



JACKSONVILLE
REGIONAL
Economic Development Corporation

2016 ANNUAL REPORT
2017 PLAN OF WORK



OUR MISSION

The Jacksonville Regional Economic Development Corporation works to retain, expand, create and recruit job opportunities for Morgan and Scott counties.

CHAIRMAN'S MESSAGE



**Shawn Renneker,
Chairman**

Dear Investors and Guests,

It has been an honor and privilege to serve as Chairman of the Jacksonville Regional Economic Development Corporation (JREDC) this past year. I have thoroughly enjoyed working with all of those that give of their time to serve this organization to help make a stronger regional economy.

When I joined the JREDC board 5 years ago, I remember how impressed I was to see the great number of investors supporting this organization. Public/private partnerships such as this organization are the true catalyst in a thriving economy. We should be proud of what this organization has done in the past, and what it will do in the future.

As our economy continues its recovery, the JREDC has been transitioning. I would like to thank our Vice President, Bonni Waters for operating the JREDC office the first half of the year. She continues to be an amazing asset to this organization. I would also like to thank the President Search Committee for their time and effort. In August of 2016, the JREDC hired a new President to lead it into the future. In his first five months, Paul Ellis has worked with board and staff to set forth an aggressive plan of work that will position the JREDC and the region for success.

In 2016, I am pleased to report the JREDC played a role in new developments such as Bartlett Grain's expansion, the new Love's Travel Stop/IHOP, Helena Corporation's new facility in Meredosia, Fitness World's expansion, and a future project at the former Modern Care facility. In addition, Passavant Hospital continued to invest in the region by expanding their services to include a new psychiatric ward as well as a complete remodel of their cafeteria and new coffee bar which were designed to better accommodate hospital staff and visitors. We thank Doug Rahn for his service at the hospital, to our community and this board and we wish him well in his retirement. Our congratulations to Harry Schmidt, Passavant's new CEO, and we look forward to continued innovation and advancements at our hospital.

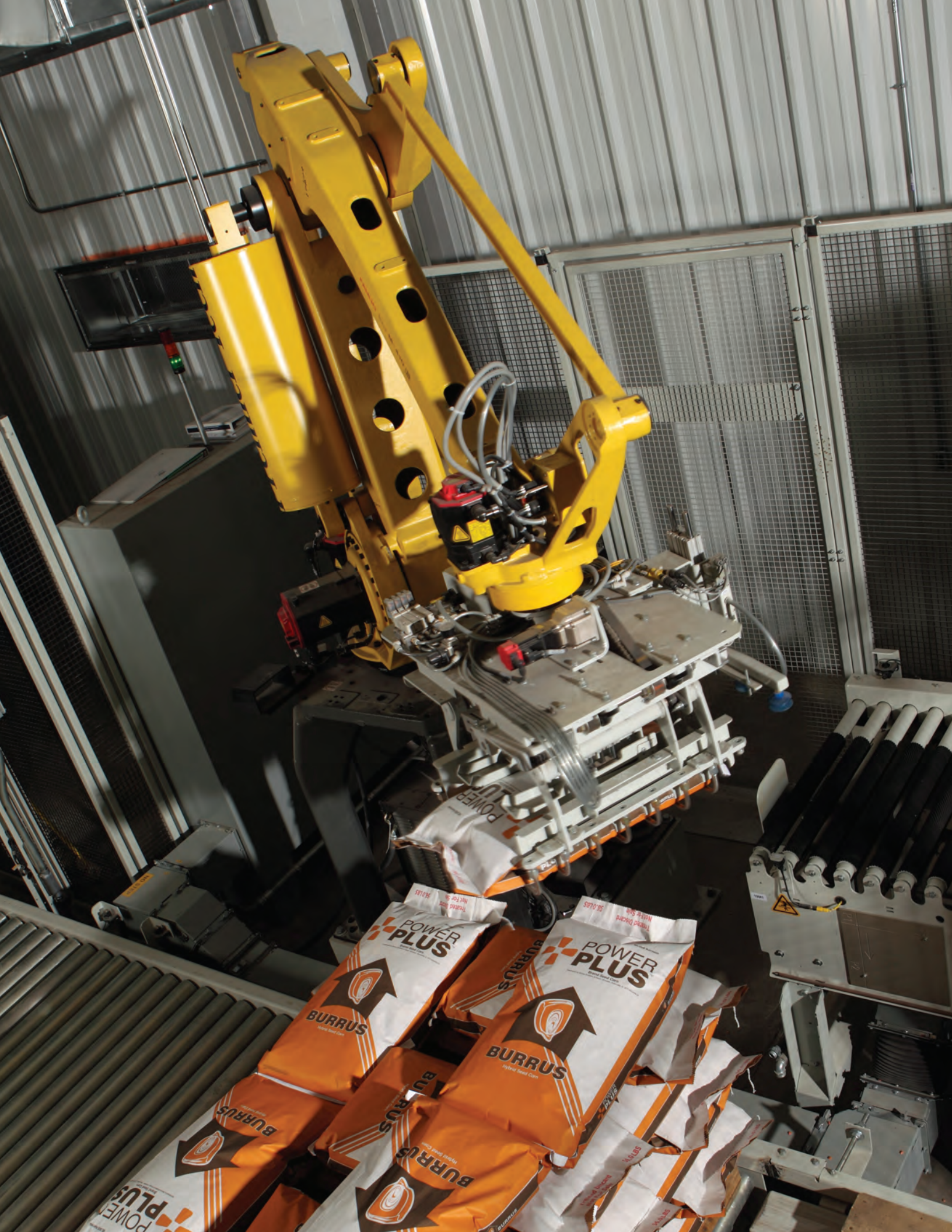
The organization also focused much of its time on planning for the future by working toward Elite Site status for the new Tri-County Business Park. All of this coupled with increased business retention visits, the deployment of new digital marketing, and the preparation for future regional planning efforts made for an energized year of activity. It will undoubtedly set the stage for great things to come!

Congratulations to Prairieland FS on its 2016 Harold Cox Award for Industry of the Year. Prairieland FS continues to invest in the region's economic well-being in a number of ways. We appreciate their dedication to the region and everything they do!

I would also like to congratulate Jacksonville School District #117 as the first recipient of the new JREDC Champion Award. Their effort to provide quality schools for our community makes them true champions for economic development in our region.

In closing, I would again like to offer my gratitude to the board and staff of the JREDC, as well as our investors and allies in the region. Without your continued support, none of this would be possible.

Shawn Renneker, Chairman



POWER PLUS
BURRUS
Hybrid Sweet Corn

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PRESIDENT'S MESSAGE



Paul A. Ellis, President

The Jacksonville region, and all of Central Illinois, has sometimes been overlooked by the larger world. This is our year to SHOUT IT OUT! and get the attention we deserve!

Over the past decade, Jacksonville industry has continued to make things that go out across America and around the world, and the community has built bridges between groups so that everyone works together—both of these trends have been contrary to trends in many other communities, by the way.

Now, as the climate of the nation once again favors manufacturing and there are renewed efforts to grow jobs domestically, we're in a strong position to help capture some of the resulting growth.

It's a pleasure for me to be able to join Bonni Waters, JREDC's faithful and talented Vice President, and our tremendous Board of Directors in an effort to attract more jobs and investment to Morgan and Scott counties that's been building momentum since 1964. I've followed the successes of this organization from afar for almost a decade, and I'm excited about the opportunities presented to us in all three aspects of economic development:

Business Creation

Forbes recently noted that the traditional startup epicenter is shifting away from larger metropolitan areas to small towns (like Jacksonville) because of relatively lower costs, fewer regulations and easier networking. We're beginning to build an entrepreneurial ecosystem that will identify, encourage and support start-ups and emerging businesses so more will survive and grow locally.

Business Recruitment

We're going to make a big splash this year as we market Ameren's first "Elite" industrial site in Illinois—the 82-acre Tri-County Business Park on Morton Ave. between Reynolds Consumer Products and the Illinois Dept. of Corrections facility. The Trump Administration seems to be making good on promises to support reshoring and otherwise boost manufacturing. With an anticipated boost in business, our strengths in areas such as construction, distribution, packaging and transportation will help make the new business park and other local sites enticing, and the new digital venues we're deploying will provide us a broader range of targets for our marketing message.

Business Retention

The JREDC has an especially strong track record in helping local firms to expand, and we will continue to work with companies already operating in both counties to identify, encourage and support their growth. We will continue to work with local companies to centralize operating units as this year's Harold Cox Award winner, Prairieland FS, has done. We are expanding our business retention and expansion (BRE) program, with assistance from our allies, to reach out to every large employer in our region and many smaller ones at least once per year.

I'm also excited about the potential benefits from two other initiatives just getting under way this year: our strategic planning process, which will help the JREDC articulate and build support behind its mission for the next five years, and the new Workforce Development Committee.

It won't be business as usual in our region this year, and that's good. We should be proud of our region, its history and its potential, and we should be loud in extolling our pride. So SHOUT IT OUT!

Sincerely,
Paul A. Ellis, President

STRATEGIC PLANNING



In preparation for a strategic planning process, the Jacksonville Regional EDC commissioned Bob Lewis, principal in the nationally recognized Development Strategies consultancy, to undertake a market study for

Morgan and Scott counties. Bob sought to identify forces that may create opportunities and those that can pose threats to the continued growth and prosperity of the two-county region. These are the recommendations made to the JREDC's Board of Directors and other investors and guests at the 2016 Annual Meeting.

Strategic Recommendations for 2017

You are “small” in a BIG state. *But Act Big. Get loud, stay persistent.* This isn't meant derogatorily. It's reality, but small needn't mean hidden or ignored. Squeak your wheels a lot, get more oil.

Get organized, Stay organized: Partnerships. I'm not saying that you aren't organized. Obviously, the Jacksonville Regional Economic Development Corporation is crucial. But don't let up. Make sure it always has representation from all walks of economic life in greater Jacksonville. This includes businesses, educational institutions, labor organizations, fraternal organizations, political organizations, even adjacent counties. Be a force by being united.

Plan collaboratively. Involve everyone. *Include surrounding communities. Involve state officials, elected and technical.* Which means you'll work together to achieve common outcomes. Educators need to know what businesses and workers need. Government needs to know how to improve the business climate. And so on.

Focus on Strengths. *High quality labor force. Document this. Diversity of local economy. Attract more.* You have strengths and, as a united region, your planning process should document these. In no small way, you have a strong labor force. Experienced, prosperous, willing. And your economy is relatively diverse. Sell that to retain, expand and attract businesses.

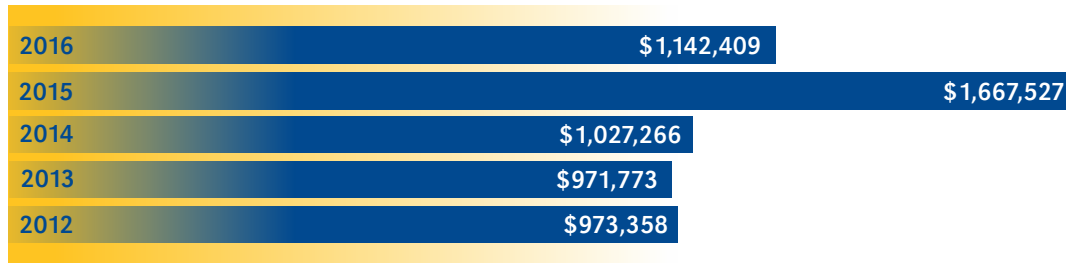
Focus on quality of place. *Great downtowns, healthy infrastructure. Stay closely tied to Springfield.* You are, in many ways, a bedroom community for the Springfield area. Embrace that. You probably cannot beat them, so join them. Work there, bring their money home. Attract them to your area for food, fun and recreation. Help the larger economy grow.

Jobs are and will be different. *More “machines” require smarter people. Collaborative training programs.* Make sure your children are well educated and trained. Make lots of connections between the working world and the schooling world. More internships and job shadowing. Demonstrate that brains are far more important than brawn. Coupled with improving the “place,” these efforts can retain and attract more workers who, in turn will stimulate more business growth.

Take your strategic plan “on the road.” *Regular meetings with policy makers. Regular and vigorous reporting to public.* Partly returning to my first thought, make sure everyone knows about your plan and planning. To get funding, to get political support, and to unify the region, make sure that outsiders and insiders alike know the goals and objectives of your strategic plan and are updated regularly. Throw parties and awards programs. Make presentations. Visit state officials in their offices. If everyone realizes that the plan is alive and thriving, more people and organizations will be willing to help.

SALES TAX RECEIPTS 2012-2016

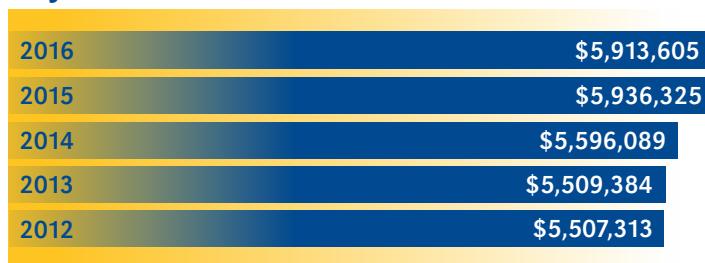
Morgan County



Scott County



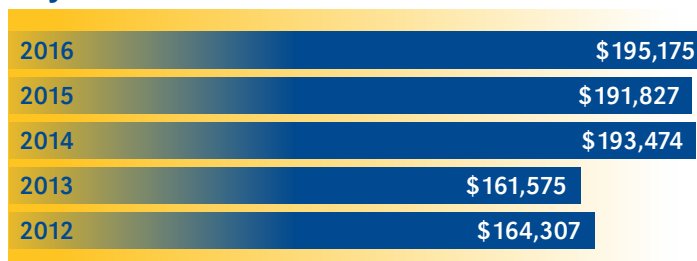
City of Jacksonville



Village of South Jacksonville

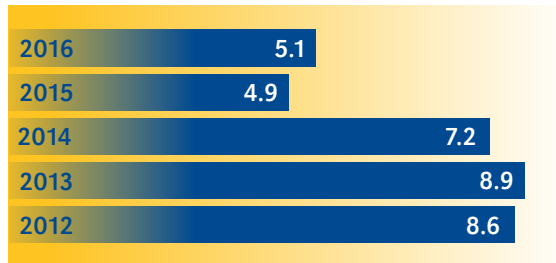


City of Winchester

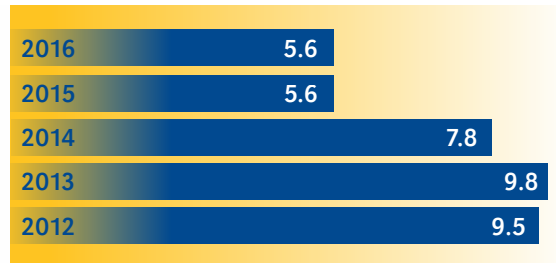


UNEMPLOYMENT 2012-2016

Morgan County

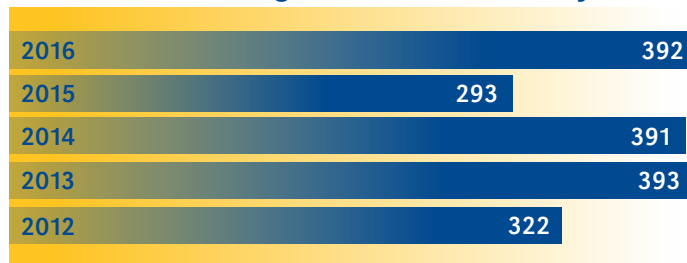


Scott County

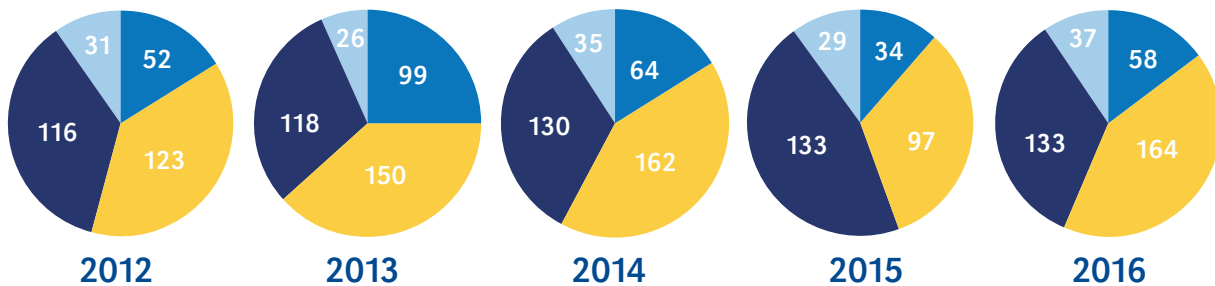


HOME SALES 2012-2016

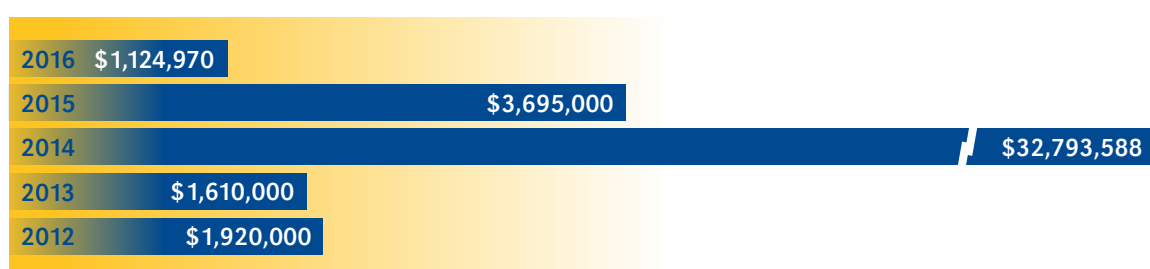
Home Sales - Morgan and Scott County



■ Under \$50,000
 ■ \$50,000 - \$100,000
 ■ \$100,000 - \$200,000
 ■ Over \$200,000

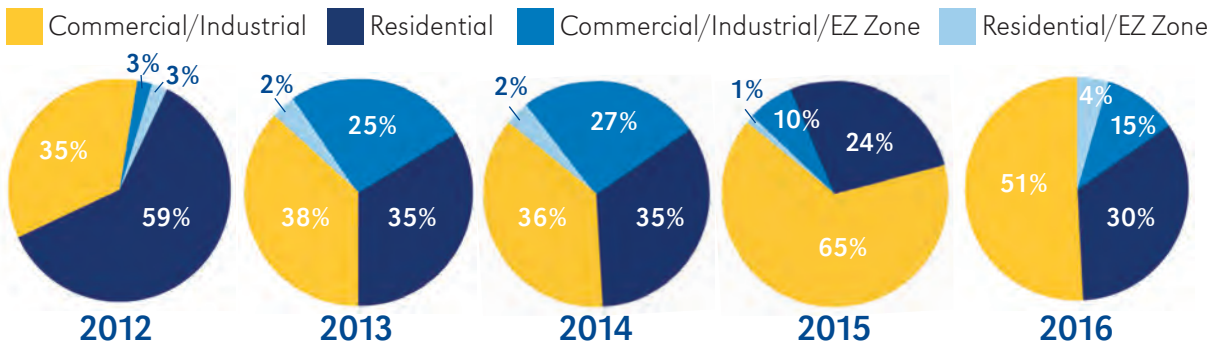
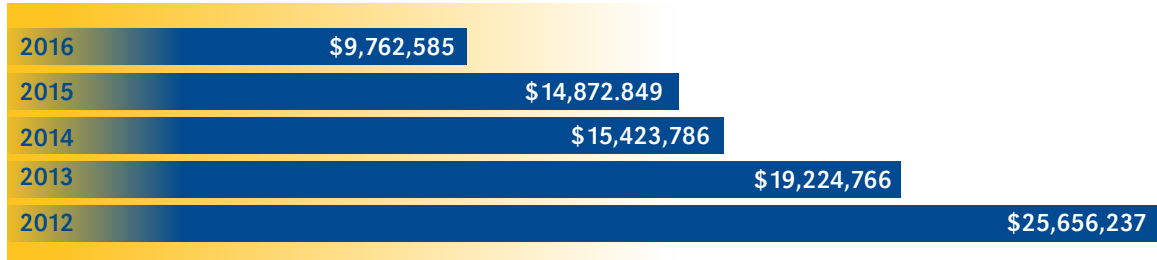


MORGAN COUNTY ENTERPRISE ZONE 2012-2016



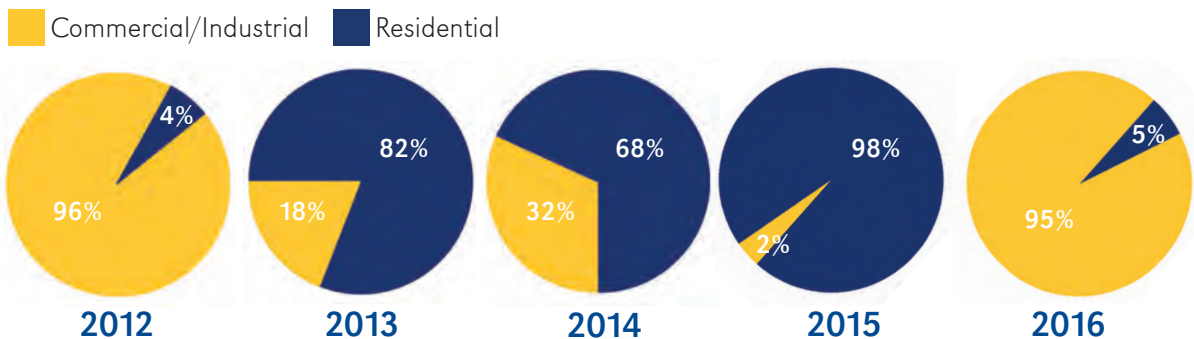
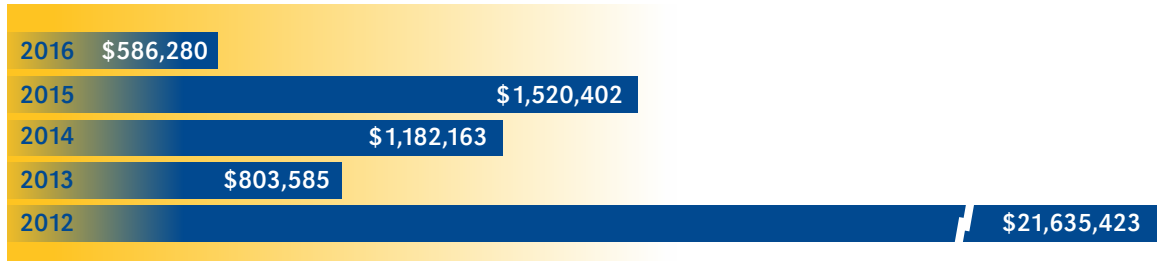
CITY OF JACKSONVILLE ENTERPRISE ZONE 2012-2016

City of Jacksonville Building Permits



SOUTH JACKSONVILLE BUILDING PERMITS 2012-2016

Village of South Jacksonville Building Permits





FINANCIAL REPORT

BALANCE SHEET

for year ending December 31 (unaudited)

ASSETS	2016	2015
Checking/Savings	\$88,968	\$53,597
Investment/Reserves	\$246,646	\$246,201
Fixed Assets – Furniture	\$61,319	\$61,319
Lease Hold Improvements	\$30,531	\$30,531
Accum. Depreciation – F & E	-\$72,839	-\$70,903
Total Assets	\$354,626	\$320,745
LIABILITIES & EQUITY		
Retained Earnings	\$320,959	\$327,382
Net Income	\$33,667	-\$6,637
Total Equity	\$354,626	\$320,745

PROFIT & LOSS

for year ending December 31 (unaudited)

INCOME	2016	2015
Investments	\$188,525	\$185,600
Interest Income	\$532	\$610
JREDC Foundation	\$0	\$0
Enterprise Zone Fees	\$2,625	\$15,675
Other Income	\$0	\$1,000
Total Income	\$191,682	\$202,885
EXPENDITURES		
Personnel	\$110,837	\$164,054
Administrative	\$34,152	\$27,704
Marketing	\$3,754	\$12,040
Retention	\$1,172	\$2,156
Land Development	\$5,950	\$0
Entrepreneurship (CEO)	\$0	\$1,000
Office Equipment	\$0	\$0
Depreciation Expenses	\$2,150	\$2,568
Total Expenses	\$158,015	\$209,522
Net Income	\$33,667	-\$6,637

2017 PLAN OF WORK

BUSINESS CREATION

1. Continue to support the Morgan Scott CEO (Creating Entrepreneurial Opportunities) Program
2. Provide support services to at least three (3) firms emerging locally
3. Work with the Jacksonville Main Street Association and other regional allies to establish a small business incubator

BUSINESS RECRUITMENT

1. Continue to list and market available buildings and sites in Morgan & Scott counties
2. Host & visit site selectors and company representatives on a regular basis
3. Market the new Tri-County Business Park as a unique “shovel ready” site
4. Recruit at least one new employer into the two-county region

BUSINESS RETENTION

1. Build awareness of Jacksonville, Morgan & Scott counties, and Central Illinois as attractive locations for business growth
2. Continue to conduct site visits, formal sessions and informal meetings with employers
3. Assist with expansion of at least one employer already operating in the two-county region

COMMUNITY ENGAGEMENT

1. Ally with the Illinois Manufacturing Excellence Center (IMEC) to conduct up to ten (10) half-day sessions
2. Contact every industrial employer within the two-county region at least once during the course of the year
3. Continue to sponsor meetings of the West Central Illinois Council of Municipal Officials (WCICM)
4. Position the JREDC Annual Meeting as the premier industry event in the region
5. Provide briefings on regional economic development to every municipality in Morgan & Scott counties

INFRASTRUCTURE

1. Continue to pursue funding for completion of US-67 as the region’s highest priority project
2. Facilitate expansion of the fiber optic network across the two-county region
3. Seek funding for extension of utilities from current terminus west to US-67
4. Seek funding for the Downtown Jacksonville Streetscape Project - Phase IV
5. Work with regional allies to expand funding for infrastructure improvements and to promote regional priorities in state and national “wish lists”

RECOGNITION

1. Recognize at least three (3) regional businesses through the Industry Spotlight Program
2. Recognize a regional employer as the Harold Cox Industry of the Year and recognize a supporting organization through the Champion Award

STAFF DEVELOPMENT & IMPROVEMENT

1. Keep staff certifications current and continue to expand skills
2. Maintain participation in national and state professional organizations in order to keep abreast of initiatives, issues and trends

WORKFORCE DEVELOPMENT

1. Collaborate with regional allies to pursue effective, employer driven initiatives, partnerships and services
2. Expand participation in and awareness of Manufacturing Day
3. Launch an effective employee recruitment program



2017 NEW DEVELOPMENT PROJECT

TRICOUNTY COMMUNITY DEVELOPMENT CORPORATION

In 2016, the Tri-County Community Development Corporation (Tri-County CDC) completed the purchase of 82 acres on East Morton Avenue for future business and industrial development. The new site is known as the Tri-County Business Park. In addition to frontage on East Morton and the proximity to Interstate 72, the site also offers access to the Norfolk Southern Railroad. Everyone involved in this effort is excited about the opportunities it will be providing our region. With the recent completion of the Eastgate Industrial Park the team felt it was time to take on another project that will continue to promote our region.

Tri-County CDC, along with local partners Jacksonville Regional Economic Development Corporation, Ameren and Norfolk Southern will be working to attract new business and create new jobs for our region. The Tri-County CDC was invited to submit an application to Ameren's Certified Site Program for designation as an Elite Site, which certifies that the site is ready for development and any issues with development have been addressed. When approved, this will be the first Elite Site in the State of Illinois.



Tri-County CDC is an organization that was established in the 1970s to assist with economic development opportunities through offering new and expanding industry with gap financing, thus retaining and creating employment in Morgan, Cass, and Scott Counties. The group is comprised of representatives from Chapin State Bank/Jacksonville Savings Bank, Farmers State Bank and Trust Company, Bank of Bluffs, Peoples Bank and Trust of Waverly, Community State Bank of Franklin, First National Bank of Winchester, Petefish Skiles & Co. Bank of Virginia, West Central Bank of Beardstown, US Bank, Illinois Rural Electric Cooperative, Jacksonville Regional Economic Development Corporation (JREDC), The Jacksonville Area Chamber of Commerce, the City of Jacksonville and Morgan County.

The Jacksonville Regional EDC is spearheading efforts to market the new site to companies and developers. The Tri-County Business Park is one of several attractive development sites in Morgan & Scott counties that can be explored via the JREDC website: www.jredc.org

2016 CHAMPION AWARD



JACKSONVILLE SCHOOL DISTRICT #117

The Champion Award is a new award, created this year, which recognizes exemplary support for economic development in Morgan and Scott counties from an individual, agency or organization that does not have economic development as a primary purpose.

This year's recipient—the first—is Jacksonville School District 117. The district covers 222 square miles and serves more than 3300 students across Morgan County, employs 718 full and part time staff members and generates an annual payroll of over \$20,000,000.

In 2014, the district undertook an extensive, structured community engagement process which resulted in a 60% "yes" vote for a community school facilities sales tax (CSFST). This past year, the CSFST funded renovation of the Jacksonville Middle School and Lincoln Elementary, the first major construction projects in the district since 1982. Working through the Western Illinois Economic Development Authority (WIEDA) as conduit issuer, District 117 was able to achieve the lowest cost of capital and also make bonds available to Jacksonville residents, who supported the CSFST referendum.

Congratulations and thank you Jacksonville School District 117 for your support of economic development in Morgan and Scott counties!



2016 HAROLD COX INDUSTRY OF THE YEAR



PrairieLand FS, an agricultural cooperative, has been serving the Central Illinois area since the late 1920's. The company is an industry leader providing services for agricultural products ranging from plant nutrition, chemistry, seed, petroleum products and grain markets. In addition, the company has branched into retail convenience stores and the fast food industry. Recently, PrairieLand FS brought the A & W franchise into the Jacksonville area and operates a Dairy Queen in Petersburg. The company proudly offers employment to over 375 full time positions and 300 part time positions within its trade territory. The current CEO of PrairieLand FS is Keith Hufendick.

TECHNOLOGY, PRODUCTS AND SERVICES

In 2013 Two Rivers FS, with a corporate office located in Rushville, and Lincoln Land FS, based in Jacksonville, merged to form PrairieLand FS, Inc. At that time the corporate office was relocated to Jacksonville. In recent years the Company has expanded into 5 counties in Missouri offering the same level of service and agricultural products that supports the mission statement of "excellence for our customer." Sales have continued to grow at approximately 5% annually.

The merger of PrairieLand FS and Lincoln Land FS was designed to create efficiencies; however, the corporate offices of both former companies were not designed for the magnitude of the combined operations. Almost immediately after the merger in December 2013 a vacant office building was chosen on 1132 Veterans Drive in Jacksonville that appeared to be the solution for combining the offices and provide the local support for administration success. The office was updated and opened for official business in April 2014.

The farm economy has a very cyclical history, which directly impacts our business. PrairieLand FS is a farmer owned cooperative, which means our farmer customers are also the owners of the company. The directors of PrairieLand FS consist of producers within our trade territory that offer valuable feedback on the service and products provided.





QUALITY IMPROVEMENTS

Recently the company has worked with IRC/Meredosia to unload and transport liquid and dry fertilizer out of Meredosia to remote locations throughout West Central Illinois.

SERVICE TO THE COMMUNITY

- Major sponsor of all local county fairs
- Sponsor of local FFA and 4-H clubs
- Ag in the Class Room
- Local Farm Bureau
- Susan G. Komen – Fueling for Hope
- Mia Ware Foundation supporter
- United Way
- Salvation Army

We want local and “Home Town” presence in every community that we have a store front in our trade territory.

TEAMWORK

Our motto is TEAM WORK MAKES THE DREAM WORK brings management and employees to a common goal. The Prairieland FS management team is very diverse in their background which creates great synergy. We truly attempt to create a team atmosphere with a high level of education and training utilizing the GROWMARK system.

PROBLEM SOLVING

The merger of Prairieland FS and Lincoln Land FS was designed to create efficiencies; however, the corporate offices of both former companies were not designed for the magnitude of the combined operations. Almost immediately after the merger in December 2013 a vacant office building was chosen on 1132 Veterans Drive in Jacksonville that appeared to be the solution for combining the offices and provide the local support for administration success. The office was updated and opened for official business in April 2014.

GREAT PLACE TO WORK

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OUR INVESTORS



DIAMOND INVESTORS

(Annual Investment of \$25,000 or more)

Jacksonville, City of
Morgan County
US Bank



PLATINUM INVESTORS

(Annual Investment of \$10,000 - \$24,999)

Illinois Electric Cooperative
Jacksonville Area Chamber of Commerce
Passavant Area Hospital



GOLD INVESTORS

(Annual Investment of \$5,000 - \$9,999)

Farmers State Bank & Trust Company
Jacksonville Country Club
Jacksonville Savings Bank
Prairie Power
Rammelkamp Bradney Law Office
Scott County Development Corporation
South Jacksonville, Village of
Town & Country Bank of Jacksonville



SILVER INVESTORS

(Annual Investment of \$1000 - \$4,999)

Ameren
Area Disposal
Bartlett Grain Company
Benton & Associates
Brandt Consolidated
Carpenter's Local 270
CassComm
Community State Bank
Consolidated Grain & Barge
Elm City Center
Envirovac
First National Bank of Arenzville
First National Bank of Winchester
Golden Eagle Distributing
Hutchison Engineering Company
Illinois Road Contractors
Peak Insurance Agency
Tri County Community
Development Corporation

UCM
Winchester, City of
Zumbahlen Eyth Surratt Foote & Flynn



BRONZE INVESTORS

(Annual Investment of \$100 - \$999)

Arends-Awe, Inc.
Bank of Bluffs
Bellatti Law Office
Burrus Seed Farms
Carpenter Law Office
CCK Automations
CNB Bank & Trust
Dental Associates of Jacksonville
Dimond Bros. Insurance Agency
Duncan Management, Inc.
Franklin, Village of
Freeman Seed Company
Hamilton's Catering
Harold O'Shea Builders
ILMO
Langdon Insurance Agency
Linda Standley
Mike Hubbs Insurance & Financial Services
People's Bank & Trust
Steve Turner
Susan Weller Dentistry
Westown Ford
Whalen Trucking
Windsor Homes
WJIL/WJVO
WLDS/WEAI
Worrell Land Services, LLC

**The board, officers,
and investors are the key
to the continued success
of the JREDC.
Thank you for your support!**

BOARD & OFFICERS

2017 Officers

Chairman, Shawn Rennecker,
Illinois Electric Cooperative
Vice Chairman, Dusty Douglas, Morgan County
Secretary, Paul White, Town & Country Bank
Jacksonville
Asst. Secretary, Dan Beard, City of Jacksonville
Treasurer, Dave Bolen, Passavant Area Hospital
Immediate Past Chairman, Andy Ezard,
City of Jacksonville

Proposed Nominations for Silver Board Members

2017-2019 (2 Year Term)
Keith Bradbury, Community State Bank (Re-elect)
Jim Burke - Hutchison Engineering
Tom Frederick, Elm City Center (Re-elect)

2017 Proposed Board of Directors

Mike Anderson, Jacksonville Country Club
Shawn Artis, MCS Community Services
Marsha Awe, Arends Awe
Dan Beard, City of Jacksonville
Carl Bimm, Carpenter's Local 207
Dave Bolen, Passavant Area Hospital - Treasurer
Keith Bradbury, Community State Bank
& Jacksonville Area Chamber of Commerce
Skip Bradshaw, City of Jacksonville
Jim Burke, Hutchison Engineering
Seth Bushnell, Illinois Electric Cooperative
Dusty Douglas, Morgan County - Vice Chairman
Brian Dyche, Envirovac

*Andy Ezard, City of Jacksonville - Immediate
Past Chairman*
Ginny Fanning, Morgan County
Barbara Farley, Illinois College
Rich Foss, Jacksonville Savings Bank
Tom Frederick, Elm City Center
Kelly Hall, City of Jacksonville Community
Development
Eric Hobbie, Prairie Power
Forrest Keaton, Rammelkamp Bradney, P.C.
Mark Metz, Jacksonville Area Chamber
of Commerce
Jodee Nell, US Bank
Jim Oliver, Farmers State Bank & Trust Company
David Pennell, U.S. Bank
*Shawn Rennecker, Illinois Electric Cooperative -
Chairman*
J.J. Richardson, CCK Automations
Harry Schmidt, Passavant Area Hospital
Kai Schnitker, First National Bank of Arenzville
Scott Stallman, Lincoln Land Community College
Mark Tierno, MacMurray College
Pat VanDeVelde, Scott County Development
Corporation
Steve Waltrip, Village of South Jacksonville
Cheryl Welge, Ameren
Paul White, Town & Country Bank - Secretary
Allan Worrell, Worrell Land Services
Brad Zeller, Morgan County

RETIRING BOARD MEMBER



Andy Smith

We wish to recognize and sincerely thank retiring board member Andy Smith for his service, dedication and commitment this past year to the JREDC as a representative of the Chamber of Commerce.

On Our Cover

Alsey Refractories Company

Located in Alsey (Scott County), Illinois, Alsey Refractories Company has spent more than a century pioneering and refining their processes and practices to offer the finest products in their industry.

Alsey Brick & Tile Company was founded in 1906 and changed to its current name in 1959. In 2006 they celebrated their 100th anniversary.

They currently have 42 employees.



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