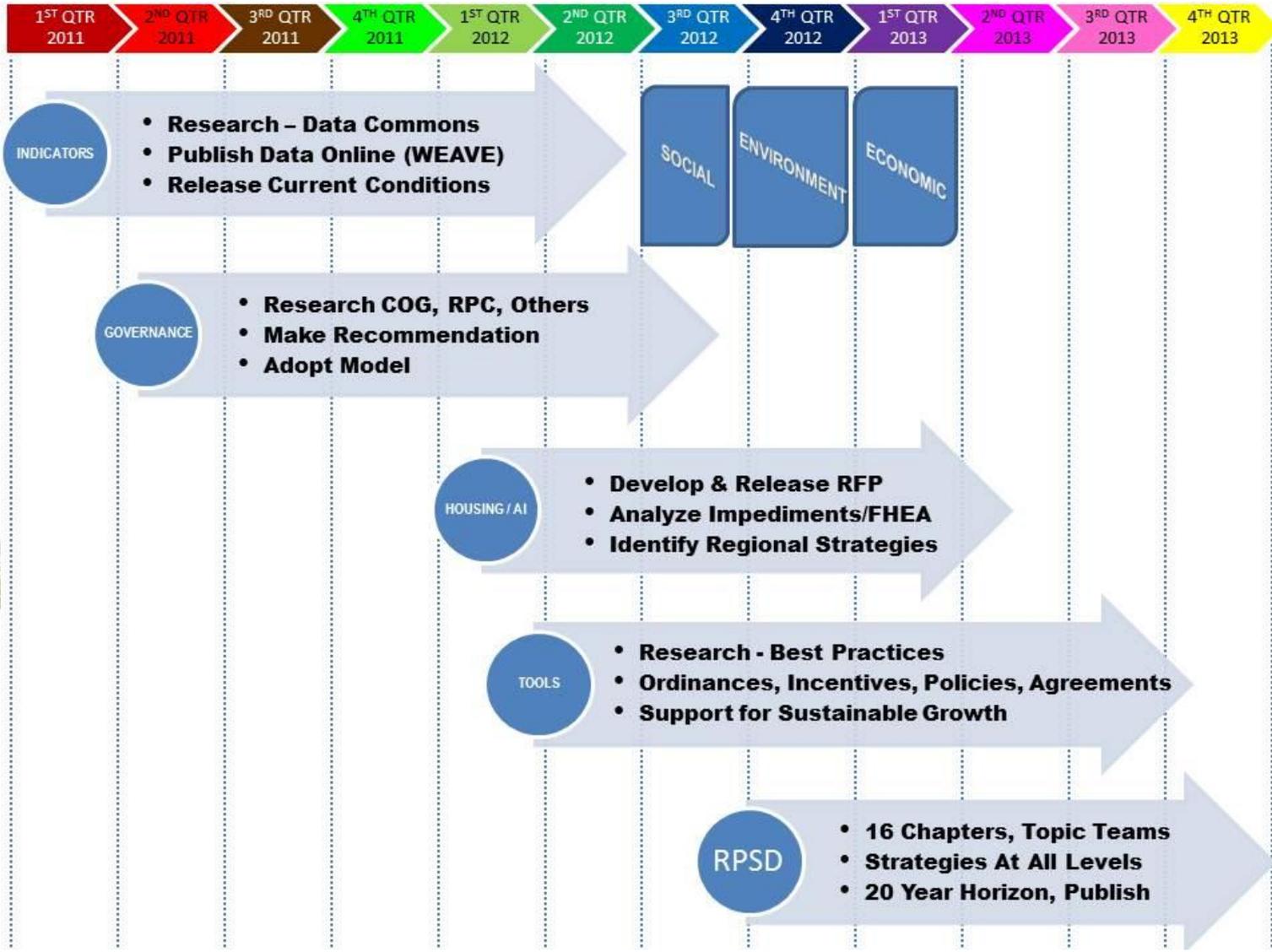


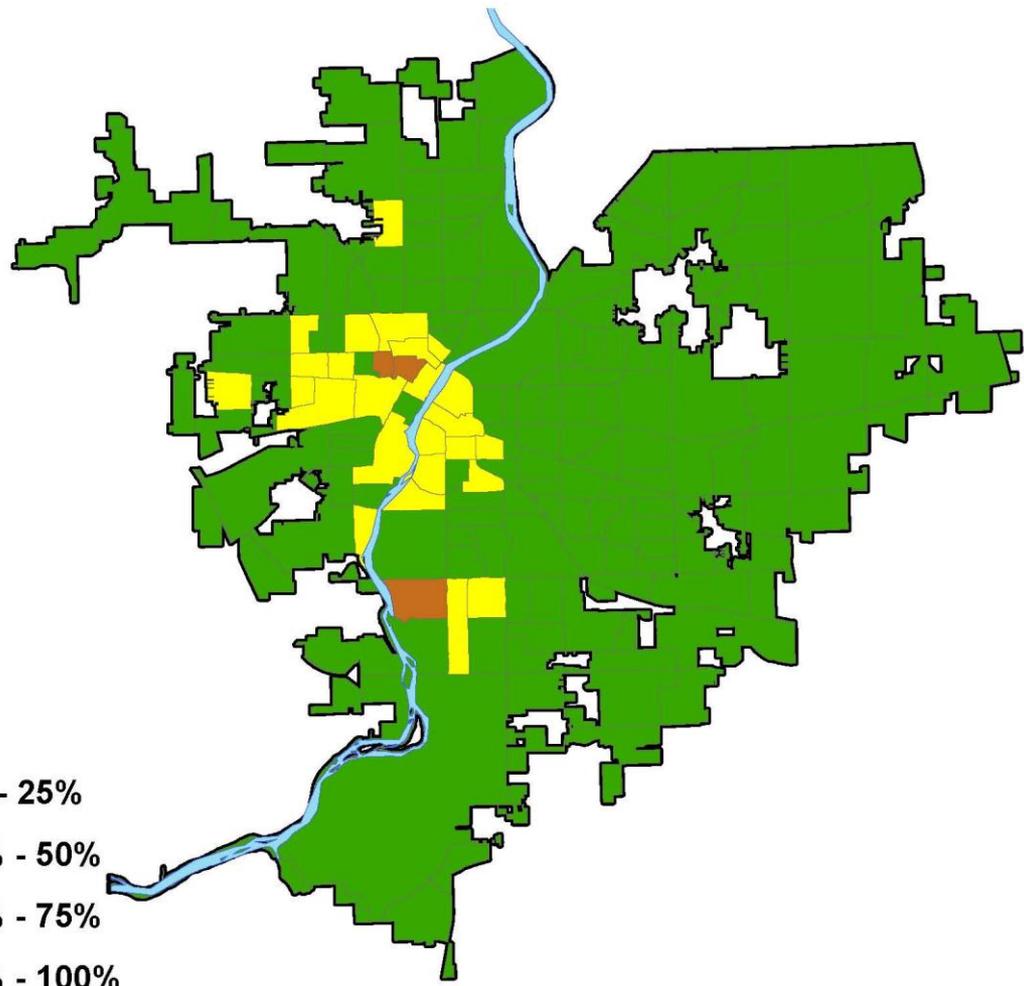


WELCOME

SC2

COMMUNITY SOLUTIONS TEAM





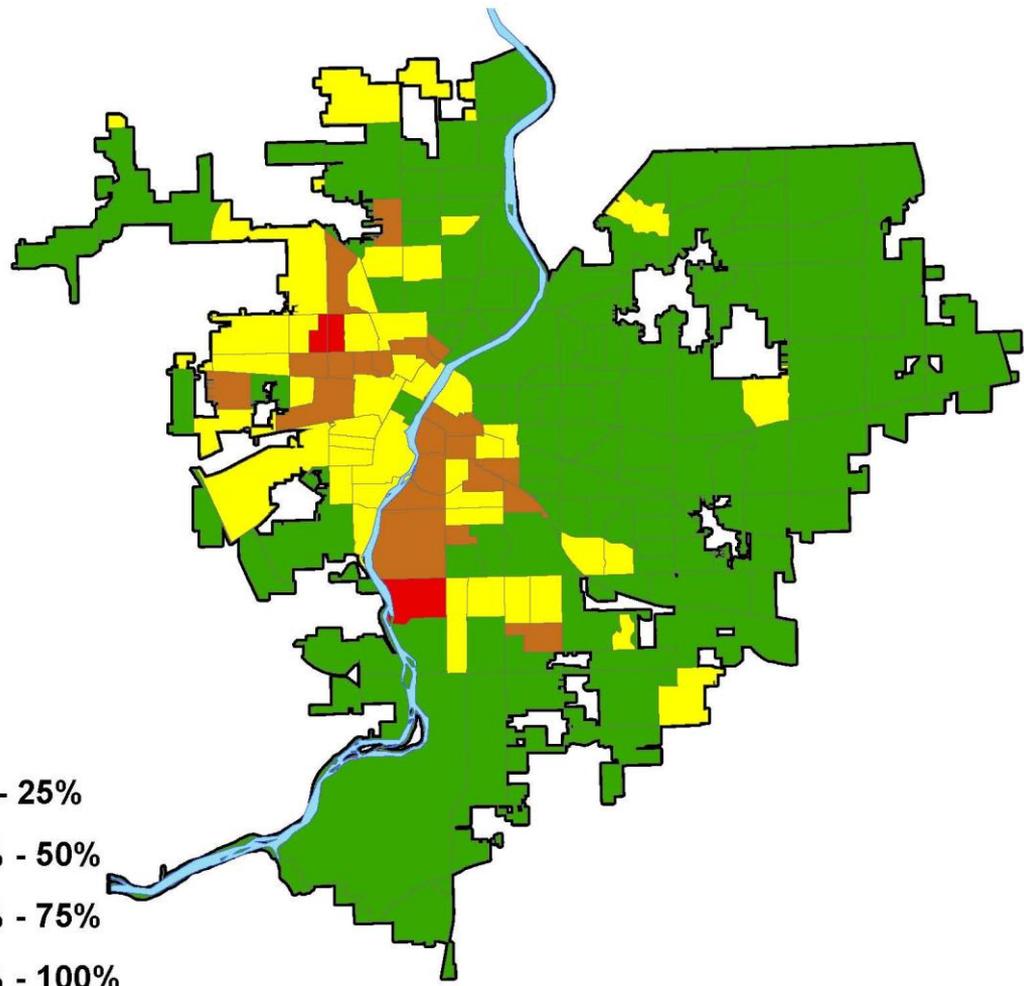
-  0% - 25%
-  25% - 50%
-  50% - 75%
-  75% - 100%

2000 Rockford Persons in Poverty

RockfordRegion



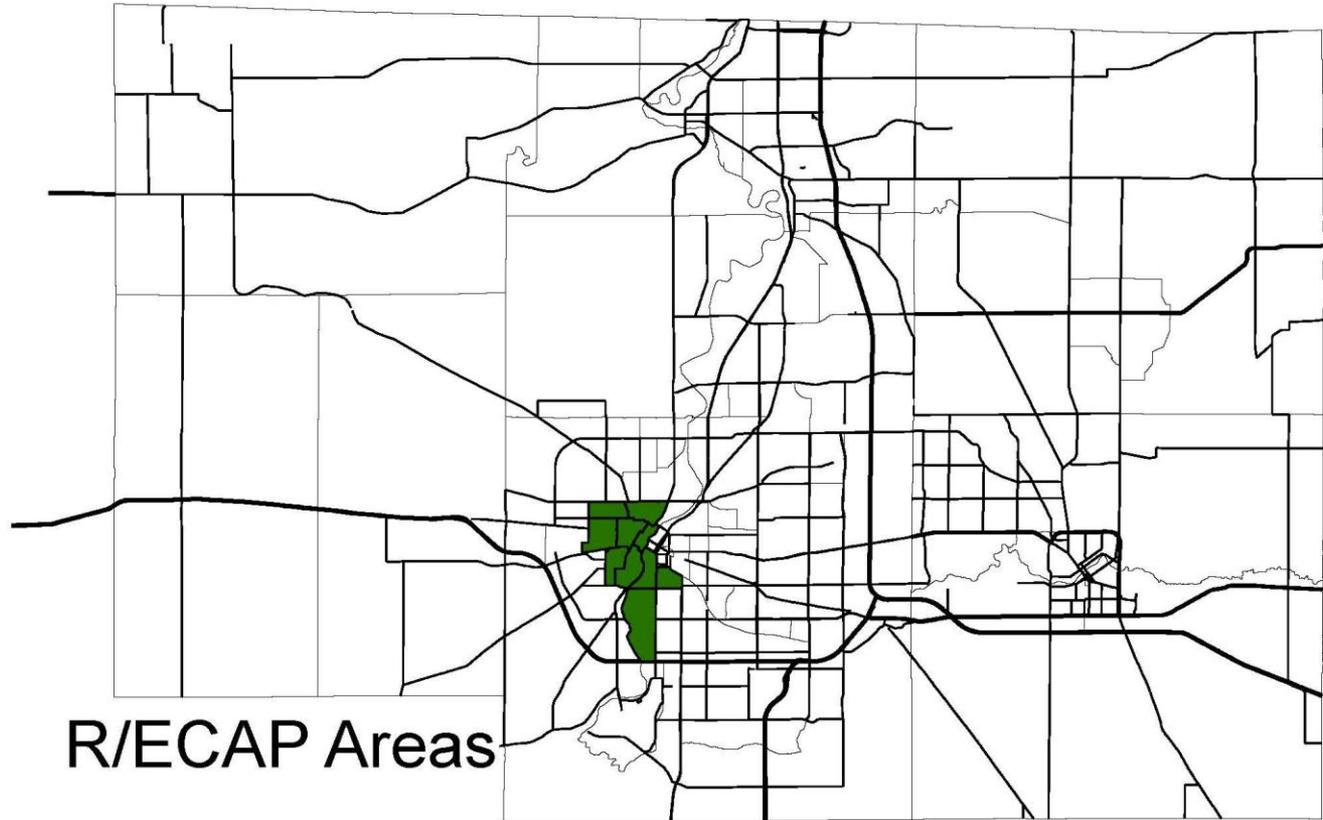
VITAL SIGNS
Regional Plan for
Sustainable Development



-  0% - 25%
-  25% - 50%
-  50% - 75%
-  75% - 100%

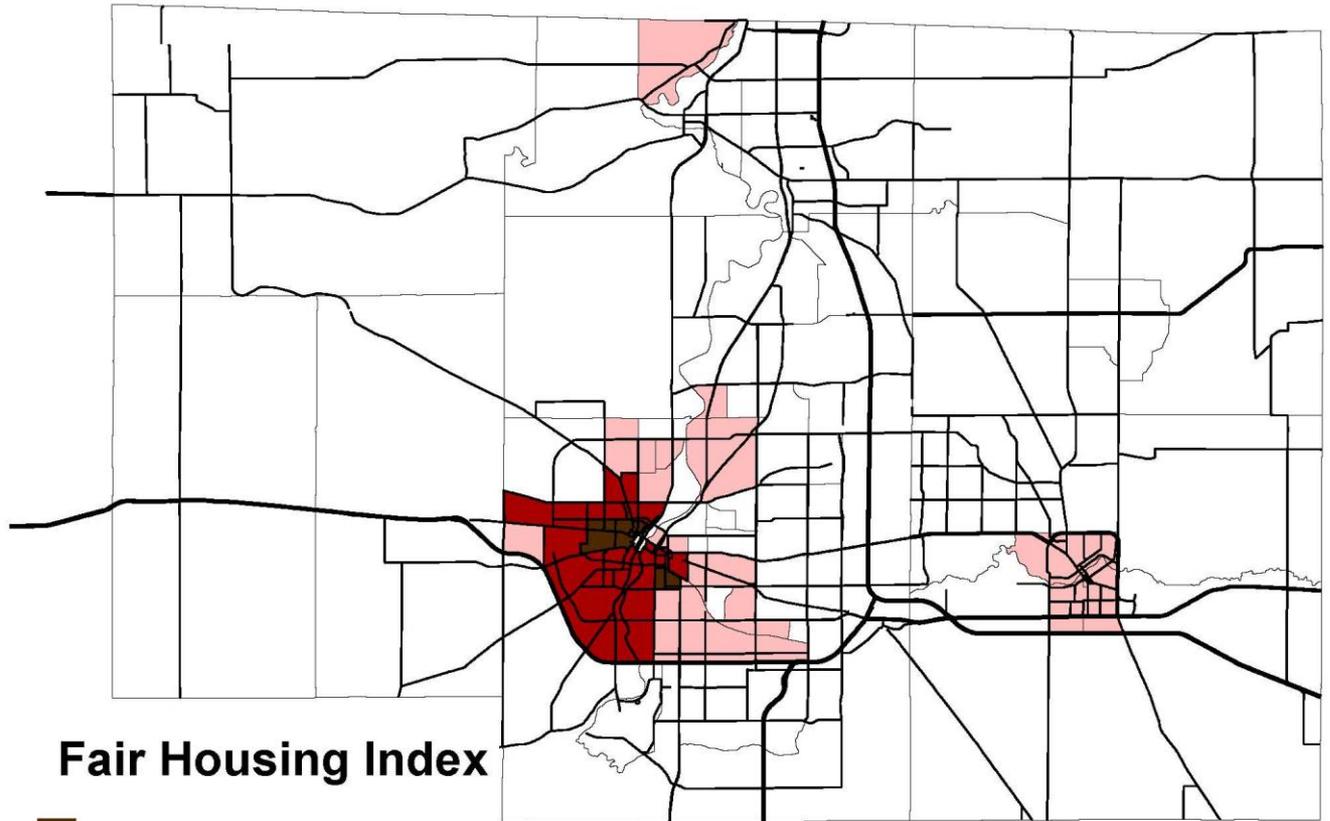
2010 Rockford Persons in Poverty





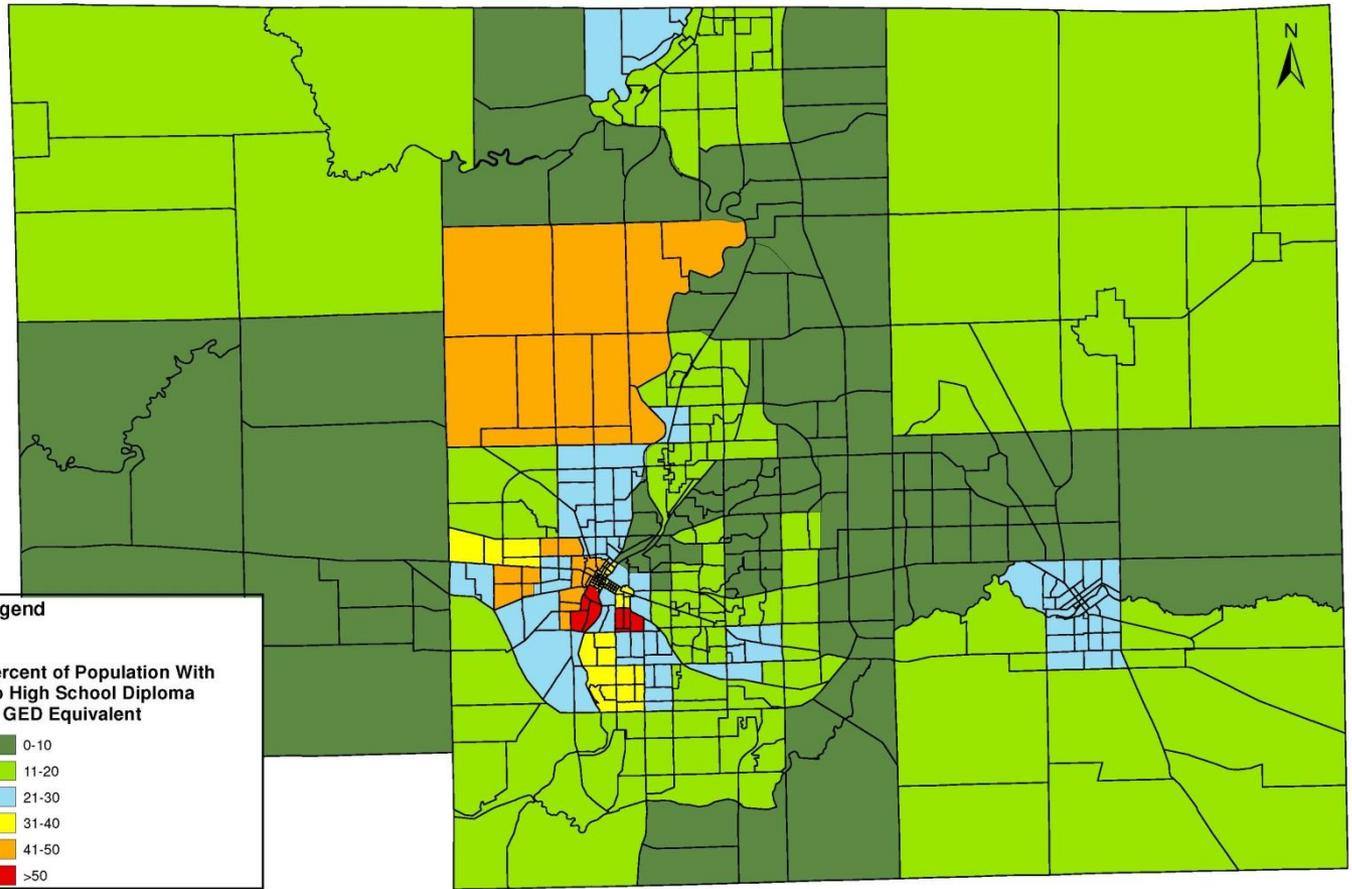
R/ECAP Areas

RCAP is defined as:
Poverty Rate \geq 40% OR \geq 300% of the Metro Average
AND majority non-white population ($>$ 50%)



Fair Housing Index

-  **High Risk**
-  **Moderate Risk**
-  **Low Risk**
-  **Very Low Risk**

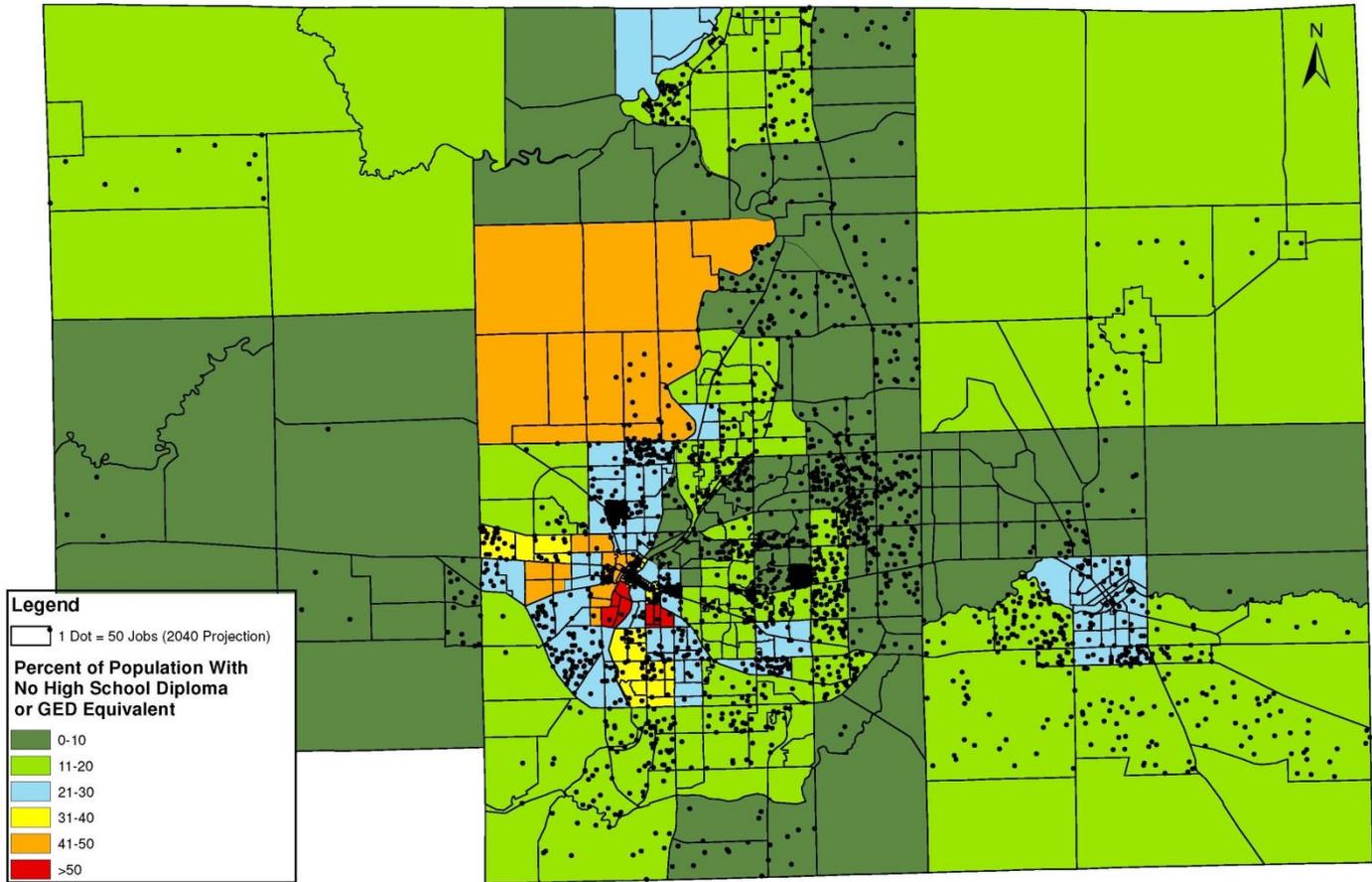


GED ATTAINMENT

RockfordRegion



Regional Plan for Sustainable Development



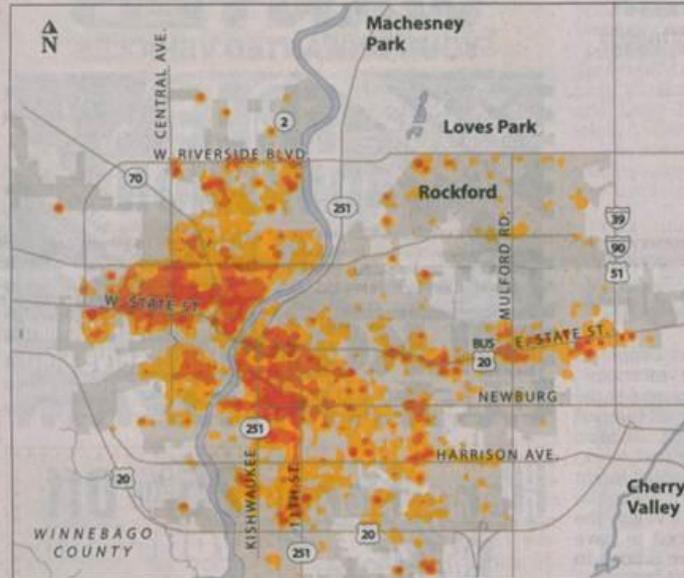
GED ATTAINMENT W/ 2040 JOBS



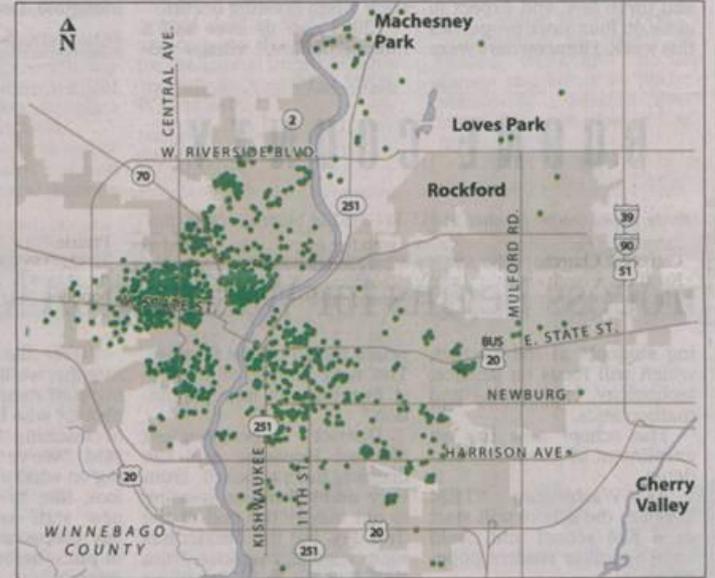
Correlation between serious crimes, housing vouchers in Rockford

The city of Rockford and the Rockford Housing Authority say the heaviest concentrations of housing voucher recipients mirror the locations of some of the city's most serious crimes reported in 2010. The map comparisons below include the beat areas patrolled by the Rockford Police Department.

Offenses, by density*: ● HIGH ● MODERATE ● LOW



● Locations and concentration of voucher recipients



* Color concentrations depict the locations of serious crimes, such as murder, simple assault, aggravated assault, robbery, burglary, weapons law violations, arson and vehicle thefts.

Sources: City of Rockford, Winnebago County Housing Authority and Rockford Police Department

ROCKFORD REGISTER STAR



FAIR HOUSING RECOMMENDATIONS

- Enact a Regional Governance Policy that requires Participation and implementation of the Regional AI and De-Concentration Plan
- Enact Regional Tax Credit Location criteria and Local Support Policy for LIHTC applications
- Support the increased production of affordable housing units via 3P relationships with developers and non-profits outside of impacted census tracts



FAIR HOUSING RECOMMENDATIONS

- Adopt and implement inclusionary zoning ordinances and/or offer incentives (zoning bonuses, reduced fees)
- Design and implement a Land Acquisition and Land Bank program between City and RHA
- Create neighborhood revitalization plans for existing Impacted areas to elevate to Opportunity Areas



REMEDIAL ACTIONS

- Create a voucher disbursement strategy which results in a 30% reduction of voucher utilization in R/ECAP areas and impacted neighborhoods
- Cap voucher utilization at 30% utilization in any census tract within Boone and Winnebago Counties
- Create a Regional Housing “Move To Opportunity” advisory group as part of the RMAP organization



MPO POLICY COMMITTEE

Geography: Census-Defined Urbanized Area

Board Composition Regulated
By Federal Law



SCHEDULE I SERVICES

MPO / TRANSPORTATION

Funding: 80% Federal / 20% Local
Local Share → Population
Leverage State Planning Fund

Highways
Transit / Commuting
Bike / Pedestrian
Congestion Management
Freight & Cargo
Air Quality Monitoring
Modeling & Forecasting
ITS / Traffic Technology
Complete Streets / CSS
Public Participation / Outreach
Federally Required Documents
L RTP, UWP, TIP, HSTP
EJ, Title VI, PPP

RockfordRegion



Regional Plan for
Sustainable Development



MPO POLICY COMMITTEE
Geography: Census-Defined Urbanized Area
 Board Composition Regulated By Federal Law

REGIONAL PLANNING BOARD
Geography: MSA (Expandable)
 Board Composition – Chief Elected Officials
 - Chief Appointed Officials



SCHEDULE I SERVICES
 MPO / TRANSPORTATION
Funding: 80% Federal / 20% Local
 Local Share → Population
 Leverage State Planning Fund

SCHEDULE II SERVICES
 REGIONAL COORDINATION
 “PUBLIC GOOD” - RPSD
Funding: Fixed Fee (Blending)
 Match Additional Grants
 HUD – DOT – EPA
 Regional Government Affairs

SCHEDULE III SERVICES
 A LA CARTE PLANNING
Funding: Cost Reimbursement
 (a) Fixed Fee, (b) Hourly Fee
 Future Implementation

SCHEDULE IV SERVICES
 DATA COMMONS
Funding: Subscription
 Tiered for Non-Profit,
 Government, Private
 Estimate \$200k per Year

Highways
 Transit / Commuting
 Bike / Pedestrian
 Congestion Management
 Freight & Cargo
 Air Quality Monitoring
 Modeling & Forecasting
 ITS / Traffic Technology
 Complete Streets / CSS
 Public Participation / Outreach
 Federally Required Documents
 LRTP, UWP, TIP, HSTP
 EJ, Title VI, PPP

Sustainability
 Schools / Education
 Utilities
 Public Facilities
 Housing
 Urban Design
 Comp Planning
 NEPA / Brownfields
 Ag / Farm Preservation
 Corridor Planning
 Workforce / Human Capital
 Human Services
 Crime / Prisoner Re-entry

Groundwater
 Watershed
 Wastewater/FPA
 Solid Waste
 Health
 Tax Policy
 Revenue Sharing

Cartography
 Energy
 Geography / Soils
 Local Foods
 Historic Preservation
 Parking
 Fiber Optic / Broadband
 Hazard Mitigation
 Fiscal Impact
 Land Capacity Modeling
 Open Space / Green
 LEED ND
 Management & Operations

Tourism
 Surveys
 Social Media

Demographics
 Indicators
 Performance Metrics
 Visualizations / WEAVE
 Data Tables
 Training

Comprehensive Economic Development Strategy (CEDS)



Priorities identified in the CEDS

- Business development, expansion and diversification
- Available workforce
- Infrastructure
- Redeploy existing properties
- Community identity



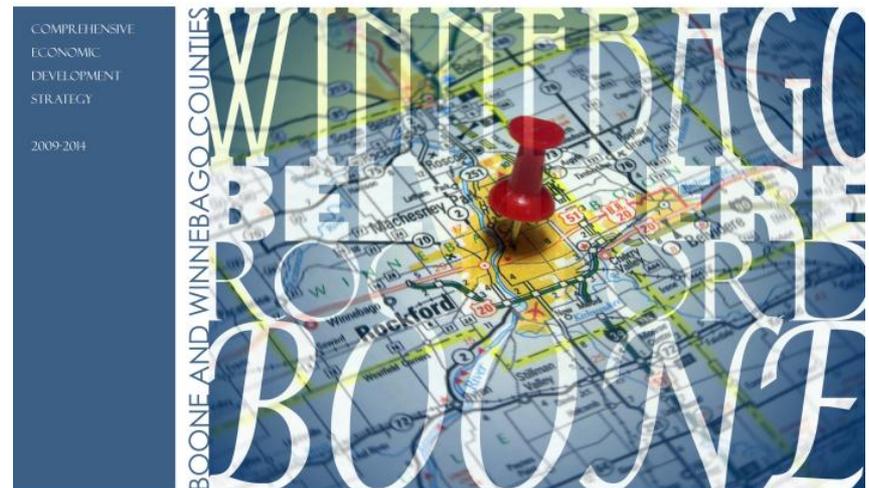


Strengths of the CEDS and the EDD

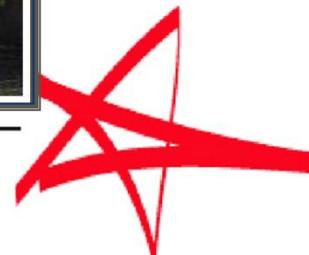
- Provides regional context
- Community engagement
- CEDS provides access to new funding streams
- EDD provides assistance to agencies for finding/securing public and private grant funding

Potential Improvements through SC2

- Improve leveraging of resources
- Upcoming CEDS update
- Federal designation as an Economic Development District
- SC2 Project in Greensboro, NC



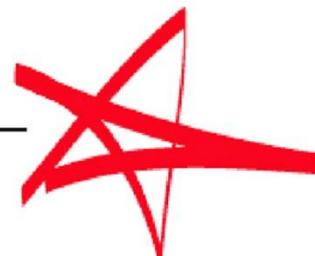
Diversification Plan



Diversification Plan Goals

WORKFORCE DEVELOPMENT & ATTRACTION

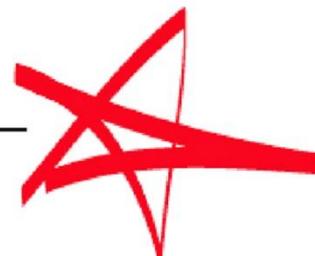
- Goal 1A:** Prioritize public investments in the region's workforce and education that respond to the current and future needs of Rockford's existing businesses and emerging industries.
- Goal 1B:** Strengthen support for entrepreneurs, small businesses, and minority-owned firms.



Diversification Plan Goals

QUALITY OF BUILT ENVIRONMENT

- Goal 2A:** Ensure that Rockford has a solid foundation of modern business infrastructure to support business expansion and business attraction.
- Goal 2B:** Change the trajectory of Rockford's urban core through strategic public investments and targeted community development efforts.
- Goal 2C:** Create and promote a unified marketing/branding program that highlights key assets and enhances the image of the Rockford region.



Diversification Plan Goals

REGIONAL COLLABORATION

- Goal 3A:** Build on existing momentum to launch the Rockford region into a new era of regional collaboration among area economic development partners, businesses, governments, and citizens.
- Goal 3B:** Enhance Rockford's regional and global connectivity through the continued development of a robust transportation system.
- Goal 3C:** Fully capitalize on the opportunities provided by the greater Chicago region.
- Goal 3D:** Elevate the global presence of the Rockford region and expand opportunities for international trade.



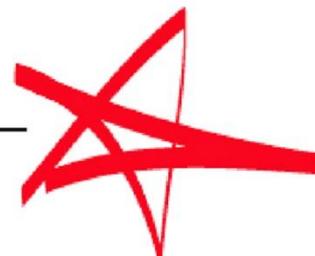
Diversification Plan Goals

TARGETED INDUSTRY SUPPORT

Goal 4A: AEROSPACE & DEFENSE - Strengthen existing and emerging industry clusters by pursuing sector-specific strategies.

AVIATION & LOGISTICS - Strengthen existing and emerging industry clusters by pursuing sector-specific strategies.

Goal 4B: DESIGN INDUSTRY - Create a new avenue for economic growth and diversification through the strategic cultivation of a Rockford region “design industry”.



Diversification Plan – Strategic Priorities

WORKFORCE DEVELOPMENT & ATTRACTION

- JiET-A
- TechWorks
- Career Academies in RPS205
- NEXT Rockford Engagement

REGIONAL COLLABORATION

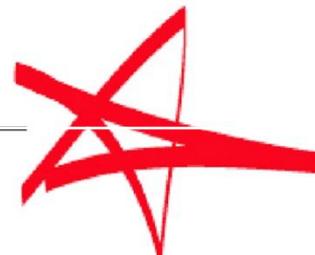
- Rockford Region Vital Signs
- EDEEN
- Tri-State Alliance
- I-39 Corridor
- NIDA and NIWA
- Go Global
- Bi-monthly ED Partner Project Review

QUALITY OF BUILT ENVIRONMENT

- Numerous infrastructure projects underway
- Reclaiming First
- Public Housing Redevelopment

TARGETED INDUSTRY SUPPORT

- Rockford Area Aerospace Network
- Hydraulics Network
- IT Roundtable Discussions
- Minority Business Development



Rockford

I L L I N O I S  U S A

ROCKFORD AREA ECONOMIC DEVELOPMENT COUNCIL



Projects In Progress

West State Street Corridor



- Construction has begun!
- Cost: \$24 Million – IDOT / \$4 Million – City
- Linear Park Development (Kent Creek to Sunset)

Morgan Street Bridge - Replacement



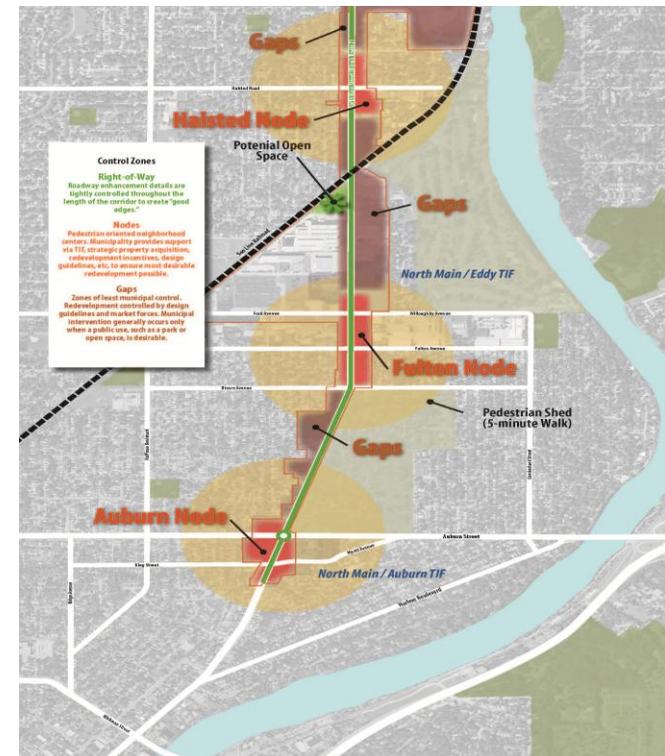
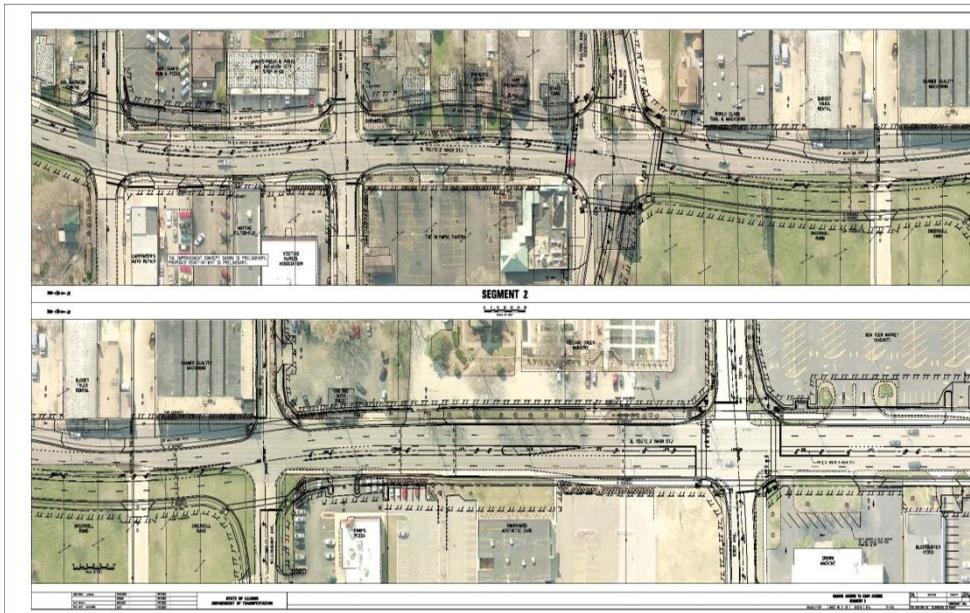
- Project first envisioned in late 1990's.
- Important link across the Rock River.
- Connects neighborhoods / connects commerce / history
- Provides another link to our larger road, river and multi-use path system.
- Cost \$40 million (IDOT \$32 million)

South Main Street Corridor



- Phase I – Klehm Arboretum to Beltline (2013 – 2014)
- Phase II – Cedar to Pond (2013 – 2015)
- Complete Reconstruction – 5 Lane Cross Section
- City Investment to Improve Corridor Aesthetics and Function

North Main Street Corridor



- Complete Reconstruction – Yonge to Riverside
- IDOT Project – Scheduled for 2014/15 Construction Date
- 5-Lane Cross Section with Pedestrian and Aesthetic Improvements

N. Main / Auburn Street Roundabout



- Construction is essentially complete and open to traffic
- IDOT Funded Project - \$7.5 Million
- Includes Aesthetic and Functional Improvements

Rockford Regional Multi-Modal Transportation Center (Train Station)



- Design through 2013 with potential construction in late 2013 through 2014
- Train service scheduled for mid to late 2014.

Rock River Valley Greenway



- Expansion of our regional path system – improve multi-modal accessibility throughout the City and Region
- Eventual connection to Grand Illinois Trail
- Fulfills “Complete Streets” requirement

Riverwalk Along Ingersoll



- Developed as Part of Larger Downtown Sports Complex (Ingersoll) Development

Riverwalk – Museum Campus



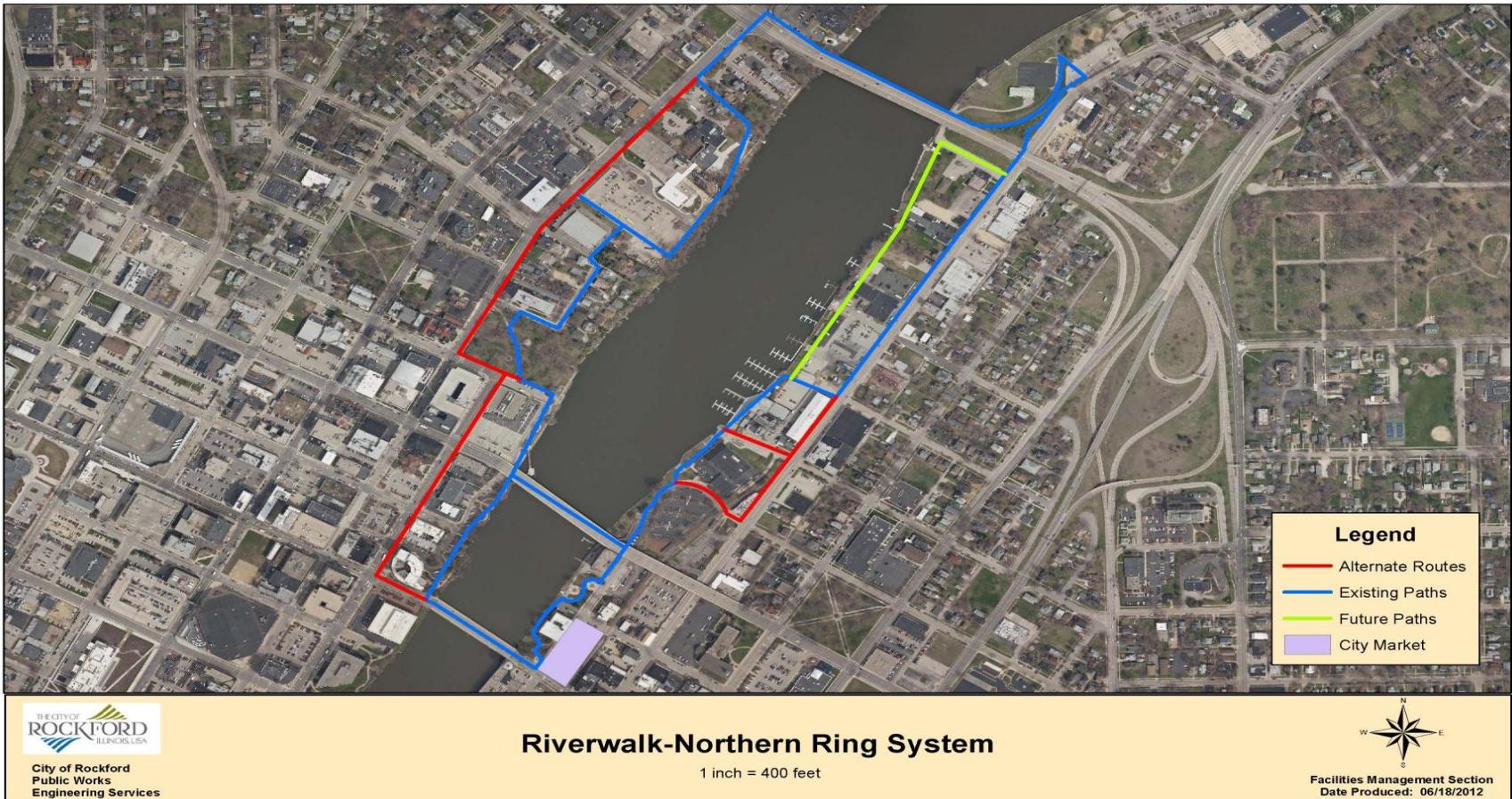
- First piece of a larger system that provides interaction with the River
- Opened in July 2012, adding to Riverfront Museum Park complex
- Funded through ITEP Enhancement Grant and MFT
- Utilized extensive public involvement process

Downtown Streetscape

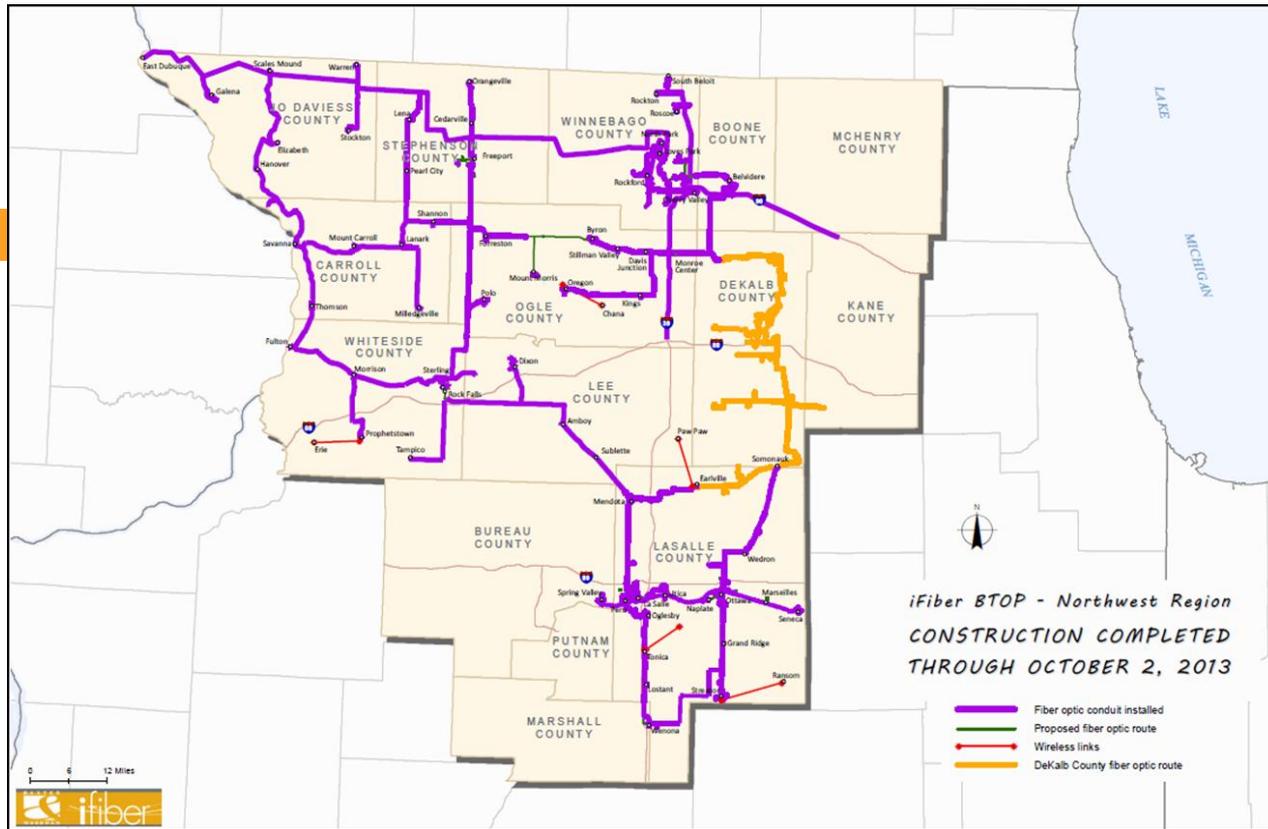


- Removal of pedestrian mall that clogged traffic and created poor downtown traffic patterns (2009-2010)
- Provide café environment design / upgrade aesthetics & function

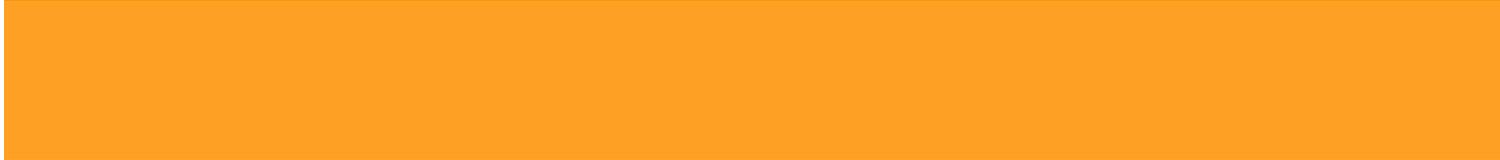
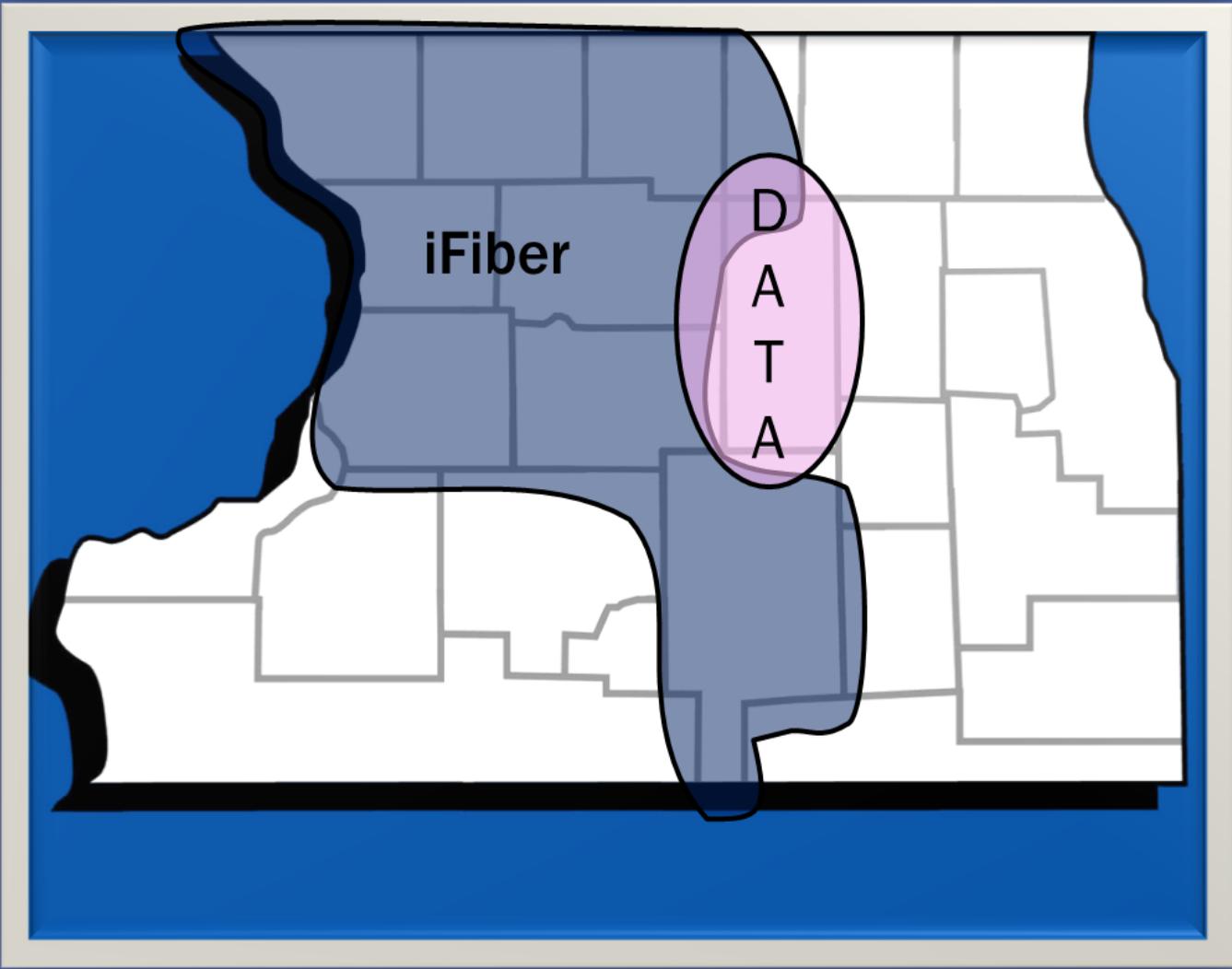
Riverwalk Ring System



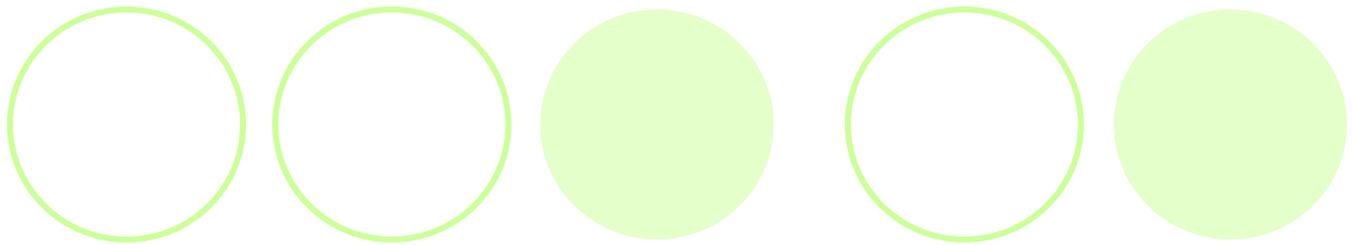
- Develop local and regional system that takes advantage of our greatest community asset – the Rock River.



- ❑ \$68M BTOP Project
- ❑ 950 mile network spanning nine counties in NW Illinois
- ❑ Carrier-grade high capacity fiber network
- ❑ Connecting 500 community anchor institutions
- ❑ Will interconnect with other regional and state BTOP projects



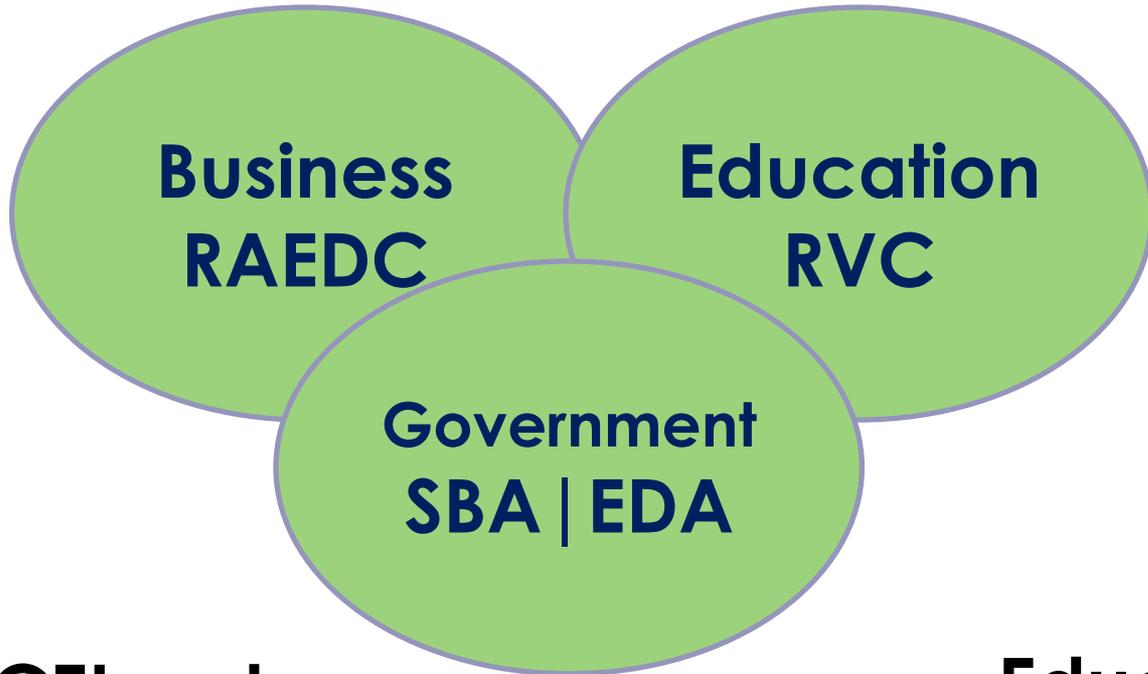




Incubate

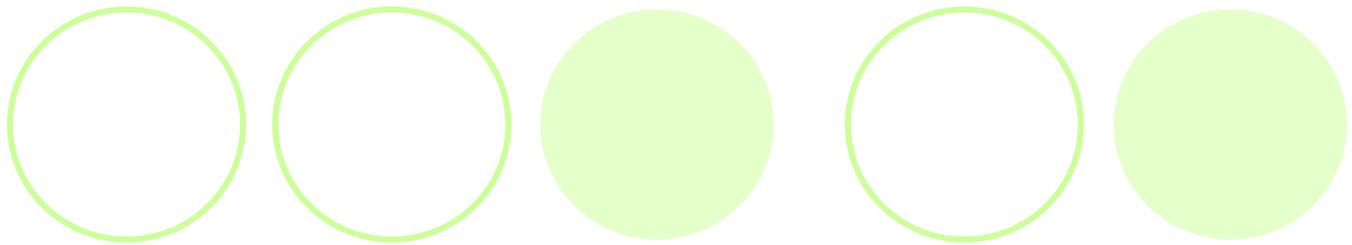


Validate



ACCErate

Educate



SBTDC

WIB

RLDC

SBDC

RAEDC

PTAC

NIU

SLA Angels

RVC

ITC

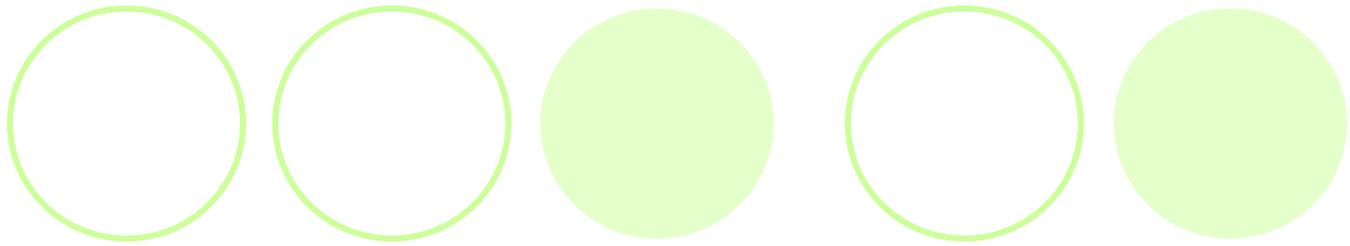
U.S. Export

SCORE

SOI



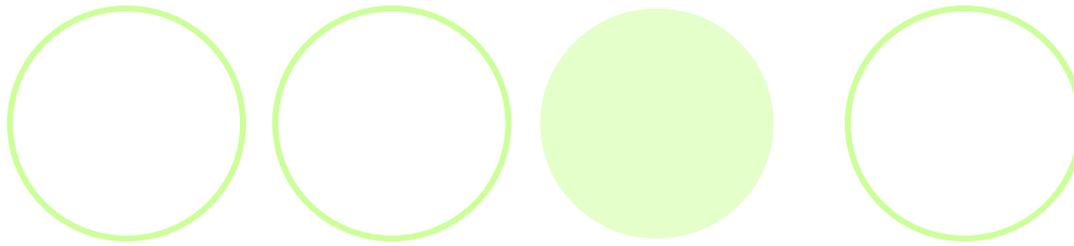
Regional one stop Business Support Center



TECHWORKS

- A career in advanced manufacturing
- Customized curriculum-meets current workforce requirements
- 40 member Advisory Board
- Offer two National Institute for Metalworking Skills (NIMS) credentialed programs:
 - **FastTrack** CNC Machine Operator
 - **FastTrack** Assembly Works
- Six to eight week programs
- Small classroom size and hands-on training
- WorkKeys assessments | Job Readiness

Partners: Doosan | Rock Valley College | Fastenal
• Sandvik | Mori Seiki | Winnebago County



Social Sustainability

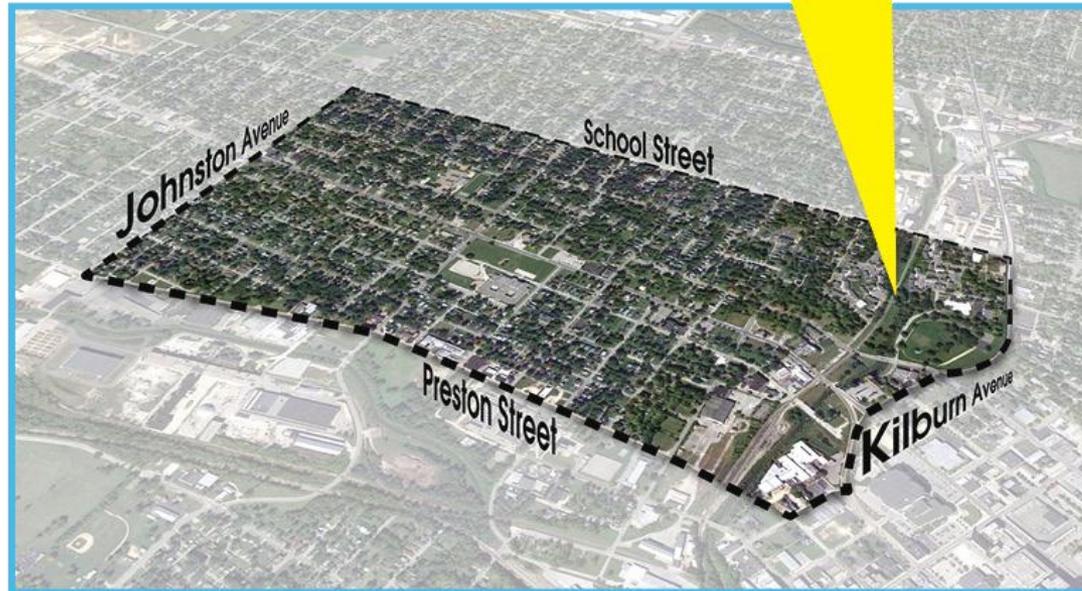
Access to our future

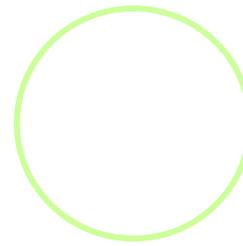
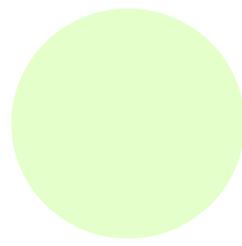
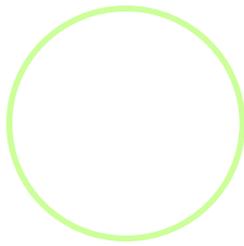
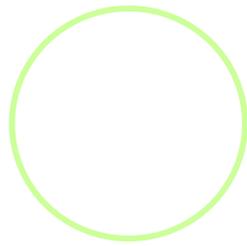
Ron Clewer, CEO

TAKE THE PULSE . DIAGNOSE . PLAN FOR TREATMENT . GROW THE REGION

Choice Neighborhoods

Ellis Heights





Goals

Transform Ellis Heights into a neighborhood of opportunity and choice

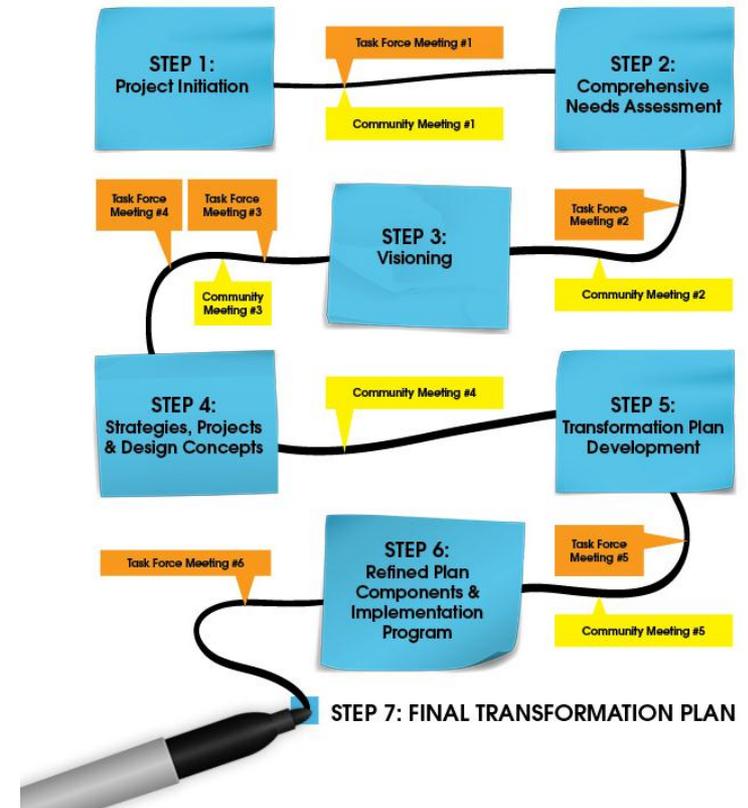
Rebuild Fairground Valley as part of an integrated plan for revitalizing the Ellis Heights Neighborhood

Catalyze investments in neighborhood revitalization to improve overall quality of life for neighborhood residents

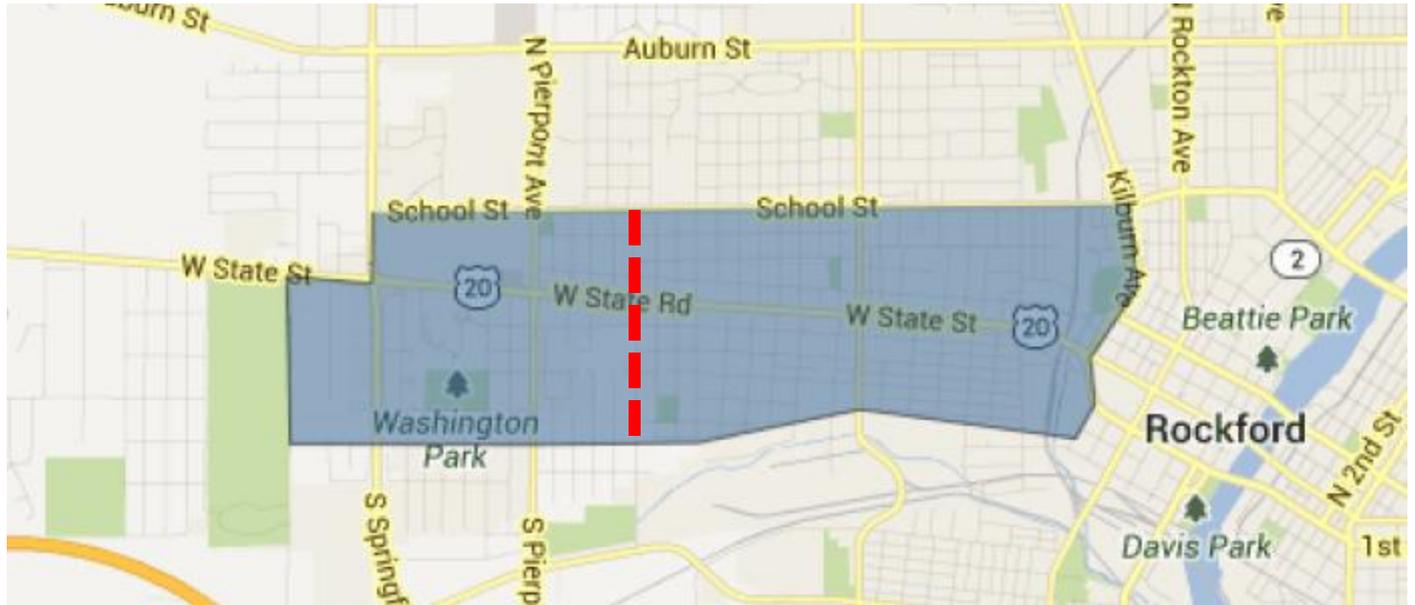


Drafting a Transformational Plan

1. Organization
2. Issues and Needs
 - Community Workshops
3. Visioning
 - Community Workshop
4. Strategies & Project Plans
 - Neighborhood Working Groups
5. Neighborhood Framework Plan
 - Project Review Meeting
6. Draft Choice Neighborhoods Plan
 - Ratification Meeting



Choice Implementation Application



- **Co-Application RHA/WCHA**
- **38 Partners**
- **77 initiatives**
- **\$28.05 million request**
- **\$160 leverage**



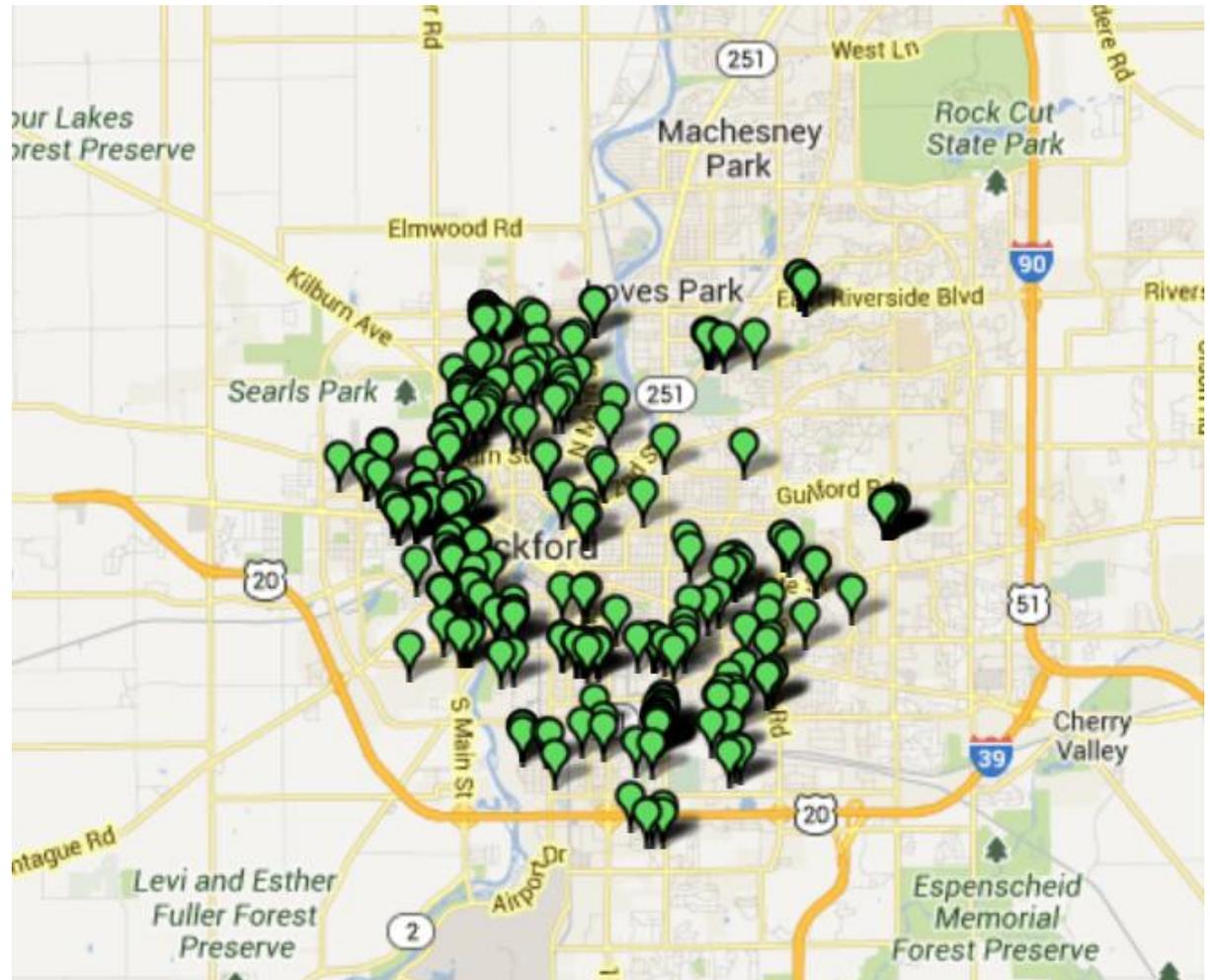
Mobility/Opportunity

Moving to work

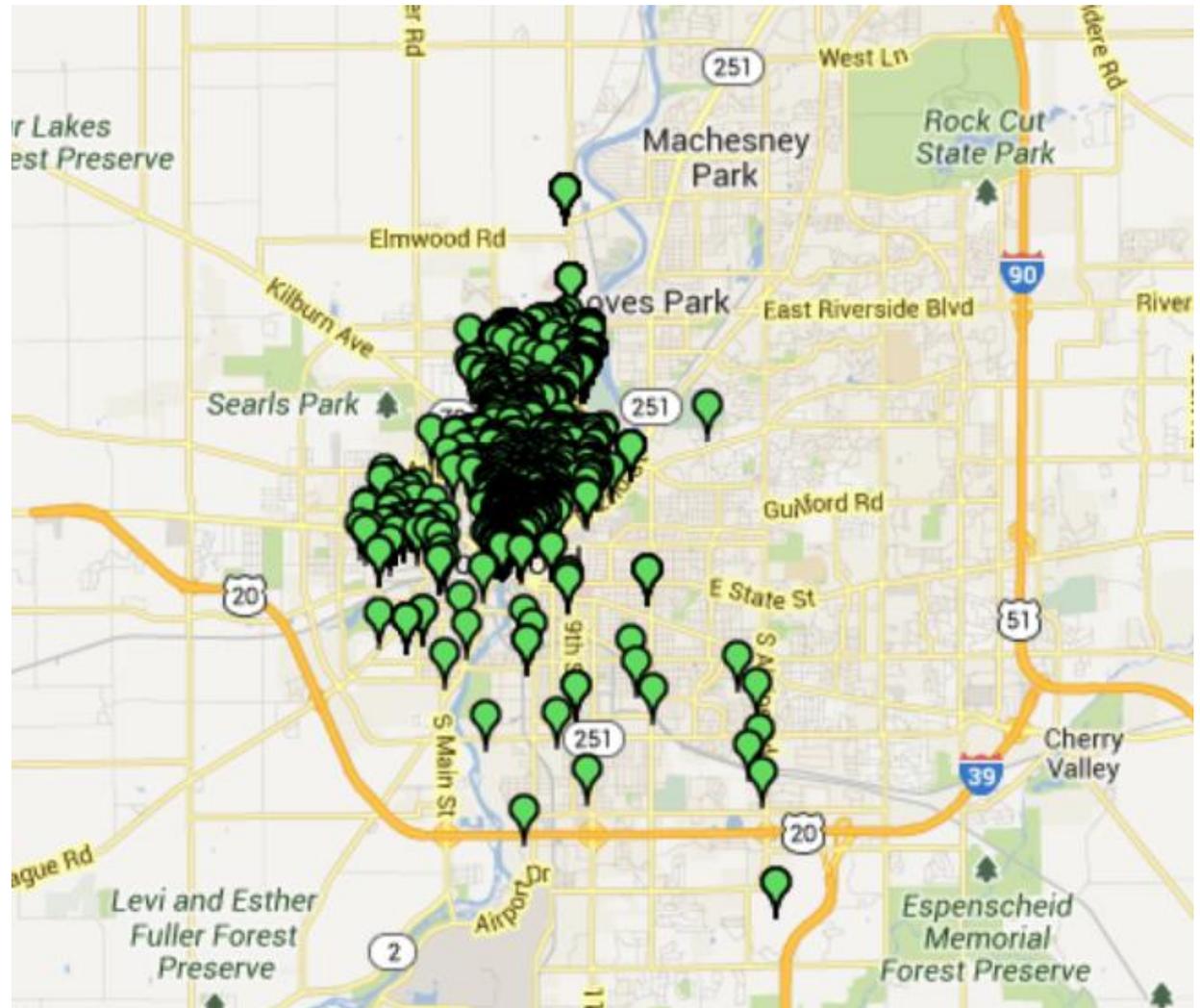
Deconcentration

... reclaiming

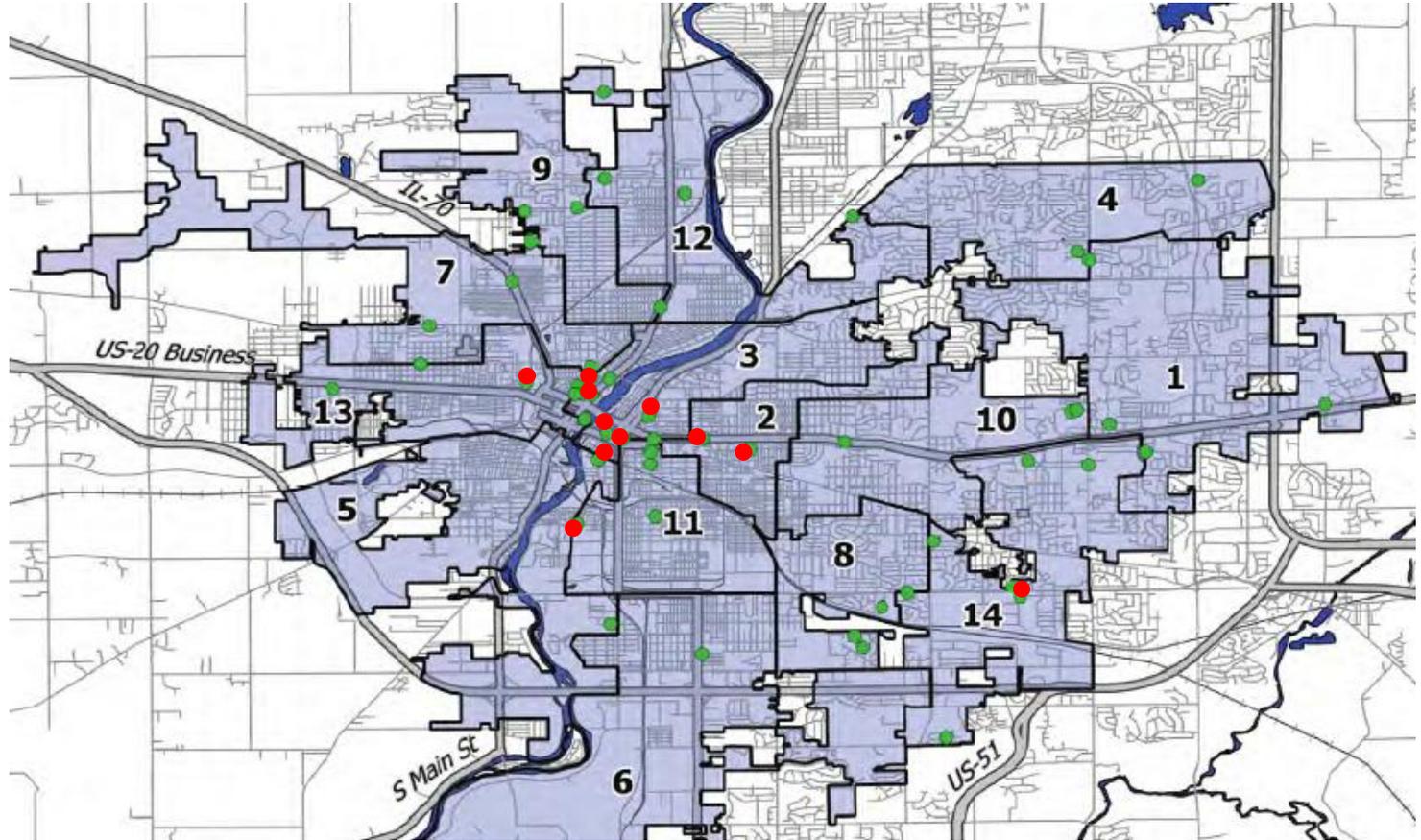
RHA Locations – Scattered Sites



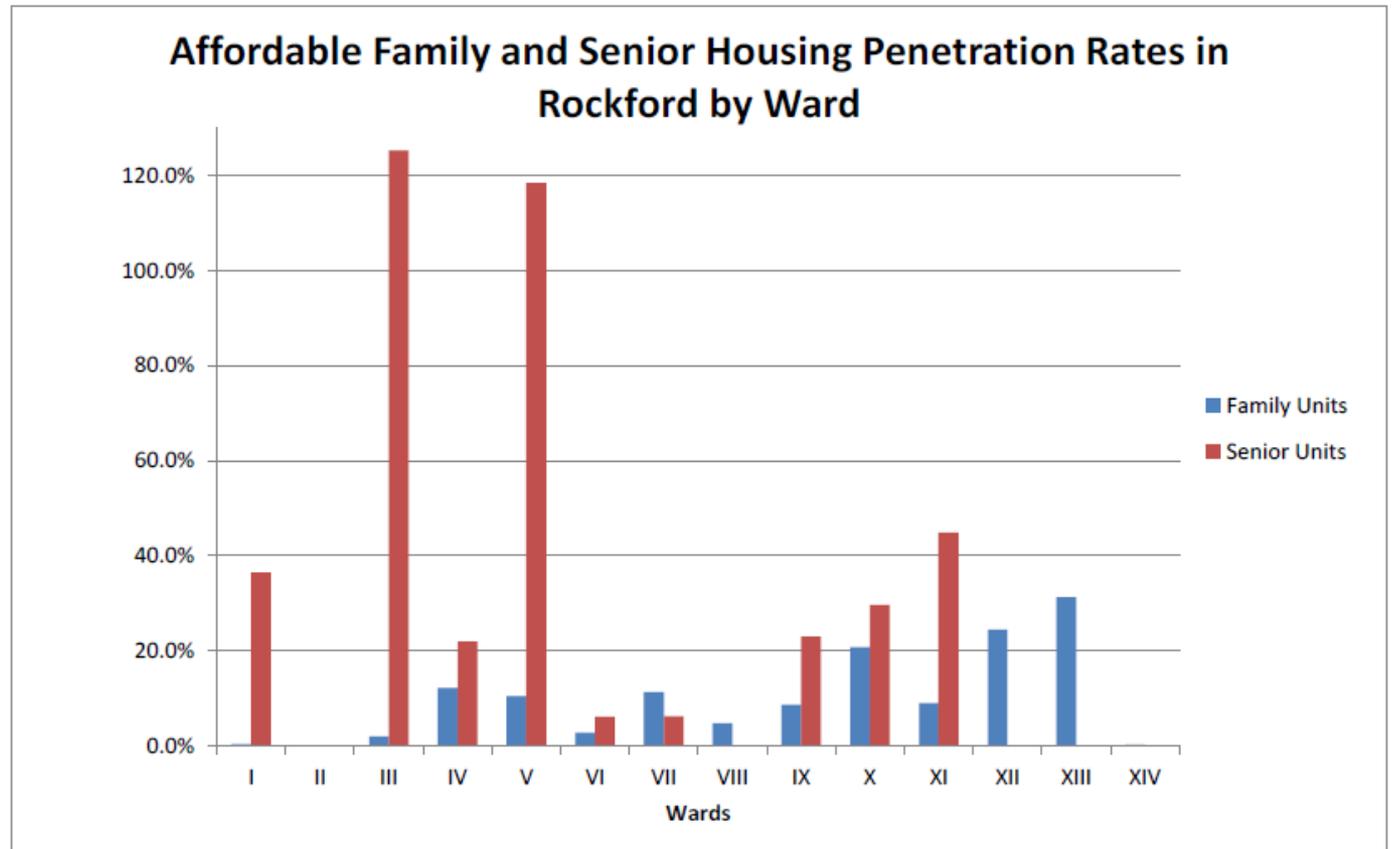
RHA Locations - Section 8



All Affordable Locations



All Affordable Locations



Source: Valerie S. Kretchmer Associates, Inc.



Other Considerations and Requests

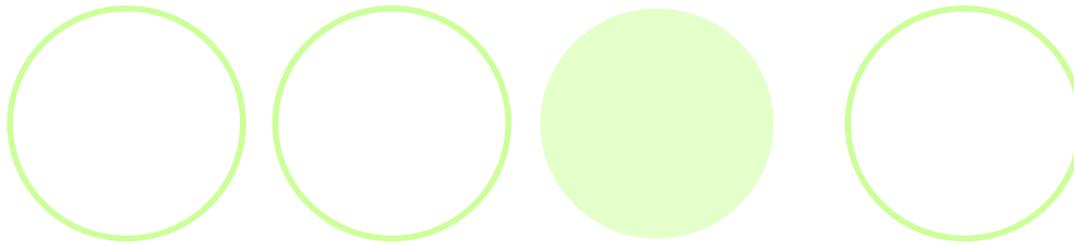
Brewington Section 18 Application

PHA Plan Approval

- 75 day rule withheld due to Sequester
- Nearly 60 days into FY 2014

Location Affordability Portal

- Data Selection



Economic Opportunities

Access to our future

Ron Clewer, CEO

TAKE THE PULSE . DIAGNOSE . PLAN FOR TREATMENT . GROW THE REGION

Supportive Physical Framework

Blackhawk Farms...



... reverse economic and environmental deterioration



The Art of Building Community



... restoring community stability and economic vitality

The Art of Building Community



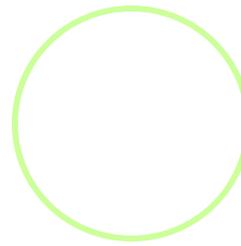
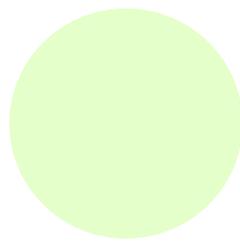
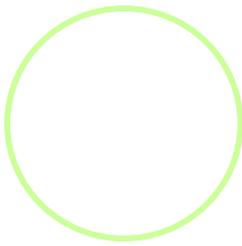
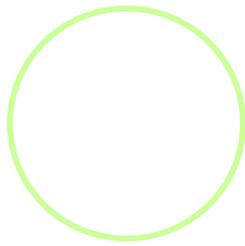
Etsy



The Art of Economy



... reclaiming



Vitality



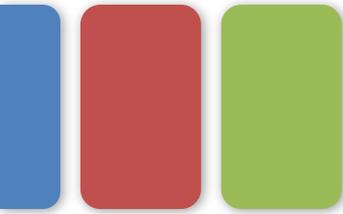
... and the stories continue



Rockford Housing Authority
Ron Clewer
rclewer@rockfordha.org
815-489-8750



Rockford Housing Authority
OR
New Mix - Rockford



The Rockford Story: Principles, Structure & Process

White House Council

Strong Cities – Strong Communities

November 18, 2013



AlignmentRockford
Supporting our public schools

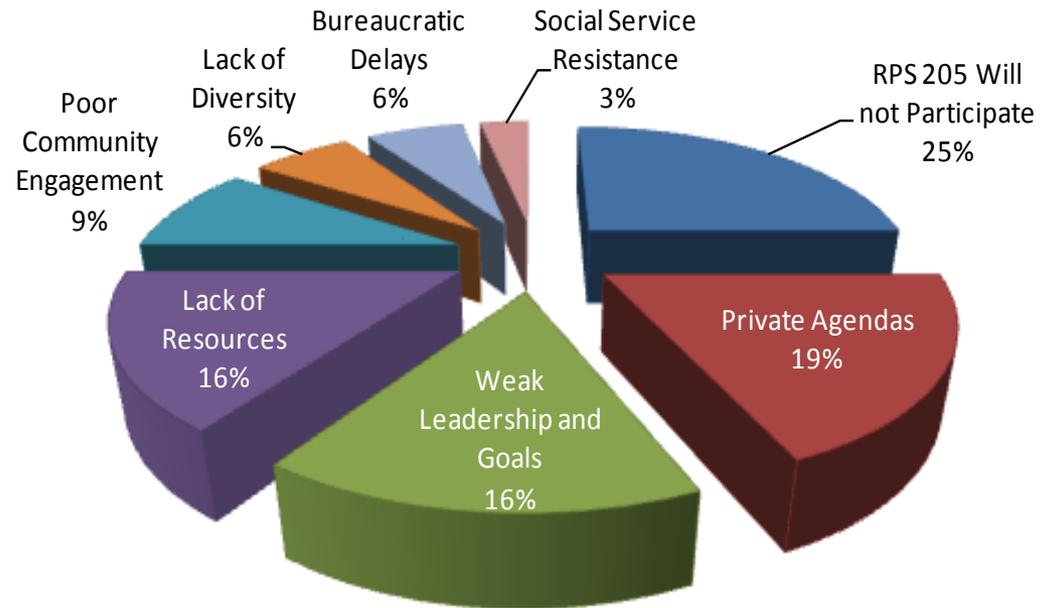
Context for Reform in 2009

- Lawsuit, suburban flight, poverty growth
- Superintendent revolving door
- Chronic truancy
- “Dropout Factories”
- Low college attainment
- Political silos
- Volunteers not aligned



Opportunity - Threats

- Truancy partnership and charter schools
- Need for sustainable success drives exploration of “systems” approach
- Alignment Nashville model identified
- Local barriers recognized





Vision and Mission

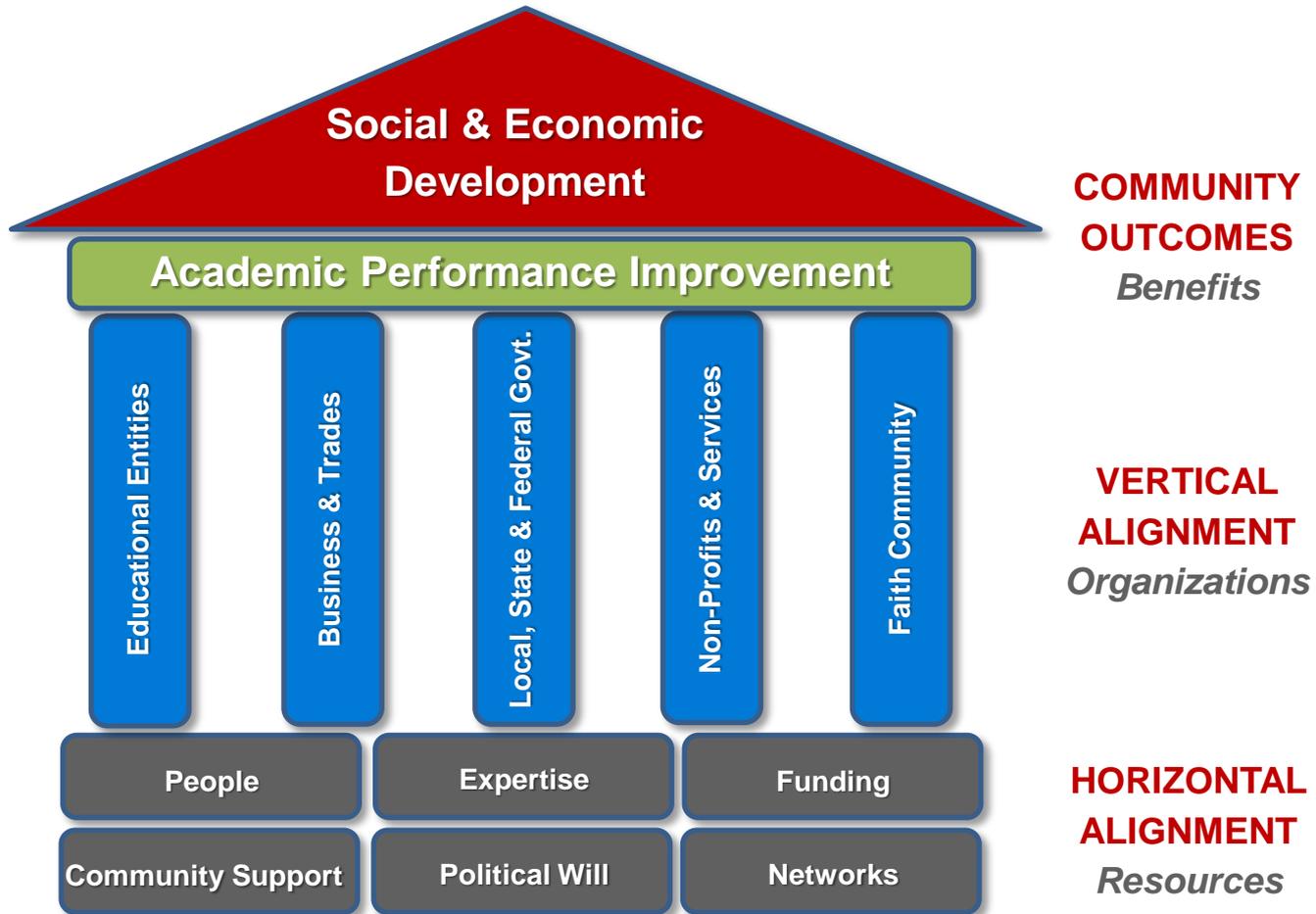
Vision

Alignment Rockford envisions *all* students graduating from high school with marketable employment skills *and* enrolling in post-secondary education. They are eager to live, work, learn, create and play in the Rockford Region as contributing adults.

Mission

Alignment Rockford's mission is to *align community resources* in support of public school strategies to raise student achievement, improve the health and happiness of our children, and advance the economic and social well-being of our community.

Resources to Outcomes



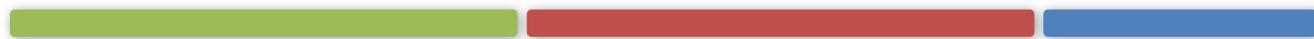
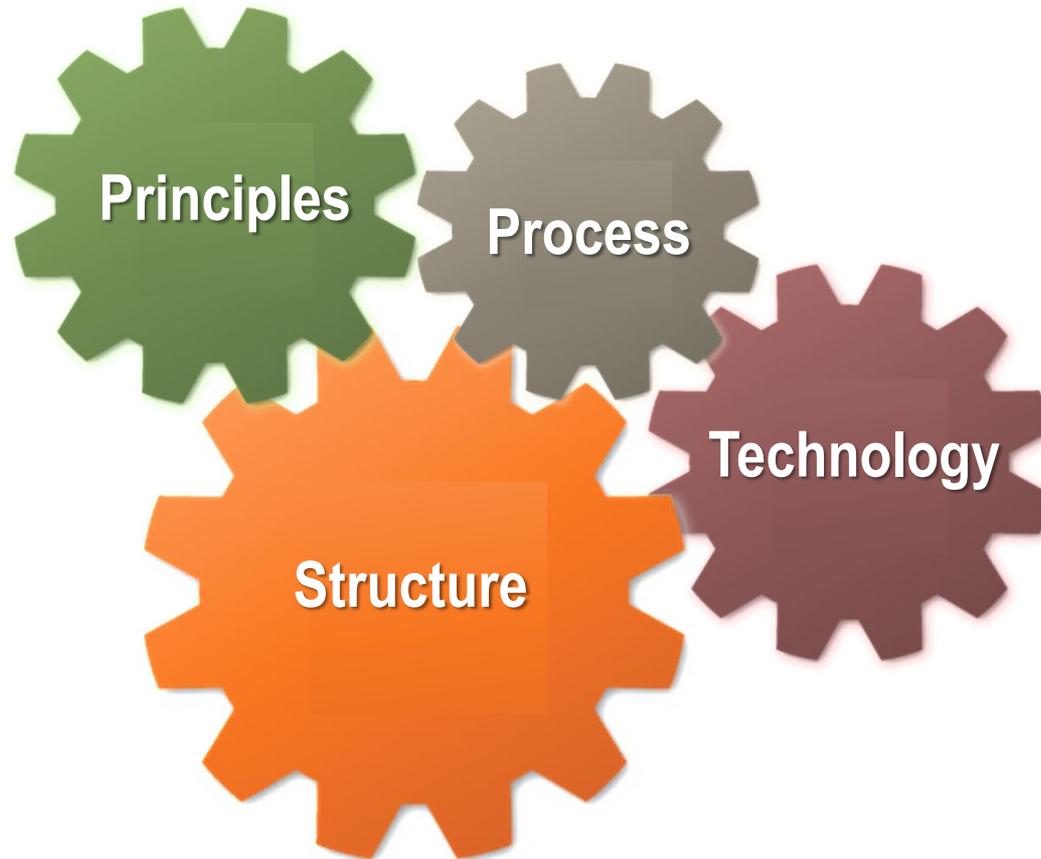


Power in Collaboration

- **Greater returns on investment**
 - Common goals, less duplication, more efficiency
- **Higher quality services**
 - Broader perspective, wider expertise, wiser application
- **Enhanced capacity**
 - Collective effort, shared resources, more impact
- **Community funding leverage**
 - Local investment, proven pilots, national funding
- **Sustainability**
 - Solutions become ‘the way we support our schools’



Integrated Alignment Tools



Building a System for Change

- Alignment is a **toolset**, not a **program**

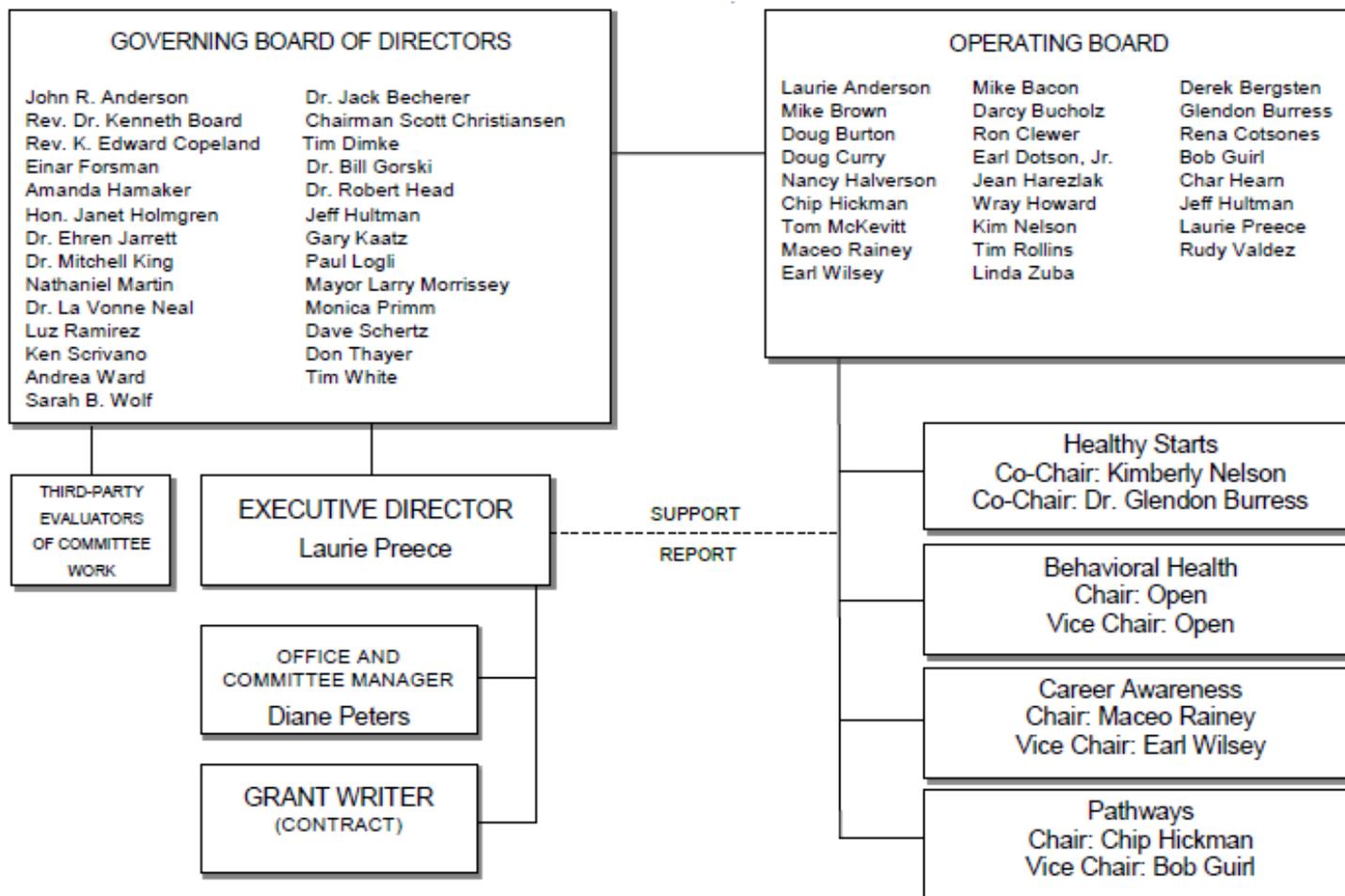




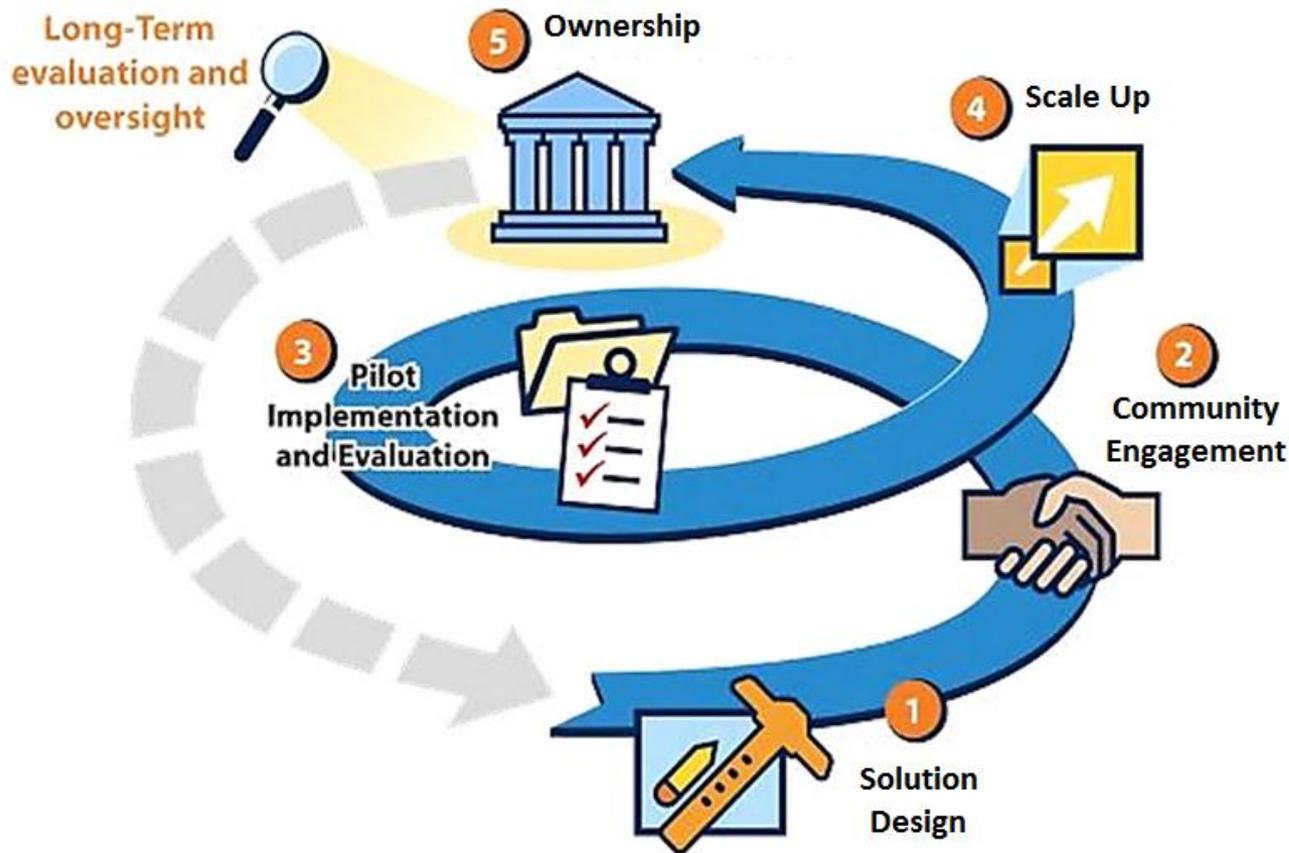
Principles as a Tool

- Enable **children** to be **successful**
- **Focus** on those with **greatest** need
- **Align** with school system's **priorities**
- **Support** school system's **strategic plan**
- The work is *generational*
- Target academics **and** the **whole child**
- **Comprehensive** and **multifaceted** approach

Structure as a Tool



Proprietary Process as a Tool





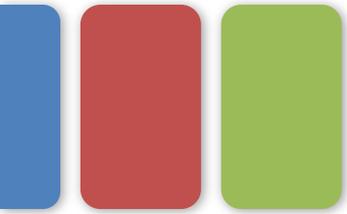
Collective Impact Plus

- **Collective impact** is often defined as:
 - Shared agenda
 - Shared accountability
 - Mutually reinforcing activities
 - Continuous communication
 - Backbone organization
- **Alignment** adds:
 - Shared tactics and action plans
 - Shared initiatives across the community

Collective Impact Plus

- Reasons for **Alignment success**:
 1. **Principles, Structure, and Process** have facilitated strategic thinking and planning for **systemic change** resulting in real **transformative solutions**
 2. **Acceptance and fidelity** of implementation by the **school district** has been an essential success factor





Case Study:

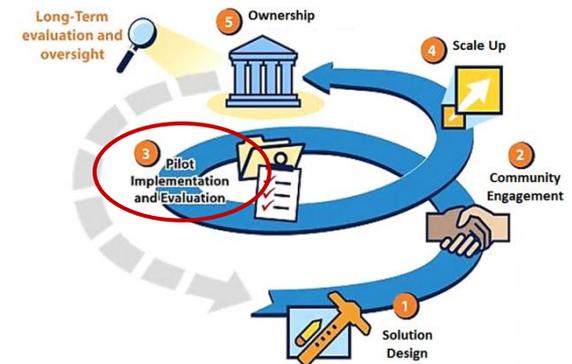
Academy Expo Tactic

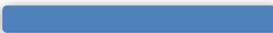
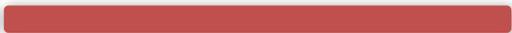


AlignmentRockford
Supporting our public schools

2012 Academy Expo (Pilot)

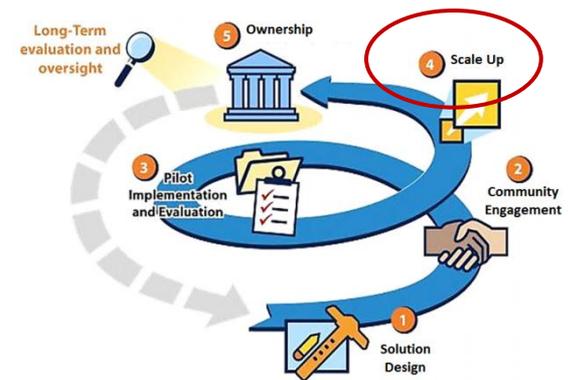
- 1 Academy Expo
- 2 Days
- 1,400 High School Students
- 64 Career Booths
- 180 Industry Experts
- 12 Hospitality Ambassadors
- 0 In-kind Sponsors
- 0 Cash Sponsors
- 1,800 On-site Donated Hours
- **97% Intend to return in 2013**





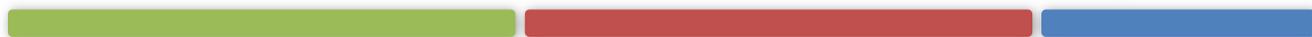
2013 Academy Expo (To-Scale)

- 1 Academy Expo
- 1 Day
- 5,000 High School Students
- 140 Career Booths
- 581 Industry Experts
- 107 Hospitality Ambassadors
- 14 In-kind Sponsors
- 3 Cash Sponsors
- 2,921 On-site Donated Hours
- **98% Intend to return in 2014**





2013 Academy Expo

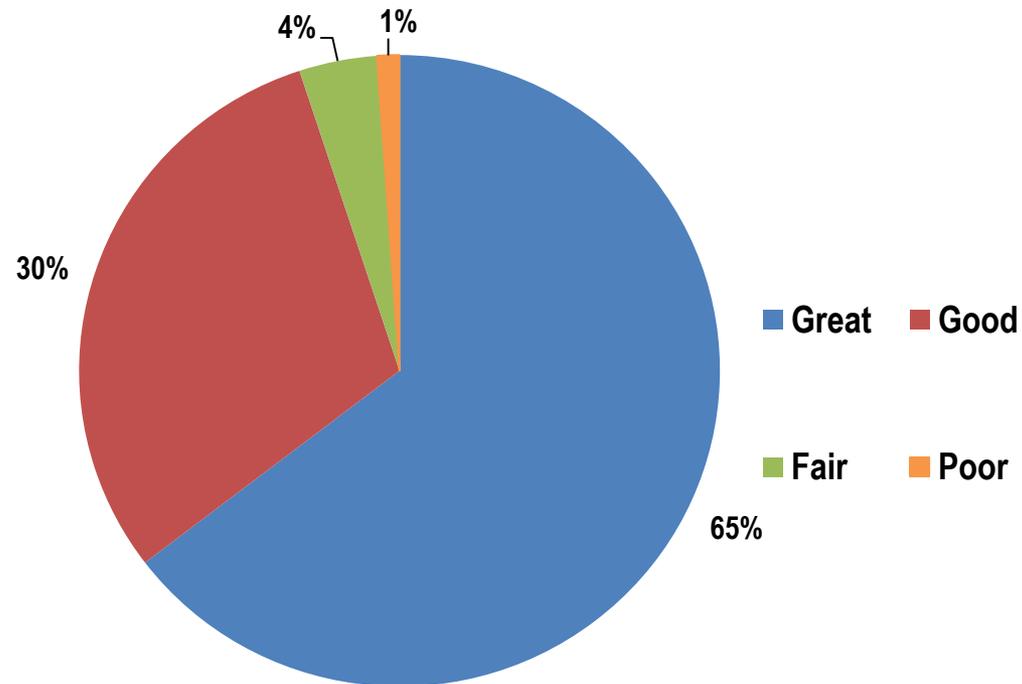


Define Success:

	Metric	Who collects data?	Measurement
88%	90% of industry experts will complete the post-expo survey	AR	Survey
79%	90% of teachers with student attendees will complete the post-expo survey	RPS	Survey
100%	Each academy will have at least 35 industry experts participating	AR	Registration
88%	90% of the targeted students will attend the expo	RPS	Teacher attendance
38%	90% of the attending students complete the post-expo survey	RPS	Survey
97%	90% of industry experts indicate an interest in returning next year	AR	Survey
	90% of attending students will submit a completed passport	RPS	English teachers

Teacher Survey

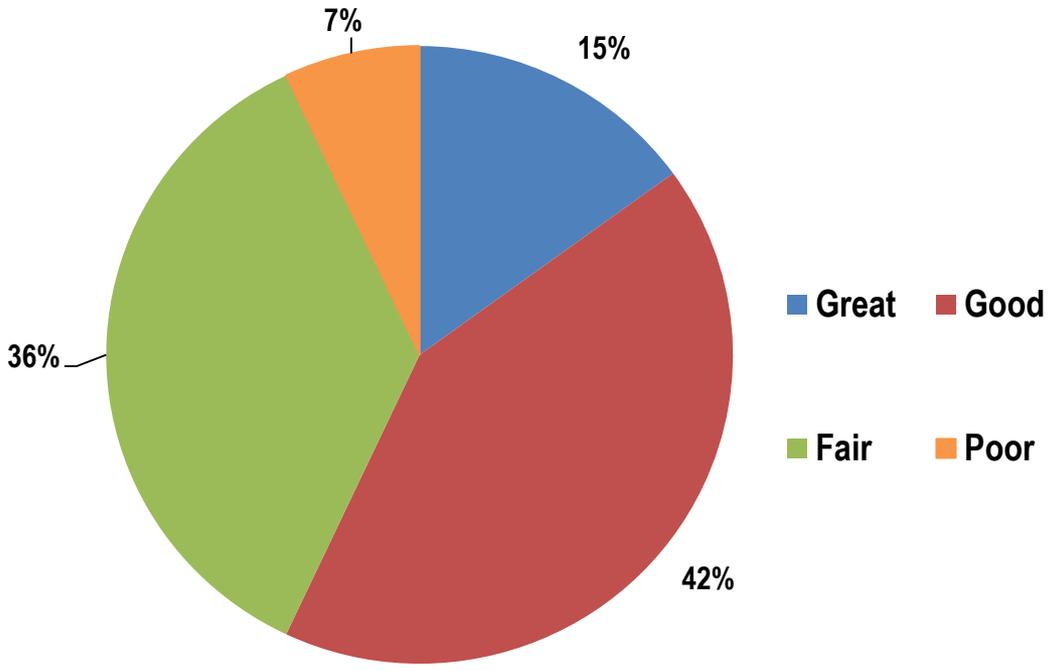
1. How would you rate the facility?





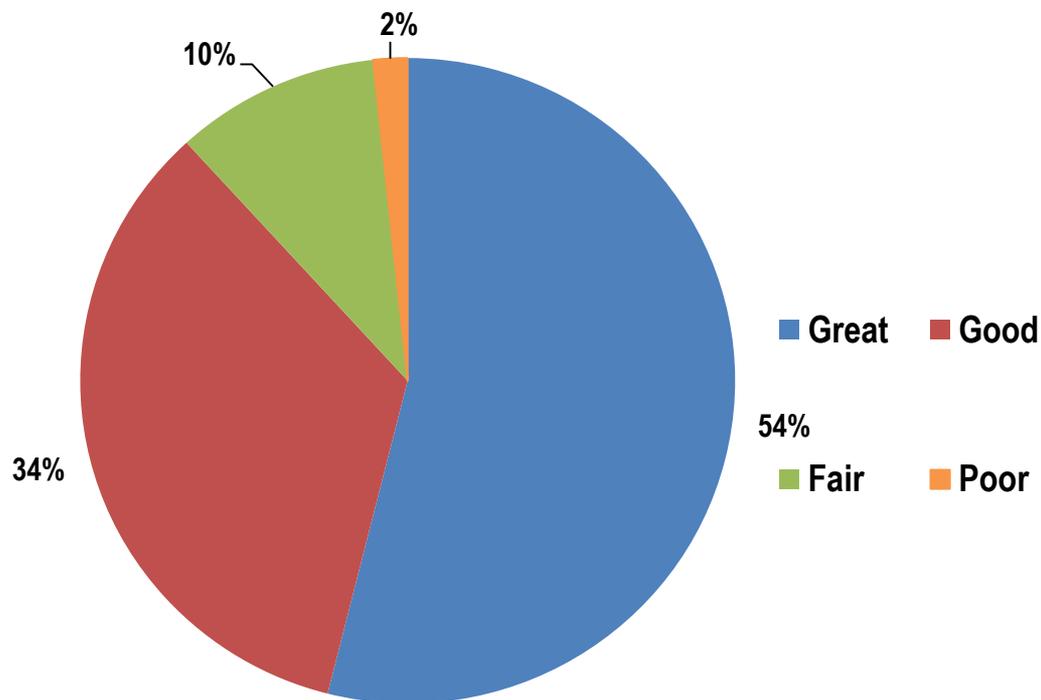
Teacher Survey

2. How would you rate the schedule?



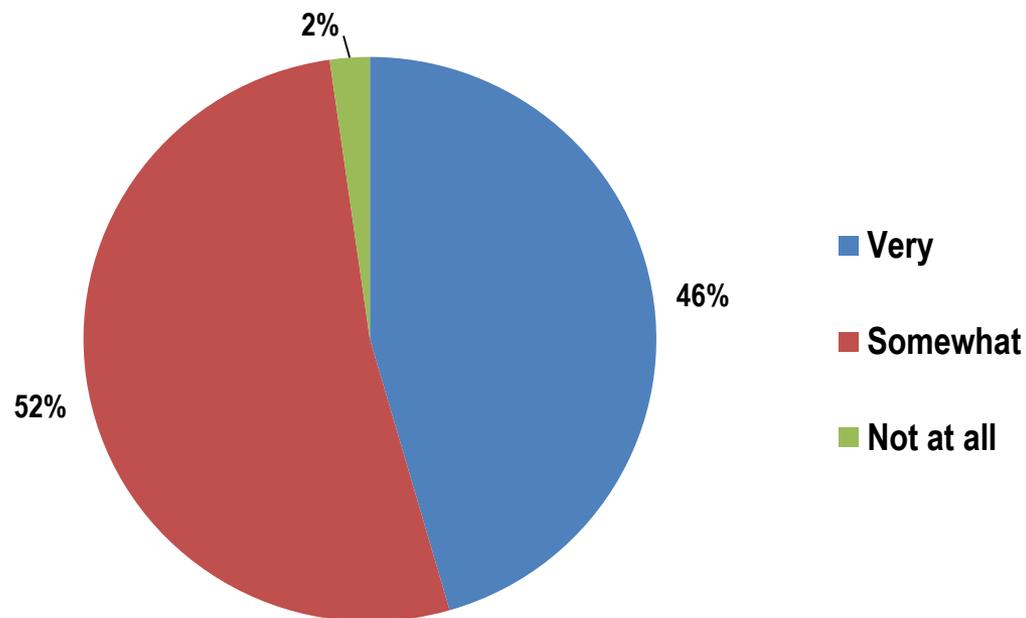
Teacher Survey

3. How would you rate assistance at the Expo?



Teacher Survey

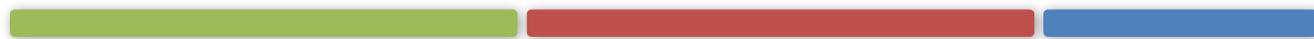
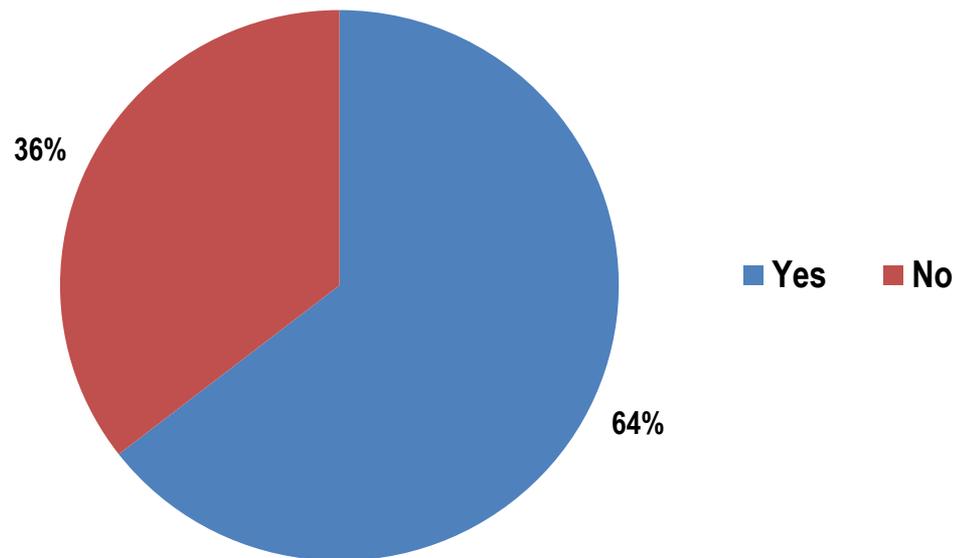
4. How useful do you believe the Expo was in helping your students select an academy?





Student Survey

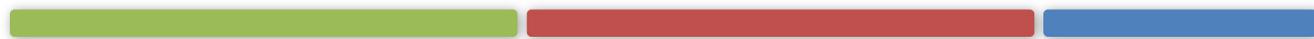
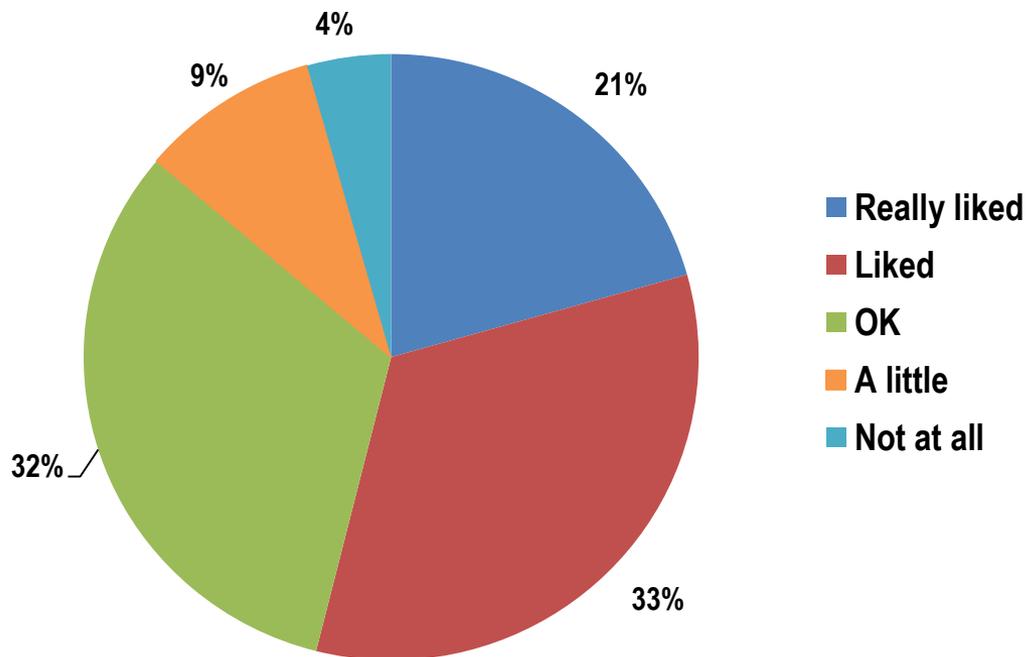
1. Did the Academy Expo help you select an academy for next year?





Student Survey

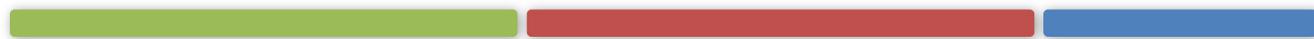
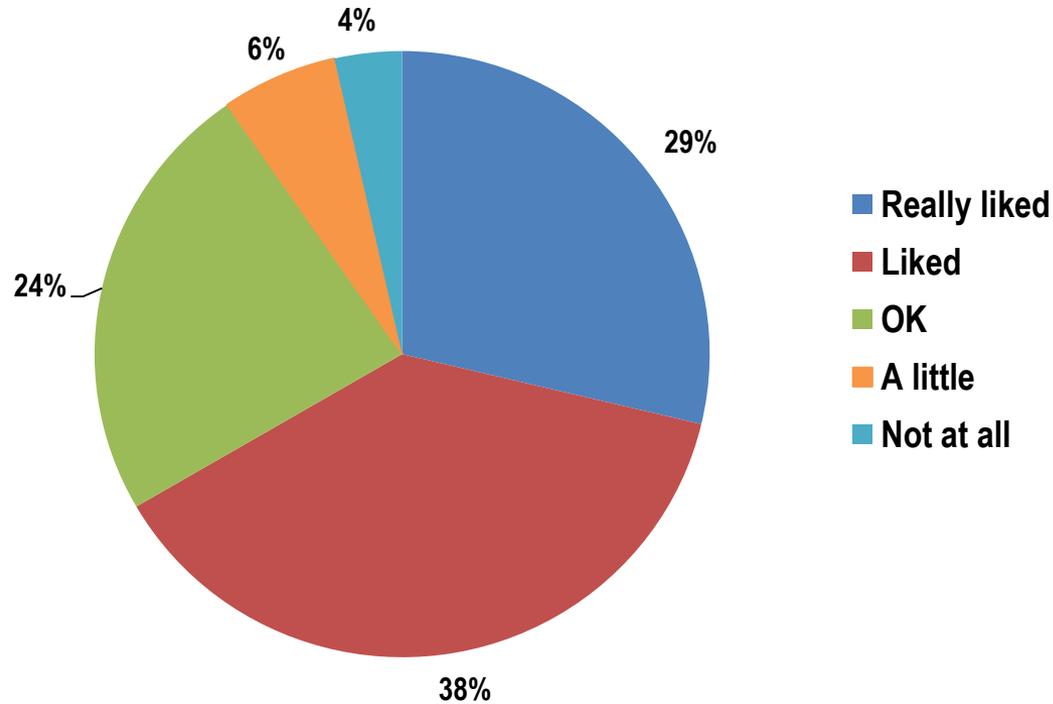
2. How well did you like the hands-on activities?





Student Survey

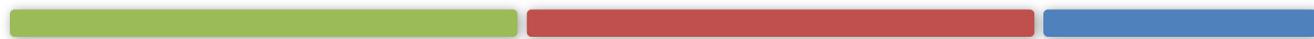
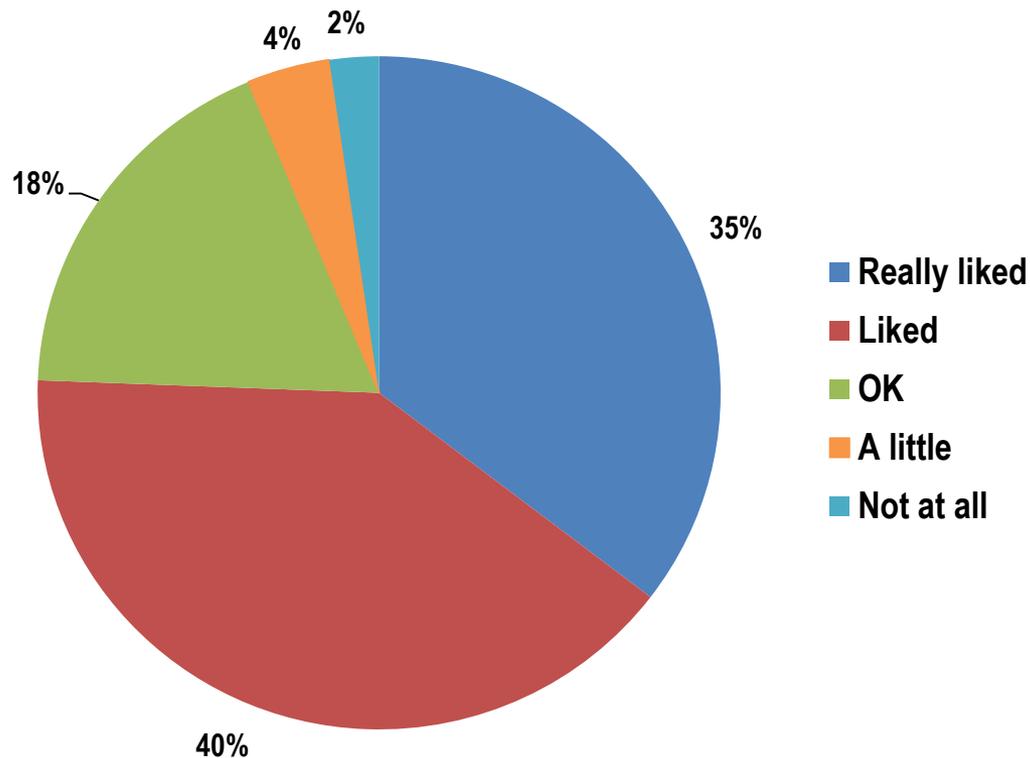
3. How well did you like talking to Industry Experts?





Student Survey

4. How well did you like learning about careers?



Wildlife Management



Broadcast Journalism



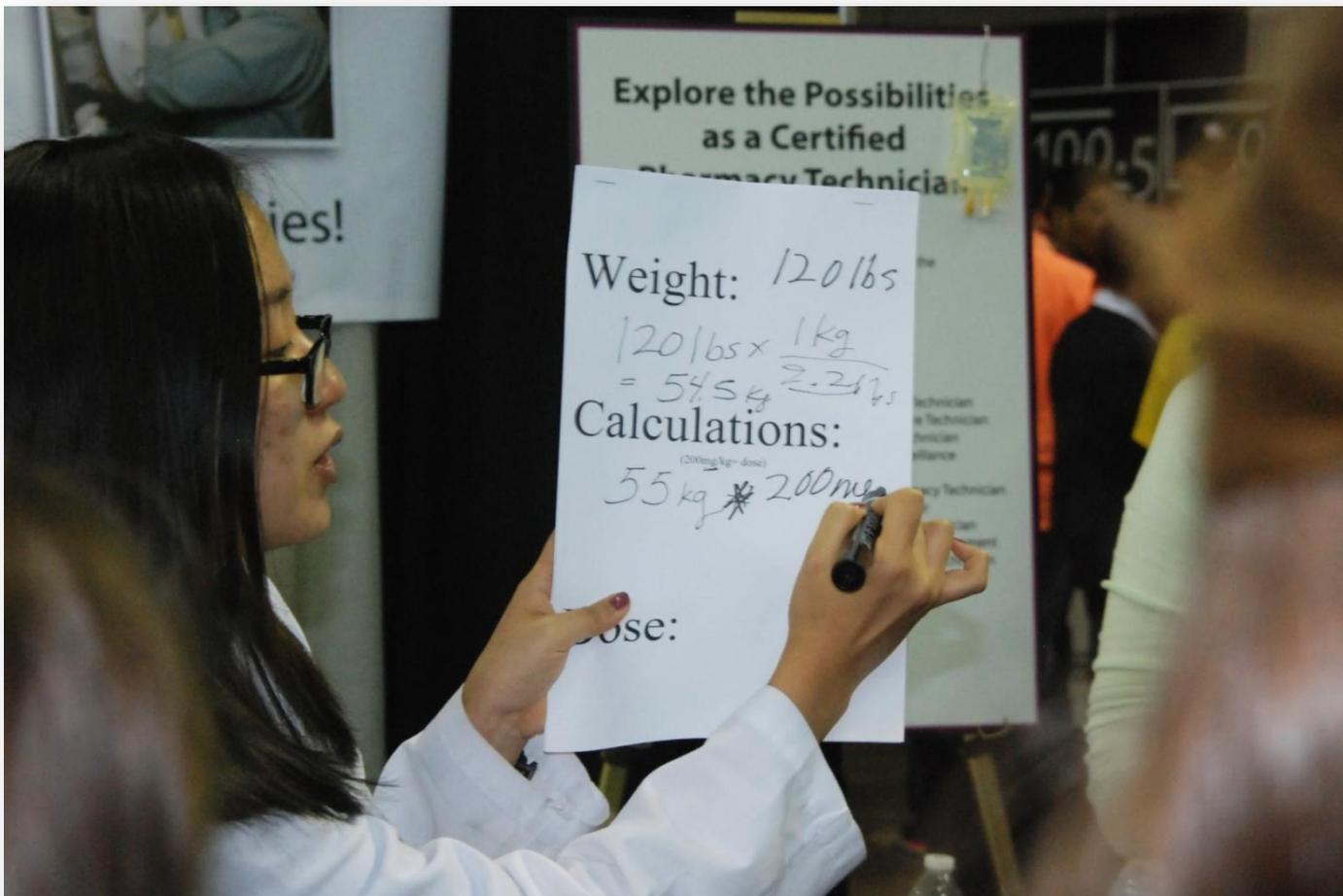
Aerospace Engineering



Respiratory Therapy



Pharmacy



Motorcycle Maintenance

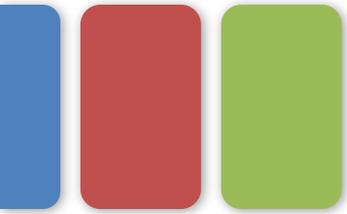


Journalism



Journalism





Thank you

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