



## **2016 Comprehensive Economic Development Strategy**

**Prepared by the Western Illinois Regional Council**



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# INTRODUCTION

Through the participation of many stakeholders across the six counties, a cohesive strategy for economic development has been created. The western Illinois CEDS is the result of collaboration and input from individuals and community leaders throughout the region. Four objectives have been identified that are seen as the most efficient and effective ways to grow the regional economy and promote community development. The CEDS begins with a look back at how this region has grown since the first settlers arrived and major regional events that have shaped the communities into what they are today; with this foundation of understanding the past, and through the participation of regional members, an atmosphere conducive to growth and development that will benefit the entire region can be implemented.

## Executive Summary

With the conclusion of World War II in 1945, the U.S. agriculture market saw an explosion in production the likes of which had not been seen in a century when antiquated hand-production farming techniques gave way to new engine powered production. Perhaps no area benefited more from the introduction of new farming technology than the states located in the Midwest; where the great majority of the inhabitants had already established themselves as farmers due to variables that make the region an exceptional area for production. However, by the end of the 1970s, several crises loomed on the horizon which would end the post-WWII growth period and bring new challenges to the western Illinois region.

The 2016 Comprehensive Economic Development Strategy (CEDS) for western Illinois includes the counties of Fulton, Hancock, Henderson, Knox, McDonough, and Warren. Ingenuity and resiliency in the region are as present today as they were when the first Anglo-American traders, explorers, and settlers began arriving at the end of the 18th century. While the strategies for regional growth and development have changed over the years, the resourcefulness of the early settlers has persisted throughout the decades.

The western Illinois region stretches east from the banks of the Mississippi River to the western banks of the Illinois River and its history has been greatly shaped by the water that flows through the veins of Illinois and the Midwest. Deposits of nutrient-rich silt left by the retreating glaciers allowed for the soils to grow abundant in organic matter which, along with the tenacity of the early settlers to the area, gave rise to the dominate economic driver of the region: agriculture.

Over the years, the area has diversified its economic portfolio through the inclusion of jobs in the sectors of education, healthcare, and manufacturing; however, residents of the region recognize the foundational role that agriculture has played in the past and the essential role it will continue to play in the future. This region has a large population of skilled individuals and an educated workforce as a result of career programs for high school students and the programs offered by the higher education institutions. However with the downturn in manufacturing in the region and the mechanization of agriculture, out-migration has become an ever-increasing challenge for growth and development. While optimism is an important component of any development strategy, it must be checked with the current realities of the economic landscape.

Through the participation of many stakeholders across the six counties, a cohesive strategy for economic development has been created. The western Illinois CEDS is the result of collaboration and input from individuals and community leaders throughout the region. Four objectives have been identified that are seen as the most efficient and effective ways to grow the regional economy and promote community development. The CEDS begins with a look back at how this region has grown since the first settlers arrived and major regional events that have shaped the communities into what they are today; with this foundation of understanding the past, and through the participation of regional members, an atmosphere conducive to growth and development that will benefit the entire region can be implemented.

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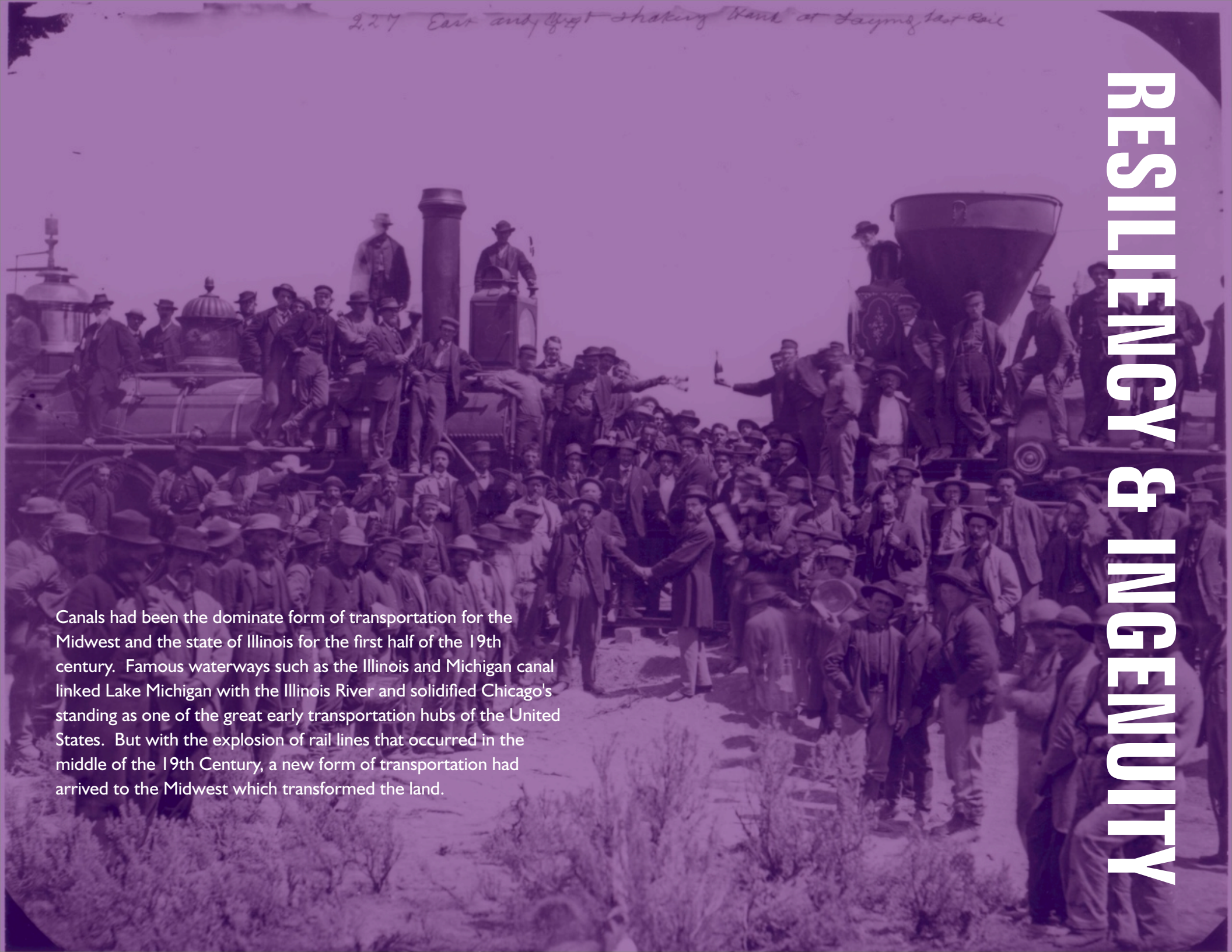
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*2.27 East and West shaking hand at laying last rail*

# RESILIENCY & INGENUITY

Canals had been the dominate form of transportation for the Midwest and the state of Illinois for the first half of the 19th century. Famous waterways such as the Illinois and Michigan canal linked Lake Michigan with the Illinois River and solidified Chicago's standing as one of the great early transportation hubs of the United States. But with the explosion of rail lines that occurred in the middle of the 19th Century, a new form of transportation had arrived to the Midwest which transformed the land.





One of the first recorded European expeditions to the western Illinois region was undertaken in the mid to late 17th century by a group led by a Jesuit priest and a fur-trader whose legacies are still seen today in cities, colleges, and state parks named after these men. Of course, the first peoples of North America had lived in nearly every corner of the continent for thousands of years; however, the new European arrivals to the region were motivated by a sense of the unknown and a sense of exploration. Jacques Marquette and Louis Joliet came to the heartland of North America with a directive from the local representative of King Louis XIV of France to explore the region for national interests of the French monarchy.<sup>1</sup> It was during this survey that the men first set foot on the land that would become the 21st state admitted to the union in 1818. While traveling north on the Illinois River, Joliet noted, "The land along the river was open prairie...beautiful, and ideal for settlement. Farmers would not have to clear the land of trees before they planted crops."<sup>2</sup>

Following the War of 1812, the region was designated as part of a Military Tract, where land was granted to veterans by the federal government. Land parcels were later sold to land speculators who in turn, sold the land to early settlers of the region. However, this early development of communities in the region was, quite-literally, on paper only. The term "paper towns" was coined to describe the towns that land speculators had laid out on paper with offerings on sales of pristine lots but this practice did not yield the flood of settlers that the speculators had anticipated. When the Panic of 1837 set in, the land speculation and "paper towns" in the western Illinois area came to an abrupt halt.<sup>3</sup>

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half of the 19th century. Famous waterways such as the Illinois and Michigan canal linked Lake Michigan with the Illinois River and solidified Chicago's standing as one of the great early transportation hubs of the United States. But with the explosion of rail lines that occurred in the middle of the 19th Century, a new form of transportation had arrived to the Midwest which transformed the land.

Two transcontinental railroads crossed the western Illinois region by 1879, which fostered the development of the agricultural potential of the region as farmers now had a means to bring their crops and livestock to both regional and national markets. Local centers of commerce developed along the rail lines, including the communities of Monmouth, Macomb, Galesburg, Canton, Carthage and Hamilton. Amtrak train service arrived in Macomb and Galesburg in 1971 and has not only given the region's residents direct access to Chicago but has also served as the mode of transportation for thousands of university students from the Chicago area who attend one of the higher education institutions in the area. With the foundation of agriculture laid, the "paper towns" that the early land speculators had planned on paper began to coalesce around these centers and the region began to see its first stable growth in population which would last for nearly 100 hundred years.

As the communities continued to grow around the transportation lines, community and regional leaders recognized the necessity of making sure that there existed opportunities for individuals to receive a quality education. The first institution of higher education in the area was established in the City of Galesburg at the end of the 1830s, then called Knox Manual Labor College and later changed to Knox College twenty years after its founding. In April 1853, Monmouth Academy (now Monmouth College) was founded by the Presbyterian Church. Both of these institutions are four-year liberal arts colleges with current enrollments of approximately 1,300 individuals each. These establishments are not the largest income





generators or employers within the communities but they are economic anchors; the growth of educational organizations correlates to the growth of the community where the college is located.

By far, the educational institution with the largest economic and social impact in the region is Western Illinois University (WIU), home of the fighting Leathernecks. Founded in Macomb in 1899 as a teacher's college and originally named Western Illinois State Normal School, WIU has grown to offer a variety of educational disciplines including doctoral degrees. The university has grown from the original building of Sherman Hall, now the administration building, to encompass a large section of the city of Macomb. The population of WIU, both student and faculty, has driven the growth of not only Macomb but also the entire region and it has come to represent a large part of the identity of the city itself. These communities know that during the academic school year, economic and social activity will spike and provide a strong economic boost to the region.

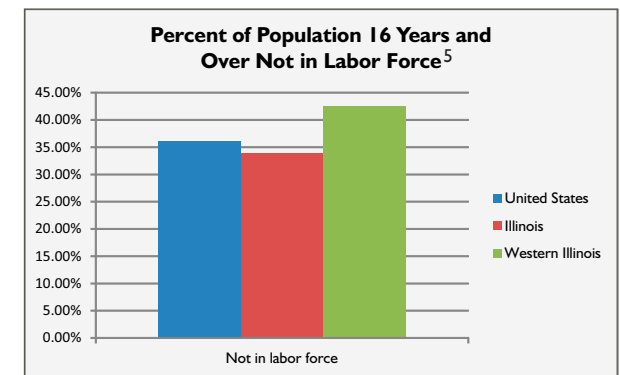
Along with the three four- year institutions mentioned above, the region is also home to two community colleges; Spoon River College (SRC) and Carl Sandburg College. SRC was founded in 1959 with the name of Canton Community College and serves as a transitional step between secondary education and university education. Spoon River College has expanded to provide educational opportunities throughout the region since its establishment over half a century ago and is comprised of its main campus located in Canton, a second campus in Macomb which opened in 1984, two learning centers, and two outreach centers. The second community college established in the region was Carl Sandburg College in Galesburg in 1966. The college provides occupational courses and continued learning opportunities; these include non-degree career courses and technical training.

In speaking to residents of the region about manufacturing, most will speak of days past when large companies throughout the area employed hundreds, if not thousands of persons. The manufacturing sector, becoming one of the focal points in national political discourse and domestic policy, has become synonymous with job creation. Understandably, communities in areas that historically have been the epicenter of manufacturing for the U.S. have been hardest hit by the recession of 2008. The western Illinois region has seen its fair share of manufacturing come and go in the last half century resulting both from old technologies giving way to newer productions and by federal trade policies.

In 2016, the region is home to several large manufacturing plants. NTN Bower and Pella Windows and Doors both have factories in Macomb that employ nearly one thousand individuals. Bushnell has been home to Vaughan & Bushnell Manufacturing which has been producing striking tools such as hammers since 1940. Monmouth is home to Smithfield Farmland Foods which has approximately 1,600 employees and just up the road in Galesburg, BNSF employs an estimated 1,200 individuals. However, alongside active manufacturing in these communities are the remnants of past businesses; businesses that brought with them hundreds of jobs and stimulated the economy before leaving for reasons ranging from higher profit margins, to regional and national economic down turns, to outdated technologies that made their production obsolete. Regional examples of major manufacturing losses include International Harvester (Canton), Maytag (Galesburg), Methode (Carthage), and King Seeley (Macomb); each had a wide range of negative impacts for both the communities and region as a whole. The communal and regional response to these closures will be discussed in the section on economic resiliency.

The 2016 CEDS introduction noted the resiliency and ingenuity of the residents, both past and present, of the

western Illinois region; perhaps no story better profiles these characteristics of western Illinois residents than the story of Forgottonia. Beginning in the 1950's, certain actions by state, federal, and private entities caused the region to lose jobs and funding for transportation improvements to better link the area to metro centers such as Kansas City and Chicago. In the 1970s, in response to these actions that overlooked the region, a few Western Illinois University students took matters into their own hands by declaring independence and seceding from the State to form their own republic, aptly named Forgottonia. The president of the republic, Neal Gamm, was quoted in a 2010 article in the McDonough County Voice that it was merely a "scheme" to bring attention to an area that had been overlooked on key infrastructure projects such as road improvements, rail services, and new interstate development.<sup>4</sup> By the time the story of Forgottonia had gone national, funding from the state and federal levels began to come into the region once again.



## WHAT IS CEDS?

CEDS stands for Comprehensive Economic Development Strategy. It is a regional plan that will foster the development of regional collaboration for all of the communities throughout the six counties. It is designed to encourage the growth of existing businesses and support the creation of new economic opportunities for business growth, employers, and potential employees.

Since the 2011 CEDS was published, the Economic Development Administration has released new guidelines and requirements including the inclusion of economic resiliency into the strategy plan. Action plans and strategies in the 2011 document are specific to each individual county and not to the region as a whole. The 2016 CEDS has been developed around two key principles: 1) all strategies and action plans are designed to strengthen the region as a whole and 2) the region's leaders must anticipate, mitigate, and positively respond to economic shocks and natural disasters.

## MISSION

The WIRC-EDD CEDS is the catalyst to address and reverse regional economic decline.

## VISION

Western Illinois is committed to the enhancement of existing regional assets and developing new innovations to expand economic and community development opportunities throughout the region; this through network partnerships and collaborations.

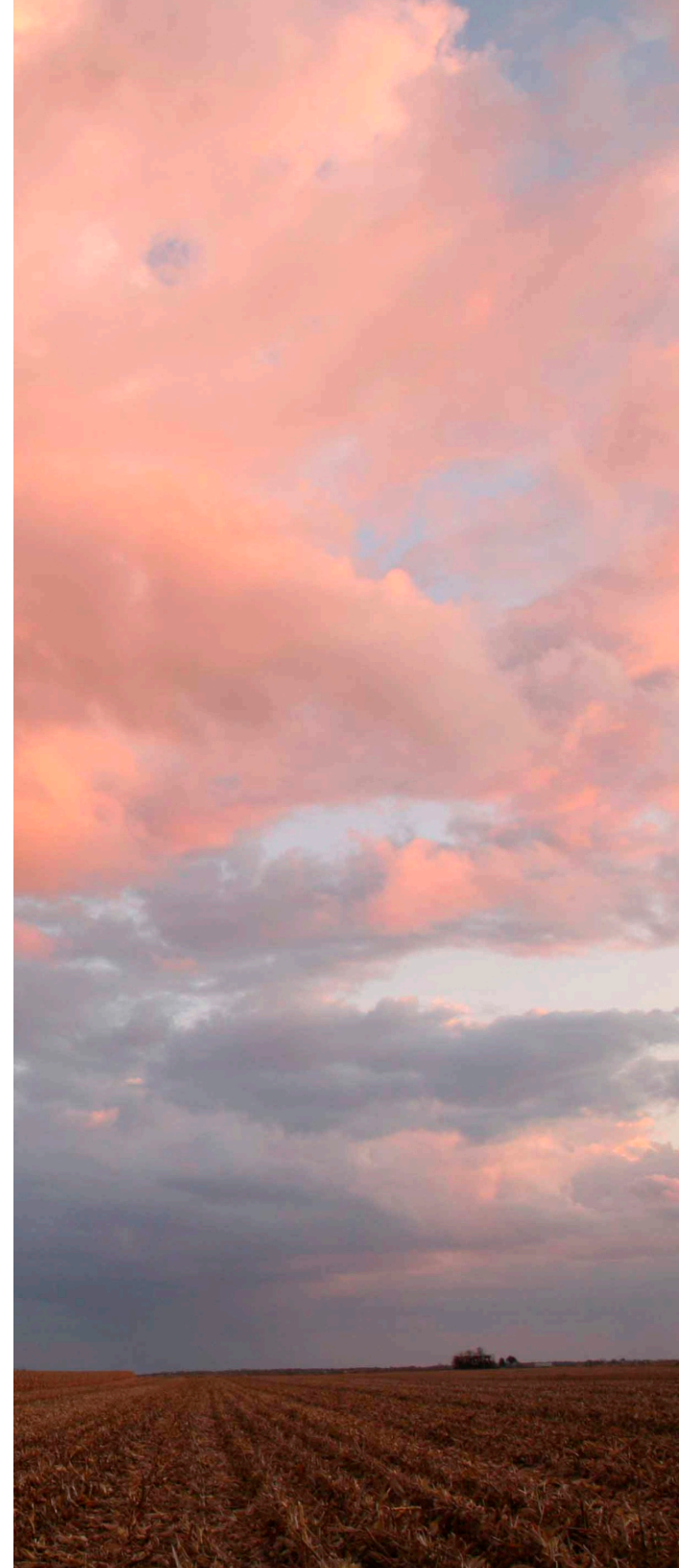


## Western Illinois Regional Council

The WIRC was established under Illinois Public Act 76-913 in 1973 to bring local units of government together to address economic and community development issues. The WIRC is governed by a fifteen-member Board of Directors elected by the full membership. The board is comprised of two-thirds elected officials and one-third other community/organizational members. The 2015-2016 Board of Directors members are listed in the Appendices.

Economic viability, reversing out-migration trends, improving transportation systems, and other needs and concerns are shared by townships, cities, and counties. Strategies to address these issues may not be achieved within the context of a single political entity, or as has been documented, attempting to secede from the state. Realistic approaches to these issues can only be found if local governmental and non-governmental units cooperate within a regional framework. The WIRC provides such a forum for collaborative discussion and mutual problem solving.

The EDA designated the WIRC in 2001 as an Economic Development District (EDD). Each of the six member counties passed resolutions to participate in the district. The Board of Directors, along with a CEDS Strategy Committee, is responsible for reviewing and updating the CEDS. The Strategy Committee has strong economic development and private sector representation and provides advice to the Board of Directors and staff concerning current economic and community development goals, objectives and strategies for the western Illinois region. The 2015-2016 CEDS Strategy Committee members are listed in the Appendices.



A group of people are gathered in a meeting room. In the foreground, a man with a beard is writing on a flipchart. Another man stands next to him, looking at the chart. In the background, several other people are seated at a table, observing the process. The room has a drop ceiling and a door in the background.

# METHODOLOGY

For the 2016 Comprehensive Economic Development Strategy (CEDS), the process was completed in a manner to allow a collective collaboration with all stakeholders in the six county region. To do this, first an online goal input survey was completed. The survey was available on the WIRC website from November 3, 2015 to December 2, 2015; however to help increase participation, WIRC extended the original end date to December 31, 2015. The survey was advertised by press releases and personal invitations. Approximately 200 personal invitations were sent to elected officials, economic developers, and private/other sector representatives. The online survey had 54 participants, giving the survey a 27 percent response rate.



## Goal Input Survey

The first question of the survey dealt with prioritizing the objectives that the Western Illinois Regional Council's 2016 CEDS should focus on for project development. The objectives listed were synopsized from the 2011 CEDS. The second question gave space to write in and rank additional objectives. The remaining four questions had the participants conducting a SWOT analysis for the six county region. A SWOT analysis is a tool used to identify, categorize, and analyze factors, both internal and external, that influence a geographic area. Strengths and weaknesses are intended to be an internal examination; whereas, threats and opportunities are intended to be an external examination. It is important to know that the different factors can cross-pollinate throughout the four categories.

## Stakeholder Meeting

To increase stakeholder involvement, a CEDS stakeholder meeting was held. Personal invitations were sent out to elected officials, community economic developers, businesses and other regional leader representatives. The stakeholder meeting was held on March 22, 2016, with a total of 50 individuals attending the meeting.

Seating arrangements were determined prior to the meeting to make sure each table of six or seven participants had a cross representation from the entire six county region. During the first portion of the meeting, members of the WIRC explained the CEDS, its development, and its importance to the region's growth. Participants were then asked to give feedback on the CEDS vision statement and regional resiliency. From the feedback received, the CEDS vision statement was developed.

“Western Illinois is committed to the enhancement of existing regional assets and the development of innovations to expand economic and community development opportunities throughout the region; this through the use of network partnerships and collaborations.”

## Resiliency Survey/Strategies

A resiliency feedback form was provided to each participant who was asked to complete the document on regional economic resiliency in which they:

1. Identified persistent economic challenges or deficiencies of the region.
2. Identified ways in which the region could react quickly when confronted with potential disruptions and challenges.
3. Identified ways in which the region has addressed past economic disruptions and natural disasters.
4. Identified the regions assets.
5. Identified ways in which the economic challenges could allow the region to reassess the local economy.

A total of 35 resiliency surveys were returned to the WIRC, giving the survey a 70 percent response rate. The idea of resiliency is very important to the CEDS document. Regional resilience is the ability for a region to anticipate, mitigate, and recover from natural disasters or unexpected economic changes through the connections in the region and surrounding area.

Next, each team table was asked to rank the top five drafted objectives as a result of the online goal-input survey and create strategies and action plans to achieve their assigned goal. Once all the participants completed the action plans, a representative from each table presented the group's action plan.

## Action Plan Survey

To allow the stakeholders to fully participate in the ranking of top objectives that should be the focus of the 2016 CEDS, staff put together a document that listed each group's action plan. Once the document was put together, a survey was created so each participant could review the document and rank each working action plan. The survey was available online from April 18, 2016 to April 29, 2016. From this survey a total of 29 participants completed the survey, giving a 62 percent response rate.

## Summary

The process of collecting data from businesses, community economic developers, leaders, other stakeholders and representatives in the region was conducted to receive collective collaboration from the entire six county region. A SWOT analysis was completed via an online survey. This allowed staff to get a better understanding of how the six county region was viewed. Staff used the information gathered from the online survey to put together ten draft objectives for participants at the stakeholder's meeting to use to generate working strategies and action plans. Participants of the stakeholder's meeting helped to develop the top action plans to be included in the CEDS. Feedback has been received and reviewed from representatives from all six counties and has been included throughout the CEDS document.

A detailed discussion of the online survey, stakeholders meeting and development of the action plans are included in Appendices/Methodology Overview.



# CALL TO ACTION

“To prosper, communities need to look ahead and plan so they can build on their local strengths and embrace the opportunities changing times will present,” was William Anderson's, President of the American Planning Association, response to the findings of a May 2014 study titled “Investing in Place<sup>6</sup>.” The 2016 Western Illinois CEDS has been completed at a time when economic uncertainty is ever-present for all residents in the state of Illinois and this uncertainty further reinforces the importance of a close examination of regional economies, current factors hindering future community growth and development, and the existing local assets that can be capitalized on to benefit growth and expansion.

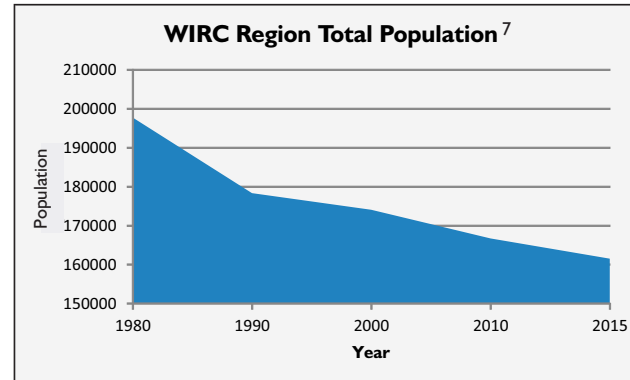


Impacts of the farming crisis in the 1980s are still being felt in the region today as the six county population continues to decline. While some age groups have seen an increase in population, notably 55-64 year olds during the 2000-2010 census collection, the over-all trend (especially in youth categories) continues to follow rural-flight migration patterns in which younger residents migrate to urban areas where there are more employment opportunities.

As of the writing of this document, the State of Illinois has been operating in the 2016 Fiscal Year without a budget, nearly one year after it was scheduled to be approved. The effects of the gridlock to pass a budget for FY16 were negligible in the first month but as the fiscal year has progressed, services and institutions that rely on state funding to carry out their basic functions have suffered from the ideological differences between the governor and state legislature. Services have been cut and employee numbers reduced, all in an effort to continue daily operations until the state will again have a budget to fund social and education institutions. There is a cautious optimism that the stalemate could come to an end soon but the effects of the budget impasse are impacting regions throughout the state, including western Illinois, and these effects will not be limited to the short-term.

## Current Challenges of the Western Illinois Region

16 percent decline in population since 1980 Census



- Youth out-migration accounts for the majority of population decline

Western Illinois University's plan to cut \$20 million in funding over two years<sup>8</sup>

- 110 non-instructional staffing cuts
- 500 employees participating in furloughs
- Unionized faculty agreeing to pay reduction

### Call to Action Opportunities

Regional collaboration through stakeholder input drives the 2016 Comprehensive Economic Development Strategy

Existence of natural disaster collaboration networks

Job openings in specialized fields<sup>9</sup>

- Potential for highly-trained and educated workforce





# STRATEGIC DIRECTION/CALL TO ACTION

The methodology for choosing the 2016 western Illinois CEDS objectives was discussed earlier in the document. The strategies and action plans below have been organized in such a way to allow for the incremental/progressional development of resources and assets in order to reach the desired objective. The findings from the stakeholder resiliency survey are imbedded in each of the objectives.

①

A Vocational and Entrepreneurial Training for Long Term Prosperity

Objectives

- focus on resiliency
- new business start ups
- also focus on succession planning
- CEO Program e.g. Cordage
- BR+E strategy focus on youth
- Can't always attract Pella, hence grow our own skills / business
- Sustainability focus on "anchor institutions"

②

A Strategies

- More regional collaboration to promote diversified CED strategies
- Specific entrepreneurship training HS/CEO, JA, Comm. Colleges, Univ.
- Collaboration between community and schools, too.
- educate business about need for BR+E and succession planning
- make better use of existing CED assets (e.g. DCCO, USDA, WIC, individual ED directors) etc.

A Strategies

- Relocation cost to recruit skilled workers to rural regions so we can grow.
- Better branding of our region → we are underappreciated as a region
- Complex issue → see connections to other goals and recognize multiple aspects of economic development.
- More welcoming to diverse (ethnic, race, linguistic, etc.) communities to grow population and labor force.



Employment was identified as one of the top persistent economic challenges in the region and businesses were identified as the top regional asset as a mechanism to address regional shocks. With this in mind, Objective One focuses on the development of the regional workforce that will be ready for employment at existing and new businesses.



## Education

### OBJECTIVE ONE

Provide high quality and innovative workforce vocational, entrepreneurship and apprenticeship education and training opportunities that make the region attractive for business startups and expansions.

#### Strategy 1

**Develop an environment in local communities for small businesses to thrive and conducive to business startups.**

- Action Plan 1.** Encourage local communities and economic development committees to better support potential and current small business owners.
- Action Plan 2.** Create a database of possible funding resources.
- Action Plan 3.** Identify potential sites for small business startups within the region.

#### Strategy 2

**Promote an educational foundation in the area of entrepreneurship.**

- Action Plan 1.** Develop collaborations with resources, colleges, universities, etc., for local schools to establish youth entrepreneurship opportunities and training. Concentrated Employment Program (CEP) and local Employment For the Future (EFF).
- Action Plan 2.** Establish partnerships with universities and the business community, with entrepreneurial experience, to develop educational and mentoring programs.
- Action Plan 3.** Survey major employers for skill development/employee needs.
- Action Plan 4.** Establish public/private co-ops.

#### Strategy 3

**Be proactive to changing employment needs for youth, re-trainables and the general workforce.**

- Action Plan 1.** Initiate vocational training opportunities.
- Action Plan 2.** Keep abreast of statistical data for job trends in the region.
- Action Plan 3.** Research the impact of climate change on employment trends.
- Action Plan 4.** Conduct periodic job fairs including introduction to employment programs.
- Action Plan 5.** Promote a diverse population and workforce.

#### Strategy 4

**Sustain the focus on “anchor institutions”.**

- Action Plan 1.** Expand regional collaborations and partnerships to promote usage of existing and diversified community and economic development assets (e.g. DCEO, USDA, WIU, individual ED directors, communities and schools, etc.).
- Action Plan 2.** Educate business leaders about the need for succession planning and recruitment costs to bring skilled workers to rural regions such as western Illinois.
- Action Plan 3.** Develop a regional brand to market assets and expand potential for economic development.

Throughout the development of this economic plan, business has been at the forefront of all discussions involving regional growth. Expansion of business programs was identified by stakeholders as the number one mechanism to address economic shocks and as such, the focus of Objective Two is the business itself.



## Business

### OBJECTIVE TWO

The region is committed to creating economic prosperity through growing the tax and employment base.

#### Strategy 1

**Develop policies and programs that will expand regional employment.**

- Action Plan 1.** Focus on traditional business retention and expansion.
- Action Plan 2.** Market for new business attraction.

#### Strategy 2

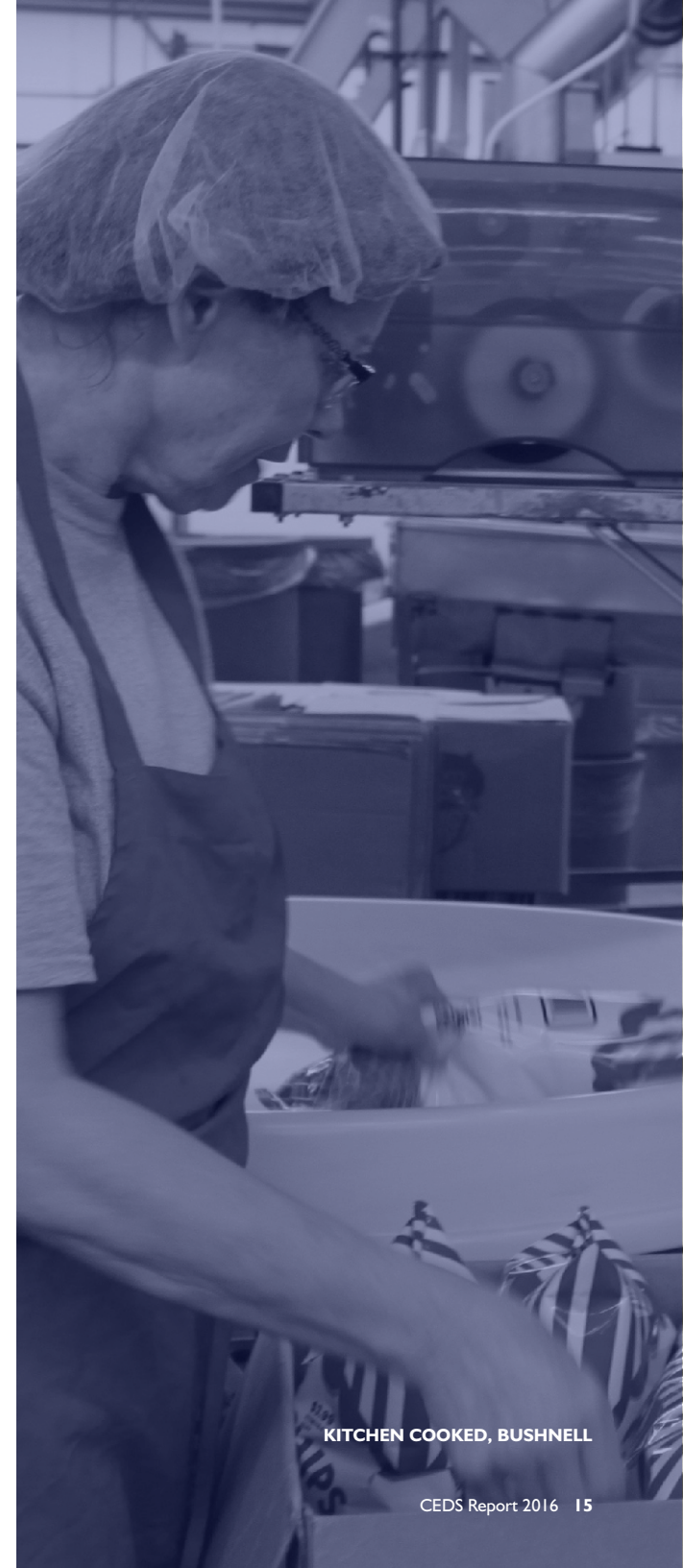
**Expand business emphasized educational opportunities.**

- Action Plan 1.** Expand workforce and entrepreneurial training programs, including career pathways for junior and senior high school students.
- Action Plan 2.** Advocate for funding for primary, secondary and higher education.
- Action Plan 3.** Advocate for increased post-secondary education financial assistance for lower income individuals.

#### Strategy 3

**Expand agricultural emphasis**

- Action Plan 1.** Develop innovative agricultural business opportunities, including value-added agriculture.
- Action Plan 2.** Conduct educational workshops to expand crop varieties (milkweed, pennycress, etc.).
- Action Plan 3.** Develop and market for agro-tourism i.e., heritage farms, outfitters, etc.



KITCHEN COOKED, BUSHNELL



Transportation infrastructure has been essential to the western Illinois region since the arrival of railroads to the region back in the late 19th century. The existing regional infrastructure was identified by stakeholders as deficient for attracting new businesses and growing the economy. As such, Objective Three aims to enhance and expand the existing transportation infrastructure.



## Transportation

### OBJECTIVE THREE

Expand western Illinois' intermodal transportation system through investment in highway and port expansions, and provide incentives for new industrial projects to locate near railroad access to enhance the region's economic growth and prosperity.

#### Strategy 1

**Organize all western Illinois transportation coalitions.**

- Action Plan 1.** Identify and prioritize “bang for the buck”.
- Action Plan 2.** Identify common needs and goals.
- Action Plan 3.** Identify additional nonprofit/government (IDOT) partners.

#### Strategy 2

**Partnership and collaboration with economic stakeholders.**

- Action Plan 1.** Identify stakeholders.
- Action Plan 2.** Establish contact group to approach businesses.
- Action Plan 3.** Organize public/private partnerships.
- Action Plan 4.** Readdress common needs and goals.

#### Strategy 3

**Increase legislative advocacy.**

- Action Plan 1.** Develop a list of legislative goals.
- Action Plan 2.** Establish budget for lobbying.
- Action Plan 3.** Hire lobby firms and organize DC trips.



Population loss, especially youth out-migration, and community profiles were identified as a persistent economic challenge for the region. The stakeholders also identified community involvement as one of the top mechanisms to address the economic shocks that will permeate throughout the region from the current State of Illinois budget impasse. Community development gives the region the opportunity to reassess its assets for economic growth and agriculture was the third most named asset after higher education and business.

**Objective Four** embraces a new field of thought for creating a resilient regional economy in trying to balance the emphasis on business development and community development.

The region's natural environment and climate are conducive to both small and large scale agricultural production. Southwestern Iowa has been showcased as a success story for the theory of “investing in place”. This quiet corner of the state has capitalized on its regional assets to promote an environment of civic engagement which has resulted in a growing economy and population.

As such, **Objective Four** aims to tap into this new approach by developing local food production.

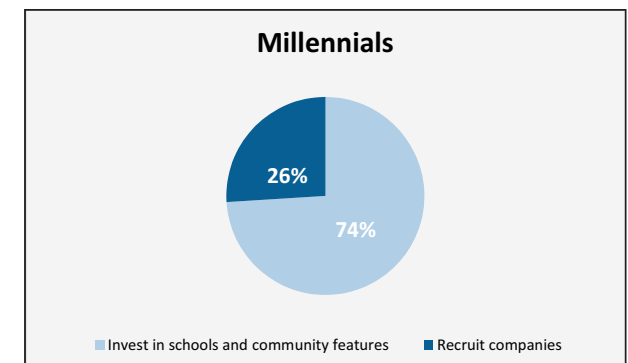
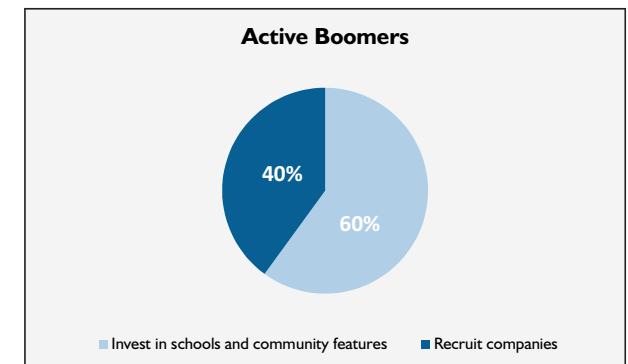
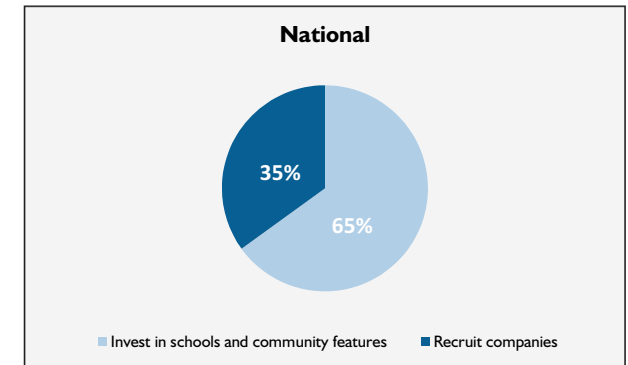


Community Development

## OBJECTIVE FOUR

Foster a vibrant rural economy driven by small, diverse, and value added farming practices.

American Planning Association statistics indicate that community development is the best way to grow the economy:<sup>9</sup>





## Strategy 1

**Promote an environment conducive to the development of Community Supported Agriculture (CSA) in regional hubs.**

- Action Plan 1.** Inventory operating CSAs in region and identify regional stakeholders.
- Action Plan 2.** Conduct case studies with existing CSAs to identify best practices to success.
- Action Plan 3.** Develop approach for implementing CSAs throughout the region.

## Strategy 2

**Sustain and grow CSAs to provide more locally grown produce and meat products.**

- Action Plan 1.** Inventory existing co-ops and find potential stakeholders in other communities or region.
- Action Plan 2.** Encourage community involvement and buy-in to local agriculture production through events such as community festivals and farmers markets to showcase local agriculture production.
- Action Plan 3.** In conjunction with community leaders, identify centralized locations to become store fronts for co-ops.

## Strategy 3

**Foster the development of business opportunities arising from the availability of local foods and community investment.**

- Action Plan 1.** Develop partnerships between co-ops, CSAs, local producers, and retail operations including restaurants and markets.
- Action Plan 2.** Create local supply chain to deliver local foods.
- Action Plan 3.** Educate local restaurants owners to advantages of using locally sourced ingredients.

## Strategy 4

**Create regional food sustainability and export surplus to other regions.**

- Action Plan 1.** Development of hydroponics and greenhouse technology to extend growing season in region.
- Action Plan 2.** Utilize WIU Department of Agriculture to develop model for building local and regional food systems.
- Action Plan 3.** Develop a regional farm to school lunch program.
- Action Plan 4.** Create a supply chain to expand outside the region.



NULL FAMILY NATURALS, BLANDINSVILLE



# REGIONAL PROJECTS







<p><b>PROJECT</b></p> <p><b>Develop Western Illinois Regional Marketing Brand</b></p> <p><b>SPONSOR</b></p> <p>Western Illinois EDD and economic development professionals</p> <p><b>DESCRIPTION</b></p> <p>Collaborative development of a unified brand to market the region new business start-ups and tourism</p> <p><b>COST ESTIMATE</b></p> <p>\$50,000</p>	<p><b>PROJECT</b></p> <p><b>Youth Entrepreneurial Programs</b></p> <p><b>SPONSOR</b></p> <p>Area high schools and WIOA</p> <p><b>DESCRIPTION</b></p> <p>Successful existing model expanded throughout region</p> <p><b>COST ESTIMATE</b></p> <p>\$25,000</p>	<p><b>PROJECT</b></p> <p><b>Four Lane Highway Expansions of Heavy Truck Traffic Routes</b></p> <p><b>SPONSOR</b></p> <p>IDOT</p> <p><b>DESCRIPTION</b></p> <p>Include highways 34, 41 and other truck routes in five year plan</p> <p><b>COST ESTIMATE</b></p> <p>\$500 million</p>	<p><b>PROJECT</b></p> <p><b>Expansion of Farm to Table Economy</b></p> <p><b>SPONSOR</b></p> <p>Local economic development professionals</p> <p><b>DESCRIPTION</b></p> <p>Local CSA marketing to schools and restaurants</p> <p><b>COST ESTIMATE</b></p> <p>\$50,000</p>	<p><b>PROJECT</b></p> <p><b>Develop Regional Vocational Training and Apprenticeship</b></p> <p><b>SPONSOR</b></p> <p>WIOA, community colleges, unions</p> <p><b>DESCRIPTION</b></p> <p>Training and apprenticeship programs for low income and displaced workers</p> <p><b>COST ESTIMATE</b></p> <p>\$100,000</p>	<p><b>PROJECT</b></p> <p><b>Regional Retention and Expansion of Existing Businesses</b></p> <p><b>SPONSOR</b></p> <p>TIF Districts, enterprise zones, SBDC, area economic development professionals</p> <p><b>DESCRIPTION</b></p> <p>Marketing of skilled workforce and benefits for business in this rural region</p> <p><b>COST ESTIMATE</b></p> <p>\$100,000</p>
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# EVALUATION MEASURES

AMTRAK TRAIN STATION, GALESBURG





## OBJECTIVE ONE

Provide high quality and innovative workforce vocational, entrepreneurship and apprenticeship education and training opportunities that make the region attractive for business startups and expansions.

### Year 1

- \* Database for funding sources complete
- \* Business site inventory complete
- \* Number of collaborative job fairs hosted

### Year 2

- \* Regional brand for marketing complete
- \* Enrollment numbers in voc-tech training
- \* Level of employment increased

## OBJECTIVE TWO

The region is committed to creating economic prosperity through growing the region's tax and employment base.

### Year 1

- \* Number of youth entrepreneurial programs established at region's schools
- \* Analysis of post-secondary education assistance available

### Year 2

- \* Number of workshops hosted on alternative crop and value added agriculture
- \* Number of agri-tourism operations established

## OBJECTIVE THREE

Expand western Illinois' intermodal transportation system through investment in highway and port expansions, and provide incentives for new industrial projects to locate near railroad access to enhance the region's economic growth and prosperity.

### Year 1

- \* Quarterly meetings of highway coalitions and economic development professionals
- \* Analysis of highway and infrastructure improvements is complete

### Year 2

- \* Regional highway improvements included in IDOT five year plan
- \* Number of infrastructure grants written and funded

## OBJECTIVE FOUR

Foster a vibrant rural economy driven by small, diverse and value added farming practices.

### Year 1

- \* Inventory of existing CSAs and stakeholders complete
- \* Number of meetings of stakeholders held

### Year 2

- \* Number of new farmer's markets established
- \* Number of local sourced school lunch programs established

*Evaluation of action plans will be conducted on an ongoing basis and per the CEDS annual progress review/report.*

## **APPENDICES**



### Western Illinois Regional Council Board of Directors

NAME	ECONOMIC INTERESTS
G. Bacon	Public official
R. Davies	Private sector
C. Gilbert	Public official
G. Hensley	Public official
M. Inman	Public official
M. Kirby	Public official
L. Lueck	Tourism
J. Nelson	Public official
J. Nightingale	Public official
G. Root	Business
J. Schell	Public Official
C. Sperry	Higher Education
B. Reichow	Agriculture
L. Trotter	Public official
K. Waters	Business

### CED Strategic Committee

NAME	AFFILIATION
T. Doran	Small Business Owner Doran Insurance
K. Waters	Chamber of Commerce Executive City of Macomb
C. Gilbert	City Council Member Nauvoo
P. Hayes	Norforge Manufacturing
D. Jacobus	Agri-business Large Farm Owner/Operator
B. Logan	Small Business Owner Baxter Winery
C. Merrett	Western Illinois University IIRA Director/Professor
M. Reyburn	Management Team Farmland Foods
B. Shoup	WIOA Executive Director



KLEINKOPF BARN 1914, COLCHESTER

## Methodology Overview

### Goal Input Survey Overview

The first question asked survey participants to prioritize the goals that the CEDS should focus on, with one being the highest. *As a result, the top four goals were as follows:*

- 1) Improve the economic well-being of the region;
- 2) Improve existing infrastructure and develop new infrastructure;
- 3) Promote and expand workforce skill development and entrepreneurship opportunities; and
- 4) Cultivate and enhance the quality of life for residents of the region.

Question two through six were all open-ended questions. Due to the length and complexity of some of the answers for each question, the responses of participants were generalized and categorized. The responses were generalized in a way so similar goals were able to fit in one allocation. Once all the responses were generalized, they were placed into categories resulting in a total of 13 categories. Some responses could not be categorized. *The 13 categories were as follows:* Agriculture, Community Development Services, Community Initiatives/Programs, Community Services/Perspective, Economy, Education, Environmental, Health Care, Housing Development, Infrastructure/Technology, Population, and Miscellaneous.

Question two asked the survey participants if there were any additional goal(s) they would like to see considered for the CEDS document. The participants were asked to write and rank any additional goals they

might have. From this question, 38 participants answered and came up with a total of 110 different goals. *The top four generalized goals were as follows:*

- 1) Infrastructure improvements;
- 2) Entrepreneur support;
- 3) Youth entrepreneur programs; and
- 4) Community inclusion.

*The top four categories were:*

- 1) Economic initiatives/programs;
- 2) Infrastructure/technology;
- 3) Community initiatives/programs; and
- 4) Economy.

Question three through six were questions that had survey users create a SWOT analysis of the area. Question three asked participants to write down the region's three biggest strengths. From this question, 46 out of the 54 participants supplied strengths for the region. The 46 participants came up with a total of 150 different strengths. *The top four generalized strengths were as follows:*

- 1) Higher education;
- 2) Agriculture;
- 3) Natural resources; and
- 4) Public school system.

*The top four categories were:*

- 1) Education;
- 2) Environment;
- 3) Population; and
- 4) Community services and perspective.

Question four asked participants to write down the region's three biggest weaknesses. From this question, 45 out of 54 participants supplied weaknesses for the region. The 45 participants came up with a total of 157 different weaknesses. *The top four generalized weaknesses were as follows:*

- 1) Deteriorating infrastructure;
- 2) Inadequate highway system;
- 3) Lack of meaningful jobs; and
- 4) Inadequate telecommunication.

*The top four categories were:*

- 1) Infrastructure and technology;
- 2) Economy;
- 3) Population; and
- 4) Community development services.

Question five asked participants to write down the region's three biggest opportunities. From this question, 38 out of 54 participants supplied opportunities for the region. The 38 participants came up with a total of 128 different opportunities.



*The top four generalized opportunities were as follows:*

- 1) Universities and colleges;
- 2) Promote tourism;
- 3) Workforce development; and
- 4) A three way tie for:  
entrepreneurship programs, promote natural resources, and volunteerism.

*The top four categories were:*

- 1) Community services and perspective;
- 2) Community initiatives and programs;
- 3) Infrastructure and technology; and
- 4) Education.

Lastly, question six asked participants to write down the region's three biggest threats. From this question, 41 out of 54 participants supplied threats for the region. The 41 participants came up with a total of 120 different threats.

*The top four generalized threats were as follows:*

- 1) Population loss;
- 2) the State budget;
- 3) No funding; and
- 4) Economic climate impact on support to colleges and universities.

*The top four categories were:*

- 1) Population;
- 2) Community development services;
- 3) Economy; and
- 4) Economic initiatives and programs.

### **CEDS Stakeholder's Meeting**

As mentioned in the Methodology section, the purpose of the CEDS Stakeholders Meeting was to collaborate with local leaders to receive feedback and create working action plans. There were two feedback forms provided at the meeting focusing on the vision statement and resiliency. Five vision statement feedback forms were returned to staff. From this input, the Vision Statement was tweaked and a final draft developed. Below are the original and revised vision statements.

#### **Original Vision Statement**

*Western Illinois is committed to the enhancement of existing regional assets and developing new innovations to expand economic and community development opportunities throughout the region; this through network partnerships and collaborations.*

#### **Revised Vision Statement**

*Western Illinois is committed to the enhancement of existing regional assets and the development of innovations to expand economic and community development opportunities throughout the region; this through the use of network partnerships and collaborations.*

The resiliency feedback form received a higher rate of return with 35 surveys completed, giving the survey a 70 percent response rate. Regional resiliency identifies regional weak spots, mechanisms to address shocks from potential disruptions and challenges, early warning tools, regional assets, and opportunities to reassess the local regional economy.

From the regional resiliency survey, participants identified the top two weak spots as employment (lack of job opportunities, manufacturing jobs, and vocational training) and demographics (aging population, out-migration, and lack of community branding and amenities to encourage relocation). The top two identified mechanisms to address shocks were expansion of business programs (workforce training, job fairs, and youth entrepreneurship programs) and community involvement (local government, local non-profits and religious institutions). The top two identified for early warning tools were boosting program services (assisting displaced works, providing workforce training, and entrepreneur mentorship) and rapid response group/official plan (have a plan ready and established, coordinate resources for response, and model after successful case studies). The top two regional assets determined were business (educated workforce, manufacturing and other large employers) and higher education (Western Illinois University, small private liberal arts colleges, and local community colleges). Lastly, the top two opportunities to reassess the regional economy were community development (expanding healthcare and promoting the area as a retirement community) and business (as job creation, skill training, survey local employer's needs, and encourage entrepreneurship).

Below is the list of the drafted goals that stakeholders ranked and were used to create working action plans during the remaining time of the Stakeholder's Meeting.

- A. Provide high quality vocational and entrepreneurship education and opportunities that prepare our youth to enter the local workforce to advance long-term growth and prosperity in the western Illinois region.
- B. Make the region an attractive place for small business startups through innovative programs and an enriched workforce.
- C. Foster a vibrant rural economy driven by small, diverse, and value added farming practices.
- D. The region is committed to creating economic prosperity through growing its tax and employment base.
- E. Create a better tomorrow for the region's population through infrastructure improvements and the investment in renewable energy.
- F. Expand western Illinois' intermodal transportation system through investment in highway and port expansions, and provide incentives for new industrial projects to locate near railroad access to enhance the region's economic growth and prosperity.
- G. Capitalize on the natural environment and historic heritage to increase the quality of life of the local residents and market the region for economic growth.
- H. Provide housing and aesthetically pleasing neighborhoods through blight reduction and the expansion in the availability of affordable housing.

- I. Provide a highly trained workforce to current and future employers by providing training and apprenticeships for potential employees in new techniques, technologies, and understaffed areas in the workforce.

- J. Reduce population loss by \_\_\_\_\_% per the 2020 Census.

Once each group ranked the 10 goals, each table was assigned one of the top goals to complete a working action plan. When assigning tables with goals, it worked out that each group received its top or second goal, with only one goal being covered by two groups. To help show participants how to organize and complete a working action plan, WIRC staff developed an example to follow per Goal C above. Below is a list of each goal that the different tables developed to create a working action plan.

Table	Goal	Rank
1	B	1 <sup>st</sup>
2	B	1 <sup>st</sup>
3	I	1 <sup>st</sup>
4	H	2 <sup>nd</sup>
5	A	1 <sup>st</sup>
6	D	1 <sup>st</sup>
7	E	2 <sup>nd</sup>
8	F	1 <sup>st</sup>

Each group was given the remaining time to create and present their working action plan. At the end of the meeting, WIRC staff informed the group participants that all the working action plans would be compiled into one document so the stakeholders could review each action plan and rank them by a specified date.

### Action Plan Survey

The action plan survey was created so all participants from the CEDS Stakeholders Meeting would be able to review and rank each action plan developed by the different tables and WIRC staff. The invitation and link to complete the survey were emailed to all participants of the CEDS

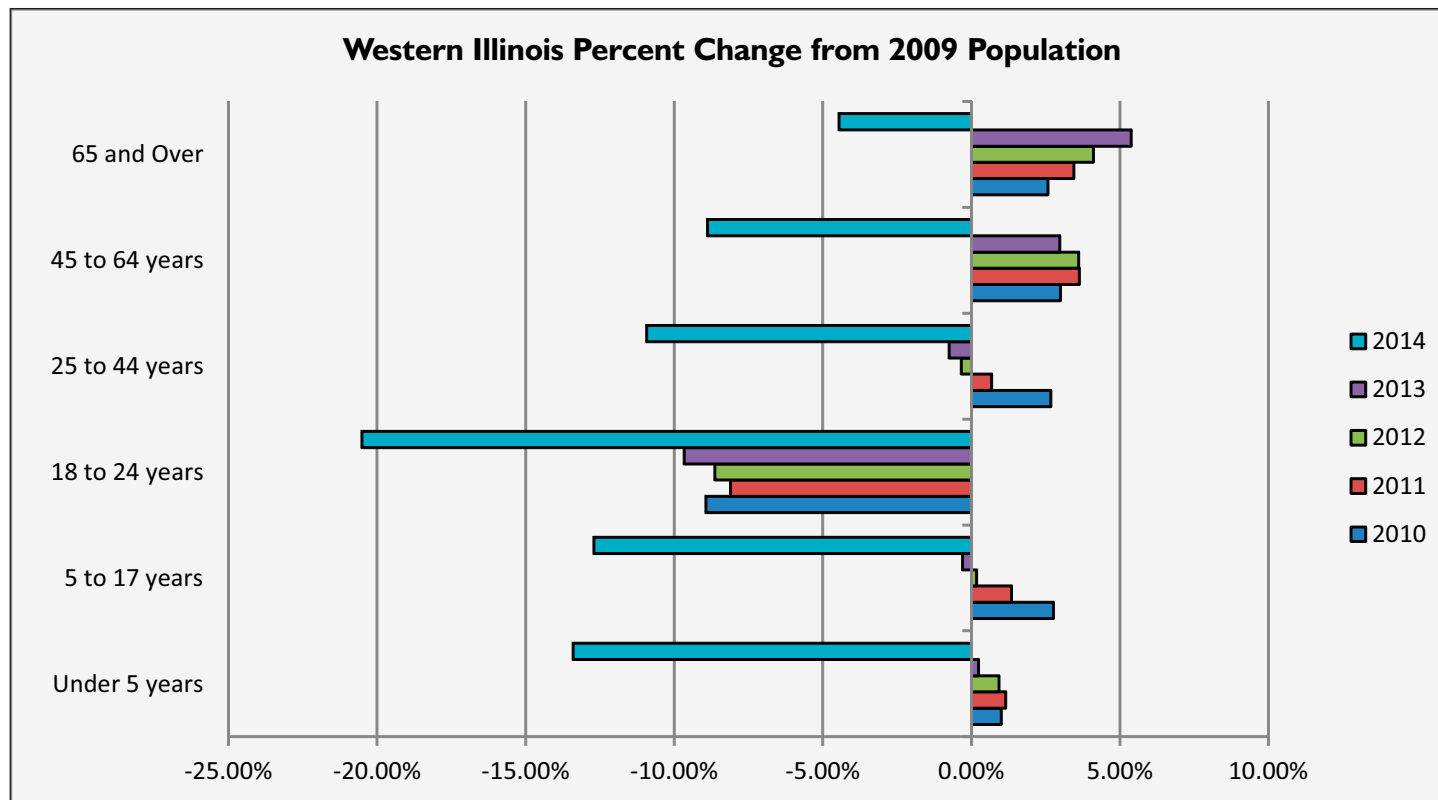
Stakeholders Meeting. Out of the 50 participants, a total of 29 completed the Action Plan Survey, giving the survey a 62 percent response rate.

Below are the results from the Action Plan Survey with one being the highest. Since the top three Action Plans were similar in nature, WIRC staff decided to combine the top three: Action Plan A, B, and H. With the combination of the top three, WIRC was able to include three more of the top goals ranked in the survey: Action Plan D, F, and C. The combination of action plans can be found in Strategic Direction.

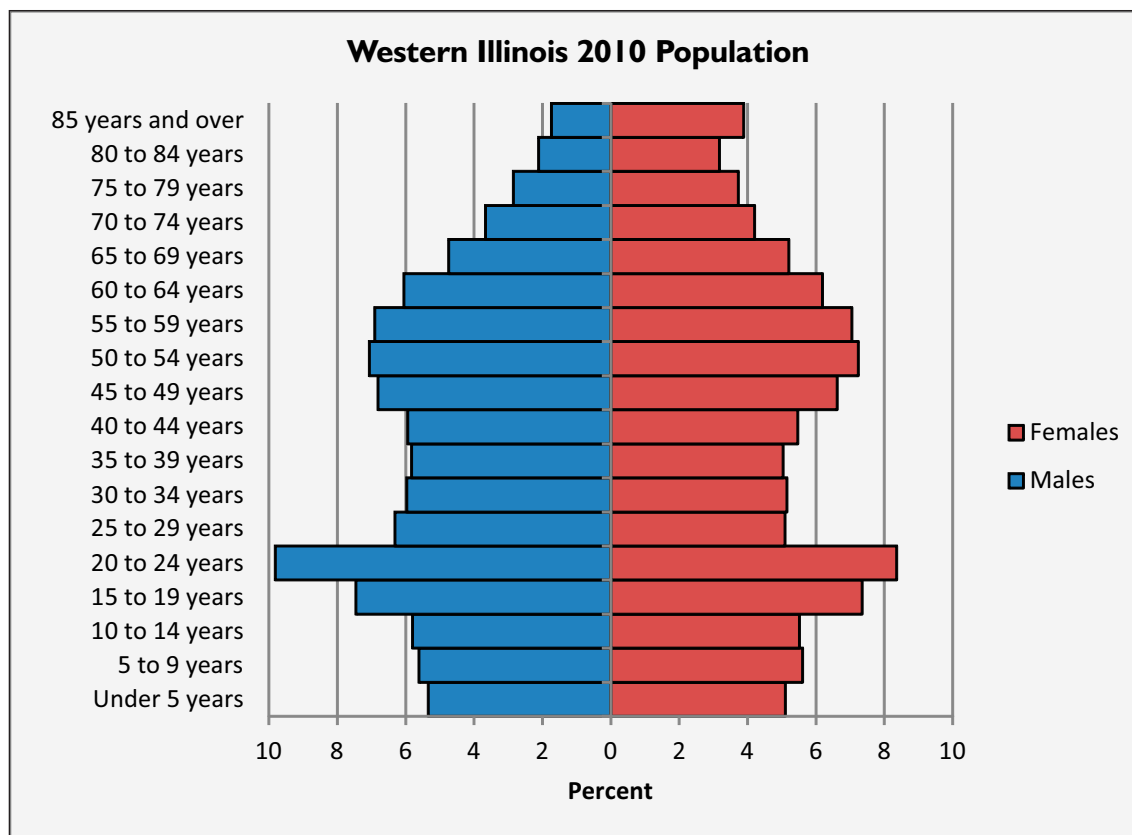
Action Plan	Ranking Score	Order	Action Plan	Ranking Score	Order
A	2.1	1	E	4.5	7
B	2.3	2	F	4.0	5
C	4.1	6	G	4.8	8
D	3.4	4	H	3.1	3



## DEMOGRAPHIC DATA



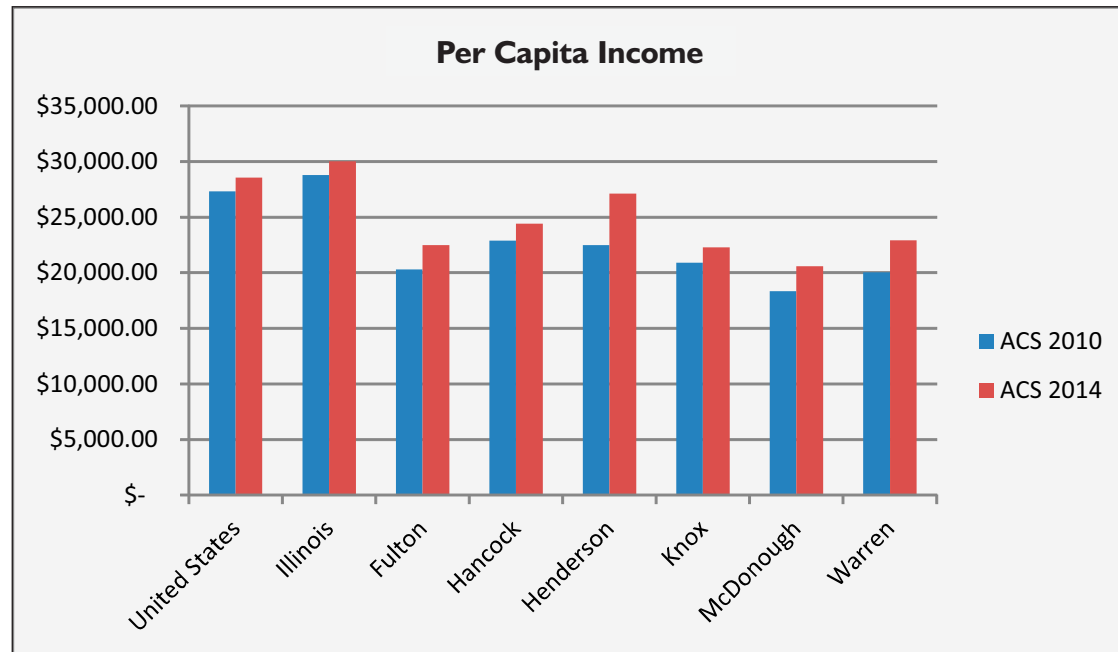
Source: U.S. Census Bureau, 2005-2009, 2006-2010, 2007-2011, 2009-2013, 2010-2014 American Survey, B01001: Sex by Age



Source: U.S. Census Bureau, 2010 Decennial Census, Summary File 2

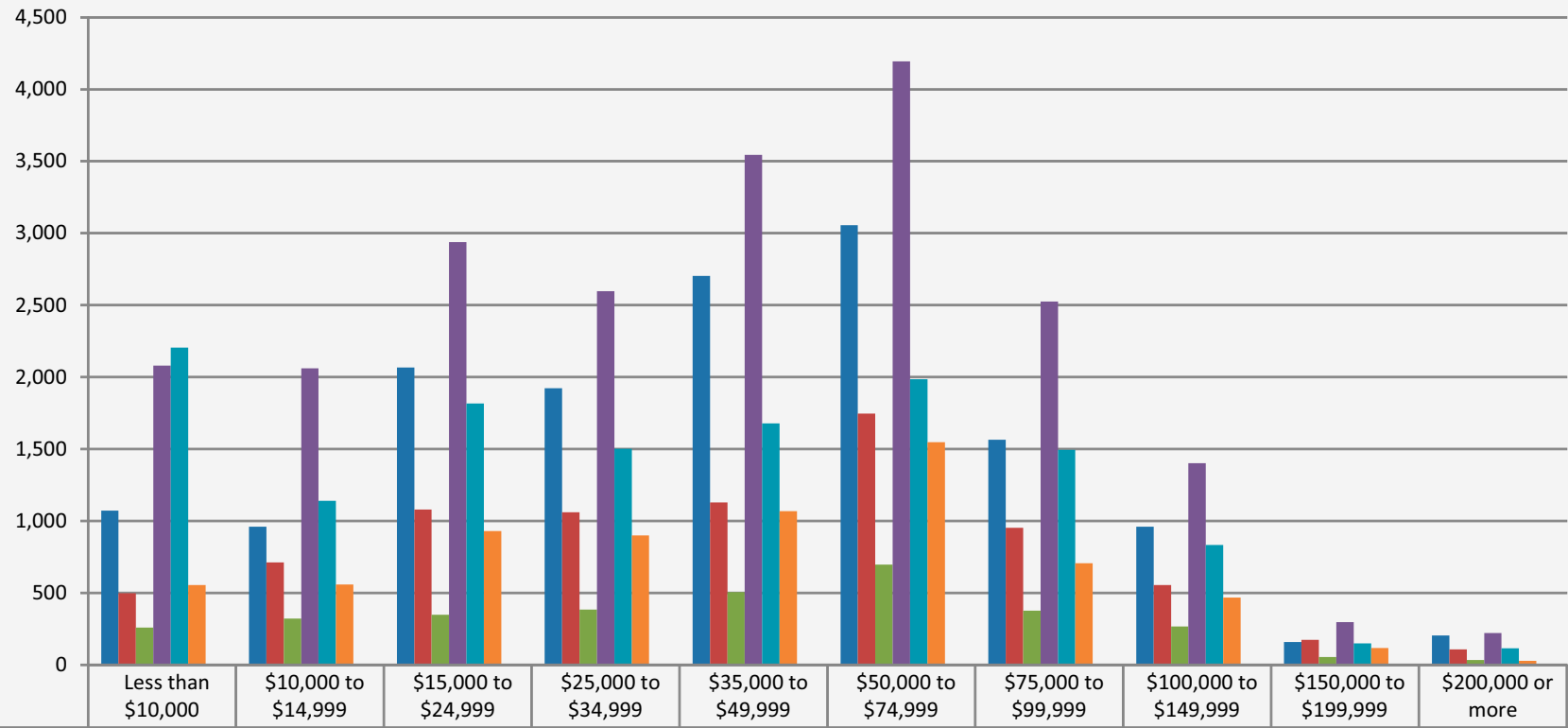


## ECONOMIC DATA



Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics

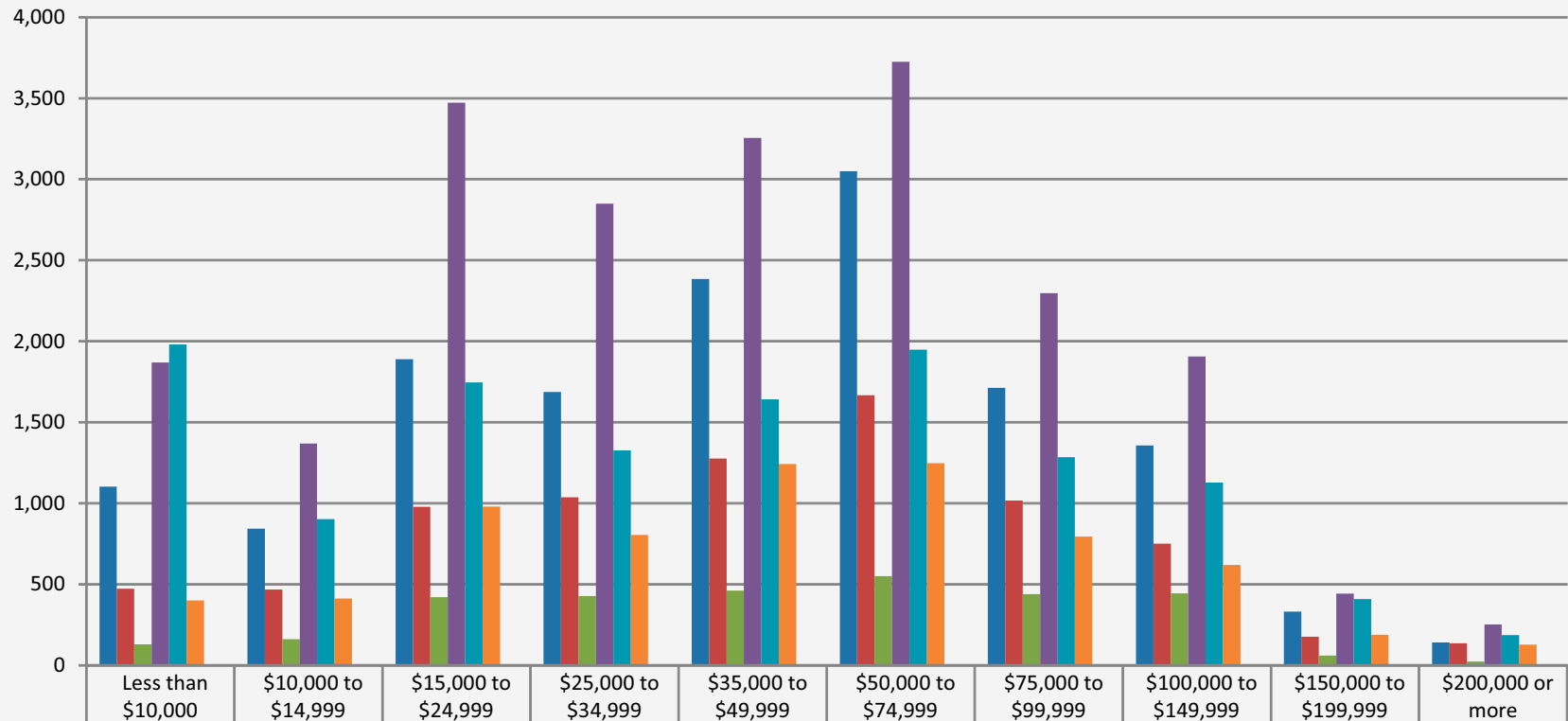
### Total Household Income and Benefits (In 2010 Inflation-Adjusted Dollars)



Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics

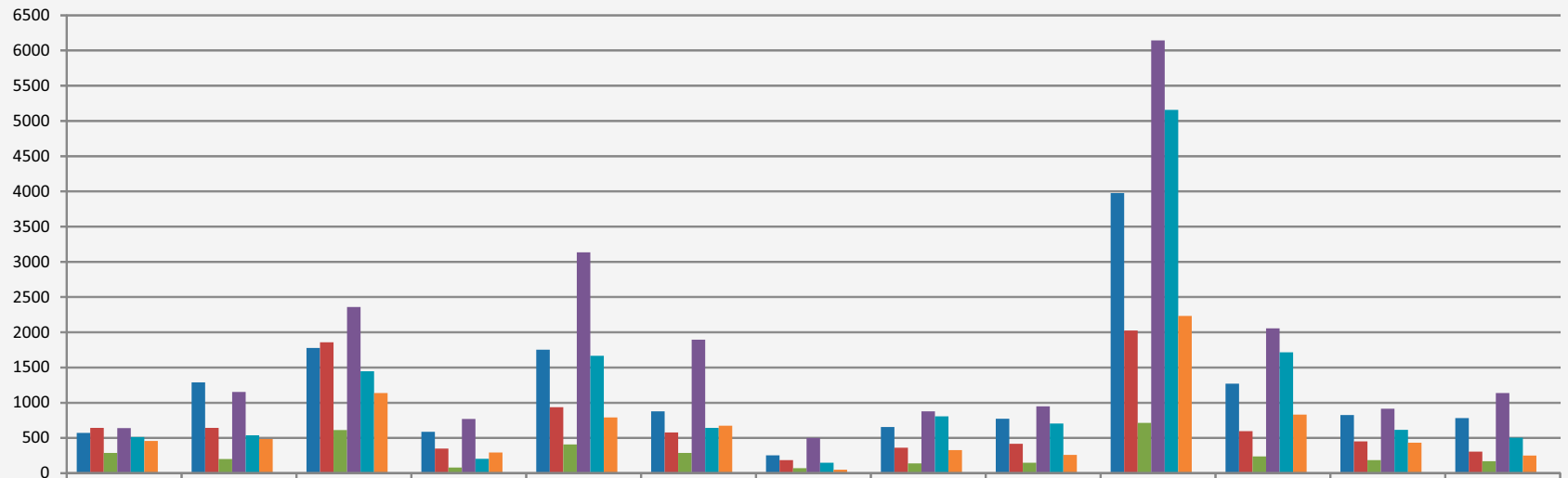


### Total Household Income and Benefits (In 2014 Inflation-Adjusted Dollars)



Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics

### 2010 Civilian Population 16 and Over by Industry

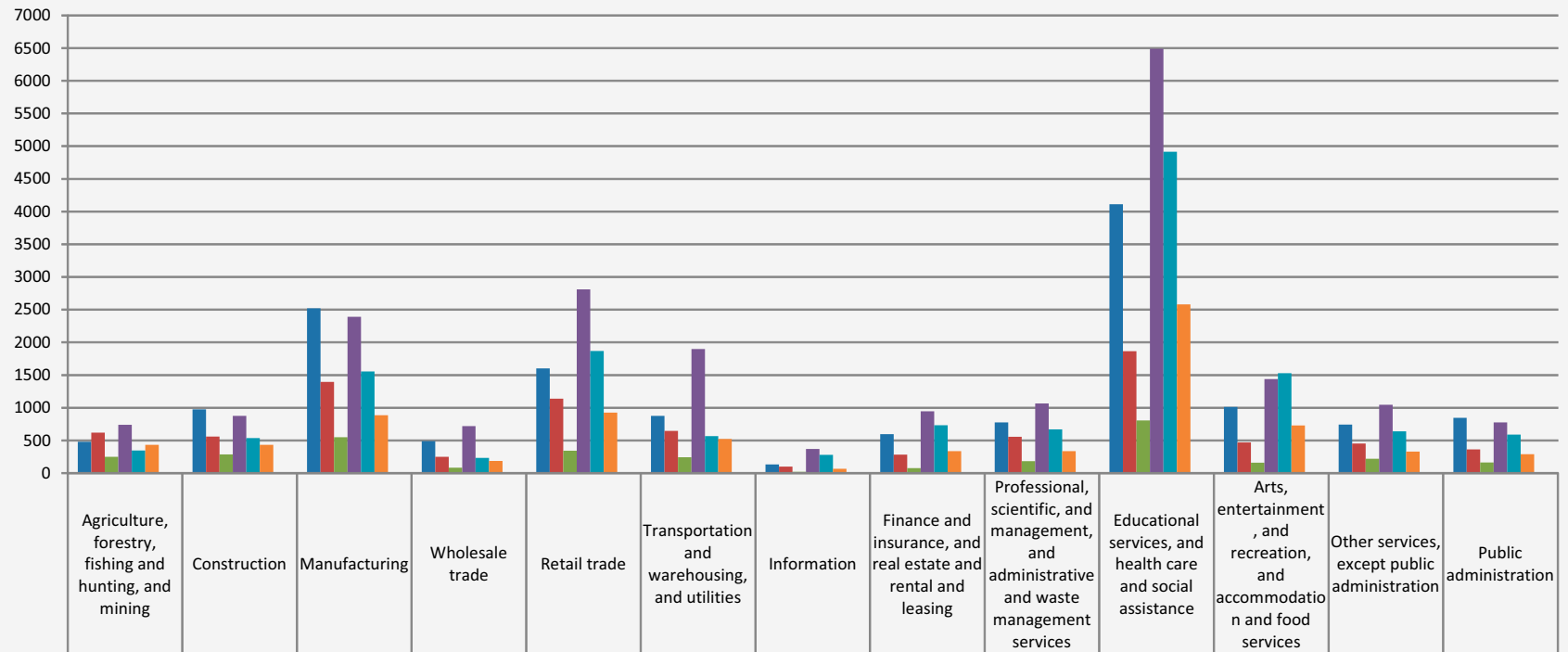


	Agriculture, forestry, fishing and hunting, and mining	Construction	Manufacturing	Wholesale trade	Retail trade	Transportation and warehousing, and utilities	Information	Finance and insurance, and real estate and rental and leasing	Professional, scientific, and management, and administrative and waste management services	Educational services, and health care and social assistance	Arts, entertainment, and recreation, and accommodation and food services	Other services, except public administration	Public administration
Fulton	573	1,289	1,777	588	1,753	878	255	657	773	3,976	1,272	826	783
Hancock	644	644	1,859	349	937	580	185	362	417	2,026	598	451	307
Henderson	287	200	614	81	407	287	72	139	148	715	237	186	169
Knox	641	1,153	2,359	770	3,135	1,895	502	879	951	6,143	2,055	916	1,138
McDonough	514	539	1,447	203	1,667	644	148	808	706	5,157	1,716	615	505
Warren	459	485	1,137	293	791	674	49	328	259	2,233	832	433	250
WIRC Region	3,118	4,310	9,193	2,284	8,690	4,958	1,211	3,173	3,254	20,250	6,710	3,427	3,152

Source: U.S. Census Bureau, 2006-2010 American Community Survey, DP03: Selected Economic Characteristics



### 2014 Civilian Population 16 and Over by Industry



Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics

## Employment by Trade Clusters

Source: U.S. Cluster Mapping Project (<http://clustermapping.us/>, Institute for Strategy and Competitiveness, Harvard Business School. Data Sources (<http://clustermapping.us/content/data-sources-and-limitations>)

Cluster Name	2000 Employment	2005 Employment	2010 Employment	2013 Employment
Agricultural Inputs and Services	160	140	120	150
Apparel	185	185	10	
Automotive	2115	2010	325	260
Business Services	1169	791	768	720
Coal Mining	60	20	130	20
Communications Equipment and Services	40	40	72	100
Construction Products and Services	190	220	140	204
Distribution and Electronic Commerce	1549	1903	1976	2171
Downstream Chemical Products	60	70	10	60
Downstream Metal Products	1225	590	245	245
Education and Knowledge Creation	803	1590	1560	2550
Electric Power Generation and Transmission	60	60	60	
Environmental Services		10	10	
Financial Services	400	410	403	440
Fishing and Fishing Products			10	10
Food Processing and Manufacturing	858	580	843	692
Forestry	20	20	10	10
Furniture	30	60	30	20
Hospitality and Tourism	724	665	608	539
Information Technology and Analytical Instruments	20	20	10	
Insurance Services	80	70	80	70
Leather and Related Products	10	10	10	10
Lighting and Electrical Equipment	120	10	10	10
Livestock Processing	860	1780	1780	1790
Marketing, Design, and Publishing	316	220	145	150
Medical Devices			10	10
Metalworking Technology	180	265	40	110
Nonmetal Mining	120	160	100	110
Oil and Gas Production and Transportation	10	10	10	10
Paper and Packaging	185	175	185	185
Performing Arts	70	120	110	90
Plastics	370	120	120	60
Printing Services	165	100	90	60
Production Technology and Heavy Machinery	1350	1060	1005	1690
Recreational and Small Electric Goods	120	100	80	130
Textile Manufacturing	20	10	20	20
Trailers, Motor Homes, and Appliances	1810	60	70	10
Transportation and Logistics	633	660	629	482
Upstream Chemical Products	10		60	60
Upstream Metal Manufacturing	255	140	60	60
Video Production and Distribution			20	20
Vulcanized and Fired Materials	1295	80	30	205
Water Transportation	70	60	20	10
Wood Products	110	110	495	325
Total Clusters Employment	17827	14704	12519	13868

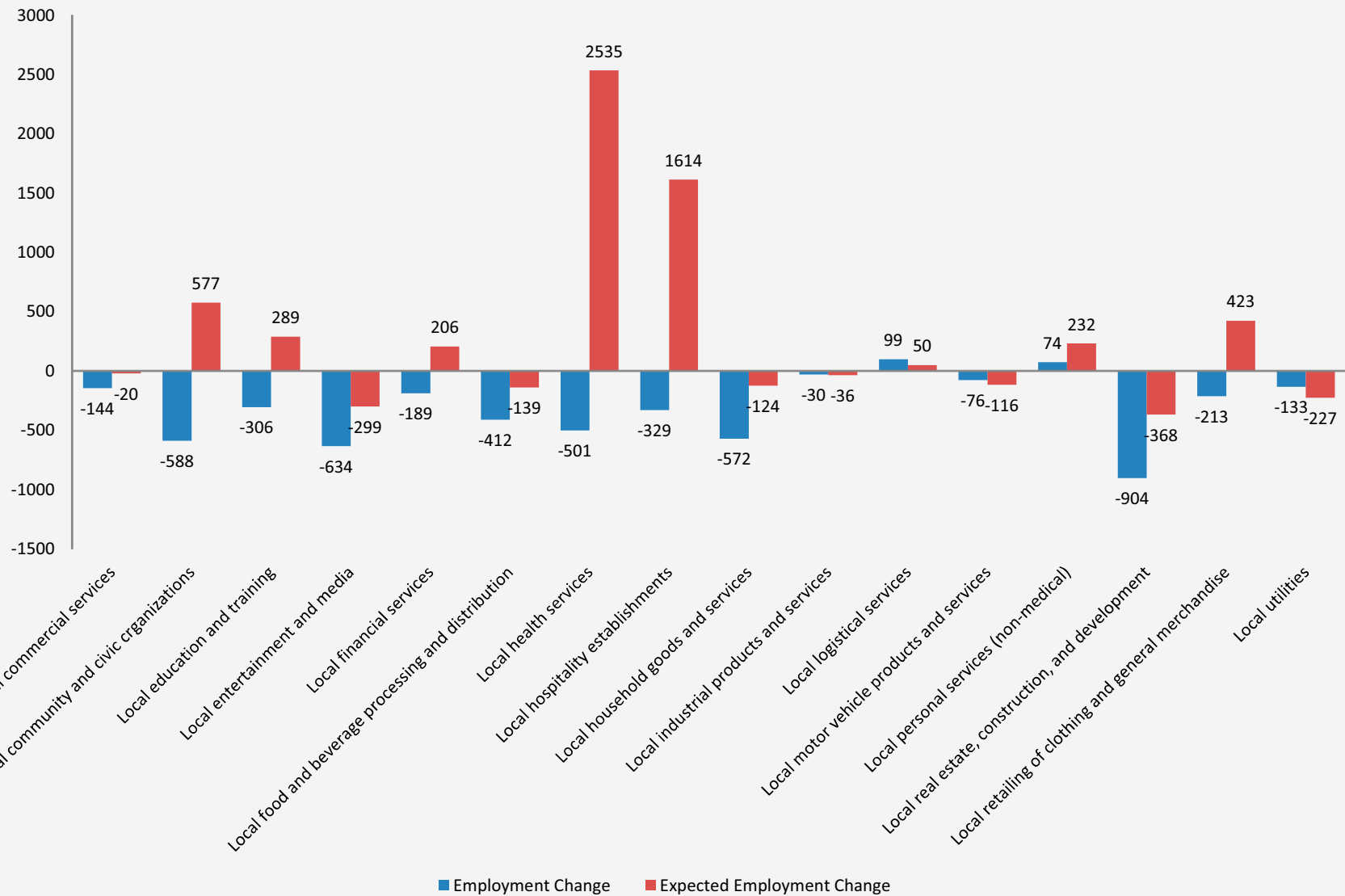


## Job Creation from 2000 to 2013 by Trade Clusters

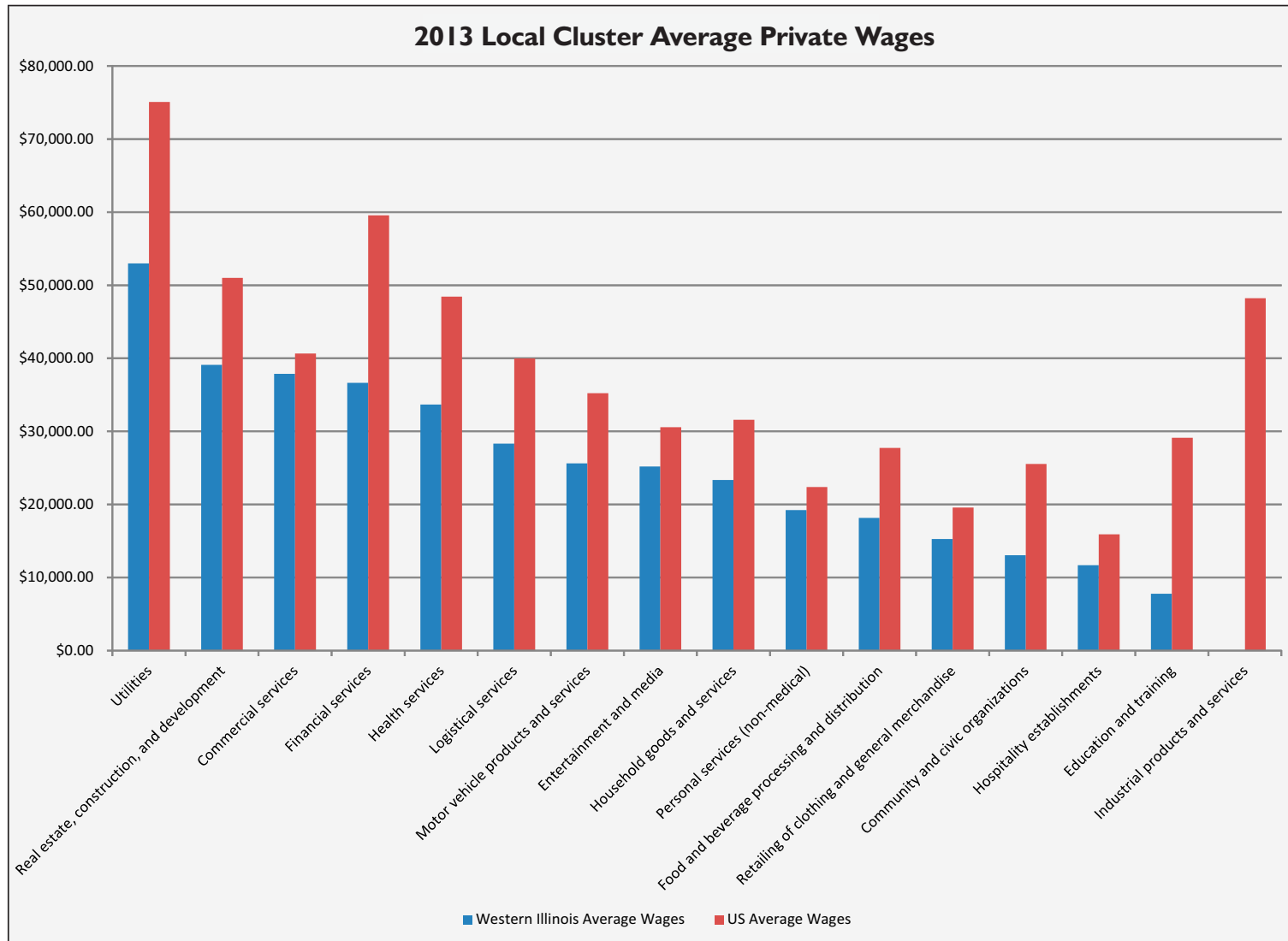
Source: U.S. Cluster Mapping Project (<http://clustermapping.us/>), Institute for Strategy and Competitiveness, Harvard Business School. Data Sources (<http://clustermapping.us/content/data-sources-and-limitations>)

Cluster Name	2000 Employment	2013 Employment	Actual Change	Expected Change
Education and Knowledge Creation	803	2550	1747	341
Livestock Processing	860	1790	930	-50
Distribution and Electronic Commerce	1549	2171	622	193
Production Technology and Heavy Machinery	1350	1690	340	-277
Wood Products	110	325	215	-43
Communications Equipment and Services	40	100	60	-6
Upstream Chemical Products	10	60	50	-2
Financial Services	400	440	40	-26
Performing Arts	70	90	20	21
Construction Products and Services	190	204	14	-22
Recreational and Small Electric Goods	120	130	10	-53
Paper and Packaging	185	185	0	-67
Oil and Gas Production and Transportation	10	10	0	8
Textile Manufacturing	20	20	0	-14
Downstream Chemical Products	60	60	0	-17
Leather and Related Products	10	10	0	-5
Agricultural Inputs and Services	160	150	-10	8
Nonmetal Mining	120	110	-10	-24
Insurance Services	80	70	-10	-3
Furniture	30	20	-10	-16
Forestry	20	10	-10	-7
Information Technology and Analytical Instruments	20	0	-20	-6
Coal Mining	60	20	-40	12
Water Transportation	70	10	-60	1
Electric Power Generation and Transmission	60	0	-60	0
Metalworking Technology	180	110	-70	-34
Printing Services	165	60	-105	-69
Lighting and Electrical Equipment	120	10	-110	-50
Transportation and Logistics	633	482	-151	-36
Marketing, Design, and Publishing	316	150	-166	19
Food Processing and Manufacturing	858	692	-166	-1
Hospitality and Tourism	724	539	-185	51
Apparel	185	0	-185	-134
Upstream Metal Manufacturing	255	60	-195	-85
Plastics	370	60	-310	-108
Business Services	1169	720	-449	311
Downstream Metal Products	1225	245	-980	-383
Vulcanized and Fired Materials	1295	205	-1090	-546
Trailers, Motor Homes, and Appliances	1810	10	-1800	-639
Automotive	2115	260	-1855	-786
Total Cluster Employment	17827	13828	-3999	-2543

### Job Creation by Local Cluster, 2000 - 2013 Private Employment, Absolute Job Gains

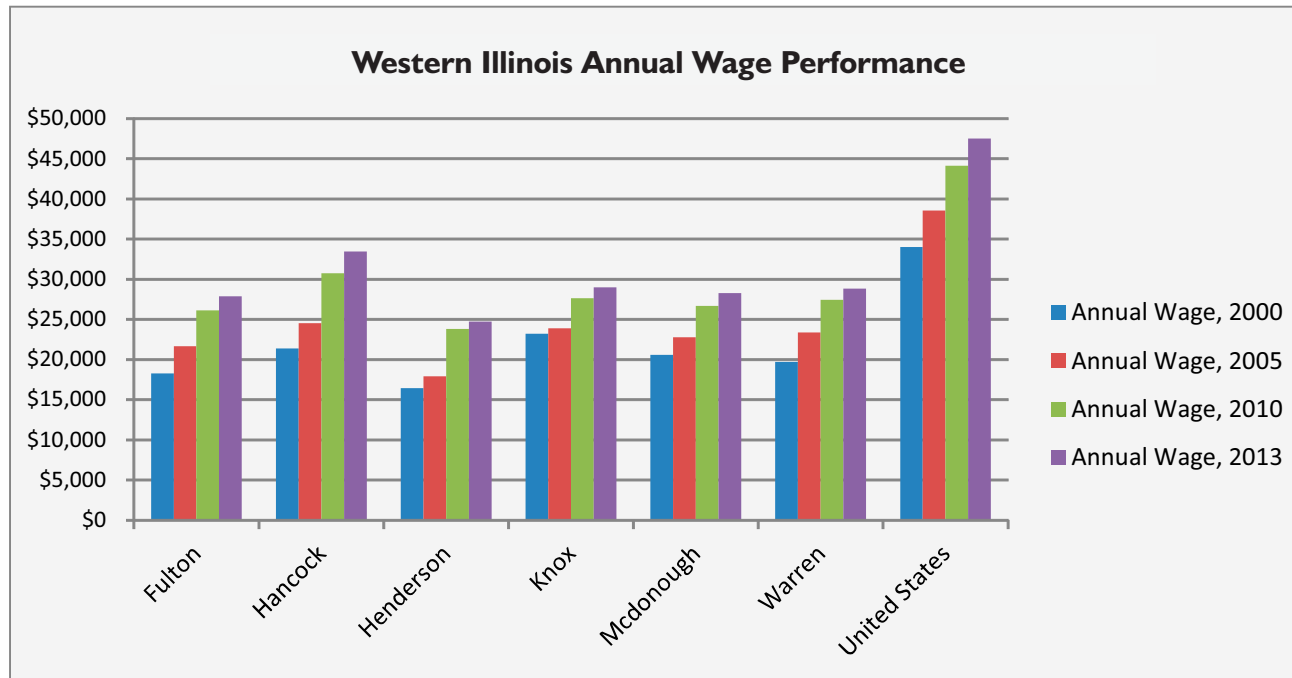


Source: U.S. Cluster Mapping Project (<http://clustermapping.us/>), Institute for Strategy and Competitiveness, Harvard Business School. Data Sources (<http://clustermapping.us/content/data-sources-and-limitations>)



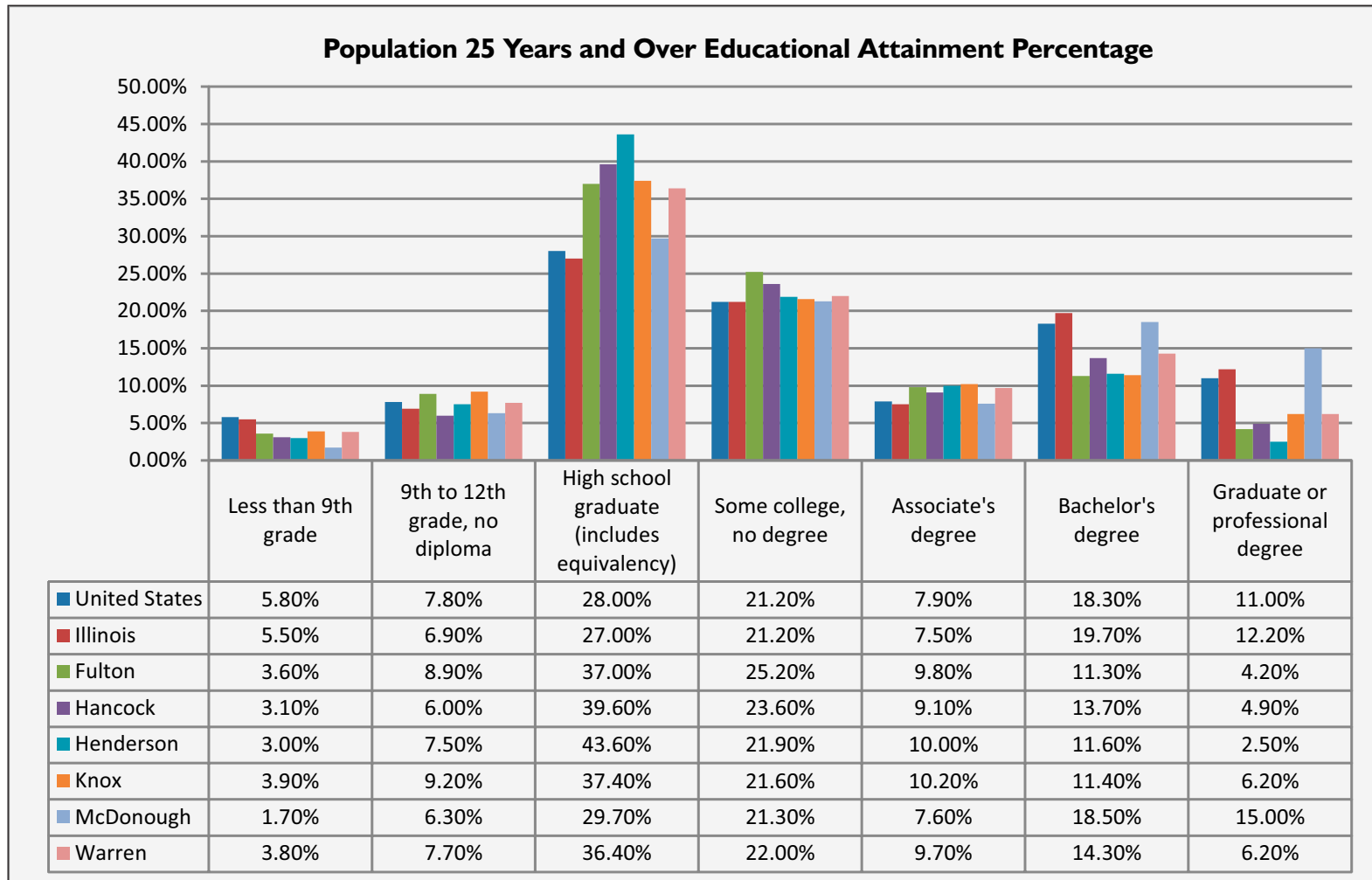
Source: U.S. Cluster Mapping Project (<http://clustermapping.us/>, Institute for Strategy and Competitiveness, Harvard Business School. Data Sources (<http://clustermapping.us/content/data-sources-and-limitations>)





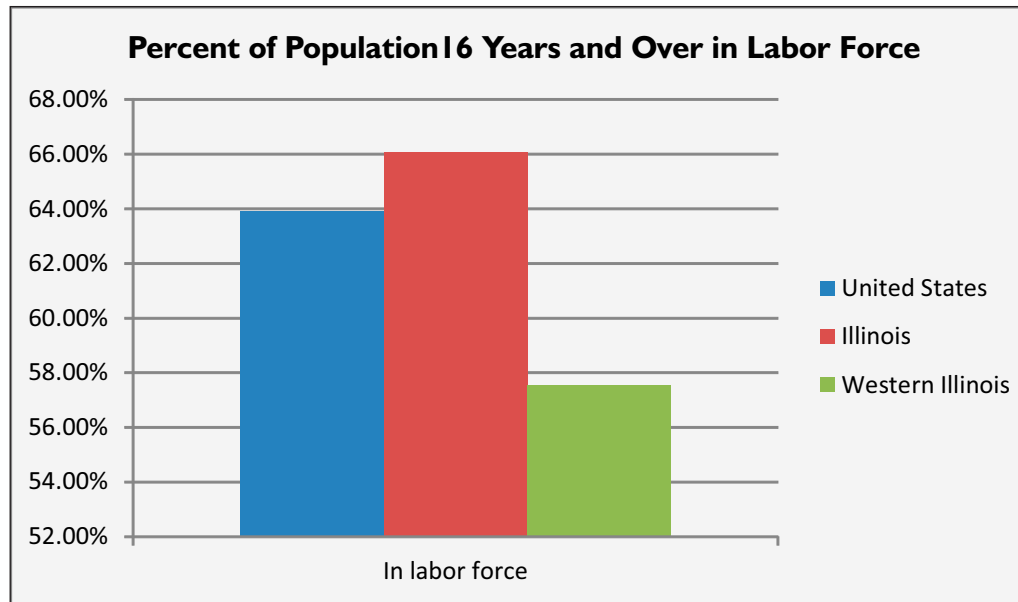
Source: U.S. Cluster Mapping Project (<http://clustermapping.us/>, Institute for Strategy and Competitiveness, Harvard Business School.  
 Data Sources (<http://clustermapping.us/content/data-sources-and-limitations>)

## EDUCATION DATA

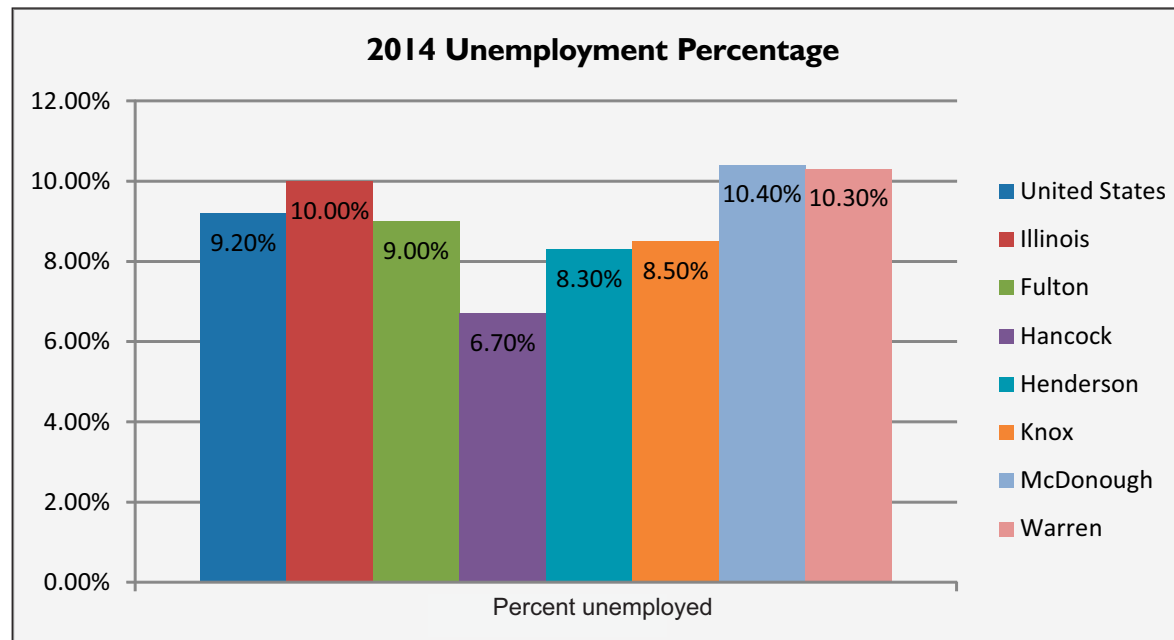


Source: U.S. Census Bureau, 2010-1014 American Community Survey, S1501: Educational Attainment

## EMPLOYMENT DATA

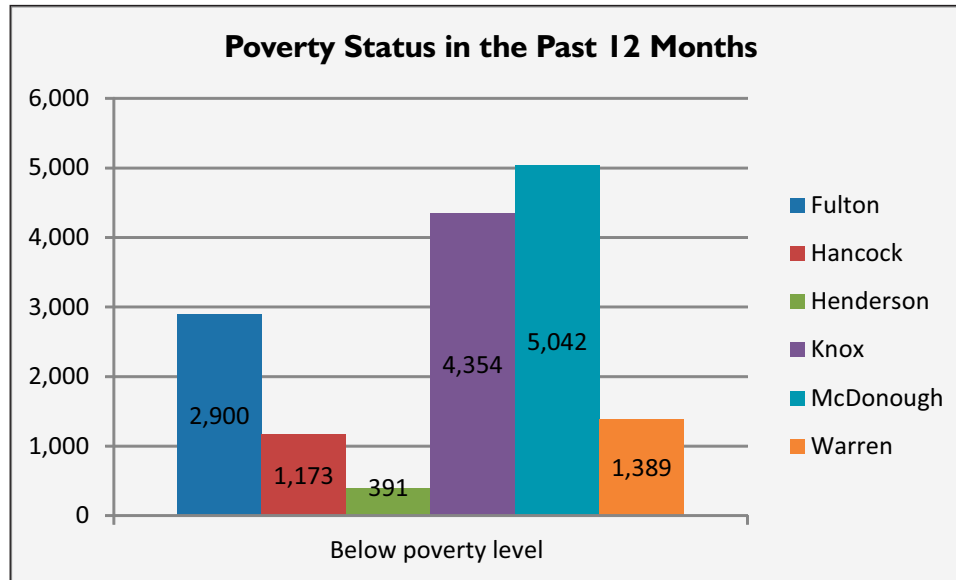


Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics

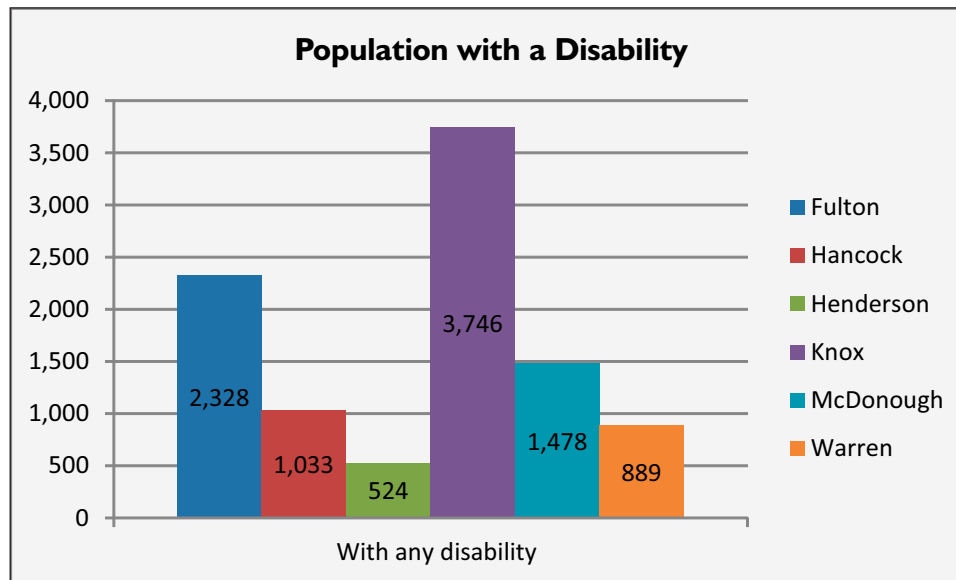


Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics



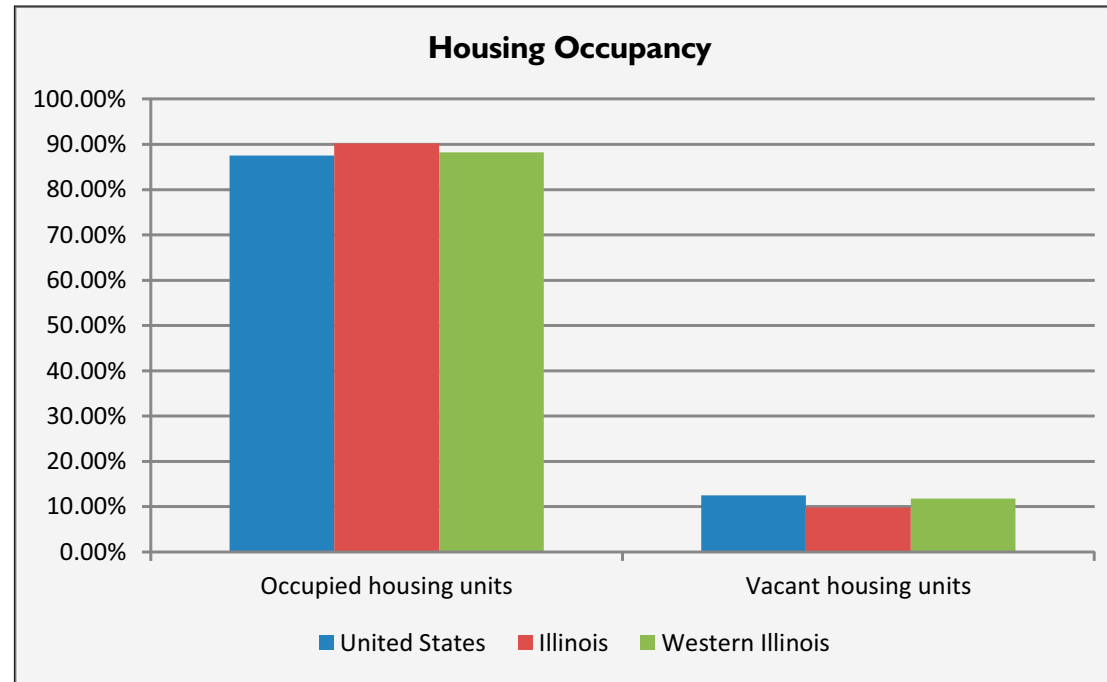


Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics

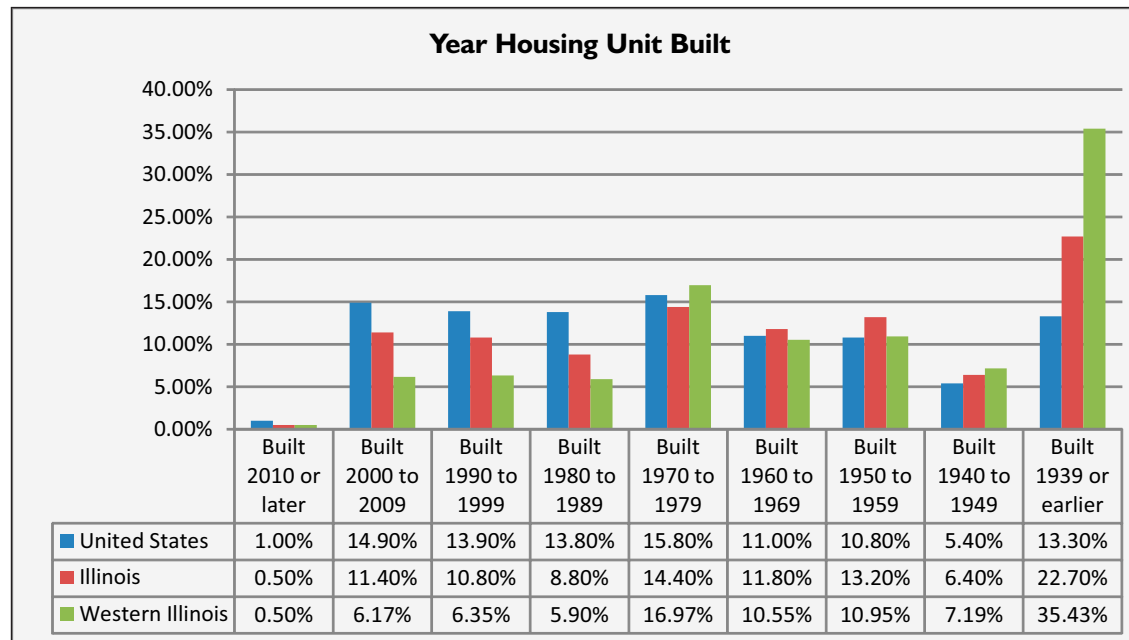


Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP03: Selected Economic Characteristics

## HOUSING DATA



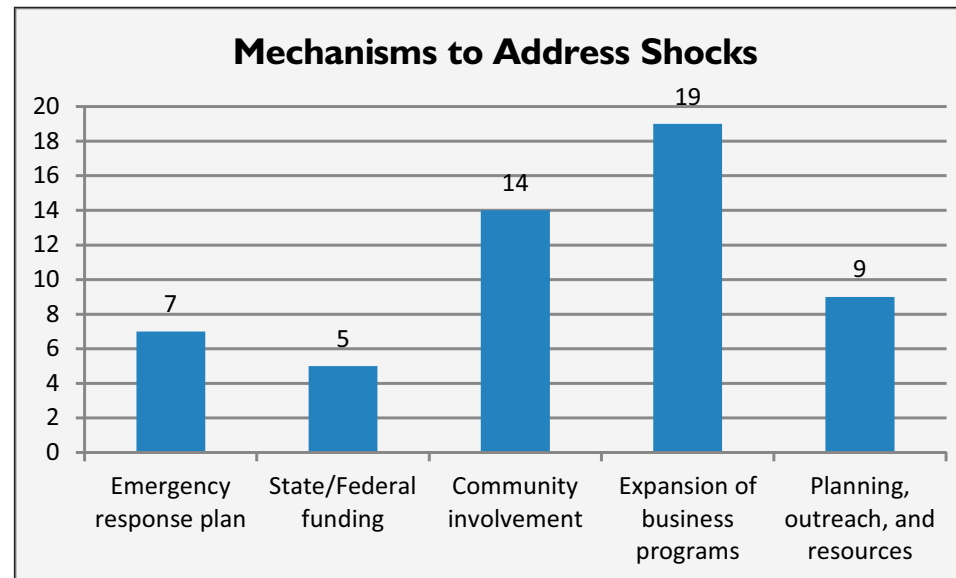
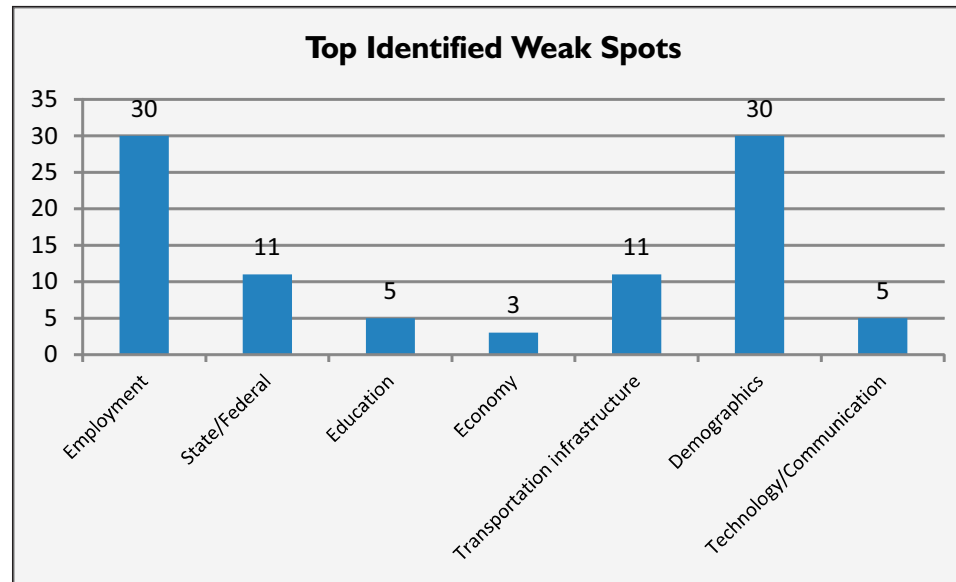
Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP04: Selected Housing Characteristics



Source: U.S. Census Bureau, 2010-2014 American Community Survey, DP04: Selected Housing Characteristics

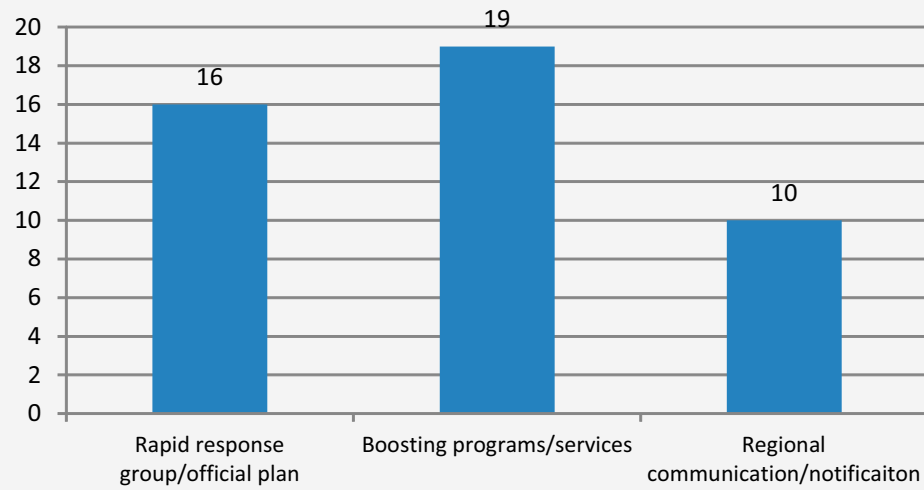
## RESILIENCY DATA

The following Resiliency Graphs were derived from resiliency surveys completed by participants who attended the CEDS stakeholders meeting on March 22, 2016.

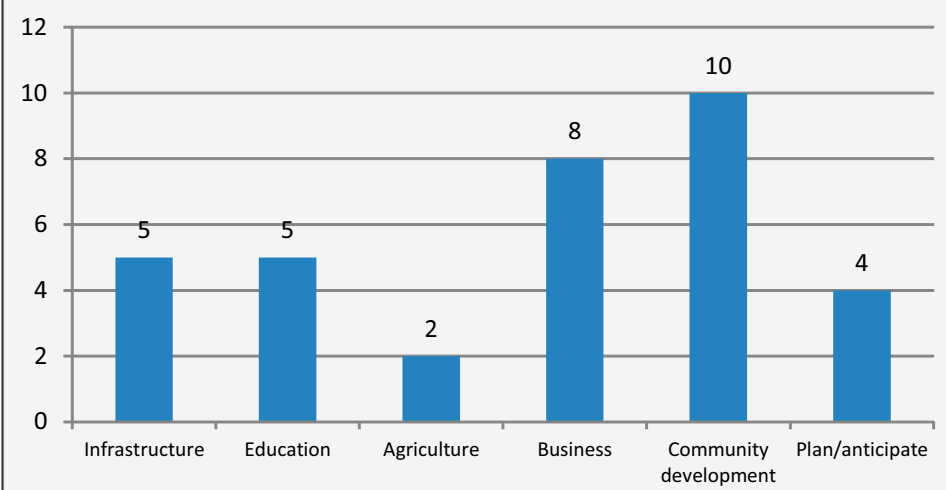




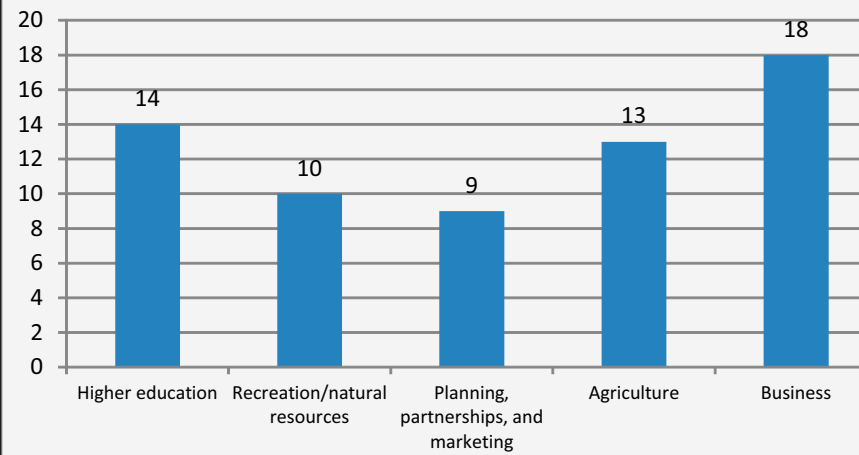
### Early Warning Tools



### Opportunities to Reassess Regional Economy



### Regional Assets





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## ENDNOTES

- 1,2 Burton, William L. The Trembling Land: Illinois In the Age of Exploration. Macomb, Illinois: Western Illinois University, 1966.
- 3 Hallwas, John E. Western Illinois Heritage. Macomb, Illinois: Illinois Heritage Press, 1983.
- 4 Steelman, Lainie. "Neal Gamm 'a friend of everybody'." The McDonough County Voice. 24 November, 2012.
- 5 Percent of Population 16 Years and Over Not in Labor Force - Source U.S. Census, 2010-2014 American Community Survey, Table: S2301: Employment Status
- 6 American Planning Association. National Poll Dispels Popular Assumptions About Improving Local Economies and Attracting New Residents. Planning.org. N.p., 39 Apr. 2014. Web. 10 May 2016
- 7 U.S. Department of Commerce. 1992. Population and Housing Unit Counts-Illinois (Bureau of the Census 1990 CPH 2-15). Washington, DC: U.S. Government Printing Office
- 7 U.S. Census Bureau. 2016. [Interactive census graph data by Illinois County]. Illinois Census 2010 Retrieved from <http://www.illinois.gov/census/Pages/default.aspx>
- 7 Census Viewer. (2011). Population of Illinois: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts. [Online Data]. Retrieved from <http://censusviewer.com/state/IL>
- 7 U.S. Census Bureau, Population Division. (2016). Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015
- 8 Thomas, Jack. "April Budget Update: University Layoffs [4/13/16]." Western Illinois University. WIU News, 13 Apr. 2016. Web. 12 May 2016.

- 9 Graphics and data from Investing in Place (<https://www.planning.org/policy/polls/investing/>), copyright 2014 by the American Planning Association. Reproduced with permission.

## RESOURCES

Illinois Institute of Rural Affairs report Western Illinois University impacts on the economy of the State of Illinois.  
[http://www.wiu.edu/users/miira/Newsletter/WIU\\_Economic\\_Impact\\_2016.pdf](http://www.wiu.edu/users/miira/Newsletter/WIU_Economic_Impact_2016.pdf)

Small but Mighty- Capturing Art, Culture, and Local Food to Invigorate Small, Rural Communities in Southwestern Iowa <http://www.iira.org/wp-content/uploads/2016/03/Franks-Small-but-Mighty.pdf>

Investing in Place- A research summary from the American Planning Association [https://planning-org-uploaded-media.s3.amazonaws.com/legacy\\_resources/policy/polls/investing/pdf/pollinvestingreport.pdf](https://planning-org-uploaded-media.s3.amazonaws.com/legacy_resources/policy/polls/investing/pdf/pollinvestingreport.pdf)

Illinois Department of Employment Security Help Wanted Online  
<http://www.ides.illinois.gov/LMI/Pages/HWOL.aspx>

Tri-State Local Food Network <http://tslfn.com/>

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