
11-9000	Other Management Occupations	214,382	219,316	4,934	2.30	555	4,598	5,153	0.23
11-9013	Farmers, Ranchers & Other Ag Managers	50,597	50,344	-253	-0.50	0	862	862	-0.05
11-9021	Construction Managers	11,130	11,382	252	2.26	25	156	181	0.22
11-9031	Ed.Administrators, Preschool & Child Care	2,501	2,843	342	13.67	34	73	107	1.29
11-9032	Ed.Administrators, Elem. & Secondary	12,924	12,775	-149	-1.15	0	376	376	-0.12
11-9033	Ed.Administrators, Postsecondary	6,723	6,959	236	3.51	24	196	220	0.35
11-9039	Education Administrators, All Other	1,104	1,187	83	7.52	8	32	40	0.73
11-9041	Engineering Managers	6,856	7,084	228	3.33	23	210	233	0.33
11-9051	Food Service Managers	11,488	12,287	799	6.96	80	231	311	0.67
11-9061	Funeral Service Managers	1,368	1,355	-13	-0.95	0	30	30	-0.10
11-9071	Gaming Managers	52	52	0	0.00	0	1	1	0.00
11-9081	Lodging Managers	1,046	1,143	97	9.27	10	20	30	0.89
11-9111	Medical & Health Services Managers	14,319	15,275	956	6.68	96	362	458	0.65
11-9121	Natural Sciences Managers	1,402	1,519	117	8.35	12	29	41	0.80
11-9131	Postmasters & Mail Superintendents	720	523	-197	-27.36	0	16	16	-3.15
11-9141	Property/Real Est/Comm.Assn.Managers	10,009	10,775	766	7.65	77	174	251	0.74
11-9151	Social & Community Service Managers	4,904	5,369	465	9.48	46	130	176	0.91
11-9161	Emergency Management Directors	366	372	6	1.64	1	4	5	0.16
11-9199	Managers, All Other	76,873	78,072	1,199	1.56	120	1,696	1,816	0.15
13-0000	Business & Financial Operations Occupations	317,015	345,820	28,805	9.09	2,962	6,259	9,221	0.87
13-1000	Business Operations Specialists	191,582	209,373	17,791	9.29	1,800	3,352	5,152	0.89

Source: Illinois Department of Employment Security, Economic Information & Analysis Division * = Data suppressed due to confidentiality requirements.

Based on a 2016 Workforce Investment Board study the priority sectors for the TREDD region listed in order of priority are:

1. Healthcare
2. Manufacturing
3. Transportation, Distribution and Logistics

Openings projected in each of the sectors ranked by annual number projected are:

Healthcare

- a. Registered Nurses
- b. Nursing Assistants
- c. Home Health Aides
- d. LPN

Manufacturing

- a. Assemblers
- b. Machinists
- c. Welders
- d. Industrial Maintenance Mechanics
- e. Other Production Occupations

Transportation, Distribution and Logistics

- a. Laborers/Freight/Stock Material Movers
- b. Truck Drivers – heavy
- c. Truck Drivers – light, delivery services

The WIB determined these priorities by looking at data for the past five years and projections for the next 10 years. A comprehensive plan is being developed and as completed and approved will be coordinated with the TREDD CEDS planning and the neighboring WIA district.

The draft section on which the above is based is in the appendices to this plan.

The 2017 CEDS uses the Opportunities and Constraints combined with SWOT Methodologies

In an analysis of the region there is a difference and also a synergy between the rural and urban areas of the region. While the rural areas are largely dependent on agricultural production of both grain and livestock the more urban areas are strong on value-added processing of the locally produced products. The district is strong in livestock production but also strong in producing animal feed for both the local and international markets. ADM Animal Nutrition, Phibro Animal Health and others are global in their marketing. The ADM refinery in Quincy processes area grain into margarine, vegetable oils and other food products for human consumption. Locating and working together this provides a stronger market for producers and potentially lower cost for the processors saving transportation costs. Cluster and workforce data analysis, coupled with the SWOT analysis help identify existing similar clusters and also can help identify potential clusters to encourage in other sectors.

The Comprehensive Economic Development Strategy clusters that were identified as priorities in the next 5 year plan and are reflected in the Goals include the following sectors

- Logistics, Intermodal Transportation – freight and passenger
- Agriculture including locally grown foods
- Workforce development all sectors
- High speed internet
- Tourism
- Building contractors of affordable housing
- Renewable energy developers, installers, operators
- Retail establishments

REGIONAL CLUSTER ANALYSIS

AGRICULTURE

The Western Illinois Sustainable Agricultural Society - The WISAS organization was active and still has many members active. However it has been challenging for many of the small organic producers to remain in business due to funding and promotion assistance at the state level. In 2011 there were 27 active in the organization. Most of the larger scale commercial growers of organic and identity preserved grains are successfully operating.

ARCHER-DANIELS-MIDLAND is the largest agribusiness in the region with a number of value added ag facilities. They include one of the largest crushing plants in the U.S., one of the largest food grade oil refineries, Stratus, a margarine plant operated in partnership with a large European distributor, ADM Animal Nutrition, their animal feed division and three river terminals.

PHIBRO ANIMAL HEALTH is an international animal feed nutrient producer with multiple manufacturing and warehousing operations located in Adams County.

URSA FARMERS COOPERATIVE in Ursa, IL is a major supplier of identity preserved grain to several foreign customers. These certified crops take a great deal of special handling and the Coop has been a pioneer in developing training for local producers to get certified. The result is a market with higher margins for the producer. The cooperative has nearly 3,000 member producers from 3 states. Working with the Mid-America Port they are exploring methods to containerize grain shipments to open markets of smaller buyers with a higher margin.

CLARKSON GRAIN has a port facility in Beardstown and also markets identity preserved grain to a different export market than Ursa Farmers Coop. Clarkson is a privately owned company.

JBL USA is a pork processor in Beardstown and the largest area employer. The company not only has a significant employment impact on the region but provides a market for produces within the region. They are Brazilian owned.

USDA's Farm Service Agency 's (FSA) Noninsured Crop Disaster Assistance Program (NAP) provides financial assistance to producers of noninsurable crops when low yields, loss of inventory, or prevented planting occur due to a natural disaster.

One restaurant in Quincy, Thyme Square, has very successfully focused on using locally grown meat and vegetables and created their own unique recipes. The restaurant recently expanded into a larger building and been very well accepted.

ENVIRONMENTAL/CLEAN ENERGY

Adams Electric Cooperative installed two wind turbines in the region, One turbine was installed near Baldwin field and another near Mt. Sterling.

Illinois Electric Cooperative has installed wind turbines in Pike County and neighboring areas, one near Pittsfield. The cooperative has also installed solar panels.

Several years ago when the demand and interest was rapidly growing Brown County passed a setback ordinance disallowing wind turbines within 1,500 feet of any roadway. This prevented a number of larger wind farm projects from developing.

Four TREDD counties received energy upgrades from the Energy Efficiency Block Grant program and the Illinois Clean Energy Foundation, both of which have been cut from the state programs. The pilot solar energy project at the Schuyler County Highway Department in Rushville monitoring has shown it to be very successful.

Cost of renewable energy production equipment has dropped significantly since the Schuyler county project was installed. This is becoming financially feasible without grant assistance and needs to be promoted more.

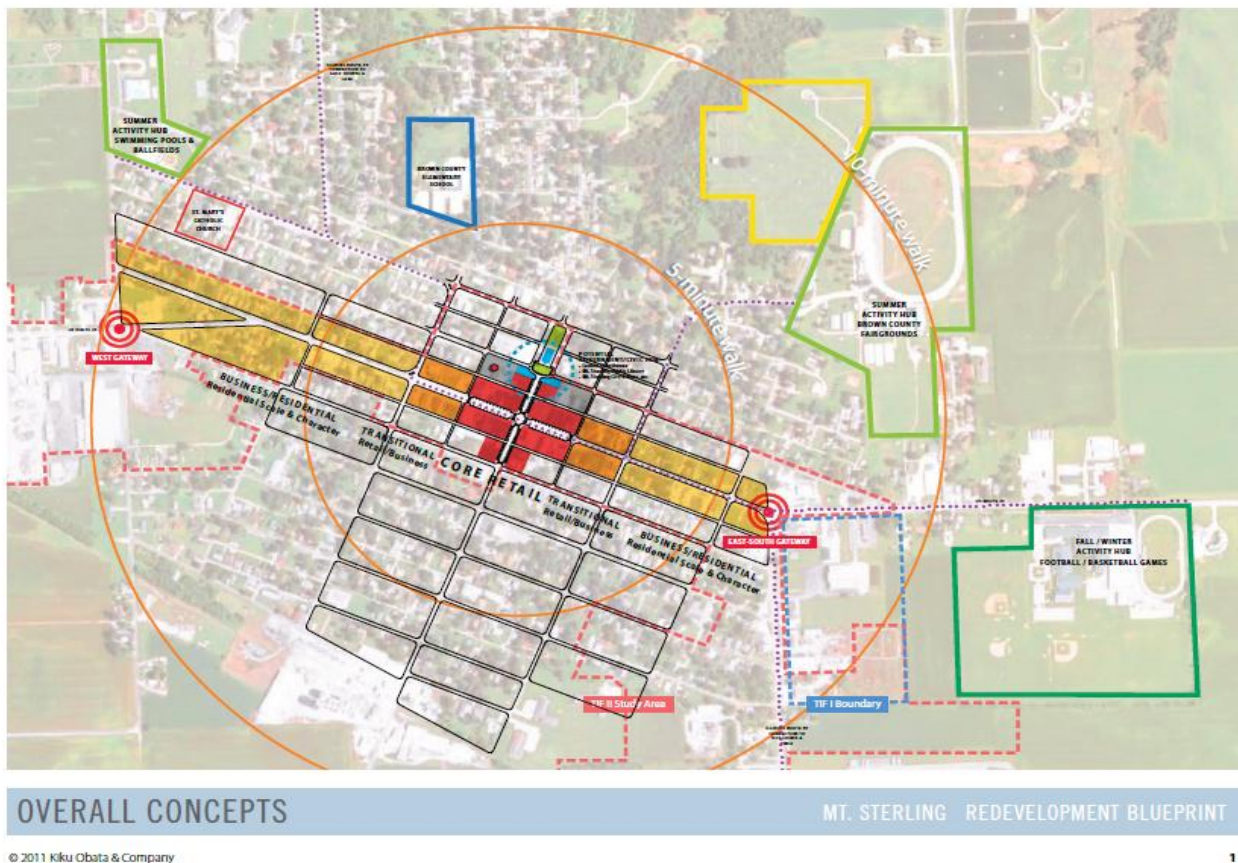
RETAIL

Jacksonville and Quincy are the County seats of Morgan and Adams Counties respectively and the two largest cities within in the region. Both also serve as regional retail and medical centers for the surrounding area. Jacksonville also has two state schools, one for the hearing impaired and one for visually impaired as well as two private colleges. Quincy has a private college, private trade school and community college. Each of these help bring retail customers but many brick and mortar retailers are struggling to remain profitable if they have strong online competition. On the other hand some retail businesses that sell products that are hard to handle online continue to grow.

These changing consumer patterns have also had an impact on the retail business. The downtown landmark Kirlin's Hallmark store has just closed due to the consumer trend toward online greeting cards and small gift purchases rather than from brick and mortar stores. Kirlin's do plan to continue their Quincy Mall store. Corporate offices are located over the downtown store. Kirlin's was the largest chain of Hallmark stores in the U.S. J.C. Penny, an old line retailer, closed their anchor store in the Quincy Mall recently. The trend with new stores is more toward a standalone store in a strip mall or retail district. Several local developers have redeveloped large and smaller properties into mixed use buildings and been successful.

In Pittsfield new local systems are being implemented to promote businesses to stay open. As one of the largest hunting season counties in the US, the City of Pittsfield is coordinating efforts with several locals to replace distressed properties with viable tenants. Getting vacant business properties into useable condition was identified as a common problem district wide.

In Mt. Sterling Two Rivers Regional Council assisted the community obtain a Long Range Strategic Plan (LRSP) which is being followed and now being administered by the city.



Rushville has completed several streetscape improvements and Courthouse renovation.

TOURISM

Since the program in Illinois to allow visitor and tourist sites with more than 5,000 visitors annually to place Attraction Signs in strategic areas throughout the state began a number of organizations have taken advantage of it. The program is administered by IDOT. Businesses put down a deposit, then fill out an application for the signs. Once IDOT knows it has a firm commitment from the business, it sends a contractor to put the blank sign in the ground. The business is then responsible for designing and producing the logos. Once they are finished, the business gives the logo to IDOT and a contractor puts it on the sign.

LINCOLN HERITAGE TRAIL

Fifty years after Lincoln's death (1915), the Illinois General Assembly authorized the Illinois State Historical Library to mark the exact route traveled by Lincoln from Kentucky

through Indiana to Illinois. Almost another 50 years passed before the 1,000-mile trail was opened in 1963. The Trail originally had 3,000 markers showing Lincoln's route to Illinois. In Illinois, the Trail includes Illinois Route 155, part of Illinois Route 1, Illinois Route 33 and Illinois Route 97 (New Salem, Il area) and Illinois Route 125 (Old Beardstown Post Road).

Burmester, Bill. Illinois State Route 155



In Adams County, HQBD "The District" acts as the local promoter of the downtown business district and the local Main Street Office as well. Capitalizing on being a "Looking for Lincoln Community," The District promotes the historical character of downtown Quincy in achieving it's goals. Goals for HQBD include:

- Economic Vitality
- Creating a Sense of Place
- Spirit of Community
- Neighborhood Integrity

Specific Objectives focus on:

- Approach Routes and Gateways
- Mixed Use Redevelopment
- Access, Circulation and Parking
- Visual Character

The Quincy Area Convention & Visitors Bureau (QACVB) is located inside Villa Katherine, a historic Moroccan Revival home on the bluff overlooking the Mississippi River. The QACVB promotes the region's tourism through their website seequincy.com.

Pike County has been a hunting season destination for many decades and hunters come to the county from 49 states every season. Ranked number 2 in the nation for the

highest quality of trophy whitetail, Pike County is ideal with its rolling hills, creek bottoms and river bluffs. The combination of hardwood woodlands and multi culture agriculture provides the perfect blend of components for quality white tail deer, wild turkey, waterfowl and other game species. Pike County has 44 licensed outfitters and 6 lodges, compared to Adams County's 17 outfitters and 4 lodges.

Heartland Lodge, a premier Pike County facility recently received a grant from Illinois Dept. of Natural Resources to develop a off road ATV trail. Open for about two years it is generating a significant amount of additional visitors to the area who patronize a number of other local establishments.

Agritourism

Consumer demand for farm experiences has led a number of farmers to diversify their operations by providing tours and other activities to folks that want to spend time in rural places. Inviting visitors onto working lands allows farmers to fully use the resources of their farm, encourages farmers to share the stewardship practices of that farm, increases the opportunity for retail sales of their own products, and encourages visitors to understand some of the unique problems and pride of living in rural places. Opening their doors to visitors also allows farmers to offer to the non-farm public encounters that put them close to the land, animals, and their food source.

Some farmland owners often start agritourism as events, as one-time occasions that grow into seasonal or year-round businesses. Farmer motivation for inviting the non-farm public to experience the farm includes a variety of goals, from increasing profitability to a desire to educate and thereby protect the future of farming.

Extension educators offer resources for those contemplating a venture into agritourism:

- | | |
|---|--|
| 1. access to water bodies, natural areas and scenic sites | 18. ice skating |
| 2. archery | 19. laser tagging |
| 3. bicycle riding and rentals | 20. mountain biking |
| 4. bird watching and wildlife viewing | 21. nature photography |
| 5. camping | 22. off-road vehicle driving |
| 6. canoeing and kayaking | 23. off-road biking |
| 7. corn mazes | 24. paintballing |
| 8. cross-country skiing | 25. picnicking |
| 9. fishing: catch and release, fly casting | 26. rock climbing |
| 10. gathering mushrooms, wild berries, plants, flowers, rocks or gems | 27. scenic trails use |
| 11. go-Karting | 28. shooting range: firearm, moving-target skeet |
| 12. golfing | 29. snowmobile |
| 13. grass sledding | 30. snowshoeing |
| 14. hang-gliding | 31. squirrel hunting |
| 15. hiking | 32. stargazing |
| 16. horseback riding | 33. tobogganing and sledding |
| 17. hunting: junior hunts | 34. tricycle racing |
| | 35. tubing on rivers, ponds or lakes |
| | 36. turkey shoots |

from Rural Community building, September 2011

Historic Preservation

The State of Illinois has one of the largest inventories of preservation sites and National Main Street Centers anywhere in the country. From a community perspective, preservation makes financial sense. Preservation economics and "Smart Growth" benefits are important for several reasons to the TREDD region:

1. Preserving historic heritage sites presents a sense of place, cultural enrichment and education that helps promotes cultural tourism and helps drive the economy.
2. Historic buildings are usually located where infrastructure already exists.
3. Unused buildings bring back life as tax generating assets to a community.
4. Cities foreseeing the integration of uses (mixed use neighborhoods) see interconnectivity in reemerging historic areas.
5. People are moving back to towns as market patterns suggest. It is important to keep the neighborhoods viable.
6. Business districts are successful where there is a diversity range of rental rates in older districts. Regional shopping centers and office parks do not.
7. Preservation is 60-70 percent labor, which helps to create jobs and keep the spending power within communities. Preserving instead of demolishing reduces construction and demolition waste from going into the landfills.
8. Reviving historic neighborhoods reinforces local schools and allows them to recapture important education, social and cultural roles within the community.
9. No new land is consumed when rehabilitating a historic neighborhood or building.

Historic Preservation, Tyler, Tyler & Ligibel

Economics of Historic Preservation, Donovan Rypkema

Development in Quincy, Mt. Sterling, Rushville, Pittsfield and many other communities in the region have focused on rehabilitation of historic building rather than new construction. Well rehabbed structures add to quality of life and are a tourism draw.

Aging Infrastructure

In all counties and towns within the region, aging infrastructure has been a problem. During the TREDD SWOT analysis this was one of the most common problems. Many towns across the region don't have the funding available to implement the various infrastructure projects needed to maintain roads, bridges, highways, water treatment systems and septic and wastewater treatment facilities. An additional problem is that the reduced federal and state program assistance is pushing more of those costs back to the local level. Two Rivers Regional Council, in cooperation with community development leaders and other organizations are putting additional emphasis on locating other funding sources to assist the smaller communities that lack staff to do this. There is also more effort in educating our legislators in the importance of this assistance and in alternate ways to assist in the funding.

CHAPTER 3-GOALS AND OBJECTIVES

Goal 1: Build on the strengths of the Region as a logistics hub

Objectives:

1. Since agriculture commodities and bulk materials are most sensitive to the cost advantage of water transportation and the District is predominantly agricultural, the Two Rivers District will support creation of an intermodal facility with the capability of handling barge including container on barge shipments to bring this benefit to the local producers and enable them to export to smaller customers, which can bring higher margins.
2. Mapping of public port facilities in Illinois reveal that the Two Rivers District and surrounding area is conspicuous by its lack of public ports and Foreign Trade Zones in spite of encompassing two major inland waterways with Marine Highway status. The Two Rivers District will work with the Illinois Dept. of Transportation to develop and improve its Long Range Transportation Plan to fully incorporate water transportation into the state's freight transportation system.
3. Promote and support the development of intermodal facilities, including barge, air, truck and rail transportation, with communication links designed to accommodate autonomous vehicles when viable.
4. Attract and expand industries and commerce with incentives and by working with state and local economic development organizations, utility companies, railroads, trucking companies, barge operators and related businesses.
5. Manage river resources, including sites functioning as wetland banks, mitigation areas, water retention and sedimentation area, fish hatcheries, wildlife sanctuaries, natural habitat and native plant research.

Goal 2: Retain and expand business and industry currently operating throughout the District.

Objectives:

1. The Two Rivers District will continue to promote and support programs to retain and assist expansion of existing businesses throughout the District.
2. The Two Rivers District will work with local, state and regional programs to enhance workforce development as a primary concern impacting growth of business and industry across the District.
3. On a continuing basis the Two Rivers District will work with economic development organizations and local governments throughout the region to identify needs and available resources to support business retention and expansion.

Goal 3: Promote job creation throughout the District.

Objectives:

1. The Two Rivers District will continue to look for ways to support economic development organizations and other responsible parties in efforts to fill business parks and other potential industrial/business sites in the District.
2. The Two Rivers District will work with WIOA to identify training needs and work with all programs making businesses more competitive through employee education and job training.
3. All development groups in the district will continue their present efforts to assist the expansion of existing businesses.
4. The Two Rivers District will encourage and assist organizations throughout the District to pursue public facilities and infrastructure projects which directly support business attraction or expansion.
5. Two Rivers District and other responsible parties will continue to promote regional economic development programs, maximizing the region's natural and human resources while reducing duplication via several major initiatives supporting:
 - a. Cooperative marketing efforts;
 - b. Awareness of financial resources;
 - c. Comprehensive tourism promotion;
 - d. Greater understanding of community development
6. The Two Rivers District and other responsible parties will take steps to:
 - a. Develop fully serviced business parks where appropriate and possible;
 - b. Encourage efforts across the District to promote the development of commercial and service businesses;
 - c. Actively promote local and regional revolving loan funds and similar types of funding to help create new jobs across the District;
 - d. Pursue formation of innovative financing programs such as revolving loan funds, CDC's, Intermediary Re-lending Programs and venture capital groups;
 - e. Encourage efforts to organize incentives such as Tax Increment Financing (TIF) districts in appropriate locations, as and when opportunities appear.
7. Work with Two Rivers RC&D to create jobs utilizing the natural resources of the region and support all its programs.
8. Promote and encourage the use of the Illinois Institute for Rural Affairs Small Business Development Center (SBDC) to assist entrepreneurs wishing to start or expand a business.

Goal 4: Work toward infrastructure improvements needed to support Goals 1, 2 and 3

Objectives:

1. Encourage improvement of water and sewer systems in towns and rural areas across the District;
1. Urge development of a communications infrastructure providing internet and data service throughout the District;
2. Continue to work with IDOT to pursue completion of a system of highway development in Western Illinois to provide four lane controlled access highways between Moline and St. Louis, Peoria and Quincy, with particular emphasis on completion of the Macomb bypass and US-67, both partially completed;
3. Assist communities to develop methods and resources to encourage better use of dilapidated, underused and/or vacant commercial and residential buildings;
4. Assist communities to develop methods to remove derelict properties and return the sites to a more productive use;
5. Encourage the development and expansion of air passenger and cargo service across Western Illinois;
6. Support maintaining and improving rail service, both passenger and freight, including intermodal transfer facilities for both passengers and freight;
7. Encourage development of improved water transportation and waterway management in a manner both considerate of environmental issues and the needs of economic and community development;

Goal 5: To promote growth of the retail/tourism industry in the district.

Objectives:

2. Tourism groups in the District will continue efforts to attract conventions, events, meetings, and tourists to the district.
3. Two Rivers District and other appropriate parties will promote regional tourism strengths such as river recreation, community festivals, special events, and district parks, lakes, hiking trails, bike paths, hunting, and fishing.
4. Two Rivers District will work closely with Cass County and Illinois Department of Natural Resources for successful implementation of Jim Edgar Panther Creek State Fish and Wildlife Area of Cass County.
5. Assist in the development of tourism centers, regional coordination and marketing efforts.

6. Development of and promoting locally made products.
7. Using the Main Street Four Point Approach to organize, promote, design and economically develop the viability of TREDD downtown areas where applicable.
8. Fostering business incubator activity in areas where they are feasible.
9. Encouraging business owners to rehabilitate and maintain their storefronts.
Encouraging business owners to keep prices competitive as much as possible.
10. Developing local economies that encourage and promote the region as a premier destination for the hunter.

Goal 6: To promote historic preservation necessary for tourism & neighborhood revitalization, by:

- a. Identifying critical historic and cultural resources.
- b. Updating National Register nominations.
- c. Creating new nominations at the national, state and local levels.
- d. Seeking a multitude of funding sources and tax incentives to preserve and restore buildings.
- e. Promoting cultural tourism.
- f. Promoting agritourism events.
- g. Creating areas for visitors which promote farmers to offer their land to the non-farm public
- h. Improving signage for areas that are rich in cultural, historical or agritourism activity.

Goal 7: To use economic development resources available in the Two Rivers Districts as efficiently as possible.

Objectives:

1. The District will encourage increased cooperation and communication between economic development groups.
2. Encourage assessment of the needs of rural areas for those items that are necessary to attract businesses and residents including housing, education, public safety, healthcare, job retraining and recreation.
3. Encourage and assist the counties in developing local leadership for economic development and working with programs such as Cooperative Extension Service Economic Development Educators.

4. Identify and utilize all available assistance including the Economic Development Administration, Rural Development and the Illinois Department of Commerce and Economic Opportunity.
5. Encourage the development of increased collaboration in economic and community development on a regional basis.

Goal 8: To promote development of the Renewable Energy Industry throughout the District.

Objectives:

1. The Two Rivers District will promote and support programs to attract and retain businesses engaged in or entering the renewable energy industry.
2. The TREDD District will encourage and support both private and public educational institutions within the region to provide appropriate management and technical training for the renewable energy industry.
3. The TREDD District will work with the local Workforce Investment Board(s) to identify training needs and work with all programs making businesses more competitive through employee education and job skills training.
4. Continued wind and solar power development.
5. Continued development of bio diesel fuel

Goal 9: To promote development of safe agriculture and locally made agriculture products throughout the district.

Objectives:

1. Placing higher emphasis on the production and availability of locally made crops other than corn maize for use and purchase by consumers in households, restaurants, institutional and in some grocers as appropriate.
2. Promoting availability of locally made agriculture products with the assistance of Two Rivers RC and D and Quincy Convention & Visitors Bureau.
3. Alternatives to chemical fertilizers and pesticides in area crops for prevention of dead zones that result in the coastal waters off the Gulf of Mexico as well as the onset of bio-accumulation in animals and humans.

CHAPTER 4- Economic Resilience Planning

Planning for and implementing resilience

"It is becoming increasingly apparent that regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from major disruptions (i.e., 'shocks') to its economic base... At the regional or community level, economic development practitioners are instrumental in building the capacity for economic resilience." EDA Economic Resilience Website

Planning Economic Resiliency in the Two River region can be thought of as a three part project:

- establishing information networks
- planning for natural/man-made disasters
- preparing for economic downturns

A key aspect of a regions ability to withstand and recover from economic shock is the ability of all stakeholders to be able to easily communicate with one another and to understand the capabilities of their colleagues. An effort needs to be made to establish information networks. To this end we have listed a flow chart created by the Wisconsin Economic Development Corporation showing a detailed list of stakeholders that each area Economic Developer in the region should be familiar with.

Economic shocks can be broken down into the two remaining parts of the project: Natural disasters (including man-made destruction) and economic downturn (for example the loss of a major employer). They will be discussed in further detail later.

Establishing Information networks:

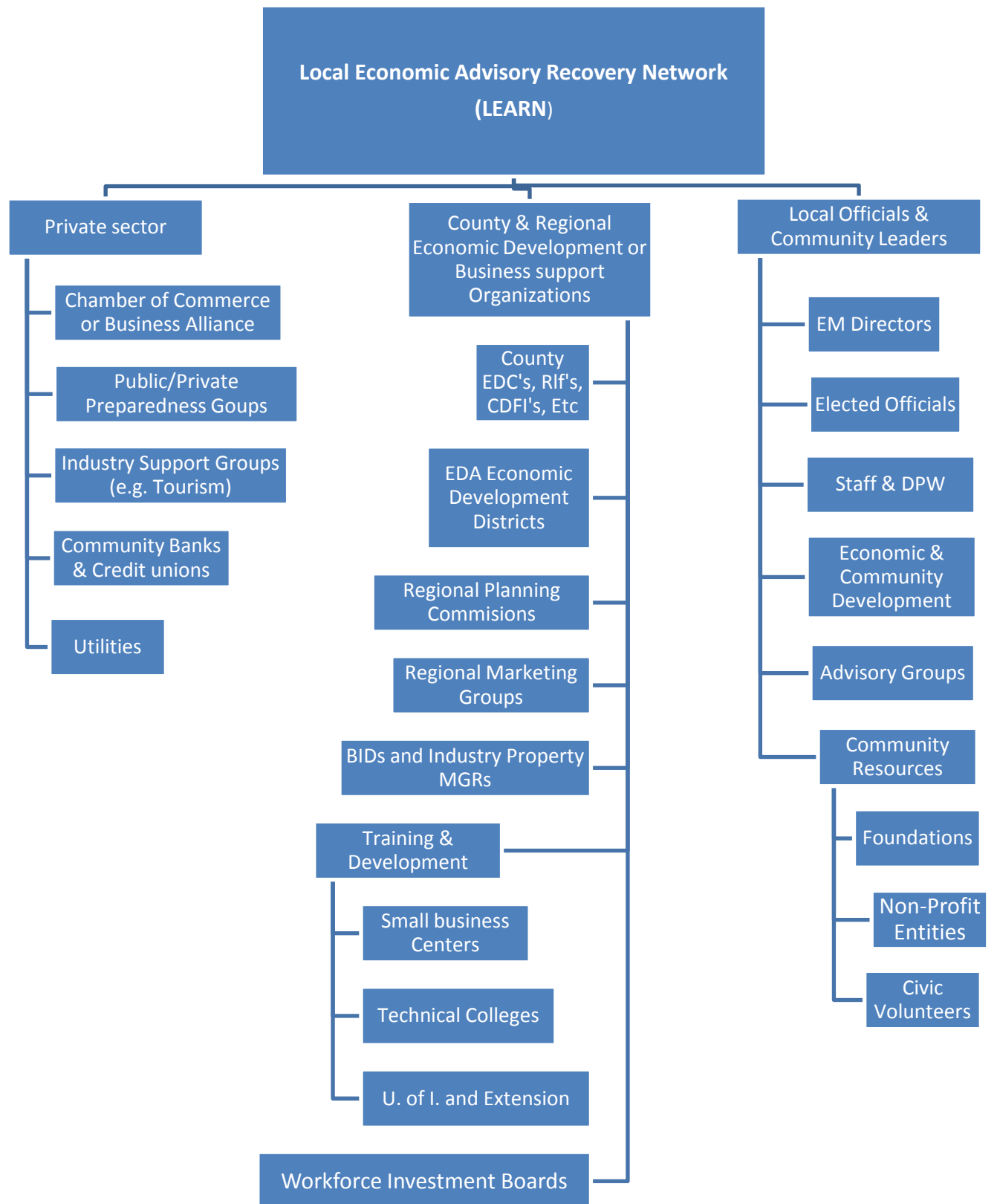
Economic Continuity and Community Resilience – Establishing L.E.A.R.N.

It is essential for the local groups that will deal with disaster to know each other before the chaos starts.

A **Local Economic Advisory Recovery Network** (LEARN) group is a no-cost way to ensure that lines of communication among the key players are established before the added stress of a catastrophe. When a disaster is unfolding, it is critically important to have an accurate roster of key entities that need to communicate on economic impacts. Use the structure below to identify potential stakeholders in your community. The collective resources of these entities can then be an efficient part of economically managed outcomes.

Contact/Information Sheet in case of Economic Emergency contains:

- L.E.A.R.N. - Private sector Contacts
- L.E.A.R.N. – County & Regional Economic Development or Business support Organizations
- L.E.A.R.N. - Local Officials & Community Leaders
- List of available Resources



Recommendations

Every Economic Developer in the area should create a contact list based on the following L.E.A.R.N. diagram and ensure that it is updated every year. Again, this will be a lifeline for recovery should a negative event occur.

This list is courtesy of the Wisconsin Economic Development Corporation from the "Community Economic Recovery Guidebook". The listed structure represents a roster of potential participants. Communities should customize rosters to establish a balance between committee size and efficiency.

Natural Disruption Scenarios

Below are examples of issues to expect in the event of a large-scale natural disaster.

- Physical damage to building buildings
- Damage to or breakdown of machinery, systems or equipment
- Restricted access to a site or building
- Interruption of the supply chain including failure of a supplier or disruption of transportation of goods from the supplier
- Utility outage (e.g., electrical power outage)
- Damage to, loss or corruption of information technology including voice and data communications, servers, computers, operating systems, applications, and data
- Absenteeism of essential employees

Natural Disaster Events

Natural and man-made disasters of concern in our area would include drought, flood, storm damage/tornado activity, terrorist threats and biologic events (i.e. outbreaks, pandemics, livestock infection). While it impossible to detail a plan for every possible event there are some "best practices" that can be implemented before an event happens to lessen the impact and some actions that can be taken after the event to speed the recovery.

As the name implies many of the counties in the Two Rivers area contain or are bordered by the Mississippi and the Illinois Rivers. While the economic benefits are numerous the potential for disruption through flooding is always a possibility and has become more worrisome over the last 2 decades. While some counties have no large economic centers adjacent to a body of water, Quincy borders the Mississippi and is planning for an International port that will be a significant economic boost. The city of Beardstown in Cass County is protected by a sea wall that separates the downtown from the Illinois River. Over the last several years the river stage has come within feet of overtopping this wall potentially causing huge economic loss.

Tornado activity is always a threat in the Two Rivers Region. Several years ago the town of Washington Illinois, less than 50 miles to the east, was devastated by a tornado that cut through the heart of the community. Other smaller wind events are a current threat to the safety of businesses in the area. While the area power companies are very good at handling outages it does not take long for the shortage of electricity from a wind event to cause spoilage of products, disruption of communication with customers and vendors, or a shutdown in retail businesses all together.

Pre-event Actions

Policies and procedures to minimize the impact of these natural disasters would include review of zoning laws to prohibit the construction of commercial buildings in flood plains and construction ordinances designed to mitigate the impact of tornado or high-wind events. In cases where retail areas already face the threat of flooding local governments will need to assess the cost of securing the area against the likelihood of and potential economic loss should a major incident occur.

Other responsive actions to be taken before natural disaster disruptions would include providing continual training for new and existing businesses preparedness. In our area courses are currently offered by the local University of Illinois extension offices and can also be arranged through the Illinois Small Business Development Centers. Local economic development officials should review the response plan annually and update any needed information including emergency contacts (see L.E.A.R.N. section above for a list of officials).

Post-event actions

After a major disaster has taken place the first concern should of course be the preservation of life and first responders in our area well prepared for these events. Our area has a well-developed emergency service relative to other mostly rural areas. But in the days that follow a major disaster the local businesses often suffer from a lack of utilities, damaged facilities and a disrupted supply chain. Efforts will need to be made to avoid the loss of perishable food items including locating emergency electrical options (who do I contact for portable generators, etc.). Food services businesses will need to have water and sewer services operating requiring contact between business owners and government officials. At this point the communications effort made throughout the year to update the L.E.A.R.N. system becomes critical.

For many businesses there will be a need for capital to replace and repair damaged facilities. The USDA and the SBA, as well as some local agencies, will be able to assist with low-interest lending in designated disaster areas. It is important for there to be a connection between the business owners and both the USDA area representative and the Small Business Development Center to access these programs and this often involves the area Economic Developer. Some of the programs offered from the USDA and the SBA are listed below with brief descriptions.

USDA Disaster Business Assistance

Rural Development's business programs normally do not have disaster assistance authority. However, many of USDA Rural Development programs can help provide financial relief to small businesses as a result of natural disasters.

Business and Industry (B&I) Guaranteed Loan Programs - Under the B&I Guaranteed Loan Program, loans can be made to eligible entities including corporations, partnerships, cooperatives, Federally-recognized Indian Tribes, individuals, and other legal entities to provide financial assistance for a variety of purposes including capital expenditures, working capital, equipment, and refinancing. Purposes can include the repair and damage to businesses as a result of the natural disaster.

Intermediary Relending Program - Under IRP, loans are made to intermediaries who provide loans to ultimate recipients for business facilities and community development projects. The loan is made to an intermediary re-lender who, in turn, establishes a revolving fund and re-lends to various entities for eligible purposes. Businesses impacted by natural disasters could possibly qualify as a recipient for the revolved funds under this program.

Rural Economic Development Loan and Grant Program - The REDLG Program provides financial assistance to Utilities Programs electric and telephone borrowers to re-lend for a variety of economic business and community development purposes. Loans are provided to finance a broad array of projects including for-profit businesses. Utilities Programs borrowers may receive financing for grant purposes through either a grant to establish a revolving loan fund or a combination loan and grant.

To apply, business owners should contact Business Program Specialists in their State Office.

SBA Disaster Business Assistance

Business Physical Disaster Loans

If you are in a declared disaster area and have experienced damage to your business, you may be eligible for financial assistance from the SBA. Businesses of any size and most private nonprofit organizations may apply to the SBA for a loan to recover after a disaster. SBA makes physical disaster loans of up to \$2 million to qualified businesses or most private nonprofit organizations. These loan proceeds may be used for the repair or replacement of the following: Real property, Machinery, Equipment, Fixtures, Inventory and Leasehold improvements.

The SBA Business Physical Disaster Loan covers disaster losses not fully covered by insurance. If you are required to apply insurance proceeds to an outstanding mortgage on the damaged property, you can include that amount in your disaster loan application. If you make improvements that help reduce the risk of future property damage caused by a similar disaster, you may be eligible for up to a 20 percent loan amount increase above the real estate damage, as verified by the SBA.

Economic Injury Disaster Loans

If you have suffered substantial economic injury and are one of the following types of businesses located in a declared disaster area, you may be eligible for an SBA Economic Injury Disaster Loan (EIDL): Small business, small agricultural cooperative and most private nonprofit organizations.

Substantial economic injury means the business is unable to meet its obligations and to pay its ordinary and necessary operating expenses. EIDLs provide the necessary working capital to help small businesses survive until normal operations resume after a disaster.

The SBA can provide up to \$2 million to help meet financial obligations and operating expenses that could have been met had the disaster not occurred. Your loan amount will be based on your actual economic injury and your company's financial needs, regardless of whether the business suffered any property damage.

Recommendations

Cass County – One of the major economic centers for the county is the City of Beardstown. Beardstown's downtown area is bordered by the Illinois River and is separated by a sea wall, making flooding a serious issue. Over the last several years the level of the river has approached topping over sea wall several times. It should also be mentioned that the area is vulnerable to intentional damage to that wall. Dredging of the river can help with the flow near the downtown but some consideration should be given to increasing the height of the wall. Business owners in the area should be given training on disaster preparedness and a plan should be in place to recover as quickly as possible after a potential incident.

Adams County – With the City of Quincy bordered by the Mississippi flooding is also an issue in this community, however zoning and construction policies have helped keep the area safe. Training such as that offered by the U. of I. Extension offices should be given to local businesses for disaster preparedness.

Also, because of the population size and the International Port being planned for Quincy the threat of terrorism is a real possibility and training both for First Responders and economic recovery should be considered.

Two Rivers area in General – The point person for economic training and recovery should be the area Economic Developer if one is available. In times of emergency everyone involved in local government will be focused on the individuals affected by the event. The Economic Developer may be the only person with time to focus on business recovery and should already be acquainted with a large number of the stakeholders in the area.

The entire region is potentially at risk of a tornado doing damage to business districts. Again, disaster recovery training for businesses focusing on things like data backup and security are very important and are available from area U. of I. extensions as well as the Small Business Development Center at Western Illinois University. We have some recent experience in Central Illinois with the tornado destruction in Washington Illinois.

Agriculture is a large part of most of the Two Rivers area. Drought, flood and disease could have a major impact in some if not all communities and the area Economic Developer in these communities needs to be aware of the resources, such as a the areas USDA office, that can help ease the strain of a poor harvest for area farmers. While farmers in general are very savvy about the government programs they might not be aware of any current changes and updates.

Economic Disruption Scenarios

Economic disruptions include events that occur in the business area as a result of the ebb and flow of economies. These might include things like the loss of a major employer or the regional, national or even global downturn of a significant industry in the area. Several consecutive years of low market price for corn might have a devastating impact on the area, much like occurred in the 1980's.

Recommendations

Cass and Brown County – The City of Beardstown has a meat packing business that is a major employer. Should this business close for any reason the city of 6,000+ residents could lose thousands of jobs. Likewise the community of Mt. Sterling (Pop. 1992) has one distribution that provides jobs to thousands of people in the area. While it is a huge benefit for these communities to have such great employers (Brown county is usually in the top 3 counties for unemployment figures in Illinois) it also leaves them vulnerable to a catastrophic business event.

Before such an event occurs an effort should be made in areas with overly concentrated employment to diversify the industry base. Business recruitment is difficult and is something most Economic Developers spend a lot of time on. Sometimes a natural synergy occurs when you have one large employer and a similar or complementary business wants to move in and take advantage of the existing infrastructure and the proximity to the established business. No one would suggest that these opportunities be passed up but it does not alleviate the risk of an industry collapse. Other sectors of industry should be openly courted to diminish the risk from one industry collapsing.

Should such an event happen, as did in Galesburg Illinois when the Maytag Company closed a major factory in 2004, there will be a sudden spike in unemployment. Retraining in a different field will be very important if these people are to remain in the area. Should this happen it would be critical for the Economic Developer to work with the regional Workforce Development Board to identify and apply for funds to facilitate the training. The areas community colleges (John Wood Community College and Spoon River College) would also be key assets and large stakeholders in the training of this suddenly unemployed population.

Two Rivers area in General – Business retention visits are important for all areas to identify a potentially bad situation in advance and assist the business in dealing with it. Outreach with local businesses is also helpful in minimizing the “surprise closure” of a business and will give area officials extra time to plan coping methods before an event happens.

While little can be done at the local level to deal with a large-scale economic downturn, there are some things that can be done to ease the economic strain. Often during difficult times people find it difficult to find work and begin to think about opening their own business. Establishing and fostering a culture of entrepreneurship in the area is critical to the strength of the local economy. Training and free consulting is available for would-be business owners through SCORE chapters and Small Business Development Centers as well as area colleges. Area Economic Developers need to be aware of the resources that are out there for anyone in their community wishing to open a business.

Summary

While every economic disruption cannot be controlled, having a plan of action is important. Below are some key points to keep in mind when developing a specific program for an individual area or municipality in the Two Rivers area.

Goals/Actions to bolster the long-term economic durability of your region

- **Identify persistent economic challenges or deficiencies**
 - What are the region's economic "weak spots" (i.e., vulnerabilities)? Is there a specific asset deficiency (e.g., poorly educated workforce, excessive dependency on a single employer or industry, lack of transportation access/options, low levels of broadband availability and/or adoption, impediments hindering a firm's ability to gain access to the financial resources required to advance its business, major employers located in vulnerable areas)? Has a "planning horizon" been established (e.g., 10 to 15 years) for assessing economic vulnerabilities?
- **Prepare for disruptions by identifying "early-warning" tools**
 - Does the region have an "anticipatory focus" that will help it react quickly when confronted with potential disruptions and challenges? Do community economic development professionals work with their local/regional emergency managers to address the risks identified through hazard mitigation planning? Do community leaders employ mechanisms (e.g., scorecards, state of the region reports, economic dashboards) that offer a regularly updated assessment of the regional economy?
- **Build mechanisms that create flexibility**
 - Do the local governments have detailed and tested disaster response and recovery plans? Do the local governments and major employers have access to "surge" capital/credit resources? Does the region have a good handle on its assets to help identify emerging economic sectors that may lead to a diversified economic base? Has the region established mechanisms to realign and retrain its workforce post-disruption?
- **Promote a positive vision for the region**
 - Is the messaging about the region's assets and opportunities positive (to encourage investments in both times of tranquility and disruption)? Do stakeholders understand that actions that build resilience are good for the regional economy whether or not an economic shock occurs, and have they reached consensus on a set of actions they can take proactively? Are economic shocks used as an opportunity to "re-vision" (i.e., reassess) the region's economy?

CHAPTER 5 – STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

ADAMS COUNTY

Adams County Projects, programs, activities

Revised March 2017

Issue addressed	Project	Funding sources	Lead organization responsibilities for execution of project
#1-Business Creation and Retention	Business leaders collaborate to develop programs to promote businesses, entrepreneurial and business incubators	Local banks	Local banks, economic development groups, SBDC, workforce investment board, and colleges work with business to develop ways to stay in business
	Develop and promote financial incentives for rural businesses including agriculture start-ups	USDA RD, DCEO, local banks, CDC	Great River Economic Development Foundation
#2- Infrastructure	Develop intermodal port and Foreign Trade Zone. Create Multimodal Transportation to include rail, air and public service,	Federal, state and local	Mid America Port Authority is a three state commission created to establish an intermodal port on the Upper Mississippi and Illinois Rivers in the Mid-America region. The "Mid-America Regional Port" was created for economic development of the entire region. Illinois, Iowa and Missouri are partners in this worthy enterprise.
	Develop shared website for small Adams County Communities	Counties	Two Rivers Regional Council will work to develop a feasible approach to develop a shared website for the smaller member towns and villages.
	Infrastructure and traffic solutions	City of Quincy	City of Quincy
#3-Workforce Education and Training	Collaborate with educational institutions and industry on curriculum		The Workforce Investment Board of Western Illinois is the primary advocate for the identification, communication, and resolution of current and emerging workforce development matters in Western Illinois
#4-Housing	Development of low to moderate income housing. Develop financing for first time home buyers. Develop programs to keep buyers in their homes.	USDA and Local banks	USDA offers guaranteed home loans with 100 percent financing and no downpayment required.
#5-Tourism	Develop county trail system; Implement Klingner & Associates Plan. Cedar Creek Trails expansion	Quincy Park District	Friends of the trails, Quincy Park District,
	Expand existing events like Windmill in Golden, triangle with Jeff Rasche scale house and farm studio, scenic byway coordinator		Quincy Area Convention & Visitor Bureau
	Expand cultural tourism to include preservation and agritourism. Promote the 15 stops of the Underground Railroad in Adams County. Expand hunting, Looking for Lincoln tourism, Father	Access Illinois	Quincy Area Convention & Visitor Bureau

	Tolton promotions, studio art centers in old Quincy brewery		
#6-Renewable Energy	Expand wind & solar energy capacities	Grant funding sources	Two Rivers Regional Council

ADAMS COUNTY STRENGTHS

High Quality/High Value Workforce
 Camp Point Business Park
 Good technical prep programs in schools
 Good supply of high quality water throughout county
 Good water supply for fire protection in rural communities
 Good sewer systems in most rural communities
 Good streets in Camp Point
 Strong financial condition of most communities
 Nursing home in Mendon
 Future Leaders Club in Central school system
 Involved community newspapers
 Fall Creek Overlook
 Local access to transportation infrastructure (air, river, rail, interstate)
 Strong community spirit/solidarity (community response during '93 flood & tornadoes)
 Stable agriculture economic base (balances cyclical manufacturing sector)
 Strong primary and secondary educational institutions
 Ready access to higher education (JWCC and QU) and vocational training (JWCC and Vatterott)
 Variety of rural recreation opportunities (Siloam Spring, Mississippi River, golf, camping, hunting, 4-wheeling, balloon festival, county fair, village festivals and celebrations)

BROWN COUNTY

Brown County Projects, programs, activities Revised March 2017

Issue addressed	Project	Funding sources	Lead organization responsibilities for execution of project
#1-Business Creation and Retention	Structure community to attract businesses	DCEO	InAlliance assists with workshops, develops non-profits, and expand historic district commissions, and assist with to develop education expansion activity
	1)develop and promote financial incentives for rural businesses 2) develop and promote financial incentives for rural businesses including agriculture start-ups	DCEO	DCEO/Advantage Illinois is a start up program of \$78 M from the Small Business Credit Initiative program designed to encourage institutional lending to small business with a Capital Access program, participation loan program Collateral Support and Venture Capital.
#2 - Infrastructure	Improved road and water/sewer systems	DCEO/CDAP	Community Development Assistance Program (CDAP) grants through DCEO are being utilized and administered by a private consultant as well as Two Rivers Regional Council.
	Expand and fill in internet gaps GIS systems, E-911 systems	Local, state & federal	IIRA II Broadband (see below), County board and highway department-GIS,
	Increase ridership of West Central Mass Transit	Local, state & federal	Human Services Transportation Plan-HSTP region 4 SAFETEA-LU
	Implement Human Services area 14 transportation plan		
	Expand internet capacity		State of Illinois Department of Central Management Services Illinois Century Network & IBOP:EC Illinois Broadband Opportunity Partnership
#3- Workforce Education and Training	Collaborate with educational institutions and industry on curriculum		Partners with JWCC, statewide green initiative, Illinois Green Business Association,
#4-Housing	Senior units developed New homes built incentives for first time home buyers	USDA offers guaranteed home loans with 100 percent financing and no downpayment required. <i>IHDA has provided approximately \$6 million to more than 40 counseling agencies, such as CIDMCE under the federally-funded <u>National Foreclosure Mitigation Counseling program</u></i>	

		<i>to help homeowners stay in their homes.</i>	
#5-Tourism	1)Promote uptown Mt. Sterling Long Range Strategic Plan	Brown County Action committee	Brown County Action committee and The Long Range Strategic Planning Steering Team is aggressively funding several projects with coordination with the Tracey Family Foundation for a large scale downtown redevelopment and façade improvement project. Kiku Obata architects are one of the lead organizations designing the downtown project, assisting with an updated zoning code and a redesign of the streetscape as well as designing a façade improvement program that will be administered by the City of Mt. Sterling
	2)Expand existing events	City and corporate sponsors and fees for events	Brown County Action Committee and Mt. Sterling fall festival will continue to host events and promote the City and County.
	3)Expand cultural tourism to include preservation and agritourism, Promotion of winery and other cultural resources		Ridgeview Winery continues to market its products to dozens of merchants as far away as Springfield

BROWN COUNTY STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

Strengths:

Dot Foods-employs 1700
 Western IL Correctional Facility-employs around 300 with 1870 inmates
 Timewell Tile-employs 164
 Quality Schools-exceeds PSAE reading/math standards, 14.8 students per teacher, \$10,928 spent per student
 Low Cost of Living-15.5% lower than U.S. average
 Quincy Medical Group Clinic
 Mt. Sterling YMCA
 Quality Water Supply-supplied by Clayton Camp Point Water Commission
 Brown County Fair
 Farming Base
 Hunting-3 local lodges in the county
 Winery-award winning Ridge View Winery
 Volunteerism-schools, churches, United Way, YMCA, Action Brown County
 Highway transportation-average commute into Mt. Sterling 23 minutes

Local Artists-photography, painting, woodworking, flowers, jewelry, pottery, taxidermy etc.
 Low unemployment -3.4%
 Low Crime Rate
 Quality of Life
 Resident Age-median age of 37.3 years
 Supportive businesses and community-participates heavily with school events, sports, community events, benefits etc.

Weaknesses:

Higher taxes
 Lack of Workforce
 Lack of available buildings
 Lower population-County population of 6829, City population of 1982
 Shortage of affordable housing
 No infrastructure funding both county/city
 Public perception of shopping local-people have shopped out of town for 35 plus years
 Lack of retail businesses
 Lack of economic opportunities

Lack of knowledge concerning supporting programs
Lack of knowledge on how to reach new entrepreneurs
Lack of skilled trades such as electricians, plumbers, locksmiths, brick layers etc.
Need more economic opportunities
Lack of local capital
No business growth
Empty uptown buildings
Deteriorating infrastructures both city/county-sanitary/storm sewers, water mains, county/city roads

Opportunities

Branding/marketing our county/city
Housing market-need townhouses, apartments, moderately priced homes; appreciation is up 6.8%
Retail stores-need for clothing/shoes, office supplies/books, appliances, bakery, catering, furniture, jewelry
Retirement home/assisted living-21% population are 65 or older
Build on existing wineries/hunting lodges
Foot traffic that Dorothy's Market brings to downtown and to the county-average of 400 people daily
Dot Foods employee base-incentive to build homes/live in the county; 1700 employees many of whom do not live in the county
Lake Mt. Sterling

Wine trail-partner with area counties
Fall color drive-partner with existing drives
More affordable housing-median price \$77,500
Business incubator
Funding for new businesses
Redevelopment investors-housing, apartments, industrial park
Groups/individuals that could help with opportunities-Brown Co Development, Action Brown County, persons from City/County Gov, Chamber of Commerce if we had one

Threats

Lack of State Budget/funding
Leakage of dollars spent outside of city/county
Lack of available housing
Lack of available buildings for new business
Knowledge of business growth/retention
Public perception of shopping local
Lack of foot traffic uptown
Lack of anchor retail uptown
Lack of investments in our county/city
How can city grow and which direction?
How do we attract new residents to the county and retain them?
Grow school enrollment?

CASS COUNTY

Cass County Projects, programs, activities

Revised March 2017

Issue addressed	Project	Funding sources	Lead organization responsibilities for execution of project
#1- Business Creation and Retention	1)Development of a TIF district in Ashland	Ashland Village Board, EAV of district	Ashland Village Board
	Fish Processing Plant locating in Evergreen Industrial Park	State and local grant and RLF assistance	City of Beardstown
	Business Retention and Expansion Visits	NA	OEDC
#2- Infrastructure	Improved in water and sewer systems in Beardstown and Ashland	DCEO CDAP program grants and municipalities	Local Government units.
	Continued study and implementation for Intermodal port facility at Beardstown/Schuyler County.	IDOT /EDA / revenue bonds	Mid America Intermodal Authority Port District assist planning, development, administration. Two Rivers Regional Council assist funding,
	Corridor 67 and Beardstown River bridge	IDOT and Federal Transportation Department	Cass County Highway Department, OEDC, Local government units
	Support for viability of West Central Mass Transit District in region	IDOT, local fares	West Central Mass Transit Dist.
	Beardstown Marina/River Access	Army Corps of Engineers, City of Beardstown, DNR grants	City of Beardstown
	Street Repairs	IDOT, DCEO	Local governments
	Airport hanger Improvement - Beardstown	IDOT, DCEO	Local governments
#3-Workforce Education and Training	Improve the workforce for area youth and unemployed	Colleges, Green Business Association	Partners with Lincoln Land CC, statewide green initiative, Illinois Green Business Association, U of I Extension
#4-Housing	Senior Housing development in Virginia	IHDA, DCEO, USDA Rural Development, private developers	City of Virginia, Cass County Housing Authority
	Affordable Housing First Time Homeowner Development	IHDA, USDA Rural Development, private developers	City of Virginia, Cass County Housing Authority
#5-Tourism	Preserve existing structures, continued restoration of Beardstown Opera House, continued implementation of Riverfront Project.	Private contributors, IHPA, DCEO, local governments	City of Beardstown, Beardstown Chamber of Commerce
	Expand Looking for Lincoln promotions Promotion of the Lincoln Courtroom and Museum	City of Beardstown hotel/motel surcharge	City of Beardstown, Cass County and OEDC, Chamber of Commerce, Beardstown Main St.
	Promotion and development of assets to maximize impact of Jim Edgar Panther Creek State Fish and Wildlife area	IDNR, OEDC, grants	OEDC, Cass County

CASS COUNTY STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

Strengths:

- Education – On the whole, the public schools in Cass County provide a quality education and good facilities for students and the public. Given the serious underfunding from the State due to lack of a budget, balanced or otherwise, the school districts are doing more with less. Small school size can also provide more individualized instructions.
- Agriculture – The economy in Cass County is largely agricultural in nature, and the industry provides a large majority of the jobs in the county.
- Tourism – for a small, rural county, Cass County possesses some nice draws in the tourism industry. Jim Edgar Panther Creek is one of the finest parks in the state, and provides lots of opportunity. In addition, the Lincoln sites in the county are a tourism draw.
- Transportation – This is a strength that is getting stronger. With the Illinois River and BNSF railroad tracks, there is a lot of transportation options available now, and with more potentially coming.
- Quality of Life – Cass County provides a quiet, safe place for people to live and raise their families, without being too far from more diverse entertainment, dining, and other options.
- Access – proximity to Springfield allows our local government officials and citizens to have access to the offices of government that can assist our economy. In addition, local government size allows them to be responsive to the needs of its citizens.
- Workforce – A largely rural workforce generally means a workforce with a good work ethic.

- Incentives – There are a number of TIF districts in the county, as well as an Enterprise Zone, and programs exist locally to assist in funding (tax incentives, revolving loans, etc).

Weaknesses:

- Opportunity – It is a struggle to attract new businesses to Cass County, or for existing business to expand, due to the relative lack of local capital available.
- Lack of Infrastructure – the lack of certain infrastructure resources in the county at times makes it difficult to attract a potential employer to the area. Natural gas access is one of the major weaknesses, as well as relatively lacking water/wastewater handling capabilities. There is no 4 lane road in the county. River access is limited due to issues with siltation, which has closed the marina in Beardstown, which has been that way for decades.
- Funding for Infrastructure – The roads in the county are quickly deteriorating, as is the Beardstown bridge. The motor fuel tax money has not kept up with the needs, especially in the smaller communities.
- Location – the rural nature of the county hinders attracting businesses due to small population and small workforce.
- Lack of diversification in industry – The largest employer far and away is JBS Pork. The lack of diversity in employment opportunities puts the county in a tenuous position dependent upon that one industry.

Opportunities:

- Marketing – The county needs to sell itself better, and put our strengths forward. This could be done in a wide variety of ways that are

currently not used, including social media, television, radio, and publications.

- Underserved – The county has many areas that are underserved in terms of business types. Research needs to be done on what types of things citizens are looking for; then seek out business owners and industries that match those needs
- Collaboration – Geographic proximity to Springfield, good relationships with our state legislators, and the partnering of various sectors within the county can lead to a lot of things being accomplished.
- Trend towards Small Town Living – Some research indicates that people are seeking safer places to live and raise families. Cass County fits that bill, and should seek ways to attract new citizens to our communities.
- Continuing Education – Forming partnerships with school districts, Lincoln Land Community College, the University of Illinois Extension, and Western Illinois University to find ways to connect adults to further education, whether that be in traditional or vocational ways, should lead to a stronger, more attractive workforce.

Threats:

- Drug use – This is a problem all over society, but can be a problem that is particularly difficult for a rural community deal with.
- Failure to attract more residents – This is an issue that affects local school districts and local governments, due to the need to expand the tax base to create or improve infrastructure and provide opportunities.
- Capital development funds – without funds to improve infrastructure, marketing Cass County becomes a difficult problem to address. Buildings that are in disrepair need to be fixed, or demolished, and made attractive to prospective businesses and industries.
- State Budget – This is a problem for schools, a problem for local governments, and a problem for the state. The business climate in the state is not a good one, and creates another hurdle for attracting businesses. It could also lead to elimination of programs in schools, and lead to traumatic consolidation, which in turn puts major pressure on local economies.

MORGAN COUNTY

Projects, programs, activities

Revised March 2017

Issue addressed	Project	Funding sources	Lead organization responsibilities for execution of project
#1-Business Creation and Retention	Assess Community Goals (outlined in Strategic Planning Scope of Work)	Federal, state and local	Jacksonville Regional EDC
	Regional Market Study (outlined in Strategic Planning Scope of Work)	Federal, state and local	Jacksonville Regional EDC
	Solicit investors to fund Strategic Plan Initiatives	State and Local Resources	Jacksonville Regional EDC
#2-Infrastructure	Infrastructure necessary to develop the Tri-County Business Park	USDA Rural Development, EDA, IDOT, DCEO	Tri-County Development Corp
	Complete widening of U.S. 67 to 4-lane limited access	IDOT, est. \$1.7 billion	Rt. 67 Corridor Coalition
	Extension of utilities from current terminus in Jacksonville to US. 67 to development area	Federal, state and local. USDA, DCEO, EDA, local	Jacksonville Regional EDC
	Expand fiber optic network across Morgan & Scott counties	Federal, state and Local. USDA, DCEO	Jacksonville Regional EDC
	Downtown Streetscape Project Phase IV – Jacksonville	Federal, state and local. USDA RD, DCEO, IDOT	
	Recreational/Pedestrian bicycle trail improvements	State and local	City of Jacksonville
#3-Workforce Education and Training	Building Tomorrow Foundation – to support education and workforce initiatives	Local	Jacksonville Regional EDC
#4-Housing			
#5-Tourism	Brook restoration project in south part of Jacksonville	IDNR completing study, state and local funding for planning and development if project is approved	City of Jacksonville

PIKE COUNTY

Pike County Projects, programs, activities

Revised March 2017

Issue addressed	Project	Funding sources	Lead organization responsibilities for execution of project
#1- Business Creation and Retention	Market available properties to developers	RLF programs and other incentives as appropriate	Economic development organization and local governments
	Identify funding assistance to help retain businesses and jobs.	Federal, state and local funds	Pike County EDC
	Promote business opportunities in Barry Historic Business District	State and Local funding	City of Barry
#2- Infrastructure	Street Improvement Projects - Barry, Griggsville and Pittsfield	State (IDOT & DCEO)	Cities of Barry, Griggsville & Pittsfield
	Sidewalk replacement - Barry	State & local	City of Barry
	Safe Routes to School – Pittsfield	IDOT and Local	City of Pittsfield. Funding approved by IDOT. To begin when school is out.
	Sewer lining – Barry	State & local	City of Barry
	Make an emergency connection to Pike County Water District - Barry	Federal, State & local	City of Barry
	Street, water & sewer extension to RDR business park for new business project - Pittsfield	Federal, State & Local	City of Pittsfield
	Rehab of 3 water towers - Pittsfield	Federal, State & Local	City of Pittsfield
	KDI Business Park sewer extension and upgrade - Pittsfield	Federal, State & Local	City of Pittsfield
	Fayette St. to Grant St. extension - Pittsfield	Federal, State & Local	City of Pittsfield
	Water main extensions in five areas of the city to serve LMI individuals – Pittsfield	Federal, State & Local	City of Pittsfield
	New water well and improvements to water distribution system – Griggsville	Federal, State & Local	City of Griggsville
	Sewer crossing under railroad to serve industrial expansion	Federal, State & Local	City of Griggsville
	Duplex wastewater lift station with submersible pump – New Canton	Federal, State & Local	City of New Canton
#3- Workforce Education and Training	Improve the worker opportunity for area youth and unemployed		
	JWCC new workforce training campus – Pittsfield	Local support	Pike County EDC

#4-Housing	Senior units developed and affordable housing projects		
	LIHTC , Housing Rehab & Senior Housing - Barry	Federal, State & Local	City of Barry
	Secure funds to demolish vacated/dilapidated buildings - Barry	Federal, State & Local	City of Barry
#5-Tourism	Restore the Historic New Philadelphia site and obtain designation as a National Park.	\$250,000 in Federal, state and local funding	Pike County EDC
	Improve PASA Park to attract & host more national events	State & local funds	Pike County EDC
	Promote Resource Based Tourism	Identify and secure funding, State & local	Pike County EDC

PIKE COUNTY STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

STRENGTHS

History – Lincoln/Civil War
Quality Schools
Water w/high quality & quantity
Plentiful, low cost electricity
Tourism
Low crime
Good Healthcare
Livability, Quality of Life
Low cost of living
River, rail & highway transportation
Fiber communications connectivity in communities
CEO Program in schools
TIF Districts
Enterprise zones
Industrial Parks
Agriculture & Natural Resources
Well equipped & trained volunteer fire departments
Well equipped and trained police department

WEAKNESSES

State of IL poor image
Lack Public transportation
Lack of workforce
Lack market awareness
Lack technical support
Shortage of Affordable Housing
Lack of available buildings
Access to capital limited
Few Cultural events available

Lack of skilled trades – plumbing, electricians, locksmith
SBDC services not widely understood
Lack of knowledge of resources and support programs
Lack of knowledge in how to reach potential entrepreneurs
Lack of customer base
No development ready sites & infrastructure

OPPORTUNITIES

Workshop on business opportunities – UBER, etc.
Business Retention & Expansion
Succession Planning
Lake Pittsfield
Develop banquet hall/convention center
Develop drive in theater or movie theater
Affordable and retirement housing
Market events on social media
Develop Mid-America Port
Locally grown food development
Develop Shark Tank Entrepreneurial funding Event
Develop unique local incentives
Water intensive industry
ICM/Data Center
3 Fiber served Communities

THREATS

Lack of state funding
Losing existing businesses

Pittsfield lacks residential building sites
Quality/Lack of workforce
Lack of money for infrastructure
Flooding
No succession planning
Limited Access to capital & workers
Rural decline

SCHUYLER COUNTY

Schuyler County Projects, programs, activities

Revised March 2017

Issue addressed	Project	Funding sources	Lead organization responsibilities for execution of project
#1- Business Creation and Retention	1) Identify methods to promote Schuyler County to the community and Region 2) Conduct business retention and expansion visits to identify problems. Work with DCEO WIA or Spoon River College to find solutions	IDOT and EDA	Two Rivers Regional Council and Schuyler County
	Establish Enterprise Zone for the county. Partner with WIEDA.		Schuyler County
#2- Infrastructure	Create GIS maps of water and transmission lines, roads and bridges	Partner with agencies and utilities	
	Identify utilities and for Emergency 911	Acquire funding sources	
	Educate policy makers on county needs,		
	Implement Human Services area 14 transportation plan Illinois River Valley Transit continues to expand transit for residents of Schuyler County	Job Access Reverse Commute, New Freedom Projects	Human Services Transportation Plan- HSTP region 4 SAFETEA-LU
	Improve Broadband Service	ARRA BTOP	State of Illinois Department of Central Management Services Illinois Century Network & IBOP:EC Illinois Broadband Opportunity Partnership
#3- Workforce Education and Training	Conduct new labor study of the county- Partner with workforce investment board and Ameren	Ameren	
	Provide training to workforce on vital skills, Partner with WIA, Spoon River College and local school. Seek grant funding sources	Spoon River College	Workforce Investment Board
	Explore, provide and market opportunities for workers and youth, use social media		
# 4-Housing	Improve housing for seniors and incentives for first time home buyers	USDA, IHDA	West Central Area Agency on aging, USDA
#5-Tourism	Continue to seek funding to finish repairs to county courthouse Exterior features preserved, building stabilized. More foot traffic.	Driehaus funding	TREDD member counties will administer their thesegrants
	Continued visitor traffic to Virginia House Restored central park gazebo	sources sought	Local preservation society's will continue to promote the site with the assistance of Two Rivers Regional Council if it is needed.
	Continue to promote Scripps-Rush lake as a recreation destination. New or expanded boat dock Uses fees expanded for	Public and Private contributors	

SCHUYLER COUNTY STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

STRENGTHS

- Quality Schools
- Movie theater / Swimming Pool / Library
- Volunteerism and Charitability
- Rushville TIF District
- Profitable local hospital
- Low crime rate
- Relatively low unemployment
- Livability, Quality of Life
- Community College annex

WEAKNESSES

- Lack of Public transportation
- Shortage of Affordable Housing
- Age of housing
- Lack of available buildings
- Access to investment capital limited
- Few Cultural events available
- Population Drain in county
- Lack of employers in county

OPPORTUNITIES

- Chamber of Commerce
- Full time Economic Developer
- Succession Planning for retiring business owners
- Schuy-Rush Lake
- Affordable and retirement housing
- Locally grown food development

THREATS

- Reliance on outside employers shutting down
- Increasingly difficult agricultural sector
- School funding difficulties
- Natural disasters

SCOTT COUNTY

Scott County Projects, programs, activities

Revised March 2017

Issue addressed	Project	Funding sources	Lead organization responsibilities for execution of project
#1- Business Creation and Retention	Promote Consolidated Grain & Barge's Naples terminal	State and Local	Scott County EDC
	Continue TIF District development in Bluffs and Winchester	State and Local	Cities of Bluffs and Winchester
	Educate policy makers on county needs,	n/a	City and County intergovernmental agreements.
	Keeping the Florence Road bridge open for easy access to Cargill Grain Elevator in Florence and quicker travel to Pittsfield. Route 100 bypass proposal to Naples to relieve the truck traffic through Bluffs that are accessing Consolidated Grain & Barge in Naples.	State of Illinois Illinois Department of Transportation	Partner with WIEDA IDOT will administer projects.
#2- Infrastructure	Stormwater system improvements for better control in Winchester.	Federal, state and local	City of Winchester
	Complete widening of U.S. 67 to 4-lane limited access	IDOT, est. \$1.7 billion	Rt. 67 Corridor Coalition
	New Water plant and lift station in Bluffs.	Federal, state and local	City of Bluffs
	New water tower to replace old one that has been removed in Winchester	Federal, state and local	City of Winchester
	Street and Sidewalk rehabilitation to improve safety and health by improving walkability of communities	Federal, state and local	Individual communities
	Develop infrastructure for Industrial Park on Rt. 67 Corridor near Manchester and Morgan County Line	Federal, state and local	Scott County EDC
	Commercial Street bridge salvage and replacement in Winchester. County road improvements	IDOT and USDA rural water funding	
	Commercial Street bridge salvage and replacement. County road improvements	50,000 legislation bond grant.	City of Winchester will administer
	Expand fiber optic network across Morgan & Scott counties	Federal, state and Local. USDA, DCEO	Tri-County EDC
	Public Library Expansion and Renovation in Winchester	Federal, state and local	City of Winchester
#4 – Housing	Identify sites and develop affordable housing throughout the county.	Federal, State and Local	Scott County EDC and Communities
#5-Tourism	Façade Improvements – Downtown Winchester to promote Tourism	State and local.	City of Winchester
	Expansion of the historic Prairie Style library.	State and Local	City of Winchester
	Renovate and reopen historic Winchester Hotel	State and Local	City of Winchester
	Promote the Lincoln and Douglas connection to Scott County	State and Local	Scott County EDC

SCOTT COUNTY STRENGTHS

Affordable utility rates-water, electric and gas
Auto and two implement dealers in Winchester
Brick (refractory) Manufacturing in Alsey
Buildings available
Commercial sites available
Consolidated grain terminal with river and rail transportation
Continental Cooperative Services building site available
Gas pipeline near Alsey
High water quality
Illinois River
Interstate through center of county
New manufacturing (Westermeyer Industries, Inc. in Bluffs)
Productive, dependable, low cost labor pool
Soy land peak generating facility at Alsey
Strong ally in utilities
Strong educational system-Vocational Ag, Industrial Arts, Auto Mechanics and Home Ec.
Strong financial institutions
Strong, diversified business base
Waterline along old Rt. 36
Weekly newspapers in Winchester and Bluffs
Winchester square filled with businesses
Rural water throughout eastern and southern parts of the county
Two local internet providers serve Scott County
Wireless DSL service coming to Winchester by local provider
Moderate to upper income housing, new subdivisions
Carnegie Library
Civic clubs-Kiwanis, Lions, American Legion, PEO, etc.

Community College Districts on both sides of county
County Nursing Home
Countywide enhanced 911
Fee hunting
Good city government
Good medical services-dentist, medical clinic, chiropractor
Good meeting facilities
Good schools
Naples boat ramp
Nice appearing communities
People return to Scott County to retire
Recreation-swimming pool, golf, baseball diamonds, soccer fields, river, Bluffs park district
Safe community, good place to raise a family
Several restaurants
Strong churches
Strong youth programs – 4-H etc.
Volunteer fire and EMS throughout county
Winchester Senior Center
Ag Fair
County Historic Society
Eagle watching locations
Good wildlife population
Historic homes with 20 in Winchester on National Historic Register
Historic sites
Illinois Valley Relay Race through Scott and Greene Counties
Oldest invitational basketball tourney in Illinois
Ties with Lincoln and Stephen Douglas
Wildlife area north of county at Meredosia
Summer activities at fairgrounds – rodeo
Exotic animal farm with quarterly sales



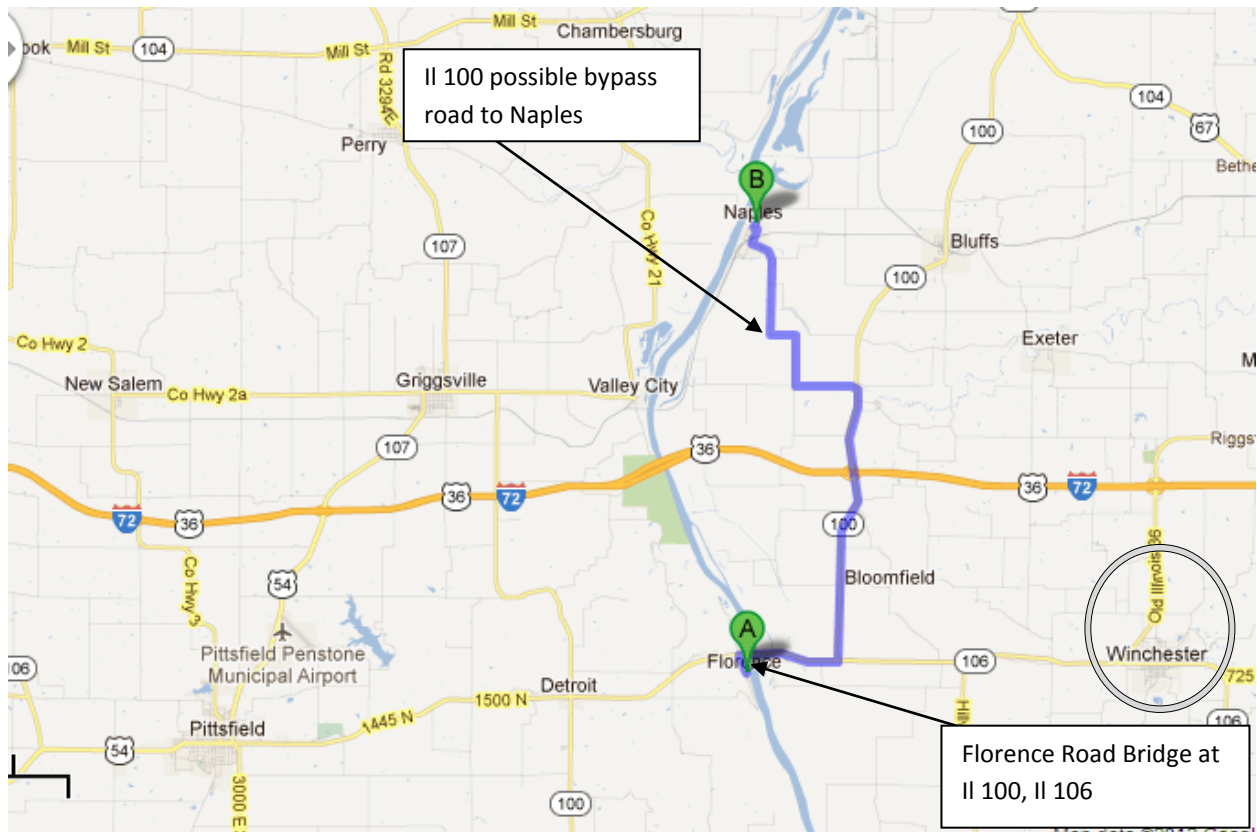
<i>Infrastructure</i>	<i>Project Description</i>	<i>Estimated Cost</i>
Job Creation		
1.	Federal Appropriation for NESP. The Navigation, Ecosystem, Sustainability Project to provide 1200 foot locks at Lock and Dams 25, 24, 22, 21, and 20 on the Upper Mississippi River and LaGrange and Peoria on the Illinois, as well as Ecosystem projects, such as Quincy Bay.	\$6 Billion
2.	Mid America Intermodal Port Authority—Port District including Rail access	\$11 Million (First Phase)
3.	Authorize and Appropriations for Section 4010 of WRDA 2016 for flood control improvements	\$3 Million (Planning) \$24 Million (Annual USDA flood storage payments)
Quincy Transportation		
1.	Illinois 57 four-lane highway access from Radio Road to I-172	\$30 Million
2.	Quincy Memorial Bridge replacement and 3rd Street bridge/4th Street Entrance Gateway Park	\$100 Million
3.	Widen State Street from 24th to 36th to 3 lanes with sidewalks	\$4 Million
4.	Amtrak Station Downtown/Intermodal Connections	\$18 Million
Quality of Life/ Tourism		
1.	Complete Quincy Riverfront front and Hampshire River Dock for Viking/Tour boat access and Riverfront enhancements as our entrance from the West	\$5 Million
2.	Complete Bill Klingner Trail from 24th to 36th Street.	\$2.7 Million
3.	North-South sidewalk / trail connector between 36th and 48th from Payson Road to Columbus Road (this with a few block connection from existing sidewalks to new 12th street school, Baldwin and new Monroe school would provide safe sidewalk/bike trail access to all five new schools.)	\$15.9 Million
Water / Wastewater		
1.	New Water Plant & New Water Storage Tower for East Quincy	\$45 Million
2.	Storm Water/Waste Water Separation (city wide) & Wastewater Plant Upgrade	\$120 Million

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 FAX: 217.223.3603
CONTACT
 MICHAEL D. KLINGNER, P.E.
 MDK@KLINGNER.COM



Naples by-pass and Florence bridge projects locations

CHAPTER 6 – CEDS PLAN OF ACTION IMPLEMENTATION

The focus on implementation of goals and objectives has been modified to take into consideration the Cluster Analysis, but to focus more heavily on the SWOT analysis. The SWOT analysis is current observation of community leaders and local determination of priorities. The Cluster Analysis is a more general set of data and somewhat more difficult to use because of the way “groups” are structured in the industry definitions. The complete planning and implementation process now includes the following steps:

1. Developing the background information (including Clusters Analysis).
2. Analyzing the Opportunities and Threats in the region (SWOT Analysis).
3. Defining the Goals and prioritizing those goals into Objectives.
4. Defining the Strategic Projects, programs and activities that are crucial to fostering a healthy and vibrant Region.
5. Identifying those individuals who are critical to the implementation of the CEDS.
6. Creating a Plan of Action.
7. Measuring the success in reaching goals.

One of the challenges, and also a great benefit is the presence of strong professional development departments in Quincy and professional development organizations in Morgan and Adams counties led by certified economic development professionals. While challenges are somewhat different in the rural areas of the region the benefits of collaboration and sharing resources are there. This is also helping to provide better assistance such as planning and grant writing, TIF development, zoning, revolving loan and other financing programs to the rural areas which cover the majority of the region.

Location Quotient

As mentioned earlier, the location quotient will continue to be used along with other measures to develop the strategy for monitoring and updated the CEDS strategy on a regular basis. In addition local observations of community and business leaders, educators, workforce and economic development professionals will be an important part of the monitoring process.

Industry cluster analysis can indicate changes in employment by industry so that the cause can be investigated to determine whether it identifies a threat or an opportunity, or just a shift that may need to be mitigated in some way. For example in the table below the following changes are apparent when compared with the previous table prepared from four year earlier data.

Natural Resources & Mining show these changes:

- Adams increased from 0.65 to 0.93 showing some growth
- Brown, Cass and Scott Counties show no data for one period or the other
- Morgan was not in the earlier CEDS
- Pike County is almost stable
- Schuyler County dropped significantly from 16.62 to 5.68 showing significant decline in this sector

Industry Clusters Location Quotient data by County	Adams	Brown	Cass	Morgan	Pike	Schuyler	Scott
Base Industry: Total of all industries in US	1	1	1	1	1	1	1
Natural Resources & Mining	0.93	0.35	NA	0.30	4.67	5.68	5.92
Construction	0.76	1.04	0.47	0.55	1.10	2.25	NA
Manufacturing	1.58	0.04	NA	1.64	0.27	0.51	NA
Trade, Transportation & Utilities	1.26	3.54	1.11	1.15	1.53	1.01	1.34
Information	0.80	NA	NA	0.30	0.36	0.39	NA
Financial Activities	1.16	0.21	0.86	0.92	1.10	0.61	0.75
Professional & Business Services	0.38	NA	0.46	0.27	0.23	0.11	NA
Education & Health Services	1.26	0.41	0.51	1.37	1.05	0.62	0.17
Leisure & Hospitality	0.85	0.20	0.25	1.03	0.85	0.62	0.86
Other Services	1.18	0.26	0.36	0.79	0.47	0.56	NA
Unclassified	0.26	NA	NA	0.46	NA	0.00	0.00

Calculated Bureau of Labor Statistics, 2015

STATUS/UPDATE OF 2017

The updates and revisions that were made in the 2017 CEDS by county are detailed in the following pages. Some of the objectives and goal priorities have been changed to reflect the current status of the counties. These are not the only important opportunities for economic development. Rather, they are projects that the group believes will have the most immediate impact or are seen as necessary to form the foundation for successful achievement of other identified objectives. Significantly, the critical need for more housing was seen in every county to be essential in improving the quality of life and ensuring an adequate labor pool for large and small industries.

State of Illinois
Occupational Employment Projections (Long-term)-2014-2024
Workforce Investment Board of Western Illinois Area 14

		Base Year	Projected Year	Employment Change		Average Annual Job Openings			Annual
Standard Occupational Classification (SOC)		Employment	Employment	2014-2024		due to			Compound
Code	Title	2014	2024	Number	Percent	Growth	Replacements	Total	Growth
00-0000	Total, All Occupations	6,263,919	6,635,512	371,593	5.93	42,732	147,453	190,185	0.58
11-0000	Management Occupations	483,634	505,962	22,328	4.62	2,392	10,833	13,225	0.45
11-1000	Top Executives	141,930	150,265	8,335	5.87	918	3,336	4,254	0.57
11-1011	Chief Executives	29,121	28,508	-613	-2.11	0	495	495	-0.21
11-1021	General & Operations Managers	108,229	117,414	9,185	8.49	918	2,740	3,658	0.82
11-1031	Legislators	4,580	4,343	-237	-5.17	0	101	101	-0.53
11-2000	Advertising, Marketing, PR & Sales Managers	39,669	42,573	2,904	7.32	290	992	1,282	0.71
11-2011	Advertising & Promotions Managers	3,162	3,523	361	11.42	36	101	137	1.09
11-2021	Marketing Managers	10,896	11,657	761	6.98	76	258	334	0.68
11-2022	Sales Managers	22,952	24,571	1,619	7.05	162	543	705	0.68
11-2031	Public Relations Managers	2,659	2,822	163	6.13	16	91	107	0.60
11-3000	Operations Specialties Managers	87,653	93,808	6,155	7.02	628	1,906	2,534	0.68
11-3011	Administrative Services Managers	16,186	17,621	1,435	8.87	144	303	447	0.85
11-3021	Computer & Information Systems Manager	13,697	15,950	2,253	16.45	225	162	387	1.53
11-3031	Financial Managers	30,566	32,125	1,559	5.10	156	724	880	0.50
11-3051	Industrial Production Managers	7,117	6,990	-127	-1.78	0	202	202	-0.18
11-3061	Purchasing Managers	4,196	4,249	53	1.26	5	99	104	0.13
11-3071	Transportation/Storage/Distribution Mgrs	6,436	6,764	328	5.10	33	142	175	0.50
11-3111	Compensation & Benefits Managers	840	857	17	2.02	2	24	26	0.20
11-3121	Human Resources Managers	6,871	7,354	483	7.03	48	201	249	0.68
11-3131	Training & Development Managers	1,744	1,898	154	8.83	15	51	66	0.85
11-9000	Other Management Occupations	214,382	219,316	4,934	2.30	555	4,598	5,153	0.23
11-9013	Farmers, Ranchers & Other Ag Managers	50,597	50,344	-253	-0.50	0	862	862	-0.05
11-9021	Construction Managers	11,130	11,382	252	2.26	25	156	181	0.22
11-9031	Ed Administrators, Preschool & Child Care	2,501	2,843	342	13.67	34	73	107	1.29
11-9032	Ed Administrators, Elem. & Secondary	12,924	12,775	-149	-1.15	0	376	376	-0.12
11-9033	Ed Administrators, Postsecondary	6,723	6,959	236	3.51	24	196	220	0.35
11-9039	Education Administrators, All Other	1,104	1,187	83	7.52	8	32	40	0.73
11-9041	Engineering Managers	6,856	7,084	228	3.33	23	210	233	0.33
11-9051	Food Service Managers	11,488	12,287	799	6.96	80	231	311	0.67
11-9061	Funeral Service Managers	1,368	1,355	-13	-0.95	0	30	30	-0.10
11-9071	Gaming Managers	52	52	0	0.00	0	1	1	0.00
11-9081	Lodging Managers	1,046	1,143	97	9.27	10	20	30	0.89
11-9111	Medical & Health Services Managers	14,319	15,275	956	6.68	96	362	458	0.65
11-9121	Natural Sciences Managers	1,402	1,519	117	8.35	12	29	41	0.80
11-9131	Postmasters & Mail Superintendents	720	523	-197	-27.36	0	16	16	-3.15
11-9141	Property/Real Est/Comm Assn Managers	10,009	10,775	766	7.65	77	174	251	0.74
11-9151	Social & Community Service Managers	4,904	5,369	465	9.48	46	130	176	0.91
11-9161	Emergency Management Directors	366	372	6	1.64	1	4	5	0.16
11-9199	Managers, All Other	76,873	78,072	1,199	1.56	120	1,696	1,816	0.15
13-0000	Business & Financial Operations Occupations	317,015	345,820	28,805	9.09	2,962	6,259	9,221	0.87
13-1000	Business Operations Specialists	191,582	209,373	17,791	9.29	1,800	3,352	5,152	0.89

Source: Illinois Department of Employment Security, Economic Information & Analysis Division * = Data suppressed due to confidentiality requirements.

There have been changes in the workforce projections since the 2012 CEDS update. At that time the highest net growth employment areas were projected to be in medical and health service managers, educational administration preschool and child care administrators, sales managers, food service managers, social and community service managers and business operations managers. The present projections, shown above, show the highest number of management openings in general and operations managers, financial managers, farm, ranch and agriculture business managers then sales managers. Looking at the percentage growth rate by occupation openings are forecast as computer and information systems managers, education administrators, preschool and childcare managers, advertising and promotion managers, social and community service managers and lodging managers.

The U.S. Economic Development Administration (EDA) requires a Comprehensive Economic Development Strategy (CEDS) as a precondition for EDA assistance for Public works grants for infrastructure and public facilities and economic adjustment

grants for assistance in improving employment opportunities and other quality of life items. The CEDS is now accepted by nearly all federal agencies as proof that a project for which federal assistance is being requested is part of an overall regional strategic plan.

Two Rivers Economic Development District

Two Rivers Economic Development District (TREDD) was formed by the members of Two Rivers Regional Council of Public Officials to act as an economic development planning agency for the region. This enabled the planning district (TREDD) to be eligible for grant assistance to fund the economic development planning for the members of the region. This also partially funds economic development assistance such as grant writing for local infrastructure projects throughout the region, regional initiatives such as the business development revolving loan funds and gathering and analyzing statistics required in grant applications.

Local Planning Process

The committee identifies strengths and needs within the area and opportunities for community and economic development. This includes identifying infrastructure and other needs that must be met in order to achieve the goals which have been identified.

Issues are divided into broad categories to facilitate focusing:

- Business-Retail, Industry, Service and Agriculture
- Infrastructure
- Workforce, training and Education
- Housing
- Tourism
- Other or area unique priorities

Goals from all other processes that the county or communities have participated in are included in the CEDS evaluation process, such as the MAPPING Action Plan facilitated by the Illinois Institute for Rural Affairs. The MAPPING goals focus on Quality of Life and Business development. The RC&D plan, which is now incorporated into the CEDS, places emphasis on the conservation and development of existing resources. The CEDS planning goes beyond this to look into issues such as infrastructure and transportation necessary to accomplish the MAPPING and Resource and Conservation Development goals. The planning processes are viewed as complimentary and not mutually exclusive or duplicative.

Prioritizing Goals

COUNTY LEVEL - In order to provide focus on implementation following the identification of goals the top five were chosen by the participants in each county and are listed by priority. Following this step a coordinator was recruited for each project whose responsibility it is to guide and facilitate the achievement of that project and recruit others to help as needed. County level priorities were then looked at from the regional viewpoint to identify common goals for the region as a whole.

IMPLEMENTATION OF REGIONAL GOALS

Goal 1: Build on the strengths of the Region as a logistics hub

1. Support development of the Mid-America Intermodal Port
2. Identify and support other intermodal freight projects in the region
3. Identify freight modes that will improve competitiveness of existing businesses
4. Recruit logistics dependent businesses or divisions of local businesses
5. Recruit service providers to the logistics industry

Goal 2: Retain and expand business and industry currently operating throughout the District.

1. Work with existing economic development organizations to assist retention and expansion efforts
2. Identify types of assistance and activity that will support retention and expansion
3. Provide assistance in identifying and opportunities for business expansion
4. Encourage business owners to develop a succession plan to keep the business local and operating after they retire

Goal 3: Promote job creation throughout the District.

1. Assist businesses with growth plans
2. Promote entrepreneurship particularly with young people
3. Partner with SBDC, SCORE, Community Colleges and others to train entrepreneurs and business owners/managers

Goal 4: Work toward infrastructure improvements needed to support Goals 1, 2 and 3

1. Promote completion of infrastructure needed as identified in the CEDS, ie: completion of U.S. 110 Macomb bypass, U.S. 67, U.S. 34 4-lane, bridge at Louisiana, MO, Florence, Naples, LaGrange lock, etc.
2. Assist with water and sewer infrastructure projects throughout the TREDD.
3. Assist with finding solutions to rail, roadway and river terminal improvements needed to facilitate business growth

Goal 5: To promote growth of the retail/tourism industry in the district.

1. Assist with regional tourism coordination between tourism organizations in the TREDD
2. Encourage development of tourism related businesses such as the hunting/outfitting, off road parks, Lincoln Trail and New Philadelphia.
3. Assist in development of events for the convention and visitor's organizations to host.

Goal 6: To promote historic preservation necessary for tourism & neighborhood revitalization

1. Encourage identification of historic property
2. Encourage restoration and inclusion in directories of historic locations
3. Encourage opening to the public when appropriate and/or providing some historic background information for the public

Goal 7: To use economic development resources available in the Two Rivers Districts as efficiently as possible.

1. Identify funding and other business assistance resources
2. List funding and business assistance resources on the Two Rivers website
3. Encourage collaboration by various regional funding and other resources

Goal 8: To promote development of the Renewable Energy Industry throughout the District.

1. List projects that have been successful, particularly in the TREDD
2. Provide information on resources to study feasibility and evaluate alternatives
3. Provide resources for funding and technical assistance

Goal 9: To promote development of safe agriculture and locally made agriculture products throughout the district.

1. Work with U.I. Extension and John Wood Community College to identify resources
2. Assist in coordinating region wide events and programs
3. Study the feasibility of establishing a food product development incubator to focus on adding value to local food products

Economic Opportunities that Result

As mentioned earlier, a major project that originated from the TREDD is the Mid-America Intermodal Port in the planning stage on the Mississippi River just below lock and dam 21 in Adams County. This began as a TREDD project which expanded into the only 3-state port district in the United States. Six sites were identified on the Mississippi River and Illinois River and the Adams County site selected as the first to develop due largely to existing supporting infrastructure.

At the present time Two Rivers Regional Council is in the process of completing a traffic study and the Illinois Dept. of Transportation is funding a marketing and transportation infrastructure study for the project. Earlier projections are that the port would create over 460 full time jobs and when fully operational generate local, state and federal taxes of over \$2 million per year.

Regional Employment Changes 2012-2016*

Sector of employment	percent of jobs gained/lost	Equates to number of jobs gained/lost
Natural Resources and Mining	23.2	170
Construction	18.7	299
Manufacturing	-41.2	-3,233
Trade, Transportation, Utilities	65.9	5,299
Information	-21.0	-167
Financial Activities	61.6	1,426
Professional & Business Services	128.3	1,251
Educational & Health Services	119.0	4,175
Leisure & Hospitality	281.5	3,032
Other	39.7	428
TOTALS		12,381

*Does not include Morgan County which was not included in 2012 CEDS

"Other Services" most notably include: Not for profit employment, auto repair, automotive, body shop, fraternal club organizations, contract office equipment, printing, church and religious organizations, semi repair and towing.

Manufacturing includes the "Computer and Electronic Parts Manufacturing" sector.

Current employment statistics

Industry by employment	Adams	Brown	Cass	Morgan	Pike	Schuyler	Scott
Natural Resources and mining	411	20	NA	59	264	123	84
Construction	1178	209	123	382	218	171	NA
Manufacturing	4405	14	123	2038	95	69	NA
Trade, Transportation, Utilities	7673	2790	1129	3142	1186	300	260
Information	502	NA	NA	85	29	12	NA
Financial Activities	2086	48	258	743	1252	54	43
Professional & Business Services	1721	NA	347	547	133	25	NA
Educational & Health Services	6175	260	418	3000	656	149	26
Leisure & Hospitality	3039	91	148	1647	656	149	26
Other	1175	33	59	349	69	27	NA

Implementation Strategy

The local CEDS Committee believes that the main reason to develop this strategy is to accomplish the objectives, which will in turn improve the opportunities every resident has for a better quality of life. Some of the basic concepts for implementation are:

1. Insure that the local entity is committed to and takes responsibility for the project
2. Identify and prioritize goals
3. Assign a taskforce/ volunteer to champion and coordinate each project
4. Set reasonable timelines for achievement
5. Serve as a resource and facilitator
6. Work through and with existing organizations whenever possible
7. Explore ways to collaborate on a regional basis
8. Review progress on a regular basis
9. Make adjustments and take corrective action as needed and in a timely manner
10. Assess progress annually

Implementation Considerations

- Best Management Practices (BMP)

Best Practices

1. Start with Community Building

- a. Identify and understand the community's demographic and cultural influences;
- b. Involve residents, businesses, civic groups, and institutions early on;
- c. Establish trust and treat people with respect;
- d. Know who is affected by but not represented in the collaborative process and provide them with a voice;
- e. Do not be distracted by people who oppose any change;
- f. Obtain frequent feedback.

2. Foster Leadership

- a. Appoint a local entity to champion the planning effort;
- b. Decide on responsibility for each local goal.

3. Plan for Implementation

- a. Build in certainty, clarity, and predictability;
- b. Set short- and long-term goals and establish milestones;
- c. Do not set the community's sights too low;
- d. Energize the long-term vision with short-term successes;
- e. Establish priorities;
- f. Learn from what other communities have done;
- g. Keep the plan flexible enough to capture opportunity;
- h. Create a sustainable planning and implementation process.

4. Take Advantage of Available Tools and Resources

- a. Offer hospitality;
- b. Use visual aids;
- c. Map the neighborhood's assets;
- d. Put together a toolbox of best practices.

5. Be Financially Realistic

- a. Know what things cost and how much money is available;
- b. Be creative at filling in gaps in financing;
- c. Involve developers in the process.

6. Communicate the Planning Process Effectively

- a. Market community planning;
- b. Deliver tangible results early on;
- c. Be honest about what the planning process can and cannot achieve.

7. Make the Community's "Social" Capital Grow

- a. Know the region's political culture and structure;
- b. Engage community decision makers in the planning process;
- c. Engage corporate and civic leaders in the planning process;
- d. Engage public officials in the planning process.

http://www.neighboraustin.com/PDF/Wilke_A%20National%20Review%20of%20Best%20Practices%20in%20Neighborhood%20Planning.pdf

Other considerations:

Funding and Marketing strategies.

All economic development strategies include marketing strategies. Direct mail, publications, website, social media and print materials to promote economic opportunities in the area. Some communities regularly scan publications to find out where business opportunities are.

Technical studies

A targeted industry study or local economic development study often provides technical about the opportunities in a particular industry. Information that might be useful to certain new industries includes facts about little-known local natural resources, the availability of utilities or secondary products from other local industries.

Tax incentives

Debatably, one of the most progressive and surest ways to spur new investment especially in the industrial sector are tax incentives. Many states use enterprise zones, tax increment financing, and other strategies to give tax breaks to industry and trigger new investment and to ensure that the new investment benefits the area around it.

Development Assistance

It is common for local to help pay for roads, sewer, and water extensions and other facilities to necessary to support a new manufacturing plant. Some local governments will expect land developers and other private parties to pay for those facilities. Revenue and General obligation bonds as well as TIF bonds can pump the prime to get projects started. Grant funding will be a big factor in trying to rebuild the region's infrastructure so as to jump start the manufacturing sector.

Certified Sites

Economic development groups in some communities will a shell industrial buildings. A lower risk approach of developing a "Certified" site will be encouraged. This reduces

the initial investment and allows customization to the end user. One drawback is that it takes some time to build out the project eliminating prospects that want immediate access.

Job Training

Many major economic development packages include a job training package using state or federal funds to prepare workers for jobs with the new industry. Local community colleges like JWCC are often partners in these training programs and offer courses in a particular industry.

Major Financial Incentives

The competition for local industries to regions in the U.S. today is fierce. Relocations like Timewell Tile trucking facility to Golden is one such example. Major incentives will sometimes involve special action by state and local governments.

Cultivation of Existing Industry

Economic development organizations offer programs to cultivate current industry, offering assistance in addressing problems or finding additional space or employees. Some financial packages available to new industries are available to expansions of existing industries. An intermodal port that capitalizes from existing industries to produce more jobs does just that.

Small Business Support

A large percentage of new jobs are created in the US is by small businesses. An increasing number of small communities offer special services, such as counseling and technical support. Incubators offering an office facility with shared computers, phone, & copiers usually offer counseling and technical services as well as pools of local money available for venture capital investment.

Coordination with State & Regional Economic Priorities

Although the State of Illinois Does not have a direct state program, its various statewide agencies do and a few local communities and one county have written master plans, some have not been adopted. A survey was done with local agencies a few years prior to the completion of the 2012 CEDS and the coordinating agencies (WIA, IIRA, TR RC&D, TREDD) come from a different perspective and have somewhat different focuses. It does seem that trying to analyze all of the past surveys needs to be done. Then if there appear to be gaps or discrepancies between results some added surveying might be needed. A focus should be developed in the near future pertaining to an analysis of existing surveys.

Conclusion

In communities where economic development is a priority, community development leaders preparing a comprehensive plan must address the land needs of present and future industry. Land planning for new industry and other economic based business must address issues like parcel size, land access to roads and railroads, service from high capacity utility lines , well rated for fire protection, good access to other amenities like tertiary sector retail activities like walking, shopping, eating. If the community has those amenities in place the plan must address the issues of protecting them and if not the community should include strategies for creating them.

Sustainable economic planning includes using local resources. Resource dependent industries seek to locate near sources of major resource inputs. This strategy represents a scenario of environmental as well as economic sustainability.

Adding value to local ag products and manufacturing output is another strategy to use when determining if manufacturers. In the case where there exists shells of empty buildings, tax incentives and TIF can be used to entice developers to land that is readily accessible by all modes of transportation and where taxable land values are within reason to create solid profit margins.

Much as the heavy industrial manufacturing is a good place for start-ups to locate for its close proximity to universities and high tech incubators, agriculture economies have their place too. As we have seen, companies in the TREDD district have capitalized on harvesting grain and soybeans for shipment to other areas of the country for livestock feed and biofuel production. Even the Mississippi River with its invasive Asian carp has found its niche with entrepreneurs and the sale of the fish overseas. The river can also be used to generate hydroelectric power and keep energy costs low for the future, helping to keep the region competitive.

Using waste from existing industries falls within the energy and environmental cluster. If there is a major water source that uses a dam system, economic developers might seek to use that resource to harness the water power to create hydroelectric power or in the case of a water source being invaded by dangerous species, that can be used as an opportunity to sell the fish as a commodity where it is valued or the opportunity for a research entity to introduce a different species or technology to eliminate the invasive one.

Using recycled waste can be used to limit the amount that is introduced to landfills. Finding local production uses for those recovered goods can be a good economic strategy with ecological benefits for the community. Used agricultural by-products can be used as thatch or mulch for use in lawn care and landscape plantings.

Collaborative Regional Innovation-Emphasis will be on supporting small businesses in our rural areas. We will be looking to develop small business incubators in our county, in order to stimulate future entrepreneurs. Working with our partner organizations such as Workforce Development, Great River Economic Development Foundation, University of Illinois Extension, John Wood Community College and the Small Business Association will maximize the resources in our region.

Public/Private Partnerships-Outreach will continue to the local businesses as collaborative opportunities occur. Through the industry cluster focus groups, a bridge will be created for combined investment. The efforts will be created by private needs and investments, with the public sector input. An initiative to do this has begun in the healthcare sector which is a critical skill shortage in the region. Local workforce investment board training programs are being developed to help meet these needs. Healthcare providers are aware of the critical workforce shortages ahead and are working together to address these issues.

In the primarily rural areas of our region, one of the biggest potentials for economic growth is in the small business/entrepreneurial sector. The Business Climate study completed two grant cycles ago did not capture this sector, as only businesses that hire 5 or more people were included. Last year we obtained data for all the businesses that hire 5 or less people. One-on-one interviews were taken place last year with these small business owners in select communities that are not ready to solicit large industries.

There will continue to be a partnership between the public sector and the private industries near the Mississippi River to develop a Mid America Intermodal Port Project. There were three industries that located to the area for the potential advantage of water transport. The project continues to get local support but needs a larger investment to be realized.

National Strategic Priorities-Activities to engage in regional efforts on job retention and expansion are the most beneficial in our rural communities. Some of the areas we will concentrate our efforts on are access to capital for the small and medium sized businesses encouragement of entrepreneurial projects, the continued need for improved infrastructure, and the expansion of sustainability in our business communities.

CHAPTER 7 – PERFORMANCE MEASURES

Review and Update

All opportunities identified in the goals and objectives for each county will be reviewed on a regular basis for possible incorporation into current projects, modification or removal if conditions have changed or the objective reached. The regional CEDS plan serves as the basis for focus and action as a whole.

The following metrics will be used to determine the effectiveness of reaching the regional CEDS goals and objectives:

- Progress toward development of intermodal facilities and transportation infrastructure - is project on schedule
- Business Startups, Expansions and Closures
- Number of jobs created as the CEDS is implemented
- Number of jobs retained or lost in the region
- Amount of public and private investments undertaken in the region
- Changes in the economic environment of the region
- Population trends in the region

Progress will be determined by the change between the current position at the time of the 2017 CEDS update and at the end of each annual review. Methods of tracking will need to be developed at the regional basis to try and make the information as near current as possible. The goal is to have an accurate interpretation of the changes and avoid making an incorrect judgement of a trend such as could be made from the population trend where a 5-year trend shows growth but the most recent year is negative.

The SWOT Analysis will be updated on an annual basis and response to changes monitored.

Other metrics may be added as the CEDS is implemented.

Appendices

TWO RIVERS ECONOMIC DEVELOPMENT DISTRICT

SWOT Analysis

STRENGTHS

- Strong transportation infrastructure and logistics location with river transportation on two Marine Highways- Illinois and Mississippi Rivers, two Class 1 railroads, BNSF and Norfolk Southern.
- Strong agriculture producer and processor and manufacturing base
- High quality skilled and semi-skilled workforce
- High quality workforce training – technical and management
- Affordable living with small town quality of life and high quality medical care.
- Underground Railroad history
- Post secondary education opportunities
- Access to fiber optic communications in many areas of the region
- Competitive utility rates
- Greenfield development locations
- Economic Incentives
- Natural resources
- Access to good supply of quality water
- Renewable energy opportunities and development
- Strong regional cooperation
- Strong local government support of economic development

WEAKNESSES

- Lack of public transportation and quality daycare providers to support workforce
- Lack of diversification of industries
- Lack of living wage jobs to attract and retain younger workers
- Lack of workforce availability
- Lack of affordable housing
- Lack of fiber optic communications in many smaller communities and rural areas
- Lack of available industrial buildings and sites
- Failure to adapt to new technology in industry and communications in parts of region
- Lack of a State Budget and state government dysfunction
- Declining and aging population
- Higher than average Poverty
- U.S. Rt. 67 4-lane upgrade uncompleted
- Heavy reliance on public subsidized housing and incentives for private developers
- Lack of water and sewage treatment facilities in some areas
- Public safety
- Property taxes

OPPORTUNITIES

- Marketing regional strengths as an “International Logistics Hub”
- Develop marketing strategies that sell the “economy as a whole” ie: balance lower wages and lower cost of living, easier commutes, recreation and quality of life benefits, etc.
- Identify and recruit businesses to fill gaps in local availability
- Identify collaborative opportunities in tourism, education, marketing
- Connect resources in the post secondary education community with entrepreneurs and businesses

THREATS

- Lack of State of Illinois Economic Development Incentives
- Lack of State Preservation Tax Credits
- Economic Development Incentives in neighboring states
- Declining workforce due to declining and aging population with young people leaving the area
- Failure to retain small businesses due to lack of succession planning
- Increased need for local funding with declining population and federal/state governments pushing funding responsibility back to local governments
- Drug abuse

Cluster Analysis for TREDD - ranked by wages

Description	QCEW Cluster - Establishments	Industry Cluster Establishment LQ	QCEW Cluster - Employment	Industry Cluster Employment LQ	QCEW Cluster - Wages	Industry Cluster Annual Wages LQ
Biomedical/Biotechnical (Life Sciences)	96	0.67	7,987	1.17	\$339,245,134	1.38
Agribusiness, Food Processing & Technology	209	3.44	5,558	3.83	\$289,610,265	7.08
Manufacturing Supercluster	62	1.25	4,079	1.72	\$248,274,155	2.07
Business & Financial Services	413	0.64	2,863	0.51	\$210,385,456	0.58
Machinery Mfg	17	2.54	2,350	7.08	\$150,253,262	9.47
Energy (Fossil & Renewable)	159	0.9	2,246	0.78	\$120,284,361	0.74
Transportation & Logistics	187	1.93	2,601	1.35	\$113,527,566	1.64
Advanced Materials	48	0.87	1,503	0.77	\$92,324,825	0.88
Defense & Security	57	0.37	1,283	0.37	\$82,601,974	0.44
Education & Knowledge Creation	50	0.87	1,601	0.67	\$79,180,259	0.88
Chemicals & Chemical Based Products	42	1.6	1,130	1.33	\$60,828,834	1.51
Arts, Entertainment, Recreation & Visitor Industries	124	1.06	1,639	0.65	\$49,442,369	0.74
Fabricated Metal Product Mfg	32	1.4	861	1.51	\$43,634,998	2.09
Printing & Publishing	67	0.85	873	0.95	\$41,622,764	0.94
Information Technology & Telecommunications	51	0.33	462	0.19	\$37,255,373	0.22
Forest & Wood Products	23	0.9	691	1.26	\$33,333,083	1.77
Transportation Equipment Mfg	5	1.32	540	1.05	\$31,058,163	1.15
Computer & Electronic Product Mfg	6	1.08	211	0.55	\$16,031,767	0.56
Mining	8	1.82	186	2.33	\$11,597,063	2.99
Primary Metal Mfg	2	2.09	117	1.66	\$7,295,965	2.46
Apparel & Textiles	19	0.94	140	0.58	\$6,727,373	0.78
Glass & Ceramics	6	2.29	53	0.65	\$2,374,864	0.8
Total All Industries	4,010	1	63,315	1	\$2,260,212,822	1

Source: <http://www.statsamerica.org/innovation/anydata/index.asp>

Chapter 1: Economic and Workforce Analysis-Regional Component (EDR 10)

The regional component of the plan must demonstrate how the region has collected and analyzed regional labor market information which must include the local planning requirements.

The West Central Illinois Economic Development Region (EDR) covers 5,583 square miles and encompasses nine counties and one workforce area (Local Workforce Area 14). The nine counties include: Adams, Brown, Hancock, Henderson, Knox, McDonough, Pike, Schuyler, and Warren. The most western counties, Adams, Hancock, Henderson and Pike, border the states of Iowa and Missouri. Adams County is included in the Quincy-Hannibal, IL-MO Combined Statistical Area, Hancock County is included in the Fort Madison-Keokuk IA-IL-MO Micropolitan Statistical Area and Henderson County is included in the Burlington IA-IL Micropolitan Statistical Area. The West Central EDR is also part of a Tri-State Region with Northeast Missouri and Southeast Iowa and has been designated by USDA as a Great Region for its community's **regional approach to creating economic opportunity and job creation in rural communities**. The Tri-State Region also offers unique partnerships and consortium opportunities for the communities served.

The West Central Illinois EDR is located in the heart of the Midwest. The western counties border the Mississippi River. The EDR offers the northernmost port on the Mississippi River for 12-month barge traffic. **In addition, the Illinois River borders Brown, Pike and Schuyler counties.**

The EDR is a central hub to several major metro (SMSA) areas. Quincy, in Adams County, is at the center of four-lane highways in all directions. The Avenue of the Saints passes just 5 miles to the west and is 4-lane from Canada to the Gulf. Illinois Highway 172 is part of the newly designated CKC (Chicago – Kansas City Expressway) which offers a less-congested alternate route to these popular Midwest destinations. The Knox County Area is served by Interstate 74 running from Indianapolis and the Quad Cities and by Interstate 80 connecting Des Moines and Chicago, In addition, US-34 serves the area as well as US-150.

Seven class-1 rail lines enter Galesburg in Knox County and converge at the BNSF classification yard in Southeast Galesburg. Strategic grade separations within the city allow trains to get in and out of the city quickly and easily without disrupting local automobile traffic. Over 100 trains enter and leave the Knox County community each day. BNSF and Norfolk Southern offer multiple freight trains daily and Quincy also has two daily Amtrak trains to and from Chicago.

The region is within miles of four airports. Springfield's Capital Airport is approximately 70 miles from Pike County and offers travel to two major airport hubs; St. Louis Lambert and Chicago O'Hare. Galesburg, in Knox County, is conveniently located approximately 45 minutes from both Peoria International Airport and Quad Cities International Airport. Residents and businesses can connect through these two airports with direct flights to more than a dozen cities including Atlanta, GA, Chicago, IL, Dallas, TX and the Phoenix, AZ area. Quincy Regional Airport offers six daily flights to St. Louis Lambert and has a code-share agreement with American Airlines through Cape Air.

Although the West Central EDR has many geographic advantages, due to the region's rural environment, there are various challenges the region faces including: 1) limited access to opportunities geared toward major metro areas; 2) access to high speed fiber internet access; 3) lack of local community transportation services; and 4) decaying infrastructure. There are three major population centers in the West Central EDR which together share 67% of the EDR population- Adams County (30%), Knox County

(23%) and McDonough County (14%). The main population centers within these counties are Quincy (Adams County) with a population of 40,915; Galesburg (Knox County) with a population of 31,665; and Macomb (McDonough County) with a population of 19,265.

The southern subregion of the West Central EDR (Adams, Brown and Pike counties) are part of the John Wood Community College District. The central subregion of the West Central EDR (Hancock, McDonough and Schuyler counties) are part of three community college districts-Carl Sandberg, Spoon River and John Wood. The northern subregion of the West Central EDR (Henderson, Knox and Warren counties) are also part of three community college districts-Carl Sandburg, Spoon River and Black Hawk.

Chapter 1 Section A: Plans must include an analysis of:

- Economic conditions including existing and emerging in-demand industry sectors and occupations.
- Employment needs of employers in existing and emerging in-demand industry sectors and occupations
- Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations; and
- An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

Chapter 1 Section A Question 1: How were all partners involved in providing, analyzing and agreeing on supply and demand data and the targeted sectors/ industries/ occupations/ skills?

In order to reach a consensus on prioritizing sector and industry targets, all core partners (Title I-B Youth, Adult and Dislocated Worker, Adult Education-Title II, Wagner-Peyser Employment Services-Title III and Rehabilitation Services for Individuals with Disabilities-Title IV) participated in the state regional summits held in Bloomington, IL on December 10, 2015 and in Springfield, IL February 23 and 24, 2016. The Chair of the Workforce Innovation Board of Western Illinois (WIB) was also present at these meetings. In addition to data analysis from the Illinois Department of Employment Security presented at these meetings, the following reports and primary and secondary data were gathered and reviewed to determine targeted industries and occupations:

- Bureau of Labor Statistics
- US Census Bureau
- John Wood Community College internal manufacturing database
- Adams/Pike Underemployed Persons/Skill Gaps Study
- Commuting Patterns
- O*NET Online
- Adult Education and Family Literacy Area Plan
- Comprehensive Economic Development Strategy (CEDS)
- Community College Advisory Boards
- Macomb Welder's study
- Illinois Community College Board (ICCB) Workforce Education Strategic Planning Project
- Workforce Innovation Board of Western Illinois regional industry sector studies in manufacturing, healthcare and transportation, distribution and logistics

After reviewing regional analysis, the WIB prioritized the following industry sectors for the West Central EDR: 1) Manufacturing; 2) Healthcare; and 3) Transportation, Distribution and Logistics. In addition, due

to the size of the West Central EDR, regional subsector and county meetings are being held to further prioritize industry sectors.

Chapter 1 Section A Question 2: How is the region changing in terms of demographics, labor supply and occupational demand?

Labor Force Size and Demographics

In 2013, the West Central EDR had an estimated population of 225,460. According to the US Census Bureau, the West Central EDR's population has decreased by 11,828 individuals from 1990-2013. The following counties saw a decrease in population over this time period: Adams (-1.6%); Brown (-0.7%); Hancock (-5.8%); Henderson (-12.5%); Knox (-5.9%); McDonough (-1.1%); Pike (-6.0%); and Warren (-5.2%). Schuyler County saw an increase in population of 4.2%.

The West Central EDR's population is aging. In 2013, the region's population by age compared to the state of Illinois is depicted in the following table.

Population Ages	<5 Years Old	Ages 5-18	Ages 19-64	Ages 65+
West Central EDR	5.4%	15.1%	61.2%	18.3%
Illinois	6.2%	17.3%	63.0%	13.5%

Source: US Census

All of the counties in the West Central EDR except for Brown (12.5%) have a larger population of individuals over age 65 than the state of Illinois (Adams 17.8%; Hancock 20.4%; Henderson 21.6%; Knox 18.9%; McDonough 14.3%; Pike 19.2%; Schuyler 18.3%; and Warren 17.0%).

According to the US Census Bureau Small Area Income and Poverty Estimates for 2014, the average poverty rate in the West Central EDR (15.2%) is higher than in the state of Illinois (14.3%). From 2000-2014, the poverty rate has increased or remained the same in all nine counties in the West Central EDR as depicted in the chart below.

County	Poverty Rate 2000	Poverty Rate 2014
Adams	11.2%	14.2%
Brown	14.2%	14.2%
Hancock	9.8%	11.6%
Henderson	9.8%	11.7%
Knox	11.9%	19.3%
McDonough	15.9%	23.6%
Pike	13.5%	15.2%
Schuyler	9.8%	13.2%
Warren	9.9%	13.5%

Source: US Census Bureau Small Area Income and Poverty Estimates

Based upon data projections, it is expected that the number of persons living in poverty, or in the low to moderate category, will continue to rise. There will continue to be a great need for skill training and development in targeted and employable fields in an effort to move individuals and families out of poverty and into employment opportunities that pay a living wage. Services and employment opportunities must be available to address this.

Employment and Unemployment

According to the Illinois Department of Employment Security, the December 2016 unemployment rate in the West Central EDR was 5.5% compared to Illinois' unemployment rate of 5.6%. In December 2016, the West Central EDR's labor force was 104,474 of which 98,740 were employed and 5,734 were unemployed.

The December 2016 unemployment rate by county for EDR 10 is depicted in the table below.

County	December 2016 Unemployment Rate
Adams	4.7%
Brown	3.5%
Hancock	6.4%
Henderson	6.0%
Knox	6.3%
McDonough	5.7%
Pike	5.5%
Schuyler	6.0%
Warren	5.2%

Source: Illinois Department of Employment Security

In December 2016, Hancock, Henderson, Knox, McDonough and Schuyler counties had higher unemployment rates than Illinois (5.6%).

Those between the ages of 16-24 had the highest unemployment rate. According to the 2010-2015 American Community Survey, the average unemployment rate in the West Central EDR for those individuals 16-19 years old was 24% and the average unemployment rate for those individuals aged 20-24 was 14%.

Labor Market Trends

A snapshot of occupational demand changes in EDR 10 is reflected in the table below.

Occupations	Online Job Ads-	Online Job Ads-	Online Job Ads-
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	December 2013	December 2014	December 2015
Healthcare Practitioners/Technical	467	429	567
Transportation and Material Moving	190	185	281
Installation, Maintenance and Repair	99	67	42
Healthcare Support	61	71	77
Production	58	37	30

Source: Illinois Department of Employment Security; Conference Board Help Wanted Online

Healthcare and Transportation and Material Moving occupations continue to increase in demand. Installation, Maintenance and Repair occupations as well as production occupations appear to have decreased over the past three years. However, as of December 2015, there was still a hiring need for at least 70 individuals within Production and Installation, Maintenance and Repair occupations.

Chapter 1 Section A Question 3: What are the policy and service implications of the current and projected Labor Market Information?

Due to the aging population, EDR 10 can expect to see occupations within the Healthcare Industry to continue to grow. Due to technology, it is anticipated that there will continue to be an increasing need for occupational training in all industries for both new hires and incumbent workers. In addition, the skills gap between the needs of employers in the identified growth sectors and the skills of the available workforce will continue to increase.

EDR 10 will promote the use of career pathways for lower-skilled and unemployed students and workers especially in identified high-demand industries/occupations. Expanding access to bridge programs and creating other on-ramps for career pathways for students at many different starting skill levels will also be investigated.

In addition, as county workforce plans are created, critical career needs will be identified throughout the region. Policies and processes will be developed that support the use of multiple approaches for each targeted sector including work-based learning.

Chapter 1 Section A Question 4: What special populations exist in the region, what is their magnitude, and what are the policy and service implications to meet the needs of these individuals?

Targeted Populations

The growth in higher-skill occupations will require more targeted initiatives with populations requiring assistance in order to attain the credentials necessary to pursue opportunities for in-demand occupations in the key sectors of manufacturing, healthcare and transportation, distribution and logistics. The table below provides a snapshot of the select targeted population characteristics.

Special Population		Characteristic	Total
		Labor Force	104,474
Unemployed		Employed	98,740
December 2016		Unemployed	5,734
		Rate	5.5%
Individuals Below Poverty Level		2014	36,694
TANF		Annual 2014	18,338
		Monthly Average	1,528
SNAP Recipients		2014 Monthly Average	36,551
Public Aid		Public Aid Recipients	46,376
2014		Adult Public Aid Recipients	25,948
Single Parents		2014 Estimate	13,261
Foster Care-2014		Age 14-18	69
		Age 19-20 (Aged Out)	13
Language other than English		Age 5+	9,147
Total Population with a Disability (2014-Estimate)			30,579
		Youth with Disabilities (<18)	2,649
		Adults with Disabilities (>18)	27,930
Re-Entry Individuals		Ex-Offenders	3,960
Adult Parolee Population		June 30, 2014	712
Veterans			18,670
		Age 18-34	1,763
		Age 35-54	3,304
		Age 55+	13,603
Older Individuals		Age 65+	42,037

Source: Illinois Department of Employment Security and 2014 American Community Survey

Long-term Unemployed

In addition to the special populations listed in the table above, according to the Illinois Department of Employment Security, there were 1,170 unemployed individuals from EDR 10 that exhausted their unemployment benefits between January and December 2015 (long-term unemployed). Sixty-one percent (61%) were male and thirty-nine percent (39%) were female.

The majority of these unemployed were between the ages of 30-54 (62%). Twenty-three percent (23%) were 55 and over, while fifteen percent (15%) were under 30. The majority (59%) of those exhausting their unemployment benefits during this time period had a high school diploma or less. Thirty-two percent (32%) had some college or technical school, while seven percent (7%) had attained an undergraduate degree and two percent (2%) had more than four years of college.

Seventeen percent (17%) were unemployed from the manufacturing sector, sixteen percent (16%) from the mining and construction industry, thirteen percent (13%) from professional and business services, ten percent (10%) from education and health services, nine percent (9%) from retail trade, twenty-six percent (26%) from various other industries and ten percent (10%) could not be accounted for because of invalid industry codes.

Out of School Youth (Disconnected Youth)

Data on disconnected youth-those youth between the ages of 16-24 that are not in school and not working- is limited. The KidsCount website provided 2014 data on youth ages 16-19 that were not in school and not working by Congressional District. Illinois Congressional District 17 has approximately 3,000 or 9% of its 16-19 year old youth population not in school and not working. Illinois Congressional District 18 has approximately 2,000 or 6% of its 16-19 year old youth population not in school and not working. EDR 10 is part of both Congressional Districts. Congressional Districts 17 and 18 also are part of the Moline/Rock Island, Peoria and Springfield communities. In addition, 10.5% or 2,834 out of 26,958 individuals between the ages of 18-24 in EDR 10 did not have a high school diploma or equivalent.

There will continue to be the need for services that provide the basic essentials of food, clothing and shelter. With the current economic climate, it is expected that the demand will continue to increase while the resources may not be available to meet this demand. There will be greater demand, less resources and the limitations will continue to tax the system. Job seeking/keeping/training will be essential to address these target group concerns.

To address target populations, in addition to federal grants which include WIOA youth, adults, dislocated worker, adult education and family literacy, Wagner-Peyser, vocational rehabilitation and others, EDR 10 is currently implementing the following grant programs:

- 1) JTED-SNAP pilot - addresses the unmet needs of a large number of underemployed and unemployed SNAP participants in west central Illinois who need basic and technical skills and work experience (i.e. enhanced on-the-job learning) along with support services to get good jobs, increase earnings, and reduce reliance on public assistance.
- 2) Sector Partnership NEG – provides 50 dislocated workers in EDR 10 with training opportunities in healthcare (medical coding), manufacturing (welding) and truck driver training (CDL). In addition to occupational training, internships and on-the job-training with local employers are being provided through this grant.
- 3) Western Illinois Talent Pipeline Management - provides three manufacturing employers within western Illinois with training for incumbent workers and/or OJTs for dislocated workers to upgrade their current skills. This grant funds 220 incumbent workers in manufacturing production skills training and 12 dislocated workers in OJTs in various manufacturing production

jobs. Besides upgrading individuals' skills, this training is assisting regional employers to continue to remain competitive.

- 4) Illinois Network for Advance Manufacturing (INAM) - dedicated to the placement of TAACCCT (Trade Adjustment Assistance Community College Career Training) eligible workers, unemployed veterans and other unemployed and/or underserved groups in high-wage, high-skill occupations.
- 5) Illinois Network for Advance Manufacturing-Mississippi River Transportation Distribution and Logistics (MRTDL) - advances the economic development of the Mississippi River region and is dedicated to the placement of TAACCCT (Trade Adjustment Assistance Community College Career Training) eligible workers, unemployed veterans, and other unemployed and/or underserved groups in high-wage, high-skill occupations.
- 6) Building Illinois' Bioeconomy – a federal TAACCCT grant that is developing and enhancing training for bioprocessing and industrial manufacturing. This initiative is developing self-paced *courses that will allow students to earn a fast-track certificate in their field of choice in six months or less.*

Chapter 1 Section A Question 5: What sectors / industries / occupations / skills are in demand and targets of opportunity?

- a. What sectors / industries / occupations have favorable location quotients?
- b. What sectors / industries / occupations have favorable demand projections based on growth?
- c. What sectors / industries / occupations have favorable demand projections based on replacements?
- d. What sectors / industries / occupations are considered mature but still important to the economy?
- e. What sectors / industries / occupations are considered emerging in the regional economy?

The table below shows the projected employment demand through 2022 for major industry sectors across EDR 10. The largest number of job openings is expected to be created in the health care industry.

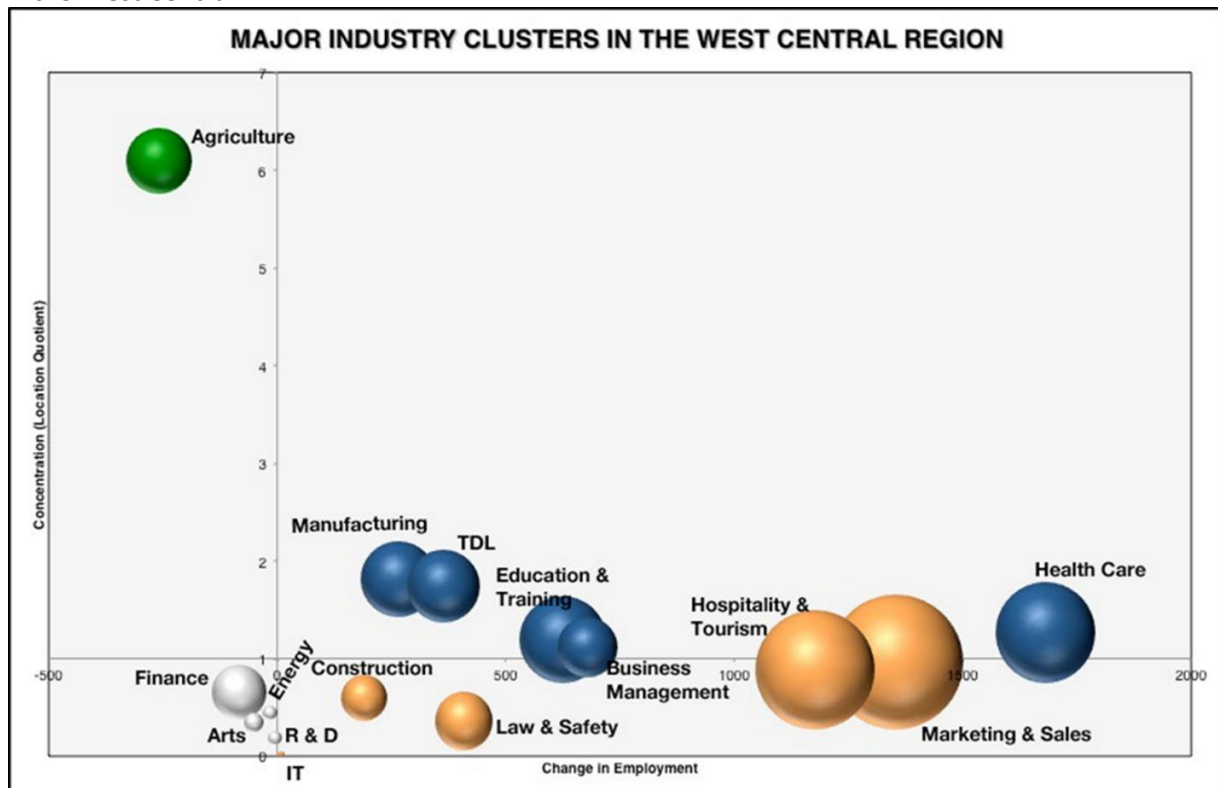
WEST CENTRAL REGION

EMPLOYMENT BY INDUSTRY / OCCUPATIONAL CLUSTER

Cluster	2012 Employment	2022 Employment	Net Employment Change	Percent Employment Change	Concentration (Location Quotient)
Marketing & Sales	27,969	29,324	1,355	4.8%	0.96
Hospitality & Tourism	21,579	22,755	1,176	5.4%	0.89
Health Care	14,596	16,277	1,681	11.5%	1.27
Education & Training	11,603	12,229	626	5.4%	1.20
Manufacturing	9,089	9,354	265	2.9%	1.81
Transportation, Distribution & Logistics	8,050	8,414	364	4.5%	1.74
Agriculture	7,085	6,826	- 259	-3.7%	6.09
Business Management	5,033	5,712	679	13.5%	1.12
Law & Public Safety	4,867	5,275	408	8.4%	0.36
Finance	4,913	4,830	- 83	-1.7%	0.66
Construction	3,062	3,253	191	6.2%	0.60
Arts & Audio Visual	654	603	- 51	-7.8%	0.34
Research & Development	300	295	- 5	-1.7%	0.18
Energy	290	274	- 16	-5.5%	0.45
Information Technology	34	43	9	26.5%	0.03

Source: Illinois Department of Employment Security

The figure below shows major industry clusters including the leading, emerging and maturing industries in the West Central EDR.



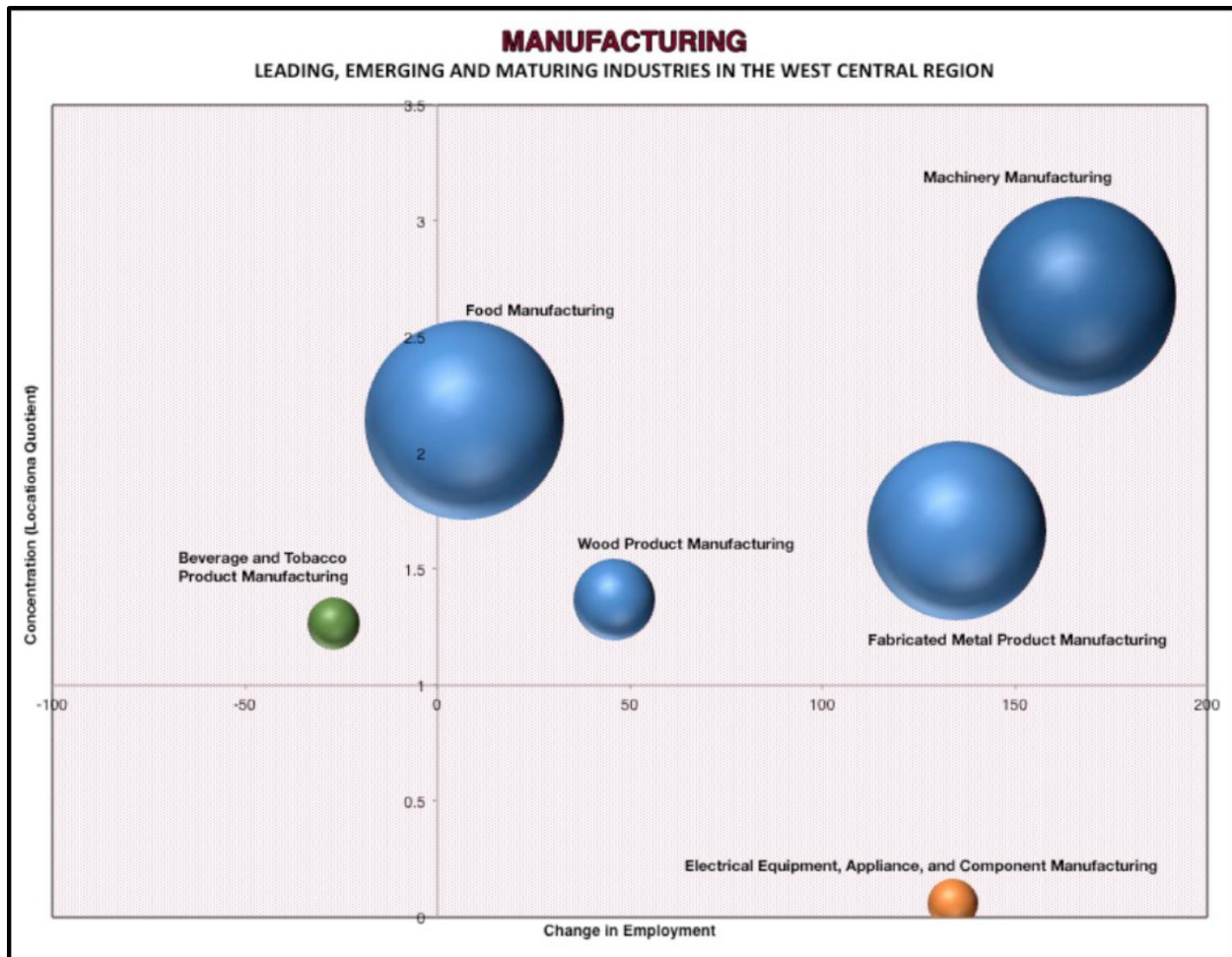
- LEADING industries are identified as those which are expected to grow during the projection period, and which are important within the region (i.e., have a location quotient greater than 1.0). These industries are found in the upper right hand quadrant.
- EMERGING industries are identified as those that are not strongly represented in the current economy (i.e., have a location quotient that is less than 1.0), but are expected to grow during the projection period. These industries are found in the lower right hand quadrant.
- Finally, MATURING industries are identified as those that are important within the region, but are not expected to grow during the projection period. These industries are found in the upper left hand quadrant.

Each of these categories is significant for the economy, job growth and availability, and for the planning of WIOA and partner programs during the period of this plan. LEADING industries are those that will likely provide the largest numbers of job openings, due to their combination of size and growth. EMERGING industries are those that are currently small, but are quickly gaining in economic importance and job creation. MATURING industries are those which have slower job growth, but are still hefty presences in the economy, and will continue to create significant job openings, if only through attrition (e.g., accelerating retirements).

The following sectors have a favorable location quotient: 1) Agriculture (6.09); 2) Manufacturing (1.81); 3) Transportation, Distribution & Logistics (1.74); 4) Health Care (1.27); 5) Education & Training (1.20); and 6) Business Management (1.12). Although Agriculture has a favorable location quotient, employment in this sector is expected to decrease by 3.7% by 2022.

According to the Illinois Department of Employment Security, the following sectors have a favorable employment change of +260 or more individuals by 2022: 1) Health Care (1,681); 2) Marketing & Sales (1,355); 3) Hospitality and Tourism (1,176); 4) Business Management (679); 5) Education and Training (626); 6) Law and Public Safety (408); 7) Transportation, Distribution and Logistics (364); and 8) Manufacturing (265).

The figure below shows the leading, emerging and maturing manufacturing industries in the West Central EDR.



Source: Illinois Department of Employment Security- Change in Employment 2012-2022

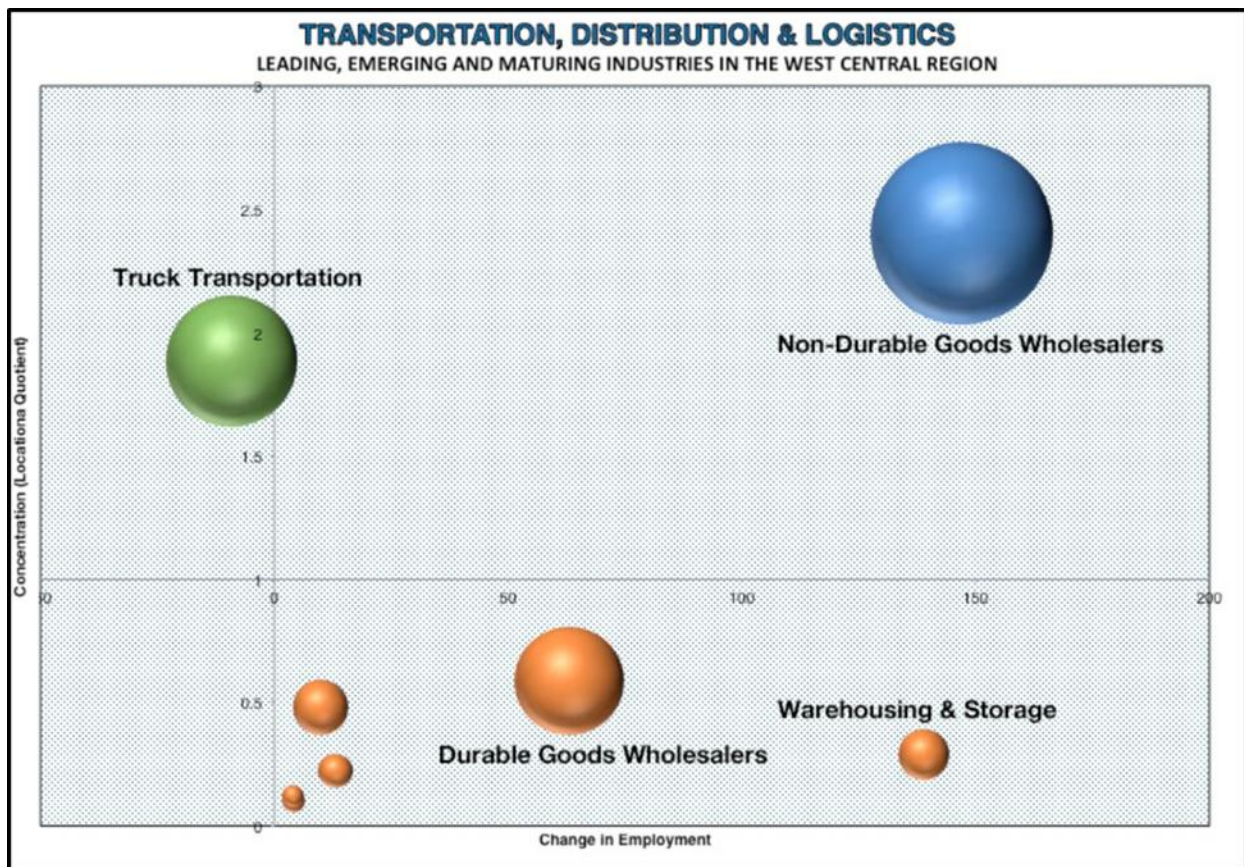
The following industries within the Manufacturing Sector have favorable location quotients:

Maturing: 1) Beverage and Tobacco Manufacturing (1.27)

Leading: 1) Machinery Manufacturing (2.68); 2) Food Manufacturing (2.14); 3) Fabricated Metal Product Manufacturing (1.67); and 4) Wood Product Manufacturing (1.37).

Emerging: 1) Electrical Equipment, Appliance and Component Manufacturing (.06)

The figure below shows the leading, emerging and maturing transportation, distribution and logistics industries in the West Central EDR.



Source: Illinois Department of Employment Security-Change in Employment 2012-2022

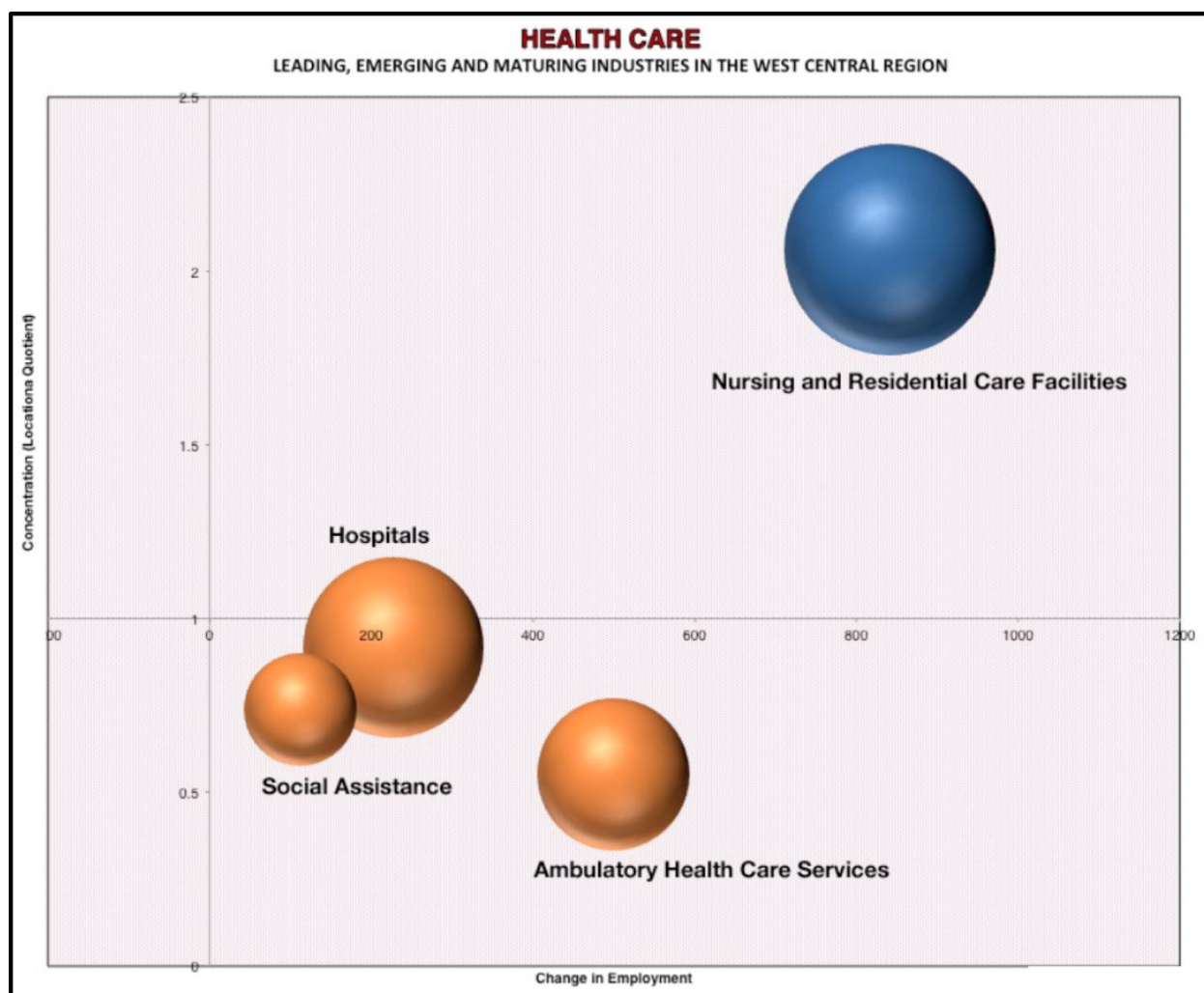
The following industries within the Transportation, Distribution & Logistics Sector have favorable location quotients:

Maturing: 1) Truck Transportation (1.89)

Leading: 1) Merchant Wholesalers, Nondurable Goods (2.41)

Emerging: 1) Merchant Wholesalers, Durable Goods (0.59); 2) Wholesale Electronic Markets and Agents and Brokers (0.48); 3) Warehousing and Storage (0.29); 4) Transit and Ground Transportation (0.22); 5) Air Transportation (0.12); and 6) Support Activities for Transportation (0.10).

The figure below shows the leading, emerging and maturing healthcare industries in the West Central EDR.



Source: Illinois Department of Employment Security-Change in Employment 2012-2022

The following industries within the Health Care Sector have favorable location quotients:

Leading: 1) Nursing and Residential Care Facilities (2.06)

Emerging: 1) Hospitals (0.92); 2) Social Assistance (0.74); and 3) Ambulatory Health Care Services (0.55)

Manufacturing, Transportation, Distribution and Logistics and Health Care also have a location quotient of over 1.0. Within these three sectors, the following industries are expected to see a positive employment change of +100 or more individuals by 2022:

Manufacturing: 1) Fabricated Metal Product Manufacturing (7.2%) and 2) Machinery Manufacturing (7.0%). In addition, the emerging industry- Electrical Equipment, Appliance and Component Manufacturing is expected to see an employment change of 744.4%, with a projected increase in employment of 134 individuals by 2022.

Annual projected job openings (2012-2022) in manufacturing with a favorable growth and replacement rate include the following occupations:

Occupation	Annual Job Openings	Job Openings Due to Growth	Job Openings Due to Replacements
Industrial Maintenance Mechanics	12	5	7
Welders	14	4	10
Machinists	19	7	12
Assemblers	36	11	25
Other Production Occupations	48	6	42

Source: Illinois Department of Employment Security

In addition, the following occupations in Installation, Maintenance and Repair have favorable demand projections due to growth and replacements: 1) Industrial Machinery Mechanics –annual job openings of 12, with five being due to growth and seven due to replacements and 2) Automotive Service Technicians/Mechanics- annual job openings of 22, with seven due to growth and 15 due to replacements.

Transportation, Distribution and Logistics: 1) Merchant Wholesalers, Nondurable Goods (3.9%). In addition, the emerging industry- Warehousing and Storage is expected to see an employment change of 86.9% with a projected increase in employment of 139 individuals by 2022. Although not projected by the Illinois Department of Employment Security as a growing industry, truck transportation is considered a maturing industry in the West Central EDR but is still important to the regional economy. Truck transportation employers in the region have stated that they have a need for an additional 400+ individuals over the next four years that have a CDL. More than 20 trucking firms have a presence in Adams County, with more than 1,500 trucks domiciled there.

Annual projected job openings (2012-2022) in Transportation, Distribution and Logistics with a favorable growth and replacement rate include the following occupations:

Occupation	Annual Job Openings	Job Openings Due to Growth	Job Openings Due to Replacements
Truck Drivers –Heavy	34	6	28
Truck Drivers-Light; Delivery Services	14	2	12
Laborers/Freight/Stock Material Movers	63	12	51

Source: Illinois Department of Employment Security

Healthcare: 1) Nursing and Residential Care Facilities (14.9%). The following emerging healthcare industries are expected to see substantial growth by 2022: 1) Ambulatory Health Care Services (17.8%) with a projected increase in employment of 500 individuals; 2) Hospitals (5.1%) with a projected

increase in employment of 228 individuals; and 3) Social Assistance (6.7%) with a projected increase in employment of 112 individuals.

Annual projected job openings (2012-2022) in Healthcare with a favorable growth and replacement rate include the following occupations:

Occupation	Annual Job Openings	Job Openings Due to Growth	Job Openings Due to Replacements
Registered Nurses	61	20	41
LPN	27	12	15
Home Health Aides	29	17	12
Nursing Assistants	58	22	36

Source: Illinois Department of Employment Security

Chapter 1 Section A Question 6: What are the targeted industries and occupations and how were they determined using primary and secondary supply and demand data?

In addition to data analysis from the Illinois Department of Employment Security presented at the state regional summits, the following reports and primary and secondary data were gathered and reviewed to determine targeted industries and occupations:

- Bureau of Labor Statistics
- US Census Bureau
- John Wood Community College internal manufacturing database
- Adams/Pike Underemployed Persons/Skill Gaps Study
- Commuting Patterns
- O*NET Online
- Adult Education and Family Literacy Area Plan
- Comprehensive Economic Development Strategy (CEDS)
- Community College Advisory Boards
- Macomb Welder's study
- Illinois Community College Board (ICCB) Workforce Education Strategic Planning Project

After reviewing regional analysis, the WIB prioritized the following industry sectors for the West Central EDR: 1) Manufacturing; 2) Healthcare; and 3) Transportation, Distribution and Logistics. In addition, due to the size of the West Central EDR, regional subsector and county meetings are being held to further prioritize industry sectors and occupations. Priority occupations within these sectors include: Manufacturing-machinists, welders, maintenance/industrial mechanic; Healthcare- RNs, Certified Medical Assistants, LPNs; Transportation, Distribution and Logistics-truck Drivers, warehousing/logistic workers.

Specific competencies/credentials/education requirements needed for the priority occupations include:

Machinists-Precision Machining Operator Certificate builds on the Certified Production Technician Certificate-17 Semester Hours; Precision Machining Machinist- Two Semesters and trains students to be a Computer Numerical Control (CNC) Machinist. In addition, students have the opportunity to earn nationally recognized credentials from the National Institute of Metalworking Skills (NIMS).

Welders- Welding Operating Certificate- 17 Semester Hours; Welding Advanced Certificate-One Additional Semester. In addition, student can earn American Welding Society credentials to become entry level welder to cut, shape and join metal in products for construction, manufacturing, automobile and other fields.

Maintenance/Industrial Mechanics- Industrial Technician Electrical Certificate-17 Semester Hours. Students are also eligible to take the nationally recognized Manufacturing Skill Standards Council Safety assessment which is part of the Certified Production Technician (MSSC-CPT) credentials. Industrial Technician- Mechanical Certificate-16 Semester Hours. Students are also eligible for the Manufacturing Skill Standards Council Safety assessment which is part of the Certified Production Technician (MSSC-CPT) credentials. Industrial Maintenance Technology AAS Degree-64 Semester Hours.

RN-Associate Degree in Nursing (ADN)-79 Semester Hours. Students are eligible for National Council Licensure Examination for Nursing.

Certified Medical Assistant-Medical Assistant Certificate-31 Semester Hours.

LPN- Licensed Practical Nurse Certificate- 26 Semester Hours. Students are eligible for National Council Licensure Examination for Practical Nursing.

Truck Driver- Truck Driver Training Certificate-8 weeks. Students are eligible for the CDL examination leading to employment as Class A heavy truck driver.

Warehousing/Logistics-Logistics Certificate-32 Semester Hours. Students are also eligible for Manufacturing Skill Standards Council Certified Logistic Technician (MSSC-CLT) exams.

<p>Chapter 1 Section B: Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region.</p>

<p>Chapter 1 Section B Question 1: What sectors/industries/occupations/skills are the regional priorities and how was this determined? (This question refers to how the targeted sectors/industries were ranked to establish a priority. Explain how the status of growing, maturing and emerging was factored into the ranking.)</p>
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Regional priorities (sectors/industries) for the region are healthcare, manufacturing and transportation, distribution and logistics, in order of ranking. This information was determined by looking at five-year historical data and ten year projected data including number of individuals employed in the sector and location quotient for the region, labor market studies and regional team discussions. Additional information provided by regional employers was considered when determining occupational priorities. Employer demands were gathered from community college advisory meetings as well information gathered from employer panels outlined in the Illinois Community College Board's Workforce Education Strategic Plan.

Priority occupations within the health care sector (leading industry) which include nursing and residential care facilities as well as hospitals include:

Occupation	Annual Job Openings	Job Openings Due to Growth	Job Openings Due to Replacements
Registered Nurses	61	20	41
LPN	27	12	15
Home Health Aides	29	17	12
Nursing Assistants	58	22	36

Priority occupations within the manufacturing sector primarily in the machinery manufacturing subsector include;

Occupation	Annual Job Openings	Job Openings Due to Growth	Job Openings Due to Replacements
Industrial Maintenance Mechanics	12	5	7
Welders	14	4	10
Machinists	19	7	12
Assemblers	36	11	25
Other Production Occupations	48	6	42

Priority occupations within the transportation, distribution and logistics sector include:

Occupation	Annual Job Openings	Job Openings Due to Growth	Job Openings Due to Replacements
Truck Drivers –Heavy	34	6	28
Truck Drivers-Light; Delivery Services	14	2	12
Laborers/Freight/Stock Material Movers	63	12	51

Chapter 1 Section B Question 2: What sector-based partnerships exist in the region? If any exist, are they business-led and what is their role?

Strong partnerships with businesses in EDR 10 focus on equipping employers with the support and tools they need to define in-demand skills and articulate those needs to education and training providers. EDR 10 partners have been working with local businesses and are involved in manufacturing, healthcare and transportation, distribution and logistics sector-based partnerships. Strategies to assure that sector initiatives are on target include hosting meetings in counties to determine if there are additional sector priorities within subregions of the nine county West Central EDR.

Manufacturing

Manufacturing Sector Partnerships includes businesses in Adams, Hancock, Knox, McDonough and Warren counties. These partnerships include economic development, the WIB as well as educational entities. The purpose of the partnerships is to track the emerging trends and economic impacts facing the industry and local companies. Training and workforce needs are a standing agenda item. Several related activities are hosted by the community colleges.

- The Great River Economic Development Foundation (GREDF) hosts the **Quincy Area CEO Roundtable** which includes area manufacturing CEOs, the Workforce Board, economic development and John Wood Community College. Workforce needs are discussed during open meetings and employers assist with agenda items and open dialog during meetings.
- **Carl Sandburg** staff host a monthly breakfast discussion on current employer job and skillset needs.
- **Manufacturing Expo at John Wood Community College** includes local businesses, K-12 educational entities, community service agencies, economic development, universities and John Wood Community College. Employers assist with planning the event, student manufacturing tours and employer presentations.
- **Manufacturing Career Day at Carl Sandburg College** for sophomores and juniors is held on a yearly basis.
- **Center for Manufacturing Excellence/Carl Sandburg** hold an annual welding competition.
- **Building Illinois' Bioeconomy** is part of a federally funded \$9.9 million grant project to develop and enhance training for bioprocessing and industrial manufacturing. Carl Sandburg College is a member of this five college consortium. As part of the Federal TAACCCT grant, the initiative develops self-paced courses that will allow students to earn a fast-track certificate in their field of choice in six months or less.
- **Illinois Network for Advance Manufacturing (INAM)** is a collaboration of 21 community colleges in Illinois that developed pathways and career tracks including nationally

recognized credentials in the advanced manufacturing sector to meet the current skill set needs of regional manufacturers.

- **Illinois Network for Advance Manufacturing- Mississippi River Transportation Distribution and Logistics (MRTDL)** is a consortium of nine community colleges representing eight states that border the Mississippi River. Consortium members are united in a commitment to advance the economic development of the Mississippi River region and are expressly dedicated to the placement of TAACCCT (Trade Adjustment Assistance Community College Career Training) eligible workers in the following areas: 1) Logistics & Operations Management Certificate and AAS – Includes MSSC CLT Credentials; 2) Computer Support Networking Certificate – Includes preparation for A+, C++, and Linux Credentials; 3) Industrial Maintenance Certificate; 4) Manufacturing AAS Degree - includes MSSC CPT Credentials; and 5) Welding Certificate – AWS credentials.

Healthcare

Healthcare Sector Partnerships include businesses in Adams, Hancock, Henderson, Knox, McDonough, Pike and Warren counties. These partnerships include economic development, the WIB and education. The purpose of the partnerships is to track the emerging trends in the healthcare industry as well as training and workforce needs. Currently there are several education initiatives to address the training needs. A new round of health sector meetings will begin this summer. Examples of training initiatives include:

- **Blue Cross, Blue Shield of Quincy** addresses skill gaps in their current workforce. John Wood Community College worked with the business to develop a certificate option to address the skill gaps. Upon successfully completing a given course within the certificate program and meeting the Blue Cross Blue Shield tuition reimbursement criteria, the entire tuition amount is reimbursed to the employee. The program is offered in the Quincy area and online. The employer is responsible for the entire administration of the program. John Wood Community College provides the training.
- **Blessing Hospital** located in Quincy provides seminars and workshops throughout the year to provide training and guidance to healthcare instructors on new methods and practices used in the industry. Partners include Blessing Hospital, John Wood Community College and Blessing-Rieman College of Nursing. The employer is responsible for the entire administration of the program.
- **Illini Hospital – Blessing Health System** located in Pittsfield addresses a nursing and Certified Medical Assistant (CMA) shortage by partnering with John Wood Community College. The hospital is now open to serve as a clinical site for John Wood Community College nursing students. The hospital will also begin to provide technical assistance in the development of a CMA program. The employer is responsible for clinical site administration and curriculum development assistance with John Wood Community College.
- **Carl Sandburg College** offers a variety of health career pathways to meet the needs of local employers. Students can start with the following courses that will get them into the healthcare sector after completing one semester: Certified Nurse Assistant (CNA)

offered on both the Galesburg and Carthage campuses; Emergency Medical Technician (EMT) offered on the Galesburg campus; and Phlebotomy courses are offered in both Galesburg and Carthage. In addition, Carl Sandburg offers one year certificate programs including Health Information Management and others. Associate of Applied Science degrees are also offered including Registered Nursing. Dual credit is offered for high school students considering a health career pathway. To meet employer needs for surgical technologists, Carl Sandburg has a cooperative agreement with Illinois Central College (ICC) for students to enroll in ICC's Surgical Technology program after completing prerequisites courses at Carl Sandburg College.

Transportation, Distribution and Logistics

Transportation, Distribution and Logistics (TDL) sector partnerships are currently being formed. The WIB hosted several TDL Roundtables in partnership with economic development entities in Adams, Brown and Knox counties.

- **DOT Transportation Scholarship** is a scholarship that addresses truck driver shortages in the region. DOT Foods located in Mt. Sterling and John Wood Community College have partnered to offer a Truck Driver Training Scholarship program. The program seeks to fund 10 students for 50% of the tuition needed to complete the program. If a student stays employed for three years with DOT Transportation, the entire tuition amount is reimbursed to the student. The employer is responsible for the entire administration of the program. John Wood Community College provides the training once students have been identified to receive the scholarship award.
- In the fall of 2015, **G&M Distributors** partnered with Western Illinois Works, Carl Sandburg College and Spoon River College to offer a four-week CDL training class in the Galesburg area in order to increase the number of individuals with valid CDLs to fill the employers growing need for truck drivers.

Chapter 1 section B Question 3: What other public-private partnerships exist in the region that could support sector strategies and what is their role in planning?
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The following are additional public-private partnerships that exist in the region that could support sector strategies:

- Community College Advisory Boards – local businesses support program review and curricular updates to ensure programs offered at community colleges are relevant and the skills provided are needed in the workforce system.
- John Wood Community College (JWCC) CEO Roundtable – local businesses, economic development representatives and JWCC hold six meetings throughout the year to address workforce issues in the JWCC district.
- WIB Business Engagement Task Force.
- Through NARS (National Academy of Railroad Sciences) the leading provider of employee training and certification to the North American rail industry, Carl Sandburg teaches approved courses in locomotive electrical and mechanical fields. These classes will be utilized to develop new certificates and degrees with input from BNSF Railway to ensure that industry needs are academically met.

- High School Career Fair – Quincy Area Vocational Center and Carl Sandburg College hosts an annual high school Career Fair. This event is heavily attended by the business community. Students have an opportunity to visit business and educational booths to learn more about in demand, workforce skills to secure employment.
- WGEM (television/radio) sponsored Career Fair - 40-50 employers host a job fair with a local media outlet. The effort is to highlight head of household employment opportunities in the tri-state area.
- Quincy Promise and Galesburg Promise are public, private partnerships between the mayors of each city and the business sectors within each community. The first year Quincy Promise pilot seeks to fund all tuition for any graduating senior from the Quincy City limits who enters into a CTHE program at JWCC. Galesburg Promise has a similar tuition funding process for graduating seniors.
- Cooperative work study is a grant through the Illinois Board of Higher Education which allows JWCC to pay half the participating students' minimum wage rate for an internship experience. This funding is an incentive for employers to hire students for internships.

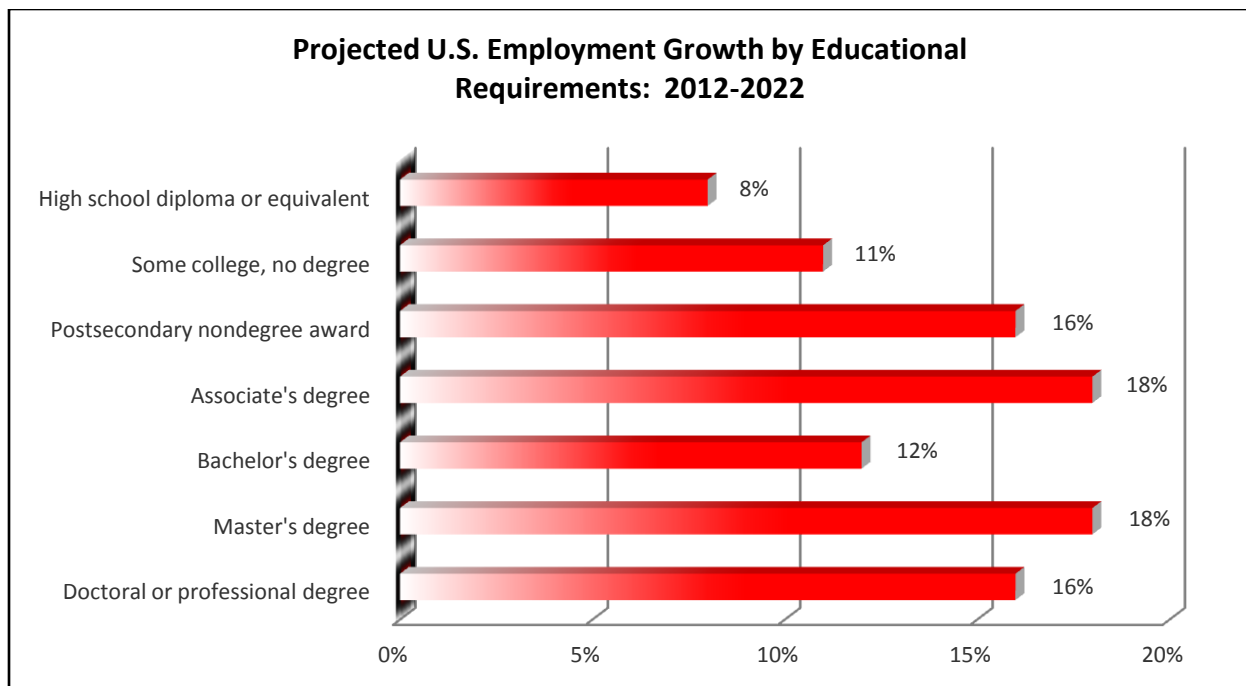
Chapter 1 Section B Question 4: What neutral conveners with the capacity to help establish sector partnerships exist in the region and what is their role in planning?

The WIB acts as a neutral convener and has launched each sector partnership by featuring a manufacturing, healthcare and transportation, distribution and logistics industry key speaker at a quarterly Board meeting. Economic development entities and the WIB have also sponsored local sector meetings and business/education roundtable discussions.

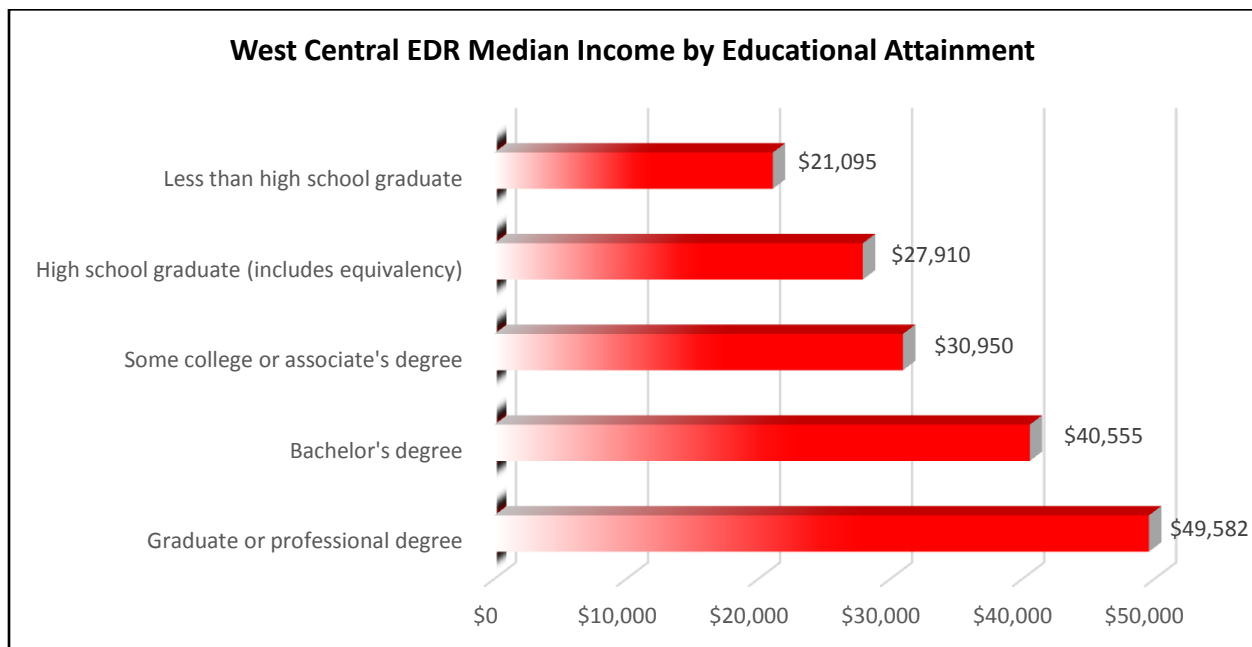
Chapter 1 Section B Question 5: How well do the existing skills of job seekers match the demands of local business?

Education and Skill Levels of the Workforce

Occupational skill requirements are increasing across the workforce due to the increasing pace of technological change and the increasingly global nature of the economy. In their most recent set of occupational employment projections, the U.S. Bureau of Labor Statistics show the increasing need for advanced education and training to qualify for occupations with the highest growth rates.



Moreover, the education and skill requirements of occupations are directly related to the earning power of those occupations, as evidenced in the graph below.

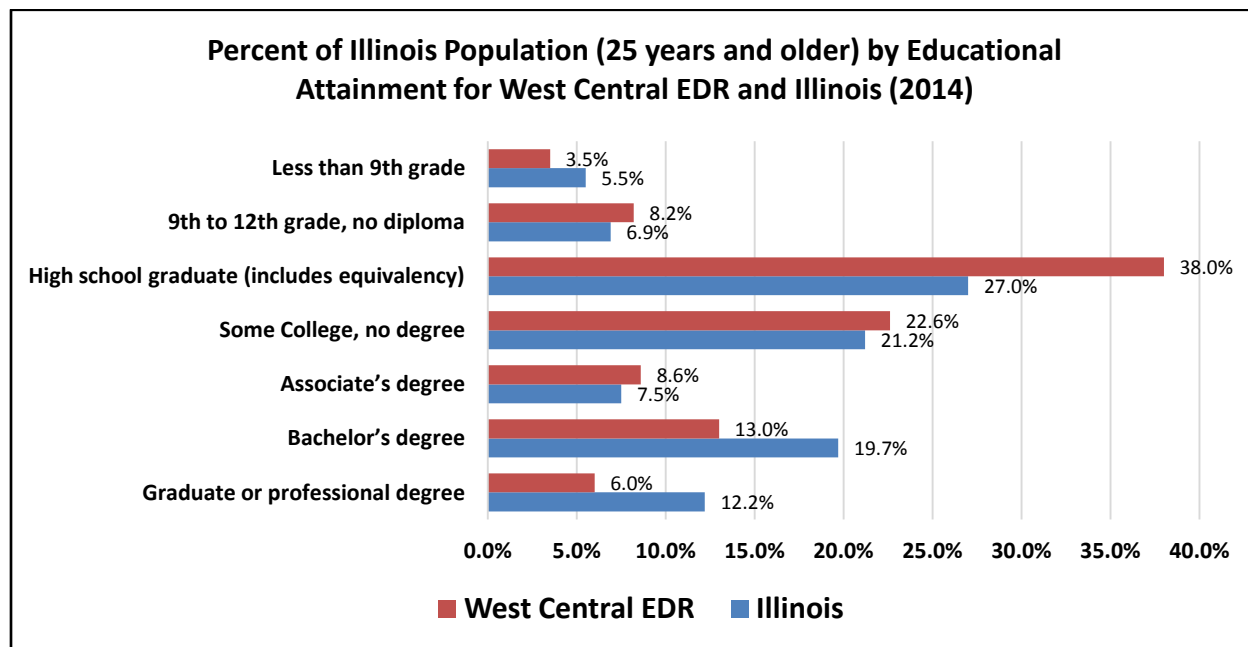


This data highlights the importance and the value of increased educational attainment, including credentialed as well as degreed attainment. To compete in this globalized, technology-charged

economy, the West Central EDR must train its workforce in order meet the challenges of these increasing education and skill requirements.

The West Central EDR has made progress in increasing the overall educational attainment of its population. However, the number of individuals with low literacy skills has remained a significant concern in an effort to meet the demand for an educated and skilled workforce.

The chart below depicts the Percent of Population (25 years and older) by Educational Attainment for the West Central EDR and Illinois.



Source: American Community Survey 2014

In addition to educational attainment, regional employers participating in Illinois Community College Board's regional forums have stated the following challenges when recruiting and maintaining a skilled workforce:

- 1) Lack of technical expertise in their workforce, specifically in advanced training skills (i.e., CAD, digital control operation, robotics, programmable logic controller).
- 2) Lack of foundational computer skills.
- 3) High attrition among skilled workers.
- 4) Need for workers to have customer service skills and specific skills, such as medical billing and coding.
- 5) Gaps in new and seasoned workers' technology skills.
- 6) Job candidates often lack soft skills/essential skills.
- 7) Thinking skills, teamwork and the ability to adapt to change were cited as key skills needed.

Existing skills of job seekers may not always match the demands of local business. Some positions are a challenge to fill and there are limited training opportunities for these positions in parts of the region. For example, training for CNC machinists and electrical workers. The WIB and its partners will continue to develop strategies to meet the skills needed by employers.

Chapter 2: Strategies and Service Integration-Regional Component

The regional component of the plan must describe the regional service strategies including the use of cooperative service delivery strategies.

Chapter 2 Section A: Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. Regions should consider the following questions when responding to this requirement.

Generational difference and misunderstandings of workforce expectations are hindering potential employees. Business partners are concerned with limited essential skill development of the youth in our communities. The Millennial generation has created a perception of entitlement and a lack of desire for forward progress. One partner commented that our “younger generation needs to learn to present their best self.” Conversely, an obstacle identified by our partners focused on the need for work place policy to be updated to meet the needs of the employees. Businesses need to increase flexibility in scheduling and employee benefits to attract strong candidates and support employee longevity.

Work-life balance is difficult for many of the potential employees in the EDR. As the region is extremely rural, support systems for working family members is minimal. Affordable and accessible childcare is one the largest barriers to potential employees. Traveling to work is also difficult in a rural setting. Although there is limited public transportation in many of the cities, transportation support between towns and from country settings to towns is unavailable. These two factors make working difficult for many families.

Limited economic growth and declining community resources is causing a great export of talent from our area. It also hinders the area from bringing in new talent. Community leaders and their constituents have been tasked with making our communities richer in diversity and culture. Communities need more than economic development to maintain the current talent and attract new talent; communities need to be welcoming and present a strong quality of life.

It is the responsibility of the community, area and region to support gainful employment opportunities. It is the core partners, business partners and community members' responsibility to create buy-in of potential employees. This can be done through sharing perspectives on current and anticipated employment climate, continued focus on partnerships, and expanding the pool of influences to generate opportunities.

One of the strengths identified within the region is that there is a "culture of problem solving". As a region, we need to change our approach from being reactive to the needs set before us to being proactive by implementing forward-thinking skill development and opportunity creation. This will be achieved through career exposure and internship opportunities, focusing on parent/care provider involvement in career exploration with their children, connecting potential employers with K-12 programs, Adult Education programs, and higher education, focusing on parent/care provider mentorship within the community and increased interaction with mentors from two and four year institutions.

Chapter 2 Section A Question 1: How well do existing training programs in the region and local areas prepare job seekers to enter and retain employment with regional businesses?
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Working in collaboration with business and service organizations throughout the area, students' advancement efforts are supported through the implementation and execution of Bridge/Integrated Education and Training. The focus of these efforts are to allow students to complete Health Care, Manufacturing, Transportation, Distribution and Logistics bridge courses and successfully transition to post-secondary education.

Providers and services will include:

- I Child Care Connection – financial assistance for child care
- Two Rivers Regional Council / WIOA – transportation assistance (bus passes / mileage), fees for certifications, books
- Madonna House, Quanaa, Housing Authorities– housing assistance
- Western Illinois Works – transportation assistance (bus passes / mileage), fees for certifications, books

Community Colleges within the EDR host business partner events that enable faculty and administration to hear the needs of the labor force from local business partners. These meetings have provided local businesses with awareness of the labor force within adult education programs.

JWCC has developed multiple career pathways across existing curriculum to incorporate dual credit opportunities with secondary schools within the district. Examples are:

- CNA, Computer Aided Design, Welding, Manufacturing, Industrial Maintenance Technology, Agriculture and traditional AA programming such as Math, Science, Humanities, Literature, etc.
- Underdevelopment: Diesel Mechanic, Truck Driver Training - CDL and Auto Technology.
- A special pilot program was conducted in spring 2016 with the Quincy Alternative School where

two bridge programs were implemented; Manufacturing and Health Care. Due to the success of the pilot, JWCC will be offering a traditional Manufacturing career track in the fall of 2016 to 8-10 low income students.

JWCC also sponsors Career, Technical and Health Education Career Expos at local High Schools and outer JWCC campus locations. Focus is on high demand occupations and how secondary and postsecondary education aligns with those regional career projections.

Currently, JWCC has active articulation agreements with the University of Northern IL, Western IL University, Missouri Western State and the University of Northern Iowa for Career and Tech programming. Additional agreements have been signed with the University of Missouri, Culver Stockton, Quincy University, Colorado State University, Truman University, the University of Illinois, Bradley University, Purdue University and Southern IL University in the traditional transfer degrees.

Carl Sandburg College was selected as one of only 44 postsecondary institutions in the country to take part in an experimental program that allows dual enrollment students to access Federal Pell Grants during their high school careers. About 200 institutions applied to take part in the program, which is expected to last at least three years. Sandburg is one of only three colleges in Illinois to have been selected, joining Illinois Central College and Southwestern Illinois College.

Carl Sandburg College currently operates a robust dual enrollment program with 13 high schools in Sandburg's community college district that will address the following objectives:

- Expanded access to rigorous dual enrollment courses for low-income, first-generation students.
- Increased postsecondary education enrollment for students who participate in the dual enrollment program.
- Higher persistence rates for those students participating in this program.
- Increase collaboration with high school district partners.

Carl Sandburg College has a long standing cooperative relationship with the district high schools dating back for 25 years. Currently, 13 of the 16 high schools in the College's district participate in the dual enrollment program. The program consists of college staff collaborating with the high school districts' administrative team each year to determine course offerings to meet student needs and to facilitate student intake procedures which includes application, placement testing, academic advising, registration and billing. The course offerings focus on building skills to career pathways and to prepare students to pursue bachelor's degrees in a variety of fields including STEM majors. By providing low-income students dual enrollment opportunities, Sandburg can begin to train the young workforce for jobs that are available in our communities.

By participating in this experimental site initiative, low-income, first-generation students will have access to dual enrollment classes that they were unable to afford in the past. Even though the College provides a dual credit scholarship for 50% of the costs for up to six credit hours in each of the fall and spring semesters, this is oftentimes cost prohibitive for low-income families. These students are forced to begin their college careers behind their classmates whose families can afford to pay the tuition.

Currently, students in the Carl Sandburg College dual enrollment program have experienced a 90% success rate in the courses they have attempted and 91% of those students enroll in postsecondary institutions. Sandburg credits this success to their strong partnerships with the high schools, their staff's commitment to supporting those dual enrolled students and continuous evaluation of the program to improve the quality of instruction as well as the student services provided.

The Community Colleges will continue working towards creating guided pathways across the curriculum to incorporate dual credit opportunities with the secondary schools within our district to feed into our programs of study. In addition, there will be continued development of articulated agreements with four-year universities/colleges within the region into programs of study. Areas of concentration during this process will include workforce development training and Adult Education/GED students to be intertwined into a pathway, as well as competency based learning opportunities.

The Carl Sandburg College's Career Expo, held every spring, is an excellent way for students and community members to network with prospective employers, learn about their hiring needs and even explore a new career path. Partnerships are formed each year with new businesses looking for qualified candidates in a wide variety of careers with some applicants being interviewed on the spot and, in some cases, leaving with employment.

Employability Skills Academy is a sixteen-hour program, offered through Carl Sandburg College, focused on enhancing student success and retaining employment. The academy responds to the needs of the business sector while, at the same time, the College's commitment to the standards of quality expected by our community. Upon successful completion, graduates receive a certificate of completion that may be added to their resume/portfolio highlighting their skills to prospective employers.

Career Counseling services at Carl Sandburg are provided to TRIO Student Support Services (SSS) students. Services are designed to be individualized, with opportunities to small and large group experiences. Examples on services include:

- Student Success Plan--designed during the intake process that includes questions about career and potential resources the student can use for career exploration
- 1:1 career counseling and research throughout the student's time in TRIO
- Career Site Visits—trips to visit professionals in various fields to job shadow/talk with them about their background career path, etc. Our visits have covered industries including healthcare, engineering, business, law enforcement, counseling and social work, to name a few
- Access to Career Cruising and post-assessment review/advising
- Academic advising to ensure that students are taking appropriate pre-requisites for a major in their chosen field when they transfer

Carl Sandburg College hosts Kids on Campus annually. This summer program is for students in grades K-6 and gives youth an opportunity to have fun while exploring a variety of courses without the pressure of homework and grades. Kids on Campus is open to all students, regardless of academic standing. Instructor teaching credentials are not required; however, expertise and enthusiasm is essential. Area school teachers and community members volunteer to be Kids on Campus instructors. High school students are also recruited to assist as volunteers as those involved in clubs and organizations have required leadership or service hours to complete. The Kids on Campus program gives students a chance to complete those hours. Examples of subject areas include:

Art, Science, Math, History, English, Writing, Cooking, Astronomy, Health, Physical Fitness, Performing Arts, Adventure and Nature, Geography, Culture and Traditions, Self-Empowerment and Robotics.

John Wood Community College's (JWCC) Manufacturing Expo is held every fall in conjunction with Manufacturing Month. The college partners with Great River Economic Development Foundation, Workforce Investment Board of Western Illinois and West Central Region for Employment System #240 to bring several hundred high school students to John Wood Community College's Workforce Development Center where students learn about our career and technical programs and career

opportunities available to them. This is also a tremendous partnership opportunity with local employers. Students learn about local manufacturing companies through on-site tours as well as booths set up at the Workforce Development Center to showcase company products. All high school students in the John Wood district are invited, as well as high school students in the neighboring tri-state area.

JWCC's Career Services offers a variety of workshops to the public including Career Cruising, Interview Stream and general interviewing and résumé tips. The department also takes appointments to work with individuals one-on-one in these areas. Career Services is a major contributor in the bi-annual WGEM Career Fair held on the Quincy campus and generally present one of the workshops available to attendees.

JWCC Career Services collaborates with Illinois workNet committees and other agencies. JWCC holds office hours bi-weekly at the Quincy Employment Office as an on-site service to locally unemployed citizens and also presents monthly workshops on soft skills to DHS clients.

JWCC hosts a summer academy (JDUB Academy) at each of their campus locations throughout the region annually (Quincy, Pittsfield, and Mt. Sterling). This summer program is for students in grades K-12 and gives area youth an opportunity to have fun while exploring a variety of academic programs with a special focus on STEM. The JDUB Academy is open to all students, regardless of academic or socioeconomic status. A special business and industry scholarship has been developed with area business partners and is offered to students who meet established income guidelines. Instructor teaching credentials are not required; however, a special focus is placed on recruiting existing college and K-12 instructors from area schools. The JDUB Academy gives students a chance to explore courses in the following areas:

Engineering, Robotics, Welding, Math, Chemistry, Aeronautics, Art, Music Appreciation, Renewable Energy, Veterinarian Medicine, Foreign Language, Health Sciences, Computer Science, Culinary Arts, Photography, Leadership, Adventure and Emergency Services.

Chapter 2 Section A Question 2: What existing service delivery strategies will be expanded based on promising return on investment (ROI)?
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Core partners and other support agencies will align access to resources and develop expandable options for offering classes, career pathway awareness development and essential skills development opportunities. Collaboration efforts will increase the advancement of stackable certificates through alignment of curriculum. Core partners and other support agencies in the region are incorporating aspects of the Employability Skills Academy through implemented shared curriculum into service delivery.

Methods for shared service delivery include:

- Multiple Modality Class offerings- expand the reach of education to those who are unable to attend class consistently- Rural Service Delivery Model- Access classes from all areas of EDR's
- On-line courses using Skype
- Shared Bridge Programs
- Shared contextualized curriculum focusing on a variety of career pathways at all levels of instruction.

Career planning and exploration will be an expanded part of classes and all students will be assisted in identifying a career pathway.

Chapter 2 Section A Question 3: What new service strategies will be used to address regional educational and training needs based on promising ROI?

The Partnership will be revising strategies using the following recommendations from the community listening sessions as a guide:

- Rebranding of our region to be a choice not a “fall back plan”
- Incentive for community to stay engaged, prosperous, and educated.
- Positive and engaged communication in which information is inclusive on regional services.
- Workforce that is - Diverse, Inclusive, and embraces Life Long learning.

Current intake procedures address identified student needs through the creation of an Individual Opportunities and Education Plan (IOEP). Each student’s IOEP assists in personalizing his or her education achievement track, course focus and job skills training.

Alignment of core partner intake/orientation procedures will provide knowledge of support options, thus increasing referrals to meet the identified needs of the students. Crossing-training core partner staff on programs within the core partner’s organizations will support individual and team contribution.

Another service strategy suggested by business partners and community members was to include mentoring programs within the workplace and community.

EDR 10/LWA 14 is applying for a Resource Mapping Grant and will be addressing any gaps in services and developing new service strategies if needed.

Chapter 2 Section A Question 4: What existing service delivery strategies will be curtailed or eliminated based on minimal ROI?

In order to increase ROI, where feasible, repetitive intake and assessment processes between the core members will be eliminated. Having a student complete multiple intake forms and assessments is inefficient for the customer and does not assist in the effective delivery of services. Singular points of entry cause a delay in service due to the lag time between referrals. Siloed service will not help meet the individual, businesses, and community’s collective long-term goal. Improved intake and referral processes will be explored.

Through the Resource Mapping to be completed in the coming months, delivery strategies that have not been working or are underutilized will be identified and either eliminated or modified.

Chapter 2 Section A Question 5: What steps will be taken to support the state strategies and goals to align and integrate education, workforce and economic development?

Working in collaboration with business and service organizations throughout the area, students’ advancement efforts will continue to be supported through the implementation and execution of Bridge/Integrated Education and Training. The focus of these efforts are to allow students to complete Health Care, Manufacturing, Transportation, Distribution and Logistics bridge courses and successfully transition to post-secondary education.

Community Colleges and the WIB will continue to host business partner events to share sector trends, labor force needs and youth engagement opportunities from local business partners. These meetings also provide local businesses with awareness of the labor force and programs available to assist with

employee training.

Participants in Carl Sandburg College's Upward Bound program will continue to participate in career inventory testing at the start of each year and is followed with discussions of their results. As part of weekly school meetings, career exploration and career related information such as degree and training required, salary expectations, etc., will be discussed with the students. At the end of the junior year, students will be eligible to participate in a summer internship. To do so, they must complete a resume and cover letter, along with an interview, before they can be placed. The internship requires that they work 15 hours per week for the months of June and July. From time to time, activities will be completed that are career related. Off-site visits may include the animal disease lab as well as guest speakers from the community such as the Illinois State Police and local artists.

Career Services will be provided by Spoon River College Career and Technical Education (CTE) and Admissions staff to present information to students regarding post-secondary training class/certificate options. Career Services include career planning utilizing Career Cruising to develop career pathway, John Wood Community College CTE and Admissions staff will also present information to students regarding post-secondary training class/certificate options.

John Wood Community College Adult Education is also partnering with JWCC Developmental Education to offer classes to students previously testing into CMN 005 (Written Communications for Developmental Education). These students will receive instruction and support services to enhance their reading/technology skills in order to successfully transition to credit bearing courses at this college.

Chapter 2 Section A Question 6: What formal and informal cooperative procedures will the core partners and other required partners establish to align services and coordinate delivery?

As efforts for seamless service evolve, partners involved with One Stop Comprehensive Services will provide student referrals for supports. Referrals will be given along the continuum of the student's involvement: initial interaction with a core partner, during the development of skills, class participation, career awareness, etc. (as revealed in casement management service) and at the time of the student's completion of services.

A matrix of core partner and support provider services in the EDR will be created to ensure the alignment of available services. The development process for the initial matrix will highlight areas of duplication, areas of needed support and areas of required expansion. Using results for the matrix development, the Workforce Board of Western Illinois, in conjunction with the core partners and support service providers, will develop additional links between available services to meet demand. Additional benefits of the matrix include focus on opportunities for topic-specific and general case management and career-pathway development. The matrix will also allow individuals to have a comprehensive, yet easily followed document outlining what supports are available to them.

Chapter 2 Section B: Describe how transportation and other supportive services are coordinated within the region.

Chapter 2 Section B Question 1: What regional organizations currently provide or could provide supportive services?

The support services matrix provides a guide to available services and agencies providing these services.

SUPPORT SERVICES	COMMUNITY ACTION AGENCY	DHS	DRS	IDES	JOHN WOOD COMMUNITY COLLEGE ADULT EDUCATION	JOHN WOOD COMMUNITY COLLEGE CTE	ROE #33	WIOA
Child Care			X	N/A		REFERRALS	X	X
Dental	X	X	X	N/A				X
Elder Care				N/A				X
Glasses	X	X	X	N/A				X
Jump Drives			X	N/A		X	X	X
Medical Supplies	X	X	X	N/A		X		X
Physicals	X	X	X	N/A		X		X
Software			X	N/A				X
Transportation	X		X	N/A	X	X	X	X
Vehicle Insurance			X	N/A				X
Supplies			X	N/A	X	X	X	X

Agencies within the region that may assist with supportive services include: local libraries, members of the Human Services Councils, United Way agencies, Housing Authorities, Health Departments, Community Based Organizations and General Assistance Offices.

Chapter 2 Section B Question 2: What policies and procedures will be established to promote coordination of supportive services delivery?

LWA 14 continue to develop supportive service policies in place that promote coordination among community providers.

Providers and services will include:

- I Child Care Connection – financial assistance for child care
- Two Rivers Regional Council / WIOA – transportation assistance (bus passes / mileage), fees for certifications, books
- Madonna House, Quanada, Housing Authorities– housing assistance
- Western Illinois Works – transportation assistance (bus passes / mileage), fees for certifications, books

Transportation has been more difficult to coordinate as mass transit and rural transportation organizations are more limited in the West Central Region. During the upcoming county workforce plan meetings, transportation challenges will be addressed.

Partners will work through the MOU process to identify better ways to promote coordination of supportive services. Through resource process mapping, a regional transportation and childcare provider list will be updated and shared among partners and the community.

Chapter 2 Section C: Describe the coordination of services with regional economic development services and providers.

Chapter 2 Section C Question 1: What economic development organizations or businesses are actively engaged in regional planning?

Economic development and business have been actively engaged in regional planning. Economic development organizations participating in regional planning include: 1) Great River Economic Development Foundation; 2) Action Brown County; 3) Hancock County Economic Development Corporation; 4) Henderson County Economic Development Corporation; 5) Knox County Area Partnership for Economic Development; 6) Macomb Area Economic Development Corporation; 7) Pike County Economic Development Corporation; 8) Grow Rushville; and 9) City of Monmouth Community and Economic Development. In addition, employers from the following growth sectors: 1) Manufacturing, 2) Healthcare, and 3) Transportation, Distribution and Logistics also have been active participants in regional planning efforts. Economic development organizations and business participated in sub-regional planning meetings (listening sessions held in the northern, southern and central areas of EDR 10), the Bloomington and Springfield Regional Planning Summits held in December 2015 and February 2016 as well as Workforce Board regional planning discussions.

Chapter 2 Section C Question 2: What economic development organizations or businesses were invited to participate but declined?

None of the invited economic development organizations or business have declined to participate.

Chapter 2 Section C Question 3: What input was provided by regional economic development organizations and businesses?

Economic development organizations and business had opportunities to comment on workforce challenges and innovative solutions. Challenges included the ability to sustain a regional workforce; lack of soft skills; need to “grow” your own workers (keeping younger workers in the community; and being work ready (i.e., passing drug tests). Innovative solutions included providing additional intern sites for young workers; going to schools to share information about regional workforce opportunities; enhancing advertising of workforce opportunities within region.

Chapter 2 Section C Question 4: What input provided by economic development and businesses was incorporated into the regional plan?

Comments have been incorporated in the goals, strategies or activities within the regional plan. Their comments assisted the region in identifying essential skills needed for employment and enhancing

employer partnerships to create additional work-based learning opportunities. In addition, regional economic development organizations contributed to the identification of the primary sectors for the development of the region's sector strategies.

During the coming year, the WIB will continue to strengthen communication with regional economic development and continue to share intelligence gained from them with our training partners.

Chapter 2 Section D: Describe the coordination of administrative costs arrangements, including the pooling of funds for administrative costs, as appropriate.

At this time no funds have been pooled to address administrative costs. The core partners are sharing the tasks required to develop and post the regional plan.

Chapter 3: Vision, Goals and Implementation Strategies-Regional Component

Chapter 3 Section A: Describe the strategic vision to support state and regional economic growth. The West Central Economic Illinois Development Region has adopted the State of Illinois strategic vision to support regional economic growth.

West Central Illinois Vision Statement: Promote business driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals and communities with the opportunity to prosper and contribute to growing the region's economy.

Chapter 3 Section B: Describe the goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in 20 CFR 677.155(a) (1).

Across the country, communities continue to face challenges in linking job seekers to gainful employment. Innovative solutions are needed to address the skill shortages facing the west central Illinois economy. The Workforce Innovation Board of Western Illinois (WIB) is uniquely positioned to advance systemic workforce development initiatives and has long been successful in this endeavor. In order to expand career opportunities for youth and adults throughout the West Central Economic Development Region (EDR), the WIB will focus its efforts in assuring that all individuals, no matter where they may be on the western Illinois workforce pipeline, have access to multiple career information and/or services.

WORKFORCE PIPELINE

In-School Youth	Out-of-School Youth	Unemployed	Current Workforce	Other
Pre K – 5 Grades 6 – 8 High School	Post – Secondary Disconnected	Adult Adult Ed Dislocated Worker Older Worker Previously Incarcerated Individuals TANF / SNAP Veterans Voc. Rehabilitation	Underemployed Contingent Incumbent	Next Career Workers Retirees

In order to guarantee that the West Central EDR has a pool of workers readily available to employers, the WIB will continue to analyze future needs of employers, both regionally and locally. To ensure that all in-demand occupations are being addressed and that there is integration and collaboration of services among partners, the WIB will develop a workforce plan for each county within the West Central EDR.

West Central Illinois Goals and Strategies

Goal 1: Enhance workforce quality in the West Central EDR (western Illinois) by increasing educational outcomes of K-12 education, ensuring the proper mix of educational, training and support services are available to all members of the community and aligning human capital to the current and emerging economy.

Strategies include:

- Work with system partners to align workforce development and education programs and resources.
- Collaborate to implement cross-program strategies to ensure there are “no wrong doors” for job seekers who navigate the talent development system.

Currently workforce-related K-12 activities include: expos, classroom presentations, tours, speaker panels and Counselor Academy sponsorship. The WIB’s Youth Committee members include: Bridgeway, Illinois Department of Human Services Division of Rehabilitation Services, Ninth Judicial Circuit Court, OSF St. Mary Medical Center, Quincy Housing Authority, Spoon River College, University of Illinois Extension, West Central Region Education for Employment System #240, and Western Illinois Works to assure coordination of activities within the region.

In addition, as part of its continuum of coordinated transition services for youth with disabilities, the Illinois Department of Human Services’ Division of Rehabilitative Services (DRS) offers a wide range of services to students at local high schools through the Secondary Transitional Experience Program (STEP). STEP is a training/placement program that helps students with disabilities prepare to transition to employment and community participation during and after high school.

One of the primary impediments, for the potential workforce in the EDR, to overcoming employment barriers is obtaining basic vocational skills. To assist in the development of occupational skills, services will be enhanced by systematically involving the educators in the public schools and in Adult Education programs in the process of building foundational skills. Existing youth services will be improved by working with employers through sector partnerships. This employer centered needs-approach will enrich youth services by providing unique and direct access to private sector employer opportunities. With strengthened youth services around industry sectors, employers will be able to connect to a wider pool of qualified out-of-school youth and offer internship opportunities for both in-school and out-of-school youth.

Youth roundtables with multiple youth service providers will also be held throughout the next year to assure that needed youth services are being provided without duplication.

To ensure the proper mix of educational, training and support services is available to all members of the community, workforce will continue to engage education and training providers, economic development and private sector workforce board members in program planning. In addition, specific communication and outreach strategies will be developed that target individuals most at need for services including basic skills deficient individuals, offenders and those with disabilities. The WIB will continue to identify

potential funding resources and revenue streams to expand its capacity to deliver services and align its human capital to the current and emerging economy.

Goal 2: *Ensure that the West Central Illinois EDR (western Illinois) has the skilled workforce to meet the needs of regional employers by focusing on recruitment and retention of a skilled workforce, reducing barriers to workforce participation and growing the workforce pipeline.*

Strategies include:

- Improve services by measuring effectiveness and responsiveness to employers through integrating information provided by business service teams as well as utilizing tools with matching functions to link employers and job candidates.
- Build stronger partnerships with industry to develop a workforce pipeline that drives economic and community prosperity and helps low-income families and individuals advance economically.

It is vital that the leadership of all of the components of the local workforce system have a common understanding of the skills that are required for employment and success in high-demand occupations in the region. This can only be obtained by meeting with employers and subject matter experts to systematically discuss the foundational skills, occupational skills and effective workplace behaviors necessary for success in the high-demand occupations. In some cases, this may result in the identification of established industry recognized training programs and credentials. In addition, workforce and partners will work with job seekers in helping them understand how to efficiently develop the skills necessary to obtain and retain employment.

It is important that resources be used effectively and efficiently to best meet the needs of the EDR. To effectively determine required supports, job seekers will participate in work skills and career interest assessments. The assessment process will provide a guide for skill development in a pathway of interests. The use of assessments will also drive support efforts to be efficient in the allocation time and use of funding.

Structured work-based learning experiences such as On-the-Job-Training (OJTs), paid and unpaid internships and work experience will supplement education and training courses when possible. In addition, the WIB will promote incumbent workforce training in support of short-term, skills upgrade training for regional employers to remain competitive in their industry or economy and to retain a skilled workforce in the region.

Goal 3: *Expand the employer-driven sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the region, encourage adaptation in the workplace and respond to changing trends.*

Strategies include:

- Encourage more employers, across business size and industry sectors, to engage with the workforce system to meet their respective short-term and long-term needs.
- Expand sector strategies to better address employer and job-seeker talent requirements across high-growth sectors within the West Central EDR.
- Integrate traditional labor market information with employer surveys and interviews in a real-time feedback loop.
- Continue to refine sector strategies to improve and coordinate business services to support employers.

The WIB will prioritize training services for in-demand occupations, increase the capacity to assess and screen individuals based on employer criteria, facilitate the development of training programs for in-demand occupations and gather information from employers that confirm the critical skills employees need to enter and be successful in today's workforce.

Goal 4: *Create opportunities through career pathways for all individuals in the workforce pipeline to achieve their workforce goals.*

Strategies include:

- Increase program capacity by reducing duplicative services, building programs at greater scale and leveraging the efficiencies created by a stronger alignment of system resources.
- Expand Bridge and stackable credentials programs to support a broad spectrum of jobseekers looking for career progression.
- Link work-based learning approaches such as apprenticeships, internships and on-the-job training programs that meet industry demands.

Career Pathways and Sector Partnerships are two inter-related strategies that enable the West Central EDR to develop the skills that employers need and cultivate a more robust workforce pipeline for employers.

The WIB will continue to spearhead initiatives that bring together employers and training providers, working closely with the community colleges to secure support for short and long-term training programs that meet the region's expressed goals. By developing appropriate career pathways that include assessments, training curricula and compatible work-based learning opportunities, the workforce system can prepare structured sequences of activities that will fully prepare youth and adult jobseekers for successful employment.

Goal 5: *Communicate throughout the region and globally, in partnership with economic development, the workforce quality and career opportunities in western Illinois.*

Strategies include:

- Align members of all partner business service teams to ensure that businesses are being served by Illinois workNet Centers.
- Establish the continuum of service between all partners as synchronized.
- Continuously improve services by developing protocols to learn from and respond to business needs, provide leadership and provide reflection and evaluation of services through a real-time feedback loop and employer surveys.

The WIB will assist in developing a multi-faceted action plan that connects the region's communities and to workforce development services and resources.

With respect to the performance accountability measures required in WIOA and the implementing rule, the partners will actively engage in whatever process is implemented by the respective state agencies for negotiating and setting targets for these measures. Once these procedures are in place, the partners will consult with their respective state agency contacts and meet to discuss the implications of the proposed performance measures and required targets for service delivery and integration.

Chapter 3 Section C: Provide a description of the regional and local strategies that will achieve the vision and goals. This must include a description of the strategies and services that will be used in the local areas.

Chapter 3 Section C Question 1: To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

EDR 10 will encourage more employers, across business size and industry sectors, to engage with the workforce system to meet their respective short-term and long-term needs. Partners will work together to build stronger partnerships with industry to develop a workforce pipeline that drives economic and community prosperity and helps low-income families and individuals advance economically.

To engage employers in workforce development programs, workforce will improve services by measuring effectiveness and responsiveness to employers through integrating information provided by business service teams as well as utilizing tools with matching functions to link employers and job candidates. This will be obtained by meeting with employers and subject matter experts to systematically discuss the foundational skills, occupational skills and effective workplace behaviors necessary for success in the high-demand occupations. In some cases, this may result in the identification of established industry recognized training programs and credentials. In addition, workforce and partners will work with job seekers in helping them understand how to efficiently develop the skills necessary to obtain and retain employment.

Chapter 3 Section C Question 2: To support a local workforce development system that meets the needs of businesses in the local areas.

Strategies to assure that sector initiatives are on target include hosting meetings in counties to determine if there are additional sector priorities within subregions of the nine county West Central EDR as well as analyzing future needs of employers, both regionally and locally. To ensure that all in-demand occupations are being addressed and that there is integration and collaboration of services among partners, the Workforce Board will develop a workforce plan for each county within the West Central EDR. In addition, the region will focus on recruitment and retention of a skilled workforce, reducing barriers to workforce participation and growing the workforce pipeline.

Chapter 3 Section C Question 3: To better coordinate workforce development programs and economic development

Economic development and business have been actively engaged in regional planning. Economic development representatives also actively participate on the WIB. Economic development entities and the WIB currently sponsor local sector meetings and business/education roundtable discussions. During the coming year, the WIB will continue to strengthen communication with regional economic development and continue to share intelligence gained from them with our training partners.

Chapter 3 Section C Question 4: To strengthen linkages between the one-stop delivery system and unemployment insurance programs.

Partners in the comprehensive one-stop currently work with UI in a variety of different ways. Workforce links with UI to provide unemployed individuals with e-mail blasts to share training opportunities, job

fair and other career events. UI, workforce and other partners work together to provide rapid response services for major layoffs/closings. At the comprehensive one-stop, unemployment registration events are held on a regular basis. UI provides an opportunity to register newly laid off individuals in Illinois JobLink and provides information on services provided through IDES. Workforce shares training opportunity information and participants are able to learn about health insurance through the Health Exchange which also participates in this event. Additional ways to strengthen linkages between the one-stop and UI will be explored.

Chapter 3 Section C Question 5: To promote entrepreneurial skills training and microenterprise services.

The WIB will continue to work with and support local and regional partners that provide entrepreneurship programs. These include programs such as the Midland Institute Creating Entrepreneurial Opportunities CEO Program. The CEO program provides entrepreneurship education to prepare people, especially youth, to be responsible, enterprising individuals who become entrepreneurs or entrepreneurial thinkers and contribute to economic development and sustainable communities.

Chapter 3 Section C Question 6: To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

Structured work-based learning experiences such as On-the-Job-Training (OJTs), paid and unpaid internships and work experience will supplement education and training courses when possible. In addition, the WIB will promote incumbent workforce training in support of short-term, skills upgrade training for regional employers to remain competitive in their industry or economy and to retain a skilled workforce in the region.

Core partners and other support agencies will align access to resources and develop expandable options for offering classes, career pathway awareness development and essential skills development opportunities. Career planning and exploration will be an expanded part of classes and all students will be assisted in identifying a career pathway. Collaboration efforts will increase the advancement of stackable certificates through alignment of curriculum. Core partners and other support agencies in the region are incorporating aspects of the Employability Skills Academy through implemented shared curriculum into service delivery. John Wood Community College and Carl Sandburg College have developed multiple career pathways across existing curriculum to incorporate dual credit opportunities with secondary schools within the district.

Working in collaboration with business and service organizations throughout the area, student's advancement efforts will continue to be supported through the implementation and execution of Bridge/Integrated Education and Training. The focus of these efforts are to allow students to complete Health Care, Manufacturing, Transportation, Distribution and Logistics bridge courses and successfully transition to post-secondary education.

Additional strategies include:

- Increasing program capacity by reducing duplicative services, building programs at greater scale and leveraging the efficiencies created by a stronger alignment of system resources.
- Expanding Bridge and stackable credentials programs to support a broad spectrum of jobseekers looking for career progression.

- Linking work-based learning approaches such as apprenticeships, internships and on-the-job training programs that meet industry demands.

In order to provide a continuum of business services, alignment of members of all partner business service teams will be encouraged to ensure that businesses are being served by Illinois workNet Centers. The region will continuously improve services by developing protocols to learn from and respond to business needs, provide leadership and provide reflection and evaluation of services through a real-time feedback loop and employer surveys.

Chapter 3 Section D: Describe the steps that will be taken to support the state goals to align and integrate education, workforce and economic development including:

Chapter 3 Section D Question 1: Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.

Strong partnerships with businesses in EDR 10 focus on equipping employers with the support and tools they need to define in-demand skills and articulate those needs to education and training providers. Partners have been working with local businesses and are involved in manufacturing, healthcare and transportation, distribution and logistics sector-based partnerships. The WIB acts as a neutral convener and has launched each sector partnership by featuring a manufacturing, healthcare and transportation, distribution and logistics industry key speaker at a quarterly Board meetings. Community College Advisory Boards also work with local businesses to assist with program review and curricular updates to ensure programs offered at community colleges are relevant and the skills provided are needed in the workforce system. In addition, meetings will be hosted in each of the nine counties of EDR 10 to determine if there are additional sector priorities. The region will continue to refine sector strategies to improve and coordinate business services to support employers.

Chapter 3 Section D Question 2: Expanding career pathway opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.

In order to expand career pathway opportunities, the regional partners will collaborate together to increase program capacity by reducing duplicative services, building programs at greater scale and leveraging the efficiencies created by a stronger alignment of system resources. Partners will work together with employers to expand bridge and stackable credentials programs to support a broad spectrum of jobseekers looking for career progression and link work-based learning approaches such as apprenticeships, internships and on-the-job training programs that meet industry demands. The WIB will continue to spearhead initiatives that bring together employers and training providers, working closely with the community colleges to secure support for short and long-term training programs that meet the region's expressed goals. By developing appropriate career pathways that include assessments, training curricula and compatible work-based learning opportunities, the workforce system can prepare structured sequences of activities that will fully prepare youth and adult jobseekers for successful employment.

Chapter 3 Section D Question 3: Expanding career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services and expansion of bridge programs.

To ensure the proper mix of educational, training and support services is available to all members of the community, workforce will continue to engage education and training providers, economic development and private sector workforce board members in program planning. In addition, specific communication and outreach strategies will be developed that target individuals most at need for services including basic skills deficient individuals, ex-offenders and those with disabilities.

Partners will work together to align workforce development and education programs and resources and collaborate to implement cross-program strategies to ensure there are “no wrong doors” for job seekers who navigate the talent development system. Additional employment workshops on a variety of topics including: Illinois JobLink, resume writing, interviewing and completing employment applications will be offered. Recruiting (hiring) events will be offered with employers on-site and off-site. Military veterans will be offered employment assistance using an intake process (Initial Assessment) that will result in a referral to a Veterans' Rep if a barrier to employment is identified. Targeted group assistance to ex-offenders, individuals with disabilities and low-income individuals will be provided as needed by partner agencies. On-the-job training will be encouraged to assist the long-term unemployed as well as those with disabilities.

As part of its continuum of coordinated transition services for youth with disabilities, the Division of Rehabilitation Services (DRS) will offer a wide range of services to students at local high schools through the Secondary Transition Experience Program (STEP). STEP is a training/placement program to help students with disabilities prepare for employment and community participation during and after high school

One of the primary impediments, for the potential workforce in the EDR, to overcome employment barriers is obtaining basic vocational skills. To assist in the development of occupational skills, services will be enhanced by systematically involving the educators in the public schools and in Adult Education programs in the process of building foundational skills. Existing youth services will be improved by working with employers through sector partnerships. This employer centered needs-approach will enrich youth services by providing unique and direct access to private sector employer opportunities. With strengthened youth services around industry sectors, employers will be able to connect to a wider pool of qualified out-of-school youth and offer internship opportunities for both in-school and out-of-school youth.

Chapter 3 Section D Question 4: Expanding information for employers and job-seekers to access services by improving the Illinois public-private data infrastructure to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways.

The region will continue to utilize labor market information provided by the US Department of Labor, the US Bureau of Labor Statistics, Illinois Department of Employment Security, Comprehensive Economic Development Strategy (CEDS), regional industry sector studies and other labor market data to continue to provide information to employers and job seekers. In addition, the WIB plans to integrate traditional labor market information with employer surveys and interviews in a real-time feedback loop. As the state develops the data infrastructure that will integrate labor market information with state education and workforce longitudinal data systems as well as aligning the integration of economic development and labor market information resources that will support regional planning, regional sector partnerships, career services and labor market information for employers and jobseekers, EDR 10 will participate in state sponsored training to better understand labor market projections and the state longitudinal data system.