

# Bi-State Region Comprehensive Economic Development Strategy (CEDS) 2021







# Executive Summary

The Bi-State Region Economic Development District (also known as the Bi-State Region) consists of Muscatine and Scott Counties in Iowa and Henry, Mercer, and Rock Island Counties in Illinois. A map of the region can be found on page iv. The Economic Development Administration (EDA) designated the Bi-State Region as an Economic Development District in 1980. The region includes the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area – Henry, Mercer, and Rock Island Counties, Illinois and Scott County, Iowa – as well as Muscatine County, Iowa, which has been designated as a Micropolitan Statistical Area.

The past year has been defined by the COVID-19 pandemic. At the time of writing this document, a full year has passed since the initial lockdowns began in March 2020. The total impact will likely be immeasurable and have a rippling effect for years to come. While the entirety of the pandemic will not be summarized in this document, several large-scale trends have become apparent throughout the year.

Travel, Entertainment, Transportation, and Personal Services are among the hardest hit industries during the pandemic. Small businesses have been especially impacted with as many as 90% reporting that the pandemic had a large or moderate negative effect on them in April 2020 and over 75% reporting the same as of late February 2021. (U.S. Census Bureau, Small Business Pulse Survey) Not all industries have been negatively affected. Where brick and mortar retail has suffered, online retail and delivery services have seen growth through the pandemic. Instead of going to restaurants, people have increased grocery spending at food and beverage stores.

The Bureau of Labor Statistics in April 2020 published an early analysis regarding employment and earnings in the sectors most exposed to COVID-19 shutdowns: restaurants and bars, travel and transportation, entertainment, personal services, other sensitive retail, and sensitive manufacturing. This analysis found that the Davenport-Moline-Rock Island, IA-IL MSA had an 18.6% share of June 2019 employment in the most exposed sectors and a 10.2% share of second quarter 2019 wages paid in the most exposed sectors.

Overall, job losses have had a disproportionate impact on those that are most vulnerable. According to the Bureau of Labor Statistics, the poorest 25% of Americans experienced over 40% unemployment in April 2020. As of January 2021, the unemployment rate for this group hovered around 20%.

The Bureau of Labor Statistics also reported that of prime age workers (25-54), Black and Hispanic workers experienced proportionately higher rates of job loss.

To combat unemployment and mitigate economic impacts, the federal government has distributed trillions of dollars throughout the year for increased unemployment benefits, forgivable loans for small business, rental assistance, direct stimulus checks, and support for health care providers. Including the most recent economic rescue bill passed in March 2021, approximately \$6.9 trillion in federal aid has been directed toward the pandemic recovery.

As of the middle of March 2021, multiple vaccines have been approved by the FDA and have begun being administered on a large scale. Approximately 107 million doses have been administered in total so far in the U.S. Recovery from an unprecedented public health crises will be unpredictable and will continue to be monitored in the Bi-State Regional in the coming years. A goal specific to tracking COVID-19 recovery has been added to the Strategic Direction.

This Comprehensive Economic Development Strategy (CEDS) is the result of a locally-based, regionally-driven planning process designed to enhance the economic growth of the Bi-State Region. The purpose of the CEDS is to establish a strategically-driven process that will help create jobs, foster more stable and diversified economies, and improve living conditions. The CEDS provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development. The CEDS is a requirement to apply for assistance under the EDA's public works and economic adjustment programs. Since 2010, the Bi-State Region has successfully received approximately \$9.5 million in federal investment through the EDA for infrastructure projects with \$1.7 million in local match. (See the EDA Infrastructure Investments Map on page X for a glance at projects.) The region will utilize this funding source to enhance economic development within the region.

The planning process to develop the CEDS began immediately following the adoption of the 2016 CEDS through public input for progress reports created annually. In 2020 and 2021, Bi-State Regional Commission conducted a public participation effort for both the CEDS and *Connect QC 2050: Quad Cities Long Range Transportation Plan* using a variety of public engagement methods and tools. The results of that effort are summarized in the Appendix and have been incor-





porated in the CEDS document. In December 2020, the CEDS Committee consisting of public and private sectors throughout the region began meeting to conduct the state of the region's economy and set goals for the 2021 CEDS. The draft goals and background sections of the 2021 CEDS were reviewed at the February Bi-State Regional Commission meeting. On March 24, 2021, the full draft was provided to the Commission soliciting comments. The announcement of the draft being available for public review was made at the meeting, and the draft was made available on the Bi-State Regional Commission website. Comments on the plan have been minor, with small corrections to projects in the Appendix (page 91). The EDA Infrastructure Investments Map has been updated according to corrected data from EDA. A strategy and measure for promoting river cruise tourism was added to the Strategic Direction.

This CEDS document is made readily accessible to the economic development stakeholders in the community. In creating the CEDS, there is a continuing program of communication and outreach that encourages broad-based public engagement, participation, and commitment of partners. The general public, government decision makers, and business investors are able to use this document as a reference for their economic funding efforts. Therefore, the strategy considers and, where appropriate, incorporates other planning efforts in the region.

This CEDS document:

- Details the people, economy, and sense of place of the Bi-State Region
- Describes the strengths, challenges, opportunities, and threats
- Presents the region's goals
- Establishes strategies and projects for implementation
- Establishes performance measures

While there are certain challenges and threats to the region's economy, such as aging infrastructure and potential future base closure and realignment at the Rock Island Arsenal, there have also been successes over the past couple of years, including retention of Kraft/Heinz; development of Sterilite; expansion of Springfield Armory in Geneseo, and product lines at CHS and Big River in Henry County; expansions of Kent Corporation and Musco Lighting in Muscatine; expansion of General Grind in Aledo expansion of divvyDOSE in Davenport and Moline; and completion of the west-bound span of the

I-74 Bridge and several other major Corridor reconstruction elements. The importance of fostering public-private and intergovernmental partnerships and the strategic investment in public infrastructure and projects is paramount to spur economic growth in the region. However, development in the region will primarily be led by private firms and entrepreneurs.

The vision established in this plan is: "Through the collaborative efforts of the region's public and private economic development leaders, the implementation of the *Bi-State Region Comprehensive Economic Development Strategy* has created an economically-resilient Bi-State Region that attracts and retains both businesses and a talented workforce."

The goals set forth in this document help guide the region toward achieving the vision. The goals are:

1. **Attract, retain, and expand businesses within the Bi-State Region**
2. **Promote the redevelopment of blighted, underused, vacant and/or environmentally-challenged sites with high market potential and/or positive community impacts**
3. **Continue to improve the quality of life in the Bi-State Region through projects that support recreation, culture, arts, and entertainment; and support the tourism industry and the Bi-State Region's Visitor and Tourism Bureaus, which promotes the attraction and retention of a talented and diverse workforce**
4. **Make the Bi-State Region more economically-resilient to both natural disasters and economic downturns**
5. **Invest in and support infrastructure improvements, such as roads, bridges, sewers, water facilities, and broadband, multi-modal transportation systems, and energy utilities that will strengthen the Bi-State Regional economy**
6. **Leverage the resources available for workforce development and training through the university/community college systems, Iowa Works/American Job Center, and other partners to address the growing skill needs of businesses and industries in the Bi-State Region**



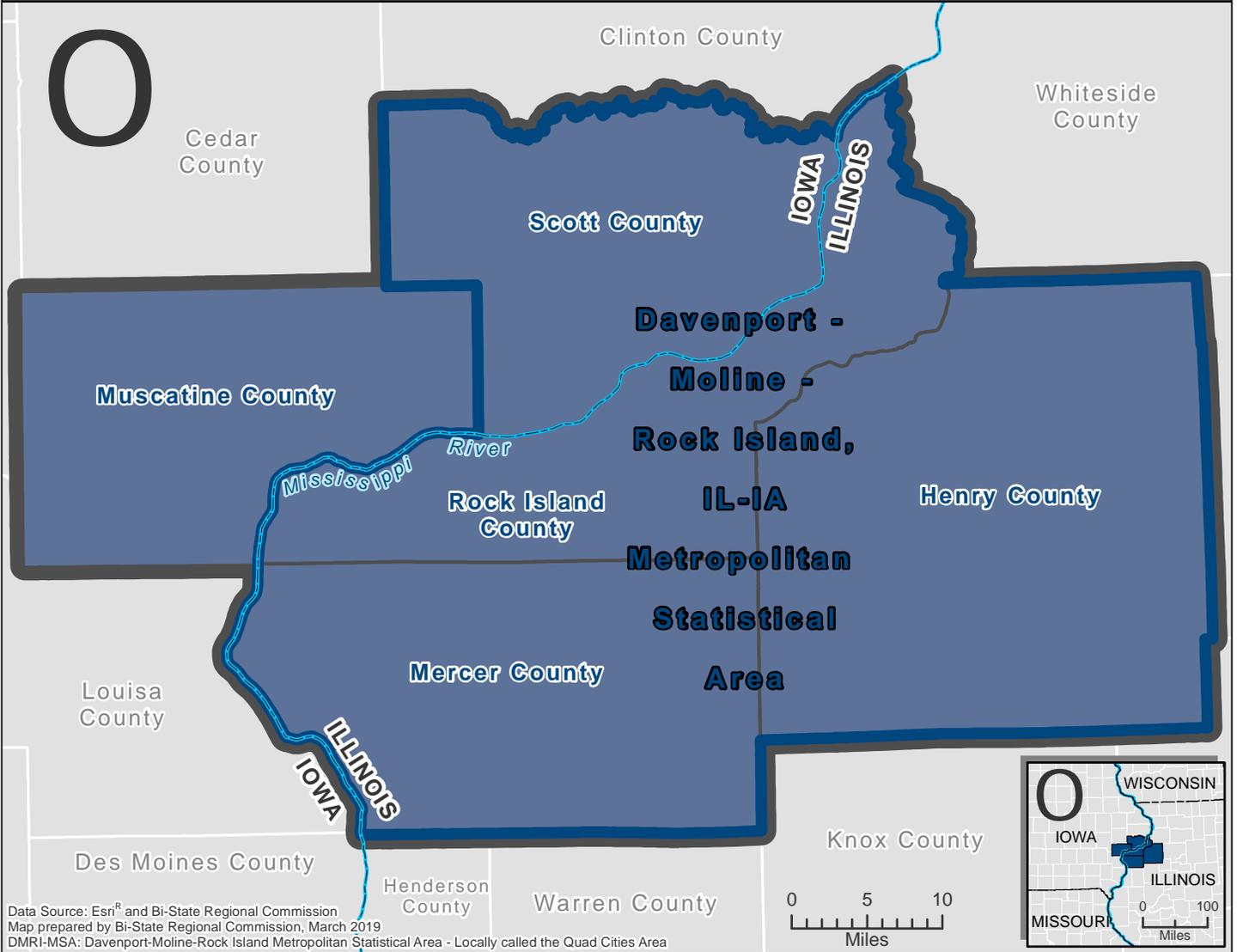
7. Foster public-private and intergovernmental partnerships to address economic development needs in the Bi-State Region while emphasizing cooperation over competition
8. Support mentoring, workforce development, business assistance, and other programs offered by schools, university/community college systems, chambers of commerce, and other economic development organizations that focus on diversity, equity, and inclusion (DEI) for all marginalized populations
9. Assist with economic recovery during and following the COVID-19 pandemic, and use the experience to make the Bi-State Region more economically resilient to future public health emergencies

The Strategic Direction and Performance Measures section on page 59 describes strategies to accomplish the goals and provides performance measures to gauge the region's progress.

The progress toward the CEDS goals and objectives is self-reported by local governments and development organizations in the Bi-State Region. Known major expansions and dislocations can be found on page 88. In addition, the completed, underway, and planned projects can be found in the appendix and include only those that involved some type of government or development organization assistance. The listing is not exhaustive but is provided to show in general the key economic events occurring in the region. Job estimates are based on historical data from the CEDS process.



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## Acknowledgements

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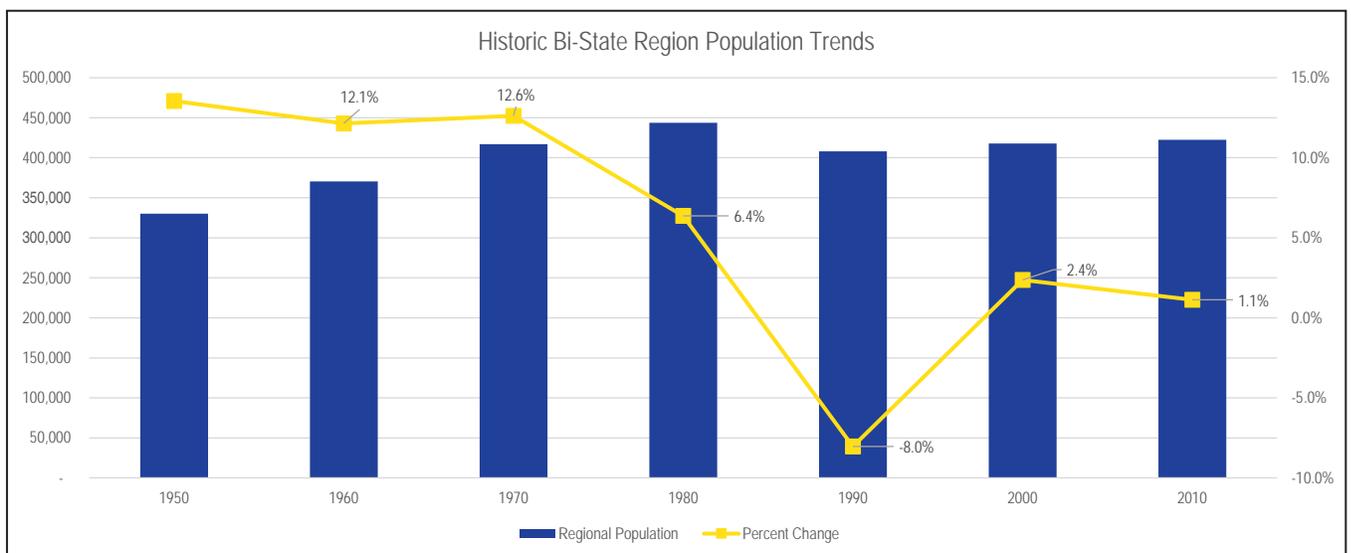


# Summary Background

## Where Have We Been?

The Bi-State Region's earliest history started with Fort Armstrong (now known as the Rock Island Arsenal), which was established in 1816. Built along the banks of the Mississippi River, the area supported a growing riverboat navigation industry and served as water power for emerging industries. The first water-powered mill in the area, built in 1837, provided power for sawmilling and corn-milling, and was responsible for attracting increasing industrial interest, including Deere & Company in 1868. The river also facilitated the growth of the button industry in Muscatine through the harvesting of freshwater mussel shells. Nearby communities began to develop around both mining and farming economies, particularly due to high quality, fertile soil.

By World War I, the Quad Cities Area began to gain a common identity (originally "Tri-Cities"), due to the clustering of the cities of Davenport, Rock Island, and Moline. Following World War II, the region experienced a post-war economic and population boom, with double-digit population growth until the farm crisis of the 1980s, which caused high unemployment and population decline, including the sudden loss of over 35,000 jobs following the loss of construction and farm equipment manufacturers Caterpillar and Farmall. The following chart shows the historic population of the region by decade as well as the percent change in population from decade to decade. As indicated, the region experienced an 8% decrease in population between 1980 and 1990.

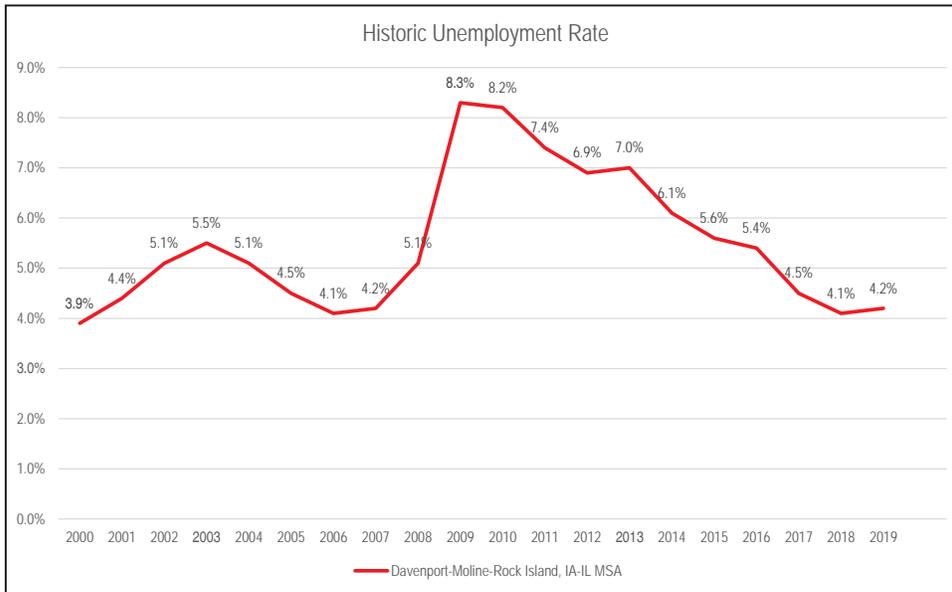


Source: U.S. Census Bureau, Decennial Censuses 1950 – 2010.

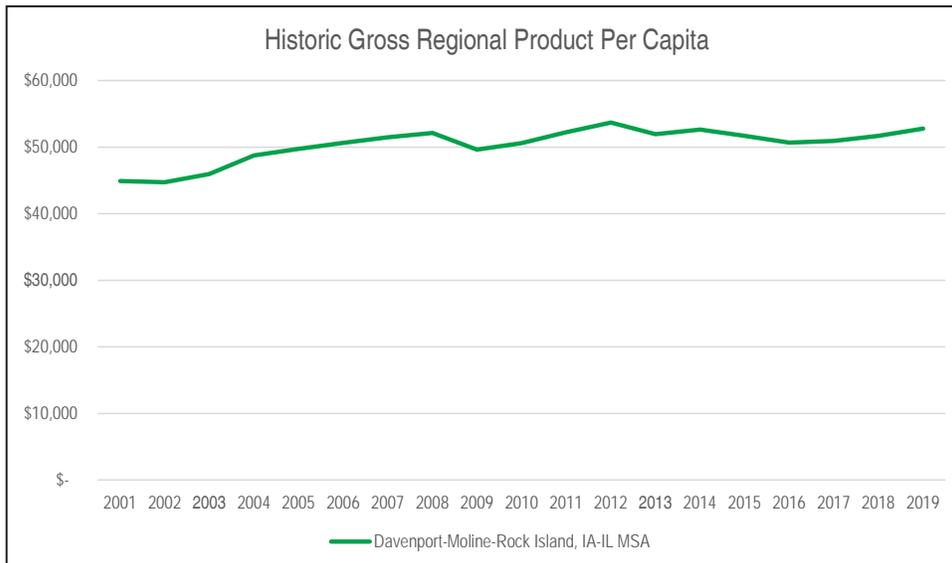


## Where Are We Today?

Today, the region still relies on the Mississippi River as a crucial asset for logistics and transportation, and the Rock Island Arsenal and John Deere continue to be leading employers. While the region's population still has not recovered to its pre-farm crisis peak in 1980, the local economy has since become more diversified and resilient. Major agricultural manufacturers now share the economy with modern transportation and logistics companies, as well as leading health care providers, including Genesis Health System and Trinity-UnityPoint Health. Overall, the region weathered the Recession of 2008 without significant population loss, although there was a slight dip in Per Capita Gross Regional Product (GRP) and a temporary spike in the unemployment rate.



Source: U.S. Department of Labor, Bureau of Labor Statistics.



Source: U.S. Department of Commerce, Bureau of Economic Analysis. Data is adjusted for inflation.

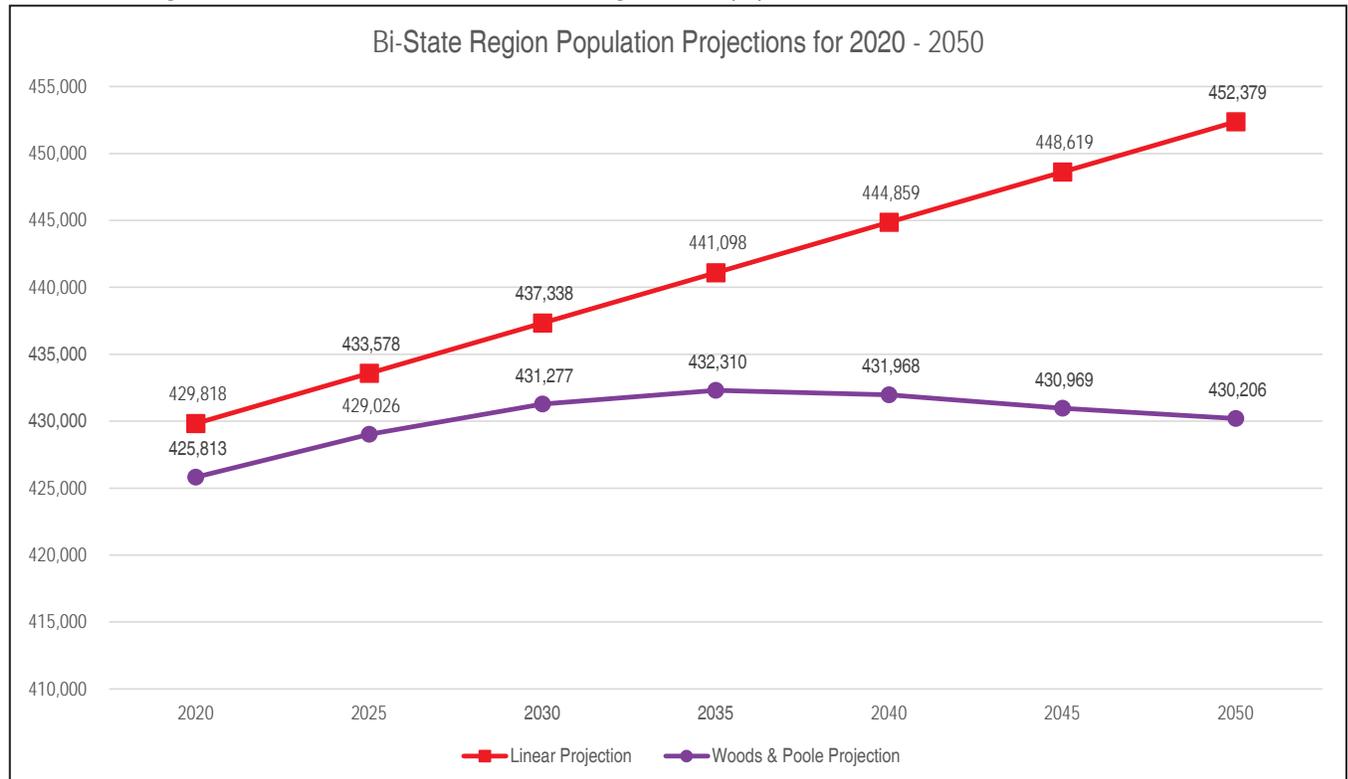


## People

This section provides a general demographic profile for the Bi-State Region. Data is reported for the five-county Bi-State Region, unless otherwise noted. Some of the data is only available for the four-county Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area (DMRI, IA-IL MSA), and/or Muscatine County, IA. The Bi-State Region had an estimated 2019 population of 424,064. The region is 85.7% white, making it less racially diverse than the average U.S. population. Over a third (33.4%) of the region's population has some college or an associate's degree, which is slightly higher than the U.S. population. The 2019 participation rate in the labor force is higher in the Bi-State Region than the U.S. average, although Bi-State's household and per capita income is lower than the U.S. average.

### Population and Age

- According to the U.S. Census Bureau's American Community Survey (ACS), the 2019 population for the Bi-State Region was 424,064, which is an increase of 1,629 people from the 2010 Decennial Census population.
- According to historical trends for the Bi-State Region in 1990-2015, there is a projected 0.18% annual growth rate for the region, which projects that the population will increase by 22,561 over the next 30 years to a population of 452,379 in 2050.
- According to Woods & Poole Economics, Inc., the region's total population in 2020 is estimated to be 425,813.

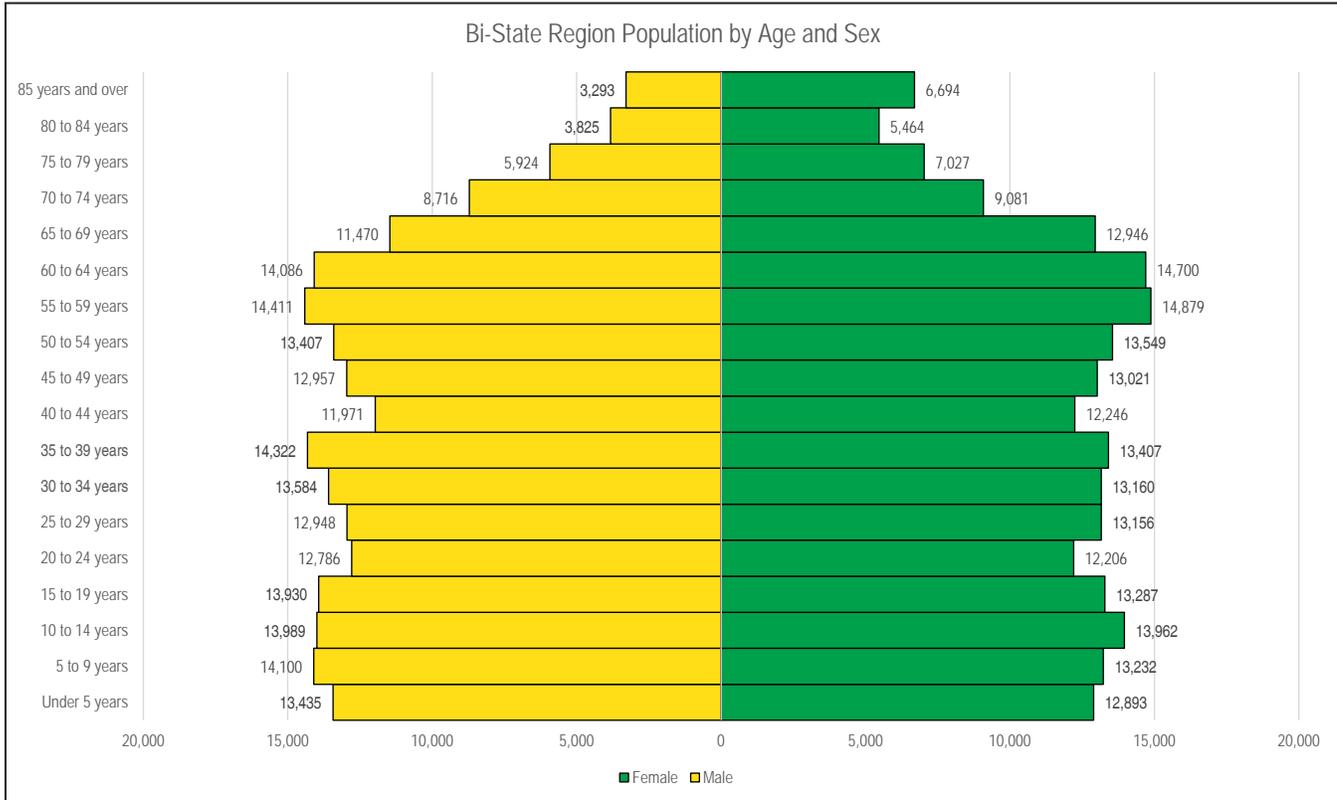


Source: U.S. Census Bureau, Decennial Census, 1990. American Community Survey 5-year estimates, 2011-2015. Woods & Poole Economics, Inc., 2020.

## Summary Background – People



- According to Esri Community Analyst, the 2020 median age for the region is 40.5, an increase from the 2010 median age of 39.2. By 2025, the median age is expected to be 41.3.
- In 2019, the age group 55-59 was the largest age group at 6.9% of the total population, followed by the age group 60 to 64 years, which made up 6.8% of the region's population.
- In the 85 years and older category, the female cohort is more than double the male cohort's population, as is typical of the life expectancy for both genders.

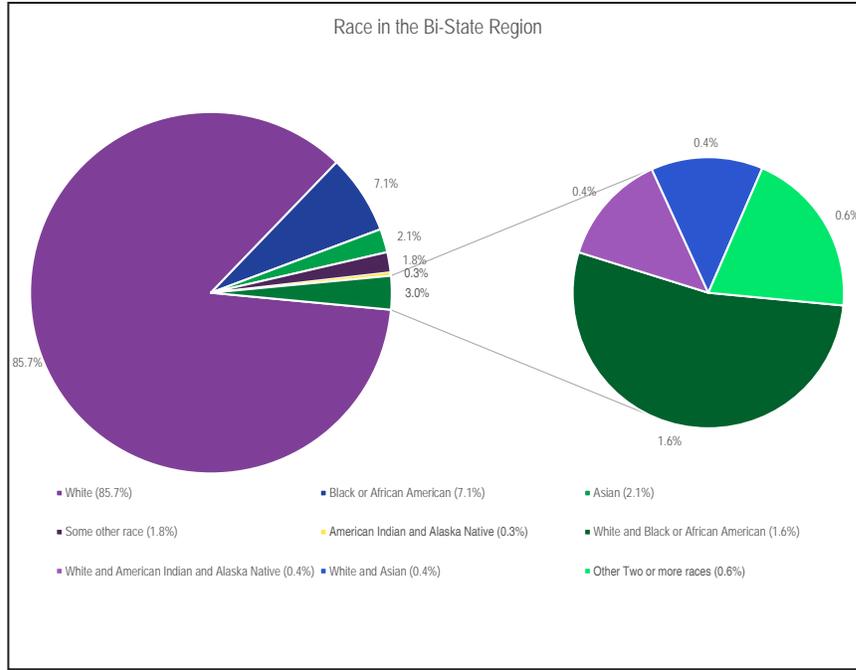


Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.



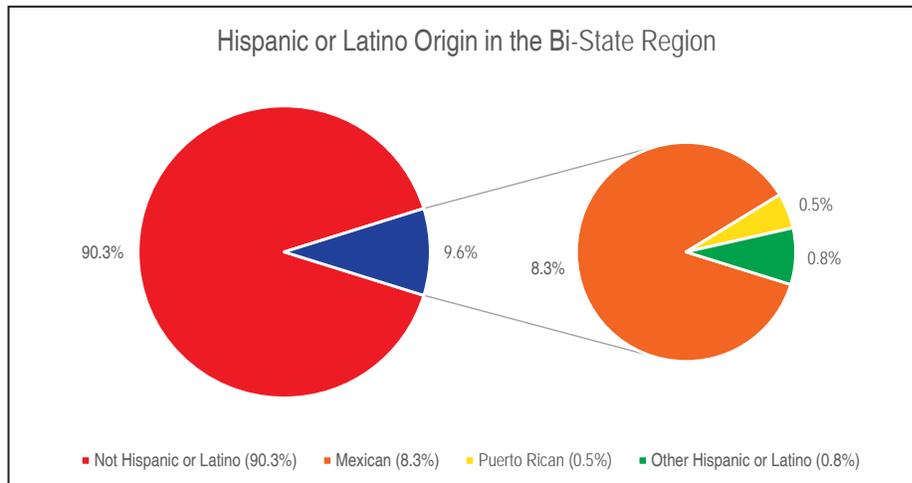
## Race and Ethnicity

- The region’s population is 14.3% racial minority, with 8.9% being Black or African American alone or in combination with one or more other races.
- In comparison, the U.S. population is 27.5% racial minority.



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.

- The region’s population is 9.7% Latino (of any race), compared to the U.S., which is 18.0% Latino (of any race). A majority of the region’s Latino population (86.5%) is Mexican.
- The region has seen an increase in Latino residents from 8.5% in 2010 to 9.7%.

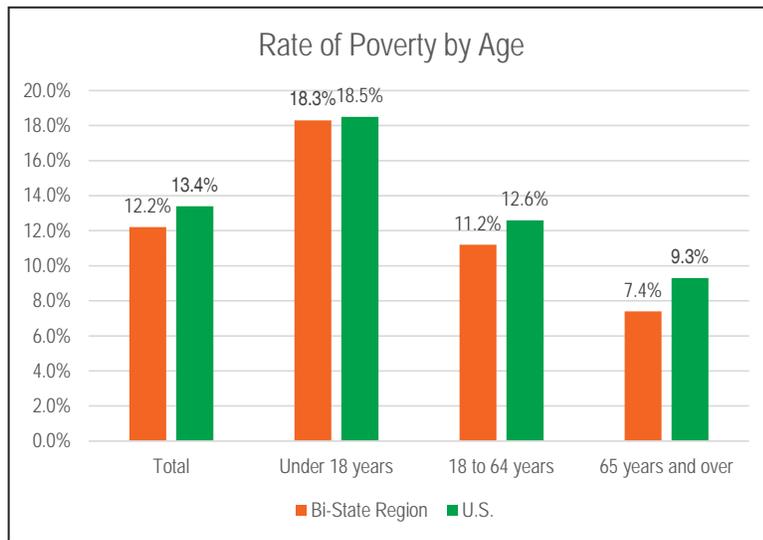


Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.

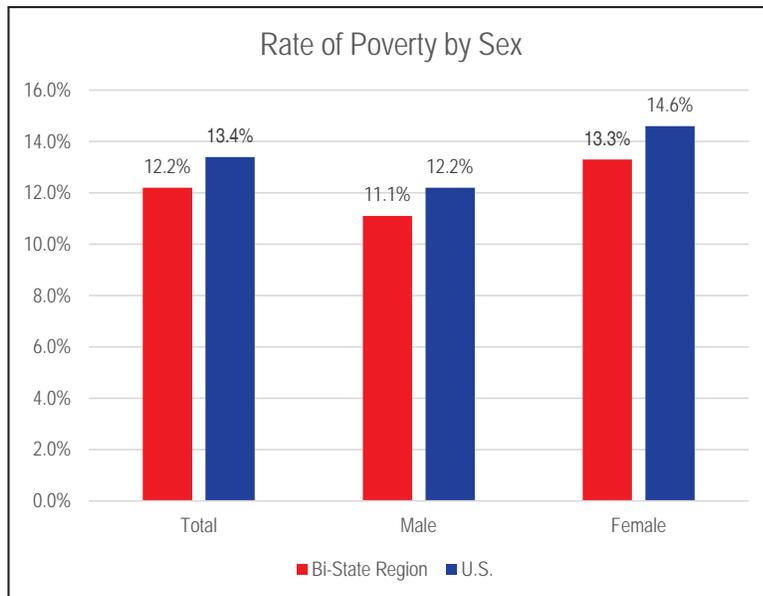


## Poverty

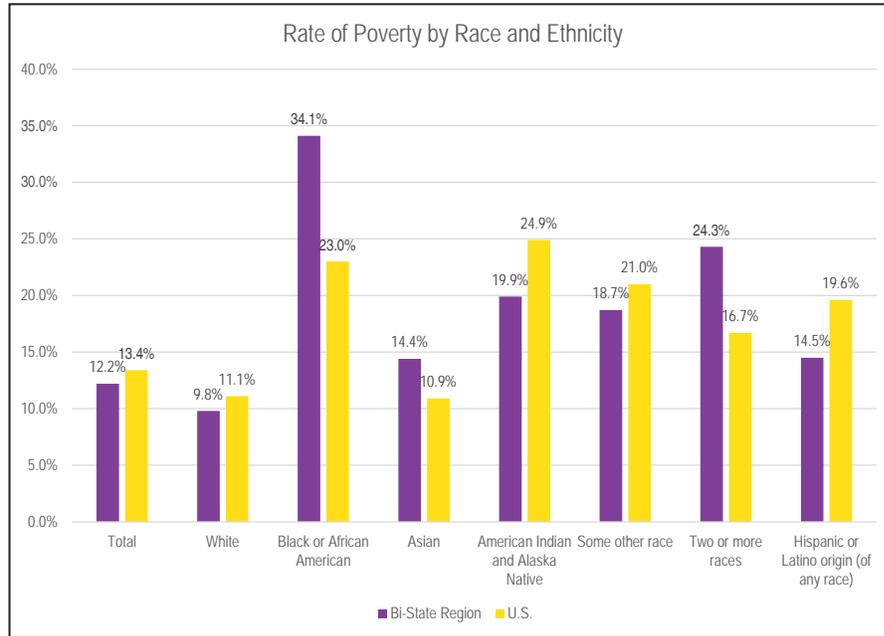
- Social inequalities, particularly by race and sex, can impede economic growth as it prevents various demographics from reaching their true potential in life and in the workforce.
- The total rate of poverty for the region has decreased slightly since the 2010 5-Year ACS, from 12.4% to 12.2% and is below the U.S. rate of 13.4%.
- The regional rates of poverty by age and sex are lower than the U.S. rates, with the rate of poverty for women in the Bi-State Region being 13.3% compared to the national rate of 14.6%.
- The rates of poverty for the region by race and ethnicity are above the U.S. rates for Black or African American (34.1%), Two or more races (24.3%), and Asian (14.4%) populations.



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.



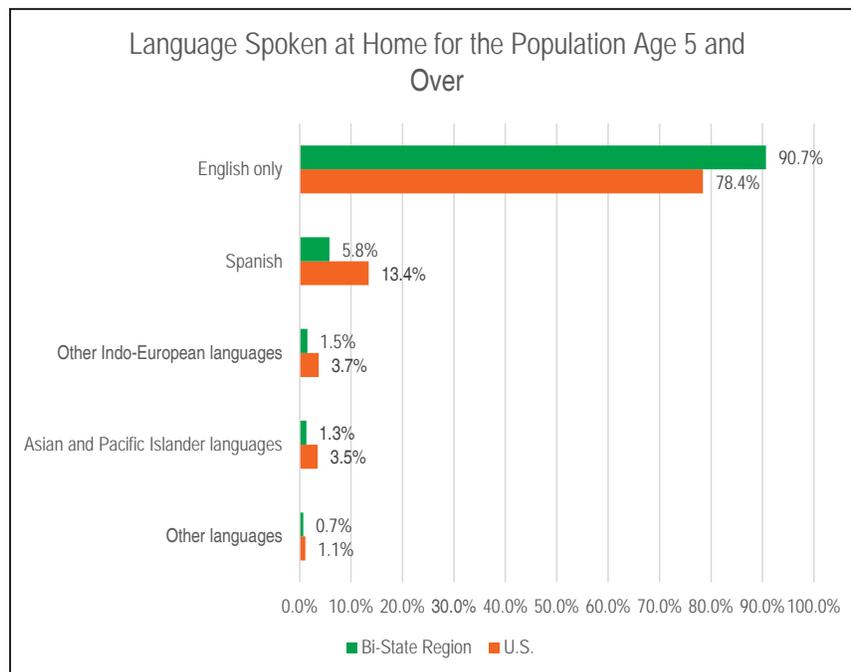
Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.

### Language Spoken At Home

- In the Bi-State Region, 90.7% of the population age 5 and over speak English only at home, compared to 78.4% of the U.S. population.
- The most common language spoken at home in the region other than English is Spanish, which is spoken at home among 5.8% of the population.
- Since the 2010 5-Year ACS, the number of individuals in the region who speak a language at home other than English has increased, from 8.1% to 9.3%.

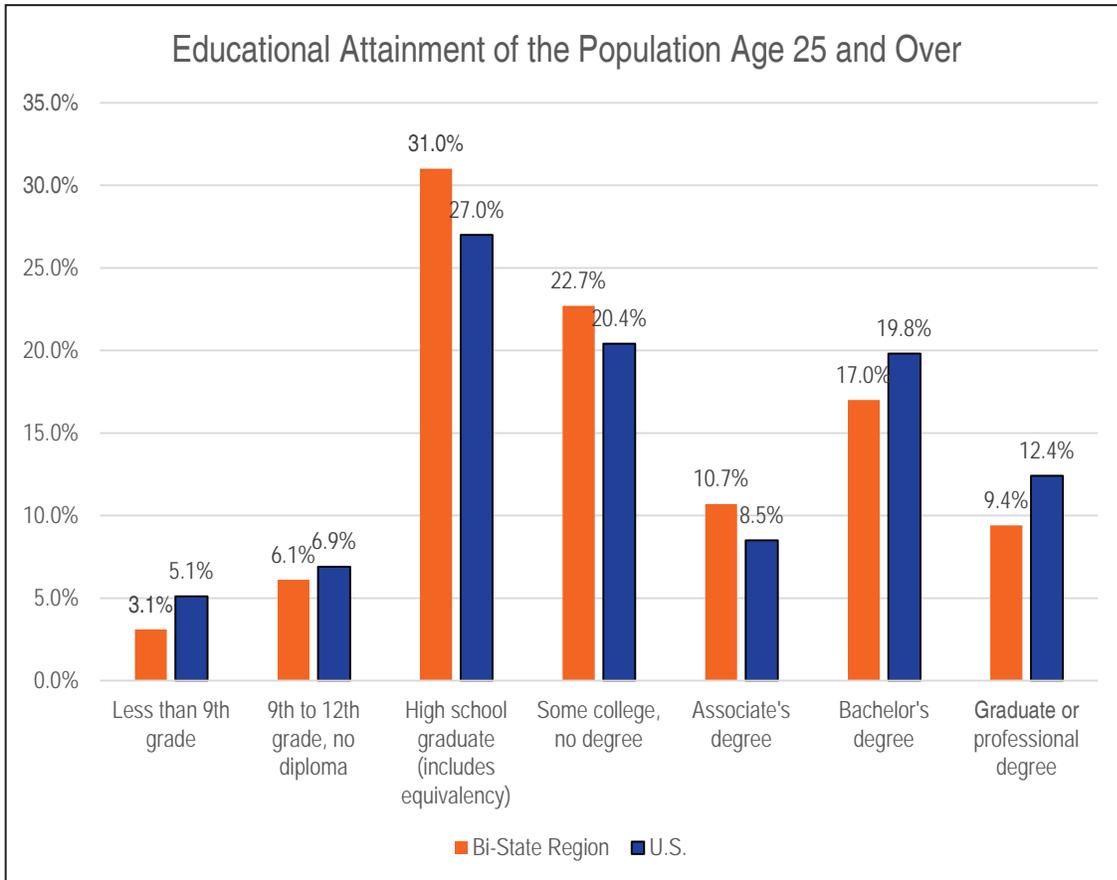


Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.



## Educational Attainment

- The percentage of the region's population age 25 and over with an educational attainment of high school graduate or higher is 90.8%, higher than the U.S. 88.0%.
- Roughly a third (33.4%) of the region's population has some college or an associate's degree, which is higher than the U.S. population (28.9%). This concentration of associate's degrees in manual and technical fields is compatible with the high concentration of industrial and manufacturing firms in our economy.
- Over a quarter (26.4%) of the region's population age 25 and over have a Bachelor's degree or higher, lower than the U.S. average of 32.1%. Persons with a Bachelor's degree or higher have increased since 2010, from 24% to 26.4%.

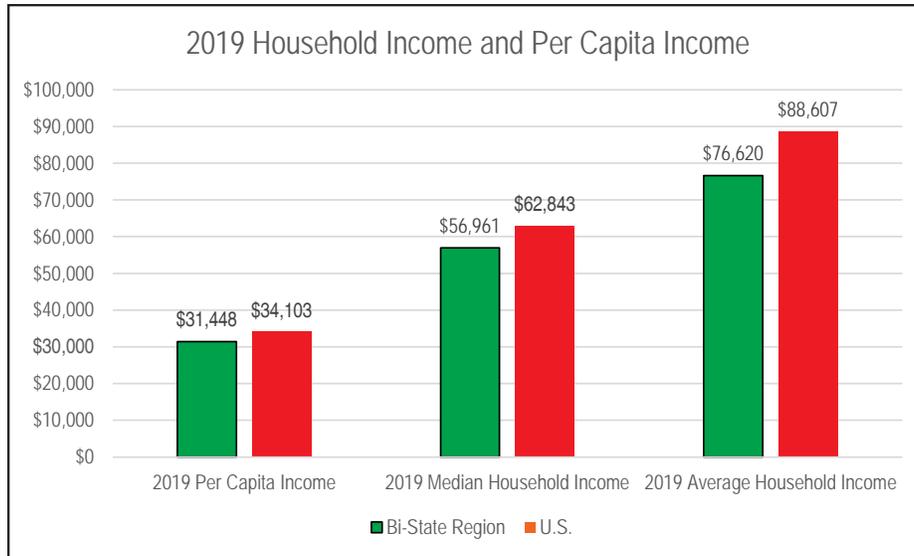


Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.



## Income

- The region’s median household income is \$56,961, compared to the U.S. median household income of \$62,843.
- The per capita income of the region is \$31,448, compared to the U.S. per capita income of \$34,103.

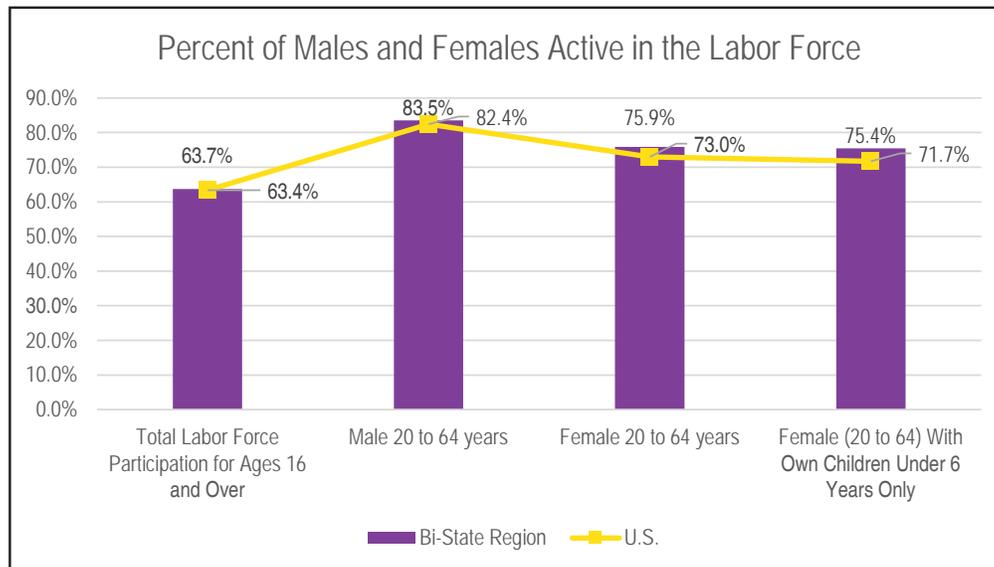


Source: (Bi-State Region): U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019.

Source: (U.S.): U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.

## Labor Force Characteristics

- According to 2019 ACS data, 83.5% of all males age 20 to 64 and 75.9% of all women aged 20 to 64 in the region are actively participating in the labor force.
- The Bi-State Region has a labor force participation rate slightly above the national average.



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.



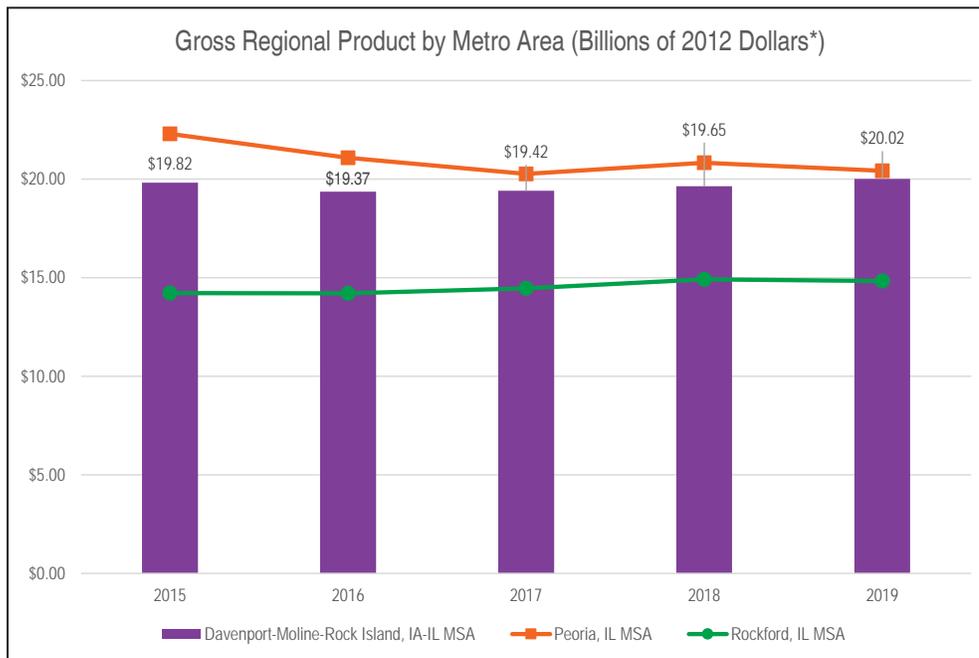
## Economy

The Bi-State Region shows an increase in Gross Regional Product (GRP) from the years 2015 to 2019. For the next 30 years, the industries with the highest forecasted job growth will be Health Care & Social Assistance, Professional & Technical Services, and Company Management. In the next ten years, specific occupations with the fastest growth will be Information Security Analysts in eastern Iowa and Healthcare Support Occupations in western IL.

Data is reported for the five-county Bi-State Region, unless otherwise noted. Data is sometimes only available for the four-county Davenport, Moline, Rock Island, IA-IL Metropolitan Statistical Area (DMRI, IA-IL MSA), and/or Muscatine County, IA. Not all data sets are available for the current year. Whenever current year data is available, the most current data is provided.

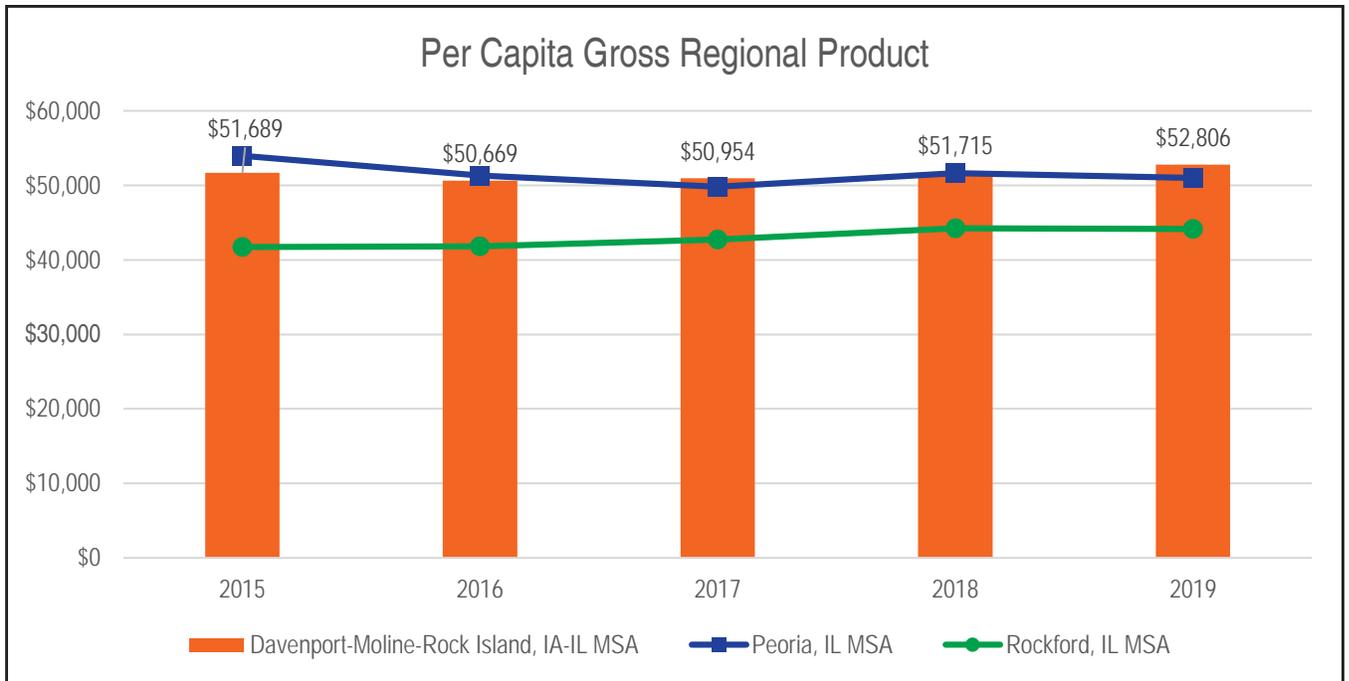
### Per Capita Real Gross Regional Product (GRP) and Personal Income

- Total GRP for the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area (DMRI, IA-IL MSA), traditionally referred to as the Quad Cities, adjusted for inflation, has increased from \$19.82 billion in 2015 to \$20.02 billion in 2019, for a total increase of \$205.9 million, or 1.04%. The national Gross Domestic Product (GDP) growth rate was 9.5% during this same time period.
- The per capita GRP in 2019 was \$52,806 for the DMRI, IA-IL (QUAD CITIES) MSA, and has increased a total of 2.2% from 2015-2019. The national growth rate was 7.0% during the same time period. The 2019 per capita GRP was \$51,865 for Iowa and \$58,764 for Illinois.
- The DMRI, IA-IL (QUAD CITIES) MSA has a higher gross total and per capita GRP than the Rockford MSA, and a slightly lower gross total and higher per capita GRP than Peoria MSA.
- The per capita personal income for the DMRI, IA-IL (QUAD CITIES) MSA in 2019 was \$52,531, greater than the Peoria, IL MSA (\$51,655) and Rockford, IL MSA (\$47,302).
- Per capita personal income for the DMRI, IA-IL (QUAD CITIES) MSA has increased a total of 6.6% from 2015-2019, compared to a national change of 15.5% for metropolitan areas in this same time period.

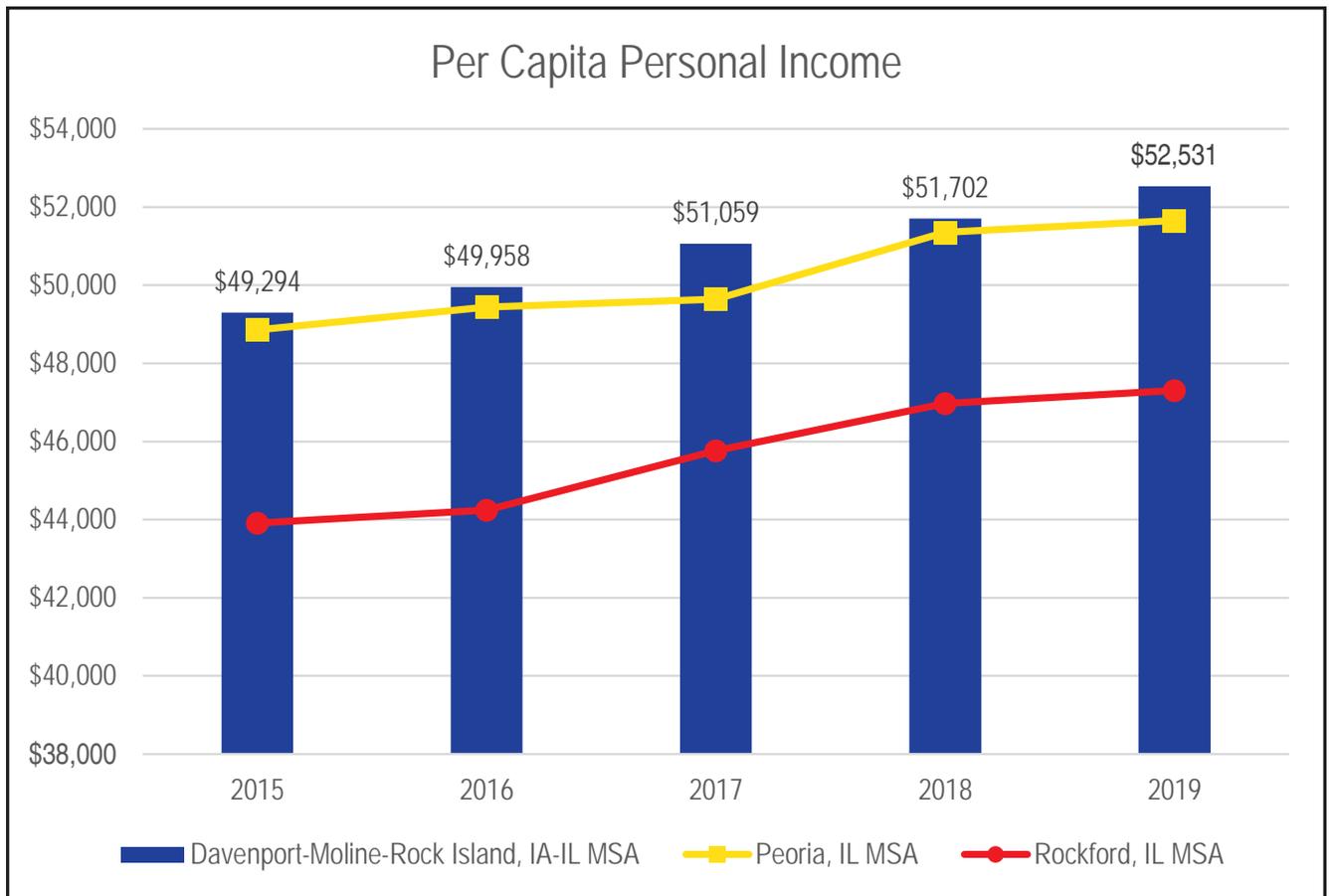


Source: U.S. Department of Commerce, Bureau of Economic Analysis. Data is adjusted for inflation.

\*Data is presented in terms of chained 2012 dollars, a method of adjusting real dollar amounts for inflation over time, so as to allow comparison of figures from different years.



Source: U.S. Department of Commerce, Bureau of Economic Analysis. Data is adjusted for inflation.

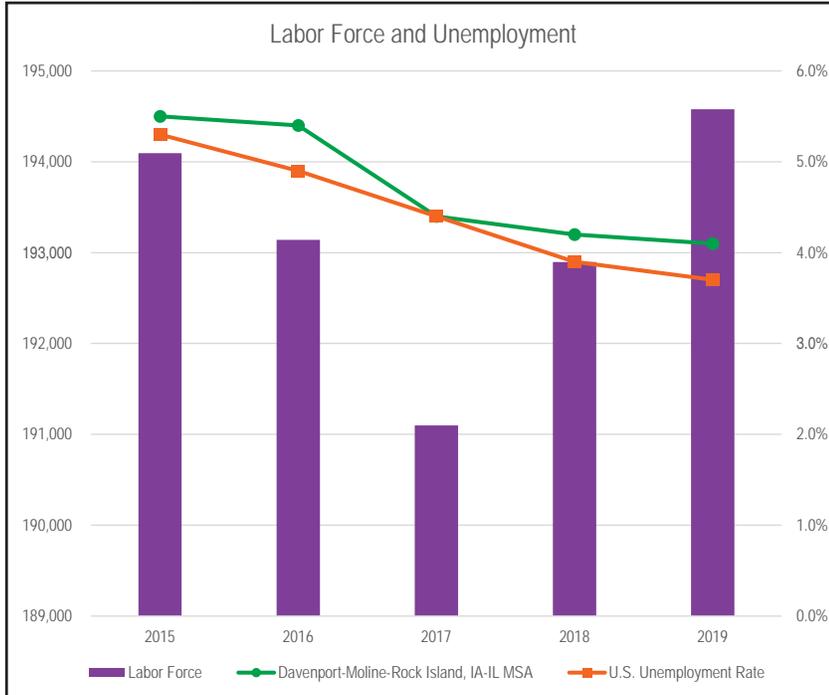


Source: U.S. Department of Commerce, Bureau of Economic Analysis. Data is adjusted for inflation.

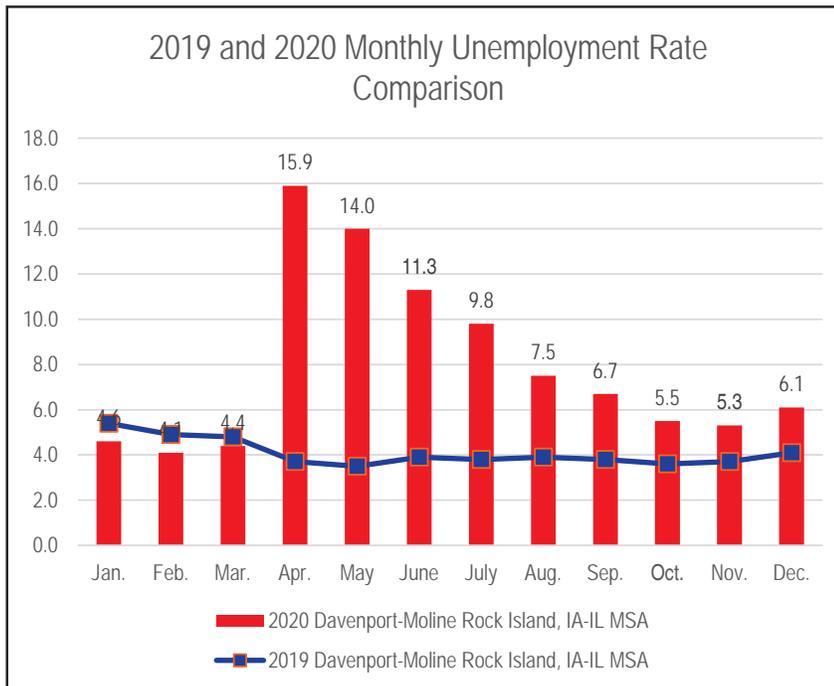


## Employment

- The Bureau of Labor Statistics monthly unemployment estimates for the DMRI, IA-IL (QUAD CITIES) MSA indicate a large spike to 15.3% unemployment in April 2020 and a steady monthly decrease over the following months back to the 2019 unemployment level.
- Prior to April 2020, monthly unemployment was lower than 2019 levels.



Source: U.S. Department of Labor, Bureau of Labor Statistics. Data not seasonally adjusted.



Source: U.S. Department of Labor, Bureau of Labor Statistics. Data not seasonally adjusted. Data for December 2020 is preliminary.



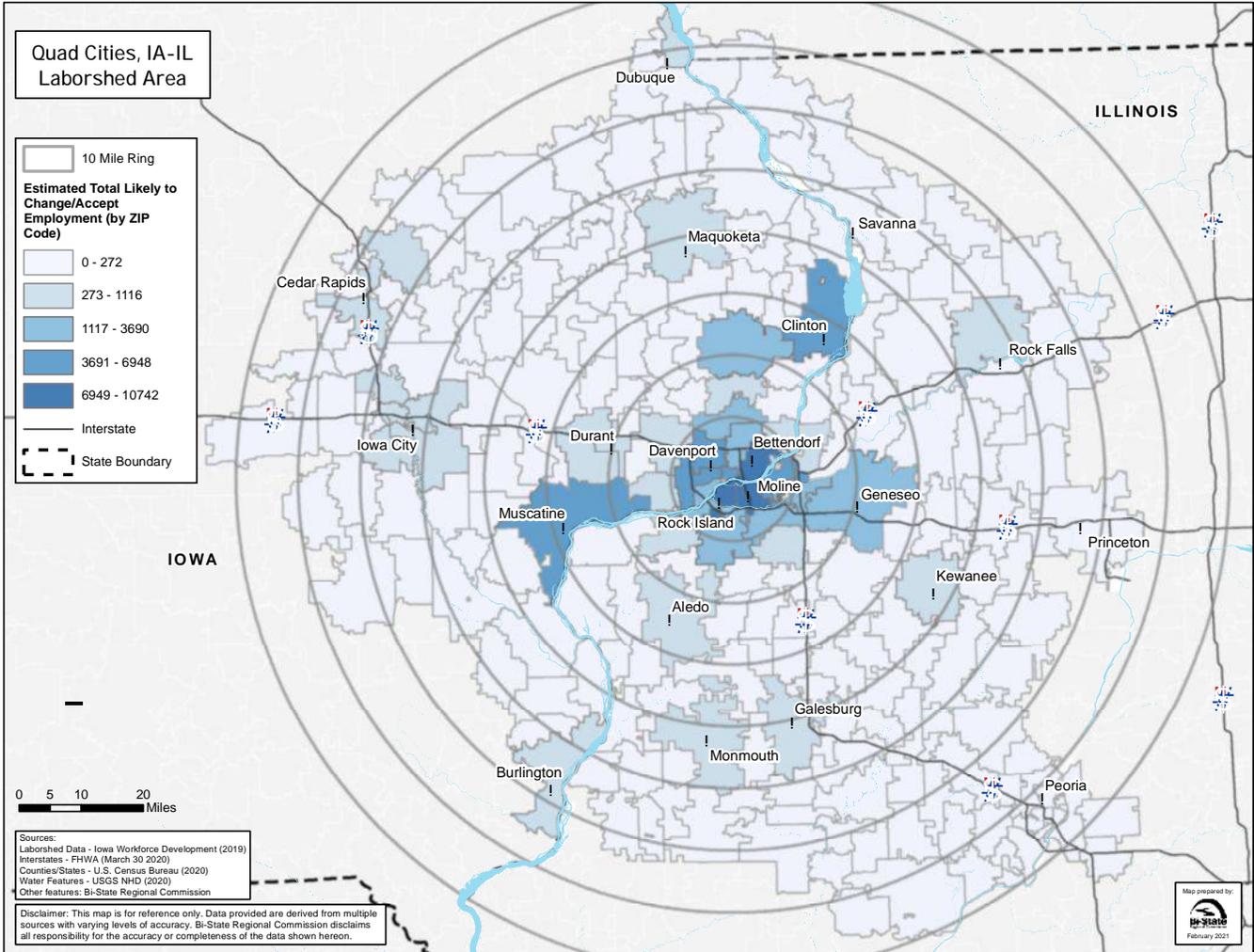
### DMRI, IA-IL (QUAD CITIES) Industry Percent Change in Employment, February to June 2020

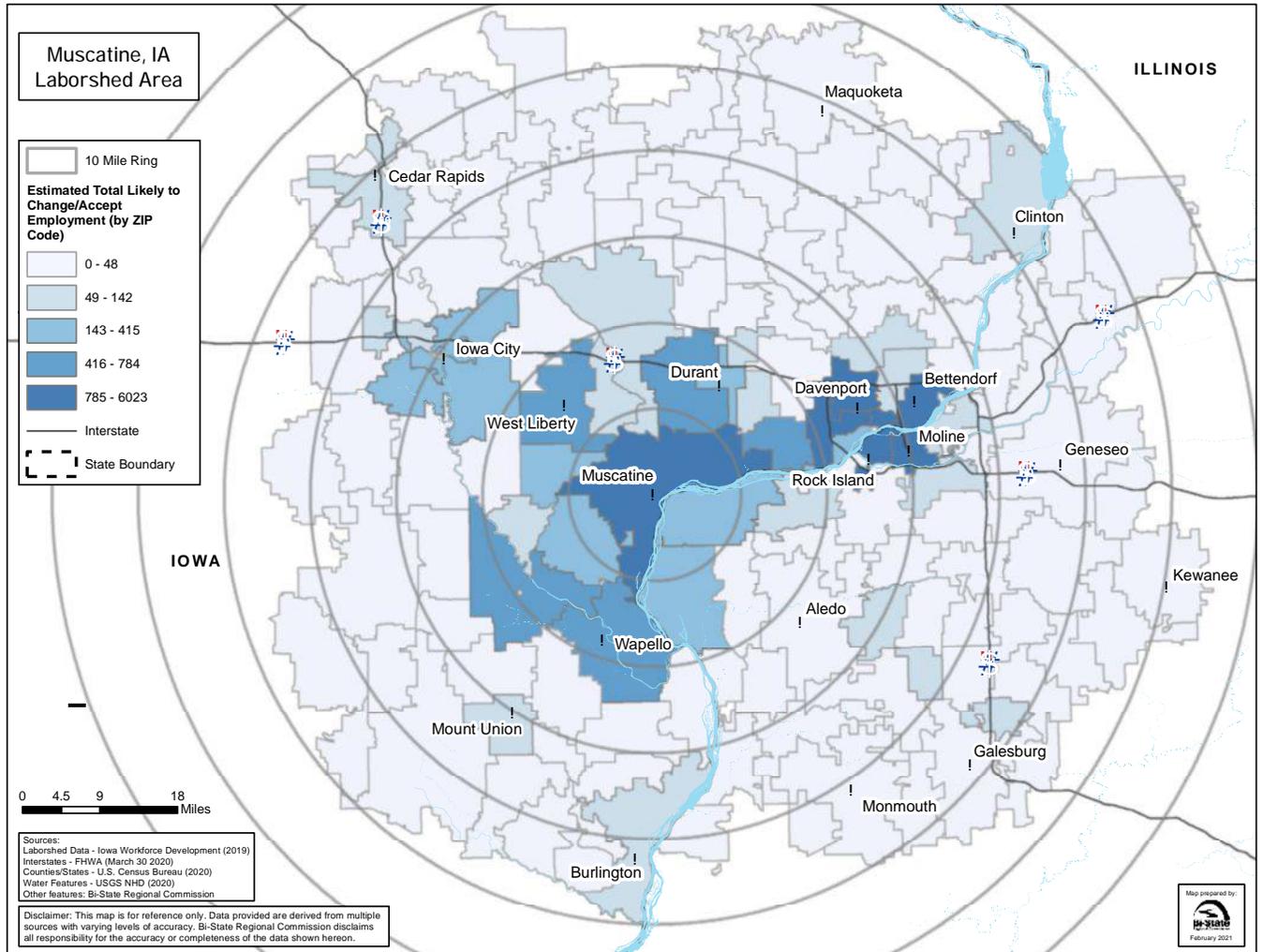
Industry	Percent Change in Employment
Retail trade	6.0%
Transportation and warehousing	11.0%
Leisure and hospitality	-27.9%
Health care	1.3%
Public administration	-1.9%
Educational services	-10.6%
Construction	14.1%
Finance and insurance	-1.1%
Management services	-25.4%
Professional services	-0.4%
Other services	-20.9%
Manufacturing	-5.6%
Wholesale trade	14.5%
Information	-3.6%
Real estate	0.0%

Source: U.S. Department of Labor, Bureau of Labor Statistics. Data not seasonally adjusted.

### Laborshed

- A laborshed is defined as the area from which an employment center draws the majority of its commuting workers.
- The Quad Cities 2019 Laborshed Study shows that the laborshed area has an estimated population of 910,088 for ages 18-64, and 118,496 people are likely to accept employment in the Quad Cities. The area of study is based on a reasonable commuting distance for workers.
- According to the 2019 Muscatine Laborshed Study, the laborshed area has an estimated population of 614,060 for ages 18-64, and 53,408 people are likely to accept employment in Muscatine, Iowa. The area of study is based on a reasonable commuting distance for workers.







### Forecasted Industry Growth

- Woods & Poole Economics, Inc. is a population and economic modeling program used to forecast demographic and economic trends.
- The region is forecasted to experience an increase of 12,400 jobs across all industries in the next ten years, and an increase of 27,534 jobs in the next 30 years.
- Health Care and Social Assistance is projected to have the highest industry growth in total jobs of any industry over the next ten years, with a total growth of 3,731 jobs.

**Forecasted Industry Growth 2020-2050**

Industry Employment	2020 Jobs	2030 Jobs	2040 Jobs	2050 Jobs	30-Year Jobs Growth	2020 Industry Earnings	30-Year Earnings Growth
Total	263,428	275,828	283,787	290,962	10.5%	\$14,161.03	53.7%
Non-Farm	259,471	271,983	280,045	287,315	10.7%	\$14,116.46	53.8%
Private Non-Farm	228,932	241,949	250,632	258,591	13.0%	\$11,993.48	57.6%
Manufacturing	32,618	32,458	32,246	32,003	-1.9%	\$2,380.69	11.5%
Health Care & Social Assistance	29,146	32,877	36,420	39,250	34.7%	\$1,585.80	79.4%
Retail Trade	28,996	29,513	28,622	27,461	-5.3%	\$828.03	8.6%
Accommodation & Food Services	19,438	20,712	21,543	22,124	13.8%	\$409.93	44.8%
Administrative & Waste Services	16,388	16,469	16,224	15,800	-3.6%	\$655.37	33.4%
Other Services, except Public Admin	14,839	15,212	15,306	15,201	2.4%	\$500.66	20.3%
Construction	14,545	14,949	15,321	15,685	7.8%	\$944.09	28.8%
Professional & Technical Services	11,708	13,301	14,556	15,674	33.9%	\$790.05	87.5%
Finance & Insurance	11,140	12,185	11,743	10,674	-4.2%	\$537.20	9.4%
Transportation & Warehousing	9,598	9,865	9,999	10,085	5.1%	\$451.81	34.2%
Wholesale Trade	9,197	9,147	8,723	8,228	-10.5%	\$860.45	5.2%
Real Estate, Rental, & Lease	8,191	9,014	9,582	10,023	22.4%	\$172.27	37.3%
Mgmt of Companies & Enterprises	7,702	10,351	14,332	20,439	165.4%	\$1,150.94	288.5%
Educational Services	6,402	6,973	7,227	7,313	14.2%	\$180.99	56.3%
Arts, Entertainment, & Recreation	4,031	4,087	4,061	3,988	-1.1%	\$61.75	12.6%
Information	2,118	2,069	2,047	2,047	-3.4%	\$141.36	16.4%
Utilities	1,927	1,913	1,892	1,871	-2.9%	\$302.41	23.3%
Forestry, Fishing, Related, & Other	545	499	458	421	-22.8%	\$21.23	-3.7%
Mining	403	355	330	304	-24.6%	\$18.46	-19.4%
Total Government	30,539	30,034	29,413	28,724	-5.9%	\$2,122.98	32.6%
State & Local Government	23,255	22,930	22,435	21,828	-6.1%	\$1,421.88	31.3%
Federal Civilian Government	5,747	5,562	5,431	5,345	-7.0%	\$602.52	31.3%
Federal Military	1,537	1,542	1,547	1,551	0.9%	\$98.59	59.6%
Farm	3,957	3,845	3,742	3,647	-7.8%	\$44.57	16.0%

Source: Woods & Poole Economics, Inc., 2020. Note: 2020 Industry Earnings are in Millions of 2012 Dollars.



## Local Workforce Training Gaps

- Both the Iowa Workforce Development occupational projections for 2018-2028 and the Illinois Department of Employment projections for 2016-2026 indicate the greatest workforce increases as being in service and health care-related occupations.

### Occupations with the Fastest Growth Rates in Eastern Iowa: 2018-2028

Occupation	2018 Jobs	2028 Jobs	Change	% Change
Total, All Occupations	161,065	172,915	11,850	7.4%
Combined Food Prep. & Serving Workers	3,665	4,235	570	15.6%
Registered Nurses	2,935	3,485	550	18.7%
Personal Care Aides	1,365	1,870	500	37.0%
Janitors & Cleaners	2,720	3,130	410	15.1%
Laborers/Freight/Stock & Material Movers	3,330	3,690	360	10.8%
Landscaping & Groundskeeping Workers	1,460	1,720	260	17.8%
Customer Service Representatives	3,270	3,530	260	8.0%
General & Operations Managers	2,340	2,595	255	10.9%
Cooks, Restaurant	1,220	1,480	255	21.3%
Home Health Aides	630	830	200	31.8%
Construction Laborers	1,240	1,435	200	15.7%
Waiters & Waitresses	3,080	3,270	190	6.2%
Truck Drivers, Heavy & Tractor-Trailer	3,155	3,345	190	6.0%
Retail Salespersons	4,635	4,795	155	3.5%
Nursing Assistants	1,645	1,790	150	8.8%

Source: Iowa Workforce Development, Labor Market and Workforce Information Division.

Note: Occupation projections are for Iowa Workforce Development Region 9, which includes Clinton, Jackson, Muscatine, and Scott Counties.

### Occupations with the Largest Total Growth in Henry, Mercer, and Rock Island Counties, Illinois: 2016-2026

Occupation	2016 Jobs	2026 Jobs	Change	% Change
Total, All Occupations	99,478	105,148	5,670	5.7%
Combined Food Prep. & Serving Workers	1,875	2,357	482	25.7%
Registered Nurses	1,979	2,289	310	15.7%
Laborers/Freight/Stock & Material Movers	1,849	2,024	175	9.5%
Home Health Aides	576	749	173	30.0%
Waiters & Waitresses	1,192	1,362	170	14.3%
General & Operations Managers	1,918	2,068	150	7.8%
Truck Drivers, Heavy & Tractor-Trailer	1,790	1,928	138	7.7%
Nursing Assistants	1,008	1,144	136	13.5%
Sales Representatives	1,084	1,216	132	12.2%
Personal Care Aides	520	645	125	24.0%
Software Developers, Applications	382	495	113	29.6%
Cooks, Restaurant	575	687	112	19.5%
Stock Clerks & Order Fillers	1,648	1,753	105	6.4%

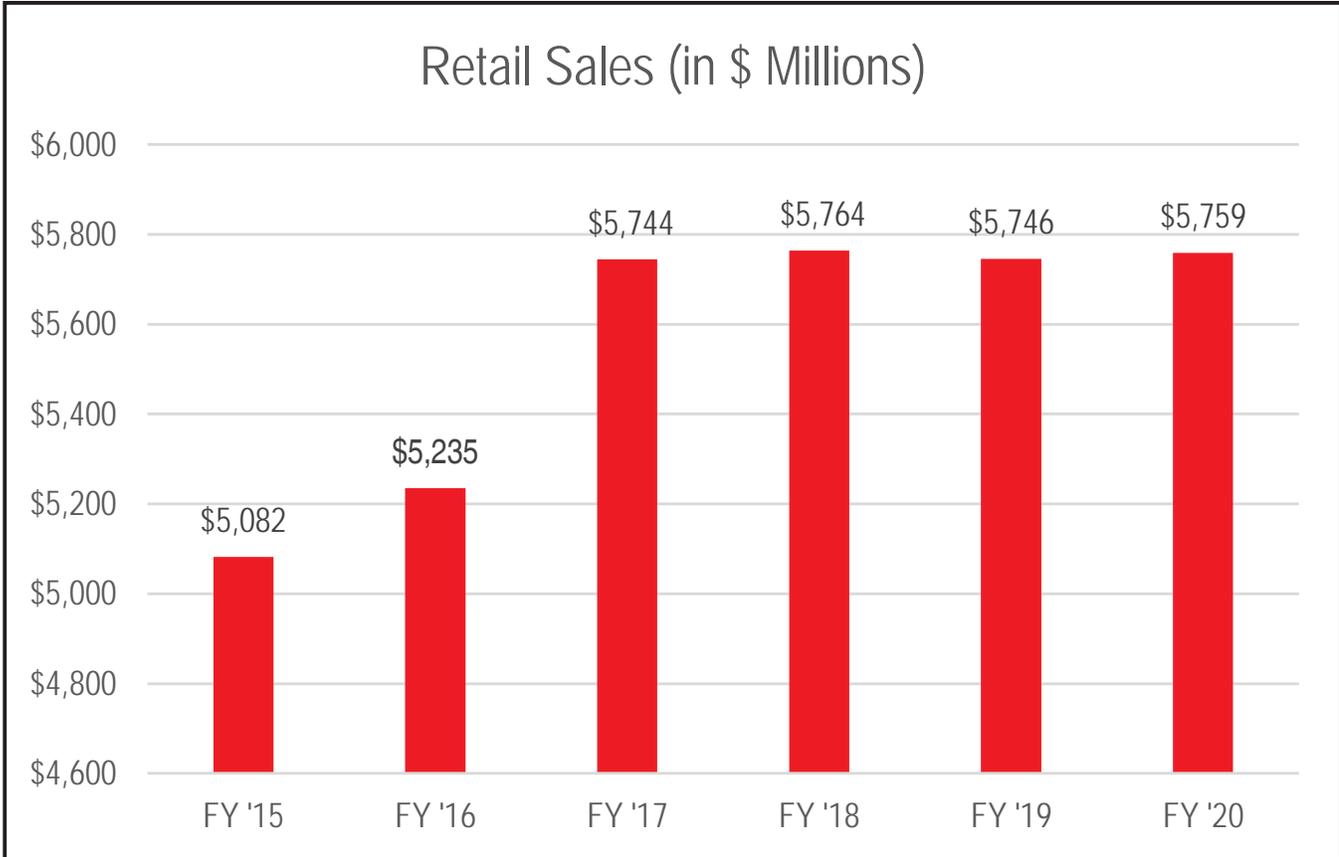
Source: Illinois Department of Employment Security, Long-Term Local Workforce Employment Projections

Note: Occupation projections are for Illinois Local Workforce Investment Area 13, which includes Henry, Mercer, and Rock Island Counties.



### Retail Sales

- Taxable retail sales in the Bi-State region have grown by 0.23% in the past year, from \$5.75 billion in FY 2019 to \$5.76 billion in FY 2020 (July 2019 – June 2020). On a national level, retail and food service sales increased 2.5% from December 2019 to December 2020.



Source: Illinois Department of Revenue, Iowa Department of Revenue, and Census Bureau, Retail Reports.



## Coronavirus Relief

- The Paycheck Protection Program (PPP), offered through the U.S. Small Business Administration (SBA), were loans to employers to incentivize keeping workers on payrolls. In the Bi-State Region, 5,767 PPP loans went to employers totaling over \$583.2 million and reporting 61,737 jobs on their PPP applications.
- COVID-19 Economic Injury Disaster Loans (EIDL) were available through the SBA. In the Bi-State Region, 2,374 EIDL loans were made to businesses and organizations with a total face value of over \$111.6 million.
- EIDL Advance was a grant program offered along with EIDL loans through the SBA. Businesses and organizations could apply for \$1,000 per employee to a maximum of \$10,000. 3,887 EIDL advances were granted to businesses and organizations in the Bi-State Region, totaling over \$14.9 million.

### U.S. Small Business Administration Coronavirus Relief for the Bi-State Region

	PPP sub \$150k	PPP \$150k plus	PPP Total	EIDL	EIDL Advance
Number	5,022	745	5,767	2,374	3,887
Amount	\$154,851,583	\$428,409,131	\$583,260,714	\$111,677,800	\$14,980,058
Jobs Reported	27,161	34,576	61,737	—	—

Source: U.S. Small Business Administration. EIDL and EIDL Advance data through 11/15/2020. PPP data through 11/24/2020

- The CARES Act provided \$25 billion in federal funding for public transit systems, \$22.7 billion for urban area transit, and \$2.2 billion for rural area transit. This funding is designed to support capital, operating, and other expenses incurred by transit agencies, and is apportioned to the various agencies in the Bi-State Region listed below. Additionally, there was \$14 billion in funding for transit agencies allocated for fiscal year 2021, passed under the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA), which will be outlined in the 2022 CEDS Report.

### CARES Act Transit Funding

Transit Agencies	FY '20 CARES funding
Bettendorf Transit	\$1,050,440
Davenport Transit	\$2,606,601
Rock Island Co. Metro Mass Transit District	\$9,399,729
Muscatine Transit (MuscaBus)	\$1,151,416
RIM (Rock Island & Mercer Co.) Rural Transit	\$359,123
Henry Co. Transit	\$478,045
River Bend Paratransit	\$1,100,000

Source: U.S. Federal Transit Administration, IA DOT, NACO), Local Transit Agencies.

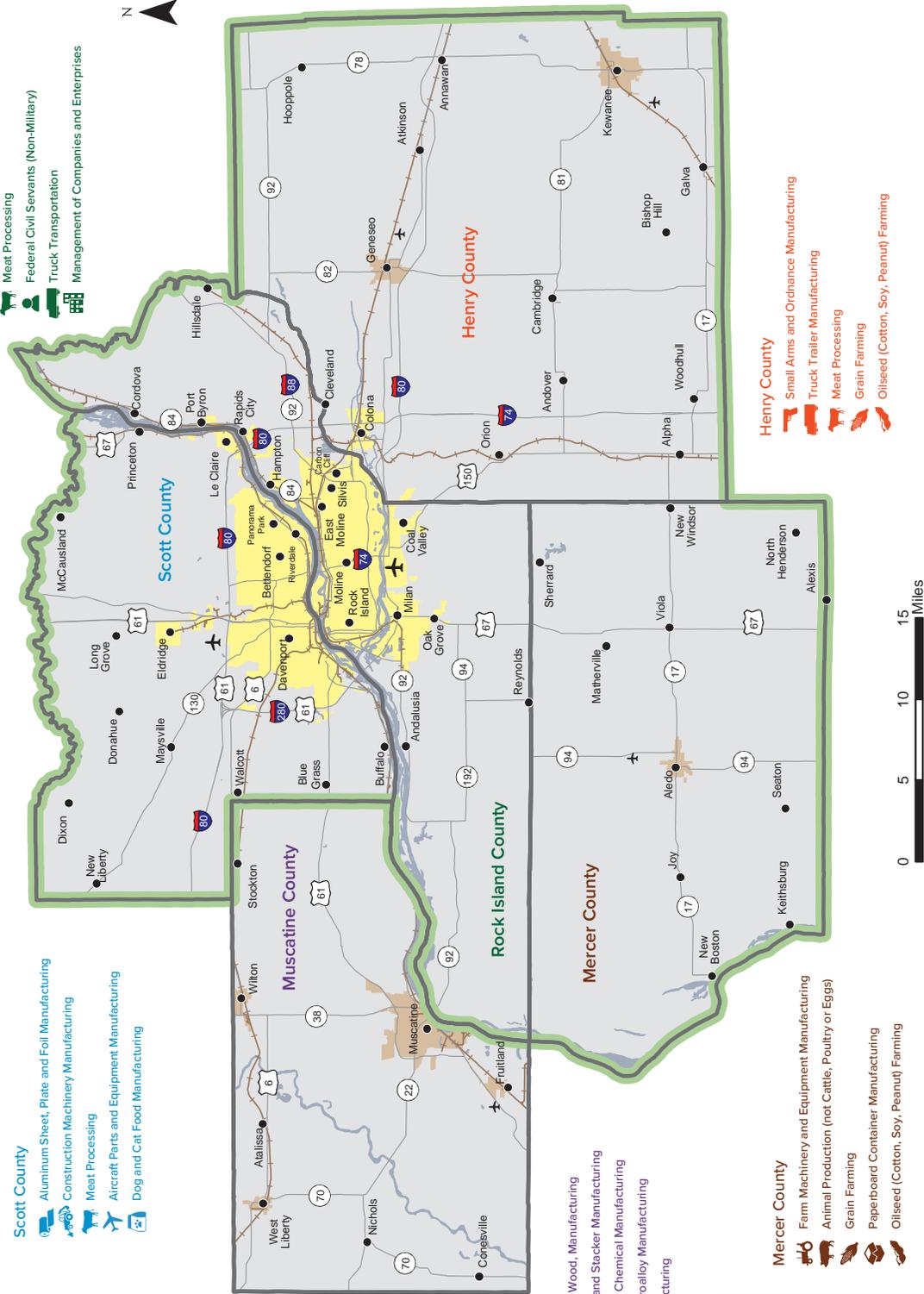


# Key Industries in the Bi-State Region

**Key Industries**  
 The top five industry sectors for each county in the Bi-State Region are shown on the map, based on Location Quotient (LQ) and total jobs. LQ is a measure of the concentration of a certain industry sector in an area relative to the concentration of that industry sector in the U.S. An area's LQs can be used to quickly describe the industries that make up the economic base of a region.  
 Sources: IBIS, 2019, Q3 data. Accessed December 2020.

- Rock Island County**
  - Farm Machinery and Equipment Manufacturing
  - Meat Processing
  - Federal Civil Servants (Non-Military)
  - Truck Transportation
  - Management of Companies and Enterprises

- Scott County**
  - Aluminum Sheet, Plate and Foil Manufacturing
  - Construction Machinery Manufacturing
  - Meat Processing
  - Aircraft Parts and Equipment Manufacturing
  - Dog and Cat Food Manufacturing



**Legend**

- Census Urbanized Area
- Census Urban Cluster
- MSA Boundary\*
- County Boundaries
- Cities
- Major Roadways
- Railroads
- Airports
- Rivers and Lakes

MSA = Des Moines-Moline-Rock Island, IA-IL Metropolitan Statistical Area

Geographic Sources: U.S. Census Bureau, 2013 TIGER/Line Shapefiles, 2010 Urban Areas and Urban Clusters, Esri data, 2009; Bi-State Regional Commission, 2021.





## Industry Overview

The Bi-State Region has clearly defined industries that are unique to not only the region, but each county. The Bi-State Region's key industries represent the region's roots in manufacturing, although there are also heavy influences of animal and crop production in the rural areas. The map on page 20 shows the top five key industries in each county. Key industries are determined by calculating which industries have both the highest Location Quotients and total employee count in each county. Location Quotients are a way of looking at the concentration levels of industries in the region compared to the nation. Location Quotients greater than 1 indicate a higher concentration of an industry in the region compared to the nation. Following is a broader discussion of the top industries within the region in ascending order according to size.

### Defense

The epicenter of the region's defense industry is the Rock Island Arsenal. Ever since its establishment in 1862, the Arsenal has been an important military asset and now is the nation's largest government-owned weapons and munitions facility. Additional companies in the region's defense industry include Armalite, Cobham, Rock River Arms, Mandus Group, Lewis Machine & Tool, Les Baer Custom, and Springfield Armory, Inc. In total, 386 people are employed in the small arms, ordnance, and accessories manufacturing industry in the region. Additionally, 6,828 individuals work directly at the Rock Island Arsenal. The future of the Arsenal is largely dictated by outside forces such as a Base Realignment and Closure (BRAC) decision, defense budget cuts, and international factors such as war.

### Manufacturing

The Bi-State Region has had a very strong tie to manufacturing throughout its history. Companies in this sector include 3M, Arconic, John Deere, Sivyer Steel Castings, and SSAB. According to Woods & Poole, the region employs 32,618 positions in the manufacturing industry.

### Food Processing

Food processing and manufacturing has been a large industry within the region employing approximately 5,700 people, especially meat processing, dog and cat food, poultry processing, and animal slaughtering. Companies include Tyson Foods, Kraft-Heinz, Nestle Purina, Kent Corporation, West Liberty Foods, Whitey's Ice Cream, and Mississippi River Distilling Company. According to IMPLAN, meat processing is in the top five key industries in Scott County, Rock Island County, and Henry County.

## Agriculture

Historically, agriculture is one of the longest-standing and predominant industries within the region and will continue to have an influential role in the future. According to Woods and Poole, the agricultural industry directly employs approximately 3,957 people. It is directly related with both the manufacturing and food processing industries. Grain farming and oilseed farming are both key industries in Mercer County and Henry County. According to Woods and Poole, the farming industry is projected to experience a 7.8% decline in employment in the next 30 years. This industry is seasonal in nature and closely tied to weather conditions.

### Logistics

The logistics industry is the warehousing and distribution of good and products. Due to the region's agriculture and manufacturing successes, and the region's prime location at two interstates with the Mississippi River and rail network, transportation and warehousing jobs are projected to grow 5.1% in the next 30 years, and are expected to have an earnings growth of 34.2% in the next 30 years. According to Woods and Poole, 9,598 people are employed in the transportation and warehousing industry by companies such as John Deere Parts and Distribution, Xpac, Tennant Truck Lines, Group O, and Von Maur.

### Animal Production

According to Implan, 1,368 people are employed in animal production (except cattle, poultry, and eggs), and 324 people are in the beef cattle, poultry, and egg production industry. Many of the employers are small, family-owned farms, primarily in Henry and Mercer County. Animal production (not cattle, poultry or eggs), is one of the key industries of Mercer County.

## Projected Industry Growth

Woods and Poole predicts an increase of 4.7% total job growth in the next ten years, bringing the total jobs from 263,428 jobs in 2020 to 275,828 jobs in 2030. Health Care and Social Assistance will have the highest absolute growth in terms of new jobs, and Management of Companies and Enterprises is projected to have the highest percent change (Source: Woods & Poole Economics, Inc., 2020. Note: 2020 Industry Earnings are in Millions of 2012 Dollars.)

## Commercial and Industrial Building and Site Identification

The Quad Cities Chamber of Commerce, the Greater Muscatine Chamber of Commerce & Industry, and others work to attract and retain business in the Bi-State Region. These



agencies maintain a database of available industrial sites in their respective areas of the region. Within the Bi-State Region and Clinton County, there are approximately 8,000 acres of land and 8,000,000 square feet of building space available for commercial, industrial/manufacturing, and multi-use real estate.

To better compete for businesses exploring possible relocation/expansion and/or investment opportunities as well as assist local businesses, the Quad Cities Chamber of Commerce Board of Directors formed Quad Cities First. Its primary goal is to market the Quad Cities as a region to promote economic development rather than on a city-by-city basis. Detailed information about each individual site is available through the Quad Cities First website at <http://quadcitiesfirst.com/>, and the Greater Muscatine Chamber of Commerce & Industry website at <http://www.muscatine.com/>.

### Future Goals

Quad Cities First will continue to encourage communities to bring new, development-ready sites into inventory. The Quad Cities Chamber of Commerce and the Greater Muscatine Chamber of Commerce & Industry will seek agreements with local/county governments and other economic development

organizations as to the type, location, and timing of these sites. The vision is to provide momentum to work together to create a single land-use plan for the area. Task force members will further explore mechanisms that can efficiently and equitably share costs of proposed developments, as well as its benefits, among communities.

### Agricultural Economy

Farming is a major part of the Bi-State Region’s economy. According to the 2017 Agricultural Census conducted by the U.S. Department of Agriculture (USDA), 1,365,316 acres or approximately 76.8% of the region is farmland. Henry County has the highest percentage of farmland at 91.5%. Scott County has the highest farm value at \$3,083,078 per farm. The average farm value for the States of Illinois and Iowa is \$2,705,291 and \$2,506,812 respectively.

The majority of the region’s farmland is devoted to grain farming, particularly corn and sorghum, and oilseed (soybean) production. Muscatine County has become well known for specialty crops such as cantaloupes and watermelon. Live-stock production is also significant throughout the region, with hogs and cattle being the predominant livestock in most counties, excluding Muscatine, whose primary livestock production is hogs and poultry.

Bi-State Farming Stats

	Henry	Mercer	Rock Island	Muscatine	Scott
Total Farms	1,353	748	649	714	684
Average Farm Size (Acre)	358	377	246	307	322
Average Farm Value (\$)	\$2,828,369	\$2,471,925	\$1,712,532	\$2,063,703	\$3,083,078
Average Farm Expenses (\$)	\$215,963	\$220,158	\$121,943	\$204,144	\$269,987
Average Farm Income (\$)	\$72,065	\$92,792	\$48,237	\$72,343	\$77,369
Total Acres of Farmland	484,285	282,230	159,583	219,283	219,935
Acres of Harvested Corn	228,670	123,167	65,984	88,893	110,792
Acres of Harvested Sorghum	179,997	100,811	49,141	5,939	(D)
Acres of Harvested Wheat	880	363	109	79	195
Acres of Harvested Oats	416	138	146	244	113

Source: U.S. Department of Agriculture, 2017 Census of Agriculture.



## Farm Costs

The average farm production expenses per farm has risen slightly from 2012 to 2017. In 2012, the average total farm production expenses per farm ranged from \$107,174 in Rock Island County to \$269,869 in Scott County. In 2017, the average total farm production expenses per farm ranged from \$ 121,943 in Rock Island County to \$269, 269,987 in Scott County.

## Net Cash Income of Farm Operations

Henry and Mercer Counties' average net cash income of farm operations was above Illinois's average of \$ 69,418 per farm, while Rock Island County is significantly below that average. Muscatine and Scott Counties were also slightly below Iowa's average of \$86,878 in net farm income per farm.

## Outlook and Impact

The agricultural economy is very closely linked to weather patterns that impact supply and demand. The future of the agricultural economy in the region, as well as elsewhere, lies in the ability of agricultural producers to continue to withstand economic fluctuations and to adjust production to provide commodities and quantities that will accurately reflect market demands. Agricultural innovation will continue to change the face of agriculture in the future.

One example can be found at the Big River Resources ethanol plant in Galva, Illinois where a \$21 million ethanol byproduct plan for zein began production in February 2016. The plant is utilizing a patent for a new method of extracting zein from corn before the fermenting process. The process was developed at the University of Illinois.

## Entrepreneurship

Entrepreneurship is developing a business from concept to a profitable business. The Quad Cities Chamber, through its business creation initiative Ignite Quad Cities, is leading efforts to open entrepreneurship channels and foster the startup culture of the region. Ignite Quad Cities draws out and identifies the entrepreneurial and startup community by facilitating opportunities that can accelerate and take ideas to revenue, and by connecting entrepreneurs with mentoring support through Meetups, Open Coffees, Start-up Weekend, and Venture School.

The Chamber works in collaboration with its local Small Business Development Centers (SBDC) and SCORE Chapter to facilitate the direct assistance and advisement the entrepreneurs seek for assessment, technical expertise, and funding. The Chamber also conveys the successes of the entrepreneurial community through its multiple communication chan-

nels and media relationships, thereby elevating the region's entrepreneurial culture credibility on the national stage.

Since July 2014, the Ignite Quad Cities Entrepreneurs Meetups have grown to over 450 identified members. The group gathers on a monthly basis and features successful entrepreneurs sharing their startup stories or open conversations about matters of the startup community. In February 2016, an Open Coffee Meetup began meeting on a bi-monthly basis providing entrepreneurs another opportunity to meet like-minded individuals, network, and collaborate at least three times a month between the morning and evening meetups.

Startup Weekend Quad Cities (SWQC) is a 54-hour event that happens over the course of a weekend in which entrepreneurs pitch their business ideas and literally build a business. Utilizing mentors, while recruiting co-founders and skill sets from the participants, teams construct a viable business over the course of the weekend utilizing the lean startup methodology. SWQC partnered with Startup Weekend Iowa City its first year to leverage the experience and mentors of this established cohort. Startup Weekends happen simultaneously nationally and internationally during Global Entrepreneurship Week. Entrepreneur led and supported by Ignite Quad Cities, the region looks to make Startup Weekend Quad Cities an annual event.

Venture School is a six-week accredited National Science Foundation/Innovation Corps accelerator program originating from the University of Iowa's John Pappajohn Entrepreneurial Center (JPEC) that utilizes the lean startup methodology to validate an idea and find the right product market fit and revenue model. Since spring 2015, the Chamber has partnered with JPEC and Eastern Iowa Community College (EICC) to bring the Venture School cohort to the Quad Cities. Across Iowa, there have been 404 teams that have completed training, 775 entrepreneurs individually trained, and 250 mentors involved in the Venture School program.

Resource partners of the Quad Cities Area have been identified for their services and specialties that are available to the startup community and have been documented in an Ignite Quad Cities Resource Card for the startup community, as well as resource partners that provide direct assistance. Assessment, referral, and assistance programs are all optimized as a result of consistent messaging by all parties.

Through social media platforms, Ignite Quad Cities also identifies opportunities for entrepreneurs – pitch competitions, trainings, workshops, conferences, events – to showcase their startups and receive information, assistance, funding, and mentoring.



## Economic Development Tools

Through the combined efforts of governments, non-profits, and businesses, many economic development tools and incentive programs have been developed in the Bi-State Region. These resources often help secure a deal with an expanding or relocating company. Additionally, they can be used to help retain companies currently present in the region. Every community in the Bi-State Region has access to some, if not all, of the following:

- **Economic Development Administration (EDA)**
  - The EDA has been a crucial partner in economic development within the region. Through its Partnership in Planning grant, EDA has provided funding to the Bi-State Regional Commission to assist in planning efforts including, but not limited to, the creation of the CEDS. In addition, other grant opportunities such as Public Works and Technical Assistance grants have helped the region with infrastructure needed to support economic development or study feasibility of projects. The Rural Jobs and

Innovation Accelerator grant cofounded by the USDA has helped Henry, Mercer, and rural Rock Island Counties plan for and support economic development in rural areas. In the past ten years, the Bi-State Region has successfully received \$8.7 million in federal investment with \$17 million in local match for seven projects. The map on page 26 shows EDA infrastructure investments in the region.

- **Revolving Loan Funds (RLFs)** – All five counties in the Bi-State Region have access to Revolving Loan Funds (RLFs) funded by the EDA to assist prospective businesses with job creation or retention. Fund balances are available for lending in each county, which have all recently executed loans. The following table shows how many loans, dollars of investments, and jobs created or retained have occurred for each of the RLFs. In addition, several local governments have their own RLFs either self-funded or from other sources, which can be used to leverage EDA RLFs.

Revolving Loan Fund	Number of Loans	Total Investment	Jobs Created/Retained
Bi-State RLF	115	\$441,056,748	3,978
Bi-State EDA CARES RLF	2	\$2,551,851	20
Mercer-Muscatine Counties RLF	5	\$43,130,600	88
Henry County RLF	83	\$18,956,158	1,100
Henry County Covid RLF	31	\$1,180,000	285

Source: RLF Administrators

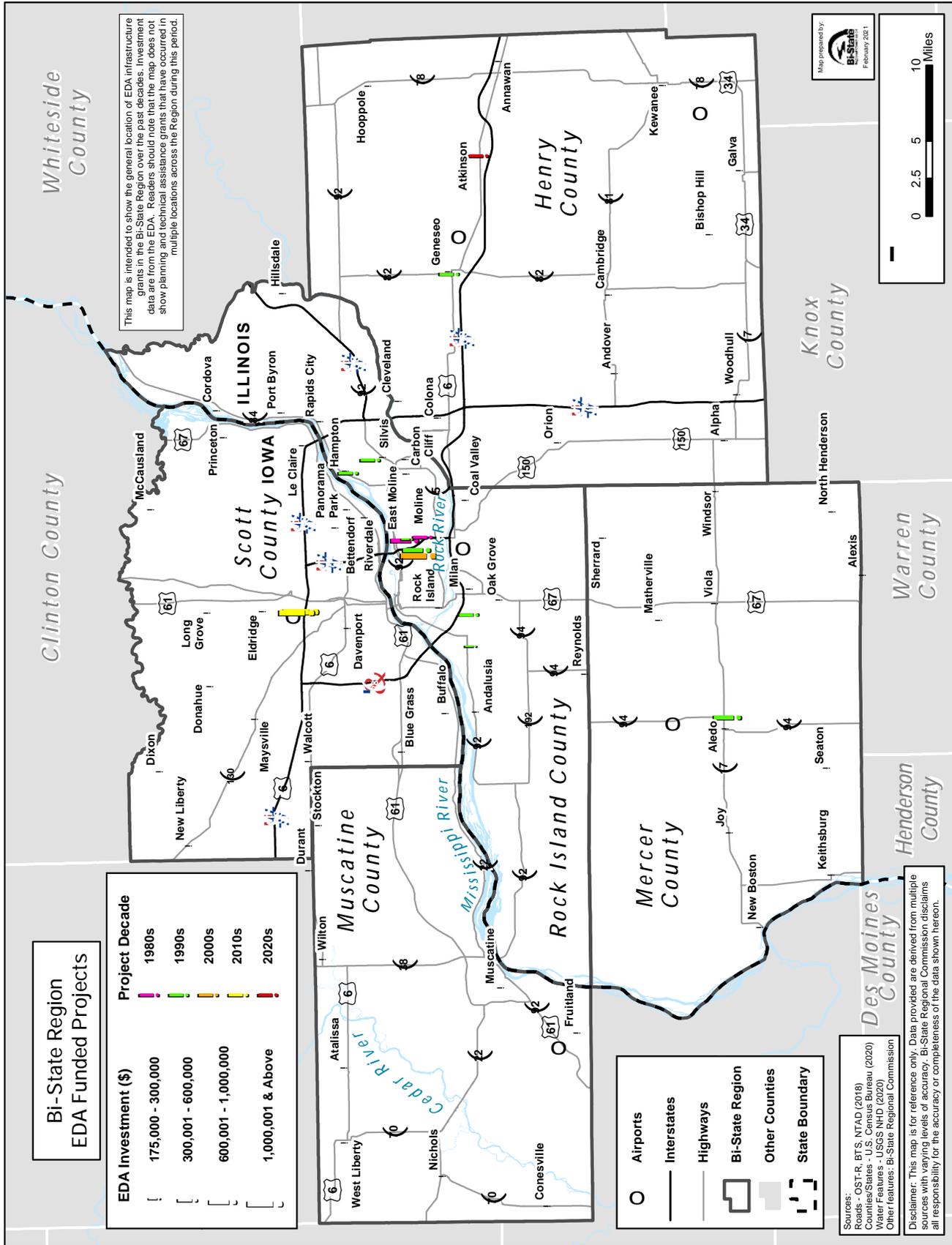
- **U.S. Customs Port of Entry** – A U.S. Customs Port of Entry opened in June 1986. Located at the Quad City International Airport in Moline, Illinois, the Quad Cities U.S. Customs office facilitates the clearing of import shipment documentation for Quad Cities manufacturers and distributors. The Quad City Port of Entry helps shippers avoid delays and lost products at the major coastal ports. In many instances, shipments can be pre-cleared in the Quad Cities so that when they arrive at any coastal U.S. port, they can proceed immediately to their ultimate destination in U.S. commerce.
- **Foreign Trade Zone (FTZ)** – There are FTZ designations in both the Illinois and Iowa Quad Cities. Companies importing dutiable product into the Quad Cities can delay the payment of duties while the product remains within the zone. When the product is transferred into U.S. commerce, the duty on that quantity of product released becomes due. This allows the conservation of working capital. Additionally, dutiable products can be

imported into a FTZ, modified, and re-exported without incurring the duty expense.

- **Enterprise Zone** – Illinois and Iowa both have Enterprise Zone Programs that provide local and state tax incentives and economic assistance to businesses located in the Enterprise Zone area. Benefits and incentives provided to businesses located in the Enterprise Zone may include investment tax credits, sales tax deductions, utility tax exemptions, property tax abatement, dividend deductions, and income tax credits, as well as other assistance and consideration provided by the local government.
- **Opportunity Zone** – Under the Trump Administration, Congress established a new community investment tool to encourage long-term investments in distressed communities nationwide. Opportunity Zone tax incentives allow investors to defer, reduce, and eliminate capital gains that are reinvested in qualified opportunity



- funds that hold at least 90% of fund assets in business or property located in designated Opportunity Zones.
- **Corn Belt Ports** – Specific counties along the Upper Mississippi River, including in the Bi-State Region, were designated to join a federally recognized statistical port area. These “corn belt ports” have a statistical designation that would institutionalize recognition and data tracking for the area, and encourage federal investment in the region.
  - **Urban Revitalization Program** – The purpose of the Urban Revitalization Program is to stabilize and revitalize areas by using economic incentives to attract new development and help existing business. These areas are set up at the discretion of the city and are not subject to state approval. There is no set limit on the number of Urban Revitalization Areas that may be established in the state during the course of the year. Bettendorf, Davenport, Eldridge, LeClaire, Muscatine, and Wilton have been designated as Urban Revitalization Areas.
  - **Tax Increment Finance Districts (TIF)** – Tax Increment Financing (TIF) is an economic development tool that can be used by municipalities in both Illinois and Iowa. During the years a TIF district is in effect, the property tax base, or equalized assessed valuation, is frozen. The potential increase in property tax revenue resulting from the increased value of the property after development is the tax increment. This increment is used to finance public sector costs associated with development and may be used to finance the associated private sector costs.
  - **The Quad Cities Regional Economic Development Authority (QCREDA)** – QCREDA is a municipal corporation created by the Illinois General Assembly to serve Henry, Mercer, and Rock Island Counties. The legislative purpose of QCREDA is to promote industrial, commercial, residential, service, transportation, and recreational activities and facilities, thereby enhancing the employment opportunities, public health, and general welfare of the state. With the written approval of the governor, QCREDA may issue bonds for any corporate purpose, including any industrial, commercial, residential, or service projects as defined in its legislative authority. Bonds issued by QCREDA are revenue bonds whose payment of principal, interest, other fees, and charges are based solely on payments made to QCREDA by the owner of the project for which they are issued. For qualified projects, QCREDA bonds may carry the moral obligation support of the State of Illinois.
  - **The Looser Flake Foundation** – The Looser Flake Foundation was formed to allocate funding to projects that provide tangible benefits within Mercer County. A business plan is being developed and will distribute funding to sustainable projects that will make a significant impact in Mercer County and leverage other funding sources.
  - **Other Funding Sources** – Additional funding opportunities within the region include the Riverboat Development Authority, Scott County Regional Authority, Community Foundation of the Great River Bend, Moline Foundation, and the John Deere Foundation. These agencies fund a variety of projects with a focus on improving the quality of life and supporting arts and education.





## Place

The Bi-State Region has a lower cost of living than the U.S. average while maintaining a high quality of life and a higher set of cultural amenities per capita than comparative Midwest peers. A positive quality of life helps attract new business as well as a quality workforce. Overall, the Davenport, Moline, Rock Island, IA-IL Metropolitan Statistical Area (DMRI, IA-IL MSA) enjoys a low cost of living ranking among peers, according to the Council of Community and Economic Research (C2ER). The annual average cost of living score decreased from 94.6 in 2018 to 91.7 in 2019. Permits for new multi-family residential housing construction have decreased in the past year; however, single-family home construction has increased significantly. Data on the cost of living index, arts workforce, and new residential housing permits are presented for the DMRI, IA-IL MSA, while recreational amenities and attractions, events, and festivals are presented for the Bi-State Region as a whole.

### Quality of Life

A positive quality of life helps attract new business as well as a quality workforce. Data on a cost of living index and a local arts index is presented for the DMRI, IA-IL MSA. Recreational amenities and attractions, events, and festivals are presented for the Bi-State Region as a whole.

### Cost of Living Index

The Council for Community and Economic Research (C2ER) provides a cost of living index to assess affordability in DMRI, IA-IL MSA compared to the U.S. national composite score of 100. Lower scores indicate lower prices and costs for consumers.

The total composite score for the DMRI, IA-IL MSA decreased from 94.6 in 2018 to 91.7 in 2019.

Cost of Living Index Scores

Metropolitan Statistical Area	Composite Score	Grocery	Housing	Utilities	Transportation	Health Care	Misc.
Davenport-Moline-Rock Island, IA-IL MSA*	91.7	99.5	76.1	99	105.7	105.2	93.6
Ames, IA	98.8	96.9	100.6	91.2	100.9	102.8	99.2
Cedar Rapids, IA	95.8	94.5	82.1	102.2	96.4	107	103.8
Chicago, IL	120	101.6	154	92.4	125.6	100	109.3
Des Moines, IA	89.6	95	79.3	90.2	98.9	95.3	92.2
Iowa City, IA	97.1	98.5	86.5	85	117.3	98.6	102.7
Kansas City, MO	95.5	102.2	81.7	100.7	92.4	105.9	101.6
Peoria, IL	92.6	89.4	75.6	93.7	106.1	96.8	102.6
Rockford, IL	88.9	92.6	71.9	89.1	102.3	107.1	94.8

Source: C2ER, Cost of Living Index, 2019 Annual Averages.

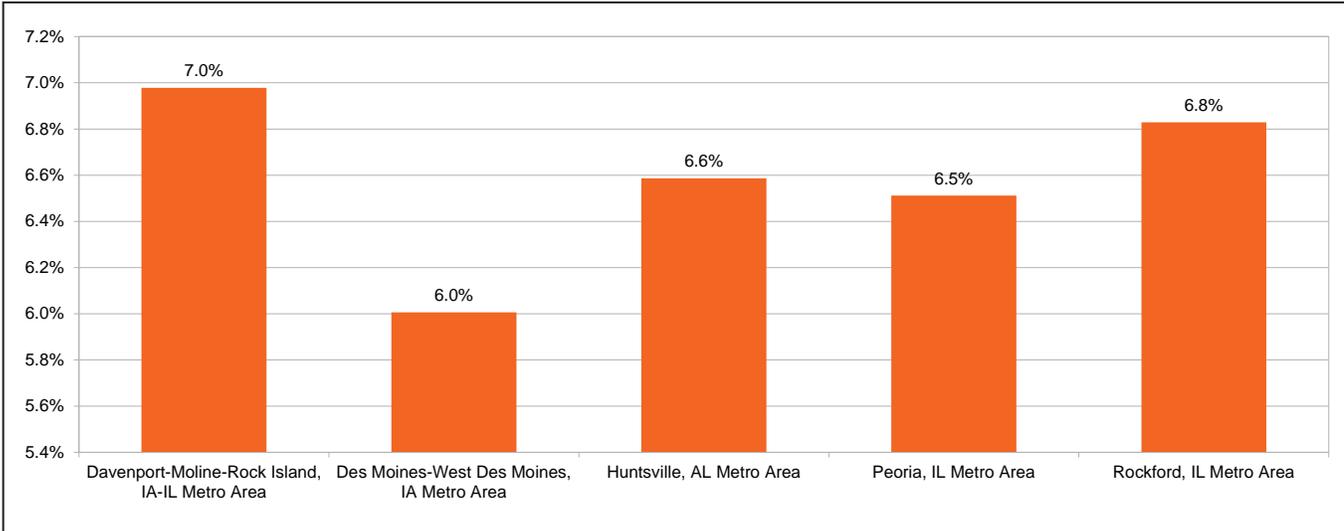
Note: The U.S. composite score = 100. Scores less than 100 indicate costs lower than a national average.



### Cultural Amenities

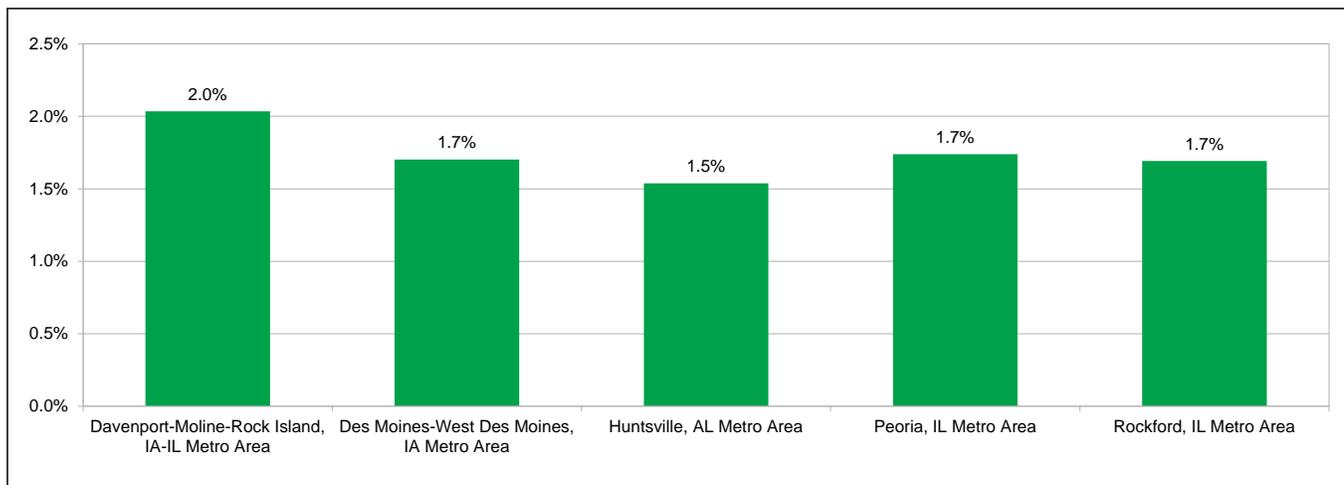
Americans for the Arts conducts a yearly Local Arts Index to assess cultural metrics for various counties in the U.S. The DMRI, IA-IL MSA compares favorably to other peer groups across the Midwest and has the highest percentage of workforce engaged in the arts and accommodation industries at 2.0%. The DMRI, IA-IL MSA also has the largest percentage of its workforce engaged in accommodation and food services, at 7.0%.

**Workforce in Accommodation and Food Services, 2019**



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.

**Workforce in Arts, Entertainment, and Recreation, 2019**



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.



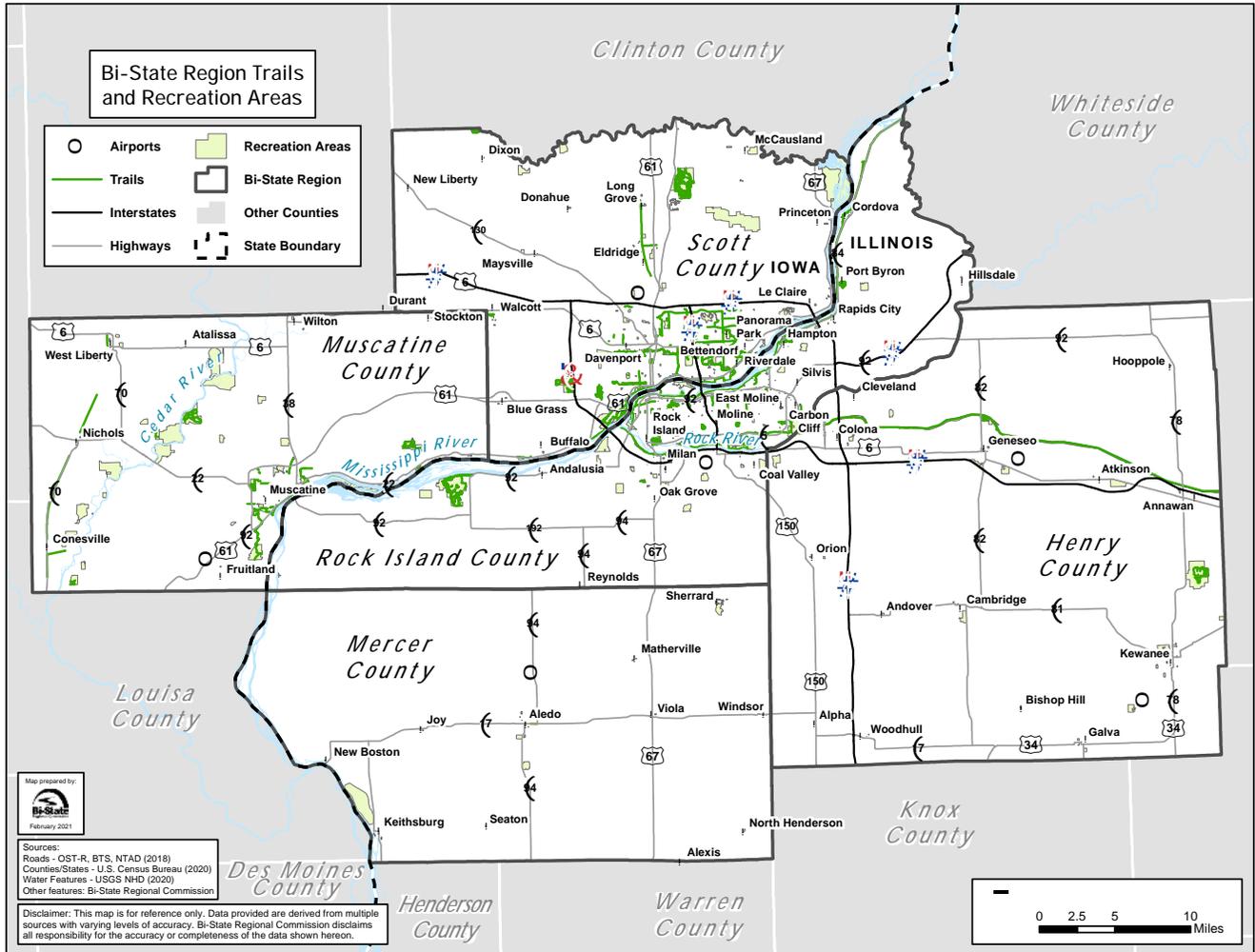
## Recreational Amenities

The Bi-State Region includes trails, parks, and a wide variety of greenways, parkways, and waterways, including the Mississippi, Rock, Cedar River, Wapsipinicon, Green, and Edwards Rivers. Two national trail systems, the American Discovery Trail and the Mississippi River Trail, provide area locals with both recreational amenities and a viable economic asset that encourages regional tourism and sightseeing. The following recreational amenities are a sample of what the region has to offer.

**Bi-State Region Selected Recreational Amenities**

Trails	Location
American Discovery Trail	Henry and Rock Island Counties, IL and Scott County, IA
Duck Creek Parkway Trail	Scott County, IA
Grand Illinois Trail	Henry and Rock Island Counties, IL
Great River Trail	Rock Island County, IL
Hennepin Canal State Parkway Trail	Henry and Rock Island Counties, IL
Illinois and Iowa Mississippi River Trail	Rock Island County, IL and Muscatine and Scott Counties, IA
Landmarks and Cultural Heritage	Location
B & B National Toy Museum	Cambridge, IL
Bishop Hill Historic District	Bishop Hill, IL
Black Hawk State Historic Site	Rock Island, IL
Family Museum	Bettendorf, IA
Figge Art Museum	Davenport, IA
German American Heritage Center	Davenport, IA
Hauberg Civic Center	Rock Island, IL
John Deere Commons	Moline, IL
Muscatine Art Center	Muscatine, IA
Muscatine History and Industry Center	Muscatine, IA
Niabi Zoo	Rock Island County, IL
Putnam Museum and Science Center	Davenport, IA
Quad City Botanical Center	Rock Island, IL
Rock Island Arsenal Museum	Rock Island, IL
Ryan Round Barn	Kewanee, IL
Train Depot Aledo	Aledo, IL
Woodland Palace	Kewanee, IL

Source: Aledo Main Street Association, Henry County Illinois Tourism Bureau, Muscatine Convention and Tourism Bureau, Quad Cities Convention & Visitors Bureau, Local Elected Officials.





## Attractions, Events, and Festivals

Attractions, events, and festivals in the region provide an economic impact to the area, drawing visitors and residents alike, and help to improve the quality of life for area residents. According to Visit Quad Cities, there are currently 71 hotel properties in the Quad Cities region, with 6,488 hotel rooms in supply. The Quad Cities regional destination currently attracts 1.6 million visitors, with a target of exceeding 2 million plus visitors. Following is a sample of the region's offerings.

### Selected Attractions, Festivals, and Events

Attractions, Festivals, and Events	Location	Attractions, Festivals, and Events	Location
Alternating Currents Festival	Davenport, IA	More Fun on 81	Andover/Cambridge, IL
Annawan Canal Ambush Mini Triathlon	Annawan, IL	Muscatine Aquatic Center	Muscatine, IA
Antique Engine Tractor Association Festival	Atkinson, IL	Muscatine County Fair	West Liberty, IA
Atkinson Motorsports Park	Atkinson, IL	New Windsor Fair and Rodeo	New Windsor, IL
Back Road Music Festival	Galva, IL	Prairie Chicken Festival	Kewanee, IL
Bald Eagle Days	Rock Island, IL	Old Fashioned 4th of July Festival	Bettendorf, IA
Celebration Belle Riverboat	Moline, IL	Orion Fall Festival	Orion, IL
Christmas on the Square	Cambridge, IL	Quad Cities Balloon Fest	East Moline, IL
Christmas Walk	Andover, IL	Quad Cities Marathon	Moline, IL
Christmas Walk	Geneseo, IL	Quad Cities River Bandits	Davenport, IA
Fiesta West Liberty	West Liberty, IA	Quad City Air Show	Davenport, IA
Firecracker Run	East Moline, IL	Quad City Storm	Moline, IL
Great Mississippi Valley Fair	Davenport, IA	Quad City Times Bix 7 Run	Davenport, IA
Hennepin Hoopla	Milan, IL	Rhubarb Festival	Aledo, IL
Henry County Fair	Cambridge, IL	Rock Island Grand Prix	Rock Island, IL
Jackson Concert Series	Muscatine, IA	The Rust Belt	East Moline, IL
John Deere Classic Golf Tournament	Silvis, IL	TBK Bank Sports Complex	Bettendorf, IA
Julmarknad (Christmas Market)	Bishop Hill, IL	Trains, Planes & Automobiles	Geneseo, IL
Kewanee Hog Days	Kewanee, IL	Tug Fest	LeClaire, IA/Port Byron, IL
Mississippi Valley Blues Festival	Davenport, IA		

Source: Aledo Main Street Association, Henry County Illinois Tourism Bureau, Muscatine Convention and Tourism Bureau, Quad Cities Convention & Visitors Bureau, Local Elected Officials.

## Tourism

Henry County Tourism Bureau and Visit Quad Cities receive support from counties and local governments to enhance the local economy by promoting recreation; cultural heritage; festivals; events; local shopping and dining; and attracting leisure visitors, meetings, conventions, group tours, and sports events to the region. These agencies are largely funded by hotel/motel taxes that visitors generate for state and local governments.

According to Smith Travel Research, visitors to the Quad Cities Area (Scott County, IA; Mercer, Rock Island, and Warren Counties, IL) contributed to \$107 million in hotel/motel revenue in calendar year 2019. A significant goal of Visit Quad Cities is to promote trails in the region. The bureau has partnered with the Quad City Health Initiative and Bi-State Regional Commission to support the new trails website, [www.qctrails.org](http://www.qctrails.org). Visit Quad Cities has also partnered with the American Discovery Trail Society to manage and provide headquarters for ADT activities. Visit Quad Cities also supports the National Geographic Mississippi River Geotourism Project that will promote tourism along the entire stretch of the Mississippi River.

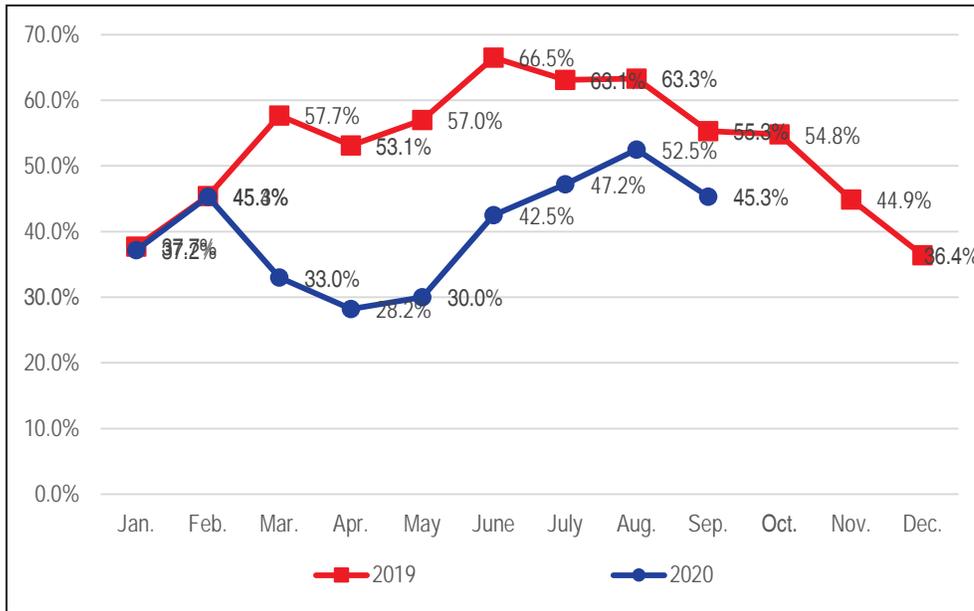
According to IMPLAN, independent artists, writers, and performers contribute 526 jobs to the region and \$4.9 million in labor income. Performing arts companies and promoters contribute 253 jobs and \$6.0 million in labor income to the five-county region. Additionally, hotels, motels, and other accommodations contribute 2,397 jobs and \$86.5 million in labor income to the region. The



arts, entertainment, and traveler accommodation industries are all central to healthy tourist economies.

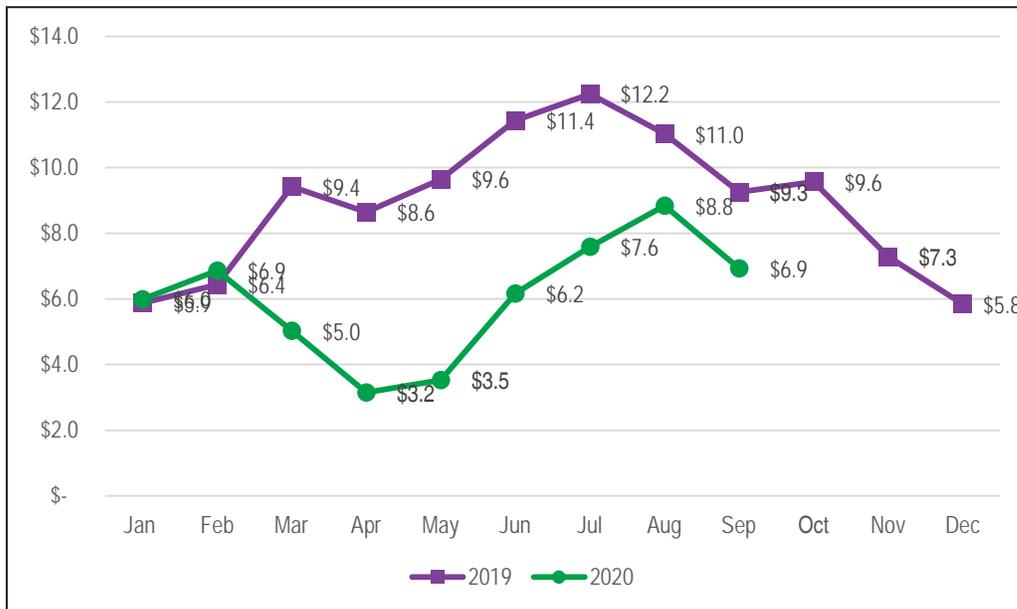
Hotel Occupancy in the Quad Cities dropped to 33% in March 2020 and continued to remain low until June 2020. As of September 2020, hotel occupancy is 45%, compared to a previous September 2019 occupancy rate of 55%. Hotel revenue in the Quad Cities also dropped drastically in March 2020 and bottomed in April 2020.

**Quad Cities Hotel Occupancy (%)**



Source: Quad Cities CVB, STR Report, Includes: Scott Co., IA and Rock Island Co., Henry Co. and Warren Co., IL.

**Quad Cities Hotel Revenue (Millions \$)**

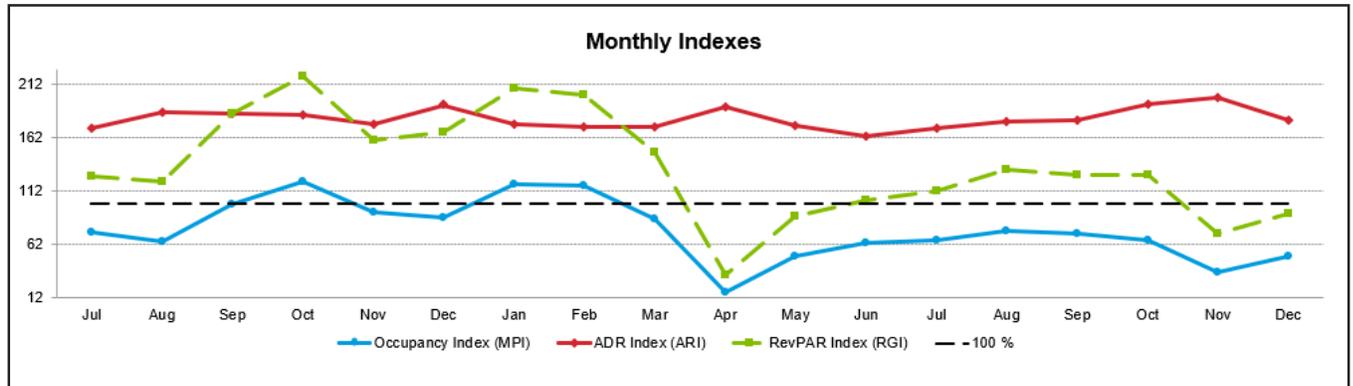


Source: Quad Cities CVB, STR Report, Includes: Scott Co., IA and Rock Island Co., Henry Co. and Warren Co., IL.



Warren Co., IL.

Relatedly, tourism patterns in Muscatine followed similar patterns, as exemplified by data from the Merrill Hotel. The Occupancy index and Revenue Per Available Room index dropped drastically in April, although the Average Daily Rate index remained steady. Each index is relative to a score of 100 representing an “average” hotel metric.



Muscatine’s Merrill Hotel Revenue and Occupancy Index

Source: Merrill Hotel.

Housing

The Bi-State Region saw an increase in total housing construction, rising from 572 total permits in 2018 to 885 total permits in 2019. Much of the increase in new residential building permits in 2019 results from an increase in single-family homes and residential buildings with 5 units or more. The following table shows building permits for new housing construction.

Total Building Permits for New Residential Construction in the Bi-State Region

Year	Total Permits	1 Unit	2 Units	3 & 4 Units	5 Units or more	Number of Structures with 5 Units or More
2019	885	569	0	52	264	11
2018	572	499	4	14	55	3
2017	841	478	8	18	337	9
2016	709	544	6	10	149	10
2015	778	454	12	14	298	24
2014	706	483	92	15	116	4
2013	714	547	20	25	122	10
2012	718	577	14	4	123	3

Source: U.S. Census Bureau, Building Permits Survey by Metropolitan Area, and County Annual Data.

The region has been actively adding rental and multi-family housing in the past five years. In 2019, multi-family housing building added 264 housing units in structures with 5 units or more. This will provide alternative housing, especially for young professionals and empty nesters seeking housing near entertainment and cultural amenities. Generally, a well-balanced market has a vacancy of at least 5% to allow for mobility in the marketplace. The rental vacancy rate in Muscatine County and the Quad Cities



MSA was 9.6% and 8.5% respectively in 2019, compared to a national vacancy rate of 6.0% in the nation.

**Bi-State Rental Statistics, 2019**

Rental Housing Overview	United States	Muscatine County	DMRI, IA-IL MSA
Total housing units	137,428,986	18,159	169,977
Occupied housing units	87.9%	91.7%	90.6%
Owner-occupied	64.0%	73.4%	70.3%
Renter-occupied	36.0%	26.6%	29.7%
Homeowner vacancy rate	1.6%	0.4%	1.6%
Rental vacancy rate	6.0%	9.6%	8.5%
Average household size of owner-occupied unit	2.70	2.61	2.51
Average household size of renter-occupied unit	2.49	2.33	2.18
No vehicles available	8.6%	5.9%	7.2%
Median (dollars) rent	\$1,062.00	\$831.00	\$765.00

Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2015-19.

Housing remains affordable in the Bi-State Region as compared to the nation. According to the Census Bureau's 2019 ACS 5-Year Estimates, the median home value for owner-occupied homes for the DMRI, IA-IL MSA and Muscatine County was \$136,200 and \$130,500 respectively, compared to the national median home value of \$217,500.

Home sales vary greatly within the region. According to Ruhl and Ruhl Facts and Trends reports, the 2020 average home sale price decreased in all major locations in the past year. The average Illinois Quad Cities Area home sales price decreased 5.4%, the Iowa Quad Cities Area average home sale price decreased 7.5%, and the Muscatine/Wilton area average sales decreased 13.2% in the past year.

**Average Annual Housing Sale Price**

Average Annual Housing Sale Price	2016	2017	2018	2019	2020*
Illinois Quad Cities	\$118,300	\$122,100	\$128,400	\$132,300	\$125,100
Iowa Quad Cities	\$191,400	\$200,800	\$207,600	\$220,100	\$203,500
Muscatine/Wilton Area	\$137,300	\$153,300	\$155,600	\$158,800	\$137,900

Note: 2020 data is as current as Spring, 2020

Source: Ruhl & Ruhl Realtors, Market Trends Report.

According to the U.S. Department of Housing and Urban Development (HUD), home owners and renters are considered to be cost burdened when spending more than 30% of their income on housing costs and utilities, and are considered to be severely cost burdened when spending more than half of their income on housing cost and utilities. The percent of cost-burdened home owners and renters in the Bi-State Region is significantly below the national average, particularly for owner-occupied housing units. Most residents in the region, therefore, have the opportunity for home ownership without undue financial burdens. The



percent of residents who face severe cost burdens is below the U.S. average.

### Renter and Homeownership Cost as a Percent of Income

Percent of Cost Burdened Home Owners and Renters (30% of income on housing)	Bi-State	U.S.
Home-Owners Without a Mortgage	12.0%	13.8%
Home-Owners With a Mortgage	12.8%	27.6%
Renters	41.2%	46.5%
Percent of Severely Cost Burdened Home Owners and Renters (50% of income on housing)	Bi-State	U.S.
Home-Owners Without a Mortgage	4.6%	6.1%
Home-Owners With a Mortgage	7.8%	10.9%
Renters	20.6%	23.4%

Source: U.S. Census Bureau, 2015 - 2019 American Community Survey 5-Year Estimates.

Note: Units not computed were excluded from calculations

## Air Quality

The Bi-State Region has taken the initiative to ensure that air quality is acceptable for all of its residents. There are 10 air-quality monitoring stations in Scott and Muscatine Counties, Iowa and Rock Island County, Illinois. Each month they measure multiple pollutants at each individual station. This section provides a summary of all activity pertaining to air quality maintenance in the Bi-State Region.

### Iowa

Monitoring stations in Muscatine County include one PM<sub>10</sub> (particulate matter of less than 10 microns in diameter) monitoring station, one SO<sub>2</sub> monitoring station, and three PM<sub>2.5</sub> monitoring locations. In 2013, an area slightly larger than the Muscatine city limits was designated for non-attainment for SO<sub>2</sub>. The Muscatine Area is included in Iowa's State Implementation Plan (SIP), and Iowa Department of Natural Resources is working with industries in Muscatine to lower emissions. The Muscatine Area has seen several PM<sub>2.5</sub> exceedances, but it has not been classified as in non-attainment for PM<sub>2.5</sub> at this time.

Monitoring stations in Scott County include two ozone monitors, three PM<sub>10</sub> monitoring stations, three PM<sub>2.5</sub> stations, and one SO<sub>2</sub> monitoring station. While Scott County has seen some PM<sub>2.5</sub> exceedances, it remains in attainment with all NAAQS.

The NAAQS for ozone were revised in December 2015, lowering the threshold to 70 parts per billion. All jurisdictions remain in attainment for Ozone.

### Illinois

Rock Island County is classified as in attainment (does not

exceed the primary or secondary standards for the designated pollutant) for ozone, sulfur dioxide, particulate matter, nitrous oxides, and carbon monoxide. While Henry and Mercer Counties do not have operational ambient air quality monitoring stations, both are in primary attainment for all pollutants. In Rock Island County, there is a monitor located at the Rock Island Arsenal (PM<sub>2.5</sub> and Ozone).

### Air Quality Initiative

The Quad Cities MPA is designated “in attainment” for all air pollutants as of January 2021. Since Fall 1998, Bi-State Regional Commission staff has coordinated a coalition of local government and private sector representatives committed to clean air and protection of citizen health in the Bi-State Region. The task force works toward voluntary emission reductions and education to address National Ambient Air Quality Standards (NAAQS). Over the last decade, the area has experienced a few summer days where ozone levels in the atmosphere were considered unhealthy as a result of more stringent standards. Similarly, it has experienced winter episodes where fine particulates have been measured as unhealthy. Overall, the general air quality in the Quad Cities is considered good.

In recognition of more stringent standards, the Bi-State Region Air Quality Task Force was formed to raise awareness within the community in order to reduce air pollution emissions from a variety of sources. The task force includes the entire five-county Bi-State Region, recognizing air quality is regional in nature.

The task force held an Air Quality Summit in 2009 and launched the Bi-State Clean Air Partnership, seeking voluntary emission reduction pledges from area businesses, governments, and organizations. Partnership members are encouraged to consider alternative fuels, commuter choices,



energy conservation, and other emission reduction efforts. The number of pledges continues to grow. Promotional efforts have included newspaper tabs, brochures, and fact sheets with information on how individuals can make a difference, such as driving less, using alternative fuels/vehicles, trip combining, using auto alternatives (walking and transit), and postponing activities like mowing and painting on hot days. In the future, the task force will continue public education efforts and explore additional emissions reduction opportunities.

Over the past 10 years, various education and outreach efforts have included:

- Electric and CNG bus utilization for public transit
- Transportation alternatives advertised on television, newspaper, and radio
- Public and private employer outreach projects and meetings
- QC Transit Web Portal development/transit marketing and QC Rideshare Portal as part of larger State of Iowa Rideshare matching service
- Local government joint purchasing green initiatives for janitorial supplies
- Expansion of multipurpose trail network and development of the QCTrails.com website
- Collaboration with Quad City Health Initiative
- Air quality summit, clean fuels/fleets workshop, and clean energy workshop
- Outdoor Air Quality Strategic Plan update
- Collaboration with Iowa Clean Cities Coalition
- Partnership with ALCOA and their Make an Impact program
- Participation in Eastern Iowa Electric Vehicle Readiness Plan development

These efforts among others will continue to aid voluntary emission reduction goals and contribute to improving air quality in the Quad Cities MPA over the long term. The aforementioned efforts have cumulatively and continuously kept the Quad Cities MPA in non-attainment status.

Utilizing grants from the Mark W. Schwiebert Fund for Environmental Studies, Bi-State Regional Commission held two summits. The summit in 2018 was intended to educate practitioners and the public on alternative fuels and transportation efficiency. The overall goal is to reduce waste and emissions and improve air

The Bi-State Region Air Quality Task Force goals are:

- *Maintain attainment status for NAAQS through voluntary measures*
- *Provide for communication between public and private entities on these voluntary emission reduction measures by sharing experiences and knowledge*
- *Support individual and ground voluntary measures/activities, such as public education and mobile/stationary source reduction initiative*

quality in the region. In 2019, Bi-State hosted an Alternative Energy conference that focused on community preparedness for renewable energy. This coincided with the State of Illinois' Future Energy Jobs Act to stimulate the development of renewable energy in the state. Diversifying energy sources will contribute to a more resilient and robust energy network and to cleaner air.

In the future, the task force will continue public education efforts and explore additional emission reduction opportunities.

## *Utilities*

### Energy

Electricity for the Iowa-Illinois Quad Cities is provided by MidAmerican Energy Company, which was formed due to the merger of Iowa and Illinois Gas & Electric and Midwest Power in the early 1990s. Muscatine, Iowa's electricity needs are served by Muscatine Power and Water. Other areas of the Bi-State Region are served by local municipalities, Illinois Power, and Ameren.

MidAmerican Energy Company is also the natural gas provider for the Iowa-Illinois Quad-Cities. Muscatine natural gas customers are served by Alliant Energy, Inc., based in Cedar Rapids, Iowa. While information on energy usage was available in the past, it is now proprietary information and no longer available for public distribution.

The United States has some of the best wind resources in the world, making it possible to obtain a sizable portion of energy needs from a clean, domestic resource. Unfortunately, the transmission infrastructure does not exist to connect those resources to communities and cities that have a strong demand for renewable energy.

Wind energy as a renewable energy source is a growing industry in the Bi-State Region, especially in Henry County





where significant windfarm development has occurred over the past ten years. Phase I and II of the Bishop Hill Windfarm went online in 2012, and the 183 turbines are capable of producing over 290 megawatts of energy. More recently, Phase III of the Bishop Hill Wind Farm came online adding 53 turbines with a total rated capacity of just over 132 megawatts. An additional expansion of the wind farm is anticipated to begin next year near Galva. Smaller scale windfarms are also in operation, and developing additional large scale wind farms in the region could be a possibility, particularly in Henry County. The City of Geneseo has constructed two windmills in Henry County, Illinois, and also recently completed a one-megawatt solar array field to continue to supply renewable energy to their residents. Another windmill is located at Sherrard High School in southern Rock Island County, Illinois.

The region has a nuclear power plant owned and operated by Exelon in Cordova, Illinois; however, the plant will need to be decommissioned in a few years. Changes in regulations for coal-fired plants may also cause plants in the region to close in the future. The overall effects of a nuclear power plant decommissioning and/or coal-fired power plant closures are not known at this time and will require future study.

## Pipelines

Pipelines provide a low-cost method of transporting bulk commodities, which are often classified as hazardous materials. These facilities commonly bisect urban areas across a variety of land use, from agricultural to residential. The relationship between land use and transportation is particularly critical for pipelines. Distribution of energy fuels by pipeline is widespread across the United States. As urban areas grow and develop, the need for fuels and access to pipelines also increases. Land use around pipelines then becomes important for public safety and the environment. Large diameter, high-pressure transmission pipelines, although benefiting an urban area economically, can pose significant public safety and environmental consequences without knowledge of their location and the risks associated with them. Pipeline safety is regulated by the U.S. Department of Transportation (DOT), Office of Pipeline Safety. The Pipeline Safety Improvement Act of 2002 required the DOT and Federal Energy Regulatory Commission (FERC) to conduct a study of population encroachment on rights-of-way. The *2004 Transportation Research Board Transportation Pipelines and Land Use: a Risk-Informed Approach Special Report 281* concludes that judicious land use decisions can reduce the risks associated with transmission pipelines through land use policies affecting siting, width, and other characteristics of new pipeline corridors and new development areas encroaching on existing

corridors.

In the region, pipelines are located in the northern part of the planning area and bisect the City of Eldridge, Iowa. The pipeline operator in Scott County is Panhandle Eastern Pipeline Company. No new transmission pipelines are anticipated in the Quad Cities Area. However, local officials may consider reviewing their land use policies related to buffering transmission pipelines on a risk-based approach where intensity of the land use is considered to prevent damage of the pipeline and for public safety.

## Water Supply and Distribution

The Mississippi River serves as the primary water supply source for eight metropolitan area communities. The remaining cities and rural population tap groundwater sources for domestic use. The City of Muscatine, which operates 30 wells to provide its entire supply of water, is the largest city that does not draw water from the Mississippi.

## Waste Water Treatment

Currently, 52 communities in the Bi-State Region have public wastewater treatment facilities. Generally, the systems serving the larger metropolitan communities are secondary and lagoon systems. For the most part, these facilities provide adequate water quality protection for the existing population and industry. However, several smaller communities have facilities that are at or over design capacity, thus limiting potential growth in those localities.

The majority of the larger cities in the Bi-State Region have separate sanitary-sewer systems, with only a few of the largest, older cities having partially combined sanitary-storm sewers. Davenport, Muscatine, and Rock Island have been working to separate the remaining combined sewers.

## Transportation

The Bi-State Region is served by multiple modes of transportation including highway, rail, passenger transportation, bicycle, pedestrian, air, and water. This range of modes helps to provide connectivity of travel and movement of people and freight both within and through the region. This efficiency of movement helps support the region's focus on the logistics industry. A general overview of the region's transportation system is discussed in this section. More detailed information can be found in the *Connect QC 2050: Quad Cities Long Range Transportation Plan*, the *2045 Region 9 Long Range Transportation Plan*, and the *Bi-State Region Freight Plan*, 2015. See the Bi-State Region Transportation Infrastructure Network Map on page 45.



## Highway Transportation

The Bi-State Region is served by four interstate highways, five United States primary highways, and an excellent secondary highway system that combine to provide efficient movement of goods, services, and people within the region and to other markets.

Interstate 80 connects the region with both coasts. The I-280 bypass and I-80 completely encircle the Quad Cities Metropolitan Area, providing excellent access to and from the area. In addition, I-74 bisects the metropolitan area, providing efficient movement within the area and to the southeastern portion of the United States. Interstate 88 provides direct access to Chicago.

Both Illinois and Iowa participate in the Unified Carrier Registration (UCR) System, which is the replacement program for the former Single State Registration System (SSRS). The UCR allows an interstate motor carrier to register their operation by contacting their base state or their primary place of operation and allows couriers to register in each state where operations will be conducted for a single fee.

The I-74 Mississippi River Corridor Project Iowa-Illinois has been defined as a major project and to date, \$680 million in federal assistance has been obligated or programmed toward the project. Currently, one span of the bridge has been completed with traffic having opened on the westbound span on November 13, 2020. The eastbound span is anticipated to be completed by the end of 2021, and demolition of the old structure in 2022.

Recently, the I-80 Bridge was recognized as being functionally obsolete and in need of reconstruction or replacement. ILDOT is conducting a Planning and Environment Linkages (PEL) study for I-80 Mississippi River Bridge with an expected completion timeframe of summer 2021. The PEL study will be followed by a National Environmental Policy Act (NEPA) study. The ILDOT has estimated a \$480 million investment will be required to replace the bridge in the short-range window of this plan (2022-2030). The bridge replacement is expected to address the need for expanded capacity at this crossing of the Mississippi River with additional and/or wider lanes.

IADOT has completed a number of studies in and around the I-80 corridor. This includes an I-80 PEL study from the western border of the state to Walcott, Iowa. In 2021, a location study and environmental assessment was initiated for I-80 (west of I-280 interchange to east of SW 35th Street Bridge in LeClaire/Scott County).

There are numerous other roadway projects throughout the Bi-State Region that are within the jurisdiction of the Iowa and Illinois Departments of Transportation that will be monitored as part of the CEDS Progress Report and will be impactful on the economic development in the Bi-State Region.

## Passenger Transportation

There are five public transit systems that serve the Bi-State Region. Davenport CitiBus, Bettendorf Transit, and the Rock Island County Metropolitan Mass Transit District (RICMMDT)–MetroLINK serve the greater Quad Cities Area providing fixed-route and other services. The City of Muscatine, Iowa operates a fixed-route (MuscaBus) and curb-to-curb paratransit service within its municipal boundaries. River Bend Transit, Inc. is a not-for-profit corporation that has been designated by the Iowa Department of Transportation as the regional transit provider for Muscatine and Scott Counties, as well as Cedar and Clinton Counties outside the Bi-State Region. Rock Island-Mercer Rural Transit (RIM Rural Transit) operates as a demand-response public transportation service in Mercer and rural Rock Island Counties. The trip must originate or terminate outside of MetroLINK service area. The *Connect 2050: Quad Cities Long Range Transportation Plan* identified transit priority corridors where transit-oriented development is encouraged and would stimulate potential future ridership. These corridors may later be considered for bus rapid transit as demand grows. With several systems operating in the metropolitan area, service coordination is an important and consistent focus. Improving route efficiencies, updating fleets, and upgrading equipment and technology in order to improve informational resources and rider experience are additional areas of current focus.

Additionally, the City of Moline has completed a passenger rail station in anticipation of the completion of a passenger rail route between the Quad Cities and Chicago. In October 2010, the Federal Railroad Administration awarded \$230 million under the High Speed Intercity Passenger Rail Program to the Chicago to Iowa City route, and the U.S. Department of Transportation awarded a \$10 million Transportation Investment Generating Economic Recovery (TIGER) II grant to Moline for the passenger rail station. The region is anticipating the completion of the passenger rail service from Chicago to Moline with a station in Geneseo. The project has been delayed, and a revised timeline has not been released. As of 2020, preliminary engineering and environmental work is ongoing. When the passenger rail is completed, the trip from the Moline station to Union Station in Chicago will take ap-





proximately three hours. Future plans would look to extending the route into Iowa to Iowa City, and eventually Des Moines and Omaha. Completing passenger rail service will benefit both business and higher education connections by business travelers and students.

## Railroad

The region has a railroad network operated by Burlington-Northern-Santa Fe (BNSF), Canadian Pacific, and Iowa Interstate Railroad with almost 300 miles of track running through the region that provides both north-south and east-west connectivity. Both BNSF and Canadian Pacific are Class I railroads with annual operating revenues exceeding \$467 million, while Iowa Interstate is a Class II with operating revenues between \$37.4 and \$467 million.

Improving rail crossing capacity at the Mississippi River will aid the efficiency and reliability of rail freight movement in the region. The Crescent Bridge at the Mississippi River has a limited remaining useful life due to its age and condition. On-going improvements and maintenance to the Davenport span of the Government Bridge will help to retain the viability of interstate rail service through the Quad Cities. Area elected officials expressed interest in a major investment study of both highway and rail crossing capacity in the metropolitan area to determine the feasibility of improving or replacing these structures.

In addition to crossing capacity, good freight access will also involve examining capacity constraints at crossings, near industry, and near downtown and retail centers. Industrial uses are unique because many demand access to road, rail, and river freight infrastructure. Conflicts between freight and passenger modes may cause delay times in shipping as passenger rail service is initiated in the metro area. From a local perspective, issues can arise when rail-highway modes intersect. These crossings include IL-92 and IL-84 and the Iowa Interstate Railroad and BNSF lines at the Arsenal Bridge, where road, rail, and river modes intersect. Solutions at these locations may aid better freight movement in the metropolitan area.

A container transfer facility in Davenport operated by the former I & M Rail Link closed after 2001. Since then, the City of Davenport was awarded an EDA grant to establish operations of a new (truck/rail) transload facility, which opened in 2016. The facility has indoor loading/unloading capabilities, 20,000 square feet of indoor warehousing space, and over 20 railcar spots. It is adjacent to the Canadian Pacific (formally known as DME) Railroad. Improvements were completed in 2019 to construct two interchange tracks on the rail line servicing the facility and the addition of a fourth spur utilizing approximately \$4 Million in EDA funding. The facility itself is located in the Eastern Iowa Industrial Center with Sterillite as its primary customer, facilitating receipt of raw materials onsite via rail. It is owned by the City of Davenport and Operated by Davenport Industrial Rail through a lease and operations agreement. There are other private transload facilities and warehouses in the metro area with rail service, such as Catch-up Logistics and Murray Warehousing served by the Canadian Pacific (2015 Iowa Rail Toolkit).

Quad City Railport, in Silvis, Illinois, is located on 900-acres, and is currently owned by Iowa Interstate Railroad. Of the total acres, 360 acres are dedicated to rail activities. The area is currently used for rail switching and railcar storage. There is potential for greater industrial development in this area where proximity to rail is needed. It was decided in 2020 by National Rail to consolidate operations and the facility is currently for sale.

A transload facility was recently completed with investment of dollars from EDA in the Eastern Iowa Industrial Center located in Davenport, Iowa along I-80.

**Transload Facility** – A place where freight is transferred to and from trucks and rail cars. It can include intermodal facilities, cross docks, and team tracks. Cross docks transfer materials with little or no storage in between transfers. Team tracks allow railcars to be used for public loading and unloading of freight.



## Air Transportation

The Bi-State Region is currently served by six airports. The airport and some key information can be seen in the following table.

**Airports in the Bi-State Region**

Airport	Location	Highway Access	Greatest Length	Operations/Day
Quad City International	Moline, IL	I-74; I-280; US 6; US 150	10,002 ft.	90
Davenport Municipal	Davenport, IA	US 61; I-80	5,511 ft.	77
Muscatine Municipal	Muscatine, IA	US 61	5,500 ft.	39
Kewanee Municipal	Kewanee, IL	IL 34; IL 78	4,500 ft.	33
Mercer County Municipal	Aledo, IL	IL 94	2,480 ft.	11
Gen Air Park (not attended)	Geneseo, IL	I-80; US 6	2,568 ft.	13

Source: AirNav.com, 2021

The largest airport is the Quad City International Airport (MLI), located in Moline, Illinois, and is classified as a commercial airport for the Bi-State Region. MLI is a full-service airport serving commercial aviation for eastern Iowa and western Illinois. It is the third busiest airport in Illinois. Four commercial airlines provide service from the airport to 11 destinations totaling 355,626 passenger enplanements in CY 2019. The number of passengers using the Quad City International Airport decreased 7% between 2000 and 2019. Airlines serving the airport include Allegiant Air, American Airlines, Delta Airlines, and United Airlines. Destinations include major hubs, such as Chicago-O’Hare and Atlanta Hartfield, and popular vacation destinations, such as Las Vegas and Orlando-Sanford.

MLI is the only airport in the region with both passenger and air cargo service. According to the airport master plan (2012), the airport has an Air Freight Complex comprised of three one-story buildings at 44,000 square yards. Total cargo activity reached its peak in 1998 with nearly 38 million pounds of air cargo. The only air cargo carrier at the airport is Ameriflight with the majority of its operations consisting of service for major package express integrators such as UPS and FedEx (*Bi-State Region Freight Plan*, 2015). The airport serves as a U.S. Customs Port of Entry and is located in Foreign Trade Zone 133.

Direct, nonstop service from the Quad City International Airport to Washington, D.C. was discontinued in June 2016 after service began in October 2015. A direct connection from the Quad Cities to Washington is seen as vitally important for the regional economy. One of the area’s largest employers, the Rock Island Arsenal, is subject to the federal BRAC (Base Realignment and Closure) process, which evaluates federal defense bases around the country in order to improve operational efficiency of the armed forces. Any alteration of the functions of the Rock Island Arsenal will affect the Quad Cities in a dramatic way, positively or negatively. A direct

flight between the Quad Cities and Washington increases the attractiveness and competitiveness of the Arsenal compared to other bases around the country, and while the service was discontinued, there remains interest in a direct connection. The trial connection to Dulles Airport provided access to other national and international destinations for increased mobility. The establishment of this route had been supported by the Quad Cities Chamber of Commerce and the State of Illinois. The area will continue to evaluate opportunities for direct service to Washington, D.C.

Future projects at MLI will consist of realigning taxiways to improve airport geometry, continued drainage improvement around the airport taxiways and runway, realigning the entrance road to the general aviation facilities, rehabilitation to sections of Runway 13/31, and general aviation ramp enhancements. The Metropolitan Airport Authority regularly reviews and updates its airport master plan to maintain services and provide for future development in and around the facility.

Davenport Municipal Airport (DVN) is owned and operated by the City of Davenport. DVN is a general aviation airport located in northern Davenport providing basic transport with a full instrument landing system (ILS). The ILS runway is 5,511 ft. long, while the secondary runway is 4,001 ft. Recently, the City of Davenport finished an analysis of the facility that recommended various airport improvements. There are 114 based aircraft at the Davenport Municipal Airport and 28,100 operations annually. According to the Iowa Department of Transportation’s *Economic Impact of Aviation* (2009) report, the Davenport Municipal Airport generated 209 full-time equivalent jobs and induced another 133 as a result of on-airport activity. The State of Iowa has identified the airport as an Enhanced Service airport serving business aviation and is a regional transportation and economic center in the state (*Bi-State Region Freight Plan*, 2015).



The Davenport Municipal Airport (DVN) serves a variety of business needs. It supports nearly 400 employment opportunities and generates \$20 million annually in local spending. DVN is positioning itself to meet the future air and air cargo demand of the region with the planning of the following projects:

- Installation of a new above-ground 24-hour self-serve and full-serve fuel storage facility
- Installation of an upgraded perimeter security fence in 2022
- Development of 300-acre addition reserved for air freight operators by 2023
- Land acquisition and construction of a 1,000 foot runway extension to the airport's Crosswind Runway (Runway 3/21) in 2023

Muscatine Municipal Airport (MUT) is owned and operated by the City of Muscatine and is also recognized as an Enhanced Services airport that serves business aviation and provides transportation options to the region. Construction of three top tier box hangars were recently completed, and the taxiway will be reconstructed this summer.

Kewanee Municipal Airport (EZI) is owned by the Kewanee Airport Authority and serves light general aviation aircraft. Mercer County Airport (C00) is owned by Mercer County and serves light general aviation. Gen Airpak (3G8) in Geneseo is a privately-owned grass field runway serving light general aviation.

## Waterway Transportation

The Mississippi River has served as the medium for efficient and economical movement of goods and services to and from the region for decades. As part of the inland waterway system, the Mississippi River provides the Bi-State Region with a link to Mississippi tributaries, the Gulf of Mexico, the Great Lakes, and connections to foreign ports.

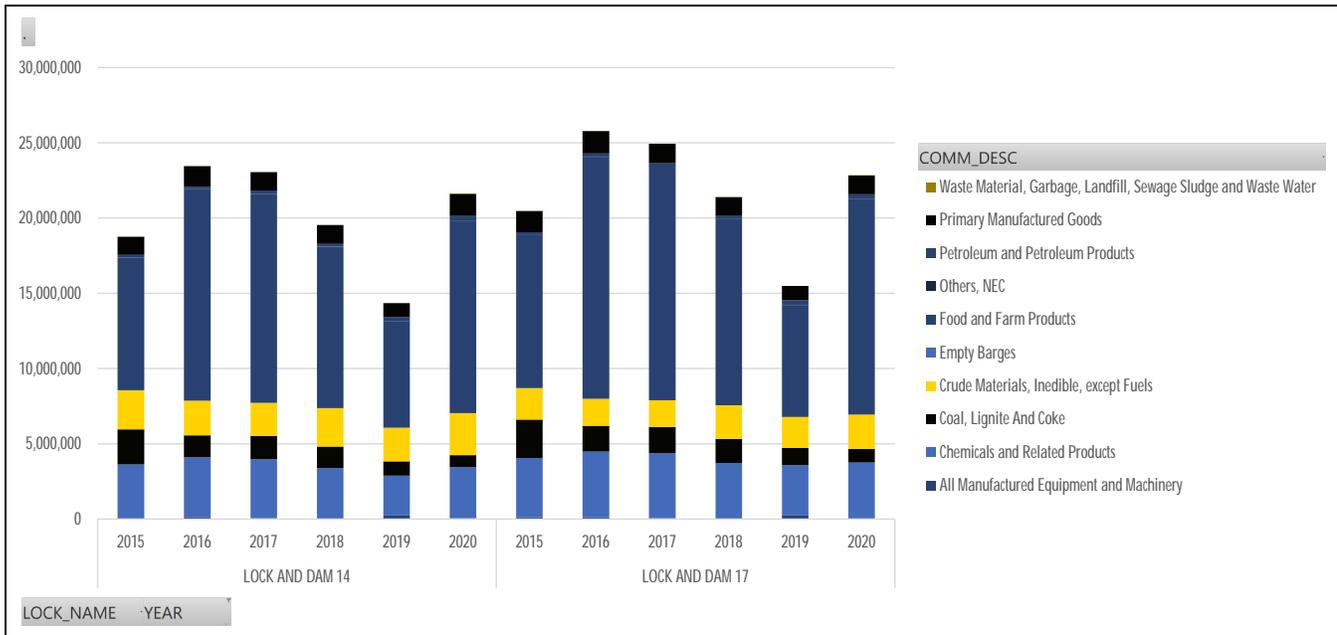
The segment of the river that flows through the region extends from up river of Princeton, Iowa (River Mile 509) to down river of Keithsburg, Illinois (River Mile 426). Locks and Dams 14, 15, 16, and 17 fall within the Bi-State portion of the river. Barge transportation requires more shipping time than other forms of transport, and the navigation season is limited.

However, the lower shipping rates and energy efficiency of this mode of transportation provide a significant cost savings to bulk material shippers. None of the locks in the region can accommodate a 3 by 5 barge tow that requires 1,200 feet of lock. The length of all of the locks is 600 feet. Barges must be broken apart with multiple lockages, which can double or triple the locking time.

Commodities that are shipped by barge through the lock system can be seen in the following graph for L&D 14 and 17. As shown, Food and Farm Products are the highest tonnages at each lock followed by Chemicals and Related Products.



### Mississippi River Commodities by Lock (in tons)



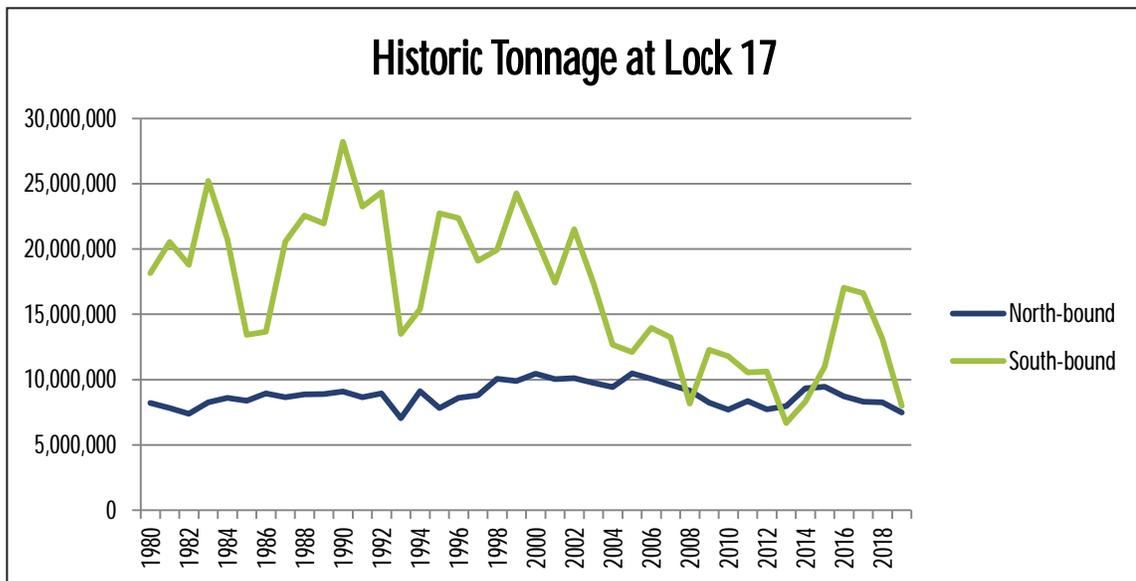
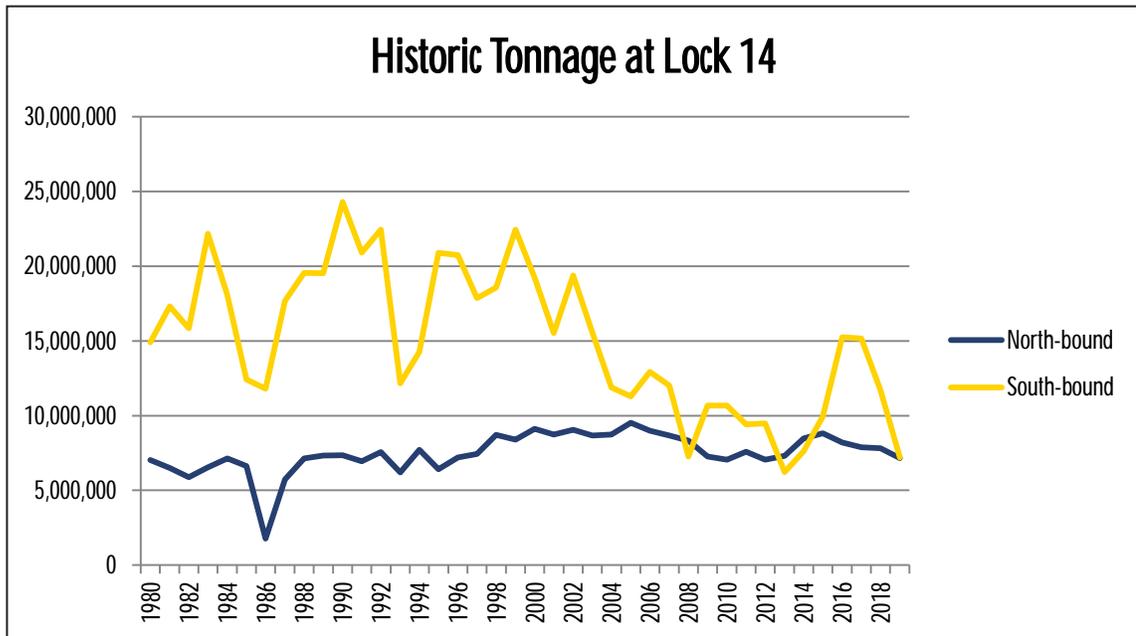
Source: US Army Corps of Engineers Lock Performance Monitoring System Summarized Monthly Tonnage Report

<https://corpslocks.usace.army.mil/pwb/f?p=121:1:14927714142398>

Overall, the tonnage moving through the lock system has decreased substantially from its high in 1999. Major dips in tonnage can be attributed to major flooding on the Mississippi River as can be seen in 1997, 2001, 2008, and 2019.



Tonnage by Lock from 1980-2020



Source: U.S. Army Corp of Engineers, Rock Island District, <http://www.ndc.iwr.usace.army.mil/ports/ports.asp>



The lock and dam system is an aging infrastructure that requires both scheduled and unscheduled repairs resulting in lock closure. This can delay shipments greatly. According to the Army Corp of Engineers, “the maintenance needs of this aging infrastructure have surpassed annual operations and maintenance funding. This limited funding has adversely affected the reliability of the system and has primarily resulted in a fix-as-fail strategy.” (*Upper Mississippi River Lock & Dams Report, 2018*)

Aging infrastructure coupled with limited federal appropriations presents a number of challenges in maintaining the Upper Mississippi River (UMR), a vital marine highway system. The UMR carries more than 600 million tons of cargo each year. With the completion of improvements to the Panama Canal in 2016/17, opportunities may be present to increase river navigation and move more products. Barge transportation is the least expensive mode for bulk commodities and the most environmentally-friendly transportation option. U.S. Army Corps of Engineers cited the cost savings for industry as \$23.74 per ton for traffic moving through the UMR.

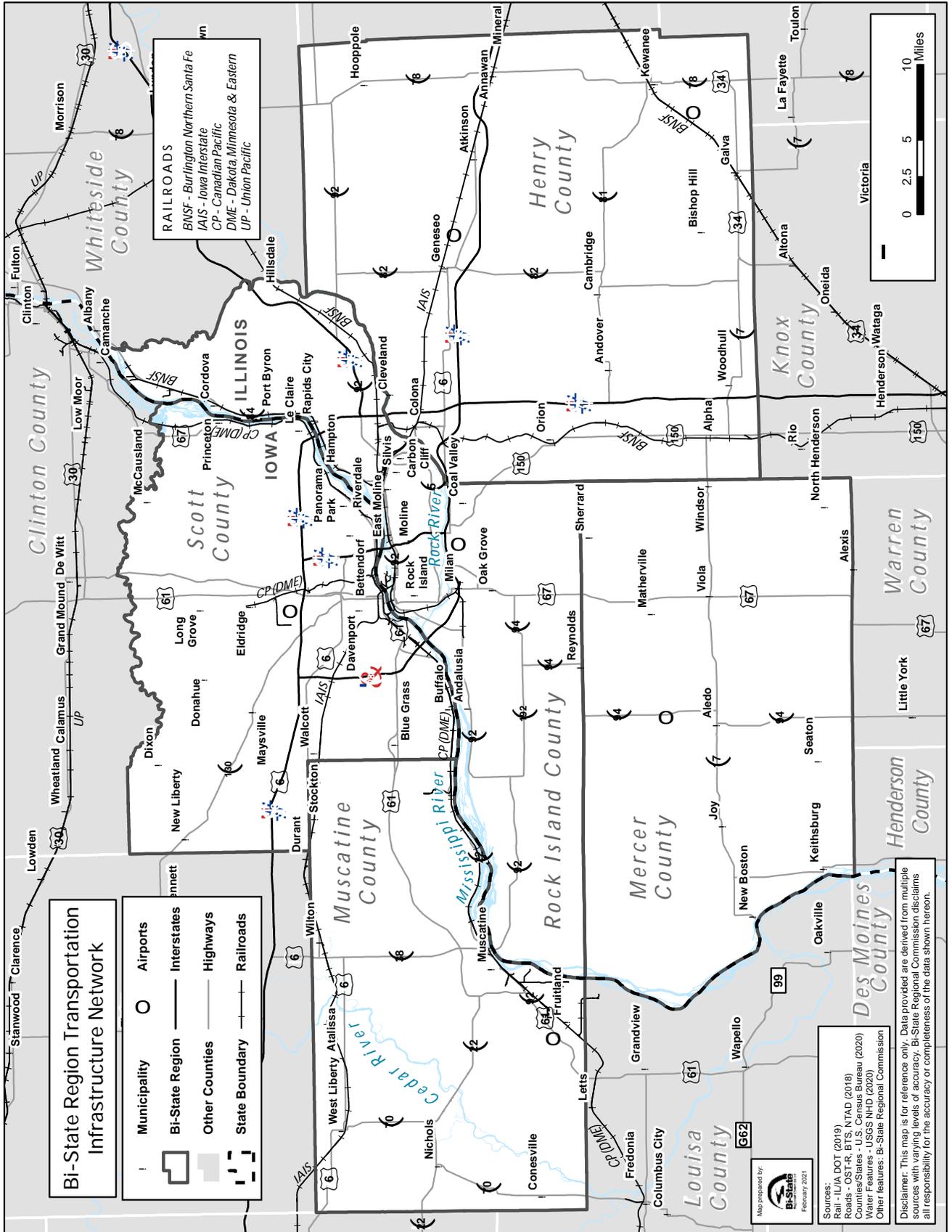
U.S. Inland Waterway Trust Fund supports a portion of the system. In 2014, the navigation fuel tax was raised from \$0.20 to \$0.29 per gallon. The last raise was in 1984. There are three main programs to fund projects by the U.S. Army Corps of Engineers – operation and maintenance, major rehabilitation, and future improvements. Only operations and maintenance have been funded in recent years, but not to the fullest extent.

The result of delayed maintenance and new project implementation affects system reliability and contributes to congestion within the river navigation system. This will be further strained when improvements to the Panama Canal increase demand to transport agricultural projects from the Midwest to foreign ports. The Water Resources Reform and Development Act (June 2014) made provisions to allow public-private partnerships (P3), which may encourage more innovative partnerships and solutions to the nation’s navigation system.

The Iowa Department of Transportation funded a pilot freight grant program, Linking Iowa’s Freight System (LIFTS). The program purpose is to improve multimodal freight transpor-

tation to meet changing demands for shipping products. The City of Muscatine secured \$80,000 of LIFTS funding and \$20,000 in public/private partner matching funds to conduct a feasibility study for their port idea. Following completion of the study in May 2015, an inland multimodal container terminal port facility was determined to be feasible for a site in southwest Muscatine, Iowa located on the Upper Mississippi River M-35 Marine Highway. The feasibility study and concept design with approximate cost estimates outlined key steps to move the project forward. The 100-acre site is privately owned and to be annexed into the City of Muscatine, Iowa. There is 2,500 linear feet of access along the Mississippi River with sufficient depth for barge and towboat handling. An active rail line operated by the Canadian Pacific Railroad is adjacent to the property and serves other industrial users in the vicinity of the proposed project. There is access to U.S. 61. The site is suited to handle various cargoes such as container on barge, liquid bulk, and dry bulk commodities. A phased approach is anticipated to scale the terminal port for different cargoes to meet market demand. The initial project costs are anticipated to be \$12.2-23 million under the governance of a Port Commission enabled by the City of Muscatine with an appointed board. A significant partner in its development is the Kent Corporation who was evaluating the market feasibility and gathering information on interested shipping partners in the region. Changes in local community and business champions has slowed the progress of this development.

In October 2020, the Mississippi River Ports of Eastern Iowa and Western Illinois (MRPEIWI) was designated by the U.S. Army Corps of Engineers as a port statistical area (PSA) under the Navigation Data Center responsible for collecting, processing, distributing, and archiving commercial vehicle vessel trip and cargo data. The PSAs are an aggregation of complex data to provide to the public, and provide for an understanding of how tonnage exists within a given segment of the nation’s maritime system. Based on the tonnage of 5.0 million, MRPEIWI ranks #81 of 100 for waterborne commerce in the United States. An effort to create an online database of terminal and ports in 15 counties from the Iowa southern border to the northern border will occur over the next few years. The MRPEIWI is also part of a consortium of three port statistical areas that make up the Corn Belt Ports.





## Natural Resources

### Climate

The climatological characteristics of the Bi-State Region can be described as temperate continental with a wide temperature range throughout the year. Periods of hot humid weather are not uncommon during the summer months, especially in July and August. Severe cold weather and winter storms can occur during the winter months of December, January, and February. Average snowfall is approximately 30.6" per year while average winter temperatures are approximately 24.23°F. Average summer temperatures are around 71.5°F. The region's central geographic location and proximity to major storm tracks can bring substantial weather changes and severe weather patterns. Rainfall averages 35.97" per year, with 65% of it falling during the months of April through September. The growing season is 189 days between April 30 and October 21. Major droughts are infrequent; however, prolonged dry periods during the growing season can be costly for farmers.

### Soil and Water Resources

The Bi-State Region possesses some of the most agriculturally-productive soils in the world. The topography of most of the region is the result of the influence of continental glaciation in the area's recent geologic past. The gently rolling uplands that characterize much of the area are a result of glacial deposition and stream erosion of that deposited material. The soils of the area are predominately the product of parent material that was transported from other locations and redeposited through the action of glacial ice, water, wind, and gravity. Peoria Loess is the most extensive type of parent material on the Illinois side of the Mississippi River, while the Iowa counties of Scott and Muscatine have sandy Eolian deposits throughout much of their respective areas. Glacial till and alluvial deposits are also well represented throughout much of the region.

The following rivers flow through the Bi-State Region: the Mississippi, which forms the Iowa/Illinois border; the Rock in Rock Island and Henry Counties, Illinois; the Green in Henry County, Illinois; the Edwards in Henry and Mercer Counties, Illinois; the Cedar in Muscatine County, Iowa; and the Wapsipinicon in Scott County, Iowa. These rivers serve as a source for municipal water, as well as water for electrical generation, important wildlife habitat, a transportation corridor, and many recreational activities and areas. The Mississippi River is by far the most important water resource in the Bi-State Region. The Mississippi provides the water supply for a majority of communities located on or near the river. It is also a major transportation artery for the movement of goods and services to and from the area.

The recreational and ecological resources that the upper Mississippi River holds for the area are of tremendous importance to the region's profile. The Upper Mississippi River was recognized by Congress in 1986 as a nationally significant ecosystem. The Upper Mississippi River provides a winter habitat for one of the country's most important icons, the American Bald Eagle. Within the Bi-State Region, Locks and Dams 14 and 15 attract large numbers of bald eagles because fish can be found in the open water downstream from the dams during the winter months, while most of the river and other bodies of water are frozen.

Another ecologically significant aspect of the Mississippi River corridor is the "Mississippi Flyway" that biannually sees the migration of 40% of North America's waterfowl and shorebirds. The U.S. Fish and Wildlife Service has stated, "The Flyway hosts over 325 species of migratory birds that traverse the River in spring and fall, including up to five million waterfowl. The U.S. Fish and Wildlife Service, the U.S. Army Corps of Engineers and the States of Iowa, Illinois, Missouri, Minnesota, and Wisconsin manage over 420,000 acres of wetlands and associated habitats for migratory birds, fish, and other species." A variety of waterfowl and shorebirds use its backwater, sloughs, and wetlands for resting and feeding on route either north for breeding or south for wintering. The unique wetland environments found along the river provide a habitat for a wide variety of plant and animals species. While the river has provided these unique environments, ever increasing expansion and development in the metropolitan area is encroaching upon and endangering these areas.

Commercial and recreational fishing also play important roles in the Mississippi River's importance to the Bi-State Region. There are 113 fish species in the river including channel catfish, flathead catfish, walleye, sauger, largemouth bass, white bass, carp, buffalo, northern pike, and a variety of panfish. The river is also home to 30 species of freshwater mussels including the federally-listed endangered Higgin's Eye Pearly Mussel, as well as a variety of snakes, turtles, and amphibians. The river also offers many recreational opportunities in the form of pleasure boating, water skiing, and jet skiing.

### Flooding

Because the region has many rivers as mentioned above, it is also susceptible to flooding. The largest impact from flood occurs where development has occurred, which is mostly along the Mississippi and Rock Rivers. Five of the top ten floods on the Mississippi and six of the top ten floods on the Rock have occurred in the last 20 years. The frequency of flooding on all of the rivers causes damage to homes, business interruptions, and can potentially interrupt or delay the movement of





freight and cause increased commute times. The most drastic instance of increased commute times and delayed freight movements occurred during the 2008 flood. The Cedar River in Muscatine County experienced its flood of record rising 10.4 feet above its flood stage. This caused Interstate 80 to close between interchanges #265 and #267. The designated detour route added 115 miles to the normal route. Also during the 2008 flood, 25,000 acres of farmland were damaged or destroyed in Rock Island County, mostly along the Rock River.

In 2019, the region experience record flood levels with a crest of 22.70 ft on May 2, 2019. The flood inundated downtown Davenport after the temporary flood barrier was breached. Several businesses and residents were forced to evacuate following the barrier failure. Those same people were displaced for several weeks after the river receded and clean up and repair were able to occur.

### Wildlife (Flora/Fauna)

Wildlife of the region can be classified into three basic categories: open land, woodland, and wetland. Open land wildlife is those species that are most commonly found in cropland, pasture, or grassland areas of the region. Common open land animal species include quail, mourning dove, meadowlark, cottontail rabbit, red and grey fox, ring-necked pheasant, coyote, and groundhog, among others. Woodland species of the region are red and grey squirrels, whitetail deer, raccoons, chipmunks, woodpeckers, hawks, owls, opossum, and skunks. Among the wetland species found in the region are various species of migratory waterfowl and shorebirds, muskrats, beavers, minks, river otters, kingfishers, egrets, and green and blue herons. Proactive wildlife management led by the Departments of Natural Resources (DNR) in Illinois and Iowa has led to the resurgence of various species' populations such as bobcats and turkeys. American White Pelicans and Bald Eagles have returned to nesting in the region.

Along with the abundant wildlife in the region, there is a diverse collection of plant species. Classification of the plant life and forested areas of the region can be broken down into two main categories: upland and bottomland species. The largest woodland forests of the region are found in the extensive river valley areas along the Mississippi, Rock, and Wapsipinicon Rivers as well as the many tributaries of each. The main tree species found along these bottomland areas consist of cottonwood, sycamore, pin oak, yellow poplar, silver maple, black walnut, ash, and gum. All of these species are scattered along bottomland areas within the Bi-State Region and support rich natural habitat areas along the river and wetland systems.

U.S. 6/River Drive, Davenport, Temporary Flood Barrier (2019)



Source: Bi-State Regional Commission, 2019

The upland/rolling hills areas of the region consist mainly of tree species like white oak, burr oak, red oak, shagbark hickory, pignut hickory, basswood, sugar maple, and elm. Glacial and alluvial deposition has given the region the undulating topography of the upland/rolling hills regions that are well-suited for grassland. The Emerald Ash Borer and areas of Oak Wilt have been found in the region and threaten these tree species.

### Minerals and Mining

All five counties in the Bi-State Region contain mining operations. The most extensive mining operations involve limestone and dolomite extraction for use in cement products and building materials. Currently, 19 such operations exist on the Illinois side of the Mississippi and five on the Iowa side. Sand is also an economically-viable resource that is mined on either side of the river.





# Analysis of Regional Economy

The CEDS Committee and stakeholders throughout the region went through an extensive Strengths, Weaknesses (referred to as Challenges in this document), Opportunities, and Threats (SWOT) exercise spanning four meetings throughout the entire region. Strengths are established qualities that are viewed as positively affecting economic development. Challenges are defined as ongoing items that may have a negative impact on economic development over a long period of time. Opportunities are identified as new or emerging items that will or could have a positive impact on economic development. Threats are items that have been identified with both ongoing and future effects that have a large, negative impact on economic development.

These sections have been updated based on local input, as well as emerging regional, state, and national policies or trends. For some topics, multiple categories were applicable—certain qualities or items have been deemed “opportunities/strengths” or “threats/opportunities” based on the need for continued monitoring to determine which category is most appropriate.

## Strengths

- Close proximity of multiple transportation modes gives the Bi-State Region an economic advantage over many similarly sized communities. Located at the crossroads of Interstates 74, 80, 88, and 280 and four U.S. Highways 6, 61, 67, and 150, the region offers residents and businesses abundant east-west and north-south access to major metropolitan areas. Waterborne commerce with four locks and dams (17, 16, 15, and 14) and recreation thrive along the region’s 168-mile stretch of the Mississippi River. There are also three railroads including two Class I’s – Burlington Northern Santa Fe and Canadian Pacific. There is great potential for recreation, tourism, and industrial development throughout the Bi-State Region.
- The Rock Island Arsenal (RIA) has a significant global and strategic reach. RIA is the largest local employer in the Bi-State Region with 5,089 civilian, 471 military, and 669 contracted employees; 42% of this workforce are veterans. The induced employment impact of RIA is over 14,000 community jobs. The regional reach may also be demonstrated through the distribution of the employees of RIA that are 54% from Iowa and 43% from Illinois. Salaries average \$75,989, and the local economic impact of RIA is over \$1.2 billion per year.
- The RIA is the only full-service Army installation in Iowa, Illinois, and Minnesota. It supports more than 54K active, reserve, and retired military; civilian employees; and family members within a 150-mile radius. The Rock Island Arsenal is home to over 60 Department of Defense organizations and private companies with a global impact. RIA houses five major Commands that reach 32 states and 20 countries, including Army Sustainment Command, Joint Munitions Command, Army Contracting Command, First Army, and the Army Corps of Engineers.
- The RIA has been a national treasure and cornerstone of the Bi-State Region. The RIA was designated a National Historic Landmark in 1988 including historic Quarters One built in 1871; the swing-span bridge completed in 1896; the Browning Museum built in 1905 (the Army’s second oldest); the Clock Tower Building built in 1867; the hydroelectric plant built in 1901; the National Cemetery established in 1863 and still active; the Arsenal Island Golf Course established in 1897; and Fort Armstrong established in 1816.
- The Interstate 74 Corridor reconstruction project, the largest public works project in the region’s history, is underway. This project will create/retain 1,137 construction jobs and 643 induced jobs. Up to nine mainline I-74 construction contracts are anticipated with various supply and specialty contracts. Once the project is complete, it will add significant capacity for the movement of freight and people, traffic, and for bike/pedestrian use, as well as opening up many acres of developable land in the footprint of the former bridge. The project has already spurred development along the corridor. With the vacating of the right-of-way along the corridor, Moline and Bettendorf have supported housing, corporate headquarters, retail, and public space development and redevelopment. The I-74 construction has also led to upgrades to local utilities infrastructure in Bettendorf and Moline. One span of the I-74 Bridge was opened in 2020, and the second is scheduled to open in 2021. The second span will include the multi-purpose trail, which will serve as a tourism and destination asset while activation an opportunity for local residents.



- The region has a highly productive, well-trained labor force with a strong work ethic. A cooperative attitude exists between labor and management. Workforce training opportunities exist among multiple organizations. Career connector and cruising programs provide a talent link for the healthcare, logistics, advanced manufacturing, and IT industries. Efforts to attract those who are underemployed are also occurring. For example, the Illinois Department of Corrections recently changed the Illinois Youth Center into the Kewanee Life Skills Re-Entry Center, preserving the 238 inmates along with the potential to add these individuals to the workforce. The importance of life skills training for the inmates to reduce recidivism has been recognized. The Center now offers pre-vocational and re-entry related skills training, adult basic education, high school equivalency, and vocational training in the areas of welding, manufacturing, restaurant management, and custodial maintenance.
- The Bi-State Region is fortunate to be served by many economic development partners in the five-county area. Business assistance including business planning, market development, and small business information is provided by local Small Business Development Centers. Volunteer assistance is also provided by the Service Corps of Retired Executives (SCORE) that offers one-on-one consulting in management, finance and marketing, information and referral services, and coordination of economic development assistance for small businesses. Businesses and organizations looking for training for new employees and upgrading the skills of current employees may rely on Eastern Iowa Community College, Blackhawk College, Iowa Works and the American Job Center, Western Illinois University, St. Ambrose and Augustana Colleges, along with numerous technical colleges in the Bi-State Region.
- General economic development initiatives and the needs of businesses in the Bi-State Region are identified through local units of government, chambers of commerce, tourism bureaus, development corporations, utility companies, and education/workforce partners. An example of chambers and economic development organizations include the Greater Muscatine Chamber of Commerce and Industry (GMCCI), LeClaire Chamber of Commerce, Milan Chamber of Commerce, North Scott Chamber of Commerce, Quad Cities Chamber of Commerce the West Liberty Chamber of Commerce/ West Liberty Economic Development (WeLead), and Wilton Development Corporation. In addition, a regional destination marketing organization such as Visit Quad Cities serves the Bi-State Region. In the last few years, the establishment/staffing of collaboratives including Mercer County Better Together and Henry County Economic Development Partnership have served to strengthen the Bi-State Region's economy.
- The mental health services has seen growth in the Bi-State Region. Eagle View Behavioral Health, a mental health hospital offering services for all ages, has been completed. This facility complements services already available through Genesis and Unity Point Health Systems. In Mercer County and rural Rock Island County, a Mental Health Consortium provides services to previously underserved communities, including case management in schools, collaboration with local law enforcement, and helping patients navigate insurance claims/policies. In addition, partners including state and local departments of public health and the Quad City Health Initiative are working on efforts to reduce the stigma surrounding mental health and emphasizing that it is "okay" and to seek mental help assistance.
- Transit providers in the region have embraced technological innovations. MetroLINK in the Illinois Quad Cities and Davenport CitiBus and Bettendorf public transit in the Iowa Quad Cities use TransLoc, an app for real-time route information. This allows passengers to track their bus in real-time and get accurate arrival predictions for all fixed-route systems in the Quad Cities. Passengers can set customized alerts and receive important system-wide notifications, allowing users to travel more seamlessly. Likewise, a microtransit pilot project in Milan could spur further similar services, which allow riders to schedule pick up and drop off times and locations within a designated area. MuscaBus in the City of Muscatine has implemented their fixed-routes on Google Maps, which allows users to find directions using the local bus network. The introduction and diversification of technology and transportation options within the region allows for more accessible transportation to a wider user base, therefore allowing easier access to jobs within the region.
  - The region also benefits from rural transit service from Rock Island and Mercer Counties Rural Transit (RIM), Henry County Public Transportation along with River Bend Transit. Together, they offer transit services in the rural portions of the Bi-State Region, connecting residents to jobs and other necessities such as medical appointments.



- Other transportation technology initiatives in the Bi-State Region have allowed increased connectivity throughout the region with more accessible transportation. In 2015, Uber launched its services in the Quad Cities, introducing an app-based transportation network and taxi company to the region. In 2018, Uber expanded their service to include “Uber Eats,” which provides food delivery from a large number of local restaurants. Similar to Uber, Lyft announced its Quad Cities launch date in February 2017. These services allow consumers to use a smart phone application to request service at an affordable fare and provide a more diverse transportation network.
- The interconnected recreational trail network in the Quad Cities is a strength of the region’s economy through tourism, local businesses catering to active lifestyles, and improved quality of life resulting in more desirable housing and neighborhoods. Two national trails, namely the Mississippi River Trail and American Discovery Trail, intersect in the Quad Cities, while trails of statewide significance in Illinois and Iowa crisscross the region. An ever-growing network of local trails provide connections and mobility alternatives to over 200 miles of trail facilities in the region.
- Geneseo Communications plans to install high speed internet Fiber to the Premise (FTTP) to all homes inside Geneseo city limits as well as parts of Coal Valley by calendar year end date of 2021. FTTP along the Wolf Road corridor is planned by end of year 2022.
- Mercer County received a \$15,000 grant from the Illinois Connected Communities program to expand broadband access in the county. The money will be spent on collecting data, identifying gaps in broadband access, and improving coverage. Mercer County Better together has developed a “Fiber Hub Concept” that will provide at least one accessible location for broadband in each of Mercer County’s 15 townships.
- Muscatine Power and Water completed a fiber-to-home project in 2018, and Viola Home Telephone Company now provides fiber internet options to Viola and parts of Aledo.
- One measure to be considered to expedite rollout of high speed internet is to lay fiber-compliant conduit whenever new infrastructure is being built or existing infrastructure is rebuilt. This could offset costs of digging up right of way when installing new fiber lines.

### Challenges/Opportunities

- The importance of reliable, high speed internet in both urban and rural areas has been highlighted by COVID-19. High quality internet is inconsistent within the region. Urban areas have more access to high-speed internet, but smaller communities have indicated that the lack of reliable high-speed internet inhibits business growth and the attraction of young working professionals to their areas. Local governments and businesses are working together to create a more robust high-speed internet network within the region.
  - In addition, some new industries are seeking hundreds of strands of fiber for their operations. Bettendorf and Davenport finalized agreements with Metronet for a fiber internet buildout to be completed in the coming year. This upgraded utility will allow access to fast and reliable internet, making the area more desirable from a development perspective. Metronet has initiated fiber installation in several other communities in the Bi-State Region including Le Claire, Rock Island, Milan, East Moline, Colona and Silvis.
- The retirement of small business owners with no one to purchase or continue their business has become a growing issue in the region, especially in smaller communities. With the region’s aging population, the number of retirements continues to increase. Small business owners worry that they may have no one to continue their business or may even be unable to sell at all. As a result, this may lead to vacancies in downtown districts and/or the fadeout of essential businesses. Any of the above scenarios can be detrimental to a smaller community and its residents. While programs for business mentoring, such as SCORE, exist in the region, succession planning will continue to be a challenge as the Baby Boomer generation begins to retire in large numbers.
  - While an existing owner retiring presents a potential challenge for a business, it can also provide an opportunity for a new owner to retool and rejuvenate a business that may otherwise be stagnating. Often times, a new owner may be more open to pivoting the business model and strategies potentially drawing in new clients and customers.



- There is a need to study and monitor the economic impact of changes in the energy sector in the region including the future decommissioning of the Exelon Nuclear Plant in Cordova. This and the reduction in the use of coal, causes the need to examine economic and energy availability. Recently, some electric generation stations in the Bi-State Region have converted some or all fuel from coal to natural gas. Changing technologies and environmental regulations emphasize a need to examine energy's impact on the region's economy.
  - Opportunities related to renewable energy sources are increasing in the region. There continues to be an increased use of wind energy and development of solar farms and residential solar applications. Examples include the construction of 53 wind turbines near Woodhull, as well the scheduling of the next phase of wind farms in Henry County. Many communities in the Bi-State Region are adopting solar development ordinances as opportunities for solar development become more prevalent. Solar projects that have been implemented include the Village of Milan's sewer treatment plant and three other projects, 31 solar sites in Kewanee including the Kewanee Wal-Mart, and projects in Aledo, Alpha, Annawan, Cambridge, Coal Valley, Colona, Hillsdale, Galva, Moline, New Boston, Orion, Rock Island, Sherrard, Silvis, Viola, and Woodhull.

### Challenges

- Workforce attraction continues to be a significant need for many sectors. With an aging workforce and shrinking working-age population, recruiting a younger workforce into entry-level positions in order to fill positions due to retirement is a challenge in the region. Attracting skilled medical professionals into the region and especially into rural areas has been a long-standing challenge, including specialists and nursing staff. There is also a strong need to attract workers with an education and career path that aligns with a skilled trade, such as electricians, plumbers, carpenters, and many more. Encouraging greater numbers of youth seeking post-secondary credentials of some kind would address this issue in part. Finally, economic mobility is also of concern. The ability of individuals to improve their economic status is important so the region captures all possible workers and individuals realize their potential.
- Small cell phone tower development regulations provide very little local government control, causing potentially dangerous conditions, damaging existing infrastructure

and ruining streetscape aesthetics. Communities have the capacity to regulate the design and aesthetics of small cell towers to a minor extent, but are not able to prevent them from being built. The FCC has rolled out its 5G Fast plan that requires cities and states to approve new 5G antennas within 60 or 90 days. It also limits what governments can charge carriers for real estate that hosts the antennas. Although such development may provide higher speed internet services to customers, the impact on local infrastructure should be monitored.

- According to the Federal Communications Commission (FCC) Building, new towers or collocating antennas on existing structures requires compliance with the Commission's rules for environmental review. These rules ensure that licensees and registrants take appropriate measures to protect environmental and historic resources, and that the agency meets its obligations under the National Environmental Policy Act (NEPA) to consider the potential environmental impact of its actions, as well as under other environmental statutes such as the National Historic Preservation Act (NHPA) and the Endangered Species Act (ESA).
- The travel, tourism, and hospitality industries have been severely impacted, and recovery to 2019 visitor expenditure levels is anticipated to take several years, per the U.S. Travel Association. The hotel industry is projected to soften due to demand, which has the potential to be impactful on the Bi-State Region, where eight new hotels opened in approximately 18 months. Prior to these additions and the pandemic, hotels in the region maintained an approximate 55% occupancy rate. Reduced occupancy rates of hotels in the Bi-State Region was somewhat mitigated by hotel use by the 1-74 Bridge Project and other variables. The slow-down of the domestic/international travel and tourism industry and the sectors connected to it will have an impact on the Bi-State Region and should continue to be closely monitored going forward.

### Opportunities

- Work on a Chicago to Quad Cities passenger rail line is moving forward. The State of Illinois has received approval for an extension of the U.S. Department of Transportation \$177 million grant. Construction on The Q multi-modal station and Element Hotel on the passenger rail line was completed in early 2018. Completion of The Q multi-modal station and Element Hotel will create





jobs in the region and will serve as a hub for future economic activity. Continued active support for the rail service itself will be important to ensure timely completion. A passenger rail station will also be developed in Geneseo.

- In May 2018, legislation was passed to create a new State Historic Tax Credit (SHTC) program in Illinois. This program provides a state income tax credit equal to 25% of a certified rehabilitation project's qualified expenses to the owners of certified historic structures. The program has the potential to encourage historic redevelopment throughout the region, which can spur economic development and revitalization in downtowns and business districts. A similar program exists in Iowa and also allows a tax credit of up to 25% of qualifying rehabilitation expenditures associated with retaining the historical character of buildings.
  - Main Street America™ is an organization focused on preservation-based economic development and community revitalization. The organization facilitates hundreds of programs to help improve local economies and enhance quality of life. Some Main Street America™ members include Davenport Hilltop Campus Village and the City of Silvis. Main Street America™ is committed to strengthening communities through preservation-based economic development in older and historic downtowns and neighborhood commercial districts.
- Manufacturing technology partnerships are available to assist existing small and medium-sized manufacturers to implement plant automation and management techniques to improve their competitiveness and provide access to sophisticated manufacturing equipment. In addition, supply chain mapping is occurring to identify local suppliers for regional industries.
- A thriving local airport contributes to, and benefits from, a growing economy and prosperous region. The Quad City International Airport provides daily nonstop passenger flights to 11 cities. When more travelers buy and fly local from the Quad City International Airport, more air carriers consider this region when planning flight, aircraft, and destination expansions. The Quad City International Airport has been able to retain much of its ridership even during the economic downturn. The Fly Local Alliance has been created to encourage feedback from travelers in the area to help improve experiences at the airport and promote a calculation tool to encourage travelers to determine if any difference in airfare is truly worth spending valuable time, tolls, and parking by driving elsewhere. Enplanements for 2018 increased 7% from 2017, while the total number of passengers increased 6%. Further, the Quad City International Airport is planning \$20 million in improvements, including the baggage check and security checkpoint area, valet and covered parking, solar power and runway improvements. In addition, the Quad City International Airport is developing a long-range vision and sense of place project to transform the airport to meet future demand.
- Opportunities for multi-modal freight movement in the Bi-State Region continues to grow. The Bi-State Region participated with other planning organizations and agencies in the development of a port statistical area, the Mississippi River Port of Eastern Iowa and Western Illinois (MRPEIWI). This will ensure accurate data is collected along a 220-mile stretch of the Mississippi River. It will also highlight the importance and the tonnage of commodities moved on the River while marketing the area for terminal and port utilization. The improvement and expansion of ports/terminals continue to be considered. The MRPEIWI recently joined with two adjacent port statistical areas to form the Corn Belt Ports.
  - The City of Davenport's Transload Facility was recently completed through investment with \$6.7 million in EDA infrastructure funding. The facility has direct access to the CP Class 1 rail line, over 20 railcar storage areas, and 20,000 square feet of indoor warehousing with indoor railcar/truck loading and unloading. Access to rail was helpful in attracting Sterilite and will attract future rail users to the Eastern Iowa Industrial Center.
- Financial institutions have substantial funds available to invest in area projects. Financial resources to assist businesses are further enhanced by public sector programs for leveraging private dollars and loan guarantees at local, regional, state, and federal levels. Revolving loan fund programs, tax increment financing (TIF) districts, enterprise zones, opportunity zones, and Small Business Administration programs are all available.
  - Both Henry County and the Illinois Quad Cities were awarded Enterprise Zone designations by the Illinois Department of Commerce and Economic Opportunity in 2018. The Enterprise Zone designation is an important tool for economic development that allows sales tax exemptions for building materials and utility tax exemptions for high-energy users. During the past 15 years, the Kewanee and now Kewanee/Hen-



ry County Enterprise Zone averaged in excess of \$50 million per year in investment with 140 jobs created or retained. The application submitted through a collaborative effort expanded the original zone to include additional areas in and around Kewanee, Geneseo, Galva, Cambridge, Annawan, Woodhull, and Atkinson, resulting in additional investment and job growth in each of these Henry County communities during the past year. Portions of Orion are also in the zone, but no projects there have yet been undertaken. The current Quad Cities Enterprise Zone estimated \$74,871,575 in total projects in 2020 including building materials and labor with \$2,629,547 offered in sales tax exemptions. These numbers are based on pre-project estimates and are not final numbers.

- The governor of each state identified a number of census tracts that are eligible to receive private investment through a new federal program titled the Opportunity Zones Program. In the Bi-State Region, the census tracts designated as opportunity zones include two tracts in Rock Island County (both in the City of Rock Island), one tract in Henry County (a portion of Kewanee at the eastern edge of the county), two tracts in Scott County (both in Davenport), and two tracts in Muscatine County (both in the City of Muscatine). Census tracts designated as opportunity zones are low-income community census tracts with an individual poverty rate of at least 20% and median family income up to 80% percent of the area median. Opportunity zones have the ability to serve as an economic tool by reducing capital gains for developers who build projects within the opportunity zones.
- Recent large-scale redevelopments have begun. In the City of Muscatine, including the opening of the Merrill Hotel & Conference Center paired with the reconstruction of Mississippi River Boulevard, reconstruction of the HNI world headquarters and reuse of the prior headquarters into Muscatine's Musser Public Library. **The Bend, a 132-acre development area, has begun reshaping East Moline's riverfront. The \$40 million Hyatt House/Hyatt Place hotel and extended stay opened in late 2018. The Riverbend Commons 72-unit apartment building, a new three-acre greenspace with bandshell, a 400-seat event center, and the Rust Belt, a music venue and retail space also opened. These redevelopments provide an opportunity to bring development to the region, and more projects are planned.** Also,

Davenport is continuing its riverfront redevelopment plans, and Rock Island is working on plans to reconstruct The District. Central business district plans are being implemented in other communities throughout the Bi-State Region in Aledo, Atkinson, Cambridge, Coal Valley, Eldridge, Galva, Geneseo, Kewanee, LeClaire, Milan, Silvis, West Liberty, Wilton, Woodhull, and others.

- Reconstruction of John Deere Road in Moline, a \$ 65 million project, was completed six months ahead of schedule in 2018. Upgrades to the existing infrastructure build capacity for future development along an already thriving corridor. In the Illinois portion of the Bi-State Region, this corridor sees the highest concentration of vehicle traffic. The new construction also allowed for sewer and water lines to be improved along the corridor.
- Several rural communities have identified opportunities for year-round outdoor recreation including trails for side-by-sides, snowmobiles, and horseback riding as well as opportunities for skiing, snowshoeing, and kayaking. These trails could connect smaller rural towns and promote tourism in those communities.
- Renew Moline's Public Art Plan is set to bring highly visible art projects to beautify the downtown and I-74 River Bridge Crossing Corridor. Recently, a \$10,000 art display on Moline's 20th Street was installed by artist Brandon Nees in October 2020.

### Threat

- Building materials have had a stark increase in cost between January 2020 and January 2021. According to the Bureau of Labor Statistics, fabricated structural metal products have increased 3.2%, iron and steel have increased 15.6%, steel mill products have increased 7.4%, and softwood lumber has increased a staggering 73%. According to a recent analysis from the National Association of Home Builders, the cost increase of softwood lumber has caused the price of an average, new, single-family home to increase by almost \$16,000. It is thought that these increases are largely due to COVID-19 and is expected to subside once the supply chain returns to pre-pandemic operations.
- There is a possibility of a future Base Realignment and Closure (BRAC) that could negatively affect the Rock Island Arsenal (RIA). The last BRAC in 2005 resulted in a loss of 1,100 jobs on the RIA. In addition, job loss can occur outside of a BRAC and affect other supporting





industries. As an example, there was a decrease in workload at the Joint Manufacturing Technology Center (JMTC) due to budget reductions. A 2020 IMPLAN analysis estimated the 1,069 jobs at RIA's JMTC created an impact of \$120 million in total labor income and created 1,881 total jobs in the community that resulted from the indirect and induced effect of the Center. Additionally, the 2020 analysis estimated that RIA's JMTC has a total impact of \$494 million including salaries, property income, taxes, and other spinoff effects. It was estimated in 2014 that the RIA has a regional economic impact of over \$1.2 billion per year, which with closure would have a significant impact on the entire Bi-State Region.

- According to the Congressional Research Service, “Commodity prices have been under pressure from large carry-in stocks from a record soybean and near-record corn harvest in 2018, and diminished export prospects due to the ongoing trade dispute with China. Local indicators including increased production of farm implements demonstrate the outlook is improving. The “phase one” trade deal signed in mid-January 2020 de-escalated the trade war and enabled China to buy vast amounts of U.S. products. Near-record U.S. Agricultural exports were seen at the end of 2020 due to China's high demand for soybeans and grain.
  - The region has only limited availability of industrial park space and state-of-the-art industrial areas, particularly large-scale industrial sites served by rail. Spec buildings for industrial development are also desired. Sites that are pre-certified and development-ready are needed throughout the region, but will require millions of dollars to extend infrastructure and utilities.
  - The 2019 flood set a new record for Mississippi River flood crest, reaching 22.7 feet on May 2, 2019. The river maintained major flood stage for a record 41 days and caused approximately \$2 billion in damages along the riverfront. Flooding also heavily impacted the agricultural sector with field washouts and flooding causing severe economic impacts throughout the agricultural sector of the region. All five counties in the Bi-State Region received disaster declarations. Forecasts for increased probability of similar flooding events are causing communities on the riverfront throughout the region to evaluate mitigation efforts.
    - Increases in flood insurance premiums make living and conducting business in the floodplain a financial hardship. This creates a challenge for a large part of the region built before floodplains were delineated.
- This is exacerbated by proposed floodplain and floodway mapping revisions throughout the Bi-State Region. The proposed mapping revisions could remove some of the largest developable land sites in the Bi-State Region from use. In addition, it has made it impossible for some home owners to sell their properties. The region is addressing these issues in multiple ways including construction and improvement to existing flood protection infrastructure, such as near the Muscatine industrial area and in Keithsburg, protecting the Iowa Quad City waterfront plant, and purchasing/removing flood prone homes. Hazard mitigation plans have been or are being updated to include these important projects.
- Bi-State Regional Commission has begun an **Extreme Weather Resilience Assessment Project**, aimed at conducting a vulnerability assessment and determining strategies to mitigate effects of extreme weather in the Quad Cities, Iowa/Illinois metropolitan planning area (MPA) to the multi-modal transportation system. This project will steer extreme weather hazards planning toward shaping a more resilient and durable Quad Cities transportation system and determine strategies to mitigate near-term and long-term effects of extreme weather events that can be incorporated in the *Connect QC 2050: Quad Cities Long Range Transportation Plan* (March 2021).
  - Aging infrastructure continues to present challenges to local governments and at a regional level. Governments have been working to repair and replace aging water and sewer lines, while locks and dams, the I-80 Bridge and six-laning, the Centennial Bridge, and railroad crossings over the Mississippi River are all facing functional and/or capacity concerns and the need for replacement. While the federal Infrastructure for Rebuilding America (INFRA) program has been implemented, it will not meet all of these needs, nor will a new federal transportation act. Local governments are faced with raising taxes to address water, sewer, and road repairs, which have an even greater impact on smaller rural communities. Bi-State will continue to support efforts to improve infrastructure such as Interstate 80 widening, U.S. 61 expansion in Muscatine County, U.S. 6 expansion in Rock Island/Henry Counties, John Deere Road, IL 92, IL 17, and others throughout the Bi-State Region.
  - The revitalization and upkeep of the downtown area for smaller communities has become problematic for some due to a lack of funding. There are no funding programs to assist communities in demolishing dilap-



dated commercial buildings leaving blighted areas in their business districts. While some façade grants have been received for a few downtown areas in the Iowa portion of the region, the program is very competitive, and a similar program is not offered in Illinois. With insufficient funding, many smaller communities are not able to provide the required updates to the downtown buildings and infrastructure, which affects the aesthetic component of the downtown area, making it difficult to retain and attract long-term businesses.

- Legislators from both the States of Iowa and Illinois continue to make changes to income and/or property taxes in their respective states. Iowa passed a commercial property tax cut in 2013, but has been providing “backfill” funding to partially address the loss of revenue to local governments.
  - In Illinois, the 2017 budget was passed with a 32% income tax increase and a 2% administrative fee on locally-imposed sales taxes. Beginning in FY2020, nine new taxes will collect an estimated \$1.7 billion per year in Illinois. This includes licensing and a tax for legalized cannabis (discussed later in this section), expansion of online sales tax, and a trade-in vehicle tax. In addition, the state takes 10% of the income tax sent to municipalities and has swept a portion of the local government share of Motor Fuel Taxes. With the potential need for local governments to increase property taxes to cover these funding losses, property tax freezes may be imposed by the state legislature. If property taxes are allowed to increase, it is recognized that this hampers the ability to effectively participate with neighboring states in economic development opportunities.
- The development of adequate housing at both market rate and affordable rates has become a challenge for some communities. Communities recognize that they need to offer a diverse housing stock to cater to more individuals and families, but the development of housing is not always cohesive with population growth or the needs of residents. There is also a shortage of housing for workers who are being recruited to various industries in the region. As the population ages, housing, such as condominiums, needs to be supplied to allow for the transition of existing housing to new families. Iowa EDA currently administers the Workforce Housing Tax Credit program. The program provides tax benefits to developers to provide housing in Iowa communities, focusing especially on those projects using abandoned, empty, or dilapidated properties.

- Another strain on affordable housing stock is the tendency for affordable housing to be purchased to rent. This often leads to properties diminishing further in value and becoming derelict and problem properties for a community.
- Although this issue is currently identified as a challenge, some communities have already begun taking proactive steps toward addressing this issue. The City of Muscatine completed a *Housing Market Demand Study* in September 2017 and has supported three housing developments: Arbor Commons, Hershey Apartments, and Oak Park. Kewanee has identified that they need to conduct a housing study and are in the early stages of coordinating such an effort. West Liberty has also partnered with WeLead and has begun to conduct stakeholder meetings to discuss their community’s housing issues and a strategic plan moving forward. Atkinson has developed a subdivision at Westview Estates, having sold five lots in the last year. Similarly, Coal Valley has made significant improvements to the Candlelight Mobile Home Park, allowing for increased capacity. Multifamily, single-family home, and senior living are being developed in portions of the Quad Cities urban area.
- In order to increase housing choice some communities have explored amending zoning and building codes to allow for smaller housing units. There has been an interest in “tiny homes” that potentially offer a more affordable option for owning permanent single-family housing.

### Threat/Opportunity

- In February 2019, Illinois passed a bill to gradually raise the state minimum wage to \$15 per hour by 2025. Minimum wage rose to \$11 on January 1, 2021 and will continue a gradual yearly increase until \$15 per hour in 2025. The bill also includes tax credits for businesses with fewer than 50 employees, as well as conditions for paying workers under 18 a lower minimum wage (\$8.50 per hour as of January 1, 2021 to \$13 per hour in 2025). Despite the efforts to minimize effects on small businesses, the effect on the regional economy has the potential to be significant, given the projected differences in state minimum wages between Illinois and Iowa. It will be important to analyze the effects on labor force and overall economic impact on the Bi-State Region as the gradual wage increases occur.



- As of January 1, 2020, recreational cannabis became legal in the state of Illinois. Approximately \$20 million was spent at dispensaries across the state within the first 12 days of legalization. According to the Illinois Department of Financial and Professional Regulation, adult-use cannabis sales were over \$669 million. Additionally, the state saw \$331 million in sales of medical marijuana bringing the total over \$1 billion. Tax revenue from the sale of adult-use cannabis was \$105.9 million through September 2020. While there is clearly economic development opportunities for communities who choose to allow the sale of legal cannabis, issues of perception, law enforcement, and visitor experience are being considered by communities in the region. Currently, there is only one dispensary located in the region (Nature's Treatment of Illinois in Milan). Communities are considering proposals to allow cannabis cafes, which could create another revenue source. The impact on the Bi-State Region will continue to be monitored as more communities adapt to the legalization.





# Strategic Direction and Performance Measures

This section sets forth goals and strategies necessary to strengthen the economy and/or to capitalize on the resources of the Bi-State Region. Goals are broad, primary Bi-State Regional expectations. Strategies are more specific than goals, measurable and realistic considering what can be accomplished over the five-year period of the CEDS by partners in the Bi-State Region. The following goals and strategies were developed with input from the CEDS Committee and are directly related to information shown in the Summary Background and identified in the Analysis of Bi-State Regional Economy section. The CEDS Committee also reviewed the Progress toward 2016 CEDS Goals (see Appendix) and evaluated their success to determine if goals should be carried forward or refocused. Communities within the Bi-State Region have submitted their planned and underway community and economic development projects that help support these goals and strategies. The projects lists can be found in the Appendix.

## Vision

“Through the collaborative efforts of the Bi-State Region’s public and private economic development leaders, the implementation of the *Bi-State Region Comprehensive Economic Development Strategy* has created an economically-resilient Bi-State Region that attracts and retains both businesses and a talented workforce.”

## Performance Measures

Performance measures serve as a framework to gauge the success of implementation of the CEDS while providing information for the CEDS Annual Progress Report. These regular updates keep the strategic direction and action plan outlined in the CEDS current and relevant. Based on the evaluation of the performance measures, strategies may be revised to readjust to the Bi-State Region’s needs. Any revisions will be addressed in the CEDS Annual Progress Report.

## Goals and Strategies

### 1. Attract, retain, and expand businesses within the Bi-State Region.

- A. Continue business outreach activities to identify needs of existing businesses in the Bi-State Region.

- 1) *Measure:* Report jobs created and retained as reported by local governments and chambers of commerce.
  - 2) *Measure:* Report the Gross Bi-State Regional Product for the Davenport, Moline, Rock Island, IA-IL Metropolitan Statistical Area (DMRI, IA-IL MSA).
- B. Utilize Revolving Loan Funds and other financial incentives such as TIF districts and Enterprise Zones to assist in the retention and expansion of businesses in the Bi-State Region.
- 1) *Measure:* Report numbers of loans and total investment of EDA funded Revolving Loan Funds (and others if available) within the Bi-State Region.
- C. Market and promote use of the Manufacturing Innovation Hub, which provides technical assistance, seminars, networking opportunities, and connections to Quad City Manufacturing Lab and national research.
- 1) *Measure:* Use the Manufacturing Extension Partnership’s (Illinois Manufacturing Excellence Center and Center for Industrial Research and Service) reporting and yearly impact survey that collects jobs created, jobs retained, new sales, sales retained, savings, and investments due to use of the Manufacturing Innovation Hub technical assistance.
- D. Foster entrepreneurship through initiatives such as Ignite Quad Cities, University of Iowa New Venture School, MakeltMuscatine, Startup Grind and business competitions or fast pitches.
- 1) *Measure:* List number of identified members and or participants of the Ignite Quad Cities, MakeltMuscatine, Eastern Iowa Community College Certificate Program, University of Iowa Venture School Program, Blackhawk College Start you Own Small Business Program and others as identified.
- E. Utilize the Small Business Development Centers (SBDC’s) and Score Chapters to ensure startups have sound business plans for new businesses.
- 1) *Measure:* List number of client contacts at the Small Business Development Centers and Score Chapters.



- 2) *Measure:* List number of participants in small business training programs provided by SBDC's, colleges, and others.

**F. Support Enterprise Zones in the Illinois Quad Cities and Henry County.**

- 1) *Measure:* Report number of Enterprise Zone applications and Zone amendments for the Illinois Quad Cities and Henry County.

**2. Promote the redevelopment of blighted, underused, vacant and/or environmentally-challenged sites with high market potential and or positive community impacts.**

**A. Revitalize downtowns, malls, main corridors, reutilization of vacated commercial and industrial buildings by completing planning and projects shown in the Appendix.**

- 1) *Measure:* List number and status of development projects as listed in the Appendix.
- 2) *Measure:* Discuss status of planning processes undertaken within the Bi-State Region to achieve redevelopment.
- 3) *Measure:* Report completed projects or status of project.

**3. Continue to improve the quality of life in the Bi-State Region through projects that support recreation, culture, arts, and entertainment; and support the tourism industry and the Bi-State Region's Visitor and Tourism Bureaus, which promotes the attraction and retention of a talented and diverse workforce.**

- 1) *Measure:* Continue to analyze number of jobs in the arts and entertainment and traveler accommodations industries within the Bi-State Region.
- 2) *Measure:* Report on status of construction and jobs created when new attractions are developed in the Bi-State Region.
- 3) *Measure:* Report on branding and promotion initiatives undertaken in the Bi-State Region including Quad Cities branding project.

**A. Continue to expand local trail network interconnectivity with local, state, and national trails such as the Mississippi River Trail, the American Discovery Trail Promote, the Grand Illinois Trail, the Hennepin Canal Trail and others and promote the trail system through the use of the**

QCTrails website ([www.qctrails.org](http://www.qctrails.org)).

- 1) *Measure:* Describe major trail improvements that increase interconnectivity.
- 2) *Measure:* Report website analytics of [www.qctrails.org](http://www.qctrails.org).

**B. Continue to expand and promote year-round recreations activities throughout the Bi-State Region.**

- 1) *Measure:* Describe recreation improvements and existing and new opportunities such as Mercer County Road ATV system, water trail development, cross country skiing, and others.

**C. Provide and maintain quality and diverse housing throughout the Bi-State Region by:**

- Supporting organizations that develop affordable housing within the Bi-State Region including Davenport Housing Authority, GROWTH, Housing Authority of Henry County, Mercer County Housing Authority, Moline Housing Authority, Muscatine Public Housing Authority, Rock Island Housing Authority, Scott County Housing Council, and other organizations.

- 1) *Measure:* List number of units completed or underway for each organization.

- Supporting communities that work to improve neighborhoods and that conduct housing needs assessments in the Bi-State Region as needed, address needs identified in the assessments.

- 2) *Measure:* Report assessments conducted and actions taken to address needs as listed in the Appendix.

- 3) *Measure:* Report number of abandoned homes improved or demolished and infill development projects.

- 4) *Measure:* Report on strategies undertaken by jurisdictions, economic development partners, and others to support home ownership such as Humility of Mary Housing Pilot, Live Work Rock Island, and others.

- 5) *Measure:* Report on financial literacy strategies undertaken by partners such as the Development Association of Rock Island, United Way, and others.

**4. Make the Bi-State Region more economically-**





resilient to both natural disasters and economic downturns.

- A. Support continued government and private sector operations at the Rock Island Arsenal and the concept of the Arsenal as a federal campus for the Bi-State Region by:
- Supporting the existence and work of the Rock Island Arsenal Alliance.
  - Enhancing the relevance of the Advanced Manufacturing Center of Excellence.
  - Identifying all other elements and commands on the RIA to attract additional jobs to the Island such as the Civilian Human Resources Agency.
  - Continuing to improve and increase communication with all elements of the Island to determine where the community can be supportive
    - 1) *Measure:* Describe activities of the consultant that provides services related to the Arsenal and status of implementation.
- B. Support programs that diversify local and Bi-State Regional economies and build a strong Bi-State Regional economy capable of recovering from natural disasters and economic setbacks.
- 1) *Measure:* List initiatives undertaken that support diversification and resilience.
- C. Outreach to business owners regarding succession planning to minimize risk of business closures.
- 1) *Measure:* Report on local government and chamber activities that have encouraged continuity and succession planning.
- D. Promote the need for disaster planning including updating and implementing multi-jurisdictional hazard mitigation plans to mitigate the effects of disasters within the Bi-State Region.
- 1) *Measure:* List activities that have promoted business succession planning.
  - 2) *Measure:* Report status of multi-jurisdictional hazard mitigation plans in the Bi-State Region and projects that were implemented.

- 3) *Measure:* Report on resiliency related projects implemented from the *Connect 2050: Quad Cities Long Range Transportation Plan*.

5. Invest in and support infrastructure improvements, such as roads, bridges, sewers, water facilities, and broadband, multi-modal transportation systems, and energy utilities that will strengthen the Bi-State Regional economy.
- A. Implement the newly-adopted Connect QC 2050: Quad Cities Long Range Transportation Plan and Iowa Bi-State Region 9 2045 Long Range Transportation Plan to invest in the maintenance and expansion of transportation infrastructure in the Bi-State Region.
- 1) *Measure:* List number and value of projects completed from long range transportation plans.
  - 2) *Measure:* Report on status of federal transportation act adoption.
- B. Begin preparation and planning for the subsequent Bi-State Region long range transportation plans.
- 1) *Measure:* Update status of planning process for future transportation plans.
- C. Complete construction of the I-74 Bridge.
- 1) *Measure:* Report status of construction of I-74 Bridge.
- D. Support efforts to improve infrastructure such as Interstate 80 widening and Mississippi River crossing, U.S. 61 expansion in Muscatine County, U.S. 6 expansion in Rock Island/Henry Counties, John Deere Road, IL 92, IL 17, and others throughout the Bi-State Region.
- 1) *Measure:* List activities undertaken by project sponsors to implement projects.
- E. Support continued federal and state funding of the Quad Cities to Chicago passenger rail project and complete construction of a passenger rail station in Geneseo.
- 1) *Measure:* Report status of funding and construction of the passenger rail project.
  - 2) *Measure:* Report status of the construction of the Geneseo passenger rail station.
- F. Support efforts to bring additional funding for lock and dam maintenance on the Upper Mississippi River Corridor and implementation of the Mississippi River



- Ports of Eastern Iowa and Western Illinois Statistical Area (MRPEIWI).
- 1) *Measure:* Report activities that have advocated for additional funding.
  - 2) *Measure:* Report on tonnages moved in MRPEIWI and implementation efforts.
- G. Continue to seek federal, state, and local funding for water, sewer, stormwater, and broadband improvements across the Bi-State Region.
- 1) *Measure:* List number and dollar amounts of federal and state grants awarded.
  - 2) *Measure:* List completed projects reported by local governments in projects tables of the Appendix.
  - 3) *Measure:* Report on efforts to promote laying dark fiber/conduit during excavation activities for other infrastructure projects.
- H. Request EDA funds to study the economic effects on the energy sector to the Bi-State Region regarding closure of the Cordova Nuclear Plant.
- I. Work with EDA to develop application. Report results of application and study if grant awarded.
- J. Support renewable energy projects in the Bi-State Region.
- 1) *Measure:* Report on renewable energy projects implemented.
- 6. Leverage the resources available for workforce development and training through the university/ community college systems, Iowa Works / American Job Center, and other partners to address the growing skill needs of businesses and industries in the Bi-State Region.**
- A. Adjust training of the workforce based on the needs of businesses within the Bi-State Region.
- 1) *Measure:* Report on efforts of both states, the community colleges, and other partners to address industry-based training needs.
- B. Support the strategies of the Workforce Innovation and Opportunity Act (WIOA) in the Bi-State Region.
- 1) *Measure:* Report on efforts funded through WIOA and the activities of Iowa Works and American Job Center serving the Illinois portion of the Bi-State Region.
- C. Support the strategies identified in the Illinois Economic Development Region 6 Regional Plan, the Workforce Investment Area 13 Local Plan, and the Kewanee Life Skills Re-Entry Center program to assist individuals with barriers to employment.
- 1) *Measure:* Report the strategies implemented and numbers of individuals served.
- D. Access New Jobs Training 260E and 260F and job training tax credits to retrain workers in technology shifts and provide training to dislocated workers.
- 1) *Measure:* Report the number or value of 260E, 260F, and job training tax credits used to retrain dislocated workers.
  - 2) *Measure:* Analyze and report unemployment rate and labor force numbers.
  - 3) *Measure:* Support mentoring programs offered in the Bi-State Region at the middle and high school levels to strengthen vocational training.
  - 4) *Measure:* Report on number of students participating in programs such as Career Cruising, Workforce Partnership Program, and others.
- E. Support continued growth and success of existing higher education institutions in the Bi-State Region.
- 1) *Measure:* Monitor educational attainment of the Bi-State Region's workforce.
- 7. Foster public-private and intergovernmental partnerships to address economic development needs in the Bi-State Region while emphasizing cooperation over competition.**
- A. Continue to foster coordination among Local Economic Development Organizations (LEDOs) through meetings and networking opportunities.
- 1) *Measure:* Summarize types of meetings and networking opportunities offered.
  - 2) *Measure:* List collaborative efforts between LEDOs.
- B. Support legislative advocacy efforts to inform federal and state agencies and legislators on the needs and concerns of the Bi-State Region.
- 1) *Measure:* List advocacy efforts.
- C. Support the strategies identified in economic development





- plans in the Bi-State Region including the Q2030 Vision Plan, the Mercer County Better Together Strategic Plan, the Muscatine Strategic Plan, Greater Muscatine Chamber of Commerce and Industry Economic Development Strategic Plan, the Henry County Economic Development Partnership, Visit Quad Cities Destination Vision and Strategic Plan, and other local government economic development plans.
- 1) *Measure:* Report on activities related to the strategies identified in the economic development plans in the Bi-State Region.
- D. Provide support of the implementation of community-specific economic development strategic plans.
- 1) *Measure:* List any new community economic development strategic plans that have been done in the Bi-State Region and how the CEDS supports the plans.
- E. Leverage public and private investments to create additional industrial land and building inventory.
- 1) *Measure:* Report on efforts to create additional industrial land and building inventory.
- 8. Support mentoring, workforce development, business assistance, and other programs offered by schools, university/community college systems, chambers of commerce, and other economic development organizations that focus on diversity, equity, and inclusion (DEI) for all marginalized populations.**
- A. Identify existing efforts and programs among Local Economic Development Organizations (LEDOs) that serve and or target diverse populations.
- 1) *Measure:* List DEI efforts provided by LEDOs such as the Western Illinois University QC Minority Empowerment Equipment Grant.
  - 2) *Measure:* Report on demographics of workforce development efforts.
- B. Support funding efforts to increase services provided to diverse populations.
- 1) *Measure:* List funding resources focused on DEI by LEDOs and others.
  - 2) *Measure:* Report on new DEI programs created by LEDOs and others.
- C. Assist Enterprise Zones in the Illinois Quad Cities and Henry County to implement their minority outreach ordinances.
- 1) *Measure:* Report on implementation progress and outreach activities.
- D. Monitor Opportunity Zone projects in the Bi-State Region.
- 1) *Measure:* Report on projects implemented in opportunity zones.
- 9. Assist with economic recovery during and following the COVID-19 pandemic, and use the experience to make the Bi-State Region more economically resilient to future public health emergencies.**
- A. Continue to include pandemic planning in multi-jurisdictional hazard mitigation as they are updated and implemented within the Bi-State Region.
- 1) *Measure:* List pandemic strategies identified in updated hazard mitigation plans.
- B. Support transportation-related infrastructure and services funding related to the pandemic
- 1) *Measure:* Report on Cares Act dollars received by local governments and transportation service providers.
- C. Continue business outreach activities to identify needs of existing businesses in the Bi-State Region related to the pandemic.
- 1) *Measure:* Report the use of Paycheck Protection Program (PPP) and Economic Injury Disaster Loan (EIDL) programs and on unemployment rates in the Bi-State Region.
  - 2) *Measure:* Identify findings of studies and analysis conducted by various sectors to measure the impact of the pandemic and status of recovery.





# Implementing the Strategy

## Strategic Projects, Programs, and Activities

Work toward the goals and objectives of the 2021 CEDS will occur in a two-pronged approach. First, the CEDS Committee and its associated agencies will undertake the strategies and projects outlined in the Strategic Direction and Performance Measures section on page 59. Accomplishing these tasks and objectives will advance the region's goals and improve the ability of local economic developers to effectively attract and retain jobs. Second, local governments and other eligible non-profits will seek funding from a variety of public and private sources for key economic development projects. The projects listed in the Appendix have been identified by the CEDS Committee and local government officials as continuing positive economic growth across the region. Many changes will occur throughout.

The Bi-State Region has noted studies that will have an influence on future economic development strategies. The CEDS Committee will review the results of the studies and update strategies within the CEDS during its Progress Report review process.

At this time, there is strong interest in seeking EDA assistance to study the energy sector in the Bi-State Region for its economic effects and to plan for future plant closures. Costs for the study have not been estimated at this time. There are many other projects in the region that could develop into successful EDA projects, should the region meet the EDA eligibility requirements.

## Coordination with State Plans

Both Iowa and Illinois plan for economic development. In Iowa, the plan covers the entire state and is produced by the Iowa Department of Economic Development. In Illinois, the plans are produced regionally by the Department of Commerce and Economic Opportunity. Both plans set broad goals similar to the goals for Bi-State Region. Additionally, each plan indicates a variety of state funding sources that are available to local governments and others to support economic development projects. Whenever possible, the sponsors of the projects listed herein will work with the appropriate state economic development agency to seek appropriate funding for the projects listed. Additionally, each state economic development agency will receive a copy of this document.





# Appendix A



Serving local governments in Muscatine and Scott Counties, Iowa;  
Henry, Mercer, and Rock Island Counties, Illinois

## RESOLUTION OF THE BI-STATE REGIONAL COMMISSION IN SUPPORT OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

**OFFICERS:**  
CHAIR  
**Robert Gallagher**  
VICE-CHAIR  
**Kippy Breeden**  
SECRETARY  
**Diana Broderson**  
TREASURER  
**Richard "Quijas" Brunk**

**MUNICIPAL REPRESENTATIVES:**  
City of Davenport  
**Mike Matson**, Mayor  
**Rick Dunn**, Alderperson  
**Pat Peacock**, Alderperson  
**Randy Moore**, Citizen  
City of Rock Island  
**Mike Thoms**, Mayor  
**Dylan Parker**, Alderperson  
City of Moline  
**Stephanie Acri**, Mayor  
**Mike Waldron**, Alderperson  
City of Bettendorf  
**Robert Gallagher**, Mayor  
City of East Moline  
**Reggie Freeman**, Mayor  
City of Muscatine  
**Diana Broderson**, Mayor  
City of Kewanee  
**Gary Moore**, Mayor  
City of Silvis: Villages of  
Andalusia, Carbon Cliff,  
Coal Valley, Cordova, Hampton,  
Hillsdale, Milan, Oak Grove,  
Port Byron, and Rapids City  
**Duane Dawson**, Mayor, Milan  
Cities of Aledo, Colona, Galva,  
Geneseo; Villages of Alpha,  
Andover, Annawan, Atkinson, Cambridge,  
Keithsburg, New Boston, Orion,  
Sherrard, Viola, Windsor, and Woodhull  
**Dave Holmes**, Mayor, Woodhull

Cities of Blue Grass, Buffalo,  
Eldridge, Fruitland, LeClaire,  
Long Grove, McCausland,  
Nichols, Princeton, Riverdale,  
Walcott, West Liberty, and Wilton  
**Marty O'Boyle**, Mayor, Eldridge

**COUNTY REPRESENTATIVES:**  
Henry County  
**Kippy Breeden**, Chair  
**Shawn Kendall**, Member  
**James Thompson**, Member

Mercer County  
**Vacant**  
Muscatine County  
**Santos Saucedo**, Chair  
**Scott Sauer**, Member

Rock Island County  
**Richard "Quijas" Brunk**, Chair  
**Jeff Deppe**, Member  
**Ken "Moose" Maranda**, Member  
**Elizabeth Sherwin**, Citizen

Scott County  
**Ken Beck**, Chair  
**Brinson Kinzer**, Member  
**John Maxwell**, Member  
**Jazmin Newton**, Citizen

**PROGRAM REPRESENTATIVES:**  
**Ralph H. Heninger**  
**Jerry Lack**  
**Nathaniel Lawrence**  
**Marcy Mendenhall**  
**Eileen Roethler**  
**Rick Schloemer**  
**Bill Stoermer**  
Executive Director  
**Denise Bulat**

WHEREAS, the Bi-State Regional Commission serves local government within Muscatine and Scott Counties, Iowa, and Henry, Mercer, and Rock Island Counties, Illinois; and

WHEREAS, the Bi-State Regional Commission has established continued economic development in the region as a major priority; and

WHEREAS, the economic opportunities and limitations exist in the Region that influence development possibilities; and

WHEREAS, the surveillance and analysis of these economic factors promote long range development consideration for coordinated action within the Region;

NOW, THEREFORE, BE IT RESOLVED THAT THE Bi-State Regional Commission hereby adopts the Comprehensive Economic Development Strategy for May 1, 2021 to April 30, 2026 and the policies set forth therein.

Passed this 28<sup>th</sup> day of April 2021 by the Bi-State Regional Commission.

Signed:

Attest:

By:

Robert Gallagher, Chair  
Bi-State Regional Commission

Member  
Bi-State Regional Commission

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# Regional Economic Development Cooperation Resolution

WHEREAS, the Quad Cities economy functions as a single unit with many common interests and resources, where growth and development anywhere within the Quad Cities region enhances the overall vitality for all people and localities; and

WHEREAS, the best way to promote economic development is for local governments and private/nonprofit economic development entities to join forces, working and communicating together to attract new business and retain and expand existing business; and

WHEREAS, businesses seek to maximize their private economic gains and local governments seek to maximize jobs and tax base within their communities, creating competition between governments to offer various financial and other incentives to business to entice the development within their community; and

WHEREAS, local government may provide expansion resources and assistance to businesses, however, there is no net gain to the total Quad Cities region economy if limited resources are committed to assisting businesses to move within the area with no increase in jobs; and

WHEREAS, private and nonprofit entities are similarly involved in economic development projects and should also follow the policy set forth herein.

NOW, THEREFORE, BE IT RESOLVED, by the participant local governments to the agreement that:

Section 1. All elected officials and staff of signatory local governments or private/nonprofit economic development organizations in the Quad Cities region will work together to promote and facilitate economic development.

Section 2. Local governments and private/nonprofit economic development organizations, within the Quad Cities region, will not initiate contact with existing local businesses in an effort to entice these businesses to leave one local government for another local government within the region.

Section 3. When a local government or private/nonprofit economic development organizations is contacted by a business that currently has facilities elsewhere in the Quad Cities region and the business intends to vacate or downsize its current facilities as part of a move within the Quad Cities region, the contacted local government is obligated to inform the government that currently houses the business of the proposed relocation. This contact may be made directly between the two governments. Alternatively, the involved business may make the contact and provide a letter documenting their conversation with the local government in which they are currently located.

Section 4. If a business decides to relocate from one local government to another, within the Quad Cities region, only previously existing incentives may be offered by the receiving local government. No new incentives may be developed for the purpose of facilitating the relocation of a business from one local government to another in the Quad Cities region.

Section 5. The provisions of this resolution cannot be superseded by agreements for confidentiality or other contracts between a local government or /nonprofit economic development organizations and a business. Local business will be made aware of this resolution immediately upon contacting a local government about relocating within the region.



# Technical Addendum to Regional Economic Development Cooperation Resolution

The following scenarios depict how several common situations should be handled by signatories to the resolution.

Scenario 1 – City A's economic development staff is committed to the Regional Economic Development Cooperation Resolution and has followed it judiciously over the years. In the past year, City A provided local incentives to a developer that built a spec office building and retail center. The developer has completed the building and is now encouraging existing businesses in nearby City B to relocate to the new development in City A. The result would be the vacating of operations in City B and opening identical operations in City A. Recently, City A became aware of the developer's recruitment activity. The economic development staff at City A is concerned that because the developer is using local incentives, allowing her to recruit in such a manner may violate the Regional Economic Development Cooperation Resolution.

To prevent this kind of "poaching by proxy," local governments should create development agreements that specifically disallow this type of local recruitment when local incentives are used. Once a local government becomes aware of such a scenario, it must notify all local governments that may be impacted.

Scenario 2 – An economic developer staff person from City Y is approached by a large retailer in City Z that is looking to expand and completely move its operation. The business owner has stated that City Y is not to tell anyone about the planned relocation, and if word gets out it could jeopardize the project and force the business to leave the region entirely.

In keeping with the Regional Economic Development Cooperation Resolution, City Y must disclose to City Z that a business has contacted them about relocating from City Y to City Z. This communication should occur at the department director level. City Y must also inform the developer that a standing agreement among local governments in the Quad Cities region requires them to notify City Z of the contact from the business. This agreement supersedes any confidentiality agreement requested by the business.

Scenario 3 – A City Q manufacturer has decided to move to County L. From the beginning of the proposed relocation, the County L economic development staff has been in contact with City Q's economic development staff. In an effort to keep the manufacturer, City Q has developed a new incentive program aimed at retaining the business. An equivalent incentive program is not available in County L. After learning of the new incentives available in City Q, the business owner asks County L to match or beat the city's offer.

To remain consistent with the Regional Economic Development Cooperation Resolution, County L must not offer any new incentives to the business, aside from those that existed when the contact was initially made.





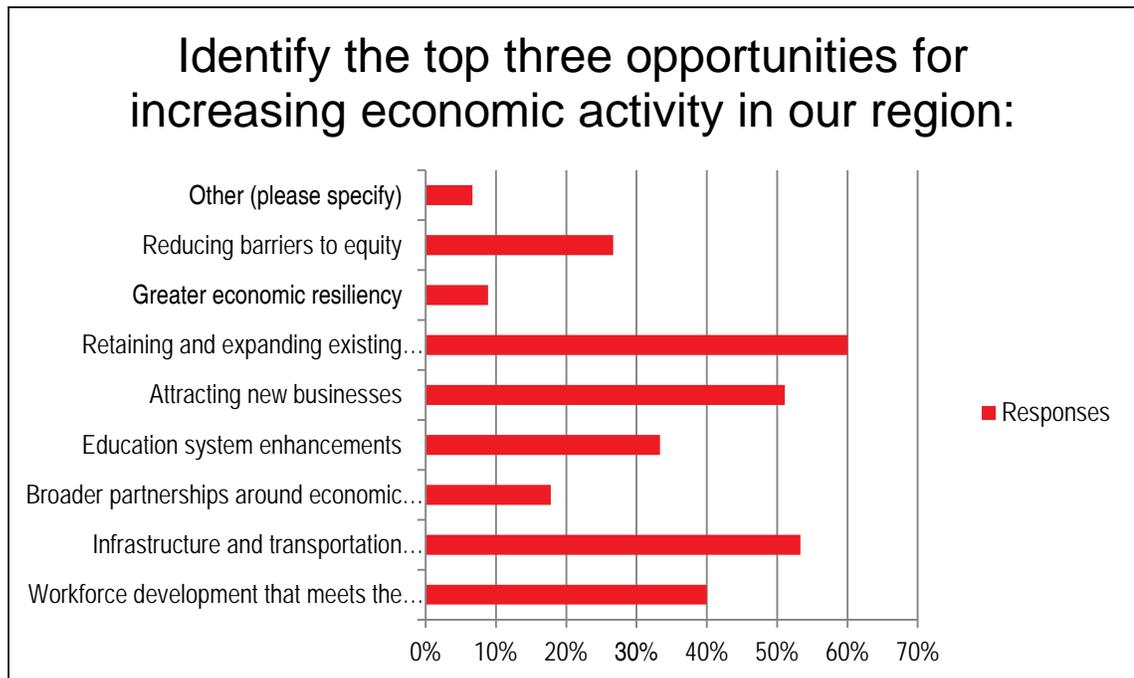
# Appendix B

## Public Input Survey

Various economic development topics were posed on Survey Monkey, an online survey platform, relating to “Regional Economic Assets,” “Economic Goals,” and “Regional Economic Opportunities.” The questions were designed specifically to provide input to the region’s Comprehensive Economic Development Strategy. Much of the public input related to the importance of the manufacturing industries in the region and the reliance on the Mississippi River for barge travel as well as other intermodal facilities in the metro area.

### Regional Economic Opportunities

#### Survey Results



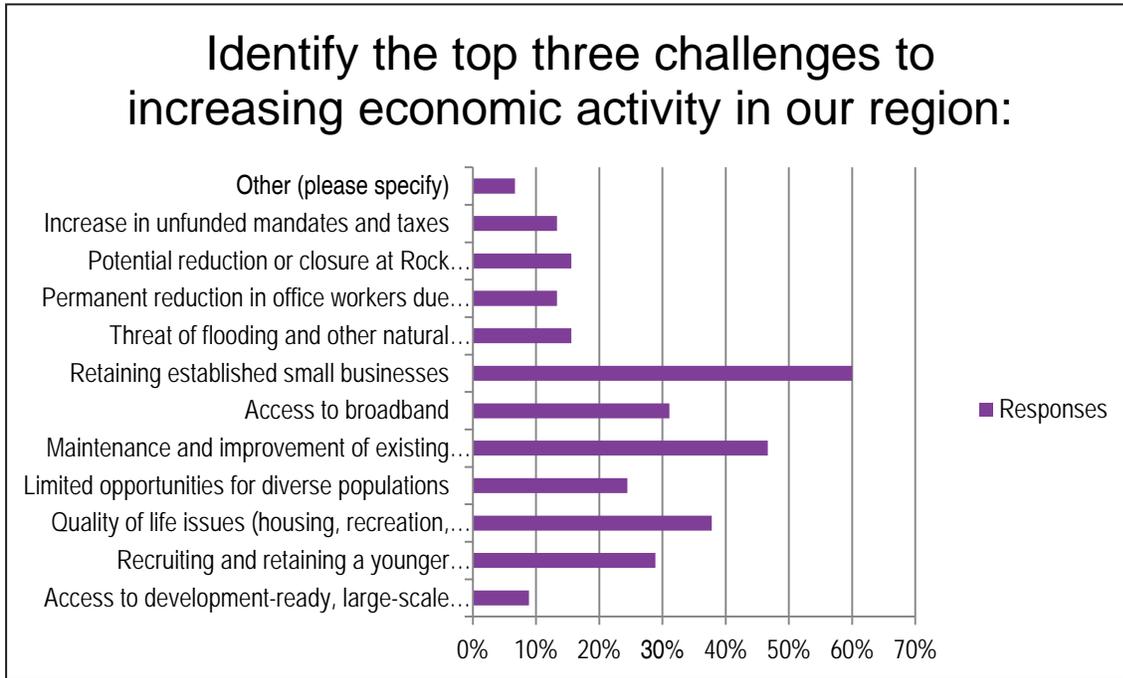
45 Participants

Retention and expansion of existing businesses was seen as the top opportunity for increasing economic activity in the region by 60% of respondents. Infrastructure and transportation enhancements was second at 53% and business attraction was the third most selected opportunity at 51%. Other responses not listed included lowering taxes, improving pedestrian infrastructure and expanding developable areas.



## Economic Challenges

### Survey Results



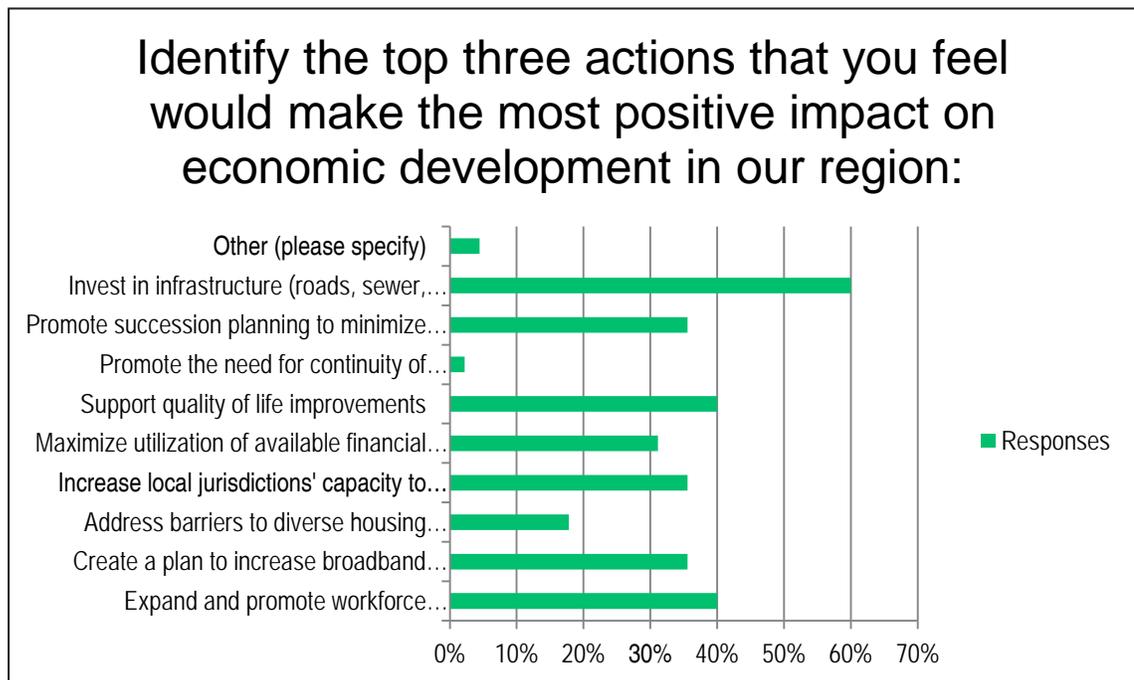
45 Participants

Public input ranked retaining established small businesses as the top challenge with 60%. Maintenance and improvement of existing infrastructure (sewer, water, multi-modal transportation systems, etc.) was ranked second at 47%. Quality of life issues (housing, recreation, tourism, etc.) was third with 38%.



## High Impact Economic Strategies

### Survey Results



The top rated economic impact was investment in infrastructure (60%) followed by support of quality of life improvements and expansion and promotion of workforce development and training programs (both 40%).

## Additional Comments

Participants were asked to provide additional, open-ended comments. The following summarizes those responses.

- Increase collaboration between economic development practitioners and workforce professionals.
- Improve skilled workforce attraction and opportunities for mid-level professionals.
- Increase opportunities for housing and education for all.
- Several comments about prioritizing and enhancing infrastructure, public transportation and bicycle and pedestrian facilities.
- Consider social justice related to minority populations in community decision-making.





# Appendix C

## Progress Toward 2016 Strategic Direction

This section reports on the progress toward the goals and objectives set forth in the 2016 CEDS update. Goals are broad, primary regional expectations. Objectives are more specific than goals, measurable and realistic considering what can be accomplished over the five-year period of the CEDS. Communities within the Bi-State Region have submitted their planned and underway community and economic development projects that help support these goals and objectives. The projects lists can be found in the appendix.

### Vision

“Through the collaborative efforts of the region’s public and private economic development leaders, the implementation of the *Bi-State Region Comprehensive Economic Development Strategy* has created an economically-resilient region that attracts and retains both businesses and a talented workforce.”

### Performance Measures

Performance measures serve as a framework to gauge the successful implementation of the CEDS while providing information for the CEDS Annual Progress Report. These regular updates keep the strategic direction and action plan outlined in the CEDS current and relevant. Based on the evaluation of the performance measures, strategies may be revised to adjust the region’s needs. Any revisions will be addressed in the CEDS Annual Progress Report.

### Goals and Strategies

#### 1. Attract, retain, and expand businesses within the region.

A. Continue Business Connection meetings to identify needs of existing businesses in the region.

- 1) *Measure:* Report jobs created and retained as reported by local governments and chambers of commerce.

- a. Local governments have reported an estimated 3,193 jobs created and 3,646 jobs retained in projects completed in 2020 or underway as of April 2021. It should be noted that for infrastructure projects, the number of jobs created and/or retained relate directly to the construction project and not to any potential business expansion.
- b. The Known Major Expansions and Dislocations table on page 88 lists projects that have been completed between May 1, 2020 and April 30, 2021, or that are currently underway. This includes projects involving companies that have created new or retained jobs or have experienced a job loss. This also lists jobs resulting from the I-74 Bridge Corridor Reconstruction project, due to the long-term nature of the project. The region has experienced a net increase of 2,563 jobs.

2) *Measure:* Report the Gross Regional Product for the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area (DMRI, IA-IL MSA).

- a. In 2019, which is the most recent year of data available, the MSA’s Gross Regional Product was \$20.02 billion. This was an increase of 1.88% from the last year. All dollar amounts are set to 2012 dollars to account for inflation.

B. Utilize Revolving Loan Funds and other financial incentives such as TIF districts and Enterprise Zones to assist in the retention and expansion of businesses in the region.

- 1) *Measure:* Report numbers of loans and total investment of EDA funded Revolving Loan Funds (and other if available) within the region.
  - a. The table below lists activity within the region’s EDA RLFs including COVID RLF programs



Revolving Loan Fund	Number of Loans	Total Investment	Jobs Created/Retained
Bi-State RLF	108	\$436,907,528	3,789
Bi-State EDA CARES RLF	2	\$2,551,851	20
Mercer-Muscatine Counties RLF	5	\$43,130,600	88
Henry County RLF	83	\$18,956,158	1,100
Henry County COVID RLF	31	\$1,180,000	285

**C. Market and promote use of the Manufacturing Innovation Hub, which provides technical assistance, seminars, networking opportunities, and connections to the Quad Cities Manufacturing Lab and national research.**

1) *Measure:* Capture highlights from the Manufacturing Innovation Hub’s activities and projects and their deliverables to regional manufacturers and non-profits.

a. The Quad Cities Manufacturing Innovation Hub was able to advocate economic growth and sustainment development for the manufacturing and defense businesses with the OEA DoD supporting grant at the Quad Cities Chamber of Commerce with these impacts:

b. Technology Innovation Hub Huddle Sessions and COVID programming: 8 Key areas of Technology Growth Training & COVID Informational Sessions

- CMMC DFARS Cyber Security
- Additive Manufacturing
- Digital Platforms
- CAD/CAM
- ERP
- AR/VR AI
- Robotics
- Diversification Resiliencies for Sustainment

Total Attendees: 2,236 (QC regional businesses and participants attended these sessions in IA/IL)

c. One on One Implementations for High Tech Innovation Market Place

- Manufacturing capacity expansion
- Workforce development

- Capability enhancement
- Supply Chain Mapping Assists: Diversification/Sustainment/Resiliencies in Marketplace

Total served for one-on-one marketplace resiliencies, growth and sustainment with Supply Chain Mapping Tool: 3

d. Technologies Playbooks offer online teaching tools for 8 Innovation Disruptive Technologies utilized by local businesses to help them with adaption into these critical areas for competitiveness.

e. Information outreach: Provided collaboration information outreach to DIA-Quad Cities Manufacturing Innovation Hub audience about opportunities for growth, business assistance, or workforce development in Quad Cities Manufacturing Innovation Hub Newsletter.

- New Jobs Created: 4
- Jobs Retained: 49
- Revenue Dollars Gained: \$500,000
- Dollars Saved: \$215,000
- Dollars New Capital Investment: \$178,000

**D. Foster entrepreneurship through initiatives such as Ignite Quad Cities, New Venture School, Startup Weekends, Business Competitions or Fast Pitches, Muscatine E-Center and Startup Grind, and the Development Association of Rock Island’s SEED Rock Island program.**

1) *Measure:* List number of identified members of the Ignite Quad Cities Entrepreneurs Meetups, the number of teams that have completed the Venture School program, and other entrepreneurial efforts in the region.

a. Quad Cities Chamber integrates early-stage businesses into all programming and events to increase contact for advisors, funding, new customers, and quicker integration into the business community.

b. Spring Venture School – 10 teams are participating

c. Ignite Quad Cities Resource Guide is available to entrepreneurs and resource partners for cross referrals.



- d. The Development Association of Rock Island's SEED Rock Island program includes grant funding for early-stage entrepreneurs, downtown incubation spaces for retail and wellness businesses, and a micro-lending program for local businesses.
- E. Utilize the Small Business Development Center (SBDC) to ensure startups have sound business plans for new businesses.
- 1) *Measure:* List number of client contacts at the Small Business Development Center.
    - a. According to the SBDC housed at the Eastern Iowa Community College, over the past seven years, clients have achieved 6,921 new jobs, \$366,939,828 in incremental sales, and secured \$289,115,511 in financing. The SBDC at EICC has developed a Minority Coordinator position to further assist minority-led businesses and organizations.
    - b. The SBDC housed at Western Illinois University-Quad Cities counseled 202 clients, including 83 minority clients, and provided 1,400 hours of counseling and client preparation, leading to \$3,200,000 in capital infusion..
    - c. SCORE Quad Cities, also with a branch in Muscatine, served 325 unique clients with 739 mentoring sessions in FY 2020. 37% of clients were "in business", while 63% were planning to start or in the early stages of launching. Virtual mentoring and workshops have extended SCORE's coverage and helped to better reach underserved segments of communities. SCORE Quad Cities also held 25 workshops with 982 attendees.
- F. Submit Enterprise Zones applications for the Illinois Quad Cities and Henry County.
- 1) *Measure:* Report status of the Enterprise Zones applications for the Illinois Quad Cities and Henry County.
    - a. The Illinois Quad Cities and Henry County both submitted Enterprise Zone applications to the Illinois Department of Commerce and Economic Opportunity in December 2017. Both applications were accepted, awarding Henry County and the Illinois Quad Cities Enterprise Zone designations in 2018. Both Enterprise Zone Committees have received project applications. In addition, both Enterprise Zones were expanded in 2020. The Kewanee/Henry County Enterprise Zone handled 18 total applications in 2020 for a total investment of \$10,516,489 with 196 jobs added or retained. The Illinois Quad Cities Enterprise Zone processed 49 projects and 134 certificates in 2020.
2. Promote the redevelopment of blighted, underused, or vacant and environmentally-challenged sites with high market potential.
- A. Revitalize downtowns and main corridors by completing planning and projects shown in the Appendix.
- 1) *Measure:* List number and status of development projects as listed in the Appendix.
    - a. Downtown revitalization projects currently underway can be found in the Cities/Villages of Bettendorf, Davenport, Port Byron, Rock Island, and Viola.
    - b. Downtown revitalization projects currently reported as planned can be found in the Cities/Villages of Cambridge, Davenport, East Moline, Galva, Kewanee, LeClaire, Moline, Port Byron, and Rock Island.
    - c. Downtown revitalization projects completed during the 2020 calendar year can be found in the Cities/Villages of Bettendorf and Cambridge.
  - 2) *Measure:* Discuss status of planning processes undertaken within the region to achieve redevelopment.
    - a. The City of Moline has begun a planning effort for the Avenue of the Cities corridor and the City of Bettendorf has completed studies and taken steps to complete the city's downtown redevelopment. The City of Rock Island continues to utilize the framework of their 2015 Downtown Revitalization Plan. The zoning ordinance updated in 2019 (map 2021) to better fit the plan, and streetscape guidelines have been developed. Rock Island, Moline, East Moline, and Silvis completed an IL 92 corridor study that addresses redevelopment. The City of Davenport is in the design phase of a project that will bring public art and redevelopment to the downtown riverfront. East Moline was



working towards a downtown streetscaping and revitalization plan. Port Byron has been working on sidewalk improvements along IL84 and has a downtown plan done by a consultant. LeClaire updated their comp plan and is looking at improvements along U.S. 67 through their downtown.

**B. Pursue major projects including Ascentra Headquarters development in Bettendorf’s Town Square; City Square and Howard Johnson in Davenport; Bend of the Quad Cities in East Moline; Norcross sites in Rock Island; City Center, Gateway, and Floreciente neighborhoods in Moline; River Drive development in Muscatine; Aledo Main Street Corridor project; façade projects in Muscatine and Wilton; and block redevelopment in Viola and West Liberty.**

- 1) *Measure:* Report completed projects or status of project.
  - a. Ascentra Headquarters development in Bettendorf’s Town Square: Completed
  - b. City Square and demolition of Howard Johnson building in Davenport: Completed
  - c. Bend of the Quad Cities in East Moline: Hyatt Hotel was completed and open for guests in winter 2018; and condominium, public greenspace, and mixed-use construction is underway.
  - d. The Norcross site is still a priority for the City of Rock Island, but has not moved forward.
  - e. Moline Centre: The Q Multimodal Station, the Westin Element Hotel, commercial/retail space, and public-use space were completed in early 2018. Development of new apartments, restaurant, and an expansion of businesses are currently underway.
  - f. West Gateway: Hosted the fourth season for the Mercado on 5<sup>th</sup>, an open-air market and entertainment event that takes place on Friday evenings throughout the summer months. The Mercado will eventually also occupy a permanent structure in the neighborhood, allowing for expansion of the market.
  - g. Floreciente: The Global Communities project continues to organize and execute a neighborhood revitalization program. Habitat for Humanity rolled out their new Neighborhood Revitalization Program. The former Ericson

School was renovated and repurposed as the Esperanza Center. There has been discussion of converting the IL-92 corridor from a one-way to a two-way roadway.

- h. The Merrill Hotel and Conference Center and River Drive Development in Muscatine: The Merrill Hotel and Conference Center opened in March 2018.
- i. Aledo’s Main Street reconstruction, including new sidewalk construction and streetscapes, is underway with one block completed in 2018. Six to seven previously vacant downtown buildings are under new ownership.
- j. Muscatine and Wilton completed block grant funded façade programs to remove blight in their downtowns.
- k. Viola has completed demolishing a block of buildings in the downtown area across from Village Hall, and a downtown redevelopment plan with University of Illinois Extension is underway.
- l. The City of Muscatine obtained a grant from the State of Iowa to develop a new library in the former HON Office Building that opened in June 2018.

**3. Attract and retain a talented and diverse workforce by providing and improving the quality of life in the region.**

- A. Partner with the region’s Convention and Visitors/Tourism Bureaus to market events, festivals, culture, arts, and entertainment in the region.**
- 1) *Measure:* Analyze number of jobs in the arts and entertainment and traveler accommodations industries within the region.
    - a. According to IMPLAN, independent artists, writers, and performers contribute 526 jobs to the region and \$4.9 million in labor income. Performing arts companies and promoters contribute 253 jobs and \$6.0 million in labor income to the five-county region. Additionally, hotels, motels, and other accommodations contribute 2,397 jobs and \$86.5 million in labor income to the region. The arts, entertainment, and traveler accommodation industries are all central to healthy tourist economies.



- B. Complete construction of the land-based Rhythm City Casino.
- 1) *Measure:* Report on status of construction and jobs created once open.
    - a. Construction was completed in early summer 2016 with \$100 million dollars in investment, and the casino opened in June 2016. The casino includes 106 hotel rooms, 800+ slot machines, 30 tables games, and employs 500-1000 people as of April 2021.
- C. Promote the National Geographic Mississippi River Geotourism initiative.
- 1) *Measure:* Discuss the promotion initiatives undertaken.
    - a. The National Geographic Mississippi River Geotourism website at <http://mississippiriver.natgeotourism.com> has been suspended as of April 2019. Future regional tourism initiatives will be monitored.
- D. Expand local trail network interconnectivity with neighborhoods, other local trails, and national trails such as the Mississippi River Trail (MRT) and the American Discovery Trail (ADT).
- 1) *Measure:* Describe major trail improvements that increase interconnectivity.
    - a. **Projects Underway:** I-74 Corridor reconstruction in the Bi-State Region with a trail included; Phase 1 of the Grand Illinois Trail connection in East Moline and Silvis; River to River Trail in Moline which is a multi-use trail that will connect the Mississippi River and the Rock River trail systems; and the Westside Trail segment connecting Musser Park/ Wiggens Road to Muscatine County Trail at Discovery Park.
    - b. **Projects Planned:** Goose Creek Trail – Prairie Heights; ADT and Grand Illinois Trail connection to the MRT via Carbon Cliff, Silvis, and Colona; shared-use trail on Jersey Ridge Rd. from Cromwell Circle to VMP; park trail in McCausland; bike trail along HWY 67 through LeClaire and Princeton; 10<sup>th</sup> Street and Avenue of the Cities sidepaths in Silvis, and Hennepin Canal Trail improvements throughout the region.
  - c. **Completed Projects:** Veterans memorial Parkway sidepath in Davenport continuing onto forest Grove Drive Sidepath in Bettendorf; Spruce Hills Drive side path in Bettendorf; and First Street Rail-Trail in Eldridge.
  - d. Promote the trail system and the QCTrails website ([www.qctrails.org](http://www.qctrails.org)).
- 2) *Measure:* Report website analytics of [www.qctrails.org](http://www.qctrails.org).
- a. Since its launch in January 2016, the QC Trails website has had nearly 113,630 users (as of March 2021). Local outreach efforts include community events and health fairs. Interaction with the site continues, with more than 1,188 user accounts activated. The QC Trails Facebook page is followed by 2,938 people and reached a milestone more recently, topping 2,845 “Likes” as of March 2021.
- E. Provide and maintain quality and diverse housing throughout the region by:
- Supporting organizations that develop affordable housing within the Bi-State Region including the Rock Island Economic Growth Corporation (GROWTH), Scott County Housing Council, Rock Island Housing Authority, Housing Authority of Henry County, Mercer County Housing Authority, Muscatine Public Housing Authority, Moline Housing Authority, and Davenport Housing Authority.
- 1) *Measure:* List number of new or rehabilitated units completed or underway for each organization.
    - **Davenport Housing Commission:** The Davenport Housing Commission neither built nor rehabbed any units in 2019, and currently had no projects underway.
    - **Rock Island Economic Growth Corporation (GROWTH):** Eleven units will be rehabbed in 2020 to improve accessibility for seniors and residents with disabilities. 13 single-family unit rehabs are currently underway and 52 multi-family units will be rehabbed in 2020. In 2020, 30 homes were purchased in Rock Island through the Live-Work Rock Island homebuyer program and 15 persons participated in financial literacy training.



- **Housing Authority of Henry County:** The Housing Authority of Henry County neither built nor rehabbed any units in 2020, and currently has no projects underway.
  - **Mercer County Housing Authority:** The Mercer County Housing Authority neither built nor rehabbed any units in 2020, and currently has no projects underway.
  - **Moline Housing Authority:** The Moline Housing Authority neither built nor rehabbed any units in 2020, and currently has no projects underway.
  - **Muscatine Public Housing Authority:** The Muscatine Public Housing Authority neither built nor rehabbed any units in 2020, and currently has no projects underway. A 48 unit low-income building (not public housing) for households 55 years of age and older was completed in Muscatine in 2020.
  - **Scott County Housing Council:** From 2018-2020, there were 284 single-family and 201 multi-family units in line to be rehabbed, and eight new single-family units planned for construction.
- **Conducting a housing needs assessment in Muscatine, Kewanee, and other regional communities as needed, and address needs identified in the assessment.**
    - 2) *Measure:* Report results of assessment and actions taken to address needs.
      - Muscatine completed a Housing Market Demand Study in September 2017 to identify issues and opportunities while moving forward in the community and has supported three housing developments as a result. West Liberty is discussing the potential need for a housing analysis.

**4. Make the Bi-State Region more economically-resilient to both natural disasters and economic downturns.**

- A. Support continued government and private sector operations at the Rock Island Arsenal and the concept of the Arsenal as a federal campus for the Bi-State Region by:**
- Supporting the existence and work of the Rock Island Arsenal Development Group, Arsenal Alliance, and the future Rock Island Arsenal Alliance.

- Supporting efforts to strengthen defense facilities by leasing unused space to additional governmental departments.
- Supporting the goals of Garrison Commander.
- Participating in and supporting the U.S. Department of Defense Economic Development Adjustment funded grant to identify the region’s companies’ ties to the defense industry.
  - 1) *Measure:* Describe activities of advocacy consultant that provide services related to the Arsenal.
    - Support continued government and private sector operations at the Rock Island Arsenal and the concept of the Arsenal as a federal campus for the Bi-State Region by supporting the existence and work of the Rock Island Arsenal Alliance. Efforts include enhancing the relevance of the Advanced Manufacturing Center of Excellence, identifying all other elements and commands on the RIA to attract additional jobs to the Island such as the Civilian Human Resources Agency, continuing to improve and increase communication with all elements of the Island to determine where the community can be supportive.
  - 2) *Measure:* Report status of U.S. Department of Defense (DoD) Economic Development Adjustment grant activities.
    - The activities identified in the grant are housed with the Quad Cities Chamber of Commerce, has completed defense industry asset-mapping of a 10-county region. The exercise has identified companies that are affected by DoD spending, military downsizing, and sequestration. The project has also completed an economic impact analysis for defense manufacturing industry contractors and helped to develop diversification planning for their futures. Finally, the project has created a Defense and Manufacturing Innovation Ecosystem Partnership at Western Illinois University to help businesses move from DoD contracts to other industry contracts and to help with evolving technologies, global markets, and regional markets to reduce dependencies on one area.



- B. Support programs that diversify local and regional economies and build a strong regional economy capable of recovering from natural disasters and economic setbacks.**
- 1) *Measure:* List initiatives undertaken that support diversification and resilience.
    - a. The SBDC hosts several types of workshops within the region. Topics include continuity planning, which covers planning for fires, theft, tornadoes, flooding, and cyber security.
    - b. In response to the pandemic, many communities and economic development organizations provided emergency response funding to businesses and created tools and resources for businesses.
    - c. The following members of the Quad Cities Emergency Planning Committee have become active Partners of Safeguard Iowa:
      - Bi-State Regional Commission
      - Davenport Police Department
      - Muscatine County Zoning
      - National Weather Service
      - Scott County Emergency Management
      - Scott County Health Department
      - Scott County Sheriff's Office
      - U.S. Army Corps of Engineers, Rock Island
    - d. Partner status creates an active group focused on providing small businesses technical assistance and training to prepare for disasters, resources during a disaster, and additional guidance during recovery.
    - e. Hazard mitigation plans are being reviewed and updated to ensure project needs are current.
- C. Discuss continuity planning/succession planning with business owners to minimize risk of business closures.**
- 1) *Measure:* Discuss local government and chamber activities that have encouraged continuity and succession planning.
    - a. Local governments and chambers of commerce continue to discuss continuity and succession planning with businesses during their business connection meetings. Business owners have identified that a skilled workforce that is trained and able to work from Day 1 will make their businesses more resilient.
    - b. The Manufacturing Innovation Hub assists manufacturers with their transition to changing technology and finding efficiencies. This assistance enables businesses to adapt to industry changes, making them more resilient.
    - c. Mercer County Better Together is in the process of creating a Business Retention and Expansion (BRE) program that will help address issues of succession planning. Of the 410 businesses in Mercer County, Mercer County Better Together has visited and completed interviews with 210 as part of the planning process.
- D. Promote the need for continuity of operations planning as a disaster planning tool.**
- 1) *Measure:* List activities that have promoted continuity of operations planning.
    - a. The business connection meetings, SBDC, Iowa State University's Center for Industrial Research and Service (CIRAS), Safeguard Iowa, and the American Red Cross all promote continuity of operations planning and disaster pre-planning. Assistance to businesses, including templates and guided questions, are available from these organizations. The County Emergency Management Agencies host an annual emergency training event.
- E. Update and implement multi-jurisdictional hazard mitigation plans to mitigate the effects of disasters within the region.**
- 1) *Measure:* Report status of multi-jurisdictional hazard mitigation plans in the region.
    - a. Rock Island County: Adopted and FEMA approved in 2016. Will expire 2021. Bi-State is currently assisting with plan update as of March 2021.
    - b. Mercer County: Adopted and FEMA approved in 2016. Will expire 2021.
    - c. Scott County: Adopted and FEMA approved in 2018. Will expire 2023. Scott County has applied for BRIC funding to update.



- d. Muscatine County: Adopted and currently under review by FEMA. Will be adopted, pending FEMA approval, in 2020 and expire 2025.
- e. Henry County: Plan has expired and county recently awarded a planning grant through FEMA's Pre-Disaster Mitigation program to fund update.
- f. As a result of 2019 flooding, many river fronting cities began to work on plans to make their communities more resilient.

**5. Invest in infrastructure improvements, such as roads, bridges, sewers, water facilities, and utilities, as well as multi-modal transportation systems that will strengthen and diversify the regional economy.**

**A. Implement the adopted 2045 Quad Cities Metro Long Range Transportation Plan and Iowa Region 9 2040 Long Range Transportation Plan to invest in the maintenance and expansion of transportation infrastructure in the region.**

- 1) *Measure:* List number and value of projects completed from long range transportation plans.
  - a. The 2050 Quad Cities Long Range Transportation Plan was completed in 2021, and currently eleven projects have been completed from the prior 2045 LRTP. This equates to \$79,026,000 in total project costs. There are also four more projects nearing completion, totaling \$23,557,000 in total project costs.
  - b. Three projects have been completed that are derived from the Iowa Region 9 2040 Long Range Transportation Plan. This equates to \$6,994,000 in total project costs. There are also a number of projects that are currently underway. The Region 9 2045 LRTP was adopted in January 2021 and will serve for future benchmarks.
  - c. New transit routes were implemented in the Iowa Quad Cities in summer 2016 and commuter service was established during the I-74 construction with it ending March 2021.

**B. Begin preparation and planning for the subsequent regional long range transportation plans.**

- 1) *Measure:* Update status of planning process for future transportation plans.
  - a. The updates to the Iowa Region 9 Long Range Transportation Plan (LRTP) and the Quad Cities Long Range Transportation Plan (LRTP) are completed every five years. The Region 9 LRTP was completed in January 2021 and Quad Cities LRTP was completed in March 2021. Development of the Region 9 LRTP begins two years prior to the deadline, and the development of the Quad Cities LRTP begins four years prior to the completion date.

**C. Complete construction of the I-74 Bridge Central Section.**

- 1) *Measure:* Report status of construction of I-74 Bridge central section.
  - a. Letting of the 4.3 mile Central Section of the I-74 Corridor Reconstruction, including the new bridge and the entire Illinois portion of the project began in April 2017. Construction on the new bridge began in summer 2017. Currently, construction on the I-74 Corridor from Avenue of the Cities in Moline to Middle Road in Bettendorf and the New Mississippi River Bridge are underway. The westbound structure was completed in 2020. Progress has been made on the approaches to the bridge in both Iowa and Illinois. Completion is scheduled for late 2021. Demolition of the existing river bridge is expected to take place in FY2022.

**D. Continue to seek federal, state, and local funding of the north section for the I-74 Corridor project.**

- 1) *Measure:* Describe activities undertaken to obtain grants or funding and status of grants obtained.
  - a. The North Section of the I-74 Bridge Corridor refers to the Iowa portion of the project from Middle Road to 53<sup>rd</sup> Street. It is 3.5 miles in length and is an independent project. Cost estimates for the North Section were started. Additional engineering costs and construction are subject to funding availability.

**E. Support efforts to plan, design, and fund a new Interstate 80 Mississippi River crossing estimated to cost \$480 million.**

- 1) *Measure:* List activities undertaken by the region or state to plan, design, and fund this project.



- a. A planning and environmental linkage (PEL) study was conducted by both Illinois and Iowa DOT's for the Interstate 80 Bridge over the Mississippi River. The I-80 Bridge study included an initial alternatives analysis and environmental screening. Both DOTs are now preparing to conduct preliminary engineering for the I-80 Bridge.
- F. Advocate to expand Interstate 80 to six lanes throughout the Bi-State Region.
- 1) *Measure:* Discuss results of the Iowa Department of Transportation I-80 Corridor Study.
    - a. Results of the I-80 Corridor Study have been distributed. The study results stated current crash statistics and future traffic patterns indicate a need for six lanes and interchange redesign. Widening from Iowa City to West Branch has been programmed by the Iowa DOT. Local leaders have been advocating for the project. The Iowa DOT is conducting an environmental analysis for Interstate 80 from Interstate 280 to approximately the LeClaire western border.
- G. Support continued federal and state funding of the Quad Cities to Chicago passenger rail project.
- 1) *Measure:* Report status of funding and construction of the passenger rail project.
    - a. Funding – \$45 million in State Capital funding that was linked to \$170 million in Federal High Speed Rail funding (2010). Work is ongoing to reestablish passenger rail service to the Quad Cities, including construction, environmental work, and coordination efforts. The rail station has been completed in the City of Moline.
- H. Complete construction of a passenger rail station in Moline to service the Quad Cities to Chicago passenger rail route.
- 1) *Measure:* Report status of the construction of the Moline passenger rail station.
    - a. Construction of The Q Multi-Modal Station is complete, with the exception of an overhead skywalk to be completed in spring 2019. The rail platform will be completed as part of the state/federal project that includes the rail service.
- I. Promote operations and use of the City of Davenport Transload Facility in the Eastern Iowa Industrial Park.
- 1) *Measure:* List number of agreements in place to use the transload facility.
    - a. The City of Davenport is currently under contract with Davenport Industrial Rail to manage marketing and operations of the transload facility. Rail improvements are now complete and additional users are anticipated.
- J. Complete a feasibility study for an intermodal facility for water, rail, and road movements in Muscatine, Iowa.
- 1) *Measure:* Report results of the feasibility study.
    - a. An initial feasibility study was completed in May 2017 and suggested that the development of a multimodal container terminal ports facility at the proposed Muscatine site is feasible. The site is adjacent to several key roadways; has good highway access; and is adjacent to an active rail line that serves other industrial users. The site lends itself to the handling of various types of cargoes including container on barge, liquid bulk and dry bulk commodities. The project sponsor will continue to examine the feasibility of the project.
- K. Support efforts to bring additional funding for lock and dam maintenance on the Upper Mississippi River Corridor.
- 1) *Measure:* Report activities that have advocated for additional funding.
    - a. The region's federal representatives are aware of the importance of the lock and dam system and its current condition. The *Bi-State Region Freight Plan (2015)* and the *Quad Cities 2050 Long Range Transportation Plan* identified the need for an updated lock and dam system and staff participate in meetings regarding the needs of the upper Mississippi River.
- L. Continue to seek federal, state, and local funding for water, sewer, and stormwater improvements across the region.
- 1) *Measure:* List number and dollar amount of federal and state grants awarded.
    - a. Several projects are included in the Appendix as underway, planned, or completed. Funding for projects comes from local, state, and federal funding sources.



- b. Underway projects can be found in the Cities/Villages of Alpha, Annawan, Blue Grass, Cordova, Davenport, Geneseo, Moline, Orion, Port Byron, Princeton, Walcott, Wilton, Windsor, and Woodhull totaling \$35,631,582 in federal, state, and local funds.
  - c. Projects reported as planned can be found in the Cities/Villages of Alpha, Atkinson, Cambridge, Carbon Cliff, Cordova, Davenport, East Moline, Galva, Kewanee, Long Grove, Moline, Nichols, and Princeton totaling approximately \$81,675,500 in federal, state, and local funds.
  - d. Completed projects can be found in the Cities/Villages of Alpha, Bettendorf, Cambridge, Kewanee, Walcott, and Woodhull totaling \$7,946,668 in federal, state, and local funds.
- M. Continue to repair, improve, and expand water and sewer infrastructure to serve both housing and businesses within the region by moving toward the completion of sewer and water projects found in the projects tables Appendix E.
- 1) *Measure*: List completed projects reported by local governments in Appendix E.
    - a. Completed projects as of December 2020: Water tower painting and lagoon filtration improvements in Alpha, extension of public infrastructure to I-74 Technology Park in Bettendorf, relining sewer lines replacing sewer hats and replacing a lift station control in Cambridge, stormwater and water tower improvements and sanitary sewer relining in Kewanee, sanitary sewer repairs and improvements in Walcott, and a water main extension and construction of a new wastewater treatment plant in Woodhull.
    - b. Training regarding new and emerging technology for water/wastewater treatment is scheduled.
- N. Request EDA Technical Assistance funds to study the economic effects on the energy sector to the region including coal and nuclear plants within the region, as well as sustainable and future energy sources.
- 1) *Measure*: Develop application. Report results of application and study if grant awarded.
    - a. EDA has established a regional position to serve as a point of contact and assist with technical assistance specific to nuclear communities. Bi-State will work with this resource and regional contact on a future application.
    - b. A map of EDA's historical Infrastructure Investments within the region is on page <?>.
- O. Support advances in renewable energy manufacturing by providing necessary infrastructure.
- 1) *Measure*: Report changes local governments have made to the infrastructure to accommodate renewable energy manufacturing.
    - a. Davenport currently has one project underway.
    - b. Expanding the use of the hydroplant serving the Rock Island Arsenal is being explored by the Roosevelt Group.
    - c. Solar industry representatives have expressed interest in locating in the Region. Multiple communities in the Illinois Quad Cities were selected for the first round of solar projects in the Illinois Adjustable Block Program lottery.
    - d. Wind energy in Henry County will be expanding.
    - e. Geneseo augments their power with both wind turbines and a solar field.
    - f. A 400 acre certified green business park has been annexed into northeast Scott County in Princeton.
6. Leverage the resources available through the workforce development and university/community college systems to address the growing skill needs of the business community and regional workforce.
- A. Utilize the EICC Skills 2020 report to adjust training of the workforce based on the needs of businesses within the region.
    - 1) *Measure*: Discuss results of *EICC Skills 2020* report and highlight initiatives to adjust training.
      - a. EICC completed the *EICC Skills 2020* report in 2016. The report asked businesses to respond to a survey about key workforce issues the region's businesses face leading into 2020. The report includes information on anticipated new hires and replacement positions between 2016 and 2020 such as the positions being sought, the difficulty in filling the position, average





- hiring wage, required education, and desired education. This information is being used by the regional workforce development groups to meet businesses' needs.
- B. Support the strategies of the Workforce Innovation and Opportunity Act (WIOA) Regional Plans that are currently under development in both Iowa and Illinois.**
- 1) *Measure:* Discuss how both WIOA plans and the CEDS strategies related and support each other.
    - a. The WIOA Regional Plans have been approved at the state level. Local Economic Development Organizations (LEDOs) have connected businesses with the workforce development agencies within the region to assist with immediate training needs. With permission from local businesses, information related to businesses' workforce needs are shared with the workforce development groups so that needs can be anticipated. The CEDS Committee and LEDOs will support the workforce development groups in implementing their plan.
- C. Access New Jobs Training 260E and 260F and job training tax credits to retrain workers in technology shifts or provide training to dislocated workers and existing workforce.**
- 1) *Measure:* Report the number or value of 260E, 260F, job training tax credits used to retrain dislocated workers, and training programs through Black Hawk College.
    - a. Eastern Iowa Community College administers both the 260E Iowa New Jobs Training Program and the 260F Iowa Jobs Training Program. EICC did not do a bond issuance for FY 2020 due to COVID-19. In FY 2020, EICC provided \$0 in 260E training funds to assist businesses with training new employees and \$288,450 in 260F funds to assist businesses with training their existing employees.
    - b. Black Hawk College offers workforce and professional development courses through the Professional and Continuing Education (PaCE) program and Business Training Center. In 2020, PaCE offered 238 courses that served 1,027 individuals and 59 companies. The PaCE program also offered a variety of online courses that served 1,326 students. Also in 2020, the Business Training Center offered 70 courses that served 673 individuals with over 1,268 hours and 41 companies in the region. In addition, the Highway Construction Careers Training Program (HCCTP) offered two courses through the Business Training Center that trained 23 individuals with over 900 hours of instruction.
- D. Support continued growth and success of existing higher education institutions in the region.**
- 1) *Measure:* Monitor educational attainment of the region's workforce.
    - a. The percent of individuals with a bachelor's degree or higher has increased since the 2010 ACS 5-year estimates from 24.0% to 26.4% as of 2019.
    - b. According to the U.S. Census Bureau American Community Survey 5-year estimates, there has been a 1.5% decrease in the region's total labor force, decreasing from a labor force of 217,831 people in 2015 to a labor force of 214,481 people by 2019.
- 7. Foster public-private and intergovernmental partnerships to address economic development needs in the region while emphasizing cooperation over competition.**
- A. Continue to foster coordination among Local Economic Development Organizations (LEDOs) through meetings and networking opportunities.**
- 1) *Measure:* Summarize types of meetings and networking opportunities offered.
    - a. The Quad Cities Chamber, Greater Quad Cities Hispanic Chamber of Commerce, Illinois University Extension Office, Henry County Economic Development Partnership, West Liberty Economic Area Development (WeLead), Greater Muscatine Chamber of Commerce and



Industry, and Mercer County Better Together hold regular meetings to discuss community and economic development-related topics and provide networking opportunities. This is in addition to the CEDS Committee that also serves as an information sharing forum.

2) *Measure*: List collaborative efforts between LEDOs.

- a. Collaborative efforts continue within the Bi-State Region. Groups have formed to discuss the gaps in building inventory in the region and to update the information used to respond to a request for information on perspective expansions or relocations and to discuss economic strategies in various areas throughout the Bi-State Region. Some of these groups include:

- **Chambers of Commerce:** Aledo Area, Geneseo, Greater Muscatine, Hispanic, Kewanee, LeClaire, Milan, North Scott, Quad Cities, and Walcott.
- **Economic Development Organizations:** Henry County Economic Development Partnership, Mercer County Better Together, Q-C Empowerment Network, Quad Cities SCORE Chapters, WeLead (West Liberty), and others.

B. Coordinate annual legislative trips to state capitols and Washington, D.C. to educate federal and state agencies and legislators on the needs and concerns of the Bi-State Region.

1) *Measure*: List number of legislative trips to state capitols and Washington, D.C.

- a. There are targeted legislative trips to Washington, D.C., Des Moines, IA, and Springfield, IL for the region and individual local governments to discuss important federal level economic development-related priorities. Due to the pandemic very few meetings occurred in 2020.

C. Support the strategies of the Q2030 Regional Vision Plan.

1) *Measure*: Complete the plan and discuss how the CEDS goals and strategies support the Q2030 Regional Vision Plan.

- a. The Q2030 Regional Vision Plan was completed in June 2016. The goals and priorities of the plan align with the CEDS 2016 goals and strategies. The plan is developed to ensure the Quad Cities is a magnet for people, invest-

ments, and jobs; and to build upon strengths of the region and leverage opportunities. Champions for the Q2030 Plan have been appointed and are moving forward with implementation of the plan. The LEDOs and various members of the CEDS Committee are involved with aspects of its implementation. Attracting and retaining talent through quality of life initiatives and workforce training is a key focus area.

D. Provide support of the implementation of community-specific economic development strategic plans.

1) *Measure*: List any new community economic development strategic plans that have been done in the region and how the CEDS supports the plans.

- a. The City of Aledo completed an Economic Development Strategic Plan in 2016, and Kewanee also completed an Economic Development plan. Milan is interested in an Economic Development Strategic Plan, and Mercer County Better Together conducted an Economic Development Strategic Plan, which was completed in 2018. Of the 70+ action items in the Strategic Plan, 23 have been completed or are phase one completed. Scott County is conducting a detailed land use plan to ensure appropriate zoning is in place. The *City of LeClaire, Iowa Comprehensive Plan Update* was completed in 2016. The *City of West Liberty Comprehensive Plan Update* was completed in 2016. Walcott and Milan have completed updates to their Comprehensive Plans. Coal Valley, Long Grove, Kewanee, and Silvis intend to update their comprehensive plans. A Strategic Planning Session was completed with Nichols in 2017. Moline is conducting a plan for the Avenue of the Cities corridor. The Illinois Extension office is leading the Village of Alpha through a community action plan. The Bi-State Region established a Freight Forum to discuss efficient movement of goods and projects needs of the freight community.

E. Complete site and building inventory and assess gaps in inventory based on the region's industry clusters.

1) *Measure*: Complete the inventory and summarize the findings.

- a. The Quad Cities Chamber completed an inventory of the existing manufacturing buildings



- within the region and compared the inventory to what Site Selectors have been requesting for businesses looking to expand or relocate. The majority of existing buildings do not have enough square footage, or the ceiling heights are too low. They are working with a group to discuss the possibilities of speculative buildings within the region to address the gap in building inventory.
- F. Leverage private investments to create additional industrial land and building inventory.
- 1) *Measure:* Detail types of leverage private investments given to create additional industrial land and building inventory.
- G. The Greater Davenport Redevelopment Corporation (GDRC) is a public-private partnership that works on the development of the Eastern Iowa Industrial Center (EICC). Through this partnership, GDRC has purchased 180 acres of land that has been developed by Kraft-Heinz and Sterilite. In the future, there is potential for additional land acquisition.
- 1) *Measure:* Report on progress in the EICC.
- a. Since the park's inception it has had \$475 million in investments, created 1,266 new direct jobs and 2,170 ancillary jobs. Buildings totaling 3.8 million square feet have been constructed, and the site has \$135 million of assessed valuation. In addition, it generates \$781.6 million in annual economic impact and \$50.6 million in annual payroll.
- H. Measure the amount of dollars received from the Opportunities Zones Program in the region. If implemented, funds will be distributed over the next decade, in which each state can designate up to 25% of its census tracts that meet the outlined qualifications.
- 1) *From 2017-2018, there has been \$82 million in total project investment in the Downtown Davenport Opportunity Zone, and the total assessed property value within this zone has increased by 145% between 2008 and 2018 (Source: Quad Cities Chamber). Currently, there are Opportunity Zones located in designated Census tracts in Davenport, Muscatine, Rock Island, and Kewanee.*



### Known Major Expansions and Dislocations

Employer	Location	Type	Jobs Added	Jobs Retained	Jobs Lost	Net Jobs Impact	Status
Diamond Ag	Aledo, IL	Expansion	TBD	0	0	TBD	Underway
Hank's Power Equipment	Aledo, IL	Retention/ Expansion	4	3	0	7	Complete
Liqui Grow	Aledo, IL	New	TBD	0	0	TBD	Underway
Skinner Landscaping	Aledo, IL	Relocation	0	13	0	13	Underway
Eagle View Behavioral Health	Bettendorf, IA	New	200	0	0	200	Complete
I-74 Technology Park	Bettendorf, IA	Retention/ Expansion	90	10	0	100	Complete
MBGA Office Building	Bettendorf, IA	Retention/ Expansion	50	90	0	140	Underway
Schnuck Markets, Inc.	Bettendorf, IA	Dislocation	0	0	81	-81	Complete
Shive-Hattery	Bettendorf, IA	Expansion	TBD	0	0	TBD	TBD
TBK Bank (Division Headquarters)	Bettendorf, IA	Relocation	0	TBD	0	TBD	Underway
I-74 Bridge Replacement	Bi-State Region	Construction	1137	0	0	1137	Underway
Cobham	Davenport, IL	Expansion	150	0	0	150	Underway
Crawford Company (acquired Seaberg Industries)	Davenport, IA	Retention/ Expansion	0	78	0	78	Underway
Nestle Purina	Davenport, IA	Expansion	140	0	0	140	Complete
RubberStamps.net	Davenport, IA	Relocation	0	25	0	25	Complete
divvyDOSE	Davenport, IA & Moline, IL	Retention/ Expansion	200	230	0	430	Underway
Chicago Regional Council of Carpenters (Training Facility)	East Moline, IL	Expansion	8	0	0	8	Underway
Stop's Showroom	East Moline, IL	New	20	0	0	20	Underway
The Bend of the Quad Cities	East Moline, IL	Retention/ Expansion	300	100	0	400	Underway
Copart	Eldridge, IA	Dislocation	0	0	44	-44	Complete
Big River Resources (repurposed ethanol plant to produce hand sanitizer)	Galva, IL	Retention	0	20	0	20	Complete
JMAC Metals	Galva, IL	Expansion	TBD	0	0	TBD	Underway
Caffeine & Carbs	Geneseo, IL	New	2	0	0	2	Complete
NOSH Good Mood Food LLC	Geneseo, IL	New	TBD	0	0	TBD	TBD
O'Riley's	Geneseo, IL	New	TBD	0	0	TBD	Complete
Springfield Armory	Geneseo, IL	Expansion	100	0	0	100	Underway
U.S. Cellular	Geneseo, IL	New	TBD	0	0	TBD	Complete
Henry County Health Department	Kewanee, IL	Retention/ Expansion	6	40	0	46	Complete
Vibrant Credit Union	Moline, IL	Expansion	50	0	0	50	TBD
Aronic Davenport Works	Riverdale, IA	Dislocation	0	0	184	-184	Complete



Employer	Location	Type	Jobs Added	Jobs Retained	Jobs Lost	Net Jobs Impact	Status
Dohrn Transfer	Rock Island, IL	Expansion	TBD	0	0	TBD	TBD
Green Thumb Industries	Rock Island, IL	Expansion	105	0	0	105	Underway
Hill and Valley Bakery	Rock Island, IL	Expansion	TBD	0	0	TBD	TBD
Jumer Casino (Delaware North Companies, Inc.)	Rock Island, IL	Dislocation (temporary)	0	0	321	-321	Complete
National Railroad Equipment	Silvis, IL	Dislocation	0	0	50	-50	Complete
Holzhaus Bar & Grill - Ice Cream Shop	Woodhall, IL	New	10	0	0	10	Underway
Travel Center to America	Woodhall, IL	New	40	0	0	40	Underway
SUM			2612	609	680	2541	

May 1, 2020 - April 30, 2021





# Appendix D

## Completed Projects as of December 31, 2020

Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Alpha, IL	Water tower painting	0.62	0.70	1.32	\$231,400	\$0	\$231,400
Alpha, IL	Lagoon filtration improvements	0.02	0.02	0.03	\$6,000	\$0	\$6,000
Andalusia, IL	New storage building	0.46	0.53	1.00	\$174,218	\$0	\$174,218
Annawan, IL	New public works building	0.77	0.88	1.66	\$290,000	\$0	\$290,000
Annawan, IL	Police building remodel	0.16	0.18	0.34	\$60,000	\$0	\$60,000
Bettendorf, IA	I-74 Technology Park: Extension of public infrastructure to privately-owned technology park, with the goal of attracting new property valuation/jobs	93.33	106.57	199.90	\$35,000,000	\$34,450,000	\$550,000
Bettendorf, IA	Ascentra Credit Union/ Town Square	32.00	36.54	68.54	\$12,000,000	\$10,000,000	\$2,000,000
Bettendorf, IA	TBK Bank Sports Complex	186.66	213.15	399.80	\$70,000,000	\$60,000,000	\$10,000,000
Bettendorf, IA	Redevelop former Lodge Hotel site	53.33	60.90	114.23	\$20,000,000	\$16,000,000	\$4,000,000
Bettendorf, IA	Riverfront Industrial Park Spec Building Project	21.33	24.36	45.69	\$8,000,000	TBD	TBD
Bettendorf, IA	The Bridges Lofts	61.06	69.73	130.79	\$22,900,000	\$22,150,000	\$750,000
Bettendorf, IA	Middle Rd & Forest Grove improvements, Phase 1 (to I-80)	1.65	1.89	3.54	\$620,000	\$0	\$620,000
Cambridge, IL	College Square Park: Addition of sidewalks and new park equipment	0.08	0.09	0.17	\$30,000	\$0	\$30,000
Cambridge, IL	College Square Park: public pavilion	0.24	0.27	0.51	\$90,000	\$50,000	\$40,000
Cambridge, IL	Downtown building rehabilitation	0.14	0.16	0.30	\$52,000	\$50,000	\$2,000
Cambridge, IL	Downtown façade improvements	0.04	0.05	0.09	\$15,000	\$0	\$15,000
Cambridge, IL	Televise/reline sewer lines and replace 1 to 2 sewer hats	0.11	0.12	0.23	\$40,000	\$0	\$40,000
Cambridge, IL	Install new baseball/ softball diamond	0.03	0.03	0.06	\$10,000	\$5,000	\$5,000
Cambridge, IL	Addition of two new downtown businesses	0.27	0.30	0.57	\$100,000	\$95,000	\$5,000

## Appendix D – Completed Projects



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Cambridge, IL	Lift station control replacement	0.09	0.10	0.18	\$32,000	\$0	\$32,000
Cordova, IL	Lakota Plan, Phase 1: Dredging and peninsula rip rap	0.16	0.18	0.34	\$60,000	\$0	\$60,000
Cordova, IL	Rivers Edge Park fence	0.01	0.01	0.02	\$3,500	\$0	\$3,500
Davenport, IA	Division St Bridge deck replacement	2.00	2.28	4.28	\$750,000	\$0	\$750,000
Davenport, IA	US 61 - I-80 Interchange: Bridge deck overlay (State of Iowa)	1.72	1.96	3.68	\$645,000	\$0	\$645,000
Davenport, IA	I-280 - Mississippi River: Traffic signs (State of Iowa)	0.67	0.76	1.43	\$250,000	\$0	\$250,000
Davenport, IA / Eldridge, IA	Slopertown reconstruction	46.66	53.29	99.95	\$17,500,000	\$0	\$17,500,000
East Moline, IL	The Bend Apartments	24.00	27.40	51.40	\$9,000,000	\$9,000,000	\$0
East Moline, IL	East Moline Expo Center (102,500 s.f. building)	40.00	45.67	85.67	\$15,000,000	\$15,000,000	\$0
East Moline, IL	Jackson Generator Sales and Service Shop	0.40	0.46	0.86	\$150,000	\$150,000	\$0
East Moline, IL	Taco Johns: New fast-casual Restaurant at Ridgewood Plaza	TBD	TBD	TBD	TBD	TBD	TBD
Eldridge, IA	First Street Recreation Trail	3.47	3.96	7.42	\$1,300,000	\$0	\$1,300,000
Galva, IL	Solar array	1.24	1.42	2.66	\$464,983	\$464,983	\$0
Henry County, IL	County Hwy 2 (Wolf Rd): Added turn lanes	8.00	9.13	17.13	\$3,000,000	\$0	\$3,000,000
Henry County, IL	Health Department expansion	5.07	5.79	10.85	\$1,900,000	\$0	\$1,900,000
Kewanee, IL	Stormwater improvements 2	0.35	0.40	0.75	\$131,734	\$0	\$131,734
Kewanee, IL	Storm sewer: 100 E 7th St	0.08	0.09	0.17	\$30,000	\$0	\$30,000
Kewanee, IL	Annual street improvements	0.93	1.06	2.00	\$349,367	\$0	\$349,367
Kewanee, IL	Sanitary sewer relining: CIPP relining of existing sanitary sewer mains, Phases 2-5	1.41	1.61	3.03	\$530,000	\$0	\$530,000
Kewanee, IL	Water tower rehabilitation, Phase 1	0.88	1.01	1.89	\$331,775	\$0	\$331,725
Muscatine County, IA	Oak Park Senior Apartments	TBD	TBD	TBD	TBD	TBD	TBD
Muscatine County, IA	Arbor Commons	6.25	7.14	13.40	\$2,345,679	\$1,410,000	\$935,679
Muscatine County, IA	West Side Trail	2.12	2.42	4.55	\$795,883	\$0	\$795,758
Muscatine County, IA	Deep Lakes Park	2.67	3.04	5.71	\$1,000,000	\$0	\$1,000,000
Nichols, IA	Fire Department: Replaced bunker gear	TBD	TBD	TBD	TBD	TBD	TBD



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Rock Island, IL	Green Thumb Industries Expansion: Cannabis cultivation facility	32.00	36.54	68.54	\$12,000,000	\$11,225,000	\$775,000
Rock Island, IL	Small Hands Big Hearts Early Learning Center	0.48	0.55	1.03	\$180,000	\$140,000	\$40,000
Rock Island, IL	20th Street RI Lofts, LLC	1.33	1.52	2.86	\$500,000	\$420,000	\$80,000
Rock Island, IL	Police and fire radio upgrade: Migrate RIPD and RIFD to 800 MHz system	5.87	6.70	12.57	\$2,200,000	\$0	\$2,200,000
Rock Island County, IL	Loud Thunder Forest Preserve: Campground upgrades	6.13	7.00	13.14	\$2,300,000	\$0	\$2,300,000
Rock Island County, IL	Knoxville Rd: County Hwy 78 to 134th Ave: Concrete restoration project	4.00	4.57	8.57	\$1,500,000	\$0	\$1,500,000
Rock Island County, IL	Knoxville Rd: Surface restoration project	3.20	3.65	6.85	\$1,200,000	\$0	\$1,200,000
Walcott, IA	Bryant St sanitary sewer repairs/improvements	0.57	0.65	1.22	\$213,809	\$0	\$213,809
Woodhull, IL	Resurfacing E 3rd St that connects Hwy 17 to AIWood High School	0.27	0.30	0.57	\$100,000	\$0	\$100,000
Woodhull, IL	Water main extension and fire hydrant installation on N Division St	0.13	0.15	0.29	\$50,000	\$0	\$50,000
Woodhull, IL	Construction of new wastewater treatment plant	15.47	17.66	33.13	\$5,800,000	\$0	\$5,800,000



# Underway Projects

Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Alpha, IL	Replacing water meters	0.29	0.33	0.63	\$110,000	\$0	\$110,000
Annawan, IL	Water/Sewer extension along Patriot Way	2.67	3.04	5.71	\$1,000,000	\$0	\$1,000,000
Atkinson, IL	Wyffels sewer connectivity: Build sewer connection to village's largest employer	1.33	1.52	2.86	\$500,000	\$0	\$500,000
Bettendorf, IA	MBGA Office/Mixed use building	32.00	36.54	68.54	\$12,000,000	\$9,150,000	\$2,850,000
Bettendorf, IA	Riverfront/Downtown redevelopment, Phase 4	133.33	152.25	285.57	\$50,000,000	\$40,000,000	\$10,000,000
Bettendorf, IA	Riverfront/Downtown redevelopment, Phase 5	159.99	182.70	342.69	\$60,000,000	\$52,500,000	\$7,500,000
Bettendorf, IA	Forest Grove Rd	25.33	28.93	54.26	\$9,500,000	\$0	\$9,500,000
Bettendorf, IA / Davenport, IA	MetroNet Fiber Network	159.99	182.70	342.69	\$60,000,000	\$44,900,000	\$15,100,000
Bettendorf, IA / Davenport, IA	I-74 Bridge replacement and removal (Federal/State of Iowa)	154.64	176.58	331.22	\$57,992,000	\$0	\$57,992,000
Bettendorf, IA / Davenport, IA	I-74 - E 53rd St. to Middle Rd. (Various Ramp Locations): Pavement rehab (State of Iowa)	3.36	3.84	7.20	\$1,261,000	\$0	\$1,261,000
Blue Grass, IA	Facility Plan - Engineering ref: Lagoon discharge reconstruction	0.06	0.07	0.12	\$21,500	\$0	\$21,500
Cordova, IL	Construct and/or improve sidewalks	0.27	0.30	0.57	\$100,000	\$0	\$100,000
Cordova, IL	Rivers Edge landscape beautification	0.12	0.14	0.27	\$46,500	\$0	\$46,500
Cordova, IL	Upgrade sewer lift stations	0.13	0.15	0.29	\$50,000	\$0	\$50,000
Cordova, IL	200 ft of water and sewer main extension	0.20	0.23	0.43	\$75,000	\$0	\$75,000
Cordova, IL	Lakota Plan, Phase 2: parking, sidewalks, peninsula rip rap, boat ramp	0.48	0.55	1.03	\$180,000	\$0	\$180,000
Davenport, IA	53rd St reconstruction and widening, Phase 1	16.73	19.11	35.84	\$6,274,672	\$0	\$6,274,672
Davenport, IA	400 River: Luxury condominiums	56.00	63.94	119.94	\$21,000,000	\$21,000,000	\$0
Davenport, IA	1930's riverfront interceptor disconnection	28.00	31.97	59.97	\$10,500,000	\$0	\$10,500,000
Davenport, IA	Howard Johnson site: Demolition and redevelopment	66.66	76.12	142.79	\$25,000,000	\$20,000,000	\$5,000,000
Davenport, IA	Merge Urban Living Apartments - 60 units	21.49	24.54	46.03	\$8,060,000	\$8,000,000	\$60,000
Davenport, IA	River Heritage Park	2.67	3.04	5.71	\$1,000,000	\$0	\$1,000,000



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Davenport, IA	The Reserve Apartments - 196 units	53.33	60.90	114.23	\$20,000,000	\$20,000,000	\$0
Davenport, IA	Veterans Memorial Roadway Expansion, Phase 3	14.32	16.35	30.67	\$5,370,000	\$0	\$5,370,000
Davenport, IA	Water pollution control plant	23.47	26.80	50.26	\$8,800,000	\$0	\$8,800,000
Davenport, IA	I-80 - IA 130: Bridge deck overlay (State of Iowa)	2.47	2.82	5.28	\$925,000	\$0	\$925,000
Davenport, IA	US 6 - Brady St. to Elmore Ave.: Pavement rehab (State of Iowa)	6.13	7.00	13.14	\$2,300,000	\$0	\$2,300,000
Davenport, IA	IA 461 - Central Park Ave. to 35th St.: Pavement rehab (State of Iowa)	2.40	2.74	5.14	\$900,000	\$0	\$900,000
Davenport, IA	IA 461 - N of 65th St.: Grade and pave	0.80	0.91	1.71	\$300,000	\$0	\$300,000
Davenport, IA	Veterans Memorial Parkway - Jersey Ridge Rd. to Elmore Ave.: Reconstruction with addition of a roundabout at Jersey Ridge Rd. (Federal/Local)	10.07	11.50	21.57	\$3,777,200	\$0	\$3,777,200
Davenport, IA	Goose Creek Trail (Phase II) - Brady St. to 53rd St.: Right of way, grade, and pave (Federal/Local)	3.79	4.33	8.12	\$1,422,466	\$0	\$1,422,466
Davenport, IA	Division St. - Duck Creek: Bridge rehab (Federal/Local)	2.00	2.28	4.28	\$750,000	\$0	\$750,000
East Moline, IL / Silvis, IL	American Discovery Trail, Phase I: Construct 7-mile trail segment to connect the American Discovery Trail and the Mississippi River Trail. Will also close a gap in the Grand Illinois Trail	10.30	11.76	22.06	\$3,862,922	\$0	\$3,862,922
East Moline, IL	The Bend Development: Mixed-use development to include 2 hotels, residential housing, commercial businesses	293.32	334.94	628.26	\$110,000,000	\$100,000,000	\$10,000,000
East Moline, IL	Stop's Showroom: New restaurant and bar	1.73	1.97	3.70	\$647,000	\$647,000	\$161,750
East Moline, IL	Carpenter's Union Training Facility	32.00	36.54	68.54	\$12,000,000	\$10,000,000	\$2,000,000
Eldridge, IA	First St. intersection	9.87	11.27	21.13	\$3,700,000	\$0	\$3,700,000
Eldridge, IA	East LeClaire Recreation Trail	1.60	1.83	3.43	\$600,000	\$0	\$600,000
Eldridge, IA	YMCA	37.33	42.63	79.96	\$14,000,000	\$1,000,000	\$13,000,000
Eldridge, IA	Soccer Field Construction	0.80	0.91	1.71	\$300,000	\$0	\$300,000
Eldridge, IA	Sheridan Meadows Park Improvements	0.32	0.37	0.69	\$120,000	\$0	\$120,000
Galva, IL	Wiley Park: Stage	0.71	0.81	1.51	\$265,000	\$110,000	\$155,000
Galva, IL	Reconstruction of James B. Young Rd	0.53	0.61	1.14	\$200,000	\$0	\$200,000

## Appendix D – Underway Projects



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Geneseo, IL	Water and sewer main replacement and repair along N. State Street	1.32	1.51	2.83	\$495,000	\$0	\$495,000
Geneseo, IL	Wastewater treatment plant improvements	28.00	31.97	59.97	\$10,500,000	\$0	\$10,500,000
Geneseo, IL	Ash Dr lift station replacement	1.07	1.22	2.28	\$400,000	\$0	\$400,000
Henry County, IL	Avangrid wind farm near Annawan	479.98	548.09	1028.07	\$180,000,000	TBD	TBD
Henry County, IL	70 MW solar farm near Kewanee	339.72	387.92	727.64	\$127,400,000	TBD	TBD
Keithsburg, IL	Riverside campground addition	0.05	0.05	0.10	\$17,379	\$15,400	\$1,979
Kewanee, IL	Arby's	4.80	5.48	10.28	\$1,800,000	\$1,700,000	\$100,000
LeClaire, IA	Huckleberry Park: Pickleball courts, dog park, walking path, bioswale, and parking	0.91	1.04	1.94	\$340,000	\$0	\$340,000
LeClaire, IA	Rec Center: Improvements and replace roof	0.24	0.27	0.51	\$90,000	\$0	\$90,000
LeClaire, IA	Street Maintenance	2.67	3.04	5.71	\$1,000,000	\$0	\$1,000,000
LeClaire, IA	Valley Dr.: Reconstruction "slide area-drainage"	0.27	0.30	0.57	\$100,000	\$0	\$100,000
LeClaire, IA	I-80 - Mississippi River: Traffic signs (State of Iowa)	0.27	0.30	0.57	\$100,000	\$0	\$100,000
Moline, IL	6th Ave Town Homes	23.92	27.32	51.24	\$8,971,000	\$7,971,000	\$1,000,000
Moline, IL	M&W commercial/retail building: John Deere Rd and 41st St	5.33	6.09	11.42	\$2,000,000	\$2,000,000	\$0
Moline, IL	Passenger rail station: Improvements to Centre Station to accommodate passenger rail service	3.89	4.45	8.34	\$1,460,000	\$0	\$1,460,000
Moline, IL	River to River: Multiuse trail that will connect the Mississippi River and the Rock River trail systems	6.45	7.37	13.82	\$2,420,000	\$450,000	\$1,970,000
Moline, IL	Riverside Park District	5.33	6.09	11.42	\$2,000,000	\$0	\$2,000,000
Moline, IL	South Airport Regional Utility Plan/Serve neighboring communities with wholesale water	13.33	15.22	28.56	\$5,000,000	\$0	\$5,000,000
Moline, IL	17th St W of new I-74 ROW south connection to existing trail: trail construction	3.20	3.65	6.85	\$1,200,000	\$0	\$1,200,000
Moline, IL	Water and sewer infrastructure: Replacement of selected water/sewer mains and dead end problem, city-wide	6.28	7.17	13.45	\$2,355,000	\$0	\$2,355,000
Moline, IL	Trapkus Build Townhomes	6.37	7.28	13.65	\$2,390,000	\$0	\$2,390,000
Orion, IL	7th St reconstruction	1.60	1.82	3.42	\$598,548	\$0	\$598,548
Orion, IL	11th Ave watermain replacement	0.80	0.91	1.71	\$300,000	\$0	\$300,000



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Orion, IL	Love Park parking lot	0.40	0.46	0.86	\$150,000	\$0	\$150,000
Port Byron, IL	IL-84 sidewalk improvements	6.20	7.08	13.28	\$2,325,000	\$0	\$2,325,000
Port Byron, IL	IL-84 water main replacement	3.15	3.59	6.74	\$1,180,000	\$0	\$1,180,000
Port Byron, IL	Downtown streetscape	11.50	13.14	24.64	\$4,314,000	\$0	\$4,314,000
Princeton, IA	River Dr street/sewer improvements	6.67	7.61	14.28	\$2,500,000	\$0	\$2,500,000
Princeton, IA	Bike trail Hwy 67 and through Princeton	5.33	6.09	11.42	\$2,000,000	\$0	\$2,000,000
Princeton, IA	Back-up water well	1.71	1.95	3.66	\$640,000	\$0	\$640,000
Princeton, IA	Residential street resurfacing, city-wide	13.33	15.22	28.56	\$5,000,000	\$0	\$5,000,000
Rock Island, IL	Heather Ridge Rehabilitation: Income qualified housing renovation	77.33	88.30	165.63	\$29,000,000	\$26,500,000	\$2,500,000
Rock Island, IL	Century Woods Rehabilitation: Income qualified housing renovation	32.00	36.54	68.54	\$12,000,000	\$9,500,000	\$2,500,000
Rock Island, IL	YWCA QC Rebuild IL Shovel Ready Sites Program	1.78	2.03	3.81	\$667,500	\$70,000	\$597,500
Rock Island County, IL/Scott County, IA	Emergency communications improvements	21.60	24.66	46.26	\$8,100,000	\$0	\$8,100,000
Scott County, IA	Scott County Administration Center window replacement and building reclad project	3.77	4.30	8.07	\$1,413,203	\$0	\$1,413,203
Silvis, IL	Avenue of the Cities multi-use trail	TBD	TBD	TBD	TBD	TBD	TBD
Viola, IL	Downtown redevelopment	6.67	7.61	14.28	\$2,500,000	\$0	\$2,500,000
Walcott, IA	Downey St water main improvements	0.35	0.40	0.74	\$130,082	\$0	\$130,082
Walcott, IA	Water main improvements - James St & Downey St	0.52	0.59	1.10	\$193,457	\$0	\$193,457
Walcott, IA	City Hall parking lot	0.23	0.26	0.49	\$86,216	\$0	\$86,216
Wilton, IA	3rd and 5th St projects	3.20	3.65	6.85	\$1,200,000	\$0	\$1,200,000
Wilton, IA	New well, shutting down/capping old well	0.67	0.76	1.43	\$250,000	\$0	\$250,000
Wilton, IA	Water plant electric upgrades	0.13	0.15	0.29	\$50,000	\$0	\$50,000
Windsor, IL	Community-wide sewer system	17.53	20.02	37.55	\$6,575,000	\$0	\$6,575,000
Woodhull, IL	Install 8" force main from east lift station to WWTP	0.53	0.61	1.14	\$200,000	\$0	\$200,000



# Planned Projects

Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Alpha, IL	Sewer infiltration repair and lagoon renovation	13.33	15.22	28.56	\$5,000,000	\$0	\$5,000,000
Andalusia, IL	Left descending Bank Hills Creek rehab	2.67	3.04	5.71	\$1,000,000		\$193,000
Atkinson, IL	Infrastructure to develop business area	13.33	15.22	28.56	\$5,000,000	\$0	\$5,000,000
Atkinson, IL	IL-6 truck turn lanes and water main relocation	10.13	11.57	21.70	\$3,800,000	\$0	\$3,800,000
Atkinson, IL	Sanitary sewer inflow and infiltrating repairs	1.87	2.13	4.00	\$700,000	\$0	\$700,000
Atkinson, IL	Downtown ADA accessibility improvements	0.48	0.55	1.03	\$180,000	\$0	\$180,000
Atkinson, IL	New park shelter and bathrooms	0.74	0.84	1.58	\$276,000	\$0	\$276,000
Bettendorf, IA	23rd Street overpass	20.00	22.84	42.84	\$7,500,000	TBD	TBD
Blue Grass, IA	Baseball field fence	0.05	0.06	0.11	\$19,925	TBD	\$1,993
Blue Grass, IA	N Oak Lane Safety Trail/ER Access Road to Elem. School	0.82	0.94	1.76	\$308,310	TBD	TBD
Buffalo, IA	Mississippi River Trail extension to YMCA Camp Abe Lincoln	TBD	TBD	TBD	TBD	TBD	TBD
Buffalo, IA	Hwy 22 - Dodge St. to Elm St.: Streetscaping	TBD	TBD	TBD	TBD	TBD	TBD
Cambridge, IL	Televiser and reline sewer lines and replace 1 to 2 sewer hats	0.11	0.12	0.23	\$40,000	\$0	\$40,000
Cambridge, IL	Sewage treatment plant rehabilitation engineering assessment	0.06	0.06	0.12	\$21,000	\$0	\$21,000
Cambridge, IL	Addition of more sidewalks at College Square Park	0.08	0.09	0.17	\$30,000	\$0	\$30,000
Cambridge, IL	Addition of 3 new downtown businesses	1.20	1.37	2.57	\$450,000	\$450,000	\$0
Cambridge, IL	Grind and repair roadway	0.21	0.24	0.46	\$80,000	\$0	\$80,000
Cambridge, IL	Water tower restoration	0.53	0.61	1.14	\$200,000	\$0	\$200,000
Cambridge, IL	Downtown façade improvements	0.05	0.06	0.11	\$20,000	\$0	\$20,000
Carbon Cliff, IL / Colona, IL	American Discovery Trail, Phase II: Construct 7-mile trail segment to connect the American Discovery Trail and the Mississippi River Trail. Will also close a gap in the Grand Illinois Trail	7.97	9.10	17.08	\$2,989,587	\$0	\$2,989,587
Carbon Cliff, IL	Water treatment plant	54.88	62.66	117.54	\$20,580,000	\$0	\$20,580,000
Carbon Cliff, IL	Mansur Avenue Bridge/Culvert	0.51	0.58	1.08	\$189,487	\$0	\$189,487



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Coal Valley, IL	Water Main Replacements (3): East 2nd St., East 22nd Ave. A, Jeremiah Road	0.56	0.64	1.19	\$208,739	\$0	\$208,739
Coal Valley, IL	Water Main Extension - Niabi Zoo Rd.: Extend to zoo and other areas	8.73	9.97	18.71	\$3,275,341	\$0	\$3,275,341
Coal Valley, IL	Multiple Street Projects	TBD	TBD	TBD	TBD	TBD	TBD
Colona, IL	IL-84/Colona Rd. - Rock River to I-80: Widen, 4 lanes, interchange reconstruction	159.19	181.78	340.98	\$59,700,000	\$0	\$59,700,000
Cordova, IL	Update fire hydrants	TBD	TBD	TBD	TBD	TBD	TBD
Cordova, IL	10th St boat ramp roadway access	0.15	0.17	0.31	\$55,000	\$0	\$55,000
Cordova, IL	2nd St roadway improvements	0.21	0.24	0.46	\$80,000	\$0	\$80,000
Cordova, IL	Other road improvements	0.40	0.46	0.86	\$150,000	\$0	\$150,000
Davenport, IA	601 Brady Street Apartments -33 units	14.75	16.85	31.60	\$5,533,000	\$5,500,000	\$33,000
Davenport, IA	Convert 3rd and 4th one-way couplet to two-way pair	4.53	5.18	9.71	\$1,700,000	\$0	\$1,700,000
Davenport, IA	Duck Creek Sewer Extension to I-280	21.33	24.36	45.69	\$8,000,000	\$0	\$8,000,000
Davenport, IA	Flood Protection Measures at Waste Water Treatment Plant	42.67	48.72	91.38	\$16,000,000	\$0	\$16,000,000
Davenport, IA	Goose Creek Phase II	3.73	4.26	8.00	\$1,400,000	\$0	\$1,400,000
Davenport, IA	Jersey Ridge Rd. - Cromwell Circle to VMP: Shared-use trail	0.48	0.55	1.03	\$180,000	\$0	\$180,000
Davenport, IA	Silver Creek Parallel Sewer to EIIC	18.67	21.31	39.98	\$7,000,000	\$0	\$7,000,000
Davenport, IA	Veterans Memorial Park construction on riverfront (Phase 2 complete, ongoing project)	1.33	1.52	2.86	\$500,000	\$0	\$500,000
Davenport, IA	Wonderbread Lofts/ commercial redevelopment	48.00	54.81	102.81	\$18,000,000	\$15,000,000	\$3,000,000
Davenport, IA	The Yard Apartments - 185 units market rate	78.89	90.08	168.97	\$29,585,000	\$29,400,000	\$185,000
East Moline, IL	Downtown Streetscaping 15th Ave (6th St - 13th St)	26.96	30.79	57.75	\$10,110,762	\$0	\$10,110,762
East Moline, IL	Downtown Parks (3)	8.28	9.45	17.73	\$3,104,324	\$0	\$3,104,324
East Moline, IL	12th Ave Streetscaping & Trail (1st St - 7th St)	19.21	21.94	41.15	\$7,205,172	\$0	\$7,205,172
East Moline, IL	Rust Belt Corner Park (7th St & 12th Ave)	11.67	13.33	25.00	\$4,377,594	\$0	\$4,377,594
East Moline, IL	Bend Blvd Streetscaping & Extension to 7th St	25.84	29.51	55.35	\$9,691,681	\$0	\$9,691,681
East Moline, IL	7th St Pedestrian Rail Crossing (At-Grade)	4.00	4.57	8.57	\$1,501,305	\$0	\$1,501,305
East Moline, IL	7th St Multi-use trail (6th Ave - 12th Ave)	1.78	2.03	3.81	\$666,543	\$0	\$666,543

## Appendix D – Planned Projects



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
East Moline, IL	Harvest Way Multi-use trail (12th Ave - Beacon Pky)	1.80	2.05	3.85	\$673,210	\$0	\$673,210
East Moline, IL	Beacon Harbor Parkway Wetland trail & overlook	1.32	1.51	2.82	\$494,581	\$0	\$494,581
East Moline, IL	Mississippi River Pier & Boat Docks (The Bend)	11.51	13.14	24.64	\$4,314,800	\$0	\$4,314,800
East Moline, IL	IL 5 Turn Lanes onto 4th Avenue and Intersection improvements	6.53	7.46	13.99	\$2,450,000	\$0	\$2,450,000
East Moline, IL	4th Avenue improvements	3.84	4.38	8.22	\$1,440,000	\$0	\$1,440,000
East Moline, IL	Great River Bicycle Trail resurfacing - Ben Butterworth Parkway to Empire Park	2.00	2.28	4.28	\$750,000	\$0	\$750,000
East Moline, IL	Water Tower: I-80/I-88 Industrial Park	7.36	8.40	15.76	\$2,760,000	\$0	\$2,760,000
East Moline, IL	I-80/I-88 Sewer: Construction of a new sewer main and lift station in support of development around the I-80/I-88 interchange	14.00	15.99	29.99	\$5,250,000	\$0	\$5,250,000
East Moline, IL	34th Ave. - Kennedy Dr. to 7th St.: Patching and overlay	1.32	1.51	2.83	\$495,000	\$0	\$495,000
East Moline, IL	Archer Dr. - 42nd Ave. to 52nd Ave.: PCC patching, sidewalks	1.39	1.58	2.97	\$520,000	\$0	\$520,000
East Moline, IL	4th Ave. - 27th St. to IL 5/92: Resurfacing, shoulders	3.35	3.82	7.17	\$1,255,000	\$0	\$1,255,000
East Moline, IL	Great River Trail - Moline Corp Limits to Campbell's Island: Resurfacing, shoulders	2.20	2.51	4.71	\$825,000	\$0	\$825,000
East Moline, IL	12th Ave. - 1st St. to 13th St.: Resurfacing, sidewalks	3.67	4.19	7.85	\$1,375,000	\$0	\$1,375,000
East Moline, IL	Great River Trail - 1st St. to Empire Park: Trail resurfacing	3.65	4.17	7.82	\$1,370,000	\$0	\$1,370,000
East Moline, IL	4th Ave. - 25th St. to IL 5: Resurfacing	4.93	5.63	10.57	\$1,850,000	\$0	\$1,850,000
East Moline, IL	12th Ave. - 1st St. to 7th St.: Resurfacing, sidewalks, streetscaping	18.20	20.78	38.98	\$6,824,016	\$0	\$6,824,016
East Moline, IL	7th St. - 15th Ave. to 12th Ave.: Resurfacing, sidewalks, streetscaping	4.00	4.57	8.57	\$1,500,698	\$0	\$1,500,698
East Moline, IL	15th Ave. - 6th St. to 13th St.: Resurfacing, sidewalks, streetscaping	26.94	30.76	57.69	\$10,101,018	\$0	\$10,101,018
Eldridge, IA	Stormwater Projects: permeable pavement alleyways, streambank restoration in Elmegreen Park, and soil quality restoration projects	2.13	2.44	4.57	\$800,000	\$0	\$800,000
Galva, IL	Acquire Property for Well #7	0.04	0.05	0.09	\$15,000	\$0	\$15,000
Galva, IL	Demolition of Dilapidated Structures	0.47	0.53	1.00	\$175,000	\$0	\$175,000



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Galva, IL	Replace Well #4 pumping equipment	0.50	0.58	1.08	\$189,000	\$0	\$189,000
Galva, IL	Expansion of Bock's Ag Repair	0.85	0.97	1.83	\$320,000	\$310,000	\$10,000
Geneseo, IL	Amtrak station: parking	7.84	8.95	16.79	\$2,940,000	\$2,304,000	\$636,000
Henry County, IL	County Highway 5 (Galva Blacktop) widening: widen shoulders and replace guard rail at 3 locations across the county	12.00	13.70	25.70	\$4,500,000	\$0	\$4,500,000
Hillsdale, IL	Sewer treatment facility bank reconstruction	2.30	2.63	4.93	\$864,004	TBD	\$216,400
Illinois Quad Cities	IL-92 Relocation, Project 1 - West Interchange at 11th St.: Construct new interchange	14.67	16.75	31.41	\$5,500,000	\$0	\$5,500,000
Illinois Quad Cities	IL-92 Relocation, Project 2 - 24th St. to 38th St.: Remove north lane	1.12	1.28	2.40	\$420,000	\$0	\$420,000
Illinois Quad Cities	IL-92 Relocation, Project 3 - 28th St. to 45th St.: 6th and 7th Ave. 2-way connect	14.36	16.40	30.76	\$5,385,000	\$0	\$5,385,000
Kewanee, IL	Abandoned Property Program: outdoor upkeep of properties	0.11	0.12	0.23	\$40,646	TBD	TBD
Kewanee, IL	Downtown sidewalks	0.13	0.15	0.29	\$50,000	\$0	\$50,000
Kewanee, IL	Stormwater improvements 4-5	0.72	0.82	1.54	\$270,000	\$0	\$270,000
Kewanee, IL	Lyle Street Improvements	2.13	2.44	4.57	\$800,000	\$0	\$800,000
Kewanee, IL	Annuil Street improvements	1.07	1.22	2.28	\$400,000	\$0	\$400,000
Kewanee, IL	Downtown Street improvements	0.53	0.61	1.14	\$200,000	\$0	\$200,000
Kewanee, IL	Sanitary sewer relining: CIPP relining of existing sanitary sewer mains Phase 5-8	1.33	1.52	2.86	\$500,500	\$0	\$500,500
Kewanee, IL	Water Tower rehabilitation Phase 2	2.13	2.44	4.57	\$800,000	\$0	\$800,000
Kewanee, IL	Rt 81 improvements	10.67	12.18	22.85	\$4,000,000	\$0	\$4,000,000
Kewanee, IL	WWTP improvements	6.13	7.00	13.14	\$2,300,000	\$0	\$2,300,000
LeClaire, IA	35th St. - Valley Dr. to Jr. High: Reconstruction	5.23	5.97	11.19	\$1,960,000	\$0	\$1,960,000
LeClaire, IA	Wisconsin St. - 26th to Jr. High: Reconstruction, with trail (15th to 35th)	6.00	6.85	12.85	\$2,249,000	\$0	\$2,249,000
LeClaire, IA	Traffic control systems replacement (3 - US 67)	0.47	0.53	1.00	\$175,000	\$0	\$175,000
LeClaire, IA	Phase II Downtown Development	13.10	14.96	28.07	\$4,914,000	\$0	\$4,914,000
LeClaire, IA	Plaza Reconstruction Project	0.47	0.53	1.00	\$175,000	\$0	\$175,000
LeClaire, IA	Cody Rd.: ADA Reconstruction	2.67	3.04	5.71	\$1,000,000	\$0	\$1,000,000
LeClaire, IA	Bridge Reconstructions (2)	5.33	6.09	11.42	\$2,000,000	\$0	\$2,000,000
LeClaire, IA	Fire Station: Roof Replacement	0.12	0.14	0.26	\$46,000	\$0	\$46,000
LeClaire, IA	WWTP Pump Replacements (2)	0.11	0.12	0.23	\$40,000	\$0	\$40,000

Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Long Grove, IA	Water treatment plant improvements	7.07	8.07	15.14	\$2,650,000	\$0	\$2,650,000
Long Grove, IA	Water tower rehabilitation	0.64	0.73	1.37	\$240,000	\$0	\$240,000
Long Grove, IA	1st St renovation	10.32	11.78	22.10	\$3,870,000	\$0	\$3,870,000
McCausland, IA	Street repairs	0.40	0.46	0.86	\$150,000	\$0	\$150,000
McCausland, IA	New roof on concessions stand	0.02	0.02	0.04	\$6,156	TBD	TBD
Moline, IL	Ave of the Cities Streetscaping, Road Diet, Pedestrian Improvements, 16th St to East Moline	26.67	30.45	57.11	\$10,000,000	\$2,000,000	\$8,000,000
Moline, IL	Railroad Quiet Zones	14.86	16.97	31.84	\$5,574,000	\$0	\$5,574,000
Moline, IL	Downtown Streetscaping (4th Ave, River Dr, 6th Ave), 12th to 19th St	8.00	9.13	17.13	\$3,000,000	\$0	\$3,000,000
Moline, IL	Fire station annex/renovation	13.07	14.92	27.99	\$4,900,000	\$0	\$4,900,000
Moline, IL	Flood & stormwater mitigation	8.16	9.32	17.48	\$3,060,000	\$0	\$3,060,000
Moline, IL	I-74 Local improvements & surplus property	26.67	30.45	57.11	\$10,000,000	\$1,000,000	\$9,000,000
Moline, IL	I-74 & John Deere Road - Phase 1 & 2 Engineering	5.60	6.39	11.99	\$2,100,000	\$0	\$2,100,000
Moline, IL	IL 92 Local improvements	49.86	56.94	106.81	\$18,700,000	\$0	\$1,870,000
Moline, IL	Southpark Area Streetscape & Drainage Plan	0.27	0.30	0.57	\$100,000	\$0	\$100,000
Moline, IL	Infrastructure South of the Airport	13.33	15.22	28.56	\$5,000,000	\$0	\$5,000,000
Moline, IL	Passenger Rail Quiet Zone	26.40	30.14	56.54	\$9,900,000	\$0	\$9,900,000
Moline, IL	Phase I & II Engineering for Airport Spec Building	1.76	2.01	3.77	\$660,000	\$0	\$660,000
Moline, IL	Spiegel Building	26.67	30.45	57.11	\$10,000,000	\$8,000,000	\$2,000,000
Moline, IL	HOA Collectors Center	48.00	54.81	102.81	\$18,000,000	TBD	TBD
Moline, IL	River to River multi-use trail, Phase II	5.68	6.49	12.17	\$2,130,720	\$0	\$2,130,720
Nichols, IA	Sewer system update	3.60	4.11	7.72	\$1,351,000	\$0	\$1,351,000
Nichols, IA	Fire Department: replace air packs and acquire brush truck (USDA grant)	TBD	TBD	TBD	TBD	TBD	TBD
Orion, IL	5th Street rehab	4.00	4.57	8.57	\$1,500,000	\$0	\$1,500,000
Orion, IL	Feasibility study for assisted living/nursing facility	1.33	1.52	2.86	\$500,000	\$0	\$500,000
Orion, IL	Community Center-Village Hall	4.00	4.57	8.57	\$1,500,000	\$750,000	\$750,000
Port Byron, IL	Downtown Mobility Enhancement	12.01	13.72	25.73	\$4,505,700	\$0	\$4,505,700
Princeton, IA	Stage lagoon	TBD	TBD	TBD	TBD	TBD	TBD
Rock Island, IL	Norcross Phase 1: Demo and cleanup	3.33	3.81	7.14	\$1,250,000	\$0	\$1,250,000
Rock Island, IL	QCIC Redevelopment, Phase 1	8.00	9.13	17.13	\$3,000,000	\$1,875,000	\$1,125,000
Rock Island, IL	Downtown Pedestrian Facilities Improvements	1.25	1.43	2.69	\$470,640	\$0	\$470,640



Location	Description	FTE Jobs Created	FTE Jobs Retained	Total FTE Jobs Impact	Total Cost	Private Investment	Public Investment
Rock Island County, IL	Co. Hwy 49 - 94th Ave. N to 150th Ave. N: Resurface and replace guardrail and culverts	4.00	4.57	8.57	\$1,500,000	\$0	\$1,500,000
Rock Island County, IL	Co. Hwy 6 - IL-84 to 221st St. N: Mill/resurface & culvert replacement	2.00	2.28	4.28	\$750,000	\$0	\$750,000
Rock Island County, IL	Co. Hwy 49 - 317th St. N and 303rd St. N: HM resurfacing, replace guardrail, replace various AR culverts	5.07	5.79	10.85	\$1,900,000	\$0	\$1,900,000
Rock Island County, IL	Co. Hwy 4 (Barstow Rd.) - RR in Barstow to Osborne (2.5 mi.): Raise grade (flood prevention)	5.33	6.09	11.42	\$2,000,000	\$0	\$2,000,000
Rock Island County, IL	Co. Hwy 52: Resurfacing, intersection improvements, drainage	4.67	5.33	10.00	\$1,750,000	\$0	\$1,750,000
Rock Island County, IL	Co. Hwy 79: Resurfacing, drainage improvements	4.00	4.57	8.57	\$1,500,000	\$0	\$1,500,000
Rock Island County, IL	Co. Hwy 16 - Rock Island/ Milan Parkway to US 150: Feasibility study	2.00	2.28	4.28	\$750,000	\$0	\$750,000
Rock Island County, IL	Co. Hwy 16 - Rock Island/ Milan Parkway to US 150: Preliminary engineering	3.33	3.81	7.14	\$1,250,000	\$0	\$1,250,000
Silvis, IL	Abandoned Property Program: Demolition and clean-up of properties (3)	0.13	0.15	0.29	\$50,000	TBD	TBD
Silvis, IL	10th St - Crosstown Ave. to 4th Ave.: Sidepath	4.77	5.44	10.21	\$1,787,310	\$0	\$1,787,310
Viola, IL	Sidewalks: new and rebuilding	0.67	0.76	1.43	\$250,000	\$0	\$250,000
Woodhull, IL	Resurfacing Pine St	0.27	0.30	0.57	\$100,000	\$0	\$100,000
Woodhull, IL	Building of SW Sixth St at W edge of Travel Plaza between building/fuel pumps & I-74 (TIF)	TBD	TBD	TBD	TBD	TBD	TBD
Woodhull, IL	60 room hotel at Travel Plaza	TBD	TBD	TBD	TBD	TBD	TBD
Woodhull, IL	Holzhaus Bar & Grill - Ice Cream Shop	TBD	TBD	TBD	TBD	TBD	TBD





## Appendix E

# Integrated Partners and Processes in the Bi-State Region

Bi-State Regional Commission, an Economic Development District (EDD), plays a key role in local economic development. Instead of having to respond to individual requests from thousands of eligible applicants at once, EDDs assist the Economic Development Agency (EDA) in establishing regional priorities for projects and investments. These multi-county or other regional planning organizations are governed by boards comprised of local elected officials and private sector representatives from cities, towns, and counties. This Comprehensive Economic Development Strategy (CEDS) is made readily accessible to the economic development, transportation, and community planning stakeholders in the region. In creating the CEDS, there is a continuing program of communication and outreach that encourages broad-based public engagement, participation, and commitment of partners. The general public, government decision makers, and business investors are able to use this document as a guide to understanding the regional economy and to improve it. The strategy takes into account and, where appropriate, incorporates other planning efforts in the community.

Changes in the local economy, industrial technology, and world trade have challenged governments in the region to take a more active role in all activities influencing community development. This enhanced role of local government underscores the need for professional technical staff to develop and implement programs designed to preserve and expand existing business as well as attract new investment. The Bi-State Regional Commission EDD has focused on providing direct assistance to the counties and communities in the region. These activities are coordinated and developed through a wide network of public and private entities throughout the region. There are a number of organizations that address the broad range of issues associated with development in the region. These contacts include the staff and elected officials of cities and counties, the Iowa Economic Development Administration (IEDA) and the Department of Commerce and Economic Opportunity (DCEO) in Illinois, Iowa and Illinois Departments of Transportation (DOT), Iowa and Illinois Departments of Natural Resources (DNR), regional transportation organiza-

tions, environmental agencies, businesses, local chambers of commerce, economic development organizations, local utility companies, small business development centers, community colleges, among others who all cooperate with one another with the goal of revitalizing the region.

Technical and advisory committees and groups assist the Bi-State Regional Commission EDD in each of its major planning efforts so that none of those efforts ignore information developed in each of their respective sectors and processes. The efforts include economic development, transportation planning, environmental planning, hazard mitigation and floodplain management, and intergovernmental forums. These committees and groups are composed of local citizens and city, county, state, and federal technical personnel, community organizations, non-profit organizations, philanthropic organizations, higher education representatives, chambers of commerce throughout the region, and private representatives concerned with daily operations affected by any plans developed. The committees and groups may be responsible for technical review and guidance of data collection and analysis, plan preparation, and/or plan review and update functions. Below is a list of some of the committees and groups the EDD staff collaborate with in addition to the CEDS Committee and the CEDS goal(s) with which the group would be most associated.

### Bi-State Regional Commission – All Goals

*Membership* – Representatives from Henry, Mercer, and Rock Island Counties, Illinois and Muscatine and Scott Counties, Iowa include 25 elected officials and 10 program representatives including housing, major industry, riverfront development, social services, diversity, loan funds.

*Function* – Provides a forum to discuss regional issues and staff to provide direct technical assistance. Consists of the Regional Planning Agency, Economic Development District, and Council of Governments. Adopts regional plans such as the Comprehensive Economic



Development Strategy and the Long Range Transportation Plan.

### **Bi-State Drug and Alcohol Testing Consortium – Goal A**

*Membership* – Membership is open to member governments and not-for-profit agencies in the Bi-State Region who must meet drug and alcohol testing requirements as a result of the 1994 Department of Transportation Federal Testing Regulations.

*Function* – Provides a forum to procure a contractor for drug and alcohol testing services to ensure compliance with federal regulation, to supervise the contractor, to address revisions to regulations, and to reduce costs for members.

### **Transportation Policy Committee – Goal C**

*Membership* – Bettendorf, Davenport, East Moline, Moline, and Rock Island, along with the smaller Iowa and Illinois Quad Cities communities in Henry, Rock Island, and Scott Counties; Chief Elected Officials; Illinois and Iowa Departments of Transportation district staff; and representative of the Rock Island County Metropolitan Mass Transit District.

Planning and research engineers from the Illinois and Iowa Federal Highway Administration division offices serve as ex-officio, non-voting members of the Transportation Policy Committee as does a planning representative from the Federal Transit Administration’s Region VII (Kansas City).

*Function* – Responsible for policy decisions and programming federally-funded roadway, transit, and trail projects. This committee is responsible for adopting the Transportation Improvement Program and approving the draft Long Range Transportation Plan for public review.

### **Transportation Technical Committee – Goal C**

*Membership* – Bettendorf, Davenport, East Moline, Moline, and Rock Island, along with the smaller Iowa and Illinois Quad Cities communities in Henry, Rock Island, and Scott Counties; planners and engineers; Illinois and Iowa Departments of Transportation district staff; and representatives of the Bettendorf and Davenport transit systems and the Rock Island County Metropolitan Mass Transit District.

Planning and research engineers from the Illinois and Iowa Federal Highway Administration division offices serve as ex-officio, non-voting members of the Transportation Technical Committee as does a planning representative from the Federal Transit Administration’s Region VII (Kansas City).

*Function* – Responsible for technical review and guidance of data collection and analysis, transportation plan preparation, review, and update, and prioritizing federally-funded roadway and transit projects. Also responsible for making recommendations to the Transportation Policy Committee.

### **Bi-State Region Air Quality Task Force – Goal I**

*Membership* – Representatives from Henry, Mercer, and Rock Island Counties, Illinois and Muscatine and Scott Counties, Iowa include local city public works and engineering officials, transit managers, county health departments, chambers of commerce representatives, economic development organizations’ staff, representatives of major industries and business, state resource agencies’ staff (IADNR, ILEPA, DOTs, IEDA, DCEO), local conservation, health and education representatives, and interested citizens.

*Function* – Provides a forum to discuss issues for maintaining National Ambient Air Quality Standards (NAAQS) attainment status through voluntary emission reduction measures; for communication between public and private entities on voluntary measures by sharing experiences and knowledge; and for encouraging and supporting individual and group voluntary measures/activities such as public education and mobile/stationary source reduction initiatives.

### **Bi-State Regional Trails Committee – Goal D, I**

*Membership* – Membership is open to jurisdictions located in the Bi-State Region to work toward the development, connectivity, and upkeep of multi-purpose trails within the Bi-State Region.

*Function* – Coordinates planning and development activities associated with the multi-purpose trails in the Bi-State Region.

### **Quad City Riverfront Council – Goal D, I**

*Membership* – Membership is open to jurisdictions located in the Bi-State Region along the riverfront to work



toward the development and connectivity of riverfront areas within the Bi-State Region.

*Function* – Coordinates planning and development activities associated with the riverfronts in the Bi-State Region.

### **Bi-State Technology and Safety Technical Advisory Group – Goal C**

*Membership* – Intelligent Transportation System (ITS) and Traffic Safety Stakeholders (engineers, public works staff, public safety officials, planners) in Bettendorf, Davenport, East Moline, Moline, and Rock Island, along with the smaller Iowa and Illinois Quad Cities communities in Henry, Rock Island, and Scott Counties; Illinois and Iowa Departments of Transportation staff; representatives of the Bettendorf and Davenport transit systems and the Rock Island County Metropolitan Mass Transit District; and planning and research engineers from the Illinois and Iowa Federal Highway Administration division offices and the Federal Transit Administration’s Region VII (Kansas City).

*Function* – Coordinates ITS and traffic safety planning and deployment activities in the Bi-State Region.

### **Bi-State Region Freight Forum – Goals C, I**

*Membership* – Multi-modal freight transportation stakeholders in both private and public sectors representing air, highway, rail, and water; community officials (engineers, public works and economic development staff, and/or planners) in the Bi-State Region; Illinois and Iowa Departments of Transportation staff; and planning and research engineers from the Illinois and Iowa Federal Highway Administration division offices.

*Function* – Coordinates multi-modal freight planning in the Bi-State Region and understands and monitors needs and issues related to physical, operational, and institutional aspects of the regional freight system to facilitate economic development.

### **Regional Transit Interest and Advisory Group – Goal D, I**

*Membership* – Membership is open to anyone interested in passenger transportation and mobility. Members represent elderly, disabled advocacy groups, resident associations, social service agencies, transit systems, or individual community members.

*Function* – Provides a forum to receive and provide public input relating to regional mobility, passenger transportation, and the public transit systems compliance plan with the Americans with Disabilities Act on an as-needed basis. The group also provides organized discussions on transportation problems affecting the special needs populations of the region. Information and meeting notices related to the *Bi-State Region Transit Development Plan (TDP)*, and transit funding selection process are provided to this group for input and suggestions. The group serves in an advisory capacity to the transportation community, as well as the Transportation Technical Committee.

### **Regional Transportation Advisory Group**

*Membership* – Membership is open to anyone interested in transportation planning and projects. Members represent private transportation providers, social service agencies that provide transportation, transit consumers, education representatives, historic societies, tourism, biking and hiking clubs, environmental groups, private businesses, chambers, and freight movers.

*Function* – Provides a forum through direct mailings and meeting notices to solicit input and examine the Transportation Improvement Plan (TIP), Long Range Transportation Plan, Bi-State Regional ITS Architecture Plan, Transportation Alternatives Set-Aside Program (TASA) projects, and Surface Transportation Block Grant (STBG) projects. This group may provide comments to the Transportation Technical and Policy Committees for their consideration at regular meetings, public hearings, or through direct requests for input.

### **Public Participation**

Public participation in the transportation planning and programming activities of the Bi-State Regional Commission is facilitated through four primary mechanisms of communication under the framework of the Public Participation Plan (See Appendix):

1. Technical and advisory committees and delegated authority groups
2. Seminars, workshops, and public meetings or hearings
3. Bi-State Regional Commission board reports, mailings, website, and other publications
4. Television, radio, print, and electronic media coverage



The public input process ensures that all citizens are given ample opportunity to be involved in the planning process regardless of race, color, national origin, economic class, or income. Further, Bi-State Regional Commission complies with Title VI and non-discrimination requirements. The Bi-State Regional Commission Title VI Program and Non-Discrimination Policy is posted on the agency website, and the Title VI public notice and complaint form are both posted in the Bi-State Regional Commission office and on its website. A Limited English Proficiency (LEP) Analysis is prepared as part of the Title VI documents for the Commission’s transportation function.

### *Seminars, Workshops, and Public Hearings*

Bi-State Regional Commission conducts and participates in seminars, workshops, webinars, public hearings, and informational meetings beyond the formal committees’ structure. Past examples have included sessions on community development, land use, public safety and hazards, air quality and climate change, energy, infrastructure, census, solid waste, sustainability/livability, community health, and transportation. Periodic functions of this nature offer the opportunity to bring in more diverse viewpoints not otherwise obtained in the formal committee structure, as well as educating and informing citizens and officials on relevant planning issues.

### *Bi-State Regional Commission EDD Report, Mailings, Website and Other Publications*

Topical publications in each of the Bi-State Regional Commission EDD’s program areas are published when needed. In addition, a monthly report on the Bi-State Regional Commission EDD’s meeting actions and activities is distributed to all member county and city elected officials following the meeting. This monthly report is posted to the Bi-State EDD website, and archived reports are on record. Further, the Bi-State Regional Commission EDD maintains a website that contains current information regarding the Bi-State Regional Commission EDD’s services/activities as well as several adopted planning documents and publications. The website is revised and expanded on an on-going basis. Just some of the committees and groups with which the EDD staffs include:

- Comprehensive Economic Development Strategy Committee
- Bi-State Drug and Alcohol Testing Consortium
- Bi-State Executive Committee
- Bi-State Finance and Personnel Committee
- Bi-State Region Air Quality Task Force
- Bi-State Regional Commission

- Bi-State Regional Trails Committee
- Bi-State Revolving Loan Fund Board
- Mercer-Muscatine Revolving Loan Fund Board
- QCIC Net Governing Board
- Quad City Riverfront Council
- Urban and Region 9 Transportation Policy Committees
- Urban and Region 9 Transportation Technical Committees

### *Television, Radio, Internet, and Print Media Coverage*

Extensive news media resources can be accessed by the Bi-State Regional Commission EDD within its five-county area. Four major television networks (ABC, CBS, NBC, and FOX) have affiliate stations located in the region. There are three public television stations, plus digital and cable TV. In addition, there are 21 radio stations, four daily newspapers, and four weekly newspapers located in the area. Many of these media sources also have websites or social media that include news and information. Local news coverage including the matters of local government is excellent within the area with a broad, diverse coverage within all sectors of the community. The visibility of the Bi-State Regional Commission EDD is enhanced with public service and public affairs programming through the cable television media. Meeting announcements and news features focusing on local government are given regular coverage. The Bi-State Regional Commission EDD also develops a Public Officials Directory for the entire five-county region providing contact information for all legislators, local elected and administrative officials, and schools serving the region.

### *Agency Responsibilities*

Local agencies, including the counties, cities, and passenger transit operators, play an important role in the transportation planning process. The staff of the Bi-State Regional Commission EDD works closely with the staffs of these local agencies in order to achieve a coordinated transportation program for the area. Local agencies are involved in every phase of the planning process by supplying data, developing alternatives, reviewing plans, and programming transportation improvements.

Representatives of the U.S. Department of Transportation and the Iowa and Illinois Departments of Transportation participate in the transportation planning process in close cooperation and/or consultation with the Bi-State Regional Commission EDD and other local agencies. This participation is both





through membership on the Transportation Policy and Technical Committees and through the technical assistance provided on a day-to-day basis through the provision of information and the review of work. Bi-State Regional Commission EDD also works cooperatively with its federal partners, Federal Highway Administration (FHWA), and Federal Transit Administration (FTA). The agency through its multi-modal transportation planning process seeks out involvement from a variety of transportation stakeholders, both public and private.

The Bi-State Regional Commission is also the Quad Cities Metropolitan Planning Organization (MPO) and has completed and abides by the following major planning documents:

- FY 2016 Bi-State Region Comprehensive Economic Development Strategy
- FY 2020 Bi-State Region Comprehensive Economic Development Strategy Progress Report
- Public Officials Directory for the Bi-State Region – January 2018
- FFY 2020-23 Transportation Improvement Program (TIP)
- FY 2020 Transportation Planning Work Program (TPWP)
- Bi-State Region Transit Development Plan – Updated 2018 (known as a Passenger Transportation Plan-PTP in Iowa and Human Services Transportation Plan – HSTP in Illinois)
- Bi-State Region Freight Plan – 2015
- Bi-State Regional Intelligent Transportation System (ITS) Architecture Plan – June 2013
- 2050 Quad Cities Long Range Transportation Plan (LRTP) – Adopted March 24, 2021
- Complete Streets Policy Statement 2008
- Public Participation Plan (PPP) – Approved Revisions/Amendments 2020
- Title VI Program and Non-Discrimination Policy – Updated 2018

In addition to these planning documents, several reports, documents, and items were completed.

- Bi-State Regional Commission EDD website updates of content, [www.bistateonline.org](http://www.bistateonline.org) including CEDS updates, RLF information and applications, transportation progress reporting, TIP revisions, LRTP progress, among other updates; news modules on the Bi-State

Regional Commission home page including grant information

- Oversight for Be Healthy QC – Food Access Meetings, Safe Routes to Schools Plans and [www.QCTrails.org](http://www.QCTrails.org) website, and oversight to updates to the [www.Greater-QCRegionData.org](http://www.Greater-QCRegionData.org) data warehouse
- *Salary and Fringe Benefit Survey for Local Governments with 10,000 Population and Below, July 2017*
- Web-gateway for Rock Island County Waste Management Agency
- Web-gateway for DOT Park and Ride sites
- Web-gateway for metro area transit systems' links, [www.gctransit.com](http://www.gctransit.com)
- 2016-17 River Crossings Bridge Restrictions schedules and public outreach
- *Transportation Model Documentation Technical Report and TAZ development documentation addendum to the 2045 Quad Cities Long Range Transportation Plan*
- *Quad Cities Congestion Management Process addendum to the 2045 Quad Cities Long Range Transportation Plan*
- *Surface Transportation Block Grant (STBG) Program Evaluation Manual, 2019*
- *Transportation Alternatives Set-Aside Program Evaluation Manual for the Quad Cities, Iowa/Illinois Metropolitan Planning Area, 2019*
- Quad Cities MPO Transportation Projects Progress Reports

### Regional Economic Diversification Summit Efforts

The purpose of a Regional Economic Diversification Summit is to:

- Strengthen relationships among federal, state, regional, local stakeholders
- Remove obstacles and expand resources for economic diversification
- Achieve optimal resource alignment
- Achieve measurable progress on priority action plans

As noted in the earlier section, the Bi-State Regional Commission already provides opportunities to address these objectives and works with other partners in the region to do so. An example of a project that was integrated includes a CEDS objective identified in the early 2000s, the Davenport Trans-



load Facility. The EDD wrote and acquired the initial grant from Iowa DOT for a Rail Grant/Loan for a rail spur to the project. The EDD worked with the city to prepare paperwork for the State of Iowa to develop matching funds for the transload facility that was used to match EDA funding for the facility.

In the development of a summit, the Bi-State EDD will work with existing partners who are planning summits on an annual and periodic basis rather than conflicting with or duplicating existing efforts. A summit will be held in each state due to the difference in funding options at the state level in Iowa and Illinois. One summit is planned in the Iowa portion of the EDD. Local county and chamber officials have identified this as a priority to complete by the end of CY 2018 and had held a similar summit five years earlier. The other summit will be held in the first half of 2019 and is an annual summit planned by the congressional district serving the Illinois portion of the EDD. In both cases, the prior summits have met all the objectives identified and have included various tracts so that meaningful information may be gleaned by each type of participant – large and small communities, private sector, higher education, and others. Both have included discussion among all type of funders – federal, state, local, private foundations, etc. Discussions with entities and offers for assistance have already begun. Each summit has been free or at a very low cost, with the Iowa summit held in a Quad Cities conference center and the Illinois summit held in the auditorium of a local college. Each have had adequate meeting rooms near the plenary session space, and each have been half-day conferences. The EDD would collaborate with each of these successful efforts, and these summits already have identified funding that will be leveraged.

#### Objective 1: Strengthen Relationships

Bi-State EDD will continue to attend regional meetings with partners to build relationships and continue to have ongoing discussions such as those identified in the attached listing of meetings monitored or staffed. The Regional Economic Diversification Summit (REDS) will provide another avenue to work with existing partners and maintain strong relationships among local, federal, and state governments; businesses; economic development organizations; and others. The tracts will provide for contact information and further follow-up on action items to maintain the relationship among key participants and potential funders, technical support, data providers, and advocates. The EDD will develop a list of follow-up contacts for ongoing regional collaboration and so that participants will be able to continue to network.

#### Objective 2: Reduce or Eliminate Administrative Obstacles and Increase Access to Additional Economic Diversification Resources

As noted earlier, each summit will offer tracts. One of these will provide information on steps for funding agencies and that program applicants can take to mitigate issues and streamline efforts for applicants to secure the necessary resources for project implementation. In some cases, this may be identifying ways to prepare projects for the various types of grants and project readiness so that projects may be realized. During these discussions, project priorities will be discussed and prior issues that have been encountered will be identified.

#### Objective 3: Optimal Resource Alignment

The agenda for each summit will include sessions on types of resources and requirements with the various funding sources. Summary information and contact information including printed and/or website resources will be provided to attendees so follow-up contacts may be made by stakeholders as they have questions. The summary information will include general guidelines commonly needed by funders and additional requirements needed for funding by federal and state funders including administrative regulations. First, logical points of contact to review project options such as the EDD, the chambers, SBDCs, are needed to outline and understand the implications and necessary administrative measures necessary to invest funds from various sources. The importance of knowing project costs would be emphasized, the eligibility requirements for various sourced will be discussed, and the use of matching funds and other resources. Typical grant rounds and expectations would be overviewed.

#### Objective 4: Achieve Measurable Progress on Priority Action Plans

Measurable progress on Priority Action Plans are noted in the Progress Toward Strategic Direction section. The status of key issues has been described, and the work of stakeholders has been shared. As needed, regional partners reach out to each other for assistance on an ongoing basis. As an example, USDA funding a sewer system in a rural community and the EDD worked with the state and HUD to acquire matching dollars for a project that is being implemented this calendar year and is listed in the CEDS as a project underway. In the summits,





partners will share information so ongoing communication and coordination may continue and results may be captured in the annual CEDS progress report that identifies job creation/retention, source of funding, and new or expanded businesses. The existing REDS efforts are demonstrated by the multi-million dollar sewer project noted above and can be further demonstrated by the CEDS Progress Report. As noted previously, the EDD collaborates with many federal, state, local governments and not-for-profits, economic development organizations, higher education institutions, and work force providers. These partners will be invited to the summits and already are part of the EDD's other planning processes. The EDD is a member of the NADO Board, UMBRA, Red Cross, and many other organizations as well as the state associations representing EDDs, COGs, and RPAs.



**REGIONAL TRANSPORTATION ADVISORY GROUP (RTAG) – Urban and Combined Area Interest  
March 2020**

ALFRED BENESCH & COMPANY	FAMILY RESOURCES INC
ALTER LOGISTICS COMPANY	FEDERAL HIGHWAY ADMIN (FHWA) – IOWA & ILLINOIS
AMALGAMATED TRANSIT UNION	FLENKER LAND ARCHITECTURE CONSULTANTS
AMENT ENGINEERING ASSOCIATES	FORWARD AIR INC
AMERICAN RED CROSS, QC CHAPTER	GREATER METROPOLITAN HOUSING AUTHORITY
ARA TRANSPORTATION	GREATER QUAD CITIES HISPANIC CHAMBER OF COMMERCE
BETTENDORF CITY ADMINISTRATOR	HAMPTON ELEMENTARY SCHOOL DISTRICT #29
BETTENDORF COMMUNITY SCHOOL DISTRICT	HANDICAPPED DEVELOPMENT CENTER
BLACK HAWK COLLEGE	HANSON PROFESSIONAL SERVICES
BUDDY BOY CAB	HDR
BURLINGTON TRAILWAYS	HILLTOP CAMPUS VILLAGE
CALIFF & HARPER	HR GREEN
CARBON CLIFF-BARSTOW SCHOOL DIST #36	HUTCHINSON ENGINEERING INC
CENTER FOR AGING SERVICES INC	IL DEPT OF COMMERCE & ECON OPPORTUNITY
COLONA GRADE SCHOOL DIST #100	IL DOT, DISTRICT #2
COMMISSION ON VETERANS AFFAIRS	ILLINOIS IOWA INDEPENDENT LIVING CENTER
COMMUNITY CARING CONFERENCE	IMEG
CONTINENTAL CEMENT	INDIANA, ILLINOIS AND IOWA FOUNDATION
DAVENPORT CITY ADMINISTRATOR	INTERSTATE RC&D
DAVENPORT COMMUNITY SCHOOL DIST #1611	INTOUCH ADULT DAY SERVICE
DAVENPORT HOUSING AUTHORITY	IOWA DEPARTMENT OF TRANSPORTATION
DEERE AND COMPANY	IOWA EAST CENTRAL T R A I N
DM&E RAILROAD	IOWA INTERSTATE RAILROAD
EAST CENTRAL INTERGOV ASSOCIATION	IOWA MOTOR TRUCK ASSOCIATION
EAST CENTRAL IA COUNCIL OF GOVERNMENTS	JOHANNES BUS SERVICE INC
EAST MOLINE CITY ADMINISTRATOR	KYLE DAY, LANE & WATERMAN
EAST MOLINE ELEMENTARY SCHOOL DIST #37	LUCKY CAB
EASTERN IOWA COMMUNITY COLLEGE	MARTIN LUTHER KING COMMUNITY CENTER
EICCD BUSINESS & INDUSTRY CENTER	MAX'S CAB COMPANY



## REGIONAL TRANSPORTATION ADVISORY GROUP (RTAG) — Cont'd

METROPOLITAN AIRPORT AUTHORITY OF ROCK ISLAND COUNTY	ROCK ISLAND COUNTY DEPARTMENT OF HUMAN SERVICES
MIDAMERICAN ENERGY COMPANY	ROCK ISLAND COUNTY EXTENSION
MILESTONES AREA AGENCY ON AGING	ROCK ISLAND COUNTY SENIOR CENTER
MISSMAN, INC.	ROCK ISLAND HOUSING AUTHORITY
MISSISSIPPI VALLEY NEIGHBORHOOD HOUSING SERVICES	ROCK ISLAND RIVER TERMINAL
MOLINE CITY ADMINISTRATOR	ROCK ISLAND TRICOUNTY CONSORTIUM
MOLINE COMMUNITY DEVELOPMENT CORP	ROCK ISLAND-MILAN SCHOOL DISTRICT #41
MOLINE HOUSING AUTHORITY	SCOTT COMMUNITY COLLEGE
MOLINE TOWNSHIP	SCOTT COUNTY ADMINISTRATOR
MOLINE-COAL VALLEY SCHOOL DISTRICT #40	SCOTT COUNTY DEPARTMENT OF HUMAN SERVICES
MSA PROFESSIONAL SERVICES, INC.	SCOTT COUNTY HISTORIC PRES SOCIETY INC
NATURAL RESOURCE CONSERVATION SERVICE (NRCS)	SE IA REGIONAL PLANNING COMMISSION
NORTH SCOTT COMMUNITY SCHOOL DIST #4784	SHERRARD COMMUNITY SCHOOL DIST #200
PLEASANT VALLEY COMMUNITY SCHOOL DIST #4784	SHIVE HATTERY INC
PROJECT NOW	SILVIS ELEMENTARY SCHOOL DISTRICT #34
QUAD CITIES CHAMBER OF COMMERCE	TRAILS FOR ILLINIOS
QUAD CITIES CONVENTION & VISITORS BUREAU	UNITED TOWNSHIP HIGH SCHOOL #30
QUAD CITY CONSERVATION ALLIANCE	U.S. FISH & WILDLIFE SERVICE
RAILS-TO-TRAILS CONSERVENCY	USDA - NRCS
RIVER ACTION, INC.	VARIOUS CITIZEN REPRESENTATIVES
RIVER BEND TRANSIT	VEENSTRA & KIMM INC
RIVER GULF GRAIN	VERA FRENCH HOUSING
RIVERDALE COMMUNITY SCHOOL DISTRICT #100	WESTERN IL AGENCY ON AGING
RIVERSTONE GROUP	WESTERN ILLINOIS UNIVERSITY
ROCK ISLAND ARSENAL	WORLD RELIEF
ROCK ISLAND CITY MANAGER	WQPT QUAD CITIES
ROCK ISLAND COUNTY ADMINISTRATOR	





# Appendix F

## Reference List

- *2045 Quad Cities Long Range Transportation Plan*
- *Aledo Main Street Association*
- *Americans for the Arts, Local Arts Index*
- *Chmura Economics & Analytics, JobsEQ*
- *Council for Community and Economic Research (C2ER), Cost of Living Index*
- *Development Association of Rock Island*
- *Davenport 10-Year Downtown Strategic Action Plan 2013*
- *Environmental Systems Resource Institute (ESRI), Community Analyst*
- *Greater Muscatine Chamber of Commerce*
- *Henry County Illinois Tourism Bureau*
- *Housing Authorities in the Bi-State Region*
- *Illinois Department of Employment Security*
- *Illinois Department of Revenue*
- *Iowa Department of Revenue*
- *Illinois/Iowa Department of Transportation*
- *Iowa Workforce Development*
- *Local governments in the Bi-State Region*
- *Muscatine Convention and Tourism Bureau*
- *National Association of Realtors*
- *Quad Cities Chamber of Commerce*
- *Quad Cities Convention & Visitors Bureau*
- *Quad-City Times Newspaper*
- *Ruhl and Ruhl Quarterly Newsletter*
- *Stats America, U.S. Economic Development Administration*
- *Target Business Analysis, Quad Cities Regional Vision Strategy*
- *The Dispatch Argus Newspaper*
- *U.S. Army Corps of Engineers*
- *U.S. Bureau of Labor Statistics*
- *U.S. Census Bureau*
- *U.S. Department of Agriculture*
- *U.S. Department of Commerce, Bureau of Economic Analysis*
- *Woods & Poole Economics, Inc.*

