



CALHOUN
CHRISTIAN
GREENE
JERSEY
MACOUPIN
MONTGOMERY

WESTERN ILLINOIS RIVER VALLEY ECONOMIC DEVELOPMENT STRATEGY

June 2020

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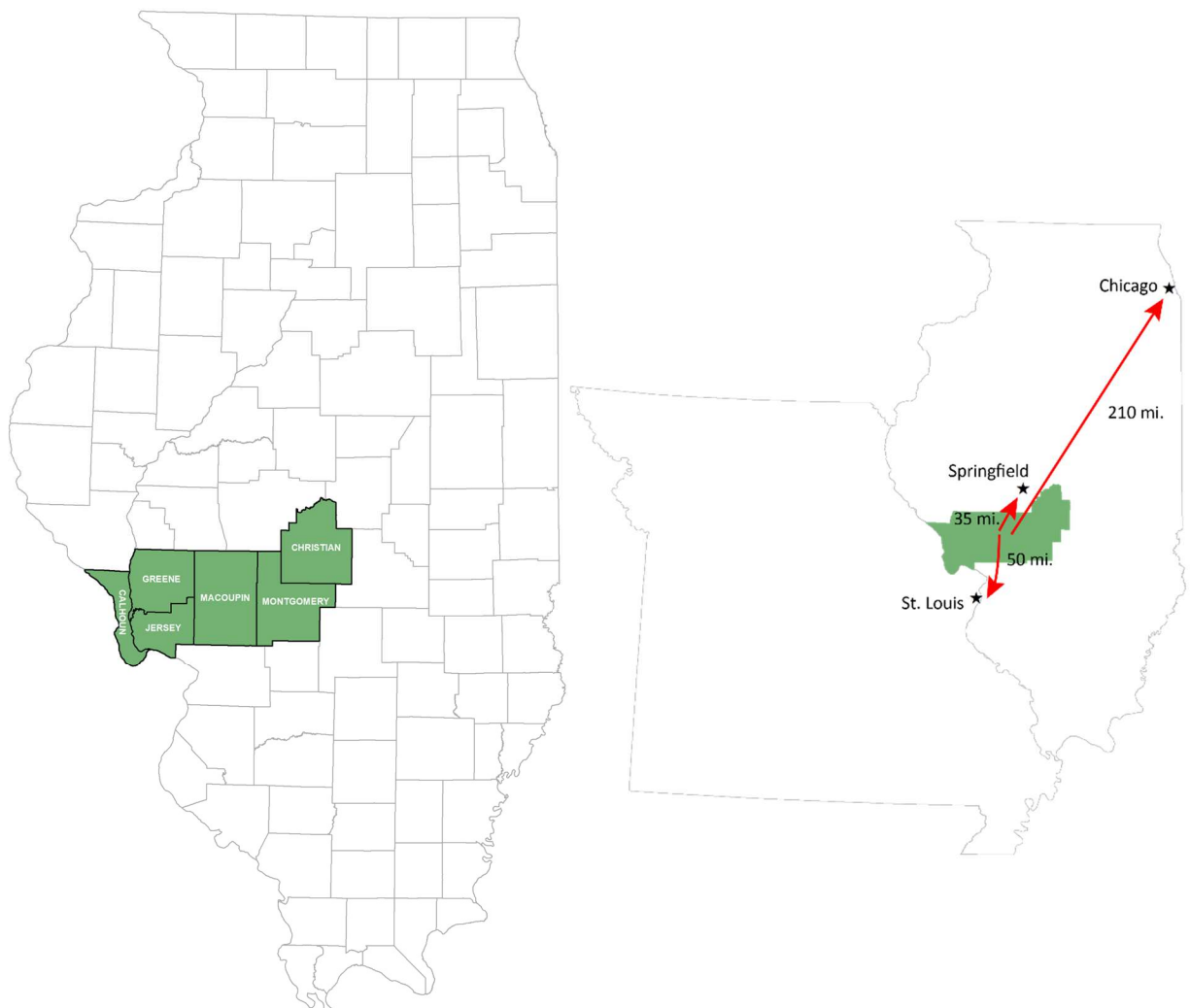
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Chapter 1: Summary Background

This chapter provides a general demographic profile and economic data for the Western Illinois River Valley Region. Data is reported for the six-county region, unless otherwise noted. When possible, benchmarks to state or national data are provided for comparison. The Western Illinois River Valley Region is comprised of the rural southwest Illinois counties of Greene, Calhoun, Christian, Jersey, Macoupin, and Montgomery. When measuring straight line distance the center of the region is 35 mi. southwest of Springfield, 50 mi. northeast of St. Louis and 210 mi. southwest of Chicago (see figure 1).

Regional Boundaries

Figure 1: Western Illinois River Valley Regional Boundaries



Demographics

The following section provides a demographic overview of the Western Illinois River Valley region. The information included comes from a variety of sources including the U.S. Census Bureau and Economic Modeling Specialists Inc. (EMSI).

Population

There is a slow population decline in the region. According to EMSI the 2001 regional population was 155,957; by 2019 the estimated population was 145,458, a decrease of 7 percent. In contrast, both the state and the nation are estimated to have grown over the same time period by 2 percent and 16 percent respectively (*see figure 2*).

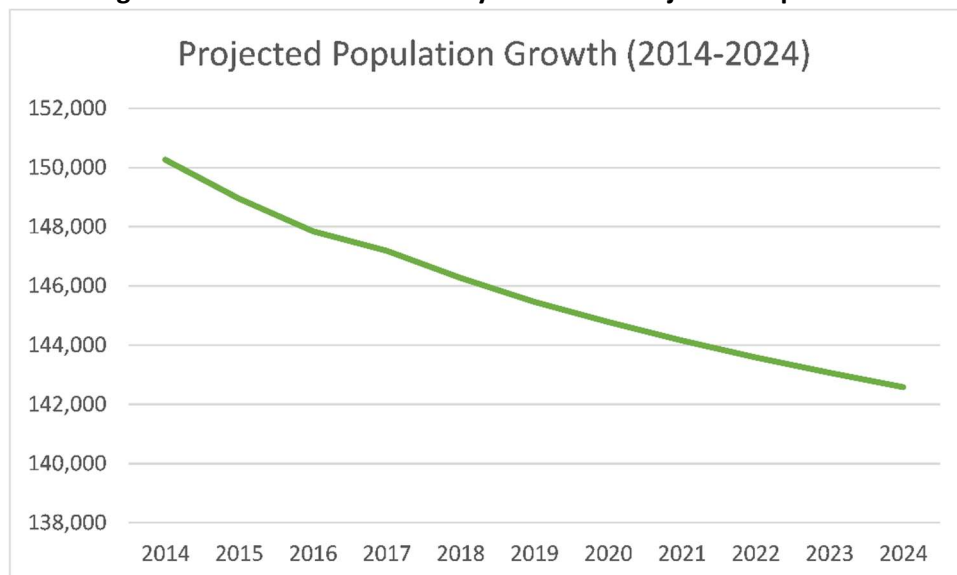
Figure 2: Western IL River Valley Region Population

Area	2001 Population	2019 Population	Change	% Change
Region	155,957	145,458	(10,499)	(7%)
State	12,488,486	12,729,159	240,673	2%
Nation	284,968,955	329,399,330	44,430,375	16%

Source: EMSI, 2019 Q4

The trend of population decline for the region is projected to continue into the near future. As of 2019 the region's population declined by 3.2% since 2014, falling by 4,811. Population is expected to decrease by 2.0% between 2019 and 2024, losing an additional 2,873 (*see figure 3*). This population decline is reflective of a larger trend of Illinois rural depopulation.

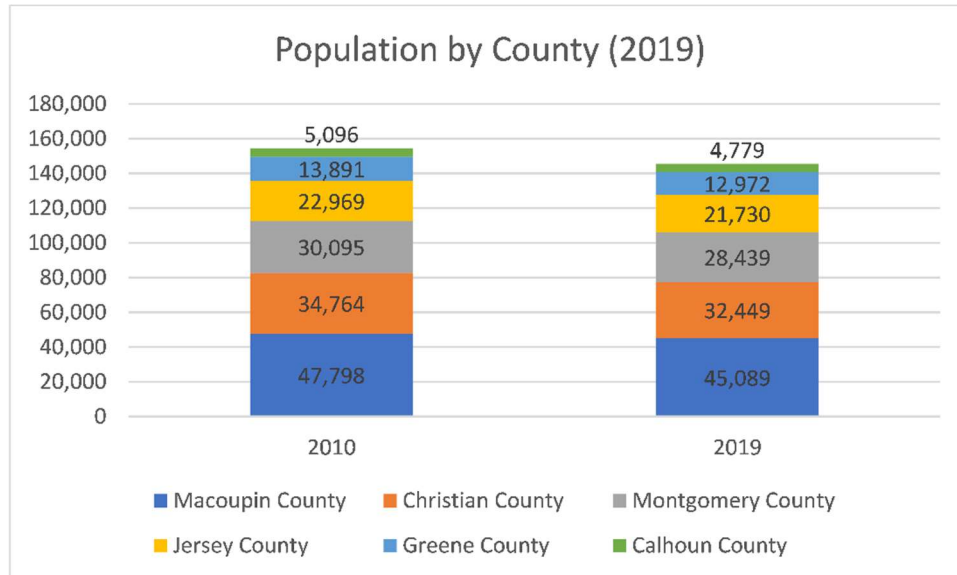
Figure 3: Western IL River Valley Short-Run Projected Population



Source: EMSI, 2019 Q4

Macoupin is the most populous county in the region with an estimated 2019 population of 45,089. Calhoun County is the region's smallest with an estimated 4,779 residents in 2019 (*see figure 4*).

Figure 4: Western IL River Valley 2019 Population by County



Source: EMSI, 2019 Q4

Migration

The two components of population change are natural change (the number of births minus the number of deaths), and net migration (international + domestic migration). The figures in the Appendix (A-1 - A-6) show recent migration data for the counties in the region. This Census data can help understand where the people who move in and out of this region come from or move to. When examining the county level data there is not an immediately discernible pattern with regard to counties to and from which people are moving in and out of the region. In some cases the top destinations and origins are other counties within the state; for other counties in the region the top destinations and origins are counties in other states.

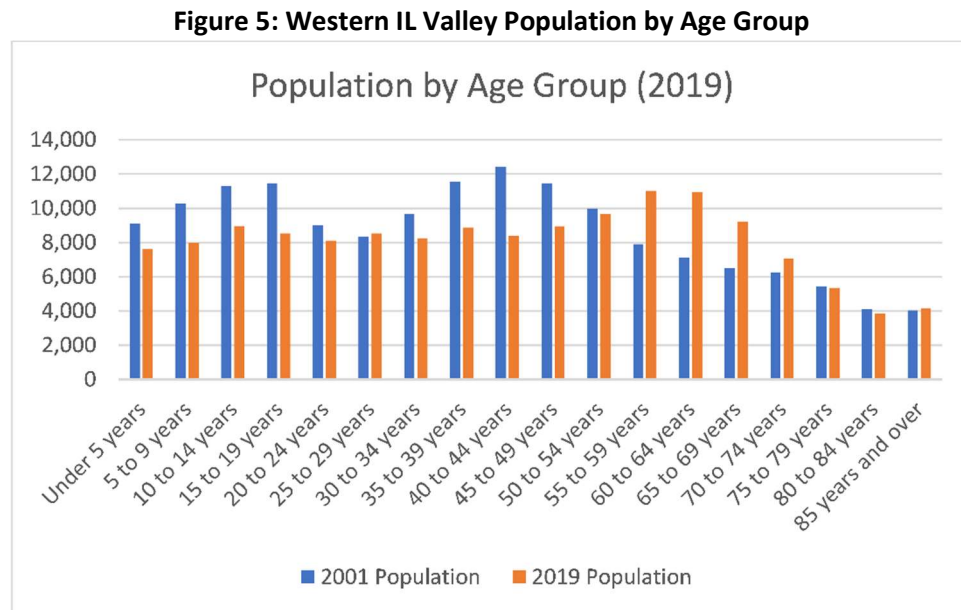
Unfortunately, as this is a Census American Community Survey (ACS) dataset, 2013-2017 is the most recent data available. It is also noteworthy that this data has a wide margin of error in some cases. Additional information about the methodology behind the County-to-County Migration Flows data set is available at: <https://www.census.gov/topics/population/migration/guidance/county-to-county-migration-flows.html>

Age Distribution

The residents of the region have an older median age than the national and state averages. According to the U.S. Census ACS data the 2017 median age of residents of each of the region's counties were as follows: Calhoun 46.5 years, Christian 42.7 years, Green 42.7 years, Jersey 42.5 years, Macoupin 43.1, and Montgomery 42.4 years. For comparison the 2017 median age for Illinois was 37.7 and 37.8 for the

U.S. However, the region's population age is consistent with the rest of rural Illinois. The overall rural Illinois median age in 2017 was 44.5.

The estimated population by age 2019 chart below illustrates a slightly heavier top, with ages 50-59 making up the largest age groups comprising 15% of the region's total population (*see figure 5*).



The region's population is both declining and aging. This combination can be a cause for concern, indicating that as the number of people in the workforce is declining; the youth population needed in occupations to support the retiring baby-boomer generation is also declining.

Education

With regard to educational attainment, the region has a slightly lower proportion of adults who have not completed a high school education (12%) than the state (13%) and national averages (14%). However, the region also has a significantly lower proportion of adults who have a bachelor's degree or higher than the state or nation (*see figure 6*).

Figure 6: Highest Level of Educational Attainment for Adult Population

Education Level	Region	State	National
Less Than 9th Grade	4%	6%	6%
9th Grade to 12th Grade	8%	7%	8%
High School Diploma	41%	27%	28%
Some College	25%	21%	21%
Associate's Degree	8%	7%	8%
Bachelor's Degree	9%	20%	18%
Graduate Degree and Higher	5%	12%	11%

Source: EMSI, 2019 Q4

Race & Ethnicity

The Western River Illinois Valley Region is relatively racially homogeneous. 96.6% percent of the region's residents are White (Non-Hispanic), compared to 60.7% percent in Illinois and 60% percent in the U.S. (see Figure 7). While the level of racial diversity is lower than the state and nation, it is similar to many other rural regions in Illinois.

Figure 7: Western IL Valley Racial Make-up 2019

	Region		State		Nation	
	Number	Percent	Number	Percent	Number	Percent
White, Non-Hispanic	138,272	96.60%	7,724,047	60.68%	197,578,243	59.98%
Black, Non-Hispanic	2,337	1.60%	1,784,336	14.02%	41,252,870	12.52%
White, Hispanic	1,954	0.78%	2,040,108	16.03%	53,567,818	16.26%
Two or More Races, Non-Hispanic	1,493	0.48%	211,872	1.66%	7,295,404	2.21%
Asian, Non-Hispanic	715	0.25%	747,457	5.87%	19,211,206	5.83%
American Indian or Alaskan Native, Non-Hispanic	369	0.19%	19,218	0.15%	2,434,456	0.74%
Two or More Races, Hispanic	100	0.02%	50,124	0.39%	1,888,368	0.57%
American Indian or Alaskan Native, Hispanic	90	0.03%	57,121	0.45%	1,769,165	0.54%
Native Hawaiian or Pacific Islander, Non-Hispanic	39	0.02%	3,661	0.03%	597,129	0.18%
Black, Hispanic	49	0.02%	69,734	0.55%	2,971,037	0.90%
Asian, Hispanic	30	0.01%	16,611	0.13%	615,797	0.19%
Native Hawaiian or Pacific Islander, Hispanic	12	0.01%	4,871	0.04%	217,838	0.07%
Total	145,458	--	12,729,159	--	329,399,330	--

Source: EMSI, 2019 Q4

While the region is not highly diverse, diversity is increasing over time. Despite the overall regional trend of depopulation, the population actually increased between 2001 and 2019 in all racial categories except White (Non-Hispanic) and Black (Non-Hispanic). White (Hispanic), Individuals of two or more races (Non-Hispanic), and Asian (Non-Hispanic) were the top growing racial categories in absolute terms over this time period (see figure 8):

Figure 8: Western IL Valley Change in Racial Make-up 2001-2019

Race/Ethnicity	2001 Population	2019 Population	Change	% Change
White, Non-Hispanic	150,660	138,272	(12,388)	(8%)
Black, Non-Hispanic	2,503	2,337	(166)	(7%)
White, Hispanic	1,217	1,954	737	61%
Two or More Races, Non-Hispanic	746	1,493	747	100%
Asian, Non-Hispanic	386	715	329	85%
American Indian or Alaskan Native, Non-Hispanic	289	369	80	28%
American Indian or Alaskan Native, Hispanic	44	90	46	105%
Native Hawaiian or Pacific Islander, Non-Hispanic	35	39	4	11%
Black, Hispanic	34	49	15	44%
Two or More Races, Hispanic	25	100	75	300%
Asian, Hispanic	10	30	20	200%
Native Hawaiian or Pacific Islander, Hispanic	8	12	4	50%
Total	155,957	145,458	(10,499)	(7%)

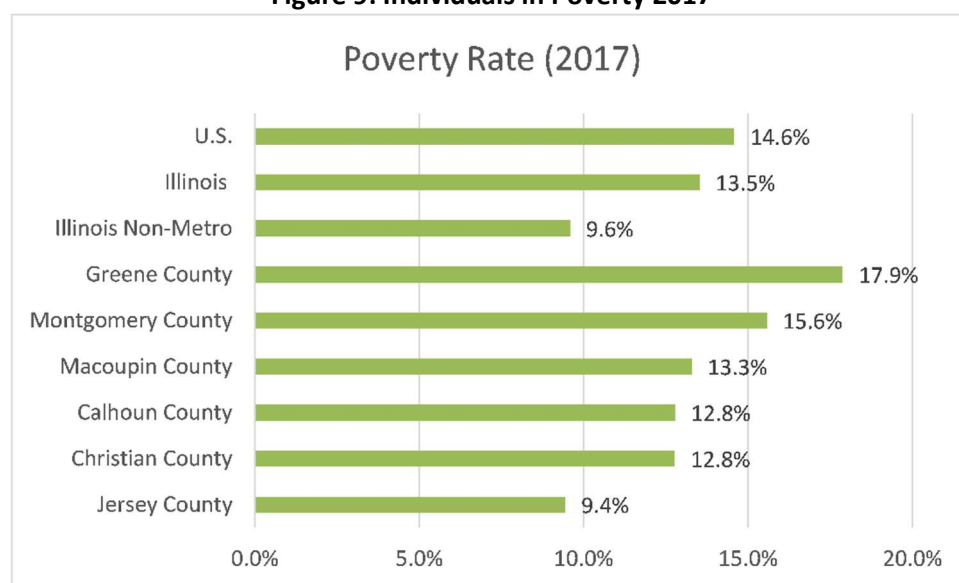
Source: EMSI, 2019 Q4

Poverty

Poverty in the region is not considerably high when compared to the state and national metrics. In 2017 some of the counties compared favorably to the state and nation while other counties did have

slightly higher rates of poverty. However most of the region's counties, especially Greene, exceeded the average compared to other Illinois rural (Illinois Non-Metro) counties (*see figure 9*).

Figure 9: Individuals in Poverty 2017



Source: U.S. Census Bureau ACS & Small Area Income and Poverty Estimates

Healthcare and Wellness

A healthy workforce is integral to economic stability. Regarding health indicators, the region varies in its favorability compared with state benchmarks. Concerning the proportion of the population with adult diabetes, much of the region is above the state average of 9.5%, save for Calhoun County (6.2%). Jersey, Macoupin, and Montgomery counties are all above the state average (29%) in terms of adult prevalence of obesity, while Christian, Greene, and Macoupin counties perform better than state average. All counties chart below and perform better than the state average (7%) proportion of adults over 65 years of age without health insurance. Health care provider availability is relatively limited in the region. The ratio of population to both primary care physicians and dentists are higher in the region's counties than the state average (*see figure 10*).

Figure 10: Regional Health Indicators

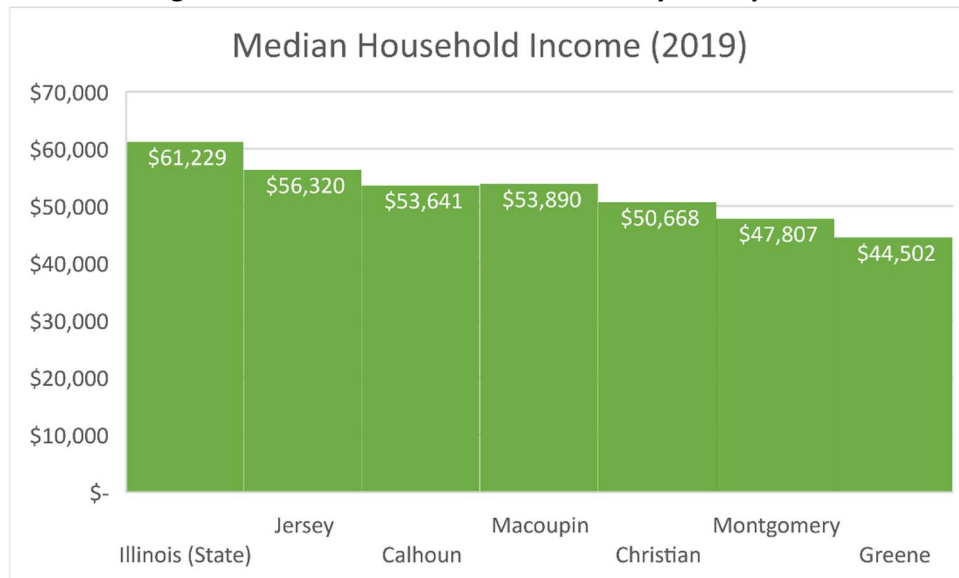
County	Age-Adjusted Percent Prevalence of Diabetes, Adults 20+	Age-Adjusted Percent Prevalence of Obesity, Adults 20+	Life Expectancy (In Years)	Percent of population <65 without health insurance	Ratio of Population to Primary Care Physicians (PCPs)	Ratio of population to dentists
Calhoun	6.20%	36.30%	82.4	5%	2450 to 1	4830 to 1
Christian	11.60%	28.70%	77.5	6%	2560 to 1	4140 to 1
Greene	9.50%	27.40%	76.1	6%	6550 to 1	3290 to 1
Jersey	12.30%	33.60%	76.4	5%	2450 to 1	2190 to 1
Macoupin	13.10%	27.40%	77	6%	4170 to 1	2670 to 1
Montgomery	10.80%	30.70%	78.1	6%	1700 to 1	1520 to 1
State Benchmark	9.50%	29.00%	79.3	7.00%	1230 to 1	1310 to 1

Source: County Health Rankings & Roadmaps 2019

Household Income

All counties in the region lag behind the state metric for median household income of \$61,229. While Jersey, Calhoun, and Macoupin are within \$10,000, Christian, Montgomery, and Greene are all well below the state average (see Figure 11). However, it is important to remember that the cost of living in the region is lower than other areas of the state, especially larger metropolitan areas.

Figure 11: Estimated Household Income by County 2019

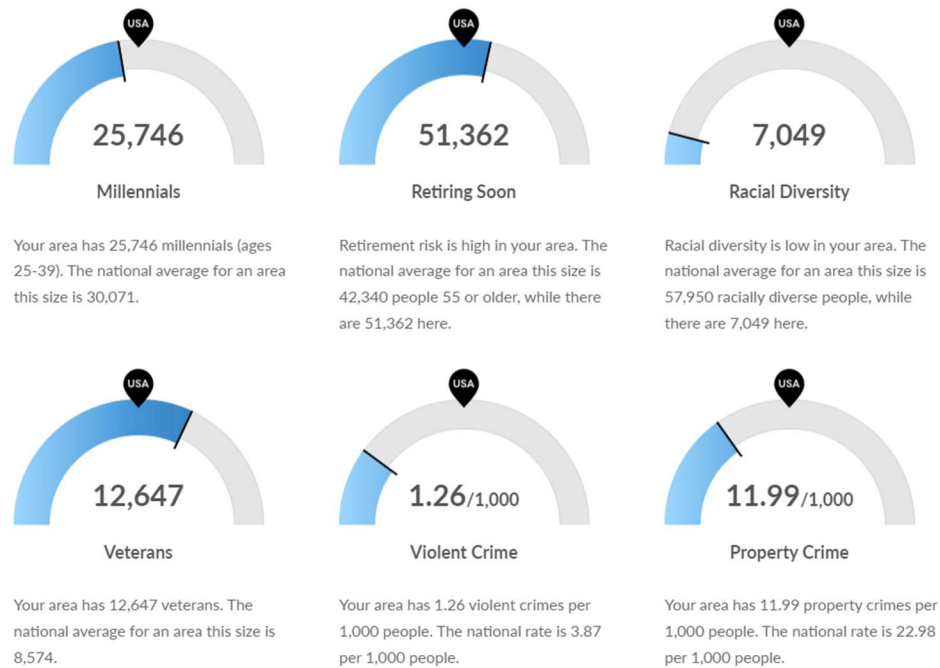


Source: EMSI, 2019 Q4

Summary Population Characteristics

Summary population characteristics for the region include less than the national average number of millennials; greater than average number of people approaching or at retirement age; limited racial diversity; a high concentration of veterans and low crime rates (see figure 12).

Figure 12: Regional Population Characteristics



Source: EMSI, 2019 Q4

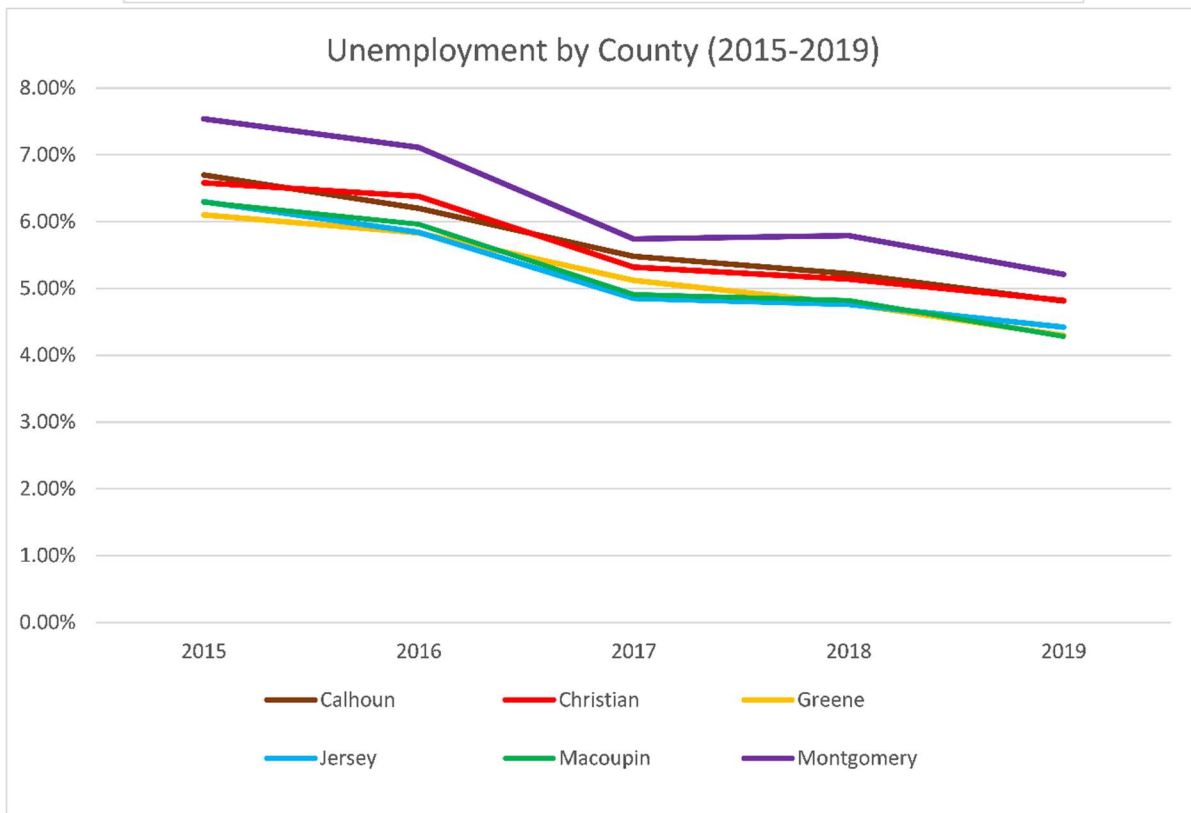
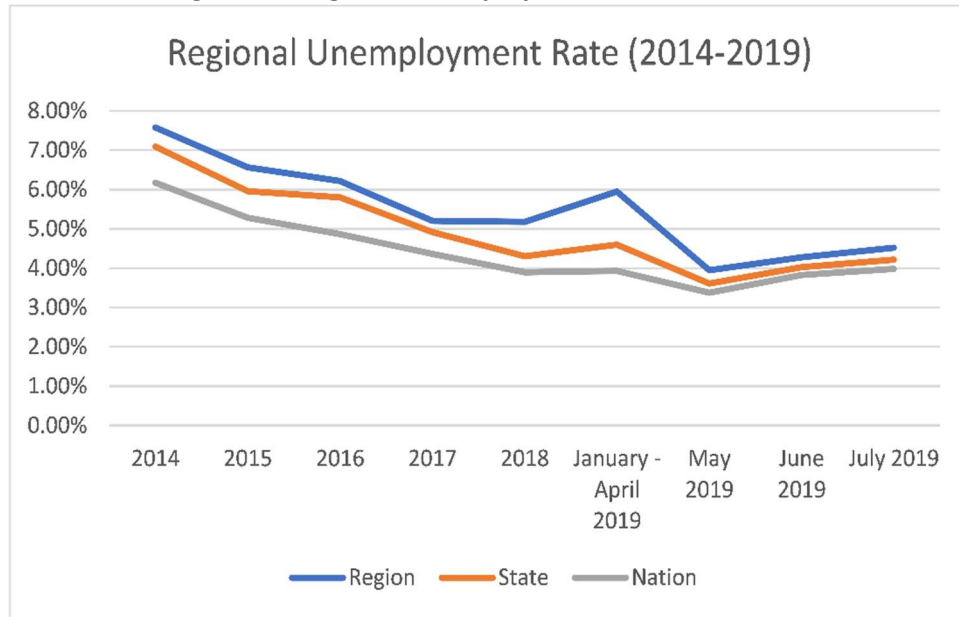
Economy

The following section provides an overview of the regional economy including data on specific industries that the steering committee identified as important or potentially important to the region.

Unemployment

The unemployment rate in the region has generally been declining since the recession. Between 2014 and May of 2019, the unemployment rate has dropped 3.5 percentage points from 7.5% to 4%; with a slight increase in the following months. The unemployment rate in the region tends to follow the same pattern with regard to increases and decreases as the state and nation, though the regional rate is always slightly higher (see figure 13).

Figure 13: Regional Unemployment Rate 2014 - 2019



Source: EMSI, 2019 Q4

Employment Growth by Occupation and Industry¹

The following sections provide employment data for the region in two ways, by industry and by occupation. Industry classifications are done by considering the main output or function of a business. When examining employment by industry data, it is important to keep in mind that the job function of different employees within a given industry may vary widely. For example, in a hotel businesses classified as belonging to the Accommodation and Food Service industry, one would have hotel managers, restaurant chefs, housekeeping staff, and accountants among other jobs.

In contrast, occupational classifications group together employees that have a similar job function regardless of the industry they work in. Returning to the example of accountants, they would likely be classified as belonging to the Business and Financial Operations occupation. However, accountants are found in numerous industries ranging from hotels to manufacturing operations to hospitals.

The top five largest 2-digit NAICS² industries in the region in terms of employment in 2019 included Government; Healthcare and Social Assistance; Retail Trade; Accommodation and Food Services; and Manufacturing. In total the region shed 5,936 jobs between 2001 and 2019 with a reduction from 48,938 to 43,001, a loss of 12 percent. However, not all industries in the region lost jobs during that time period as Agriculture, Forestry, Fishing and Hunting; Administrative and Support and Waste Management; and Management of Companies and Enterprises all experienced strong growth (see figure 14).

Figure 14: Regional Employment Change by Industry

NAICS	Description	2001 Jobs	2019 Jobs	2001 - 2019 Change	2001 - 2019 % Change	2019 Location Avg. Earnings Per Quotient	2018 GRP
90	Government	8,633	7,994	(639)	(7%)	1.24	\$487,580,164
62	Health Care and Social Assistance	6,072	6,162	90	1%	1.13	\$314,000,390
44	Retail Trade	6,403	5,439	(964)	(15%)	1.26	\$324,976,860
72	Accommodation and Food Services	3,910	3,621	(289)	(7%)	0.98	\$99,882,843
31	Manufacturing	4,360	2,928	(1,432)	(33%)	0.86	\$320,024,002
23	Construction	3,184	2,378	(806)	(25%)	0.98	\$174,984,451
42	Wholesale Trade	2,312	2,224	(88)	(4%)	1.41	\$329,312,897
81	Other Services (except Public Administration)	3,220	2,175	(1,045)	(32%)	1.07	\$84,977,985
52	Finance and Insurance	1,976	1,816	(160)	(8%)	1.05	\$276,070,782
11	Agriculture, Forestry, Fishing and Hunting	1,035	1,619	584	56%	3.25	\$235,912,300
61	Educational Services	1,165	1,308	143	12%	1.18	\$59,799,224
54	Professional, Scientific, and Technical Services	1,191	1,220	29	2%	0.43	\$96,849,570
56	Administrative and Support and Waste Management	785	1,130	345	44%	0.42	\$64,073,170
48	Transportation and Warehousing	1,900	1,057	(843)	(44%)	0.67	\$104,343,291
71	Arts, Entertainment, and Recreation	510	553	43	8%	0.74	\$20,872,779
22	Utilities	480	444	(36)	(8%)	3.03	\$233,067,641
51	Information	563	331	(232)	(41%)	0.42	\$34,029,884
53	Real Estate and Rental and Leasing	389	285	(104)	(27%)	0.39	\$40,396
21	Mining, Quarrying, and Oil and Gas Extraction	808	227	(581)	(72%)	1.25	\$101,495,595
55	Management of Companies and Enterprises	41	90	49	120%	0.15	\$126,229
--	Total	48,938	43,001	(5,936)	(12%)	--	--

Source: EMSI, 2019 Q4

1. The employment numbers throughout this chapter include those covered by the Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW), Non-QCEW employees (includes railroad, military and some federal government jobs), and the self-employed.
2. A definition and discussion of NAICS codes can be found in a section later in this chapter.

The top five occupations in 2019 in the region in terms of employment included Office and Administrative Support; Sales and Related; Food Preparation and Service; Education and Training and Library; and Healthcare practitioners and Technical. Occupations which saw the greatest amount of absolute growth from 2001 to 2019 including Healthcare Occupations; Farming, Fishing, and Forestry occupations; as well as Business and Financial Operations Occupations. Sectors that saw the most job loss include Office and Administrative Support Occupations; Transportation and Material Moving Occupations; and Production Occupations. Sectors which saw the most growth include Healthcare Practitioners and Technical Occupations; Management Occupations; and Farming, Fishing, and Forestry Occupations (*see figure 15*).

Figure 15: Regional Employment Change by Occupation

SOC	Description	2001 Jobs	2019 Jobs	2001 - 2019 Change	2001 - 2019 % Change
43-0000	Office and Administrative Support Occupations	8,149	6,234	(1,915)	(23%)
41-0000	Sales and Related Occupations	4,973	4,358	(615)	(12%)
35-0000	Food Preparation and Serving Related Occupations	3,797	3,865	68	2%
11-0000	Management Occupations	3,010	3,312	302	10%
25-0000	Education, Training, and Library Occupations	3,679	3,188	(491)	(13%)
29-0000	Healthcare Practitioners and Technical Occupations	2,256	2,978	722	32%
53-0000	Transportation and Material Moving Occupations	3,954	2,747	(1,207)	(31%)
51-0000	Production Occupations	3,437	2,313	(1,124)	(33%)
47-0000	Construction and Extraction Occupations	3,066	2,068	(998)	(33%)
49-0000	Installation, Maintenance, and Repair Occupations	2,323	1,938	(385)	(17%)
31-0000	Healthcare Support Occupations	1,455	1,572	117	8%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,992	1,501	(491)	(25%)
13-0000	Business and Financial Operations Occupations	1,277	1,399	122	10%
39-0000	Personal Care and Service Occupations	1,445	1,201	(244)	(17%)
33-0000	Protective Service Occupations	1,026	1,134	108	11%
21-0000	Community and Social Service Occupations	904	793	(111)	(12%)
45-0000	Farming, Fishing, and Forestry Occupations	340	608	268	79%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	531	552	21	4%
15-0000	Computer and Mathematical Occupations	376	476	100	27%
17-0000	Architecture and Engineering Occupations	468	318	(150)	(32%)
23-0000	Legal Occupations	177	163	(14)	(8%)
55-0000	Military-only occupations	151	150	(1)	(1%)
19-0000	Life, Physical, and Social Science Occupations	156	134	(22)	(14%)
99-0000	Unclassified Occupation	0	0	0	0%
	Total	48,941	43,002	(5,939)	(12%)

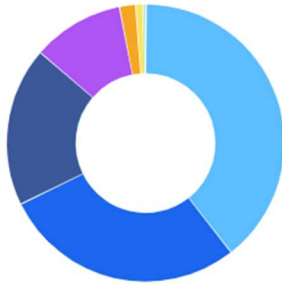
Source: EMSI, 2019 Q4

Business Size

Small businesses make up the majority of businesses located in the region. 67.6 percent of businesses in the region have fewer than 10 employees. The percentage increases to 86.2 percent when considering businesses with fewer than 20 employees (*see figure 16*).

Figure 16: Regional Proportion of Businesses by Size

Business Size



	Percentage	Business Count
1 to 4 employees	39.3%	2,100
5 to 9 employees	28.3%	1,512
10 to 19 employees	18.6%	992
20 to 49 employees	10.7%	569
50 to 99 employees	1.9%	100
100 to 249 employees	0.9%	46
250 to 499 employees	0.2%	12
500+ employees	0.1%	7

**Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

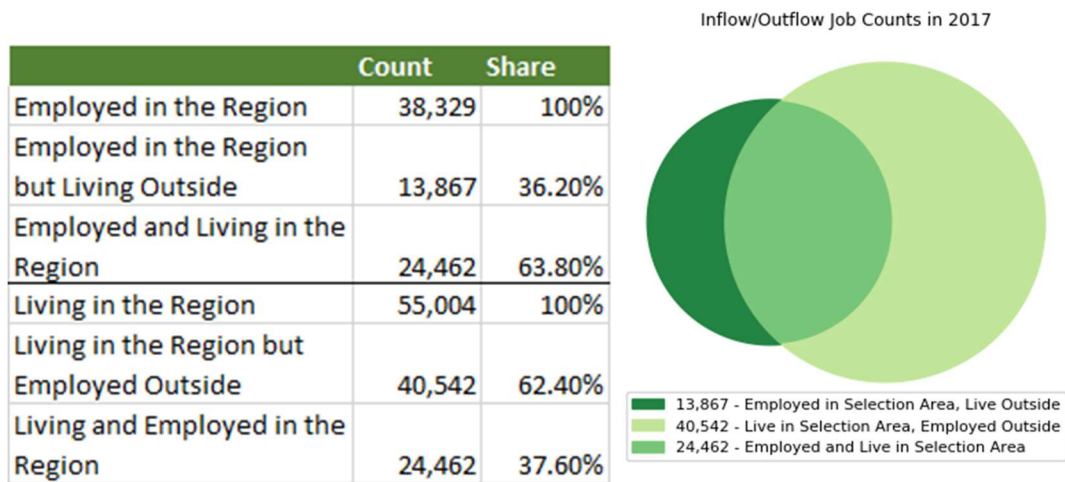
Source: EMSI, 2019 Q4

Commuting

Macoupin, Christian, and Montgomery Counties employ the most workers in the region. That is reasonable as these counties also have the highest populations. These three counties have lower commute times per capita than the other three counties. Calhoun, with the lowest population, has the highest average commute by far at almost 40 minutes.

The region is a net exporter of labor. According to Census data, in 2017 the region had 13,867 jobs that were held by individuals who lived outside the region, 24,462 jobs in the region that were held by people who also live in the region, and 40,542 jobs outside of the region that were held by the region's residents (*see figure 17*). Additional detail regarding the destination and origins of regional commuters can be found in the Appendix (*see figures A7 & A8*).

Figure 17: Regional Commuting Pattern



Source: U.S. Census Bureau, Center for Economic Studies, OnTheMap

Gross Regional Product

Gross Regional Product (GRP) is one measure of the size of an economy of a region. It is the sum of the total final value of goods and services produced in the region. For 2018 the GRP for the region was \$3.5 billion (see figure 18):

Figure 18: Gross Regional Product 2018

Gross Regional Product (GRP)

\$2.3B	\$924.1M	\$295.6M	\$3.5B
Earnings (2018)	Property Income (2018)	Taxes (2018)	Total GRP (2018)

Source: EMSI, 2019 Q4

Location Quotients and Industry Dives

For the following section, data has been taken using, and according to, specific NAICS codes. The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. NAICS uses a hierarchical structure, a structure that goes from numbers with fewer digits for broader sectors, to larger numbers for more specific industries. The figure below is an example of the nested hierarchy of NAICS codes for a jet ski dealership. At the most granular 6-digit NAICS level, a jet ski dealership has a code of "441221" and belongs to the Motorcycle,

ATV, and Personal Watercraft Dealers industry, at the broadest 2-digit NAICS level the jet ski dealership has a code of “44-45” and belongs to the Retail Trade sector (*see figure 19*).

Figure 19: Example NAICS Industry Code Hierarchy

Level	NAICS Code	Title
Sector	44-45	Retail Trade
Subsector	441	Motor Vehicle and Parts Dealer
Industry Group	4412	Other Motor Vehicle Dealers
NAICS Industry	44122	Motorcycle, Boat, and Other Motor Vehicle Dealers
National Industry	441221	Motorcycle, ATV, and Personal Watercraft Dealers

Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average. In more exact terms, location quotient is a ratio that compares a region to a larger reference region according to some characteristic or asset. In this case the location quotient shows the ratio of the number of regional jobs in an industry versus the number of jobs we would expect if the region matched the national proportions. As an example, in the figure below the Utilities sector has a location quotient of 2.37 meaning that there 2.37 times as many jobs in the Utilities sector in the region than we would expect to see if the structure of the region’s economy matched the nation.

The region’s location quotients shows that Agriculture, Forestry, Fishing and Hunting; Utilities; and Wholesale Trade are by far the most highly concentrated industries within the region compared to national economic structure. Other industries that are also concentrated within the region include Retail Trade; Mining, Quarrying and Oil and Gas Extraction; and Government to name a few. Industry sectors for which the region does not have a high economic presence comparatively are Real Estate and Rental and Leasing; Information; Administrative and Support and Waste Management and Remediation Services; and Management of Companies and Enterprises (*see figure 20*).

Figure 20: Regional Employment Location Quotients 2019

Industry (NAICS)	Description	Region	Illinois
11	Agriculture, Forestry, Fishing and Hunting	3.25	0.55
22	Utilities	3.03	1.11
42	Wholesale Trade	1.41	1.25
44	Retail Trade	1.26	0.94
21	Mining, Quarrying, and Oil and Gas Extraction	1.25	0.29
90	Government	1.24	0.88
61	Educational Services	1.18	1.11
62	Health Care and Social Assistance	1.13	0.98
81	Other Services (except Public Administration)	1.07	1.03
52	Finance and Insurance	1.05	1.21
23	Construction	0.98	0.76
72	Accommodation and Food Services	0.98	0.95
31	Manufacturing	0.86	1.15
71	Arts, Entertainment, and Recreation	0.74	0.95
48	Transportation and Warehousing	0.67	1.32
54	Professional, Scientific, and Technical Services	0.43	1.08
51	Information	0.42	0.83
56	Administrative and Support and Waste Management and Remediation Services	0.42	1.14
53	Real Estate and Rental and Leasing	0.39	0.87
55	Management of Companies and Enterprises	0.15	0.97
99	Unclassified Industry	0.03	0.15
	Total	1.00	1.00

Source: EMSI, 2019 Q4

Industry Sectors

The steering committee identified the sectors below as those that were important to examine in greater detail. In some cases the industry is a broad 2-digit sector; in other cases the data refers to a narrower 3- or 4-digit industry class. The NAICS codes are included to indicate how broad or granular of an industry class is being described.

Agriculture, Forestry, Fishing and Hunting (NAICS: 11)

A large industry for the region, Agriculture, Forestry, Fishing and Hunting, is 225% above the national average in terms of job numbers and has grown over 56 percentage points more (56.4%) than the national growth rate (-0.4%) between 2001 and 2019. The industry's average per job earnings are greater than \$14,000 more than the national average of \$44,839 (*see figure 21*). The top employer in the industry is Farm Fans Inc. with an employee base of 275. Most businesses in this sector employ less than 65 individuals.

Figure 21: Ag. Industry Snapshot

<p>1,619</p> <p>Jobs (2019)</p> <p>225% above National average</p>	<p>+56.4%</p> <p>% Change (2001-2019)</p> <p>Nation: -0.4%</p>	<p>\$59,158</p> <p>Avg. Earnings Per Job (2019)</p> <p>Nation: \$44,839</p>
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Source: EMSI, 2019 Q4

Industry requirement data describes which other industries provide the inputs for a particular industry and how integrated the supply chain is for an industry within a region. Industry requirement data shows that of the \$23 million spent on inputs in the region for Animal Production, over \$14 million were imports to the region. Of the almost \$12 million spent on Farm Labor Contractors and Crew Leaders industry inputs, \$10 million were imports. Almost the entirety of the \$20 million spent on Other Animal Food Manufacturing were imports. The Crop Production industry, on the other hand, makes the vast majority of their input purchases within the region (*see figure 22*).

Figure 22: Ag. Industry Requirements

Industry Requirements

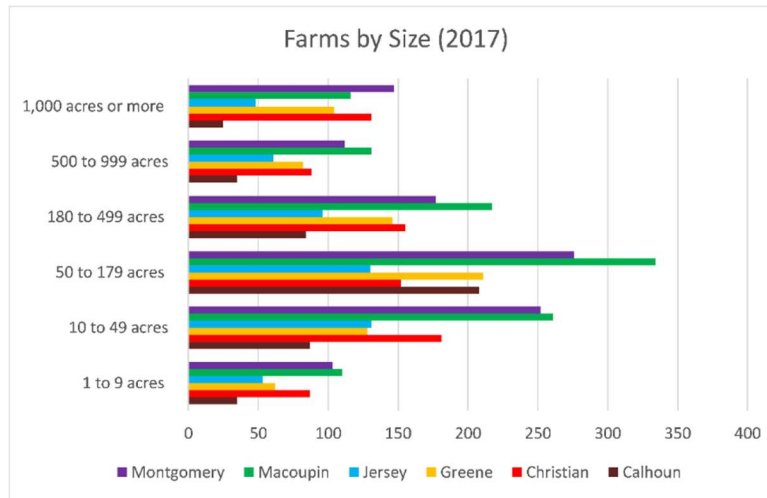
Purchases from	In-region Purchases	Imported Purchases	Total Purchases
 Crop Production	\$28,907,380	\$2,143,492	\$31,050,871
 Animal Production	\$8,979,512	\$14,240,688	\$23,220,200
 Other Animal Food Manufacturing	\$214,028	\$19,748,458	\$19,962,487
 Lessors of Residential Buildings and Dwellings	\$6,940,487	\$6,266,306	\$13,206,792
 Farm Labor Contractors and Crew Leaders	\$1,891,748	\$10,011,793	\$11,903,541

Source: EMSI, 2019 Q4

Census of Agriculture

Land in farms for the region generally perform well. Median and average size of farms for each county exceeds the state metric, except for Calhoun County. The largest proportion of the region's farms are of small to medium size, falling between 10 to 179 acres (*see figure 23*).

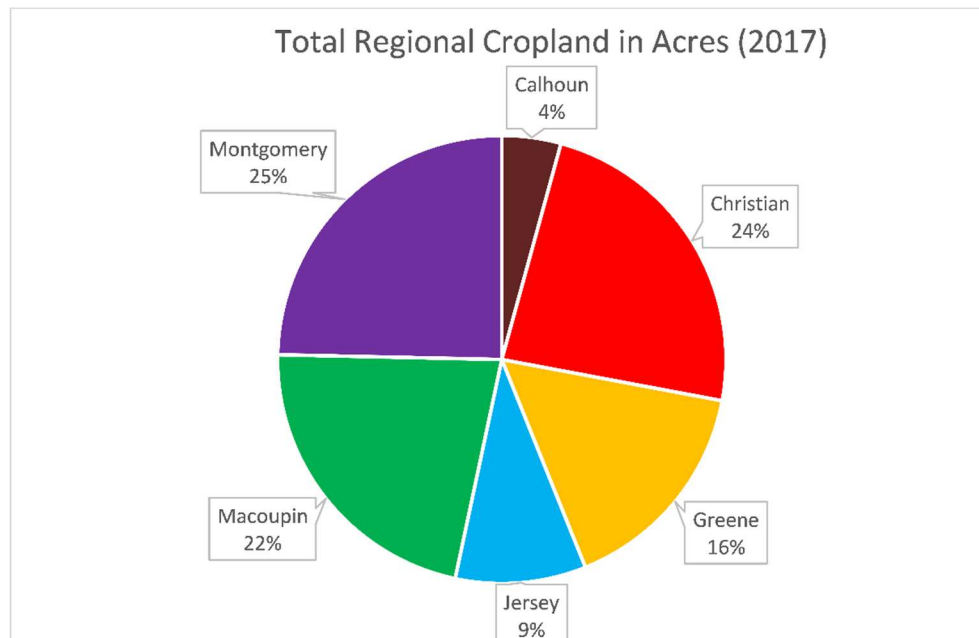
Figure 23: Farms by Size



Source: U.S. Dept. of Agriculture, National Agricultural Statistics Service, Census of Agriculture, 2017

Almost 50% of the regional cropland lies in Montgomery and Christian Counties, with another 22% in Macoupin (*see figure 24*).

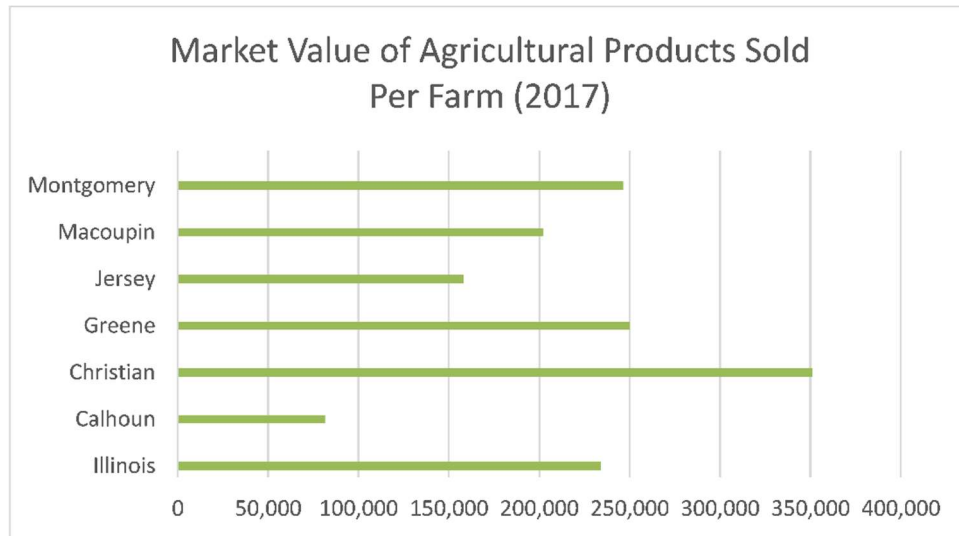
Figure 24: Total Regional Cropland



Source: U.S. Dept. of Agriculture, National Agricultural Statistics Service, Census of Agriculture

Estimated market value of land and buildings hover around the state average of \$2.7 million; while Calhoun performs under the benchmark near 1 million, Christian County easily tops the average at over \$4.3 million. Market value of agricultural products sold per farm also tend toward the state average of \$234,133, though Calhoun and Jersey undersell, while Christian once again outperforms in this criterion (see figure 25).

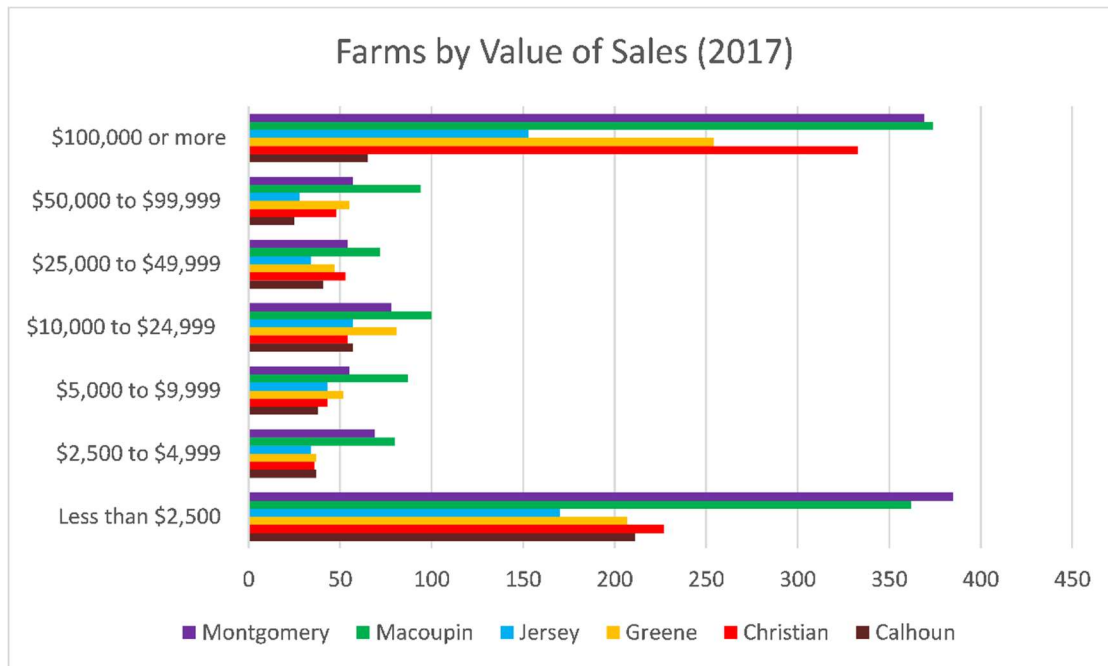
Figure 25: Market Value of Agricultural Products



Source: U.S. Dept. of Agriculture, National Agricultural Statistics Service, Census of Agriculture, 2017

Regionally, farms by value of sales become quite polarized. The vast majority of farms are mainly split into groups of “less than \$2,500” or “\$100,000 or more”; the counties contributing to this polarization the most are Montgomery and Macoupin, which have by far the most farmland (see figure 26).

Figure 26: Regional Farms by Value of Sales



Source: U.S. Dept. of Agriculture, National Agricultural Statistics Service, Census of Agriculture, 2017

Food Manufacturing (NAICS: 311)

Food Manufacturing is a growing economic sector for the region; while it may only employ 362 individuals currently, it has grown in employment by 9% between 2001 and 2019, which outpaced national growth in the industry of 4.3%. The industry's average earnings per job of \$63,041 is also above the national average of \$58,940 (*see figure 27*). The largest employer for this sector is Taylor's Chili Cannery with 23 workers; most businesses for this industry employ 10 or fewer individuals.

Figure 27: Food Manufacturing Industry Snapshot








Source: EMSI, 2019 Q4

Industry requirements show that of the almost \$45 million spent on Animal Production inputs for the Food Manufacturing industry, over \$31 million are imports. Almost all of the \$5 million spent on Corporate, Subsidiary, and Managing Offices come from outside the region, although, almost all of the \$3.3 million spent on General Freight Trucking are in-region purchases. \$14.3 million of the \$17 million spent on Crop Production inputs are in-region as well (*see figure 28*).

Figure 28: Food Manufacturing Industry Requirements

Industry Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
 Animal Production	\$13,738,139	\$31,032,011	\$44,770,150
 Crop Production	\$14,305,072	\$2,726,263	\$17,031,334
 Fluid Milk Manufacturing	\$3,103,400	\$4,454,112	\$7,557,511
 Corporate, Subsidiary, and Regional Managing Offices	\$48,431	\$4,985,205	\$5,033,637
 General Freight Trucking, Long-Distance, Truckload	\$3,154,503	\$162,380	\$3,316,883

Source: EMSI, 2019 Q4

Health Care and Social Assistance (NAICS: 62)

One of the largest industries in the region, Health Care and Social assistance employs over six thousand workers, 13% above the national average. However, the industry within the region lagged behind the national growth rate between 2001 and 2019 by a significant margin (1.5% vs. 50.4%). Further, the average earnings per job is \$18 thousand under the national average of \$60,809 (*see figure 29*). The largest employers for this sector are hospitals collectively with over 1600 workers, along with smaller clinics and community doctor's offices that employ several hundred respectively.

Figure 29: Health Care and Social Assistance Industry Snapshot

<p>6,162</p> <p>Jobs (2019)</p> <p>13% above National average</p>	<p>+1.5%</p> <p>% Change (2001-2019)</p> <p>Nation: +50.4%</p>	<p>\$42,003</p> <p>Avg. Earnings Per Job (2019)</p> <p>Nation: \$60,809</p>
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Source: EMSI, 2019 Q4

Industry requirements within this region are largely satisfied with imports. Most of the in-region purchases come from the \$4.5 million of the total 7.7 million spent on Lessors of Residential Buildings and Dwellings (see figure 30).

Figure 30: Health Care and Social Assistance Industry Requirements

Industry Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
Lessors of Residential Buildings and Dwellings	\$4,510,363	\$3,244,286	\$7,754,649
Direct Property and Casualty Insurance Carriers	\$1,549,426	\$5,592,511	\$7,141,937
Temporary Help Services	\$669,039	\$6,398,957	\$7,067,996
Corporate, Subsidiary, and Regional Managing Offices	\$43,584	\$7,013,552	\$7,057,136
Offices of Real Estate Agents and Brokers	\$1,378,417	\$4,811,721	\$6,190,138

Source: EMSI, 2019 Q4

Information (NAICS: 51)

The Information economic sector is not currently a strength of the region. It employs only 331 workers, 58% below the national average, as well as decreasing in size by 41.2% over the past 20 years. Job loss in this sector outpaced national job loss (-19.1%) between 2001 and 2019. The region's average earnings per job for this industry, \$31,662, are also well below the national average of over \$128 thousand (see figure 31). The top employer for Information in the region is Karmak Inc. with 171 workers, AMC Jerseyville also employs nearly 100 workers. Most other companies in the sector employ less than 50.

Figure 31: Information Industry Snapshot

331 Jobs (2019) 58% below National average	-41.2% % Change (2001-2019) Nation: -19.1%	\$31,662 Avg. Earnings Per Job (2019) Nation: \$128,404
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Source: EMSI, 2019 Q4

While over half of the region's \$5.3 million in Wired Telecommunication Carriers inputs for the Information industry come from in-region, much of the industry's requirements come in the form of imported purchases (see figure 32).

Figure 32: Information Industry Requirements

Industry Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
Wired Telecommunications Carriers	\$2,932,055	\$2,381,471	\$5,313,526
Motion Picture and Video Production	\$4,229	\$3,315,132	\$3,319,361
Independent Artists, Writers, and Performers	\$344,929	\$969,688	\$1,314,617
Temporary Help Services	\$128,580	\$1,158,374	\$1,286,954
Cable and Other Subscription Programming	\$19,711	\$1,223,103	\$1,242,815

Source: EMSI, 2019 Q4

Architectural, Engineering, and Related Services (NAICS: 5413)

Architectural, Engineering, and Related Services is also a small industry within the region, only employing 126 individuals in 2019, 69% below the national average. The region has seen the sector decrease by over 46% between 2001 and 2019, but the industry has grown 15.4% nationally over the same time period. The average earnings per job in this sector for the region is around \$58 thousand, much lower than the national average of over \$103 thousand. Hurst-Rosche Engineers Inc. is the largest employer in the regional sector with 33 workers. Most other businesses employ less than 30 individuals.

Figure 33: Architectural, Engineering and Related Services Industry Snapshot

126 Jobs (2019) 69% below National average	-46.8% % Change (2001-2019) Nation: +15.4%	\$58,344 Avg. Earnings Per Job (2019) Nation: \$103,012
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Source: EMSI, 2019 Q4

Industry requirement purchases for this sector are relatively low in the region, which is unsurprising given the size of the industry. While about \$328 thousand of the \$476 thousand spent on Engineering Services comes from in-region, the majority of Temporary Help Services (\$702,648); Administrative Management and General Management Consulting Services (\$503,961); Corporate, Subsidiary, and Regional Managing Offices (\$415,573); and Office Administrative Services (\$356,135) come from out of region imports (see figure 34).

Figure 34: Architectural, Engineering and Related Services Industry Requirements

Industry Requirements			
Purchases from	In-region Purchases	Imported Purchases	Total Purchases
Temporary Help Services	\$54,392	\$648,257	\$702,648
Administrative Management and General Management Consulting Services	\$41,504	\$462,457	\$503,961
Engineering Services	\$327,786	\$148,560	\$476,346
Corporate, Subsidiary, and Regional Managing Offices	\$1,151	\$414,422	\$415,573
Office Administrative Services	\$162,702	\$193,433	\$356,135

Source: EMSI, 2019 Q4

Computer Systems Design and Related Services (NAICS: 5415)

Computer Systems Design and Related Services is currently a small sector for the region. Comprised of only 46 dedicated workers, the region employs 93% less workers than would be expected in a region this size if the region matched the national average. The industry decreased by 54% in the region between 2001 and 2019, while growing 62% nationally over the same time frame. Its average earnings, about \$69 thousand, are well below the national average of \$130,826 (*see figure 35*). Greentech and Oros & Busch Applications Technology are the largest employers of the sector regionally with 37 and 30 workers respectively. All other businesses in the region employ 12 or less.

Figure 35: Computer Systems Design and Related Services Industry Snapshot

46 Jobs (2019) 93% below National average	-54.0% % Change (2001-2019) Nation: +62.0%	\$68,855 Avg. Earnings Per Job (2019) Nation: \$130,826
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Source: EMSI, 2019 Q4

In total \$500,00 worth of industry requirement purchases are made per annum, coming from Temporary Help Services; Corporate, Subsidiary, and Regional Managing Offices; Offices of Lawyers; and Administrative Management and General Management Consulting Services, only \$56,000 of which are in-region purchases. The region relies heavily on imports for the inputs required for this industry (*see figure 36*).

Figure 36: Computer Systems Design and Related Services Industry Requirements

Industry Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
Temporary Help Services	\$17,024	\$143,911	\$160,935
Corporate, Subsidiary, and Regional Managing Offices	\$884	\$108,700	\$109,583
Offices of Lawyers	\$13,647	\$74,148	\$87,795
Administrative Management and General Management Consulting Services	\$4,878	\$67,091	\$71,970
Office Administrative Services	\$19,589	\$50,147	\$69,736

Source: EMSI, 2019 Q4

Transportation and Warehousing (NAICS 48-49)

The previous two industry dives were into narrower 4-digit industries. It is important to recognize that Transportation and Warehousing is a broader 2-digit industry sector when considering the information below.

Transportation and Warehousing is a significant industry in terms of employment in the region providing over 1,000 jobs in 2019. However, the employment levels were 33% below national averages. Further, this industry is currently shrinking within the region, experiencing an employment decline of 44.4% between 2001 and 2019. In contrast, the national employment in this industry grew by 28.7% over the same time period. The average earnings per job in this industry within the region (\$57,901) also trailed the national average of \$64,732 (see figure 37).

Figure 37: Transportation and Warehousing Industry Snapshot






<p>1,057</p> <p>Jobs (2019)</p> <p>33% below National average</p>	<p>-44.4%</p> <p>% Change (2001-2019)</p> <p>Nation: +28.7%</p>	<p>\$57,901</p> <p>Avg. Earnings Per Job (2019)</p> <p>Nation: \$64,732</p>
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Source: EMSI, 2019 Q4

The vast majority of the industrial requirements for the Transportation and Warehousing industry are imported into the region. The exception is Commercial Banking, where nearly 90% of the industry's requirements are met locally (*see figure 38*).

Figure 38: Transportation and Warehousing Industry Requirements

Industry Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
 Petroleum Refineries	\$0	\$9,899,265	\$9,899,265
 Couriers and Express Delivery Services	\$97,377	\$3,982,229	\$4,079,607
 Freight Transportation Arrangement	\$373,794	\$3,434,081	\$3,807,875
 Commercial Banking	\$3,207,991	\$34,842	\$3,242,833
 Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	\$647,847	\$2,592,160	\$3,240,007

Source: EMSI, 2019 Q4

Utilities (NAICS 22)

Utilities, which includes several power generation, transmission and distribution sub-industries, is a specialized sector within the region. In 2019 there were 444 jobs in the Utility sector which was 203% above the national average. However, it may be cause for concern that the number of jobs in this sector in the region shrunk by 7.5% between 2001 and 2019, which was a faster rate of decline than the national average of 6.9% over the same time period. The earnings per job within the industry (\$139,947) in the region were close to the national figure of \$148,227 (*see figure 39*).

Figure 39: Utilities Industry Snapshot






<p>444</p> <p>Jobs (2019)</p> <p>203% above National average</p>	<p>-7.5%</p> <p>% Change (2001-2019)</p> <p>Nation: -6.9%</p>	<p>\$139,947</p> <p>Avg. Earnings Per Job (2019)</p> <p>Nation: \$148,227</p>
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Source: EMSI, 2019 Q4

With regard to industry requirement purchases, the vast majority of inputs for the industry are imported into the region. Petroleum Refineries industry purchases make up the largest share of inputs (\$12,970,937) for the regional Utilities sector. However, nearly all of the Electric Power Distribution services are purchased locally (see figure 40).

Figure 40: Utilities Industry Requirements

Industry Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
 Petroleum Refineries	\$0	\$12,970,937	\$12,970,937
 Electric Power Distribution	\$7,095,320	\$29,223	\$7,124,543
 Crude Petroleum Extraction	\$1,619,170	\$5,089,183	\$6,708,353
 Temporary Help Services	\$656,593	\$5,829,524	\$6,486,117
 Pipeline Transportation of Natural Gas	\$0	\$3,484,030	\$3,484,030

Source: EMSI, 2019 Q4

Retail Trade and Food & Drink Gap Analysis

Figure 41 below shows Environmental Systems Research Institute (ESRI) Business Analyst data on the retail leakage/surplus in the region. The report compares the estimated sales in each retail category in the region to the estimated demand by the residents of the region. Where demand exceeds sales, that is where the spending of residents exceeds the amount purchased in the region, leakage has occurred. This means that the demand in a given category is not totally satisfied within the region, and there is

retail gap as residents of the region are making some of their purchases of that good or service outside the region's boundaries. A retail gap may present the opportunity for business development. In the report retail gaps are shown in green. When a greater amount of a retail good type is purchased within the region than is demanded by residents of the region, a retail surplus has occurred. In this case, businesses within the region have not only met local demand, but they have attracted spending from outside of the region's boundaries. Retail surpluses are shown in the report in red.

The sales estimates come from the U.S. Census Bureau's Census of Retail Trade and Nonemployer Statistics. The retail demand estimates come from the U.S. Bureau of Labor Statistics' Consumer Expenditure Surveys.

In 2017 the total estimated retail trade and food and drink leakage from the region was \$433,491,494. This works out to about \$2,800 of leakage per person. Retail trade accounted for \$383,327,889 of the leakage, while food & drink accounted for \$50,163,605. The largest leakages from the region occurred in the categories of Motor Vehicle & Parts Dealers; Clothing & Clothing Accessory Stores; and Food Services & Drinking Places. The retail categories that had the largest retail surpluses and drew in spending from outside the region include Gasoline Stations and Food & Beverage Stores (particularly grocery stores). There are other retail sub-categories that are drawing in dollars (*see figure 41*).

Figure 41: Regional Retail Leakage 2017



Retail MarketPlace Profile

6 Counties
Calhoun County, IL (17013) et al.
Geography: County

Prepared by Esri

Summary Demographics						
2019 Population						150,679
2019 Households						60,408
2019 Median Disposable Income						\$41,018
2019 Per Capita Income						\$26,813
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,968,002,346	\$1,534,510,852	\$433,491,494	12.4	1,137
Total Retail Trade	44-45	\$1,792,899,672	\$1,409,571,783	\$383,327,889	12.0	780
Total Food & Drink	722	\$175,102,674	\$124,939,069	\$50,163,605	16.7	357
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$400,972,176	\$226,762,995	\$174,209,181	27.8	101
Automobile Dealers	4411	\$332,062,912	\$178,544,780	\$153,518,132	30.1	45
Other Motor Vehicle Dealers	4412	\$35,764,455	\$25,252,320	\$10,512,135	17.2	17
Auto Parts, Accessories & Tire Stores	4413	\$33,144,809	\$22,965,895	\$10,178,914	18.1	39
Furniture & Home Furnishings Stores	442	\$52,400,450	\$19,396,695	\$33,003,755	46.0	23
Furniture Stores	4421	\$30,057,945	\$15,233,086	\$14,824,859	32.7	17
Home Furnishings Stores	4422	\$22,342,505	\$4,163,609	\$18,178,896	68.6	6
Electronics & Appliance Stores	443	\$61,863,183	\$36,798,936	\$25,064,247	25.4	47
Bldg Materials, Garden Equip. & Supply Stores	444	\$134,394,659	\$84,361,749	\$50,032,910	22.9	94
Bldg Material & Supplies Dealers	4441	\$119,902,052	\$52,702,153	\$67,199,899	38.9	73
Lawn & Garden Equip & Supply Stores	4442	\$14,492,607	\$31,659,596	-\$17,166,989	-37.2	21
Food & Beverage Stores	445	\$289,947,310	\$303,196,207	-\$13,248,897	-2.2	104
Grocery Stores	4451	\$256,502,741	\$288,502,730	-\$31,999,989	-5.9	81
Specialty Food Stores	4452	\$15,045,936	\$9,366,060	\$5,679,876	23.3	15
Beer, Wine & Liquor Stores	4453	\$18,398,633	\$5,327,417	\$13,071,216	55.1	8
Health & Personal Care Stores	446,4461	\$122,410,889	\$108,776,654	\$13,634,235	5.9	56
Gasoline Stations	447,4471	\$194,779,858	\$269,550,617	-\$74,770,759	-16.1	72
Clothing & Clothing Accessories Stores	448	\$81,351,423	\$17,026,068	\$64,325,355	65.4	41
Clothing Stores	4481	\$56,003,922	\$7,351,868	\$48,652,054	76.8	20
Shoe Stores	4482	\$11,957,108	\$4,277,694	\$7,679,414	47.3	7
Jewelry, Luggage & Leather Goods Stores	4483	\$13,390,393	\$5,396,506	\$7,993,887	42.6	14
Sporting Goods, Hobby, Book & Music Stores	451	\$42,999,680	\$20,953,352	\$22,046,328	34.5	56
Sporting Goods/Hobby/Musical Instr Stores	4511	\$35,786,427	\$19,460,697	\$16,325,730	29.6	50
Book, Periodical & Music Stores	4512	\$7,213,253	\$1,492,655	\$5,720,598	65.7	6
General Merchandise Stores	452	\$292,086,666	\$275,599,536	\$16,487,130	2.9	46
Department Stores Excluding Leased Depts.	4521	\$203,277,630	\$256,116,369	-\$52,838,739	-11.5	11
Other General Merchandise Stores	4529	\$88,809,036	\$19,483,167	\$69,325,869	64.0	35
Miscellaneous Store Retailers	453	\$70,459,186	\$37,257,182	\$33,202,004	30.8	127
Florists	4531	\$4,277,373	\$3,859,723	\$417,650	5.1	33
Office Supplies, Stationery & Gift Stores	4532	\$10,344,663	\$3,189,963	\$7,154,700	52.9	20
Used Merchandise Stores	4533	\$5,530,680	\$10,809,256	-\$5,278,576	-32.3	37
Other Miscellaneous Store Retailers	4539	\$50,306,470	\$19,398,240	\$30,908,230	44.3	37
Nonstore Retailers	454	\$49,234,192	\$9,891,792	\$39,342,400	66.5	13
Electronic Shopping & Mail-Order Houses	4541	\$36,310,091	\$0	\$36,310,091	100.0	0
Vending Machine Operators	4542	\$1,304,287	\$1,069,161	\$235,126	9.9	5
Direct Selling Establishments	4543	\$11,619,814	\$8,822,631	\$2,797,183	13.7	8
Food Services & Drinking Places	722	\$175,102,674	\$124,939,069	\$50,163,605	16.7	357
Special Food Services	7223	\$4,595,343	\$1,601,925	\$2,993,418	48.3	8
Drinking Places - Alcoholic Beverages	7224	\$5,533,799	\$10,148,386	-\$4,614,587	-29.4	70
Restaurants/Other Eating Places	7225	\$164,973,532	\$113,188,758	\$51,784,774	18.6	279

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Esri 2019 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2019 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

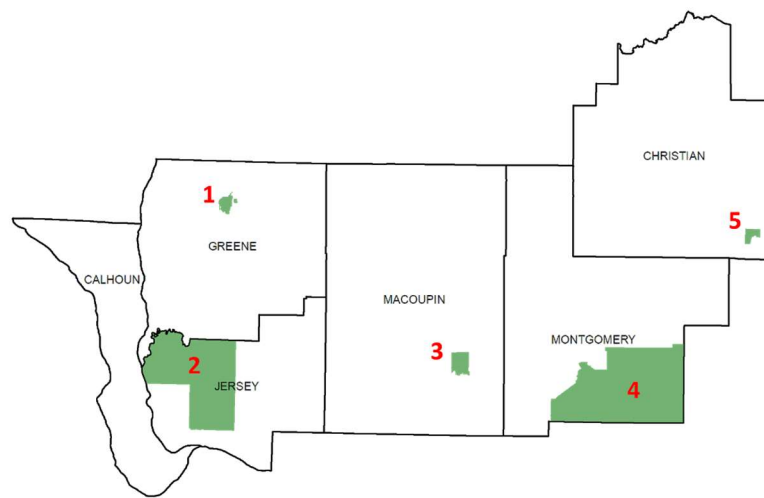
January 17, 2020

Opportunity Zones

U.S. Congress passed the Tax Cuts and Jobs Act in 2017. The legislation is designed to encourage private investment in low-income urban and rural communities by providing a tax incentive. Additional details regarding how Opportunities Zones work, including frequently asked questions, can be found at <https://www.irs.gov/newsroom/opportunity-zones-frequently-asked-questions>.

In total there are 327 Opportunity Zones which have been designated in Illinois. The region has five of these Opportunity Zones including one in each of the six counties with the exception of Calhoun County (see figure 42).

Figure 42: Western Illinois River Valley Opportunity Zones



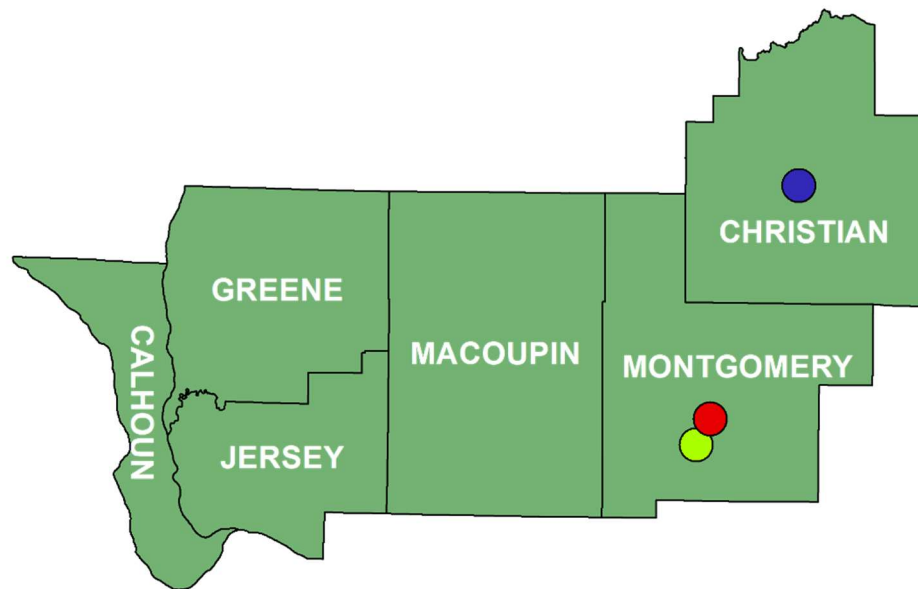
1. Greene County, Census Tract 17061973900
2. Jersey County, Census Tract 17083010402
3. Macoupin County, Census Tract 17117956900
4. Montgomery County, Census Tract 17135958000
5. Christian County, Census Tract 17021958900

Opportunity Zones					
County	City	City Hall Phone	City Hall	County Government	Economic Development
Calhoun		N/A	N/A	N/A	N/A
Jersey	Feldon	N/A	N/A	http://www.jerseycountyillinois.us	https://jedc-il.us/
Greene	White Hall	(217) 374-2345	116 E. Sherman St. White Hall, IL 62092	217-942-5443 – County Clerk	http://www.gcedg.com/
Macoupin	Gillespie	(217) 839-2919	115 N. Macoupin St., Gillespie, IL 62033	http://www.macoupincountyil.gov/	N/A
Christian	Pana	(217) 562-4240	120 Third Street, Pana, IL 62557	https://christiancountyil.com/	http://christiancountyledc.co
Montgomery	Taylor Springs	(217) 532-3354	626 E Main St, Taylor Springs, IL 62089	https://montgomeryco.com/	https://www.montgomerycountyillinois.org/
Montgomery	Coffeen	(217) 534-2216	107 Locust St, Coffeen, IL 62017	https://montgomeryco.com/	https://www.montgomerycountyillinois.org/
Montgomery	Fillmore	(217) 538-2470	301 E Fillmore St, Fillmore, IL 62032	https://montgomeryco.com/	https://www.montgomerycountyillinois.org/

Superfund Sites

The Western Illinois Valley Region currently has three sites on the U.S. Environmental Protection Agency's Superfund National Priorities List. Two of the sites are located in Montgomery County, one near Hillsboro and the other at Taylor Springs. The third site is located in Taylorville in Christian County (see figure 43).

Figure 43: Western Illinois River Valley Superfund Sites



Legend

Western Illinois River Valley Superfund Sites

- ASARCO INC SUPERFUND SITE
- CENTRAL ILLINOIS PUBLIC SERVICE
- EAGLE ZINC CO

Information about each of these sites are available at the following links:

[ASARCO INC SUPERFUND SITE](#) - Taylor Springs: This 533-acre site of which 96 acres was formerly occupied by a zinc smelter and zinc oxide production facility that used 12 acres for dumping waste slag piles with heavy metals. Current owner is Blue Tee Corp. From 2006-2008, soil with high lead concentration were removed from 36 residential properties, otherwise the site remains in the remedial investigation phase of Superfund process with an estimated remedy scheduled for Sept.-Nov. 2020.

[CENTRAL ILLINOIS PUBLIC SERVICE](#) –Taylorville: Central Illinois Public Service Co. (CIPS) formerly operated a coal gasification plant on a 1.0-acre site in Taylorville. Coal tar was a byproduct of the commercial fuel production activities that occurred at the site. Contamination was discovered in 1985 as one of the tar storage tanks had developed a leak. The remediation activities included the removal of 12,000 cubic yards of contaminated soil and providing an alternative water supply for 20 homes. The remediation activities were conducted in the 90s and currently the site is reviewed every 5-years by the EPA.

[EAGLE ZINC CO](#) - Hillsboro: After years of preparation and study, USEPA cleanup has been underway at this 132-acre site since 2014 with estimated conclusion by June 2022. Formerly an unincorporated area of Montgomery County, purchased by City of Hillsboro that is working on annexing it in 2020 with intention to market for future business development within an approved list yet of industries to be provided by USEPA. A railspur connected to Union Pacific main line is adjacent to the site's south edge. State Highway 16 is located within 200 yards of the site entrance.

Regional Transportation

Interstate 55 runs north-south through Macoupin and Montgomery counties providing transportation connections between the region and cities such as Springfield, Bloomington-Normal, and Chicago to the north, and St. Louis to the south. U.S. Highways 67 and 51 also provide north-south linkages through the region. Additionally, the region has several state routes that connect the region's communities.

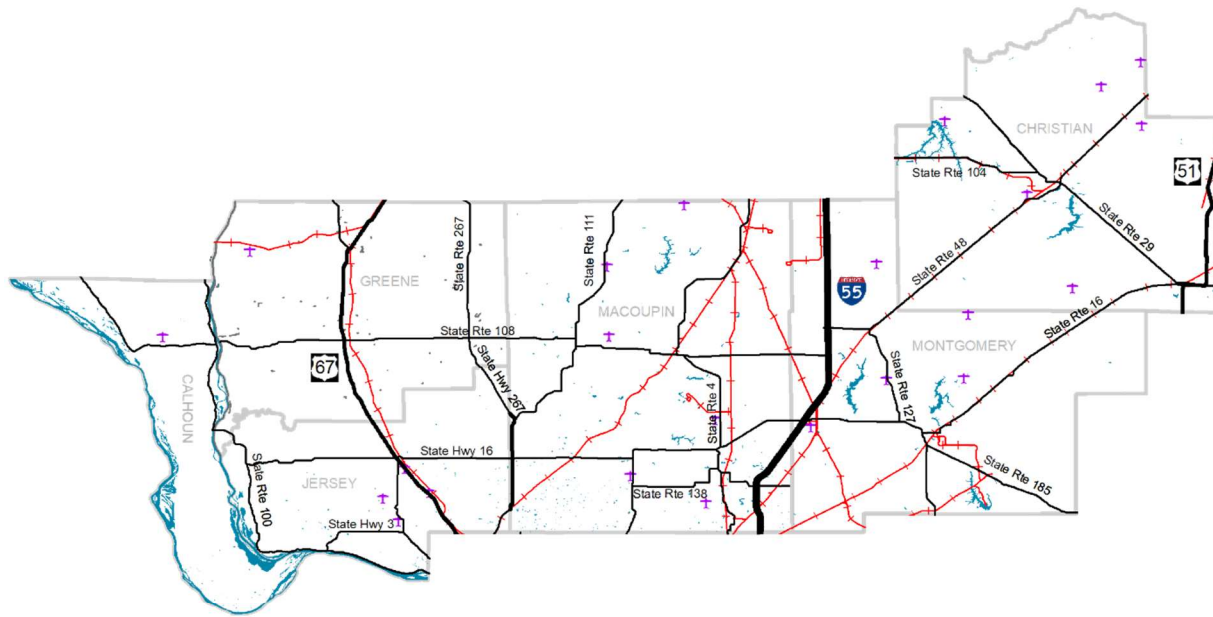
The region has robust freight rail infrastructure including lines from BNSF running through Montgomery and Macoupin counties, Canadian National running through Macoupin County, Kansas City Southern running through Greene and Jersey counties, Norfolk Southern running through Christian, Montgomery and Macoupin counties, and Union Pacific running through, Christian, Jersey, Macoupin and Montgomery counties.

The region has an Amtrak station in Carlinville, in Macoupin County which includes service for both the Illinois Service (Chicago-St. Louis) and Texas Eagle (Chicago-San Antonio) lines.








The region's west boundary, also the state boundary, is the Mississippi River, which provides another transportation asset for the region.

Figure 44 on the following page provides a map of the region's transportation infrastructure.

Figure 44: Western Illinois River Valley Regional Transportation Map



Legend

-  County Boundaries
-  Interstates
-  U.S. Highways
-  State Routes
-  Rail
-  Airports & Airfields
-  Water

Chapter 2: Regional Analysis

SWOT Elements

In January of 2020, committee members were led through a facilitated Strengths, Weaknesses, Opportunities and Threats (SWOT) workshop by Illinois Extension staff. During the workshop the committee members identified the SWOT elements for the region with regard to economic development. Once the group had generated a list for each SWOT element, a follow-up conversation took place and the committee participants had the opportunity to ask for clarification on the listed SWOT elements and to combine similar ideas that had been recorded into a single entry. The group then voted to prioritize which SWOT elements were highest priority. Each SWOT element identified is listed below. The committee in collaboration with Extension staff created descriptions with greater detail for the high priority SWOT elements.

Strengths

- Regional location - between St. Louis and Springfield
- Entrepreneurship in emerging industries - software development, fiber optics
- Strong farming community (Food/Ag processing, manufacturing)
- People
- Recreation - rivers, lakes
- Transportation
- Schools - access to higher ed., continuing ed.
- Community support
- Family-friendly/Quality of life
- Low cost of living
- Workforce (potential)
- Tourism
- Healthcare availability
- Legal marijuana
- Value small business
- Restaurants
- CEO program
- Natural resources including water availability
- Elected officials

Weaknesses

- Lack of good jobs/persistent poverty and unemployment/young people leaving area
- Negative attitude (resistance to change)
- Flooding (USACE slow response time, lack of coordinated flood control plan)
- Lack of understanding/value of economic development
- Lack of infrastructure (incl. water, electric, telecomm.)
- Lack of value for education
- Tax burden

- Lack of industry
- Long commute time to employment
- Transportation
- Better pay - larger market (go to St. Louis)
- Lack of recycling
- Changed values
- Lack of network of hiking/biking trails

Opportunities

- Regional logistics opportunities - intermodal (rail, river, roads)
- Highway/Roadway infrastructure and improvements (U.S. 67, New bridge in Calhoun, Access to I-55, I-70, I-54, St. Louis, Chicago)
- Telecommunication - local fiber investments, line sight, potential for 5G, telemedicine
- Willingness to succeed
- Workforce education and training (presence of higher ed., online)
- Energy - bio-renewables, solar, transition from or around coal
- Expansion in well-established/strong industries
- Tourism/Hospitality
- Keeping connected through technology
- Developable land including "infill lots"
- "Redleg" loans
- Retail development
- Young adults
- Farm 2 Fresh developments

Threats

- State's business climate (regs., taxes, fees, bond rating, laws, mandates)
- Infrastructure incl. water
- Lack of qualified younger generation to fill positions left by people w/ institutional knowledge
- Lack of will to do work that is needed
- Lack of diversity
- Elected officials
- Taxes (Property)
- Loss of population
- Disaster - flooding, etc.
- Drugs
- Absence of "downsize" retirement housing
- Qualified teachers (W)
- Old, crumbling, abandoned poorly maintained property
- Economic Growth (W)
- Change
- Competition for same industries w/in bi-state region
- Negative attitude and despair outlook
- Lack of medical professionals

- Increase in online retail/services
- Inflation

Top Priority SWOT Elements

The committee votes for which elements are the highest priority in the region can be found in Figure 45 below.

Figure 45: SWOT Element Priority Voting

Strengths	Votes	Weaknesses	Votes
Regional location - between St. Louis and Springfield	13	Lack of good jobs/persistent poverty and unemployment/young people leaving area	22
Entrepreneurship in emerging industries - software development, fiber optics	8	Negative attitude (resistance to change)	11
Strong farming community (Food/Ag processing, manufacturing)	7	Flooding (USACE slow response time, lack of coordinated flood control plan)	8
People	5	Lack of understanding/value of economic development	8
Recreation - rivers, lakes	5	Lack of infrastructure (incl. water, electric, telecomm.)	7
Transportation	4	Lack of value for education	6
Schools - access to higher ed., continuing ed.	4	Tax burden	3
Community support	4	Lack of industry	3
Family-friendly/Quality of life	4	Long commute time to employment	2
Low cost of living	3	Transportation	1
Workforce (potential)	3	Better pay - larger market (go to St. Louis)	0
Tourism	2	Lack of recycling	0
Healthcare availability	2	Changed values	0
Legal marijuana	1	Lack of network of hiking/biking trails	0
Value small business	0		
Restaurants	0		
CEO program	0		
Natural resources including water availability	0		
Elected officials	0		
Opportunities	Votes	Threats	Votes
Regional logistics opportunities - intermodal (rail, river, roads)	18	State's business climate (regs., taxes, fees, bond rating, laws, mandates)	24
Highway/Roadway infrastructure and improvements (U.S. 67, New bridge in Calhoun, Access to I-55, I-70, I-54, St. Louis, Chicago)	14	Infrastructure incl. water	9
Telecommunication - local fiber investments, line sight, potential for 5G, telemedicine	7	Lack of qualified younger generation to fill positions left by people w/ institutional knowledge	6
Willingness to succeed	7	Lack of will to do work that is needed	6
Workforce education and training (presence of higher ed., online)	5	Lack of diversity	6
Energy - bio-renewables, solar, transition from or around coal	5	Elected officials	5
Expansion in well-established/strong industries	1	Taxes (Property)	4
Tourism/Hospitality	1	Loss of population	4
Keeping connected through technology	1	Disaster - flooding, etc.	4
Developable land including "infill lots"	0	Drugs	4
"Redleg" loans	0	Absence of "downsize" retirement housing	2
Retail development	0	Qualified teachers (W)	1
Young adults	0	Old, crumbling, abandoned poorly maintained property	1
Farm 2 Fresh developments	0	Economic Growth (W)	0
		Change	0
		Competition for same industries w/in bi-state region	0
		Negative attitude and despair outlook	0
		Lack of medical professionals	0
		Increase in online retail/services	0
		Inflation	0

Top Priority SWOT Elements Detail

The sections below provide additional detail regarding the high priority SWOT elements for the region.

Strengths

Regional Location

The St. Louis to Springfield corridor runs through the heart of the six-County region. Interstate 55 connects the two cities by less than 100 miles, while the US 67 to Interstate 72 route is just under 130 miles. The average daily traffic count along the I-55 corridor is about 30,000 vehicles per day, while the US 67/I-55 route handles about 5,000-15,000 vehicles per day. State Highways 100, 16, 111, 267, 108, 104, 127, and 29 run throughout the six-county region. Airports in St. Louis, Bethalto, Belleville, and Springfield also service the region. The Illinois and Mississippi Rivers along the western portion of the six-County region, along with proximity to the Granite City Central Port, provide strategic location to the river system. Amtrak provides daily passenger rail service in the region while Kansas City Southern, Union Pacific, Norfolk Southern, BNSF, and Canadian National provide freight rail services in the region.

The region has historically been largely rural and agriculture-based, but more recent opportunities in the cities of Jerseyville, Litchfield, and Taylorville, among others, have the potential to take advantage of the region's proximity to the larger population centers in St. Louis and Springfield. Active infrastructure projects such as the expansion of US 67 as a four-lane highway northerly through Jersey and Greene Counties will have long-standing impacts to travel and trade. The Illinois Department of Transportation has classified this highway segment as an "economic corridor" and a "major economic arterial". Coupled with its strategic location benefits detailed above, the regions capable workforce, good living conditions, educational opportunities, and tourism destinations make the six-county region a prime location for long-term development projects.

In looking beyond the St. Louis to Springfield corridor/region, it is notable that over 42 million people live within a 250-mile radius of Jersey County in cities like St. Louis, Indianapolis, Milwaukee, Kansas City, Rock Island/Moline, Memphis, Nashville, Paducah, Little Rock, and most notable and importantly, Chicago. If you expand the radius slightly, you pick-up even more population centers such as Louisville, Nashville, and others.

Entrepreneurship in Emerging Industries

Traditional economic forecasts were not able to predict the establishment of emerging industries in the southwest central region throughout the last decade. Four trends stand out: entrepreneurship, renewable energy, technology, and telecommunications.

Entrepreneurship has experienced a resurgence as Baby Boomers retire from careers that provide them the financial security to pursue their passion and as a younger generation of business owners brings fresh approaches from their collegiate and early adult experiences. Specialty shops and services ranging from coffee shops, clothing boutiques and craft shops to bakeries, specialty teas and vintage vinyl records are cropping up throughout the region. Downtowns benefit from a renewed appreciation for

the character of buildings erected in years gone by. Communities such as Jerseyville, Litchfield, Hillsboro and Nokomis have worked with existing tools like TIF districts and Business Districts to create a pool of matching funds that encourage reinvestment in storefront and building renovations

The spirit of entrepreneurship is being nurtured through the Creating Entrepreneurial Opportunities (CEO) programs that exist in several “west central” counties – Calhoun, Christian, Greene, Jersey, Macoupin and Montgomery. Individual local businesses pledge \$1000 each year to support this initiative that relies on a Facilitator to lead eligible high school seniors from all school districts in a county in a yearlong program through which they conduct a class business; write their own business plans in consultation with mentors; and then use revenue from the class business to establish their own individual businesses. This effort is supported by school districts as a course offering but funded entirely through local contributions. It is up to each CEO whether he or she continues his or her business after high school. Participants have agreed that the program exposes them to a wide array of businesses and industries they had not been aware existed in their area. More than 90% say they would like to return to their home county following their course of continuing education.

Renewable energy is an arena that has seen a multitude of opportunities in the last decade. Several wind projects have explored siting in the northern parts of several west central counties. Solar is an emerging strength with multiple installers, including one company that has installed the most solar arrays in Illinois, based in the region. Requests for solar fields are being pursued by municipalities and even energy generating companies that have ceased their coal-fired generating units such as Vistra Energy’s Coffeen Power Station. It is a strategy that makes sense given the existence of transmission and distribution lines throughout the region.

Although coal is a fossil fuel, the reality that this region has been called the “Saudi Arabia of Coal” given the volume and thermal units in its reserves is an asset that could still be developed for export and for zero emission gasification projects when the federal and state policy environment is aligned.

The region is a natural to capitalize on the potential for biofuels with an abundance of corn and soybeans, a higher presence than other states of on-farm storage that allows for identity preservation, world-class river, port, rail and road facilities to export fuels and co-products, and proximity of livestock for consumption of additional co-products. There is also significant expertise in the building trades for refinery construction. However, state tax policies and lags in the review process have led to potential investments locating in other states (most recently April 2019). The overall policy environment related to federal biofuels targets and waivers to small refineries has also throttled back the potential for the sector.

While some of the opportunities and developments listed above build on existing assets of people and place, two sectors of technology and telecommunications that were not previously on the radar have created tremendous opportunity in the region. The founding and/or growth of software development companies in healthcare, business and agriculture in various towns (Carlinville, Hillsboro, Litchfield, Shelbyville) have created a white-collar workforce with sometimes differing expectations for housing and amenities in rural areas. It also creates an opportunity for our educational institutions to work alongside them to develop a workforce pipeline of talented local people.

Coinciding with technology initiatives have been a number of locally-owned efforts to improve telecommunications, specifically the delivery of internet-based services. Royell Communications based in Macoupin County but serving multiple counties continues its line of sight wireless service while plowing in fiberoptic at some greenbuild housing developments. Madison Telco, a cooperative, has continually invested in better data delivery to its users. A shining star of small business growth and investment is one of the nation's fastest growing companies, CTI based in Taylorville with operations in Christian and Montgomery counties. CTI began as computer repairs and service, then branched into wireless internet which the owners sold to finance a completely fiberoptic model of service delivery. The company's presence has already proven to be disruptive to incumbent providers' pricing strategies and is expected to fuel more growth in the technology sector and home-based business and telecommuting options.

Strong Farming Community

It was Andrew Sloan Draper, the first President of the University of Illinois, who said, "The wealth of Illinois is in her soil and her strength lies in its intelligent development." A visitor to west central Illinois might appreciate the flatland views of more than eight miles across fields of corn and soybeans that flow to the gentle rolls and ridges, wooded streams and floodplains remaining from earlier glacial periods. Some of the world's most fertile soils are abundant throughout the region. They provide the foundation for incredible flavor in the peaches of Calhoun County, the wines from the bluffs of Grafton to the prohibition hideouts near Coffeen and rustic barns near Pana and Assumption and some of the highest corn and soybean yields in the U.S. The strength of West Central Illinois agriculture exists in several forms: production, processing and people.

Production strengths were alluded to above with soil profiles of Drummer, Flanagan, Herrick and others that are known for their fertility and tilth. Older soils are beneficial for grapes. Livestock production ranges from seedstock for horses, meat goats, beef cattle and hogs to dairies and livestock finishing.

Processing capacities are varied across multiple species and sectors: corn seed cleaning-bagging-distribution, small scale meat processing facilities (Jerseyville, Hillsboro, Moweaqua), a Prairie Farms fluid milk processing facility, medical marijuana dispensary; adjacent counties have a creamery (Bond) and food distribution center for institutional food service (Sangamon) and pork processing (Cass).

Supply chain industries include GSI, a global leader in grain handling equipment at Assumption; Linco Precision GPS driven technologies; Corteva/Pioneer corn seed processing plant between Raymond and Litchfield; Bayer field trial research facility near Jerseyville; numerous agricultural fertilizer and crop protection retailers in cooperative (M&M, Christian County, Tri-County FS), public (Nutrien, CHS) and private (Brandt) ownership structures; numerous equipment dealerships (ex. Sloans John Deere, Sievers Case, Barker Implement); semi truck repair facilities (Plaza Truck Sales, Rt 66, Taylor Tire and Auto); manufacturer of aftermarket equipment modifiers (Worksaver); specialty shops like Sarco and Interstate Hydraulics; heat plate exchanger manufacturing, maintenance and repair for a range of industrial uses across North America at Tranter; soil science labs and testing (KSI, Dave Rahe); grain elevators and barge terminals (ADM, cooperatives, private); grain storage construction (Rovey); veterinary services for large and companion animals; and more.

Weaknesses

Persistent Poverty and Unemployment

Data over decades shows consistently higher levels of poverty and unemployment compared to the national average and often the state average. Within the region, there are disparities with Montgomery County in particular, as it is approximately 2% higher than neighboring counties. The data over time implies intergenerational poverty. The seemingly unbreakable cycle of poverty and unemployment could be correlated to old housing stock owned by absentee landlords; a family culture that does not value education or work; disabilities or chronic health problems that prevent work.

A strong network of food pantries is in place to support those in need. “Backpack” lunch programs have been started at some schools with the intention of providing food to children over weekends and holidays. Hillsboro Area Hospital has led the way with summer lunch programs incorporating healthy lifestyle activities and educational programming.

Efforts to improve literacy and educational performance vary by community in the form of after school homework help, summer reading programs at public libraries, lifeskills and character education programs through U of I Extension and other providers, mentoring programs like Big Brother Big Sister or adult-led skill building and community service youth groups like 4-H and Scouts.

Negative Attitude (Resistance to Change)

Community development is essentially a battle for the hearts and minds of a community. The goal of that battle is to engender a shared vision of the future that is compelling, positive and resilient. That does not mean pie-in-the-sky optimism; rather, that vision must be grounded in realism and driven by hard data. But even within those constructs, the task of community development is to create a culture where success is a realistic expectation and failure is regarded as either a temporary setback or a necessary course correction.

Too often the prevailing attitude in a community is the opposite of that desired paradigm. Success is viewed as the exception rather than the rule, the product of luck, or even worse, some unfair advantage. There are many factors at play with the development and spread of such attitudes.

Psychologists recognize that it is entirely natural to have negative thoughts. It’s hard wired into us as a survival mechanism. In the wild, animals often don’t get a second chance to escape a predator, so all animals are predisposed to recall danger and bad outcomes first, as a natural alarm system. It’s why we have such a hard time moving past bad events. Look at it another way: it’s also why the first thought of most golfers (regardless of their skill level) is the trouble that awaits them if they execute a poor swing. It’s our natural instinct to recognize and/or recall bad outcomes first.

This can be particularly true in homogeneous communities. As Michael Sothan points out in his essay “Fighting Back Against Apathy: The Beatrice, NE, Approach To Defeating Negativity” (NMSP, January 2020), when a community is largely composed of families that have lived and worked within that community for generations, the natural cycle of a local economy’s ebb and flow, an economic downturn often creates a dampening effect that far outweighs the positive effects of any subsequent upturn. This

was true in his community of Beatrice, Nebraska after the last recession and its effects linger even today:

“They (the residents) had family members who worked at the factories that shuttered their doors, or at the downtown department stores that were now vacant storefronts. Their memory of ‘what was’ would always outweigh the potential for what ‘could be’ ... Over time, I learned that this negativity was overshadowing any potential for growth. Economic data gave reason for hope and pointed to a stronger-than-expected economic base, but this was not how many residents perceived our town.”

Flooding

Since our ancestors decided to settle in the plentiful lands around the local rivers and tributaries, we have known that Mother Nature will always play a role with these great bodies of water. One such impact can be felt from flooding that is often seen as the winter snow leads to the spring rains that can force the rivers out of their banks. The more significant floods can expose numerous homes and businesses to directly flooding while even a moderate flood can cause transportation and logistical problems that can range anywhere from a nuisance to complete isolation for some areas. While over the past 25 years communities have taken measures to mitigate the flooding there are many issues preventing a community based response to the increasing problems that the frequent floods present. We still are waiting on a proper response from some agencies from the 2019 flood and even that support will require those affected to rely on a county by county or even levee district by levee district plan. This process can cause a lack of coordination at the times when it is needed the most.

The impact of the flooding was on full display in 2019 from the business district of Grafton that became part of the river to the County of Calhoun that was fighting from becoming an island during the height of the waters. This direct flooding not only made the local news but also caught the attention of the national networks as the struggle to recover from the water is only part of the fight. Most of the businesses like the ones in Grafton rely on the recreational aspects of the river during the summer months for most of their revenue. Not only did the 2019 flood enter their buildings, it destroyed the most lucrative part of the season. Damages to infrastructure also causes long-term impacts such as disruptions to transportation, communication, education and health care. Loss of livelihoods, reduction in purchasing power and loss of land value in the floodplains lead to increased stress and vulnerability to those living in the affected communities. Many of these businesses may not recover, and those that do will be feeling the effects of this flood for some time.

Even more daunting, these floods are becoming more frequent and significant. While a normal spring flood may not inundate homes or businesses as they did in 2019, the transportation issues caused can still be cumbersome at best. Whether it is high school kids kayaking up the main road to attend class in order to avoid the lengthy and congested flood route, or the barges unable to navigate the waterways, we are finding more disruptions on an annual basis that we used to only encounter occasionally. Some of these transportation issues can be solved with a buildup of the current roads or other more direct responses, while some projects will require a multi- year- multi jurisdiction solution. Recurrent flooding in a region may discourage long-term investments by the government and/or private sectors. Lack of

livelihoods, combined with migration of skilled workers and inflation, will have a negative impact on a region's economic growth.

The transportation issue actually is part of a broader problem resulting from the flooding. This revolves around quality of life issues that over the long term will have people questioning whether living in the area is worth the challenge. This could be a result of the lack of emergency services during a flood or the cumbersome trips around the flooding that can turn a 20-minute trip into a two-hour adventure. While we have not seen signs of a large exodus yet from the 2019 floods, we have heard from the younger generation about the disadvantages of this flooding compared to other places. Even those that did not have water anywhere near their home or establishments will see their patience wearing thin without something done to ease the effects of the frequent floods. Frequent flooding, resulting in hindrance of livelihoods, reduction in purchasing power and loss of land value in the flood plains, lead to increased migration out of the counties and/or region.

Some people from the outside may wonder why these communities don't just move out of the flood plain. While many of the buyouts from past floods have removed structures that were subject to habitual flooding, local officials must be cognizant of the impact on their community without a well thought out relocation plan. Not only are they removing structures from the tax rolls, they are potentially removing people from their roots that were planted generations ago.

Even if a solid plan can be created and implemented for relocation as the mitigation answer, many types of communities rely on infrastructure or land subject to flooding that simply can't be moved. This is where solutions for mitigation are going to require more responses than simple relocation. These solutions will become harder to find, let only to carry out, if we don't have a well-coordinated strategy among all the stakeholders.

If there is one thing we can agree upon, it is that the flooding issue goes beyond the historic floods that capture the news cycle showing people sandbagging to protect their property. The constant moderate floods that cause serious transportation and logistics problems are becoming so commonplace that many communities are facing issues even when houses and buildings are not directly flooded. Not only do these transportation issues cause safety concerns when emergency services are needed, but we are at risk that the next generation may look beyond their hometown community for a place to live.

The mitigation of the flood issues are hampered by the lack of prompt support by agencies responsible for the flood control system and the lack of communication by the different stakeholders who have different areas of responsibility in response to this problem. Until some coherent policy is set in place, it will be up to the patchwork of different communities and districts to handle their flood issues the best they can under the circumstances.

Lack of Understanding/Valuing Economic Development

Economic development is a set of interrelated activities with the goal of increasing economic activity within a community or region. While many elected officials and business leaders have a basic sense of economic development functions, including business attraction and retention & expansion, many leaders have limited knowledge about modern economic development paradigms and the contemporary issues facing economic development efforts. There can be a tendency to be myopic with

regard to economic development and to focus on attraction. This is a result of the traditional models of economic development that were utilized for many decades. Within the region there are certainly economic development professionals who have a full understanding of modern economic development. However, local elected officials, many of whom are part time, may not have the same level of understanding.

While attraction still has a role in modern economic development, many of the small communities and regions that have had recent success have expanded their efforts beyond attraction and have recognized the importance of growing small businesses from within. Indeed, small business growth accounts for the largest proportion of net economic growth within the state. There may be a weakness within the region regarding understanding modern economic development approaches and issues including the role of Regionalism, effectively supporting entrepreneurship, the role of place-based community development, how site selection is done, the use of economic development public finance tools, and the increasing role of automation in industry.

Opportunities

Regional Logistics Opportunities

The six-County region has a unique blend of access to US Interstates and State highways, Class 1 rail carriers, and major river access, coupled with readily available infrastructure and natural resources. The St. Louis and surrounding metro-east region is well-experienced with regional logistics and intermodal operations, including well-established trucking companies. This experience can easily translate to the six-County region.

One current example is in Jersey County. The City of Jerseyville is at the doorstep of a significant rail facility and logistics park. The Kansas City Southern (KCS) Railroad sees an opportunity for a major expansion of their rail facility and rail lines in the region. The country of Mexico is an emerging economy with a growing manufacturing base and broad platform of international trade agreements. As the manufacturing base increases, the need for transporting products around the world, and especially in the United States, will be evident. With the KCS being the only single-line railroad that moves product across the US-Mexico border, the railroad is primed for growth and expansion. Due to significant congestion of current KCS (and all Class 1 railroads) rail lines, the need to expand rail service, specifically in Jersey/Greene Counties, is or could be necessary. Expansion in this region makes sense due to the new US 67 Corridor, the Mississippi/Illinois Rivers, and the location of the existing KCS lines in the proximity of Jersey/Greene Counties. With the recent addition of an Enterprise Zone and other economic development tools, a nationwide development firm is planning the construction of a rail-served, inland logistics and industrial park in Jerseyville, with ready access to available land and the necessary infrastructure. Feasibility and demand studies have been completed, including economic impact modeling and job analysis, concluding that positive job creation and economic impact will result. The economic “ripple effect” of this project is expected to benefit the entire region. The development is expected to consist of warehouse facilities, light manufacturing, and assembly operations, among other possibilities, and expected to create 1,000 jobs. Targeted industries include automotive manufacturers and suppliers, business support services, trade and logistics, plastics manufacturers, agri-business, and

related sectors. A single haul by rail from/to Jersey County could easily result in goods being delivered from/to multiple larger-city locations within one day of a transload from rail to truck, most notably, Chicago. In addition, a direct Jerseyville to Chicago truck route eliminates the current 2 or 3 rail interchanges, delays in off-loading at the congested Chicago-area rail yards, and reduces shipping costs considerably. Preliminary discussions with one potential tenant currently using the trucking method from Texas to Chicago and the upper Midwest, revealed that the company had 330 retail dealers of its products within a one-day drive of Jersey County. This new rail-served park in the region would greatly improve the supply chain logistics.

Another current example is in Montgomery County. The City of Litchfield has a strong history in industrial development and has provided nearly 200 acres of space for industrial businesses. The City's success in developing two industrial parks has provided jobs for thousands over the past 40 years and is home to 700 employees currently. With limited space available in its current parks, the City has taken the steps to plan and construct the I-55 Commerce Center at the intersection of Interstate 55 and IL Route 16. The City purchased 130 acres adjacent to the Litchfield interchange for the location of the Park with an additional 120 acres under option. The park is preliminarily designed to include 20-25 lots within the purchased property.

Litchfield's mission is to expand the footprint of the City to allow for business opportunity and economic growth through land development. The purpose for this project, as in past Industrial Park Developments, is to provide shovel-ready sites for industrial/manufacturing/warehousing businesses. The City foresees the location of approximately twenty new businesses within the park and creation of a potential 600-1,000 new jobs during its build-out. The project includes the extension of water/sewer/electric/natural gas infrastructure across Interstate 55 on the west and will also service bulk water supply to regional water districts. The City's development will improve IL Route 16 with an additional lane in each direction approaching the industrial park for truck-turn capacity and additional traffic.

The development of the Industrial Park and associated public improvements will have regional benefits rather than strictly to Litchfield. The City and the region will benefit from this project as it brings in new investment, jobs, and the need for housing. The impact to the region would allow the City to expand the tax base, generate jobs and investment, and the ability to service others

Highway/Roadway Infrastructure and Improvements

The St. Louis to Springfield corridor runs through the heart of the six-County region. Interstate 55 connects the two cities by less than 100 miles, while the US 67 to Interstate 72 route is just under 130 miles. The average daily traffic count along the I-55 corridor is about 30,000 vehicles per day, while the US 67/I-55 route handles about 5,000-15,000 vehicles per day. In expanding beyond the region just to the south, the I-70/I-55 merger region of the metro-east witnesses about 50,000 vehicles per day. State Highways 100, 16, 111, 267, 108, 104, 127, and 29 run throughout the six-county region. The region includes the Joe Page lift-bridge crossing at the Illinois River in Hardin (Calhoun County), as well as several active ferry crossings at the Illinois and Mississippi Rivers in Calhoun/Jersey/Greene Counties. In looking beyond the St. Louis to Springfield corridor/region, it is notable that over 42 million people live within a 250-mile radius of Jersey County in cities like St. Louis, Indianapolis, Milwaukee, Kansas City,

Rock Island/Moline, Memphis, Nashville, Paducah, Little Rock, and most notable and importantly, Chicago. If you expand the radius slightly, you pick-up even more population centers such as Louisville, Nashville, and others.

The region has historically been largely rural and agriculture-based, but more recent opportunities in the cities of Jerseyville, Litchfield, and Taylorville, among others, have the potential to take advantage of the region's proximity to the larger population centers in St. Louis and Springfield. Active infrastructure projects such as the expansion of US 67 as a four-lane highway northerly through Jersey and Greene Counties will have long-standing impacts to travel and trade. The Illinois Department of Transportation has classified this highway segment as an "economic corridor" and a "major economic arterial". The six-county region is a prime location for long-term development projects. While the I-55 and I-72 routes have well-established "feeder" roadway systems, a number of these routes provide increased opportunities to the six-County region with some improvements to allow more efficient/safer travels for both vehicular and truck traffic, such as:

- US 67 upgraded from 2-lane to 4-lane capacity from Delhi in Jersey County to near Manchester in Greene County.
- Fixed bridge crossing from Calhoun to Jersey County, constructed at an elevation above major flood stage.
- Continued roadway resurfacing, widening, and guardrail improvements along various state highway routes.
- Continued small bridge/box culvert improvements along various state highway routes.
- Raising roadway elevations along various state highway routes to levels above major flood stage.

Telecommunication

Several factors are aligning to make the region competitive in telecommunications. The investment of private companies in building out globally competitive fiber optic to the premises in Calhoun, Christian, Jersey, and Montgomery counties as well as some locales in Macoupin county create opportunities to recruit data-driven industries and service centers into the region. The prevalence of fixed wireless and satellite providers enable GPS-driven technologies needed for agriculture and logistics.

There are several funding opportunities to enhance broadband availability and provide a scalable delivery method. For example; cooperatives such as MJM Electric Cooperative, Grafton Technologies Inc., and Illinois Electric Cooperative can loan funds for infrastructure buildout. The State of Illinois is in the process of developing an application process for communities and entities to apply for funds to expand availability and to accelerate adoption of broadband technology. The federal government has made funds available through USDA Rural Development, Rural Utility Service, and the Federal Communications Commission.

Both state and federal governments are emphasizing broadband buildout in rural areas which works to the West Central Region's advantage. There are also multiple efforts underway to collect and analyze more data on the availability, reliability and quality of internet service being delivered to customers.

The convergence of state and federal funding for broadband expansion with local leadership and interest provides myriad opportunities to ensure the region will be on the map and competitive in years to come.

Willingness to Succeed

Many communities in the region discussed how people come together time and time again. Willingness to succeed are the positive things we see happening in the community. An example of this is the support for local organizations.

Education is the key to success in our rural communities. There are many education foundations for schools, such as Greenfield Foundation for Educational Excellence (GFEE).

- *Greenfield Foundation for Educational Excellence*

GFEE is a non-profit organization established to promote educational excellence within the Greenfield School District. GFEE provides scholarships to seniors seeking to further their education. Scholarship applications are available in the spring and monetary awards are distributed at graduation by members of the foundation. Mini-grants are also provided to teachers needing funds for special projects or programs within their classrooms.

Additionally, there is a junior college participating program.

- *Expansion of buildings and facilities*

Local business expansion is necessary in certain industries in order to keep up with population growth. This can be seen in agricultural business with the expansion of Hoginc, SHS, and Zoetis. As well as in the local health industry expanding their own buildings and facilities; adding aquatic physical therapy to Boyd's Hospital in Carrollton.

- *Volunteer hours*

Especially in situations when it gets tough, volunteering is critical. For example, when there is flooding in the community, they come together and sandbag. Or the numerous benefits for people who are terminally ill or have passed away.

Threats

State's Business Climate

Illinois does not compare well with other states in terms of state business climate. While Illinois holds the fifth largest GDP in the nation, according to USA Today, while nationwide the working-age population is projected to increase by 4.6% between 2020 and 2030, it is expected to decrease by 3.9% in Illinois, the fifth-largest decrease among states. While the state may benchmark well against other states in average job earnings, \$66,044 (9th highest), adults with a bachelor's degree: 35.1% (12th highest), and venture capital deals: 2 per 100,000 people (16th most), Illinois still ranks as the 16th lowest in terms of one-year real GDP change at +2.1%.

As *Forbes* points out, Illinois is on the back end as the 37th best state to do business in. It has a high regulatory environment, ranking 39th. And also having lower growth prospects, ranking 45th. To add to the state's business troubles, 2018 net migration topped out at a loss of almost 100,000. There's also no getting around the fact that Chicago and the state bear \$28 billion in unfunded pension liabilities and billions more in traditional debt.

The state's finances have been in shambles for some time. Since June, 2017, Illinois has held the spot for worst credit rating for any state in the nation, as reported by American credit rating agency, Moody's. After eight downgrades in as many years, Illinois' rating is an outlier among states, most of which are rated at least eight notches higher; it is in fact the lowest ever rating for a U.S. state.

Infrastructure (Including Water)

Housing, healthcare, transportation and water systems are often mentioned as common infrastructure areas for concern in rural America. Limited access to adequate housing and healthcare combined with aging water systems and unsafe roads and bridges create barriers to economic development and impact the quality of life for citizens living in rural communities.

While each of the infrastructure areas listed is important, this report will focus on the threats and challenges caused by aging rural community water systems. A community of 2,600 people recently experienced two days without water due to two separate water line breaks within a three-day period. After the breaks were repaired, the town was under "boil water" restrictions for several days. Conversations with city officials pointed to serious concerns about future problems. Unfortunately, there is not a clear path for funding to prevent or resolve system failures that are likely if aging equipment and systems are not updated or repaired.

Community water systems are a threat that is get recognized by the general population as frequently as lack of housing, healthcare and transportation. Rural communities have accepted they must drive for their healthcare, and they can see that roads need repairs and the bridges are old; but most people assume there will be water when they turn on their faucets. The general population is unlikely to understand the challenges their small towns are facing to maintain their aging systems.

The threat is increased because it is difficult for rural communities to finance projects for new water systems or to acquire funds for expensive repairs to existing systems. Federal and state agencies provide funding through low-interest loans and grants to rural communities for infrastructure projects; however, communities often have difficulty applying or qualifying for the grants or loans. Communities are faced with the following challenges:

- Limited awareness of funding opportunities
- Lack of technical expertise for designing projects and/or writing grants
- Limited grant-writing resources
- Funds are not available for high grant application fees
- Funds are not available for matching fund grants
- Payments for low-interest loans may be difficult with limited community budgets
- Competition for grant funds often favors urban areas

When loans and grants are not available, communities are challenged to raise infrastructure funding through increased utility rates. Unfortunately, the population is often too small to create the amount of funds needed, and accumulating the required funds through rate increases takes time.

Communities are also faced with the challenge of decreasing tax revenue due to smaller population, lower property values and loss of community businesses. It is not easy for rural communities to end the cycle of declining tax revenue. Infrastructure concerns make it difficult to bring in new businesses, discourage new families from moving into the area and can be a reason for families to move to another community.

Lack of Qualified Younger Generations to Fill Positions Left by People with Institutional Knowledge

OSHA states a qualified person is a person who, by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge or training and experience, successfully demonstrated the ability to solve/resolve problems related to the subject matter, the work, or the project (OSHA, 2020).

In short, a qualified person is an employee who has a certificate or a degree in a related field—and paired either of those with applicable field experience. Lack of qualified younger generations can be due to lack of education and/or a lack of training.

- *Education*

Unfortunately, the education level rates have remained static in this community while the dynamic industries require more and more knowledge. There is a significant increase in individuals choosing to go to college over time on a national level. We can see this through statistics derived from *Highest Educational Levels Reached by Adults in the U.S. Since 1940*, a report published by the United States Census Bureau, March 2017. In the 1940's only 4.6% of the population had a bachelor's degree or higher whereas in 2016 it was 33.4%. Education

levels from a national perspective have risen. However, in the rural communities they have not. According to statements derived from city-data.gov, the average graduation rates (25+ age) for individuals in the region are much lower compared to the national average. As of 2017 roughly 90% of the people have completed high school or higher but only 6% have a bachelor's degree or higher; and lastly, only 4% have a graduate or professional degree. This might indicate that the younger generations cannot keep up with dynamic economic development.

- *Training*

There is a lack of training. Members who currently hold these positions have sometimes been in these positions for years if not decades. There is no possible way to condense this knowledge into training. This education gap could arguably be minimized if there would be extensive data collection by the members who currently hold positions. People with institutional knowledge leave big shoes to fill and currently they leave no instructions as to how to do so. We have to create documents which leave instructions for our successors. Arguably the business environment does not allow sufficient funding to develop qualified people before natural attrition shrinks the workforce which is even more difficult now with the minimum wage change.

Lastly, the proximity to larger cities creates a brain drain with all job opportunities.

Lack of Will to do the Work that is Needed

This could potentially be due to the fact that there is a lack of motivation. In other words, there is a lack of feeling the need to take action. In some cities, towns, and/or villages in Greene County.

Unemployment rates have spiked to over 30% (City-Data.gov, 2017). Even when taking into account people who are not able to work, there remains a concernedly large portion of the citizens unemployed for unknown reasons. This could potentially be an indicator there is a lack of willingness.

There are insufficient available financial resources which creates despair within the communities to maintain the resources they have.

There is a lack of unifying vision which stems from there not being one dominant community or regional entity. The 4 community zones (Whitehall, Greenfield, Roodhouse, and Carrollton) all have different migration settlements and different culture groups with no synergy between them.

Lack of Diversity

The homogeneous nature of our area is fertile ground for the development and persistence of negative attitudes. The statistical markings of how homogeneous our communities are can be found throughout this report, including the following:

- Our area lacks racial diversity: 96.60% of Western River Illinois Valley is classified as “white, non-Hispanic”; statewide that category represents 60.68% of Illinois population, nationally 59.98%.

- Traditional employment avenues have shrunk: 15 of our top 20 industrial employment groups (75%) have experienced net declines in total local employees.
- Only 22% of the region's residents have post-primary education degrees. State-wide, 39% of residents have obtained an Associate's Degree or higher, while nationally the attainment rate for post-primary degrees is 37%.
- There is NO discernible pattern of migration into our region; in fact, our net population is declining (7% from 2001 to 2019) and the forecast is for continued decline into 2024.
- We are an aging population: no county has an average age below 42.2 years (Montgomery), while the state and national averages are 37.7 and 37.8, respectively.

The result of this demographic stew is that the preponderance of our residents have only limited experience living with people of different races, cultural backgrounds, income and/or educational levels. An aging and declining population means that most traditional institutions, from our schools to our churches to our downtowns, were built to serve more people than live here today or are expected to live here tomorrow. Similarly, nearly all businesses and industries have taken productivity advances to a level where they can produce goods and services with far fewer employees today than were required a generation ago. But the bulk of our population entered the workforce about a generation ago. A result of this demographic stew is that new ideas, and the optimism that accompanies them, do not easily flow in from the outside, and when they do, they face considerable headwinds. The fusion of optimism with new ideas is the basis for an entrepreneurial subculture.

Chapter 3: Strategic Direction/Action Plan

Vision, Goals, and Objectives

The steering committee came together in February 2020 to articulate an economic development vision for the region. The group discussed some of the elements that they would associate with a positive economic future for the region. The project staff then took these elements and drafted a vision statement for the region which was approved by the committee.

Western Illinois River Valley Economic Development Vision Statement

The Western Illinois River Valley will be an economically and demographically growing region. The region will be economically competitive on state, national, and global scales and will feature a well-skilled workforce, high quality of life and standard of living for residents, and synergy among the region's communities.

Goals

Based on the overall vision for the region the steering committee members identified six interrelated goals which must be met in order to realize the region's economic development vision (see figure 46).

Figure 46: Western Illinois River Valley Economic Development Goals

Goal 1. Western Illinois River Valley is an **economically strong and diverse** region.

Goal 2. Western Illinois River Valley provides residents with a **high quality of life**.

Goal 3. Western Illinois River Valley has a highly **skilled workforce**.

Goal 4. Western Illinois River Valley has the **infrastructure** required to be economically successful and meet other development goals.

Goal 5. Western Illinois River Valley region can **effectively market itself** internally and externally.

Goal 6. Western Illinois River Valley region leaders and actors in economic development have a working **knowledge of outside resources and economic development best practices**.

Objectives

With the economic development goals established, the group then identified a set of narrower objectives to meet in order to accomplish each goal (see figure 47).

Figure 47 - Western Illinois River Valley Economic Development Objectives

Goals	Objectives
Goal 1 - Economically strong and diverse	1.1 Attract businesses to the region from a variety of industries.
	1.2 Ensure that the region fosters and supports entrepreneurial development.
	1.3 Retain and expand the region's existing businesses.
	1.4 The region features a mix of businesses in terms of size and industrial sector.
Goal 2 - High quality of life	2.1 The region features high quality and innovative educational opportunities.
	2.2 The region's residents have adequate access to high quality healthcare.
	2.3 The region has high quality public transportation and related infrastructure.
	2.4 The region has a mix of housing stock to meet area resident needs and attract new residents.
	2.5 The region has high quality entertainment options and amenities.
	2.6 The region provides ample opportunity for residents to engage in civic life.
	2.7 Public safety resources in the region are responsive and effective.
Goal 3 - Skilled workforce	3.1 The region's workers are highly adaptable and have opportunities for lifelong learning.
	3.2 The region features high quality and innovative educational opportunities. (2.2)
	3.3 Business owners and major employers are continuously engaged to understand the region's workforce needs.
Goal 4 - Infrastructure	4.1 The region will maintain it's existing infrastructure to a level that supports the other goals.
	4.2 The region will expand infrastructure in traditional and innovative ways.
Goal 5 - Effective marketing	5.1 The region will take inventory of regional assets which support economic development.
	5.2 The region is able to articulate its unique attributes and leverages this to market to outside investment.
Goal 6 - Knowledge of outside resources and e.d. best practices	6.1 The region's communities, leaders, and economic development professionals are aware of the various federal funding opportunities for economic development.
	6.2 The region establishes an effective planning entity.

Action Plan

In order to meet the region's identified economic development goals, the CEDS committee worked with their local communities to identify projects. Each of these projects address one or more of the region's goals. Figure 48 below shows the total projects that meet each objective. The tables on the following pages provide a list of projects, their location, and the economic development goal that the projects align with (see Figure 49). Additional detail about each project can be found in the spreadsheet at this link: [Western Illinois River Valley Economic Development Strategy Projects](#)

Figure 48: Project Counts by Objective

Objective	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	2.6	2.7	3.1	3.2	3.3	4.1	4.2	5.1	5.2	6.1	6.2
Project Count	35	26	41	26	14	13	77	8	27	28	38	14	15	9	95	55	31	31	33	23

Figure 49 – Western Illinois River Valley Projects in Support of Objectives

Project Name	Location of Project	Which Plan Objectives Does This Project Align With?
East City Limits Road renewal	Brighton - East City Limits Rd.	1.1, 1.2, 1.3, 2.1, 2.3, 2.4, 2.5, 2.6, 2.7, 3.1, 3.2, 4.1, 4.2, 5.1, 5.2, 6.2
Build Up Roads	Calhoun County	2.3, 4.1
Calhoun County Golden Eagle Ferry	Calhoun County	2.3, 4.1
Calhoun County Highway 1	Calhoun County	2.3, 4.1
Calhoun County Park and Rec.	Calhoun County	2.1, 2.5, 2.6, 3.1, 3.2, 4.1, 4.2
Calhoun County Tiff District	Calhoun County	1.1, 1.2, 1.4, 5.1, 5.2, 6.1
Calhoun Fiber Project	Calhoun County	1.1, 1.2, 1.3, 2.1, 2.5, 3.2, 4.2,
Calhoun Road/Bridge improvements	Calhoun County	2.3, 4.1
Calhoun Sidewalks	Calhoun County	2.3, 2.6, 4.1
Equipment Upgrade	Calhoun County	2.3, 4.1
Water Treatment, Storage and Service Lines (2)	Calhoun County	2.3, 4.1
Calhoun County Route 100	Calhoun County	2.3, 4.1
Calhoun County Route 96 (1)	Calhoun County	2.3, 4.1
Calhoun County Route 96 (2)	Calhoun County	2.3, 4.1
Tourism Recovery Plan	Calhoun, Greene, Madison, Montgomery, Macoupin, Greene and Jersey Counties	1.1, 1.2, 1.3, 2.5, 3.1, 3.3, 5.1, 5.2, 6.1, 6.2
Carlinville Amtrak Maintenance	Carlinville	2.3, 4.1
Carlinville Police Department	Carlinville	2.7
Carlinville Public Works (1)	Carlinville	2.3, 4.1
Carlinville Public Works (2)	Carlinville	2.3, 4.1
Carlinville Public Works (3)	Carlinville	2.3, 4.1
Carlinville Solar Array	Carlinville	2.4, 4.1, 4.2
Carlinville Street Department (1)	Carlinville	2.3, 4.1
Carlinville Street Department (2)	Carlinville	2.3, 4.1
Carlinville Street Department (3)	Carlinville	2.3, 4.1
Carlinville Street Department (4)	Carlinville	2.3, 4.1
Carlinville Street Department (5)	Carlinville	2.3, 4.1
Carlinville Transportation (1)	Carlinville	2.3, 4.1
Carlinville Transportation (2)	Carlinville	2.3, 4.1
Carlinville Water and Sewage Department	Carlinville	2.3, 4.1
Carlinville Water Department (1)	Carlinville	2.3, 4.1
Carlinville Water Department (2)	Carlinville	2.3, 4.1
City Building Improvements	Carlinville	2.3, 4.1
New Fire and EMS Department Facility	Carlinville	2.3, 4.2

Figure 49 – Western Illinois River Valley Projects in Support of Objectives (Continued)

Project Name	Location of Project	Which Plan Objectives Does This Project Align With?
Water Storage and Distribution Improvements	Carlinville	2.3, 4.1, 4.2
Water Treatment Plant Improvements	Carlinville	2.3, 4.1, 4.2
Alley Relocation	Carrollton	1.3, 1.4, 4.1, 4.2
Carrollton Library Remodel	Carrollton	2.1, 2.3, 2.5, 2.6, 2.7, 3.1, 3.2, 4.2
Façade Improvement Program	Carrollton	1.1, 1.2, 1.3, 1.4, 2.5, 2.6, 4.1, 4.2, 5.1
Multi-Generational and Active Senior Housing or Apartments	Carrollton	2.4, 2.6
Wastewater Treatment Plant and Service Lines	Carrollton	2.3, 4.1, 4.2
Water Treatment, Storage and Service Lines (1)	Carrollton	2.3, 4.1, 4.2
Boyd Hospital Improvements (1)	Carrollton	1.3, 2.2, 2.7
Boyd Hospital Improvements (2)	Carrollton	1.3, 2.2, 2.7
Boyd Hospital Improvements (3)	Carrollton	1.3, 2.2, 2.7
Boyd Hospital Improvements (4)	Carrollton	1.3, 2.2, 2.7
Carrollton Broadband	Carrollton	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.4, 2.5, 2.6, 2.7, 3.1, 3.2, 4.2, 5.1, 5.2
Carrollton Event Space	Carrollton	1.1, 1.2, 1.3, 1.4, 2.5, 2.6, 4.2
Carrollton Regional Foods	Carrollton	1.3, 3.3, 4.1, 4.2
Carrollton Renewable Energy	Carrollton	2.4, 4.1, 4.2
Park and Recreation Improvements (1)	Carrollton	2.3, 2.5, 2.6, 4.1
Water Drainage	Carrollton (Greene County)	2.3, 4.1, 4.2
Drainage Study & Trac Hoe Equipment	Coffeen	2.3, 2.6, 2.7, 4.1, 4.2
Water Storage Tanks	Farmersville	2.7, 4.1, 4.2, 5.1
Water Plant	Farmersville	1.3, 2.7, 4.1, 4.2, 5.1
Village Park	Farmersville	2.5, 2.6, 5.2
Gillespie Sewer Replacement	Gillespie	1.1, 1.3, 1.4, 2.3, 4.1, 4.2
Downtown Streetscape	Gillespie - Central Business District: Macoupin Street	1.1, 1.2, 1.3, 2.3, 2.5, 4.1, 4.2
Gillespie Lake Expansion	Gillespie, Gillespie Township	1.1, 1.3, 1.4, 2.3, 2.5, 2.6, 4.1, 4.2, 5.2
Greene-Calhoun CEO	Greene and Calhoun Counties	1.1, 1.2, 1.3, 1.4, 2.1, 3.1, 3.2, 6.1
Farmfront Farm Apprenticeship Program	Greene County	1.3, 2.1, 3.1, 3.2, 4.2
Greene County Workforce Development Training	Greene County	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 4.2

Figure 49 – Western Illinois River Valley Projects in Support of Objectives (Continued)

Project Name	Location of Project	Which Plan Objectives Does This Project Align With?
Calhoun CUSD #40	Hardin	2.1, 2.3, 3.2, 4.1
Hardin Village Hall	Hardin	2.3, 4.1
Develop a Sustainable Energy Plan	Hillsboro	4.1, 4.2
Develop Central Park	Hillsboro	2.3, 2.5, 2.6, 4.1, 4.3
Develop hiking and running trail systems	Hillsboro	2.3, 2.5, 2.6, 4.1, 4.3
Develop Hillsboro Incubator	Hillsboro	1.1, 1.2, 1.3, 1.4 3.1, 3.3
Develop Lakes as a destination	Hillsboro	2.5, 2.6, 4.1, 4.2
Develop the abandoned Corner block Building	Hillsboro	
Eagle's Inc	Hillsboro	1.1, 1.2, 1.3, 1.4, 5.2
Rebuild Sewer Plant	Hillsboro	2.3, 2.4, 2.7, 4.1, 4.2
Redevelop Main Sreet	Hillsboro	1.1, 1.2, 1.3, 1.4, 2.3, 2.5, 2.6, 3.3, 4.1, 4.2, 5.1,
Eagle's Inc Light Industrial Park	Hillsboro - East Side	1.1 , 1.2 , 1.3 , 1.4 , 2.1 , 4.2 , 5.1
Jersey County Fiber Project	Jersey County	1.1, 1.3, 2.1, 2.2, 2.3, 2.7, 3.2, 4.1, 4.2, 5.2, 6.1
Bridge Replacement - Reddish Ford Road	Jersey County - 4 miles northeast of Fieldon	2.3, 4.1
Delhi Road Improvements	Jersey County - Delhi Road from Oak Rest Road east to Village of Brighton	1.3, 2.3, 4.1, 4.2
Otterville Road Improvements	Jersey County - Otterville Road from IL Route 16 south to the Town of Otterville	2.3, 4.1, 4.2
Range Line Road Improvements	Jersey County - Range Line Road from IL Route 16 south to Delhi Road	1.1, 1.3, 1., 2.3, 4.1, 4.2, 5.2
Pleasant Street (& Vicinity) Drainage Improvements	Jerseyville	2.3 , 4.1 , 4.2
Ambulance Fleet Upgrade	Jerseyville - 400 Maple Summit Rd.	2.2, 2.7
Medical Office Building Planning & Construction	Jerseyville - 400 Maple Summit Rd.	2.2 , 2.7
Wellness Center Upgrades & Storm Shelter	Jerseyville - 412 Maple Summit Rd.	2.2 , 2.5 , 2.7
Crystal Lake Road Improvements	Jerseyville - Crystal Lake Road, from US Hwy. 67 east to Range Line Road	1.1 , 1.3 , 1.4 , 2.3 , 4.1 , 4.2 , ;5.2
Hollow Avenue Improvements	Jerseyville - Hollow Avenue, from Baxter Avenue west to Waggoner Drive	2.3 , 4.1 , 4.2

Figure 49 – Western Illinois River Valley Projects in Support of Objectives (Continued)

Project Name	Location of Project	Which Plan Objectives Does This Project Align With?
Sandy Creek Drainage Study/Improvements	Jerseyville - Southwest Quadrant of City	2.3 , 4.1 , 4.2
State Street Streetscape Improvements	Jerseyville - State Street Region	1.1, 1.2 , 1.3 , 2.5 , 2.6 , 5.2
Off-Site Infrastructure Improvements for Mid-American International Gateway Development	Jerseyville & Jersey County - Crystal Lake Road/Range Line Road/US Hwy. 67	1.1 , 1.2, 1.3 , 1.4 , 2.3 , 4.1 , 4.2 , 5.1 , 5.2
Commercial and Industrial Development/Expansion	Litchfield	1.1, 1.2, 1.3, 1.4, 2.5, 3.3, 5.1, 5.2, 6.1, 6.2
Economic Development Revolving Loan Fund	Litchfield	2.4, 2.6, 2.7 5.1, 5.2, 6.1, 6.2
Housing Rehabilitation Project	Litchfield	2.4, 2.6, 2.7 5.1, 5.2, 6.1, 6.2
Litchfield Tourism Program	Litchfield	1.1, 1.2, 1.3, 1.4, 2.3, 2.5, 2.6, 3.1, 3.2, 3.3, 4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Public Facilities Improvements	Litchfield	2.3, 2.7, 4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Public Safety Equipment	Litchfield	2.3, 2.6, 2.7, 4.1, 4.25.1, 5.2, 6.1, 6.2
Recreational Facility/YMCA	Litchfield	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.5, 2.6, 2.7, 3.1, 3.2, 3.3, 5.1, 5.2 6.1, 6.2
Route 66 Crossing Commercial Subdivision	Litchfield	1.1, 1.2, 1.3, 1.4, 2.5, 3.3, 4.1, 4.2, 5.1, 5.26.1, 6.2
South Central Innovation and Workforce Development Center	Litchfield	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.5, 2.6, 2.7, 3.1, 3.2, 3.3, 4.1, 4.2, 5.1, 5.2 6.1, 6.2
South Side Ditch/Drainage Improvement Project	Litchfield	4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Yaeger Lake Trail Bridge Repair	Litchfield	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.5, 2.6, 2.7, 3.1, 3.2, 3.3, 5.1, 5.2 6.1, 6.2
Lake Lou Yaeger Sustainability Project	Litchfield - Lake Lou Yaeger	4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Lake Lou Yaeger Wastewater Lagoon/Force Main	Litchfield - Lake Lou Yaeger	4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Litchfield Municipal Airport Runway Project	Litchfield - Litchfield Municipal Airport	1.1, 1.2, 1.3, 1.4 2.3, 2.7, 3.3, 4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Eagle Ridge Residential Subdivision	Litchfield - N 16th Avenue (Between 4112 N 16th & Solar Circle}	2.4, 2.6, 4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Water System Improvement Project	Litchfield - Northeast quadrant	4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Westside Sidewalk/Streetscape Project	Litchfield - Rt 16/Rt 66, Corvette/Ferdon	4.1, 4.2, 5.1, 5.2, 6.1, 6.2

Figure 49 – Western Illinois River Valley Projects in Support of Objectives (Continued)

Project Name	Location of Project	Which Plan Objectives Does This Project Align With?
I-55 Litchfield Commerce Center	Litchfield -101 W. Illinois Route 16	1.1, 1.2, 1.3, 1.4, 2.3, 4.1, 4.2, 5.1, 5.2, 6.1, 6.2
Nokomis Memorial Park Pool	Nokomis	2.2, 2.5, 2.6, 5.1, 5.2, 6.1
Sewer Lining	Nokomis	1.1, 1.2, 1.3, 1.4,2.7, 4.1, 4.2, 6.1
Capps Street Lift Station Rehab	Nokomis - Capps Street	1.1, 1.2, 1.3, 1.4,2.7, 4.1, 4.2, 6.1
Franklin Street Lift Station Rehab	Nokomis - Franklin Street	1.1, 1.2, 1.3, 1.4,2.7, 4.1, 4.2, 6.1
Water Main Replacement	Nokomis Treatment Plant	1.1, 1.2, 1.3, 1.4,2.7, 4.1, 4.2, 6.1
Curb and Sidewalk Improvements	Panama	4.2, 5.1
Sewer - Wastewater Lagoon Improvements	Panama	2.7, 4.1, 4.2
Upgrade pumps at sanitary lift station	Panama	4.1
Cast Iron Waterline Replacement Phase I	Schram City	1.1, 1.3, 4.1, 4.2, 5.1, 6.1
Emergency Water Supply	Schram City	1.1,1.3, 4.1, 4.2, 5.1, 5.2, 6.1
Glass Factory Renovation	Schram City	1.1, 2.3, 3.1, 3.2, 5.1, 5.2, 6.1, 6.2
Village Safety Center	Schram City	2.7, 6.1, 6.2
Cast Iron Waterline Replacement Phase II	Schram City & Kortkamp	1.1, 1.3, 4.1, 4.2, 5.1, 6.1
Regional Grant-Writing Assistance	Six-County Region	6.1 , 6.2
Supporting CEO	Six-County Region	1.1, 1.2 , 1.3 , 1.4, 2.1 , 3.1 , 3.2, 6.1
Cascade Spillway	Staunton	2.3, 4.1
City Storage/Miscellaneous	Staunton	2.3, 4.1
City Vehicles	Staunton	2.3, 4.1
Park and Recreation Improvements (1)	Staunton	2.3, 2.5, 2.6, 4.1
Park and Recreation Improvements (2)	Staunton	2.3, 2.5, 2.6, 2.7, 4.1
Park and Recreation Improvements (3)	Staunton	2.3, 2.5, 2.6, 4.1
Park and Recreation Improvements (4)	Staunton	2.3, 2.5, 2.6, 4.1
Park and Recreation Improvements (5)	Staunton	2.3, 2.5, 2.6, 4.1
Park and Recreation Improvements (6)	Staunton	2.3, 2.5, 2.6, 4.1
Police Department/Water Department FOB	Staunton	2.3, 2.7, 4.2
Staunton Police Department (1)	Staunton	2.7
Staunton Police Department (10)	Staunton	2.7
Staunton Police Department (2)	Staunton	2.7
Staunton Police Department (3)	Staunton	2.7
Staunton Police Department (4)	Staunton	2.7
Staunton Police Department (5)	Staunton	2.7
Staunton Police Department (6)	Staunton	2.7
Staunton Police Department (7)	Staunton	2.7
Staunton Police Department (8)	Staunton	2.7

Figure 49 – Western Illinois River Valley Projects in Support of Objectives (Continued)

Project Name	Location of Project	Which Plan Objectives Does This Project Align With?
Staunton Police Department (9)	Staunton	2.7
Staunton Road Improvements (1)	Staunton	2.3, 4.1
Staunton Road Improvements (2)	Staunton	2.3, 4.1
Staunton Sewer System (1)	Staunton	2.3, 4.1
Staunton Sewer System (2)	Staunton	2.3, 4.1
Staunton Sewer System (3)	Staunton	2.3, 4.1
Staunton Sewer System (4)	Staunton	2.3, 4.1
Staunton Water Treatment Plant (1)	Staunton	2.3, 4.1
Staunton Water Treatment Plant (2)	Staunton	2.3, 4.1
Staunton Water Treatment Plant (3)	Staunton	2.3, 4.1
Staunton Weatherization	Staunton	2.3, 4.1
Taylorville Commercial and Industrial Park	Taylorville	2.3, 4.1, 4.2
Wilsonville Water Tower	Wilsonville	1.1, 1.3, 1.4, 2.3, 4.1
Water Line Replacement	Witt	2.7, 4.1, 4.2, 5.1

Chapter 4: Economic Resilience

According to the Economic Development Administration (EDA), economic resilience is “the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.” EDA further describes how economic resilience activities can be classified as “steady-state” and “responsive.” Steady-state initiatives are those that help the region withstand or avoid an economic shock. Responsive initiatives are activities that the region can engage in to recover from an incident.

Steady-State Initiatives

Hazard Mitigation Planning

One of the most important steady state initiatives that the region can engage in is making sure that each county has an up-to-date approved Hazard Mitigation plan. Mitigation plans are designed to minimize the impacts of a natural or man-made disaster on a region. Further, they allow jurisdictions which have approved plans access to an additional post-disaster mitigation funding stream from FEMA they otherwise would not have access to.

Calhoun, Christian, Greene, Jersey, Macoupin, Montgomery have all had FEMA approved hazard mitigation plans. Some of these plans are beyond the 5-year update window and will require a new plan to be submitted, while other counties have plans that are current. To the extent possible economic development activities in the region should align with existing and future Hazard Mitigation planning efforts.

Plan Objectives and Projects

Many of the development objective identified in the Strategic Direction/Action Planning support steady-state economic resilience outcomes. Each of these objectives has at least one project, and in many cases several projects associated with it. Specifically the following identified objectives and their associated projects align with steady-state economic resilience:

- 1.1 Attract businesses to the region from a variety of industries
- 1.2 Ensure that the region fosters and supports entrepreneurial development
- 1.3 Retain and expand the region’s existing businesses
- 1.4 The region features a mix of businesses in terms of size and industrial sector
- 2.7 Public safety resources in the region are responsive and effective
- 3.1 The region’s workers are highly adaptable and have opportunities for lifelong learning
- 4.1 The region will maintain its existing infrastructure to a level that supports other goals
- 4.2 The region will expand infrastructure in traditional and innovative ways
- 6.2 The region establishes an effective planning entity

Responsive Initiatives

VOAD/COAD Development

Voluntary Organizations Active in Disaster (VOAD) and Community Organizations Active in Disaster (COAD) are groups of community organizations, non-profits, businesses, and individuals working to plan and implement community responses to a variety of emergency and disaster situations. Having an

effective COAD can support disaster response and recovery efforts, thus addressing and minimizing the economic impacts of a disaster. Each of the counties in the region should work to establish their own COAD infrastructure as a responsive economic resilience initiative. The Extension Disaster Education Network provides a framework for COAD development. Each of the counties should establish a COAD which would involve the following steps:

1. Reviewing current disaster response capacity
2. Getting the support of the local Emergency Management Director (EMD) and the state voluntary agency liaison (VAL)
3. Identify agencies and organizations that need to be part of the COAD
4. Invite agencies and organizations to a COAD organizational meeting
5. Develop leadership, bylaws, policies and not-for-profit status for the COAD
6. Determine Functional Areas or Annexes the COAD will address
7. COAD member training
8. Keep the COAD alive and healthy during non-disaster times through exercises and drills.

Establish a Regional Economic Development Network Group

One of the objectives identified in this plan is to establish an effective planning entity in the region. Regional economic development initiatives in the region will be coordinated by this entity. One of the ways that the planning entity can address the need for responsive economic development needs is to establish an economic development network group. This group would be comprised of existing economic development groups and chambers of commerce within the counties and communities as well as other key stakeholders. The Economic Development Network group could be a mechanism to:

1. Quickly share information during economic disruption
2. Build out a business retention and expansion program to better understand and nimbly respond to emergent business needs.
3. Lead business succession planning efforts.

Each of these activities would further enhance the region's economic resiliency and capacity to effectively respond to an economic disruption.

Chapter 5: Performance Measures and Evaluation Framework

The Western Illinois River Valley Economic Development Strategy provides an overall strategy to build regional collaborations, seek funding for economic development and track progress of listed projects to support area job growth. The Western Illinois River Valley Economic Development Strategy plan will be tracked on an annual basis, using both qualitative and quantitative measures to track the following:

- The number, amount and types of (public & private) investments
- The number of partners engaged in the implementation of the action items
- The number and type of action items furthered within the plan meeting the objectives listed below will:

- 1.1 Attract businesses to the region from a variety of industries.
- 1.2 Ensure that the region fosters and supports entrepreneurial development.
- 1.3 Retain and expand the region's existing businesses.
- 1.4 The region features a mix of businesses in terms of size and industrial sector.
- 2.1 The region features high quality and innovative educational opportunities.
- 2.2 The region's residents have adequate access to high quality healthcare.
- 2.3 The region has high quality public transportation and related infrastructure.
- 2.4 The region has a mix of housing stock to meet area resident needs and attract new residents.
- 2.5 The region has high quality entertainment options and amenities.
- 2.6 The region provides ample opportunity for residents to engage in civic life.
- 2.7 Public safety resources in the region are responsive and effective.
- 3.1 The region's workers are highly adaptable and have opportunities for lifelong learning.
- 3.2 The region features high quality and innovative educational opportunities. (2.2)
- 3.3 Business owners and major employers are continuously engaged to understand the region's workforce needs.
- 4.1 The region will maintain its existing infrastructure to a level that supports the other goals.
- 4.2 The region will expand infrastructure in traditional and innovative ways.
- 5.1 The region will take inventory of regional assets which support economic development.
- 5.2 The region is able to articulate its unique attributes and leverage this to market to outside investment.
- 6.1 The region's communities, leaders, and economic development professionals are aware of the various public and private funding opportunities for economic development.
- 6.2 The region establishes an effective Planning entity.

In addition to monitoring regional progress towards the stated goals and objectives, the annual review meeting will also afford the opportunity to review and edit plan goals and objectives, as well as to add any new community projects that advance the identified economic development goals.

Appendix

Source for all Migration Tables: U.S. Census Bureau, American Community Survey, 2013-2017 5-yr Estimates.

Figure A-1: Calhoun County Migration Flows

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Calhoun County	Illinois	McHenry County	26	0	26
Calhoun County	Virginia	Southampton County	20	0	20
Calhoun County	Oklahoma	Oklahoma County	15	0	15
Calhoun County	New Mexico	Dofia Ana County	10	0	10
Calhoun County	Illinois	Jersey County	8	0	8
Calhoun County	Illinois	Pike County	13	5	8
Calhoun County	Illinois	Macoupin County	6	0	6
Calhoun County	Illinois	Boone County	4	0	4
Calhoun County	Michigan	Wayne County	4	0	4
Calhoun County	Missouri	St. Louis County	4	0	4
Calhoun County	Europe	-	4	0	4
Calhoun County	Illinois	Cook County	3	0	3
Calhoun County	Alaska	Anchorage Municipality	2	0	2
Calhoun County	Illinois	Winnebago County	2	0	2
Calhoun County	Illinois	DuPage County	1	0	1
Calhoun County	Illinois	Montgomery County	1	0	1
Calhoun County	Illinois	Logan County	0	1	(1)
Calhoun County	Illinois	Carroll County	0	2	(2)
Calhoun County	Illinois	Greene County	14	17	(3)
Calhoun County	Illinois	Johnson County	0	5	(5)
Calhoun County	Illinois	Macon County	0	8	(8)
Calhoun County	Kansas	Gove County	0	8	(8)
Calhoun County	Illinois	McDonough County	0	9	(9)
Calhoun County	Missouri	St. Charles County	12	30	(18)
Calhoun County	Illinois	Madison County	6	141	(135)

Figure A-2: Christian County Migration Flows

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Christian County	Texas	Harris County	124	0	124
Christian County	Indiana	Clay County	101	0	101
Christian County	Asia	-	79	0	79
Christian County	Illinois	Greene County	59	0	59
Christian County	Illinois	Clay County	40	0	40
Christian County	Illinois	Mason County	37	0	37
Christian County	Illinois	Marion County	28	0	28
Christian County	Illinois	Tazewell County	27	2	25
Christian County	California	Placer County	23	0	23
Christian County	Illinois	Johnson County	23	0	23
Christian County	Illinois	Effingham County	21	0	21
Christian County	Illinois	Moultrie County	21	0	21
Christian County	Illinois	Kane County	20	0	20
Christian County	Indiana	Floyd County	20	0	20
Christian County	Illinois	Macoupin County	31	12	19
Christian County	Illinois	White County	19	0	19
Christian County	California	San Luis Obispo County	18	0	18
Christian County	Illinois	Adams County	18	0	18
Christian County	Illinois	Cass County	17	0	17
Christian County	Illinois	Cook County	79	62	17
Christian County	Illinois	Jefferson County	28	11	17
Christian County	Texas	Hidalgo County	17	0	17
Christian County	Illinois	Fayette County	16	0	16
Christian County	Illinois	Champaign County	41	27	14
Christian County	North Dakota	Stark County	14	0	14
Christian County	Wisconsin	Portage County	14	0	14
Christian County	Illinois	Bureau County	13	0	13
Christian County	Illinois	Shelby County	182	169	13
Christian County	North Carolina	Brunswick County	13	0	13
Christian County	Illinois	LaSalle County	27	15	12
Christian County	Illinois	Carroll County	11	0	11
Christian County	South Dakota	Brown County	11	0	11
Christian County	Illinois	Lake County	10	0	10
Christian County	Illinois	Rock Island County	10	0	10
Christian County	Kentucky	Hopkins County	10	0	10
Christian County	Oklahoma	Bryan County	10	0	10
Christian County	Illinois	Perry County	9	0	9
Christian County	Florida	Glades County	8	0	8
Christian County	Maryland	Anne Arundel County	8	0	8
Christian County	Illinois	Ogle County	7	0	7
Christian County	Indiana	Knox County	7	0	7
Christian County	Arizona	Pima County	6	0	6
Christian County	Arkansas	Saline County	5	0	5
Christian County	Illinois	Jackson County	12	7	5
Christian County	Illinois	Peoria County	7	2	5
Christian County	Illinois	Pike County	5	0	5
Christian County	Wisconsin	Kenosha County	5	0	5
Christian County	California	Orange County	4	0	4
Christian County	Florida	Broward County	4	0	4
Christian County	Indiana	Marion County	4	0	4
Christian County	Arizona	Maricopa County	3	0	3
Christian County	Arizona	Yavapai County	3	0	3
Christian County	Illinois	Brown County	3	0	3
Christian County	Illinois	Cumberland County	11	8	3

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Christian County	Tennessee	Rutherford County	3	0	3
Christian County	Wisconsin	Milwaukee County	3	0	3
Christian County	Illinois	St. Clair County	2	0	2
Christian County	Iowa	Tama County	2	0	2
Christian County	Montana	Yellowstone County	2	0	2
Christian County	Europe	-	2	0	2
Christian County	Connecticut	Fairfield County	1	0	1
Christian County	Kentucky	Simpson County	1	0	1
Christian County	Missouri	St. Louis County	1	0	1
Christian County	Illinois	McDonough County	16	17	(1)
Christian County	Illinois	Madison County	10	11	(1)
Christian County	Illinois	McHenry County	0	2	(2)
Christian County	Illinois	Washington County	0	2	(2)
Christian County	Kansas	Pratt County	0	2	(2)
Christian County	Wisconsin	Waushara County	0	2	(2)
Christian County	Illinois	Franklin County	0	3	(3)
Christian County	Illinois	Henry County	0	3	(3)
Christian County	Illinois	Whiteside County	0	3	(3)
Christian County	Illinois	Woodford County	0	3	(3)
Christian County	Illinois	Jersey County	0	4	(4)
Christian County	Illinois	Lee County	0	4	(4)
Christian County	Wisconsin	Grant County	0	4	(4)
Christian County	Illinois	Crawford County	7	12	(5)
Christian County	Tennessee	Davidson County	0	5	(5)
Christian County	Florida	Duval County	0	6	(6)
Christian County	Virginia	Fairfax County	0	6	(6)
Christian County	Illinois	Ford County	0	7	(7)
Christian County	South Carolina	Charleston County	0	7	(7)
Christian County	Texas	Bell County	0	7	(7)
Christian County	Indiana	Jasper County	0	8	(8)
Christian County	Illinois	Vermilion County	0	9	(9)
Christian County	Missouri	St. Charles County	0	10	(10)
Christian County	Georgia	Chatham County	0	11	(11)
Christian County	Illinois	Macon County	189	201	(12)
Christian County	Illinois	De Witt County	0	13	(13)
Christian County	Illinois	DuPage County	0	13	(13)
Christian County	Illinois	Will County	15	30	(15)
Christian County	Missouri	Jefferson County	0	15	(15)
Christian County	Kentucky	Calloway County	0	17	(17)
Christian County	Illinois	Clark County	11	29	(18)
Christian County	Georgia	Dade County	0	19	(19)
Christian County	Illinois	Hardin County	0	23	(23)
Christian County	Illinois	Morgan County	3	29	(26)
Christian County	Illinois	Menard County	0	29	(29)
Christian County	Illinois	Logan County	10	41	(31)
Christian County	Illinois	Stephenson County	0	35	(35)
Christian County	Tennessee	Sumner County	0	48	(48)
Christian County	Illinois	Montgomery County	144	199	(55)
Christian County	Illinois	Bond County	0	59	(59)
Christian County	Illinois	McLean County	28	95	(67)
Christian County	Illinois	Sangamon County	202	277	(75)
Christian County	Illinois	Coles County	8	84	(76)
Christian County	Texas	Wichita County	0	220	(220)

Figure A-3: Greene County Migration Flows

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Greene County	Illinois	Jersey County	168	59	109
Greene County	Illinois	Macoupin County	59	15	44
Greene County	Illinois	Morgan County	95	60	35
Greene County	California	San Bernardino County	31	0	31
Greene County	Texas	Anderson County	30	0	30
Greene County	Tennessee	Lawrence County	20	0	20
Greene County	Illinois	Wayne County	18	0	18
Greene County	Missouri	Boone County	17	0	17
Greene County	Arkansas	Yell County	15	0	15
Greene County	Illinois	Cook County	29	14	15
Greene County	Illinois	Kankakee County	13	0	13
Greene County	Missouri	St. Louis city	12	0	12
Greene County	Illinois	Fulton County	9	0	9
Greene County	Illinois	Will County	9	0	9
Greene County	Illinois	Henry County	8	0	8
Greene County	Illinois	Whiteside County	8	0	8
Greene County	Missouri	Marion County	8	0	8
Greene County	Florida	Palm Beach County	7	0	7
Greene County	Illinois	Tazewell County	7	0	7
Greene County	West Virginia	Greenbrier County	7	0	7
Greene County	Illinois	Marion County	6	0	6
Greene County	Illinois	Mercer County	5	0	5
Greene County	Illinois	Gallatin County	4	0	4
Greene County	Illinois	Calhoun County	17	14	3
Greene County	Illinois	Fayette County	6	3	3
Greene County	Illinois	Randolph County	7	4	3
Greene County	Asia	-	3	0	3
Greene County	Kentucky	Henderson County	0	2	(2)
Greene County	Illinois	Coles County	0	3	(3)
Greene County	Illinois	Champaign County	6	10	(4)
Greene County	Illinois	Woodford County	0	4	(4)
Greene County	Missouri	Phelps County	0	4	(4)
Greene County	Illinois	McDonough County	5	10	(5)
Greene County	Illinois	Kane County	0	7	(7)
Greene County	Illinois	Knox County	0	7	(7)
Greene County	Illinois	Cass County	0	9	(9)
Greene County	Illinois	Peoria County	5	14	(9)
Greene County	Kansas	Douglas County	0	11	(11)
Greene County	Ohio	Greene County	0	11	(11)
Greene County	Illinois	Crawford County	0	15	(15)
Greene County	Wisconsin	Brown County	0	17	(17)
Greene County	Illinois	Scott County	8	27	(19)
Greene County	Illinois	Hancock County	0	21	(21)
Greene County	Illinois	Pike County	0	23	(23)
Greene County	Illinois	Sangamon County	5	51	(46)
Greene County	Illinois	Madison County	42	99	(57)
Greene County	Illinois	Christian County	0	59	(59)

Figure A-4: Jersey County Migration Flows

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Jersey County	Illinois	Madison County	349	171	178
Jersey County	Georgia	Bibb County	79	0	79
Jersey County	Illinois	Moultrie County	74	0	74
Jersey County	Illinois	Lake County	29	0	29
Jersey County	Illinois	Perry County	28	0	28
Jersey County	Indiana	Vanderburgh County	28	0	28
Jersey County	California	Riverside County	22	0	22
Jersey County	Illinois	Cook County	18	0	18
Jersey County	Illinois	St. Clair County	62	44	18
Jersey County	Missouri	St. Louis County	119	101	18
Jersey County	Washington	King County	17	0	17
Jersey County	California	Alameda County	16	0	16
Jersey County	New Jersey	Essex County	13	0	13
Jersey County	Washington	Yakima County	13	0	13
Jersey County	Northern America	-	12	0	12
Jersey County	Florida	Manatee County	11	0	11
Jersey County	Florida	Palm Beach County	11	0	11
Jersey County	Missouri	St. Charles County	11	0	11
Jersey County	Illinois	Woodford County	10	0	10
Jersey County	Michigan	Washtenaw County	10	0	10
Jersey County	Illinois	Williamson County	9	0	9
Jersey County	Mississippi	Washington County	9	0	9
Jersey County	California	San Diego County	8	0	8
Jersey County	Wisconsin	Kenosha County	8	0	8
Jersey County	Colorado	Arapahoe County	7	0	7
Jersey County	Pennsylvania	Washington County	7	0	7
Jersey County	California	Sacramento County	6	0	6
Jersey County	Illinois	Vermilion County	5	0	5
Jersey County	Missouri	Boone County	11	6	5
Jersey County	Alabama	Colbert County	4	0	4
Jersey County	Arkansas	Poinsett County	4	0	4
Jersey County	Illinois	Bureau County	4	0	4
Jersey County	Illinois	Christian County	4	0	4
Jersey County	Indiana	Clay County	4	0	4
Jersey County	Maine	Knox County	4	0	4
Jersey County	Colorado	Chaffee County	3	0	3
Jersey County	Illinois	Alexander County	3	0	3
Jersey County	Illinois	Champaign County	3	0	3
Jersey County	Illinois	DuPage County	3	0	3
Jersey County	Illinois	Marion County	3	0	3
Jersey County	Illinois	Saline County	3	0	3

Figure A-4: Jersey County Migration Flows (contd.)

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Jersey County	Illinois	Warren County	3	0	3
Jersey County	Minnesota	Stearns County	3	0	3
Jersey County	Pennsylvania	Bucks County	3	0	3
Jersey County	Georgia	DeKalb County	2	0	2
Jersey County	Illinois	Macon County	2	0	2
Jersey County	Illinois	Pope County	2	0	2
Jersey County	Indiana	Monroe County	2	0	2
Jersey County	Illinois	Brown County	0	1	(1)
Jersey County	Illinois	Knox County	0	1	(1)
Jersey County	Illinois	Rock Island County	0	1	(1)
Jersey County	North Dakota	Mountrail County	0	3	(3)
Jersey County	Illinois	Jackson County	0	4	(4)
Jersey County	Illinois	Sangamon County	3	7	(4)
Jersey County	Missouri	Taney County	0	4	(4)
Jersey County	Illinois	Logan County	0	5	(5)
Jersey County	Kentucky	Muhlenberg County	0	5	(5)
Jersey County	Illinois	Montgomery County	6	12	(6)
Jersey County	Illinois	Calhoun County	0	8	(8)
Jersey County	Illinois	Fayette County	0	8	(8)
Jersey County	California	Los Angeles County	2	12	(10)
Jersey County	Missouri	Greene County	0	11	(11)
Jersey County	Wisconsin	Brown County	0	11	(11)
Jersey County	Missouri	St. Louis city	0	12	(12)
Jersey County	North Carolina	Mecklenburg County	0	12	(12)
Jersey County	Illinois	Kane County	0	13	(13)
Jersey County	Illinois	Morgan County	0	13	(13)
Jersey County	Missouri	Lincoln County	0	13	(13)
Jersey County	Illinois	Macoupin County	72	90	(18)
Jersey County	Iowa	Bremer County	0	22	(22)
Jersey County	Virginia	Norfolk city	0	24	(24)
Jersey County	Utah	Tooele County	0	30	(30)
Jersey County	Texas	Coryell County	0	34	(34)
Jersey County	Florida	Orange County	0	36	(36)
Jersey County	Louisiana	Franklin Parish	0	38	(38)
Jersey County	Wisconsin	Douglas County	0	38	(38)
Jersey County	California	Shasta County	0	44	(44)
Jersey County	Missouri	Laclede County	0	44	(44)
Jersey County	Alabama	Chilton County	0	67	(67)
Jersey County	Illinois	Greene County	59	168	(109)
Jersey County	Nevada	Clark County	0	153	(153)

Figure A-5: Macoupin County Migration Flows

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Macoupin County	Indiana	Wells County	102	0	102
Macoupin County	Illinois	Montgomery County	354	288	66
Macoupin County	Illinois	Cook County	64	7	57
Macoupin County	Illinois	Macon County	77	27	50
Macoupin County	Illinois	St. Clair County	50	0	50
Macoupin County	Illinois	Jackson County	44	0	44
Macoupin County	Illinois	McDonough County	33	0	33
Macoupin County	Tennessee	Roane County	31	0	31
Macoupin County	Texas	Denton County	30	0	30
Macoupin County	Alabama	Mobile County	22	0	22
Macoupin County	Ohio	Auglaize County	22	0	22
Macoupin County	Missouri	St. Louis County	28	7	21
Macoupin County	West Virginia	Wood County	21	0	21
Macoupin County	Illinois	Franklin County	19	0	19
Macoupin County	Florida	Broward County	18	0	18
Macoupin County	Illinois	Jersey County	90	72	18
Macoupin County	Asia	-	17	0	17
Macoupin County	Georgia	Chatham County	16	0	16
Macoupin County	Illinois	McLean County	16	0	16
Macoupin County	Iowa	Scott County	16	0	16
Macoupin County	Washington	Snohomish County	16	0	16
Macoupin County	Hawaii	Honolulu County	14	0	14
Macoupin County	Montana	Cascade County	14	0	14
Macoupin County	Oklahoma	Lincoln County	13	0	13
Macoupin County	Tennessee	Rhea County	12	0	12
Macoupin County	Wyoming	Laramie County	12	0	12
Macoupin County	Illinois	Will County	18	7	11
Macoupin County	Illinois	Henry County	10	0	10
Macoupin County	Illinois	Washington County	9	0	9
Macoupin County	Tennessee	Hawkins County	9	0	9
Macoupin County	Texas	Bell County	9	0	9
Macoupin County	Illinois	Coles County	7	0	7
Macoupin County	Illinois	Marion County	7	0	7
Macoupin County	Indiana	Allen County	7	0	7
Macoupin County	California	Los Angeles County	6	0	6
Macoupin County	Missouri	St. Louis city	33	27	6
Macoupin County	Texas	Wichita County	6	0	6
Macoupin County	Texas	Galveston County	5	0	5
Macoupin County	Illinois	Alexander County	4	0	4
Macoupin County	Indiana	Putnam County	4	0	4
Macoupin County	Missouri	Taney County	4	0	4
Macoupin County	North Carolina	Buncombe County	4	0	4
Macoupin County	Oklahoma	Comanche County	4	0	4
Macoupin County	Washington	Klickitat County	4	0	4
Macoupin County	Illinois	Kane County	3	0	3
Macoupin County	Indiana	Monroe County	3	0	3
Macoupin County	Indiana	Marion County	2	0	2
Macoupin County	Indiana	Porter County	15	13	2
Macoupin County	Kansas	Riley County	2	0	2
Macoupin County	Arizona	Maricopa County	1	0	1
Macoupin County	Illinois	Fayette County	17	16	1
Macoupin County	Illinois	Williamson County	1	0	1
Macoupin County	Georgia	Chattahoochee County	0	1	(1)
Macoupin County	Georgia	Muscogee County	0	1	(1)
Macoupin County	Minnesota	Mille Lacs County	0	1	(1)
Macoupin County	Missouri	Jefferson County	0	1	(1)

Figure A-5: Macoupin County Migration Flows (contd.)

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Macoupin County	Missouri	Lafayette County	0	2	(2)
Macoupin County	Missouri	Pettis County	0	2	(2)
Macoupin County	Missouri	Wayne County	0	2	(2)
Macoupin County	Utah	Beaver County	0	2	(2)
Macoupin County	Illinois	Crawford County	0	3	(3)
Macoupin County	Illinois	DeKalb County	0	3	(3)
Macoupin County	Kansas	Hodgeman County	0	3	(3)
Macoupin County	Missouri	Pike County	0	4	(4)
Macoupin County	Missouri	Polk County	0	4	(4)
Macoupin County	Illinois	Clark County	7	12	(5)
Macoupin County	Illinois	Pope County	0	5	(5)
Macoupin County	Illinois	Scott County	0	5	(5)
Macoupin County	Minnesota	Clearwater County	0	5	(5)
Macoupin County	Minnesota	Le Sueur County	0	5	(5)
Macoupin County	Illinois	Calhoun County	0	6	(6)
Macoupin County	Utah	Carbon County	0	7	(7)
Macoupin County	Illinois	Monroe County	4	12	(8)
Macoupin County	Texas	Bexar County	0	8	(8)
Macoupin County	Illinois	Randolph County	0	10	(10)
Macoupin County	Illinois	Menard County	0	11	(11)
Macoupin County	Kentucky	Daviess County	0	11	(11)
Macoupin County	Texas	Taylor County	0	11	(11)
Macoupin County	Illinois	Bond County	4	16	(12)
Macoupin County	Florida	Duval County	0	14	(14)
Macoupin County	Missouri	Ozark County	0	14	(14)
Macoupin County	Missouri	St. Charles County	2	16	(14)
Macoupin County	Ohio	Franklin County	0	14	(14)
Macoupin County	South Dakota	Brookings County	0	17	(17)
Macoupin County	Illinois	Christian County	12	31	(19)
Macoupin County	Tennessee	Stewart County	0	19	(19)
Macoupin County	Illinois	Brown County	0	20	(20)
Macoupin County	Illinois	LaSalle County	0	22	(22)
Macoupin County	Illinois	Morgan County	1	23	(22)
Macoupin County	South Carolina	Richland County	0	22	(22)
Macoupin County	Tennessee	Campbell County	0	22	(22)
Macoupin County	Michigan	Isabella County	0	23	(23)
Macoupin County	Missouri	Bollinger County	0	23	(23)
Macoupin County	Illinois	Vermilion County	2	26	(24)
Macoupin County	Illinois	Champaign County	0	25	(25)
Macoupin County	Illinois	Peoria County	5	37	(32)
Macoupin County	Missouri	Franklin County	0	37	(37)
Macoupin County	Illinois	Logan County	8	47	(39)
Macoupin County	Texas	Fannin County	0	40	(40)
Macoupin County	Ohio	Greene County	0	41	(41)
Macoupin County	Oklahoma	Tulsa County	0	42	(42)
Macoupin County	Illinois	Greene County	15	59	(44)
Macoupin County	Illinois	Sangamon County	292	341	(49)
Macoupin County	Illinois	Tazewell County	0	49	(49)
Macoupin County	Georgia	Gwinnett County	0	59	(59)
Macoupin County	Michigan	Oakland County	0	66	(66)
Macoupin County	Illinois	Madison County	423	508	(85)
Macoupin County	Missouri	Benton County	0	93	(93)
Macoupin County	Missouri	Cape Girardeau County	0	112	(112)
Macoupin County	Illinois	Winnebago County	22	136	(114)
Macoupin County	Missouri	Greene County	0	320	(320)

Figure A-6: Montgomery County Migration Flows

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Montgomery Co.	Illinois	Cook County	320	0	320
Montgomery Co.	Illinois	McLean County	120	0	120
Montgomery Co.	Illinois	Sangamon County	186	75	111
Montgomery Co.	Illinois	Logan County	107	12	95
Montgomery Co.	Illinois	Fayette County	111	23	88
Montgomery Co.	Illinois	Adams County	69	0	69
Montgomery Co.	Illinois	Morgan County	100	35	65
Montgomery Co.	Illinois	Christian County	199	144	55
Montgomery Co.	Illinois	St. Clair County	66	12	54
Montgomery Co.	Illinois	Lawrence County	76	27	49
Montgomery Co.	Virginia	Prince William County	46	0	46
Montgomery Co.	Illinois	LaSalle County	34	0	34
Montgomery Co.	Illinois	Knox County	33	0	33
Montgomery Co.	Illinois	Champaign County	35	4	31
Montgomery Co.	Illinois	Will County	28	0	28
Montgomery Co.	Missouri	Franklin County	28	0	28
Montgomery Co.	Kentucky	Fayette County	25	0	25
Montgomery Co.	Nevada	Clark County	25	0	25
Montgomery Co.	Illinois	Menard County	24	0	24
Montgomery Co.	Missouri	Cape Girardeau County	24	0	24
Montgomery Co.	Asia	-	23	0	23
Montgomery Co.	Illinois	Mason County	22	0	22
Montgomery Co.	Illinois	Fulton County	20	0	20
Montgomery Co.	Illinois	Pike County	20	0	20
Montgomery Co.	Minnesota	Le Sueur County	20	0	20
Montgomery Co.	Illinois	Stephenson County	19	0	19
Montgomery Co.	Illinois	Hamilton County	17	0	17
Montgomery Co.	Illinois	Wabash County	17	0	17
Montgomery Co.	Florida	Pinellas County	16	0	16
Montgomery Co.	Illinois	Clay County	15	0	15
Montgomery Co.	Illinois	Crawford County	15	0	15
Montgomery Co.	Illinois	Lee County	15	0	15
Montgomery Co.	Illinois	Edgar County	14	0	14
Montgomery Co.	Missouri	Lewis County	14	0	14
Montgomery Co.	Tennessee	Madison County	14	0	14
Montgomery Co.	Illinois	Wayne County	13	0	13
Montgomery Co.	Missouri	Taney County	13	0	13
Montgomery Co.	Illinois	Ogle County	11	0	11
Montgomery Co.	Wyoming	Fremont County	11	0	11
Montgomery Co.	North Carolina	Craven County	10	0	10
Montgomery Co.	Illinois	Peoria County	31	22	9
Montgomery Co.	Illinois	Randolph County	18	9	9

Figure A-6: Montgomery County Migration Flows (contd.)

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Montgomery Co.	Illinois	Vermilion County	9	0	9
Montgomery Co.	Kentucky	Jefferson County	9	0	9
Montgomery Co.	Illinois	Moultrie County	8	0	8
Montgomery Co.	Illinois	Rock Island County	20	12	8
Montgomery Co.	Mississippi	Lee County	8	0	8
Montgomery Co.	Illinois	Edwards County	7	0	7
Montgomery Co.	Illinois	Lake County	7	0	7
Montgomery Co.	Illinois	Clark County	10	4	6
Montgomery Co.	Illinois	Jersey County	12	6	6
Montgomery Co.	Illinois	Schuyler County	6	0	6
Montgomery Co.	Europe	-	6	0	6
Montgomery Co.	California	San Diego County	5	0	5
Montgomery Co.	Illinois	Gallatin County	5	0	5
Montgomery Co.	Illinois	Jefferson County	78	73	5
Montgomery Co.	Illinois	Massac County	5	0	5
Montgomery Co.	Missouri	Jasper County	5	0	5
Montgomery Co.	Illinois	Cass County	4	0	4
Montgomery Co.	Illinois	Effingham County	6	2	4
Montgomery Co.	Illinois	Grundy County	4	0	4
Montgomery Co.	Illinois	Pulaski County	4	0	4
Montgomery Co.	Arizona	Mohave County	3	0	3
Montgomery Co.	Illinois	Alexander County	9	6	3
Montgomery Co.	Illinois	De Witt County	3	0	3
Montgomery Co.	Illinois	Douglas County	3	0	3
Montgomery Co.	Illinois	Marion County	17	14	3
Montgomery Co.	Indiana	Marion County	3	0	3
Montgomery Co.	Indiana	Vigo County	3	0	3
Montgomery Co.	Missouri	St. Charles County	3	0	3
Montgomery Co.	California	Contra Costa County	2	0	2
Montgomery Co.	Florida	Lee County	2	0	2
Montgomery Co.	Illinois	Saline County	2	0	2
Montgomery Co.	Texas	El Paso County	2	0	2
Montgomery Co.	Florida	Pasco County	1	0	1
Montgomery Co.	Illinois	Ford County	1	0	1
Montgomery Co.	Illinois	Monroe County	1	0	1
Montgomery Co.	Illinois	Piatt County	1	0	1
Montgomery Co.	Illinois	Winnebago County	1	0	1
Montgomery Co.	Iowa	Lee County	1	0	1
Montgomery Co.	Missouri	Greene County	1	0	1
Montgomery Co.	Missouri	Jefferson County	1	0	1
Montgomery Co.	Missouri	Marion County	1	0	1

Figure A-6: Montgomery County Migration Flows (contd.)

County Name of Geography A	State/U.S. Island Area/Foreign Region of Geography B	County Name of Geography B	In-migration from Geography B to Geography A	Out-Migration from Geography A to Geography B	Net Migration B to A
Montgomery Co.	Illinois	Williamson County	3	3	0
Montgomery Co.	Illinois	Calhoun County	0	1	(1)
Montgomery Co.	Missouri	St. Louis city	5	6	(1)
Montgomery Co.	Illinois	McDonough County	5	7	(2)
Montgomery Co.	Illinois	Mercer County	0	2	(2)
Montgomery Co.	Illinois	Washington County	0	2	(2)
Montgomery Co.	Illinois	White County	0	2	(2)
Montgomery Co.	California	Imperial County	0	3	(3)
Montgomery Co.	Colorado	Huerfano County	0	4	(4)
Montgomery Co.	Missouri	Webster County	0	4	(4)
Montgomery Co.	Illinois	Jackson County	14	19	(5)
Montgomery Co.	Illinois	Livingston County	0	5	(5)
Montgomery Co.	Missouri	Adair County	0	5	(5)
Montgomery Co.	Illinois	Kane County	0	6	(6)
Montgomery Co.	Illinois	Brown County	0	7	(7)
Montgomery Co.	Arizona	Pima County	0	8	(8)
Montgomery Co.	Iowa	Johnson County	0	8	(8)
Montgomery Co.	Texas	Jack County	0	9	(9)
Montgomery Co.	California	Santa Clara County	0	14	(14)
Montgomery Co.	Ohio	Franklin County	0	16	(16)
Montgomery Co.	Illinois	Marshall County	0	18	(18)
Montgomery Co.	California	San Francisco County	0	21	(21)
Montgomery Co.	Missouri	St. Louis County	14	36	(22)
Montgomery Co.	Missouri	Saline County	0	22	(22)
Montgomery Co.	South Carolina	Horry County	0	22	(22)
Montgomery Co.	Illinois	Richland County	1	29	(28)
Montgomery Co.	Illinois	Macon County	100	131	(31)
Montgomery Co.	Florida	Marion County	0	32	(32)
Montgomery Co.	Illinois	Johnson County	5	45	(40)
Montgomery Co.	Illinois	Madison County	184	224	(40)
Montgomery Co.	Illinois	Bond County	89	131	(42)
Montgomery Co.	Illinois	Perry County	10	52	(42)
Montgomery Co.	South Carolina	Charleston County	0	44	(44)
Montgomery Co.	Illinois	Clinton County	8	54	(46)
Montgomery Co.	Illinois	Shelby County	20	68	(48)
Montgomery Co.	Nebraska	Sarpy County	0	53	(53)
Montgomery Co.	Illinois	Coles County	30	85	(55)
Montgomery Co.	Texas	Tarrant County	0	63	(63)
Montgomery Co.	Illinois	Macoupin County	288	354	(66)
Montgomery Co.	Virginia	Norfolk city	0	68	(68)
Montgomery Co.	Indiana	Lake County	0	240	(240)

The figures below provide a more detailed look at which counties the region's workers come from, and where residents of the region go to work. A significant portion of the "All Other Locations" in these tables is likely St. Louis city. St. Louis city is unique in that it is independent of any county jurisdiction.

Figure A-7: Where People Working in the Region Live 2017

County	Count	Share
<i>All Counties</i>	38,329	100%
Macoupin County	7,600	19.8%
Montgomery County	5,597	14.6%
Christian County	5,433	14.2%
Jersey County	3,056	8.0%
Madison County	2,478	6.5%
Greene County	2,038	5.3%
Sangamon County	1,561	4.1%
Shelby County	900	2.3%
Calhoun County	740	1.9%
Morgan County	578	1.5%
All Other Locations	8,438	21.8%

Source: U.S. Census Bureau, Center for Economic Studies

Figure A-8: Where People who Live in the Region go to Work 2017

County	Count	Share
<i>All Counties</i>	65,004	100%
Madison County	8,095	12.50%
Sangamon County	7,458	11.50%
Macoupin County	7,164	11%
Christian County	5,979	9.20%
Montgomery County	5,739	8.80%
Jersey County	3,161	4.90%
St. Louis County, MO	3,062	4.70%
Cook County, IL	1,995	3.10%
Macon County	1,975	3.00%
St. Clair County	1,796	2.80%
All Other Locations	18,580	28.60%

Source: U.S. Census Bureau, Center for Economic Studies