



Bi-State Region Comprehensive Economic Development Strategy (CEDS) 2016



On the Cover

Top photo: Big River Resources ethanol facility, Galva, Illinois (Photo courtesy Patty Pearson)

Bottom left photo: Lock and Dam 15 on the Mississippi River, Rock Island, Illinois

Bottom middle photo: Genesis Medical Center expansion, Davenport, Iowa

Bottom right photo: West 2nd Street, Muscatine, Iowa (Photo courtesy City of Muscatine)

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 iii. 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, which consists of Henry, Mercer, and Rock Island Counties in Illinois and Scott County in Iowa. Muscatine County in Iowa has been designated as a Micropolitan Statistical Area. The main industries within the region are manufacturing, food manufacturing, agriculture, defense, logistics, and companies and enterprise management.

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. 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. (See the "Economic Development Administration (EDA) Infrastructure Investments Map" on page 22 for a glance at projects.) The region plans to continue to 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 2011 CEDS through public input for progress reports created annually. In 2014, Bi-State Regional Commission conducted a major public participation campaign for both the CEDS and the 2045 Quad Cities Long Range Transportation Plan using MindMixer as a media platform. The results of that campaign are summarized in the Appendix and have been incorporated in the CEDS document. In October 2015, 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 2016 CEDS. The draft of the 2016

CEDS was overviewed at the Bi-State Regional Commission meeting, which is open to the public, on March 23, 2016, 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 47).

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 guide to understanding the regional economy and to improve it. The strategy takes into account 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

The largest threat to the region's economy is the possibility of a future Base Realignment and Closure (BRAC) decision. As one of the region's largest employers, the Rock Island Arsenal is a key installation that experienced a net loss of 1,100 jobs during the 2005 BRAC decision. The future of the energy sector is also a large threat due to the possibility of the decommissioning of the Exelon Nuclear Power Plant in Cordova and regulatory changes to coal-fired energy plants that may cause future closures. This threat will require further study to determine the economic effects.



Photo courtesy Exelon Nuclear Power Plant

While there are certain threats to our region's economy, such as (previously discussed) energy industry changes and potential future BRAC decisions at the Rock Island Arsenal, there are also many emerging opportunities to capture, including new local, state, and federal grant opportunities for development (including access to the EDA-funded Revolving Loan Funds); infrastructure improvements on I-74 Mississippi River Bridge; and passenger rail service to Chicago. The importance of fostering public-private and intergovernmental partnerships and strategic investment in public infrastructure and public projects is paramount to spur growth and progress for 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 region that attracts and retains both businesses and a talented workforce."

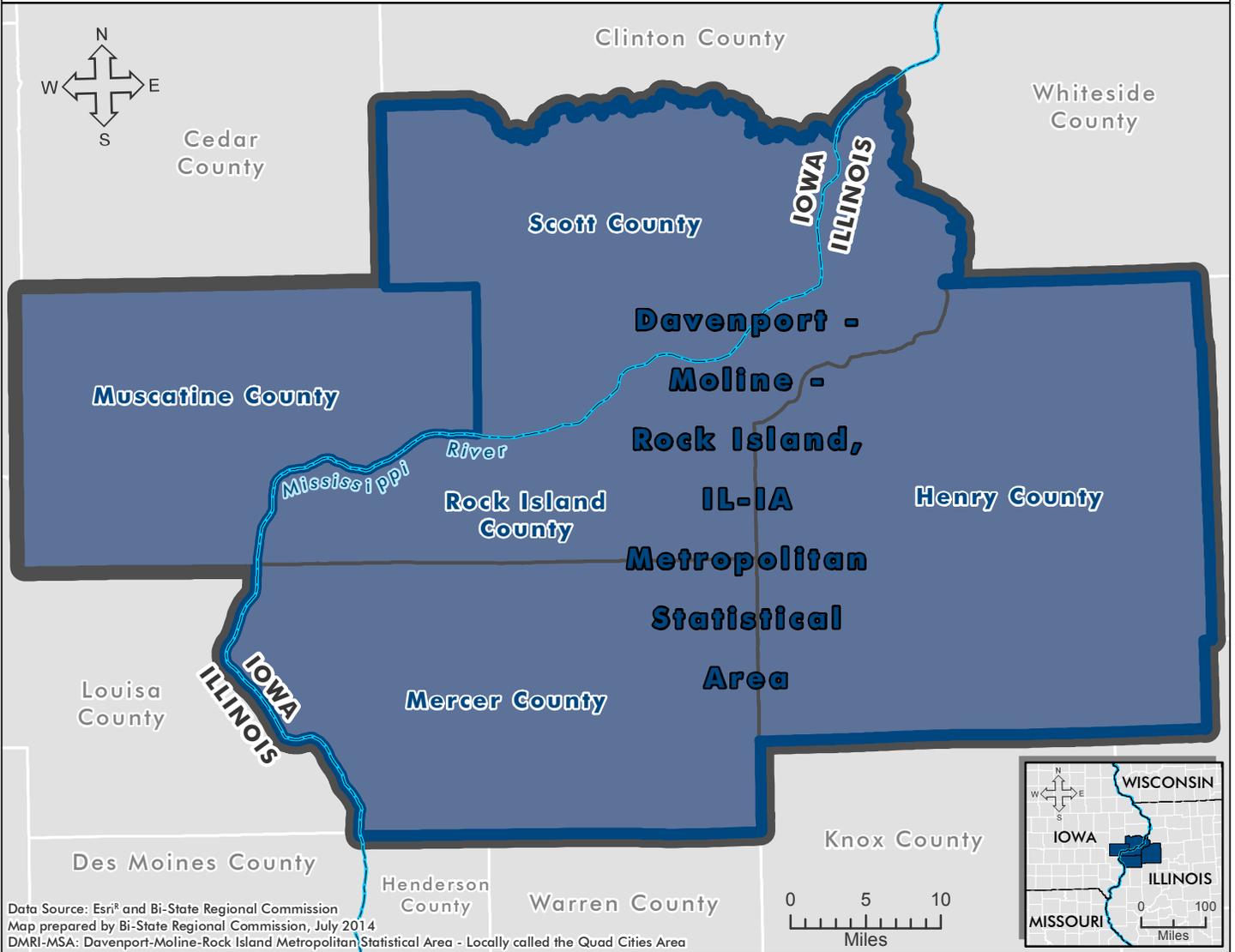
The goals set forth in this document help guide the region toward achieving the vision. The goals are:

- 1. Attract, retain, and expand businesses within the region**
- 2. Promote the redevelopment of blighted, underused, or vacant and environmentally-challenged sites with high market potential**

- 3. Attract and retain a talented and diverse workforce by providing and improving the quality of life in the region**
- 4. Make the Bi-State Region more economically-resilient to both natural disasters and economic downturns**
- 5. Invest in infrastructure improvements, such as roads, bridges, sewers, water facilities, and broadband, as well as multi-modal transportation systems that will strengthen and diversify the regional economy**
- 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**
- 7. Foster public-private and intergovernmental partnerships to address economic development needs in the region while emphasizing cooperation over competition**

The Strategic Direction and Performance Measures section on page 41 describes strategies to accomplish the goals and provides performance measures to gauge the region's progress.

Bi-State Region Economic Development District



Comprehensive Economic Development Strategy (CEDS) Committee

| CEDS Committee | | | |
|--|---|---|--|
| Annette Ernst Economic Development Director Village of Milan, Illinois | Greg Jenkins President and CEO Greater Muscatine Chamber of Commerce and Industry | Chris Mathias Property Management Coordinator City of Moline, Illinois | Kathleen Repass Director Henry County Economic Development Partnership |
| David Gobin Community Development Director City of Muscatine, Iowa | Tim Knanishu Executive Director REDEEM | Russell Medley Extension Educator Community & Economic Development University of Illinois Extension | Liz Tallman Vice President, Economic Development Quad Cities Chamber of Commerce |
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Acknowledgements

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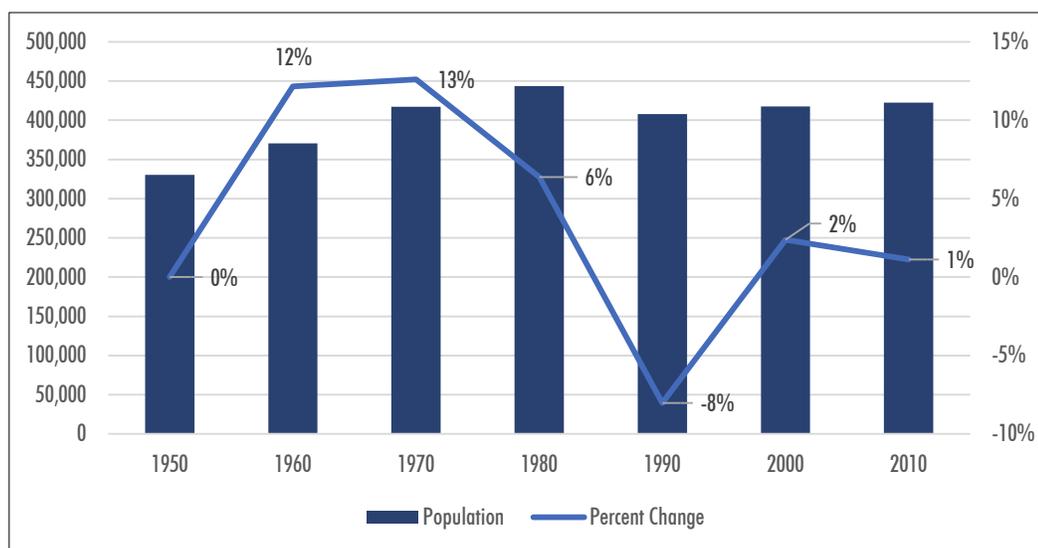
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Summary Background

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 also began to develop around both mining economies 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, and experienced 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 Caterpillar and Farmall, which manufactured construction and farm equipment. 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.

Historic Population Trends

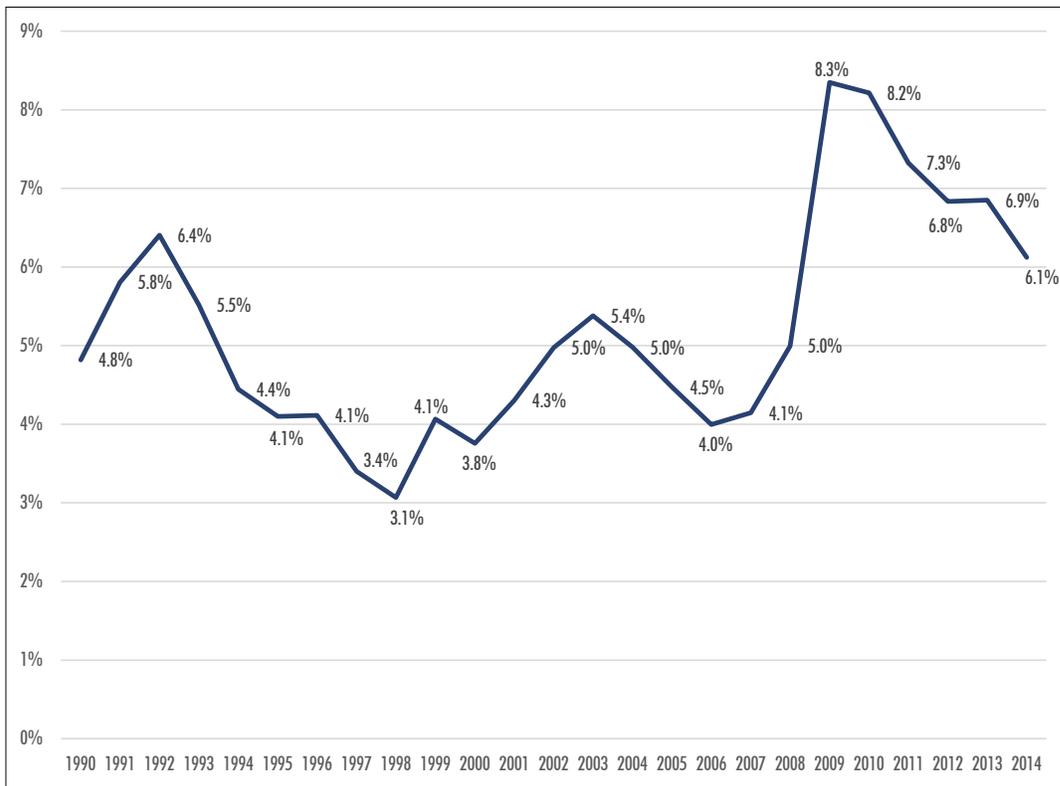


Source: U.S. Census Bureau, Decennial Censuses 1950 – 2010. Percent change calculated from the change in population every ten years.

Where Are We Today?

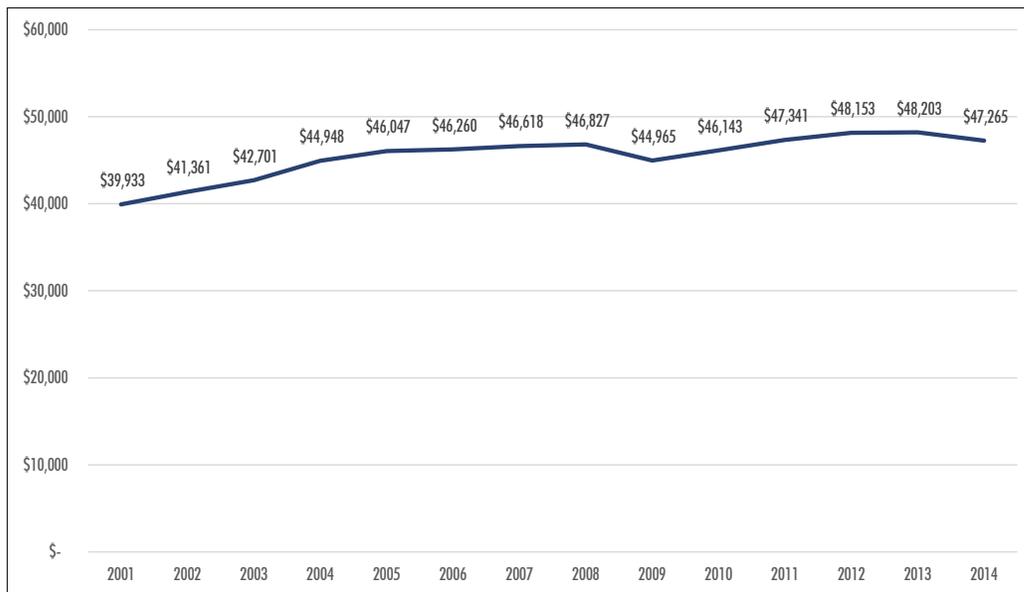
Today, the region still relies on the Mississippi River as a crucial asset for logistics and transportation, and the Rock Island Arsenal and John Deere continue to be leading employers. While the region's population still has not recovered to its pre-farm crisis peak in 1980, the local economy has since 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, which are now the #3 and #4 leading employers, respectively. 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 unemployment rate. Unemployment levels have improved to that of the early 1990s. Experts predict modest growth in both population and jobs over the next five years and a 5% growth in population by 2040.

Historic Unemployment Rate



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics.

Historic Per Capita Gross Regional Product



Source: U.S. Bureau of Labor Statistics, GRP & Personal Income. Regional data only available for the Davenport-Moline-Rock Island, IA-IL MSA; does not include Muscatine County, Iowa.

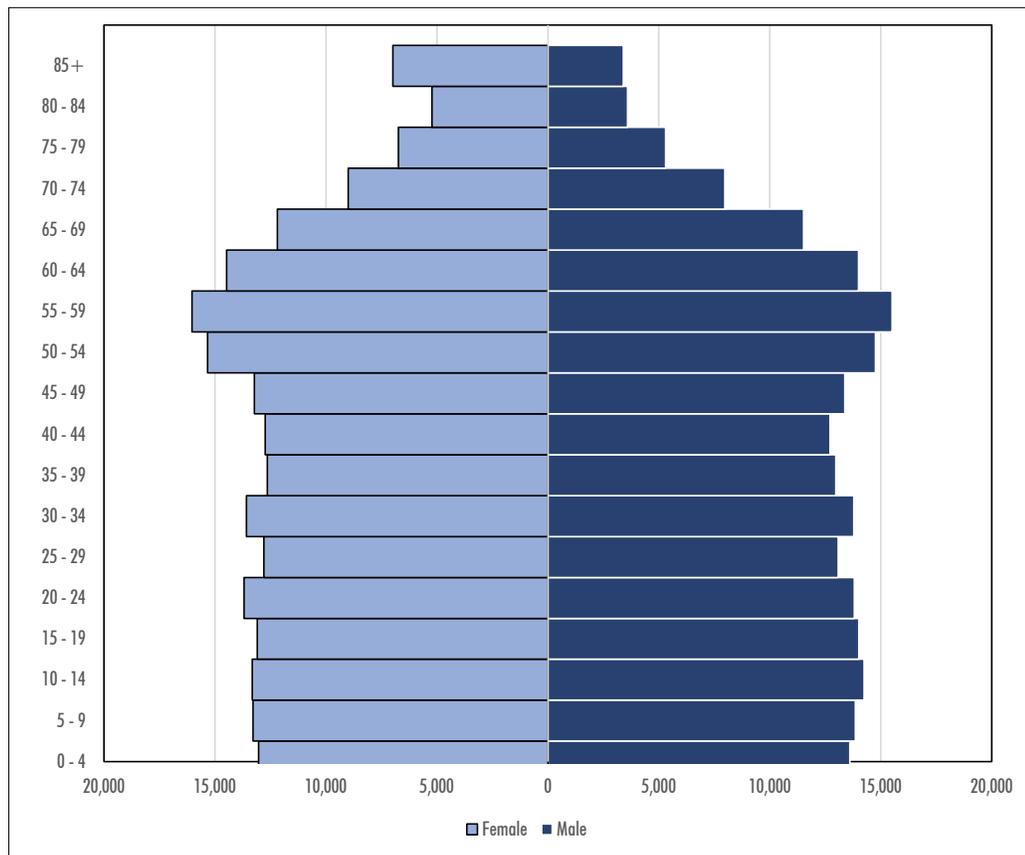
People

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. There is a slow but steady population growth rate in the Bi-State Region, although that growth is estimated to stagnate by 2035. Additionally, the region has an older median age and a slightly less diverse population compared to the national average. Approximately a quarter (24.9%) of the region's population aged 25 years or older has a bachelor's degree or higher, which is slightly less than the U.S. average of 29.3%.

Population and Age

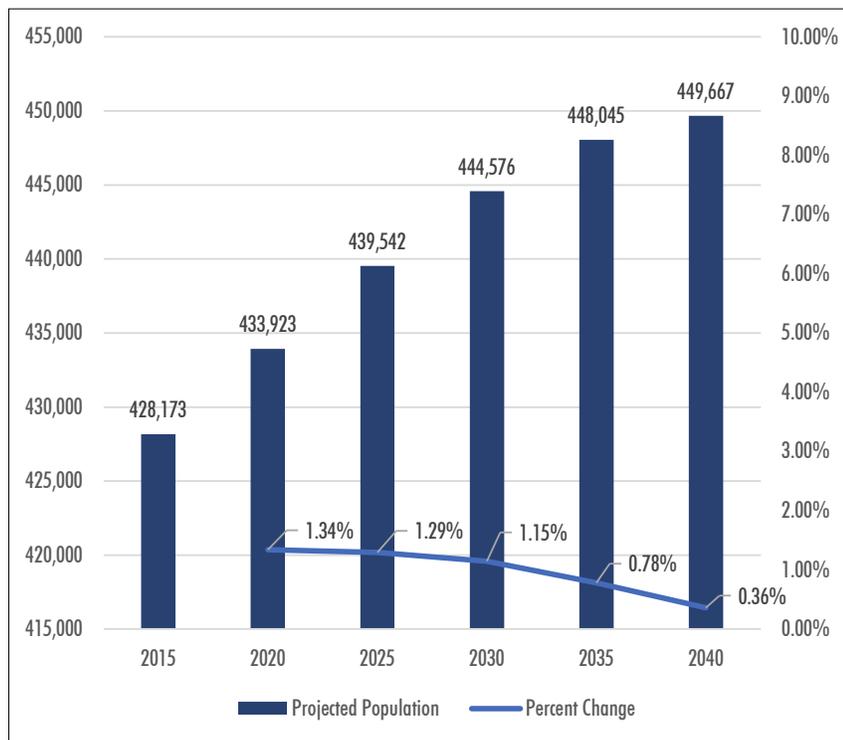
The region's total population for 2015 was estimated as 428,173, which is a 1.36% increase from 2010. The population age pyramid illustrates a slightly heavier top, with ages 55-59 making up the largest age group at 7.4% of the total population. Future population projections show an increase from 428,173 in 2015 to 449,667 in 2040, a total of 5% growth.

Distribution of Population by Age and Gender



Source: Esri, Community Analyst, 2015

Projected Population Growth for 2015 – 2040

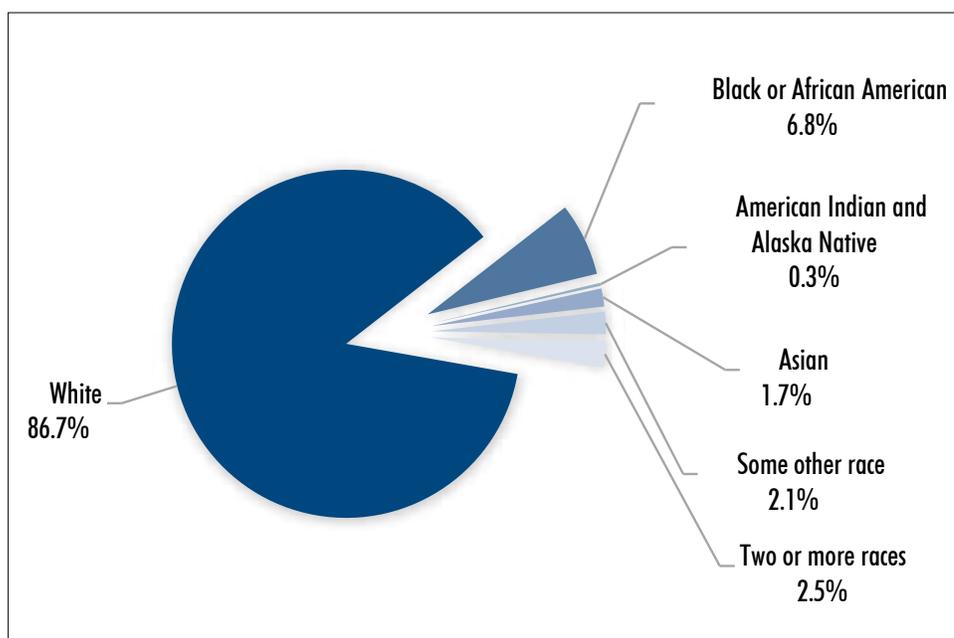


Source: Woods & Poole Economics, Inc. December, 2015.

Race and Ethnicity

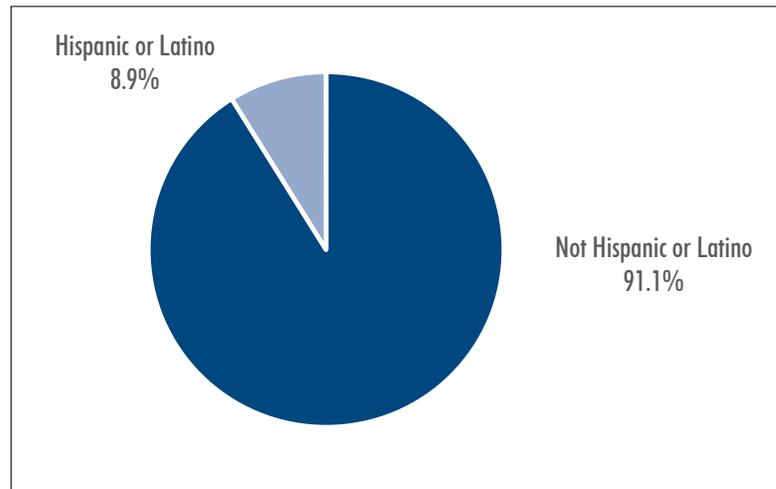
The region’s population is 13.3% minority, with the largest racial minority population of Black/African American (6.8%). In comparison, the U.S. population is 26.2% minority, with Black/African American as the largest racial minority (12.6%). The region’s population is 8.79% Hispanic/Latino (of any race), compared to the U.S., which is 16.6% Hispanic/Latino (of any race).

Race



Source: Esri, Community Analyst, 2015

Ethnicity

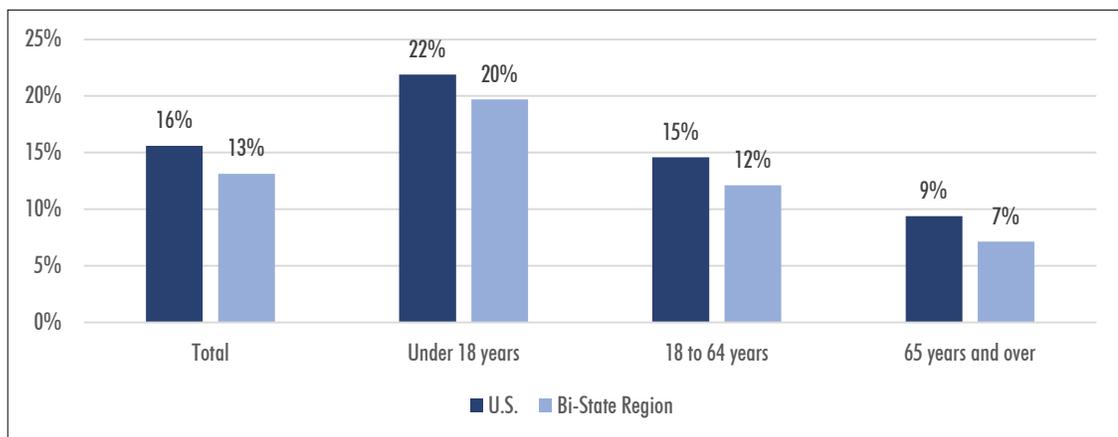


Source: Esri, Community Analyst, 2015

Poverty

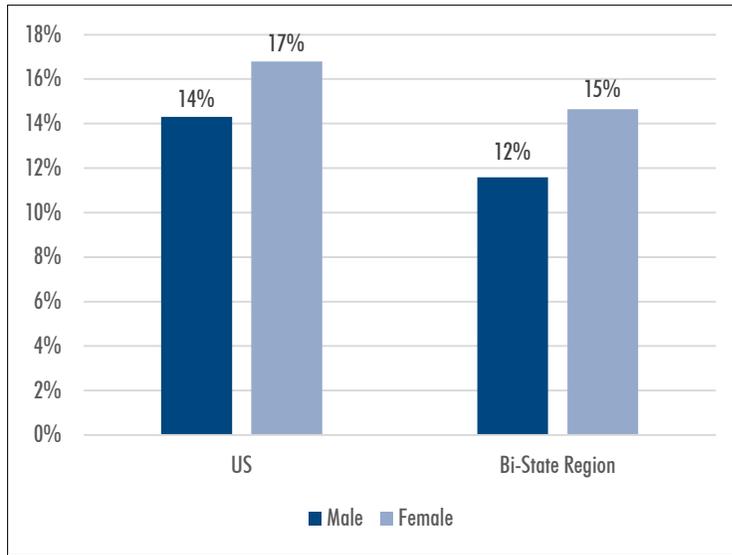
Social inequalities, particularly inequality by race and gender, can hamper growth and economic development as it prevents certain demographics of the population from reaching their true potential in life and in the workforce. The Bi-State Region has less child poverty, elder poverty, poverty among women, and less total poverty than the U.S. average. However, Asian and Black/African American populations in the Bi-State Region face higher rates of poverty in the region than at the national level.

Rate of Poverty by Age



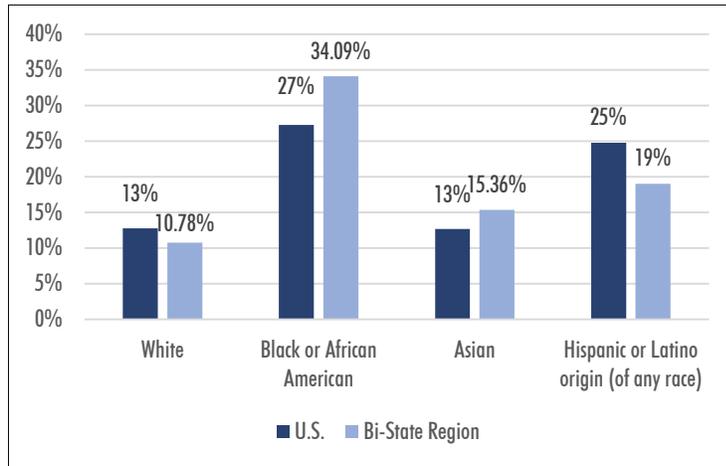
Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2010-14

Rate of Poverty by Gender



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2010-14

Rate of Poverty by Race and Ethnicity

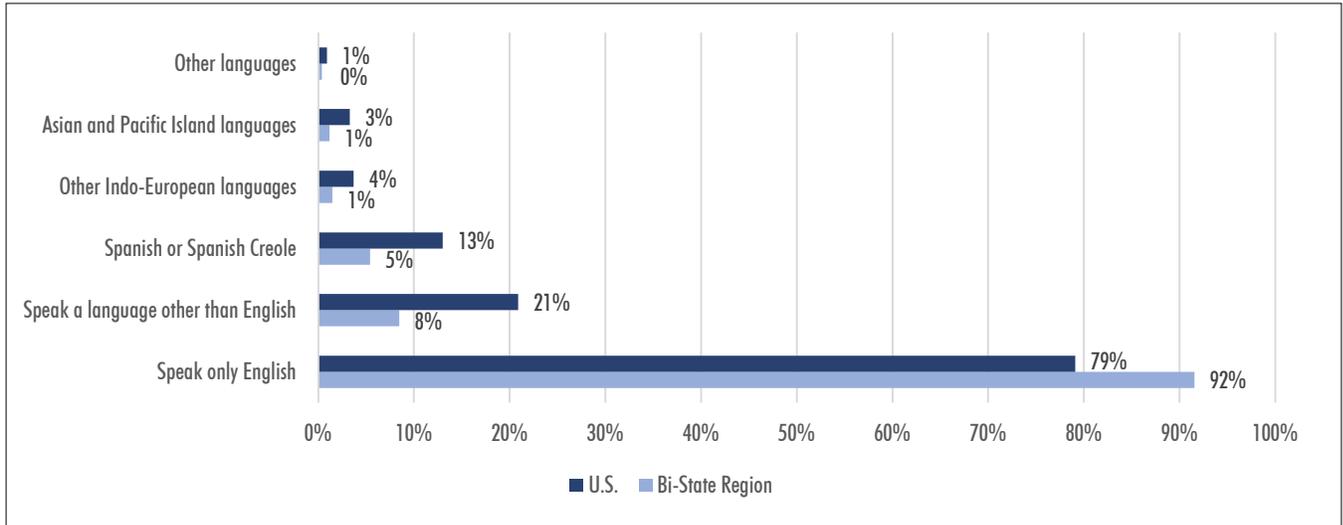


Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2010-14

Language Spoken At Home

In the Bi-State Region, 91.5% of the population age 5 and over speak English only, compared to 79.3% of the U.S. population. The most common language spoken in the region other than English is Spanish, which is spoken among 5.4% of the population, followed by Other Indo-European languages at 1.5%, and Asian and Pacific languages at 1.2%.

Language Spoken at Home for the Population Age 5 and Over

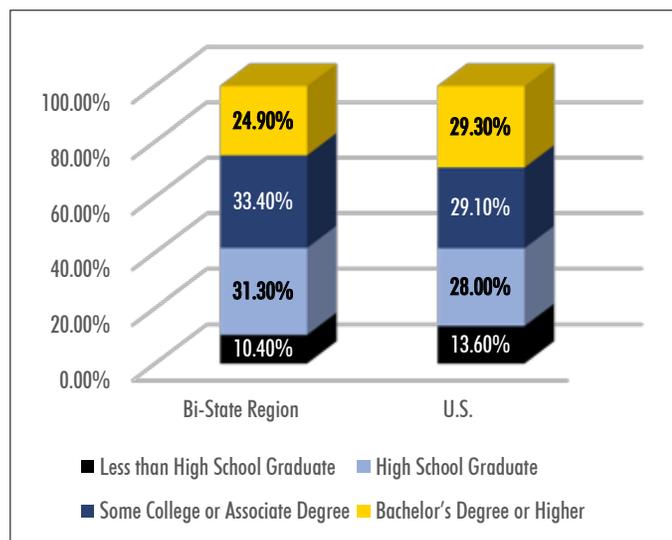


Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2010-14

Educational Attainment

Approximately a third (33.4%) of the region’s population aged 25 and over has some college or an associate’s degree, which is slightly higher than the U.S. population (29.1%). Persons with bachelor’s degrees or higher make up approximately a quarter of the region’s population (24.9%), which is slightly lower than the U.S. population (29.3%).

Educational Attainment of the Population Age 25 and Over

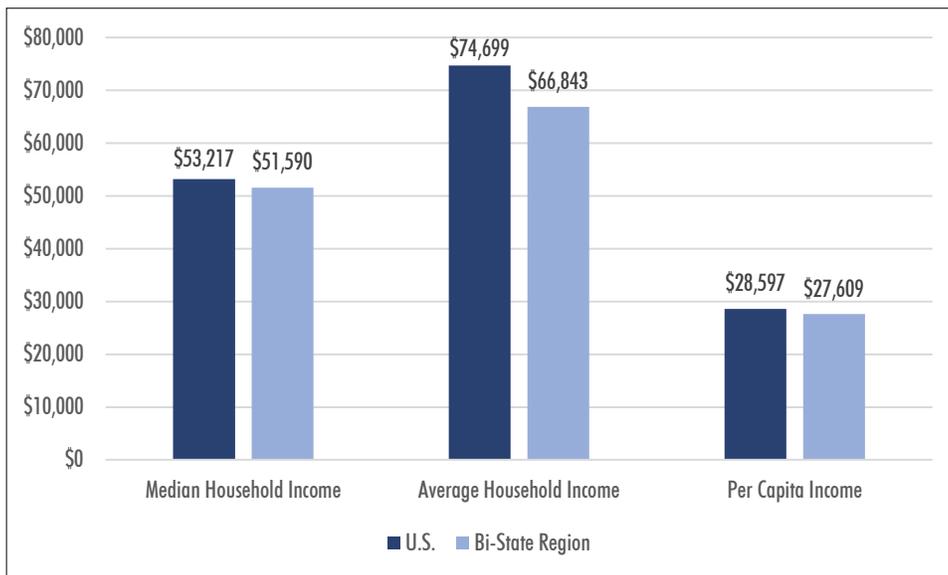


Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2010-14

Income

The region’s median household income is \$51,590 compared to the U.S. median income of \$53,217. The region’s average household income is \$66,843 compared to the U.S. average household income of \$74,699. The per capita income is \$27,609, similar to the U.S. per capita income of \$28,597.

Household Income and Per Capita Income

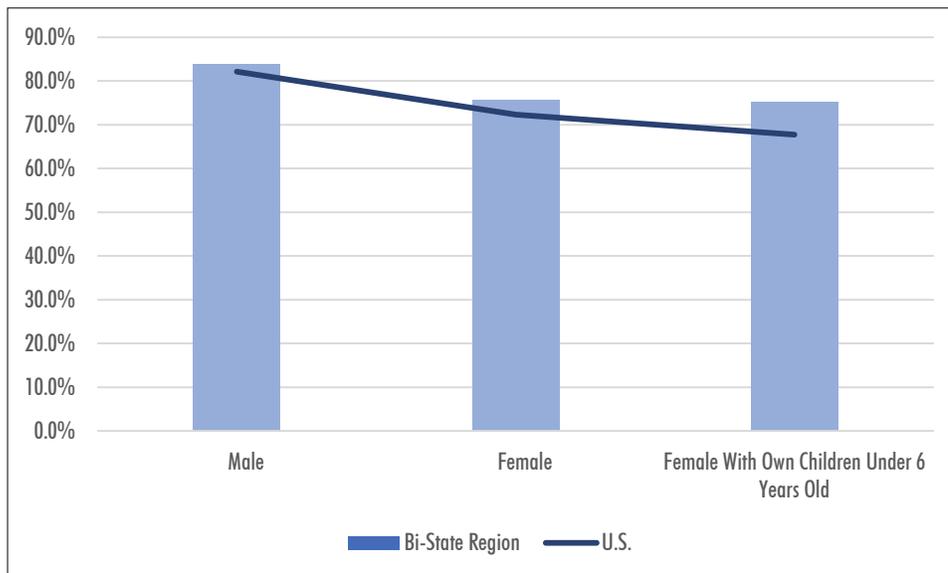


Source: Esri, Community Analyst, 2015

Labor Force Characteristics

In the Bi-State Region, 83.7% of all males aged 16 and over are actively in the labor force, while 75.7% of all women aged 16 and over are in the labor force, both of which are similar to national averages. Regarding females who have their own young children under 6 years old, over 75% are active in the labor force, which surpasses the U.S. average of 67.7%. Females with children aged 5 or younger may face obstacles to staying active in the labor force, particularly in areas that lack affordable childcare services.

Percent of Males and Females Active in the Labor Force



Source: U.S. Census Bureau, American Community Survey 5-year estimates, 2010-14

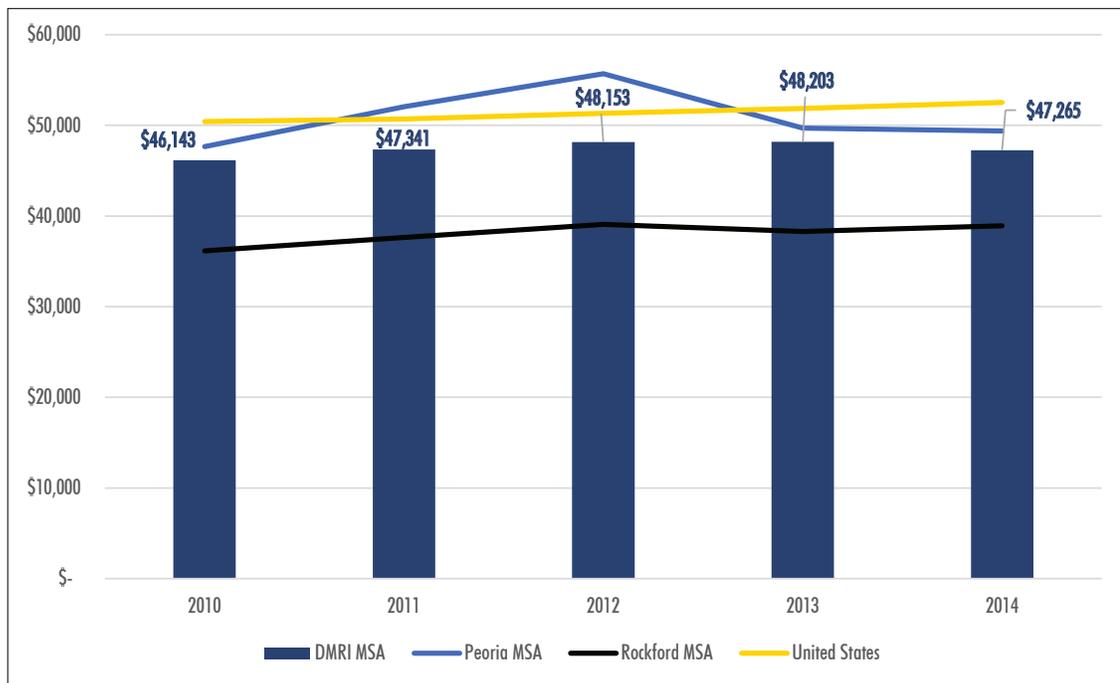
Economy

The Bi-State Region shows improving trends in unemployment rates, retail sales, personal income, and an overall increase in well-paying occupations and industries. However, there was a slight decrease in per capita Gross Regional Product (GRP), and the region continues to contend with a slowly aging population and declining labor force. 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

The per capita real Gross Regional Product (GRP) in 2014 was \$47,265 for the DMRI, IA-IL MSA. The GRP for the DMRI, IA-IL MSA increased a total of 4.5% from 2010-2013, and then decreased slightly in 2014. The region has a higher per capita GRP than the Rockford MSA, and a slightly lower per capita GRP than both the Peoria MSA and the U.S. average. Per capita personal income in 2014 for the DMRI, IA-IL MSA was \$43,690, and has experienced a more drastic growth rate than the GRP, increasing a total of 10.5% from 2010-2014. This is at a comparable rate to the Peoria MSA and Rockford MSA, although is lower than the U.S. average.

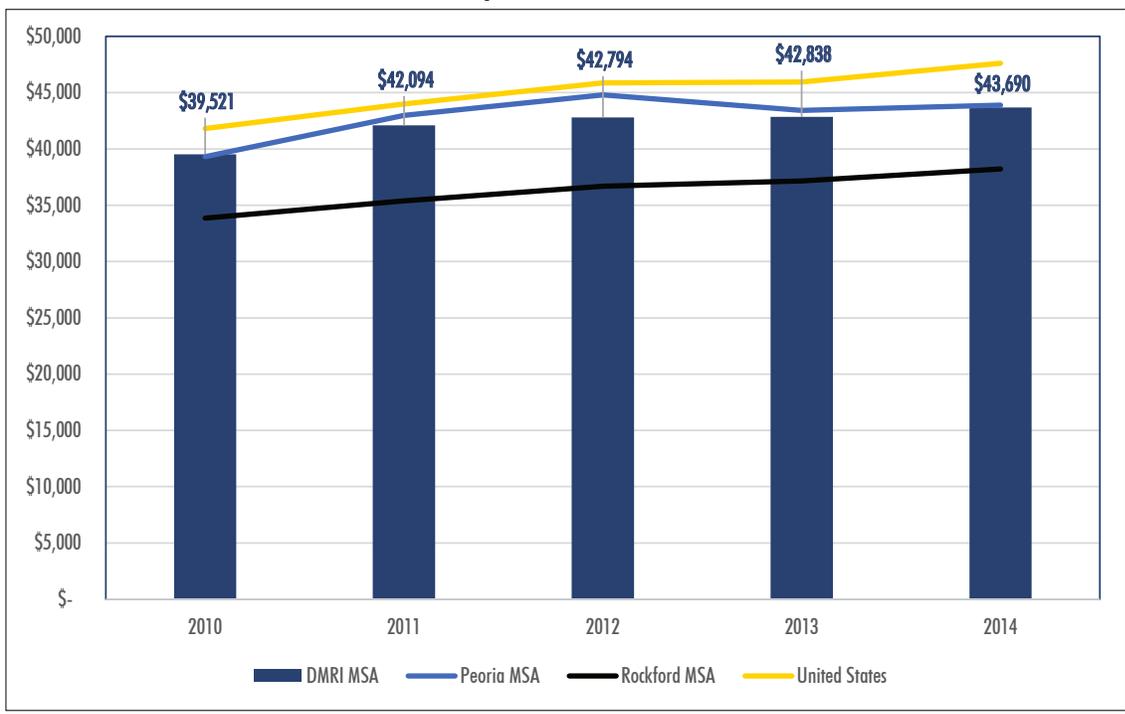
Per Capita Gross Regional Product



Source: U.S. Department of Commerce, Bureau of Economic Analysis. Data is only available for the MSA.

Note: Not adjusted for inflation

Per Capita Personal Income



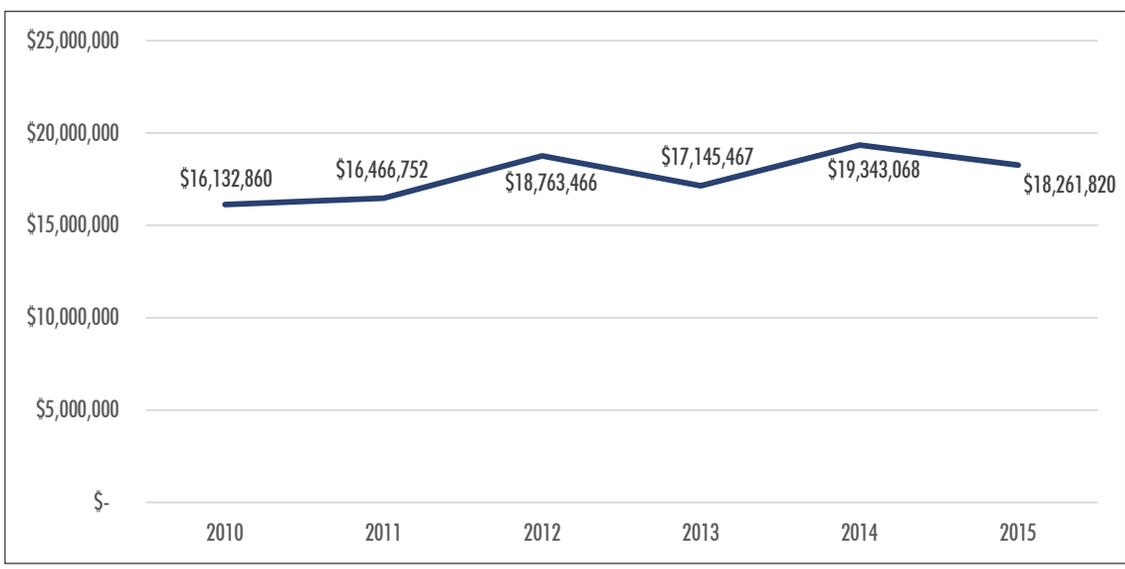
Source: U.S. Department of Commerce, Bureau of Economic Analysis. Data is only available for the MSA.

Note: Not adjusted for inflation

Retail Sales Tax

Tax revenue from regional retail sales has increased 13.2% from \$16.1 million in 2010 to \$18.3 million in 2015. On occasion there are slight decreases in sales tax revenue, but overall the trend steadily increases upwards.

Tax Revenue from Retail Sales

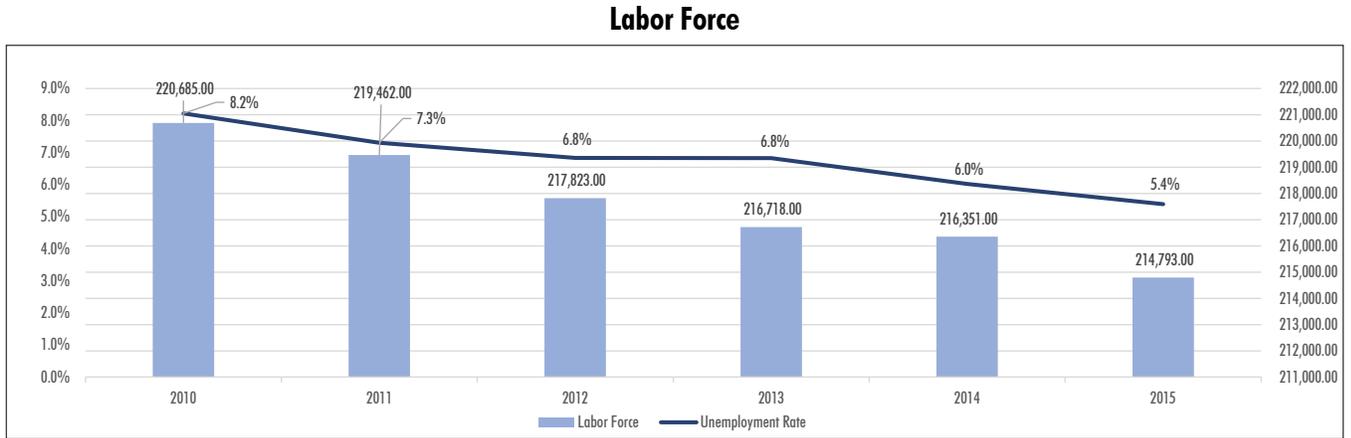


Source: Illinois Department of Revenue and Iowa Department of Revenue, Sales Tax Receipts.

Note: Not adjusted for inflation

Labor Force

From 2010-2015, the Bi-State Region’s annual average unemployment rate has decreased 2.8%. Labor force has also been decreasing from 220,685 in 2010 to 214,793 in 2015, a 2.7% decrease. This decrease is attributable to factors such as workers either retiring, leaving the labor force to seek training or education, or no longer actively seeking employment.

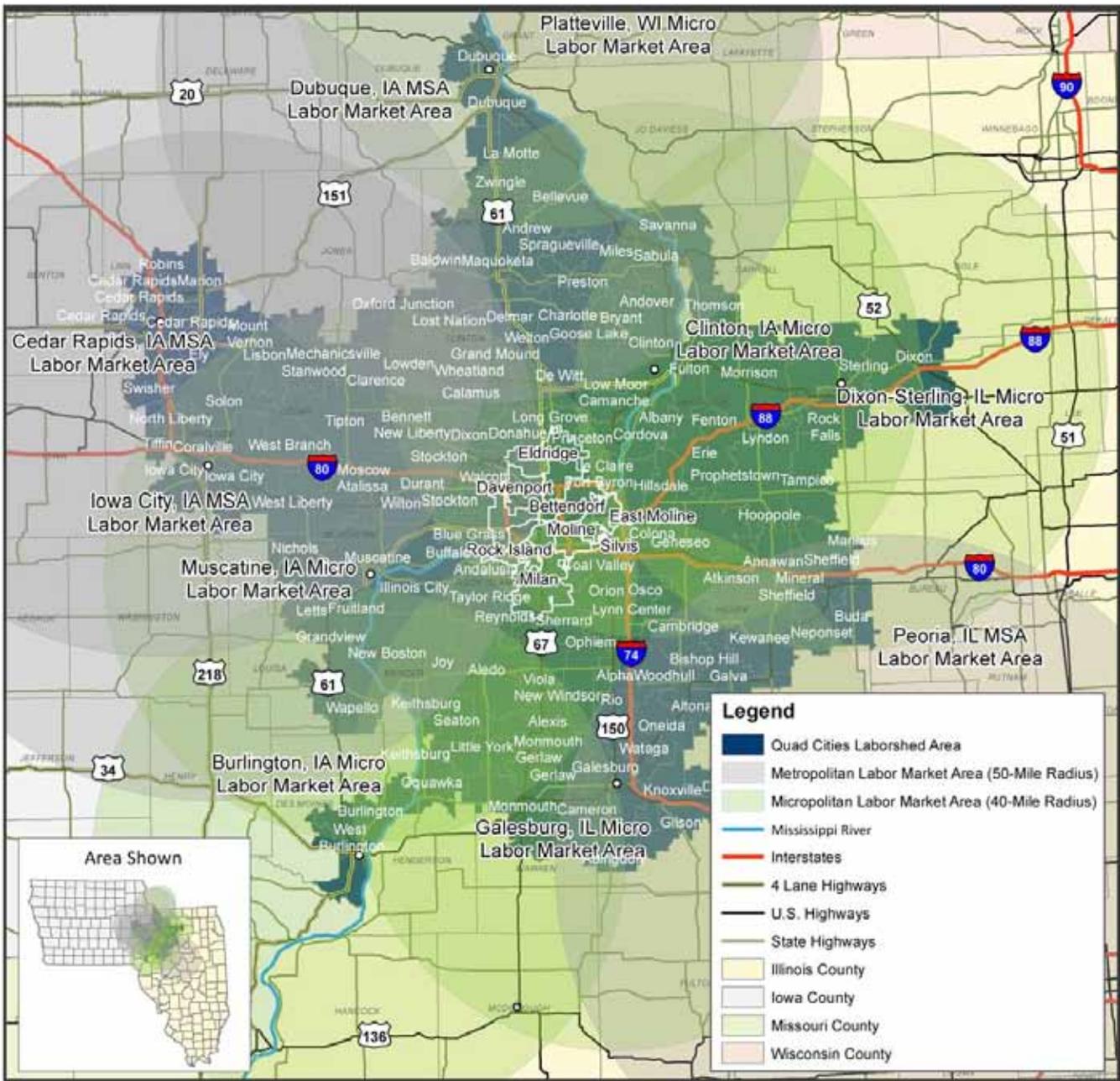


Source: Bureau of Labor Statistics, Illinois Department of Employment Securities, and Iowa Workforce Development.

Laborshed

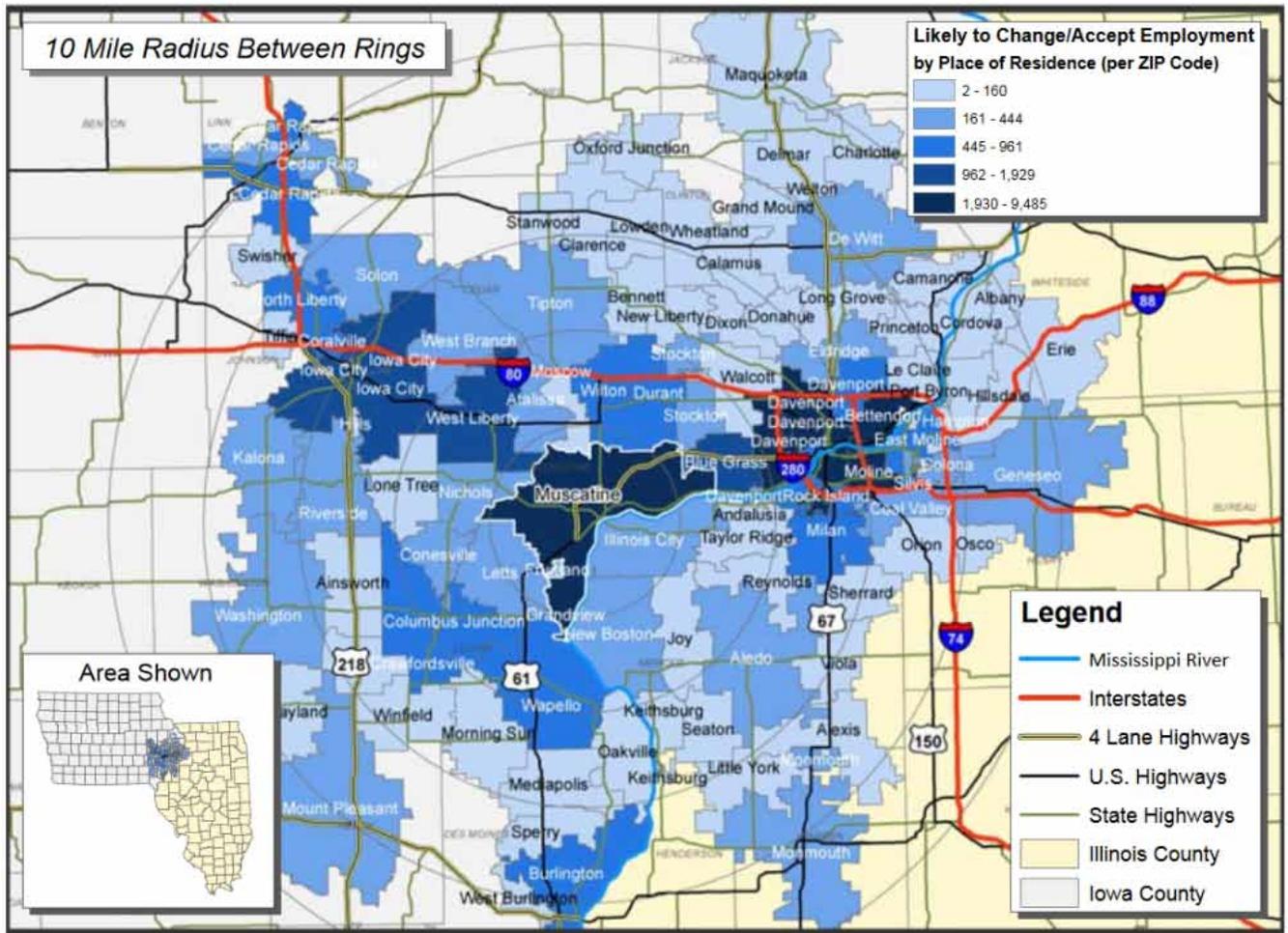
A laborshed is defined as the area from which an employment center draws its commuting workers. The Quad Cities Chamber of Commerce 2016 Laborshed Analysis shows the potential laborshed of 588,213 people, an increase from their 2012 laborshed estimate of just over 530,000 people. Muscatine has its own laborshed due to its strong economy and job base and is designated a Micropolitan Statistical Area. The Greater Muscatine Chamber of Commerce and Industry conducted a laborshed study in 2016 that identified its laborshed to be over 503,000 people.

Quad Cities Regional Laborshed Area



Source: Laborshed Analysis, Quad Cities Chamber of Commerce, Spring 2016.

Muscatine Laborshed Area



Source: Laborshed Analysis, Greater Muscatine Chamber of Commerce and Industry, April 2016

Local Workforce Training Gaps

From 2016 to 2021, EMSI predicts a strong need for occupations of all skill levels, including food workers, laborers, nurses, nursing assistants, and customer service representatives. Program completions represent the number of program graduates and certificate completions in various fields, with Social and Community Service Manager as the top workforce training programs in the region.

2016-2021 Occupation Growth Predictions

| Job Description | 2016 Jobs | 2021 Jobs | 2016-2021 Change |
|---|-----------|-----------|------------------|
| Combined Food Preparation and Serving Workers, Including Fast Food | 5841 | 6195 | 354 |
| Janitors and Cleaners, Except Maids and Housekeeping Cleaners | 4800 | 5145 | 345 |
| Nursing Assistants | 2958 | 3261 | 303 |
| Laborers and Freight, Stock, and Material Movers, Hand | 5263 | 5564 | 301 |
| Customer Service Representatives | 4590 | 4889 | 299 |
| Registered Nurses | 3645 | 3909 | 264 |
| Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | 4538 | 4796 | 258 |
| Office Clerks, General | 5591 | 5828 | 237 |
| Personal Care Aides | 1596 | 1817 | 221 |
| Retail Salespersons | 6875 | 7053 | 178 |

Source: EMSI Industries 2016-2021, Program Completions and Occupation Growth

Local Workforce Trainings and Occupation 2012 EMSI Estimates

| Programs with the Most Regional Completions (Graduations) | Regional Completions (2012) |
|---|-----------------------------|
| Social and Community Service Managers | 3,890 |
| Transportation, Storage, and Distribution Managers | 3,217 |
| Managers, All Other | 3,214 |
| Management Analysts | 3,194 |
| General and Operations Managers | 3,191 |

Source: EMSI Industries 2016-2021, Program Completions and Occupation Growth

Local Workforce Trainings and Occupation 2014 Quad Cities Chamber Estimates

| Degree Type | Most Frequent Program Completions (2014) |
|---------------------------------|--|
| Less than One-Year Certificates | Nursing Assistant 954, Welding Technology 364, Commercial Vehicle Operator 304 |
| One to Two-Year Certificates | Licensed Practical (Nursing) 372, Medical/Clinical Assistant 170, Metal Fabricator 50, Medical Insurance Coding 50 |
| Associate's Degree | Liberal Arts and Sciences 3194, Business/Commerce, General 761, Registered Nurse 616 |
| Bachelor's Degree | Registered Nurse 1451, Psych., General 1247, Business Administration & Mgmt., General 1161 |
| Masters | Business Administration & Management, General 1320, Psych., General 364, Accounting 277 |
| Doctorate | Chiropractic 587, Law 252, Medicine 148 |
| Post-Graduate Certificates | Entrepreneurship/Entrepreneurial Studies 221, Higher Education 61, Business Administration and Management 46 |

Source: 2014 Graduate Inventory Report; Quad Cities Chamber of Commerce, In Partnership with Black Hawk College.

Industries

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 and remain largely manufacturing based,



although there are heavy influences of animal and crop production in the rural areas. The “Key Industries Map” on page 15 shows the top five key industries in each county. This was determined by looking at the Location Quotients within the manufacturing industry. 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. Below is a discussion of the top industries within the region in broader terms.

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, and Springfield Armory, Inc. In total, the defense industry employs over 8,300 people, 6,300 of whom work at the Rock Island Arsenal. Economic Modeling Specialists International (EMSI) analysis indicates that this industry will increase by 0.3% compared to the nation, which will experience a projected decrease of 1.3% in the next five years. 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. The manufacturing industry employs approximately 23,000 people. Companies in this sector include 3M, Alcoa Inc., John Deere, Rock Island Arsenal Joint Manufacturing and Technology Center, Sivyer Steel, and SSAB. According to EMSI, the region is projected to see a 4.6% increase in jobs in the next five years.

Food Manufacturing

Food processing and manufacturing has been a large industry within the region, especially meat processing, dog and cat food, poultry processing, and animal slaughtering employing approximately 5,700 people. Companies include Tyson Foods, Kraft-Heinz, Nestle Purina, Kent Corporation, West Liberty Foods, Whitey’s Ice Cream, and Mississippi River Distilling Company. Using EMSI modeling, this industry is expected to increase 1.3% in jobs; however, the region knows it will experience a significant decrease in jobs at the Kraft-Heinz plant in Davenport within this timeframe resulting in a likely decrease of 16% of jobs within the industry within the next five years.

Agriculture

Historically, agriculture is one of the longest-standing and predominant industries within the region and will continue an influential role in the future. The agricultural industry directly employs approximately 4,500 people; however, it is directly related with both the manufacturing and food manufacturing industries. Under current economic conditions, this industry is projected to experience a 2% decline in employment. This industry is cyclical in nature and closely tied to weather conditions. For additional information on the region’s agricultural economy, see page 18.



Logistics

The logistics industry is the warehousing and distribution of goods 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, the logistics industry jobs have increased by 2.4% since 2011 and are projected to grow 4.3% in the next five years. Approximately 16,000 people are employed in the logistics industry by companies such as John Deere Parts and Distribution, Xpac, Tennant Truck Lines, Group O, Americold, and Von Maur.

Companies and Enterprise Management

Since 2011, the management of companies and enterprises has grown 18% in the region. According to EMSI modeling, this industry can be expected to continue to grow an additional 19%.

Key employers that fall into this industry include John Deere & Company, whose world headquarters is located within Rock Island County; KJWW, an international engineering and consulting firm specializing in healthcare, education, commercial, government, and industrial buildings; Kone, an international engineering and services company known as the global leader of elevator and escalator production; Lee Enterprises, an American media company; Modern Woodmen of American, the third-largest fraternal benefit society in the United States; Rock Island Arsenal Army contracting command, which supports the military in both times of war and peace; and Stanley Consultants, an international engineering, construction, and environmental engineering company headquartered in Muscatine.

Projected Industry Growth

EMSI predicts an increase of 4% total job growth in the next five years, bringing the total jobs from 255,495 jobs in 2016 to 265,918 jobs in 2021. Health Care and Social Assistance and Manufacturing have the highest absolute growth in terms of new jobs. Management of Companies and Enterprises is projected to have the highest percent change.

Projected Industry Growth 2016-2021

| NAICS | Description | 2016 Jobs | Projected 2021 Jobs | 2016 - 2021 % Change | Average Annual Earnings |
|-------|--|----------------|---------------------|----------------------|-------------------------|
| 31 | Manufacturing | 31,801 | 32,915 | 4% ▲ | \$71,341 |
| 90 | Government | 29,982 | 30,213 | 1% ▲ | \$65,577 |
| 62 | Health Care and Social Assistance | 29,105 | 31,784 | 9% ▲ | \$48,482 |
| 44 | Retail Trade | 29,090 | 29,513 | 1% ▲ | \$29,558 |
| 72 | Accommodation and Food Services | 17,693 | 18,155 | 3% ▲ | \$17,122 |
| 56 | Administrative and Support and Waste Management and Remediation Services | 15,386 | 16,002 | 4% ▲ | \$30,985 |
| 81 | Other Services (except Public Administration) | 14,405 | 14,856 | 3% ▲ | \$23,287 |
| 23 | Construction | 13,411 | 14,318 | 7% ▲ | \$56,513 |
| 52 | Finance and Insurance | 12,496 | 13,210 | 6% ▲ | \$60,773 |
| 42 | Wholesale Trade | 10,240 | 10,641 | 4% ▲ | \$72,775 |
| 54 | Professional, Scientific, and Technical Services | 9,923 | 10,785 | 9% ▲ | \$56,837 |
| 48 | Transportation and Warehousing | 8,756 | 9,449 | 8% ▲ | \$52,244 |
| 53 | Real Estate and Rental and Leasing | 6,850 | 7,000 | 2% ▲ | \$28,922 |
| 55 | Management of Companies and Enterprises | 6,594 | 7,478 | 13% ▲ | \$156,068 |
| 61 | Educational Services | 6,399 | 6,529 | 2% ▲ | \$27,772 |
| 11 | Crop and Animal Production | 4,479 | 4,389 | (2%) ▼ | \$39,264 |
| 71 | Arts, Entertainment, and Recreation | 4,297 | 4,169 | (3%) ▼ | \$15,906 |
| 51 | Information | 2,823 | 2,807 | (1%) ▼ | \$47,524 |
| 22 | Utilities | 1,499 | 1,436 | (4%) ▼ | \$150,786 |
| 21 | Mining, Quarrying, and Oil and Gas Extraction | 213 | 211 | (1%) ▼ | \$49,510 |
| 99 | Unclassified Industry | 55 | 57 | 4% ▲ | \$22,055 |
| | Total | 255,495 | 265,918 | 4% ▲ | \$50,453 |

Source: EMSI Analyst, QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors 2016.1

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, there are approximately 9,000 acres of land specifically classified as industrial parks or sites. According to the Ruhl Commercial Company’s 2014-2015 Commercial Real Estate Market Report for the region, there is a total industrial market of 50,000,000 square feet in the region. About 62% of that total exists in Iowa, while the remaining 38% exists in Illinois and the Rock Island Arsenal. About 60% of the industrial market is used for warehousing and storage, while the remainder is used for manufacturing facilities.

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 2012 Agricultural Census conducted by the U.S. Department of Agriculture (USDA), 1,316,048 acres or slightly over 74% of the region is farmland. Henry County has the highest percentage of farmland at 91%. The Iowa State University 2015 Iowa Land Value Survey lists Scott County as the highest farmland value in the State of Iowa at \$10,918 per acre compared to the state average of \$7,633 per acre. Muscatine County’s land value is also above the state average at \$8,185 per acre. Comparable

data for Illinois counties is not available.

The region produces corn, soybeans, hay, and oats as the main crops. Muscatine County has become well known for specialty crops such as cantaloupes and watermelon. Livestock

production is also significant throughout the region, with poultry and hogs being the predominant livestock.



Photo courtesy Patty Person

Farm Costs

Even adjusting for inflation, the average farm production expenses per farm continue to rise at steep rates. Scott County’s farm production expenses per farm average rose 68.88% from 2007 to 2012 – well above Iowa’s increase of 45.26%. The region’s remaining counties experienced percent increases at or below their respective state’s with Rock Island County seeing the lowest increase at 4.58%. The 2012 average total farm production expenses per farm ranged from \$107,174 in Rock Island County to \$269,869 in Scott County.

Net Cash Income of Farm Operations

Although farm costs continue to rise, the region has also seen a substantial rise in the net cash income of farm operations between 2007 and 2012. Except for Rock Island County, which experienced a 2.2% decrease, the region experienced increases ranging from 46.1% to 77.5% when adjusted for inflation. Henry and Mercer Counties’ average net cash income of farm operations were above Illinois’s average per farm, while Muscatine and Scott Counties were below Iowa’s average per farm.

Since the 2012 Agricultural Census, there has been a cyclical downturn in the agricultural economy. Farmland prices are down, and profits for farms have also declined. This is in part due to several good growing seasons, which has shifted supply and demand.

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 plant 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 channels 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 con-



Photo courtesy Quad Cities Chamber of Commerce

versations 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 part-

nered 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. Between the spring and fall 2015 cohorts, 15 teams have completed the program. Team recruiting for the spring 2016 cohort is underway, with the accelerator program expected to continue for both individuals, and as a vehicle for corporate innovation.

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 “Economic Development Administration (EDA) Infrastructure Investments Map” on page 22 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 | 108 | \$436,907,528 | 3,789 |
| Henry County RLF | 74 | \$17,443,134 | 1,002 |
| Mercer/Muscatine Counties RLF | 5 | \$43,130,600 | 88 |

Source: RLF Administrators

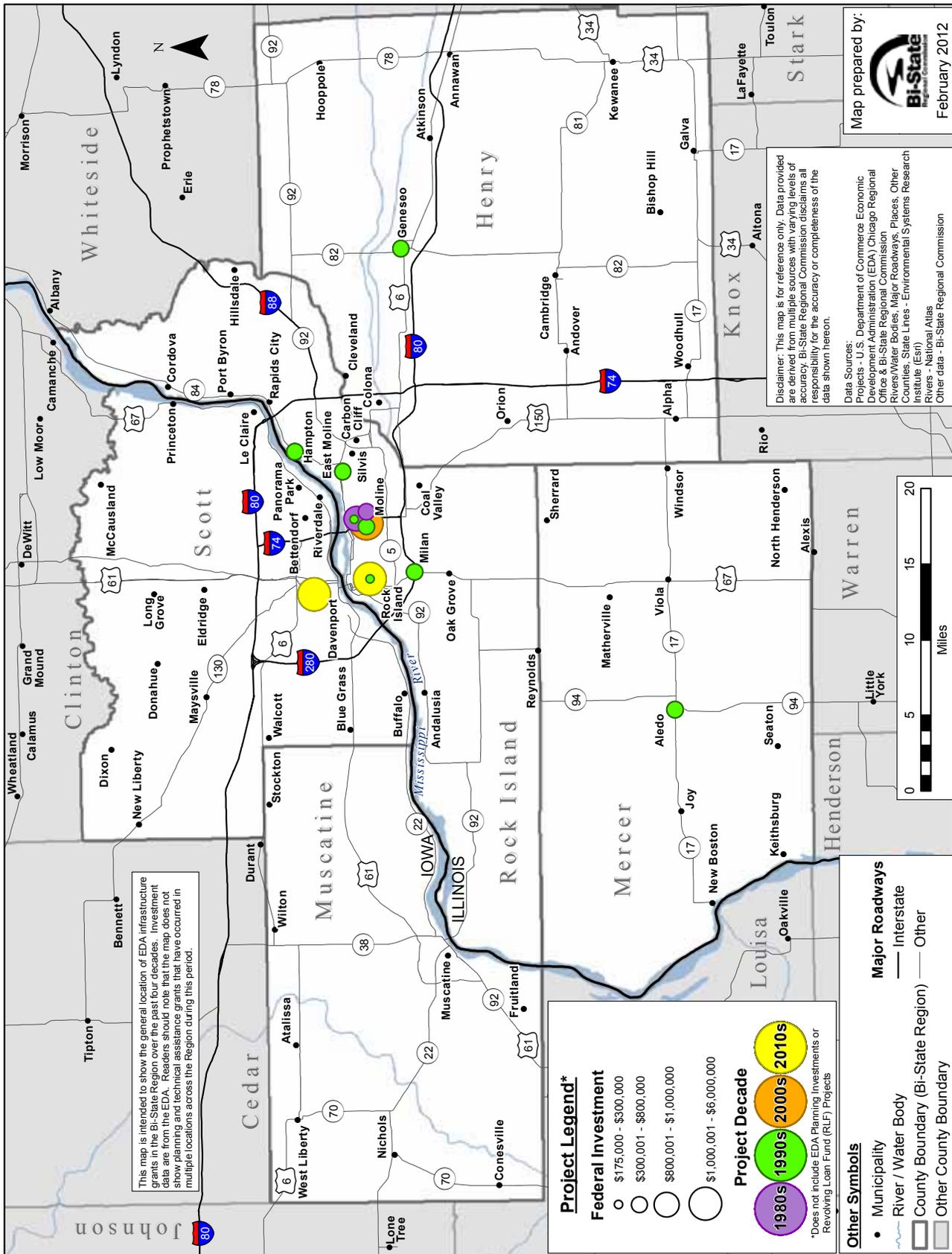
- **U.S. Customs Port of Entry** – A U.S. Customs Port of Entry opened in June 1986. Located at the Quad City International Airport in Moline, Illinois, the Quad Cities U.S. Customs office facilitates the clearing of import shipment documentation for Quad Cities manufacturers and distributors. The Quad 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.
- **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.

Economic Development Administration (EDA) Infrastructure Investments Map



Place

The Bi-State Region has a lower cost of living than the U.S. average while maintaining a high quality of life and an increased set of cultural amenities per capita than comparative Midwest peers. Additionally, the hotel and traveler accommodation industry is predicted to have a 36% total increase from 2011 to 2021, due to the many cultural attractions, events, and recreational opportunities in the region. The region's transportation infrastructure allows industry to move freight and commerce across every mode of travel, including air travel at the Quad City International Airport in Moline and public-use airports in Davenport and Muscatine. Additionally, the Mississippi River and high quality soil and natural resources stimulates the barge transportation and agricultural industries.

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 the DMRI, IA-IL MSA compared to the U.S. national composite score of 100. Lower scores indicate lower prices and costs for consumers.

Cost of Living Index Scores

| Metropolitan Statistical Area | Composite Score | Grocery | Housing | Utilities | Transportation | Health Care | Misc. |
|-------------------------------|-----------------|---------|---------|-----------|----------------|-------------|-------|
| DMRI, IA-IL MSA | 98.6 | 98 | 99.4 | 97.4 | 104.8 | 94.2 | 96.9 |
| Ames, IA | 92.8 | 91.5 | 98.1 | 85.7 | 101.1 | 95.8 | 87.8 |
| Cedar Rapids, IA | 94.6 | 95.6 | 84.9 | 105.8 | 95.3 | 100.5 | 98 |
| Chapel Hill, NC | 103.6 | 95.7 | 114.1 | 90.0 | 98.4 | 102.6 | 104.1 |
| Chicago, IL | 116.2 | 116.7 | 135.7 | 104.2 | 114.5 | 99.1 | 106 |
| Denver, CO | 109.6 | 99.2 | 130.2 | 94.5 | 98.4 | 107.7 | 105 |
| Des Moines, IA | 89.8 | 92 | 83.4 | 89.8 | 95.3 | 96.6 | 91.5 |
| Peoria, IL | 98.2 | 95.3 | 98.9 | 102.3 | 102 | 94.6 | 96.6 |
| Springfield, IL | 88.9 | 100.3 | 76 | 75.1 | 96.8 | 102.7 | 95.2 |

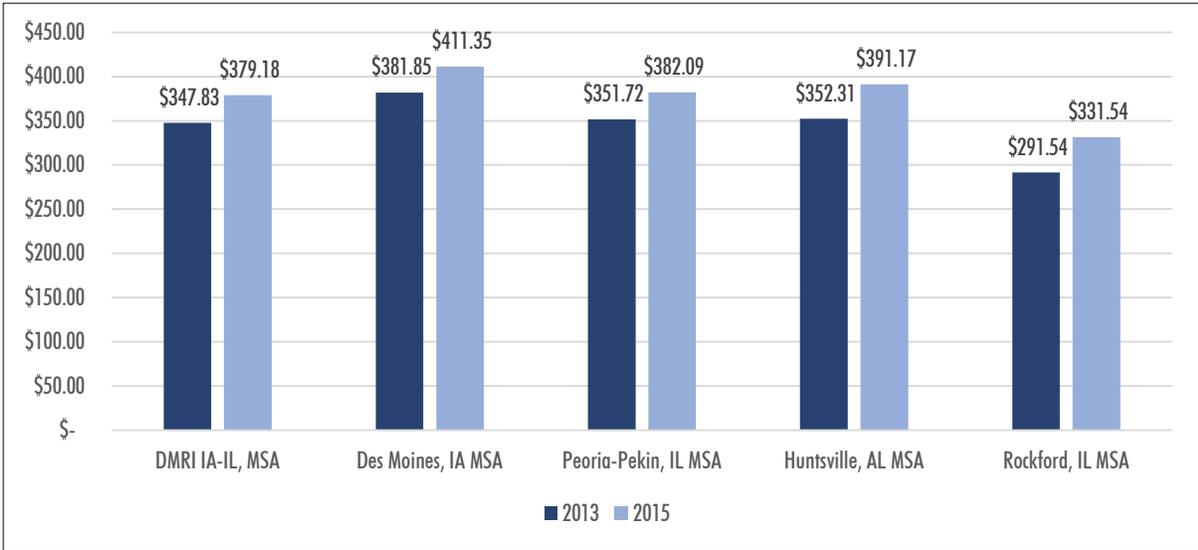
Source: C2ER, Cost of Living Index, 2015 Annual Average Data.

Note: The U.S. composite score = 100. Scores less than 100 indicate lower costs for consumers.

Cultural Amenities

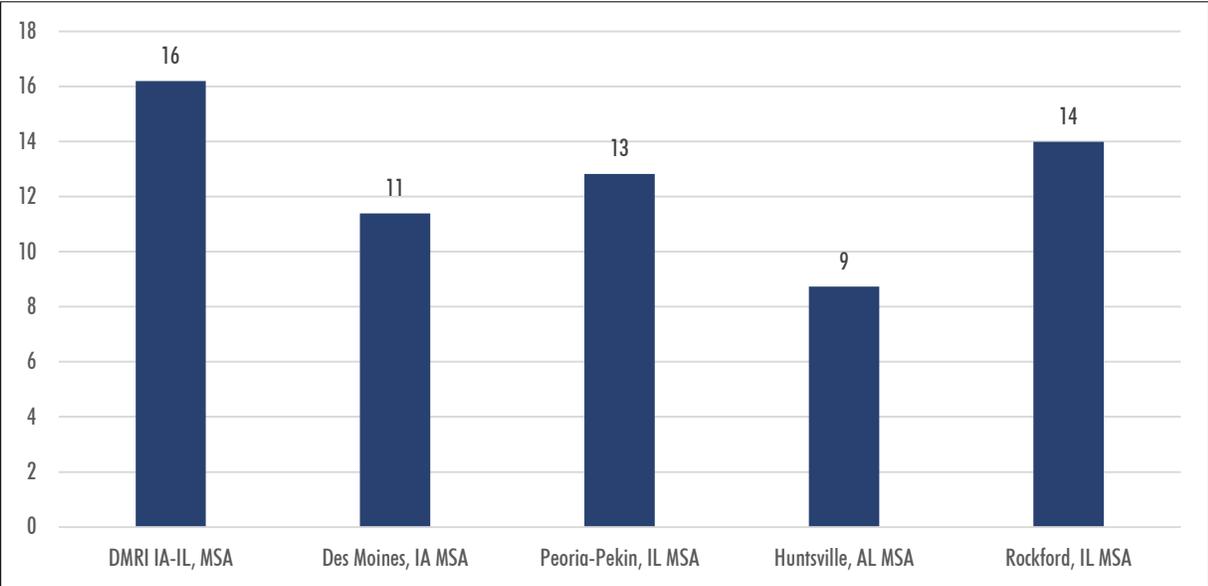
Americans for the Arts conducts a yearly Local Arts Index to assess cultural metrics for various counties in the U.S. The DMRI, IA-IL MSA compares favorably to other peer groups across the Midwest and increased the total consumer expenditures on arts & culture from \$347.83 per capita in 2013 to \$379.18 per capita. Additionally, DMRI IA-IL MSA has the most museums per 100,000 people out of all the comparable peer groups. Peer groups were chosen that were similar in size by population, their Midwest location, and/or the presence of an arsenal.

Total Consumer Expenditures on Arts & Culture Per Capita



Source: Americans for the Arts, "Local Arts Index," 2013-2015.

Museums per 100,000 People



Source: Americans for the Arts, "Local Arts Index," 2015.

Recreational Amenities

The Bi-State Region includes trails, parks, and a wide variety of greenways, parkways, and waterways, including the Mississippi, Rock, and Cedar 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.

Selected Recreational Amenities

| Trails | Location |
|--|---|
| American Discovery Trail | Henry and Rock Island Counties, IL and Muscatine and Scott Counties, IA |
| Mississippi River Trail, Illinois and Iowa | Rock Island County, IL and Muscatine and Scott Counties, IA |
| Great River Trail, Illinois | Rock Island County, IL |
| Duck Creek Parkway Trail | Scott County, IA |
| Hennepin Canal State Parkway Trail | Henry and Rock Island Counties, IL |
| Arsenal Island Bike Trail | Rock Island County, IL |
| Kiwanis Trail | Rock Island County, IL |
| Landmarks and Cultural Heritage | Location |
| German American Heritage Center | Davenport, IA |
| Family Museum | Bettendorf, IA |
| John Deere Commons | Moline, IL |
| Arsenal Museum | Rock Island, IL |
| Ryan Round Barn | Kewanee, IL |
| Pearl Button Museum | Muscatine, IA |
| Bishop Hill Historic District | Bishop Hill, IL |

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



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. Following is a sample of the region's offerings.

Selected Attractions, Festivals, and Events

| Attractions, Festivals, and Events | Location |
|---|------------------|
| Annawan Canal Ambush Mini Triathlon | Annawan, IL |
| Antique Engine Tractor Association Festival | Atkinson, IL |
| Atkinson Motorsports Park | Atkinson, IL |
| Cardboard Regatta | Colona, IL |
| Great Mississippi Valley Fair | Davenport, IA |
| Great River Days | Muscatine, IA |
| Jackson Concert Series | Muscatine, IA |
| John Deere Classic Golf Tournament | Silvis, IL |
| Julmarknad (Christmas Market) | Bishop Hill, IL |
| Mississippi Valley Blues Festival | Davenport, IA |
| Muscatine Aquatic Center | Muscatine, IA |
| Muscatine County Fair | West Liberty, IA |
| New Windsor Fair and Rodeo | New Windsor, IL |
| Quad City Air Show | Davenport, IA |
| Quad City Botanical Center | Rock Island, IL |
| Quad Cities River Bandits | Davenport, IA |
| Quad City Times Bix 7 Run | Davenport, IA |
| Rhubarb Festival | Aledo, IL |
| Scarecrow Festival | Muscatine, IA |

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

Tourism

Henry County Tourism Bureau and the Quad Cities Convention and Visitor's Bureau (QCCVB) 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 visitors generate for state and local governments.

As part of the EDA/USDA Rural Jobs and Innovation Accelerator Grant awarded to the region, Henry County Tourism Bureau participated in two tourism studies: an organizational strategic plan

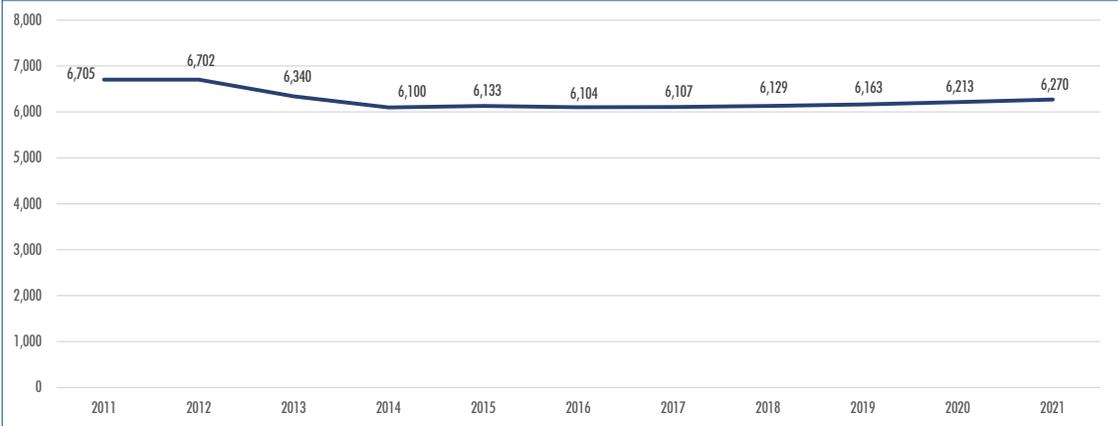
and a tourism asset mapping study. This provided the foundation for tourism as an economic development tool for Henry County and its 14 communities. Direct expenditures from visitors total \$43.89 million, an increase of 4.5% over FY2013, according to 2014 United States Travel Association (USTA) county-by-county travel analysis.

According to the 2014 USTA county-by-county travel analysis, visitors to the QCCVB’s five-county area (Scott County, IA; Henderson, Mercer, Rock Island, and Warren Counties, IL) made direct expenditures of \$821 million. A significant goal of the QCCVB 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. The bureau has also partnered with the American Discovery Trail Society to

manage and provide headquarters for ADT activities. QCCVB also supports the National Geographic Mississippi River Geotourism Project that will promote tourism along the entire stretch of the Mississippi River.

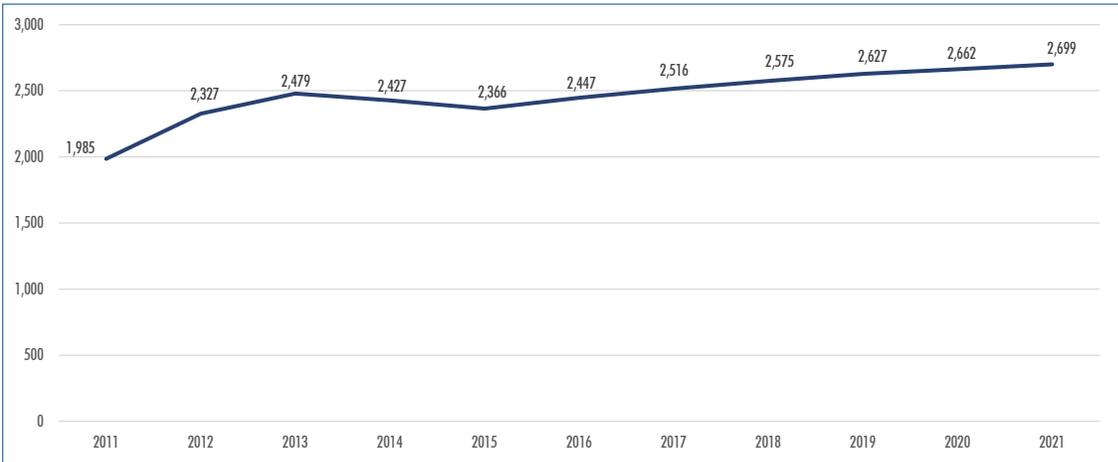
Economic Modeling Specialists International (EMSI) outlines historic and future predictions for the arts and entertainment clusters and traveler accommodation industries, both central to healthy tourist economies. According to EMSI, arts and entertainment jobs decreased from 6,705 jobs in 2011 to 6,104 jobs in 2016, but is predicted to increase again to 6,270 jobs in 2021. However, jobs in the traveler accommodation industry increased dramatically from 1,985 jobs in 2011 to 2,447 jobs in 2016, and is projected to increase to nearly 2,700 jobs in the next five years.

Trends in Arts and Entertainment Jobs



Source: EMSI Industries 2010-2021, Industry Overview, Arts and Entertainment Cluster.

Trends in Traveler Accommodation Jobs



Source: EMSI Industries 2010-2021, Industry Overview, Traveler Accommodation.

Housing

The region saw an all-time high in single-family home permits in 2011; however, permits have decreased steadily since then. Multi-family building permits peaked in 2010, decreased in 2011-2012, but have since been rebounding. The following table shows building permits for new housing construction.

Regional Building Permits

| | Single Family Permits | Multi Family Permits | Total Permits |
|------|-----------------------|----------------------|---------------|
| 2010 | 454 | 41 | 495 |
| 2011 | 602 | 13 | 615 |
| 2012 | 577 | 11 | 588 |
| 2013 | 547 | 27 | 574 |
| 2014 | 483 | 54 | 537 |

Source: U.S. Census Bureau, Building Permit Estimates (Total buildings)

Based on the occupancy levels obtained from Davenport's 10-Year Downtown Strategic Action Plan, overall demand for rental housing is high relative to the rental housing inventory. According to the plan, a rental housing survey was conducted in 2012. The following table outlines results of that survey. Generally, a well-balanced market has a vacancy of at least 5% to allow for mobility in the marketplace. The lack of available rental housing choices can limit a market's growth, and in some cases, cause renters to seek housing outside of the area.

Quad Cities Rental Housing Survey, 4th Quarter 2012

| City | Total Apartment Developments | Total Units Surveyed | Overall Occupancy Rate |
|-------------|------------------------------|----------------------|------------------------|
| Davenport | 63 | 5,190 | 98.4% |
| Rock Island | 25 | 1,835 | 99.1% |
| Moline | 17 | 1,744 | 98.1% |
| Bettendorf | 10 | 1,276 | 98.7% |
| East Moline | 7 | 1,219 | 98.5% |
| Total | 122 | 11,264 | 98.5% |

Source: City of Davenport 10-Year Downtown Strategic Action Plan

The region has been actively adding rental housing. New apartment and condominium housing has or is being developed in many central business districts in the Bi-State Region. Approximately 534 units have been completed since 2011 in downtown Davenport, Moline, and Rock Island. This will provide alternative housing, especially for young professionals and empty nesters seeking housing near entertainment and cultural amenities. GROWTH, a non-profit, community-based developer in Rock Island, is planning to further economic development, affordable housing, and job creation through a \$12 million grant via Capital Magnet Funds. The grant combined with leveraged local funds will target downtown residential development with proposed sites found throughout the Quad Cities.

Housing remains affordable in the Bi-State Region as compared to the nation. According to the National Association of Realtors, the 2015 median sales price of existing single-family homes for the DMRI, IA-IL MSA was \$121,700 compared to 2015 national median existing home price of \$222,400. Information from the Muscatine County Micropolitan Statistical Area is not available for comparison.

Home sales vary greatly within the region; however, 2015 average home sales increased everywhere in the region. According to Ruhl and Ruhl quarterly reports, the average home sales price in the Illinois Quad Cities (includes Rock Island, Henry, and Mercer Counties) increased 8% from \$110,100 in 2014 to \$119,100 in 2015. The Iowa Quad Cities (Scott County) average home sale price increased 3% from \$186,600 in 2014 to \$192,000 in 2015. In the Muscatine/Wilton area, the average sales increased 9% from \$125,600 in 2014 to \$136,400 in 2015.

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. 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. 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.

Housing Cost Burdens in the Bi-State Region

| Percent of Cost Burdened Home Owners and Renters* | Bi-State | U.S. |
|---|----------|--------|
| Home-Owners With A Mortgage | 24.07% | 34.03% |
| Home-Owners Without A Mortgage | 11.95% | 14.80% |
| Renters | 42.70% | 48.31% |
| Percent of Severely Cost Burdened Home Owners and Renters** | Bi-State | U.S. |
| Home-Owners With A Mortgage | 8.11% | 13.49% |
| Home-Owners Without A Mortgage | 4.82% | 6.22% |
| Renters | 20.95% | 24.94% |

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Note: Gross Housing Costs as a Percentage of Household Income in the Past 12 Months

* Cost burdened home owners and renters spend 30% or more on housing costs

** Severely cost burdened home owners and renters spend 50% or more on housing costs

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 PM₁₀ (particulate matter of less than 10 microns in diameter) monitoring station, one SO₂ monitoring station, and three PM_{2.5} monitoring locations. In 2013, an area slightly larger than the Muscatine city limits was designated for non-attainment for SO₂. 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_{2.5} exceedances, but it has not been classified as in non-attainment for PM_{2.5} at this time.

Monitoring stations in Scott County include two ozone monitors, three PM₁₀ monitoring stations, three PM_{2.5} stations, and one SO₂ monitoring station. While Scott County has seen some PM_{2.5}

exceedances, it remains in attainment with all National Ambient Air Quality Standards (NAAQS). In 1999, Scott County was used as a pilot county to conduct an emission inventory by the Iowa Department of Natural Resources.

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_{2.5} and Ozone).

Air Quality Initiative

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 Bi-State Region Air Quality Task Force goals are:

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

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 choice, energy conservation, and other emission reduction efforts. Promotional efforts have included newspaper tabs, brochures, fact sheets, and web-based information pages 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 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 five years. The construction of the Bishop Hill Windfarm in 2012 is capable of producing over 290 megawatts of energy. 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 2 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 waste water 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 2045 Quad Cities Long Range Transportation Plan and the Bi-State Region Freight Plan (2015). See “Bi-State Region Transportation Infrastructure Network Map” on page 35.

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.

Beginning with the CY2016 construction season, Interstate 74 Corridor reconstruction and realignment will be begin Phase 2. This phase includes the construction of new bridge spans and

the realignment to those spans. The project will add significant capacity and ease congestion on Interstate 74. This project is expected to spur redevelopment including in downtown Bettendorf and Moline. The central section, which includes the reconstruction of the I-74 bridge across the Mississippi River, is expected to be completed in CY2020.

The Illinois DOT has identified the need for an Interstate 80 bridge replacement over the Mississippi River. While the construction will not occur within the next five years, significant planning and design will need to take place. Concurrently, the 2045 Quad Cities Long Range Transportation Plan has identified expanding Interstate 80 to six lanes within the region as a future transportation priority. The Iowa Department of Transportation is currently studying the traffic needs of I-80 statewide, and the Quad Cities Area specifically.

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 (RICMMD)—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 2045 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 is completing 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, Illinois for a 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. When the passenger rail is completed, the trip from the Moline station to Union Station in Chicago will take approximately 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 and 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.

There are currently no intermodal container facilities in the Bi-State Region. This presents a challenge in shipping products from the region. The nearest facility is 90 miles from the Quad Cities, located in Rochelle, Illinois and operated by Union Pacific Railroad. Other intermodal facilities are located in Chicago, St. Louis, Omaha, and Minneapolis-St. Paul. Nationally, the trend is toward regional hubs that require shipments via locally-serviced rail or truck to an intermodal facility.

A public transload facility has recently been developed in Davenport's Eastern Iowa Industrial Center (EIIC) to accommodate truck to rail freight. Located near the Davenport Municipal Airport, this asset connects the industrial center to Canadian Pacific Railroad's system via a rail spur from the riverfront north through Davenport to the industrial center. 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). In Muscatine, an intermodal facility is being considered where rail, truck, and barge options would be available. Containerized shipping feasibility is being examined. This facility would provide opportunities for river, rail, and highway multi-model options to move containerized freight.

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.

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 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.

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.

Source: Iowa Department of Transportation, Iowa Rail Toolkit, January 2015

Air Transportation

The Bi-State Region is currently served by six airports. Key information about each airport can be seen below.

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: Quad City International Airport Officials & Davenport Municipal Airport Master Plan Update 2012, AirNav.com

The largest airport is the Quad City International Airport (MLI), located in Moline, Illinois, classified as a commercial airport for the Bi-State Region. MLI currently has four major passenger airlines offering 11 nonstop cities with connections beyond. Based on 2013 enplanement data from the FAA, the Quad City International Airport is the 3rd busiest airport in Illinois.

It 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.

Davenport Municipal Airport (DVN) is owned and operated by the City of Davenport. 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). 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 is a regional transportation and economic center in the state. 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) is a privately-owned grass field runway serving light general aviation.

Waterway Transportation

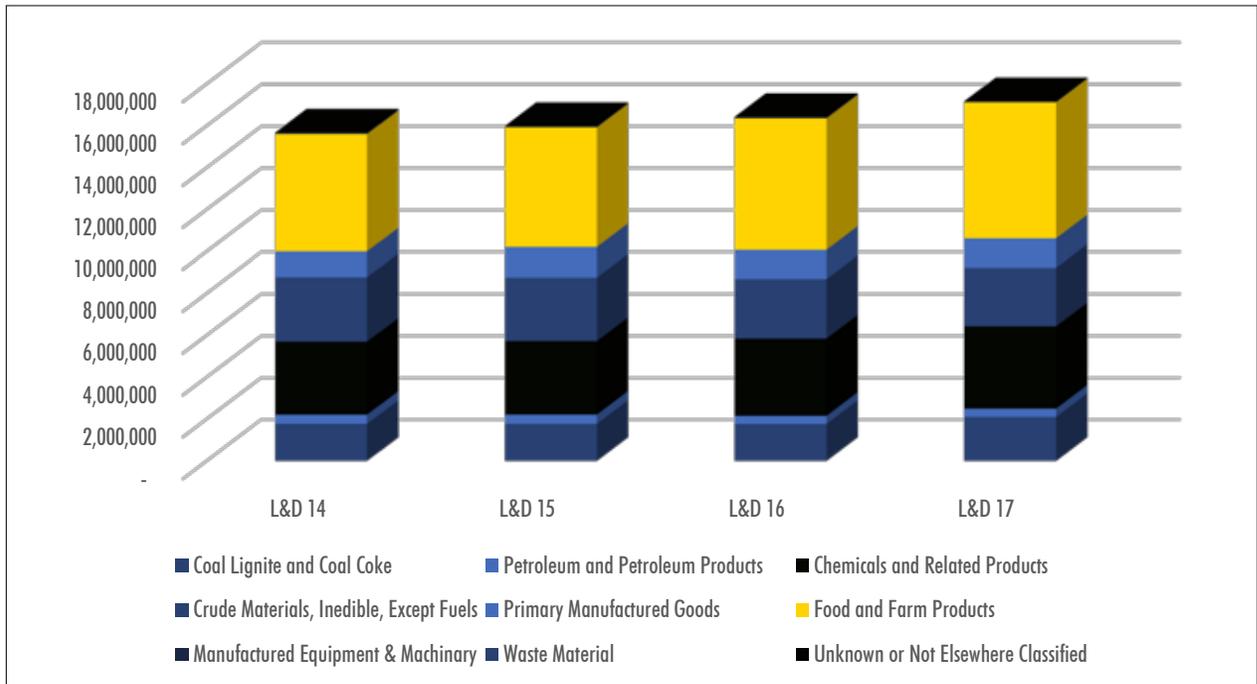
The Mississippi River has served as the medium for efficient and economical movement of goods and services to and from the region for decades. As part of the inland waterway system, the Mississippi River provides the Bi-State Region with a link to Mississippi tributaries, the Gulf of Mexico, the Great 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 by each lock. As shown, Food and Farm Products are the highest tonnages at each lock followed by Chemicals and Related Products.

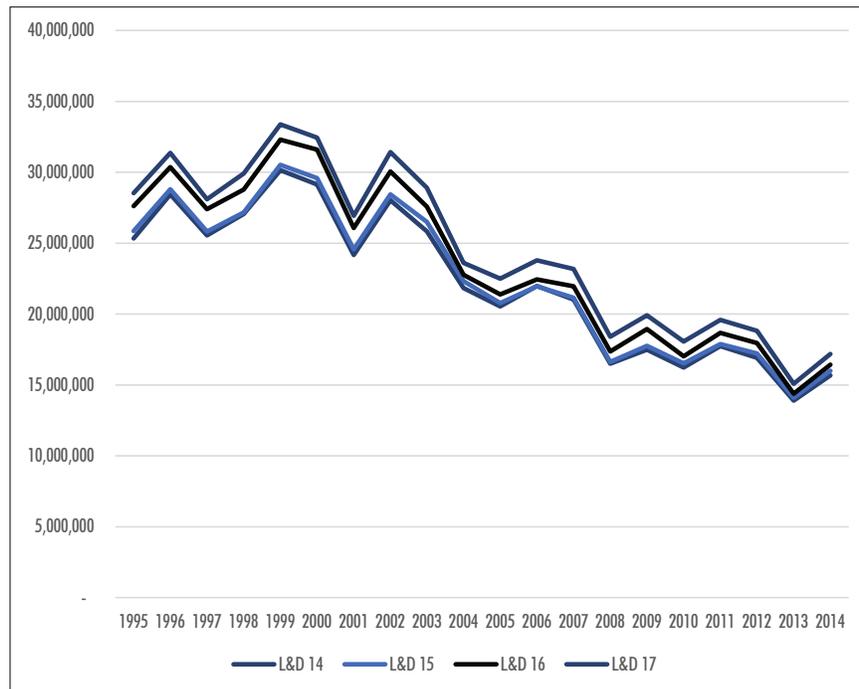
Mississippi River Commodities by Lock (in tons)



Source: U.S. Army Corp of Engineers Lock Data, 2014

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, and 2008.

Tonnage by Lock from 1995 to 2014



Source: U.S. Army Corp of Engineers Lock Data, 2014

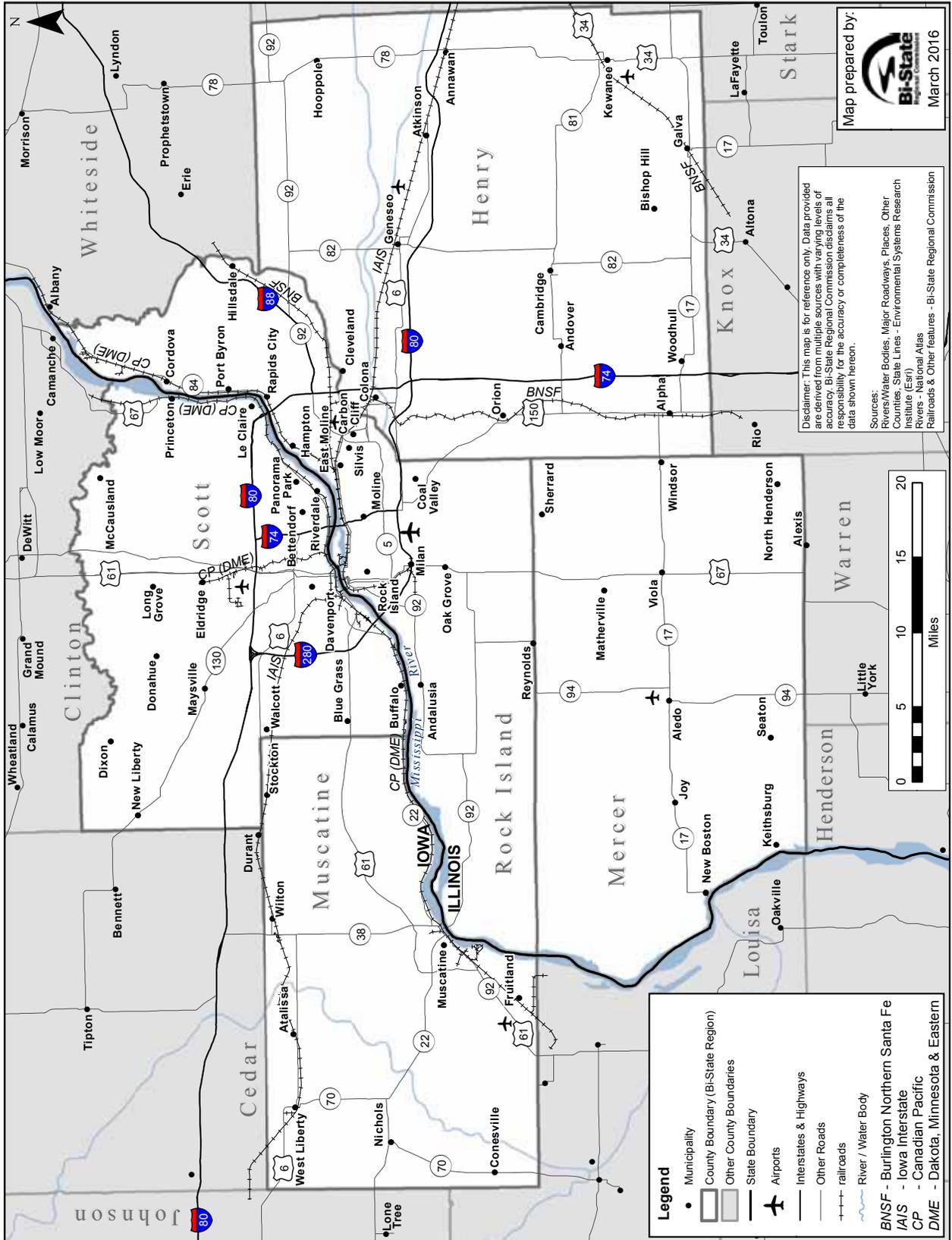
The lock and dam system is an aging infrastructure that requires both scheduled and unscheduled repairs resulting in lock closure. This can delay shipments greatly. According to the U.S. Army Corp of Engineers, “the maintenance needs of this aging infrastructure have surpassed annual operations and maintenance 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, 2015)

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). P3s may encourage more innovative partnerships and solutions to the nation’s navigation system.

Bi-State Region Transportation Infrastructure Network Map



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 30th and October 21st. 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, flat-head 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, the region is also susceptible to flooding. The largest impact from flood occurs where development has occurred, which is



Photo courtesy City of Davenport

mostly along the Mississippi and Rock Rivers. The National Climatic Data Center estimates that since 2000, \$56.88 million in damage from flood and flash flood has been reported within the Bi-State Region. 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.

Wildlife (Flora/Fauna)

Wildlife of the region can be classified into three basic categories: open land, woodland, and wetland. Open land wildlife is classified as 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 Department 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.

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 went through an extensive Strengths, Weaknesses (referred to as Challenges within this CEDS), Opportunities, and Threats (SWOT) exercise spanning five meetings within each county in the region. The following items were identified as impactful to economic development. 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 future and ongoing effects that have a large, negative impact on economic development.

Strengths

- Close proximity to multiple transportation modes gives the Bi-State Region an economic advantage over many similarly sized communities. Located at the crossroads of Interstates 74, 80, and 88, the region offers residents and businesses abundant east-west and north-south access to major metropolitan areas. Waterborne commerce and recreation thrive along the 168 mile stretch of the Mississippi River. The Quad City International Airport provides daily passenger flights to 11 cities nonstop. There is great potential for recreation, tourism, and industry development.
- Located in two states, the region has abundant resources including workforce development groups, small business development centers, and extension offices of both the University of Illinois and Iowa State University.
 - There is a good working relationship with state-level economic development agencies in both Iowa and Illinois.
- 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 and loan guarantees at local, regional, state, and federal levels. Revolving loan fund programs, tax increment financing (TIF) districts, enterprise zones, and SBA programs are all available.
- Local organizations have economic development data and resources for job training and retraining to assist in business start-ups and expansions. Workforce development boards have enhanced capacities to assist in these economic development opportunities.
- The region has a highly productive, well-trained labor force with a strong work ethic, and a cooperative attitude exists between labor and management organizations.
- Excellent educational institutions, recreational facilities, and cultural activities offer a highly satisfying quality of life for area residents. Convention capacity, professional and amateur sports, plus tourism attractions and events draw large numbers of visitors to the region.
- 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.
- An economic development network exists and includes a public/private partnership for unified marketing of the area.
- The cost of living is below the national average. Lower cost of housing provides a competitive advantage.
- Services for international trade, such as a Port of Entry, a Foreign Trade Zone, and the Quad Cities Container Freight Terminal, allow companies engaged in international business to save time and costs.
- There is an abundance of treated water sources, and adequate water treatment capacity exists to serve the needs of residents and industry.
- The governmental entities in the Bi-State Region support cooperative agreements for services and commodities, including police and ambulance service, joint purchasing, exchange of water and sewer services, shared river access and use, tourism, and planning.
- Energy resources are plentiful and reasonably priced.
- Industrial sites of various sizes are available in the Bi-State Region.
- The Rock Island Arsenal is one of the region's largest employers and provides opportunities for state-of-the-art manufacturing, procurement, service, and supply contracts for local business.

- Riverfront development and redevelopment plans are being implemented and have had a positive impact on the region.

Challenges

- Increased skill requirements of modern industry, as well as projections of replacement and new workers, reveal shortcomings in the labor force to meet future needs.
- Counties in both Illinois and Iowa portions of the region have only limited availability of industrial park space and state-of-the-art industrial areas, particularly large-scale industrial sites served by rail.
- Natural hazards in the region, especially related to flooding, can interrupt businesses located in the floodplain and movement of goods throughout the region.
- 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 floodplain maps were created.
- Aging infrastructure will continue 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, I-80, Centennial Bridge, and railroad crossings over the Mississippi River are all facing capacity concerns and need for replacement.
- The State of Iowa implemented a new law to reduce Iowa's commercial and industrial property tax. The move is intended to increase economic development within the state; however, the tax reform will very negatively affect the governments within Iowa who will receive significantly less in tax revenue to provide services and maintain infrastructure.
- Due to strong ties to agriculture, the region is directly affected from downturns in the agricultural economy.
- Multiple jurisdictions add complexity to intergovernmental cooperation, master planning for regional development, and provision of services to business.
- In 2013, an area slightly larger than the city limits of the City of Muscatine was designated as non-attainment for sulfur dioxide. Businesses within the designated area have completed millions of dollars in improvements to reduce emissions. Additional projects will be implemented in 2018. Air quality monitors in Muscatine have not shown any exceedences since May 2015, showing actions taken in Muscatine have worked.
- Transportation access in Mercer County makes economic development more challenging. There are no interstates or railroads that run through the county.
- Work on a Chicago to Quad Cities passenger rail line has begun; however the project has been delayed. The State of Illinois has asked the U.S. Department of Transportation to extend the \$177 million grant to 2020. No revised timeline has not been released by the State of Illinois Department of Transportation.

Opportunities

- The Interstate 74 Corridor reconstruction project, the largest public works project in the region's history, is set to begin construction in 12 months. The project will add significant capacity and has already spurred development along the corridor.
- 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 funding will be distributed to sustainable projects that will make a significant impact in Mercer County and leverage other funding sources.
- National Geographic created the Mississippi River Geotourism Project to promote the Mississippi River as a world-class tourist destination and to foster the promotion of recreation, history, art, culture, agriculture, urban and rural life, and nature. As part of the project, National Geographic will create a website, Geotourism map guide, smartphone app, and public relations strategies to ultimately bring more visitors to the Mississippi River. This initiative will increase tourism in the region. The website promotion will begin in spring 2016.
- The City of Muscatine received grant funding to conduct a feasibility study for establishing a multi-modal container terminal port facility on the Mississippi River.
- After the completion of Quad Cities First's building and site inventory needs assessment, the region will be able to determine gaps in its inventory and work toward addressing those gaps.
- Wind as a renewable energy source is a growing industry in the Midwest and may present future opportunities. The rural parts of the region have demonstrated the potential for wind farm development. The region has great interest

in being part of the wind energy supply chain and has positioned a transload facility in Davenport to transport manufactured wind mills both on and off rail. The highway system within the region also provides excellent transportation of wind turbines.

- In 2016, both the Illinois Quad Cities and Henry County will be submitting Enterprise Zone applications that will show regional participation and cooperation in economic development. The Enterprise Zone program is designed to stimulate economic growth and neighborhood revitalization through state and local tax incentives.
- The completion of the Laborshed Employment Study, Skills 2020 Survey and Graduate Inventory Report will help clearly define and promote the workforce and laborshed of the region.
- The Quad Cities Manufacturing Innovation Hub launched in August 2015 and offers services and technical assistance to help the region's manufacturing industry grow, diversify, and stay competitive.
- The Quad Cities Chamber of Commerce is undergoing a long-term visioning and strategic planning process with broad participation from businesses, local government, and educational institutions. The Chamber will be releasing the action plan in summer 2016 to make the region cool, creative, connected, and prosperous.
- The Bi-State Region is one of five regions in Illinois that received a total of \$5.5 million in grant funding from the U.S. Department of Defense Office of Economic Adjustment that will support economic revitalization. The grant will be used to help identify the region's companies with ties to the defense industry in an asset mapping process. This is to more fully understand the effects installations like the Arsenal have on the economy of a region.
- Merrill Hotel and Conference Center, a \$42 million investment in the City of Muscatine, is underway. The hotel and conference center will help fill a need for hotel and conference space within Muscatine.

Threats

- Rock Island Arsenal Base Realignment and Closure (BRAC)
 - Since the publication of the 2011 CEDS, the Arsenal has completed the 2005 BRAC designations. In total, the Arsenal lost 1,100 jobs due to the BRAC.

- There is a possibility of a future BRAC that could negatively affect the Arsenal.
- While the community offered direct flights to Dulles Airport in Washington, D.C., load factors were too low to sustain the service.
- The economic impact of a full base closure would be devastating. In addition to the 6,301 jobs from the closure, an additional 7,214 of indirect and induced jobs would also be lost. This would be an estimated \$861,511,837 in earnings lost to the region.
- The Arsenal also experiences job loss outside of BRAC. Since September 2010, the Arsenal has lost a total of 600 jobs not related to the BRAC. This can be attributed to a loss of jobs through the Joint Manufacturing Technology Center, which experienced a decrease in workload due to budget reductions and the wind-down of two wars.
- While the region has been able to ensure that Kraft-Heinz will be remaining in the region through the construction of a new plant in northern Davenport, the company has only stated that a minimum of 475 workers will be retained. The current plant employs approximately 1,400 people. There will be a substantial loss of jobs, but the exact number is not known at this time.
- The continued Illinois budget crisis is having a negative impact on the institutions of higher learning within the region.
- The Illinois Department of Juvenile Justice announced its plans to close the Illinois Youth Center in Kewanee in February 2016, causing the loss of 238 well-paying jobs. The total economic impact of this loss in the region, after including a ripple effect from indirect and induced industries, is estimated to be a total loss of 270 full-time jobs and \$9.95 million in total earnings.
- Over the past year, Exelon has warned legislators that the Cordova nuclear plant could be shut down due to the fixed costs of running the power plant versus the low rates of energy in the region. While the plant is not expected to close in the next few years, it has brought the economic effects of decommissioning the plant to light. Other energy providers, such as coal-fired power plants, may be affected by regulatory change. The effects of both of these energy issues will need further study.

Strategic Direction and Performance Measures

This section sets forth goals and objectives necessary to strengthen the economy and/or to capitalize on the resources of the region. 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. The goals and objectives listed below were developed in meetings with the CEDS Committee and are directly related to information shown in the Summary Background and identified in the Analysis of Regional Economy sections. The CEDS Committee also reviewed the Progress Toward 2011 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 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 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 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.

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

- Measure: Report jobs created and retained as reported by local governments and chambers of commerce.
- Measure: Report the Gross Regional Product for the Davenport, Moline, Rock Island, IA-IL Metropolitan Statistical Area (DMRI, IA-IL MSA).
- 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.
 - Measure: Report numbers of loans and total investment of EDA funded Revolving Loan Funds (and other if available) within the region.
- 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.
 - 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.
- Foster entrepreneurship through initiatives such as Ignite Quad Cities, New Venture School, Startup Weekends, Business Competitions or Fast Pitches, and Muscatine E-Center and Startup Grind.
 - Measure: List number of identified members of the Ignite Quad Cities Entrepreneurs Meetups and the number of teams that have completed the Venture School program.
- Utilize the Small Business Development Center to ensure startups have sound business plans for new businesses.
 - Measure: List number of client contacts at the Small Business Development Center.
- Submit Enterprise Zones applications for the Illinois Quad Cities and Henry County.
 - Measure: Report status of the Enterprise Zones applications for the Illinois Quad Cities and Henry County.

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

- Revitalize downtowns and main corridors by completing planning and projects shown in the Appendix.
 - Measure: List number and status of development projects as listed in the Appendix.
 - Measure: Discuss status of planning processes undertaken within the region to achieve redevelopment.
- Major projects include downtown Bettendorf following the realignment of State and Grant Streets; City Square and Howard Johnson in Davenport; Bend of the Quad Cities in East Moline; Walmart and Norcross in Rock Island; City Center, Gateway, and Floreciente neighborhoods in Moline; The Merrill Hotel and River Drive development in Muscatine; and Aledo Main Street Corridor Project.
 - Measure: Report completed projects or status of project.

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

- Partner with the region's Convention and Visitors/Tourism Bureaus to market events, festivals, culture, arts, and entertainment in the region.
 - Measure: Analyze number of jobs in the arts and entertainment and traveler accommodations industries within the region.
- Complete construction of the land-based Rhythm City Casino.
 - Measure: Report on status of construction and jobs created once open.
- Promote the National Geographic Mississippi River Geotourism initiative.
 - Measure: Discuss the promotion initiatives undertaken.
- Expand local trail network interconnectivity with neighborhoods, other local trails, and national trails such as the Mississippi River Trail and the American Discovery Trail.
 - Measure: Describe major trail improvements that increase interconnectivity.

- Promote the trail system and the QCTrails website (www.qctrails.org).
 - Measure: Report website analytics of www.qctrails.org.
- Provide and maintain quality and diverse housing throughout the region by:
 1. Supporting organizations that develop affordable housing within the Bi-State Region including 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.
 - Measure: List number of units completed or underway for each organization.
 2. Conducting a housing needs assessment in Muscatine, Kewanee, and other regional communities as needed, and address needs identified in the assessment.
 - Measure: Report results of assessment and actions taken to address needs.

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

- 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:
 1. Supporting the existence and work of the Rock Island Arsenal Development Group.
 2. Supporting efforts to strengthen existing legislation such as the Arsenal Support Program and The Arsenal Act.
 3. Encouraging the establishment of Government Services Administration (GSA) programs at the Arsenal.
 4. 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.
 - Measure: Describe activities of Hurt, Norton & Associates, the consultant that provides services related to the Arsenal.
 - Measure: Report status of U.S. DOD Economic Development Adjustment grant activities.

- Support programs that diversify local and regional economies and build a strong regional economy capable of recovering from natural disasters and economic setbacks.
 - Measure: List initiatives undertaken that support diversification and resilience.
 - Discuss continuity planning/succession planning with business owners to minimize risk of business closures.
 - Measure: Discuss local government and chamber activities that have encouraged continuity and succession planning.
 - Promote the need for continuity of operations plan as a disaster planning tool.
 - Measure: List activities that have promoted continuity of operations planning.
 - Update and implement multi-jurisdictional hazard mitigation plans to mitigate the effects of disasters within the region.
 - Measure: Report status of multi-jurisdictional hazard mitigation plans in the region.
- 5. Invest in infrastructure improvements, such as roads, bridges, sewers, water facilities, and broadband, as well as multi-modal transportation systems that will strengthen and diversify the regional economy.**
- Implement the newly-adopted 2045 Quad Cities 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.
 - Measure: List number and value of projects completed from long range transportation plans.
 - Begin preparation and planning for the subsequent regional long range transportation plans.
 - Measure: Update status of planning process for future transportation plans.
 - Complete construction of the I-74 Bridge center section.
 - Measure: Report status of construction of I-74 Bridge center section.
 - Continue to seek federal, state, and local funding of the north section for the I-74 Corridor project.
 - Measure: Describe activities undertaken to obtain grants or funding and status of grants obtained.
- Support efforts to plan, design, and fund a new Interstate 80 Mississippi River crossing estimated to cost \$450 million.
 - Measure: List activities undertaken by region or state to plan, design and fund this project.
 - Advocate to expand Interstate 80 to six lanes throughout the Bi-State Region.
 - Measure: Discuss results of the Iowa Department of Transportation I-80 Corridor Study.
 - Support continued federal and state funding of the Quad Cities to Chicago passenger rail project.
 - Measure: Report status of funding and construction of the passenger rail project.
 - Complete construction of a passenger rail station in Moline to service the Quad Cities to Chicago passenger rail route.
 - Measure: Report status of the construction of the Moline passenger rail station.
 - Promote operations and use of the City of Davenport Transload Facility in the Eastern Iowa Industrial Park.
 - Measure: List number of agreements in place to use the transload facility.
 - Complete a feasibility study for an intermodal facility for water, rail, and road movements in Muscatine, Iowa.
 - Measure: Report results of the feasibility study.
 - Support efforts to bring additional funding for lock and dam maintenance on the Upper Mississippi River Corridor.
 - Measure: Report activities that have advocated for additional funding.
 - Continue to seek federal, state, and local funding for water, sewer, and stormwater improvements across the region.
 - Measure: List number and dollar amount of federal and state grants awarded.
 - 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 in the Appendix.
 - Measure: List completed projects reported by local governments in projects tables of the Appendix.

- 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.
 - Measure: Develop application. Report results of application and study if grant awarded.
 - Support advances in renewable energy manufacturing by providing necessary infrastructure.
 - Measure: Report changes local governments have made to the infrastructure to accommodate renewable energy manufacturing.
- 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.**
- Utilize the EICC Skills 2020 report to adjust training of the workforce based on the needs of businesses within the region.
 - Measure: Discuss results of EICC Skills 2020 report and highlight initiatives to adjust training.
 - Support the strategies of the Workforce Innovation and Opportunity Act (WIOA) Regional Plans that are currently under development in both Iowa and Illinois.
 - Measure: Discuss how both WIOA plans and the CEDS strategies related and support each other.
 - Access New Jobs Training 260E and 260F and job training tax credits to retrain workers in technology shifts or for provide training to dislocated workers.
 - Measure: Report the number or value of 260E, 260F, and job training tax credits used to retrain dislocated workers.
 - Measure: Analyze and report unemployment rate and labor force numbers.
 - Support continued growth and success of existing higher education institutions in the region.
 - Measure: Monitor educational attainment of the region's workforce.
- 7. Foster public-private and intergovernmental partnerships to address economic development needs in the region while emphasizing cooperation over competition.**
- Continue to foster coordination among Local Economic Development Organizations (LEDOs) through meetings and networking opportunities.
 - Measure: Summarize types of meetings and networking opportunities offered.
 - Measure: List collaborative efforts between LEDOs.
 - 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.
 - Measure: List number of legislative trips to state capitols and Washington D.C.
 - Complete and support the strategies of the Q2030 Regional Vision Plan.
 - Measure: Complete the plan and discuss how the CEDS goals and strategies support the Q2030 Regional Vision Plan.
 - Provide support of the implementation of community-specific economic development strategic plans.
 - Measure: List any new community economic development strategic plans that have been done in the region and how the CEDS supports the plans.
 - Complete site and building inventory and assess gaps in inventory based on the region's industry clusters.
 - Measure: Complete the inventory and summarize the findings.
 - Leverage private investments to create additional industrial land and building inventory.
 - Measure: Detail types of leverage private investments given to create additional industrial land and building inventory.

Implementing the Strategy

Strategic Projects, Programs, and Activities

Work toward the goals and objectives of the 2016 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 41. 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.

The Bi-State Region has multiple 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. Possible projects include, but are not limited to:

- Those in support of the growing wind energy industry expanding in the region, especially in Henry and Mercer counties where numerous windmills are proposed for construction.

- Projects that increase the marketability of existing business parks such as the Moline Business Park Redevelopment Project Area adjacent to the Quad City International Airport. Installing public utilities at these existing sites increases their marketability to site selectors and expanding businesses.
- Projects that support sustainable economic development. This newly expanding area of economic development presents many opportunities to support the economic resiliency of the region.

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



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

OFFICERS:
CHAIR
 John Thodos
VICE-CHAIR
 Carol Earnhardt
SECRETARY
 Kim Callaway-Thompson
TREASURER
 Frank Klipsch

MUNICIPAL REPRESENTATIVES:

City of Davenport
 Frank Klipsch, Mayor
 Vacant, Alderperson
 Jason Gordon, Alderman
 Randy Moore, Citizen
 City of Rock Island
 Dennis Pauley, Mayor
 Chuck Austin, Alderman
 City of Moline
 Scott Raes, Mayor
 Sean Liddell, Alderman
 City of Bettendorf
 Bob Gallagher, Mayor
 City of East Moline
 John Thodos, Mayor
 City of Muscatine
 Diana Broderson, Mayor

City of Kewanee
 Steve Looney, Mayor
 City of Silvis; Villages of
 Andalusia, Carbon Cliff,
 Coal Valley, Cordova, Hampton,
 Hillsdale, Milan, Oak Grove,
 Port Byron, and Rapids City
 Tom Conrad, Mayor, Silvis
 Cities of Aledo, Colona, Galva,
 Geneseo; Villages of Alpha,
 Andover, Atkinson, Cambridge,
 New Boston, Orion, Sherrard,
 Viola, Windsor, and Woodhull
 Dave Holmes, Mayor, Woodhull

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

COUNTY REPRESENTATIVES:

Henry County
 Roger Gradert, Chair
 Dennis Anderson, Member
 JoAnne Hillman, Member
 Mercer County
 Vacant

Muscatine County
 Jeff Sorenson, Chair
 Bob Howard, Member

Rock Island County
 Ken "Moose" Maranda, Chair
 Kim Callaway-Thompson, Member
 Scott Terry, Member
 Elizabeth Sherwin, Citizen

Scott County
 Carol Earnhardt, Member
 Diane Holst, Member
 Tom Sunderbruch, Member
 Jazmin Newton-Butt, Citizen

PROGRAM REPRESENTATIVES:

Ralph H. Heninger
 Nathaniel Lawrence
 Rick Schloemer
 Bill Stoermer
 Jim Tank
 Rory Washburn
 Executive Director
 Denise Bulat

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

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, 2016 to April 30, 2021 and the policies set forth therein.

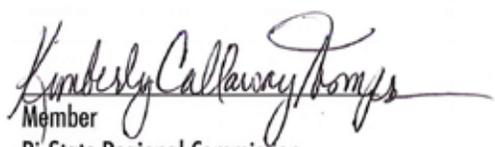
Passed this 27th day of April 2016 by the Bi-State Regional Commission.

Signed:

By:


 John Thodos, Chair
 Bi-State Regional Commission

Attest:


 Member
 Bi-State Regional Commission

Regional Economic Development Cooperation Resolution

WHEREAS, the Quad City 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 among 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 developers 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 affected.

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.

Reference List

- 2045 Quad Cities Long Range Transportation Plan
- Aledo Main Street Association
- Americans for the Arts, Local Arts Index
- Bi-State Region Freight Plan (2015)
- Chicago Tribune
- Council for Community and Economic Research (C2ER), Cost of Living Index
- Development Association of Rock Island
- Davenport 10-Year Downtown Strategic Action Plan 2013
- Economic Modeling Specialists International (EMSI), Analyst
- Environmental Systems Resource Institute (ESRI), Community Analyst
- Henry County Illinois Tourism Bureau
- Illinois Department of Employment Security
- Illinois Department of Revenue
- Iowa Department of Revenue
- Iowa Workforce Development
- Local governments in the Bi-State Region
- Muscatine Convention and Tourism Bureau
- National Association of Realtors
- Quad Cities Chamber
- Quad Cities Convention & Visitors Bureau
- Quad City Times Newspaper
- Ruhl and Ruhl Quarterly Newsletter
- 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.

MindMixer Survey

Various economic development topics were posed on MindMixer, 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 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 Assets

What is the region’s greatest economic asset and why? What one asset would you add to the economy if you could?

Survey Results

| Ideas | Stars |
|--|-------|
| The region’s greatest economic asset would be its location | 12 |
| Mississippi River Navigation Project | 11 |
| The Arsenal/Manufacturing and shipping/Add high speed rail | 11 |
| Our residents | 10 |
| Manufacturing capacity | 9 |
| The technical skill set in the manufacturing labor pool | 9 |
| RI Arsenal, QC’s largest employer and innovative center | 8 |
| Student populations | 8 |
| Mississippi and Rock Rivers | 7 |
| The residents | 6 |
| Form a new Quad Cities economic development association | 2 |

Traffic: 85 Views, 20 Participants

The Mississippi River is highly valued as an economic asset to the region. The author of the top comment elaborates in the comment section, “The Mississippi River provides access to freight routes as well as being less than 6 hours away from cities like Chicago, St. Louis, Minneapolis, Indianapolis, Milwaukee, Omaha, Kansas City, and Des Moines makes it a great place for shipping. The river also provides tourism opportunities.” The second-rated comment with 11 stars also attributes the Mississippi River as the greatest economic asset of the region, as does another idea with 7 stars that champions both the “Mississippi and Rock Rivers.”

Economic Goals

Which regional economic goal should local governments prioritize?

Survey Results

| Goal | Votes |
|--|-------|
| Encourage projects that incorporate sustainable methods practices and activities that positively affect the region’s economy | 12 |
| Pursue redevelopment of blighted, vacant, and environmentally-challenged sites to make best use of existing infrastructure | 11 |
| Work together as a region to attract, retain, and create businesses | 9 |
| Foster public-private and intergovernmental partnerships to address economic development needs | 6 |
| Maintain and provide infrastructure, including technology that supports business growth and expansion | 5 |
| Promote quality of life opportunities | 4 |
| Remain mindful of the negative economic effects caused by economic downturns and natural or man-made disasters | 2 |
| Support continued government and private sector operations at the Rock Island Arsenal | 1 |
| Reinforce and expand mechanisms that build human capital | 0 |

Traffic: 99 Views, 52 Participants

Public input ranks sustainable projects as the top economic goal with 12 votes. Site redevelopment and business retention and attraction are the next two priorities, with 11 votes and 9 votes respectively.

Regional Economic Opportunities

What is the region’s greatest economic opportunity and why?

Survey Results

| Ideas | Stars |
|--|-------|
| High speed rail | 11 |
| Great schools are our best asset | 9 |
| Push to have fulfillment centers locate in this region | 8 |
| Advanced manufacturing | 7 |
| Restaurants | 6 |
| Extend passenger rail service into Iowa | 3 |
| More intersections with remote controlled traffic lights | 3 |
| Hydroelectric power production | 3 |
| Hydroelectric municipal energy production | 3 |
| The Mississippi River moves \$12 billion in product annually | 2 |
| Probably the bricks and mortar of RIA | 0 |
| Connect to the river more | 0 |
| Common core education | 0 |
| The national centrality that we occupy | 0 |

Traffic: 90 Views, 19 Participants

The top rated economic opportunity is high speed rail, which is also a common theme that appears in other economic development and transportation surveys on MindMixer.

Supporting Economic Vitality

How would you use our transportation system to support economic vitality in the Greater Quad Cities?

Survey Results

| Ideas | Stars |
|--|-------|
| Transit-oriented development | 5 |
| Direct transportation from smaller nearby cities | 3 |
| Stop building new roads and start enhancing public transportation | 0 |
| Complete I-74 bridge replacement | 0 |
| Connect major Industries to public transit | 0 |
| Add emergency kiosks “help” stations along bike paths and/or parks | 0 |
| Greatly enhanced public transportation systems | 0 |
| Would like to see a study on walking malls in downtown Davenport | 0 |

Traffic: 48 Views, 19 Participants

The top rated idea is transit oriented development, followed closely by direct transportation from smaller nearby cities.

Progress Toward 2011 Goals

Local governments and development organizations in the Bi-State Region self-reported 75 significant economic development projects that were completed in FY 2016. The full list of completed, underway, and planned projects is located in the appendix. Projects listed include only those that involved some type of government assistance or development organization assistance. The listing is not exhaustive but is provided to show an overview of the key economic events occurring in the region. From the 75 projects listed, an estimated 606 jobs were created and 5299 jobs were retained. Bi-State Regional Commission staff used estimates to calculate the job impact of projects where such data was not readily available. Job estimates are based on historical data from the CEDS process.

The following is a progress report toward the goals and objectives that were set in the 2011 CEDS. The table, "Known Major Expansions or Dislocations, May 1, 2015-April 30, 2016" on page 57, lists reported business expansions and dislocation. A full list of economically-significant projects supporting these goals can be found in the projects lists in the appendix.

2011 CEDS Goals and Objectives

A. Foster public-private and intergovernmental partnerships to address economic development needs in the region while emphasizing cooperation over competition.

1. Continue to foster coordination among Local Economic Development Organizations (LEDOs).
 - The partnership between Bi-State Regional Commission, the Quad Cities Chamber of Commerce, and multiple stakeholders to create an implementation plan for a regional Metal and Multi-Materials Innovation Hub is one example of the region's dedication to this goal.
1. Maintain Economic Development Professionals (EDP) networking meetings.
 - EDP networking meetings are held throughout the region where information and projects are shared. They serve as a forum to foster communication within the region. Networking meetings are convened by multiple

organizations, including but not limited to chambers of commerce, the Henry County Economic Development Partnership, and institutions of higher learning.

B. Work together as a region to attract, retain, and create businesses.

1. Create 1,500 jobs, retain 3,500 jobs, and expand wealth by \$2.8 billion in the next five years.
 - In the past year alone, local governments reported an estimated 606 jobs created and 529 retained. It should be noted that for infrastructure projects, the number of jobs created and retained relate directly to the construction project and not to any potential business expansion that may be the result of infrastructure improvements. According to Economic Modeling Software Inc (EMSI), the region has gained a total of 4,416 jobs between 2011 and 2016.

C. Maintain and provide infrastructure, including technology that supports business growth and expansion.

1. Complete the 2040 Quad Cities Long Range Transportation Plan.
 - The plan was completed June 22, 2011. A \$300,000 study of household travel was completed in 2014, and the 2045 Quad Cities Long Range Transportation Plan was adopted in March 2016.
2. Continue to seek federal, state, and local funding of I-74 corridor improvements.
 - A total of \$88 million in federal funding has been received. Both Iowa and Illinois Departments of Transportation have committed to completion of the central bridge section at a cost of \$870 million. Over \$20 million in preparatory road work will begin in 2016 in Bettendorf and Moline Central Business Districts.
3. Construct EDA-funded Regional Transload Facility at Eastern Iowa Industrial Center.
 - The regional transload facility has completed construction. Operational agreements are in place, and the facility is ready to accept and load freight.

4. Construct EDA-funded road and site improvements at River Tech adjacent to Quad Cities campus of Western Illinois University.
 - The project was completed March 2012.
5. Receive EDA funding for, and construct water and sewer infrastructure to, Triumph Foods site in East Moline.
 - A final attempt for funding was made in December 2011; however, EDA did not provide funding for infrastructure improvements at the Triumph Foods site in East Moline, Illinois. Triumph has put its plans for the plant on hold indefinitely.
6. Continue to seek federal, state, and local funding for water, sewer, and storm water improvements across the region
 - Multiple local governments have reported significant improvements to their water, stormwater, and wastewater systems. These projects provide the infrastructure needed to support economic development and are listed in the completed and underway projects sections in the appendix.
 - The “Economic Development Administration (EDA) Infrastructure Investments Map” on page 22 shows the region’s EDA-funded infrastructure projects from 1980 to the present. The 1990s were quite active in terms of EDA funding, with six infrastructure projects funded during the decade. Since 2010, EDA has funded two infrastructure projects in the region, both of which have a significantly higher level of federal investment compared to previous projects. As the map illustrates, the majority of EDA infrastructure funding has historically been concentrated in the Illinois portion of the region.
7. As a region, support opportunities for infrastructure development that support alternative fuel initiatives.
 - Patriot Renewable Fuel completed an expansion of their facility that produces cellulosic ethanol as an advanced biofuel. In addition, many of the transit systems have been actively transitioning from diesel fuel to compressed natural gas for their busses.
 - Leaders continue to seek sustainable infrastructure development within the region that supports multi-modal transportation and development of alternative fuels. Portions of local government vehicle and transit

fleets have been converted to compressed natural gas and hybrids. Bi-State Regional Commission contracted with a consultant to conduct a freight/intermodal transportation system study for the region to improve efficiencies in freight movement that was completed in September 2015.

D. Promote quality of life opportunities.

1. Support restored and continued federal and state funding of Quad Cities to Chicago passenger rail service.
 - The Quad Cities to Chicago passenger rail service was awarded \$230 million in a federal grant. The Illinois Department of Transportation has asked to extend the grant through 2020; however, an official updated timeline has not been released.
2. Continue to pursue projects that redevelop the Mississippi riverfront.
 - Veteran’s Memorial Park in the City of Davenport is a Mississippi Riverfront redevelopment project that is currently underway. The City of Muscatine will be redeveloping River Drive and building a hotel and convention center. New Boston is redeveloping park and campgrounds on the riverfront.
3. Expand local trail network interconnectivity with neighborhoods, other local trails, and national trails such as the Mississippi River Trail (MRT) and American Discovery Trail (ADT).
 - The City of Buffalo recently completed a Mississippi River Trail alignment study to connect into the MRT system. Geneseo recently applied for a \$145,000 grant for 2.5 miles of trail to access the Hennepin Canal Trail system.

E. Continue to pursue redevelopment of blighted, vacant, and environmentally-challenged sites to make the best use of existing infrastructure.

1. Complete currently underway downtown living projects such as Jackson Square Apartments in Rock Island and Enterprise Lofts in Moline.
 - Both Jackson Square Apartments and Enterprise Lofts have been completed. Local governments continue to focus on downtown living projects. In total, more than 534 housing units have been completed or are underway within the Bi-State Region since May 1, 2015.

2. Identify and complete other downtown redevelopment opportunities.
 - Multiple local governments have undertaken studies to identify projects in their downtowns such as infrastructure, building and façade improvements, open space planning, and historic designation. Several downtown redevelopment opportunities have been identified as completed, underway, or planned and are listed in the appendix.
3. Redevelop blighted retail centers.
 - South Park Mall in Moline completed renovations in fall 2014. The 11th Street Corridor in Rock Island is also being redeveloped.

F. Reinforce and expand mechanisms that build human capital.

1. Support continued construction of the Western Illinois University Quad Cities campus.
 - Western Illinois University Riverfront Campus Phase II was completed in fall 2014.
2. Support continued growth and success of existing higher education institutions in the region.
 - The John Deere Foundation awarded St. Ambrose University a \$500,000 grant to support its Industrial Engineering and Mechanical Engineering programs. Augustana College, Black Hawk College, Eastern Iowa Community Colleges, St. Ambrose University, and Western Illinois University have all made significant investments to the buildings on their campuses, as well as improving the quality of education and programs provided at their facilities.
 - The University of Iowa John Pappajohn Entrepreneurial Center, Eastern Iowa Community Colleges, and the Quad Cities Chamber of Commerce have partnered to create Venture School for potential startup businesses. Fourteen prospects were accepted into the program.

G. 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.

1. Support the existence and work of the Rock Island Arsenal Development Group.
 - The Rock Island Arsenal Alliance helps coordinate community support of the Rock Island Arsenal. Members include Rock Island Arsenal Development Group, Bi-State Regional Commission, Quad Cities Chamber of Commerce, and local government officials.

2. Support efforts to strengthen existing legislation such as the Arsenal Support Program and the Arsenal Act.
 - The FY 2012 National Defense Authorization Act (NDAA) provided contracting flexibility to the Rock Island Arsenal. The 2012 NDAA gave the Arsenal's manufacturing center the unlimited ability to partner with the private sector.
 - The United States Army has allocated \$110 million in funding for the Arsenal through the Arsenal Sustainment Initiative, which will help ensure that the Arsenal remains competitive as it bids on additional workload through its partnerships with the private sector.
3. Encourage the establishment of Government Services Administration (GSA) programs at the Arsenal.
 - Local governments and development organizations continue to promote the Arsenal's ability to host public and private sector agencies.

H. Remain mindful of the negative economic impacts caused by economic downturns and natural or manmade disasters, and seek opportunities to develop an economy that is robust in its ability to withstand and recover from such events.

1. Complete and update as necessary local hazard mitigation plans.
 - The Scott County, Iowa Multi-Jurisdictional Hazard Mitigation Plan was completed in August 2012. The Henry County Multi-Jurisdictional Natural Hazards Mitigation Plan is currently under FEMA review for approval. Updates to the Muscatine County, Iowa Multi-Jurisdictional Hazard Mitigation Plan were completed and approved in September 2015. The Rock Island County Multi-Jurisdictional Local Hazard Mitigation Plan is currently underway.
 - The Quad Cities/Rock Island County Emergency Actualization Plan was completed in 2014, and the Evacuation Plan for the Illinois Bi-State Region: A

Preparedness Resource Guide for Evacuation Events completed in 2014 provides a resource guide for evacuation events.

2. Prepare as a region to respond to proposed future BRAC-related reductions at the Arsenal.
 - Local governments and development organizations continue to work on preventing job loss at the Arsenal and expanding its presence as a federal facility. Quad Cities area governments continue to fund a Washington D.C.-based lobbyist to help inform federal legislators of the Arsenal's economic value and military importance.

I. Encourage projects that incorporate sustainable methods, practices, and activities that positively affect the Bi-State economy and its quality of life.

1. Identify eligible projects and apply for funding under the EDA Global Climate Change Mitigation Incentive Fund.
 - The GCCMIF is no longer a funded EDA program.
2. Identify and promote projects that diversify the housing stock in the region.
 - As previously discussed, multiple downtown housing projects have been completed and are underway throughout the Bi-State Region.
3. Complete and update as necessary local sustainability plans.
 - The Iowa Initiative for Sustainable Communities conducted a year-long partnership with the City of Muscatine to develop projects that implement the goals and objectives of the city's master plan and Blue Zones recommendations.

Performance Measures

The following measures and results are based on information routinely tracked as part of the CEDS process. Much of this information is self-reported and anecdotal; however, when viewed in concert with statistically valid measures such as federal or state labor force data, this information can provide a more complete understanding of the region's economy.

1. Number of jobs created in the region

- Indicators on job expansion in the region are positive. Local governments and development organizations indicated their efforts resulted in 606 new jobs in FY 2016

(see Appendix for project list). Given that no official number of net job growth exists, the best indicator may come from estimates. Economic modeling software from Economic Modeling Specialists, Inc. (EMSI) puts the region's net gain in jobs at 2,304 for a total job count of 255,495 region-wide from 2015 to 2016. According to EMSI, since 2011 the region has gained 4,416 jobs.

2. Number of jobs retained in the region

- Local governments and development organizations in the region self-reported an estimated 529 jobs retained in the past Fiscal Year (see Appendix for project list).

3. Number and types of investment in the region since the last CEDS update

- Local governments and development organizations self-reported 75 locally-significant economic development-related projects completed in the region since May 1, 2015. These projects included industrial and retail expansion as well as infrastructure improvements, and represent over \$156.6 million in investments in the region (see Appendix for project list).

4. Amount of private sector investment in the region

- Local governments and development organizations self-reported approximately \$88 million in private sector investment in significant economic development projects in the region since May 1, 2015 (see Appendix for project list).

5. Economic changes in the region since the last CEDS update

- The region is showing signs of continued, but slow, recovery in FY 2016. The unemployment rate is flat, and the Gross Regional Product is flat. Total labor force shows a slight decline, yet retail sales have risen. See the Summary Background - Economy section on page 9 for details. Several significant expansions were announced by employers, but the region also experienced losses in FY 2016. The table, "Known Major Expansions or Dislocations, May 1, 2015-April 30, 2016" on page 57, summarizes key expansions and losses for FY 2016, as tracked by local governments and development organizations.

Known Major Expansions or Dislocations, May 1, 2015-April 30, 2016

| Employer | Location | Type | Jobs Added | Jobs Retained | Jobs Lost | Net Jobs Impact | Status |
|--------------------------------------|----------------------|---------------------|------------|---------------|-----------|-----------------|----------|
| Shirt Tales Inc \$ | Aledo, IL | Expansion | 3 | 4 | 0 | 7 | Complete |
| LeClaire Manufacturing Company | Bettendorf, IA | Expansion | 30 | 0 | 0 | 30 | Complete |
| Michlig Grain Company | Cambridge, IL | Expansion | 3 | 3 | 0 | 6 | Complete |
| Alter | Davenport, IA | Expansion | 13 | 4 | 0 | 17 | Complete |
| Behncke Construction Inc \$ | Davenport, IA | Expansion/Retention | 6 | 4 | 0 | 10 | Complete |
| Grace Engineered Products | Davenport, IA | Expansion | 11 | 0 | 0 | 11 | Complete |
| Total Solutions | Davenport, IA | New | 25 | 0 | 0 | 25 | Complete |
| Dixline Corporation | Galva, IL | Expansion | 3 | 0 | 0 | 3 | Complete |
| MidAmerican Energy | Galva, IL | Expansion | 5 | 0 | 0 | 5 | Complete |
| Zein Facility | Galva, IL | Expansion | 17 | 0 | 0 | 17 | Complete |
| Innovative Machine | Geneseo, IL | Expansion | 20 | 0 | 0 | 20 | Complete |
| Bridgestone Bandag | Muscatine, IA | Retention | 0 | 138 | 0 | 138 | Complete |
| GSTC Logistics Distribution Facility | Muscatine, IA | Expansion | 50 | 0 | 20 | 30 | Complete |
| Green Thumb Industries | Rock Island, IL | New | 33 | 0 | 0 | 33 | Complete |
| Pizza Props \$ | Silvis, IL | Expansion/Retention | 4 | 17 | 0 | 21 | Complete |
| Feldman Performance \$ | West Liberty, IA | Expansion | 2.5 | 1 | 0 | 3.5 | Complete |
| New Strand Theater \$ | West Liberty, IA | Expansion/Retention | 2 | 4 | 0 | 6 | Complete |
| Char Nor | Davenport, IA | Expansion/Retention | 10 | 64 | 0 | 74 | Underway |
| Kraft Heinz | Davenport, IA | New | 475 | 0 | 1,400 | -925 | Underway |
| JMAC Metals | Galva, IL | Expansion | 7 | 0 | 0 | 7 | Underway |
| Preferred Home Health Care | Galva, IL | Expansion | 50 | 0 | 0 | 50 | Underway |
| Connor Company | Moline, IL | Expansion | 10 | 0 | 0 | 10 | Underway |
| H&R Accounts | Moline, IL | Expansion | 35 | 0 | 0 | 35 | Underway |
| KONE | Moline, IL | Expansion | 41 | 0 | 0 | 41 | Underway |
| Merrill Hotel, Conference Center \$ | Muscatine, IA | New | 90 | 0 | 0 | 90 | Underway |
| HNI Downtown Campus Upgrade | Muscatine, IA | Expansion | 0 | 10 | 0 | 10 | Underway |
| HNI Oak Laminate Facility | Muscatine, IA | Expansion | 10 | 100 | 0 | 110 | Underway |
| Monsanto Company | Muscatine, IA | Expansion | 51 | 0 | 0 | 51 | Underway |
| Union Tank Car | Muscatine, IA | Expansion | 30 | 0 | 0 | 30 | Underway |
| AFS Classico \$ | Rock Island, IL | Expansion/Retention | 24 | 15 | 0 | 39 | Underway |
| Techno Block | Rock Island, IL | New | 50 | 0 | 0 | 50 | Underway |
| Hy-Line | Wilton, IA | New | 65 | 0 | 0 | 65 | Underway |
| Deere & Company | Moline and Milan, IL | Dislocation | 0 | 0 | 360 | -360 | Complete |
| IYC - Juvenile Center | Kewanee, IL | Dislocation | 0 | 0 | 203 | -203 | Underway |
| TOTAL | | | 1,175.5 | 364 | 1,983 | -443.5 | |

Source: Data collected by Bi-State Regional Commission through various resources including media reports, Chambers of Commerce and local government records

\$ = Bi-State or Mercer-Muscatine County Revolving Loan Fund Recipient

Completed Projects

May 1, 2015 - April 30, 2016

| 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 |
| Aledo, IL | Shirt Tales Inc. expansion | 3.00 | 4.00 | 7.00 | \$80,000 | \$60,000 | \$20,000 |
| Bettendorf, IA | LeClaire Manufacturing Company | 30.00 | 0.00 | 30.00 | \$10,000,000 | \$10,000,000 | \$0 |
| Blue Grass, IA | Phase I & II of the North Lift Station: Lining & grouting of sanitary sewer lines within an 11-block radius | 0.30 | 0.30 | 0.60 | \$98,524 | \$0 | \$98,524 |
| Cambridge, IL | South Street sanitation sewer rehabilitation | 5.00 | 5.00 | 10.00 | \$329,753 | \$0 | \$329,753 |
| Cambridge, IL | 2nd Street water main replacement | 3.00 | 3.00 | 6.00 | \$154,451 | \$0 | \$154,451 |
| Cambridge, IL | Expansion of Michlig Grain Company | 3.00 | 3.00 | 6.00 | \$2,700,000 | \$2,700,000 | \$0 |
| Coal Valley, IL | Police Garage: Construct garage to house police vehicles | 0.16 | 0.18 | 0.34 | \$82,374 | \$0 | \$82,374 |
| Colona, IL | Re-Alignment of East 550th St. with Stonebridge Blvd.; upgrading of East 550th.; traffic signal on U.S. Hwy 6 & Stonebridge Blvd. & East 550th St. | 30.00 | 200.00 | 230.00 | \$2,300,556 | \$0 | \$2,300,556 |
| Colona, IL | Treatment Plant: Upgrades to treatment plant to meet EPA regs. | 10.00 | 0.00 | 10.00 | \$2,400,000 | \$0 | \$2,400,000 |
| Colona, IL | Canal Crossing: New bridge/road over Hennepin Canal at S. 3rd St. | 10.00 | 0.00 | 10.00 | \$1,345,000 | \$0 | \$1,345,000 |
| Colona, IL | Public Works: New maintenance garage | 0.67 | 0.76 | 1.43 | \$250,000 | \$225,000 | \$25,000 |
| Davenport, IA | Behncke Construction | 6.00 | 4.00 | 10.00 | \$206,000 | \$161,000 | \$45,000 |
| Davenport, IA | Total Solutions | 25.00 | 0.00 | 25.00 | \$4,000,000 | \$4,000,000 | \$0 |
| Davenport, IA | Union Arcade: Loft and commercial redevelopment | 38.67 | 44.15 | 82.82 | \$14,500,000 | \$13,200,000 | \$1,300,000 |
| Davenport, IA | Grace Engineered Products expansion | 11.00 | 0.00 | 11.00 | \$2,740,000 | \$2,510,000 | \$230,000 |
| Davenport, IA | Alter expansion | 13.00 | 4.00 | 17.00 | \$6,700,000 | \$6,540,000 | \$160,000 |
| Davenport, IA | Elmore extension | 0.00 | 0.00 | 0.00 | \$13,000,000 | \$0 | \$13,000,000 |
| Davenport, IA | Market Lofts redevelopment | 0.00 | 0.00 | 0.00 | \$8,500,000 | \$8,500,000 | \$0 |
| Davenport, IA | Halligan Coffee Building Lofts redevelopment | 0.00 | 0.00 | 0.00 | \$6,500,000 | \$6,500,000 | \$0 |
| Eldridge, IA | Eastern Iowa Baking Company | 0.00 | 1.50 | 1.50 | \$100,000 | \$100,000 | \$0 |
| Eldridge, IA | Extend Pinehurst Dr. from 1st to Sawgrass Ct. | 0.00 | 0.00 | 0.00 | \$388,000 | \$0 | \$388,000 |
| Eldridge, IA | Dooley's Restaurant | 3.00 | | 3.00 | \$250,000 | \$250,000 | \$0 |
| Eldridge, IA | Porter Commercial Building | 0.00 | 3.00 | 3.00 | \$900,000 | \$900,000 | \$0 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------|--|------------------|-------------------|-----------------------|-------------|--------------------|-------------------|
| Eldridge, IA | Friemel Construction rebuild of the former GE building | 0.00 | 0.00 | 0.00 | \$100,000 | \$100,000 | \$0 |
| Galva, IL | Replace existing ground tank roof | 0.16 | 0.18 | 0.34 | \$60,000 | \$0 | \$60,000 |
| Galva, IL | Install water line to new subdivision | 0.78 | 0.89 | 1.68 | \$293,280 | \$0 | \$293,280 |
| Galva, IL | Replace sewer line on NW 4th Ave. | 0.41 | 0.47 | 0.88 | \$153,430 | \$0 | \$153,430 |
| Galva, IL | Sewer rehab, various locations | 0.76 | 0.87 | 1.63 | \$284,643 | \$0 | \$284,643 |
| Galva, IL | Expansion of Branchfield Casting Foundry Phase II | 5.00 | 0.00 | 5.00 | \$480,000 | \$480,000 | \$0 |
| Galva, IL | Zein Facility | 17.00 | 0.00 | 17.00 | \$8,500,000 | \$8,500,000 | \$0 |
| Galva, IL | MidAmerican Energy | 5.00 | 5.00 | 10.00 | \$510,000 | \$435,000 | \$75,000 |
| Galva, IL | Dixline Corporation expansion | 8.00 | 0.00 | 8.00 | \$3,500,000 | \$3,430,000 | \$70,000 |
| Geneseo, IL | Innovative Machine | 50.00 | 0.00 | 50.00 | \$2,120,000 | \$2,120,000 | \$0 |
| Geneseo, IL | 1 Mw solar electricity generating project | 0.00 | 0.00 | 0.00 | \$2,500,000 | \$0 | \$2,500,000 |
| Henry County, IL | Henry-Rural Rock Island-Mercer County Economic Development Consortium | 0.00 | 0.00 | 0.00 | \$387,000 | \$193,500 | \$193,500 |
| Kewanee, IL | Constructing 13,400 s.f. CVS Pharmacy Store | 0.00 | 30.00 | 30.00 | \$1,055,000 | \$1,055,000 | \$0 |
| Kewanee, IL | Constructing 6,000 s.f. Preferred Home Health Care medical supply store and combining pharmacy | 15.00 | 0.00 | 15.00 | \$340,000 | \$340,000 | \$0 |
| Kewanee, IL | 2011 general maintenance street paving projected | 1.60 | 1.83 | 3.43 | \$600,000 | \$0 | \$600,000 |
| Kewanee, IL | Main Street water main replacement project | 1.47 | 1.67 | 3.14 | \$550,000 | \$0 | \$550,000 |
| Kewanee, IL | Amtrak Station replacement project | 0.99 | 1.13 | 2.11 | \$370,000 | \$0 | \$370,000 |
| Kewanee, IL | 2011 FAU paving project 100 W. Prospect, 300 W. 2nd, & 200, 300 E. South | 0.93 | 1.07 | 2.00 | \$350,000 | \$0 | \$350,000 |
| Kewanee, IL | Oxidation ditch aerator replacement | 1.47 | 1.67 | 3.14 | \$550,000 | \$0 | \$550,000 |
| Kewanee, IL | Kentville Rd. Industrial Park infrastructure | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$0 | \$2,500,000 |
| Kewanee, IL | Salt storage building | 0.65 | 0.75 | 1.40 | \$245,000 | \$0 | \$245,000 |
| Kewanee, IL | Pressure relieving valves | 0.64 | 0.73 | 1.36 | \$238,770 | \$0 | \$238,770 |
| Kewanee, IL | Storm Sewer Relining: Vine St.-Grace Ave. | 0.36 | 0.41 | 0.77 | \$135,000 | \$0 | \$135,000 |
| Kewanee, IL | 2015 road program | 1.44 | 1.65 | 3.09 | \$541,372 | \$0 | \$541,372 |
| Kewanee, IL | Sanitary sewer main replacement Madison Ave | 1.37 | 1.57 | 2.94 | \$514,951 | \$0 | \$514,951 |
| Kewanee, IL | Water towers cleaned & painted | 0.00 | 0.00 | 0.00 | \$0 | \$0 | \$0 |
| Kewanee, IL | Goodwill Industries: interior remodel | 0.09 | 0.11 | 0.20 | \$35,500 | \$35,500 | \$0 |
| Kewanee, IL | Hype Inc./Cernos: Expansion additional dining room | 0.12 | 0.14 | 0.26 | \$45,000 | \$45,000 | \$0 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------------|--|------------------|-------------------|-----------------------|----------------------|---------------------|---------------------|
| Kewanee, IL | McDonalds: Façade upgrade, interior remodel | 2.09 | 2.39 | 4.48 | \$784,495 | \$784,495 | \$0 |
| Kewanee, IL | Motor City: Building addition Tenney St. | 0.08 | 0.09 | 0.17 | \$30,000 | \$30,000 | \$0 |
| Kewanee, IL | Union Federal Savings & Loan: Removal of atrium/building expansion | 0.19 | 0.22 | 0.41 | \$72,400 | \$72,400 | \$0 |
| Moline, IL | Sluice gates and pump | 0.14 | 0.16 | 0.30 | \$52,500 | \$0 | \$52,500 |
| Moline, IL | 70th St. construction | 2.67 | 3.04 | 5.71 | \$1,000,000 | \$0 | \$1,000,000 |
| Moline, IL | Moline Centre Master Plan Phase 2 for Floricente, Moline Centre and Edgewater neighborhoods | 0.00 | 0.00 | 0.00 | \$300,000 | \$0 | \$300,000 |
| Muscatine, IA | SSAB R&D facility | 13.00 | 0.00 | 13.00 | TBD | TBD | TBD |
| Muscatine, IA | Job Retention Project with Bridgestone Bandag | 0.00 | 138.00 | 138.00 | \$2,440,000 | \$1,740,000 | \$700,000 |
| Princeton, IA | Wellhouse #2 repairs/update lift stations | 1.00 | 0.00 | 1.00 | \$150,000 | \$0 | \$150,000 |
| Rock Island, IL | Green Thumb Industries | 33.00 | 0.00 | 33.00 | \$10,000,000 | \$10,000,000 | \$0 |
| Rock Island, IL | New Rock Island Police Station | 0.00 | 0.00 | 0.00 | \$22,000,000 | \$0 | \$22,000,000 |
| Rock Island, IL | Southwest Rock Island Industrial Rail Spur project | 200.00 | 0.00 | 200.00 | \$500,000 | \$0 | \$500,000 |
| Rock Island County, IL | Demolition of recently acquired properties near the courthouse/ Justice Center to prepare for parking lot or future courthouse expansion | 0.40 | 0.46 | 0.86 | \$150,000 | \$0 | \$150,000 |
| Silvis, IL | Pizza Props | 4.00 | 17.00 | 21.00 | \$330,000 | \$300,000 | \$30,000 |
| Silvis, IL | 16th St. sewer extension | 5.00 | 0.00 | 5.00 | \$165,000 | \$0 | \$165,000 |
| Silvis, IL | 5th St. reconstruct | 0.00 | 0.00 | 0.00 | \$157,000 | \$0 | \$157,000 |
| Silvis, IL | Deer Valley Villa Apartments 32 units, Phase 3 | 0.00 | 0.00 | 0.00 | \$2,500,000 | \$2,500,000 | \$0 |
| West Liberty, IA | New Strand Theater | 2.00 | 4.00 | 6.00 | \$204,500 | \$174,500 | \$30,000 |
| West Liberty, IA | Feldman Performance | 2.50 | 1.00 | 3.50 | \$520,000 | \$470,000 | \$50,000 |
| West Liberty, IA | 4th St. project | 0.00 | 0.00 | 0.00 | \$240,000 | \$0 | \$240,000 |
| Wilton, IA | Pave Division St. from Hwy 38 to Cypress St. | 5.60 | 6.39 | 11.99 | \$2,100,000 | \$0 | \$2,100,000 |
| Wilton, IA | Pave 100th St. West of Hwy 38 | 2.51 | 2.86 | 5.37 | \$939,800 | \$0 | \$939,800 |
| Wilton, IA | Water/Sewer upgrade at I-80 rest areas | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$0 | \$250,000 |
| | Total | 605.88 | 529.09 | 1,134.97 | \$156,619,299 | \$88,451,395 | \$65,917,904 |

Underway Projects

2016

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|----------------|---|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Aledo, IL | ITEP multi-purpose pathway design | 0.23 | 0.26 | 0.49 | \$85,000 | \$0 | \$85,000 |
| Aledo, IL | Intersection reconstruction, College/Main | 2.27 | 2.59 | 4.85 | \$850,000 | \$0 | \$850,000 |
| Aledo, IL | Street resurfacing (annual program) | 0.29 | 0.33 | 0.63 | \$110,000 | \$0 | \$110,000 |
| Aledo, IL | Sidewalk replacement (annual program) | 0.11 | 0.12 | 0.23 | \$40,000 | \$0 | \$40,000 |
| Aledo, IL | Gas Department Building renovation | 0.27 | 0.30 | 0.57 | \$100,000 | \$0 | \$100,000 |
| Aledo, IL | Sewer cleaning and video | 0.11 | 0.12 | 0.23 | \$40,000 | \$0 | \$40,000 |
| Aledo, IL | E. Main sanitary sewer (700-900 block) | 0.33 | 0.38 | 0.71 | \$125,000 | \$0 | \$125,000 |
| Aledo, IL | South lagoon upgrades | 0.44 | 0.50 | 0.94 | \$165,000 | \$0 | \$165,000 |
| Aledo, IL | Water plant: Filter upgrades | 0.21 | 0.24 | 0.46 | \$80,000 | \$0 | \$80,000 |
| Alpha, IL | Sewer infiltration repair and lagoon renovation | 13.33 | 15.22 | 28.56 | \$5,000,000 | \$0 | \$5,000,000 |
| Atkinson, IL | Proposed subdivision | 2.67 | 3.04 | 5.71 | \$1,000,000 | \$0 | \$1,000,000 |
| Bettendorf, IA | Hopewell Ave. extension: Extend Hopewell from Middle Rd. east to Criswell St. – would open a major portion of Bettendorf for future growth | 16.00 | 18.27 | 34.27 | \$6,000,000 | \$0 | \$6,000,000 |
| Bettendorf, IA | I-74 Technology Park: Extension of public infrastructure to this privately-owned technology park, with the goal of attracting well-educated young adults to businesses that are heavy broadband users | 250.00 | 0.00 | 250.00 | \$21,000,000 | \$20,000,000 | \$1,000,000 |
| Bettendorf, IA | I-74 Bridge: Local roads project | 0.00 | 250.00 | 250.00 | \$20,000,000 | \$3,000,000 | \$17,000,000 |
| Bettendorf, IA | State Street Industrial Area Phase 2: Improve the appearance of this corridor through the replacement of a deteriorated street and drainage swail system with a hard surfaced street along with an underground storm sewer system | 0.00 | 250.00 | 250.00 | \$5,000,000 | \$0 | \$5,000,000 |
| Bettendorf, IA | State Street Industrial Park infrastructure improvement | TBD | 500.00 | TBD | \$3,000,000 | \$0 | \$3,000,000 |
| Bettendorf, IA | Sanitary Sewer - Equalization Basin: Inflow and infiltration are significant problems within the Davenport and Bettendorf sanitary sewer system, especially during significant periods of rain. This holding facility would be jointly constructed by the two communities to retain the stormwater and then slowly dissipate the water over an extended period of time once the rain has stopped. | 20.00 | 22.84 | 42.84 | \$7,500,000 | \$0 | \$7,500,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------|---|------------------|-------------------|-----------------------|-------------|--------------------|-------------------|
| Blue Grass, IA | North Lift Station reconstruction project: Rebuild lift station at Lotte & W. Scott Streets | 0.53 | 0.61 | 1.14 | \$219,740 | \$0 | \$219,740 |
| Blue Grass, IA | Lagoon discharge reconstruction: Rebuild lagoon discharge system | TBD | TBD | TBD | TBD | TBD | TBD |
| Blue Grass, IA | Facility Plan - Engineering ref: Lagoon discharge reconstruction: Rebuild lagoon discharge system | 0.06 | 0.07 | 0.12 | \$21,500 | \$0 | \$21,500 |
| Buffalo, IA | Sewer treatment plant upgrades | 1.17 | 1.10 | 2.27 | \$440,000 | \$0 | \$440,000 |
| Buffalo, IA | MRT trail completion | 1.67 | 1.90 | 3.57 | \$625,000 | \$0 | \$625,000 |
| Cambridge, IL | Televise and reline sewer lines & do point repairs - South St. | 3.00 | 3.00 | 6.00 | \$70,719 | \$0 | \$70,719 |
| Cambridge, IL | East Edge Subdivision | 3.00 | 3.00 | 6.00 | \$300,000 | \$300,000 | \$0 |
| Carbon Cliff, IL | Orchard Ct. & Pleasant Ave. drainage project | 0.94 | 1.07 | 2.00 | \$350,802 | \$0 | \$350,802 |
| Coal Valley, IL | 300,000 gallon elevated storage tank, water mains, and appurtenances | 2.40 | 2.74 | 5.14 | \$5,224,818 | \$0 | \$5,224,818 |
| Coal Valley, IL | Incentives for U.S. Rt. 6 church property development | 0.40 | 0.46 | 0.86 | \$150,000 | \$0 | \$150,000 |
| Coal Valley, IL | Annual sewer re-linings | 0.27 | 0.30 | 0.57 | \$100,000 | \$0 | \$100,000 |
| Cordova, IL | Sidewalk projects: Construct and/or improve sidewalks | 0.27 | 0.30 | 0.57 | \$100,000 | \$0 | \$100,000 |
| Cordova, IL | Village beautification: Construct fences and landscape beautification on village property | 0.13 | 0.15 | 0.29 | \$50,000 | \$0 | \$50,000 |
| Cordova, IL | Sewer lift station upgrades: Upgrade 2 of 6 lift stations | 0.13 | 0.15 | 0.29 | \$50,000 | \$0 | \$50,000 |
| Cordova, IL | Sewer line extension from Exelon Nuclear Power Plant to River Rd. to join the village sewage system. Plant pays for the project and then will turn over ownership to the village in 1 year. | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$2,500,000 | \$0 |
| Davenport, IA | Sports district improvements | 0.20 | 30.45 | 30.65 | \$74,000 | \$0 | \$74,000 |
| Davenport, IA | Lock & dam lighting | 1.73 | 1.98 | 3.71 | \$650,000 | \$0 | \$650,000 |
| Davenport, IA | Prairie Heights implementation | 0.81 | 0.93 | 1.74 | \$305,000 | \$0 | \$305,000 |
| Davenport, IA | Riverfront trail improvements (ongoing) | 3.20 | 3.65 | 6.85 | \$1,200,000 | \$0 | \$1,200,000 |
| Davenport, IA | Flood prone property acquisition | 2.67 | 3.04 | 5.71 | \$1,000,000 | \$0 | \$1,000,000 |
| Davenport, IA | Pedestrian improvements at Hilltop Campus Village (Phase 1 complete, ongoing project) | 1.24 | 1.42 | 2.66 | \$465,000 | \$0 | \$465,000 |
| Davenport, IA | Veterans Memorial Park construction on riverfront (Phase 2 complete, ongoing project) | 0.67 | 0.76 | 1.43 | \$250,000 | \$0 | \$250,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|--------------------------------|---|------------------|-------------------|-----------------------|---------------|--------------------|-------------------|
| Davenport, IA | Wonderbread Lofts/commercial redevelopment | 30.00 | 0.00 | 30.00 | \$18,000,000 | \$15,000,000 | \$3,000,000 |
| Davenport, IA | Kimberly Rd. widening & intersection improvements | 78.40 | 89.52 | 167.92 | \$29,400,000 | \$0 | \$29,400,000 |
| Davenport, IA | ADA ramps: Replace 4,200 sidewalk accessibility ramps | 13.87 | 15.83 | 29.70 | \$5,200,000 | \$0 | \$5,200,000 |
| Davenport, IA | Infrastructure to support Iowa Research Commerce Tech Park | 5.99 | 6.84 | 12.82 | \$2,245,000 | \$0 | \$2,245,000 |
| Davenport, IA | Genesis Hospital expansion | 367.99 | 420.20 | 788.19 | \$138,000,000 | \$138,000,000 | \$0 |
| Davenport, IA | River Heritage Park | 13.33 | 15.22 | 28.56 | \$5,000,000 | \$0 | \$5,000,000 |
| Davenport, IA | City Square redevelopment: Commercial redevelopment of an entire city block downtown to include hotel, office, retail, and restaurant space | 200.00 | 0.00 | 200.00 | \$60,000,000 | \$45,000,000 | \$15,000,000 |
| 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 | Land-based casino | 266.66 | 304.49 | 571.15 | \$100,000,000 | \$100,000,000 | \$0 |
| Davenport, IA | Kraft Heinz new facility | 0.00 | 475.00 | 475.00 | \$200,000,000 | \$185,000,000 | \$15,000,000 |
| Davenport, IA | Veterans Memorial Roadway Expansion, Phase 3 | 0.00 | 0.00 | 0.00 | \$5,370,000 | \$0 | \$5,370,000 |
| Davenport, IA | Charnor | 10.00 | 64.00 | 74.00 | \$1,670,000 | \$1,570,000 | \$100,000 |
| Davenport, IA | Market Lofts redevelopment | 0.00 | 0.00 | 0.00 | \$8,500,000 | \$8,500,000 | \$0 |
| Davenport, IA | Halligan Coffee Building Lofts redevelopment | 0.00 | 0.00 | 0.00 | \$6,500,000 | \$6,500,000 | \$0 |
| Davenport, IA | 501 Brady St.: 60 new housing units | 0.00 | 0.00 | 0.00 | \$5,000,000 | \$4,400,000 | \$600,000 |
| Davenport, IA | Layfette Square: 48 new housing units | 0.00 | 0.00 | 0.00 | \$9,600,000 | \$9,350,000 | \$250,000 |
| Davenport, IA | Alley reconstruction: Repair and widen alleyways | 25.00 | 25.00 | 50.00 | \$2,700,000 | \$0 | \$2,700,000 |
| Davenport, IA | Elmore Ave. – 6100 Elmore Ave. North and West to Jersey Ridge: New road segment with shared-use trail | 0.00 | 0.00 | 0.00 | \$13,000,000 | \$0 | \$13,000,000 |
| East Moline, IL/ Colona, IL | American Discovery Trail: Construct seven-mile trail segment to finally connect the American Discovery Trail and the Mississippi River Trail. They will also close a gap in the Grand Illinois Trail (currently in predesign) | 2.21 | 2.53 | 4.74 | \$830,000 | \$0 | \$830,000 |
| East Moline, IL | 21st Ave.: 10th St. - 13th St., widening, overlay, drainage | 1.79 | 2.04 | 3.83 | \$670,000 | \$0 | \$670,000 |
| East Moline, IL | The Bend of the Quad Cities Development: Mixed-use development to include 2 hotels, residential housing, commercial businesses | 399.99 | 456.74 | 856.72 | \$150,000,000 | \$150,000,000 | \$0 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------|--|------------------|-------------------|-----------------------|--------------------|--------------------|--------------------|
| East Moline, IL | D&K Properties: 100,000 sq.ft. crossdock facility to serve expansion of existing business | TBD | TBD | TBD | TBD | TBD | \$0 |
| Eldridge, IA | W. LeClaire Rd.: Widening and resurfacing S. 8th St to Buttermilk Rd. | 3.13 | 3.58 | 6.71 | \$1,174,880 | \$0 | \$1,174,880 |
| Eldridge, IA | Sewer plant upgrade | 0.00 | 2.00 | 2.00 | \$9.5-13.8 million | \$0 | \$9.5-13.8 million |
| Eldridge, IA | Seifer's LLC | 0.53 | 0.61 | 1.14 | \$200,000 | \$200,000 | \$0 |
| Galva, IL | Replace 150,000 gallon ground storage with 500,000 gallon tank | 1.79 | 2.04 | 3.83 | \$669,800 | \$0 | \$669,800 |
| Galva, IL | Repaint NE STP | 0.44 | 0.50 | 0.94 | \$164,000 | \$0 | \$164,000 |
| Galva, IL | Drill new well #6 | 1.74 | 1.99 | 3.73 | \$653,350 | \$0 | \$653,350 |
| Galva, IL | JMAC Metals | 7.00 | 0.00 | 7.00 | \$560,000 | \$530,000 | \$30,000 |
| Galva, IL | Preferred Home Health Care expansion | 50.00 | 0.00 | 50.00 | \$410,000 | \$350,000 | \$60,000 |
| Henry County, IL | Emergency Operations Center: Rehabilitate old jail basement | 0.00 | 0.00 | 0.00 | \$50,000 | \$0 | \$50,000 |
| Henry County, IL | Recapitalization of RLF program | 0.80 | 0.91 | 1.71 | \$300,000 | \$0 | \$300,000 |
| Henry County, IL | Courthouse restoration | 4.22 | 4.82 | 9.05 | \$1,584,040 | \$0 | \$1,584,040 |
| Kewanee, IL | Sewer plant clarifier replacement, Kewanee Waste Water Treatment Plant: Replacement of the existing clarifiers with center feed clarifiers | 2.67 | 3.04 | 5.71 | \$1,000,000 | \$0 | \$1,000,000 |
| Kewanee, IL | Downtown street light replacement | 0.60 | 0.69 | 1.29 | \$225,000 | \$0 | \$225,000 |
| Kewanee, IL | Water Main replacement: Main St., Second St., East St. | 2.43 | 2.78 | 5.21 | \$912,436 | \$0 | \$912,436 |
| Kewanee, IL | Environmental remediation - Ameren | 16.00 | 18.27 | 34.27 | \$6,000,000 | \$6,000,000 | \$0 |
| Kewanee, IL | OSF St. Luke MRI expansion | 4.03 | 4.61 | 8.64 | \$1,513,000 | \$1,513,000 | \$0 |
| Kewanee, IL | Sewer CMOM | 0.20 | 0.23 | 0.43 | \$75,000 | \$0 | \$75,000 |
| Kewanee, IL | Water treatment plants - DI Piping | 0.13 | 0.15 | 0.29 | \$50,000 | \$0 | \$50,000 |
| Kewanee, IL | Motor City - Building addition Burlington Ave. | 0.07 | 0.08 | 0.14 | \$24,700 | \$24,700 | \$0 |
| Kewanee, IL | Dark Phase Designs: Haunt attraction | 0.01 | 0.01 | 0.01 | \$2,600 | \$2,600 | \$0 |
| Kewanee, IL | Crowe Auto Group: Building addition | 0.13 | 0.15 | 0.29 | \$50,500 | \$50,500 | \$0 |
| McCausland, IA | New park pavilion | 0.53 | 0.61 | 1.14 | \$200,000 | \$200,000 | \$0 |
| McCausland, IA | Bank building renovation | 0.13 | 0.15 | 0.29 | \$50,000 | \$0 | \$50,000 |
| Moline, IL | KONE | 41.00 | 0.00 | 41.00 | \$1,500,000 | \$1,500,000 | \$0 |
| Moline, IL | H&R Accounts | 35.00 | 0.00 | 35.00 | \$4,800,000 | \$4,800,000 | \$0 |
| Moline, IL | Connor Company | 14.00 | 0.00 | 14.00 | \$1,900,000 | \$1,900,000 | \$0 |
| Moline, IL | Downtown streetscape | 28.92 | 33.02 | 61.94 | \$10,844,000 | \$0 | \$10,844,000 |
| Moline, IL | Hawk Hallow/The Point | 53.33 | 60.90 | 114.23 | \$20,000,000 | \$16,000,000 | \$4,000,000 |
| Moline, IL | Redevelop Avenue of the Cities between 16th & 55th Streets | 48.00 | 54.81 | 102.81 | \$18,000,000 | \$0 | \$18,000,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|-----------------|---|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Moline, IL | Multi-modal station | 20.00 | 0.00 | 20.00 | \$16,600,000 | \$0 | \$16,600,000 |
| Moline, IL | Passenger rail station: Improvements to Centre Station to accommodate passenger rail service | 1.32 | 1.51 | 2.83 | \$495,000 | \$0 | \$495,000 |
| Moline, IL | SouthPark Mall redevelopment | 133.33 | 152.25 | 285.57 | \$50,000,000 | \$40,000,000 | \$10,000,000 |
| Moline, IL | John Deere Rd. expansion | 66.66 | 76.12 | 142.79 | \$25,000,000 | \$0 | \$25,000,000 |
| Moline, IL | Water and sewer infrastructure: Replacement of selected water/sewer mains and dead end problem, city-wide. | 3.63 | 4.14 | 7.77 | \$1,360,000 | \$0 | \$1,360,000 |
| Moline, IL | Property acquisition/demolition Moline Centre | 2.67 | 3.04 | 5.71 | \$1,000,000 | \$0 | \$1,000,000 |
| Moline, IL | Case Creek water main loop | 4.00 | 4.57 | 8.57 | \$1,500,000 | \$0 | \$1,500,000 |
| Muscatine, IA | West Hill Sewer Separation: Phase I and II completed, Phase III began in 2015 with total completion in 2028. Annual project cost is approximately \$2,500,000 | 133.33 | 152.25 | 285.57 | \$50,000,000 | \$0 | \$50,000,000 |
| Muscatine, IA | Mississippi Drive (U.S. Business 61): Includes lighting, landscaping, gateway features, pedestrian crossing and sidewalk improvements, traffic signals, and storm drainage improvements | 23.07 | 26.34 | 49.40 | \$8,650,000 | \$0 | \$8,650,000 |
| Muscatine, IA | Handicapped ramp restoration | 0.80 | 0.91 | 1.71 | \$300,000 | \$0 | \$300,000 |
| Muscatine, IA | Merrill Hotel and Conference Center | 90.00 | 0.00 | 90.00 | \$42,000,000 | \$26,000,000 | \$16,000,000 |
| Muscatine, IA | HNI Downtown Campus upgrade | | 10.00 | 10.00 | \$25,000,000 | \$25,500,000 | \$500,000 |
| Orion, IL | Feasibility study/nursing home/assisted living | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Port Byron, IL | Repair/replace storm water, sewer, and water mains, city-wide | 0.00 | 0.00 | 0.00 | \$3,000,000 | \$0 | \$3,000,000 |
| Princeton, IA | Woomert Park grading/improvements | 1.00 | 2.00 | 3.00 | \$12,000 | \$0 | \$12,000 |
| Princeton, IA | Residential street resurfacing, city-wide | 13.33 | 15.22 | 28.56 | \$5,000,000 | \$0 | \$5,000,000 |
| Princeton, IA | Lost Grove Rd. sidewalk repair/replace/new | 1.00 | 0.00 | 1.00 | \$10,000 | \$0 | \$10,000 |
| Princeton, IA | Lost Grove Rd. culvert and ditch project | 0.27 | 0.30 | 0.57 | \$100,000 | \$0 | \$100,000 |
| Rock Island, IL | Techno Block | 50.00 | 0.00 | 50.00 | \$30,000,000 | \$30,000,000 | \$0 |
| Rock Island, IL | AFS Classico | 24.00 | 15.00 | 39.00 | \$1,267,000 | \$874,500 | \$392,500 |
| Rock Island, IL | Long-term control plan: Upgrade of BHLS capacity from 20 to 23.5 MGD | 0.53 | 0.61 | 1.14 | \$200,000 | \$0 | \$200,000 |
| Rock Island, IL | Moline/Rock Island water system connection | 0.40 | 0.46 | 0.86 | \$150,000 | \$0 | \$150,000 |
| Rock Island, IL | Columbia Park transportation design study | 0.12 | 0.14 | 0.26 | \$45,000 | \$0 | \$45,000 |
| Rock Island, IL | Star Block Phase 1: 8 residential units and 2 commercial units | TBD | 0.00 | TBD | \$2,500,000 | \$0 | \$2,500,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------------|---|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Rock Island, IL | Garden District: 7 single-family new construction row homes | 0.00 | 0.00 | 0.00 | \$2,000,000 | \$0 | \$2,000,000 |
| Rock Island, IL | Long-term control plan waste water treatment plant upgrade completed and operational | 125.33 | 143.11 | 268.44 | \$47,000,000 | \$0 | \$47,000,000 |
| Rock Island, IL | New Old Chicago infrastructure | 16.00 | 18.27 | 34.27 | \$6,000,000 | \$0 | \$6,000,000 |
| Rock Island, IL | Police and fire radio upgrade: Migrate RIPD and RIFD to 800MHz system widely used in the region – was implemented and currently in the testing stages | 5.87 | 6.70 | 12.57 | \$2,200,000 | \$0 | \$2,200,000 |
| Rock Island, IL | Long-term control plan: 1.7 MG storage tank at 40th St. and 5th Ave. | 8.80 | 10.05 | 18.85 | \$3,300,000 | \$0 | \$3,300,000 |
| Rock Island, IL | Long-term control plan: 6,811 feet of new 54-66-inch relief sewer along 6th Ave. – Bid awarded to Brandt Construction | 13.87 | 15.83 | 29.70 | \$5,200,000 | \$0 | \$5,200,000 |
| Rock Island County, IL | Co. Hwy 46: CH 15 to Moline Rd: Resurface and replace guardrail and culverts | 3.73 | 4.26 | 8.00 | \$1,400,000 | \$0 | \$1,400,000 |
| Scott County, IA | Roof replacement: Scott County Courthouse | 0.80 | 0.91 | 1.71 | \$300,000 | \$0 | \$300,000 |
| Silvis, IL | Deer Valley Villa Apartments, 48 units, Phase 2 | 6.00 | 0.00 | 6.00 | \$2,000,000 | \$2,000,000 | \$0 |
| Silvis, IL | Prairie Heights Addition | 20.80 | 23.75 | 44.55 | \$7,800,000 | \$7,800,000 | \$0 |
| Walcott, IA | Main Street streetscape enhancement | 2.13 | 2.44 | 4.57 | \$800,000 | \$0 | \$800,000 |
| West Liberty, IA | Utility plant transformer | 3.20 | 3.65 | 6.85 | \$1,200,000 | \$0 | \$1,200,000 |
| West Liberty, IA | BioDigestion Feasibility Study | 0.18 | 0.21 | 0.39 | \$68,000 | \$34,000 | \$34,000 |
| West Liberty, IA | Wind Turbine Feasibility Study | 0.40 | 0.46 | 0.86 | 150,000 | 150,000 | 0 |
| West Liberty, IA | 8th St. sewer improvement | 0.67 | 0.76 | 1.43 | \$250,000 | \$0 | \$250,000 |
| West Liberty, IA | Recycling program | 0.20 | 0.23 | 0.43 | \$75,000 | \$12,000 | \$63,000 |
| West Liberty, IA | Sidewalk projects, ADA compliance | | | | TBD | | TBD |
| Wilton, IA | Ayers Progress Dr. water/sewer | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |

Planned Projects

2016-2021

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------|--|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Alpha, IL | Commercial alley resurfacing | 0.07 | 0.08 | 0.14 | \$25,000 | \$0 | \$25,000 |
| Alpha, IL | Water storage/aeration and equipment storage 15,000 gallons | 0.24 | 0.27 | 0.51 | \$350,000 | \$0 | \$350,000 |
| Andover, IL | Andover Lake restoration | 1.00 | 1.20 | 2.20 | \$390,000 | \$0 | \$390,000 |
| Andover, IL | New well, pump, piping, and appurtenances | 0.60 | 0.60 | 1.20 | \$210,000 | \$0 | \$210,000 |
| Andover, IL | Backup generator: water department | 0.10 | 0.10 | 0.20 | \$25,000 | \$0 | \$25,000 |
| Atkinson, IL | Infrastructure to developing business area | 13.33 | 15.22 | 28.56 | \$5,000,000 | TBD | TBD |
| Atkinson, IL | IL-6 truck turn lanes & 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 | Wyffels sewer connectivity: Build sewer connection to village's largest employer | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Atkinson, IL | Downtown ADA accessibility improvements | 0.48 | 0.55 | 1.03 | \$180,000 | \$0 | \$180,000 |
| Atkinson, IL | Sewer screen: Upgrade 1970-era screening equipment | 0.37 | 0.43 | 0.80 | \$140,000 | \$0 | \$140,000 |
| Atkinson, IL | Emergency and industrial water well reactivation: Replace holding tank, install chlorinators, recharge well, and restore above-ground water tank | 0.20 | 0.23 | 0.43 | \$75,000 | \$0 | \$75,000 |
| Atkinson, IL | Downtown road reconstruction | TBD | TBD | TBD | TBD | TBD | TBD |
| Bettendorf, IA | Riverfront/downtown redevelopment, Phase IV | 350.00 | 0.00 | 350.00 | \$50,000,000 | \$40,000,000 | \$10,000,000 |
| Bettendorf, IA | Riverfront/downtown redevelopment, Phase V | 150.00 | 0.00 | 150.00 | \$60,000,000 | \$52,500,000 | \$7,500,000 |
| Bettendorf, IA | 23rd St. overpass | 10.00 | 10.00 | 20.00 | \$7,500,000 | \$0 | \$7,500,000 |
| Bettendorf, IA | Redevelop former Lodge Hotel site | 50.00 | 0.00 | 50.00 | \$25,000,000 | \$21,000,000 | \$4,000,000 |
| Bettendorf, IA | Forest Grove Rd. | 1,000.00 | 0.00 | 1,000.00 | \$10,000,000 | \$0 | \$10,000,000 |
| Bettendorf, IA | Riverfront redevelopment: Complete the redevelopment of the former industrial site into a mixed-use, tourism based development | 350.00 | 0.00 | 350.00 | \$50,000,000 | \$40,000,000 | \$10,000,000 |
| Blue Grass, IA | Sanitary sewer lining & grouting project | TBD | TBD | TBD | \$75,000 | \$0 | \$75,000 |
| Cambridge, IL | Safe Routes to School: Adding new sidewalks, ADA-assessable sidewalks | 0.59 | 0.67 | 1.26 | \$299,831 | \$0 | \$299,831 |
| Cambridge, IL | Expansion of Cambridge FS Gold Star Company | 0.00 | 0.00 | 0.00 | \$600,000 | \$600,000 | \$0 |
| Cambridge, IL | Sale of downtown properties for retail | 7.00 | 7.00 | 14.00 | \$1,000,000 | \$800,000 | \$200,000 |
| Cambridge, IL | Sale of property: grocery store | 7.00 | 7.00 | 14.00 | \$1,000,000 | \$800,000 | \$200,000 |
| Cambridge, IL | Expansion of B & M Transportation Company | 15.00 | 15.00 | 30.00 | \$812,000 | \$750,000 | \$62,000 |
| Carbon Cliff, IL | Village Park: Baseball diamonds and park improvements | 2.50 | 2.85 | 5.35 | \$936,076 | TBD | TBD |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------|---|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Carbon Cliff, IL | Replace washed out 1st Ave. Bridge | TBD | TBD | TBD | \$350,000 | TBD | TBD |
| Coal Valley, IL | Rt. 6 improvements – Niabi Zoo Rd. to Coal Creek Bridge: Widen to 3 lanes and install storm sewers, utilities, sidewalks, bike path, and decorative lighting | 27.58 | 31.49 | 59.06 | \$10,341,025 | \$0 | \$10,341,025 |
| Coal Valley, IL | 300,000 gal water tower at Well #4 | 2.40 | 2.74 | 5.14 | \$900,000 | \$0 | \$900,000 |
| Coal Valley, IL | E. 19th Ave. – E. 7th St. to maintenance garage: Rebuild and widen | 1.60 | 1.83 | 3.43 | \$600,000 | \$0 | \$600,000 |
| Coal Valley, IL | Sidewalk projects: Various sidewalk projects throughout | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Coal Valley, IL | 1st St.: Build turning lanes to serve the new school at the new Bicentennial Elementary School | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Coal Valley, IL | Rt. 6 Flood Gate: New flood gate next to Rt. 6. | 0.08 | 0.09 | 0.17 | \$30,000 | \$0 | \$30,000 |
| Colona, IL | Rt. 84 widening and drainage: Installation of new storm sewers to improve drainage | 12.27 | 14.01 | 26.27 | \$4,600,000 | \$0 | \$4,600,000 |
| Colona, IL | New city hall to house city administration & police department | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$2,250,000 | \$250,000 |
| Colona, IL | E. water tower: New water tower, new well house, and new well | 3.33 | 3.81 | 7.14 | \$1,250,000 | \$0 | \$1,250,000 |
| Colona, IL | Cleveland Rd.: Add water/sewer mains | 1.87 | 2.13 | 4.00 | \$700,000 | \$0 | \$700,000 |
| Colona, IL | Restore Hennepin Canal Lock No. 29 at the confluence of the canal and Rock River | TBD | TBD | TBD | TBD | TBD | TBD |
| Colona, IL | Briar Bluff Bridge: Briar Bluff Rd. bridge replacement | 0.67 | 0.76 | 1.43 | \$250,000 | \$0 | \$250,000 |
| Cordova, IL | Lakota Plan: Improve boat dock, launch, retrieval area, and park | 4.00 | 4.57 | 8.57 | \$219,700 | \$0 | \$219,700 |
| Cordova, IL | Hwy. 84 turn lane: Construct turn lane from Hwy. 84 into Cordova | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Cordova, IL | Trail improvements: Construct permanent restrooms along bike trail | 0.13 | 0.15 | 0.29 | \$50,000 | \$0 | \$50,000 |
| Cordova, IL | 10th St. boat ramp embankment – 10th St. boat ramp: Construction of a permanent bank and paving at boat launch area | 0.09 | 0.11 | 0.20 | \$35,000 | \$0 | \$35,000 |
| Davenport, IA | The Dock Site | 200.00 | 0.00 | 200.00 | \$20,000,000 | \$15,000,000 | \$5,000,000 |
| Davenport, IA | River Vision Phase II | 25.33 | 28.93 | 54.26 | \$9,500,000 | \$0 | \$9,500,000 |
| Davenport, IA | Community wireless network: Construction of wireless network | 200.00 | 200.00 | 400.00 | \$3,500,000 | \$0 | \$3,500,000 |
| Davenport, IA | Convert 3rd and 4th one-way couplet to two-way pair | 250.00 | 13.40 | 263.40 | \$4,400,000 | \$0 | \$4,400,000 |
| Davenport, IA | Brady/Harrison sustainability corridor: Implementation of solar power LED lights, permeable pavement, bioswales, brick pedestrian crossings, signal improvement, lane restriping, pedestrian enhancement, and tree installation | 52.80 | 60.29 | 113.09 | \$19,800,000 | \$0 | \$19,800,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|-----------------|--|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Davenport, IA | Replace water pollution control plant | 23.47 | 26.80 | 50.26 | \$8,800,000 | \$0 | \$8,800,000 |
| Davenport, IA | Urban waterfront floodplain management demonstration project (RiverVision/Centennial Park): As Davenport moves forward with the reclamation of Centennial and Crescent Parks and improvements to LeClaire Park, the city is seeking assistance with sub-surface infrastructure, grading, and establishment of a sustainable landform on which to make locally-funded park improvements | 40.00 | 45.67 | 85.67 | \$15,000,000 | \$0 | \$15,000,000 |
| Davenport, IA | West 76th St. extension | 4.32 | 4.93 | 9.25 | \$1,620,000 | \$0 | \$1,620,000 |
| Davenport, IA | Goose Creek Trail: Prairie Heights, recreational trail construction (pre-design 90%) | 2.60 | 2.97 | 5.57 | \$975,000 | \$0 | \$975,000 |
| Davenport, IA | Credit Island Lagoon restoration: Dredging | 1.73 | 1.98 | 3.71 | \$650,000 | \$0 | \$650,000 |
| Davenport, IA | Rockingham Rd. – Division St. to Marquette St.: Resurfacing | 1.01 | 1.16 | 2.17 | \$380,000 | \$0 | \$380,000 |
| Davenport, IA | Airport runway extension | TBD | TBD | TBD | TBD | TBD | TBD |
| Davenport, IA | Lewis Machine and Tool: New business expansion | 7.00 | 169.00 | 176.00 | \$4,645,000 | TBD | TBD |
| Davenport, IA | Eastern Iowa Community College/ Kahl Building renovation | TBD | TBD | TBD | \$29,000,000 | \$20,000,000 | \$9,000,000 |
| Davenport, IA | Harborview Neighborhood redevelopment | TBD | TBD | TBD | \$50,000,000 | \$45,000,000 | \$5,000,000 |
| Davenport, IA | Nestle Purina warehouse | TBD | TBD | TBD | TBD | TBD | TBD |
| Davenport, IA | 400 River: Luxury condominiums | TBD | TBD | TBD | \$21,000,000 | \$21,000,000 | \$0 |
| Davenport, IA | Forest Grove Rd. | 18.67 | 21.31 | 39.98 | \$7,000,000 | \$0 | \$7,000,000 |
| Davenport, IA | Jersey Ridge Road - Cromwell Circle to VMP: Shared-use trail | 0.41 | 0.47 | 0.89 | \$155,000 | \$0 | \$155,000 |
| Davenport, IA | Eastern Ave. - Olde Brandy Ln to VMP: Shared-use trail | 0.44 | 0.50 | 0.94 | \$165,000 | \$0 | \$165,000 |
| East Moline, IL | Water Tower: I-80/I-88 Industrial Park | 2,000.00 | TBD | TBD | \$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 | 20.27 | 23.14 | 43.41 | \$7,600,000 | \$0 | \$7,600,000 |
| East Moline, IL | 4th Ave. patch and overlay | 0.15 | 0.17 | 0.31 | \$55,000 | \$0 | \$55,000 |
| East Moline, IL | MATCON site expansion | TBD | TBD | TBD | \$21,800,000 | \$11,000,000 | \$10,800,000 |
| Eldridge, IA | W. LeClaire Rd.: Widening and resurfacing 1st St. to 8th St. | 11.20 | 12.79 | 23.99 | \$3,025,120 | \$0 | \$3,025,120 |
| Eldridge, IA | Blackhawk Trail road extension: 1st to Buttermilk | 3.73 | 4.26 | 8.00 | \$1,400,000 | \$0 | \$1,400,000 |
| Eldridge, IA | Y-64: Widening, overlay, drainage | 3.40 | 3.88 | 7.28 | \$1,275,000 | \$0 | \$1,275,000 |
| Eldridge, IA | Downtown streetscape revitalization | TBD | TBD | TBD | TBD | TBD | TBD |
| Galva, IL | Relocate 200KW generator to Well #5 | 0.03 | 0.03 | 0.06 | \$10,000 | \$0 | \$10,000 |
| Galva, IL | Relocate 4th St. lift station | 0.16 | 0.18 | 0.34 | \$60,000 | \$0 | \$60,000 |
| Galva, IL | Relocate pump station #4 | 0.19 | 0.21 | 0.40 | \$70,000 | \$0 | \$70,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------|---|------------------|-------------------|-----------------------|-------------|--------------------|-------------------|
| Geneseo, IL | Hennepin Canal Trail Spur | 0.39 | 0.44 | 0.83 | \$145,000 | \$0 | \$145,000 |
| Geneseo, IL | Exchange St. reconstruction | 4.00 | 4.57 | 8.57 | \$1,500,000 | \$0 | \$1,500,000 |
| Geneseo, IL | WWTP sludge press | 1.20 | 1.37 | 2.57 | \$450,000 | | \$450,000 |
| Geneseo, IL | North St. sewer: Replace sanitary sewer | 1.60 | 1.83 | 3.43 | \$600,000 | \$0 | \$600,000 |
| Geneseo, IL | New 4th well for additional water capacity | 1.60 | 1.83 | 3.43 | \$600,000 | \$0 | \$600,000 |
| Geneseo, IL | Study for 5th well | 0.53 | 0.61 | 1.14 | \$200,000 | \$0 | \$200,000 |
| Geneseo, IL | Water and sewer main replacement and repair along N. State St. and Wells St. | 1.32 | 1.51 | 2.83 | \$495,000 | \$0 | \$495,000 |
| Geneseo, IL | Amtrak Station: Parking | 7.84 | 8.95 | 16.79 | \$2,940,000 | \$2,304,000 | \$636,000 |
| Geneseo, IL | Replace existing outdated station at Chicago St. | 1.00 | 1.14 | 2.14 | \$375,000 | \$0 | \$375,000 |
| Geneseo, IL | Replace existing outdated station at S. Stewart St. | 0.84 | 0.96 | 1.80 | \$315,000 | \$0 | \$315,000 |
| Geneseo, IL | Paint water tanks | 0.80 | 0.91 | 1.71 | \$300,000 | \$0 | \$300,000 |
| Geneseo, IL | North State St.: Mill and overlay | 0.33 | 0.38 | 0.71 | \$125,000 | \$0 | \$125,000 |
| Henry County, IL | County Hwy. 5 (Galva Blacktop) widening: Widen shoulders and replace guard rail at 3 locations across the county | 8.96 | 10.23 | 19.19 | \$4,500,000 | \$0 | \$4,500,000 |
| Henry County, IL | County Hwy. 2 (Wolf Rd.): Add turn lanes | 4.00 | 4.57 | 8.57 | \$3,000,000 | \$0 | \$3,000,000 |
| Henry County, IL | Hillcrest Home replacement of generating system | 0.80 | 0.91 | 1.71 | \$300,000 | \$0 | \$300,000 |
| Henry County, IL | Remodel Dispatch Center | 3.33 | 3.81 | 7.14 | \$1,250,000 | \$0 | \$1,250,000 |
| Henry County, IL | Building/creation of federally-qualified health center and service expansion | 6.00 | 15.00 | 21.00 | \$1,900,000 | \$0 | \$1,900,000 |
| Kewanee, IL | Storm sewer: Central area replacement S. Park, W. Oak, 400 S. Chestnut | 2.67 | 3.04 | 5.71 | \$1,000,000 | \$0 | \$1,000,000 |
| Kewanee, IL | Storm sewer: 100 to 400 Roosevelt & SE | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Kewanee, IL | Community development/neighborhood revitalization plan | 0.11 | 0.12 | 0.23 | \$40,000 | \$0 | \$40,000 |
| Kewanee, IL | Economic development plan | 0.11 | 0.12 | 0.23 | \$40,000 | \$0 | \$40,000 |
| Kewanee, IL | Housing rehabilitation – CDAP | 1.07 | 1.22 | 2.28 | \$400,000 | \$0 | \$400,000 |
| Kewanee, IL | 2016 FAU road program | 1.93 | 2.21 | 4.14 | \$725,000 | \$0 | \$725,000 |
| Kewanee, IL | Storm sewer repair: First St. & Vine St. | 0.59 | 0.67 | 1.26 | \$220,000 | \$0 | \$220,000 |
| Kewanee, IL | Storm sewer repair: Prospect St. & Park St. | 0.40 | 0.46 | 0.86 | \$150,000 | \$0 | \$150,000 |
| Kewanee, IL | Storm sewer: 1000 Madison Ave. | 0.27 | 0.30 | 0.57 | \$100,000 | \$0 | \$100,000 |
| Kewanee, IL | Sanitary sewer replacement 500 N. Chestnut | 0.12 | 0.14 | 0.26 | \$45,000 | \$0 | \$45,000 |
| Kewanee, IL | Storm sewer: 100 E. 7th St. | 0.08 | 0.09 | 0.17 | \$30,000 | \$0 | \$30,000 |
| Kewanee, IL | Sanitary sewer relining: CIP relining of existing sanitary sewer mains W. Division St., E. 8th St., Green St., Grace Ave., and others | 5.33 | 6.09 | 11.42 | \$2,000,000 | \$0 | \$2,000,000 |
| LeClaire, IA | Recreation center: Renovate and expand existing recreation center | 0.93 | 1.07 | 2.00 | \$350,000 | \$0 | \$350,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|-------------------|---|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Mercer County, IL | Ferryboat operation project: Restore ferryboat operation between Mercer Co, IL and Louisa Co, IA | 37.33 | 42.63 | 79.96 | \$14,000,000 | TBD | TBD |
| Mercer County, IL | Mercer County Hospital expansion: Mechanical and infrastructure upgrades | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$0 | \$2,500,000 |
| Mercer County, IL | Wind tower infrastructure | TBD | TBD | TBD | TBD | TBD | TBD |
| Mercer County, IL | Mercer County Levee Trail | TBD | TBD | TBD | TBD | TBD | TBD |
| Mercer County, IL | Camp Creek Rd. and 310th St.: Improvements for access to Fyre Lake National Golf Course | TBD | TBD | TBD | TBD | TBD | TBD |
| Milan, IL | Knoxville Rd. well and tower: Construct a deep aquifer well, ground storage, elevated storage, pumping, and connecting piping at Knoxville Rd. and 106th Ave. | 5.07 | 5.79 | 10.85 | \$1,900,000 | \$0 | \$1,900,000 |
| Milan, IL | Mirror Lake recreational trail | TBD | TBD | TBD | TBD | TBD | TBD |
| Milan, IL | 50-acre industrial/business park | 600.00 | 0.00 | 600.00 | \$2,500,000 | TBD | \$2,500,000 |
| Moline, IL | Western Illinois University Phase III | 56.00 | 63.94 | 119.94 | \$21,000,000 | \$0 | \$21,000,000 |
| Moline, IL | 52nd Ave.: New road to reduce congestion of John Deere Rd., parallel to and between John Deere Rd. and the Rock River | 25.48 | 29.09 | 54.57 | \$9,555,000 | \$0 | \$9,555,000 |
| Moline, IL | Fire station annex/renovation | 13.07 | 14.92 | 27.99 | \$4,900,000 | \$0 | \$4,900,000 |
| Moline, IL | Valley View Village: Water, sewer, storm, extend 70th St., build 42nd Ave. vicinity of 70th St. and John Deere Rd. | 11.47 | 13.09 | 24.56 | \$4,300,000 | \$0 | \$4,300,000 |
| Moline, IL | 52nd Ave./I-74 Linkage | 10.67 | 12.18 | 22.85 | \$4,000,000 | \$0 | \$4,000,000 |
| Moline, IL | Web Tech District: 19th St. Moline Centre | 5.33 | 6.09 | 11.42 | \$2,000,000 | \$0 | \$2,000,000 |
| Moline, IL | Riverside Park District | 5.33 | 6.09 | 11.42 | \$2,000,000 | \$0 | \$2,000,000 |
| Moline, IL | River to River: Multiuse trail that will connect the Mississippi River and the Rock River trail systems | 2.15 | 2.46 | 4.61 | \$808,000 | \$0 | \$808,000 |
| Moline, IL | Temporary barrier wall at River Dr. | 2.10 | 2.40 | 4.50 | \$787,500 | \$0 | \$787,500 |
| Moline, IL | Riverfront high speed network: Construct high-speed data network along Mississippi Riverfront to serve business needs in and around the RiverTech area | 2.00 | 2.28 | 4.28 | \$750,000 | \$0 | \$750,000 |
| Moline, IL | Sylvan Island pedestrian bridge | 2.67 | 3.04 | 5.71 | \$1,000,000 | \$0 | \$1,000,000 |
| Moline, IL | Phase II Riverbend Commons | TBD | TBD | TBD | TBD | TBD | TBD |
| Moline, IL | Garfield School redevelopment to apartments | 39.10 | 44.31 | 83.41 | \$14,551,232 | \$13,832,194 | \$719,038 |
| Moline, IL | Chase Building conversion to extended stay apartments | TBD | TBD | TBD | TBD | TBD | TBD |
| Moline, IL | John Deere Rd. - 38th St. to 70th St.: Additional lanes and reconstruction | 128.00 | 146.16 | 274.15 | \$48,000,000 | \$0 | \$48,000,000 |
| Moline, IL | 17th St. W of new I-74 ROW south connecting to existing trail: Trail construction | 3.20 | 3.65 | 6.85 | \$1,200,000 | \$0 | \$1,200,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|---------------|---|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Muscatine, IA | State Hwy 38/U.S. 61 Connector: Construct a connecting road between two major highways entering/exiting Muscatine, relieving traffic at the intersection of these two highways and assisting in encouraging economic development in the northeast quadrant of Muscatine by opening up 270 acres for commercial/industrial development and 260 acres for residential development | 750.00 | 0.00 | 750.00 | \$8,600,000 | \$0 | \$8,600,000 |
| Muscatine, IA | Upper-floor housing project: Public/private partnership to develop/improve housing in the upper floor of existing building in downtown Muscatine | 13.33 | 15.22 | 28.56 | \$5,000,000 | TBD | TBD |
| Muscatine, IA | The Pearl of the Mississippi – Community Improvement Project, Phase III: Joint project of Muscatine County and the City of Muscatine. The five components are the construction of Phase III of the Muscatine Soccer Complex, construction of the Musser Park to Wiggins Road Trail, construction of a dog park, enhancements to the Muscatine Art Center, and improvements to the Muscatine County Conservation Board's Deep Lakes Park. | 8.00 | 9.13 | 17.13 | \$11,003,790 | \$3,965,770 | \$7,038,020 |
| Muscatine, IA | Muscatine Slough restoration project: Combine both storm and sanitary sewer water management activities | 8.00 | 9.13 | 17.13 | \$3,000,000 | \$0 | \$3,000,000 |
| Muscatine, IA | Grandview Ave. reconstruction and enhancement in accordance with adopted complete streets policy: Reconstruction of 2.2 miles of roadway, installation of sidewalks, street lighting enhancements, lane reconfiguration, landscaping, gateway features, burial of overhead utility lines, realignment of the Houser/Sampson/Grandview intersection, installation of permanent traffic signals at the Houser/Sampson/Grandview intersection, storm water drainage improvements, installation of a pipe to reduce bridge crossings and other drainage obstacles related to Brier's Ditch, rebuild Musser St. railroad crossing and the approach from Grandview Ave. | 16.00 | 18.27 | 34.27 | \$6,000,000 | \$0 | \$6,000,000 |
| Muscatine, IA | Mulberry Ave. reconstruction: Reconstruction of Mulberry Ave. from Steamboat Wae to Houser St. to "Complete Street" standards including sidewalks, storm sewers, and turn lanes | TBD | TBD | TBD | TBD | TBD | TBD |
| Muscatine, IA | Cedar St. reconstruction: Reconstruction and widening of Cedar St. from Parham to Houser and other improvements, trail on the north side of Cedar between Parham and Houser, designated turn lanes | 9.33 | 10.66 | 19.99 | \$3,500,000 | \$0 | \$3,500,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|-----------------|--|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Muscatine, IA | Colorado St. reconstruction: Rebuild Colorado St. to accommodate increased traffic volumes and add sidewalks, creating another truck route connecting existing industrial area with U.S. 61 and Highway 22 | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$0 | \$2,500,000 |
| Muscatine, IA | Westside Trail: 1.8 mile trail segment connecting Musser Park/Wiggens Rd. Trail to Muscatine County Trail at Discovery Park | TBD | TBD | TBD | \$600,000 | \$0 | \$600,000 |
| New Boston, IL | Replace water tower and mains | TBD | TBD | TBD | TBD | TBD | TBD |
| New Boston, IL | New Boston Bay environmental restoration: Dredging at New Boston Bay | 24.00 | 27.40 | 51.40 | \$9,000,000 | \$0 | \$9,000,000 |
| Orion, IL | 5th St. rehabilitation | 4.00 | 4.57 | 8.57 | \$1,500,000 | \$0 | \$1,500,000 |
| Orion, IL | Land purchase/feasibility study | 0.53 | 0.61 | 1.14 | \$200,000 | \$0 | \$200,000 |
| Port Byron, IL | Emergency operations center: Purchase building and equipment and remodel for building new use | 2.13 | 2.44 | 4.57 | \$800,000 | \$0 | \$800,000 |
| Princeton, IA | Pine Grove water/sewer | 9.33 | 10.66 | 19.99 | \$3,500,000 | \$0 | \$3,500,000 |
| Princeton, IA | Multi-use municipal building: Construct a single facility to house city hall, police department, and public works | 8.00 | 9.13 | 17.13 | \$3,000,000 | \$0 | \$3,000,000 |
| Princeton, IA | River Dr. street/sewer improvements | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$0 | \$2,500,000 |
| Princeton, IA | Bike Trial Hwy. 67 and through Princeton | 5.33 | 6.09 | 11.42 | \$2,000,000 | \$0 | \$2,000,000 |
| Princeton, IA | 5th St. replacement | 5.33 | 6.09 | 11.42 | \$2,000,000 | \$0 | \$2,000,000 |
| Princeton, IA | Woomert Park restroom/concession project | 4.00 | 0.00 | 4.00 | \$15,000 | \$8,750 | \$6,250 |
| Princeton, IA | North end looping water/sewer | 0.80 | 0.91 | 1.71 | \$300,000 | \$0 | \$300,000 |
| Princeton, IA | Stage lagoon | TBD | TBD | TBD | TBD | TBD | TBD |
| Rock Island, IL | IL-92 Corridor Project: Realignment of IL 92 through downtown | 21.07 | 24.06 | 45.14 | \$7,902,500 | \$0 | \$7,902,500 |
| Rock Island, IL | 1,350 feet of 30-inch outfall pipe, outfall structure, fine screen, and disinfection (20 MGD) | 6.93 | 7.92 | 14.85 | \$2,600,000 | \$0 | \$2,600,000 |
| Rock Island, IL | 1894 waterline replacement: Design underway – failing waterline is more than 100 years old | 5.33 | 6.09 | 11.42 | \$2,000,000 | \$0 | \$2,000,000 |
| Rock Island, IL | Long-term control plan: Partial separation of 70 acres of combined sewer | 2.40 | 2.74 | 5.14 | \$900,000 | \$0 | \$900,000 |
| Rock Island, IL | 1,100 feet of 36-inch interceptor sewer and two 387 feet 36-inch siphons upstream of BHLS | 1.60 | 1.83 | 3.43 | \$600,000 | \$0 | \$600,000 |
| Rock Island, IL | Sunset Marina entrance relocation: Studied and approved by the COE to reduce siltation. (Concept plan developed) | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Rock Island, IL | Long-term control plan: Upgrade of BHLS capacity from 20 to 23.5 MGD | 0.53 | 0.61 | 1.14 | \$200,000 | \$0 | \$200,000 |
| Rock Island, IL | Moline/Rock Island water system connection | 0.40 | 0.46 | 0.86 | \$150,000 | \$0 | \$150,000 |
| Rock Island, IL | Columbia Park transportation design study | 0.12 | 0.14 | 0.26 | \$45,000 | \$0 | \$45,000 |
| Rock Island, IL | Water treatment filter facility | 61.33 | 70.03 | 131.36 | \$23,000,000 | \$0 | \$23,000,000 |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------------|---|------------------|-------------------|-----------------------|--------------|--------------------|-------------------|
| Rock Island, IL | Walmart | 300.00 | 0.00 | 300.00 | TBD | TBD | \$15,000,000 |
| Rock Island, IL | Norcross Phase 1: Acquisition/demo/cleanup | 0.00 | 0.00 | 0.00 | \$1,250,000 | \$0 | \$1,250,000 |
| Rock Island, IL | Norcross Phase 2: Spec building | TBD | TBD | TBD | TBD | \$5,000,000 | TBD |
| Rock Island, IL | Star Block Phase 2: 14 residential units and 4 commercial units | TBD | TBD | TBD | \$1,900,000 | \$0 | \$1,900,000 |
| Rock Island, IL | Zimmerman Lofts: 45 residential units with over 21,000 square feet of commercial space on first floor | TBD | TBD | TBD | \$11,600,000 | \$0 | \$11,600,000 |
| Rock Island County, IL | RICO Justice Center: New courthouse and justice center/county office space | 191.99 | 219.24 | 411.23 | \$28,000,000 | \$0 | \$28,000,000 |
| Rock Island County, IL | Emergency communications improvements: Transfer multiple fire and police departments to 800MHz radio system and install Voice Interoperability Data Network (VIDA). | 17.87 | 20.40 | 38.27 | \$6,700,000 | \$0 | \$6,700,000 |
| Rock Island County, IL | Co. Hwy 49: 94th Ave. N to 150th Ave. N: Resurface and replace guardrail and culverts | 3.47 | 3.96 | 7.42 | \$1,500,000 | \$0 | \$1,500,000 |
| Rock Island County, IL | Co. Hwy 6: IL Route 84 SE to Co. Hwy 15, Resurfacing | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Rock Island County, IL | Oak Glen Home redevelopment: Redevelop former county-owned nursing home site to allow for housing development | 1.20 | 1.37 | 2.57 | \$450,000 | \$0 | \$450,000 |
| Scott County, IA | HVAC replacement/roof replacement- Annex | 0.97 | 1.11 | 2.08 | \$365,000 | \$0 | \$365,000 |
| Scott County, IA | New patrol headquarters building | 12.00 | 13.70 | 25.70 | \$4,500,000 | \$0 | \$4,500,000 |
| Scott County, IA | Courthouse renovation | 9.07 | 10.35 | 19.42 | \$3,400,000 | \$0 | \$3,400,000 |
| Scott County, IA | Secondary roads shop remodel and office relocation | 4.00 | 4.00 | 8.00 | \$2,300,000 | \$0 | \$2,300,000 |
| Sherrard, IL | Replace existing water tower and add two new wells | 4.00 | 4.57 | 8.57 | \$1,500,000 | \$0 | \$1,500,000 |
| Sherrard, IL | Road repair: Chip & seal 2nd St. | 2.00 | 0.00 | 2.00 | \$20,000 | \$0 | \$20,000 |
| Sherrard, IL | Road repair: Chip & seal 3rd St. | 2.00 | 0.00 | 2.00 | \$20,000 | \$0 | \$20,000 |
| Sherrard, IL | Road repair: Chip & seal 1st Ave. | 2.00 | 0.00 | 2.00 | \$20,000 | \$0 | \$20,000 |
| Silvis, IL | Fair Acres water main replacement | 5.00 | 0.00 | 5.00 | \$350,000 | \$0 | \$350,000 |
| Silvis, IL | Public Safety Building | 6.67 | 7.61 | 14.28 | \$2,500,000 | \$0 | \$2,500,000 |
| Silvis, IL | Construct well Glendale | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Silvis, IL | Overlay Avenue of Cities 0.83 mile | 2.00 | 2.28 | 4.28 | \$750,000 | \$0 | \$750,000 |
| Viola, IL | Industrial park road | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Viola, IL | Water main update along 17th Ave. | 0.80 | 0.91 | 1.71 | \$300,000 | \$0 | \$300,000 |
| Viola, IL | Replace water storage tank | 0.80 | 0.76 | 1.56 | \$250,000 | \$0 | \$250,000 |
| Walcott, IA | Municipal building/police station | 4.00 | 4.57 | 8.57 | \$1,500,000 | \$0 | \$1,500,000 |
| Walcott, IA | S. Downey St. reconstruction: Street & sewer | 1.27 | 1.45 | 2.71 | \$475,000 | \$0 | \$475,000 |
| West Liberty, IA | Trail project and expansions | 1.33 | 1.52 | 2.86 | \$500,000 | TBD | TBD |

| Location | Description | FTE Jobs Created | FTE Jobs Retained | Total FTE Jobs Impact | Total Cost | Private Investment | Public Investment |
|------------------|---|------------------|-------------------|-----------------------|------------|--------------------|-------------------|
| West Liberty, IA | Downtown streetscape | 0.01 | 0.01 | 0.01 | \$2,000 | \$2,000 | \$0 |
| West Liberty, IA | Hotel/motel feasibility study | 0.02 | 0.02 | 0.05 | \$8,000 | \$8,000 | \$0 |
| Wilton, IA | Street sidewalk and water main improvements | 1.33 | 1.52 | 2.86 | \$500,000 | \$0 | \$500,000 |
| Wilton, IA | Sidewalk and intersection improvements on Cypress St. and 5th St., from 4th St. to Summit St. | 0.55 | 0.62 | 1.17 | \$205,000 | \$0 | \$205,000 |
| Wilton, IA | Ayers Progress Sewer/Water Phase 2: 16" water main loop | 0.00 | 0.00 | 0.00 | \$450,000 | \$0 | \$450,000 |

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