

APPENDIX H

**COMPILATION OF IMPLEMENTATION MATRICES
FOR ALL PLAN ELEMENTS**

Land Use Implementation Matrix

Goal	Objective	Action	Who	When
Throughout the cooperative efforts of all City Departments, guide the City's development through the land use plan, zoning ordinance, subdivision ordinance and building code	Implement the 2020 Plan Map as it was prepared	Ensure compatibility between land uses	All City Departments	Ongoing
		Require full urban services	All City Departments	Ongoing
		Balanced growth patterns citywide	All City Departments, City Council	Ongoing
		Evaluate the impact of new streets and roads	Public Works	Ongoing
		Take other plans adopted by the City into account	All City Departments	Ongoing
		Begin the process of preparing more specific subarea plans for those areas that are largely underdeveloped and for those areas that are in transition	Community Development	July 2004 and Ongoing
	Geographic Boundaries	Carry out a complete reevaluation of the City's annexation policies	Community Development	Sept.- Nov., 04
		Pursue an aggressive annexation program along West State Street	Community Development	2004 and Ongoing
		Annex along East State Street to fill in the remaining gaps	Community Development	2004 and Ongoing
		Work on priority areas listed in the annexation policies that are largely developed and where annexation will occur in small pieces	Community Development	2004 and Ongoing
		Work with RRWRD to create joint agreements for any new projects which with the City participates	All City Departments	2004 and Ongoing
		Determine long-term annexation agreements with the Villages of Winnebago and New Millford and the City of Belvidere	Community Development	2004 and Ongoing
		Prevent new development on private well and septic systems within the Ultimate Annexation Boundary	Community Development	2004 and Ongoing
Promote Targeted Infill Development		All City Departments	Ongoing	
Plan in context to the surrounding area		All City Departments	Ongoing	

Land Use Implementation Matrix (cont)

Goal	Objective	Action	Who	When
Throughout the cooperative efforts of all City Departments, guide the City's development through the land use plan, zoning ordinance, subdivision ordinance and building code cont.	Find new tools for redevelopment	Create a locally funded Historic Trust Fund	Community Development	2004 and Ongoing
		Adopt a Housing Occupancy Permit requirement	Community Development	2004
		Amortize certain types of undesirable businesses and/or land uses	Community Development	2004 and Ongoing
		Create a locally funded Business Development Fund	Community Development	Ongoing
		Create a Problem Property Resolution Team within City Hall to deal with vacant and abandoned properties that drag down the surrounding areas	All City Departments	2004 and Ongoing

Smart Growth Implementation Matrix

Goal	Objective	Action	Who	When
Work to integrate Smart Growth Principles into the City of Rockford	Mixed Use Development	Revise Zoning Ordinance	Community Development	Short term
		Assist with financing of mixed-use developments	Community Development	Ongoing
		Incorporate planned mixed-use into neighborhood/subarea plans	Community Development	Ongoing
		Provide incentives for mixed-use in new development and redevelopment	Community Development and Public Works	Ongoing
	Compact building design	Provide open space in compactly developed areas	Community Development/Park District	Ongoing
		Manage existing on-street and surface parking lots effectively	Public Works	Ongoing
		Encourage TND with neighborhood centers	Community Development	Ongoing
		Redevelop vacant warehouses into housing	Private Sector/Community Development	Ongoing
		Reduce minimum lot size requirements in appropriate areas	Community Development	Short term
		Provide a wide variety of housing types and housing densities	Community Development	Ongoing
		Create a range of housing opportunities and choices	Promote employer-assisted housing programs	Community Development
	Encourage downtown housing		Community Development	Ongoing
	Require at least 3 different builders on every block within any new subdivision.		Community Development	Short term

Smart Growth Implementation Matrix (cont)

Goal	Objective	Action	Who	When		
Work to integrate Smart Growth Principles into the City of Rockford cont.	Create a range of housing opportunities and choices cont.	Develop and implement a program to identify and dispose of vacant land and buildings	Community Development	Short term		
		Adopt special rehabilitation building codes.	Building Department	Short term		
	Create walkable communities	Retrofit existing arterials and collector streets with sidewalks	Public Works	Ongoing		
		Require site plan design that makes commercial areas more walkable	Community Development	Ongoing		
		Design streets to facilitate safe pedestrian crossings	Public Works	Ongoing		
		Require traffic calming in residential areas that have excessive traffic speeds	Public Works	Ongoing		
		Connect walkways, parking lots, greenways and developments. Don't leave barriers to access	Public Works	Ongoing		
		Provide sidewalks	CD/Public Works	Ongoing		
		Provide shelter and separation from automobile traffic	Public Works	Ongoing		
		Provide safe pedestrian routes to transit	Public Works	Ongoing		
		Make places walkable for aging populations and those with disabilities	Public Works	Ongoing		
		Distinctive, Attractive Community with a strong sense of place.		Establish matching grants or revolving loan funds for historic preservation	Community Development	Ongoing
				Turn underused highways into boulevards	Public Works	Ongoing
Develop a comprehensive wayfinding system to and within downtown	Public Works			Short-term, Ongoing		
Highlight cultural assets through public art and event nights	Community Development/River District			Short term		
Make retail centers attractive destinations	Community Development			Ongoing		
Revitalize the entire waterfront	Community Development			Ongoing		
Plant trees throughout the community and preserve existing trees during new construction	Community Development			Ongoing		
Create active and secure open spaces	Park District			Ongoing		
Define neighborhoods with visual cues	Community Development			Ongoing		
Preserve scenic vistas	Community Development/Park District			Ongoing		
	Enact clear design guidelines	Community Development	Short Term			

Smart Growth Implementation Matrix (cont)

Goal	Objective	Action	Who	When	
Work to integrate Smart Growth Principles into the City of Rockford cont.	Preserve open space, farmland, natural beauty and critical environmental areas	Create a network of trails and greenways	Park District	Ongoing	
		Partner with non-governmental organizations to acquire and protect land	Park District	Ongoing	
		Support tree preservation through public-private partnerships	Community Development	Ongoing	
		Employ development strategies that better protect and preserve open space in edge areas	Community Development	Ongoing	
	Strengthen and direct development towards the existing urban areas		Strengthen the state and local brownfields program	Community Development	Ongoing
			Consider use of split-rate property tax to encourage development on vacant or blighted pieces of land in existing communities	Legal/Community Development	Ongoing
			Conduct an "infill checkup"	Community Development	Ongoing
			Facilitate programs and support community based organizations for neighborhood revitalization	Community Development, Human Services	Ongoing
			Create economic incentives for businesses and homeowners to locate in areas with existing infrastructure	Community Development, Human Services	Ongoing
			Identify priority areas for receipt of infrastructure funding based on cost/benefit analysis	Community Development	Ongoing
			Establish a land bank authority	Community Development	Ongoing
			Designate a vacant-properties coordinator to minimize and abate problem properties	Community Development	Short term
	Provide a variety of transportation choices		Zone for concentrated activity centers around transit service	Community Development	Ongoing
			Require sidewalks in all developments	Community Development	Ongoing
			Evaluate parking needs, requirements and their impacts	Community Development	Ongoing
			Cluster freight facilities near airports and rail terminals	Community Development	Ongoing
			Consult with emergency responders when developing smart growth plans	Community Development	Ongoing
			Use cleared brownfields for freight distribution and consolidation centers	Community Development	Ongoing
			Provide transit users with customized transit information	RMTD	Ongoing
			Create a comprehensive bicycling program	Park District	Ongoing

Smart Growth Implementation Matrix (cont)

Goal	Objective	Action	Who	When
Work to integrate Smart Growth Principles into the City of Rockford cont.	Make development decisions predictable, fair and cost effective	Educate elected leaders and public officials about smart growth	Community Development	Ongoing
		Direct development along corridors	Community Development	Ongoing
		Simplify zoning codes and other land development regulations	Community Development	Ongoing
		Implement GIS based planning into the development process	Community Development	Ongoing
		Provide financial incentives to aid the development of smart growth projects	Community Development	Ongoing
		Conduct audits of development regulations	Community Development	Ongoing
		Encourage demand for smart growth through consumer incentives	Community Development	Ongoing
		Display zoning regulations and design goals in pictorial fashion	Community Development	Short term
	Encourage community and stakeholder collaboration in development decisions	Conduct community visioning exercises	Community Development, Human Services	Ongoing
		Cultivate relationships with schools, colleges and universities	Community Development, Human Services	Ongoing
		Conduct place audits to determine barriers and opportunities for smart growth	Community Development, Human Services	Ongoing
		Develop community indicators to make sure that development is meeting community goals	Community Development, Human Services	Ongoing
		Illustrate complex concepts with photographs, videos and other imagery	Community Development, Human Services	Ongoing

Transportation Implementation Matrix

Goal	Objective	Action	Who	When
Provide both motorized and non-motorized travel	Paved roadways including freeways, arterials, collectors and local streets	Construct the interchanges, arterial roadways and, where appropriate, collector streets listed in the draft plan. Work with developers to ensure construction of the local streets.	Public Works	Ongoing
	Maintain Sidewalks, bikeways and pathways		Public Works	Ongoing
	Improve and provide mass transit services		RMTD	Ongoing

Transportation Implementation Matrix (cont)

Goal	Objective	Action	Who	When
Serve the needs of all those who are disenfranchised from, do not desire to use, or are otherwise unable to take full advantage of the predominantly automobile-oriented transportation system that dominates our community	Improve and provide mass transit services cont.	Continue existing mass transit services and, to the extent feasible, expand RMTD's services to provide the best service possible to the citizens of Rockford.	RMTD	Ongoing
		Continue exploring options in developing a connection to Metra rail facilities.	Public Works	Ongoing
		Periodically assess the feasibility of extending RMTD service to other communities.	RMTD	Ongoing
		Work to include by-pass ramps and turnouts for bus stops in new road projects	Public Works	Ongoing
		Continue to work to increase passenger rail service to Rockford.	Mayor's Office	Ongoing
	Sidewalks	Limit waivers for sidewalks to extreme cases	Public Works	Ongoing
		Maintain	Public Works	Ongoing
	Bikeways	Maintain	Public Works	Ongoing
		Monitor and Update Pathway Plan	RATS	Ongoing
	Pathways	Maintain	Public Works	Ongoing
	Provide for recreational as well as utilitarian needs		Park District, Public Works	Ongoing
Serve the needs of all segments of Rockford's population	Serve shipping and other economic development needs as well as those of individuals	Determine what Rockford and/or the GRAA can do to strengthen the Airport's position as a freight and passenger terminal.	Public Works	Ongoing
		Work to raise the GRA's profile.	Mayor's Office	Ongoing
		Develop a system for evaluating development proposals in areas such as the State Street "Strip" to ensure that they fit in the overall circulation system for the area, not just their individual site.	Community Development	Short Term
	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.		Community Development	Short Term

Community Facilities Implementation Matrix				
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Goal	Objective	Action	Who	When
Parks				
In cooperation with the Rockford Park District, work to enhance its historically strong pattern of investments in parks and related recreational facilities.	Assist the Park District in acquisition and development of facilities as appropriate.	Evaluate and, if warranted, establish an impact development fee that would be applied universally throughout the Rockford Park District.	Planning and legal staff of City of Rockford, Rockford Park District, and other general purpose jurisdictions within Park District boundaries.	2004-2006
		Work with the Park District in preparing a new Park and Open Space Plan.	City and Park District Planning staff, with public input.	2004-2006
		Pursue the development of new pathways as funding allows.	Public Works and Park District staff.	Ongoing
Schools				
Meet academic standards established by State of Illinois for <i>all</i> students..	Ensure that facility needs for each district are met.	Work with each school district that is in Rockford to determine their long-range facility needs.	City and school district staffs.	2-4 years
Rockford Public Library				
Maintain the current level of service in number and location of facilities until 2010.	Plan for the RPL's long-term needs	Complete the long-term facility study that will result in a 20-year plan for library service development.	RPL Trustees and staff; City staff	2004
Water Supply				
Provide Rockford water users with an excellent product.	Maintain at least an ISO 2 rating for the Water Division while working for a "1".	Complete a Strategic Plan for the Water Division to address levels of service.	Water Division staff w/ input from other City staff as appropriate	2005
Provide Rockford water users with an excellent product (Cont.)	Ensure that all Rockford residents have access to City water by 2020.	Continue to require that all new development be served by City water.	City staff; City Council	Ongoing
		Provide access to water to all existing development by 2020.	City staff; City Council	Ongoing
		Determine where service gaps exist, using		2004-2005
		Determine types of uses in those areas.		2004-2005
		Estimate cost of providing water service to those areas.		2005
		Prepare program to construct needed mains in those areas.		2005-2006
Implement program.	2006-2020			

Community Facilities Implementation Matrix (cont)

Goal	Objective	Action	Who	When
Sanitary Sewer				
Work with the Rock River Water Reclamation District to ensure excellent service to all Rockford residents.	Ensure that all Rockford residents have access to sanitary sewer by 2020.	Work with the RRWRD to go through the same basic steps as outlined above for water, resulting in a definite plan to provide access to sewer where it does not exist.	City staff (Public Works, Planning and Legal) and RRWRD	Ongoing
	A sanitary sewer CIP for 2005-2020.	Work with the RRWRD to reach agreement on a sewer CIP, including the following basins: West Beaver Creek to North Branch, Keith Creek Blackhawk Trunk Basin Rockford Global TradePark Redevelopment Area Southwest Basin Fuller Creek interceptor - South Branch, Kent Creek North Branch, Kent Creek Mud Creek Basin	City staff (Public Works, Planning and Legal) and RRWRD	Ongoing

Public Safety - Police

Protect the lives and property of Rockford residents to the fullest extent possible.	Establish one or more branch Police stations over the next 15 years.			
	Work directly with Rockford residents whenever possible to aid in stabilizing neighborhoods.	Participate with Community Development in the "Healthy Neighborhoods" planning program and in implementation of same.	City staff (Interdepartmental team)	Ongoing
		Implement a "Crime Prevention through Environmental Design" program	Police, Building and Community Development staff	1-3 years

Public Safety - Fire

Maintain the Fire Department's ISO-2 ranking while working to achieve a "1"	Enable the Fire Department to keep pace with the City's geographic expansion.	Develop a long-range facilities plan for the Department, taking into account associated personnel and equipment costs.	Fire and Community Development staff	1-3 years
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Telecommunications Implementation Matrix

Goal	Objective	Action	Who	When
All citizens of Rockford should have access to the latest telecommunications services available.	Provide its citizens with information in an affordable and timely manner.	Update the City's website so that it provides more information and services.	All City Departments	Ongoing
	Bridge gaps within society.	Create a community computer center and/or facilitate access to community computer labs such as the library and schools	All City Departments	Immediate
	Cultivate communication.	Create an online forum on the City's website	All City Departments	Short-term
All businesses in Rockford should have access to the latest telecommunications	Foster economic development.	Update the City's zoning ordinance	Community Development Department	Immediate
		Support Wireless development	All City Departments	Ongoing
Telecommunications facilities should be cohesive with the surrounding environment, safe and as unobstructive as possible	Telecommunications facilities should accommodate a minimum of three providers as allowed by height restrictions	Update the City's zoning ordinance	Community Development Department	Immediate
	Telecommunications facilities should give adequate compensation for use of public rights-of-way	Adopt the Illinois Municipal League's model ordinance	Public Works	Immediate
	Priority should be given to favorable locations	Update the City's zoning ordinance	Community Development Department	Immediate
	Facilities should not locate near airports, in historic districts or in residential areas whenever possible	Update the City's zoning ordinance	Community Development Department	Immediate

Housing Implementation Matrix

Goal	Objective	Action	Who	When
A decent home and suitable living environment for every American family. (taken from Federal Housing Act of 1949)	Improve current housing stock	Ensure that transportation improvements foster and support the revitalization of existing neighborhoods.	Community Development, Public Works	Ongoing
		De-densify neighborhoods where appropriate.	Community Development	Ongoing
		Encourage housing strategies to revitalize older neighborhoods.	Community Development	Ongoing
		Engage neighborhoods in planning for revitalization.	Community Development, Neighborhood Organizations	Ongoing

Housing Implementation Matrix (cont)

Goal	Objective	Action	Who	When
A decent home and suitable living environment for every American family. (taken from Federal Housing Act of 1949) cont.	Address vacant units	Support the removal of derelict housing units provided there is a strategy to minimize negative effects.	Community Development, Building, Legal, Human Services	Short-term
		Promote infill housing strategies that result in new housing that is compatible with existing housing stock.	Community Development	Ongoing
	Build new housing that is an asset to the City	Encourage residential construction that is consistent with the principles of smart growth.	Community Development, Building	Ongoing
		Stimulate business involvement in addressing the shortage of attainable workforce housing.	Community Development	Ongoing
		Encourage more affluent new developments.	Community Development, Building	Ongoing
	Ease barriers to affordable housing.	Encourage and facilitate collaboration and coordination among planning, housing and code enforcement trade associations and interest groups.	Community Development, Building	Ongoing
		Find ways to resolve financial roadblocks to rehabilitation.	Community Development, Legal	Ongoing
		Find ways to minimize the hazards of lead paint while ensuring the financial feasibility of rehabilitation.	Community Development, Legal, Human Services	Ongoing
	Provide a variety of housing options balanced throughout the entire City.	Encourage and promote a balance of new desirable developments among the City.	Community Development, Building	Ongoing
		Develop and maintain a comprehensive housing plan that goes beyond the scope of the Consolidated Plan.	Community Development	Short-term

Economic Development Implementation Matrix

Goal	Objective	Action	Who	When
Implement the Creation Tax Increment Finance Districts (TIFs)	Make major improvements to the sanitary sewer system	Provide the Regional Pumping Station on the Airport Property	Reclamation District, Public Works	Short-term
	Make transpiration system improvements	Provide improvements to compliment TIF Creation/ Job Creation	Public Works, Community Development	Ongoing
	Work to overcome land assembly challenges and land use conflicts	Work with Developers to assemble property in conjunction with TIF Creation	Community Development	Ongoing

Economic Development Implementation Matrix (cont)

Goal	Objective	Action	Who	When
Protect Rockford's Economic Base / Financial Resources	Provide for the City's economic future and ability to improve city services	Pursue opportunities to strengthen the sales tax base, including new development and annexation of existing	Community Development	Short -term
	Ensure that the retail portion of our economic base is healthy and continues to grow	Develop a process for dealing with vacant "big boxes" or franchise establishments as they occur	Community Development	Short -term, and Ongoing
		Systematically plan for the redevelopment of Rockford's older commercial areas.	Community Development	Ongoing
		Secure the "second store" or the next store for major retailers within the City	Community Development	Ongoing
		Encourage the continuous upgrading and active marketing of existing retail centers	Community Development	Ongoing
		Continue the small business loan and similar programs	Community Development, Human Services/CSBG	Ongoing
		Get signs under control	Community Development	Short -term
		Establish basic criteria that projects must meet in order to receive City incentives.	Community Development, Human Services/CSBG	Short -term
	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 region	Implement an aggressive business retention and expansion program for primary employers	Community Development, Council of 100	Start in 2005, Ongoing
		Create a team to attract new businesses and investment to the Rockford area	Community Development, Council of 100	Start in 2005, Ongoing
Protect Rockford's Physical Resources	Improve Industry in the City of Rockford	Ensure and adequate supply of land for base employment type of development	Community Development	Ongoing
		Maintain adequate capacities in public utilities	Public Works, Community Development	Ongoing
		Seek state and federal economic development funds to provide utilities	Public Works, Community Development	Short -term
		Promote the development of transportation-related goods and services as a special focus of Rockford's economic base	Public Works, Community Development	Short -term
	Ensure as much as possible that Rockford's plans for the future and in sync with surrounding areas	Coordinate the 2020 Plan with Winnebago County Planning and surrounding counties and communities	Community Development	Ongoing
	Evaluate the impacts of Brownfields	Identify those most detrimental to the City to remain as is, in terms of job potential, EAV, visibility, potential for tax	Community Development	Short -term

Economic Development Implementation Matrix (cont)

Goal	Objective	Action	Who	When
Protect Rockford's Physical Resources cont.	Carry out work to redevelop Brownfield sites	Inventory and evaluate current and planned future uses inside the Superfund Area	Community Development	Ongoing
		Continue to pursue innovative approaches to handling liability issues	Community Development	Ongoing
		Develop an information program to educate owners of brownfields	Community Development	Ongoing
Strengthen the Role of Downtown	Enhance its unique appearance through preservation of its original architecture	Heavily promote the façade improvement program to restore structures to their original appearance	Community Development	Ongoing
	Improve wayfinding around downtown through improved delineation of corridors and provision of unified signage	Use a uniform symbol for downtown destinations, and clearly identify these locations through signage	Community Development, Public Works, River District	Ongoing
	Pursue objectives that will aid in the revitalization of Downtown	Increase the amount and variety of downtown housing.	Community Development, Public Works, River District	Ongoing
		Expand the number and variety of destination entertainment venues.	Community Development, Public Works, River District	Ongoing
		Provide attractive and efficient options for travel	Community Development, Public Works, River District	Ongoing
		Take maximum advantage of special features found downtown.	Community Development, Public Works, River District	Ongoing
		Improve the state of neighborhoods surrounding downtown.	Community Development, Public Works, River District, Human Services	Ongoing
Enhance the Role of the Riverfront	Endorse continued implementation of current plans	Develop a block by block plan for downtown, complimenting existing plans	Community Development, Public Works, River District	Ongoing
	Prepare detailed plans for the Kishwaukee River corridor	Refine existing plans	Community Development, Public Works, River District	Ongoing
	Consider standardizing river setbacks in all zoning districts	Include as part of Zoning Ordinance Rewrite	Community Development, Public Works, River District	Short -term

Neighborhood Implementation Matrix

Goal	Objective	Action	Who	When
All Rockford residents should be living in neighborhoods that are either stable or improving	Establish city-wide neighborhood planning process	Healthy Neighborhoods Planning Program: Create 1-2 neighborhood plans each year	Community Development, Human Services	Ongoing
	Provide opportunity for neighborhood leaders to discuss neighborhood plans	Hold a round table discussion to facilitate communication and information sharing	Community Development, Human Services	Immediate
All Rockford residents should be living in neighborhoods that are either stable or improving cont.	Involve and educate elected and appointed officials & employees about plans	Neighborhood planning process should include officials and employees	Community Development, Human Services	Ongoing
	Work with deteriorating neighborhoods to change the momentum to a positive direction	Create a Conservation Plan for Rockford Neighborhoods to identify these neighborhoods and strategies /programs that can be utilized	All City Departments, Neighborhood Organizations, Schools, Residents	Immediate
	Work with major institutions to develop strategies to bring economic and social benefits into neighborhoods		Human Services, Community Development	Ongoing
Rockford neighborhoods should be safe	Separate actual safety issues from perceived safety issues		Community Development, Human Services, Police	Ongoing
Rockford neighborhoods should be cohesive	Ensure plan compatibility	2020 Plan, zoning ordinances, the CIP and any other documents should be reviewed	Community Development	Ongoing
	Ensure city ordinances protect residents in newly developed areas		Community Development	Immediate
	Ensure changes in land use in established neighborhoods follow good planning		Community Development	Ongoing
	Expand participation in creation and implementation of neighborhood plans	Hold a "planners day" or a youth charatte for the children of the neighborhood		Community Development
Create neighborhood focus groups			Community Development	Immediate
Involve all city departments			Community Development	Ongoing

Natural Resources Implementation Matrix

Goal	Objective	Action	Who	When	
Safeguard and improve environmental features as a means of promoting sustainable urban development, revitalization and quality of life in Rockford.	Protect our groundwater supply.	Continue enforcement of the Minimum Wellhead Setback provisions of the Rockford Zoning Ordinance.	Zoning staff; City Council	Ongoing	
		Continue to require all new development to hook up to sanitary sewer and City water.	City staff (Community Development, Public Works, Legal); City Council	Ongoing	
		Ensure that all developed properties of 1/4 acre or less have access to sanitary sewer and City water by 2020	City staff (Public Works, Finance); City Council	10-15 years	
		Evaluate ways and means to provide stormwater management by basin; implement resulting proposals.	City staff (Public Works, Community Development, Legal); City Council	2-5 years	
	Protect our floodways and floodplains.		Work with WinGIS, its other partners and FEMA to redraw flood insurance maps for all of Winnebago County.	Public Works Dept; WinGIS; FEMA	2-5 years
			Do not allow development in floodways.	City staff (Public Works, Community Development)	Ongoing
			Plan for acquisition of areas designated "Public Acquisition" on the 2020 Plan in cooperation with other appropriate jurisdictions.	City staff (Community Development, Public Works, Legal); Rockford Park District	Ongoing
			Continue to enforce existing regulations in the 100 year floodplain.	City staff (Public Works, Community Development)	Ongoing

Natural Resources Implementation Matrix (cont)

Goal	Objective	Action	Who	When
Safeguard and improve environmental features as a means of promoting sustainable urban development, revitalization and quality of life in Rockford. Cont.	Redevelop Rockford's	Within the Superfund area:		
		Inventory and evaluate current and planned uses to establish a solid database to work from.	Community Development	1-2 years
		Develop a detailed plan for future development or redevelopment of the area with owner and resident input.	City staff (Community Development); Council of 100; public	1-3 years
		Continue to pursue innovative approaches to handle the liability and remediation issues.	Community Development	Ongoing
		Outside the Superfund area:		
		Identify brownfield sites of 2.5 acres or more; inventory current and planned uses.	Community Development	1-2 years
		Develop an action plan of what the City and other government bodies can and should do to alleviate the negatives; and what the private sector can do.	City staff (Community Development); Council of 100; public	2-3 years
		Implement resulting plan.	Determined by action plan.	3-10 years
		Develop an information program for owners of brownfield properties.	City staff (Community Development); Council of 100	1-2 years
		Review City codes to eliminate possible bottlenecks adversely affecting redevelopment of brownfield sites.	City staff (Community Development, Legal); City Council	2-3 years
	Protect mature trees and maintain required landscaping.	Broaden the scope of tree preservation requirements of the Zoning Ordinance.	Community Development; City Council	1-2 years
		Require long-term maintenance plans as part of submission process for required landscaping.	Community Development; City Council	1-2 years

Historic Preservation Implementation Matrix

Goal	Objective	Action	Who	When
Identify, protect and preserve Rockford's historic resources in order to enhance the quality of life and economic wellbeing of current and future generations	Provide a solid planning and informational basis for historic preservation	Update Rockford's 1985 Preservation Plan, outlining a comprehensive approach for the City to follow in carrying out its historic preservation program for the next 15-20 years	Community Development/ Rockford Historic Preservation Commission, Human Services	1-2 years
		Complete the comprehensive survey of Rockford's historic resources	Community Development /RHPC	10 years
	Integrate historic preservation into other City functions, including neighborhood planning and redevelopment, zoning processes, and public improvements	Develop working arrangement with DPW, Neighborhood Development, Economic Development, and Zoning for consideration of preservation concerns	RHPC staff	1 year
		With assistance from groups such as the National Trust for Historic Preservation, work to find viable solutions for problems related to redevelopment/renovation of older properties	RHPC staff	Ongoing
		Work to ensure that preservation and redevelopment issues are addressed when the Zoning Ordinance is rewritten	RHPC staff; Zoning staff	1-2 years
	Build community support for preservation activities	Continue to work with River District, Mid Town District and other interested organizations in creation of workshops on preservation-related topics	RHPC staff; River District; Mid Town District; other interested groups	Ongoing
	Build community support for preservation activities (cont.)	Work with neighborhood groups in existing and potential historic districts to increase understanding of what historic designation does and does not do	RHPC staff and Commission members	Ongoing
		Work with educators to introduce the basics of historic preservation to local students	RHPC staff and Commission members; educators	Ongoing
		Work with neighborhood groups interested in pursuing historic district status	RHPC staff and Commission members	As needed
	Build on existing heritage tourism efforts within Rockford	Find ways to take advantage of areas where a "critical mass" of historic sites exists, such as the South Main area where Tinker Swiss Cottage Museum, the Graham-Ginestra House and Ethnic Heritage Museum are all located	RHPC staff and Commission members; RACVB; museum officials	Ongoing
		Continue to assist groups such as River District in planning and carrying out walking tours of historic areas	RHPC staff and Commission members	As needed

Historic Preservation Implementation Matrix cont.

Goal	Objective	Action	Who	When
Identify, protect and preserve Rockford's historic resources in order to enhance the quality of life and economic wellbeing of current and future generations cont.	Broaden the base of historic preservation in Rockford	Work to establish a private organization in Rockford that can serve as an advocate for preservation, and as a private funding source for preservation initiatives and projects	RHPC staff and Commission members	2-5 years

Community Design Implementation Matrix

Goal	Objective	Action	Who	When
Improve the aesthetics and enhance the identity of Rockford as a whole as well as its constituent neighborhoods, major road corridors and gateways, and riverfront.	Provide visitors with a positive image of Rockford as they enter the City through design, circulation and other	Prepare one gateway plan each year beginning with those having active neighborhood and/or business organizations. Gateways include but are not necessarily limited to the following: West State Street East State Street North Main Street South Main Street Kishwaukee Street 11th Street South Alpine Road East Riverside Boulevard	Community Development and Public Works Departments; Rockford Park District; City of Gardens; neighborhood and business organizations.	Ongoing
		Implement gateway plans as they are adopted.	Community Development and Public Works; Rockford Park District; City of Gardens; neighborhood and business organizations.	Ongoing
	Improve the appearance of major roadway corridors in Rockford.	Evaluate and identify opportunities along major roadways where trees and/or other landscaping treatments could be introduced to soften the impact of the roadway.	Community Development and Public Works; IDOT; Rockford Park District; City of Gardens; neighborhood and business organizations.	Ongoing
		When building new roadways of four lanes or more, determine the feasibility of building them as boulevards as was done with Charles Street between 8th and 11th Streets.	Public Works Department; IDOT (where appropriate)	Ongoing

Community Design Implementation Matrix

Goal	Objective	Action	Who	When
	Evaluate the quality of the appearance of Rockford's built environment.	Conduct a visual awareness survey, involving Rockford residents.	Community Development Department; consultant	1-2 years
Improve the aesthetics and enhance the identity of Rockford as a whole as well as its constituent	Elevate the quality of design standards for new construction in Rockford as they relate to big box design, franchise or	Evaluate standards that have been adopted by other communities for their effectiveness, their applicability to Rockford, and for ability to enact them locally without home rule.	Community Development and Legal Departments	1-2 years
		Enact those ordinances deemed to be effective and applicable to Rockford.	Community Development and Legal; City Council	2-3 years
	Ensure implementation of any standards the City may adopt	Provide adequate staffing for enforcement.	Community Development, Building and Public Works Departments; City Council	Ongoing

Implementation Matrix for Monitoring, Evaluating and Amending the Plan

Goal	Objective	Action	Who	When
Ensure that the 2020 Plan remains viable while still consistent with its original principles.	Monitor implementation of the 2020 Plan on a regular and continuing basis	Designate an interdepartmental team that will meet at minimum on an annual basis to review progress on the Plan	Coordinated by the Planning Administrator	Ongoing
		Track the following via GIS:	Planning Division staff	Ongoing
		Construction, demolition and rehabilitation permits;		
		New subdivisions;		
		Zoning changes and SUPs; and		
		Assessed valuation by area.		
	Review implementation efforts on a regular basis.	Prepare an annual report detailing performance of the Plan over the preceding 12 months.	Planning Administrator	Annual
		Conduct a formal review of the Plan after 5 years, evaluating both text and maps.	Planning staff	2009
Complete a full review of the 2020 Plan in 10 years.		Planning staff; ad hoc advisory group of citizens	2014-2015	
Process amendments to the 2020 Plan twice a year.	Solicit and review proposed amendments on an ongoing basis.	Planning staff	Ongoing	

Public Participation Implementation Matrix

Goal	Objective	Action	Who	When
Community Outreach	Involve entire community including: youth & schools, special needs and organizations	Hold a community Q&A Day where the public can speak with staff about the 2020 Plan. Use this model for other plans that are created	CD Department	Immediate
		Public Hearings	CD Department	Immediate
		Update the CD Department website to give up-to-date information and ways to participate	CD Department	Ongoing
		Hold a youth charatte during the creation of neighborhood plans or as a 'community activity'	CD Department, Schools	Immediate
		Neighborhood Planning Process	CD Department	Ongoing
Consensus Building	Build City Consensus	Involve all departments in relevant planning activities	All City Departments	Ongoing
		Review all existing plans/ programs/activities when preparing new ones	All City Departments	Ongoing
	Build Community Consensus	Healthy Neighborhoods Planning Program	CD Department, Human Resources, Public Works, Police, Fire, Neighborhood Organizations, Citizens	Ongoing
Public Education	Educate the general public	Create Neighborhood EKGs and provide data to the general public and neighborhood organizations	CD Department, Public Works	Immediate
		Use the proposed Neighborhood Academy to educate the public on the City's planning efforts	CD Department, Public Works, Neighborhood Organizations, Human Services, Police	Short-term
		Update the public on the status of implementing various plans	CD Department	Ongoing
		Update the CD Department's website	CD Department	Ongoing
	Educate youth	Encourage planning education in schools, hold a "planner's day"	CD Department, Schools	Immediate
		Conduct a youth charette	CD Department, Schools	Immediate
		Create a teen council	CD Department, Schools, Mayor's Office	Short-term
	Educate City Council and Committees	Update the City Council and Committees on the status of implementing various plans	CD Department	Ongoing