



RISE GRANT
Economic Recovery Plan

Prepared for the City of Monmouth, Illinois by
Civic Solutions, LLC

October 6, 2023

TABLE OF CONTENTS

<u>Chapter</u>		<u>Pages</u>
1	Introduction & Background	3-4
2	Methodology	5
3	Current Analysis Of Economic Conditions In Monmouth	6-12
	a. Demographic and Economic Trends	
	b. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)	
	c. Community Assets	
	d. Development Partners	
	e. Stakeholder Input	
4	Economic Impact of COVID-19 on Monmouth	13-14
5	Priority Goals	
	a. GOAL #1: Determine and establish Monmouth’s preferred model for economic development	15-17
	b. GOAL #2: Address current growth needs in housing and water infrastructure	18-21
	c. GOAL #3: Transform Monmouth into a vibrant destination location, celebrating its unique history, attractions, and assets.	22-23
	d. GOAL #4: Establish a “convener” to help foster immigrant integration and inclusion into the community.	24-25
	e. GOAL #5: Develop additional revenue sources to fund economic development priorities.	26-28
	f. GOAL #6: Create economic recovery & resiliency from COVID-19.	29
	g. GOAL #7: Pursue long-term economic development strategies.	30-31
6	Implementation, Monitoring and Evaluation Plan	32
7	Alignment with State Economic Development Plan	33
8	Alignment with DCEO RISE Grant Objectives	34
9	Conclusion	35
10	Appendix	36

CHAPTER 1 INTRODUCTION & BACKGROUND

The City of Monmouth was awarded a Research in Illinois to Spur Economic Recovery (RISE) grant through the Illinois Department of Commerce and Economic Opportunity (DCEO) in 2022 to help the city create an economic plan to promote economic recovery. After the plan is created, DCEO has previously indicated that grantees, such as the city, will have an opportunity to compete for future grant opportunities for specific projects included in their plans.

The RISE grant program was designed to provide funds for local governments to either create or update regional plans that will focus on economic recovery from the COVID-19 pandemic. Plans created under this program must align with the goals laid out in the state's 2019 "Plan to Revitalize the Illinois Economy" and outline specific initiatives or investments that would support robust and equitable economic growth during the recovery from the COVID pandemic. The grants submitted under this RISE program were to include:

- a plan to collect relevant data or information on issues impacting the current state of the local or regional economy, including implications of the COVID-19 health and economic crisis;
- a public outreach strategy, including a list of stakeholders;
- a list of specific economic issues the Economic Recovery Plan will cover;
- a strategy for identifying investments and initiatives that will support economic recovery from the pandemic; and
- a commitment to review and update the plan periodically.

Through this grant, the City sought direction on a way to ensure its community recovered and flourished after the impacts of the COVID-19 pandemic. Economic development is a cornerstone upon which the entire community's well-being is built. A strong and diverse local economy offers a myriad of benefits that ripple through the community, elevating the quality of life for all its residents. Economic development benefits can generally be seen in the community in the following ways:

- Job Creation and Retention: A thriving economy generates a variety of job opportunities across various sectors. As businesses expand and new ventures emerge, the job market diversifies, offering employment options that cater to different skill sets and career aspirations. Additionally, economic development efforts focus on retaining existing jobs, ensuring stability for the local workforce.
- Increased Revenue: A growing economy contributes to increased tax revenue for the city, enabling the provision of essential public services such as education, healthcare, infrastructure development, and public safety.
- Enhanced Infrastructure: Economic growth fosters infrastructure development, including improvements to street networks, utilities, public spaces, and recreational facilities. These

upgrades not only enhance daily life but also attract businesses and residents seeking communities that are welcoming and have capacity for development.

- Community Resilience: A diversified economy is more resilient in the face of economic downturns, pandemics or shifts in market trends. By cultivating a diverse range of industries, communities can better weather economic challenges, safeguarding the livelihoods of its residents.
- Entrepreneurship and Innovation: Economic development fosters an ecosystem that supports innovation and entrepreneurship. This environment encourages local talents to develop groundbreaking ideas, launch startups, and drive technological advancements, ultimately contributing to global competitiveness.
- Quality of Life: A strong economy directly translates to an improved quality of life. It enables residents to access better retail options and services, educational opportunities, cultural events, recreational activities, and a higher standard of living overall.
- Talent Attraction and Retention: A dynamic economy attracts a skilled and diverse workforce, providing opportunities for professionals to find meaningful employment within their community.
- Community Pride and Identity: Economic development efforts often involve community engagement, fostering a sense of pride and ownership among residents. As individuals witness the positive changes brought about by these efforts, they become more invested in the well-being and success of their city.

Economic development efforts can propel Monmouth forward and overcome any lasting effects of the COVID-19 pandemic, enabling it to harness its potential and create a future where prosperity is shared by all. By recognizing the multifaceted significance of economic development and the goals and strategies within this document, Monmouth can embark on a transformative journey that will shape its destiny for years to come.

CHAPTER 2 METHODOLOGY

The development of this economic recovery plan was an evidence-based process, drawing upon analysis of local and regional data, input from stakeholders, and best practices in economic development, including:

1. Research and Analysis: A review of existing economic data and demographic trends formed the foundation of the strategic plan. The research provided insights into Monmouth's current economic landscape, strengths, challenges, and potential opportunities for growth.
2. Stakeholder Engagement: The process included engagement with various stakeholders, including city officials, business owners, development partners, community organizations, and educational institutions. Input was solicited largely through interviews and group meetings ensuring that the plan reflects the needs and aspirations of the community.
3. Best Practices: Best practices were researched to identify proven economic development strategies and approaches that could be tailored to Monmouth's unique context.
4. Strategy Development: Building on the research, stakeholder feedback, and best practices, a series of strategic goals were formulated to address the key economic priorities of Monmouth's development. Each goal was then translated into a set of specific strategic action steps that should be explored and pursued by the community.
5. Implementation, Monitoring, and Evaluation: The plan provides guidance for implementation, monitoring and evaluation to ensure that progress is measurable, transparent and effectively executed.
6. Alignment with State Plan: The strategies outlined in this plan were aligned with the State of Illinois' 5-year economic development plan from 2019. This alignment ensures that Monmouth's efforts are congruent with broader state-level goals and initiatives.

CHAPTER 3

CURRENT ANALYSIS OF ECONOMIC CONDITIONS IN MONMOUTH

Research and analysis were conducted to assess the current economic climate of Monmouth. The following areas were explored:

- Demographic and economic conditions;
- Community assets;
- Community strengths, weaknesses, opportunities and threats; and
- Development stakeholder partners identification.

Full reports of each are attached in the Appendix. Below is a summary for each report. Stakeholder input was also gathered from interviews with city officials, resource providers, community groups and small business owners. Such input is incorporated into the summaries below.

Demographic and economic trends

Monmouth faces many challenges as other rural communities in downstate Illinois. Population has slightly declined but the community has stayed ahead of the curve on income and earnings. However, educational attainment, poverty and housing affordability are areas that need attention. Employment is largely found in manufacturing, a key industry cluster and driver of the local economy, but may need to be diversified to weather any economic downturn in the future.

Key take-aways include the following points:

- Monmouth's declining population is indicative of many rural communities losing population over the last decade.
- Monmouth's growing Latino, Congolese, and Myanmar populations will have social and economic impacts in the future. Community leaders should take steps to see how this diversity can be utilized for development purpose, such as supporting multi-cultural tourism events; fostering entrepreneurial efforts; building workforce housing; or attracting more industry to fit the workforce.
- Monmouth's income distribution shows a fairly strong income distribution, a healthy middle class and a Gini coefficient of .42, representing more income distribution equality than the average.
- Sources of income distribution for Monmouth residents shows a fairly average income distribution, with half coming from earnings and nearly 40% from retirees, compared to peer communities.
- Warren County's earning and per capita income have grown steady since taking a dip in the 1980s and 1990s. Trend lines show continued growth and the County and Monmouth should take steps to continue this momentum by attracting more high-wage occupations.
- Data shows a historical trend moving toward farming and manufacturing as Warren County's largest earning industries. Local leaders need to diversify these key sectors, as well as, other sectors (e.g. retail, healthcare, financial services, etc.) in the local economy to help weather any economic downturn in the future.

- High-wage service-related workers may need access to safe transportation, amenities, recreational possibilities, a skilled workforce, and quality schools, among other things. To attract such workers, Monmouth should focus its priorities on improving the community's overall quality of life, access to transportation and infrastructure, such as high speed internet fiber, to make it conducive for high-wage employment and business growth.
- Monmouth's poverty rate is trending on average among its peers but higher than the State of Illinois (11.8%) and nationally (12.6%). There is no one magic bullet to solve the issue of poverty but the city should develop partnerships and look to best practices for community or collective impact in this area of concern.
- Monmouth's educated adult population is on par with similar sized downstate communities in Illinois with approximately 66% (3,532) of its residents either having not finished high school (16%) or only have a high school diploma (50%). These statistics however are below state and national standards where nearly 56% of adults have some form of college degree. This represents an opportunity for partners in education and workforce development to direct their efforts to help these residents gain new skills and credentials. Such efforts could include GED preparatory classes, certification training, training in the trades, and traditional higher education degrees.
- Vacant properties have become a challenging issue in many communities, especially since the onset of the COVID-19 pandemic. Coupled with aging properties and a lack of affordability, Monmouth may be well served by policies or programs that address adequate code enforcement, foreclosed or abandoned properties and affordable housing in the community.
- Data shows that over a quarter of working age adults did not work. This could be an untapped opportunity for small business development, work-from-home employment, or filling vacancies at existing employers. The city needs to explore ways to make it easier for this non-working subset of the population to access employment.
- The number of self-employed has dropped over the last several decades. This could be due to a lack of support systems in place for such entrepreneurs that includes technical training for running a business, financing, infrastructure or adequate site locations with easy consumer access. This presents an opportunity for local leaders to build an entrepreneurial ecosystem that supports small business owners.
- The data shows that sole proprietor earnings in Warren County and Monmouth have increased nearly 100% since 2000, a positive indicator, which may be due to more web based businesses and globalized markets.
- Monmouth and Warren County's ability to bounce back with jobs in a recovery does not look especially strong, given statistics. This could be due to employers in the community lagging behind others with faster recovery.
- Commuting patterns show that Monmouth is a draw for employment, largely driven by Smithfield Foods. This substantiates the need for more commercial amenities to cater to day-time workers, as well as, housing to attract workers to permanently live in the community.

- The low unemployment rate in Monmouth and Warren County is a positive sign, especially having bounced back from the COVID-19 pandemic levels. However, the unemployment rate is an interesting statistic when paired with the Labor Force Participation rate above showing that over a quarter of working age adults did not work.
- Comparative data from other similar sized communities in Illinois shows that Monmouth is generally average amongst its peers with respect to socio-economic statistics.

Community assets

Assets within and around the City of Monmouth were identified to explore ways they could be helpful to economic development efforts. Asset mapping is a way of inventorying the strengths and gifts that already exist in a community. By focusing solely on a community's problems or issues, solutions frequently have to rely on resources and professionals from outside the community rather than the in-depth knowledge and experience of community leaders and citizens. Asset identification is ultimately intended to generate ideas, connections and encourage collaboration between individuals, groups, and local government to improve a community where its citizens live, work, learn, and recreate.

A report on assets is in the appendix; below is a summary:

- Existing plans & documents of the City of Monmouth to draw additional guidance from:
 - Comprehensive Plan (2007)
 - Downtown Revitalization: Case Studies from Illinois, Iowa and Wisconsin (2011)
 - City of Monmouth Business Attitudes and Practices Survey (2011)
 - Our Downtown Renaissance (2015)
 - Reimagining the Heart of Our Community (downtown strategic plan, 2010-2015)
 - Downtown Monmouth Improvements Framework (2016)
 - Retail Gap Analysis (2016)
 - Housing Needs Study (2018)
 - Economic Development District – Comprehensive Economic Development Strategy (CEDS) (2021)
- Nearly 70 parcels identified for potential residential, commercial or industrial redevelopment and growth
- Various sources of private and public financing for development projects:
 - Local financial institutions that area engaged and supportive of development efforts.
 - Private non profit organizations that assist with business financing such as Illinois Business Financial Services which administer a local SBA 504 loan program and the Prairie Hills Resource & Development organization which administers a small business and façade loan program.
 - The City of Monmouth’s own capabilities to incentivize development through tax increment financing, business development districts, hotel/motel tax funding, and special service areas.

- State incentives such as enterprise zones, EDGE tax credits, and grant funding through DCEO, IDOT and IDNR.
- Federal funding for infrastructure projects through CDBG, USDA Rural Development, the Economic Development Administration, and Congressionally directed project funding (earmarks).
- Local foundations that include the Pattee, Edward Arthur Mellinger, and Cline-Lofftus Foundations, as well as The Monmouth Community Fund, via the Galesburg Community Foundation, which all could be approached to support economic development efforts while simultaneously meeting their respective missions.
- Tangible community assets that include
 - Major commercial corridors for development in the community
 - Historic downtown and the Public Square
 - The municipal airport
 - Area educational institutions from primary through post-secondary
 - Water and sewer utilities owned by the City
 - Internet Fiber/Telecommunications in the area
 - The YMCA recreational center
 - Public health services
 - Public Safety via the city and county
 - Public transportation
 - Natural spaces such as parks, gardens, golf courses and other outdoor areas
- Recurring tourism events
 - Farmers Market
 - Maple City Car Show
 - Annual Monmouth Flying Club Fly In Breakfast
 - Warren County Prime Beef Festival
 - Hispanic Heritage Festival
- Art, culture & history
 - The Buchanan Center for the Arts
 - Wyatt Earp Birthplace Museum
 - Warren County History Museum
 - Stoneware Museum of Monmouth
 - Citizen Lake Historic Bridge
 - Reagan history
 - Joseph Smith/Mormon history

Community strengths, weaknesses, opportunities and threats (SWOT)

A SWOT analysis highlights a city's competitive advantages, as well as, challenges that may prevent the community from reaching its full potential. The SWOT analysis is attached in the Appendix. Below is a summary of its findings:

Strengths

- Strong development assets that mirror the items listed in the previous section
- Municipality's openness to use various development incentives
- Municipality's growth and business-friendly mindset
- Growing racial diversity
- Development support partners exist
- Transportation infrastructure is strong
- Workforce development and education are prevalent in the area
- Community has tourism attractions (Art, Culture, History, Nature & Events)

Weaknesses

- Lack of capacity for development as there is no dedicated staff person to focus solely on economic development full time at a competitive salary.
- There are limited resources and funding to put toward economic development efforts.
- Declining population, as seen in the last ten years, negatively impacts available workforce and the ability provide an attractive critical mass for employers and retailers
- Monmouth's poverty rate is trending higher than the State of Illinois (11.8%) and nationally (12.6%).
- The percentage of adults in Monmouth with a college degree (33.7%) is lagging behind state and national levels (56%).
- Employment in the community is heavily weighted toward manufacturing, which could have detrimental impacts in any future economic downturn or recession.
- Data shows that over a quarter of working age adults in Monmouth are not working.
- The number of self-employed has dropped over the last several decades.
- Monmouth and Warren County's ability to bounce back with jobs in a recovery does not look strong, given the statistics. This could be due to employers in the community lagging behind others with faster recovery.
- Monmouth lacks new housing; it is aged, with the median year a structure was built being 1949; vacancy is nearly 11%; and is becoming less affordable.

Opportunities

- Explore all funding streams to support economic development, including at the municipal, private and foundation levels.
- Apply for all applicable grants at state and federal levels.
- Create a revolving loan fund to support small business owners and entrepreneurs.

- Expand high-speed internet fiber throughout the community through public-private partnerships with telecommunications providers.
- Optimize public transportation so that more available workers have the mobility to reach places of employment.
- Build upon collaboration in the community and amongst organizations to move in the same direction towards development goals.
- Improve educational attainment and workforce development.
- Create an entrepreneurial ecosystem that supports small business owners and entrepreneurs.
- The community's growing Latino, Congolese, and Myanmar populations will have social and economic impacts in the future. Community leaders should take steps to see how this diversity can be utilized for development purpose, such as supporting multi-cultural tourism events; fostering small business efforts; building workforce housing; or attracting industry to fit the workforce.
- High-wage service-related workers may need access to safe transportation, amenities, recreational possibilities, a skilled workforce, and quality schools, among other things. To attract such workers, Monmouth should focus its priorities on improving the community's overall quality of life, access to transportation and infrastructure, such as high-speed internet fiber, to make it conducive for high-wage employment and business growth.
- The percentage of adults in Monmouth with a college degree (33.7%) is lagging behind state and national levels (56%). This represents an opportunity for partners in education and workforce development to direct their efforts to help these residents gain new skills and credentials. Such efforts could include GED preparatory classes, certification training, training in the trades, and traditional higher education degrees.
- Data shows that over a quarter of working age adults in Monmouth are not working. This could be an untapped opportunity for small business development, work-from-home employment, or filling vacancies at existing employers. The city needs to explore ways to make it easier for this non-working subset of the population to access employment.
- The number of self-employed has dropped over the last several decades. This could be due to a lack of support systems in place for such entrepreneurs that includes technical training for running a business, financing, infrastructure or adequate site locations with easy consumer access. This presents an opportunity for local leaders to build an entrepreneurial ecosystem that supports small business owners.

Threats

- The community and its major stakeholders fail to take action to advance any economic development goals.
- City leaders, community stakeholders and business fail to create and fund a long-term strategy for economic development.
- There is resistance to change.

- Infrastructure continues to age and deteriorate.
- Population continues to decline, negatively impacts available workforce and the ability provide an attractive critical mass for employers.
- Retailers fail to see the community as a market for expansion.
- The community cannot retain its youth or attract young professionals.
- Poverty rates climb higher due to lack of opportunity.
- Employers face long-term workforce shortages.
- Employment sectors in the community are not diversified.
- Less people start small businesses in the community.
- External economics such as the threat of a national or global recession occur.
- The housing market fails to grow or crashes; vacancy rates and unaffordability go up.

Development stakeholder partners identification

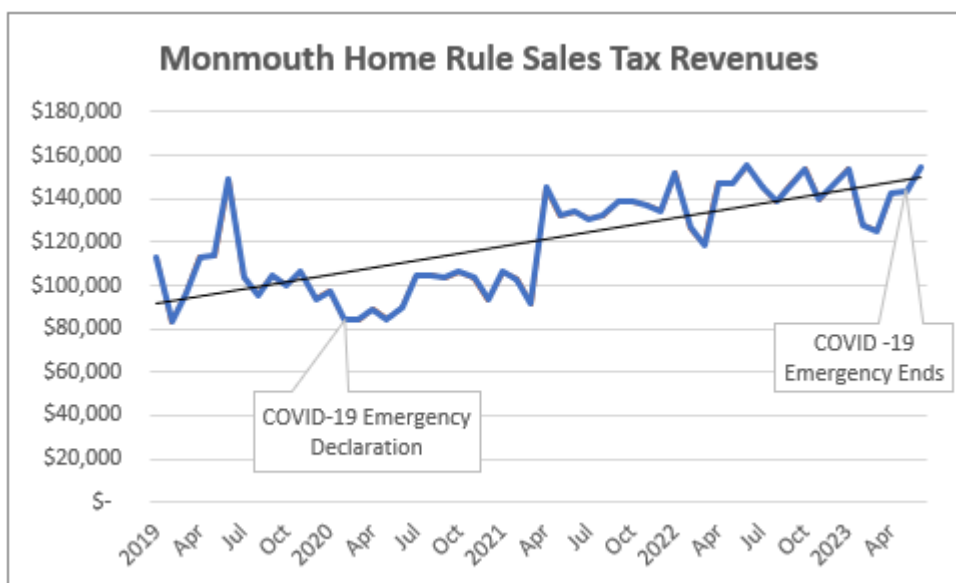
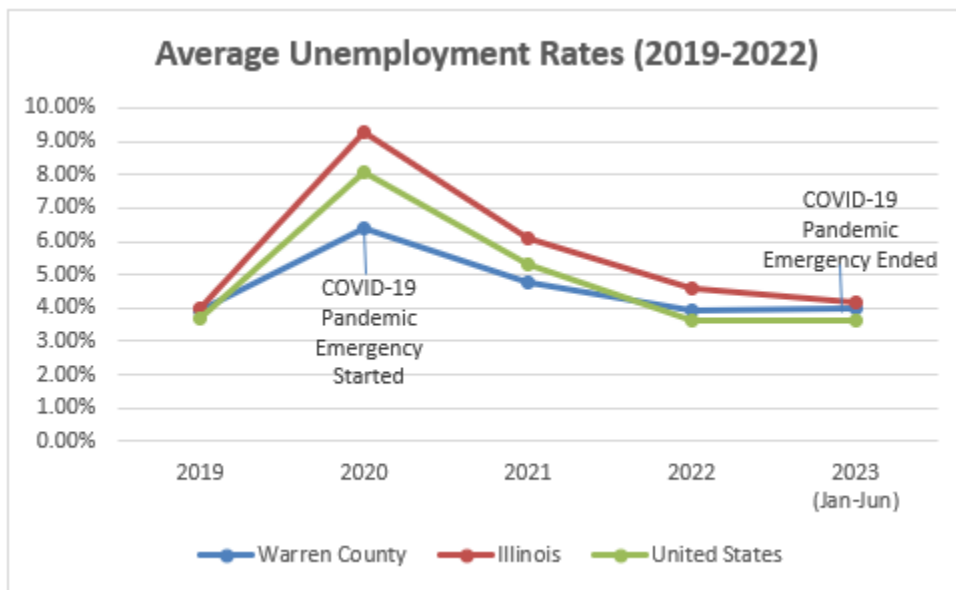
The following is a summary of area resources that the City of Monmouth should further explore for collaboration and partnerships to advance business growth and other economic development goals. More complete contact information is available in the Appendix.

- Maple City Area Partnership (MCAP)
- Make It Monmouth
- Monmouth Area Chamber of Commerce
- Area financial institutions
- Prairie Hills Resource Conservation & Development
- USDA-Rural Development
- Illinois Department of Commerce and Economic Opportunity
- Western Illinois Economic Development Authority
- Illinois Business Financial Services (IBFS)
- WIU Illinois Small Business Development Center
- Western Illinois Regional Council (CEDS)
- WIU Illinois Institute of Rural Affairs
- Illinois Main Street Program
- Knox County Area Partnership
- Monmouth College
- Carl Sandburg College
- U of I-Extension Unit 10
- Workforce Innovation Board of Western Illinois
- Monmouth Community Fund
- Pattee Foundation
- Edward Arthur Mellinger Educational Foundation

CHAPTER 4 IMPACT OF COVID-19 ON MONMOUTH

The COVID-19 pandemic was declared a public health emergency in Illinois on March 9, 2020 and officially ended as an emergency on May 11, 2023. During the onset of the pandemic emergency there was much uncertainty of its effects on communities and local economies. Lockdowns, travel restrictions, and decreased consumer spending led to disruptions in the key sectors that many rural communities relied on such as agriculture, tourism and small businesses, causing job losses, reduced incomes, and economic instability.

The following graphs show economic benchmarks of the City of Monmouth and Warren County. The first graph shows the unemployment rate from 2019 to 2023 of Warren County, the State of Illinois and the United States. The second graphic is of the sales tax trend in the City of Monmouth.



As the unemployment graphic shows, unemployment rates increased in 2020 during the start of the pandemic and recovered to pre-pandemic levels by 2022. Sales tax revenues have steadily increased over the pandemic period, which can be attributable to a shift to e-commerce during shutdown periods, coupled with policy changes in Illinois that made it easier to capture sales taxes from online sales.

The impacts of the pandemic on Monmouth and other rural communities also varied based on geographical location, socioeconomic factors, healthcare infrastructure, and government responses. Other significant impacts of the pandemic included:

- A greater digital divide: As lockdowns commenced throughout the pandemic, many rural areas had to cope with inadequate access to reliable internet and technology, which became crucial for remote work, online education, telemedicine, and staying connected. This digital divide further marginalized rural communities;
- Disruption in agriculture and food supply: Rural communities heavily involved in agriculture faced disruptions in the supply chain, including labor shortages due to restrictions on movement and border closures;
- Healthcare System Strain and Access: The pandemic strained already limited healthcare resources, including fewer hospitals, medical facilities, and healthcare professionals, making it challenging to provide adequate rural medical care to COVID-19 patients;
- Mental Health: Isolation, economic uncertainty, and health concerns took a toll on mental health in rural communities. Limited access to mental health services exacerbated this issue; and
- Social Services: Rural communities often rely on community centers, local government services, and non-profit organizations. The pandemic disrupted their ability to provide support and assistance to those in need.

In conclusion, the impact of the COVID-19 pandemic on Monmouth and its surrounding areas has been multifaceted, affecting various aspects of the community's well-being and economic stability. While the initial uncertainty and disruptions posed significant challenges, the city and its residents have demonstrated resilience and adaptability.

Moving forward, the following strategic goals and recommendations aim to address Monmouth's ongoing economic challenges to build a more resilient and vibrant community and setting a path towards sustained growth and prosperity.

CHAPTER 5 PRIORITY GOALS

The following priority goals outline key initiatives that Monmouth should undertake in its pursuit of a vibrant and prosperous community. Each goal addresses immediate concerns to jump-start Monmouth's development efforts, focusing on capacity building, infrastructure and housing development, integration of Monmouth's diverse community, and transforming Monmouth into a destination location. These priority goals are foundational, with the hope that longer-term strategies can be pursued once staffing, organizations and resources are in place.

GOAL #1: Determine and establish Monmouth's preferred model for economic development.

An economic development model could either take the form of a nonprofit economic development organization, funded by public and private sector dollars or alternatively, the City could take the lead on hiring a staff person tasked with economic development duties. These different models are explored below.

Public/Private Model for Economic Development: In a public/private model, economic development efforts are a collaborative endeavor between government entities and private sector stakeholders, including businesses, chambers of commerce, and non-profit organizations. This model emphasizes partnerships and shared responsibilities, where both sectors contribute their resources, expertise, and networks to achieve common economic development goals.

Advantages of a Public/Private Model:

- Greater confidentiality when working on prospective development deals and potential incentives.
- Shared risk and responsibility among stakeholders.
- Ability to help businesses navigate government processes easier.
- Access to diverse expertise and resources from both public and private sectors.
- Faster response to changing market conditions.

Challenges of a Public/Private Model:

- Balancing the interests and priorities of diverse stakeholders.
- Potential conflicts of interest between public and private sector objectives.
- Small nonprofits often require staff members to wear multiple hats, such as managing the organization, in addition to undertaking economic development duties.
- Need for effective governance and oversight mechanisms to ensure accountability.
- A lack of participation and funding from stakeholders.

Public Model for Economic Development: In a public model, economic development initiatives and strategies are primarily driven and executed by the municipality, which takes the lead in formulating policies, programs, and projects aimed at promoting economic growth, creating jobs, and enhancing the overall well-being of the community. They typically allocate public funds, resources, and staffing to implement these initiatives.

Advantages of a Public Model:

- Direct control and oversight by the city.
- Alignment with public policy priorities and community needs.
- Ability to allocate public funds and resources as needed.
- One entity controls the decision-making process within the public sector.

Challenges of a Public Model:

- Limited access to private sector expertise and resources.
- May lack flexibility and agility to adapt to market changes.
- Funding limitations based on public budgets and political considerations.
- Potential for bureaucratic hurdles and slow implementation.

In Monmouth's situation, resources are scarce and hiring a full-time economic development director may not be feasible. Any economic development duties would instead be folded in with those of the city administrator, that would be transitioned to a full-time position. However, in that instance, economic development would not be receiving 100% focus under the city-driven model.

Alternatively, there are several groups and interests in the community operating separately that have similar overlapping goals. These include the City and the Maple City Area Partnership (to lead economic development), the Chamber of Commerce (looking for a new executive director), Make it Monmouth (actively marketing the community), interested stakeholders wanting to revitalize the downtown, and various tourism related elements in the community, such as museums and short-term rental (e.g. Airbnb) proprietors. If a public/private partnership is the preferred model in the face of scarce community resources, these organizations then need to work collaboratively to create one hybrid organization that hires economic development staff professionals. A good example of this hybrid organization is the Spoon River Partnership for Economic Development, formed in 2006 in Canton, Illinois. Attached in the Appendix is a profile of the SRPED and how it worked with the local chamber of commerce, main street program and area tourism efforts. This organization is still in operation today, having fostered long lasting positive working relationships with the City of Canton, Fulton County, Spoon River Community College, Canton Union School District 66, Graham Hospital and various major employers and small businesses.

Regardless of the economic development model, staff should continually focus efforts in the following areas of economic development:

- Community alignment and partnership;
- New business attraction;
- Entrepreneurship development;
- Business engagement and retention;
- Workforce development;
- Small business financing;
- Downtown redevelopment;
- Tourism and special events; and
- Community marketing and public relations.

Determining the preferred model for economic development in Monmouth is the pivotal decision that will shape the future growth and prosperity of the community. The choice between a public/private model and a purely public model involves a careful evaluation of the advantages and challenges associated with each approach. Both models offer unique benefits and considerations that need to be aligned with the specific needs, resources, and goals of the city and its community stakeholders.

GOAL #2: Address current growth needs in housing and water infrastructure.

Monmouth has been fortunate to have a large employer (Smithfield Foods) in the community with capacity for additional growth. However, that growth is limited by two main factors, local housing and water capacity being provided by the City. These issues need to be addressed in the short term to help facilitate further growth in the community. Below are strategies for each.

Housing

1. Update the City's Housing Needs Assessment: Monmouth commissioned a housing needs study in 2018. This study should be updated to account for any changes to the city's housing market, demographics, and trends to identify any additional gaps.
2. Identify Key Developable Sites for Home or Subdivision Development: Locate and identify key sites in the community that would be ideal for redevelopment such as large tracts of land in or near corporate city limits, infill development opportunities or parcels that could be annexed into the city. Attached in the Appendix is a listing of parcels in and around Monmouth that could be used for redevelopment purposes that include new housing.
3. Establish Key Incentives: The city can entice developers through the use of local tax incentives. For example, key residential development sites can be included in an Illinois Enterprise Zone to allow for a sales tax exemption on building materials, which could apply to new homes or renovations. This would amount to a 9.25% reduction in project costs. While Enterprise Zones are usually thought of to benefit industrial projects, state law does not expressly prohibit zone benefits to apply to residential development, unless it is prohibited by local ordinances related to the Enterprise Zone.

Additionally, tax increment financing (TIF) is another tool that can be used to incentivize development. Traditionally, TIF is used to reimburse developers or property owners for costs that generally include revitalization and rehabilitation of older buildings. But, TIF eligible costs also include site acquisition, site preparation, infrastructure, and architectural planning. These specific costs all exist in the development of a new home. If structured appropriately, the cost of lots could be reimbursed to the ultimate property owner of a new home, over time.

3. Permitting, Zoning and Regulatory Reforms: Review and update regulations and land-use policies to make it easier for developers to build housing. Streamline the permitting process and reduce red tape to expedite housing development projects.
4. Collaborate with Developers: Engage with local and regional housing developers and builders to discuss the potential for new housing developments in Monmouth. Consider forming partnerships with private developers or investors to jointly fund and develop housing projects.
5. Targeted Marketing and Education: Launch a marketing campaign to educate other developers and potential investors about the benefits of investing in Monmouth's housing opportunities.

6. Don't Overlook Affordable Housing. Far from negative connotations of Section 8 developments of the past, affordable housing has evolved into dedicated housing units being specifically set aside for low or moderate-income households. These units are typically built with financial assistance from public sources or in response to affordability requirements or incentives, encouraging for-profit developers to create such units as part of their projects. The Illinois Housing Development Authority, for example, offers tax credits to developers specifically for this purpose. These dedicated units usually come with legal restrictions on tenant income and affordability duration, ensuring they serve lower-income households for extended periods, often up to 15 years or more. Some developers use the term "affordable housing" exclusively for these dedicated units, but not the remaining units of their project. Dedicated affordable units are vital for maintaining affordability, creating inclusive communities, and serving extremely low-income households, including seniors on fixed incomes and those with special needs or prior homelessness experiences.
7. Revitalize Existing Housing: Explore programs to rehabilitate and upgrade existing housing stock to meet modern workforce needs. Programs like DCEO's CDBG Housing Rehabilitation Grant Program would provide low-to-moderate income communities on a competitive basis with up to \$650,000 in grant funds to improve housing and rehabilitate and retrofit properties for safe and sanitary living conditions, neighborhood stabilization, and affordable housing in the community. The Illinois Housing Development Authority also has a similar grant through its Strong Communities program.
8. Supportive Services: Consider partnerships with social service organizations to provide support to residents of new housing developments. This might include job training, childcare services, or financial literacy programs to enhance residents' economic stability.

By implementing these strategies, Monmouth will be better positioned to address the shortage of quality housing, which will, in turn, attract and retain a skilled workforce. This, in the long run, will support economic growth and development in the city by encouraging major employers to expand and creating a more vibrant and sustainable community.

Infrastructure

1. Assessment of Water Supply and Demand: Conduct a thorough assessment of the existing water supply infrastructure, including sources, treatment plants, distribution networks, and storage capacity. Analyze current water usage patterns, peak demand periods, and future demand projections. Identify the specific areas or industries that are straining the water supply, including the large employer in question.
2. Engage with the Large Employers: Initiate a dialogue with the large employers to understand their expansion plans, water requirements, and timelines. Collaboratively work with the employers to quantify their immediate and future water needs.
3. Infrastructure Improvement Planning: Develop a comprehensive capital improvement plan for enhancing the city's water infrastructure, focusing on increasing capacity to meet the demand. Identify potential sources for additional water supply, such as new wells, surface

water sources, or interconnections with neighboring cities, such as Galesburg. Evaluate the need for upgrades or expansions of treatment facilities, pipelines, and storage reservoirs.

4. Funding and Resource Allocation: Determine the estimated cost of infrastructure improvements and expansion projects. Explore various funding options, including state and federal grants, loans, bonds, or public-private partnerships to finance these projects. Such funding sources may include:
 - U.S. Department of Agriculture (USDA) Rural Development Programs that offers various grant and loan programs to support rural water and wastewater infrastructure projects.
 - Illinois EPA State Revolving Fund (SRF) Programs that provide low-interest loans and grants for water and wastewater infrastructure projects.
 - Community Development Block Grants (CDBG), administered by the State of Illinois on behalf of non-entitlement communities for the U.S. Department of Housing and Urban Development (HUD), which can be used for a wide range of community development activities, including water infrastructure projects in eligible areas.
 - Federal Emergency Management Agency (FEMA) Grants that offer grant programs, including the Hazard Mitigation Assistance (HMA) program, which can provide funding for projects that increase water system capacity and resilience.
 - USDA Rural Utilities Service (RUS) Program that offers financial assistance programs for rural utility infrastructure, including water and wastewater systems.
5. Regulatory Compliance: Ensure that any proposed changes comply with local, state, and federal regulations, including environmental impact assessments or permits.
6. Public Engagement and Communication: Keep the community and stakeholders informed about water improvement projects and their potential impact. Address any concerns or questions from residents and businesses regarding the changes.
7. Project Implementation: Begin the construction or upgrade of water infrastructure projects, adhering to established timelines and budgets. Continuously monitor the progress and quality of work to ensure it aligns with the plan.
8. Emergency Preparedness: Develop contingency plans to address water supply disruptions or emergencies to ensure uninterrupted service to residents and industries.
9. Regular Review and Evaluation: Periodically assess the effectiveness of the infrastructure improvements and their impact on meeting water demands. Adjust the plan as needed to accommodate changing circumstances or new growth.
10. Long-Term Planning: Consider long-term water supply strategies that account for sustained growth, potential droughts, and environmental concerns.

11. Collaboration with Regional Partners: Collaborate with neighboring municipalities and water utilities to explore regional solutions for water supply and share resources if feasible.

By following this action plan, Monmouth can start to address its water capacity issue, ensure sustainable water supply for large employer expansion, and support overall economic growth and development in the area.

GOAL #3: Transform Monmouth into a vibrant destination location, celebrating its unique history, attractions, and assets.

Place-making is a comprehensive approach to economic development that enhances the character and functionality of a community's spaces. It brings significant economic benefits by driving growth, creating jobs, and increasing tourism. Well-designed and vibrant places attract businesses and entrepreneurs, boosting local economies and employment opportunities. Tourism thrives in attractive locales, generating revenue for hospitality and retail sectors. Place-making also aids in talent retention and attraction by offering an improved quality of life, fostering innovation and entrepreneurship, and creating spaces that benefit residents' well-being. Additionally, celebrating a community's unique identity and fostering community pride through place-making can make the locale more appealing to both residents and visitors. Ultimately, place-making is a powerful tool that revitalizes communities and supports their economic prosperity.

With all of Monmouth's assets, including its historic downtown, relationship to Monmouth College and heritage museums, the community has the opportunity to become a destination location in western Illinois for unique retail and tourism experiences. The following are strategies to help achieve this place-making goal:

1. Historic Downtown Enhancement: Develop Monmouth's historic downtown as the community's centerpiece. Focus on preserving its historical charm while making it a focal point for residents and visitors. Successfully implement the streetscape grant from the state to improve the infrastructure, landscaping, and overall aesthetic appeal of the downtown area. Bolster the façade improvement program that incentivizes building owners to enhance their properties' appearances, preserving historical architecture. Encourage and incentivize retail businesses that offer a unique shopping experience to locate and add vibrancy and character in the downtown and the community. Support the growth of local craft industries, such as breweries, distilleries, or artisanal workshops, which can cater to niche markets.
2. Event Planning Committee: Establish a dedicated committee responsible for planning and coordinating regular events, festivals, and cultural celebrations. Encourage local business and community participation.
3. Marketing Campaigns: Launch marketing campaigns that highlight Monmouth's distinctive attractions, events and unique offerings. Utilize both digital and traditional channels to reach a diverse audience. Collaborate with the community to identify, catalog, and maintain a comprehensive directory or website showcasing Monmouth's unique attractions, historical sites, and cultural landmarks.
4. Effective Curb Appeal: Strengthen enforcement of building and property maintenance codes to ensure that properties in the downtown and neighborhoods are well-maintained and contribute to the area's visual appeal. Explore the implementation of a vacant landlord

ordinance to address issues related to abandoned or neglected properties. Similarly explore the introduction of a rental registration ordinance to ensure that rental properties meet specific property maintenance and safety standards.

Monmouth has an opportunity to leverage its unique assets and enhance its community profile. The approach above will foster a strong sense of community pride and also position Monmouth as an appealing destination for residents and visitors alike, contributing to its economic growth and overall prosperity.

GOAL #4: Establish a “convener” to help foster integration and inclusion of immigrant communities in the city.

Monmouth has growing Latino, Congolese and Myanmar populations that need successful integration into the community to foster cultural and social harmony, as well as economic growth and prosperity. As communities change and grow, diversity can be a defining characteristic, representing a variety of cultures, languages, and traditions. Monmouth, like many cities, has seen an influx of new and diverse immigrant populations, each bringing their unique perspectives, talents, and contributions. Successfully embracing and integrating these communities can be a key driver of a city's social and economic vitality. Goal #4 recognizes the importance of weaving these diverse threads into the fabric of Monmouth and seeks to create a welcoming and inclusive environment for all residents and workers, regardless of their background. To facilitate this process, the strategy envisions a convener within the community, whether an existing organization, a newly formed entity, or a dedicated group, that will champion this cause and serve as a catalyst for building bridges, fostering dialogue, and nurturing an atmosphere of open dialogue and cooperation. By promoting community engagement that celebrates immigrant inclusion and integration, Monmouth strengthens its social bonds, fuels economic growth, and nurtures a richer, more vibrant city for all. The following action steps can help to explore and foster such a goal:

1. Cultural Liaisons: Appoint cultural liaisons consisting of college representatives, community leaders, and representatives from the Hispanic, Congolese, and Myanmar communities. This group can act as a link or bridge between various groups and ethnic communities and serve as a central hub for diversity-related initiatives, communication, and addressing concerns or issues that may arise.
2. Cultural Exchange Programs: Develop cultural exchange programs that bring together citizens and community members from diverse backgrounds to foster cross-cultural understanding and build relationships. These programs can include cultural immersion experiences and dialogues.
3. Language and Skill Workshops: Partner with other educational institutions, such as Monmouth College and Carl Sandburg’s Office of Workforce Development and Community Education, to offer language workshops that assist community members in learning English. Simultaneously, offer language learning opportunities for students interested in languages spoken by community members.
4. Cultural Celebrations: Organize and co-host cultural celebrations that showcase the traditions, art, music, and cuisine of the Hispanic, Congolese, and Myanmar communities. These events can promote mutual appreciation and respect among residents.
5. Community Dialogues and Workshops: Host regular conversations and meetings that address diversity-related topics, such as cultural sensitivity, anti-discrimination, and social inclusion.

6. Student Engagement: Encourage volunteers to participate in community service projects that directly engage with the diverse populations. These projects should promote positive interactions, empathy, and cultural understanding.
7. Collaborative Research and Projects: Collaborate with educational institutions on research initiatives that explore issues of diversity and inclusion within the community. The findings can serve as a foundation for informed decision-making and targeted interventions.
8. Leadership Development: Offer leadership development programs for residents from diverse backgrounds, empowering them to actively contribute to the community (e.g. citizen or leadership academies).

Opportunity for Monmouth College

As an institution of higher learning, the college is an enormous asset to the City of Monmouth. Its faculty and staff, students, resources, and expertise all play an integral role in participating in the community and supporting the local economy. Moreover, the College operates the Office for Student Equity, Inclusion and Community and The Champion Miller Center to fulfill the College's commitment to be a welcoming, inclusive, and equitable environment for all members of the campus community. The Champion Miller Center is designed as a safe community space where everyone is welcome. Monmouth College has certainly taken on a leadership role in creating an inclusive environment for its students. What if something similar could be created on a city-wide scale in a collaboration with the city? The College could serve as a neutral and safe space for open discussions on diversity-related topics and provide academic expertise and resources in diversity studies and community engagement, elevating the quality of initiatives. Residents could gain access to educational resources and programs that promote cultural understanding and social inclusion, enhancing their quality of life. Lastly, college students benefit from exposure to diverse cultures, enhancing their education and global awareness, preparing them for a diverse world.

GOAL 5: Develop revenue sources to fund economic development priorities.

The goals and strategies listed above will not be possible or reach their full potential unless resources and funding can support them. Using the SRPED as a basis for comparison, hiring an economic development professional, support staff, and funding an organization annually requires anywhere from \$125,000 - \$150,000. Hiring a full-time economic developer with the city would cost nearly as much with a market-competitive salary and benefits, as well as, commodities and contractual costs associated with running an economic development department.

The City has proposed hiring a full time city administrator to have economic development duties. Such a position may be paid for through city funds, other donated public funds, and private sector funds from the business community. A challenge and risk with this funding model is the uncertainty of future funding commitments from businesses and other collaborators. A change in the political winds or support from a business owner could put funding seriously at risk if the city were to rely on such funding to employ its full time city administrator.

Moreover, even the success of public-private nonprofit economic development efforts largely rely on government funding. By example, the SRPED’s budget of \$150,000 was annually funded by a large contribution by the City of Canton of \$100,000. Such funds came from its General Fund, Tax Increment Finance Fund, and Hotel/Motel Tax Fund. At the end of the day, a large capital investment by the City of Monmouth will be needed to help support and fund economic development, regardless of the model chosen by the City and community stakeholders. Therefore below are possible funding sources that could be implemented to create new annual sources of revenue to support economic development priorities.

- Electric and Gas Utility Taxes: The City of Monmouth has utility taxes in effect for the usage of gas and electric in the community. However according to rates listed through Ameren Illinois’ government portal¹, the city is not charging these utility taxes at the maximum rates allowed by state statute. Below is a breakdown of Monmouth’s current rate versus the maximum rate allowed.

<u>Monmouth’s Monthly Electric Utility Rate</u>	<u>% of Max</u>	<u>Statutory Max Rate</u>
0.21990 Cents for first 2,000 kWh	36.0%	0.6100 Cents
0.14420 Cents next 48,000 kWh	36.1%	0.4000 Cents
0.12980 Cents next 50,000 kWh	36.1%	0.3600 Cents
0.12620 Cents next 400,000 kWh	36.1%	0.3500 Cents
0.12260 Cents next 500,000 kWh	36.1%	0.3400 Cents
0.11540 Cents next 2,000,000 kWh	36.1%	0.3200 Cents
0.11360 Cents next 2,000,000 kWh	36.1%	0.3150 Cents
0.11180 Cents next 5,000,000 kWh	36.1%	0.3100 Cents
0.11000 Cents next 10,000,000 kWh	36.1%	0.3050 Cents
0.10820 Cents all over 20,000,000 kWh	36.1%	0.3000 Cents
<u>Monmouth’s Monthly Gas Utility Rate</u>	<u>% of Max</u>	<u>Statutory Max</u>
1.80% of Gross Receipts	35.0%	5.15%

¹ <https://www.ameren.com/illinois/company/business-partners/government-support/mut>

The City’s fiscal year 2023-2024 budget states that utility tax revenues are expected to be \$425,000. If this is the amount collected at approximately 36% of the utility tax maximum rate, then the amount collected at the 100% maximum rate equates to approximately \$1,180,556. Below is a chart showing estimated collection amounts at varying percentages of the maximum utility tax rate:

Proposed % of Maximum Rate	36%	40%	50%	60%	100%
Revenues Generated	\$425,000	\$472,222	\$590,278	\$708,333	\$1,180,556
Additional Revenues Realized	\$0	\$47,222	\$165,278	\$283,333	\$755,556

- Water Utility Taxes: The Illinois Municipal Code at 65 ILCS 5/8-11-2 empowers municipal governments to enact a utility tax on any “Persons engaged in the business of distributing, supplying, furnishing, or selling water for use or consumption within the corporate limits of the municipality, and not for resale, at a rate not to exceed 5% of the gross receipts therefrom.”

Monmouth’s public water and wastewater treatment systems are operated as public utility enterprise funds of the City, with no general fund tax dollars being used to support their operation. All revenue and expenditure funds associated with their operations are segregated from other city finances. As such, one can make the argument that the City can treat these enterprise funds as if they were privately owned and assess a 5% water utility tax on gross receipts. Funds derived from this “utility tax” can be transferred to the City’s general fund and be used for any purpose the City designates, including economic development. In looking at the gross receipts for the water/sewer fund of the City’s 2023-2024 Budget, a 5% “utility tax” would equate to \$197,750. This, of course, is really a transfer from one city fund to another, but provides a rationale and flexibility to free up restricted enterprise-related funds for general fund use.

- Video Gaming Terminal Fees: Communities with video gaming terminal fees charge an annual fee per terminal to be operating in the community. This fee is in addition to the municipal share of video gaming taxes provided by the State. Pekin, Illinois, for example, charges \$1,000 per terminal per year, generating \$228,000 per year. According to the latest Video Gaming Revenue Report from the State, Monmouth currently has 71 video game terminals in operation in the City. A similar \$1,000 terminal fee would generate \$71,000 in revenue for the City annually. In July 2023 alone, \$1,026,142 went through video gaming terminals in Monmouth.
- Places for Eating Tax (aka Food and Beverage Tax): The Illinois Municipal Code at 65 ILCS 5/11-42-5 allows municipalities to license, tax, and regulate all places for eating within the municipality. Many communities across the state have implemented this tax as a percentage that is added to the existing sales tax. Many of these Food and Beverage taxes are between 1-2%. Depending on the number of bars and restaurants in the community, this amount could generate tens of thousands of dollars in revenues for the City that can be used for any general government purpose, including economic development. Estimating as an example that bars and restaurants make up 10% of total sales tax, we can

extrapolate that a Food and Beverage Tax could generate approximately \$172,296 in additional revenues for the City. See below for breakdown:

FY22-23 Home Rule Sales Tax Revenues (2% of Total Sales)	\$ 1,722,962
Total Sales	\$86,148,112
Projected Restaurant Sales (10% of Total Sales)	\$ 8,614,811
Food and Beverage Tax (2%)	\$ 172,296

The total of the above annual revenue options is below. It should be noted that revenues shown represent the net gain from each option, assessed at maximum rates. Such rates can be scaled back for each option to generate fewer revenues, as needed.

• Electric and Gas Utility Taxes	\$ 755,556
• Water and Wastewater (Sewer) Utility Taxes	\$ 197,750
• Video Gaming Terminal Fees	\$ 71,000
• Places for Eating Tax (aka Food and Beverage Tax)	<u>\$ 172,296</u>
TOTAL	\$ 1,196,602

The current fiscal constraints of the City and the challenges of sustaining external funding sources underscores the need for the City to pursue new sources of revenue that can support economic development endeavors in Monmouth.

The various funding avenues, as outlined above, are viable options to enhance the City's financial capacity in either a city-driven or public/private model for economic development. These funding sources, if maximized, could collectively contribute nearly \$1.2 million of new funding each year, offering substantial financial support to drive economic growth, infrastructure enhancement and making Monmouth a sought-out destination location to live, work and visit.

It's important to note that the pursuit of these additional revenues is a strategic decision that requires careful consideration by the City of Monmouth and its leaders. These are taxes, after all, that will affect everyone in the community. However, residents should also be informed and educated that such taxes are a collective investment by the community-at large. Such an investment, year after year, will drive growth that creates new developments, businesses, jobs, housing, and retail options, as well as, a revitalized downtown, improved infrastructure, improved neighborhoods and overall greater pride in Monmouth. If that vision of a brighter future can be conveyed to and accepted by the public, then adopting new revenue sources won't be as challenging.

GOAL #6: Create economic recovery & resiliency from COVID-19.

Economic development efforts should continually focus on steps to build and maintain resiliency from the COVID-19 pandemic. Such actions may include the following:

1. Business Support Programs: Create financial aid programs, grants, and loans tailored to assist struggling businesses in their recovery efforts. Collaborate with local banks and financial institutions to ensure accessible and streamlined funding processes.
2. Remote Work Enablement: Offer resources and guidance to businesses to facilitate remote work arrangements where feasible. Explore partnerships with tech companies to provide training and tools for remote work adoption.
3. Health and Safety Compliance: Offer guidance and resources to local businesses for implementing health and safety measures in compliance with public health guidelines. Provide support for necessary modifications to physical spaces.
4. Local Business Promotion: Promote locally made products and goods through branding and marketing campaigns that highlight their uniqueness. Initiate a "Shop Local" campaign to encourage residents to support local businesses. Promote online ordering, curbside pickup, and delivery options for added convenience.
5. Job Training and Placement: Collaborate with educational institutions to offer skill enhancement programs for individuals seeking new job opportunities. Establish partnerships with local businesses to facilitate direct job placements.
6. Entrepreneurship Support: Offer workshops, mentorship, and resources for aspiring entrepreneurs looking to start new businesses. Facilitate access to online networking events and connections with potential investors.
7. Adapt Tourism Initiatives: Redesign tourism initiatives to adapt to changing travel trends and safety concerns. Focus on local and regional tourism by highlighting outdoor attractions and socially distanced activities.
9. Economic Diversification: Investigate opportunities for diversifying the local economy to enhance resilience against future shocks. Identify emerging industries and sectors that align with Monmouth's strengths and available resources.

By implementing these actions, Monmouth can continually address any ongoing economic challenges posed by COVID-19, ensuring the stability and vitality of the community's businesses, workforce, and overall economic well-being.

GOAL #7: Pursue long-term economic development strategies.

Once the local economy has stabilized and the community has built up its capacity to undertake economic development work, it should take on other traditional economic development strategies listed below. Such strategies will continually help Monmouth achieve growth and development in its post-pandemic economy, creating a more resilient community and improving the overall quality of life for its residents.

1. Business Attraction: Actively market Monmouth to attract new businesses that align with the community's economic goals. Highlight the advantages of the area, such as available workforce, infrastructure, and quality of life.
2. Entrepreneurship Support: Foster an environment conducive to entrepreneurship by offering resources such as incubators, co-working spaces, and mentoring programs. Encourage the creation of new startups and small businesses. For example, expand high-speed internet access across the community to support remote work, e-commerce, and digital startups.
3. Business Retention and Expansion: Continue to support and retain existing businesses in the community. Provide assistance in areas such as accessing financing, workforce development, and navigating regulatory processes. Strengthening the local business base can help maintain and create jobs.
4. Quality of Life Improvements: Enhance the overall quality of life in Monmouth by investing in amenities like parks, cultural attractions, and recreational facilities. A high quality of life can be a draw for businesses and residents.
5. Workforce Development: Invest in workforce training programs that align with the needs of local industries. Partner with educational institutions to offer relevant courses and certifications, ensuring that the local workforce remains competitive.
6. Industry Cluster development: Identify and support industry clusters that have the potential for growth in Monmouth. By focusing on specific sectors where the community has a competitive advantage, economic development efforts can be more targeted and effective.
7. Regional Collaboration: Collaborate with neighboring communities and regional organizations to leverage shared resources and address economic development challenges collectively.
8. Tourism Infrastructure: Develop or upgrade tourism infrastructure, including hotels, short-term rentals (e.g. AirBnBs), museums, and recreational facilities, to enhance the tourism experience. Showcase local attractions and events and festivals. Develop cultural heritage tourism experiences that celebrate the area's history, traditions, and cultural diversity. Promote agritourism by connecting farms with tourists through activities like farm tours, pick-your-own experiences, and farm-to-table dining. A thriving tourism industry can bring in visitors, boost local businesses, and create jobs.

9. Infrastructure Development: Improve and maintain physical infrastructure, including transportation networks, utilities, and broadband connectivity. Modern infrastructure can attract new businesses and support the growth of existing ones.
10. Intermodal Transportation: capitalize on Monmouth's access to four-lane highway transportation infrastructure and logistics capabilities to enhance the movement of goods and attract distribution and logistics businesses.
11. Strategic Infill Development: Promote infill development projects on vacant or underutilized properties in the community. Explore innovative housing solutions like tiny homes, co-housing, or co-living arrangements to address diverse housing needs.
12. Arts and Culture Promotion: Invest in arts and cultural programs and facilities to attract artists, tourists, and creative businesses. Cultural districts and events can stimulate economic activity. Allow public art installations and programs to enhance the community's cultural appeal and attract art enthusiasts and tourists.
13. Agricultural Diversification: Explore opportunities to diversify the local agricultural sector by supporting specialty crops, organic farming, or value-added food processing.
14. Cooperative Development: Encourage the formation of cooperatives, which can empower local residents to collectively own and manage businesses, particularly in agriculture or retail.
15. Healthcare Hub Development: Strengthen healthcare infrastructure and services to position Monmouth as a healthcare hub for the region, potentially attracting additional medical facilities and professionals.

By exploring these additional strategies, Monmouth can diversify its economic base, stimulate growth in various sectors, and adapt to changing economic conditions, ultimately ensuring long-term prosperity for the community.

CHAPTER 6

IMPLEMENTATION, MONITORING & EVALUATION

Implement the Plan

Goals #1-#5 above should be implemented in the next 1-2 years to foster continued growth and development in the community. Goal #1, however, is critically important to achieve as it creates the organizational and human capacity needed to complete other goals and strategies. Without this first step other strategies will not receive the attention and resources they need to be successful. Goal #6 should also be undertaken in the short term to help stabilize the local economy from the COVID-19 pandemic and any resurgence that may occur. Goal #7 provides long term actions that should be explored and pursued as time, resources and staffing allow.

Monitoring Progress

The City should continuously assess the effectiveness of the community's economic development strategies using the following methods to measure success/progress:

1. Key Performance Indicators (KPIs): Create and track KPIs such as the number of businesses supported, revenue increase, employment rate improvement, and other growth metrics.
2. Quarterly Reviews: Conduct quarterly reviews to assess progress against targets and address any emerging issues.
3. Stakeholder Engagement: Engage with stakeholders, including businesses, residents, and community organizations, to gather feedback.
4. Adjustment Mechanism: Establish a mechanism for making adjustments to the plan based on monitoring findings.

Evaluate Success

Each year (or on a more regular basis), continually evaluate the overall impact of the economic development plan through the following steps:

1. Comprehensive Assessment: Conduct a comprehensive assessment of the plan's impact on local businesses, employment, and community well-being.
2. Stakeholder Surveys: Administer surveys to stakeholders to gather feedback on the plan's effectiveness and areas for improvement.
3. Cost-Benefit Analysis: Perform a cost-benefit analysis to determine the return on investment for various initiatives.
5. Public Reporting: Share evaluation findings with the public to ensure transparency and accountability.
6. Adjustments and Future Planning: Use evaluation results to make adjustments to the plan to align the plan with evolving community needs and external factors.

CHAPTER 7

ALIGNMENT WITH STATE'S 5-YEAR ECONOMIC DEVELOPMENT PLAN

It is the intended purpose of this economic recovery plan to align with the State of Illinois' 5-year Economic Development Plan.² Below are points where alignment occurs:

1. Diversified Economy and Industry Growth (Goals #1,2,3,6,7): The state's priority of laying the foundation for long-term growth aligns with this goal by fostering entrepreneurship and innovation, which contribute to a diversified economy.
2. Infrastructure Enhancement (Goals #2, 7): The state's emphasis on investing in broadband aligns with this goal, as modern infrastructure is crucial for economic development.
3. Education and Workforce Development (Goals #4,6,7): The state's focus on attracting workers aligns with this goal, as equipping residents with skills through education and training contributes to a capable workforce.
4. Tourism and Community Identity (Goals #1,3,4): While not directly mentioned in the state's plan, promoting local attractions and enhancing community identity can align with efforts to attract businesses and residents.
5. Entrepreneurship and Innovation (Goals #3,6,7): This goal directly aligns with the state's priority of fostering research, entrepreneurship, and innovation.
6. Quality of Life Enhancement (Goals #2,3,4,6,7): The state's emphasis on attracting residents aligns with efforts to enhance the quality of life in the community.
7. Community Engagement (Goals #1,3,4,6,7, Chapter 6): The state's emphasis on collaboration aligns with community engagement, involving residents in economic development decision-making.
8. Public-Private Partnership (Goals #1,3,4,6,7): This strategy aligns with the state's emphasis on fostering collaboration and partnerships for economic development.
9. Inclusive Community Building (Goals #1,4): This effort directly aligns with the state's priority to reduce the equity gap amongst disadvantaged populations, including rural citizens and immigrants.

While other strategies are found in the state's plan that might not have a direct match with some economic recovery plan goals and strategies provided earlier, it is clear that overall alignment lies in the shared objectives of fostering growth, enhancing infrastructure, supporting workforce development, tourism development and engaging the community. The state's plan provides a broader context for the goals and strategies outlined, and also reinforces the importance of diversification, quality of life, and collaboration.

² Source: <https://dceo.illinois.gov/content/dam/soi/en/web/dceo/documents/illinoiseconomicplan2019execsumm-10-8-2019.pdf>

CHAPTER 8

ALIGNMENT WITH DCEO RISE GRANT OBJECTIVES

The goals of the Research in Illinois to Spur Economic Recovery (RISE) grants were for grantees to:

- Collect relevant data or information on issues impacting the current state of the local or regional economy, including implications of the COVID-19 health and economic crisis;
- Undertake a public outreach strategy, including a list of stakeholders;
- Identify specific economic issues an Economic Recovery Plan would cover, including implications of the COVID-19 health and economic crisis;
- Identify specific investments and initiatives that will support economic recovery from the pandemic; and
- Create a plan to review and update the plan periodically.

Alignment with the RISE grant objectives can be found in the following chapters of this plan:

- Chapter 3 provided data and an assessment of the current economic conditions of the City of Monmouth. It also shed light on economic obstacles and threats the community needed to address, and relayed input from and a listing of stakeholders and development partners.
- Chapter 4 explored the impacts of the COVID-19 pandemic on the community.
- Chapters 5 outlined strategies that can be undertaken to help foster economic recovery in Monmouth.
- Chapter 5, Goal 6 lists strategies to address the impacts of the COVID-19 pandemic.
- Chapter 6 lays out a recommendation for implementation, monitoring and evaluating/updating the economic recovery plan regularly.
- Lastly, Chapters 7 shows how the plan aligns with the State's 5 year economic development plan.

CHAPTER 9 CONCLUSION

This economic recovery plan provides a comprehensive and strategic approach designed to promote growth, resilience, and prosperity in the face of the COVID-19 pandemic. The strategies outlined in this plan cover a broad scope of initiatives, ranging from short-term actions aimed at addressing the immediate impacts of the COVID-19 pandemic to long-term strategies for diversifying the local economy. Together, these strategies form a roadmap to immediately increase Monmouth's organizational and human capacity for economic development.

The COVID-19 pandemic has underscored the importance of adaptability and resilience in the face of economic disruptions. The short-term strategies of this plan, including establishing organizational support for development, focusing on key development needs, generating resources, and focusing on needs of businesses, all aim to mitigate the pandemic's economic effects. These actions can provide relief to local businesses and the workforce, fostering economic recovery.

Looking beyond the pandemic, Monmouth's commitment to creating a resilient economic foundation is evident in the long-term strategies. These encompass expanding local industries, supporting small business development, and optimizing tourism to create new economic opportunities. Additionally, a focus on integration and inclusion of diverse communities, as well as promoting partnerships with regional stakeholders, strengthens the community's social and economic fabric.

The implementation of this plan requires collaborative effort, resource allocation, and continuous monitoring. It is essential that all community stakeholders actively participate in realizing the outlined strategies. By doing so, Monmouth can build a more vibrant and resilient economy that benefits all residents and businesses alike.

Adaptability and open communication will be invaluable for the plan's success. Flexibility in adjusting strategies based on evolving circumstances, along with transparent reporting and evaluation, will be key to the plan's success. Monmouth can become a model of economic resilience and growth, and this plan provides the framework for turning that vision into reality.

CHAPTER 10

APPENDIX

1. Demographic and Economic Trend Data
 - a. Demographic and economic conditions;
 - b. Community assets;
 - c. Community strengths, weaknesses, opportunities and threats; and
 - d. Development partner stakeholders (see #2 below)
2. List of Stakeholder Partners & Resources
3. Spoon River Partnership for Economic Development (SRPED) Profile
4. List of Undeveloped Properties



Economic Conditions & Trends Report

Prepared for the City of Monmouth, Illinois

By

Civic Solutions, LLC

INTRODUCTION

The goal of this report is to help readers understand the City of Monmouth's current demographic condition and economic trends in the following areas:

- Demographics
- Community Market Segmentation Profiles
- Income, Poverty, Education and Housing
- Employment
- Economic Productivity

The data within helps provide context and background as the city prepares to address its economic concerns, goals and priorities. Please note that in some sections the information relates to Monmouth or Warren County, as some data is only available at the county level. Narrative on the importance of each section is provided, as well as, a "Quick Takeaway" that sheds light on key issues from the data or potential strategies that Monmouth may be able to undertake in its economic recovery plan. A few maps are also provided to give a geo-spatial analysis of the data. Lastly, a comparison chart is included showing how Monmouth fares against other similar sized communities in downstate Illinois.

Data was gathered from the following sources:

- U.S. Department of Commerce. 2022. Bureau of Economic Analysis, Regional Economic Accounts, Washington, D.C.
- U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (2002-2020).
- US Census Bureau's 2021 American Community Survey 5-year estimates.
- U.S. Department of Labor. 2022. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Washington, D.C.
- U.S. Department of Labor. 2022. Bureau of Labor Statistics, Local Area Unemployment Statistics, Washington, D.C.;
- ESRI.com's ArcGIS Business Analyst platform.

Source citations are found at the bottom of each page.

In summary, Monmouth faces many challenges as other rural communities in downstate Illinois. Population has slightly declined but the community has stayed ahead of the curve on income and earnings. However, educational attainment, poverty and housing affordability are areas that need attention. Employment is largely found in manufacturing, a key industry cluster and driver of the local economy, but may need to be diversified to weather any economic downturn in the future.

INTRODUCTION	2
TABLE OF CONTENTS	3
DEMOGRAPHICS	
• Population by Age	4
• Population by Race	5
• Population by Ethnicity	5
• Historical Socioeconomic Trends (Warren County)	6
COMMUNITY MARKET SEGMENTATION PROFILES	7
• LifeMode 5E – Midlife Constants	8
• LifeMode 6D – Prairie Living	9
• LifeMode 6F – Cozy Country Living	10
• LifeMode 9F – Senior Styles	11
• LifeMode 12B – Traditional Living	12
• LifeMode 14C – Dorms to Diplomas	13
INCOME / POVERTY / EDUCATION / HOUSING	
• Per Capita Income/Median Household Income	14
• Household Sources of Earnings	15
• Earnings Per Job and per Capita Income (Warren County)	16
• Total Earnings by Industry (Warren County)	17
• Average Annual Wages by Industry (Warren County)	18
• Poverty Prevalence	19
• Education	20
• Housing Characteristics	21
• Housing Affordability	21
COMMUNITY MAPS AND DATA	
• 2023 Median Household Income	22
• 2023-2028 Estimated Population Growth	22
• 2023 Total Businesses by NAICS Code	23
• 2021 Poverty Index	23
EMPLOYMENT	
• Employment by Occupations and Industries	24
• Labor Force Participation	25
• Proprietors and Self-Employed (Warren County)	26
• Wage and Proprietors’ Income (Warren County)	27
• Employment During National Recessions (Warren County)	28
• Commuting Patterns by Demographics and Education	29
• Unemployment (Warren County)	30
ECONOMIC PRODUCTIVITY	
• Map	31
• Businesses, Sales and Employees by Census Block Group	31
MUNICIPAL COMPARISONS	32

DEMOGRAPHICS

Population by Age

In general, population shows signs of economic growth or decline. Below are Monmouth's recent demographic figure:

Population (2020)	9,841	
Population (2010)	9,391	
Population (2021)	8,810	
Population Change (2010-2021)	-581	
Population % Change (2010-2021)	-6.2%	
Total Female	4,583	
Total Male	4,227	
Total Population, 2021	8,810	
Under 5 years	433	4.91%
5 to 9 years	574	6.52%
10 to 14 years	686	7.79%
15 to 19 years	845	9.59%
20 to 24 years	944	10.72%
25 to 29 years	310	3.52%
30 to 34 years	558	6.33%
35 to 39 years	562	6.38%
40 to 44 years	321	3.64%
45 to 49 years	330	3.75%
50 to 54 years	698	7.92%
55 to 59 years	550	6.24%
60 to 64 years	558	6.33%
65 to 69 years	512	5.81%
70 to 74 years	299	3.39%
75 to 79 years	216	2.45%
80 to 84 years	206	2.34%
85 years and over	208	2.36%
Change in Median Age, 2010-2021		
Median Age (2010)	34.4	
Median Age (2021)	35.6	
Median Age % Change	3.5%	

Why is this information of value?

Different communities may have varying age distributions, showing the needs of the community (e.g. more senior citizens may entail more senior housing needs). The change in median age is an indicator of whether the population has gotten older or younger.

Quick Takeaway

Monmouth's declining population is indicative of many rural communities losing population over the last decade. Rural America saw its first-ever population decline between 2010 and 2020 as a result of the demographic effects of economic uncertainty.

Sources: US Census Bureau's 2021 American Community Survey 5-year estimates.

<https://carsey.unh.edu/publication-rural-america-lost-population-over-past-decade-for-first-time-in-history>

Population by Race,* 2021	<u>8,810</u>	
White alone	6,913	78.5%
Black/African American alone	580	6.6%
American Indian alone	205	2.3%
Asian alone	221	2.5%
Hawaiian/Pacific Islander alone	49	0.6%
Some other race alone	676	7.7%
Two or more races	166	1.9%

*Race is separate from the concept of Hispanic origin which refers to a cultural identity; Hispanics can be of any race. See below for additional breakdown.

Population by Ethnicity, 2021	<u>8,810</u>	
Hispanic or Latino (of any race)	1,535	17.4%
Not Hispanic or Latino	7,275	82.6%
White alone	6,198	70.4%
Black/African American alone	579	6.6%
American Indian alone	44	0.5%
Asian alone	221	2.5%
Hawaiian/Pacific Islander alone	13	0.1%
Some other race	54	0.6%
Two or more races	166	1.9%

Why is this information of value?

A community's racial and ethnic makeup may reflect the needs, values, and attitudes that various groups may hold.

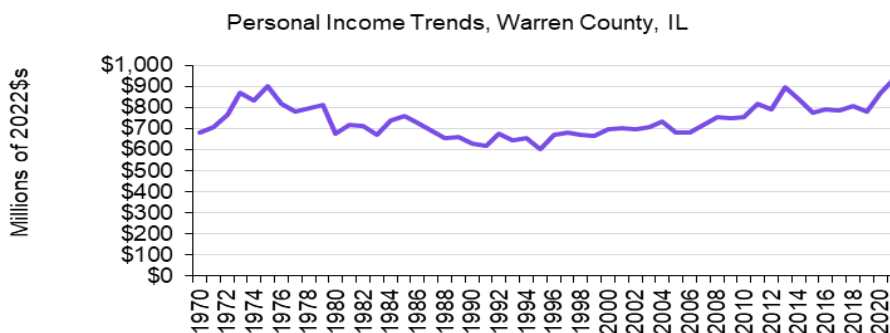
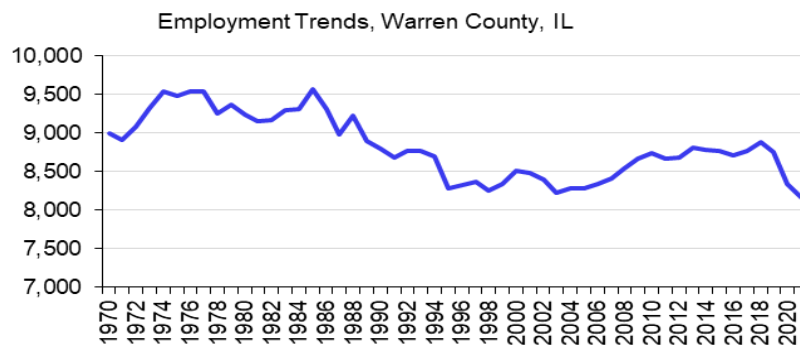
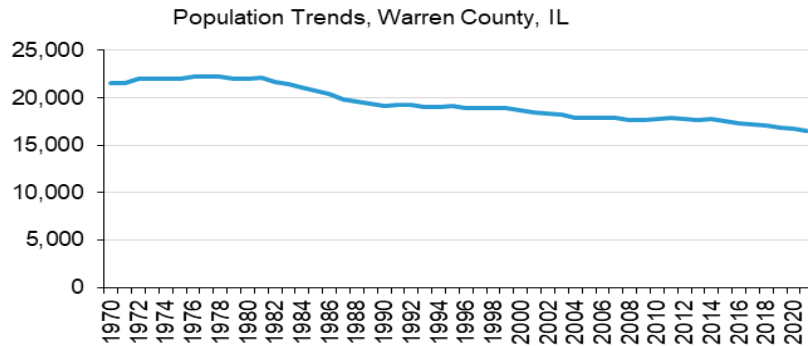
Quick Takeaway

Monmouth's growing Hispanic and Latino population will have social and economic impacts in the future. Community leaders should take steps to see how this diversity can be utilized for development purpose, such as supporting multi-cultural tourism events; fostering entrepreneurial efforts; building workforce housing; or attracting more industry to fit the workforce.

Historical Socioeconomic Trends (Warren County)

The population, employment, and real personal income trends are discussed on this section, and is only available at the county level. Income from wage and salary work, proprietors' income, and non-labor income (dividends, interest, rent, and transfer payments) reported by place of residence are all examples of personal income. Income statistics are reported in current dollars and adjusted for inflation.

	1970	2000	2021	Change 2000-2021
Population	21,552	18,680	16,531	-2,149
Employment (full & part-time jobs)	9,005	8,519	8,178	-341
Personal Income (thousands of 2022 \$s)	680,840	694,621	937,423	242,802



Why is this information of value?

A strong local economy is typically characterized by long-term, consistent increase in the population, employment, and real personal income. These indicators are typically a sign of an economy in trouble when they show erratic growth, no growth, or long-term decline.

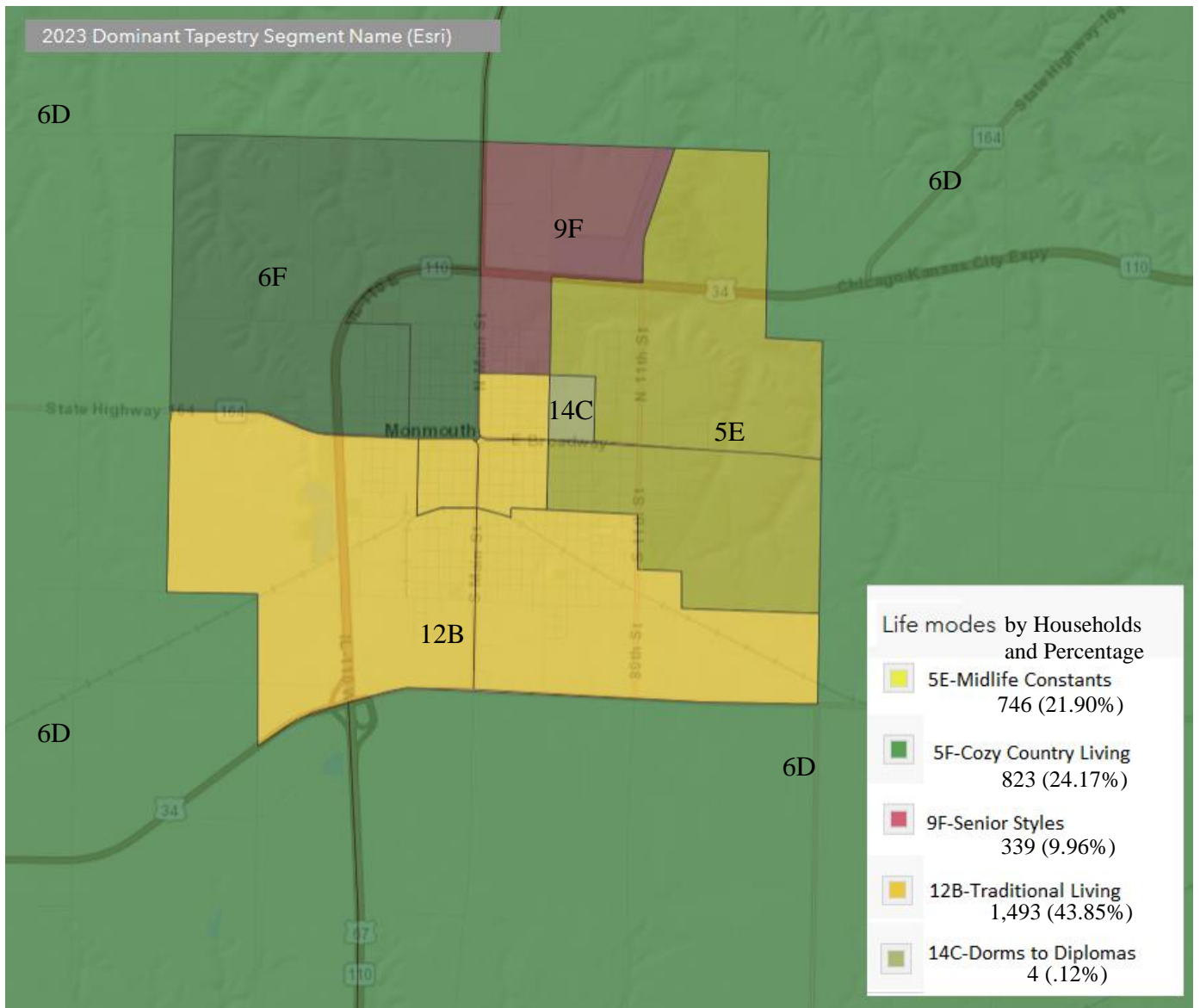
Quick Takeaway

Like Monmouth, Warren County also experienced a decline in population and jobs but has steadily increased personal income over time.

COMMUNITY MARKET SEGMENTATION PROFILES

The data firm, ESRI, provides a profile assessment related to social and demographic makeup. Residential areas are separated into distinct segments, which provides a complete overview of a community. Neighborhoods that exhibit diverse features are segregated from those that exhibit the most similar traits. A market segmentation system called Tapestry identifies various distinct consumer markets using a broad, carefully chosen array of demographic and socioeconomic criteria. These markets show changes in consumer behavior, population expansion, demographic and socioeconomic change, and the emergence of new markets brought about by these factors over the past ten years. The 67 different market segments in Tapestry reflect the diversity of American neighborhoods.

Below are Monmouth's top Tapestry segments. Market/consumer preferences are estimated from data by Esri through MRI-Simmons.



Source: ESRI.com's ArcGIS Business Analyst platform, retrieved 6-24-23.

LifeMode 5E – Midlife Constants (746 households, 21.9%)

Midlife Constants residents are seniors, at or approaching retirement, with below-average labor force participation and below-average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous but not spendthrifts.

THE NEIGHBORHOOD

- Older homes (most built before 1980) found in the suburban periphery of smaller metropolitan markets.
- Primarily married couples, with a growing share of singles.
- Settled neighborhoods with slow rates of change and residents that have lived in the same house for years.
- Single-family homes, less than half still mortgaged, with a median home value of \$154,100.

SOCIOECONOMIC TRAITS

- Education: 63% have a high school diploma or some college.
- At 31%, the labor force participation rate is low in this market.
- Almost 42% of households are receiving Social Security; 27% also receive retirement income.
- Traditional, not trendy; opt for convenience and comfort not cutting edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.
- Radio and newspapers are the media of choice (after television)

MARKET PROFILE

- Prefer practical vehicles like SUVs and trucks (domestic, of course).
- Sociable, church-going residents belonging to fraternal orders, veterans' clubs, and charitable organizations and do volunteer work and fundraising.
- Contribute to arts/cultural, educational, health, and social services organizations.
- DIY homebodies that spend on home improvement and gardening.
- Media preferences: country or movie channels.
- Leisure activities include movies at home, reading, fishing, and golf.

LifeMode 6F - Cozy Country Living (823 households, 24.17%)

Well settled and close-knit, Heartland Communities residents are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

THE NEIGHBORHOOD

- Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains.
- Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles that reflects the aging of the population.
- Residents own modest, single-family homes built before 1970.
- They own one or two vehicles; commutes are short.

SOCIOECONOMIC TRAITS

- Retirees in this market depress the average labor force participation rate to less than 60%. More workers are white collar than blue collar; more skilled than unskilled.
- The rural economy of this market provides employment in the manufacturing, construction, utilities, healthcare, and agriculture industries.
- These are budget-savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- Daily life is busy but routine. Working on the weekends is not uncommon.
- Residents trust TV and newspapers more than any other media.
- Skeptical about their financial future, they stick to community banks and low-risk investments. hunting, camping, boating, and bird watching.

MARKET PROFILE

- Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent.
- Most have high-speed internet access at home or on their cell phone but aren't ready to go paperless.
- Many residents have paid off their home mortgages but still hold auto loans and student loans. Interest checking accounts are common.
- To support their local community, residents participate in public activities.
- Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards.
- They enjoy country music and watch CMT.
- Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.
- To get around these semirural communities, residents prefer domestic trucks or SUVs

LifeMode 9F - Senior Styles (339 households, 9.96%)

Social Security Set is an older market located in metropolitan cities across the country. One-fourth of householders here are aged 65 or older and dependent on low, fixed incomes, primarily Social Security. In the aftermath of the Great Recession, early retirement is now a dream for many approaching the retirement age; wages and salary income in this market are still earned. Residents live alone in low-rent, high-rise buildings, located in or close to business districts that attract heavy daytime traffic. But they enjoy the hustle and bustle of life in the heart of the city, with the added benefit of access to hospitals, community centers, and public transportation.

THE NEIGHBORHOOD

- Most residents live alone in this older market; 13% of householders are aged 75 and older; another 13% are 65 to 74 years old.
- Multiunit rental properties with affordable rents are predominant; primarily built prior to 1979.
- Located in higher-density, high-traffic areas of metropolitan cities with good access to public transportation; vehicle ownership is low.

SOCIOECONOMIC TRAITS

- These aging consumers rely mostly on Social Security income but also depend on Supplemental Security Income and public assistance.
- Wages and salary income are still earned by almost half of all households.
- With fixed incomes, consumers remain price sensitive.
- A trusted source of information, TV is an important part of their lives.
- An aging population that is often limited by medical conditions, they are willing to try advanced medication but rely on their physicians for recommendations.
- Rather than eat out, Social Security Set residents prefer to have their meals at home, whether they order takeout or warm up a frozen dinner. To save money, many frequently cook their own meals.

MARKET PROFILE

- With limited resources, spending on entertainment is restricted. Residents have basic cable television. Daytime news, documentaries, and sport shows are popular. Activities outside the house are also limited, but bingo at the local community center is a favorite. When the TV is off, the radio is on; residents aren't picky about the radio station, but do enjoy the companionship.
- Risk-averse consumers in Social Security Set prefer to pay their bills in person, usually with cash. Some residents don't have a checking account, although one in three maintains a savings account for their small savings.
- They steer away from cell phones, computers, and digital cameras.
- Many residents are dependent on Medicare and Medicaid for health-care expenses.
- They don't eat out often, but KFC and McDonald's are their restaurants of choice.

LifeMode 12B – Traditional Living (1,495 households, 43.85%)

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health-care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

THE NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children; however, there are higher proportions of single-parent and single-person households.
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940.
- Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short.
- Households have one or two vehicles.

SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Labor force participation is a bit higher than the national rate at 63.4%.
- Almost three-quarters of households derive income from wages and salaries, augmented by Supplemental Security Income and public assistance.
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the internet, more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.

MARKET PROFILE

- Shop for groceries at discount stores such as Walmart Supercenters.
- Convenience stores are commonly used for fuel or picking up incidentals.
- Tend to carry credit card balances, have personal loans, and pay bills in person.
- Half of households have abandoned landlines for cell phones only.
- Favorite TV channels include Freedom, CMT, and Game Show Network.
- Fast-food devotees.
- Enjoy outdoor activities such as fishing and taking trips to the zoo.

LifeMode 14C – Dorms to Diplomas (4 households, .12%)

On their own for the first time, Dorms to Diplomas residents are just learning about finance and cooking. Frozen dinners and fast food are common options. Shopping trips are sporadic, and preferences for products are still being established. Many carry a balance on their credit card so they can buy what they want now. Although school and part-time work take up many hours of the day, the remainder is usually filled with socializing and having fun with friends. They are looking to learn life lessons inside and outside of the classroom. This is the first online generation, having had lifelong use of computers, the internet, and cell phones.

THE NEIGHBORHOOD

- Mix of dorms, on-campus and off-campus housing cater to young renters.
- Off-campus householders are commonly students living alone or with roommates; average household size is 2.22.
- More than 80% of the housing is apartments; many older homes in town have been converted into multifamily living units.
- With limited parking on campus, many walk, bike, or carpool to class.
- Less than one in ten homes are owner occupied.

SOCIOECONOMIC TRAITS

- This is the youngest market with half of the population aged 20–24.
- Impulse buyers who experiment with different brands.
- Often purchase trendy clothes on a budget.
- Vehicles are just a means of transportation—economy and environmental impact are factors in purchases; used, imported subcompact cars are a popular choice.
- Socializing, having fun, and learning new things are valued.
- Always connected; their cell phone is never out of reach

MARKET PROFILE

- Going to the movies, out to bars for drinks and maybe a game of billiards are common activities.
- With little experience cooking, fast food and frozen dinners are the “go-to” choices.
- Rely on internet shopping to express appearance and fashion preferences; hair color and teeth whiteners are commonplace.
- Mobile devices provide access to all the latest music.
- Active on and off campus, residents participate in many sports and activities like Frisbee, bowling, weightlifting, jogging, and yoga.
- Use a computer for just about everything including news, entertainment, shopping, blogging, social media, TV, movies, and homework.

LifeMode 6D – Prairie Living

Prairie Living is Tapestry Segmentation's most rural market, comprising about 1.2% of households, located mainly in the Midwest, with a predominance of self-employed farmers. These agricultural communities are dominated by married-couple families that own single family dwellings and many vehicles. Median household income is similar to the US, and labor force participation is slightly higher. Faith is important to this market. When they find time to relax, they favor outdoor activities.

THE NEIGHBORHOOD

- About four-fifths of households are owner occupied.
- Dominant household type is married couples with no children.
- Most are single-family homes (87%) built before 1980; a higher proportion were built before 1940.
- Higher percentage of vacant housing units is at 16.5%.
- Most households own two or three vehicles; this is the highest ranked market for owning four or more vehicles.

SOCIOECONOMIC TRAITS

- More than half have completed some college education or hold a degree.
- Labor force participation rate slightly higher at 65%.
- Wage and salary income for 72% of households plus self-employment income for 23%.
- Faith and religion are important to these residents.
- Tend to buy things when they need them rather than when they want them or to be trendy.
- Somewhat resistant to new technology.
- Creatures of habit when purchasing food items

MARKET PROFILE

- Many own a truck, riding lawn mower, and ATV/UTV and have a satellite dish.
- They purchased plants and seeds in the past year for their vegetable garden, where their tiller comes in handy.
- They favor banking in person, have noninterest checking accounts, invest in CDs (more than 6 months), and have term/whole life insurance.
- They are pet owners.
- Leisure activities include fishing, hunting, boating, camping, and attending country music concerts.
- Residents prefer to listen to faith and inspirational, as well as country music on the radio.
- They read the local newspaper as well as home service and fishing/hunting magazines.
- They contribute to religious organizations and belong to religious clubs.
- Walmart is a favorite shopping stop; Subway is a favorite eating spot.

INCOME / POVERTY / EDUCATION / HOUSING

Per Capita Income/Median Household Income

The following statistics show per capita income and the distribution of household income. Per Capita Income is from the US Census Bureau and shows the total personal income divided by total population of an area. Household income takes into account the people who live in a housing unit as their normal place of residence. To measure inequality of income, the Gini Coefficient is used to provide a summary value between 0 and 1. A value of 0 indicates perfect equality; a value of 1 represents perfect inequality.

Per Capita Income (2021)	\$24,765
Median Household Income (2021)	\$54,400
Total Households, 2021	3,345
Less than \$10,000	261 7.8%
\$10,000 to \$14,999	129 3.9%
\$15,000 to \$24,999	302 9.0%
\$25,000 to \$34,999	386 11.5%
\$35,000 to \$49,999	383 11.4%
\$50,000 to \$74,999	869 26.0%
\$75,000 to \$99,999	473 14.1%
\$100,000 to \$149,999	380 11.4%
\$150,000 to \$199,999	50 1.5%
\$200,000 or more	112 3.3%
Gini Coefficient	0.42

Sorted by Median Household Income	1	2	3	4	5	6	7
	Jerseyville	Monmouth	Rochelle	Beardstown	Rock Falls	Paris	Vandalia
Population	7,674	8,810	9,380	5,839	8,807	8,553	6,459
Per Capita Income (2021)	\$31,348	\$24,765	\$29,378	\$21,679	\$27,799	\$26,146	\$18,264
Median Household Income (2021)	\$63,178	\$54,400	\$50,500	\$49,643	\$45,780	\$44,939	\$36,064

Why is this information of value?

It is possible to identify populations or subpopulations that may be struggling financially by analyzing income inequalities. Important facets of economic well-being are correlated with how income is distributed. Economic hardship is indicated by a large number of households at the lowest end of the income distribution. A bulge in the middle can be interpreted as the size of the middle class. A lack of a "middle class" or hollowing of the middle, may show extremes at both ends, indicating income inequality.

Quick Takeaway

Monmouth's income distribution shows a fairly strong income distribution, a healthy middle class and a Gini coefficient of .42, representing more income distribution equality than the average.

Household Sources of Earnings

Total households, 2021	3,345
Labor earnings	2,566 76.7%
Social Security	1,247 37.3%
Retirement income	844 25.2%
SNAP	575 17.2%
Supplemental Security Income (SSI)	137 4.1%
Cash public assistance income	75 2.2%

Average earnings, 2021	\$62,965
Average Social Security income	\$19,926
Average retirement income	\$22,399
Average Supplemental Security Income	\$11,951
Average cash public assistance income	\$ 2,267

Sorted by Labor Earnings	1		2		3		4		5		6		7	
	Beardstown		Rochelle		Monmouth		Rock Falls		Paris		Jerseyville		Vandalia	
Population	5,839		9,380		8,810		8,807		8,553		7,674		6,459	
Labor earnings	1,568	54.0%	2,887	48.2%	2,566	47.1%	2,889	45.4%	2,911	44.1%	2,116	43.6%	1,388	42.0%
Social Security	588	20.2%	1,304	21.8%	1,247	22.9%	1,303	20.5%	1,486	22.5%	1,014	20.9%	818	24.8%
Retirement Income	330	11.4%	914	15.3%	844	15.5%	936	14.7%	894	13.5%	931	19.2%	417	12.6%
Supplemental Security Income	44	1.5%	184	3.1%	137	2.5%	284	4.5%	272	4.1%	184	3.8%	190	5.8%
Cash-Public Assistance	78	2.7%	102	1.7%	75	1.4%	117	1.8%	80	1.2%	132	2.7%	117	3.5%
SNAP	297	10.2%	602	10.0%	575	10.6%	836	13.1%	959	14.5%	472	9.7%	374	11.3%
TOTALS	2,905	100.0%	5,993	100.0%	5,444	100.0%	6,365	100.0%	6,602	100.0%	4,849	100.0%	3,304	100.0%

Average earnings, 2021	\$59,058	\$66,367	\$62,965	\$61,342	\$55,963	\$86,485	\$53,877
Average Social Security income	\$16,069	\$17,331	\$19,926	\$18,443	\$18,133	\$19,443	\$17,448
Average retirement income	\$35,883	\$32,537	\$22,399	\$19,695	\$22,388	\$17,869	\$18,622
Average Supplemental Security Income	\$9,177	\$17,112	\$11,951	\$11,704	\$12,012	\$13,434	\$9,063
Average cash public assistance income	\$2,376	\$5,209	\$2,267	\$4,199	\$2,184	\$6,213	\$2,029

Why is this information of value?

Income earnings comes in many forms and can show different characteristics about a community. Retirement payments may be a sign of an aging population or an influx of retirees, but other indicators, like SSI or SNAP, are a sign of financial difficulty.

Quick Takeaway

Sources of income distribution for Monmouth residents shows a fairly average income distribution, with half coming from earnings and nearly 40% from retirees, compared to peer communities.

Earnings Per Job and per Capita Income (Warren County)

This following information details historical trends in real per capita income and average earnings per job. Average Earnings per Job is calculated as total income divided by total employment. The weight of part-time and full-time employment is equal and includes workers, sole owners, and active partners. Per Capita Income is calculated by dividing the total personal income (from labor and nonlabor sources) by the entire population. This information is only available at the county level.

	<u>1970</u>	<u>2000</u>	<u>2021</u>	<u>Change 2000-2021</u>
Average Earnings per Job (2022 \$s)	\$51,692	\$45,343	\$69,249	\$23,906 (52.7%)
Per Capita Income (2022 \$s)	\$31,591	\$37,185	\$56,707	\$19,522 (52.5%)

Why is this information of value?

The quality of local employment is shown by the average earning per job. More high-wage occupations are likely to exist if average wages are higher. However, average earnings may fall for a number of reasons, including an increase in part-time and/or seasonal employees, a rise in low-wage industries, a decline in high-wage industries, the presence of a university, which attracts low-wage students, and an increase in retirees working part-time and/or seasonally.

One of the most crucial indicators of economic health is per capita income, calculated by taking total personal income divided by the population. Due to the existence of retirees and persons with investment income, per capita income may be unusually high because total personal income includes non-labor income sources (dividends, interest, rent, and transfer payments). It is also conceivable for per capita income to be relatively low in a population with a disproportionate number of children and/or older individuals because per capita income is computed using total population rather than the work force.

Average Earnings per Job & Per Capita Income, Warren County, IL



Quick Takeaway

Warren County’s earning and per capita income have grown steady since taking a dip in the 1980s and 1990s. Trend lines show continued growth and the County and Monmouth should take steps to continue this momentum by attracting more high-wage occupations.

Source: U.S. Department of Commerce. 2022. Bureau of Economic Analysis, Regional Economic Accounts, Washington, D.C.

Total Earnings by Industry (Warren County)

The data below displays total earnings by industry in 2022 dollars. The three main groups of industries are government, non-services related, and services related. Personal income is classified by the North American Industrial Classification System. Labor earnings are in thousands of 2022 dollars. This data is only at the county level.

	2001	2010	2021	Change 2010-2021
Labor Earnings (000s)	\$392,310	\$452,000	\$566,321	\$114,321
Non-services related	\$165,360	\$183,900	\$313,319	\$129,419
Farm	\$ 50,643	\$ 38,655	\$148,947	\$110,292
Forestry, fishing, & ag. services	na	na	na	na
Mining (including fossil fuels)	\$ 3,790	\$819	\$77	-\$ 742
Construction	\$ 14,312	\$ 29,219	\$ 27,306	-\$ 1,913
Manufacturing	\$ 96,615	\$115,207	\$136,989	\$ 21,782
Services related	\$119,289	\$132,694	\$130,438	-\$ 2,256
Utilities	\$ 3	-\$7	-\$68	-\$61
Wholesale trade	\$ 13,179	\$ 17,849	\$ 19,461	\$ 1,612
Retail trade	\$ 25,446	\$ 18,836	\$ 21,716	\$ 2,880
Transportation and warehousing	\$ 17,404	\$ 19,519	\$ 24,292	\$ 4,773
Information	\$ 5,164	\$ 1,710	\$ 2,334	\$624
Finance and insurance	\$ 14,490	\$ 15,825	\$ 14,863	-\$ 962
Real estate and rental and leasing	\$ 686	\$ 707	\$ 4,056	\$ 3,349
Professional and technical services	\$ 7,546	\$ 13,138	\$ 8,704	-\$ 4,434
Management of companies	\$ 0	\$ 0	\$ 0	\$ 0
Administrative and waste services	\$ 6,267	\$ 12,404	\$ 6,245	-\$ 6,159
Educational services	na	na	na	na
Health care and social assistance	na	na	na	na
Arts, entertainment, and recreation	\$ 939	\$109	\$ 565	\$ 456
Accommodation and food services	\$ 9,944	\$ 11,337	\$ 10,954	-\$ 383
Other services, except public admin.	\$ 18,219	\$ 21,267	\$ 17,317	-\$ 3,950
Government	\$ 53,374	\$ 65,365	\$ 70,428	\$ 5,063

Why is this information of value?

It can be helpful to consider if the historical employment trends are still relevant and what causes any changes in the local economy. An extensive range of high- and low-wage vocations have seen the majority of the gain in earnings in various locations during the past few years.

Quick Takeaway

Data shows a historical trend moving toward farming and manufacturing as Warren County's largest earning industries. Local leaders need to diversify these key sectors, as well as, other sectors (retail, healthcare, financial services, etc) in the local economy to help weather any economic downturn in the future.

Average Annual Wages by Industry

Industry employment and median yearly salaries are broken down below. The table compares employment and wage levels across all economic sectors and indicates whether a sector's salaries are higher or lower than the average wage across all industries. Gross wages and salaries, bonuses, stock options, tips, and other gratuities are all included in wages. However, this data does not take into account proprietors or the value of benefits. Note, totals below may not add to 100% when taking into estimates that have margins of error.

Employment and Wages in 2021	Wage & Salary Employment	% of Total Employment	Avg. Annual Wages (2022 \$s)	% Above or Below Avg.
Average Wage			\$44,786	
Private	4,932	84.7%	\$45,840	2.4%
Non-Services Related	2,217	38.1%	\$55,696	24.4%
Ag, forestry, fishing & hunting	217	3.7%	\$50,185	12.1%
Mining (incl. fossil fuels)	0	0.0%	na	na
Construction	156	2.7%	\$41,745	-6.8%
Manufacturing	1,844	31.7%	\$57,525	28.4%
Services Related	3,063	52.6%	\$38,658	13.7%
Trade, Transportation, & Utilities	952	16.4%	\$42,328	-5.5%
Information	25	0.4%	\$57,139	27.6%
Financial Activities	175	3.0%	\$59,682	33.3%
Professional and Business Services	156	2.7%	\$40,335	-9.9%
Education and Health Services	1,099	18.9%	\$44,166	-1.4%
Leisure and Hospitality	478	8.2%	\$15,589	-65.2%
Other Services	178	3.1%	\$22,233	-50.4%
Unclassified	0	0.0%	na	na
Public (Government)	888	15.3%	\$38,934	-13.1%
Federal	68	1.2%	\$64,651	44.4%
State	na	na	na	na
Local	820	14.1%	\$36,801	-17.8%

Why is this information of value?

It is frequently believed, especially in rural areas, that manufacturing and the extraction of natural resources provide the only high-paying employment opportunities. While the average pay for these vocations is frequently above average, several service-related businesses (such as information, financial services, and professional and business services) also pay well. However, these types of jobs are not evenly dispersed across the nation and not all places are able to recruit and keep the comparatively high-wage service-related occupations. Since 1990, the majority of new jobs have been created in industries related to services. In some areas, the highest-paying jobs are in the public sector. During recessions, government jobs may serve as an economic buffer against declining employment and earnings in the private sector.

Quick Takeaway

High-wage service-related workers may need access to safe transportation, amenities, recreational possibilities, a skilled workforce, and quality schools, among other things. To attract such workers, Monmouth should focus its priorities on improving the community's overall quality of life, access to transportation and infrastructure, such as high speed internet fiber, to make it conducive for high-wage employment and business growth.

Poverty Prevalence

This data shows the individuals and families living below the poverty line. Poverty is defined by the federal government and utilizes income thresholds by varying family size and composition to determine poverty levels. If the total income is below the poverty threshold, then the person or family is "below the poverty level.

Families, 2021	2,177
Families below poverty	318
Families below poverty %	14.6%
People, 2021	7,839
People Below Poverty %	15.7%
People Below Poverty	1,228
White alone	949 77.3%
American Indian alone	146 11.9%
Some other race	131 10.7%
Black or African American alone	2 0.2%
Asian alone	0 0.0%
Native Hawaii & Other Pacific Is. alone	0 0.0%
Two or more races	0 0.0%

Sorted by Poverty	1	2	3	4	5	6	7
	Jerseyville	Rochelle	Paris	Monmouth	Vandalia	Beardstown	Rock Falls
People, 2021	7,674	9,380	8,553	8,810	6,459	5,839	8,807
People below poverty	650	833	1,178	1,228	1,035	1,079	2,057
% Poverty	8.5%	8.9%	13.8%	13.9%	16.0%	18.5%	23.4%

Why is this information of value?

Poverty is a key economic health indicator and it is crucial to comprehend how widespread it can be in a community, as those in poverty have various demands and needs. Community leaders can direct supportive aid or programming, as well as, be mindful of actions or policies that might disproportionately affect those with disadvantaged backgrounds.

Quick Takeaway

Monmouth's poverty rate is trending on average among its peers but higher than the State of Illinois (11.8%) and nationally (12.6%). There is no one magic bullet to solve the issue of poverty but the city should develop partnerships and look to best practices for community or collective impact in this area of concern.

Education

Total Population 25+ yrs, 2021	5,328
No high school degree	851 16.0%
High school degree only	2,681 50.3%
College degree	1,796 33.7%
Associates degree	320 6.0%
Bachelor's degree or higher	1,095 20.6%
Graduate or professional	381 7.2%
Total Population 3+ years old, 2021	8,607
Enrolled in school:	2,959 34.4%
Enrolled in nursery/preschool	162 1.9%
Enrolled in kindergarten	165 1.9%
Enrolled in grade 1 to grade 4	490 5.7%
Enrolled in grade 5 to grade 8	444 5.2%
Enrolled in grade 9 to grade 12	572 6.6%
Enrolled in college	1,126 13.1%
Not enrolled in school	5,648 65.6%

City Comparison: Sorted by College Attainment	1		2		3		4		5		6		7	
	Jerseyville		Rochelle		Monmouth		Paris		Vandalia		Rock Falls		Beardstown	
Population	7,674		9,380		8,810		8,553		6,459		8,807		5,839	
No High School	625	11.6%	884	13.9%	851	16.0%	1,065	17.4%	779	16.3%	738	12.4%	829	23.1%
High School Only	2,360	43.9%	3,249	51.1%	2,681	50.3%	3,367	54.9%	2,692	56.4%	3,629	60.7%	1,889	52.5%
College Degree	2,389	44.5%	2,227	35.0%	1,796	33.7%	1,698	27.7%	1,298	27.2%	1,607	26.9%	878	24.4%
Associates	700		670		320		338		601		635		222	
Bachelor's	1,175		1,178		1,095		1,004		511		714		496	
Graduate	514		379		381		356		186		258		160	

Why is this information of value?

Poverty is highly correlated with a lack of education, making it one of the most significant markers for economic success. According to studies, a highly skilled and trained workforce with greater levels of education grows more quickly, earns more money, and experiences less hardship when times are bad economically. According to data from 2017 provided by the Bureau of Labor Statistics, as educational attainment levels rise, incomes also increase while unemployment rates decrease. Student enrollment in school can also be a significant indicator of the accessibility to education, the potential for economic growth in a region, and the proportion of dependents in a community who are not of working age.

Quick Takeaway

Monmouth's educated adult population is on par with similar sized downstate communities in Illinois with approximately 66% (3,532) of its residents either having not finished high school (16%) or only have a high school diploma (50%). These statistics however are below state and national standards where nearly 56% of adults have some form of college degree. This represents an opportunity for partners in education and workforce development to direct their efforts to help these residents gain new skills and credentials. Such efforts could include GED preparatory classes, certification training, training in the trades, and traditional higher education degrees.

Housing Characteristics

This information describes the status of housing in a community: occupied, vacant, for rent or seasonally occupied.

Total Housing Units, 2021	3,749		<u>Year Built</u>		
Occupied	3,345	89.2%	Built 2010 or later	13	0.3%
			Built 2000 to 2009	175	4.7%
Vacant	404	10.8%	Built 1990 to 1999	46	1.2%
For rent	165	4.4%	Built 1980 to 1989	200	5.3%
Rented, not occupied	0	0.0%	Built 1970 to 1979	423	11.3%
For sale only	0	0.0%	Built 1940 to 1969	1,387	37.0%
Sold, not occupied	28	0.7%			
Seasonal/recreational/occasional	0	0.0%	Median year structure built	1949	
For migrant workers	0	0.0%			
Other vacant	211	5.6%			

Housing Affordability

Many mortgage lenders and the federal government both recommend that most households spend no more than 30% of their income on housing. The following are housing costs for Monmouth:

Owner-occupied mortgaged homes, 2021	1,377
Cost >30% of household income	261
Cost >30% of household income	19.0%
Specified renter-occupied units, 2021	969
Rent >30% of household income	302
Rent >30% of household income	31.2%
Median monthly mortgage cost, 2021	\$947
Median gross rent, 2021	\$596

Why is Housing important?

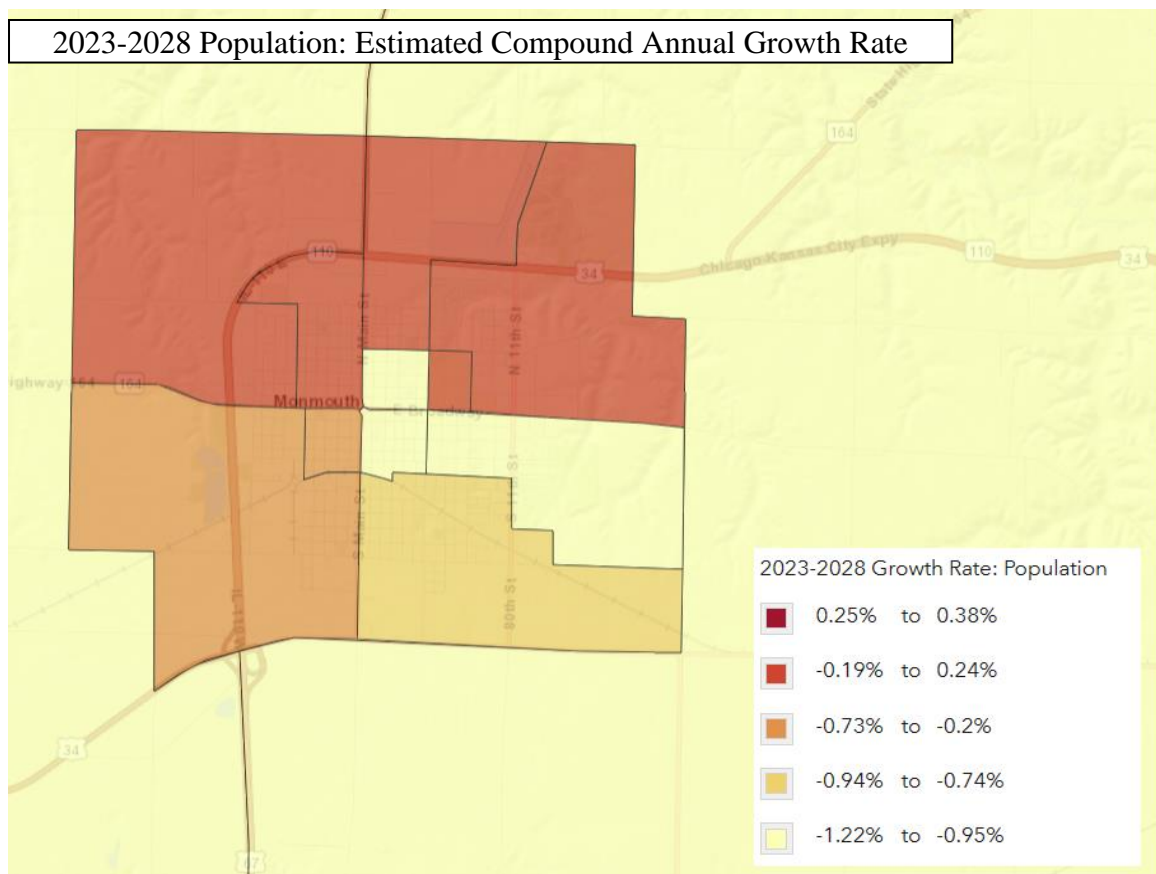
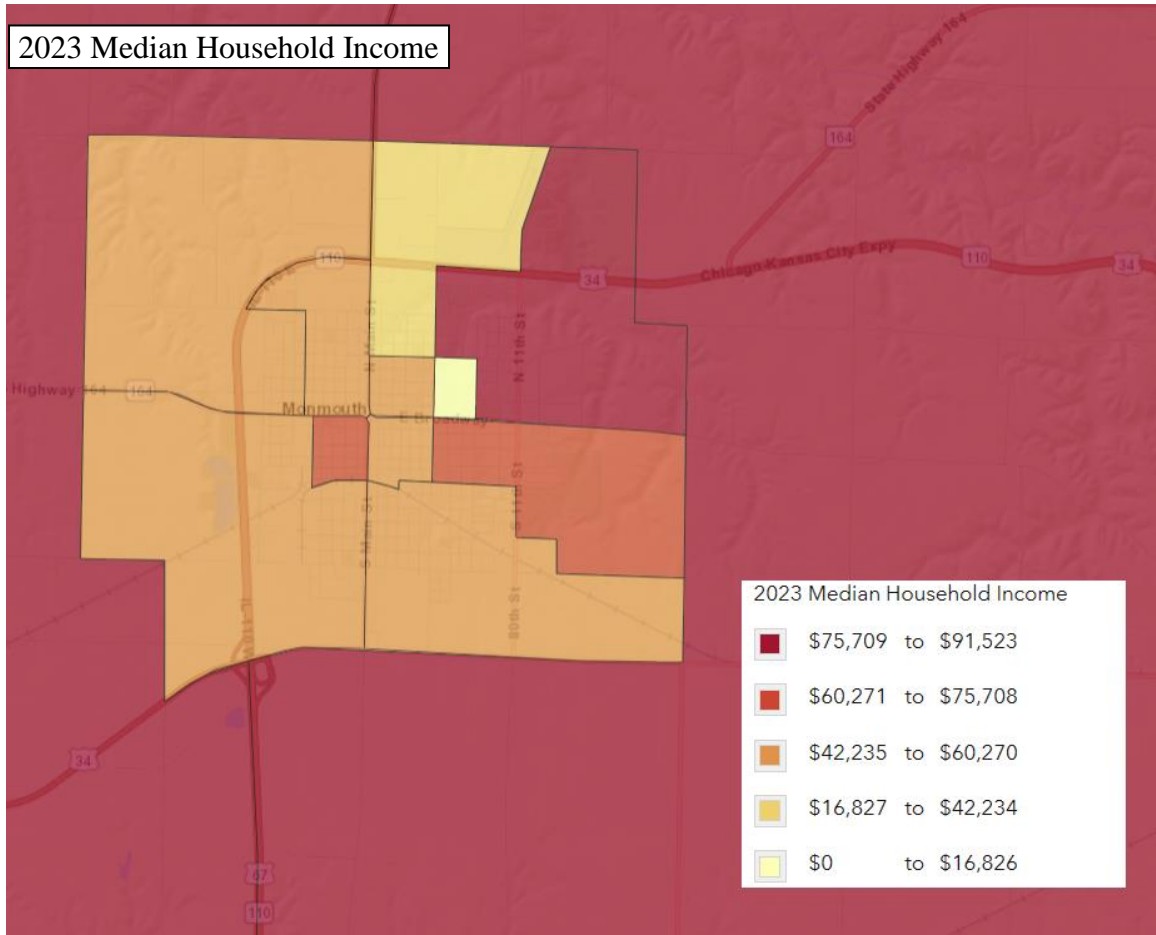
Housing age and vacancy status are signs of the housing market's health and offer details on the security and quality of homes. Housing data is used to evaluate demand, track turnover in specific locations, and gain a better understanding of the population's changing role in the housing market. These statistics can also help local leaders in the creation of housing programs that cater to the needs of people with various income levels. Affordability of housing is also a key sign of economic distress. The percentage of family income used to pay a mortgage and related expenses for homeowners and rent and related expenses for renters is how housing affordability is measured. A housing income share of less than 15% is a good indicator of excellent affordability, whereas a housing income share of more than 30% is a good indicator of unaffordability.

Quick Takeaway

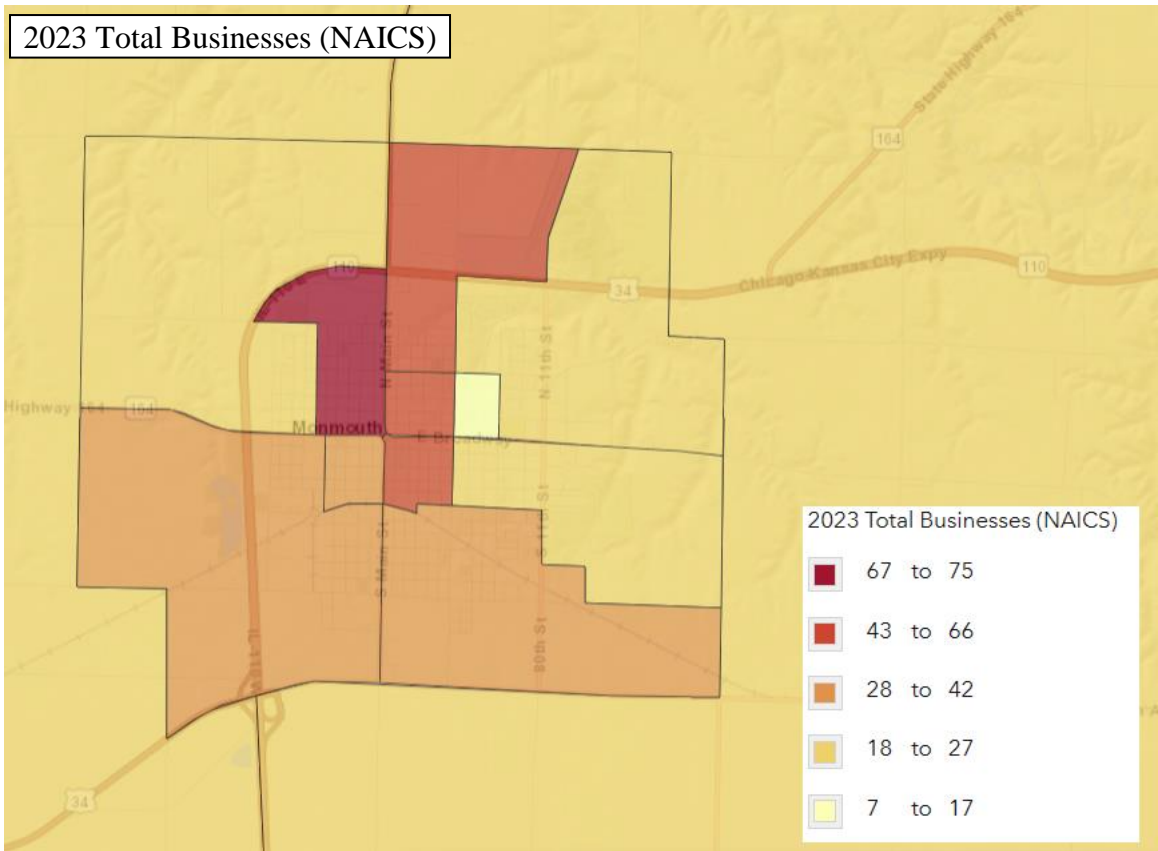
Vacant properties have become a challenging issue in many communities, especially since the onset of the COVID-19 pandemic. Coupled with aging properties and a lack of affordability, Monmouth may be well served by policies or programs that address adequate code enforcement, foreclosed or abandoned properties and affordable housing in the community.

COMMUNITY MAPS AND DATA

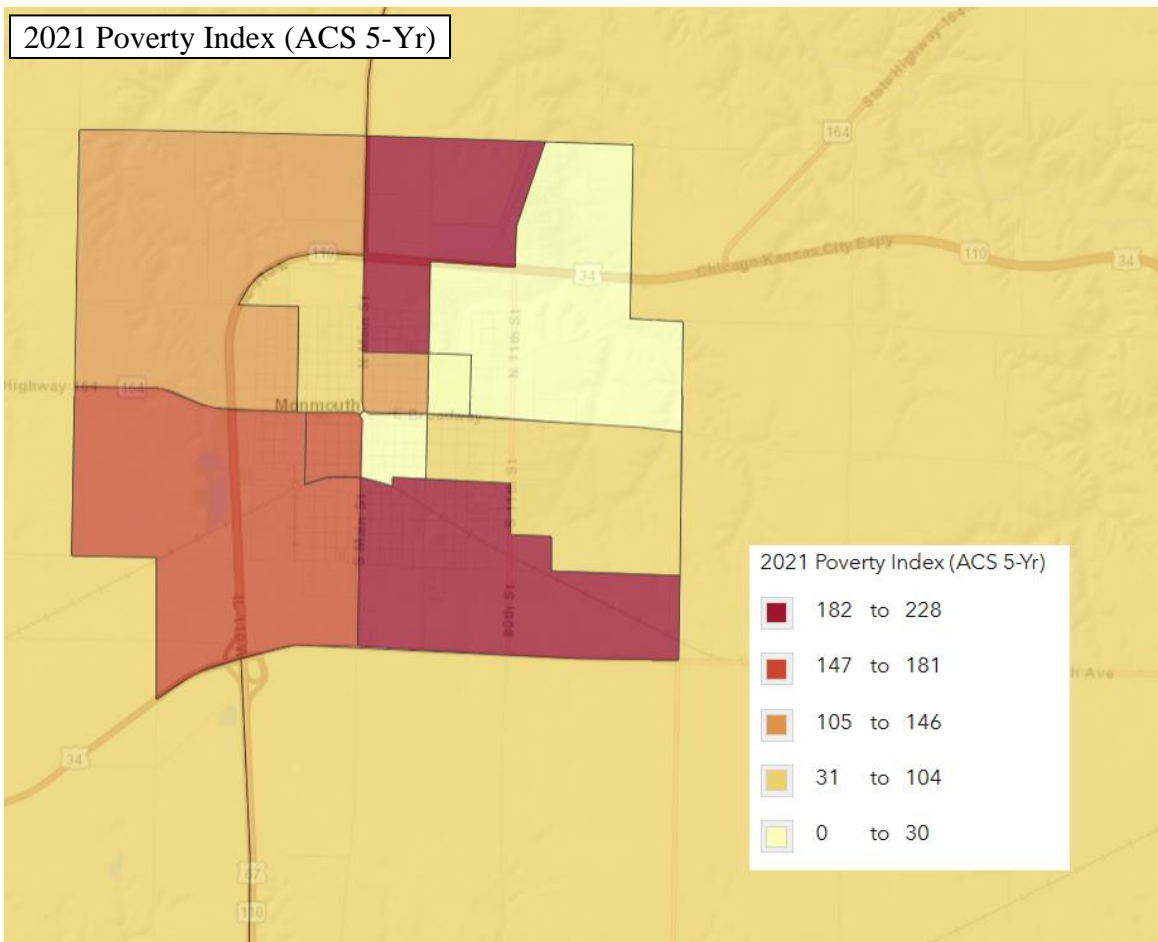
The following are maps generated using census block boundaries and not necessarily city limit boundaries. It provides demographic and socioeconomic data on a map. Information is from ESRI.com's ArcGIS Business Analyst platform.



2023 Total Businesses (NAICS)



2021 Poverty Index (ACS 5-Yr)



EMPLOYMENT

Employment by Occupations and Industries

The following refers to employment by industry according to the North American Industry Classification System (NAICS). A large portion of employees (38%) in the city work in manufacturing.

	LIVE IN CITY		WORK IN CITY	
Manufacturing	1,055	27.90%	2,179	43.40%
Educational Services	353	9.30%	489	9.70%
Health Care and Social Assistance	482	12.70%	431	8.60%
Retail Trade	375	9.90%	374	7.50%
Public Administration	207	5.50%	362	7.20%
Accommodation and Food Services	281	7.40%	350	7.00%
Finance and Insurance	122	3.20%	162	3.20%
Other Services (excluding Public Administration)	137	3.60%	150	3.00%
Transportation and Warehousing	146	3.90%	144	2.90%
Construction	114	3.00%	92	1.80%
Wholesale Trade	135	3.60%	90	1.80%
Admin& Support, Waste Management and Remediation	137	3.60%	79	1.60%
Professional, Scientific, and Technical Services	74	2.00%	52	1.00%
Information	38	1.00%	39	0.80%
Arts, Entertainment, and Recreation	22	0.60%	14	0.30%
Agriculture, Forestry, Fishing and Hunting	37	1.00%	3	0.10%
Real Estate and Rental and Leasing	21	0.60%	7	0.10%
Mining, Quarrying, and Oil and Gas Extraction	2	0.10%	0	0.00%
Utilities	5	0.10%	0	0.00%
Management of Companies and Enterprises	38	1.00%	0	0.00%
TOTALS	3,781	100.0%	5,017	100%

Why is this information of value?

Statistics on employment are typically provided by industry. This is an effective technique to illustrate the economy's relative diversity and the level of sectoral dependency. Community and business leaders can use such information to focus business attraction and recruitment efforts to create employment "clusters" that promote collaboration and knowledge sharing and diversify local economies. Business retention efforts can also be focused on primary industries in the community to foster relations and address obstacles to growth.

Quick Takeaway

Monmouth's primary employment industry is manufacturing which could lead to economic distress if such employers experience major layoffs in economic downturns or recessions. The city should work to diversify its employment base.

Labor Force Participation

This statistic describes hours worked by workers, per week and per year. This should not be confused with the unemployment rate, a measure of joblessness.

Population 16 to 64, 2021	<u>5,546</u>	
Weeks worked per year:		
Worked 50 to 52 weeks	2,812	50.7%
Worked 27 to 49 weeks	418	7.5%
Worked 1 to 26 weeks	885	16.0%
Did not work	1,431	25.8%
Hours worked per week:		
Worked 35+ hours per week	2,838	51.2%
Worked 15 to 34 hours per week	843	15.2%
Worked 1 to 14 hours per week	434	7.8%
Did not work	1,431	25.8%
Average hours worked for workers	35.7	

Why is this information of value?

The local economy may be experiencing underemployment if fewer weeks or hours per week are worked annually, which lowers real incomes and lowers the standard of life. But, shorter work weeks and fewer weeks worked annually could also be a sign of employee preference. Students, senior citizens, or people caring for dependents, may not want to work a full schedule and will find part-time jobs.

Quick Takeaway

The data shows that over a quarter of working age adults did not work. This could be an untapped opportunity for small business development, work-from-home employment, or filling vacancies at existing employers. The city needs to explore ways to make it easier for this non-working subset of the population to access employment.

Proprietors and Self-Employed

Information is provided below on two types of employment: wage jobs and proprietors/entrepreneurs. This information is at the county level only.

	<u>1970</u>	<u>2000</u>	<u>2021</u>	<u>Change 2000-2021</u>
Total Employment	9,005	8,519	8,178	-341 (-4.0%)
Wage and salary jobs	5,991 (66.5%)	6,291 (73.8%)	6,231 (76.2%)	- 60 (-1.0%)
Number of proprietors	3,014 (33.5%)	2,228 (26.2%)	1,947 (23.8%)	-281 (-12.6%)

Why is this information of value?

An indication of entrepreneurial activity, which is a good sign of economic health, could be seen as a high rate of increase in proprietors' employment. However, in other places, especially in isolated rural locations, a large percentage of self-employed people may be a sign that there aren't many open positions. People may work for themselves in addition to holding a wage and salary job because it is their only option, or they may do so for other reasons. Examining long-term patterns in proprietors' personal income can help determine whether expansion and a high level of proprietor employment are good signs for the neighborhood economy. A positive sign is when both real personal income and employment among business owners are increasing.

Quick Takeaway

The number of self-employed has dropped over the last several decades. This could be due to a lack of support systems in place for such entrepreneurs that includes technical training for running a business, financing, infrastructure or adequate site locations with easy consumer access. This presents an opportunity for local leaders to build an entrepreneurial ecosystem that supports small business owners.

Wage and Proprietors' Income

Information below outlines the elements of labor earnings that include wage and salary income, as well as proprietors' employment. It also compares long-term patterns in proprietors' employment and personal income. Figures are in thousands of 2022 dollars, adjusted for inflation.

Earnings by place of work: These are the net earnings for each workplace.

Wage & Salary Disbursements: This indicator reflects the typical yearly number of full- and part-time jobs in each region by place of employment. It includes all employment for which wages and salaries are paid. Part-time and full-time employment count equally.

Proprietors' Income: This includes both non-farm and farm self-employed people. The number of sole proprietorships and the number of individual company partners who are not limited partners make up nonfarm self-employment.

	1970	2000	2021	Change 2000-2021
Earnings by place of work	\$465,487	\$386,278	\$566,321	\$180,043
Wage & salary disbursements	246,020 (52.9%)	231,654 (60%)	294,754 (52%)	63,100 (46.6%)
Supplements to wage & salary	26,494 (5.7%)	57,870 (15%)	78,988 (14%)	21,118 (36.5%)
Proprietors' income	192,973 (41.5%)	96,755 (25%)	192,579 (34%)	95,824 (99%)

Why is this information of value?

The figures above can be used to analyze the relative importance of wage and salary positions and proprietors as a source of employment and income, as well as changes in importance through time.

When coupled with population expansion and low unemployment, rapid growth and/or large proportions of owners' employment and income might signal a robust economy that is luring entrepreneurs and promoting business development. High levels of entrepreneurs, however, can also point to a lack of opportunity if labor incomes are stagnant or dropping.

Quick Takeaway

The data shows that sole proprietor earnings in Warren County and Monmouth have increased nearly 100% since 2000, a positive indicator, which may be due to more web based businesses and globalized markets. This is an interesting statistic given that the number of proprietors has dropped in number since 2000 by nearly 13%. More analysis is needed here to explore the types of proprietor businesses and their business models.

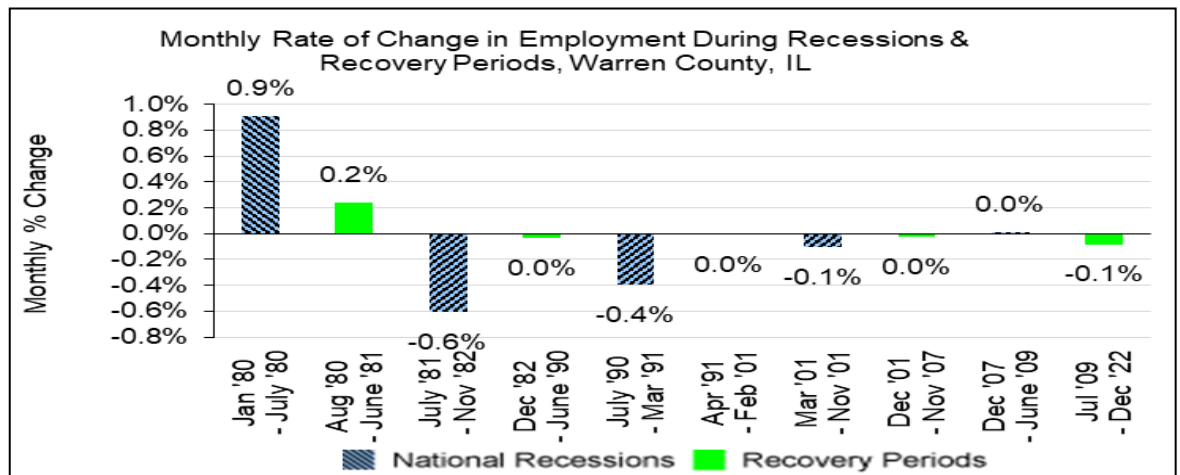
Employment During National Recessions

The information below contrast periods of national recession (blue bars) and recovery (green bars) to highlight long-term changes in employment. The National Bureau of Economic Research defines a recession as "a significant decline in economic activity spread across the economy, lasting more than a few months, normally visible in real GDP, real income, employment, industrial production, and wholesale-retail sales. A recession begins just after the economy reaches a peak of activity and ends as the economy reaches its trough. Between trough and peak, the economy is in an expansion."

<u>National Recessions, 1977-2022</u>	01/1980- 07/80	07/81- 11/82	07/1990- 03/91	03/2001- 11/01	12/07- 06/09
Employment Change (Net Jobs)	665	-1,164	-339	-88	22
Employment Change (% Change)	0.9%	-0.6%	-0.4%	-0.1%	0.0%

Recovery from National Recessions, 1977-2022

	8/1980- 6/81	12/82- 6/90	4/1991- 2/01	12/2001- 11/07	7/09- 12/22
Employment Change (Net Jobs)	284	-315	-119	-180	-1,182
Employment Change (% Change)	0.2%	0.0%	0.0%	0.0%	-0.1%



Why is this information of value?

The ability of the local economy to survive times of national recession is one indicator of economic health. If local employment increases (or stabilizes) throughout a downturn, it is a good indicator. How quickly the local economy bounces back from a downturn—measured as the rise in employment from the recession's depth to its peak—is another indicator of the health of the economy.

A region's economy may become more resilient to downturns as it diversifies. Local economies that promote high-tech industries, retain manufacturing, and draw new residents tend to be less vulnerable to economic downturns.

Quick Takeaway

Monmouth and Warren County's ability to bounce back with jobs in a recovery does not look especially strong, given the statistics. This could be due to employers in the community lagging behind others with faster recovery.

Source: U.S. Department of Labor. 2022. Bureau of Labor Statistics, Local Area Unemployment Statistics, Washington, D.C.; National Bureau of Economic Research. 2009. U.S. Business Cycle Expansions and Contractions, Cambridge, MA.

Commuting Patterns by Demographics and Education

Data from the US Census shows the following statistics from 2020 for those workers that live in the city and those workers (resident and nonresident) that work in the city.

	LIVE IN CITY (may commute out)		WORK IN CITY (may commute in & live elsewhere)	
<u>Worker by Sex</u>				
Male	1,943	51.4%	2,615	52.1%
Female	<u>1,838</u>	<u>48.6%</u>	<u>2,402</u>	<u>47.9%</u>
TOTALS	3,781	100.0%	5,017	100.0%
<u>Workers by Age</u>				
Age 29 or younger	878	23.2%	1,104	22.0%
Age 30 to 54	1,976	52.3%	2,886	57.5%
Age 55 or older	<u>927</u>	<u>24.5%</u>	<u>1,027</u>	<u>20.5%</u>
TOTALS	3,781	100.0%	5,017	100.0%
<u>Workers by Earnings</u>				
\$15,000 per year or less	896	23.7%	1,011	20.2%
\$15,001 to \$39,996 per year	1,195	31.6%	1,329	26.5%
More than \$39,996 per year	<u>1,690</u>	<u>44.7%</u>	<u>2,677</u>	<u>53.4%</u>
TOTALS	3,781	100.0%	5,017	100.0%
<u>Workers by Educational Attainment</u>				
Less than high school	437	11.6%	632	12.6%
High school or equivalent, no college	899	23.8%	1,184	23.6%
Some college or Associate degree	883	23.4%	1,201	23.9%
Bachelor's degree or advanced degree	684	18.1%	896	17.9%
Educational attainment N/A (age 29 or younger)	<u>878</u>	<u>23.2%</u>	<u>1,104</u>	<u>22.0%</u>
TOTALS	3,781	100.0%	5,017	100.0%
<u>Workers by Race</u>				
White Alone	3,307	87.5%	4,027	80.3%
Black or African American Alone	236	6.2%	652	13.0%
Asian Alone	145	3.8%	233	4.6%
Two or More Race Groups	65	1.7%	71	1.4%
American Indian or Alaska Native Alone	20	0.5%	22	0.4%
Native Hawaiian or Other Pacific Islander Alone	<u>8</u>	<u>0.2%</u>	<u>12</u>	<u>0.2%</u>
TOTALS	3,781	100.0%	5,017	100.0%
<u>Workers by Ethnicity</u>				
Not Hispanic or Latino	3,131	82.8%	4,269	85.1%
Hispanic or Latino	<u>650</u>	<u>17.2%</u>	<u>748</u>	<u>14.9%</u>
TOTALS	3,781	100.0%	5,017	100.0%

Why is this information of value?

Commuting patterns can affect economic development in unique ways. Adding jobs to a community will not always necessarily mean jobs for local citizens. Alternatively, supporting development projects in nearby communities also means supporting jobs for your residents. The City of Monmouth serves as an employment center as more people travel to the community to work than the actual number of workers that reside here.

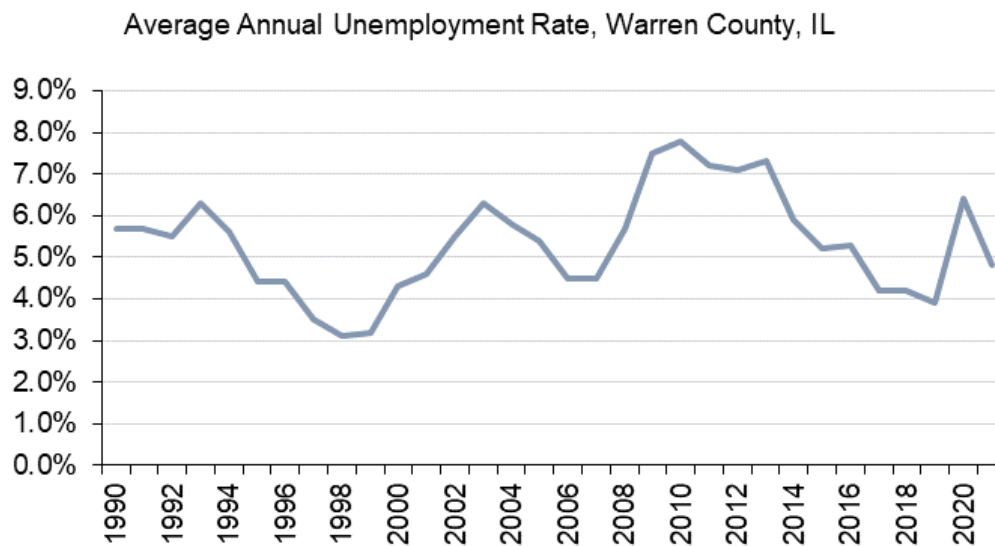
Quick Takeaway

This information could help provide city leaders and developers with justification to build more commercial amenities to cater to day-time workers, as well as, housing to attract workers to permanently live in the community.

Unemployment

The average yearly unemployment rate and the seasonality of the rate through time are both covered below. The average annual unemployment rate graph displays the rate of unemployment since 1990. The Monthly Unemployment Rate graph displays the rate of unemployment for each month during the previous five years. The monthly unemployment rates are not seasonally adjusted to reflect changes in employment throughout the year. This data is only at the county level.

	1990	2000	2010	2021	Change 2010-2021
Average Annual Unemployment Rate	5.7%	4.3%	7.8%	4.8%	-3.0%



Monthly Unemployment Rate

	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
2019	5.4%	4.9%	4.7%	3.8%	3.7%	3.8%	4.1%	3.6%	3.4%	3.2%	3.0%	3.3%
2020	3.7%	3.3%	4.3%	10.5%	9.6%	9.1%	8.4%	5.9%	5.6%	4.7%	5.1%	6.3%
2021	6.3%	5.7%	5.3%	4.5%	4.1%	5.3%	5.0%	5.2%	4.4%	4.1%	3.8%	3.9%
2022	4.9%	4.5%	4.3%	4.0%	3.9%	4.1%	3.9%	3.8%	3.2%	3.4%	3.5%	3.3%
2023	4.2%	4.5%	3.7%	3.5%								

Why is this information of value?

A crucial indicator of the health of the economy is the unemployment rate. During recessions, this number could rise. Additionally, there may be significant seasonal changes in unemployment. In communities with diverse economies, the unemployment rate is more likely to remain stable. This is especially true for areas that can maintain high-tech economies, retain industry, and attract new residents.

Quick Takeaway

The low unemployment rate in Monmouth and Warrant County is a positive sign, especially having bounced back from the COVID-19 pandemic high of 10.5%. However, the unemployment rate is an interesting statistic when paired with the Labor Force Participation rate earlier in the report showing that over a quarter of working age adults did not work. Further examination of these two data points is needed.

ECONOMIC PRODUCTIVITY

The below information shows Monmouth census block groups and the number of businesses, annual sales, and employees in each. Census block 171878704.006 is the clear economic powerhouse for the community in sales and employees.



Block Group	Businesses	Total Sales (2022)		Employees	
171878704.001	24	\$ 30,841,000	1.98%	159	2.0%
171878704.002	14	\$ 268,216,000*	17.18%	672	8.6%
171878704.003	65	\$ 22,404,000	1.44%	661	8.4%
171878704.004	77	\$ 61,298,000	3.93%	807	10.3%
171878704.005	23	\$ 27,063,000	1.73%	190	2.4%
171878704.006	53	\$ 1,017,406,000	65.17%	3,976	50.8%
171878705.001	21	\$ 2,575,000	0.16%	175	2.2%
171878705.002	62	\$ 20,667,000	1.32%	245	3.1%
171878705.003	39	\$ 12,211,000	0.78%	259	3.3%
171878705.004	33	\$ 86,490,000	5.54%	370	4.7%
171878705.005	33	\$ 11,956,000	0.77%	317	4.0%
TOTALS	444	\$ 1,561,127,000	100%	7,831	100%

*Monmouth College (Financial Aid, Athletics, etc.)

KEY INDICATORS COMPARISON WITH PEER ILLINOIS MUNICIPALITIES

Key Indicators Comparison with other Peer Cities		Monmouth	Beardstown	Vandalia	Paris	Jerseyville	Rock Falls	Rochelle	State of Illinois	United States
Demographics	Population	8,650	5,839	6,459	8,553	7,674	8,807	9,380		
	Population Growth (% change, 2010*-2021*)	-6.2%	-2.6%	10.7%	-5.3%	-9.7%	-4.7%	-2.3%	0.6%	8.5%
	Median Age (2021*)	35.6	31.9	41.7	41.9	42.9	39.4	40	38.5	38.4
	Percent Population White Alone (2021*)	78.5%	71.6%	83.5%	97.0%	95.9%	88.0%	85.5%	67.8%	68.2%
	Percent Population Hispanic or Latino (2021*)	17.4%	38.6%	5.5%	1.6%	0.5%	21.6%	22.4%	17.5%	18.4%
	Percent Population American Indian or Alaska Native (2021*)	2.3%	1.4%	0.3%	0.0%	0.0%	0.4%	0.6%	0.3%	0.8%
	Percent of Population 'Baby Boomers' (2021*)	26.3%	22.1%	25.0%	28.0%	25.6%	27.1%	23.2%	24.8%	24.7%
Income	Median Household Income (2021*)	\$54,400	\$49,643	\$36,064	\$44,939	\$63,178	\$45,780	\$50,500	\$72,563	\$69,021
	Per Capita Income (2021*)	\$24,765	\$21,679	\$18,264	\$26,146	\$31,348	\$27,799	\$29,378	\$39,571	\$37,638
	Percent Individuals Below Poverty (2021*)	15.7%	18.8%	20.5%	14.1%	8.9%	23.5%	9.0%	11.8%	12.6%
	Percent Families Below Poverty (2021*)	14.6%	18.3%	15.4%	12.8%	5.5%	22.4%	5.5%	8.3%	8.9%
	Percent of Households with Retirement and Social Security Income (2021*)	62.5%	43.9%	59.1%	60.7%	65.8%	57.8%	53.7%	50.3%	53.1%
	Percent of Households with Public Assistance Income (2021*)	23.5%	20.0%	32.6%	33.4%	26.6%	32.0%	21.5%	19.6%	19.2%
Structure	Percent Population 25 Years or Older without High School Degree (2021*)	16.0%	23.1%	16.3%	17.4%	11.6%	12.4%	13.9%	10.1%	11.1%
	Percent Population 25 Years or Older with Bachelor's Degree or Higher (2021*)	20.6%	13.8%	10.7%	16.4%	21.9%	12.0%	18.5%	36.2%	33.7%
	Percent Population That Speak English Less Than 'Very Well' (2021*)	8.7%	21.2%	2.7%	0.7%	0.7%	2.2%	5.1%	8.5%	8.2%
	Percent of Seasonal Homes (2021*)	0.0%	0.0%	0.0%	0.0%	1.8%	0.8%	0.9%	0.9%	3.6%
	Owner-Occupied Homes where > 30% of Household Income Spent on Mortgage (2021*)	19.0%	24.4%	12.7%	14.2%	18.1%	18.2%	24.5%	26.3%	27.0%
	Renter-Occupied Homes where > 30% of Household Income Spent on Rent (2021*)	31.2%	14.7%	46.0%	46.4%	39.2%	49.6%	43.7%	43.7%	46.0%

Source: ACS 5-year estimates used. 2021 represents average characteristics from 2017-2021



Inventory of Community/Economic Development Assets

Prepared for the City of Monmouth, Illinois

By

Civic Solutions, LLC

INTRODUCTION

The goal of this report is to identify and map out the assets within and around the City of Monmouth that can help in its community and economic development growth. Asset mapping is a way of inventorying the strengths and gifts that already exist in a community. By focusing solely on a community's problems or issues, solutions frequently have to rely on resources and professionals from outside the community rather than the in-depth knowledge and experience of community leaders and citizens. Asset identification is ultimately intended to generate ideas, connections and encourage collaboration between individuals, groups, and local government to improve a community where its citizens live, work, learn, and recreate.

The below asset categories include the following:

EXISTING PLANS & DOCUMENTS OF THE CITY OF MONMOUTH	3
UNDEVELOPED PROPERTIES WITH POTENTIAL	3
BUSINESSES SERVING MONMOUTH	4
SOURCES OF FINANCING	4
DEVELOPMENT SUPPORT ORGANIZATIONS	8
TANGIBLE COMMUNITY ASSETS	8
PUBLIC SERVICES	9
NATURAL ASSETS	10
RECURRING TOURISM EVENTS	10
ART, CULTURE & HISTORY	10
SOCIAL SERVICE ORGANIZATIONS	11
SERVICE ORGANIZATIONS or CLUBS	11
INTERGOVERNMENTAL PARTNERS	11

EXISTING PLANS & DOCUMENTS OF THE CITY OF MONMOUTH

- [Comprehensive Plan](#) (2007)
- [Downtown Revitalization: Case Studies from Illinois, Iowa and Wisconsin](#) (2011)
- [City of Monmouth Business Attitudes and Practices Survey](#) (2011)
- [Our Downtown Renaissance](#) (2015)
- [Reimagining the Heart of Our Community](#) (downtown strategic plan, 2010-2015)
- [Downtown Monmouth Improvements Framework](#) (2016)
- [Retail Gap Analysis](#) (2016)
- Economic Development District – [Comprehensive Economic Development Strategy](#) (CEDS) (2021)

UNDEVELOPED PROPERTIES WITH POTENTIAL

PIN	OWNER	ACRES	LOCATION
• 0904408710	OSF Healthcare System	7.37	North G Street
• 0904419220	Galesburg Hospitals Ambulance	3.00	700 Industrial Park Rd.
• 0904419130	D&G Crandall, LLC	<5.00	3 Industrial Pard Rd.
• 0904419110	Ron & Barbara Byers	1.5+	2 Industrial Pard Rd.
• 0904419140	Warren County	5.70	410 Industrial Park Rd.
• 0904419150	Bridgeway Properties Corp	3.00	301 Industrial Park Rd.
• 0904419120	Nik Inc of Monmouth	.88	Behind McDonalds
• 0904419310	Painter Clyde E Trustee	3.64	On Industrial Park Rd.
• 0904402320	Beaton Holding Company LC	1.75	On Industrial Pard Rd.
• 0904411425	Magan and Jagdish Patel	7.82	On US Rte 34 (south side)
• 0904402530	Smithfield Fresh Meats Corp	3.00	On US Rte 34 (north side)
• 0904402510	Smithfield Fresh Meats Corp	2.00	On US Rte 34 (north side)
• 0904419600	St. Mary's Catholic Cemetery	<10	On N. 6 th Street
• 0904400830	Robert Munsion	2.09	S. B St. (south of RR)
• 0904409120	Compeer Financial	7.00	700 E Jackson Ave
• 0904409100	City of Monmouth	1.56	1000 Block E. Jackson Ave
• 0904409200	City of Monmouth	<5.00	1200 Block N 11 th St.
• 0902000100	Margaret Grohne Trustee	150	2077 75 th Street
• 0902000600	Larry Spears Trustee	61.89	US Highway 67
• 0901905300	Andrew Jenks	42.13	North Side of US Rte 34
• 0901905340	Ricky Anderson	13.09	Northwest Side of US Rte 34
• 0903000310	Doris Dye	12.77	720 N. Suny Ln.
• 0903001500	4G Farms LLC	27.88	West Side of US Rte 34
• 0903000800	4G Farms LLC	5.06	West Side of US Rte 34
• 0903100101	Danny & Bruce Burgland	3.74	185 th Ave and US Rte 34
• 0903100140	Bruce & Cinda Burgland	7.49	On S. Sunny Ln (N of RR)
• 0903100102	Danny & Bruce Burgland	8.04	On S. Sunny Ln (S of RR)
• 0904102000	Big River Resources West	5.31	On S. Sunny Ln (S of RR)
• 0904210600	Big River Resources West	7.31	On S. Sunny Ln (S of RR)
• 0904210820	Riverland FS Inc	4.00	On S. Sunny Ln (S of RR)
• 0904211010	Big River Resources West	6.27	On S. Sunny Ln (S of RR)
• 0903101000	Danny & Bruce Burgland	1.00	Corner of 185 th & US Rte 34
• 0903101300	Diffenbaugh Family Farms Llc	75.62	On W. 11 th Ave.
• 0903803300	Phillip W Hassett Trustee	42.44	On City St
• 0904405410	Richard Elliott	13.76	On 180 th Ave
• 0902100503	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100504	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100505	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100508	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100510	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive

PIN	OWNER	ACRES	LOCATION
• 0902100511	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100512	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100513	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100514	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100515	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100516	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100517	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100518	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100520	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100521	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100522	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100523	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100525	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100526	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100529	Residential Lot (TIF possibility)	.25	On 210 th Ave
• 0902100530	Residential Lot (TIF possibility)	.25	On 210 th Ave
• 0902100531	Residential Lot (TIF possibility)	.25	On 210 th Ave
• 0902100532	Residential Lot (TIF possibility)	.25	On 210 th Ave
• 0902100533	Residential Lot (TIF possibility)	.25	On 210 th Ave
• 0902100534	Residential Lot (TIF possibility)	.25	On 210 th Ave
• 0902100206	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100216	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100214	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100213	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100212	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100211	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100209	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100207	Residential Lot (TIF possibility)	.25	On Wedgewood Drive

BUSINESSES SERVING MONMOUTH

- See attached ESRI data sheets listing businesses in Monmouth

SOURCES OF FINANCING

- Banks/Credit Unions/Other
 - Midwest Bank/Western Illinois Bancshares, Inc.
 - F&M Bank
 - Community National Bank
 - Fortress Bank
 - Security Savings Bank
 - First Financial Bank
 - Teachers Credit Union of Warren County
 - Illinois Business Financial Services - SBA 504 loan program
- City Development Incentives
 - Tax Increment Financing (TIF)
 - Business Development District (BDD)
 - Special Service Area (SSA)
 - Enterprise Zone (EZ)
 - Potential access to Revolving loan fund (RLF)
- Federal Funding
 - USDA-Rural Development
 - Rural Business Development Grants (RBDG): The RBDG program provides grants for rural projects designed to support targeted technical assistance, training

and other activities leading to the development or expansion of small and emerging private businesses. Programmatic activities are separated into enterprise or opportunity type grant activities. There is no maximum level of grant funding. However, smaller projects are given higher priority. Generally grants range from \$10,000 up to \$99,000.

- Community Facilities Grants (CFG): The CFG program provides funding to develop essential community facilities in rural areas. A community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community, and does not include private, commercial or business undertakings. There is no maximum level of grant funding. However, smaller projects are given higher priority. Generally grants range up to \$25,000.
- Economic Development Administration
 - Economic Adjustment Grants: Through this EDA program, non-profit economic development organizations and general purpose local governments within the five-county Economic Development District are eligible (because of the District CEDS process) to apply for non-construction grant funds which can be used to offset up to 75% of the total eligible costs for developing and implementing a viable strategy that addresses major economic adjustment problems resulting from sudden and severe loss of local jobs (such as a plant closing) or the long-term deterioration in the local economy. Such grants are most commonly utilized to secure the expertise necessary: to promptly respond to one or more pressing economic adjustment problems of a local or regional nature; to help shape and then implement specific local or regional facility marketing or development incentive programs. As such, the end result of Economic Adjustment grants is usually a report or some form of marketing and/or new incentive which collectively represent a local strategy for addressing the economic adjustment problems in question. Normally, these adjustment grants are completed within 12 months or less of the date of EDA grant award.
 - Public Works Grants: Under this EDA program, general purpose local governments within the five-county Economic Development District are eligible (because of the District CEDS process) to apply for grant funds which can be used to offset between 50% and 80% of the total eligible cost of public infrastructure or development facilities. Such public works projects must be necessary to promote long-term, sustainable local economic growth by attracting and encouraging private sector investment and the creation (or at least the retention) of local employment opportunities for area residents. EDA grants have traditionally been used to support local water and sewer improvements along with access roads serving industrial parks or sites. However, such EDA grants can also be used to help finance railroad sidings and spurs, vocational training centers, business incubator facilities, airport improvements and tourism facilities, etc. as long as they enhance industrial expansion potentials and assist in creating long-term employment opportunities - particularly for the District's long-term unemployed and under-employed residents. Any Public Works grant proposal must be consistent with the most current District CEDS document and have the support of the Economic Development District organization.
 - Technical Assistance Grants: Through this EDA program, non-profit economic development organizations and general purpose local governments within the five-county Economic Development District are eligible (because of the District CEDS process) to apply for non-construction grant funds which can be used to offset up to 75% of the total eligible costs for a technical assistance project. Such grants are most commonly associated with the development of information and/or specific data or to secure the expertise necessary to promptly respond to one or more pressing economic development issues of a local or regional nature; to help

shape and then implement specific local or regional programs; or foster demonstration programs of possible state or national significance which directly support economic development within the District. The end result of Technical Assistance grants is usually a report or some type of presentation of a strategy for addressing the economic development issues at hand. Normally, technical assistance grants are completed within 12 months or less of the date of EDA grant award.

- Community Project Funding / Congressionally Directed Spending: Following advice from a number of advocacy groups, legislative experts, and the House Select Committee on Modernization, Congressionally Directed Spending, also known as Community Project Funding (CPF) in the House or more generally as "earmarks," was reauthorized in 2021. Earmarks assist Congress in regaining its Article I power to direct spending, making the government more responsive to local needs, and giving members of Congress an incentive to reach a bipartisan compromise when used properly and transparently. Earmark requests are submitted to members of Congress by qualified organizations and governments, followed by individual recommendations to the appropriations committees of the House and Senate in each chamber. Finally, each committee chooses the final requests to be included in the yearly federal spending bills (appropriations).
- State of Illinois Funding
 - Illinois Department of Commerce and Economic Opportunity (DCEO)
 - CDBG – Economic Development: Grant funds of up to \$1,000,000 may be available for use by local governments to provide financial assistance to businesses locating or expanding in the community. Funds may be used for machinery and equipment, working capital, building construction and renovation. Grants may also be available for improvements to public infrastructure in direct support of a business that would create and/or retain jobs in the community. Applications may be submitted at any time.
 - CDBG – Infrastructure: Local governments needing to improve public infrastructure and eliminate conditions detrimental to public health, safety, and public welfare may request grants up to \$550,000 for Public Facilities to undertake projects designed to alleviate these conditions. The funding priority for this component is water, sanitary and storm sewer projects. Applications are judged competitively in the late Summer to early Fall of each fiscal year.
 - CDBG – Housing Rehabilitation: Local governments may request grant funds up to \$550,000. These grants are used to upgrade existing housing stock in the communities and to provide safe and sanitary living conditions for low-to-moderate income, single family, owner occupied residents of their communities. Applications are judged competitively in the late Summer to early Fall of each fiscal year.
 - Rebuild Illinois – Downtowns and Main Streets Capital Grants
 - EDGE Tax Credit
 - Invest in Illinois Fund
 - Federal Grant Support Program
 - Connect Illinois Broadband Grant Program
 - Business Attraction Prime Sites
 - Rebuild Downtowns & Main Streets Capital Grant program
 - Illinois Department of Transportation (IDOT)
 - Economic Development Program: Under this state program, general purpose local governments within the five-county region are eligible to apply for grant funds which can be used to offset up to 50% of the total eligible cost of essential highway access improvements to serve new or expanding local industrial firms,

distribution operations or major tourism developments which will quickly create (or at least retain) permanent, private sector local employment opportunities. Commercial and residential projects are not eligible for funding consideration. State IDOT assistance under this program has traditionally been used by local governments to help finance eligible construction and design engineering and project inspection costs in concert with local Motor Fuel Tax (MFT), local road and bridge or other non-state resources provided by the applicant. In some cases, local governments can also agree to accept a transfer of jurisdiction and future maintenance responsibilities for a state-owned, unmarked roadway within their jurisdiction as a payment-in-kind toward developing their required project contribution.

- Truck Access Route Program (TARP): Under this state program, general purpose local governments within the five-county region are eligible to apply for grant funds which can be used to offset the added expense of constructing or upgrading locally-owned roads (which a truck traffic generation point to a formally designated truck route) to accommodate 80,000 pound truck traffic. The local roads to be upgraded must lead to loading and unloading areas or to food, fuel, truck repair and driver rest areas, etc. State financial assistance under this program can provide up to \$30,000 per lane mile along with \$15,000 per improved intersection to help construct local roadways to design standards which will meet the special needs of semi-traffic. IDOT funds have traditionally been used by local governments to help finance eligible project construction and design engineering and project inspection costs.
- Illinois Transportation Enhancement Program (ITEP): The purpose of the TARP is to help local governments upgrade roads to accommodate 80,000 pound truck loads. The department has set aside an amount of TARP funding that coincides with funding for Economic Development Program projects. This should not be confused with the annual TARP solicitation through our IDOT District Offices (see below). When a local sponsor applies for EDP funding, they can also request TARP funding for the same route provided the roadway connects to an already existing truck route and ends at another truck route or truck generator. The department will provide up to \$45,000 per lane mile and \$22,000 per intersection for an eligible roadway. Please note that when requesting TARP funding in conjunction with an EDP application, the TARP funding is capped at \$150,000 for the overall project. Please include the exact length of the roadway and how many intersections are involved in the project with your EDP application. This information is necessary to calculate TARP funding.
- Safe Routes For School: The Illinois Safe Routes To School (SRTS) Program supports projects and programs that enable and encourage walking and bicycling to and from school. The program applies to schools serving grades Kindergarten through 8th grade.
- Illinois Department of Natural Resources (IDNR)
 - Open Space Lands Acquisition and Development (OSLAD): The Open Space Lands Acquisition and Development (OSLAD) Program is a state-financed grant program that provides funding assistance to local government agencies for acquisition and/or development of land for public parks and open space. The federal Land & Water Conservation Fund program (known as both LWCF and LAWCON) is a similar program with similar objectives. Both are managed in Illinois by the Department of Natural Resources with concurrent application due dates, equal grant maximums and similar general rules. Applications are evaluated and prioritized for funding assistance based upon recreation priorities and criteria identified in the Department's Statewide Comprehensive Outdoor Recreation Plan (SCORP). Lands acquired with OSLAD or LWCF funds are required to be operated and maintained in perpetuity for public outdoor recreation.

- Park and Recreational Facility Construction (PARC): The Park and Recreational Facility Construction (PARC) Grant Program is a state-financed grant program that provides funding assistance to local government agencies for park and recreation unit construction projects. A park for recreation unit construction project means the acquisition, development, construction, reconstruction, rehabilitation, improvements, architectural planning, and installation of capital facilities consisting, but not limited to, buildings, structures, and land for park and recreation purposes and open spaces and natural areas. The program is managed by the Illinois Department of Natural Resources. The PARC program operates on a reimbursement basis providing up to the following maximum percentages for funding assistance: the State will provide up to 75% of approved project costs, with the exception of those local governments defined as “disadvantaged”, which will be eligible for up to 90% funding.

- Foundations
 - Pattee Foundation
 - Edward Arthur Mellinger Educational Foundation
 - Cline-Lofftus Foundation
 - Community Health Foundation of Warren and Henderson Counties

DEVELOPMENT SUPPORT ORGANIZATIONS

- Maple City Area Partnership (MCAP)
- Monmouth Area Chamber of Commerce
- Warren County Workforce Office (LWIA 14)
- Carl Sandburg College – Career/Workforce Development Office
- WIU Illinois Small Business Development Center
- Western Illinois Regional Council
- Knox County Area Partnership
- University of Illinois Extension, Henderson, Knox, McDonough, Warren Unit 10
- Illinois Institute of Rural Affairs
- Illinois Main Street Program
- Western Illinois Economic Development Authority

TANGIBLE COMMUNITY ASSETS

Commercial Areas/Corridors

- US Route 34
- North 6th Street
- North Main Street Corridor
- South Main Street Corridor
- West Harlem Avenue
- Industrial Park Drive

Downtown

- Public Square
 - Rebuild Illinois Grant

Airport

- Monmouth Municipal Airport

Schools

- Monmouth-Roseville CUSD 238
- United CUSD 304

- Carl Sandburg Community College
 - **Opportunity:** Dual credit availability at high school
 - **Opportunity:** Additional “Annex” location in the community
- Monmouth College

Utilities

- Electricity (Ameren)
- Natural Gas (Ameren)
- Water (City of Monmouth, contracted through Woodard & Curran)
- Sewer (City of Monmouth, contracted through Woodard & Curran)
- Internet/Fiber/Telecommunications
 - Xfinity
 - Frontier
 - Nextlink Internet
 - Brightspeed
 - **Opportunity:** i3 and Brightspeed are making major expansions in nearby Galesburg. A similar investment in Monmouth would likewise get high speed internet fiber to the community, helping digital entrepreneurs and work-from-home employees.
 - HughesNet
 - Visat
 - NOVAnet
 - DerbyNet
 - McDonough Telephone Cooperative Inc.

Recreational Centers

- YMCA of Warren County
- YMCA Water Park

PUBLIC SERVICES

Health

- OSF Medical Group
- Carle Health - Cottage Monmouth Clinic
- Western Illinois Home Health Care
- Warren County Health Department
- McDonough District Hospital (MDH)
- Eagle View Community Health System

Public Safety

- Monmouth Police Department
- Monmouth Fire Department
- Warren County ESDA
- Warren County Sheriff’s Department

Public transportation

- Warren County Public Transportation

City

- Home Rule potential
- Potential municipal revenue streams to support development and tourism
 - Sales tax (home rule)
 - Food and Beverage Tax (home rule)
 - Utility Tax
 - Hotel/Motel Tax
 - Amusement Tax
 - Real Estate Transfer Tax
 - Cannabis Tax
 - Video Gaming Fees
 - Franchise Fees (use of ROW by utilities)

- Enterprise transfer policy (includes direct and indirect cost allocation, payment in lieu of franchise fees, and impact fees)

NATURAL ASSETS

Public spaces, parks, gardens, outdoor recreation areas

- LeSeur Nature Preserve: owned by Monmouth College and was designed with a goal of serving the public as an educational and recreational area, as well as preserving and restoring habitat for native species. The preserve, covering 16.5 acres, is located on North 6th Street with access by the College's baseball diamonds.
- Monmouth Country Club
- Gibson Woods Golf Course
- Buster White 1000 S. 7th St.
- North Park/Tot Lot 500 E. Euclid Ave.
- South Park 200 W. 10th Ave.
- West Park 401 W. Broadway Ave.
- Garwood 700 N. 9 ½ St.
- Diffenbaugh/Harmon 700 N. D St.
- Monmouth Park N. 11th Extended
- Pattee Park Broadway and 11th St.
- Warfield S. 10th St. at E 8 ½ Ave.
- Pattee Park 1217 E. Broadway
- Warren County Memorial Park 1325 N. 11th St.
- Rotary Park Public Square
- Citizens Lake & Campground intersection of Highway 34/67 Bypass and Highway 164
- Freedom Roller Rink 405 N. 11th
- Rainbow Riders Therapeutic Horseback Riding Center 822 200th Ave

RECURRING TOURISM EVENTS

- Farmers Market (Chamber of Commerce): June 2 – October 27 on Fridays, 5-8pm in the 100 block of South 1st Street
- Annual Monmouth Flying Club Fly In Breakfast: July 4, 2023
- Warren County Prime Beef Festival: September 2, 4-9, 2023
- Hispanic Heritage Festival: September 16, 2023

ART, CULTURE & HISTORY

- The Buchanan Center for the Arts
- Stories of Jeff Rankin, Monmouth College historian at <https://medium.com/@jeffrankin>
 - **Opportunity**: Rankin should tell his stories via social media such as Facebook Reels or TikTok
- Wyatt Earp Birthplace Museum
- Warren County History Museum
- Stoneware Museum of Monmouth
- Citizen Lake Historic Bridge
- Reagan history
- Joseph Smith/Mormon history

- **Opportunity:** Create a marker in collaboration with the Mormon Church to spur tourism to the community.

SOCIAL SERVICE ORGANIZATIONS

- 1st Street Armoury
- Alternatives for the Older Adult
- Boy Scouts of America, Illowa Council
- Bridgeway
- Eagle View Health Systems
- Girl Scouts of Eastern Iowa and Western Illinois, Inc.
- Jamieson Community Center
- Mother to Mother Ministry
- Prairie State Legal Services
- Rainbow Riders
- Retired Seniors Volunteer Program
- Strom Center
- Warren Achievement Center
- Western Illinois Works, Inc.
- Warren County United Way
- IDHS Warren County Family Community Resource Center

SERVICE ORGANIZATIONS or CLUBS

- Kiwanis Club of Monmouth
- Monmouth Rotary
- Independent Order of Odd Fellows
- International Association of Lions Clubs
- Monmouth Masonic Lodge #37
- Knights of Columbus
- VFW Post 2301
- American Legion

INTERGOVERNMENTAL PARTNERS

- Warren County
- Warren County Public Library
- Warren County Housing Authority
- Monmouth Township
- Monmouth Park District



Business Locator

171878705.005
 171878705.005 (171878705005)
 Geography: Block Group

Prepared by Esri

2020 Residential Population:	1,302	2023 Total Sales	\$11,956,000
2023 Residential Population:	1,260	2023 Total Employees	317
2028 Residential Population:	1,207	Employee/Residential Population Ratio:	0.25:1
Annual Population Growth 2023 - 2028	-0.86%	Total Number of Businesses:	33

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
839998	Monmouth City Street Machines S 6 1/2 St Monmouth, IL 61462	Independent	0.35 W	25	N/A
951104	City Landfill 186th Ave Monmouth, IL 61462	Independent	0.37 NE	2	N/A
866107	River of Life International Church 80th St Monmouth, IL 61462	Independent	0.40 S	1	N/A
912103	Warren County Supt of Highways S 8th St Monmouth, IL 61462	Independent	0.43 NW	15	N/A
912103	Warren, County S 8th St Monmouth, IL 61462	Independent	0.43 NW	15	N/A
912103	Warren County Highway Garage S 8th St Monmouth, IL 61462	Independent	0.43 NW	14	N/A
738936	Extra Hands E 10th Ave Monmouth, IL 61462	Independent	0.51 W	4	N/A
421201	McMahon Brothers 180th Ave Monmouth, IL 61462	Independent	0.52 SW	1	\$123,000
521101	ABC Garage Door Co S 4th St Monmouth, IL 61462	Independent	0.61 NW	1	\$240,000
821103	Harding Elementary School E 9th Ave Monmouth, IL 61462	Independent	0.64 W	40	N/A
821103	Harding Primary School E 9th Ave Monmouth, IL 61462	Independent	0.64 W	43	N/A
821103	Monmouth-Roseville School District 238 E 9th Ave Monmouth, IL 61462	Independent	0.64 W	40	N/A
753201	Snyder Auto Body S 5th St Monmouth, IL 61462	Independent	0.68 NW	1	\$86,000
421309	Moore Trucking Service S 6th St Monmouth, IL 61462	Independent	0.68 NW	3	\$482,000

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
866107	Maple City Baptist Church E 9th Ave Monmouth, IL 61462	Independent	0.68 W	3	N/A
839998	Jamieson Community Center S 2nd St Monmouth, IL 61462	Independent	0.69 W	25	N/A
866107	Newness-Life Christian Community S 2nd St Monmouth, IL 61462	Independent	0.69 W	1	N/A
508331	Martin S Main St Monmouth, IL 61462	Branch	0.74 W	14	N/A
944102	Department of Human Service S Main St Monmouth, IL 61462	Branch	0.78 W	7	N/A
161104	Monmouth Street Department S 3rd St Monmouth, IL 61462	Independent	0.79 NW	9	N/A
769999	Total Repair S Main St Monmouth, IL 61462	Independent	0.80 W	1	\$117,000
551102	Bruce Foote Chevrolet S Main St Monmouth, IL 61462	Independent	0.81 W	18	\$6,595,000
422503	Monmouth Storage S Main St Monmouth, IL 61462	Independent	0.81 W	2	\$120,000
078204	Vanvleets Clean Cut Lawn Care S Main St Monmouth, IL 61462	Independent	0.85 W	3	\$143,000
541103	Casey's S Main St Monmouth, IL 61462	Branch	0.87 W	10	\$1,610,000
598406	Blue Rhino S Main St Monmouth, IL 61462	Kiosk	0.87 W	N/A	N/A
327301	Monmouth Ready Mix Corp S 2nd St Monmouth, IL 61462	Independent	0.89 NW	3	\$664,000
533101	Dollar Tree S Main St Monmouth, IL 61462	Branch	0.90 NW	8	\$903,000
344106	Cokel Jim Welding & Steel Supply E 6th Ave Monmouth, IL 61462	Independent	0.90 NW	3	\$507,000
753801	Lair's Collision Center Inc E 6th Ave Monmouth, IL 61462	Independent	0.93 NW	3	\$323,000

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Geography: Block Group

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
602103	ATM S Main St Monmouth, IL 61462	Kiosk	0.94 NW	N/A	N/A
581301	Papa's S Main St Monmouth, IL 61462	Independent	0.94 NW	1	\$43,000
839998	Butch Crain, Inc S Main St Monmouth, IL 61462	Independent	0.94 NW	1	N/A

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Business Locator

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 Geography: Block Group

Prepared by Esri

2020 Residential Population:	1,058	2023 Total Sales	\$86,490,000
2023 Residential Population:	1,036	2023 Total Employees	370
2028 Residential Population:	1,008	Employee/Residential Population Ratio:	0.36:1
Annual Population Growth 2023 - 2028	-0.55%	Total Number of Businesses:	33

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
554103	Love's Travel Stop W 11th Ave Monmouth, IL 61462	Branch	0.28 SE	N/A	N/A
581222	Godfather's Pizza W 11th Ave Monmouth, IL 61462	Branch	0.28 SE	9	N/A
519102	West Central FS, Inc S Sunny Ln Monmouth, IL 61462	Branch	0.41 E	3	\$4,260,000
517206	Big River Resources S Sunny Ln Monmouth, IL 61462	Branch	0.41 E	34	N/A
344106	Shepler Construction W 3rd Ave Monmouth, IL 61462	Independent	0.52 NE	7	\$1,183,000
841201	Warren County Historical Museum S Sunny Ln Monmouth, IL 61462	Independent	0.57 NE	3	N/A
641112	Jerry Kilgore Insurance S Sunny Ln Monmouth, IL 61462	Independent	0.59 N	3	\$322,000
519112	Monmouth Feed Service W 4th Ave Monmouth, IL 61462	Independent	0.61 NE	10	\$14,198,000
162201	Metal Culverts, Inc W 3rd Ave Monmouth, IL 61462	Branch	0.62 NE	6	\$1,434,000
864108	Knights of Columbus S Sunny Ln Monmouth, IL 61462	Branch	0.63 N	4	N/A
204701	Wells Pet Food Co S D St Monmouth, IL 61462	Independent	0.64 E	50	\$49,302,000
833104	Maple Way Achievement Center W 11th Ave Monmouth, IL 61462	Independent	0.65 E	11	N/A
172102	Spectrum Painting W 9th Ave Monmouth, IL 61462	Independent	0.67 E	1	\$103,000
581208	Cottage Corner Restaurant W Broadway Monmouth, IL 61462	Independent	0.68 NE	5	\$182,000

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
832218	Warren County United Way W Broadway Monmouth, IL 61462	Branch	0.68 N	2	\$62,000
805101	Monmouth Nursing Home S I St Monmouth, IL 61462	Independent	0.70 NE	70	\$3,387,000
833102	Rehab Care Group S I St Monmouth, IL 61462	Branch	0.70 NE	6	N/A
173101	Heatherly Electric S A St Monmouth, IL 61462	Independent	0.75 E	3	\$308,000
386102	Forman Co W Broadway Monmouth, IL 61462	Independent	0.81 NE	4	\$578,000
602103	ATM S Main St Monmouth, IL 61462	Kiosk	0.82 E	N/A	N/A
533101	Dollar General S Main St Monmouth, IL 61462	Branch	0.82 E	6	\$678,000
598406	AmeriGas Propane Exchange S Main St Monmouth, IL 61462	Kiosk	0.82 E	N/A	N/A
553111	Advance Auto Parts S Main St Monmouth, IL 61462	Branch	0.82 E	7	\$923,000
733101	UPS Access Point Location S Main St Monmouth, IL 61462	Branch	0.82 E	N/A	N/A
753801	Complete Parts & Repair S Main St Monmouth, IL 61462	Independent	0.83 E	5	\$323,000
421307	RMC Transport & Construction Inc W 6th Ave Monmouth, IL 61462	Independent	0.83 E	6	\$963,000
922404	Monmouth Fire Station 2 S Main St Monmouth, IL 61462	Independent	0.84 E	14	N/A
833102	Warren Achievement Center S Main St Monmouth, IL 61462	Independent	0.93 SE	20	N/A
171105	Advanced Plumbing & Mechanical S Main St Monmouth, IL 61462	Independent	0.96 SE	10	\$1,027,000
738984	Culligan of Western Illinois S Main St Monmouth, IL 61462	Branch	0.96 SE	4	\$397,000

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
553123	Moore Tires S Main St Monmouth, IL 61462	Independent	0.98 SE	30	\$3,954,000
912116	Transportation Dept 180th Ave Monmouth, IL 61462	Branch	1.00 SE	10	N/A
753812	Mutual Wheel Co S Main St Monmouth, IL 61462	Independent	1.03 SE	27	\$2,906,000

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Business Locator

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 Geography: Block Group

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2020 Residential Population:	549	2023 Total Sales	\$12,211,000
2023 Residential Population:	539	2023 Total Employees	259
2028 Residential Population:	523	Employee/Residential Population Ratio:	0.48:1
Annual Population Growth 2023 - 2028	-0.60%	Total Number of Businesses:	39

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
821103	Monmouth Roseville High School S B St Monmouth, IL 61462	Independent	0.10 N	60	N/A
839902	Alcoholics Anonymous S A St Monmouth, IL 61462	Branch	0.11 SE	1	N/A
171104	Hawk Heating & Cooling S D St Monmouth, IL 61462	Independent	0.12 W	2	\$206,000
829918	Leo Ramer Music Studio S A St Monmouth, IL 61462	Independent	0.15 NE	1	N/A
835101	Lutheran Preschool & Day Care Center S B St Monmouth, IL 61462	Independent	0.15 N	3	\$38,000
866107	First Lutheran Church S B St Monmouth, IL 61462	Independent	0.15 N	3	N/A
525104	People's Do it Center S Main St Monmouth, IL 61462	Independent	0.15 E	7	\$848,000
738947	Music Factory W 1st Ave Monmouth, IL 61462	Independent	0.15 NE	3	\$149,000
271101	Review Atlas S Main St Monmouth, IL 61462	Independent	0.15 SE	4	\$339,000
274105	Gatehouse Media S Main St Monmouth, IL 61462	Independent	0.15 SE	2	\$272,000
271101	Review Atlas Pennysaver S Main St Monmouth, IL 61462	Branch	0.15 SE	2	\$170,000
734902	Simpson Cleaning S E St Monmouth, IL 61462	Independent	0.15 W	2	\$42,000
836101	Strom Center S A St Monmouth, IL 61462	Independent	0.16 NE	8	N/A
943103	Warren County Health Department S Main St Monmouth, IL 61462	Independent	0.16 E	12	N/A

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Business Locator

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
912103	Warren, County S Main St Monmouth, IL 61462	Independent	0.16 E	3	N/A
792207	Fusion Theatre Monmouth College S Main St Monmouth, IL 61462	Independent	0.16 E	2	\$176,000
809907	Henderson County Rural Health Center, Inc S Main St Monmouth, IL 61462	Independent	0.16 E	3	N/A
723106	The Hair Company W 1st Ave Monmouth, IL 61462	Independent	0.16 NE	1	\$24,000
602103	ATM S A St Monmouth, IL 61462	Kiosk	0.16 NE	N/A	N/A
734902	Simpson Cleaning S A St Monmouth, IL 61462	Independent	0.16 NE	2	\$83,000
753801	Jones Auto Center S Main St Monmouth, IL 61462	Independent	0.18 SE	2	\$216,000
866107	Monmouth Chin Christian Church W Broadway Monmouth, IL 61462	Independent	0.18 N	2	N/A
503105	Robbins Resource Management S Main St Monmouth, IL 61462	Independent	0.18 NE	10	\$7,913,000
581208	Italian Village W 1st Ave Monmouth, IL 61462	Independent	0.18 NE	16	\$581,000
177105	Maple City Construction W 5th Ave Monmouth, IL 61462	Independent	0.18 SW	2	\$206,000
581222	Alfano's Pizza & Italian Cuisine S Main St Monmouth, IL 61462	Independent	0.19 NE	4	\$146,000
724101	Red's Barber Shop S A St Monmouth, IL 61462	Independent	0.19 NE	1	\$17,000
839917	Monmouth Crime Stoppers S Main St Monmouth, IL 61462	Independent	0.19 SE	49	N/A
922104	Monmouth Police Department S Main St Monmouth, IL 61462	Independent	0.19 SE	32	N/A
922104	City of Monmouth Police Department S Main St Monmouth, IL 61462	Independent	0.19 SE	4	N/A

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Geography: Block Group

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
953201	County of Warren Crime Stoppers S Main St Monmouth, IL 61462	Independent	0.19 SE	2	N/A
823106	Warren County Public Library Public Sq Monmouth, IL 61462	Headquarters	0.20 NE	2	N/A
602103	ATM S Main St Monmouth, IL 61462	Kiosk	0.20 NE	N/A	N/A
546102	La Flor De Trigo Bakery W 1st Ave Monmouth, IL 61462	Independent	0.20 NE	4	\$154,000
811103	Spears & Spears W Broadway Monmouth, IL 61462	Independent	0.20 NE	2	\$296,000
841201	Buchanan Center For the Arts Public Sq Monmouth, IL 61462	Independent	0.21 NE	2	N/A
723106	B Parlour Public Sq Monmouth, IL 61462	Independent	0.22 NE	1	\$24,000
171102	Clark Heating S D St Monmouth, IL 61462	Independent	0.23 SW	1	\$103,000
573608	Daw Brian Violins S D St Monmouth, IL 61462	Independent	0.23 SW	2	\$208,000

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Business Locator

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 Geography: Block Group

Prepared by Esri

2020 Residential Population:	678	2023 Total Sales	\$20,667,000
2023 Residential Population:	572	2023 Total Employees	245
2028 Residential Population:	538	Employee/Residential Population Ratio:	0.43:1
Annual Population Growth 2023 - 2028	-1.22%	Total Number of Businesses:	62

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
832282	Monmouth-Roseville Cuso E 2nd Ave Monmouth, IL 61462	Independent	0.04 SE	2	\$62,000
821103	Central Intermediate School E 2nd Ave Monmouth, IL 61462	Independent	0.04 SE	14	N/A
833102	Drug Rehab Monmouth E 2nd Ave Monmouth, IL 61462	Independent	0.06 E	N/A	N/A
841201	Wyatt Earp Birthplace S 3rd St Monmouth, IL 61462	Independent	0.08 S	1	N/A
866107	Greater Life Pentecostal Church Inc E 2nd Ave Monmouth, IL 61462	Independent	0.10 W	2	N/A
802101	Monmouth Illinois Dental S 1st St Monmouth, IL 61462	Independent	0.11 NW	6	\$534,000
738984	Culligan Water Conditioning E 4th Ave Monmouth, IL 61462	Branch	0.12 SW	5	\$248,000
431101	USPS S 1st St Monmouth, IL 61462	Branch	0.12 W	25	N/A
733110	USPS Blue Collection Box S 1st St Monmouth, IL 61462	Kiosk	0.12 W	N/A	N/A
866107	Lighthouse Baptist Church S 1st St Monmouth, IL 61462	Independent	0.14 SW	3	N/A
799935	Holt House E 1st Ave Monmouth, IL 61462	Independent	0.14 N	1	\$37,000
808201	Addus Health Care S 1st St Monmouth, IL 61462	Branch	0.14 NW	1	\$35,000
352303	Custom Millers Supply Co S 3rd St Monmouth, IL 61462	Independent	0.15 S	3	\$908,000
553123	CMS Tire Service S 3rd St Monmouth, IL 61462	Independent	0.15 S	2	\$264,000

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 Geography: Block Group

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
173101	C & D Electric S Main St Monmouth, IL 61462	Independent	0.17 W	2	\$206,000
726103	Turnbull Funeral Homes S Main St Monmouth, IL 61462	Independent	0.17 W	2	\$177,000
523110	First Glass Inc S Main St Monmouth, IL 61462	Independent	0.18 W	11	\$2,637,000
729917	Maple City Chiropractic S Main St Monmouth, IL 61462	Independent	0.18 W	7	\$381,000
171105	H & L Plumbing & Heating E Broadway Monmouth, IL 61462	Independent	0.18 NW	4	\$411,000
599201	Flowers-R Us S 1st St Monmouth, IL 61462	Independent	0.18 NW	3	\$153,000
873111	Alan Environmental Products, Inc S 1st St Monmouth, IL 61462	Independent	0.18 SW	3	N/A
738942	Haase Embroidery S Main St Monmouth, IL 61462	Independent	0.18 W	4	\$199,000
581208	Maple City Family Restaurant S Main St Monmouth, IL 61462	Independent	0.18 W	20	\$726,000
581301	Bijou Pub S Main St Monmouth, IL 61462	Independent	0.19 W	8	\$341,000
602103	ATM S Main St Monmouth, IL 61462	Kiosk	0.19 W	N/A	N/A
729101	Federal Accounting Service S Main St Monmouth, IL 61462	Independent	0.19 W	1	\$20,000
753801	Ryner's Tire & Auto Service E Broadway Monmouth, IL 61462	Independent	0.19 NE	2	\$216,000
541105	La Pequenita Mexican Grocery S 1st St Monmouth, IL 61462	Independent	0.19 NW	3	\$483,000
609910	Western Union Agent Location S 1st St Monmouth, IL 61462	Branch	0.19 NW	3	\$1,383,000
866107	First United Methodist Church E Broadway Monmouth, IL 61462	Independent	0.19 NW	4	N/A

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Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
835101	The Monmouth Early Learning Center E Broadway Monmouth, IL 61462	Independent	0.19 NW	3	N/A
641112	Robert Makiney & Associates S 1st St Monmouth, IL 61462	Independent	0.19 NW	3	\$322,000
653123	Star Tax Consulting E 3rd Ave Monmouth, IL 61462	Independent	0.20 W	1	\$87,000
722101	Shyvel's S 1st St Monmouth, IL 61462	Independent	0.20 NW	2	\$52,000
723106	Diffusion Hair Studio S 1st St Monmouth, IL 61462	Independent	0.20 NW	1	\$24,000
737801	Alpha Omega S 1st St Monmouth, IL 61462	Independent	0.20 NW	5	\$427,000
723106	Salon Co S 1st St Monmouth, IL 61462	Independent	0.21 NW	4	\$94,000
519917	M C Sport & More S Main St Monmouth, IL 61462	Independent	0.21 NW	1	\$588,000
581208	112 Bistro S 1st St Monmouth, IL 61462	Independent	0.21 NW	5	\$182,000
075203	Warren County Animal Control Shelter Monmouth, IL 61462	Independent	0.21 NW	1	\$28,000
602103	ATM E 1st Ave Monmouth, IL 61462	Kiosk	0.21 NW	N/A	N/A
723106	Rae's Place E 1st Ave Monmouth, IL 61462	Independent	0.22 NW	3	\$70,000
602103	ATM Market Alley St Monmouth, IL 61462	Kiosk	0.22 NW	N/A	N/A
581301	Tooties DTL Market Alley St Monmouth, IL 61462	Independent	0.22 NW	3	\$128,000
573107	George Harvey TV E 1st Ave Monmouth, IL 61462	Independent	0.22 NW	1	\$182,000
811103	Andrew L Youngquist Law Office Market Alley St Monmouth, IL 61462	Independent	0.22 NW	2	N/A

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 Geography: Block Group

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
592103	Market Alley Wine Public Sq Monmouth, IL 61462	Independent	0.22 NW	5	\$1,031,000
811103	Beal Pratt & Pratt Attys Public Sq Monmouth, IL 61462	Independent	0.23 NW	4	\$592,000
804201	Kehoe Eye Care Public Sq Monmouth, IL 61462	Independent	0.23 NW	7	N/A
641112	Bi County Insurance S 1st St Monmouth, IL 61462	Independent	0.23 NW	1	\$108,000
654102	Western Illinois Title Co S 1st St Monmouth, IL 61462	Independent	0.23 NW	1	\$92,000
653118	Maple City Realty LP E Broadway Monmouth, IL 61462	Independent	0.23 NW	11	\$957,000
489901	Prairie Radio Communications Public Sq Monmouth, IL 61462	Independent	0.23 NW	14	\$3,967,000
483201	Wmoi Wram Radio Public Sq Monmouth, IL 61462	Independent	0.23 NW	7	\$1,000,000
581208	Arlette Asian African Food Public Sq Monmouth, IL 61462	Independent	0.24 NW	3	\$182,000
871301	Jones Survey & Engineering E Broadway Monmouth, IL 61462	Independent	0.25 NW	4	\$394,000
866110	Outreach Mission Support Monmouth, IL 61462	Independent	0.26 NW	2	N/A
861102	Monmouth College Alumni Association Monmouth, IL 61462	Independent	0.26 NW	2	N/A
543102	Exotique Bio Country Market Monmouth, IL 61462	Independent	0.26 NW	3	\$417,000
641112	Progressive Insurance Monmouth, IL 61462	Branch	0.26 NW	3	\$322,000
598406	Blue Rhino Monmouth, IL 61462	Kiosk	0.26 NW	N/A	N/A
839998	Special Olympics Area S Main St Monmouth, IL 61462	Independent	0.26 NW	1	N/A

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Source: Copyright 2023 Data Axle and Esri. Esri Total Residential Population forecasts for 2023. Data Axle Business Locations (Q2 2023).



Business Locator

171878705.001
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 Geography: Block Group

Prepared by Esri

2020 Residential Population:	1,223	2023 Total Sales	\$2,575,000
2023 Residential Population:	1,169	2023 Total Employees	175
2028 Residential Population:	1,110	Employee/Residential Population Ratio:	0.15:1
Annual Population Growth 2023 - 2028	-1.03%	Total Number of Businesses:	21

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
864108	Monmouth Country Club E 3rd Ave Monmouth, IL 61462	Independent	0.14 NW	15	\$761,000
581208	Chick N Lipps of Monmouth LLC E 3rd Ave Monmouth, IL 61462	Independent	0.14 NW	5	\$182,000
799201	Monmouth Golf Course E 3rd Ave Monmouth, IL 61462	Independent	0.14 NW	10	N/A
738999	Pattee Foundation E 2nd Ave Monmouth, IL 61462	Independent	0.26 N	5	\$248,000
835102	Monmouth Roseville C US S 11th St Monmouth, IL 61462	Independent	0.36 W	5	\$63,000
951104	City Landfill 186th Ave Monmouth, IL 61462	Independent	0.38 SW	2	N/A
833102	Achievement Industries E 2nd Ave Monmouth, IL 61462	Independent	0.40 NW	20	N/A
832218	Warren Achievement Center E 2nd Ave Monmouth, IL 61462	Independent	0.40 NW	32	\$185,000
999966	Prairie Achievement Center E 2nd Ave Monmouth, IL 61462	Independent	0.40 NW	3	N/A
999966	Mapleway Achievement Center E 2nd Ave Monmouth, IL 61462	Independent	0.40 NW	3	N/A
832218	Warren Achievement Ctr-East Monmouth, IL 61462	Independent	0.43 NW	6	\$185,000
835102	Lincoln Early Childhood School S 11th St Monmouth, IL 61462	Independent	0.43 NW	30	\$373,000
729944	Tropical Isle Tanning E Broadway Monmouth, IL 61462	Independent	0.51 NW	3	\$65,000
723102	Express Nails E Broadway Monmouth, IL 61462	Independent	0.51 NW	2	\$47,000

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Source: Copyright 2023 Data Axle and Esri. Esri Total Residential Population forecasts for 2023. Data Axle Business Locations (Q2 2023).



Business Locator

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Geography: Block Group

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
804918	Cottage Rehab & Sports Medical E Broadway Monmouth, IL 61462	Independent	0.51 NW	4	\$185,000
804918	Advanced Rehab & Sports Medicine E Broadway Monmouth, IL 61462	Independent	0.51 NW	5	\$231,000
804918	Advanced Physical Therapy Services, Ltd E Broadway Monmouth, IL 61462	Independent	0.51 NW	4	N/A
864108	Caring Canine Club NFP S 9th St Monmouth, IL 61462	Independent	0.65 W	3	N/A
873303	Mellinger Foundation Inc E Broadway Monmouth, IL 61462	Independent	0.69 NW	5	N/A
835101	Teddy Bear Child Development Center S 8th St Monmouth, IL 61462	Independent	0.79 W	4	\$50,000
866107	Faith United Presbyterian Church S 8th St Monmouth, IL 61462	Independent	0.79 W	9	N/A

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Source: Copyright 2023 Data Axle and Esri. Esri Total Residential Population forecasts for 2023. Data Axle Business Locations (Q2 2023).

June 22, 2023



Business Locator

171878704.006 2
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Geography: Block Group

Prepared by Esri

2020 Residential Population:	593	2023 Total Sales	\$1,017,406,000
2023 Residential Population:	599	2023 Total Employees	3,976
2028 Residential Population:	600	Employee/Residential Population Ratio:	6.64:1
Annual Population Growth 2023 - 2028	0.03%	Total Number of Businesses:	53

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
872103	Novamed Alliance N 6th St Monmouth, IL 61462	Independent	0.02 SE	5	\$296,000
421304	Parkins Trucking N 6th St Monmouth, IL 61462	Independent	0.02 SE	4	\$642,000
201104	Smithfield Foods Inc N 6th St Monmouth, IL 61462	Branch	0.11 W	1,700	\$669,899,000
542107	Farmland Foods Inc N 6th St Monmouth, IL 61462	Independent	0.11 W	1,700	\$278,765,000
874127	Liberty Foods Service N 6th St Monmouth, IL 61462	Independent	0.11 W	13	\$496,000
581208	Dinner Bell N 6th St Monmouth, IL 61462	Independent	0.11 SE	5	\$182,000
541105	Fareway N 6th St Monmouth, IL 61462	Branch	0.17 SE	46	\$7,244,000
581228	Scooter's Coffeehouse N 6th St Monmouth, IL 61462	Branch	0.17 SE	9	N/A
422202	Americold Cloverleaf Dr Monmouth, IL 61462	Branch	0.18 NW	150	\$14,577,000
738988	Mailbox Stores of Monmouth N 6th St Monmouth, IL 61462	Independent	0.19 SW	3	\$149,000
481207	TCC-Verizon Authorized Retailer N 6th St Monmouth, IL 61462	Branch	0.19 SW	3	\$1,865,000
481207	U.S. Cellular N 6th St Monmouth, IL 61462	Branch	0.19 SW	3	\$1,865,000
628203	Edward Jones N 6th St Monmouth, IL 61462	Branch	0.19 SW	2	\$607,000
581208	Champs Chicken N 6th St Monmouth, IL 61462	Branch	0.19 SW	3	N/A

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Source: Copyright 2023 Data Axle and Esri. Esri Total Residential Population forecasts for 2023. Data Axle Business Locations (Q2 2023).



Business Locator

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
515401	Wiechman Pig Company Cloverleaf Dr Monmouth, IL 61462	Branch	0.29 W	2	\$3,344,000
541105	County Market N 6th St Monmouth, IL 61462	Branch	0.32 S	100	\$16,098,000
598406	Blue Rhino N 6th St Monmouth, IL 61462	Kiosk	0.32 S	N/A	N/A
738905	Coinstar N 6th St Monmouth, IL 61462	Kiosk	0.32 S	N/A	N/A
751303	U-Haul Neighborhood Dealer N 6th St Monmouth, IL 61462	Branch	0.32 S	N/A	N/A
701101	Super 8 By Wyndham Monmouth Il N 6th St Monmouth, IL 61462	Branch	0.32 SW	3	\$453,000
509998	Tara Spa Therapy Inc N Main St Monmouth, IL 61462	Independent	0.36 W	5	\$6,556,000
422505	Standard of Beaverdale Inc N Main St Monmouth, IL 61462	Independent	0.36 W	3	\$179,000
593259	Marmon Renew Inc N Main St Monmouth, IL 61462	Headquarters	0.36 W	N/A	N/A
999977	Monmouth Manor N 6th St Monmouth, IL 61462	Independent	0.37 S	N/A	N/A
344106	Metal Crafters N Main St Monmouth, IL 61462	Independent	0.38 W	5	\$845,000
753204	Rocket Restorations N Main St Monmouth, IL 61462	Independent	0.38 W	1	\$86,000
541103	Casey's N Main St Monmouth, IL 61462	Branch	0.40 W	12	\$1,610,000
598406	Blue Rhino N Main St Monmouth, IL 61462	Kiosk	0.40 W	N/A	N/A
701101	AmericInn Americinn Way Monmouth, IL 61462	Branch	0.43 SW	16	\$1,207,000
458106	Monmouth Airport-C66 N 11th St Monmouth, IL 61462	Independent	0.50 E	1	\$64,000

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
581208	Arby's N Main St Monmouth, IL 61462	Branch	0.51 SW	20	\$726,000
542107	Heartland Beef Inc N Main St Monmouth, IL 61462	Independent	0.51 SW	5	\$820,000
723106	Headquarters E Jackson Ave Monmouth, IL 61462	Independent	0.51 SW	7	\$164,000
552198	Tatman 1 Auto Sales N Main St Monmouth, IL 61462	Independent	0.53 SW	3	\$1,429,000
653132	Warren County Housing Authority E Harlem Ave Monmouth, IL 61462	Branch	0.54 SW	11	N/A
733110	USPS Blue Collection Box E Harlem Ave Monmouth, IL 61462	Kiosk	0.54 SW	N/A	N/A
872101	Cavanaugh Davies Blackman & Cramblet Cpa's N Main St Monmouth, IL 61462	Independent	0.55 SW	7	\$517,000
553111	AutoZone N Main St Monmouth, IL 61462	Branch	0.57 SW	5	\$659,000
723106	Ron's Fashion Flair Hair Styling N 2nd St Monmouth, IL 61462	Independent	0.60 SW	1	\$24,000
494102	Water Department Superintendent E Girard Ave Monmouth, IL 61462	Independent	0.62 S	4	\$741,000
799703	Monmouth College Tennis Courts N 6th St Monmouth, IL 61462	Independent	0.62 S	10	\$672,000
655302	Monmouth Cemetery N 6th St Monmouth, IL 61462	Independent	0.63 S	1	N/A
581222	Pizza Hut N Main St Monmouth, IL 61462	Branch	0.66 SW	27	\$980,000
581208	Wing Street N Main St Monmouth, IL 61462	Branch	0.66 SW	20	\$726,000
581208	Subway N Main St Monmouth, IL 61462	Branch	0.68 SW	18	\$654,000
723106	Beauty Unlimited N 1st St Monmouth, IL 61462	Independent	0.74 SW	1	\$24,000

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Business Locator

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Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
912103	Warren County Department Soil N Main St Monmouth, IL 61462	Independent	0.78 SW	5	N/A
951103	Warren County Soil & Water Conservation N Main St Monmouth, IL 61462	Independent	0.78 SW	5	N/A
912101	Natural Resources Conservation N Main St Monmouth, IL 61462	Branch	0.78 SW	17	N/A
628203	Edward Jones N Main St Monmouth, IL 61462	Branch	0.82 SW	2	\$607,000
723101	Honey Hair & Skin E Euclid Ave Monmouth, IL 61462	Independent	0.84 SW	3	\$24,000
602103	ATM N Main St Monmouth, IL 61462	Kiosk	0.84 SW	N/A	N/A
541103	Ayerco Convenience Center N Main St Monmouth, IL 61462	Branch	0.84 SW	10	\$1,610,000

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Business Locator

171878704.004 2
 171878704.004 (171878704004)
 Geography: Block Group

Prepared by Esri

2020 Residential Population:	1,026	2023 Total Sales	\$61,298,000
2023 Residential Population:	1,044	2023 Total Employees	807
2028 Residential Population:	1,047	Employee/Residential Population Ratio:	0.77:1
Annual Population Growth 2023 - 2028	0.06%	Total Number of Businesses:	77

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
171102	All Systems Go Heating & Air N B St Monmouth, IL 61462	Independent	0.13 E	2	\$206,000
366398	Gem Electronics W Harlem Ave Monmouth, IL 61462	Independent	0.16 N	4	\$934,000
422503	Maple City Mini Storage W Harlem Ave Monmouth, IL 61462	Independent	0.16 N	4	\$60,000
359903	Carnaeder Design & Machine N A St Monmouth, IL 61462	Independent	0.16 E	4	\$590,000
171105	Saint George Plumbing W Euclid Ave Monmouth, IL 61462	Independent	0.17 SE	1	\$103,000
506333	Walker Electric Repair W Harlem Ave Monmouth, IL 61462	Independent	0.18 NE	1	\$781,000
154213	Showplace Kitchens W Harlem Ave Monmouth, IL 61462	Independent	0.18 NE	3	\$628,000
508310	Painter Farm Equipment Service W Harlem Ave Monmouth, IL 61462	Independent	0.19 NE	12	\$11,905,000
097103	Western Illinois Animal Rescue, Inc W Harlem Ave Monmouth, IL 61462	Independent	0.19 NE	3	\$305,000
753201	Dan Porter's Body Shop W Harlem Ave Monmouth, IL 61462	Independent	0.22 N	3	\$257,000
753801	Pro Automotive Solutions Inc W Harlem Ave Monmouth, IL 61462	Independent	0.22 N	1	\$108,000
835101	Teddy Bear Day Care W Detroit Ave Monmouth, IL 61462	Independent	0.22 SW	5	\$63,000
832222	YMCA W Harlem Ave Monmouth, IL 61462	Branch	0.23 NW	60	\$1,848,000
832222	City of Monmouth W Harlem Ave Monmouth, IL 61462	Branch	0.23 NW	2	N/A

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Business Locator

171878704.004 2
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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
641112	American Family Insurance-Carol Shaw N Main St Monmouth, IL 61462	Branch	0.24 E	3	\$322,000
598406	Blue Rhino N Main St Monmouth, IL 61462	Kiosk	0.24 SE	N/A	N/A
591205	Walgreens N Main St Monmouth, IL 61462	Branch	0.24 SE	6	\$1,543,000
784108	Redbox N Main St Monmouth, IL 61462	Kiosk	0.24 SE	N/A	N/A
609910	Western Union Agent Location N Main St Monmouth, IL 61462	Branch	0.24 SE	3	\$1,383,000
726103	Hoover Hall Funeral Homes N Main St Monmouth, IL 61462	Independent	0.25 NE	1	\$89,000
806301	Bridgeway Inc Industrial Park Rd Monmouth, IL 61462	Independent	0.27 N	5	\$240,000
912102	Extension Unit N Main St Monmouth, IL 61462	Independent	0.28 NE	6	N/A
861107	Warren Henderson Farm Bureau N Main St Monmouth, IL 61462	Branch	0.28 NE	3	N/A
628203	COUNTRY Financial N Main St Monmouth, IL 61462	Branch	0.28 NE	3	\$910,000
628203	Tiffany Cole-COUNTRY Financial Representative N Main St Monmouth, IL 61462	Branch	0.28 NE	2	N/A
552198	Lonnie's Autos N Main St Monmouth, IL 61462	Independent	0.28 SE	1	\$477,000
792215	Dancer's Studio N A St Monmouth, IL 61462	Independent	0.29 SE	6	\$526,000
922404	Monmouth Fire Department Industrial Park Rd Monmouth, IL 61462	Independent	0.30 NW	20	N/A
553111	O'Reilly Auto Parts N Main St Monmouth, IL 61462	Branch	0.30 NE	9	\$1,187,000
754201	Super Wash N Main St Monmouth, IL 61462	Branch	0.31 SE	3	\$105,000

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Business Locator

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
738999	Alliance N G St Monmouth, IL 61462	Independent	0.33 NW	11	\$546,000
541103	Circle K N Main St Monmouth, IL 61462	Branch	0.33 NE	5	\$805,000
571216	Traditional Amish Hardwoods N Main St Monmouth, IL 61462	Independent	0.33 SE	4	\$700,000
801104	Galesburg Clinic W Harlem Ave Monmouth, IL 61462	Independent	0.34 NW	8	\$1,057,000
806202	OSF Holy Family Medical Center W Harlem Ave Monmouth, IL 61462	Headquarters	0.34 NW	170	N/A
801104	OSF Medical Group-Monmouth W Harlem Ave Monmouth, IL 61462	Branch	0.34 NW	17	\$2,245,000
801104	OSF Specialty Clinics-Monmouth W Harlem Ave Monmouth, IL 61462	Branch	0.34 NW	8	\$2,245,000
801104	OSF Holy Family Specialty Clinic W Harlem Ave Monmouth, IL 61462	Branch	0.34 NW	8	\$1,057,000
801104	OSF Healthcare W Harlem Ave Monmouth, IL 61462	Branch	0.34 NW	8	\$1,057,000
806201	OSF Rehabilitation W Harlem Ave Monmouth, IL 61462	Branch	0.34 NW	5	\$397,000
806203	Emergency Dept, OSF Holy Family Medical W Harlem Ave Monmouth, IL 61462	Independent	0.34 NW	17	\$2,381,000
762304	Independent Refrigeration & Heating Ltd N Main St Monmouth, IL 61462	Independent	0.35 SE	6	\$651,000
726103	McGuire's & Davies Funeral Home N G St Monmouth, IL 61462	Independent	0.35 NW	2	\$177,000
762902	Bob's Appliance Service W Boston Ave Monmouth, IL 61462	Independent	0.36 S	1	\$41,000
533101	Dollar General N Main St Monmouth, IL 61462	Branch	0.37 NE	7	\$1,016,000
808201	Western Illinois Home Health Care, Inc Industrial Park Rd Monmouth, IL 61462	Independent	0.38 N	15	\$513,000

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Business Locator

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
641112	Country Mutual Insurance Co Inc N Main St Monmouth, IL 61462	Independent	0.39 NE	2	\$215,000
653118	Monmouth Farm & Home Realty N Main St Monmouth, IL 61462	Independent	0.39 SE	16	\$1,392,000
581208	Pepperoni's Pizza N Main St Monmouth, IL 61462	Independent	0.39 SE	1	\$73,000
411902	Galesburg Hospitals Ambulance Service Industrial Park Rd Monmouth, IL 61462	Independent	0.39 NW	2	\$109,000
581208	DQ Grill & Chill N Main St Monmouth, IL 61462	Branch	0.40 SE	30	\$1,089,000
581208	Burger King N Main St Monmouth, IL 61462	Branch	0.40 NE	25	\$908,000
811103	Gullberg Box & Worby LLC W Boston Ave Monmouth, IL 61462	Independent	0.42 SE	7	\$1,036,000
602101	Fortress Bank W Boston Ave Monmouth, IL 61462	Branch	0.42 SE	6	\$1,178,000
811103	Gullberg, Box, Worby & Rogers LLC W Boston Ave Monmouth, IL 61462	Independent	0.42 SE	8	\$1,184,000
581208	McDonald's N Main St Monmouth, IL 61462	Branch	0.42 NE	65	\$2,359,000
839998	Nik Inc of Monmouth N Main St Monmouth, IL 61462	Independent	0.42 NE	4	N/A
962106	Monmouth Secretary-State N Main St Monmouth, IL 61462	Branch	0.43 SE	3	N/A
753801	Laharpe Unit District Business Garage N D St Monmouth, IL 61462	Independent	0.46 S	2	\$216,000
721101	Maplecity Laundrys W Archer Ave Monmouth, IL 61462	Independent	0.47 SE	1	\$42,000
592102	The Bottlery N Main St Monmouth, IL 61462	Independent	0.48 SE	4	\$825,000
821120	Monmouth Roseville Cusd #238 N E St Monmouth, IL 61462	Independent	0.48 S	4	N/A

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Business Locator

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
912103	Henderson County Economic N E St Monmouth, IL 61462	Independent	0.48 S	5	N/A
821103	Regional Alternative Education Services West N E St Monmouth, IL 61462	Independent	0.48 S	3	N/A
821120	Monmouth Unit School District 238 N E St Monmouth, IL 61462	Independent	0.48 S	10	N/A
999966	Delabar Cte System N E St Monmouth, IL 61462	Independent	0.48 S	N/A	N/A
821103	Aledo Community Unit School District N E St Monmouth, IL 61462	Independent	0.48 S	20	N/A
821103	Immaculate Conception School N B St Monmouth, IL 61462	Independent	0.48 S	15	N/A
541105	Save-A-Lot N Main St Monmouth, IL 61462	Branch	0.49 SE	20	\$3,220,000
591205	Axline Pharmacy N Main St Monmouth, IL 61462	Branch	0.49 SE	29	\$7,457,000
733110	USPS Blue Collection Box N Main St Monmouth, IL 61462	Kiosk	0.49 SE	N/A	N/A
912103	Warren County Coroner N Main St Monmouth, IL 61462	Independent	0.51 SE	3	N/A
581208	Patton Block Grill & Brew Pub Public Sq Monmouth, IL 61462	Independent	0.52 SE	8	N/A
866107	Immaculate Conception Catholic Church- W Broadway Monmouth, IL 61462	Independent	0.52 SE	3	N/A
912103	Warren County Sheriff Office N A St Monmouth, IL 61462	Independent	0.53 SE	19	N/A
912103	Warren County Jail N A St Monmouth, IL 61462	Independent	0.53 SE	19	N/A
641112	Stanton Insurance Monmouth, IL 61462	Independent	0.53 SE	5	\$537,000

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Business Locator

171878704.003
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 Geography: Block Group

Prepared by Esri

2020 Residential Population:	610	2023 Total Sales	\$22,404,000
2023 Residential Population:	537	2023 Total Employees	661
2028 Residential Population:	508	Employee/Residential Population Ratio:	1.23:1
Annual Population Growth 2023 - 2028	-1.10%	Total Number of Businesses:	65

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
999977	Wicked Mic's E Boston Ave Monmouth, IL 61462	Independent	0.03 S	N/A	N/A
804101	Monmouth Chiropractic Clinic E Archer Ave Monmouth, IL 61462	Independent	0.09 SW	3	\$191,000
701101	Jonny's Guest House E Clinton Ave Monmouth, IL 61462	Independent	0.09 E	2	\$151,000
472402	Do Travel E Boston Ave Monmouth, IL 61462	Independent	0.10 SE	1	\$98,000
573608	Daw Violins N 2nd St Monmouth, IL 61462	Independent	0.10 NW	1	\$104,000
911104	Monmouth Township Supervisor E Archer Ave Monmouth, IL 61462	Independent	0.13 S	2	N/A
729101	B & M Tax Preparers E Archer Ave Monmouth, IL 61462	Independent	0.13 SE	2	\$39,000
599979	ClearSound Hearing E Clinton Ave Monmouth, IL 61462	Independent	0.15 W	2	\$233,000
835107	Head Start E Euclid Ave Monmouth, IL 61462	Independent	0.16 N	70	\$870,000
899999	West Central Community Services, Inc E Euclid Ave Monmouth, IL 61462	Independent	0.16 N	3	\$351,000
602101	Security Savings Bank E Broadway Monmouth, IL 61462	Headquarters	0.17 SW	N/A	N/A
671201	Security Bancorp, MHC E Broadway Monmouth, IL 61462	Headquarters	0.17 SW	45	N/A
602103	ATM E Broadway Monmouth, IL 61462	Kiosk	0.17 SW	N/A	N/A
733110	FedEx Drop Box E Broadway Monmouth, IL 61462	Kiosk	0.17 SW	N/A	N/A

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Source: Copyright 2023 Data Axle and Esri. Esri Total Residential Population forecasts for 2023. Data Axle Business Locations (Q2 2023).



Business Locator

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
733110	UPS Drop Box E Broadway Monmouth, IL 61462	Kiosk	0.17 SW	N/A	N/A
571216	Vickroy's of Monmouth Furniture E Archer Ave Monmouth, IL 61462	Independent	0.18 SW	6	\$1,050,000
602101	Community National Bank N Main St Monmouth, IL 61462	Independent	0.18 W	20	\$3,924,000
653118	Doyle & Associates Realty N Main St Monmouth, IL 61462	Independent	0.18 W	7	\$609,000
872102	Lovdahl & Shimmin Inc E Euclid Ave Monmouth, IL 61462	Independent	0.18 NW	5	\$370,000
872102	LSI Accounting E Euclid Ave Monmouth, IL 61462	Independent	0.18 NW	7	\$517,000
729101	H&R Block N Main St Monmouth, IL 61462	Branch	0.19 W	2	\$39,000
641112	Sean Stevens Insurance N Main St Monmouth, IL 61462	Independent	0.19 W	1	\$108,000
581208	New China Buffet N Main St Monmouth, IL 61462	Independent	0.19 W	3	\$109,000
541103	Leos Drive-Thru Convenience Store N Main St Monmouth, IL 61462	Independent	0.19 W	5	\$483,000
653118	Western Illinois Realty LLC N Main St Monmouth, IL 61462	Independent	0.19 W	3	\$261,000
671201	Western Illinois Bancshares, Inc E Broadway Monmouth, IL 61462	Headquarters	0.19 SW	80	N/A
621111	Midwest Bank-Investment Service E Broadway Monmouth, IL 61462	Headquarters	0.19 SW	2	N/A
602101	Midwest Bank E Broadway Monmouth, IL 61462	Headquarters	0.19 SW	81	N/A
628205	Midwest Bank Wealth Management E Broadway Monmouth, IL 61462	Branch	0.19 SW	2	\$607,000
641112	Porter-Hay Insurance E Broadway Monmouth, IL 61462	Branch	0.19 SW	1	\$108,000

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 Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
641112	Tiffany Cole Insurance N Main St Monmouth, IL 61462	Independent	0.20 W	2	\$215,000
721201	Linn's Dry Cleaners N Main St Monmouth, IL 61462	Independent	0.20 NW	1	\$42,000
541105	Supermercado Cuatro Hermanos E Archer Ave Monmouth, IL 61462	Independent	0.21 W	2	\$322,000
864108	Varsity Club Inc Public Sq Monmouth, IL 61462	Independent	0.21 SW	3	N/A
602103	ATM Public Sq Monmouth, IL 61462	Kiosk	0.21 SW	N/A	N/A
861104	Monmouth Chamber of Commerce Public Sq Monmouth, IL 61462	Branch	0.21 SW	2	N/A
861104	Chamber of Commerce Public Sq Monmouth, IL 61462	Branch	0.21 SW	4	N/A
591205	Axline Pharmacy N Main St Monmouth, IL 61462	Branch	0.22 W	29	\$7,457,000
733110	USPS Blue Collection Box N Main St Monmouth, IL 61462	Kiosk	0.22 W	N/A	N/A
641112	Jon Ferguson State Farm Public Sq Monmouth, IL 61462	Independent	0.22 SW	3	\$322,000
811103	Clark, Glasgow & McClintock, LLC Public Sq Monmouth, IL 61462	Independent	0.22 SW	4	\$592,000
922202	State Attorney E Broadway Monmouth, IL 61462	Branch	0.22 SW	5	N/A
912103	Warren County Treasurer's Office E Broadway Monmouth, IL 61462	Independent	0.22 SW	2	N/A
912103	Warren County Clerk E Broadway Monmouth, IL 61462	Independent	0.22 SW	4	N/A
912104	City of Monmouth Administrator E Broadway Monmouth, IL 61462	Independent	0.22 SW	15	N/A
912103	Warren County Veteran's Assistance E Broadway Monmouth, IL 61462	Independent	0.22 SW	1	N/A

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 Geography: Block Group

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SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
912103	Warren County Election Registration E Broadway Monmouth, IL 61462	Independent	0.22 SW	3	N/A
912103	Warren County Assessment E Broadway Monmouth, IL 61462	Independent	0.22 SW	3	N/A
953204	Monmouth City Building & Zoning E Broadway Monmouth, IL 61462	Independent	0.22 SW	2	N/A
494102	Monmouth Water Department Billing E Broadway Monmouth, IL 61462	Independent	0.22 SW	2	\$371,000
912112	Monmouth City Hall E Broadway Monmouth, IL 61462	Independent	0.22 SW	14	N/A
911104	Monmouth Mayor E Broadway Monmouth, IL 61462	Independent	0.22 SW	3	N/A
912116	Monmouth City Public Works E Broadway Monmouth, IL 61462	Branch	0.22 SW	24	N/A
921103	Warren County Court Service Department E Broadway Monmouth, IL 61462	Independent	0.22 SW	5	N/A
912103	Warren County States Attorney's Office E Broadway Monmouth, IL 61462	Independent	0.22 SW	3	N/A
912103	Warren County Probation Office E Broadway Monmouth, IL 61462	Independent	0.22 SW	5	N/A
912103	Warren Circuit Clerk's Office E Broadway Monmouth, IL 61462	Independent	0.22 SW	8	N/A
921103	Warren County Courthouse E Broadway Monmouth, IL 61462	Independent	0.22 SW	50	N/A
912101	City of Monmouth E Broadway Monmouth, IL 61462	Independent	0.22 SW	39	N/A
962107	Warren County E Broadway Monmouth, IL 61462	Independent	0.22 SW	43	N/A
733110	USPS Blue Collection Box E Broadway Monmouth, IL 61462	Kiosk	0.22 SW	N/A	N/A
273298	Kellogg Printing Company Public Sq Monmouth, IL 61462	Independent	0.23 SW	10	\$1,145,000

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Business Locator

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Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
275202	Royal Art Public Sq Monmouth, IL 61462	Independent	0.23 SW	8	\$997,000
811103	Thomas R Siegel La Attorney N Main St Monmouth, IL 61462	Independent	0.23 SW	4	\$592,000
804101	Personal Best Chiropractic, LLC N Main St Monmouth, IL 61462	Independent	0.23 SW	2	\$127,000

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Business Locator

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 Geography: Block Group

Prepared by Esri

2020 Residential Population:	709	2023 Total Sales	\$268,216,000
2023 Residential Population:	704	2023 Total Employees	672
2028 Residential Population:	704	Employee/Residential Population Ratio:	0.95:1
Annual Population Growth 2023 - 2028	0.00%	Total Number of Businesses:	14

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
794104	Softball Field at Monmouth College Illinois E Clinton Ave Monmouth, IL 61462	Independent	0.08 NW	4	\$740,000
822101	Monmouth College E Broadway Monmouth, IL 61462	Headquarters	0.12 SE	270	N/A
546101	Einstein Bros Bagels E Broadway Monmouth, IL 61462	Branch	0.12 SE	15	\$576,000
999977	Camws to Help E Broadway Monmouth, IL 61462	Independent	0.12 SE	N/A	N/A
822114	Monmouth College Board of Trustees E Broadway Monmouth, IL 61462	Headquarters	0.12 SE	15	N/A
673201	Monmouth College Financial Aid E Broadway Monmouth, IL 61462	Independent	0.12 SE	300	\$255,370,000
554112	Electric Charging Station E Broadway Monmouth, IL 61462	Kiosk	0.12 SE	N/A	N/A
823109	Hewes Library E Broadway Monmouth, IL 61462	Independent	0.12 SE	10	N/A
794104	April Zorn Memorial Stadium N 9th St Monmouth, IL 61462	Independent	0.13 E	6	\$3,697,000
738999	Aramark N 9th St Monmouth, IL 61462	Branch	0.13 E	3	\$149,000
594214	Monmouth College Bookstore N 9th St Monmouth, IL 61462	Branch	0.13 E	3	\$290,000
794104	Huff Athletic Center N 7th St Monmouth, IL 61462	Independent	0.15 S	20	\$3,697,000
794104	Glennie Gymnasium N 7th St Monmouth, IL 61462	Independent	0.15 S	20	\$3,697,000
864107	Sigma Phi Epsilon E Euclid Ave Monmouth, IL 61462	Independent	0.19 NE	6	N/A

Data Note: Businesses are listed based on their proximity to the study area location. A maximum of 250 records can be displayed on one report. Data on the Business Locations report is based on the businesses whose location falls within the area of study. Total Sales, Total Daytime Business Population, Total Number of Businesses, and the Daytime Business (pop)/Residential Ratio are calculated using the collection of business points that fall within the area of study.

Source: Copyright 2023 Data Axle and Esri. Esri Total Residential Population forecasts for 2023. Data Axle Business Locations (Q2 2023).



Business Locator

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 Geography: Block Group

Prepared by Esri

2020 Residential Population:	924	2023 Total Sales	\$30,841,000
2023 Residential Population:	934	2023 Total Employees	159
2028 Residential Population:	933	Employee/Residential Population Ratio:	0.17:1
Annual Population Growth 2023 - 2028	-0.02%	Total Number of Businesses:	24

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
799968	Rainbow Riders 200th Ave Monmouth, IL 61462	Independent	0.18 SW	2	\$73,000
794104	Monmouth Baseball Field N 11th St Monmouth, IL 61462	Independent	0.30 W	20	\$3,697,000
701101	Welcome Inn the Inc N 11th St Monmouth, IL 61462	Independent	0.31 SW	1	\$76,000
912104	City of Galesburg 200th Ave Monmouth, IL 61462	Independent	0.31 S	2	N/A
864102	American Legion N 11th St Monmouth, IL 61462	Branch	0.37 NW	5	N/A
753812	Brad's Repair E Jackson Ave Monmouth, IL 61462	Independent	0.41 W	3	\$323,000
152108	Stanley Steemer Carpet Cleaner E Jackson Ave Monmouth, IL 61462	Branch	0.44 W	2	\$419,000
799201	Gibson Woods Golf Course N 11th St Monmouth, IL 61462	Independent	0.44 NW	10	\$507,000
581208	The Pizza Place N 11th St Monmouth, IL 61462	Independent	0.52 SW	5	\$182,000
799901	Rock-N-Roller Rink N 11th St Monmouth, IL 61462	Independent	0.53 SW	7	\$256,000
799901	Freedom Roller Rink N 11th St Monmouth, IL 61462	Independent	0.53 SW	1	\$37,000
793301	Tombstone Bowl N 11th St Monmouth, IL 61462	Independent	0.54 SW	2	\$66,000
074203	Monmouth Small Animal Hospital PC N 11th St Monmouth, IL 61462	Independent	0.56 SW	9	\$1,144,000
738942	Irvin Haase & Associates N 11th St Monmouth, IL 61462	Independent	0.58 SW	5	\$248,000

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Business Locator

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Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
839998	The Stewart House E Euclid Ave Monmouth, IL 61462	Independent	0.60 SW	1	N/A
628203	Compeer Financial E Jackson Ave Monmouth, IL 61462	Branch	0.61 W	13	\$5,542,000
912116	Monmouth Township Garage E Boston Ave Monmouth, IL 61462	Independent	0.62 SW	1	N/A
999977	Schoolworks LLC N 8th St Monmouth, IL 61462	Independent	0.64 W	N/A	N/A
866110	Ignite Student Ministries Inc E Boston Ave Monmouth, IL 61462	Independent	0.76 SW	9	N/A
551102	Kunes Chrysler Dodge Jeep Ram Monmouth N 6th St Monmouth, IL 61462	Branch	0.78 W	26	\$16,487,000
553111	Kunes Country of Monmouth Parts N 6th St Monmouth, IL 61462	Branch	0.78 W	5	N/A
556103	Kunes RV of Monmouth N 6th St Monmouth, IL 61462	Branch	0.78 W	19	\$1,036,000
799703	Monmouth College Tennis Courts N 6th St Monmouth, IL 61462	Independent	0.80 W	10	\$672,000
655302	Warren County Memorial Park N 11th St Monmouth, IL 61462	Independent	0.85 N	1	\$76,000

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Business Locator

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 Geography: Block Group

Prepared by Esri

2020 Residential Population:	942	2023 Total Sales	\$27,063,000
2023 Residential Population:	961	2023 Total Employees	190
2028 Residential Population:	967	Employee/Residential Population Ratio:	0.20:1
Annual Population Growth 2023 - 2028	0.12%	Total Number of Businesses:	23

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
599992	Avon Products 62nd St Monmouth, IL 61462	Branch	0.20 S	1	\$117,000
472402	Far & Near Travel US Highway 34 Monmouth, IL 61462	Independent	0.43 E	3	\$292,000
805101	Courtyard Estates of Monmouth Courtyard Blvd Monmouth, IL 61462	Branch	0.43 SE	30	\$1,452,000
864102	Veterans of Foreign Wars N G St Monmouth, IL 61462	Branch	0.57 SE	6	N/A
602103	ATM N G St Monmouth, IL 61462	Kiosk	0.57 SE	N/A	N/A
866107	First Christian Church N Sunny Ln Monmouth, IL 61462	Independent	0.63 SE	6	N/A
805101	Legacy Estates of Monmouth W Broadway Monmouth, IL 61462	Branch	0.87 S	40	\$1,936,000
581208	Taco Bell Maple City Dr Monmouth, IL 61462	Branch	0.88 E	22	\$799,000
866107	Immanuel Baptist Church N Sunny Ln Monmouth, IL 61462	Independent	0.89 SE	3	N/A
602103	ATM N Main St Monmouth, IL 61462	Kiosk	0.92 E	N/A	N/A
554101	Phillips 66 N Main St Monmouth, IL 61462	Branch	0.92 E	12	\$8,048,000
541103	Beck's Express N Main St Monmouth, IL 61462	Branch	0.92 E	9	\$6,036,000
541103	Casey's W Broadway Monmouth, IL 61462	Branch	0.94 S	24	\$3,864,000
598406	Blue Rhino W Broadway Monmouth, IL 61462	Kiosk	0.94 S	N/A	N/A

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Geography: Block Group

Prepared by Esri

SIC Code	Business Name	Business Type	Distance From Site in Miles	Employees	Sales
751303	U-Haul Neighborhood Dealer N Main St Monmouth, IL 61462	Branch	0.97 E	2	\$587,000
754927	Berg's Towing N Main St Monmouth, IL 61462	Independent	1.00 E	9	\$640,000
352304	Mayrath Industries Inc Agricultrl Suplies US Highway 67 Monmouth, IL 61462	Independent	1.03 E	3	\$908,000
753801	Dj's Brake & Alignment US Highway 67 Monmouth, IL 61462	Independent	1.07 NE	4	\$431,000
526129	Missavage Pioneer Seed Corn US Highway 67 Monmouth, IL 61462	Independent	1.08 NE	2	\$400,000
738901	Burns Trailer Sales US Highway 67 Monmouth, IL 61462	Independent	1.13 NE	2	\$100,000
559917	Trailer Sales US Highway 67 Monmouth, IL 61462	Independent	1.13 NE	2	\$471,000
738901	Burns Auctions Service US Highway 67 Monmouth, IL 61462	Independent	1.13 NE	2	\$100,000
517206	Halcomb Oil Co US Highway 67 Monmouth, IL 61462	Independent	1.14 NE	8	\$882,000

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**Economic Development
Strengths, Weaknesses, Opportunities & Threats (SWOT)
Analysis**

Prepared for the City of Monmouth, Illinois

By

Civic Solutions, LLC

INTRODUCTION

A SWOT analysis of a community can provide an answer to the question, "Where are we now?" by identifying important economic development-related elements that speak to a community's distinctive assets and competitive stance. A grasp of capabilities and capacity is necessary to employ the SWOT analysis as a strategic planning tool. A SWOT analysis highlights a city's competitive advantages, as well as, challenges that may prevent the community from reaching its full potential. The SWOT analysis terms are generally defined as the following:

- **Strengths:** a community's relative competitive advantages, such as industry clusters or supply chains, infrastructure, human, cultural or physical assets, higher education levels, and stakeholder collaboration;
- **Weaknesses:** a community's relative competitive disadvantages, such as lack of trained workforce, funding for projects, apathy or a risk-averse or change-resistant culture;
- **Opportunities** are occasions or prospects for community development or growth, such as the expansion of business and industry or residential growth; development of small businesses, or grant funding available through the state; and
- **Threats:** areas of concern that may have a negative effect on the city or community, such as population decline, skilled workforce shortages, industry closures or national recessions.

Lastly, a SWOT analysis should engage a range of community stakeholders to gain diverse input. **This analysis is only a starting point and will be further amended and added upon as more community discussions take place.** The pages that follow contain a listing of strengths, weaknesses, opportunities and threats for Monmouth.

Strengths	Page 2
Weaknesses	3
Opportunities	4
Threats	5

STRENGTHS

Development Assets

1. Historic Downtown/Public Square and recent streetscaping/revitalization grant from the State
2. Major industrial and commercial corridors for business growth
 - a. US Route 34
 - b. Main Street
 - c. West Harlem
 - d. Industrial Park Dr.
3. Many undeveloped properties that have potential for commercial, industrial and residential growth
4. Municipality's openness to use various development incentives
5. Municipality's growth and business-friendly mindset
6. Municipal control of water and sewer utilities
7. Growing racial diversity

Development Support Partners

1. Maple City Area Partnership (MCAP)
2. Monmouth Area Chamber of Commerce
3. WIU Illinois Small Business Development Center
4. Carl Sandburg College – Career/Workforce Development Office
5. Western Illinois Regional Council
6. Western Illinois Economic Development Authority
7. University of Illinois Extension, Henderson, Knox, McDonough, Warren Unit 10
8. Illinois Institute of Rural Affairs
9. Illinois Main Street Program

Transportation Infrastructure

1. 4-lane highway access via US Route 34
2. Municipal Airport
3. BNSF rail line

Workforce Development and Education

1. Monmouth College
2. Carl Sandburg College
3. Warren County Workforce Office (LWIA 14)

Tourism Attractions (Art, Culture, History, Nature & Events)

1. LeSeur Nature Preserve
2. Various parks
3. Golf Courses
4. Citizens Lake
5. The Buchanan Center for the Arts
6. Wyatt Earp Birthplace Museum
7. Warren County History Museum
8. Stoneware Museum of Monmouth
9. Citizen Lake Historic Bridge
10. Reagan history
11. Joseph Smith/Mormon history
12. Farmers Market (Chamber of Commerce)
13. Annual Monmouth Flying Club Fly In Breakfast
14. Warren County Prime Beef Festival

WEAKNESSES

Lack of Capacity for Development

1. No dedicated staff person to focus solely on economic development full time at a competitive salary.
2. There is a lack of commitment to economic development funding is by community stakeholders.

Demographics

1. Declining population, as seen in the last ten years, negatively impacts available workforce and the ability provide an attractive critical mass for employers and retailers.
2. Monmouth's poverty rate is trending higher than the State of Illinois (11.8%) and nationally (12.6%).
3. The percentage of adults in Monmouth with a college degree (33.7%) is lagging behind state and national levels (56%).

Employment

1. Employment in the community is heavily weighted toward manufacturing, which could have detrimental impacts in any future economic downturn or recession.
2. Data shows that over a quarter of working age adults in Monmouth are not working.
3. The number of self-employed has dropped over the last several decades.
4. Monmouth and Warren County's ability to bounce back with jobs in a recovery does not look strong, given the statistics. This could be due to employers in the community lagging behind others with faster recovery.

Housing

1. Housing stock in Monmouth is aged, with the median year a structure was built being 1949.
2. Housing vacancy is nearly 11%.
3. Housing unaffordability (over 30% of household income) is 19% for owner-occupied homes and 31% for renters.

Source: US Census Bureau's 2021 American Community Survey 5-year estimates.

Source: U.S. Department of Labor. 2022. Bureau of Labor Statistics, Local Area Unemployment Statistics, Washington, D.C.; National Bureau of Economic Research. 2009. U.S. Business Cycle Expansions and Contractions, Cambridge, MA.

OPPORTUNITIES

1. Explore all municipal funding streams to support economic development.
2. Explore foundation or philanthropic sources in the community to support economic development.
3. Explore funding support for economic development from those that benefit from development.
 - a. Other units of local government
 - b. Financial institutions
 - c. Utilities
 - d. Major employers
4. Apply for all applicable grants at state and federal levels.
5. Create a revolving loan fund to support small business owners and entrepreneurs.
6. Expand high-speed internet fiber throughout the community through public-private partnerships with telecommunications providers.
7. Optimize public transportation so that more available workers have the mobility to reach places of employment.
8. Build upon collaboration in the community and amongst organizations to move in the same direction towards development goals. .
9. Improve educational attainment and workforce development.
10. Create an entrepreneurial ecosystem that supports small business owners and entrepreneurs.
11. The community's growing Hispanic and Latino population will have social and economic impacts in the future. Community leaders should take steps to see how this diversity can be utilized for development purpose, such as supporting multi-cultural tourism events; fostering small business efforts; building workforce housing; or attracting industry to fit the workforce.
12. High-wage service-related workers may need access to safe transportation, amenities, recreational possibilities, a skilled workforce, and quality schools, among other things. To attract such workers, Monmouth should focus its priorities on improving the community's overall quality of life, access to transportation and infrastructure, such as high-speed internet fiber, to make it conducive for high-wage employment and business growth.
13. The percentage of adults in Monmouth with a college degree (33.7%) is lagging behind state and national levels (56%). This represents an opportunity for partners in education and workforce development to direct their efforts to help these residents gain new skills and credentials. Such efforts could include GED preparatory classes, certification training, training in the trades, and traditional higher education degrees.
14. Data shows that over a quarter of working age adults in Monmouth are not working. This could be an untapped opportunity for small business development, work-from-home employment, or filling vacancies at existing employers. The city needs to explore ways to make it easier for this non-working subset of the population to access employment.
15. The number of self-employed has dropped over the last several decades. This could be due to a lack of support systems in place for such entrepreneurs that includes technical training for running a business, financing, infrastructure or adequate site locations with easy consumer access. This presents an opportunity for local leaders to build an entrepreneurial ecosystem that supports small business owners.

THREATS

Lack of Capacity for Development

1. City leaders in government and business fail to create and fund a long-term strategy for economic development.
2. There is resistance to change.
3. Infrastructure continues to age and deteriorate.

Demographics

1. Population continues to decline.
2. Declining population, as seen in the last ten years, negatively impacts available workforce and the ability provide an attractive critical mass for employers.
3. Retailers fail to see the community as a market for expansion.
4. The community cannot retain its youth or attract young professionals.
5. Poverty rates climb higher due to lack of opportunity.

Employment

1. Employers face long-term workforce shortages.
2. Employment sectors in the community are not diversified.
3. Less people start small businesses in the community.
4. External economics such as the threat of a national or global recession occur.

Housing

4. The housing market fails to grow or crashes; vacancy rates and unaffordability go up.



Economic Development Resource Partners

Prepared for the City of Monmouth, Illinois by
Civic Solutions, LLC

The following is a brief description of area resources that the City of Monmouth should further explore for collaboration and partnerships to advance business growth and other economic development goals. Some organizations exist exclusively for purposes of advancing economic and community development efforts in the region.

1. **Maple City Area Partnership (MCAP)**: a nonprofit organization in its startup phase, organized to advance economic goals of the community and envisioned as a collaboration between public and private stakeholders.
 - a. Contact: Vanessa Wetterling, 55 Public Sq, Monmouth, Illinois, 61462, (309) 734-9452, vanessa.wetterling@prairiecommunications.net
2. **Make It Monmouth**: an association of local businesses focused on joint marketing and brand awareness of the community and its participating business establishments.
 - a. Website: <https://makeitmonmouth.net/>
 - b. Facebook: <https://www.facebook.com/makeitmonmouth>
 - c. Email: info2@makeitmonmouth.com
3. **Monmouth Area Chamber of Commerce**: The Chamber aims to help its members succeed by providing them with the resources they need to network, promote, and build trust in their businesses.
 - a. Website: <https://monmouthilchamber.com/>
 - b. Facebook: <https://www.facebook.com/monmouth.chamber>
 - c. Contact: Jenna Clayton, Chamber President, jenna@stantoninsurance.com
 - d. Contact: Sara Bockelman, Chamber Treasurer, Sara.Bockelman@mbwi.com
4. **Prairie Hills Resource Conservation & Development**: Established in 1976, Prairie Hills Resource Conservation and Development plans and conducts activities that increase the conservation of natural resources, support economic development, and enhances the environment and standard of living for citizens in local communities. Prairie Hills RC&D works in eleven counties within Illinois: Brown, Fulton, Hancock, Henderson, Henry, Mason, McDonough, Knox, Schuyler, Mercer, and Warren and in the city of Washington, Illinois. Prairie Hills RC&D has loan and downtown revitalization programs in place to assist small business owners and entrepreneurs gain additional financing assistance.
 - a. Website: <https://www.prairiehillsrcd.org/small-business-support.html>
 - b. Contact: David King, 309-833-4747, david.king@prairiehillsrcd.org
5. **USDA-Rural Development**: USDA Rural Development invests in rural America with loan, grant, and loan guarantee programs to help bring economic security and prosperity to rural communities. USDA-RD programs expand access to high-speed internet, electric, and transportation infrastructure, and support business growth, healthcare, education, housing, and other community essentials. This agency of the federal government often has annual grant opportunities for rural communities to apply to for community projects.
 - a. Website: <https://www.rd.usda.gov/programs-services/all-programs/il>
 - b. Local Contact: Dwight Reynolds, Area Director, 309-343-2169, dwight.reynolds@il.usda.gov, 233 S Soangetaha Rd. Galesburg, IL 61401

6. **Illinois Department of Commerce and Economic Opportunity:** The mission of the Illinois Department of Commerce and Economic Opportunity (DCEO) is to create equitable economic opportunities across the State of Illinois. By attracting and supporting major job creators, investing in communities, strengthening Illinois' world-class workforce, fostering innovation, and ushering in the new clean energy economy, DCEO works to fortify Illinois' reputation as a global economic powerhouse while ensuring Illinois is the best state to live, work and do business.
 - a. Website: <https://dceo.illinois.gov>
 - i. EDGE Tax Credit Program:
<https://dceo.illinois.gov/expandrelocate/incentives/edge.html>
 - ii. Illinois Enterprise Zone Program:
<https://dceo.illinois.gov/expandrelocate/incentives/taxassistance/enterprisezone.html>
 - iii. Illinois Historic Preservation Tax Credit Program:
<https://dceo.illinois.gov/expandrelocate/incentives/taxassistance/historicpreservationpa.html>
 - iv. Community Development Block Grant Program:
https://dceo.illinois.gov/communitydevelopment/cdbg_programs.html
 - v. Grant Opportunities:
<https://dceo.illinois.gov/aboutdceo/grantopportunities/grants.html>
 - b. Contact: Sal Garza, West Central Region Manager, 309-259-0171, Salvador.garza@illinois.gov
7. **Western Illinois Economic Development Authority:** WIEDA is one of ten economic development bonding authorities in the State of Illinois that covers the following counties: Cass, Fulton, Adams, Mason, Morgan, Schuyler, Hancock, Warren, Henderson, Pike, Scott, and Brown. The Authority can issue up to \$250 million in bonds for economic development purposes.
 - a. Website: <https://wieda.com/about-wieda-western-illinois/>
 - b. Contact: Warren Wribley, 866-325-7525, wribley@wieda.com, 1406 East Carroll St., Macomb, IL 61455
8. **Illinois Business Financial Services (IBFS):** IBFS is a U.S. Small Business Administration (SBA) Certified Development Company (CDC) and non-profit organization. As a CDC it works with SBA and private-sector lenders to provide financing to small businesses through the CDC/504 Loan Program, which provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings and equipment. IBFS provides up to 40% of the total project cost with a 10, 20 or 25-year loan, which has a fixed rate of interest for the life of the loan. The lender finances 50% of the project and the borrower puts down a minimum of 10% equity into the project.
 - a. Website: <http://www.ibfs.org/>
 - b. Contact: Erik Reader, President/CEO, ereader@ibfs.org, 309-495-5976
9. **Financial Institutions:** Small business owners and entrepreneurs often identify a lack of capital as a barrier to start up. Local financial institutions play a significant role in addressing funding gaps and aligning with resources partners (i.e. #4 & #8 above).
10. **WIU Illinois Small Business Development Center:** The Illinois Small Business Development Center at Western Illinois University (IL SBDC WIU) and the Illinois International Trade Center provide FREE,

confidential advising and training to help entrepreneurs and businesses start, grow, prepare to export, and sustain their businesses.

- a. Website: <https://wiusbdc.org/>
- b. Contact: Ann Friederichs, Business Advisor, 309-298-3040, sb-center@wiu.edu

11. Western Illinois Regional Council (CEDS): Western Illinois Regional Council (WIRC) was established under Illinois Public Act 76-913 in 1973 to bring units of local government together to address economic and community development issues. The US Economic Development Administration designated the WIRC in 2001 as an Economic Development District (EDD). An Economic Development District is a federally designated organization that helps lead a locally-based, regionally driven economic development planning process that leverages involvement of the public, private and non-profit sectors to establish a strategic blueprint for regional collaboration. The strategic blueprint, known as a Comprehensive Economic Development Strategy (CEDS), is a strategy-driven plan for regional economic development (U.S. Economic Development Administration, 2019). The EDD consists of six-member counties; Fulton, Hancock, Henderson, Knox, McDonough and Warren. To gain any federal grant funding through the US EDA, economic development projects have to be listed in the CEDS planning document.

- a. Website: <https://wirpc.org/ceds/>
- b. Contact: Roger Pavey, Executive Director, 309-837-3941, roger@wirpc.org

12. WIU Illinois Institute of Rural Affairs: The Illinois Institute for Rural Affairs (IIRA) builds the capacity of community leaders and policymakers by providing technical support, applied research, policy evaluation, and training across the state. IIRA is a clearinghouse for information on rural issues, coordinates rural research, and works with state agencies on issues of importance to rural communities.

- a. Website: <https://www.iira.org>
- b. Contact: Chris Merrett, PhD, 309-298-2281, cd-merrett@wiu.edu

13. Illinois Main Street Program: Illinois Main Street (IMS) works with communities across the state to foster local economic development and enhance overall quality of life. IMS does this by providing hands-on training, statewide workshops, networking opportunities, and access to resources of community organizations focused on revitalizing their older or historic commercial districts.

- a. Website: <https://www.ilmainstreet.org>
- b. Contact: Jim Miller, State Coordinator, 312-610-5613, jmiller@mainstreet.org, 53 West Jackson Blvd. Suite 350, Chicago, IL 60604

14. Knox County Area Partnership: The Knox County Area Partnership for Economic Development (KCAP) launched in 2015 to provide economic development services to the Galesburg and Knox County region. The organization is structured as a public-private 501c6 nonprofit and is located in Downtown Galesburg. KCAP can be an informal technical assistance resource to the community as it builds its economic development capacity.

- a. Website: <https://www.knoxpartnership.com>
- b. Contact: Ken Springer, President/CEO, 309-343-1194, ken@knoxpartnership.com

15. Monmouth College: The major educational institution in the community founded in 1853. The College and City share a symbiotic relationship that continually needs fostered and nurtured through communication, inclusion and cross-collaborations.

- a. Website: <https://www.monmouthcollege.edu/>
- b. Contact: Duane Bonifer, Associate Vice President, Communications and Marketing, 309-457-2321, dbonifer@monmouthcollege.edu
- c. Website: <https://www.monmouthcollege.edu/offices/equity-inclusion-community/>
- d. Contact: Regina Johnson, Director, Student Equity, Inclusion & Community / Champion Miller Center for Student Equity, Inclusion & Community, 309-457-3612, rjohnson@monmouthcollege.edu

16. Carl Sandburg College –Workforce Development and Community Education Office: The Workforce Development and Community Education of Carl Sandburg College provides workshops, classes, educational day trips and events to inspire learning and enrich lives both professionally and personally at both its Galesburg and Carthage locations. Programs are for anyone who has a desire to learn, regardless of a previous academic experience or career path. Development classes include those centered around learning new workforce skills and languages.

- a. Website: <https://www.sandburg.edu/Academics/Workforce-Development-and-Community-Education/Workforce-Development-Community-Education-Staff.html>
- b. Contact: Kang Hee Hong, Director of Workforce Development and Community Education, 309-341-5355, khong@sandburg.edu

17. U of I-Extension Unit 10: As part of the Land Grant system, the University of Illinois was established not only to provide world class education and pioneer research and discovery, but to put learning and discovery into practice, to benefit the health and wellbeing of residents and communities in every part of Illinois. Extension is the university’s statewide network of educators, faculty experts, and staff dedicated to that mission. Communities are directly served by Extension staff in 27 units located throughout Illinois. Extension educators in local offices and specialists located on the U of I campus develop and deliver in-depth programming locally, in regional venues, and through distance-learning technologies. Extension offers programming in 4-H Youth Development, Commercial Agriculture, Community & Economic Development, Consumer Economics, Energy & Environment, Family Life, Horticulture, Local Foods & Small Farms, and Nutrition & Wellness

- a. Website: <https://extension.illinois.edu/>
- b. Contact: Carrie McKillip, Community and Economic Development Educator, 309-734-5161, mckillip@illinois.edu, 1000 N. Main Street, PO Box 227, Monmouth, IL 61462

18. Workforce Innovation Board of Western Illinois: The Workforce Innovation and Opportunity Act (WIOA) of 2014 provides a national workforce preparation and employment system designed to meet the needs of the nation’s businesses and the needs of job seekers and those who want to further their careers. In addition to various employment & training services, WIOA assists with tuition, books, fees, required supplies and other support services for training, such as transportation costs through mileage reimbursements and childcare assistance.

- a. Website: <https://westernillinoisworks.net/>
- b. Contact: Blanche Shoup, President/CEO, 49 N. Prairie Street, Suite B, Galesburg, IL 61401, 309-344-1575, bshoup@westernillinoisworks.net

19. Monmouth Community Fund: The Monmouth Community Fund is a way for residents to keep wealth in the community and support it forever and is a fund of the Galesburg Community Foundation. It was developed in 2023 when the community raised \$70,000, which was matched by Galesburg Community Foundation, Twomey Foundation, and United Way of Greater Warren

County. Continued growth of the permanently endowed Monmouth Community Fund ensures that community needs are met today and well into the future. Guided by an advisory board, the fund supports the services and needs of Monmouth. The City could request funding to support economic and community development activities, programming or operations.

- a. Website: <https://yourgcf.org/monmouth/>
- b. Contact: Trevor Davies, 309-221-9545

20. Pattee Foundation (various purposes): A private foundation located in Monmouth, Illinois undertaking grant-making activities to various nonprofit and governmental organizations annually. The City could request funding to support economic and community development activities, programming or operations.

- a. Website: n/a
- b. Contact: Marcum Spears, President, 309-734-5105, marcum@spears-law.com

21. Edward Arthur Mellinger Educational Foundation (Edu purposes): The Mellinger Foundation awards scholarships to undergraduate students who attend accredited colleges and universities. In addition, the Foundation makes other grants to qualified charitable organizations for educational purposes. Under its “other” grantmaking purposes, the Foundation and City could conceivably create a program that helps residents obtain GED tutoring and testing, as well as programming that educates small business owners to be more effective entrepreneurs.

- a. Website: <https://www.mellinger.org>
- b. Contact: Gary Martin, 309-734-2419, gary@mellinger.org, 1025 East Broadway, Monmouth, IL 61462



**PROFILE SUMMARY
OF THE**



Prepared for the City of Monmouth, Illinois by
Civic Solutions, LLC

INTRODUCTION

The Spoon River Partnership for Economic Development (SRPED) is a 501(c)(3) tax exempt charitable non-profit organization dedicated to serving as a catalyst for economic and community development in Canton and Fulton County, Illinois. Its mission is to create community partnerships, business opportunities, and implement programs and projects that foster growth and development. SRPED is also focused on Marketing & Tourism in Fulton County and is a partnering organization on several of the events throughout the year in the area.

BACKGROUND AND HISTORY

The SRPED was formed in May 2006 after the City of Canton hired an interim economic development director to research and undertake a new model of economic development for the community. Previous efforts were disjointed and with varying groups (City, Chamber, Canton Area Development Corporation) competing for strategic direction and community resources. The interim time leading up to the creation of the SRPED was a period to hit the ‘reset button’ on economic development and for stakeholders in the community to rally around a single entity and movement. The SRPED was thus formed after research of best practices and discussions with stakeholders in the community, who all indicated support for creating a public/private partnership organization having one unified voice for development. The Chamber, also in transition with its executive director, agreed to co-locate with this new organization. The SRPED has been in existence for 17 years under 3 executive directors. It’s longevity has been due to the organization’s fostering of community partnership and economic/ community development successes along the way.

The SRPED was formed as a nonprofit 501(c)3 tax-exempt organization. The 501(c)3 designation by the Internal Revenue Service allows the organization to be classified as a charity, with its qualifying purpose to “combat community deterioration.” It was thought that in obtaining tax exempt status, it would make it easier for the organization to raise funds from the public and private sectors, including from individuals who could take a tax deduction for their donation.

COMPOSITION

As a public/private partnership organization, the SRPED has consistently had the following stakeholder organizations as members and leaders of the nonprofit:

- City of Canton
- Fulton County
- School District
- Community College District
- Graham Hospital
- Local financial institutions
- Local area businesses

The board of directors was composed of the following, based on the written SRPED bylaws:

1. City appointee
2. City appointee
3. City appointee
4. City appointee
5. Investor appointee (usually from the County)
6. Investor appointee (usually from School District)
7. Investor appointee (usually from Community College)
8. Investor appointee
9. Investor appointee
10. Ex-officio member (Mayor of Canton)
11. Ex-officio member (West Central Illinois Building Trades Council)
12. Ex-officio member (Illinois DCEO)

This breakdown of appointees was largely driven by the City of Canton’s interest and funding; hence they were the one entity given the most seats on the board. Large investors were also given a seat on the board as well. In reality though, many of the high investors were public entities, such as the county,

community college and school district that also received seats. To provide balance, many of the “city appointees” throughout the years came from the business community. The resulting board make-up often resulted in a fair mix between public and private representatives, despite where their appointment originated.

FUNDING

Since the City of Canton was the primary impetus and factor leading to the creation of the SRPED, it has historically provided the most funding to the organization over the years. The City provided annual funding support of \$100,000 from its General Fund, Hotel/Motel Tax Fund and TIF funds. Other funds were raised by major donors such as Fulton County (\$10,000), the local school district (\$2,000), community college district (\$2,000), Graham Hospital (\$3,000), and major financial institutions in the community such as MidAmerica National Bank and Wells Fargo (\$2,000 each). Other small businesses in the community were also approached to contribute to the effort. The total budget for the SRPED annually ranged around \$130,000-\$140,000.

STAFFING

The above-mentioned budget included funding for a full-time Executive Director, a part-time Deputy director that spent 30% of their time on economic development and 70% on Chamber related duties as its executive director. Lastly an office manager / special events coordinator was employed full time to assist both the SRPED and Chamber with bookkeeping, marketing, and events in the community.

Based on reporting through the IRS 990 filings that the SRPED has to make annually, the Executive Director pay is the following:

2018	\$72,155
2019	\$75,661
2020	\$76,824
2021	\$76,974 (new director hired)
2022	\$77,123
2023	\$79,437 (estimated as 990 filing not publicly available yet)

See attached for the latest 990 filing of the SRPED.

SRPED RELATIONSHIP to the CITY OF CANTON

The SRPED and its staff served several key roles for the City of Canton. First it was the City’s de facto economic development department tasked with working with businesses and entrepreneurs; developing policy recommendations around development (i.e. creating new TIF or business districts); and helping the city secure grant funding. Secondly, it was an organization that could extend its reach and expertise beyond the City of Canton to help develop the surrounding areas and county. Lastly, the SRPED was an organization where community leaders could come together to discuss and plan for future development, growth and put focus on priorities, whether they be industrial development, new housing, downtown redevelopment, or community marketing.

SRPED RELATIONSHIP to the CHAMBER OF COMMERCE

The SRPED and Chamber of Commerce have long had a symbiotic relationship with each other. Both organizations exist to support local businesses in the community. The SRPED and Chamber shared staffing and office space for roughly the first 10 years of the SRPED’s existence. Around 2015, the Chamber decided to have its own executive director that did not carry any economic development duties, largely to fit the needs and experience of the staffing they could recruit. Both the SRPED and Chamber thus absorbed the work of the office manager and the SRPED kept two employees, its executive director

and created a new position titled Director of Tourism and Marketing. This model and framework exists today while both organizations still co-locate together in downtown Canton.

SRPED RELATIONSHIP to the CANTON MAIN STREET

Canton Main Street (CMS) is a subsidiary program under its overall efforts. CMS is a volunteer-driven organization, made up of business owners, citizens, active retirees, students and community leaders. It was formed in 2008 to help bring prosperity to downtown and is responsible for hosting a variety of free community events throughout the year, including Glacial Golf, Art on Main, Kid's Fest, Spoon River Scenic Drive in Canton and the Christmas Walk. The organization also offers a micro-grant program for new startup businesses or businesses changing to new ownership as a way to help encourage development and help in the creation of new business development in the downtown. CMS also helps the downtown businesses through digital marketing and monthly business spotlights.

SRPED RELATIONSHIP to the TOURISM & MARKETING

The SRPED has taken the lead on marketing Canton and Fulton County with various programs and guides (<https://www.cantonillinois.org/community/>). Additionally, Fulton County Outdoor is another subsidiary program under the SRPED. It is a volunteer-driven organization made up of citizens, outdoor enthusiasts, and community leaders. The program was formed in 2018 to help promote Fulton County, IL, and attract residents and visitors to the County's many wonderful outdoor recreation and tourism destinations, including lakes, parks, trails, camping sites, hunting locations, sporting opportunities and events.

SRPED RELATIONSHIP to the CANTON AREA DEVELOPMENT CORPORATION (CADC)

The CADC, briefly mentioned above, was a predecessor organization to the SRPED that failed in garnering sufficient public/private support for economic development in the late 1990s early 2000s. Lessons from the CADC's demise was that it was driven primarily by the private sector and clashing personalities. The challenge for the SRPED was creating alignment with economic development goals and direction and getting everyone on the same page and overcoming obstacles or personalities that limited organizational growth and development.

ORGANIZATIONAL CHART

See attached organizational charts, 2006-2015 and 2015-Present.

SRPED AREAS OF FOCUS & RESPONSIBILITY

The SRPED staff worked in the following areas:

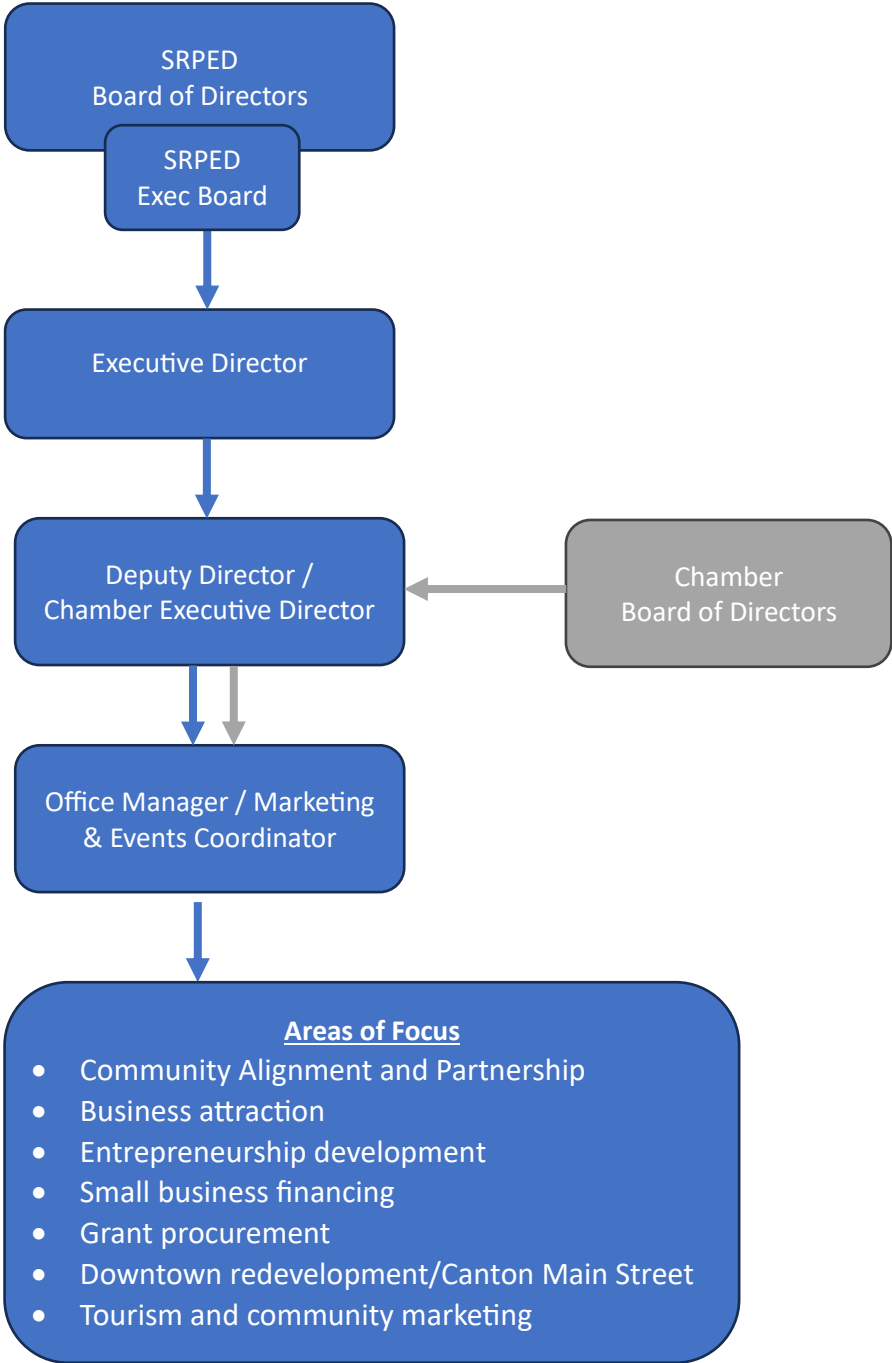
- Community Alignment and Partnership: Building relationships between key stakeholders in the community that would help foster growth and development; and ultimately becoming the key organization in the community where community leaders could come together to discuss the overall direction of the community and its growth.
- Entrepreneurship development: helping small businesses owners and entrepreneurs find the resources, technical assistance training, financing, or local government incentives needed to start or expand their business.
- Small business financing: Received a USDA Rural Business Enterprise Grant to create a revolving loan fund to provide very low interest gap financing for small business development and growth.
- Business attraction: attracting businesses to the community to develop key parcels in the community.

- Grant procurement: Continually applied for all applicable state and federal grant opportunities to leverage external funding for community projects, infrastructure and development.
- Downtown redevelopment: Established “Canton Main Street” as a program under the SRPED to engage downtown business owners for revitalization of Canton’s historic downtown and square. This effort was focused on small business development, historic preservation of buildings, and special events specifically in the downtown park.
- Tourism and community marketing: marketing the community’s assets and strengths and making it a destination location in Illinois.

See attached SRPED annual reports from 2021 and 2022 for more information about its work in the Canton and Fulton County communities.

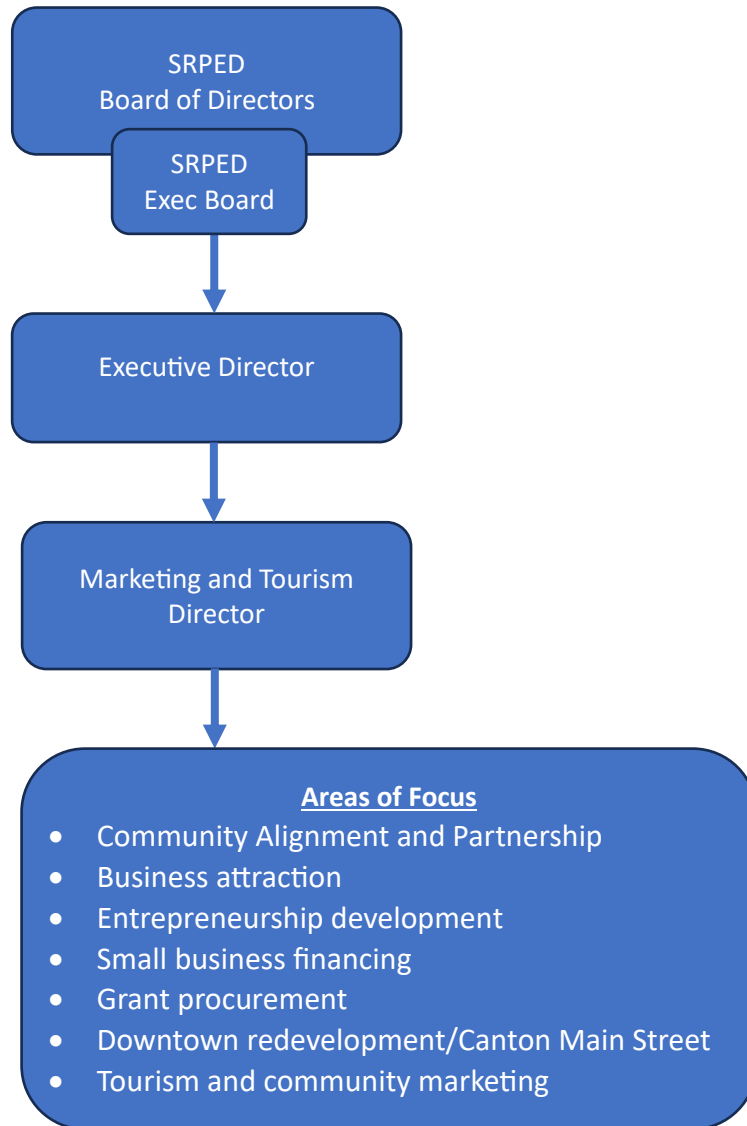
SPRED Organizational Chart

2006-2015 (estimate)



SPRED Organizational Chart

2015 (estimate) - Present



990

Return of Organization Exempt From Income Tax

OMB No. 1545-

0047 2021

Open to Public Inspection

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundation): Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

Form 990 Department of the Treasury Internal Revenue Service

A For the 2021 calendar year, or tax year beginning 07-01-2021, and ending 06-30-2022

- B Check if applicable: Address change, Name change, Initial return, Final return/terminated, Amended return, Application pending

C Name of organization: Spoon River Partnership for Economic Development. Doing business as. Number and street (or P.O. box if mail is not delivered to street address): 48 N Main Street. Room/suite. City or town, state or province, country, and ZIP or foreign postal code: Canton, IL 61520

D Employer identification number: 05-0633175. E Telephone number: (309) 647-2677. G Gross receipts \$ 296,700

F Name and address of principal officer: Jeff Rhoades, 1050 N Main Street, Canton, IL 61520

H(a) Is this a group return for subordinates? Yes No. H(b) Are all subordinates included? Yes No. H(c) Group exemption number

I Tax-exempt status: 501(c)(3), 501(c) () (insert no.), 4947(a)(1) or 527

J Website: N/A

K Form of organization: Corporation, Trust, Association, Other

L Year of formation: 2006. M State of legal domicile: IL

Part I Summary

1 Briefly describe the organization's mission or most significant activities: Dedicated to serve as a catalyst for economic and community development by capitalizing on community partnerships, business development opportunities and implementation

Table with 2 columns: Description, Amount. Rows 2-7b: 2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets. 3 Number of voting members of the governing body (Part VI, line 1a) 3 10. 4 Number of independent voting members of the governing body (Part VI, line 1b) 4 10. 5 Total number of individuals employed in calendar year 2021 (Part V, line 2a) 5 2. 6 Total number of volunteers (estimate if necessary) 6 0. 7a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0. 7b Net unrelated business taxable income from Form 990-T, Part I, line 11 7b 0.

Table with 3 columns: Description, Prior Year, Current Year. Rows 8-12: 8 Contributions and grants (Part VIII, line 1h) 257,448 258,661. 9 Program service revenue (Part VIII, line 2g) 0. 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 823 1,070. 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 14,137 36,969. 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 272,408 296,700.

Table with 3 columns: Description, Prior Year, Current Year. Rows 13-19: 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 4,500 0. 14 Benefits paid to or for members (Part IX, column (A), line 4) 0. 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 130,707 129,246. 16a Professional fundraising fees (Part IX, column (A), line 11e) 0. 16b Total fundraising expenses (Part IX, column (D), line 25) 0. 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 89,921 108,147. 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 225,128 237,393. 19 Revenue less expenses. Subtract line 18 from line 12 47,280 59,307.

Table with 3 columns: Description, Beginning of Current Year, End of Year. Rows 20-22: 20 Total assets (Part X, line 16) 367,455 419,527. 21 Total liabilities (Part X, line 26) 125,564 118,329. 22 Net assets or fund balances. Subtract line 21 from line 20 241,891 301,198.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here Signature of officer: Cole McDaniel Executive Director. Date: 2022-10-05. Type or print name and title.

Paid Preparer Use Only Print/Type preparer's name, Preparer's signature, Date 2022-10-26, Check if self-employed, PTIN P00834382, Firm's name ROTHERHAM AND ROTHERHAM AND COMPANY, Firm's EIN 37-1258805, Firm's address 2145 S 6th St, Springfield, IL 62703, Phone no. (309) 692-3190.

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

Dedicated to serve as a catalyst for economic and community development by capitalizing on community partnerships, business development opportunities and implementation

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **164,428** including grants of \$ **0**) (Revenue \$ **25,748**)

Serve as a catalyst for economic and community development by capitalizing on community partnerships, business development opportunities and implementation of programs and projects that foster growth and development

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e **Total program service expenses** ▶ **164,428**

Part IV Checklist of Required Schedules

Table with 3 columns: Question number, Question text, Yes, No. Rows include questions 1 through 21 regarding organizational requirements and reporting.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, and Yes/No columns. Rows include questions 22 through 38 regarding tax-exempt bond issues, excess benefit transactions, and related party transactions.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

Table with 3 columns: Question ID, Question Text, and Yes/No columns. Rows include questions 1a, 1b, and 1c regarding Form 1096, Forms W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

<p>2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return</p>	<p>2a 2</p>			
<p>b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.</p>		<p>2b Yes</p>		
<p>3a Did the organization have unrelated business gross income of \$1,000 or more during the year?</p>		<p>3a</p>	<p>No</p>	
<p>b If "Yes," has it filed a Form 990-T for this year?<i>If "No" to line 3b, provide an explanation in Schedule O</i></p>		<p>3b</p>		
<p>4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?</p>		<p>4a</p>	<p>No</p>	
<p>b Enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).</p>				
<p>5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?</p>		<p>5a</p>	<p>No</p>	
<p>b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?</p>		<p>5b</p>	<p>No</p>	
<p>c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?</p>		<p>5c</p>		
<p>6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?</p>		<p>6a</p>	<p>No</p>	
<p>b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?</p>		<p>6b</p>		
<p>7 Organizations that may receive deductible contributions under section 170(c).</p>				
<p>a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?</p>		<p>7a</p>	<p>No</p>	
<p>b If "Yes," did the organization notify the donor of the value of the goods or services provided?</p>		<p>7b</p>		
<p>c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?</p>		<p>7c</p>	<p>No</p>	
<p>d If "Yes," indicate the number of Forms 8282 filed during the year</p>	<p>7d</p>			
<p>e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?</p>		<p>7e</p>	<p>No</p>	
<p>f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?</p>		<p>7f</p>	<p>No</p>	
<p>g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?</p>		<p>7g</p>		
<p>h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?</p>		<p>7h</p>		
<p>8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?</p>		<p>8</p>		
<p>9 Sponsoring organizations maintaining donor advised funds.</p>				
<p>a Did the sponsoring organization make any taxable distributions under section 4966?</p>		<p>9a</p>		
<p>b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?</p>		<p>9b</p>		
<p>10 Section 501(c)(7) organizations. Enter:</p>				
<p>a Initiation fees and capital contributions included on Part VIII, line 12</p>	<p>10a</p>			
<p>b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities</p>	<p>10b</p>			
<p>11 Section 501(c)(12) organizations. Enter:</p>				
<p>a Gross income from members or shareholders</p>	<p>11a</p>			
<p>b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)</p>	<p>11b</p>			
<p>12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?</p>				
<p>b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.</p>	<p>12b</p>			
<p>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</p>				
<p>a Is the organization licensed to issue qualified health plans in more than one state?</p>		<p>13a</p>		
<p>Note. See the instructions for additional information the organization must report on Schedule O.</p>				
<p>b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans</p>	<p>13b</p>			
<p>c Enter the amount of reserves on hand</p>	<p>13c</p>			
<p>14a Did the organization receive any payments for indoor tanning services during the tax year?</p>		<p>14a</p>	<p>No</p>	
<p>b If "Yes," has it filed a Form 720 to report these payments?<i>If "No," provide an explanation in Schedule O</i></p>		<p>14b</p>		
<p>15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?</p>		<p>15</p>	<p>No</p>	
<p>16 If the organization is a trust, did it file Form 720, Schedule E, to report the section 4968 excise tax on net investment income?</p>		<p>16</p>	<p>No</p>	
<p>If "Yes," complete Form 4720, Schedule O.</p>				
<p>17 Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953?</p>		<p>17</p>		
<p>If "Yes," complete Form 6069.</p>				

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI



Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members... 1b Enter the number of voting members included... 2 Did any officer, director, trustee, or key employee have a family relationship... 3 Did the organization delegate control over management duties... 4 Did the organization make any significant changes to its governing documents... 5 Did the organization become aware during the year of a significant diversion of the organization's assets... 6 Did the organization have members or stockholders... 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? 8b Each committee with authority to act on behalf of the governing body? 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11b Describe on Schedule O the process, if any, used by the organization to review this Form 990. 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done 13 Did the organization have a written whistleblower policy? 14 Did the organization have a written document retention and destruction policy? 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15a The organization's CEO, Executive Director, or top management official 15b Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions. 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

Table with 2 columns: Question, Answer. Rows include: 17 List the states with which a copy of this Form 990 is required to be filed IL 18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. Own website Another's website Upon request Other (explain in Schedule O) 19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year. 20 State the name, address, and telephone number of the person who possesses the organization's books and records: Cole McDaniel 48 N Main Street Canton, IL 61520 (309) 647-2677

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Tad DeRenzy Director	0.50	X					0	0	0	
(2) Todd Fletcher Secretary	0.50	X		X			0	0	0	
(3) Chris Jump Director	0.50	X					0	0	0	
(4) Susan Miller Vice President	0.50	X		X			0	0	0	
(5) Jed Rhoades President	0.50	X		X			0	0	0	
(6) Todd Miller Director	0.50	X					0	0	0	
(7) Nate Herman Director	0.50	X				X	0	0	0	
(8) Cole McDaniel Executive Director	40.00				X	X	77,123	0	0	
(9) Michelle Howe Director	0.50	X					0	0	0	
(10) Curt Oldfield Treasurer	0.50	X		X			0	0	0	
(11) Sarah Keefer Director	0.50	X					0	0	0	
(12) Holly Henline Director	0.50	X					0	0	0	

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

Table with 5 main columns: (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, (D) Revenue excluded from tax under sections 512 - 514. Rows include 1a-f (Contributions, Gifts, Grants, etc.) and 1g (Total).

Table for Program Service Revenue with columns for Business Code and revenue amounts. Rows include 2a-f (All other program service revenue) and 9 (Total).

Main revenue table with columns for (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, (D) Revenue excluded from tax. Rows include 3-11 (Investment income, Rents, Fundraising events, Gaming, Inventory) and 12 (Total revenue).

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	70,022	59,519	10,503	0
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	39,343	33,441	5,902	0
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	10,674	9,424	1,250	0
10 Payroll taxes	9,207	8,129	1,078	0
11 Fees for services (non-employees):				
a Management				
b Legal	435	0	435	0
c Accounting	3,600	0	3,600	0
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)				
12 Advertising and promotion	3,042	3,042	0	0
13 Office expenses	3,977	0	3,977	0
14 Information technology				
15 Royalties				
16 Occupancy	19,121	0	19,121	0
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	3,559	0	3,559	0
20 Interest	3,691	0	3,691	0
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	2,046	0	2,046	0
23 Insurance	2,562	0	2,562	0
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Hotel/Motel tax expenses	28,338	28,338	0	0
b Dues and subscriptions	1,932	0	1,932	0
c Canton Main Street expenses	22,535	22,535	0	0
d Administration	1,632	0	1,632	0
e All other expenses	11,677	0	11,677	0
25 Total functional expenses. Add lines 1 through 24e	237,393	164,428	72,965	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

		(A) Beginning of year		(B) End of year
Assets	1 Cash-non-interest-bearing		1	
	2 Savings and temporary cash investments	199,368	2	188,289
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net	75,587	7	140,784
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 92,500		
	b Less: accumulated depreciation	10b 2,046	92,500	10c 90,454
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets: Add lines 1 through 15 (must equal line 33)	367,455	16	419,527	
Liabilities	17 Accounts payable and accrued expenses	12,505	17	12,446
	18 Grants payable		18	
	19 Deferred revenue	20,559	19	14,971
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	92,500	23	90,912
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	125,564	26	118,329
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	241,891	27	301,198
	28 Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	241,891	32	301,198
33 Total liabilities and net assets/fund balances	367,455	33	419,527	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	296,700
2	Total expenses (must equal Part IX, column (A), line 25)	2	237,393
3	Revenue less expenses. Subtract line 2 from line 1	3	59,307
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	241,891
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (A))	10	301,198

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
2b	Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		No
2c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	Yes	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

Additional Data

[Return to Form](#)

Software ID: 21013422

Software Version:

Form 990, Special Condition Description:

Special Condition Description

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ **Attach to Form 990 or Form 990-EZ.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Name of the organization
Spoon River Partnership for Economic Development

Employer identification number
05-0633175

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:

- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
- 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations _____
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						0

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 Value of services or facilities; 4 Total; 5 Portion of total contributions exceeding 2%; 6 Public support.

Section B. Total Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 7 Amounts from line 4; 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources; 9 Net income from unrelated business activities; 10 Other income; 11 Total support.

12 Gross receipts from related activities, etc. (see instructions)
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

Table with 2 columns: Line number, Percentage. Rows: 14 Public support percentage for 2021 (86.250%), 15 Public support percentage for 2020 Schedule A, Part II, line 14 (87.170%)

16a 33 1/3% support test—2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here.
b 33 1/3% support test—2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here.
17a 10%-facts-and-circumstances test—2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here.
b 10%-facts-and-circumstances test—2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here.
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions.

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: Calendar year (or fiscal year beginning in), 1 Gifts, grants, contributions, and membership fees received, 2 Gross receipts from admissions, merchandise sold or services performed, 3 Gross receipts from activities that are not an unrelated trade or business under section 513, 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf, 5 The value of services or facilities furnished by a governmental unit to the organization without charge, 6 Total. Add lines 1 through 5, 7a Amounts included on lines 1, 2, and 3 received from disqualified persons, b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year, c Add lines 7a and 7b., 8 Public support. (Subtract line 7c from line 6.)

Section B. Total Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: Calendar year (or fiscal year beginning in), 9 Amounts from line 6., 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources, b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975, c Add lines 10a and 10b., 11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on, 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.), 13 Total support. (Add lines 9, 10c, 11, and 12.), 14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here.

Section C. Computation of Public Support Percentage

Table with 3 columns: Description, Line number, Percentage. Row 15: Public support percentage for 2021 (line 8, column (f) divided by line 13, column (f)) 15 0%. Row 16: Public support percentage from 2020 Schedule A, Part III, line 15 16

Section D. Computation of Investment Income Percentage

Table with 3 columns: Description, Line number, Percentage. Row 17: Investment income percentage for 2021 (line 10c, column (f) divided by line 13, column (f)) 17 0%. Row 18: Investment income percentage from 2020 Schedule A, Part III, line 17 18

19a 33 1/3% support tests—2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.

b 33 1/3% support tests—2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions.

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990) .		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? If "Yes," complete Part I of Schedule L (Form 990).		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.		
b	Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described on 11a above?		
c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to 11a, 11b, or 11c, provide detail in Part VI</i>		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described in line 2 above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (**see instructions**):

- a** The organization satisfied the Activities Test. Complete **line 2** below.
- b** The organization is the parent of each of its supported organizations. Complete **line 3** below.
- c** The organization supported a governmental entity. Describe in **Part VI** how you supported a government entity (see instructions)

2 Activities Test. **Answer lines 2a and 2b below.**

	Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		

3 Parent of Supported Organizations. **Answer lines 3a and 3b below.**

	Yes	No
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No", provide details in Part VI.</i>		
b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI. the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income

(A) Prior Year

(B) Current Year
(optional)

- | | | | |
|---|----------|--|--|
| 1 Net short-term capital gain | 1 | | |
| 2 Recoveries of prior-year distributions | 2 | | |
| 3 Other gross income (see instructions) | 3 | | |
| 4 Add lines 1 through 3 | 4 | | |
| 5 Depreciation and depletion | 5 | | |
| 6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 | | |
| 7 Other expenses (see instructions) | 7 | | |
| 8 Adjusted Net Income (subtract lines 5, 6 and 7 from line 4) | 8 | | |

Section B - Minimum Asset Amount

(A) Prior Year

(B) Current Year
(optional)

- | | | | |
|--|-----------|--|--|
| 1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | 1 | | |
| a Average monthly value of securities | 1a | | |
| b Average monthly cash balances | 1b | | |
| c Fair market value of other non-exempt-use assets | 1c | | |
| d Total (add lines 1a, 1b, and 1c) | 1d | | |
| e Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>): | | | |
| 2 Acquisition indebtedness applicable to non-exempt use assets | 2 | | |
| 3 Subtract line 2 from line 1d | 3 | | |
| 4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions). | 4 | | |
| 5 Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | | |
| 6 Multiply line 5 by 0.035 | 6 | | |
| 7 Recoveries of prior-year distributions | 7 | | |
| 8 Minimum Asset Amount (add line 7 to line 6) | 8 | | |

Section C - Distributable Amount

Current Year

- | | | | |
|--|----------|--|--|
| 1 Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | | |
| 2 Enter 85% of line 1 | 2 | | |
| 3 Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | | |
| 4 Enter greater of line 2 or line 3 | 4 | | |
| 5 Income tax imposed in prior year | 5 | | |
| 6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) | 6 | | |

- 7** Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

(continued)

Section D - Distributions		Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	5	
6 Other distributions (describe in Part VI). See instructions	6	
7 Total annual distributions. Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions	8	
9 Distributable amount for 2021 from Section C, line 6	9	
10 Line 8 amount divided by Line 9 amount	10	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1 Distributable amount for 2021 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2021 (reasonable cause required-- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2021:			
a From 2016.			
b From 2017.			
c From 2018.			
d From 2019.			
e From 2020.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2021 distributable amount			
i Carryover from 2016 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2021 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2021 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2022. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2017.			
b Excess from 2018.			
c Excess from 2019.			
d Excess from 2020.			
e Excess from 2021.			

Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Return Reference	Explanation
Pt II Ln 10	Other Income Part II, Line 10 Description: Program Income 2017: 28262. 2018: 31120. 2019: 23626. 2020: 10434. 2021: 25748. Description: Miscellaneous Income 2017: 4782. 2018: 6144. 2019: 431. 2020: 703. 2021: 1150. Description: PPP loan forgiveness 2020: 24936.

Additional Data

Return to Form

Software ID: 21013422

Software Version:

Supplemental Financial Statements

2021

Open to Public Inspection

Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

Name of the organization Spoon River Partnership for Economic Development

Employer identification number

05-0633175

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4: Total number at end of year, Aggregate value of contributions to (during year), Aggregate value of grants from (during year), Aggregate value at end of year.

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? Yes No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? Yes No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

- 1 Purpose(s) of conservation easements held by the organization (check all that apply). Preservation of land for public use, Protection of natural habitat, Preservation of open space, Preservation of an historically important land area, Preservation of a certified historic structure.

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

Table with 2 columns: Description, Held at the End of the Year. Rows 2a, 2b, 2c, 2d: Total number of conservation easements, Total acreage restricted by conservation easements, Number of conservation easements on a certified historic structure included in (a), Number of conservation easements included in (c) acquired after 7/25/06.

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 \$
(ii) Assets included in Form 990, Part X \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 \$
b Assets included in Form 990, Part X \$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . **Yes** **No**

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? **Yes** **No**
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|--|-----------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? **Yes** **No**
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment ▶
 - b** Permanent endowment ▶
 - c** Term endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%.

- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|--|---------------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land	0	9,250		9,250
b Buildings		83,250	2,046	81,204
c Leasehold improvements				
d Equipment				
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				90,454

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)		

Part VIII Investments - Program Related.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.)		

Part IX Other Assets.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.)	

Part X Other Liabilities.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1 :			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)		5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)		5	

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation

Additional Data

[Return to Form](#)

Software ID: 21013422

Software Version:

Schedule J
(Form 990)

Compensation Information

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- ▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 23.**
- ▶ **Attach to Form 990.**
- ▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
Spoon River Partnership for Economic Development

Employer identification number

05-0633175

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|---|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax idemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) |

b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|--|
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
 - b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
 - c** Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
 - b** Any related organization?
- If "Yes," on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
 - b** Any related organization?
- If "Yes," on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b		
2		
4a		No
4b		No
4c		No
5a		No
5b		No
6a		No
6b		No
7		No
8		No
9		

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
Pt I Line 7	The excutive director receives a bonus based on reaching stated goals from the prior fiscal year.

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE O
(Form 990)Department of the Treasury
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ****Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.****▶ Attach to Form 990 or 990-EZ.****▶ Go to www.irs.gov/Form990 for the latest information.**

OMB No. 1545-0047

2021**Open to Public
Inspection**Name of the organization
Spoon River Partnership for Economic Development**Employer identification number**

05-0633175

Return Reference	Explanation
Pt VI, Line 19	The organization makes all of its governing documents, conflict of interest policy, and financial statements available to the public.
Pt VI, Line 11b	Upon completion, the Board reviews and accepts the Form 990 at the monthly meeting.
Pt XII, Line 2c	Upon completion, the Board reviews and accepts the Financial Statements at the monthly meeting.

Additional Data

Return to Form

Software ID: 21013422

Software Version:

2021

Annual Report

Spoon River Partnership for Economic Development



**SPOON RIVER
PARTNERSHIP**
for Economic Development



Spoon River Partnership for Economic Development
48 N. Main St.
Canton, IL 61520

Cole A. McDaniel
Executive Director
309-647-2677 Ext. 4
cmcdaniel@cantonillinois.org

Amanda Woodruff
Marketing & Tourism Director
309-647-2677 Ext. 3
awoodruff@cantonillinois.org

TABLE OF CONTENTS

Organization Overview	3
New Business & Business Expansion	4 - 5
Business Retention	6
Completed Project Highlights	7 - 12
In-Progress Project Highlights	13 - 14
Marketing & Tourism	15 - 19
Other Organizational Accomplishments	20
Concluding Statement	21
SRPED Contributors	22
SRPED Staff & Board of Directors	23
CMS Board Members	24

ORGANIZATION OVERVIEW



The Spoon River Partnership for Economic Development (SRPED) was established in 2006 to serve as a catalyst for community and economic development throughout Fulton County, IL. Our mission is to create community partnerships, business opportunities, and implement projects and programs that foster growth and development. One of the key goals of economic development, is

improving the economic wellbeing of a community through efforts that entail job creation, job retention, new business development, business expansion, tax base enhancements, and improvements to quality of life.

SRPED is funded through public and private contributors throughout Fulton County and the surrounding areas. The accomplishments detailed in this report are only made possible through our contributors continued support. Thank you to all of SRPED's former and current contributors! If you would like to learn more about becoming an SRPED contributor, or to see our full list of current contributors please visit:

<https://www.cantonillinois.org/economic-development/srped-investment/>

The Spoon River Partnership for Economic Development also has two subsidiary organizations under our umbrella, **Canton Main Street** and **Fulton County Outdoor**.



Canton Main Street (CMS) is a volunteer-driven organization under the umbrella of the Spoon River Partnership for Economic Development, made up of business owners, everyday citizens, active retirees, students and community leaders. Canton Main Street was formed in 2008 to help bring prosperity to downtown. CMS is responsible for hosting a variety of free community events

throughout the year. These events include: Glacial Golf, Art on Main, Kid's Fest, Spoon River Scenic Drive Canton Location and Christmas Walk. The organization also offers a micro-grant program for new start up businesses or businesses changing to new ownership as a way to help encourage development, and help in the creation of new business development in the downtown. CMS also helps the downtown businesses through digital marketing and monthly business spotlights.

Learn More: <https://www.cantonillinois.org/main-street/>



Fulton County Outdoor is a volunteer-driven organization under the umbrella of the Spoon River Partnership for Economic Development, made up of everyday citizens, outdoor enthusiasts, and community leaders. The program was formed in 2018 to help promote Fulton County, IL, and attract residents and visitors to our many wonderful outdoor recreation and tourism destinations. "Finding your outdoors" in Fulton County is limitless! From its waterways to byways and unbeaten paths, Fulton County offers an abundance of attractions, lakes, parks, trails, camping sites,

hunting locations, sporting opportunities and events, just to name a few! Grab your boots, fishing poles, cameras, and whatever you may need and let us help you, "find your outdoors".

Learn More: <http://fultoncountyoutdoor.org/>

NEW BUSINESS & BUSINESS EXPANSION

SRPED Assisted Projects

SRPED assists investors, entrepreneurs, business owners, corporations and organizations with a variety of new business start-up and business expansion projects throughout Fulton County, IL. Below is a highlight of some completed projects and work-in-progress for calendar year 2021. A continuous survey is conducted to obtain an accurate count of jobs created/retained and total investment by new and existing businesses that have been assisted by SRPED.

YEAR	Total Projects	(1) Total Investment	SRPED Investment	City Investment	\$ Leveraged Per City Dollar	(2) Created	JOB (3) Retained	Total
2021 (Completed)	14	\$2,009,000	\$93,000	\$95,000	\$21.15	143	187	330
2021 (In-Progress)	11	\$5,765,000	-	\$70,000	\$82.35	58	12	70
2021 Totals	24	\$7,774,000	\$93,000	\$165,000	\$47.14	201	199	400

(1) Total investment includes estimated overall costs associated with the project.

(2) Created Jobs are the number of FTE (Full-Time Equivalent) jobs (the company/applicant projects to be created within 18 months from the start of their project.)

(3) Retained Jobs are obtained by the stated number of existing FTE (Full-Time Equivalent) jobs as provided by the company. Existing jobs are viewed as retained when an expansion takes place.

Details of New Business & Business Expansion Projects Completed 2021

Total Investment - \$2,009,000

New Job Creation - 143

Job Retention – 187

Industries

5 - Retail

4 - Food Service

2 - Financial Service

1 - Manufacturing

1 - Lodging

1 - Miscellaneous

8 Expansion Projects

- Fuller’s Jewelry
- Keefer Financial
- SRPED/CACC
- Elm Street Café
- Midwest Power Sports
- Big Cat’s Bowls
- Black Maple Coffee
- Cook Medical

6 New Businesses

- Bass Equipment
- Lofts on Main
- Mr. Pizza Dude
- Georgia Rae’s
- Barton Payroll, Tax, Accounting
- Now & Again Boutique

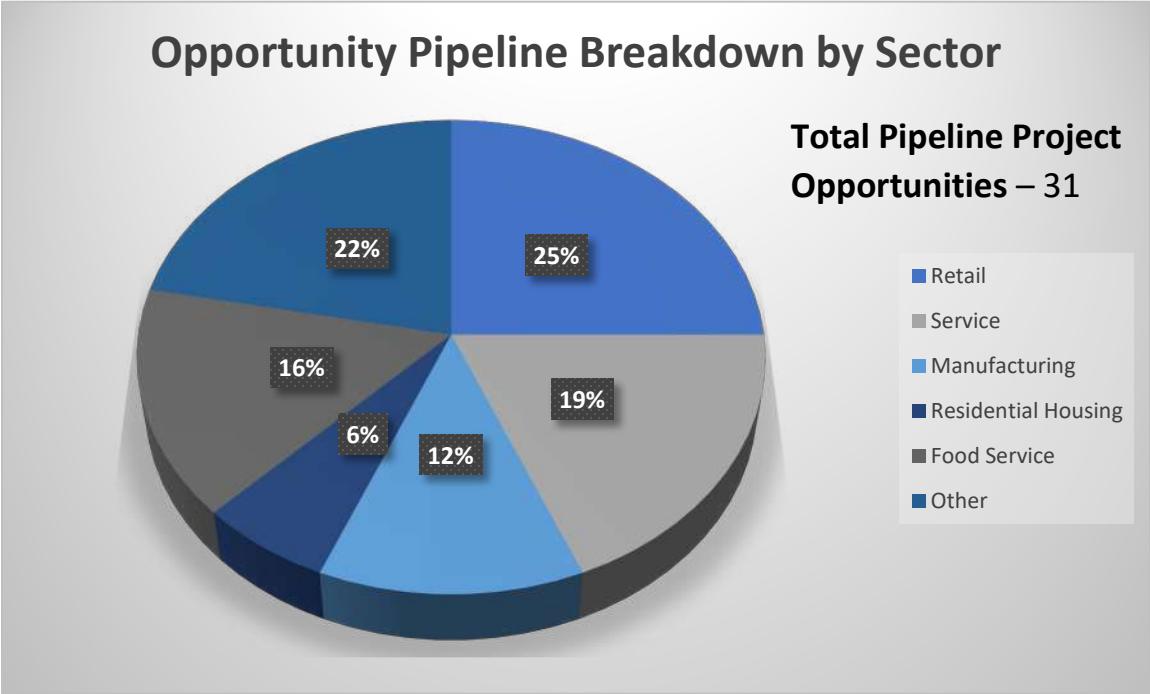
NEW BUSINESS & BUSINESS EXPANSION

Details of New Business / Business Expansion Projects In-Progress

<p>Total Investment - \$5,756,000 New Job Creation - 58 Job Retention – 12</p> <p>Industries 4 - Retail 3 - Food Service 1 - Fitness/Training 1 - Industrial 1 - Trucking 1 - Miscellaneous</p>	<p>9 New Businesses</p> <ul style="list-style-type: none"> ➤ Arby's ➤ Midwest Cedar & Timber, LLC ➤ Out Hustle Training Facility ➤ Tru Health Care & Wellness ➤ Blue Cottage, LLC ➤ Just Donuts, LLC ➤ Kobolds & Cabinets ➤ Wang Family ➤ Line-X of Canton 	<p>2 Expansion Projects</p> <ul style="list-style-type: none"> ➤ Ben Hendricks Trucking, Inc. ➤ Oil Filter Recyclers, Inc.
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New Business / Business Expansion Project Opportunities:

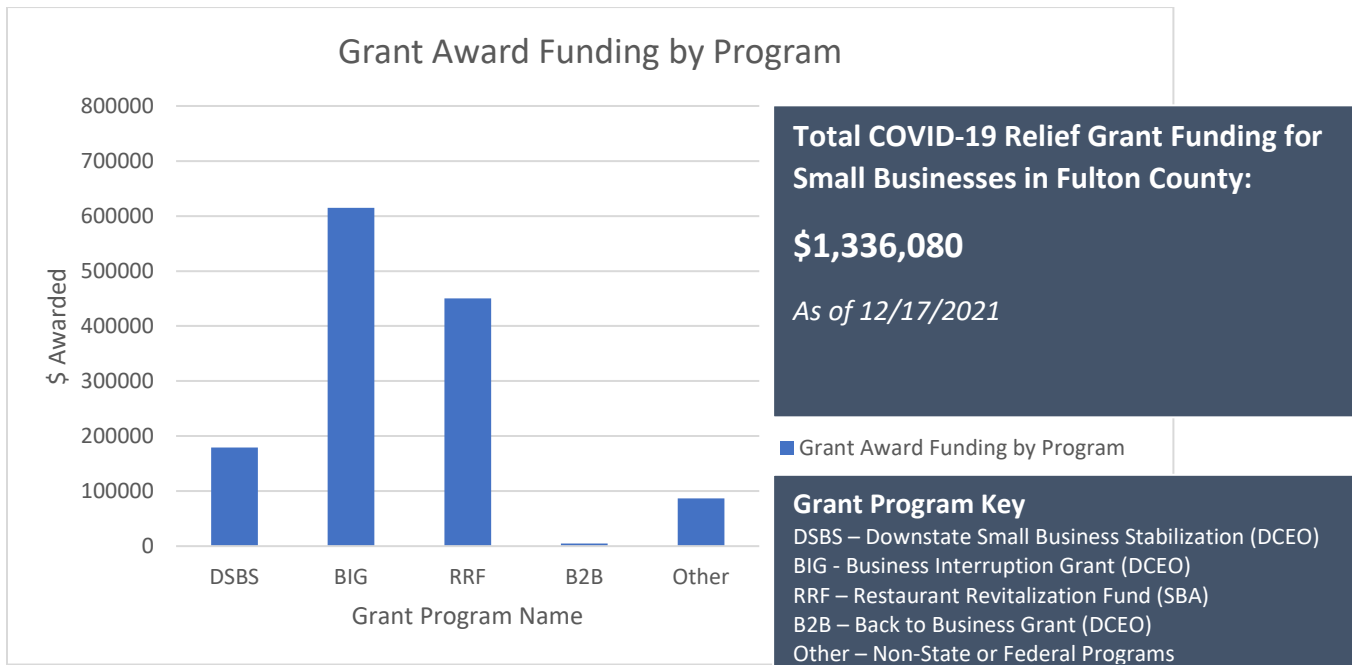
Potential New Businesses Development, Expansion Projects, Site Selection Inquiries, Leads in the pipeline.



BUSINESS RETENTION

Small Business Recovery Grant Programs

Since April of 2020, there have been several grant programs that have been introduced to help assist small businesses negatively impacted by the COVID-19 Pandemic. SRPED helped disseminate information about all of these various programs to the local business community, and also helped interested business owners directly apply for these programs. SRPED was named a “Community Navigator” through a DCEO grant program, to help assist small business owners throughout Fulton County. The total grant awards received through these various programs to date is \$1,336,080, with several applications still pending for the Back 2 Business Grant Program through the State of Illinois and DCEO.



Business Retention & Expansion Visits

Business retention & expansion visits (BRE) are utilized to identify current issues from business owners and major employers. With this information provided SRPED can offer assistance and resources to help resolve any outstanding issues businesses and employers are facing. BRE visits also provide insight into the business operations and lead to discussions in regards to expansion of the business if applicable. These visits also help us to target key strengths and weaknesses that we can focus on, to best help our business owners and employers within Fulton County.

Total Business Retention / Expansion Visits in 2021 – 81

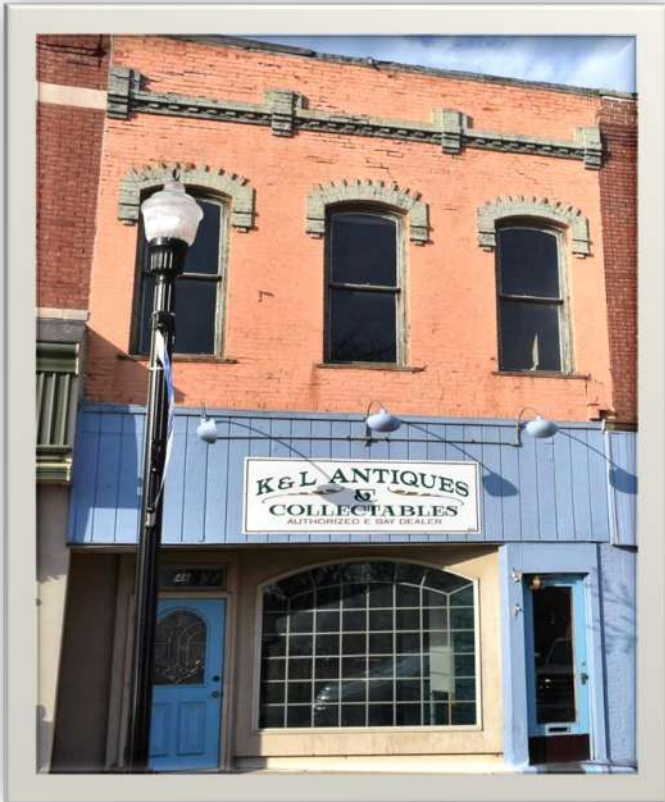
COMPLETED PROJECT HIGHLIGHTS

48 N. Main Street – Canton, IL

Formerly K&L Antiques/Vacant

Spoon River Partnership for Economic Development (SRPED) & Canton Area Chamber of Commerce (CACC)

BEFORE



AFTER



Summary:

The Spoon River Partnership for Economic Development (SRPED) purchased 48 N. Main Street in downtown Canton in June of 2021. This renovated building is now home to the new offices of SRPED and the Canton Area Chamber of Commerce (CACC). The renovation was completed over a 4-month period by local contractor Max Kumer Construction. Renovations to the upper story are being planned to accommodate a small-scale business incubator that will help local entrepreneurs grow their business and have access to resources that are currently unavailable to them.

Impacts:

- ✓ Revitalization & Stabilization of Existing Building
- ✓ Generation of Local Contractor Work
- ✓ Increased Downtown Foot Traffic
- ✓ Property Tax Increment for TIF 1

COMPLETED PROJECT HIGHLIGHTS

48 N. Main Street Interior Photos

BEFORE



AFTER



COMPLETED PROJECT HIGHLIGHTS

54 N. Main Street – Canton, IL

Formerly K&L Antiques/Vacant

Georgia Rae's & Barton Payroll, Tax & Accounting

BEFORE



AFTER



Summary:

Gabe Barton and Mandy Kosowski purchased 54 N. Main in July of 2021, to do a complete renovation, and use the building to open two new businesses in downtown Canton. The two businesses are Georgia Rae's (clothing store) and Barton Payroll, Tax & Accounting. Gabe and Mandy worked hard to bring this historic building back to life with a modern twist, and they officially opened both businesses in December of 2021.

Impacts:

- ✓ Revitalization & Stabilization of Existing Building
- ✓ Generation of Local Contractor Work
- ✓ Increased Downtown Foot Traffic
- ✓ Property Tax Increment for TIF 1
- ✓ Sales Tax Increment
- ✓ New service business in high-demand

COMPLETED PROJECT HIGHLIGHTS

54 N. Main Street Renovation Photos

BEFORE



AFTER



COMPLETED PROJECT HIGHLIGHTS

130 N. Main Street – Canton, IL

Vacant 2nd Story

Jed & Haily Rhoades - "Lofts on Main" – Overnight Airbnb Lodging

BEFORE



AFTER



Summary:

Jed & Haily Rhoades took on a downtown revitalization project in early 2021. The upper story of Rhoades Real Estate was mainly used as storage, and was an otherwise unutilized floor of the building. They were able to bring this second story back to life as an Airbnb for visitors to Canton and Fulton County.

Impacts:

- ✓ Revitalization of Existing 2nd Story
- ✓ Generation of Local Contractor Work
- ✓ Increased Downtown Foot Traffic
- ✓ Property Tax Increment for TIF 1
- ✓ New Downtown Overnight Lodging
- ✓ Generation of New Hotel/Motel Tax

COMPLETED PROJECT HIGHLIGHTS

130 N. Main Street – Canton, IL

Former Casey's Gas Station/Vacant
Keeper Financial, Inc.

BEFORE



AFTER



Summary:

Keeper Financial, Inc has relocated from 35 S. Main St. to 885 N. Main St. in Canton. This revitalization project involved renovating a former Casey's gas station property that was closed in 2020. This property is located in a high-traffic area and very visible from N. Main, making this project very impactful for the area.

Impacts:

- ✓ Revitalization and reuse of vacant gas station property
- ✓ Generation of local contractor work
- ✓ Expansion of existing business
- ✓ Property Tax Increment for TIF 2
- ✓ New job creation

IN-PROGRESS PROJECT HIGHLIGHTS

47 Enterprise Lane – Canton Industrial Park – Canton, IL

Vacant City Owned Lot

BH Materials, Inc. & Ben Hendricks Trucking, Inc.

BEFORE



IN-PROGRESS



Summary:

Ben Hendricks Trucking, Inc. has been operating their business out of Canton since 2011, and now the time has come for them to relocate and continue to grow. They purchased 6.5 acres of industrial park property from the City of Canton through an open bidding process, and started site work the same day of closing. This project will generate new property tax and sales tax revenues, and add four additional jobs for the business. This Project is currently in progress and construction will continue through Spring of 2022.

Impacts:

- ✓ New job creation
- ✓ Expansion of existing business
- ✓ New construction of office and commercial building at Canton Industrial Park
- ✓ Creation of local contractor work
- ✓ Property Tax Increment for TIF 2
- ✓ City owned property now on the tax roll

IN-PROGRESS PROJECT HIGHLIGHTS

71 E. Alder St. – Canton, IL

Privately Owned Undeveloped Commercial Lot

Managing Partner, Kiley Davis-Crouse – Line-X of Canton

IN-PROGRESS



Summary:

New business that will be owned by Kiley Davis-Crouse and John Davis, and operated by Kiley. This project will include the construction of a new 7,200 square foot building, and will be located at 71 E. Alder St. in Canton. The business will offer Line-X, Truck Gear Accessories, and a full autobody repair facility. The cutting-edge technology known as Line-X has gained notoriety for their spray-in bed liner system in recent years, and is a well-known franchised brand in the U.S. Construction is underway and anticipated to be completed by Spring of 2022. Thank you to Kiley Davis-Crouse, Cole Crouse, John Davis, and other partners for investing in the Canton community and bringing a very desirable business to our area. Additional details coming soon!

Impacts:

- ✓ New business opening
- ✓ New job creation
- ✓ New construction
- ✓ Generation of local contractor work
- ✓ Generation of new sales tax

MARKETING & TOURISM



Digital Marketing Campaign – Secured a digital marketing campaign with CiProud/NextStar Media. This campaign ran advertisements and 30 second commercials on a wide range of websites. The campaign ran from July 2021 through September 2021.

Campaign Data:

Total of Display Ad Impressions: **258,483** (# of times ad appeared on a web page)

Total of Pre-Roll (Commercial) Impressions: **67,645** (# of times commercial played on a web page)

ESPN Peoria 101.1 Radio Campaign – Secured a radio campaign with Advanced Media Partners. Campaign aired 30 second commercial spots from June thru August.

Campaign Data: Total of aired commercials: **300**

Counties Reached: Peoria, Tazewell, Woodford, Fulton, Knox, Stark, Mclean, Mason, and Logan.

Canton Area Tourism Facebook Page – Management of the Page. Posted events and activities happening around Canton through-out the year.

Total Page Likes: **4,712**

Website – Updates and photo additions to locations listed on the www.fultoncountyoutdoor.org website. Management of calendar of events for Fulton County Outdoor.

Total page views: 15,972

Top 3 visited pages (minus the home page):

Events – **2,436**

Fulton County Camping & Recreation Area – **767**

Avondale Lake – **570**

Top 3 Users by City:

Chicago – **1,271**

Peoria – **857**

Canton – **259**

Facebook – Management of the Page. Posted events and activities for Fulton County locations through-out the year.

Total Page Likes: 1,736

Commercial Campaign – Continuation of the CiProud.com/WMBD TV/NextStar Commercial Campaign that launched in July of 2020. 30 second commercials aired on TV and on websites from January thru June of 2021.

View the **Fulton County Outdoor Commercial** here: www.fultoncountyoutdoor.org

Campaign Data:

We ran a total of **591,100** impressions on CiProud.com between July '20 and June '21 (taking November, December, and January off – 9 months total).

Digital:

539,900 Display impressions with **185** direct visits to the website.

52,000 video views with **96** direct visits.

TV:

WYZZ we ran **193** commercials (approximately 21 spots a month).

WMBD we ran **187** commercials (approximately 20 spots a month)

MARKETING & TOURISM

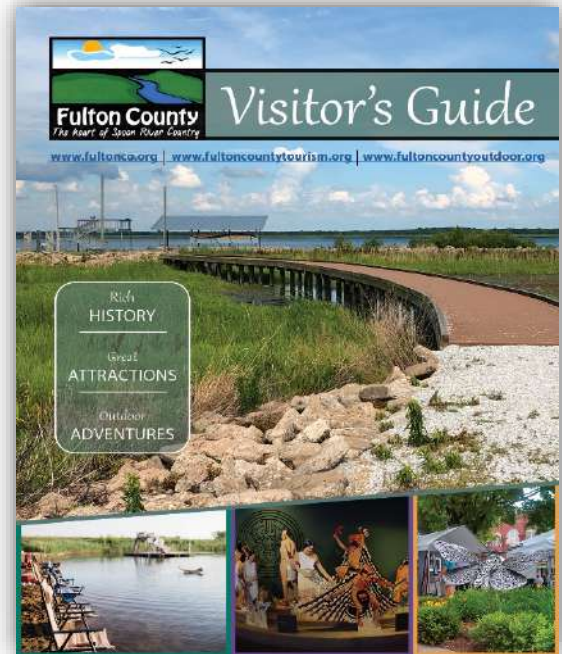
Fulton County Visitor's Guide – Distribution of Visitor's Guides with help from the Fulton County Tourism Council. Guides were distributed to Visitors Centers and Bureaus throughout Illinois. Published a digital version of the new Fulton County Visitors Guide to the fultoncountyoutdoor.org and cantonillinois.org websites, as well as added forms on both websites to request a copy of the guide.

Guides distributed: 4,000

Guide requests completed from website forms: 31

Full Digital Version:

<http://fultoncountyoutdoor.org/fulton-county-visitors-guide/>

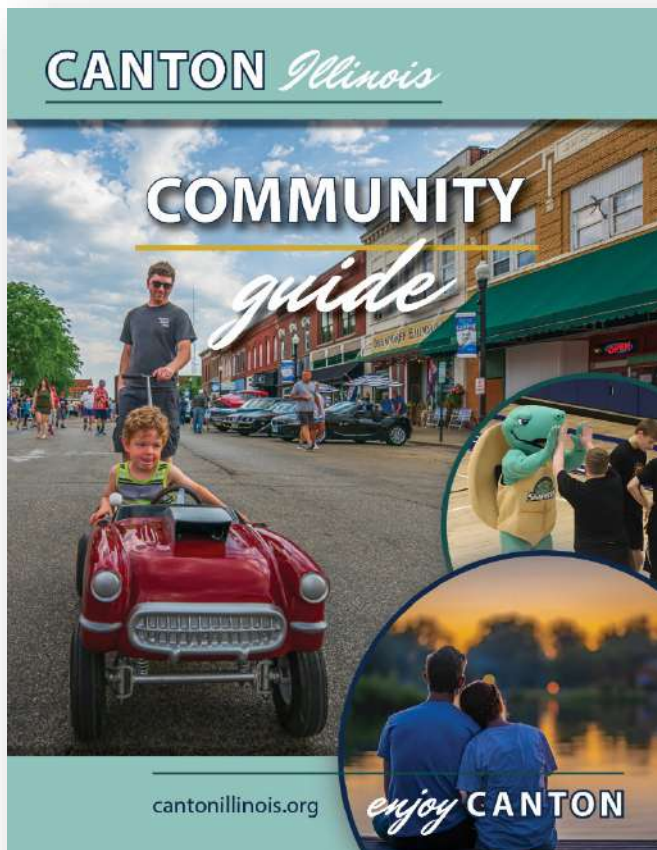


Canton Community Guide – Completed the redesign of the Canton Community Guide. Worked with The Fulton Democrat/Havana Printing to sell ads for the guide and to print the guide. Designed and wrote text for the 68-page guide.

Total guides printed: 2,000

Full Digital Version:

<https://www.cantonillinois.org/community/>



Canton Dining and Shopping Guide – Completed the re-design of the Canton Dining and Shopping Guide. Worked with Havana Printing to have the guide printed. Designed and wrote text for the twelve-page guide.

Total guides printed: 2,000

Full Digital Version: <https://www.cantonillinois.org/community/>



MARKETING & TOURISM



Art on Main – June 5th and 6th, 2021. 31 artists exhibited, three food vendors set up, Spoon River Junction Winery provided wine and patio furniture, and 17 local musicians preformed.



Canton Main Street (CMS)

Monthly Spotlights – Spotlighted 12 CMS business members throughout the year. Spotlight businesses had an article posted on the cantonillinois.org website, post on the CMS Facebook page, included in the CMS Newsletter, published in the local newspapers, and got a radio interview with BYS94.1.

Businesses Spotlighted: Crawford's Home Furnishings, CEFCU, Don Nancy's Café, Canton Elks Lodge #626, Barnhart, Tinsman & Associates, Ltd., Princess Creations Cakes, MidAmerica National Bank, Advanced Rehab & Sports Medicine, The Sweet Shoppe, Goodwill Industries, and Canton Area Heritage Center.

Newsletters – Created and sent out twelve e-newsletters to business members and members of the community who have signed up to receive the monthly newsletter.

E-newsletter subscribers: 164

Events – Assisted in the planning, marketing and execution of five downtown Jones Park events.



Farmer's Market – Every Saturday June through September. Total of 15 vendors throughout the season. 6 local musicians rotated playing on select Saturdays.

MARKETING & TOURISM



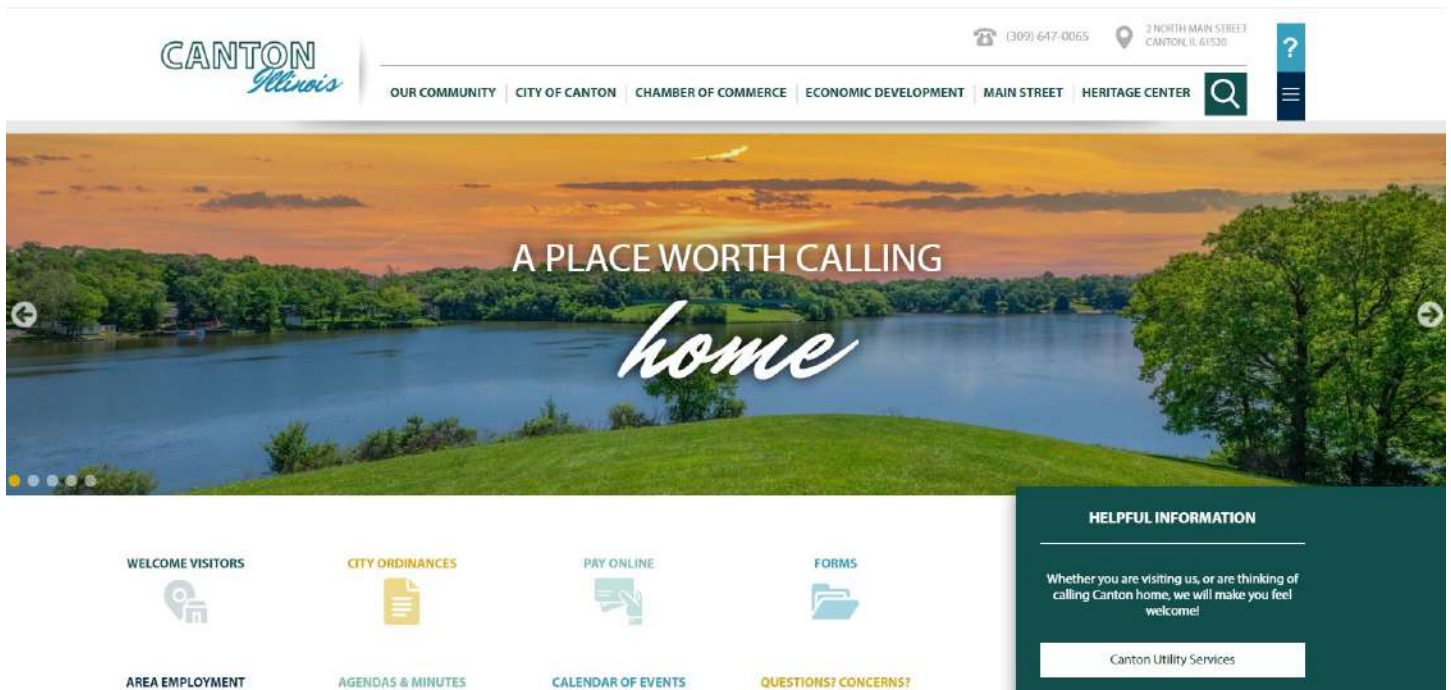
Kid's Fest – July 17th. Theme was Pirates & Mermaids, Adventures at Sea. 14 businesses/organizations set up and offered activities/games.

Spoon River Valley Scenic Drive – October 2nd and 3rd, 9th and 10th. Worked with the Scenic Drive Association as the Area Representative for Canton. Total of 14 vendors set up during both weekends.



Old-Fashioned Christmas Walk – December 3rd total of 21 businesses/organizations participated with sales or specials offers, Elf on the Shelf or decorating their window(s).

MARKETING & TOURISM



Cantonillinois.org Website – Managed the development of the new cantonillinois.org website; working with Central States Media as the website developers. Worked with all entities/organizations (City of Canton, Canton Area Chamber of Commerce, SRPED, Canton Main Street and Canton Area Heritage Center) represented on the website to manage/edit their content. Trained individuals from each entity/organization how to manage content on their pages and how to add news and headlines. Continued to help with content management and communications with website developers. Website launched on May 1, 2021.

Total page views: 96,000

Top 3 visited pages (minus the home page): Pay Online – City of Canton – 7.3K, Events Calendar – 5.2K, and Job Search – Chamber of Commerce – 3.4K.

Top 3 Users by City: Peoria – 5.9K, Chicago – 4.4K, and Canton – 2.9K

Website Link: www.cantonillinois.org

Fulton County Arts Council – Assisted with the formation of a new executive team and board members. Conceptualized and discussed new art activities and events the Arts Council could offer the community. Assisted with the creation of a new logo and rebranding the council as “Fulton County Arts”. SRPED also assisted in submitting their 501c(3) annual reports for the Federal IRS 990N and State of Illinois Attorney General’s Office.

Illinois River Road National Scenic Byway – Current member on the organization’s board. Worked with them on updating the Canton section of the illinoisriverroad.org website.

OTHER ORGANIZATIONAL ACCOMPLISHMENTS

Community Navigator Grant Program

The Small Business Community Navigators Program is a support program for small businesses in the State of Illinois. The program targets businesses in Illinois who are identified as underserved including minority, rural, veteran and women owned businesses. Underserved businesses may find resources difficult to access, or simply be unaware of services and resources available. The Small Business Community Navigator Program is specifically targeted at alleviating these issues and reducing the barriers underserved businesses often face when trying to access relief program dollars.

The program is a hub and spoke model, bringing together community organizations from across the State of Illinois. The spokes will offer grassroots engagement with small businesses to assist with access to grants, financial planning, marketing outreach, and technical assistance. Community Navigators will be tasked with informing the Illinois business community of state small business relief grants, as well as federal support available from the Small Business Administration and U.S. Treasury. Community Navigator assistance may include applying for Economic Injury Disaster Loans, Shuttered Venues Operators' Grants, Restaurant Revitalization Grants, traditional SBA loans, and opportunities such as Back 2 Business economic recovery grant program from the Department of Commerce and Economic Opportunity. These navigators will provide access to economic support and cutting-edge resources vital to the recovery effort our businesses are now facing in the wake of the COVID-19 Pandemic.

To Learn more about the Community Navigator Program visit:

<https://www2.illinois.gov/dceo/AboutDCEO/GrantOpportunities/Pages/CommunityNavigator.aspx>

USDA Rural Economic Development Innovation Initiative (REDI)

Many Voices, One Vision

The USDA Rural Economic Development Innovation (REDI) planning process started with a two-day countywide community building event, held at The Nature Conservancy Office at Emiquon, on January 22 & 23, 2020. The opening event served as a platform for community members to gather, exchange ideas, discuss common challenges and opportunities, and share ideas to make Fulton County a better place to live, work and play.

The process has helped engage a range of partners, including local economic development organizations, community leaders and residents, the private sector, educational institutions, and other stakeholders in planning for the future of Fulton County. As a result, the process has helped identify locally-grown strategies that will guide county economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in Fulton County. Thanks to the USDA Rural Economic Development Innovation (REDI) Initiative, the Fulton County REDI team has created the capacity-building foundation needed to ensure that public sector entities, working in conjunction with other economic actors (individuals, firms, industries), can create the environment that is essential for achieving county and regional economic prosperity.

The Fulton County REDI Plan was finalized and made available for distribution in January of 2021. It is also one of four plans that was recognized by USDA Rural Development on a national webinar discussing the Rural Economic Development Innovation Initiative.

Full Digital Version: <https://www.cantonillinois.org/wp-content/uploads/Fulton-REDI-Plan-2021.pdf>

CONCLUDING STATEMENT

The past twelve months have brought with it a variety of new and unexpected challenges for everyone, especially for our small business owners, local organizations, elected officials, and community leaders. I hope this report helps to provide a silver lining for 2021 by focusing on some of the great accomplishments our new and existing businesses and organizations have achieved despite a world pandemic. There is a lot of positivity surrounding Fulton County and new business development as we head into 2022. I would like to thank every community member, business owner, elected official, city employee, volunteer and individual that has helped make such an impact in Fulton County, not only in 2021, but throughout the wonderful history of the City of Canton and Fulton County, IL.

As we look towards the New Year, be assured that that SRPED will be here to assist business owners and communities with any new and existing challenges or opportunities in 2022. There are a lot of exciting projects currently in the planning stages, and several new business development projects that will be announced in early February. Stay tuned!

It is also important to note there are a variety of projects and initiatives that take place on a regular basis in Fulton County that are outside of the direct help of SRPED. Although they are not detailed in this report, it is important to reflect on the impacts attributed to these businesses and organizational projects and initiatives: MidAmerica National Bank (New construction/Expansion), Spoon River College (Workforce Development / EDA grant over \$1 million), Mid Century Communications (Grant award for fiber infrastructure over \$3 million), City of Canton (EDA Grant over \$1 million), and many more.

I would like to extend a special thank you to all of the units of local government, individuals, businesses, corporations, organizations, and community leaders that are current and past contributors to the Spoon River Partnership for Economic Development. Without the continued support of our contributors, we would not be able to provide free resources to local business owners, free community events, and create the environment that is essential for achieving county and regional economic prosperity.

Sincerely,



Cole A. McDaniel
Executive Director
Spoon River Partnership for Economic Development

SRPED CONTRIBUTORS

COMMUNITY CHAMPIONS (\$5,000 +)



COMMUNITY PARTNERS (\$2,000 - \$4,999)



DEVELOPMENT ASSOCIATES (\$1,000 - \$1,999)

Robert Senneff
Ipava State Bank
West Central Illinois Building Trades Council
Progressive Vision Center
Walmart
Vistra Energy
Rhoades Real Estate & Land Auction
Bank of Farmington

DEVELOPMENT ASSOCIATES (UNDER \$500)

Crawford's Home Furnishings
Bar-Mac Farms
Canton Township Office
Quick Electric Electrical Contractors, Inc.
Chris & Ashley Jump
Kevin & Debbie Stephenson
Town & Country Insurance – Bill Bequeaith
Patrick O'Brian
Holly Henline
Todd Miller

SUSTAINING MEMBERS (\$500 - \$999)

Giant Goose Ranch
G-M Mechanical of Canton
Mauer-Stutz, Inc.
Mid Century Communications
Monical's Pizza of Canton
Chuck Taylor State Farm
City of Lewistown

Kieswetter Insurance Agency – Dan Kieswetter
Canton Family YMCA
Shelter Insurance – Todd Fletcher
Tenacious, Inc. – Carol Davis
Havana Nation Bank – Lewistown
Chad Murphy
Jeff & Tina Strode
Tad & Brandi DeRenzy
Johnson & Johnson, PC
Sarah Keefer
Susan Miller

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Cole A. McDaniel
Executive Director



Amanda Woodruff
Marketing & Tourism Director

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Mayor

Ex-Officio Member – Clint Drury
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Executive Director

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BOARD OF DIRECTORS

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Board Member – Barry Blackwell

Morning Radio Host

BYS 94.1

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Board Member – Jason Coulter

Big Cat's Bowls, LLC

Owner

Board Member – Ryan Spangler

MidAmerica National Bank

Commercial/Ag Loan Officer

2022



SPOON RIVER
PARTNERSHIP
for Economic Development

Annual Report



“Creating Lasting Change”

Serving communities in Fulton County, Illinois

A Letter from our Executive Director



Dear Community Members,

I can proudly say that 2022 was a year of resilience, progress and growth for Canton and Fulton County, IL. There were many important initiatives that were put into motion this year, and we are excited to see the results from that work in 2023 and beyond. We continue to invest in local businesses, help create new programs, and assist with projects across the community and economic development spectrum. Through our efforts, we have seen an increase in employment opportunities, access to additional resources for small businesses, and a stronger economic base Fulton County wide.

Our commitment to empowering our communities and creating economic opportunities is stronger than ever. Moving forward, we will continue to focus our attention on building back our communities throughout Fulton County, along with continuing to create dynamic public-private partnerships in more areas.

I hope this year's annual report helps to give insight into how SRPED is continuing to support our local communities, businesses, organizations and residents. We are looking forward to a 2023 that is already off to a great start with new business developments, expansion projects, and residential projects!

Thank you to both our public and private sector contributors that continue to help us move the needle forward in Fulton County. The work we do at SRPED would not be possible without the continued investment and commitment from all of our contributors and volunteers!

Sincerely,

A handwritten signature in black ink that reads 'Cole A. McDaniel'.

Cole A. McDaniel
Executive Director

Table of Contents



SRPED Organizational Overview	4
<i>Contributors</i>	<i>4-5</i>
<i>Board Members</i>	<i>6</i>
<i>Our Team</i>	<i>7</i>
Economic Development Recap.....	8
<i>New Business & Business Expansion</i>	<i>8</i>
<i>Opportunities Overview</i>	<i>9</i>
<i>Business Retention & Support</i>	<i>10</i>
<i>Development Highlights.....</i>	<i>11-16</i>
Marketing, Tourism & Events.....	17
<i>Marketing & Tourism</i>	<i>17-18</i>
<i>A Year of Events in Review</i>	<i>19-20</i>
Canton Business Development District #1	21
<i>An Overview.....</i>	<i>21-22</i>
<i>Application</i>	<i>23</i>
Announcements & Priorities for 2023	24
<i>Announcements</i>	<i>24-25</i>
<i>Priorities</i>	<i>26</i>
Concluding Remarks	27

Contributors

The Spoon River Partnership for Economic Development is a 501(c)3 nonprofit organization dedicated to serving as a catalyst for community and economic development. We believe that capitalizing on strategic partnerships, business development opportunities and implementing policies and programs that foster growth are key to creating a healthy and vibrant economy. It is only through contributors from both the public and private sector that our organization is able to continue the work we do.

Municipal Contributor



Community Champion



Contributors

Community Partner



Development Associate

Robert Senneff
WCIBCTC
Ipava State Bank
Vistra Energy
Progressive Vision Center
Bank of Farmington
Maurer-Stutz, Inc.

Sustaining Member

Giant Goose Ranch
G-M Mechanical of Canton
MidCentury Communications
Monical's Pizza of Canton
Chuck Taylor State Farm

Contributor

Crawford's Home Furnishings
Canton Family YMCA
Bar-Mac Farms
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Tad & Brandi DeRenzy
Patrick O'Brian
Johnson & Johnson, P.C.

Holly Henline
Keefer Financial
Todd Miller
Susan Miller
Kieswetter Insurance Agency
Barton Tax & Accounting
Georgia Rae's
Camille's of Canton

Board Members

Board Members

Executive Committee

President, Jed Rhoades
Vice President, Susan Baldwin
Treasurer, Curt Oldfield
Secretary, Todd Fletcher

Ex-Officio Members

Kent McDowell, City of Canton Mayor
Clint Drury, WCIBCTC

Voting Members

Sarah Keefer
Tad DeRenzy
Holly Henline
Todd Miller
Patrick O'Brian
Elaine Stone
Chris Jump



SRPED Holiday Party 2022 Board Photo

Our Team



Cole A. McDaniel
Executive Director

The Executive Director is responsible for developing, implementing, and managing comprehensive community and economic development strategies throughout Fulton County. They also serve as a liaison between the local governmental agencies and community groups, private sector partners, financial institutions, and other public entities.

Additionally, the executive director leads initiatives to expand economic opportunity and increase access to quality services and resources. They develop programs that build capacity in local governments, businesses, and non-profit organizations. They must work closely with community partners to ensure that all programs are successful and meet the needs of business owners and residents. They also monitor state, regional, and national trends related to economic and community development and evaluate their relevance to local initiatives.



Amanda Sampson
Marketing & Tourism Director

The Marketing and Tourism Director is responsible for overseeing all marketing and tourism related activities and initiatives throughout Fulton County. This includes developing and implementing comprehensive marketing and tourism plans, managing budget allocations, creating marketing material at the local and county levels, building relationships with local businesses, identifying opportunities for partnerships and events, and evaluating the success of marketing campaigns.

The Marketing & Tourism Director also works closely with other departments and organizations within the city and county to ensure that communication, collaboration, and coordination are effective. Additionally, they work to coordinate and develop media relations, research market trends, generate reports on promotional activities and assess the impact that tourism has on Fulton County.

Economic Development Recap



New Business & Business Expansion

SRPED assists investors, entrepreneurs, business owners, corporations and organizations with a variety of new business start-up and business expansion projects throughout Fulton County. Below is a highlight of the completed and in-progress projects for 2022. A continuous survey is conducted to obtain an accurate count of jobs created/retained and total investment by new and existing businesses, who we assist.

Total Projects	23	Jobs Created	185
New Businesses Opened	9	Jobs Retained	60
Expansion Projects Complete	5		

Completed Projects	14
Total Investment	\$11,547,250



*Spoon River Rentals, LLC
JBP Properties, LLC*

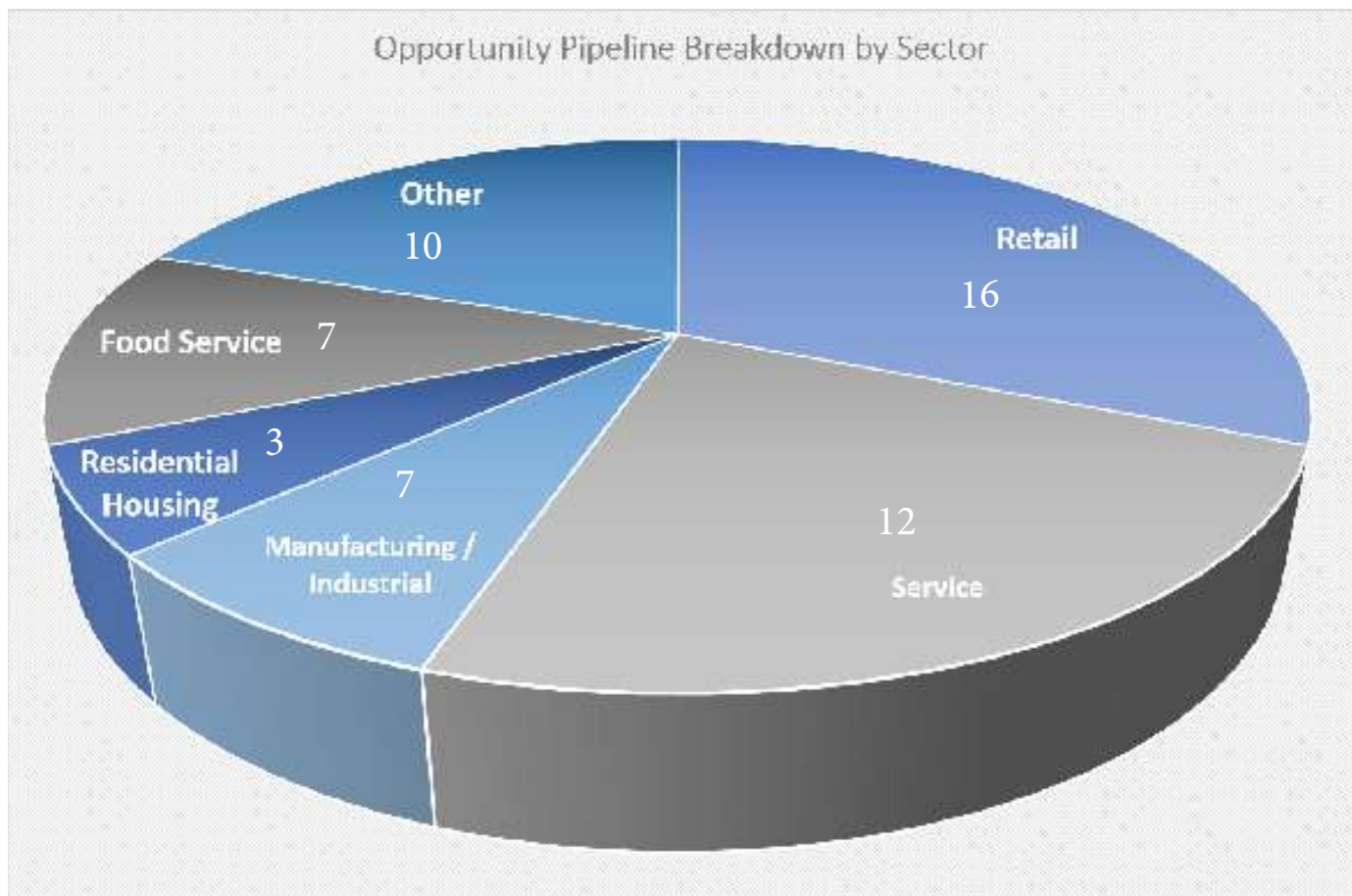
In-Progress Projects	9
Total Projected Investment	\$809,500,000

*Buckheart Solar
Graham Health System
JBP Properties, LLC
Spoon River Rentals, LLC
Blue Cottage, LLC
Peculiar Projects, LLC
Old Dog Brewery
Lattimore Properties, LLC
Michael Rogers Farmers Insurance*

Opportunity Overview

Current Opportunities

Potential new businesses, expansion projects, site-selection inquiries and other opportunities that are being actively worked through SRPED.



Opportunities compared to 2021 +77%

2021 - 31

2022 - 55

Business Retention & Support

Business Retention & Expansion Visits

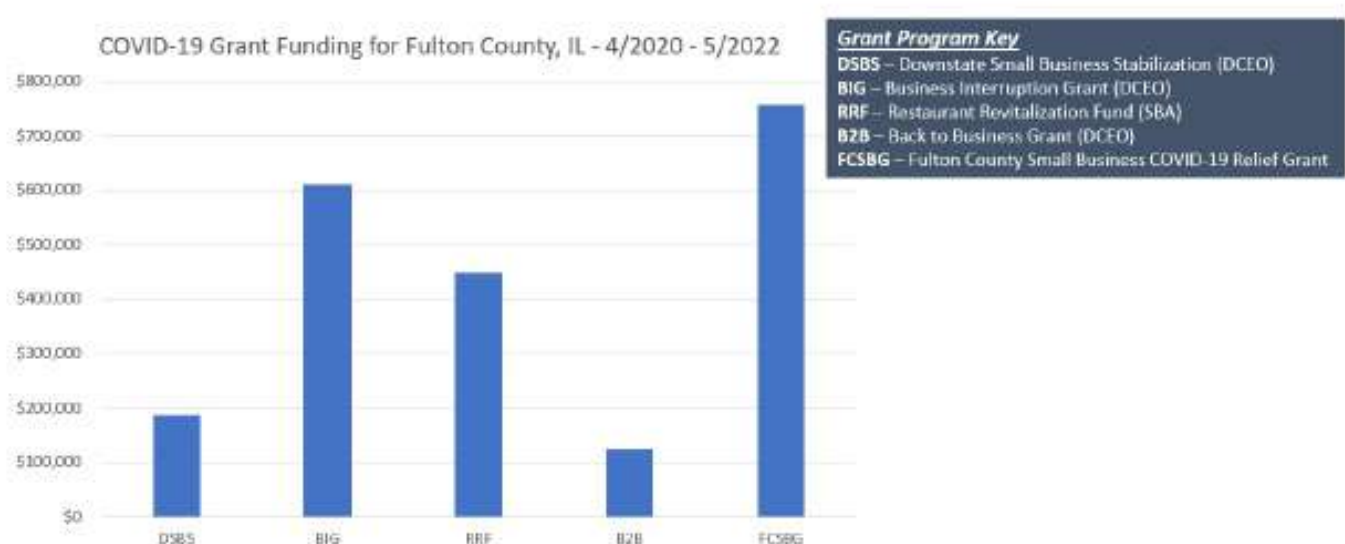
Business retention & expansion visits (BRE) are utilized to identify current issues and opportunities that exist for existing business owners and major employers. With this information, SRPED can offer assistance and resources to help resolve any outstanding issues businesses and employers are facing. BRE visits also provide insight into the business operations and lead to discussions in regards to expansion of the business if applicable. These visits help us to target key strengths and weaknesses that we can focus on, to best help our business owners and employers within Fulton County.

Total Business Retention / Expansion Visits in 2022 – 116
Visits compared to 2021 +43%



The Fulton County Small Business COVID-19 Relief Grant was designed by SRPED and presented to the Fulton County Board in early 2022. This program funded 63 businesses throughout Fulton County and totalled \$787,500 in relief funds to small business owners still reeling from the pandemic.

State, Federal, & Local Program Funding



Development Highlights



Buckheart Solar is a solar photovoltaic project proposed for Fulton County, Illinois. It will generate clean, emission-free energy and substantial local revenues for decades to come. Buckheart Solar looks forward to working with the local community in the planning and development of this important project

ABOUT THE PROJECT



The project is 820 megawatts (MW).



Will generate enough clean energy to power 150,000 homes.



Expected to be operational in 2025.



Panel height and vegetative screening will limit project visibility to neighbors and nearby roads.



Landowner retains ownership of land during and after lease; landowner may choose to resume farming after lease expires.



Over \$120 million paid to local governments over the life of the project.*



This project helps meet the growing demand for clean, renewable energy sources in Illinois and the state's commitment to be carbon-neutral by 2045.



Life cycle: 30 years from date of commercial operation.



Proposed on approximately 8,000 acres of privately-owned land.

*Based on current tax formulas and an 820 MW project size

Project Timeline

2023

Apply For
Permits

2023

Receive Permit
Approvals

2024

Begin
Construction

2025

Site
Operational

Development Highlights

260 N MAIN ST

CANTON, IL



The Arby's project had been in the works for quite some time in Canton, but was finally completed in 2022! This new project will add a strong increment to the TIF 2 in the City of Canton, provide 12-15 jobs, and generate new sales tax (including BDD) to the City of Canton.

Before



After



Development Highlights

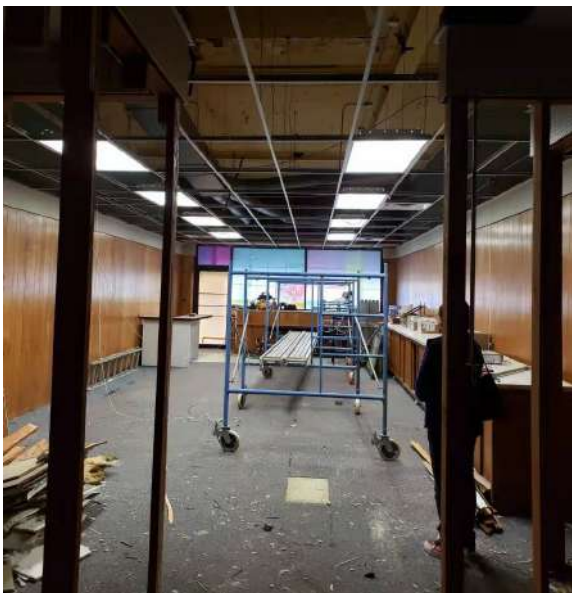
52 E ELM ST

CANTON, IL



The Wang family, former owners of China Inn Buffett, revitalized 52 E Elm St, and completely renovated the space for a new coffee shop in the heart of downtown. Cup of Canton opened for business in early 2022. The Wang's stated "We are so thankful that we were able to apply for and receive TIF funds for our project in downtown. It would not have been possible without the help from SRPED & the City of Canton."

Before



After



71 E ALDER ST

CANTON, IL



Line-X of Canton is owned by Kiley Davis-Crouse and John Davis. This new business project included the construction of a new 7,200 square foot building, and is located at 71 E. Alder St. in Canton. The business will offer Line-X, Truck Gear Accessories, and a full autobody repair facility. The cutting-edge technology known as Line-X has gained notoriety for their spray-in bed liner system in recent years, and is a well-known franchised brand. Construction was completed in Spring 2022.

New Construction



Development Highlights

230 E VAN FOSSEN RD

VERMONT, IL



Nature's Grace & Wellness has been making continuous investment just outside of Vermont, IL in Fulton County for the last several years, and 2022 marked yet another milestone. NGW completed thier new construction project for their new National Headquarters, located in the southwestern part of Fulton County.

Existing Cultivation Center



360,000 square-foot cultivation center

New Construction



New National Headquarters completed 2022



NGW Photo December 2022

Development Highlights

459 E CHESTNUT ST

CANTON, IL



An exciting development is underway by Graham Health System. They have purchased and are renovating the former Family Video location in Canton. This location will be the new home for the Graham Health System's Convenient Care. Expect to see some major updates in early 2023!

Before



Renovation & Buildout In-Progress





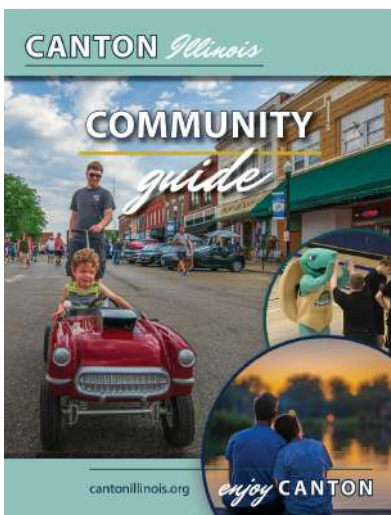
Guides and Marketing Materials

Visitor's Guide – Updated a few sections in the guide. Updated the digital version of the guide on the fultoncountyoutdoor.org and cantonillinois.org websites. Worked with Havana Printing on getting more guides printed. Worked with a member of the council on distributing the guides. Created a rack card with a QR code on it to direct people to view the digital version of the guide.

Guides printed: 1,000 Guide request mailings completed from websites forms: 15

Canton Community Guide – Distributed 2,000 through-out the year. Guides were distributed to the hotels/BnB's, hospital, park district, real estate agencies, banks, and other locations.

Guide request mailings completed from website form: 18



Canton Dining and Shopping Guide – Distributed 2,000 guides in 2022. Guides were distributed to the hotels/BnB's, banks, restaurants, and retail businesses. Began updating the guide for a re-print.

Guide request mailings completed from website form: 14

Lake Canton Foldout Guide and Map – Designed three maps for the guide: full complex map, nature trail map, and campground map. Created the layout for the whole fold out guide using the maps and all information related to Lake Canton regarding fishing, boating, camping, hiking, etc. Quoted getting 2,000 of the fold out guides printed.

Flyer with QR Code – Creation of flyer with a QR code on it that promotes the Canton Community Guide, Canton Dining & Shopping Guide, and the Fulton County Visitors Guide. The QR Code links to the Community page on the cantonillinois.org website for the user to digitally view the guides.



Fultoncountyoutdoor.org Website

Total page views: 11,396

Top 3 visited pages (minus the home page):

Lakeland Park - 900

Fulton County Camping & Recreation Area – 530

Event/Canton Friendship Festival - 381

Top 3 Users by City:

Chicago – 1,160

Peoria – 462

Canton – 304

Cantonillinois.org Website

Total page views: 145,174

Top 3 Users by City:

Chicago – 8.6K

Canton – 6.6K

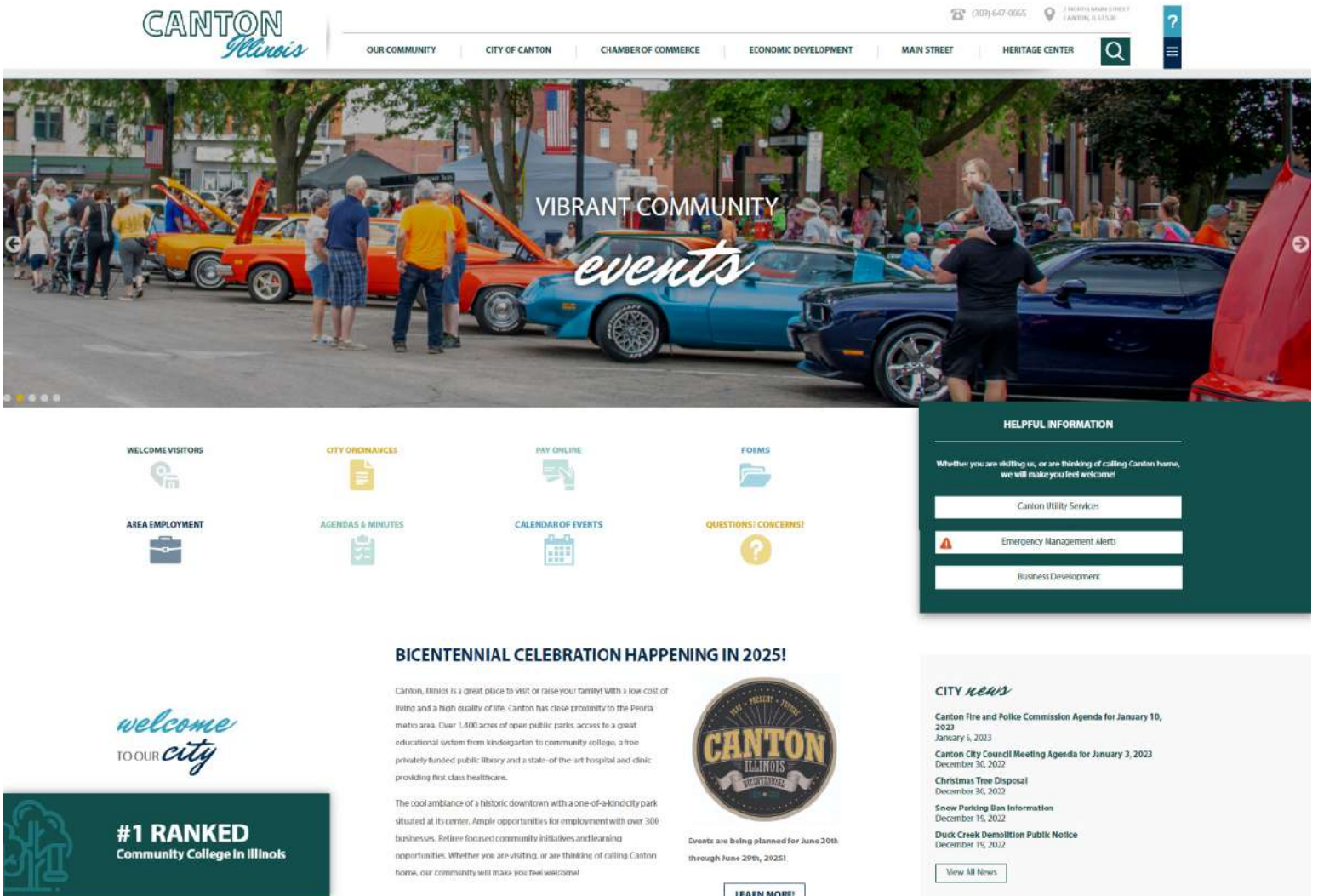
Peoria – 6.3K

Top 3 visited pages (minus the home page):

Pay Online – City of Canton – 14,593

Events Calendar – Chamber of Commerce – 6,112

Job Search – Chamber of Commerce – 5,732



Canton MAIN STREET

Canton Main Street (CMS) is a volunteer-driven organization under the umbrella of the Spoon River Partnership for Economic Development, made up of business owners, everyday citizens, active retirees, students and community leaders. Canton Main Street was formed in 2008 to help bring prosperity to downtown. CMS is responsible for hosting a variety of free community events throughout the year. These events include: Glacial Golf, Art on Main, Kid's Fest, Spoon River Scenic Drive Canton Location and Christmas Walk. The organization also offers a micro-grant program for new start up businesses or businesses changing to new ownership as a way to help encourage development, and help in the creation of new business development in the downtown. CMS also helps the downtown businesses through digital marketing and monthly business spotlights.



Kid's Fest – July 9th. Theme was Picnic in the Park. 12 businesses/organizations set up and offered activities/games



Farmer's Market – Every Saturday June through September. Total of 21 Vendors through-out the season. 6 local musicians rotated playing on select Saturdays. The Markets this year were supported by a \$1,000 grant from Compeer Financial. This grant was used to assist in advertising the markets and purchasing of kid's activity supplies.



Spoon River Valley Scenic Drive – October 1st and 2nd; 8th and 9th. Worked with the Scenic Drive Association as the Area Representative for Canton. Total of 21 vendors set up between both the weekends.



Art on Main – June 4th and 5th, 2022.

27 Artists exhibited, 4 food vendors set up, Spoon River Junction Winery provided wine and patio furniture, and 10 local musicians performed. 13 businesses donated items to the silent auction and 41 businesses and individuals support the event through sponsorships



Old-Fashioned Christmas Walk – December 2nd. Total of 24 businesses/organizations participated with sales or specials offers, Elf on the Shelf or decorating their window(s). 500 Acrylic Tokens were purchase this year to be used as \$1.00 payments for the Horse & Carriage and 40 & 8 Voiture rides. With a generous sponsorship from CEFCU, two 6' light up photo op Christmas displays were purchased and placed in Jones Park this year.

Canton Business Development District #1

What is a Business Development and Redevelopment District?

A Business Development and Redevelopment District, often referred to as a Business Development District (BDD) is a special financing program created by a municipality to encourage the development of new businesses in targeted areas of the community. This program enables municipalities to attract development on vacant properties and redevelop existing properties within a designated BDD Area. New business development will increase local services and amenities, increase employment opportunities, and increase sales and property tax revenues to the municipality and other taxing bodies.

This economic development tool is very flexible and allows districts to impose and collect up to 1.0% additional retail sales tax and hotel tax to fund any project that benefits the district. Business Development Districts allow municipalities to make and enter into all contracts necessary or incidental to the furtherance of a business district plan – including payments to private developers for eligible business district project costs.

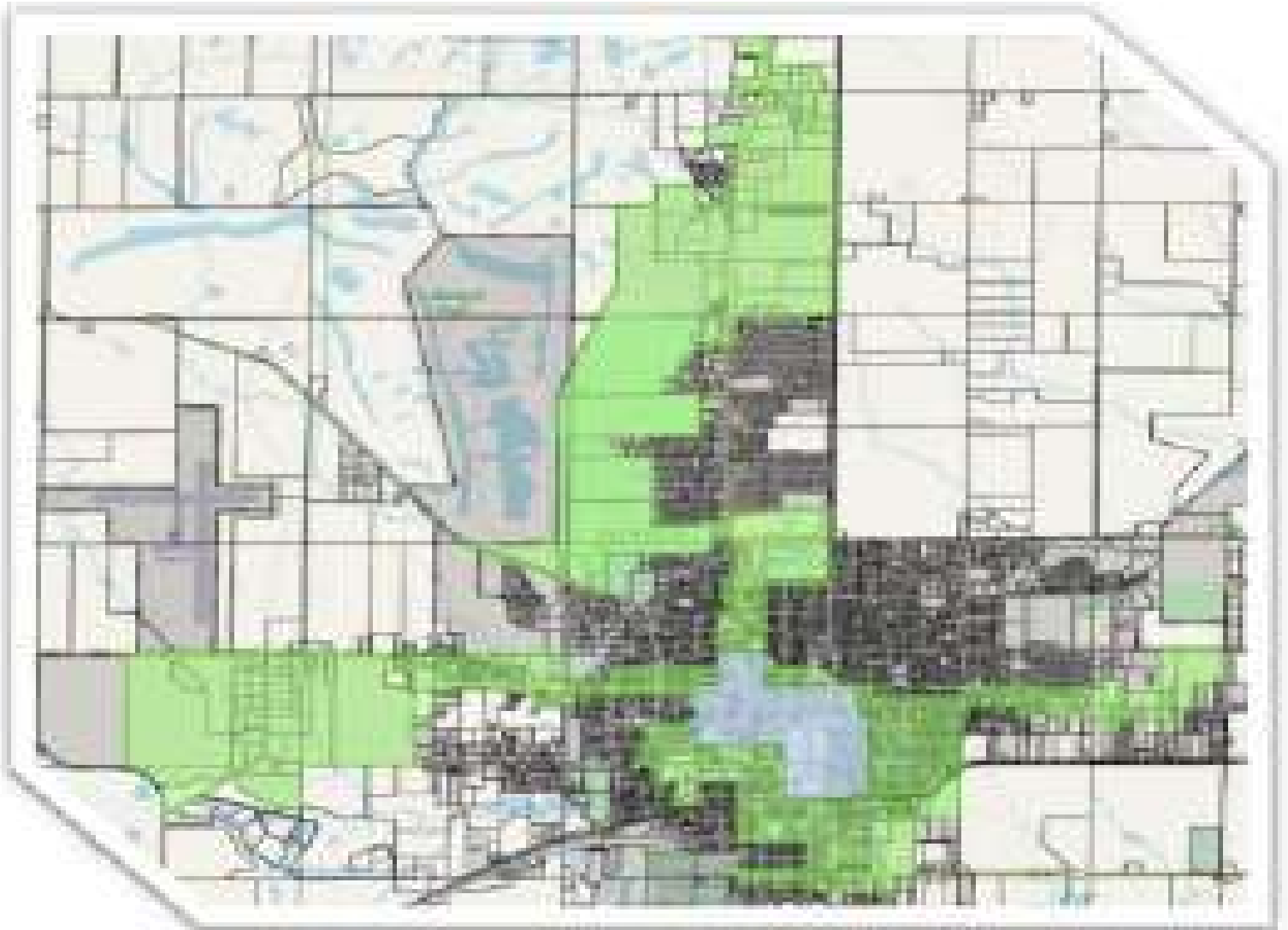
The Illinois Department of Revenue publication (PTAX-1002-20) addresses many of the common questions and procedures relating to the Business District Development and Redevelopment Act (65 ILCS 5/Art. 11 Div. 74.3 et. seq.).

How is a BDD different from a TIF District?

The statutory process to establish a BDD is less complicated than creating a TIF District, because a BDD does not affect the collection or distribution of real estate taxes. The BDD Fund receives increased retail sales taxes and/or hotel taxes generated by commercial-retail development occurring within the BDD Area. As is the case with TIF, a BDD Area must be a contiguous boundary, the municipality must prepare a BDD Redevelopment Plan and hold a public hearing. A BDD may be established for a period not exceeding twenty-three (23) years.

An Overview

Canton Business Development District #1 Map



Canton Business Development District #1 Business/Developer Application

City of Canton, Illinois
Canton Business Development District (BDD) No. 1 *(amended 3/15/2022)*

City of Canton, Illinois / 2 N. Main St., Canton, IL 61520 Pk: (309) 697-0065

**APPLICATION FOR REIMBURSEMENT OF
PRIVATE BDD ELIGIBLE REDEVELOPMENT PROJECT COSTS**

Applicant Name: _____

Applicant Mailing Address: _____

Applicant Daytime Phone: _____ Applicant Email Address: _____

Subject Property's Site Address: _____

Subject Property's Fulton County Property Tax ID #: _____

Property Owner Name(s) if different than Applicant: _____

Type of Property *(check all that apply)*: Commercial/Retail, Professional Office, Industrial, Residential

Anticipated Project Start Date: _____ and Estimated Project Completion Date: _____

Number of new jobs, if any, that will be created as a result of this Project: Full-time _____ Part-time _____

New annual retail sales anticipated to occur, if any, as a result of the proposed improvements: \$ _____

Total Projected Investment for Project: \$ _____, of which \$ _____ is land/building improvements.

Estimated BDD Eligible Project Costs *(attach detailed list and description, as well as bids for contracted work)*:

1. Professional fees (e.g., engineering, architectural, legal, accounting, plans, marketing) ... \$ _____
2. Acquisition cost of land and buildings purchased after 3/15/2022. _____ \$ _____
3. Site preparation (e.g., demolition, excavation, leveling/grading of land) _____ \$ _____
4. Exterior rehab, repair, remodeling, reconstruction of existing buildings _____ \$ _____
5. Interior rehab, repair, remodeling, reconstruction of vacant, underutilized space _____ \$ _____
6. Construction of new building _____ \$ _____
7. Construction or repair of private parking lot and/or driveway _____ \$ _____
8. Construction or repair of public infrastructure _____ \$ _____

TOTAL ESTIMATED BDD ELIGIBLE PROJECT COSTS: _____ \$ _____

FOR CITY USE:
Signed application received by the City of Canton on date: ___ / ___ / ___ by _____

City Finance Committee Recommendation: Approved for Amount: \$ _____ on date: ___ / ___ / ___

Notes/instructions: _____ *(attach more detail as needed)*

Denied for reason: _____ *(attach more detail as needed)*

BDD Application forwarded to City's BDD Administrator on date: ___ / ___ / ___

Date of Approved Redevelopment Agreement: ___ / ___ / ___ Verified BDD Eligible Project Costs: \$ _____

Amount reimbursed by City to Applicant: \$ _____ by Check No. _____ on date: ___ / ___ / ___

- 1 -

Announcements

CFC Properties Celebrates 50 Years



For nearly 50 years, CFC Properties has been dedicated to real estate development, historic preservation, and property management. CFC is well known for its efforts in historic restoration, promotion, and revitalization in downtown Bloomington, Indiana, and in Canton, Illinois – Bill Cook’s hometown.

Notable restoration projects in Canton include the 1883 Randolph building (which also adjoined the adjacent building at 3 East Side Square) and the circa 1889 Lewis building. Mark Rothert, former executive director of Spoon River Partnership for Economic Development, nominated the Lewis Pharmacy/Emporium building for listing among the top 10 sites for 2009 by Landmarks Illinois, a not-for-profit organization dedicated to the preservation of Illinois’ architecturally and historically significant structures and sites. At that time, the Lewis Pharmacy/Emporium Building was listed as one of the top ten most endangered historic buildings. CFC also acquired and renovated Fulton Square and is responsible for commissioning the murals along E. Chestnut Street and was involved with the conservation and recommended re-opening of a section of the Canton downtown square traffic loop that had been closed for 30-years. CFC, in collaboration with Cook Group, also contributed to building the Canton Harvester Inn.

“I recall the first time I learned of Bill Cook’s interest in going to Canton to invest in the community. Mr. Cook called and said he was interested in a building on the square that had been vacant for several years, he wanted to buy and restore it, it was the Randolph Building. That was the beginning of several projects to come later”, Jim Murphy, President, CFC Properties, as he recalls those early years.

Announcements

Additional efforts by Bill Cook led to Cook Group building both the Cook Canton medical device facility and Cook Polymer on the former International Harvester plant site.

2023 honors two important milestones; CFC Properties' 50th anniversary and Cook Group's 60th anniversary. Be on the lookout for additional information that will be released later in the year to commemorate the efforts made in downtown Canton.

About CFC Properties

CFC Properties, a Cook Group Company, is a development and management company specializing in historically and architecturally significant structures. CFC prides itself on providing exceptional customer service and is committed to engaging and enriching communities through growth, philanthropy, equality, and education.

About Cook Group

Cook Group is a global, privately-owned collection of businesses spanning medical devices, life sciences, business services, property management, and resorts.

Cook Group is proud to still play an active role in the community and development of Canton, Illinois.

Priorities for 2023

Having annual priorities for a community and economic development organization is essential for planning, goal setting, and measuring success. By setting and communicating clear priorities, the organization can focus its resources on the most important and impactful initiatives, and track progress towards achieving its goals. This also helps to ensure that the organization is working towards the best possible outcomes for the community and its stakeholders. Our priorities for 2023 are as follows:

Develop & Implement strategies for economic development: This will involve leveraging local resources to encourage job creation, investment, entrepreneurship and innovation, as well as creating an environment that facilitates economic growth.

Foster collaboration among all stakeholders: Work in partnership with businesses, government agencies, nonprofit organizations, universities, and civic leaders to develop shared solutions.

Promote and expand access to technology: This includes initiatives for digital literacy, broadband adoption, and providing digital access points for underserved communities.

Advocate for, and implement local incentives to create diverse housing options: We will be working to attract a variety of different residents through new construction and renovations of residential housing in Canton.

Support local small business growth: Implement programs and initiatives to support small businesses, including start-up financing, grants and technical assistance.

Enhance quality of life: This could include developing greenways, bike paths, and sidewalks, as well as promoting events and improving public safety.

Foster entrepreneurship: Offer resources and incentives to help aspiring entrepreneurs to start and grow their businesses.

Expanding our marketing & tourism reach: This includes creating additional marketing plans and efforts to attract more tourists in 2023!

We are so proud of the progress our communities and businesses have made in the last year. Thanks to the hard work and dedication of our citizens, businesses, and partners, we have seen a tremendous amount of exciting work taking place in recent months. As we look to the future, we are confident that we can keep up the momentum and create an even stronger and more prosperous Canton and Fulton County.

On behalf of the entire organization, we would like to express our sincerest gratitude to all of the elected officials, contributors, businesses, volunteers and residents who have made this past year's success throughout Fulton County possible. Your commitment and hard work is truly appreciated and has enabled us to take great strides forward. With your continued support and partnerships, we are confident that our community will continue to grow and thrive in the future.

Thank you!

Cole A. McDaniel, Executive Director

Cole A. McDaniel

Amanda Sampson, Marketing & Tourism Director

Amanda Sampson



List of Undeveloped Properties

Prepared for the City of Monmouth, Illinois by
Civic Solutions, LLC

The following is a list of undeveloped properties and parcels in Monmouth, retrieved from the Warren County GIS system.

PIN	OWNER	ACRES	LOCATION
• 0904408710	OSF Healthcare System	7.37	North G Street
• 0904419220	Galesburg Hospitals Ambulance	3.00	700 Industrial Park Rd.
• 0904419130	D&G Crandall, LLC	<5.00	3 Industrial Pard Rd.
• 0904419110	Ron & Barbara Byers	1.5+	2 Industrial Pard Rd.
• 0904419140	Warren County	5.70	410 Industrial Park Rd.
• 0904419150	Bridgeway Properties Corp	3.00	301 Industrial Park Rd.
• 0904419120	Nik Inc of Monmouth	.88	Behind McDonalds
• 0904419310	Painter Clyde E Trustee	3.64	On Industrial Park Rd.
• 0904402320	Beaton Holding Company LC	1.75	On Industrial Pard Rd.
• 0904411425	Magan and Jagdish Patel	7.82	On US Rte 34 (south side)
• 0904402530	Smithfield Fresh Meats Corp	3.00	On US Rte 34 (north side)
• 0904402510	Smithfield Fresh Meats Corp	2.00	On US Rte 34 (north side)
• 0904419600	St. Mary's Catholic Cemetery	<10	On N. 6th Street
• 0904400830	Robert Munsion	2.09	S. B St. (south of RR)
• 0904409120	Compeer Financial	7.00	700 E Jackson Ave
• 0904409100	City of Monmouth	1.56	1000 Block E. Jackson
• 0904409200	City of Monmouth	<5.00	1200 Block N 11th St.
• 0902000100	Margaret Grohne Trustee	150	2077 75th Street
• 0902000600	Larry Spears Trustee	61.89	US Highway 67
• 0901905300	Andrew Jenks	42.13	North Side of US Rte 34
• 0901905340	Ricky Anderson	13.09	NW Side of US Rte 34
• 0903000310	Doris Dye	12.77	720 N. Suny Ln.
• 0903001500	4G Farms LLC	27.88	West Side of US Rte 34
• 0903000800	4G Farms LLC	5.06	West Side of US Rte 34
• 0903100101	Danny & Bruce Burgland	3.74	185th Ave and US Rte 34
• 0903100140	Bruce & Cinda Burgland	7.49	On S. Sunny Ln (N of RR)
• 0903100102	Danny & Bruce Burgland	8.04	On S. Sunny Ln (S of RR)
• 0904102000	Big River Resources West	5.31	On S. Sunny Ln (S of RR)
• 0904210600	Big River Resources West	7.31	On S. Sunny Ln (S of RR)
• 0904210820	Riverland FS Inc	4.00	On S. Sunny Ln (S of RR)
• 0904211010	Big River Resources West	6.27	On S. Sunny Ln (S of RR)
• 0903101000	Danny & Bruce Burgland	1.00	185th & US Rte 34
• 0903101300	Diffenbaugh Family Farms Llc	75.62	On W. 11th Ave.
• 0903803300	Phillip W Hassett Trustee	42.44	On City St
• 0904405410	Richard Elliott	13.76	On 180th Ave
• 0902100503	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100504	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100505	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100508	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100510	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100511	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100512	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100513	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100514	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100515	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100516	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100517	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive

PIN	OWNER	ACRES	LOCATION
• 0902100518	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100520	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100521	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100522	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100523	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100525	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100526	Residential Lot (TIF possibility)	.25	Along Fair Acres Drive
• 0902100529	Residential Lot (TIF possibility)	.25	On 210th Ave
• 0902100530	Residential Lot (TIF possibility)	.25	On 210th Ave
• 0902100531	Residential Lot (TIF possibility)	.25	On 210th Ave
• 0902100532	Residential Lot (TIF possibility)	.25	On 210th Ave
• 0902100533	Residential Lot (TIF possibility)	.25	On 210th Ave
• 0902100534	Residential Lot (TIF possibility)	.25	On 210th Ave
• 0902100206	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100216	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100214	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100213	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100212	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100211	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100209	Residential Lot (TIF possibility)	.25	On Wedgewood Drive
• 0902100207	Residential Lot (TIF possibility)	.25	On Wedgewood Drive