

## **Hillsboro 2030: Towards an Ownership Economy**

Economic Development Plan for the City of Hillsboro, Illinois

### **(Aerial Shot of The Coop Goes Here)**

#### **Introduction**

In November 2020, the City Council of Hillsboro, Illinois passed *Hillsboro 2030*, a strategic plan meant to guide city decision making over the next ten years. In the critical projects section, the council decided that Hillsboro should produce an economic development plan and instructed the community and economic planner to write it. They believed that human flourishing for all its citizens should govern how the city seeks to develop its economy, attract good paying jobs and develop a higher quality of life. This economic plan was written to fulfill this directive.

In order to create that atmosphere of human flourishing in our economic future, the city is dedicating itself to returning to the beginning of our history where community and locally owned businesses built the town. This is a model that serves our citizens and gives them an opportunity for a higher quality of life.

#### **Brief Economic History of Hillsboro**

In the first fifty years of its life, Hillsboro relied on local business to drive its economy. Early industries included animal husbandry, milling, agriculture, and related shops that dominated the small village. However, with the coming of the railroad and the Civil War, that began to change as small manufacturing operations set up shop.

Coal was discovered in the 1850's, but the first coal mine didn't open until 1887, fueled by local investors. The mines took over the local economy, dominating nearly every economic sector. From that moment, the town exploded with growth resulting in the large historic buildings that make up Hillsboro's downtown; a trolley was installed, and the rail lines came alive with passenger and freight traffic. Industries that required a significant amount of coal, such as the Hillsboro Glass Factory, came to town in the decades that followed so they could be near the source of energy for their businesses.

There is no question these industries built the city of Hillsboro, much like it did for other small towns all over the Midwest. Sadly, the boom didn't last. With the coming of oil and petroleum based products, the insatiable demand for coal began to wane, especially with the coming of The Great Depression. County records show that mining rights went unsold and the mines started to shut down. World War II offered a brief respite and the coal based economy rolled along until the coming of globalization in the sixties and seventies.

Manufacturing companies stepped up their efforts to consolidate into large companies and instituted cost cutting measures that brought economic devastation to the American Midwest. In the period from the 1960's-1990's, large multinational corporations consolidated their power, moved jobs overseas, and closed up "unprofitable" operations in small towns. Globalism threatened to kill the city as it had done with many Midwestern towns. Hillsboro's economy was dealt a serious wound with the closing or consolidation of Eagle's Zinc, Hillsboro Glass Factory, and other sizeable manufacturing companies. The mines shut their doors at record rates with Deer Run mine the only operational mine in county limits. Further, these large manufacturing companies left Hillsboro and the area with significant environmental cost issues that will present a challenge in the coming decades. A case in point is the recently cleaned up Eagle's Zinc site which was accomplished through a 25 million dollar effort by the EPA and the Army Corp of Engineers.

Even though the past forty years have been difficult, Hillsboro is showing a remarkable resilience in the face of these devastating economic and environmental losses. The city's position as a county seat, and the health care sector helped provide a small stop gap to the growing tide of job loss. Even more, the town possesses a profound amount of social capital that helped keep the town afloat. On that foundation, a modern renaissance began with the revitalization of downtown fueled by significant social capital, an entrepreneurial spirit and drive, and a city-wide effort to install fiber Internet through CTI.

In short, Hillsboro's strong community spirit built two separate and thriving economies in its early history and its manufacturing history. The city is now on the brink of creating a thriving third economy for its future through embracing the communal elements of its past while using the technology of the future.

### **The Five Healthiest Sectors of the Hillsboro Economy (and Two on the Way)**

Despite the economic challenges of most Midwestern small towns (especially in the state of Illinois), the current COVID-19 crisis and an aging population, Hillsboro retains a solid and moderately healthy economy. The question is why? How is the town not just surviving but starting to flourish under such significant economic challenges?

The short answer is that Hillsboro possesses a diverse and resilient economy that no longer relies on one industry or "savior." A dive into the economic data shows there are five significant economic sectors in the city of Hillsboro. These sectors bring in jobs, tax revenue and "outside" money being spent in the city. Further, as will be seen from the data, there are two "rising" sectors that are being added to the mix.

From the data, Health Care, Government Work/Services, Financial Services, Light Manufacturing, and Education are the healthiest economic sectors for Hillsboro. Further, a deeper delve shows that E-Commerce companies and Weekend Tourism are or will become significant economic contributors in the very near future.

In order to understand these sectors and how they make significant contributions to the town’s economy, it’s important to begin with an exploration of the nature of area businesses and understand the makeup of our current workforce. This information will call into question many myths about Hillsboro and what really drives its current and future economic fortunes.

**Small Businesses: Number One Employer.**

Figure 1.1

Total Establishments by Size

	Default	TOTAL	%
1-4 Employees		213	63.2
5-9 Employees		68	20.18
10-19 Employees		29	8.61
20-49 Employees		16	4.75
50-99 Employees		7	2.08
100-249 Employees		3	0.89
250-499 Employees		1	0.3
500-999 Employees		0	n/a
1000+ Employees		0	n/a

*(EMIS 2020, Intersect, Illinois)*

In order to understand the strong economic sectors of Hillsboro, one must understand their foundation which is grounded in the healthy small business community. Small business here is defined as companies with 500 people or less.

Figure 1.1 reveals a startling truth: 75 percent of Hillsboro’s jobs come from companies with fifty employees or less. While there are some significant establishments (as will be seen below) that provide a higher number of jobs, the base of the job market is found in








locally owned businesses. A few of the larger companies are locally owned and run, such as Hillsboro Area Hospital which is governed locally and not by a larger health care system.

















According to the Bureau of Labor statistics, small businesses created sixty-one percent of the new jobs in Illinois over a three year period. The Hillsboro economy is well above that average as its citizens look to diversify their jobs and create businesses that will provide jobs on a smaller scale.

This data suggests that Hillsboro’s economy is building to withstand (as much as possible) economic shocks. Indeed, during the COVID crisis, not one business has closed its doors and very few people have lost their jobs.

Figure 1.2

Top Over All NAICS Categories (by jobs provided and contributions to local economy)

<i>Expand All</i>	<i>Maximum Value</i> ↕	TOTAL	%	SALES	EMPLOYEES
<input type="checkbox"/> 	Health Care and Social Services	87	26.52%	\$69,590,000	694
<input type="checkbox"/> 	Public Administration	51	15.55%	\$101,000	382
<input type="checkbox"/> 	Other Services - Repair, Personal Care, Laundry, Religious, etc.	36	10.98%	\$3,417,000	149
<input type="checkbox"/> 	Banking, Finance and Insurance	27	8.23%	\$18,649,000	124
<input type="checkbox"/> 	Professional, Scientific, and Technical Services	22	6.71%	\$11,049,000	100
<input type="checkbox"/> 	Retail: Home, Food, Automobiles, Personal Care	15	4.57%	\$30,716,000	156
<input type="checkbox"/> 	Accommodation and Food Services	14	4.27%	\$5,077,000	131

	Construction	14	4.27%	\$8,499,000	64	
	Real Estate and Rentals	10	3.05%	\$3,378,000	29	
	Retail: Hobby, Media, General Merchandise	9	2.74%	\$1,059,000	22	
	Unclassified	7	2.13%	\$0	15	
	Education	6	1.83%	\$113,000	194	
	Administrative and Support and Waste Management and Remediation Services	5	1.52%	\$4,539,000	20	
	Wholesalers	5	1.52%	\$68,430,000	32	
	Information	4	1.22%	\$1,582,000	19	

*(EMSI 2020, Intersect Illinois)*







The Health Care sector is by far the largest contributor to the Hillsboro economy. While Hillsboro Area Hospital is the largest contributor with its related branches and services, it also includes various clinics (such as Springfield), rehabilitation services, mental health and social services.

The next largest sector, Public Administration, encompasses all local, state and Federal facilities, and not just Graham Correctional Center. This area covers all government related jobs from the Montgomery County facilities, Hillsboro City government, and any Federal/State government facilities located within city limits.

It should be noted that some leading sectors are not always the biggest job providers. As a further example, banking/finance/insurance do not provide as many jobs, but their contributions to Hillsboro's economy are significant while education provides a lot of jobs, but doesn't contribute much in other areas of economic areas, even as they provide a vital service to the community through helping train its next generation of workforce talent. It is obvious the education system provides a vital economic service to the community in other areas, as well.

These examples show why just looking at “jobs provided” do not tell the whole economic story. It is important to view the picture as an organic whole rather than through the lens of selective data.

## The Death of the Mining Sector

<i>Expand All</i>	<i>Maximum Value</i> ↕	AVERAGE ANNUAL WAGE
 Holding Companies and Managing Offices		\$238,932.50
 Utility Services: Power, Gas, Steam, Water, and Sewage		\$151,273.42
 Mineral, Oil and Gas Extraction		\$121,008.31
 Manufacturing - Processed Food, Textiles, Clothing		\$67,311.59
 Wholesalers		\$59,239.22
 Banking, Finance and Insurance		\$59,105.68

*(EMSI 2020, Intersect Illinois)*

Many in the Hillsboro and Montgomery County area accept the narrative that Deer Run Mine, the last working mine, is a significant contributor to our town’s economy through royalties and job creation. Those who believe this statement would argue that we should sink more money into supporting a coal mine based economy.

However, a closer examination of the facts demonstrates this is not the case. Other than China and India, the worldwide coal market is disappearing at a rapid rate. The push towards different sources of energy (natural gas, oil, solar, and wind) is closing down coal mines all over the world. Even in India and China, the push for different sources of energy is gaining serious traction, as both countries move away from coal. Thus, a coal based economy which relies on a finite resource is on shaky and unreliable ground.

As Figure () shows, mining salaries MAY be high, depending on the position. However, according to the Bureau of Labor Statistics, ESMI and Innovate Illinois, there are only twenty-five mining related jobs located within the city limits. Further, there are only sixty two in the entire county, and it is unclear how many the Deer Run mine actually employs or if those positions are people commuting to another site.

While the mine pays the City of Hillsboro 123,000 a year for water usage, on average, it does not currently pay any coal royalties to the city, although some might be possible in the future. Montgomery County gets nearly two million a year royalties at two percent.

However, it should be noted Deer Run mine has experienced significant problems during its lifetime. It has struggled with a fire, bankruptcy and shutdowns. Indeed, the mine was closed from 2016-2019 and was contributing nothing to the Hillsboro or Montgomery County economy. The town experienced an economic explosion with new businesses and industries coming into town during this time. Above all, it showed the town can build a “post-coal” economy.

**(Picture of Atlas 46/Hardcore store here)**

### **E-Commerce and Small Business Start Ups (Atlas 46 Corridor)**

In 2017, MCEDC partnered with the City and CTI to bring fiber Internet to Montgomery County. Through a local drive fueled by volunteers, Hillsboro became the first city to reach the needed subscription base. In doing so, they brought about a huge win for the city’s economic development.

The first fruits of this effort came when an e-commerce company, Atlas 46, decided to come to town in 2018 and opened its sewing factory in 2019. On that base, Hardcore Hammers positioned their headquarters here and opened up a shop downtown with Atlas. Other e-commerce companies followed such as Alexandria (a high end purse company) and Woofers and Whiskers, a high end pet supply company. All of these companies plan to partner together and work on opening a 3-d manufacturing facility in 2021/2022. All of these companies are focused on high end, direct to consumer products, relying solely on the Internet for all of their sales. Currently, this corridor provides 80 jobs that are a combination of customer service, sewing, marketing, and development. Thus, they are not only manufacturing jobs, but higher paying white collar jobs as well. Indeed, these companies are committed to bringing more white collar jobs in the future.

Local companies like Black Rabbit Coffee, Red Rooster Inn and Distillery (opening in 2022), AJ Banners, Ev’glo Neon Signs, Shags Vintage and Blackboard Mercantile rely on the Internet to market and distribute their products through the nation. This is by no

means an exhaustive list of businesses in Hillsboro that use e-commerce in their day to day business operations, but they represent a good cross section of examples.

Hillsboro possesses a significant amount of social capital that has borne fruit in the past five years with the explosion of its small business start-ups. Fifteen small businesses have opened or are about to open. Five opened or were conceived during the COVID economic slowdown.

With the opening of The Coop Incubator and shared work space in fall 2021, the city is poised to take the next steps in taking advantage of its fiber Internet and entrepreneurial community. With a bit more work, this environment will be highly attractive to e-commerce and tech driven companies. Indeed, these companies, along with Hays Abrasives, are the type of light manufacturing that Hillsboro will seek to attract.

### **Light Manufacturing**

Hays Abrasives, located on the east side of Hillsboro, employs 25 people and is a 2.5 million dollar company that manufactures fine-tuned abrasive wheels. Their products are sold all over the world, and their operation takes up a small amount of space.

This is an example of what Hillsboro needs as the city moves forward into the future: small, light manufacturing companies that have minimal environmental impact and provide a healthy economic sector that focuses on resurrecting the idea of careers in the trades as an equal alternative to attending a four year school.

### **Weekend Tourism**

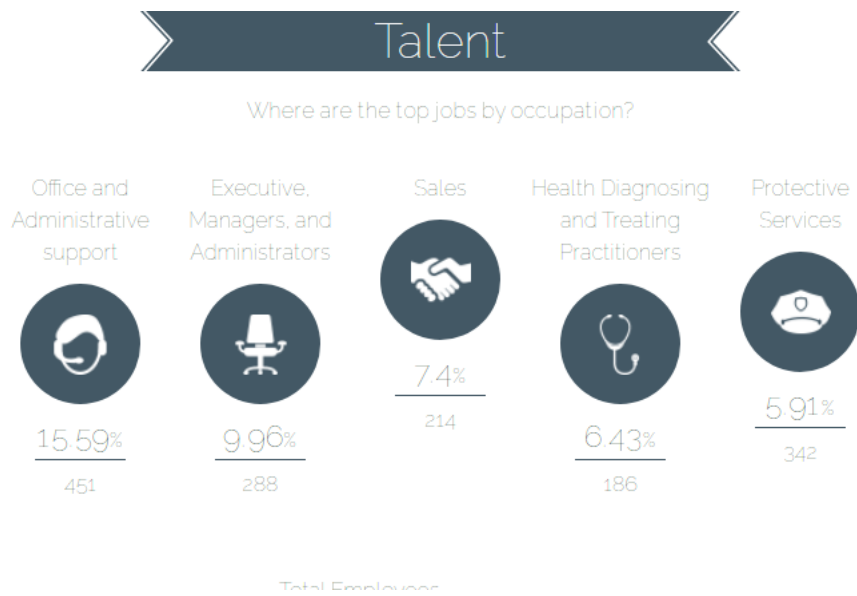
With Hillsboro's downtown renaissance and the growth of its small shops, a small weekend tourism industry has begun. The town contains two lakes that are excellent for boating, kayaking, fishing, or watching wildlife. Further, Bremer Audubon Bird Sanctuary is a place for hiking and observing birds.

Opera House Brewing Company and Hubbard Wood attracts people from all over the region and further every weekend. With the opening of the Red Rooster Inn and Distillery, Hillsboro will place itself firmly in the weekend tourism discussion. The City, the Chamber of Commerce and Imagine Hillsboro have formed a tourism bureau that is focused on marketing the city, especially to the cities of Springfield, St. Louis, and Chicago.

Further, the opening of the Red Rooster Inn Brewery and Distillery is anticipated to energize Hillsboro's weekend tourism economy through advertising, attraction, jobs and providing a completely redone and affordable hotel that will be the centerpiece of the economy.



## Work Force



(ESMI 2020, Intersect Illinois)

## Total Employees by Occupation

	<i>Maximum Value</i> ⇅	TOTAL	%	
Office and Administrative support		451	15.59	<input type="radio"/>
Executive, Managers, and Administrators		288	9.96	<input type="radio"/>
Sales		214	7.4	<input type="radio"/>
Health Diagnosing and Treating Practitioners		186	6.43	<input type="radio"/>
Protective Services		171	5.91	<input type="radio"/>
Education/Training/Library		168	5.81	<input type="radio"/>
Business and Financial Operations		160	5.53	<input type="radio"/>
Production Workers		158	5.46	<input type="radio"/>
Healthcare support		117	4.05	<input type="radio"/>
Food Preparation/Serving		114	3.94	<input type="radio"/>
Material Moving		109	3.77	<input type="radio"/>
Computer and mathematical occupations		93	3.22	<input type="radio"/>
Construction and Extraction		89	3.08	<input type="radio"/>

The common narrative about Hillsboro is that is a blue collar job town. However, as can be seen from the above charts, this is not correct. White collar jobs dominate the Hillsboro economy, and traditional blue collar jobs only make up 33 percent of the jobs in the area.

When considering these numbers, Hillsboro must consider changing the narrative about its present and its future, especially when considering its development of the Eagles Zinc property. A more thoughtful approach about what companies and workforce the town wants to attract must be undertaken, instead of the old school economic development approach that seeks to attract a large scale manufacturing company to town. The above numbers demonstrate we do not have the workforce for such an endeavor, not to mention the high end competition for such factories.

### **COVID-19 and the Future of Working From Home.**

Numerous articles have been written on the changing face of work after the COVID-19 crisis. Many companies are realizing overhead costs are down because of having their employees work from home. Further, these employees are realizing the benefits of a smaller town lifestyle and many are moving out of the major population centers for this reason.

They are looking for a better of quality of life which includes factors like walkable streets, parks, knowing their neighbors, different places for locally sourced food, unique eating and shopping establishments, “third places” where they can meet others in the community and a safe place for their children. Hillsboro possesses all of these factors for a quality of life that encourages human flourishing.

### **Summary (Strengths and Challenges)**

Hillsboro and small towns like it ignore the changing face of the global economy at its peril. The ravaging effects of globalism and the consolidation of businesses into large entities already destroyed many Midwestern small towns through the closing of its manufacturing power. To not only survive and thrive in this environment, a different way of thinking must be adopted.

Indeed, that is the biggest challenge faced by Hillsboro and Montgomery County. Very often, communities get stuck in the old model of economic development that spends thousands of dollars and hundreds of human hours into pursuing big corporations to put a plant in their area. These corporations play these small communities and regions off each other to get the best financial incentives and deals. The winner of this long odds horse race often unwittingly bets their entire regions economic future on one plant that is always in danger of closing should it suit the particular corporation’s bottom line and stockholders. The area economy is also subject to fluctuations in the market, demand for the businesses product, and disruptions such as the COVID-19 shutdown.

Further, while it was a windfall for the town to land fiber Internet, Hillsboro and Montgomery County have not utilized it to its full potential. Elected officials and economic development professionals must figure out a way to tap into the fiber internet advantage, especially in light of the possible ending of coal mining in the region. It is imperative that a plan be constructed that builds a resilient economy that relies on a number of economic sectors to build its foundation. Thankfully, Hillsboro adopted this policy in an organic way, but it must be made official policy and future plans must be made.

Along with this different mindset and plan, Hillsboro and Montgomery County must be committed to building a different kind of workforce through education in the trades, technology, and modern workplace skills. There are some county and regional efforts that are worthy of Hillsboro’s time and effort.

That said, Hillsboro has strengths as it looks to its economic future. The city’s quality of life is a significant attraction, especially for the Generation X and Millennials that have recently moved into town. Numerous interviews with this group cite Hillsboro’s community, developing businesses, safer atmosphere, fiber Internet and events like the Farmer’s Market as being key reasons they wanted to come back into town. Further, as

stated above, the profound sense of community and the willingness to pitch in for the sake of the town are attitudes that are becoming rarer in modern America.

The challenge then is simple: What kind of economy should Hillsboro build for its future?

## **Towards an Ownership Economy: A New/Old Economic Vision**

The Economist E.F. Schumacher wrote a landmark book entitled “Small is Beautiful: Economics as if People Mattered.” He produced the work during a time when globalism rose into economic prominence as large corporations took over small ones, downsized factories in the Midwest and began to move jobs overseas.

His book was an argument against the dominance of this mindset. Schumacher believed that small communities and small towns were the key to focusing the economy on people rather than the mindless chasing after profit, obscene amounts of money, and forcing ordinary workers to work at the mercy of large corporations and being subject to the whims of large government. He argued that only local and regional economies could retain their focus on serving people.

Many dismissed his ideas as “outdated,” “pie in the sky,” and “idealistic.” Everyone believed that globalism would wipe out small businesses and small communities in the drive to serve the idea that “bigger is better.” Certainly, the past forty years backed up these criticisms as corporations merged into larger corporations, small towns were nearly killed by Walmart and large box stores, and people flooded to big cities for better opportunities. The movement seemed unstoppable.

That is, until the Internet.

At first, small communities didn't realize the economic power the Internet could give to rural communities. Most economic developers in rural areas were still stuck in the old mindset of factory chasing and there was not a lot of thought put into how the Internet could give small towns and regions a way to fight back against some of the excesses of global capitalism.

Now, thankfully, there is awakening to this reality and it looks like E.F. Schumacher is no longer a starry-eyed dreamer. Small towns can now build an ownership economy that concentrates on the encouraging and developing of their citizens to take their economic destiny into their own hands.

An ownership economy seeks to put people closer to their means of production and employment. This could come either through starting their own small business or working for a local company where workers know their CEOs. Further, it requires teaching people how to do things on their own with the help of others in their community instead of relying on big government or big business to do it for them. For example, they can band together with other workers to form worker owned businesses, CO-OPs, or support systems designed to fuel a locally based and resilient economic ecosystems. Thus, instead of all the power being in either the government or an elite and small group of business people, the power to create a better quality of life rests in the local community.

In other words, an ownership economy plays to Hillsboro's strengths and indeed, the city has been putting in foundational pieces for the past decade. Now, with this economic plan, the city will be officially committed to creating an ownership economy as it moves forward.

### **Generate. Cultivate. Innovate.**

In order to fully develop this ownership economy, Hillsboro will be committed to three principles: Generate, Cultivate, and Innovate.

#### **Generate**

Hillsboro is committed to generating new ideas that will help ensure the city's economic plan will continue to encourage human flourishing for everyone within its borders. In order to do this, it will encourage ways for our citizens to collaborate with each other to create new ideas and continue to develop our entrepreneurial culture. To that end, Hillsboro will focus efforts on our "third places," such as The Coop, the new library building, coffee shops, breweries and other shared spaces in town as our main locations

for cultivating relationships that will result in new ideas for the city's citizens and the economy.

Further, Hillsboro believes that a "competitive" approach with the sister cities in our region is no longer a viable economic development strategy. The old way of economic development saw Hillsboro in competition with Litchfield, Carlinville, Taylorville and Greenville. This way of thinking is outdated and has not served us well in the past decade. Therefore, the city will fully participate in any Montgomery County or regional economic development efforts. Indeed, Hillsboro will seek to bring others together for those initiatives and build stronger regional ties. The city calls on regional leaders, county, and civic leaders to join us in this effort.

Hillsboro will also take a vested interest in encouraging students to consider the trades for their future. The city will look for ways to commit time and resources to helping our educational institutions encourage talented students to consider a future in construction, metal working, plumbing, welding and other related areas of work that are desperately needed in the modern workforce. Making and repairing things are vital to making an ownership economy work.

Finally, Hillsboro will look to generate ideas when it comes to its weekend tourism industry. A marketing website has already been developed and a tourism committee formed through the city, the Chamber of Commerce and Imagine Hillsboro. However, more must be done by area businesses as they prepare for the influx of tourists once the Red Rooster Inn and Distillery opens. Thus, a more thought out approach is needed from the city, our businesses and other interested parties.

### **Goals:**

- Partner with The Coop and entrepreneurs to generate ideas for Hillsboro's creative and economic future through seminars, trainings and other educational opportunities.
- Develop outside partnerships with Intersect Illinois, BioSTL, and other organizations to help generate ideas for Hillsboro.
- Connect with county, civic and regional leaders in order to develop stronger ties and put an end to a competition mentality.
- Work with our education and business leaders to come up with ideas on how to connect students with careers in the trades.
- Plan with Hillsboro leaders a more targeted approach for our weekend tourism industry.
- Continue outside marketing efforts focused on the St. Louis and Springfield markets, as well as other media outlets like magazines, social media influencers and podcasts.

### **Cultivate**

Hillsboro will seek to further develop our five healthy economic sectors and our two areas of growth: Health Care, Government Work/Services, Financial Services, Light Manufacturing, Education, E-Commerce, and Weekend tourism. The city will work with all economic partners in each area to figure out ways to further develop these areas of strength and attract companies into town that fit these sectors.

Further, Hillsboro will find ways to strengthen our current small business community through researching and implementing tools that will help it thrive. The city will work with the Chamber of Commerce and hold meetings with individual business owners, work with other small town economic professionals and the Illinois Department of Economic Development to figure out best practices that can be implemented on the city level.

Finally, Hillsboro will commit to working with other community partners, such as the school system, to develop and encourage workforce training. In order to live in a ownership economy, people need to be developed in their chosen profession or taught how to open their own small business.

### **Goals:**

- Hold a small business summit in town to discuss cultivation which would result in “sector” teams.
- Work with The Coop Incubator to hold small trainings and talks about how people can live and thrive in an ownership economy.
- Develop a team of local business owners willing to be mentors and teachers.
- Work with the community on how to retain and attract white collar talent into town especially remote workers.
- Will work with the South Central Illinois Regional Workforce Training and Innovation Center to figure out ways Hillsboro can develop our own work force and help regional efforts in this area.

### **Innovate**

Hillsboro must continue to reinvent our economy and find new ways to help our city thrive. This begins with a commitment to attract more e-commerce companies. The Atlas 46/Hardcore Hammer corridor has laid the foundation from which our city can build. Thus, Hillsboro will need to be strategic in how it recruits companies to come into town. This means the city will not put time and money into trying to attract large scale manufacturing and box stores in our community that will suck up resources, money and time. This way of economic development has proven not just ineffective, but detrimental to small towns. Thus, the city will use its fiber advantage by working with other partners to become an e-commerce hub for central Illinois and commit its economic resources to further developing this area.

Along those lines, Hillsboro will seek out light manufacturing companies such as Hays Abrasives, which sells its products around the world and makes minimal environmental impact on our community. The city will seek out ways to encourage light manufacturing in the city and to help develop its workforce.

Further, the city will work with The Coop incubator to create different ways to start businesses such as employee owned start-ups and Co-ops. All of this is designed to generate a more ownership based economy.

### **Goals:**

- Seek and attract more e-commerce companies that would also include light manufacturing.
- Develop a strategy to develop more light manufacturing companies in town and with local entrepreneurs.
- Found a start-up business fund that will be a Public/Private operation to include the city government, area banks and local businesses.
- Work with The Coop to help existing local small businesses develop their own e-commerce presence.
- Generate and support employee owned businesses and co-ops through city policy, the Chamber of Commerce, and The Coop.

### **Bibliography**



