

# Rockford 2020 Comprehensive Plan Implementation Plan 2015-2019

**Draft 03-04-2015**

For more information, visit:  
<http://www.rockfordil.gov/community-economic-development/long-range-planning.aspx>

# Acknowledgements

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# 1 | Introduction

## Overview

The City of Rockford adopted the 2020 Comprehensive Plan in 2004 to help guide the growth and development of the City. Smart growth principles are embedded within the plan to provide a framework for achieving long-term land-use, transportation, economic development and related planning through the year 2020. A 10-year review of the 2020 plan was recommended in the approved document. In fall 2013 the City Council Planning & Development Committee and members of City Staff launched a review process to evaluate current strategies toward achieving the plan's vision. At the end of the review process in 2014, City staff recommended updating strategies to align with current conditions in the City of Rockford and continue alignment with other regional plans developed since the original plan adoption and the most recent amendments.

## Comprehensive Plan 10-Year Review Process

The 2015-2019 Implementation Plan was developed by the 2020 Plan Update Steering Committee under the direction of the City Council Planning & Economic Development Committee. Committee members included representatives from the Departments of Community & Economic Development, Public Works, Human Services, and the Rockford Metropolitan Agency for Planning (RMAP). The strategies and tactics reflect community input received the Strategy Alignment Work Groups and community input sessions held in October 2014. A working draft of the strategies was made available for public review and comment from October through December 2014.

## Plan Core Values & Principles

The Implementation Plan is designed to be the ongoing evaluation mechanisms to implement the policies and goals of the 2020 Plan in sync with the 2015-2019 Consolidated Plan/2015 Annual Action Plan, Capital Improvement Program and partner agency plans. The 5-year plan helps to focus strategies to:

1. Improved public safety
2. Maintain and promote commerce and economic opportunity
3. Create a sense of well-being within the community.

## Strategy Alignment

The recently completed Regional Plan for Sustainable Development (RPSD) by the Rockford Metropolitan Agency for Planning (RMAP) was used as framework to guide the plan review process to align local and regional strategies. Figure 1.2 demonstrates how the RPSD sixteen (16) categories align with the existing 2020 Plan Elements. Categorized into 16 themes, all 91 strategies in the 2015-2019 Implementation Plan are categorized under the three themes of Social, Environment and Economic.

**Draft 03-04-2015****2004 Adopted Goals and Principles**

The 2020 Comprehensive Plan outlines twelve (12) goals and principles to achieve the primary outcome set by the vision adopted by Council in 2004. Each plan element and associated goals & principles are as follows:

Figure 1.1 – Current Comprehensive Plan Goals & Principles

<b>Plan Element</b>	<b>Goals and Principles</b>
<b>01 – Issues &amp; Opportunities</b>	Summary of the vision, community goals and principles.
<b>02 – Land Use</b>	Guide Rockford’s development through the 2020 Plan, Zoning Ordinance, Subdivision Ordinance and Building Code, following the principles of Smart Growth.
<b>03 – Transportation</b>	Improve transportation infrastructure, services and networks (airport, transit, roadways and pathways) to provide efficient and accessible movement of all Rockford residents and goods throughout the community.
<b>04 – Community Facilities</b>	Develop and provide easy access for all Rockford residents to the quality and types of resources and services people need to improve their quality of life and develop to their fullest potential.
<b>05 – Telecommunications</b>	Ensure that all Rockford citizens and businesses have access to the latest telecommunication services.
<b>06 – Housing</b>	Ensure that all Rockford residents have a decent and affordable home and a suitable living environment.
<b>07 – Economic Development</b>	Bring businesses, the community and other resources together for the entire community of Rockford to attain a robust and diverse economic environment.
<b>08 – Neighborhoods</b>	Ensure that all Rockford residents live in neighborhoods that are safe and at least stable or improving.
<b>09 – Natural Resources</b>	Safeguard and improve environmental features as a means of promoting sustainable urban development, revitalization and a good quality of life in Rockford.
<b>10 – Historic Preservation</b>	Identify, protect and preserve Rockford’s historic resources in order to enhance the quality of life and economic wellbeing of current and future generations.
<b>11 – Community Design</b>	Improve the aesthetics and enhance the identity of Rockford as whole as well as constituent neighborhoods, major road corridors and gateways, and the riverfront.
<b>12 – Public Participation</b>	Engage the public through community outreach, consensus building and public education.
<b>13 – Monitoring &amp; Evaluation</b>	Ensure the 2020 Plan remains viable while still consistent with its original principles through a regular review and amendment process.

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**Implementation Plan Framework**

The Citywide Implementation Plan is a broad, holistic and provides a framework of activities for the next five years. The Implementation Plan uses the RMAP Regional Plan for Sustainability as a framework for evaluating and providing strategic recommendations for 2015-2019. The framework consists of three strategy themes: social, environmental and economic. Within the three key strategy themes are sets of strategies and recommended tactics for ongoing improvements toward plan implementation. The Strategies and tactics are a combination of relevant strategies from the existing Comprehensive Plan, plans and strategies that not been previously incorporated in the 2020 Plan, and providing a 5-year strategic direction for plan implementation across all five Planning Areas. The 5-year implementation plan contains the following components:

<b>Goals:</b>	Primary Outcome
<b>Strategies:</b>	The approach we will take to achieve the goal and how will implement the goals.
<b>Initiatives:</b>	Action steps for implementing defined strategies
<b>Indicators:</b>	How are we doing with each action step? (Measurements providing information about past and current trends; assists with the decision-making process
<b>Benchmarks</b>	Where do we want to be? (Quantifiable targets to measure progress over time in achieving the strategies

Figure 1.2 – Comprehensive Plan Alignment Matrix

	Strategy Categories	2020 Comprehensive Plan Element												
		01	02	03	04	05	06	07	08	09	10	11	12	13
<b>Social</b>	Housing and Neighborhoods						X		X					
	Safety								X					
	Civic Vitality								X				X	
	Culture								X				X	
	Health							X	X				X	
	Food							X	X					
<b>Environment</b>	Land		X											
	Water									X				
	Biodiversity									X				
	Built Environment			X			X		X			X		
	Waste				X									
<b>Economy</b>	Transportation			X										
	Education							X	X					
	Economic Development							X			X			
	Technology					X								
	Energy							X						

## 2 | Existing Land Use and Zoning

### **Land Use**

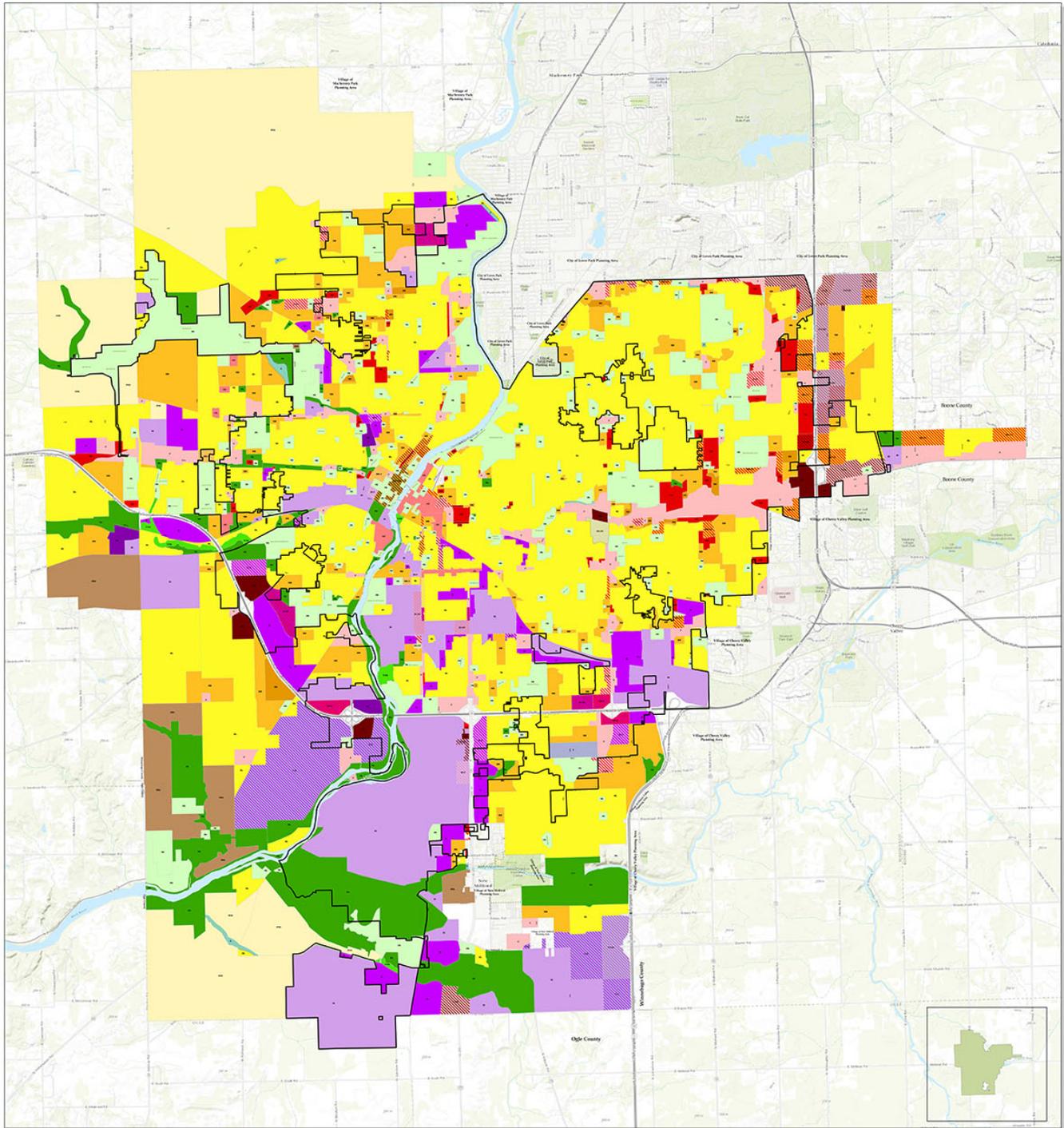
The City's comprehensive plan shows anticipated land demand to accommodate future growth. The 2015-2019 Implementation Plan does not recommend changes to the Comprehensive Plan, last amended in 2011 (see Figure 2.1). Strategies and initiatives identified in the implementation plan dedicate significant focus on infill development and underutilized land. While most areas are built out there remain opportunities within all five planning areas for infill development for residential, commercial and industrial uses.

### **Vacant and Underutilized Land**

As of the 2014 property assessment, more than 5,255 acres of land are identified as vacant. Approximately 4,400 acres of land is listed as vacant or underutilized exempt and non-exempt commercial, industrial and vacant farmland. Over 730 acres of land zoned residential is identified as vacant. Larger tracts of underutilized land are ideal for redevelopment to strengthen employment opportunities and neighborhood livability throughout the City. Infill and adaptive reuse may be more appropriate on sites adjacent to residential areas while site and building demolition is an appropriate strategy for areas ripe for higher impact end users.

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Figure 2.1 – Existing Comprehensive Plan (Amended Year 2011)



**2020 Comprehensive Plan - Rockford, Illinois**

**Legend**

- C- Retail
- IG- General Industry
- RH-CBD- Central Business District Overlay
- IG-C
- T-C-IL
- Right Of Ways
- CD- Mixed Use
- I- Light Industry
- Multiple Designation Areas
- IG-CD
- T-C-CO
- Rockford City Limits
- CH- Heavy Commercial
- IH- Heavy Industry
- C-CO
- IG-CR
- T-C-CO
- Freeway (Proposed)
- CO- Office
- T- Tech Industry
- C-COO
- PE-CD
- RL-C
- Arterial (Proposed)
- C-CO-D- Office Overlay
- RL- Light Residential
- C-CR
- I-C
- RM-C
- Collector (Proposed)
- CR- Recreation/Entertainment/Tourism
- RM- Medium Residential
- CH-IL
- RH-CO
- Pathway (Existing)
- PA- Priority Park Acquisition
- RH- Heavy Residential
- CH-RL
- RL-CO
- Pathway (Proposed)
- PE- Existing (Quasi-) Public Facility
- FUD- Future Urban Development
- CO-CR
- RM-COO
- Proposed Interchanges
- U- Area Unsuitable for Development
- SRA- Subdivision Review Area
- U-PA
- RH-COO
- Proposed Roundabout
- Existing Parks
- LandUse2020Streets

**City Overview**

Date Approved/Amended
September 13, 2004
May 13, 2008
June 1, 2009
November 7, 2011

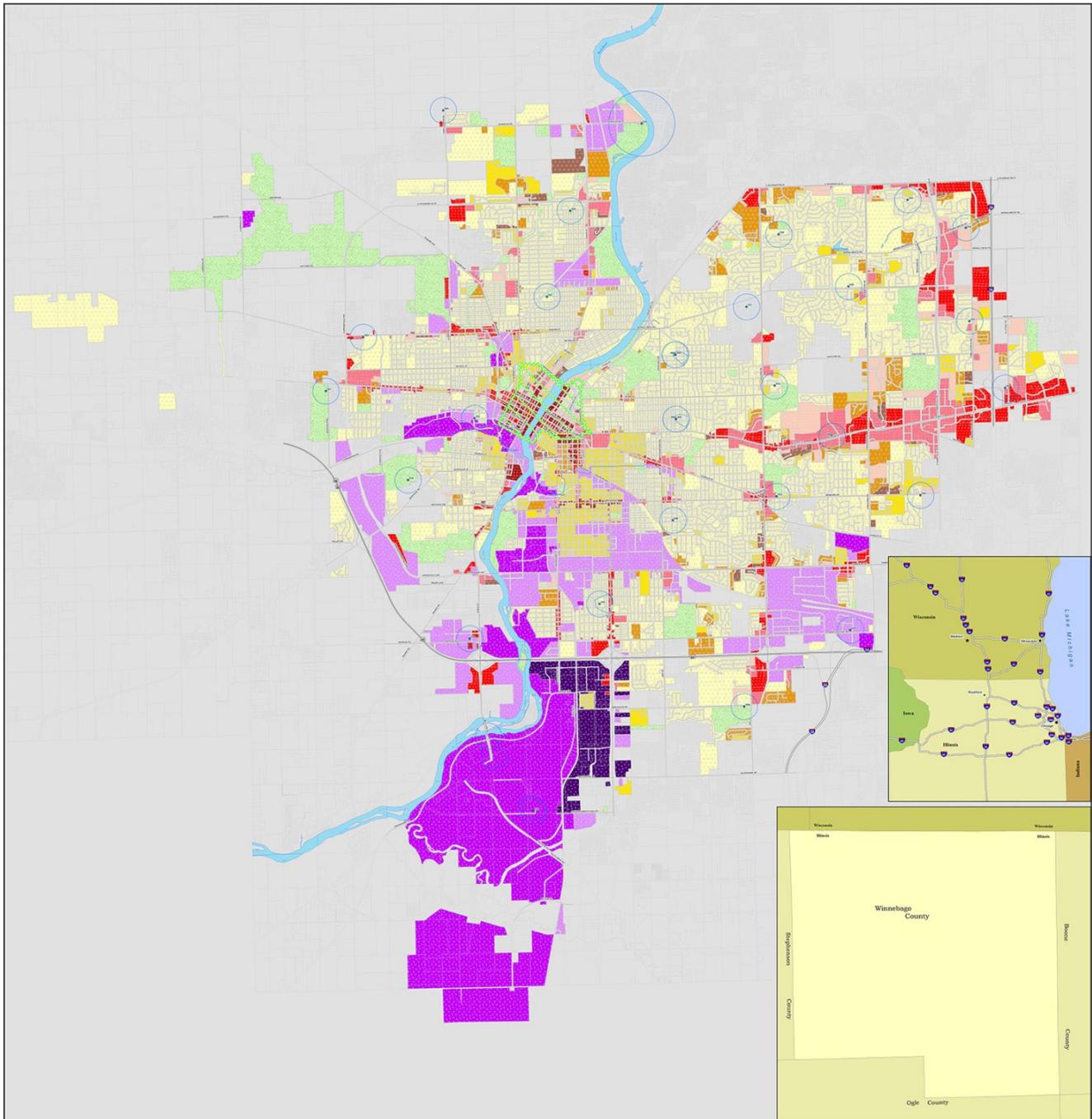


Map Prepared By:  
City of Rockford  
Community & Economic Development Department



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Figure 2.2 – Existing 2014 Zoning Map



**Zoning Map - Rockford, Illinois**

**Legend**

- |  |    |  |     |  |    |  |                                      |
|--|----|--|-----|--|----|--|--------------------------------------|
|  | C1 |  | I2  |  | R3 |  | Preannexation Agreements             |
|  | C2 |  | I3  |  | R4 |  | Special Use Permit                   |
|  | C3 |  | R1  |  | RE |  | Arts and Creativity Overlay District |
|  | C4 |  | R1U |  |    |  | Designated Pedestrian Streets        |
|  | I1 |  | R2  |  |    |  | City Wells                           |
|  |    |  |     |  |    |  | Well Setback Areas                   |



Map Prepared By:  
 City of Rockford  
 Community Development Dept.  
 Construction and Development Services  
 Darius Morrow  
 Last Update: March 2014



### 3 | 2015-2019 Implementation Strategies

#### **Framing the Next Five Years**

Plan Element 13 of the 2020 Comprehensive Plan provides direction for plan implementation, monitoring and revising. Additionally, a full review of the 2020 Plan was recommended for years 2014-2015. The 2015-2019 Implementation Plan maintains the City’s current policy goals and principles adopted in 2004. The 5-year plan, balancing plan vision and current conditions, includes 77 strategic objectives and recommended initiatives to implement over the next 5 years.

#### **Strategic Outcome – Housing and Neighborhoods**

Rockford neighborhoods are diverse in character, style, and culture. The City’s goal is to sustain and grow the number of livable and walkable neighborhoods where people want to live, work and plan. Neighborhoods are diverse and at the same time share common social, environmental and economic assets for sustainability. The following strategies are designed to continue our progress toward improving neighborhood livability in all planning areas:

Strategic Objectives & Initiatives:

<p><b>1.1 Continue to create opportunities for rehabilitation.</b></p>	<ul style="list-style-type: none"> <li>a. Promote and expand housing preservation and rehabilitation incentive programs.</li> <li>b. Develop a vacant housing online database and market incentives available for property repurposing to young adult professionals.</li> <li>c. Provide housing options that support aging-in-place and accessory housing units.</li> <li>d. Align resources for residential property landscaping beautification.</li> <li>e. Maintain a housing inspection program that can identify housing trending toward decline or identifiable substandard housing issues.</li> </ul>
<p><b>1.2 Continue demolition of abandoned properties.</b></p>	<ul style="list-style-type: none"> <li>a. Identify demolished properties suitable for public art projects and urban agriculture/community gardens.</li> </ul>
<p><b>1.3 Enable a range of housing affordability within existing and new neighborhoods.</b></p>	<ul style="list-style-type: none"> <li>a. Target new senior housing development with high connectivity and access to essential services</li> <li>b. Consider existing poverty levels with planning areas and vital sign districts when reviewing/siting affordable housing developments.</li> <li>c. Encourage transit-oriented development near train stations and along major transit routes.</li> <li>d. Prioritize new affordable and accessible housing in areas that offer good access to transportation, employment, and public amenities.</li> <li>e. Prioritize new mixed use and mixed income housing development along corridors with major infrastructure improvements is occurring.</li> </ul>
<p><b>1.4 Reduce number of absentee-ownership properties.</b></p>	<ul style="list-style-type: none"> <li>a. Identify Community Development Organizations to acquire tax foreclosed properties.</li> <li>b. Integrate enforcement with other abandonment prevention strategies through housing infill and rehabilitation.</li> </ul>

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	c. Establish a direct marketing campaign for the City's housing tax incentive programs.
<b>1.5 Develop parks and open space within existing and new neighborhood developments.</b>	a. Identify vacant land or soon-to-be demolished properties to expand parks and recreation opportunities.
<b>1.6 Improve access and availability of essential services within neighborhood commercial corridors and centers.</b>	a. Identify obsolete industrial sites suitable for neighborhood-oriented development. b. Promote a compatible mix of land uses that create a diversified environment for living, shopping, and recreation and employment
<b>1.7 Increase community engagement opportunities in neighborhood and focus area planning.</b>	a. Incorporate online social media tools to community in phases of planning phases. b. Use evaluation tools for collective feedback on established community involvement processes both from the City and participants perspective.

**Strategic Outcome – Safety**

The perception and reality of safety is important for the City of Rockford. Safety is integral to neighborhood livability and marketplace vibrancy is safety. Public safety is collaborative and shared by community members. Ensuring Rockford as a safe place to live, work, learn, and play is addressed through services, technology, and infrastructure investments. The following strategies are designed to continue our progress toward improving safety in all planning areas:

**Strategic Objectives & Initiatives:**

<b>2.1 Develop and implement programs to decrease crime and improve actual and perceived public safety.</b>	a. Inventory and analyze existing public safety programs and communication platforms for improved real time information. b. Continue implementation and operation of community policing strategy c. Continue refining community metrics dashboards for neighborhood based crime reporting and mapping. d. Partner with local agencies and neighborhood associations to implement additional safe-routes-to-school.
<b>2.2 Provide and support community dialogue on safety concerns and preventative solutions.</b>	a. Involve business and property owners in crime-preventative measures. b. Support and expand neighborhood watch associations in neighborhoods and business districts. c. Expand neighborhood safety summits for neighborhood organizations.
<b>2.3 Develop and implement technology platforms to improve crime reporting by residents and business owners.</b>	a. Host tech-innovation weekends to design and develop solutions to complement existing means of communication. b. Align public and private funding sources.
<b>2.4 Continue engaging youth in</b>	a. Increase youth outreach efforts through existing Police Department

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<b>the development and implementation of youth-oriented educational programming supporting the reduction of crime.</b>	programming b. Facilitate dialogue within the Mayor’s Youth Advisory Council for addressing issues concerning crime among the youth population. c. Support School District initiatives that decrease expulsion, truancy and dropout rates.
<b>2.5 Develop and implement life-coaching and counseling opportunities for youth in supporting the reduction of crime occurrence.</b>	a. Support active programming provided by the District at major indoor/outdoor facilities and community centers.

**Strategic Outcome – Civic Vitality**

The Regional Plan for Sustainable Development identifies concentrated poverty as a significant factor in declining neighborhood livability. The well-being of all residents is important and helps to sustain the overall health of the community. Engagement and alignment of resources also addresses challenges related to civic vitality and opportunities for individuals and families to thrive. The following strategies are designed to continue our progress toward improving civic vitality in all planning areas:

## Strategic Objectives &amp; Initiatives:

<b>3.1 Support and strengthen active involvement of residents in neighborhood organizations, associations and events.</b>	a. Improve and increase collaboration with community members. b. Connect residents with volunteer programs and opportunities. c. Continue open communication through Social media platforms. d. Involve neighborhood organizations and associations in neighborhood planning activities e. Engage our local colleges and universities to serve as community information hubs
<b>3.2 Establish a youth and young adult leadership development program to encourage active civic engagement.</b>	a. Partner with voter leagues and neighborhood associations to increase the number of registered voters and participation rates b. Align the Mayor’s Youth Council with community service projects.
<b>3.3 Align public, private and non-profit resources to support socio-economic stability among residents.</b>	a. Work with neighborhood organizations to promote programming and financial capital assistance to grow the number of small business, craft and trade startups.

**Draft 03-04-2015****Strategic Outcome – Culture**

The cultural life of Rockford continues to evolve as people, places, and events honor our past and embrace who we are today. Arts and culture contribute to the overall social, economic and environmental health of Rockford. The following strategies are designed to strengthen the physical and social aspects of community life in all planning areas:

## Strategic Objectives &amp; Initiatives:

<b>4.1 Increase participation among all residents in cultural, art and recreational events and programs.</b>	<ul style="list-style-type: none"> <li>a. Identify vacant storefronts and buildings mobile pop-up arts and cultural facilities.</li> <li>b. Partner with visual and performing arts agencies to increase membership rates for Rockford residents.</li> <li>c. Link cultural events with tours of historic districts and neighborhoods.</li> </ul>
<b>4.2 Preserve cultural and ethnic traditions, places and resources.</b>	<ul style="list-style-type: none"> <li>a. Promote major events celebrating diversity</li> <li>b. Identify potential additions for wayfinding signage for cultural venues.</li> <li>c. Incorporate cultural and linguistic diversity within branding and wayfinding projects.</li> </ul>
<b>4.3 Create new and enhance existing local events based on various cultural experiences unique to Rockford.</b>	<ul style="list-style-type: none"> <li>a. Upgrade flagship parks to support diverse cultural events, arts and recreation.</li> <li>b. Support and expand event offerings and activities reflective of the cultural diversity in Rockford.</li> </ul>

**Strategic Outcome – Health**

Multiple agencies and individuals are engaged in the public health system network. Improving health outcomes for Rockford and the region has been identified as high importance. Since the adoption of the Comprehensive Plan there has been great focus on the link between public health and the physical environment. The following strategies are mostly implemented through the network of healthcare providers, agencies and institutions and reflect the City's supporting role in improving local health outcomes:

## Strategic Objectives &amp; Initiatives:

<b>5.1 Align with healthcare providers and institutions to mitigate barriers of access to health and wellness among low-income and aging populations.</b>	<ul style="list-style-type: none"> <li>a. Coordinate with Rockford Health Council to increase the number of individuals utilizing regular health care resources.</li> <li>b. Improve access to oral healthcare.</li> <li>c. Collaborate with healthcare providers and institutions to improve awareness of benefits for the regular use of healthcare.</li> </ul>
<b>5.2 Improve healthcare resources and services in currently underserved Planning Areas.</b>	<ul style="list-style-type: none"> <li>a. Support the expansion of clinic programs at Rockford High Schools.</li> </ul>
<b>5.3 Collaborate with healthcare providers and institutions to improve public health outcomes.</b>	<ul style="list-style-type: none"> <li>a. Improve awareness of preventative health care resources</li> <li>b. Increase access and availability of prenatal care resources.</li> <li>c. Decrease the percent of low-birth weight children.</li> <li>d. Support and expand awareness of addiction programs.</li> </ul>

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**Strategic Outcome – Food**

Food and food systems are vital to the health of individuals and the community. Access to healthy foods is an increasing discussion point and concern in our region. The strategies and recommended tactical activities are designed to continue the City’s focus on improving access to healthy foods. The following strategies support traditional and non-traditional approaches to producing, distributing and retailing throughout the City:

Strategic Objectives & Initiatives:

<p><b>6.1 Provide convenient access to healthy food for all residents.</b></p>	<ul style="list-style-type: none"> <li>a. Facilitate the creation of more healthy good retail options in targeted underserved neighborhoods</li> <li>b. Support and expand the location of weekday and weekend farmer's markets.</li> <li>c. Identify City-owned properties for urban agriculture and community gardens.</li> <li>d. Partner with non-profit agencies to plant new community gardens on city-owned properties identified as suitable for urban agriculture.</li> <li>e. Integrate a food-systems analysis in all major land use decisions such as zoning, transportation planning, and the comprehensive plan.</li> </ul>
<p><b>6.2 Support Local Foods Network</b></p>	<ul style="list-style-type: none"> <li>a. Establish a commercial community kitchen to offer interactive learning on food preparation, safety and entrepreneurial start-up opportunities.</li> <li>b. Expand opportunities for local growers.</li> <li>c. Evaluate impediments to urban agriculture.</li> <li>d. Create a new land use category for urban agriculture</li> <li>e. Market suitable sites for indoor urban agriculture</li> <li>f. Support infrastructure for local and regional food processing and distribution.</li> </ul>

**Strategic Outcome – Land**

Land planning is core to the 2020 Comprehensive Plan and remains an important element within the 5-year Implementation Plan. The City’s land use plan incorporates principles of Smart Growth to enable a wide and accessible range of choices in where individuals and families choose to live, work, learn and play. In addition to traditional new development planning and growth, the 2020 Plan encourages infill development and redevelopment. Other factors such as topography and environmentally sensitive geographies are also included to guide land and structure development. Recommended land strategies and tactical activities are as follow:

Strategic Objectives & Initiatives:

<p><b>7.1 Reduce surplus City-owned land and structures and return publically owned vacant parcels to taxable status.</b></p>	<ul style="list-style-type: none"> <li>a. Develop a web-based public database for all vacant land and structures available for purchase.</li> <li>b. Assemble and consolidated parcels for redevelopment.</li> <li>c. Partner with residents, businesses and non-profits to expand vacant land management strategies.</li> </ul>
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<p><b>7.2 Promote targeted infill development in each Planning Area.</b></p>	<ul style="list-style-type: none"> <li>a. Identify current barriers associated with each Infill Areas identified in the existing Comprehensive Plan.</li> <li>b. Market incentive packages reduce the cost burden and encourage development in the identified Infill Areas.</li> <li>c. Include market residential tax incentives and housing rehabilitation programs in outreach to existing and new employers.</li> <li>d. Encourage a range of housing types and price points within infill and new development.</li> <li>e. Encourage compact and sustainable development to maximize walkability and access within neighborhood centers and commercial corridors.</li> </ul>
<p><b>7.3 Preserve and enhance natural and environmentally sensitive areas.</b></p>	<ul style="list-style-type: none"> <li>a. Update codes and regulations to regulate development and encourage development outside of environmentally sensitive areas.</li> <li>b. Use topography to direct land development.</li> <li>c. Establish a “green infrastructure” program to link, manage and expand existing parks, preserves, and greenways.</li> </ul>
<p><b>7.4 Identify high risk areas for mitigation.</b></p>	<ul style="list-style-type: none"> <li>a. Identify natural-hazard areas</li> <li>b. Prepare and Implement Local Hazard Mitigation Plan</li> </ul>
<p><b>7.5 Support regulations to improve on site stormwater management and reduce flooding damage.</b></p>	<ul style="list-style-type: none"> <li>a. Encourage Low Impact Development designs.</li> <li>b. Promote integration of green roofs and related sustainable building elements to reduce stormwater runoff.</li> <li>c. Conduct regular inspections of the drainage system for proper maintenance.</li> <li>d. Develop an open space acquisition reuse and preservation plan targeting hazard areas.</li> </ul>

**Strategic Outcome – Water**

Rockford contains sixteen (16) major watersheds with rivers, lakes, creeks and estuaries that supply clean water to residents and habitats for fish, plants and animals. Watersheds influence the social, environmental and economic makeup of Rockford. Development patterns affect water quality and stormwater runoff. Managing water resources is important for the City and is reflected in the following strategies and recommended tactical activities:

Strategic Objectives & Initiatives:

<p><b>8.1 Protect the groundwater supply and enhance drinking water quality.</b></p>	<ul style="list-style-type: none"> <li>a. Implement Source Water Protection Program (SWPP).</li> <li>b. Optimize existing and add new water treatment facilities as needed to meet drinking water regulations.</li> <li>c. Conduct annual water main flushing program.</li> <li>d. Provide a program to inspect industrial and commercial properties to reduce illicit discharges into the ground and streams.</li> </ul>
<p><b>8.2 Maintain and enhance infrastructure that delivers water to the City.</b></p>	<ul style="list-style-type: none"> <li>e. Conduct performance tests and perform maintenance as needed.</li> <li>f. Repair water main infrastructure as needed.</li> <li>g. Implement city-wide valve exercising program.</li> <li>h. Perform fire-hydrant testing (10-year rotation).</li> </ul>

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<b>8.3 Identify and upgrade aging water main infrastructure.</b>	<ul style="list-style-type: none"> <li>a. Assign risk score to all water mains based on condition and consequence failure.</li> <li>b. Develop water main renewal forecast along with estimated annual costs.</li> <li>c. Develop and implement water main replacement funding.</li> </ul>
<b>8.4 Protect the aesthetic quality of waterways for recreational use.</b>	<ul style="list-style-type: none"> <li>a. Complete next phase of River Rock waterfront pathway system.</li> <li>b. Evaluate water transportation services to connect Riverfront activity centers.</li> <li>c. Partner with private and non-profit organizations to implement pedestrian-friendly streetscapes connecting neighborhoods to waterways within city boundaries.</li> </ul>
<b>8.5 Maintain and enhance local watershed protection.</b>	<ul style="list-style-type: none"> <li>a. Identify wetland sites for restoration projects.</li> <li>b. Complete waterway planning for Kent and Keith creeks.</li> </ul>
<b>8.6 Protect floodways and floodplains.</b>	<ul style="list-style-type: none"> <li>a. Develop an inventory of best practices to support neighborhoods impacted by flood map changes.</li> <li>b. Complete watershed studies and plans.</li> </ul>

**Strategic Outcome – Biodiversity**

The RMAP Regional Plan for Sustainable Development identifies planning for biodiversity as essential to ecosystem health for the region. Biodiversity includes planning for environmentally sensitive areas, assessment of development impact on the natural landscape, and plant and animal life. The City's 5-year plan identifies three (3) primary strategies for improving biodiversity:

## Strategic Objectives &amp; Initiatives:

<b>9.1 Protect mature trees and maintain required landscaping.</b>	<ul style="list-style-type: none"> <li>a. Evaluate street tree policy and responsibilities to encourage more tree-planting.</li> <li>b. Include tree planting as part of stormwater management.</li> <li>c. Evaluate tree protection ordinance.</li> </ul>
<b>9.2 Maintain and enhance the tree planting program with a variety of native species and locations.</b>	<ul style="list-style-type: none"> <li>a. Continue partnering with public agencies, non-profit and private sector entities related to tree-planting and educational programming.</li> </ul>
<b>9.3 Identify linear corridors along waterways and abandoned railroads to serve as habitat connections for wildlife between open spaces.</b>	<ul style="list-style-type: none"> <li>a. Provide safe wildlife crossings.</li> </ul>

**Draft 03-04-2015****Strategic Outcome – Built Environment**

Built structures are major components shaping City livability. Housing, commercial buildings, roadways, utilities and other public facilities are identified as primary structures defining the built environment. The citing of public and private facilities and structures influence how residents and community members live, work, learn, and play. The 5-year plan focuses on strategies around public facilities within and adjacent to neighborhoods as well as site redevelopment strategies for underutilized and environmentally hazardous land.

## Strategic Objectives &amp; Initiatives:

<b>10.1 Maintain and expand open space along the Rock River corridor for recreational use.</b>	<ul style="list-style-type: none"> <li>a. Support further implementation of the Riverfront walkway plan.</li> <li>b. Implement appropriate phases of the Whitewater Rafting plan.</li> </ul>
<b>10.2 Enhance and expand pathways, trails and linear parks for recreational and commuter uses.</b>	<ul style="list-style-type: none"> <li>a. Continue reducing all existing gaps along major bike and trail pathways within city boundaries.</li> <li>b. Connect city-wide parks to the existing protected natural areas of the regional green-space network.</li> <li>c. Increase the number of participants in annual cycling events by 30%.</li> </ul>
<b>10.3 Preserve and enhance walkability within all Planning Areas.</b>	<ul style="list-style-type: none"> <li>a. Extend the street network in areas with low pedestrian connectivity.</li> </ul>
<b>10.4 Ensure all Rockford residents live within a 10-minute walk of a neighborhood park or a recreation center.</b>	<ul style="list-style-type: none"> <li>a. Identify opportunity sites available for parks, open space and related public facilities</li> <li>b. Work with the Park District to prioritize and develop neighborhood parks in areas identified with service gaps.</li> </ul>
<b>10.5 Ensure proper maintenance and vibrancy of parks, public green space, and public facilities.</b>	<ul style="list-style-type: none"> <li>a. Assist the Rockford Public Library with near and long-term planning for facilities in all Planning Areas.</li> <li>b. Assist the Rockford Park District with near and long-term land acquisition for the development of indoor and outdoor public facilities.</li> </ul>
<b>10.6 Continue assessment, remediation and redevelopment of brownfield sites.</b>	<ul style="list-style-type: none"> <li>a. Establish training and other community engagement programs to build capacity within community-based organizations in brownfield redevelopment planning and implementation.</li> <li>b. Create a green remediation guide for site remediation and improvements.</li> <li>c. Establish green remediation approaches for redevelopment of City-owned land.</li> <li>d. Study the economic value of brownfield redevelopment within the city boundary.</li> </ul>
<b>10.7 Incentivize development in Planning Areas where investment is stagnant or declining.</b>	<ul style="list-style-type: none"> <li>a. Leverage public sector infrastructure development for private investment in stable and declining Planning Areas.</li> <li>b. Evaluate and advance strategies with existing TIF District redevelopment plans.</li> </ul>

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**Strategic Outcome – Waste**

Demographic changes, technological advancement and regulatory requirements are factors shaping the City’s approach for waste management. The City places a high value on improving options for residents and the business community for disposal of waste that is efficient, sustainable and sensitive to the natural environment. The strategies outlined below focus on methods of continuous improvement in waste management through recycling and technology:

Strategic Objectives & Initiatives:

<p><b>11.1 Improve the convenience and ease of recycling.</b></p>	<ul style="list-style-type: none"> <li>a. Continue installing recycling receptacles in areas with high pedestrian use.</li> <li>b. Partner with the Rockford Public Schools to develop programming to maintain and expand awareness of recycling for grades K-12.</li> <li>c. Implement redesigned drinking fountains in public spaces to encourage adoption of reusable water bottles.</li> </ul>
<p><b>11.2 Reduce the City’s solid waste footprint.</b></p>	<ul style="list-style-type: none"> <li>a. Increase recycling within households, public, private, and non-profit sectors by 50%.</li> <li>b. Incentivize city vendors to recover and reuse materials.</li> <li>c. Collaborate with regional partners to develop a shared E-waste recycling program.</li> </ul>
<p><b>11.3 Establish a public-private partnership to pilot waste conversion technologies.</b></p>	<ul style="list-style-type: none"> <li>a. Solicit proposals to develop conversion technology facilities to disposal of waste.</li> </ul>

**Strategic Outcome – Transportation**

The transportation system plays a vital role in daily life activities and the economic health of the City and region. The 2020 Comprehensive Plan envisions efficient and accessible movement of people and product within and external to the municipal boundaries of the City. Our street system includes a network of pre-1950s grid layout and post 1960’s arterial system. The strategies and recommended tactical activities outlined below incorporate public and private modes of travel and continuous improvement in the roadway network to facilitate neighborhood livability and economic development.

Strategic Objectives & Initiatives:

<p><b>12.1 Upgrade and modernize streets, bridges and traffic control infrastructure to ensure high level of service and safety.</b></p>	<ul style="list-style-type: none"> <li>a. Bury overhead utilities underground with planned infrastructure improvements.</li> <li>b. Develop streetscape lighting standards and invest in street furniture (i.e., benches, bus shelters, street signs) within business districts and along major commercial corridors.</li> </ul>
<p><b>12.2 Improve road, freight and air network to enhance the airports movement of people and goods.</b></p>	<ul style="list-style-type: none"> <li>a. Reduce the number of load weight restriction roads by 50%.</li> <li>b. Implement improvements to key entrances into Global Trade Park.</li> <li>c. Work with the Illinois Tollway Authority to advance I-90/Perry Creek Interchange project.</li> <li>d. Implement remaining improvements to U.S. Bypass 20 for interstate level of service.</li> <li>e. Improve freight transfer and intermodal capacity by relocating the near Downtown railyard to Global Trade Park area.</li> </ul>

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<b>12.3 Coordinate land-use decisions with existing and planned transportation assets to increase transportation choices, access to jobs, goods and services.</b>	a. Promote mixed use development and walkability near major local and regional transit centers.
<b>12.4 Improve and expand transportation connectivity between neighborhoods and major employment centers.</b>	a. Develop and expand express bus routes to reduce travel times and attract riders. b. Promote and attract riders for the Amtrak service line to increase the number of interregional trips. c. Implement real-time transit information systems and applications. d. Support regional efforts to grow commuter rail access and daily trips between Rockford and the Chicago metropolitan area.
<b>12.5 Implement a complete streets policy.</b>	a. Prepare a complete streets design manual. b. Ensure adequate space for multiple users (i.e., pedestrians, bikes, cars, buses) of the street network.
<b>12.6 Improve pedestrian connections and safety across major right-of-ways.</b>	a. Continue filling in key gaps in sidewalk network. b. Implement mid-block marked crosswalks where possible. c. Partner with local non-profit design organizations to develop creative solutions for improving pedestrian experience.
<b>12.7 Maintain and expand on and off-street networks servicing pedestrians and bicyclists.</b>	a. Continue filling in key gaps in sidewalk network. b. Identify key locations to implement bike racks and bike stations. c. Improve pedestrian access between schools and neighborhoods. d. Initiate a city-wide bike sharing program feasibility study.

**Strategic Outcome – Education**

The 2020 Comprehensive Plan does not directly identify educational strategies but recognizes the importance of education in shaping the City and region. Education is collaborative across individuals, families, and agencies and has a direct and indirect impact on the social, environmental and economic vitality of the city and region. Supporting life-long learning opportunities for all ages and abilities is important to the City and is reflected in the following strategies:

**Strategic Objectives & Initiatives:**

<b>13.1 Increase education attainment rate.</b>	a. Align and support programs designed to improve the quality and availability of early childhood learning and family support. b. Promote Rock Valley College aviation and maintenance technology certification program. c. Market support services to increase GED class enrollment and completion. d. Provide support for implementing Rockford Promise
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<b>13.2 Align and support regional efforts for retaining and attracting certificate, associates, undergraduate and graduate students.</b>	a. Develop and implement ACT Work Keys, manufacturing skills standards and certification credentials for students.
<b>13.3 Expand post-high school learning programming and facilities.</b>	a. Identify opportunities to physically connect college and university campuses to the Central Planning Area. b. Identify craft manufacturing and design locations. c. Complete a market feasibility and strategy plan to develop or attract a craft manufacturing & design school.

**Strategic Outcome – Economic Development**

Economic Development is regarded by the City as interconnected and interdependent with social and environmental factors. New opportunities, legacy and emerging challenges are influencing the local and marketplace and competitive for the region. The economic development strategies outlined below are designed to guide the City's efforts in retaining and attracting primary employers, tourism and to expanding opportunities for innovation and entrepreneurship.

## Strategic Objectives &amp; Initiatives:

<b>14.1 Reposition former industrial sites and areas for new users.</b>	a. Continue environmental assessment and remediation on sites constructed prior to 1950. b. Develop ranking system for pre-1950 industrial sites to determine eligibility for repurposing or demolition for site readiness. c. Develop qualified site program to assist property owners in advancing their land for site development readiness. d. Promote and encourage the use of New Market Tax Credits and other funding programs designed for repurposing industrial sites e. Develop partnerships with developers experienced in repurposing industrial sites
<b>14.2 Ensure adequate supply of development ready land zoned for industrial and commercial uses</b>	a. Pursue voluntary annexation of property in adjoining unincorporated areas. b. Develop qualified site program to assist property owners in advancing their land for site development readiness c. Create tangible offerings to attract private developers.
<b>14.3 Identify, develop and expand emerging economic clusters.</b>	a. Target craft manufacturers to locate within designated Enterprise and River Edge Redevelopment Zones. b. Continue to seek and host national and international visitor events. c. Develop and encourage businesses to utilize apprenticeship programs in growth industries d. Identify, create and promote programs, activities and policies fostering innovation in emerging and existing businesses, aiding them in the creation of viable business operation and economic development practices e. Develop and align training programs to support job growth demands in emerging industries.

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<p><b>14.4 Encourage the growth and development of existing and new primary employment centers.</b></p>	<ul style="list-style-type: none"> <li>a. Encourage airport-related development and supportive services to support the growth of Chicago-Rockford International Airport.</li> <li>b. Encourage development of hotel rooms and retail services to support primary employment clusters and corridors</li> <li>c. Improve branding, wayfinding and signage within industrial and commercial business parks.</li> <li>d. Improve infrastructure and transportation networks within and access to industrial parks</li> <li>e. Identify alternative funding programs to expand public infrastructure improvements.</li> </ul>
<p><b>14.5 Encourage the growth of existing and emerging commerce retail corridors.</b></p>	<ul style="list-style-type: none"> <li>a. Identify and prioritize land use, economic incentives to continue implementation of council approved corridor plans.</li> <li>b. Support live-work redevelopment within new and existing developments.</li> <li>c. Support new pop-up retail.</li> <li>d. Target destination retail uses.</li> </ul>
<p><b>14.6 Attract more essential services to currently underserved Planning Areas.</b></p>	<ul style="list-style-type: none"> <li>a. Target public investment that encourages private development within neighborhood centers and commercial corridors.</li> <li>b. Work with the private sector to locate groceries, laundry/dry cleaning facilities and pharmacies within neighborhood center and commercial corridors.</li> <li>f. Establish business incentive programs in neighborhood corridor areas.</li> </ul>
<p><b>14.7 Grow Rockford's strong institutional job sectors</b></p>	<ul style="list-style-type: none"> <li>a. Support Rockford's colleges, universities, medical institutions and providers through enhanced living and working environments near institution locations.</li> <li>b. Encourage mixed-use development near colleges and universities.</li> </ul>
<p><b>14.8 Align local startup and expansion capital to encourage and accelerate entrepreneurial growth.</b></p>	<ul style="list-style-type: none"> <li>a. Encourage participation in self-employment training classes with RVC and SBDC.</li> <li>b. Promote the use of start-up business funding platforms.</li> <li>c. Develop and or link entrepreneur networks with existing micro financing programs.</li> <li>d. Develop the underpinning community support system for entrepreneur development.</li> </ul>
<p><b>14.9 Improve awareness among all residents of existing small business and entrepreneur support programs.</b></p>	<ul style="list-style-type: none"> <li>a. Promote and reward a culture of entrepreneurial and innovative business development.</li> </ul>
<p><b>14.10 Collaborate with local businesses to minimize barriers to employment opportunities for formerly incarcerated citizens.</b></p>	<ul style="list-style-type: none"> <li>a. Partner with non-profit and private sector entities to expand prison reentry workforce training through local entrepreneurship programs</li> </ul>

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<b>14.11 Support regional efforts facilitating retention and attraction of young professionals.</b>	<ul style="list-style-type: none"> <li>a. Facilitate an annual city tour for residents, business owners and prospective community members to showcase planned and currently underway projects.</li> <li>b. Target positive promotions of Rockford to non-Rockford area markets.</li> </ul>
<b>14.12 Preserve culturally, historically, and architecturally significant sites, buildings and districts.</b>	<ul style="list-style-type: none"> <li>c. Incentivize the rehabilitation and reuse of locally designated resources within neighborhoods and commercial corridors.</li> <li>d. Ensure new development is compatible with historic districts.</li> <li>e. Encourage new mixed-use developments on underutilized sites.</li> </ul>
<b>14.13 Align resources to support cultural and recreational institutions for increased economic development opportunities.</b>	<ul style="list-style-type: none"> <li>a. Formalize a new culinary tourism program highlighting food and beverage market destinations throughout the city.</li> <li>b. Support the expansion of neighborhood-based public art programming.</li> </ul>

**Strategic Outcome – Technology**

Technological innovations are impacting the form and function of cities, from transportation and building construction design to communication and fiscal management. Supporting and growing the local capacity for ongoing innovation is integral to advancing economic opportunities for new primary employment, support services and related industries. The following strategies focus on infrastructure investment for increase the city's competitive edge in technology:

## Strategic Objectives &amp; Initiatives:

<b>15.1 Locate telecommunication facilities in areas other than the airport, historic districts or in residential areas.</b>	<ul style="list-style-type: none"> <li>a. Review existing code requirements and provide recommended modifications.</li> </ul>
<b>15.2 Expand affordable access to broadband to all residents and businesses.</b>	<ul style="list-style-type: none"> <li>a. Support Wi-Fi hotspot initiatives targeting areas with low service coverage.</li> </ul>
<b>15.3 Expand access to broadband infrastructure to encourage technical innovation and recruitment of high-tech businesses.</b>	<ul style="list-style-type: none"> <li>a. Continue support for iFiber implementation and service expansion</li> <li>b. Evaluate the installation of Wi-Fi infrastructure on city-owned assets.</li> </ul>
<b>15.4 Support education and training opportunities for tech-related business startups and occupations.</b>	<ul style="list-style-type: none"> <li>a. Collaborate with EigerLab and other technology cluster incubators to create advanced digital infrastructure for attracting and growing tech-related businesses.</li> </ul>

**Draft 03-04-2015****Strategic Outcome – Energy**

Managing and improving the city’s energy supply and distribution system is a collaborative process. ComED (Exelon Corp) is the local provider of electrical utility. NiCor is the local provider of natural gas. Both entities continue to make improvements the distribution of both utilities. The strategies outlined below support enhancements to the distribution network to promote efficient use of energy and reduce the cost burden to residents and businesses.

## Strategic Objectives &amp; Initiatives:

<b>16.1 Increase the use of renewable energy sources to reduce financial and environmental costs.</b>	<ul style="list-style-type: none"> <li>a. Increase planning and coordination to promote clean, reliable and affordable energy.</li> <li>b. Work with providers to increase amount of energy produced by cogeneration and waste capture.</li> <li>c. Ensure the reliability of power delivery to our residents and businesses.</li> </ul>
<b>16.2 Improve energy efficiency through the modernization of energy delivery.</b>	<ul style="list-style-type: none"> <li>a. Work with ComEd (Exelon) to implement the SmartGrid for Rockford</li> <li>b. Integrate energy utility improvements with capital improvement projects.</li> </ul>
<b>16.3 Continue improving our codes and regulations to facilitate cost effective sustainable development.</b>	<ul style="list-style-type: none"> <li>a. Work with historic preservation entities and code officials to reconcile the energy codes and preservation requirements.</li> </ul>

**Draft 03-04-2015****4 | 2015-2019 Implementation Matrix**

Since the launch of the Comprehensive Plan review, the goal has been to develop a set of strategies to improve and sustain the social, environmental and economic well-being of Rockford. To meet our goals by 2020, we need to track our progress every step along the way. The indicators help us assess whether changes to the plan are needed. The following pages outline the collective strategies and how we will measure progress through December 31, 2019.

**Lead Agency and Community Partners Acronyms/Abbreviations**

<b>CBO</b>	Community Based Organizations ( <i>i.e., Neighborhood &amp; Business District Assoc., Faith-Based Organizations, Philanthropic Organizations, Local/Regional Community Resource Network</i> )
<b>CDC</b>	Community Development Corporation
<b>CO-WB</b>	County of Winnebago
<b>COR</b>	City of Rockford
<b>COR-CED</b>	City of Rockford Community & Economic Development Department
<b>COR-HS</b>	City of Rockford Human Services Department
<b>COR-MO</b>	City of Rockford Mayor's Office
<b>COR-PW</b>	City of Rockford Public Works Department
<b>COR-FN</b>	City of Rockford Finance Department
<b>COR-FR</b>	City of Rockford Fire Department
<b>COR-L</b>	City of Rockford Legal Department
<b>COR-P</b>	City of Rockford Police Department
<b>CRIA</b>	Chicago-Rockford International Airport
<b>EPA</b>	Environmental Protection Agency (Federal and/or State)
<b>FEMA</b>	Federal Emergency Management Agency
<b>NN</b>	Neighborhood Network
<b>RACVB</b>	Rockford Area Convention & Visitors Bureau
<b>RAEDC</b>	Rockford Area Economic Development Corporation
<b>RAVE</b>	Rockford Area Venues & Entertainment
<b>RCC</b>	Rockford Chamber of Commerce
<b>RCP</b>	Rockford Community Partners
<b>RCU</b>	Rockford Colleges & Universities
<b>RHC</b>	Rockford Health Council
<b>RLDC</b>	Rock River Local Development Corporation
<b>RHA</b>	Rockford Housing Authority
<b>RMAP</b>	Rockford Metropolitan Agency for Planning
<b>RMTD</b>	Rockford Mass Transit District
<b>RPD</b>	Rockford Park District
<b>RPL</b>	Rockford Public Library
<b>RPS205</b>	Rockford Public Schools Districts #205
<b>RRWRD</b>	Rock River Water Reclamation District
<b>WC</b>	The Workforce Connection
<b>WCHD</b>	Winnebago County Health Department
<b>UP</b>	Utility Provider ( <i>i.e., ComED (Exelon), NiCOR</i> )

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Housing &amp; Neighborhoods</b>					
<b>Improving housing stock supply and conditions</b>	1.1 Continue to create opportunities for rehabilitation. 1.2 Continue demolition of abandoned properties.	Permits Issued for Improvements Total Vacant Housing Units Owner Vacancy Rates Distressed Buildings by Vital Signs District	<b>COR-CED / COR-L</b> CBO	City Operating CDBG Other State/Federal Funding	2015-2018 ongoing
<b>Sustainable housing capacity for all income levels</b>	1.3 Enable a range of housing affordability within existing and new neighborhoods.	Median Home Price Median Rent of 2 Bedroom Units Percent of Renters Spending more than 30% of income on housing Combined Housing and Transportation Cost Burden Distribution of Affordable Housing Units	<b>COR-CED</b> CBO CDC RHA	City Operating CDBG New Market Tax Credits State/Federal Funding	2016-2018 ongoing
<b>Maintaining and enhancing neighborhood livability</b>	1.4 Reduce number of absentee-ownership properties. 1.5 Develop parks and open space within existing and new neighborhood developments. 1.6 Improve access and availability of essential services within neighborhood commercial corridors and centers. 1.7 Increase community engagement opportunities in neighborhood and focus area planning.	Total Vacant Properties Abandoned Properties Number of Parks by Vital Signs District Open Space per Capita Child Population by Vital Signs District Households within 1 mile of Grocery Retail Services Households within 1 mile of Laundry Facilities Households within 1 mile of Childcare facilities Percent of Residents involved in local planning Social Media platforms participation rate	<b>COR-CED / COR-L</b> CBO RAEDC RPD	City Operating CDBG	2016-2017
<b>Safety</b>					
<b>Lowering crime and perceptions of safety</b>	2.1 Develop and implement programs to decrease crime and improve actual and perceived public safety.	Property Crime Violent Crime Incidents of domestic violence Total Active Neighborhood Associations Total Active Business Associations	<b>COR-MO / COR-P</b> CBO RHA	City Operating State/Federal Funding	2015-2017 ongoing

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Lowering crime and perceptions of safety (cont.)</b>	2.2 Provide and support community dialogue on safety concerns and preventative solutions. 2.3 Develop and implement technology platforms to improve crime reporting by residents and business owners	(see previous page)	(see previous page)	(see previous page)	(see previous page)
<b>Supportive environment for children and youth</b>	2.4 Continue engaging youth in the development and implementation of youth-oriented educational programming supporting the reduction of crime. 2.5 Develop and implement life-coaching and counseling opportunities for youth in supporting the reduction of crime occurrence.	Number of Youth Engaged in Organizations Number of Youth Engaged in Community Service Youth Crime, Ages 14 to 24	<b>COR-P</b> CBO CDC	State/Federal Funding	2016-2017
<b>Civic Vitality</b>					
<b>Expanding civic engagement opportunities</b>	3.1 Support and strengthen active involvement of residents in neighborhood organizations, associations and events. 3.2 Establish a youth and young adult leadership development program to encourage active civic engagement.	Percent of residents attending Neighborhood Associations District Associations Registered Voters Voter Turnout	<b>COR-P</b> CBO RCU	City Operating	2016-2017
<b>Minimizing barriers</b>	3.3 Align public, private and non-profit resources to support socio-economic stability among residents		<b>COR-CED</b> EDEEN CBO	City Operating	2015-2017 ongoing
<b>Culture</b>					
<b>Cultural vibrancy and engagement</b>	4.1 Increase participation among all residents in cultural, art and recreational events and programs.	(See page 25)	(See page 25)	(See page 25)	(See page 25)

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Cultural vibrancy and engagement (cont.)</b>	4.2 Preserve cultural and ethnic traditions, places and resources.	Event Attendance	<b>COR-CED</b>	City Operating	2016-2017
	4.3 Create new and enhance existing local events based on various cultural experiences unique to Rockford.	Estimated number of visitors Membership Rates by Local Residents Number of Events by District Associations Number of Events by Partner Agencies	CBO EDEEN RPD RACVB RAVE	State/Federal Funding	
<b>Health</b>					
<b>Access to options for a healthy lifestyle</b>	5.1 Align with healthcare providers and institutions to mitigate barriers of access to health and wellness among low-income and aging populations.	Individuals with Health Insurance Community Health Centers Per Capita	<b>COR-MO</b>	City Operating	2016-2017
	5.2 Improve healthcare resources and services in currently underserved Planning Areas and Vital Signs Districts.	Community Health Centers by Planning Area Prompt care locations	RHC WCHD		
<b>Lower health risk factors</b>	5.3 Collaborate with healthcare providers and institutions to improve public health outcomes.	Adult obesity Birthrate Exercise Frequency Food Desserts Percent of Adults with Diabetes Percent of Adults with Hypertension	<b>COR-MO</b> RHC WCHD	State/Federal Funding Private Funds	2016-2017
<b>Food</b>					
<b>Access to healthy foods</b>	6.1 Provide convenient access to healthy food for all residents. 6.2 Support Local Foods Network	USDA Farmers Market Locations Community Garden Locations Food store revenues by Planning Area Fruit and Vegetable Expenditures Food Processing and Distribution Locations	<b>COR-CED</b> CBO RHA RHC	City Operating State/Federal Funding	2015-2017 ongoing

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Land</b>					
<b>Land management</b>	7.1 Reduce surplus City-owned land and structures and return publically owned vacant parcels to taxable status.	Building Permits Vacant Land (Commercial & Industrial) Housing Stock	<b>COR-CED/COR-L/ COR-PW</b> RAEDC RLDC CBO	City Operating TIF Historic Preservation Tax Credits	2016-2017 ongoing
	7.2 Promote targeted infill development in each Planning Area.	Median Home Price Walk Score			
<b>Protecting environmentally sensitive land</b>	7.3 Preserve and enhance natural and environmentally sensitive areas.	USDA Prime Farmlands US Fish and Wildlife Critical Habitats Codes reviewed and updated	<b>COR-CED/COR-PW</b> RPD	City Operating EPA Grant Funding	2015-2017 ongoing
<b>Reducing risks from hazards</b>	7.4 Identify high risks area for mitigation.	Best management practices implemented on sites	<b>COR-PW</b>	City Operating	2015-2016
	7.5 Support regulations to improve on-site stormwater management and reduce flooding damage.	Number of detention ponds inspected Length of creeks & drainage-ways inspected Miles of inspected creeks and drainage-ways	FEMA	C.I.P. State/Federal Funding	ongoing
<b>Water</b>					
<b>Ground water supply and infrastructure systems</b>	8.1 Protect the groundwater supply and enhance the quality of our drinking water	Number of customer complaints per year Number of main breaks per year	<b>COR-PW</b> <b>EPA</b>	City Operating Water Fund C.I.P. State/Federal Funding	2015-2017
	8.2 Maintain and enhance infrastructure that delivers water to the City.	Number of properties inspected Miles of upgraded water lines			
	8.3 Identify and upgrade aging water main infrastructure.	Water infrastructure expenditures Water production capacity vs. project demand			
<b>Accessible waterways</b>	8.4 Protect the aesthetic quality of waterways for recreational use.	Acres of preserved open and green space along waterways	<b>COR-CED/ COR-PW</b>	State/Federal Funding	2015-2017 Ongoing
<b>Watershed planning and protection</b>	8.5 Maintain and enhance local watershed protection.	Miles of protected waterways	<b>COR-PW</b> CO-WB RMAP EPA	City Operating C.I.P State/Federal Funding	2015-2017 Ongoing
	8.6 Protect floodways and floodplains.				

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Biodiversity</b>					
<b>Preserving mature landscaping and tree coverage</b>	<p>9.1 Protect mature trees and maintain required landscaping.</p> <p>9.2 Maintain and enhance the tree planting program with a variety of native species and locations.</p> <p>9.3 Identify linear corridors along waterways and abandoned railroads to serve as habitat connections for wildlife between open spaces.</p>	<p>Protected Wetlands and Wildlife Corridors</p> <p>Number of Parkway Trees</p>	<p><b>COR-CED / COR-PW</b></p> <p>CO-WB</p> <p>RPD</p>	<p>City Operating C.I.P.</p>	<p>2016-2017</p>
<b>Built Environment</b>					
<b>Access to open space resources</b>	<p>10.1 Maintain and expand open space along the Rock River corridor for recreational use.</p> <p>10.2 Enhance and expand pathways, trails and linear parks for recreational and commuter uses.</p> <p>10.3 Preserve and enhance walkability within all Planning Areas.</p>	<p>Bike Lane Miles by Planning Area</p> <p>Shared Path Miles by Planning Area</p> <p>Walk Score</p>	<p><b>COR-CED / COR-PW</b></p> <p>RMAP</p> <p>RPD</p>	<p>City Operating C.I.P.</p> <p>State/Federal Funding</p>	
<b>Access to neighborhood parks and recreation facilities</b>	<p>10.4 Ensure all Rockford residents live within a 10-minute walk of a neighborhood park or a recreation center.</p>	<p>Public spaces with Amenities</p>	<p><b>COR-CED / COR-PW</b></p> <p>RPD</p>	<p>State/Federal Funding</p>	<p>2016-2018 ongoing</p>
<b>Maintaining public spaces and facilities</b>	<p>10.5 Ensure proper maintenance and vibrancy of parks, public green space, and public facilities.</p>	<p>Total Expenditures by District</p>	<p><b>COR-PW</b></p> <p>RPD</p> <p>RPL</p>	<p>State Funding</p>	<p>2015-2016 ongoing</p>
<b>Redevelopment</b>	<p>10.6 Continue assessment, remediation and redevelopment of brownfield sites.</p>	<p>Number of Brownfield Sites</p> <p>Number of Superfund Sites</p> <p>Source and Impacted Areas</p>	<p><b>COR-CED</b></p> <p>RAEDC</p> <p>RMAP</p>	<p>State/Federal Funding</p> <p>Other Grants</p>	<p>2015-2016</p>

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Redevelopment (cont.)</b>	10.7 Incentivize development in Planning Areas where investment is stagnant or declining.		City Operating T.IF. CBO RLDC	State/Federal Funding Other Grants Private Funding	
<b>Waste</b>					
<b>Reducing solid waste footprint</b>	11.1 Improve the convenience and ease of recycling. 11.2 Reduce the City's solid waste footprint. 11.3 Establish a public-private partnership to pilot waste conversion technologies.	Household trash recycled Household waste disposal expenditures City waste disposal expenditures Business Waste recycling percentage	<b>COR-PW/ COR-CED / COR-FN</b> RPS	City Operating	2015-2016
<b>Transportation</b>					
<b>Network Infrastructure investment</b>	12.1 Upgrade and modernize existing streets, bridges and traffic control infrastructure to ensure high level of service and safety. 12.2 Improve road, freight and air network to enhance movement of people and goods.	Bike Lane Miles by Planning Area Shared Path Miles by Planning Area Walk Score by Planning Area	<b>COR-PW</b> CO-WB WCRA	City Operating C.I.P. EDA Grants	2015-2018 ongoing
<b>Transportation choice</b>	12.3 Coordinate land-use decisions with existing and planned transportation assets to increase transportation choices, access to jobs, goods and services. 12.4 Improve and expand transportation connectivity between neighborhoods and major employment centers.	Housing units within ½ mile to transit service Percent of bike commuters Percent of transit Commuters Percent of walk commuters RMTD express bus routes Miles of designated transit routes Number of transit stops Single occupant vehicle work trips	<b>COR-CED / COR-PW</b> RMAP RMTD	City Operating C.I.P. State/Federal Funding	2016-2018

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Context Sensitive Design</b>	12.5 Implement a complete streets policy.	Pedestrian to motor vehicle accidents	<b>COR-PW</b>	City Operating	2016-2018
	12.6 Improve pedestrian connections and safety across major right-of-ways.	Miles of designated sidewalks and pathways	RMAP	C.I.P.	ongoing
	12.7 Maintain and expand on and off-street networks servicing pedestrians and bicyclists.	Miles of designated bikeways Shared use paths Bus shelters Bicycle and pedestrian crashes	CBO	EDA Grants	
<b>Education</b>					
<b>Educational environment for career advancement and retention</b>	13.1 Increase education attainment rate.	G.E.D. degrees awarded	<b>COR-MO/COR- CED/ COR-HS</b>	City Operating	2015-2017
	13.2 Align and support regional efforts to retain and attract certificate, associates, undergraduate and graduate students.	Vocational and technical graduation rate Percent of adults with a bachelor's degree or higher	CBO RHA	State/Federal Funding	ongoing
	13.3 Expand post-high school learning programming and facilities.	Education Attainment, Adults 25 years and older Percent of graduates enrolling in community college & local universities College & University Programming Locations	RPS RPL	Private Funding	
<b>Economic Development</b>					
<b>Competitive sites for development</b>	14.1 Reposition former industrial sites and areas for new users.	Percent of vacant commercial & industrial buildings	<b>COR-CED</b>	City Operating	2015-2017
	14.2 Ensure an adequate supply of land zoned for industrial and commercial uses.	Total land rezoned for non-industrial uses Total acres remediated Total vacant land acres zoned commercial Total vacant land acres zoned industrial	CDC RAEDC RLDC RMAP	State/Federal Funding Private Funding	
<b>Economic growth centers, business startup climate, and competitive workforce</b>	14.3 Identify, develop and expand emerging economic clusters.	(see page 30)	(see page 30)	(see page 30)	(see page 30)
	14.4 Encourage the growth and development of existing and new primary employment centers.				

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<p><b>Economic growth centers, business startup climate, and competitive workforce (cont.)</b></p>	<p>14.5 Encourage the growth of existing and emerging commerce retail corridors.</p> <p>14.6 Attract more essential services to currently underserved Planning Areas.</p> <p>14.7 Grow Rockford’s strong institutional jobs sector.</p> <p>14.8 Align local startup and expansion capital to accelerate entrepreneurial growth.</p> <p>14.9 Improve awareness among all residents of existing small business &amp; entrepreneur support programs.</p> <p>14.10 Collaborate with local businesses to minimize barriers to employment opportunities for formerly incarcerated citizens. Support regional efforts facilitating retention and attraction of young professionals to Rockford.</p>	<p>Averagely Yearly Wage by Industry</p> <p>Bank Branch Locations</p> <p>Credit Union Locations</p> <p>CRA Reinvestment</p> <p>Education Attainment, Age</p> <p>Employment by Industry</p> <p>Employment by Residence</p> <p>Farmers Market Locations</p> <p>Grocery Retail locations by Planning Area</p> <p>Hotel Occupancy Rates</p> <p>Incubated Businesses</p> <p>In-migration, Out-migration</p> <p>Loans to Small Businesses by Planning Area</p> <p>Lane Mile Resurfacing and Reconstruction</p> <p>Laundry/Dry cleaning facility locations by Planning Area</p> <p>Percent of Population Age 20-44</p> <p>Venture Capital Dollars Per Capita by State</p>	<p><b>COR-CED / COR-MO</b></p> <p>CBO</p> <p>CO-WB</p> <p>CRIA</p> <p>EDEEN</p> <p>RACVB</p> <p>RAEDC</p> <p>RCC</p> <p>RHA</p>	<p>City Operating</p> <p>TIF</p> <p>EDA Grants</p> <p>Private Funding</p>	<p>2015-2017</p> <p>ongoing</p>
<p><b>Preservation and reuse of historic resources</b></p>	<p>14.11 Preserve culturally, historically, and architecturally significant sites, buildings and districts.</p> <p>14.12 Align resources to support cultural and recreational institutions for increased economic development opportunities.</p>	<p>HTC Projects</p> <p>NMTC Projects</p>	<p><b>COR-CED</b></p> <p>CBO</p> <p>EDEEN</p> <p>RCU</p>	<p>TIF</p> <p>Historic Preservation Tax Credits</p> <p>New Market Tax Credits</p>	<p>2016-2017</p> <p>ongoing</p>

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<b>Technology</b>					
<b>Infrastructure investment</b>	15.1	Locate telecommunication facilities in areas other than the airport, historic districts or in residential areas.	Registered Antenna Structures Wireless Telecommunication Locations Radio Broadcast Stations	COR-CED / COR-PW  City Operating	2015-2016 ongoing
	15.2	Maintain and expand telecommunication infrastructure.	Land Mobile Radio Services Communications and Tech expenditures		
<b>Equitable access to technology</b>	15.3	Expand affordable access to broadband to all residents and businesses.	Broadband miles per planning area Total number of Broadband providers	COR-CED / COR-IT  IFIBER RAEDC	2016-2018 ongoing
	15.4	Expand access to broadband infrastructure to encourage technical innovation and recruitment of high-tech businesses.			
<b>Competitive edge in technology</b>	15.5	Support education and training opportunities for tech-related business startups and occupations.	Patents per capita Employment in High Tech	COR-CED  CBO CO-WB EDEEN RCC WC	City Operating Private Funding  2016-2018
<b>Energy</b>					
<b>Availability and delivery of energy</b>	16.1	Increase the use of renewable energy sources to reduce financial and environmental costs.	(see page 31)	(see page 31)	(see page 31)
	16.2	Increase planning and coordination to promote clean, reliable and affordable energy.			

Key Strategic Themes	Strategic Objectives	Indicators	Lead Agency & Other Partners	Implementation Tools/ Funding Sources	General Timeline
<p><b>Availability and delivery of energy (cont.)</b></p>	<p>16.3 Improve energy efficiency through modernization of energy delivery.</p> <p>16.4 Continue improving our codes and regulations to facilitate cost effective sustainable development.</p> <p>16.5 Ensure the reliability of power delivery to residents and businesses.</p>	<p>Energy Star Labeled Buildings</p> <p>Household energy expenditures</p> <p>Household Energy Use</p> <p>Commercial energy use</p> <p>Commercial renewable energy Use</p> <p>Public Buildings Powered by Clean Energy Public Buildings Carbon Neutral</p> <p>Incentives Approved for Installation of Clean Energy</p>	<p><b>COR-MO/COR-CED/ COR-PW</b></p> <p>CBO</p> <p>UP</p>	<p>City Operating</p> <p>State/Federal Grants</p>	<p>2016-2019</p>