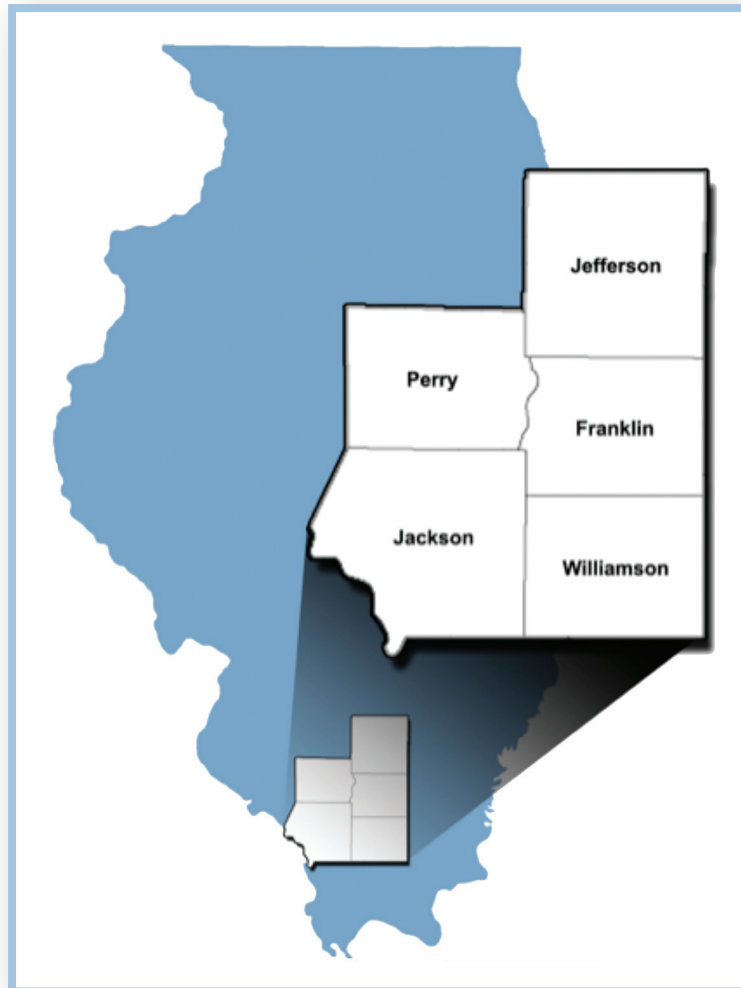

CHANGING PERCEPTIONS AND BUILDING MOMENTUM: A Comprehensive Economic Development Strategy for the Greater Egypt Economic Development District





Map of the Greater Egypt Region

Abstract

TITLE

**Comprehensive Economic Development Strategy for
Greater Egypt District – 2020 Full Revision**

PROJECT COORDINATOR

Cary Minnis, *Executive Director*

ASSISTED BY

CEDS Committee and CEDS Advisory Committee

PLANNING AGENCY

**Greater Egypt Regional Planning
and Development Commission**

3000 West DeYoung Street, Suite 800B-3
Marion, Illinois 62959

(618) 997-9351

www.greateregypt.org

DATE

June 9, 2020

ABSTRACT

This report provides a full update of the District's Comprehensive Economic Development Strategy for the Greater Egypt District

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Comprehensive Economic Development Strategy (CEDS) Committee

PUBLIC SECTOR MEMBERS

Lynn Andersen Lindberg, *Southern Illinois University*

Kathy Lively, *Southern Illinois Workforce Development Board;*

Man-Tra-Con Corporation

Carrie Gilliam, *City of Pinckneyville*

Steven Mitchell, *City of Carbondale*

Glen Clarida, *City of Marion*

PRIVATE SECTOR MEMBERS

Rick Linton, *Franklin County Regional Economic Development Corporation*

Brooke Guthman, *Jackson Growth Alliance*

Tony Iriti, *Jefferson County Development Corporation*

Kelly Fenton, *Regional Economic Development Corporation*

Woody Thorne, *Southern Illinois Healthcare*

Comprehensive Economic Development Strategy (CEDS) Advisory Methodology

The Greater Egypt Economic Development District utilized representatives from a diverse set of organizations to provide direct feedback on the CEDS and the CEDS process. In-depth qualitative interviews were conducted with the participation of elected officials and/or lead staff from all standing members of the District, including in full:

- City of Benton
- City of Carbondale
- City of Carterville
- City of DuQuoin
- City of Herrin
- City of Marion
- City of Mt. Vernon
- City of Murphysboro
- City of Pinckneyville
- City of West Frankfort
- Franklin County
- Jackson County
- Jefferson County
- Perry County
- Williamson County
- Kinkaid-Reeds Creek Conservancy District
- Rend Lake Conservancy District

The creation of the 2020 CEDS was coordinated with other planning and development initiatives ongoing in the District including:

- ***Southern Illinois Metropolitan Planning Organization: Long Range Transportation Plan***
- ***Southern Illinois Workforce Development Board: Regional Plan and Local Plan***
- ***SI Bridge to the Future***

Invaluable feedback was obtained through numerous interviews on the District’s strengths, weaknesses, and general economic outlook. Coordinating with the SIMPO Long Range planning process, SIWDB’s regional and local workforce planning, and the SI Bridge to the Future meetings have added continuity between the region’s efforts. Combined with ongoing CEDS Committee meetings and participation from the Greater Egypt Board of Directors, Greater Egypt is happy to present the 2020 Comprehensive Economic Development Strategy.

A notice was made in the Southern Illinoisan for public comments. The draft document was posted on the Greater Egypt website for public viewing from February 29, 2020 to March 31, 2020. The draft was also disseminated to numerous stakeholders for in the region for their comments. The CEDS committee met to discuss the comments received and made changes as appropriate.

On June 9, 2020, this CEDS was adopted by the Greater Egypt Regional Planning and Development Commission.

**Greater Egypt Regional Planning and
Development Commission**

**Comprehensive
Economic Development Strategy**

Executive Summary

Greater Egypt Regional Planning and Development Commission has been designated as an Economic Development District by the U.S. Department of Commerce's Economic Development Administration since 1967. Over this 53-year period, Greater Egypt has worked throughout the five-county region to develop and prioritize strategies for regional economic development. Throughout these decades, the District has seen periods of growth as well as suffered several setbacks.

Through implementation of the 2015 Comprehensive Economic Development Strategy and with the tireless work of many elected officials, economic development professionals, and local business leaders the Greater Egypt District has made tremendous progress in moving the District forward. While national and state trends have been unkind to many rural areas in Illinois the Greater Egypt District has largely maintained its population while developing much needed infrastructure that has positioned the District for growth in the next five years.

Improvements to transportation infrastructure including new transit facilities, new airport hangars, widening of Interstate 57 and Route 13, expansion of healthcare and educational services, and the development of new industrial and commercial areas are just examples of the many improvements that have recently been made in the District. Plans and funding for many more improvements are already in place and will continue to build a stronger foundation for growth in the District.

There are still several areas that the district needs to improve and this CEDS provides strategies to make measurable changes in those areas while building momentum from the recent successes. The result of successfully implementing this strategy will move the District closer to achieving its vision.

Vision Statement

The Greater Egypt Region will become a thriving, economically diverse environment for business and industry with a growing population, labor force, per capita income and expanding tax base, while maintaining a high quality of life and place.

Utilizing the data gathered by the Greater Egypt CEDS participants, four core goals emerged as the most important for regional progress toward achieving the vision. The four core goals for Greater Egypt are:

- Goal # 1** Increase the Greater Egypt District’s total labor force from 103,194 to 108,000 by 2025.
- Goal #2** Increase the Greater Egypt District’s population from 225,719 to 228,000 by 2025.
- Goal # 3** Reduce the per capita wage gap between the Greater Egypt District and the United States from 73.4% to 75% by 2025.
- Goal # 4** Increase enrollment at SIU from 11,695 to 15,000 by 2025.

These core goals are followed in the CEDS by a subset of objectives that best represent the most attainable areas of improvement. Specific strategic actions that best lend themselves to completion of each regional goal have been developed for priority objectives.

Over the next five years, Greater Egypt along with a multitude of partners will work to implement the strategy contained within the 2020 CEDS. All working together with common goals and objectives that will improve and change the perception of the Greater Egypt District for decades to come.

On behalf of Greater Egypt Regional Planning and Development Commission, I would like to thank all the individuals and agencies that contributed to the development of the 2020 Greater Egypt Comprehensive Economic Development Strategy.

Sincerely,

Cary Minnis

Executive Director

Greater Egypt Regional Planning and Development Commission

Summary of Economic Conditions

Introduction to the Greater Egypt Economic Development District (EDD)

The Greater Egypt District is located in southern Illinois. The District's center is 100 miles from the metropolitan areas of St. Louis, Missouri, and Evansville, Indiana, and 70 miles north of Paducah, Kentucky. Chicago is 300 miles to the north, and Memphis is 225 miles to the south.

The District is comprised of the five Illinois counties of Franklin, Jackson, Jefferson, Perry, and Williamson; an area of 2,478 square miles with a 2017 population estimate of 225,719 persons.

Throughout the District, community and economic development planning fosters partnerships between governments and the private sector. Regional collaboration led to the establishment of the Greater Egypt Regional Planning Commission in 1961. The increased, federal involvement from The U.S. Economic Development Administration (EDA) led to the redevelopment of the Greater Egypt Regional Planning and Development District in 1967. The Greater Egypt District has long held strong relationships with local, State and Federal agencies to promote the development of the District.

Since then, other local economic development corporations and individual economic development professionals have been utilized by the local communities to further their specific goals.

Greater Egypt maintains a multitude of partnerships with workforce, economic development, and other planning partners. Greater Egypt would like to include special recognition to the following agencies that have partnered on the development of the CEDS:

The **Franklin County Regional Economic Development Corporation (FREDCO)** partners with city, area, state, and federal efforts to maximize the opportunities for business growth and economic development.

The **Jackson Growth Alliance** encourages economic and community development for all of Jackson County, Illinois and the greater southern Illinois region. The Jackson Growth Alliance unites the efforts of the Jackson County government, City of Carbondale, City of Murphysboro, Southern Illinois University, Southern Illinois Airport Authority and the Jackson County business community for the achievement of economic development goals.

The **Jefferson County Economic Development Corporation (JCDC)** is a partnership of private industry, local and state government, local and state agencies, education, cultural entities, and faith-based organizations which provides a resourceful and flexible environment to meet ever changing demands and implement strategy for development.

Regional Economic Development Company (REDCO) has been called the "poster child" for cooperation in economic development circles. From the original partnership between the City of Marion and the Marion Area Chamber of Commerce has grown a unique network of

communities, governmental units, business enterprises and private citizens who are all on the same page when it comes to promoting economic development. The purpose of this spirit of cooperation is to provide opportunities for employment for the citizens of Williamson County and Southern Illinois, a task that REDCO embraces enthusiastically.

The **City of Carbondale's Economic Development Office** coordinates the City's economic development activities; manages economic development incentive programs; initiates activities to attract and retain new and existing businesses, and; serves as the City's liaison with state, federal, and local economic development agencies through participation in cooperative regional economic development initiatives.

The **City of Marion Economic Development Office** works with the existing businesses and industries in their retention and expansion. In addition, the office works with the State, Federal, and local planning agency in searching for new business and industries. This involves making sure that all entities are aware of all the sites and incentives available to them.

The **Pinckneyville Economic Development Office** focuses on building the long-term economic base of job retention, expansion of existing business, encouragement of new business, and the best use of the community's economic resources. This office coordinates new business recruitment and works to maintain a strong relationship between the city, surrounding area and state and federal resources.

The **SIU Research Park** is a nonprofit corporation affiliated with Southern Illinois University Carbondale (SIU Carbondale) that serves as a catalyst for

innovation and entrepreneurship development in southern Illinois. Its mission is to establish and support an environment to foster innovation, commercialize University discoveries, and advance entrepreneurship and economic development within SIU and throughout the region. Core services include providing expert technical assistance and specialized business and research space to emerging and expanding companies.

The **Southern Illinois Workforce Development Board** through its Workforce provider Man-Tra-Con has the primary mission is to collaborate effectively with workforce partners to create quality workforce solutions throughout Local Workforce Area 25, comprised of Franklin, Jackson, Jefferson, Perry and Williamson counties. In addition, Man-Tra-Con collaborates with innovative partners in economic development, healthcare, community and social service and education to create unique solutions to the workforce challenges that face the region.

Summary Background

The Greater Egypt Economic Development District is located in the heart of southern Illinois. Closer to St. Louis Missouri, Memphis and Nashville Tennessee than Chicago Illinois, Greater Egypt is unlike the rest of Illinois. Void of major metropolitan hustle and bustle and farm fields as far as the eye can see Greater Egypt provides a scenic backdrop filled with trees and lakes with communities that are large enough to support modern amenities, but not so large that the rural feel is lost.

For decades Greater Egypt has been transitioning from coal and farming as the major industries in the region. The rapid decline of the coal industry left many in the region suffering from unemployment

and poverty as it has taken many years for the economic shifts to take place. Through this transition many new opportunities have taken shape and are beginning to replace the old economy. Leading these changes are the Manufacturing and Healthcare sectors. Major employers such as Continental Tire, Aisin, Southern Illinois Healthcare, St. Mary's Good Samaritan have grown in the last decade and replaced many of the jobs once held in the mining and agricultural industries. In addition to these key sectors new cluster are forming in the region such as aircraft maintenance and repair.

Developing Infrastructure is further changing the landscape in southern Illinois. Major expansions to Interstate 57, which runs north and south through the center of the Greater Egypt District, are already underway. The expansion will result in a six-lane interstate from I-64 to I-24. Route 13, the second busiest roadway in southern Illinois, crosses the Greater Egypt District from east to west and is also being expanded to six lanes. New water mains, airport hangars, business parks, broadband, multi-use paths, and transit infrastructure are other key pieces of local infrastructure that have either been recently constructed or are in progress.

With all of this exciting industrial and infrastructure growth it would be expected that the Greater Egypt District would be in a major growth pattern, but this is not the case. While Greater Egypt has been doing better than most regions in Illinois the reality is that Greater Egypt is still a rural area and recent trends in the United States have been hard on rural areas. Population growth in many rural areas has been declining or stagnant in recent years. This trend has been exacerbated in southern Illinois by numerous sophisticated marketing campaigns over the last decade that attempt to pull our businesses

and residents out of the state. Despite the trends and the attacks, the Greater Egypt District has worked hard to keep moving forward and as a result it has maintained its population and continually finds ways to add new jobs.

Changing Perspectives

Illinois has been the target of marketing efforts that have chipped away at perception of the business climate, opportunities, and quality of life within the state. Unfortunately, these marketing campaigns are not the only marketing that has had the same effect. Local and state-wide advertisements and news articles have compounded this messaging of doom and gloom in Illinois. A state that, if you listened to the media, could not produce a single job. While there are truths buried within this marketing, and there are always opportunities to improve the business climate, southern Illinois remains open for business.

Major population decline in Illinois is often cited as a sign of the decline of this state and southern Illinois gets included in this perception. The reality for the Greater Egypt District is that the total population has only decreased by 1,594 people or -0.7% since 2010, but looking back to the year 2000 the total population is still up 2,654 persons. While articles consistently speak about Illinois' declining population the Census numbers don't yet support those claims. From 2010 to 2017 the population in Illinois grew 23,894 or 0.19% to 12,854,526. The state policies impacting employers in Illinois including workers compensation, right-to-work, and minimum wage are the most frequently cited subjects of negative campaigns and articles about doing business in Illinois. The policy differences find their way to commercials, print ads, and even billboards along our highways, but the

reality of these policy differences is that they are not the only policies or factors impacting employers. These are the soundbites used to deter further investigation and to instill a hopeless feeling about conducting business in southern Illinois. The truth is that the policy differences are real, but despite the negative spin and impacts of these specific policies businesses are finding ways to take advantage of what southern Illinois has to offer. In fact, our largest manufacturers have added thousands of jobs through investments north of \$1 Billion in the last decade.

Harley Davidson is a global company with over 1,400 dealerships around the world and when the new owners of the Marion Harley Davidson dealership took over, they found southern Illinois to hold tremendous potential and grew the business to become the world's number 1 sales leader. An accomplishment that any dealership would dream of and one that Black Diamond has achieved twice in recent years. This accomplishment exemplifies that a business in the Greater Egypt District has the economic conditions required to become a global leader.

The other major concern for many about rural areas is having access to quality healthcare. Most people assume that when you move to a rural area you will lose access to many modern amenities and healthcare is no exception. Healthcare in the Greater Egypt District has made tremendous progress in the last decade. The local healthcare providers have expanded services to rival what is available in major metropolitan areas including: In March of 2015 the **SIH Cancer Institute** opened as the only comprehensive cancer center in southern Illinois. To accommodate growing demand, ground was broken recently on an expansion project that will nearly double the capacity. Considerable investments have been made in the hospitals, including the addition of

patient beds, operating rooms, and state-of-the-art equipment. Memorial Hospital of Carbondale was recently designated a Level II Trauma Center, serving as the only trauma center in the southern half of Illinois. Memorial became the second hospital in the state of Illinois to begin performing the cardiac TAVR (transcatheter aortic valve replacement) procedure and is one of 5 hospitals in the world to perform a TAVR on a dextracardia (where the heart sits backwards). Over 115 new physicians have been recruited in the last five years, bringing new specialties and services to the area. Telemedicine services were implemented and continue to grow, with options for virtual primary and specialty care visits, physician consultations, and remote patient monitoring. Access to care has been improved with the addition of multiple urgent and walk-in clinic sites. Behavioral/mental health services also continue to increase, adding a growing number of providers to locations within both hospitals and clinics.

Recent Successes

Building momentum for sustained growth using the districts recent successes will be critical for achieving the vision we have set for the Greater Egypt District. Fortunately, the last five years has been productive and the Greater Egypt District has completed many important projects and many more are in progress. These key developments include:

Transportation Developments

The Illinois Capital Bill along with State, and Federal grants are making tremendous changes to the Districts transportation network. The Greater Egypt District is part of IDOT District 9. The FY 2020-2025 Multi-Year Program for District 9 includes \$1.14 Billion for transportation projects.

FY 2020-2025 Multi-Year Program for Greater Egypt

The multi-year program includes projects in all five counties and in the Greater Egypt District includes improvements to most State roads in the District. This level of investment in roads and bridges has not been made since the construction of the interstate.








One of the most important projects in the multi-year programs is the continued expansion of Interstate 57. The rebuild Illinois Capital Bill will provide the funds necessary to complete the six lane expansion between Marion and Interstate 64 in Mt. Vernon.

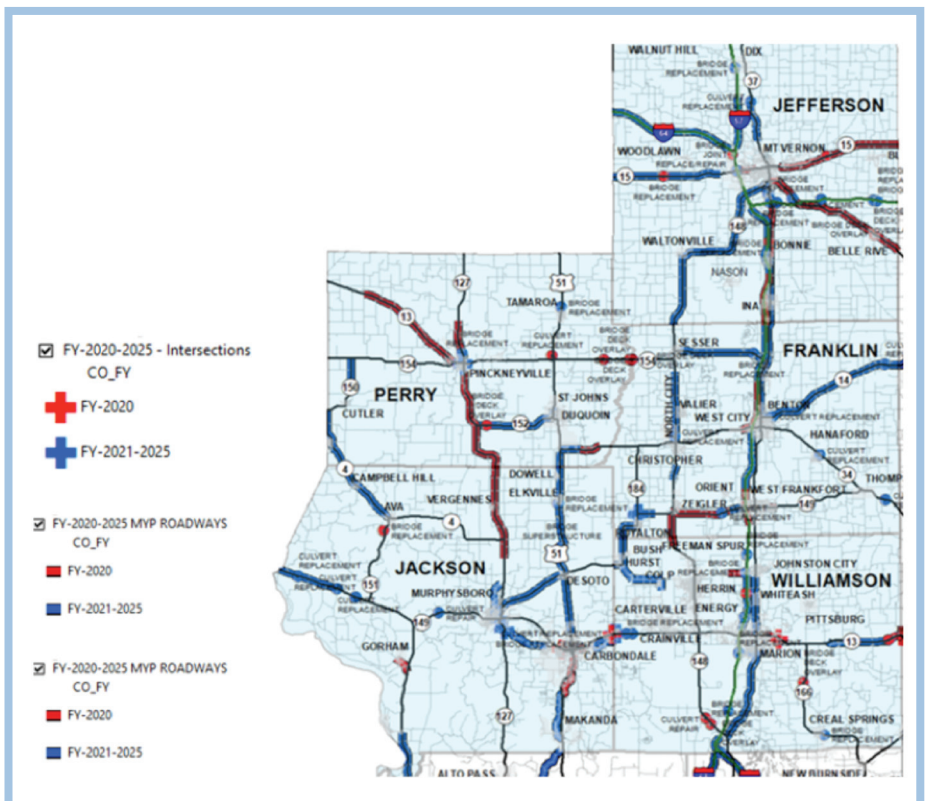
I-57 Reuild Illinois Capital Bill

- \$193 M
- 6-lane Expansion
- North of West Frankfort, MP 66 to Mt Vernon, MP 92
- 26 miles and 8 bridges
- Construction 2022-2026

Expansion of Interstate 57 to 6 lanes has already been completed from Marion to Johnston City and an additional segment from Johnston City to near West Frankfort is currently under construction. These projects will complete approximately 10 miles of the planned 38 miles of 6 lane expansion from Marion to Mt Vernon.

CARBONDALE/MARION PROJECTS

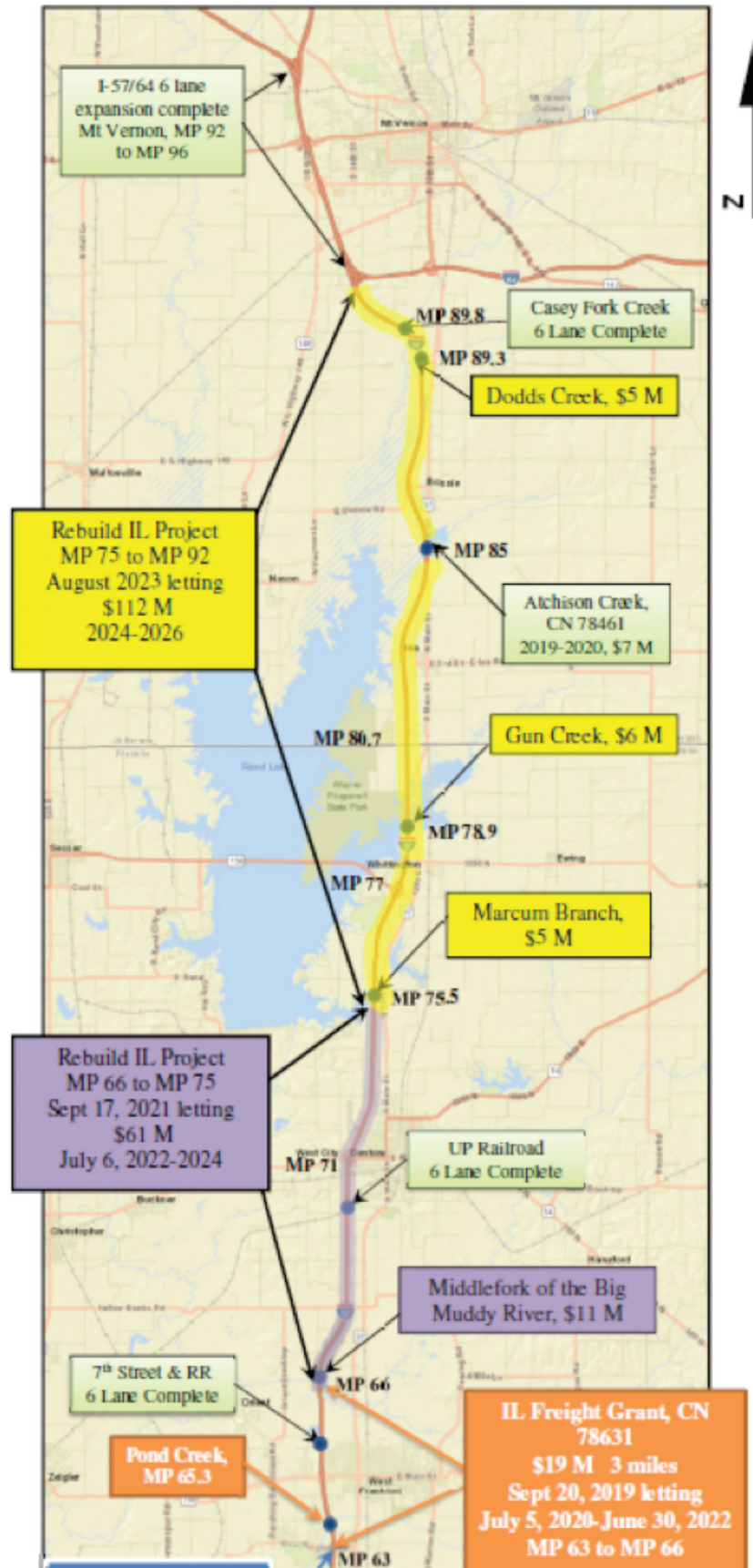
-  I-57: \$193 million for additional lanes and bridge replacements along critical freight corridor from south of Illinois 149 in Franklin County to the I-64 south Tri-Level interchange in Mount Vernon.
-  Passenger rail: \$100 million to improve safety and reliability on Amtrak's Saluki service between Chicago and Carbondale.
-  I-24: \$77.9 million to resurface 39 miles from Interstate 57 in Williamson County to the Ohio River in Massac County. Project includes bridge replacement 4 miles south of Johnson County line.
-  I-64: \$42 million for reconstruction and bridge deck improvements from the Washington County line to I-57 in Jefferson County.
-  Illinois 37: \$17.8 million to resurface and add shoulders along 7.8 miles to improve safety from Wildcat Drive to Illinois 148 in Marion.
-  Illinois 127/13: \$3.7 million to resurface 8 miles from the Perry County line to 2 miles north of Ava Road in Murphysboro.
-  U.S. 51: \$3.6 million to resurface 10 miles from Hallidayboro Road south of Elkhville to Industrial Park Road in Carbondale.



New interchanges have also been constructed in Marion and Mt. Vernon. The new Marion Interchange at the Hill Avenue was constructed as part of the reconfiguration of the I-57/IL 13 interchange from a cloverleaf to a single point with collector distributor ramps providing dual access to IL 13 and the Hill Avenue. IDOT chose a diverging diamond configuration for the Hill Avenue interchange in order to provide maximum service capacity to commercial developments on both sides of the interstate.

At Mt. Vernon a new diamond interchange has been constructed at Veteran's Drive. This interchange provides access to the Wells Bypass and Davidson Avenue both of which proved connections to commercial development and the truck stop along IL 15 west of the interstate. Additionally, the Veteran's Drive interchange provides access to the Good Samaritan Hospital Complex and the Cusumano Sports Complex. Both of these new interchanges also open up undeveloped adjacent properties for potential development.

In recent years, IDOT has made significant progress toward it's long term goal of expanding IL 13 from 4 lanes to 6 lanes between Carbondale in Marion. From 2011 to 2015, IDOT completed 6 miles of this planned 12 mile expansion from Marion to Carterville. Since then, IDOT has completed an additional 3 miles between Carbondale and Carterville leaving only a 3 mile gap between Reed Station Road and Shawnee Trail to complete this major regional project.



SIMPO has recently completed, at IDOT's request, studies recommending preferred bike routes between Marion and Carbondale and Carbondale and Murphysboro. The groundwork from these studies has placed the various agencies in a good position to compete for construction funds and as a result the following trail segments have been completed.

- Greenbrier Road to Campground Road (1 mile)
- Trail across the John A. Logan College Campus (1 mile)
- Giant City Road to Reed Station Road (1.5 miles)
- Airport Road to Wood Road with IL 13 underpass (0.5 miles)



Along the I-57 corridor the cities of Benton and West Frankfort are both seeking to modify their access to I-57 to relieve congestion, better serve existing industry and open up new areas for development.

In Benton, the proposed modifications would not add access points to the interstate but rather improve the transportation system by more efficiently distributing traffic utilizing the same number of access points. The existing interchange was constructed in 1963 and has served the area well for most of the past

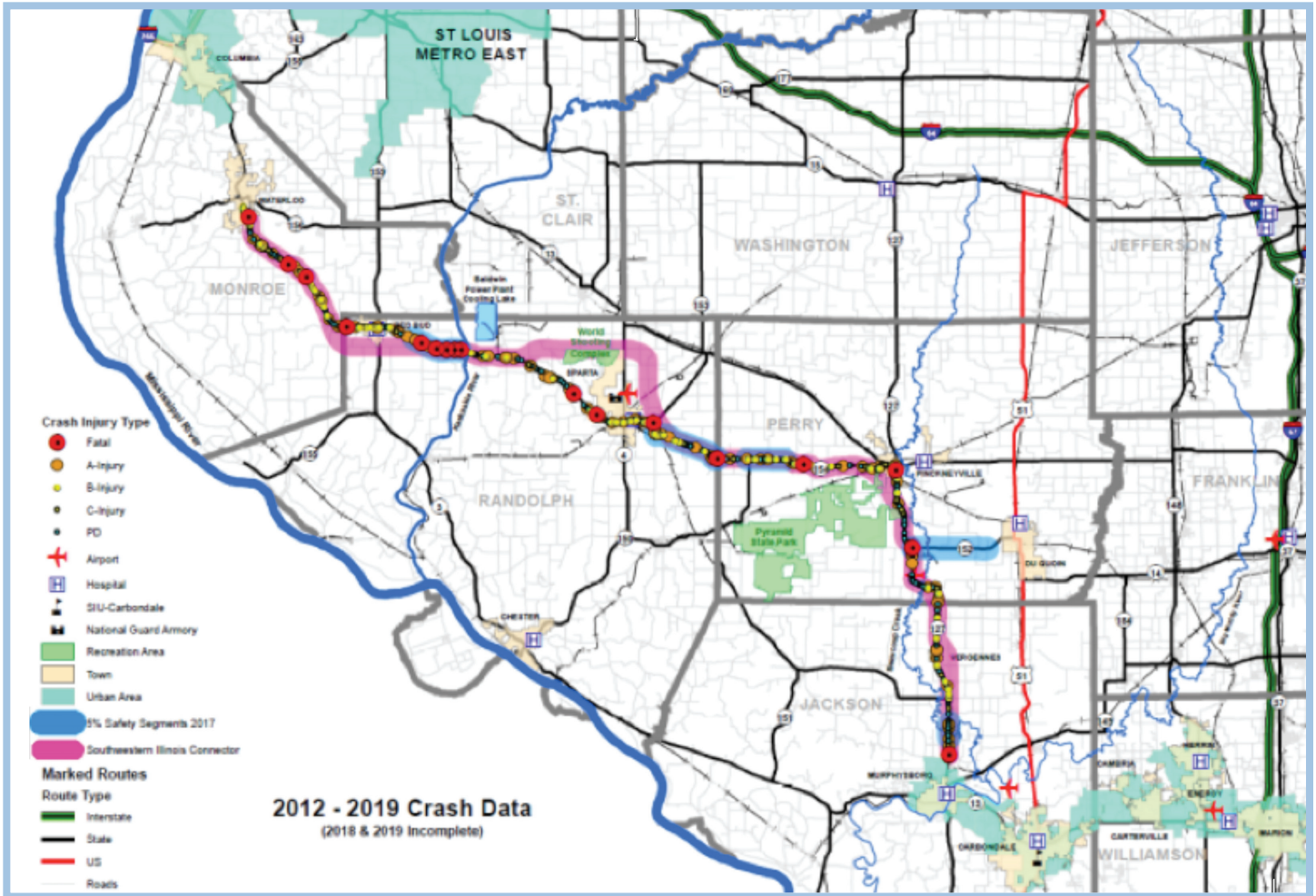
50 years. However, recent and anticipated development is resulting in a need to improve access to I-57. The proposed Split Diamond configuration would preserve access to residential, institutional, and commercial destinations in Benton and West City while at the same time improving access to regional industrial centers. Specifically, the proposed Split Diamond configuration would maintain the existing “local” connection to IL-14 and also provide a new “industrial” connection at Petroff Road. This configuration would allow heavy truck and industrial traffic to access industrial areas north and east of the existing interchange without traveling through downtown Benton and West City and through the Benton Town Square.

West Frankfort is also seeking to revise access from a traditional diamond to a split diamond in order to alleviate congestion and provide better access to undeveloped properties south of the existing interchange.

Southwest Illinois Connector

The Southwest Illinois Connector Highway Task Force recently completed a report that outlines the details about a proposed four-lane road that would connect Southwest Illinois to the St. Louis Metropolitan area. The project is estimated to cost \$800 million and cuts through Jackson, Perry, Randolph and Monroe counties.

The idea of a regional rural expressway connecting Southwest Illinois to the St. Louis Metropolitan area has been proffered and studied for many decades. Today, IL 3, IL 154, and IL 13/127 from Waterloo to Murphysboro has only one travel lane in each direction with freight bottlenecks, inadequate shoulder widths, no multi-modal facilities, and a tragic history of fatal and severe injury traffic



accidents. There are compelling safety concerns and many lives have been lost and even more people have been critically injured via head-on collisions and lane departure crashes. Funding is needed to widen the highway to two lanes in each direction to enhance capacity and reduce travel times, eliminate freight bottlenecks and congestion, promote tourism, boost infrastructure investment and economic activity in the region, provide intersection improvements to enhance safety for drivers, pedestrians, and cyclists, widen shoulders for farm equipment, school buses, and reduce lane departure crashes, improve the quality of life for community members, reduce emissions, and enhance safety for all users.

Transit

Major improvements have been made recently to the transit system in the Greater Egypt District. Southern Illinois University's Saluki Express is now operated by RIDES Mass Transit which has allowed the region to qualify for Small Transit Intensive Cities funding through the Federal Transit Authority. This funding will assist with a transition to a fixed route service along the Route 13 Corridor in Jackson and Williamson Counties. RIDES Mass transit recently completed construction of a new park and ride facility in Marion and Carbondale was recently awarded a BUILD grant for the construction of a new Multi-Modal Station in Carbondale. These new transit centers will serve as the hubs for an expanded transit service serving the region.

Southern Illinois Multi-Modal Station



Major Economic Development Projects

The **City of Mt. Vernon** recently cut the ribbon on a new 100-acre industrial park. This new industrial park was needed as their previous industrial park is almost entirely built out. Only a few smaller sites are still available. This new Industrial park will allow Mt. Vernon to keep their job creation momentum going.



The **Halfway Road Project** in Marion has already created more than 50 new jobs, opened 80 acres for future development, and relieved congestion for the Marion High School by providing new access to the school. The development potential of the vacant property is a major opportunity.



Hangar 9 – Code 1, Galaxy, Crucial
 Hangar 11 – Galaxy
 Hangar 10 - Crucial



The **Southern Illinois Airport** is constructing three new hangars, two 27,000 SF hangars, and one 12,000 SF hangar to support the emerging aircraft maintenance and repair cluster. This new development will add more than 120 high wage jobs. These developments are happening as interest in developing near the SIU Transportation Education Center is growing. SIU's automotive and aviation programs are among the best in the nation. Developing a business adjacent to programs like these provides a competitive advantage as they are virtually guaranteed access to highly qualified applicants for highly skilled occupations.



Galaxy Aviation
 Aircraft Demo
 Parts Resale

A New MRO Hangar
 for Southern Illinois Airport
 Hangar 11 - Galaxy

Boeing 737

Airbus 320

Galaxy Aviation
 A and B Checks

Boeing 737 >>>>



Major Manufacturing Expansions

Continental Tire the Americas, LLC

Continental Tire the Americas, LLC (CTA) is located in Jefferson County, Illinois. The plant was constructed in 1973 by General Tire. In 1987, Continental AG, based in Hanover, Germany purchased General Tire and changed the name in 2010 to its current name.

The plant currently employs approximately 3,600 individuals and operates 24/7. The plant has expanded multiple times including a \$224 million expansion creating 444 new full-time jobs in 2011. Of the \$224 million, \$171 million was directed to new machinery and equipment and \$53 million for building and infrastructure. This increased the plant capacity by nearly four (4) million tires per

year. In 2016, Continental Tire added 267,000 square feet of new building and 320,000 square feet of improvement to their parking lots. The total investment for 2016 was \$23,590,000 in new construction and \$5,000,000 in Capital Equipment. Between 2017 and 2019, Continental Tire added another 103,000 square feet of building space for a total investment of \$14,950,000. CTA has invested over \$544 million in this facility since 2006.

In addition to the economic benefit to the community, CTA partners with Rend Lake College, Southern Illinois University, McKendree and Mid Continent University offering employees the ability to earn a degree on site at the plant free of charge. Other community involvement includes sponsorship and participation with Heart Walk, Relay for Life, Diabetes Walk, United Way campaign, participation on the Jefferson County



Southern Illinois Healthcare Cancer Center

Chamber of Commerce, Jefferson County Development Corporation and Rend Lake Foundation. More than \$60,000 per year is donated back to the community by way of sponsorships and donations.

Aisin – Marion, Illinois

What started out as one plant employing 200 in 2002 has blossomed into three plants employing more than 2,400 employees. At the main plant, **Aisin Manufacturing (AMI)**, workers make sunroofs and door assembly units. The second plant that opened, Aisin Light Metals (ALM, makes aluminum bumper parts and plastic dashboards and wheel covers. The success of the first two plants led to a third, Aisin Electronics (AEIL). Workers there make electronic systems used to control sunroofs, power doors, seats, mirrors, steering wheels, four-wheel drive systems, smart keys, running lights and airbags.

Major Medical and Education Projects

Southern Illinois Healthcare opened the new \$24.5 million, 43,500-square-foot Cancer Center in 2015. The new facility has allowed for a new model of treatment incorporating a team approach to patient care among physicians and specialists who meet daily to formulate care plans. The model is in part made possible by housing all services under one roof, including radiology and chemotherapy, a pharmacy, lab work, physical therapy both prior to and following treatment. The facility was built on a wooded 15-acre lot adjacent to the Crab Orchard Wild Life Refuge which provides a peaceful setting and includes local art pieces, scenic views of a healing garden and pond, and a lounge area complete with a fireplace. Prior to the completion of this facility many patients had to leave southern Illinois for the treatment.



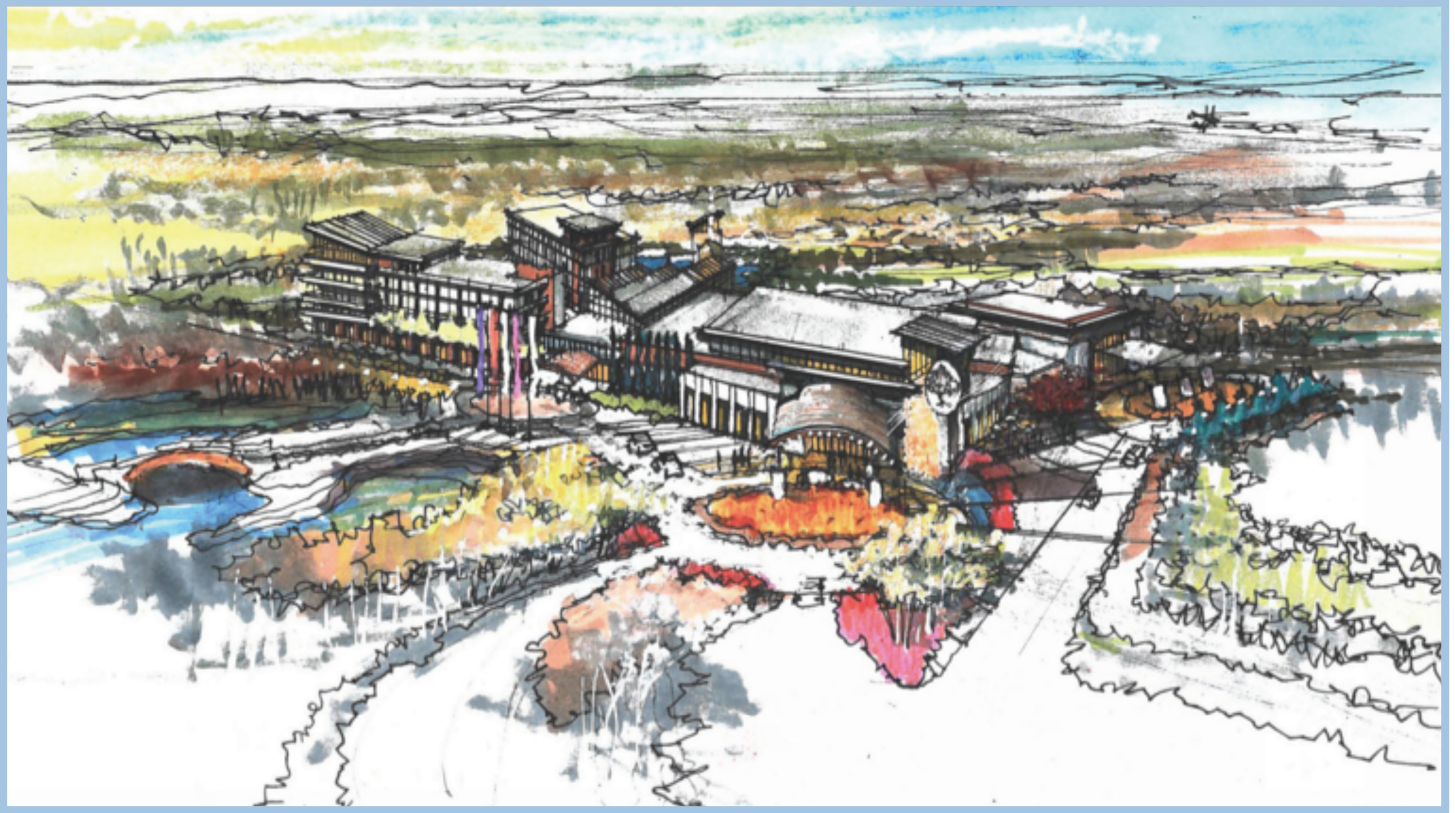
The new multi-million-dollar **SIU Family Medicine Center** is a collaboration between Southern Illinois Healthcare and Southern Illinois University School of Medicine. The \$17 million, 40,000 square foot facility will be a clinic offering services to residents while providing hands-on training for SIU School of Medicine students. The new facility will allow for the expansion of two exceptional programs, the SIU School of Medicine Physician Assistant Program and the SIU Carbondale Family Medicine Residency Training Program. Along with the expansion of these programs' new opportunities for other allied health programs will be expanded. This is a major investment in the healthcare workforce for southern Illinois.

SIU Communications Program

Initial funds have been released by Illinois Governor JB Pritzker for the renovation and expansion of SIU's Communications Building. The \$83M capital improvement project will add approximately 60,000 square feet to the complex, update the building's infrastructure, and provide funds for remodeling, equipment upgrades, and technology enhancements.

The additional classroom, auditorium, laboratory, and digital post-production spaces reflect the communications industry's growing trend toward media convergence in a combined broadcast/print newsroom. These state-of-the-art facilities will provide an enhanced learning laboratory for undergraduate and graduate students, leading to increased enrollment and strengthening collaborative opportunities with employers throughout southern Illinois and across the globe.





Major Tourism

Walker's Bluff Casino Resort will be constructed in phases upon receiving casino gaming license approval from the Illinois Gaming Board. Upon final approval of the casino license, Walker's Bluff Casino Resort intends to construct:

Temporary Casino: On the site where the permanent facility will be constructed, they plan to construct a temporary casino as expeditiously as possible. This facility is planned to include 400 slots machines, 8 table games and a food and beverage outlet. It is anticipated that the temporary casino will open 9 months after license approval.

Phase 1 Casino Resort: Construction will begin approximately 9 months after the temporary casino begins operations. The Phase 1 Casino Resort is anticipated to open 24 months after

the temporary opening and it will include 250 additional slot machines, 6 additional table games, 100 hotel rooms, a spa, a concert lounge, and additional food outlets.

Event Center: Once Phase 1 Casino Resort is operational, the Temporary Casino will be converted into an Event Center for the casino resort. The Event Center will accommodate up to 1,500 attendees for concerts and can be set up in various configurations for banquets, meetings and other events.

Phase 2: Recreational water facilities, additional hotel and other amenities TBD

The total project is estimated to create 1,250 construction jobs, 726 permanent jobs, \$15 million in local annual revenue, \$34 million in local employment and \$42 million in labor income through a proposed \$180,000,000 investment.

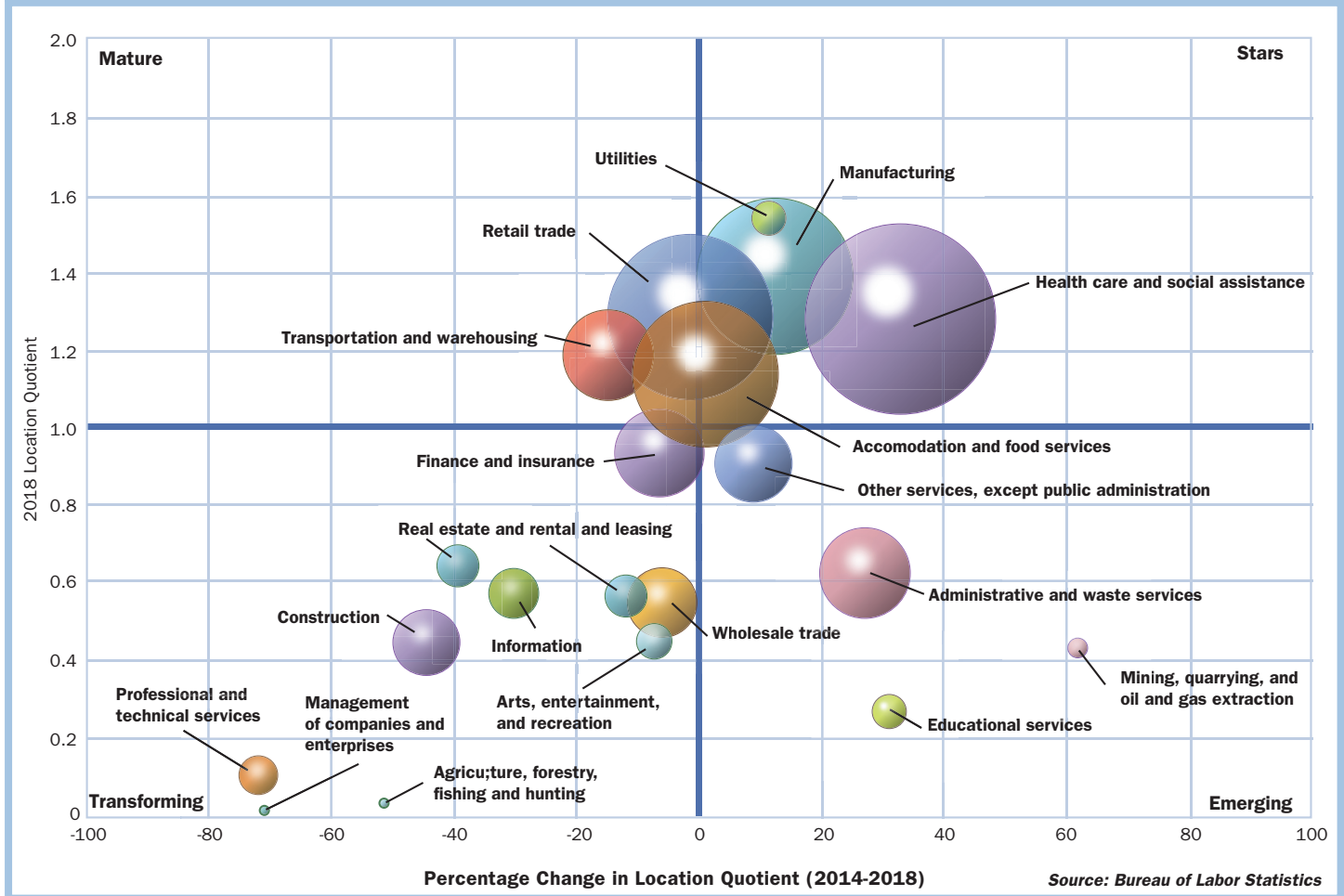
Identifying Key Industry Sectors

Healthcare and Manufacturing are the two key industry sectors leading growth in the region while providing high wage jobs. Transportation and warehousing is still a major cluster for the district, but has not had the same growth as in Healthcare or Manufacturing.

While the analysis below shows which industries the Greater Egypt District has gained specialization in over the last five year, it does not show the emerging clusters that are forming.

Of particular interest are clusters related to automotive aviation, and fermentation sciences. These clusters utilize assets found in the Greater Egypt District and are being supported by nationally recognized programs at SIU. It will be important for the Greater Egypt district to support the development of these new clusters to add jobs and economic diversity which will increase the districts economic resiliency.

Greater Egypt Regional Industry Cluster Analysis (5-Year)



Industry	2014		2018		2014-2018	
	Industry Employment	LQ	Industry Employment	LQ	Percentage Change in LQ	Employment Change
Base Industry: Total, All Industries	64,161	–	68,095	–	–	3,934
Agriculture, forestry, fishing and hunting	45	0.07	22	0.03	-51.63%	-23
Mining, quarrying, and oil and gas extraction	125	0.27	159	0.43	61.45%	34
Utilities	421	1.38	464	1.54	11.32%	43
Construction	2,757	0.81	1,780	0.45	-44.57%	-977
Manufacturing	8,354	1.24	9,602	1.39	12.18%	1,248
Wholesale Trade	1,905	0.59	1,773	0.55	-6.13%	-132
Retail Trade	11,026	1.29	11,040	1.28	-1.21%	14
Transportation and warehousing	3,405	1.40	3,384	1.19	-14.91%	-21
Information	1,240	0.82	880	0.57	-30.06%	-360
Finance and insurance	3,145	1.01	3,062	0.94	-6.44%	-83
Real estate and rental and leasing	728	0.64	691	0.57	-11.97%	-37
Professional and technical services	1,684	0.36	517	0.10	-71.98%	-1,167
Management of companies and enterprises	61	0.05	19	0.01	-70.97	-42
Administrative and waste services	2,349	0.49	3,163	0.63	26.90%	814
Educational services	308	0.21	430	0.27	30.86%	122
Health care and social assistance	9,601	0.97	13,842	1.28	32.78%	4,241
Arts, entertainment, and recreation	563	0.48	580	0.45	-7.26%	17
Accommodation and food services	7,811	1.12	8,584	1.13	1.09%	773
Other services, except public administration	1,954	0.83	2,232	0.91	9.13%	278

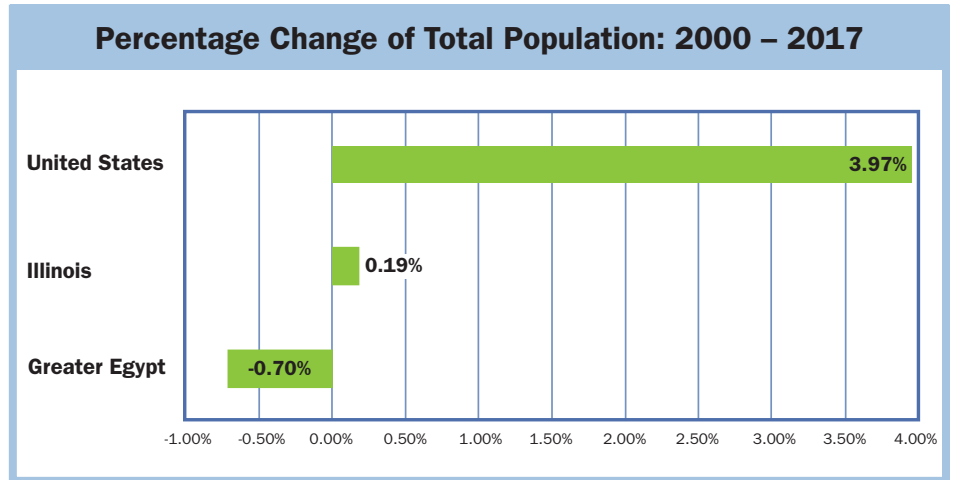
Retrieved 1/3/2020 from (https://data.bls.gov/cew/apps/data_views/data_views.htm#tab=Tables)

Key Economic Indicators

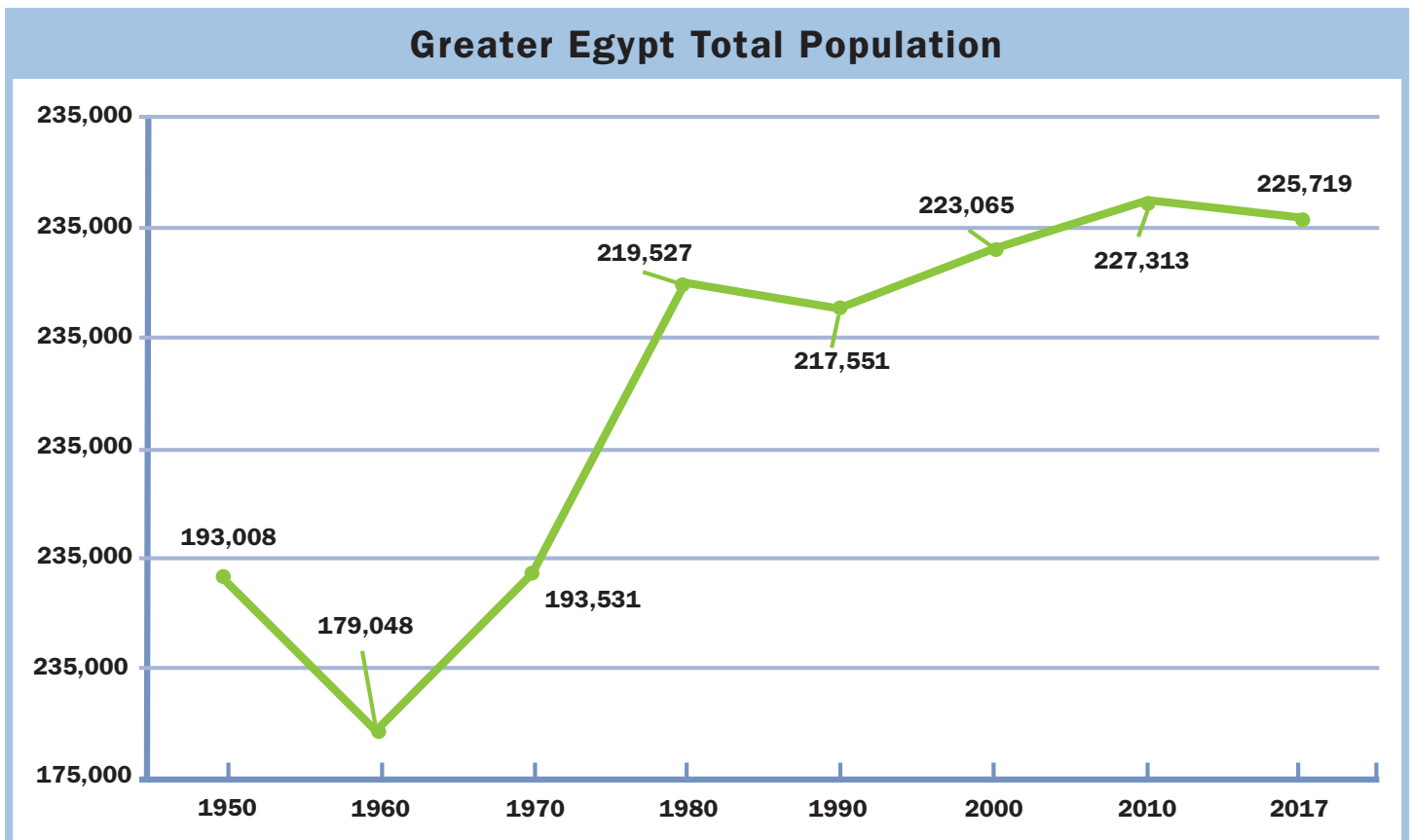
The following economic and socioeconomic indicators represent performance measures that are utilized to determine the success of the economic development efforts and general economic health within the District. Each key indicator was chosen through a two-step method. First, elected officials and select municipality staff were interviewed and asked which metrics they use to measure community health. The aggregated choices were then confirmed by the CEDS Committee. While data is useful in identifying trends and providing an aerial view of the District, it is recognized that the key economic indicators are influenced by multiple variables.

Population

The Greater Egypt District's total population has only decreased by 1,594 people or -0.7% since 2010, but looking back to the year 2000 the total population is still up 2,654 persons.



Source: 2000 Decennial Census, 2013-2017 American Community Survey.



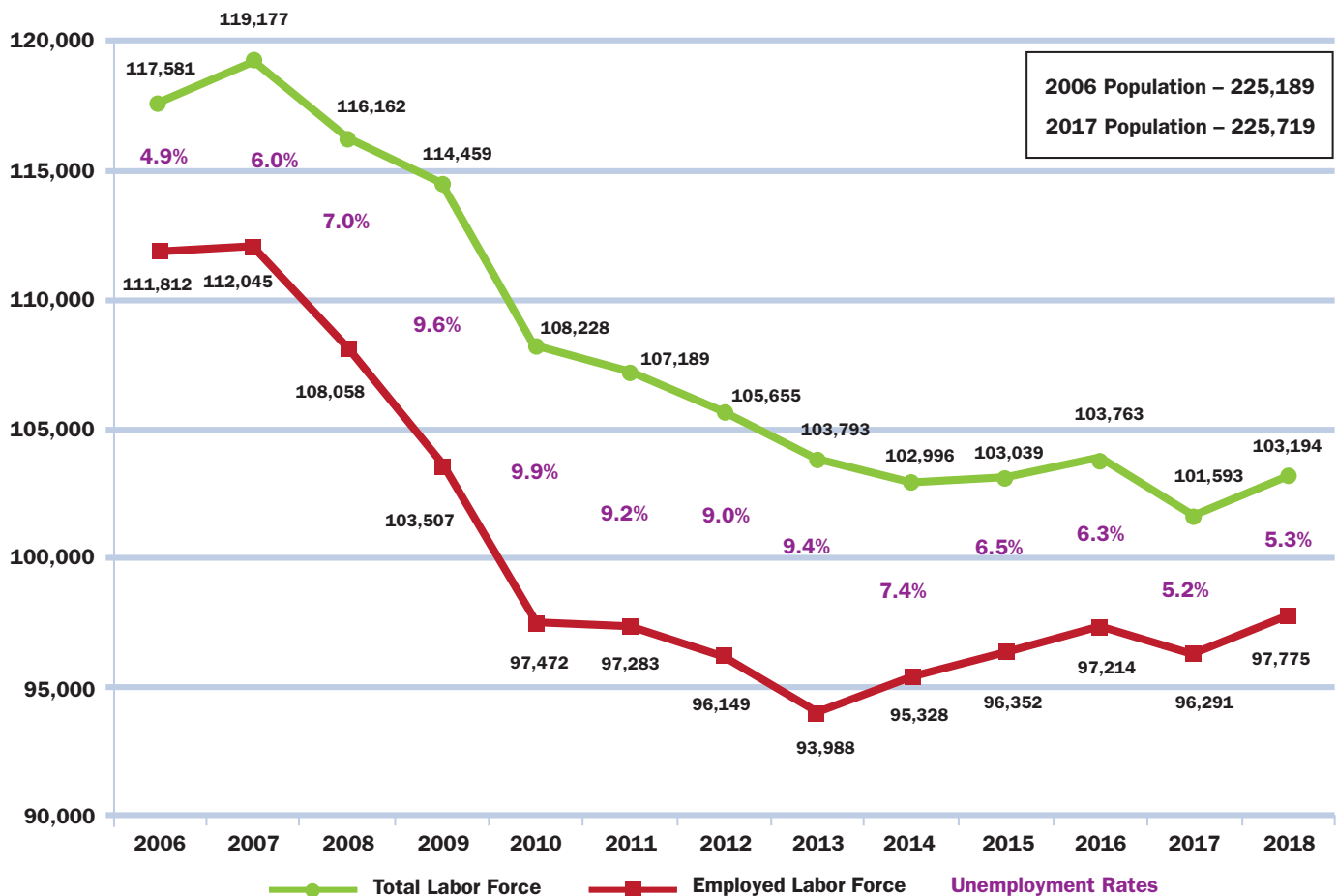
Source: Decennial Census 1950, 1960, 1970, 1980, 1990, 2000, 2010, 2013-2017 American Community Survey.

Labor Force Statistics

The shrinking of the Greater Egypt labor force may be the single greatest challenge facing the District. The total current labor force has been reduced to 103,194 from a 2007 high of 119,177. While the unemployment rate is currently at 5.3% which is lower than it was in 2007 this is no reason to celebrate. The trend over the last five years is that the total labor force is stabilizing and the unemployment rate is shrinking. This is an indication that the impacts of the recession are reversing, but we have many residents in the district that have abandoned

the search for employment which has left them out of the labor force and are no longer showing up in the unemployed numbers. A key for the Greater Egypt District is to work with the Southern Illinois Workforce Development Board and educational institutions to make available training programs designed for those not in the labor force to get the skills needed to enter into employment. Simultaneously, the District needs to work on attracting working age individuals and retaining the youth already here.

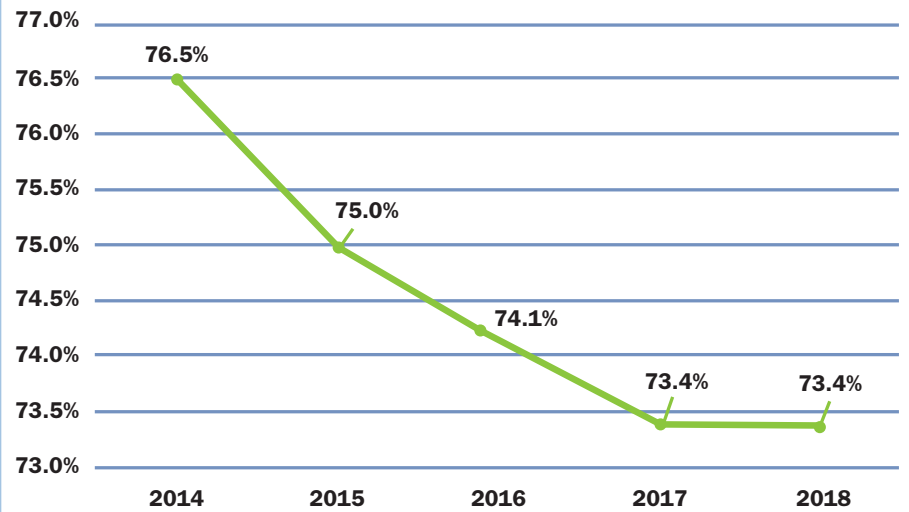
Labor Force Data for the Greater Egypt Region



Per Capita Income

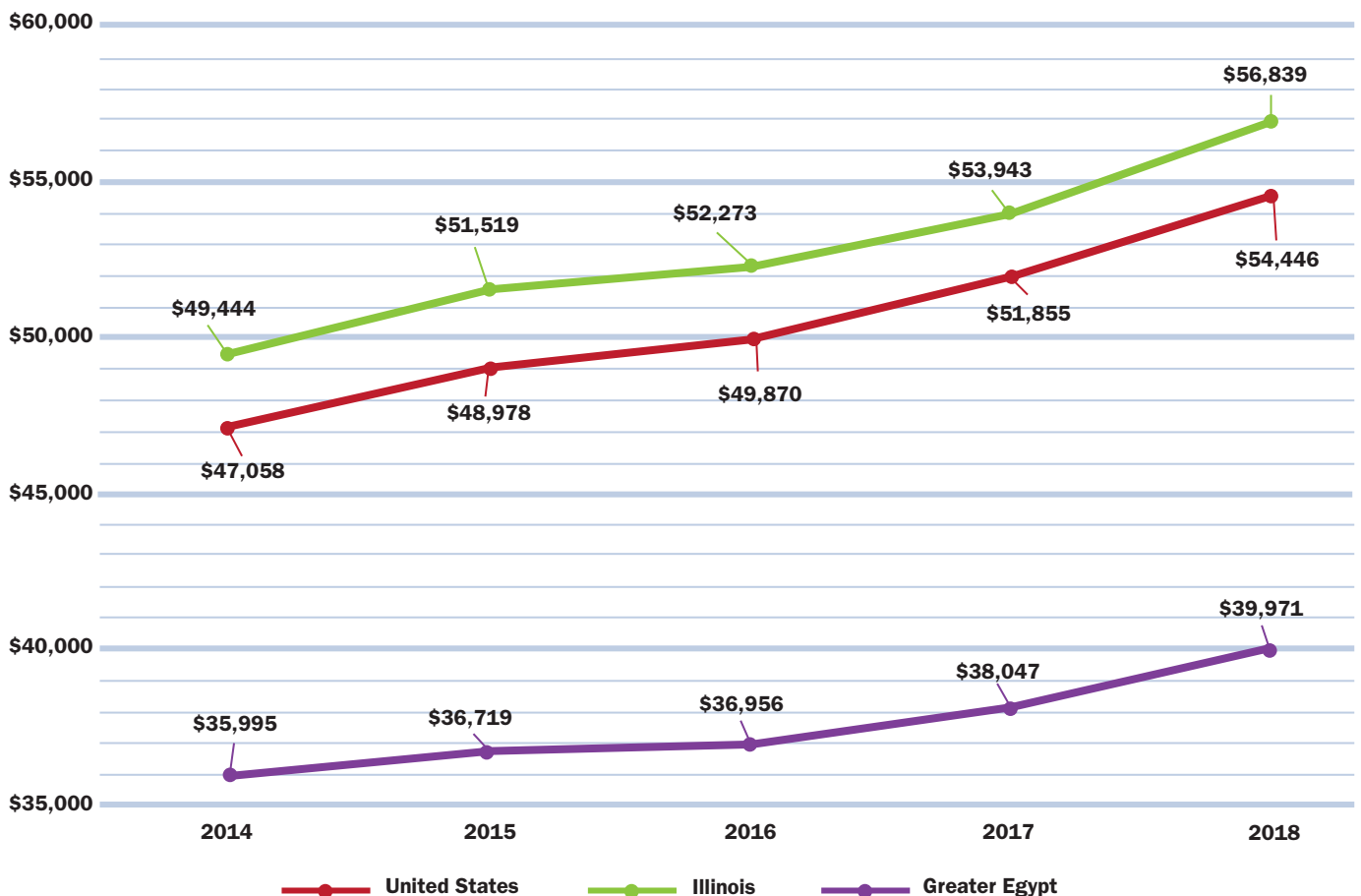
The Greater Egypt district is being left behind as the District's per capita income was 76.5% of the U.S. in 2014 and is now only 73.4% of the U.S. per capita income. While the trend in per capita income is increasing the district is simply not keeping up. Moving forward the Greater Egypt District must work to close the gap by focusing on creating high wage jobs.

Per Capita Income of Greater Egypt Compared to the United States



Source: <http://www.statsamerica.org/distress/distress.aspx>

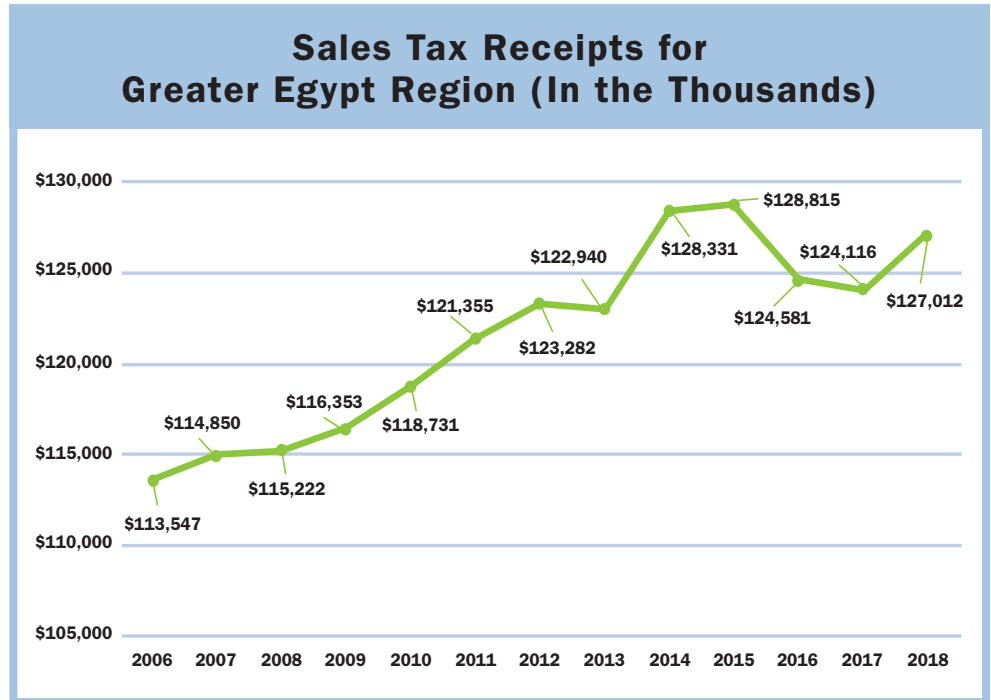
Per Capita Income



Source: <http://www.statsamerica.org/distress/distress.aspx>

Sales Tax Receipts

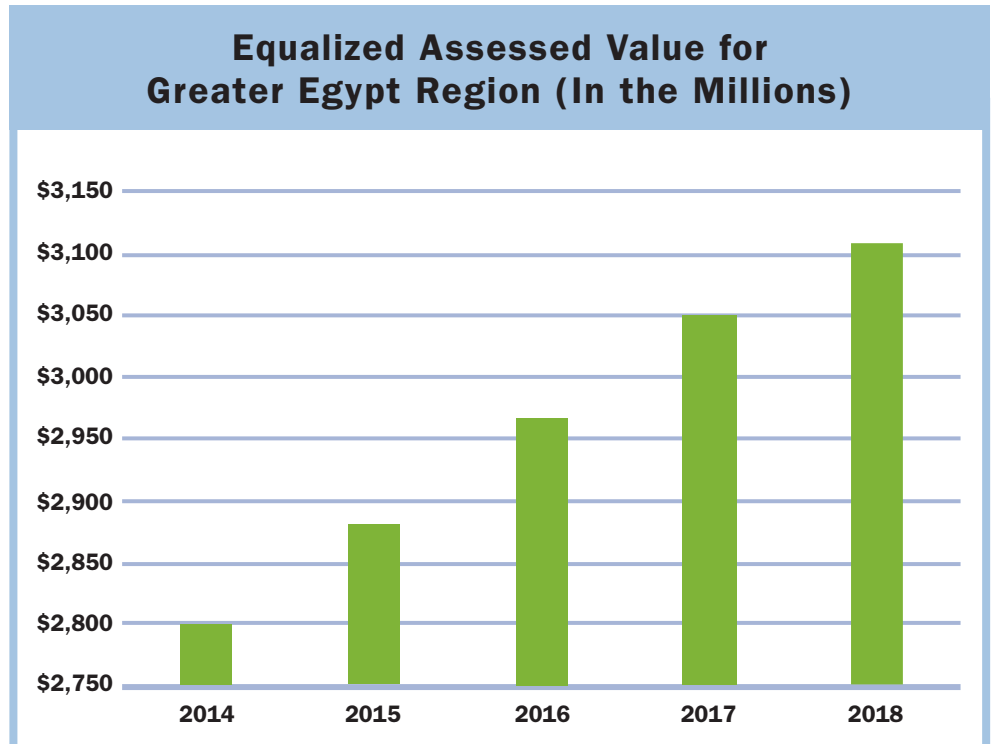
Even with the shrinking labor force participation the Greater Egypt District is experiencing a growth in the retail sales. For many of the municipalities in our District this an increasingly important factor in their community's overall health. While there is not growth in the sales tax receipts every year there is a very clear upward trend in the growth of sales tax. Keeping this trend moving upward is an important outcome we hope to achieve through the overall economic strategy.



Source: Illinois Department of Revenue, Standard Industrial Classification (SIC) Code Reporting.

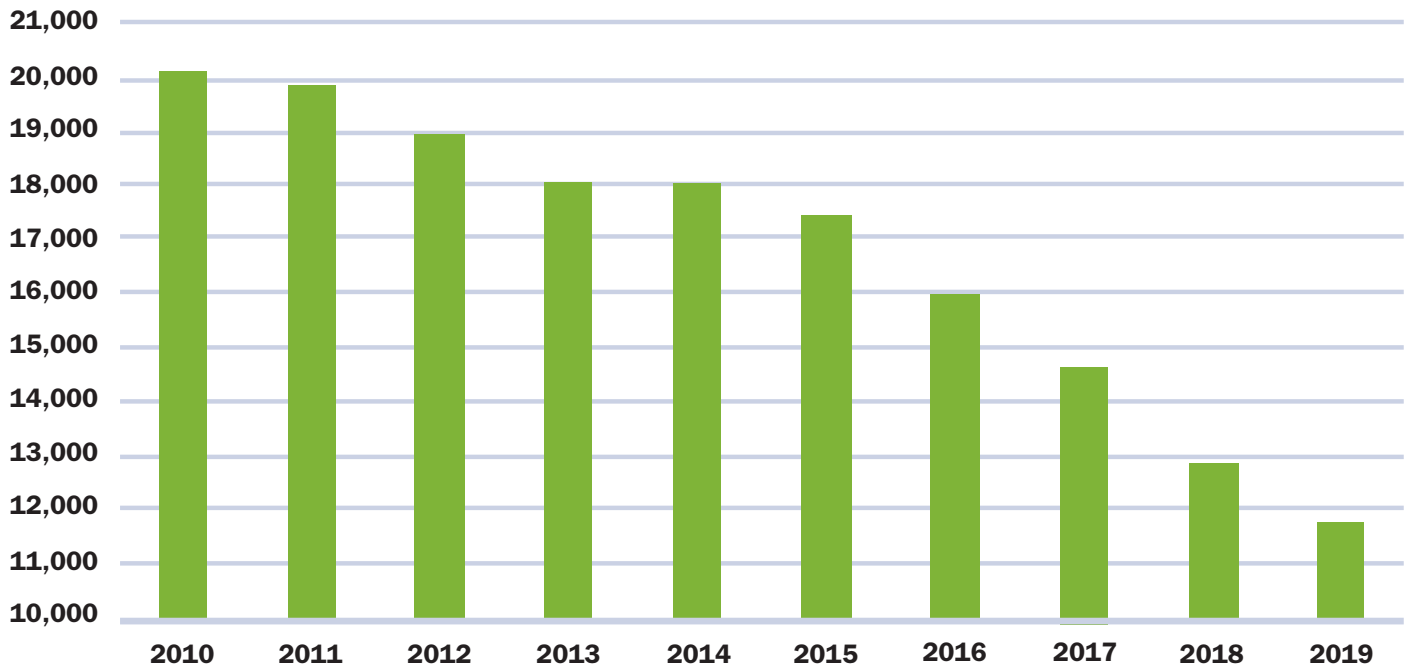
Equalized Assessed Value (EAV)

Equalized Assessed Value (EAV) was also identified as a key metric in determining the ongoing development and value of the District's land. EAV is best known as a formulaic portion of property taxes and, as such, remains important to the CEDS process as a way to better understand governmental revenue throughout the region. However, it also acts as a proxy for ongoing development and desirability of developable land within the Greater Egypt District.



Local Assessments as Revised by County Boards of Review, after state multiplier, with state assessed property and after exemptions.

SIU Fall Semester Full-/Part-Time Enrollment Headcounts

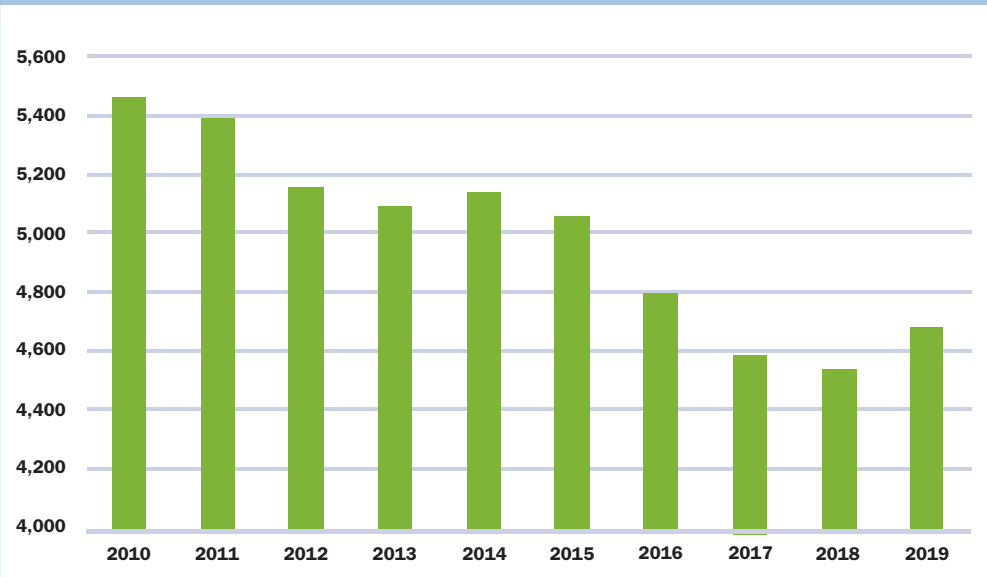


Source: <https://irs.siu.edu/interactive-factbook/>

Enrollment at SIU

Southern Illinois University remains the largest employer in southern Illinois despite its declining enrollment and employment numbers. SIU has been an economic engine for southern Illinois and the recent downward trends in SIU enrollment and employment are having a major impact in the Greater Egypt District. Many in southern Illinois have expected SIU's leadership alone to reverse the trend and return the enrollment and employment levels to normal. The impacts have now reached a level that the region can no longer

SIU Total Employee Headcount



Source: <https://irs.siu.edu/interactive-factbook/>

sit idle and let SIU tackle these issues on their own. The Greater Egypt District must work with SIU to help reverse the enrollment trends.

SWOT Analysis

Strengths

internal attributes that present a competitive, regional advantage.

The proximity to the well-developed Midwest transportation system cannot be understated. The Greater Egypt region economy is located within 600 miles of 80% of the American marketplace. This can be extrapolated for participation in global markets, as well as providing the opportunity for direct foreign investment. The regional transportation network is highlighted by its multi-modal assets, including multiple interstate exchanges, state routes, commercial and passenger airports, class 1 and short-line rail, pipeline, and port access to the Mississippi and close proximity to the Ohio Rivers.

The proximity to metropolitan areas like St. Louis and Nashville not only provides opportunities for commerce they also provide opportunities for residents to experience city life without having to live in the City. For many, the urban centers are a necessary part of life for concerts, shopping, arts, or other activities. Greater Egypt's proximity to these centers allows for the best of both worlds. Short commutes to the city when needing a city experience with a more scenic lower cost of living for daily life.

Regional leaders and local governments in southern Illinois recognize the need to develop ties with businesses of all types. This modern outlook is demonstrated by the innovative business relationships formed on not only a regional level, but also with the Mayors, Councils, and City Staff of the region's municipalities. Incentives such as TIF, Enterprise Zones, capital access, façade programs, and business district revitalization efforts are widely available. Communication infrastructure is strong after a decade of broadband investment. Greater Egypt also houses the Dunn-Richmond

Economic Development Center, SBA outreach, multiple business incubators, and a burgeoning support framework aimed at supporting the entrepreneurial spirit found throughout the region.

Southern Illinois University, John A. Logan Community College, and Rend Lake College are three excellent post-secondary educational institutions within the Greater Egypt District. To have high quality training along with a diversity of offerings right here in the region that help prepare individuals for employment and help employers with on the job training is a major regional strength.

New state of the art healthcare services continue to become available and grow in the Greater Egypt District. Services once only available in large metropolitan areas are now common place in our local communities. Access to world class healthcare at home is an essential part of modern life and is available in Greater Egypt.

All this built on the backdrop of the Shawnee National Forest and multiple state parks. Greater Egypt provides a stunning, family-centric quality of life unparalleled in many parts of the world. Protected natural resources present awe-inspiring eco-tourism opportunities. All local communities display a collaborative spirit in providing visitors with an unforgettable stay, whether it be at the world-class vineyards, breweries and distilleries, outdoors activities, eco-adventures, or through the multitude of distinct festivals and events like Herrin Festa Italiana, the Du Quoin State Fair, S3DA™ 3-D National Championship Tournament Archery. The rural nature of life in the Greater Egypt District makes it a truly great place to live boasting vibrant community's that are family centered and have low crime rates.

Weaknesses

are defined as negative internal factors that may inhibit the region from meeting growth and development goals.

The weaknesses of Greater Egypt are a nuanced discussion. A continued culture of poverty is often the root cause blamed for the lack of basic employability skills, the perception of a drug problem, and also K-12 performance which results in stagnant areas of economic and community growth. These issues, while present, are not unique to southern Illinois and there is a robust workforce system in place to help anyone willing to help themselves. While the region's most productive K-12 systems are an economic driver and center for communities within those districts, Greater Egypt schools continue to develop a mixture of college-ready students and those in need of remedial coursework at the college level. However, Greater Egypt boasts a top-notch community college system to address college readiness and many workforce issues.

The Greater Egypt region also faces certain demographic challenges and political realities that affect the economic landscape. A dispersed, low-density population stretches regional public transportation resources across southern Illinois. Furthermore, the continued outmigration of prime working-age adults and college graduates from rural communities toward larger metropolitan areas across the nation presents a complex puzzle for the region.

National and State trends also pressure the regional economy. While much effort has been made to diversify local economies, the area does remain highly reliant on government supported jobs. This reliance may leave many jobs

vulnerable to state revenue shortfalls. Also, of concern, Illinois has developed a long-standing reputation as unfriendly towards business. This reputation is exacerbated by southern Illinois' proximity to neighboring states that have governments with competing philosophies. These nearby states have actively targeted our businesses through ongoing marketing campaigns. These campaigns have led to feelings of despair and have created a feeling that you need to leave for economic success.

Opportunities

are defined as externalities that could be leveraged for the region's betterment. These can also be 'missed opportunities' or currently underleveraged resources.

The opportunities identified in the Greater Egypt District focus on tangible and intangible. Changing perceptions within the Greater Egypt district as well as changing how people outside the region view the District is an integral part of our future development. The Greater Egypt District has much to celebrate, but for many years we have allowed others to write the narrative for us. Their narrative, aimed at taking our workers, businesses, and customers has had an extremely negative impact on our region. Locally we need to begin developing our own narrative. Once again taking pride in where we live and what we have accomplished.

The business climate and state policies are often cited concerns for many residents and business owners. In southern Illinois we have little to no influence in these policies, but their effects can be more impactful here than where the laws were crafted. New examples of the policies are the minimum wage increase and legalized cannabis. There is no doubt that these two changes in policy will

impact the Greater Egypt District. The path forward for us is in finding opportunities that will be created by these new policies and creating messaging and programs that will allow us to take advantage of those opportunities understanding there may be negative impacts of these policy changes that we will not be able to affect. Opportunities brought about through legalization of cannabis will certainly exist as the monetization of this industry will be immense. Our proximity to other states that have not legalized cannabis will lead to many new visits from individuals from out of state. Likewise, our proximity to nearby states that have lower minimum wages presents an opportunity to work on attracting new residents and workers to our region for jobs with higher wages.

New infrastructure is being developed throughout the district and with it comes new opportunities for business development. These major capital projects promise significant changes in the region. Major expansions to Interstate 57 which runs north and south through the center of the Greater Egypt District are already underway. The expansion will result in a six-lane interstate from I-64 to I-24. Route 13, the second busiest roadway in southern Illinois, crosses the Greater Egypt District from east to west and is also being expanded to six lanes. The recently completed Southwest Connector study provides a road map to expanding access from southwest Illinois to the St. Louis Metropolitan area. This improved access could foster new investment and job growth in many industries. The state can now use the recently completed plan to start phasing construction as funds become available. New water mains, airport hangars, business parks, broadband, multi-use paths, and transit infrastructure are other key pieces of local infrastructure that have either been built or are in progress. While this new infrastructure presents a major opportunity, it will require to

region to work together to grow and locate businesses that can take advantage of it. While many agencies have worked together on regional initiatives there are still many areas of improvement for collaborative efforts in economic development.

Interstates 64, 24 and 57 converge in the Greater Egypt District and near this convergence the Union Pacific, Norfolk & Southern and the Evansville Western railroads also come together with nearby connections to the CSX and BNSF and located just three miles from the two Interstates. The property where the railroads connect is owned by a single property owner. The owner has the vision to develop this property into a premier location for the movement of freight. Work is set to begin in 2020 on the redevelopment of a vacant strip center adjacent to their railyard. In the past six months, the property owner acquired another adjacent property for trans-loading space and have installed 4,000 feet of new storage track. Other areas in the Greater Egypt District have an operating short line railroad that connects to the BNSF and the UP near the interstate. The short line railroad provides access to a wide area allowing for new development to occur at multiple locations. This combination of rail and roads presents the Greater Egypt District with a vision to become prime location for logistics in Southern Illinois.

An Opportunity Zone has been designated in each county in southern Illinois. This recent tax incentive provides a new opportunity for investment in the region. Developing a plan and marketing the strengths of each opportunity zone is underway. Once completed, a regional prospectus will provide potential investors with a clear understanding of the opportunities available to them in our opportunity zones.

Despite years of enrollment decline and a corresponding decline in employment and economic impact in the region, Southern Illinois University is still the largest employer in southern Illinois and a major driver of the economy. Enrollment is stabilizing and new investment in the University and the programs they offer is increasing. Working regionally to support the university and helping to expand enrollment is critical for the Greater Egypt District.

Cultivation of quality of life and place aspects are becoming increasingly important; this may include beautification efforts, safety programs, development of local parks, integrated bike routes, entertainment complexes and, of course, job creation. These efforts aid industry retention by allowing businesses to attract the highest level of talent. Furthermore, southern Illinois' natural environment positions the area well for the expansion of a retirement industry. Natural beauty, temperate climate, and cultural opportunities add to our regions appeal. There are opportunities to expand access into our public lands, to expand parks, recreation, and tourism giving people a reason to come here to stop, to stay, and to live.

Threats

are defined as externalities or innate characteristics that may potentially undermine regional development and quality of life.

Greater Egypt and Illinois have been under attack for nearly a decade. Constant marketing and media efforts aimed at policy differences, business climate, quality of life, and decline have decimated pride in living in southern Illinois and the belief that a business could succeed here. If nothing is done to combat this messaging people will continue to leave looking for the greener grass

leaving existing businesses without the workers they need and new businesses could choose other locations than southern Illinois for fear they can't make it here due to the perception of the business climate. There are parents in southern Illinois that have no idea of the many opportunities for careers in southern Illinois that are telling their children that when they graduate you need to leave southern Illinois to make a future for yourself. While this has been going on for some time what is changing is that the parents are looking to leave with their kids.

New state policies will be changing southern Illinois. There are many fears locally that minimum wage increases could harm small businesses, raise prices on everything, and lead to layoffs and closures. Legalized cannabis could worsen employer's inability to find drug free workers and result in employers leaving the area for other states who have not legalized cannabis. The District must seize on the opportunity to use Illinois' higher wages to attract residents and to monitor the true impact of legalized cannabis on the supply of workers. Ensuring safe, drug free, work environments is critical, but the possibility exists that the pool of available workers will expand with the changes of cannabis policies.

The lack of economic resiliency is a very real threat to southern Illinois. The Greater Egypt region has a major reliance on government funded jobs, large employers, and is often impacted by natural disasters such as flooding and storms. Other threats such as pandemics could have a crippling effect on the districts economy. Continuing efforts to diversify the economy, plan for responding to disasters and pandemics, and implementing plans for hazard mitigation will lessen the reliance on government jobs, large employers, and reduce the impacts from natural disasters and pandemics.

Strategic Direction

This Comprehensive Economic Development Strategy details a strategic plan for building on recent successes that will lead to continued job and population growth, prepare workers for jobs in demand, and change perceptions both internally and externally about southern Illinois. The goals and objectives have also been reviewed for consistency with other State and Regional plans such as the Delta Regional Authority's (DRA) Regional Development Plan. DRA's goals are:

- **Improved Workforce Competitiveness** — Advance the productivity and economic competitiveness of the Delta workforce.
- **Strengthened Infrastructure** — Strengthen the Delta's physical, digital, and capital connections to the global economy.
- **Increased Community Capacity** — Facilitate local capacity building within Delta communities, organizations, businesses, and individuals.

Vision Statement

The Greater Egypt Region will become a thriving, economically diverse environment for business and industry with a growing population, labor force, per capita income and expanding tax base, while maintaining a high quality of life and place.

District Goals

Utilizing the data gathered by the Greater Egypt CEDS participants, four core goals emerged as the most important for regional progress. The core goals are followed by a subset of objectives that best represent the most attainable areas of improvement. Finally, CEDS participants were able to identify a series of specific strategic actions that best lend themselves to completion of each regional goal. The four core goals for Greater Egypt are:

GOAL 1: Increase the Greater Egypt District's total labor force from 103,194 to 108,000 by 2025.

GOAL 2: Increase the Greater Egypt District's population from 225,719 to 228,000 by 2025.

GOAL 3: Reduce the per capita wage gap between the Greater Egypt District and the United States from 73.4% to 75% by 2025.

GOAL 4: Increase enrollment at SIU from 11,695 to 15,000 by 2025.

Strategic Plan

GOAL 1: Increase the Greater Egypt District's total labor force from 103,194 to 108,000 by 2025.

Strategy 1.1 Retain and Expand Existing Businesses

Objective 1.1.A Coordinate a regional effort to conduct ongoing Business and Retention visits.

Objective 1.1.B. Develop and implement plans and programs to address current and future staffing needs.

Objective 1.1.C. Provide easy access to sources of financing, accounting assistance, workforce training, legal advice, and management guidance/assistance

Objective 1.1.D. Identify successful small businesses in danger of closure due to unclear ownership succession planning. Assist owners in creating an action plan for the promotion and sale of said businesses.

Objective 1.1.E. Develop and maintain industrial and commercial infrastructure needed for maintaining existing and expanding employers.

Strategy 1.2 Attract new Businesses to the Greater Egypt District

Objective 1.2.A. Coordinate and expand regional business attraction efforts.

Objective 1.2.B. Develop industrial and commercial infrastructure needed to locate new businesses in the Greater Egypt District.

Strategy 1.3 Further Establish and Promote the Region's Entrepreneurial Support Framework

Objective 1.3.A. Create an awareness and marketing campaign in support of entrepreneurship and innovation. Focus shall be placed upon the identification of available resources and providing a consistent theme throughout the region.

Objective 1.3.B. Establish a variety of comprehensive financial resources for scalable ventures.

Objective 1.3.C. Support a Collegiate Entrepreneurship Program and assist the implementation of a High School Entrepreneurship Program in each of the Greater Egypt counties.

Objective 1.3.D. Provide the resources to develop, attract and retain management talent for early stage scalable companies. This effort includes establishing an Entrepreneur-in-Residence program and providing other executive level education via businesses and higher education institutions. The region must also address sector-specific training, in particular IT and computer science training.

Objective 1.3.E. Provide facilities that decrease the risk entrepreneurs experience in starting new businesses, such as easy access to sources of financing, accounting assistance, workforce training, legal advice, and management guidance/assistance. As well as low cost/flexible office space.

Strategy 1.4 Further Develop and Utilize Broadband Infrastructure

Objective 1.4.A. Identify and promote ways to utilize telecommunication technology.

Objective 1.4.B. Support broadband expansion projects.

Strategy 1.5 Develop and maintain safe and reliable transportation systems

Objective 1.5.A. Improve transportation connectivity and capacity in the region for all modes of transportation including truck, transit, pedestrian, bike, rail, air, barge.

Objective 1.5.B. Identify safety deficiencies in the roadway and implement countermeasures to increase safety.

Objective 1.5.C. Identify and implement transportation infrastructure improvements that can enhance transportation alternatives especially in downtown areas.

Objective 1.5.D. Maintain existing transportation infrastructure

Strategy 1.6 : Increase the Region's Economic Resiliency to lessen the impacts from business closures, natural disasters, or pandemics.

Objective 1.6.A. Expand economic diversification efforts.

Objective 1.6.B. Maintain and implement Multi-Hazard Mitigation plans

Objective 1.6.C. Maintain the Shawnee Preparedness and Response Coalition (SPARC) as an ongoing regional forum for coordinating response to natural disasters.

Objective 1.6.D. Develop a disaster recovery and resiliency economic development plan, focused on pandemic recovery and resiliency, consistent with the approved CEDS.

GOAL 2: Increase the Greater Egypt District's population from 225,719 to 228,000 by 2025.

Strategy 2.1 Coordinate and sustain regional marketing to promote the region internally and externally

Objective 2.1.A. Create a marketing campaign focused internally to begin changing regional perspectives by focusing on positive developments.

Objective 2.1.B. Coordinate and expand regional resident attraction efforts

Strategy 2.2 Improve Quality of Life and Place in the Greater Egypt District

Objective 2.2.A. Develop long-term plans for a connected system of multi-use paths in the Greater Egypt District.

Objective 2.2.B. Explore opportunities to partner with state and national parks to promote, develop, and maintain the region's vast protected lands.

Objective 2.2.C. Maintain and further develop quality of life and place through beautification efforts, historical preservation, natural resource protection, pedestrian & bike friendly destinations, diverse leisure and recreation opportunities, a family-centric and culturally diverse environment.

Strategy 2.3 Develop & Maintain Community Infrastructure

Objective 2.3.A. Maintain, upgrade, and make readily accessible the public services and utilities essential to orderly development, safety, and well-being.

Objective 2.3.B. Develop and restore a diverse housing stock, public housing, and other physical facilities that are healthful and attractive.

Objective 2.3.C. Provide residential incentives to aid in the attraction of new citizens and to develop and restore residential property.

Objective 2.3.D. Provide and make accessible world class health and medical care to all residents.

GOAL 3: Reduce the per capita wage gap between the Greater Egypt District and the United States from 73.4% to 75% by 2025.

Strategy 3.1 *Support growth in key existing high wage industry sectors and emerging high wage industry clusters such as Manufacturing, Healthcare, and Aviation Maintenance and Repair.*

Objective 3.1.A Expand enrollment in the Manufacturing Skill Standards Council certification training programs

Objective 3.1.B Expand the availability of and use of apprenticeship programs in manufacturing and for other high wage occupations

Objective 3.1.C Increase the use of incumbent worker training programs

Objective 3.1.D Increase the training pipeline for high demand occupations.

GOAL 4: Increase enrollment at SIU from 11,695 to 15,000 by 2025.

Strategy 4.1 *Create regional efforts to promote SIU to increase enrollment.*

Objective 4.1.A Expand participation in SIU community day events at sporting events.

Objective 4.1.B Expand participation of local high school students in the on-campus SIU day events held in Spring and Fall.

Objective 4.1.C Create a culture within the region that welcomes and supports the broad diversity of SIU students.

Objective 4.1.D Further develop relationships between regional businesses and communities and SIU faculty/student projects.

Strategy 4.2 *Advocate for the expansion of SIU programs supporting emerging industry clusters in the Greater Egypt District including Automotive, Aviation, and fermentation sciences.*

Objective 4.2.A Seek external funding to support the expansion of enrollment in SIU programs that support emerging industry clusters in the region.

Objective 4.2.B Recruit or establish new businesses in the region that can be supported by SIU's academic programs.

Evaluation Framework

To evaluate the impact of the CEDS we will detail the progress and outcomes of the individual action's items for the goals above. The priority actions can be found in appendix A. To determine if the actions are truly moving the needle within the region, we will track changes to the region's key indicators listed above including population, labor force, per capita income, tax revenues, and enrollment at SIU.

Appendix A – Greater Egypt Action Plan

The Greater Egypt Action Plan is intended to be a living document and updated frequently. The current version of the action plan will be maintained on the Greater Egypt website greateregypt.org.

**Greater Egypt CEDS Action Plan
for June 10, 2020 to March 31, 2021**

Goal #1 Increase the Greater Egypt District's total labor force from 103,194 to 108,000 by 2025.						
Strategies	Objectives	Action Items	Implementation Partner	Complete by	Resources Needed	Evaluation Metric
1.1 Retain and Expand Existing Businesses	1.1.A Coordinate a regional effort to conduct ongoing Business and Retention visits	Formalize a Business Retention and Expansion Task Group	Greater Egypt	July 2020	None	Number of BR&E Visits
		Create a standard business retention and expansion visit survey form	BR&E Task Group	August 2020	None	
		Conduct business retention and expansion visits	RDO's, DCEO	Ongoing	Funding for RDO's	
		Conduct BR&E Task Group meetings to discuss findings	Greater Egypt, BR&E Task Group	Quarterly	None	
		Fill gaps in areas of the district where BR&E visits are not occurring	BR&E Task Group	Ongoing	TBD	
	1.1.B. Develop and implement plans and programs to address current and future staffing needs.	Expand industry sector career awareness through programs like Manufacturing Day throughout the Greater Egypt District.	JCDC, MTC, local high schools	Annual	None	# of participants in career awareness activities
		Explore the feasibility of a regional vocational school/advanced manufacturing center	JALC, RLC, Business Leaders, MTC, RDO's	December 2020	None	
		Coordinate meetings with the region's placement agencies	MTC	December 2020	None	
		Seek state and federal funding assistance to implement programs	Greater Egypt, MTC	Ongoing	None	
	1.1.C. Provide easy access to sources of financing, accounting assistance, workforce training, legal advice, and management guidance/assistance	Maintain and expand programs offered through SIU Dunn Richmond	SIU Research Park	Ongoing	None	# of clients helped in these areas
		Maintain and expand financial services offered through Champion Community Investments	Champion Community Investments	Ongoing	None	
		Construct a new American Job Center to better serve job seekers	Greater Egypt, MTC	December 2020	Funding for new IT Equipment	
	1.1.D. Identify successful small businesses in danger of closure due to unclear ownership succession planning. Assist owners in creating an action plan for the promotion and sale of said businesses.	Conduct outreach through local chambers and BR&E visits	Chambers of Commerce, BR&E Task Group	Ongoing	None	# of business succession plans created
		Establish an agency to take the lead on developing succession planning	BR&E Task Group	July 2020	None	
	1.1.E. Develop and maintain industrial and commercial infrastructure needed for maintaining existing and expanding employers	Identify needs through business retention and expansion visits	BR&E Task Group	Ongoing	Funding to maintain RDOs	# of acres improved for industrial/
Identify deficiencies and future needs through assessment of current infrastructure		Municipality and County engineers, SIMPO, Greater Egypt	Ongoing	Funding for engineering/ planning studies		

Strategies	Objectives	Action Items	Implementation Partner	Complete by	Resources Needed	Evaluation Metric	
1.2 Attract new Businesses to the Greater Egypt District		Seek state and federal funding assistance to develop or maintain	Greater Egypt	Ongoing	None	commercial growth	
	1.2.A. Coordinate and expand regional business attraction efforts.	Update and implement the Regional Marketing plan	Greater Egypt, MTC, SI Bridge to the Future	December 2020	Funding for marketing firm	# of RFPs submitted # of new business inquiries	
		Create a regional inventory of available sites and buildings	Greater Egypt, RDO's, Realtors	December 2020	None		
		Disseminate the Regional Opportunity Zone Prospectus	Greater Egypt, RDO's	Ongoing	None		
		Provide industry and occupational data to respond to RFPs	Greater Egypt, MTC	Ongoing	Funding for Jobs Eq		
		Explore the feasibility of a new regional organization focused on business attraction	All	June 2021	None		
		Submit proposals to site selectors through the State's RFP process	RDO's	Ongoing	Available sites list, Data from Jobs EQ		
		Attend select trades shows	RDO's	Ongoing	Travel Funding		
		Objective 1.2.B. Develop industrial and commercial infrastructure needed to locate new businesses in the Greater Egypt District.	Identify deficiencies and future needs through assessment of current infrastructure	Local RDO's, Municipality and County engineers, SIMPO, Greater Egypt	Ongoing		Funding for engineering/ planning studies
	Seek state and federal funding assistance to develop sites		Greater Egypt	Ongoing	None		
	Establish local/state incentives to encourage business growth		Municipal, County, State elected officials	Ongoing	None		
	Goal #2	Increase the Greater Egypt District's population from 225,719 to 228,000 by 2025.					
	2.1: Coordinate and sustain Regional Marketing to Promote the region internally and externally	2.1.A. Create a marketing campaign focused internally to begin changing regional perspectives by focusing on positive developments.	Create a brand name and campaign that serves as the platform and theme for all program activation, materials and accompanying resources.	Greater Egypt, MTC, SI Bridge to the Future	July 2020	Funding for marketing firm	positive change in the satisfaction survey
Create a multi-layered marketing and communications toolkit.			Greater Egypt, MTC, SI Bridge to the Future	September 2020	Funding for marketing firm		
Create a message map that helps convey key messages that correlate to retention, development and growth among the various target audiences and stakeholders.			Greater Egypt, MTC, SI Bridge to the Future	September 2020	Funding for marketing firm		
Create a strategic public relations engine with accompanying tactics			Greater Egypt, MTC, SI Bridge to the Future	September 2020	Funding for marketing firm		
Conduct a regional satisfaction survey and repeat every six months			Greater Egypt, MTC, SI Bridge to the Future, SIU	August 2020	Funding for marketing firm		
Share success stories across counties, platforms and media.			Greater Egypt, MTC, SI Bridge to the Future	Ongoing	None		
2.1.B. Coordinate and expand regional resident attraction efforts		Market tourism assets to get more people to visit the Greater Egypt District	Local Tourism Boards, SI Bridge to the Future	Ongoing	Funding for marketing firm		
		Promote the advantages of living in southern Illinois	Greater Egypt, MTC, SI Bridge to the Future	Ongoing	Funding for marketing firm		

Strategies	Objectives	Action Items	Implementation Partner	Complete by	Resources Needed	Evaluation Metric
		Create a plan to transition visitors to residents	Egypt, MTC, SI Bridge to the Future	June 2021	None	# of new residents moving to District
		Create a plan to attract prior residents and those with ties to the region to return	Local tourism Boards, Greater Egypt, MTC, SI Bridge to the Future, SIU	June 2021	None	
		Establish local incentives to encourage residential growth	Municipal & County elected officials	January 2021	None	
Goal #3	Reduce the per capita wage gap between the Greater Egypt District and the United States from 73.4% to 75% by 2025.					
3.1 Support growth in key existing high wage industry sectors and emerging high wage industry clusters such as Manufacturing, Healthcare, and Aviation Maintenance and Repair.	3.1.A Expand enrollment in the Manufacturing Skill Standards Council Certification training programs	Market availability and success of MSSC training	BR&E Task Group, MTC, Community Colleges	Ongoing	None	# of participants in MSSC
	3.1.B Expand the availability of and use of apprenticeship programs in manufacturing and for other high wage occupations	Coordinate with employers to identify occupations appropriate for apprentices	BR&E Task Group, MTC, Community Colleges, SIU	Ongoing	Funding for apprenticeship coordinators	# of participants in apprenticeship
		Develop apprenticeship curriculum	BR&E Task Group, MTC, Community Colleges, SIU	Ongoing	Funding for curriculum development	
		Market availability and success of apprenticeships	BR&E Task Group, MTC, Community Colleges, SIU	Ongoing	None	
	3.1.C Increase the use of incumbent worker training programs	Market availability and success of incumbent worker training programs	BR&E Task Group, MTC	Ongoing	None	# of participants in work based learning
		Increase funding available to support incumbent worker programs	MTC	Ongoing	None	
	3.1.D Increase the training pipeline for high demand occupations.	Identify the occupations in highest demand	BR&E Task Group, MTC, Community Colleges, SIU, Greater Egypt	December 2020	None	Increase in high demand occupational training completions
		Assess the long-term staffing needs for employers effected by COVID to determine the number of unemployed persons that will need retrained for a high demand occupations.	BR&E Task Group, MTC, Community Colleges, SIU, Greater Egypt	June 2021	None	
		Identify the challenges in the pipeline for meeting occupational demand	BR&E Task Group, MTC, Community Colleges, SIU, Greater Egypt	June 2021	None	
Seek external funding to remedy the challenges to increase the supply of in-demand occupations		MTC, Community Colleges, SIU, Greater Egypt	Ongoing	None		
Goal #4	Increase enrollment at SIU from 11,695 to 15,000 by 2025.					

Strategies	Objectives	Action Items	Implementation Partner	Complete by	Resources Needed	Evaluation Metric
4.1 Create regional efforts to promote SIU to increase enrollment.	Objective 4.1.A Expand participation in SIU community day events at sporting events.	Encourage participation in SIU's sporting event community days	SIU, local chambers, RDO's local elected officials	TBD	None	# of participants in SIU day events
		Encourage communities to create SIU alumni day at local sporting events	Superintendents of schools, SIU, local chambers, RDO's local elected officials	TBD	None	
	Objective 4.1.B Expand participation of local high school students in the on-campus SIU day events held in Spring and Fall.	Encourage participation in the on-campus SIU day events	Superintendents of schools SIU, local chambers, local elected officials	TBD	None	# of participants in SIU day events
		Encourage alumni and community support during on-campus SIU Day Events	Superintendents of schools SIU, local chambers, local elected officials	TBD	None	
	Objective 4.1.C Create a culture within the region that welcomes and supports the broad diversity of SIU students.	Expand SIU student discount programs throughout the District	local chambers	Ongoing	None	Positive change in SIU student perceptions of District
		Increase the display of SIU branding to show support throughout the district	SIU, local chambers, local elected officials	August 2021	Funding for banners/window clings/ etc.	
		Create regional SIU Alumni Days to coordinate with the on-campus SIU day event	SIU, local chambers, local elected officials	TBD	None	
		Increase locally sponsored scholarship programs for students attending SIU	SIU, local businesses,	Ongoing	None	
		Continue to document and highlight the economic impact of SIU to the district	SIU, local chambers, local elected officials	Annual	None	
Create a cultural awareness campaign		SIU	July 2021	TBD		
Objective 4.1.D Further develop relationships between regional businesses and communities and SIU faculty/student projects.	Encourage local chambers, SI Mayors Association, and other civic groups to invite SIU faculty to provide presentation on their academic programs and to identify opportunities for collaboration among faculty and students with local businesses	SIU, local chambers, local elected officials	Ongoing	None	# of SIU/ community collaborative projects	
	SIU to host community and business leaders to academic departments for tours of facilities	SIU, local chambers, local elected officials	Ongoing	None		
4.2 Advocate for the expansion of SIU programs supporting emerging industry clusters in the Greater Egypt District including Automotive, Aviation, and	Objective 4.2.A Seek external funding to support the expansion of enrollment in SIU programs that support emerging industry clusters in the region.	Seek external funding to support the expansion of enrollment in SIU programs that support emerging industry clusters in the region.	SIU, Greater Egypt	Ongoing	None	Increase in enrollment of SIU's programs that support emerging industry clusters
Objective 4.2.B Recruit or establish new businesses in the region that can be supported by SIU's academic programs.	Facilitate meetings with SIU departments and local economic development groups to better understand which businesses should be targeted for recruitment	SIU, RDO's, Greater Egypt, Man-Tra-Con	Ongoing	None	# of new business developed in the region with ties to	
	Create local incentives for SIU supported business startups to move off campus into the Greater Egypt district	SIU, RDO's, Greater Egypt, Man-Tra-Con, local elected officials	Ongoing	None		

Strategies	Objectives	Action Items	Implementation Partner	Complete by	Resources Needed	Evaluation Metric
fermentation sciences.						SIU academic programs

Notes: EDOs includes Jackson Growth Alliance, REDCO, FREDCO, JCDC and the Carbondale, Marion, and Pinckneyville Economic Developers
MTC- Man-Tra-Con