

Comprehensive Economic Development Strategy

2015 Full Revision



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Pictured on cover: Top right – Public event commemorating the first Progressive Rail run to Herrin, IL; Center – The recently completed SIUC Transportation Education Center at Southern Illinois Airport, site selected for further consideration by EDA for new roadway project; Bottom Left – New Skylane Road open for development by the EDA funded industrial park infrastructure project in Benton, IL.

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Abstract

Title: Comprehensive Economic Development Strategy for Greater Egypt Region – 2015 Full Revision

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Date: April 14, 2015

Abstract: This report provides a full revision of the District's progress, goals, and strategies detailed as the 2015 Comprehensive Economic Development Strategy for the Greater Egypt Region

Map of the Greater Egypt Region:

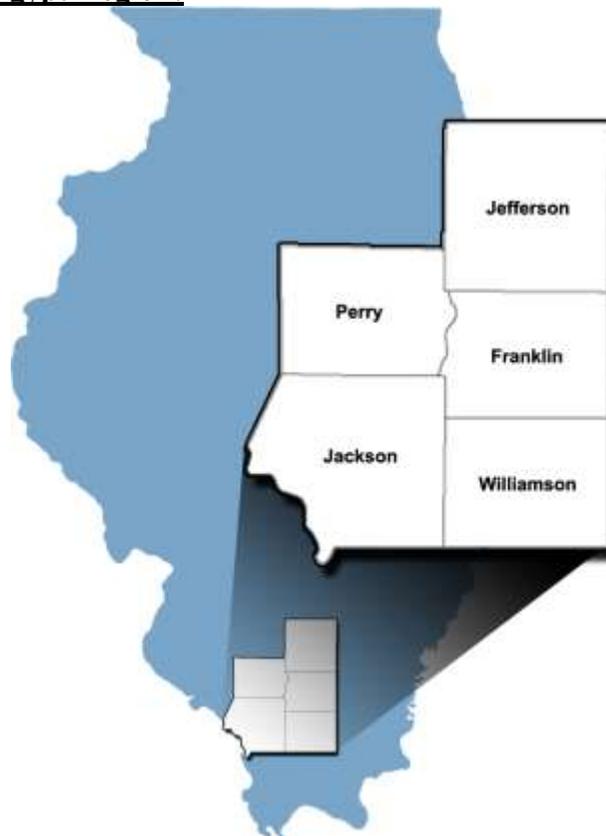


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• Available online at www.greateregypt.org

Comprehensive Economic Development Strategy (CEDS) Committee

Private Sector Members

Name	Organization
William Dill	Franklin County Regional Economic Development Corporation
Jeff Doherty	Jackson Growth Alliance
Jonathon Hallberg	Jefferson County Development Corporation
Jerry Crouse	Regional Economic Development Corporation

Public Sector Members

Name	Organization
Kyle Harfst	Southern Illinois University
Kathy Lively	Connect SI; MAN-TRA-CON Corporation
Jeff Ashauer	Perry County

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

These interviews on the District's strengths, weaknesses, and general economic outlook provided invaluable feedback on the state of the region. Combined with ongoing CEDS Committee meetings and participation from the Greater Egypt Board of Directors, Greater Egypt is happy to present the 2015 Comprehensive Economic Development Strategy. Special thanks to:

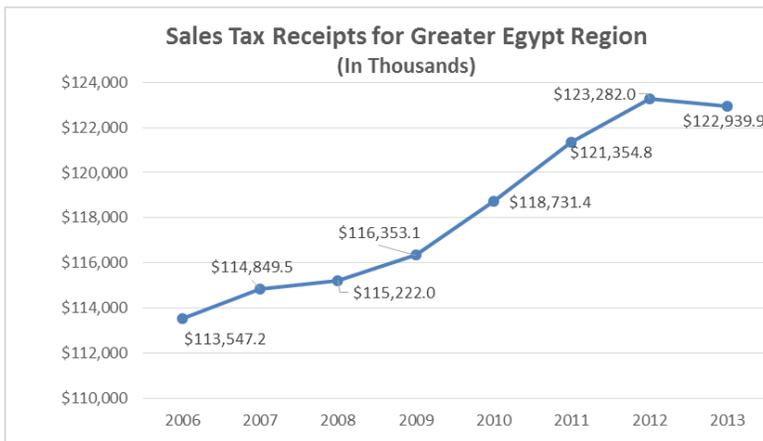
- Economic Development Administration (EDA)
- National Association of Development Organizations (NADO)
- The Illinois Department of Commerce and Economic Opportunity (DCEO)
- USDA- Rural Development
- Southern Illinois Healthcare (SIH)
- John A. Logan Community College

Greater Egypt Regional Planning and Development Commission Comprehensive Economic Development Strategy Executive Summary

Greater Egypt has been designated as an Economic Development District by the U.S. Department of Commerce’s Economic Development Administration since 1967. Over this 47-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.



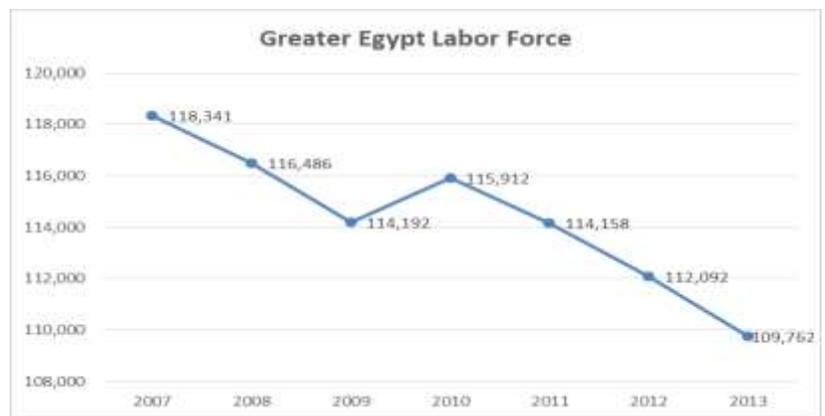
Over the past several years, the Greater Egypt District’s economy has continued to show signs of recovery after a short period of downturn. Throughout the district, new businesses and business expansions show the hope of economic recovery, while rising retail sales receipts and declining unemployment prove that recovery is underway. Coupled with infrastructure improvements, the District is positioning itself for a healthy bounce back from the economic downturn.



The following economic and socioeconomic indicators represent measures the CEDS committee recommended tracking to determine the success of the economic development efforts in the District.

State sales tax receipts experienced a minimal downtick in 2013. However, the District’s sales tax

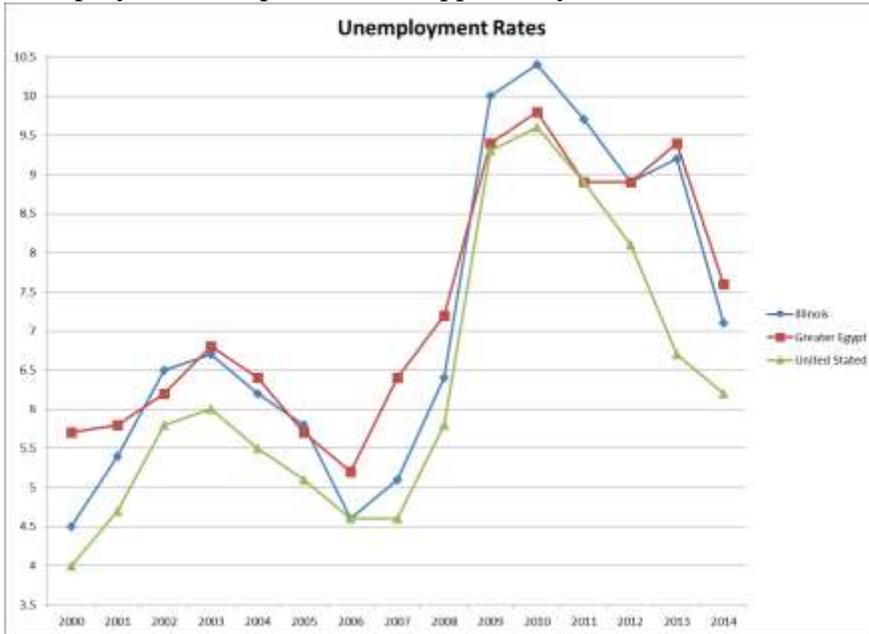
receipts grew each of the previous six years with the most growth, 2.21%, occurring during 2010 to 2011. This continual growth is a positive sign that consumer spending is improving along with the rest of the local economy.



After peaking in mid-2007 at 120,279 people, the District’s labor force has declined. In what may be the most lasting effect of the Great Recession, the District has experienced a decline

in the number of workers. It should be noted that a 15-Year positive trend in the District’s growing labor force has netted over a 6,000 worker increase since January of 2001.

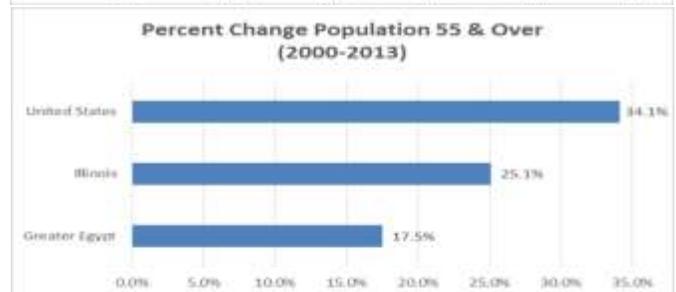
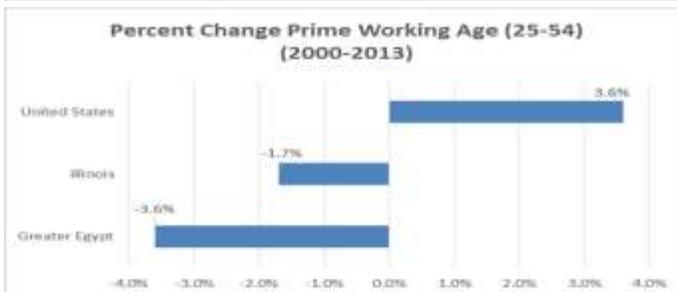
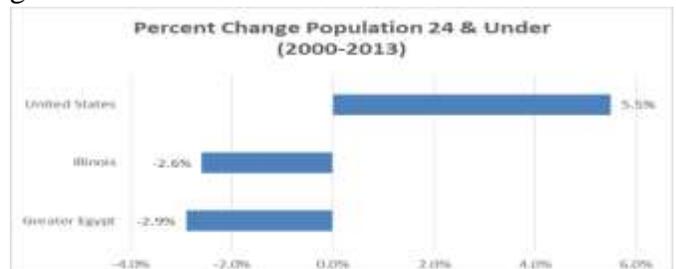
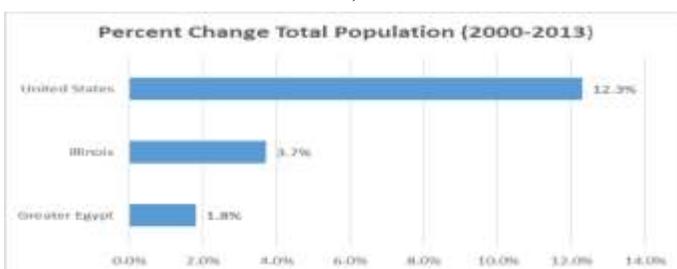
The loss of labor force since 2010 correlates with the peak of the area’s unemployment rates. Looking at the past four years, we can see that the unemployment rate has seen a downward trend. The same trend can be seen for both the United States and Illinois. The recent drop in the unemployment rate provides the opportunity to stem the loss of workers.



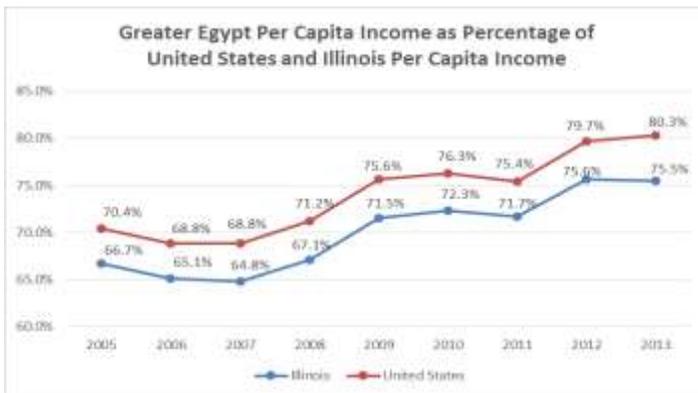
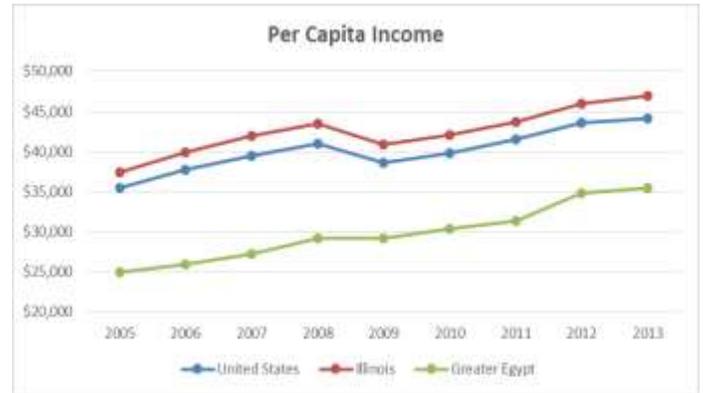
From 2000 to 2013, Greater Egypt has seen slow growth in overall population when compared to that of Illinois and the United States. The United States saw the greatest increase of 12.3%, while Illinois saw growth of 3.7%. The District, however saw only a 1.8% increase in population during this period.

Though Greater Egypt’s total population is increasing, a more in-depth look reveals that the growth is not across all ages.

Through these numbers we can identify the size of the district’s youth, working age, and retirement age population. While Greater Egypt’s total population saw an increase from 2000 to 2013, both the youth population (24 and under) and the prime working age population (25-54) saw declining numbers. This trend is echoed in the Illinois population numbers as the state also saw decreases. The United States however, saw increases in both categories.



While the age breakdown of the population is disconcerting, the trend of the district's per capita income provides hope. The side graph demonstrates how Greater Egypt is following the same general upward trends as Illinois and the United States, except at a faster rate. From 2000 to 2013, Greater Egypt saw a significant increase of 42.1% in per capita income. The United States and Illinois saw less substantial increases of 24.6% and 25.5%, respectively.

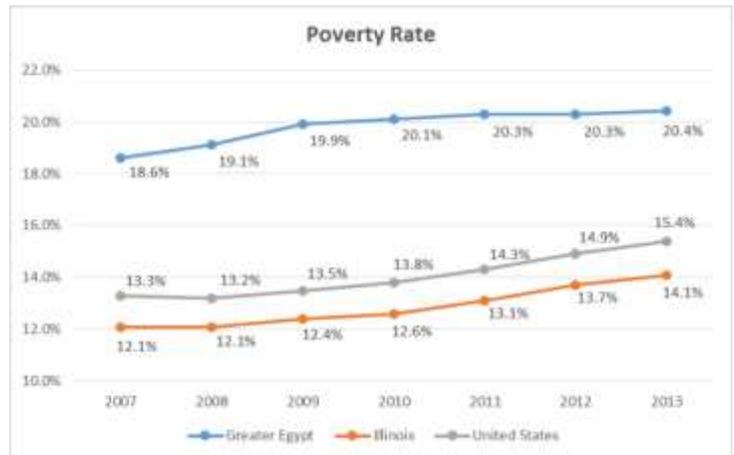


While growing at a faster rate, Greater Egypt still lags behind the United States and Illinois in Per Capita Income. However when Greater Egypt's PCI is compared to its state and national counterparts, the gap has been closing within the last six years.

With lower than average per capita income, the Greater Egypt District also has higher than average poverty rates.

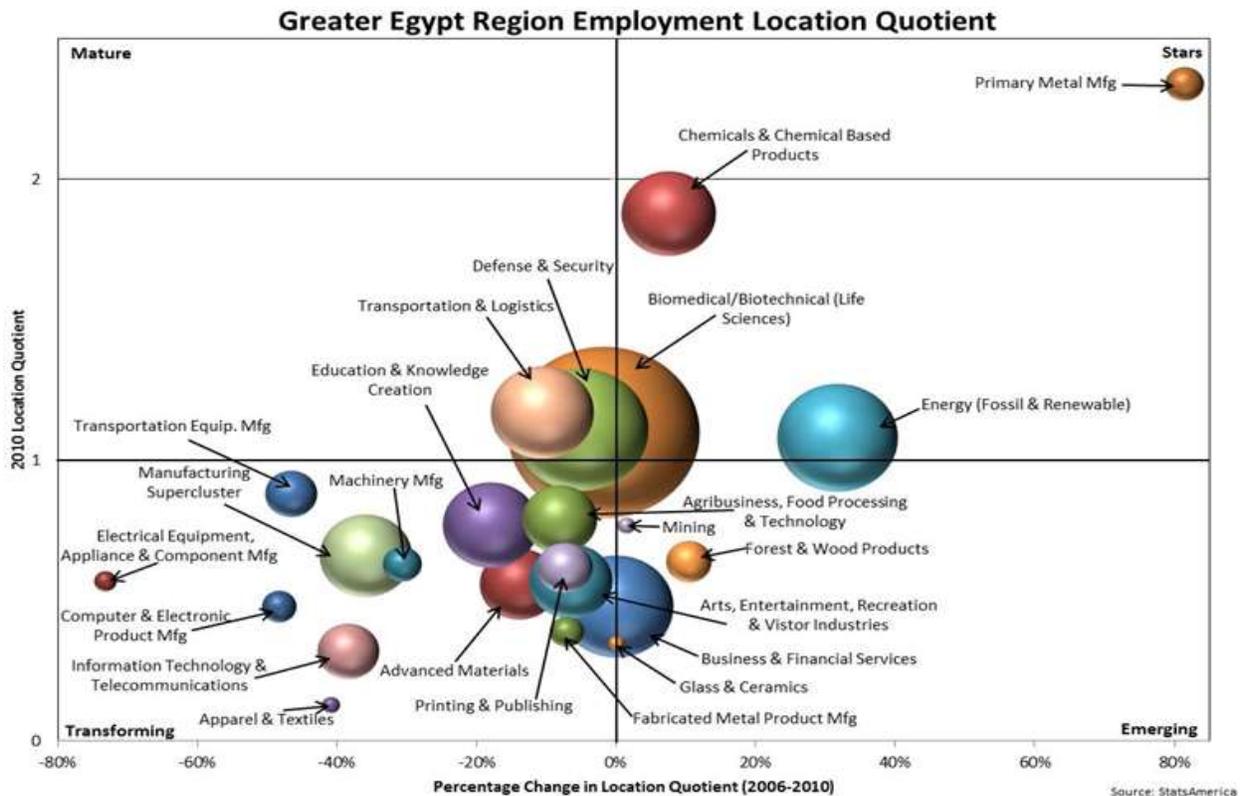
The Greater Egypt District's poverty rate was 6.3% higher than that of Illinois' and 5.0% higher than the United States in 2013. The 2013 poverty rate for the District is up by 1.8 percentage points since 2007.

This summary of Greater Egypt's current economic and socio-economic status sheds light on a recovery in progress. Other more tangible indicators, such as major infrastructure developments, are confirming the data.



Private development interest within the Greater Egypt District is growing. To support this interest, major projects such as the widening of I-57, widening of Route 13 with accompany frontage roads, the significant expansion of broadband availability, the development of Marion's Star Bond District, Mt. Vernon's new industrial park, Waltonville's proposed ethanol plant, and the development of the Southern Illinois Airport have been funded. These major infrastructure developments will have a lasting impact on the District's economy.

To better understand where public and private resources may best be utilized, beginning in 2012 the CEDS committee and Greater Egypt staff have been analyzing StatsAmerica Industry Clusters for the Greater Egypt District. The figure below demonstrates a typical bubble chart depicting some of the relevant data for industry cluster location quotient analysis. One can see that the Greater Egypt District finds Primary Metal Manufacturing, Chemicals and Chemical Based Products, and the Energy industry clusters fall within this Stars quadrant and may be of particular economic interest moving forward.



Several new high priority regional projects are emerging as the developments above are getting underway. Greater Egypt and the CEDS committee are pleased to present the new Five-Year CEDS for the District. High priority regional projects are emerging such as supporting a new multi-modal center in Carbondale, promoting downtown redevelopments, and establishing a more robust support network for existing businesses. Attached you will find the current 2015 Comprehensive Economic Development Strategy. Inside you will find an expanded discussion on the District's key economic indicators, a robust SWOT analysis, and a strategic action plan. For your convenience, the enclosed goals and strategies follow in bulleted form. The full action plan is available within the document.

Greater Egypt District Goals, Objectives, and Strategies:

Utilizing the data gathered by the Greater Egypt CEDS participants, five 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 *five core goals* for Greater Egypt are:

GOAL #1: ‘Grow Our Own’ - develop and retain a world class workforce, prosperous entrepreneurs, and strong local leadership

- Objective 1.1: Continuously Identify and Address Workforce Development Needs.
- Objective 1.2: Coordinate the Region’s K-12 School Districts and Higher Education Institutions
- Objective 1.3: Further Establish and Promote the Region’s Entrepreneurial Support Framework
- Objective 1.4: Address Leadership Gap

GOAL #2: ‘Develop & Maintain’ – 21st century infrastructure systems that are required to retain and expand existing businesses along with attracting new business, while providing high standards of life and operations for our residents, students, businesses, health care systems, and educational institutions.

- Objective 2.1: Place an Emphasis on Quality of Life and Place
- Objective 2.2: Develop & Maintain Commercial and Industrial Infrastructure

- Objective 2.3: Develop & Maintain Community Infrastructure
- Objective 2.4: Develop & Maintain the Region’s Economic Health by striving towards Economic Resiliency

GOAL #3: ‘Connect’ - Develop transportation connections, fiber optic and other tele-communication capabilities that will enhance the flow of information and support new technology innovations and high-tech related businesses.

- Objective 3.1: Connect with Communication Infrastructure
- Objective 3.2: Connect with Transportation Infrastructure

GOAL #4: ‘Promote’ – Develop, support, coordinate, and promote projects, programs, and initiatives that encourage economic development and improve the quality of life throughout the region.

- Objective 4.1: Target Mature and Emerging Clusters and Sub-Clusters found in the Region
- Objective 4.2: Market the Region

GOAL #5: ‘Continuous Improvement’ – This CEDS is intended to be a living document, presented in a user-friendly format, and shall remain flexible to meet the needs of the Greater Egypt region.

- Objective 5.1: Ensure Strategy Achieves the Region’s Vision
- Objective 5.2: Measure Progress

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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 2013 population estimate of 227,082 persons. The District includes 56 incorporated municipalities of which 20 have populations of more than 1,000.

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 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 planning partners, participants forming the CEDS Advisory Committee. However, special recognition must be given to members of the CEDS Committee:



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 Mission of the Jackson Growth Alliance is to encourage 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 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.



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 Perry County Department of Planning and Development is directed by Jeff Ashauer. Ashauer has provided economic and community development services in Perry County, Illinois since 1989 with the department becoming formalized in December 2007.



The SIU Research Park is a non-profit corporation affiliated with Southern Illinois University Carbondale (SIU Carbondale) promoting technology and knowledge-based enterprise development within the Park and the southern Illinois region. The organizational central activity is enterprise development to locate and expand knowledge-based, technology, and research-oriented enterprises at the SIU Research Park site through recruitment and expert technical assistance to eligible existing and start-up enterprises.



Man-Tra-Con's primary mission is to collaborate effectively with our 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.

Key Economic Events and Issues

The diversification of the region's economic and workforce development groups has led to a more sophisticated and collaborative approach towards reaching Greater Egypt's goals. Throughout its history, the Greater Egypt EDD has prepared plans and applications, provided data and technical assistance, been a promoter of a regional perspective, and helped to advance the district's economic potential. As other organizations have emerged, Greater Egypt's role as a provider of technical assistance and

a coordinator of overall development activities has become increasingly important.

These collaborative efforts have led to general consensus that economic diversification is very much desired. Economic diversification is largely underway. However, the region does continue to rely on traditional economic sectors that have taken advantage of the area's inherent assets throughout its historical development. Many of these industries, such as agriculture, freight distribution, manufacturing, and energy production, remain important to the Greater Egypt region up to present day.

The agricultural base remains important to the area's economy and culture. The national trend of farm aggregation and mechanization suppresses much of the job creation potential of the industry. However, this effect may be largely mitigated in southern Illinois as while agriculture has always been important, local production was historically primarily for the purpose of self-sufficiency rather than for trade. The historic lack of major cash crops



was partly due to the clay-embedded, non-glaciated soils in southern Illinois, in contrast to more productive soils in central and northern Illinois. Current major crops include soybean, wheat, and corn. The latter presents alternative energy production possibilities in the form of ethanol.

The advent of the railroad also encouraged the extraction of coal to fuel locomotive engines. Conversely, railroads provide the ability to transport coal to distant markets. At the beginning of the twentieth century the coal mining industry experienced a boom as coal became useful for other energy producing purposes, including the production of electricity. A number of the municipalities in the Greater Egypt District started as "company towns" grown up around the new mine shafts.

By 1923, the state reached a coal employment peak of 103,500, most of which was in southern Illinois. Up to the 1990s, coal production remained about the same since the 1920s, but coal mining employment declined dramatically from 1930 to 1960 as a result of increased mechanization and the increasing use of oil as a major fuel. Mining employment increased during most of the 1960s and 1970s, but declined again in the 1980s and 1990s after the passage of the Clean Air Act.

During World War II, some diversification occurred in an economy previously dominated by coal production. Government increasingly became an important employment sector. Trade and service-related industries increased. Manufacturing became important; numerous small manufacturers emerged in the 1950s and then, over the course of the next three decades, experienced a series of ebb and flow in regional economic prominence.

During the 1990s, manufacturing employment remained relatively constant with about 11.9% of the labor force. By 2010, the economy struggled to recover from the Great Recession that has been characterized as the worst economic downturn since the Great Depression. The housing market, stocks, and healthcare

reform were the major issues of the recession that began in 2007. Since 2005, Maytag, Circuit City, Technicolor, Godfrey, and Crownline had mass layoffs of 2,390 employees, which caused significant job losses in the manufacturing and warehouse sectors.

However over the last five years, the Greater Egypt District's economy has continued to show signs of recovery. Throughout the district, new businesses and business expansions show the hope of economic recovery, while rising retail sales receipts and declining unemployment prove that recovery is underway. Coupled with infrastructure improvements, the District is positioning itself for a healthy bounce back from the economic downturn.

Five infrastructural developments continue to drive the economy in the Greater Egypt District:

- **Southern Illinois University Carbondale (SIUC)** has grown to be the largest single employer in the District, with 6,961 employees and 17,989 students. Also, two community colleges serving the District with a combined enrollment of approximately 11,367 students.
- **I-64, I-57, and I-24** provided interstate access to Chicago and Indianapolis north; St. Louis and Kansas City west; Memphis, Nashville and Atlanta south; Louisville and Cincinnati east. Intraregional commerce is stimulated by state highways, especially Illinois 13 as a four-lane from Murphysboro to Harrisburg, Illinois, which has encouraged retail and service centers to provide specialized goods and services that compete with centers at Cape Girardeau, Paducah, and Evansville. Currently, Illinois 13 is being widened to six-lanes from Marion to Carterville,

with plans underway to extend six lanes from Carterville to Carbondale.

- **Regional airports** offer multiple opportunities, instituted at locations near Carbondale-Murphysboro, Herrin-Marion, Mt. Vernon, Benton, and Pinckneyville-Du Quoin. Williamson County Airport has multiple scheduled commercial flights daily. The Southern Illinois Airport has recently attracted high-tech facilities due to multiple infrastructure upgrades.
- **Regional lakes** were created in order to overcome frequent and often severe droughts as well as the need to replace woefully inadequate municipal water supplies. Three lakes have been constructed: Kinkaid Lake (2,750 acres), Rend Lake (18,900 acres) and Cedar Lake (1,750 acres). Lake of Egypt (2,300 acres) was also constructed as the water source for Southern Illinois Power Cooperative Electric Generation Facility. These lakes have also become important income-generating tourist and recreational attractions.
- **Industrial parks** were developed with the aid of public funds in Benton, Carbondale, Dix, DuQuoin, Herrin, Marion, Murphysboro, Mt. Vernon, Pinckneyville, and West Frankfort, which included building roads, water and sewer. In addition, privately funded parks were developed in Marion and Mt. Vernon. The trend continues in 2014, as the EDA invested \$3,250,000 for a 100-acre industrial park in Mt. Vernon.

Because of infrastructural developments, several new industries have located within the District, partially offsetting the loss of older manufacturers who followed the national trend of moving out of the Midwest, into the U. S. "sunbelt" or to foreign countries. Newer industries appear to be locating within the District in order to take

advantage of market location and available labor.

Economic diversification has occurred with the rapid expansion of employment in the retail and services industries. Numerically, this has more than compensated for losses in mining and manufacturing from the standpoint of creating jobs, and expanding overall employment. However, income losses from mining and manufacturing job are three times the income gains from retail and (nonprofessional) service jobs.

Regional Cluster and Shift Share Analysis

Beginning with the 2012 CEDS Update, the CEDS committee and Greater Egypt staff have been analyzing StatsAmerica Industry Clusters for the Greater Egypt District. The following is a typical bubble chart depicting some of the relevant data for industry cluster location quotient analysis. This chart shows the location quotients of each industry cluster through placement along the vertical axis and percentage change in location quotient along the horizontal axis. Employment numbers are also depicted through the size of the industry's respective bubble.

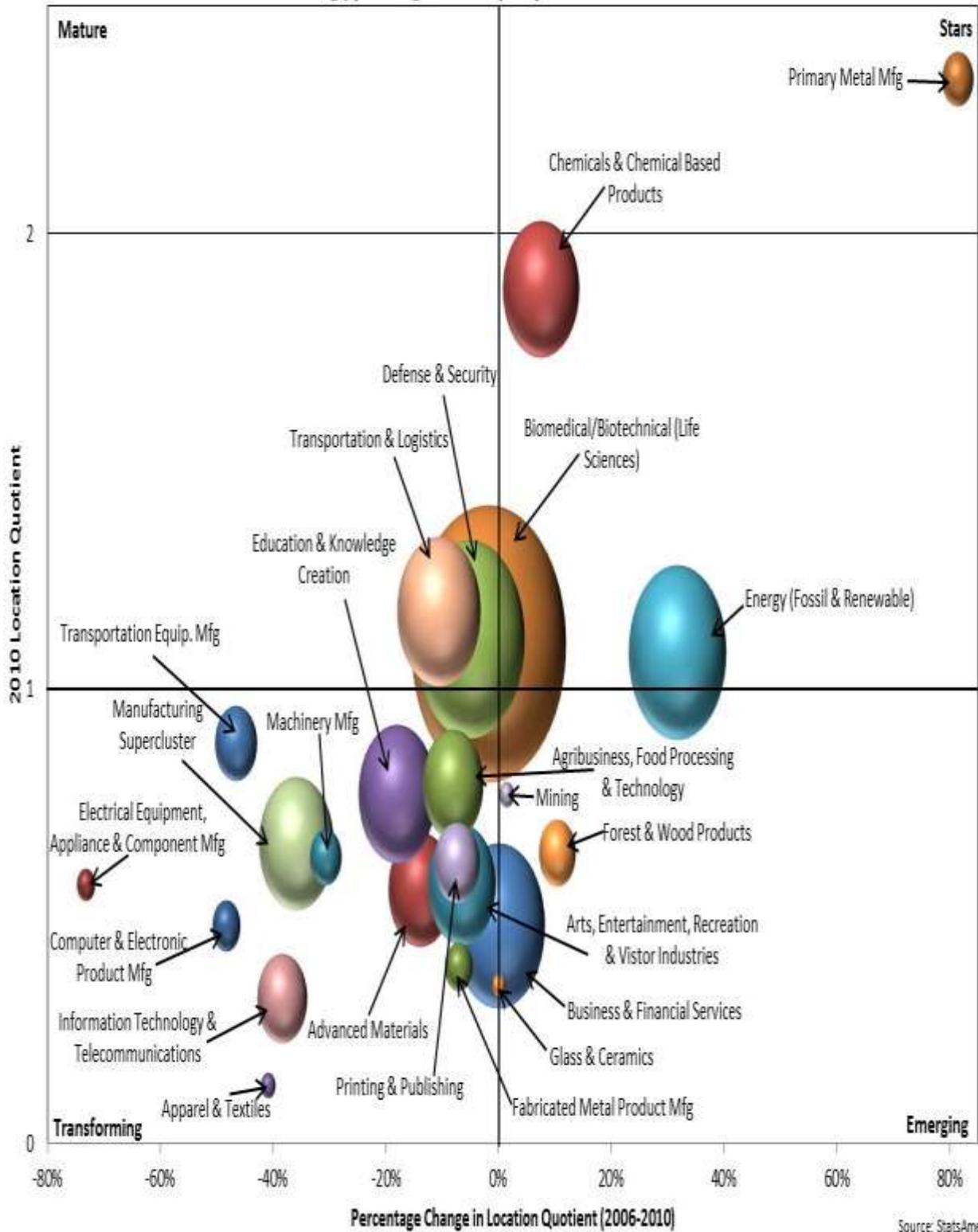
The location quotient is a commonly used analytical tool that, in this case, depicts the ratio of a specific industry's share of employment in the region to that of the industry's share of employment in the nation. Any industry cluster with a location quotient above one is understood to have some competitive advantage in that region in

comparison to the nation. Particular industries of interest are those that demonstrate both high location quotients and growth in location quotient over time.

Those industry clusters that lie within the "Stars" top right quadrant of the chart are typically understood to be those industries in which the District holds a competitive advantage in comparison to the nation. One can see that the Greater Egypt District finds Primary Metal Manufacturing, Chemicals and Chemical Based Products, and Energy industry clusters fall within this Stars quadrant and may be of particular economic interest moving forward.



Greater Egypt Region Employment Location Quotient



Industry Cluster Changes (2006-2010)

Description	Change in Establishments	Percentage Change in Establishments	Change Employment	Percentage Change Employment	Change in Average Wage	Percentage Change in Average Wage
Total All Industries	140	2.75%	-3,366	-3.87%	\$4,435.26	14.73%
Advanced Materials	5	8.33%	-567	-24.79%	\$4,898.09	9.74%
Agribusiness, Food Processing & Technology	9	14.75%	-152	-8.84%	\$12,059.14	37.29%
Apparel & Textiles	1	4.17%	-84	-50.30%	\$7,707.59	24.77%
Arts, Entertainment, Recreation & Visitor Industries	21	10.71%	-190	-9.10%	\$4,528.79	17.36%
Biomedical/Biotechnical (Life Sciences)	5	2.70%	614	6.46%	\$3,372.61	8.91%
Business & Financial Services	17	2.76%	-55	-1.53%	\$8,640.35	14.48%
Chemicals & Chemical Based Products	7	21.21%	-97	-3.81%	\$1,405.28	2.59%
Defense & Security	1	1.04%	-82	-1.58%	\$9,071.72	17.17%
Education & Knowledge Creation	-7	-13.21%	-386	-13.48%	\$4,940.84	11.26%
Energy (Fossil & Renewable)	9	3.78%	838	26.44%	\$691.95	1.14%
Forest & Wood Products	1	3.33%	-167	-22.54%	-\$4,871.58	-10.30%
Glass & Ceramics	-1	-10.00%	-16	-21.33%	\$209.92	0.58%
Information Technology & Telecommunications	0	0.00%	-730	-41.52%	\$1,770.85	2.80%
Manufacturing Supercluster	-3	-3.45%	-2,147	-48.13%	\$8,047.31	16.86%
Computer & Electronic Product Mfg.	-2	-25.00%	-380	-54.13%	\$3,521.34	6.45%
Electrical Equipment, Appliance & Component Mfg.	1	16.67%	-333	-71.31%	-\$573.93	-1.04%
Fabricated Metal Product Mfg.	1	3.70%	-92	-22.60%	\$6,829.92	15.74%
Machinery Mfg.	-1	-3.33%	-293	-41.98%	\$10,647.02	19.27%
Primary Metal Mfg.	1	16.67%	122	43.88%	\$10,635.59	22.31%
Transportation Equipment Mfg.	-3	-30.00%	-1,171	-61.34%	\$8,861.38	21.35%
Mining	2	25.00%	-8	-8.60%	-\$6,058.13	-10.04%
Printing & Publishing	-3	-3.26%	-211	-20.06%	\$1,989.00	4.47%
Transportation & Logistics	7	3.72%	-557	-16.04%	\$3,895.78	10.90%

Source: StatsAmerica

Industry Cluster Location Quotient (2010)

Description	Industry Cluster Employment LQ
Primary Metal Mfg.	2.34
Chemicals & Chemical Based Products	1.88
Transportation & Logistics	1.17
Defense & Security	1.11
Biomedical/Biotechnical (Life Sciences)	1.1
Energy (Fossil & Renewable)	1.08
Transportation Equipment Mfg.	0.88
Agribusiness, Food Processing & Technology	0.79
Education & Knowledge Creation	0.77
Mining	0.77
Manufacturing Supercluster	0.66
Forest & Wood Products	0.64
Machinery Mfg.	0.63
Printing & Publishing	0.62
Electrical Equipment, Appliance & Component Mfg.	0.57
Arts, Entertainment, Recreation & Visitor Industries	0.57
Advanced Materials	0.56
Computer & Electronic Product Mfg.	0.48
Business & Financial Services	0.48
Fabricated Metal Product Mfg.	0.39
Glass & Ceramics	0.35
Information Technology & Telecommunications	0.32
Apparel & Textiles	0.13

Source: StatsAmerica

Shift Share Analysis

To supplement the location quotient analysis, shift-share analysis controls for employment changes at the industry and national level. Controlling for these variables, the District can focus on the sole effect of the district on employment levels of each industry. In the table below, the National Share shows the number of employees that were gained or lost due to the overall national employment trend. The Industry Mix category shows the number of employees that the Industry gained or lost due to the employment trends of that specific industry cluster. After removing these two numbers from the change in employment for the industry, the Regional Share is what is left. The number of employees gained or lost in this category can be considered a direct result of the District's environment on the industry cluster, thus providing another measure of the District's competitive advantage.

Shift Share Analysis 2008-2010

Industry Cluster	National Share	Industry Mix	Regional Share
Advanced Materials	-109	-117	-165
Agribusiness, Food Processing & Technology	-82	44	28
Apparel & Textiles	-5	-12	-4
Arts, Entertainment, Recreation & Visitor Industries	-119	2	-288
Biomedical/Biotechnical (Life Sciences)	-497	741	276
Business & Financial Services	-185	-15	176
Chemicals & Chemical Based Products	-114	-154	507
Defense & Security	-242	187	492
Education & Knowledge Creation	-149	182	-436
Energy (Fossil & Renewable)	-168	-25	953
Forest & Wood Products	-37	-105	0
Glass & Ceramics	-2	-5	23
Information Technology & Telecommunications	-78	-19	-386
Manufacturing Supercluster	-172	-356	-479
Computer & Electronic Product Mfg.	-36	-47	-292
Electrical Equipment, Appliance & Component Mfg.	-15	-30	-115
 Fabricated Metal Product Mfg.	-19	-44	14
Machinery Mfg.	-27	-57	-36
Primary Metal Mfg.	-21	-54	74
Transportation Equipment Mfg.	-54	-123	-125
Mining	-6	-9	-11
Printing & Publishing	-45	-75	96
Transportation & Logistics	-189	-110	-436

Source: StatsAmerica

Freight Strategies and Recommendations

Published February 6, 2015, the Greater Egypt Planning Commission contracted a study to determine opportunities within the freight industry. Seven strategies and recommendations are offered for further consideration to better position the Greater Egypt District to capitalize on freight opportunities. It should be reiterated that this study is not intended as a freight strategic plan but rather a review of freight data with suggested direction for further investigation. The development of a full freight strategic plan is within this CEDS and may be found under Action Item 3.2.B. The seven recommendations are as follows:

- 1) The trucking crossroads of I-57/I-64, as well as I-57/IL Route 13, are logical focal points for truck oriented businesses, distribution centers, and services. Infrastructure investments that maintain traffic levels of service and alleviate congestion should continue to be pursued to maximize the attractiveness of these locations for trucking and related industries.
- 2) Demand for timely deliveries is increasing the role of Air as a shipment mode. Freight Analysis Framework (FAF) forecasts an increase in air shipments by 2040. Since the Air mode in FAF includes truck-air combination shipments, it is uncertain if the loading/unloading of these shipments are expected to occur within the Greater Egypt District or elsewhere. Nonetheless, investments in airports could better position the region to capitalize on the expected growth.
- 3) Forecasted increases in intermodal and container-based transportation are widely documented. Given the Greater Egypt District's relative proximity to the St. Louis region and other distribution hubs, a market may not develop for a local intermodal-type facility. Instead, focus on bulk commodities vital to the District's economy and strategies to improve transportation may prove more impactful.
- 4) The Greater Egypt District is bisected by several Class I railroads, including Union Pacific, BNSF, Norfolk Southern, and Canadian National. However, the District has few direct rail connections to ports or transloading facilities (rail-truck). Shippers may be going outside the region for these transfers. Opportunities for additional multi-modal connections along rail corridors would merit further investigation.
- 5) Coal is a major import and export for the Greater Egypt District and exports are expected to grow. Enhancements in scrubbing technology and foreign demand may improve the market, although recent EPA regulatory policies could dampen domestic demands. Nonetheless, planning for a future of continued coal production and identifying strategies for accommodating increased coal tonnage would be prudent.
- 6) The potential for horizontal fracking to expand oil exports in Illinois is not reflected by FAF. Given the volatility in oil prices, the long-term viability of horizontal fracking is unknown. Evaluating the transportation needs of the oil industry in preparation for an emerging fracking industry would be an appropriate next step.
- 7) The Greater Egypt District may benefit from establishing a regional freight coordinator to serve as a point person for freight-oriented initiatives, policies, and investments and/or a regional freight commission to meet semi-regularly to discuss freight-related issues.

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. Many of these variables are outside of the direct control of the CEDS process and regional leadership. A more clear understanding of District health is gained by taking key indicators, the subsequent SWOT Analysis and Strategy sections, and the CEDS document as a whole.

Sales Tax Receipts

As the Greater Egypt District experiences a growth in the service sector, tracking state sales tax numbers becomes increasingly important. Sales tax receipt data was the most common metric used by municipalities. This tax remains uniform throughout the counties and thus can be used as one of our barometers of economic health. Sales tax receipts have grown consistently since the Great Recession. That being said, receipts for 2013 did drop slightly by \$342,000 or a minute 0.0028%. By itself, the one-year regression provides very little information about long-term trends.



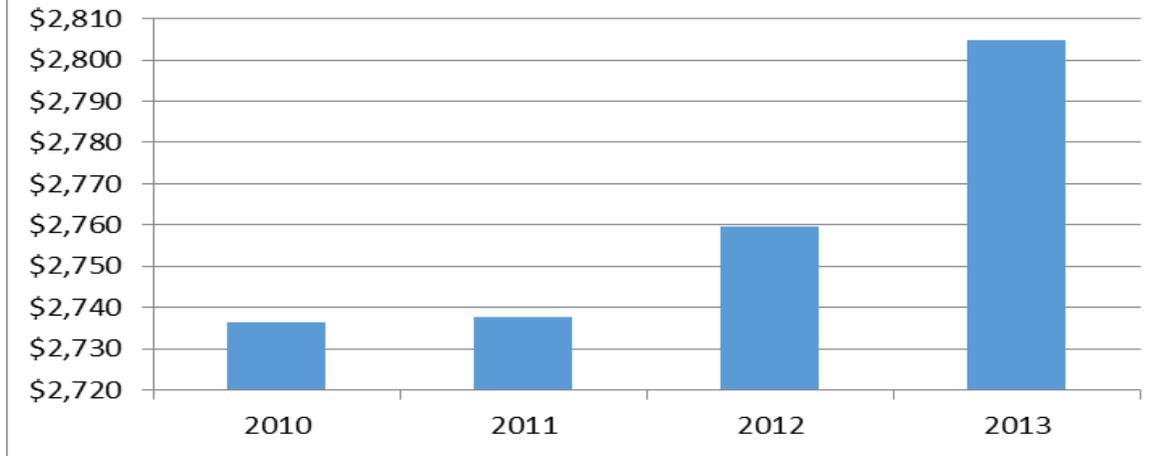
Source: Illinois Department of Revenue, Standard Industrial Classification (SIC) Code Reporting

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.

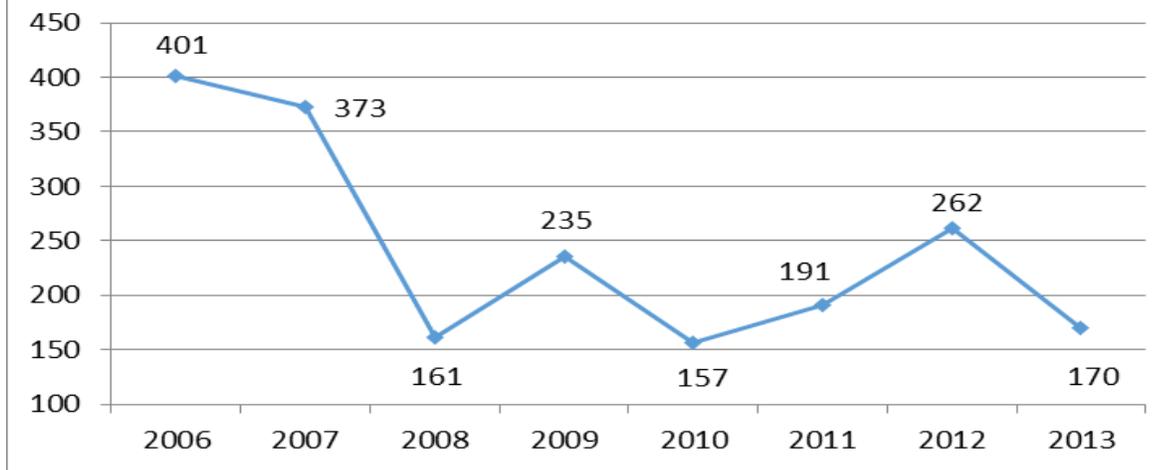
Equalized Assessed Value for Greater Egypt Region (in Millions)



Source: Greater Egypt Member Counties' Assessor Offices

Building Permits

Residential Building Permits (Estimated)

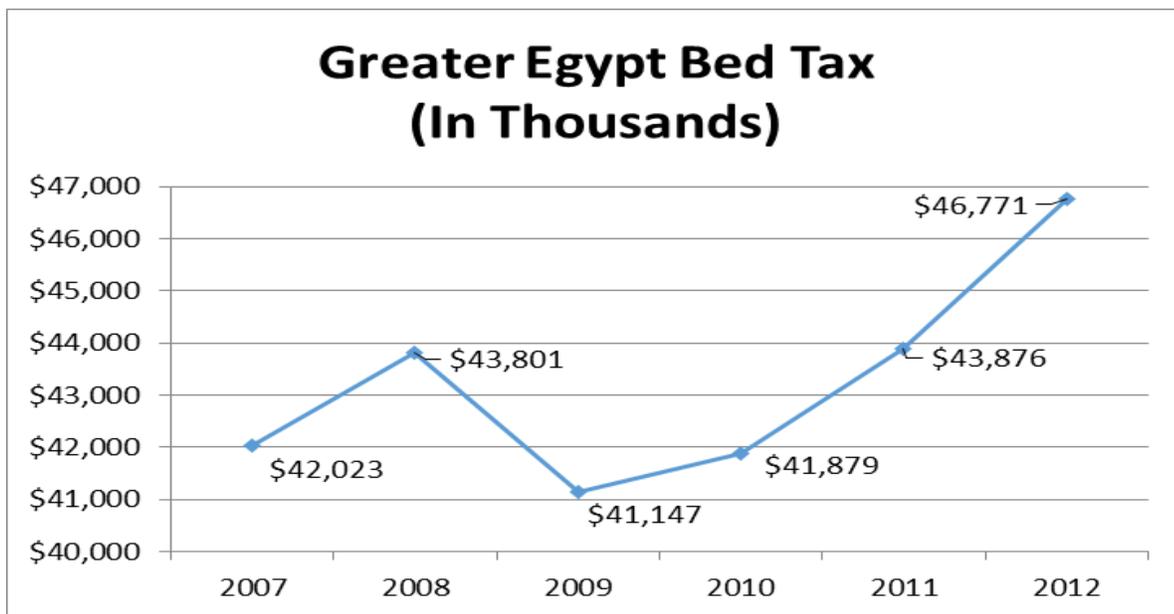


Source: US Bureau of the Census - Building Permit Estimates

County and municipal leaders, along with economic developers, identified the number of building permits issued as an important metric. Building permits are not only an indicator of a vibrant housing stock, but also provides further data about the region's economic health. The Greater Egypt District experienced a downturn in issued building permits after the crash of the housing market in 2007-2008. Since, issued permits have remained steady if somewhat stagnated.

Hotel Occupation Retailer's Tax (Bed Tax)

Throughout the CEDS process, regional leaders identified tourism as an important and growing industry. Furthermore, the tourism industry represents perhaps the best avenue (along with the freight industry) for full regional collaboration. Members of the District appear ready to support and capitalize on neighboring communities' recreational attractions and events. The Bed Tax was selected as the best proxy for the determination of the economic effect of tourism. Utilizing this metric, the Greater Egypt District appears to be experiencing a healthy rise in tourism dollars. This gain is paced by Jefferson, Williamson, and Jackson Counties. The large gains in the former two counties also suggests the Bed Tax metric captures freight traffic as well.

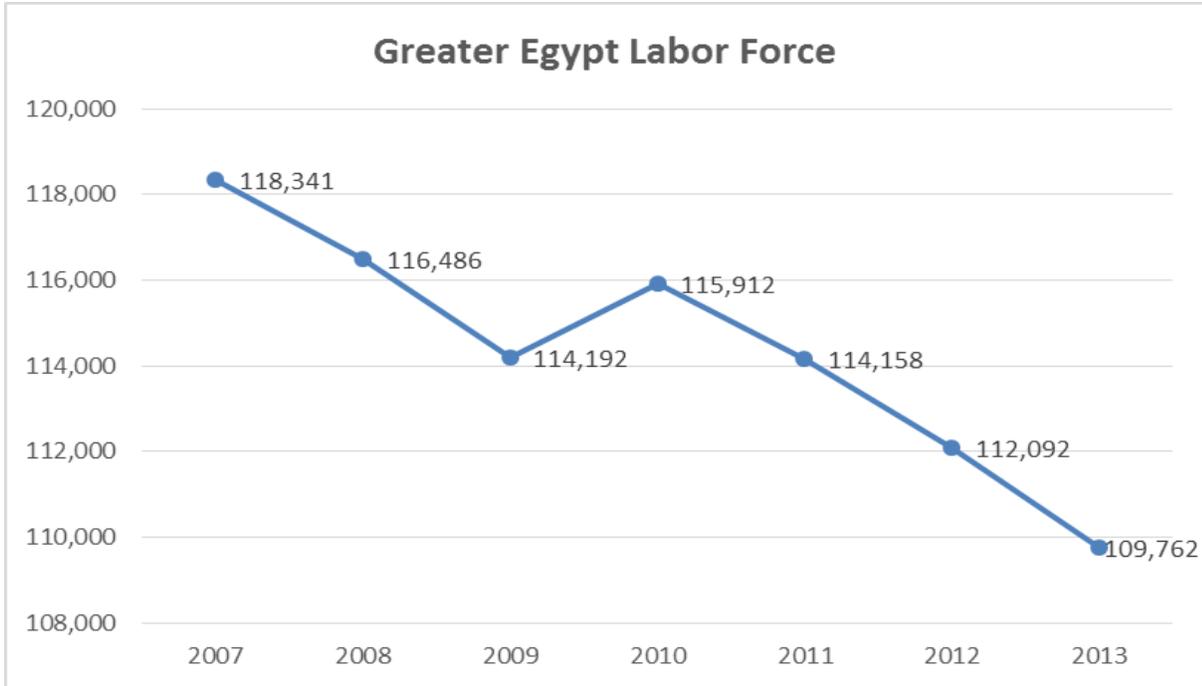


Source: IDOR Annual Reports of Collections and Distributions

Labor Force Statistics

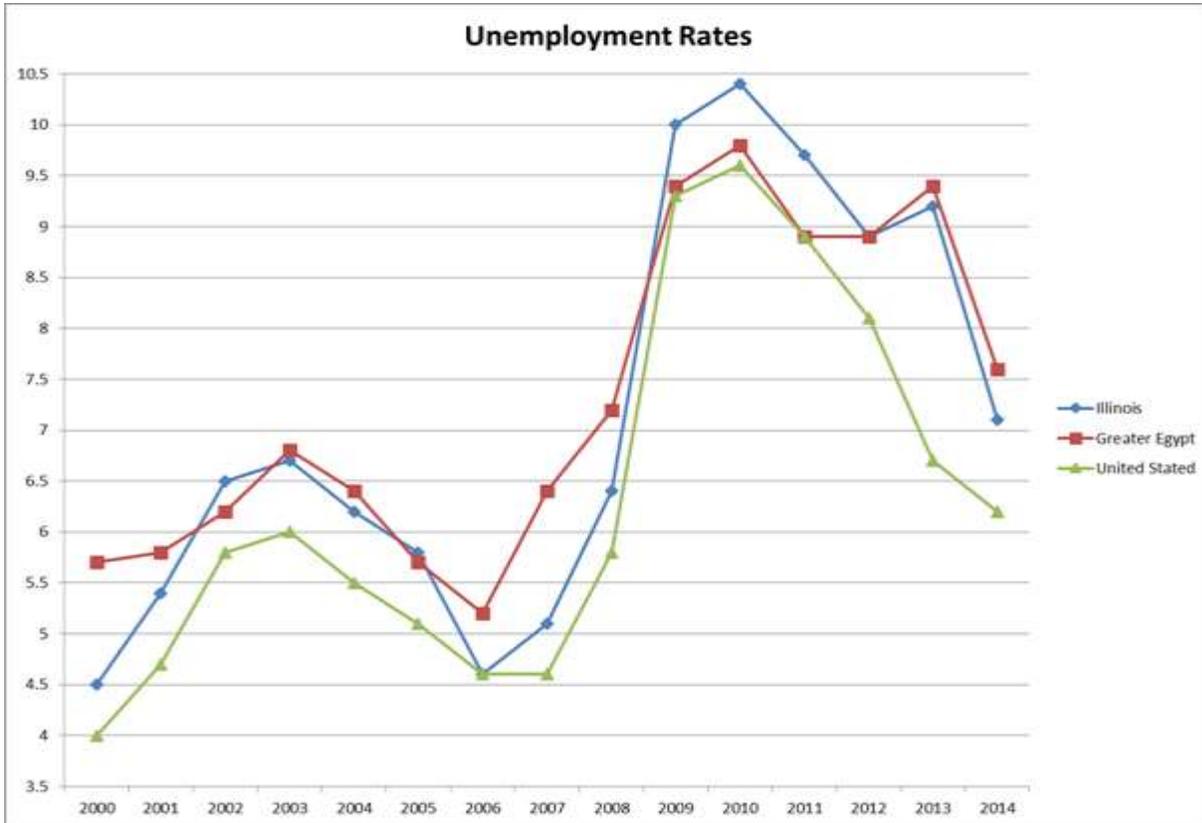
The Greater Egypt labor force peaked in September 2007 at 120,279 people. The size of the labor force has since declined, not eclipsing 117,000 workers. It appears the shrinking labor force within the District may be the most enduring negative effect of the Great Recession.

The recent shrinking of the Greater Egypt labor force may be the single greatest challenge facing the District. A stagnant national economy, the subsequent return to higher education by prime working age adults, and the concurrent aging of the population led to similar labor force trends nationwide. The District's 'brain drain' is identified throughout the CEDS, as a threat within the SWOT and as the foremost goal and objective within the CEDS strategy. It should be noted that the District's labor force has netted more than 6,000 workers since January of 2001.



Source: Illinois Department of Employment Security, LAUS

Unemployment Rates



Source: Illinois Department of Employment Security, LAUS

Similar to labor force numbers, unemployment rates provide a glimpse at the health of the economy. Once again, the District is performing well, relative to the state and national economies. While the District’s labor force numbers have yet to stabilize, the unemployment rates display a positive trend. The District, state, and national unemployment rates began an historic climb in 2007 and peaked in 2010. Employment rates have since partially recovered. While lagging behind the state and national numbers, the District’s unemployment rate has dropped 2.2 percentage points since 2010. The 7.6% unemployment rate found within Greater Egypt represents a distinct improvement for the local economy. With much room for improvement, job creation remains a top priority for the District.

Worker Flow

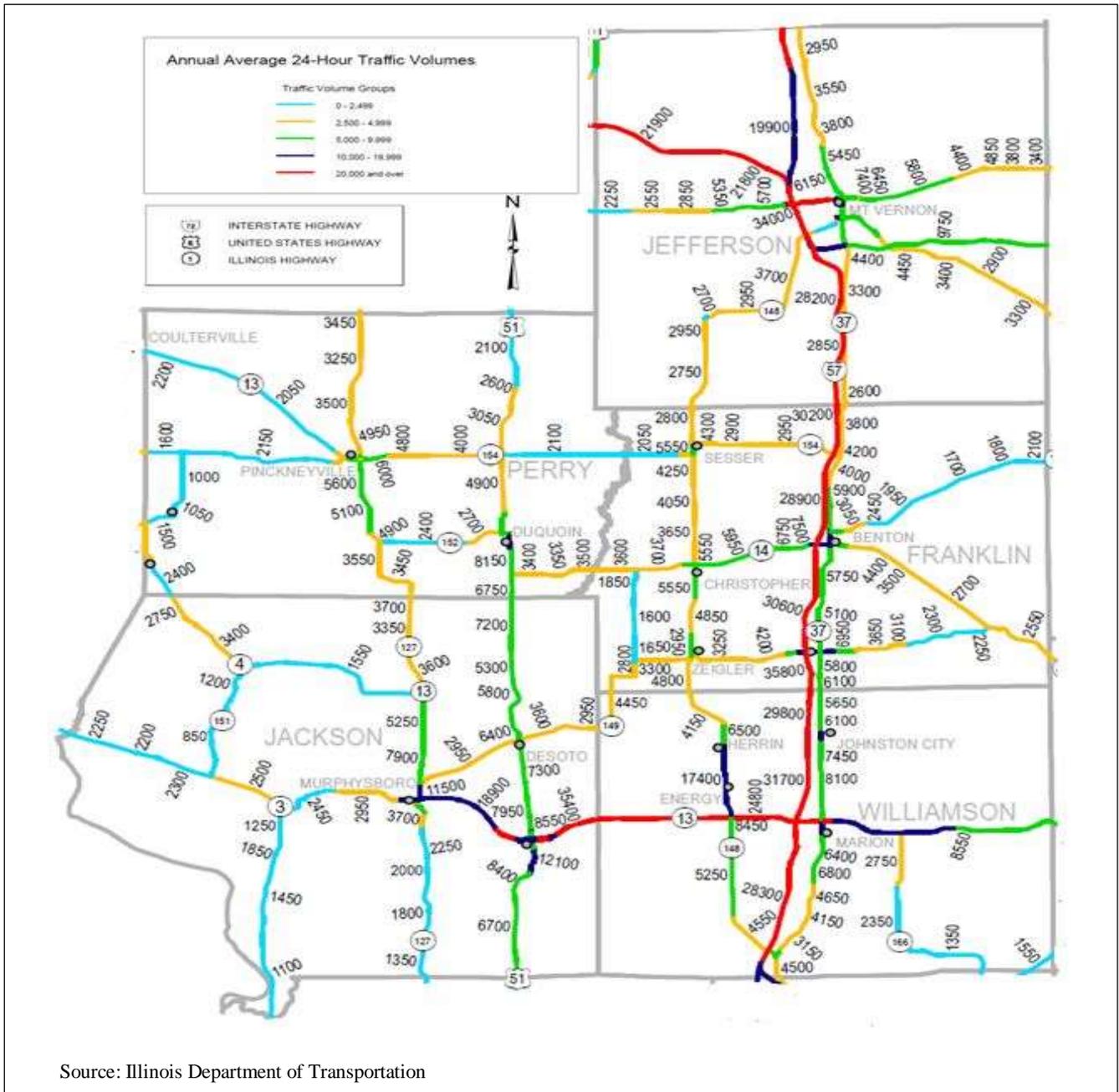
An important statistic for many employers and economic developers in the Greater Egypt district is that concerning worker flow. Greater Egypt Planning Commission began tracking worker flow in 2012 and is able to provide an updated version for the 2015 CEDS. The map below utilizes data from the American Community Survey (ACS) 5-Year, covering the period of 2006-2010. This updated version is a large improvement over past efforts, as the ACS 5-Year data includes counties under 20,000 population. Using the worker flow data, we garner a clear picture of the true size of the region. The Greater Egypt District acts as an employment hub for the region, as 96% of its workforce is pulled from 15 different counties. Greater Egypt residents also prove mobile in search for work, as attested by 96% of residents finding employment in 19 different counties (Cape Girardeau County, MO and McCracken County, KY not shown)



Traffic Count of Thoroughfares

GREATER
EGYPT

Key Economic Indicators

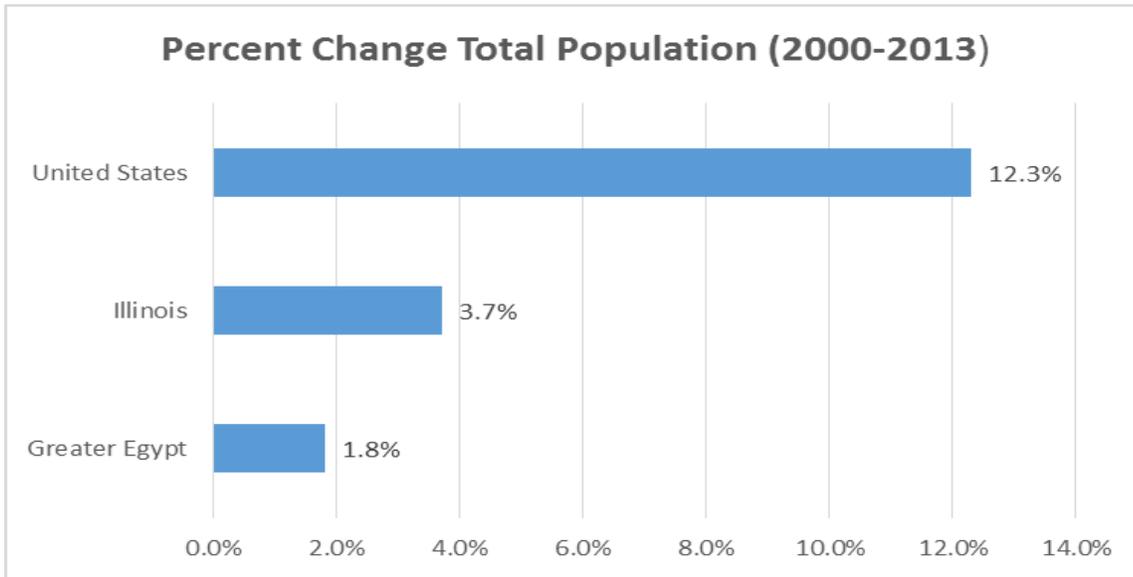


A network of state and federal highways integrates the District. The farthest communities in the District are within a 90-minute drive from each other, and most are accessible over high-speed roads within a one hour drive. Moreover, groupings of municipalities within the District add further cohesion to the area. Carbondale, Marion, and Murphysboro are linked by Illinois Highway 13, an east-west, four-lane State highway in the southern part of the District (recently expanded to six lanes between Marion and Carterville). Similarly, Marion, Johnston City, West Frankfort, Benton and Mt. Vernon are linked by Interstate 57, a north-south route located in the east part of the District. Both thoroughfares represent the highest traffic counts in the District.

Socioeconomic Profile

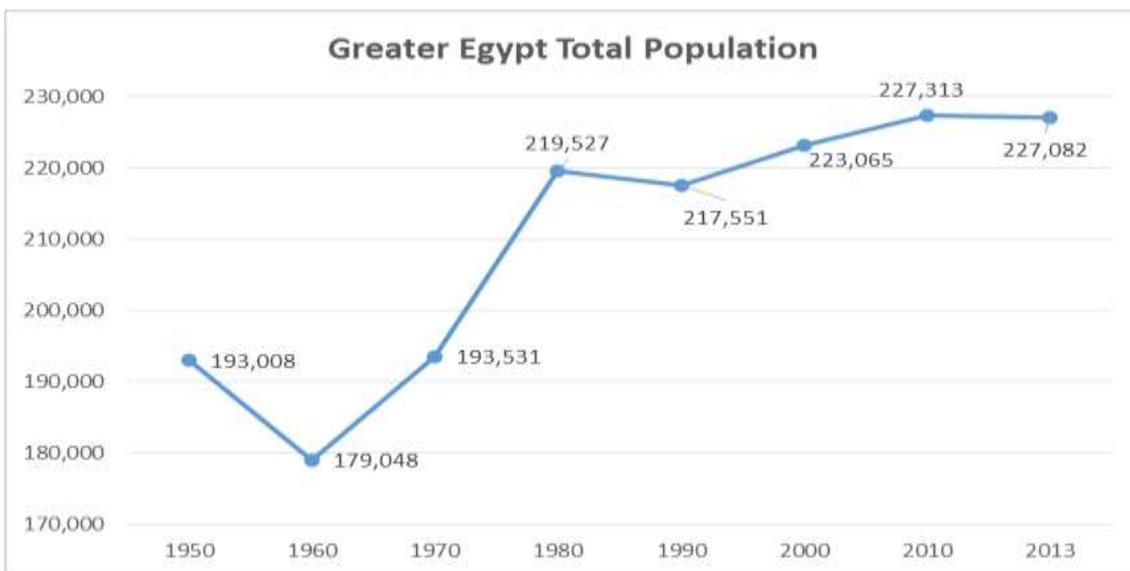
Total Population

From 2000 to 2013, Greater Egypt has seen slow growth in population when compared that to Illinois and the United States. National growth led the pace at 12.3%, while the State experienced a 3.7% growth in population. The District saw only a 1.8% increase during this same period.



Source: US Census 2000 and 2010 Data, 2013 ACS

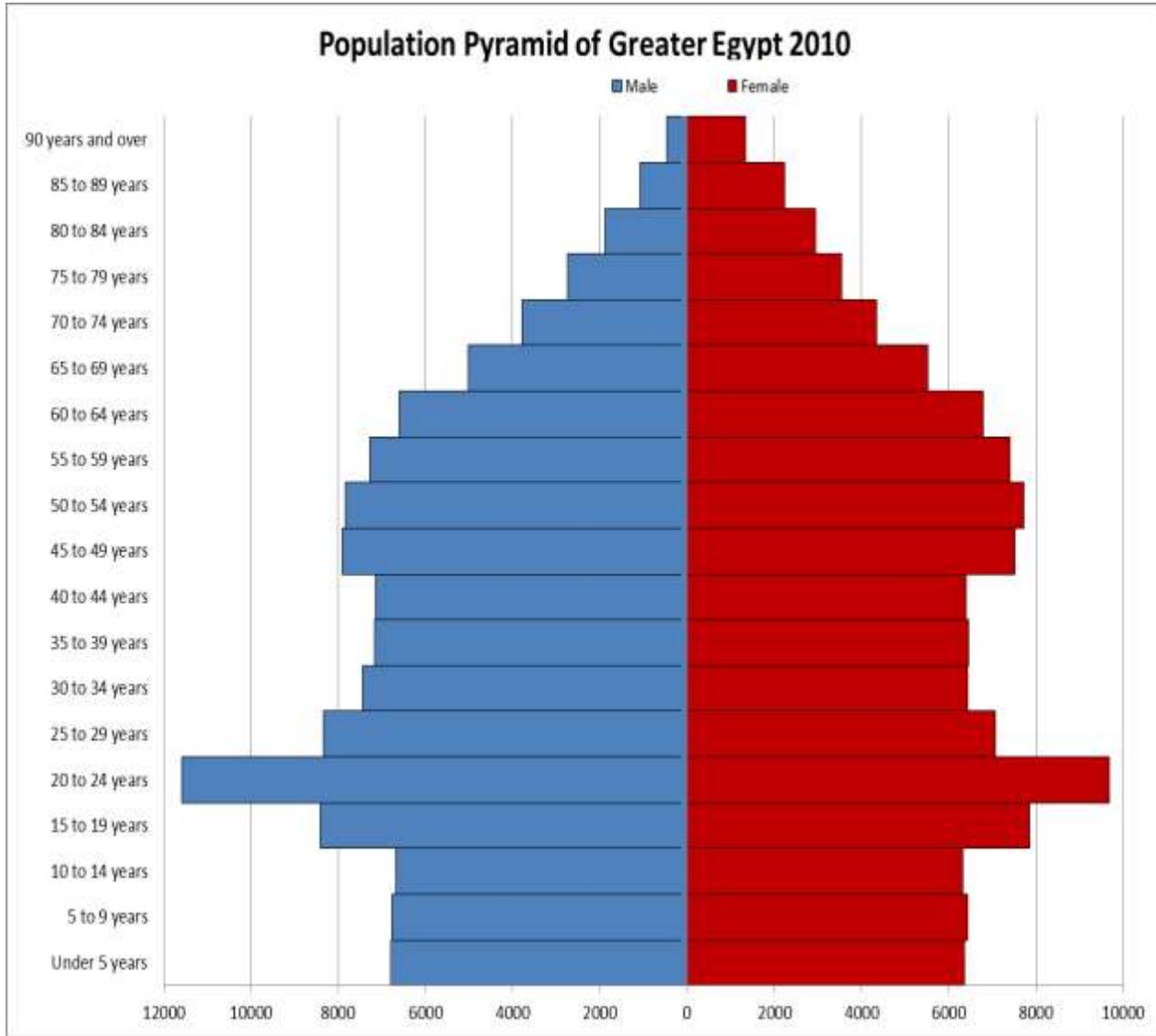
Greater Egypt has seen a substantial increase in population since 1950. The District’s population has increased 17.7%. During this period, the District experienced two population downturns in 1960 and 1990. The 2013 ACS 5-Year population estimate shows a slight downturn since the 2010 Census, a drop of 231 persons or -0.1%.



Source: US Census Decennial Data, 2013 ACS

Population by Age and Sex

The following is a population pyramid for the Greater Egypt District. This pyramid can tell us a few things about the age of the District’s population. The population can be considered slightly constrictive and stationary. These terms describe an aging population often found in developed areas of the world with high education, good income, and access to human services such as healthcare. Interestingly, Greater Egypt also displays a slight ‘youth bulge’ between the ages of 15-29. Likely, this is skewed by high college student populations in the District and is less indicative of the socioeconomic environment typically found with a high level of youth.

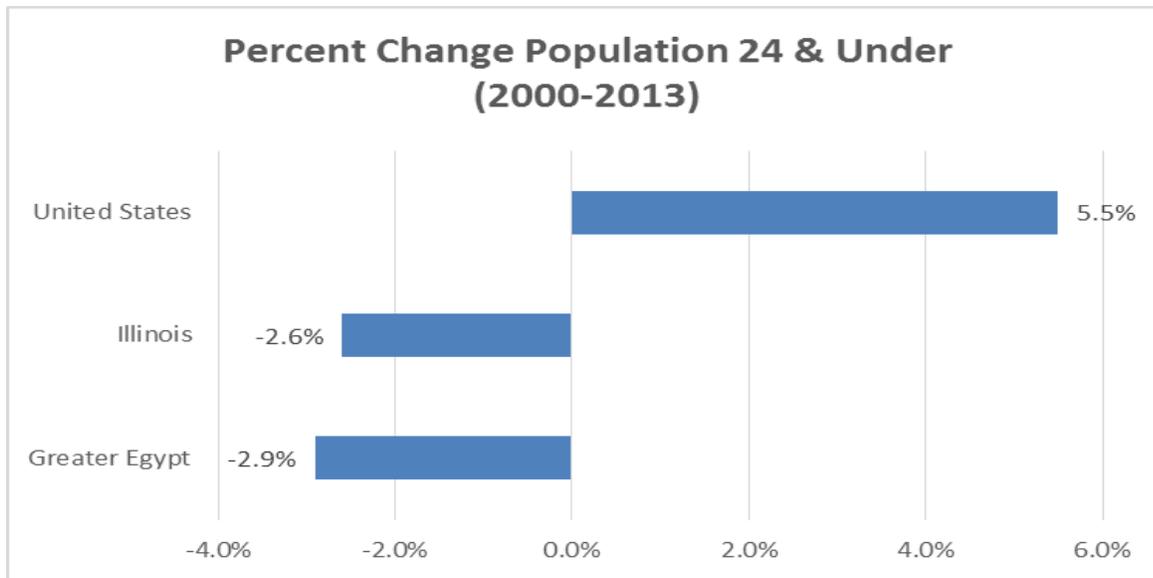


Source: US Census 2010 Data

Population by Age

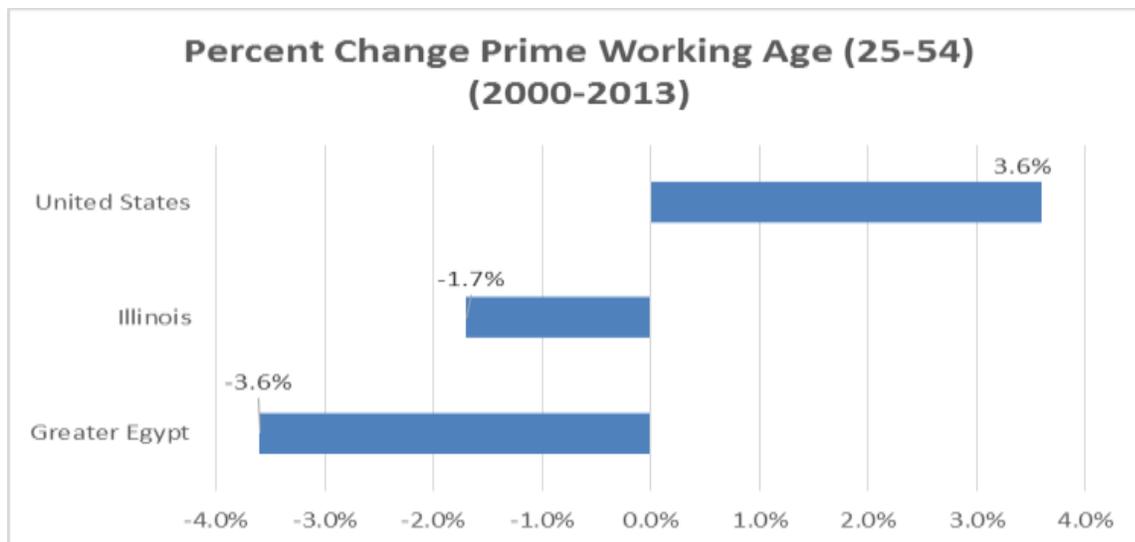
Though Greater Egypt’s total population is increasing, a more in-depth look reveals that the growth is not across all ages. Through these numbers, we can identify the size of the district’s youth, working age, and retirement age population. While Greater Egypt’s total population experienced an

increase from 2000 to 2013, both the youth population (24 and under) and the prime working age population (25-54) saw declining numbers. This trend is echoed in the Illinois population numbers as the state also experienced decreases. The United States, however, saw increases in all categories.



Source: US Census 2000 and 2010 Data, 2013 ACS

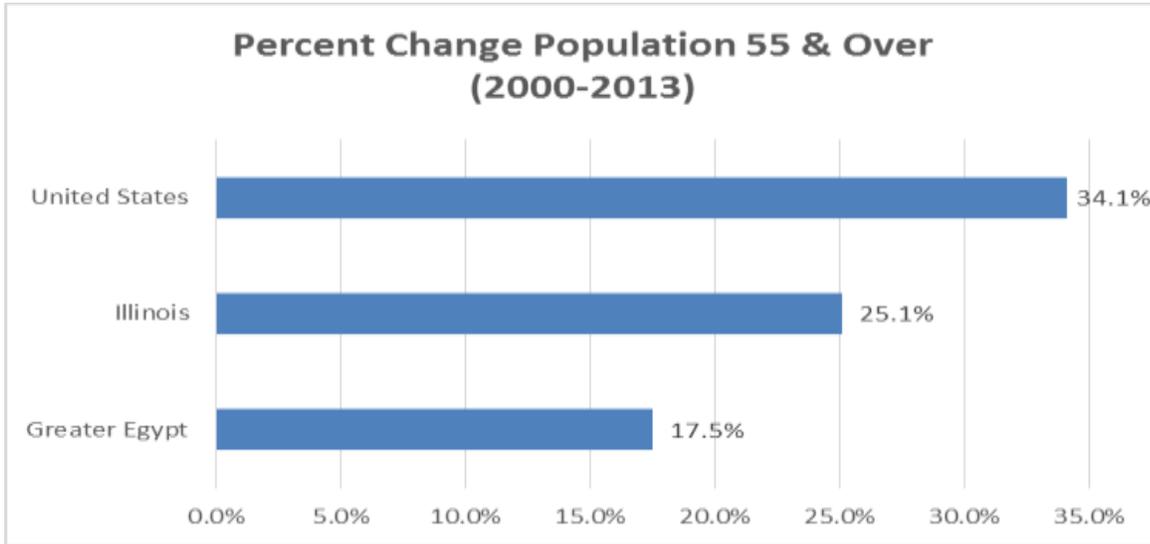
The prime working age population, qualified as those in the population from the ages of 25 to 54, can have a significant impact on the health of the economy. Unfortunately, Greater Egypt and Illinois have seen a decrease in this population by 3.6% and 1.7% from 2000 to 2013, respectively. While regional and state trends both experienced decreases, the national prime working age population increased by 3.6% during this time frame. Retention and attraction of youth and prime working age adults is a high priority of the CEDS.



Source: US Census 2000 and 2010 Data, 2013 ACS

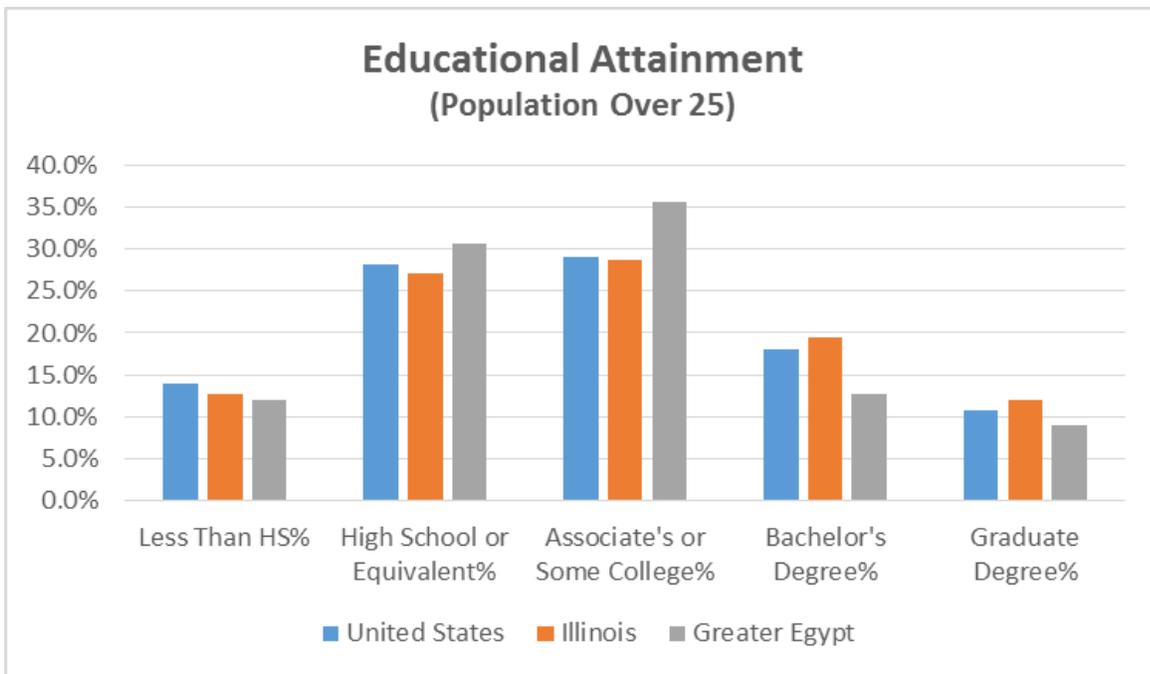
In contrast, the population aged 55 and older in the Greater Egypt District has grown by 17.4%. This echoes the trend in Illinois and the United States, which show growth rates of 25.1% and 34.1% respectively. All three growth percentages represent healthy jumps even from the 2010

Census. When looking at these trends in whole, one can see that Greater Egypt is following some of the same trends of Illinois and the United States as the retirement age population continues to grow. The ‘greying’ of America presents nation-wide challenges. This is especially true in Illinois and the District, as the population up to the age of 55 is declining. However, the CEDS identifies the retirement industry as an opportunity in the SWOT and Strategy Sections.



Source: US Census 2000 and 2010 Data, 2013 ACS

Educational Attainment



Source: 2013 Census ACS 5-Year

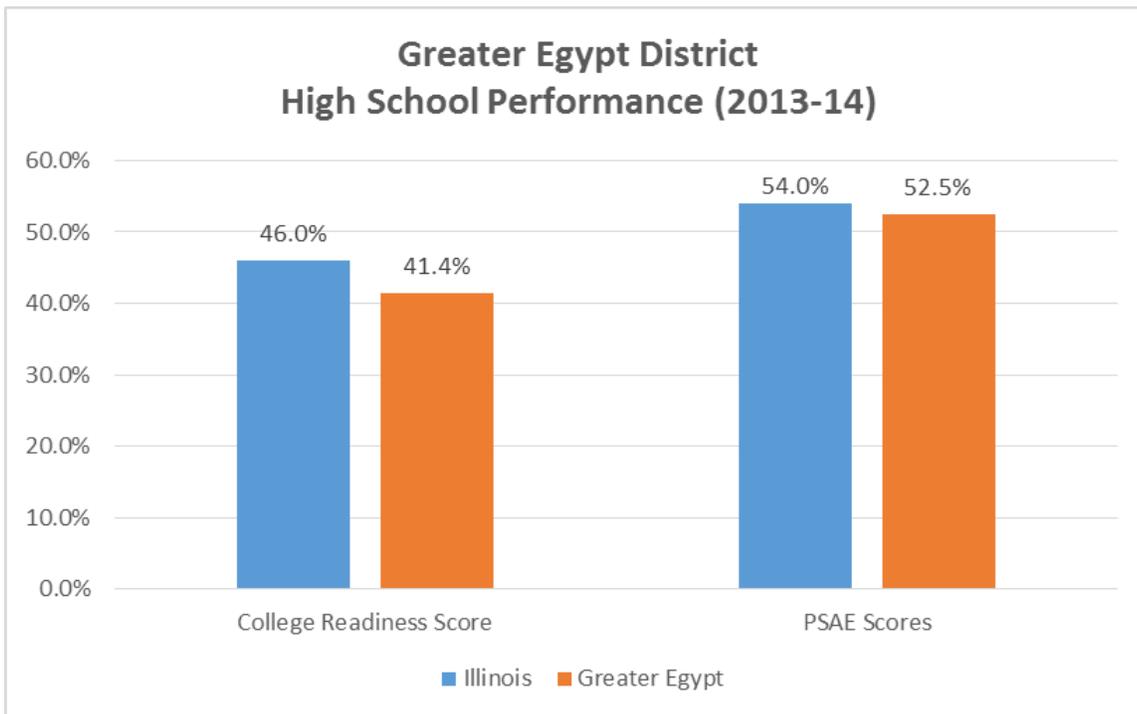
The chart above displays various levels of education for the population over the age of 25 in the United States, Illinois, and Greater Egypt. First glance at the Greater Egypt District’s educational attainment levels tells an interesting story. The District does a relatively good job in graduating high

school students and mitigating drop-outs. Greater Egypt also boasts a higher rate of citizens with an associate’s degree or some college, suggesting an educational culture and general economy supported by a robust community college system, specifically John A. Logan and Rend Lake Colleges. Lastly, the District lags behind both the State of Illinois and the United States at-large for the attainment of bachelor’s and graduate degrees. Attainment of a bachelor’s degree or higher in the Greater Egypt District is highly skewed towards Jackson and Williamson Counties.

High School Performance

Throughout the CEDS process, quality of education and college readiness are a consistent theme. Municipal governments closely track the progress of their school districts. Workforce and economic developers pointed to school performance as an indicator of future district success. Qualitative interviews of various District leadership positions suggest area high schools are experiencing mixed performance; leaders largely pointed to new infrastructure and quality teachers, yet performance scores are below Illinois average. Of note, the school districts pacing the area’s school performance are experiencing their schools as economic drivers and centers of community cohesion.

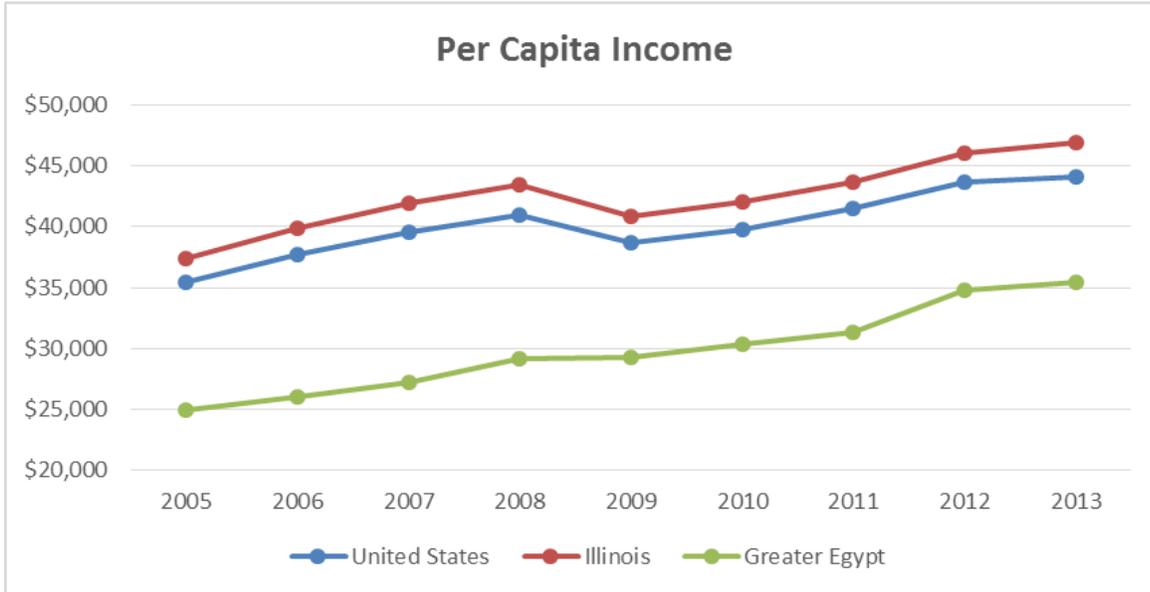
The following chart is an aggregate score of those retrieved from the Illinois Report Card. The Illinois Report Card defines College Readiness as the percentage of students who achieved a combined score of at least 21 on the ACT. PSAE scores are the percentage of students that meet or exceed state standards on the Prairie State Achievement Exam.



Source: Illinois Report Card

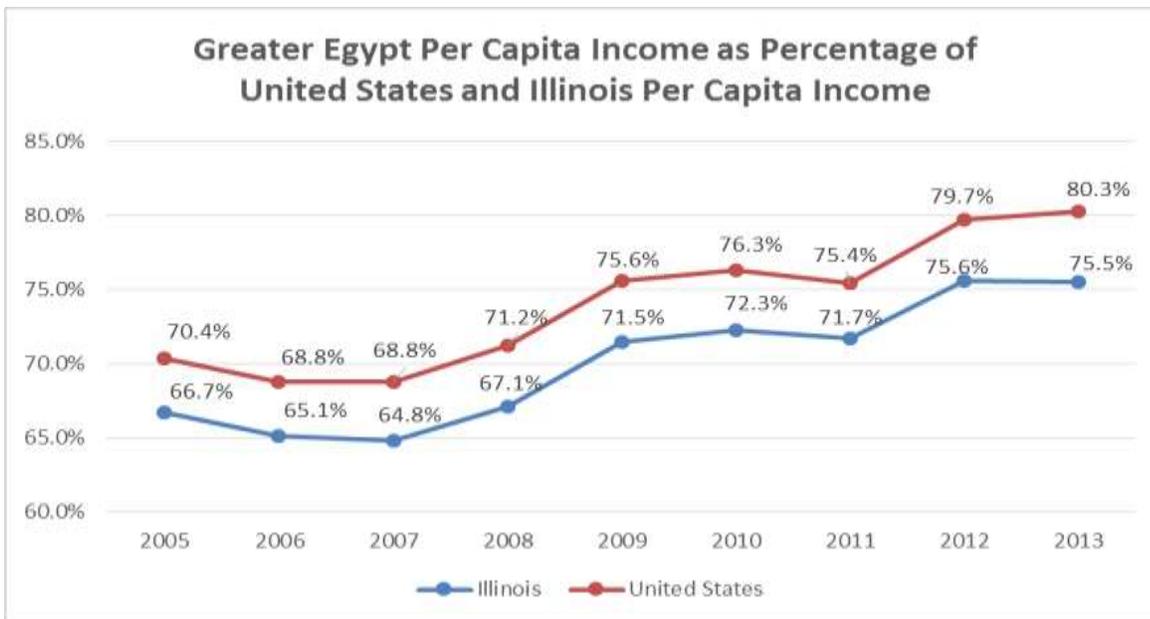
Per Capita Income

GREATER
EGYPT



Source: Bureau of Economic Analysis

While the age breakdown of the population is disconcerting, the trend of the district’s per capita income provides some hope for the district. The graph above demonstrates how Greater Egypt is following the same general upward trends as Illinois and the United States, except at a faster rate. From 2000 to 2013, Greater Egypt saw a significant increase of 42.1% in per capita income. The United States and Illinois saw less substantial increases of 24.6% and 25.5%, respectively. The chart below displays the District’s per capita income as a percentage of Illinois and the United States. While Illinois per capita income edges the national average and eclipses the levels found in Greater Egypt, the District’s economy is growing and quickly closing the gap.

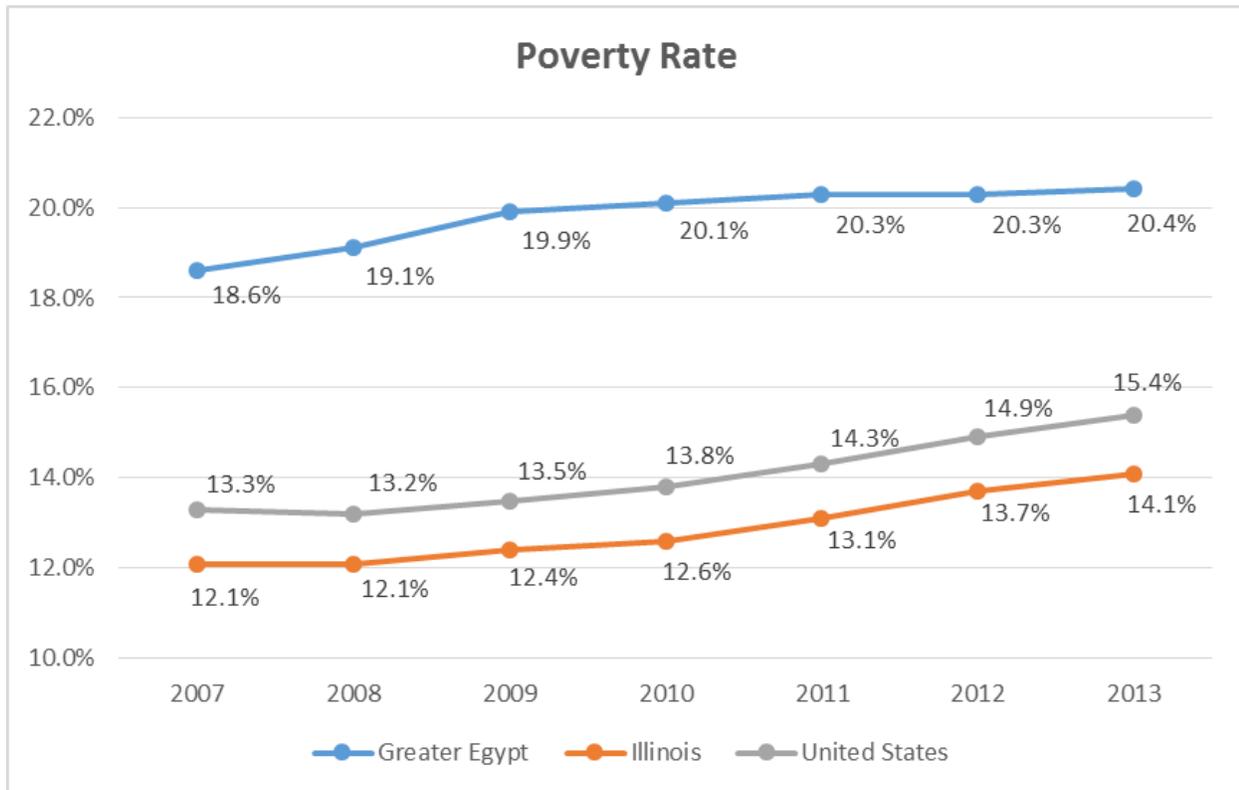


Source: Bureau of Economic Analysis

Socioeconomic Profile

Poverty Rates

Correlated with lower than average per capita income rates, the Greater Egypt District also experiences higher than average poverty rates. According to the 2013 ACS, Greater Egypt rate of poverty is 5.0 and 6.3 percentage points higher than the United States and Illinois as a whole, respectively. Greater Egypt’s poverty rate is elevated by Jackson County’s 30.4%, attributed to being inflated by a large college student population.



Source: 2013 Census ACS 5-Year, 2008 ACS 3-Year





Over the last decade, southern Illinois and the Greater Egypt District made large strides towards developing a collaborative regional identity. This effort is complicated by long established sub-regional identities. However, the Greater Egypt District is well positioned to transition into a new phase of cooperation in order to meet the demands of the current economic realities; in particular, there exists a systematic acknowledgment of the need to compete on a national and global level.

Strengths * *Weaknesses* * *Opportunities* * *Threats*

The Greater Egypt District participated in an initiative to help forge the southern Illinois regional identity. This initiative began to take shape in the early years of the 21st Century and stems from the efforts of ConnectSI, a 20-county cooperative effort focused on regional initiatives. Since then, the area has enjoyed the continued maturation of three distinct economic development corporations amongst other groups with regional process abilities, such as the Southern Illinois Mayors Association (SIMA), Southern Illinois Metropolitan Planning Organization (SIMPO), and Champion Community Investments (CCI).

The SWOT analysis utilized the following definition of **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, major and short-line rail, pipeline, and potential port access to the Mississippi and close proximity to the Ohio Rivers. The advantages of this network are discussed in the Greater Egypt Regional Freight Study, published February 6, 2015.

Greater Egypt also boasts a robust workforce interconnected with strong regional employers; particularly, the education and healthcare sectors that bolster technological training and drive the regional economy. Employers discover a workforce integrated with high education rates and the mechanically inclined. This allows potential employers to find a wide range of fits for any business need.

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 fiber-optic investment, including one of the state's first gigabit cities. 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.

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. These natural resources provide an energy production industry cluster ripe for continued development. Both the public and private sectors remain supportive of the agricultural base responsible for the regional nickname, 'Little Egypt'. 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 and distilleries, outdoors activities, eco-adventures, a multitude of distinct festivals, or the ever-present Americana folk arts & music scene.

STRENGTHS

- Proximity to Midwest transportation network/majority of American marketplace
- Multi-modal assets
- Higher education assets
- Low cost of living
- Competitive wages
- Strong workforce
- Natural energy resources
- Natural resources for tourism/recreation
- Robust healthcare system
- Family-centric culture
- Emerging collaborative strengths
- Broadband availability for business use
- Strong agricultural base
- Entrepreneurial spirit
- Southern Illinois is business friendly

Weaknesses

- Culture of poverty
- Heavy reliance on government jobs
- Additional need for technical skill training
- Lack of awareness of entrepreneurial support system
- Low population density
- Aging regional leadership with no strategy to fill the generational gap in both sectors
- High amount of public land in some areas stymies development and restricts tax base
- State finance crisis and unfriendly approach to business
- Competition with bordering state governments
- Inability to produce finished products from natural resources
- Drug problem
- K-12 performance

Weaknesses are defined as negative internal factors which 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. 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. This is a phenomena certainly not unique to the region, as can be gauged by the Illinois Poverty Report and Illinois Report Card. 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.

The national trend towards urbanization, felt in Southern Illinois in two distinct ways, has brought regional collaboration to the forefront. First, the region continues to experience the aforementioned 'brain drain' with prime working age adults migrating to national urban centers. Second, the rural population within the district continues to coalesce around regional city centers, creating a new resource management paradigm for declining rural communities and growing population centers.

Meeting this generational challenge is paramount to the future of the area. Greater Egypt has largely experienced an aging of regional leadership with little strategy to fill this generational gap. The problem has not gone

unnoticed, with national partner Delta Regional Authority providing training via the Delta Leadership Institute. With over 50 leaders already trained, this program presents a training and networking opportunity.

This talent gap holds true in both the public sector, where civic participation is declining, and in the private sector, where long-time successful businesses are closing due to owner retirement without apparent successors. The people of Greater Egypt recognizes this paradox and remain committed to providing a local culture that values not only family-centric activities, but also provide solid job growth, full economic opportunity, and a commitment to quality of life and place that appeals and attracts all ages and lifestyles.

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 sector 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. While the economic results of "Right-To-Work" and Workers' Compensation reform are recognized and even desired in some cases, manufacturing and industry development in Southern Illinois must be balanced with the relatively high quality of life characteristics currently enjoyed by Greater Egypt inhabitants.

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

If human beings are perceived as potentials rather than problems, as possessing strengths instead of weaknesses, as unlimited rather than dull and unresponsive, then they thrive and grow to their capabilities.

- **Barbara Bush**



Opportunities

- Tourism collaboration and cooperation
- Retirement industry
- Mature and emerging development sites – SIAA, airports, industrial parks, Route 13 frontage, I-57 Corridor, STAR
- Creation of a regional marketing strategy
- Available, inexpensive land
- Multiple organizations with ability to process regional approach
- Increased, innovative utilization of broadband
- Foreign direct investment
 - Partnerships with multi-national corporations
 - Soft landings for small/mid-sized corporations
 - Outreach to immigrant entrepreneurs
- Cultivate quality of place assets to attract youth, families, and retirees
- State government philosophy change
- Clean coal investments remain strong
- Higher education and workforce collaboration
- Connect modes of transport
 - Warehousing and transloading opportunities scaled to size of economy
- Increase entrepreneurial framework for startups
- CCI, capital access, equity seeding
- Develop business retention strategies
- Alternative energy

The opportunities identified for the Greater Egypt region largely revolve around the concepts of attraction and retention, with the predominant variable being human capital. This focus on people manifests in multiple forms. Throughout the CEDS process, consensus towards the opportunities found within the tourism industry provides a potential catalyst for cross-collaboration between historically competing locales.

Optimism around tourism collaboration suggests there can be multiple support communities for individual tourism destination and events. This may be motivation for future regional economic relationships between local entities. The opportunity to strengthen craft businesses' understanding of e-commerce is also important. Past efforts to establish an online marketplace have met an underwhelming response. Region-wide cooperation within the tourism industry presents a new opportunity for outreach to specialty businesses.

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 appeal to the retiring baby boomer segment. Southern Illinois University - Carbondale continues to explore the development of a retirement community, access to a strong regional healthcare sector, dozens of picturesque lakes, and marketing efforts by the Egyptian Board of Realtors present further opportunities for the retirement industry.

Certainly not to be ignored are the attraction and retention of business and industry. Greater Egypt is experiencing an aggressive expansion of developable sites for both traditional and high-tech industry. The Southern Illinois Airport Campus continues to expand its operations with the recent \$1,200,000 EDA investment in roadway realignment, opening up the effective development of new acreage to leverage the new Southern Illinois University

Transportation Education Center for high-tech developments

The EDA also recently invested \$3,250,000 in the new 100-acre Mt. Vernon Industrial Park. Benton Industrial Park #2 was recently improved through EDA investment. This is combined with site development in Marion and DuQuoin, the latter supported by an innovative solar energy farm. Business parks, established and newly developed, spot the regions' landscape, with many supporting traditional business, industry-specific business support parks, and many with the ability to house high-tech companies.

A decade long investment in broadband infrastructure aimed at supporting industry with high-tech needs not only provides business attraction and retention possibilities but also workforce opportunities. Broadband investment also supports heavy users such as the higher education and healthcare sectors. Using new technology, southern Illinois desires to integrate higher education and workforce development training partnerships for high-tech skills. The Greater Egypt region benefitted from over one million dollars in USDA investment for tele-medicine programs and simulation laboratories, made possible by the region's commitment to telecommunication infrastructure.

In addition to eco-tourism and outdoors tourism potential, the region's natural resources provides the opportunity for raw resource extraction. The coal and natural gas industries remain viable. While, ultimately, market trends

So not only do we need to deal with threats as they emerge, we have to be thinking in anticipation of future threats, and the things we do have to be things that enable the system to continue to work.

- **Janet Napolitano**

will determine the future of fossil fuels, large scale national investment in clean coal technology lends credibility to the continued exporting of the region's coal

Threats

- State and Federal government – inconsistent policies, business climate, change in payment schedule
- Change in Higher Education funding priorities
- Possible large scale economic recession
- Lack of employer diversity – too reliant on major employers
- Aging infrastructure
 - Transportation
 - Water/Sewer – aging and insufficient
- Landlock issues – limits development and affects freight efficiency
- Energy policy/market trends change
- Continued depopulation

resources. Not to be remiss, alternative energy also presents an economic opportunity, especially solar fields that support specific sites and potentially larger scaled projects, such as bio-mass methane sequestration facilities.

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

The threats facing the Greater Egypt region are varied and many are related to global and national market trends and policies. A second major recession in light of the events of 2008 would certainly suppress any progress made over the last decade. The lack of employer diversity needs to be addressed, as the region remains overly dependent on major employers and the public sector. The energy sector remains volatile and the type of coal produced in southern Illinois is heavily reliant on exports to foreign markets. State business philosophy and changing funding priorities can present a considerable threat to the area. A delay in payment schedules or outright cut to funding in higher education or the area's state parks could result in lost jobs and tourism dollars. SIUC, as the region's largest employer, was identified as a major slice of the economy in four out of five Greater Egypt counties. Lastly, the Greater Egypt region must continue to develop the most modern infrastructure. This includes replacement of aging transportation infrastructure such as major roadways, bridges, intermodal systems, utilities, telecommunication, and last mile infrastructure. Water and sewer systems were identified as both aging and insufficient. Long-term planning in these areas is crucial to the attraction and retention of business, ensures quality of place, relieves gridlock while increasing freight efficiency, and places southern Illinois and Greater Egypt in the position to compete in the global marketplace.



Don't underestimate the power of your vision to change the world. Whether that world is your office, your community, an industry or a global movement, you need to have a core belief that what you contribute can fundamentally change the paradigm or way of thinking about problems.

Leroy Hood



GOALS, OBJECTIVES, AND STRATEGIES



Goals, Objectives, and Strategies

GREATER
EGYPT

Implementing a regional, asset-based comprehensive economic development strategy requires not only a continuous collaborative effort from business and civic leaders at the local level, but it is also necessary to coordinate efforts with state and federal partners as consistently as possible. For organizations of public trust to be able to act with concerted efficiency, an environment must be created where there is a consistent application of valuable, finite resources.

With this in mind, the Greater Egypt CEDS goals are consistent with those of the State of Illinois and the region's most active national partners. Furthermore, regional goals are developed with consideration of the strengths and expertise of the Greater Egypt Planning Commission, the members of the CEDS Committee, leadership within key sectors, and all other participants as needed. The CEDS process should be thought of as coordinated and continuous.

Economic Development Administration Goals

- Modernize and make effective use of major central business districts.
- Encourage infrastructure investments in areas with concrete potentials for natural resource processing with emphasis on energy production.
- Develop port facilities
- Assist firms and communities impacted by foreign trade.
- Develop and/or recycle land and industrial facilities.
- Develop adequate labor force with relevant skills.
- Develop institutional capability in areas of high distress.
- Develop infrastructure and facilities for tourist industry.

- Assist in the economic development of minority businesses and neighborhoods.
- Assist qualified organizations and neighborhoods.

Delta Regional Authority Goals

- Competitive, Productive Workforce
- Physical and Digital Connections
- Sustainable Communities

Illinois Department of Commerce and Economic Opportunity: The Illinois Economic Development Plan (July 2014)

DCEO recently released a plan containing seven initiatives designed to strengthen the state's business ecosystem in order to expand economic opportunity. Those initiatives are as follows:

- Strengthen the state's ongoing business attraction, retention, and support initiatives
- Promote economic development on a regional level
- Develop an increasingly competitive workforce
- Increase fairness and opportunity
- Make Illinois a top destination for entrepreneurs
- Implement a comprehensive, statewide strategy to drive innovation
- Modernize and revitalize our infrastructure



Greater Egypt District Goals, Objectives, and Strategies:

Utilizing the data gathered by the Greater Egypt CEDS participants, five 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 *five core goals* for Greater Egypt are:



- **“Grow Our Own”**: develop and retain a world class workforce, prosperous entrepreneurs, and strong local leadership;
- **“Develop & Maintain”**: 21st century infrastructure systems that are required to retain and expand existing and attract new businesses while providing high standards of life and operations for our residents, students, businesses, health care systems, and educational institutions.
- **“Connect”**: Greater Egypt’s physical and telecommunications infrastructure to provide seamless access to regional and global markets.
- **“Promote”**: this region’s growth industries, including indigenous products, knowledge-based enterprises, and tourism.

- **“Continuous Improvement”**: evaluate the region’s progress toward the goals and adjust the strategies as needed to achieve the goals.

GOAL #1: ‘Grow Our Own’ - develop and retain a world class workforce, prosperous entrepreneurs, and strong local leadership.

The Greater Egypt District’s ability to compete in the modern marketplace rests in its capacity to develop and rely on indigenous human capital assets. To do so requires a multi-tenet approach to the long-term development of a successful and satisfied populace.

Objective 1.1: Continuously Identify and Address Workforce Development Needs.

Action Item 1.1.A. Meet with businesses in targeted sectors to identify future staffing trends and current incumbent worker training needs. Targeted business sectors will be identified via the ongoing relationship with regional workforce development corporations, community colleges, updated cluster analysis, the utilization of regional economic development corporations, and the annual interviewing of the area’s elected officials and municipality staff.

Action Item 1.1.B. Refine and make accessible to all residents workforce and adult training that promote employment in targeted sectors. After specific workforce development needs in targeted sectors are identified, applicable training programs will be developed with the community colleges and promoted on a rolling basis, as applicable.

Action Item 1.1.C. Increase basic employability skills throughout the region’s population. A ‘soft skills’ program addressing interpersonal interaction and basic computing skills shall be promoted region-

wide, focusing on vulnerable populations and geographies most affected by poverty.



Action Item 1.1.D. Increase the use of “work-based” learning throughout the region and across sectors. Work based learning opportunities may include, but are not limited to, internships, work experience, on-the-job-training (OJT), and apprenticeships. The business-led Southern Illinois Workforce Investment Board will lead efforts with employers and trade organizations to develop models for work based learning.

Action Item 1.1.E. Convene employers and community colleges to better understand skill set gaps and identify non-traditional, accelerated training opportunities in order to fill the pipeline gaps existing in the region.

Action Item 1.1.F. Utilize the US Chamber of Commerce “Managing the Talent Pipeline” effort to maximize existing research and models. Engage the regional chambers of commerce in the effort to educate and engage employers in the effort.

Objective 1.2: Coordinate the Region’s K-12 School Districts and Higher Education Institutions

Action Item 1.2.A. Identify opportunities for regional strategies to increase the college readiness scores of our high school students. Create a coordinative task force between the

region’s superintendents and various higher education institutions to address common educational challenges shared throughout the Greater Egypt district.

Action Item 1.2.B. Explore the feasibility of a regional vocational school. After the employment and training needs of targeted sectors are identified, the Greater Egypt region will examine the efficiency in which these needs are met. In particular, workforce development corporations and the area’s community college system will be asked to self-evaluate whether employment training needs are being met.

Objective 1.3: Further Establish and Promote the Region’s Entrepreneurial Support Framework

Action Item 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.

Action Item 1.3.B. Establish a variety of comprehensive financial resources for scalable ventures. These resources shall include proof of concept funding such as SBIR federal grants, angel investment sources, venture capital funds targeted for the region, convertible debt instruments, and debt financing options to include both traditional commercial lending and non-traditional leveraged funds such as Champion Community Investments and various revolving loan funds (RLF).

Action Item 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. The CEDS Committee identified the initial model from Effingham CEO/Midland Institute for Entrepreneurship. Focus shall also be placed

in the formation of a regional Business Plan Competition and in the support of existing programs such as SIUC's Saluki Ventures, Saluki CEO Corps, and University Innovation Fellows.

Action Item 1.3.D. Provide the resources to 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 1.4: Address Leadership Gap

Action Item 1.4.A. 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.

Action Item 1.4.B. Promote and participate in the Delta Leadership Institute's Executive Academy and Delta Leadership Network.

Action Item 1.4.C. Support Pro13 and other local leadership groups.

Action Item 1.4.D. Coordinate the Illinois Municipal League (IML) training for newly elected officials with Southern Illinois Mayors Association (SIMA).

GOAL #2: 'Develop & Maintain' – 21st century infrastructure systems that are required to retain and expand existing businesses along with attracting new business, while providing high standards of life and operations for our residents, students, businesses, health care systems, and educational institutions.

The second goal set presents perhaps the clearest opportunity for the Greater Egypt Planning Commission and CEDS participants to positively affect the region. As one of the oldest economic development districts in the nation, Greater Egypt has enjoyed a robust 48 year relationship with the EDA resulting in 146 projects, the creation and retention of over 7,000 jobs, and the successful leveraging of over \$350,000,000 in private sector investment. The relationship with the EDA continues to gain strength as three major regional projects were selected for investment in 2014, totaling over \$6,250,000 last year alone. The region also maintains healthy relationships with other national and state partners, including the DRA, IEMA, IEPA and DCEO.

Objective 2.1: Place an Emphasis on Quality of Life and Place

Action Item 2.1.A. Despite specific challenges, the region currently experiences a unique and high quality of life and place. The region will actively explore ways to maintain and further develop this quality of life and place including, but not limited to, beautification efforts, historical preservation, natural resource protection, pedestrian friendly destinations, diverse leisure and recreation opportunities, a family-centric and culturally diverse environment, and establish a culture that respects all animals, whether wild, domestic, or commercial. Successful completion of this objective requires a diverse economy that produces high quality jobs.

Action Item 2.1.B. Develop a long-term options for the development of a Greater Egypt Bike Plan.

Action Item 2.1.C. Explore opportunities to partner with state and national parks to promote, develop, and maintain the region's vast protected lands.

Objective 2.2: Develop & Maintain Commercial and Industrial Infrastructure

Action Item 2.2.A. Develop and maintain industrial and commercial infrastructure. The region needs to develop suitable land and facilities as needed that are environmentally problem-free to maintain existing, expanding, or locating employers.

Action Item 2.2.B. Concentrate on business expansion and location. Make land, labor, capital, and assistance available to businesses that need these resources to remain, expand, or locate in the District.

Objective 2.3: Develop & Maintain Community Infrastructure

Action Item 2.3.A. Maintain, upgrade, and make readily accessible the public services essential to orderly development, safety, and well-being. In particular, the Greater Egypt region must continually address the insufficient and aging water and sewer infrastructure.

Action Item 2.3.B. Identify specific community needs to support the retirement industry.

Action Item 2.3.C. Develop and support a diverse housing stock, public housing, and other physical facilities that are healthful and attractive.

Action Item 2.3.D. Provide and make accessible health and medical care to all residents. In particular, rural healthcare accessibility via transportation is considered an area ripe for improvement.

Action Item 2.3.E. Establish, refine, and coordinate specialized human services for the aged, youth, and disabled.

Objective 2.4: Develop & Maintain the Region's Economic Resiliency

Action Item 2.4.A. Expand existing business retention and economic diversification efforts via coordination between the region's business leaders, elected officials, Chambers of Commerce, and the area's workforce and economic development corporations.

Action Item 2.4.B. Participate in and adopt the Multi-Hazard Mitigation Process through FEMA and IEMA.

Action Item 2.4.C. Maintain working relationship with Shawnee Preparedness and Response Coalition (SPARC)

GOAL #3: 'Connect' - Develop transportation connections, fiber optic and other telecommunication capabilities that will enhance the flow of information and support new technology innovations and high-tech related businesses.

As the Greater Egypt District becomes more adept within the globalized marketplace, connectivity becomes increasingly crucial for ensuring the critical mass necessary for vibrant economic and community development.

Objective 3.1: Connect with Communication Infrastructure

Action Item 3.1.A. Identify and promote ways to utilize telecommunication technology.

Action Item 3.1.B. Support fiber optic expansion projects region-wide.

Objective 3.2: Connect with Transportation Infrastructure

Action Item 3.2.A. Improve model connectivity to address last mile service throughout the Greater Egypt region. This includes the enhancement of Amtrak service connections through a multi-modal approach to ensure last mile connection needs are met.

Action Item 3.2.B. Complete an in-depth study examining the region's opportunities within the freight logistics industry, as a follow up to previous study efforts. The in-depth freight study shall concentrate on:

- Identify infrastructure investments that maintain traffic levels of service and alleviate congestion to maximize the attractiveness of Greater Egypt for trucking and related industries.
- Investigate opportunities for additional multi-modal connections along rail corridors.
- Plan for a future of continued coal production and identify strategies for accommodating increased coal tonnage.
- Evaluate the transportation needs of the oil industry in preparation for an emerging horizontal fracking industry.
- Investigate/establish a regional freight coordinator to serve as a point person for freight-oriented initiatives, policies, and investments and/or a regional freight commission to meet regularly to discuss freight-related issues.

GOAL #4: 'Promote' – Develop, support, coordinate, and promote projects, programs, and initiatives that encourage economic development and improve the quality of life throughout the region.

The Greater Egypt District enjoys many geographic advantages that allow a multi-faceted approach to economic and community development. These advantages are attractive not only to traditional business attraction efforts, but also create long-term solutions to expanding local businesses. Likewise, unique quality of life and place factors tend to attract thousands of visitors a year. Promoting Greater Egypt concentrates on identifying existing assets and ensuring the appropriate audiences are fully able to access the various systems of support that define the region. Two sectors, transportation and tourism, continue to present opportunities for region-wide collaboration.

Objective 4.1: Target Mature and Emerging Clusters and Sub-Clusters Found in the Region

Action Item 4.1.A. Identify and promote available opportunities in the transportation distribution and logistics industry. Make local business and government leaders aware of the recently published Greater Egypt Regional Freight Study.

Action Item 4.1.B. Identify and promote available opportunities in the tourism industry. Encourage and provide for a more stimulating and rewarding use of leisure time through the development of regional attractions and events.

Action Item 4.1.C. Bring together local and regional tourism agencies, local governments, and business leaders to identify regional partnership opportunities.

Objective 4.2: Market the Region

Action Item 4.2.A. Create a Greater Egypt Regional Marketing Plan. This plan may include, but is not limited to, industrial and commercial sites, the tourism industry, logistical advantages, incentive programs, the

retirement industry, population attraction and quality of life and place.

Action Item 4.2.B. Participate in and support SIUC's In-Shoring projects.



GOAL #5: 'Continuous Improvement' – This CEDS is intended to be a living document, presented in a user-friendly format, and shall remain flexible to meet the needs of the Greater Egypt region.

The Greater Egypt District recognizes the need for a sophisticated, collaborative approach to economic development and community building. Connectivity between the region's counties and municipalities is rewarded by a more robust approach to global marketplace participation.

Objective 5.1: Ensure Strategy Achieves the Region's Vision

Action Item 5.1.A. Convene ongoing meetings of the CEDS committee to refine and implement the CEDS.

Action Item 5.1.B. Annually meet with and interview key local elected officials and business leaders to ensure the strategy, vision, and metrics of the CEDS are current.

Objective 5.2: Measure Progress

Action Item 5.2.A. Annually evaluate the progress made on implementing the CEDS.

Action Item 5.2.B. Annually evaluate the amount of private sector investment and jobs created or retained by implementing the CEDS.

Performance Measures and Evaluative Framework

The Greater Egypt CEDS Strategy has been developed to provide an overall plan that will lead to the Greater Egypt District becoming a thriving, economically diverse environment for business and industry with a high quality of life, growing population, labor force, per capita income and expanding tax base.

These key indicators of success will be tracked and reported as part of the evaluation of the CEDS. Since it is understood that many variables beyond the control of the CEDS will affect the key economic indicators, other measures of success have been developed to evaluate the development and implementation of the CEDS itself.

The performance of the CEDS will be evaluated on an annual basis and will include both qualitative and quantitative data. The metrics that will be utilized includes:

- The distribution and access of the CEDS document will be tracked to quantify the interest in the strategy document.
- The number and type of action items that are furthered as a result of the CEDS process.
- The number of partners engaged in the implementation of the action items will be tracked as a measure of collaboration.
- The number, amount, and types of investments that have been made in the Greater Egypt District as a result of the action items.

- The Amount of Private Sector Investment that has been made in the Greater Egypt District as a result of the action items.
- The number of jobs created and retained in the Greater Egypt District as a result of the action items.



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APPENDIX A

Identified Project List

Project	Location	Objective
Construct new airline terminal in Williamson County Airport	Marion IL	2.1, 2.2, 2.3
Build a connectivity "meet-me" point in the Carbondale area to enhance overall connectivity and support a health information exchange	Carbondale IL	3.1
Build a new northwest wastewater treatment plant serving Benton	Benton IL	2.3
Build a new road connecting Rushing Drive northward to Grand Road in Herrin in partnership with Williamson County	Williamson County	2.2, 3.2
Build a new wastewater treatment plant that serves West Frankfort	West Frankfort IL	2.3
Build a professional office incubator in West Frankfort	West Frankfort IL	1.3
Build a railroad overpass over South Du Quoin Street in Benton	Benton IL	2.2, 3.2
Build Infrastructure and related improvements to enhance tourism in the Gun Greek area of Rend Lake	Jefferson County	2.1, 2.3, 4.1
Build Pipeline to provide water to new developments along the new I-57 interchange in Mt. Vernon for the Rend Lake Conservancy District	Jefferson County	2.2, 2.3
Complete a feasibility study for the development of a foreign trade zone in the District	Greater Egypt EDD	1.3, 4.1, 4.2
Conduct a strategic planning study for the Southern Illinois Center at the Du Quoin State Fairgrounds.	Du Quoin IL	2.1, 4.2
Conduct a strategic planning study resulting in a comprehensive infrastructure plan for the City of Herrin	Herrin IL	2.1, 2.2, 2.3
Conduct an aggressive regional demand creation and aggregation project to further enhance regional connectivity	Greater Egypt EDD	3.1, 3.2, 4.2
Road improvements to Meridian Road serving Walker's Bluff	Carterville IL	1.3, 2.2
Construct a new southwest pump station at the south end of Perry County Fairgrounds in Pinckneyville	Pinckneyville IL	2.3
Construct a new wastewater treatment plant on Weaver Road in Herrin	Herrin IL	2.3
Construct a new wastewater treatment plant serving Pinckneyville	Pinckneyville IL	2.3
Construct a new water tower on Brewster Road in Herrin	Herrin IL	2.3
Construct a workforce development and community education building on the campus of John A. Logan College. The building would be 21,000 square feet with the majority of the space allocated for specialty classrooms and expansive, flexible space for training large groups. The building will be designed and constructed to achieve LEED certification, and would feature green roof and ground source geothermal heating and cooling.	Carterville IL	1.1
Construct an industrial training center in Mt. Vernon	Mt. Vernon IL	1.1
Develop a back-up water supply to serve the City of Carbondale	Carbondale IL	2.3, 2.4
Develop a basic energy policy as a framework through which energy related activities and projects may take place.	Greater Egypt EDD	2.1
Develop a support structure to assist units of local government to develop effective and implementable land use and property maintenance plans	Greater Egypt EDD	2.1
Develop an industrial park site in the area of the abandoned Vocational-Technical Institute in Williamson County	Williamson County	2.2

Identified Project List (Continued)		
Project	Location	Objective
Develop expertise and assets to conduct a regional microenterprise lending and support program	Greater Egypt EDD	1.3
Develop informational and promotional programs and distribute timely socio-economic data to assist local organizations market the region.	Greater Egypt EDD	1.4, 2.1, 4.2
Develop recreational trails in the District	Greater Egypt EDD	2.1, 2.3, 3.2
Develop regional access to venture and angel investor financial resources, particularly for debt and equity funding	Greater Egypt EDD	1.3
Develop two industrial parks in Jefferson County targeting manufacturing and transportation, distribution and logistics.	Jefferson County	2.2, 3.2, 4.1
Diversify the District's economic base by expanding manufacturing, service, trade, and tourism related industries.	Greater Egypt EDD	2.4, 4.1
Ensure sustainability of Small Business Development Center programs	Greater Egypt EDD	1.3
Expand and support leaderships programs including Lead SI Youth Leadership Program, youth entrepreneurship programs, and community leadership programs.	Greater Egypt EDD	1.3, 1.4
Expand water and sanitary sewer service at Du Quoin Industrial Park	Du Quoin IL	2.2, 2.3
Extend Factory Outlet Drive and related infrastructure to the West Frankfort Industrial Park	West Frankfort IL	2.2, 3.2
Extend Mainline Road and related infrastructure into the West Frankfort Industrial Park	West Frankfort IL	2.2, 3.2
Generate federal research grants and contracts (SBIR/SBTT) by technology-based firms in the region and University spin-out companies.	Greater Egypt EDD	1.3, 4.1
Implement a regional public transportation system for the workforce	Greater Egypt EDD	1.1, 2.1, 3.2
Improve the infrastructure at the Carbondale Business Park East	Carbondale IL	2.2, 3.2
Improve the overall climate for growth of regional entrepreneurship, small business development, and innovation and technology	Greater Egypt EDD	1.3, 4.2
Improve the quality of regional air transport to and from the region	Greater Egypt EDD	2.1, 2.2, 2.3
Improve the spillway at the Pinckneyville Reservoir	Pinckneyville IL	2.1, 2.3
Improve the Wastenia Street By-Pass in Benton IL including widening and increasing turn lanes	Benton IL	2.2, 3.2
Increase connectivity bandwidth to Southern Illinois University-Carbondale to at least 10 gigabits/second to support teaching, research, and service missions.	Greater Egypt EDD	3.1
Increase regional access to affordable internet services at increasingly higher bandwidths	Greater Egypt EDD	2.1, 3.1
Increase commercial space in Benton IL on Airport Frontage Road adjacent to I-57.	Benton IL	2.2, 3.2
Increase the flow of communication and cooperation among local, state, and national governments as well as with local development groups.	Greater Egypt EDD	4.2, 5.1, 5.2
Increase the number of new and retained knowledge-based enterprises with corresponding growth in related high-skilled employment opportunities	Greater Egypt EDD	1.1, 1.3, 4.1
Install a new 8" ductile iron water main on South Washington Street between Walnut Street and Grand Avenue in Carbondale to improve fire protection and pressure to the building along Washington Street	Carbondale IL	2.3, 2.4

Identified Project List (Continued)

Project	Location	Objective
Upgrade the current sewage treatment plant #2 that serves the Pinckneyville Correctional Center	Pinckneyville IL	2.3
Upgrade water and sewer infrastructure to various areas of West Frankfort and the surrounding areas	West Frankfort IL	2.3
Relocate North Airport Road at SI Airport. This road will increase the development potential and accessibility of approximately 96 acres of aeronautical and non-aeronautical land.	Jackson County	2.2, 3.2
Make infrastructure improvements to the Bicentennial Industrial Park in Carbondale	Carbondale IL	2.3
New water tower at Du Quoin Industrial Park	Du Quoin IL	2.2, 2.3
Promote the construction of a four lane highway connecting Jackson County to the St. Louis Metro area.	Greater Egypt EDD	3.2
Promote the region as a retirement area.	Greater Egypt EDD	2.1, 4.2
Provide citizens educational and awareness programs and stimulate regional pride and promotion.	Greater Egypt EDD	1.1, 1.4, 2.1, 4.2
Provide requisite infrastructure, roads, utilities, signage, etc. to develop a targeted 600 acre mixed use site in Jefferson County to attract commercial, tourism, retail, residential, and light industrial usage.	Jefferson County	2.2, 3.2, 4.1
Reconstruction of New Era Road from Glenn Road to Airport Road serving the SI Airport	Jackson County	3.2
Reconstruction of roads serving the Murphysboro Industrial Park	Murphysboro IL	2.2, 3.2
Renovate Herrin City Hall	Herrin IL	2.3
Replace antiquated clay storm sewer lines at various locations in Herrin	Herrin IL	2.3
Replace antiquated sanitary sewer lines at various locations in Herrin	Herrin IL	2.3
Replace deteriorated and undersized water mains in the City of Benton	Benton IL	2.3
Replace existing cast iron water mains at various locations throughout Herrin	Herrin IL	2.3
Replace the city hall in Murphysboro	Murphysboro IL	2.3
Replace the existing wastewater treatment plant in Murphysboro	Murphysboro IL	2.3
Resurface all brick and oil-chip streets at various locations throughout Herrin	Herrin IL	2.3, 3.2
Significantly improve the former Crab Orchard Water district system now owned by the City of Carbondale	Carbondale IL	2.3
Support Destination 13, a partnership formed to develop a strategy to leverage the Destination Development in Marion IL to maximize benefits to the region.	Marion IL	1.3, 2.2, 4.2
Support rural manufacturing and related workforce development initiatives	Greater Egypt EDD	1.1
Support the development of the STAR Bond District in Marion IL.	Marion IL	4.2
Update and maintain the AccessSI database.	Greater Egypt EDD	3.1
Extend Flightline Road south to connect to the relocated Airport Road and improve the road network surrounding SI Airport. This will increase access to 30 acres of aeronautical land and 46 acres of non-aeronautical development land.	Jackson County	2.2, 3.2
Acquire land around the SI Airport for future developments.	Jackson County	2.2

Identified Project List (Continued)

Project	Location	Objective
Develop a solar power array at SI Airport.	Jackson County	2.1, 2.2, 2.4, 4.1
Construct a replacement terminal building at the SI Airport due to the current facilities age, structural deficiencies, and asbestos issues while deploying the use of geothermal HVAC and solar power arrays in the new facility.	Jackson County	2.2
Extend Dee Browning Road and repair Weeks Road in West Frankfort, Illinois to help support the proposed construction of a new business.	West Frankfort IL	2.2, 3.2
Sanitary Sewer trunkline improvements in Sesser, Illinois	Sesser IL	2.3
Wastewater Treatment Plant Improvements in Sesser, Illinois	Sesser IL	2.3
Water treatment improvements to remedy IEPA Violations	Sesser IL	2.1, 2.3
Construct a Multimodal Transportation Center in Carbondale	Carbondale IL	2.1, 2.3, 3.2
Form a value-added food processing initiative for the region	Greater Egypt EDD	2.2, 4.1
Relocate existing Rend Lake Conservancy District water mains under river crossings and Interstate 57 to avoid extended water outage should a break occur	Greater Egypt EDD	2.3, 2.4
Upgrade Rend Lake Conservancy District Pump Stations to meet increasing water demands	Greater Egypt EDD	2.1, 2.2, 2.3
Expand Rend Lake Conservancy District Water Mains to Johnston City	Williamson County	2.3
Expand Rend Lake Conservancy District Water Mains to Mt. Vernon	Jefferson County	2.3
Develop a Jackson County Port Facility	Jackson County	2.2, 3.2, 4.1
Improve infrastructure at the Southern Illinois Research Park to support development	Carbondale IL	1.3, 2.2, 3.1
Improve the roadway to Knob and Spruce roads as well as improve connector roadways and construct water and sewer infrastructure to accommodate industrial development in Waltonville, IL	Jefferson County	2.2, 3.2, 4.1
Implement Smart Growth Planning for the area on the west side of I-57 in Mt. Vernon from I-64 to the North, to Drivers Road to the West, to Ambassador Road to the South and to I-57 on the East side of the target area	Jefferson County	2.1, 2.2, 3.2
Marion retrofit of the former Army Reserve Building into the new police station	Marion IL	2.1, 2.3
Reconstruct Airport Road from New Era Road to U.S. Route 51 to provide better access to the Southern Illinois Airport	Jackson County	2.2, 3.2
Construct the gigabit broadband infrastructure project as part of a \$1.5M grant from the State of Illinois.	Carbondale	3.1
Construct a new administrative office building to house Jackson County governmental offices.	Jackson County	2.3
With assistance from DCEO CDAP, replace town's watermain; approximately 7,500 ft.	Cambria IL	2.3
Extend Halfway Road south to Westminster Drive.	Marion IL	2.2, 3.2
Perform full inventory of drainage structures 4ft-20ft throughout 5 county area and township system.	Greater Egypt	2.1
Leverage SIU research for economic development	Greater Egypt EDD	1.3, 4.1
Update and expand Mt. Vernon's sewage lift station and forcemain which serves Continental Tire and the southeastern quadrant of the community.	Mt. Vernon IL	2.2, 2.3
Televising Sanitary Sewers for Breaks	West Frankfort IL	2.3

Identified Project List (Continued)

Project	Location	Objective
AJR I-57 Phase I Design	West Frankfort IL	2.2, 3.2
Burlington Route Design & Construction (RT 37 to RT 149)	West Frankfort IL	2.2, 3.2
Phase I Sewage Treatment Plant Construction	West Frankfort IL	2.3
Phase II Sewage Treatment Plant Construction	West Frankfort IL	2.3
Retail Incubator	West Frankfort IL	1.3
Moore Park Flood Control	Marion IL	2.1, 2.3
Sewer Line Replacement	Marion IL	2.3
Water/Sewer Extension in Industrial Park	DuQuoin IL	2.2
Business District Water Abatement	DuQuoin IL	1.3, 2.2, 2.3
Potable Water Storage	DuQuoin IL	2.1, 2.3
Main Street Overlay	DuQuoin IL	2.2, 2.3
Amtrak Station Upgrades	DuQuoin IL	2.1, 3.2
FEMA Fire Truck Program	Herrin IL	2.4
Chamber Sidewalk Project	Herrin IL	2.1, 2.3
Lift Station Upgrades	Herrin IL	2.2
Safe Route To School Project	Herrin IL	2.1
Ritter Road Expansion	Herrin IL	2.2, 3.2
West By-Pass Road	Carterville IL	2.3, 3.2
Downtown Lighting Project	Carterville IL	2.1, 2.3
7th Street Expansion	Murphysboro IL	2.2, 3.2
Industrial Park Road Expansion	Murphysboro IL	2.2, 3.2
Market Street Watermain	Murphysboro IL	2.3
Rend Lake Bike Trail	Franklin County	2.1
Rend County Road Overlay	Franklin County	2.3
Public Building Façade Program	Franklin County	1.3, 2.1
Route 115 Expansion to Fairfield	Jefferson County	2.2, 3.2
Route 142 Corridor to Hamilton County	Jefferson County	2.2, 3.2
Ina/Rend Lake Boat Ramp	Jefferson County	2.1
Woodlawn/I-64 Exit Development District	Jefferson County	2.1, 2.2
Midwest Transloading/BN-IL Central Connection	Perry County	2.2, 3.2, 4.1
Carbon Feed Structure	Rend Lake Conservancy Dist.	2.3
Campbell Hill Tank	Rend Lake Conservancy Dist.	2.3