

2019-2024 CEDS *for* NORTHWEST ILLINOIS





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FRANKLIN CREEK AT FRANKLIN CREEK STATE NATURAL AREA - LEE CO.

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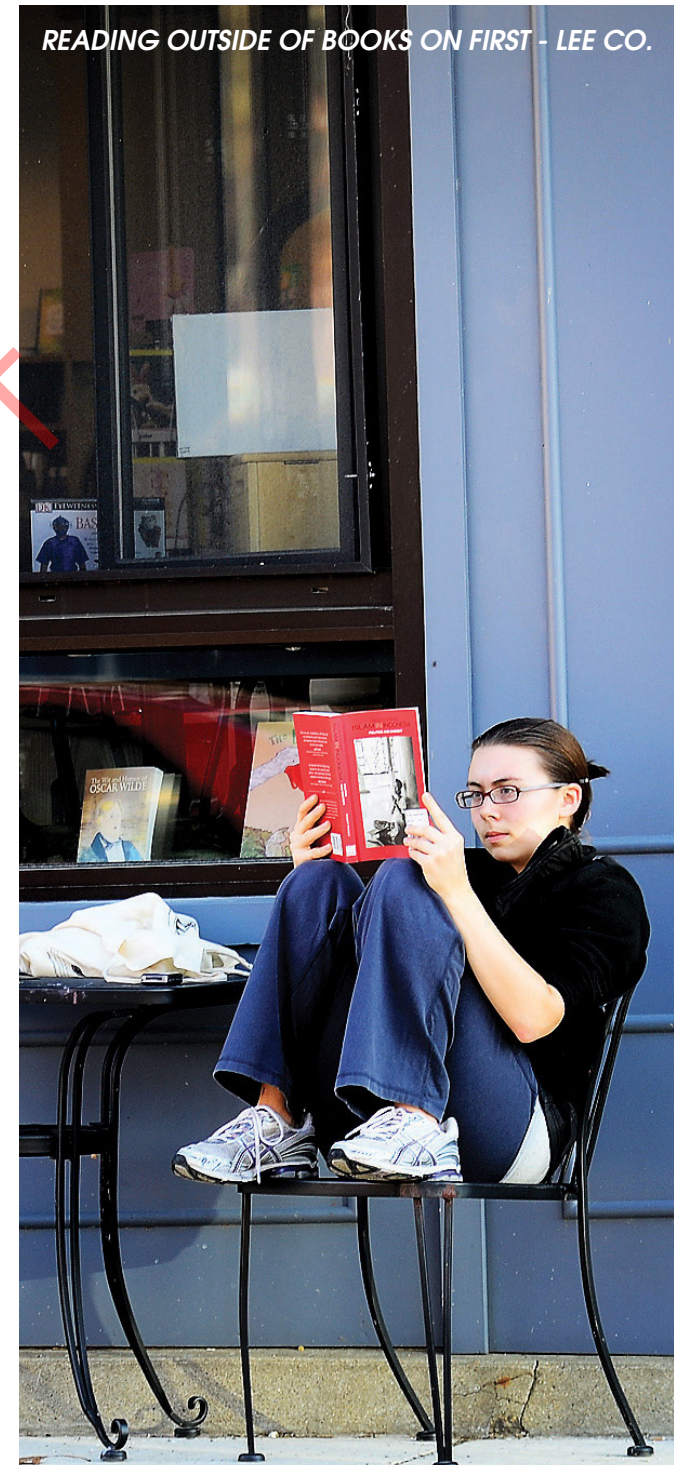
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READING OUTSIDE OF BOOKS ON FIRST - LEE CO.



A photograph of a steel mill interior. In the foreground, two workers in protective gear are visible. One worker is standing on the left, and another is crouching on the right, working with a bright, glowing molten metal. The background shows a complex industrial structure with multiple levels, railings, and large pipes. The scene is illuminated by the intense orange and yellow light of the molten metal. A large, semi-transparent red watermark reading "2019 DRAFT" is oriented diagonally across the center of the image. A horizontal bar with blue, purple, and green segments is positioned behind the main title text.

PLANNING PROCESS

STERLING STEEL WORK FLOOR - WHITESIDE CO.

About

The Comprehensive Economic Development Strategy (CEDS) is the over-arching community and economic development plan for the counties of Northwest Illinois. This CEDS is developed using the guidelines of the Economic Development Administration (EDA), a federal agency of the Department of Commerce. The process involves various participants, including the Regional CEDS (RCEDS) Committee, Blackhawk Hills Regional Council (BHRC)* staff and Board, and the public.

Local Process

Kick-Off Meeting

On October 27, 2017, the Northwest Illinois RCEDS Committee began work on the CEDS update before BHRC's annual fall summit on community and economic development. The RCEDS Committee discussed strengths and weaknesses included in the previous CEDS

and reflected on the economic changes occurring throughout the region since the 2014 document was published.

County-Level CEDS Forums

BHRC scheduled county-level CEDS forums for late winter/early spring 2018 in each of the Economic Development District's counties. We invited leaders from public, private, and not-for-profit sectors to discuss community and economic development issues important to the region's stakeholders. Forums were held on the following dates:

- Ogle County in Oregon: January 17, 2018 @ 6 pm
- Jo Daviess County in Elizabeth: January 18, 2018 @ 6 pm
- Stephenson County in Freeport: April 5, 2018 @ 6 pm
- Lee County in Dixon: April 10, 2018 @ 6 pm
- Carroll County in Savanna: April 11, 2018 @ 6 pm
- Whiteside County in Morrison: July 24, 2018 @ 6 pm

Each forum lasted two hours and included SWOT and asset mapping exercises, as well as a

goals and objectives discussion. Overall, about 140 people attended the county-level forums - roughly 15 to 30 participants at each event. Attendees included K-12 superintendents, community college leaders, municipal and county officials, tourism representatives, and local business owners, among others.

Call for Projects

BHRC solicited projects, programs, and policies from various stakeholder over the course of the process.

RCEDS Committee, BHRC Staff Meetings and Public Comment

The RCEDS Committee met multiple times following the kick-off meeting (on 11/2018, 2/2019, and 4/2019). In April 2019, BHRC opened the CEDS' thirty-day public comment period. On May 27, BHRC's Board approved the new/updated plan.





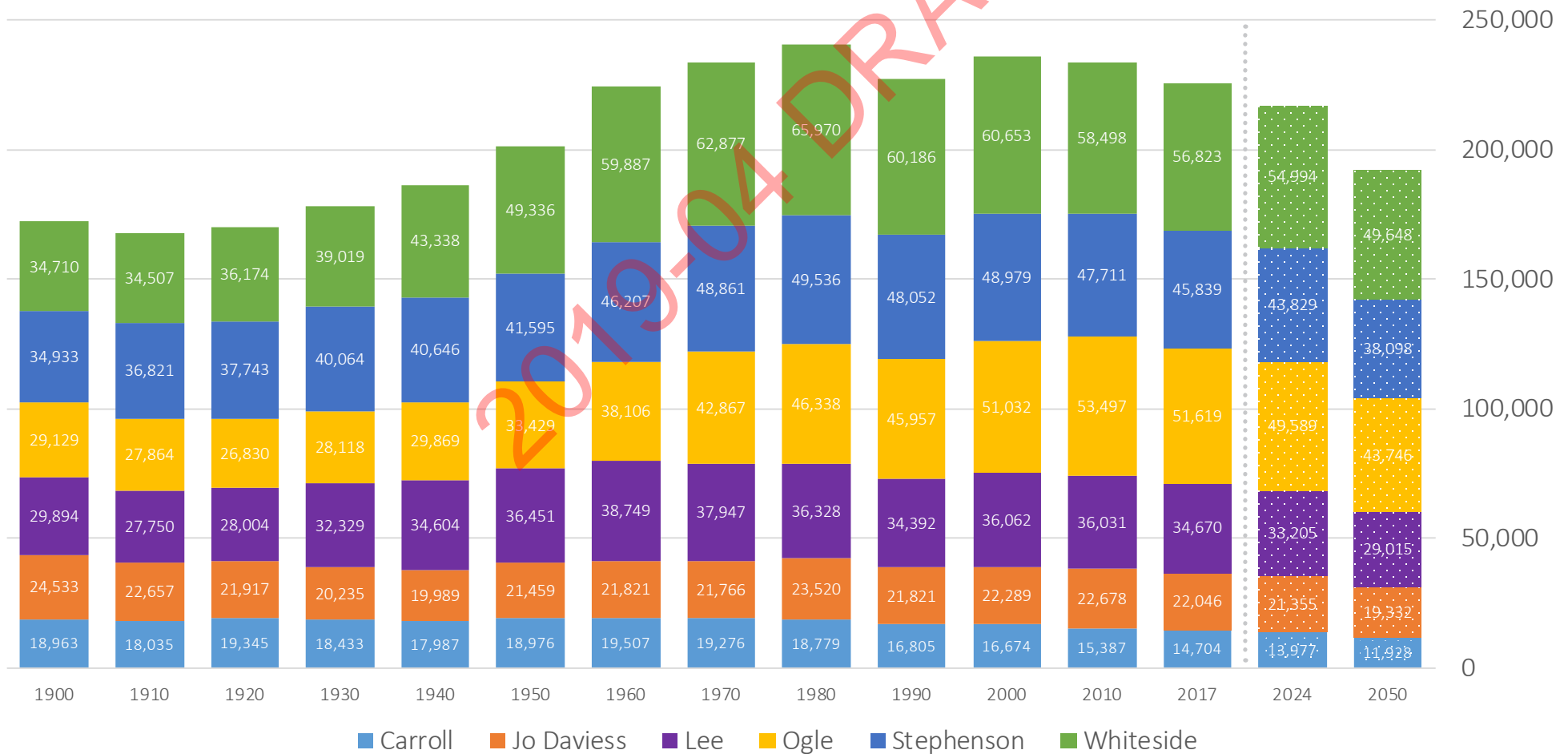
DATA & RESEARCH

BISON ROAMING THE NUCHUSA GRASSLANDS - LEE CO.

Population

The combined total population of Northwest Illinois' six counties peaked in 1980, rising to just under 250,000 people. Following 2000, population declined across the region, excepting for slight upticks in Jo Daviess and Ogle counties in 2010. Given domestic migration patterns, an aging population, the trend of smaller family sizes, and barriers to immigration, one might reasonably expect that the combined total population for the region will drift between stagnation and decline in the years to come.

Northwest Illinois - Population: 1900-2017
Projections: 2024, 2050



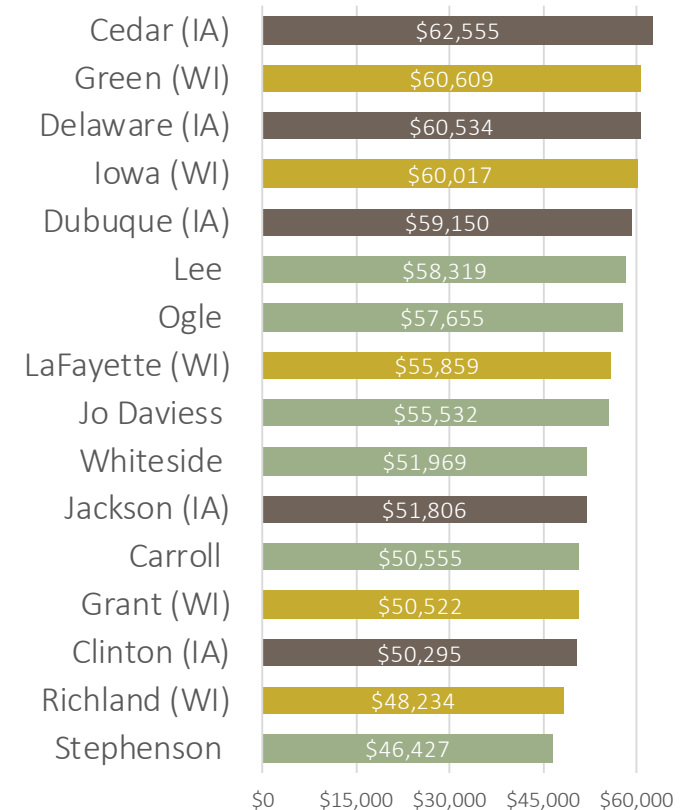
Income

Two-thirds of BHRC EDD counties have a median household income (MHI) below \$57,652 (the United States' MHI); all six BHRC EDD counties fall short of Illinois' MHI of \$61,229. When compared with the counties of nearby EDDs in Iowa (ECIA) and Wisconsin (SWWRPC), Lee and Ogle fair the best, ranking sixth and seventh, respectively. Out of sixteen counties, Stephenson County places last. Jo Daviess, Whiteside, and Carroll fall in between (in that order).

Median Household Income



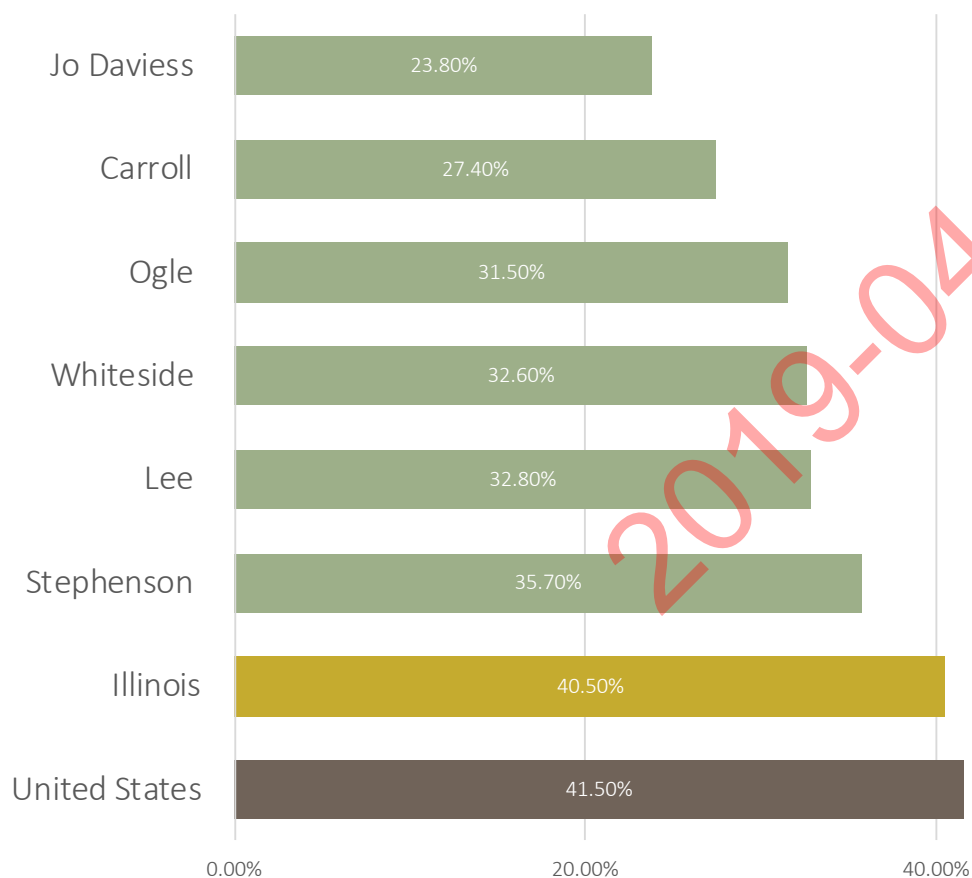
Median Household Income - Tri-State Comparison: 2017



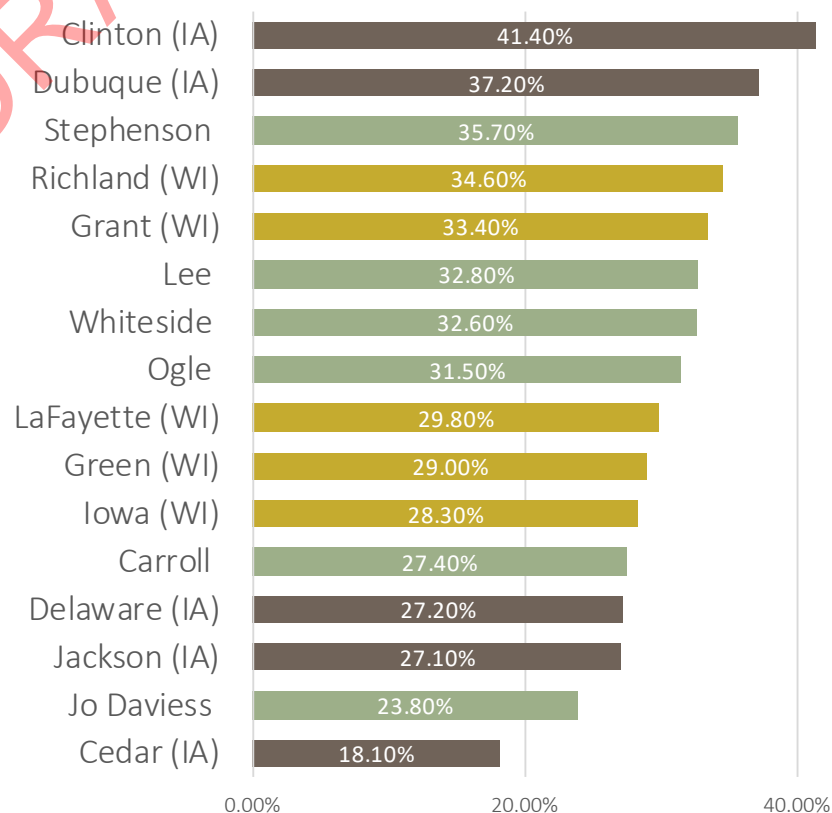
Housing

Although housing is relatively more affordable in Northwest Illinois and the tri-state area, homeowners and especially renters still face challenges. Consider GRAPI. The US Census defines GRAPI (Gross Rent as a Percentage of Household Income) as “a computed ratio of monthly gross rent to monthly household income.” Renters in counties with higher GRAPI may have fewer resources to invest in education, pay for childcare, or make any sort of discretionary purchase.

GRAPI - 35% or More: 2017



GRAPI - 35% or More -
Tri-State Comparison: 2017



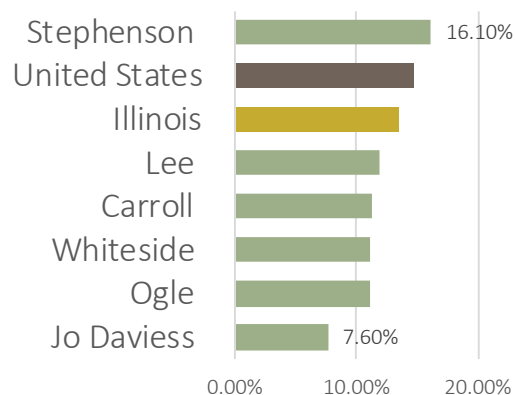
Poverty

Those persons and families experiencing poverty are less likely to remain resilient through economic and other disruptions. All BHRC EDD counties (excepting for Stephenson) fair better than the US and Illinois with respect to the percentage of persons below the poverty level (as defined by the US Census).

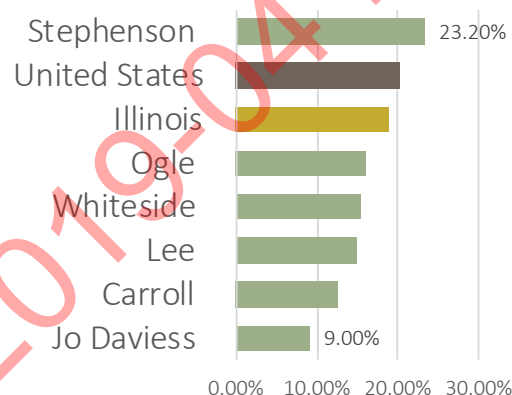
access to resources, etc.). All BHRC EDD counties, excepting for Stephenson, exhibit comparatively lower percentages of poverty (within the under 18 years old age range) versus the US and Illinois.

ranks second overall, with Lee, Carroll, Whiteside, and Ogle falling near the middle. Stephenson County ranks last amongst the the sixteen counties compared.

% Below Poverty Level: 2017

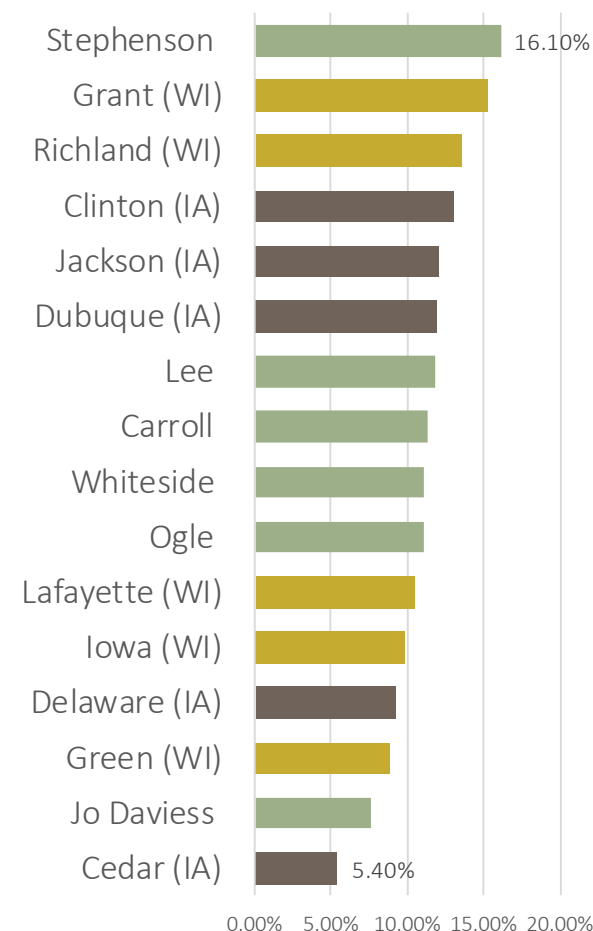


**Under 18 Years
% Below Poverty Level: 2017**



On the following chart, BHRC EDD counties are compared to the counties of neighboring EDDs in Iowa (ECIA) and Wisconsin (SWRPC). Jo Daviess County

% Below Poverty Level - Tri-State Comparison: 2017

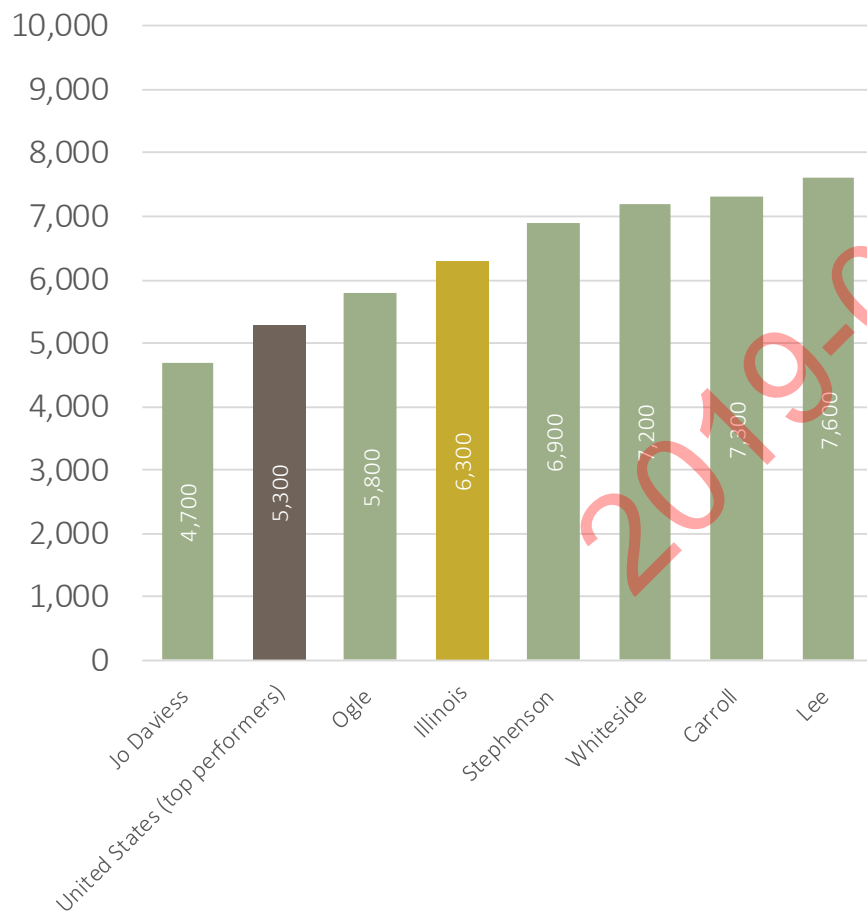


Furthermore, impoverished children are less likely to succeed in school for numerous reasons (hunger, parent availability,

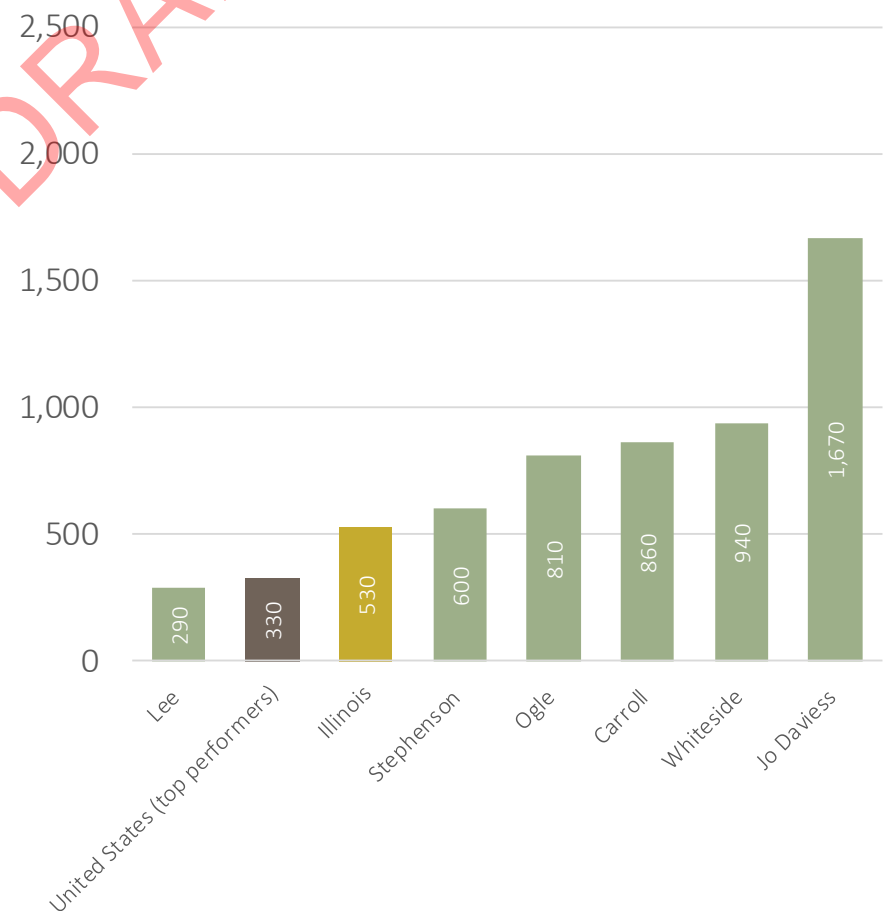
Health

Figures on premature death and mental health are included below. Premature death may be exacerbated by economic conditions. Furthermore, a dearth of mental health providers may reduce the chance that an individual will receive the help he or she needs to thrive and participate in community and family life. When compared (locally or elsewhere), the number of persons per provider in Lee County stands out as highly favorable.

Premature Death -
Years of Potential Life Lost



Mental Health Providers -
Persons per Provider



Education

Figures on chronic absenteeism, starting teacher salary, and educational attainment are included here. Chronic absenteeism is important because it may predict future success in higher education, the workforce, and life in general. Additionally, retaining quality educators that children respect requires - among other forms of compensation - paying those educators (and also support staff) well.

Chronic Absenteeism Rate



Although benefits, administrative and peer support, community amenities, and other factors play roles in retention, salary remains a paramount consideration for job seekers. Those schools with sufficient resources to pay teachers competitively (whom, in turn, invest in their schools) may see students achieve at greater rates.

Average Teacher Salary



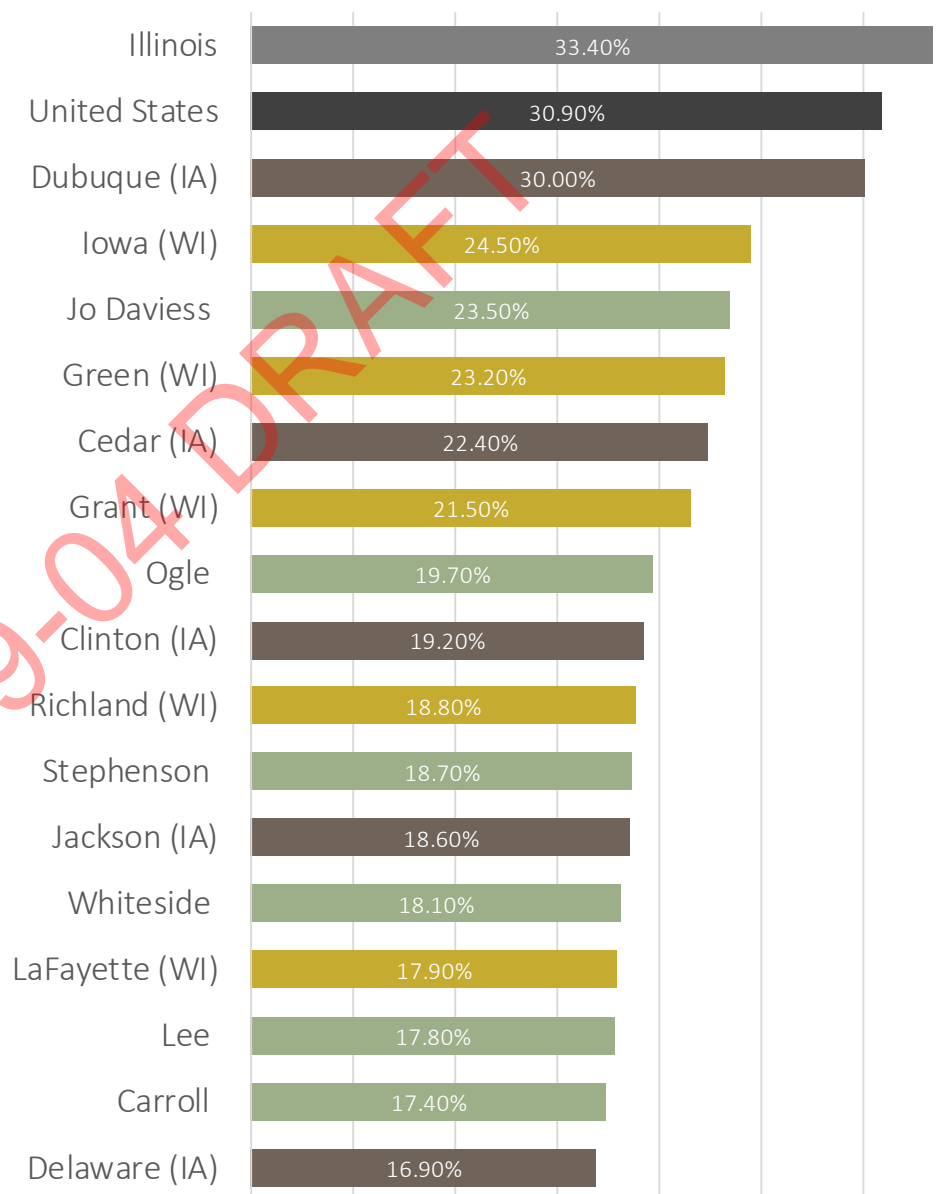
Education (cont'd)

Educational attainment can predict individual success - in school and beyond. While it is important to recognize that the trades and similar career fields have been undervalued by parents and policy makers, one must also acknowledge that individuals with two and four-year degrees or higher (particularly the latter) are still more likely to find higher-paying jobs and maintain financial stability.

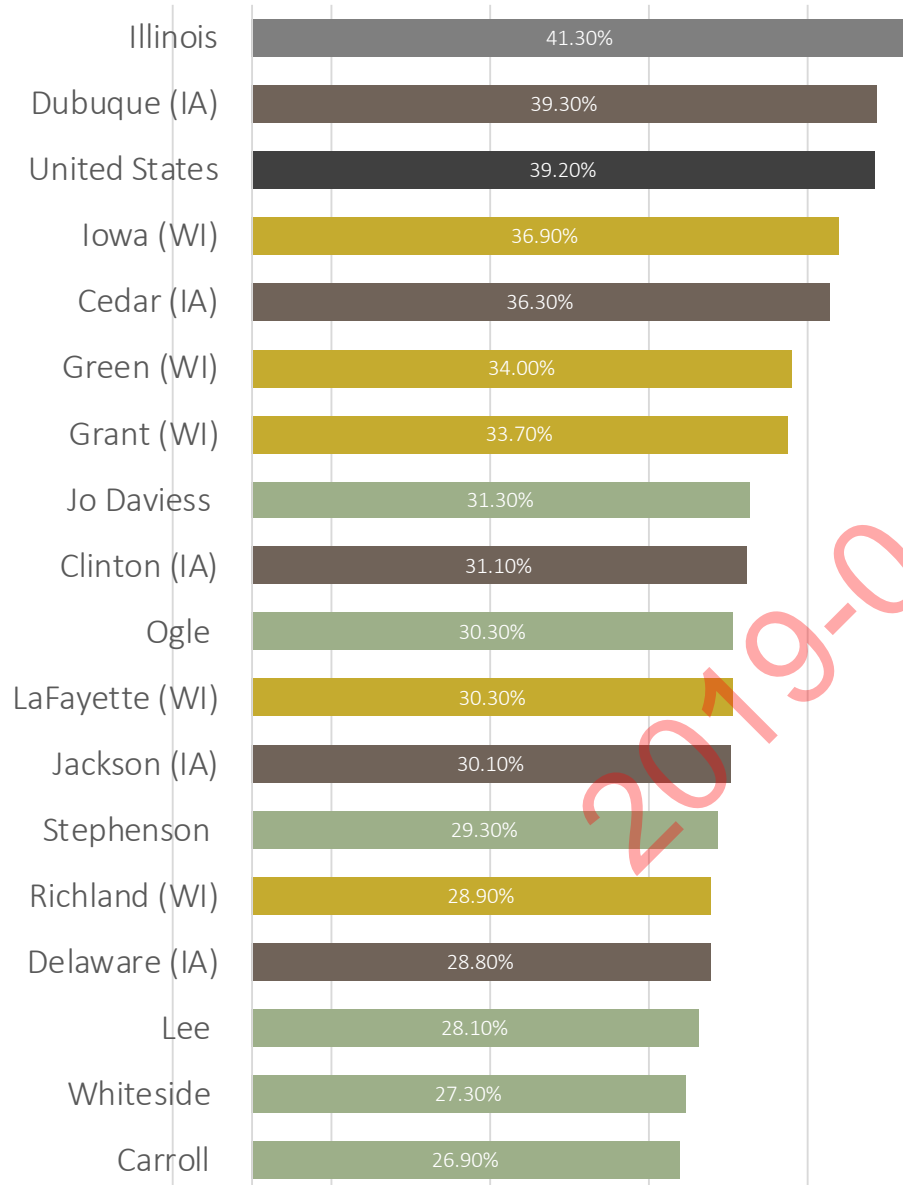
The first two charts illustrate that educational attainment is highest in Jo Daviess County, with Carroll County rounding out the bottom for the BHRC EDD Counties.

In the final chart, base salaries for community college districts (including the base salaries of faculty, administration, and other employees) are compared. Highland Community College (HCC) appears to offer the most competitive faculty compensation (and its average is only slightly below Illinois' average).

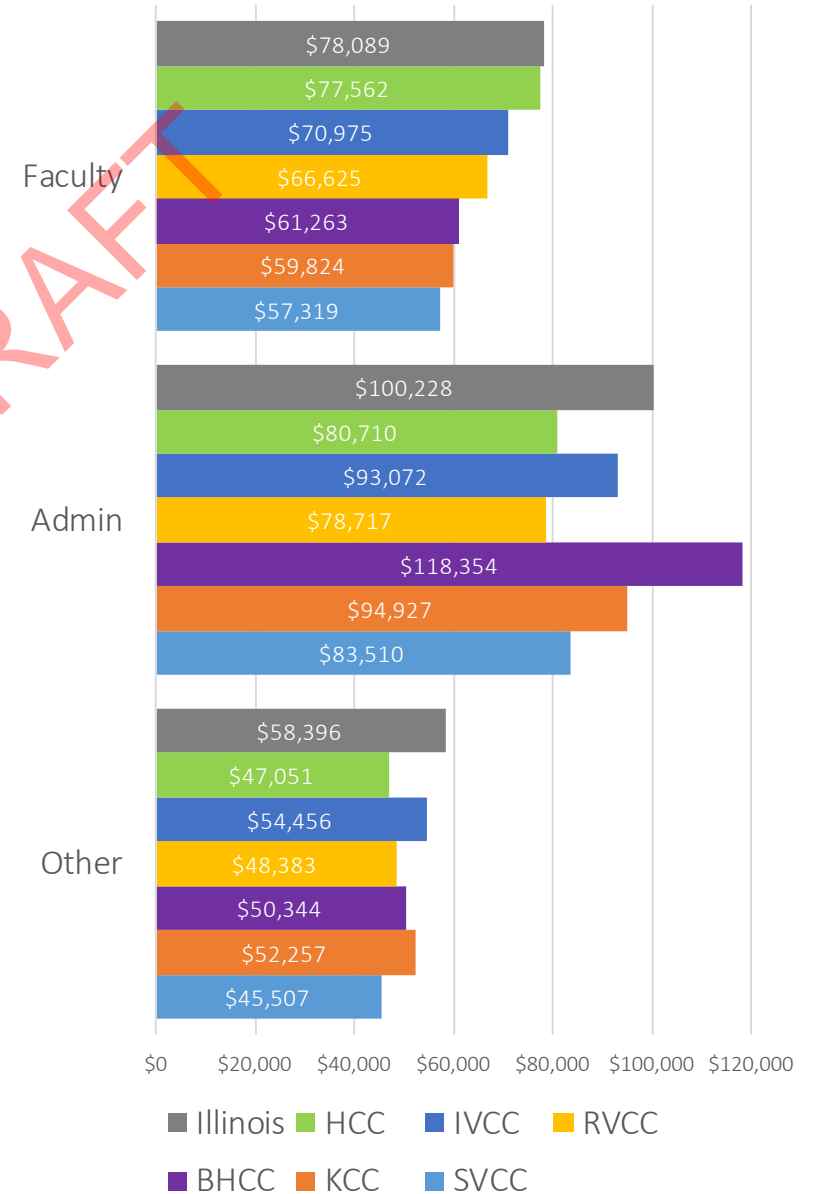
Educational Attainment - Bachelor's Degree or Higher - Tri-State Comparison: 2017



Educational Attainment - Associate's Degree or Higher - Tri-State Comparison: 2017



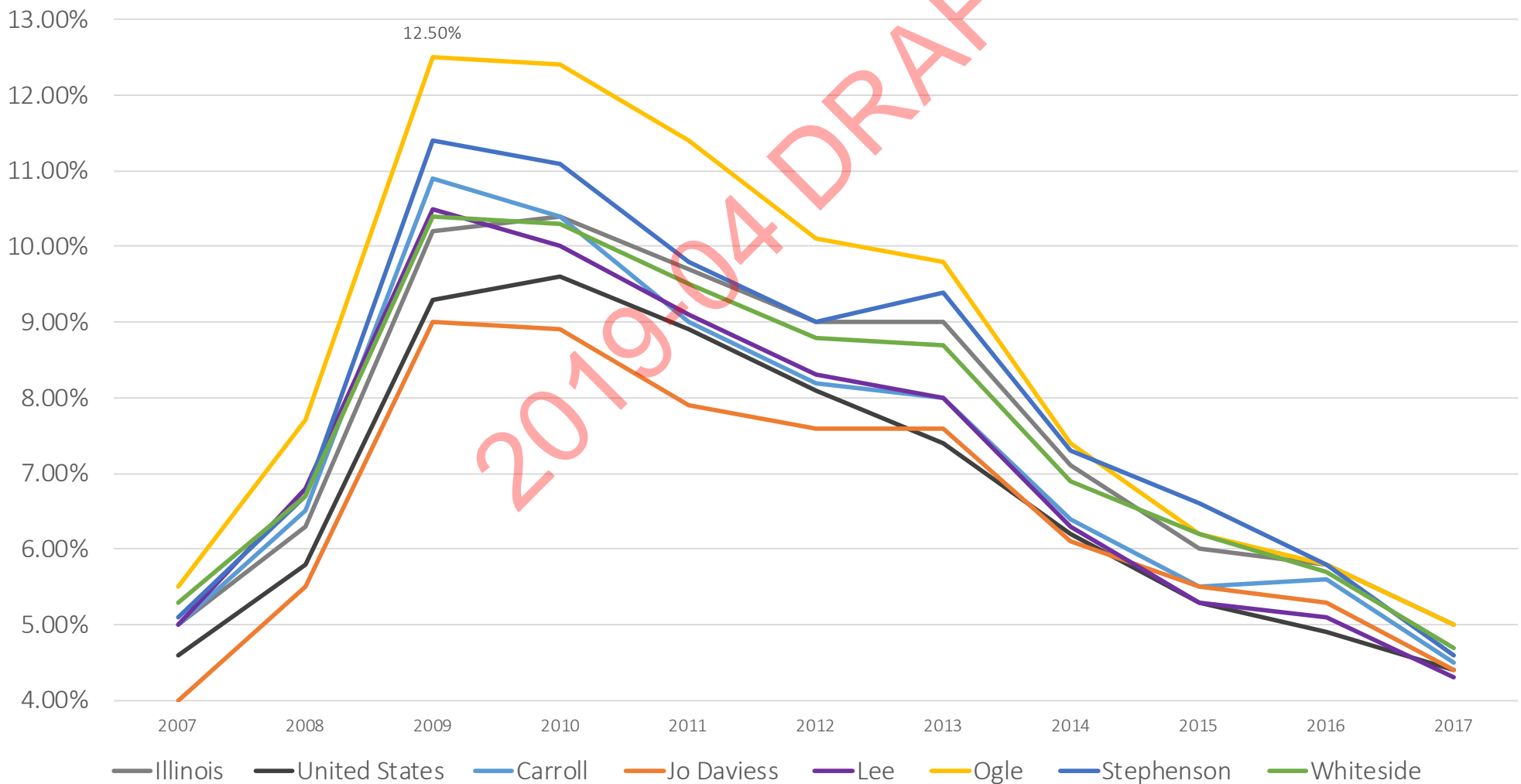
Higher Education - Average Contractual Base Salaries



Workforce

Unemployment rates have returned to pre-recession levels. Additional workforce issues in Northwest Illinois include: job openings that outnumber qualified applicants, restrictive job hiring requirements, underemployment, wage growth, engaging potential workers uncounted by the official unemployment rate, declining labor pool, immigration, ability to recruit from non-traditional sources (such as the incarcerated), border-state issues, etc.

Northwest Illinois - Annual Average Unemployment Rate: 2007-2017



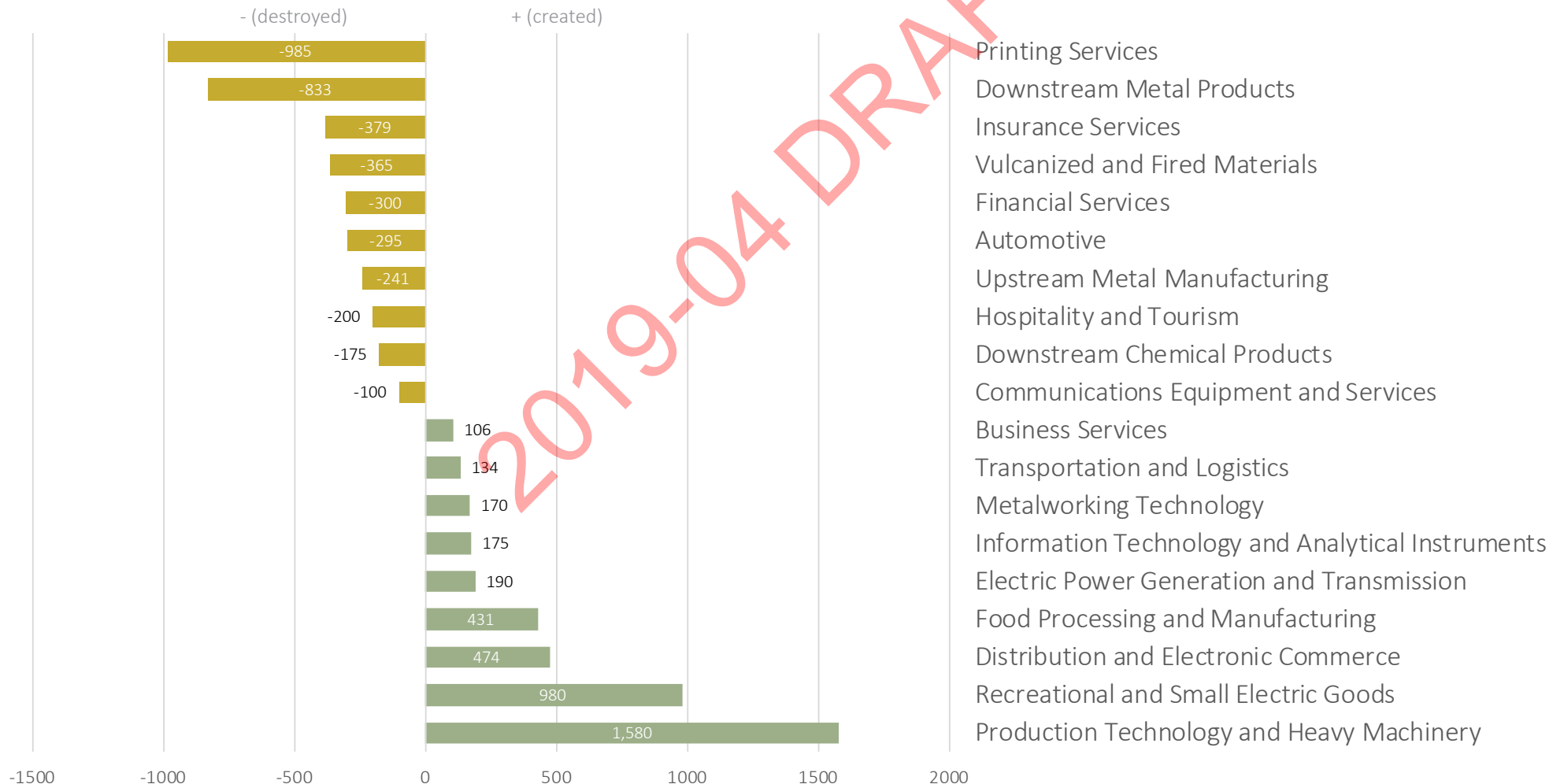
BHRC EDD counties bordering Iowa and Wisconsin have higher percentages of workers commuting outside of their state of residence; nearly 1/3 of Jo Daviess County workers cross state lines to work. And yet, commuters in Northwest Illinois experience shorter mean travel times when compared to commuters across Illinois and the US. Use of public transportation for work is low (unsurprising in a rural area), and work-from-home may be relatively less robust in Whiteside County.

| | KEY | | % Worked Outside County of Residence | % Worked Outside State of Residence | Mean Travel Time to Work (min) | % Taking Public Transportation | % Working from Home |
|------------|--------|---------|--------------------------------------|-------------------------------------|--------------------------------|--------------------------------|---------------------|
| | Lowest | Highest | | | | | |
| Carroll | | | 31.1% | 13.3% | 24.7 | 0.9% | 5.2% |
| Jo Daviess | | | 9.5% | 31.4% | 21.5 | 1.0% | 6.4% |
| Lee | | | 38.8% | 0.9% | 21.5 | 0.5% | 4.2% |
| Ogle | | | 48.4% | 2.2% | 26.0 | 0.3% | 5.2% |
| Stephenson | | | 18.3% | 8.5% | 20.5 | 0.5% | 5.0% |
| Whiteside | | | 21.4% | 11.1% | 19.4 | 0.4% | 2.8% |
| Illinois | | | 23.3% | 3.5% | 28.7 | 9.4% | 4.5% |
| US | | | 23.9% | 3.7% | 26.4 | 5.1% | 4.7% |

Industry

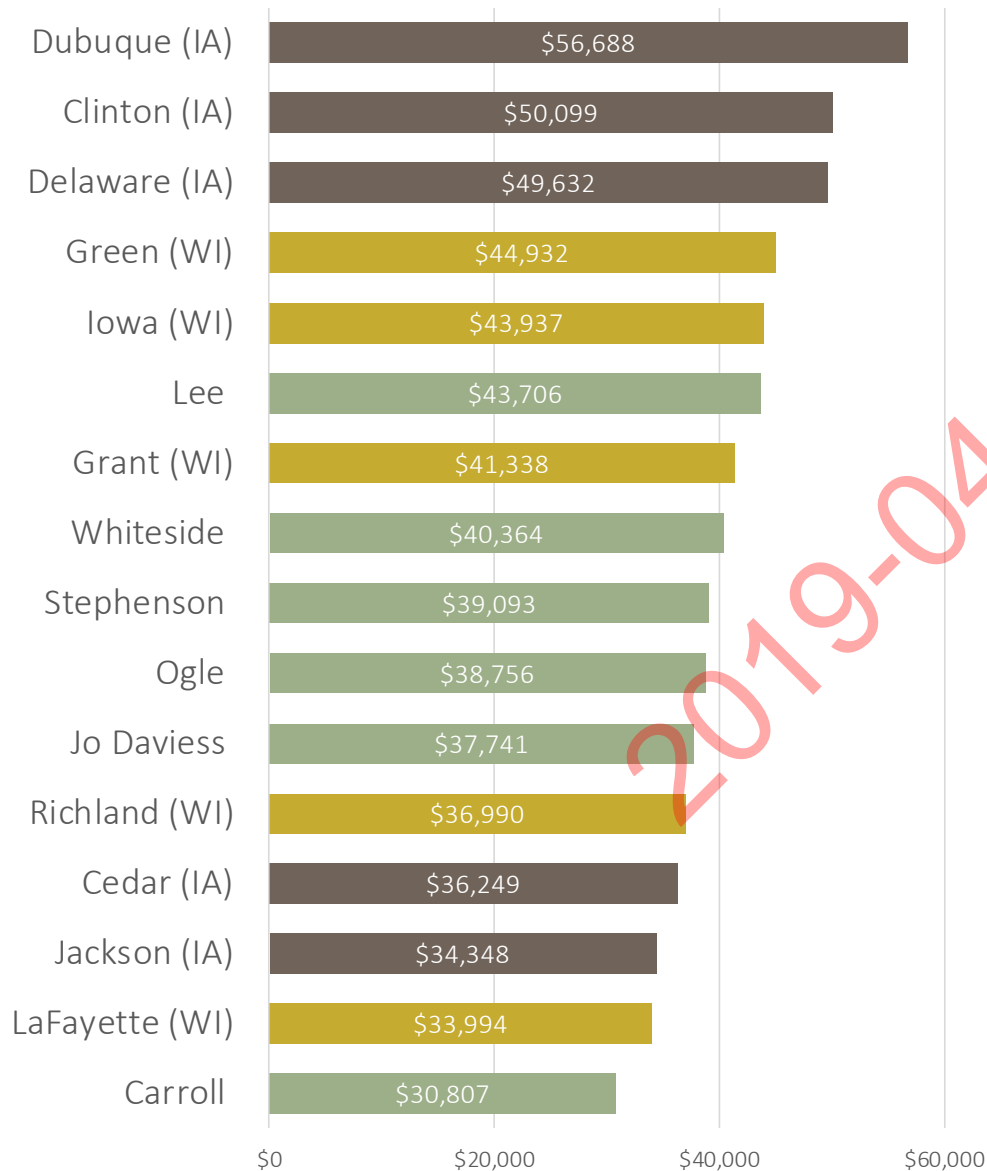
The following Job Creation and Destruction chart paints a portrait of significant disruptions in once prominent industries - such as printing. Furthermore, the hospitality and tourism cluster - a target traded one for NWIL, actually lost jobs between 2010 and 2016. A somewhat diverse handful of clusters continues to create jobs for the region - including in food processing, distribution, power generation/distribution, and transportation and logistics. In NWIL, Gross Domestic Product (GDP) per capita - a measure of prosperity

Northwest Illinois - Job Creation and Destruction - 100 or More: 2010-2016



- ranks highest in Lee County and lowest in Carroll County. As concerns wages, Ogle County workers appear to enjoy a higher average wage per job - in fact, higher than any of the sixteen counties compared.

Prosperity (GDP per capita): 2016

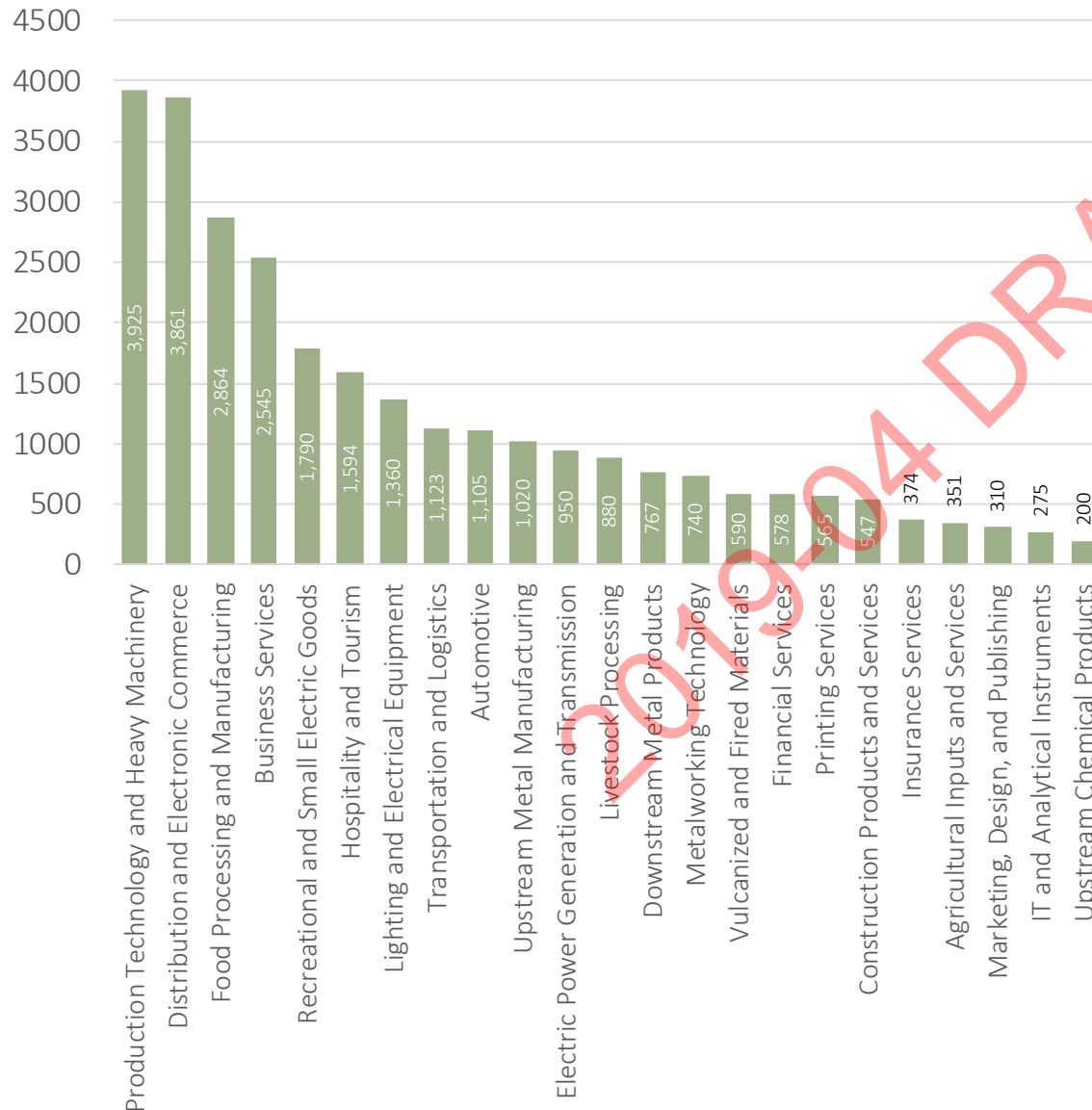


Average Wage per Job: 2017



Industry (cont'd)

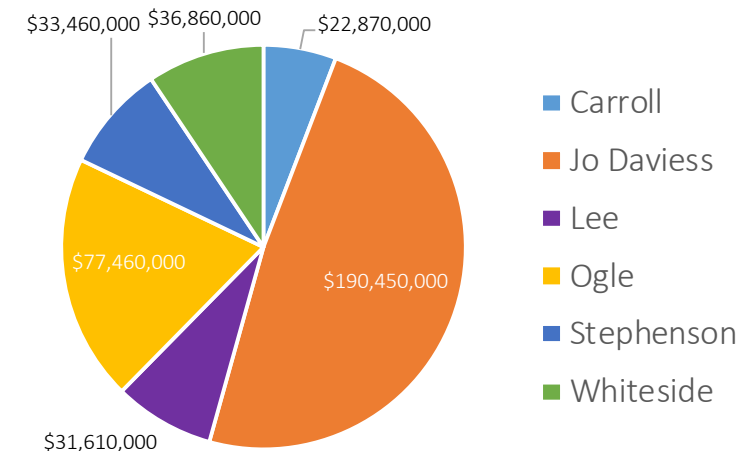
Top Traded Clusters (employment): 2016



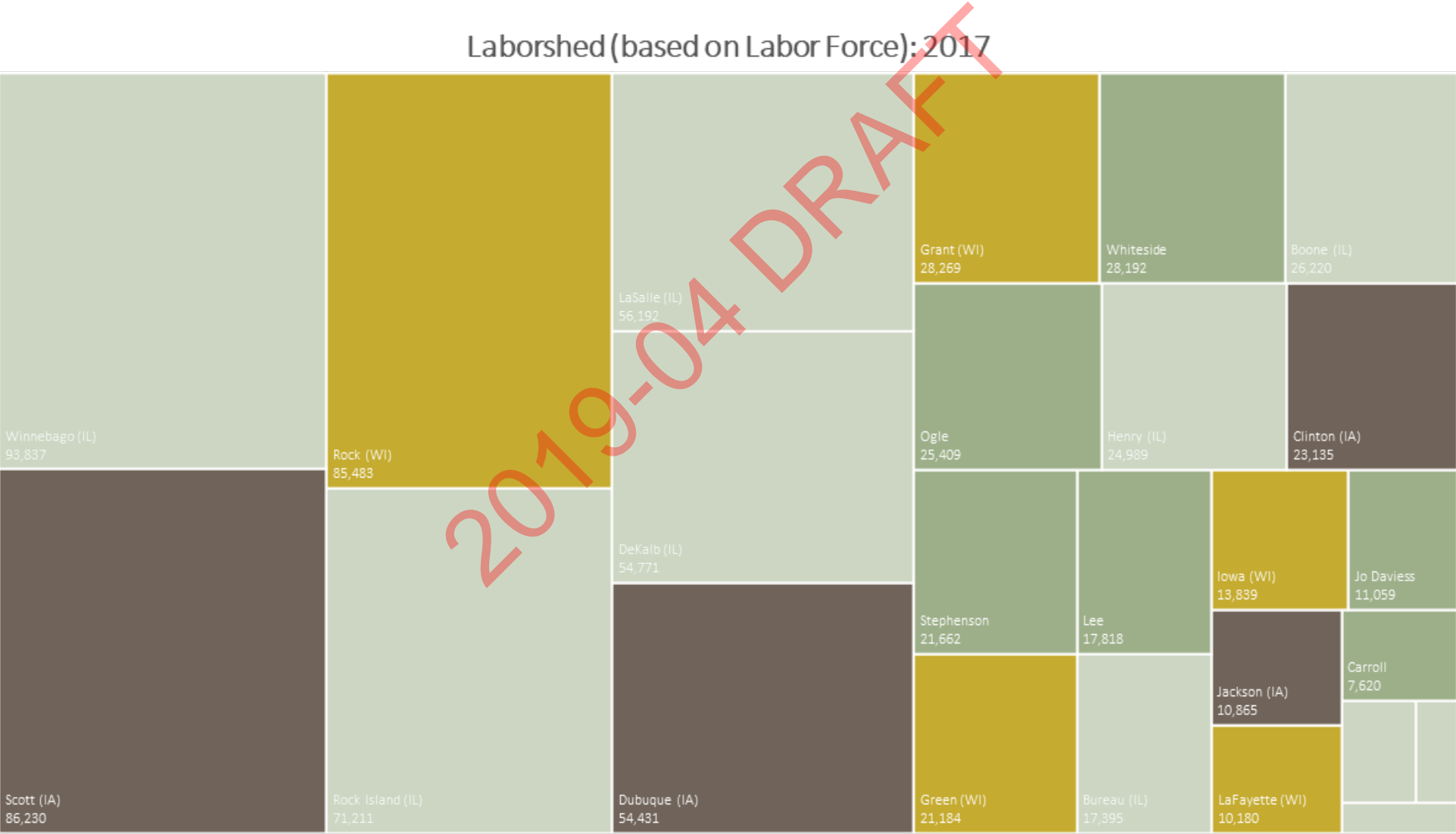
Top traded clusters - by number of employees, are illustrated to the left. The total number of jobs for the top five traded clusters is larger than the remaining eighteen top traded clusters combined.

The following chart demonstrates the financial impacts of domestic travel to the region. Jo Daviess, accounts for nearly half of the total domestic travel-related monies flowing into Northwest Illinois. Ogle County ranks second, with the other BHRC EDD counties occupying smaller segments of the pie.

Domestic Travel Impact: 2016



Northwest Illinois' geographic laborshed (based on labor force, which counts the employed and unemployed but excludes institutionalized and active duty persons) is 801,031 people. The laborshed graphic below includes those aged 16 and above in the BHRC Economic Development District (EDD), as well as those populations in adjacent counties in Iowa, Wisconsin, and elsewhere in Illinois. For the sake of comparison, the laborshed is over three-and-a-half times the EDD's total population. Note: It is a particular challenge to engage those outside of the counted labor force; however, this engagement becomes more important as the population in the laborshed dwindles.



Infrastructure

Many site selector or company preferences make it difficult for communities to make reasonable uses of resources (for example, by requiring shovel ready, certified land), ensuring up front payments with no guarantee of future investment, let alone fiscal sustainability. In addition, the use of incentives may tie up funding that could otherwise be used to pay for badly need brick and mortar work within the existing community footprint. Furthermore, the State of Illinois faces particular challenges in raising funds for new or existing infrastructure. This places a strain on local governments, who must consider alternative approaches, like public-private partnerships, managed decline/deferral, and other arrangements.

----- ALL GOVERNMENTS WITHIN A COUNTY -----

| | KEY | | MYP Projects/ Cost in Millions | Structurally Deficient Bridges | Fatal Crashes* | Long-Term Debt/Resident | Spending by Purpose (1st) | Spending by Purpose (2nd) | House Built 1939 or Earlier |
|-------------------|--------|---------|-----------------------------------|--------------------------------------|-------------------|----------------------------|---------------------------------|---------------------------------|--------------------------------|
| | Lowest | Highest | | | | | | | |
| Carroll | | | 5 \$1.85 | 33 | 3 | \$244 | Transport & Public Works | Public Safety | 37.4% |
| Jo Daviess | | | 16 \$50.37 | 30 | 5 | \$311 | Transport & Public Works | Public Safety | 32.4% |
| Lee | | | 7 \$8.58 | 47 | 8 | \$538 | Public Safety | Capital | 35.7% |
| Ogle | | | 15 \$22.21 | 18 | 7 | \$910 | Utilities & Sanitation | Public Safety | 25.7% |
| Stephenson | | | 10 \$11.78 | 27 | 3 | \$432 | Public Safety | Health, Housing, & Social Serv. | 35.8% |
| Whiteside | | | 19 \$10.08 | 24 | 4 | \$457 | Health, Housing, & Social Serv. | Utilities & Sanitation | 23.0% |





SWOT ANALYSIS



STRENGTHS

- Currently manageable population decline (most EDD counties)
- Relatively low poverty rates (most EDD counties)

WEAKNESSES

- Median household incomes (MHI) of EDD counties generally below state and national MHIs
- Stagnant/downward trending population totals (all counties and municipalities)
- Almost certain population and demographic decline

Population & Demographic Trends

- There is time to respond to population/demographic trends and forecasts
- Tools for assessing current states of affairs exist (example: NIU's Local Government Efficiency Assessment Dashboard)
- Contributions by immigrants, visitors, and retirees
- Those native to the region returning to it, including those individuals with young families

- Inadequate staffing (causing governmental inefficiencies and service declines, etc.)
- Technological complexity impacting older individuals and businesses
- Board vacancies and volunteer availability
- Lack of leadership expertise, experience, understanding, etc.
- Inflexible or broken international immigration and visa policies

OPPORTUNITIES

THREATS

STRENGTHS

- Diversity of public and private employers
- Industries with strong connections to local communities
- Productive farmland
- Number two tourism destination in Illinois
- Tourism, hospitality, and recreation economies supported by unique architectural, geological, and historical assets
- Attention to economic development not solely focused on attraction (NWILED Build It/Grow It, etc.)
- Cost of moving water and rail freight
- Industry interest in on roll-on/roll-off (RORO), break bulk, and project cargo over water

WEAKNESSES

- Heavy reliance on industries like manufacturing and food processing and, in some locations, tourism
- Monolithic approaches to farming
- Transportation costs and distance from intermodal facilities
- Commuting distance and limited transportation alternatives access
- Lax business-succession planning and implementation
- Open positions outnumber available workers/labor availability
- Informal incentives untied to performance measures or clawbacks
- Cost of moving truck freight
- Unrecovered housing market
- Underdeveloped assets (JoCarroll Depot, etc.)

Workforce & Economic Resiliency

- Retiring Boomers and metropolitan dwellers
- Proximity to major metropolitan regions, including Chicago, Madison, the Quad Cities, and Dubuque
- Alternative energy investments
- Indoor farming, niche farming, local foods (including beer, cider, wine, etc.)
- Hemp and the legalization of other crops
- Urban and suburban consumer habits and preferences

- Neighboring state investments in intermodal facilities
- Automation or outsourcing of existing industries
- Newly created blue collar jobs tend to be lower paying or in lower paying industries
- Urbanization
- Incentives and programs that disadvantage border counties (including those offered by the State of Illinois)
- Planned and unplanned Mississippi River lock outages
- Lack of parity between states with respect to permitted freight weights

OPPORTUNITIES

THREATS

STRENGTHS

- High quality, modestly priced higher education
- Higher education willingness to retool curriculum
- Community interest and investment in K-12 and higher education
- Entrepreneurship education (CEO program, etc.)
- Collaborative efforts between educational institutions and businesses (MORE, SVCC Multicraft Technology, HCC Hospitality Management, OCUSD 220 Welding Lab, etc.)
- Access to arts, agriculture, and vocational training in high school
- Investments in technology (MIT Innovation Center, WACC Machining Tech Center, etc.)
- Leadership and life-long learning classes

WEAKNESSES

- Declining student enrollment
- Educator pay, including starting pay
- Overall educational attainment (with respect to individuals with Bachelor's degrees) comparatively lower than the US or Illinois

Education & Leadership

- Renewed focus on alternative career pathways
- Realization of the need to clearly define and develop scientifically-vetted approaches to soft skills transmission

- Failure to recruit and train the next generation of leaders (for government, not-for-profits, business, etc.)
- Failure to introduce alternative career pathways at an earlier age
- Less investment of all-encompassing curriculums (arts, humanities, etc.)
- Reduced state support

OPPORTUNITIES

THREATS

STRENGTHS

- Access to quality health care/public health services
- Air quality and water availability
- Public access to rivers and some lakes
- Access to fiber optic broadband
- Abundance of state and federal natural assets, as well as local parks, preserves, and natural areas
- Established bicycle/pedestrian trails
- Burgeoning niche retail and farmers' markets
- Compact traditional central business districts
- Well-established professional and community-based arts, culture, and music events or venues
- Proximity to libraries and cultural institutions
- Active civic, fraternal, and other not-for-profit organizations
- Relatively stable geology and weather

WEAKNESSES

- Mixed water quality
- Deferred maintenance within parks, etc.
- Unreliable phone/Internet service in many unincorporated areas and some municipalities
- Fewer mental health resources
- Mixed history of historic preservation
- General community walkability
- Daycare and nightcare (childcare) availability
- Limited long-term resources for special needs populations
- Poor public service offerings on websites

Quality of Life & Recreation

- Bicycling popularity
- ATV/UTV popularity
- Interest in alternative living structures, including lower square foot homes
- Increasing number of remote work-based jobs

- Migration to cities, including youth
- Increased reliance on public services even as resources decline

OPPORTUNITIES

THREATS

STRENGTHS

- Primary Highway Freight System (I-39)
- Interstate Highway System (I-88)
- Significant intermodal terminal (Global III)
- Abundance of Class I railroads throughout the EDD
- Ports and Mississippi River access
- Relatively reliable electric and natural gas sources
- Affordable housing

WEAKNESSES

- Transportation maintenance funding inadequate
- Distance from intermodal and port facilities
- Overabundance of airports
- Funding scarcity for US-20 safety or capacity investments
- No Amtrak access
- Limited consideration for the fiscal impacts of new development
- Sprawling subdivision development adjacent to municipal jurisdictions
- Availability of quality workforce and rental housing
- Abandoned and blighted housing

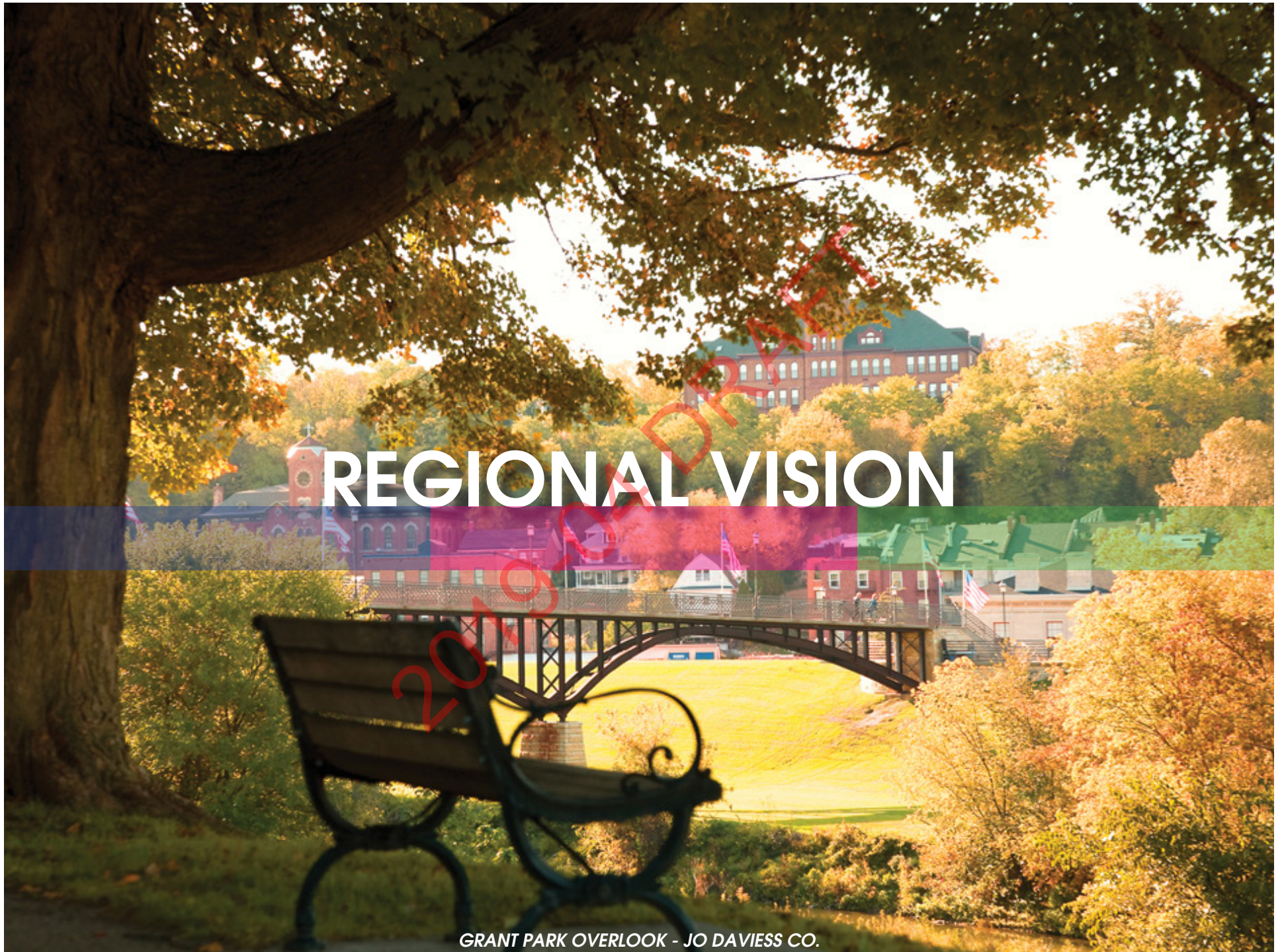
Infrastructure

- State capital bill
- Compact and conservation subdivision development
- Granny flats and small-footprint single-family housing
- Environmentally responsible and context-aware infrastructure initiatives
- Infrastructure match programs available from IDOT, USDOT, FEMA, etc.
- Development of local plans that are integrated into other local plans and then used in decision-making

- Neighboring state investments in infrastructure, especially transportation (e.g., Iowa)
- Increased cost of public utilities as infrastructure ages out and is replaced
- Failing septic systems

OPPORTUNITIES

THREATS



Vision

"A rural region with resurgent main streets - one attuned to demographic and economic change. Its people invest, invent, and adapt; they live in communities that support planning, education, businesses (including tourism), and workers. Projects, programs, and policies expand and diversify the region's economy. They also preserve public health, the built environment, natural resources, and history, benefitting everyone."



"Economic resilience (is) inclusive of three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether." – EDA

Northwest Illinois (NWIL) Resiliency

Meaningful community and economic development support the regional resiliency of people and the places they use. Resiliency that strengthens a community is influenced, in part, by progress stemming from active partnerships, projects, programs, and policies. These "4 Ps" can lead to opportunities created, people supported, and places improved. For instance, imagine a newly established training/mentorship class on entrepreneurship offered by a local community college. This is a program that might encourage startup culture, lead to the creation of previously unheard of jobs, and fill vacant storefront. In this instance, a new idea and home-grown enterprise leads to economic diversification and local ownership, things likely



Projects • Programs • Policies • Partnerships
(RELATIONSHIPS)

to help a region weather future economic shocks. Moreover, the progress made towards resiliency may also enhance quality of life, resulting in a future where the regional vision is more thoroughly realized.



NWIL Scenarios

Resiliency initiatives should be developed by anticipating the future. However, we do not know what the future will bring, only that it will be impacted by the goings on of today. Scenario planning "is a structured way for organizations to think about the future," beginning with a long discussion about how the participants think that big shifts (will impact them, followed by an establishment of priorities) that eventually "form the basis for sketching out rough pictures of the future" ("Scenario Planning," *The Economist*, 2008). These scenarios imagine different scenes and multiple outcomes for Northwest Illinois. In particular, the "Expanding, diversifying" scenario represents a future that most would prefer. Although this scenario presents its own challenges (say, the need to accommodate more people), inhabitants generally desire to see the region with a stable population, where industry is diversified and the quality of life for all persons is assured.

Expanding, sameness

Regional population is stable
- between 0-1% growth;
outsiders are unwelcome.
Traded industry clusters are

expanding but communities do not plan for Exelon or other plant closures, making the region far more vulnerable to recessions. Independent shops and start-ups are rarer; retirements and private equity acquisitions have eliminated many locally-owned firms and housing. Leadership is stagnant and fixates on pet projects. Despite increased revenues from expanding industry clusters, low-density/decentralized development has depleted communities, resulting in taxes that are both onerous and unable to support existing, let alone new, public infrastructure and services. Having failed to adapt to changing tastes, tourism and recreation industries are in decline.

Expanding, diversifying

Regional population is stable
- between 0-1% growth.
Traded industry clusters
are expanding and the

economy is diversifying. Planning is underway - ahead of anticipated disruptions and anticipated plant closures. Entrepreneurship thrives and is responsible for creating jobs and attracting new talent to the region; outsiders are welcome. Leadership approaches regional and local problems incrementally and constructively, receiving input from diverse quarters. Developers seek to reuse brownfields and infill sites; taxes stabilize. Public officials reinvest in existing buildings and address infrastructure/service challenges bit by bit. Tourism and recreation industries pay attention to regional and nationwide tastes and reinvent themselves accordingly.

Shrinking, sameness

Regional population declines
at a rate of 1-3% or more;
outsiders are unwelcome.
Manufacturing, value-added

agriculture, and transportation/warehousing industry clusters are monolithic and in decline; communities do not plan for Exelon or large-scale plant closures. Independent shops and start-ups are rare; retirements and private equity acquisitions have eliminated many locally-owned firms and housing. Leadership is stagnant and fixates on pet projects. Low-density/decentralized development has depleted communities, resulting in taxes that are both onerous and unable to support existing, let alone new, public infrastructure and services. Having failed to adapt to changing tastes, tourism and recreation industries are in decline.

Shrinking, diversifying

The economy diversifies even
as the regional population
declines at a rate of 1-3% or
more. Planning is underway

- well ahead of anticipated disruptions and anticipated plant closures. Entrepreneurship thrives, although optimal growth is hampered by a shrinking population. Leadership approaches regional and local problems incrementally and constructively, attempting to obtain input from diverse quarters. Developers seek to reuse brownfields and infill sites. Public officials reinvest in existing buildings and address infrastructure/service challenges bit by bit. Tourism and recreation industries pay attention to regional and nationwide tastes and reinvent themselves accordingly, although workforce shortages produce strains.

Key Traded Clusters in NWIL

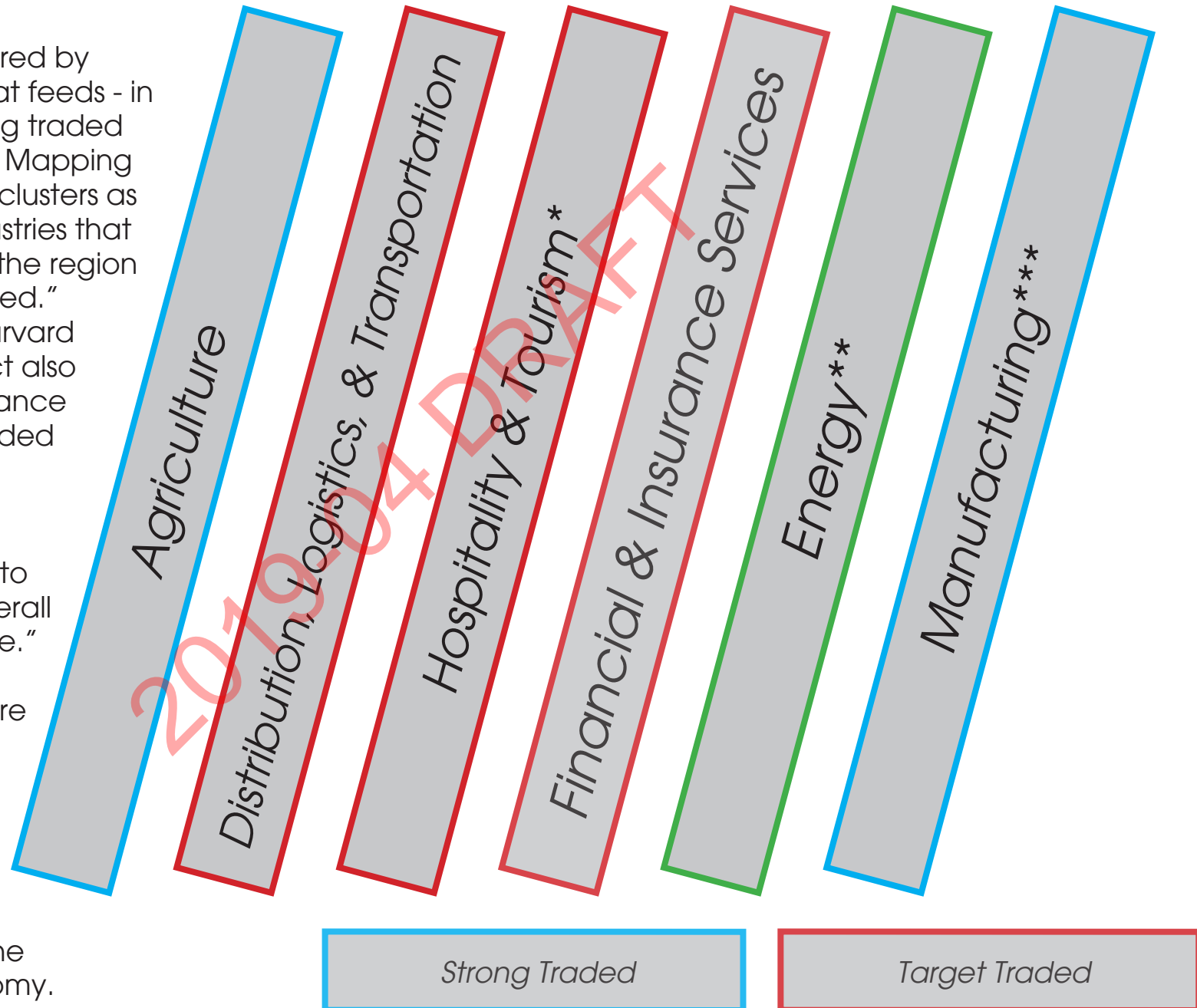
*Including arts, culture, and recreation

**Including renewable energy

***Including advanced manufacturing and food processing

About Traded Clusters

Resiliency is better assured by nourishing the hand that feeds - in particular, by supporting traded clusters. The US Cluster Mapping Project defines traded clusters as "groups of related industries that serve markets beyond the region in which they are located." The EDA-supported, Harvard University-based project also emphasizes the importance of so-called "strong traded clusters," arguing that "without strong traded clusters(,) it is virtually impossible for a region to reach high levels of overall economic performance." The following traded clusters - from agriculture to manufacturing, are critical in the economy of Northwest Illinois - with respect to jobs, wages, the generation of wealth, and diversification of the Northwest Illinois economy.



Note: other or Illinois-targeted clusters and subclusters may be important to certain localities; their exclusion should not necessarily imply unimportance

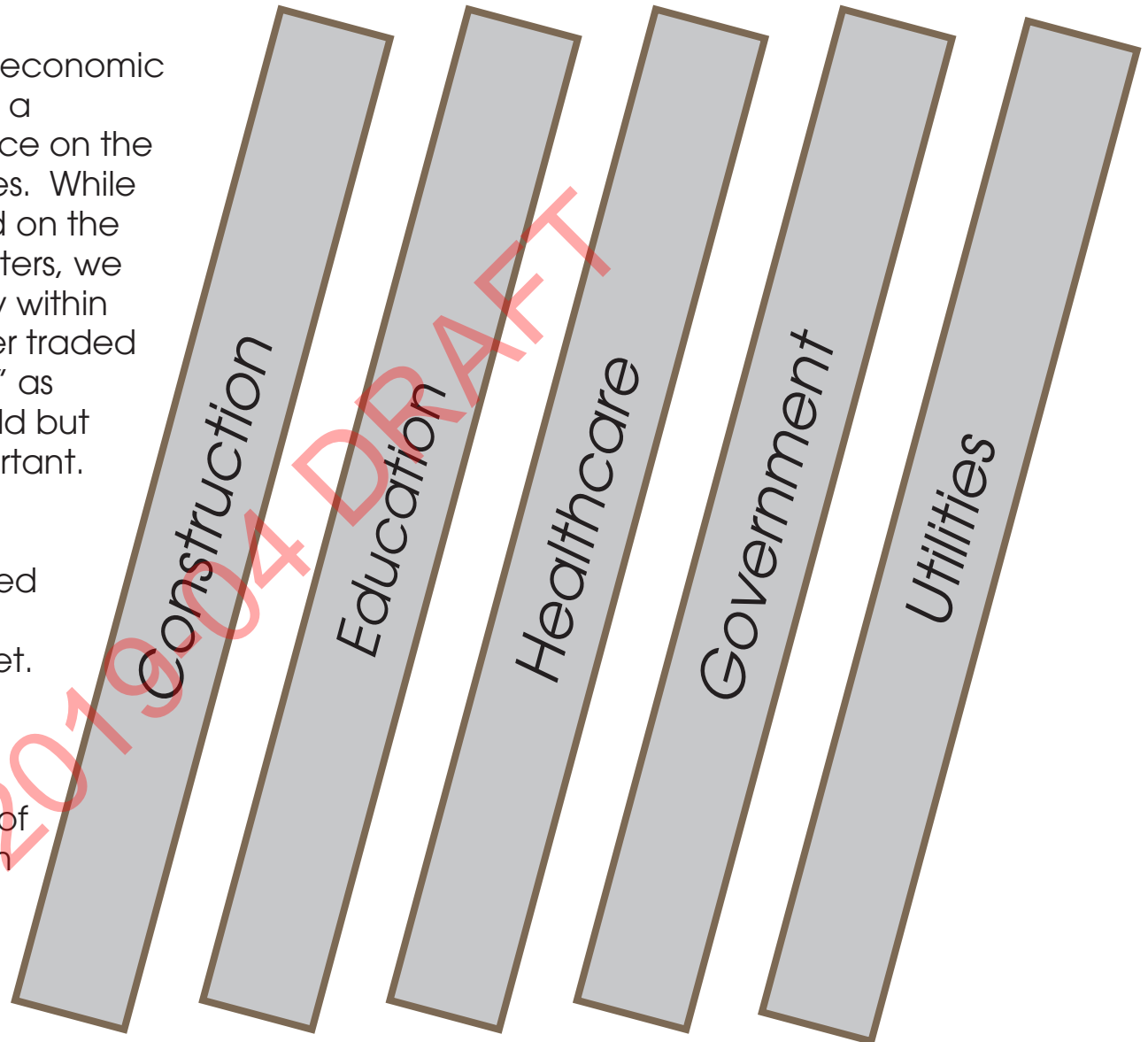
Key Local Clusters in NWIL

Diversifying and Targeting

Agriculture and manufacturing, as economic standouts in Northwest Illinois, have a disproportionate amount of influence on the well-being of our EDD's communities. While it is important for the region to build on the aforementioned strong traded clusters, we also recognize the need to diversify within these groups, as well as target other traded clusters. We define "target traded" as industry clusters with a local foothold but with the potential to be more important.

About Local Clusters

In contrast to traded or strong traded clusters, local clusters "consist of industries that serve the local market. They are prevalent in every region of the country, regardless of the competitive advantages of a particular location... (T)he majority of a region's employment comes from (these)." While typically smaller, local cluster businesses are key to the future of the many who work in them.



Strong & Target Traded

Local



ACTION PLAN

LEGO STRATEGY AT ST. MARY SCHOOL IN STERLING - WHITESIDE CO.

Action Plan

Principles

The following principles should guide Northwest Illinois stakeholders with respect to the establishment of projects, programs, and policies for the region:

When people (muse) about traveling to the past, they worry about radically changing the present by doing something small, but barely anyone in the present really thinks that they can radically change the future by doing something small. - Unknown

Goals and Objectives

This portion concerns itself with aspiration and execution. Generally, goals establish rough aim towards desirable outcomes; objectives are pulls of the trigger. The latter tends to be tangible and the former less so.

In summary, NWIL's CEDS goals for the next five years are:

1. Position & promote Northwest Illinois as an interconnected region
2. Preserve, expand, & invest in the workforce
3. Preserve, expand, & diversify the local economy
4. Support & develop initiatives that enrich quality of life for all persons

The above build on previously established CEDS goals, while also better encapsulating the region's needs and wants.

1

Investment Prioritization...

Our communities have limited resources. Avoiding complacency, we must start with smaller bets and investment incrementally

2

based on Planning...

Professional planning, supported by public participation, is key. Plans should be comprehensive and interconnected.

3

leading to local and regional Resiliency...

The region should exhibit some measure of independence without forgoing opportunities for support or partnerships.

4

and Opportunity for all persons...

Including for white collar and blue collar, haves and have nots, young and old, new and established, and so on.

Goal 1

Position & promote Northwest Illinois as an interconnected region

Who are we? What can we do together?

Summary: *gaining traction (in the national media, on the pages of niche publications, among site selectors, etc.) as a single municipality or lone county is an arduous enterprise. With the exception of Galena, few places in Northwest Illinois have name recognition beyond the EDD. Consequently, it seems advantageous to approach certain challenges cooperatively, as well as balance competing needs and wants. At the same time, stakeholders must continually recognize the unique contributions and needs of local populations, especially the underserved.*

"You wouldn't have won if we'd beaten you."

- attributed to Yogi Berra

1. Establish what makes Northwest Illinois unique

- Do so within the geographic scope of the EDD
- Identify key places, corridors, identities, etc.
- Develop a consensus among stakeholders about what cooperative initiatives are desirable and merit prioritization

2. Brand Northwest Illinois apart from other regions

- Explore identity concepts and naming conventions, such as brands built on "Chicago Metro West" or "Galena Country"
- Identify whether subregions or multiple tiers of branding could/do exist and can be marketed
- Connect the region through various means, including coordinated ad buys, wayfinding, etc.

- Balance local and regional branding (to maintain unique, but viable communities)

3. Become a tourism-ready region

- Explore what it means to be a tourism-ready region
- Create a tourism-ready region implementation plan

4. Schedule events that promote networking and relationship-building

- Host roundtables, workshops, and summits that address community and economic development issues
- Continue to partner with neighboring EDDs, Tourism Bureaus, Economic Development Organizations, Regional Planning Organizations, Resource Conservation & Development Councils, and other local partners on project, program, and policy development

- Work closely with the Illinois Department of Natural Resources, Illinois Department of Transportation, US Bureau of Prisons, and other key state and federal agencies to address challenges that single jurisdictions cannot take up alone

5. Discourage race-to-the-bottom approaches to community and economic development

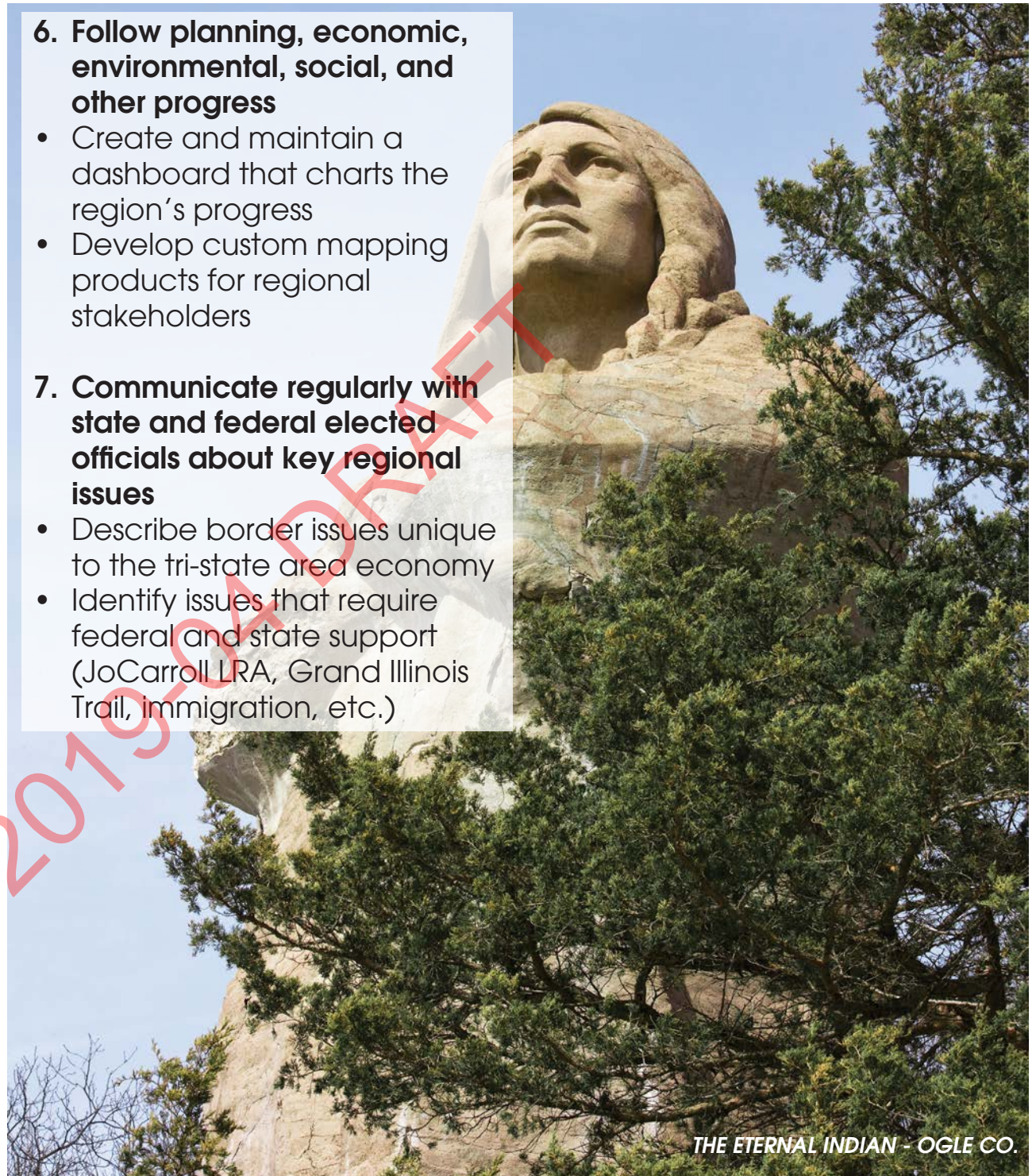
- Establish intergovernmental agreements or memorandums of understanding that cover permitted activities and blacklist others (including between BHRC EDD counties)
- Work with border counties and states to do the same (including with counties in Iowa, Wisconsin, and elsewhere in Illinois)

6. Follow planning, economic, environmental, social, and other progress

- Create and maintain a dashboard that charts the region's progress
- Develop custom mapping products for regional stakeholders

7. Communicate regularly with state and federal elected officials about key regional issues

- Describe border issues unique to the tri-state area economy
- Identify issues that require federal and state support (JoCarroll LRA, Grand Illinois Trail, immigration, etc.)



THE ETERNAL INDIAN - OGLE CO.

Goal 2

Preserve, expand, & invest in the workforce

From where will the workers come?

Summary: achieving economic resiliency through commercial and industrial diversification is a difficult task to accomplish without laborers or entrepreneurs. Additionally, present day low unemployment rates (ranging from a seasonally adjusted 4.3% to 5.0% throughout the six counties in 2017) have strained the region's human resources departments. Workers with technical skills are desirable but often difficult to find. Locally-grown businesses may especially struggle with recruiting highly-desirable prospects. Although technological innovations will undoubtedly re-shape employer needs, gaps in labor availability require filling now. Some efforts

"Lower unemployment rates are... good news. But the problems with the labor market run deeper, and must be addressed if our economic fortunes are to be seriously improved." - Krause & Sawhill, Brookings

are underway to retain students, educate and train apprentices, and recruit workers with less traditional backgrounds. Moreover, the region's workforce stakeholders recognize the prominent position that education - in partnership with government, business, labor, etc. - occupies. Importantly, many also realize that wages and benefits may not always meet worker expectations or even basic needs, given commuting distances and other considerations. Any actions taken must be mindful of both employer and employee needs.

- Develop worker recruitment, retention, and advancement guides/templates
- Encourage businesses to create vertical and horizontal pathways for workers



1. Promote workforce continuity planning

- Identify likely skills gaps arising in the wake of Baby Boomers and GenXers exiting the workforce

2. Accommodate and support various populations attempting to enter the workforce

- Study obstacles to hiring the formerly incarcerated, special need individuals, veterans, etc. (targeted populations)

- Enumerate barriers to women to participating in the workforce, especially in manufacturing and the trades
- Understand the needs of trailing spouses, children, etc.

3. Review institutional programs

- Assess educational/training programs with respect to current workforce needs
- Track apprentice and graduate experiences

4. Identify workforce issues in arts, culture, recreation, hospitality, and tourism industries

- Profile workers in low-wage professions or seasonal jobs

- workers and businesses to be tourism-ready using tools like the Disney Institute's "Be Our Guest" training program

5. Research the impacts of financial and non-financial factors on job performance and employment longevity

- Study wage/benefit issues, non-wage/benefit issues (like childcare and healthcare access, transportation availability, flexibility, workplace environment, etc.)
- Quantify/describe under-employment and open positions within the laborshed



6. Increase childcare access

- Report on the state of childcare within the region
- Identify obstacles, including regulatory and work constraints, to providing high-quality childcare access

7. Strengthen ties between students, educators, employers, and labor

- Support worker-student exchange platforms/programs (like Inspire MORE)
- Develop career pathways and talent pipeline initiatives (including the Rapid Talent Pipeline Initiative)



- Use existing toolkits to build relationships between community colleges and industries, such as those provided by Brookings

8. Promote continuing education within the workforce

- Develop programs that appeal to workers of all ages, incomes, and experience levels
- Identify the traits of successful human resources departments in rural areas and disseminate best practices
- Expand use of Incumbent Worker Training and related programs

9. Tap workers with specialized experience or knowledge

- Recruit retirees to mentor students, apprentices, employee, and C-suite executives
- Encourage retirees to participate in workforce and other kinds of planning

10. Develop programs for work-capable individuals who are not in the labor force

- Encourage employers to sponsor employee participation in drug rehabilitation programs
- Work with minimum security correctional facilities to train currently incarcerated individuals through work release programs

11. Improve access to housing and transportation/transportation alternatives

- Encourage housing investment near jobs or transportation facilities
- Review rideshare/carpooling models in use by local industry and other rural regions

- Invest in non-motorized amenities and facilities that connect employers, educational institutions, and commercial/retail districts
- Bridge cyclist and pedestrian infrastructure gaps in the existing transportation system

12. Prepare youth for work

- Quantify/qualify grades 7-12 participation rate in summer jobs and volunteer activities, noting obstacles to participation
- Solicit grant assistance to create work study-like summer employment opportunities

BETHEL CHURCH VOLUNTEERS - LEE CO.



- Create opportunities for youth to participate in workforce planning
- Review and expand art, ag, and vocational programming
- Focus on quality of instruction and learning (vs. youth retention) within the region

13. Detail methods of incorporating a diversity of peoples, including immigrants

- Quantify/qualify the impacts of immigrants within the local laborshed
- Determine the need for H1-B, H2-B, and other visa holders
- Identify barriers to overseas recruiting
- Identify barriers to immigrant integration at the level of education, industry, and neighborhood

14. Define soft skills and identify gaps

- Follow research on soft skills
- Use scientifically-vetted literature to enumerate and address soft skills gaps

15. Research temporary employment

- Characterize the use of temporary employment and its impacts on workers, businesses, and government

DE IMMIGRANT WINDMILL - WHITESIDE CO.

Goal 3

Preserve, expand, & diversify the local economy

How do we nurture what we have? How much is too much?

Summary: cluster preservation and expansion is essential to Northwest Illinois' economic health (agriculture, manufacturing, and tourism-related industries have been particularly important to the six counties in the past). However, regional resiliency also requires economic diversity - and not necessarily the sort achieved through business attraction. In a reality where resources (time, money, etc.) are limited, local leaders should work to prioritize efforts aimed at retention, expansion, and entrepreneurship (including start-up) over attraction.

"They haven't got to take what we make and somebody else will beat us, and we will lose our trade."

- John Deere

1. Build on existing industry

- Continue to identify Northwest Illinois' top industry clusters for retention and expansion
- Review trends within identified clusters and industries
- Quantify/qualify business needs and wants through the CORE program (and train interviewers using free resources provided by DCEO)
- Identify public investment needs (e.g. transit/ transportation, education, social services, recreation, etc.) based - in part - on industry input
- Assess both public and private utility deficiencies and opportunities for related infrastructure expansion
 - * Communicate needs to ComEd, Nicor Gas, etc.



WORKING AT WAHL CLIPPER - WHITESIDE CO.



2. Promote business succession planning

- Identify businesses that might benefit from continuity planning
- Identify retail/service deserts, including those that may develop when a business exits the market
- Discuss employee stock ownership plan (ESOP) and related models with proprietors
- Establish gap financing and technical assistance programs for first-time business owners acquiring an existing business that would otherwise close

3. Provide training opportunities for business owners through established entities

- Partner with Best, Inc/NCI Works, SBDCs, PTACs, etc. to provide training for businesses owners, management, and workforce trainers*
- Support general leadership training programs

4. Maintain local ties

- Catalogue businesses with close connections to NWIL

- Identify community-specific grant programs offered by industry (i.e., BNSF, Dollar General, Wal-Mart, etc.)

5. Establish a resource platform for businesses and entrepreneurs

- Mimic Michigan's MI Start Gate (mistartgate.com) and provide a one-stop shop
 - * Online resources database should include local consultants, contractors, vendors, and other resources

- * Search existing systems for available resources (such as those databases created by local governments)

- Add to the Northwest Illinois Film Office/Illinois Film Office resources database (including potential filming sites)

6. Build destination (DO) and economic development (EDO) organization capacity

- Ensure stable funding for DOs and EDOs
- Support participation in domestic and international trade and tourism shows
- Support site selector, business, worker/labor, and consulate tours of the area
- When available, pursue state and federal grants to increase leverage

7. Standardize incentives

- Establish an effective region-wide incentives regime that ensures proper use and administration of incentive programs
- Use economic and fiscal impact analysis to inform the incentive award process



8. Expand/further develop student entrepreneurship and apprenticeship programs

- Support youth programs (such as Creating Entrepreneurial Opportunities/CEO)
- Identify resources needed by start-ups originating from such programs (such as gap financing and microfinancing)

9. Explore incubators, accelerators, maker spaces, innovation centers, etc.

- Use feasibility studies to help with incubators, accelerators, maker spaces, etc. planning

10. Assist businesses with automation planning

- Identify resources for businesses
- Establish an automation taskforce to help employers, educators, and workers
- Develop relationships with entities like EIGERlab, UI Labs, EDA University Centers, etc., to better respond to automation challenges

11. Refine regional and local incentives

- Publish white paper outlining best practices
- Develop templates for local use
- Establish a local venture capital fund capable of providing

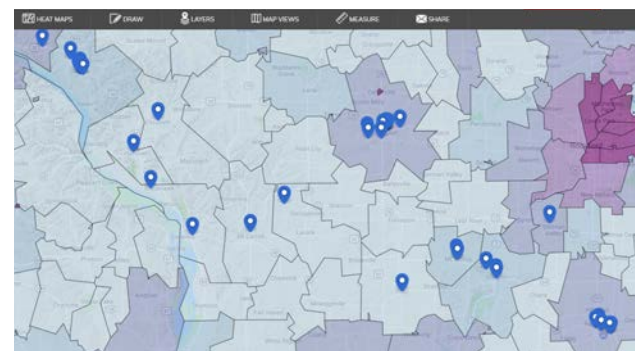
12. Support agricultural diversification

- Develop seed money in the form of RLFs for local start-ups
- Establish agricultural land banks for small-scale, indoor, and specialty farming
- Anticipate the expansion of aquaponics, hemp, marijuana, indoor specialty crop, and other farming-related industries

- Launch an agricultural incubator with resources for farmers in partnership with statewide and Midwest organizations, including FFA for youth entrepreneurs

13. Generate leads through existing businesses

- Determine who provides industry in Northwest Illinois with portion of each business' supply chain and attempt to open communication with those businesses about the merits of being closer to Northwest Illinois



LOIS LISTINGS MAP

14. Support existing business and industrial parks

- Keep LocationOne (LOIS) listings and organizational websites current



- Use nationally-recognized building/land listing services (such as LOIS) to publish properties for site selectors and investors
- Develop flyers /downloadable Excel files that contain all pertinent information required by site selectors

- Ensure locally that a single point of contact understands the site selection process, property specifications, and is capable of tailoring solutions
- Acquire or place options on land consistent with established comprehensive plans

15. Develop a regional site certification program

- Consider criteria for certification (national, local, custom, etc.) and develop materials
- Develop related marketing plan and material

Goal 4

Support & develop initiatives that enrich quality of life for all persons

Who or what do we exclude? What legacy will we leave? What role do both professional and participatory planning have?

Summary: a job may not be the primary (let alone only) reason a person chooses a place to live. Affordability, amenities, family, weather, etc. all influence mobility and, consequently, the willingness and ability to uproot or stay put. While Northwest Illinois cannot change its blustery winters and humid summers, it can invest in and maintain the sorts of amenities available in high-growth regions - albeit at a different scale. Northwest Illinois

"No neighborhood should be immune from change, but no neighborhood should be subject to dramatic change."

-Daniel Herriges, Strong Towns

can also focus on qualities that distinguish a place from "Anywhere, USA." Planning has the power to improve these so-called quality of life issues. Successful initiatives - especially those concerned with the long-term - tend to combine engagement and expertise.

1. Identify undeserved populations

- Identify particular populations and their locations



FMR. SHIMER COLLEGE CAMPUS - CARROLL CO.

- * Particular populations, for example, might include homeowners with repetitively flooded houses, persons with limited mobility, those with limited access to a particular critical resource (e.g., food deserts), etc.
- Determine what programs and organizations (if any) serve the previously identified populations.
- * Note significant service gaps



BOWLING WITH COMPANY - ??? CO.



- Continually assess conditions and needs for residents and businesses in distressed, underserved, or otherwise negatively impacted communities

2. Identify and study various built infrastructure needs

- Assess community accessibility and walkability
- Identify key infrastructure needs
 - * Examples: aging-in-place initiatives, housing, recreational spaces, etc.

- Support capitol improvement program planning in local communities and counties
- Secure technical assistance funding from EDA and other granting organizations to study issues and improve projects, programs, and policies

3. Inventory and invest in infill/ brownfield and downtowns

- Review establishing a region-wide landbank
- Consider establishing a region-wide revolving loan fund
- Pursue US EPA project support

4. Encourage investment in existing art and cultural institutions

- Inventory the region's various cultural institutions and amenities
- Support places for artists to live and work

5. Use planning and placemaking techniques to improve community infrastructure

- Develop, maintain, and link various community plans
 - * Examples: comprehensive, hazard mitigation, greenways and trails, capitol improvement, etc.
- Identify existing successful community infrastructure
- Help communities plan complete streets and safe routes to schools
- Install public art in neighborhoods and public gather spaces

6. Moderate expectations for state and federal support

- Encourage the development of local match pools

7. Expand established trail systems and develop new trails

- Connect key components of the Grand Illinois Trail, including the JoCarroll Depot
- Acquire right-of-way along abandoned railroads and other corridors
- Establish a regionally cohesive wayfinding and signage program

- Connect existing employers to bicycle routes, including those between Sterling, Sauk Valley Community College, and Dixon

8. Expand access to transportation alternatives

- Encourage Amtrak investment in Northwest Illinois
- Secure funding for commuter station upgrades
- Explore public and private rideshare programs

9. Expand broadband access

- Expand the region's fiber footprint
- Support municipal and not-for-profit networks
- Follow work trends and new technology developments/implementation, such as 5G

10. Address water demand/supply and quality issues

- Help communities plan for extreme weather events
- Illustrate issues unique to the tri-state area
- Provide recommendations for action, including next steps

11. Implement energy efficiency measures

- Promote local and state-wide programs to public and private sectors, including HVAC and lighting upgrade assistance

12. Provide a data repository and clearinghouse for foundation, state and federal resources, especially for grant opportunities

- Update website
- Distribute newsletters







MEASURING PROGRESS

SAUK VALLEY COMMUNITY COLLEGE'S KIDS FOR COLLEGE - LEE CO.

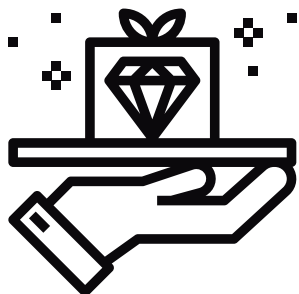
Indicators/Metrics

Good metrics have three key attributes: their data are consistent, cheap, and quick to collect.
- Bladt & Filbin, HBR.org

Because community and economic development should concern itself with the comprehensive growth of people and places, indicators included here cover economic, as well as planning/implementation, environmental, social, and other progress. Here, we highlight five key indicators:

1. Gross Domestic Product (GDP) per Capita
2. Annual Wage
3. Percent of Traded Employment in Strong Clusters
4. Civilian Labor Force
5. Unemployment

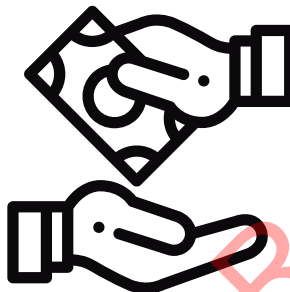
1



GDP per Capita

A traditional measurement of prosperity (clustermapping.us)

2



Annual Wage

Average payroll divided by total employment (clustermapping.us)

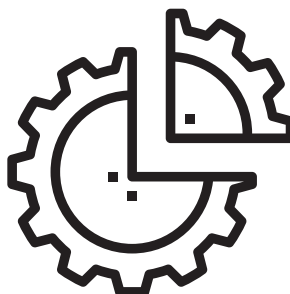
4



Civilian Labor Force

The sum of the employed and the unemployed (BLS)

3



Percent of Traded Employment in Strong Clusters

A measure of cluster strength (clustermapping.us)

5



Unemployment

The unemployed portion of the civilian labor force (BLS)

Indicators/Metrics (cont'd)

BHRC anticipates tracking key and other indicators between 2019 and 2024. Note: some of the indicators listed here may appear tangential to the health of the local economy. They are not. The reader must consider the purpose of economic development and wealth generation. True wealth is marked by individual, family, and community prosperity; it should be widely enjoyed by persons and communities of all kinds.

POPULATION

POP1. Population

Data source: Census (Decennial & ACS)

POP2. Population projections

Data source: Census (BHRC)

POP3. Population density

Data source: Census (BHRC)

INCOME

INC1. Median household income

Data source: Census (ACS)



HOUSING

HOUS1. Median home value

Data source: Census (ACS)

HOUS2. Gross rent as a percentage of household income (GRAPI)

Data source: Census (ACS)

HOUS3. New residential construction

Data source: Census, HUD

HOUS4. New multi-family construction

Data source: Census, HUD

POVERTY

POV1. Poverty level

Data source: Census (ACS)

HEALTH

HEAL1. Premature death

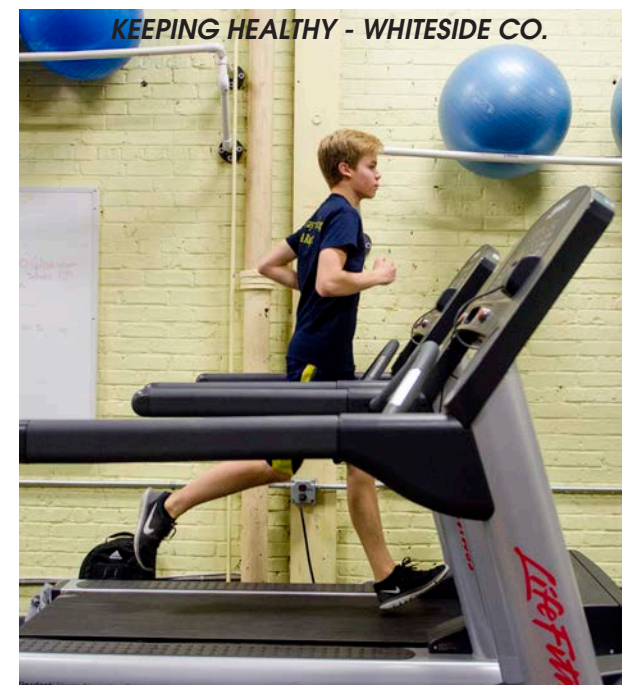
Data source: NCHS NVSS

HEAL2. Mental health providers - persons per provider

Data source: Centers for Medicare and Medicaid Services (CMS) National Provider Identification (NPI)

HEAL3. Uninsured rate

Data source: Census (SAHIE)



EDUCATION

EDU1. K-12 district enrollment

Data source: ISBE

EDU2. K-12 chronic absenteeism

Data source: ISBE

EDU3. K-12 average teacher salary

Data source: ISBE

EDU4. K-12 teacher median tenure

Data source: ISBE

EDU5. Higher education college enrollment

Data source: ICCB

EDU6. Higher education average faculty salary

Data source: ICCB



EDU7. Persons with a two-year degree or more

Data source: Census (ACS)

EDU8. Persons with a four-year degree or more

Data source: Census (ACS)

ECONOMIC

ECO1. EDD GDP vs. other-EDD GDP

Data source: clustermapping.us

ECO2. Firm or job deaths and births

Data source: BLS

ECO3. Employment by cluster

Data source: clustermapping.us

ECO4. Traded cluster wage

Data source: clustermapping.us

ECO5. Local cluster wage

Data source: clustermapping.us

ECO6. Apprenticeship enrollment

Data source: BLS

ECO7. Visitors to the region

Data source: CVBs & ILOT

ECO8. Visitor spending

Data source: CVBs & ILOT

ECO9. Capacity of licensed childcare providers

Data source: DCFS



Indicators/Metrics (cont'd)



CONSTRUCTING THE NEW SAVANNA TO SABULA BRIDGE - CARROLL CO.

INFRASTRUCTURE/TRANSPORT

INFRA1. Transit ridership

Data source: Counties & IDOT

INFRA2. Structurally deficient bridges

Data source: Counties & IDOT

INFRA3. Multi-Year Program implementation

Data source: IDOT



OTHER

OTH1. Travel time to work

Data source: ACS

OTH2. Availability and age of planning documents

Data source: Counties & municipalities

OTH3. National Flood Insurance Program (NFIP) participation

Data source: FEMA

OTH4. Farmland median value

Data source: ISPFMRA

OTH5. Agricultural output

Data source: NASS

BABY SPINACH HARVESTING - WHITESIDE CO.



OTH6. Shovel-ready or certified sites

Data source: BHRC

OTH7. CEDS projects, programs, and policies implementation

Data source: BHRC

OTH8. National Register of Historic Places (NRHP) participation

Data source: NPS

OTH9. Trail mileage

Data source: Municipalities, park districts, & BHRC

OTH10. Mobile-friendly public websites

Data source: BHRC

OTH11. Governmental debt to revenue

Data source: IDOR

NOTES

- HEAL1 - the years of potential life lost before age 75
- HEAL3 - the percentage of the population under age 65 that has no health insurance coverage.
- OTH1 - including capital improvement plans, comprehensive plans, hazard mitigation plans, etc.
- OTH2 - flood insurance will likely become more important as weather events as a consequence of factors like extreme weather events
- OTH4 - while crops like corn and soybeans will remain a fixture, new crops and uses will be important in the future, including, hemp, organics, renewable energy
- OTH9 - As demographics shift, residents and visitors will expect greater access to online services

TABLET STORYTIME - LEE CO.





APPENDICES

BARN QUILT - CARROLL CO.

Projects and Programs

\$ = <\$500k \$\$\$ = \$1m - <\$10m
 \$\$ = \$500k to <\$1m \$\$\$\$ = \$10m or more

| ID | Place | Selected Initiatives | EDA | | Scope | | Cost |
|----|--------|---|-----|-------|-------|----------|----------|
| # | County | Name | LTA | PW/EA | Local | Regional | \$ |
| 1 | CC | AUSP Thomson Support Study | • | | | • | \$ |
| 2 | CC | Milledgeville Industrial Park Expansion & Development | | • | • | | \$ |
| 3 | CC | Mississippi Palisades State Park Improvements | | • | | • | \$\$\$ |
| 4 | CC | Savanna Industrial Park Expansion & Development | | • | • | | \$\$ |
| 5 | CC | Shimer College/Campbell Center Campus Redevelopment | | • | • | | \$\$\$\$ |
| 6 | JDC | Galena Art & Recreation Center | | • | • | | \$\$\$ |
| 7 | JDC | Galena Bouthillier St/Park Ave Lift Station & Sewer Main Initiative | | • | • | | \$\$\$ |
| 8 | JDC | Galena Commerce St Parking Lot Rescaping | | • | • | | \$\$ |
| 9 | JDC | Galena Dewey Ave Bridge Replacement | | • | • | | \$\$ |
| 10 | JDC | Galena East Side Water System Initiative | | • | • | | \$\$\$ |
| 11 | JDC | Galena Gear St Sidewalk Initiative | | • | • | | \$ |
| 12 | JDC | Galena Intermodal Depot | | • | • | | \$\$\$ |
| 13 | JDC | Galena Madison St/Fifth Sewer Main Initiative | | • | • | | \$\$ |
| 14 | JDC | Galena Meeker St Pedestrian Bridge Approach Ramps Replacement | | • | • | | \$ |
| 15 | JDC | Galena Streetscaping Initiative | | • | • | | \$\$ |
| 16 | JDC | Galena Wayfinding Initiative | | • | • | | \$ |
| 17 | JDC | Hells Branch Bridge Replacement | | • | • | | \$\$ |
| 18 | JDC | Historic Turner Hall Addition & Improvements | | • | • | | \$\$\$ |
| 19 | JDC | Hour of Code / Technology Farm Team Initiative | | • | | • | \$ |
| 20 | JDC | IEI Barge Transload Facility Enhancements | | • | | • | \$\$\$ |
| 21 | JDC | Mill Creek Bridge Replacement | | • | • | | \$\$\$ |
| 22 | JDC | Muddy Plum Culvert Replacement | | • | • | | \$\$ |
| 23 | JDC | Scout Camp Rd Reconstruction | | • | • | | \$\$\$ |
| 24 | JDC | Scrub Creek Culvert Replacement | | • | • | | \$\$ |
| 25 | JDC | Stockton Industrial Park Development | | • | • | | \$\$\$ |
| 26 | JDC | Twin Culvert - West Culvert Replacement | | • | • | | \$\$ |
| 27 | JDC | US Grant/Galena History Museum Construction | | • | | • | \$\$\$\$ |
| 28 | LC | Dixon Industrial Park Expansion & Development | | • | • | | \$\$\$ |
| 29 | LC | Dixon Riverfront Redevelopment | | • | • | | \$\$\$ |
| 30 | LC | Franklin Creek State Natural Area Enhancements | | • | | • | \$\$ |
| 31 | LC | I-39/Perry Rd Interchange Reconstruction | | • | | • | \$\$\$\$ |
| 32 | LC | Nachusa Grasslands Enhancements | | • | | • | \$\$ |
| 33 | LC | Steward Rd Bridge Replacement | | • | • | | \$\$ |
| 34 | LC | SVCC Multi-Craft Technology Program Expansion | | • | | • | \$ |

Projects and Programs (cont'd)

| ID | Place | Selected Initiatives | EDA | | Scope | | Cost |
|----|--------|---|-----|-------|-------|----------|----------|
| # | County | Name | LTA | PW/EA | Local | Regional | \$ |
| 35 | OC | Byron Riverfront Enhancements | | • | • | | \$ |
| 36 | OC | Dement Rd to Rochelle Industrial Park Extension | | • | • | | \$\$ |
| 37 | OC | German Church Rd Reconstruction | | • | • | | \$\$\$ |
| 38 | OC | I-88/IL-251 Reconstruction | | • | | • | \$\$\$ |
| 39 | OC | IL-2 from Byron to Rockford Reconstruction | | • | | • | \$\$\$\$ |
| 40 | OC | Jack Dame Overpass Construction | | • | • | | \$\$\$\$ |
| 41 | OC | Mount Morris College Campus Redevelopment | | • | • | | \$\$\$ |
| 42 | OC | Mount Morris Printing Industry Reuse Plan | • | | • | | \$ |
| 43 | OC | Oregon Riverfront Redevelopment | | • | • | | \$\$\$ |
| 44 | OC | Oregon/Lowden State Park Trail Construction | | • | | • | \$\$\$ |
| 45 | OC | Oregon-Mount Morris Rail Spur Study | • | | | • | \$ |
| 46 | OC | Rochelle Anaerobic Lagoon Reconstruction | | • | • | | \$\$\$ |
| 47 | OC | Rochelle City Rail Expansion | | • | • | | \$\$\$ |
| 48 | OC | Rochelle City/BNSF Rail Expansion & Interchange | | • | • | | \$\$\$ |
| 49 | OC | Rochelle City/UP Rail Expansion & Interchange | | • | • | | \$\$\$ |
| 50 | OC | Rochelle Radium Treatment Plant Construction | | • | • | | \$\$\$ |
| 51 | OC | Rochelle Transload Facility Expansion | | • | | • | \$\$\$ |
| 52 | OC | Stronghold Castle Reuse Study | • | | • | | \$ |
| 53 | OC | White Rock Twp Sanitary Sewer Construction | | • | • | | \$\$\$ |
| 54 | SC | Albertus Airport Development | | • | | • | \$\$\$ |
| 55 | SC | Freeport Adams Street Infrastructure & Streetscaping Initiative | | • | • | | \$\$ |
| 56 | SC | Freeport Art Museum & Plaza Renovation | | • | | • | \$\$\$ |
| 57 | SC | Freeport Chicago Ave Infrastructure & Streetscaping Initiative | | • | • | | \$\$\$ |
| 58 | SC | Freeport Floodplain Mitigation & Reimagining Study | • | | | • | \$ |
| 59 | SC | Freeport Honeywell Plant 2 Brownfield Assessment | • | | • | | \$\$ |
| 60 | SC | Freeport Lamm Rd Industrial Corridor Development | | • | • | | \$\$\$ |
| 61 | SC | Freeport/Stephenson County Tourism Mobile App Development | | • | | • | \$ |
| 62 | SC | HCC Hospitality Management Program Expansion | | • | | • | \$ |
| 63 | SC | IL-26/Afolkey Rd Intersection Reconstruction | | • | • | | \$\$\$ |
| 64 | SC | Kellogg's Grove Improvement & Preservation | | • | | • | \$\$ |
| 65 | SC | Mill Race Crossing Industrial Park Development | | • | • | | \$\$\$ |
| 66 | SC | NWIL WorkStrong: Talent Pipeline Development & Management | | • | | • | \$ |
| 67 | SC | Oakdale Nature Preserve Restoration & Reuse Study | • | | | • | \$\$\$ |

\$ = <\$500k \$\$\$ = \$1m - <\$10m
 \$\$ = \$500k to <\$1m \$\$\$\$ = \$10m or more

| ID | Place | Selected Initiatives | EDA | | Scope | | Cost |
|----|--------|---|-----|-------|-------|----------|----------|
| # | County | Name | LTA | PW/EA | Local | Regional | \$ |
| 68 | SC | Pecatonica Prairie Trail Tutty's to Winnebago County Construction | | • | | • | \$\$\$ |
| 69 | SC | Rawleigh Complex Mixed-Use/Multimodal Feasibility Study | • | | | • | \$ |
| 70 | WC | Albany Rd/Burns Rd Connection to I-88 Reconstruction | | • | | • | \$\$\$ |
| 71 | WC | Fulton Industrial Park Expansion & Development | | • | • | | \$\$ |
| 72 | WC | Landfill Solar Farm/Electrical Grid Connection | | • | • | | \$\$\$ |
| 73 | WC | Loft 112 Enhancements | | • | • | | \$ |
| 74 | WC | Morrison Industrial Park Expansion & Development | | • | • | | \$\$ |
| 75 | WC | Morrison Tech Innovation Center Expansion | | • | | • | \$\$ |
| 76 | WC | Rock Falls Industrial Park Expansion & Development | | • | • | | \$\$\$ |
| 77 | WC | Sterling & Rock Falls Riverfront Redevelopment | | • | • | | \$\$\$\$ |
| 78 | WC | Sterling Industrial Park Expansion & Development | | • | • | | \$\$\$ |
| 79 | Mult | Amtrak Blackhawk Line Restart | | • | | • | \$\$\$\$ |
| 80 | Mult | East Dubuque Riverfront Development Feasibility Study | • | | | • | \$ |
| 81 | Mult | FTTX to the Farm & Industrial Park Construction | | • | | • | \$\$\$ |
| 82 | Mult | Grand Illinois Trail System Development | | • | | • | \$\$\$ |
| 83 | Mult | NWIL Branding Plan | • | | | • | \$ |
| 84 | Mult | NWIL Career & Technical Education Equipment Replacement | | • | | • | \$\$ |
| 85 | Mult | NWIL Hemp Production & Processing Feasibility Initiative | • | • | | • | \$ |
| 86 | Mult | NWIL Housing Demand & Supply Study | • | | | • | \$ |
| 87 | Mult | NWIL Illinois Historic Tax Credits Education & Planning | | • | | • | \$ |
| 88 | Mult | NWIL Local Foods Distro & Aggregation Center Feasibility Study | • | | | • | \$ |
| 89 | Mult | NWIL Opportunity Zones Education & Planning | • | | | • | \$ |
| 90 | Mult | NWIL Site Certification Plan | • | | | • | \$ |
| 91 | Mult | NWIL Land Bank and Revolving/Forgivable Loan Study | • | | | • | \$ |
| 92 | Mult | NWIL Talent Pipeline Development & Management | • | | | • | \$ |
| 93 | Mult | NWILED Talent Pipeline Development & Management | • | | | • | \$ |
| 94 | Mult | Regional Big Box & Mall Reuse Study | • | | | • | \$ |
| 95 | Mult | Regional Wayfinding Initiative | | • | | • | \$ |
| 96 | Mult | Residential Infill/Tiny Homes Demonstration | | • | | • | \$ |
| 97 | Mult | SAD/JCD Reuse Plan & Infrastructure Initiative | • | • | | • | \$\$\$ |
| 98 | Mult | US 20 Corridor RSA Improvements | | • | | • | \$\$\$\$ |

Measuring Distress

BHRC generated a Stats America distress report in March 2019, which is described here. Lee and Stephenson counties meet distress requirements outright. This means that at the time of this document's publication, both counties were eligible to apply for Public Works (PW) and Economic Adjustment (EA) funding. Counties not meeting the unemployment or income requirements may be eligible under EDA's "special need" category. All EDD counties are eligible for Local Technical Assistance (LTA) funding, regardless of distress.

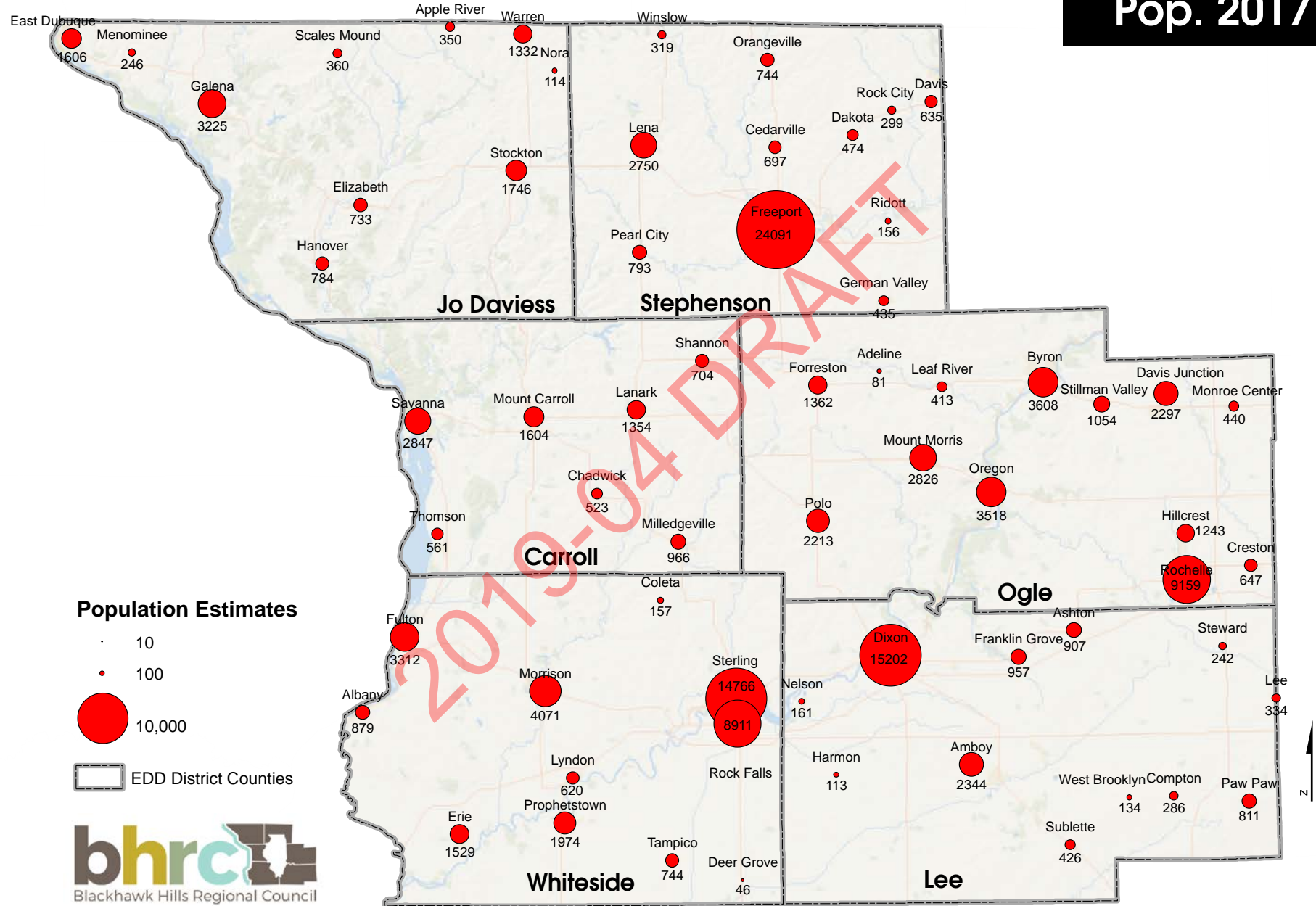
| | Thresholds | | | |
|-------------------|--------------------|----------|------------------|-----------------|
| | 24-Month Avg Unemp | BEA PCPI | 2000 Census PCMI | ACS 5-Year PCMI |
| Carroll | .22 | 82.9 | 88.6 | 88.5 |
| Jo Daviess | .16 | 90.8 | 99.6 | 103.9 |
| Lee | .06 | 78.1 | 86.4 | 90.4 |
| Ogle | .74 | 85.6 | 95 | 93.8 |
| Stephenson | .41 | 79.7 | 91.7 | 82.7 |
| Whiteside | .43 | 81.9 | 89.4 | 90.4 |

To be eligible for certain types of EDA assistance, the project area must exhibit one of the following characteristics:

- An unemployment rate that is, for the most recent 24-month period for which data are available, at least one percentage point greater than the national average unemployment rate
- Per capita income that is, for the most recent period for which data are available, 80 percent or less of the national average per capita income
- A special need, as determined by EDA

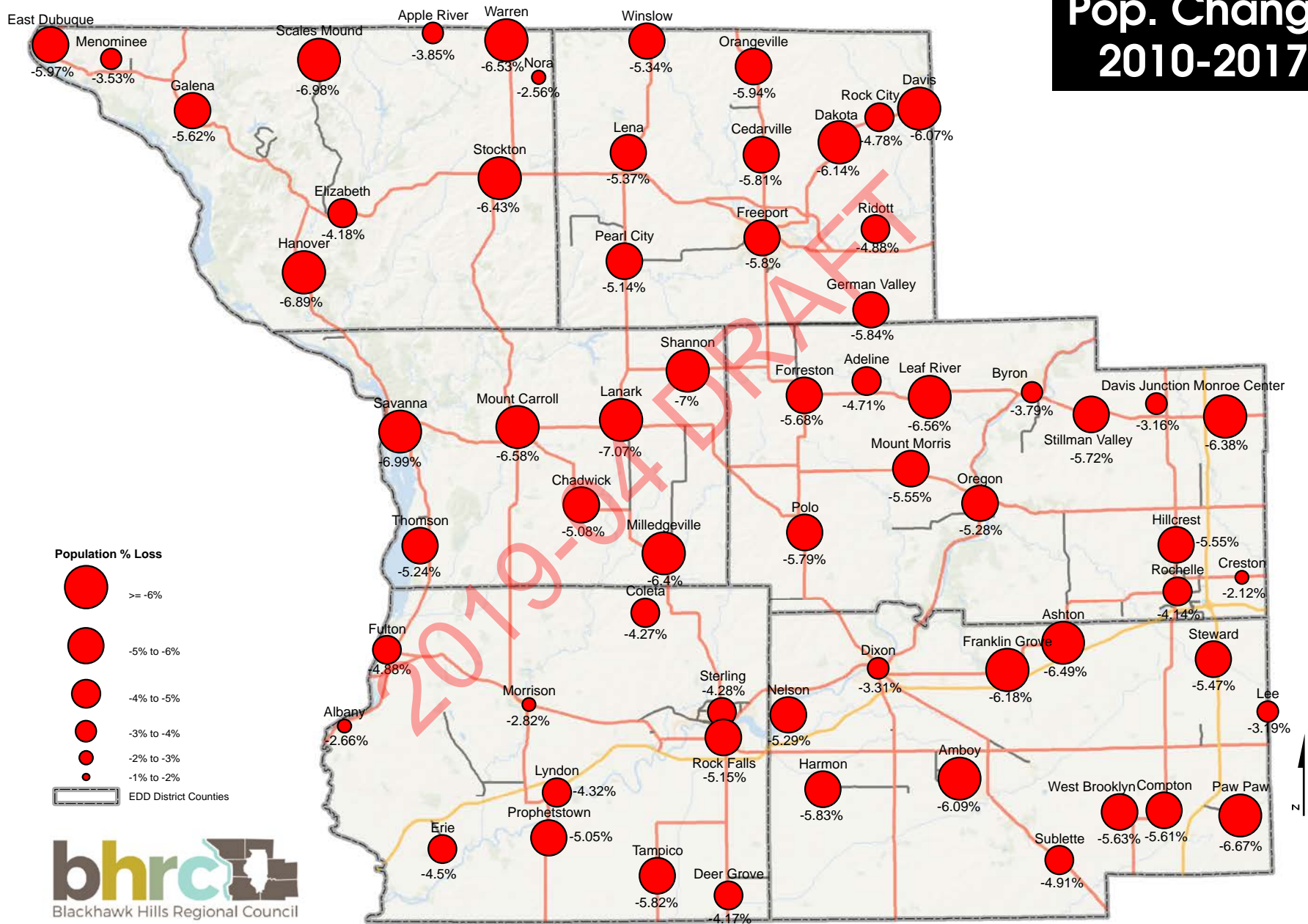
Regional Maps

Municipal Pop. 2017

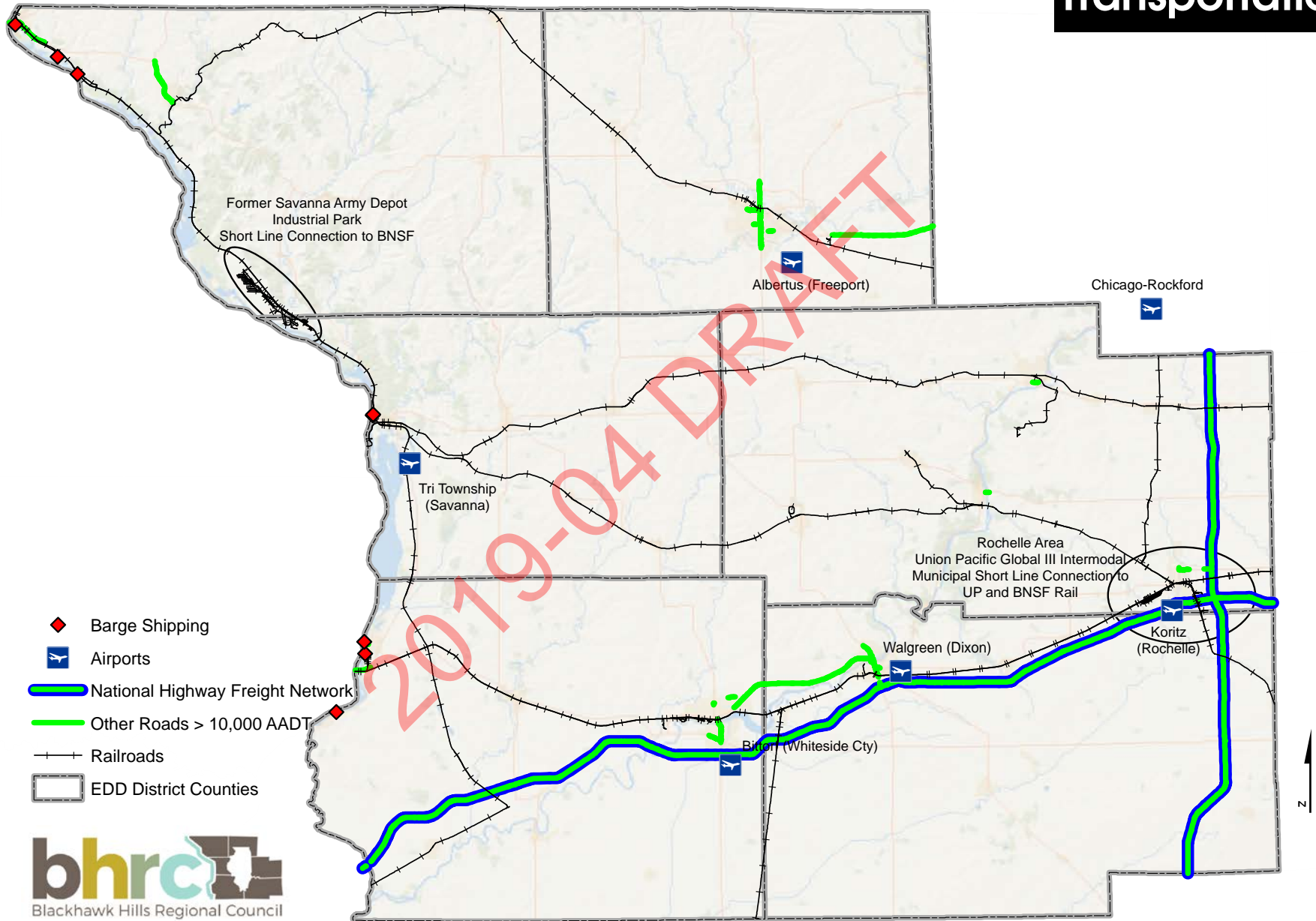


Regional Maps (cont'd)

Municipal Pop. Change 2010-2017

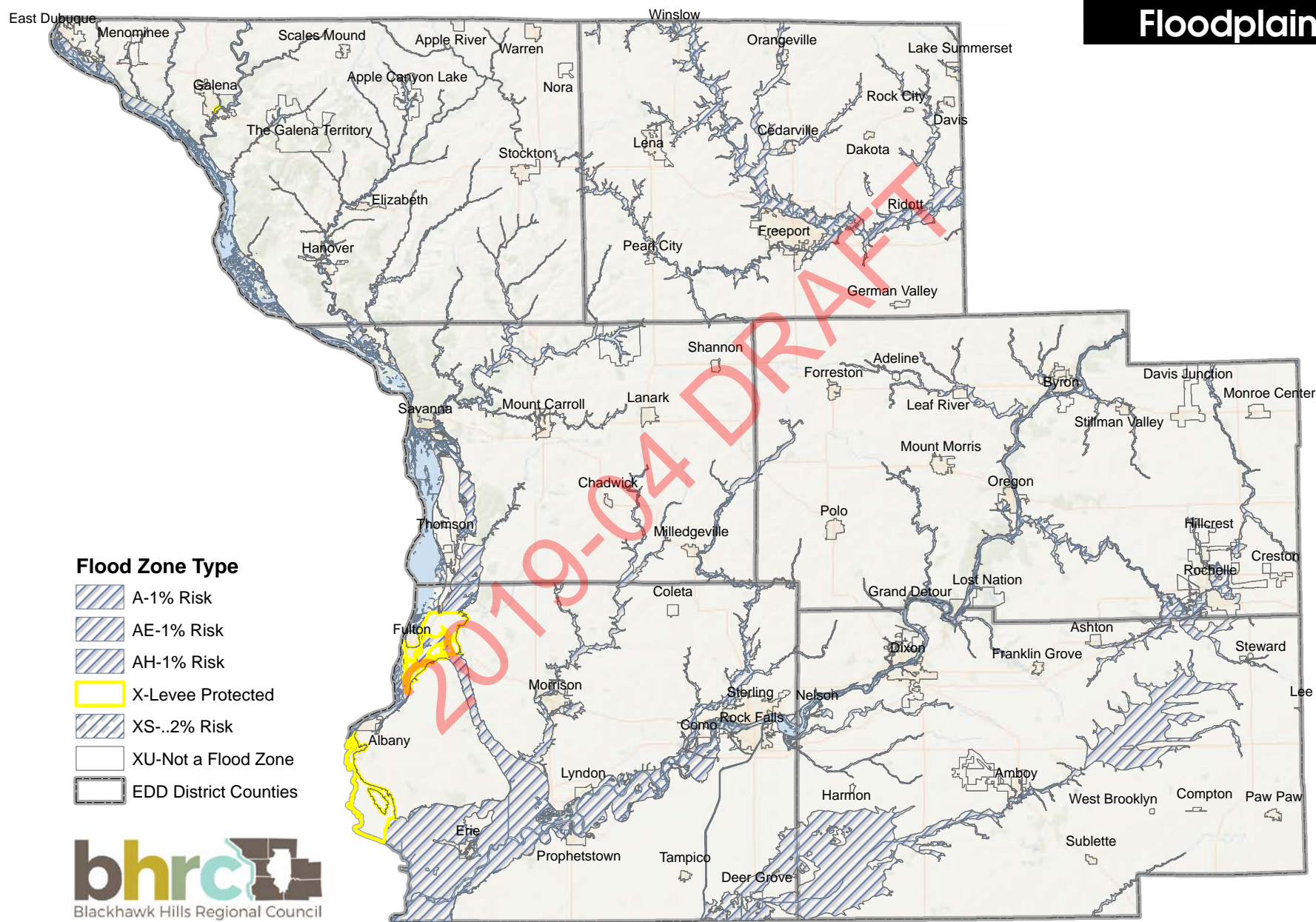


Freight & Transportation



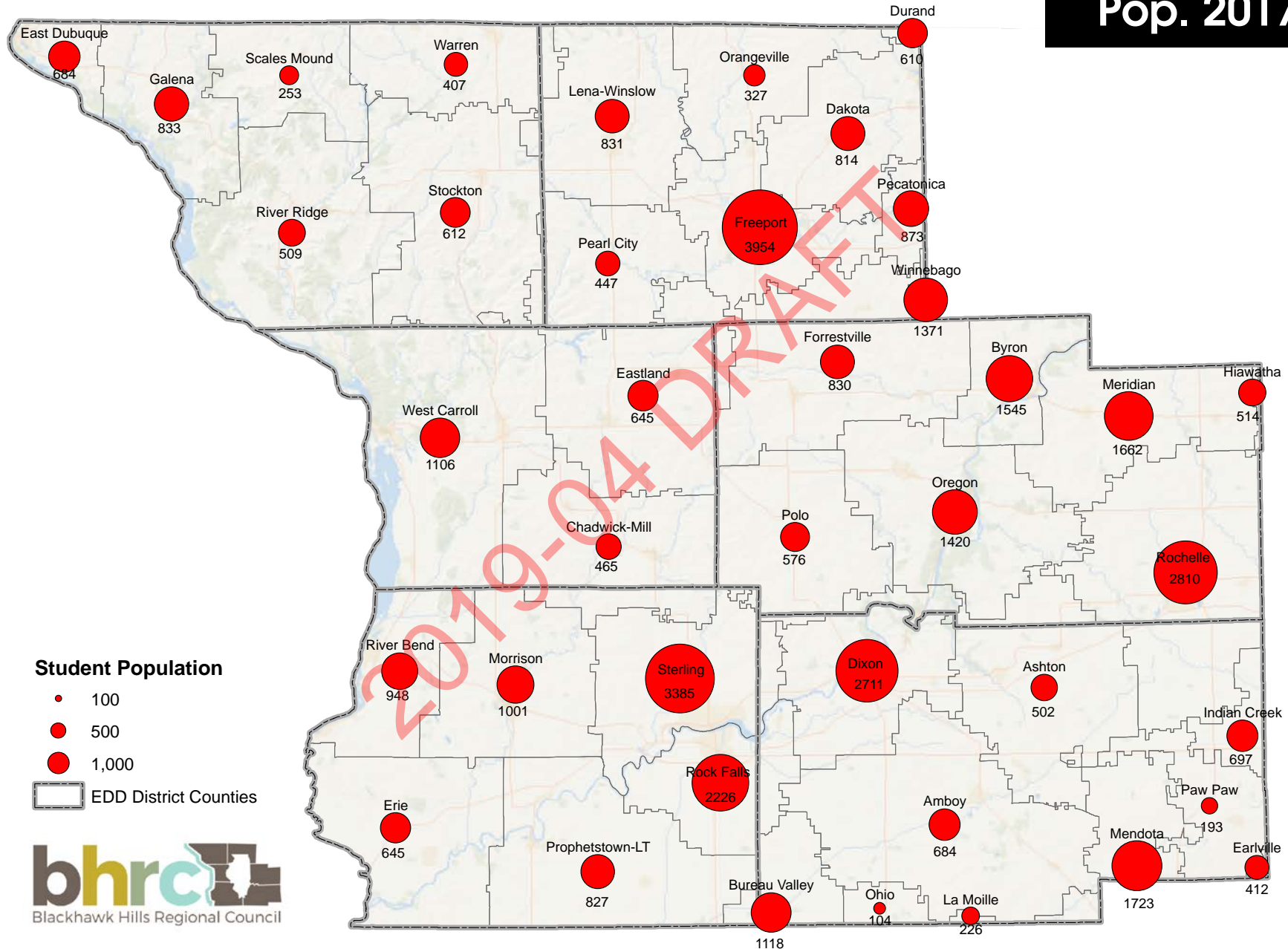
Regional Maps (cont'd)

Regional Floodways & Floodplains



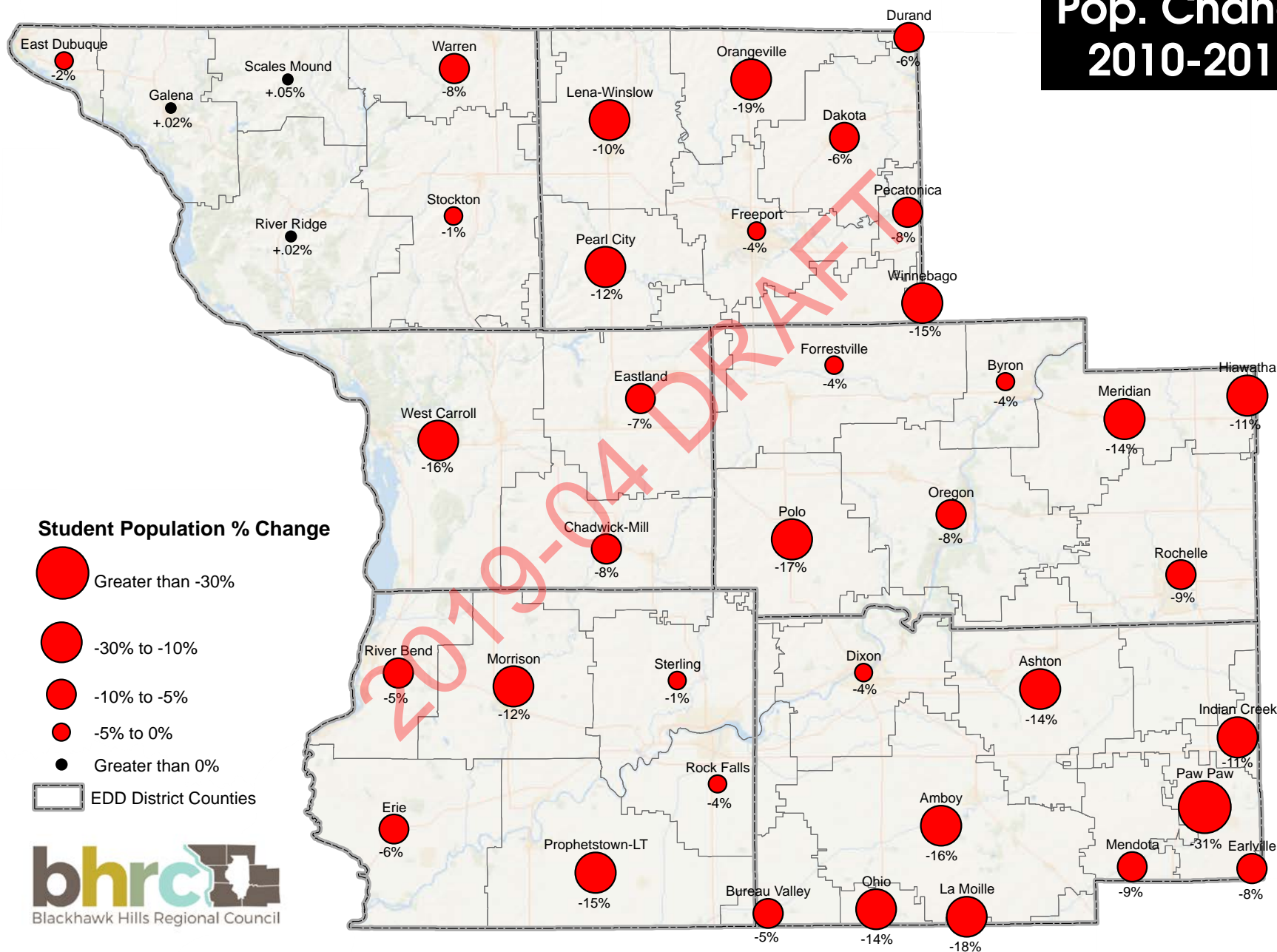
Esri, Garmin, GEBCO, NOAA NGDC, and other contributors

K-12 Student Pop. 2017



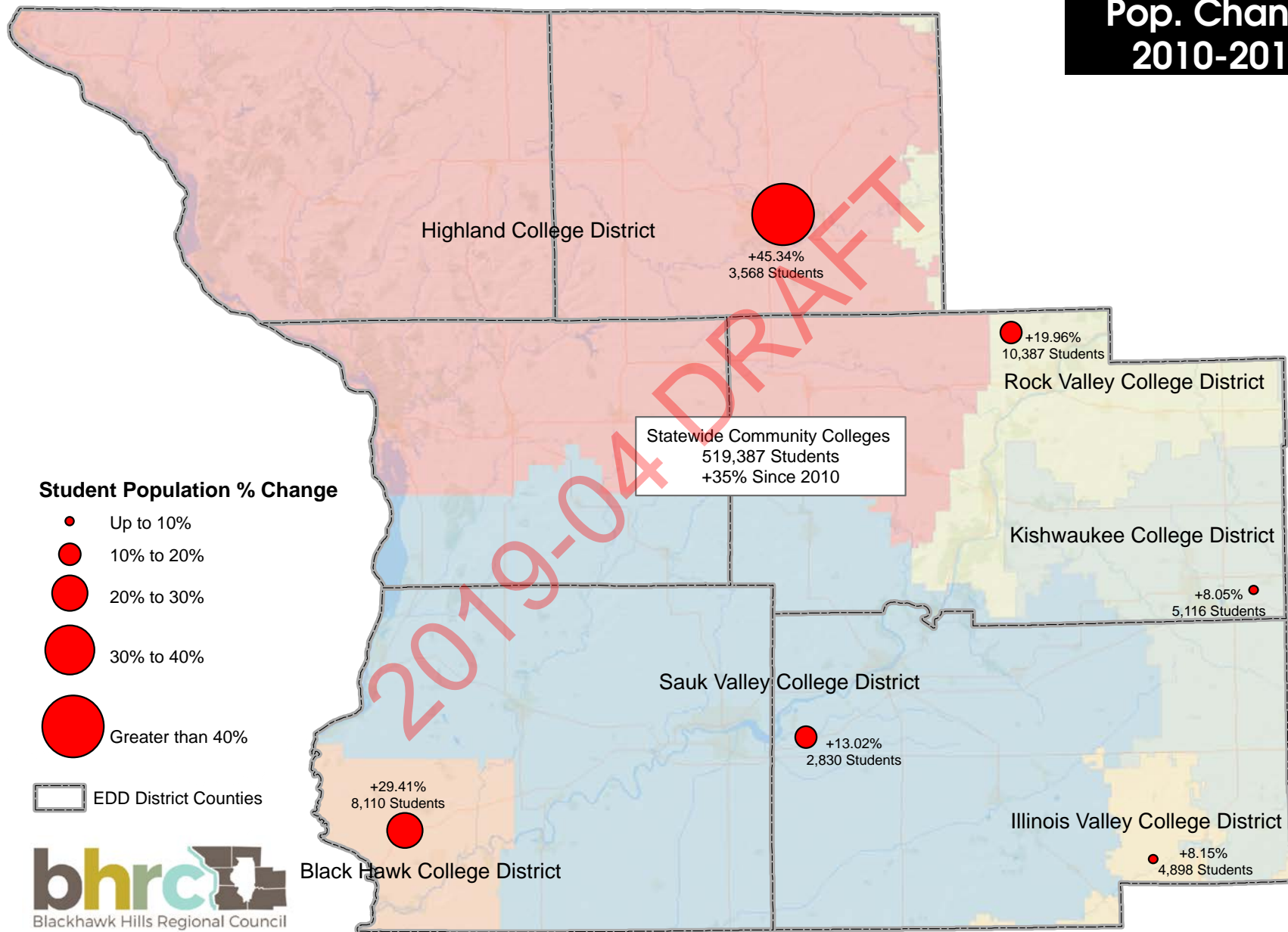
Regional Maps (cont'd)

K-12 Student Pop. Change 2010-2017



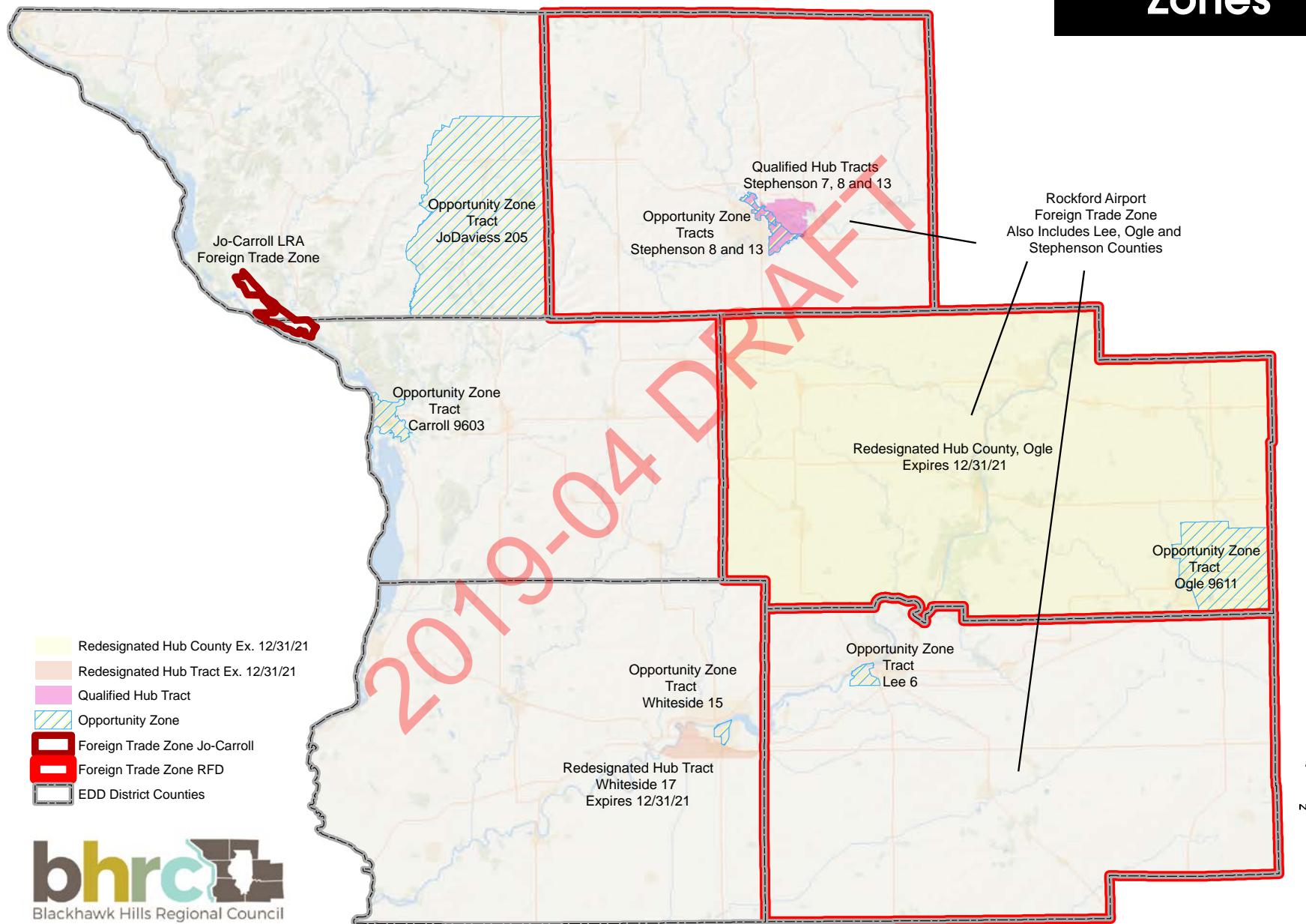
Esri, Garmin, GEBCO, NOAA NGDC, and other contributors

Community College Student Pop. Change 2010-2017



Regional Maps (cont'd)

Development Zones

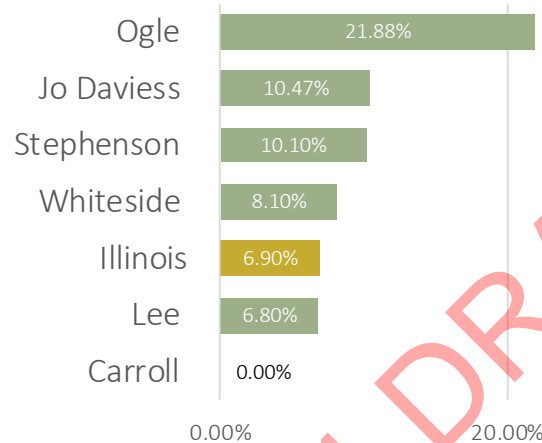


Agricultural Development

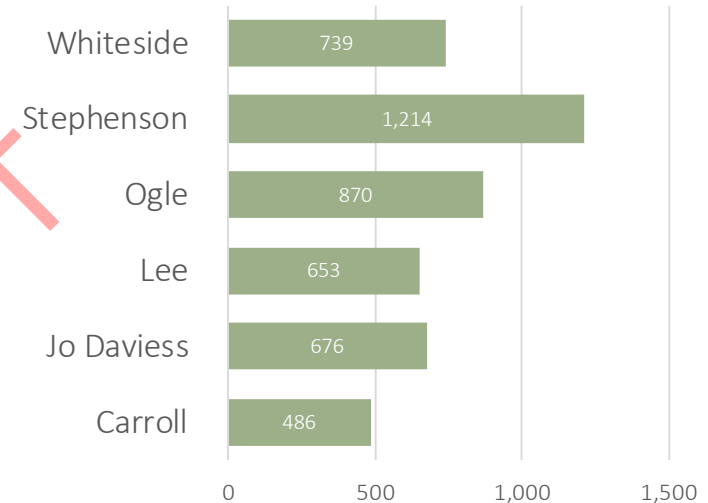
Northwest Illinois farming operations continue to add more acreage over time - Ogle County especially. Supporting many of those operations were 4,638 hired farm workers. 8% of all hired farm workers in Illinois worked in Northwest Illinois.

Farmers continue to plant corn and soy extensively. Carroll County produced the most bushels of corn per acre (229), as well as the most bushels of soy per acre (62). Honey and organics exemplify diversification within the agricultural industry - yet the industries remain fledgling here. Total honey production in the six counties accounted for 7% of statewide production. Regarding organic sales - there is a great gulf between the EDD counties. Whiteside and Lee counties reported substantially more sales compared to Stephenson, Jo Daviess, and Carroll counties (Ogle County was not reportable).

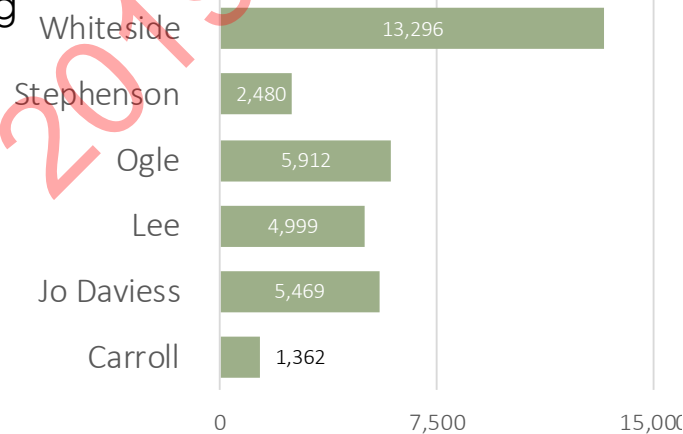
Acres per Operation Change: 2007 to 2017



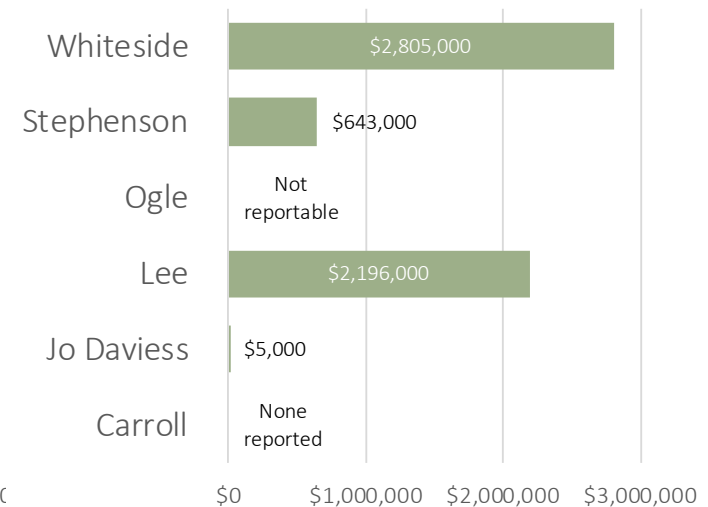
Hired Farm Workers: 2017



Honey Production (lbs): 2017



Organic Sales: 2017



BHRC Board of Directors Roster

JO DAVIESS
Ron Smith
Nicole Haas
Marvin Schultz

STEPHENSON
Sam Newton
Seth Wenzel
Dennis Groezinger

CARROLL
Darrell Stitzel
Ed Juracek
Dennis Bowman

OGLE
Marcia Heuer
Kayse Rushford
Mike Reibel

WHITESIDE
John Espinoza
Eric Epps
Glen Kuhlemier

LEE
Tim Deem
Emily Zimmerman
Janice McCoy

Regional CEDS Roster

Those individuals or entities active on the RCEDS Committee during the most recent CEDS process include:

| NAME | ORGANIZATION |
|--------------------|---|
| Jason Anderson | Greater Rochelle Economic Development Corporation (GREDCO) |
| Diane Bausman | Blackhawk Waterways (BWCVB) |
| Gary Camarano | Whiteside County Economic Development (WCED) |
| Stacey Colledge | Dixon Chamber of Commerce and Main Street (DCCMC) |
| Kim Ewoldson | Morrison Area Development Corporation (MADC) |
| Pam Furlan | Business Employment Skills Team, Inc (BEST) |
| Lorali Heintzelman | United States Department of Agriculture Rural Development (USDA RD) |
| Margaret Larson | University of Illinois-Extension (UIEX) |
| Chris Manheim | Ogle County |
| Kevin Marx | Lee County Industrial Development Association (LCIDA) |
| Lisa McCarthy | Northwest Illinois Economic Development (NWILED) |
| Stacey McCaskill | Small Business Development Center (SBDC) at Sauk |
| Rebecca Motley | Greater Freeport Partnership (GFP) |
| Chris Scott | Morrison Institute of Technology (Morrison Tech) |
| Gail Wright | Lee-Ogle-Whiteside Regional Office of Education (LOWROE) |

Credits & Partners

PHOTOGRAPHY

Photos included in the 2019-2024 CEDS are from Sauk Valley Media, excluding the following:

- Page 4
 - * Sterling Steel
- Page 6
 - * The Nature Conservancy
- Page 30
 - * Greater Galena Marketing
- Page 43
 - * Timber Lake Playhouse
- Page 48-49
 - * CareerTEC
 - * Tom Kocal
- Page 50
 - * Visviva/Wikimedia
- Page 56-57
 - * Rock Island Economic Growth Corporation
 - * Morrison Tech
 - * Greater Galena Marketing
- Page 58-59
 - * Kramer North America
 - * Pretzel City Area Transit
- Page 77
 - * Daniel Payette

MAPS

Created by BHRC/Andrew Shaw using data from state and federal sources. Basemaps sourced from the ESRI userbase.

RESEARCH, ANALYSIS, & MAPPING



Blackhawk Hills Staff

Julie Jacobs
Daniel Payette
Andrew Shaw

DOCUMENT PREPARATION



FINANCIAL SUPPORT



Economic Development Administration

Carroll County, Illinois

Jo Daviess County, Illinois

Lee County, Illinois

Ogle County, Illinois

Stephenson County, Illinois

Whiteside County, Illinois



RURAL SAVANNA - CARROLL CO.

