



Photo by Jamie Roth, WIRC & CAA

# **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDSD) 2021**

Prepared by Western Illinois Regional Council (WIRC)  
Community Development Team

Submitted March 2022

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## **MISSION**

The Western Illinois Regional Council-Economic Development District Comprehensive Economic Development Strategy (CEDS) is the catalyst to address and reverse regional economic decline.

## **VISION**

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

## **INTRODUCTION**

Western Illinois Regional Council (WIRC) was established under Illinois Public Act 76-913 in 1973 to bring units of local government together to address economic and community development issues. WIRC is governed by a 15-member Board of Directors elected by the full membership. The board is comprised of two-thirds elected officials and one-third other community/organizational members. The 2021-2022 Board of Directors and members are listed in the Appendices.

The Economic Development Administration designated the WIRC in 2001 as an Economic Development District (EDD). The EDD consists of six-member counties; Fulton, Hancock, Henderson, Knox, McDonough and Warren. Each of the six-member counties passed resolutions to participate in the district. The Board of Directors, along with a CEDS Strategy Committee, is responsible for reviewing and updating the CEDS. The Strategy Committee has strong economic development and private sector representation and provides advice to the Board of Directors and staff concerning current economic and community development goals, objectives and strategies for the western Illinois region.

“An Economic Development District is a federally designated organization that helps lead a locally-based, regionally driven economic development planning process that leverages involvement of the public, private and non-profit sectors to establish a strategic blueprint for regional collaboration. The strategic blueprint, known as a Comprehensive Economic Development Strategy (CEDS), is a strategy-driven plan for regional economic development” (U.S. Economic Development Administration, 2019).

WIRC created the first regional CEDS in 2011 and updated that document in 2016. The current version was created during a time of political, economic and social uncertainty due to the ongoing COVID-19 pandemic. The pandemic has forced local, state and federal governments to reevaluate the way citizens interact with businesses.



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## **OBJECTIVES, STRATEGIES AND OUTCOMES**

The 2016 CEDS listed four objectives for the region to focus on over the next five years:

**Objective 1:** “Provide high quality and innovative workforce vocational, entrepreneurship and apprenticeship education and training opportunities that make the region attractive for business startups and expansions.”

**Objective 2:** “The region is committed to creating economic prosperity through growing the region’s tax and employment base.”

**Objective 3:** “Expand western Illinois’ intermodal transportation system through investment in highway and port expansions, and provide incentives for new industrial projects to locate near railroad access to enhance the region’s economic growth and prosperity.”

**Objective 4:** “Foster a vibrant rural economy driven by small, diverse, and value-added farming practices.”

Each of these objectives were then combined with a list of strategies and action plans. The EDD will continue to pursue these objectives and evolve new strategies to build on the work accomplished over the last five years.

Other areas that were discussed by regional stakeholders as being important to economic development were tourism and the arts. The Economic Development District is located between the Illinois and Mississippi rivers and offers a wide array of outdoor adventures. Hiking, boating, hunting, fishing, bird

watching and many other leisurely pursuits can be found within the six-county area. Many communities in the district have started to realize the importance of public arts. Murals and mosaics are popping up with regularity throughout the district.

## **S.W.O.T. ANALYSIS**

S.W.O.T. stands for Strengths, Weaknesses, Opportunities and Threats. The S.W.O.T. analysis shows variables that are unique to the western Illinois region and some that are common throughout rural communities across the United States.

### **Strengths:**

- Multiple institutions of higher education within the six-county district, including Western Illinois University, Knox College, Monmouth College, Carl Sandburg College and Spoon River College
- Access to two major rivers: the Illinois River and the Mississippi River
- Plentiful rail transportation
- Low cost of living
- Productive agricultural land
- Diversified economy
- Low crime rates

### **Weaknesses:**

- Population loss/aging population/out-migration
- Lower wages
- Lack of new home construction
- Negative self-perception

### **Opportunities:**

- Proximity to Chicago and St. Louis
- Expansion of existing industries
- Broadband expansion
- Plentiful outdoor recreational opportunities

### **Threats:**

- Lack of diversity
- Out-migration of youth
- Lack of retail in small communities
- Population loss

## **PROJECT WISH LIST**

Western Illinois Regional Council solicited a list of Economic Development projects from the communities located in the EDD. Below is a list organized by city:

- Macomb: New water treatment plant; South Bower Road extension; South Walton Way extension; Macomb Inn project; Hemp Road project; Spoon River College Career Technical Center;

Adams Street improvements; Haegar Site revitalization; Ameren Site redevelopment; and Cross Motors Site redevelopment.

- Galesburg: Rail Infrastructure Installation.
- Canton: Expansion of the wastewater treatment plant.

This list is not exhaustive and only reflects the communities that replied to the request.



Photo by Jamie Roth, WIRC & CAA

## **STRATEGIC DIRECTION/CALL-TO-ACTION**

### **OBJECTIVE 1: Education**

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

### **STRATEGY 1: Development**

Establish a strong developmental area in local communities for small businesses to thrive and conducive to business startups.

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

## **STRATEGY 2: Education Partnerships and Mentoring**

Promote an educational foundation in the area of entrepreneurship.

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

## **STRATEGY 3: Employment Needs**

Be proactive to changing employment needs for youth, retrainables and the general workforce.

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

## **STRATEGY 4: Partnerships, Marketing & Recruitment**

Sustain the focus on “anchor institutions.”

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



Photo by Jamie Roth, WIRC & CAA



Photo by Jamie Roth, WIRC & CAA

## **OBJECTIVE 2: Employment**

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

### **STRATEGY 1: Regional Employment**

Develop policies and programs that will expand regional employment.

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

### **STRATEGY 2: Training Programs and Education**

Expand educational opportunities.

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

### **STRATEGY 3: Agriculture**

Expand agricultural emphasis.



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



Photo by Jamie Roth, WIRC & CAA

### **OBJECTIVE 3: Transportation**

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

#### **STRATEGY 1: Transportation Coalitions**

Organize all western Illinois transportation coalitions.

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

#### **STRATEGY 2: Stakeholder Relationships**

Partnership and collaboration with economic stakeholders

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

### **STRATEGY 3: Legislation**

Increase legislative advocacy.

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

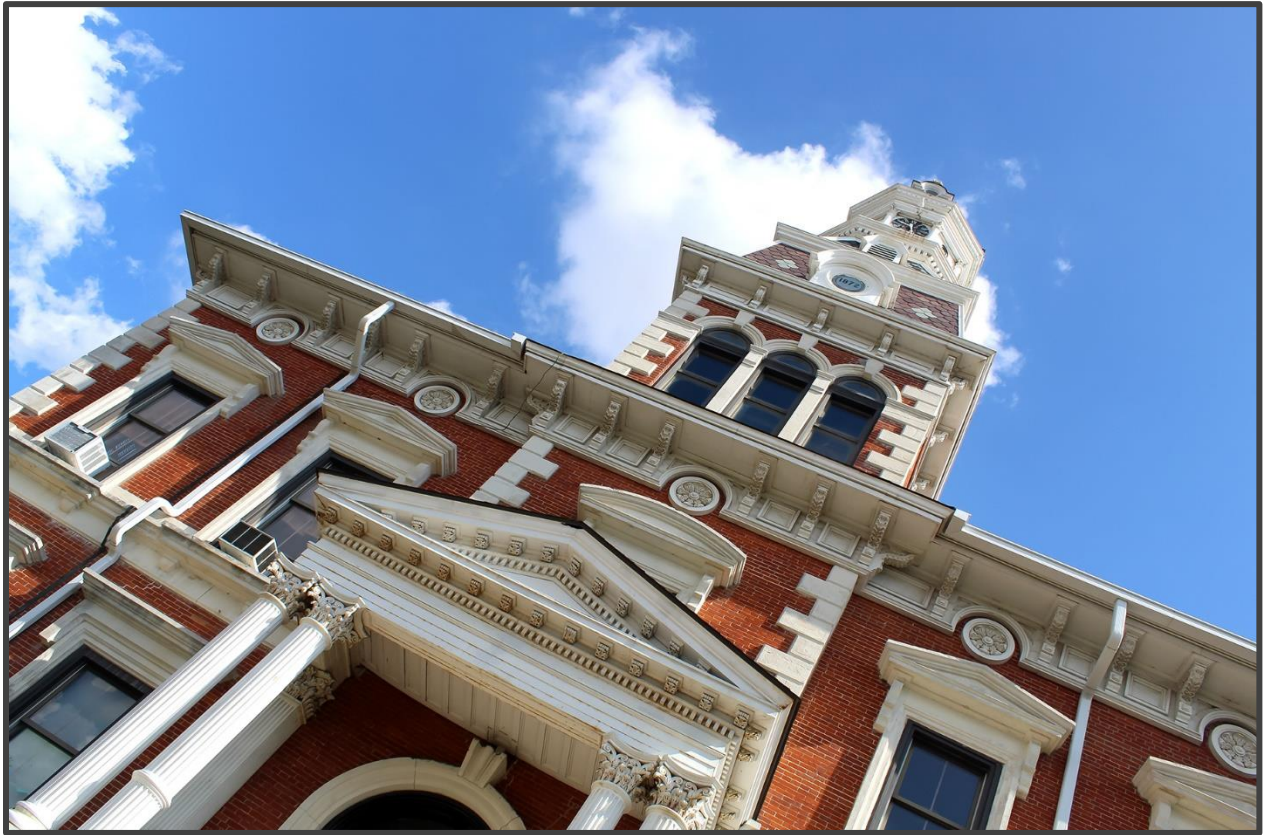


Photo by Jamie Roth, WIRC & CAA

### **OBJECTIVE 4: Economy**

Population loss, especially youth out-migration, and community profiles were identified as a persistent economic challenge for the region. Community development gives the region the opportunity to reassess its assets for economic growth, and agriculture was the third most named asset after higher education and business.

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

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

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

### **STRATEGY 1: Community Supported Agriculture**

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

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

### **STRATEGY 2: Promote Local Produce**

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

- Action Plan 1: Inventory existing co-ops and find potential stakeholders in other communities or regions.
- Action Plan 2: Encourage community involvement and buy-in to local agriculture production through events such as community festivals and farmers markets to showcase local agriculture production.

### **STRATEGY 3: Develop Business Opportunities**

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

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

### **STRATEGY 4: Sustainability and Export**

Create regional food sustainability and export surplus to other regions.

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

**REGIONAL PROJECTS**

*Regional Projects in the Western Illinois Counties of Hancock, Henderson, Fulton, Knox, McDonough and Warren*

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

**APPENDICES**

**2021-2022 WIRC & CAA Board Members**



**Western Illinois Regional Council**

**Chairperson:** Kim Pierce

**First Vice President:** Delbert Kreps

**Second Vice President:** Jim Nightingale

Additional Board Members:

- David Amor
- Cindy Arnett
- Joe Clark
- Letha Clark
- Chuck Gilbert
- Mike Inman
- Lauren Merritt
- Justin Nelson
- Brendan Schaley
- Edward Swearingen
- Two vacancies



**WIRC-Community Action Agency**

**Chairperson:** Tammie Leigh Brown-Edwards

**First Vice President:** Nancy Mowen

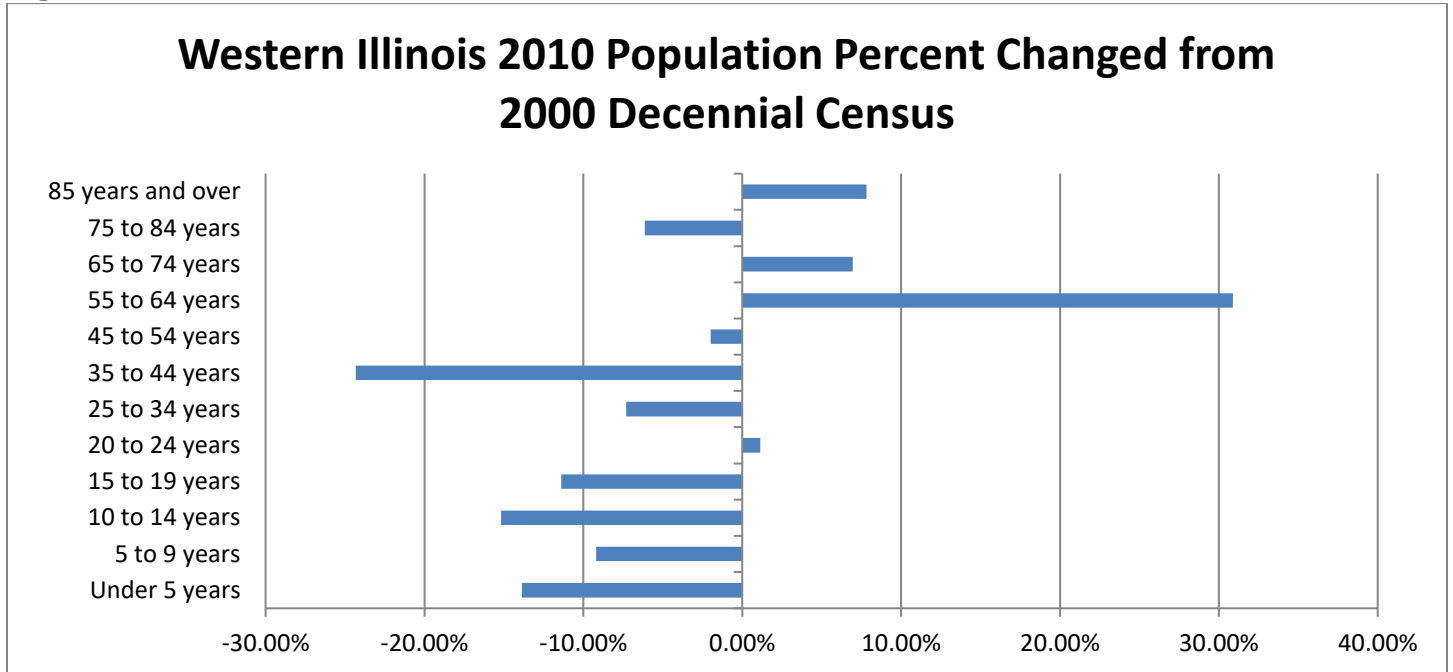
**Second Vice President:** Dennis Castlebury

Additional Board Members:

- Diane Copeland
- Patsy Davis
- Gay Dickerson
- Laun Dunn
- Ashley German
- Deckle McLean
- Eddie Murphy
- LeeAnn Porter
- Lyman Schar
- Byron Shabazz
- Patricia Weston
- One vacancy

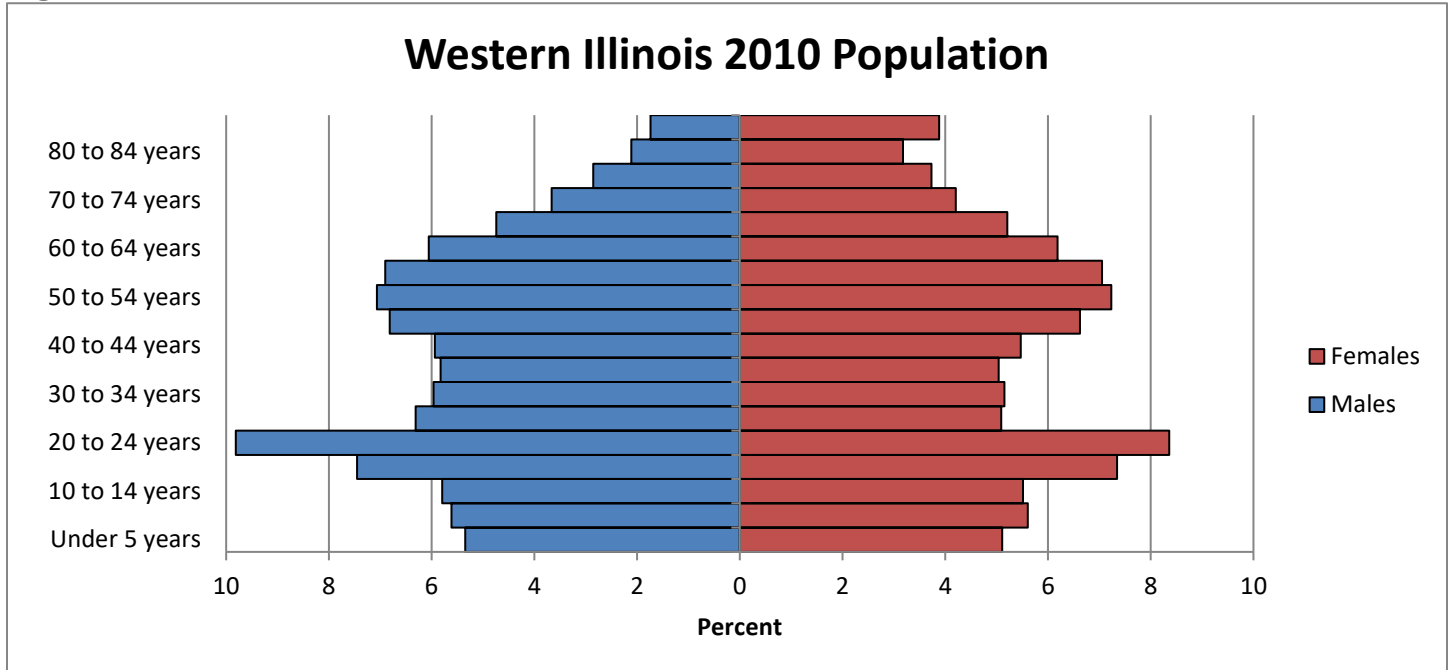
DATA

Figure 1



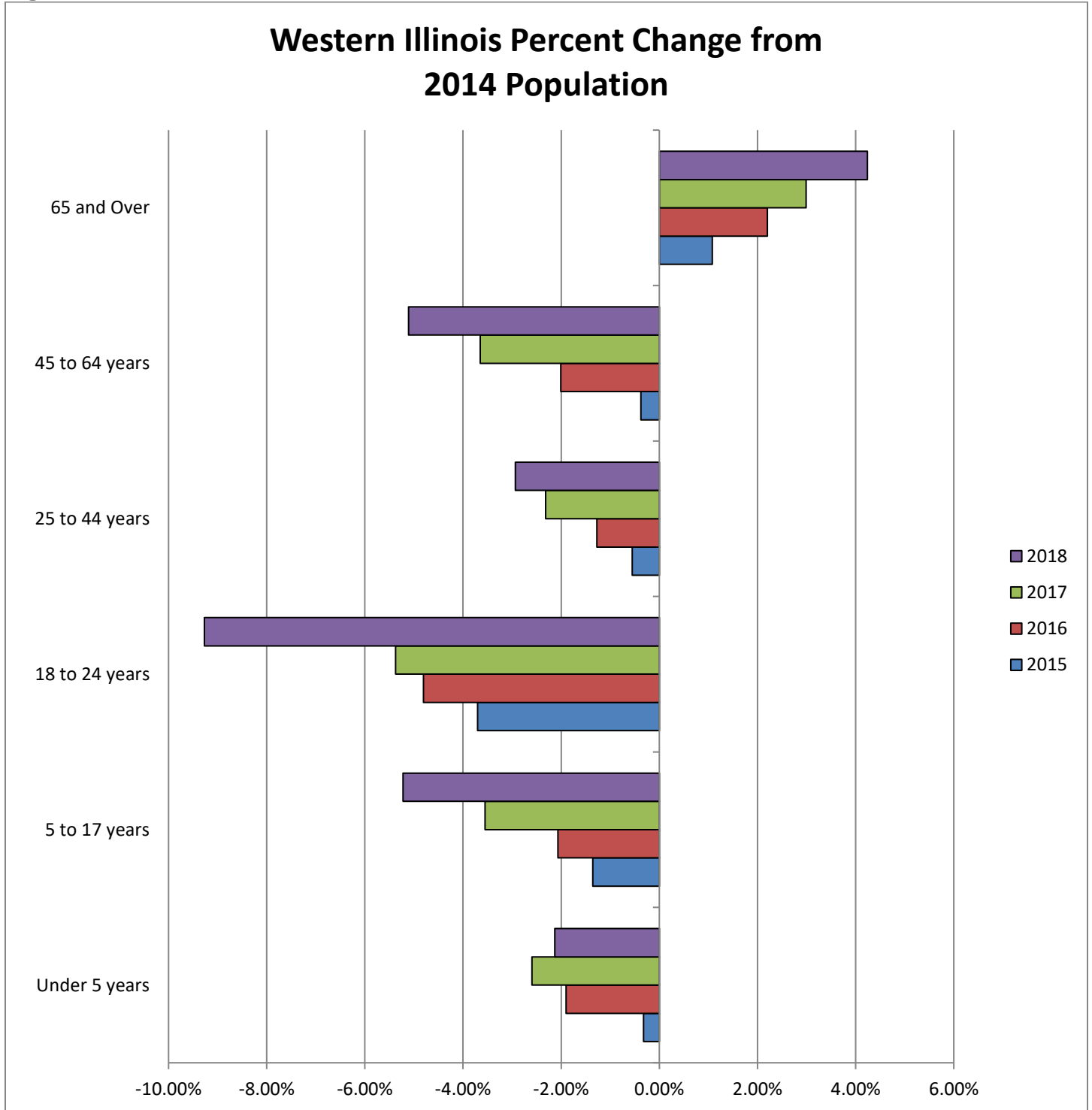
Note. U.S. Census Bureau, 2010 Decennial Census, Summary File 2

Figure 2



Note. U.S. Census Bureau, 2010 Decennial Census, Summary File 2

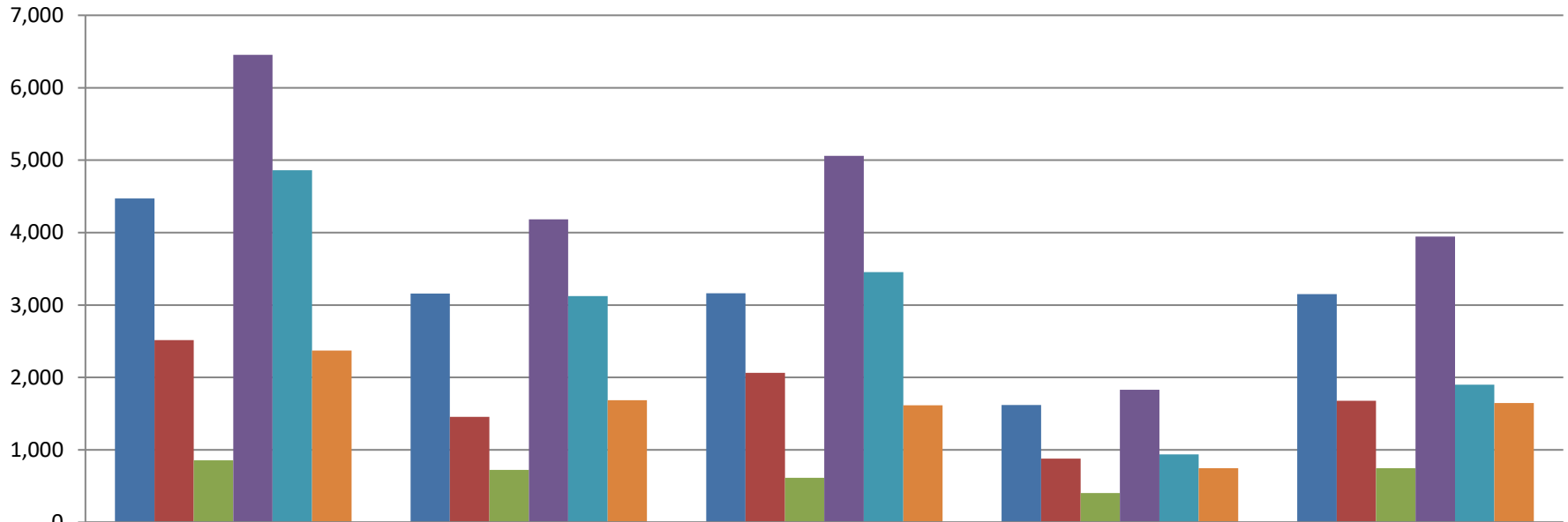
Figure 3



Note. U.S. Census Bureau, 2010-2014, 2011-2015, 2012-2016, 2013-2017, 2014-2018, 2015-2019 American Community Survey, B01001: Sex by Age

Figure 4

### 2015 Civilian Population 16 and Over Occupations



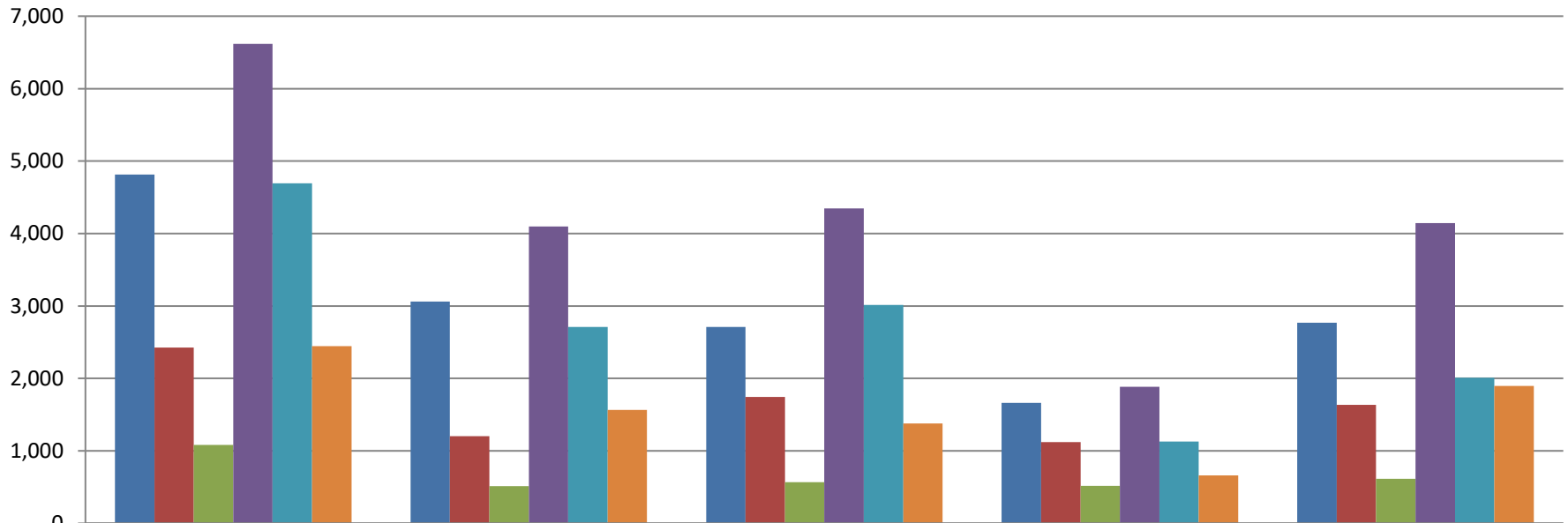
	Management, business, science, and arts occupations	Service occupations	Sales and office occupations	Natural resources, construction, and maintenance occupations	Production, transportation, and material moving occupations
Fulton	4,472	3,159	3,163	1,621	3,150
Hancock	2,517	1,456	2,065	879	1,678
Henderson	855	724	617	405	749
Knox	6,452	4,183	5,061	1,832	3,947
McDonough	4,862	3,124	3,454	939	1,900
Warren	2,370	1,687	1,616	747	1,648

Note. U.S. Census Bureau, 2011-2015 American Community Survey, DP03: Selected Economic Characteristics



Figure 5

### 2019 Civilian Population 16 and Over Occupations

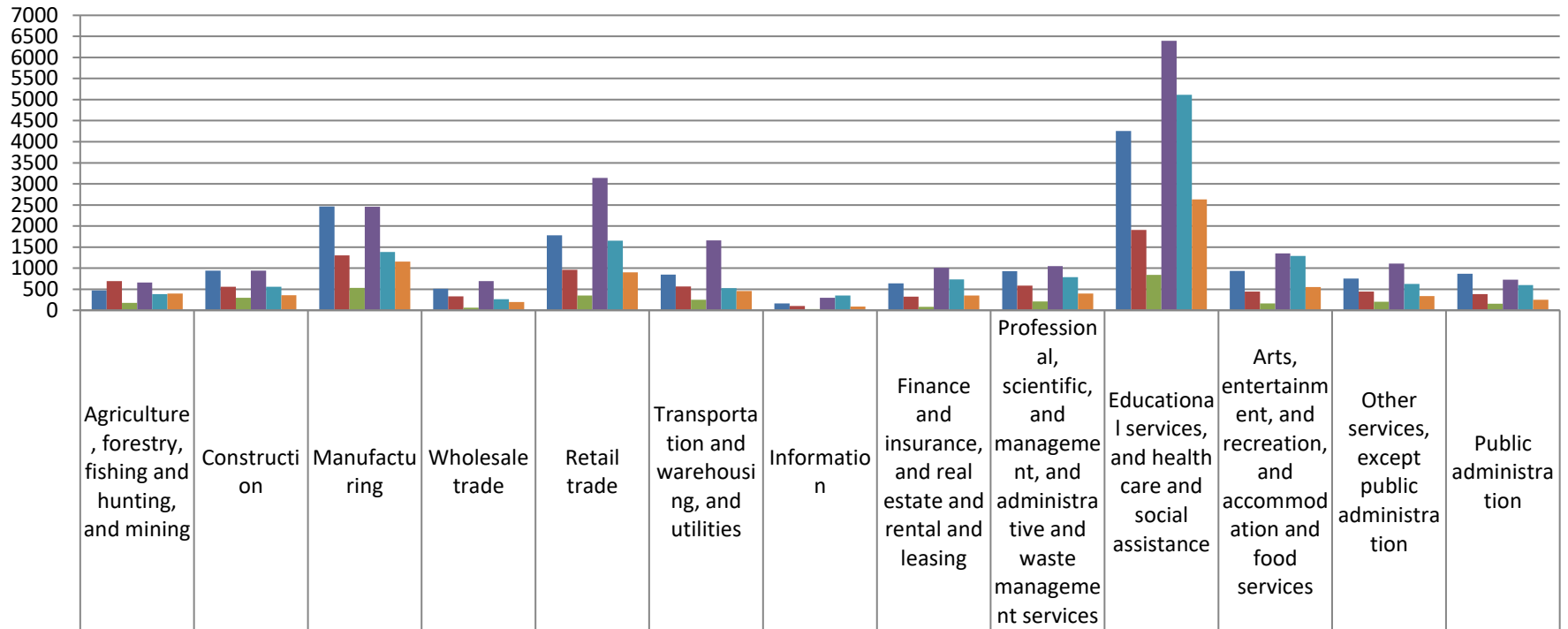


	Management, business, science, and arts occupations	Service occupations	Sales and office occupations	Natural resources, construction, and maintenance occupations	Production, transportation, and material moving occupations
Fulton	4,815	3,060	2,712	1,661	2,768
Hancock	2,428	1,203	1,746	1,121	1,635
Henderson	1,081	512	570	517	614
Knox	6,617	4,097	4,348	1,884	4,145
McDonough	4,694	2,710	3,013	1,130	2,011
Warren	2,444	1,567	1,380	661	1,896

Note. U.S. Census Bureau, 2015-2019 American Community Survey, DP03: Selected Economic Characteristics

Figure 6

### 2015 Civilian Population 16 and Over Industry

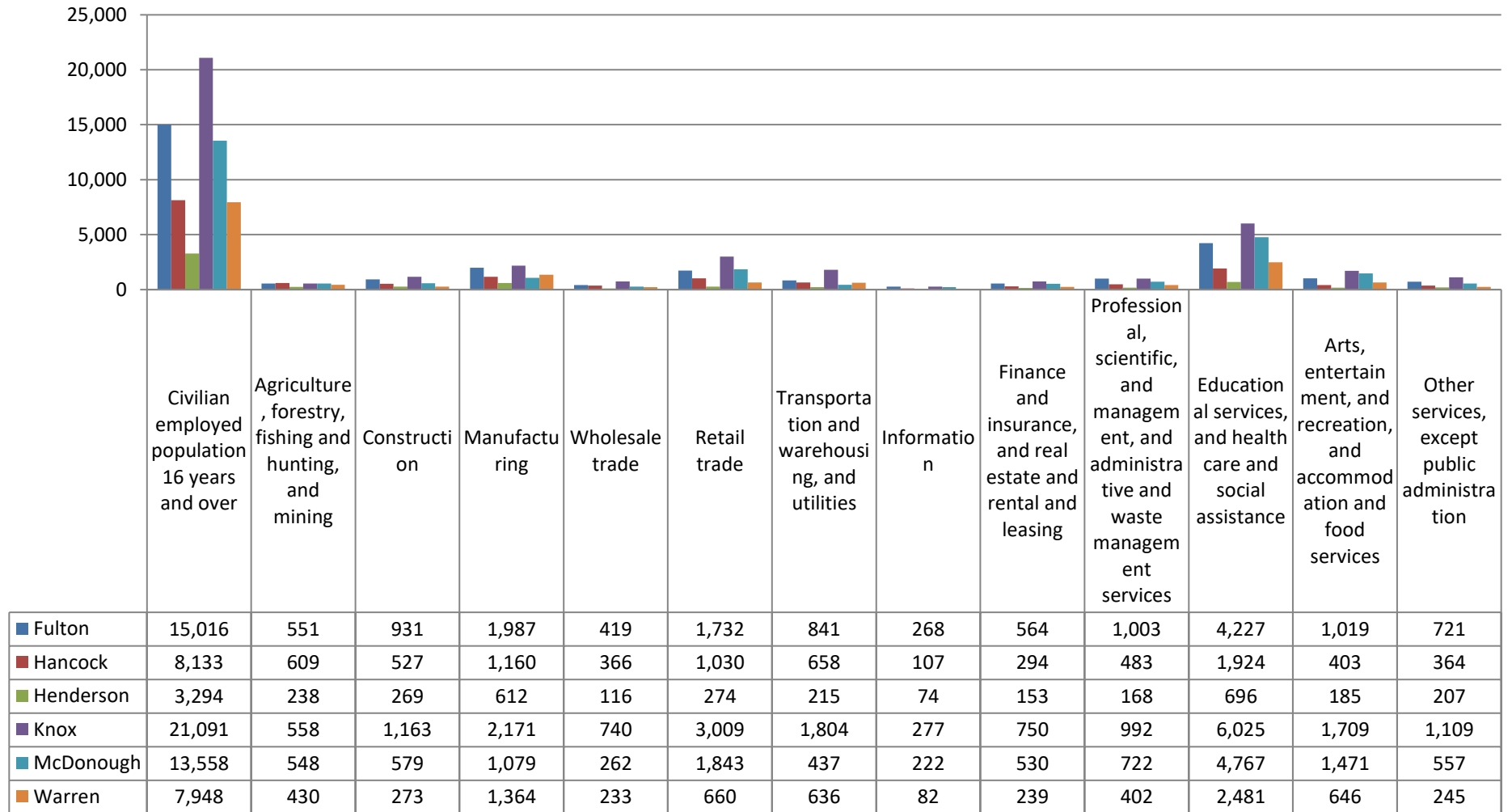


	Agriculture, forestry, fishing and hunting, and mining	Construction	Manufacturing	Wholesale trade	Retail trade	Transportation and warehousing, and utilities	Information	Finance and insurance, and real estate and rental and leasing	Professional, scientific, and management, and administrative and waste management services	Educational services, and health care and social assistance	Arts, entertainment, and recreation, and accommodation and food services	Other services, except public administration	Public administration
■ Fulton	468	942	2,465	514	1,780	848	165	640	930	4,258	932	753	870
■ Hancock	695	556	1,305	332	961	562	100	322	584	1,907	443	445	383
■ Henderson	174	298	532	62	349	250	29	79	213	838	161	206	159
■ Knox	656	944	2,457	694	3,139	1,658	298	1009	1,045	6,392	1,348	1,108	727
■ McDonough	385	556	1,387	265	1,654	525	353	735	784	5,116	1,293	627	599
■ Warren	398	354	1,154	198	902	457	86	351	396	2,633	552	340	247

Note. U.S. Census Bureau, 2011-2015 American Community Survey, DP03: Selected Economic Characteristics

Figure 7

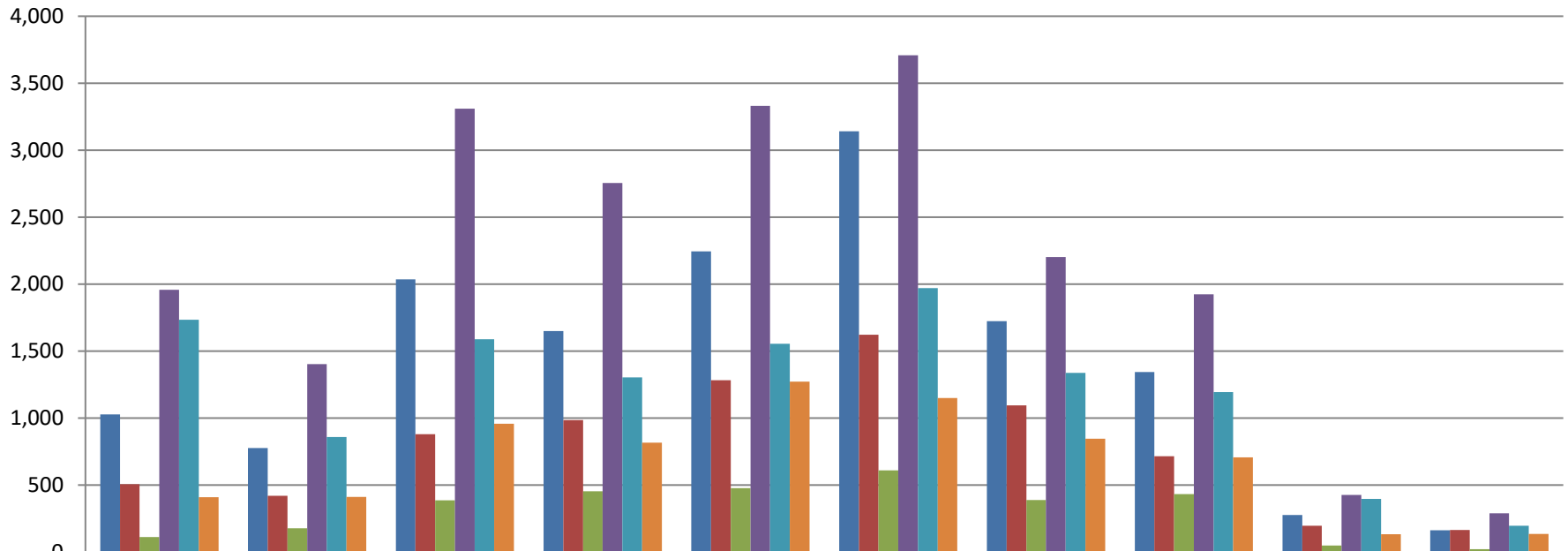
### 2019 Civilian Population 16 and Over Industry



Note. U.S. Census Bureau, 2015-2019 American Community Survey, DP03: Selected Economic Characteristics

Figure 8

### Total Household Income and Benefits (In 2015 Inflation-Adjusted Dollars)

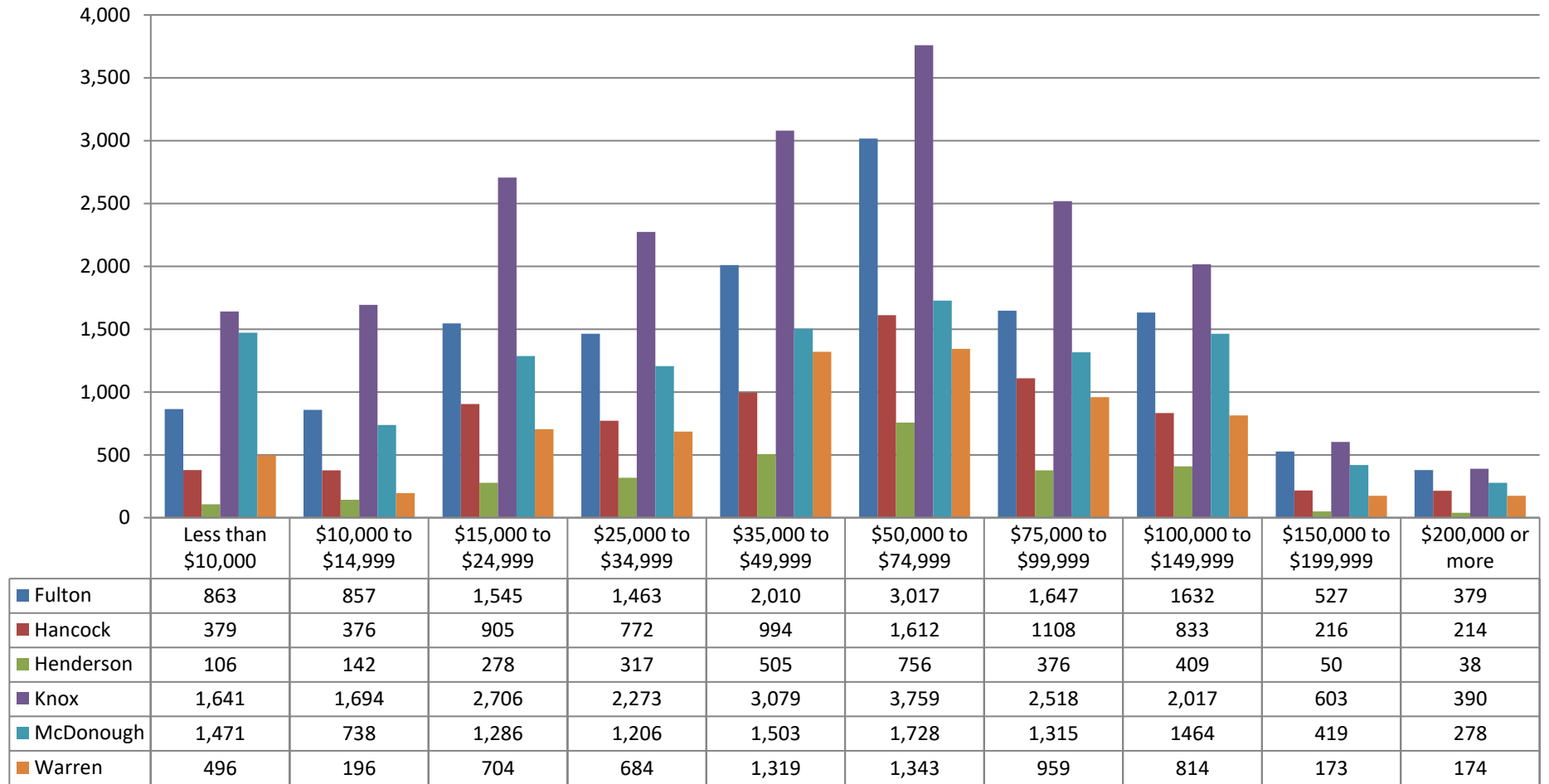


	Less than \$10,000	\$10,000 to \$14,999	\$15,000 to \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 or more
■ Fulton	1,027	776	2,035	1,650	2,244	3,141	1,722	1,343	276	161
■ Hancock	505	420	878	984	1,283	1,622	1,095	715	196	164
■ Henderson	111	176	386	452	476	608	387	431	47	20
■ Knox	1,957	1,403	3,310	2,754	3,331	3,709	2,201	1,923	425	288
■ McDonough	1,734	857	1,588	1,304	1,555	1,969	1,337	1,194	395	196
■ Warren	409	411	956	815	1,271	1,150	845	707	131	134

Note. U.S. Census Bureau, 2011-2015 American Community Survey, DP03: Selected Economic Characteristics

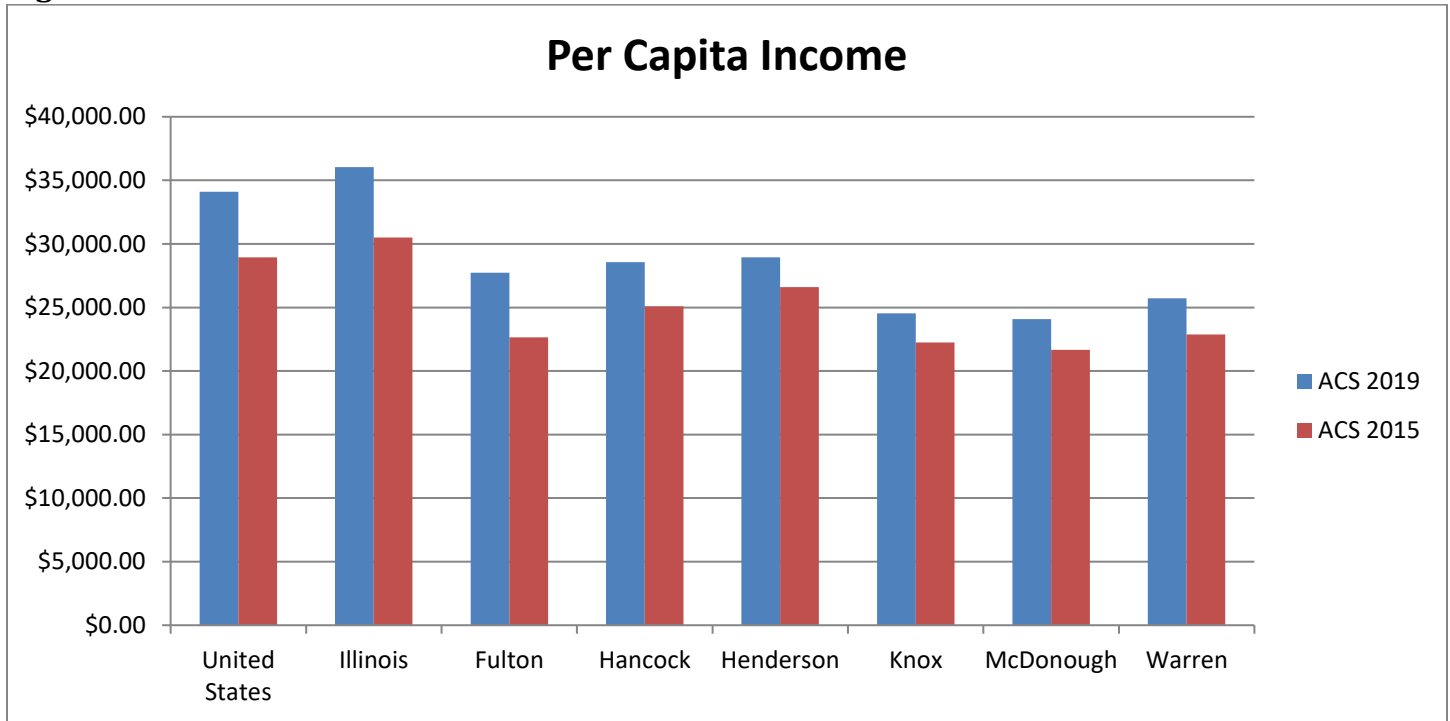
Figure 9

### Total Households Income and Benefits (In 2019 Inflation-Adjusted Dollars)



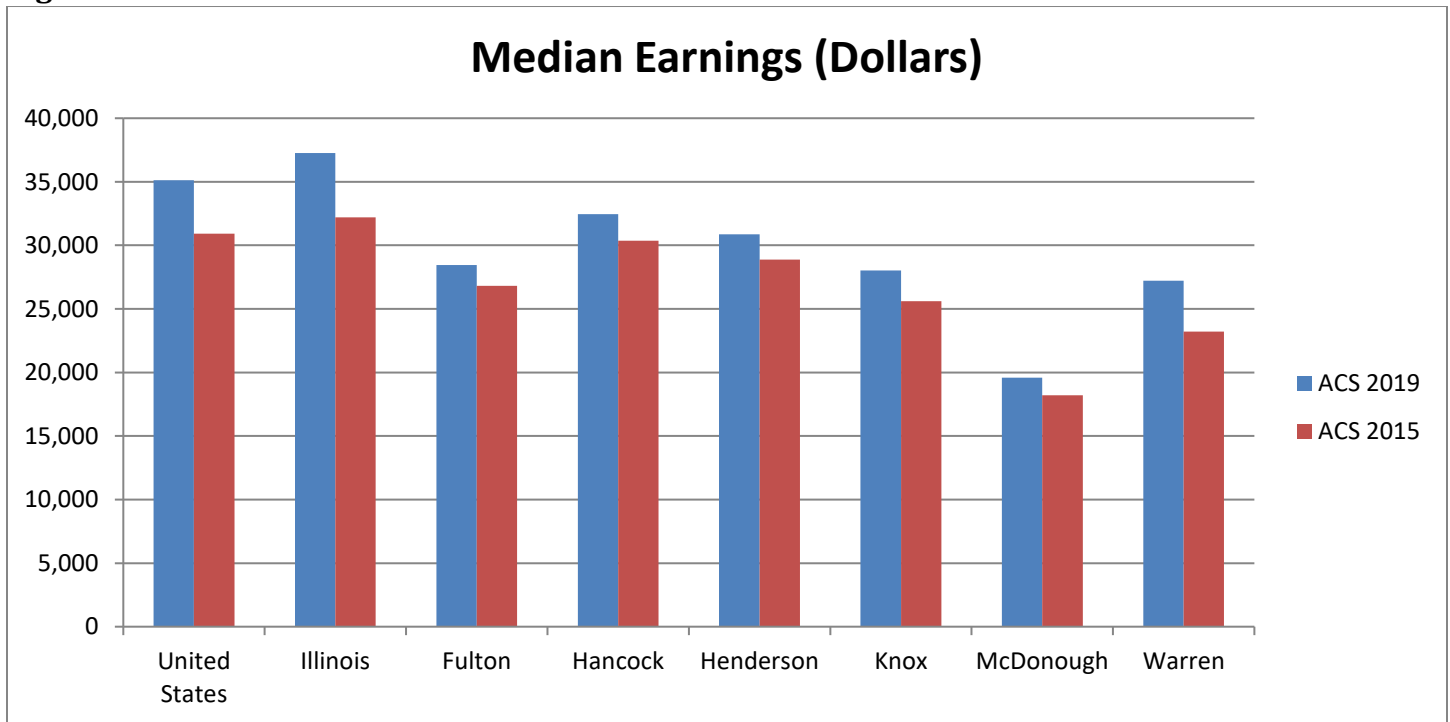
Note. U.S. Census Bureau, 2015-2019 American Community Survey, DP03: Selected Economic Characteristics

**Figure 10**



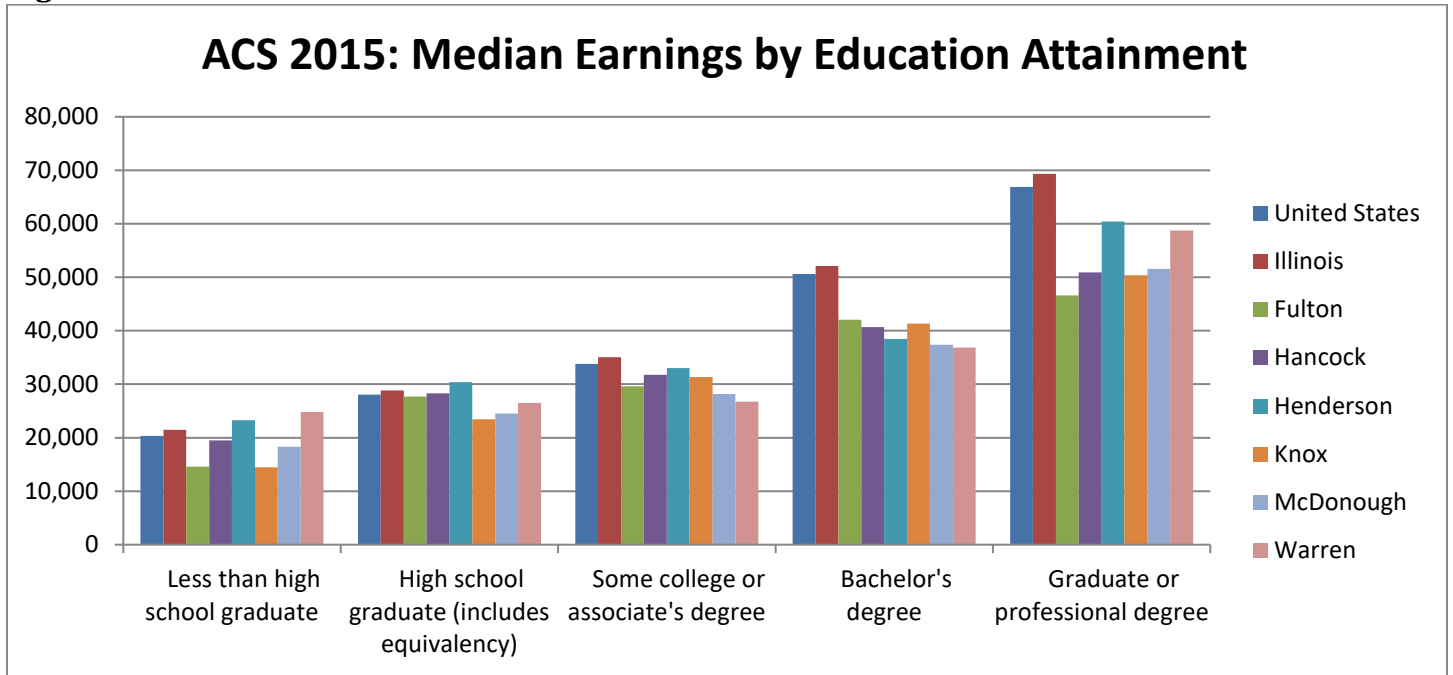
Note. U.S. Census Bureau, 2015-2019 American Community Survey, DP03: Selected Economic Characteristics

**Figure 11**



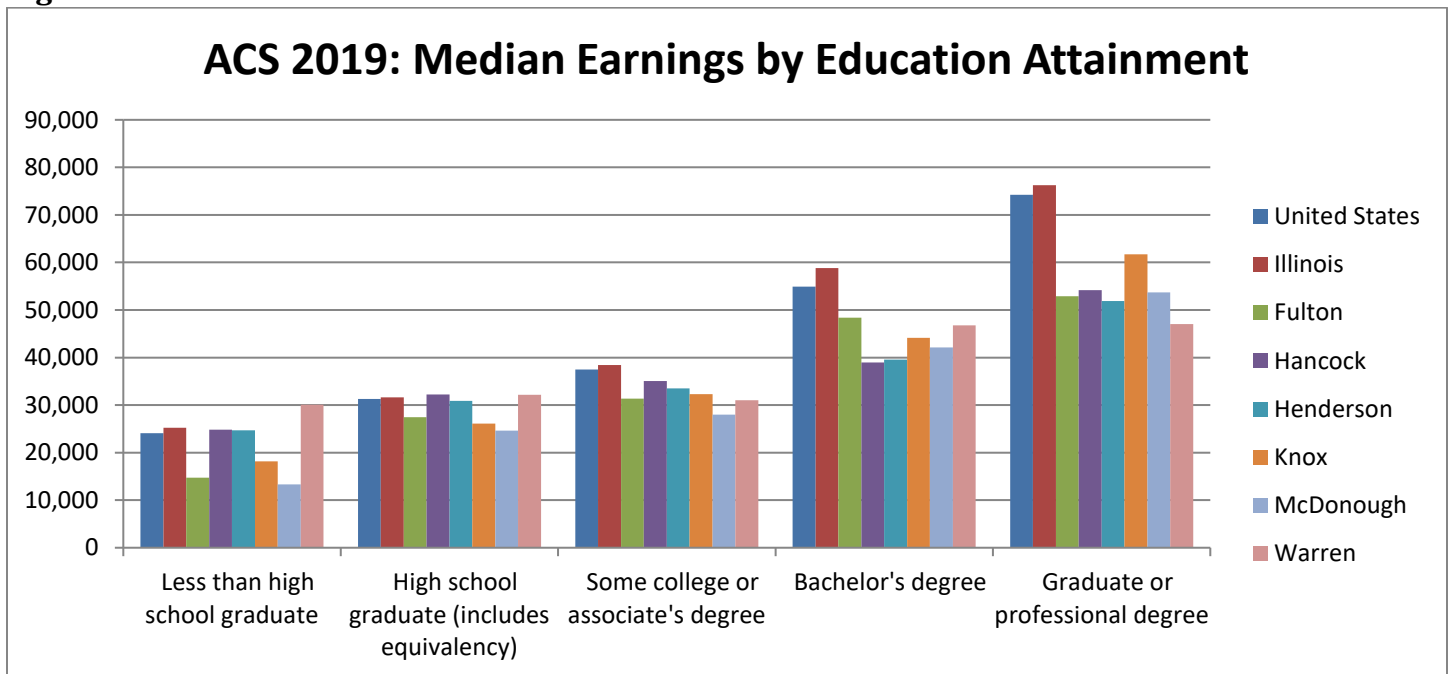
Note. U.S. Census Bureau, 2011-2015 and 2015-2019 American Community Survey, S2001: Earnings in the Past 12 Months

Figure 12



Note. U.S. Census Bureau, 2011-2015 American Community Survey, S2001: Earnings in the Past 12 Months (in 2015 Inflation-Adjusted Dollars)

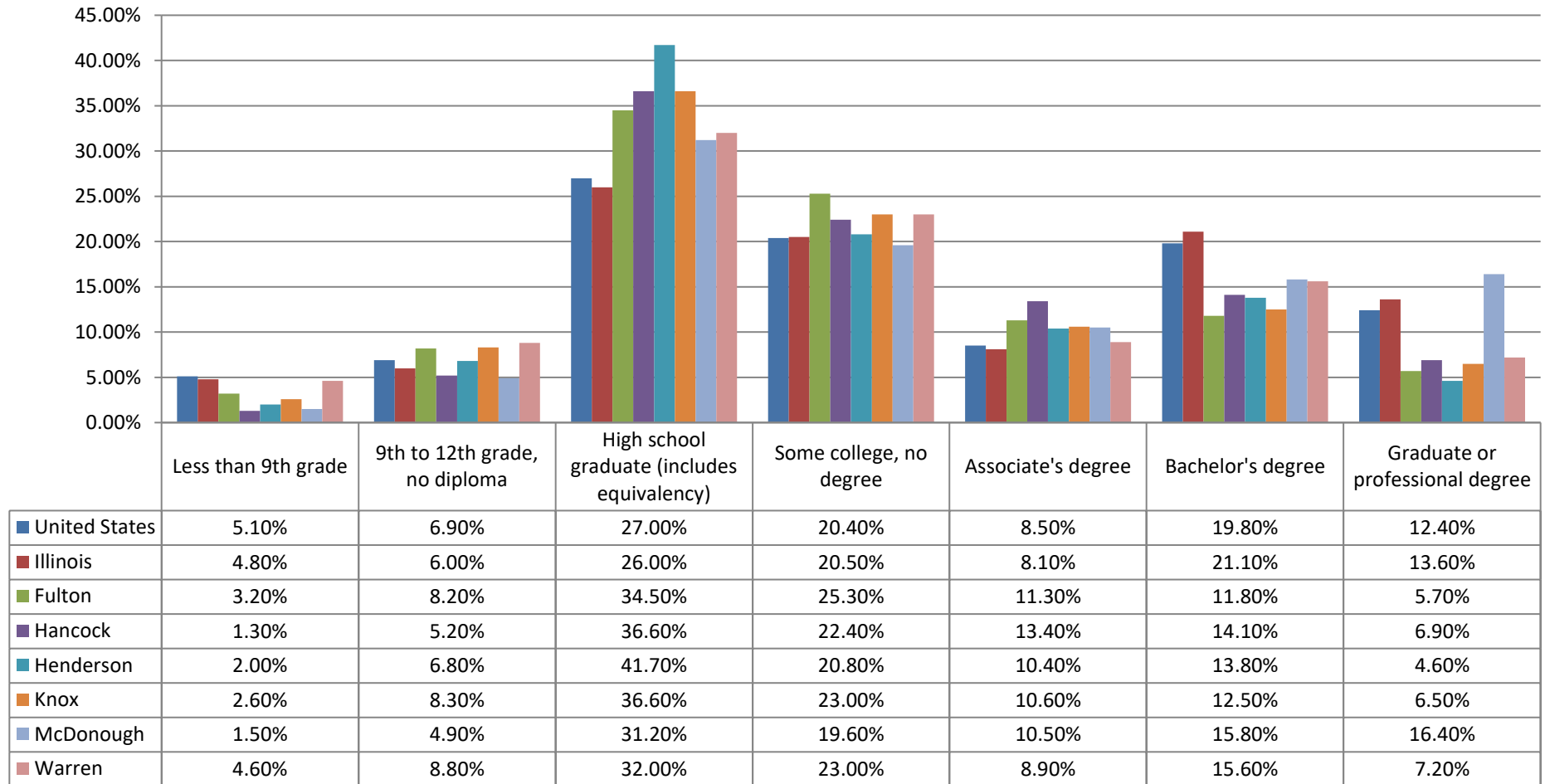
Figure 13



Note. U.S. Census Bureau, 2015-2019 American Community Survey, S2001: Earnings in the Past 12 Months (in 2019 Inflation-Adjusted Dollars)

Figure 14

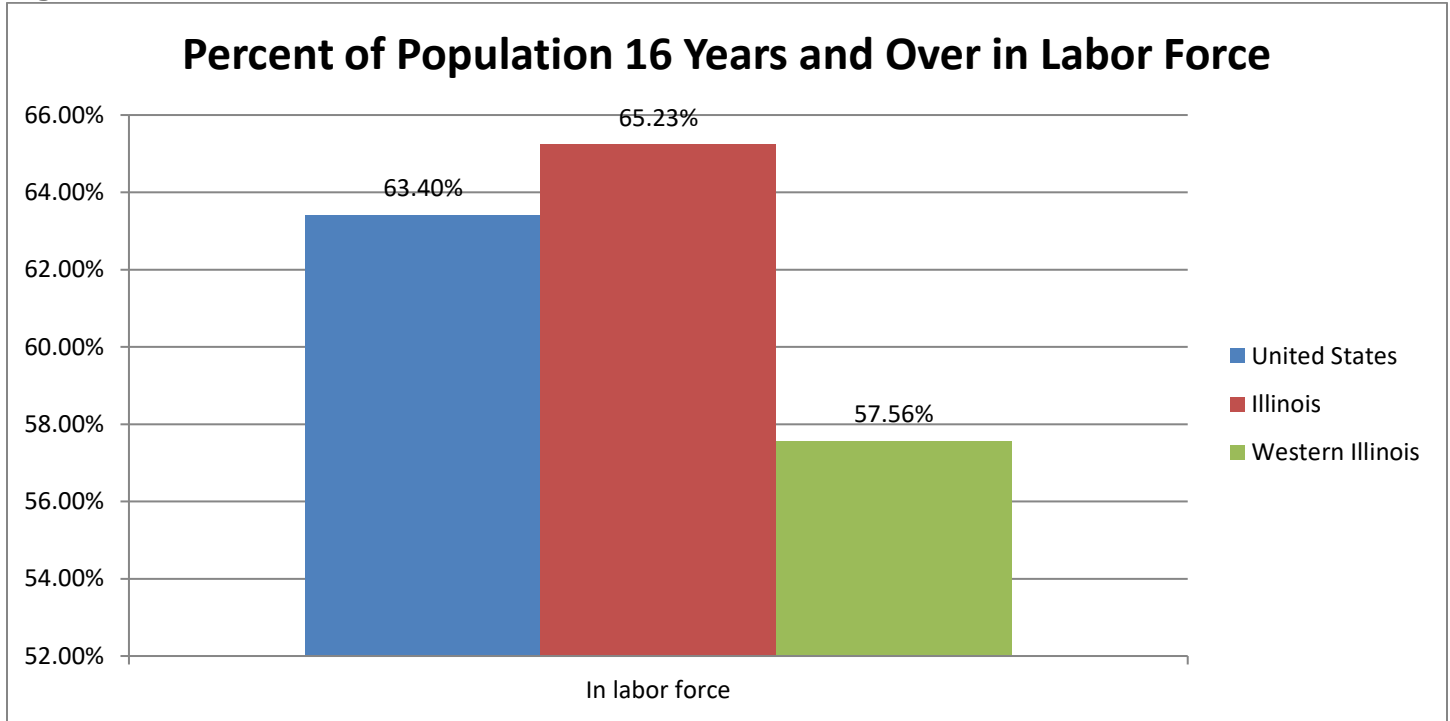
### Population 25 Years and Over Educational Attainment Percentage



Note. U.S. Census Bureau, 2015-2019 American Community Survey, S1501: Educational Attainment

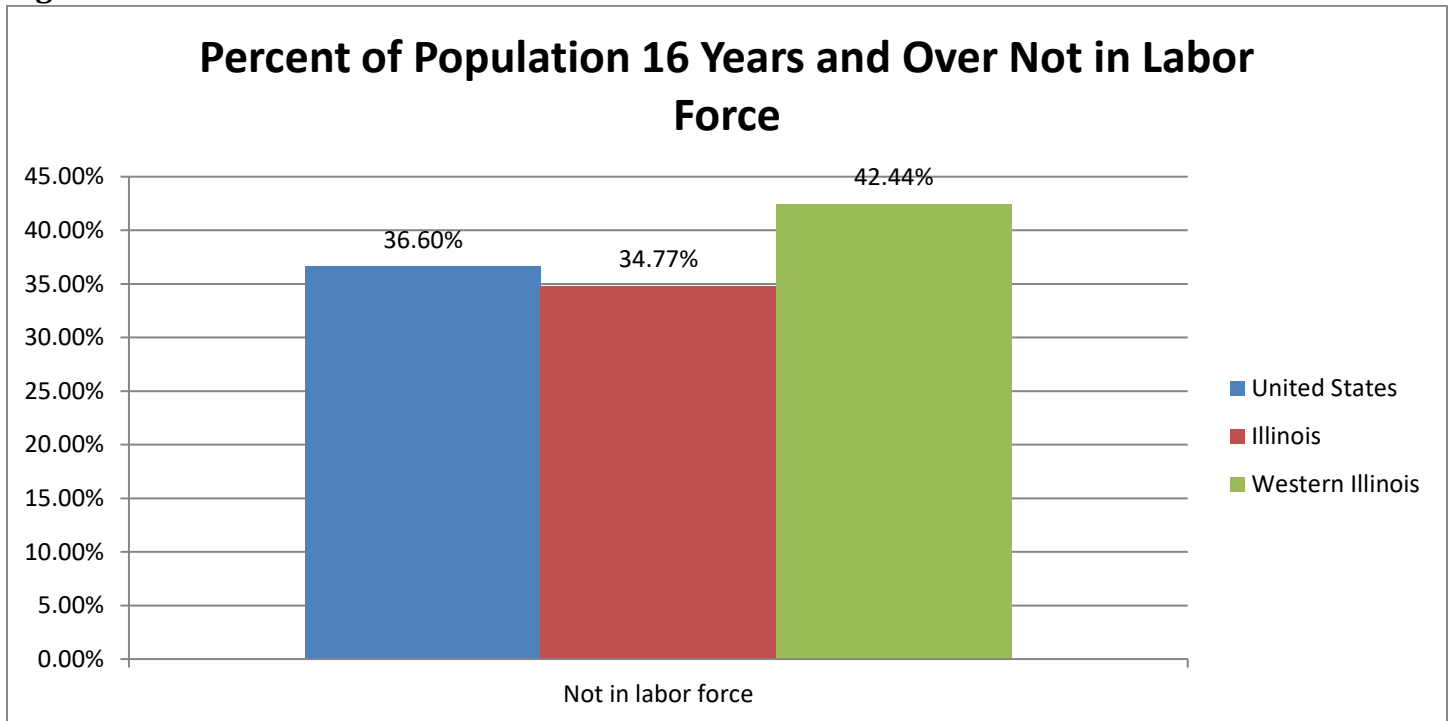


**Figure 15**



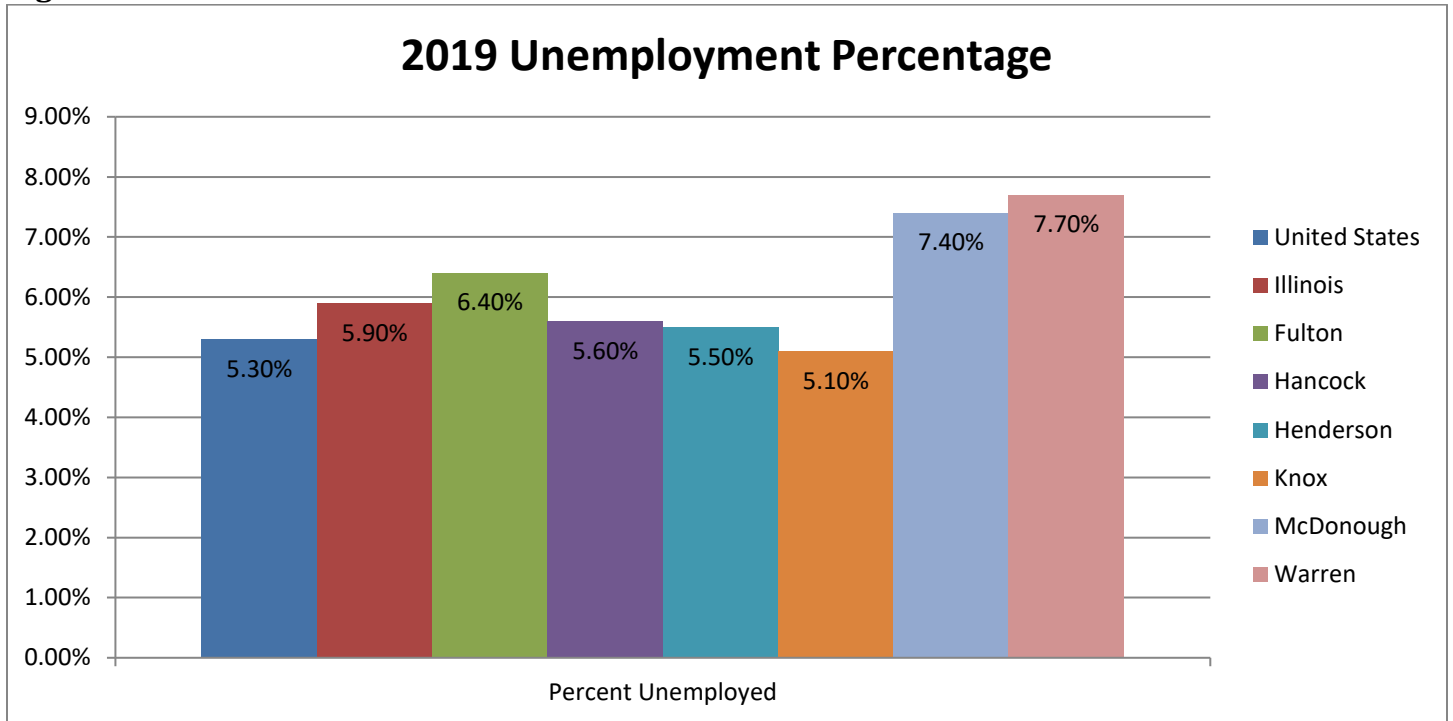
*Note.* U.S. Census Bureau, 2015-2019 American Community Survey, DP03: Selected Economic Characteristics

**Figure 16**



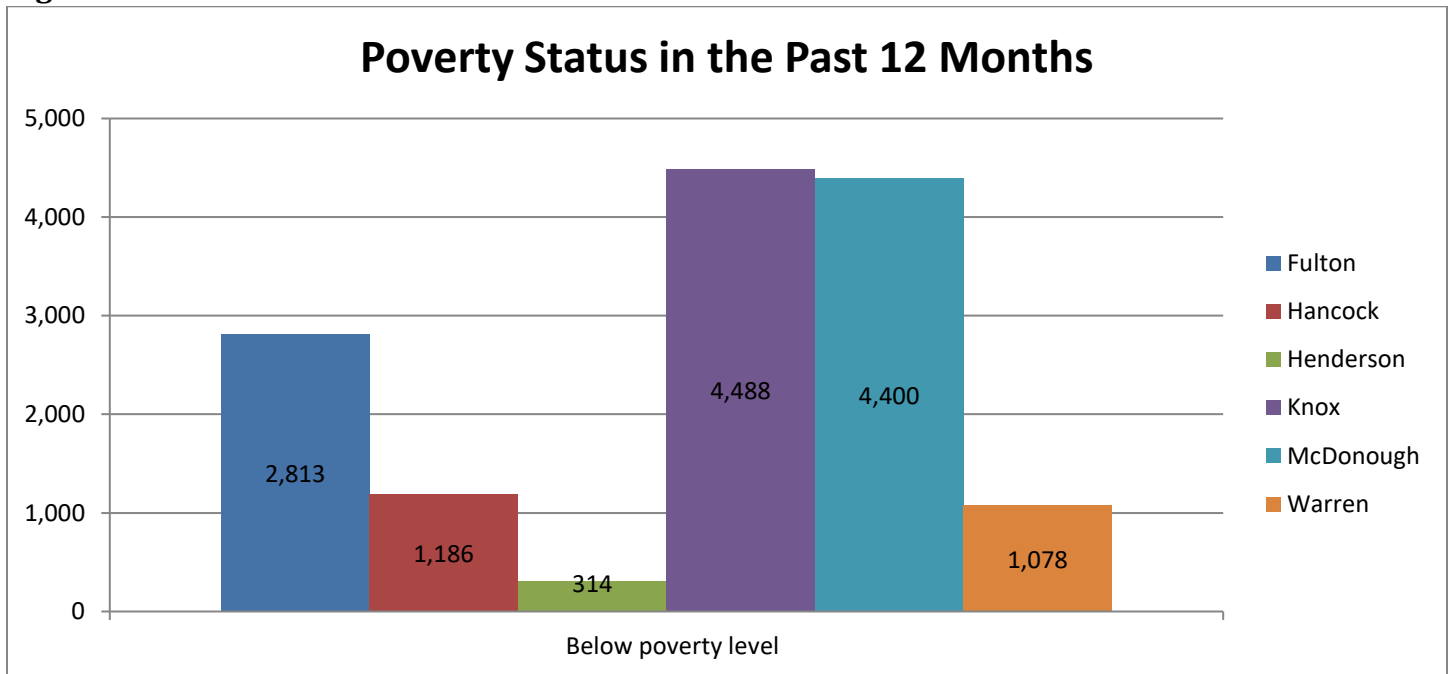
*Note.* U.S. Census Bureau, 2015-2019 American Community Survey, DP03: Selected Economic Characteristics

Figure 17



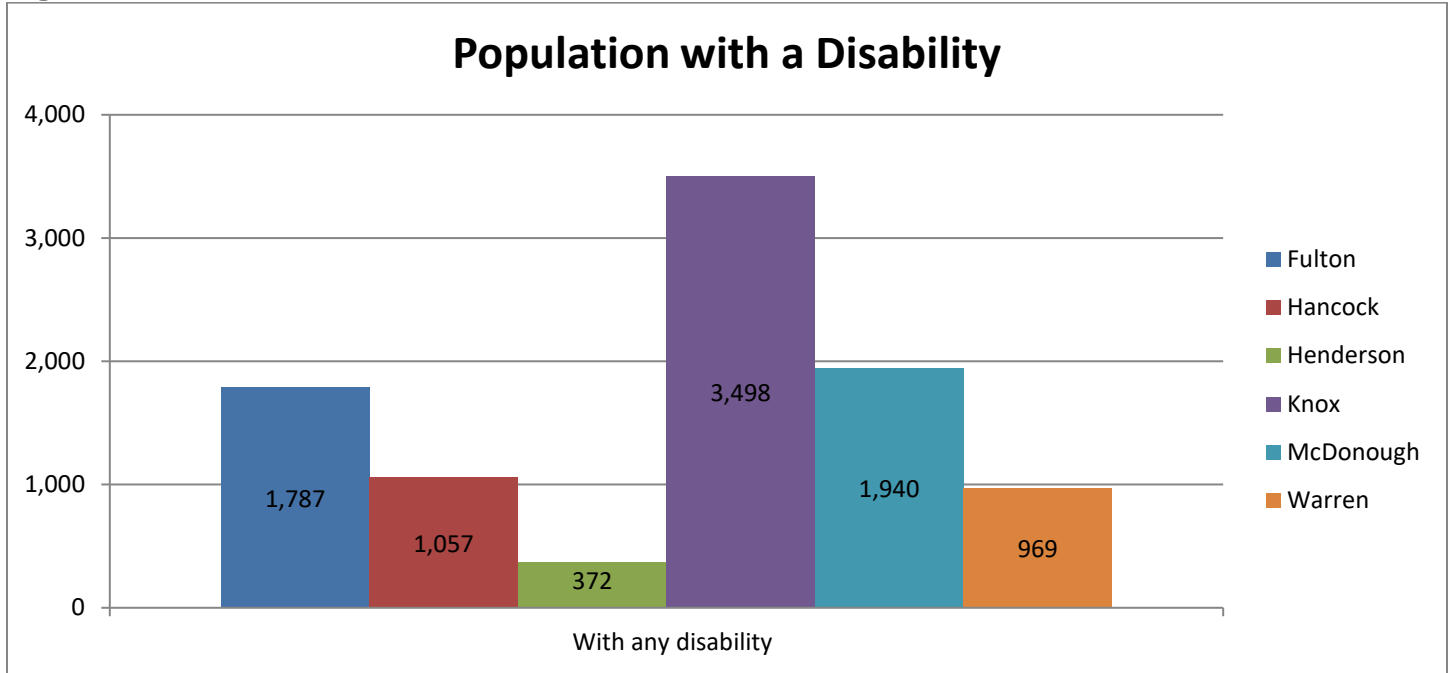
Note. U.S. Census Bureau, 2015-2019 American Community Survey, DP03: Selected Economic Characteristics

Figure 18



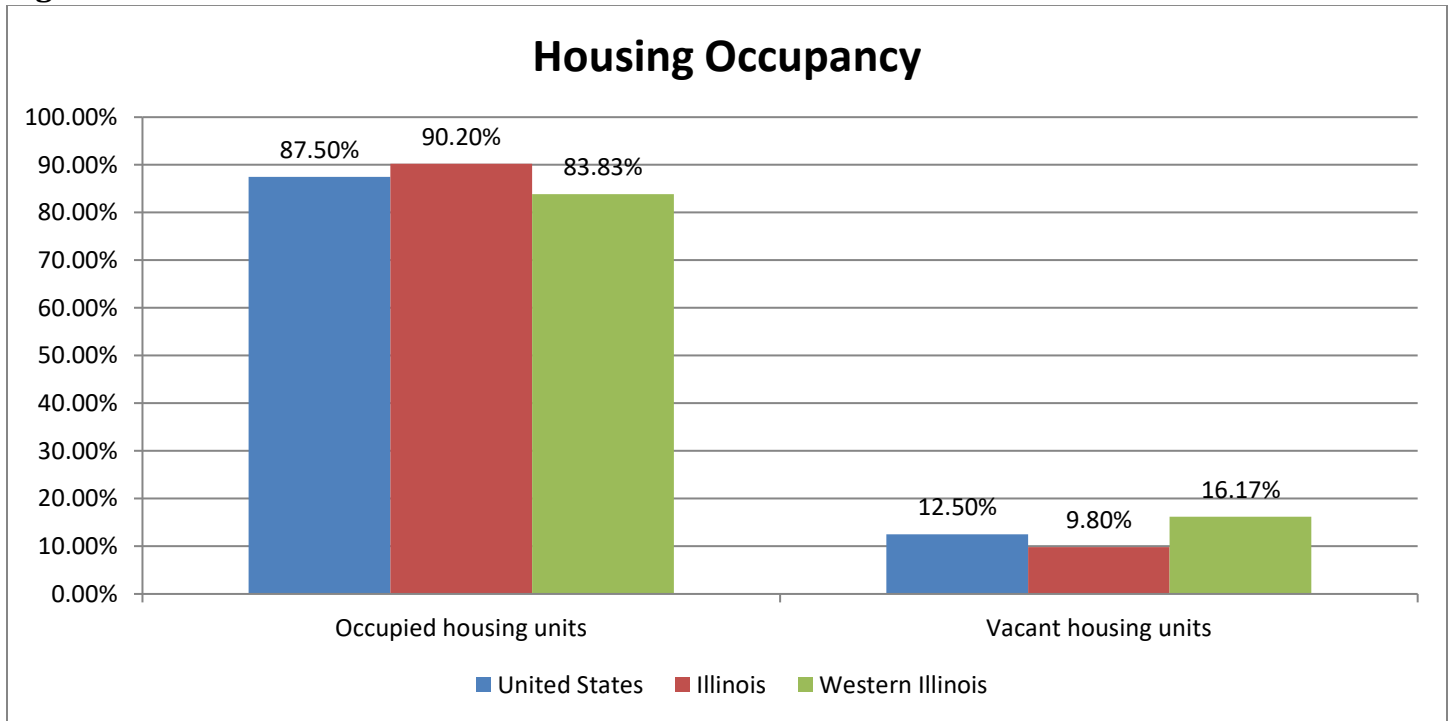
Note. U.S. Census Bureau, 2015-2019 American Community Survey, S2301: Employment Status

**Figure 19**



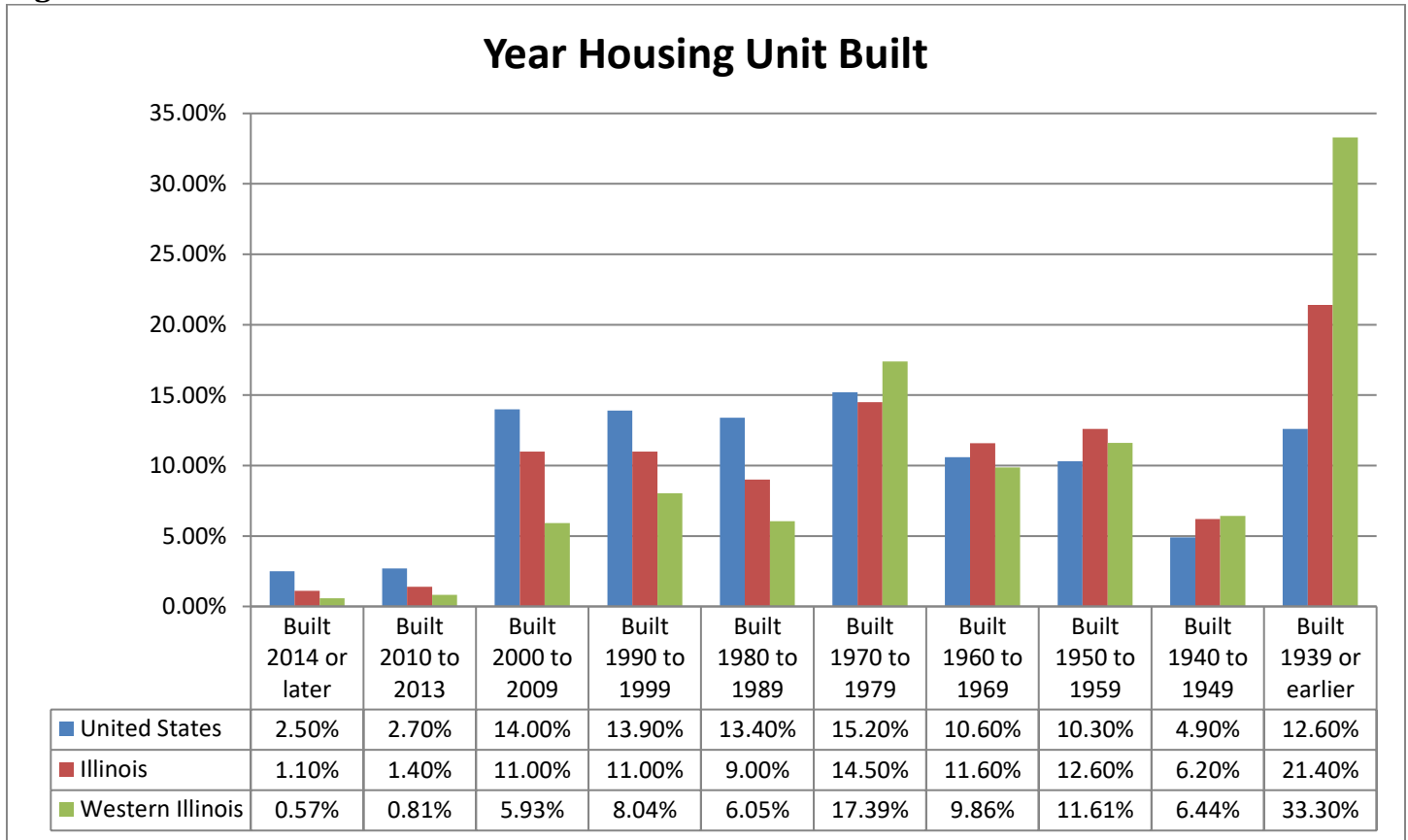
Note. U.S. Census Bureau, 2015-2019 American Community Survey, S2301: Employment Status

**Figure 20**



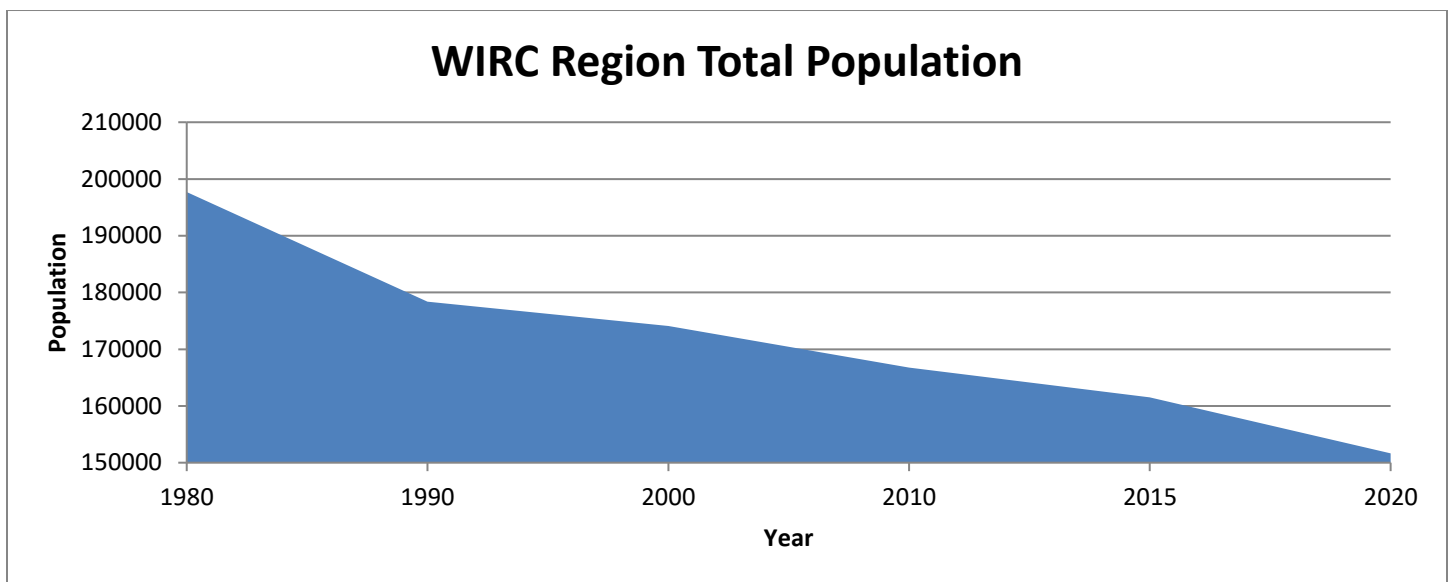
Note. U.S. Census Bureau, 2015-2019 American Community Survey, DP04: Selected Housing Characteristics

Figure 21



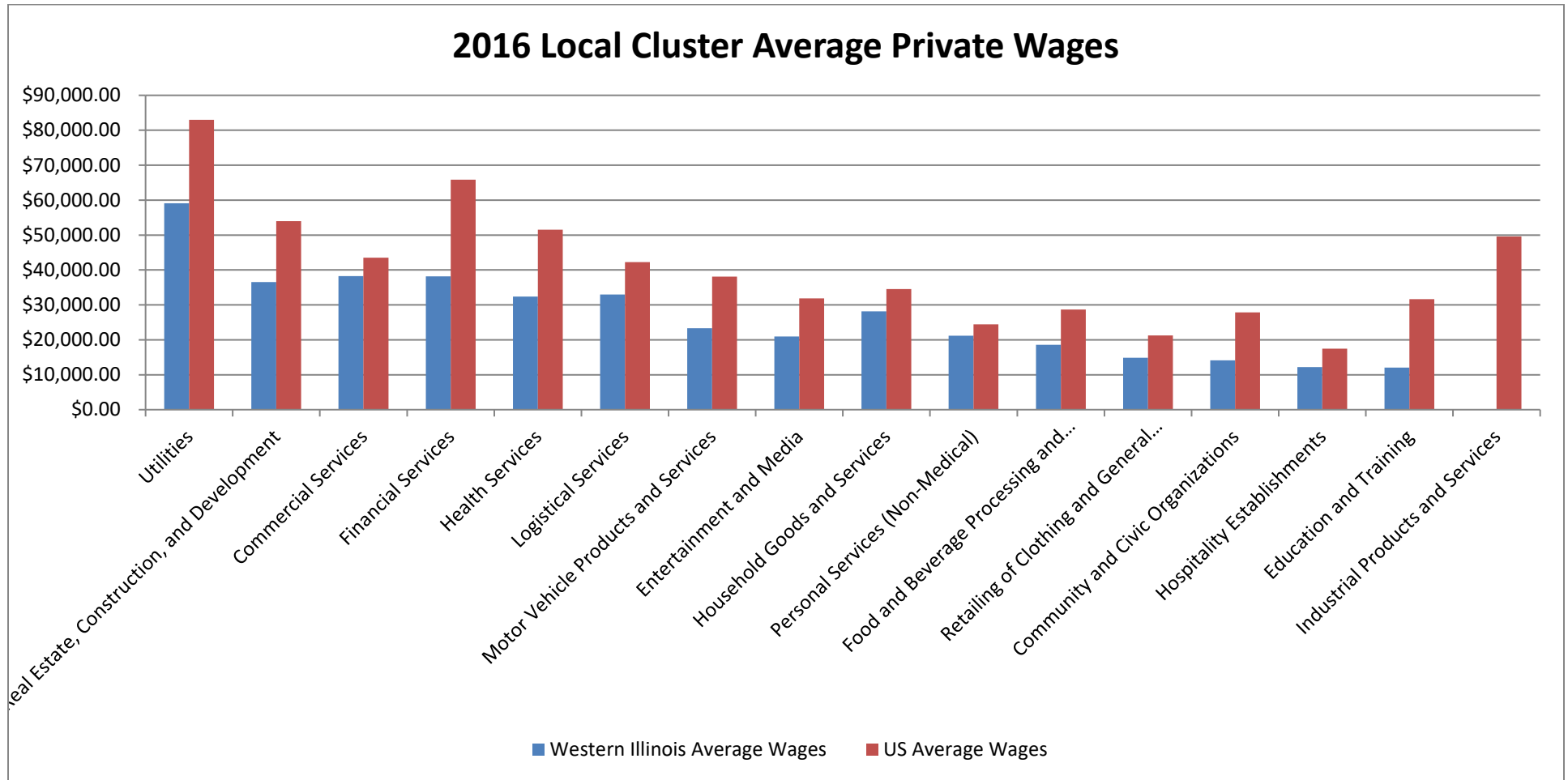
Note. U.S. Census Bureau, 2015-2019 American Community Survey, DP04: Selected Housing Characteristics

Figure 22



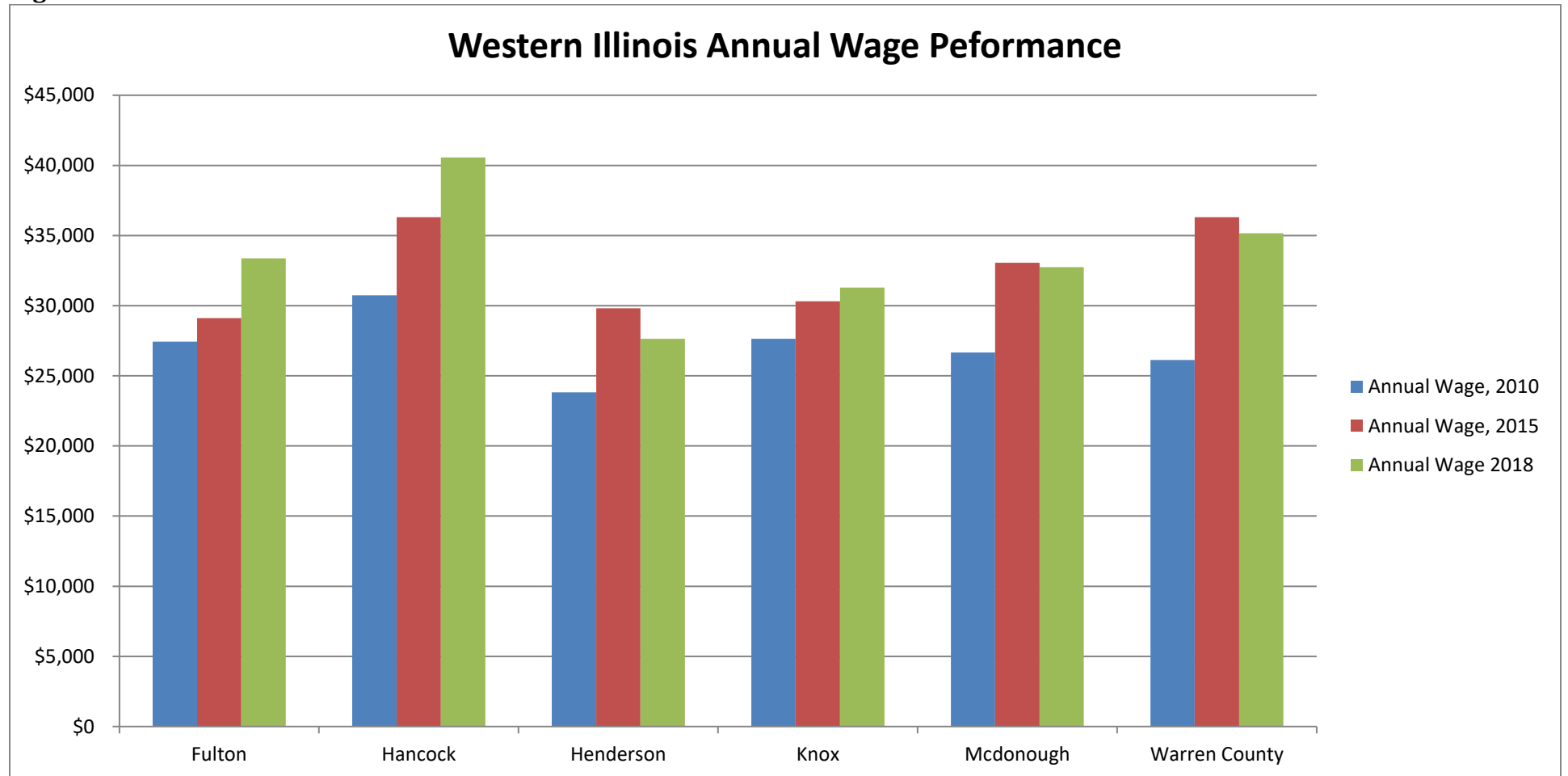
Note. U.S. Census Bureau, 2020 DEC Redistricting Data (PL 94-171)

Figure 23



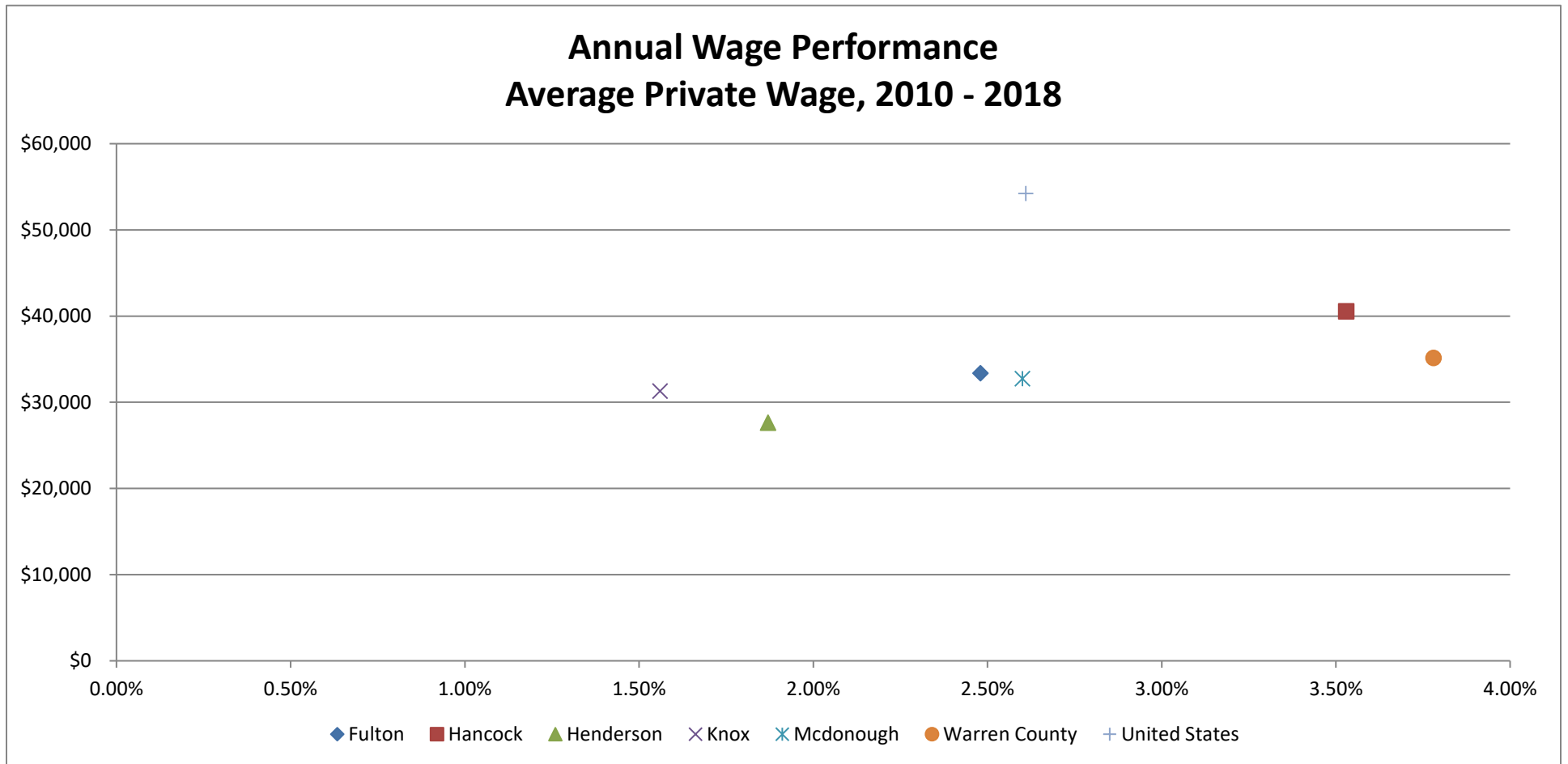
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Figure 24



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Figure 25



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Table 1

**Western Illinois Employment by Cluster**

WESTERN ILLINOIS EMPLOYMENT BY CLUSTER						
Cluster Name	2000 Employment	2005 Employment	2010 Employment	2013 Employment	2015 Employment	2016 Employment
Agricultural Inputs and Services	160	140	120	150	190	200
Apparel	185	185	10		10	10
Automotive	2115	2010	325	260	375	365
Business Services	1169	791	768	720	1115	1,138
Coal Mining	60	20	130	20		
Communications Equipment and Services	40	40	72	100	100	40
Construction Products and Services	190	220	140	204	163	171
Distribution and Electronic Commerce	1549	1903	1976	2171	1900	2,031
Downstream Chemical Products	60	70	10	60	60	60
Downstream Metal Products	1225	590	245	245	245	255
Education and Knowledge Creation	803	1590	1560	2550	2540	2,540
Electric Power Generation and Transmission	60	60	60			
Environmental Services		10	10			20
Financial Services	400	410	403	440	374	404
Fishing and Fishing Products			10	10	20	20
Food Processing and Manufacturing	858	580	843	692	773	865
Forestry	20	20	10	10	10	10
Furniture	30	60	30	20	10	10
Hospitality and Tourism	724	665	608	539	473	531
Information Technology and Analytical Instruments	20	20	10		10	
Insurance Services	80	70	80	70	60	50
Leather and Related Products	10	10	10	10	10	10
Lighting and Electrical Equipment	120	10	10	10		
Livestock Processing	860	1780	1780	1790	1790	1,790
Marketing, Design, and Publishing	316	220	145	150	180	190
Medical Devices			10	10	10	10
Metalworking Technology	180	265	40	110	50	40
Nonmetal Mining	120	160	100	110	75	81
Oil and Gas Production and Transportation	10	10	10	10	10	
Paper and Packaging	185	175	185	185	185	185
Performing Arts	70	120	110	90	90	40
Plastics	370	120	120	60	60	175
Printing Services	165	100	90	60	52	62
Production Technology and Heavy Machinery	1350	1060	1005	1690	1553	1,430
Recreational and Small Electric Goods	120	100	80	130	80	30
Textile Manufacturing	20	10	20	20	20	
Trailers, Motor Homes, and Appliances	1810	60	70	10	60	60
Transportation and Logistics	633	660	629	482	425	510
Upstream Chemical Products	10		60	60		
Upstream Metal Manufacturing	255	140	60	60	60	60
Video Production and Distribution			20	20	10	10
Vulcanized and Fired Materials	1295	80	30	205	395	405
Water Transportation	70	60	20	10		
Wood Products	110	110	495	325	255	380
<b>Total Clusters Employment</b>	<b>17827</b>	<b>14704</b>	<b>12519</b>	<b>13868</b>	<b>13798</b>	<b>14,188</b>

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Table 2

**Western Illinois Job Creation by Traded Clusters**

WESTERN ILLINOIS JOB CREATION BY TRADED CLUSTERS				
Cluster Name	2014 Employment	2016 Employment	Actual Change	Expected Change
Agricultural Inputs and Services	190	200	10	6
Automotive	375	365	-10	31
Business Services	997	1138	141	50
Communications Equipment and Services	100	40	-60	3
Construction Products and Services	234	171	-63	6
Distribution and Electronic Commerce	2395	2031	-364	75
Downstream Chemical Products	60	60	0	2
Downstream Metal Products	245	255	10	12
Education and Knowledge Creation	2540	2540	0	93
Financial Services	405	404	-1	15
Fishing and Fishing Products	10	20	10	-1
Food Processing and Manufacturing	797	865	68	46
Forestry	10	10	0	0
Furniture	10	10	0	0
Hospitality and Tourism	544	531	-13	21
Insurance Services	70	50	-20	6
Leather and Related Products	10	10	0	0
Livestock Processing	1790	1790	0	111
Marketing, Design, and Publishing	160	190	30	4
Medical Devices	10	10	0	0
Metalworking Technology	70	40	-30	-2
Nonmetal Mining	74	81	7	2
Oil and Gas Production and Transportation	10	0	-10	-2
Paper and Packaging	185	185	0	-2
Performing Arts	90	40	-50	6
Plastics	60	175	115	2
Printing Services	63	62	-1	-2
Production Technology and Heavy Machinery	1680	1430	-250	-45
Recreational and Small Electric Goods	80	30	-50	0
Textile Manufacturing	20	0	-20	0
Trailers, Motor Homes, and Appliances	10	60	50	1
Transportation and Logistics	445	510	65	35
Upstream Metal Manufacturing	60	60	0	-2
Video Production and Distribution	10	10	0	1
Vulcanized and Fired Materials	395	405	10	11
Water Transportation	10	0	-10	0
Wood Products	255	380	125	18
County Totals (Traded Cluster)	14469	14158	-311	500

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**Table 3*****Western Illinois Job Creation by Local Clusters***

WESTERN ILLINOIS JOB CREATION BY LOCAL CLUSTERS				
Cluster Name	2014 Employment	2016 Employment	Employment Change	Expected Employment Change
Local Commercial Services	1,354	1,355	1	86
Local Community and Civic Organizations	1,795	1,864	69	83
Local Education and Training	605	723	118	20
Local Entertainment and Media	652	632	-20	-13
Local Financial Services	1,583	1,436	-147	20
Local Food and Beverage Processing and Distribution	2,354	2,366	12	119
Local Health Services	8,525	8,545	20	343
Local Hospitality Establishments	5,321	5,392	71	402
Local Household Goods and Services	711	613	-98	51
Local Industrial Products and Services	375	425	50	-15
Local Logistical Services	1,044	948	-96	83
Local Motor Vehicle Products and Services	2,525	2,514	-11	153
Local Personal Services (Non-Medical)	1,129	1,068	-61	87
Local Real Estate, Construction, and Development	3,012	2,839	-173	518
Local Retailing of Clothing and General Merchandise	2,340	2,267	-73	51
Local Utilities	717	595	-122	1
<b>CEDS Region Local Cluster Total Employment</b>	<b>34,042</b>	<b>33,582</b>	<b>-460</b>	<b>1,988</b>

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