

# Aledo, Illinois

## Economic Development Plan

2016





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## Introduction

From April through December 2016, Bi-State Regional Commission assisted the City of Aledo in preparing a strategic economic development plan to unify the efforts of the city and its partner economic development agencies around a shared set of goals and objectives. With the approval of the City Council, the Aledo Economic Development Advisory Committee led the planning process. The Committee was represented by Gerrod Andresen, Jay Doherty, Ron Moffitt, Dana Murphy, Lois Ricketts, Jeff Sedam, and Nathan Wicks. The Committee was supported by Mayor Chris Hagloch, City Administrator Erin Knackstedt, Economic Development Director Tarah Sipes, and City Clerk Jarod Dale.

### Methodology

Public input was acquired through a public input meeting held on May 24, 2016. An asset-based approach was used to facilitate the public meeting. Under this approach, participants go through a series of discussions to achieve the following outcomes:

- Present progress on prior economic development goals and strategies
- Identify existing economic/community assets
- Identify potential economic development issues to address
- Prioritize economic development issues

The listing of comments from the public meeting is in the Appendix of this report. The Economic Development Advisory Committee then met to establish clear, achievable goals and objectives to address specific economic development issues. This asset-based approach follows three primary steps:

**Public Input:** Public input is vital so the interests and desires of the community may be learned. Public input starts with initial public meeting(s) and continues with public review throughout the process.

**Inventory and Analysis:** Participants inventory and analyze their economy, and the powers they have to affect desired change.

**Goal Setting:** Participants clearly specify which assets will be used to create a desired change and how this change will be achieved.

With clear and precise goals in place, participants must move to the implementation phase for any changes to be realized. Measurement must be taken along the way to track progress and understand why change has or has not occurred.

### List of Goals

Through the planning process and public input, the Economic Development Advisory Committee identified that their current goals continued to resonate, and actions/strategies to address the issues identified in the public meeting logically aligned with the 2014 goals. These goals are:

**Goal #1: Promote a Positive Community Image**

**Goal #2: Boost Tourism Development**

**Goal #3: Attract/Retain/Expand Commercial/Industrial Establishments**

**Goal #4: Preserve/Enhance Healthcare and Wellness**

**Goal #5: Expand Housing Options**

**Goal #6: Develop the Workforce**

While the city and its economic development partners will pursue these goals, actual implementation strategies will require effort from various governing authorities, such as the Aledo City Council, Aledo Main Street, Aledo Schools, Genesis Health System, etc. Therefore, the city may be in a supportive role in regard to implementation for some strategies.

With this plan and in the future, the city will continue to strengthen communications with existing and new businesses so the community will grow and attract more business and families. The city will also continue to partner with the surrounding Mercer County area as they embark on county-wide economic development planning.

# Inventory and Analysis

## Demographic and Economic Profile

### Income

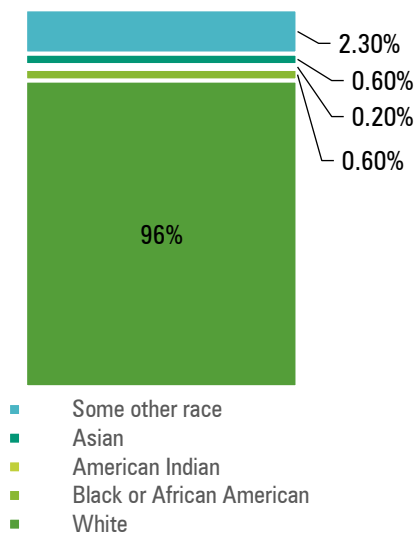
**Table 1: 2014 Annual Incomes for Aledo Households**

Less than \$14,999	14.2%
\$15,000 to \$34,999	23.2%
\$35,000 to \$49,999	21.6%
\$50,000 to \$74,999	19.2%
\$75,000 to \$99,999	9.4%
\$100,000 or more	12.5%
Median income (2014)	\$40,857

Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

### Race

**Figure 1: Race Demographics in Aledo**



Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

### Population

**Table 2: Aledo Population**

Total population (2014)	3,724
Total households (2014)	1,538
In labor force (2014)	1,756
Employed	1,664
Unemployed	92
2018 Projected Population*	3,695

Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

\*ESRI Community Profile, April 19, 2016.

### Age

**Table 3: Age Cohorts in Aledo, IL**

Under 5 years	7%
5 to 19 years	18%
20 to 24 years	6%
25 to 44 years	23%
45 to 64 years	22%
65 + years	25%

Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

## Community Amenities

The City of Aledo offers a warm, friendly community environment and serves as the county seat of Mercer County. The city features a downtown historic shopping district in addition to retail stores, and offers community events such as the Rhubarb Fest and performances in the Central Park Band Shell. Other amenities include public parks, walking paths, and a fully functional YMCA with indoor swimming pool, track, and weight room.

Aledo boasts excellent schools with a 95%+ high school graduation rate five years and running. The city also has a diverse housing stock with quality affordable housing, as well as healthcare and elder care services, including a local hospital, nursing homes, and an assisted living facility.

## Major Employers

The top 10 major employers in Aledo, as listed in Table 4:, employ 855 people, over half of Aledo’s total employed labor force. Aledo had rapid growth in the professional, scientific, management, administrative and waste management services, which differs from surrounding Mercer County’s growth in arts, entertainment, and recreation.

**Table 4: Top Ten Regional Businesses in Aledo**

Business Name	Local Employees
General Grind & Machine Inc	250
Genesis Medical Center	98
Walmart	97
Meminger Metal Finishing	75
Aledo Health & Rehab Center	75
YMCA	65
Apollo Elementary School	64
Mercer County High School	55
McDonald’s	55
Genesis Senior Living, Aledo	50

Source: Infogroup, Reference USA, and individual employers, October 2016.



Mercer County High School has had a 95% plus graduation rate for the last 5 years. (Source: City of Aledo)



Concerts, movies, and other performances and celebrations are held in the Central Park Band Shell. (Source: City of Aledo)



Aledo Antique Days is an annual summer attraction in the historic downtown. (Source: City of Aledo)

## Inventory and Analysis

**Table 5: Top Industries in Aledo by 2014 Employment**

	2000*	2014	14 Yr. Change	Earnings (2014)
<b>Total Employment by Industry</b>	<b>1,650</b>	<b>1,664</b>	<b>1%</b>	<b>\$26,282</b>
Health care and social assistance	241	317	32%	\$16,801
Manufacturing	186	240	29%	\$48,750
Construction	207	200	-3%	\$35,313
Educational services	141	151	7%	\$23,661
Retail trade	212	146	-31%	\$12,375
Finance and insurance, and real estate, rental, and leasing	74	116	57%	\$21,875
Professional, scientific, management, administrative, and waste services	54	109	102%	\$35,250
Other services, except public administration	126	109	-13%	\$32,321
Transportation and warehousing, and utilities	80	82	3%	\$33,750
Arts, entertainment, recreation, accommodation, and food services	110	70	-36%	\$4,052
Information	35	64	83%	\$9,483
Agriculture, forestry, fishing and hunting, and mining	19	27	42%	\$30,568
Public administration	117	25	-79%	\$43,750
Wholesale trade	48	8	-83%	—

Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014,  
\*U.S. Census 2000 SF3 Data.



Aerial View of Aledo's Industrial Park (Source: Bi-State Regional Commission)

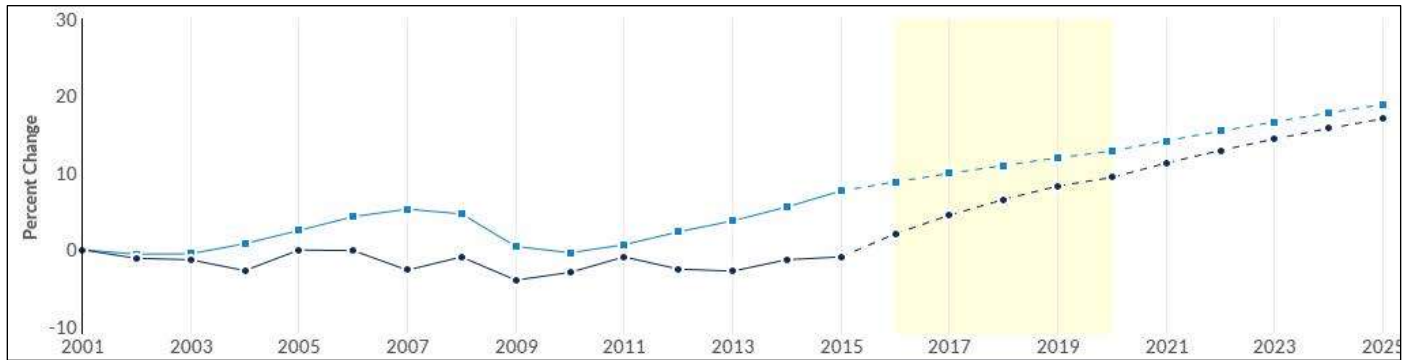


**Table 6: Top Industries in Mercer County by 2014 Employment**

	2000*	2014	14 Yr. Change	Earnings (2014)
<b>Educational services, and health care and social assistance</b>	<b>959</b>	<b>1,471</b>	<b>53%</b>	<b>\$39,375</b>
<i>Educational services</i>	334	516	54%	\$45,268
<i>Health care and social assistance</i>	625	955	53%	\$34,475
<b>Manufacturing</b>	<b>1,229</b>	<b>1,349</b>	<b>10%</b>	<b>\$47,193</b>
<b>Retail trade</b>	<b>467</b>	<b>937</b>	<b>101%</b>	<b>\$25,807</b>
<b>Construction</b>	<b>405</b>	<b>780</b>	<b>93%</b>	<b>\$49,432</b>
<b>Transportation and warehousing, and utilities</b>	<b>399</b>	<b>600</b>	<b>50%</b>	<b>\$43,618</b>
<i>Transportation and warehousing</i>	325	565	74%	\$43,092
<i>Utilities</i>	74	35	-53%	\$58,125
<b>Agriculture, forestry, fishing and hunting, and mining</b>	<b>390</b>	<b>476</b>	<b>22%</b>	<b>\$48,444</b>
<i>Agriculture, forestry, fishing, and hunting</i>	390	473	21%	\$48,444
<i>Mining, quarrying, and oil and gas extraction</i>	—	3	—	—
<b>Other services, except public administration</b>	<b>226</b>	<b>447</b>	<b>98%</b>	<b>\$47,000</b>
<b>Arts, entertainment, recreation, and accommodation and food services</b>	<b>184</b>	<b>444</b>	<b>141%</b>	<b>\$26,250</b>
<i>Arts, entertainment, and recreation</i>	36	108	200%	\$30,714
<i>Accommodation and food services</i>	148	336	127%	\$18,750
<b>Finance and insurance, and real estate, rental, and leasing</b>	<b>270</b>	<b>393</b>	<b>46%</b>	<b>\$32,365</b>
<i>Finance and insurance</i>	237	350	48%	\$32,454
<i>Real estate, rental, and leasing</i>	33	43	30%	\$32,125
<b>Professional, scientific; management; and administrative and waste management services</b>	<b>292</b>	<b>319</b>	<b>9%</b>	<b>\$36,000</b>
<i>Professional, scientific, and technical services</i>	140	148	6%	\$41,875
<i>Management of companies and enterprises</i>	—	—	—	—
<i>Administrative and support and waste management services</i>	152	171	13%	\$29,052
<b>Wholesale trade</b>	<b>164</b>	<b>283</b>	<b>73%</b>	<b>\$40,326</b>
<b>Information</b>	<b>64</b>	<b>160</b>	<b>150%</b>	<b>\$56,429</b>

Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014, \*U.S. Census 2000 SF3 Data.

**Figure 2: Employment Trends in Mercer County**



	Region	2016 Jobs	2020 Jobs	% Change
●	Mercer County	3,754	4,024	7.20%
■	Nation	157,815,880	63,641,613	3.70%

Source: EMSI Analyst, 2015.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed.

## Workforce

Over half of Aledo’s population aged 25 and older either has some college experience, a college degree, or a more advanced degree. Given that Aledo’s leading industry is health care and social assistance, this highly educated workforce should serve the economy well, in particular the hospital and its adjoined long-term care center. Manufacturing is the second largest industry in Aledo and carries the highest median income of \$48,750 per year. It should remain well staffed by both workers residing in Aledo and commuters into the city.

The Quad Cities Chamber of Commerce 2016 Laborshed Analysis depicts the labor markets that surround Aledo. According to this analysis, 247 people in Aledo commute into the Quad Cities for employment opportunities.

There are also opportunities to commute for employment to the Burlington and Muscatine, Iowa labor markets. The Greater Muscatine Chamber of Commerce 2016 Laborshed Analysis includes Aledo in their labor market, not in the 30-mile Small Labor Market Area, but in the 40-mile Micropolitan Labor Market Area. According to the Muscatine Laborshed Analysis, 53 people commute into Muscatine from Aledo for employment opportunities.

Figure 3: comes from county-to-county worker flows from the U.S. Census Bureau. There is a lot of river crossing travel for work in the region with 60.5% of Mercer County residents commuting outside of the county for work, and approximately 20.6% commuting out of the state for work.



General Grind & Machine, Inc. is the number one business in Aledo in local employment with 250 workers. (Source: City of Aledo)

Figure 3: Commuting Patterns Map

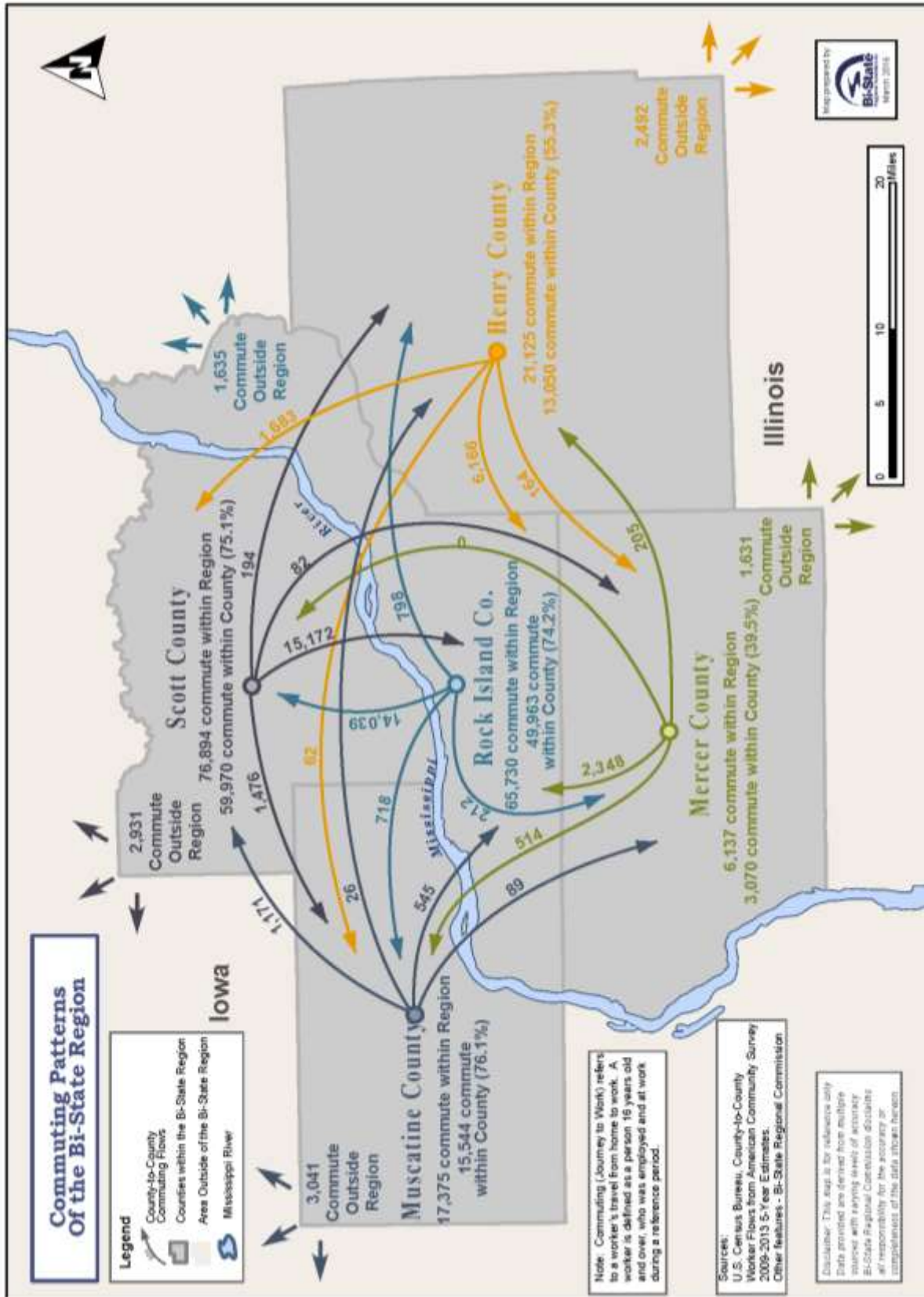
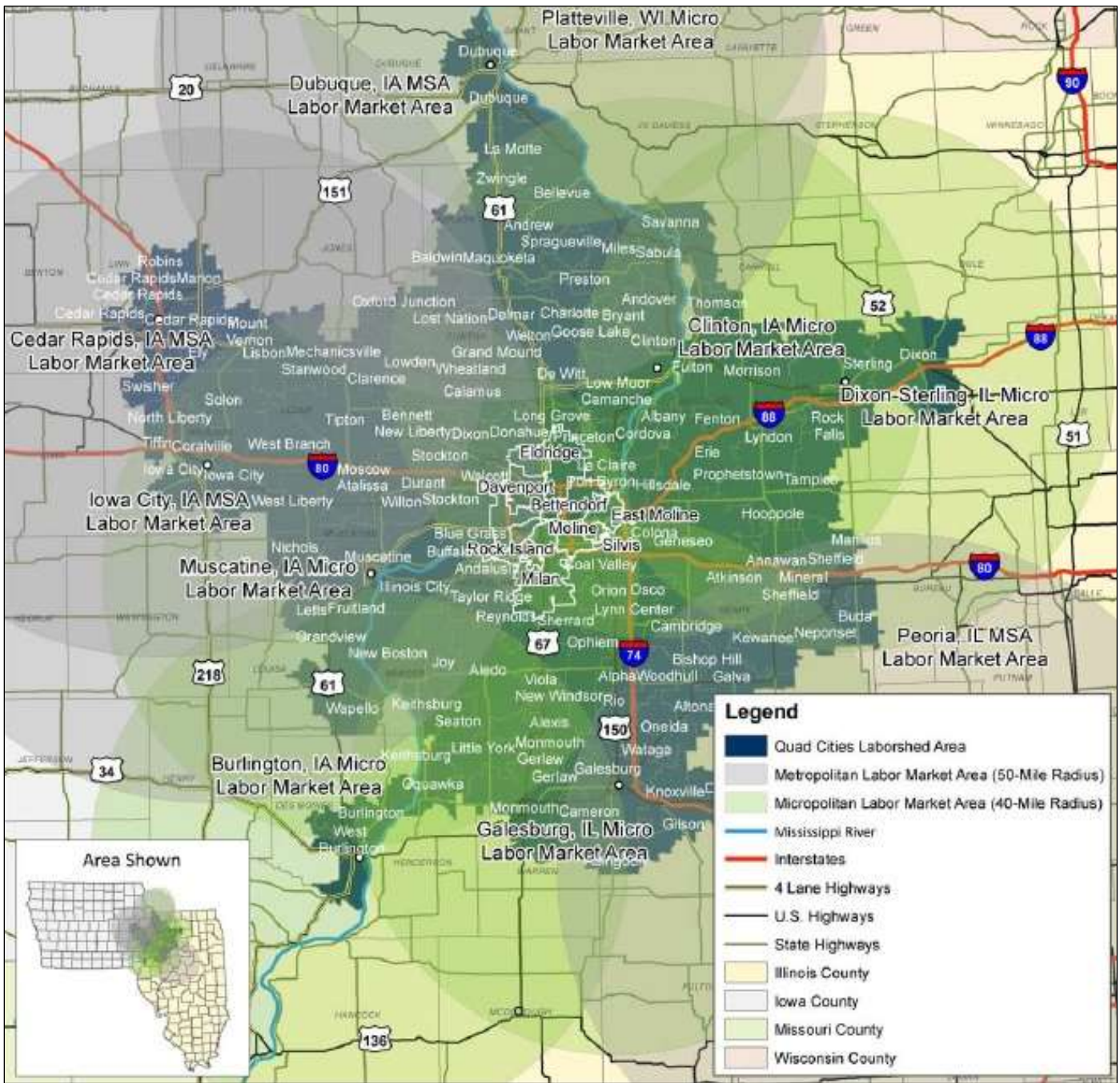
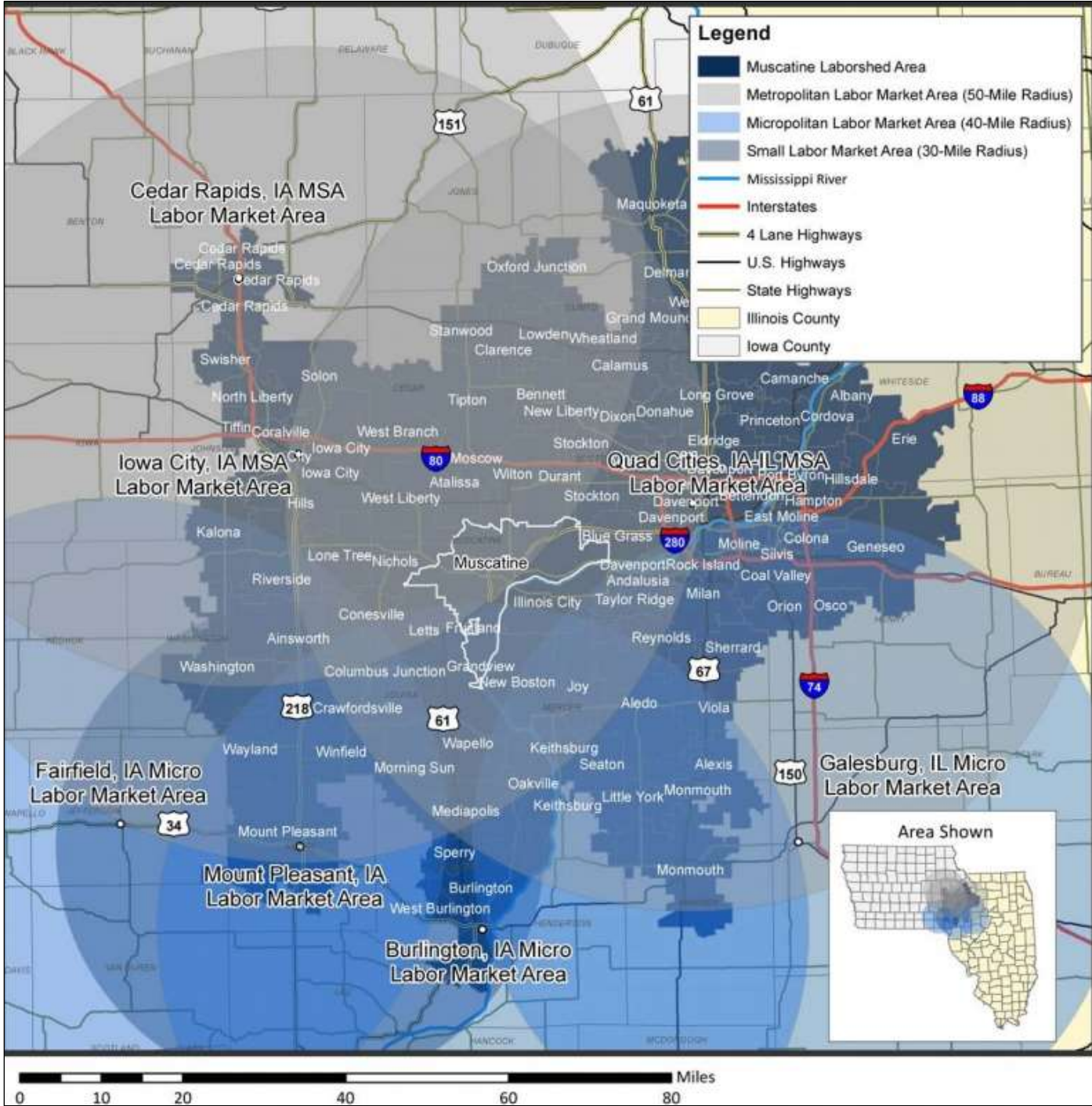


Figure 4: Quad Cities Laborshed Area Map



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

Figure 5: Muscatine Laborshed Area Map



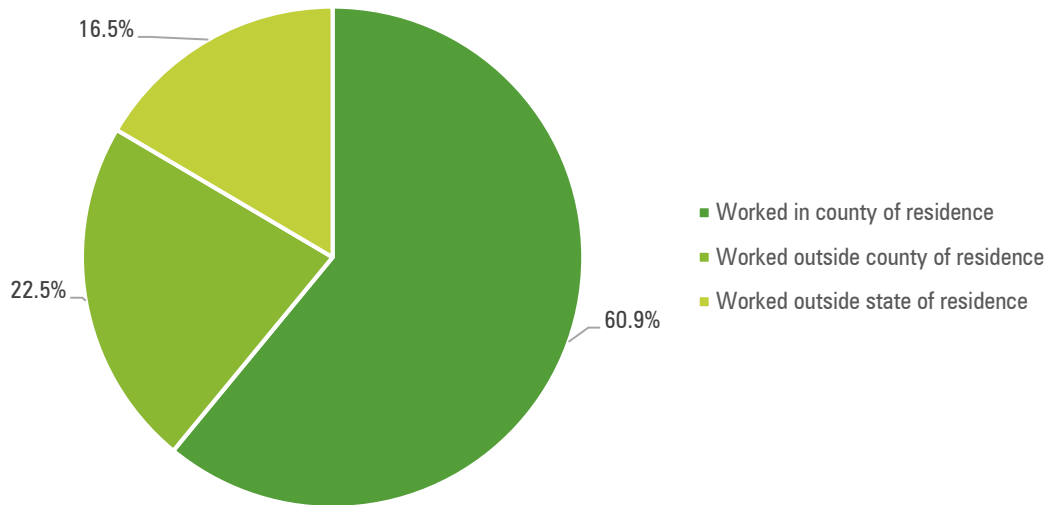
Source: Laborshed Analysis, Greater Muscatine Chamber of Commerce, March 2016.

**Table 7: Estimated Total Potential Labor Force**

	Zip Code	Population 18-64	Total Adjusted Labor Force	Willing to Commute to Quad Cities
Aledo, IL	61231	2,854	2,344	1,416

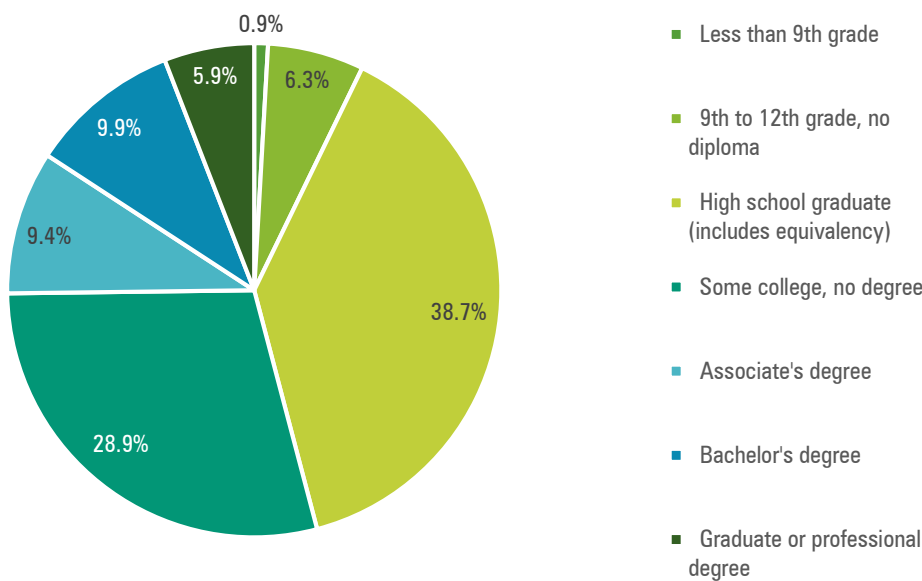
Source: Laborshed Analysis, Quad Cities Chamber of Commerce, March 2016, page 34.

**Figure 6: Aledo Commuting Estimates**



Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

**Figure 7: Educational attainment for the population 25 years and older in Aledo**



Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

### Community Revenue Trends

The great recession caused many economies to decline in 2007-2008, which may explain Aledo’s decline in sales and income tax revenues during that time. However, Aledo weathered the financial crisis well and has shown strong signs of recovery. Community revenues resulting from income tax and local use taxes have all increased since 2011, and are reaching levels similar to before the recession.

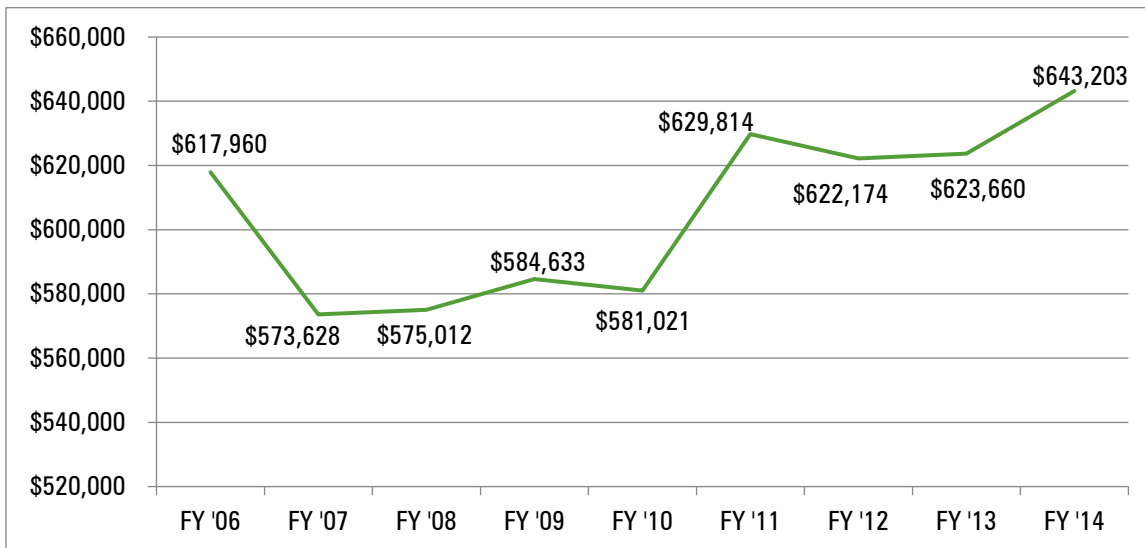
Sales tax is imposed on the sales of tangible personal property for use or consumption. Tangible personal property does not include real estate, stocks, bonds, or other “paper” assets representing an interest. Aledo’s sales tax revenue reached an all-time low in fiscal year 2007 at \$573,628, but has since increased to \$643,203 as of fiscal year 2014.

Illinois income tax is a tax that is imposed on earning or receiving income in or as a resident of the State of Illinois. Beginning February 1, 2015, local governments receive 8.00% of the net collections of all income tax received from individuals, trusts, and estates, and 9.14% of the net collections of all income tax received from corporations. Income tax revenue for Aledo has increased every year since fiscal year 2010, and was \$347,006 as of fiscal year 2014.



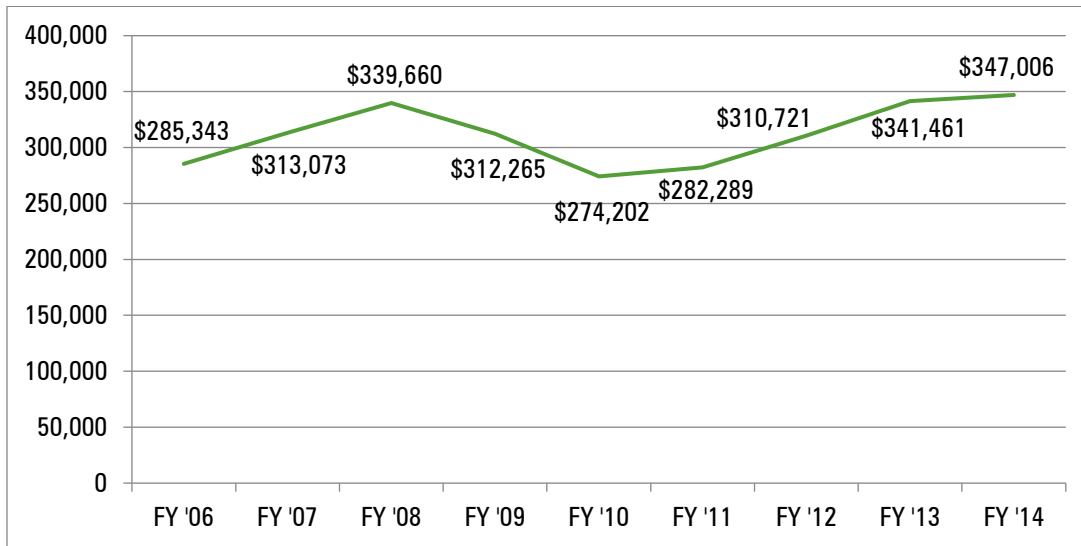
College Avenue is home to local shops and dining. (Source: City of Aledo)

**Figure 8: Aledo Sales Tax Revenue**



Source: Illinois Department of Revenue, Local Government Statistics. <http://tax.illinois.gov/About/Idor/TaxStats/>

**Figure 9: Aledo Income Tax Revenue**



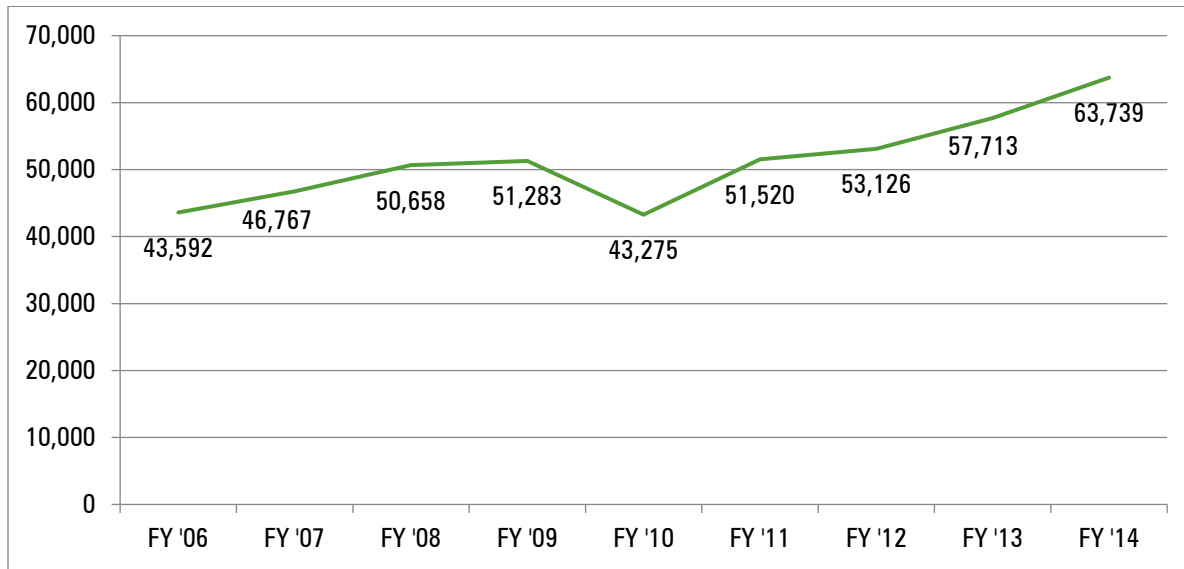
Source: Illinois Department of Revenue, Local Government Statistics. <http://tax.illinois.gov/AboutIdor/TaxStats/>

Local use tax is a tax imposed in Illinois on the privilege of using any item of tangible personal property that is purchased anywhere at retail (including out-of-state or online vendors). The use tax rate is 6.25% on purchases of general merchandise including automobiles and other items that must be titled or registered. The use tax rate is 1.00% on purchases of qualifying food, drugs, and medical appliances. Twenty percent of the collections for general merchandise and 100 percent of the collections on qualifying food, drugs, and medical appliances is returned to local governments. Local use tax revenues for Aledo has increased steadily since fiscal year 2009.

The types of telecommunications that are taxable include, but are not limited to, messages or information transmitted through use of local, toll, or wide area telephone services; private line services; channel services; telegraph services; teletypewriter; computer exchange services; cellular mobile telecommunication services; specialized mobile radio; stationary two-way radio; paging services; any other form of mobile and portable one-way or two-way communications; and any other transmission of messages or information by electronic or similar means. Telecommunication tax revenue spiked in 2007, but has since leveled to a predictable disbursement between \$40,000-\$55,000 in the following years.

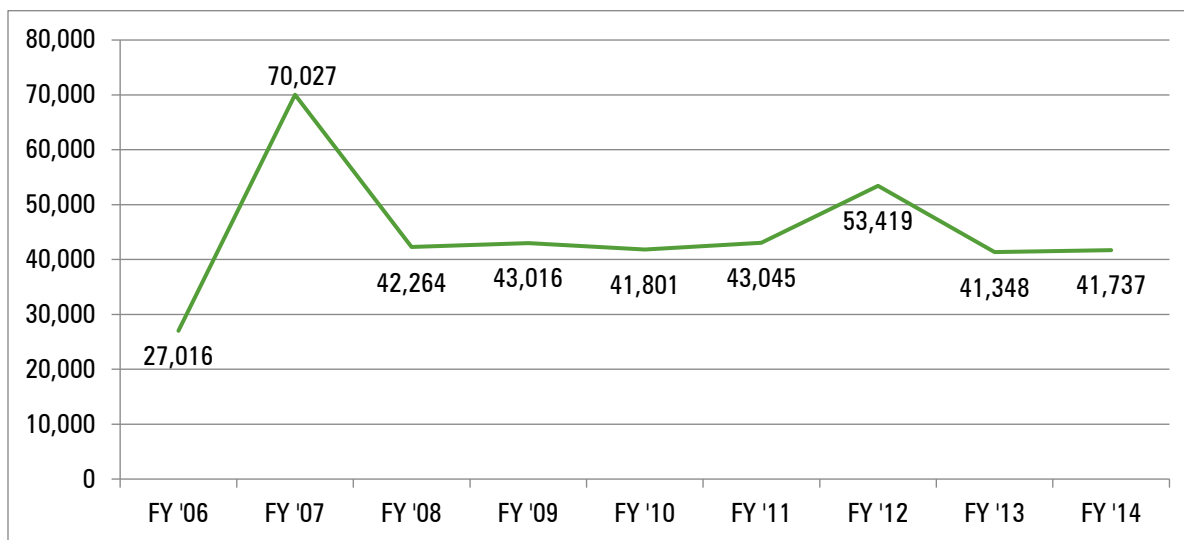


**Figure 10: Aledo Local Use Tax Revenue**



Source: Illinois Department of Revenue, Local Government Statistics. <http://tax.illinois.gov/AboutIdor/TaxStats/>

**Figure 11: Aledo Municipal Telecommunication Tax Revenue**



Source: Illinois Department of Revenue, Local Government Statistics. <http://tax.illinois.gov/AboutIdor/TaxStats/>

**Table 8: EMSI Analyst Gross Regional Product (GRP) Report for Mercer County**

	2012	2013	Annual % Change
Earnings	\$198,552,548	\$195,168,252	-2%
Property Income	\$187,676,724	\$169,618,813	-10%
Taxes on Production	\$30,971,715	\$27,997,106	-10%
Total GRP	\$415,252,677	\$388,098,834	-7%

Source: EMSI Analyst, 2015.3 Input-Output Model, Mercer County, IL.

## Trade Gap Analysis

The 2016 update retail gap analysis for Aledo indicates that many retail sectors actually have a strong “surplus” factor, i.e. many consumers are coming into Aledo from outside the city to make retail purchases, as the current supply for these goods is much higher than local demand. There are also a few subsectors that have a large “leakage” factor, meaning Aledo residents commute outside the area to purchase goods, as the current supply does not meet local demand.

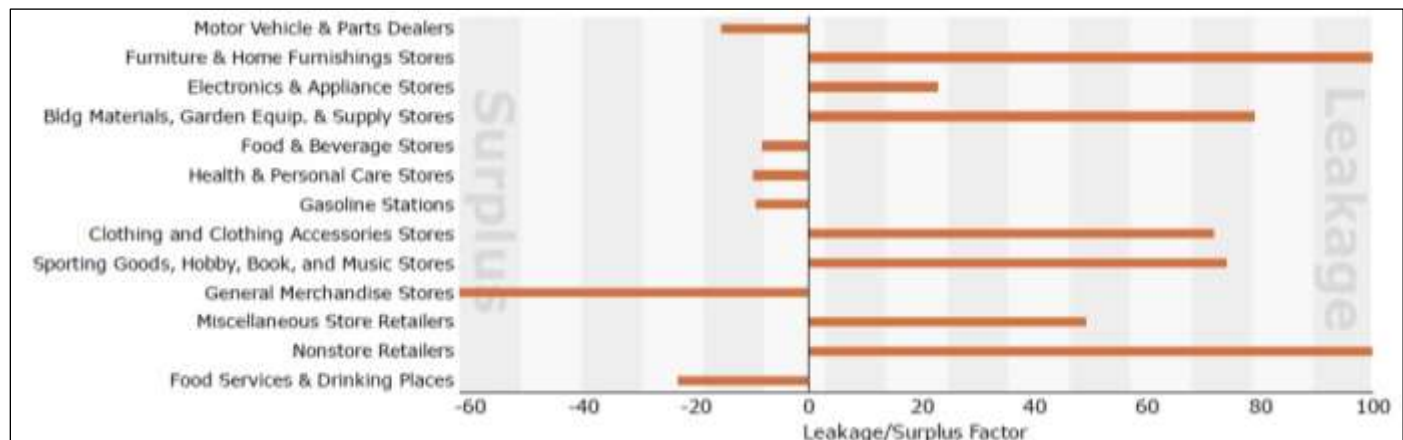
Data from the ESRI Retail Profile indicates Aledo has leakages in Furniture & Home Furnishing Stores, Non-store Retailers (e-shopping, direct selling establishments, etc.), Food & Beverage Stores (grocery stores, etc.), and Clothing stores. Conversely, Aledo has a surplus of Food Services & Drinking Places, General Merchandise Stores, and Motor Vehicle & Parts Dealers.

**Table 9: Consumer data**

	Aledo	Mercer County
2016 Population	3,684	16,666
2016 Households	1,593	6,845
2016 Median Disposable Income	\$33,863	\$39,585
2016 Per Capita Income	\$24,291	\$26,546

Source: ESRI Retail Marketplace Profile, October 2016.

**Figure 12: Aledo Leakages**



Source: ESRI Retail Marketplace Profile, Aledo IL, September 15, 2016.

Note: A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

Table 10: Aledo Retail Gap Analysis

Industry Group	NAICS	Demand	Supply (Retail Sales)	Retail Gap	Leakage Factor	# of Businesses
Motor Vehicle & Parts Dealers	441	\$11,645,396	\$15,869,634	(\$4,224,238)	-15.4	6
Automobile Dealers	4411	\$9,721,008	\$14,705,576	(\$4,984,568)	-20.4	3
Other Motor Vehicle Dealers	4412	\$1,310,194	\$0	\$1,310,194	100	0
Auto Parts, Accessories & Tire Stores	4413	\$614,194	\$1,164,058	(\$549,864)	-30.9	3
Furniture & Home Furnishings Stores	442	\$1,355,281	\$0	\$1,355,281	100	0
Furniture Stores	4421	\$835,879	\$0	\$835,879	100	0
Home Furnishings Stores	4422	\$519,402	\$0	\$519,402	100	0
Electronics & Appliance Stores	443	\$2,287,180	\$1,434,886	\$852,294	22.9	3
Building Materials, Garden Equipment & Supply Stores	444	\$2,424,201	\$282,820	\$2,141,381	79.1	1
Building Material & Supplies Dealers	4441	\$1,996,901	\$282,820	\$1,714,081	75.2	1
Lawn & Garden Equipment & Supply Stores	4442	\$427,300	\$0	\$427,300	100	0
Food & Beverage Stores	445	\$9,164,622	\$10,846,456	(\$1,681,834)	-8.4	4
Grocery Stores	4451	\$8,164,999	\$10,394,253	(\$2,229,254)	-12	3
Specialty Food Stores	4452	\$494,197	\$452,203	\$41,994	4.4	1
Beer, Wine & Liquor Stores	4453	\$505,426	\$0	\$505,426	100	0
Health & Personal Care Stores	4,464,461	\$2,551,231	\$3,107,712	(\$556,481)	-9.8	4
Gasoline Stations	4,474,471	\$3,533,753	\$4,260,233	(\$726,480)	-9.3	2
Clothing & Clothing Accessories Stores	448	\$2,346,430	\$381,580	\$1,964,850	72	2
Clothing Stores	4481	\$1,657,198	\$0	\$1,657,198	100	0
Shoe Stores	4482	\$316,773	\$99,412	\$217,361	52.2	1
Jewelry, Luggage & Leather Goods Stores	4483	\$372,459	\$282,168	\$90,291	13.8	1
Sporting Goods, Hobby, Book & Music Stores	451	\$1,384,182	\$206,920	\$1,177,262	74	2
Sporting Goods/Hobby/Musical Instrument Stores	4511	\$1,160,190	\$206,920	\$953,270	69.7	2
Book, Periodical & Music Stores	4512	\$223,992	\$0	\$223,992	100	0
General Merchandise Stores	452	\$8,546,742	\$36,290,142	(\$27,743,400)	-61.9	2
Department Stores Excluding Leased Departments	4521	\$6,426,810	\$35,550,000	(\$29,123,190)	-69.4	1
Other General Merchandise Stores	4529	\$2,119,932	\$740,142	\$1,379,790	48.2	1

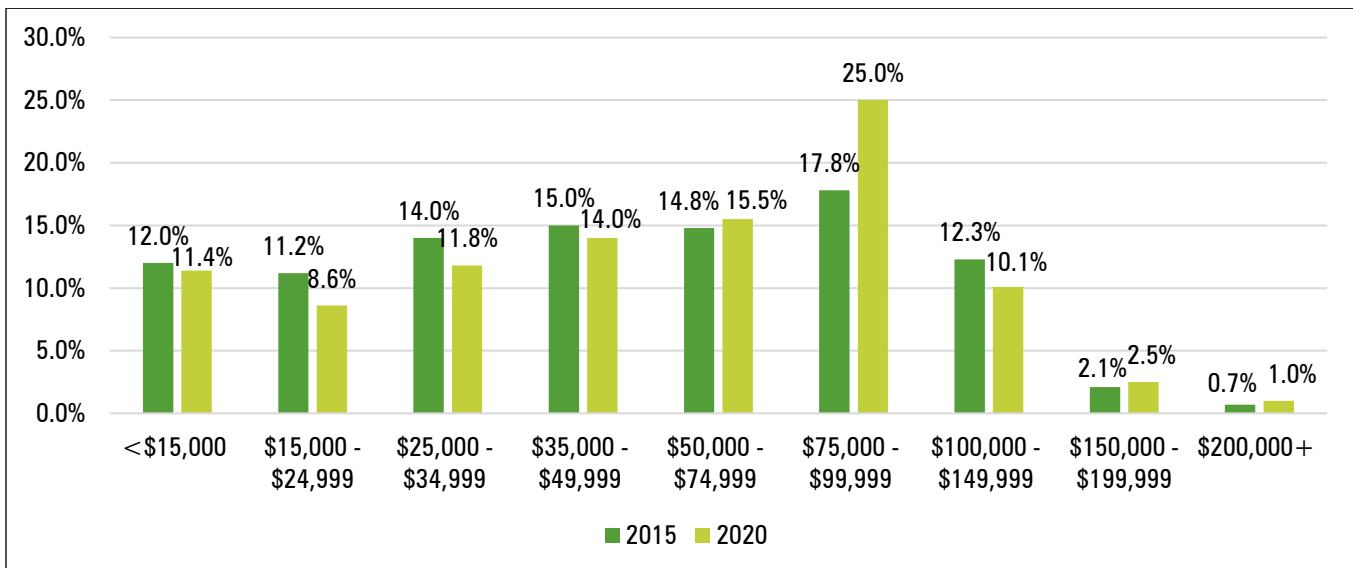
## Inventory and Analysis

Industry Group	NAICS	Demand	Supply (Retail Sales)	Retail Gap	Leakage Factor	# of Businesses
Miscellaneous Store Retailers	453	\$1,841,301	\$625,415	\$1,215,886	49.3	5
Florists	4531	\$95,970	\$136,596	(\$40,626)	-17.5	1
Office Supplies, Stationery & Gift Stores	4532	\$151,430	\$358,668	(\$207,238)	-40.6	2
Used Merchandise Stores	4533	\$121,216	\$130,151	(\$8,935)	-3.6	2
Other Miscellaneous Store Retailers	4539	\$1,472,685	\$0	\$1,472,685	100	0
Non-store Retailers	454	\$1,663,140	\$0	\$1,663,140	100	0
Electronic Shopping & Mail-Order Houses	4541	\$1,270,933	\$0	\$1,270,933	100	0
Vending Machine Operators	4542	\$48,195	\$0	\$48,195	100	0
Direct Selling Establishments	4543	\$344,012	\$0	\$344,012	100	0
Food Services & Drinking Places	722	\$4,849,391	\$7,740,301	(\$2,890,910)	-23	15
Full-Service Restaurants	7221	\$2,667,275	\$3,215,426	(\$548,151)	-9.3	9
Limited-Service Eating Places	7222	\$1,892,467	\$3,584,315	(\$1,691,848)	-30.9	3
Special Food Services	7223	\$108,740	\$416,836	(\$308,096)	-58.6	1
Drinking Places - Alcoholic Beverages	7224	\$180,909	\$523,724	(\$342,815)	-48.7	2

Source: ESRI Retail Marketplace Profile, Aledo IL, September 15, 2016.

Income growth among households in the \$40,000-\$50,000 range is on the rise in Aledo. That income range is predicted to compose nearly one fourth of the city by 2018, with most of these households centered on the southeast and the northwest corners of the city.

**Figure 13: Aledo Household Income Distribution 2015-2020**



Source: ESRI Community Profile, April 19, 2016.

**Table 11: Aledo Income Growth 2015-2020**

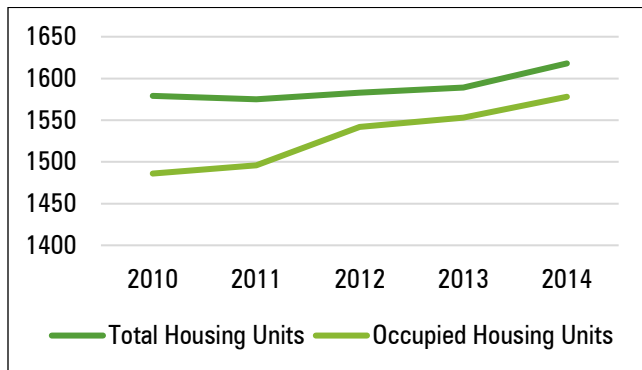
	2015	2020
Median Household Income	\$47,083	\$55,073
Median Home Value	\$130,694	\$163,848
Per Capita Income	\$26,300	\$29,761
Average Household Income	\$58,882	\$66,426
Total Population	3,670	3,695

Source: ESRI Community Profile, April 19, 2016.

**Housing**

Aledo has an affordable and diverse mix of renter-occupied and owner-occupied units, and has only a slim minority of housing that is vacant. However, a declining population is slowly leading to stagnating housing starts and development.

**Figure 14: Recent Housing Development in Aledo**



Source: U.S. Census, ACS 5-Year Estimates. Selected Housing Characteristics, 2010-2014.



A typical Aledo home (Source: Bi-State Regional Commission)



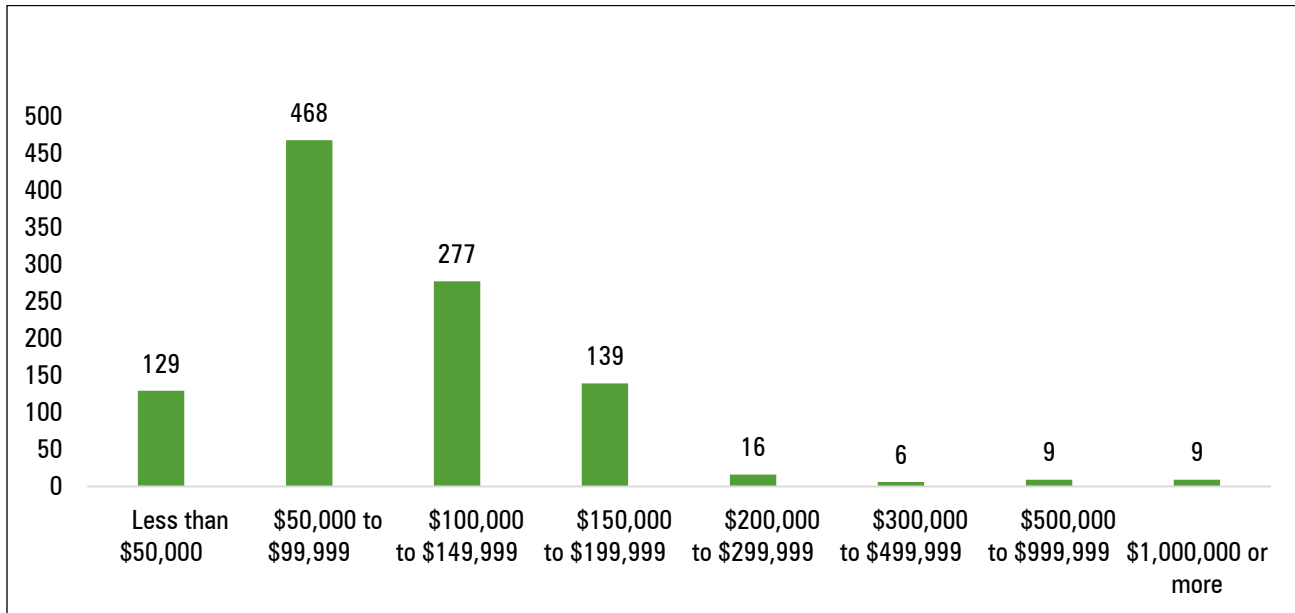
One of several historic homes in Aledo (Source: Bi-State Regional Commission)

**Table 12: Housing Occupancy**

Housing Occupancy	2010	2011	2012	2013	2014
Total housing units	1,579	1,575	1,583	1,589	1,618
Occupied housing units	1,486	1,496	1,542	1,553	1,578
Renter-occupied	577	593	559	589	525
Owner-occupied units	909	903	983	964	1,053
<b>Housing units with a mortgage</b>	560	554	626	596	637
<b>Housing units without a mortgage</b>	349	349	357	368	416

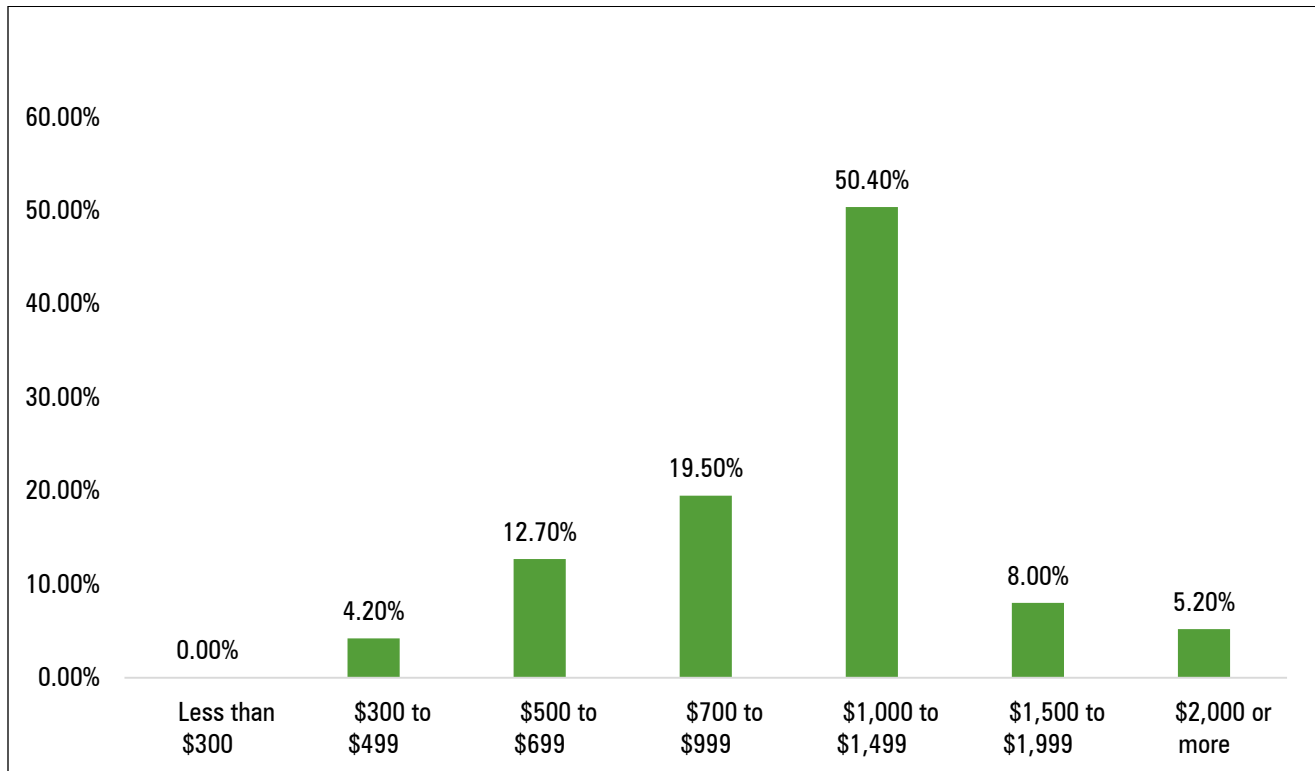
Source: U.S. Census, ACS 5-Year Estimates. Selected Housing Characteristics, 2010-2014.

**Figure 15: Aledo Home Values**



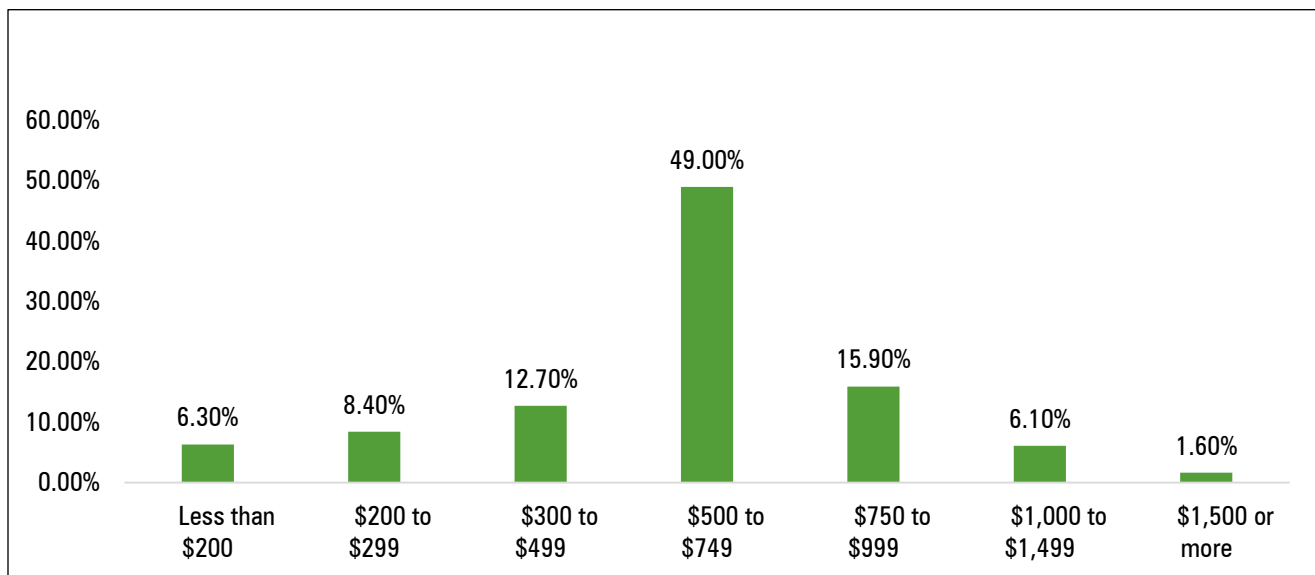
Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

**Figure 16: Monthly housing costs for owners with a mortgage**



Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

**Figure 17: Monthly housing costs for renters**

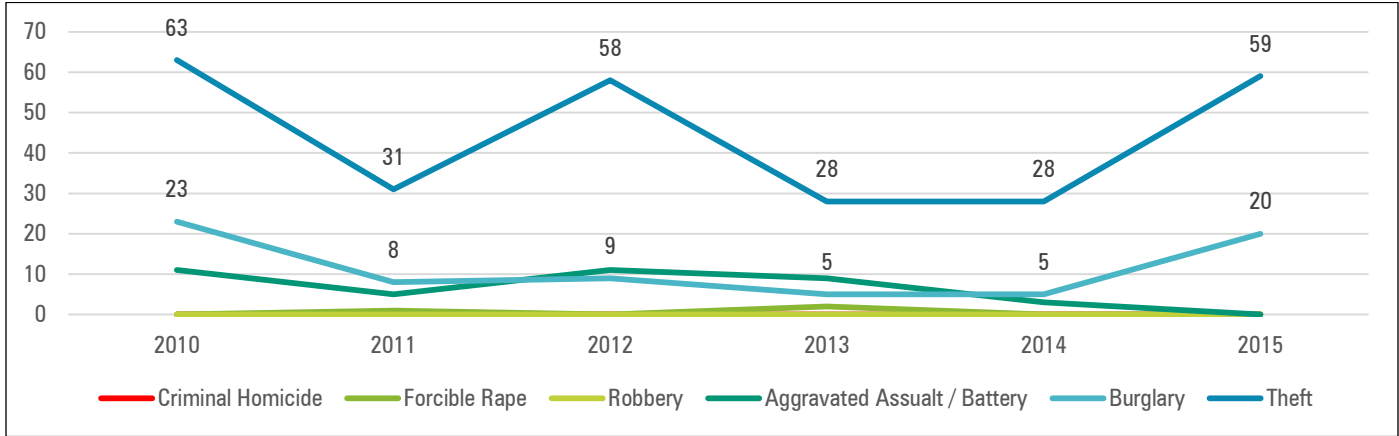


Source: U.S. Census Bureau, ACS 5-Year Estimates, 2010-2014.

**Crime**

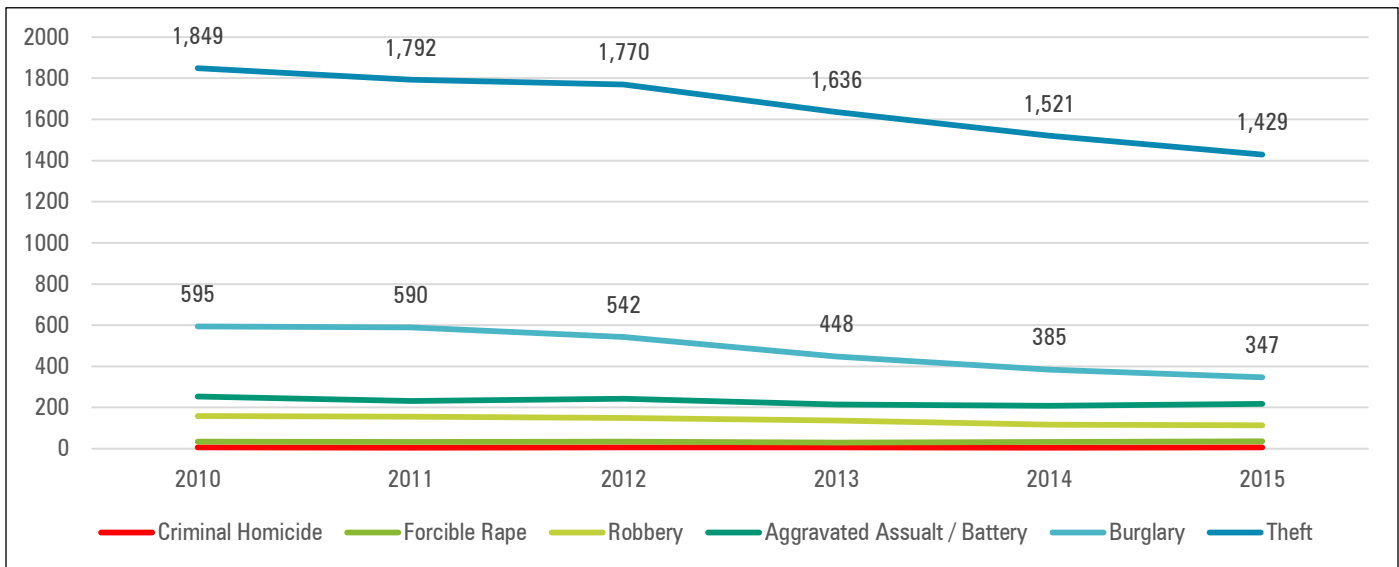
Aledo has a population of roughly 3,700 people and is the largest city in Mercer County, yet its crime rate is very low. Aledo’s rate of theft is 25 times lower than the State of Illinois averages.

**Figure 18: Rate of Criminal Offenses per 100,000 Population for Aledo, Illinois**



Source: Illinois Annual Uniform Crime Reporting, Illinois State Police. Illinois Uniform Crime Reporting Program.

**Figure 19: Rate of Criminal Offenses per 100,000 Population for the State of Illinois**



Source: Illinois Annual Uniform Crime Reporting, Illinois State Police. Illinois Uniform Crime Reporting Program.



## Progress Toward 2014 Goals

The Aledo Economic Advisory Committee and city staff reviewed the progress and status of the 2014 Economic Development Goals and Strategies. They shared this information at the public input meeting held on May 24, 2016. The progress toward those goals are shown in the bulleted items under each objective.

### Goal #1: Promote a Positive Community Image of Aledo

Objective #1: Develop and promote a solid community branding strategy

- Developing consistent look for Aledo logos and signs
- Developing rhubarb leaf as common element on wayfinding and historic preservation signs
- Using graphic artists for designs
- Enhancing gateway sign with rhubarb sculpture

Objective #2: Enhance community assets

- Completed renovation of historic band shell at Central Park
- Began \$950,000 Main Street improvement

Objective #3: Promote community design standards and code administration

### Goal #2: Boost Tourism Development in Aledo

Objective #1: Promote uniqueness/character of historic downtown and community

- Establishing consistent symbol for historic structures – rhubarb leaf
- Supporting street scape improvement through Main Street

Objective #2: Support Aledo Main Street and associated programs/events

- Providing promotional billboards for events such as Rhubarb Days and County Fair
- Participating in Mercer County Event Brochure development
- Supporting and advertising activities such as Movies @ Central Park

### Goal #3: Attract/Retain/Expand Commercial/Industrial establishments in Aledo

Objective #1: Enhance sustainable incentives for commercial/industrial establishments

- Utilized Mercer/Muscatine Revolving Loan Fund for loan to Shirt Tails and interest to expand use for larger loans

Objective #2: Develop effective commercial/industrial marketing campaign

Objective #3: Develop effective recruitment/retention program

Objective #4: Re-invigorate county-wide economic development efforts

- Participating in county-wide economic development planning through Looser Flake Foundation

### **Goal #4: Preserve/Enhance Healthcare and Wellness in Aleo**

Objective #1: Support recruitment/retention efforts for medical professionals

- Retained medical professionals through Genesis Hospital

Objective #2: Support healthcare facility upgrades

- Supported recent renovation of the Genesis Hospital and Critical Care Unit

Objective #3: Support wellness and recreation programming in the community

- Supported upgrading of YMCA
- Supported establishment of the exercise stations in Central Park
- Developing multiuse path, Phase I and II
- Funded mental health clinic
- Supporting weekly farmers market

### **Goal #5: Expand Housing Options in Aleo**

Objective #1: Incentivize new housing and subdivision development

- Holding planning meeting with developer(s) to discuss additional new housing

Objective #2: Support second-story residential development in downtown

- Set aside \$125,000 of TIF proceeds for upper story housing in downtown and began to inform businesses of the program called Upstairs Aleo

Objective #3: Support rehabilitation of existing housing stock

- Funding update of zoning ordinance
- Investigating state block grant program for rehabilitation of eligible homes

### **Goal #6: Develop the Workforce in Aleo**

Objective #1: Support vocational training programs with education partners

- Supporting vocational training at Mercer County High School

Objective #2: Support workforce training with major employers

- Supporting workforce training at General Grind

## Economic Assets

The planning process identified assets within the city to facilitate the process of developing strategies and goals. Existing assets are sometimes overlooked, but when reevaluated, they provide opportunities for yet unrealized projects or initiatives. Assets can be categorized in various ways, and many may fit into more than one category. Assets have been categorized by their type: physical, human, health, business, social, government, or recreation. Table 13: shows the assets identified during the planning process. The list is not exhaustive, but represents the city's key assets and those identified in the public process.

**Table 13: Key Assets**

Asset	Type
Water that is better than standards	Physical Assets
Affordable moderately priced homes and elderly housing	
Location in relation to other places	
National Historic Register Designation – beautiful buildings	
Good downtown and infrastructure	
Room to grow	
Transportation – access to highways in all directions	
Close to airport	
Volunteerism	Human Assets
Collaboration among organizations	
Entrepreneurial spirit	
Positive neighborhood atmosphere– food pantry, support of needy, caring generous	
Health care for veterans	Health Assets
Health Department – chronic disease prevention	
Specialty clinic has walk-in hours	
Excellent health care for seniors – provides a continuum	
Critical care access	
YMCA	
Large and small animal care	
Livestock/Feed operation	Business Assets
Unique shops – antiques, etc.	
TIF District and TIF Fund	
Mercer-Muscatine Revolving Loan Fund	
Access to many local banks	

## Inventory and Analysis

**Table 13 Continued**

Asset	Type	
Industrial Park, Big River Resources, Hahn Ready Mix, General Grind, etc. – good employers	Business Assets	
Active Main Street Association		
Walmart and a grocery store		
68+ long-term businesses (25 or more years in the city)		
Restaurants and different types of cuisine		
Schools and school district	Education Assets	
Nearby colleges – good small colleges		
Many denominations of churches	Social Assets	
Civic organizations		
Carnegie Library		
Amazing number of amenities for a city of less than 4,000 population		
Farmers market		
Safety – lack of violence		
Essley Noble Museum – best kept secret		
WRMJ Radio		
Band Shell and entertainment		
Variety of youth programming		
Festivals and activities bring people to Aledo		
Times Record		
Licensed child care center and homes		
Fire station		Government Assets
County seat		
Best volunteer fire department		
Best trained police department		
Access to two excellent golf courses	Recreation Assets	
Parks and recreation		
Walk/bike path		

## City and Main Street Powers

Understanding the powers and authority of the partners involved in the plan implementation is critical to creating achievable goals. The city will partner on implementation with various organizations to support progress toward the goals and strategies. However, the two key partners will be the city and Aledo Main Street. These powers are listed below.

### City of Aledo Economic Development Powers

- Authorize/provide incentives including TIF, rate negotiation, tax abatements, RLF
- Issue bonds
- Allocate staff to projects
- Political power/elected officials
- Establish and enforce land use zoning, building ordinance, permits, etc.

### Aledo Main Street

- Ability to accept and hold cash as a 501c3
- Build relationships with the businesses and other community organizations
- Coordinate programs for small business such as advertising and promotions
- Sponsor events to attract prospective customers
- Promote downtown as a "Quality of Life" component



*Aledo City Hall (Source: City of Aledo)*

# Goals and Strategies

With the completion of the economic inventory and analysis, the Economic Development Advisory Committee began the goal and strategy setting process. Through the public input process and inventory analysis, the Economic Development Advisory Committee identified that the 2014 goals continued to resonate, and strategies and action steps to address issues identified in the public meeting logically aligned with the 2014 goals. Economic issues were reviewed for the ability to address them with a strategy that was feasible. Strategies and actions steps were considered for inclusion in the final plan if the city or their partners have the necessary authority to complete or at least support the strategy. Implementation timing in the next three years (or after) was provided for each of the strategies and action steps, and was based on the availability of human and/or financial resources.

## Aledo Economic Development Plan Goals, Strategies and Actions

Strategy	Actions	Timing – Planning & Implementation (Yr. 1; Yrs. 2-3, Yrs. >3)	Capital Resources (\$-Low, \$\$- Med., \$\$\$-High)	Feasibility (Low, Medium, High)	Responsible Entity(s)	Potential Partners	City Products/Milestones
<b>GOAL: Promote a Positive Image of Aledo</b>							
Promote uniqueness and character of historic downtown	Create publications for residences about unique components of Aledo and historically valuable assets	3 Years	\$	High	City Council & Staff	Local Historians, Museum, Library	Contact librarian, local historians, and museum by Spring 2017 to begin research.
Enhance community assets	Hold community forums to discuss future improvements and acquire additional ideas for projects	Ongoing	\$	High	City Council & Staff		Schedule forums as needed for key projects similar to meetings on trail development.
	Continue proper maintenance of city properties, facilities, and utilities through continuing CIP development and support	Ongoing	\$	High	City Council & Staff		Move projects from the CIP to the budget annually. Update CIP annually during the budget process.
Promote community design standards and code administration	Review and update all city codes	Ongoing	\$\$	High	City Council & Staff		Update zoning ordinance by 2018. Update subdivision ordinance by 2018. Update City Code by 2018.
	Implement a comprehensive streetscape plan through creation of a community design brochure and marketing plan	1-2 Years	\$\$\$	High	City Council & Staff	Aledo Main Street, Businesses, Property Owners	Complete current Main Street project by spring 2017. Work with Main Street to develop design brochure and marketing plan by 2018.
Continue to promote a solid community branding strategy	Create a timeline for implementation, review, and updates to branding and marketing strategy	Ongoing	\$	High	City Council & Staff	Aledo Main Street, Businesses	Annually adopt the Aledo Main Street agreement. Work with Aledo Main Street to create a marketing timeline/strategy in 2017 and review/update strategy annually in February.

Strategy	Actions	Timing – Planning & Implementation (Yr. 1; Yrs. 2-3, Yrs.>3)	Capital Resources (\$-Low, \$\$- Med., \$\$\$-High)	Feasibility (Low, Medium, High)	Responsible Entity(s)	Potential Partners	City Products/Milestones
<b>GOAL: Expand Housing Options in Aledo</b>							
Incentivize new housing and subdivision development	Hold contractor and public workshop(s) on building codes and in the Code Corner of the Aledo Bulletin	1 Year	\$	High	City Council & Staff	Aledo Main Street Businesses	Schedule contractor workshop on building codes in winter 2017. Place summary of workshop in Code Corner section of the Aledo Bulletin.
Support second-story residential development in the downtown including lofts and higher quality accommodations	Promote “Upstairs Downtown Program” to educate businesses on advantages/historic credits	1 Year	\$	Medium	City Council & Staff	Aledo Main Street Businesses	Include speaker on historic tax credits in 2017 winter workshop. Consider holding workshops annually or biannually.
Support traveling nurse housing program to support nursing home and veterans’ healthcare in Aledo	Encourage some rental units to have monthly leases	1-2 Years	\$	Medium	Rental Property Owners, City Council & Staff		Meet with Genesis by spring 2017 to discuss need for program. Work with Genesis to call meeting of landlords to discuss feasibility of the program by January 2018.



Strategy	Actions	Timing – Planning & Implementation (Yr. 1; Yrs. 2-3, Yrs.>3)	Capital Resources (\$-Low, \$\$- Med., \$\$\$-High)	Feasibility (Low, Medium, High)	Responsible Entity(s)	Potential Partners	City Products/Milestones
<b>GOAL: Preserve/Enhance Healthcare and Wellness in Aledo</b>							
Support wellness and recreation programming in the city	Market walkability and expand bike path by starting a walking campaign, and update the trail brochure when a portion of the bike path has been completed	2 Years	\$	Medium	City Council & Staff		Update trail brochure once trail segment is complete, approx. 2018. Promote walking in Aledo bulletin every spring with health information from Genesis. See grant funding as portions of the trail are engineered.
	Promote public groups that encourage exercise for all ages– cycling, volleyball, pickle ball, YMCA	1-2 Years	\$	High	City Council & Staff	YMCA, Sports Clubs, School Programs	Promote health in Aledo Bulletin annually and consider health guest column by clubs, schools, Genesis, and YMCA.
Support recruitment efforts for medical professionals	Publicly support Health Foundation efforts	Ongoing	\$	High	City Council & Staff	Health Foundation	Provide resolutions of support as requested from the Health Foundation.
	Encourage community groups/involvement in funding	1 Year	\$	Medium - High	City Council & Staff, Service Clubs		Copy service clubs and community groups on resolutions of support and provide updates following six-month contacts.
Support healthcare facility upgrades	Publically support healthcare facility upgrades	Ongoing	\$	High	City Council & Staff		Provide resolution of support for new projects as requested. Every six months, contact/meet with Genesis to discuss issues and needs.

Strategy	Actions	Timing – Planning & Implementation (Yr. 1; Yrs. 2-3, Yrs. > 3)	Capital Resources (\$-Low, \$\$- Med., \$\$\$-High)	Feasibility (Low, Medium, High)	Responsible Entity(s)	Potential Partners	City Products/Milestones
<b>GOAL: Attract, Retain and Expand Commercial/Industrial Establishments in Aledo</b>							
Develop an effective commercial/ industrial marketing campaign	Create a coalition of independent businesses to jointly advertise outside of the city	1 Year	\$	High	Aledo Main Street, City Council & Staff	Businesses	Support Aledo Main Street external advertising efforts.
	Create specific marketing materials for new and existing businesses on all available amenities, services, etc. in the city so they can support each other	1-2 Year	\$	High	City Council & Staff, Aledo Main Street, Park District		Meet with Aledo Main Street in 2017 to develop list of amenities and services available in the city. Place list on website and mail with utility bills. Support shop local campaigns in similar manner as they are developed.
Enhance sustainable incentives for commercial/ industrial establishments to attract new businesses and continue to develop the industrial park	Continue to use existing TIF to expand economic opportunities	Ongoing	\$	High	City Council & Staff		Meet with business groups to provide information on TIF in 2017.
	Develop a city revolving loan fund following the completion of the TIF fund	Over 5 Years	\$\$\$	Medium	City Council & Staff		Utilize Mercer-Muscatine RLF in 2017 for gap financing for businesses.
	Study the feasibility of establishing a business incubator	2-3 Years	\$\$\$	Low - Medium	City Council & Staff		Research other communities with incubators by June 2018 and summarize information for a report to City Council in December 2018.
	Investigate programs from other cities that assist in finding buyers for existing businesses or assets that Aledo would like to retain	2-3 Years	\$	Medium	City Council & Staff		Same as above for programs to find buyers.
Provide retail items the city does not currently offer	Conduct a retail gap analysis through Bi-State to identify potential retail needs and determine those to target and consider consultant study	1 Year	\$	High	Bi-State, City Council & Staff	Main Street	Update gap analysis through Bi-State in April 2017. Consider consultant led retail study in fall 2017.
	Identify empty store fronts and prioritize which to fill	1 Year	\$	High	Aledo Main Street, City Council & Staff		Meet with Aledo Main Street by winter 2017 to discuss priorities for retail needs.

Strategy	Actions	Timing – Planning & Implementation (Yr. 1; Yrs. 2-3, Yrs.>3)	Capital Resources (\$-Low, \$\$- Med., \$\$\$-High)	Feasibility (Low, Medium, High)	Responsible Entity(s)	Potential Partners	City Products/Milestones
<b>GOAL: Develop the Workforce in Aledo</b>							
Support vocational training programs with education partners	Provide internships and apprenticeships for high school seniors and graduates in technical and business program	2-3 Years	\$\$\$	Medium	Schools, Businesses, City Council & Staff, Service Clubs, Blackhawk College		Meet with school officials in 2016/2017 school year to discuss feasibility of apprenticeships, job shadow, and pre college courses. Work with schools to meet with businesses and colleges on potential action items.
	Develop a job shadowing program in junior high/early high school or pair seniors with business leaders	1 Year	\$	High	Schools, City Council & Staff, Businesses		Same as above.
	Add introductory classes in high school for technical and for year degrees	3-5 Years	\$\$	Medium	Schools, Businesses, City Council & Staff, Blackhawk College		Same as above.

Strategy	Actions	Timing – Planning & Implementation (Yr. 1; Yrs. 2-3, Yrs.>3)	Capital Resources (\$-Low, \$\$- Med., \$\$\$-High)	Feasibility (Low, Medium, High)	Responsible Entity(s)	Potential Partners	City Products/Milestones
<b>GOAL: Boost Tourism Development in Aledo</b>							
Support Aledo Main Street programs and events	Expand marketing of events in Central Park and in Aledo	1 Year	\$	High	City Council & Staff, Aledo Main Street		Meeting with Aledo Main Street in winter 2017 to discuss feasibility of additional events
	Explore opportunity to expand existing events like Antique Days or add new events throughout the year (potentially agriculturally themed in fall) based on availability of volunteers	1-3 Years	\$\$\$	Medium	City Council & Staff, Aledo Main Street, Service Clubs		
	Continue to promote Farmers Market and seek additional vendors including restaurants	1 Year	\$	High	City Council & Staff, Aledo Main Street, Businesses, Health Department		Continue research on food safety barriers for vendors and potential solution through winter 2017. Work with Aledo Main Street to reach out to businesses with information.
	Develop a tourism-related website and interconnect with other tourism websites including search engine optimization	1-2 Year	\$	High	City Council & Staff, Aledo Main Street		Research cost of development and potential website manager for tourism possibly in partnership with Aledo Main Street.
	Develop touring route/brochure for existing attractions	1 Year	\$	High	City Council & Staff, Aledo Main Street Library, Museum		Meet with Aledo Main Street in winter 2017 and develop initial list of attractions and descriptions. Review/revise list with the library/museum and develop route and brochure layout in spring 2017.

## Appendix

### Aledo Public Meeting – May 24, 2016

#### Aledo Assets

- YMCA
- Restaurants and different types of cuisine
- Walk/bike path
- Water that is better than standards
- Affordable, moderately-priced homes
- Location in relation to other places
- Civic organizations
- Volunteerism
- Collaboration among organizations
- Carnegie Library
- Amazing number of amenities for a city of less than 4,000 population
- Farmers market
- Entrepreneurial spirit
- Livestock/Feed operation
- Health care for veterans
- Working toward National Historic Register Designation – beautiful buildings
- Schools and school district
- Many denominations of churches
- Safety – lack of violence
- Good downtown and infrastructure
- Access to many local banks
- Industrial Park, Big River Resources, Hahn Ready Mix, General Grind, etc.-good employers
- Active Main Street Association
- Nearby colleges – good small colleges
- Unique shops – antiques, etc.
- TIF District and TIF Fund
- Room to grow
- Positive neighborhood – food pantry, support of needy, caring generous
- County Seat
- Essley Noble Museum – best kept secret
- Fire station
- Bandshell and entertainment
- Variety of youth programming
- Access to two excellent golf courses
- 68+ long term businesses (25 or more years in the city)
- Best volunteer fire department
- Walmart and a grocery store
- Best trained police department
- Large and small animal care
- Parks and recreation
- Health Department – chronic disease prevention
- WRMJ Radio
- Transportation – access to highways in all directions
- Excellent health care for seniors – provides a continuum
- Festivals and activities bring people to Aledo
- Elderly and moderately-priced housing in the city
- Times Record
- Close to airport
- Specialty clinic has walk-in hours
- Licensed child care center and homes
- Critical care access

### Aledo Opportunities (# of Votes in Parentheses)

- Market to new and existing business with materials that are specific on all the amenities that are available in the city to support each other. Create coalition of independent businesses to jointly advertise outside of the city. Attract entrepreneurs. Continue to improve communication with existing and new businesses. (11)
- Support rentals on upper floors of commercial buildings – encourage this through changes to codes. Provide opportunity to live downtown with lofts and high quality accommodations. (9)
- Attract younger families to fill houses and schools and start new businesses. (7)
- Offer a clothing retail establishment for professionals. Attract and support finer dining. Provide retail items that the city does not currently offer. (7)
- Attract good jobs and take advantage of jobs/people in Muscatine. (6)
- Increase school rating to provide a high level education to attract new families to area. Add training programs for technical and four-year degrees. Provide internships for high school graduates, such as a trade program, or pair senior business leaders with young people. (6)
- Properly use the TIF fund to expand economic opportunity. (4)
- Maintain all parks and meet code requirements and fund park district pool updates. (3)
- Fill downtown buildings with businesses – continue to expand Main Street efforts. (3)
- Attract new businesses and continue to develop industrial park. (1)
- Address issue of properties that are in city limits, but not officially part of the city that are using utilities. (1)
- Develop purposeful succession planning for businesses and assets like the Opera House to find new owners interested in maintaining the business or asset. Improve marketing of Opera House such as to a volunteer community theater group. (1)
- Continue to support nursing home & veteran’s healthcare opportunities/hospital for a city of Aledo’s size. (1)
- Expand and advertise walk/bike path. (1)
- Create a city revolving loan fund. (1)
- Continue participation in countywide economic development plan that will help the entire county.
- Encourage transportation improvements – paving bridges – make sure they are suitable for large trucks, IL-17, IL-94, U.S. 67, county roads, and state highways. Load limits need to be high to allow for trucks.
- Develop an action plan for nuisance buildings.
- Reinstate Aledo New.
- Capitalize on Aledo being an agricultural community.
- Expand farmers market.
- Leverage marketing of assets with the Quad Cities Region.
- Market safety of the community.
- Support the movement in health care to attract trained health professionals, and in the short term, address the need for better housing.