Madison County
Community
Development
Summary of Community
and Economic
Development Plan

COMMUNITY AND ECONOMIC DEVELOPMENT
PLAN OVERVIEW
I. **INTRODUCTION**

It is the position of Madison County leadership that an aggressive community and economic development policy is essential to the success of the county. Madison County Chairman Alan J. Dunstan charged Madison County Community Development (MCCD) with enhancing the community and economic development of all areas in Madison county, a process which includes strategic planning, program development, oversight, transparency and input from our constituencies. MCCD will utilize its core programs and support workforce development in addition to the development and implementation of new programs designed to maximize planned growth, create sustained revenue and most importantly, increase jobs and economic opportunity for the county’s residents.
II. 2014 REVIEW

A. Madison County Community Development Programs and Services: In the third and fourth quarters of 2014, MCCD has:

1. Reorganized the office structure to accommodate and streamline services and created an in-house “Human Resources” function and “Grants Seeker” team;
2. Supported our “core” grant functions with U.S. Community Development Block Grant (CDBG), Community Services Block Grant (CSBG), U.S. Department Of Energy, U.S. Department of Health and Human Services, as well as the Illinois Department of Commerce and Economic Opportunity grants and programs;
3. Developed a plan to present a more professional office environment and now holding monthly staff meetings with professional office staff and office-wide;
4. Participating in the development of a new office website and created a working Communications Program and Plan with multiple platforms;
5. Streamlined our “dual committee” (Grants-PEP) support preparation process and improved their information flow;
6. Implementing turnaround plan for the Weatherization program;
7. Improved and re-organized our file storage and disposal program;
8. Met with more than half of the County’s Mayors and Village Presidents;
9. Conducted meetings with area Chambers of Commerce and other organizations;
10. In an effort to be more transparent, all major documents and reports for the U.S. Department of Housing and Urban Development (HUD) are now being placed on our website, with more information coming;
11. Upon the release of HUD’s 2010 low/mod Census Data, updated low/mod income maps were developed and for the first time integrated into our office website and directly distributed to municipalities;

We also conducted several meetings and forums, chief among them was the first of several events focusing on Madison County needs.
U.S. Department of Agriculture Rural Development Information Forum -- With the assistance of U.S. Congressman Rodney Davis, we developed and organized a forum featuring Rusty Wanstreet, Area USDA Rural Development Director. During the forum, we presented information on USDA Rural Development Business & Development programs and how MCCD can provide assistance and coordination.

Chairman’s Briefing with U.S. Army Corps of Engineers Mississippi Valley District Commander – Facilitated a review of Madison County Corps of Engineers projects, programs and policies. Reviewed status of levee project and other related projects.

Meeting with Gateway Commerce and Lakeview Center Owners – reviewed status of projects at Gateway and Lakeview Centers with preliminary discussions on rail and trucking improvements.

Coordination Brief with Recorder’s Office – held office wide brief for County Recorder and staff regarding MCCD services, with an aim to provide additional information to our constituents on housing and other programs.

Providing Grant information for communities --- MCCD is providing continuing available and open grant announcements to all Madison County communities and partner organizations.

Participating in the Southwestern Illinois Defense Assets Protection Task Force – as Madison County’s representative on the Task Force, we continue to represent our interests in the efforts to protect and grow Scott Air Force Base, the U.S. Army Reserve Center in Granite City and defense industries located in Madison County.
Participating in St. Louis Ports Working Group – adding Madison County’s voice in a regional organization that promotes river, barge and rail access. Assisting in the development of regional priorities and supporting efforts for job training and site development.

Pursuing grants for Brownfields Inventory and Loan Program – working with our “in house” grants team and a county department wide group, MCCD is pursuing grants from the U.S. Environmental Protection Agency to obtain funding to inventory rural area brownfield sites and obtain loan funds to start a program to clean up these rural area sites.

Meetings with Madison County Social Service Providers – established contacts and meetings with our various service providers for social service program support. Setting new baselines and developing new priorities among these agencies.

Supporting new Enterprise Zone Applications- with the state’s plan for all expiring Enterprise Zones, MCCD is coordinating new applications with our two existing zones and creating a new zone for additional areas in the County. Meetings held with communities and stakeholders in this effort.

Income Survey Workshop 101 – As a result of questions from several mayors, we conducted an income survey how-to workshop, so that communities are able to utilize the latest of HUD’s low/mod census data. In addition, communities learned about the appropriate situations and how to implement an income survey.
Overview of a 2015 Economic and Community Development Strategic Plan

In 2015, MCCD will submit its Community & Economic Development Strategic Plan, a detailed plan which will be used to assist Madison County leadership and our community client constituencies to create jobs, economic opportunities and stable communities for our residents.

The plan will focus on several strategic areas to improve our economy and create opportunity for our residents, including:

- Regularly convening all Madison County Economic and Community Developers to improve communications, develop coordinated plans and approaches; strengthen downtown business areas; improving our economic development marketing materials, develop updated site profiles and communications; and
- Increase technical capacity building in our front line communities.
- Support job training and educational programs - with a focus on at-risk populations and to promote Science Technology Engineering and Math fields

MCCD will actively engage our health care and senior population service providers and their capacities as job creators and supporters of our aging population. We will work to develop synergies between health care centers and supportive networks and actively seek the extension of the Illinois Medical District into Madison County.

MCCD will also build and strengthen our housing and homeowner support programs, building on the success of the East Alton Defense Area (Emerald Ridge) Redevelopment project. MCCD continues to work with Granite City officials to support its housing improvement efforts and will be reaching out to the Greater Gateway Association of Realtors and other related organizations in an attempt to promote housing opportunities and support community development in the county.
MCCD will continue to support the Scott Air Force Base Task Force. While a Base Realignment and Closure (BRAC) is not expected in 2015 or 2016, there is discussion of such an exercise following the 2016 Presidential election. MCCD will:

- **Support those who are transitioning from Scott Air Force Base into the private sector so they consider locating in and contributing to Southern Illinois;**
- **Support the U.S. Army Reserve Center facility in Granite City;**
- **Assist the defense related industries located in the Riverbend area; and**
- **Support the development of a new National Geospatial Intelligence Agency Headquarters adjacent to Scott Air Force Base. Madison County stands to benefit from the more than 3,000 jobs that would be moved to our area.**

MCCD will continue to improve the way we do business and focus on achieving the economic development objectives established for the department by Madison County leadership. The department will continue to investigate the use of partnerships and other local collaborations to minimize costs, and to identify and apply for available grants through the use of our own “in-house” grant seeker team.

### III. 2015 DEPARTMENT PROGRAM PLAN SPECIFICS

**A. Working Families Poverty Summit:**

MCCD will host a Madison County Poverty Summit focused on women and children during 2015. According to recent statistics, one out of every 30 children in the U.S. experiences homelessness at some point during the year, this represents a total of 2.5 million children, up 1.6 million from 2010. This Madison County based summit will focus on bringing together the relevant social service agencies in the county to discuss issues and concerns facing working families discuss potential solutions.
B. **Rail-Intermodal Development Forum:** During 2015, MCCD will facilitate meetings with the major Class One railroads, trucking firms and the developers of the Gateway Commerce Center, Lakeview Center and other sites to identify ways to expand rail, truck and intermodal opportunities at the growing warehouse and distribution facilities located in Edwardsville, Pontoon Beach and other areas. Additional focus will be placed on positioning Madison County as the rail and logistical hub for the entire Midwest.

C. **Southwestern Illinois Trade Development Board:** Building on the development of a state-wide Illinois Trade Advisory Board, this board, (which we anticipate being formed early in 2015) will focus on trade development and, specifically, our role. Represented by private sector trade and development firms, this board will support and advise the state/region in trade development policy, provide technical assistance and support the efforts of America’s Central Port Foreign Trade Zone #31, the US Department of Commerce Commercial Service and our regional District Export Council. MCCD expects to partner with St. Clair County, the State of Illinois DCEO Regional and State Trade Offices, as well as with the International Trade Center at SIUE and regional officials with the U.S. Department of Commerce.

D. **Broadband Accessibility Initiative:** MCCD is partnering with the Madison County Information Technology (IT) Department to develop an approach to increase the accessibility of broadband and wireless service for Madison County and to position broadband as a major piece of County infrastructure. Working directly with the IT department, our initial steps include the creation of an inventory of broadband and fiber access for the entire county. We also anticipate working with the more than 25 IT providers in our county, as well as with higher education, the Regional Office of Education (K-12), the health care industry and others to determine the best way forward to better plan our overall IT infrastructure.
E. **Regional Freight District and Study Presentation:** Both the East-West Gateway Coordinating Council and the METRO Bi-State Development agency are working on plans to develop a Regional Freight District. This proposed entity would assist the region in planning for major initiatives across all modes of transportation. East-West Gateway has prepared a Freight Study with a presentation strategy and in the first half of 2015, we hosted an event where officials at East-West Gateway made a presentation to the County Board, area units of government and other interested parties, discussing this plan and the ideas surrounding the development of a Freight transportation district. It is anticipated that the formal rollout of this regional project is set for spring 2015.

**Madison County Tourism Corridor Development:** Madison County has a deep network of historical and other tourism opportunities, including the Lewis & Clark Expedition Museum, the Scenic By-Way, Route 66, Gateway International Raceway, Southern Illinois University Edwardsville Sporting (SIUE) events and other sports or related tourism opportunities. According to figures provided by the SW IL Tourism Bureau, in 2013, Madison County generated more than $343 million in tourism related expenditures, with a payroll of more than $73 million. Local tax receipts that are tourism generated in 2013 were $6.2 million with state tax receipts at $17.3 million. Working with the Alton Convention & Visitors Bureau during 2015, MCCD will promote the development of “tourism corridors” across the county, working with our local partners and all of our chambers of commerce, to support tourism development, creating additional jobs, economic opportunity and promoting Madison County as a tourism destination. MCCD will work to support and encourage the development of tourism “entrepreneurs” and other businesses that “create” tourism, which is fast becoming our region’s number one industry.
F. Madison County Community Transportation Project Priorities: Madison County will develop a concise list of transportation priorities and projects. Working with units of local government and our other partners, MCCD will work in the early part of 2015 to develop priority transportation needs and lists of transportation projects that would be made available to state, federal and local decision makers and planners, as project funding opportunities become available. County projects will be shared locally with decision makers.

1. G. MCCD and Illinois Manufacturing Excellence Center Partnership (IMEC): Based at Bradley University in Peoria and SIU Carbondale, IMEC assists manufacturers in the development and implementation of methods to improve the delivery of their respective services. IMEC assists in improving industrial operations, sustainability, process and energy management, as well as other technical assistance. IMEC’s regional office is located at SIU Carbondale, but IMEC officials have agreed to operate a satellite office at MCCD. Consisting of two service representatives and a tech consultant, IMEC now offers office hours and operates out of our facility, assisting our staff and Madison County manufacturers and manufacturing interests. In addition, early in 2015 we expect a demonstration of new 3-D printing technologies to be provided to County leadership. We will work to promote these new technologies in our schools and other sectors. In addition, MCCD and IMEC will promote E-3 approaches (Energy-Efficiency-Environment) to local manufacturers during a major event.
G. Veterans Services Forum: Through our Community Services Block Grant (CSBG) program, MCCD will work with the Madison County’s Veterans Assistance Commission this fall in the development of a Veterans Services Event, a one-stop event where all of a veteran’s needs can be addressed, from health care services to job services, training and educational opportunities. We anticipate developing this into an annual event and will work with our regional partners at Southwestern Illinois Community College (SWIC), Lewis & Clark Community College (LCCC), SIUE and the U.S. Department of Veterans Affairs, the state’s Veterans Office and our County partners.

H. Madison County Micro-Loan Program: Through a unique partnership with Justine Petersen, MCCD will roll out a “micro-business loan program” in the coming year. Leveraging Madison County funds, Justine Petersen will manage the loan process providing dollars to start-up business and other entrepreneurs to create new jobs and job opportunities for county residents. Justine Petersen manages the program from beginning to end, making the risk of investment very low with high rates of success elsewhere. We expect to roll this project out the latter half of 2015.
I. Madison County Small Business Development Forum: In cooperation with SWIC and our other partners, including Justine Petersen, America’s Central Port, the U.S. Small Business Administration, the Small Business Development Center and others, MCCD will host a “How To” forum to assist new business development and ways to grow small businesses. Particular focus will be on social entrepreneurship, as well as businesses supporting tourism. An effort will also be conducted to coordinate start up services and business incubators in Madison County.

J. NACO Legislative Delegation Brief: During the NACO legislative meetings held in Washington, D.C. this winter, the department facilitated briefings with our congressional delegation. The NACO meetings presented the opportunity to give direct information and obtain feedback from our Congressional delegation on our priorities and upcoming issues which may impact the county. MCCD specifically presented issues related to the pending transportation bill re-authorization, which will include a rail title, continuing support to upgrade our levee system, support for SAFB and the SW IL Defense Assets Task Force, and to advocate for increases or continuation of programs that benefit our residents.

K. Congressional Delegation Brief: During 2015, the department anticipates a direct briefing with members of our Congressional delegation and staff. During this briefing we would provide members and their staffs with information about the services we provide and also make their staffs aware of the availability of a wide range of programs that are available. MCCD staff has already briefed Recorder Amy Meyer on the many housing programs we administer and we anticipate briefs to be conducted for other Madison County officials on the services of MCCD. We also anticipate similar briefing arrangements for our state delegation and their local staffs.
L. **CSBG Program Advisory Board Reboot:** Pursuant to new requirements of the State of Illinois and a prior conversation before the committee, MCCD will soon be providing Grant Committee members with a proposal regarding the reorganization of the CSBG Advisory Committee. This committee is charged as the recommending body to the Grants Committee and the full County Board about programs and services delivered through the CSBG program, which at present has a balance of approximately $588,000.

M. **Madison County Community Development Snapshot Report:** MCCD has compiled all of the residential/commercial building and development data in Madison County. This information, provided directly from each municipality, will be reported to federal and state agencies, and our local partners. Through this effort we will have the ability to monitor overall economic and development trends and provide a basis to determine the overall health of our building and development economy.

N. **Madison County Park Enhancement Program (PEP):** This special committee, which is supported and staffed by MCCD and reports to the Grants Committee, is undertaking expanded opportunities to promote the services and features of our PEP Grant and Loan program beginning first quarter of 2015. This includes the development of an improved application for grant/loan funding, creating an annual PEP report, dissemination of a new PEP logo, expanded communications and a program of increased outreach to all of our constituencies, to promote and to increase its reach and availability.
O. **Madison County Energy Roundtable**: MCCD intends to work closer with energy providers in Madison County, including Phillips 66, ABIL, Ameren, SW Electric and other energy producers and suppliers, to create direct linkages and to improve communication on energy, energy related jobs and workforce training efforts. MCCD will work to support the growth, development and stability of the energy sector in Madison County, profile innovative ideas on how to develop our energy markets and to help them be successful becoming long term partners with the county. In addition, we will investigate and support renewable and other alternative energy opportunities such as PEV, solar and other programs.

P. **Madison County Agriculture Working Group**: MCCD will work closely with the Madison County Farm Bureau, the Illinois Farm Bureau, the Soil & Water District, Heartlands Conservancy and other state and federal organizations to promote and enhance Madison County’s agricultural economy. Almost 60% of the county is part of an ag-based economy. MCCD will work with our partners to improve transportation networks for “farm to table” efficiencies, promote the development of food hubs, enhance the capabilities of locally produced food markets and producers for our urban areas and assist with agricultural education and agricultural workforce development. We will also become active partners to reduce the size of federally designated “food desert” areas of the county where nutritious food and local produce is limited.
Q. Madison County Community Development Information Technology Plan: MCCD has already initiated the development of a Strategic Information Technology Plan which, if implemented, will allow county-wide elected officials, department managers and members of the County Board, to create more efficiency and stretch limited grant dollars. Some examples of these approaches include:

1. Standardizing intake with a single point of entry into our service system;
2. Creating department wide reports from each service platform to identify trends, monitor performance and outputs;
3. Utilizing Madison County GIS to identify census tracts, areas of need, project locations, brownfields and service areas, and to develop a comprehensive plan and inventory of all our data systems.
4. The State of Illinois has also indicated a willingness to partner with MCCD to develop a pilot project based upon a system of paperless and wireless technology to handle certain aspects of the Low Income Heating and Energy Assistance Program (LiHEAP). This will allow a speedier process to handle clients utilizing our services.

R. Enhanced Economic Development Component: In 2015, MCCD will expand its economic development services by adding an Economic Development Specialist staff member focused solely on community and economic development programming. We will also see a “ramp-up” of traditional economic development functions in Madison County;

1. County driven Business Retention/Expansion program working with local communities;
2. Site promotion, attraction and marketing- developing improved site inventories and marketing materials;
3. Incentive management- coordinate incentive offers and manage delivery;
4. Entrepreneurship and small business development- build small business sector and encourage policies to develop small business expansion;
5. Real estate development and reuse – downtown and brownfield redevelopment;
6. Implementing our sector based ED strategies listed above; and
7. Special emphasis on workforce/education coordination which involves working with Madison County Employment and Training and other partners on;
   i. Employer engagement to create work based learning opportunities
   ii. Data driven choices and analysis - measuring success
   iii. Coordinating educational attainment and access to training programs by creating partnerships and collaboration
SUPPLEMENTAL COMMUNITY AND ECONOMIC DEVELOPMENT PROGRAMS TO SUPPORT JOB TRAINING WORKFORCE PARTNERSHIPS

Federal legislation that re-authorized the Workforce Investment Act mandates closer coordination and cooperation among economic and community development programs and those involving workforce development. MCCD will move forward to initiate several programs to support these efforts and coordinate these programs among our focus areas previously noted.

**Science Technology Engineering and Math Education Partnership with U.S. Army Corps of Engineers:** MCCD will work with the Regional Office of Education and other partners to facilitate and strengthen a program with the U.S. Army Corps of Engineers to promote STEM education in Madison County classrooms. USACE recognizes the critical role that education in Science, Technology, Engineering and Math has in enabling the US to remain economic and technological leaders around the world. USACE and the U.S. Department of Defense established a STEM program in 2013 and leverage the strengths of these organizations to advance STEM where these activities are located. Madison County and USACE will enter into a cooperative Memorandum of Understanding to formally implement the program.

**Maritime Career Development Programs:** MCCD will assist the Regional office of Education, Lewis and Clark Community College, Southwestern Illinois College and the U.S. Maritime Administration, the U.S. Army Corps of Engineers, Seacorp-SCF, Inland Rivers Ports and Terminals and other partners to promote the development of water-related transportation jobs. These jobs, which are maritime based, are necessary to meet the demands of global trade and development, and are increasing in importance. Through partnerships with our local Community Colleges and U.S. governmental agencies, accredited training programs can be developed to fast-track our residents into these positions.
Minority Careers in Law Enforcement: MCCD, through its CSBG program, will enter into a partnership arrangement with the Madison County Sheriff’s Department, the 100 Black Men of Alton, NAACP, the Urban League and other partners to develop scholarships and training funds for African-Americans and other minorities, for training and eventual employment in law enforcement. Using SWIC’s Police Training Academy and testing program, as well as programs available through LCCC and SIUE, MCCD will market the availability of these funds in order to develop a cadre of minorities to become immersed in law enforcement careers in our region. Nationally, 75 percent of law enforcement is white and 12 percent African American.
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