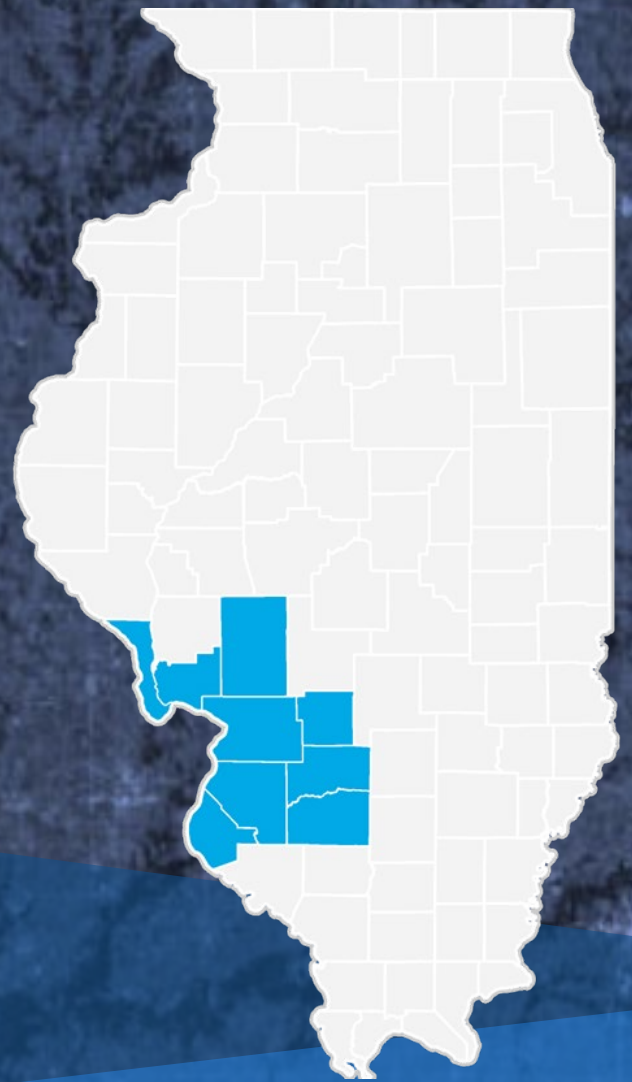


Leadership Council Strategic Plan



Southwestern Illinois

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Acknowledgements and Project Team

Leadership Council Southwestern Illinois

Kyle Anderson
Executive Director
Leadership Council

Andrea Beyer
Director of Member Engagement
Leadership Council

Weston White
Director of Marketing & Communication
Leadership Council

Steve Zuber, CCIM, SIOR
Principal
Barber Murphy

Eric Whitfield
Director, Economic Development
Ameren Illinois

Executive Committee:

Chris Blair
Dan Barger
Donna Richter
Eric Whitfield
Gary Hoelscher
George Evans
James T. Minor
Jay Korte
Kathy Federico
Rick Ortyl
Rick Parks
Robert DeConcini
Steve Donahue
Steve Zuber
Thomas Berry
Tim Giddens

Steadfast City

Doug Rasmussen
CEO & Managing Principal
314-326-5417
doug@steadfastcity.com

Allison Gray-Gunsten
Vice President & Central Region Leader
314-480-2641
allison@steadfastcity.com

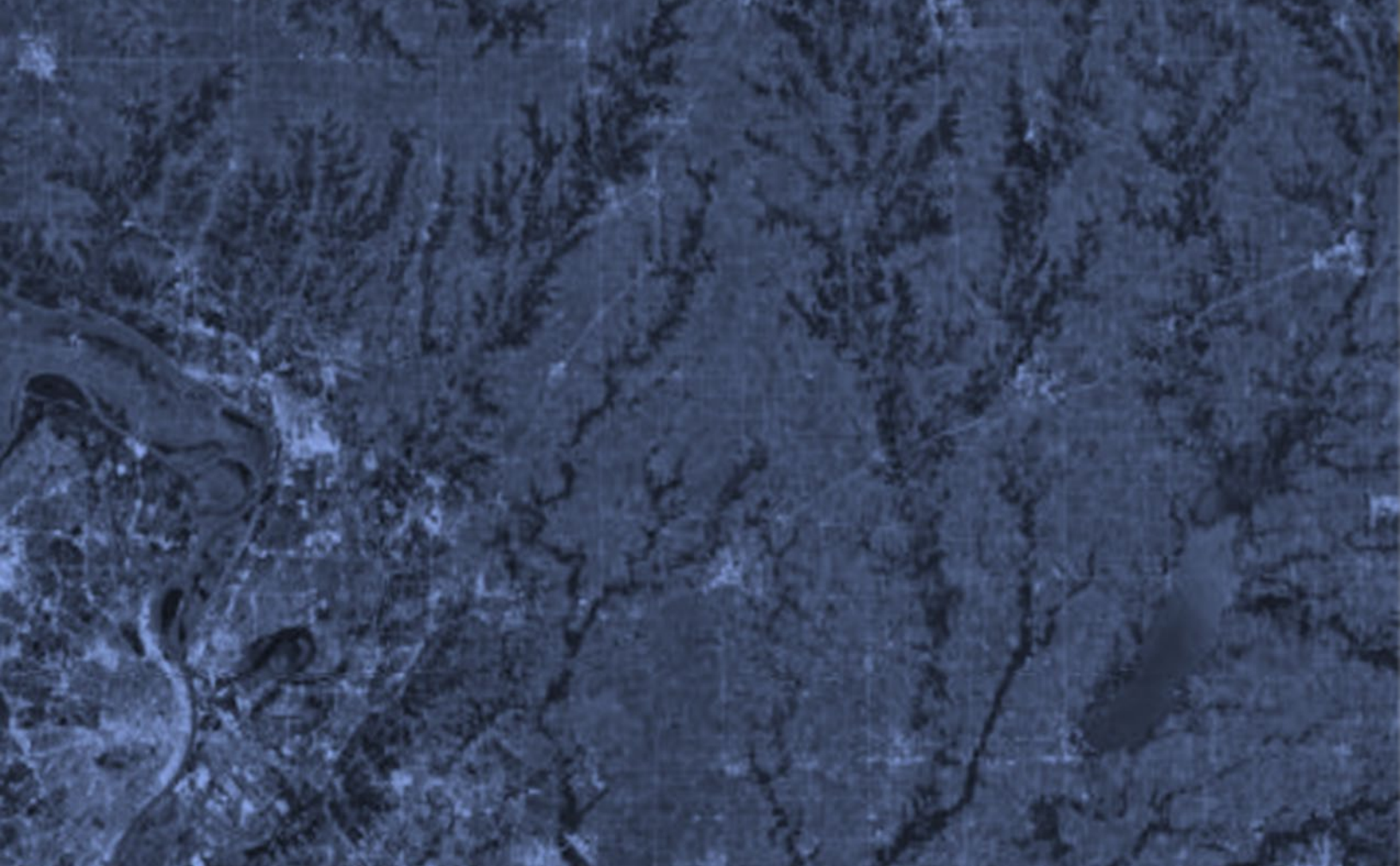
Joel Glasscock
Senior Project Manager
314-602-0503
joel@steadfastcity.com

Tanner Jones
Project Manager
251-504-3990
tanner@steadfastcity.com

Amelia Morton
Planning Coordinator
814-969-9164
amelia@steadfastcity.com

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Overview

Executive Summary

After meeting with the Leadership Council's staff, conducting an existing conditions analysis of the Southwestern Illinois region, and interviewing key regional stakeholders, the Steadfast City Economic and Community Partners team compiled the following recommendations and economic development strategies for the Leadership Council.

The plan includes action items and goals around the following six priority areas:

- **Stakeholder Connectivity & Engagement**
- **Brand Identity**
- **Business Retention & Expansion**
- **Business Attraction**
- **Workforce & Talent Retention & Attraction**
- **Government Affairs**

An increased emphasis on building the Leadership Council's brand and the region's brand through enhanced and consistent communications and marketing efforts can serve as a foundation for growing the organization's membership and impact on the region's business and industry. Developing key relationships with regional stakeholders, as outlined throughout this plan, can drive the organization's efforts of creating a more connected region and providing support for existing and future business and industry. Creating a sense of place and identity for the region is critical for future economic growth and business attraction.

The Leadership Council should play a leadership role in executing business retention and expansion programs and government affairs initiatives, while providing support to other entities that focus on business attraction and workforce training. While the Leadership Council cannot carry out every initiative needed to maximize impact on economic prosperity in the region, the organization can provide the catalyst needed to connect regional leaders and create a more focused and collaborative approach to economic growth and prosperity. Our hope is that following this plan will enable the Leadership Council to increase its impact on the region's economic and community success and growth.

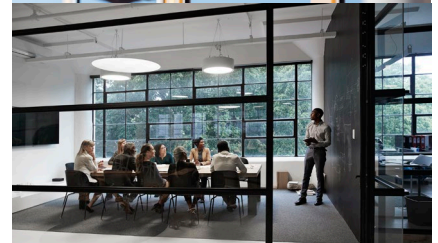
Plan Framework and Goals

Framework for a Strategic Plan:

1. Southwestern Illinois is a region with varied parts that lacks a unified understanding of its identity.
2. Southwestern Illinois must better develop its brand for outside investors & site selectors.
3. Southwestern Illinois must create a forward-thinking strategy and vision for growth.

Goals for Success:

- Establish brand/value as a key contributor to the St. Louis regional economy.
- Address all 9 counties as a single region.
- Create buy-in and collaboration with every part of the region, ensuring that everyone has input.
- Create actionable steps that are endorsed and supported by the region leadership.
- Create a more efficient economic development process for the region.



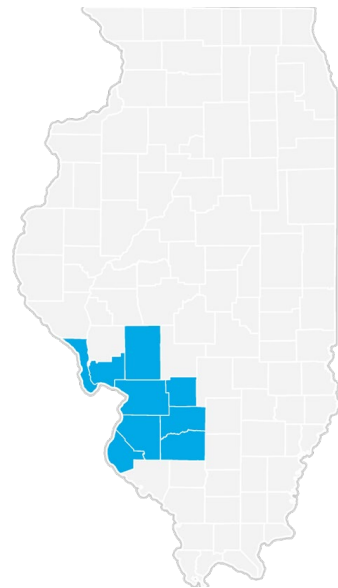
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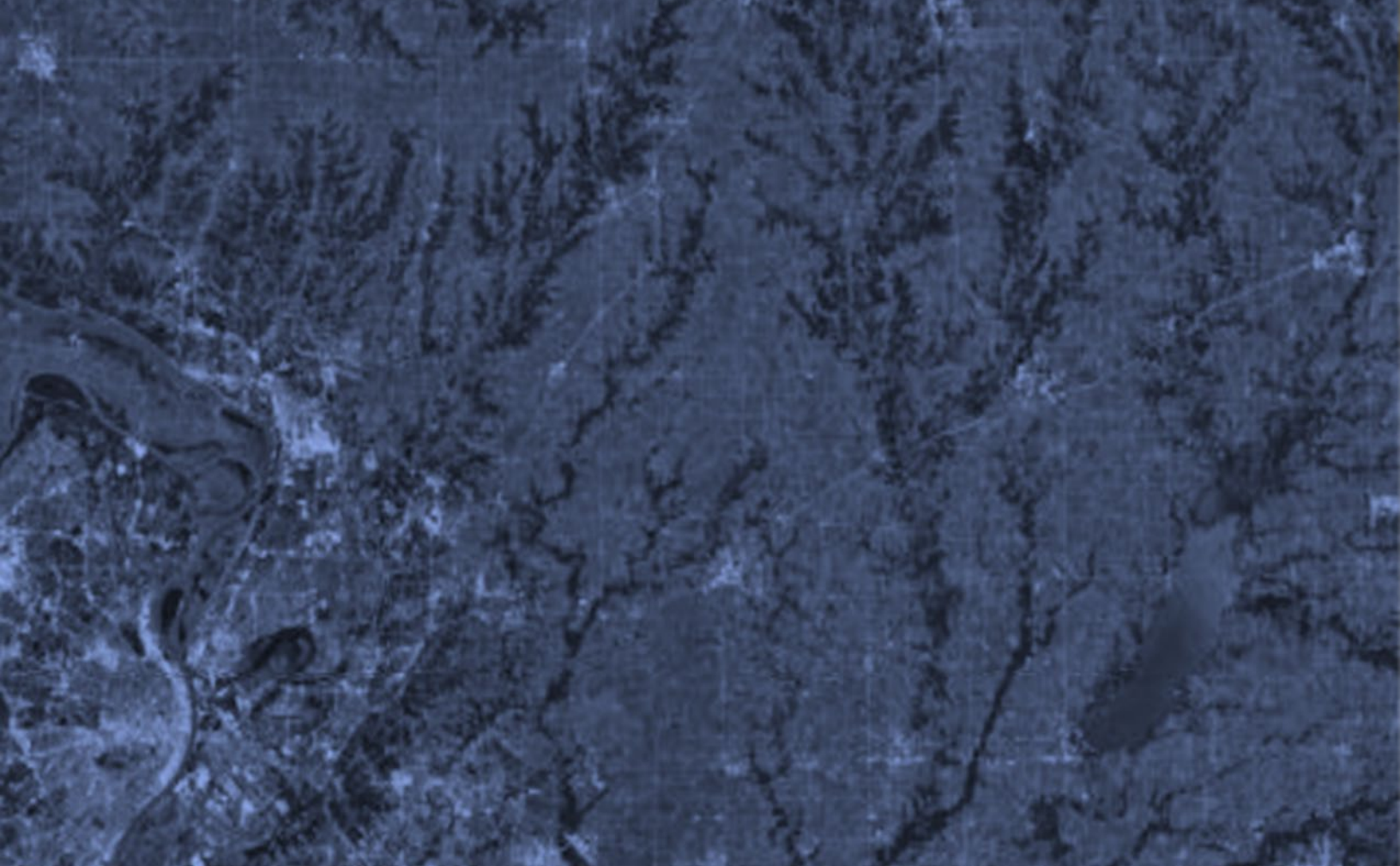
Leadership Council of Southwestern Illinois:

The **MISSION** of the Leadership Council is to unite business, industry, government, education and labor for economic growth in Southwestern Illinois, which is the second largest population area in Illinois and represents ¼ of the Saint Louis region.

Uniting the Region for Growth:

- The Leadership Council is guided by an executive committee dedicated to moving our region forward.
- The Southwestern Illinois Region includes a 9-County Area (that covers Bond, Calhoun, Clinton, Jersey, Macoupin, Madison, Monroe, St. Clair, and Washington).
 - 4,792 Square Miles (3,066,880 Acres)
 - 700,000 People
 - 22,600 Businesses





Strategic Priorities and Action Items

Priority Areas and Goals



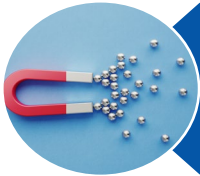
Stakeholder Connectivity & Engagement



Brand Identity



Business Retention & Expansion



Business Attraction



Workforce & Talent Retention & Attraction



Government Affairs

Key Tasks to Execute

Stakeholder Connectivity & Engagement

LEAD: Centralization of communication efforts to keep regional leaders informed and engaged

LEAD: Consistent networking opportunities for key stakeholders and elected officials

LEAD: Grow membership with a focus on existing business and industry, as well as elected officials and municipal leadership

LEAD: Engagement with smaller counties and under resourced communities

Brand Identity

LEAD: Development of organizational brand identity

LEAD: Development of regional brand identity

Business Retention & Expansion

LEAD: Create a systematic approach to business retention and expansion efforts that can be led by the Leadership Council

LEAD: Develop industry-specific or community-specific events that allow for other regional stakeholders to engage with existing industry in the region

LEAD: Engagement with smaller counties

Business Attraction

LEAD: Strategically identify new real estate sites throughout the region and work with owners and developers to position the sites well for strategic development

SUPPORT: Target key businesses and industries that are a good fit with the region's existing industry and occupation mix

SUPPORT: Set a process for new and expanding business development opportunities that are received or discovered by the Leadership Council to ensure that all new investment opportunities are captured and maximized by the region

SUPPORT: Assist with regional marketing opportunities, providing a platform for smaller communities to pool resources and market themselves regionally under the newly developed brand

Workforce & Talent Retention & Attraction

SUPPORT: Support local workforce development efforts and provide economic development advisement and expertise where appropriate

LEAD: Leverage regional brand to create a quality-of-life story that is an asset for businesses, real estate professionals, and economic developers who are working to recruit talent to the region

SUPPORT: Complete a regional housing study for the Southwestern Illinois region to better understand the competitive advantages and the needs of the area's residential real estate market

Government Affairs

LEAD: Lead the charge to coordinate and develop a regional legislative strategy and agenda, with a focus on incentives and economic development legislation

LEAD: Work to improve the tax environment in the State of Illinois and engage on other key economic, infrastructure, and social policy to make the Southwestern Illinois region a more attractive area for investment

SUPPORT: Advise regional groups leading infrastructure projects to help them understand the opportunities that are on the horizon with new business investments and real estate development

LEAD: Work to improve the tax environment in the State of Illinois and engage on other key economic, infrastructure, and social policy to make the Southwestern Illinois region a more attractive area for investment

Stakeholder Connectivity & Engagement

The Need in the Region:

- There is a lack of connectivity among key leaders and stakeholders
- The community and the Leadership Council could benefit from more consistent engagement with one another and with existing business and industry in the area

Key Committees:

- Economic Development
- Workforce Development
- Membership Communications

Based on conversations with key stakeholders and the Leadership Council team, there is a clear need for an increase in connectivity and engagement among and between local stakeholders. Many stakeholder interviews revealed that key stakeholders were supportive of the Leadership Council's efforts in their own community or sub-region. However, stakeholders seemed to be unaware of the activities of the entire region and some were unaware of the Leadership Council's current role in connecting stakeholders and by extension growing the local economy.

The Leadership Council should strategically engage its existing membership, while also focusing on growing its reach and presence across the region. As the Council creates strategic communications and programming, the organization will expand its reach and impact, furthering the development of a unified regional identity and mindset that is currently lacking.

Although the Leadership Council represents and considers each county and community in its region, the region does not currently have the interconnectivity that is needed to leverage this type of organization to its highest and best use. It is important for the Leadership Council to lead the charge in connecting stakeholders across the region, developing and supporting key partnerships that may not currently exist.

Stakeholder Connectivity & Engagement

Leadership Council's Role and Key Tasks to Execute:

LEAD: Centralization of communication efforts to keep regional leaders informed and engaged

- Develop an internal contact database that is consistently maintained (include elected officials, Leadership Council board/members, existing industry, etc.).
- Consistently communicate economic development news, success stories, etc. that are happening throughout the region, intentionally including stories of success from smaller municipalities and counties within the region.
 - This could look like a monthly printed newsletter and/or monthly/weekly e-newsletter.
- Develop local, regional, and nationwide media list and identify opportunities for paid and earned press coverage around announcements, events, and progress in the region.

Measuring Success: Track social media, email marketing, and website traffic.

LEAD: Consistent networking opportunities for key stakeholders and elected officials

- Make the Leadership Council the go-to source for connection among region leaders and key relationships, providing businesses with opportunities for growth and connection within the region.
- Create regular networking events that are true networking events—not simply networking before board and committee meetings. Spend more time talking to each other than talking at the audience. Host these events across the region to further connect with areas and businesses that may not be currently engaged with the Leadership Council, creating a more connected business community. These events could be both in-person and virtual.
- Communicate regional narratives and brand to stakeholders, leveraging your stakeholders as spokespeople for the region—allow your stakeholders to have informed conversations that make them your greatest marketing asset.
 - Consistently meet with regional stakeholders in the St. Louis metro area to keep leadership informed of opportunities and announcements in the region, engaging those who are consistently having conversations around potential economic development project opportunities. This could include fam tours, one-on-one meetings, and consistent print and digital communications.
 - Consistently meet with statewide stakeholders in Illinois to keep leadership and decision makers informed of what Southwestern Illinois has to offer new and growing business and industry. This could include fam tours, one-on-one meetings, and consistent print and digital communications.
 - Build a network and database of regional real estate brokers and host fam tours for these brokers, making them aware of development opportunities in Southwestern Illinois.

Measuring Success: Measure stakeholder engagement, membership growth, business startups and growth, event attendance, board meeting attendance.

Stakeholder Connectivity & Engagement

Leadership Council's Role and Key Tasks to Execute:

LEAD: Grow membership with a focus on existing business and industry, as well as elected officials and municipal leadership

- Develop relationships with new business and industry upon any new announcements of expansion or location in the area.
- Engage better with non-members for both membership development and community engagement.
- Develop relationships with local municipal leadership, including mayors, board/council members, and city managers, particularly in larger cities. Develop relationships with new elected officials during each election cycle.

Measuring Success: Track new memberships. Track increased engagement and responses through social media, email marketing, and website traffic.

LEAD: Engagement with smaller counties and under resourced communities

- Meet one-on-one with these counties and see how the Leadership Council can assist each county with accomplishing goals for potential inclusion in the larger scope of the organization's strategy. Based on conversations with the counties, this could include: sourcing matching dollars for grant funding, advertising support for small businesses, facilitating discussions with other key regional stakeholders, public policy, government affairs, advocacy for infrastructure development and economic development funding.
- Leverage the economic development ecosystem of Southwestern Illinois to encourage and foster economic opportunities in areas of the region that are currently facing more difficult economic conditions.
 - Highlight case studies and stories of success in other areas and how communities can leverage similar approaches to tackle economic development opportunities.
 - Pair community leadership with other members of the Leadership Council or regional stakeholders who can provide technical assistance for workforce, education, and economic development opportunities.
- Identify and leverage the assets of areas that are typically considered under-resourced, including land availability and affordability, river access, and rail access.
- Meet with non-profit leaders in these target areas to understand where the Leadership Council could assist in determining what needs are not being met for area residents. Work to understand the key issues preventing people from participating in the workforce and gaining valuable education and training and determine how the Leadership Council can assist in solving the problem.

Measuring Success: Track meetings with smaller county leadership, including attendance at board meetings, determine key drivers for success in under-resourced communities.

Brand Identity

The Need in the Region:

- There is no consistent regional brand or identity
- It is difficult for stakeholders to define the key assets for the entire region and what makes the region a great place to live and do business (and specifically what differentiates the region from the surrounding areas)

Key Committees:

- Economic Development
- Membership Communications

While the proximity to St. Louis ties everyone in Southwestern Illinois together as part of the metropolitan area, the Leadership Council's region is diverse, featuring communities of different size, economic makeup, economic opportunity, and more. As a result of this mix, stakeholders do not seem to view Southwestern Illinois as a truly connected region, with everyone focusing more on their local and primary community or territory. As one of the few truly regional organizations, the Leadership Council is in a premier position to be the region's leader in creating consensus and change.

To effectively serve as the region's leader and change agent, the Leadership Council must develop a strong brand that encompasses the role of the Council and creates a regional brand identity that makes the region more recognizable by internal stakeholders and external target audiences. The creation of a new brand and focusing of consistent marketing efforts will serve as a catalyst to grow the Leadership Council's organizational recognition and growth and also provide an avenue for the development of a regional brand identity that can unify the region's stakeholders.

Brand Identity

Leadership Council's Role and Key Tasks to Execute:

LEAD: Development of organizational brand identity

- Hire a marketing firm to lead an organizational re-brand and leverage the 40th anniversary celebration to highlight the past successes of the organization and launch the new brand.
- Using this plan as a guidebook, more firmly establish the main goals and objectives of the Leadership Council and consistently communicate that value proposition as a part of the organization's brand.
- Develop a new website that better highlights the region's assets and the Leadership Council's role within the region.
- Consider a re-naming of the organization, based on vague nature of current name.
- Have a single staff member lead the charge and focus their efforts on brand development and maintenance.

Measuring Success: Successful rebrand of organization, creation of a new website, and consistent adoption and utilization of the new brand across platforms and throughout the region.

LEAD: Development of regional brand identity

- Integrate a new regional brand identity into organizational rebrand. Create something that can include everyone in the region and be utilized by all to create consistent messaging. This element could be key in creating a better sense of place and building consensus on all fronts.
- Leverage existing assets and look toward target industry and business development goals to set the narrative.
- Develop a regional identity that could include a talent retention and attraction component (or quality of life). Leverage the region's unique components and assets that can drive economic growth or develop a vision for what these components could be.
- Leverage the brand to communicate the value proposition of the region to statewide partners in Illinois and regional partners in St. Louis.
- Develop marketable case studies of successful business locations and expansions, based on conversations had during business retention and expansion efforts.

Measuring Success: Where possible, track the integration of the region-wide brand into stakeholder branding and engagement (government, non-profit, workforce development, economic development, etc.).

Business Retention and Expansion

The Need in the Region:

- There is currently a lack of communication between county, city, state, and economic development leadership and the existing business and industry in the region
- Decisions on business closures and expansion locations are being made without local leadership at the table
- There is no certainty around who is the correct person to contact for solutions to some workforce or economic development-related questions or concerns
- There is no certainty around who is the correct person to contact for business expansion and growth solutions and assistance

Key Committees:

- Economic Development
- Workforce Development
- Agriculture*
- Healthcare*

The region's lack of consistent communications and programming around business retention and expansion is perhaps the largest deficiency that was found during strategic planning process. Instances of businesses closing their doors without any engagement from local officials is a major concern for the economic development health of the region and impacts both existing employers and prospects. While the lack of connectivity and engagement is largely to blame, there appears to be no one organization that is leading the charge for maintaining consistent relationships with business and industry, and the Leadership Council can fill this gap.

Being the region's leader for business retention and expansion efforts would provide long-term benefits to the organization's membership growth and standing as the go-to source for key industry contacts. To be carried out effectively, this initiative would likely need to be managed full-time by a single staff member. However, it would be critical that the organization and stakeholders share in the relationship development, in order to ensure that a single staff member is not the sole owner of every key relationship.

Business Retention and Expansion

Leadership Council's Role and Key Tasks to Execute:

LEAD: Create a systematic approach to business retention and expansion efforts that can be led by the Leadership Council

- Catalog regional existing business and industry and create a contact database that can be leveraged by members.
- Create a staff position dedicated to connecting the Leadership Council and other community leaders to the business leaders in the community.
- Set a goal for this staff member to make 10 existing industry visits each month. These could include both in-person and virtual meetings with industry leaders.
- Collect valuable information on business needs, community shortcomings, community strengths, potential expansions, potential closures, etc.
- Leverage existing network of economic development, workforce development, education, and government contacts to connect challenges and growth opportunities to the appropriate stakeholders who can provide support.
- Focus on manufacturing, distribution, and other key industrial employers, focusing on largest employers first and being willing to assist other sectors in smaller counties.

Measuring Success: Track the number of existing industry visits and collect data during those visits that could include opportunities for contraction or expansion, economic impact data, and pain points. Measure new jobs and jobs retained.

LEAD: Develop industry-specific or community-specific events that allow for other regional stakeholders to engage with existing industry in the region

- Rather than relying completely on one-on-one meetings and relationships with the Leadership Council, give community leaders the opportunity to develop those same connections. This strategy also combats against staff turnover, creating a network of knowledge and relationships.
- Take the events to the industry—do one event in each county, each year (could host board meeting in conjunction with a reception, event, industry tour, etc.).
- Create events for non-industrial industry sectors (small business, agriculture, healthcare, service, etc.).

Measuring Success: Measure attendance by business representatives and other community stakeholders to understand where engagement is thriving and lacking.

Business Retention and Expansion

Leadership Council's Role and Key Tasks to Execute:

LEAD: Engagement with smaller counties

- Meet one-on-one with businesses in these communities, even if they are smaller retailers, service providers, or agricultural. Learn how the Leadership Council can assist each business with accomplishing goals that may not be as prevalent for larger business and industry. Based on conversations with the counties, this could include support for small businesses, tourism-related activities, or facilitating discussions with other key regional stakeholders.
- Engage the regional agriculture-based business leadership across the region, with an emphasis on rural communities. Determine what drives investment in the agriculture sector and incorporate into legislative strategy and agenda.
- Find avenues to assist with agritourism marketing and engagement efforts in rural areas of Southwestern Illinois to ensure that businesses in these rural areas are supported by visitors to their communities.

Measuring Success: Track meetings with smaller counties and communities. Incorporate agricultural and small-business needs into government affairs agenda and measure impact, depending on needs of communities.

Business Attraction

The Need in the Region:

- There is no clear vision of what industry or job types are being targeted by the region
- There is no certainty around who is the correct person to contact for a potential project or who is leading business development efforts

Key Committees:

- Economic Development
- Workforce Development

Business attraction is a key component to any economic development strategy, and the Leadership Council is well-positioned to assist local communities with new investment and development opportunities. Considering the size of the region, it would be difficult for the Leadership Council to fully lead this initiative for every county in the region unless the Council adds an employee who is focused full-time on Business Retention and Expansion (BRE). As a result, the Leadership Council should provide strategic assistance and support for other entities that lead this initiative locally, regionally, and across the state and ensure that these entities are informed of the opportunities that are available in the region.

The Leadership Council could provide significant support in product development, with an emphasis on greenfield and brownfield real estate site development. Some areas in Southwestern Illinois are unable to attract new businesses due to their lack of available and prepared product or real estate. Once the real estate product is available, the Leadership Council could lead the region in marketing those sites and buildings to those fully staffed and charged with business attraction for the metro region and State of Illinois.

In some regions of the county, there may not be a “lead entity” that is focused on business attraction, and it may be appropriate for the Leadership Council to assist with certain project opportunities. The Leadership Council should develop a regional response team that can quickly activate around significant retention and attraction projects to meet the needs of employers in targeted industries. No project should turn away from the Southwestern Illinois region due to lacking engagement, but the Leadership Council should play a coordinator and support role where possible, to conserve staff resources.

Regional organizations can provide immense value in marketing the region to decision makers outside of the region. Providing the region’s counties and municipalities with marketing resources and a platform to leverage a regional brand identity should provide a significant value add for the region.

Business Attraction

Leadership Council's Role and Key Tasks to Execute:

LEAD: Strategically identify new real estate sites throughout the region and work with owners and developers to position the sites well for strategic development.

- Partner with a third-party to identify strategic real estate sites that would be ideal locations for industrial and commercial development throughout the region.
- Develop a checklist of key needs, due diligence requirements, infrastructure requirements, and more that can advise property owners of what is needed to market a site for development.
- Work with developers, landowners, counties, municipalities, economic development agencies, and others to prepare identified sites for marketing and economic development opportunities.
- Focus on brownfield redevelopment where possible, leveraging incentives and public funds to offset redevelopment and remediation costs.
- Leverage existing infrastructure, particularly transportation and utility infrastructure, to create new opportunities for multi-modal logistics and transportation opportunities.
- Determine the need for potential traffic and circulation studies and market feasibility studies for subject real estate parcel.
- Create marketing materials for any properties that can be leveraged by the Leadership Council and all stakeholders to better market the area to potential investment opportunities.

Measuring Success: Measure the number of new marketable real estate sites that are either placed on the market or brought into a new phase of marketability. Target 3-4 larger industrial sites.

SUPPORT: Target key businesses and industries that are a good fit with the region's existing industry and occupation mix.

- Work with regional stakeholders to identify target industry sectors, based on macro and micro economic trends and regional assets or opportunities.
- Once target industries are identified, in conjunction with other local economic development leaders, seek out business development opportunities in those industry sectors and leverage the regional brand to pool resources and create a regional marketing strategy.
- Focus on industrial development for the larger counties but prepare to assist smaller communities with connecting industry to the key players in target industry sectors and with other industries.
- Empower partners to leverage the regional brand for marketing purposes, providing marketing collateral and other resources where needed.
- Coordinate site development program with target industries to ensure that the available product is compatible with the target industry sectors.
- Recognize that not every community within the Leadership Council's region is optimized for recruiting the same business and industry—this effort could look different for smaller communities.

Measuring Success: Track the number of new leads that were created or captured, types of leads, who they were referred to (when applicable), and the end results of the opportunity.

Business Attraction

Leadership Council's Role and Key Tasks to Execute:

SUPPORT: Set a process for new and expanding business development opportunities that are received or discovered by the Leadership Council to ensure that all new investment opportunities are captured and maximized by the region.

- Ensure that no business or industry struggles to identify or connect with the appropriate contact to assist with expansion or assistance needs.
- Where possible, hand these opportunities off to other organizations that can execute and work the project. If there is not an organization in a specific county or community, the Leadership Council can fill that role.
- Utilize map of regional partners to understand who does what and how each entity can assist a business that is looking to invest in the region.

Measuring Success: Create a system for distributing leads as they are received and track the outcome.

SUPPORT: Assist with regional marketing opportunities, providing a platform for smaller communities to pool resources and market themselves regionally under the newly developed brand.

- Opportunities for marketing could include trade shows, statewide events, regional events, etc. where other economic development entities could partner with or pool resources with the Leadership Council to market the region.
- Provide branded marketing materials for communities to utilize that highlight the benefits of the entire region. These materials could support smaller communities in their conversations with prospective investors.

Measuring Success: Track the number of leads generated via these marketing efforts and track website to understand who is looking at the Leadership Council's website.

Workforce/Talent Retention & Attraction

The Need in the Region:

- Population is stagnant or declining in much of the region
- Workforce accessibility remains difficult for companies in the current climate

Key Committees:

- Economic Development
- Education
- Workforce Development

Workforce drives many investment decisions and continues to become a complex issue in economic development for every area of the country, including Southwestern Illinois. Based on conversations with key stakeholders, the region appears to be well-led in the workforce development space, producing key workforce outputs for existing business and industry. Workforce development is a strength of the Southwestern Illinois region and must continue to take top priority to ensure that regional businesses can grow and thrive in the region.

As is typical for many regions across the country, there are several different organizations in Southwestern Illinois leading the charge for workforce development with many of these organizations focused on specific workforce development efforts. With many players in this space already, the Leadership Council should primarily take a support role in workforce development, leading efforts when called upon by other organizations or wherever deemed necessary to accomplish the main goals of the organization and the strategic plan.

Workforce/Talent Retention & Attraction

Leadership Council's Role and Key Tasks to Execute:

SUPPORT: Support local workforce development efforts and provide economic development advisement and expertise where appropriate.

- Use data collected during business retention and expansion efforts to inform local workforce development and education leaders of industry needs and opportunities.
- Inventory existing workforce development assets and initiatives in the area, enabling the Leadership Council to direct requests and opportunities to these key contacts. Utilize the ecosystem map as a basis.
- Better connect regional employers to education and workforce development leaders in the region, creating regular dialogue between stakeholders—this would accent the business retention and expansion efforts of the Leadership Council. Ensure that target industries align with the available regional training programs and plans of education leaders.
- Market the availability of military exits into the workforce to new and expanding business opportunities.

Measuring Success: Track key issues and assets in the workforce development space via existing industry conversations and track engagement with local workforce development partners.

LEAD: Leverage regional brand to create a quality-of-life story that is an asset for businesses, real estate professionals, and economic developers who are working to recruit talent to the region.

- Assess what growing communities in the region are currently doing to successfully grow their population base and retain key talent. Use this information to direct other communities on best practices for growing their talent base.
- Long-term vision could include the creation of a talent attraction brand or initiative that targets potential new residents for the Southwestern Illinois region that could include testimonial videos, events centered around talent recruitment, etc.
- Amplify the narrative around trades as a strong career choice for young people who want to join the workforce, building the financial case for students to make this decision and highlighting the opportunities available.

Measuring Success: Track population growth and migration data for various communities in the Southwestern Illinois region.

Workforce/Talent Retention & Attraction

Leadership Council's Role and Key Tasks to Execute:

SUPPORT: Complete a regional housing study for the Southwestern Illinois region to better understand the competitive advantages and the needs of the area's residential real estate market.

- Partner with the REALTORS association to complete a housing assessment for the entire nine county region.
- Identify grant opportunities and other lead entities that could help close the gap on affordable housing for the region.

Measuring Success: Determine and measure the current housing situation in the Southwestern Illinois region and what action is needed to improve accessibility. Track the success of those actions, based on recommendations and action items provided in housing study.

Government Affairs

The Need in the Region:

- The existing tax structure prohibits development due to the added cost
- Infrastructure issues, including road infrastructure and flood infrastructure are critical to the long-term success of the region's economy
- Next to the proximity of the City of St. Louis, Scott Air Force Base is the largest driver of the regional economy, and its continued growth is significantly tied to the overall economic development of the region

Key Committees:

- Economic Development
- Levee Issues Alliance
- Military Affairs
- Public Policy
- SITE (Southwestern Illinois Transportation Enhancement)

The Southwestern Illinois region is highly dependent and focused on the impact that government spending has on the region and the opportunities that are partially outside the control of the market. The Leadership Council clearly understands the importance of relationships with elected officials at the local, state, and federal level, as well as the key relationship with the leadership of Scott Air Force Base. These relationships will continue to be important to the future growth of the regional economy and population base.

The Leadership Council must continue to develop these key relationships and better understand the issues facing these entities and how the region can support and drive the continued investment from state and federal sources.

Government Affairs

Leadership Council's Role and Key Tasks to Execute:

LEAD: Lead the charge to coordinate and develop a regional legislative strategy and agenda, with a focus on incentives and economic development legislation.

- Conduct annual membership survey to determine key economic development and government affairs issues facing the Southwestern Illinois region.
- Have the government affairs committees develop an annual report highlighting the key issues facing the region and key new investments and projects in the area. Share this document with elected officials and other statewide organizations who influence policy and economic development-related funding throughout the state and region.

Measuring Success: Track increased number of survey participants and incorporate ideas and voices into regional agenda. Measure awareness and understanding of agenda to local, metro-wide, and state-wide elected officials.

Government Affairs

Leadership Council's Role and Key Tasks to Execute:

LEAD: Work to improve the tax environment in the State of Illinois and engage on other key economic, infrastructure, and social policy to make the Southwestern Illinois region a more attractive area for investment.

- Focus on potential site enhancement and development program, looking at other states who have successfully incorporated these programs.
 - Engage the St. Louis Regional Freightway to align on real estate initiatives, specifically rail site programs.
- Conduct an in-depth financial analysis of potential marketable sites and buildings in the area to compare the true cost of the assumed tax burden on Illinois business locations.
 - Determine what incentive programs and local tax advantages are applicable for each property or community in the region.
 - Leverage this data to change the narrative around Illinois' tax policies and business opportunities and find case studies on other businesses who have successfully located in the Southwestern Illinois region and determine what drove those decisions.
- Develop targeted and enhanced incentive programs for targeted areas in the region, focusing on strategic investment in areas of high poverty and unemployment. Potential enhancements and tax programs could include:
 - Lengthening TIF terms and include additional taxes in the program, including sales, business license, utilities, local wage, state payroll, corporate income taxes, etc.
 - Consider local and state role in bonding or underwriting bonds if no lender or buyer can be found.
 - Look at Missouri tax programs that could be mirrored, including AIM zones and others that levy special sales and use taxes on development costs.
 - Consider developing a tax credit program for redevelopment and remediation of brownfield sites and land assembly for larger industrial sites.
 - Consider tax credits that could offset acquisition, maintenance, and interest costs for land assembly for larger industrial sites.

Measuring Success: Successfully communicate the true cost of doing business in Southwestern Illinois and develop region-specific incentive programs. Over time, track the impact of economic development projects and the value added by these incentive packages.

Government Affairs

Leadership Council's Role and Key Tasks to Execute:

SUPPORT: Advise regional groups leading infrastructure projects to help them understand the opportunities that are on the horizon with new business investments and real estate development.

- Communicate the value of economic development project wins to help justify government spending within the region.
- Partner with planning entities to ensure that regional economic development strategies align with community infrastructure plans.
- Engage local utility partners to understand the utility infrastructure investment plans for the area and keep everyone informed of planned land use activities throughout the region.

Measuring Success: Track meetings with regional groups, ensuring that communication is consistent monthly with these stakeholders.

SUPPORT: Support Scott Air Force Base to help the base maintain its status as a leading economic engine for the region.

- Support and potentially lobby for federal funding decisions that directly affect the economic impact of Scott Air Force Base on the region.
- Work to connect retiring or transitioning military members with job opportunities in the region.

Measuring Success: Track meetings with Scott Air Force Base leadership, ensuring that communication is consistent monthly with these stakeholders.

Action Item Gantt Chart

	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2
Stakeholder Connectivity & Engagement						
Centralization of Communication Efforts						
Consistent Networking Opportunities						
Grow Membership						
Engagement with Smaller Communities						
Brand Identity						
Development of Organizational Brand Identity						
Development of Regional Brand Identity						
Business Retention & Expansion						
Create a Systematic Approach to Business Retention & Expansion						
Develop Events Allowing for Industry & Stakeholder Engagement						
Engagement with Businesses in Smaller Counties						
Business Attraction						
Identify New Real Estate Sites & Prepare the Sites for Development						
Target Key Businesses & Industries						
Set a Process for New & Expanding Business Development Opportunities						
Assist with Regional Marketing Opportunities						
Workforce & Talent Retention & Attraction						
Support Local Workforce Development Leaders & Efforts						
Leverage Regional Brand to Create a Quality-of-Life Narrative for Talent Recruitment						
Complete a Regional Housing Study						
Government Affairs						
Coordinate & Develop a Regional Legislative Strategy						
Improve the Tax Environment & Create an Attractive Area for Business Investment						
Advise Regional Groups Leading Infrastructure Projects						
Support Scott Air Force Base						

Activity Key	
Active Quarter	

Key Stakeholder Groups

Who are the Leadership Council’s key stakeholder groups?

While most of the Leadership Council’s stakeholder groups are already understood by the staff and leadership, it is important to define those groups and understand which of the key strategies and action items apply to and incorporate these different groups.

Below is a breakdown of each priority area and the stakeholder groups that will be engaged in the action items and strategies listed under each priority item. The applicable stakeholder groups are shaded in orange for each priority area. As you will note, each action item involves a majority of the stakeholder groups listed. This list is not meant to be exclusive or exclusionary, but it should be noted that each of the groups listed will be critical to the future success of the Leadership Council and the region.

Key Stakeholder Group	Stakeholder Connectivity & Engagement	Brand Identity	Business Retention & Expansion	Business Attraction	Workforce & Talent Retention & Attraction	Government Advocacy
Leadership Council Members & Board						
Local Elected Officials & City/Council Managers						
State & Federal Elected Officials						
Regional Economic Development Partners						
Regional Workforce Development Partners						
Statewide Partners						
Existing Business & Industry Leaders						
Real Estate Brokers						
Media Members						
Community Residents						

Outreach Key	
Involved Group	

Strategic Plan Rollout Strategy

2023

January 10th

Steadfast City Presentation to Leadership Council Staff

February 3rd

Steadfast City to attend Leadership Council Board meeting and present plan to Board of Directors

February

Staff works and strategizes toward implementation of plan.

Send digital summary of strategic plan to all stakeholders and publish online.

March

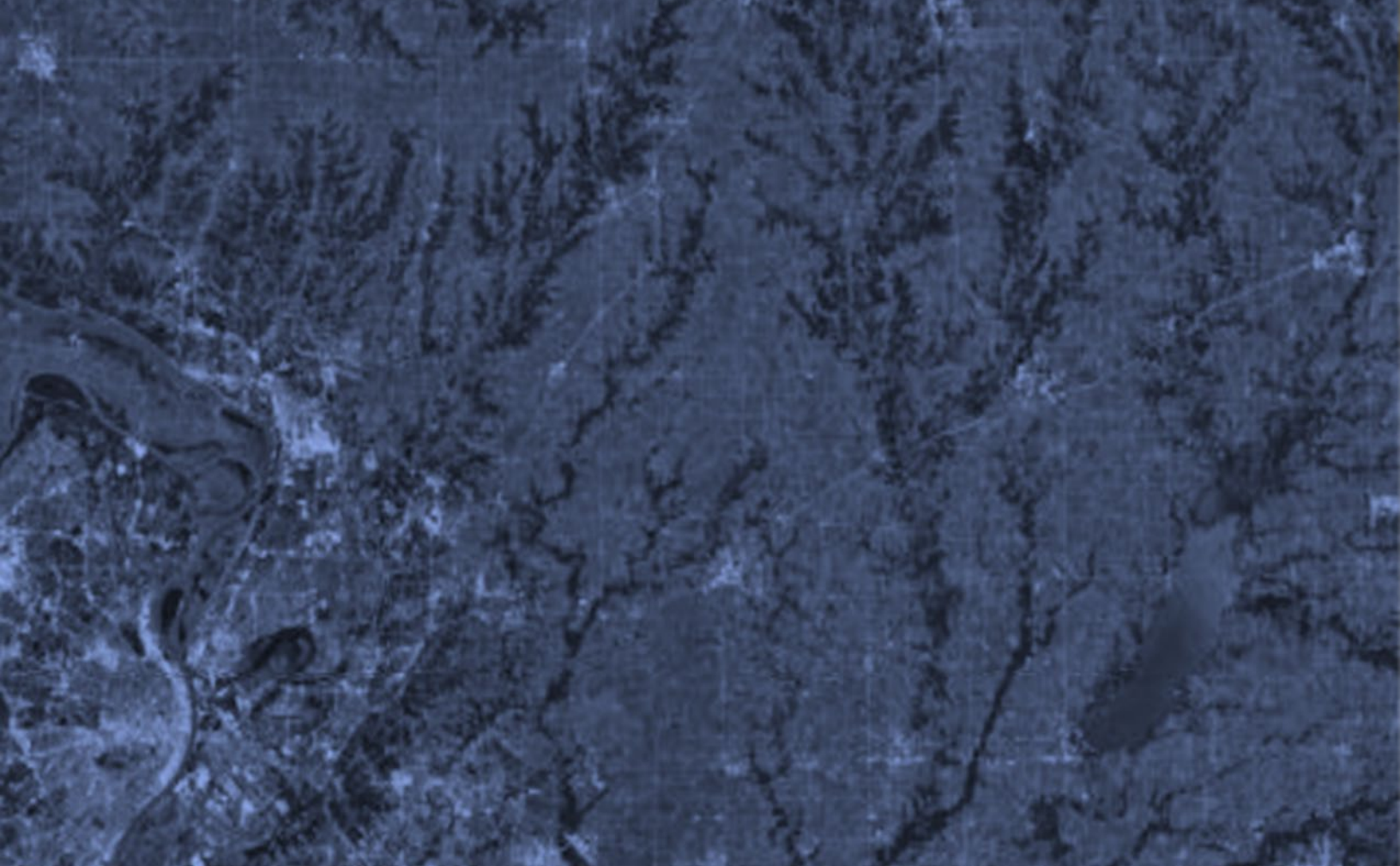
Host launch/reveal event for all membership and potential stakeholders, rolling out plan and any new initiatives.

March / April

Present plan outline to each county's board (and larger municipalities)

April / May / June

Host rollout meetings in each county or regionally within the Leadership Council's territory to engage stakeholders and potentially new members.



Southwestern Illinois Background

Regional History

Historical Eras

Pre-Settlement

- Before Southwestern Illinois was settled, many indigenous tribes resided in that area.
- These tribes include Kaskaskia, Myaamia, Kickapoo, Quapaw, Osage, Peoria, Cahokia, Tamaroa, Moingwena, Michigamea, Cepoussa, Chinkoa, Coiracoentar, Espeminkia, Maroa, and Tapouara.
- Around 1100 or 1200 A.D., the largest city north of Mexico was Cahokia located along the Mississippi River in the American Bottom region. Built around 1050 A.D. and occupied through 1400 A.D., Cahokia had a peak population of between 25,000 and 50,000 people.
- By the mid-18th century, only five principal tribes remained: the Cahokia, Kaskaskia, Michigamea, Peoria, and Tamaroa.

Settlement

- French explorers settled the land in 1673.
- Great Britain briefly held control of the territory after the French and Indian war in 1763.
- America took over the territory after George Rogers Clark won crucial battles during the Revolutionary War, and Virginia claimed the land that would become Illinois in 1778.
- Virginia ceded the land to the federal government in 1784.
- Illinois became a state in 1818.

Growth of St. Louis

- The City of St. Louis was settled in 1764 by Pierre Laclède Liguest as a fur trading post.
- St. Louis gained popularity in the early to mid 1800s.
- By the late 1800s, it was the fourth largest city in the United States attracting new residents to the commerce hub known as the "Gateway to the West".
- St. Louis became a major manufacturing center benefitting from its access to rail and water infrastructure, its growing population, and its central location.
- The city's population peaked in the 1950's at 856,000 and then suburbanization significantly spread out the population from the City's center into the surrounding regions in both Missouri and Illinois.

The Rise of Southwestern Illinois

- Southwestern Illinois was largely a coal mining community.
- The Great Depression hit the area hard due to a rise in miner unemployment.
- The area bounced back during the 1940s as war manufacturing boomed.
- The area continued to grow as people flocked to the area post-war to work in manufacturing, education, and large-scale agriculture.
- Urban flight from St. Louis after WWII may also be a factor that affected the growth of the region.



Geography and Environment

Typical Climate

The typical climate of the region is warm and humid in the summer months. Temperatures hit 90 degrees or higher roughly 35-40 days of the year. Temperatures of 100 degrees or hotter occur five or less days per year.

In the winter months, cold weather is present, but long periods of freezing are rare. Temperatures drop below zero once or twice a year, and temperatures below freezing occur less than 25 days a year.

Snowfall averages 18 inches every year, and total precipitation is a little less than 34 inches annually. Average precipitation for the USA is 30.28 inches annually, which indicates that this area is slightly wetter than average.

Recently there have been a few significant weather events. In 2011, a significant tornado impacted the St. Louis metro, destroying many homes and businesses. Lambert Airport (St. Louis' largest airport) was also notably affected by the tornado. In 2021, another tornado hit an Amazon warehouse in Edwardsville, IL resulting in the death of six workers.

Geography

Five of the nine counties in the region border the Mississippi river. The land features, such as the rivers, bluffs, and bottomlands, were formed by glaciers.

The combination of the river and the mounds, shown as high points on the NASA aerial map below, leads to flooding that adversely affects some of the population of the region.

The region is also located near the New Madrid fault line and could be affected by earthquake activity on the fault line in the future.

The American Bottom is the flood plain of the Mississippi River in the Metro-East region of Southern Illinois, extending from Alton, Illinois, south to the Kaskaskia River. The area is known for its mix of industrial, agricultural, and residential uses. It has rich soil for chiefly corn, wheat, and soybean crops.



Photo: The St. Louis area as seen from space in a 1991 NASA image. The Missouri, Mississippi, and Illinois rivers, originally runoff from melting glaciers, merge into the fertile bottomland of a great confluence

Infrastructure and Transportation

Multimodal Infrastructure

Highway

Southwestern Illinois has three interstates within the boundaries and access to another all with key national destinations:

- I-64
- I-70
- I-55
- I-44

Rail

The region also has global connectivity on its six class 1 rail routes. The six railroads that operate out of the region are Canada National, Kansas City Southern, Norfolk Southern, Union Pacific, CSX, and Burlington Northern Santa Fe

Ports

Due to its position on the Mississippi River, the region has access to four ports that see 105 million tons of cargo annually. The strategic location provides the northernmost lock and ice-free port on the key Mississippi River.

Air

There are five major airports in the region, each listed on the map below. Two of those airports, Lambert International and MidAmerica, are international cargo airports and also provide commercial air service.

REGIONAL ASSETS

Modes of Transportation



America's Third Largest Inland Port



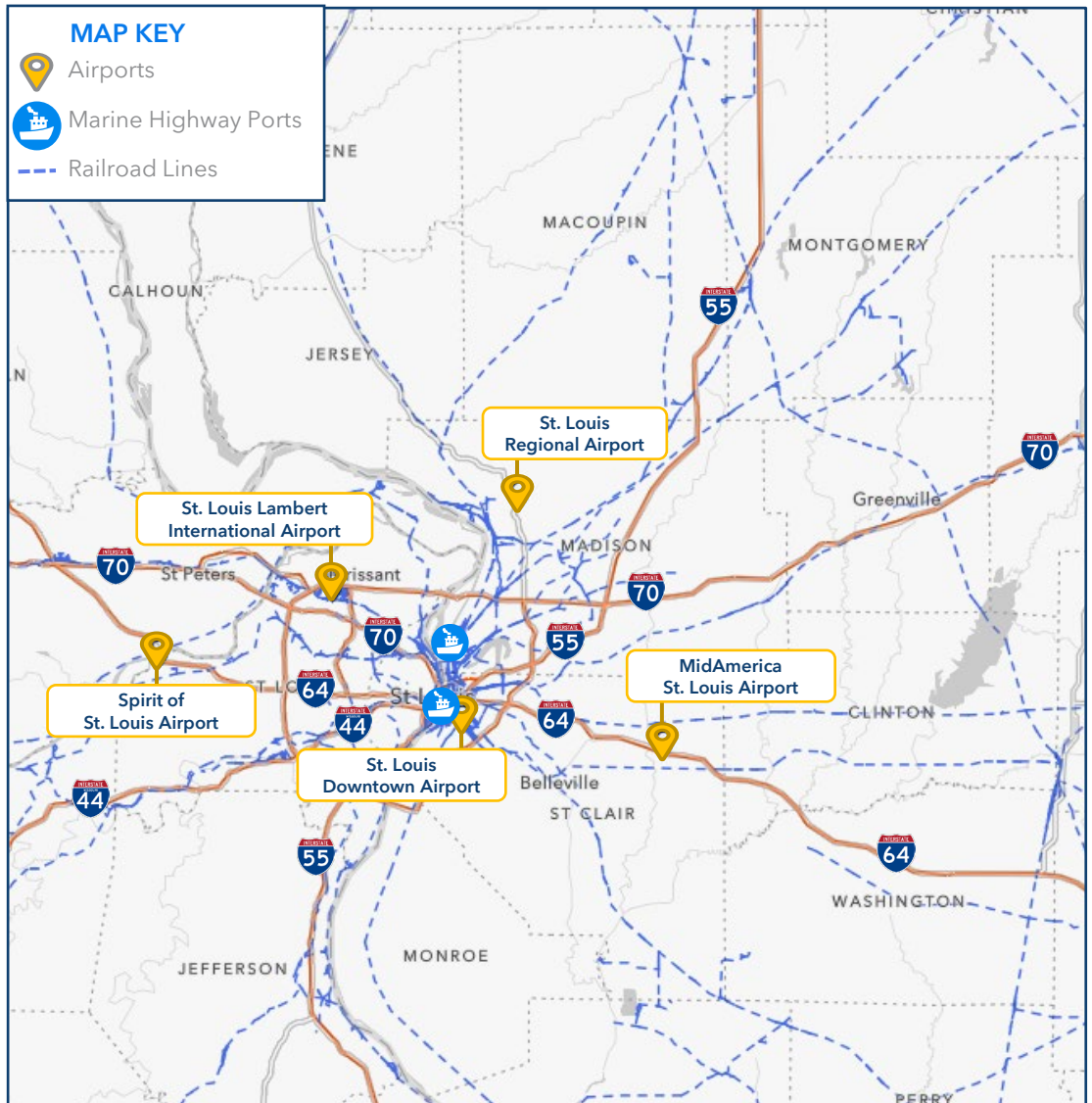
Four Interstates with National Access



Five Airports with Capacity



Six Class I Railroads



Infrastructure and Transportation

Central Location

The Southwestern Illinois region is strategically located in the center of the country, with easy accessibility to the entire continental United States within a maximum of four days. The drive time map below from the St. Louis Regional Freightway shows just how accessible the region is and how long it would take to get to other regions of the country.

With four interstates in the region, Southwestern Illinois is in a premier location for distribution and logistics operations needing easy access to both the east and west coast. The easy connections to the interstates both sides of the Mississippi River and lack of interstate congestion makes it extremely easy to reach locations all over the county with Chicago, Memphis, Kansas City, and Indianapolis all located within a five-hour drive.



Marine Highway & Rail Freight Infrastructure



The regional ports and barge industries take advantage of being centrally located along the Mississippi River, within the critically important Ag Coast of America (the agricultural heartland of the nation primarily located in the Southwestern Illinois region) and having access to major Midwest population and manufacturing centers.

The region is served by the six North American Class I rail carriers, the regional switching carrier Terminal Railroad Association of St. Louis (TRRA) and other short line rail carriers. The region's cost-effective rail service and modal flexibility provide national reach, carrier reliability, reduced travel times and competitive transportation costs.



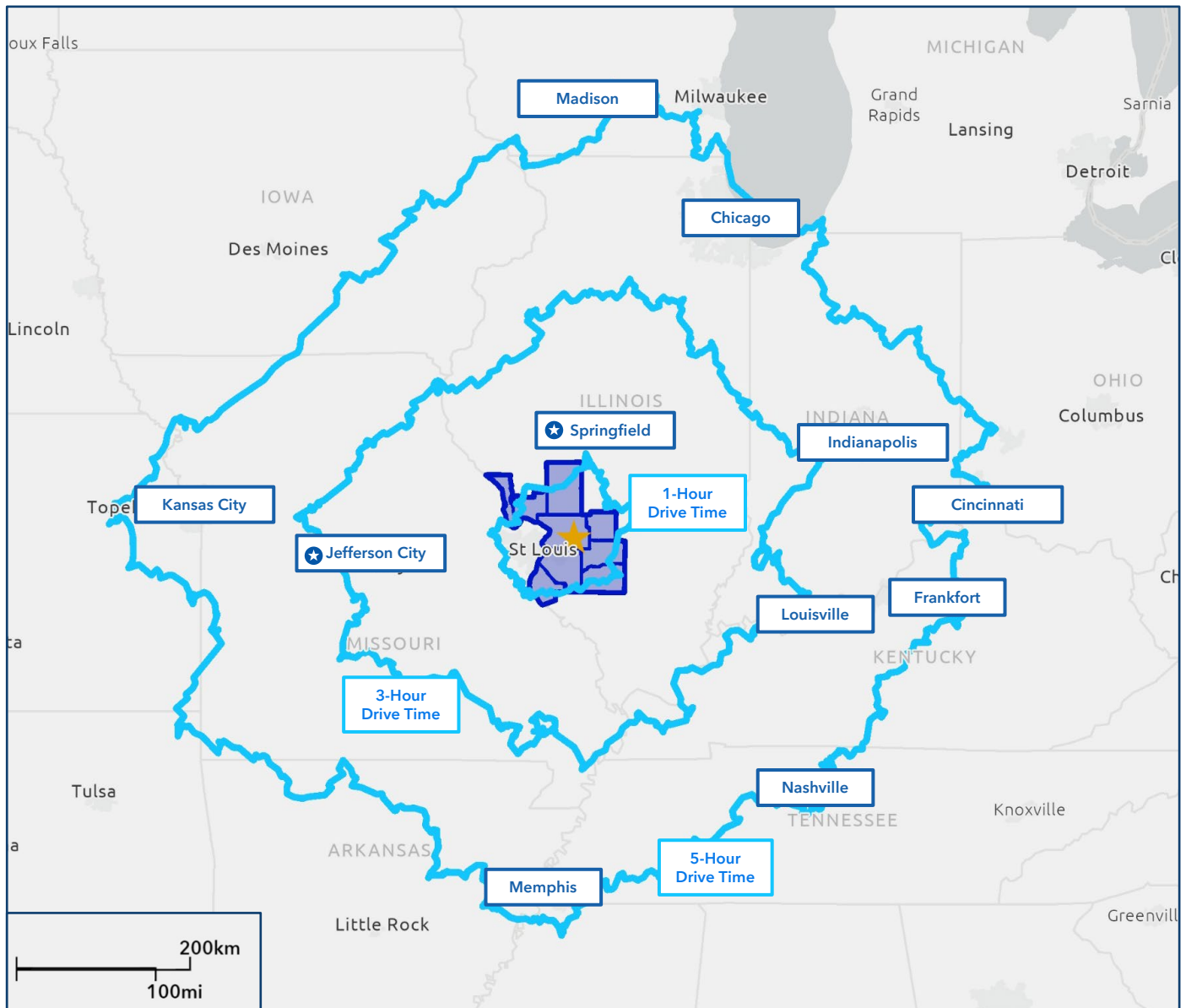
Ag Coast of America: This nationally recognized area is home to 16 barge-transfer facilities that has the highest level of capacity anywhere along the Mississippi River. Currently, 50% of U.S. crops and livestock are produced within a 500-mile radius of the St. Louis region, including approximately 80% of corn and soybean acreage.

Regional Assets

Proximity to Major Cities

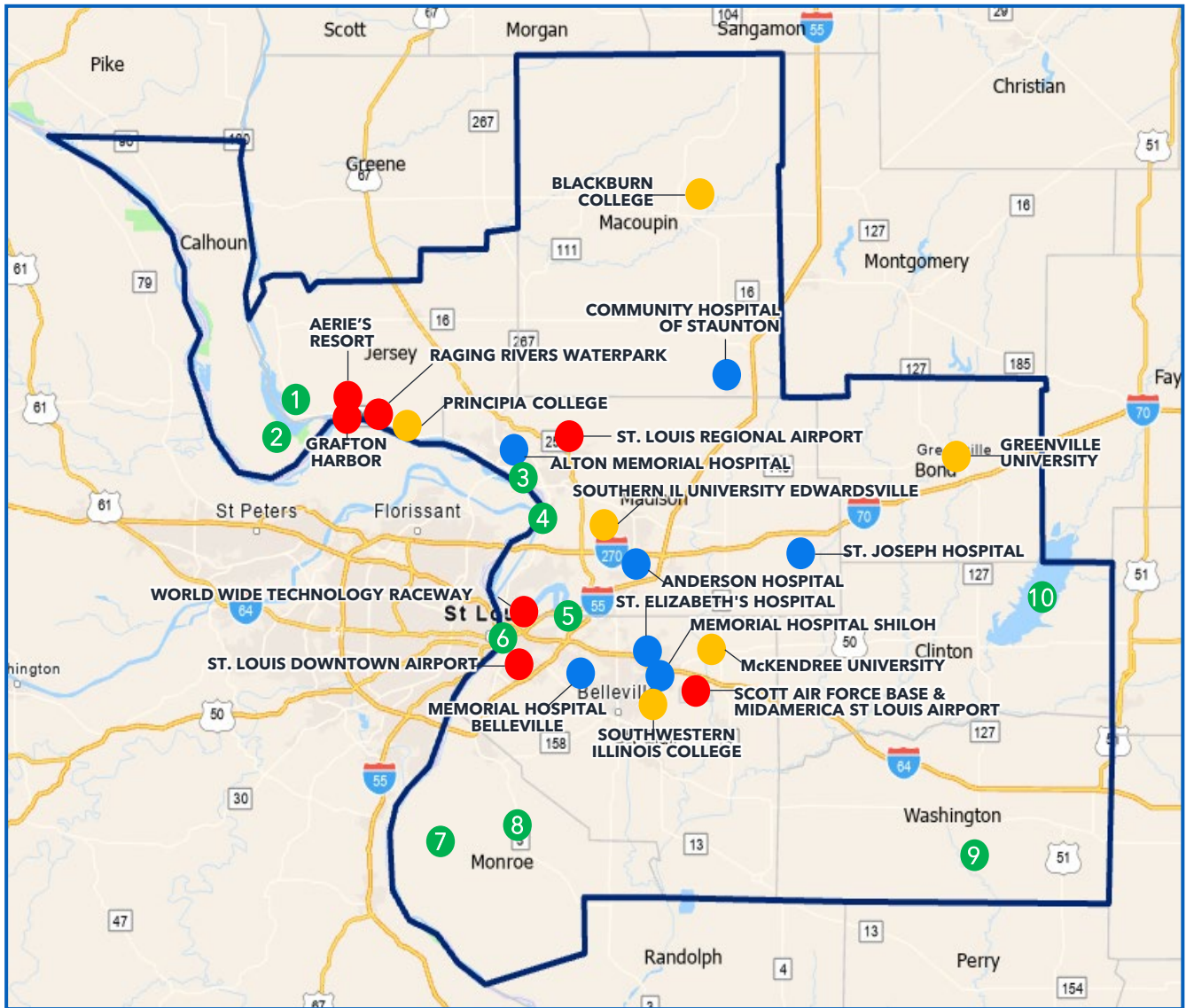
As shown in the map below, most of the region is located within 60 miles of Downtown St. Louis, and a portion of the region is also located in a 60-mile radius of Springfield, Illinois' State Capitol. Large parts of Macoupin County and some parts of Madison, Jersey, and Bond counties are within 60 miles of both Downtown St. Louis and Springfield.

Drive times calculated from the centrally located intersection at I-70 & State Route 4 outside of Marine, shows the proximity the region has to the major cities in the Midwest. Chicago is a 4-hour drive, Memphis is a 4 hours and 45-minute drive, Indianapolis is a 3-hour drive, Kansas City is a 4 hours and 15-minute drive, and Louisville is a 4-hour drive.



Regional Assets

Aerial Asset Map



MAP KEY

- **ACADEMIC INSTITUTIONS**
- **ATTRACTIONS / TRANSPORTATION**
- **HEALTHCARE INSTITUTIONS**

RECREATION AND CULTURAL / HISTORIC SITES

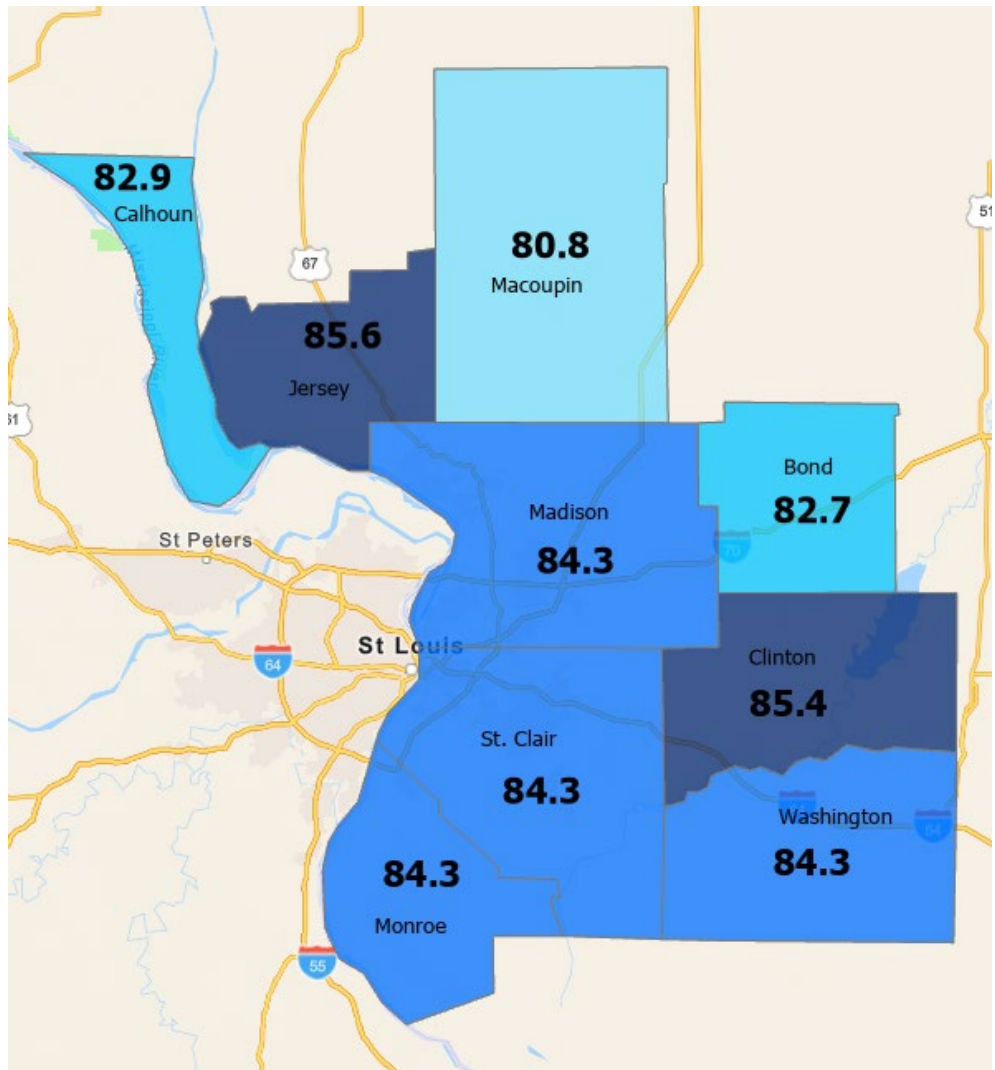
1. Pere Marquette State Park
2. Two Rivers National Wildlife Refuge
3. National Great Rivers Museum
4. Lewis & Clark Historic Site
5. Cahokia Mounds
6. Gateway Arch National Park
7. Salt Lick Point Land & Water Reserve
8. Bellefontaine House Historic Site
9. Washington County State Recreation Area
10. Carlyle Lake

Regional Assets

Cost of Living

In the Southwestern Illinois region, the average cost of living is 82.7, compared to a U.S. average of 100, meaning costs are lower in this region compared to most of the U.S. Every county in the region has a lower cost of living than St. Louis, with Macoupin (80.8), Bond (82.7), and Calhoun (82.9) counties having the lowest cost of living and Jersey (85.6) and Clinton (85.4) counties have the highest cost of living, which is still well below average. Low cost of living is an asset for both potential residents and businesses looking to move to the area.

Southwestern Illinois	82.7
St. Louis, MO	86.8
Memphis, TN	86.3
Louisville, KY	94.3
Kansas City, MO	95.5
Chicago, IL	117.3



The **Cost of Living*** Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power.

Demographic Trends

Southwestern Illinois Population Summary

POPULATION	Census 2010	Census 2020	2027	Projections: 2022 - 2027 Annual Rate	Southwestern Illinois	Illinois	National
Population	718,380	696,522	677,267	Population	-0.31%	-0.28%	0.25%
Households	282,380	280,925	276,371	Households	-0.17%	-0.14%	0.31%
Families	190,931	182,921	180,748	Families	-0.24%	-0.20%	0.28%

HOUSEHOLDS (HH)	2022	2027	Projections: 2022 - 2027 Annual Rate	Southwestern Illinois	Illinois	National
Median HH Income	\$69,438	\$81,426		3.24%	3.11%	3.12%

Overall Population Trends:

- 75% of the region's population is located within two counties (Madison and St. Clair).
- Monroe County is the only county that has seen population growth over the past 10 years.
- The region has seen a net of 20,000 new residents with college degrees over the last 10 years.
- The region is projected to see additional population decline, over the next five years at a rate higher than the average for the State of Illinois.
- Population and workforce decline is a major concern for the region, with both declining since 2013.
- Median household income is expected to grow at a higher rate within the Southwestern Illinois region vs the rate in the State of Illinois and the entire national rate.

Population Projections from 2020 - 2027



Household Income will increase by 16.4% to \$110,116



Per capita Income will increase by 17.2% to \$45,018



Average HH Size is projected to decrease from 2.41 to 2.39



Median age is expected to increase 1 year to 41.3

Demographic Trends

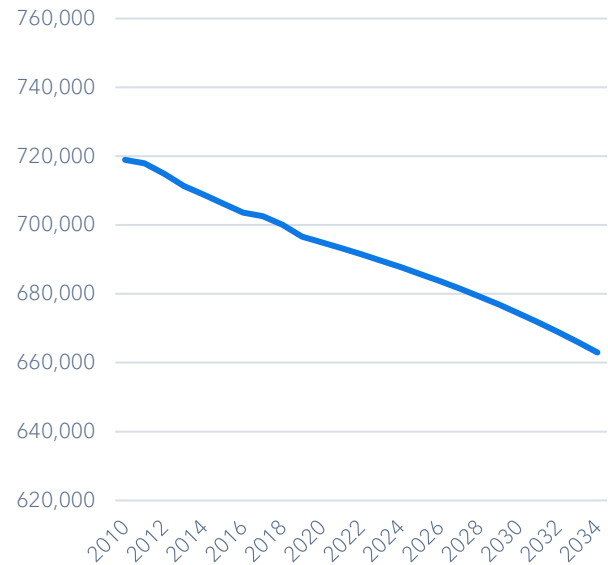
Total Population

The regional population is projected to decline in the coming years, with total population expected to decrease from about 719,000 in 2010 to just over 660,000 in 2034. The region saw a 1.9% decrease from 2010 to 2020.

Southwestern Illinois's population decline is at least partly attributable to the changing population growth center of the St. Louis metro, which has shifted to the western side of the metro area, away from the Southwestern Illinois region. Many factors could impact past and future population of the region, including aging population, economic opportunity, quality of life, logistical advantages, real estate costs, and much more.

10-Year Population Change (2010 to 2020)	
Region	Change
Southwestern Illinois	-1.9%
St. Louis MSA	1.4%
U.S. National Rate	0.6%

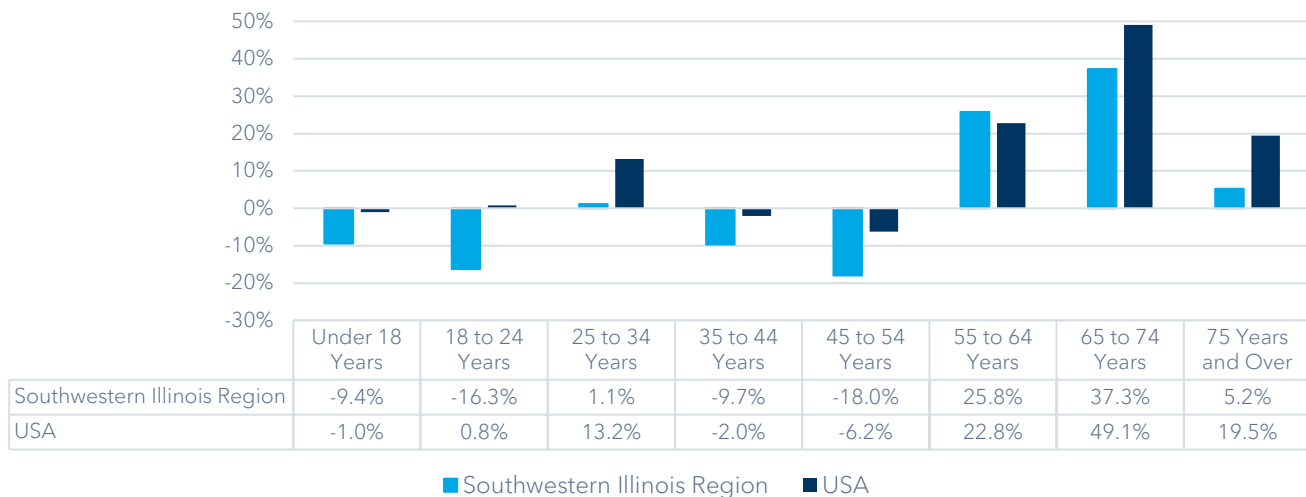
Projected Total Population Southwestern Illinois Region



Population by Age

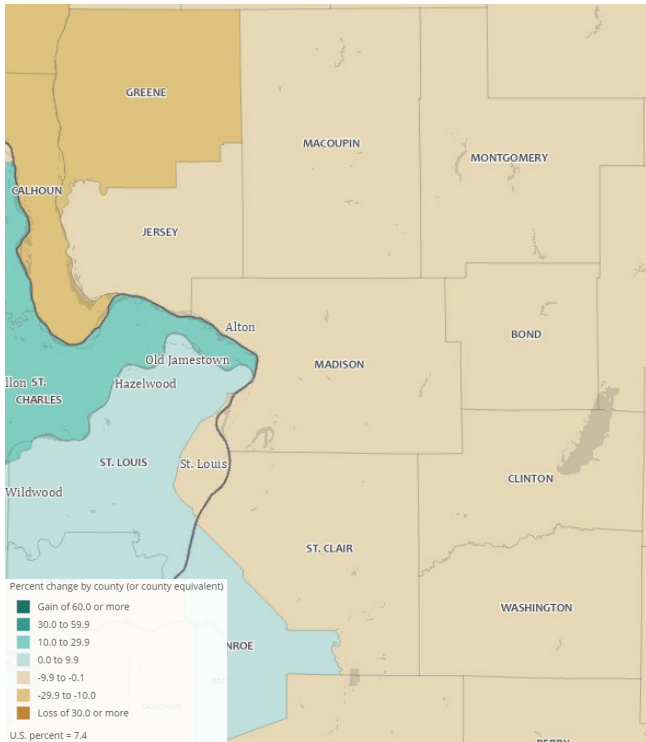
The population of the region is expected to age in similar patterns to that of the USA, but the Southwestern Illinois region will have a greater loss of young people. The graph below shows the change in population by age from 2010 to 2020. With an aging population, low in-migration numbers, and the rural nature of much of the region, the slowly declining population is not unexpected.

Population Change by Age (2010-2020)



Demographic Trends

Percent Change of Population over Time



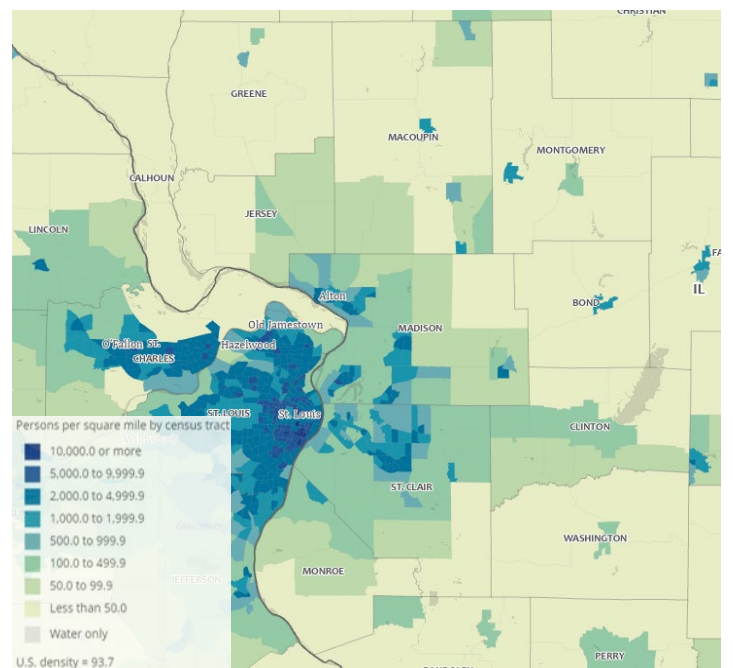
The population change in the region from 2010 to 2020 (shown in map to the left) reveals that the suburbs on the west side of St. Louis City are growing, while the Illinois side of the metro, along with St. Louis City itself, has seen a decline in population. Within Southwestern Illinois, the population that has seen the most decline is Calhoun County, and Monroe County was the only county that saw an increase in population over the decade. The entire region saw a decrease of 1.9%, compared to the St. Louis MSA that grew by 1.4% (mostly driven by gains in St. Charles County). The State of Illinois decreased by 0.1% over the ten-year period while the State of Missouri increased by 2.8% over the same time period.

The population decline could be the result of a variety of reasons. A problem within housing accessibility could potentially be a factor. Many new housing developments are being constructed on the Missouri side of the metro creating another driver of population growth for that area. Other factors for the migration out of the state of Illinois could be unfavorable tax regulations, state politics, and a perception of a worsening business climate.

Population Density

The map to the right shows 2020 decennial Census data, which indicates that the neighboring city of St. Louis has a high rate of population density in many of its Census tracts, but Southwestern Illinois has a wide range of density within its 9-county region.

While population density can be a factor in attracting businesses and new retailers, it can also be a positive attraction for residents. People who wish to live within driving distance to St. Louis, while still having the ability to live in a region with low population density can live in Southwestern Illinois and still commute into the city for work or the many activities that St. Louis has to offer. Having a mix of densities within the region can provide all options of housing for residents from those who want walkable urban areas to those who want acreage and access to rural amenities.

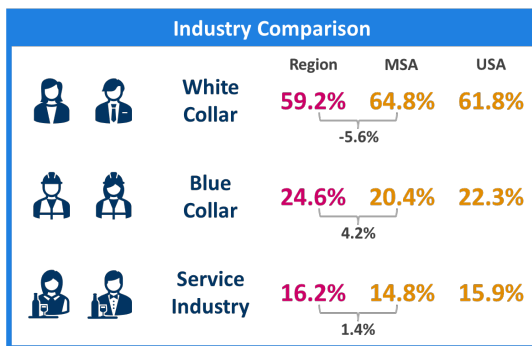
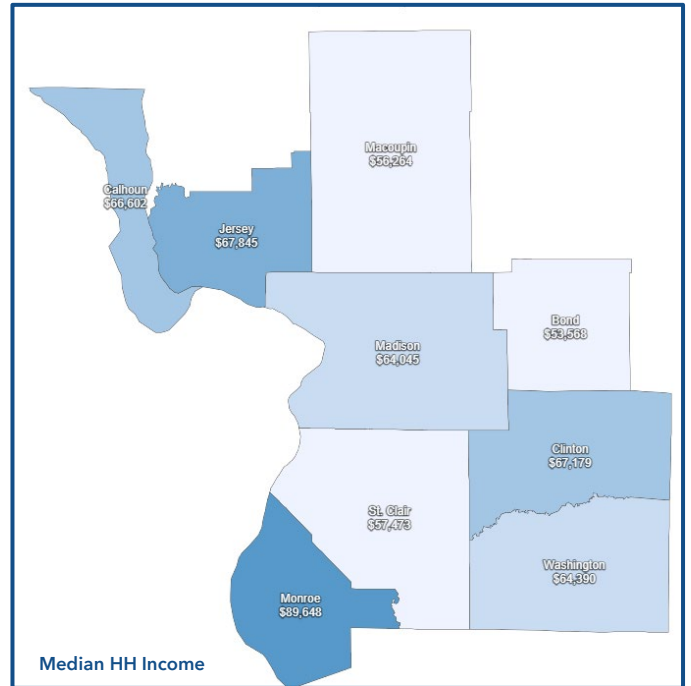


Demographic Trends

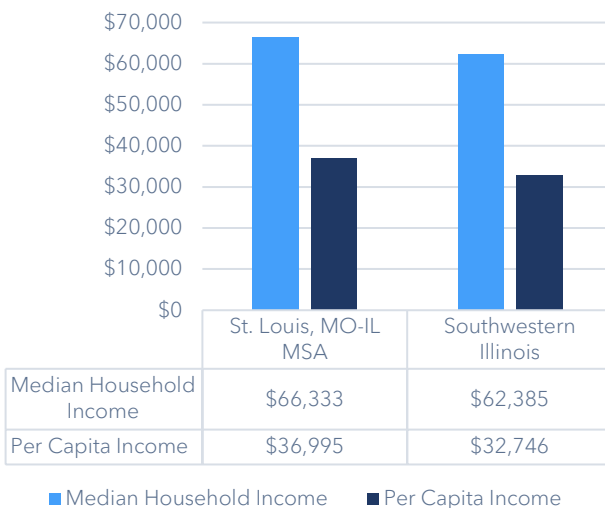
Income Figures

The median household income for the Southwestern Illinois region is **\$3,948 lower** than the St. Louis metro region. The per capita income for the Southwestern Illinois region is **\$4,249 lower** than the St. Louis metro region. Looking at average annual income (bottom right graph) income growth in the Southwestern Illinois region was slower than compared to the entire MSA. The St. Louis region's annual income increased by 35% compared to 2011 while the Southwestern Illinois area rose by only 31%.

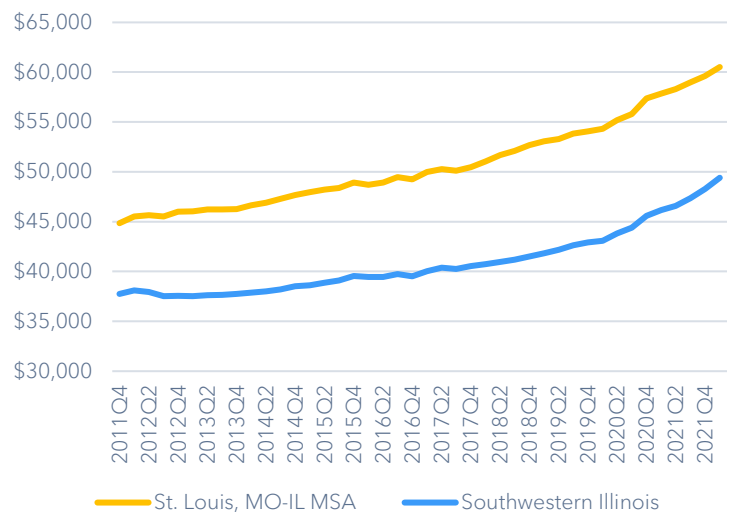
Over the past 10 years, the gap in income between the Southwestern Illinois region and the St. Louis metro has continued to increase. This could be attributed to the higher percentage of the population within blue collar and service industry roles.



Income by Region



Average Annual Income over Time



Economic Indicators

Major Employers

See below for a list of major employers in the Southwestern Illinois region. These employers are significant economic drivers for the area and should be prioritized in the organization’s strategies. The region is home to a significant military base, major industrial and manufacturing employers, a large healthcare base, some logistics and distribution operations, and many agriculture-driven businesses and industries.

Major Regional Employers		
Employer	County	Employment
Scott Airforce Base	St. Clair County	13,000
Amazon Inc.	Madison County	4,100
Southern Illinois University Edwardsville	Madison County	3,500
Hospital Sisters Health System	St. Clair County	2,350
World Wide Technology	Madison County	+1,400
Southwestern Illinois College	St. Clair County	1,403
U.S. Steel	Madison County	1,200 (250 remaining post-closure)
Southwestern Illinois Health Facilities	Madison County	1,190
Wieland Rolled Products	Madison County	1,118
Philips 66 Wood River Refinery	Madison County	1,100
Alton Memorial Hospital	Madison County	1,017

Economic Indicators

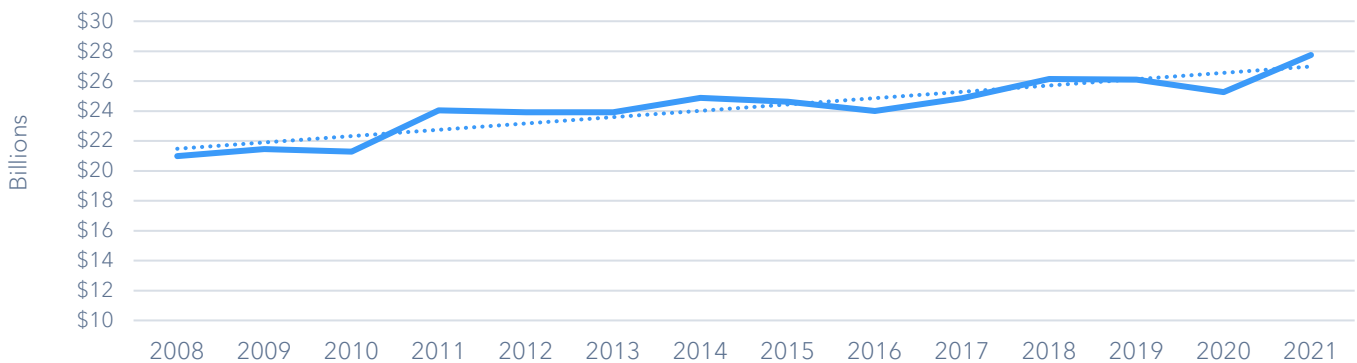
Gross Domestic Product

Gross Domestic Product (GDP), shown below, has been on a steady rise throughout the region for the last ten years. There was a slight decline in 2020 due to macroeconomic conditions created by the COVID-19 pandemic, but the region has rebounded with growth in the quarters since. In recent years, GDP change in the Southwestern Illinois region has largely been in-line with the average for the entire St. Louis metro. However, Southwestern Illinois was more heavily impacted by the economic downturn of 2020 than the St. Louis metro and appears to experience more volatility compared to the entire St. Louis regional economy. Both St. Louis and the Southwestern Illinois region underperformed compared to the GDP growth of the entire nation.

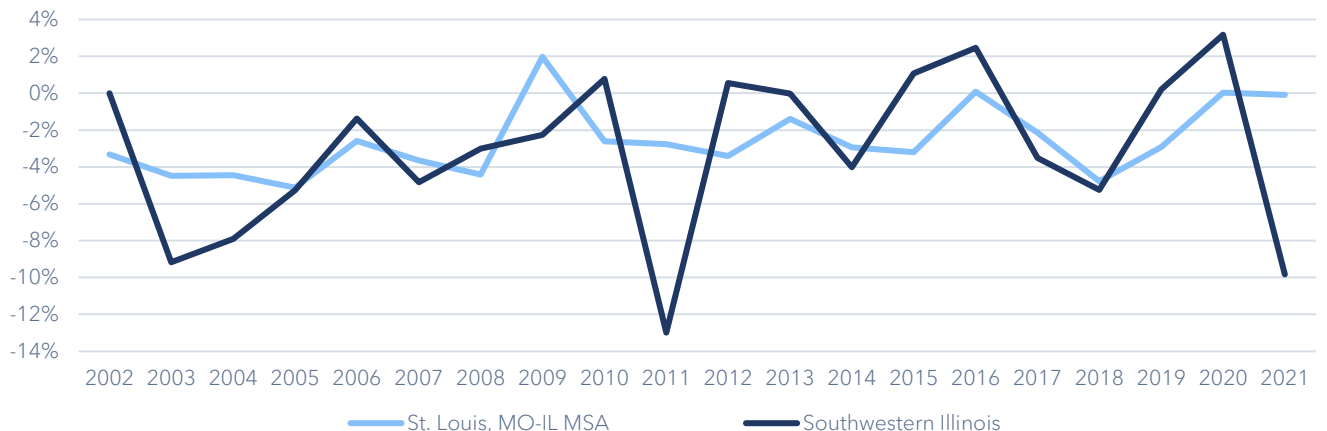
10-Year GDP Growth	
Region	Change
Southwestern Illinois	30%
St. Louis MSA	32%
U.S. National Rate	53%

The Southwestern Illinois region saw a 30% increase in GDP from 2010 to 2020.

GDP Growth - Southwestern Illinois



GDP Percent Change Over Time

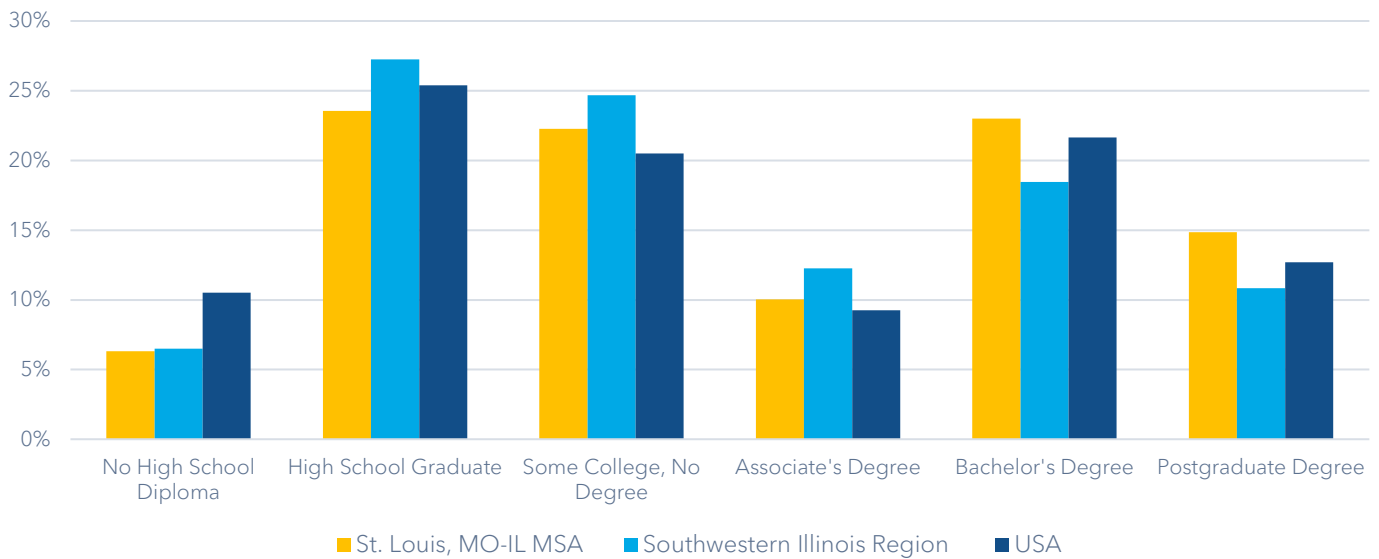


Economic Indicators

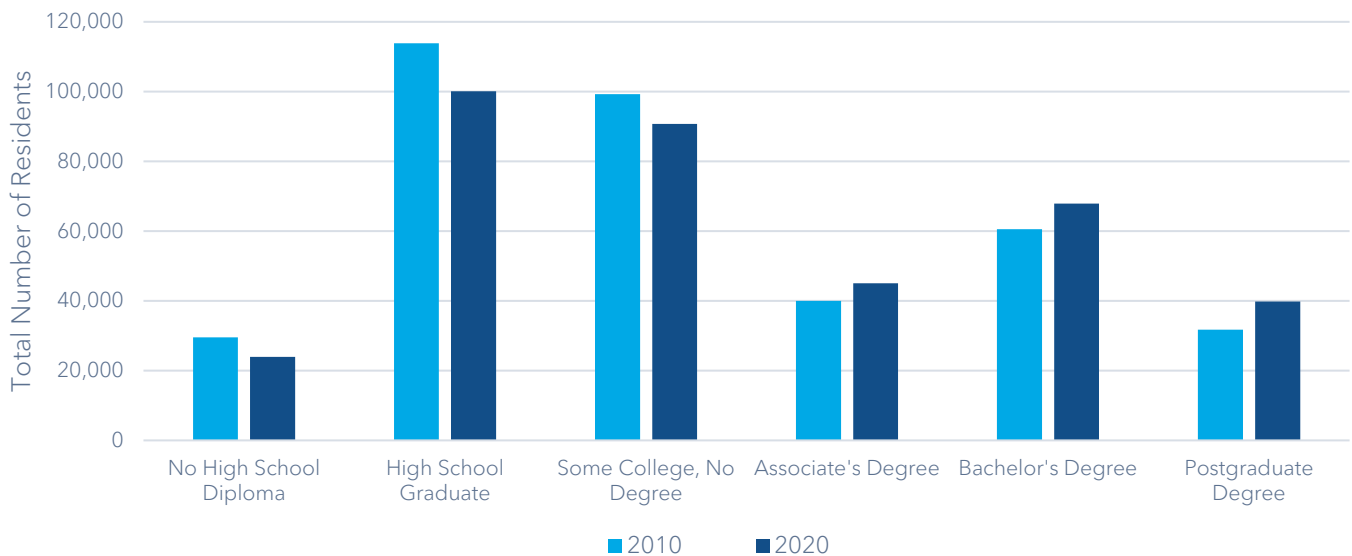
Educational Attainment

Educational attainment can be a sign of prosperity and economic dynamism, as well as a predictor for future growth in population and economic development. When compared to the U.S. and St. Louis MSA averages, Southwestern Illinois has a higher concentration of people without college experience. However, there has been a significant rise in number of residents with post secondary degrees since 2010 in the region. The region has seen a net of 20,000 new residents with college degrees over the last 10 years.

Educational Attainment Comparison to other Geographies



Change in Educational Attainment: 2010-2020

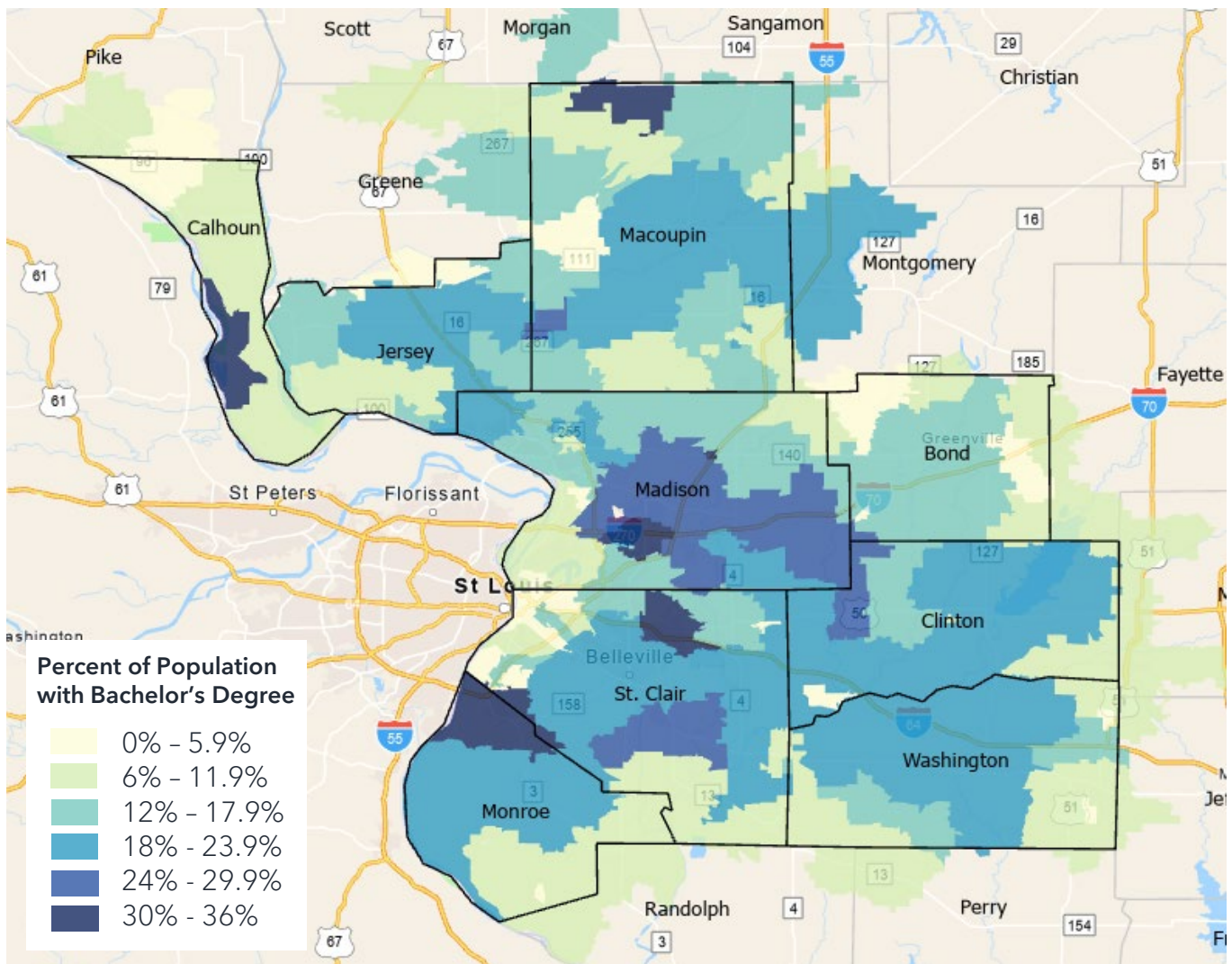


Workforce and Education Trends

Bachelor's Degrees by Zip Code

The map below displays the rate of bachelor's degree attainment by zip code for the 9-county region. There are pockets throughout the region where educational attainment is higher or lower than the regional average of 18.5%. The lowest levels of college experience occurs along the riverfront adjacent to St. Louis City. This includes areas of Granite City, Madison, Venice, Brooklyn, East. St. Louis and Cahokia which is also mainly considered the American Bottoms riverfront shore area.

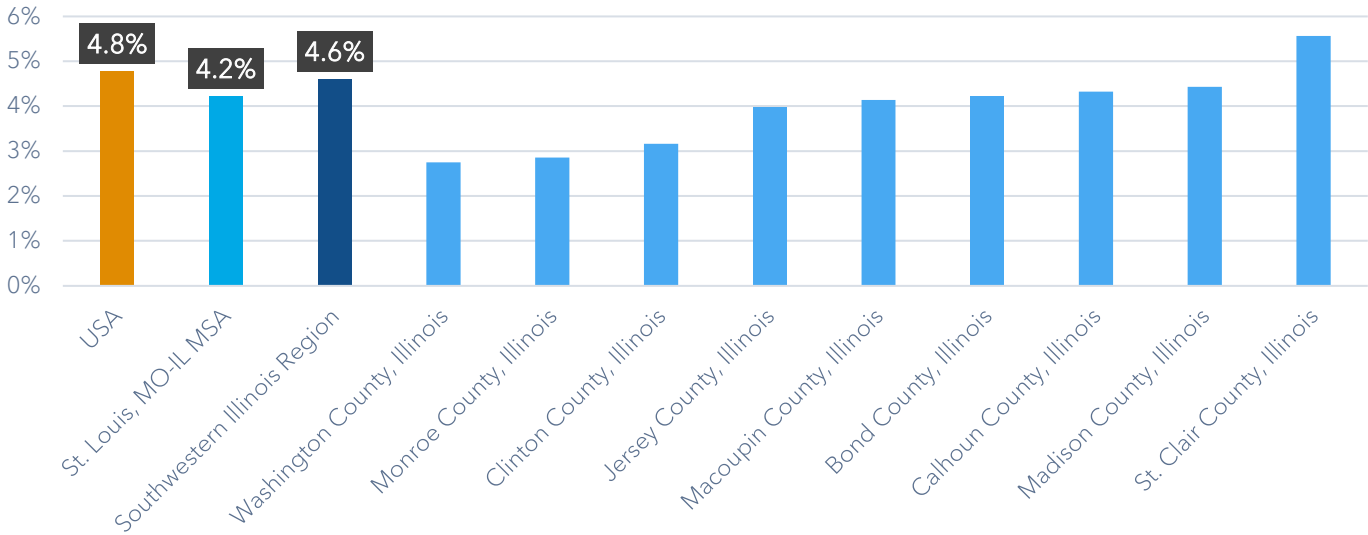
The pockets of highest bachelor's degree attainment is concentrated in northern Monroe County around Columbia, central Madison County around Edwardsville, northern Macoupin County around Modesto, eastern Calhoun County around Batchtown, and north-central St. Clair around O'Fallon.



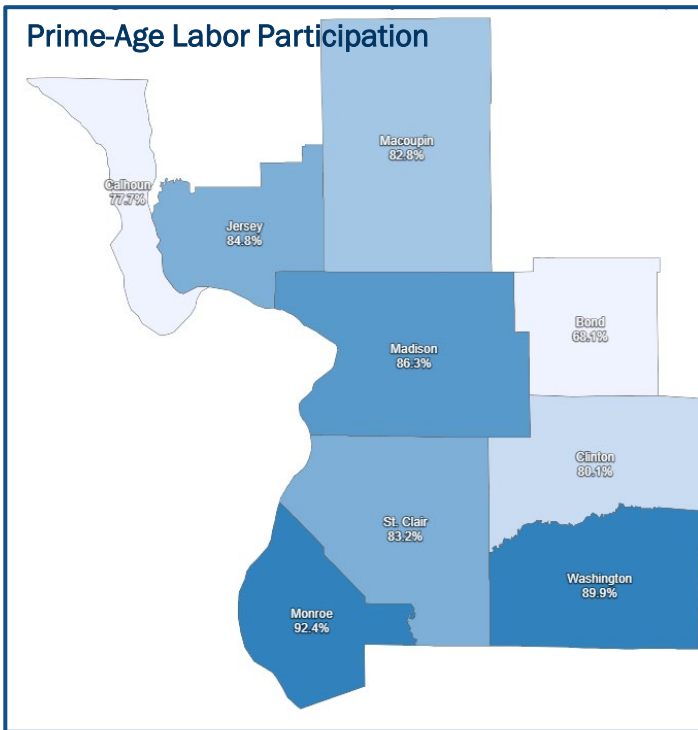
Workforce and Education Trends

Employment Indicators

Unemployment Rate (as of 8/2022)



Prime-Age Labor Participation



Unemployment Rate

The Southwestern Illinois region has a slightly lower unemployment than the U.S. average and a slightly higher rate than the St. Louis metro average. The only county with an average unemployment rate above the U.S. average is St. Clair County, and the county with the lowest rate is Washington County.

Prime-Age Labor Participation

Prime-age labor participation is defined as being the rate of people employed who are between the ages of 25-54. The county with the highest prime-age participation rate is Monroe, with Bond having the lowest participation rate. The U.S. average prime-age participation rate is 82.4%, which is lower than 6 of the 9 counties in the region. This data can be used to inform workforce development efforts that are focused on bringing current prime-age residents into the local workforce.

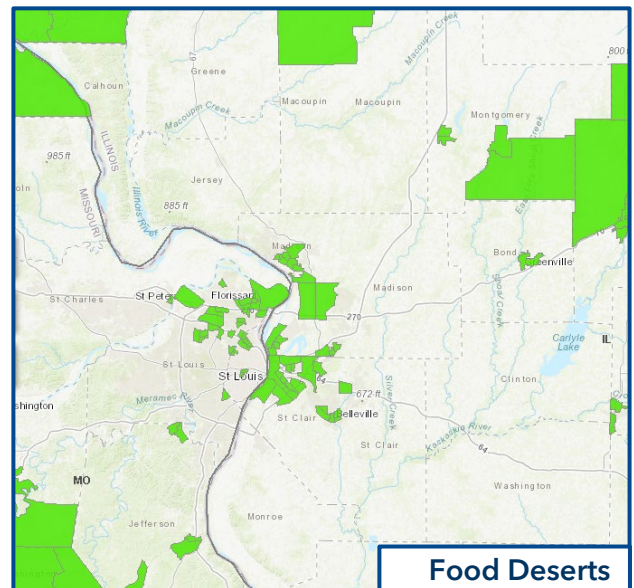
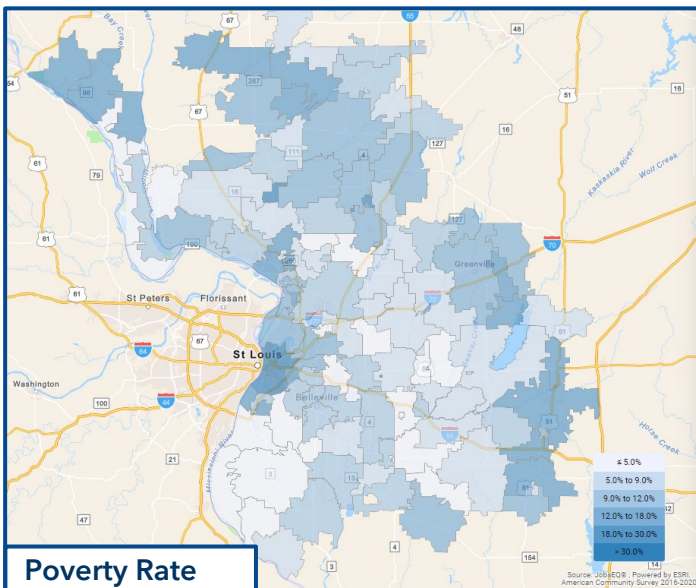
Economic Equity

Economic Indicators

The Southwestern Illinois region contains 9 separate counties and spans nearly 5,000 square miles. The residents of this large region have a wide variety of experiences that is impacted by where they live, their educational attainment, their employment, but is also unequivocally impacted by their class and their race. Throughout the region, there are factors that point to a problem with systemic inequities throughout the region, with opportunities, income, and overall success tied often to their race, class, or geographic location.

In the Poverty Rate map below, it can be observed that poverty is most concentrated within the region near East St. Louis, as well as the outskirts of Bond, Calhoun, Clinton, and Washington counties. This shows that people experience poverty in both the very urban and very rural parts of the region. Concentrations of poverty can be caused by a variety of reasons including poor educational quality or attainment, lack of available jobs, and barriers to generational wealth such as racial discrimination and racist practices such as redlining. Monroe County and the central part of the region experience poverty at a much lower rate.

While poverty is spread out around the region, most of the food deserts within the region are located near East St. Louis and the American Bottoms. There are also pockets within the urban core of Belleville, the city of Greenville in Bond County, and the upper west quadrant of Macoupin County.



Key Terms*

Food Desert

A census tract that meets both low-income and low-access criteria including:

1. Poverty rate is greater than or equal to 20 percent OR median family income does not exceed 80 percent statewide (rural/urban) or metro-area (urban) median family income;
2. At least 500 people or 33 percent of the population located more than 1 mile (urban) or 10 miles (rural) from the nearest supermarket or large grocery store.

Low-Income Area

A tract in which the poverty rate is greater than or equal to 20 percent; or in which median family income does not exceed 80 percent of the statewide or metro-area median family income.

Low-income Household

A household with income less than the Federal poverty level: \$17,050 for a family of four in 2000.

Rural Area

Includes areas defined by Rural-Urban Commuting Area codes as large rural, small rural, and isolated rural areas.

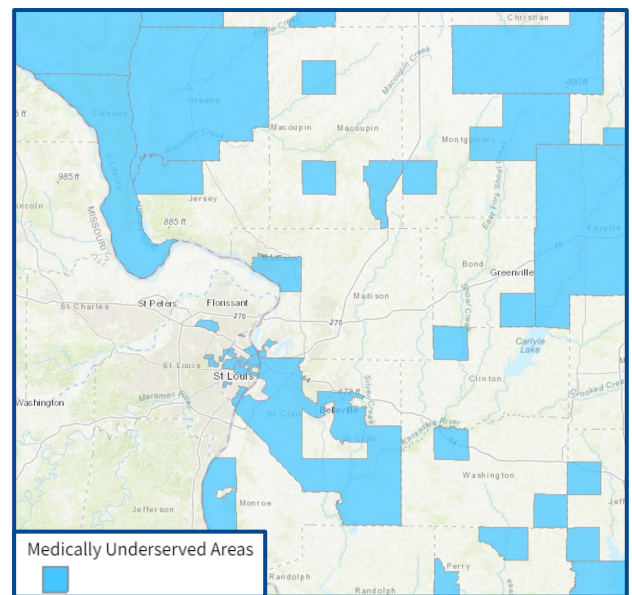
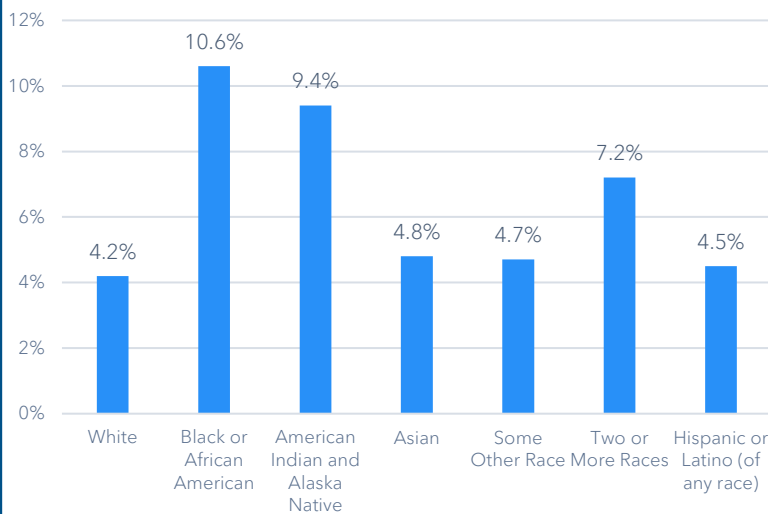
Economic Equity

Racial Equity

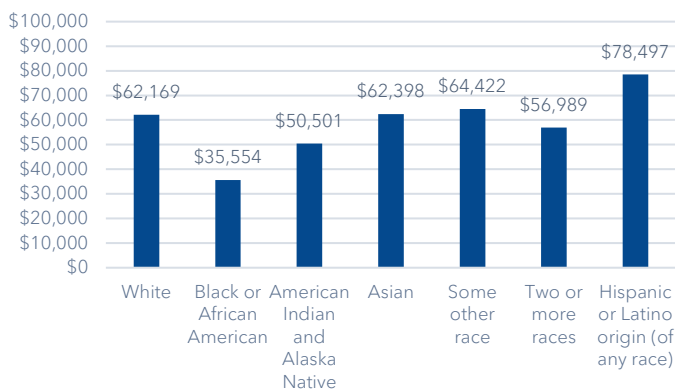
Racial minorities typically experience higher unemployment, lower median income, and lower educational attainment throughout the Southwestern Illinois region. Black or African American populations experience the highest unemployment by race within the region and earns the lowest in average median income.

Inequity and racial disparities are often magnified during times of crisis and regional economic hardships like those that occurred during the Great Recession and the Covid-19 Pandemic. According to analysis by the Centers for Disease Control, black people were three times as likely across the nation to be infected by COVID-19 during the first year of the pandemic.* The region is heavily segregated with data by zip code indicating that nearly 70% of the African American residents that live in St. Clair County live in majority Black communities. These communities are often in areas that are food deserts and medically underserved areas which is the case for East St. Louis. Medically underserved areas are also often heavily rural areas with low population density like Calhoun County.

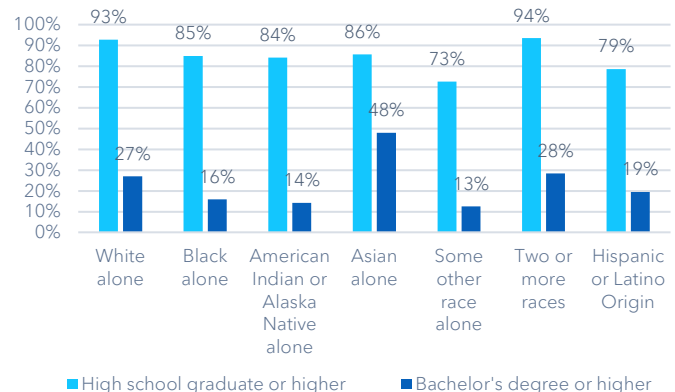
Unemployment by Race



Median Income



Educational Attainment by Race



Source: JobsEQ Demographic Profile and Census Dataset S1501; *" COVID-19 Exposes More Inequities Between Black And White People In St. Clair County" St. Louis Public Radio, Bellville News-Democrat 7/13/2020; Medically Underserved data from the Department of Health & Human Services (HRSA)

Resiliency








Economic Resiliency

The United States Economic Development Administration defines Economic Resilience as the ability to recover quickly from a negative economic event, the ability to withstand a negative economic event, and the ability to avoid negative economic events altogether.

There are many factors that impact an economy's resiliency, including the region's industry diversification, economic growth patterns, population growth patterns, educational attainment, government advocacy, and equity. The Leadership Council plays a key role in regional advocacy, and as a result, is a key stakeholder and driver for the future economic resiliency of the region.

The topics of focus throughout this report are each critical to the Southwestern Illinois region understanding its current status and enabling the region to achieve economic resiliency. This plan provides the Leadership Council with strategic action steps that push the region toward economic resiliency with an emphasis on the key factors listed below.

Key Factors

 Population Growth Patterns	 Industry Diversification	 Economic Equity	 Educational Attainment
 Regional Advocacy	 Economic Growth Patterns	 Infrastructure Capacity	 Regional Consensus

Key Industries

Top 5 Industries by Employment

In the Southwestern Illinois region, 52.7% of all employment is concentrated in the top 5 industry sectors, as shown below.

USA		Southwestern Illinois		St. Louis MSA	
Industries	% of Total Employment	Industries	% of Total Employment	Industries	% of Total Employment
Health Care and Social Assistance	14.39%	Health Care and Social Assistance	12.92%	Health Care and Social Assistance	16.06%
Retail Trade	10.19%	Retail Trade	12.38%	Retail Trade	9.87%
Accommodation and Food Services	8.38%	Accommodation and Food Services	9.91%	Accommodation and Food Services	8.52%
Manufacturing	8.08%	Educational Services	9.61%	Manufacturing	8.37%
Educational Services	7.97%	Manufacturing	7.89%	Educational Services	7.37%
Total Emp	49.02%	Total Emp	52.71%	Total Emp	50.19%

Southwestern Illinois has a large concentration of jobs in Health Care & Social Assistance and Education, Retail Trade, Educational Services, and Accommodation & Food Services. These industries are common for most economies, with a higher-than-average concentration in Retail Trade and Educational Services. Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Administrative and Support and Waste Management and Remediation Services (+3,789 jobs), Transportation and Warehousing (+2,658), and Construction (+955).

A region's economic resilience is heavily impacted by the region's industry diversification, economic growth patterns, government advocacy, and equity. In Southwestern Illinois, employment is heavily concentrated in the top five industries. With 52.7% of employment being in these industries. Within the St. Louis MSA, 50% of employment is in the top 5 industries, and within the USA, 49% of the employment is in the top 5 industries. If any of the region's major industries were hit by an economic crisis, the whole economy and employment base could suffer. The Southwestern Illinois region is also more heavily dependent on the Retail Trade and Accommodation and Food Services industries, which are traditionally lower-wage industries, meaning there is opportunity for improvement in industry makeup, even among the larger industries in the region.

Within the 9-county region, there are different industry share indicators with a few counties having more than 20% of their employment concentrated in a single industry. Washington County has 24% of employment concentrated within the Manufacturing industry, and the top five industries consist of 60% of total employment. Calhoun County has a heavy concentration within Educational Services with 20% of its employment within that field. That is followed by 18% in Agriculture, Forestry, Fishing & Hunting with the top 5 industries accounting for 66% of total employment. However, the top occupation is Food Preparation & Serving at 19% which is historically a lower paying job which attributes to the lower-than-average annual salary of \$29,580 which is the lowest in the region.

*As of the latest data available from Q2 2022, Transportation & Warehousing switched to the #6 industry from the #3 industry per employment in the region with a drop of 5,000 employees within the region from 2021. However, this is still recorded as one of the highest forecasted growth industry. This data point will continue to be under review.

Industry Sector Overview

Southwestern Illinois Economic Industry Overview

Industry Sector	Total Employees	Average Wage	Location Quotient #
Health Care & Social Assistance	33,258	\$49,849	0.90
Retail Trade	31,870	\$29,207	1.21
Accommodation and Food Services	25,517	\$20,249	1.18
Educational Services	24,741	\$50,352	1.21
Manufacturing	20,315	\$75,663	0.98
Transportation & Warehousing	19,947	\$55,690	1.57
Construction	15,447	\$61,371	1.01
Public Administration	14,577	\$61,471	1.22
Other Services (except Public Admin.	14,462	\$29,149	1.30
Admin & Support & Waste Mngt/Remed.	13,162	\$45,471	0.79
Professional, Scientific, & Technical Services	11,860	\$85,287	0.63
Wholesale Trade	8,756	\$66,450	0.91
Finance and Insurance	6,304	\$67,437	0.60
Arts, Entertainment, & Recreation	4,589	\$24,152	0.95
Agriculture, Forestry, Fishing & Hunting	4,504	\$50,033	1.29
Real Estate and Rental & Leasing	2,681	\$48,782	0.59
Information	1,866	\$48,730	0.36
Utilities	1,864	\$102,990	1.43
Management of Companies & Enterprises	1,494	\$107,118	0.38
Mining, Quarrying, & Oil & Gas Extraction	235	\$54,913	0.27
Unclassified	1	\$14,406	0.00
Total - All Industries	257,449	\$50,374	1.00

Average Annual Wage for Employees

Southwestern Illinois
\$50,374

St. Louis MSA
\$61,765

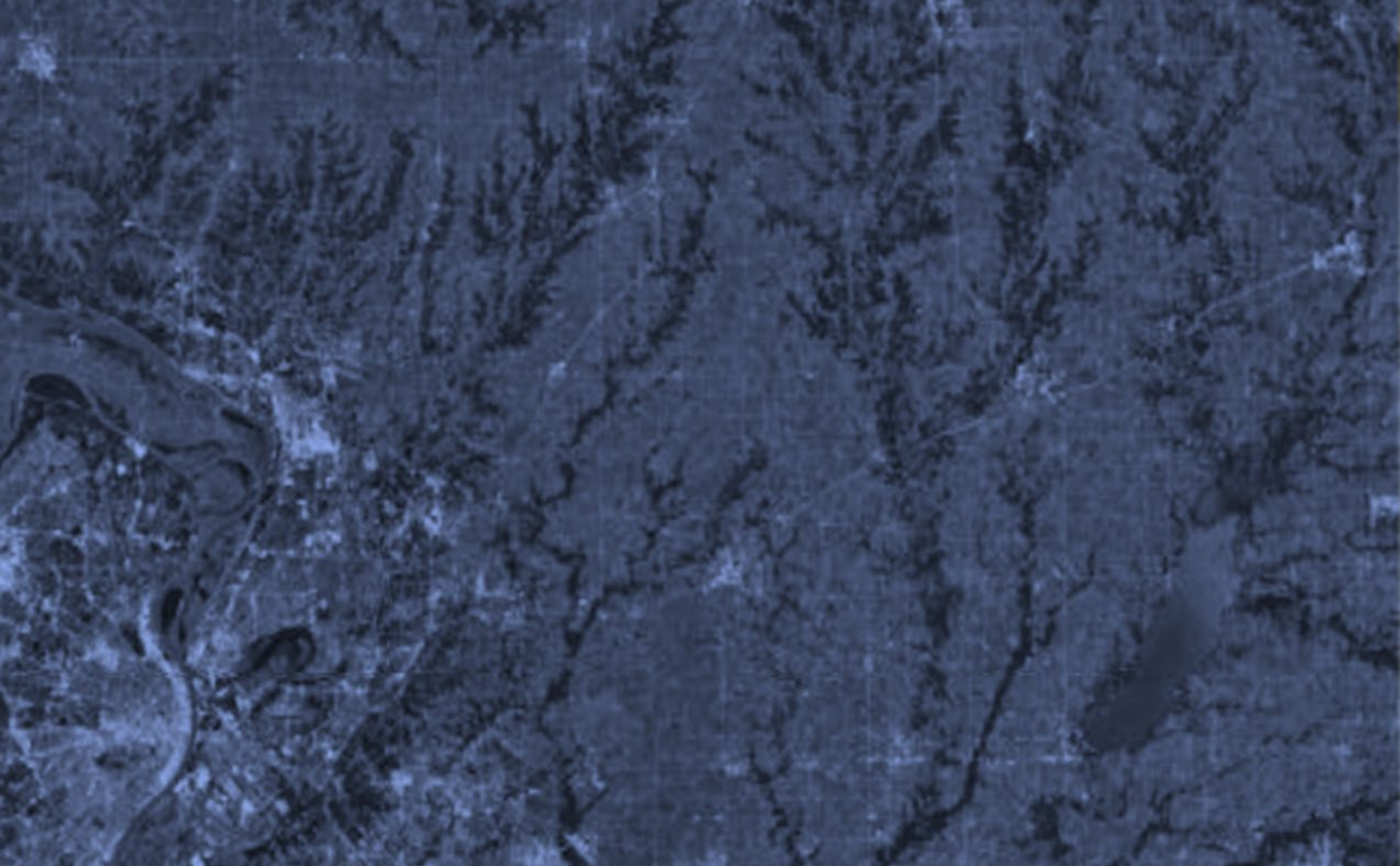
USA
\$67,777

The Southwestern Illinois region has a higher-than-average concentration of jobs in the Transportation and Warehousing, Utilities, Other Services, and Agriculture industries. The region has a lower-than-average concentration of jobs in the Information, Real Estate, Finance and Insurance, Professional Services, and Management of Companies industries. On average, the Southwestern Illinois industry mix has a lower wage than the St. Louis Metro and U.S. averages.

The average wages bolded above are the ones with an LQ over 1, but also has an average wage of under \$30,000. This indicates what industries are concentrated in the region and provide a salary under the living wage guidelines. The top LQs in the region are for Transportation & Warehousing and the Utilities industry. Occupation within both sectors provide an average salary over the regional average for Southwestern Illinois. Building upon that concentration can help add more high paying jobs in those fields.

See the Target Industry section of the Appendix for more details on some of these industry sectors, including information on why certain industries might provide a strategic advantage for Southwestern Illinois, as the Leadership Council seeks target industries to inform the organization's business recruitment and advocacy strategies.

*Location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.



Appendices

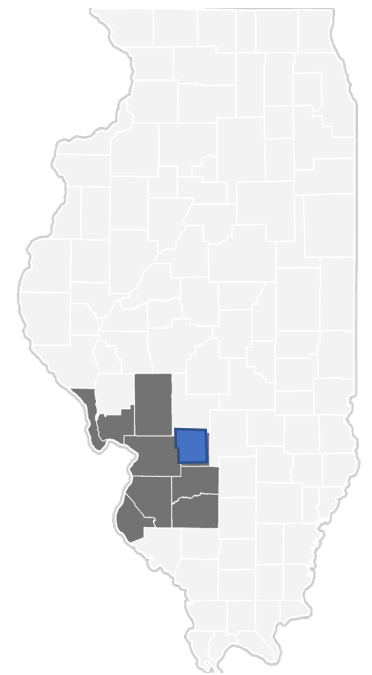
County Overviews

Bond County

Bond County is in the easternmost part of the Southwestern Illinois region. This county has an area of about 400 square miles. It is intersected by Shoal creek and its branches, the East and West Forks, which flow southward; the Kaskaskia river touches the southeastern edge. The land is a mix of beautiful prairies and tracts of timber in nearly equal proportions. The soil is highly productive. Indian corn, wheat, oats, pork, and butter are the staples.

The county has a high concentration of jobs in the Manufacturing and Wholesale Trade, and Agriculture industries and has a thriving tourism industry with the presence of Carlyle Lake. The county's workers have an average annual wage of \$44,325, which is below the regional average wage.

Bond County is among the smaller counties in the Southwestern Illinois region, with its primary city being Greenville. The county has seen slight population decline in recent years and currently has a low labor force participation rate and educational attainment rate compared to the region.



Key Statistics



Total Population
16,384



Median Age
39.2



Population Growth Since 2010
-0.9%



Unemp. Rate
3.0%



Median HH Income
\$64,293



Median Home Value
\$181,895



Labor Force Participation*
68.1%



Labor Force In Region
7,252

Commuting Data

Commute to County
1,368



Commute from County
2,795

Mean Commute
25.1 Minutes

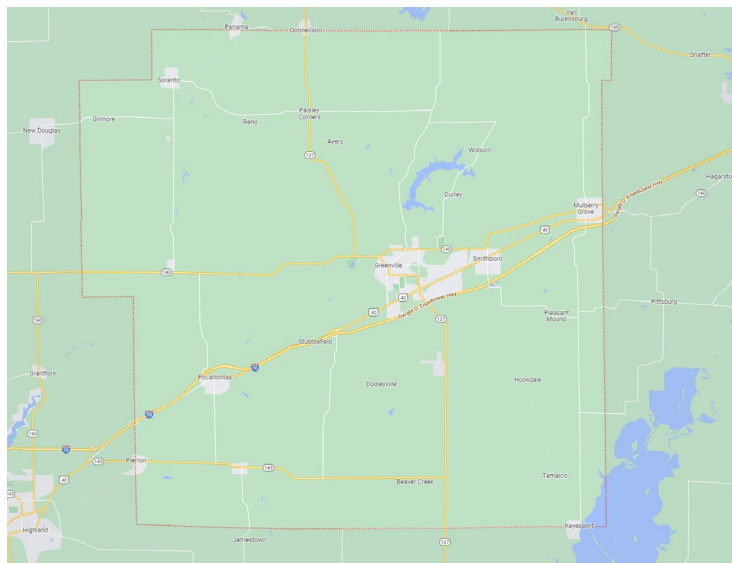
County Overviews

Bond County

Economic Profile

County GDP	\$451.3M
GDP Growth Over 10 Years	14%
Avg Annual Salary	\$42,663
Poverty Level	13.6%
Cost of Living	82.7

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Manufacturing	767	16%
Educational Services	723	15%
Public Administration	501	10%
Wholesale Trade	447	9%
Retail Trade	433	9%

Major Occupations

Occupations	Total Emp.	% of Emp.
Food Prep. & Serving Related	520	11%
Office and Administrative Support	513	10%
Healthcare Support	483	10%
Management	442	9%
Transportation & Material Moving	426	9%

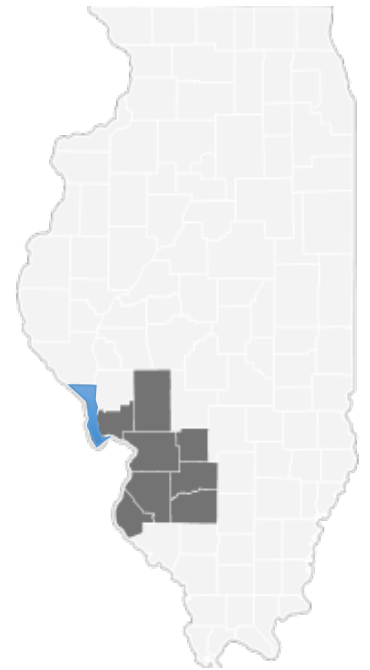
County Overviews

Calhoun County

Calhoun County is nestled between the Mississippi and Illinois rivers and has a ferry transportation network. It is home to picturesque landscapes and expansive farmland. The county has cultivated a strong tourism market focused on its orchards with peaches in the summer and apples in the fall. Visitors are attracted year-round and can access some areas via ferry.

The county has a high concentration of jobs in the Agriculture industry and has a growing tourism industry with its location along the two rivers. The county's workers have an average annual wage of \$29,888, which is significantly below the regional average wage.

Calhoun County is the third smallest county in the State of Illinois. Its county seat and biggest community is Hardin, with a population of 801. The county has seen slight population decline in recent years and currently has a low labor force participation rate and educational attainment rate compared to the region.



Key Statistics



Total Population
4,276



Median Age
46.9



Population Growth Since 2010
-1.0%



Unemp. Rate
1.4%



Median HH Income
\$69,059



Median Home Value
\$161,450



Labor Force Participation*
77.7%



Labor Force In Region
2,123

Commuting Data

Commute to County
261



Commute from County
1,015

Mean Commute
42.6 Minutes

County Overviews

Calhoun County

Economic Profile

County GDP **\$68.0M**

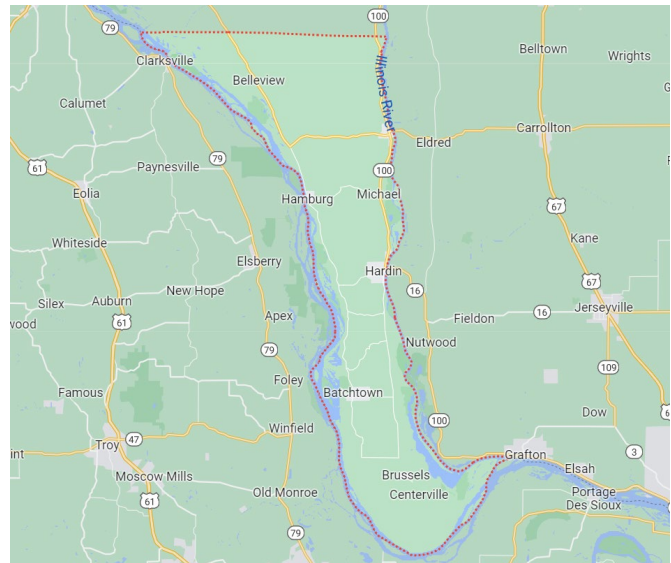
GDP Growth Over 10 Years **18%**

Avg Annual Salary **\$29,580**

Poverty Level **9.1%**

Cost of Living **82.9**

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Educational Services	200	20%
Ag., Forestry, Fishing, & Hunting	179	18%
Retail Trade	101	10%
Accommodation and Food Services	99	10%
Public Administration	79	8%

Major Occupations

Occupations	Total Emp.	% of Emp.
Food Prep. And Serving	194	19%
Healthcare Practitioners and Tech.	133	13%
Office and Administrative Support	106	10%
Sales and Related	97	9%
Management	76	7%

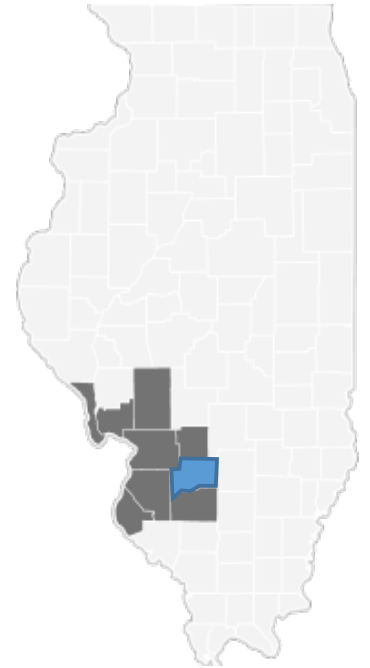
County Overviews

Clinton County

Clinton County is an agricultural hub for the state of Illinois, leading the state in the production of dairy, pork, wheat, and eggs. Clinton County is also home to Carlyle lake, which is the largest man-made lake in the state, boosting the county's tourism industry. The southern border of the county is the Kaskaskia River. Carlyle is the county seat with a population of 3,253 at the 2020 census. The largest city in the county is Breese with a population of 4,641. Breese is also home to Excel Brewing & Bottling Company known for bottling local favorite Ski soda.

The county has a high concentration of jobs in the Agriculture and Construction industries. The county's workers have an average annual wage of \$42,620, which is below the regional average wage.

The county's population has been relatively flat in recent year. The county's labor force participation rate is only slightly below the regional average with the county's educational attainment rate below the region's average.



Key Statistics



Total Population
36,655



Median Age
41.1



Population Growth Since 2010
-0.1%



Unemp. Rate
2.0%



Median HH Income
\$72,314



Median Home Value
\$178,700



Labor Force Participation*
80.2%



Labor Force In Region
18,999

Commuting Data

Commute to County
3,667



Commute from County
9,270

Mean Commute
25.9 Minutes

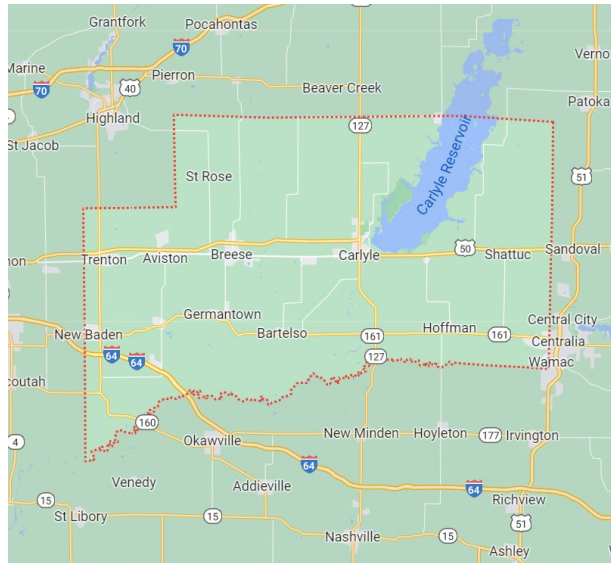
County Overviews

Clinton County

Economic Profile

County GDP	\$1.26B
GDP Growth Over 10 Years	29%
Avg Annual Salary	\$42,139
Poverty Level	7.8%
Cost of Living	85.4

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Retail Trade	2,060	16%
Healthcare and Social Assistance	1,822	14%
Education Services	1,328	10%
Accommodation and Food Services	1,058	8%
Construction	1,037	8%

Major Occupations

Occupations	Total Emp.	% of Emp.
Management	1,424	11%
Office and Administrative Support	1,258	10%
Transportation and Material Moving	1,221	9%
Food Prep. and Serving Related	1,201	9%
Sales and Related	1,119	9%

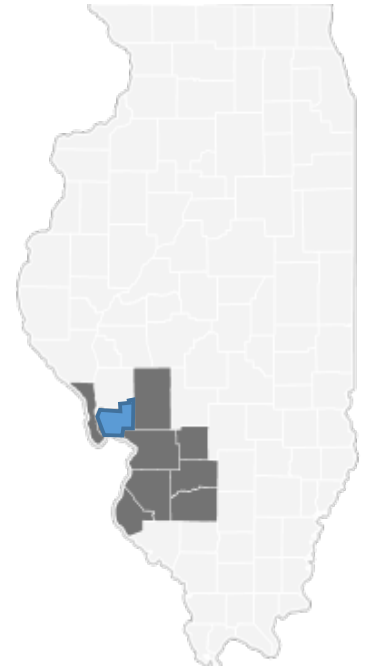
County Overviews

Jersey County

Jersey County is a largely rural county and is home to the bluffs of Pere Marquette State Park. From these bluffs, you can see the confluence of the Mississippi, Missouri, and Illinois rivers. The views within Jersey County attract visitors and keep locals coming back for more. The county seat is Jerseyville which is also the largest city in the county with a population of 8,337 as of the 2020 census. Jerseyville is home to Mid-American International Gateway a planned logistics park poised to take advantage of Kansas City Southern's extensive rail infrastructure in the region with a new rail-served mega site.

The county has a high concentration of jobs in the Agriculture and Construction industries. The county's workers have an average annual wage of \$40,535, which is below the regional average wage.

The county has seen slight population decline in recent years and currently has a labor force participation rate which is in-line with the regional average. The county's educational attainment rate is low compared to the region.



Key Statistics



Total Population
21,124



Median Age
42.9



Population Growth Since 2010
-0.6%



Unemp. Rate
2.9%



Median HH Income
\$69,773



Median Home Value
\$206,078



Labor Force Participation*
84.8%



Labor Force In Region
11,010

Commuting Data

Commute to County
1,716



Commute from County
5,964

Mean Commute
26.5 Minutes

County Overviews

Jersey County

Economic Profile

County GDP **\$484.7M**

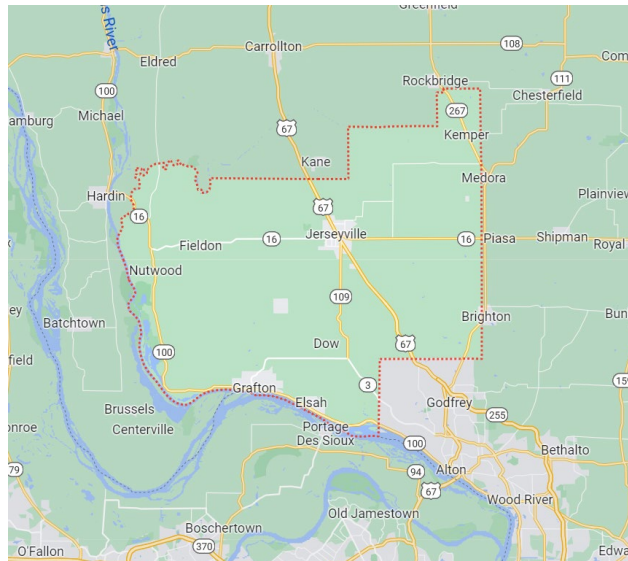
GDP Growth Over 10 Years **34%**

Avg Annual Salary **\$40,153**

Poverty Level **8.1%**

Cost of Living **85.6**

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Retail Trade	926	16%
Educational Services	848	15%
Healthcare and Social Assistance	786	14%
Accommodation and Food Services	544	9%
Construction	479	8%

Major Occupations

Occupations	Total Emp.	% of Emp.
Sales and Related	644	11%
Management	642	11%
Office and Administrative Support	607	10%
Food Prep. And Serving	512	9%
Healthcare Practitioners and Tech.	510	9%

County Overviews

Macoupin County

Macoupin County is equal distance from St. Louis and Springfield with both cities being a quick hour drive from the county seat of Carlinville and is primarily a rural county with small towns. Located along historic Route 66, Macoupin embraces both its heritage and modern life to perfectly blend vintage gas stations and old-fashioned soda fountains to trendy shops and eateries among the town squares. Carlinville has a population of 5,710 as of the last census and is also home to Blackburn College.

The county has a high concentration of jobs in the Agriculture industry with crops primarily dominated by corn, soybeans, and wheat. The county's workers have an average annual wage of \$42,799, which is below the regional average wage.

The county has seen slight population decline in recent years and currently has a labor force participation rate and educational attainment rate below the regional average.



Key Statistics



Total Population
44,118



Median Age
43.8



Population Growth Since 2010
-0.7%



Unemp. Rate
3.4%



Median HH Income
\$59,580



Median Home Value
\$139,855



Labor Force Participation*
82.8%



Labor Force In Region
21,453

Commuting Data

Commute to County
2,592



Commute from County
10,306

Mean Commute
27.1 Minutes

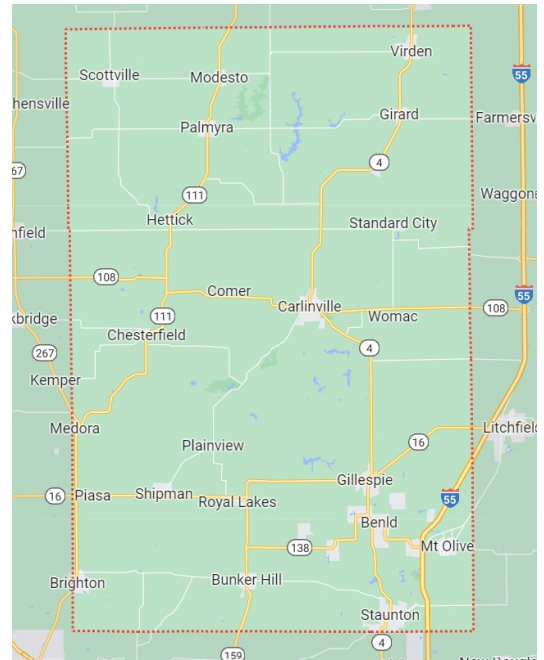
County Overviews

Macoupin County

Economic Profile

County GDP	\$1.1B
GDP Growth Over 10 Years	30%
Avg Annual Salary	\$42,513
Poverty Level	13.7%
Cost of Living	80.8

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Healthcare and Social Assistance	1,607	14%
Educational Services	1,515	13%
Retail Trade	1,480	11%
Manufacturing	865	8%
Accommodation and Food Service	822	7%

Major Occupations

Occupations	Total Emp.	% of Emp.
Office and Administrative Support	1,257	11%
Management	1,200	10%
Food Prep. And Serving Related	1,072	9%
Transportation and Material Moving	1,009	9%
Healthcare Practitioners and Tech.	993	9%

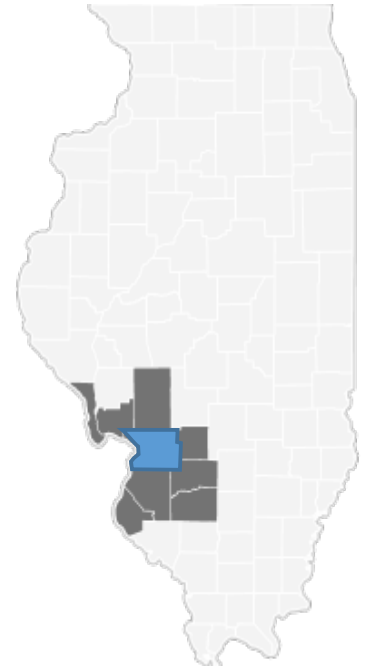
County Overviews

Madison County

Madison County is the largest county in the region. It is home to Edwardsville and subsequently Southern Illinois University at Edwardsville. Other large cities in the county include Alton, Collinsville, and Granite City. It boasts rocky bluffs on the Mississippi and beautiful prairies.

The county has a high concentration of jobs in the Transportation and Warehousing and Manufacturing industries. The county's workers have an average annual wage of \$51,632, which is higher than the regional average wage. In the 19th and early 20th century, the county became a giant manufacturing hub and its steel mills, oil refineries, and other heavy industries. As these industries began to see closings, the industrial market moved more into the Transportation and Warehousing sector.

The county has seen slight population decline in recent years but currently has a labor force participation rate and educational attainment rate that is higher than the regional average.



Key Statistics



Total Population
263,285



Median Age
40.2



Population Growth Since 2010
-0.3%



Unemp. Rate
4.5%



Median HH Income
\$74,159



Median Home Value
\$199,874



Labor Force Participation*
86.3%



Labor Force In Region
135,614

Commuting Data

Commute to County
31,458



Commute from County
47,320

Mean Commute
25.6 Minutes

County Overviews

Madison County

Economic Profile

County GDP **\$11.9B**

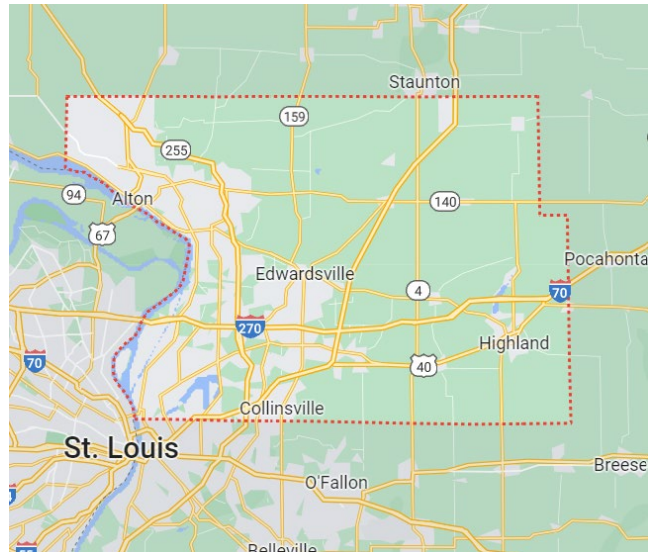
GDP Growth Over 10 Years **14%**

Avg Annual Salary **\$49,833**

Poverty Level **12.4%**

Cost of Living **84.8**

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Transportation and Warehousing	19,171	17%
Healthcare and Social Assistance	13,294	12%
Retail Trade	12,692	11%
Manufacturing	10,403	9%
Educational Services	10,241	9%

Major Occupations

Occupations	Total Emp.	% of Emp.
Transportation and Admin. Support	19,578	17%
Office and Administrative Support	13,038	12%
Sales and Related	9,983	9%
Management	9,942	9%
Healthcare Support	6,998	6%

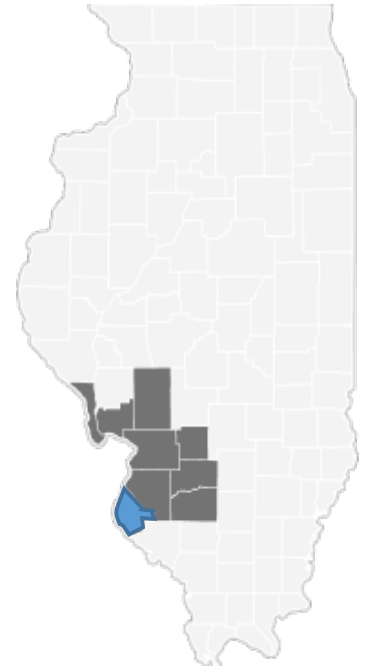
County Overviews

Monroe County

Monroe County's lush rolling hills and fertile farmland make it a wonderful location to raise a family. Monroe County is the southernmost county in the region and is home to Columbia, Waterloo, Valmeyer, and Hecker. The county seat is Waterloo, which is also the most populous city with 11,013 residents as of the 2020 census. The western edge of the county runs alongside the Mississippi River and is part of the American Bottoms while the eastern portion is mostly flat prairie land. Where the two parts converge, there are bluffs and numerous caves and springs. Among the caves is the Rock City complex in Valmeyer consisting of over 6 million square feet of space.

The county has a high concentration of jobs in the Retail and Food and Accommodations industries. The county's workers have an average annual wage of \$41,358, which is lower than the regional average wage.

The county has seen slight population growth in recent years and currently has a very high labor force participation rate and educational attainment rate, both of which are significantly higher than the regional average.



Key Statistics



Total Population
35,217



Median Age
42.4



Population Growth Since 2010
0.5%



Unemp. Rate
2.4%



Median HH Income
\$96,600



Median Home Value
\$249,857



Labor Force Participation*
68.5%



Labor Force In Region
18,932

Commuting Data

Commute to County
2,930



Commute from County
12,623

Mean Commute
29.0 Minutes

Source: JobsEQ Demographic Profile, Esri forecasts for 2022 and 2027. US Census Bureau 2010 decennial Census data converted by Esri into 2020 geography *Prime-Age Labor Force Participation; Archived Southwestern Illinois RC&D Inc - Regional Info - County Biographies

County Overviews

Monroe County

Economic Profile

County GDP **\$971.9M**

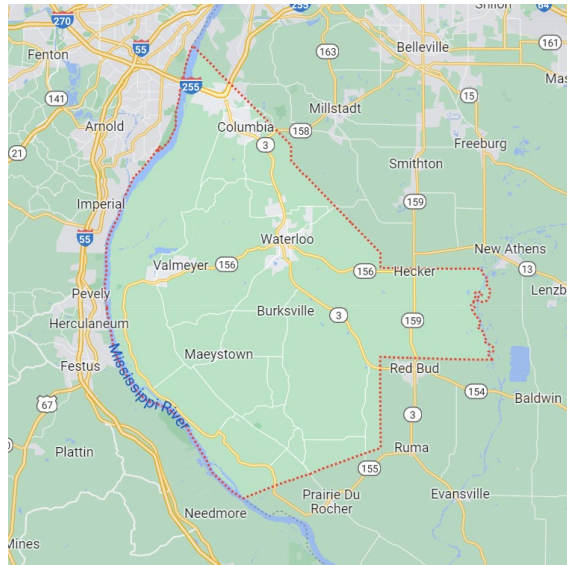
GDP Growth Over 10 Years **30%**

Avg Annual Salary **\$41,893**

Poverty Level **3.1%**

Cost of Living **91.9**

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Retail Trade	1,323	14%
Accommodation and Food Services	1,309	13%
Educational Services	1,018	10%
Healthcare and Social Assistance	880	9%
Other Services (Except Public Admin.)	841	9%

Major Occupations

Occupations	Total Emp.	% of Emp.
Sales and Related	1,297	13%
Office and Administrative Support	1,086	11%
Management	1,029	10%
Transportation and Material Moving	884	9%
Healthcare Practitioners and Tech.	813	8%

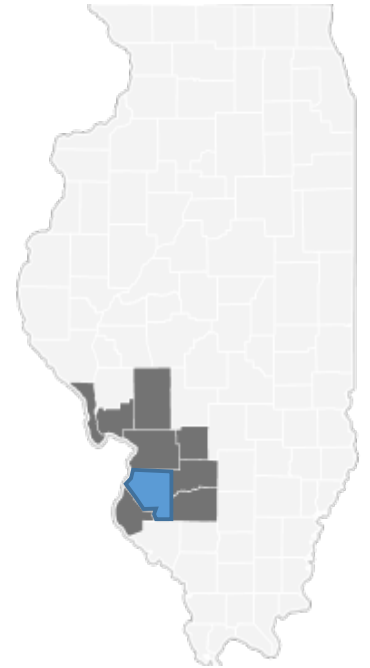
County Overviews

St. Clair County

St. Clair County is located directly across the river from the City of St. Louis, and it is the second largest county in the region. The county is home to Scott Air Force Base, the region's largest employer as well as many tourist attractions including the World Heritage Site Cahokia Mounds, Gateway International Raceway, and National Shrine of Our Lady of the Snows. Historically the county is also the oldest in the state being founded in 1790. The county seat is Belleville which has a population of 42,404 as of the 2020 census making it the largest city in Illinois south of Springfield.

The county has a high concentration of jobs in the Healthcare and Public Administration industries. The county's workers have an average annual wage of \$53,108, which is higher than the regional average wage. As mentioned above, Scott Air Force Base is the largest employer in the county but with more than 13,000 employees it is also one of the major employers for the entire region.

The county has seen slight population decline in recent years and currently has a labor force participation rate that is lower than the region's average. The educational attainment rate in the county is in line with the regional average.



Key Statistics



Total Population
258,046



Median Age
39.0



Population Growth Since 2010
-0.5%



Unemp. Rate
5.0%



Median HH Income
\$57,473



Median Home Value
\$194,062



Labor Force Participation*
63.7%



Labor Force In Region
129,499

Commuting Data

Commute to County
23,680



Commute from County
43,028

Mean Commute
25.4 Minutes

Source: JobsEQ Demographic Profile, Esri forecasts for 2022 and 2027. US Census Bureau 2010 decennial Census data converted by Esri into 2020 geography *Prime-Age Labor Force Participation; Archived Southwestern Illinois RC&D Inc - Regional Info - County Biographies

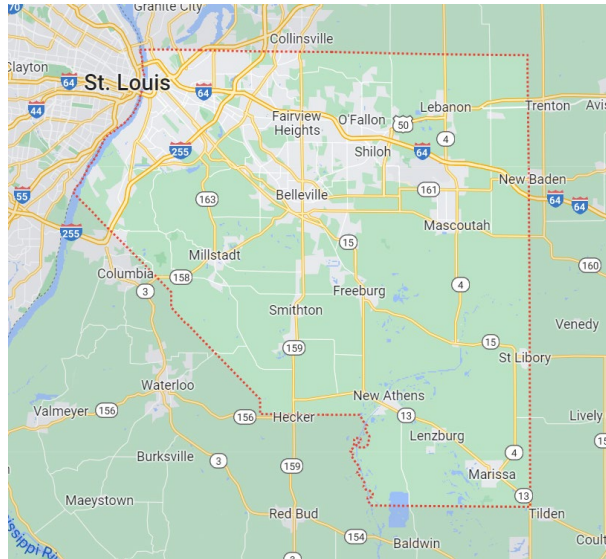
County Overviews

St. Clair County

Economic Profile

County GDP	\$10.9B
GDP Growth Over 10 Years	11%
Avg Annual Salary	\$53,677
Poverty Level	14.4%
Cost of Living	83.6

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Health Care & Social Assistance	13,409	14%
Retail Trade	12,664	13%
Accommodation & Food Services	9,850	10%
Educational Services	9,164	10%
Public Administration	7,425	8%

Major Occupations

Occupations	Total Emp.	% of Emp.
Office & Administrative Support	10,235	11%
Sales & Related	9,696	10%
Transportation & Material Moving	9,635	10%
Management	9,399	10%
Healthcare Practitioners & Technical	6,524	7%

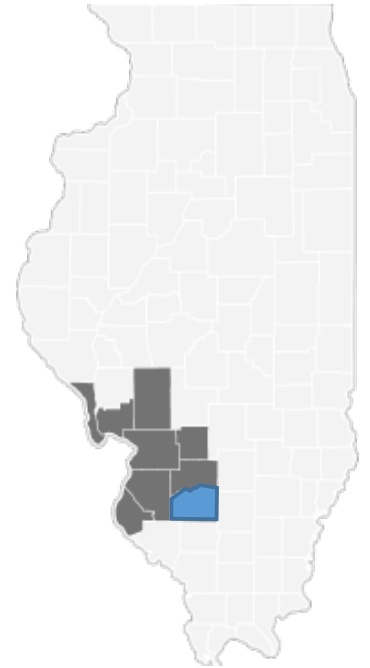
County Overviews

Washington County

Washington County, Illinois is located in an area locally referred to as “little Egypt” due to the fertile lands created by the Ohio and Mississippi River deltas located in Southern Illinois. Its northern border is the Kaskaskia River and the county has an abundance of little lakes, rivers, streams and creeks. Nashville is the county seat, but the city of Centralia has the largest population with 12,182 in 2020 (although its boundaries fall between four different counties)

Because of the topographic advantages of the area, Washington County is home to many Agriculture industries. The county also has a high concentration of jobs in the Wholesale Trade and Manufacturing industries. The county’s workers have an average annual wage of \$49,177, which is in line with the regional average wage.

The county has seen slight population decline in recent years and currently has a labor force participation rate that is slightly lower than the region’s average. The educational attainment rate in the county is higher than the regional average.



Key Statistics



Total Population
13,495



Median Age
44.2



Population Growth Since 2010
-0.7%



Unemp. Rate
3.4%



Median HH Income
\$68,790



Median Home Value
\$126,567



Labor Force Participation*
89.9%



Labor Force In Region
7,459

Commuting Data

Commute to County
2,525



Commute from County
2,698

Mean Commute
25.6 Minutes

Source: JobsEQ Demographic Profile, Esri forecasts for 2022 and 2027. US Census Bureau 2010 decennial Census data converted by Esri into 2020 geography *Prime-Age Labor Force Participation; Archived Southwestern Illinois RC&D Inc - Regional Info - County Biographies

County Overviews

Washington County

Economic Profile

County GDP **\$677.0M**

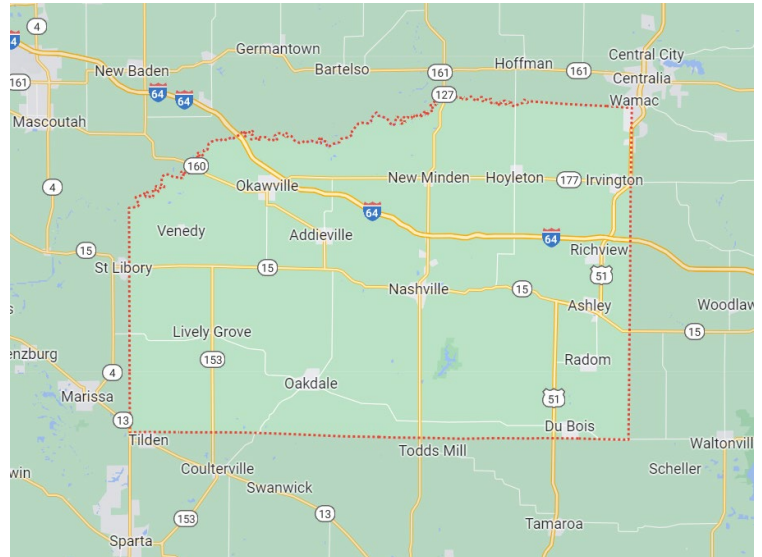
GDP Growth Over 10 Years **48%**

Avg Annual Salary **\$48,583**

Poverty Level **7.5%**

Cost of Living **82.9**

Aerial Map



Major Industries

Industries	Total Emp.	% of Emp.
Manufacturing	1,669	24%
Retail Trade	779	11%
Wholesale Trade	680	10%
Healthcare and Social Assistance	614	9%
Transportation and Warehousing	426	6%

Major Occupations

Occupations	Total Emp.	% of Emp.
Healthcare Support	1126	16%
Transportation and Material Moving	895	13%
Office and Administrative Support	740	10%
Food Prep. and Serving Related	700	10%
Management	686	10%

Economic Development Ecosystem

Regional Organizations

Economic Development Agencies	Website	Geographical Area
Intersect Illinois	https://intersectillinois.org/	Illinois
Illinois Economic Development Association	https://www.ileda.org/	Illinois
Illinois Manufacturing Excellence Center	https://www.imec.org/	Illinois
Illinois Department of Commerce & Economic Opportunity (DCEO)	https://dceo.illinois.gov/	Illinois
Greater St. Louis	https://greaterstlinc.com/	Missouri: St. Louis City, St. Louis County, St. Charles, Lincoln, Warren, Franklin, Jefferson; Illinois: Calhoun, Jersey, Macoupin, Madison, Bond, Clinton, St. Clair, Monroe
East West Gateway	https://www.ewgateway.org/	Missouri: St. Louis, Franklin, Jefferson, St. Charles, and St. Louis counties; Illinois: Madison, Monroe, and St. Clair counties
Bi-State Development Agency	https://www.bistatedev.org/	Missouri: Jefferson, St. Charles, and St. Louis City, St. Louis Counties; Illinois: Madison, Monroe and St. Clair Counties
St. Louis Regional Freightway	https://www.thefreightway.com	Missouri: Jefferson, St. Charles, and St. Louis City, St. Louis Counties; Illinois: Madison, Monroe and St. Clair Counties
World Trade Center	https://worldtradecenter-stl.com/	St. Louis metropolitan region, but also the entire Missouri and Southern Illinois markets, excluding the Kansas City region
Southwestern Illinois Metropolitan & Regional Planning Commission	https://simapc.org/	Bond, Clinton, Madison, Monroe, St. Clair, Randolph, and Washington
Southwestern Illinois Development Authority	https://www.swida.org/	Madison, St. Clair, Bond, Clinton
Illinois Valley Economic Development Corporation	https://ilvalley-edc.org/	Calhoun, Jersey, Macoupin, and Greene
Great Rivers and Routes Tourism Bureau	https://www.riversandroutes.com/	Madison, Macoupin, Montgomery, Jersey, Calhoun and Greene counties, and the City of East St. Louis in St. Clair County in southwest Illinois.
Illinois Institute for Rural Affairs (IIRA)	https://www.iira.org/	Illinois
St. Louis Development Corporation (SLDC)	https://www.stlouis-mo.gov/SLDC/	St. Louis City
STL Partnership (St. Louis Economic Development Partnership)	https://stlpartnership.com/who-we-are/	St. Louis County and St. Louis City
St. Louis Municipal League	https://www.stlmuni.org/	Only Missouri (St. Louis City and County)
Missouri Enterprise	https://www.missourienterprise.org/	Missouri
Missouri Economic Development Council	https://www.showme.org/	Missouri
Missouri Partnership	https://www.missouripartnership.com/	Missouri
Southern Illinois Economic Development Authority (SIDA)	https://sidail.com/	Illinois Counties: Alexander, Franklin, Gallatin, Hardin, Jackson, Johnson, Massac, Perry, Pope, Pulaski, Randolph, Saline, Union, and Williamson
Southern Illinois NOW	https://southernillinoisnow.org/about/	Alexander, Franklin, Gallatin, Hamilton, Hardin, Jackson, Jefferson, Johnson, Massac, Perry, Pope, Pulaski, Randolph, Saline, Union, White, Williamson
Greater Egypt Regional Planning & Dev. Comm.	http://greateregyp.org/	Franklin, Jackson, Jefferson, Perry, and Williamson
Man-Tra-Con	http://www.mantracon.org/	Alexander, Franklin, Gallatin, Hamilton, Hardin, Jackson, Jefferson, Johnson, Massac, Perry, Pope, Pulaski, Randolph, Saline, Union, White, and Williamson
Riverbend Growth Association	https://growthassociation.com/	Alton, Bethalto, East Alton, Elsay, Foster Township, Godfrey, Grafton, Hartford, Roxana, South Roxana, Wood River and Wood River Township.
Delta Regional Authority (DRA)	https://dra.gov/	Randolph & Perry County is the farthest north in Illinois (https://dra.gov/images/uploads/content_files/DRA_IL_2015.pdf)
South Central Illinois Regional Planning & Development Commission	https://www.scirpdc.com/index.htm	Clay, Effingham, Fayette, Jasper & Marion

Economic Development Ecosystem

Local Economic Development Organizations

Economic Development Agencies	Website	Geographical Area
Alton Planning and Development	https://www.cityofaltonil.com/planning-and-development/	Alton
Belleville Economic Development, Planning & Zoning	https://belleville.net/326/Economic-Development-Planning-Zoning	Belleville
Centralia Economic Development	https://cityofcentralia.org/index.asp?SEC=07E19531-F8C2-42DE-9DF4-45CFEBB2754A&Type=B_BASIC	Centralia
City of Fairview Heights - Economic Development Department	https://www.cofh.org/228/Economic-Development-Projects	Fairview Heights
Collinsville Economic Development	https://www.collinsvilleil.org/departments/economic-development	Collinsville
Columbia Illinois Community Development	https://www.columbiaillinois.com/35/Community-Development	Columbia
East St. Louis - Economic Development	https://www.cesl.us/205/Economic-Development	East St. Louis
Edwardsville Economic Development	https://www.cityofedwardsville.com/485/Economic-Development	Edwardsville
Glen Carbon Economic Development	https://www.glencarbonil.gov/884/Economic-Development	Glen Carbon
Granite City Economic Development	https://www.granitecity.illinois.gov/departments/economic_development/contact_information.php	Granite City
Greenville Illinois Economic Development	https://www.greenvilleillinois.com/eda	Greenville
Highland Illinois Economic Development	https://www.highlandil.gov/economic_development/index.php	Highland
Jersey County Business Association	https://jcba-il.us/	Jersey County
Jerseyville Economic Development Council	https://jedc-il.us/	Jerseyville
Litchfield Economic Development	https://www.cityoflitchfieldil.com/202/Business-Resources	Litchfield
Macoupin County Economic Development	http://macoupincountyil.iqm2.com/Citizens/Board-Member/1014-Todd-Armour	Macoupin County
Madison County Community Development	https://www.madisoncountyil.gov/departments/community_development/index.php	Madison County
Madison Illinois Economic Development	https://cityofmadisonil.com/business/economic-development/	Madison
Monroe County Economic Development Corporation (MCILEDCE)	https://www.mciledc.com/	Monroe County
Monroe County Workforce Development	https://monroecountyil.gov/departments/workforce-development/	Monroe County
O'Fallon Community and Economic Development	https://www.ofallonillinois.org/build-your-business/	O'Fallon
Red Bud Economic Development	https://www.cityofredbud.org/economic-development.html	Red Bud
Salem Illinois Economic Development	https://www.salemil.us/economic-development	Salem
St. Clair County Economic Development	https://www.co.st-clair.il.us/departments/economic-development	St. Clair County
Stanton Illinois Economic Development	https://www.cityofstantonil.com/economic-development	Stanton

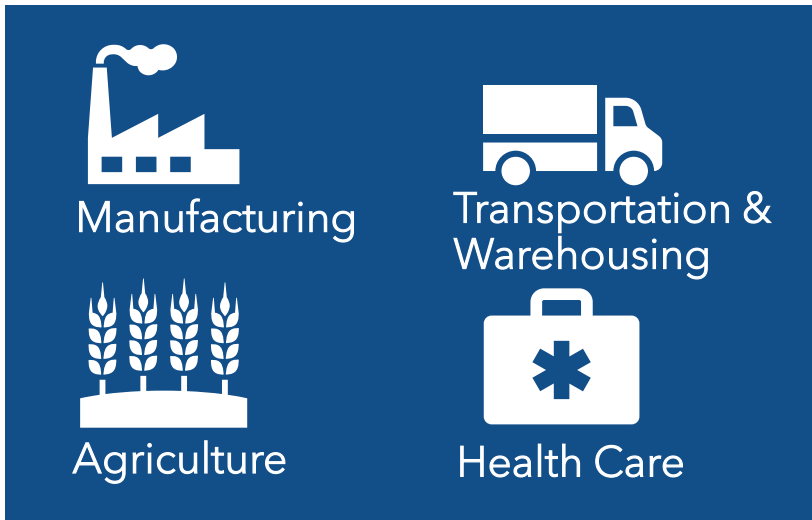
Target Industries

Background

As the Leadership Council works to support existing business and industry in the region and provide value to new businesses moving to the area, it is important that the organization takes a strategic, focused approach to business attraction. While a more exhaustive target industry assessment may be valuable in the future, this plan should provide a baseline understanding of the existing industry conditions in the region and the key areas of focus for the Leadership Council.

As the region's economy continues to grow and thrive, some key areas of focus for the Leadership Council will be Transportation and Warehousing, Manufacturing, Agriculture, and Health Care. These industries are already strong in the region and can grow even stronger with continued focus from the Leadership Council and regional stakeholders.

Key Industries

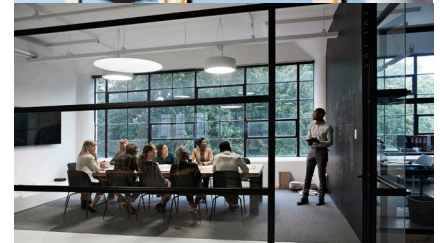


Manufacturing

Transportation & Warehousing

Agriculture

Health Care



Target Industry - Transp. & Warehousing

Southwestern Illinois Industry Overview

Industry Sector (NAICS 4-Digit Level)	Total Employees	Average Wage	Location Quotient #	5-Yr Historical Growth	Forecasted 1-Yr Growth
Warehousing and Storage	8,037	\$50,575	2.71	10.2%	-0.1%
General Freight Trucking	3,344	\$63,855	1.73	0.8%	-0.8%
Couriers and Express Delivery Services	1,260	\$35,721	0.79	13.1%	0.1%
School and Employee Bus Transportation	1,120	\$18,511	3.02	-5.2%	2.3%
Postal Service	1,095	\$61,566	1.1	-1.6%	-2.2%
Specialized Freight Trucking	980	\$54,441	1.3	-0.9%	-0.7%
Support Activities for Air Transportation	688	\$74,648	1.6	-8.8%	1.1%
Rail Transportation	673	\$96,745	2.83	-4.0%	-0.7%
Interurban and Rural Bus Transportation	586	\$48,444	18.35	-0.8%	1.5%
Support Activities for Rail Transportation	549	\$87,039	9.91	-2.3%	-1.9%
Freight Transportation Arrangement	284	\$61,526	0.66	9.2%	-0.5%
Local Messengers and Local Delivery	219	\$28,634	0.63	2.9%	-0.2%
Taxi and Limousine Service	216	\$13,538	0.43	-0.1%	-1.4%
Support Activities for Water Transportation	199	\$96,247	1.21	-0.5%	-0.6%
Support Activities for Road Transportation	139	\$42,522	0.64	-0.8%	0.4%
Inland Water Transportation	118	\$64,288	2.78	-2.4%	-0.3%
Charter Bus Industry	118	\$29,656	3.69	-12.9%	3.1%
Nonscheduled Air Transportation	75	\$88,549	0.85	0.7%	-0.5%
Other Transit & Ground Passenger Transp.	73	\$19,916	0.41	-7.9%	2.1%
Other Support Activities for Transportation	63	\$87,685	1	12.5%	-2.4%
Pipeline Transportation of Crude Oil	60	\$104,320	3.33	10.4%	0.7%
Urban Transit Systems	17	\$30,486	0.04	-11.2%	1.1%
Pipeline Transportation of Natural Gas	17	\$119,082	0.33	7.4%	-1.1%
Other Pipeline Transportation	11	\$137,857	0.81	-7.9%	0.7%
Deep Sea, Coastal, & Great Lakes Water Transp.	2	\$138,266	0.04	-5.0%	-2.4%
Scheduled Air Transportation	1	\$30,201	0	-21.1%	-2.9%
Scenic and Sightseeing Transportation, Water	1	\$17,803	0.03	-10.2%	-1.1%
Transportation and Warehousing	19,947	\$55,690	1.57	2.9%	-0.2%

Transportation and Warehousing is one of the fastest growing industries across the United States and is also a fast-growing industry for the Leadership Council region. The region is home to large concentration of jobs in the rail transportation industries, as well as the Warehousing and Storage and General Freight Trucking sub sectors.

Because of the region's strategic location in the center of the country, continued growth in the Transportation and Warehousing sector can be expected in the coming years. As the Leadership Council strategically positions itself for business attraction initiatives, Transportation and Warehousing should be considered a top priority for growth. With macro-level trends and local transportation assets, the region is well-positioned for success in this growing industry.

*Location quotient is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation. All LQs over 1.25 are bolded above indicating a regional concentration.

Target Industry - Manufacturing

Southwestern Illinois Industry Overview

Industry Sector (NAICS 4-Digit Level) - TOP 25	Total Employees	Average Wage	Location Quotient #	5-Yr Historical Growth	Forecasted 1-Yr Growth
Iron and Steel Mills and Ferroalloy Mfg	1,878	\$148,483	14.28	4.8%	-0.7%
Motor Vehicle Parts Manufacturing	1,608	\$44,724	1.82	0.3%	-0.3%
Petroleum and Coal Products Mfg	1,447	\$122,988	8.4	1.2%	-0.6%
Nonferrous Metal (ex. Alum.) Prod. & Processing	1,266	\$84,946	13.58	0.3%	-1.1%
Other Fabricated Metal Product Manufacturing	878	\$82,268	1.95	1.0%	-0.6%
Animal Slaughtering and Processing	754	\$55,856	0.9	5.4%	-1.1%
Beverage Manufacturing	715	\$62,635	1.43	4.1%	0.2%
Bakeries and Tortilla Manufacturing	634	\$30,548	1.18	0.5%	-0.2%
Other Miscellaneous Manufacturing	609	\$52,626	1.13	5.3%	-0.3%
Printing and Related Support Activities	608	\$45,342	0.94	-4.6%	-3.6%
Foundries	608	\$83,952	3.55	-5.3%	-1.0%
Architectural & Structural Metals Mfg	556	\$64,390	0.86	0.8%	-0.4%
Converted Paper Product Manufacturing	536	\$60,500	1.23	-0.8%	-2.5%
Forging and Stamping	532	\$71,513	3.54	-1.9%	-0.7%
Cement and Concrete Product Manufacturing	525	\$56,918	1.63	1.3%	-1.4%
Rubber Product Manufacturing	462	\$59,453	2.15	4.3%	-1.6%
Other Food Manufacturing	450	\$43,780	1.09	8.5%	0.0%
Dairy Product Manufacturing	442	\$61,011	1.73	7.2%	-1.0%
Coating, Engraving, Heat Treating, & Allied Activities	428	\$78,055	2.06	2.1%	-0.7%
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	381	\$61,565	0.68	1.3%	-0.8%
Ventilation, Heating, Air-Cond.... Mfg	359	\$58,012	1.59	-2.1%	-1.3%
Electrical Equipment Manufacturing	346	\$83,543	1.52	-4.4%	0.0%
Metalworking Machinery Manufacturing	321	\$102,162	1.2	-0.5%	-0.6%
Other Chemical Product and Preparation Mfg	302	\$60,392	2.28	4.1%	-1.4%
Other Electrical Equipment & Component Mfg	272	\$59,799	1.13	-1.9%	-0.2%
Manufacturing	20,315	\$75,663	0.98	0.1%	-0.9%

The Southwestern Illinois region has a history of success in the Manufacturing sector, despite the local changes in the industry over time. As one of the key target industries for the Leadership Council's Business Attraction efforts, it is important that the organization understands the current makeup of the industry.

The region has a high-concentration of jobs in various metals manufacturing and processing industries, particularly the steel industry. The region also has a higher-than-average concentration in the Footwear Manufacturing, Petroleum and Coal Products Manufacturing, Other Chemical Product Manufacturing, and Motor Vehicle Parts Manufacturing sub sectors.

As the Leadership Council works to support the growth of the region's manufacturing base, it is important to understand the region's current assets, supply chain advantages, and workforce advantages. Leveraging the advantages of existing industry clusters can well-position the region for future success.

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Target Industry - Agriculture

Southwestern Illinois Industry Overview

Industry Sector (Chmura Cluster) - Top 25	Total Employees	Average Wage	Location Quotient #	5-Yr Historical Growth	Forecasted 1-Yr Growth
Animal Production (Proprietors)	1,253	\$53,926	1.74	-4.5%	-1.4%
Crop Production (Proprietors)	1,036	\$46,643	2.04	1.2%	-1.4%
Hog and Pig Farming	514	\$58,910	10.88	-2.8%	-1.9%
Dairy Cattle and Milk Production	342	\$33,924	2.0	0.7%	-1.9%
Floriculture Production	278	\$34,536	3.79	11.2%	-0.3%
Flour Milling	157	\$70,220	6.69	8.7%	-0.9%
Other Animal Food Manufacturing	137	\$85,281	2.29	-8.2%	-0.2%
Corn Farming	119	\$47,042	4.03	2.5%	-0.1%
Postharvest Crop Activities (ex. Cotton Ginning)	104	\$32,883	0.71	48.4%	2.1%
Nursery and Tree Production	103	\$37,285	0.72	-0.2%	-0.2%
Soil Preparation, Planting, and Cultivating	95	\$36,069	1.27	3.2%	1.1%
Chicken Egg Production	94	\$77,654	2.77	3.6%	-1.8%
All Other Miscellaneous Crop Farming	92	\$27,793	1.35	9.9%	-0.1%
Oilseed and Grain Combination Farming	78	\$38,573	2.82	1.4%	-0.1%
Support Activities for Animal Production	55	\$30,460	0.56	-4.1%	-0.5%
Crop Harvesting, Primarily by Machine	52	\$25,152	2.2	-4.3%	2.0%
Other Vegetable (ex. Potato) & Melon Farming	51	\$27,411	0.47	-9.3%	0.0%
Dog and Cat Food Manufacturing	49	\$68,252	0.89	n/a	-0.1%
Soybean Farming	38	\$37,578	4.65	-1.6%	0.0%
All Other Grain Farming	36	\$34,518	4.62	6.2%	0.0%
Farm Labor Contractors and Crew Leaders	21	\$21,893	0.07	-9.1%	1.0%
Farm Management Services	19	\$26,298	0.46	-13.4%	0.2%
Apple Orchards	18	\$27,037	0.36	-28.3%	-0.6%
Finfish Fishing	13	\$20,693	0.36	6.1%	-1.0%
Hunting and Trapping	13	\$19,790	0.92	-0.9%	-0.9%
Agricultural	4,833	\$48,451	1.33	-0.7%	-1.0%

As a largely rural community, the Southwestern Illinois region is well-positioned for continued success in the Agriculture industry. The region is home to a large number of jobs in the Hog and Pig Farming, Flour Milling, Floriculture Production, Crop Production, and Animal Production sub sectors. Most counties in the region have a higher-than-average concentration of jobs in the Agriculture sector. Overall, the total employment Agriculture is fairly low when compared to some of the larger industry sectors, although wages in this sector are inline with region average wages.

The Leadership Council can continue to play an advocacy role for leaders in this sector. As the Leadership Council works to support the growth of the region's Agriculture base, it is important to understand the state and federal policies that can impact the success of this industries future in the region. Considering the amount of available land in the region, it is expected that agriculture will continue to be an important industry in the region.

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Target Industry - Health Care

Southwestern Illinois Industry Overview

Industry Sector (Chmura Cluster) - Top 25	Total Employees	Average Wage	Location Quotient #	5-Yr Historical Growth	Forecasted 1-Yr Growth
General Medical and Surgical Hospitals	7,750	\$56,389	0.8	-4.1%	-0.5%
Offices of Physicians (ex. Mental Health Spec.)	3,881	\$94,789	0.85	1.6%	-0.1%
Nursing Care Facilities (Skilled Nursing Fac.)	3,449	\$36,305	1.52	-5.5%	-1.3%
Child Care Services	2,421	\$25,564	1.34	-0.5%	-0.1%
Offices of Dentists	1,600	\$58,438	0.97	-0.1%	-0.1%
Home Health Care Services	1,557	\$38,719	0.58	-0.7%	0.9%
Services for the Elderly & Persons w/ Disabilities	1,406	\$19,977	0.4	-2.3%	2.7%
Continuing Care Retirement Communities	1,247	\$34,923	1.72	-3.8%	1.3%
Offices of Physical, Occupational and Speech Therapists, and Audiologists	1,215	\$48,146	1.61	-2.6%	2.5%
Vocational Rehabilitation Services	891	\$37,251	1.86	-5.4%	-1.3%
Child and Youth Services	856	\$40,090	2.07	9.2%	2.2%
Offices of Optometrists	715	\$48,509	2.9	11.9%	0.3%
Residential Intellectual & Developmental Disability Facilities	714	\$36,378	0.97	-2.9%	0.2%
Assisted Living Facilities for the Elderly	674	\$29,953	0.93	-3.3%	1.2%
Outpatient Mental Health & Subst. Abuse Ctrs	576	\$42,853	1.21	2.1%	0.5%
Other Residential Care Facilities	566	\$33,045	2.09	6.3%	-1.4%
Offices of Chiropractors	544	\$40,411	2.19	0.4%	-0.3%
Other Individual and Family Services	525	\$35,255	0.54	1.4%	2.2%
Psychiatric and Substance Abuse Hospitals	469	\$48,738	1.22	0.4%	-1.4%
Ambulance Services	427	\$48,364	1.41	5.8%	-0.1%
Kidney Dialysis Centers	252	\$51,371	1.19	0.8%	0.9%
Medical Laboratories	202	\$39,675	0.52	18.7%	0.8%
Offices of Mental Health Practitioners (ex. Phys.)	198	\$48,500	0.55	15.7%	0.2%
Offices of All Other Misc. Health Practitioners	181	\$36,306	0.5	4.3%	0.8%
Resid. Mental Health & Substance Abuse Fac.	160	\$33,629	0.4	-0.5%	1.3%
Health Care and Social Assistance	33,258	\$49,849	0.9	-1.60%	0.20%

The Southwestern Illinois region has a strong industry base in the Health Care and Social Assistance sector. With many employees in the General Medical and Surgical Hospitals and Office of Physicians industries, the region also has a higher-than-average concentration of jobs in the Residential Care Facilities, Vocational Rehabilitation Services, and Nursing Care Facilities sub sectors. The region has a lower-than-average concentration of jobs in the Home Health Care Services, Outpatient Care Services, and Medical and Diagnostics Laboratories subsectors.

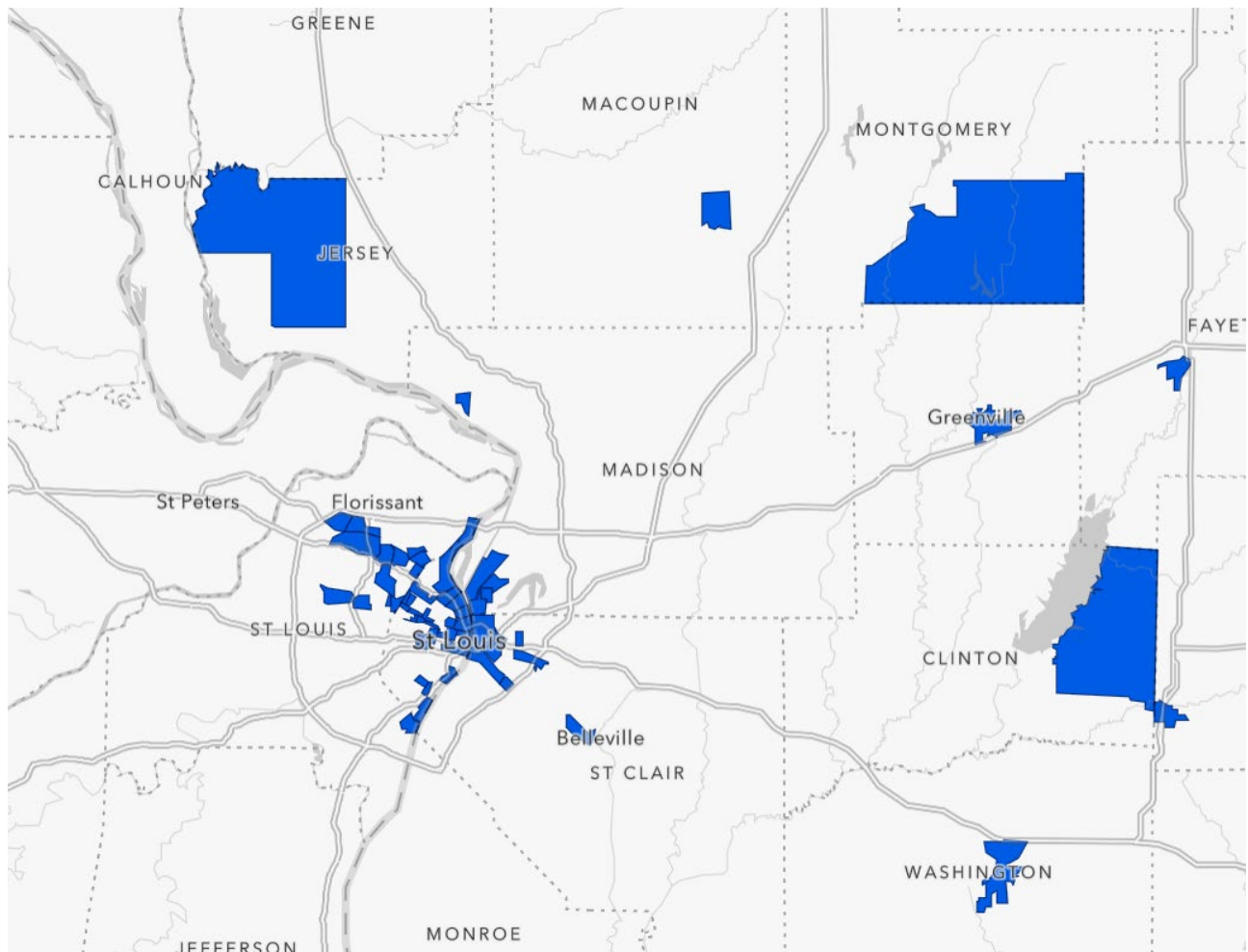
As the Leadership Council works to support the growth of this industry sector in the region, it is important to understand the region's aging population base and any potential opportunities for major investment by health care industry leaders.

*Location quotient is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation. All LQs over 1.25 are bolded above indicating a regional concentration.

Opportunity Zones

What is an Opportunity Zone?

The national opportunity zone (OZ) program allows states to designate specific census tracts that are eligible for investment that defers and/or reduces capital gains tax liability. This program can be leveraged by the Leadership Council and the Southwestern Illinois region to induce federally incentivized capital investment in applicable areas. Applicable projects could include new industrial and residential real estate investment, as well as re-development and remediation projects that increase the value of the subject real estate. Most of the OZs in the region are in East St. Louis. However, there are some OZs located in the region. The map below highlights all OZs in the region.



Migration & Commute Patterns

Migration by County - Net Migration Flows from 2015-2019

The American Community Survey (ACS) and the Puerto Rico Community Survey (PRCS) ask respondents aged 1 year and over whether they lived in the same residence 1 year ago. For people who lived in a different residence, the location of their previous residence is collected.

From 2010-2020, a net total of **-1,629 people** migrated out of the region.

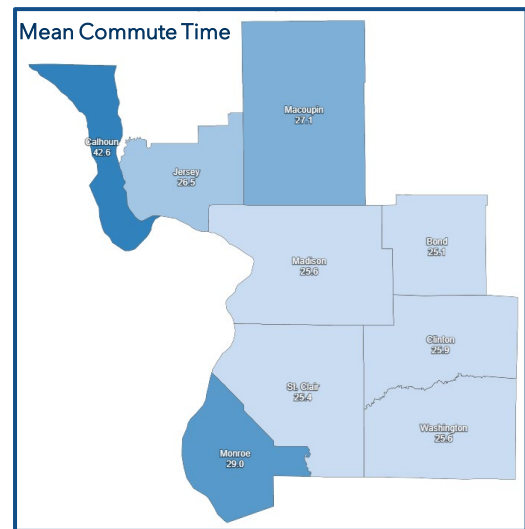
2,379 people moved from areas outside of the region into the region.

However, **1,886 people** moved from the region into Missouri.

Commuting Patterns

Most of the population within the Southwestern Illinois Region commute around 25 minutes. The range is from 42.6 minutes (from Calhoun County) to 25.1 minutes (for Bond County).

The region is a “commute-exporter,” meaning that more people commute out of the region for work than into the region. Missouri attracts more residents to work, while most of those who work within the region reside in Illinois.



Commute to the region

- **37,007** workers commute to the region which equates to **14.2%** of the workforce.
- **55.6%** of the outside region commuters are from Illinois while **36.8%** are from Missouri.

Commute from the region

- **101,659** residents commute out the region which equates to **31.3%** of the population.
- **24.1%** of those who commute to outside the region travel to jobs in Illinois while **70.2%** travel to Missouri.

Please reach out to contact:

Leadership Council Southwestern Illinois

Kyle Anderson
Executive Director
Leadership Council
618-692-9745
kyle@leadershipcouncilswil.com

Steadfast City

Doug Rasmussen
CEO & Managing Principal
314-326-5417
doug@steadfastcity.com

Allison Gray-Gunsten
Vice President & Central Region Leader
314-480-2641
allison@steadfastcity.com

Joel Glasscock
Senior Project Manager
314-602-0503
joel@steadfastcity.com

Tanner Jones
Project Manager
251-504-3990
tanner@steadfastcity.com

Amelia Morton
Planning Coordinator
814-969-9164
amelia@steadfastcity.com



Thank You.