

MAPPING the Future of Morrison, IL



GROUP RESULTS FROM SESSION 1 Where Are We Now?

January 30, 2007

The Morrison MAPPING program is made possible with the
sponsorship of:

The City of Morrison

Chamber of Commerce

Morrison Area Development Corporation



Program facilitated by:
Illinois Institute for Rural Affairs
Gisele Hamm, Program Manager
Christina Davis, Economic Development Specialist
Tel: 309-298-3069 or 800-526-9943
MAPPING the Future of Your Community

Illinois Institute for Rural Affairs community-based strategic visioning programs are made possible
with support from IL Department of Commerce & Economic Opportunity and the IL Rural Economic Technical
Assistance Center

– MAPPING the Future of Your Community Participants –

Dick Adams	Pete Harkness	Tony Nardi	Gary Steinert
Robert Atherton	Darryl Hogue	Ned Nesti Jr.	Jack Stoudt
David Bean	Kathy Hogue	Jon Nienhuis	Betty Stralow
Laura Bean	Bonnie Hudson	Jack Ottosen	Flora Stralow
Barb Bees	Allan Huizenga	Richard Parkinson	Karen Stralow
Barbara Benson	Ernest Huling	Sue Patten	Sawong Surboriboon
Eric Benson	Jennie Huling	Pamela Pickens	John Toman
Mary Benson	David Jindrich	Sandy Prescott	Gary Tresenriter
Nora Beswick	Kendra Johnson	Jim Prombo	Bill Urban
Joe Bielema	Mark Kaiser	Judy Reinhart	Angie VanderVinne
Jim Blakemore	Lynn Kenady	Ken Reinhart	Arnold Vegter
Diki Bull	Joann Kilgus	James Ridley	Tim Vox
Trent Bush	Wally Kilgus	Kevin Schisler	Dr. Jody Ware
James Camp	Ken Kophamer	Wolfgang Schmidt	Jason Wheat
Louise Clark	Jerry Lindsey	Susan Schuler	Pete Whiting
Rosemary Coplan	Rustin Lindsey	Kevin Severson	Barb Winandy
Heather Coyle	Sally Lindsey	William Shirk	Mike Winandy
Josh Coyle	Allen McCaulley	Thomas Slater	Ben Wolf
Roger Drey	Howard Mills	Ann Slavin	Mark Woods
Gay Elfline	Ruth Mitick	Betty Steinert	Dave Zuidema
Bethany Gravert	Stan Mitick		



TIMELINE



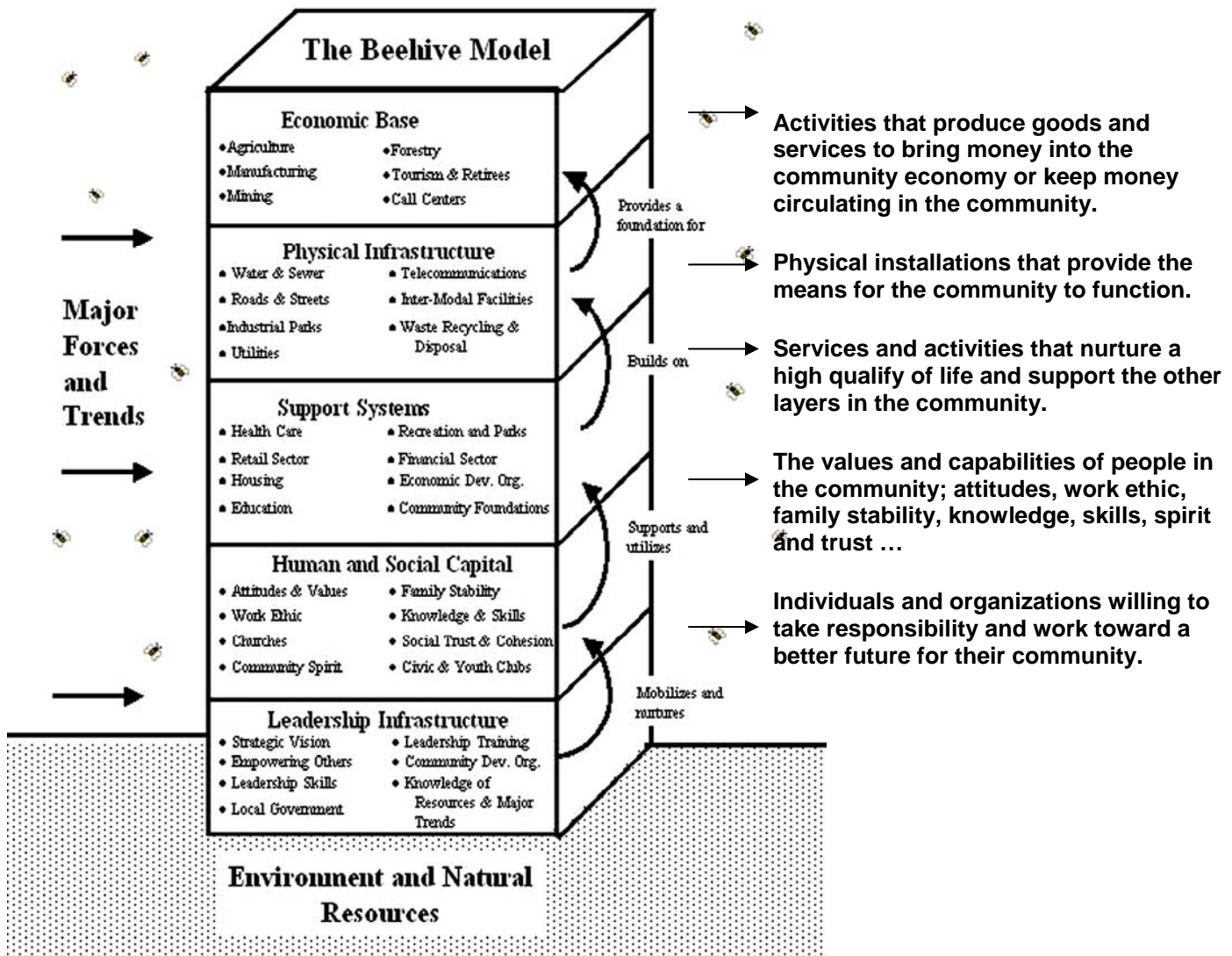
	2000s
<p>Web site New Parks / Park system Main Street lighting program / new downtown street lights Sesquicentennial celebration Train whistles abated Additions to junior high and Northside schools Altronics Veteran's Memorial Park Recreational area—east Industrial park opens French Creek Park Investment in downtown Covered bridge</p>	<p>Vern's Furniture closing Continued school financial stress Increased Rte-30 traffic Lower Equalized Assessed Value No viable motel/hotel End of community Thanksgiving Eve services No Child Left Behind Restaurants closing Northwestern Steel & Wire closed State school money decreases</p>
	1990s
<p>Harvest Hammer run/walk Main Street program New library and community room Car show Paint the Town started New Southside school building Morrison Clinic Bed and breakfast opened Renaissance of community's history</p>	<p>Loss of Morrison Music Theater Association Lost historic structures Increased train traffic and whistles Shops closed Loss of businesses / retail decline on Main Street Train Depot torn down Country club closed School district financial difficulties Main Street program stopped Kem shop closed GE decline</p>
	1980s
<p>Hardees Advent of girl's sports Surveyed industrial park New jail Whiteside Forum Christmas Walk New courthouse Roller rink Superwash Historical Society</p>	<p>Ethan Allen / Volkmann's closed Men's clothing & shoe store closed Lost historical structures Downturn of farm economy GE downsized & management left Closing of Jack & Jill grocery store Industrial park not developed</p>

<p style="text-align: center;">1970s</p> <p>Rockwood State Park established P&P Tool manufacturing started Cordova Power Plant on line Champion basketball team at MHS School consolidation Daycare opened MIT reformed as Tech School Expansion of high school Improved ambulance service Dr. Wood's office Smith Bank Modernization of hospital (new wing) I-88 construction</p>	<p>Rt. 5 (I-88) completed to Quad Cities Lost bus transportation Job loss Destruction of historic buildings Coliseum torn down Declining high school enrollment Opening of Singapore plant Downsizing of GE</p>
<p style="text-align: center;">1960s</p> <p>Strong Chamber of Commerce and downtown MIT established Resthove Nursing Home 3 women's dress shops Pool & auditorium added to high school New Northside Elementary School Westside Co. Bank established GE growth—2700 employees Drivers license bureau Sauk Valley College Garden Club replaced the elm trees Ebenezer Education Wing</p>	<p>Multiple factories closed Commuter train service ended Railway station closed Dairy closed Dutch elm disease kills all elm trees Municipal building destroyed Big flood American Air Filter leaves Herman Nelson Co. left town Drivers license bureau</p>
<p style="text-align: center;">1950s & before</p> <p>New junior high / high school Centennial celebration Passenger trains Three lumberyards Founding of GE, GE upsizes Many historic structures Largest greenhouse in the world Goodenough's Dairy Family units Strong downtown Movie theater Hospital built – plus additions Ebenezer Sanctuary built Retail businesses Climco Manufacturing started</p>	<p>Consolidation of rural schools</p>

TOTAL COMMUNITY DEVELOPMENT: A Systems Approach

A systems approach to community development enables us to grasp complex relationships quickly, and identify points of intervention that will have the most impact on the entire system. When events impact your community, the effects of these events ripple through the entire system, often with surprising results.

Total Community Development



Mark Peterson
University of Arkansas
Cooperative Extension Service

TOTAL COMMUNITY DEVELOPMENT

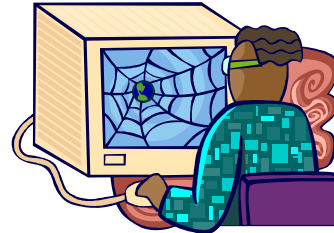
A Systems Approach

Examples from the Morrison Timeline

[WEBSITE: www.thecity1.com](http://www.thecity1.com)

Economic Base

1. Attracts individuals
2. Increased population
3. Interactive
4. Community focus
5. Advertisement – businesses
6. Jobs – employment
7. Classified Ads



Physical Infrastructure

1. Telecommunications
2. Information on infrastructure
3. Links to schools, city page, etc.
4. Maps/photos/brochures/pamphlets

Support System

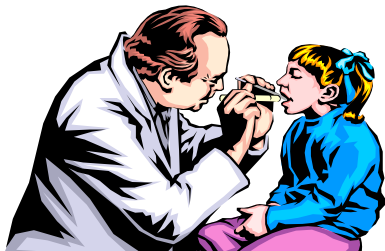
1. Forum - socialization
2. Promotion of local support services
3. News
4. Churches
5. Private & public

Human & Social Capital

1. Community events
2. Informs, scheduling & cancellations
3. News
4. Church information

Leadership

1. Volunteerism of staff (book review, Wellness)
2. Community leaders



[MORRISON CLINIC](#)

Economic Base

1. Jobs
2. Property tax
3. People come for shopping and restaurants
4. Kept Morrisonites in town
5. Brought new families to town

Physical Infrastructure

1. Building itself
2. Improvement of neighborhood

Support System

1. Clinic itself

Human & Social Capital

1. Doctors and nurses
2. Nursing homes

Leadership

1. Physician for school activities

SOUTHSIDE SCHOOL

Economic Base

1. Taxes
2. Jobs

Physical Infrastructure

1. Cost to city - negative
2. New building
3. Academic drive
4. Facilitated building of library/community room

Support System

1. Fire safety

Human & Social Capital

1. Improved learning environment
2. Community use of facility

Leadership

1. Cooperation of city/school



STATE PARK

Economic Base

1. Created jobs
2. Spending money and local businesses
3. Trickle-down effect for local economy
4. Brings people into town

Physical Infrastructure

1. Bringing people into the area
2. Roads
3. Sewer/dam

Support System

1. Volunteer groups
2. Nature and environmental education

Human & Social Capital

1. Local resource for community groups
2. Recreational/social gatherings
3. Family-oriented
4. Vacation destination

Leadership

1. State level
2. Local people lobbied the state for the park



GE JOINS COMMUNITY

Economic Base

- 1. Large tax base
- 2. Employment – support economy
- 3. People – return to community

Physical Infrastructure

- 1. Housing
- 2. New sewer/water lines
- 3. Streets

Support System

- 1. Service groups
- 2. People work together

Human & Social Capital

- 1. Community spirit
- 2. Strong work ethic

Leadership

- 1. Managers at GE



MIT (MORRISON INSTITUTE OF TECHNOLOGY)

Economic Base

- 1. Jobs
- 2. Tax base
- 3. Student spending
- 4. Construction/local city Rebar Co.

Physical Infrastructure

- 1. Campus facility

Support System

- 1. Retain youth
- 2. Support local businesses
- 3. Student employment

Human & Social Capital

- 1. Notoriety
- 2. New residence
- 3. Educational opportunities

Leadership

- 1. Produce leaders/student leaders
- 2. Use of student talents and abilities
- 3. Teaching staff



PAINT THE TOWN

Economic Base

1. Brings people to town (4000-5000)
2. Helps service organization fundraisers
3. Committee spends locally
4. Fundraisers for arts in schools and community
5. Strong local business support

Physical Infrastructure

1. Uses downtown streets
2. Does not damage or permanently mar infrastructure or environment
3. Negative – some local businesses don't like street blocked, also can make it difficult to get across town north to south

Support System/ Human & Social Capital

1. Large volunteer base
2. Family event
3. Community event
4. Fundraisers for arts in schools and community
5. Awareness of the arts
6. Fun and positive

Leadership

1. Brings out community leaders that become involved
2. Develops cooperative community relationships
3. Works with or piggy backs on Harvest Hammer

Physical Environment

1. Beautification
2. Attracts people/families to the downtown, both during and after the event to look at the art



INDUSTRIAL PARK

Economic Base

1. Tax base
2. Jobs
3. Money staying in Morrison
4. Housing
5. Retail
6. Service

Physical Infrastructure

1. New streets
2. Water & sewer service
3. Use of land—positive or negative

Support System

1. Increased enrollment at schools
2. City crews maintaining
3. Extends services to that end of city

Human & Social Capital

1. More jobs/ more people to participate and volunteer
2. Businesses promote charity, i.e United Way

Leadership

1. Become members of volunteer groups



HISTORIC BUILDINGS

Economic Base

1. Kept jobs
2. Brought in new jobs
3. Enhances Morrison image

Physical Infrastructure

1. Brought new construction
2. Bigger jail

Support System

1. Old library changed
2. Historical museum & new library—brings people together

Human & Social Capital

1. Bring in new families
2. Old construction keeps heritage
3. Progressive atmosphere

Leadership

1. Split views on destroying old structures

Physical Environment

1. Railroad structure = liability



Where Are We Now?

How well did you know your community?

What do you think . . .	Official Answer
Did Morrison's population increase or decrease between 1990 and 2000? About how much?	+1.9%
About what percentage of Morrison's residents were ≥ 65 years of age in 2000?	20.9%
About what percentage of residents were younger than 18 in 2000?	21.4%
About what is the median household income estimate in Morrison (2000 census)? How does this compare to the median household income in the state?	Morrison \$40,313 State \$46,590 Difference \$6,277
Poverty rate estimates in 2000 were about what percentage in Morrison? How does this compare to the state poverty rate?	Morrison 6.1% State 10.7%
What is the percentage of Morrison's total equalized assessed value (tax base) in 1998 accounted for by residential properties?	84.7%
What are the largest Morrison workforce sectors? Ag-related, Manufacturing, Trade (wholesale & retail), Services, Government.	Services 36.9% Manufacturing 25.9% Trade 9.6% Other 14.0%
What was the approximate total of Morrison's annual retail sales in 2003? About what percentage of the total retail sales in Woodford County does this represent?	Morrison \$44,720,654 Whiteside \$590,977,356 Morrison accounts for 7.4% of Whiteside total retail sales
Which of the following areas contributes to the annual sales in Morrison? Apparel, general merchandise, food, eating & drinking, automobile, furniture, lumber?	Automotive 44.6% Food 15.6% Lumber/hardware 12.8% Drug/retail 8.2% Drinking/eating 7.1%
About what percentage of Morrison's labor force was unemployed in 2001? How does this compare to the state unemployment rate?	Morrison 5.9% Whiteside 7.0% State 5.4%

WHERE ARE WE NOW? Discussion of Data

I. Review of Economic/Demographic Profile

POPULATION

- ☞ Population increase
- ☞ Morrison is the third largest city in Whiteside County
- ☞ Median age is 40.6 years
- ☞ Predominantly white
- ☞ Per capita income (inflation adjusted) rose 15.1%
- ☞ Unemployment rate grew by 0.9%
- ☞ Employment in service oriented jobs accounts for 41.4% of population i.e. art, entertainment, recreation, accommodation, food, educational, health, and social services jobs
- ☞ EAV increased 34.6%. Adjusted for inflation = 22.4%

EDUCATION

- ☞ Morrison becoming more educated

II. Review of Maps

- ☞ Decrease in population on the south side (0 to -3.92%) and increase on the north side (0.01% to 5.8%)
- ☞ 5.8%-125% increase in population southwest (around Hillsdale) and Rock Falls (Deer Valley subdivision?)
- ☞ Area south of Rock Falls has highest median household income in the county (\$47,808-\$78,449)
- ☞ Morrison income is middle to high compared to surrounding areas
- ☞ 15.14%-19.47% of population is elderly
- ☞ 25 mile radius includes – Canton, Sterling, Rock Falls, Dixon
- ☞ Just above 25 miles outside of Quad Cities and Geneseo
- ☞ Major highways – I-88, US 30, US 67 and US 53

III. Review of Community Profile

- ☞ No economic development plan
- ☞ Streets 100% paved, 99% with curb and gutter
- ☞ No public transportation
- ☞ Lots of civic organizations
- ☞ Lots of churches
- ☞ Several annual community events
- ☞ Cable access channel
- ☞ Lots of banks
- ☞ Accommodations (9 rooms)
- ☞ Ball diamonds (lots)
- ☞ No clothing stores
- ☞ Recycling program excellent
- ☞ Impact of Route 30 improvements
- ☞ Proximity to state park
- ☞ Two local newspapers

IV. Review of Program Application

- ☞ Morrison is county seat
- ☞ Rte 78 and Rte 30 intersect in Morrison
- ☞ Historic Lincoln Highway
- ☞ Rail transportation
- ☞ Historic architecture
- ☞ Maple tree color in Fall
- ☞ Nobel Prize Winner: Dr. Robert Millikin
- ☞ First club chartered by U of I to examine world issues in community setting – Forum 150
- ☞ Rockwood State Park – Lake Carlton
- ☞ Octagonal house on corner of Wall/Madison
- ☞ Hospital with helicopter
- ☞ Covered bridge
- ☞ Fairgrounds with original round barn
- ☞ First time-lock safe in Morrison bank
- ☞ Used to have furniture, refrigerator and toy factories

V. Analysis of Local Government Revenues and Expenditures

- ☞ Only 11% of property taxes are city taxes
- ☞ General revenue – largest water, sales tax, utility tax, fees, sales cemetery lots, grants
- ☞ Expenditures are rising because city is doing more. Revenues also up, property taxes not up because funds generated from other sources
- ☞ Property tax has stayed pretty stable
- ☞ + taxes don't go up, - real estate values not increasing
- ☞ Property tax: (set by state) fire, library, general government, pensions, social security
- ☞ Property tax – city receives only 11% of property taxes

VI. Review of Retail Trade Analysis

- ☞ Increase each year in total dollars
- ☞ Decreasing when adjusted for inflation at an increasing rate
- ☞ Strong in food, auto and lumber
- ☞ Weak in apparel and general merchandise
- ☞ Population decreased 2.3% while per capita income increased 14.1%

VII. School Report Cards

- ☞ K-5
 - Northside School
 - 2004-2005 MCUD was 23.2% higher than state average on testing
 - Class size was about 20% above state average
 - 100% parental involvement

- Southside School
 - State tests higher – 19.7% above state on ISAT
 - 100% parental involvement
 - Class size approximately 20% above state average
- ☞ 6-12th grade
 - Graduation rates Morrison is 100% vs. state 75.8%
 - ACT test scores 20.8 vs. state 20.1
 - Overall performance 9-12th grade state tests 65.1 vs. 65.2 state
 - Teacher qualifications/experience—17.6 years experience Morrison district vs. 13.6 years state
 - Parental contact (junior high – 96%, high school – 80%)
 - State aid (29% vs. state average of 18%)
 - Low income student percentage (11.5% vs. 40% for the state)

VIII. Health Services for Whiteside County

- ☞ High teen pregnancy rate (12.4%) compared to state (10.2%)
- ☞ Lead poisoning increasing, direct correlation with learning and physical disabilities – mandated testing now
- ☞ More divorces/fewer marriages
- ☞ STDs going up, teen pregnancies decreasing
- ☞ Heart disease #1 killer, #2 is cancer
- ☞ Increased death numbers
- ☞ 56 physicians in Whiteside County; 1,061 patients to each physician – not a shortage area for healthcare providers

— COMMUNITY VALUES & ASSETS LEADING THE WAY —

We LOVE our community because...

- ☞ Bank
- ☞ Historical heritage
- ☞ Can get almost everything you need in town
- ☞ Small, warm feeling
- ☞ Small community living
- ☞ Adjacent to larger communities offering more
- ☞ Know everyone
- ☞ Family is here
- ☞ Good schools and teachers
- ☞ Good location
- ☞ Recreational activities
- ☞ Secure/safe
- ☞ Transportation
- ☞ Infrastructure
- ☞ Work here
- ☞ Friendly people
- ☞ Good life
- ☞ Great friends
- ☞ Perfect place to raise a family
- ☞ No traffic jams
- ☞ Cheap
- ☞ I can ride my bike and be anywhere in city limits in under then 10 minutes
- ☞ Friendly atmosphere
- ☞ Always something to do with friends
- ☞ Lots of trees
- ☞ Growth awareness
- ☞ People/volunteer options
- ☞ Safe environment to raise a family
- ☞ Excellent place to live
- ☞ Caring community
- ☞ Spirit and social consciousness
- ☞ Grew up here
- ☞ Ag community
- ☞ Small town atmosphere
- ☞ Easy to build friendships
- ☞ Community oriented, without a lot of artificial pretension
- ☞ Socially/politically involved
- ☞ Safe environment
- ☞ Allows for involvement
- ☞ Potential
- ☞ Good churches
- ☞ Dance studio
- ☞ Food places
- ☞ Beauty
- ☞ Volunteer options

- ☞ Good schools, parks and recreation
- ☞ Housing
- ☞ Local support group
- ☞ Schools – variety of experiences available, sense of community
- ☞ Unique
- ☞ Family/community oriented
- ☞ Small and close knit
- ☞ Because of the people that make Morrison. . . .Morrison
- ☞ Clean
- ☞ City Services
- ☞ Churches
- ☞ Unity
- ☞ Real estate
- ☞ Good, caring people
- ☞ It feels like a community
- ☞ Safe, quiet, beautiful
- ☞ Progressive
- ☞ Low taxes
- ☞ Beauty of the seasons
- ☞ Supportive of the youth
- ☞ Low crime rates
- ☞ Rural
- ☞ Helpful
- ☞ Everyone knows each other
- ☞ Friends are like family
- ☞ People, like this group, who intend on getting to know each other more thoroughly
- ☞ Rural values
- ☞ Nature
- ☞ The schools and the students
- ☞ Well laid out streets and well kept
- ☞ Community services
- ☞ Civic organizations
- ☞ No more train whistles
- ☞ Caring school board members and city council members
- ☞ Neighbors
- ☞ Library
- ☞ Same population for years
- ☞ Close friends

— SOME CONCERNS THAT INSPIRE THE EFFORT —

We LOVE our community but...

- ☞ Lack of jobs
- ☞ Vacant space along Main St.
- ☞ Need a movie theater
- ☞ Traffic makes travel difficult from one end of town to the next
- ☞ Lack of meaningful employment
- ☞ The community cannot support retail stores
- ☞ Too much resistance to change. . . . differences
- ☞ Need more job opportunities to support families, so their children will stay and grow
- ☞ Need more downtown businesses
- ☞ Nothing to do on weekends besides attending sporting events
- ☞ Very negative on growth
- ☞ Too many trains
- ☞ Improvements on economic structure and tax base
- ☞ Everyone knows everyone else's business
- ☞ Close mindedness
- ☞ Not enough teen recreation
- ☞ Prevailing sense that the best is behind us
- ☞ Need more businesses to keep the town going
- ☞ Lacks vitality
- ☞ Need more beautification/preservation
- ☞ Resistance to change
- ☞ Need to change to maintain and grow
- ☞ Greater economic development
- ☞ Organization
- ☞ Coordination between different organizations and professional staffs
- ☞ Anti-agriculture tendency
- ☞ "GE generation" ages and passes on so we lose vitality
- ☞ Some things that we need are not available
- ☞ Shop, eat out, doctor, cultural activities, movies. . . .elsewhere
- ☞ People don't appreciate our assets—too much negativity
- ☞ Difficult to be accepted as an outsider
- ☞ Limited to downtown shops
- ☞ Declining business population
- ☞ Housing-houses look the same, attracting low income people, property is cheap
- ☞ City Council members should be participating in MAPPING - only 3 of 8 are attending
- ☞ Needs annexation of area subdivisions
- ☞ Restaurants
- ☞ Needs theme to move forward
- ☞ Too far from Chicago and our kids
- ☞ Not enough participants to make the needed changes determined by the study
- ☞ Maintaining quality of life in the face of slow or no growth in many areas
- ☞ No senior citizen facilities or activities
- ☞ Opportunities for growth

- ☞ Support local businesses
- ☞ Some businesses over charge citizens for services
- ☞ Losing educated people
- ☞ Needs industry
- ☞ More alive, fun, and benefits for all
- ☞ Larger tax base to support our schools and school activities
- ☞ Skepticism inhibits our potential
- ☞ Stagnant growth
- ☞ We don't focus on the positives
- ☞ Effects of decision making
- ☞ Cooperation
- ☞ Affordable housing
- ☞ Lack of leadership
- ☞ In a growth rut
- ☞ Safety problems from North side to South side
- ☞ Concerned economy
- ☞ Want children to want to stay
- ☞ More businesses
- ☞ Highway 30 and Route 78 through town
- ☞ Industry and businesses
- ☞ General willingness to accept and work for change
- ☞ Residential market values going up 3% every year
- ☞ Higher paying jobs
- ☞ Economic development
- ☞ Increase of traffic through the town
- ☞ Truck traffic
- ☞ Lacks complete community support with local groups-same volunteers

WHAT'S NEXT FOR MORRISON?

SESSION 2:

- ❑ Identify Big-Hairy-Audacious-Goals and build consensus for a desired “FUTURE VISION”
- ❑ Brainstorm strategies or approaches for each BHAG
- ❑ Form a committee to write the Morrison vision statement

SESSION 3:

- ❑ OptionFinder prioritization of each BHAG list of strategies. Strategies will be prioritized on the basis of importance to the future of Morrison as well as feasibility and impact
- ❑ Formation of “Action Teams”

HOMEWORK between Session 3 & Session 4

- ❑ Action Teams meet at least once to identify specific projects for taking the first steps toward reaching high-priority goals; begin to formalize an action plan

SESSION 4:

- ❑ Meet state and regional agency partners
- ❑ Build organizational structure for sustainability and maintaining the momentum
- ❑ Get organized for the Town Meeting

**“Vision without action is just a dream;
Action without vision just passes the time;
Vision with action can change the world”**

Joel Barker