

# HICKEYGLOBAL

ECONOMIC DEVELOPMENT CONSULTING



## Strategic Plan

2023

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**HICKEY**GLOBAL  
ECONOMIC DEVELOPMENT CONSULTING



# Executive Summary

## Project Background

In 2022, the City of Belleville sought a partner to guide and create an economic development strategic plan and short-term implementation plan with the goal of advancing the future of the City of Belleville's businesses, non-profits, and residents. The City recognized the need for an updated foundation of both quantitative and qualitative analysis to serve as the foundation for the development of strategies. To create this plan, Hickey Global has integrated economic research, stakeholder feedback, and economic development expertise to create a Strategic Plan that the City can use to encourage positive developments in the community and drive future economic growth. The resulting Plan is a comprehensive document that incorporates site selection indicators, public comments, current assets and infrastructure, policy, and the other myriad aspects of economic development and governance to yield a unique vision, mission, and guiding principles for the City of Belleville as well as the strategies for short, medium, and long-term implementation.

## The City's Vision



***To further grow a vibrant, inviting, and recognized community that implements regional and community-based strategies to enhance sustainable growth and economic opportunities.***

### MISSION

*The development of plans, policies, and programs reflecting a structured and strategic commitment to retain, expand, and attract business and industry that contributes to economic growth throughout the community and region.*

## Guiding Principles

### Support City Businesses and Workers

Focus on business attraction, retention and expansion with current and prospective partners and workforce through a focused engagement policy and a better understanding of their existing and future needs.

### Ensure Equitable Economic Opportunities

A commitment to policy promoting both large and small businesses that provides an opportunity to promote economic advancement that is inclusive of the entire community.

### Promote growth in existing and emerging business sectors

A commitment to best practices that support our business community thru policies and programs that target industry sectors contributing to growth, continued workforce development and a sustainable economic base.

### Collaborate with local and regional partners

Commitment to local and regional partnerships that capitalize on resources and programs that contribute to sustainable economic growth throughout the City, County and region.

### Celebrate and Promote Belleville

Effectively communicate a positive brand that increases Belleville's potential to attract and retain residents, businesses and workers. Promote Belleville's history, community support, strengths and diversity as a community asset that provides a high quality of life for our residents and business community.

# Executive Summary

## Components

### 1. Economic Analysis

The economic analysis provides an up-to-date understanding of the current population, industry, and economic development needs of a community. For the City of Belleville, Hickey Global conducted an assessment of national employment, population and demographic trends, education, and employment statistics. The study also identifies Target Industries for the City to prioritize for business development activities. The findings from the economic analysis directly influenced the development of strategies and actions for the final plan.

### 2. Stakeholder Engagement

Representatives from Hickey Global undertook a series of interviews with key community stakeholders to identify local, regional, state, national and global dynamics and discuss issues to be addressed in the following strategic plan. The interview questions were used to orient stakeholders to key factors to be discussed in the Strategic Plan and yield input from individuals and groups with direct experience with the community's business and political climate.

### 3. Strategies & Actions

The final strategies and proposed actions reflect the sum of information gathered from stakeholder interviews, follow-up research, and investigation of trends and resources. Strategies have been categorized into five Focus Areas:

- a. Ecosystem
- b. Property Development
- c. Talent
- d. Marketing and Business Attraction
- e. Business Retention and Expansion

Each strategy has a corresponding action plan that demonstrates the need for economic development action, how to move forward with the action, the time frame by which the action can be expected to yield results, the intended impact, and the recommended parties to be responsible for implementation.

# Strategies & Objectives

# Strategic Focus Areas



# Core Recommendations

## Business Retention and Expansion

### EXISTING RELATIONSHIPS

- Work with existing targeted businesses to find **strategic opportunities within their supply chain** that will have mutual benefits for both the companies and our community. Realize these opportunities through expansion of business or attraction of a business that can meet the demand for goods/services.
- Foster and maintain a partnership with federal, state, and regional economic development agencies; and other entities in order to encourage and facilitate economic growth.
- Visit targeted businesses and conduct **business retention and expansion survey** to identify common needs, potential expansion projects and critical issues.
- **Increase relationships with existing businesses** through service and knowledge of resources to assist in retention and expansion opportunities that will result in new capital investment and new jobs in the region. This includes sites and buildings, financial resources and incentives, infrastructure, market research, and talent development.
- Coordinate **bi-monthly meetings of the Plant Managers/Business Leaders** to discuss common issues and challenges.
- Create an export promotion strategy in partnership with the Illinois Department of Commerce Office of Trade & Investment (OTI) to introduce Belleville companies to foreign markets and help insulate the community's existing industry base from the threats of domestic market downturns.
- Create a Milestone Recognition Program for key companies celebrating anniversaries at 5-year increments (5 year, 10 year, 15 year, etc.)
- Celebrate existing business by creating a Business Appreciation Month.
- Develop a legacy recognition program for firms in business locally for more than 25, 50 years, etc.

### SMALL BUSINESS

- Develop action items to promote the retention, expansion, and attraction of small businesses in downtown areas.
- Explore creating an Economic Gardening program to support Stage 2 entrepreneurs.
- Coordinate a business walk of a dense business area.

# Core Recommendations

## Marketing and Attraction

### TARGETED RECRUITMENT

- Determine specific subsets of current economic base. Use these targeted sectors as a directed focus for future development and business attraction efforts.
- Develop a list of companies/contacts within each sector to target.
- Identify **targeted opportunities for business recruitment** that match with the city's needs and ability to support continued growth (e.g. Trade Shows, Marketing Missions, etc.).
- Develop a site selection engagement program to increase prospect flow in city.
- Create a site selection newsletter.

### ORGANIZATIONAL

- **Create/update marketing materials** (Targeted Industry slicks, property slicks, etc.) to enhance business recruitment efforts.
- Implement a new, multi-year **economic development marketing plan** that builds on the strengths of target business sectors, as well as leverages regional or statewide marketing. Within the plan, increase focus on economic diversification.
- Market to the marketers (State, region, county).
- Establish a City of Belleville Linked In page for economic development.
- Host of FAM tour for state, regional , and county economic developers
- Regularly communicate with brokers through email marketing program

### CITY / COMMUNITY

- Enhance the physical and visual assets that set the city apart.
- Empower communities to define their own sense of place and identify strategies to preserve, enhance, and/or grow placemaking efforts.
- **Develop marketing materials for the city** to enhance business attraction efforts, quality of place, and community understanding.
- Proactively market city to the region (could be done in conjunction with the City's communication personnel)
- Share successes and key messages through newsletters and social media
- Create some sort of Festival Promotion buzz to highlight the local celebratory flare  
Ex. Most community festivals west of the Mississippi #festivalwithbelleville

### DOWNTOWN REVITALIZATION

- Promote the region's downtown districts as the centers of their community and hub of economic activity, while creating a positive image that showcases each community's unique characteristics.
- Create a strong foundation for a **sustainable downtown revitalization effort**, including cultivating partnerships, community involvement, and resources for the region.

# Core Recommendations

## Ecosystem

### REGIONAL COLLABORATION

- **Explore mutually beneficial regional collaborations**, including Scott Air Force Base to benefit area business base.
- Collaborate with regional partners on **key initiatives with regional impact**, to include talent/workforce development, infrastructure planning, housing development (as it supports workforce development), and key stakeholder partnerships.

### BEAUTIFICATION

- Inventory the walkability of downtown areas to identify gaps and needs (including sidewalks, crosswalks, storefront beautification, benches, lighting, etc.) for the purpose of seeking out funding to mitigate identified gaps/needs.
- Inventory the vacant/available property for commercial redevelopment in each jurisdiction and develop a system for maintaining that inventory, including regular updates.
- Downtown development committees could help determine what **specific beautification efforts** and blighted properties need to be addressed in their areas and devise a plan on how to address those efforts.
- Encourage adoption of the International Property Maintenance Code in order to create a pristine and clean community for improved image and presentation of the city by: removing dumpsites, abandoned cars, dilapidated buildings, and other blighted conditions and by preventing future eyesores.
- **Update comprehensive plan to give residents and developers clear direction.**

### CONTINUED ENGAGEMENT

- Explore **a homecoming concept** – history and traditions; capturing boomerangs.
- Create Ombudsman/Liaison position in ED to help people navigate city development system.
- Build local ambassador program of people who can highlight local strengths to target populations (newly stationed Air Force community, prospects, festival attendee out-of-towners)

# Core Recommendations

## Talent

### EDUCATION/ WORKFORCE ALIGNMENT

- Provide opportunities for educators to engage in business experiences such as educator externships, career shadowing, workforce discussion, etc.
- Support the **alignment and integration of education and workforce development** in order to provide clear pathways for youth, post-secondary students, and adult job seekers.
- Increase workforce participation by creating opportunities, incentivizing workforce participation, and removing barriers to employment.
- Promote SWIC capabilities in high-demand fields such as Welding and Machinists. Align educational partners with emerging opportunities in cybersecurity and defense fields.

### EXISTING EMPLOYER NEEDS

- Work with existing targeted businesses to implement robotics, automation, AI, and other tactics that help increase efficiency and **address the talent shortage problem.**
- Actively engage employers and stakeholders to drive **innovative workforce solutions** across the region.
- Identify private, public, state and nonprofit talent resources and any relevant specializations available to city businesses.
- Collaborate with key local HR departments to understand their talent needs.
- Work with local businesses and partners to identify job placement opportunities for trailing (military) spouses.
- Develop a regional brand to market quality of life and cost of living benefits to attract remote workers to the area. Once beautification and Main Street initiatives are underway, incorporate these investments into marketing or promotional materials.

# Core Recommendations

## Property Development

### PROCESS IMPROVEMENT

- Make the development **processes more business and citizen friendly** (inspections, engineering, permitting).
- Review and compile a comprehensive listing of current county, city and state license standards and processes for residential contractors, for the purpose of identifying needed updates and gaps to be filled.
- Develop and promote new **local and state incentives and federal tax credits** to property owners in the downtown areas and support rehabilitation and redevelopment of historic properties.

### COMMERCIAL/ INDUSTRIAL DEVELOPMENT

- Expand and diversify the **availability of developable commercial/industrial property** to ensure the competitiveness of the entire area.
- Encourage the improvement of infrastructure availability and capacity to meet the needs of targeted sector businesses; meet quarterly with utility and infrastructure entities to ensure a common development vision for the strategic growth in areas with economic development potential.
- Renew interest in manufacturing and distribution - planning and development for parcels along 15.
- Host a real estate and developer event in city to showcase available site and buildings.
- Analyze and rank current and potential business and office park sites for future development.
- Send regular (quarterly?) newsletter to real estate-interested communities (state EDO, regional brokers, firms in CRM with matching site or building interests)

### RESIDENTIAL DEVELOPMENT

- Improve relationships with current real estate partners and local participants to ensure accurate and current availabilities of property for both business and residential opportunities.
- Conduct a **needs assessment** to determine specific housing needs in the city.
- Utilizing the results of the needs assessment, create a strategy for how to address housing needs, including the exploration of incentive programs and other programs best suited to addressing the housing needs identified.
- Form a housing committee to educate the public on available housing options, conduct a comprehensive review of building codes and ordinances for the area, and to explore methods to increase housing stock throughout the region.

# Implementation Guide

## Action Plan

### 1. Short-Term

Short-term strategies within the context of an economic development strategic plan typically refer to actions and initiatives that can be promptly implemented to achieve immediate results or address pressing issues, typically within 1-3 years. These strategies are designed to have a relatively quick impact, laying the groundwork for long-term success.

### 2. Medium-Term

Medium-term strategies encompass a range of initiatives aimed at fostering sustainable growth and resilience over an intermediate timeframe, usually 3-5 years. These strategies involve more substantial and enduring efforts compared to short-term interventions. The focus for these strategies is on building a solid foundation for long-lasting prosperity, laying the groundwork for sustained economic development in Belleville.

### 3. Long-Term

Long-term strategies are envisioned as transformative initiatives designed to shape the city's economic landscape over an extended period, looking 5 years and beyond. These strategies entail comprehensive and forward-looking measures, which could position Belleville for sustained economic prosperity over many years. Long-term strategies aim to create a resilient and adaptable economic development ecosystem that can withstand evolving challenges and propel Belleville into a prosperous future.

# Short-Term



# Existing Business Retention Visits

## Action Plan

### NEED

The City of Belleville, Illinois, recognizes the imperative need to foster economic growth and ensure the vitality of their local business community. To achieve this, it is crucial to understand the specific needs, expansion potential, and pressing issues faced by local businesses. This necessitates a proactive approach through business retention and expansion (BRE) initiatives, starting with conducting surveys and engaging with targeted businesses.

### ACTIONS

To meet this need, Belleville's Economic Development team should start a comprehensive business retention and expansion program. This program would proactively reach out to targeted businesses in the community and conduct in-depth, one-on-one surveys to gather insights into their needs, expansion plans, and challenges. The team would collect this information systematically and comprehensively from a wide range of businesses in different sectors. This information would form the basis of the city's strategy to create a supportive environment tailored to the specific needs of local businesses, which would promote sustainable growth.

### TIME FRAME

Short Term

### RESULT

**To gain valuable insights into the needs, expansion opportunities, and challenges faced by our local businesses.**

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Business Leader Roundtable

## Action Plan

### NEED

The City of Belleville recognizes the pressing need for enhanced coordination and collaboration among local businesses, particularly plant managers and business leaders. Bi-monthly meetings serve as a vital platform to bring these stakeholders together to discuss common issues and challenges they face. Such gatherings provide an opportunity to share insights, best practices, and solutions, ultimately fostering a more supportive business environment and promoting growth within the community.

### ACTIONS

Belleville should facilitate and encourage the regular convening of bi-monthly meetings among plant managers and business leaders in the city. These meetings should provide a space for open and constructive dialogue, enabling participants to address shared challenges, explore potential synergies, and jointly develop strategies to overcome obstacles. By promoting a culture of collaboration and knowledge exchange, the city can empower its business community to navigate challenges effectively and harness opportunities for expansion and improvement.

### TIME FRAME

Short Term

### RESULT

Coordinating bi-monthly meetings of plant managers and business leaders is expected to lead to a more resilient and closely-knit business community in Belleville. These interactions will foster a sense of mutual support and cooperation, ultimately resulting in innovative problem-solving, shared resources, and an improved business environment. Consequently, the local economy is likely to benefit from enhanced growth and the development of strategies that address common challenges effectively.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Community Development

# Belleville Business Walk

## Action Plan

### NEED

The City of Belleville recognizes the importance of maintaining close relationships with its existing businesses and understanding their needs to ensure their growth and retention. A coordinated business walk through a dense business area is needed to directly engage with business owners, gain valuable insights into their challenges, and identify opportunities for support. This proactive approach will help strengthen the city's connection with local enterprises and create a conducive environment for their continued expansion and success.

### ACTIONS

Belleville should organize and execute a coordinated business walk through a densely populated business area. This initiative should involve representatives from the City Economic Development Department, local business associations, and relevant city officials. During the walk, participants should interact with business owners, assess their needs, and provide information on available resources, incentives, and support. The goal is to foster direct communication and build a stronger partnership between the city and its business community.

### TIME FRAME

Short Term

### RESULT

Conducting a business walk through a dense business area is expected to yield closer relationships between the city and local businesses. Business owners will gain a better understanding of available resources and support, while the city will obtain valuable insights into the challenges faced by these enterprises. As a result, this engagement should lead to enhanced retention, expansion opportunities, and a more robust and thriving business environment in Belleville.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Community Development

# Targeted Sector Development

## Action Plan

### NEED

The City of Belleville recognizes the imperative need to strategically focus its economic development efforts on specific targeted sectors. By aligning development and business attraction initiatives with sectors such as Information Technology, Machinery and Equipment Manufacturing, Food Manufacturing, Metals and Chemical Products, Consumer Goods Manufacturing, and Transportation and Warehousing, Belleville can maximize its resources and opportunities to promote growth, create jobs, and enhance the local economy. This targeted approach ensures that the city's economic development strategies are in sync with its competitive strengths and market opportunities.

### ACTIONS

Belleville should concentrate its economic development efforts on the identified targeted sectors. Actions should include the development of sector-specific marketing campaigns and incentives, targeted outreach to businesses within these sectors, the creation of sector-specific workforce development programs, and support for infrastructure improvements that benefit these sectors. By focusing on these key sectors, the city can tailor its business attraction efforts to the unique

needs and strengths of each, creating an attractive environment for businesses in these sectors to establish or expand their operations in Belleville.

### TIME FRAME

#### Short Term

### RESULT

The strategic alignment of economic development efforts with the identified targeted sectors is expected to yield a more diversified and prosperous local economy. Belleville should see an influx of businesses in these sectors, leading to job creation, increased capital investment, and a stronger, more resilient business landscape. This focused approach ensures that the city is well-positioned to capitalize on the strengths and opportunities present in each sector.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Sector-Specific Company List(s)

## Action Plan

### NEED

The City of Belleville recognizes the importance of strategic and targeted business attraction efforts to stimulate economic growth. To effectively attract and engage businesses in sectors aligned with their economic development goals, it is essential to develop a curated list of companies and contacts within each sector. This targeted approach ensures that outreach efforts are focused on the most promising prospects, thereby increasing the likelihood of success in attracting businesses that align with your economic priorities.

### ACTIONS

Belleville should proactively compile a list of companies and contacts within each sector identified for business attraction. This process should involve the City Economic Development Department working closely with industry experts, local business associations, and regional economic development organizations to identify and categorize potential targets. Subsequently, the city should initiate tailored outreach campaigns and engagement strategies to connect with these companies and contacts, showcasing the advantages of establishing or expanding their operations in Belleville.

### TIME FRAME

Short Term

### RESULT

The development of targeted lists of companies and contacts within each sector should lead to more effective and efficient business attraction efforts. By focusing on prospects with a demonstrated alignment to our economic development priorities, the city can anticipate an increased success rate in attracting businesses from these sectors. The expected result is a strengthened and diversified local economy, characterized by job creation and increased capital investment.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Business Recruitment Opportunities

## Action Plan

### NEED

The City of Belleville recognizes the need to identify strategic opportunities for business recruitment that align with the city's capacity and resources to sustain and foster continued growth. By carefully assessing and targeting specific opportunities, such as trade shows and marketing missions, Belleville can optimize its business attraction efforts to match its unique strengths and potential, thereby increasing the city's competitiveness in attracting businesses that contribute to its economic vitality.

### ACTIONS

Belleville should conduct a thorough analysis to identify targeted opportunities for business recruitment that align with the city's needs and ability to support ongoing growth. This entails working closely with the City Economic Development Department and local business associations to pinpoint events and initiatives, such as trade shows, industry-specific conventions, and marketing missions, that align with Belleville's strategic goals. Subsequently, the city should develop tailored strategies and campaigns to promote these opportunities, showcasing the advantages of locating or expanding businesses in Belleville.

### TIME FRAME

Short Term

### RESULT

By focusing on identified opportunities that align with the city's strengths and capacity for growth, Belleville should anticipate an increase in the success rate of its business recruitment efforts. As a result, the city can expect to attract businesses that are well-suited to its resources and priorities, leading to job creation, increased capital investment, and overall economic growth.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Marketing Materials Update/Creation

## Action Plan

### NEED

The City of Belleville recognizes the vital importance of having up-to-date and compelling marketing materials to bolster its business recruitment efforts. To effectively attract new businesses and investments, the city must create and update marketing materials, including targeted industry slicks and property slicks. These materials serve as powerful tools for showcasing Belleville's strengths, resources, and opportunities, making a compelling case for businesses to choose the city as their preferred location.

### ACTIONS

Belleville should collaborate with the City Economic Development Department and engage local graphic designers and marketing experts to create and update marketing materials that are tailored to different industry sectors. These materials should highlight the city's advantages, available properties, incentives, and workforce resources, providing comprehensive information that speaks directly to the needs of potential investors. By maintaining a library of up-to-date and well-designed marketing materials, the city can enhance its business recruitment efforts and effectively communicate the benefits of locating or expanding in Belleville.

### TIME FRAME

Short Term

### RESULT

The creation and updating of targeted marketing materials is expected to significantly improve the city's ability to attract businesses and investments. By providing comprehensive and visually appealing resources, Belleville can make a compelling case for prospective investors and businesses, resulting in increased interest, inquiries, and ultimately, successful business recruitment.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

# City of Belleville Marketing Materials

## Action Plan

### NEED

The City of Belleville recognizes the critical need to develop comprehensive marketing materials that serve a multifaceted purpose. These materials should enhance business attraction efforts, elevate the quality of place, and improve community understanding. By proactively marketing the city to the region through these materials, sharing successes and key messages via newsletters and social media, and creating a festival promotion buzz, Belleville can amplify its appeal to businesses, residents, and visitors, fostering a stronger sense of community pride and economic vitality.

### ACTIONS

Belleville should collaborate with its communication personnel and other relevant departments to create a suite of marketing materials. These materials should highlight the city's unique strengths, available business opportunities, quality of life, and the celebratory spirit of Belleville. They should include brochures, videos, websites, and social media content. The city should also launch a Festival Promotion campaign to showcase its rich festival culture. These materials should be shared actively through newsletters, social media channels, and targeted outreach to regional stakeholders and businesses.

### TIME FRAME

#### Short Term

### RESULT

The development and dissemination of comprehensive marketing materials, along with the Festival Promotion campaign, is expected to have a transformative impact. It will increase the visibility of Belleville, attract businesses, residents, and visitors, and create a sense of local pride. The city can anticipate enhanced business attraction efforts, a more vibrant quality of place, and an improved understanding of the community. This, in turn, should lead to economic growth and a more engaged and connected community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

# Market to the Marketers

## Action Plan

### NEED

The City of Belleville recognizes the importance of marketing itself strategically to key stakeholders, specifically targeting marketers at the state, regional, and county levels. By doing so, Belleville can ensure that its economic potential is effectively communicated to those who are best positioned to promote it. This approach is vital in raising awareness, fostering collaboration, and generating interest among these influential marketing professionals who can drive business attraction and investment within the city.

### ACTIONS

Belleville should develop a comprehensive marketing strategy tailored to reach marketers at the state, regional, and county levels. This strategy should include targeted outreach, participation in relevant industry events, and the dissemination of promotional materials that emphasize the city's unique strengths, resources, and opportunities. The city should also foster relationships and partnerships with marketing professionals and entities at these levels to ensure that Belleville's economic potential is effectively communicated and promoted.

### TIME FRAME

#### Short Term

### RESULT

By marketing to marketers at the state, regional, and county levels, Belleville should anticipate increased awareness and interest in the city's economic opportunities. This approach is expected to foster collaboration and drive business attraction efforts more effectively. As a result, the city can expect an increase in inquiries, investment, and the establishment of businesses within its borders, leading to economic growth and prosperity.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing, Intersect Illinois

# Fam Tour(s)

## Action Plan

### NEED

The City of Belleville recognizes the need to strengthen relationships and foster collaboration with economic development professionals at the state, regional, and county levels. Hosting a familiarization (FAM) tour for these economic developers is a vital initiative, as it offers an opportunity to showcase Belleville's economic potential, resources, and investment opportunities. By doing so, the city can promote a cohesive approach to economic development, ensuring alignment with the broader development goals of the region and state.

### ACTIONS

Belleville should organize and host a FAM tour specifically designed for state, regional, and county economic developers. The tour should offer a comprehensive view of the city's economic strengths, available properties, key industries, and collaborative initiatives. Activities should include site visits, meetings with local business leaders, and presentations on economic development strategies. This tour aims to establish valuable connections and foster a deeper understanding of Belleville's potential, encouraging future collaboration on economic development projects.

### TIME FRAME

Short Term

### RESULT

Hosting a FAM tour for economic developers from the state, region, and county is expected to enhance Belleville's visibility and reputation in the economic development community. This initiative should lead to stronger relationships, increased collaboration, and a shared commitment to promoting the city's economic growth. The result will be more comprehensive and cohesive economic development efforts that align with the broader goals of the region and state.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Community Development, PR & Marketing, Intersect Illinois

# Site Selection Engagement Program

## Action Plan

### NEED

The City of Belleville recognizes the necessity of actively engaging site selection professionals and potential businesses to increase the flow of prospects considering the city for investment and expansion. To address this need, it is crucial to develop a comprehensive site selection engagement program, which includes a site selection newsletter. By implementing such a program, Belleville can proactively reach out to prospective investors, disseminate information on available sites and resources, and create a more inviting and informed environment for businesses looking to establish or expand their operations.

### ACTIONS

Belleville should establish a site selection engagement program, led by the City Economic Development Department in collaboration with local business associations and relevant industry experts. This program should incorporate a site selection newsletter that provides timely information on available properties, incentives, workforce development, and other pertinent resources. It should also include personalized outreach to site selection professionals and prospective businesses, offering support and guidance throughout their decision-making process.

### TIME FRAME

Short Term

### RESULT

The implementation of a site selection engagement program, along with the introduction of a site selection newsletter, is expected to enhance Belleville's visibility and attractiveness to potential investors and expanding businesses. This proactive engagement strategy should result in an increased prospect flow, leading to greater interest, investment, and job creation within the city.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

### NEED

The City of Belleville recognizes the need to expand its online presence and engagement in the realm of economic development. Establishing a dedicated LinkedIn page for economic development is essential to provide a platform for sharing information, updates, and opportunities with a professional audience. This presence on LinkedIn will enhance the city's ability to connect with businesses, entrepreneurs, and professionals interested in Belleville's economic growth, while also promoting the city as an attractive place to invest and do business.

### ACTIONS

Belleville should create an official City of Belleville LinkedIn page specifically focused on economic development. This page should be actively managed by the City Economic Development Department, with regular posts and updates showcasing the city's strengths, available opportunities, and success stories. It should also feature engaging content, such as industry insights, local business profiles, and economic development news. The LinkedIn page should encourage engagement and interaction with the professional community, fostering relationships that promote business attraction and economic growth in Belleville.

### TIME FRAME

#### Short Term

### RESULT

The establishment of a dedicated LinkedIn page for economic development is expected to increase the city's online presence and outreach to professionals interested in business opportunities in Belleville. This platform will serve as a valuable resource for sharing information, connecting with potential investors, and creating awareness of the city's economic potential. Ultimately, the expected result is increased interest, inquiries, and investments in Belleville, contributing to the city's economic development and prosperity.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

# Ombudsman Position

## Action Plan

### NEED

The City of Belleville recognizes the need to streamline and simplify the city's development system and make it more accessible to residents and businesses. In order to achieve this, it is crucial to create an Ombudsman/Liaison position within the Economic Development (ED) department. This position will serve as a dedicated point of contact to assist individuals in navigating the city's development processes, addressing their concerns, and facilitating a smoother and more efficient interaction with the city's development system.

### ACTIONS

Belleville should establish an Ombudsman/Liaison position within the Economic Development department. This position should be responsible for assisting residents, business owners, and developers in understanding and navigating the city's development system. The Ombudsman/Liaison should provide guidance, address inquiries, and facilitate effective communication between applicants and relevant city departments. Their role is to ensure that individuals have the necessary support and guidance to navigate the system with ease and transparency.

### TIME FRAME

Short Term

### RESULT

Creating an Ombudsman/Liaison position in the Economic Development department is expected to lead to a more efficient and user-friendly development system in Belleville. Residents, business owners, and developers can anticipate improved support and guidance when interacting with the city's development processes. The result will be a more transparent, accessible, and customer-oriented system, contributing to economic growth and a stronger sense of community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Local Ambassador Program

## Action Plan

### NEED

The City of Belleville recognizes the importance of harnessing the strengths and unique aspects of the local community. There is a need to establish a local ambassador program that can effectively showcase these strengths to target populations, including the newly stationed Air Force community, prospective residents and businesses, and out-of-town festival attendees. By doing so, Belleville can create a warm and welcoming environment, promote community pride, and attract new residents, businesses, and visitors who will contribute to the city's economic growth.

### ACTIONS

Belleville should take proactive steps to build a local ambassador program consisting of enthusiastic and well-informed individuals who can effectively highlight the city's strengths to various target populations. This program should involve recruiting and training local ambassadors who are passionate about Belleville and its offerings. Ambassadors should be equipped with the knowledge and resources to engage with newly stationed Air Force personnel, prospects considering moving to the city, and festival attendees. They should serve as friendly guides and

promoters of the city's unique attributes, history, culture, and opportunities.

### TIME FRAME

#### Short Term

### RESULT

Building a local ambassador program is expected to foster a stronger sense of community and increase Belleville's appeal to its target populations. The city can anticipate a more vibrant, welcoming, and culturally rich environment, which, in turn, will attract new residents, businesses, and visitors. The result will be a growing and economically dynamic city with a sense of community pride and strong connections with various populations.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

# Partner Relationships

## Action Plan

### NEED

The City of Belleville recognizes the critical need to enhance relationships with current real estate partners and local participants. This is essential to ensure that accurate and current property availabilities for both business and residential opportunities are readily available. Accurate information is vital for attracting potential investors, businesses, and residents to the city, promoting economic growth and development.

### ACTIONS

Belleville should proactively engage with current real estate partners, local real estate agents, and property managers to foster strong relationships. The city should work collaboratively with these stakeholders to ensure that property availabilities are regularly updated, accurate, and readily accessible. By establishing clear communication channels and promoting information sharing, Belleville can provide potential investors and residents with up-to-date and reliable property listings. This, in turn, will enhance the city's attractiveness for property development and economic growth.

### TIME FRAME

Short Term

### RESULT

Improving relationships with current real estate partners and local participants is expected to lead to accurate and current property availabilities for both business and residential opportunities. The result will be an increased interest in property investment and development in Belleville, supporting economic growth and expansion.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, local real estate groups and developers

# Downtown District Promotion

## Action Plan

### NEED

The City of Belleville recognizes the importance of promoting the region's downtown districts as the vibrant centers of their respective communities and hubs of economic activity. It is essential to create a positive image that highlights each community's unique characteristics. This approach helps in boosting local economies, attracting businesses, and nurturing a sense of community pride while preserving the distinct identity of each downtown district.

### ACTIONS

Belleville, in collaboration with its neighboring communities and regional partners, should embark on a coordinated marketing and branding effort to showcase each downtown district's unique attributes. This can include developing promotional materials, organizing community events, and utilizing social media and other marketing channels to tell the story of each downtown's distinct character and economic opportunities. By doing so, the region can effectively attract businesses and residents, foster a strong sense of community, and create an appealing and welcoming image.

### TIME FRAME

Short Term

### RESULT

The promotion of downtown districts as community centers and economic hubs, along with highlighting their unique characteristics, is expected to generate a more vibrant and economically dynamic region. By creating a positive image that emphasizes the individuality of each downtown, Belleville and neighboring communities can expect to see increased business attraction, a strengthened local economy, and a deeper connection between residents and their downtown districts.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Downtown Development Group, Community Development, PR & Marketing

# SWIC Capability Promotion

## Action Plan

### NEED

The City of Belleville recognizes the critical need to align education with the demands of the job market to ensure a highly skilled and competitive workforce. To address this need, promoting Southwestern Illinois College (SWIC) capabilities in high-demand fields like welding and machining is essential. Additionally, there is a need to establish strong educational partnerships that align with emerging opportunities in cybersecurity and defense fields. By doing so, Belleville can bridge the skills gap, provide residents with relevant education, and support careers in industries that are vital to the region's economic growth.

### ACTIONS

Belleville should actively promote SWIC's strengths in high-demand fields, such as welding and machining, by collaborating with the college to develop targeted workforce development programs, apprenticeships, and training initiatives. Simultaneously, the city should work to align educational partners, including SWIC and local schools, with emerging opportunities in cybersecurity and defense fields. This involves creating pathways for students to access relevant education, certifications, and training programs, ensuring that the local workforce is well-prepared for employment in these critical sectors.

### TIME FRAME

Short Term

### RESULT

Promoting SWIC capabilities in high-demand fields and aligning educational partners with cybersecurity and defense opportunities is expected to result in a highly skilled workforce that meets the needs of the local job market. Belleville can anticipate a larger pool of talent ready to enter these industries, attracting businesses, fostering economic growth, and ensuring that residents have access to meaningful and well-paying careers.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing, SWIC

# Available Talent Resources

## Action Plan

### NEED

The City of Belleville recognizes the importance of effectively utilizing the talent resources available from a variety of sectors, including private, public, state, and nonprofit organizations, to support its local businesses. To address this need, it is essential to identify and leverage these diverse talent resources and any relevant specializations to foster a well-rounded and skilled workforce, thus promoting economic growth and success within the city.

### ACTIONS

Belleville should take proactive steps to identify and catalog the talent resources offered by private, public, state, and nonprofit entities. This can involve creating a comprehensive database or directory of these resources, including specialized skills, training programs, and available talent pools. The city should encourage collaboration and partnerships between local businesses and these resource providers to ensure that businesses have access to the specific skills and expertise they need for growth and success.

### TIME FRAME

Short Term

### RESULT

By identifying and making use of the diverse talent resources available, Belleville can anticipate a more adaptable and well-equipped workforce that meets the specific needs of local businesses. The result will be a thriving local economy, with businesses able to access specialized skills, improve productivity, and contribute to the city's overall prosperity.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, state and local Workforce Partners

# Downtown Development Committee

## Action Plan

### NEED

The City of Belleville recognizes the importance of empowering downtown development committees to actively participate in shaping the aesthetic and functional aspects of their areas. There is a pressing need to address beautification efforts and revitalize blighted properties within downtown districts to enhance their overall appeal. Additionally, an inventory of walkability in downtown areas is essential to identify infrastructure gaps and other needs, such as sidewalks, crosswalks, storefront beautification, benches, and lighting. By doing so, the city can seek funding to mitigate these gaps and improve the walkability and overall vibrancy of its downtown areas.

### ACTIONS

Belleville should encourage the establishment/enhancement of downtown development committees that include community stakeholders, business owners, and residents to collaboratively identify and prioritize beautification efforts and blighted properties. These committees should devise comprehensive plans for addressing these efforts and properties, considering design improvements and revitalization projects. Simultaneously, the city should conduct a walkability inventory to assess the condition and accessibility of sidewalks, crosswalks, lighting, benches, and storefronts within

downtown areas. This inventory should serve as a basis for seeking funding to enhance the walkability and overall aesthetics of the city center.

### TIME FRAME

#### Short Term

### RESULT

Empowering downtown development committees and conducting a walkability inventory is expected to result in a more attractive, vibrant, and accessible downtown core in Belleville. The anticipated outcomes include the revitalization of blighted properties, the enhancement of public spaces, improved walkability, and the attraction of additional businesses and visitors. Ultimately, these actions will contribute to a more economically dynamic and visually appealing city center.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Downtown Development Group, Parks and Rec, Community Development, Public Works

# Property Maintenance Code

## Action Plan

### NEED

The City of Belleville recognizes the importance of fostering a pristine and clean community to enhance its image and presentation. To achieve this goal, it is essential to encourage the adoption of the International Property Maintenance Code. This code will play a pivotal role in removing eyesores, such as dumpsites, abandoned cars, and dilapidated buildings, while also preventing future blighted conditions.

Simultaneously, there is a need to inventory vacant and available properties for commercial redevelopment, developing a system for maintaining this inventory with regular updates. Additionally, updating the comprehensive plan is essential to provide residents and developers with clear direction for the city's future development.

### ACTIONS

Belleville should work to encourage the adoption of the International Property Maintenance Code across the city and its various jurisdictions. This code should be enforced rigorously to address existing blighted conditions and to prevent the emergence of new eyesores. A comprehensive inventory of vacant and available properties for commercial redevelopment should be created, and a systematic process for maintaining and updating this inventory should be established.

Simultaneously, the city should embark on updating its comprehensive plan to provide a clear roadmap for residents and developers, setting a strategic direction for the city's growth and development.

### TIME FRAME

#### Short Term

### RESULT

By encouraging the adoption and enforcement of the International Property Maintenance Code, conducting a thorough inventory of vacant properties, and updating the comprehensive plan, Belleville can anticipate transformative results. The city's image and presentation will improve as blighted conditions are addressed, and a more streamlined and accessible inventory will attract commercial redevelopment and investment. The result will be a pristine, clean, and economically vibrant community that offers clear guidance for residents and developers, ultimately contributing to the city's prosperity.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Mayor's Office, Public Works

# Email Marketing to Brokers

## Action Plan

### NEED

The City of Belleville recognizes the importance of maintaining a consistent and engaging line of communication with real estate brokers. Establishing an email marketing program is necessary to keep these influential partners well-informed about available properties, incentives, and opportunities within the city. By doing so, Belleville can foster stronger relationships with brokers, ensuring they remain well-equipped to promote the city's real estate and economic development prospects effectively.

### ACTIONS

Belleville should develop and implement a regular email marketing program designed to keep real estate brokers updated on the city's available properties, incentives, and economic development initiatives. The program should be managed by the City Economic Development Department in collaboration with the Belleville Chamber of Commerce and local business associations. Regular email communications should provide brokers with the latest information on opportunities, events, and success stories in Belleville, ensuring they are informed and well-prepared to assist businesses looking to locate or expand within the city.

### TIME FRAME

Short Term

### RESULT

Implementing an email marketing program for real estate brokers is expected to result in more informed, engaged, and proactive brokers working to promote Belleville's economic development opportunities. The city can anticipate an increase in inquiries, investment, and business attraction, ultimately contributing to economic growth and prosperity in the community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Comprehensive Licensure Standards List

## Action Plan

### NEED

The City of Belleville recognizes the need to ensure that license standards and processes for residential contractors are up-to-date and efficient. Outdated or incomplete regulations can hinder property development and construction projects, potentially deterring investment and limiting economic growth. To address this need, it is essential to conduct a thorough review of current county, city, and state license standards and processes for residential contractors, identifying areas that require updates and addressing any gaps in the regulatory framework.

### ACTIONS

Belleville should proactively undertake a comprehensive review of existing license standards and processes for residential contractors at the county, city, and state levels. This review should encompass an examination of regulations, permitting procedures, and licensing requirements. The city should collaborate with relevant regulatory agencies, contractors' associations, and other stakeholders to identify necessary updates and fill gaps in the regulatory framework. By taking these actions, Belleville can ensure that its property development processes are streamlined and conducive to economic growth.

### TIME FRAME

Short Term

### RESULT

Conducting a comprehensive review and updating of license standards and processes for residential contractors is expected to result in a more efficient, clear, and standardized regulatory environment. This will, in turn, support property development and construction projects, attracting investment and fostering economic growth in Belleville.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Mayor's Office

# Real Estate Newsletter

## Action Plan

### NEED

The City of Belleville recognizes the need to establish regular communication and engagement with real estate-interested communities, including state Economic Development Organizations (EDOs), regional brokers, and firms in Customer Relationship Management (CRM) systems with matching site or building interests. Keeping these stakeholders informed and engaged is essential to ensure that Belleville remains on their radar as a viable location for investment and property development. Maintaining a consistent flow of information is crucial for promoting the city's real estate opportunities and attracting potential investors and developers.

### ACTIONS

Belleville should implement a regular newsletter distribution to these real estate-interested communities, with a suggested quarterly frequency. The city should compile and share relevant updates, property listings, development incentives, and success stories to keep stakeholders informed about the evolving real estate landscape in Belleville. Collaboration with local real estate associations, economic development partners, and marketing professionals should be part of the strategy to

create and distribute the newsletter effectively. This approach will help keep Belleville top of mind for those looking for real estate opportunities and foster continued interest in the city.

### TIME FRAME

#### Short Term

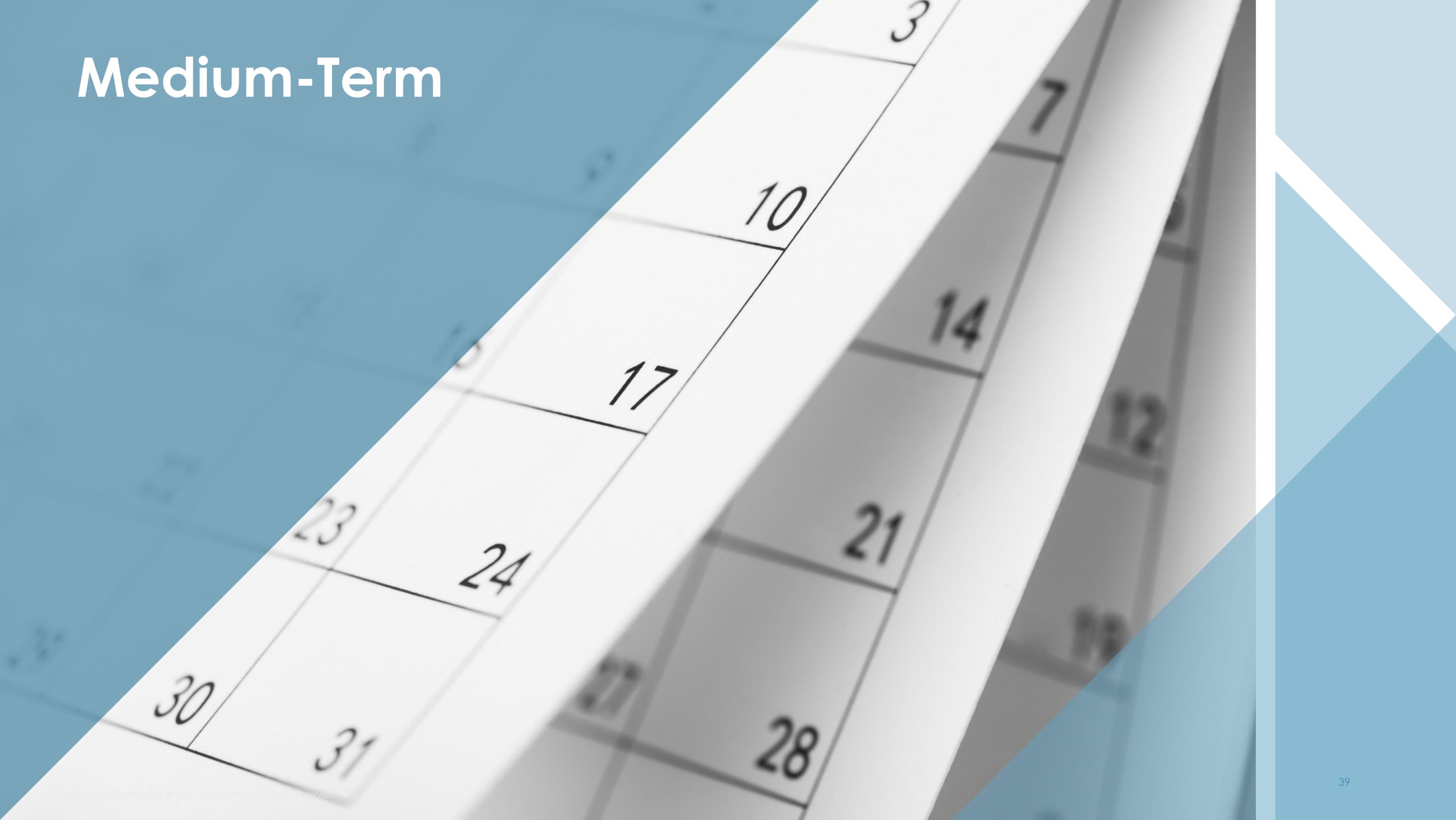
### RESULT

Implementing a regular newsletter distribution to real estate-interested communities is expected to lead to increased awareness of Belleville's real estate offerings and investment potential. The result will be enhanced engagement with these communities, attracting more interest, and ultimately driving property development and economic growth in the city.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

# Medium-Term



# Future Development Opportunities

## Action Plan

### NEED

The City of Belleville recognizes the need to strategically assess and prioritize business and office park sites for future development. Identifying the most promising locations for business expansion is essential for attracting companies, encouraging job growth, and ensuring the efficient use of resources. To address this need, Belleville should conduct a comprehensive analysis and ranking of current and potential business and office park sites.

### ACTIONS

Belleville should proactively undertake a systematic analysis of existing and potential business and office park sites within the city. This process should involve evaluating factors such as location, infrastructure availability, proximity to transportation hubs, and potential for development. The city should collaborate with real estate experts, economic development organizations, and urban planners to facilitate this analysis. By conducting this assessment, Belleville can make informed decisions about site prioritization, ensuring that development efforts are focused on areas with the highest potential for economic growth.

### TIME FRAME

Medium Term

### RESULT

Analyzing and ranking current and potential business and office park sites is expected to provide Belleville with a clear roadmap for future development. This will lead to a more strategic allocation of resources, targeted business attraction efforts, and ultimately, the creation of job opportunities and economic growth in the city.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Local Talent Needs

## Action Plan

### NEED

The City of Belleville recognizes the importance of understanding the talent needs of local businesses to foster a workforce that aligns with the city's economic growth. To address this need, collaboration with key local Human Resources (HR) departments is essential. By actively engaging with these HR departments, the city can gain insights into the specific skills and workforce requirements of businesses in the area, ensuring that workforce development efforts are tailored to meet their needs effectively.

### ACTIONS

Belleville should take proactive steps to collaborate with key local HR departments to gain a comprehensive understanding of their talent needs. This can involve conducting regular meetings, surveys, and discussions with HR professionals to identify the specific skills and qualifications sought by businesses. The city should use this information to tailor workforce development programs, training initiatives, and educational pathways to meet the specific demands of local employers.

### TIME FRAME

Medium Term

### RESULT

By collaborating with key local HR departments, Belleville can expect a more responsive and well-equipped workforce that aligns with the needs of local businesses. This collaboration will result in a stronger, more competitive labor pool, attracting businesses, driving economic growth, and enhancing the overall quality of life for residents.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, local businesses

# Economic Development Partnerships

## Action Plan

### NEED

The City of Belleville recognizes the importance of fostering strong partnerships with federal, state, and regional economic development agencies, as well as other relevant entities, to bolster economic growth in their community. Collaboration with these external partners is crucial to harness additional resources, expertise, and funding opportunities that can further economic development initiatives. By forging and maintaining these partnerships, it should ensure that Belleville remains at the forefront of economic growth and is well-equipped to address the evolving needs of local businesses and residents.

### ACTIONS

Belleville should proactively engage with federal, state, and regional economic development agencies, as well as other relevant entities, to establish and sustain cooperative efforts aimed at economic growth. This will involve regular communication, joint planning, and the exploration of potential funding opportunities and resources. By working together with these partners, the city should aim to streamline regulatory processes, access grants and incentives, and develop programs that support local businesses and entrepreneurs, ultimately fostering an environment conducive to economic expansion and prosperity.

### TIME FRAME

Medium Term

### RESULT

The strategic partnership with federal, state, and regional economic development agencies, along with other pertinent entities, is expected to yield a more resilient and dynamic local economy. By leveraging the expertise, resources, and funding channels available through these collaborations, Belleville should experience increased job creation, business development, and infrastructure improvements, ensuring sustainable economic growth for the benefit of the community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, St. Clair County Economic Development, Intersect Illinois

# Existing Business Services

## Action Plan

### NEED

The City of Belleville recognizes the vital importance of strengthening relationships with existing businesses to foster economic growth, capital investment, and job creation within its region. By providing a supportive ecosystem that enhances knowledge of available resources, businesses can better capitalize on opportunities for retention and expansion. This entails offering assistance related to sites and buildings, financial resources, incentives, infrastructure development, market research, and talent development, ultimately ensuring that local enterprises thrive, invest, and contribute to the growth of their community.

### ACTIONS

Belleville should proactively engage with existing businesses, offering them comprehensive guidance and access to a wide array of resources to facilitate their retention and expansion efforts. This includes providing information on available sites and buildings for potential growth, facilitating access to financial resources and incentives, collaborating on infrastructure improvements, offering market research and analysis, and supporting talent development programs. By delivering personalized services and resources tailored to each business's specific needs, the

city can empower its existing enterprises to seize new opportunities and achieve capital investment and job creation goals.

### TIME FRAME

Medium Term

### RESULT

By enhancing relationships with existing businesses and equipping them with the tools and knowledge necessary for growth, the City of Belleville should anticipate increased capital investment and the creation of new jobs within the region. This approach will lead to a more robust and dynamic local economy, as businesses are better positioned to expand, innovate, and thrive, ultimately benefiting both the companies and the broader community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Mayor's Office, area Workforce Development Partners

# Small Business Development

## Action Plan

### NEED

The City of Belleville recognizes the pivotal role that small businesses play in creating vibrant downtown areas, which are the heart of the community. To sustain and invigorate these vital spaces, it is essential to develop focused action items that promote the retention, expansion, and attraction of small businesses. By doing so, you can enhance the economic vitality of downtown areas, preserve their unique character, and ensure their long-term success.

### ACTIONS

Belleville should formulate a set of actionable strategies designed to nurture small businesses in downtown areas. These strategies may include providing targeted financial incentives, streamlining permitting and zoning processes, offering business development and marketing support, creating a business-friendly atmosphere, and fostering collaborations with local business associations. By implementing these initiatives, the city can encourage the growth and sustainability of small businesses, attract new entrepreneurial endeavors, and maintain the vibrancy of downtown areas.

### TIME FRAME

Medium Term

### RESULT

The development of action items aimed at promoting small business retention, expansion, and attraction in downtown areas should lead to thriving and dynamic urban centers. Small businesses will find the support they need to expand and prosper, and new entrepreneurs will be enticed to establish their ventures in these areas. This, in turn, will bolster the economic health of Belleville's downtown districts, attracting residents and visitors alike, and preserving the unique charm and character of these essential community hubs.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Illinois Small Business Development Center (SBDC)

# Business Appreciation Month

## Action Plan

### NEED

The City of Belleville recognizes the importance of appreciating and celebrating its existing businesses to foster a strong sense of community and loyalty. Businesses that have remained dedicated to the city deserve recognition for their contributions and commitment. By establishing a Business Appreciation Month, a Milestone Recognition Program, and a Legacy Recognition Program, Belleville can express its gratitude and support for these businesses, which, in turn, can lead to strengthened relationships, increased goodwill, and a more vibrant local economy.

### ACTIONS

Belleville Economic Development should initiate a Business Appreciation Month as an annual event, during which the community, local government, and business associations come together to recognize and celebrate existing businesses.

Simultaneously, they should create:

- A Milestone Recognition Program that acknowledges businesses marking significant anniversaries at 5-year intervals
- A Legacy Recognition Program for firms that have been in business locally for 25 years or more.

These programs should include ceremonies for each program, awards, and public recognition to highlight the achievements and contributions of these businesses to the community.

### TIME FRAME

Medium Term

### RESULT

By celebrating existing businesses through these initiatives, Belleville will foster a stronger sense of community and loyalty. Businesses are likely to feel appreciated, and this recognition can enhance their commitment to the city. The programs can also generate positive publicity and promote the city as a welcoming place for businesses, potentially attracting new investments and economic growth.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR and Marketing Department

# Multi-Year Marketing Plan

## Action Plan

### NEED

The City of Belleville recognizes the need for a comprehensive, multi-year economic development marketing plan that strategically capitalizes on its strengths in target business sectors and extends its reach through regional and statewide marketing efforts. This plan must emphasize economic diversification, ensuring that Belleville can attract a variety of businesses to reduce dependence on any one sector. By doing so, the city can remain resilient and create a thriving, diversified economy that withstands economic fluctuations and fosters long-term growth.

### ACTIONS

Belleville should develop and implement a multi-year economic development marketing plan that leverages the city's strengths in targeted business sectors, explores regional or statewide marketing opportunities, and emphasizes economic diversification. The plan should include a detailed strategy for targeting businesses that align with the city's strengths and goals, while also highlighting its advantages as a place to do business. By promoting economic diversification and partnering with regional or statewide marketing efforts, Belleville can enhance its visibility and attractiveness, ultimately attracting businesses from a variety of sectors.

### TIME FRAME

Medium Term

### RESULT

The implementation of a multi-year economic development marketing plan with a focus on diversification is expected to lead to a more resilient and dynamic local economy in Belleville. By targeting businesses that complement the city's strengths and expanding its marketing efforts to reach a broader audience, the city should attract a more diverse range of businesses. This diversity will promote long-term economic stability and growth, reducing the city's vulnerability to economic downturns.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

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# Regional Collaboration

## Action Plan

### NEED

The City of Belleville recognizes the critical need to foster mutually beneficial regional collaborations to strengthen the economic ecosystem. By exploring partnerships, especially with institutions like Scott Air Force Base and regional stakeholders, the city can leverage its resources and expertise to support and benefit the area's business base. Collaborations on key initiatives, including talent/workforce development, infrastructure planning, housing development, and stakeholder partnerships, are essential to drive regional economic growth, ensure long-term sustainability, and enhance the quality of life for residents and businesses alike.

### ACTIONS

Belleville should actively engage with regional partners, such as Scott Air Force Base, local governments, educational institutions, and business organizations, to identify and prioritize key initiatives with regional impact. These initiatives should focus on talent and workforce development to meet the needs of area businesses, strategic infrastructure planning to facilitate economic growth, housing development to support workforce needs, and the establishment of key stakeholder partnerships. By participating in these collaborations and

initiatives, Belleville can ensure the mutual benefit of all parties involved and contribute to a thriving regional economic ecosystem.

### TIME FRAME

Medium Term

### RESULT

The exploration of mutually beneficial regional collaborations and the active involvement in key regional initiatives are expected to yield positive results for Belleville and the broader region. By working together with regional partners, the city can anticipate improved talent retention, infrastructure enhancements, a more robust and diversified economy, and strong stakeholder partnerships. The expected outcome is a dynamic regional ecosystem that supports business growth, enhances the quality of life for residents, and contributes to sustainable economic development.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Intersect Illinois, St. Clair County Economic Development, Scott Air Force Base

# Downtown Revitalization

## Action Plan

### NEED

The City of Belleville recognizes the pressing need to establish a robust foundation for sustainable downtown revitalization efforts. This foundation should encompass the cultivation of partnerships, active community involvement, and the mobilization of resources throughout the region. A sustainable downtown revitalization strategy is essential to breathe new life into the urban core, stimulate economic activity, and create a thriving, attractive city center.

### ACTIONS

Belleville should embark on a multifaceted approach to create a strong foundation for sustainable downtown revitalization. This entails forging partnerships with local businesses, community organizations, and regional stakeholders, as well as engaging community members to actively participate in revitalization efforts. The city should also mobilize resources, both financial and logistical, to support the revitalization initiative. These actions, guided by the City Economic Development Department and involving various local and regional entities, aim to lay the groundwork for long-term success in revitalizing the downtown area, with a focus on economic growth, improved quality of life, and enhanced urban vibrancy.

### TIME FRAME

Medium Term

### RESULT

Establishing a robust foundation for sustainable downtown revitalization is expected to breathe new life into the urban core of Belleville. The city can anticipate a revitalized and economically active downtown area, where businesses flourish, and the community thrives. By cultivating partnerships, fostering community involvement, and mobilizing resources, the result will be a reinvigorated and attractive city center that serves as a focal point for economic activity and community pride.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Downtown Redevelopment Group

# Placemaking

## Action Plan

### NEED

The City of Belleville recognizes the importance of empowering local communities to define and shape their unique sense of place. Each neighborhood and district within the city possesses its own distinct character and potential for placemaking. To foster vibrant and engaging spaces, it is crucial to engage communities in identifying strategies to preserve, enhance, and grow their placemaking efforts. By doing so, Belleville can create a rich tapestry of appealing and authentic places that attract businesses, residents, and visitors.

### ACTIONS

Belleville should encourage community engagement and participation in placemaking efforts. This can be achieved by collaborating with local community organizations, residents, and stakeholders to facilitate workshops, surveys, and public input sessions. The city should support the development of community-driven placemaking strategies, including urban design enhancements, and the preservation of historic and cultural assets. The responsible parties include the City Economic Development Department, Community Associations, and Civic Organizations. Empowering communities in this manner will result in a

city that is more attractive, diverse, and welcoming, ultimately supporting economic growth and a stronger sense of place within each community.

### TIME FRAME

Medium Term

### RESULT

Empowering communities to define their own sense of place and contribute to placemaking efforts is expected to result in more authentic and engaging neighborhoods and districts throughout Belleville. This community-driven approach will lead to the preservation of local character, the creation of vibrant public spaces, and the enhancement of the overall quality of life. The expected result is a city with a diverse range of appealing places that attract businesses, residents, and visitors, ultimately promoting economic growth and a strong sense of place.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Community Development, PR & Marketing

# Belleville Homecoming

## Action Plan

### NEED

The City of Belleville recognizes the significance of celebrating its rich history and traditions to foster a sense of community and belonging. Exploring a homecoming concept that captures the essence of "boomerangs," where residents and past community members return to their roots, is essential. This concept can strengthen ties, instill pride, and invigorate the local culture, while also fostering an inclusive and welcoming environment that contributes to Belleville's vibrant ecosystem.

### ACTIONS

Belleville should initiate a community-wide effort to explore and implement a homecoming concept that embraces the city's history and traditions. This can involve organizing events, festivals, and activities that bring together current residents, former residents, and those with ties to the community. The city should encourage the sharing of stories, cultural experiences, and traditions that capture the essence of "boomerangs" returning to their roots. By fostering a strong sense of history and belonging, Belleville can enhance its ecosystem, promote community pride, and create a welcoming environment that attracts residents and businesses alike.

### TIME FRAME

Medium Term

### RESULT

Implementing a homecoming concept that celebrates history and traditions is expected to result in a more inclusive and closely-knit community in Belleville. The city can anticipate a stronger sense of belonging and cultural pride, while also fostering an ecosystem that is welcoming to residents, businesses, and visitors. Ultimately, the result will be a more vibrant and connected community that contributes to the city's overall economic development and quality of life.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Mayor's Office

# Education and Workforce Alignment

## Action Plan

### NEED

The City of Belleville recognizes the critical need for a seamless and well-aligned connection between education and workforce development. This alignment is essential to provide clear and accessible pathways for youth, post-secondary students, and adult job seekers. A unified approach is required to ensure that individuals of all ages can easily navigate their educational journey, acquire relevant skills, and access career opportunities, ultimately fostering a skilled and competitive workforce that aligns with the evolving needs of the local job market.

### ACTIONS

Belleville should actively support the alignment and integration of education and workforce development by collaborating with educational institutions, vocational training providers, and local employers. Actions should include the development of clear and well-defined pathways that link educational and training programs with career opportunities in the community. These pathways should be designed to cater to the diverse needs of youth, post-secondary students, and adult job seekers. The city should facilitate partnerships, communication, and resource-sharing between these key stakeholders to ensure that the education-to-employment transition is smooth and effective.

### TIME FRAME

Medium Term

### RESULT

Supporting the alignment and integration of education and workforce development is expected to yield a more coordinated and effective system in Belleville. Residents of all ages will have access to clearly defined pathways, enabling them to pursue education and training that directly prepares them for in-demand careers in the region. The result will be a highly skilled and competitive local workforce that meets the evolving needs of the job market, thereby attracting businesses, fostering economic growth, and enhancing the quality of life.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Workforce Development Partners, Education System Representatives

# Process Improvement

## Action Plan

### NEED

The City of Belleville recognizes the importance of streamlining and improving its development processes to make them more business and citizen-friendly. Cumbersome, time-consuming, and complex processes can deter potential investors and developers, impeding economic growth and community improvement. To address this need, it is crucial to create a more efficient, transparent, and user-friendly system that facilitates development while maintaining the necessary regulatory oversight.

### ACTIONS

Belleville should take active steps to review and redesign its development processes. This can involve conducting a comprehensive assessment of existing procedures and regulations, identifying bottlenecks and inefficiencies, and simplifying and modernizing the permitting, inspections, and engineering processes. The city should also focus on enhancing customer service and communication to provide clear guidance to businesses, developers, and citizens. By implementing these actions, Belleville can create a more conducive environment for property development.

### TIME FRAME

Medium Term

### RESULT

By making the development processes more business and citizen-friendly, Belleville can expect to attract a higher level of investment, stimulate development, and encourage economic growth. The result will be a more robust local economy and a community that is attractive to businesses, investors, and residents.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Mayor's Office

# Infrastructure Improvements

## Action Plan

### NEED

The City of Belleville recognizes the critical need to enhance infrastructure availability and capacity to accommodate the specific requirements of targeted sector businesses. A well-functioning infrastructure system is fundamental for economic development and attracting businesses to the area. To address this need, it is essential to establish regular communication and coordination between the city and utility and infrastructure entities to ensure a shared vision for strategic growth in areas with economic development potential.

### ACTIONS

Belleville should proactively encourage the improvement of infrastructure availability and capacity to meet the needs of targeted sector businesses. The city should establish quarterly meetings with utility and infrastructure entities to collaboratively plan and execute infrastructure development that supports strategic growth in key economic development areas. This coordination may involve discussing infrastructure upgrades, expansion plans, and investment priorities. By taking these actions, Belleville can create an environment where targeted businesses have the necessary infrastructure to thrive and expand.

### TIME FRAME

Medium Term

### RESULT

Encouraging the improvement of infrastructure availability and capacity and maintaining regular communication with utility and infrastructure entities is expected to lead to an infrastructure system that aligns with the needs of targeted sector businesses. This will enhance the city's competitiveness, attract businesses, and drive economic growth, resulting in a more prosperous community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Public Works

# Real Estate and Developer Event

## Action Plan

### NEED

The City of Belleville recognizes the need to proactively promote available sites and buildings to attract real estate developers and investors. Hosting a dedicated event in the city can provide an opportunity to showcase the local real estate market and encourage development projects. This is essential for driving economic growth, revitalizing areas, and fostering investment in Belleville.

### ACTIONS

Belleville should organize a real estate and developer event within the city to highlight available sites and buildings. This event can include property tours, presentations, and networking opportunities for developers, investors, and real estate professionals. The city should collaborate with local real estate associations, economic development organizations, and marketing experts to plan and execute the event successfully. By taking these actions, Belleville can effectively market its real estate opportunities and attract developers and investors looking to participate in the city's growth.

### TIME FRAME

Medium Term

### RESULT

Hosting a real estate and developer event is expected to generate significant interest in available sites and buildings within Belleville. The result will be increased investment, new development projects, and economic growth in the city.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

# Needs Assessment

## Action Plan

### NEED

The City of Belleville recognizes the necessity of conducting a comprehensive needs assessment to pinpoint specific housing needs within the community. Understanding the unique housing requirements is vital for addressing the city's growth and ensuring that residents have access to suitable housing options. By conducting this assessment, Belleville can develop a targeted strategy that aligns with the identified housing needs and explores incentive programs and initiatives to address these requirements effectively.

### ACTIONS

Belleville should initiate a needs assessment to gather data on the city's housing requirements. This assessment should consider factors such as housing affordability, availability, accessibility, and the preferences of residents. Subsequently, the city should collaborate with local housing agencies, developers, and policymakers to create a strategy that outlines how to address these needs. The strategy should explore the implementation of incentive programs, zoning adjustments, and development incentives, among other initiatives, to meet the housing needs identified during the assessment.

### TIME FRAME

Medium Term

### RESULT

Conducting a needs assessment and developing a strategy to address housing needs is expected to lead to a better understanding of the housing requirements in Belleville. The result will be the implementation of targeted programs and incentives that cater to these specific needs, fostering the growth and development of suitable housing options in the city.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Housing Committee

## Action Plan

### NEED

The City of Belleville recognizes the need to establish a dedicated housing committee to address multiple aspects of housing development. This committee would play a crucial role in educating the public about available housing options, conducting a comprehensive review of building codes and ordinances, and exploring methods to increase the housing stock in the region. This multifaceted approach is essential to address housing challenges, enhance housing options, and foster a thriving residential environment in Belleville.

### ACTIONS

Belleville should create a housing committee that consists of experts, community representatives, and stakeholders in the housing sector. The committee's responsibilities should include organizing educational initiatives to inform the public about housing options, conducting a thorough review of building codes and ordinances to identify areas for improvement, and exploring strategies to boost the housing supply in the region. The committee should collaborate with city officials, housing agencies, real estate professionals, and other relevant partners to achieve these objectives.

### TIME FRAME

Medium Term

### RESULT

Forming a housing committee to undertake these critical tasks is expected to lead to increased awareness of housing options among residents, improvements in building codes and ordinances to support housing development, and the identification and implementation of strategies to expand the housing stock. The result will be a more dynamic and accommodating housing environment in Belleville.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Long-Term



# Existing Business Supply Chain Opportunities

## Action Plan

### NEED

The City of Belleville, Illinois, recognizes the critical importance of retaining and expanding existing businesses to foster sustainable economic growth. Collaborating with targeted businesses to identify strategic opportunities within their supply chain is essential to strengthening these partnerships and contributing to the overall prosperity of their community. By doing so, they can enhance the competitive advantage of local businesses, bolster the city's economic resilience, and create a win-win situation for both companies and the community.

### ACTIONS

The City of Belleville should actively engage with existing targeted businesses to assess their supply chain needs and potential growth areas. This will involve conducting comprehensive consultations with business leaders, analyzing market trends, and identifying synergistic opportunities. Subsequently, they should work to facilitate business expansions or attract new businesses that can meet the demand for goods and services within the identified supply chain gaps. This may include offering incentives, streamlining permitting processes, and providing tailored support to expedite these strategic initiatives.

### TIME FRAME

Long Term

### RESULT

The implementation of this strategy is anticipated to result in a more robust and diversified local economy. Existing businesses should experience increased growth and profitability, while new businesses attracted to the area should thrive within a supportive environment. This approach will help create jobs, stimulate investment, and enhance the overall economic vitality of Belleville, ensuring a stronger, more resilient community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Export Promotion Strategy

## Action Plan

### NEED

The City of Belleville recognizes the imperative need to diversify economic opportunities for its existing businesses to mitigate the risks posed by domestic market downturns. By creating an export promotion strategy in collaboration with the Illinois Department of Commerce Office of Trade & Investment (OTI), Belleville companies can be introduced to foreign markets. This initiative not only broadens the horizons for local businesses but also serves as a safeguard against the uncertainties of domestic market fluctuations, ensuring the resilience of our existing industry base.

### ACTIONS

Belleville should work closely with the Illinois Department of Commerce Office of Trade & Investment to develop and implement an export promotion strategy. This strategy should include identifying businesses with export potential, providing market research and entry support, facilitating access to trade resources and international networks, and offering guidance on trade regulations and compliance. By assisting local companies in expanding their presence in global markets, we can reduce the vulnerability of Belleville's industry base to domestic market downturns and stimulate further economic growth.

### TIME FRAME

Long Term

### RESULT

The implementation of an export promotion strategy, in partnership with the Illinois Department of Commerce OTI, is expected to result in a more resilient and internationally competitive business environment in Belleville. Businesses will gain exposure to new markets, diversify their revenue streams, and reduce their dependence on domestic markets. This, in turn, will insulate the community's existing industry base from the threats of domestic market downturns, leading to increased economic stability and prosperity.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Illinois Department of Commerce Office of Trade & Investment

# Economic Gardening Program

## Action Plan

### NEED

The City of Belleville recognizes the significance of nurturing the growth and expansion of its local businesses, particularly Stage 2 entrepreneurs who are at a critical juncture of development. To ensure the sustainability and vitality of the business community, it is essential to explore the creation of an Economic Gardening program tailored to their needs. This program would provide targeted support and resources that can help these entrepreneurs overcome challenges, foster innovation, and drive economic development in Belleville.

### ACTIONS

Belleville should initiate the exploration of an Economic Gardening program that specifically supports Stage 2 entrepreneurs. This program would entail identifying and providing essential resources such as access to market research, competitive intelligence, strategic planning assistance, and customized training. By doing so, the city can empower these businesses to scale up, create new jobs, and contribute to the local economy's continued growth and diversification.

### TIME FRAME

Long Term

### RESULT

The establishment of an Economic Gardening program for Stage 2 entrepreneurs should lead to the increased growth and sustainability of these businesses in Belleville. By offering targeted support, entrepreneurs can more effectively navigate the challenges they face and harness opportunities for expansion. The result will be a more resilient and thriving business ecosystem, characterized by job creation and enhanced economic development within the community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Illinois Small Business Development Center

# Asset Enhancement

## Action Plan

### NEED

The City of Belleville recognizes the significance of enhancing its physical and visual assets to create a distinct and appealing identity. To effectively attract businesses and investments, it is imperative to capitalize on the unique features that set the city apart. These enhancements can include beautification projects, urban planning initiatives, and the development of cultural and recreational amenities. By improving these assets, Belleville can create a more visually appealing and livable environment that fosters economic growth and sets the city apart as an attractive destination for businesses and residents.

### ACTIONS

Belleville should undertake a series of actions to enhance its physical and visual assets. This may involve investing in infrastructure improvements, green spaces, streetscaping projects, and revitalizing the city's historic districts. The City Economic Development Department, working in collaboration with local government, planning departments, and community organizations, should spearhead these efforts. These actions aim to create a more vibrant and appealing urban environment

that attracts businesses, talent, and residents.

### TIME FRAME

Long Term

### RESULT

Enhancing the physical and visual assets of Belleville is expected to transform the city into an even more attractive destination for businesses and residents. As the city's unique features and amenities are improved, it will become a more visually appealing, livable, and economically vibrant community. This transformation should encourage business attraction, job creation, and overall economic growth, ultimately setting Belleville apart as an ideal place to invest and call home.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Community Development, PR & Marketing

# Educator Externships

## Action Plan

### NEED

The City of Belleville recognizes the vital role that educators play in preparing the future workforce. To bridge the gap between the classroom and the business world, there is a need to provide educators with opportunities for hands-on business experiences. This includes educator externships, career shadowing, and workforce discussions. By facilitating these experiences, educators can gain valuable insights into industry trends, skills, and employer expectations, ultimately enhancing the quality of education and better preparing students for the workforce.

### ACTIONS

Belleville should establish a program that offers opportunities for educators to engage in business experiences, such as educator externships, career shadowing, and workforce discussions. This program should involve collaboration with local businesses and employers who are willing to host educators, share their industry knowledge, and provide real-world exposure to the education community. By creating a platform for these interactions, the city can help educators stay informed about evolving workforce needs and tailor their curriculum accordingly.

### TIME FRAME

Long Term

### RESULT

Providing opportunities for educators to engage in business experiences is expected to strengthen the connection between education and the workforce in Belleville. Educators will gain a deeper understanding of industry requirements, enabling them to better prepare students for career success. The result will be a more skilled and job-ready workforce, which, in turn, will attract and retain businesses, fuel economic growth, and contribute to a thriving community.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Belleville School System(s) and Education Partners, Local Businesses

# Increase of Workforce Participation

## Action Plan

### NEED

The City of Belleville recognizes the importance of increasing workforce participation as a means to drive economic growth and improve the overall well-being of its community. It is crucial to create opportunities, provide incentives for workforce participation, and remove barriers to employment to ensure that all residents have the chance to contribute to the local economy and achieve their full potential. Addressing these factors is vital to boost employment rates, support career advancement, and enhance the city's economic vitality.

### ACTIONS

Belleville should take proactive actions to increase workforce participation by collaborating with local businesses, educational institutions, and workforce development agencies. This includes creating job opportunities through targeted workforce development programs and job fairs, offering incentives such as job training and placement programs, and actively addressing barriers to employment, such as transportation and childcare issues. The city should facilitate partnerships and resource-sharing to ensure that all residents, regardless of background or circumstances, have the opportunity to participate in the workforce.

### TIME FRAME

Long Term

### RESULT

By increasing workforce participation, Belleville can anticipate a stronger and more inclusive economy, with a larger pool of skilled workers. This will lead to greater job opportunities for residents and increased economic activity in the city. The result will be a more vibrant and economically prosperous community where all individuals have the chance to contribute to and benefit from the local workforce.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, local businesses, educational institutions

# Existing Business Talent Shortage

## Action Plan

### NEED

The City of Belleville recognizes the growing challenge of talent shortages in the workforce. To address this need, it is essential to work closely with existing targeted businesses to implement advanced technologies such as robotics, automation, and artificial intelligence (AI). These technologies can enhance operational efficiency, reduce labor demand, and mitigate the impact of talent shortages, ensuring that businesses remain competitive and can continue to grow within the city.

### ACTIONS

Belleville should actively engage with targeted businesses, particularly those facing talent shortages, to identify opportunities for implementing robotics, automation, AI, and other efficiency-enhancing technologies. The city should facilitate partnerships between businesses and technology providers, as well as provide resources and support to help businesses transition to advanced technologies. By taking these actions, the city can help targeted businesses maintain their competitiveness, enhance productivity, and address talent shortages more effectively.

### TIME FRAME

Long Term

### RESULT

Working with targeted businesses to implement advanced technologies is expected to yield more efficient and competitive businesses in Belleville. These businesses can continue to thrive and grow while reducing their reliance on a limited labor pool. The result will be a stronger and more resilient local economy, with businesses well-equipped to meet the challenges of the talent shortage problem.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, local businesses

# Innovative Workforce Solutions

## Action Plan

### NEED

The City of Belleville recognizes the need for innovative and collaborative workforce solutions to address the evolving demands of the job market and to equip residents with the skills necessary for meaningful employment. To achieve this, active engagement with employers and stakeholders is crucial. By working together, the city can ensure that workforce development efforts are informed by industry needs, aligned with emerging opportunities, and tailored to equip residents with the skills they need to secure and succeed in high-demand jobs.

### ACTIONS

Belleville should take proactive steps to actively engage employers and stakeholders in the region to drive innovative workforce solutions. This includes facilitating regular forums, discussions, and collaborations between local businesses, educational institutions, workforce development agencies, and community organizations. The city should work to identify current and future workforce needs, create targeted training programs, and ensure that residents have access to education and training that equips them for in-demand careers.

### TIME FRAME

Long Term

### RESULT

By actively engaging employers and stakeholders, Belleville can expect a workforce that is well-prepared to meet the needs of local industries. This collaboration will result in more innovative and effective workforce solutions, fostering a skilled and competitive labor pool that attracts businesses, drives economic growth, and improves the overall quality of life for residents.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, local businesses, workforce development partners

# Trailing Spouses

## Action Plan

### NEED

The City of Belleville recognizes the importance of supporting trailing military spouses in securing employment opportunities. Many of these spouses possess valuable skills and talents but face challenges in finding suitable job placements due to frequent relocations. To address this need, it is crucial to work with local businesses and partners to identify job placement opportunities for trailing military spouses, thereby contributing to their economic stability and enhancing the city's welcoming and supportive community.

### ACTIONS

Belleville should actively collaborate with local businesses and community partners to identify job placement opportunities for trailing military spouses. This can involve organizing job fairs, workshops, and networking events that specifically target these spouses, as well as connecting them with employers who are willing to provide flexible work arrangements. The city should facilitate partnerships and resource-sharing to ensure that these spouses have access to meaningful employment opportunities, thereby contributing to their economic independence and overall well-being.

### TIME FRAME

Long Term

### RESULT

Working with local businesses and partners to identify job placement opportunities for trailing military spouses is expected to create a more inclusive and supportive community in Belleville. Trailing spouses will have better access to suitable job placements, contributing to their economic stability and career growth. The result will be a more vibrant and welcoming city, with increased community engagement and support for military families.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Scott Air Force Base

# Remote Worker Attraction

## Action Plan

### NEED

The City of Belleville recognizes the need to leverage its quality of life and cost of living benefits to attract remote workers. With the increasing trend of remote work, Belleville can position itself as an attractive destination for professionals seeking a high quality of life and affordability. To address this need, it is vital to develop a regional brand that highlights these advantages and, as beautification and Main Street initiatives progress, incorporate these investments into marketing materials to attract remote talent and foster economic growth.

### ACTIONS

Belleville should actively work on developing a regional brand that emphasizes the city's quality of life and cost of living benefits. This brand should be promoted through various marketing channels, highlighting the city's amenities, community engagement, and affordable living. As beautification and Main Street initiatives are underway, the city should integrate these improvements into promotional materials, showcasing a vibrant and appealing urban environment to remote workers. This can involve collaborating with marketing experts and local organizations to ensure effective branding and promotion.

### TIME FRAME

Long Term

### RESULT

Developing a regional brand to market quality of life and cost of living benefits and incorporating beautification and Main Street initiatives into promotional materials is expected to attract remote workers to Belleville. The city can anticipate an influx of talented professionals seeking to enjoy the city's quality of life advantages while contributing to its economic growth and overall prosperity.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, PR & Marketing

# Incentives and Tax Credits

## Action Plan

### NEED

The City of Belleville recognizes the importance of incentivizing property owners to invest in the rehabilitation and redevelopment of historic properties in downtown areas. Historic properties contribute to the city's cultural and architectural heritage, and their restoration can revitalize downtown neighborhoods. To address this need, Belleville should develop and promote new local and state incentives, as well as federal tax credits, to encourage property owners to undertake these vital projects and ensure the preservation of the city's historic character.

### ACTIONS

Belleville should actively work to develop and promote a comprehensive set of incentives and tax credits at the local and state levels, as well as advocate for the availability of federal tax credits. These incentives should be designed to support property owners in the downtown areas who undertake the rehabilitation and redevelopment of historic properties. The city should collaborate with state and federal agencies, as well as preservation organizations, to create and communicate these incentives effectively. By implementing these actions, Belleville can encourage property owners to invest in the restoration of historic

properties, promoting a vibrant downtown and preserving the city's unique character.

### TIME FRAME

Long Term

### RESULT

Developing and promoting new incentives and tax credits for property owners in downtown areas is expected to stimulate the rehabilitation and redevelopment of historic properties. This will lead to a revitalized downtown, attracting businesses, residents, and visitors while preserving Belleville's rich architectural heritage and contributing to economic growth.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, Mayor's Office, City Treasurer, Finance Department, Intersect Illinois

# Expansion of Available Property

## Action Plan

### NEED

The City of Belleville recognizes the need to expand and diversify the availability of developable commercial and industrial property within its boundaries. To ensure the long-term competitiveness of the area and attract a variety of businesses, it is crucial to offer a range of suitable properties for development. The availability of such properties will not only foster economic growth but also position Belleville as an attractive destination for businesses seeking to establish or expand their operations.

### ACTIONS

Belleville should proactively take steps to expand and diversify the inventory of developable commercial and industrial properties. This can involve rezoning underutilized land, partnering with property developers, and identifying vacant or underused areas suitable for development. The city should also consider necessary infrastructure improvements to support these properties. By executing these actions, Belleville can offer a more extensive and varied range of properties, making it a competitive choice for businesses looking to invest in the area.

### TIME FRAME

Long Term

### RESULT

Expanding and diversifying the availability of developable commercial and industrial property is expected to attract a broader spectrum of businesses, promoting economic growth and job opportunities in Belleville. The result will be a thriving and competitive business environment that contributes to the overall prosperity of the city.

### RECOMMENDED PARTNERS

City of Belleville Economic Development, local developers

# Route 15 Parcels

## Action Plan

### NEED

The City of Belleville recognizes the need to renew interest in manufacturing and distribution to foster economic growth. By strategically planning and developing parcels along Route 15, Belleville can attract manufacturing and distribution businesses, creating job opportunities and contributing to the vitality of the local economy. To address this need, the city should focus on planning and development efforts in this key area.

### ACTIONS

Belleville should take proactive steps to plan and develop parcels along Route 15, with a specific focus on attracting manufacturing and distribution businesses. This can involve zoning changes, infrastructure improvements, and marketing efforts targeted at these sectors. The city should work closely with local business organizations, real estate developers, and regulatory agencies to facilitate the development of properties that align with the needs of manufacturing and distribution businesses. By implementing these actions, Belleville can rejuvenate this sector, fostering economic growth and creating a more diverse and robust business environment.

### TIME FRAME

Long Term

### RESULT

Renewing interest in manufacturing and distribution through planning and development efforts along Route 15 is expected to attract businesses in these sectors and stimulate economic growth. The result will be increased employment opportunities, a more diverse economic base, and a stronger local economy.

### RECOMMENDED PARTNERS

City of Belleville Economic Development

# Stakeholder Engagement



# Stakeholder Assessment

## Findings

- Economic Development means growing the community by growing jobs and businesses.
- Expanding options for family housing, retail, and entertainment is part of the community's vision.
- Change is defined by continued business growth, diversified business development, and positive community feedback.
- Negative perceptions and not working together using a clear plan are key obstacles.
- Community feedback and growth of jobs and investment are key indicators of economic development success.
- The top 3 priorities over the next year are growth, housing and development, and retail expansion that includes a hotel.
- Belleville can provide more value to its citizens by supporting business advocacy, improved communication, and taking more of a regional approach.
- Community leaders noted that red tape, perception, and lack of direction are some of the biggest issues that the organization is facing.
- The downtown, festivals, and history make Belleville unique.
- Belleville's unique qualities can be used help market and attract more development.
- Most comments focused on real estate development, perceptions, and the economic development ecosystem.

# Review: Survey Participants

Economic Development means growing the community by growing jobs and businesses.

## What does economic development mean to you?

### BUSINESS ATTRACTION

- Bringing businesses into community. Having a strategic plan.
- A good blend of retail, small other businesses and a larger employer.
- A balance between retail, residential and industrial development for the betterment of all citizens.
- It means a sustainable process to attract businesses and people to be residents of our community.
- Bringing business into city, prosperity

### BUSINESS RETENTION & EXPANSION

- What is being done to grow businesses in the city and attract residents.
- How do you use government to support community through business growth.
- Continued growth in business and residential areas, also include BRE.
- Belleville is not business friendly. Business needs to support other businesses
- Getting the city behind local businesses. Not much of a city without a downtown core
- Growth - Industry, business, employment opportunities, population, per capita income
- the growing and sustaining of business's in and around the area both Old & New
- Business Growth
- Economic development should be diversification and sustainable growth, in manufacturing jobs, educational opportunities, quality affordable housing,, quality medical

### ECOSYSTEM

- Every aspect of the community, web of everything
- What makes the city go. Businesses, housing, schools.
- Staying live; need to grow.
- Having a community flourish; includes business and residents.
- Growing community.
- How we can make the city grow – realistically.
- The economy of city and how to make it grow and how to keep it viable. Opportunities for the citizens that live here.
- Growth. How can we bring in partners with similar vision and grow. Want to bring in somebody that is compatible with the community and contribute. We are poised to grow because of Boeing. We need to generate income not more warehouses. Expand and develop our schools. Partner with Scotts Air Force Base. Making sure we have a skilled and ready workforce
- A balanced approach to long term sustainable growth
- A better Belleville for all of us
- Developing a plan to make Belleville grow
- The generation of predictable and measurable increases in the economic growth of a business district, multi-use green residential communities, etc.
- Strategic visioning, proactive recruitment, and execution of plans that lead to workforce development training opportunities, the opening of new business establishments, and creation of wealth within the community.
- Investing money, energy and resources in the right places to make Belleville an attractive place for people to live and visit.
- Prosperity for the city
- Having enough money to keep your town growing and thriving
- improving the financial well-being of people.
- Growth of the economic health and well-being of the municipality and increasing quality of life for its citizens.
- Holistic approach to growth in city; includes every aspect of community (infrastructure, housing, amenities, parks, quality of life).

### REAL ESTATE DEVELOPMENT

- Development that has a positive impact both financially to the city and a positive impact to the citizens who reside in and near the city

### MISCELLANEOUS

- Art in the Square
- Something that gives the city direction. However, it can make the city profitable. Fairview almost wiped us out due to new mall opening.
- Money
- To be honest I need to google this.

# Review: Survey Participants

Expanding options for family housing, retail, and entertainment is part of the community's vision.

## *For this Community, what is your vision over the next 3-5 years? (Part 1)*

### **BUSINESS ATTRACTION**

- Hotel
- We need hotels.
- More retail downtown. Not enough foot traffic.
- Would love to see more retail shops downtown.
- Performing arts center. Love to see the hub of the city to spread from downtown. Want to keep the small town feel but just expand it. Lots of hoops to jump through as a small business.
- I would like to see the City and surrounding communities work together to attract new industry/business that would offer significant and well compensated employment

### **BUSINESS RETENTION & EXPANSION**

- Personally, as a business owner, I would like to see some financial help for the small business owners around Belleville. TIF programs with actual realistic goals and actual help from the city.

### **MARKETING/PERCEPTION**

- That surrounding communities have a more positive perception of community.
- Create good reputation
- Attractive community to attract residents
- Keep up look of community, first impressions.
- I believe things have been about the same as it is today. Rather stagnant.
- Institutionalized racism and poverty.

# Review: Survey Participants

Expanding options for family housing, retail, and entertainment is part of the community's vision.

## *For this Community, what is your vision over the next 3-5 years? (Part 2)*

### ECOSYSTEM

- New jobs
- A city that functions well for ALL, not just for the people who tend to participate in politics and policymaking
- As of right now with the state of the Economy I do not see much growth for the City!
- Profound effort in annexation. Huge disconnect between city and county. Housing is falling behind
- Need to change building codes to make more business friendly
- Change of approach from reactive to proactive.
- Incredibly difficult to have a plan for Belleville and not have a plan for St. Clair County
- A city which is a measurable percentage stronger than it is now with regard to population, blight reduction, tax revenue increase, crime reduction, property values, education, infrastructure, homeless/addict care, business growth, environmental awareness, disaster preparedness, higher value housing growth.
- A more progressive vision towards development due to input and action from progressive thinkers
- Transparency in process of growth and help to get people involved.
- Affordable mental health care.

### REAL ESTATE DEVELOPMENT

- Invest in west end of town, highlight historic areas, show our best to public.
- Revitalizing neglected areas and expand on thriving areas.
- Parking downtown sucks. No accessibility for citizens with disability.
- Parking is terrible
- Walk up window for tropical breeze but no drive thru
- A city that values well maintained properties and demolishes properties that bring down the value of all properties in a neighborhood and throughout Belleville.
- All long-term vacant buildings either occupied, rehabilitated or torn down. Revitalize Main Street in west Belleville, particularly from 36th Street to the Belt Line.
- Revitalization of: -Westfield Plaza -Belleville Crossing -West Main Street Establishment
- Grow along Route 15
- More commercial development
- Growth in industrial park (only in phase 1 or 3). Need push.
- Grow community. Lots of land.
- New Business, empty stores with new businesses in them Better housing. New areas being developed
- Heavier growth by the airport
- More work on businesses on the west end. less empty buildings
- Development of nicer new residential subdivisions, redevelopment of west main, expand city limits (special districts like utility fight annexation), city could build water line (city does not serve water).
- More nice residential growth.
- Planned development of nicer housing
- There hasn't been a new subdivision housing since 2004.
- Transitional housing
- Developing housing
- Reinvestment in the oldest residential neighborhoods, especially the downtown core, that will attract young families who will use the existing infrastructure.
- In the next 3 to 5 years, the vision for the city of Belleville, should be a diverse implication for quality housing, and attractiveness of Belleville's neighborhoods, which are a key factor in recruiting prospective residents and employers.
- Full annexation of unincorporated areas with Belleville postal addresses or creation of branding and street closures to make everyone know what is and isn't Belleville and who is and isn't a Bellevillian, so that the city isn't associated with problems outside of the city
- New residential developments.

# Review: Survey Participants

Change is defined by continued business growth, diversified business development, and positive community feedback.

## What big change(s) do you want to see at Belleville EDC? (Part 1)

### BUSINESS ATTRACTION

- Marked improvement in the ability of our City to thoughtfully attract more businesses with both white- and blue-collar jobs
- More staffing focused on business development
- Bring in more diverse, unique businesses into community
- Be aggressive in pursuing new industry and businesses to the area. Incentives to businesses that bring in new jobs (core employers).
- Proactive business recruitment rather than singular focus on street/infrastructure improvements. Long term strategy implemented that is innovative, transparent, regularly evaluated and created with community input outside of City Council
- Make it easier for businesses to come to area. Businesses are required to jump through too many hoops.
- Need to be more selective in the businesses that they bring
- Hotel Development
- Attracting office and industrial uses throughout Belleville
- Aggressive approach to new business

### ECOSYSTEM

- Clear path and vision and less red tape for growth
- Tiff everything.
- There is not enough push to drive people down here to shop retail not just to eat at restaurants & Bars!
- Select some medium projects and stick with it
- An actual plan for tackling homelessness in our community.
- More of a growth attitude from the city. The willingness to partner is here now. Healthcare is something the cities needs to cater to. Fill up empty store fronts
- Financial help for small business, TIF and grants.
- Make it easier for city and business to work together; hard to do business in city
- Sustained effects. (on 3rd director in short period of time). Sustain direction. Need jobs.
- Change codes to be more business friendly and easier compliance
- The gouging is out of hand for an extremely old buildings'
- Responsiveness. The timeliness of their responses isn't adequate. Hotel guys want to see more retail action
- I would like to see a more diverse EDC, that would reflect the demographics of this growing city.
- Want to see a plan for how the city is going to achieve the goals of adding homeowners and businesses that have high paying jobs.
- Give people who have ideas and motivation more green lights. Incentivize motivated people to acquire and rehab the old homes. Enforce rules against people who let properties sit.

# Review: Survey Participants

Change is defined by continued business growth, diversified business development, and positive community feedback.

## *What big change do you want to see at Belleville EDC? (Part 2)*

### REAL ESTATE DEVELOPMENT

- The buildings are extremely old. Charging us a great amount to bring building up to code.
- Positive growth along the Main Street and Route-15 corridor.
- Greater funding to deal with derelict housing and neighborhood development planning to revitalize the pockets of decay that have developed.
- Construction of a complete recreation center owned by the city
- Further develop the Linwood University campus
- Sewer fees are outrageous. Charging \$1300 for each faucet for an existing structure

### TALENT

- Need more staff to create and handle growth.
- More staff to implement strategies.
- Need one more additional person to help with quality-of-life issues. Making sure they follow up on incentives. I would move this office to city hall.

### MARKETING

- City more active in growing and attracting business. Get out there and market and recruit

### SMALL BUSINESS SUPPORT

- More BRE of small business for main street. No incentives for small business

# Review: Survey Participants

Negative perceptions and not working together using a clear plan are key obstacles.

## *What do you believe has been the biggest obstacle for economic growth and success in the community? (Part 1)*

### MARKETING / PERCEPTION

- Neighboring communities that are thriving by growing business
- Not proactive; reactive efforts of past efforts. Need salesperson for the city. Support new director.
- Lack of effort in the past. Suffering from a period of when things weren't being done. Got to strike while the iron is hot. Build a quality hotel near the fairgrounds
- City has not done a good job of creating a compelling story. Why do business here?
- What is Belleville's identity
- The lack of a plan that will be followed due to the lack of continuity in the change of city administrations
- Lackluster approach to Development
- Competition from surrounding communities, and not being prepared with a strong development strategy
- Marketing to draw people down not only for festivals but year round
- Perception that community dying; loss of one hospital and Linwood University.
- Negative perception in West end associated with east SLT
- Perception as "next east SLT"
- Generational rooted citizens fear new ideas. City hates itself sometimes. Favoring inaction over action.
- Mindset. Afraid to change. Need to welcome in new businesses. State, IL is an issue. Bad perception of community. Taxes.
- Perspective issue bordering with east SLT
- Perception of Belleville being unsafe.
- Perception of hard to deal with for businesses and citizens.
- Perception issue
- Belleville is not safe anymore
- School districts play a major factor
- Perception
- When you drive around the city and see derelict properties and empty buildings. The city is hurting itself. We need to grow the city economically and attract young families to move into the city

# Review: Survey Participants

Negative perceptions and not working together using clear plan are key obstacles.

## *What do you believe has been the biggest obstacle for economic growth and success in the community? (Part 2)*

### ECOSYSTEM

- No clear plan
- Been an island; historically did not work with other mayors or county
- Past political leadership
- Politics- Not transparent
- Those in power love to talk about all of their accomplishments, which is great. I love how much they have accomplished. However, they don't take criticism well. They also don't like outsiders. If you're not a member of the establishment, can't trace your family history back to the founding of Belleville, etc., you do not have a seat at the table nor are you really welcome in the conversation at all.
- Government not seen as trustworthy at St. Clair County level
- The water
- I believe that the previous Mayor, despite his love and passion for the city, was afraid to hire or listen to those that were better qualified to address the issues
- Having access to resources or awareness of resources.
- The average family income is not high enough
- The lack and willingness of true diversity
- Lack of a real, direct highway connection to downtown St Louis.
- In the recent past economic development has suffered some from micro mgmt. We have made some bad decisions on projects, let egos get in the way and let some balls drop
- Improper use of TIF funding, lack of innovative strategies to grow the economic base and regulatory practices that are not small business friendly.
- Just good enough thinking is not good.
- Not having interstate
- Consistency to how rules are applied
- Processes change too much

### TALENT

- Bringing more workforce partners to the table

### REAL ESTATE DEVELOPMENT

- Needs to be a different code for buildings that are over 100 years old.
- Most people who used to build houses don't live here anymore

# Review: Survey Participants

Community feedback and growth of jobs and investment are key indicators of economic development success.

## What is your key measure for economic development success?

### ECOSYSTEM

- New tax revenue (minus incentives), population growth, wage increases, retaining businesses.
- Jobs and investment
- Jobs. Businesses that have no jobs don't count. We need businesses with high paying jobs.
- Growth in employment, population and per capita income
- Population growth and job creation
- Sales tax increases in relation to neighboring community
- Population growth.
- Population growth
- How we are earning money. What's the tax base like and then balancing that
- Leadership Belleville. Sense of community
- We need find a medium between daytime businesses and nighttime businesses
- Can't get a gallon of milk in downtown Belleville. Going to redevelop an entire building can't get a grant or incentive.
- I don't think there is a key measure - I believe they all fit together and depend and influence each other.
- Increase in sales tax
- Business Growth
- The number of people experiencing food insecurity in the town
- A somewhat aggressive approach, along with a strong, stable staff in the ED office.
- Cleaner water.

### BUSINESS ATTRACTION

- New jobs. Revenue from new business
- Bring in new business
- Lack of big business that move into Belleville
- Look at sales tax revenue. No hotel or motel tax of now. Not great quality hotels
- More businesses, more housing
- Number of new businesses, diversification of businesses, having an overall strategy and implementation of strategy
- New businesses and active infrastructure projects
- Quality of businesses that are coming in or expanding
- Attracting Quality businesses, improving the housing stock and building state of the art sporting fields like you find in O'Fallon, Edwardsville and West St. Louis county

### BUSINESS RETENTION & EXPANSION

- Expansion of existing business.
- No vacancies of buildings and closing of business' every business is thriving
- Quality of businesses that are coming in or expanding
- Successful and abundant small business growth

### MARKETING / PERCEPTION

- Belleville is considered a food desert
- That perception changes for the better and get buy in from community
- Civic pride. People understanding to support local businesses is to prosper.
- The ability to embrace, "Diversity, Creativity, Arts, and Culture, which would help attract a unique and diverse mix of interdependently own business, and permanent residents in the city, suburbs, and rural areas.

### REAL ESTATE DEVELOPMENT

- 85-90% store fronts filled. More downtown living
- If you don't have adequate housing or reinvestment in housing stock Belleville will continue to struggle
- If things look nice you would like to stick around
- People building new housing units. More store fronts being rented. Only 30 police officers on staff
- Meaningful Development to bring in New Residents
- Nice roads throughout our entire city, including rundown areas
- Population growth within the existing housing stock. Growth by annexing in already populated areas...which is good and needs done...but is not 'true' growth.

# Review: Survey Participants

The top 3 priorities over the next year are growth, housing and development, and retail expansion that includes a hotel.

## *What are your top 3 priorities for Belleville economic development over the next 1-3 years? (Part 1)*

### **BUSINESS ATTRACTION**

- Aggressive solicitation
- Recruiting. More transparency and more contacts. Better system and guidance. Some sort of liaison
- Get Hotel
- Need good hotel
- Need better restaurants
- Sportsplex
- Attract new industry/business (core employer) to the area
- Job creation through attraction/establishment of businesses
- Develop manufacturing and warehousing
- More sit-down restaurants
- Event Space – hotel
- Hotel
- Main street plan
- Hotel
- Community Center
- Formulate plan, execute plan, start seeing businesses and residents move in

### **BUSINESS RETENTION & EXPANSION**

- Grow existing business
- Consistent/routine contact with existing industry/businesses to understand their problems/challenges and assist in solutions

### **MARKETING / PERCEPTION**

- Educating public on ED in general, on process, long term vision. Need to tell story better (New PR person for city is good start)
- Go out and market and recruit
- Change perception of Bellville.
- Driving people here to shop & fill in vacancies and market Belleville year round
- Clean up community

# Review: Survey Participants

The top 3 priorities over the next year are growth, housing and development, and retail expansion that includes a hotel.

## *What are your top 3 priorities for Belleville economic development over the next 1-3 years? (Part 2)*

### ECOSYSTEM

- Develop a comp plan that supports growth
- Build relationship with Scott VFB
- Focus on younger populations with place making and housing (mixed use).
- Regional partnership (work with other ED groups)(take regional approach to development)
- Future path forward.
- Support Downtown AND entire city AND region at same time.
- Mend Fences
- We need one major player. If we don't have the people here its not going to help current or future business. Not much for teenagers and children to do.
- Tiffs. Rec center
- Productivity as it relates to return of successful deals
- A strategic plan that puts focus
- Focus on wow. What is going to make the biggest difference to community. Create reasons for people to spend money in community.
- Pieces that support each other. Come up with an identity.
- Just feel as we are on our own. No since of comradery.
- Looking for grants. Better process for smaller businesses. Didn't renew façade program
- Regional Growth Center
- Job growth through business development, Education, Provision of dependable, organized, modern resources to our population as earned through the taxes they pay to the City of Belleville
- Available fund for all small business. The city would be investing in themselves and just use us as a vehicle

### REAL ESTATE DEVELOPMENT

- Need a façade program
- Should be a penalty for people who don't take care of their businesses
- Nicer housing growth.
- More growth downtown, fill vacant buildings, infill development
- Fix problem development areas (Westfield Plaza, 35th St through Bellevue Plaza area, vacated development across from the Shrine (Hofbräuhaus)
- Leverage city-owned resources including buildings, equipment, and land or sell with the intention of returning properties to the tax register
- Fill Empty Buildings
- Repair Streets
- Infill Development
- Infrastructure
- Infrastructure road money, specifically connector road
- We have to start building
- Housing and Development
- Too many single family rental housing put a drag on the housing market
- Getting rid of the properties that are run down. Filling in the businesses that are vacant.
- Annexations
- To see areas developed such as Belleville Crossing and Shrine property
- West Main Street all the way down the hill. Belleville Crossing continued development.
- Appearance needs to improve. Also need to continue to tear down eye sore
- Business development and redevelopment.
- Refocus on industrial park

# Review: Survey Participants

Belleville can provide more value to its citizens by supporting business advocacy, improved communication, and taking more of a regional approach.

## *How can Belleville Economic Development provide more value to its citizens?*

### BUSINESS ATTRACTION

- Bring development in that benefit citizens – restaurants, sportplex
- Better comp plan.
- Bring in more business to promote residential growth

### ECOSYSTEM

- Become proactive in public safety
- Clear red tape and knowing options
- Take regional approach
- Being open to more innovative ideas.
- Connecting. Feeling appreciated
- increasing property value if the economy if better
- It creates better jobs and can increase the standard of living in Belleville. Belleville will become a city that people want to live in rather than move out of.
- Create a City that meets their needs so that they are supported in their community and desire to support their community in turn
- Provide a safe environment to live and work, offer more amenities, better
- To keep the people here and spend their money here and not go elsewhere for all their needs.
- Be proactive. Be creative and think outside the box. What pieces are we missing?
- The city has lacked some real execution.

### MARKETING

- Make citizens aware of good going on
- Communicate overall strategy and accomplishments, announcing only after they are finalized
- Inform community of positive efforts
- Start a city-wide survey of what people think
- Knowing who is here and what they do.
- Need more personnel so they can get out and champion the city. City treats businesses well and schools are good.
- Paint a better picture of what Belleville does. We mistake success with festivals. Nightmare for businesses downtown. How can we keep people here outside of those festivals?
- Transparency. Again, taking into consideration the population as a whole and not just those who have a seat at the table.
- Full transparency in all steps and aspects of future development plans. The lack of information is a barrier for the community be active participants in the future of this city.
- Well translated, concise and exciting announcement of major activities that are widespread and seen by the masses.

### TALENT

- Increase staff to support citizen needs and answer questions
- Give them more opportunities to work and live
- Improve access to job training centers, optimize Belleville's competitive advantage relative to Metro East communities without stations.

### BUSINESS RETENTION & EXPANSION

- Find out needs to major business; supply chain
- Business Advocate in ED office; helps you get through the process to open a business.
- Add - One stop center concept. Would also make startups more successful.
- Campaigning for businesses in the community.
- Take care of the streets, sidewalks and ROW areas the way you would like to see the residences take care of their property.
- Help find resources and access easy

### REAL ESTATE DEVELOPMENT

- Get older unused building back into service.
- We are still under codes and its impossible to afford to remodel
- Annex
- Streamline the development process; one stop shop or liaison. Listen to community.
- Making it connectable during fair season. (Shuttle or trolley) 7 minutes to downtown. Also, will help with parking.
- We need to see growth and redevelopment/renovations and retail is not growth...retail follows people/population.

# Review: Survey Participants

Community leaders noted that red tape, perception, and lack of direction are some of the biggest issues that the organization is facing.



## *What is holding the organization back from its full potential?*

### ECOSYSTEM

- Tax revenue, more felling of business growth
- Old laws, archaic systems still in place and politicians
- City acts as three different cities and no clear overall direction, hard to be regional if city cannot event be a unified city
- Two different factions in the city and they work against each other. A real big divide. People who are prominent who work against success in this area
- Like having fresh eyes. Ex: New mayor is open to new ideas
- Not taking into consideration the needs of the ENTIRE population.
- Lack of plan, staffing to implement plan, perception
- Lack of forward thinking or knowledge of subject in committees.
- Leadership not open to change
- Close mindedness, in-fighting
- Economic Development should be involved with inspectors and developers
- Leadership. Vision first and then action. Heading the right direction but its slow
- Hidden agendas. Not full transparency. Are we really doing what's best for the city? We are our own worst enemy
- Lack and willingness, to welcome true diversity, that would give the department the insight of the changing demographics, and culture, of the communities, Neighborhoods, city, and the country.
- Government bureaucracy and personal agendas.
- Lack of focus and community support. The creation of a community focus group or "town hall" that actively convenes on a regular basis will provide helpful insight and opportunity for feedback.
- Transparency and Lack of Excitement
- Need to find a solution to the homeless problem which is a regional problem not just a Belleville problem. Better communication between city government and residents.

### REAL ESTATE DEVELOPMENT

- City development policies. No feeling of growth
- Development process to cumbersome; ordinances outdated
- The type of housing we have. What kind of incentive can we have for young people to build a house on a lot
- Not sure, maybe too strong of competition, or lack of an interstate highway

### BUSINESS RETENTION & EXPANSION

- Lack of meaningful incentives.
- A clear understanding of how to grow and keep businesses in Belleville & attract the right kind of people, Belleville has never bounced back from Covid & to have Restaurants & bars and even retail close early hurts the shopping experience

### MARKETING / PERCEPTION

- Itself, and perception of declining city. Perception of crime; fear Belleville becoming East SLT
- Not seen as business friendly
- Perception. 159 is a dividing line; west perceived as not good (East SLT)
- We need to address the negative image that is being spread about Belleville.

# Review: Survey Participants

The downtown, festivals, and history make Belleville unique.



## *What do you believe makes Belleville unique compared to its regional partners?*

### DOWNTOWN

- Historic downtown.
- Downtown vibrancy and infrastructure. Unique historic quality.
- Authentic downtown
- The best downtown. Nice parks. Metro Station
- We are the only town near here that has a main street. Have the longest main street in America
- There is a good network of small businesses in the downtown area who support each others growth.
- Its historic downtown with a large white-collar employment base. It's proximity to downtown St. Louis without having a suburban tract-housing style feel.
- It is the county seat and has a wonderful downtown.
- Small town feel. Vibrant, inviting downtown area
- Vibrant (mostly) downtown district,
- East of the square and SO much potential to extend and connect it to

### FESTIVALS

- Festivals (art in the square) Philharmonic. Erkart's Orchids.
- Festivals, art of the square, downtown, amazing new high school, The CAVE, SWIC, farmers market
- German town with great festivals. Great place to live long-term.
- Heart of huge festivals
- Street festivals
- Traditionally we have had any amazing music and art scene, "real" downtown area

### HISTORY

- History as trolley town (caused linear town) and heritage.
- Extensive history, great industrial history, German heritage
- History, generational families; not transient. Has unique mom and pop businesses. Ten miles long.
- History connects people to community. Unique festivals and parades
- It is a destination because of the courthouse. It has a 209 year history with an architectural diversity that can be promoted to attract new residents.

### MISCELLANEOUS

- Much more diverse community. A lot of opportunity in diversity of employment. Manufacturing, service, health care, IT etc. We can go anywhere to lower middle class to upper class. A place for everyone in the community. We have affordable housing. IT people don't have to live here
- Belleville is a racially and economically diverse community. We should lean into this rather than ignoring.
- Belleville's connectivity and access, to global diverseness for the city between the Scott Air force Base community, and Mid-America St. Louis Airport, that helps foster partnerships throughout the region.
- The smell and water.
- Low traffic.
- I am not sure it is unique when compared to Swansea, Fairview, O'Fallon, Mascoutah, Freeburg, Milstadt.
- I don't believe Belleville is Unique compared to U-City or Maplewood or Webster Groves

### COMMUNITY SPIRIT

- Volunteer spirit, urban to suburban to rural combination.
- Feeling of community, Great, big, small town
- Volunteer spirit, not a transient community
- Pull together good during crisis

# Review: Survey Participants

Yes, Belleville's unique qualities can be used help market and attract more development.



## Can that unique quality be an economic development focus?

### YES

- Yes.
- Yes, support is ALL fair and equal. Do not pick favorites.
- Yes, however, for starters there is currently no list of largest employers downtown. That'd be a great starting point as retail looks at that.
- Yes by building on downtown such as Ben's development and downtown parking garage.
- Yes
- ABSOLUTELY!!!!!!!!!!
- yes
- Absolutely
- Yes, because for the most part the people of Belleville really care.
- Yes, yes, yes....any of these things and all of them are a part of the resources we have to offer people. We need to nurture all of these things to be the best possible resources they can be for all of us to enjoy... and share....with those that live, work and play here.
- Yes, CAVE tool to recruit developers and people (must live here to sue facility).
- Yes, downtown to attract people. Give them a reason to come.

### REAL ESTATE DEVELOPMENT

- Future growth and then come back to older areas. New housing brings viable economic development.
- Showcase old and new businesses working together.
- Older community the need for housing. Give incentives for developers to build
- A reinvestment in downtown (both EAST and WEST) of the fountain is crucial. The lack of interstate access should drive Belleville to focus on its heart.
- West end needs to be more developed. West main street needs a facelift.
- Just getting 1-3 houses built and then base the value of the rest of the neighborhood from that.

### MARKETING

- Market that we have something for everyone.
- Could help in marketing.
- Marketing business history and trade skills development (The CAVE).
- Need to market assets.
- The city has recently adopted new marketing that does a poor job of leverage the strong historical roots and beauty of the city. An evaluation of this new marketing change and refocus on the heritage will allow Belleville to reestablish its strong identity amongst neighboring communities.
- Market uniqueness.
- Could be used for marketing.
- Can we do festival on the west end? Use festivals as marketing tool.

### BUSINESS RETENTION & EXPANSION

- Focus downtown on unique business.
- There are many great things happening here but there is not 1 sole place where businesses and residents can go online to understand our value and have our town explain any "negatives" that other towns direct at Belleville.

### MISCELLANEOUS

- Offer quality of life. "Great Big Small Town" Great place for family. We are 12 mins from downtown St. Louis.
- Wouldn't capitalize on the fear of Downtown St. Louis. Eckhart's is a big draw
- Volunteers to come in and paint not only the downtown but surrounding areas as well.
- Need younger group of kids to see what they want and their vision. Need to bring them back after college.
- Dividing the city into sections by what they offer. Having a theme for Belleville.
- Sense of community on top of quality of living. Bringing in the "pupsters" people that will have dogs instead of kids.
- Schools are great and affordable.

# Review: Survey Participants

Most comments focused on real estate development, perceptions, and the economic development ecosystem.



## What did we not ask that we should have?

### ECOSYSTEM

- Need to be future focused.
- We need new ideas; what is working in other places
- Having a focused strategy
- Commitment to mid to long term projects; maybe ED focused person only
- Belleville's schools are an asset that should be promoted. The new CAVE can benefit both students and area businesses by promoting the trades where well compensated job opportunities continue to be available.
- Too much red tape. Being honest and transparent. If you have an agenda share it. We must get creative and think outside the box.
- Need incentives
- Are there better training programs from the police for homeless. Help fill out paperwork. Just better advice in general
- We need a destination for homeless or panhandlers.
- How do citizens want to participate in the economic development of the city moving forward.
- Need outside ideas.
- Need usable strategy document.
- How has river divided efforts toward Belleville? People do not understand close relationship to SLT.
- Resources how to get to the money. Bring the money to us.
- Need to think about public/private partnership

### REAL ESTATE DEVELOPMENT

- How we expect to drive development.
- Do you believe that slag is a good choice of aggregate for use on roads within our city to help promote economic growth: Absolutely not! It makes for a very rough, nasty road that you cannot comfortably ride a bike, push a stroller or walk on for that matter. It should never be used in the City of Belleville and a long term plan to overlay asphalt on all oil and chipped streets should be implemented.
- Need new housing.
- Why hasn't Belleville annexed Swansea?
- Who gives up on control if we annex other towns?
- I feel that enforcing the housing code that is already in place will ensure a strong city population, which makes it a lot easier to build and maintain strong economic growth.
- Great potential for development.
- Previous effort to merge housing and ED did not work.
- Perception is a depressed community.
- Need nice apartments for young people.
- Need developers to see what's going on

### BUSINESS RETENTION & EXPANSION

- How they can be more personable to the business and get to know our economic pains on a regular basis

### BUSINESS ATTRACTION

- Need more business.
- Need sports complex.
- Supports current staff AND need new staff to drive development

### MARKETING / PERCEPTION

- What is the perception of people outside of Belleville? What's the plan?
- What do you love about Belleville? What areas in Belleville need attention? How do you perceive the business environment? What issues caused by other city departments impede economic development (aka Belleville is known for being a tough permitting city with a lot of red tape)?
- Speaking with the military base. Whoever is in charge at the military base is steering people away from Belleville.
- Like marketing on TV for Belleville.
- No singular identity because many different aspects of community.
- From marketing analysis standpoint what prevents development?
- Newspaper negative on community; creates PR problem

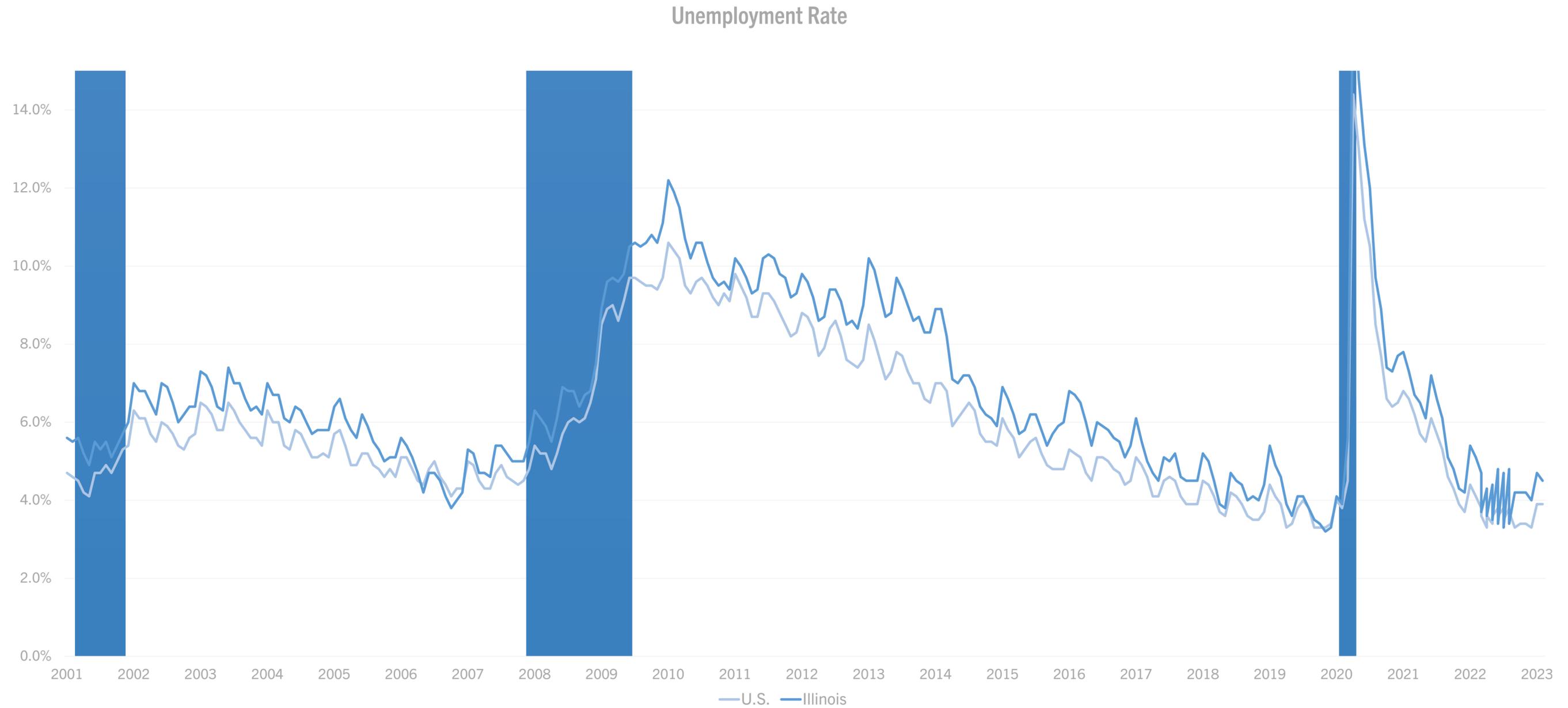
# Economic Analysis

1. Unemployment Rate
2. Demographics
3. Commuting
4. Regional Income
5. Education
6. Employment
7. Occupation Specializations
8. Housing



# Recessions and the Unemployment Rate

## Unemployment Rate



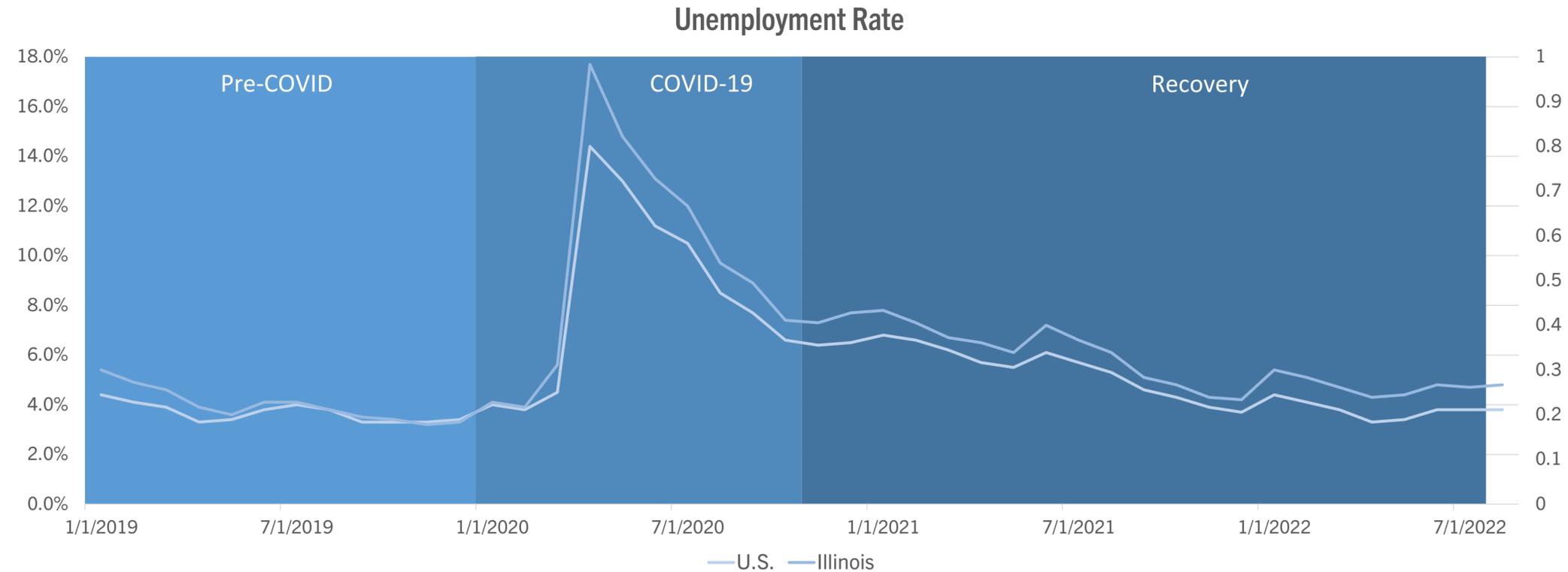
# Recessions and the Unemployment Rate

## Unemployment Rate

**At the outset of the COVID-19 pandemic into 2022, communities were unsure about the long-term impact of the enormous shock the pandemic caused to the economy and workforce. A previously flourishing economy saw historic unemployment rates as lockdown measures were adopted and businesses closed. From the time that vaccines were fully rolled out to today, the employment picture has once again shifted dramatically: for the first time since World War II, there are more job vacancies than unemployed workers.**

**A number of structural factors are responsible for this turnaround. The major trends include changing expectations in remote work options, decreases in the labor force as temporary exits become permanent, and rapid technological change and adoption causing shifts in required skill sets. In response, communities and economic development organizations are reorganizing around new labor principles and ways of conducting business. It is against this landscape that organizations are drawing renewed attention to their community's talent profile, industry makeup, and unique assets, resulting in a need for new strategies.**

# COVID-19 Impact on Employment



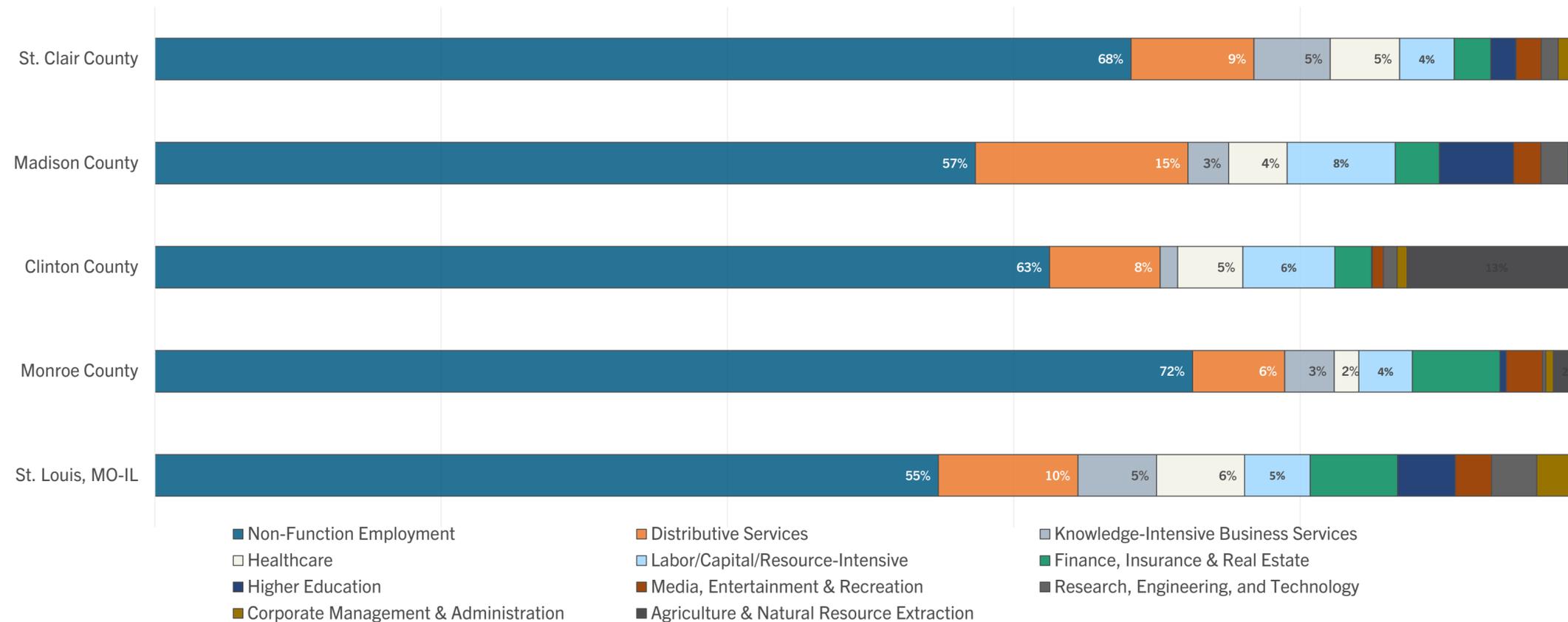
**Communities are increasingly pursuing strategies to get ahead of future downturns and improve resilience beyond industry diversification, which is a long-term process. These strategies explore not only encouraging new growth but preparing for**

**growth already occurring, including:**

- Infrastructure spending and revitalization
  - Housing
- Improved partnerships between employers and government
  - Information sharing
  - Climate preparedness

# Industry Diversity

## Percentage Share of Regional Employment



- Industry diversity is a measure of how evenly employment is distributed between 11 industry clusters found in the typical MSA. Markets with high diversity are considered to be more resilient in the face of adversity such as recessions and layoffs. St. Clair County has above average industry diversity compared to the typical county in the U.S. Madison County has a large presence of Distributive Services, whereas Clinton County is a hub for Agriculture & Natural Resource Extraction.**
- Non-function employment refers to industries that primarily serve local markets and are non-export such as retail, dentist offices, and construction. This cluster is the most heavily represented for all MSAs.**

# City of Belleville

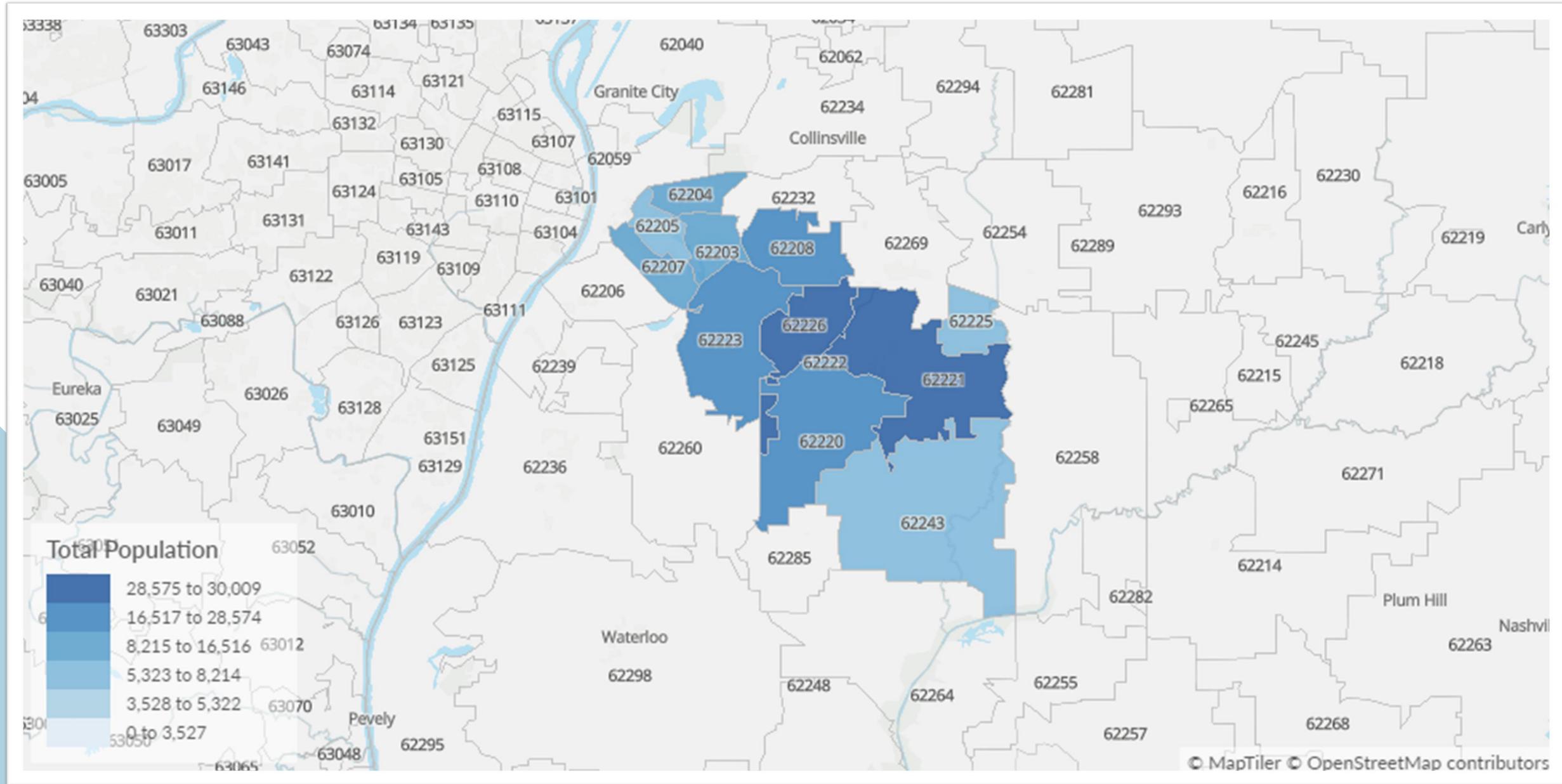
## Regional Outlook

Region	Population (2022)	Population Growth (2017 – 2022)	Job Growth (2017 – 2022)	Labor Force Participation Rate (June 2022)	Net Migration (2020)	Median Household Income (2020)	Unemployment Rate (November 2022)
City of Belleville	41,751	-6.5%	-4.6%	66.2%	N/A	\$56,404	N/A
City of O'Fallon	32,292	-4.2%	4.0%	64.4%	N/A	\$96,698	N/A
St. Clair County	254,796	-3.9%	-5.4%	63.2%	-855	\$57,473	4.44%
Clinton County	36,793	-2.8%	-1.3%	71.7%	-43	\$67,179	2.69%
Madison County	264,490	-0.2%	1.7%	61.6%	-726	\$64,045	3.69%
Monroe County	34,932	2.5%	-1.1%	66.3%	347	\$89,648	2.75%
St. Louis, MO-IL	2,809,299	0.2%	-1.2%	65.5%	-5,389	\$65,045	2.67%

Source: Lightcast, Hickey Global

# Belleville Labor Shed

## Population Map



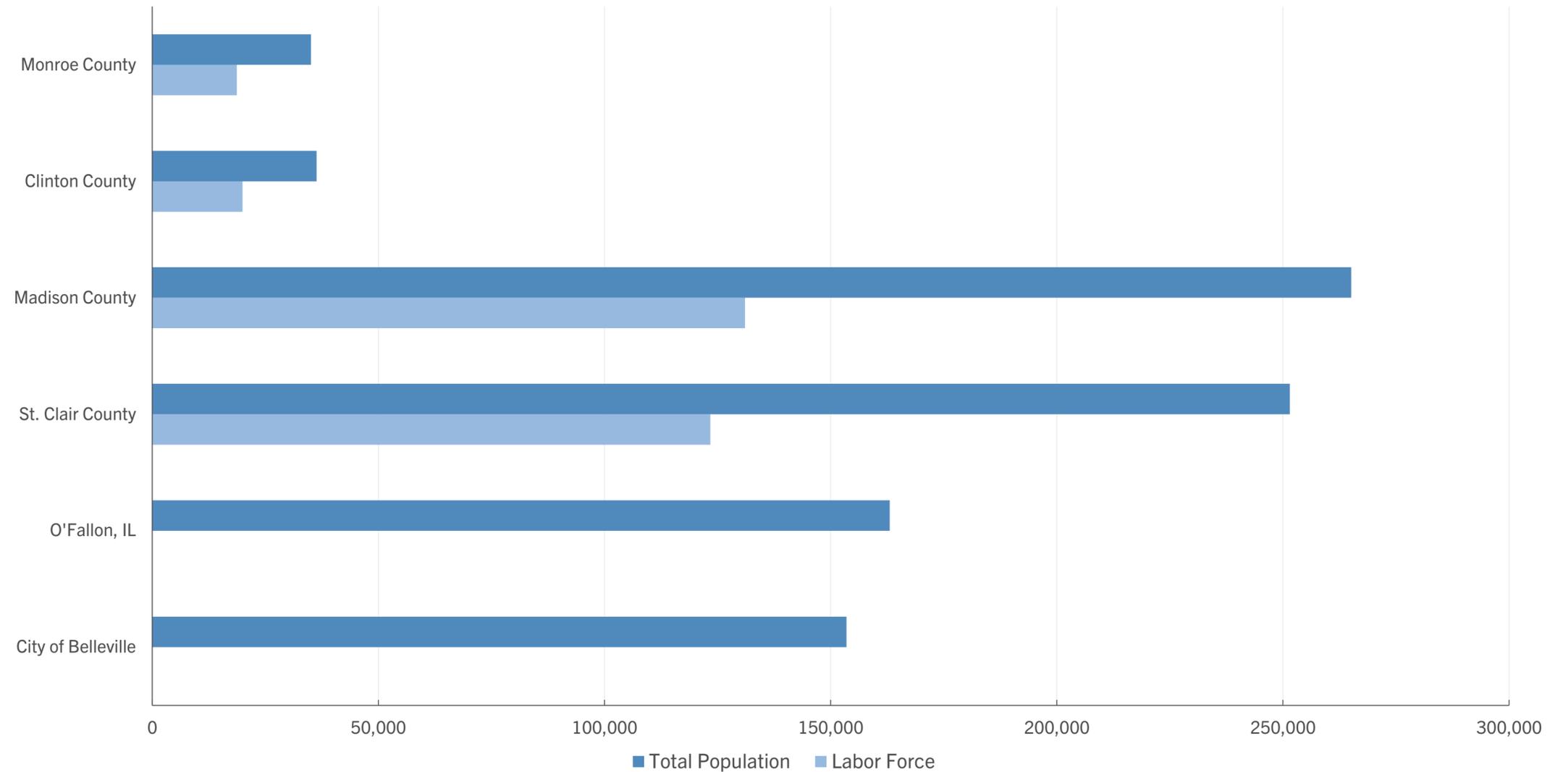
Source: Lightcast, Hickey Global

# General Demographics

## Total Population and Labor Force

- One of the most powerful predictors of continued economic health is a region's population and population growth. While any number of factors contribute to a community's wellbeing, population growth indicates that individuals see enough value in the community to either plant roots or relocate and that companies will be able to reliably fill future hiring needs with a stable influx of talent.
- Madison County has the largest population and labor force of the nearby counties, closely followed by St. Clair.
- Belleville has 153,000 people within a 30-minute drive time of its city center.

Total Population and Labor Force (2022)



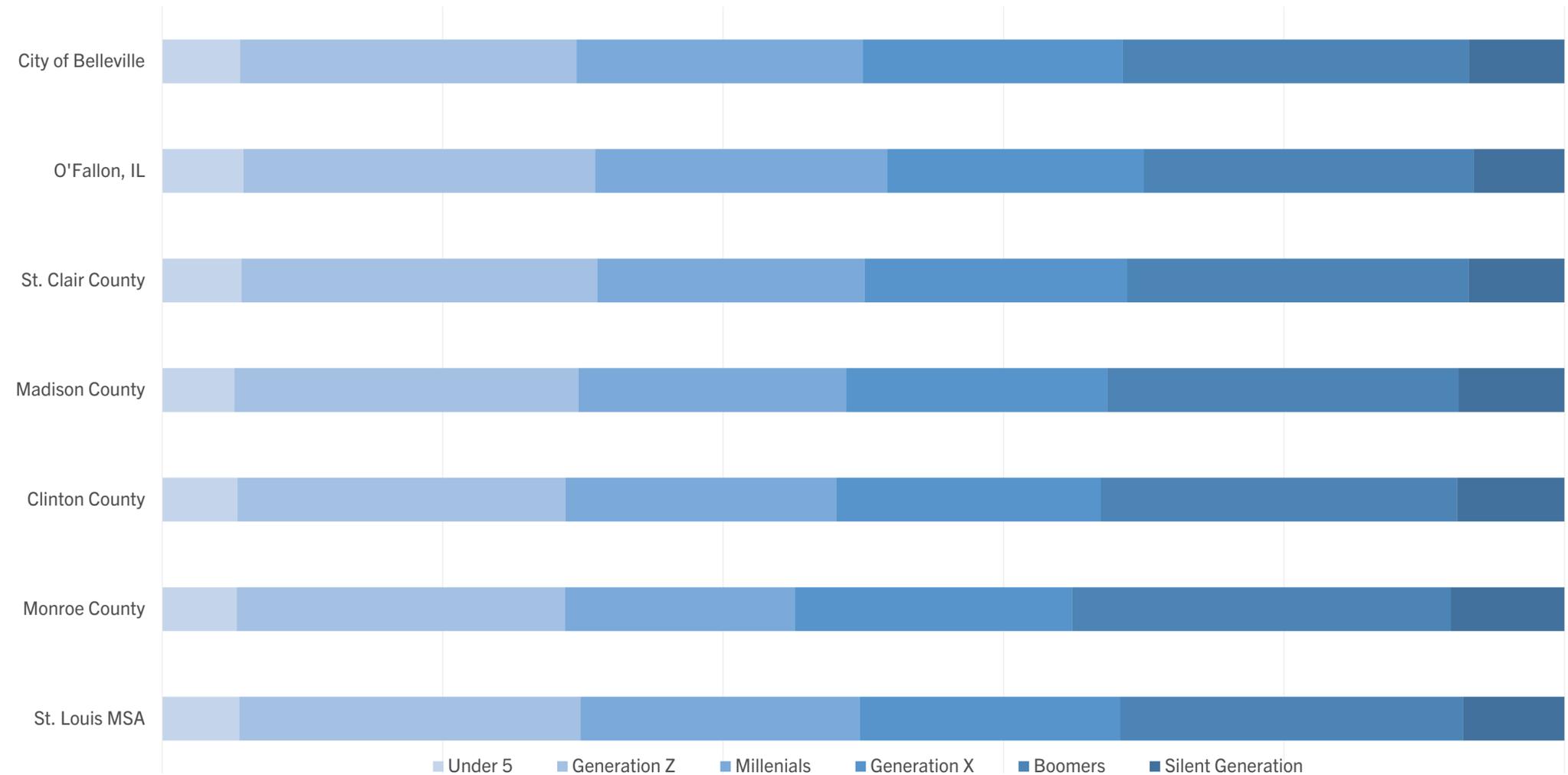
Source: Lightcast, Hickey Global

# General Demographics

## Population by Generation

- The generational composition of a region's workforce is a key consideration for large-scale workforce projects, as the generation categorized as Baby Boomers begins retiring and Generation Z enters the labor force. A high concentration of aging workers can threaten the overall sustainability of a labor-intensive project.
- O'Fallon, Missouri has the largest Gen Z populace within the competitive set.
- Age cohort definitions follow standards set by Pew Research.

Population by Generation

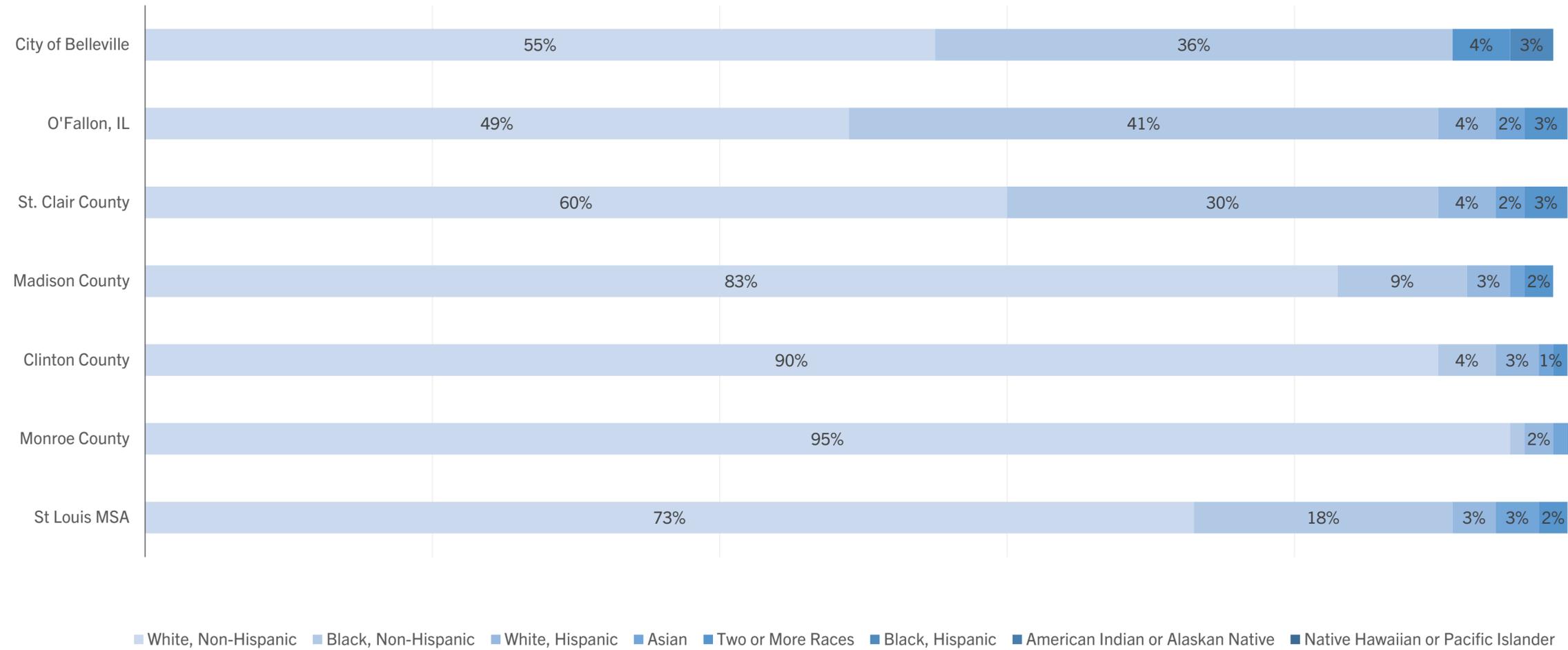


Source: Lightcast, Hickey Global

# General Demographics

## Population by Race and Ethnicity

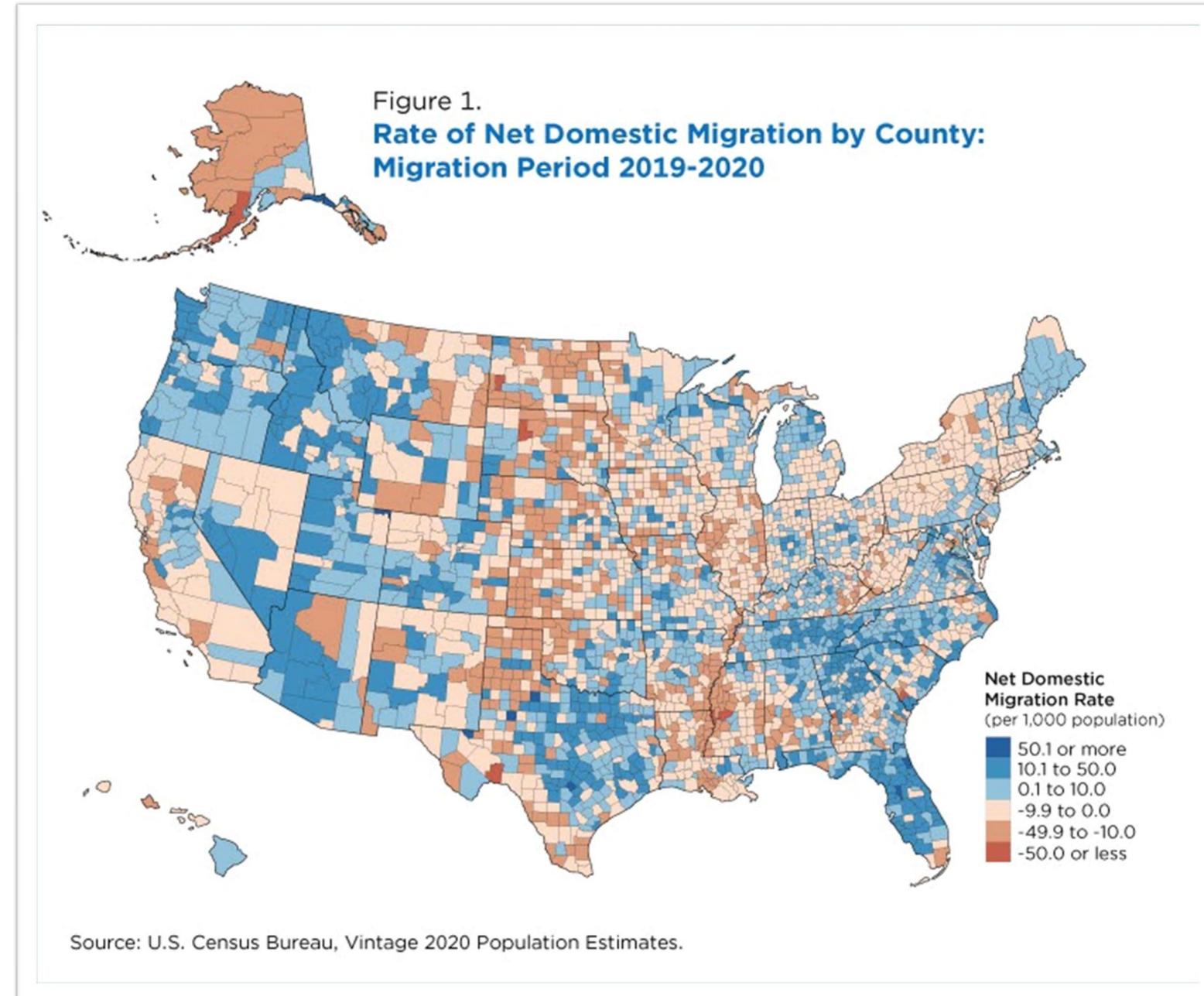
Population by Race and Ethnicity (2023)



# General Demographics

## Domestic Migration Trends 2019-2020

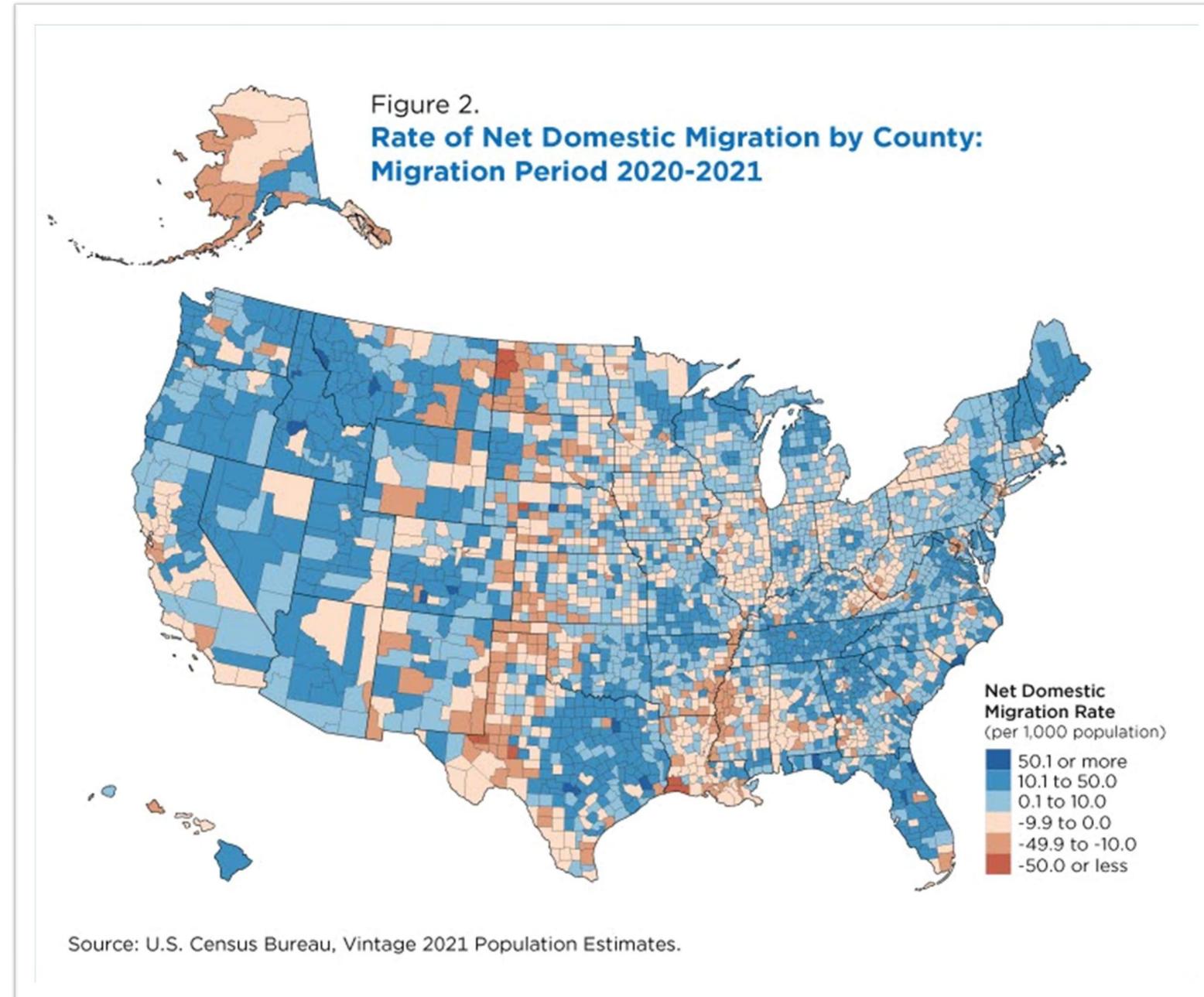
- According to the U.S. Census, the majority of counties (73.1%) had more deaths than births from July 1, 2020 to June 30, 2021, a marked increase from prior years. This “natural decrease” can be partially or completely offset by in-migration, as has been the case for 58% of U.S. counties.
- Before COVID-19 and during the initial stages of the pandemic, Southern states experienced significant growth in migration, drawing population predominantly from the Northeast and Midwest.
- In addition to regional trends, counties adjacent to major urban centers have experienced significant in-migration as individuals seek housing options outside of the city.



# General Demographics

## Domestic Migration Trends 2020-2021

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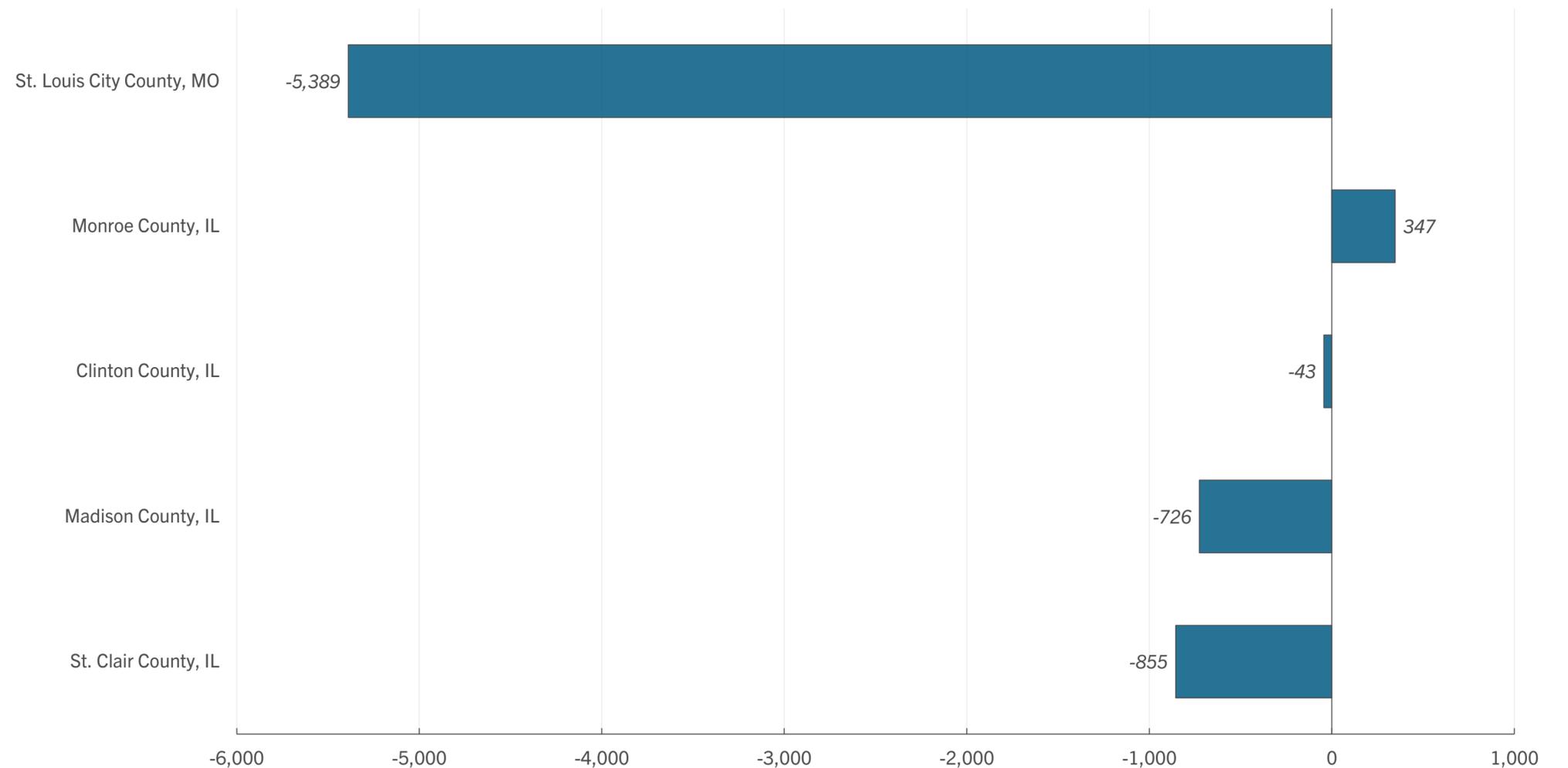
# General Demographics

## Net Migration

With the most recent community-level data based in 2020, the net migration of the competitive markets was representative of trends exacerbated by COVID-19. **Many large urban markets saw a net migration loss** as individuals sought more stable environments during the onset of the pandemic. St. Louis County, MO was one example of this with a net out-migration of 3,030 people.

St. Clair County and its surrounding counties also saw net out-migration during 2020, with only Monroe County experiencing positive migration. Despite the unique impacts of COVID-19, these migration patterns largely track with the activity of the past five years as shown on the following slide.

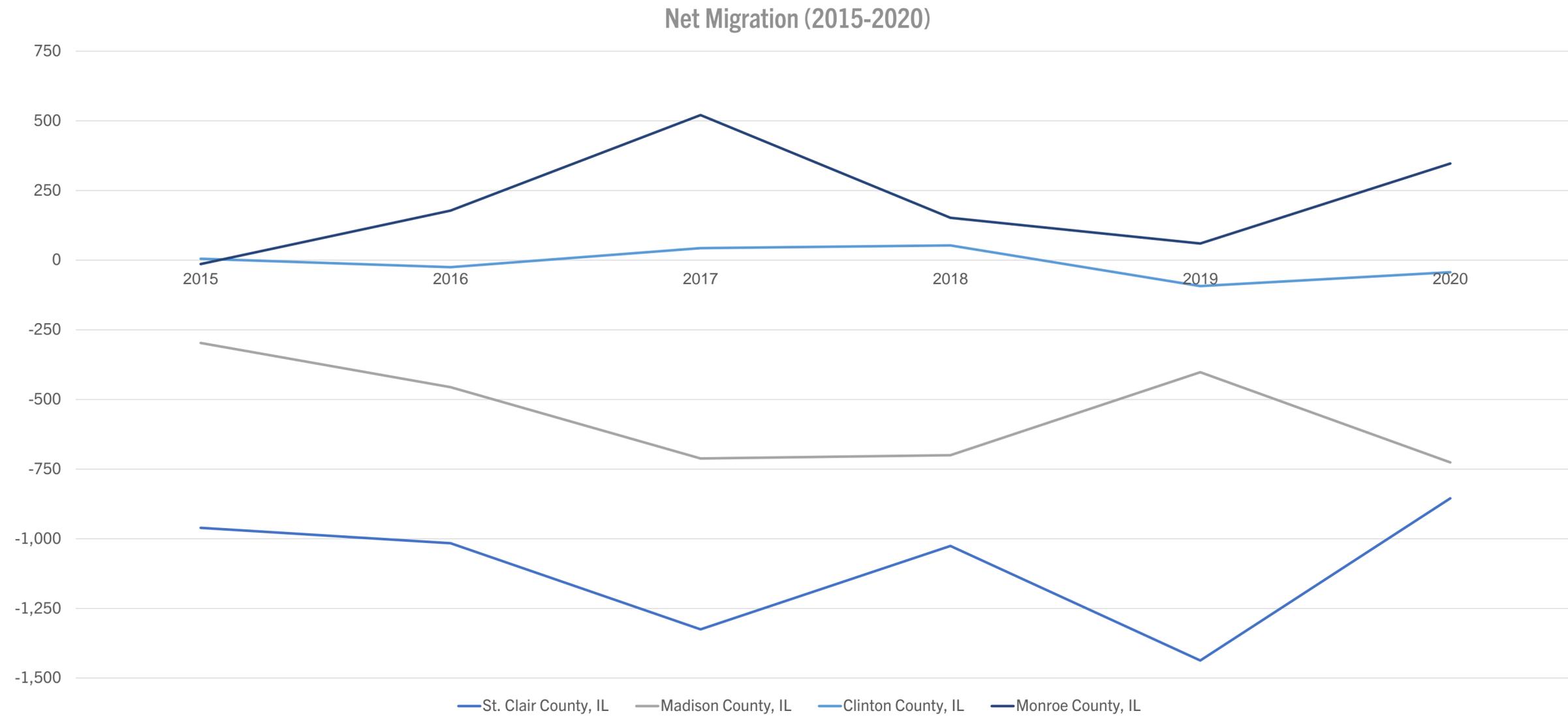
Net Migration (2020)



Source: Lightcast, Hickey Global

# General Demographics

## Net Migration



Source: Lightcast, Hickey Global

# Commuting Patterns

## Use of Transportation

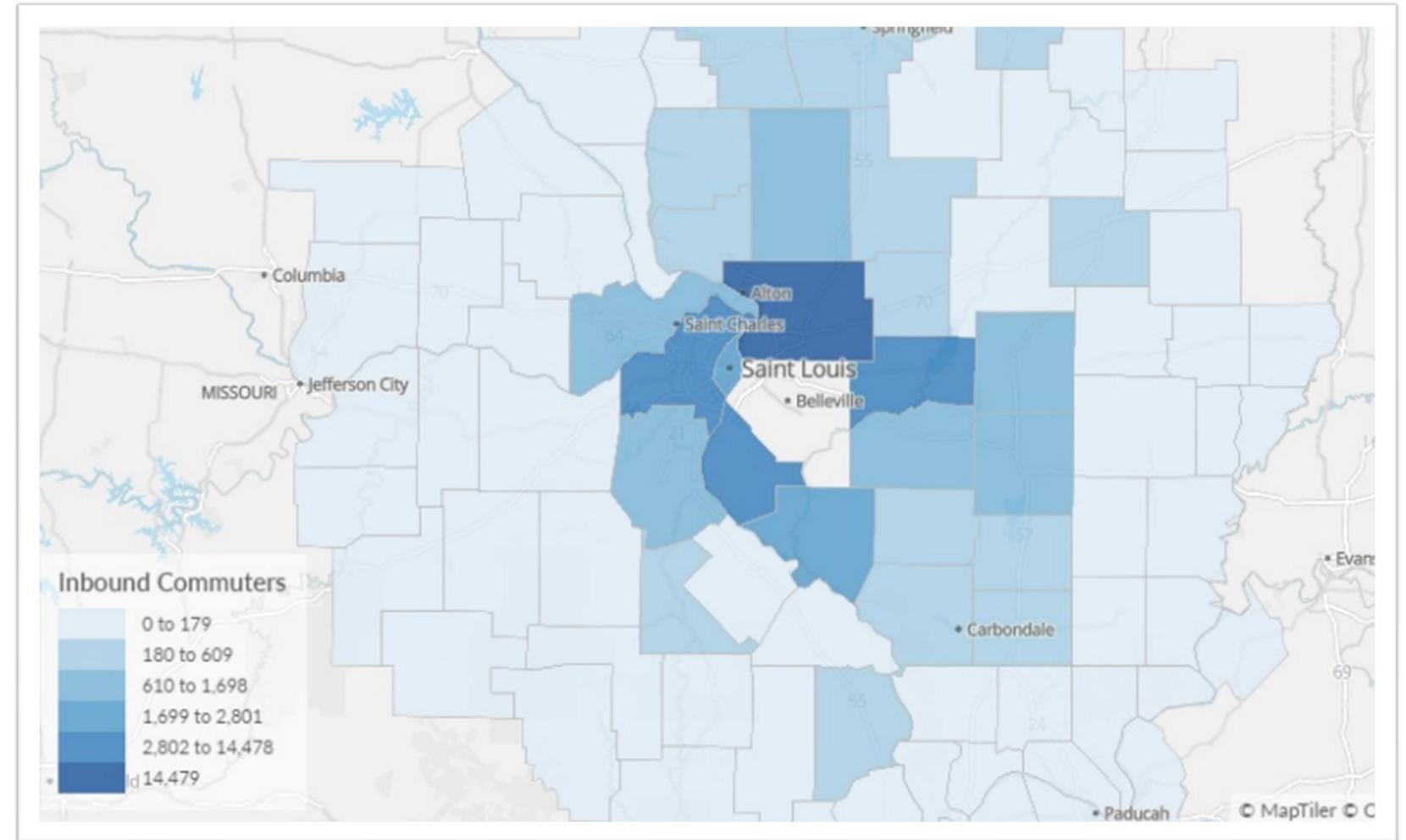
Region	% of Commuters Carpooling to Work	% of Commuters Driving Alone to Work	% of Commuters Taking Public Transportation to Work	% of Commuters Walking to Work	Remote Workers	% Remote Workers	Mean Commute Time
St. Louis MSA	7.0%	81.3%	1.9%	1.6%	98,319	7.1%	25.8
St. Clair County, IL	7.6%	82.5%	2.6%	1.4%	5,775	4.7%	25.4
Madison County, IL	6.6%	84.5%	1.3%	1.2%	7,158	5.7%	25.6
Clinton County, IL	8.8%	82.0%	1.1%	2.1%	908	5.0%	25.9
Monroe County, IL	5.2%	84.3%	0.2%	1.2%	1,439	7.9%	29.0

Source: Census Bureau, Hickey Global

# Commuting Patterns

## Total Commuters

Region	Total Inbound Commuters	Total Outbound Commuters	Total Net Commuters
St. Clair County, IL	38,837	53,115	-14,278
Commuting Regions	Commuters into St. Clair	Commuters from St. Clair	Total Net Commuters
Madison County, IL	14,479	11,793	2,686
St. Louis County, MO	3,604	15,143	-11,539
Monroe County, IL	3,205	1,688	1,518
Clinton County, IL	2,802	923	1,879
St. Louis City County, MO	1,881	13,749	-11,869
Randolph County, IL	1,699	915	784
Jefferson County, MO	950	561	389
Washington County, IL	892	499	393
Marion County, IL	844	347	497
Macoupin County, IL	748	108	641



# Regional Income

## Factors Driving Wage Growth and Migration

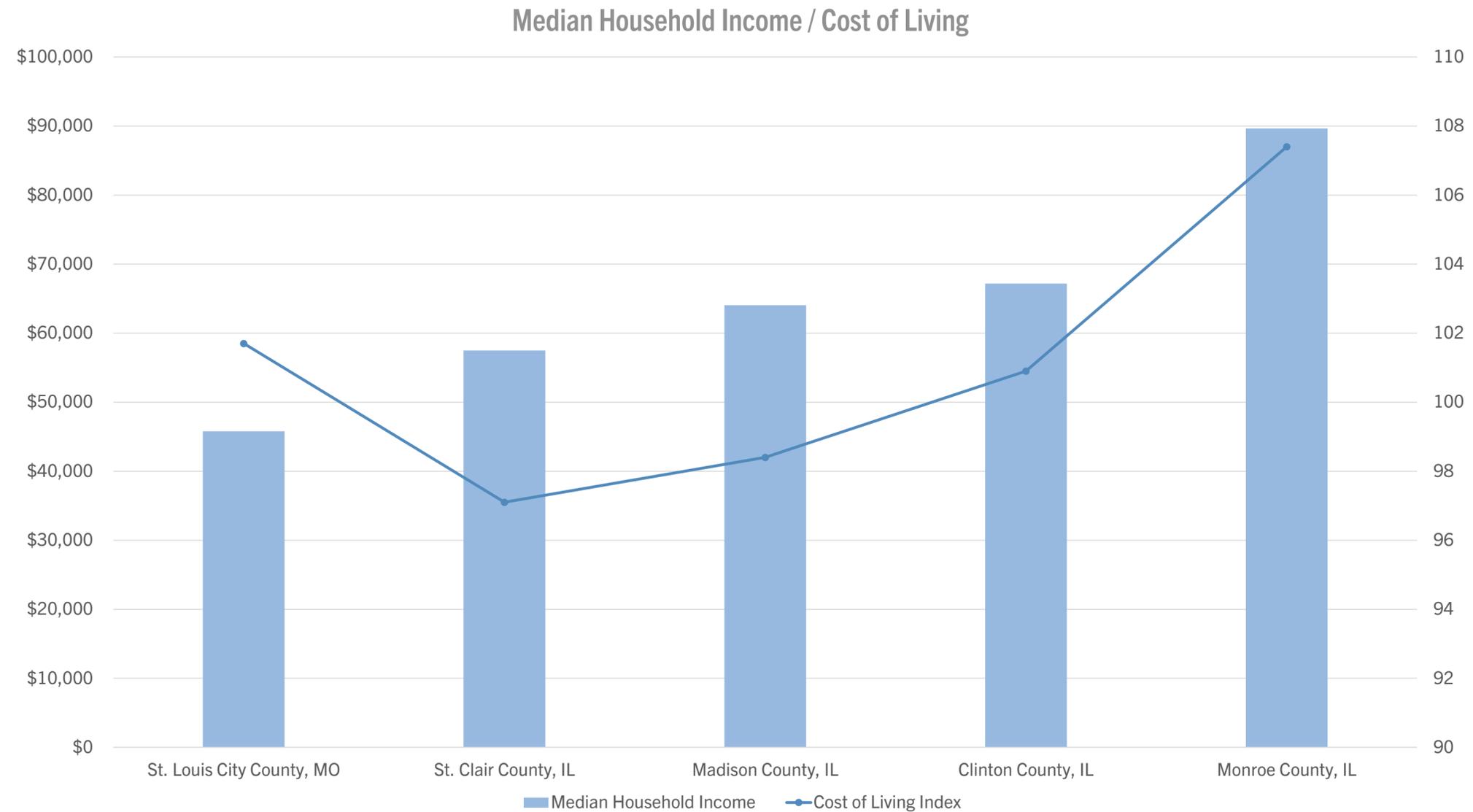
**1. The Cost of Living Index (COLI) provides a baseline for regional costs of living compared to the nation and to other markets. The index is comprised of six categories: grocery items, housing, utilities, transportation, health care, and miscellaneous goods and services. An index below 100 means the region has a lower cost of living than the national average, while an index above 100 means it is more expensive to live. A commonly used Cost of Living Calculator is published by the Council for Community and Economic Research (C2ER).**

- This table highlights some of the **macroeconomic indicators that factor into wage expectations** within a community. Median Household Income shows the income level earned by a given household and is considered an accurate measure of income at the geographical level. Per capita personal income is a key gauge of economic performance. These factors are countered by the costs of living in the community, identified here by Median Monthly Rent and the overall Cost of Living.
- **St. Clair County has the fourth highest median household income. Cost of living is the highest in Monroe County, indicating that it is a high-cost environment compared to other surrounding counties.**

Region	Median Household Income	Per Capita Personal Income	Median Monthly Rent	Cost of Living Index <sup>1</sup>
United States	\$64,994	\$59,510	\$1,191	100.0
St. Louis City County, MO	\$45,782	\$31,390	\$840	101.7
St. Clair County, IL	\$57,473	\$31,511	\$881	97.1
Madison County, IL	\$64,045	\$33,599	\$835	98.4
Clinton County, IL	\$67,179	\$33,231	\$777	100.9
Monroe County, IL	\$89,648	\$43,435	\$846	107.4

# Regional Income

## Median Household Income vs. Cost of Living

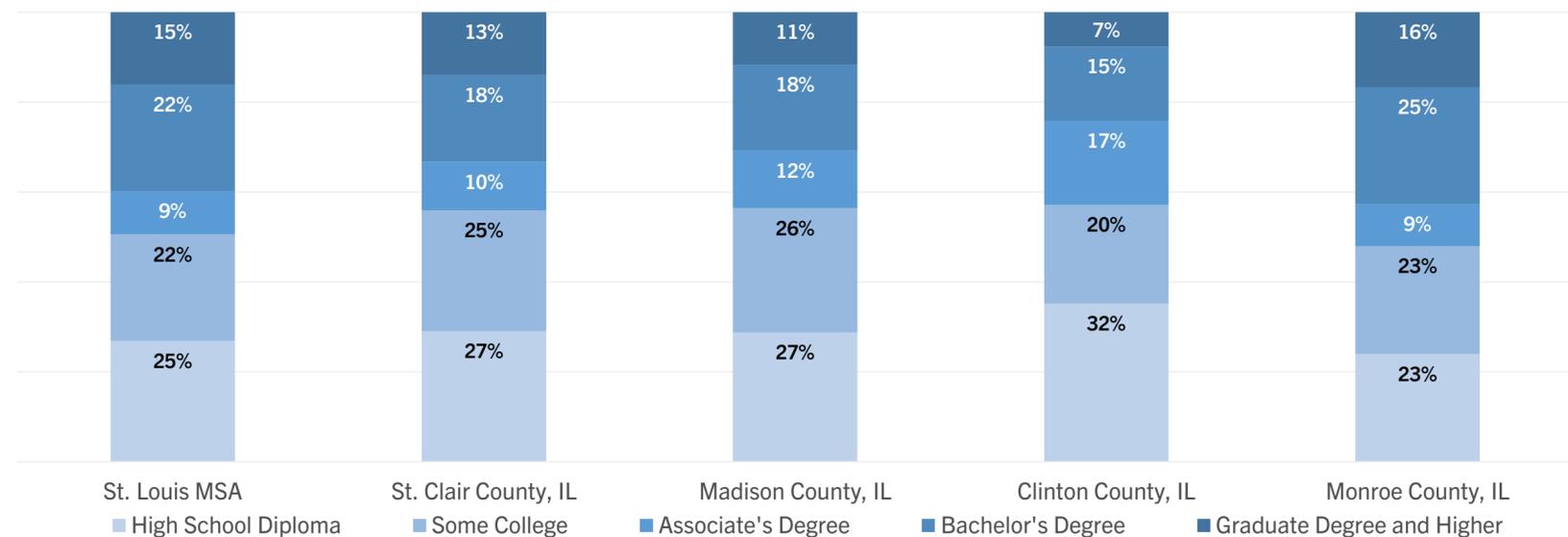


# Educational Attainment

## Education Achievement by Level

Region	High School Diploma	Some College	Associate's Degree	Bachelor's Degree	Graduate Degree and Higher
St. Louis MSA	25%	22%	9%	22%	15%
St. Clair County, IL	27%	25%	10%	18%	13%
Madison County, IL	27%	26%	12%	18%	11%
Clinton County, IL	32%	20%	17%	15%	7%
Monroe County, IL	23%	23%	9%	25%	16%

- In St. Clair County, the percentage of the population with a High School Diploma or higher is 93% of the populace, and Bachelor's Degree or higher is roughly 31%. This tracks closely with adjacent counties and the St. Louis metro overall.
- Monroe County is the most educated geography with 41% of its populace having a Bachelor's Degree or higher.



# Educational Attainment

## Completions by Select Degree Program

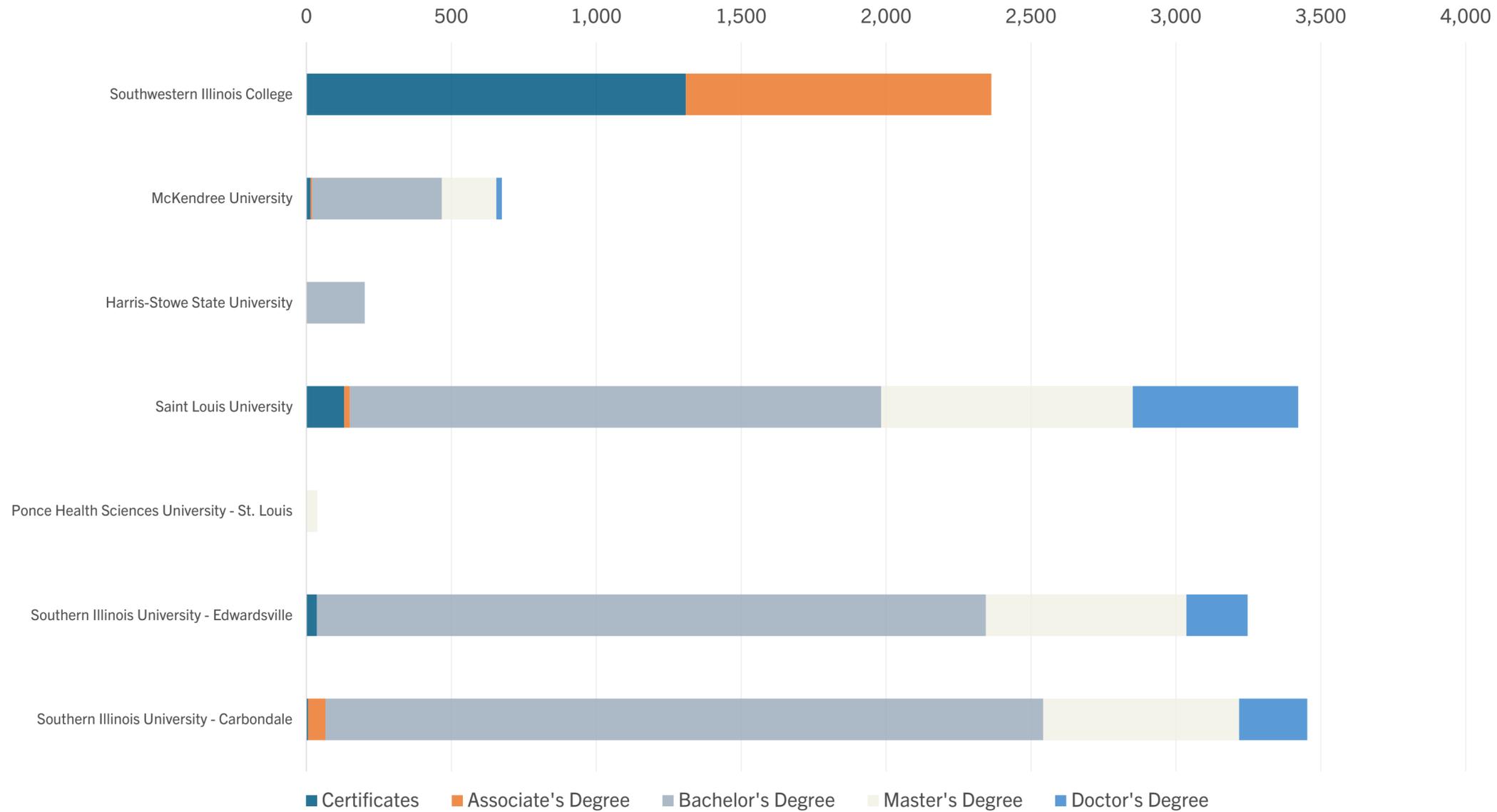
Region	2021 Total	Computer and Information Sciences and Support Services	Education	Engineering and Engineering Related Technologies/Tech nicians	Liberal Arts and Sciences, General Studies and Humanities	Legal Professions and Studies	Biological and Biomedical Sciences	Psychology	Homeland Security, Law Enforcement, Firefighting, and Related Protective Services	Precision Production	Family and Consumer Sciences/Human Sciences	Mechanic and Repair Technologies/Tec hnicians	Public Administration and Social Service Professions	Social Sciences	Parks, Recreation, Leisure, Fitness and Kinesiology	Health Professions and Related Programs	Business, Management, Marketing, and Related Support Services
Belleville Labor Shed	2,401	95	0	17	451	0	38	0	351	335	98	126	18	0	0	508	56
St. Louis MSA	39,414	1,468	2,453	1,692	3,691	957	1,207	1,205	935	666	160	604	809	1,027	640	8,943	7,036
O'Fallon, IL	4,367	102	267	206	57	178	280	181	77	0	0	0	91	180	149	1,273	806
St. Clair County, IL	3,037	111	129	17	453	23	17	47	356	335	98	126	18	37	29	599	287
Madison County, IL	4,897	183	213	346	523	29	172	194	152	157	28	54	101	90	134	1,168	674

- *The City of Belleville’s primary source of Associate’s degrees and certifications is Southwestern Illinois College, with annual output in Liberal Arts , Criminal Science, and Computer and Information Sciences among other degrees.*
- *Southwestern Illinois College also offers a Welding Technology course that is consistently ranked as one of the best in the nation. Welding is one of the most challenging labor pipelines to fill in today’s labor force, making an extant program with regular throughput an integral asset for a community.*
- *Southwestern Illinois College produces Bachelor’s, Master’s, and Doctorates in nearby Edwardsville and Carbondale. Saint Louis University is another regional resource that can be relied upon to train talent in Belleville.*

# Educational Attainment

## Completions and Enrollment by Institution

Completions by Degree Type (2021)



2020 Enrollments	Enrollment Change (2016 – 2020)
6,906	-27%
2,200	-24%
1,400	-4%
12,229	-26%
47	Insf. Data
12,860	-9%
11,366	-29%

# Employment Growth

## Projected Changes

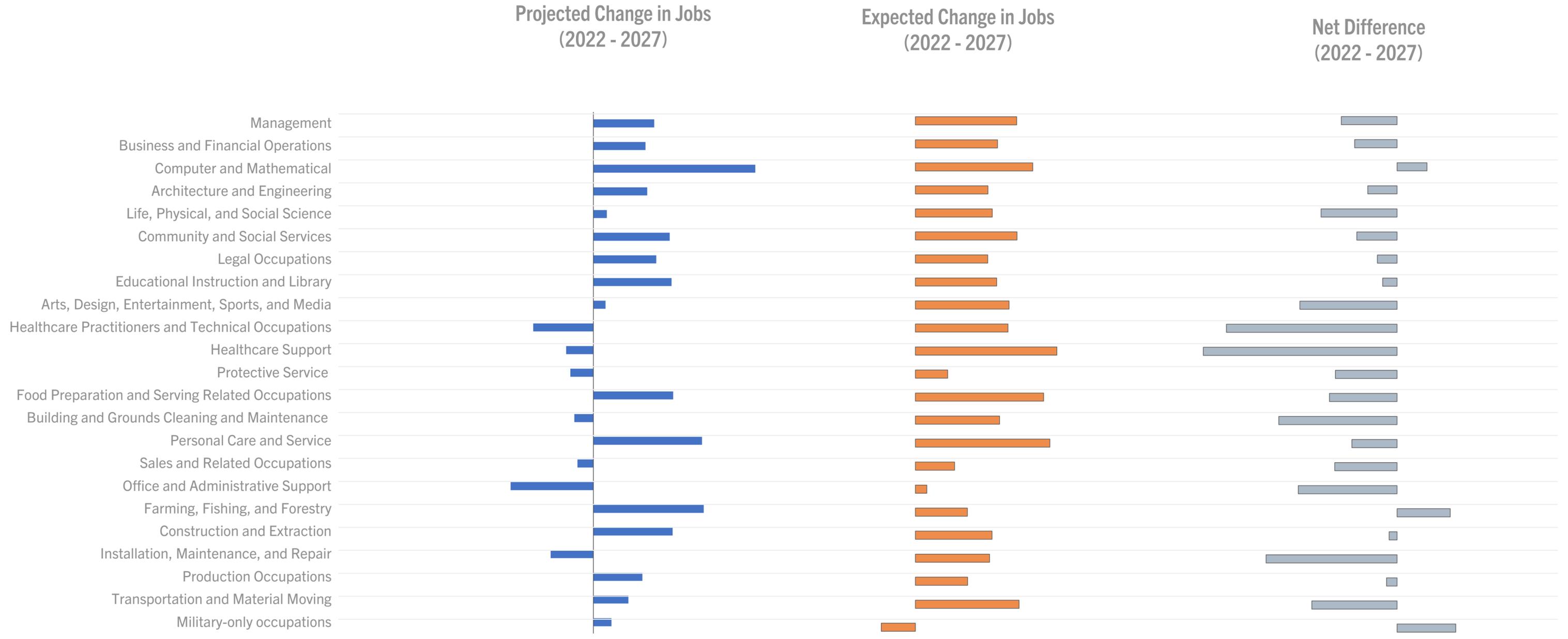
The Belleville Labor Shed is projected to see significant occupation growth in key skill sets including **Computer and Mathematical, Management,** and **Architecture and Engineering** occupations, each of which contribute to target clusters in the region. Employment growth is also expected in occupations that largely serve local markets such as **Personal Care, Food Preparation,** and **Construction and Extraction.** Few occupation categories are expected to see declines in employment over the medium-term, with **Office Support, Healthcare Practitioners and Support,** and **Installation, Maintenance, and Repair** facing the highest risk in labor shortfalls. These projections may reflect a decline in entry level positions available to residents of Belleville, which can lead to out-migration and loss of talent as young people enter the workforce.

The following page compares regional growth against expected growth nationwide, highlighting competitive advantages or disadvantages within the region. **National growth projections suggest continued growth in most categories;** communities are facing steeper and more geographically distributed competition than in years past, raising the importance of focused development of the skills that most align with a region's goals.

**A number of** factors and data sets go into creating employment projections for each geographical category, including historic separations and openings, educational attainment, and trends over prior 5-, 10-, and 15-year horizons.

# Employment Growth

## Occupation Growth in Belleville Labor Shed vs. Similarly Sized Communities

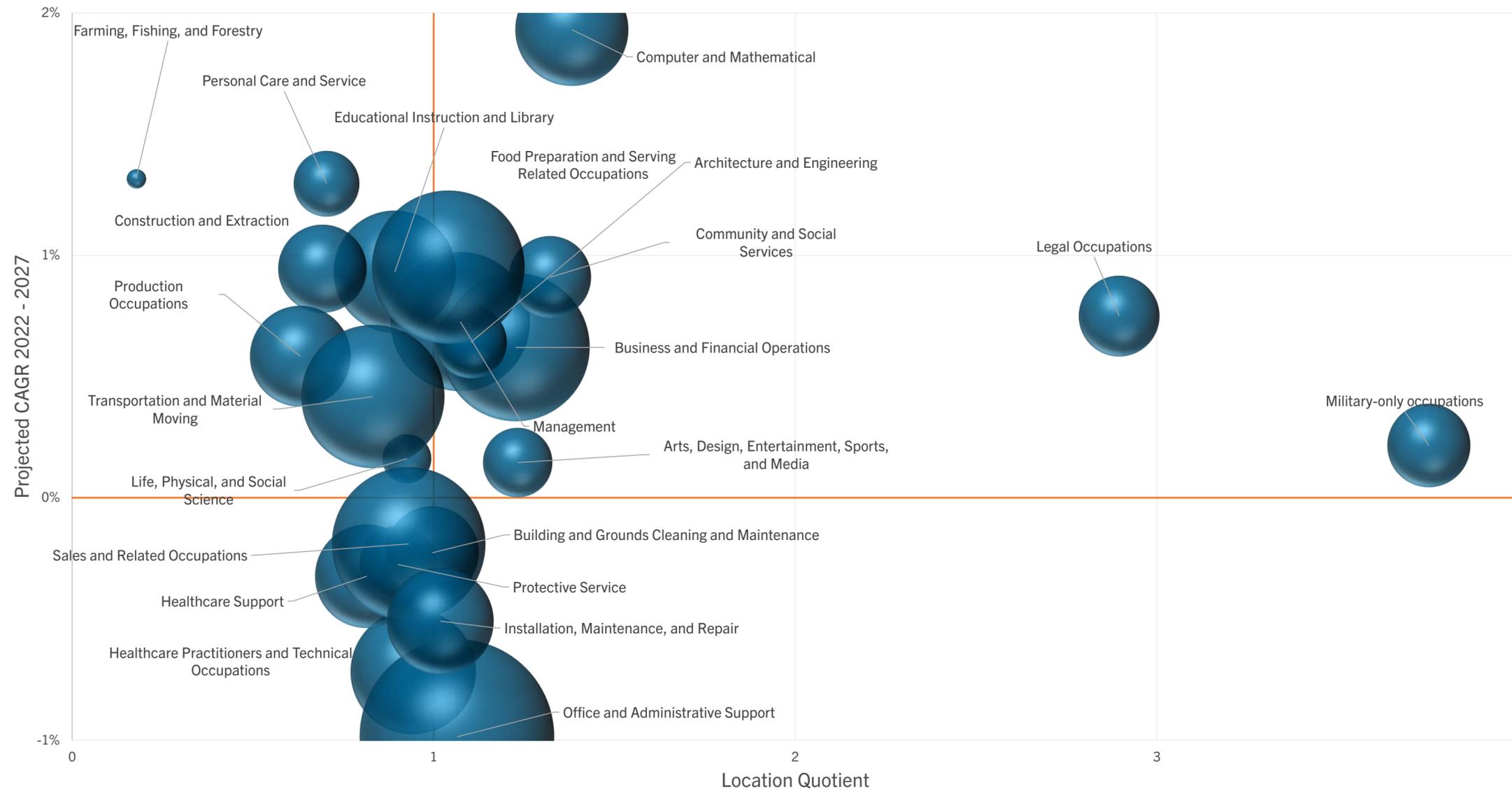


Source: Lightcast, Hickey Global

# Employment Specializations

Macro Advantages within a 30-minute Drive Time

Location Quotient vs. Projected Annual Percent Growth



Source: Lightcast, Hickey Global

# Occupation Specialization

## Computer and Mathematical Occupations within a 30-minute Drive Time

Occupation	Current Employment	Percentage Change (2022 – 2027)	Location Quotient	Average Annual Earnings
Software Developers	809	22%	1.09	\$95,291
Computer Systems Analysts	489	5%	1.82	\$104,545
Computer User Support Specialists	398	7%	1.12	\$58,192
Computer Occupations, All Others	376	5%	1.78	\$101,240
Computer Network Support Specialists	201	-5%	2.14	\$76,208
Network and Computer Systems Administrators	192	1%	1.13	\$97,877
Information Security Analysts	175	16%	1.96	\$110,153
Software Quality Assurance Analysts and Testers	158	15%	1.54	\$66,991
Computer Network Architects	133	-4%	1.49	\$114,155
Operations Research Analysts	128	8%	2.40	\$88,998
Data Scientists	91	22%	1.58	\$94,181
Computer Programmers	84	3%	1.05	\$83,148
Web Developers	77	14%	1.68	\$83,431

- ***Belleville has a distinct specialization in Computer and Mathematical Occupations, with high overall density and positive growth prospects.***
  - ***Within the category, Software Developers are the largest occupation by current employment. Average wages for this occupation are \$95,291. The highest wages within this group are seen in Computer Network Architects.***
- ***All occupations within the category have a competitive advantage with concentrations up to twice that of the national average. The highest location quotient is found in Operations Research Analysts.***

Source: Lightcast, Hickey Global

# Occupation Specialization

## Business and Financial Occupations within a 30-minute Drive Time

Occupation	Current Employment	Percentage Change (2022 – 2027)	Location Quotient	Average Annual Earnings
Business Operations Specialists, All Other	731	1%	1.29	\$86,264
Accountants and Auditors	658	4%	0.92	\$74,739
Management Analysts	591	8%	1.42	\$105,233
Human Resources Specialists	487	3%	1.17	\$73,631
Personal Financial Advisors	474	4%	3.42	\$106,308
Market Research Analysts and Marketing Specialists	393	13%	0.98	\$74,319
Project Management Specialists	380	7%	0.94	\$95,960
Logisticians	296	7%	2.56	\$94,712
Financial and Investment Analysts	282	3%	1.81	\$88,492
Buyers and Purchasing Agents	215	-3%	0.95	\$79,053
Loan Officers	205	-10%	1.17	\$101,627
Claims Adjusters, Examiners, and Investigators	159	-5%	1.05	\$66,409
Training and Development Specialists	158	8%	0.88	\$65,064
Financial Specialists, All Other	120	4%	0.69	\$79,441
Financial Examiners	117	-1%	1.75	\$80,216

• ***Belleville’s Business and Financial Occupation strengths indicate back-office skills and personal finance offerings. Within the category, Business Operations Specialists are the largest occupation by current employment. This group refers to a wide range of characteristics that do not fit into other SOC codes, and likely include security positions as well as centralized banking.***

• ***Belleville has a higher-than-average concentration of Management Analysts with an average wage of \$105,233. Logisticians also represent a competitive strength in the region with a location quotient of 2.56.***

Source: Lightcast, Hickey Global

# Occupation Specialization

## Management Occupations within a 30-minute Drive Time

Occupation	Current Employment	Percentage Change (2022 – 2027)	Location Quotient	Average Annual Earnings
General and Operations Managers	1,711	4%	1.05	\$116,019
Financial Managers	495	5%	1.34	\$135,622
Managers, All Other	346	1%	1.21	\$114,773
Computer and Information Systems Managers	345	10%	1.31	\$140,818
Sales Managers	284	3%	1.18	\$153,493
Medical and Health Services Managers	237	6%	1.03	\$117,942
Marketing Managers	217	5%	1.45	\$136,341
Administrative Services Managers	162	1%	1.34	\$98,422
Legislators	150	-1%	5.74	\$56,405
Human Resources Managers	126	2%	1.36	\$119,207
Transportation, Storage, and Distribution Managers	111	1%	1.39	\$100,000
Social and Community Service Managers	106	5%	1.24	\$58,571
Property, Real Estate, and Community Association Managers	101	1%	0.79	\$54,886
Food Service Managers	100	7%	0.85	\$54,524
Construction Managers	96	3%	0.63	\$98,748

- ***Belleville has a strong presence of Management roles in the region, with location quotients greater than one for most skill sets within the group. These roles require an experienced and educated workforce to transfer institutional knowledge to new hires.***
- ***General and Operations Managers “plan, direct, or coordinate the operations of public or private sector organizations” and cover a diverse range of functional areas. This occupation makes up the largest pool of workers in the Management Occupations category with 1,711.***
- ***Managers, All Other include any management position that does not fit a distinct listing and may represent roles in Regulatory or Compliance.***

Source: Lightcast, Hickey Global

# Occupation Specialization

## Architecture and Engineering Occupations within a 30-minute Drive Time

Occupation	Current Employment	Percentage Change (2022 – 2027)	Location Quotient	Average Annual Earnings
Civil Engineers	252	7%	1.56	\$97,211
Electronics Engineers, Except Computer	107	-16%	1.87	\$127,911
Architects, Except Landscape and Naval	100	17%	1.88	\$88,228
Industrial Engineers	96	5%	0.62	\$93,067
Engineers, All Other	94	0%	1.12	\$95,743
Civil Engineering Technologists and Technicians	84	1%	2.42	\$61,083
Architectural and Civil Drafters	78	8%	1.49	\$61,771
Mechanical Engineers	61	9%	0.42	\$101,950
Electrical Engineers	56	4%	0.58	\$108,034
Engineering Technologists and Technicians, Except Drafters, All Other	45	-1%	1.10	\$79,667

- ***While the employment counts in Architecture and Engineering are smaller than the other specializations present in Belleville, their density suggests a strong competitive advantage in highly sought after fields.***
- ***The highest concentration of Engineering in Belleville is found in Civil Engineers and associated Technologists and Technicians, the latter having a location quotient of 2.42.***
- ***Belleville also has a strong supply of Architects and Architectural Drafters with high growth projected over the next five years***

Source: Lightcast, Hickey Global

# Labor Demand

## Skills in Demand

Occupation	Current Employment	Percentage Change (2022 – 2027)	Location Quotient	Average Annual Earnings
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- *Increasingly, companies and economic development organizations are relying on job posting data to understand the competitive realities of a tight labor market. Business development teams can use job posting data to understand their community's current needs and match them to their overall recruitment and BRE strategies.*
- *The tables shown here identify the top occupations and job titles by unique postings (rather than duplicated postings across multiple sites). Most of the occupations and job titles directly correspond with occupations shown to be specializations in the region.*
- *Median posting duration refers to the time used to attract and recruit talent from the company's perspective. Higher durations may indicate tighter demand.*

Source: Lightcast, Hickey Global

# Labor Demand

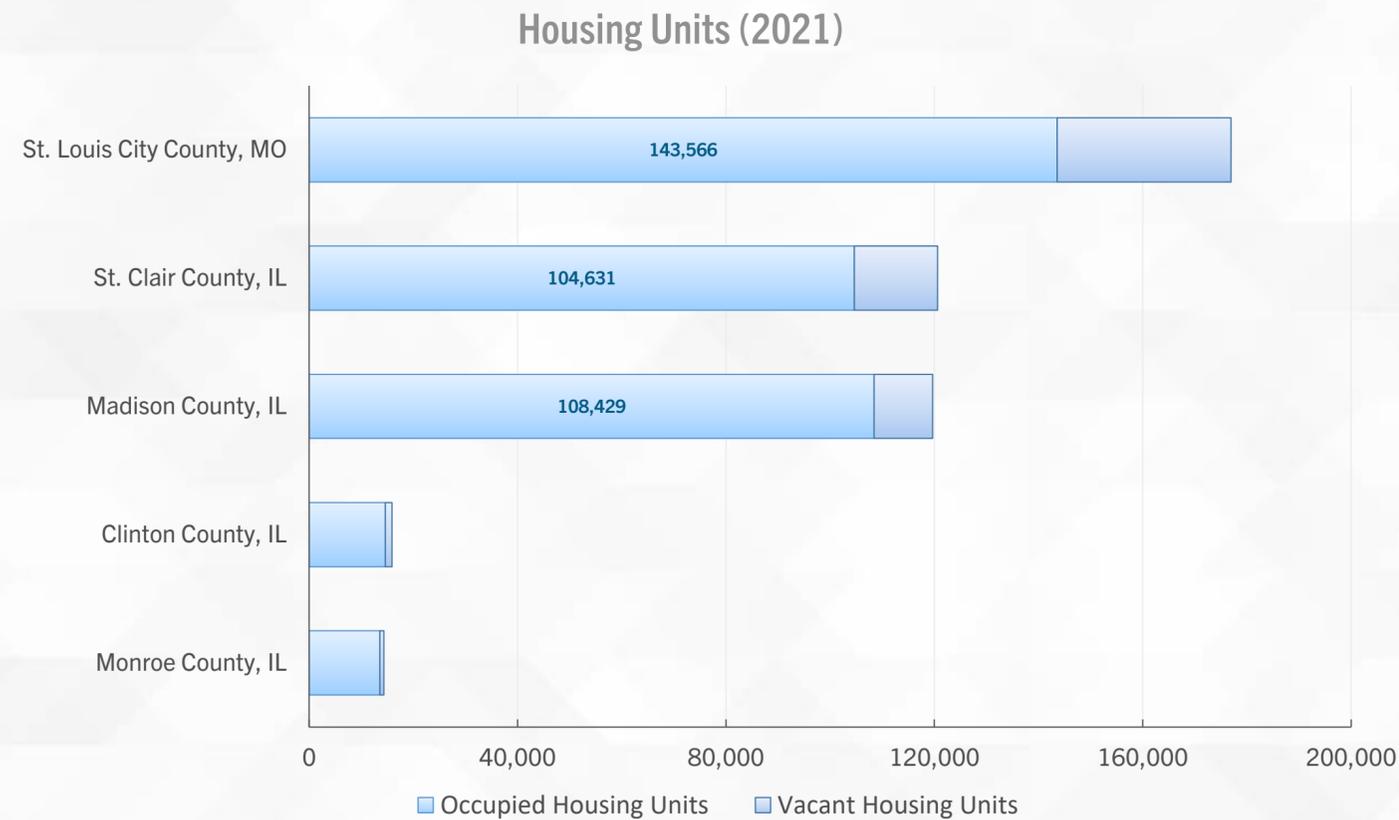
## Top Companies with Job Openings

Company	Unique Postings (July 2021 – Jan 2023)	Median Posting Duration
BJC HealthCare	1,424	27 days
Edward Jones	1,332	21 days
Boeing	509	17 days
Leidos	341	21 days
Centene	336	24 days
Southwestern Illinois College	333	48 days
Amazon	268	35 days
Casino Queen	263	48 days
Air Mobility Command	252	19 days
Pilot Company	233	27 days

Source: Lightcast, Hickey Global

# Housing Availability

## Occupied and Vacant Housing Units



Median House Value
\$143,700
\$134,800
\$138,500
\$145,700
\$220,600

- **As talent recruitment efforts take center stage nationwide, housing availability and costs have emerged as a leading factor in a community's economic health. The most recent data provided by the Census Bureau suggests that on a regional level, St. Clair County is cheaper than neighboring communities and has a high proportion of vacant housing units.**
- **Madison County has a housing stock of comparable size to St. Clair County, with less vacancy in recent years. Throughout the region, Monroe County has the smallest housing supply and the most expensive median value.**

Source: U.S. Census Bureau, ACS

# CLUSTER STUDY TABLE OF CONTENTS

1. Cluster Concepts
2. Clusters and Linkages
3. Industry Group Review
4. Information Technology
5. Machinery & Equipment  
Manufacturing
6. Food Manufacturing
7. Metals & Chemical Products
8. Consumer Goods Manufacturing
9. Transportation & Warehousing
10. Appendices



### WHAT IS A “CLUSTER”?

The U.S. Small Business Administration defines clusters as geographic concentrations of organically interconnected small, medium and large businesses, universities, non-governmental organizations, and economic development organizations in a particular field. Cluster activities increase opportunities for these segments to participate and promote innovation, identify research, create jobs and attract capital within a particular industry and generally enhance regional economic growth.

### INDUSTRY CLASSIFICATIONS

#### TRADED INDUSTRY

Traded industry clusters are groups of interlinked businesses that sell goods and services in markets outside of their local region. Traded industries tend to offer higher wages and stronger career pathways to their employees and bring larger investment and tax revenues into a community. As such, economic development organizations *favor traded clusters for target industry efforts.*

#### LOCAL INDUSTRY

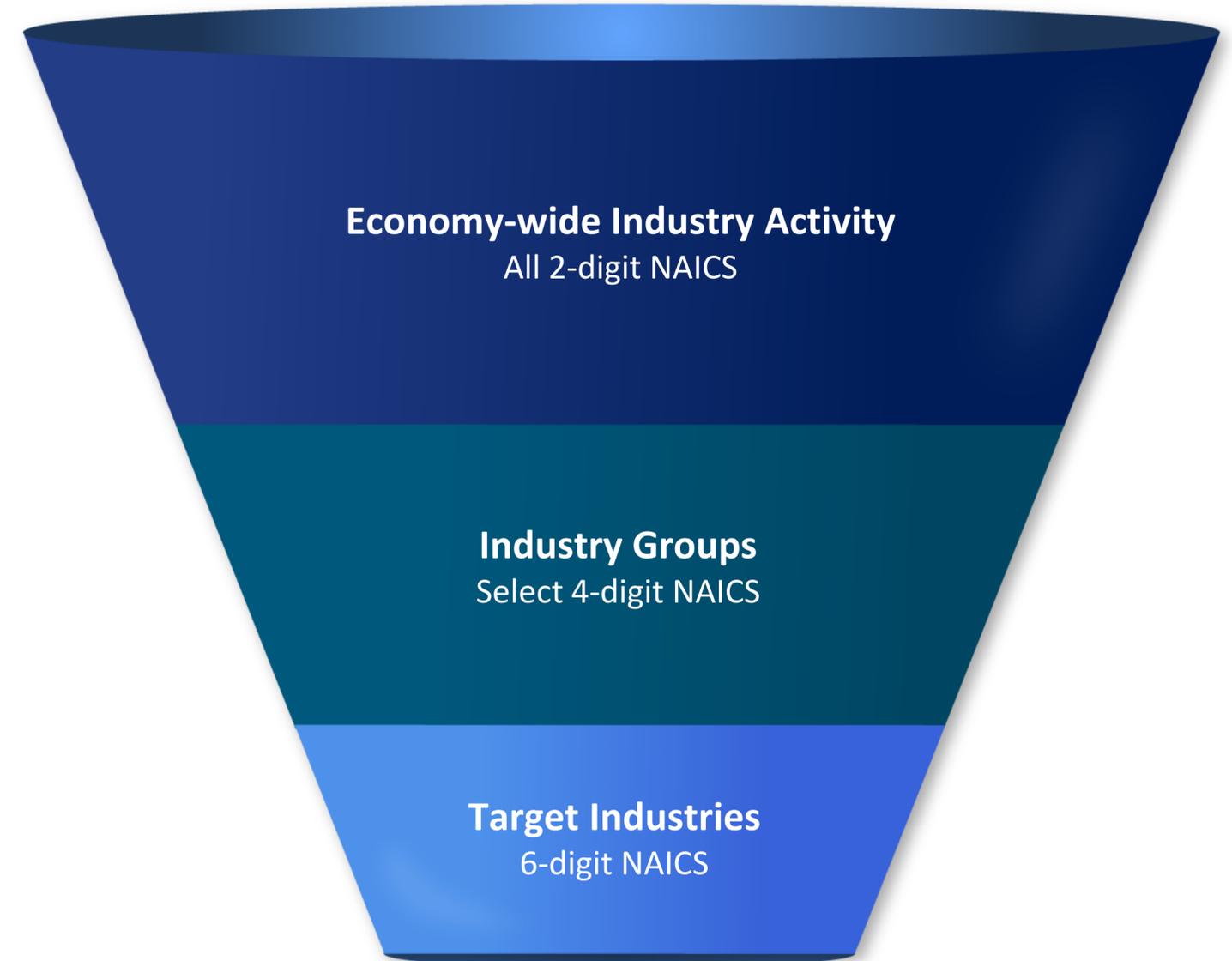
Conversely, local industry clusters are groups of industries that primary serve the local region. Because local industries are not as competitive, they do not typically benefit from competitive advantages inherent to a community. Some industries have operations that serve both the local economy and regional clients; these functions are identified as **blended industries.**

# Cluster Concepts

## Methodology

### PROCESS

1. The cluster identification process begins by assessing all industries at the highest level of analysis, using 2-digit NAICS to identify traded industries that have a combination of specialization and growth prospects in the region.
2. Once spe4-digit NAICS level to further refine opportunities and strengths. cializations are identified, industry groups are reviewed at the
3. “Best bet” industries are chosen at the 6-digit NAICS level to create a baseline list of potential targets for economic development activities. **These industries are then grouped together according to similarities in industrial processes, materials, talent, or other site selection requirements to create target clusters for the community.**



# Why NAICS?

## Methodology

### NAICS IS NECESSARY BUT NOT SUFFICIENT

#### PROS

- Allows for data-driven analysis and justification of cluster
- Tracks changes in cluster growth over time
- Provides ability to crosswalk to skills and occupations

#### CONS

- NAICS are self-identified by companies
- Does not include emerging industries
- Will not capture all business types within a cluster
- Does not represent fixed limits on the cluster definitions



# Clusters and Linkages

## Visual Representation

### Target Clusters (Traded)



### Foundational Industries (Public)



# Clusters and Linkages

## Relative Size of Clusters

- The clusters identified within the study represent economic development priorities based on regional specializations and growth prospects. While some of the clusters have low overall employment levels, they represent meaningful opportunities for recruitment into Belleville. In addition to increased employment, most clusters also produce high wages and/or capital expenditures.
- Following their NAICS definition, the Target Clusters represent 10% of total employment in Belleville. Industries outside of the NAICS definition can also be considered as economic development targets according to need.
- Government is the largest employer in the region. With 14,000 employees as of 2022, Government represents 18% of the Belleville's overall employment and acts as a foundational support for many of the clusters identified in this study.



Source: Lightcast, Hickey Global

# NAICS List

## INFORMATION TECHNOLOGY

- 511210:** Software Publishers
- 541511:** Custom Computer Programming Services
- 541512:** Computer Systems Design Services
- 541519:** Other Computer Related Services
- 541990:** All Other Professional, Scientific, & Technical Services
- 541330:** Engineering Services

## MACHINERY & EQUIPMENT MANUFACTURING

- 333131:** Mining Machinery and Equipment Manufacturing
- 335932:** Noncurrent-Carrying Wiring Device Manufacturing
- 333414:** Heating Equipment (except Warm Air Furnaces) Manufacturing
- 333924:** Industrial Truck, Tractor, Trailer, & Stacker Machinery Manufacturing
- 333413:** Industrial and Commercial Fan, Blower, & Air Purification Equipment Manufacturing

## FOOD MANUFACTURING

- 311612:** Meat Processed from Carcasses
- 311225:** Fats and Oils Refining & Blending
- 311941:** Mayonnaise, Dressing, & Other Prepared Sauce Manufacturing
- 311824:** Dry Pasta, Dough, & Flour Mixes from Purchased Flour
- 311991:** Perishable Prepared Food Manufacturing
- 311611:** Animal (except Poultry) Slaughtering

## METALS & CHEMICAL PRODUCTS

- 324191:** Petroleum Lubricating Oil & Grease Manufacturing
- 325998:** All Other Miscellaneous Chemical Product & Preparation Manufacturing
- 331420:** Copper Rolling, Drawing, Extruding, and Alloying
- 333514:** Special Die and Tool, Die Set, Jib, & Fixture Manufacturing
- 331110:** Iron and Steel Mills and Ferroalloy Manufacturing
- 331529:** Nonferrous Metal Foundries (except Die-Casting)
- 332813:** Electroplating, Plating, Polishing, Anodizing, & Coloring
- 331511:** Iron Foundries

## TRANSPORTATION AND WAREHOUSING

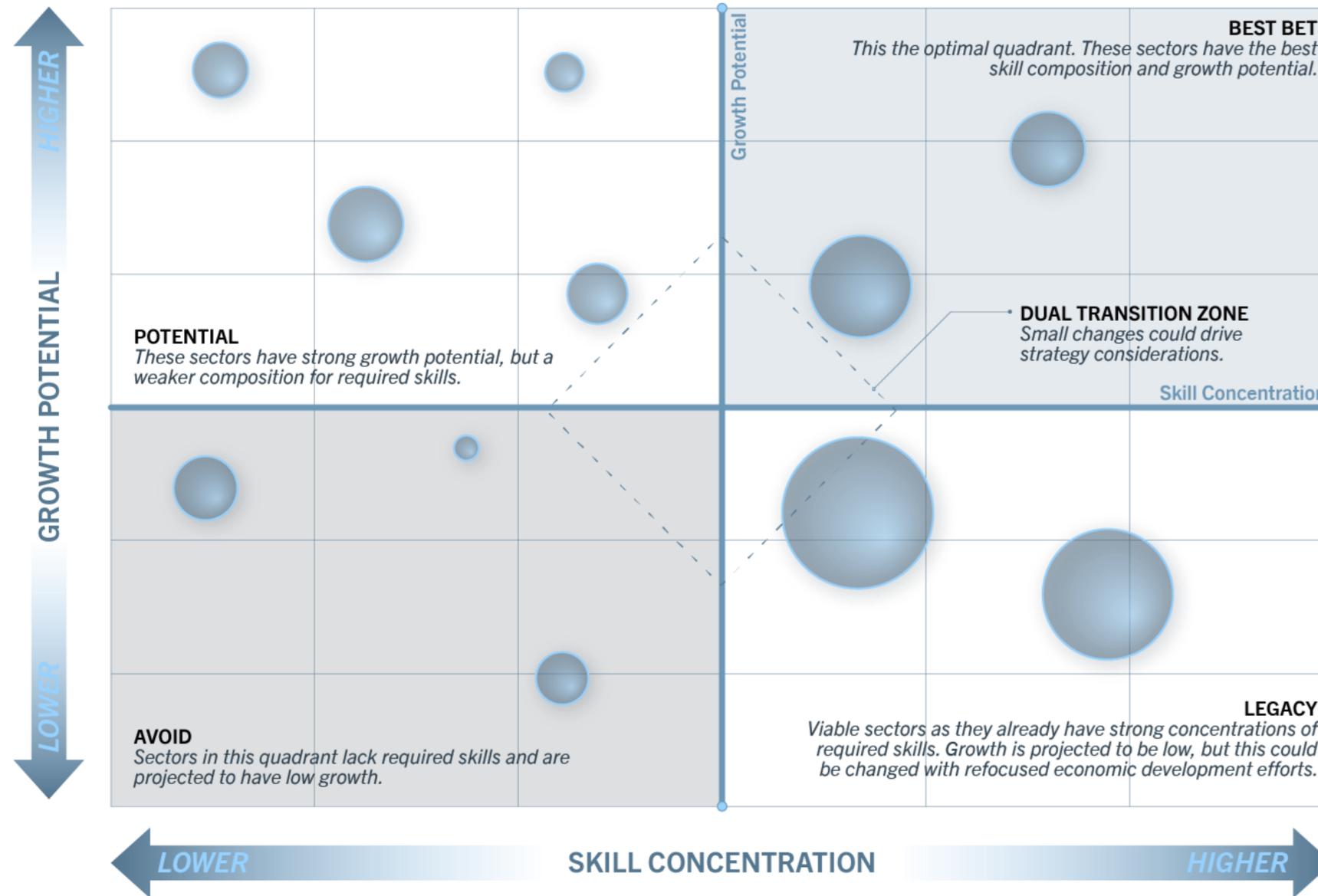
- 488210:** Support Activities for Rail Transportation
- 484110:** General Freight Trucking, Local
- 488999:** All Other Support Activities for Transportation
- 493190:** Other Warehousing and Storage
- 484121:** General Freight Trucking, Long-Distance, Truckload
- 484230:** Specialized Freight Trucking, Long-Distance
- 482110:** Rail Transportation
- 484220:** Specialized Freight Trucking, Local

## CONSUMER GOODS MANUFACTURING

- 316992:** Women's Handbag & Purse Manufacturing
- 339940:** Office Supplies (except Paper) Manufacturing
- 316210:** Footwear Manufacturing
- 321114:** Wood Preservation
- 337215:** Showcase, Partition, Shelving, & Locker Manufacturing
- 323113:** Commercial Screen Printing
- 322211:** Corrugated and Solid Fiber Box Manufacturing
- 337212:** Custom Architectural Woodwork & Millwork Manufacturing
- 337127:** Institutional Furniture Manufacturing
- 321920:** Wood Container & Pallet Manufacturing

# Target Industry Identification

## Quadrant Graph Legend



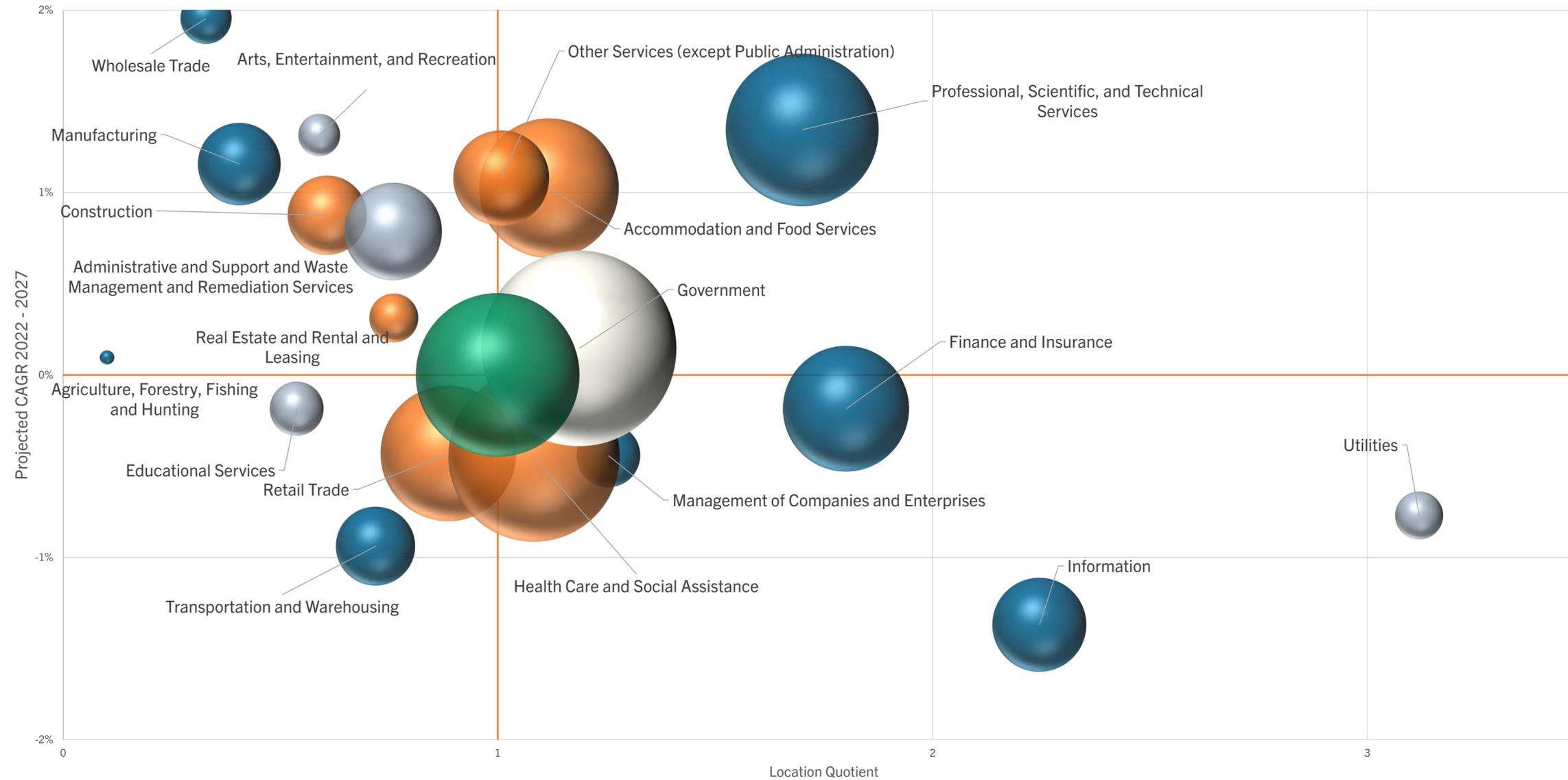
# Economy Growth Potential

## Location Quotient and Annual Growth



Note: Dot Size represents Regional Employment within the Sector

### Location Quotient vs. Projected Annual Growth



Source: Lightcast, Hickey Global

# Industry Group Review



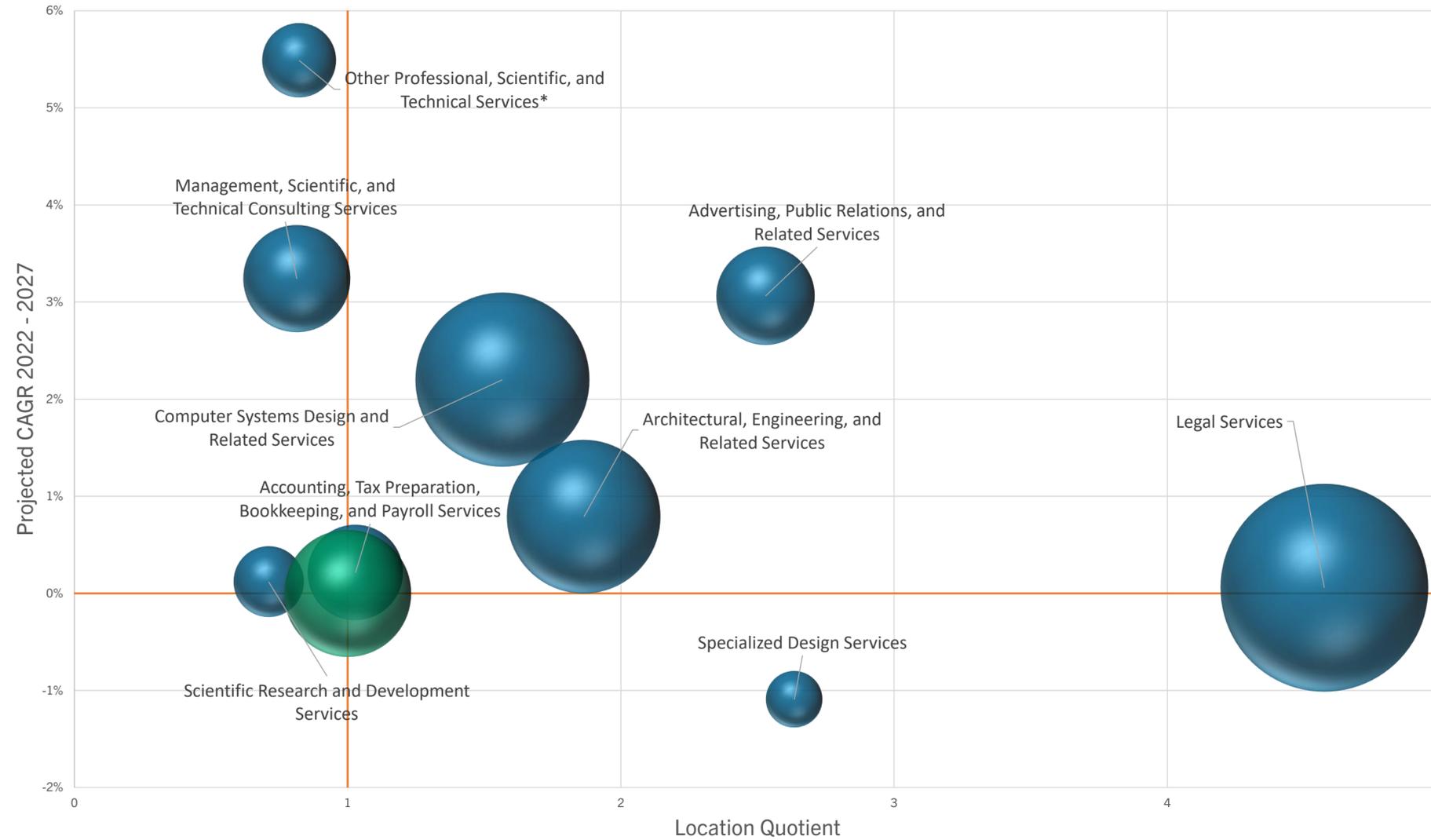
# Professional, Scientific, and Technical Services

## Belleville Labor Shed



Note: Dot Size represents Regional Employment within the Sector

### Location Quotient vs. Projected Annual Growth



Source: Lightcast, Hickey Global

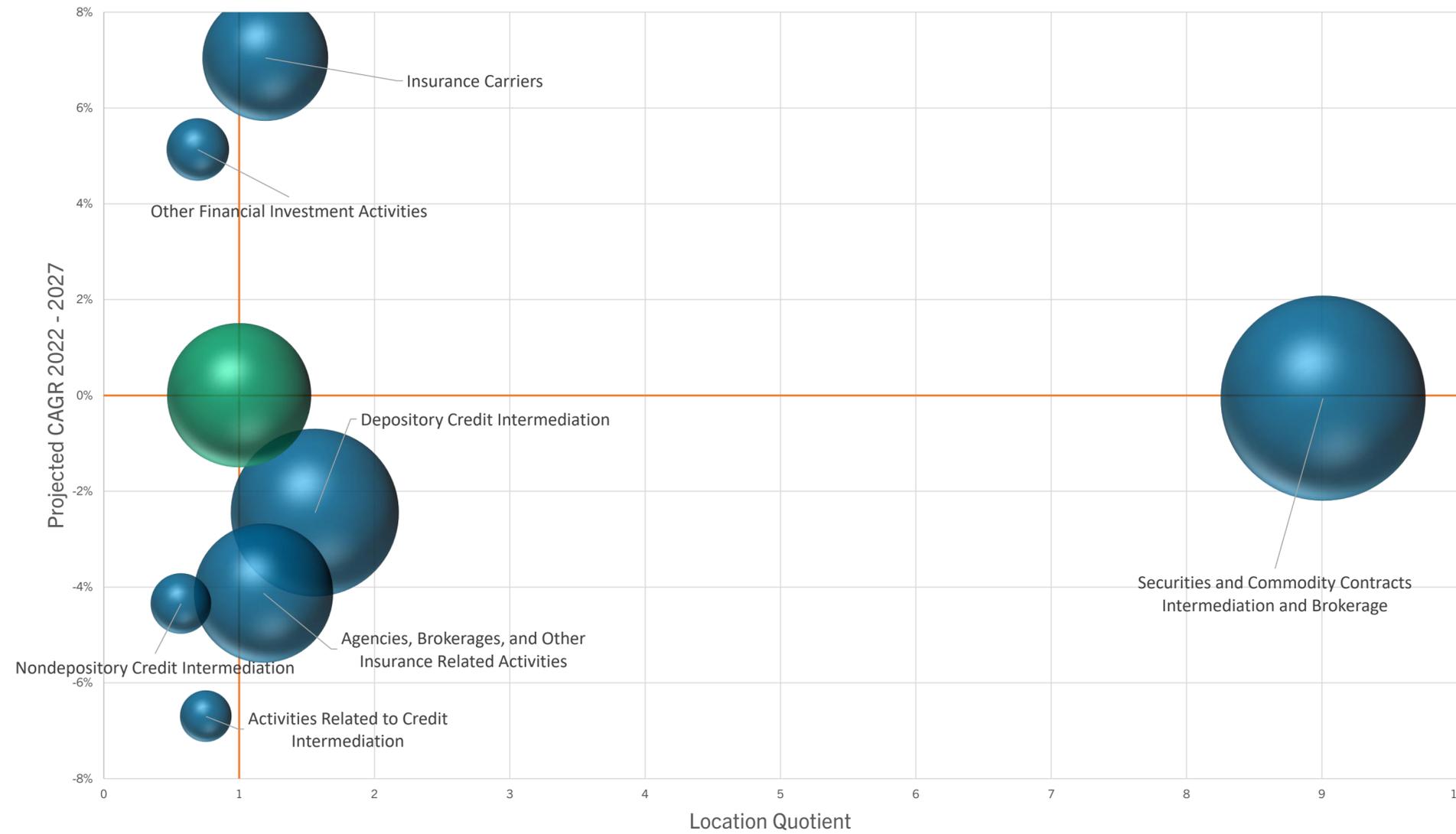
# Finance & Insurance

## Belleville Labor Shed



Note: Dot Size represents Regional Employment within the Sector

### Location Quotient vs. Projected Annual Growth



Source: Lightcast, Hickey Global

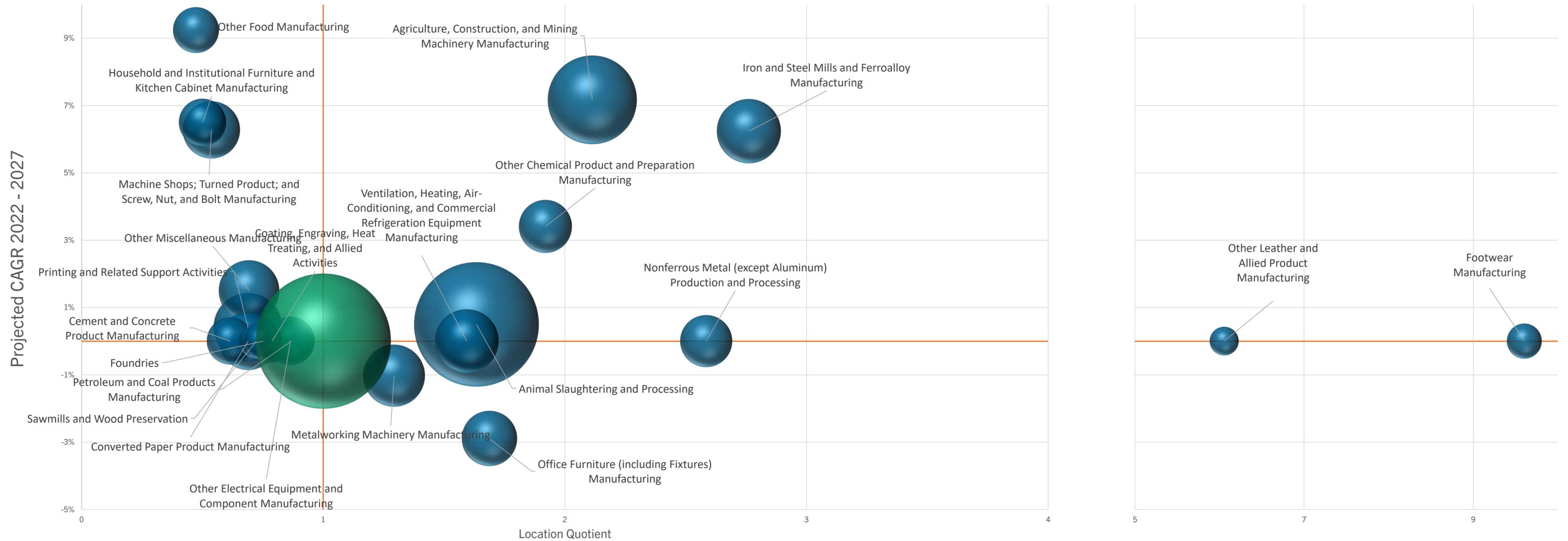
# Manufacturing

## Belleville Labor Shed



Note: Dot Size represents Regional Employment within the Sector

### Location Quotient vs. Projected Annual Growth



Source: Lightcast, Hickey Global

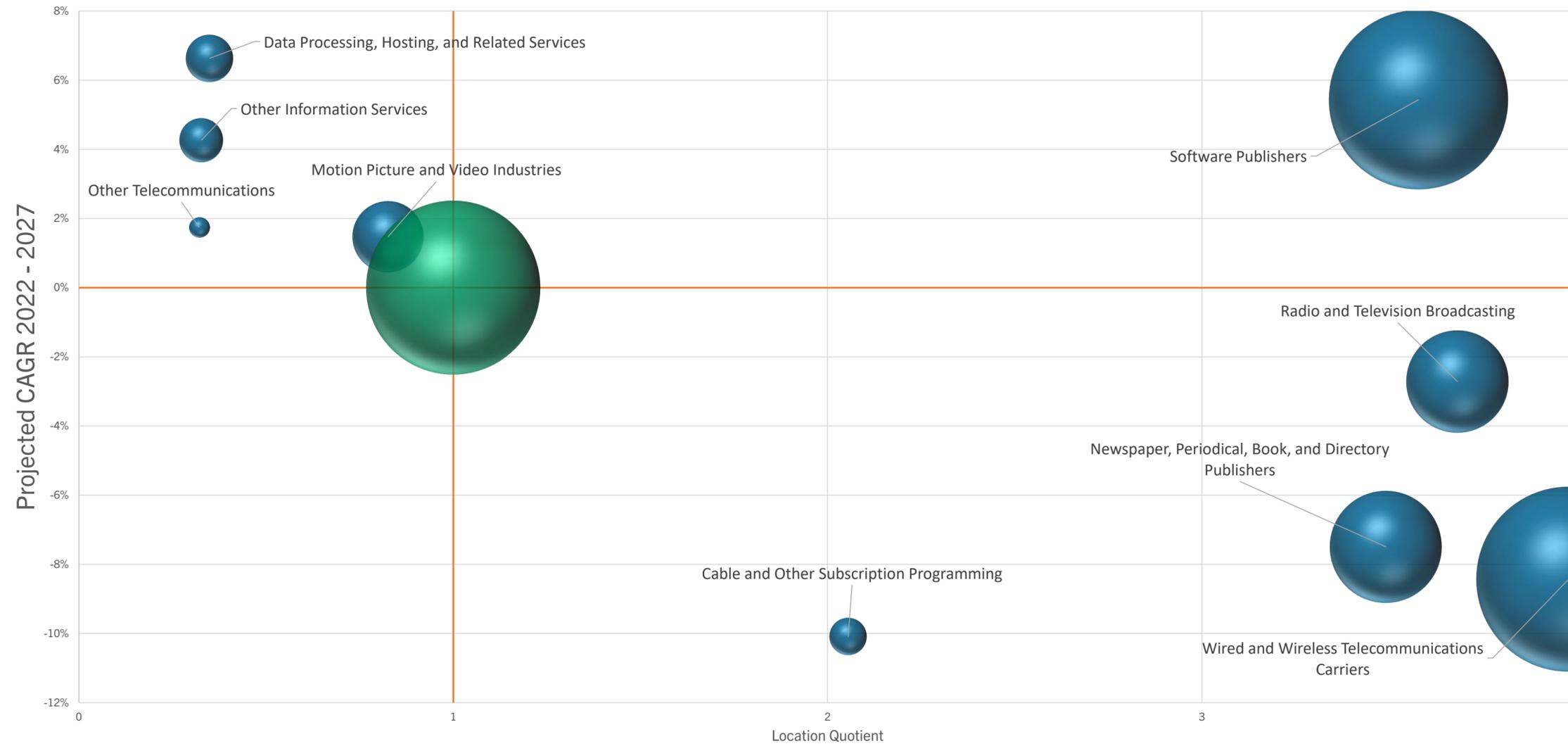
# Information

## Belleville Labor Shed



*Note: Dot Size represents Regional Employment within the Sector*

### Location Quotient vs. Projected Annual Growth



Source: Lightcast, Hickey Global

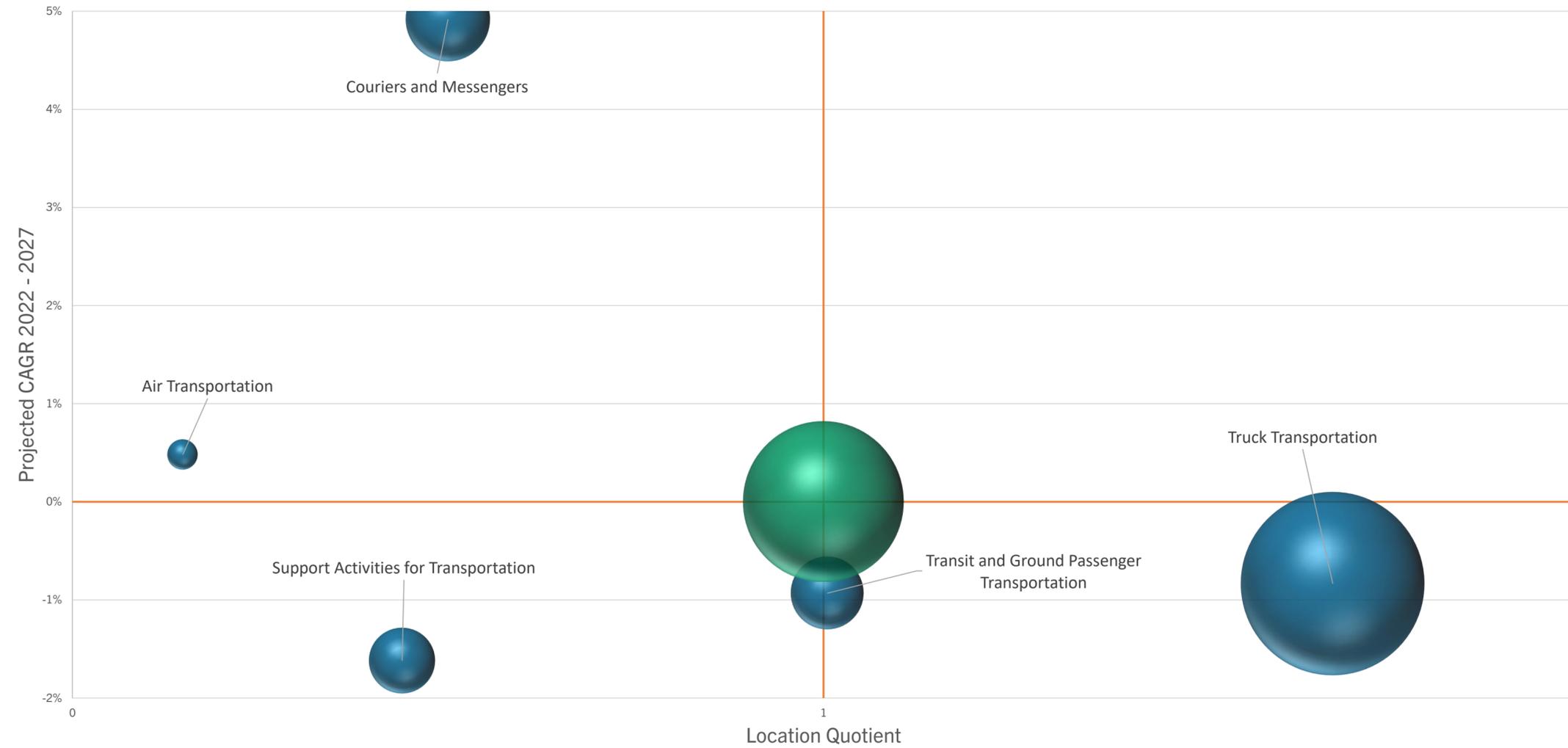
# Transportation & Warehousing

## Belleville Labor Shed



Note: Dot Size represents Regional Employment within the Sector

### Location Quotient vs. Projected Annual Growth



Source: Lightcast, Hickey Global

# Target Cluster: Information Technology



# Information Technology

## Cluster Overview

NAICS DEFINITION:	Belleville Employment (2022)	Belleville Location Quotient (2021)	MSA Employment (2022)	MSA Location Quotient (2022)	MSA Projected CAGR (2022 – 2027)
511210: Software Publishers	1,064	3.58	2,967	0.56	2.51%
541511: Custom Computer Programming Services	1,000	1.87	6,848	0.72	0.30%
541512: Computer Systems Design Services	646	1.16	6,964	0.70	0.94%
541519: Other Computer Related Services	221	3.31	1,915	1.60	3.29%
541990: All Other Professional, Scientific, and Technical Services	158	1.51	1,845	0.99	4.87%
541330: Engineering Services	816	1.54	8,121	0.86	0.26%

- **The Information Technology cluster includes businesses creating, implementing, and connecting technological systems and processes. Information Technology firms are associated with high wages, innovative practices, and a high capacity for expansive growth, making them strong targets for economic development efforts.**
- **Belleville’s Information Technology strengths are concentrated in Software Publishing and Computer Programming and Systems Design. The Software Publishing industry describes companies distributing software licenses to customers for the right to execute software on personal computers and other devices. Much of the remaining Information Technology activity in the region is heavily related to Cybersecurity and is driven by government contracts made possible by the Scott AFB.**

Source: Lightcast, Hickey Global

# Information Technology

## Cluster Overview

### BENEFITS TO THE ECONOMY

The industries included in the Information Technology cluster contributed **\$832 million** to the region's gross domestic product in 2022, resulting in \$12.6 million in taxes. Employment in the cluster represents **roughly 5% of total employment** in the region and yields an average wage of \$124,513, roughly **40% higher than the regional average**. Information Technology projects can represent both major job and capital investment opportunities, and established networks of Information Technology companies are a major draw for employers and talent alike.

### TRENDS

Over the past decade, the Information Technology cluster has promoted the adoption of cloud-based services, the Internet of Things, and Software as a Service (SaaS) as areas of growth for the industry. While recent economic shifts have led to the temporary downsizing of software and service functions, growing demand for improvements in **supply chain technologies** and **automation** offers a sustainable source of investment over the medium term. Processes that need to evolve will do so through the application of advanced technologies such as **Applied AI**, **decarbonization** technologies, and **biotech advancements** in both pharmaceutical and medical device products.

One of the industries at the forefront of technological change is **Cybersecurity**, which increasingly makes use of AI and other emerging tech to provide risk and security management services to customers. Surveys and analysis such as the Allianz Risk Barometer have shown that cyber risks are of major concern to companies on a global scale, indicating a clear need for continued development of cybersecurity processes. The City of Belleville stands to gain from ongoing investments in the Cybersecurity space, as the regional Information Technology ecosystem focuses predominantly on government contracting and defense operations tied to Scott Airforce Base.

Source: Lightcast, Hickey Global

# Information Technology

## Companies in Belleville Labor Shed

### COMPANIES HIRING IN THE REGION



CACI is a \$6 billion company whose mission and enterprise technology and expertise play a vital role in national security, safeguarding our troops, and enabling our government to deliver cost-effective and high-quality support for all Americans.



Atlantic Digital provides expertise and advanced technology solutions to government clients in support of critical defense, intelligence, and national security missions.



Founded in 1990, Computer World Services Corp (CWS) provides comprehensive Mission Critical and Enterprise Information Technology (IT) services and support to the Federal Government.

#### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Systems Administrators
- Computer User Support Specialists
- Biomedical Equipment Technicians
- Systems Engineers
- Network Infrastructure Managers

**Total: 117 Unique Job Postings**

#### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- PC Maintenance Technicians
- Network Support Technicians
- Service Operations Analysts
- Programmers
- IT Project Managers

**Total: 67 Unique Job Postings**

#### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Program Managers
- Application Support Leads
- Oracle Database Administrators
- Network Infrastructure Managers
- Telecommunications Coordinators

**Total: 33 Unique Job Postings**

Source: Lightcast, Hickey Global

# Target Cluster: Machinery & Equipment Manufacturing



# Target Cluster: Machinery & Equipment Manufacturing

## Sector Background

NAICS DEFINITION:	Belleville Employment (2022)	Belleville Location Quotient (2021)	MSA Employment (2022)	MSA Location Quotient (2022)	MSA Projected CAGR (2022 – 2027)
333131: Mining Machinery and Equipment Manufacturing	216	50.56	487	6.38	3.69%
335932: Noncurrent-Carrying Wiring Device Manufacturing	64	11.65	258	2.64	-9.23%
333414: Heating Equipment (except Warm Air Furnaces) Manufacturing	84	10.44	188	1.31	-7.23%
333924: Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	45	3.25	49	0.20	-1.32%
333413: Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	27	1.76	51	0.19	-14.84%

The Machinery & Equipment Manufacturing cluster includes businesses that create end industrial and commercial machinery or products that help generate, distribute, and use electrical power. Common processes in these industries include forging, bending, forming, and machining as well as welding and assembling. Industries in this cluster are differentiated between general purpose machinery designed to be used in a variety of applications and special machinery designed for use in a particular industry. Belleville’s Machinery & Equipment Manufacturing presence involves both types of manufacturers.

Source: Lightcast, Hickey Global

# Machinery & Equipment Manufacturing

## Cluster Overview

### BENEFITS TO THE ECONOMY

The industries included in the Machinery and Equipment Manufacturing cluster contributed \$58.3 million to the region's gross domestic product in 2022, resulting in \$686 thousand in taxes. Employment in the cluster represents roughly 0.5% of total employment in the region and yields an average wage of \$81,839. While the employment base in Belleville is small relative to the city's economy, there are global factors that may result in additional demand in the region. Machinery & Equipment Manufacturing projects are typically capital-intensive, and recent supply chain developments have led to increased demand for domestic suppliers and partners.

### TRENDS

Following the onset of the COVID-19 pandemic, there were few manufacturers that were not compelled to reconsider their supply chain networks. A December 2022 survey conducted by the Association of Equipment Manufacturers showed that 98% of equipment manufacturers continue to face issues with an unreliable supply chain, with 58% expecting conditions to worsen. Of particular concern is the access to intermediate components for production. Firms are seeking partnerships with local suppliers as an immediate solution to challenges with access and communication, giving domestic manufacturers an incentive to seek new processes and business models.

Another problem facing the Machinery & Equipment Manufacturing cluster is a lack of skilled trades and qualified labor in general. Manufacturers throughout the U.S. are struggling to meet increased demand for product due to hiring constraints. Economic and workforce developers are working to offset these challenges by shoring up the talent pipeline in their communities and removing barriers to enter the labor force for their residents.

Source: Lightcast, Association of Equipment Manufacturers, Hickey Global

# Machinery & Equipment Manufacturing

Companies in Belleville Labor Shed

## COMPANIES HIRING IN THE REGION



Empire Comfort Systems grew out of a small sheet metal shop founded by Henry Bauer in 1911 in the city of Belleville, Illinois. From early floor furnaces (a forerunner to central heating systems) to console heaters to wall furnaces, to gas fireplaces and log sets, to the super-efficient Mantis fireplace system, Empire has adapted to market requirements.



Legrand North America, Inc. provides electrical contracting services. The Company designs, manufactures, and installs security cameras, lightning, wall plates, data communication, connectors, and shading systems.



UES is a privately held, rapidly growing engineering and consulting firm with nearly six decades of experience in geotechnical engineering, construction materials testing, building code compliance, threshold inspections and environmental consulting. UES consults on projects of all sizes for public and private clients in industries ranging from transportation and healthcare to commercial, residential, and education.

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Customer Service Representatives
- Human Resource Generalists
- Purchasing Buyers
- Production Workers
- Accountants

**Total: 25 Unique Job Postings**

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Material Handlers
- Customer Support Representatives
- Inside Sales Representatives
- Technical Product Specialists
- Customer Project Coordinators

**Total: 16 Unique Job Postings**

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Certified Medication Technicians
- Field Representatives
- Materials Testing Technicians

**Total: 4 Unique Job Postings**

Source: Lightcast, Hickey Global

# Target Cluster: Food Manufacturing



# Target Cluster: Food Manufacturing

## Sector Background

NAICS DEFINITION:	Belleville Employment (2022)	Belleville Location Quotient (2021)	MSA Employment (2022)	MSA Location Quotient (2022)	MSA Projected CAGR (2022 – 2027)
311612: Meat Processed from Carcasses	345	4.85	781	0.61	-1.36%
311225: Fats and Oils Refining and Blending	16	4.46	99	1.55	6.03%
311941: Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	22	2.22	219	1.21	6.57%
311824: Dry Pasta, Dough, and Flour Mixes from Purchased Flour	23	2.19	480	2.61	-1.61%
311991: Perishable Prepared Food Manufacturing	34	1.13	371	0.68	6.68%
311611: Animal (except Poultry) Slaughtering	71	0.99	342	0.27	4.97%

- The Food Manufacturing cluster includes businesses that transform raw materials such as livestock and agricultural products into products for intermediate or final consumption. Food Manufacturing processes are highly varied and include cleaning, separating, disintegrating, forming, and mixing. Businesses in this cluster typically sell products to wholesalers or retailers for distribution.
- Belleville’s Food Manufacturing presence is largely concentrated in Meat Processing. Local employment is equal to half of industry employment in the entire St. Louis MSA, indicating a center of gravity for the region.

Source: Lightcast, Hickey Global

# Food Manufacturing

## Cluster Overview

### BENEFITS TO THE ECONOMY

The industries included in the Food Manufacturing cluster contributed \$66.8 million to the region's gross domestic product in 2022, resulting in \$2.9 million in taxes. Employment in the cluster represents roughly 0.7% of total employment in the region and yields an average wage of \$64,899. While Food Manufacturing industries have traditionally paid some of the lowest wages in manufacturing, ongoing technological trends have increased industry demand for STEM talent pools which results in higher earning potential.

### TRENDS

Innovations in Food Manufacturing have led to an increase in innovation and technological adaptation in an ever-growing industry. Major growth areas include, but are not limited to, robotics, vertical farming, and alternative proteins. The recent push for improved sustainability and more eco-friendly products and offerings has been a major driver for employment and capital investment growth in Food Manufacturing industries.

Additionally, workforce challenges exacerbated by the COVID-19 pandemic have led to a need for creativity in terms of recruitment, training, and innovation. Many companies are now working towards automating their workforce, and robotics is a key component of that. Automation allows increased efficiency and flexibility of production, improved management of the supply chain and better record keeping for regulatory purposes while also combatting an ongoing shortage of labor in a growing industry.

Source: Lightcast, Hickey Global

## COMPANIES HIRING IN THE REGION



Branding Iron Holdings have been meat manufacturers since 1960: committed to quality control and product consistency. They are family-owned, innovators and customer-centered and a holding company for Holten Meat Inc., Rochester Meat Company and Huisken Meat Company.



Darling International Inc. is the largest rendering company in the United States, primarily serving the food industry. The Irving, Texas-based company collects and recycles used restaurant cooking oil and byproducts from the beef, pork, and poultry processing industries.

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Forklift Operators
- Warehouse Coordinators
- Inside Sales Representatives
- Production Shift Managers
- Purchasing Clerks

**Total: 14 Unique Job Postings**

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Production Laborers
- Office Clerks
- Route Drivers
- Maintenance Mechanic Technicians
- Assistant General Managers

**Total: 14 Unique Job Postings**

Source: Lightcast, Hickey Global

# Target Cluster: Metals & Chemical Products



# Metals & Chemical Products

## Sector Background

<b>NAICS DEFINITION:</b>	<b>Belleville Employment (2022)</b>	<b>Belleville Location Quotient (2021)</b>	<b>MSA Employment (2022)</b>	<b>MSA Location Quotient (2022)</b>	<b>MSA Projected CAGR (2022 – 2027)</b>
324191: Petroleum Lubricating Oil and Grease Manufacturing	32	5.98	581	5.99	1.96%
325998: All Other Miscellaneous Chemical Product and Preparation Manufacturing	74	3.53	682	1.83	0.50%
331420: Copper Rolling, Drawing, Extruding, and Alloying	74	5.52	1,155	4.85	-2.17%
333514: Special Die and Tool, Die Set, Jib, and Fixture Manufacturing	102	3.71	1,631	3.31	-1.17%
331110: Iron and Steel Mills and Ferroalloy Manufacturing	112	2.76	2,032	2.79	-1.67%
331529: Other Nonferrous Metal Foundries (except Die-Casting)	16	2.69	29	0.27	-14.43%
332813: Electroplating, Plating, Polishing, Anodizing, and Coloring	43	1.63	687	1.46	-0.25%
331511: Iron Foundries	23	1.40	183	0.62	1.39%

Source: Lightcast, Hickey Global

### DEFINITION

The Metals & Chemical Products cluster includes a range of businesses typified by the materials and processes used to create intermediate and final products. Belleville's Metal & Chemical Products cluster is a mix of Petroleum, Chemical Transformation, Primary Metals, and Fabricated Metal Products establishments. These industries share similar site, regulatory and workforce requirements that go beyond smaller-scale manufacturing.

### BENEFITS TO THE ECONOMY

The industries included in the Metals & Chemical Products cluster contributed \$101.5 million to the region's gross domestic product in 2022, resulting in \$4 million in taxes. Employment in the cluster represents roughly 0.7% of total employment in the region and yields an average wage of \$95,409. Metals & Chemical Products projects are extremely capital intensive and rely heavily on access to raw materials and adaptable sites.

### TRENDS

Like many other industrial clusters, Metal Manufacturing and Fabricated Products has seen an uptick in technological adoption as plants pursue opportunities in digitization and automation to improve safety and energy usage. Increased digitization comes with a need for advanced cybersecurity measures, indicating a unique opportunity for Belleville's industries to create strategic partnerships within the region.

For Chemical Products, macroeconomic uncertainty continues to influence deal flow and supply chain considerations. While the U.S. has been slow to emphasize sustainability and energy optimization, domestic firms are taking steps in order to create robust and more sustainable processes from material acquisition to utilities.

# Metals & Chemical Products

Companies in Belleville Labor Shed

## COMPANIES HIRING IN THE REGION



Cerro Flow Products is a manufacturer of world-class grade copper tube for the plumbing, HVAC, refrigeration, and industrial markets.



NewMarket produces lubricant and fuel additives through its subsidiary Afton Chemical Corporation, which develops and manufactures petroleum additives that help fuels burn cleaner and more efficiently, engines run smoother, and machines last longer.

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Production Workers
- Customer Service Representatives
- Payroll Clerks
- Production Supervisors
- Millwrights

**Total: 53 Unique Job Postings**

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Operations Shift Supervisors
- Operations Supervisors
- Logistics Specialists
- Logistics Coordinators
- Administrative Assistants

**Total: 5 Unique Job Postings**

Source: Lightcast, Hickey Global

# Target Cluster: Consumer Goods Manufacturing



# Target Cluster: Consumer Goods Manufacturing

## Sector Background

NAICS DEFINITION:	Belleville Employment (2022)	Belleville Location Quotient (2021)	MSA Employment (2022)	MSA Location Quotient (2022)	MSA Projected CAGR (2022 – 2027)
316992: Women’s Handbag and Purse Manufacturing	31	54.59	51	5.07	7.13%
339940: Office Supplies (except Paper) Manufacturing	66	12.87	303	3.29	0.68%
316210: Footwear Manufacturing	54	9.60	91	0.90	-12.96%
321114: Wood Preservation	33	6.30	67	0.72	8.32%
337215: Showcase, Partition, Shelving, and Locker Manufacturing	60	3.16	1,059	3.11	0.05%
323113: Commercial Screen Printing	112	2.93	789	1.16	-1.73%
322211: Corrugated and Solid Fiber Box Manufacturing	92	1.84	1,274	1.42	-2.61%
337212: Custom Architectural Woodwork and Millwork Manufacturing	23	1.83	288	1.27	1.68%
337127: Institutional Furniture Manufacturing	17	1.49	130	0.65	-6.36%
321920: Wood Container and Pallet Manufacturing	37	1.19	444	0.80	3.51%

Source: Lightcast, Hickey Global

# Consumer Goods Manufacturing

## Cluster Overview

### DEFINITION

The Consumer Goods Manufacturing cluster includes *Paper and Wood Productions and Manufacturing, Furniture Manufacturing, Leather and Allied Product, and Miscellaneous Manufacturing* for goods not otherwise organized into a NAICS industry. Belleville has unique specializations in apparel manufacturing such as handbags and footwear, with employment density up to 50 times the national average. The region also has a strong connection to Furniture and Fixtures manufacturing that produces products for home consumers as well as the construction industry.

### BENEFITS TO THE ECONOMY

The industries included in the Consumer Goods Manufacturing cluster contributed \$49.6 million to the region's gross domestic product in 2022. Employment in the cluster represents roughly 0.7% of total employment in the region and yields an average wage of \$66,383.

### TRENDS

Investment in Consumer Goods production has followed clear trends over the past five years, with COVID-19 expediting many developments that have been building over time. Many manufacturers have faced a demand windfall due to **e-commerce growth** across all consumer goods categories, with direct-to-consumer channels taking up larger market shares each year. To service these demands, consumer goods and furniture manufacturing firms have sought **vertical integration** opportunities in order to bring in-house processes that have been historically out-sourced. Vertical integration has increasingly been conducted via strategic partnerships with local suppliers or **mergers & acquisitions** activity.

Source: Lightcast, Hickey Global

# Target Cluster: Consumer Goods Manufacturing

## Companies in Belleville Labor Shed

### COMPANIES HIRING IN THE REGION



International Paper is a global producer of planet-friendly packaging, pulp and other fiber-based products, and one of the world's largest recyclers. They serve customers worldwide, with manufacturing operations in North America, Latin America, North Africa and Europe. Net sales for 2022 were \$21.2 billion.



Belleville Boot Company is the oldest and leading manufacturer of boots for the U.S. Military - beginning with our first combat boot supply order during WWI. Belleville Boot supplies the largest selection of certified flight boots to the U.S. Military, as well as develops an assortment of styles to meet the specialized needs across all Military Branches, Law Enforcement and Public Safety Agencies.

#### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Helpers/Laborers
- Installation Helpers
- Production Helpers
- Customer Service Representatives
- Maintenance Electricians

**Total: 41 Unique Job Postings**

#### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Marketing Coordinators
- Production Supervisors
- Warehouse Associates
- Plant Human Resources Managers
- Maintenance Technicians

**Total: 9 Unique Job Postings**

Source: Lightcast, Hickey Global

# Target Cluster: Transportation & Warehousing



# Target Cluster: Transportation & Warehousing

## Sector Background

NAICS DEFINITION:	Belleville Employment (2022)	Belleville Location Quotient (2021)	MSA Employment (2022)	MSA Location Quotient (2022)	MSA Projected CAGR (2022 – 2027)
488210: Support Activities for Rail Transportation	73	4.36	792	2.65	-0.60%
484110: General Freight Trucking, Local	534	3.64	2,849	1.09	-0.15%
488999: All Other Support Activities for Transportation	15	2.03	66	0.51	4.13%
493190: Other Warehousing and Storage	48	1.92	562	1.26	-4.47%
484121: General Freight Trucking, Long-Distance, Truckload	458	1.73	3,969	0.84	-0.02%
484230: Specialized Freight Trucking, Long-Distance	114	1.73	1,455	1.23	1.10%
482110: Rail Transportation	178	1.64	1,818	0.94	-1.62%
484220: Specialized Freight Trucking, Local	114	1.02	1,866	0.93	2.11%

- The Transportation & Warehousing cluster includes businesses that provide transportation of both passengers and cargo as well as warehousing and storage for goods. The cluster also includes support activities related to modes of transportation such as maintenance, conversion, and storage.
- Belleville is currently a source of employment for General Freight Trucking both on a local scale and long-distance. These establishments play an essential role for regional manufacturers as they move product in and out of the region.

Source: Lightcast, Hickey Global

# Transportation & Warehousing

## Cluster Overview

### BENEFITS TO THE ECONOMY

The industries included in the Transportation & Warehousing contributed \$263.7 million to the region's gross domestic product in 2022, resulting in \$51.6 million in taxes. Employment in the cluster represents roughly 3% of total employment in the region and yields an average wage of \$76,400. While Belleville does not currently have a high density of Transportation & Warehousing employment, a combination of national growth trends and available space in important transportation corridors makes it a valuable cluster for focused development in the region.

### TRENDS

The Transportation and Warehousing cluster has seen its share of changes over the last three years, requiring a need for growth and flexibility. Similar to food manufacturing, sustainability is a major driver in this space. Many of today's consumers are more conscious than ever before of environmental impacts. This being so, electric vehicles are becoming increasingly commonplace with industry leaders like Amazon and Fedex committing to replacing their fleets with 100% battery-powered vehicles over the next two decades.

Another trend in the warehousing space that is continuing to gain traction is cold storage. Across the country, many shippers and distributors across multiple industries are struggling to meet their cold storage transport needs. Demand for frozen food has risen by as much as 30% in recent years, and this increase is showing no sign of slowing down any time soon. The U.S. cold storage market size was valued at USD 35.56 billion in 2022. The growth can be attributed to several critical factors, such as technological advancements in packaging, processing, and storage of perishable food products and temperature-sensitive items.

Source: Lightcast, Hickey Global

# Target Cluster: Transportation & Warehousing

Companies in Belleville Labor Shed

## COMPANIES HIRING IN THE REGION



Penske Automotive Group is an international transportation services company that operates automotive and commercial truck dealerships and distribution.



XPO is an asset-based less-than-truckload (LTLO) transportation company operating in North America. XPO helps companies de-risk their supply chains by moving their goods with the use of proprietary technology.

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Warehouse Associates
- Diesel Mechanic Technicians
- CDL-B Truck Drivers

**Total: 20 Unique Job Postings**

### KEY JOBS POSTED JANUARY 2022 - JANUARY 2023

- Lead Diesel Mechanics
- Shift Leaders
- Diesel Maintenance Technicians
- Fleet Mechanics
- Customer Service Representatives

**Total: 14 Unique Job Postings**

Source: Lightcast, Hickey Global

# Appendix A: Industry Staffing Patterns



# National Industry Staffing Patterns

## Information Technology

Information Technology		% of Industry Employment
15-1252	Software Developers	15.8%
15-1232	Computer User Support Specialists	4.7%
17-2051	Civil Engineers	3.9%
15-1211	Computer Systems Analysts	3.8%
11-3021	Computer and Information Systems Managers	3.7%
11-1021	General and Operations Managers	3.4%
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	3.3%
13-1082	Project Management Specialists	3.1%
15-1299	Computer Occupations, All Other	2.4%
15-1253	Software Quality Assurance Analysts and Testers	2.1%
13-1161	Market Research Analysts and Marketing Specialists	1.9%
43-4051	Customer Service Representatives	1.8%
13-1111	Management Analysts	1.8%
15-1244	Network and Computer Systems Administrators	1.7%
15-1251	Computer Programmers	1.6%
17-2141	Mechanical Engineers	1.4%
43-9061	Office Clerks, General	1.4%
15-1241	Computer Network Architects	1.4%
15-1212	Information Security Analysts	1.3%
13-2011	Accountants and Auditors	1.3%



# National Industry Staffing Patterns

## Machinery & Equipment Manufacturing

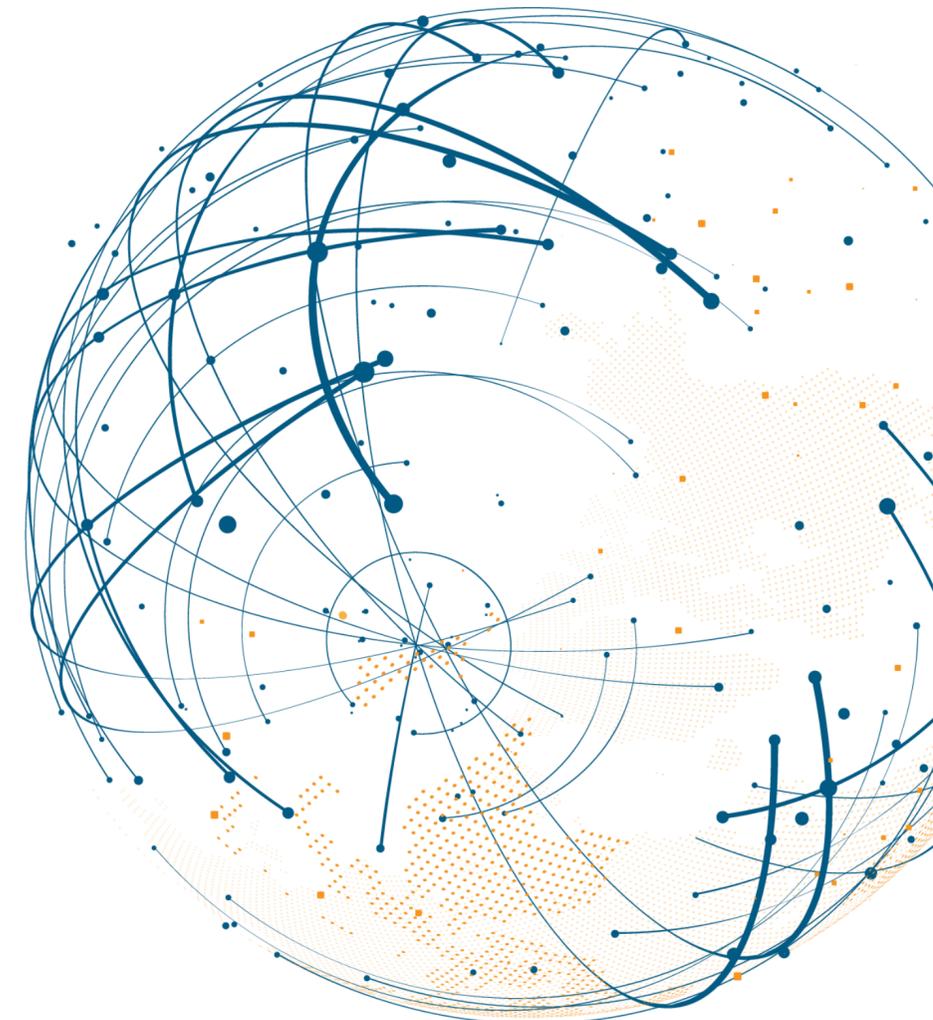
Machinery & Equipment Manufacturing		% of Industry Employment
51-2098	Miscellaneous Assemblers and Fabricators	14.3%
51-4121	Welders, Cutters, Solderers, and Brazers	7.4%
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	4.6%
51-4041	Machinists	4.4%
51-1011	First-Line Supervisors of Production and Operating Workers	3.8%
17-2141	Mechanical Engineers	3.7%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2.8%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2.6%
17-2112	Industrial Engineers	2.6%
43-5071	Shipping, Receiving, and Inventory Clerks	2.2%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2.2%
11-1021	General and Operations Managers	2.1%
51-9161	Computer Numerically Controlled Tool Operators	1.9%
49-9041	Industrial Machinery Mechanics	1.7%
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1.6%
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1.4%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	1.4%
13-1028	Buyers and Purchasing Agents	1.4%
11-3051	Industrial Production Managers	1.3%
49-9071	Maintenance and Repair Workers, General	1.2%



# Industry Staffing Patterns

## Food Manufacturing

Food Manufacturing		% of Industry Employment
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	13.4%
51-3023	Slaughterers and Meat Packers	10.9%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	8.4%
51-9111	Packaging and Filling Machine Operators and Tenders	7.1%
53-7064	Packers and Packagers, Hand	4.2%
51-3092	Food Batchmakers	3.7%
51-1011	First-Line Supervisors of Production and Operating Workers	3.5%
51-9198	Helpers--Production Workers	2.9%
49-9071	Maintenance and Repair Workers, General	2.8%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2.5%
53-7051	Industrial Truck and Tractor Operators	2.5%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2.4%
51-3099	Food Processing Workers, All Other	2.2%
49-9041	Industrial Machinery Mechanics	1.7%
51-3021	Butchers and Meat Cutters	1.6%
43-5071	Shipping, Receiving, and Inventory Clerks	1.4%
53-7061	Cleaners of Vehicles and Equipment	1.4%
51-3011	Bakers	1.2%
51-3093	Food Cooking Machine Operators and Tenders	1.1%
45-2041	Graders and Sorters, Agricultural Products	1.0%



# National Industry Staffing Patterns

## Metals & Chemical Products

Metals & Chemical Products		% of Industry Employment
51-1011	First-Line Supervisors of Production and Operating Workers	5.4%
51-4041	Machinists	4.5%
49-9041	Industrial Machinery Mechanics	3.5%
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	3.4%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	3.4%
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	3.1%
51-4193	Plating Machine Setters, Operators, and Tenders, Metal and Plastic	2.9%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2.9%
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	2.7%
11-1021	General and Operations Managers	2.3%
51-9011	Chemical Equipment Operators and Tenders	2.3%
49-9071	Maintenance and Repair Workers, General	2.2%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	2.2%
51-4051	Metal-Refining Furnace Operators and Tenders	2.2%
43-5071	Shipping, Receiving, and Inventory Clerks	2.0%
51-2098	Miscellaneous Assemblers and Fabricators	1.9%
51-9161	Computer Numerically Controlled Tool Operators	1.9%
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1.8%
51-9198	Helpers--Production Workers	1.8%
51-4111	Tool and Die Makers	1.8%



# National Industry Staffing Patterns

## Consumer Goods Manufacturing

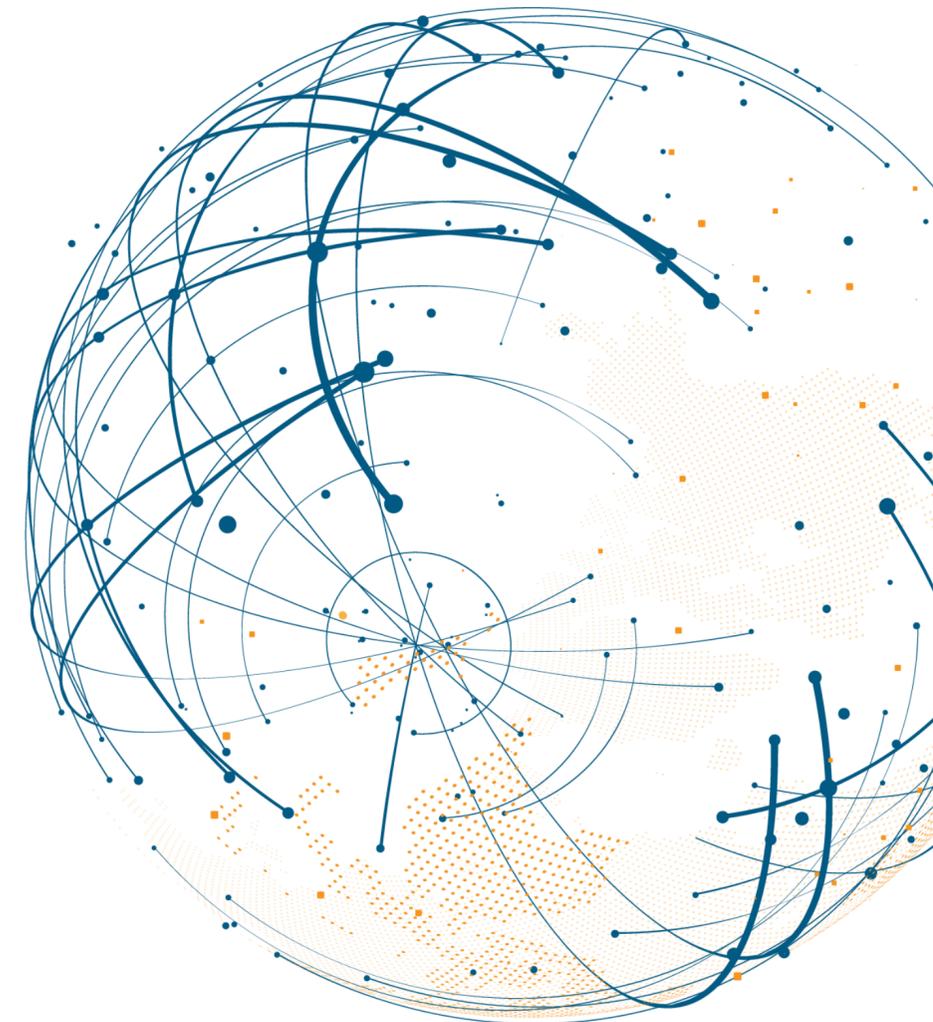
Consumer Goods Manufacturing		% of Industry Employment
51-2098	Miscellaneous Assemblers and Fabricators	7.5%
51-9196	Paper Goods Machine Setters, Operators, and Tenders	6.2%
51-5112	Printing Press Operators	6.1%
51-7011	Cabinetmakers and Bench Carpenters	5.4%
51-1011	First-Line Supervisors of Production and Operating Workers	4.2%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3.8%
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	3.5%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3.0%
53-7051	Industrial Truck and Tractor Operators	2.7%
11-1021	General and Operations Managers	2.4%
43-4051	Customer Service Representatives	2.3%
51-9198	Helpers--Production Workers	2.1%
51-5113	Print Binding and Finishing Workers	2.0%
43-5071	Shipping, Receiving, and Inventory Clerks	1.9%
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	1.7%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1.7%
43-9061	Office Clerks, General	1.6%
47-2031	Carpenters	1.6%
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	1.5%
49-9071	Maintenance and Repair Workers, General	1.4%



# National Industry Staffing Patterns

## Transportation & Warehousing

Transportation & Warehousing		% of Industry Employment
53-3032	Heavy and Tractor-Trailer Truck Drivers	46.1%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	7.2%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	3.2%
53-3033	Light Truck Drivers	3.1%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	2.9%
53-4031	Railroad Conductors and Yardmasters	2.8%
43-9061	Office Clerks, General	2.5%
53-4011	Locomotive Engineers	2.5%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	2.3%
11-1021	General and Operations Managers	2.1%
53-7051	Industrial Truck and Tractor Operators	2.0%
49-3043	Rail Car Repairers	1.2%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1.0%
53-4022	Railroad Brake, Signal, and Switch Operators and Locomotive Firers	1.0%
43-4051	Customer Service Representatives	1.0%
53-7065	Stockers and Order Fillers	0.9%
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	0.9%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	0.9%
47-4061	Rail-Track Laying and Maintenance Equipment Operators	0.9%
11-3071	Transportation, Storage, and Distribution Managers	0.8%



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