

AGENDA

**Comprehensive Economic Development Strategy Update
SWOT Analysis
November 20, 2025**

2:00-3:30 p.m.

In-Person Meeting
Bi-State Regional Commission
1504 Third Ave, Rock Island IL

Zoom Option

<https://us02web.zoom.us/j/83532430983?pwd=e1zRuOXYbZaCs32SN1i5ZJVkYNMBmJ.1>

1. Introductions

2. CEDS Update Overview

- a. Timeline
- b. Process Including CEDS Public Input Other Counties

3. Demographics Analysis Status

4. Current Goals and Survey Results

5. State of Economy Discussion (SWOT Analysis)

Please plan to share significant economic development changes since last April from your community or agency's perspective. These can be positive and or negative.

6. Next Steps

7. Adjournment

2026 CEDS SURVEY RESULTS

Top Responses

TOP 3 Opportunities	
	# Reponses
Infrastructure and Transportation Enhancements	7
Broader Partnerships around Economic Development	6
Retaining and Expanding Existing Businesses	7
Workforce Development that meets Business Skill needs	6
Education System Enhancements	5
Attracting New Businesses	4
Greater Economic Resiliency	2

TOP 3 Challenges	
	# Reponses
Quality of Life Issues (Housing, Recreation, Tourism)	10
Maintenance and Improvement of Existing Infrastructure (Sewer, Water, Multi-Modal Transportation systems, etc)	10
Recruiting and Retaining a Younger Workforce	5
Retaining Established Small Businesses	5
Access to Development Ready Large-Scale Sites	4
Unfunded Mandates and Taxes	4

TOP 3 MOST IMPACTFUL ACTIVITIES FOR THE REGIONAL ECONOMY	
	# Reponses
Invest in Infrastructure (roads, sewer, water, lock and dam, rail, energy, etc)	11
Maximize Utilization of available Financial Incentive Programs	9
Increase Local Jurisdictions' Capacity to Support Small Business and Foster Entrepreneurship	6
Support Quality of Life Improvements	6

HOW DO YOU USE THE CEDS	
	# Reponses
Support for Grants and Projects	8
Reference Community Data	6

DRAFT 2026 CEDS GOALS AND STRATEGIES

Vision

Through the collaborative efforts of the Bi-State Region’s public and private economic development leaders, an economically-resilient Bi-State Region, that attracts and retains both businesses and a talented workforce, prospers.

Performance Measures

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

GOAL 1:

Attract, retain, and expand businesses while supporting business startups.

STRATEGIES	MEASURES
<p>Strategy A. Conduct business outreach activities to identify needs of businesses.</p>	<p>1) Number of jobs created and retained. 2) Report Gross Domestic Product for Bi-State Region.</p>
<p>Strategy B. Use financial incentives such as Tax Increment Financing Districts, Revolving Loan Funds, Enterprise Zones, Business Development Districts and the Rivers Edge Redevelopment Zone to attract and support businesses.</p>	<p>3) Number of loans and total investment for identified programs.</p>
<p>Strategy C. Market and promote the use of the Quad City Manufacturing Institute, Extension Partnership’s, Illinois Manufacturing Excellence Center, and the Center for Industrial Research and Service for technical assistance, seminars, networking, and research connections.</p>	<p>4) Describe annual regional impacts from the Illinois Manufacturing Excellence Center’s and the Center for Industrial Research and Service’s reports.</p>

<p>Strategy D. Foster entrepreneurship with support initiatives.</p>	<p>5) Report on the number of entrepreneurial programs offered by colleges, Small Business Development Centers, Score Chapters and other partners and other partners such as Start Up Grind Muscatine. 6) Report on number of participants in each program.</p>
<p>Strategy E. Use Small Business Development Centers (SBDCs) and the Score Chapters for startup business plans.</p>	<p>7) List number of client contacts at SBDC and the Score Chapters. 8) List number of persons in training programs thru SBDC's and colleges.</p>
<p>Strategy F. Reach out to business owners regarding succession planning to minimize business closures.</p>	<p>9) Report on activities that encourage business continuity and succession planning.</p>
<p>Strategy G. Leverage public and private investments to create additional industrial land and building inventory.</p>	<p>10) Report on efforts to create additional industrial land and building inventory.</p>

<p>GOAL 2: Promote the redevelopment of blighted, underused, vacant and environmentally-challenged sites with market potential and positive community impact.</p>	
<p>STRATEGIES</p>	<p>MEASURES</p>
<p>Strategy A. Revitalize downtowns, malls, corridors, and vacant commercial, industrial, and residential buildings.</p>	<p>1) List new development projects and efforts. 2) Report status of ongoing projects and efforts. 3) List completed projects.</p>
<p>Strategy B. Monitor Opportunity Zone projects in the Bi-State Region.</p>	<p>4) Report on projects implemented in Opportunity Zones.</p>
<p>Strategy C. Monitor land bank and provide demolition funding to assist in the removal and redevelopment of blighted residential and commercial properties.</p>	<p>5) Report on projects implemented by the Quad Cities Land Bank Authority and other similar efforts to remove and redevelop blighted properties.</p>

GOAL 3

Continue to improve the quality of life in the Bi-State Region through projects that support housing, health care, recreation, culture, entertainment, and tourism to attract and retain a talented and multifaceted workforce.

STRATEGIES	MEASURES
Strategy A. Support the tourism industry and visitor/tourism bureaus.	<ol style="list-style-type: none">1) Number of jobs in the arts, entertainment, and hospitality industries.2) Report on visitor numbers, tourism related tax revenues, and visitor spending.
Strategy B. Expand local trail network interconnectivity with local, state, and national trails and promote the trail system through the use of the QCTrails website (www.qctrails.org).	<ol style="list-style-type: none">3) Describe major trail improvements that increase interconnectivity.4) Report miles of trails added.5) Report website analytics of www.qctrails.org
Strategy C. Promote riverfront amenities along the Mississippi River and its tributaries.	<ol style="list-style-type: none">6) List and describe new riverfront assets.
Strategy D. Expand and promote year-round recreations activities.	<ol style="list-style-type: none">7) Describe new year-round recreation facilities and events such as outdoor cultural facility offerings, ATV trails, water trail development, cross-country & downhill skiing, winter tubing facilities, and ice rink facilities.
Strategy E. Provide and maintain a diverse housing stock by supporting organizations that develop affordable housing, workforce housing and related initiatives.	<ol style="list-style-type: none">8) Number of units completed and underway.9) Report status of housing assessments conducted and actions to address needs.10) Report on housing density projects and initiatives such as zoning code amendments.11) Number of new home rehabilitation projects.12) Report strategies to support home ownership.13) Report on financial literacy strategies and numbers served.

GOAL 4

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

STRATEGIES	MEASURES
<p>Strategy A. Support continued government and private sector operations at the Rock Island Arsenal (RIA) by enhancing the Center of Excellence for Advanced and Additive Manufacturing at RIA, identifying ways to attract additional jobs to RIA, and determining where community can be supportive of military based at RIA.</p>	<p>1) Describe consultant-led activities supporting the RIA</p>
<p>Strategy B. Support programs that broaden regional economies and boost recovery from disasters and economic setbacks.</p>	<p>2) List initiatives undertaken that support economic diversification and resilience.</p>
<p>Strategy C. Promote disaster planning, including updating and implementing multi-jurisdictional hazard mitigation plans to lessen the impacts of disasters.</p>	<p>3) Report status of multi-jurisdictional hazard mitigation plans and projects including pandemic risk discussions. 4) Report on hazard mitigation projects including green infrastructure projects and public health initiatives. 5) Report on resiliency projects in the Long-Range Transportation Plans.</p>

GOAL 5

Invest in and support infrastructure improvements, such as roads, bridges, rail, sewers, storm water, water, broadband, multi-modal transportation systems, development ready industrial sites, and energy utilities.

STRATEGIES	MEASURES
Strategy A. Implement 2055 Quad Cities Long Range Transportation Plan, Iowa Region 9 2050 Long Range Transportation Plan, and the Bi-State Region Freight Plan to maintain and improve transportation infrastructure.	<ol style="list-style-type: none">1) List number and value of projects completed from the long-range transportation plans.2) Report on status of federal transportation act adoption.3) Summarize commodity tonnages transported by mode as described in the Long Range and or Bi-State Freight Plan.
Strategy B. Begin preparation/planning for subsequent Bi-State Region long-range transportation plans.	<ol style="list-style-type: none">4) Report status of planning process for future transportation plans.
Strategy C. Support efforts to improve major roadway and rail infrastructure.	<ol style="list-style-type: none">5) List activities undertaken by project sponsors to implement projects.
Strategy D. Support continued federal and state funding for Quad Cities to Chicago passenger rail service.	<ol style="list-style-type: none">6) Report status of funding and construction of the passenger rail project.
Strategy E. Support efforts for funding lock and dam maintenance on the Upper Mississippi River and implementation of the Upper Mississippi River Ports initiative.	<ol style="list-style-type: none">7) Report activities to acquire additional funding.8) Report tonnages moved thru the Upper Mississippi River Ports statistical area and breakdown of commodity if available.
Strategy F. Seek federal, state, and local funding for infrastructure improvements across the Bi-State Region.	<ol style="list-style-type: none">9) List number and value of federal and state grants awarded as available.10) List completed projects reported by local governments and in the Transportation Improvement Programs.11) Report on efforts to expand broadband.
Strategy G. Support energy projects in the Bi-State Region.	<ol style="list-style-type: none">12) Report on planned energy projects.13) Monitor energy related concerns such as equipment supply chain issues and data center development.

GOAL 6

Leverage the resources available for workforce development and training through the university and community college systems, IowaWorks and American Job Center, and other partners to address the growing skill needs of businesses, industries, and individuals.

STRATEGIES	MEASURES
<p>Strategy A. Adjust training of the workforce based on the needs of businesses and entrepreneurs.</p>	<ol style="list-style-type: none">1) Report on efforts of states, community colleges, and other partners to address industry-based training needs and innovative business opportunities including programs such as FAME, Eastern Iowa Community College's robotic and automation training and skilled trades programs, and Black Hawk College's Highway Construction Careers Training Program.2) Report on indicators related to factors of interest to persons entering the workforce associated types of work/benefits, etc.
<p>Strategy B. Support the strategies of the Workforce Innovation and Opportunity Act (WIOA).</p>	<ol style="list-style-type: none">3) Report on efforts funded through WIOA and the activities of IowaWorks and the American Job Center serving the Illinois portion of the Bi-State Region such as the efforts of the Workforce Development Boards, including incumbent workforce training and business outreach to align training programs with industry needs.
<p>Strategy C. Support strategies identified in the Illinois Economic Development Region 6 Regional Plan, the Workforce Investment Area 13 Local Plan, and the Kewanee Life Skills Re-Entry Center program to assist individuals with barriers to employment.</p>	<ol style="list-style-type: none">4) Report the strategies implemented and numbers of individuals served.

<p>Strategy D. Access New Jobs Training 260E and 260F and job training tax credits to retrain workers in technology shifts and provide training to dislocated workers.</p>	<p>5) Number or value of 260E, 260F, and job training tax credits used to retrain dislocated workers. 6) Report unemployment rate and labor force participation.</p>
<p>Strategy E. Support continued growth and success of existing higher education and trade institutions.</p>	<p>7) Monitor educational attainment of the Bi- State Region’s workforce.</p>
<p>Strategy F. Support continuation and development of mentoring, pre-apprenticeship, and apprenticeship programs.</p>	<p>8) Report on identified mentoring, pre-apprenticeship, and apprenticeship programs.</p>

<p>GOAL 7 Foster public-private and intergovernmental partnerships to address community and economic development needs in the Bi-State Region while emphasizing cooperation over competition</p>	
STRATEGIES	MEASURES
<p>Strategy A. Continue to foster coordination among Local Economic Development Organizations (LEDOs) through meetings and networking opportunities.</p>	<p>1) List collaborative efforts between LEDOs.</p>
<p>Strategy B. Support legislative advocacy efforts to inform federal and state agencies and legislators on the needs and concerns of the Bi-State Region.</p>	<p>2) Describe advocacy efforts.</p>
<p>Strategy C. Provide support for community and economic development strategic plans.</p>	<p>3) List new community and economic development strategic plans and support activities.</p>
<p>Strategy D. Leverage all available public and private resources to improve the scope of impact.</p>	<p>4) List of grants awarded.</p>