

		Social						
		Housing	Neighborhoods	Safety	Civic Vitality	Culture	Health	Food
		City/Local Planning Documents						
Rockford 2020 Plan	Improve current housing stock	Establish city-wide neighborhood planning process	Establish one or more branch police stations over the next 15 years	Involve entire community including: youth and schools, special needs and organizations				
	Address vacant units	Provide opportunity for neighborhood leaders to discuss neighborhood plans	Work directly with Rockford residents whenever possible to aid in stabilizing neighborhoods	Build City consensus				
	Build new housing that is an asset to the City	Involve and educate elected and appointed officials and employees about neighborhood plans	Enable the Fire Department to keep pace with the City's geographic expansion	Build community consensus				
		Work with deteriorating neighborhoods to chance the momentum in a positive direction						
	Ease barriers to affordable housing	Work with major institutions to develop strategies to bring economic and social benefits into neighborhoods						
		Separate actual safety issues from perceived safety issues						
		Ensure plan compatibility						
		Ensure city ordinances protect residents in newly developed areas						
		Ensure changes in land use in established neighborhoods follow good planning						
	Expand participation in creation and implementation of neighborhood plans							
Rockford Consolidated Plan (2010-2014)	Rehabilitate suitable homeowner properties		Enhance crime awareness and reduce the incidence of crime	Provide additional or new public services				
	Reduce blighted housing							
	Promote new construction for infill replacement of housing							
	Eliminate older vacant residential properties where land can be converted to useful purposes							
	Enhance rental housing quality standards							
	Increase transitions from low-income rentals to homeownership							
	Assist in implementing the 10-year plan to end chronic homelessness							

		Social						
		Housing	Neighborhoods	Safety	Civic Vitality	Culture	Health	Food
Rockford Park District Framework Plan (2013)			Neighborhood parks within reasonable walking distance from citizen's homes, with access unhindered by major barriers	A safe and secure environment exists at parks, events, buildings and facilities	Residents experience fun and enjoyment when engaging in sports, active recreation, passive recreation, nature study, and cultural activities	Activities will meet the needs of a diverse population, be accessible at times and locations in a geographically balanced manner		
					Residents develop lifelong recreational skills supported by existing major recreation assets			
					Residents recognize the leadership role that parks and recreation plan in a balanced, healthy lifestyle including relaxation, fitness and social experiences			
					Residents recognize the leadership role that parks and recreation plan in a balanced, healthy lifestyle including relaxation, fitness and social experiences; positive use of leisure time; reduction and prevention of obesity			
					Residents receive exclusive discounts for user fees on all programs and services	Environmental understanding and practices contribute to an appreciation of nature		
						Residents value the role of conservation, reforestation and beautification in the District		
						There is growth in residents' involvement in and support of their park and recreation system through: volunteers and friends groups, financial support, and strategic partnerships with community organizations		
<b>Regional Planning Documents</b>								
Winnebago County 2030 Land Resource Management Plan	Locate new residential development where infrastructure and resources are already available							
	Direct residential development into municipalities. Encourage residential infill and redevelopment, as well as mixed-use development in urban areas, to make efficient use of land, and preserve natural resources							
	Require high-quality new residential development							
	Preserve the existing range of housing opportunities							

		Social						
		Housing	Neighborhoods	Safety	Civic Vitality	Culture	Health	Food
<b>RMAP Regional Plan for Sustainable Development</b>	Create Neighborhood Revitalization Plans for existing concentrated areas as a means of elevating those areas to Opportunity Areas		Develop programming between local police forces and residents and business owners to identify and implement best practices when using technology solutions to report crimes	Expand financial support of self-sufficient programs at the local, state and federal levels	Increase more riverfront restaurants within the region	Develop a culture of pregnancy planning within the region, especially among youth, to the availability and access of resources within the greater region (including Chicago)	Work to get the local farmer's markets (i.e., Rockford City Market) to accept SNAP	
	Develop cottage or cluster rental and homeownership housing for seniors as a means of providing replacement units for public housing choice		Research technology solutions available to aid in crime reporting by residents and business owners	Expand retirement planning programming	Create and upgrade flagship parks	Expand education program on teen pregnancy awareness within the K-12 school systems	Increase programming to teach about food prep and food safety	
	Pursue more Private/Public joint development ventures that focus on non-impacted areas of the City and Counties		Work to raise the level of comfort for citizens wishing to report crimes using technology through education programs via neighborhood associations and groups	Expand small business, craft, and trades programming for underemployed and low-income unemployed youth and adults within the region	Increase outreach to and access for disadvantaged residents to encourage participation in cultural, art and recreational events and programs	Establish educational curriculum for pre-teens on the effects of teen pregnancy on life-long success	Survey municipal lands to identify underutilized properties that may be suitable for urban agriculture or community gardens and expand community gardens programs, especially in underutilized lots	
	Leverage existing bond programs, and public and private dollars as a means of improving infrastructure in the concentrated areas and implementing revitalization plan		Establish regional neighborhood watch programs through the wide-spread adoption of neighborhood watch tech services (utilizing email, calls, and texts	Increase coordinate and programming among religious, social service, education, and economic development organizations to support increased self-sufficiency achievement	Review municipal codes and increase number supporting façade design guidelines, outdoor dining, etc.	Create awareness of teen pregnancy prevention among parents within region	Work with PTA's to set higher food standards for K-12 students	
	Give priority to scattered sited development which focuses on non-impacted areas of the Cities, or Counties such as land swapping		Identify public and private funding sources to subsidize implementation of crime-reporting technology solutions, especially in impacted areas	Increase presence of local government and political events in impacted areas within the region	Create centralized app for cultural events beyond print paper	Expand education program on teen pregnancy awareness through youth-centric local agencies and organizations	Increase the number of healthy food locations	
	Create a voucher disbursement strategy and provide mobility counseling		Improve the coordination of public safety efforts for natural disasters and hazards	Collaborate with representatives of disadvantage populations on messaging and agenda preparation	Reduce number of inactive storefronts in commercial cores within the region	Increase awareness of healthy-eating habits and exercise among expectant mothers	Increase amount of financial support for food entrepreneurship within the region including writing grants to establish regional education, training	
	Align availability and location of affordable housing to mass transit, schools, and jobs		Merge public safety and fire districts	Increase the health, membership, and activity of neighborhood organizations and associations	Establish cultural and historical education program for youth	Increase the use of pre-natal care resources and services, especially for minority and low-income residents	Establish a local commercial kitchen program with the support and collaboration of local K-higher education organizations, the SBDC, the WIB, the economic development agencies and the local governments within the region	
	Develop a targeted list of infrastructure improvements and implement list by partnering public and private investment through Neighbor.ly		Institute region-wide bi-annual summits to discuss regional safety concerns and potential for increased alignment among public safety agencies, members of the judicial system, and other safety organizations	Join regional organizations for comprehensive focus (i.e, housing authorities with RMAP)	Promote the local arts community to residents	Decrease smoking, alcohol, and narcotics consumption among expectant mothers through additional educational programming and messaging on the risks to low-birth weigh consequences	Review and revise local codes and policies regulation food to promote food entrepreneurship	
	Work with neighborhood associations to establish a bi-annual region-wide resident-led neighborhood clean-up day and develop an ongoing mindset of clean and safe neighborhoods		Continue to refine community metrics and dashboards for neighborhood based crime (crime mapping)	Increase voting rates through increased collaboration between civic organizations and neighborhood associations	Increase the marketing of existing amenities to local residents	Educate expectant mothers on the impact of stress on the health of the pregnancy	Increase entrepreneurship related to the healthy food industry	
	Improve the health of existing neighborhoods by increasing the level of local investment in public infrastructure (streets, sidewalks, alleys, curbs, etc.)		Implement inter-agency purchasing programs to share cost of goods.	Establish mentorship programs for young adults with existing local leaders	Increase promotion of cultural events, resources, and locations to disadvantaged residents	Increase programming to educate expectant mothers on preventative health care resources and practices	Increase amount of small-business startup vending booth opportunities (both outdoor and indoor) for food entrepreneurs	

		Social						
		Housing	Neighborhoods	Safety	Civic Vitality	Culture	Health	Food
<b>RMAP Regional Plan for Sustainable Development</b>	Utilize vacant lots and demolitions to promote infill housing		Implement programs that improve safety and decrease perceptions of crime in concentrated areas	Develop youth and young adult civic leadership program	Grow Boone and Winnebago CVB marketing activities within the community and outside	Improve the access to oral healthcare, especially for disadvantaged residents	Educate local commercial and industrial businesses about availability and benefits of using locally grown food (food within 50 miles)	
	Continue to support strategies that reduce unhealthy conditions in pre-1978 housing		Reduce the culture of gang influence within region	Build more awareness and participation in volunteer programs and opportunities	Create a brand and sense of place by promoting the region's ethnic diversity	Establish a temporary-clinic program at public housing authority locations and senior citizen centers	Create programs and supply resources to local farmers related to supply chains	
	Improve the standard of quality of local infrastructure by strengthening codes and regulations to meet higher standards		Improve lighting in high-crime areas by increasing the amount of energy-efficient fixtures that target walkways, etc.	Build on existing momentum to launch the region into a new era of regional collaboration among area economic development partners, businesses, governments and citizens	Increase training for local staff to better utilize innovative communication methods to reach residents, especially for the youth, young adults, and disadvantaged population	Work with social services to communicate about health care resources and services available to residents	Increase the quantity of locally produced foods and encourage local processing	
	Establish aggressive and creative housing policies and enforcement for both new and existing housing		Institute additional safe-routes-to-school paths	Increase public-private partnerships with social service providers to increase mission and programming to reflect achieving a higher level of self-sufficiency among residents within the region	Increase presence of events and programming of local cultural organizations within local traditional and non-traditional media sources (i.e., social media)	Develop a regional assessment of gaps in health care for low-income and senior citizen residents	Collaborate with Farm Bureau the Extension Services and other local partners to create matchmaking program for locally produced food for processing and consumption	
	Better the condition of rental property by enforcing property standards, HQS inspections (for Section 8), and demolish properties that continue to fall below livable conditions		Increase counseling and education for youth in supporting the reduction of crime occurrence	Introduce a collaborative case management system among social service, education, health, safety and workforce providers to help social service recipients achieve greater self-sufficiency	Establish semiannual summit of cultural organizations to discuss collaboration and alignment opportunities	Partner with the Rockford Health Council to increase awareness about the availability, programming, and terms of the Affordable Health Care Act to all residents.	Introduce lean practice programming for local food processing companies to better utilize local foods	
	Expand the registration program to create a mandatory landlord licensing program		Increase awareness of crime-reporting methods available in alerting local police forces to criminal activity occurring	Develop a set of dashboards to share publicly and track the transition from low income to self-sufficiency	Work to map and identify additional third places and open underutilized spaces as playground or part-time public spaces	Improve the awareness of benefits from regular use of healthcare.	Develop matchmaking service to connect commercial and industrial businesses to re-use food waste as part of their supply chains	
	Continue to assist "underwater" homeowners in region by expanding counseling and financial support services available		Increase amount of crime-watch cameras in high-crime areas	Increase the number of and participation in leadership groups and positions for young adults	Create a plan and tools to identify parks and public space priority areas	Establish area-wide wellness goals.	Develop a local governmental policy and commercial and industrial composting program in conjunction with local waste-disposal companies	
	Develop a mentorship and home training program for disadvantaged and low income residents		Establish leadership and workforce skills training programs for formerly incarcerated.	Increase access and multi-modal traffic to downtown	Grow number of local organizations and groups working to grow number of third places (i.e., Chamber of Commerce and the Rockford Region Civic Design Advisory Group)	Expand physical education programs for youth.	Develop educational programming for youth on the benefits to compost food waste	
	Establish programming to educate young adults (both within the region and boomerangers) on home ownership opportunities locally		Work with local businesses to employ formerly incarcerated	Establish a cultural events app geared toward smart-phone users with a full directory of the places, events, and issues that matter to the next generation	Develop local private-public financial support for the establishment of additional third places through online crowdfunding through Neighbor.ly	Coordinate with Rockford Health Council to create awareness and lead-paint abatement measures.	Increase educational outreach to increase household composting practices	
	Promote self-sufficiency programs with Habitat and the housing authority's Family Self Sufficiency and others to encourage low-income home ownership		Introduce a halfway house program for parolees	Proactively market the Rockford Region as a low-congestion, low-stress, low-cost alternative for young adults to the Chicago region and other metro regions within a 250 mile radius	Educate (through programming and print/online materials) municipal staff, elected officials, business district property owners, business district residents on the benefits of third places	Create regional weight loss program with goals for regional health improvements (i.e. regional walk program).	Develop a local governmental policy and residential composting program in conjunction with local waste-disposal companies	

		Social						
		Housing	Neighborhoods	Safety	Civic Vitality	Culture	Health	Food
RMAP Regional Plan for Sustainable Development	Preserve and upgrade existing affordable housing and increase the quality and sustainability of public housing		Educate business and property owners on crime-preventative measures	Develop a downtown-centric marketing and branding campaign geared towards attracting young adults to the area and increase downtown cultural events programming for young adults	Foster re-use of historic properties for cultural clusters by actively developing programming encouraging private investment paired with public revitalization programs	Increase or improve awareness of obesity-related diseases and improve nutrition education.	Establish distribution assistance for local production and consumption by industry, businesses and consumers	
	Coordinate with banks and financing programs to identify absentee-ownership properties and develop programming to target local purchasing when a property becomes available		Increase the amount of citizen volunteers engaged in neighborhood safety	Increase marketing of urban-lifestyle downtown living options for young adults	Appropriately adjust the building code requirements for historic downtown properties	Increase the local awareness and availability of resources for those with mental health care needs.	Develop a marketing and branding program for local businesses and consumers to identify locally-produced food	
	Increase the local ownership of quality rental property that qualifies for the Section 8 voucher program		Increase amount of community events to create more "eyes on the street"	Increase highly visible gateway signs at the region's primary access points as well as signage within the city to help communicate accessibility of quality of life amenities	Increase marketing and vistorship of historical and architectural heritage sites	Partner with social service providers to create additional outreach to identify residents with mental-health related challenges	Develop process to track and monitor amount of locally-produced food distributed locally	
	Offer tax relief or other incentives to businesses providing employer-assisted housing programs		Increase awareness and availability of victim assistance programs to reduce vulnerability of repeated victimization	Public celebrate and aggressively promote recent success stories (Chrysler, Woodward, and business/job opportunities)	Develop programming partnering local craftsman with culturally-significant property owners to both train and assist in the preservation and re-use of these properties	Continue to support and create additional awareness and availability about addiction programs.	Develop educational and awareness programming of local health department and USDA food production standards necessary for the distribution of locally-produced food	
	Implement employer-assisted housing programs to help employees purchase a home near their job, using Fannie Mae Employer Assisted Housing Program model		Establish and grow programming for youth-led community service projects	Create and promote a unified marking/branding program that highlights key assets and enhances the image of the Rockford region to those outside the region	Advocate for a regional historic preservation policy and a single point of contact	Increase education about the link to substance abuse to those with mental health challenges	Work with local food outlets to educate local food producers on standards needed for distribution to local businesses and consumers	
	Increase amount of senior housing in walkable neighborhoods		Increase safety through the design of public areas	Support regional marketing efforts that building on the Rockford region's sports tourism brand		Establish additional counseling and health support for youth showing early signs of mental health-related challenges		
	Improve housing choice by creating opportunity areas in "non-impacted" locations and allowing voucher holders to choose to relocate from impacted areas to opportunity areas		Engage senior citizens through local senior citizen organizations and groups in serving as neighborhood policing activists	Host training sessions for service industry works so that they can become the region's top sales people and provide visitors with a more positive impression of the Rockford area				
	Increase availability of affordable housing units in middle- to upper-income neighborhoods		Establish regular safety summits for neighborhood organizations	Financially and programmatically support positive messaging (i.e., Our City, Our Story)				
	Assemble parcels, including tax-delinquent properties and vacant or abandoned buildings, for affordable housing development projects		Coordinate and collaborate with business districts to establish neighborhood watch programs					
	Require a percentage of affordable dwelling units in market-rate developments		Develop curriculum and awareness of community policing strategies for youth					
	Increase amount of affordable housing to 40% within the region by establishing affordable housing inclusionary zoning practices		Develop educational programming for residents on innovative and best-practice community policing strategies					
Strategically use public funds to leverage private investment in affordable housing								

Social							
	Housing	Neighborhoods	Safety	Civic Vitality	Culture	Health	Food
	Consider the use of incentives to stimulate additional housing development in downtown						
	Change zoning regulations to support regional land use planning (such as inclusionary zoning)						
RAEDC Comprehensive Development Strategy (2010-2015)	Ensure that the Region offers a strong and diverse mix of housing opportunities for all income and age levels, including the availability of affordable housing.			Build development strategies on the strengths of anchor institutions such as universities, hospitals, foundations, sports and entertainment complexes, arts and cultural centers, non-profit organizations, and other large employers.	Increase the support of Rockford Area Sister City, historical, ethnic and cultural programs.	Maintain and increase health care accessibility and quality for residents.	Develop programs and services to restructure local food systems as an industry drawing upon the agricultural strengths of our Region.
				Support and promote to residents and external markets the Region's cultural and natural amenities.			
Rockford Region Strategic Diversification							
Transform Rockford							
RMAP - 2040 Long Range Transportation Plan	Affordable housing partnerships with Rockford and Winnebago County housing authorities.			Embrace the environmental works of the regional partners and develop strategies through a regional lens that promotes sustainability.			

# Rockford 2020 Plan Review Framework

Environmental					
Land		Water	Biodiversity	Built Environment	Waste
City/Local Planning Documents					
Rockford 2020 Plan	Implement the 2020 plan	Maintain at least an ISO 2 rating for the Water Division while working for a "1" ranking	Protect mature trees and maintain required landscaping	Assist the Park District in acquisition and development of facilities as appropriate	
	Geographic Boundaries	Protect our groundwater supply		Plan for Rockford Public Library's long-term needs	
	Promote targeted infill development	Protect our floodways and floodplains		Redevelop Rockford's brownfields	
	Plan in context to the surrounding area			Provide a solid planning and informational basis for historic preservation	
	Find new tools for redevelopment			Integrate historic preservation into other City functions, including neighborhood planning and redevelopment, zoning processes, and public improvements	
	Mixed use development			Build community support for preservation activities	
	Compact building design			Build on existing heritage tourism efforts within Rockford	
	Create a range of housing opportunities and choices			Broaden the base of historic preservation in Rockford	
	Create walkable communities				
	Distinctive, attractive community with a strong				
Preserve open space, farmland, natural beauty and critical environmental sensitive areas					
Rockford Consolidated Plan (2010-2014)	Strengthen and direct development towards the existing urban areas			Create additional community facilities	
	Provide a variety of transportation choices				
Rockford Park District Framework Plan				Indoor facilities for year-round use	
				Outdoor facilities for year-round use	
				Open space and recreational use in and along the Rock River	
				Recreational paths, trails and linear parks are expanded and/or connected	
			Increased acreage converted to natural areas for preservation and wildlife habitat		
				Sustainability will be emphasized in development, construction, operation and repair and replace of parks and facilities	
				Park space meets residents' needs for active and passive recreation	
				Residents experience recreational activities in and along the Rock River Corridor	
			District residents enjoy parks and a broad array of free or non-free "core" recreational activities		

# Rockford 2020 Plan Review Framework

		Environmental				
		Land	Water	Biodiversity	Built Environment	Waste
		Regional Planning Documents				
Winnebago County 2030 Land Resource Management Plan	Firmly establish agriculture's role as a key part of the County's economy and identity		Preserve the County's natural resources and recognize them as part of Winnebago County's identity	Focus growth where it provides the greatest benefit to the County as a whole		
	Protect farmland from the encroachment of incompatible development		Adopt land use policies and regulations to preserve and protect natural resources and environmentally sensitive areas, including the scenic beauty of the County.	Anticipate the future location and timing of new development, so that needed infrastructure for such land use is planned for and available		
	Allow limited new development that would be a good neighbor to existing agricultural uses			Retain existing, and create new, employment opportunities when planning growth		
	Continue to access and, where feasible, implement farmland preservation and conservation techniques			Support the establish smart growth policies of the "Balanced Growth: Winnebago County Balanced Growth Initiative" and the "Rock River Valley Green Communities Initiative"		
	Prevent conflicts between incompatible land uses , such as new residential development and agricultural or industrial uses, through site design standards on the micro-level and , on a macro-level, by following this Plan in land-use decision-making			Continue to connect Winnebago County's greenway system to the existing regional network as identified in the "Boone and Winnebago Regional Greenway Plan"		
				Provide a high quality active and passive recreation network for County residents		
		Implement strategies to prevent and/or minimize air and water pollution and soil erosion	Coordinate efforts with public and private organizations to educate County residents on the value of natural resources sand environmentally sensitive lands	Maximize investment in existing public infrastructure and services		
		Preserve water quality through proper stormwater management techniques		Plan for growth and development primarily with the Facility Planning Areas. Limit the use of septic systems		
				Coordinate with local governments and/or agencies to ensure that sufficient finances, including capital and operating funds, are available for public facilities and services to meet the needs of the population		
				Require extensions of public utilities and facilities to be funded, in whole or in part, by the entities creating the demand		
Sustainable Development		Protect groundwater recharge areas.	Identify a set of best practices to increase the balance of the ecosystem	Build on the progress made in the Rockford Riverwalk Vision Plan by engaging the private sector more closely in riverfront development efforts	Identify and improve the ease and convenience of recycling within businesses, households, and local governments and increase recycling amounts by 50% - especially in unincorporated areas	
		Promote landowner education for residents on private wells and septic systems.	Encourage local nurseries to sell native plants and develop branding of local plants and spaces	Review and update existing zoning ordinances and facility planning areas based on building type, not use, to identify zones where density can be increased	Develop additional curriculum for K-12 students and programming for residents to understand benefits and best practices of recycling	
		Reduce potable water consumption by 30%.	Determine the locally important and rare species and habitats in need of protection]	Develop a parking management strategy to decrease the number of surface parking lots with street frontage within core commercial districts	Create a culture of recycling regionally and develop a set of household, business, and local government incentive programs to increase recycling	
		Implement Source Water Protection Plans for Community Water Supplies.	Increase amount of habitat corridor where needed	Increase amount of zero-setback buildings within commercial core districts	Promote waste prevention opportunities to residents, businesses, and local governments	
		Increase awareness of benefits of improved water quality.	Create a tree planting program with a variety of native species and locations	Offer financial incentives, such as density bonuses, to encourage developers of mixed-use and center-oriented projects to increase floor area ratio	Revise local government procurement practices	
		Develop a Unified Regional Water Consumption Plan with a regional consensus on water resources.	Use local biological information and knowledge on landscape context to determine the amount and location of land to conserve	Increase natural landscaping to reduce stormwater runoff and increase natural habitat	Identify best practices, including incentives, in setting fee rates for trash collection to divert recyclables	

# Rockford 2020 Plan Review Framework

		Environmental				
		Land	Water	Biodiversity	Built Environment	Waste
RMAP Regional Plan for S			Protect the aesthetic quality of recreational waterways	Conserve natural areas with additional polices and programming	Create a local profile of native plants and conservation design-friendly plants and develop a list of best available practices to educate home and business property owners	Develop and implement fee rates in conjunction with waste management companies
			Promote the restoration of native riparian habitat	Support ecological connectivity through continued greenways planning	Increase bioswales to reduce stormwater runoff and increase natural habitat	Promote new program and benefits to region in diversion of waste towards recycling practices
			Remove or mitigate navigation hazards	Use local biological information and knowledge on landscape context to determine buffer size and structure	Educate local staff and elected officials and property owners about conservation design principles and the benefits to the region	Develop a public-private partnership to remove toxic materials from the general waste stream
			Promote increased use of recreational water opportunities	Establish a purchase of development rights program	Include conservation requires during the plat approval process to retain or restore native topsoil on new developos	Work with waste haulers to ensure that entities can document waste stream
		Advocate with regional partners to redirect greenfield fringe growth to traditional urban core neighborhoods	Add more access points, docks, and onshore facilities to ensure residents can both reach and use the water	Increase K-12 curriculum to create awareness of the importance of biodiversity and habitat protection	Create a regional plan to reinvest in built structures through public-private investments and also leverage local funds in federal and state grant programs.	Establish region-wide residential and business composting program
		Reduce the effects of sprawl by prioritizing transportation investments where partnerships exist to rehabilitate blighted and distressed areas	Modify codes and create regulations that retain surface water on-site before releasing in to watersheds	Publicize list of endangered and protected species in the region	Develop a regional audit of public infrastructure with a poor rating	Develop a regional waste management and recycling committee to help coordinate and oversee increased recycling
		Increase acres of mixed use zoned areas	Evaluate existing infrastructure for stormwater runoff mitigation	Create an audit and public report of the state of biodiversity within the region	Increase amount of LEED-certified or qualified buildings	Reduce landfill waste by 90% by diverting household and business waste into new economic development uses
		Encourage financing programs for mixed use development	Increase density to minimize impact of sprawl on stormwater runoff	Publicize Kishwaukee as prime example of highly diverse ecosystem	Create awareness among elected officials, staff, and property owners about state of disrepair of key public infrastructure sites	Develop a waste profile and identify additional markets for recycled and reusable materials
		Establish a regional governance board to coordinate implementation of an urban growth boundary and open space	Promote Low Impact Development (LID) designs	Designate, mitigate, and restore historic wetland areas and create buffers along rivers and corridors to reduce siltation	Mitigate the urban heat island effect by increasing amount of green roofs, sustainable roof coverings, and foliage	Develop pilot waste-conversion technologies
		Limit development on private well and septic systems	Encourage innovative stormwater management techniques to reduce discharge and water pollution in urbanizing areas	Develop education programs about the importance of streambed maintenance and keeping flood plains clear of structures and debris	Privatize public infrastructure to encourage renovation or rebuilding	Develop biomass co-generation facility
MAP Regional Plan for Sustainable Development			Retrofit existing stormwater basins to improve water quality	Identify linear corridors along waterways and abandoned railroads to serve as habitat connections between open spaces, providing a continuous route for wildlife	Increase demolition of blighted properties	Establish incentive programs to start new waste-diversion businesses
		Develop a complete regional inventory of environmentally sensitive areas to include Boone County	Encourage waterway protection through land use planning	Preserve adequate buffer zones around "core" areas and provide links among natural areas, paying special attention to major bio-reserves	Promote infill development by establishing a qualified sites program and consolidated smaller parcels for development where possible	
		Parks or high quality open spaces should be within a three-minute walk of every dwelling, including re-use of underutilized properties	Develop a Water Quality Plan to address specific 303(d) issues.	Audit and remove barriers to market entry for ecotourism and agritourism businesses	Increase capacity of small businesses and small-to-mid-sized developers to conduct brownfield cleanup and redevelopment, including additional grant writing	
		Establish open space guidelines for new development and require developers to dedicate a certain amount of development sites as green space	Promote landowner education on urban/suburban waterway corridor management	Create a regional marketing strategy for ecotourism and agritourism business	Increase investment by commercial and industrial building owners by promoting public and private financing options for redevelopment and renovation	
		Encourage participation of the private sector in open space acquisition and protection	Restore native vegetation along waterways	Develop a rural tourism program and create branding and materials	Assess and revise regulations preventing redevelopment of commercial and industrial properties	
		Create buffers along streams, shorelines, utility and highway rights of way, and abandoned rail lines	Actively participate in water-way cleanup efforts	Organize a regional agritourism network	Leverage public investments along the Rock and Kishwaukee Rivers to generate private sector-driven urban revitalization	
		Allow and promote conservation development, and seek conservation easements	Restore and create additional wetlands by developing an inventory, and implement a restoration plan		Establish additional neighborhood associates to prioritize the rehab of blighted properties	

# Rockford 2020 Plan Review Framework

		Environmental				
		Land	Water	Biodiversity	Built Environment	Waste
RM	RMAP Regional Plan for Sustainable Development	Streamline permitting processes and reduce development fees	Encourage the adoption of county-wide watershed development ordinances to protect wetlands, stream corridors and improve storm water quality		Identify vacant or under-utilized government-owned properties in downtown areas able to attract additional economic activity and private investment and support the growth	
		Provide tax benefits to landowners willing to forgo the right to develop some or all of their property	Target water infrastructure projects to support existing community infrastructure and encourage redevelopment		Bring tax-delinquent vacant parcels under control	
		Implement design principles, review zoning codes, and eliminate spot zoning in and around existing prime agricultural farmlands to sensitively integrate development with agricultural preservation	Identify new development that is causing too much water use		Increase amount of bars, restaurants, recreational activities, and outdoor-oriented businesses through zoning, programming, and small business growth practices	
		Educate elected officials and local government staff as to the importance of prime agricultural land preservation for local food production and habitat protection	Identify leaking infrastructure that is in need of replacement and increase funding to update aging infrastructure systems		Create and leverage public-private partnerships to increase walkability	
		Develop a long-term agricultural farmland preservation toolbox to discourage conversion of prime farmland to non-agricultural purposes	Promote green infrastructure solutions		Create a sidewalk monitoring program, increase walkability signage, and increase amount of pedestrian amenities (i.e., crosswalk demarcation)	
		Identify available counseling and financial assistance to existing farmers and ensure adequate awareness of services available	Reduce vulnerability to water supply disruption or contamination		Convert non-residential to residential to use to create mixed-use in commercial core districts	
		Increase fair market value of downtown commercial and industrial properties by developing a targeted support program with redevelopment and financing counseling for property owners	Increase viability and accessibility of water for industrial use		Identify specific opportunities to renovate buildings for large-scale employers to location in core central business districts	
		Increase city revenues from property tax by increasing fair market value of commercial and industrial along river and key corridors	Develop biological wastewater treatment systems			
		Establish regional property assessment standards and digitize the property assessment process				
		Consider a ballot referendum to change how property taxes are calculated in the tax cap law or remove the adjustment clause within the property tax code				
		Centralize assessments at county level from township level				
		Identify underutilized nonprofit properties and work with owners to either activate properties to a higher use or to return properties to private ownership				
		Educate public officials, property owners, and community leaders about volume of tax-exempt, underutilized properties and the strain it has on the local property tax base				
		Local governments develop a plan to sell all underutilized publically-held property to activate towards private use and reinvestment				
Create a database and platform with a clear list of tax-exempt properties available for purchase						

# Rockford 2020 Plan Review Framework

		Environmental				
		Land	Water	Biodiversity	Built Environment	Waste
RAEDC Comprehensive Development Strategy (2010-2015)	Establish agriculture's key role as a part of the regional economy by protecting prime farmland from encroachment of incompatible development.	Take necessary steps to ensure ongoing improvement and/or maintenance of healthy air, soil and water quality.		Ensure that building and development codes and plans within the region promote and facilitate the redevelopment of existing structures and infill development, leveling the playing field with requirements of new construction in greenfields.		
				Where redevelopment of existing structures on greyfield or brownfield sites is not feasible, clear any unusable structures for either permanent open space or future development.		
				Continue to assess, remediate and redevelop brownfield sites throughout the region, taking full advantage of federal and state funding opportunities, both for environmental purposes and for historic preservation of significant properties.		
				Fast track local processes for rebuilding on cleared brownfield and greyfields sites to the extent possible.		
				Help local workers build capacity to renew properties in the most efficient and environmentally-friendly way.		
				Work to increase the number of key, viable businesses and institutions in the downtown districts of our communities.		
				Redevelop and protect urban waterways and waterfronts, placing special emphases on the continued revitalization of our downtowns in terms of urban design improvements, commercial and residential growth, and cultural events.		
Rockford Region Strategic Diversification Plan				Conduct a thorough analysis to identify the "highest and best use" for all planned industrial parks. Choose the top two sites within the Rockford region for high-quality business/industrial parks and work to aggressively develop their infrastructure to ensure that they are shovel-ready		
				Build on the farmland preservation efforts in Boone County by establishing a formalized "urban services boundary" or "urban containment zone" for the entire Rockford region		
				Leverage public investments along the Rock River to generate private sector-driven urban revitalization centered on the region's most valuable natural asset		
				Identify specific opportunities for additional businesses and employers to locate in downtown Rockford and downtown Belvidere. There is strong potential for the region's two primary central business districts to attract new businesses that would serve local and regional needs		
				Consider using incentives to attract a destination project (design/visual arts school, hotel/restaurant/retail complex, etc.) that can serve as a catalyst to spur a greater level of activity along downtown Rockford's riverfront		
				Reverse the trends of disinvestment in central and west Rockford by leveraging public investments to instigate neighborhood revitalization		

# Rockford 2020 Plan Review Framework

		Environmental				
		Land	Water	Biodiversity	Built Environment	Waste
Rockford Region Strategic Diversification Plan					Work with the Rockford Area Convention & Visitors Bureau and the Rockford Park District to advance the "Reclaiming First" initiative to build on the Rockford region's status as a top amateur sports tournament destination	
					Consider creating an EB-5 Regional Center to fund infrastructure improvements or other priority projects in downtown Rockford and downtown Belvidere	
					Launch a vigorous campaign to counter the "poaching" that is taking place by economic development organizations in adjacent states (particularly Wisconsin and Indiana) by spearheading proactive marketing efforts in competitor states/regions that promote Rockford as a top business destination	
					Change outside perceptions of the Rockford region to better reflect the area's numerous positive attributes	
					Consider hosting a Site Selectors Guild familiarization tour for the Rockford area as a way to market it to site selectors and enhance business attraction efforts	
					Establish a Rockford Region Quality Council represented by business and government leaders with the intent of instilling a lasting community-wide improvement in the region's physical attractiveness, user-friendliness, and overall sense of quality	
Transform Rockford						
RMAP 2040 Long Range Transportation Plan	Maximize open space by utilizing existing building stock and concentrating development in mixed-use mixed, income developments of moderate to high density	Develop regional consensus on water resource and stormwater management issues.			Reduce the effects of sprawl by prioritizing transportation investments where partnerships exist to rehabilitate blighted and distressed areas.	
					Seek opportunities for transi-oriented-development especially in conjunction with passenger rail stations	

# Rockford 2020 Plan: Framework Analysis

Economy					
	Transportation	Education	Economic Development	Technology	Energy
	City/Local Planning Documents				
City of Rockford 2020 Plan	Paved roadways, including freeways, arterials, collectors and local streets	Ensure that facility needs for each district are met.	Make major improvements to sanitary sewer system	Provide its citizens with information in an affordable and timely manner.	
	Maintain sidewalks, bikeways and pathways		Make transportation system improvements	Bridge gaps within society	
	Mass transit services including public transit buses, public paratransit buses, private buses and _____		Work to overcome land assembly challenges and land use conflicts	Cultivate communication	
	Sidewalks		Provide for the City's economic future and ability to provide and improve city services	Foster economic development	
	bikeways		Ensure that the retail portion of our economic base is healthy and continues to _____	Telecommunication facilities should accommodate a minimum of three providers as allowed by height restrictions	
	pathways		Coordinate City efforts with those of the Council of 100 and other similar organizations to retain and recruit employers who will grow quality jobs in the _____	Telecommunication facilities should give adequate compensation for use of public rights-of-way	
	Provide for recreational as well as utilitarian needs		Improve industry in the City of Rockford	Priority should be given to favorable locations such as public structures, collection sites and industrial zones	
	Serve shipping and other economic development needs as well as those of individuals		Ensure as much as possible that Rockford's plans for the future are in sync surrounding areas	Facilities should note locate near airports, in historic districts or in residential areas whenever possible	
	Reevaluate Rockford's CIP policies in light of developments over the last 15 years, including technological changes that allow for better information on which to base decisions		Evaluate the impacts of brownfields		
			Carry out work to redevelop brownfield sites		
			Enhance Downtown's unique appearance through preservation of its original architecture		
		Improve wayfinding			
Rockford Consolidated Plan (2010-2014)	Determine which streets and sidewalks to improve throughout the city		Eliminate older vacant commercial and industrial properties lacking a useful life		
			Expand and retain employment at existing businesses		
			Recruit new businesses		
			Retain existing Rockford labor		
Rockford Park District Framework Plan			Partnerships/collaborations with other governmental, civic and private entities contribute to economic growth in the District		
			There is growth in visitors and tourists using Park District assets in a way that complements use, and offsets costs for residents		

# Rockford 2020 Plan: Framework Analysis

		Economy				
		Transportation	Education	Economic Development	Technology	Energy
		Regional Documents				
Winnebago County 2030 Land Resource Management Plan	Coordinate with federal, state, township and municipal agencies to promote a proactive balanced transportation system that is integrated with land use policy to enhance economic development, vitality and community character			Support the existing industrial base	Maintain high-quality telecommunications infrastructure that is sensitive to aesthetic and public safety issues	
	Review the County's transportation system and related facilities regularly to assess the levels of need and efficiently manage financial resources for upgrades			Attract new industrial and commercial development, and wealth-building employment to the County	Prepare the local workforce, including students who will later enter the workforce, for a high-tech economy	
	Enhance interconnectivity among air, rail, mass transit, highways and non-vehicular pathways, and encourage alternative means of transportation			Preserve prime farmland as agriculture is a key part of the County's economy	Maintain an on-going dialogue and working relationship with high-tech businesses located within the County and the region to assess the strengths and weaknesses of Winnebago County. Use this dialogue to pursue partnership opportunities.	
	Improve the safety and security of the entire transportation system throughout all areas of the County, both urban rural			Promote a well-educated local workforce		
	Minimize the impact of transportation on the environment in accordance with federal, state and local legislation, regulations and standards. Consider the non-tangible factors of aesthetics and quality of life issues when developing, modifying, and maintaining the existing and planned transportation system.					
	Transfer jurisdictional authority of roads to townships and municipalities, as appropriate, to reduce the number of road miles under the responsibility of the County					
IAP Regional Plan for Sustainable Development	Build a prescribed set of highways that can support heavier loads (i.e. 120,000 lbs.) to reduce transportation costs and energy usage linking to intermodal hubs and/or other transportation systems	Increase G.E.D. attainment rates by targeting youth and adult drop-outs with additional counseling and support (daycare, donated study resources, etc.)		Expand business attraction and small business growth to target wage-brackets meeting self-sufficiency	Develop a public/private partnership to work with businesses to identify technology skill sets that are in demand in business and implement a targeted program to fill the skill gap	Establish standards at municipalities and increase use of renewable energy
	Improve east/west and north/south access across the Rockford Region	Continue to address the challenges facing the region's public schools by working with regional business, academic, and government leaders to maintain widespread community support		Promote availability of existing jobs meeting self-sufficiency standard	Increase education and training opportunities for tech-related business startups and occupations	Develop and implement a smart grid regional plan
	Develop a long-range strategic plan for Chicago-Rockford International Airport that focuses primarily on leveraging RFD's potential for further development as a major goods movement hub	Increase educational aspirations for all residents, from students to parents		Create incentive programs for local business owners that offer a living wage for employees within the region	Encourage businesses to offer technical training courses to their employees. (ArcGIS, Google Earth, MS Office, HTML, programming languages, modeling, and many other areas could be covered)	Develop a regional program to research and implement renewable energy sources in collaboration with Freedom Field.
	Improve the walkability of the region by increasing connectivity of sidewalks, walkways, and bikeways	Increase test scores by increasing availability of after-school mentoring programs		Educate business owners on benefits of providing a living wage	Provide more opportunities and locations for the underprivileged to interact with computers and partner with education institutions to grow programs available	Promote the use of natural gas as a fuel source for vehicles to reduce energy costs and the uses of imported fuel, which should save money, create jobs and improve air quality
	Require building designs that make commercial areas more pedestrian-friendly	Decrease truancy rates by creating a positive-reinforcement program for attendance for students		Fully capitalize on the entrepreneurship opportunities provided by the great Chicago region	Connect all public infrastructure to the iFiber network, promote the availability and benefits of the existing infrastructure, and provide a clear timeline of upgrades and improvements	Create regional promotion of available energy-star rated appliances and products
	Designate protected bike lanes along non-arterial streets to core business districts	Enhance programs related to school safety, including additional safe-routes-to-school programs		Seek innovative opportunities grow niches in target industries	Help business and government understand the "return on investment" for dollars invested in technology upgrades and employee training	Create a website where residents can share their own stories of personal actions taken toward reliable and modern energy solutions
	Develop a web-based, interactive ridesharing database developed for commuters	Increase percent of elementary students attending neighborhood schools		Develop a regional entrepreneurial growth plan	Work with iFiber and other partners to deliver "fiber to the home" and "fiber to the business" with G-Bit speeds	Work with Freedom Field to develop asset inventory of private and public existing innovative energy solution providers. Create coalition/network of these providers

# Rockford 2020 Plan: Framework Analysis

## Existing Strategies Review

		Economy				
RM	RMAP Regional Plan for Sustainable Development	Transportation	Education	Economic Development	Technology	Energy
		Continue to build broad-based regional support for passenger rail connections between Chicago and the Rockford region	Establish a design/visual arts school that can draw a high level of energy and activity into a concentrated area in downtown Rockford and provide the necessary level of public incentives	Work with area foundations to establish a fund of funds to assist Rockford region entrepreneurs in securing start-up or expansion capital	Develop a public/private to create a free public high speed Wi-Fi system in key core districts within the region	Once coalition/network is established, develop inventory of innovative energy projects and tools that regional businesses, home owners and solution providers have already established
Align long-range transportation plans to include the transportation authorities of the Chicago, Madison, and Milwaukee regions and their service boards	Leverage public and private and local, state and federal sources to establish amounts of trades and crafts programs	Continually highlight entrepreneurial success stories and opportunities; get the message out there that the Rockford region is a place where current and aspiring entrepreneurs gather	Provide a constantly updated and publicly accessible map of locations where broadband service is available and connected	Develop communication/marketing/public relations plan to start sharing with federal, state and regional partners highlighting the success of our region		
Leverage and strengthen the platform afforded by the Tri-State Alliance and its member organizations	Promote and market trades and crafts programs	Improve awareness of existing small business and entrepreneur support programs and better connect small businesses, particularly minority-owned firms, to available resources	Create and maintain a business climate to attract additional high-tech companies	Utilize communication and marketing tools, while at state, national and international conferences, to establish brand for region and attract more service providers to the region		
Collaborate with Rochelle area to foster the movement of freight through their intermodal freight facilities to a greater degree	Grow programs to coach entrepreneurs in trades and crafts to start a business, especially for low-to-moderate-income residents	Elevate the global presence of the Rockford region and expand opportunities for international trade, and develop marketing collateral that is internationally-focused	Create and inventory and strategy to sell unused public lands (brownfields/greyfields) to high-tech companies with a strong value proposition	Work to include the burying of utilities on major infrastructure projects		
Initiate coordination of inland ports on the Great Lakes waterway system with local intermodal activity	Develop an audit of trades and crafts programs	Partner with WIB and the higher education institutions to establish adult-retraining programs to meet the needs of today's labor force	Develop a marketing and branding campaign to promote assets and cluster built in the tech arena	Develop clean distribution generation		
Develop a database of deficient infrastructure and target transportation corridors with quality design improvements where high return on investment can be demonstrated	Work with labor and trade unions to encourage expand of guild and trade craft programs through apprenticeships	Create a talent bank of potential (current underemployed) employees to support small business and entrepreneurs in the region	Give preference to local contractors and consultants when pursuing technologically-driven projects (public works, etc.).	Create an energy efficiency web-portal		
Ensure that zoning and land use plans along major transportation corridors slated for expansion or re-construction allow and encourage uses that enhance the economic viability of these corridors	Grow readership at libraries in both print and digital books	Establish a temporary Citizen Conservation Corps type program to both employ the unemployed and underemployed in various public work projects such as cleaning up vacant lots, removing graffiti, etc. while providing soft skills training to transition to permanent employment in the private sector	Increase digital presence of local governments, businesses, and community organizations	Collaborate with local organizations and agencies to create additional training programs and curriculum for jobs in the alternative energy sector		
Implement regional complete streets policy	Institute counseling for youth on financial planning activities for future education, home purchasing, employment choices, retirement, etc.	Expand programming helping both youth and adult-low-income underemployed/unemployed residents develop soft-skills needed to compete in the labor market	Create a regional website that links to as many local websites as possible (local governments, businesses, park districts, social groups, neighborhood groups, workforce development agencies, etc.)	Establish a promotional program to establish a 21st century energy efficiency workforce		
Publicize the economic and community development benefits of infrastructure investments, promoting the high-quality design elements of these projects to raise the bar for future investments	Grow presence of life-long learning classes through online matchmaking services such as Dabble (hobby online matchmaking platform)	Conduct and audit comparing the skill sets of unemployed and underemployed to the number of jobs available and develop a workforce growth plan for local companies fitting this skill gap	Work to identify and promote existing tech companies and capabilities	Complete audit of current jobs available in the alternative energy sector		
Improve and expand bus service throughout the city, especially for the efficiency of East to West express service	Advocate for the implementation of dual-credit program whereby high school students can take courses at any of the Rockford area colleges to accelerate students' progress through the educational system	Conduct a thorough analysis to identify the "highest and best use" for all planned industrial parks	Identify gap to achieve a state of the art tech climate and environment	Increase number of businesses using Freedom Field as research laboratory		
Support the development of high speed or commuter rail through the Northern Illinois Commuter Transportation Initiative (NICTI)	Increase participation in community college programming	Work with local governments, land owners, and public and private utility providers to ensure that all necessary infrastructure is in place for planned industrial parks	Aggressively market the Region via the internet on social media sites to encourage the region's image in the young professional community	Increase planning and coordination to promote clean, reliable, and affordable energy		
Take actions to increase walkability by enhancing the safety and aesthetics of the walking experience	Increase presence and availability of higher education within core downtown areas	Develop the region's top tow industrial park sites into purpose-built districts that provide ample capacity to accommodate a substantial share of the Rockford region's major business locations/expansions	Create a public information program to market the telecommunications potential of the community as part of an economic development strategy.	Work with Chamber of Commerce and EDCs to encourage fleets of local businesses to be energy efficient		
Improve transit signage on arrival times, stops, etc with innovation and technological practices for all residents	Expand programming and participation of community college classes	Hosting a Site Selectors Guild familiarization tour for the Rockford area as a way to market it to site selects and enhance business attraction efforts	Create a standard of measurement for business to increase productivity by better use of current technology, such as "cloud" related services for certain target industries	Improve compliance with energy code and track green building improvements region-wide		
Continue to develop alternative modes of transit and intercommunity transit options, including instituting car and bike share programs	Learn on the local populace to fund more scholarship opportunities	Expand grant writing to prepare additional properties for development	Maximize the value and use of iFiber to bring the private sector additional bandwidth capacity and eventually last mile opportunities for consumers	Collaborate with neighborhood associations to create awareness about energy efficiency opportunities and best practices		

# Rockford 2020 Plan: Framework Analysis

		Economy				
		Transportation	Education	Economic Development	Technology	Energy
RMAP Regional Plan for Sustainable Development	Create a culture of public transportation	Create more job-training programs and facilities at local colleges that suit the current and future needs of local employers and targeted industries	Create certification program for local properties	Attract, work with existing, and explore new providers of broadband service to the region to compete with existing providers	Improve codes and regulations to increase the sustainability of our buildings with the principles of LEED in new construction	
	Encourage intra-regional use of mass transit	Leverage NIU-Rockford's existing presence to encourage further expansion of NIU into the Rockford region	Train small business startups to utilize neighborhood data available through the online Vital Signs Data Commons	Provide wireless internet access at local businesses and public buildings free of charge	Collaborate with community organizations to distribute materials showing return on investment on energy efficiency measures	
	Create visible bike routes and increase a culture of bike riding within the region	Develop curriculum for a mandatory high school community service program for graduation	Implement targeted industry and diversification plans, ensuring a math between the local workforce and the needs of local small to mid-sized businesses	Rather than discard outdated public technologies, collect them and provide them to members of the public who could otherwise not afford them	Local banks to create a loan-loss reserve as part of Community Reinvestment Act obligations for energy-efficient rehabs	
	Increase programming, awareness, and participation in car-sharing and ridesharing	Develop a summer internship/job program for high school students	Develop business ownership training with matchmaking and succession planning for transitioning small-to-mid-sized companies	Review zoning codes and ordinances to ensure that they facilitate, rather than impede, the development of and access to digital infrastructure	Increase number of trained individuals that are certified to perform energy audits	
	Capitalize on the economic development potential of current and planned roadway improvement projects from IDOT and the Illinois Tollway	Develop a mentorship program between retirees and youth at developing career-readiness skills	Simplify and revise regulations to bring about timely small business development		Create youth education programs by development K-12 curriculum on renewable energy best practices	
	Leverage new loan and bonding programs from the federal government for transportation infrastructure improvements (called the infrastructure bank)	Enhance educational opportunity tracts that lead to a specific career or vocation	Support stronger business associations in commercial corridors to aid with small business growth			
	Incentivize public-private partnerships by establishing a tax-credit program for infrastructure improvements	Develop soft-skills training programs for youth of low-income families to prepare them for life-long success				
	Leverage public-private and local-state-federal partnerships for infrastructure improvements through innovative methods such as crowdfunding					
	Diversify the mix of funding sources to become less reliant on motor fuel taxes					
	Explore the privatization of select transportation infrastructure to improve and maintain a good state of repair					
RAEDC Comprehensive Development Strategy (2010-2015)	Work with RMAP to plan for, develop and maintain the capacity of the region's transportation system. This will aid in the attraction and retention of businesses, provide greater access to a high quality work force, and ease access to key retail and services by:	Improve the perception and performance of the region's K-12 public schools.	Implement workforce development strategies to strengthen competitiveness for targeted and emerging industry sectors, including green industries.	Develop a reliable data infrastructure using both wireless and high speed fiber optic networks. These will give businesses access to multiple venues to meet their current and future data needs.		
	Continuing to upgrade/repair existing roadways and bridges;	Provide training to workers of all ages and economic strata to ensure they are current in existing and emerging skills and knowledge.	Provide additional entrepreneurial training through establishment of an expanded regional incubator.	Create a unified vision of regional growth and development needs by coordinating the planning of all components of infrastructure within the Area.		
	Improving highway access to the region;	Prioritize economic development projects focusing regionally to improve the Area's workforce. Establish regional workforce development as a critical part of the regional development framework and CEDS.	Increase collaboration and communication at the regional level about land use and transportation planning as it relates to economic development.	Seek additional funding from the State of Illinois for infrastructure to support economic development in the region.		
	Bolstering existing public transit services;	Develop a scholarship fund for post-secondary students.	Develop incentives, programs and policies to encourage widespread use of LEED building and rehabilitation standards.	Meet the energy needs of the region's business community by maximum use of green technologies and alternative energies where possible.		
	Bringing commuter and passenger rail service to Belvidere and Rockford, linking the region to wider markets;	Improve access to higher education degrees and programs within the region.	Develop the connection between the creative industries and economic development.			
	Working with the Chicago Rockford International Airport to continue to expand air cargo and passenger services to the region;	Create a plan to attract and retain college students after they graduate.	Recognize the link between smart growth practices and economic development for the Region incorporating sustainability principles into relevant plans, policies and codes at the municipal and county levels within the Region.			
	Expand utility and transportation links to serve areas where they are needed for job creation.					

		Economy				
		Transportation	Education	Economic Development	Technology	Energy
Rockford Region Strategic Diversification Plan	Develop a long-range strategic plan for Chicago-Rockford International Airport (RFD) that sets a visionary, yet realistic agenda for future infrastructure investments and land use/design elements that focuses primarily on leveraging RFD's potential for further development as a major goods movement hub			Organize "workforce trade mission" recruiting events nationally for the Rockford region's major employers and growing industry clusters		
	Continue to build broad-based regional support for passenger rail connections between Chicago and the Rockford region			Organize a "family-matching" program that pairs each new family to the Rockford area with a volunteer family, helping new families develop personal relationships and integrate into the community		
	Capitalize on the economic development potential of current and planned roadway improvement projects from ILDOT and the Illinois Tollway, particularly the expansion of IH-90 between Rockford and Chicago and the re-construction of IL-2 and IL-20			Continue to address the challenges facing Rockford's public schools by working with regional business, academic, and government leaders to maintain widespread community support for public schools, building on the success of the \$139 million bond referendum passed in November 2012		
	Work closely with local governments, land owners, and real estate professionals to identify and address infrastructure deficiencies along the region's primary transportation corridors and in and around the region's existing/planned industrial parks			Advocate for the implementation of a dual-credit program whereby high school students can take courses at any of the Rockford area community and technical colleges to accelerate students' progress through the educational system		
				Create more job-training programs and facilities at local colleges that suit the current and future needs of local employers and targeted industries		
				Make the attraction and retention of young professionals a major priority for the Rockford region, engage them regularly, and support topics that are of interest and importance to this segment of the community		
				Leverage NIU-Rockford's existing presence to encourage further expansion of NIU into the Rockford region		
				Work with the region's public K-12 schools, ElGERlab, and Rock Valley College Small Business Development Center to integrate stronger business curricula (especially entrepreneurship and international business) and junior achievement programs into the region's schools. Consider on-line education and training platforms to reach out to more young students and adults		
				Improve awareness of existing small business and entrepreneur support programs and better connect small businesses, particularly minority-owned firms, to available resources		
				Building on the Rockford Chamber of Commerce's Multicultural Business Council, consider establishing a "Minority Business Accelerator" to respond to the unique needs of the region's growing minority-owned business community		
				Work with area foundations to establish of a fund-of-funds to assist Rockford region entrepreneurs in securing start-up or expansion capital		
				Continually highlight entrepreneurial success stories and opportunities; get the message out there that the Rockford region is a place where current and aspiring entrepreneurs gather		
			Seek innovative opportunities to grow niches in target industries			

		Economy				
		Transportation	Education	Economic Development	Technology	Energy
Rockford Region Strategic Diversification Plan				Agree upon operating guidelines that describe the roles and responsibilities of economic development partners and advance them toward the economic development of the Rockford region, focusing on collaboration and cooperation		
				Consider the creation of a regional tax-base sharing program that would provide a shared pool of resources for infrastructure and economic development and would also go a long way toward eliminating competition among the Rockford region's municipalities		
				Consider the creation of a regional tax-base sharing program that would provide a shared pool of resources for infrastructure and economic development and would also go a long way toward eliminating competition among the Rockford region's municipalities		
				Position the Rockford Area Economic Development Council (RAEDC) to act as the region's central coordinating body and sole respondent for economic development and site selection inquiries, working closely with Growth Dimensions for Belvidere-Boone County and the region's municipalities and counties to collaborate and coordinate economic development efforts to meet mutually-agreed upon goals and objectives		
				Cultivate stronger relationships with the Chicago-area real estate community		
				Collaborate with Chicagoland economic development professionals on		
				international business attraction efforts, especially related to the Rockford area's target industries		
				Expand opportunities for international trade in the Rockford region, both for local businesses seeking to import/export, as well as for foreign enterprises seeking to locate facilities within the U.S. market, particularly Asian companies (China, Japan, Korea, Vietnam)		
				Conduct outreach to existing Rockford-based companies to determine what international trade is already taking place, and to identify untapped opportunities for importing or exporting		
				Aggressively market Rockford's Foreign Trade Zone. There are numerous opportunities for more aggressive recruitment of international companies seeking a location in the greater Chicago area		
				Establish an "International Soft Landing Center" housed within EIGERlab that focuses on attracting foreign-based entrepreneurs seeking to re-locate to the U.S. market		
				Consistently attend and actively participate in aerospace conferences such as the Paris Air Show, the IEEE Aerospace Conference, the National Business Aviation Association, and others to actively market and promote Rockford's aerospace cluster		
			Aggressively promote existing aerospace cluster through marketing/collateral and celebrate recent success stories such as Woodward's expansion in Loves Park			

		Economy				
		Transportation	Education	Economic Development	Technology	Energy
Rockford Region Strategic Diversification Plan				Increase regional and multi-state aerospace marketing efforts by leveraging the Rockford region's strong existing aerospace cluster and the Rockford Area Aerospace Network (RAAN), while also highlighting aerospace concentrations in neighboring regions (Chicago, Janesville-Beloit)		
				Provide continued support for the JiET-A (Joint Institute of Engineering & Technology   Aerospace) public-private training program to ensure its success in expanding the Rockford region's pipeline of future skilled aerospace workers		
				Expand the Rockford region's rapid-prototyping as a collaborative venture between local colleges and the private sector		
				Develop certified sites for aerospace companies		
				Expand or add additional capacity for roadway infrastructure running parallel to the tracts of land designated as industrial parks to provide for the transportation needs of major aerospace manufacturing companies		
				Expand RAAN's advocacy role to help aerospace companies arrange financial incentives, contracting/grant/funding opportunities, and site selection services		
				Offer municipal or county-level property tax abatements for recruitment and/or expansion of aerospace firms		
				Become actively involved in goods movement industry organizations and events including the Illinois Trucking Association, the American Trucking Association, the International Council of Supply Chain Management Professionals, and logistics industry associations/conferences		
				Develop a feature story about Rockford region as a premier freight/logistics destination in the Journal of Commerce, Transport Topics, and other logistics industry publications.		
				Host a "fame tour" for site selectors focused on logistics/distribution		
				Promote the creation of more job-training facilities at local colleges and recruit additional private or public training schools for aviation/aircraft maintenance training		
				Following the successful example of the JiET-A training program for the region's aerospace cluster, work to develop a similar training program that focuses on creating a pipeline of workers with the skills needed for the Rockford region's growing aviation & logistics industry		
				Consider developing a national best-practice "Freight Village" business park that co-locates multiple transport modes with warehousing/distribution facilities in a single location along with support services (retail, truck stops, etc.), utilizing TIF zones as a potential funding mechanism		
			Offer tax reductions on jet fuel at Chicago-Rockford International Airport			

Economy				
Transportation	Education	Economic Development	Technology	Energy
		Leverage existing local and state incentives with the Rockford FTZ (176) and its		
		proximity to Canada to attract foreign-based logistics companies interested in the Midwest		
		Market the Rockford region as a good location for orthopedic implant manufacturing		
		Embark on a program to attract senior living center and home care services		
		Identify supply chain gaps in the Chicago MSA that Rockford could capitalize upon within the medical device field		
		Work with Rockford area employers, universities, community colleges, and high schools to address current gap in skilled machinists, technicians, and research professionals		
		Push online education for local colleges and workforce training		
		Establish joint research programs among local healthcare providers which offers support to scientists, researchers, and technology developers in the medical devices field to promote Rockford's emerging cluster		
		Establish Centers of Excellence focused on medical specialties		
		Encourage business attraction by utilizing Illinois' manufacturing modernization		
		loan program to upgrade and modernize medical manufacturing equipment and operations		
		Establish a fund-of-funds to assist Rockford area medical-device operations in securing expansion capital		
		Market Rockford's biofuel production and wind-turbine manufacturing potential at conferences such as the Renewable Energy World Conference & Expo, American Wind Energy Association, Solar Power International, National Algae Association and others		
		Market the Rockford area's methane gas potential for the purpose of landing a heavy methane gas user		
		Foster the long-term growth of renewable energy and clean-technology training programs at area colleges		
		Establish a charter vocational school to begin the renewable energy training pipeline		
		Support the continued expansion of Freedom Fields toward the development of technology used in the production of renewable energy products		
		Consider developing a "Clean-Tech" industrial park (or re-branding an existing/planned industrial park toward a "Clean-Tech" orientation) focused on renewable energy-related operations as well as energy conservation and energy efficiency technologies		
		Offer manufacturers of alternative energy products a 5% tax credit for expenditures that produce equipment used in clean energy manufacturing operations		
		Consider waiving local sales tax on renewable energy products to help spur production		

Rockford Region Strategic Diversification Plan

		Economy				
		Transportation	Education	Economic Development	Technology	Energy
				Work with the Rockford region’s business, government, and community leaders to fund the development or attraction of a design school into downtown Rockford		
				Integrate design curriculum in the Rockford region’s K-12 schools as well as Rock Valley Community College, Rockford College, and NIU-Rockford to prepare the region’s future workforce for the design industry		
				Establish and support the growth of a mixed-use “Design District” in the zone immediately surrounding the new design school in downtown Rockford that concentrates the region’s design-related educational facilities, provides incubator and prototyping space, houses design studios and office space, and provides live-work housing opportunities for design professionals		
Transform Rockford						
RMAP - 2040 Long Range Transportation Plan	Work to achieve state-of-good-repair of existing transportation assets.	Integrate education at all levels into a regional context.	Package incentives to promote regional growth objectives; Utilize newly signed regional compact agreement in conjunction with CEDS to prioritize incentives.			
	Allow an uninhibited interchange between highways, rail, bicycle/pedestrian, transit, air and other transportation facilities.		Engage non-traditional agricultural partners and prioritize green economic development.			
	Spur innovation by using modern, urban-based best practices, such as complete streets, to maximize effectiveness of scarce public resources.		Market the region as a competitive force in the field of green industry, utilize the robust labor shed, and distinguish the region as forward-thinking, eco-friendly and solution-driven.			
	Balance the needs of business, industrial and residential access with safety and congestion relief.		Advocate for changes in tax policy that move the region forward towards long-term sustainability			
	Seek low-cost solutions to solve safety problems that can be implemented within existing public right-of-way.		Work with RAEDC, Growth Dimensions, RLDC, Mobility Subcommittee, RRDP and other to seek opportunities to integrate housing and workforce development, education and human capital development with traditional MPO work products on transportation and land use.			
	Target transportation corridors where a high return on investment (ROI) can be demonstrated.		Federal and state investment reform that is goal-driven and sized appropriately for our region.			
	RMAP to involve resource agencies from a wide variety of disciplines and boldly plan for comprehensive solutions that go beyond traditional transportation planning.		Best practices.			
			Analytics of the true cost of development to municipal and county governments.			