

Western Illinois Regional Council



Comprehensive Economic Development Strategy

September 2010

Western Illinois Regional Council
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Acronyms

ADA	Americans with Disabilities Act
BEA	Bureau of Economic Analysis
BNSF	Burlington Northern Santa Fe Railroad
BR&E	Business Retention and Expansion
CBD	Central Business District
CBO	Congressional Budget Office
CCSD	Community Consolidated School District
CDAP	Community Development Assistance Program
CEDS	Comprehensive Economic Development Strategy
CUSD	Community Unit School District
DCEO	Department of Commerce and Economic Opportunity
DPIT	Division of Public and Intermodal Transportation
EAV	Equalized Assessed Valuation
EDA	Economic Development Administration
EDD	Economic Development District
GIS	Geographic Information System
GPCD	Gallons per Capita per Day
GREDA	Galesburg Regional Economic Development Association
HCEDA	Hancock County Economic Development Association
HCEDC	Henderson County Economic Development Corporation
IDES	Illinois Department of Employment Security
IDNR	Illinois Department of Natural Resources
IDOT	Illinois Department of Transportation
IEPA	Illinois Environmental Protection Agency
IIRA	Illinois Institute for Rural Affairs
JTPA	Job Training Partnership Act
KJRR	Keokuk Junction Railroad
MACDDDC	Macomb Area Chamber of Commerce & Downtown Development Corporation
MAEDCO	Macomb Area Economic Development Corporation
MAPC	Mid-America Port Commission
MDH	McDonough District Hospital
MGD	Million Gallons per Day
MTAC	Midwest Technology Assistance Center
TIF	Tax Increment Financing
TPW	Toledo, Peoria and Western Railroad
USACE	U.S. Army Corps of Engineers
USDA	United States Department of Agriculture
USGS	United States Geological Survey
WIB	Workforce Investment Board
WIEDA	Western Illinois Economic Development Authority
WIEDP	Western Illinois Economic Development Partnership
WIRC	Western Illinois Regional Council
WITS	West-Central Illinois Technology Source
WIU	Western Illinois University

I. The WIRC and the CEDS Planning Process

1.1. Introduction

This report describes the 2010 Comprehensive Economic Development Strategy (CEDS) planning process. It is divided into two major parts based on guidelines stipulated by the Economic Development Administration (EDA), the federal agency that sponsors the CEDS process. Part I describes the Western Illinois Regional Council (WIRC) and summarizes the CEDS planning process. It also provides a statistical overview of the social, demographic and economic trends affecting the region covered by the WIRC. This part concludes with a discussion of regional constraints, assets, and performance measures to help gauge regional economic development progress. Part II provides the details of the overall regional goals, objectives and projects, as well as the goals, objectives and projects for the six counties in the WIRC region.

1.2. Administrative Organization of the Regional Council

The lives of western Illinois citizens are connected to many local communities. Individuals may work in one town, live in another village, shop in a different city, and spend leisure time in another county. Likewise, the challenges and opportunities affecting local communities also cross political boundaries. Economic viability, access to healthcare, affordable housing, and land use are concerns that are shared by cities and counties. Strategies to address these issues may not be achieved within the context of a single political entity. If realistic approaches to these issues are to be found, local governments must cooperate within a regional framework. A regional council provides such a forum for collaborative discussion and mutual problem solving.

A regional council has no regulatory authority or power to levy taxes. A regional council is not another layer of government, but an organization of local government. A regional council helps to strengthen the voice of local governments at the state and federal level. Through a spirit of regional cooperation and coordination, economies of scale in programs of mutual benefit to two or more units of government may be obtained (Visser 2004, Wheeler 2000).

In western Illinois, the WIRC brings local units of government together to address economic development issues. The region covers 3,942 square miles and includes Fulton, Hancock, Henderson, Knox, McDonough, and Warren counties (Figure 1). Counties and communities can participate by supporting the WIRC at a rate of \$0.55 per capita.

The WIRC is a council of elected officials established under Illinois Public Act 76-913. This legislation allows the WIRC to study governmental problems common to two or more members including, but not limited, to matters affecting health, safety, housing, welfare, education, economic conditions, and regional development. All such powers are advisory in nature.

Over the past decade, much research has been conducted on the concept of “New Regionalism.” This is the idea that in an era of increasing globalization, local units of government should collaborate to achieve their economic development goals (Allmendinger and Tewder-Jones 2000; Katz 2000; MacLeod 2001). Regional councils have recognized this wisdom for decades.

Figure 1. Western Illinois Regional Council Location and Constituent Counties



The WIRC was formed in February 1972, when representatives from communities across western Illinois came together to discuss and address their shared problems and joint opportunities as a regional community. The WIRC received official certification from the Department of Housing and Urban Development in September 1972, and was staffed in February of 1973.

Since 1973, the WIRC has conducted applied research and delivered technical assistance to the counties and local communities of the region. Annually, the elected officials that constitute the membership of the Council agree on the most pressing issues to be studied by the staff. Technical assistance to member governments is provided on a request basis and includes ordinance preparation, grant application material preparation, special studies, project management, comprehensive planning, strategic visioning, and the provision of information regarding current legislation or regulations which may affect local communities.

The WIRC is governed by a fifteen-member Board of Directors elected by the full membership. The board is comprised of two-thirds elected officials and one-third non-elected members. The members of the WIRC 2009-2010 Board of Directors are listed below in Table 1.

Table 1. WIRC Board of Directors, 2009 / 2010

Position	Name	Home County	Occupation
President:	Mike Kirby	Warren	Roseville Village President
First Vice President:	Jim Nightingale	Hancock	Carthage Mayor
Second Vice President:	Charles Gilbert	Hancock	Citizen
Board Members:	Curt Eisenmayer	Henderson	Community Member
	Penny Lawyer	McDonough	Chamber of Commerce ED
	Rod Davies	Warren	Private Sector
	Michael Inman	McDonough	Macomb Alderman
	Linda Jani	McDonough	County Board
	Lowell Lueck	McDonough	Citizen
	Ken Nudd	Hancock	County Board
	Bill Reichow	Warren	Private Sector
	Bob Bucher	Fulton	County Board
	Ronnie Steele	Knox	Labor Union
	James Hartford	Fulton	Mayoral Appointment
	Siyong Park	McDonough	Western Illinois University

The EDA designated the WIRC in 2001 as an Economic Development District (EDD). Each of the six member counties passed resolutions to participate in this District, as it required no monetary commitment and provides the potential for economic development related grant funding from EDA. Part of the District's responsibility is the review and updating of the CEDS with assistance from a representative Strategy Committee. The Strategy Committee must have a strong economic development and private sector representation and is advisory concerning the CEDS and in providing input concerning current economic and community development goals and strategies for the region.

The purpose of this Comprehensive Economic Development Strategy (CEDS) is to provide background information about the communities and counties in the region served by WIRC and to report on the planning goals, objectives and projects identified by local elected officials and other stakeholders. In doing so, this CEDS provides a blueprint for improving the community and economic conditions in the region.

Over the last several months, the WIRC has generated community input into the CEDS development process. Representatives from the WIRC office, through travels throughout the region meeting with elected officials and interested citizens, have gathered input regarding economic and community development goals, objectives and projects. In addition, staff has made the CEDS document available to gather public input and to collect information for the entire region. These efforts have resulted in the ability to formalize county priorities with region-wide plans for the future.

As part of the CEDS ongoing process, the current strategy committee meets quarterly to review and discuss the status of projects within the district (Table 2). Committee members will also update any future activities planned and any new economic development goals for each community, county and the region as a whole. Meeting quarterly resulted in the most current district information being obtained from representatives who are the most knowledgeable regarding related issues and trends.

Table 2. Comprehensive Economic Development Strategy Committee Members (Current)

Team Member	Agency Affiliation
Kathleen Brown	University of Illinois Extension (UIE)
Charlie Bair	Carthage Industrial Development Corporation
Tom Carper	Department of Commerce & Economic Opportunity (DCEO), Opportunity Returns
Tom Doran	Business Owner & Henderson County Economic Development Corporation (HCEDC)
Chuck Gilbert	Private Citizen
Kevin Meade	City of Canton Mayor
Mike Kirby	Village of Roseville President
Penny Lawyer	Macomb Area Chamber of Commerce & Downtown Development Corporation (MACCDDC)
Chris Merrett	Illinois Institute for Rural Affairs (IIRA), Western Illinois University (WIU)
Kim Pierce	Macomb Area Economic Development Corporation
Anthony Rolando	DCEO, Opportunity Returns
Mark Rothert	Spoon River Economic Development
Scott Schwerer	McDonough County Board Chair
Blanche Shoup	Workforce Investment Board (WIB)

1.3. Regional Perspective

1.3.1. Physical Environment

The WIRC region is affected by a continental climate with relatively hot summers and cool winters. The average annual precipitation is about 35 inches per year. The average annual snowfall in the region is 22 to 24 inches. The mean maximum temperature in the summer is 87 degrees, while the mean minimum temperature is 63 degrees. During the winter, the mean maximum temperature is 38 degrees and the mean minimum temperature is 20 degrees.

The physical landscape of western Illinois is gently rolling with sudden breaks where there are steep valleys carved out by the tributaries of the Mississippi and Illinois rivers such as the La Moine River, the Spoon River and Henderson Creek. This surface resembles much of the midwestern landscape, which was covered by glaciers as recently as 12,000 years ago.

After the glaciers retreated, winds deposited nutrient-rich silt called "loess" which spurred the growth of prairie grass across the region. The prairie grasses produced a matted root system, which produced a tough sod. The result is a natural prairie soil, high in organic matter. The loess material, combined with the organic humus, produced a very productive soil, which laid the foundation for future agricultural productivity (Natural Resource Conservation Service 2007).

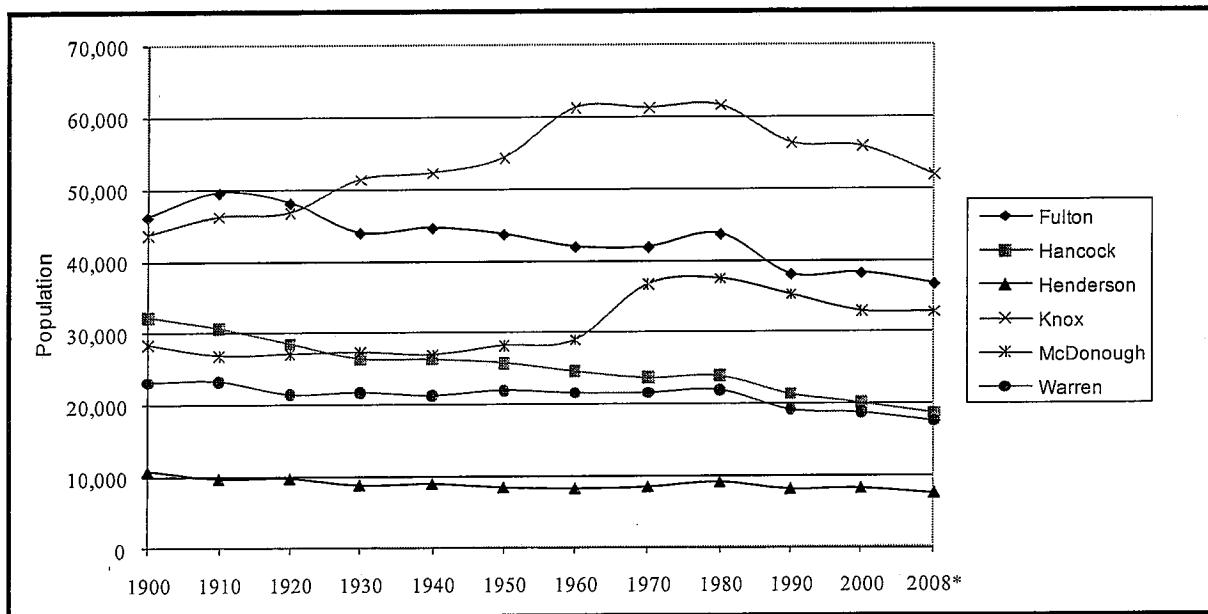
The stream valley walls were originally covered with heavy forests consisting of oak and hickory trees. The flats along the streams were covered with maple, walnut, cottonwood, and sycamore trees. Small areas of these natural forests remain today on the steep valley sided river bottoms.

1.3.2. Human Settlement

The abundant water and open prairie of this region made it an ideal home for Native American tribes. Evidence of pre-European settlement can be found all along the Illinois River, including the Dickson Mounds archeological site located in Fulton County. The region was explored by the French and English before being settled in the early nineteenth century. The region is part of the Military Tract granted to veterans by the federal government following the War of 1812. Land parcels were later sold to land speculators, who in turn sold the land to the early settlers. Early settlers were principally engaged in agriculture, but a small trade and craft industry flourished.

By 1879, two transcontinental railroads crossed the region, which fostered the development of the agricultural potential of the region. Market centers grew along the rail lines, including Monmouth, Macomb, Carthage, Galesburg, Canton, and Hamilton. Between 1900 and 1980 the population of the region fluctuated but slowly increased from 184,439 to 197,695 due to the diversifying economy based on agriculture, farm implement and appliance manufacturing, small businesses, and higher education (U.S. Census Bureau 1995 and 2007). However, the population of the region plummeted during the farm crisis of the 1980s falling to 174,068 in 2000, with a further decline to an estimated 165,073 in 2008. Not only did the region as a whole decline, each county in the WIRC region experienced depopulation (Figure 2).

Figure 2. Demographic Change in the Counties of the WIRC Region, 1900 to 2008



Source: U.S. Census Bureau (1995) and U.S. Census Bureau (2008).

*Population estimate by the U.S. Census Bureau (2008).

The population of the WIRC region in the early twenty-first century is lower than at anytime during the twentieth century. This can be attributed to many factors including advances in agricultural technology, which increased agricultural productivity but reduced the number of farmers needed (Cochrane 1993). The increasing productivity of agriculture resulted in a century-long process of farm consolidation and out-migration—which accelerated during the farm crisis of the 1980s. The population outflow was partially offset by new industrial development, the expansion of higher education and government services. However, even the diversification of the regional economy in the twentieth century could not offset the overall demographic decline in the region.

1.3.3. Transportation

The western Illinois area is served by a number of major highways, as well as Amtrak passenger service, inter-city bus service, railroad freight service, air cargo service, and barge service on the Mississippi and Illinois rivers.

The major highways serving the region are U.S. Route 67, running north and south through McDonough and Warren counties; U.S. Route 136, running east and west through Hancock, McDonough, and Fulton counties; U.S. Route 34, running east and west through Henderson, Warren, and Knox counties; U.S. Route 24, running northeast and southwest along the Illinois River through Fulton County; and U.S. Route 150 and Interstate 74, running northwest and southeast through Knox County. Interstate 74 is the only highway in the region of interstate quality. U.S. Route 34 is four-lane to Galesburg from Monmouth. U.S. Route 67 is four-lane running from Macomb to Monmouth, except for the section running through the Village of Good Hope. Plans are being made to improve U.S. Route 34 running from Monmouth to Burlington,

Iowa from a two-lane to a four-lane highway. Plans are also being discussed to improve state Highway 41 in the future, which runs north and south through Knox, Fulton and McDonough counties. Significant progress has been made through the construction of the four-lane highway between Quincy and Macomb. This highway, designated U.S. Route 336, is a northern extension of Interstate 172. Route 336 runs north from Quincy to Carthage and then proceeds east to Macomb. The Illinois Department of Transportation (IDOT) has also identified construction corridors to extend Route 336 from Macomb to Hennepin (Figure 3).

A number of state and county highways cross the region. State highways include Routes 9, 41, 61, 78, 95, 96, 97, 100, 116, and 164. These roads are made of bituminous and concrete pavement and are generally less than 20 feet wide. They mainly serve as connector roads to major U.S. highways crossing the region. County and township roads, which are maintained by local governments, are generally paved in low-type bituminous or oil and chip.

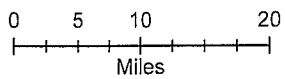
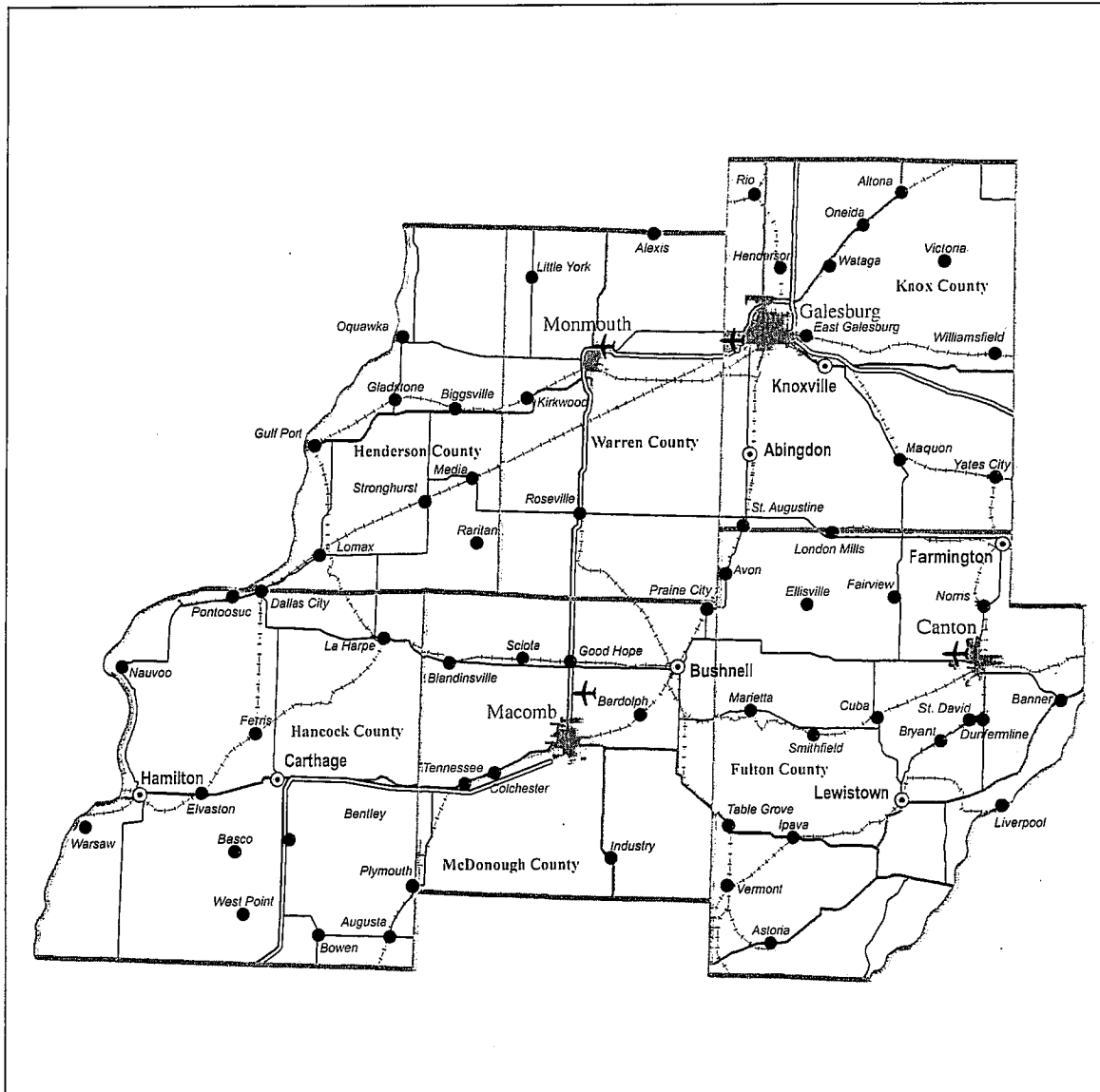
There are a variety of railroads serving communities in the region: Amtrak, Burlington Northern Santa Fe (BNSF) and the Keokuk Junction Railroad (KJRR), which purchased the assets of the Toledo, Peoria and Western (TPW) Railroad in 2004 (Pioneer Railcorp 2006). BNSF has rail lines running from Galesburg to Quincy through the communities of Abingdon, Avon, Bushnell, Macomb, Colchester, and Plymouth. A spur of this line runs from Yates City in Knox County south to Paducah, Kentucky through the towns of Canton and Lewistown. Another line runs through Galesburg and heads southwest through Cameron, Stronghurst, Lomax, Fort Madison in Iowa and beyond. The last BNSF line to come out of Galesburg heads through Cameron, Monmouth, Biggsville, and Gladstone before heading across the Mississippi through Burlington, Iowa.

The KJRR has a line running through the region, beginning in Peoria and running west through Canton, Bushnell, Good Hope, Blandinsville, LaHarpe, and Lomax, where it connects to the BNSF line. The KJRR also has a short rail line that runs from LaHarpe to Keokuk. This line has a spur that breaks off in Hamilton and ends in Warsaw. The line from LaHarpe to Keokuk connects the KJRR line in LaHarpe to a BNSF line in Keokuk.

Amtrak is important for the inter-city transportation of the residents of the western Illinois region. Amtrak has a total of three routes in the area, all three of which run through Galesburg. The first Amtrak route utilizes the BNSF line from Galesburg to Burlington and beyond. The second Amtrak route uses the BNSF line from Galesburg to Fort Madison and beyond. The third route takes the BNSF line southwest to Quincy. This Amtrak line, which is subsidized by IDOT, begins in Chicago and ends in Quincy, with a train running each way twice per day. In the WIRC region, the train stops along the way in Macomb and Galesburg.

There are no regularly scheduled commercial passenger airlines serving this area. However, some communities including Macomb, Galesburg, Yates City, Carthage, Canton, and Monmouth, to name a few, have municipal airports serving the western Illinois region. The Galesburg Municipal Airport is the largest in the area providing chartered flights to anywhere in the United States or Canada. The airport also has regular UPS freight flights and provides fuel and maintenance services. The other airports provide charter services as well as facilities for private airplanes.

Figure 3. Transportation Infrastructure in the WIRC Region



Legend

- ==== Interstate Highway
- US Highway
- State Highway
- - - - Railroads
- ==== 4-Lane Divided Highway
- ✈ Public Airport
- Principal Cities
- ⊙ Small Cities
- Small Towns

Map produced by William Westerhold
 Illinois Institute for Rural Affairs
 July 2007

Inter-city bus service is available in Macomb, Monmouth, and Galesburg. Peoria Coach Lines provides service between Macomb and Chicago on Thursdays, Fridays and Sundays from September to April. Burlington Trailways buses provide daily service connecting Monmouth and Galesburg to its national route system. Galesburg is also served by Greyhound bus service.

River barge service is available along the Mississippi and Illinois rivers. According to the Army Corps of Engineers (USACE) data, Mississippi River terminals are located at Warsaw, Niota, Nauvoo, and Dallas City in Hancock County, and Gladstone, Gulfport and Oquawka in Henderson County (USACE 2004). The principal freight passing through these facilities consists of grain and stone. All six counties in the WIRC region fall within the Mid-America Port Commission (MAPC). The MAPC includes 26 counties in Missouri, Iowa and Illinois. Its goal is to create an intermodal transshipment system to help link the tri-state region to international markets (MAPC 2004). Fulton County, the only part of the WIRC region touching the Illinois River, does not have a barge terminal. However, there is a large terminal in Havana, located just across the river in Mason County. Farmers and businesses in the WIRC region can easily access these facilities.

1.3.4. Population Trends

The WIRC region is still recovering from the Farm Crisis of the 1980s. This section examines how larger overall demographic and economic trends have affected the WIRC region (Figure 2, Table 3, Table 4, Figure 4, Figure 5). Specific topics and trends covered in this section include:

- Current population and population declines that have occurred over the past two decades.
- Age and the disproportionately large population of senior citizens in the WIRC region.
- Race and ethnicity in a homogeneous region that is experiencing change.
- Housing characteristics in a non-metropolitan region.
- Educational attainment that is lower in the WIRC region than the state average.
- Income and wages in a region that is below the state average for both indices.
- Poverty levels, which have always been higher in rural areas.

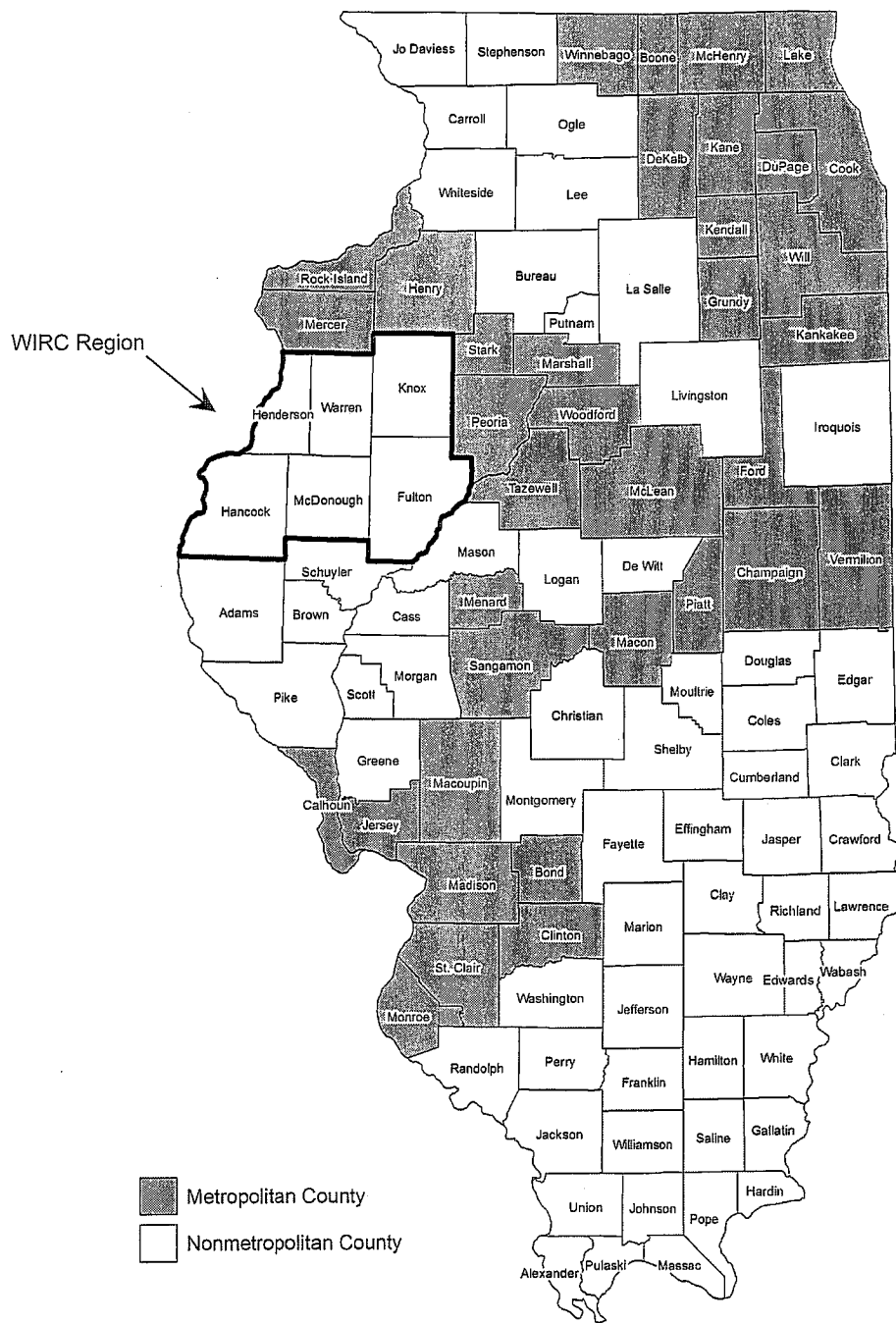
Table 3. Population Change in WIRC Counties, the WIRC Region and Illinois

County	1900	1920	1940	1960	1980	2000	2008 ^a
Fulton	46,201	48,163	44,627	41,954	43,687	38,250	36,719
Hancock	32,215	28,523	26,297	24,574	23,877	20,121	18,691
Henderson	10,836	9,770	8,949	8,237	9,114	8,213	7,477
Knox	43,612	46,727	52,250	61,280	61,607	55,836	51,857
McDonough	28,412	27,074	26,944	28,928	37,467	32,913	32,788
Warren	23,163	21,488	21,286	21,587	21,943	18,735	17,541
WIRC Area	184,439	181,745	180,353	186,560	197,695	174,068	165,073
Illinois	4,821,550	6,485,280	7,897,241	10,081,158	11,426,518	12,419,293	12,901,563

Source: DCEO (2005), U.S. Census Bureau (1995), U.S. Census Bureau (2008).

^a Population estimate by the U.S. Census Bureau (2008).

Figure 4. Metropolitan versus Non-metropolitan Counties in Illinois¹



¹ Counties are categorized as either metropolitan or non-metropolitan. The Office of Management and Budget (OMB) defines “metro areas as (1) central counties with one or more urbanized areas, and (2) outlying counties that are economically tied to the core counties as measured by work commuting. Outlying counties are included if 25 percent of workers living in the county commute to the central counties, or if 25 percent of the employment in the county consists of workers coming out from the central counties. Nonmetro counties are outside the boundaries of metro areas and are subdivided into two types: micropolitan areas, centered on urban clusters of 10,000 or more persons, and all remaining ‘noncore’ counties” (Cromartie 2007). At the community level, the OMB defines rural areas as “open country and settlements with fewer than 2,500 residents. Urban areas comprise larger places and densely settled areas around them” (Cromartie 2007).

Figure 5. County Population Percent Change in Illinois, 1990 to 2000

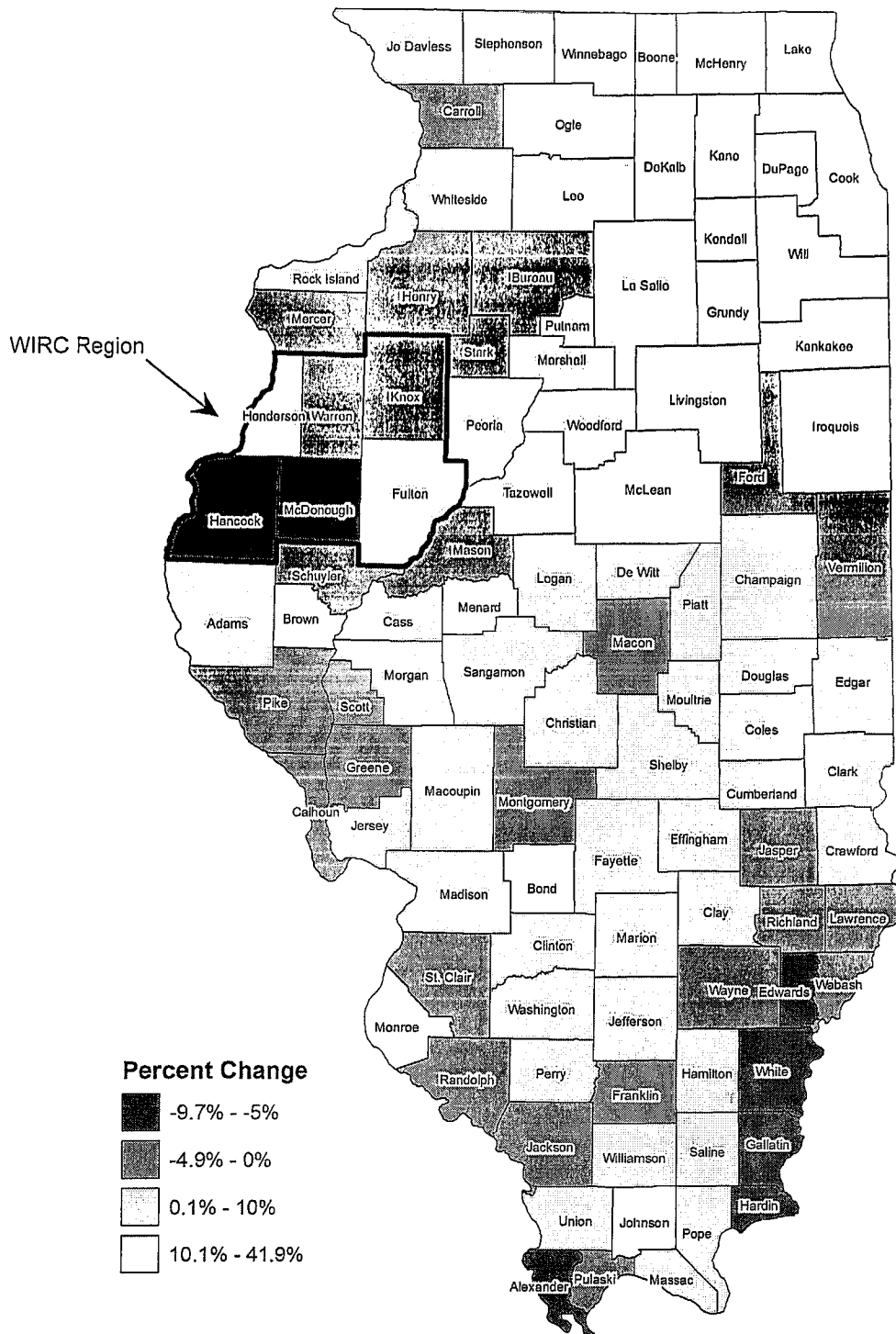


Table 4. Population by Age, Gender and Race in the WIRC Region, 1990 to 2000

Variables	Fulton County		Hancock County		Henderson County		Knox County		McDonough County		Warren County		WIRC Region		Non-metro Illinois		Illinois	
Age Structure																		
Age Cohort																		
1990	24.4	24.4	25.7	25.6	23.9	18.4	25.9	23.4	25.0	25.8								
18-64 (%)	56.6	56.6	55.6	58.1	59.0	67.9	56.8	59.5	58.0	61.7								
+65 (%)	19.0	19.0	18.7	16.3	17.1	13.7	17.3	17.0	17.0	12.6								
Age Cohort																		
2000	22.0	22.0	24.6	23.1	22.0	17.7	23.2	21.7	23.8	26.1								
18-64 (%)	59.7	59.7	57.2	60.2	60.4	68.2	60.5	61.3	59.7	61.8								
+65 (%)	18.3	18.3	18.3	16.7	17.5	14.1	16.3	17.0	16.5	12.1								
Median Age (Years)																		
1990	36.9	36.9	37.3	37.4	36.5	27.3	35.1	--	--	32.8								
2000	39.2	39.2	40.3	40.1	39.4	29.0	37.8	--	--	34.7								
Gender 2000																		
Male	19,621	19,621	9,762	4,059	27,807	16,063	9,068	86,380	929,543	6,080,336								
Female	18,629	18,629	10,359	4,154	28,029	16,850	9,667	87,688	948,042	6,338,957								
Race 2000																		
White	36,587	36,587	19,964	8,156	50,881	30,873	18,100	164,561	1,777,651	9,322,831								
Black	1,427	1,427	66	34	3,904	1,247	386	7,064	75,869	1,937,671								
Asian or Pacific Islander	135	135	89	31	482	762	114	1,613	12,859	485,497								
Other Race	320	320	128	61	1,380	387	357	2,633	28,759	920,530								
Proportion White (%)	94.3	94.3	98.0	97.8	87.7	91.7	93.7	93.6	93.8	68.6								
Proportion Black (%)	3.7	3.7	0.3	0.4	6.7	3.7	2.0	4.0	4.0	14.3								
Proportion Hispanic (%)	1.2	1.2	0.5	0.9	3.4	1.5	2.7	2.0	2.1	12.3								

Source: U.S. Census Bureau (2000), U.S. Bureau of Economic Analysis (2000).

When compared to the entire state of Illinois, the WIRC region has experienced demographic stagnation over the past century (Table 3). The total population of Illinois increased over 250 percent from 4.8 million to 12.9 million between 1900 and 2008. On the other hand, the WIRC regional population shrunk 10 percent, declining from 184,439 in 1900 to a 2008 population of 165,073. This difference is due, in part, to the urban growth in the Chicago metropolitan area. This stark contrast between the population trends for Chicago and Illinois versus the WIRC region in particular suggests that a different set of socioeconomic processes are at work in the nonmetropolitan counties of Illinois. This can be clearly seen by comparing the location of nonmetropolitan counties (Figure 4) with the counties experiencing population decline (Figure 5). It should be noted that McDonough County has had fluctuations heavily influenced by the population of students at the Western Illinois University campus changing from year to year. Despite unprecedented demographic and economic growth in the United States during the 1990s, 34 Illinois counties actually lost population.

The traditionally heavy reliance on natural resource extraction such as agriculture and mining explains why the WIRC region experienced a different population trajectory than urban Illinois (Cronon 1992). Over the past century, both of these sectors increasingly adopted new technology which reduced the number of farmers and miners required. Without the commensurate growth of jobs in other sectors, the overall population declined as workers left the area for employment opportunities elsewhere. Compounding this trend is the fact that without good paying jobs in the region, many high school graduates move to larger cities to attend school or find jobs. This results in a regional population that has higher proportion of its population over 65 years when compared to the state average (Table 4). This trend can also be seen by examining median age values. Five of the six WIRC counties have populations with a higher median age than the Illinois value. Only McDonough County, which hosts WIU and many students, has a lower than average median age. Consequently, communities will have to increase their investments in healthcare and residential facilities as their respective populations grow older.

The population of western Illinois is predominantly white. In 2000, only 6.4 percent of the total regional population was classified as non-white and 2.0 percent was classified as being of Hispanic origin. Knox County and McDonough County, due to the urban centers of Galesburg and Macomb and the large African American and foreign student enrollment at WIU, had the largest percentages of non-white population. The largest number of African Americans lived in Knox, Fulton and McDonough counties. The Hispanic population was concentrated in Knox County with a growing Hispanic population in Warren County.

1.3.5. Educational Characteristics

In broad terms, the nonmetropolitan population in Illinois has a lower rate of educational attainment than the state average. For example, only 13.9 percent of people aged 25 or older have a bachelor's degree in nonmetro areas, whereas the state average is 26.1 percent (Table 5). The lower education levels result in lower income levels and higher poverty and unemployment rates (Table 6 and Table 7). However, the educational attainment gap has narrowed over the past two decades. The WIRC region actually has a higher high school graduation rate than the state average. This represents a solid foundation for a regional work force that could be trained to undertake any number of jobs that might be recruited into the area.

Table 5. Educational Attainment, 2007

Level of Education	Fulton	Hancock	Henderson	Knox	McDonough	Warren	WIRC	Non-	
	County	County	County	County	County	County	Region	metro Illinois	
High School	Less than 9th Grade	707	290	1,838	852	706	6,109	94,313	597,684
	9th - 12th Grade, No Diploma	1,260	707	5,074	1,491	1,447	14,011	154,555	882,759
	High School Graduate (or GED)	5,686	2,631	13,968	5,996	4,795	43,158	469,022	2,212,291
College	Some College, No Degree	3,002	1,157	8,926	3,895	2,582	25,469	270,920	1,720,386
	Associate Degree	924	326	2,698	890	681	7,286	85,993	482,502
	Bachelor's Degree	1,534	393	3,684	2,385	1,350	11,405	114,390	1,317,182
	Professional or Graduate Degree	611	176	1,861	2,435	570	6,619	59,657	760,867
Percent Graduated	% High School Graduate or Higher	78.3	82.4	81.8	86.9	82.3	82.4	80.1	81.4
	% Bachelor's Degree or Higher	11.4	10.0	14.6	26.9	15.8	15.8	13.9	26.1

Source: DCEO (2005), U.S. Census Bureau (1995), U.S. Census Bureau (2007).

Table 6. Income and Labor Force Characteristics

Variable		Fulton County	Hancock County	Henderson County	Knox County	McDonough County	Warren County	WIRC Region	Non- metro Illinois	Illinois
Labor Force	1980	55.0	60.3	61.2	61.7	56.1	60.5	58.8	--	63.9
Participation	1990	53.8	62.9	64.6	60.5	56.7	62.4	58.8	--	66.4
Rates (%)	2000	56.1	66.6	64.3	60.6	64.5	65.9	63.0	--	65.4
Per Capita	1990	13,866	14,759	13,785	15,388	12,698	14,228	14,259	15,309	20,824
Income (\$)	2000	22,080	23,831	22,840	23,105	20,773	20,343	22,213	22,955	32,182
	2005	25,924	26,251	24,399	25,442	23,279	23,809	25,008	26,446	36,264
% Change, 1990-2005		87.0	77.9	77.0	65.3	83.3	67.3	75.4	72.7	74.1
% Change, 1990-2005 ^a		25.1	19.0	18.4	10.6	22.7	12.0	17.4	15.6	16.5
% Change, 2000-2005		17.4	10.2	6.8	10.1	12.1	17.0	12.6	15.2	12.7
% Change, 2000-2005 ^b		3.5	-2.9	-5.8	-2.9	-1.2	3.2	-0.7	1.6	-0.6
Median	2004	36,924	40,030	38,403	36,358	32,832	38,642	--	--	39,304
Household										
Income (\$)										
% of State of Illinois		93.9	101.8	97.7	92.5	83.5	98.3	--	--	--

Source: U.S. Census Bureau (1995), U.S. Census Bureau (2007).

^a Inflation adjusted.

^b Inflation adjusted (in 1990 dollars).

Table 7. Labor Force and Unemployment Rates

Characteristic	Fulton	Hancock	Henderson	Knox	McDonough	Warren	WIRC	Non-
	County	County	County	County	County	County	Region	metro
							Illinois	Illinois
Labor Force (Total No.)	1990	15,038	10,919	4,183	29,280	16,813	9,976	900,314
	2000	17,660	10,853	4,287	27,985	16,839	10,059	934,562
	2006	17,935	10,033	4,232	25,702	16,891	9,058	946,374
	June 2009	17,963	9,583	3,829	25,567	17,358	9,037	1,666,637*
Employment (Total No.)	1990	13,825	10,384	3,936	27,420	16,259	9,409	837,894
	2000	16,667	10,359	4,109	26,621	16,107	9,606	887,157
	2006	17,002	9,561	4,009	24,315	16,173	8,635	900,125
	June 2009	16,224	8,722	3,541	23,446	16,298	8,492	1,548,305*
Unemployment Rate (%)	1990	8.1	4.9	5.9	6.4	3.3	5.7	6.9
	2000	5.6	4.6	4.2	4.9	4.3	4.5	5.1
	2006	5.2	4.7	5.3	5.4	4.3	4.7	4.9
	June 2009	9.7	9.0	7.5	8.3	6.1	6.0	7.1
Poverty (No.)	2000	3,506	1,644	770	5,754	5,557	1,604	202,637
	(%)	9.9	8.3	9.5	11.1	19.8	9.2	11.4
	(No.) 2007	--	--	--	--	--	--	--
	(%)	12.6	10.8	11.4	17.6	23.4	12.9	13.9
								11.9

Source: Illinois Department of Employment Security (2008a). *U.S. Department of Agriculture rural estimates (2008).

1.3.6. Housing, Occupancy and Structural Characteristics

In 2000, the western Illinois region had a total of 74,068 housing units, which represents a 1.8 percent decrease from the 1990 figure of 75,469 units. Of the total number of units in the region in 2000, 67,893 or 91.6 percent were occupied and 6,175 or 8.4 percent were vacant. The number of occupied units decreased by 0.3 percent between 1990 and 2000 and the number of vacant units decreased by 16.2 percent during the same period.

The majority of all housing units in the region were constructed prior to the year 1940. A total of 28,163 units were built before 1940, which represents 38 percent of all housing units. The next largest number of housing units was constructed during the decade of the 1970s. During the period from 1970 to 1980, 13,688 units were built in the six county region, which represented 18.5 percent of all housing units. Between 1980 and 1990, 4,315 units were constructed which represented 5.8 percent of all housing units in the region. Between 1990 and 2000, 4,659 units were constructed (Table 8).

1.3.7. Economic and Labor Force Characteristics

The income data show that nonmetropolitan counties in general tend to have lower income levels, higher unemployment rates, and higher poverty rates. These numbers are skewed in the WIRC region because of the large number of students attending WIU, Knox College, Monmouth College and the various community colleges. Many of these students who are counted in the census earn little or no income—hence their presence lowers the per capita income statistics and increases the poverty rates. It should be noted, however, that the high poverty rates in Knox County may be due, in part, to the recent closure of large manufacturing facilities such as Maytag.

In 1990, there were 86,209 people in the western Illinois labor force, 81,233 (94.2%) of which were employed and 4,976 (5.8%) of which were unemployed. By June 2009, the regional labor force had decreased to 83,337. Between 1990 and 2007, the percent of unemployed persons in the region also decreased from 5.8 to 3.4 percent. By contrast the state of Illinois had a 13.3 percent increase in the number of people in the labor force and a 15.1 percent increase in the number of people employed between 1980 and 2000. The state experienced a substantial increase in the unemployment rate between 2000 and June 2009, as did all the counties in the WIRC region. Note that both the poverty rate and the unemployment rate remain high across the WIRC region, with Fulton, Knox, McDonough and Warren counties reaching poverty rates higher than the state average.

The 2006 wage rates for selected occupations of Illinois workers show that financial managers, attorneys, electricians and computer programmers have the highest median hourly wages in the region. Most attorneys are making slightly more than \$57.00 per hour, and most financial managers and computer programmers are generally making \$35.50 and \$30.22 per hour, respectively. The lowest occupational median hourly wage is made by waiters and cashiers, who most often make slightly more than \$6.93 and \$6.89 per hour, respectively. The highest entry-level wage positions are in the legal, financial management and accounting sectors, while the lowest entry-level wage positions are in the food services and service occupation sectors. The lowest median entry-level wage paid in the region is \$6.74 per hour to waiters and waitresses.

Table 8. Occupancy and Structural Characteristics of Housing Stock in the WIRC Region

Housing Characteristics	Fulton County	Hancock County	Henderson County	Knox County	McDonough County	Warren County	WIRC Region	Illinois
Housing Units								
1990	16,480	9,692	4,089	23,722	13,257	8,229	75,469	4,506,275
2000	16,240	8,909	4,126	23,717	13,289	7,787	74,068	4,885,615
% Change, 1990-2000	-1.46	-8.08	0.90	-0.02	0.24	-5.37	-1.86	8.42
Occupied Units								
1990	14,893	8,409	3,237	21,909	12,255	7,393	68,096	4,202,240
2000	14,877	8,069	3,365	22,056	12,360	7,166	67,893	4,591,779
% Change, 1990-2000	-0.1	-4.0	4.0	0.7	0.9	-3.1	-0.3	9.3
% Occupied, 2000	91.6	90.6	81.6	93.0	93.0	92.0	91.7	94.0
Vacant Units								
1990	1,587	1,283	852	1,813	1,002	836	7,373	304,035
2000	1,363	840	761	1,661	929	621	6,175	293,836
% Change, 1990-2000	14.1	-34.5	-10.7	-8.4	-7.3	-25.7	-16.2	-3.4
% Vacant, 2000	8.4	9.4	18.4	7.0	7.0	8.0	8.3	6.0
Year Structure Built, 2000								
1995-March 2000	695	368	289	871	678	160	3,061	151,083
1990-1994	314	253	195	363	382	91	1,598	204,842
1980-1989	784	768	326	1,167	937	333	4,315	304,376
1970-1979	2,573	1,535	834	4,529	2,883	1,334	13,688	491,865
1960-1969	1,808	898	580	2,509	1,757	704	8,256	439,683
1940-1959	3,615	1,273	729	4,996	2,556	1,812	14,981	751,042
1939 or earlier	6,451	3,808	1,173	9,282	4,096	3,353	28,163	646,233
Median Construction Date	1947	1954	1965	1950	1956	1944	1953	1963
(For owner-occupied homes)								

Source: US Census (2000).

It is important to note that the higher paid entry-level wage categories, such as attorneys and financial managers, experience a much greater relative increase in wages over the course of their employment than do the lower entry-level wage categories, such as cooks and waiters and waitresses. For example, the median hourly wage rate for a financial manager increases by 105 percent from the entry-level to the experienced level, while waiters and waitress typically only have a 30 percent increase in wages from the entry-level to the experienced level.

1.3.8. Major Employment Sectors

(a) Manufacturing. According to the 2002 economic census, there are at least 126 manufacturing establishments in the six county area employing over 8,797 persons (Table 9). Knox County has the largest number of establishments and employees, while Henderson and Fulton counties have the fewest number of both establishments and employees. The value of sales receipts and shipments from the region's manufacturing establishments is slightly more than \$1.6 billion, with Knox County accounting for over 53.8 percent of the total.

Knox County's share of establishments, employees and shipment value has declined since the 2002 Economic Census because Maytag and Butler Manufacturing in Galesburg have closed. An estimated 2,000 employees were laid off as a result. McDonough County, which currently is second in the number of employees, establishments and value of shipments, has improved in relative terms as a result of the new Pella Windows factory and the expansion at NTN Bower.

(b) Retail Trade. The 2002 economic census found 716 retail trade establishments in the region employing over 8,220 persons. Knox, McDonough and Fulton counties had the largest number of establishments and employees, accounting for 73 percent of the region's total number of establishments and 83 percent of the region's retail employees. Total sales generated by all retail establishments in the region are slightly more than \$1.4 billion, with Knox County accounting for nearly 43 percent of the total. Fulton County had the second highest amount of retail sales, with its establishments generating slightly more than 22 percent of the total. McDonough County had the third highest level of retail sales at around 18 percent of the total. Warren County is fourth with 8.0 percent of the total, Hancock County is fifth with 6.0 percent and Henderson County had the smallest number of establishments, employees and retail sales, accounting for 2.0 percent of total establishments, 1.7 percent of employees and 2.0 percent of sales.

(c) Wholesale Trade. There are currently 213 wholesale trade establishments in the six county region employing 1,935 persons. Knox County has 35 percent of the total number of establishments employing slightly more than 48 percent of the total number of employees. McDonough and Fulton counties have similar number of establishments and employees, with McDonough County having 37 establishments and 233 employees and Fulton County having 36 establishments and 235 employees. The total amount of sales generated by the region's wholesale trade establishments is slightly more \$1 billion.

(d) Agriculture. The agricultural inventory for the region illustrates a decline in the number of farms from 1992 through 2002 (-12.7%). In fact, every county in the region experienced a drop in the number of farms (Table 10). The impact of the Farm Crisis can be seen by comparing 1982 and 2002 data, which show that the number of farms declined by 30 percent.

Table 9. Economic Census, 1997, 2002, 2007

Census of Manufacturing	Fulton County	Hancock County	Henderson County	Knox County	McDonough County	Warren County	WRC Region	State of Illinois
Establishments	1997	28	--	56	30	19	--	17,953
	2002	26	--	44	30	26	--	16,860
	2007	24	--	40	22	21	--	
Sales, Receipts, or Shipments (\$1,000)	1997	193,236	--	1,058,842	255,851	--	--	200,019,991
	2002	219,811	--	885,072	176,550	362,324	--	188,365,216
	2007	193,240	--	--	248,754	--	--	
Annual Payroll	1997	42,515	--	165,036	61,229	--	--	31,837,943
	2002	38,398	--	139,949	48,331	43,623	--	29,841,718
	2007	35,242	--	--	49,876	--	--	
Paid Employees	2002	--	--	4,150	1,510	1,521	--	741,908
	2007	219	726	--	1,369	1,000-2,499	--	
Census of Retail Trade	Fulton County	Hancock County	Henderson County	Knox County	McDonough County	Warren County	WRC Region	State of Illinois
Establishments	1997	156	101	23	252	67	766	44,568
	2002	147	96	20	244	71	716	43,022
Sales, Receipts, or Shipments (\$1,000)	1997	248,408	101,529	20,952	489,888	97,700	1,205,068	108,002,177
	2002	309,997	104,581	22,613	616,204	112,539	1,421,477	131,469,518
Annual Payroll	1997	24,766	8,802	1,677	52,470	9,097	121,660	10,596,015
	2002	26,785	10,320	2,054	62,890	10,340	139,017	12,514,264
Paid Employees	1997	1,718	601	125	3,785	632	8,731	610,790
	2002	1,602	608	142	3,597	633	8,220	601,465

Source: U.S. Bureau of the Census (2007).

Table 10. Census of Agriculture, 2007

Characteristic	Fulton County	Hancock County	Henderson County	Knox County	McDonough County	Warren County	WIRC Region	State of Illinois
Number of Farms								
1992	1,165	1,182	468	1,021	905	810	5,551	77,610
1997	1,101	1,137	414	928	824	710	5,114	73,051
2002	1,055	1,095	392	921	752	633	4,848	73,027
2007	1,005	1,063	400	904	761	644	4,777	76,860
% Change, 1992-2002	-9.4	-7.4	-16.2	-9.8	-16.9	-21.9	-12.7	-5.9
% Change, 2002-2007	-5.0	-3.0	2.0	-2.0	1.0	2.0	--	5.0
Land in Farms (Acres)								
1992	431,415	433,246	203,974	385,560	344,649	317,467	2,116,311	27,250,340
1997	424,942	438,342	202,186	389,776	340,071	315,067	2,110,384	27,204,780
2002	413,415	431,823	201,200	393,976	324,724	326,912	2,092,050	27,310,833
2007	385,302	392,898	170,443	362,951	307,725	294,907	1,914,226	26,775,100
% Change, 1992-2002	-4.2	-0.3	-1.4	2.2	-5.8	3.0	-1.1	0.2
% Change, 2002-2007	-7.0	-9.0	-15.0	-8.0	-5.0	-10	--	-2.0
Percent of Total								
1992	77.9	85.2	84.1	84.1	91.4	91.4	85.1	76.6
1997	76.7	86.2	83.4	85.0	90.2	90.7	84.8	76.5
2002	74.6	84.9	83.0	85.9	86.1	94.2	84.1	76.8
Average Size of Farm (Acres)								
1992	370	367	436	378	381	392	381	351
1997	386	386	488	420	413	444	413	372
2002	392	394	513	428	432	516	432	374
2007	383	370	426	401	404	458	--	348
% Change, 1992-2002	5.8	7.6	17.8	13.3	13.4	31.8	13.2	6.5
% Change, 2002-2007	-2.0	-6.0	-17.0	-6.0	-6.0	-11.0	--	-7.0

Western Illinois also suffered a decline in the acres of land occupied by farms from 1992 through 2002 (-1.1%), but the average size of a farm has increased in the six county region during the same period (13.2%). The overall average size of a farm in western Illinois was 432 acres in 2002, a 13.2 percent increase over the 1992 average farm size. The average farm size ranges from 392 acres in Fulton County to 516 acres in Warren County. The overall percentage of land in the region in farms decreased from 85.1 percent in 1992 to 84.1 percent in 2002. More data on farm income and expenses can be found in Appendix A.

While it is true that agriculture has a decreasing role to play in the regional economy, it is important to note that in a statewide context, the WIRC region relies disproportionately on agriculture when compared to other regions in the state. The relative importance of the various economic sectors in the region can be measured by calculating an index known as a location quotient. The location quotient is calculated using the following formula:

$$\text{location quotient} = \frac{\left(\frac{\text{County Employment in Economic Sector A}}{\text{County Total Employment}} \right)}{\left(\frac{\text{State Employment in Economic Sector A}}{\text{State Total Employment}} \right)}$$

This equation allows us to see which economic sectors represent a higher or lower proportion of total employment in a county in comparison to a statewide benchmark. If a sector has a location quotient less than 1, it indicates that the sector has a lower than expected presence in the county. However, if the value is greater than 1, it indicates that the sector is more highly concentrated in that county than would otherwise be expected. In the case of the WIRC region, it is clear that with a location quotient of 5.3, agriculture and other forms of natural resource extraction are still very important to the region (Table 11). A break down for occupational location quotients and the occupation projects for each county can be found in Appendix B.

(e) Forestry. While Illinois is often referred to as the Prairie State, there are significant forest resources in the WIRC region. The forests are located primarily along river bottoms and flood plains, but significant stands of timber have been planted as windbreaks and as riparian buffers. These forest resources contribute to the regional economy in direct and indirect ways. The forests provide opportunities for tourist and recreational activities such as hiking and hunting.

The timber in Illinois consists largely of hardwood species, including oak, hickory, ash, beech and maple. Forest covers an estimated 287,000 acres in the WIRC region including 100,300 acres in Fulton County, 53,900 acres in Hancock County, 39,600 acres in McDonough County, 35,700 acres in Henderson County, 36,400 acres in Knox County and 20,600 acres in Warren County (Bretthauer and Edgington 2002). Rural landowners generate income through a selective harvesting program. This wood is then sold for lumber, plywood, poles, or as fuel wood.

(f) Mineral Resources. Western Illinois has a wealth of mineral resources, including limestone, coal, and oil, which are presently or have been previously mined in the region. Limestone is most prevalent in the western portions of the region in southwestern McDonough County and along the Mississippi River in Hancock and Henderson counties.

Table 11. Occupational Distribution and Employment Projections for the WIRC Region

Occupations	WIRC Region			Illinois		
	2004	2014	% Change	2004	2014	% Change
Total, All Occupations	74,856	77,083	3.0	6,264,242	6,802,491	8.6
Management Occupations	10,207	10,214	0.1	443,718	477,746	7.7
Business & Financial Operators	2,352	2,525	7.4	300,772	348,431	15.8
Computer & Mathematical Occupations	887	981	10.6	139,125	172,098	23.7
Architecture & Engineering Occupations	697	645	-7.5	87,931	96,358	9.6
Life, Physical & Social Science Occupations	522	556	6.5	46,115	50,796	10.2
Community & Social Services Occupations	1,352	1,505	11.3	89,688	103,951	15.9
Legal Occupations	390	416	6.7	47,927	53,676	12.0
Education, Training & Library Occupations	7,181	8,115	13.0	390,294	457,208	17.1
Art / Design / Entertainment / Sport / Media Occupations	1,209	1,247	3.1	95,290	103,299	8.4
Healthcare Practitioners & Tech Occupations	3,542	4,039	14.0	295,870	345,784	16.9
Healthcare Support Occupations	2,117	2,433	14.9	135,007	161,789	19.8
Protective Service Occupations	1,794	1,763	-1.7	147,080	155,429	5.7
Food Prep & Serving Occupations	5,066	5,597	10.5	432,447	486,416	12.5
Building & Grounds Cleaning / Maintenance Occupations	2,774	2,994	7.9	237,080	269,574	13.7
Personal Care & Service Occupations	2,614	2,857	9.3	170,758	192,369	12.7
Sales and Related Occupations	6,698	6,761	0.9	650,517	684,098	5.2
Office & Administrative Support Occupations	9,485	8,974	-5.4	1,022,463	1,027,431	0.5
Farming / Fishing / Forestry Occupations	1,142	1,094	-4.2	18,031	17,580	-2.5
Construction and Extraction Occupations	2,585	2,692	4.1	275,197	307,396	11.7
Installation, Maintenance & Repair Occupations	2,245	2,290	2.0	218,571	235,011	7.5
Production Occupations	5,106	4,339	-15.0	517,967	506,768	-2.2
Transportation / Material Moving Occupations	4,886	5,039	3.1	502,394	549,283	9.3

Source: IDES (2007c).

Strippable coal reserves are located in the western Illinois region. Large areas of McDonough, Warren, Knox, and Fulton counties have such reserves. The last remaining coal mine in the region was located in southern McDonough County. Freeman United Coal Company, the owner of the mine, closed the mine and is completing the restoration work. Western Illinois coal has a moderately high sulfur content, making it costly to use due to recent environmental regulations.

McDonough and Hancock counties had 5,150,000 barrels of oil produced between 1888 and 1967. Since 1967, most oil production in the two counties has ceased due to the availability of less expensive foreign and domestic oil. Oil fields are located near the McDonough County and Hancock County line at Colmar. There are also two oil refineries near Colmar with a 2,200-barrel a day capacity. They have not operated at full capacity during the last several years.

(g) Major Employers. Dun and Bradstreet data reveal the largest employers in the WIRC region. The largest number of people employed by major employers in the region work in the manufacturing, health care, and the education sectors. WIU and BNSF are the two largest employers in the region, both with a workforce of 1,700 persons. Among the other top employers in the region include NTN Bower in Macomb and health care facilities in Galesburg and Macomb. Economic restructuring has recently altered the manufacturing landscape in the region. Maytag, once the single largest employer in the region, closed its production facilities and laid off 2,500 employees in Galesburg and Methode Automotive Electronic Controls in Carthage began its downsizing in 2008, resulting in the loss of over 700 to the region. On the plus side, NTN Bower doubled its labor force in Macomb and Pella Windows opened up a production facility in Macomb. Details of the largest employers in the region are included below and in the Appendix (Table 12 and Appendix C).

1.3.9. Infrastructure

(a) Public Water and Sewer Facilities. A majority of the communities in western Illinois have public water systems. However, some small towns do not have public water systems and must rely on private wells. The smaller communities that have constructed public water systems have done so with assistance from the Community Development Assistance Program (CDAP) through the DCEO, the USDA Rural Development and the IEPA.

Because state and federal grant programs are generally designed to help low to moderate-income persons, they may not meet the needs of communities that are growing or are planning to recruit new businesses into the area. These communities may need other forms of financial assistance to create the infrastructure necessary to promote economic development.

A recent study of Illinois water systems shows that while population in the region will remain stable, demand for water will increase (Table 13). This will be a problem because local water and sewer systems rely to a large extent on local revenue sources. Increased demand will have to be met without a commensurate increase in local revenue. Compounding this situation are federal government mandates to meet higher water quality standards. These will impose further costs on local water systems (Congressional Budget Office [CBO] 1994; Micele and Segerson 1999).

Table 12. Top Employers by County, 2007

<u>Fulton County</u>		<u>Hancock County</u>		<u>Henderson County</u>		<u>Knox County</u>		<u>McDonough County</u>		<u>Warren County</u>	
Employer	No.	Employer	No.	Employer	No.	Employer	No.	Employer	No.	Employer	No.
Graham Hospital	585	Automotive Electronic Controls	1,500	Union High School	80	BNSF	1,700	Western Illinois University	1,700	Farmland Foods	600
Illinois River Correctional Center	450	Hamilton CCSD 328	101	Oak Lane Nursing & Rehabilitation	75	Cottage Medical Group	800	McDonough District Hospital	590	OSF Holy Family Medical Center	250
Canton CUSD 66	373	Carthage CUSD 338	80	County Health Department	50	Galesburg CUSD 205	726	NTN-Bower	550	Monmouth College	175
Spoon River College	240	Montebello Health Care Center	65	Southern High School	40	St. Mary's Medical Center	400	Wal-Mart Supercenter 197	300	Achievement Industries	140
Wal-Mart	175	American Bee Journal	60	County Clerk	30	Community College District 518	350	Pella Windows	250	Shopko	120

Source: Dun and Bradstreet (2007).

Table 13. Historical and Projected Water Use in Illinois and WIRC Counties, 1985 to 2025

Place	Metric	USGS Per Capita Withdrawal Estimates					MTAC Study Per Capita Water Use Projections				
		1985	1990	1995	2000	2005	2010	2015	2020	2025	
Fulton	Total Water Use (mgd)	2.49	2.72	3.14	2.26	2.57	2.53	2.50	2.50	2.50	
	Per Capita Usage (gpcd)	83.1	86.9	109.9	88.0	102.6	103.4	104.2	104.7	105.3	
Hancock	<i>Population</i>	45,580	38,080	38,790	38,250	37,295	36,389	35,780	35,578	35,378	
	Total Water Use (mgd)	1.19	1.25	1.10	0.90	1.39	1.38	1.38	1.40	1.42	
Henderson	Per Capita Usage (gpcd)	80.2	N/A	82.8	90.2	141.9	142.9	143.6	143.7	143.8	
	<i>Population</i>	23,890	21,370	21,290	20,121	19,895	19,581	19,485	19,748	20,014	
Knox	Total Water Use (mgd)	0.23	N/A	N/A	N/A	0.82	0.83	0.85	0.89	0.94	
	Per Capita Usage (gpcd)	73.7	N/A	N/A	N/A	122.6	122.6	122.5	122.2	121.9	
McDonough	<i>Population</i>	9,940	8,100	8,430	8,213	8,332	8,399	8,609	9,045	9,504	
	Total Water Use (mgd)	7.77	1.39	6.34	N/A	6.70	6.63	6.61	6.56	6.51	
Warren	Per Capita Usage (gpcd)	145.1	28.2	138.2	8.6	156.9	156.9	156.4	156.2	156.1	
	<i>Population</i>	61,720	56,390	56,070	55,836	55,575	54,991	54,978	54,603	54,231	
Illinois	Total Water Use (mgd)	3.01	3.18	3.23	2.94	4.29	4.39	4.48	4.57	4.65	
	Per Capita Usage (gpcd)	101.7	107.6	106.3	104.2	149.6	150.7	151.8	153.3	154.7	
Warren	<i>Population</i>	38,160	35,240	35,520	32,913	33,478	34,022	34,496	34,815	35,138	
	Total Water Use (mgd)	2.86	2.36	2.49	2.81	1.75	1.77	1.79	1.83	1.87	
Illinois	Per Capita Usage (gpcd)	236.4	174.8	192.4	232.5	143.9	144.4	144.7	144.8	144.8	
	<i>Population</i>	23,360	19,180	18,820	18,735	18,865	18,985	19,194	19,579	19,973	
Illinois	Total Water Use (mgd)	1,782.7	1,859.2	1,822.6	1,761.6	1,938.4	2,014.0	2,094.9	2,176.9	2,264.6	
	Per Capita Usage (gpcd)	181.3	184.8	175.3	161.4	174.2	176.7	179.4	182.5	185.9	
Illinois	<i>Population</i>	11.6m	11.4	11.8m	12.4m	12.7m	13.0m	13.3	13.6m	13.9m	

Source: Midwest Technology Assistance Center (MTAC 2004).

Approximately 20 communities still do not have public sewer systems. Most residents of these communities rely on individual septic systems or cesspools. Of those communities that do have public sewer systems, it appears that some have adequate capacity to accommodate increases in population. The system designs are such that they may or may not be capable of handling a large increase in average per day flow. It is important to note that even though the capacity of many of the systems has been deemed adequate, they may have other deficiencies such as dilapidated equipment and deteriorating collection lines that can cause disruption of service.

The smaller communities that have constructed or rehabilitated community sewer systems have done so with assistance from the CDAP, USDA Rural Development and IEPA programs. Both Rural Development and CDAP are required to benefit low-to-moderate income persons, and therefore, may not be meeting the infrastructure needs of the communities, especially in the area of economic development. Many of these communities may need financial assistance to create the infrastructure necessary to retain existing businesses or to attract new business and industry.

(b) Education. The regional school system can be evaluated in comparison to Illinois state averages (Table 14). In most respects, students and schools in the WIRC region perform at about the state average. This is clearly true for the rate of students classified as “low-income” and for student performance on the ACT test. A small, but noteworthy difference is in the high school dropout rates and the high school graduation rates. Both measures show that students in the region are more likely to stay in school and actually graduate than the state average. The higher than average high school graduation rate, coupled with lower than average wages, provides a solid basis for starting or recruiting new businesses into the region (Table 6, Appendix D and E).

While schools are performing at an adequate level, the future for the school districts could be an issue for any economic development plans implemented in the region. There is a long-term decline in the number of students, schools, and school districts that mirrors the long-term population decline in the WIRC region (Table 15). The number of students attending schools in the region declined by almost 8,000 students between 1995 and 2008. This decline has prompted school consolidations and even school district consolidation. In 1995, the region had 124 schools. By 2008, the number of schools had declined to 85. During this same period, the number of school districts in the region declined from 39 to 27. The consolidation of school district resources resulted in the reduction of 1,995 education jobs between the years 1995 and 2008. By comparison, Illinois shows growing student enrollments, increased numbers of schools, and the hiring of more teachers. The decline in Illinois is in the overall number of total staff.

(c) Health Care and Hospitals. Much has been done in the past years to improve health care in western Illinois. Several hospitals, including McDonough District Hospital (MDH) in Macomb, Cottage Hospital in Galesburg, Graham Hospital in Canton and the OSF Holy Family Medical Center in Monmouth, have either expanded facilities and services or constructed new facilities. In addition, all counties in the region have developed health programs and have established county health departments. Several hospitals have located satellite medical offices in the smaller rural communities within their service areas. For example, MDH operates a small health clinic in Table Grove.

Table 14. Summary Statistics on Regional Public School Districts, 2008

School District	Enrollment	Low- Income Rate (%)	HS Dropout Rate (%)	HS Grad Rate (%)	ACT Score
<i>Fulton County</i>	5,374	41.8	3.1	91.2	19.8
Astoria CUSD 1		48.9	4.3	100.0	17.8
Avon CUSD 176		37.8	1.3	100.0	21.1
Canton UNION SD 66		44.4	3.7	87.5	20.3
Cuba CUSD		55.3	7.0	64.4	18.7
Lewistown CUSD 97		30.1	3.2	86.2	19
Spoon River Valley CUSD 4		33.3	0.8	100.0	23
V I T CUSD 2		42.5	1.5	100.0	18.6
<i>Hancock County</i>	3,017	40.7	1.3	97.4	19.7
Carthage CUSD 338		33.5	0.8	96.4	19.8
Dallas CUSD 336		56.1	--	--	--
Hamilton CCSD 328		23.2	--	100.0	20.4
LaHarpe CUSD 335		43.5	--	--	--
Nauvoo-Colusa CUSD 325		40.9	1.0	100.0	18.8
Southeastern CUSD 337		53.5	2.3	100.0	20
Warsaw CUSD 316		34.4	1.1	90.4	19.7
<i>Henderson County</i>	973	41.9	4.1	86.5	19.6
West Central CUSD 235		41.9	4.1	86.5	19.6
<i>Knox County</i>	7,447	38.7	1.8	90	20.3
Abingdon CUSD 217		42.0	0.8	84.5	20.1
Galesburg CUSD 205		52.7	3.0	80.0	19.9
Knoxville CUSD 202		32.3	2.3	98.8	21.4
ROWVA CUSD 208		34.5	1.8	100.0	21.4
Williamsfield CUSD 210		31.8	1.3	86.7	18.9
<i>McDonough County</i>	3,301	42.7	2.3	84.7	20.4
Bushnell Prairie City CUSD 170		51.3	3.9	73.6	18.5
Macomb CUSD 185		38.4	1.8	95.3	22.6
West Prairie CUSD 103		38.3	1.2	85.1	20.2
<i>Warren County</i>	2,628	39	1.4	90.3	19.7
Monmouth-Roseville CUSD 238		53.8	1.8	87.4	20.1
United CUSD 304		24.2	1.0	93.2	19.3
<i>WIRC Region</i>	22,740	40.8	2.3	90.0	20.1
<i>Illinois</i>		41.1	4.1	86.5	20.3

Source: Illinois State Board of Education (ISBE 2008).

Note: Definition of Low-Income, HS Dropout Rate, HS Grad Rate, and ACT Score are found in Appendix F.

Table 15. Number of Students, Teachers and Schools by County, 1995-2008

County	No. of Students		No. of Schools		No. of School Districts		Total Staff		Pupil/Teacher Ratio (School)		FTE Teachers	
	1995	2008	1995	2008	1995	2008	1995	2008	1995	2008	1995	2008
Fulton	7,814	5,374	32	22	11	7	963	413	14.9	13.6	526	413
Hancock	4,363	3,017	24	16	8	7	556	264	14.9	14.1	294	264
Henderson	1,352	973	5	3	2	1	185	85	14.9	13.4	91	85
Knox	8,970	7,447	31	23	7	5	1,016	468	17.1	14.7	524	468
McDonough	4,457	3,301	16	11	6	3	578	255	14.8	15.3	301	255
Warren	3,448	2,628	16	10	5	2	379	187	15.0	14.4	230	187
Region	30,404	22,740	124	85	39	27	3,677	1,672	15.3	14.3	1,966	1,672
Illinois	1,956,738	2,074,167	4,142	3,894	1,024	868	208,735	131,488	17.6	18.2	110,797	131,488

Source: U.S. Department of Education (2008).

Throughout the region, birth and death rates have decreased between 2000 and 2007. The highest numbers of births from 2000 through 2007 have been in Knox County, which has recorded from 538 to 630 births per year. The lowest numbers of births during the seven-year period were in Henderson County, which typically records fewer than 80 births per year. The highest numbers of deaths from 2000 through 2006 were in Knox County, which has recorded from 658 to 736 deaths per year. The lowest numbers of deaths from 2000 through 2006 were in Henderson County, which typically records fewer than 100 per year. On a regional level, the number of deaths generally exceeds the number of births on a yearly basis, which is responsible, along with out-migration, for the declining regional population. Cardiovascular diseases and cancer continue to be the leading causes of death in the region.

The region has six hospitals (Table 16). Fulton County has one hospital, Graham Hospital Association in Canton, which has 124 beds. Hancock County has one hospital, Memorial Hospital in Carthage, with 18 beds. Knox County has two hospitals, Galesburg Cottage Hospital and OSF St. Mary's Medical Center in Galesburg, with a combined total of 311 beds. McDonough District Hospital, the only hospital in McDonough County, has a total of 113 beds. Additionally, the Health Center at Western Illinois University has approximately 25 beds. Warren County has one hospital, OSF Holy Family Medical Center in Monmouth, with 68 beds. There are no local hospital services provided to the residents of Henderson County, who must utilize hospital services in Monmouth, Macomb, Burlington, and Fort Madison, Iowa. However, there is an out-patient clinic in Oquawka located in northern Henderson County.

There are 208 specialized health care establishments in the region, with a total of 4,471 paid employees. Due to its larger population base, Knox County has the highest number of establishments and paid employees, and conversely, because of its smaller population base, Henderson County has the fewest number of both establishments and employees.

All hospitals in the region provide medical/surgical care. Intensive care and Obstetrics/Gynecology services are provided in Fulton, Hancock, Knox, and McDonough counties. Long-term services are provided in Fulton, Knox, McDonough, and Warren counties. In 2005, the region had a total of 3,229 medical professionals: 218 physicians and surgeons, 20 clinical psychologists, 40 physical therapists, 33 chiropractic physicians, 61 dentists, 21 optometrists, 101 registered pharmacists, 1,741 registered nurses, 958 licenses practical nurses, and 36 dental hygienists.

(d) Fire Protection. Macomb, Galesburg, Canton, Carthage, and Monmouth are the only communities in the region with paid fire protection departments. Most other communities have volunteer departments or are covered by one of 52 fire protection districts in the WIRC region. These fire departments are staffed by volunteers. Fire protection ratings for those communities with paid departments tend to be higher than those with volunteer departments. Paid departments generally have better trained personnel and newer up-to-date equipment. However, many of the region's volunteer departments have improved training and purchased newer equipment over the past several years, which should have a positive effect on their fire ratings in the future.

Table 16. Hospital Profiles by County, 2007

Characteristic	Hospital Type	Beds					Long Term Care Admissions	Average Length of Stay	Average Daily Census
		Total	Medical/Surgical	Intensive Care	Obstetrics/Gynecology	Term			
Fulton County									
Graham Hospital Association, Canton	General	124	53	5	12	54	2,220	4.2	25.6
Hancock County									
Memorial Hospital, Carthage		18	15	1	2	0	468	4.8	6.1
Knox County									
Galesburg Cottage Hospital, Galesburg	General	173	87	12	10	34	2,657	4.8	6.1
OSF St. Mary Medical Center, Galesburg	General	138	95	10	23	0	4,326	4.5	53.2
McDonough County									
McDonough District Hospital, Macomb	General	113	72	7	10	16	1,893	4.5	23.3
Warren County									
OSF Holy Family Medical Center, Monmouth	Critical Access	68	23	0	0	45	625	3.5	6.0

Source: Illinois Department of Public Health, Licensed Illinois Hospitals, Available: http://www.idph.state.il.us/healthcarefacilities/hospital_list.htm and Health Facilities Inventories and Data, Available: <http://www.idph.state.il.us/about/hfpb/pdf/2007%20Hospital%20Profile1.pdf>, Downloaded: September 8th, 2009.

(e) Recreation and Tourism. While the region is well served with recreational facilities, they tend to be located in and around the major urban centers. The provision of recreational services is oftentimes determined by the size of the community so that the smallest communities offer the fewest number of services. Facilities for outdoor sports such as baseball, soccer, tennis, and swimming are generally available in Macomb, Bushnell, Carthage, Monmouth, Canton, Galesburg, and Hamilton. Most other communities have at least a baseball diamond and a tennis court. There are 22 golf courses in the region, with each county having at least one (Table 17).

Table 17. Golf Courses in Western Illinois, 2007

County	Location	Golf Courses	Holes	Type
Fulton	Canton	Canton Country Club	18	Private
	Cuba	Wee-Ma-Tuk Hills Country Club	18	Private
Hancock	Augusta	Tri-County Country Club	9	Public
	Carthage	Carthage Golf Course	9	Semi-private
	Hamilton	Deer Run Golf Course	18	Semi-private
	Nauvoo	Great River Road Golf Club	18	Public
Henderson	Biggsville	The New Hend – Co Hills	9	Public
Knox	Dahinda	Oak Run Public Golf Course	18	Public
	Galesburg	Bunker Links Municipal Golf Course	18	Public
	Galesburg	Lake Bracken Country Club	18	Private
	Galesburg	Soangetaha Country Club	18	Private
	Knoxville	Laurel Greens	18	Public
	Rio	Windmills Golf Course	9	Public
	McDonough	Blandinsville	Twin Oaks Golf Club	9
Bushnell		Shaw Creek Golf Course	9	Public
Colchester		Gold Hills Golf Club	18	Public
Macomb		O.L. Champion Golf Course at WIU	18	Public
Macomb		Macomb Country Club	18	Semi-private
Warren	Avon	Swan Creek Golf Club	18	Public
	Monmouth	Monmouth Country Club	9	Private
	Monmouth	Gibson Woods Golf Course	18	Public

There are numerous recreational opportunities available across the region that are located away from population centers. For example, Fulton County abuts the Chautauqua National Wildlife Refuge along the Illinois River. There are three state parks with camping facilities in the western Illinois area: Argyle Lake State Park in McDonough County, Nauvoo State Park along the Mississippi River in Hancock County, and Delabar State Park in Henderson County. There is also one state forest area, Big River State Forest, along the Mississippi River in northern Henderson County.

There are also three state wildlife areas in the WIRC region. Along the Illinois River in Fulton County, the Anderson Lake State Fish and Wildlife Area and the Banner Marsh Fish and Wildlife Area provide overnight camping, fishing, hunting and boating opportunities. In Knox County, the Snakeden Hollow State Fish and Wildlife Area provides opportunities for fishing, hunting and boating. In addition, camping, swimming, and fishing are available in at least two county and three private campgrounds. Canoeing is possible on stretches of the LaMoine River and Spoon River; along the Mississippi River and Illinois River; at Spring Lake Park in Macomb; Carthage Lake in Hancock County; Argyle Lake north of Colchester in McDonough County; and Rice Lake, Anderson Lake, Lake Wee-Ma-Tuk, and Big Lake in Fulton County.

There are also many other tourist attractions in the region including Emiquon, Citizens Lake Park, Dickson Mounds and Lake Storey to name a few. Not only do these attractions and other amenities improve the quality of life for the residents of the region, they also attract visitors from outside the region. Data provided by the Illinois Bureau of Tourism show that in 2005, tourism-related activities generated an estimated \$144 million in expenditures, which created \$28 million in tourism-related wages and \$12 million in state and local taxes.

(f) Youth Programs. Organized programs for young people are provided in and around the larger urban centers of Macomb, Canton, Galesburg and Monmouth. Youth programs in McDonough, Fulton, Knox and Warren counties are typically coordinated by park districts, municipal recreation departments, the YMCA or the YWCA, most of which are free of charge or at reduced rates. Several community centers in the region also offer youth services, including Carver Community Action in Galesburg and Jamieson Center in Monmouth. Youth services typically include organized basketball, swimming, gymnastics, baseball and softball, soccer, football and social events such as supervised dances and parties. Several of the organizations also offer youth counseling and intervention services.

(g) Central Business Districts. With the exceptions of Macomb, Bushnell, Carthage, Hamilton, Canton, Galesburg, Nauvoo and Monmouth, the central business districts of many western Illinois communities have declined rapidly over the past thirty years. In many cases, there are few economic activities left in the downtown areas of many of the smaller communities in the region. The central business districts of Macomb, Bushnell, Monmouth, Carthage, Oquawka, Farmington, Galesburg, Hamilton, Lewistown and Canton serve as the retail, financial and government centers of the region. The level of services offered in the central business districts of Canton, Galesburg, Macomb and Monmouth make the four communities the service centers of western Illinois. According to the WIRC document, *Policy Framework for Community Development in Western Illinois*, those cities are considered primary growth centers, and thus, should offer a wide variety of retail, wholesale, financial and service functions in their downtown areas. A few of the communities including Macomb, Galesburg and Monmouth are participating in the Illinois Mainstreet Program, funded jointly by each of the cities and the state DCEO. Several other communities are improving their central business districts simply by sponsoring clean-up days and organizing activities and functions to attract people to their downtown areas. Galesburg, Monmouth and Macomb have used Tax Increment Financing (TIF), Enterprise Zones, and Special Taxing Districts to pay for the cost of infrastructure improvements in their downtown areas.

(h) Planning and Development Agencies. There are a number of planning and economic development agencies in the region. Examples of these agencies include:

- *Western Illinois Regional Council.* The WIRC is a multi-county council of local elected officials responsible for land use, housing, economic development, and human resource planning for the counties of Fulton, Hancock, Henderson, Knox, McDonough, and Warren. The Regional Council was formed in 1973 for the purpose of encouraging intergovernmental cooperation and regional planning, promote economic and community development, and provide technical assistance to local governments.
- *Economic Development Organizations.* Economic development organizations in Macomb, Galesburg, Carthage, Canton and Monmouth, along with several countywide economic development groups, are also good sources of financial assistance for new and expanding businesses. Most organizations have revolving loan programs that can lend money at attractive interest rates for up to ten to fifteen years.
- *Chambers of Commerce.* Macomb, Bushnell, Monmouth, Canton, Galesburg, Carthage, Warsaw, Nauvoo and Abingdon all have local Chambers of Commerce designed to promote economic and community development. Hamilton's Chamber of Commerce is affiliated with the Keokuk, Iowa Chamber of Commerce.
- *Community Action Programs.* Presently there are three Community Action Agencies and one Health Department providing programs for lower income residents of the western Illinois region. The WIRC-Community Action Agency in Macomb serves the counties of Henderson, Warren, McDonough, and Hancock. The Carver Community Action Agency in Galesburg serves Knox County and the Fulton County Health Department and CIEDC in Lincoln serves Fulton County. Typical programs offered by these agencies include Low Income Energy Assistance, weatherization, housing rehabilitation, economic development loans, and emergency food and shelter.
- *Illinois Institute for Rural Affairs.* The IIRA is a university-based research and technical assistance unit located at WIU. It has a statewide mandate to conduct applied research and deliver technical assistance to nonmetropolitan counties and communities in rural Illinois.

(i) Private and Public Financial Resources. Banks provide the largest amount of private funding for economic development activities in the region. Due in part to policies established by the Federal Reserve Board, loan funds for good, well-planned economic development projects are generally available. These private loan funds, combined with state and local public loan funds, can produce a blended interest rate that is both attractive and competitive to new and expanding businesses. Private financial institutions in the region vary in size, from large banks such as Mid-America National Bank in Canton and Macomb, Heartland Bank in Colchester, Farmers and Mechanics Bank in Galesburg, Citizens National Bank in Macomb, and Midwest Bank of Western Illinois in Monmouth, to smaller banks such as Laura State Bank in Williamsfield, Vermont State Bank, and Community State Bank of Plymouth (Table 18).

Table 18. Statistics for Banks Headquartered in the WIRC Region, 2009

Institution Name	Total Assets (\$000)	Return on Assets (ROA) %	Net Income (\$000)	Equity Capital (\$)	Return on Equity (ROE)%
Fulton County					
MidAmerica National Bank, Canton	299,650	0.80	1,180	42,255	5.53
Tompkins State Bank, Avon	161,748	1.14	916	18,576	9.99
Ipava State Bank	81,779	1.42	564	7,494	15.26
Bank of Farmington	82,279	1.29	516	10,280	10.24
Farmers State Bank of Fulton County	62,754	1.55	465	6,624	14.06
Table Grove State Bank, Table Grove	50,569	0.48	116	3,785	6.07
Fairview State Banking Company	20,989	0.09	9	2,838	0.62
Farmers State Bank, Astoria	16,778	1.09	106	2,208	9.66
Vermont State Bank	14,835	2.74	197	1,331	31.69
Hancock County					
First State Bank of Western Illinois	221,073	-1.53	-1,757	30,990	-11.25
Marine Bank and Trust, Carthage	196,142	0.86	816	14,204	11.22
The Hill-Dodge Banking Company	34,006	1.72	296	3,057	19.39
State Bank of Nauvoo, Nauvoo	29,957	0.32	48	2,805	3.45
State Bank of Colusa, Colusa	16,409	1.38%	56	3,323	6.80%
Community State Bank of Plymouth	9,461	-0.74	-35	1,582	-4.36
Henderson County					
Raritan State Bank, Raritan	134,349	0.68	441	11,845	7.54
Bank of Stronghurst, Stronghurst	70,889	0.60	209	11,259	3.66
First State Bank of Biggsville	19,049	1.56	143	2,985	9.67
Knox County					
Farmers & Mechanics Bank, Galesburg	206,247	0.68	441	11,845	7.54
Anderson State Bank, Oneida	64,110	0.60	187	10,412	3.60
Community Bank of Galesburg	46,020	-0.28%	-32	4,913	-2.61%
Bank of Yates City	50,220	-0.47	-115	5,576	-4.08
Laura State Bank, Williamsfield	13,515	0.33	20	1,860	2.17
McDonough County					
Heartland Bank, Colchester	349,802	0.16%	134	33,231	1.82%
Citizen's Bank, Macomb	328,623	0.39%	318	43,719	2.90%
Farmers & Merchants State Bank	62,718	-1.61	-504	5,448	-17.34
Colchester State Bank	50,909	1.41	342	4,872	14.57
State Bank of Industry	39,819	1.12	213	4,800	9.01
Warren County					
Midwest Bank of Western Illinois	357,685	0.47	830	38,741	4.34
Security Savings Bank, Monmouth	155,132	-0.88	-694	13,601	-9.85
Community National Bank, Monmouth	49,332	1.12	277	6,099	8.92

Source: Federal Deposit Insurance Corporation (June 30th, 2009).

Municipal governments, such as Macomb, Canton, Galesburg and Monmouth, also have revolving loan funds for economic development purposes. Several of the municipal revolving loan funds originally received their funding from the CDAP through the DCEO. Interest rates often are as low as three percent with terms of the loans varying from 10 to 15 years.

Other financial resources are available from the Prairie Hills Resource Conservation District, the USDA—Rural Development Program, the Western Illinois Economic Development Authority, the Western Illinois Community Development Association (WIEDA), DCEO, and the EDA. USDA—Rural Development, EDA and DCEO also provide loans and grants to municipal governments for needed community development activities and infrastructure improvements tied to new and expanding business activities.

Communities can generate property tax revenue based on the equalized assessed valuations (EAVs) of the property in their respective communities. The most recent data obtained for 2005 shows the equalized assessed valuations for each community vary from a low of \$256,007 in Bentley in Hancock County to high of \$296,310,797 in Galesburg in Knox County. Knox, Fulton and McDonough counties have the highest assessed valuations, while Henderson County has the lowest value. The region's total equalized assessed valuation is \$2,625,730,412, consisting of the following county assessed valuations: \$315,424,890 for Fulton County, \$220,728,656 for Hancock County, \$85,327,755 for Henderson County, \$601,294,373 for Knox County, \$281,812,256 for McDonough County and \$210,901,014 for Warren County. A further breakdown in the EAVs is available in Appendix G.

1.4. Assets and Obstacles affecting Regional Economic Development

1.4.1. Regional Assets

- *Location.* Western Illinois is located approximately equidistant between Chicago, St. Louis, and Des Moines, making the area a viable location for economic activities serving those areas. In addition, the area has both a demographic and geographic central location within the contiguous United States. With the increased cost of fuel, the region's central location may help attract new economic activity to the area.
- *Rail Service.* The Burlington Northern Santa Fe and Amtrak provide major railroad services. The Burlington Northern Santa Fe provides direct freight connections to Chicago, Kansas City, and Denver, with connector service to all parts of the United States. Amtrak passenger service is available from Macomb and Galesburg to Chicago, Denver, Los Angeles, and San Francisco. The Burlington Northern Santa Fe is a major employer for Galesburg, Knox County, and Warren County with 17,000 employees.
- *Economic Development Planning.* Local economic development planning efforts have increased over the last several years. This, in addition to improved communication and collaborations, has resulted in partnerships and inroads being made.
- *Mineral Resources.* Large portions of McDonough, Fulton, Knox and Warren counties are underlain by strippable coal reserves. Access to energy in the region could help recruit new businesses into the area. In addition, due to the large coal reserves, there is the potential for the development of coal gasification and related industries in the region.

- *Water Resources.* According to the Illinois State Water Survey, topographic and geological conditions in western Illinois are favorable for the development of additional reservoirs. Several large lakes and reservoirs currently exist in the region and others are being planned. Without the construction of reservoirs, the western Illinois region could not guarantee a continuous supply of water for various types of economic activity, especially large volume water using industries. Hancock County and Henderson County border the Mississippi River and Fulton County borders the Illinois River. Both rivers can provide unlimited amounts of water and should be utilized for economic development purposes to attract large volume water using industries to the region.
- *Agricultural Products.* The value of farm products sold, mainly corn and soybeans, has increased over the last twenty years. The large amount of available agricultural products in the region may serve to attract business and industry that utilize this raw material as part of their manufacturing process. In addition, because of the region's high corn yield per acre, ethanol, biodiesel and related industries may find the region attractive.
- *Educational Level of the Population.* The educational level of western Illinois residents competes very favorably with that of the state of Illinois and the nation. Business and industry requiring employees with higher levels of education will find this to be a positive factor for locating in the region.
- *Trained Labor Force.* Because the region is the site of Western Illinois University, Spoon River College, Carl Sandburg College, Knox College, Monmouth College, and the West-Central Illinois Area Vocational Center, the area has a highly trained labor force. Because of the level of unemployment, the region has a large available trained work force not presently being utilized.
- *Historical Significance and Natural Beauty.* The historical significance and natural beauty of the region should serve as a catalyst for the development of recreational activities and tourism. From the restored Mormon settlement at Nauvoo, to the awesome beauty of the Illinois and Mississippi river valleys, to the fishing and boating opportunities of the many lakes and streams, the region has the necessary ingredients to become a major recreational destination in the State of Illinois.
- *Strong Financial Institutions.* Western Illinois financial institutions have large holdings, which should guarantee a relatively substantial local private investment in any type of economic expansion.
- *Adequate Educational Facilities.* As stated previously, public and private educational facilities in and around the region are second to none. Western Illinois University, Monmouth College, Knox College, Spoon River College, Carl Sandburg College, and the West-Central Illinois Vocational Center are responsible for the large number of highly educated people in the region's population. Any type of imaginable vocational training program is available at these facilities. All of these education institutions are willing to work with commercial or industrial firms in designing a vocational training program suited to their particular needs.
- *Federal and State Training Assistance Available.* A number of federal and state programs are available to provide financial assistance to business and industry to train and employ lower income individuals. Among these programs are the Workforce Development Program operated by Carl Sandburg College and the Industrial Job Training Program operated by the DCEO.

1.4.2. *Obstacles and Realistic Constraints*

Even though western Illinois has the basic characteristics for economic development, several problems and constraints exist. Hopefully, many of these problems can be solved as the participation of the region in various federal, state, and local programs expands. However, it is important to realize that because of the nature of some of the problems, it may take many years for a solution to be finalized.

- *Road Network.* Western Illinois has an incomplete and deteriorating road system. The region is served by one interstate highway, and the existing federal and state road system is basically inadequate and is desperately in need of repair. Recently, U.S. Route 67 was expanded to four lanes from Monmouth to Macomb and Illinois Route 336 was completed from Quincy to Macomb. Funds need to be allocated by the state and federal governments to complete the Route 67 four-lane expansion from the Quad Cities to St. Louis, the four-lane expansion of Route 336 from Macomb to Peoria and Route 34 from Monmouth to Burlington.
- *Air Service.* There is currently no regularly scheduled commercial air service to and from the region. Galesburg, Macomb, Canton, and Monmouth have commercial airports, but those airports presently cannot accommodate small commercial or private jets due to the length of the runways. Consequently, the majority of the region must rely on the service of twin-engine planes for the movement of both passengers and cargo to and from the larger commercial airports throughout the Midwest or must drive to Peoria or the Quad Cities for connector flights to Chicago and St. Louis.
- *Housing.* The majority of all housing units in the region were constructed prior to the year 1940. The region also has a large number of vacant units. Many of the region's housing units are either dilapidated or deteriorating and are desperately in need of repair. The dilapidated condition of the existing housing stock, the large number of vacant units, and the relatively small amount of new construction of both single and multiple family units in recent years have all contributed to a lack of adequate housing in the region.
- *Fire Protection.* Macomb, Monmouth, Galesburg, Carthage, and Canton are the only communities in the region that have paid fire protection personnel. Most other communities have volunteer fire departments or are members of fire protection districts. With a majority of the communities being protected by a volunteer force, fire protection may not be adequate in most small communities and rural areas of the region to support larger economic development projects.
- *Water and Sewer Systems.* Of the 71 communities in the region, approximately 20 to 30 percent do not have adequate public sewer systems and 11 to 15 percent do not have adequate public water systems. Additionally, most unincorporated areas of the region are not served by public water lines and very few of the unincorporated areas are served by public sewer systems. Water and sewer improvements are necessary in the smaller communities and unincorporated areas before any significant economic development activities can take place.
- *Lack of Sites for Economic Development.* Both the construction of new and the expansion of existing industries is hampered by the lack of developed industrial sites. The high cost of developing industrial sites has made it nearly impossible for small communities to attract new economic development activities. The high capital outlay required for

development is a difficult obstacle to overcome. Furthermore, larger communities need additional sites to continue to provide space and public services for new economic development projects.

- *Declining Central Business District.* As is true throughout the United States, many commercial activities are moving to fringe areas so that they can provide more adequate parking for the customer base. In addition, land costs in and around the Central Business District are extremely high and oftentimes unavailable, which serves as a deterrent for the expansion of commercial activities in downtown areas. Many downtown areas in the western Illinois region are showing signs of this nationwide decline in Central Business District activity, with many more expected to show such signs in the future. Central Business Districts are the root of most communities, both historically and economically. These areas must be restored and improved to ensure the economic, social and historic vitality of the region's cities and villages.
- *Technology Infrastructure.* The western Illinois region generally lacks sufficient technological infrastructure to foster community and economic development. The service center communities in the region have the most significant technology available including limited wireless and high-speed Internet. Continued growth of telecommunication technology will be needed to insure that the region remains geographically competitive with the rest of the state. The region also lacks adequate usage and integration of geographical information systems (GIS) programs that detail information in a format that can easily be accessed and shared. Categorical implementation of mapping information in GIS format will ease data gathering, site selection and marketing of the area for economic development purposes.

1.5. Regional Performance Measures

Part of any economic development planning process is the creation of benchmarks or baseline measures to gauge whether progress is being made. Timeframes are then established for the measurement of progress. The data included in this CEDS document provide some of those measures. Specific measures include:

- Per capital income
- Per capita income change
- Per capita income gap between WIRC region and the state narrows
- Poverty rates decline
- Population growth occurs
- Educational performance improves (e.g., High School Graduate rates and ACT scores).

The next section of the CEDS outlines in detail the specific goals, objectives and projects which, if achieved, should improve the quality of life for the residents of the WIRC region and beyond.

Part II. Regional and County Goals, Objectives and Projects

2.1. Introduction

Part I of the CEDS summarizes regional characteristics such as the lack of population growth, the aging population, and income and educational attainment levels that are lower than the state average. On the other hand, there is a rich resource base, access to higher education, improving road and passenger rail networks, and an educated work force.

This section of the CEDS builds on section one to provide concrete goals, objectives and projects that comprise the strategy for promoting economic development in the region. These were developed in consult with the CEDS Strategy Committee. It was determined that short-term projects may be realized within one to three year time periods. Long-term projects were those requiring more than three years to attain.

A summary of the goals, objectives and projects for the overall region are presented first. Then, the goals for each county are described.

2.2. Goals and Objectives for the WIRC Region

A. Goal: Enhance the economic well-being of the western Illinois region.

Objectives

1. Develop economic development policies and strategies jointly between county and local governmental units and private entities.
2. Encourage the counties to develop an overall marketing plan to highlight the strengths and opportunities of the regional area.
3. Promote the coordination of local financial assets and resources on a regional basis to promote economic development activities.
4. Encourage the future development of the region's communities by developing regional industrial parks for use by present and future commercial and industrial activities.
5. Promote the revitalization of the Central Business Districts (CBDs) and downtown areas in the region.
6. Encourage the development of adequate infrastructure (water, sewer, electricity, natural gas, highway links, rail and river systems, and airports) to support existing, expanding and new manufacturing and commercial establishments.
7. Promote the development of a well-trained labor force by establishing education and training programs to meet the needs of the business community.
8. Promote the concept that communities and counties should seek small-to-medium-sized businesses in addition to large business.
9. Promote the establishment of small businesses (grocery stores and convenience stores) in the small communities and rural areas of the region.

10. Promote the development of a geographic information system in all counties of the region.
11. Promote the utilization of key personnel and resources at universities, colleges, community colleges, the regional planning agency and Workforce Investment Boards to provide assistance and be integral resources in the community and economic development process.

B. Goal: Promote a regional transportation program to satisfy the transportation needs of the region's industries, businesses, and citizens, resulting in an integration of transportation services.

Objectives

1. Promote and assist in the development of an improved highway system in western Illinois.
2. Promote further construction of four lane limited access highways, including Route 67 between the Quad Cities and St. Louis, Route 336 between Macomb and Peoria and Route 34 between Monmouth and Burlington, Iowa.
3. Promote the further development of state, county and local roads and highways, bridges, and sidewalks.
4. Promote the continuation of existing freight and passenger railroad services within the region and the expansion of new freight rail services to underserved communities.
5. Promote expanded and improved airport services.
6. Encourage the development of public transportation services within the region's larger urban centers and promote the establishment of inter-city public transportation between smaller communities and the regional centers.
7. Promote the establishment of port authorities along the Mississippi and Illinois rivers.
8. Promote, maintain and improve the lock and dam systems on the Mississippi and Illinois rivers.
9. Evaluate the impact of the closing of rural rail crossings on the agricultural community.
10. Identify and promote tourism-focused highways and byways to draw people into the region.

C. Goal: Develop the economic potential of the various natural resources in the region.

Objectives

1. Utilize the region's number one natural resource, its soils, by maximizing agricultural production in the region.
2. Encourage the further development of alternative uses of the region's agricultural products, such as the manufacturing of ethanol and soybean based products.
3. Encourage the development of value-added agricultural processing facilities in the region.

4. Market and develop non-prime farmland, forested areas, unused land and water bodies for lumber production and recreational and tourism activities.
5. Encourage the redevelopment of land in the region that was previously strip mined for coal.
6. Promote the preservation of prime agricultural land.
7. Explore the development of utility grade wind energy farms in the region.
8. Educate and assist local landowners in the development of fee-based hunting and nature-based tourism opportunities.
9. Encourage the expanded use and growth of organic and alternative food crops.

D. Goal: Develop essential water, sanitary sewer, and storm sewer facilities needed for future industrial, business, and community development projects and activities.

Objectives

1. Promote adequate, safe and healthy drinking water supplies within the region.
2. Promote adequate and safe wastewater systems for all communities in the region.
3. Promote adequate and safe storm drainage systems within the region.
4. Promote the extension of water lines to rural areas when feasible.
5. Promote utility infrastructure and land use controls at strategic highway intersections and interchanges.
6. Evaluate regional wastewater systems where appropriate.

E. Goal: Provide adequate and affordable housing for all residents of the region.

Objectives

1. Encourage a closer cooperation between local governments and private developers in the development of housing for senior citizens and middle-income persons.
2. Encourage the use of federal, state, and private programs to help meet the housing needs of the region.
3. Encourage the development of a comprehensive affordable housing strategy for the western Illinois region that addresses the need for adequate and safe housing for all citizens.

F. Goal: Ensure a qualified labor force in the region and promote small business and entrepreneurship as employment options.

Objectives

1. Work with state and regional work force development programs to ensure that they provide viable solutions to the training needs of business and industry.
2. Encourage WIB, school districts and community colleges to develop and maintain programs to train residents in those vocational areas where jobs are presently available.

3. Encourage and expand vocational and technical training programs to better educate the region's school age population.
4. Encourage the secondary school system to offer entrepreneurship education programs.
5. Encourage adult education programs to offer English as a Second Language programs including these programs offered on-site at business location.
6. Promote opportunities for education and work force business partnerships, which lead to the development of a career pipeline reflecting the employment opportunities in the region.
7. Prepare western Illinois workforce to be competitive for "green job" opportunities.

G. Goal: Enhance the quality of life for residents of the region.

Objectives

1. Foster, support, and improve public safety services for western Illinois residents.
2. Encourage the development of cultural and recreational activities for all residents.
3. Eliminate blight throughout the region and promote beautification projects that create a sense of community pride.
4. Provide and promote education and recreational activities for all residents in the region.
5. Make the area more attractive to others from outside the region.
6. Maintain ongoing support for the creation and maintenance of vital health and social services for the region's citizens.
7. Develop adequate and affordable child-care services to support the work force.
8. Encourage the development of recreational trails throughout the region.
9. Promote the development of community, youth, and senior citizen centers and programs throughout the region.
10. Maintain and expand the collection and recycling programs in the region.
11. Develop education and training programs for youth and first time offenders so that they can more easily enter the work force.
12. Attempt to maintain economic and community viability in the event that financial conditions require school consolidation.
13. When economically feasible, encourage the continuation of family farming operations in the region.
14. Encourage the strengthening of locally provided health services and promote subsidized health care services for the region's low-income population.
15. Promote and support the growth of a diverse population in the region.
16. Promote and encourage the development of sustainable lifestyles including organic community gardening and green building construction.

H. Goal: Develop tourism and recreational oriented industries and promote the positive characteristics of the western Illinois region.

Objectives

1. Promote the development of a local tourism industry as a strategy for job creation, increased tax revenues, enhanced recreational opportunities, and the strengthening of cultural and historic assets.
2. Encourage coordination of tourism by promoting and marketing the region's natural beauty and historical past.
3. Promote riverfront development and opportunities by developing port authorities along the Illinois and Mississippi rivers.
4. Encourage the development of additional lodging facilities and restaurants for tourism along the region's waterways.
5. Improve boat launching facilities and waterfront areas in the region's river communities.
6. Promote the development of comprehensive recreational planning for the region.
7. Promote a positive image and foster pride in the region among citizens.
8. Market the quality of life in western Illinois.
9. Encourage the region's newspapers to foster regional pride by publishing features that highlight the quality of life and recreational opportunities of the area.
10. Encourage communities in the region to apply for historic status for their historically and culturally significant older buildings.
11. Encourage state and local governments to improve and maintain the region's parks and recreational areas.
12. Identify and promote tourism-focused highways and byways to draw people into the region. Examples of this could include: 1) Looking for Lincoln; 2) Mormon settlement; 3) Great River Road; 4) Native American history; and 5) golfing, among others.

I. Goal: Develop and promote technology information usage and infrastructure investment throughout the western Illinois region.

Objectives

1. Support and promote the investment in western Illinois that will ensure the region has a technologically competitive edge, including broadband and high speed internet, which will result in continued economic growth.
2. Explore and develop awareness of legislation that supports technology advancement in western Illinois.
3. Foster the leadership that will give visibility to the technology needs of the western Illinois region.
4. Support and engage in activities that promote the utilization of technology in western Illinois.

2.3. Fulton County

2.3.1. Fulton County Goals and Objectives

A. Goal: Enhance the economic well being of Fulton County.

Objectives

1. Develop economic policies and strategies jointly between county and local government units and private business and industry.
2. Coordinate local financial assets and resources in a unified effort to promote economic development activities in the county.
3. Support local and statewide efforts to re-examine the tax structure to make it more conducive to economic development.
4. Develop industrial parks in the county with adequate land and infrastructure improvements for future economic development activities.
5. Promote the revitalization of the CBDs of the larger Fulton County communities to guard against future fringe commercial development.
6. Develop resources to attract, expand, and retain business and industry.

B. Goal: Promote a multi-modal transportation system throughout the county.

Objectives

1. Promote the development of Route 336 through Fulton County from Macomb to Peoria.
2. Promote and assist in the development of an improved and expanded state and local road system in Fulton County.
3. Promote a comprehensive highway transportation system by working with other regional and local transportation groups to create a strong voice with state and federal elected officials to secure necessary funding for high priority highway projects serving the county and the region.
4. Encourage the expansion of railroad spurs to present and potential industrial parks and provide financial support for the construction of rail spurs to industrial areas located within Fulton County communities.
5. Seek funding to make improvements to Canton's Ingersoll Airport to increase utilization of the facility, including runway expansion and aircraft storage facilities.
6. Promote the use of the Illinois River as a viable transportation alternative by developing and improving new and existing barge loading facilities and by constructing rail spurs to those facilities from existing rail lines in the county.
7. Develop a comprehensive transportation design that is conducive to local commuting patterns between Lewistown, Canton and Farmington. Improve the public transit for all.
8. Eliminate excessive and unsafe commuting pressures between Canton and Peoria on existing two lane highways by expanding Highway 24 from Kingston Mines to Banner and Highway 9 from Banner to Canton to four lanes.

9. Resolve unsafe travel conditions along Highway 78 on the north and south sides of Canton by expanding traffic and turn lanes.

C. Goal: Develop economic potentials of the various natural resources found in the county, including the development of tourism and recreation-oriented industries.

Objectives

1. Encourage the preservation of prime agricultural land by establishing appropriate land use policies and controls.
2. Encourage and promote the use of the county's agricultural products as raw materials in the manufacturing process.
3. Encourage tourism by promoting the county's natural beauty and historical past.
4. Promote existing publicly owned wetland areas along the Illinois River for recreational purposes.
5. Encourage development of additional lodging facilities to accommodate tourists visiting the county.
6. Promote Fulton County as a destination for recreational hunting and fishing trips.
7. Promote the redevelopment of former strip mine areas for recreational purposes.
8. Develop and maintain a web site to promote tourism and outdoor activities in the county.
9. Promote and develop a recreational trails program in the county, including the use of abandoned railroad right-of-ways for biking and hiking trails.
10. Promote the county's historic sites, state recreational areas and local parks, golf courses, and community-wide celebrations as tourism attractions.
11. Develop and implement a comprehensive tourism and recreation plan for the county, including many of the suggestions and efforts that emerged from the 2004 county tourism summit and the 2004 Illinois Green Communities Plan.
12. Promote Dickson Mounds and Emiquon as tourism destination points specifically focusing on the natural and historic characteristics relevant to each.

D. Goal: Develop essential water and sewer facilities needed for future industrial, business, and community development.

Objectives

1. Work with local officials to eliminate the water supply and distribution problems that currently exist for several communities within the county.
2. Work with local officials to eliminate wastewater treatment problems in the county.
3. Encourage those communities lacking public water and sewer facilities to conduct studies to determine whether such facilities are needed.

E. Goal: Improve disaster preparedness in order to meet the needs of current and future industrial, commercial, and community development activities.

Objectives

1. Encourage a cooperative effort within the county to deal with man-made and natural disasters and emergencies through completion of a disaster response plan.
2. Encourage and assist local and rural volunteer fire departments to upgrade equipment and facilities.
3. Encourage local and rural volunteer fire departments to conduct training sessions in the latest fire fighting techniques.
4. Encourage the establishment of emergency medical and rescue services where they currently do not exist, and encourage existing services to upgrade equipment and to provide continued training in emergency and disaster preparedness.

F. Goal: Provide affordable and adequate housing for all residents of Fulton County.

Objectives

1. Work with the Fulton County Housing Authority to determine the need for county-wide housing programs.
2. Encourage the use of federal and state programs to help meet the affordable housing needs of the county's low-and-moderate-income population.
3. Develop incentive programs to improve the county's owner and renter occupied housing stock.
4. Promote assisted living centers for the elderly who have active lives but may require minimal assistance with daily activities.

G. Goal: Encourage on-going economic planning for the county.

Objectives

1. Encourage cooperation between local development organizations in preparing and implementing economic development plans for the county.
2. Promote long-term economic development activities as opposed to short-term solutions.
3. Work with state and regional development organizations to eliminate duplication of economic development activities.
4. Develop a comprehensive plan for the City of Canton that addresses the numerous challenges and opportunities for growth.
5. Conduct a supply-chain, logistics and transportation study for Fulton County that addresses rail, water and highway needs.
6. Develop a Route 336 master plan for Fulton County that addresses highway alignments, access points and adjacent land use issues.

H. Goal: Ensure a qualified labor force in Fulton County and promote small business and entrepreneurship as employment options.

Objectives

1. Encourage and promote the expansion and diversification of vocational and technical education throughout the county.
2. Work with government-sponsored training programs to ensure that they provide viable solutions to the training problems of local business and industry.
3. Encourage local school districts and community colleges to train county residents in those areas where jobs are presently available.
4. Encourage the secondary school system to offer entrepreneurship education programs.
5. Encourage adult education programs to offer English as a Second Language programs including these programs offered on-site at business location.
6. Promote opportunities for education and work force business partnerships, which lead to the development of a career pipeline reflecting the employment opportunities in the region.
7. Prepare a workforce which allows Fulton County to be competitive for future "green job" opportunities.

I. Goal: Improve the images of Fulton County communities.

Objectives

1. Improve the entrances to the communities and promote the communities as attractive and prosperous areas.
2. Eliminate blight throughout the county, foster pride and beautification in the county, and develop community pride.
3. Educate and inform voters concerning the functions and services provided by local government.
4. Create on-going county-wide recycling and clean-up programs.

J. Goal: Develop and promote technology information usage and infrastructure investment in Fulton County.

Objectives

1. Support and promote the investment in Fulton County that will ensure the county has a technologically competitive edge, including broadband and high speed internet, which will result in continued economic growth.
2. Explore and develop awareness of legislation that supports technology advancement in the county.
3. Foster the leadership that will give visibility to the technology needs of the county.
4. Support and engage in activities that promote the utilization of technology in the county.

2.3.2. Fulton County Short Term Goals (not prioritized)

- 1. PROJECT: Regional Water Supply Study**
Sponsor: Fulton County Board, regional water district or commission
Description: Study the potential for a regional water supply to include all of Fulton County and surrounding counties with similar water shortage problems.
Estimated Cost: \$100,000
- 2. PROJECT: Sewer System Feasibility Study**
Sponsor: Fulton County Board, communities, and townships
Description: Study the feasibility of constructing sewage systems for small communities and contiguous rural areas.
Estimated Cost: \$100,000
- 3. PROJECT: Lodging and Recreational Facilities for Spoon River Drive and other Events for Visitors and Tourists**
Sponsor: Private enterprise
Description: Development of lodging/hotel facility for tourists visiting the area.
Estimated Cost: Unknown
- 4. PROJECT: Lodging at New Emiquon Preserve/Dickson Mounds**
Sponsor: Private enterprise
Description: Development of lodging/hotel facility for tourists visiting the area.
Estimated Cost: Unknown
- 5. PROJECT: County Road and Bridge Improvements**
Sponsor: Fulton County Board, communities, and townships
Description: Improve the county's rural road network not served by state highways.
Estimated Cost: Unknown
- 6. PROJECT: County-wide Road Improvements**
Sponsor: Illinois Department of Transportation
Description: Upgrade state and federal highways throughout the county.
Estimated Cost: Unknown
- 7. PROJECT: Downtown Building Rehabilitation**
Sponsor: Fulton County communities
Description: Renovation of downtown buildings and storefronts to assist in the revitalization of the area's CBDs.
Estimated Cost: Unknown
- 8. PROJECT: Sidewalk Construction and Improvement Plan**
Sponsor: Fulton County communities
Description: Construct, replace and repair deteriorated sidewalks and make sidewalks ADA accessible.
Estimated Cost: Unknown

9. **PROJECT: Dilapidated Building Demolition Program**
 Sponsor: Fulton County and communities
 Description: Demolition of condemned and/or unsightly buildings and homes within the county.
 Estimated Cost: Unknown
10. **PROJECT: Industrial and Warehousing Facilities**
 Sponsor: Private enterprise
 Description: Develop and market industrial and warehouse facilities in the county to be used by new and expanding manufacturers and wholesalers.
 Estimated Cost: Unknown
11. **PROJECT: Professional Office Facilities**
 Sponsor: Private enterprise
 Description: Encourage the development of modern professional office buildings for new and/or expanding businesses in the county.
 Estimated Cost: Unknown
12. **PROJECT: Commercial/Retail Expansion**
 Sponsor: Private enterprise
 Description: Build facilities for new and/or expanding retail businesses in the county.
 Estimated Cost: Unknown
13. **PROJECT: Recreational Trail Development**
 Sponsor: Fulton County and communities
 Description: Develop recreational trails throughout Fulton County.
 Estimated Cost: Unknown
14. **PROJECT: Comprehensive Disaster/Fire/Medical Preparedness System Continuation and Update**
 Sponsor: Fulton County and incorporated units of local government
 Description: Continue and update disaster, fire protection, emergency medical and rescue services throughout the county, including the replacement of outdated vehicles and equipment and the establishment of firefighter training programs.
 Estimated Cost: Unknown
15. **PROJECT: Housing Rehabilitation**
 Sponsor: County-wide
 Description: Develop a program to rehabilitate single family, owner occupied homes.
 Estimated Cost: Unknown
16. **PROJECT: Dredging of Avondale Lake**
 Sponsor: Village of Avon
 Description: Complete the dredging of Avondale Lake.
 Estimated Cost: Unknown

17. **PROJECT: Rehabilitation of Downtown Park and Gazebo Area (COMPLETED)**
 Sponsor: City of Cuba
 Description: Add recreational equipment to the park and refurbish the gazebo.
 Estimated Cost: Unknown
18. **PROJECT: Homebuyer Assistance Program**
 Sponsor: Unknown
 Description: Establish a homebuyer assistance program to help low and moderate income residents with down payments and needed renovations.
 Estimated Cost: \$300,000
19. **PROJECT: County-wide Geographic Information System (GIS)**
 Sponsor: Fulton County Board
 Description: Establish a county-wide GIS program that includes all incorporated and unincorporated areas of the county.
 Estimated Cost: \$200,000
20. **PROJECT: County-wide Curbside Recycling**
 Sponsor: Local communities
 Description: Expand recycling efforts in the county.
 Estimated Cost: Unknown
21. **PROJECT: Business Retention and Expansion Program (BR&E)**
 Sponsor: County and communities
 Description: Develop a comprehensive business retention program to address the needs of existing businesses.
 Estimated Cost: Unknown
22. **PROJECT: Primary Corridor Improvements**
 Sponsor: City of Canton
 Description: Improve blighted conditions along the primary corridors of the community.
 Estimated Cost: Unknown
23. **PROJECT: International Harvester Site Redevelopment**
 Sponsor: City of Canton
 Description: Redevelop the former industrial site into an extension of the historic CBD by adding necessary infrastructure and improvements.
 Estimated Cost: \$25 million
24. **PROJECT: Short Line Rail Development**
 Sponsor: City of Canton and Heart of Illinois Regional Port Authority
 Description: Make the necessary improvements and modifications to package the TPW Railroad with the BNSF Railroad and Hanna City Railroad to create a short-line rail network for area business and industry.
 Estimated Cost: Unknown

25. **PROJECT: Route 336 Corridor Impact Plans**
 Sponsor: City of Canton
 Description: Conduct an impact study for the Route 336 corridor around Canton.
 Estimated Cost: \$70,000
26. **PROJECT: Planning and Development of Land Impacted by New Interchanges and Highway Expansions**
 Sponsor: IDOT, county and communities
 Description: Conduct corridor studies and implement infrastructure construction and expansion using development tools where needed along new highways.
 Estimated Cost: Unknown
27. **PROJECT: Fulton County Illinois River Access Initiative**
 Sponsor: Village of Liverpool/Fulton County
 Description: Improve boat access, acquire land and improve public parking for boat access, acquire land and improve public camping facility and improve canal for boat access to the Illinois River.
 Estimated Cost: \$750,000
28. **PROJECT: Canton Industrial Park Improvements**
 Sponsor: City of Canton
 Description: Improve roads to and inside the industrial park, bring internet access to industrial park, upgrade all other utilities and develop a management and marketing plan for the park.
 Estimated Cost: Unknown
29. **PROJECT: County-wide Image and Marketing Campaign**
 Sponsor: Fulton County
 Description: Develop a marketing program based on a uniform image for the entire county to boost tourism.
 Estimated Cost: Unknown
30. **PROJECT: County-wide Affordable Housing Program**
 Sponsor: Fulton County
 Description: Develop a program to provide affordable housing for local residents.
 Estimated Cost: Unknown
31. **PROJECT: Fulton County Industrial Park**
 Sponsor: Fulton County
 Description: Improve the intersection of State Route 9 and County Highway 6, improve the intersection of State Route 78 and County Highway 6, improve McKinley Road, improve CILCO Road and improve County Highway.
 Estimated Cost: \$3.3 million

32. **PROJECT: Fulton County Rural Water Supply**
 Sponsor: Fulton County
 Description: Preliminary engineering, rate study, design engineering and construction of rural water lines.
 Estimated Cost: \$1.86 million
33. **PROJECT: Fulton County Regulatory Development**
 Sponsor: Fulton County
 Description: Update zoning and subdivision ordinances and rural building codes, update floodplain management program and enhance the local GIS system.
 Estimated Cost: \$200,000
34. **PROJECT: Work Force Development**
 Sponsor: Fulton County and Spoon River College
 Description: Train local unemployed or underemployed to be qualified for various construction trades.
 Estimated Cost: \$300,000
35. **PROJECT: Eco-Tourism Development**
 Sponsor: Fulton County
 Description: Seek funding for a staff person, update local trails and greenways plan and develop an engineering study to determine where more information is needed to assist in tourism development.
 Estimated Cost: \$250,000
36. **PROJECT: Capacity Study**
 Sponsor: City of Canton
 Description: Complete a capacity study to pinpoint infrastructure strengths and weaknesses.
 Estimated Cost: Unknown
37. **PROJECT: High-speed Internet Development**
 Sponsor: County/private enterprise
 Description: Develop high-speed internet access for all of Fulton County.
 Estimated Cost: Unknown
38. **PROJECT: Public Transportation**
 Sponsor: Fulton County and IDOT
 Description: Develop public transportation in Fulton County.
 Estimated Cost: Unknown
39. **PROJECT: Visitor Center Projects**
 Sponsor: Public/private environmental partnerships
 Description: Develop and build visitor centers in Farmington, Banner and Smithfield.
 Estimated Cost: \$240,000

40. **PROJECT: Regional Tourism Website Development**
Sponsor: Unknown
Description: Establish and maintain a regional tourism and marketing website.
Estimated Cost: Unknown

2.3.3. Fulton County Long Term Goals (not prioritized)

1. **PROJECT: Route 336 Construction**
Sponsor: Illinois Department of Transportation
Description: Promote the construction of Route 336 from Macomb to Peoria through Fulton County. Also make improvements for adaptive local road usages.
Estimated Cost: \$1.0 billion
2. **PROJECT: Recreational Area Development**
Sponsor: Illinois Department of Natural Resources (IDNR) and Fulton County
Description: Develop former surface-mined land or create large water impoundments for recreational purposes.
Estimated Cost: Unknown
3. **PROJECT: Spoon River Public Access Development Project**
Sponsor: Fulton County Board and private enterprise
Description: Develop public access areas along the Spoon River for day use and overnight camping use. The project involves the creation of public areas along the river for picnicking, fishing, camping, bird watching, boating and canoeing, and hiking. Specific sites recommended are: Ellisville, Duncan Mills, Babylon, and Turtle Shell.
Estimated Cost: Unknown
4. **PROJECT: Canton Lake Dredging**
Sponsor: City of Canton
Description: Dredge Canton Lake and construct or refurbish three siltation dams to increase the capacity of the lake and reduce future siltation problems.
Estimated Cost: \$2.0 million
5. **PROJECT: Rural Health Services Program**
Sponsor: Fulton County Health Department and others
Description: Develop a program to provide health services to rural unserved residents on a regular basis by the county health department or other health professionals.
Estimated Cost: Unknown
6. **PROJECT: Sanitary Sewer Replacement**
Sponsor: City of Cuba
Description: Replace the dilapidated sewer system throughout the community.
Estimated Cost: Unknown

7. **PROJECT: Storm Sewer Construction Project**
Sponsor: City of Cuba
Description: Complete originally designed project from concept created in 1996 to eliminate storm drainage problems during periods of heavy rainfall.
Estimated Cost: \$1.4 million
8. **PROJECT: Technology Infrastructure Improvements**
Sponsor: Municipalities, county and technology vendors along with staff support from the WIRC, West-Central Illinois Technology Source (WITS) and related economic development staff.
Description: Improve technology and telecommunications infrastructure for each community by using available local/state/federal resources.
Estimated Cost: Unknown
9. **PROJECT: Disaster Response Plan Development**
Sponsor: Municipalities, county, emergency response and other related personnel.
Description: Develop emergency response plan to deal with natural and man-made disasters in an effort to minimize resultant impacts on residents and businesses.
Estimated Cost: \$100,000

2.4. Hancock County

2.4.1. Hancock County Goals and Objectives

A. Goal: Enhance the county-wide economic development effort.

Objectives

1. Develop economic development policies and strategies jointly between local governmental units and private business and industry.
2. Coordinate local financial assets and resources in a unified effort to expand the county's economic development activities.
3. Maintain an economic development director's position to coordinate the county's economic development efforts in a unified manner.
4. Develop industrial parks in the county with adequate land and infrastructure improvements for future economic development activities.
5. Promote the revitalization and preservation of CBDs so that Hancock County communities are more attractive to new and expanding business and industry.
6. Establish a county-wide land use plan to guide economic development activities to areas of the county that are most suited for such activities.
7. Work with other local development organizations to coordinate economic development planning in the county.
8. Conduct an on-going public relations program to highlight the county's potential for development.
9. Promote long-term economic development activities as opposed to short-term solutions.
10. Work with state and regional development organizations to eliminate confusion and duplication of economic development services and activities.
11. Create financial incentives to attract, expand and retain business and industry.
12. Promote the redevelopment of vacant land or underutilized sites and buildings in the county, such as the former Robert Morris College campus in Carthage.
13. Promote and develop a well-trained labor force to meet the needs of the business community.

B. Goal: Promote a county-wide and regional transportation program to satisfy the present and future needs of Hancock County's businesses, industries and citizens.

Objectives

1. Continue to promote and assist in the development of an improved highway system in Hancock County and all of western Illinois, including the completion of Route 336 from Carthage to Macomb.
2. Encourage the expansion of railroad spurs to current and future industrial sites located in the county.

3. Promote the use of the Mississippi River waterway as a viable transportation alternative and investigate the possibilities and opportunities of establishing port authorities along the river in cooperation with Keokuk and the Quincy Port Authority efforts.
4. Promote and assist in the development of an improved and expanded state and local road system in Hancock County.
5. Promote the building of a new highway bridge across the Mississippi River between Niota and Fort Madison.
6. Maintain and expand the public transportation service for the residents of Hancock County including services for non-emergency medical appointments.

C. Goal: Develop the economic potentials of the various natural resources found in the county, including the development of tourism and recreation-oriented industries.

Objectives

1. Promote the preservation of prime agricultural land.
2. Encourage and promote the use of Hancock County's agricultural products as raw materials in the manufacturing process.
3. Promote the further development of the energy producing potential of the county's agricultural products.
4. Encourage tourism by promoting the county's natural beauty and historical past, and continue to work with the statewide "Looking for Lincoln" project.
5. Promote the development of the county's water resources for their tourism potential.
6. Encourage the development of additional lodging facilities to accommodate tourists visiting the county.
7. Develop a comprehensive tourism and recreation plan for the county.
8. Promote Hancock County as a destination for recreational hunting and fishing trips.
9. Continue the development and maintenance of a county-based web site to promote tourism and outdoor activities in the county.

D. Goal: Develop essential water and sewer facilities needed for future industrial, business, and community development.

Objectives

1. Work with local officials to eliminate water supply and distribution problems that presently exist for several Hancock County communities.
2. Work with local officials to eliminate wastewater treatment problems in the county.
3. Encourage communities lacking public water and sewage facilities to conduct studies to determine whether such facilities are needed and feasible.
4. Promote the availability of fresh water in the county, and use this as an economic development tool to attract new businesses and industries that use large amounts of water.

E. Goal: Provide affordable and adequate housing for all residents of Hancock County.

Objectives

1. Work with the Hancock County Housing Authority in determining the need for county-wide affordable housing programs.
2. Promote the construction of additional middle-income owner-occupied housing and rental housing in the county.
3. Encourage closer cooperation between local governments and private developers in the provision of moderate-and-middle-income priced housing.
4. Identify and encourage the removal of government and social barriers that unnecessarily restrict the supply of housing or increase its cost.
5. Continue to promote and develop assisted living centers for the elderly who have active lives but may require minimal assistance with daily activities.
6. Encourage the use of federal and state programs to help meet the housing needs of the county's low and moderate-income population.

F. Goal: Ensure a qualified labor force in Hancock County and promote small business and entrepreneurship as employment options.

Objectives

1. Work with state and regional work force development programs to ensure that they provide viable solutions to the training needs of business and industry.
2. Encourage WIB, local school districts and community colleges to develop and maintain programs to train county residents in those vocational areas where jobs are presently available.
3. Encourage and expand vocational and technical training programs to better educate the county's school age population.
4. Encourage the secondary school system to offer entrepreneurship education programs.
5. Encourage adult education programs to offer English as a Second Language programs including these programs offered on-site at business location.
6. Promote opportunities for education and work force business partnerships, which lead to the development of a career pipeline reflecting the employment opportunities in the region.
7. Prepare a workforce which allows Hancock County to be competitive for future "green job" opportunities.

G. Goal: Enhance the quality of life for residents in Hancock County.

Objectives

1. Encourage and support enhanced public safety services for Hancock County residents.
2. Eliminate blight throughout the county, foster pride and beautification in the county, and develop community pride.
3. Provide and promote recreational activities for all Hancock County residents.

4. Continue to promote the health and safety of all county residents by maintaining minimal health and safety regulations and standards.
5. Create and maintain on-going countywide recycling and clean-up programs.
6. Promote and maintain a countywide drug task force.
7. Attempt to maintain economic and community viability in the event that financial conditions require school consolidation.

H. Goal: Develop a system of improved disaster preparedness in the county.

Objectives

1. Encourage a cooperative effort within the county to deal with man-made and natural disasters and emergencies through completion of a disaster response plan.
2. Encourage and assist local and rural volunteer fire departments to upgrade equipment and facilities.
3. Encourage local and rural volunteer fire departments to conduct training sessions in the latest fire fighting techniques.
4. Encourage the establishment of emergency medical and rescue services where they currently do not exist, and encourage existing services to upgrade equipment and to provide continued training in emergency and disaster preparedness.

I. Goal: Develop and promote technology information usage and infrastructure investment in Hancock County.

Objectives

1. Support and promote the investment in Hancock County that will ensure the county has a technologically competitive edge, including broadband and high speed internet, which will result in continued economic growth.
2. Explore and develop awareness of legislation that supports technology advancement in the county.
3. Foster the leadership that will give visibility to the technology needs of the county.
4. Support and engage in activities that promote the utilization of technology in the county.
5. Encourage the development of an improved levee system along the Mississippi River corridor to prevent and minimize future flood related natural disasters.

2.4.2. Hancock County Short Term Goals (not prioritized)

1. **PROJECT: Hancock County Economic Development Planning and Marketing Program**
 Sponsor: Hancock County Board and/or Hancock County Economic Development Association (HCEDA)
 Description: Develop an on-going economic development planning and marketing program that will continuously analyze data and other information, establish goals and objectives, devise viable projects and activities, and effectively market the county's development potentials. The project includes employment of a full-time economic development staff to coordinate the day-to-day operations of the organization.
 Estimated Cost: \$70,000

2. **PROJECT: Promote and Develop Tourist Lodging and Recreational Facilities**
 Sponsor: Private enterprise, in conjunction with the HCEDA
 Description: Promote the development of lodging and recreational facilities for the tourists who visit the county's historic sites and areas of natural beauty.
 Estimated Cost: Unknown

3. **PROJECT: Develop a Small River Terminal**
 Sponsor: Private enterprise, in conjunction with the HCEDA
 Description: Construction of a small river barge terminal along the Mississippi River for use by shippers of bulk agricultural and other products.
 Estimated Cost: \$3.5 million

4. **PROJECT: County Road and Bridge Improvements**
 Sponsor: Hancock County Board
 Description: Improvement to the county's rural road network not served by state highways.
 Estimated Cost: \$2.5 million

5. **PROJECT: Carthage Downtown Building Rehabilitation**
 Sponsor: City of Carthage
 Description: Renovate downtown buildings in Carthage, including the former Hancock County Jail, to help revitalize the CBD.
 Estimated Cost: \$1 million

6. **PROJECT: Water and Sewer Studies**
 Sponsor: Local communities and the HCEDA
 Description: Conduct studies to determine the feasibility of constructing water and sewer facilities in those small communities in the county presently without public water and wastewater systems.
 Estimated Cost: \$100,000

7. **PROJECT: Community Centers Development Program**
 Sponsor: Hancock County communities
 Description: Development of community centers in all Hancock County communities.
 Estimated Cost: Unknown

8. **PROJECT: Daycare Center Development Program**
 Sponsor: Hancock County Board and communities
 Description: Establish daycare centers in each of the county's communities.
 Estimated Cost: Unknown

9. **PROJECT: Sewer Line Extension**
 Sponsor: City of Warsaw
 Description: Construct sanitary sewer lines in the western section of the city.
 Estimated Cost: \$550,000

10. **PROJECT: Water Line Extension**
 Sponsor: City of Warsaw
 Description: Extend water lines to the corporate boundaries and beyond to encourage economic development activities on available land adjacent to the city.
 Estimated Cost: \$100,000
11. **PROJECT: Highway Bridge over the Mississippi River at Fort Madison**
 Sponsor: States of Illinois and Iowa
 Description: Construct a new highway bridge over the Mississippi River between Fort Madison and Niota.
 Estimated Cost: \$100 million
12. **PROJECT: Rental Housing Development Program**
 Sponsor: Governmental units and private developers
 Description: Construct new rental housing units for low, moderate and medium-income individuals, families and senior citizens throughout the county.
 Estimated Cost: Unknown
13. **PROJECT: Street Maintenance**
 Sponsor: Village of Bentley
 Description: Improve the north end of Railroad Avenue and replace culverts that are no longer serviceable.
 Estimated Cost: Unknown
14. **PROJECT: Public Wastewater System Development**
 Sponsor: Village of Bentley
 Description: Conduct a feasibility study concerning the development of a public wastewater disposal system for the village.
 Estimated Cost: \$60,000
15. **PROJECT: New Sewer Lines**
 Sponsor: City of Carthage
 Description: Construct 40 blocks of new sewer lines to replace deteriorated sewer mains and to extend service to unserved areas in Carthage.
 Estimated Cost: \$2 million
16. **PROJECT: Lift Station Project**
 Sponsor: City of Hamilton
 Description: Upgrade lift station in southwest Hamilton to bring it into compliance.
 Estimated Cost: \$1.8 million
17. **PROJECT: Water System Improvements**
 Sponsor: City of LaHarpe
 Description: Install larger water mains at various locations to increase water pressure.
 Estimated Cost: \$600,000

18. **PROJECT: Historic Buildings Registry Program**
 Sponsor: City of LaHarpe and private owners
 Description: Rehabilitate storefronts of historical buildings in the downtown area and seek historic registry status.
 Estimated Cost: Unknown
19. **PROJECT: Storm Sewer Improvements Program**
 Sponsor: City of LaHarpe
 Description: Enlarge and rehabilitate existing storm sewers and construct additional storm sewers in areas that are prone to flooding during heavy rainfall.
 Estimated Cost: Unknown
20. **PROJECT: Housing Rehabilitation Program**
 Sponsor: City of LaHarpe
 Description: Establish and continue a single-family owner-occupied housing rehabilitation program for low-and-moderate-income persons.
 Estimated Cost: \$280,000
21. **PROJECT: Housing Rehabilitation Program**
 Sponsor: City of Hamilton
 Description: Establish and continue an on-going single-family, owner-occupied housing rehabilitation program for low-and-moderate-income persons.
 Estimated Cost: \$280,000
22. **PROJECT: Route 136 and Route 336 Road Improvements (336 complete)**
 Sponsor: Illinois Department of Transportation
 Description: Upgrade Route 136 in Hamilton to four lanes. Route 336 from Carthage to Macomb is complete.
 Estimated Cost: Unknown
23. **PROJECT: Business Attraction and Retention Program**
 Sponsor: Hancock County Board and/or HCEDA
 Description: Develop a comprehensive program to attract new business and industry to Hancock County and to retain existing business and industry that may be planning on moving out of the county.
 Estimated Cost: Unknown
24. **PROJECT: Marketing Plan**
 Sponsor: City of Nauvoo and Nauvoo Chamber of Commerce
 Description: Complete an aggressive marketing plan to attract tourism-related businesses, other small business, and light industry to the Nauvoo area.
 Estimated Cost: Unknown

25. **PROJECT: Road Improvements**
 Sponsor: Village of Ferris
 Description: Repair and reconstruct deteriorating road surfaces in the village.
 Estimated Cost: Unknown
26. **PROJECT: Restaurant and Convenience Store Development Project**
 Sponsor: Village of Ferris and private business
 Description: Develop a restaurant and convenience store/gas station in the village.
 Estimated Cost: Unknown
27. **PROJECT: Warsaw/Hamilton Road Improvements**
 Sponsor: Hancock County and Illinois Dept. of Transportation
 Description: Complete a major overhaul of the Warsaw to Hamilton road, including resurfacing and widening.
 Estimated Cost: Unknown
28. **PROJECT: Housing Rehabilitation Program**
 Sponsor: City of Carthage
 Description: Continue an on-going housing rehabilitation program for low-and- moderate-income homeowners.
 Estimated Cost: \$300,000/year
29. **PROJECT: Industrial Park Development Program (partially complete)**
 Sponsor: City of Carthage and HCEDA
 Description: Continue to extend necessary roads, water and wastewater lines to the park.
 Estimated Cost: Unknown
30. **PROJECT: Road and Bridge Maintenance Program**
 Sponsor: Village of Pontoosuc
 Description: Implement a comprehensive road and bridge improvement program for the village, including new ingress/egress at railroad crossing.
 Estimated Cost: Unknown
31. **PROJECT: Water System Improvements**
 Sponsor: Village of Pontoosuc
 Description: Complete improvements to the village's water system to ensure compliance with Environmental Protection Agency (EPA) standards.
 Estimated Cost: Unknown
32. **PROJECT: Sewer and Surface Water Improvements**
 Sponsor: Village of Augusta
 Description: Construct new storm sewers in areas prone to flooding and rehabilitate existing storm sewers in other areas to eliminate surface water problems during periods of heavy rainfall.
 Estimated Cost: \$400,000

33. **PROJECT: Replacement and Repairs to Footbridges**
 Sponsor: Village of Augusta
 Description: Repair or replace three deteriorating footbridges.
 Estimated Cost: \$15,000
34. **PROJECT: Street Improvement Program**
 Sponsor: Village of Elvaston
 Description: Repair deteriorating streets, especially those used by large grain trucks.
 Estimated Cost: \$200,000
35. **PROJECT: Village Maintenance Building**
 Sponsor: Village of Elvaston
 Description: Construct a 24X24 office building. (Completed in 2007)
 Estimated Cost: \$50,000
36. **PROJECT: Park Improvements**
 Sponsor: Village of Elvaston
 Description: Plant new trees and shrubs at the village park.
 Estimated Cost: \$2,000
37. **PROJECT: Drainage Improvements**
 Sponsor: Village of Elvaston and IDOT
 Description: Install larger culverts under Highway 136 to improve drainage and eliminate the potential for flooding during periods of heavy rainfall.
 Estimated Cost: Unknown
38. **PROJECT: Sewer System Construction**
 Sponsor: Village of Ferris
 Description: Construct a community-wide wastewater disposal system and aeration lagoon.
 Estimated Cost: \$1.2 million
39. **PROJECT: Homebuyer Assistance Program**
 Sponsor: WIRC
 Description: Continue homebuyer assistance program to help low-and-moderate-income residents with down payments and renovations.
 Estimated Cost: \$300,000/year
40. **PROJECT: County-wide GIS (complete)**
 Sponsor: Hancock County Board
 Description: Continue to develop a county-wide GIS program that covers all incorporated and unincorporated land in the county.
 Estimated Cost: \$200,000

41. **PROJECT: Recreational Trails Program**
 Sponsor: Hancock County Board
 Description: Complete a trail plan and develop recreational trails in Hancock County.
 Estimated Cost: \$50,000
42. **PROJECT: Fire Department Equipment Upgrade and Staff Training Program**
 Sponsor: Municipal and rural fire departments
 Description: Replace outdated vehicles and equipment and establish firefighter-training programs.
 Estimated Cost: Unknown
43. **PROJECT: Kibbe Museum Expansion Program (complete)**
 Sponsor: City of Carthage
 Description: Relocate and expand the museum holdings to the former city hall building.
 Estimated Cost: \$50,000
44. **PROJECT: Water and Wastewater Line Extensions**
 Sponsor: City of Carthage
 Description: Extend road, water and wastewater lines to the east edge of Carthage to encourage future economic development activities.
 Estimated Cost: \$5.0 million
45. **PROJECT: Industrial Park Development**
 Sponsor: City of Nauvoo
 Description: Continue development of a 10 acre industrial park with extension of roads, water and wastewater infrastructure for light industrial and business use.
 Estimated Cost: \$4.0 million
46. **PROJECT: Planning and Development of Land Impacted by New Interchanges and Highway Expansions**
 Sponsor: IDOT, county and communities
 Description: Conduct corridor studies and implement infrastructure construction or expansion using development tools along new highway developments.
 Estimated Cost: Unknown
47. **PROJECT: Methode Electronics Plant Closure (complete)**
 Sponsor: Elected officials, state/federal agencies, private enterprise, HCEDA and WIRC
 Description: Develop a plan of action and implement to address losses due to this closure
 Estimated Cost: Unknown
48. **PROJECT: Curbside Recycling Program**
 Sponsor: City of Hamilton
 Description: Implement and expand curbside recycling throughout entire city.
 Estimated Cost: \$45,000

49. **PROJECT: Water System Improvements (COMPLETED)**
 Sponsor: City of Nauvoo
 Description: Complete improvements to the water system to ensure compliance with relevant standards.
 Estimated Cost: \$1.8 million
50. **PROJECT: Disaster Response Plan Development (COMPLETED)**
 Sponsor: Municipalities, county, emergency response and other related personnel
 Description: Develop emergency response plan to deal with natural and man-made disasters in an effort to minimize resultant impacts on residents and businesses.
 Estimated Cost: \$100,000
51. **PROJECT: Street/Streetscape Program**
 Sponsor: City of Nauvoo and Nauvoo Betterment Group
 Description: Continue the street upgrade program including downtown streetscape project with upgrades to benches, signage and planting more street trees.
 Estimated Cost: Unknown
52. **PROJECT: Street Improvement Project**
 Sponsor: City of LaHarpe
 Description: Widening and resurfacing street intersections to improve handicapped accessibility.
 Estimated Cost: \$87,000
53. **PROJECT: Ordinance Update**
 Sponsor: All communities and county
 Description: Review/update all relevant ordinances per county/community requirements.
 Estimated Cost: Unknown
54. **PROJECT: Food Incubator Multi-Use Facility (complete)**
 Sponsor: City of Carthage, Memorial Hospital, CSC, CIDC, CCDC, CVS, WIU
 Description: A comprehensive food incubator facility for business development, expansion and training- failed feasibility study.
 Estimated Cost: Unknown
55. **PROJECT: Tourism Development**
 Sponsor: City of Hamilton
 Description: Establish the city as a tourism destination by marketing its historic and natural resources.
 Estimated Cost: Unknown
56. **PROJECT: Sidewalk Improvement/Construction**
 Sponsor: City of Nauvoo
 Description: Improve existing sidewalks and construct new ones to tie into tourist and historical community sites.
 Estimated Cost: \$100,000

57. PROJECT: Public Transportation System

Sponsor: Hancock County Board and Hancock County Transportation System

Description: Develop a public transit system to help low-income people, elderly and the disabled to travel to work, medical appointments, shopping and other trips.

Estimated Cost: Unknown

2.4.3. Hancock County Long Term Goals (not prioritized)

1. PROJECT: Route 136 and Route 336 Road Improvements

Sponsor: IDOT and HCEDA

Description: Upgrade the county's state and federal highways, including improvement of Highway 136 to a Class One or Two highway.

Estimated Cost: Unknown

2. PROJECT: Ethanol Manufacturing Facility

Sponsor: Private enterprise and/or Hancock County Development Association

Description: Construct an ethanol manufacturing facility in the county that will utilize local agricultural products as the raw material for the production of alcohol.

Estimated Cost: Unknown

3. PROJECT: Waste Disposal Conversion Facility

Sponsor: Private enterprise, in conjunction with the HCEDA

Description: Develop a facility to convert toxic waste to non-toxic materials for disposal and the palletizing of solid waste for use as a fuel supplement.

Estimated Cost: Unknown

4. PROJECT: Senior Housing Program

Sponsor: Private enterprise, in conjunction with the HCEDA

Description: Construct private housing for middle and upper income retirees. This program will help Hancock County become a retirement area for people looking for natural beauty, outdoor recreation, and historical significance.

Estimated Cost: \$10 million

5. PROJECT: Redevelopment of Robert Morris College Site (partially complete)

Sponsor: City of Carthage

Description: Continue and complete the redevelopment of the Robert Morris College site through building and site renovation to appropriate uses.

Estimated Cost: Unknown

6. PROJECT: Business Retention and Expansion Program

Sponsor: Hancock County Board and communities

Description: Develop a program to retain and expand existing businesses and create new business opportunities in the county.

Estimated Cost: Unknown

7. **PROJECT: Water System Construction**
 Sponsor: Rock Creek, Prairie, and Bear Creek townships
 Description: Construct and maintain a rural public water system.
 Estimated Cost: \$1.51 million
8. **PROJECT: Water System Construction (COMPLETED)**
 Sponsor: Harmony Township
 Description: Construct and maintain a rural public water system.
 Estimated Cost: \$1.2 million
9. **PROJECT: Water System Construction (COMPLETED)**
 Sponsor: Wythe and Wilcox townships
 Description: Construct and maintain a rural public water system.
 Estimated Cost: \$1.42 million
10. **PROJECT: Water System Construction (COMPLETED)**
 Sponsor: Walker and Rocky Run townships
 Description: Construct and maintain a rural public water system.
 Estimated Cost: \$2.11 million
11. **PROJECT: Water System Construction**
 Sponsor: St. Albans and Chili townships
 Description: Construct and maintain a rural public water system.
 Estimated Cost: \$1.6 million
12. **PROJECT: Water System Construction**
 Sponsor: Augusta and St. Mary townships
 Description: Construct and maintain a rural public water system.
 Estimated Cost: \$1.8 million
13. **PROJECT: Water System Construction**
 Sponsor: Hancock Township
 Description: Construct and maintain a rural public water system.
 Estimated Cost: \$900,000
14. **PROJECT: Sewer System Construction**
 Sponsor: Village of Elvaston
 Description: Construct a public sewer system.
 Estimated Cost: Unknown
15. **PROJECT: Health Care Complex Development (Complete)**
 Sponsor: City of Carthage, Carthage Community Development and HCEDA
 Description: Build new health care facilities including a new hospital and other medical facilities on the east side of Carthage.
 Estimated Cost: \$14.0 million

16. **PROJECT: Senior Citizen Housing (Complete)**
Sponsor: City of Carthage and Carthage Community Development
Description: Build a 20 unit assisted living facility for low-to-moderate income seniors.
Estimated Cost: \$3.0 million (One 10 unit completed; planning for second 10 unit)
17. **PROJECT: Highway Extension Project**
Sponsor: City of Hamilton and IDOT
Description: Expand and improve the highway at the Nauvoo Junction from three to four lanes and extend through the center of town.
Estimated Cost: \$1.3 to \$6.2 million
18. **PROJECT: Technology Infrastructure Improvements**
Sponsor: Communities, county, and technology vendors along with staff support from the WIRC, WITS and related economic development staff
Description: Improve technology and telecommunication infrastructure for each community by using available local/state/federal resources.
Estimated Cost: Unknown
19. **PROJECT: Levee System Improvements/Flood Management**
Sponsor: Army Corps of Engineers, river communities and Hancock County
Description: Improve the levee system along the Mississippi River Corridor through reconstruction and minimize flood potential through wetland regeneration.
Estimated Cost: \$200 million

2.5. Henderson County

2.5.1. Henderson County Goals and Objectives

A. Goal: Enhance the economic well-being of Henderson County.

Objectives

1. Maintain a county-wide economic development organization to coordinate the county's economic development efforts in a unified manner.
2. Promote a positive image about Henderson County by its citizens and business community.
3. Develop and maintain infrastructure, such as water, wastewater, electricity, natural gas, roadways, and rail service, to support industrial and commercial development in areas where sites are available.
4. Work with other local and regional development groups and continue to coordinate economic development planning in the county.
5. Promote long-term economic development activities as opposed to short-term solutions.
6. Promote and develop tourism and recreation-oriented businesses.
7. Concentrate local financial resources and assets in a unified effort to expand economic development activities.
8. Develop economic development policies and strategies jointly between local government units and private entities.
9. Promote the revitalization of the CBDs of Henderson County communities.
10. Create financial incentives to attract, expand and retain business and industry.
11. Promote and develop a well-trained labor force to meet the needs of the business community.
12. Develop industrial parks in the county with adequate land and infrastructure improvements for future economic development activities.

B. Goal: Develop essential water and wastewater facilities needed for future economic and community development.

Objectives

1. Promote and assist in the development of water distribution systems for all Henderson County residents.
2. Promote the upgrading and development of wastewater systems for all communities of the county.
3. Encourage communities lacking public water and wastewater facilities to conduct studies to determine whether such facilities are needed.

4. Encourage the maintenance of existing, and the expansion of new, water supply sources and work with local officials to eliminate water supply and distribution problems that presently exist in all Henderson County communities.

C. Goal: Provide affordable and adequate housing for all residents of Henderson County.

Objectives

1. Promote and develop a comprehensive housing development plan that will provide affordable housing options to Henderson County residents.
2. Encourage the use of federal, state and private programs to help meet the housing needs of the county.
3. Encourage a closer cooperation between local governments, the Henderson County Housing Authority, IIRA's housing programs and private developers in the provision of low-and-moderate-income housing.
4. Identify and encourage the removal of government and social barriers, which unnecessarily restrict the supply of housing or increase its cost.
5. Develop incentives to entice developers to provide middle priced housing throughout the county.
6. Promote assisted living centers for the elderly who have active lives but may require minimal assistance with daily activities.

D. Goal: Develop a system of improved disaster preparedness in Henderson County.

Objectives

1. Encourage a cooperative effort within the county to deal with man-made and natural disasters and emergencies through completion of a disaster response plan.
2. Encourage the establishment of emergency medical and rescue services where they currently do not exist, and encourage existing services to upgrade equipment and to provide continued training in emergency and disaster preparedness.
3. Encourage rural volunteer fire departments to conduct training sessions in the latest fire fighting techniques.
4. Encourage and assist local and rural volunteer fire departments to upgrade equipment and facilities.

E. Goal: Develop the economic potential of the natural resources found in Henderson County, including the development of tourism and recreation-oriented businesses.

Objectives

1. Encourage tourism by promoting the county's natural beauty and historical past.

2. Promote Henderson County as a destination for recreational hunting and fishing trips.
3. Continue to develop and maintain a web site to promote tourism and outdoor activities in the county.
4. Promote the county's historic sites, golf courses, community-wide celebrations, and Delabar State Park and Big River State Forest as tourism attractions.
5. Promote the development of the county's water resources, most notably the Mississippi River, for their tourism and economic development potentials.
6. Encourage the development of additional lodging facilities to accommodate tourists and others visiting the county.
7. Develop a recreational trails program in Henderson County.
8. Encourage the further development of alternative uses of Henderson County agricultural products, including the promotion of their energy producing potentials.
9. Continue to maximize agricultural production in the county and promote the preservation of prime agricultural land.

F. Goal: Enhance the quality of life for Henderson County residents.

Objectives

1. Maintain and improve health care services for all residents of the county, including the attraction of doctors and dentists to serve the smaller communities.
2. Encourage and support enhanced public safety services for Henderson County residents.
3. Encourage the development of educational, cultural and recreational activities for youth and all residents of the county.
4. Maintain adequate and affordable childcare services to support the needs of the county's work force.
5. Eliminate blight throughout the county, foster pride and beautification in the county, and develop community pride.
6. Create and maintain on-going county-wide recycling and clean-up programs.
7. Develop and maintain programs for the elderly so that they can remain active members of their communities.
8. Encourage and assist in the location of small retail businesses and convenience stores in the smaller communities of the county.

G. Goal: Ensure a qualified labor force in Henderson County and promote small business and entrepreneurship as employment options.

Objectives

1. Encourage local school districts and community colleges to develop and maintain programs to train county residents in those vocational areas where jobs are presently available.
2. Work with state and regional work force development programs to ensure that they provide viable solutions to the training needs of business and industry.

3. Encourage and promote the expansion and diversification of vocational and technical education throughout the county.
4. Encourage the secondary school system to offer entrepreneurship education programs.
5. Promote opportunities for education and work force business partnerships, which lead to the development of a career pipeline reflecting the employment opportunities in the region.
6. Prepare a workforce which allows Henderson County to be competitive for future “green job” opportunities.

H. Goal: Promote a county-wide transportation program to satisfy the present and future needs of Henderson County’s businesses and citizens.

Objectives

1. Encourage the construction of a four-lane highway along the Route 34 corridor from Monmouth to Burlington, Iowa.
2. Encourage the development of a county-wide public transportation system, including the provision of public transportation for residents of smaller communities and rural areas.
3. Promote and assist in the development of an improved highway system in Henderson County including the replacement or repair of deteriorating and outdated rural bridges.
4. Promote the use of the Mississippi River as a viable transportation alternative and promote the development of a Port Authority and river terminal along the river.
5. Promote the continuation and expansion of rail services by the Burlington Northern Santa Fe Railroad through Henderson County.
6. Encourage the expansion of railroad spurs to potential industrial and commercial sites in Henderson County.

I. Goal: Develop and promote technology information usage and infrastructure investment in Henderson County.

Objectives

1. Encourage the development of an improved levee system along the Mississippi River corridor to prevent and minimize future flood related natural disasters.
2. Support and promote the investment in Henderson County that will ensure the county has a technologically competitive edge, including broadband and high speed internet, which will result in continued economic growth.
3. Support and engage in activities that promote the utilization of technology in the county.
4. Foster the leadership that will give visibility to the technology needs of the county.
5. Explore and develop awareness of legislation that supports technology advancement in the county.

2.5.2. Henderson County Short Term Goals

1. **PROJECT: Regional Water Supply Study**
Sponsor: Henderson County Board and regional water districts or commissions
Description: Complete a study to determine the potential for a regional water supply for Henderson County and surrounding counties with similar water shortage problems.
Estimated Cost: \$1 million
2. **PROJECT: Henderson County Economic Development Corporation (HCEDC)**
Sponsor: Private enterprise and municipal governments
Description: Continue the economic development group in the county.
Estimated Cost: \$70,000
3. **PROJECT: Disaster Response Plan Development**
Sponsor: Municipalities, county, emergency response and other related personnel
Description: Develop emergency response plan to deal with natural and man-made disasters in an effort to minimize resultant impacts on residents and business.
Estimated Cost: \$100,000
4. **PROJECT: Housing Rehabilitation Program**
Sponsor: Henderson County Board and communities
Description: Continue a comprehensive housing rehabilitation program for owner and renter occupied structures in all Henderson County communities.
Estimated Cost: \$350,000/ year
5. **PROJECT: Sewer System Feasibility Study**
Sponsor: Henderson County Board, communities, and townships
Description: Study the feasibility of constructing sewage systems in communities that currently are without proper and safe disposal systems.
Estimated Cost: \$500,000
6. **PROJECT: Homebuyer Assistance Program**
Sponsor: WIRC
Description: Continue a homebuyer assistance program in Henderson County to help low to moderate-income residents with down payment assistance and renovations.
Estimated Cost: \$300,000/year
7. **PROJECT: Power Source Upgrade Study**
Sponsor: HCEDC
Description: Determine the need to establish a power source that would allow for greater development within the county.
Estimated Cost: \$150,000
8. **PROJECT: Wind Resource Study**
Sponsor: HCEDC
Description: Measure wind speeds to determine resource rich sites.
Estimated Cost: \$250,000

9. **PROJECT: Fire Department Equipment and Training**
 Sponsor: Rural fire departments
 Description: Replace outdated vehicles and equipment and establish firefighter training programs.
 Estimated Cost: \$5.0 million
10. **PROJECT: County-wide Recycling Program**
 Sponsor: Henderson County Board, communities and townships
 Description: Encourage and develop a successful county-wide recycling program.
 Estimated Cost: \$500,000
11. **PROJECT: Riverfront Commercial Development**
 Sponsor: HCEDC
 Description: Develop riverfront commercial areas and identify viable projects, land and markets.
 Estimated Cost: Unknown
12. **PROJECT: Lodging and Recreational Facilities along the Mississippi River**
 Sponsor: Private Enterprise
 Description: Develop lodging and recreational facilities along the Mississippi River for tourists visiting the area. The project includes the development of a marina, restaurant, and hotel complex.
 Estimated Cost: Unknown
13. **PROJECT: Henderson County Promotion Program**
 Sponsor: Henderson County Board and communities
 Description: Prepare illustrated articles for publication and distribution outside of the area describing the business, industrial, residential and recreational opportunities of Henderson County.
 Estimated Cost: \$75,000
14. **PROJECT: Community Development Corporation**
 Sponsor: HCEDC
 Description: Work with financial institutions in the county to establish a financing tool for economic development projects.
 Estimated Cost: \$25,000
15. **PROJECT: Light Business and Residential Development**
 Sponsor: Village of Biggsville
 Description: Develop locations in and around Biggsville suitable and desirable for residential development.
 Estimated Cost: \$2.5 million
16. **PROJECT: Planning and Development of Land Impacted by New Interchanges and Highway Expansions**
 Sponsor: IDOT, county and communities
 Description: Conduct corridor studies and implement infrastructure construction or expansion using development tools where needed along new highway developments.
 Estimated Cost: \$250,000

17. **PROJECT: County-wide GIS**
 Sponsor: Henderson County Board
 Description: Continue upgrading the integrated county-wide GIS program, which includes all incorporated and unincorporated areas of the county.
 Estimated Cost: \$250,000
18. **PROJECT: Community Infrastructure Improvement Project**
 Sponsor: Communities and county with support from the WIRC and HCEDC
 Description: Improve public infrastructure for each community by using financial resources via local/state/federal governments.
 Estimated Cost: \$20 million
19. **PROJECT: Recreational Trails Plan and Program**
 Sponsor: Henderson County Board
 Description: Develop a recreational trails plan for the county and construct recreational trails at locations throughout the county.
 Estimated Cost: \$100,000 for plan; unknown for trail development.
20. **PROJECT: Watch Tower For Eagle Watching**
 Sponsor: HCEDC
 Description: Construct or develop an area for eagle watching along the Mississippi River.
 Estimated Cost: \$200,000
21. **PROJECT: Port Authority and River Terminal Development**
 Sponsor: HCEDC
 Description: Continue to develop the Port Authority and River Terminal programs for Henderson and Hancock counties.
 Estimated Cost: Unknown
22. **PROJECT: Industrial and Business Park Development**
 Sponsor: HCEDC, County Board and communities
 Description: Develop new industrial and business parks at strategic locations in Henderson County and extend public utilities and other infrastructure to the parks.
 Estimated Cost: \$4.0 million

2.5.3. Henderson County Long Term Goals

1. **PROJECT: Levee System Improvements/Flood Management**
 Sponsor: Army corps of Engineers, river communities and Henderson County
 Description: Improve the levee system along the Mississippi River corridor through reconstruction and minimize flood potential through wetland regeneration
 Estimated Cost: \$200 million
2. **PROJECT: Four Lane Expansion of Highway 34**
 Sponsor: IDOT
 Description: Construct a four-lane highway along the Route 34 corridor between Monmouth and Burlington.
 Estimated Cost: \$500 million

3. **PROJECT: Countywide Water and Wastewater Improvements**
 Sponsor: Henderson County communities, townships and water districts
 Description: Make necessary improvements to existing water system by establishing a regional water supply and wastewater system through construction of new systems where needed.
 Estimated Cost: \$15 million

4. **PROJECT: Utility Grade Wind Farm Program**
 Sponsor: Economic Development Corporation
 Description: Develop sites in Henderson County for utility grade wind farms.
 Estimated Cost: Unknown (**Studies will cost \$50,000 at each site**)

5. **PROJECT: Power Source Upgrade Program**
 Sponsor: HCEDC
 Description: Establish a program to create a greater power source that would allow for greater development within the county.
 Estimated Cost: \$250,000

6. **PROJECT: Henderson County Marketing Program**
 Sponsor: Henderson County Board and HCEDC
 Description: Develop an on-going economic development planning and marketing program to continuously analyze data, establish goals/objectives, devise projects, and effectively market the county. The project includes employment of a full-time economic development professional staff person.
 Estimated Cost: \$125,000

7. **PROJECT: Business Retention and Expansion Program**
 Sponsor: Henderson County Board, HCEDC, Ameren, Frontier and Western Electric Cooperative
 Description: Develop comprehensive program to attract new business/industry to Henderson County through financial and other incentives.
 Estimated Cost: \$100,000

8. **PROJECT: Technology Infrastructure Improvements**
 Sponsor: Communities, county, and technology vendors along with staff support from the WIRC, WITS and related economic development staff.
 Description: Improve technology and telecommunication infrastructure for each community by using local/state/federal resources as available.
 Estimated Cost: \$250,000

9. **PROJECT: Great River Road Development**
 Sponsor: Illinois Department of Transportation and County Highway Department
 Description: Expand and improve the Great River Road through Henderson County.
 Estimated Cost: Unknown

10. **PROJECT: Promotion of Development Sites Along the Mississippi River**
 Sponsor: Henderson County Board and HCEDC
 Description: Promote sites along the Mississippi River for riverfront residential and commercial development and other development needing transportation access.
 Estimated Cost: Unknown (**Study will cost \$50,000**)
11. **PROJECT: Development of Recreational Area**
 Sponsor: Illinois Department of Natural Resources and Henderson County Board
 Description: Expand existing recreation areas such as Delabar State Park and Big River State Forest and develop new recreational areas using the existing topography or by creating a large water impoundment.
 Estimated Cost: Unknown (**Study will cost \$25,000**)
12. **PROJECT: Conversion of Soybeans to Diesel Fuel Project**
 Sponsor: HCEDC, Henderson County Board and private enterprise
 Description: Create a centrally located diesel fuel plant that would convert soybean crops into cleaner diesel fuel.
 Estimated Cost: \$70 million (**Study will cost \$100,000**)
13. **PROJECT: Honey Creek Watershed Project**
 Sponsor: USACE, USDA Soil & Water Conservation District and local landholders
 Description: Develop and implement a land reclamation project to restore the watershed to its natural state.
 Estimated Cost: \$6.1 million
14. **PROJECT: Living History Farm**
 Sponsor: HCEDC and the Henderson County Historical Society
 Description: Develop a program to transform a current family farm into a 1920s or 1930s Living History Farm.
15. **PROJECT: Public Transportation System**
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 Sponsor: Henderson County Transportation System
 Description: Expand the current public transit system to help low-income people, elderly and the disabled to travel to work, medical appointments or other areas.
 Estimated Cost: Unknown

2.6. Knox County

2.6.1. Knox County Goals and Objectives

A. Goal: Enhance the economic well-being of Knox County.

Objectives

1. Continue to develop and improve economic development policies and strategies jointly between local government units and private entities.
2. Continue to develop and improve an existing overall marketing plan to highlight the strengths and opportunities and identify strategic partners for development of the marketing plan such as Centerpoint and Mercantile, Inc., of the Knox County area.
3. Sustain economic development policies and programs that emphasize cooperation between government units, economic development agencies, and business and industry.
4. Engage financial support from all public and private entities and coordinate all financial assets, resources and incentives in an equitable, unified effort for expanding economic development activities throughout the county.
5. Promote positive aspects of the county, its citizens and business community.
6. Continue to encourage industrial development within the county by providing adequate land and making necessary infrastructure improvements.
7. Continue and expand the revitalization and re-use of CBDs throughout the county.
8. Develop adequate infrastructure, including water, sewer, electricity, natural gas, highways, rail systems, and airports, to support expanded manufacturing, logistics and commercial activities.
9. Continue to develop and promote the well-trained labor force to meet the needs of the business community through educational training and work force development programs.
10. Maintain an adequate pool of resources to meet the needs of new or expanding businesses, including access to capital, available sites and buildings, and development, technical and marketing assistance.
11. Encourage the development of small-and medium-sized businesses in the county.
12. Continue an aggressive existing business retention and expansion program of small-and medium-sized businesses throughout the county.
13. Maintain programs that promote start up and expansion of entrepreneurial business.
14. Recruit new domestic and foreign small-and medium-sized businesses to the county.
15. Engage and promote positive media coverage through ongoing rapport and good relationships with local and regional media sources.

B. Goal: Promote a transportation program to meet the current and future needs of Knox County's businesses, industries and citizens.

Objectives

1. Promote and assist in the development of an improved highway system in Knox County and all of western Illinois, including active participation with the Highway 34 Coalition and Highway 67 Coalition.
2. Encourage and publicly support the continuation and expansion of rail service by the Burlington Northern Santa Fe Railroad.
3. Maintain and improve services and facilities at Galesburg Municipal Airport and other local airports in the county and market services and facilities accordingly.
4. Develop and maintain a county-wide public transportation program to assure access to public transportation for all county residents.
5. Promote expansion of Amtrak service to Galesburg.
6. Promote grade separation railroad crossings at major roads to eliminate traffic congestion.
7. Expand railroad spurs to present and potential industrial sites as appropriate and provide financial incentives to complete the construction. Solicit assistance for development of rail infrastructure within existing or potential industrial or logistic sites.

C. Goal: Capitalize on the economic potentials of the various natural resources found in the county.

Objectives

1. Encourage maximizing agricultural yields in the county.
2. Promote the use of agricultural products as raw materials in the manufacturing process.
3. Promote the further development of the energy producing potential of the county's agricultural products.
4. Encourage the use of non-productive land as forestry and wildlife areas.
5. Encourage the redevelopment of strip mine areas for recreational purposes.

D. Goal: Maintain and develop essential water, wastewater, and storm sewer facilities needed for future economic development.

Objectives

1. Create a county-wide long-term plan for public infrastructure development and establish a policy that can provide a framework for prioritizing future projects.
2. Encourage the maintenance of existing, and the expansion of new, water supply sources and work with local officials to eliminate water supply and distribution problems that presently exist for several Knox County communities.
3. Work with local officials to eliminate wastewater treatment problems in the county.

4. Work with local officials to eliminate storm drainage problems in the county.
5. Encourage communities lacking adequate public water and sewerage facilities to conduct studies to determine whether such facilities are needed.

E. Goal: Provide adequate and affordable housing for residents in the county.

Objectives

1. Encourage a closer cooperation between local governments, the Knox County Housing Authority and private developers in the provision of low-and-moderate-income housing.
2. Encourage the use of federal, state, and private programs to help meet the housing needs of the county.
3. Promote a comprehensive housing development plan that will provide affordable housing to existing residents and promote population growth in Knox County communities.
4. Develop incentives to entice developers to provide senior housing in rural communities and middle priced housing throughout the county.
5. Identify and encourage the removal of government and social barriers which unnecessarily restrict the supply of housing or increase its cost.
6. Promote assisted living centers for the elderly who have active lives but may require minimal assistance with daily activities.

F. Goal: Ensure a qualified labor force in Knox County and promote small business and entrepreneurship as employment options.

Objectives

1. Continue to work with state and regional training and work force development programs to ensure that they provide viable solutions to the training needs of business and industry.
2. Promote and maintain a quality work force by the creation, expansion and/or diversification of vocational and technical education programs in the county.
3. Encourage local school districts and Carl Sandburg College to identify new curricula and maintain current programs to train students in vocational areas where jobs are available.
4. Encourage the secondary school system to offer entrepreneurship education programs.
5. Encourage adult education programs to offer English as a Second Language programs, including programs offered on-site at business location.
6. Promote opportunities for education and work force business partnerships, which lead to the development of a career pipeline reflecting the employment opportunities in the region.
7. Prepare a workforce which allows Knox County to be competitive for future “green job” opportunities.

G. Goal: Develop the economic potential of tourism and recreation-oriented industries.

Objectives

1. Expand the local tourism industry as a strategy for job creation, increased tax revenues, enhanced recreational opportunities, and the strengthening of current cultural and historic assets.
2. Encourage tourism by promoting the county's natural beauty and historical past.
3. Encourage the development of additional lodging facilities to accommodate tourists visiting the county.
4. Encourage the development of cultural and recreational activities in all communities in the county.
5. Promote Spoon River and Lake Storey for recreational purposes.
6. Promote Knox County as a destination for recreational hunting and fishing.
7. Develop and maintain a web site to promote tourism and outdoor activities in the county.
8. Promote the creation and development of the Railroad Hall of Fame and assist in its marketing and promotion.

H. Goal: Enhance the quality of life for Knox County residents.

Objectives

1. Foster and support enhanced public safety services for Knox County residents.
2. Eliminate blight and foster community pride and beautification throughout the county.
3. Provide and promote educational and recreational activities for youth and all county residents.
4. Maintain adequate and affordable childcare services to support county residents.
5. Maintain and improve primary health care services, including mental health services, to assure access for all county residents, including the establishment of medical and dental clinics in the smaller communities and rural areas of the county.
6. Encourage and assist in the location of small retail businesses and convenience stores in the smaller communities of the county.
7. Attempt to maintain economic and community viability in the event that financial conditions require school consolidation.
8. Explore the feasibility of consolidation of appropriate public services at the county, township and municipal levels as a solution to financial problems of local governments.
9. Explore the feasibility of a county-wide publicly funded EMS system to assure access to quality ambulance services for all residents.

I. Goal: Develop a system of improved disaster preparedness in Knox County.

Objectives

1. Encourage a cooperative effort within the county to deal with man-made and natural disasters and emergencies through completion of a disaster response plan.
2. Encourage and assist local volunteer fire departments to upgrade equipment and facilities.
3. Encourage local and rural volunteer fire departments to conduct training sessions in the latest fire fighting techniques.
4. Encourage the establishment of emergency medical and rescue services where they currently do not exist, and encourage existing services to upgrade equipment and to provide continued training in emergency and disaster preparedness.

J. Goal: Develop and promote technology information usage and infrastructure investment in Knox County.

Objectives

1. Support and promote the investment in Knox County that will ensure the county has a technologically competitive edge, including broadband and high speed internet, which will result in continued economic growth.
2. Explore and develop awareness of legislation that supports technology advancement in the county.
3. Foster the leadership that will give visibility to the technology needs of the county.
4. Support and engage in activities that promote the utilization of technology in the county.

2.6.2. Knox County Short Term Goals (not prioritized)

1. **PROJECT: Water Holding Tank Project**
Sponsor: City of Abingdon
Description: Construct a storage tank to store water received from Galesburg.
Estimated Cost: \$1.3 million
2. **PROJECT: Medical Clinic**
Sponsor: Yates City Development Corporation
Description: Develop a rural medical clinic in Yates City.
Estimated Cost: Unknown
3. **PROJECT: Senior Housing**
Sponsor: Yates City Development Corporation
Description: Construct an apartment complex for seniors.
Estimated Cost: Unknown
4. **PROJECT: Grocery Store**
Sponsor: Yates City Development Corporation
Description: Obtain a community owned cooperative grocery store.
Estimated Cost: Unknown

5. **PROJECT: Logistics Park Infrastructure Project**
 Sponsor: City of Galesburg and GREDA
 Description: Acquire property and develop the infrastructure for an industrial park, including the extension of roads, water, sewer and other utilities.
 Estimated Cost: \$1.5 million to \$2 million

6. **PROJECT: Railroad Crossing and Bridge Improvement Project**
 Sponsor: City of Galesburg
 Description: Construct and/or improve grade separations and bridges/underpasses at various intersections of major streets and railroad lines.
 Estimated Cost: \$16 million

7. **PROJECT: Wataga Road Improvements**
 Sponsor: Village of Wataga and MFT
 Description: Complete improvements to the county highway into the Village of Wataga and complete other street improvements throughout the village.
 Estimated Cost: Unknown

8. **PROJECT: Oneida Road Improvements**
 Sponsor: City of Oneida
 Description: Complete street improvements throughout the city.
 Estimated Cost: Unknown

9. **PROJECT: Convenience Store and Gas Station Attraction Program**
 Sponsor: Village of Victoria and private enterprise
 Description: Market the Village of Victoria for the location of a convenience store and gas station and provide necessary public infrastructure improvements to the site.
 Estimated Cost: Unknown

10. **PROJECT: Housing Rehabilitation**
 Sponsor: Village of Altona
 Description: Develop a rehabilitation program for single-family, owner-occupied homes.
 Estimated Cost: \$280,000

11. **PROJECT: Disaster Response Plan Development**
 Sponsor: Municipalities, county, emergency response and other related personnel
 Description: Develop emergency response plan to deal with natural and man-made disasters in an effort to minimize impacts on residents and businesses.
 Estimated Cost: \$100,000

12. **PROJECT: Meals on Wheels Program**
 Sponsor: Village of Altona and Western Illinois Area Agency on Aging
 Description: Develop Meals on Wheels Program to provide nutritional meals to senior citizens residing in the village.
 Estimated Cost: Unknown

13. **PROJECT: Main Street Improvements**
 Sponsor: Village of Maquon
 Description: Complete improvements along Main Street in the village, including building renovations, lighting and landscaping.
 Estimated Cost: Unknown
14. **PROJECT: Storm Sewer and Storm Water Management Improvements**
 Sponsor: Village of Altona
 Description: Complete storm sewer and ditching improvements throughout the village to eliminate flooding during periods of heavy rainfall.
 Estimated Cost: Unknown
15. **PROJECT: Homebuyer Assistance Program**
 Sponsor: Western Illinois Regional Council, Knox County and communities
 Description: Establish a homebuyer assistance program in Knox County to help low and moderate income residents with down payments and needed renovations.
 Estimated Cost: \$300,000
16. **PROJECT: County-wide GIS**
 Sponsor: Knox County Board
 Description: Establish a county-wide GIS program that includes all incorporated and unincorporated areas of the county.
 Estimated Cost: \$200,000
17. **PROJECT: Fire Department Equipment and Training Improvements**
 Sponsor: Municipal and rural fire departments
 Description: Upgrade vehicles and equipment and establish firefighter training programs.
 Estimated Cost: Unknown
18. **PROJECT: Sewer Line Extension**
 Sponsor: City of Knoxville
 Description: Extend sewer lines to the new TIF District.
 Estimated Cost: \$3.5 million
19. **PROJECT: Water Main Replacement Program**
 Sponsor: City of Knoxville
 Description: Continue the replacement of deteriorating water mains along Main Street prior to resurfacing by IDOT.
 Estimated Cost: \$200,000
20. **PROJECT: School District Athletic Complex**
 Sponsor: Knoxville School District
 Description: Construct athletic complex on newly acquired land for use by local students.
 Estimated Cost: Unknown

21. **PROJECT: Municipal Services Building**
 Sponsor: City of Knoxville
 Description: Construct a new facility to house all city services in one building.
 Estimated Cost: \$2 million
22. **PROJECT: Sanitary Sewer System Improvements**
 Sponsor: Village of Maquon
 Description: Construct improvements to the sanitary sewer system in the village to eliminate infiltration and overflow problems.
 Estimated Cost: Unknown
23. **PROJECT: National Railroad Hall of Fame Facility**
 Sponsor: City of Galesburg and Galesburg Chamber of Commerce
 Description: Develop a national Railroad Hall of Fame and Museum, including a new building or the renovation of an existing building to house the facility.
 Estimated Cost: \$60 million
24. **PROJECT: Galesburg Municipal Airport Business Park**
 Sponsor: City of Galesburg and GREDA
 Description: Complete a study for the possible development of a business park at the Galesburg Municipal Airport.
 Estimated Cost: Unknown
25. **PROJECT: Galesburg Regional Business and Technology Incubator**
 Sponsor: GREDA and Carl Sandburg College
 Description: Enhance the assistance for ongoing regional development, expansion and promotion of the incubator facility for small-and medium-sized industrial and technological businesses to expand the number of quality jobs.
 Estimated Cost: \$1.0 million
26. **PROJECT: Downtown Building Façade and Upper Story Renovations**
 Sponsor: City of Galesburg and Downtown Council
 Description: Develop a financial assistance program to encourage owners to complete façade improvements and upper story renovations to downtown buildings.
 Estimated Cost: Unknown
27. **PROJECT: Maytag Facility Redevelopment Project**
 Sponsor: City of Galesburg and GREDA
 Description: Develop a program using state and federal funds to attract business and industry to use the vacant Maytag manufacturing facility.
 Estimated Cost: \$5.0 million
28. **PROJECT: Sewer System Extension Project**
 Sponsor: City of Abingdon
 Description: Extend sewer system to unserved areas.
 Estimated Cost: Unknown

29. **PROJECT: Park Improvements**
 Sponsor: City of Abingdon
 Description: Improve and beautify parks within the city.
 Estimated Cost: Unknown
30. **PROJECT: Street and Sidewalk Improvements**
 Sponsor: City of Abingdon
 Description: Improve and maintain streets and sidewalks within the city.
 Estimated Cost: Unknown
31. **PROJECT: Hydrants and Valves Replacement Project**
 Sponsor: City of Abingdon
 Description: Replace old and deteriorating hydrants and valves in the city.
 Estimated Cost: \$590,000
32. **PROJECT: Water System Improvements**
 Sponsor: Village of Yates City
 Description: Replace old and deteriorating water lines and valves.
 Estimated Cost: \$4 million
33. **PROJECT: Sewer System Improvements**
 Sponsor: Village of Yates City
 Description: Replace aging and deteriorating sewer lines.
 Estimated Cost: Unknown
34. **PROJECT: Butler Manufacturing Facility Redevelopment Project**
 Sponsor: City of Galesburg and GREDA
 Description: Develop a comprehensive program utilizing state and federal financial assistance to attract business and industry to locate in and reuse the Butler Manufacturing facility once it is vacated.
 Estimated Cost: \$3.0 million
35. **PROJECT: Wastewater Treatment Plant**
 Sponsor: Galesburg Sanitary District
 Description: Construct mandated upgrades and expansions.
 Estimated Cost: \$20 million
36. **PROJECT: Alternative Fuels**
 Sponsor: GREDA and Knox County Farm Bureau
 Description: Encourage the production of alternative energy in Knox County including biofuels (ethanol and biodiesel) and wind turbines.
 Estimated Cost: \$2.0 million

37. **PROJECT: Veteran's Administration Medical Center**
 Sponsor: GREDA
 Description: Build a medical center in Galesburg to provide medical services, treatment and care to Illinois veterans.
 Estimated Cost: Unknown
38. **PROJECT: Rebuild Water Pipeline**
 Sponsor: City of Galesburg
 Description: Rebuild the water pipeline from Oquawka to Galesburg for service throughout Knox County.
 Estimated Cost: Unknown
39. **PROJECT: Planning and Development of Land Impacted by New Interchanges and Highway Expansions**
 Sponsor: IDOT, county and communities
 Description: Conduct corridor studies and implement infrastructure construction or expansion using development tools where needed along new highway construction.
 Estimated Cost: Unknown

2.6.3. Knox County Long Term Goals (not prioritized)

1. **PROJECT: Four-Lane Expansion of Route 34**
 Sponsor: IDOT
 Description: Construct a four-lane highway along the Route 34 corridor between Monmouth and Burlington.
 Estimated Cost: \$600 million
2. **PROJECT: Four-Lane Expansion of Route 41**
 Sponsor: IDOT
 Description: Construct a four-lane extension of Route 41 from Galesburg to Abingdon.
 Estimated Cost: Unknown
3. **PROJECT: Technology Infrastructure Improvements**
 Sponsor: Communities, county and technology vendors along with staff support from the WIRC, WITS and related economic development staff.
 Description: Improve technology and telecommunication infrastructure for each community by using local/state/federal resources as available.
4. **PROJECT: Public Transportation System**
 Sponsor: Knox County Transportation System
 Description: Expand the current public transit system to help low-income people, elderly and the disabled to travel to work, medical appointments or other areas.
 Estimated Cost: Unknown

2.7. McDonough County

2.7.1. McDonough County Goals and Objectives

A. Goal: Enhance the economic well-being of McDonough County.

Objectives

1. Develop economic development policies and strategies jointly between local governmental units and private entities.
2. Promote a positive image of McDonough County by its citizens and business community.
3. Support local and statewide efforts to re-examine the tax structure to make it more conducive to economic development efforts.
4. Develop industrial parks in the county with adequate land and infrastructure improvements for future economic development activities.
5. Promote the revitalization of the central business districts of the major McDonough County communities.
6. Develop and maintain infrastructure, such as water, wastewater, electricity, natural gas, roadways, rail and air service, to support industrial and commercial development in areas where sites are available.
7. Promote the development of a well-trained labor force to meet the needs of the business community by the establishment of education and training programs.
8. Promote and develop tourism and recreation-oriented businesses.
9. Encourage and promote the construction of a performing arts center at Western Illinois University.
10. Develop and maintain a kitchen incubator facility in the Western Illinois Business and Technology Center in Macomb.
11. Develop an attraction and retention program for higher paying primary sector employers.
12. Promote the reuse and revitalization of vacant commercial and industrial buildings, including brownfields.

B. Goal: Promote a county-wide transportation program to satisfy the needs of McDonough County's industries, businesses, and citizens.

Objectives

1. Promote and assist in the development of an improved highway system in McDonough County and all of western Illinois, including the replacement or repair of deteriorating and outdated rural bridges.
2. Encourage the construction of four-lane highways along the Route 67 corridor from the Quad Cities to Alton and the Route 336 corridor from Macomb to Hennepin.
3. Maintain and improve Amtrak and freight rail services in the county.

4. Maintain and improve services and facilities at Macomb Municipal Airport and other airports in the county.
5. Maintain and expand the county-wide public transportation system, including the expansion of public transportation options for residents of smaller communities and rural areas.
6. Encourage the expansion of rail spurs to present and potential industrial parks and provide financial support to build rail spurs to industrial areas in McDonough County communities.

C. Goal: Develop the economic potentials of the natural resources found in the county.

Objectives

1. Continue to maximize agricultural production in the county and promote the preservation of prime agricultural land.
2. Encourage the further development of McDonough County value-added agricultural products.
3. Promote the further development of the energy producing potential of the county's agricultural products.
4. Develop non-productive land for forestry, passive recreational and wildlife habitat areas.
5. Encourage and promote the continuation of the coal mining potential of southern McDonough County.
6. Foster and advance the development and uses of alternative agricultural crops.

D. Goal: Develop essential water, wastewater, and storm sewer facilities needed for present and future industrial, commercial and community development.

Objectives

1. Encourage the maintenance of existing, and the expansion of new, water supply sources and work with local officials to eliminate water supply and distribution problems that presently exist for several McDonough County communities.
2. Promote and assist in the development of water distribution systems for rural McDonough County residents where feasible.
3. Encourage and assist in the development of programs to improve water quality in the county.
4. Upgrade and develop wastewater systems for all communities in the county where feasible.
5. Work with local officials to eliminate storm drainage problems in the county.
6. Encourage communities lacking adequate public water and wastewater facilities to conduct studies to determine whether such facilities are feasible.

E. Goal: Provide adequate and affordable housing for residents in the county.

Objectives

1. Encourage closer cooperation between local governments, the McDonough County Housing Authority and private developers to provide low-and-moderate-income housing.
2. Encourage the use of federal, state, and private programs to meet county housing needs.
3. Promote a comprehensive housing development plan that will provide affordable housing options to McDonough County residents.
4. Develop incentives to entice developers to provide senior housing in rural communities and moderately priced housing throughout the county.
5. Identify and encourage the removal of government and social barriers which unnecessarily restrict the supply of housing or increase its cost.
6. Promote assisted living centers for the elderly who have active lives but may need minimal assistance with daily activities.

F. Goal: Enhance the quality of life for McDonough County residents.

Objectives

1. Foster and support enhanced public safety services for McDonough County residents.
2. Encourage the development of educational, cultural and recreational activities for youth and all residents of McDonough County.
3. Explore the feasibility of planned land use throughout the county in order to eliminate blight and foster pride and beautification in the county.
4. Make McDonough County more attractive to visitors from outside the county.
5. Maintain adequate and affordable childcare services to support the needs of county residents.
6. Maintain and improve health care services for all residents, including the establishment of medical and dental clinics in the smaller communities and rural areas of the county.
7. Promote and assist in the development of recreational trails in the county.
8. Encourage the use of federal and state assistance programs for those in need, including the WIC (Women, Infants and Children) program, food stamps and school lunch programs.
9. Develop and promote programs for the elderly so that they can remain active members of their communities.
10. Attempt to maintain economic and community viability in the event that financial conditions require school consolidation.

G. Goal: Develop tourism and recreation-oriented industries.

Objectives

1. Promote McDonough County as a destination for recreational hunting and fishing trips.
2. Develop additional lodging facilities to accommodate tourists visiting the county.
3. Maintain a web site to promote tourism and outdoor activities in the county.
4. Promote the county's historic sites, state and local parks, community-wide celebrations, Heritage Days, Macomb Balloon Rally, Al Sears Jazz Festival, golf courses, Argyle State Park and WIU athletic and cultural events as tourism attractions.
5. Promote the Bushnell railroad depot as the oldest in the state.
6. Develop a network of bicycle and hiking trails throughout Macomb and the county.
7. Promote agri-tourism throughout the county.

H. Goal: Develop a system of improved disaster preparedness in the county.

Objectives

1. Continue to encourage a cooperative effort within the county to deal with man-made and natural disasters and emergencies through completion of a disaster response plan.
2. Continue to encourage and assist local and rural volunteer fire departments to upgrade equipment and facilities.
3. Continue to encourage local and rural volunteer fire departments to conduct training sessions in the latest fire fighting techniques.
4. Continue to encourage the establishment of emergency medical and rescue services where they currently do not exist, and encourage existing services to upgrade equipment and to provide continued training in emergency and disaster preparedness.

I. Goal: Ensure a qualified labor force in McDonough County and promote small business and entrepreneurship as employment options.

Objectives

1. Work with state and regional training and work force development programs to ensure that they provide viable solutions to the training needs of local business and industry.
2. Encourage and promote the expansion and diversification of vocational and technical education throughout the county.
3. Encourage local school districts and community colleges to train county residents in those areas where jobs are presently available.
4. Encourage the secondary school system to offer entrepreneurship education programs.
5. Encourage adult education programs to offer English as a Second Language programs, including programs offered on-site at business locations.

6. Promote opportunities for education and work force business partnerships, which lead to the development of a career pipeline reflecting the employment opportunities in the region.
7. Prepare a workforce which allows McDonough County to be competitive for future “green job” opportunities.

J. Goal: Develop and promote technology information usage and infrastructure investment in McDonough County.

Objectives

1. Support and promote the investment in McDonough County that will ensure the county has a technologically competitive edge, including broadband and high speed internet, which will result in continued economic growth.
2. Explore and develop awareness of legislation that supports technology advancement in the county.
3. Foster the leadership that will give visibility to the technology needs of the county.
4. Support and engage in activities that promote the utilization of technology in the county.

2.7.2. McDonough County Short Term Goals (not prioritized)

1. **PROJECT: Courthouse Square Beautification**
 Sponsor: McDonough County Board
 Description: Beautify the McDonough County Courthouse Square by planting trees and shrubbery, constructing brick sidewalks, installing lighting, and constructing handicapped ramps.
 Estimated Cost: \$300,000

2. **PROJECT: Downtown Improvements**
 Sponsor: City of Bushnell
 Description: Improve the 300 block of West Main for use by businesses. Improvements will include the demolition of dilapidated structures, the rehabilitation of existing substandard structures for use by commercial businesses and the construction of new sidewalks and parking facilities in this area.
 Estimated Cost: \$380,000

3. **PROJECT: Improve Rail Crossing on Route 67 in Good Hope**
 Sponsor: Village of Good Hope, Railroad Services
 Description: Improve the rail crossing on Route 67 in Good Hope to create a smoother and quieter rail crossing.
 Estimated Cost: Unknown

4. **PROJECT: Improve Appearance of Route 67 through Good Hope**
 Sponsor: Village of Good Hope
 Description: Removal of dilapidated buildings along Route 67 through town.
 Estimated Cost: Unknown

5. **PROJECT: Sewer System Construction**
 Sponsor: City of Colchester
 Description: Upgrade the community-wide sanitary and storm sewer collection system.
 Estimated Cost: \$700,000

6. **PROJECT: Transfer School Financing to Income Tax**
 Sponsor: State Legislature
 Description: Transfer school financing to income taxes to increase school funding.
 Estimated Cost: Unknown

7. **PROJECT: Ensure Safe Drinking Water**
 Sponsor: Village of Bardolph
 Description: Work with City of Macomb to ensure safe drinking water for residents.
 Estimated Cost: Unknown

8. **PROJECT: Housing Rehabilitation**
 Sponsor: Village of Blandinsville
 Description: Rehabilitate single-family, owner-occupied houses.
 Estimated Cost: \$280,000/year

9. **PROJECT: New Storm Drains**
 Sponsor: Village of Blandinsville
 Description: Improve storm drains within the village.
 Estimated Cost: Unknown

10. **PROJECT: Sewer Line Replacement Repair**
 Sponsor: City of Macomb
 Description: Replace and repair sewer lines to reduce basement flooding.
 Estimated Cost: \$3 million

11. **PROJECT: Sidewalk Maintenance**
 Sponsor: Village of Prairie City
 Description: Construct, repair and replace sidewalks throughout the village.
 Estimated Cost: \$25,000

12. **PROJECT: Street Maintenance**
 Sponsor: Village of Good Hope
 Description: Improve streets in the village.
 Estimated Cost: Unknown

13. **PROJECT: Cemetery Extension**
 Sponsor: Village of Good Hope
 Description: Acquire land and construct roads to extend the cemetery in the village.
 Estimated Cost: Unknown

14. **PROJECT: Low Income Home Improvement/Energy Efficiency**
 Sponsor: Village of Good Hope
 Description: Improve low-income homes and improve energy efficiency of homes in the village.
 Estimated Cost: \$280,000
15. **PROJECT: Park Improvements**
 Sponsor: Village of Good Hope
 Description: Improve equipment and safety of the playground in the village.
 Estimated Cost: Unknown
16. **PROJECT: Road Maintenance**
 Sponsor: Village of Industry
 Description: Maintain and improve roads in the village.
 Estimated Cost: Unknown
17. **PROJECT: Replace Water Mains**
 Sponsor: Village of Industry
 Description: Replace deteriorating water mains as needed.
 Estimated Cost: Unknown
18. **PROJECT: Sidewalk Repair and Addition**
 Sponsor: Village of Industry
 Description: Construct, repair and replace sidewalks throughout the village.
 Estimated Cost: \$20,000
19. **PROJECT: Develop Industrial Facilities**
 Sponsor: MAEDCO, McDonough County, communities of McDonough County
 Description: Continue the development of industrial facilities to encourage higher paying jobs.
 Estimated Cost: Unknown
20. **PROJECT: Housing Rehabilitation**
 Sponsor: City of Bushnell and Village of Prairie City
 Description: Rehabilitate single-family, owner-occupied houses.
 Estimated Cost: \$280,000/year/community
21. **PROJECT: Disaster Response Plan Development**
 Sponsor: Municipalities, county, emergency response and other related personnel
 Description: Develop emergency response plan to deal with natural and man-made disasters in an effort to minimize impacts on residents and businesses.
 Estimated Cost: \$100,000

22. **PROJECT: Removal of Dilapidated Structures**
 Sponsor: Village of Tennessee
 Description: Complete a code enforcement program in the village to remove dilapidated structures.
 Estimated Cost: Unknown
23. **PROJECT: Blandinsville Water Tower (IN PROGRESS)**
 Sponsor: Village of Blandinsville
 Description: Replace the existing 80,000-gallon water tower.
 Estimated Cost: \$400,000
24. **PROJECT: Low-Income Health Care**
 Sponsor: McDonough County Health Department
 Description: Provide low-income health care and other human services by locating several social service agencies under one roof.
 Estimated Cost: Unknown
25. **PROJECT: Rural Fire Mitigation Program**
 Sponsor: Rural fire protection districts
 Description: Install pump systems in rural water bodies for fire protection services.
 Estimated Cost: \$72,000
26. **PROJECT: Wind Resource Study**
 Sponsor: IIRA and Prairie Hills Resource Conservation District
 Description: Measure wind speeds to determine resource rich areas.
 Estimated Cost: \$30,000
27. **PROJECT: Water Main Replacement and Repair**
 Sponsor: City of Macomb
 Description: Repair and replace deteriorated water mains as listed in the Capital Improvements Plan.
 Estimated Cost: \$1.0 million
28. **PROJECT: Elderly Day Health Facilities**
 Sponsor: McDonough County Health Department
 Description: Provide affordable day health care for all county residents.
 Estimated Cost: Unknown
29. **PROJECT: Kiljordon Creek Bridge Replacement (IN PROGRESS)**
 Sponsor: City of Macomb
 Description: Replace unsafe bridges over Kiljordon Creek in the City of Macomb.
 Estimated Cost: \$500,000

30. **PROJECT: Storm Sewer Replacement and Renovation**
 Sponsor: City of Macomb
 Description: Replace undersized and/or deteriorating storm sewers at various locations throughout the City of Macomb.
 Estimated Cost: \$5.0 million
31. **PROJECT: Storm Water Management-Macomb Industrial Park**
 Sponsor: City of Macomb
 Description: Install storm water retention basins in the Macomb Industrial Park.
 Estimated Cost: Unknown
32. **PROJECT: Macomb Housing Rehabilitation Program**
 Sponsor: City of Macomb
 Description: Repair and renovate deteriorating owner-and renter-occupied structures in the city.
 Estimated Cost: \$300,000/year
33. **PROJECT: Homebuyer Assistance Program**
 Sponsor: WIRC
 Description: Establish a homebuyer assistance program in McDonough County to help low-and-moderate-income residents with down payments and renovations.
 Estimated Cost: \$300,000/year
34. **PROJECT: Affordable Housing Plan**
 Sponsor: WIRC
 Description: Complete an affordable housing plan for the western Illinois region.
 Estimated Cost: \$80,000
35. **PROJECT: Wigwam Hollow Road and Bridge Improvements**
 Sponsor: City of Macomb
 Description: Reconstruct Wigwam Hollow Road north of University Drive and replace the bridge over the Lamoine River.
 Estimated Cost: \$2.0 million
36. **PROJECT: County-wide GIS**
 Sponsor: McDonough County, City of Macomb, and WIU
 Description: Continue upgrading the integrated county-wide GIS program that includes all incorporated and unincorporated areas of the county.
 Estimated Cost: \$750,000
37. **PROJECT: Recreational Trails Program**
 Sponsor: McDonough County
 Description: Develop recreational hiking and biking trails throughout McDonough County.
 Estimated Cost: Unknown

38. **PROJECT: Fire Department Equipment Upgrade and Staff Training Program**
 Sponsor: Municipal and rural fire departments
 Description: Upgrade vehicles and equipment and establish firefighter training programs.
 Estimated Cost: Unknown
39. **PROJECT: Planning and Development of Land Impacted by New Interchanges and Highway Expansions**
 Sponsor: IDOT, county and communities
 Description: Conduct corridor studies and implement infrastructure construction or expansion using development tools where needed along new highways.
 Estimated Cost: Unknown
40. **PROJECT: Performing Arts Center (IN PROGRESS)**
 Sponsor: WIU and City of Macomb
 Description: Secure funding for the construction of a performing arts center that will benefit the regional economy.
 Estimated Cost: \$75 million
41. **PROJECT: University Drive Improvements (COMPLETED BY 08/11)**
 Sponsor: WIU, City of Macomb, IDOT
 Description: Secure funding and initiate improvements to University Drive roadway between Lafayette Street and Wigwam Hollow Road.
 Estimated Cost: \$10 million (PARTIALLY SECURED)
42. **PROJECT: Public Transportation Vehicle Maintenance Center (IN PROGRESS)**
 Sponsor: City of Macomb and IDOT-Division of Public and Intermodal Transportation (DPIT)
 Description: Purchase and renovate an existing building to serve as the vehicle maintenance center for the McDonough County Public Transportation Program.
 Estimated Cost: \$5.0 million (Partially Secured)
43. **PROJECT: Street Improvement Program**
 Sponsor: City of Macomb
 Description: Implement a roadway reconstruction and overlay program throughout the entire city in conjunction with the repair and replacement of existing storm sewers.
 Estimated Cost: \$29.0 million
44. **PROJECT: Food/Commercial Kitchen Incubator Facility**
 Sponsor: City of Macomb, McDonough County, MAEDCO, Chamber
 Description: Establish comprehensive commercial kitchen/food incubator facility.
 Estimated Cost: \$4.0 million

45. **PROJECT: Spoon River College Relocation (IN PROGRESS)**
 Sponsor: Spoon River College
 Description: Promote and assist with the relocation of Spoon River College to its new Macomb location.
 Estimated Cost: \$10 million
46. **PROJECT: Road and Infrastructure Improvement**
 Sponsor: City of Bushnell
 Description: Promote road and infrastructure improvements for new residential subdivisions.
 Estimated Cost: Unknown
47. **PROJECT: Village at Wheeler (COMPLETE)**
 Sponsor: Private developer and WIRC
 Description: Construct 45 single-family affordable housing units adjacent to a major growth and employment area in Macomb.
 Estimated Cost: \$10 million
48. **PROJECT: Housing Quality Improvement Program**
 Sponsor: Private developers, WIU and the City of Macomb
 Description: Improve the quality of the existing housing stock in and around WIU.
 Estimated Cost: Unknown
49. **PROJECT: Cultural Center Renovation**
 Sponsor: City of Bushnell
 Description: Construct an addition to the existing recreation/cultural center for use by the Historical Society.
 Estimated Cost: \$350,000
50. **PROJECT: Pool/Water Park**
 Sponsor: City of Macomb and Macomb Park District
 Description: Construct a new pool and/or water park for all residents of the community.
 Estimated Cost: \$3.5 million
51. **PROJECT: Hospital Renovation**
 Sponsor: McDonough District Hospital
 Description: Renovate the surgical unit.
 Estimated Cost: \$3.0 million

2.7.3. McDonough County Long Term Goals (not prioritized)

1. **PROJECT: U.S. Route 67 Construction South to Alton and North to Quad Cities**
 Sponsor: IDOT
 Description: Construct a four-lane transportation system to St. Louis and Rock Island.
 Estimated Cost: \$900 million

2. **PROJECT: Creation of TIF District**
 Sponsor: Village of Industry
 Description: Complete a feasibility study to create a TIF District and if feasible, form the TIF District.
 Estimated Cost: Unknown

3. **PROJECT: Upgrade Sewer**
 Sponsor: Village of Industry
 Description: Implement sewer system improvements following the design engineering of the improvements.
 Estimated Cost: Unknown

4. **PROJECT: Route 336 Roadway Construction**
 Sponsor: IDOT
 Description: Complete Route 336 from Macomb to Peoria, including the Macomb bypass.
 Estimated Cost: \$900 million

5. **PROJECT: Business and Industrial Park Development Project**
 Sponsor: City of Macomb
 Description: Develop business and industrial parks at the Route 336 and Route 67 interchanges around Macomb.
 Estimated Cost: Unknown

6. **PROJECT: Utility Grade Wind Farm Program**
 Sponsor: IIRA and Prairie Hills Resource Conservation District
 Description: Develop sites in western Illinois for utility grade wind farms.
 Estimated Cost: Unknown

7. **PROJECT: Technology Infrastructure Improvements**
 Sponsor: Communities, county and technology vendors along with staff support from the WIRC, WITS and related economic development staff
 Description: Improve technology and telecommunication infrastructure for each community by using local/state/federal resources as available.
 Estimated Cost: Unknown

8. **PROJECT: Street Realignment**
 Sponsor: WIU and the City of Macomb
 Description: Realign University Drive between Western Avenue and Wigwam Hollow Road to eliminate the t-intersection.
 Estimated Cost: Unknown

9. **PROJECT: Hospital Expansion**
 Sponsor: McDonough District Hospital
 Description: Construct a new emergency department and the development of new private acute care unit additions.
 Estimated Cost: \$10.5 million

2.8. Warren County

2.8.1. Warren County Goals and Objectives

A. Goal: Enhance the economic well-being of Warren County.

Objectives

1. Develop and promote an overall marketing plan to highlight the strengths and opportunities of the Warren County area.
2. Create economic development policies and programs that emphasize cooperation between government units, economic development agencies and business and industry.
3. Promote a positive image of Warren County by its citizens, business community and outside visitors.
4. Develop industrial parks in the county with adequate land and infrastructure improvements for future economic development activities and projects.
5. Promote the revitalization of the central business districts in the county.
6. Develop and maintain adequate infrastructure, including water, wastewater, storm sewer, electricity, natural gas, highways, rail systems and airports, to support the expansion of existing or the location of new manufacturing facilities and businesses.
7. Promote and develop a well-trained labor force to meet the needs of the business community through educational training and work force development programs.
8. Develop an adequate pool of resources to meet the needs of new or expanding businesses, such as access to capital, appropriate building sites, speculative buildings, and technical and marketing assistance.
9. Expand the small and medium sized business sector in Warren County by developing business attraction and retention programs, including the identification of potential businesses that will serve as suppliers and provide ancillary services to existing Warren County business and industry.
10. Develop and implement a long-term strategic economic development plan for the county.
11. Develop and implement a comprehensive, non-discriminatory planning process for the county to guide its future residential and economic growth.
12. Seek grant and loan assistance for the county and its communities from all available public and private programs for buildings, infrastructure and essential equipment to maintain services in light of shrinking state and federal revenues.

B. Goal: Promote a county-wide transportation program to satisfy the current and future needs of Warren County's businesses, industries and citizens.

Objectives

1. Promote and assist in the development of an improved highway system in Warren County and all of western Illinois, including the expansion to four lanes of Route 67 from the Quad Cities to Alton and Route 34 from Monmouth to Burlington.

2. Promote the use of the Mississippi waterway as a viable transportation alternative for Warren County products.
3. Promote the continuation and expansion of rail service by the Burlington Northern Santa Fe Railroad in Warren County.
4. Maintain and improve services and facilities at Monmouth Airport and other local airports in the county.
5. Promote the provision of Amtrak service through Warren County.
6. Maintain and expand a county-wide public transportation program, including the provision of public transportation for rural residents.
7. Develop and maintain an adequate local and rural road system to accommodate the transportation needs of agriculture, and expanding or new business and industry.

C. Goal: Develop the economic potential of natural resources in Warren County.

Objectives

1. Encourage the maximizing of agricultural production and the preservation of prime agricultural land in Warren County.
2. Encourage the development of value-added agricultural products as raw materials in the manufacturing process to promote business development.
3. Promote the further development of the energy producing potential of the county's agricultural products.
4. Continue to utilize non-productive land for forestry conservation and wildlife habitat areas with recreational trails to promote healthy lifestyles and improve the quality of life.

D. Goal: Develop and maintain essential water, wastewater, and storm sewer facilities needed for future economic development.

Objectives

1. Encourage the maintenance of existing, and the expansion and coordination of new, water supply sources and distribution systems and work with local officials to eliminate water supply and distribution problems that exist in the county.
2. Promote the upgrading and development of wastewater treatment systems in the county where feasible.
3. Work with local officials to eliminate storm drainage problems in the county.
4. Encourage communities lacking adequate public water and wastewater facilities to conduct studies to determine whether such facilities are needed.

E. Goal: Provide adequate and affordable housing for residents of Warren County.

Objectives

1. Encourage a closer cooperation between local governments, the Warren County Housing Authority and private developers in the provision of low-and-moderate-income housing.
2. Encourage the use of federal, state, and private programs to help meet the housing needs of the county.
3. Promote a comprehensive housing development plan to provide affordable housing options to current residents and promote population growth in Warren County communities.
4. Develop incentives to entice developers to provide housing in rural communities throughout the county.
5. Continue to promote assisted living centers for the elderly who have active lives but may require minimal assistance with daily activities.
6. Identify and encourage the removal of government and social barriers which unnecessarily restrict the supply of housing or increase its cost.

F. Goal: Ensure a qualified labor force in Warren County and promote small business and entrepreneurship as employment options.

Objectives

1. Work with local, state and regional training programs to ensure that they provide viable solutions to the training needs of business and industry.
2. Encourage and promote the expansion and diversification of vocational and technical education throughout the county.
3. Encourage local school districts and community colleges to train students in areas where jobs are available and develop programs to address future work force trends and needs.
4. Encourage the secondary school system to offer entrepreneurship education programs.
5. Encourage adult education programs to offer English as a Second Language programs including programs offered on-site at business location.
6. Promote opportunities for education and work force business partnerships that lead to the development of a career pipeline reflecting the employment opportunities in the region.
7. Prepare a workforce which allows Warren County to be competitive for “green job” opportunities.

G. Goal: Develop the economic potential of tourism and recreation-oriented industries.

Objectives

1. Encourage tourism by promoting the county's cultural and recreational assets.

2. Develop a local tourism industry as a strategy for job creation, increased tax revenues, enhanced recreational opportunities, and the strengthening of cultural and historic assets
3. Develop additional lodging facilities to accommodate tourists visiting the county.
4. Continue to develop and maintain public and private recreational areas, such as Citizen's Lake Park, Lake Warren, Young Lake and Little Swan Lake.
5. Maintain a web site to promote tourism and outdoor activities in the county.

H. Goal: Enhance the quality of life for Warren County residents.

Objectives

1. Foster and support coordinated and enhanced public safety services for Warren County.
2. Eliminate blight and foster pride and beautification throughout the county.
3. Provide and promote educational, cultural and recreational activities for youth and for all residents of the county.
4. Maintain and improve health care services for all residents, including the establishment and retention of medical and dental clinics in the smaller communities and rural areas.
5. Develop adequate and affordable childcare services to support the county work force.
6. Develop and promote programs for the elderly so that they can remain active members of their communities.
7. Attempt to maintain economic and community viability in the event that financial conditions require school consolidation.
8. Promote the development of recreational trails.

I. Goal: Develop a system of improved and coordinated disaster preparedness.

Objectives

1. Encourage a cooperative effort within the county to deal with man-made and natural disasters and emergencies through completion of a disaster preparedness plan.
2. Encourage and assist public safety responders to upgrade equipment and facilities.
3. Encourage public safety responders to conduct training sessions in the latest rescue and preventive techniques.
4. Encourage the establishment of emergency medical and rescue services where they currently do not exist.

J. Goal: Develop and promote technology information usage and infrastructure investment in Warren County.

Objectives

1. Support and promote the investment in Warren County that will ensure the county has a technologically competitive edge, including broadband and high speed internet, which will result in continued economic growth.

2. Explore and develop awareness of legislation that supports technology advancement in the county.
3. Foster the leadership that will give visibility to the technology needs of the county.
4. Support and engage in activities that promote the utilization of technology in the county.

2.8.2. Warren County Short Term Goals (not prioritized)

1. **PROJECT: Housing Rehabilitation**
 Sponsor: Cities, villages, and appropriate grant sources
 Description: Develop a comprehensive housing rehabilitation program to renovate owner- and renter-occupied structures in all Warren County communities.
 Estimated Cost: Unknown
2. **PROJECT: Street Repair**
 Sponsor: Village of Roseville
 Description: Repair and replace side streets and highway parking lanes.
 Estimated Cost: \$750,000
3. **PROJECT: Sewer Repair**
 Sponsor: Village of Roseville
 Description: Replace faulty sewer piping.
 Estimated Cost: \$2 million
4. **PROJECT: Elderly Housing**
 Sponsor: Village of Roseville
 Description: Increase elderly housing.
 Estimated Cost: Unknown
5. **PROJECT: Infrastructure Improvement**
 Sponsor: Village of Roseville
 Description: Develop lift station and meet infrastructure needs of all types.
 Estimated Cost: Unknown
6. **PROJECT: Create a Community Development Committee**
 Sponsor: Western Illinois Economic Development Partnership (WIEDP)
 Description: Create a community development committee comprised of representatives from each town, which will meet quarterly.
 Estimated Cost: Unknown
7. **PROJECT: Warren Community and/or Land Development Corporations**
 Sponsor: WIEDP, local stakeholders and local banks
 Description: Work with financial institutions to create a financial tool for development and resource for land acquisition to support business retention, expansion and attraction in Warren County.
 Estimated Cost: Unknown

8. **PROJECT: Community Center Modifications**
 Sponsor: Village of Alexis
 Description: Modify the community center to meet the requirements of the Americans with Disabilities Act (ADA).
 Estimated Cost: \$15,000
9. **PROJECT: Revitalize Each Community's Downtown**
 Sponsor: Community group with staff support from the WIEDP, City-County Chamber
 Description: Revitalize community CBDs by following the recommendations of the Main Street Program.
 Estimated Cost: \$1 to \$5 million
10. **PROJECT: Infrastructure Improvements for Each Community**
 Sponsor: Communities and county with staff support from WIRC and WIEDP
 Description: Improve infrastructure for each community by using local/state/federal financial resources.
 Estimated Cost: Unknown
11. **PROJECT: Develop and Expand Industrial Parks**
 Sponsor: Warren County Board and communities with staff support from WIEDP
 Description: Develop and expand industrial parks.
 Estimated Cost: Unknown
12. **PROJECT: Sewer System Improvements**
 Sponsor: Village of Alexis
 Description: Improve the village's sewer system.
 Estimated Cost: Unknown
13. **PROJECT: Regional Area Airport and Monmouth Airport Improvements**
 Sponsor: Warren County
 Description: Promote and support the use of regional airports in the Quad Cities and Peoria and complete upgrades to Monmouth Airport.
 Estimated Cost: Unknown
14. **PROJECT: Infrastructure Improvements-Industrial Expansion**
 Sponsor: City of Monmouth
 Description: Construct new roadways, install water lines, wastewater lines and storm sewers to a new industrial expansion project on the north side of Monmouth.
 Estimated Cost: \$2.0 million
15. **PROJECT: Road Maintenance Program**
 Sponsor: City of Monmouth
 Description: Complete the renovation of various road segments in Monmouth.
 Estimated Cost: \$4 million

16. **PROJECT: Water and Sanitary Sewer Main Replacement and Repair**
 Sponsor: City of Monmouth
 Description: Repair and replace deteriorated water and sanitary sewer lines at various locations in the community.
 Estimated Cost: \$4 million
17. **PROJECT: Homebuyer Assistance Program**
 Sponsor: WIRC
 Description: Establish a homebuyer assistance program to assist low-and moderate-income residents with down payments and needed renovations.
 Estimated Cost: \$300,000/year
18. **PROJECT: Comprehensive Plan Update**
 Sponsor: Warren County
 Description: Complete a comprehensive plan update for Warren County.
 Estimated Cost: \$40,000
19. **PROJECT: County-wide GIS**
 Sponsor: Warren County Board
 Description: Establish a county-wide GIS program that includes all incorporated and unincorporated areas of the county.
 Estimated Cost: \$200,000
20. **PROJECT: Fire Department Equipment, Facilities and Training Improvements**
 Sponsor: Municipal and rural fire departments/districts
 Description: Replace outdated vehicles and equipment and establishment of firefighter training programs.
 Estimated Cost: Unknown
21. **PROJECT: Citizens Lake Improvement Program**
 Sponsor: City of Monmouth and Monmouth Park District
 Description: Complete improvements to Citizen's Park.
 Estimated Cost: Unknown
22. **PROJECT: Public Safety Building (COMPLETED)**
 Sponsor: City of Monmouth
 Description: Construct a new public safety building for police and fire departments.
 Estimated Cost: \$3.5 million
23. **PROJECT: Wastewater Plant Improvements**
 Sponsor: City of Monmouth
 Description: Modify the main wastewater plant to be compliant with IEPA requirements.
 Estimated Cost: \$17.0 million

24. **PROJECT: North Wastewater Treatment Plant Improvements (IN PROGRESS)**
 Sponsor: City of Monmouth
 Description: Modify the existing plant to meet the needs of the business and residential community.
 Estimated Cost: \$17.0 million
25. **PROJECT: Downtown Beautification**
 Sponsor: City of Monmouth
 Description: Complete a comprehensive downtown beautification project, including infrastructure improvements, landscaping, streetscape improvements and building renovations.
 Estimated Cost: Unknown
26. **PROJECT: Planning and Development of Land Impacted by New Interchanges and Highway Expansions**
 Sponsor: IDOT, county and communities
 Description: Conduct corridor studies and implement infrastructure construction or expansion where needed along new highway developments.
 Estimated Cost: Unknown
27. **PROJECT: Homeland Security Preparedness**
 Sponsor: County Bio-Terrorism Taskforce and USDA
 Description: Continue planning, coordination, and conducting exercises to enable speedy and deliberate response to any natural or man-made disasters.
 Estimated Cost: Unknown
28. **PROJECT: Disaster Response Plan Development**
 Sponsor: Municipalities, county, emergency and other related personnel
 Description: Develop emergency response plan to deal with natural and man-made disasters in an effort to minimize impacts on residents and businesses.
 Estimated Cost: \$100,000
29. **PROJECT: Farmland Foods Expansion and Infrastructure Improvements**
 Sponsor: EDA, IDOT, DCEO, USDA, City of Monmouth, Warren County, WIEDP
 Description: Improve supporting infrastructure to allow Farmland Foods to expand plant facilities including manufacturing and processing capabilities.
 Estimated cost: Unknown
30. **PROJECT: Museum Improvements**
 Sponsor: Villages of Alexis and Roseville and Warren County Historical Society
 Description: Improve facilities and collection capacity of Warren County museums
 Estimated cost: Unknown
31. **PROJECT: Warren County Government Facilities Improvement**
 Sponsor: Warren County
 Description: Improve county facilities to provide better services for residents and to support future improved service access in all departments including annex, courthouse, jail, and highway.
 Estimated Cost: Unknown

2.8.3. Warren County Long Term Goals (not prioritized)

1. **PROJECT: Four-Lane Expansion of Highway 34**
Sponsor: IDOT
Description: Construct a four-lane highway along the Route 34 corridor between Monmouth and Burlington.
Estimated Cost: \$600 million

2. **PROJECT: Four-Lane Expansion of US Route 67**
Sponsor: IDOT
Description: Construct a four-lane highway along the Route 67 corridor between Monmouth and Rock Island.
Estimated Cost: \$900 million

3. **PROJECT: Technology Infrastructure Improvement**
Sponsor: Communities, county and technology vendors, along with staff support from WIRC, WITS and economic development staff
Description: Improve technology and telecommunication infrastructure for each community and the county by using available local/state/federal resources.
Estimated Cost: Unknown

4. **PROJECT: County and Township Road Improvements**
Sponsor: County, communities and IDOT
Description: Conduct a complete review and analysis of current county and township road conditions to devise a list and schedule of needed improvements.
Estimated Cost: Unknown

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Appendices

Appendix A. Farm Income and Expenses

Farm Income and Expenses	% change 2000- 2005			% change 2000- 2005		
	1990	2000	2005	1990	2000	2005
	Fulton County			Hancock County		
Cash receipts from marketings (\$000)	86,794	81,269	118,857	99,043	115,522	153,988
Cash receipts: livestock and products	29,223	18,177	41,602	48,451	36,212	52,879
Cash receipts: crops	57,571	63,092	77,255	50,592	79,310	101,109
Other income	9,807	25,777	24,526	10,447	35,331	32,792
Government payments	4,055	21,243	19,285	7,725	28,920	25,355
Total production expenses	94,278	100,712	125,632	102,623	123,195	152,295
Feed purchased	5,120	3,381	4,148	9,486	6,162	7,697
Livestock purchased	5,915	3,734	7,712	10,717	4,754	6,125
Seed purchased	4,968	7,164	10,716	4,874	9,510	14,441
Fertilizer and lime	13,029	16,847	20,331	13,404	21,188	25,968
Petroleum products purchased	3,947	4,131	6,292	4,215	4,782	7,397
Hired farm labor expenses	4,390	4,775	6,638	3,688	5,523	7,400
All other production expenses	56,909	60,680	69,795	56,239	71,276	83,267
Total net farm proprietors' income	3,990	5,052	7,058	8,505	23,409	15,005
+ Farm wages and perquisites	2,460	2,440	4,270	2,286	2,325	4,119
+ Farm supplements to wages & salaries	367	416	609	335	372	552
Total farm labor and proprietors' income	6817	7908	11937	11,126	26,106	19,676
	Henderson County			Knox County		
Cash receipts from marketings (\$000)	50,468	46,073	58,293	114,899	113,650	143,290
Cash receipts: livestock and products	23,559	8,149	13,110	57,887	23,008	34,491
Cash receipts: crops	26,909	37,924	45,183	57,012	90,642	108,799
Other income	8,714	18,846	18,438	12,893	31,042	27,210
Government payments	5,845	15,603	14,665	7,569	28,399	24,174
Total production expenses	58,850	59,391	69,495	119,003	123,827	152,016

Farm Income and Expenses	%change 2000- 2005			%change 2000- 2005			
	1990	2000	2005	1990	2000	2005	
Feed purchased	4,405	1,550	1,849	12,506	9,234	11,402	23.5
Livestock purchased	5,502	2,455	3,380	9,547	3,318	4,383	32.1
Seed purchased	2,600	4,427	6,312	4,953	8,271	12,358	49.4
Fertilizer and lime	8,068	10,803	12,456	14,390	18,832	22,699	20.5
Petroleum products purchased	2,279	2,409	3,508	4,329	4,310	6,559	52.2
Hired farm labor expenses	3,013	4,026	4,936	8,885	9,507	13,765	44.8
All other production expenses	32,983	33,721	37,054	64,393	70,355	80,850	14.9
Total net farm proprietors' income plus: Farm wages and perquisites plus: Farm supplements to wages & salaries	1,070	5,216	548	9,245	15,447	6,877	-55.5
Total farm labor and proprietors' income	1,676	1,576	2,855	5,183	4,933	8,872	79.8
	225	224	346	715	729	1,107	51.9
	2,971	7,016	3,749	15,143	21,109	16,856	-20.1
	McDonough County			Warren County			
Cash receipts from marketings (\$000)	78,960	71,689	87,285	83,728	80,662	97,616	21.0
Cash receipts: livestock and products	25,033	13,435	11,733	37,394	17,347	19,974	15.1
Cash receipts: crops	53,927	58,254	75,552	46,334	63,315	77,642	22.6
Other income	10,565	30,231	30,385	12,650	29,224	27,875	-4.6
Government payments	5,668	23,928	23,053	9,853	26,178	24,352	-7.0
Total production expenses	82,272	86,738	104,073	95,617	96,267	117,007	21.5
Feed purchased	4,248	2,282	2,783	7,203	3,163	3,860	22.0
Livestock purchased	5,213	2,548	1,957	7,209	3,160	3,205	1.4
Seed purchased	4,535	7,039	10,466	4,684	7,116	10,704	50.4
Fertilizer and lime	11,515	15,204	18,235	14,118	15,821	19,194	21.3
Petroleum products purchased	3,433	3,073	4,650	3,281	3,212	4,900	52.6
Hired farm labor expenses	3,997	4,433	6,360	4,736	5,156	7,476	45.0
All other production expenses	49,331	52,159	59,622	54,386	58,639	67,668	15.4

Farm Income and Expenses	% change			% change								
	1990	2000	2005	2000-2005	2005	2005						
Total net farm proprietors' income	8,237	11,986	2,336	-80.5	2,014	11,749	-2,245	1990	2000	2005	2000-2005	
plus: Farm wages and perquisites	2,270	2,521	4,454	76.7	2,701	2,738	5,003	2005	2005	2005	2005	
plus: Farm supplements to wages & salaries	338	412	610	48.1	388	365	571	1990	2000	2005	2005	
Total farm labor and proprietors' income	10,845	14,919	7,400	-50.4	5,103	14,852	3,329	1990	2000	2005	2005	
Region												
State of Illinois												
Cash receipts from marketings (\$000)	434,932	437,176	572,044	30.8	8,033,189	7,171,982	8,780,698	1990	2000	2005	2005	
Cash receipts: livestock and products	196,514	102,893	162,056	57.5	2,702,306	1,832,074	2,170,150	1990	2000	2005	2005	
Cash receipts: crops	238,418	334,283	409,988	22.6	5,330,883	5,339,908	6,610,548	1990	2000	2005	2005	
Other income	54,511	140,220	130,841	-6.7	785,812	2,249,478	2,126,278	1990	2000	2005	2005	
Government payments	35,047	120,343	107,831	-10.4	506,603	1,943,916	1,772,968	1990	2000	2005	2005	
Total production expenses	470,371	503,392	616,445	22.5	7,465,649	8,253,657	9,880,246	1990	2000	2005	2005	
Feed purchased	38,720	23,490	28,956	23.3	553,296	409,078	499,032	1990	2000	2005	2005	
Livestock purchased	38,890	17,421	24,805	42.4	507,231	278,080	301,885	1990	2000	2005	2005	
Seed purchased	22,079	36,488	54,531	49.4	364,907	583,562	854,157	1990	2000	2005	2005	
Fertilizer and lime	63,009	83,491	100,648	20.5	1,065,209	1,443,598	1,708,654	1990	2000	2005	2005	
Petroleum products purchased	18,051	18,844	28,656	52.1	291,452	308,437	461,300	1990	2000	2005	2005	
Hired farm labor expenses	24,712	28,987	40,215	38.7	445,665	538,683	761,571	1990	2000	2005	2005	
All other production expenses	264,910	294,671	338,634	14.9	4,237,889	4,692,219	5,293,647	1990	2000	2005	2005	
Total net farm proprietors' income	24,824	60,873	27,243	-55.2	1,392,530	963,349	174,205	1990	2000	2005	2005	
plus: Farm wages and perquisites	14,306	14,012	25,119	79.3	288,240	323,727	576,174	1990	2000	2005	2005	
plus: Farm supplements to wages and salaries	2,030	2,106	3,185	51.2	41,036	50,717	75,838	1990	2000	2005	2005	
Total farm labor and proprietors' income	41,160	76,991	55,547	-27.9	1,721,806	1,337,793	826,217	1990	2000	2005	2005	

Source: Bureau of Economic Analysis (2007).

Appendix B. Occupational Distribution and Employment Projections for the Six Counties in the WIRC Region, 2004-2014

Occupations	Fulton County				Hancock County			
	2004		2014		2004		2014	
	2004	2014	Percent Change	Location Quotient	2004	2014	Percent Change	Location Quotient
Total, All Occupations	13,186	14,269	8.2	--	8,670	8,649	-0.2	--
Management Occupations	2,063	2,090	1.3	2.2	1,884	1,843	-2.2	3.1
Business & Financial Operators	387	433	11.9	0.6	276	279	1.1	0.7
Computer & Mathematical Occupations	110	129	17.3	0.4	147	152	3.4	0.8
Architecture & Engineering Occupations	55	61	10.9	0.3	221	216	-2.3	1.8
Life, Physical & Social Science Occupations	91	102	12.1	0.9	63	66	4.8	1.0
Community & Social Services Occupations	283	324	14.5	1.5	83	91	9.6	0.7
Legal Occupations	103	108	4.9	1.0	49	54	10.2	0.7
Education, Training & Library Occupations	1,151	1,329	15.5	1.4	621	684	10.1	1.1
Art / Design / Entertainment / Sport / Media Occupations	212	222	4.7	1.1	167	169	1.2	1.3
Healthcare Practitioners & Tech Occupations	735	901	22.6	1.2	294	329	11.9	0.7
Healthcare Support Occupations	422	523	23.9	1.5	131	148	13.0	0.7
Protective Service Occupations	424	413	-2.6	1.4	164	166	1.2	0.8
Food Prep & Serving Occupations	897	1,058	17.9	1.0	338	362	7.1	0.6
Building & Grounds Cleaning / Maintenance Occupations	481	533	10.8	1.0	302	312	3.3	0.9
Personal Care & Service Occupations	574	638	11.1	1.6	267	282	5.6	1.1
Sales and Related Occupations	1,233	1,268	2.8	0.9	667	672	0.7	0.7
Office & Administrative Support Occupations	1,607	1,608	0.1	0.7	912	839	-8.0	0.6
Farming / Fishing / Forestry Occupations	253	240	-5.1	6.7	264	254	-3.8	10.6
Construction and Extraction Occupations	561	601	7.1	1.0	416	428	2.9	1.1
Installation, Maintenance & Repair Occupations	369	396	7.3	0.8	274	276	0.7	0.9
Production Occupations	427	455	6.6	0.4	720	623	-13.5	1.0
Transportation / Material Moving Occupations	748	833	11.4	0.7	408	405	-0.7	0.6

Source: IDES (2007c).

Appendix B. Occupational Distribution and Employment Projections for the Six Counties in the WIRC Region, 2004-2014

Occupations	Henderson County				Knox County				
	2004		2014		2004		2014		Location Quotient
		Percent Change		Location Quotient		Percent Change		Location Quotient	
Total, All Occupations	2,439	1.8	2,482	--	25,176	0.5	25,309	--	
Management Occupations	611	-1.0	605	3.5	2,395	-0.7	2,378	1.3	
Business & Financial Operators	75	5.3	79	0.6	798	5.4	841	0.7	
Computer & Mathematical Occupations	18	11.1	20	0.3	292	8.2	316	0.5	
Architecture & Engineering Occupations	8	0.0	8	0.2	219	-28.3	157	0.6	
Life, Physical & Social Science Occupations	20	10.0	22	1.1	129	3.1	133	0.7	
Community & Social Services Occupations	44	9.1	48	1.3	503	11.7	562	1.4	
Legal Occupations	20	5.0	21	1.1	108	5.6	114	0.6	
Education, Training & Library Occupations	206	9.7	226	1.4	1,701	10.8	1,885	1.1	
Art / Design / Entertainment / Sport / Media Occupations	66	4.5	69	1.8	297	2.4	304	0.8	
Healthcare Practitioners & Tech Occupations	61	13.1	69	0.5	1,525	12.9	1,721	1.3	
Healthcare Support Occupations	42	14.3	48	0.8	1,009	13.5	1,145	1.9	
Protective Service Occupations	64	0.0	64	1.1	646	-2.9	627	1.1	
Food Prep & Serving Occupations	113	8.8	123	0.7	1,963	8.9	2,137	1.1	
Building & Grounds Cleaning / Maintenance Occupations	83	3.6	86	0.9	889	8.8	967	0.9	
Personal Care & Service Occupations	106	6.6	113	1.6	717	11.2	797	1.0	
Sales and Related Occupations	177	0.0	177	0.7	2,467	0.2	2,472	0.9	
Office & Administrative Support Occupations	263	-5.3	249	0.7	3,604	-7.3	3,341	0.9	
Farming / Fishing / Forestry Occupations	106	-4.7	101	15.1	205	-3.4	198	2.8	
Construction and Extraction Occupations	94	-2.1	92	0.9	734	5.2	772	0.7	
Installation, Maintenance & Repair Occupations	54	0.0	54	0.6	867	-1.0	858	1.0	
Production Occupations	48	-2.1	47	0.2	2,027	-28.7	1,446	1.0	
Transportation / Material Moving Occupations	159	0.0	159	0.8	2,080	2.7	2,137	1.0	

Source: IDES (2007c).

Appendix B. Occupational Distribution and Employment Projections for the Six Counties in the WIRC Region, 2004-2014

Occupations	McDonough County				Warren County			
	2004		2014		2004		2014	
	2004	2014	Change	Location Quotient	2004	2014	Change	Location Quotient
Total, All Occupations	17,021	17,851	4.9	--	8,364	8,523	1.9	--
Management Occupations	2,029	2,074	2.2	1.7	1,225	1,224	-0.1	2.1
Business & Financial Operators	589	650	10.4	0.7	227	243	7.0	0.6
Computer & Mathematical Occupations	261	299	14.6	0.7	59	65	10.2	0.3
Architecture & Engineering Occupations	143	151	5.6	0.6	51	52	2.0	0.4
Life, Physical & Social Science Occupations	165	177	7.3	1.3	54	56	3.7	0.9
Community & Social Services Occupations	303	330	8.9	1.2	136	150	10.3	1.1
Legal Occupations	76	82	7.9	0.6	34	37	8.8	0.5
Education, Training & Library Occupations	2,872	3,286	14.4	2.7	630	705	11.9	1.2
Art / Design / Entertainment / Sport / Media Occupations	312	326	4.5	1.2	155	157	1.3	1.2
Healthcare Practitioners & Tech Occupations	651	716	10.0	0.8	276	303	9.8	0.7
Healthcare Support Occupations	346	383	10.7	0.9	167	186	11.4	0.9
Protective Service Occupations	349	344	-1.4	0.9	147	149	1.4	0.7
Food Prep & Serving Occupations	1,182	1,294	9.5	1.0	573	623	8.7	1.0
Building & Grounds Cleaning / Maintenance Occupations	629	681	8.3	1.0	390	415	6.4	1.2
Personal Care & Service Occupations	644	697	8.2	1.4	306	330	7.8	1.3
Sales and Related Occupations	1,436	1,452	1.1	0.8	718	720	0.3	0.8
Office & Administrative Support Occupations	2,211	2,106	-4.7	0.8	888	831	-6.4	0.7
Farming / Fishing / Forestry Occupations	165	158	-4.2	3.4	149	143	-4.0	6.2
Construction and Extraction Occupations	589	606	2.9	0.8	191	193	1.0	0.5
Installation, Maintenance & Repair Occupations	408	425	4.2	0.7	273	281	2.9	0.9
Production Occupations	948	885	-6.6	0.7	936	883	-5.7	1.4
Transportation / Material Moving Occupations	713	729	2.2	0.5	778	776	-0.3	1.2

Source: IDES (2007c).

Appendix C. Top Employers by County, 2007

Top Employers—Fulton County

Employers	Location	Employees
Graham Hospital	Canton	585
Illinois River Correctional Center	Canton	450
Canton CUSD 66	Canton	373
Spoon River College	Canton	240
Wal-Mart	Canton	175
Coleman Clinic	Canton	130
Renaissance Care Center	Canton	125
Lewistown CUSD 97	Lewistown	120
Sunset Manor Nursing Home	Canton	108
Hy-Vee 1047	Canton	100
Spoon River Valley School District Unit 4	London Mills	100
CUSD 3 Fulton County	Cuba	99
Duck Creek Generating Plant	Canton	89
Capitol Resource and Investment Corporation	Canton	85
Kmart	Canton	85
Farmington Country Manor	Farmington	85
Heartland Health Care Center Canton	Canton	82
VIT Elementary School	Table Grove	80
Ingersoll Middle School	Canton	80
Lewistown Elementary School	Lewistown	80
Eastview Elementary School	Canton	75
Spoon River Valley School	London Mills	75
Kroger	Canton	74
Avon CUSD 176	Avon	71
Canton High School	Canton	70
McDonalds	Canton	70
Spoon River Home Health Services	Farmington	70
County of Fulton	Lewistown	70
Mid America National Bank	Canton	69
Lewistown Central School	Lewistown	68
Prairieview Care Center Lewistown	Lewistown	65
Canton Farm King	Canton	61
Avon Nursing Home Inc	Avon	60
The Clayberg	Cuba	60
VIT Jr/Sr High School	Table Grove	60
Astoria CUSD 1	Astoria	60
Adult Education	Canton	53
Fulton County Health Department	Canton	53
Riverland FS, Incorporated	Fairview	50
Vermont Foundry Co	Vermont	50

Source: Dun & Bradstreet (2007).

Top Employers—Hancock County

Employers	Location	Employees
Hamilton CCSD 328	Hamilton	101
Carthage CUSD 338	Carthage	80
Montebello Health Care Center	Hamilton	65
American Bee Journal	Hamilton	60
LaHarpe Davier Health Care Center	LaHarpe	55
Fort Madison Bank & Trust	Dallas City	54
Hancock Service Company	Carthage	52
Conagra Dairy Foods Company	Nauvoo	50
Hamilton Elementary School	Hamilton	45
Carthage Auto Body Repair Shop	Carthage	42
Hancock County Nursing Home Association	Carthage	40
School District 336	Dallas City	40
Warsaw Elementary School	Warsaw	40
IGA	Carthage	35
Nauvoo Family Inn & Sweets	Nauvoo	35
Carthage High School	Carthage	33
Hancock County Health Dept	Carthage	32
Southeastern Elementary School	Plymouth	31
LaHarpe High School	LaHarpe	30
Hancock County Mental Health Center	Carthage	30
Mag Fabricators	Dallas City	29
Southeastern High School	Augusta	28
Carl Sandburg College Branch Campus	Carthage	28
First State Bank	LaHarpe	26
Hancock County Shelter Care Home	Augusta	26
Central Elementary School	Carthage	26
Carthage Veterinary Services	Carthage	25
Hardees	Carthage	25
Sherrick Drug & Medical Equipment	Carthage	25
Crop Production Services Inc	Ferris	25
Dairy Queen	Hamilton	25
Nauvoo Colusa Elementary School	Nauvoo	25
Warsaw CUSD 316	Warsaw	25

Source: Dun & Bradstreet (2007).

Top Employers—Henderson County

Employers	Location	Employees
West Central High School	Biggsville	120
Oak Lane Nursing & Rehab Corporation	Stronghurst	75
Health Department	Gladstone	50
County Clerk	Oquawka	30
Rays Country Fun	Biggsville	25
The Health Center	Oquawka	22
Raritan State Bank, Incorporated	Raritan	18
Jack & Jill	Oquawka	16
Fischer Jack & Jill	Stronghurst	16
Tharps Brothers	Oquawka	15
Highway Department	Biggsville	13
Beverage Mart of Gulfport Inc	Carman	13
Lock & Dam 18	Gladstone	13
Lomax Banking Center	Stronghurst	13
Cessford Construction Company	Biggsville	12
Hend-Co Hills Country Club	Biggsville	12
Gladstone Grain Company	Gladstone	12
Clark Retail Enterprises Inc	Oquawka	11
Small World Pre-School	Stronghurst	10

Source: Dun & Bradstreet (2007).

Top Employers—Knox County

Employers	Location	Employees
BNSF	Galesburg	1,700
Cottage Medical Group	Galesburg	800
CUSD 205	Galesburg	726
St Mary's Medical Center	Galesburg	400
Community College District 518	Galesburg	350
Community Living Options, Incorporated	Galesburg	330
Hy-Vee 1215	Galesburg	250
Hy-Vee 1216	Galesburg	250
Knoxville Nursing Home	Knoxville	250
Bridgeway Housing Inc	Galesburg	200
Target	Galesburg	180
Wal-Mart	Galesburg	170
Galesburg High School	Galesburg	160
Lowes	Galesburg	150
Midstate Manufacturing Company	Galesburg	150
United Facilities, Incorporated	Galesburg	150
Rosewood Care Center	Galesburg	140
NAEIR	Galesburg	131
Marigold Health Care Center	Galesburg	130
Smurfit-Stone Container	Galesburg	130
Galesburg Area Vocational Centre	Galesburg	125
Galesburg Clinic PC	Galesburg	125
Econo Foods Store 515	Galesburg	120
CUSD 217	Abingdon	120
Galesburg Register Mail	Galesburg	115
Carhartt, Incorporated	Galesburg	110
County of Knox	Galesburg	100
Econofoods 517	Galesburg	100
JC Penney	Galesburg	100
Kmart	Galesburg	100
Option Care of Midwest	Galesburg	100
Alstos Handy Helper	Galesburg	100
Galesburg Hospitals Ambulance Service	Galesburg	100

Source: Dun & Bradstreet (2007).

Top Employers—McDonough County

Employers	Location	Employees
Western Illinois University	Macomb	1700
McDonough District Hospital	Macomb	590
NTN-Bower Corporation	Macomb	550
Wal-Mart Supercenter 197	Macomb	300
Pella Windows	Macomb	250
Vaughan & Bushnell Mfg Co	Bushnell	250
Bridgeway Homes	Macomb	250
West Prairie CUSD 103	Colchester	150
Hy-Vee 1420	Macomb	144
The Elms	Macomb	125
Macomb High School	Macomb	125
Wesley Village Retirement Community	Macomb	120
Mosaic	Macomb	110
Kmart	Macomb	88
First Bankers Trust Co NA	Macomb	82
Lincoln Elementary School	Macomb	80
Niemann Market 467	Macomb	80
Yetter Farm Equipment	Colchester	80
Heartland Placement Inc	Bushnell	75
Spoon River College	Macomb	75
Bushnell Prairie City Elementary	Bushnell	70
Norforge & Machining Inc	Bushnell	70
WIU Satellite Education Network	Macomb	70
Farm King 1	Macomb	68
Citizen's Bank	Macomb	64
Ludlum Food Marts Inc	Bushnell	60
Heartland Health Care Center	Macomb	60
McDonalds	Macomb	60
McDonalds	Macomb	60
Farm King Supply Inc	Macomb	58
Edison Elementary School	Macomb	55
Red Ox Supper Club	Macomb	55
Ponderosa Steakhouse	Macomb	50
Woodrum Chevrolet	Macomb	50

Source: Dun & Bradstreet (2007).

Top Employers—Warren County

Employers	Location	Employees
Farmland Foods, Incorporated	Monmouth	600
OSF Holy Family Medical Center	Monmouth	250
Monmouth College	Monmouth	175
Achievement Industries	Monmouth	140
Shopko	Monmouth	120
Monmouth-Roseville CUSD	Roseville	120
H O P E Headstart	Monmouth	105
La Moine Christian Nursing Home	Roseville	100
Pinewood Healthcare Center	Monmouth	82
Western Stoneware	Monmouth	75
Econofoods	Monmouth	70
Warren County Sheriffs Department	Monmouth	69
McDonalds	Monmouth	65
Daily Review Atlas	Monmouth	50
Midwest Bank Western Illinois	Monmouth	50
Monmouth Nursing Home	Monmouth	50
Wells Pet Food	Monmouth	50
YMCA	Monmouth	50

Source: Dun & Bradstreet (2007).

Appendix D. School Educational Statistics, Report Card 2008-09

School (HS = High School; ES = Elementary School)	City	Grades	Enrollment	Low-Income Rate (%)	HS Dropout Rate (%)	HS Grad Rate (%)	ACT Score
Illinois				41.0		86.5	20.3
Fulton County							
Astoria CUSD 1							
Astoria ES	Astoria	K-5	185	48.9	--	--	--
Astoria Junior HS	Astoria	6-8	89	38.4	--	--	--
Astoria HS	Astoria	9-12	117	44.9	4.3	100.0	17.8
Avon CUSD 176							
Avon Grade School	Avon	PK-5	177	37.8	--	--	--
Avon Middle School	Avon	6-8	--	42.9	--	--	--
Avon Senior HS	Avon	9-12	63	--	1.3	100.0	21.1
Canton Union SD 66							
Eastview ES	Canton	K-4	428	20.6	--	--	--
Lincoln ES	Canton	K-4	220	44.4	--	--	--
Westview ES	Canton	PK-4	420	50.9	--	--	--
Ingersoll Middle School	Canton	5-8	822	49.1	--	--	--
Canton HS	Canton	9-12	692	53.1	--	--	--
				46.2	--	--	--
				31.5	3.7	87.5	20.3
CUSD 3 Fulton County							
Cuba ES	Cuba	PK-6	301	55.3	--	--	--
Cuba Middle School	Cuba	7-8	76	54.8	--	--	--
Cuba Senior HS	Cuba	9-12	159	50	7.0	64.4	18.7
Lewistown CUSD 97							
Central ES	Lewistown	4-8	278	34	--	--	--
Lewistown ES	Lewistown	PK-3	244	30.1	--	--	--
Lewistown HS	Lewistown	9-12	219	30.6	--	--	--
Spoon River Valley CUSD 4							
Spoon River Valley ES	London Mills	PK-6	258	40.2	3.2	86.2	19.0
Spoon River Valley JR HS	London Mills	7-8	64	23.3	--	--	--
Spoon River Valley SR HS	London Mills	9-12	145	33.3	--	--	--
				37.8	--	--	--
				43.8	--	--	--
				33.8	.8	100.0	23
VIT CUSD 2							
VIT ES	Table Grove	PK-6	223	42.5	--	--	--
				41.3	--	--	--

School (HS = High School; ES = Elementary School)	City	Grades	Enrollment	Low-Income Rate (%)	HS Dropout Rate (%)	HS Grad Rate (%)	ACT Score
V I T Junior HS	Table Grove	7-8	50	52.0	--	--	--
V I T Senior HS	Table Grove	9-12	104	30.8	1.5	100	18.6
Hancock County							
Carthage CUSD 338							
Carthage Primary School	Carthage	K-4	272	33.5	--	--	--
Carthage Middle School	Carthage	5-8	188	31.9	--	--	--
Illini West HS	Carthage	9-12	264	20.8	0.8	96.4	20.1
Dallas CUSD 336							
Dallas City ES	Dallas City	PK-8	227	56.1	--	--	--
Hamilton CCSD 328							
Hamilton ES	Hamilton	PK-6	361	23.2	--	--	--
Hamilton Junior/Senior HS	Hamilton	7-12	297	24.2	--	--	--
				35.5	--	100	20.4
LaHarpe CUSD 335							
LaHarpe ES	LaHarpe	PK-5	173	43.5	--	--	--
LaHarpe Junior HS	LaHarpe	6-8	77	43.4	--	--	--
				29.9	--	--	--
Nauvoo-Colusa CUSD 325							
Nauvoo ES	Nauvoo	PK-6	169	40.9	--	--	--
Nauvoo-Colusa Junior HS	Nauvoo	7-8	116	46.2	--	--	--
				31	--	--	--
Southeastern CUSD 337							
Southeastern ES	Plymouth	PK-4	314	53.5	--	--	--
Southeastern JR/SR HS	Bowen	5-12	221	57.3	2.3	100	20
				47.5	--	--	--
Warsaw CUSD 316							
Warsaw ES	Warsaw	PK-5	245	34.4	--	--	--
Warsaw Senior HS	Warsaw	6-12	246	38	1.7	96.6	20.2
				24.8	--	--	--
Henderson County							
West Central CUSD 235							
West Central ES	Biggsville	K-5	421	41.9	--	--	--
West Central Junior HS	Stronghurst	6-8	248	53.2	--	--	--
				39.1	--	--	--

School (HS = High School; ES = Elementary School)	City	Grades	Enrollment	Low-Income Rate (%)	HS Dropout Rate (%)	HS Grad Rate (%)	ACT Score
West Central HS	Bigsville	9-12	302	41.4	4.1	86.5	19.6
Knox County							
<i>Abingdon CUSD 217</i>							
Hedding Grade School	Abingdon	PK-5	355	42.0	--	--	--
Abingdon Middle School	Abingdon	6-8	173	48.6	--	--	--
Abingdon HS	Abingdon	9-12	255	38.8	0.8	84.5	20.1
<i>Galesburg CUSD 205</i>							
Cooke School	Galesburg	PK-5	112	52.7	--	--	--
Gale School	Galesburg	K-5	358	34.6	--	--	--
King School	Galesburg	PK-5	427	68.1	--	--	--
Lincoln ES	Galesburg	K-5	--	--	--	--	--
Nielson ES	Galesburg	K-5	392	69.1	--	--	--
Silas Willard ES	Galesburg	K-5	450	50.2	--	--	--
Steele School	Galesburg	K-5	331	71.6	--	--	--
Churchill Junior HS	Galesburg	6-8	584	43.3	--	--	--
Lombard Junior HS	Galesburg	6-8	414	71.3	--	--	--
Galesburg HS	Galesburg	9-12	1,426	45.2	3.0	80	19.9
<i>Knoxville CUSD 202</i>							
Mable Woolsey ES	Knoxville	PK-4	463	32.3	--	--	--
Knoxville Junior HS	Knoxville	5-8	331	35.6	--	--	--
Knoxville Senior HS	Knoxville	9-12	321	28.7	--	--	--
<i>ROWVA CUSD 208</i>							
ROWVA Central ES	Oneida	PK-2	192	23.2	2.3	98.8	21.4
ROWVA East ES	Altona	5-6	107	34.5	--	--	--
ROWVA West ES	Wataga	3-4	96	42.2	--	--	--
ROWVA Junior HS	Oneida	7-8	120	35.5	--	--	--
ROWVA Senior HS	Oneida	9-12	221	32.3	--	--	--
<i>Williamsfield CUSD 210</i>							
Williamsfield ES	Williamsfield	PK-5	153	35	1.8	100	21.4
Williamsfield Middle School	Williamsfield	6-8	74	27.1	--	--	--
Williamsfield HS	Williamsfield	9-12	63	31.8	--	--	--
				34.6	--	--	--
				31.7	--	--	--
				31.1	1.3	86.7	18.9

School (HS = High School; ES = Elementary School)	City	Grades	Enrollment	Low-Income Rate (%)	HS Dropout Rate (%)	HS Grad Rate (%)	ACT Score
McDonough County							
<i>Bushnell-Prairie City CUSD 170</i>							
Bushnell-Prairie City ES	Bushnell	PK-5	446	51.3	--	--	--
Bushnell-Prairie City JR HS	Bushnell	6-8	165	45.5	--	--	--
Bushnell-Prairie City HS	Bushnell	9-12	230	30	3.9	73.6	18.5
<i>Macomb CUSD 185</i>							
EDISON ES	Macomb	4-6	364	38.4	--	--	--
Lincoln ES	Macomb	K-3	575	42.6	--	--	--
Macomb Junior HS	Macomb	7-8	291	29.6	--	--	--
Macomb Senior HS	Macomb	9-12	565	22.5	1.8	95.3	22.6
<i>West Prairie CUSD 103</i>							
West Prairie North ES	Good Hope	PK-4	117	38.3	--	--	--
West Prairie South ES	Colchester	PK-4	154	35	--	--	--
West Prairie Middle School	Colchester	5-8	185	46.1	--	--	--
West Prairie HS	Sciota	9-12	221	48.1	--	--	--
Warren County							
<i>Monmouth-Roseville CUSD 238</i>							
Harding Primary School	Monmouth	K-3	227	53.8	--	--	--
Lincoln Intermediate School	Monmouth	4-6	342	67.8	--	--	--
Monmouth-Roseville ES	Roseville	PK-6	149	71.1	--	--	--
Willits Primary School	Monmouth	K-3	242	36.2	--	--	--
Monmouth-Roseville JR HS	Roseville	7-8	244	68.6	--	--	--
Monmouth-Roseville HS	Monmouth	9-12	531	46.3	--	--	--
<i>United CUSD 304</i>							
United ES	Alexis	K-6	471	52	1.8	87.4	20.1
United JR-SR HS	Monmouth	7-12	465	24.2	--	--	--
				3.2	1.0	93.2	19.3
				.9			

Source: Illinois State Board of Education (ISBE 2006).

Appendix E. District Educational Statistics, Report Card 2009

School District and County	Average Teaching Experience (years)	Teachers with Masters Degree (%)	Average Teacher Salary (\$)	2006 Equalized Assessed Valuation per Pupil (\$)	2006 School Tax Rate / \$100	2007-08 Instructional Expenditure per Pupil (\$)	2007-08 Operating Expenditure per Pupil (\$)
Illinois	12.4	50.6	60,871			5,808	9,907
Fulton							
Astoria	14.9	12.5	35695	46463	5.6	4910	8238
Avon	15	50.8	37823	102844	5.3	6329	11148
Canton	14.5	33	50722	65485	3.9	4731	8073
Cuba	13	24.1	39783	69391	6.0	4576	9263
Lewistown	19.2	11.5	55573	58205	4.7	6230	9601
Spoon River Valley	15.3	23.8	42342	67448	6.0	5227	9067
V I T	15	43	41902	64147	5.7	5692	10426
Hancock							
Carthage	19.4	29.8	44873	130982	2.4	5322	9088
Dallas	13.9	20.3	34946	67684	5.0	4970	9383
Hamilton	17.6	26.1	42274	92504	3.7	5131	8251
LaHarpe	19.9	22.7	41386	99929	3.4	6474	11036
Nauvoo-Colusa	12.9	20.4	36885	160700	3.5	5214	9096
Southeastern	17.3	42.6	39872	66271	4.3	5693	9370
Warsaw	18.5	20	41427	55865	4.0	4414	7265
Henderson							
West Central	13.3	18.7	41576	73744	5.5	4542	7672

School District and County	Average Teaching Experience (years)	Teachers with Masters Degree (%)	Average Teacher Salary (\$)	2006 Equalized Assessed Valuation per Pupil (\$)	2006 School Tax Rate / \$100	2007-08 Instructional Expenditure per Pupil (\$)	2007-08
							Operating Expenditure per Pupil (\$)
Knox							
Abingdon	14.5	19	41568	53160	6.1	4075	7257
Galesburg	15	51.5	54403	80004	4.3	4664	7265
Knoxville	15	30.4	40771	75957	4.4	3972	7047
ROWVA	16.4	36.6	49179	80145	4.6	5123	7845
Williamsfield	16.8	32.3	50064	247168	3.6	6452	10389
McDonough							
Bushnell-Prairie City	14.1	23.3	34294	52937	4.8	5230	8104
Macomb	16	45	54367	105956	5.8	5578	9953
West Prairie	16.5	34.7	43989	85225	5.2	5747	9401
Warren							
Monmouth-Roseville	16	23.8	44690	59560	4	4804	7606
United CUSD	18.6	29.9	46657	115702	4.1	5112	8920

Source: Illinois State Board of Education (2007)

Appendix F. Definition of Terms Used in Summary Statistics on Regional Public School Districts

Dropout rate is the number of dropouts divided by the fall enrollment less post-graduates multiplied by 100. Dropouts include students in grades 9-12 whose names have been removed from the district-housed roster for any reason other than death, extended illness, graduation/completion of a program of studies, transfer to another public/private school, or expulsion.

Graduation rate is the number of 2008-09 high school graduates divided by the first-time ninth grade 2005 fall enrollment less students transferred out plus students transferred in multiplied by 100. [Numerator = number of graduates; denominator = (9th grade enrollment-transfers out) + transfers in]. "Transfers out" include students from the freshman class who transferred to another school or died prior to graduation. "Transfers in" encompass 2008-09 graduates who were not counted in the first-time ninth grade 2005 fall enrollment; they may include students who transferred from another school, students with or without disabilities, and students who graduated in fewer or more than four years.

Low-income students are pupils aged 3 to 17, inclusive, from families receiving public aid, living in institutions for neglected or delinquent children, being supported in foster homes with public funds, or eligible to receive free or reduced-price lunches. The percent of low-income students is the count of low-income students divided by the total fall enrollment multiplied by 100.

Composite and subtest means on nationally normed achievement tests for college bound students refer to the average ACT scores based on the most recent performance of students in the school's class of 2009 who sat for the ACT on a national test date or PSAE testing. The composite mean is the reported average composite score while the subtest mean is the reported average for each of the ACT subtests which include English, mathematics, reading, and science.

Appendix G. Equalized Assessed Valuations (EAVs) in thousands of dollars, 2007

Name	Total EAV	Residential		Farm		Commercial		Industrial		Other EAV
		EAV	% of Total	EAV	% of Total	EAV	% of Total	EAV	% of Total	
Statewide	363,068,282	234,950,928	64.7	8,388,368	2.3	87,398,586	24.1	31,537,112	8.7	793,287
Fulton	353,131	215,491	61.0	75,109	21.3	40,083	11.4	17,882	5.1	4,566
Hancock	56,309	20,338	36.1	23,570	41.9	5,754	10.2	1,151	2.0	1,151
Henderson	97,857	40,317	41.2	42,749	43.7	10,780	11.0	0	--	4,011
Knox	650,150	376,598	57.9	99,102	15.2	140,509	21.6	12,365	1.9	21,576
McDonough	326,772	165,795	50.7	80,107	24.5	73,323	22.4	4,146	1.3	3,402
Warren	216,356	95,437	44.1	85,194	39.4	30,410	14.1	1,349	0.6	3,966

Source: Illinois Department of Revenue (IDR 2010).

