COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2010-2014
SPECIAL THANKS TO THE FOLLOWING:

Rockford Metropolitan Agency for Planning for providing funding to begin CEDS development,

Strategy Committe Members for your continual participation and support,

Ginny Gregory, Community Development Department of the City of Rockford for your attention to detail and all of your work behind the scenes,

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The Rockford Metropolitan Area consists of Boone and Winnebago Counties. In the winter of 2008 key leaders from the Boone and Winnebago Counties, City of Rockford, Growth Dimensions for Belvidere-Boone County, the Rockford Area Economic Development Council, and the Rockford Metropolitan Agency for Planning convened to begin discussions about creating the first Comprehensive Economic Development Strategy for the Rockford MSA (Boone and Winnebago Counties).

Currently the Rockford MSA meets all three economic development criteria to qualify as having “economic distress”. First, the Rockford MSA has traditionally had a large manufacturing economic base. As a result, the Region has experienced larger than national average unemployment rates during the largest economic downturns in the last century. This recession is no different. At 16% unemployment, the area is experiencing significant economic impact. For the last 24 months, this is on average 4.16% higher than the national rate.

Second, for the most recent period for data available (2008) the MSA has a per capita income at 79% of the rate of the nation. In addition, the net job loss in the last two years has resulted in an estimated loss of income over a combined half billion dollars. This is over 2% of the annual GMP; in comparison the State of Illinois had a 2% increase in GMP during the same period.

Finally, the very nature of industry is changing in the Rockford Region. This “Special Need” is the Rockford MSA has had a large amount of plant closures and permanent layoffs in the last year (per capita, a similar number as nearby Janesville, Wisconsin). Manufacturing is going from blue collar to green, production is going high-tech, and the workforce needs more and more new skills every day. The Rockford Region’s economy is at the epicenter of this transformation. 26 of the largest 500 companies in the Region closed in Boone and Winnebago Counties in the last three years, resulting in 4,148 employees losing their jobs. In addition, these businesses lost 11,292 jobs due to layoffs and downsizing during this period. In total there was a net loss of nearly 18,875 jobs between 2007 and 2009. Finally, the US Department of Housing and Urban Development shows the City of Rockford with a foreclosure rate of 7.2% at the time its Neighborhood Stabilization Program was created in late 2008, a figure exceeded only by the City of Cicero in Illinois).

Our Vision

In 2015 the Rockford MSA will be a world-class, sustainable community with an entrepreneurial culture and a diverse economic base outperforming peer MSA’s in job creation and retention, capital investment, and personal income growth. Prosperity and a high quality of life will result from investments in alternative energy, infrastructure, information technologies, quality health care, a strong talent base, educational achievement, and enhancement of cultural and natural amenities and industries.

Our Goals

To make this vision a reality, the Region will pursue the following goals:

- Foster efficient business development, expansion, diversification, job growth, and entrepreneurial activity throughout the region.
- Ensure the future availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.
- Meet the full range of business’ infrastructure needs with emphasis on transportation, utilities and communications.
- Redeploy existing underused commercial and industrial properties, and protect natural amenities and resources for economic development purposes.
- Obtain a higher quality of life by supporting and enhancing the region’s sense of community identity, community health, cultural and recreational amenities, and creative industries.

Twelve Industries Targeted for 2010-2014

- Aerospace Production
- Alternative Energy
- Chemical Manufacturing
- Customer Service Centers
- Food Processing
- Healthcare
- Industrial Machine Manufacturing
- Logistics
- Metals Manufacturing
- On & Off Road Vehicle
- Professional Business Services
- Rail-Related Manufacturing

Top Priorities for Economic Wellbeing

These prioritized projects strategically fit the Region’s and the EDA’s (or another major funding source’s) goals and are technically ready to implement.

- Economic Development District Organization
- Health Care
- Economic Adjustment
- Regional Sustainability Indicators
- Local Food Systems
- Entrepreneurship I
- Entrepreneurship II
- Expansion of the Ag-Tech Initiative
- Ag-Tech NUEDC Center
- Northern Stateline Regional Energy Training Initiative
- Rockford Promise
Greater Rockford Metropolitan Area

This economic development strategy provides a framework for long-term planning efforts in the two-county area of Boone and Winnebago Counties in northern Illinois. Its contents, and the process used to generate them, are based on requirements of the Economic Development Administration.

The Economic Development Administration (EDA) is a Federal agency providing grants to economically-distressed communities to generate new employment, retain existing jobs and stimulate industrial and commercial growth. EDA assistance is available to rural and urban areas experiencing high unemployment, low income, or other severe economic distress. The stated mission is to "lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy."

**WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)?**

As its name implies, a CEDS lays out a regional strategy for economic development with the ultimate goal being a stronger, more diverse regional economy. While the CEDS’ most critical function is to provide a regional economic development framework, it also serves as a required vehicle through which some federal agencies (especially the EDA) evaluate requests for grant assistance. Without having a CEDS approved by the EDA, no one in the Region is eligible to receive Economic Development Assistance Grants. Having a CEDS in place has become more important than ever.

**A CEDS for the Rockford Region**

The Rockford Region began developing its first CEDS, a five-year strategic economic development plan, in early 2009 for Boone and Winnebago Counties. Stakeholders in the Region are looking to this plan to help align our economic development goals and priorities and qualify to apply for EDA grant opportunities.

Early in the process a flow chart was developed to convey to the community and all CEDS project stakeholders the path for decision making. The flow chart is included on page 9.

The following document is the result of these discussions, and signifies a significant step forward for the Rockford Region in aligning economic development efforts. We must change with the times. The 2010-2014 window is an excellent opportunity to restructure and further diversify the economy of the Area. This Comprehensive Economic Development Strategy is the foundation to align area economic development efforts. It is laying the groundwork for the economic wellbeing of the Region for the next century and beyond.

**CEDS Development Partners for the Region**

Financing for this project is from the Rockford Metropolitan Agency for Planning (RMAP). The CEDS planning process and creation of the CEDS report was guided and managed by these development partners:

**Rockford Area Economic Development Council (RAEDC)**

Formed in 1980 by a partnership of private and public sector leaders, RAEDC’s mission is “helping employers create and retain quality jobs” in sustaining and strengthening the economic health of the Rockford Region. This organization provides economic development assistance facility by helping clients conduct site analysis based on their unique requirements, lead them to the right incentive programs, create and conduct business educational programs to identify, and help develop future markets.

**Growth Dimensions for Belvidere-Boone County**

Growth Dimensions for Belvidere-Boone County of Belvidere and Boone County, Inc. is a public-private corporation for economic development. It coordinates and manages the strategic initiative projects identified in the Belvidere-Boone County Economic Development Strategic Plan. Growth Dimensions for Belvidere-Boone County also serves as an advocate with developers to troubleshoot issues that might impact their development plans. Growth Dimensions for Belvidere-Boone County is also the lead liaison for manufacturing companies in Boone County.

**Rockford Metropolitan Agency for Planning (RMAP)**

RMAP is the officially designated MPO (Metropolitan Planning Organization) for the Rockford MSA. As such, its primary mission is to perform and carry out a continuing, cooperative, comprehensive transportation planning process for the Rockford Urbanized Area in accordance with Federal laws, policies and procedures, and with the cooperation and assistance of its members and the U.S. and Illinois Departments of Transportation.

**Northern Illinois University Center for Governmental Studies (CGS)**

The Center is a public service, applied research, and public policy development unit within NIU Outreach. It functions as a “think and do” tank applying the intellectual resources of NIU to public issues facing communities, the region, the state, and the nation.
ing the scope of work of an Economic Development District (EDD).

While Winnebago County prepared Overall Economic Development Plans (OEDEP) in 1977, 1980 and 1983, this is the first CEDS for either Boone or Winnebago Counties. It features a collective vision, comprehensive economic development goals, and a scope of work to implement over the next five years. The CEDS vision will be revised at least once every five years, and CEDS performance reports will be produced annually. The performance reports will track the implementation of the CEDS and update information where needed — in essence, making the CEDS a “living” document. Through this process, collaborative efforts for both ongoing and potential new projects will be highlighted and key economic development themes critical to the enhancement of the regional economy will be included.

The primary regional planning agency, RMAP, concentrates mainly on transportation planning as it is an MPO, not a regional planning commission. In addition, the Region currently has two Economic Development Councils – Growth Dimensions for Belvidere-Boone County of Belvidere and Boone County Incorporated, and Winnebago County’s Rockford Area Economic Development Council. These two organizations work closely together. With the staffing constraints of Growth Dimensions for Belvidere-Boone County and RMAP, the process for creating this CEDS report was managed mainly by the RAEDC. A CEDS Technical Committee was formed consisting of representatives from RMAP, RAEDC, Growth Dimensions for Belvidere-Boone County, Boone and Winnebago Counties, NIU and the City of Rockford (central city of the MSA) to steer and oversee the formation and progress of the CEDS Strategy Committee, and ultimately design the CEDS document. RMAP contracted with the Center for Governmental Studies at Northern Illinois University (NIU-CGS) to prepare the data sections of the document and to facilitate public meetings related to its preparation.

The Economic Development Administration’s (EDA) Comprehensive Economic Development Strategy (CEDS) process helps community leaders examine strengths and obstacles in a region and devise a development strategy maximizing wealth and employment over time. Typically, the CEDS is a multi-county effort to generate a regional strategy for economic development with the ultimate goal of a stronger, more diverse regional economy. It provides a regional economic development framework, through which federal agencies (including the Economic Development Administration) evaluate requests for grant assistance.

The EDA emphasizes the CEDS is a planning process, not only a report to be produced every five years to meet funding requirements. The key to an effective CEDS is an ongoing, participatory planning process with input and direction from CEDS Strategy Committee members and stakeholders. The CEDS Strategy Committee is composed of major economic interests within the Region as determined by the sponsoring agencies. The Rockford Area Economic Development Council (RAEDC), Growth Dimensions for Belvidere-Boone County, and Rockford Metropolitan Agency for Planning (RMAP) invited diverse social and economic contributors within our Region, including a majority of for-profit private sector representatives, to participate in the process. Each participant was chosen to represent their professional knowledge base as well as the ability to keep the larger picture in mind. Economic development and planning organizations, employment and training groups, business organizations, agricultural groups and community organizations have been assembled to promote the development of the regional CEDS. The CEDS Strategy Committee members provide overall leadership, lend credibility to the process, and encourage participation by other agencies and groups as needed.

The planning process is usually led by an Economic Development District (EDD) recognized by the EDA. Boone and Winnebago counties have begun the process to apply for this status. In the meantime, staff of the Rockford Area Economic Development Council, Growth Dimensions for Belvidere-Boone County of Belvidere and Boone County Incorporated, and Rockford Metropolitan Agency for Planning have taken on the responsibilities involved in oversee-

### 2010-2014 Comprehensive Economic Development Strategy

**Regional Communities**

**Boone County**
- City of Belvidere
- Village of Caladonia
- Village of Capron
- Village of Cherry Valley (east quarter)
- Village of Garden Prairie
- City of Loves Park (eastern edge)
- Village of Poplar Grove
- Village of Timberlane

**Winnebago County**
- Village of Cherry Valley
- Village of Loves Park
- Village of Machesney Park
- Village of New Milford
- Village of Pecatonics
- City of Rockford
- Village of Rockton
- Village of Roscoe
- City of South Beloit
- Village of Winnebago

**Participants and the Process**

The Economic Development Administration’s (EDA) Comprehensive Economic Development Strategy (CEDS) process helps community leaders examine strengths and obstacles in a region and devise a development strategy maximizing wealth and employment over time. Typically, the CEDS is a multi-county effort to generate a regional strategy for economic development with the ultimate goal of a stronger, more diverse regional economy. It provides a regional economic development framework, through which federal agencies (including the Economic Development Administration) evaluate requests for grant assistance.

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### Basic Steps in the CEDS Planning Process

- The CEDS Technical Committee formed a CEDS Strategy Committee with a majority (53%, 20 of 38 members) of for-profit private sector representatives to spearhead and manage the CEDS process.
- CEDS Staff, comprised of members from RAEDC and NIU-CGS, compiled and reviewed existing data analyses about the region for economic development implications, potential, and limitations. Additional data tabulations and analyses using standard economic analytical techniques were conducted as needed. This work was completed in collaboration with city and county agencies in both counties.
- CEDS staff reviewed current economic development related materials, including industry target studies, cluster analyses, and other relevant materials available in the Region. This review involved contacting businesses and government agencies in the two counties requesting copies of plans, goals, strategies, etc. and included both domestic and international work completed for the Region.
- CEDS staff compiled, evaluated and updated existing economic development goals and strategies available from previous projects within the Region. These materials were collected from participating economic development groups.
- RAEDC staff contacted business leaders (by survey, focus groups, and other media) to obtain input into the appropriateness and/ or viability of the goals and strategies identified in previous work. The CEDS Strategy Committee then determined whether the goals/ strategies reflected the current sentiments in the Region sufficiently to be used in preparing the CEDS.
- Local participants and agencies submitted information on pending or proposed proj-
The CEDS Technical Committee and Staff

The CEDS Technical Committee and support staff were formed to help supplement and support the work of the CEDS Strategy Committee. They met regularly starting in January 2009 to begin laying the groundwork for the input gathering process and reviewing the data for the CEDS document. Throughout the process, they provided ongoing guidance for creating the CEDS.

Staff also met regularly one-on-one with leaders in the private, public, and non-profit sectors to further discuss the CEDS process, existing conditions, and economic development prospects for the Rockford Region. They also worked closely with municipalities and counties in the Region to ensure that the CEDS vision aligned with current comprehensive plans and economic development programs and initiatives within the Area. Finally, they worked to help prioritize potential projects in the Region directly or peripherally affecting the Area’s economic well-being.

CEDS Technical Committee

- Judy Barnard, Winnebago County Regional Planning
- Genevieve Borich, Rockford Area Economic Development Council
- Stephen K. Ernst, Rockford Metropolitan Agency for Planning
- Janye Fadden, Rockford Area Economic Development Council
- Rebecca Fetter, Rockford Area Economic Development Council
- Ginny Gregory, City of Rockford
- Melissa Henriksen, Northern Illinois University
- Reid Montgomery, City of Rockford
- Sue Mroz, Winnebago County Regional Planning
- Norman Walzer, Northern Illinois University
- C. Mark Williams, Growth Dimensions for Belvidere-Boone County of Belvidere and Boone County, Incorporated

CEDS Support Staff

- Genevieve Borich, Rockford Area Economic Development Council
- Rebecca Fetter, Rockford Area Economic Development Council
- Ginny Gregory, City of Rockford
- Brian Harger, Northern Illinois University
- Melissa Henriksen, Northern Illinois University
- Hun Seo, Northern Illinois University
- Norman Walzer, Northern Illinois University

The CEDS Strategy Committee

The CEDS Technical Committee invited members of organizations representing diverse economic interests within the two counties to serve on the CEDS Strategy Committee. Special care was taken to ensure for-profit business interests – including financial, manufacturing, retail, service, agriculture, and other types, both large and small – constituted a majority of the Strategy Committee. In addition, organizations regularly working with labor issues, disadvantaged populations, and other social services were invited. Finally, representatives from municipal and county governments were included, ensuring the representation of a diversity of needs in the Region. The following individuals serve on the CEDS Strategy Committee:

Private Representation (20)

- Richard Van Evera (CHAIR), Partner, Barrick, Seitzer, Long, Babiley & Van Evera (Rockford)
- Teresa Beach-Shelove, Owner, Superior Joining Technologies, Inc. (Machesney Park)
- R. Neal Buck, IDC General Manager, Lowe’s Companies, Inc. (Rockford)
- C. Mark Williams, Growth Dimensions for Belvidere-Boone County of Belvidere and Boone County, Incorporated
- Norman Walzer, Northern Illinois University
- Christopher T. Bubba, Vice President and General Manager, Thermo Fisher Scientific (Rockford)
- John Chevedink, Vice President & General Manager, WREX-TV (Rockford)
- Ron Clewer, Director of Residential Real Estate Development, William Charles Ltd. (Rockford)
- Barbara R. Hemme, Corporate Secretary/Controller, Younkers Stores, Inc. (Belvidere)
- Brent B. Johnson, President & CEO, Ringland-Johnson, Inc. (Cherry Valley)
- Chris Keaton, President & CEO, BioVantage Fuels, LLC (Belvidere)
- Stuart M. Kemp, Vice President, Hanson Professional Services, Inc. (Rockford)
- Jeffrey D. Lea, Director of Operations, Thermo Fisher Scientific (Rockford)
- Tim Morris, President, Hamilton Sundstrand (Rockford)
- Paul Nicolini, President & CEO, The Buckley Companies (Rockford)
- Mark Peterson, General Manager, Cherryvale Mall / CBL & Associates Properties (Rockford)
- D. Craig Pieracon, President & CEO, Larson & Darby Group (Rockford)
- Peter Provenzano, President & CEO, SupplyCore, Inc. (Rockford)
- Bill Ross, President & CEO, Alpine Bank (Rockford)
- Daniel Ross, Chief Operating Officer, William Manning, Inc. (Rockford)
- Joel Sjostrom, President & CEO, Sjostrom & Sons, Inc. (Rockford)
- Don Thayer, Director of Business Development, Suby, Vorhaus & Associates (Rockford)

Public and Non-Profit Representation (18)

- Mayor Fred Breton, RMAP Policy Committee Chair, City of Belvidere
- Darcy Buchler, Executive Director, Workforce Investment Board (Rockford)
- Clinton Cole, Assistant Executive Director, Winnebago County Housing Authority (Rockford)
- William R. Ditto, Vice President-Campus Dev. & Government Relations, Rockford Health System (Rockford)
- Janet Ellis, Executive Director, Northeastern Illinois Area Agency on Aging (Rockford)
- Stephen K. Ernst, Executive Director, Rockford Metropolitan Agency for Planning (Rockford)
- Janye Fadden, President, Rockford Area Economic Development Council (Rockford)
- Derrick Golden, IEIBW Business Manager, IEIBW / NECA (Rockford)
- Steve Grasell, District Director, Rock River Water Reclamation District (Rockford)
- Daniel G. Jacobson, Public Works & Community Development Director, City of Loves Park
- Kerry Knode, Executive Director & CEO, Comprehensive Community Solutions, Inc. (Rockford)
- Karen Lammens, Director of Community Development, Village of Machesney Park

**Gray denotes a finished task
**Blue indicates the tasks that are left
CEDS Project Evaluation with EDA Goals

The Strategy Committee members then asked staff to develop a more refined process for project evaluation.

Project Prioritization

As a preliminary step, communities representing each project interested in applying for EDA grant funding were given the opportunity to make a presentation to the Strategy Committee explaining the merits of their projects. Each presentation was followed by a short presentation about what the project was about, how it aligned with EDA funding goals, how it met local economic development priorities, and how “shovel ready” it was. This also gave Strategy Committee members the opportunity to question the primary point of contact about each project. Staff discussed with Strategy Committee members a proposed methodology for project prioritization through a preliminary scoring system evaluating each project on strategic fit to EDA and local goals and on technical readiness. Strategy Committee members worked with staff to refine the initial project vetting scoring pre- and post-tests. The pre-test was developed to determine strategic fit (or importance) to EDA and local economic development goals while the post-test identified the technical readiness (or performance) of a project. Once completed, results were then inserted into a Boston Consulting Chart (BCG) Chart, which weighs all the projects and then ranks them among each other.

Strategy Committee members met again to discuss the presentations, as well as review the preliminary scoring completed by staff. They then divided into small groups to weigh projects against the overall economic well-being of the Rockford Region. A list of Vital and Important projects was then compiled to review with the EDA as prioritized goals for the 2009-2010 Fiscal Year.

The CEDS staff then met with EDA staff in Chicago to review the projects deemed most strategic to the future of the Rockford MSA economy in the near future. Next, the Strategy Committee reconvened to reassess the Region’s economic goals with consideration of the types of projects the Economic Development Administration will fund within the next fiscal year. Based on input from the EDA staff, and on internal review of proposed projects, the Strategy Committee decided which projects to include within the CEDS document as either “Vital” or “Important.”

The CEDS Project Evaluation with EDA Goals

Committee members and jurisdictions not directly represented on the Committee were asked to submit projects they felt would meet the proposed vision and goals for inclusion in the CEDS. Between meetings, staff met with the primary point of contact to more thoroughly evaluate each one to determine technical readiness. CEDS Strategy Committee members met to reassess whether the projects being reviewed by the local CEDS staff and Strategy Committee were aligned with EDA and local goals and funding priorities. A majority of projects first conceived were discovered to be more aligned with Department of Transportation or Environmental Protection Agency grant programs than the Economic Development Administration.

2010-2014 Comprehensive Economic Development Strategy

1. What will be the three most important industries or economic activities in the Rockford MSA five years from today? (List in order of importance.)

2. Which are the three most important economic actors or agents that can move the Rockford MSA to accomplish the outcomes in Question 1?

3. What are the three most important specific activities that these economic development goals in the Rockford MSA need to accomplish in the next five years?

4. What are the three most important barriers to reaching the outcomes identified in Question 3?

5. What are the three strongest resources or assets that the Rockford MSA can build on to accomplish the vision stated in Question 1?

6. What is unique about the Rockford MSA that will position it especially well for economic changes in the next five years?

7. At bare minimum, what must be accomplished in the next 12 months?

8. What is the first action that Rockford Area development agencies must take to strengthen the economic future?

The SWOT analysis was used as a baseline to begin discussions about the Region’s vision, goals strategies, and potential for future economic growth. The analyses were also cross-referenced with the established goals and strategies to make sure the CEDS process was accomplishing what community and business members thought was important regarding the Region’s strengths, weaknesses, and opportunities.

The detailed results of the SWOT analysis portion of the survey are shown in Appendix A. The charts show the frequency of each answer from the survey, which helps to emphasize its relative importance to the respondents and the region. It then shows the answer, followed by which goal(s) and strategies to which the answer is aligned. Results of this SWOT analysis can be summarized as follows:

- Strengths – The most frequently mentioned assets for the Area were its location in the central US at the junction of major highways, rail and air with proximity to Chicago, Madison and Milwaukee; and quality of life assets such as affordable housing and real estate, the low cost of living, parks, rivers and green space.
- Weaknesses – Topping the list was the lack of local, state and federal governmental interaction for the common good; geographical and social-economic provincialism; poor infrastructure; and lack of respect for education.
- Opportunities – Respondents were asked to list the three most important industries in the Rockford MSA five years from now. Manufacturing led the first most important group, edging out aerospace, transportation and logistics. Industries falling under the heading of second most important were health care, followed by manufacturing, then logistics/distribution and transportation and warehousing. The third most important industries of the future identified by survey respondents were green/environmental and alternative energy were mentioned most frequently, followed by health care, education, and distribution/logistics.

Business Survey

The second method in which citizen participation entered into the CEDS process was an on-line business survey conducted by the Rockford Area Economic Development Council in Spring 2009 focusing on business leaders in the community. This vital step allowed businesses the opportunity to express their thoughts and add unique perspectives to the process and the overall economic development plans for the region. Nearly 140 of the roughly 1,000 businesses (14%) responded. This survey included questions about their business’ economic well-being given the recent economic downturn, and questions...
Greater Rockford Metropolitan Area

covering what additional support and growth the community needs in terms of incentives and policies. Respondents shared insights on how their business was doing in the current economic climate, and how they felt the region should restructure economic development priorities in the future. The survey results were reviewed by the CEDS Strategy Committee.

Respondents were mainly from the manufacturing sector, followed by the service, government and non-profit, professional and business services, and retail and wholesale sectors. This report analyzes three crucial aspects of the survey responses: (1) respondents’ subjective assessment of their organizations’ responses to the economic downturn; (2) strategic tools that the organizations use to cope with the economic conditions, and (3) the respondents’ attitudes toward the government and its role in mitigating the adverse effects of the current recessionary economy.

Detailed responses are shown in Appendix A. In general, businesses answered they are not weathering the economic downturn very well. Not unexpectedly, service-oriented businesses feel the most negatively about the economy as many of whom rely on their customers’ disposable income, a commodity that is in short supply at this time. These negative perceptions extend well into the 12- and 24-month forecasts. Many respondents have taken actions that are typical of businesses suffering through a recession including: budget reductions, layoffs, and diversification. These responses reflect how businesses see their companies prospering in both the near future, and a couple of years out. Given hard economic times, it is also predictable that few firms chose to add staff or even maintain the status quo. The manufacturing sector in particular has had to use budget cuts more than any of the other four sectors, and since manufacturing is currently the backbone of Boone and Winnebago counties, it is vital to understand their outlook about the recession, their actions to reduce or stop the its negative effects of it, and their projection for the future, which will tell of their possible future investment, or departure, from the region.

Focus Groups

Another form of citizen participation involved hosting focus groups on two specific topics – the green economy and infrastructure needs of the Region. The objective of each was to obtain local input from various interests in the community regarding how to grow the local economy. These group discussions provided insights that would be less accessible without interaction within the group. Focus groups also provide an opportunity for people with similar concerns, cares and comments to come together for the common good.

It was also important to the CEDS process to have direct interaction with the public to gain indigenous knowledge. The focus group setting allows moderators to pick up on both verbal and non-verbal cues from the audience, something that a survey cannot necessarily convey.

Participants in the focus groups were selected based on their known familiarity with the topic and their ability to contribute constructively to the discussion. In order to ensure a sufficient turnout, RAEDC sent out invitations the week before the focus groups met, and tried to establish meeting times that would not conflict with existing community activities or work schedules. Initially, the hope was to garner around 7 to 10 participants, but the response was so overwhelming, it resulted in a much larger group at each of the two sessions.

The focus groups accomplished the following:

- allowed community and business members to have a voice on particular topics/issues;
- gave greater insight into certain opinions in the community;
- helped improve the planning and design of potential projects and emerging industries; and
- produced insights for developing projects, strategies, and action plans in light of the emerging economic needs and opportunities in the Rockford MSA.

Nearly 40 people attended the green economy focus group. These attendees were invited based on their relationship to green industries, education, and entrepreneurship. Attendees were asked to identify emerging green industries, the infrastructure needed to grow these emerging industries, and the resources needed to make this growth happen. Major points formulated included:

- manufacturing solar panels;
- retrofitting existing homes, business and infrastructure to be energy efficient;
- implementation into city ordinances;
- energy farmers, in addition to food farmers;
- cradle-to-cradle: moving housing industry in this direction;
- harnessing Rock River for hydroelectric power;
- more organic farming and growing local;
- ecotourism and capacity of community colleges to help build green workforce;
- existing industries with capacity for green technology; and
- various uses of: nanotechnology, solar thermal and geothermal integration, biomass.

Approximately 22 people attended the infrastructure session. They brainstormed types of infrastructure needed for the Region to compete in the changing and distressed economic conditions. The discussion covered general needs, as well as specific projects, that were a high priority to the regional community. The group ended the discussion by addressing these improvements/changes could do to improve the economy of the Rockford MSA.

Major ideas formulated include, but are not limited to:

- development of a Regional Center for Information Technology;
- rail connection development;
- laws to support economic development goals (e.g., recycling);
- fiber optic ring to help improve aerospace and health care industries;
- improved highway system to meet the needs of bigger manufacturing (including wind turbines);
- improved parking, restaurants, entertainment in downtown; and
- fringe development of sewer/water versus redeveloping core problem sources are a challenge: Boone and Winnebago aquifers face different dilemmas.

The CEDS staff and Strategy Committee intend on hosting several focus groups on an annual basis to gauge local insights on specific key topics as they arise. In addition to the focus group discussions, a community wide entrepreneurship group meets regularly and the minutes of this group were reviewed and included in the Technical Committee discussions.

Public Forums

Finally, two public forums were held in May and July to solicit feedback from residents. Those invited included the general public, the media, and public officials, as well as other regional stakeholders who would benefit from information presented at the forum and whose feedback could aid in the development of the current strategy. The forum in May introduced what the local CEDS process entailed, including introducing the Vision, Goals, and Strategies developed by the CEDS Strategy Committee.

The second public forum in July introduced project priorities, the scope of work for the EDD for its first year, and an introduction to the draft of the CEDS document. Comments from both sessions’ feedback were incorporated into improving the local CEDS development process and report.
The Rockford Region’s economy generally fares very poorly during major economic downturns. This is just as evident now as it was during the 1980s. Per capita income, in constant dollars, has shrunk continuously within the Region for the past decade. Less than one in five people in the Rockford Region today are college graduates. Many of the area’s historically local industries have lost local control. During past setbacks, the Rockford MSA has been one of the first places to be hit by layoffs and business restructuring, forcing it to adapt and innovate sooner than other regions in the world. This CEDS aims to align the region’s economic growth much more than previously attempted.

In years leading up to the 1980s, more than half of earnings in Winnebago County came from manufacturing, and the population of the City of Rockford declined for the first time since the Great Depression. By 1983, Rockford led the nation in unemployment with a rate of 25.5%. This led to a concerted effort to diversify the local economy and to launch new cooperative economic development initiatives involving public-private partnerships. These included establishment of the Council of 100 (which has since evolved into the Rockford Area Economic Development Council) and the Rockford Local Development Corporation, or RLDC. The latter served as developer of a new industrial park near the Chicago Rockford International Airport (the Greater Rockford Industrial Park, or GRIP) and administers a small business loan program yet today. Local manufacturers exported goods and found new markets. The Region gained from new services and job diversification, becoming less dependent on its manufacturing sectors. However, all of these changes were insufficient to shield the Region from sustaining a major negative impact of the current economic downturn.

Current Economic Climate

The Rockford Area’s growing demographic and economic integration with the greater Chicago Region presents new opportunities and new challenges. Based on data compiled by the U.S. Census Bureau in 2006, approximately 11,500 workers living in Cook or the ‘Collar Counties’ are employed in the Rockford MSA, while 29,735 workers living in Boone or Winnebago Counties commute to jobs in the Chicago Metro area. Although this emergent integration with the greater Chicago region can encourage the location of new businesses and the migration of existing businesses to take advantage of a growing and diversifying labor and consumer market, it also creates new potential vulnerabilities beyond the loss of local identity. The greatest threat is any downturn in the economy of the Chicago Metro area will negatively impact both the economic and population growth of the Rockford Region. Just as past economic growth in the Chicago Area has fueled population growth in outlying metro areas such as Rockford, economic contraction may have almost the opposite effect. The Chicago Area has enjoyed considerable prosperity during the past two decades, but the current recession is focused on the three sectors (banking, finance and insurance) – three areas that have been especially instrumen-tal in the Region’s recent growth. If the economic crisis deepens or continues for a prolonged period, it will likely lead to a significant migration of dislocated workers out of the Chicago Area to other regions of the country. This scenario would, without doubt, have a negative impact on the Rockford MSA. Residents that once commuted to jobs in the Chicago area would have few options for securing a comparable job in the Rockford Region because the local economy’s ability to generate endogenous employment opportunities has been greatly diminished over the past several decades.

The Rockford Region’s economy is at the epicenter of this transformation. 26 of the largest 500 companies in the Region closed in Boone and Winnebago Counties in the last three years, resulting in 4,000 employees losing their jobs. In addition, these businesses lost over 11,000 jobs due to layoffs and downsizing during this period. In total there was a net loss of nearly 17,000 jobs in the last two years alone. Finally, the greater Chicago region can encourage the location of new businesses to take advantage of a growing and diversifying labor and consumer market, it also creates new potential vulnerabilities beyond the loss of local identity. The greatest threat is any downturn in the economy of the Chicago Metro area will negatively impact both the economic and population growth of the Rockford Region. Just as past economic growth in the Chicago Area has fueled population growth in outlying metro areas such as Rockford, economic contraction may have almost the opposite effect. The Chicago Area has enjoyed considerable prosperity during the past two decades, but the current recession is focused on the three sectors (banking, finance and insurance) – three areas that have been especially instrumen-tal in the Region’s recent growth. If the economic crisis deepens or continues for a prolonged period, it will likely lead to a significant migration of dislocated workers out of the Chicago Area to other regions of the country. This scenario would, without doubt, have a negative impact on the Rockford MSA. Residents that once commuted to jobs in the Chicago area would have few options for securing a comparable job in the Rockford Region because the local economy’s ability to generate endogenous employment opportunities has been greatly diminished over the past several decades.

The future growth of the Region also faces threats from economic events from nearby communities, especially the Janesville-Beloit Area. More than 3,400 workers residing within the Rockford MSA commute to Rock County. In the past year, more than 15 plants have permanently closed in Rock County, causing significant unemployment rates within the Rockford MSA labor shed.

In addition, the strong presence of the automobile manufacturing and machine tool industries and related suppliers (the idled General Motors assembly plant in Janesville, Wisconsin and the Chrysler plant in Belvidere) has had immediate, serious impacts on the Rockford Region. Recently Within the last year Chrysler announced the permanent layoff of its second shift at the Belvidere Assembly Plant which directly caused layoffs of the second shift workers at its six supplier plants located in Belvidere. This follows Chrysler’s decision last year to close the third shift.

Overall, this chain of events will result in loss of an estimated 2,700 automotive jobs related to Chrysler. This does not include the number of workers laid off in the Region from supporting supply chain and assembly companies. The most recent figures indicate the City of Belvidere’s unemployment rate at 15.9%, pushing the larger Rockford MSA unemployment rate to 15.7%. A recent economic impact analysis performed by Northern Illinois University shows the layoffs are expected to result in a reduction in tax revenue for Boone and Winnebago Counties along with an estimated economic wealth impact.

Qualification for EDA Economic Distress

The Rockford MSA currently qualifies under all three of the criteria used to designate an area for economic distress with

1. an unemployment rate that is, for the most recent 24-month period for which the data are available, at least one percentage point greater than the national average unemployment rate (Rockford MSA is 2.94 percentage points higher than the national rate over the last 24 months);
2. per capita income that is for the most recent period for which data are available, 80% or less than the national per capita income (Rockford MSA is at 78.97% of the national average); and
3. “Special Need”: the Rockford MSA has had a large amount of plant closures and permanent layoffs in the last year (per capita, a similar number as nearby Janesville, Wisconsin). Manufacturing is going from blue collar to green, production is going high-tech, and the workforce needs more and more new skills every day. The Rockford Region’s economy is at the epicenter of this transformation. 26 of the largest 500 companies in the Region closed in Boone and Winnebago Counties in the last three years, resulting in 4,000 employees losing their jobs. In addition, these businesses lost over 11,000 jobs due to layoffs and downsizing during this period. In total there was a net loss of nearly 17,000 jobs in the last two years alone. Finally,
REGIONAL POPULATION PROJECTIONS

Within the MSA, the source of population growth differs markedly between Boone and Winnebago Counties. In Winnebago County, natural increase was the primary growth component, representing 57.9% of the total population change from 2000 to 2008. In addition, foreign migration accounted for 85.1% of total net migration. This follows a traditional model of population growth in areas dominated by older industrial communities where domestic migration is modest, or more often, is negative.

By contrast, Boone County exhibits almost the opposite pattern with the majority of growth coming from migration, which accounted for 76.2% of total population change between 2000 and 2008. Nearly 90% of this increase was attributable to domestic migration, underscoring the impact of the residential development that has taken place in Boone County during the past two decades.

The components of population growth in the Rockford MSA contrast significantly with those of the State of Illinois. Statewide, population increased 3.5% between 2000 and 2008 (Rockford MSA grew 10.0%), but this was because of a relatively strong natural increase (664,967) and foreign migration (425,893). In terms of net domestic migration, the State lost 585,075 residents.

The Rockford Area also compares favorably with many of its peers. Population growth in these communities, if any, was attributable mostly to natural increase. Domestic migration also accounts for another important difference in that the Rockford MSA has exhibited a significant positive increase while many other industrial communities in the region experienced substantial domestic out-migration (e.g. Decatur, Peoria, Flint, Ft. Wayne and the Quad Cities) or modest increases (e.g. Janesville-Beloit, Wisconsin).

POPULATION PROJECTIONS

Population projections by Woods & Poole Economics, Inc. for 2000 through 2040, as seen in Figure 1, suggest the Rockford MSA will grow more rapidly than the State of Illinois. However, these projections were made prior to the recent recession which may substantially alter the figures. While the statewide population is expected to grow nearly 18.1% by 2040 (about 0.6% per year), the Rockford MSA was projected to grow 24.5%, with the highest growth rate in Boone County (42.5%). This continues a trend that began in the early 1990s as residential and commercial development in the northwest suburbs started spreading out along the I-90 corridor. The Rockford Area’s transportation links and relatively low real estate costs are expected to remain the principal drivers of regional population growth in the foreseeable future.

Age patterns in the Region are generally similar to those of the State and the nation. One in five people in the Rockford MSA is of school age (18-64 years old) and 62% is of working age (18-64 years old). The Region has a slightly smaller percentage of pre-school age children (6.8% versus 6.9% for the State of Illinois), and a slightly higher percentage of population older than age 65 (12.7% versus 12.2% for the State).
Population projections also indicate the retirement age population (65 years of age and older) in the Rockford Area will increase by 41,999 people (105.1%) from 2000 to 2040, similar to both state and national trends for this age group. See Figure 4. The rapid expansion of this age cohort will present challenges during the next several decades as the ‘baby boom’ generation moves into its senior years. This will precipitate dramatic shifts in consumer spending patterns and the demand for health care, housing, transportation and leisure.

The proportion of school age population in the Rockford MSA is projected to decline 16.0% between 2010 and 2040. Working-age population is projected to peak at 62.8% in 2010, and then drop to 58.5% in the region (Figure 5). This decline will be particularly acute in the younger “Gen Y” or “Millennial” age cohorts (ages 18-34 years), while the older working-age groups will experience modest declines or no growth. Because of the relatively small size of the generations following the retiring ‘baby boomers’, competition among communities, states and regions for working-aged adults will be keen and the ability to attract, retain, and train this group be the deciding factor in economic competitiveness.

Gender, Race and Ethnicity

The Rockford Region is growing in diversity, but somewhat less so than the State of Illinois. However, the minority population has increased proportionally at a much faster pace in the Rockford MSA than in the State, as well as most of its regional peers (Figure 6). The growth and vitality of ethnic minorities (non-white) and immigrant communities has been cited as a key factor in levels of entrepreneurship and the overall quality of life in a region. Minorities in the Rockford MSA accounted for 24.5% of the total population in 2008, an increase from the 2000 Census (19.3%). In the same period, minority populations in Illinois grew at a slower pace, increasing from 31.5% of the total population in 2000 to 35.1% in 2008.

Patterns of ethnic diversity within the Region vary considerably with the City of Rockford being the most diverse (the white non-Hispanic population is 65.5% versus 75.5% for the MSA). Most of the suburban communities tend to be much less homogeneous (minority residents account for 10% or less of the population of most of the suburban communities in Winnebago County). Boone County, in general, and the City of Belvidere in particular, have until recently followed the historic pattern of Rockford’s suburban communities. However, one prominent feature of the surge in residential development in the Rockford Area was the influx of Hispanic residents, both of foreign and domestic origin. Currently, Hispanics represent 22.9% of the population of the City of Belvidere, an increase of 65.5% versus 35.1% in 2008. Patterns of ethnic diversity within the Region vary considerably with the City of Rockford being the most diverse (the white non-Hispanic population is 65.5% versus 75.5% for the MSA). Most of the suburban communities tend to be much less homogeneous (minority residents account for 10% or less of the population of most of the suburban communities in Winnebago County). Boone County, in general, and the City of Belvidere in particular, have until recently followed the historic pattern of Rockford’s suburban communities. However, one prominent feature of the surge in residential development in the Rockford Area was the influx of Hispanic residents, both of foreign and domestic origin. Currently, Hispanics represent 22.9% of the population of the City of Belvidere, an increase of 65.5% versus 35.1% in 2008. Patterns of ethnic diversity within the Region vary considerably with the City of Rockford being the most diverse (the white non-Hispanic population is 65.5% versus 75.5% for the MSA). Most of the suburban communities tend to be much less homogeneous (minority residents account for 10% or less of the population of most of the suburban communities in Winnebago County). Boone County, in general, and the City of Belvidere in particular, have until recently followed the historic pattern of Rockford’s suburban communities. However, one prominent feature of the surge in residential development in the Rockford Area was the influx of Hispanic residents, both of foreign and domestic origin. Currently, Hispanics represent 22.9% of the population of the City of Belvidere, an increase of 65.5% versus 35.1% in 2008. Patterns of ethnic diversity within the Region vary considerably with the City of Rockford being the most diverse (the white non-Hispanic population is 65.5% versus 75.5% for the MSA). Most of the suburban communities tend to be much less homogeneous (minority residents account for 10% or less of the population of most of the suburban communities in Winnebago County). Boone County, in general, and the City of Belvidere in particular, have until recently followed the historic pattern of Rockford’s suburban communities. However, one prominent feature of the surge in residential development in the Rockford Area was the influx of Hispanic residents, both of foreign and domestic origin. Currently, Hispanics represent 22.9% of the population of the City of Belvidere, an increase of 65.5% versus 35.1% in 2008. Patterns of ethnic diversity within the Region vary considerably with the City of Rockford being the most diverse (the white non-Hispanic population is 65.5% versus 75.5% for the MSA). Most of the suburban communities tend to be much less homogeneous (minority residents account for 10% or less of the population of most of the suburban communities in Winnebago County). Boone County, in general, and the City of Belvidere in particular, have until recently followed the historic pattern of Rockford’s suburban communities. However, one prominent feature of the surge in residential development in the Rockford Area was the influx of Hispanic residents, both of foreign and domestic origin. Currently, Hispanics represent 22.9% of the population of the City of Belvidere, an increase of 65.5% versus 35.1% in 2008. Patterns of ethnic diversity within the Region vary considerably with the City of Rockford being the most diverse (the white non-Hispanic population is 65.5% versus 75.5% for the MSA). Most of the suburban communities tend to be much less homogeneous (minority residents account for 10% or less of the population of most of the suburban communities in Winnebago County). Boone County, in general, and the City of Belvidere in particular, have until recently followed the historic pattern of Rockford’s suburban communities. However, one prominent feature of the surge in residential development in the Rockford Area was the influx of Hispanic residents, both of foreign and domestic origin. Currently, Hispanics represent 22.9% of the population of the City of Belvidere, an increase of 65.5% versus 35.1% in 2008.}

The Rockford Area’s African-American residents are concentrated mostly within the City of Rockford, where they make up 16.9% of the population. The African-American population in the Rockford MSA is roughly equal in size to the Hispanic population, but it is projected to grow at a far slower rate. Between 2008 and 2040, the African-American population of the Region is to increase 41.2%. By 2040, African-American residents will be 11.2% of the population of the Rockford MSA.

**Attraction and Retention of Educated Talent**

**Educational Attainment**

A knowledgeable, skilled and creative workforce drives progress. The education, training, and employment options available to high school graduates depend on their academic preparation in preschool, elementary, and secondary classrooms, as well as the affordability and proximity of postsecondary opportunities. Ideally, education and training programs respond to the labor market and the current and future needs of local employers. Recent employment projections show that jobs in the future increasingly advanced technical training or require a college degree and future workforce shortages are expected in some specialized fields requiring higher levels of education because of this.

**Education Characteristics**

Along with the expected decline in the working-age population, the education of workers will be more important as competition for skilled workers becomes a critical factor in determining the future economic growth prospect of communities and regions. As part of its industrial legacy, the Rockford Area has historically had a below average proportion of residents with high school diplomas or with limited formal education and training beyond high school. Through the 1960s, well paid, low-skilled or semi-skilled jobs were plentiful in local industries, many of which did not require a high school diploma. At the same time, the Rockford Area had limited demand, outside of health care and medical services and aerospace firms such as Sundstrand, for large numbers of professional, technical, or managerial jobs. This situation limited the number of college or university graduates attracted to the Region.

Even as the local and national economy transitioned away from lower-skilled manufacturing jobs to more technical and professional jobs requiring higher levels of training or education, the proportion of the working-age population in the Region with college degrees remains relatively low. According to American Community Survey (ACS) data (Figure 7), the proportion of Rockford MSA residents with either a baccalaureate or graduate degree was estimated at 19.9% in 2007, compared to 30.0% for the State of Illinois and 27.0% nationally. The proportion of Rockford MSA residents enrolled in a college or university (20.7%) was also significantly lower than either the State average of 27.0%, or...
national average of 26.1%. In 2005, about 17.1% of the U.S. population held bachelor's degrees, compared with 13.2% in Rockford. The combination of all of these facts spotlights a major between what has been needed in the past, what is needed today, and what will be the needs of the future in the Region.

ACS data show that males and females have comparable educational attainment, including a bachelor’s degree or higher. This suggests that the lower educational attainment of the MSA is not gender bias; rather, the entire working age population is below the state and national average in educational attainment. The Rockford MSA has room for improvement and a chance to retrain the workforce for the new economy to be developed.

Richard Florida, in Rise of the Creative Class, points out that advances in information technology, automation, and robotics continually revolutionize the distribution of manual labor between people and machines. This steadily reduces the number of routine and repetitive manual work jobs. These changes in the nature of work affect every sector of the Region’s economy.

The Rockford MSA has seen steady decreases in number of manufacturing jobs, many of which were high-paying. Advances in materials science, biochemistry, nanoscience, and other fields of knowledge, are causing an explosion in new products and services that will be major industries in the future. The new manufacturing industries will require higher levels of educational attainment and will be an important focus for Boone and Winnebago Counties.

Recruiting and Retaining Talent

Boone and Winnebago Counties have identified a skilled and available workforce as one of their most important goals. One strategy is to increase the educational attainment of current residents and attract residents with specialized talents rather than exporting talented residents to jobs elsewhere. Regions that thrive find ways to leverage their technology and talent assets to create new patterns of two-way trade in the global economy. However, the City of Rockford, is losing its share of educated young professionals. A study by NextGeneration Consulting (NGC) examined the recruitment and retention of talent in the Rockford MSA. In an October 2006 survey, NGC found that in Boone and Winnebago Counties, 197 employers indicated a need for 8,021 employees in the next 2-3 years. More than half of these jobs (4,581) would be created through retirement and attrition.

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The current national recession has changed many projections of job need, and more residents will be available to fill these positions as unemployment rates increase. The recession force is addressed in greater detail in following sections, but attracting and retaining talent becomes even more critical as the baby boomers retire and a smaller generation replaces them. The recession may force some potential retirees to remain in the workforce due to losses in baby boomers retire and a smaller generation replaces them. The recession may force some potential retirees to remain in the workforce due to losses in baby boomers retire and a smaller generation replaces them. The recession may force some potential retirees to remain in the workforce due to losses in baby boomers retire and a smaller generation replaces them. The recession may force some potential retirees to remain in the workforce due to losses in baby boomers retire and a smaller generation replaces them.

Even at a time when the economies of the State of Illinois and the nation were generally prosperous, the Rockford Region struggled with issues of income disparity and poverty. This is most apparent in the decline in per capita income (5.1%) between 2000 and 2008 as the state and national indicators increased by equal or greater proportions. Although the Region maintained relative parity with the State and the nation through the 1970s, per capita income grew at a much slower rate in the 1980s as the effects of the national recession impacted the Rockford MSA more harshly because of the downturn in the Region’s manufacturing sector. Per capita income growth recovered briefly in the early 1990s but increased by less than half the state and national averages between 1995 and 2000.

The mean household income is also lower than state and national averages. Even so, the middle and upper household income groups in the Rockford MSA grew substantially between 2000 and 2008. The largest group of households fell in the $30,000 to $44,999 income category (17.6% of all households in 2008), followed by the $45,000 to $59,999 group (16.5% of all households in 2008). See Figure 10. A cursory examination of the income distribution shows double-digit increases of the mean household income classes for wealthier cohorts between 2000 and 2008. For example, all of the income classes of $30,000 to $44,999 and below experienced increases of 7.2% to 7.8% during this period, while the households with $45,000 annual income or more experienced increases of 18.7% to 20.1%. In other words, in 2000, 50.1% of the MSA households had incomes below $45,000 per year, but by 2008 that percentage had decreased to 47.5%, reflecting the general increase in real income. The mean household income is affected by several factors including: number of members in the household, age or employment of head of household, and wages or salaries received.

Another dimension of income within a community is the proportion of residents at or below the poverty level (Figures 11 and 12). The Rockford Area, like many other urban areas in the U.S., has had to cope with rising poverty rates as very expected to create to meet their organization’s goals. Sixty-four percent of respondents said they actively recruit young talent to meet their planning goals, however, these figures obviously represent a pre-economic downturn era when companies were expanding. However, the survey results show a need for skilled workers, and emphasize that a well-educated, younger workforce will be needed in the future.

### PERSONAL INCOME, EARNINGS, AND BENEFITS

According to Woods & Poole Economics, Inc., median household income in the Rockford MSA fell by 9.4% in constant (2004) dollars between 2000 and 2008 (Figure 9). Part of the decrease resulted from the decline in manufacturing employment, which typically is associated with high wages. One might expect to see a further deterioration over the next several years because of the higher unemployment, as well as layoffs and plant closures in the auto industry.

### Educational Attainment, Rockford MSA, 2005-07

<table>
<thead>
<tr>
<th>Population Age 25 Years and Older</th>
<th>Rockford MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Not a High School Graduate</td>
<td>35.67%</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>81.39%</td>
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<tr>
<td>Some College, No Degree</td>
<td>46.67%</td>
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<tr>
<td>Associate Degree</td>
<td>17.36%</td>
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<tr>
<td>Baccalaureate Degree</td>
<td>29.78%</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>15.05%</td>
</tr>
</tbody>
</table>

Data Source: American Community Survey, 2005-2007, 3-year estimates

### Educational Enrollment, Rockford MSA, 2005-07

<table>
<thead>
<tr>
<th>SCHOOL ENROLLMENT</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 3 years and over enrolled in school</td>
<td>90,787</td>
<td>100%</td>
</tr>
<tr>
<td>Nursery school, preschool</td>
<td>6,842</td>
<td>7.5%</td>
</tr>
<tr>
<td>Kindergarten</td>
<td>4,855</td>
<td>5.4%</td>
</tr>
<tr>
<td>Elementary school (grades 1-8)</td>
<td>39,430</td>
<td>43.4%</td>
</tr>
<tr>
<td>High school (grades 9-12)</td>
<td>20,853</td>
<td>23.1%</td>
</tr>
<tr>
<td>College or graduate school</td>
<td>18,777</td>
<td>20.7%</td>
</tr>
</tbody>
</table>

Data Source: American Community Survey, 2005-2007, 3-year estimates

### Median Household Income, Rockford Area MSA

- **1990**: $24,480
- **1995**: $29,680
- **2000**: $35,480
- **2005**: $40,980
- **2006**: $44,180
- **2007**: $46,980

*Figures are in constant 2004 dollars.*

Boone County where the $1.28 billion in personal income represented 31.1% of the $9.45 billion, 14.0% higher than in 2000. The growth was relatively more in Boone County, with its relatively larger share of urban population, than Winnebago County, which experienced in-migration of minority populations which may explain the relatively high percentages of residents in poverty. However, the high unemployment in 2009 and beyond is likely to limit the employment opportunities for this segment of the population and could lead to higher poverty rates in the future.

Changes in poverty concentration can result from several factors including in-migration of residents who have not yet become part of the economic mainstream and not yet found steady and/or high paying jobs. These residents may need support from the community, such as special educational programs to help prepare them for the job market. The Rockford Area, as noted previously, has experienced in-migration of minority populations which may explain the relatively high percentages of residents in poverty. However, the high unemployment in 2009 and beyond is likely to limit the employment opportunities for this segment of the population and could lead to higher poverty rates in the future.

It is important in an economic development strategy to find balanced employment, i.e. jobs that can be held by residents with various skills and abilities. Thus, in designing an economic development strategy, it is important to understand the types of skills available in the community and then determine the types of jobs or job training needed to allow all residents to participate in the economic mainstream.

Sources of Personal Income in Rockford MSA

Another useful measure to examine the prosperity of a region is the total personal income generated. In 2000, the Rockford MSA generated a total of $8.29 billion of personal income with the vast majority ($5.98 billion) in Winnebago County, 72.1% and the remaining $1.03 billion (27.9%) in Boone County. During the 1990s, total personal income in the MSA had increased from 10.0% to 13.8% between 2000 and 2007, with the poverty rate among those under the age of 18 increasing from 9.2% to 14.9%.

Winnebago County, historically experienced higher poverty rates on average. Despite the generally favorable economic conditions throughout most of the decade, the proportion of Winnebago County residents in poverty increased from 10.0% to 13.8% between 2000 and 2007, with the poverty rate among those under the age of 18 increasing from 14.7% to 21.2%.

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It is important in an economic development strategy to find balanced employment, i.e. jobs that can be held by residents with various skills and abilities. Thus, in designing an economic development strategy, it is important to understand the types of skills available in the community and then determine the types of jobs or job training needed to allow all residents to participate in the economic mainstream.
Greater Rockford Metropolitan Area

nearly one-fourth of all employed persons 16 years of age and older. Although some of the increase in travel time may be attributed to traffic congestion and a widening geographic dispersion of employment centers within the MSA, it also indicates that a growing number of Rockford Area workers commute to jobs outside the Area. Also significant, is the relatively small but growing proportion of those that work at home. The number of employed persons working at home more than doubled between 1980 and 2008, increasing from 1.8% in 1980 to 3.0% in 2008. This group includes the self-employed and ‘telecommuters.’

In addition to analyzing worker commuting times, the U.S. Census Bureau has compiled data on employed persons based on place of residence, as well as place of employment. See Figure 14. The top six employment destinations of the Region’s residents are shown to the right. Although 75% of workers living in the Rockford MSA in 2006 worked within the metro area, this proportion had declined from 77% in 2002. At the same time, the share of the Rockford Area’s residents commuting to the Chicago metro area – Cook, DeKalb, DuPage, Kane and McHenry Counties in particular – grew from 8.0% in 2002 to 9.5% in 2006. Between 2002 and 2006, the number commuting to jobs in Rock County, Wisconsin increased from 3,604 to 4,184 increasing its share from 2.5% to 2.9%. Those commuting to other areas remained relatively stable.

Most MSA residents live in Winnebago County, so the increased commuting outside the MSA can have relatively negative effects on purchasing patterns within the MSA. An economic development strategy that focuses on increasing the number of job opportunities within the metro area could help retain more workers.

The largest proportion of people working in the Rockford MSA also lives in the MSA. This proportion has also declined during the current decade (from 71.6% in 2002 to 68.7% in 2006). This trend could relate partly to declines in certain types of employment opportunities in the Rockford Area (especially manufacturing jobs), as well as the desire and ability of the part of many workers to commute longer distances in exchange for the (real or perceived) lower costs and better quality of life offered by the surrounding suburban communities and rural areas. The counties that make the Chicago metropolitan area account for the majority of workers commuting into the Rockford Area. Cook County alone accounted for 9.1% of the workers employed in the Rockford metro area.

Although a significant number of workers living in the Rockford MSA commute to jobs outside the area, many more workers living in surrounding counties commute into the metro area to work. In 2006, the number of workers employed in the Rockford MSA but living outside the metro area exceeded the number living in the Rockford MSA and commuting to jobs elsewhere by 13,180. This imbalance of commuting workers in the Rockford MSA’s favor increased by 20.1% between 2002 and 2006. Much of the increase can be attributed to the growing interdependence between the Rockford and Chicago labor markets and is one of the most tangible indicators of the Rockford Area’s increasing integration with the larger Chicago regional economy.

The interaction between the Rockford labor market and its neighbor’s (particularly the Chicago area) offers rewards as well as risks. On the positive side, the Chicago area’s relatively more robust economy during the past three decades has helped to buffer the local economy by providing employment opportunities for displaced Rockford Area workers by providing employment opportunities as the Rockford struggled. In addition, the Rockford Area’s lower living costs attracted many Chicago area workers which helped support the Rockford Area’s housing, construction, and retail sectors. On the negative side, the greater integration of the Rockford economy with that of the greater Chicago region makes the Rockford Area more vulnerable to downturns in the latter.

It would be worthwhile to further study the nature and impacts of workers commuting between the Rockford Area and the surrounding areas. A better understanding of the level of education, occupations, wages, and industries in which these workers are employed could equip local economic development officials to adjust business recruitment and retention strategies to take advantage of a larger and potentially more diverse labor market.
Geology is a significant consideration for land use planning in the Region, according to the Illinois State Geological Survey, 2000. The dolomite and sandstone bedrock formations are important groundwater resources throughout northern Illinois. Land use decisions should be made with consideration for the protection of groundwater resources from potential contamination as it serves as the source for public water supply in the Region. In addition to groundwater resources, dolomite formations near the land surface are current or potential rock product resources.

In northwest Winnebago County, there is little difference between the land surface and bedrock surface in the uplands; a 16-foot thick veneer of glacial till and/or loess overlying near-surface bedrock generally characterizes these areas. In contrast, the bedrock surface is more than 328 feet below the land surface in deep bedrock valleys. The Rock, Troy, and Pecatonica valleys were incised prior to glaciation in the region and are now filled with glaciofluvial sediments, primarily sand and gravel. Although the Rock and Pecatonica bedrock valleys now contain rivers bearing the same names, the Troy bedrock valley has no expression at the land surface today. Unconsolidated Quaternary deposits are generally thicker toward the east, resulting in very few bedrock exposures in Boone County. The area has much prime farm land.

Prairies, Forests, Wetlands, & Rivers

In addition to numerous restored natural areas, there are six designated Illinois Nature Preserves within the Winnebago County forest preserves – Sugar River Alder, Colored Sands, Pecatonica Bottoms, Hartley Memorial, Laona Heights, and Severson Dells. Other nature preserves in Winnebago County include Searles Prairie, Harlem Hills, and Colman Dells. Boone County contains three – Flora Prairie, Ispen Prairie and Kinnikinnick Creek. These dedicated nature preserves are areas of land or water in public or private ownership that are formally dedicated for the protection and preservation of their natural character.

The Region includes landscapes categorized as “Critical & Sensitive Areas” in the Boone and Winnebago Regional Greenways Plan adopted in 2005, based on the presence of natural features that support native ecosystems and species. Criteria for inclusion in this category include quality wetland, high quality or remnant prairie, native woodland, sensitive floodplain area, or areas containing state endangered flora and/or fauna species.

The Rock River flows southwest through Wisconsin and receives the Pecatonica River 5 miles south of Wisconsin. Flowing south through adjoining Rockford MSA communities, the Rock River passes Loves Park, Machesney Park, Rockford, South Beloit and the villages of Winnebago, Roscoe, and Rockton. The Kishwaukee River flows from eastern Boone County through Belvidere and points west to its confluence with the Rock River at the Chicago Rockford International Airport.

University of Illinois at Urbana-Champaign’s 2007 study on natural resources rated Piscasaw, Racoon and Kinnikinnick Creeks and portions of the Sugar, Rock and Kishwaukee Rivers as some of the most biologically significant streams in Illinois. The Kishwaukee and Sugar Rivers are two of the few Grade “A” streams in the state. Other rivers and streams in the Area are on the IEPA’s list of most polluted waters in the State.

Surface & Groundwater Health

The Rock River Valley has an abundant supply of drinking water, but the well water in our region is vulnerable to contamination because of our porous soils and shallow bedrock. Iron, manganese and hardness are persistent nuisance compounds that significantly degrade the quality of water being delivered to the area’s water consumers.

Most waterways are degraded by excessive nutrients, silt and sediments washed from farms, lawns and construction sites. The nutrients rob oxygen from the water, silt and sediments smother spawning areas for fish and mussel. Volatile Organic Chemicals (VOCs) have been confirmed in varying concentration levels in locations throughout Boone and Winnebago counties in the past two decades. However, the public water supply is tested regularly for these chemicals, and water that does not meet USEPA public water supply standards is not distributed to the public so the public water supply is safe.

The scope of remedial actions have included Rockton’s installation of carbon treatment units in homes of the Blackhawk Acres Subdivision, and Boone County Health Department’s well drilling code restrictions which require drillers to go below the aquifer where contamination was found when installing private water wells in the Beaver Valley Road area.

Southeast Rockford was placed on the National Priorities List (NPL), a register of the nation’s most hazardous sites that are eligible for investigation, in 1989. Industrial solvents from unknown sources were found in private drinking water of the nation’s most hazardous sites that are eligible for investigation, in 1989. Southeast Rockford was placed on the National Priorities List (NPL), a register of the nation’s most hazardous sites that are eligible for investigation, in 1989. Industrial solvents from unknown sources were found in private drinking water wells and one public well in the area. Corrective work included the connection of a public water line to the nearby Illinois Bell Telephone Company building, which was located near an abandoned industrial site. The site was later remediated and transferred to a new owner. In addition, the Illinois Department of Public Health conducted an investigation of the source of contamination at the site and found that the contamination was from VOCs and other hazardous substances. The site was subsequently declared clean and removed from the NPL.
of over 800 homes and businesses to the Rockford Public Water Supply, ongoing treatment of Public Well No. 35 and ongoing groundwater monitoring. In 1995, the IEPA suggested that groundwater in this area will continue to endure contaminants within the next 70 years.

The largest single remedial action regarding the area’s public water supply is the City of Rockford’s 5-year, $75 million water system improvement project designed to completely revamp its water supply system. The project includes such things as a new pumping station, Rockford’s first two water filtration plants, and water main construction. With the start-up of the new filtration facilities, Rockford will be pumping filtered, low-iron water into its system for the first time.

The groundwater protection program in Winnebago County provides services to protect the quality and quantity of groundwater in the respective counties. The program has specific emphasis on aquifer protection and protection of water quality from community, non-community and private wells.

Flooding

Flooding has always been a concern in many of the Region’s communities, but it has become a major issue in the last few years.

In recent years Rockford has recorded its worst flooding since 1952, experiencing two 100-year floods in as many years along Keith Creek. Twenty homes were destroyed, and hundreds damaged in massive rainfall on September 4, 2006. Just one year later on August 7, 2007, 5.15 inches of rain flooded major thoroughfares, and eroded the Alpine Dam at Aldeen Park in Rockford. Debris removal, law enforcement, damage assessment, and other duties were offered by the governor. As a result of these floods, FEMA included Winnebago County in its disaster declarations in June 2008.

The City of Rockford has taken several actions in response to these floods and other storm water issues in the community. These include work on a comprehensive storm water management plan (in progress), working with the Corps of Engineers and various State of Illinois departments on repairing and upgrading Alpine Dam, and instituting a buyout program in the Churchill Park area which experienced the worst of the flooding in both 2006 and 2007. The last has resulted in the acquisition of nearly 100 homes with demolition planned in the near future. This area will become part of a long-planned Keith Creek Greenway extending from the Rock River to Alpine Dam.

The City of Rockford, Winnebago County, the Rockford Park District and the Rock River Water Reclamation District have teamed up to perform maintenance work along sections of streams throughout the City of Rockford. The goal of these efforts is to reduce potential obstructions to flow at key locations along local waterways.

The Village of Machesney Park has experienced numerous flood events dating back decades due to flooding from the Rock River affecting hundreds of homes located within the river’s floodplain. Homes adjacent to the river that are prone to flooding were generally constructed in the 1950s, well before any regulations governing first floor elevations, and prior to Machesney Park’s incorporation as a village in 1981. The tributary drainage area of the river is approximately 6,500 square miles; therefore, when flooding events occur, it takes considerable time for the river to reach its crest and recede back within its banks. In addition, there are many homes adjacent to the river that are still serviced by private septic systems that become inundated in flooding events.

In the past 18 months, the Village has had three separate flooding events occurring in February, April, and June 2008. The June flood affected 600 homes in the Village and caused the displacement of approximately 200 households. The flood caused nearly $30 million in damages and cleanup costs, and resulted in Winnebago County’s being declared a Federal Disaster Area (1771) by FEMA.

In response to the recent flood events, the Village of Machesney Park has applied for Hazard Mitigation and Pre-Disaster Mitigation Grants from FEMA totaling nearly $10 million to acquire and demolish 60 homes in the floodplain. The Village is also seeking state and other grant opportunities to purchase additional structures and offset the cost of matching fund grants.

Over the years, the Village has been working with various state agencies to address the frequent flood events, and alternate solutions to solve the flooding problems have not presented themselves. Due to the rather large tributary area of the Rock River upstream of Machesney Park, it is very unlikely that a low-cost engineering solution exists to prevent homes from being flooded. The preferred solution is to remove structures that are within the floodplain of the Rock River and to reclaim the floodplain for open space.

Therefore, the long-term plan of the Village is to return the area into green space, wetlands, and natural habitat. Removing the homes will facilitate the storage of water during flood events and further protect surrounding facilities. In addition, it will create park space to enhance the quality of life and offer recreational opportunities for area residents.
The Rockford Area is located strategically with respect to regional and national markets. The City of Rockford is 136 miles from Bloomington-Normal, 89 miles from Chicago, 75 miles from Madison, 89 miles from Milwaukee, 295 miles from St. Louis, and 123 miles from the Quad Cities. To take full advantage of this location requires a multimodal transportation system. The Region has a good basic network of highways as well as multiple rail lines, a successful airport, public transit, and a growing system of pathways. Its most significant gap in service lies with passenger and/or commuter rail – there is none in the Region at this point.

Communities in the Region recognize the importance of a quality transportation system to the Region’s economic vitality and livability. However, they all face the ongoing issues of deteriorating infrastructure with funding that does not keep pace with the needs of the system. While American Recovery and Reinvestment Act of 2009 (ARRA) has provided some help in that regard, failure of the State of Illinois to adopt a capital plan for the last nine years, and falling tax revenues at all levels, have combined to worsen the situation. The following pages provide some insight into basic components of the Rockford Region’s transportation system.

**ROADWAY NETWORK**

The regional roadway network consists of one US highway, several State highways and two interstates, as well as local facilities. US 20 traverses the region from east to west, carrying 36,350 cars and 3,875 trucks per day, and Business US 20 travels through both Belvidere and Rockford. The two interstate highways within the Region are I-39 and I-90. I-39 carries roughly 45,000 vehicles a day locally, running from the Wisconsin state line south to its terminus at Bloomington-Normal. I-90, a part of the Illinois Toll Highway system, connects Chicago to Wisconsin by way of Belvidere, Rockford, Loves Park, Machesney Park, Roscoe and South Beloit. Two additional interstate highways lie short distances outside the Rockford MSA. In Wisconsin, I-43 provides easy access to Milwaukee while to the south, I-88 provides access east towards Chicago and westward to Iowa. State roadways include Illinois Routes 2, 70, 75, 76, and 173. In addition to passenger vehicles, 40 motor freight carriers serve our area, and 3 and local terminals.

**PUBLIC TRANSIT**

The Rockford Mass Transit District (RMTD) provides fixed route and paratransit service to the cities of Rockford and Loves Park and the Village of Machesney Park. The 39 fixed route buses operate over 17 day-time routes from Monday thru Saturday, six night routes and five routes on Sundays. The Boone County Council on Aging offers public transportation service, equipped with wheelchair lifts, to all residents of Boone County, regardless of age.

**TRANSPORTATION & UTILITY SYSTEMS**

**FREIGHT RAIL SERVICE**

Carriers serving the Rockford MSA include Illinois Railnet; Canadian Pacific; Canadian National (CN); and Union Pacific (UP) rail lines. Switching service is continuous and intermodal service is available in Rochelle, 25 miles to our south along I-39 at Global Intermodal III, the UP's largest intermodal hub; and at over 20 other locations within the Chicago Area just 60 miles away.

The Region is also served by major rail lines allowing businesses to handle freight at competitive rates. The rail lines are so important to the Region that in 2003, the City of Rockford, the MSA's largest city, commissioned the Chicago engineering firm of Wilbur Smith and Associates to do an assessment and make recommendations for the consolidation and improvement of railroad infrastructure in the Metropolitan Area. The study had several recommendations for the Region, mainly to relocate most of the current freight storage yard, railroad interchange and rail-truck transfer operations from the “Rockford Yards” area on the southwest edge of downtown Rockford to an area of south-east Rockford, east of Alpine and west of Perryville Road, between the current Union Pacific and Canadian National/Illinois Central rights of way.

The relocation of these operations will allow the City of Rockford to move forward with plans to redevelop the “Rockford Yards” area in a manner more compatible with the commercial and residential uses in the surrounding area, as well as to reduce the amount of truck and service vehicle traffic through the inner city area generated by the current truck-rail transfer operations. The relocation will also provide easier access for truck traffic to I-39 and I-90 interchanges, thereby reducing congestion on local streets. The southeast would also provide opportunities for the rail-related industrial and warehousing development on the adjacent tracts of undeveloped land between Mulfords and Perryville Roads. The estimated costs to construct the storage yard track between Alpine and Mulfords Roads in 2003 was $920,000.

**PASSENGER RAIL SERVICE**

Restoration of passenger rail service to the Rockford Region is very close to becoming a reality. Several resources have aligned to make a complete funding package a real possibility in the next six months. First, the ARRA has created, for the first time, a dedicated federal funding source for inter-city passenger rail capital needs as well Amtrak’s internal capital needs for rolling stock. Funding applications from the states are due on June 15, 2009; the State of Illinois is well positioned to receive grant awards. Awards are expected by October 15, 2009. The project window would then be roughly two years for the capital upgrades to rail infrastructure and refurbishing of rolling stock. Regional leaders have suggested the date of November 11, 2011, as the inaugural date of the Rockford Yards” area on the southwest edge of downtown Rockford to an area of south-east Rockford, east of Alpine and west of Perryville Road, between the current Union Pacific and Canadian National/Illinois Central rights of way.
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for passenger rail needs statewide. The Governor will hopefully be signing the bill for the new capital program by July 1, 2009. The combination of the ARRA and the new capital program in Illinois provides all of the necessary capital and operating funds for train service to be restored.

The commuter rail project being spearheaded by the Northern Illinois Commuter Transportation Initiative (NICTI) is also advancing at a rapid pace. President Obama and the US Congress are aggressively making significant changes to the “New Starts” program that make the NICTI project a more favorable candidate for future funding from the Federal Transit Administration. While the NICTI project to bring commuter rail to the Rockford Region is a much longer process than inter-city passenger rail, the funding streams will complement and leverage each other to bring the total passenger rail package to reality sooner than anticipated. It is hoped that commuter rail could have initial train service two years after inter-city service is restored.

AIR SERVICE

There are up to 31 passenger flights depart from the Rockford MSA each week at Chicago Rockford International Airport (RFD). Currently, Allegiant Air offers non-stop flights to Orlando/Sanford, Las Vegas, Clearwater/St. Pete (Tampa Bay Area), and Phoenix/Mesa. Apple Vacations offers seasonal service to Cancun and Direct Air offers seasonal service to the Fort Myers Area/Punta Gorda. Perhaps more importantly from an economic development standpoint, RFD is the 24th largest cargo airport in the United States and includes the largest regional parcel-sorting facility in the UPS system. It serves as a US Customs Port of Entry and is home to Foreign Trade Zone #176. RFD has progressively evolved from a general aviation facility to a commercial service airport.

WATER SYSTEMS

As discussed earlier, public water in Boone and Winnebago Counties is obtained from 47 drilled wells. There are 37 ground storage reservoirs and 5 elevated tanks. Annual production is 10.35 billion gallons. Average consumption is approximately 29.55 million gallons per day. There are several public water systems, the largest being that of the City of Rockford. Others include those serving Belvidere, Loves Park, Machesney Park, Cherry Valley, Roscoe, Rockton, and the Village of Winnebago.

ELECTRICAL SYSTEMS

ComEd is the Region’s primary power supplier. Its service territory covers 11,411 square miles in northern Illinois, serving 70% of the population in Illinois. ComEd’s transmission and distribution systems are extensive, with more than 5,300 miles of overhead transmission lines and approximately 36,000 miles of overhead distribution lines and 29,000 miles of underground distribution lines. Electricity consumption in Illinois is an ongoing concern and ComEd plans to reduce total consumption by 2% by 2014 with efficient motor, lighting, and climate control technologies. The City of South Beloit is served by Rock County Co-Op.

NATURAL GAS SYSTEMS

Nicor Gas provides gas service to 641 communities in the northern third of Illinois, excluding the City of Chicago. The City of South Beloit is served by Rock County Co-Op.

TELECOMMUNICATIONS

Telecommunications is assuming as large a role in the infrastructure requirements of business as the more conventional components of roadways and sewers. As we move into the future, planning for these services will continue to take a larger role in our planning efforts. Service providers include AT&T, Comcast, One Communications, Rock River Internet, TDS, Cricket and Verizon.

SOLID WASTE DISPOSAL

In 1989 and 1990, the Illinois EPA and U.S. Environmental Protection Agency (USEPA), in two separate actions, removed approximately 155,000 gallons of leachate from the MIG/DeWane landfill in Boone County. In April 1999, elevated levels of landfill gas were detected in the soil and in a few homes in Wycliffe Estates directly west of the landfill. An active landfill-gas interception system was installed along the western boundary of the landfill. An inventory and analysis of solid waste disposal and landfill operations is not available for the region at this time.
This section examines recent trends and the current state of the economy in the Rockford MSA. It aims to provide insights into opportunities for investment and policies and/or actions local developers can take to make the region better suited for development in the future.

**TRENDs Of THE ROKCFORD REGIONAL ECONOMY**

The Rockford MSA serves a large market in Illinois and beyond with a diverse set of businesses and industries. In 2008, the most recent year for which Gross Domestic Product data is available, the MSA generated $12.4 million in goods and services, up from $9.6 million in 2001 (over a 20% increase in current dollars). On a per capita basis, the average of $29,727 per person produced in 2001 increased to $30,086 (in constant dollars). Thus, during the first half of the past decade, the economy increased although by less than the U.S. economy.

Exports are important to the Region's economy, representing 9.1% of the GDP in the Rockford MSA. MSAs in Illinois differ widely depending on industrial base. Decatur, for instance, had 90% of its GDP associated with exports in 2005, while Peoria was 56%. The high ratios are related to Caterpillar, Archer Daniels Midland, and similar industries that market globally.

The Rockford MSA, on the other hand, is more comparable to Danville and Champaign-Urbana. While a lower ratio than in some other MSAs, exports are, nevertheless, vital to the future of the Area and should continue to be part of an aggressive economic development strategy. Especially interesting is that Rockford exported to a diversity of countries with the highest exports in 2007 to the Free Trade Areas of the Americas and the European Union. In 2007, for instance, Rockford MSA exported $525,000,646 to E.U. countries, $526,299,663 to the FTAA Region (IPA), and $403,489,547 to NAFTA countries. See Figure 15.

Like many regional centers, the Rockford MSA has long had a heavy manufacturing base. The reductions in manufacturing left a skilled labor force not always suited for production techniques needed by replacement industries. Until recently, there has been a major concentration in the auto industry in Belvidere and neighboring Janesville, Wisconsin. These plants have suffered significant setbacks in the current recession. GM's Janesville plant closed in December of 2008, nearly a year ahead of even the planned closing date due to the severity of the recession, displacing 1,200 workers. While the Chrysler plant in Belvidere remains open, it has cut back from three shifts to just one and some other related businesses have closed.

While the Janesville plant is not physically located in the Rockford MSA, Rock County, Wisconsin is within the Rockford MSA labor shed. Other non-residents from outside the Area may also seek jobs, education, housing, and other public services in Winnebago and Boone Counties.

The Rockford MSA also has many older buildings and sites formerly used in manufacturing that now are classified as brownfields. These not only represent a significant cost to rehabilitate and make useful again, they also present major challenges for the neighborhoods around them to remain viable. In some instances, the buildings are obsolete in design needed for current and future manufacturing, (e.g. ceilings that are too low or other inappropriate construction). While some may be candidates for redevelopment for other uses, the need to assess and remediate any environmental issues can be a significant stumbling block to anything ever moving forward. Because of this, redevelop-ment of not only brownfields but also greyfields (under used or vacant commercial properties) are a major goal of this CEDS.

Manufacturing industries in the past have paid high wages, so there is local interest in finding replacement manufacturing jobs. However, in the current economic climate, with competition from foreign countries and Right to Work states, this goal will be difficult to accomplish and must be supplemented by other approaches such as focusing on small business start-ups through an entrepreneurial local climate and techniques.

**EMPLOYMENT TRENDS - COMPARATIVE MSAs**

Employment trends by industry during the past two decades (1990 to 2008) are overviewed below as background for later discussions of industry concentration and competitive analyses. It begins with a brief description of four comparable metropolitan areas (Flint, MI; Fort Wayne, IN; Bloomington-Normal, IL; and Peoria, IL), selected on the basis of population size and an employment emphasis in the auto or heavy vehicle industries. They are compared to how the Rockford Area fared in employment and other characteristics. See Figure 16 for detailed information.

**Bloomington-Normal MSA, Illinois**

Located in central Illinois, approximately 120 miles southwest of Rockford at the intersection of I-39, I-74, and I-55, the City of Bloomington is the county seat of McLean County, the largest county in Illinois in terms of area. According to ACS data, the Bloomington–Normal MSA had a population estimated at 154,176 in 2007, which is up from 2005 estimates of 146,694. Although the MSA has had historically low unemployment rates over the past decade, recent cuts at Mitsubishi Motors manufacturing plant in Normal, Illinois, have affected the economy in a negative way. In 2008, Mitsubishi Motors North America (MMNA) originally reduced employees at the plant to 1,950, a significant decrease from the 3,150 individuals previously working at the facility. To prevent closing the plant, Union Auto workers of America (UAW) negotiated a wage and benefit decrease. The current (2009) employee count is at 1,264, and Mitsubishi has agreed to keep the plant operational until 2012. But, with lower salaries and benefits, the economic affect will be felt way beyond the nearly 2,000 employees that have already been laid off.

Much of the stability in the unemployment rate (October of 2009 at 6.5%) is...
greater the influence of other factors, such as the company's strategic decisions and the local economic environment.

In Peoria, the manufacturing sector is centered around diversifying the economy, either by attracting small parts manufacturers with vacant industrial space and tax incentives, or steering the city toward a more commercially driven economy. Its recovery efforts and economic restructuring may help the Rockford MSA deal with its current economic downturn.

Peoria, Illinois

Peoria is midway between Chicago and St. Louis, 138 miles southwest of Rockford. The Peoria MSA had an estimated population of 371,932 in 2008, making it the third largest MSA in Illinois, after Chicago Area and the Metro-East portion of the St. Louis Metro Area. Peoria's population was virtually unchanged between 2000 (112,936) and 2007 (113,546), making it the sixth largest city in Illinois. The unemployment rate was 11.7% in October of 2009, 8.2% in 2007, and 7.0% in 2000. The median household income in 2007 was $27,560, well below Michigan's MHI of $48,642. The MSA had an estimated 2008 population of 434,382, which was also a slight decline from the MSA population of 436,131 in 2000. In 2007, Flint had an unemployment rate of 10.3%, which is less than the 2000 estimates of 11.3%, and nowhere near the rates in the late '80s and early '90s. However, the Bureau of Labor Statistics shows that the MSA's unemployment rate has risen again, reaching 15.2% in October of 2009.

Flint was a major contributor of tanks and other war material during World War II due to its heavy manufacturing facilities. It was a highly publicized effect of the 1970s collapse of the US auto industry on surrounding communities. In the past decade, local efforts to counter deindustrialization centered around diversifying the economy, either by attracting small parts manufacturers with vacant industrial space and tax incentives, or steering the city toward a more commercially driven economy. Its recovery efforts and economic restructuring may help the Rockford MSA deal with its current economic downturn.

Fort Wayne, Indiana

Located in northeastern Indiana, with a population of 251,247, Fort Wayne is the second largest city in Indiana after Indianapolis. In 2008, the estimated population of the Fort Wayne MSA was 411,677. Unemployment in the MSA reached 10.3% in October of 2009, up from 2007 when it was 7.2%, and double the rate of 5.8% in 2000. The economic downturn during the early portion of 2009 hit the northeast Indiana employment base hard. The Fort Wayne MSA lost jobs at a rate approximately twice that of the State of Indiana from the point of peak employment in March 2000 through September 2004. According to the Bureau of Labor Statistics, the MSA lost 6% (16,750 jobs) of its employment base, compared with a 3.3% drop in employment across Indiana.

The local economy is based primarily on manufacturing, insurance, and health care. Not surprisingly, the vast majority of jobs lost were in the manufacturing sector—both statewide and in northeast Indiana. Between February 2000 and September 2004, manufacturing employment in the Fort Wayne MSA was down by 15,740 jobs, which represented a 21% decline in the industrial sector.

How the Rockford MSA Compares

Employment in the Rockford MSA fluctuated with the national economy during the past 20 years with approximately 150,000 employed in the total non-farm sector in 2009. In comparing the Rockford Area with the four other MSAs described above, we used 1990 as a base year. Total non-farm employment increased 14% between 1990 and 2000 and 15% in the Rockford MSA compared with an increase of 39% in Bloomington-Normal and 22% in Peoria. However, as a large former auto manufacturing economy, Flint actually declined 17% during this period and Fort Wayne increased only 11%. This comparison suggests that the Rockford MSA outperformed two of the other MSAs in overall employment change.

Because it represents the lion’s share of employment, the private sector closely follows the total non-farm sector. Substantial shifts occurred within the private service-providing sector, however, with employment rising from approximately 75,000 employees in 1990 to more than 100,000 in 2008, a 40% increase. During the same period, employment in goods-producing industries declined from approximately 55,000 to slightly more than 40,000, a 25% drop. Manufacturing declined even more (32%) and the trend in unemployment reflects these job losses.

As stated earlier, December 2009 unemployment for the Rockford Region was at 16%. Not only did unemployment rise with a decline in manufacturing jobs, but the average wages also declined as employment shifted from manufacturing to services. This trend occurred even though services such as medical doctors and technicians are paid well above other service workers and the Rockford Area is a strong contingent (13,842 jobs in 2001) of people employed in medical services.

Employment trends in the Rockford Area are somewhat similar to those in the four comparison metro areas similar in size and dependence on manufacturing. Rockford performed more poorly in total non-farm employment following the recession in the early 2000s, however, than did Peoria. One explanation could be the fact that exports are more important in Peoria as well as the concentrated attempts to focus on small business start-ups and health care in anticipation of the pending employment reductions by Caterpillar. Nevertheless, compared with an area such as Flint, also heavily dependent on the auto industry, the Rockford Area has done relatively well. See Figure 17.

In Peoria, manufacturing ended the period with fewer employees (10% decline) than in 1990. While it was hit hard in 2003, Peoria has been able to rebound continuously since that time, while the Rockford Area responded several years later and at a slower rate. Fort Wayne was comparable to the Rockford Area in the late 1990s but exhibited more stability because of differences in industrial structure. See Figure 18. In comparing Rockford with other MSAs in Illinois, a similar profile of trends in total non-farm employment shows that the Rockford MSA (16%
facturing employment in Illinois during the past 20 years. Automation com-
base during this period.

in 1990. The Quad-Cities also maintained a relatively stable manufacturing
share of employment but manufacturing was only 12% of the employment base
ington-Normal, home to Mitsubishi Motor Works, lost half its manufacturing
employment and went from 25% to 22% during this period. Bloom-
went from 35% of its employment in manufacturing in 1990 to approximately

Changes in manufacturing are shown more clearly in Figure 21 where Rockford
went from 35% of its employment in manufacturing in 1990 to approximately
21% in 2008. Decatur, on the other hand, was able to recover some lost manu-
facturing employment and went from 25% to 22% during this period. Bloom-
ington-Normal, home to Mitsubishi Motor Works, lost half its manufacturing
share of employment but manufacturing was only 12% of the employment base
in 1990. The Quad-Cities also maintained a relatively stable manufacturing
base during this period.

Even a cursory review of the trends illustrates the significant declines in manu-
facturing employment in Illinois during the past 20 years. Automation com-
bined with competition from other auto companies has replaced manufacturing
jobs with service jobs that often pay substantially less. The Rockford Area is
not alone in this trend, but it is equally clear that an aggressive effort will be
needed to replace many of these jobs.

Manufacturing Industries in Midwest Communities

An even closer examination, seen in Figure 20, of manufacturing employment
in the five Illinois metro areas demonstrates substantial differences in perfor-
ance between the Peoria and the Rockford Area economies. All of the Illinois
MSAs lost manufacturing employment in the past 20 years, but the Rockford
MSA experienced the largest decline (percentage-wise) during this period. In
2008, the Rockford MSA had 68% of the manufacturing employment it had in
1990; in comparison, Peoria and the Quad Cities each declined only 10% dur-
ning this period. By comparison, Bloomington-Normal lost 27% of manufactur-
 partly because of recent cutbacks in the auto industry.

The Peoria Area rebounded much better after the 2001-2002 recession than
did the Rockford Area. However, Peoria also underwent a downturn in the
early 2000s similar to Rockford but the variations in manufacturing employment
were less severe. One explanation may be the high dependence on exports
in the Peoria Area as noted previously. Demand in other countries remained
more stable which provided stronger markets for Caterpillar’s products. These
differences in economies within the same state suggest that statewide trends
and factors are not the important determinants; rather, differences in industry
structure and the types of markets served explain the differences. The down-
ward trend in manufacturing employment shows the vulnerability of the Rock-
ford Area economy to recessions and the long-term cutbacks in manufacturing
employment.

More explanation of these trends will be provided later in a detailed compari-
sion of employment trends considering the local industry mix and whether
these industries grew more rapidly than their national counterparts. That
analysis can shed light on the importance of local conditions that might be use-
ful in designing economic development approaches.

Changes in manufacturing are shown more clearly in Figure 21 where Rockford
went from 35% of its employment in manufacturing in 1990 to approximately
21% in 2008. Decatur, on the other hand, was able to recover some lost manu-
facturing employment and went from 25% to 22% during this period. Bloom-
ington-Normal, home to Mitsubishi Motor Works, lost half its manufacturing
share of employment but manufacturing was only 12% of the employment base
in 1990. The Quad-Cities also maintained a relatively stable manufacturing
base during this period.

Even a cursory review of the trends illustrates the significant declines in manu-
facturing employment in Illinois during the past 20 years. Automation com-
bined with competition from other auto companies has replaced manufacturing
jobs with service jobs that often pay substantially less. The Rockford Area is
not alone in this trend, but it is equally clear that an aggressive effort will be
needed to replace many of these jobs.

UNEMPLOYMENT TRENDS

While employment trends by type of industry help understand how a region
has changed in the past, equally important is an understanding of employment
stability or instability. A comparison of the five MSAs and Illinois as a state
shows the volatility of the economies in relation to the national and state reces-
sions over the past 18 years.

Several differences stand out. First, Decatur has traditionally had the highest
monthly unemployment rate except for the late 2000s when it was surpassed
by Rockford for several years including 2007, 2008 and 2009. Second, the
Rockford MSA has had wide swings in unemployment from the early 1990s
to 2003 when it hit 8.1%. Most recently, the Rockford MSA has the highest
unemployment rate of the five Illinois MSAs; individually these two counties are
the top two in Illinois in unemployment. Currently the unemployment rate for
the MSA is at 16%.

Third, Bloomington-Normal has had a much more stable economy. During the
past decade, the economy went from approximately 3% to 5% unemployment.
Cutbacks in Mitsubishi Motor Works explain much of this experience even
with a high percentage of employment in white-collar industries. Nevertheless,
Bloomington-Normal has continued to stay well below the statewide unem-
ployment rate.

Several observations are in order at this time. First, Peoria, with an increased
effort to diversify the economy focusing on small business growth, health
care, bio-tech and similar industries, is undergoing a transformation into a new
economy and, in fact, seems to hold its own in terms of unemployment. Sec-
ond, Bloomington-Normal, with a more diversified economy, including white
collar industries, is an example of how the presence of auto manufacturing can
add more volatile economic conditions. Decatur, an older manufacturing center
continually struggles with unemployment. These examples of sister MSAs in
Illinois may offer suggestions for local developers in the Rockford MSA as they
work through the CEDS process. Namely, economic diversification, expansion
of small businesses, and recruitment of white-collar jobs could add stability to
the local economy.

INDUSTRY CONCENTRATION

Trends in industries in the Rockford MSA are presented at two levels. (See
Greater Rockford Metropolitan Area

**Figure 22.** First, 2007 data from the Bureau of Labor Statistics (BLS) compiled from the Quarterly Census of Employment and Wages are used in calculating the Location Quotients to show the specialization of industries. Detailed data cannot be disclosed in sectors with fewer than three business establishments. These situations limit a full understanding of the importance of specific industries in the region, even large businesses. For instance, employment by a major employer such as the Chrysler plant in Boone County cannot be disclosed since it is the only establishment in a specific category.

The County Business Patterns (CBP) compiled by the Department of Commerce, an alternative data source, has the same limitations; however, the Center for Governmental Studies at NIU has a program to reliably estimate data for establishments when disclosure is an issue. Both sets of data are used in this report.

### Composition of Employment

The Rockford MSA gained in total employment between 2002 and 2007, from 134,832 to 138,107 (2.4%). The main increase was in Boone County, which grew from 10,937 to 14,749 during this period, while Winnebago County declined from 123,895 to 123,358. Expansions in the auto industry drove much of the growth, which will aggravate the employment situation in the coming years because of the heavy dependence on a cyclical industry. This may be especially true in this case since the Chrysler plant in Belvidere was operating three shifts in 2007.

While detailed information is not available on auto manufacturing specifically using the BLS data, the growing importance of manufacturing in general is obvious. In 2002, manufacturing represented 26.3% of the MSA’s employment, 36.9% of the Boone County employment and approximately 25.4% in Winnebago. These figures compare with an average of 14.1% of the U.S. employment overall.

By 2007, the percentages had changed substantially. The 33,821 employed in manufacturing represented 24.5% of MSA employment while manufacturing (6,394) was 43.4% of the employment in Boone County. Interestingly, while manufacturing employment increased its share in Boone, it dropped slightly in Winnebago to 22.2% by 2007. This may be explained at least in part by Chrysler’s working three shifts in 2007.

The North American Industry Classification System (NAICS) grouping of trade, services. The importance of these specific industries and their relative changes compared to national trends are described next.

**Location Quotients**

For simplicity in presentation, the main industries in the MSA have been grouped into four business categories:

1. Resource production and construction
2. Goods production and distribution
3. Business services
4. Human services and government

While the first three categories are typically considered wealth-generating, the last category, human services and government, is often considered a local service because it relies on a population base. In the case of the Rockford MSA, however, medical services are a major export to other areas and, specialized medical treatment especially can be viewed more as an export industry as well as a specific local service. This sector is a major employer and exports services. Specialized services draw patients in the same way that other businesses sell products or services.

Of the first category, production and construction business, only utilities indicate they export from the region. Mining, a relatively small industry, is declining similarly to rates of the rest of the country. Employment in construction increased 26.4% during the past decade to a significant extent because of the housing construction but also due to construction of business buildings during the economic expansion. Construction now has cut back substantially and will not represent as much employment in the near future due to the economic recession.

The second category, goods production and distribution, contains industries actively involved in exporting. For instance, the proportion of employment in manufacturing in the Rockford MSA is more than twice the concentration nationally. While this high proportion partly reflects the auto industry, it also includes many small manufacturing companies that market nationally and internationally (see previous discussion about exports). The unfortunate aspect is that the immediate future for auto production and suppliers is not very positive. The bright side is that some of these workers could be suited for entrepreneurial activities outside the automobile producing sector.
Figure 23 to the left shows the employment changes in each business category between 2000 and 2009. Industries vary in response to business cycles making the concentration of specific industries in a region important to understand in designing development strategies. Industry concentration also sets the stage for possible clusters in a region. A commonly used measure of industry specialization in a region is a Location Quotient (LQ), the ratio of the percent an industry represents in a specific region compared to a base region such as the U.S. The LQ is either more than, equal to, or less than 1.0 which suggests that the region either exports, meets only local demand, or imports products. While a LQ is a fairly indirect measure of economic activity, it can provide insights into the strengths of a region for economic development in two ways. First, industries with high LQs already serve markets beyond the MSA so they have an especially marketable product(s). Likewise, they may also purchase inputs outside the region that could, instead, be produced in the Rockford MSA. Thus, focusing on industries with a high LQ and those with an increasing LQ can suggest opportunities to develop business clusters. While industrial specialization offers advantages for a region, it also may mean vulnerability if, and when, that industry experiences a prolonged downturn. Second, examining industries with a low LQ can offer insights about business opportunities to produce goods locally that are currently purchased outside the region. Import substitution is often an attractive economic development strategy since sometimes products are imported simply because other businesses do not realize the opportunities for production (gap). In other cases, the product may already exist in the region but businesses still import it because they do not know that it exists locally (disconnect). However, low LQs often reflect factors that limited the concentration of these industries in the region in the past.

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Rockford MSA</th>
<th>Rockford MSA vs. National</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employment</td>
<td>Change</td>
</tr>
<tr>
<td></td>
<td>2000</td>
<td>2009</td>
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<tr>
<td>Total Employment</td>
<td>195,495</td>
<td>201,876</td>
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<tr>
<td>Farm</td>
<td>1,709</td>
<td>1,549</td>
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<tr>
<td>Forestry, Fishing and Related Activities</td>
<td>225</td>
<td>204</td>
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<tr>
<td>Mining</td>
<td>240</td>
<td>135</td>
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<tr>
<td>Utilities</td>
<td>1,481</td>
<td>1,597</td>
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<td>Construction</td>
<td>10,161</td>
<td>12,839</td>
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<tr>
<td>Manufacturing</td>
<td>44,334</td>
<td>33,958</td>
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<tr>
<td>Wholesale Trade</td>
<td>7,166</td>
<td>7,418</td>
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<td>Retail Trade</td>
<td>22,911</td>
<td>21,645</td>
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<td>Transportation and Warehousing</td>
<td>6,047</td>
<td>6,039</td>
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<td>Information</td>
<td>2,785</td>
<td>2,664</td>
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<td>Finance and Insurance</td>
<td>8,457</td>
<td>8,506</td>
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<td>Real Estate and Rental and Lease</td>
<td>4,678</td>
<td>6,479</td>
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<td>Professional and Technical Services</td>
<td>7,110</td>
<td>8,270</td>
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<td>Management of Companies and Enterprises</td>
<td>387</td>
<td>300</td>
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<td>Administrative and Waste Services</td>
<td>12,941</td>
<td>17,506</td>
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<td>Educational Services</td>
<td>2,151</td>
<td>2,783</td>
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<td>Health Care and Social Assistance</td>
<td>20,766</td>
<td>24,269</td>
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<td>Arts, Entertainment, and Recreation</td>
<td>2,424</td>
<td>2,905</td>
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<td>Accommodations and Food Services</td>
<td>11,693</td>
<td>12,183</td>
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<tr>
<td>Other Services, Except Public Administration</td>
<td>11,190</td>
<td>13,259</td>
</tr>
<tr>
<td>Government</td>
<td>1,349</td>
<td>1,158</td>
</tr>
</tbody>
</table>
While manufacturing is a major exporting industry in the Rockford Area, it also lost significant employment (over 10,000 jobs) in the past decade. The employment declines in manufacturing reflect the state and national experiences and result from higher competition from regions with lower wages. In addition, however, the number of employees needed to produce at past levels has decreased with more capital intensive industries. In this case, employment declines can still be associated with higher productivity levels and in some instances with higher pay for a smaller number of workers. One must exercise caution, especially in large sector showing strong signs of exports, but appears to be losing its relative share within the MSA. The same is true for fabricated metal product manufacturing. However, a snapshot of one year can be affected by business conditions and how the economy affects that specific industry. Nevertheless, these two business sectors bear watching as possible opportunities to increase exports from the region.

### Competitive Share

The employment changes demonstrate a wide differences among industries. First, manufacturing is a slow-growing or declining industry nationally and the MSA may have lost 12,719 manufacturing jobs because of its heavy dependence on manufacturing during the past decade. Second, construction did well nationally and the industry mix component indicates that a gain of 1,136 can be attributed to the presence of this industry. Comparable experiences exist with real estate, rental, and lease businesses (1,849). Finally, health care and social assistance as a sector grew rapidly during this period and 2,076 jobs can be attributed to a concentration of this industry in the MSA.

More interesting, however, is the fact that businesses in the MSA either out-or under-performed their national counterparts. In other words, removing the national growth effect and the industry mix-effect assigns the remaining employment changes to local effects (competitive share).

Several key findings should be noted. First, manufacturing in the Rockford MSA under-performed manufacturing nationally and 2,469 jobs can be attributed to this effect as of 2006. The cutbacks because of the cause of the 2007-2008 recession and the especially hard-hit auto manufacturing industries will make these losses higher when 2008 and 2009 data are available. Retail trade in the MSA also under-performed compared with stores nationally. This is partly explained because when manufacturing, with relatively high-paying jobs, cuts back, the income declines are almost immediately reflected in retail and wholesale trade and retail more directly. Clearly, the recent employment declines will aggravate this situation in the next several years.
On a more positive note, construction in the Rockford MSA out-performed its national counterparts and added 439 jobs as a result. The biggest contributor to employment growth, however, was administrative and waste services where 2,250 jobs can be attributed to the fact that local businesses grew more rapidly than their national counterparts. Most of the remaining sectors did not perform as well as the same sectors nationally.

## Entrepreneurship

The Rockford Region understands the importance of fostering a robust entrepreneurial support network. It is imperative for our region to create more sustainable, growth-oriented businesses as a significant part of our overall development strategy. Both of the economic development organizations in the region, the Rockford Area Economic Development Council and Growth-Dimensions for Belvidere-Boone County, have entrepreneurship and incubator programs. They are looking to expand within the next five years as restructuring and program growth are occurring.

Currently, we have the following infrastructure in place to support entrepreneurship.

### Counseling, Training & Mentoring - Entrepreneurs & Small Businesses

- City of Rockford Economic Development Division
- Rock Valley College’s Illinois Small Business Development Center
- NIU School of Business
- Rockford Area Ventures and Incubator
- Rockford College’s Center for Ethics and Entrepreneurship
- Rockford Local Development Corporation
- SCORE
- Stateline Angels
- SBA lenders offering 7a’s etc.
- U.S. Commercial Services (International/exporting)

### Counseling, Training and/or Mentoring Services - Medium Businesses

- Rock Valley College’s BPI – Outreach
- Rock Valley College’s Continuing Education Center
- Illinois Manufacturing Extension Center
- Rock Valley College’s Procurement & Technical Assistance Program
- Techworks
- Boone & Winnebago Counties Workforce Investment Board

### K-12 Programs Teaching Entrepreneurship

- Rock Valley College’s K-12 program
- Junior Achievement

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>National Growth Component</th>
<th>Industrial Mix Component</th>
<th>Competitive Share Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>Jobs</td>
<td>Percent</td>
<td>Jobs</td>
</tr>
<tr>
<td>Total Employment</td>
<td>10.9%</td>
<td>21,220</td>
<td></td>
</tr>
<tr>
<td>Farm</td>
<td>10.9%</td>
<td>186</td>
<td>-18.1%</td>
</tr>
<tr>
<td>Forestry, Fishing and Related Activities</td>
<td>10.9</td>
<td>24</td>
<td>-6.7</td>
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<tr>
<td>Mining</td>
<td>10.9</td>
<td>26</td>
<td>-3.3</td>
</tr>
<tr>
<td>Utilities</td>
<td>10.9</td>
<td>161</td>
<td>-16.7</td>
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<tr>
<td>Construction</td>
<td>10.9</td>
<td>1,103</td>
<td>11.2</td>
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<tr>
<td>Goods Production and Distribution</td>
<td>10.9</td>
<td>4,812</td>
<td>-28.7</td>
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<tr>
<td>Manufacturing</td>
<td>10.9</td>
<td>778</td>
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<tr>
<td>Wholesale Trade</td>
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<td>2,487</td>
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<tr>
<td>Retail Trade</td>
<td>10.9</td>
<td>656</td>
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<td>Transportation and Warehousing</td>
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<td>Information</td>
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<td>Professional and Technical Services</td>
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<td>Administrative and Waste Services</td>
<td>10.9</td>
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<td>Educational Services</td>
<td>10.9</td>
<td>2,254</td>
<td>10.0</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>10.9</td>
<td>263</td>
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<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>10.9</td>
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<tr>
<td>Accomodations and Food Services</td>
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</tr>
<tr>
<td>Other Services, Except Public Administration</td>
<td>10.9</td>
<td>146</td>
<td>-3.8</td>
</tr>
</tbody>
</table>

2010-2014 Comprehensive Economic Development Strategy
Greater Rockford Metropolitan Area

Current Initiatives Supporting Entrepreneurship
• Inventors Club (Venture Club)
• FastPitch Competition
• Innovate Illinois Competition
• Business Expo
• Entrepreneurship in the Rock River Valley Area Conference
• RAEDC’s International Seminar

Small Business Growth and Declines

Local economic development practitioners have shifted focus in recent years with more emphasis on entrepreneurship and small business start-ups as the number of large companies seeking to relocate has decreased. The National Employment Time Series (NETS) compiles data on both the number of establishments and number of jobs by year for both counties and MSAs. This data base uses Duns Marketing Information (DMI) files, among others, which contain more than 34 million businesses nationwide.

In 2000, the Rockford MSA had 13,847 establishments and by 2007 this number had increased to 16,631 (a 20.1% increase). The growth rate is consistent across the MSA with 18.9% in Boone County and 20.3% in Winnebago. While the number of establishments increased, the number of jobs represented by these companies decreased 4.5% (8,150 jobs). The decline in the number of jobs was higher, percentage-wise, in Boone County (6.0%) than in Winnebago (4.4%). These trends suggest that smaller companies replaced larger establishments as noted to the left in Figure 28.

On closer examination, the number of non-commercial establishments (non-profits, etc.) increased 16.4% in the MSA and the number of jobs increased 6.7%. This category includes many types of establishments which often pay lower wages than for-profit businesses but not always. The establishments are further subdivided into those owned or headquartered in the MSA (resident) versus those owned or headquartered elsewhere (non-resident). Between 2000 and 2007, the number of non-resident establishments declined 11.6% with a loss of 131 establishments all of which are located in Winnebago (4.4%). These trends suggest that smaller companies replaced larger establishments especially in Winnebago County.

Business Start-ups and Closures

More direct information on entrepreneurial trends and activities in the Rockford MSA results from an analysis of business start-ups and closures. The latest information, compiled by the Brandow Company, includes start-ups between January 2007 and January 2008. Note this information is prior to the economic downturn. Overall, there was an increase of 7.8% in businesses in the State of Illinois but the Rockford MSA rate was slightly lower at 7.4% with very little difference between Boone and Winnebago Counties. See Figure 29.

Percentage-wise, the main growth was in mining. Because of the small numbers involved, these changes do not bring more stability in making business decisions.

The counties differ, however, regarding job changes in resident establishments. While these establishments brought an increase of 4,208 jobs in the MSA, all of them are in Winnebago County. In fact, Boone County lost 572 jobs in resident establishments between 2000 and 2007. The declines in the number of jobs in resident establishments occurred in large businesses—those with 100 or more employees. In fact, a loss of 920 jobs was reported in businesses with 500 employees or more in Boone County. The reverse situation was reported in Winnebago County with an increase of 2,506 jobs in Stage 4 resident companies (24.3%) during this period. Thus, the MSA as a whole has had decided growth in employment in the largest businesses but at the cost of small to mid-size establishments especially in Winnebago County.
significant affect employment in the counties. More important is the growth in transportation, communication and utilities (17.9%) which surpassed the state average of 13.4%. Both counties exceeded the state percentage growth.

On the downside, however, manufacturing in the MSA increased only 3.1% compared with a statewide average of 5.5%. The limiting factor here is Boone County which reported an increase of only 1.3% compared with 4.9% in Winnebago. These trends further substantiate the concerns expressed earlier about manufacturing losses in the MSA. Increases in wholesale and retail trade in the MSA both surpassed the statewide average in start-ups but services were slightly below the statewide average.

Equally important are business closures and these data for a three-year period. Closures can occur for several reasons, not all of them representing business failures. For instance, retirements or death can close financially healthy establishments. Likewise, business owners may encounter a change in lifestyle or move away and are unable, or not interested, in selling the business.

The Rockford MSA experienced a lower closure rate than the State of Illinois—13.2% compared with 15.0% statewide. The counties differ considerably, however, with Winnebago (14.4%) markedly higher than Boone County (11.9%). While transportation, communications, and utilities reported the highest start-up rates, they also reported the highest closure rates at 17.4%. While closures are never desirable, a certain amount of “churning” — i.e. starts and closures — shows that the economy is active. The hope, however, is that the number of starts exceeds the number of closures over several years. 26 of the largest 500 companies in the area closed within the last three years, resulting in 4,000 employees losing their jobs. In addition, these businesses lost over 11,000 jobs due to layoffs and downsizing during this period. In total there was a net loss of nearly 17,000 jobs in the last two years alone.

Significant turnover was also reported in construction businesses (14.5%), and a substantial difference was reported between the counties in finance, insurance, and real estate. Winnebago reported a closure rate of 13.4% compared with 3.9% in Boone County. Firms in this sector, however, are likely to serve both counties but may be headquartered in Rockford which could account for a higher turnover.

Perhaps the most important finding involves a comparison of the business starts with closures. The State of Illinois had a total closure rate of 15.0% compared with a start-up rate of 7.8%. The Rockford MSA, by comparison had a closure rate of 13.2% compared with a start-up rate 7.4%. By this comparison, the MSA fared better than the State.

**LEADING EMPLOYERS**

It is important to understand the employment distribution and leading employers in the region as a backdrop for later discussions of potential investment strategies. A list of the largest employers in the Rockford MSA documents the importance of educational and health care institutions. The top 500 trackable companies in the area employed nearly 100,000 people in the MSA in 2009.

As for the largest five employers, the Rockford School District employed 3,730 people in 2009, followed by Rockford Health System with 3,003 people, SwedishAmerican Health System at 2,988 people, Rockford Memorial Hospital with 2,700, Walmart with 2,750, and the OSF Healthcare System at 2,303 people. Combined, these three health care institutions employed a total of 8,300 people. These employers document the importance of health care as an industry in the MSA. Since health care continues to be a growth industry, these businesses may offer opportunities for investment in the future. Related businesses such as Anderson Packaging, which does contract packaging for the pharmaceutical and health care industries, employed 883 in 2009.

In terms of top employers, Rockford Public Schools, health care (Rockford Health Systems, Swedish American Health Systems, and OSF St. Anthony Medical Center), automotive (Chrysler and its suppliers), aerospace (Hamilton Sundstrand and Woodward Governor), metals manufacturing (Greenlee Textron), package sorting (UPS), and local government (Cities of Rockford and Belvidere and Boone and Winnebago Counties) have had the largest number of positions in the last three years.

Of equal or even more importance is to understand recent changes. Information is available on both expansions or new facilities and downsizings in the past two to three years. The Rockford MSA experienced considerable growth in employment in 2005-2009 in businesses either new to the area or expanded with 100 or more employees. Employers experiencing large expansions in employment include NCO Group, Chemtool, General Mills, and Lowes Home Improvement.

Counting changes in numbers of jobs does not present a complete profile of how the economy is shifting because the pay levels differ widely. Even within one company, adding a position in a high management position has a very different effect on the economy than hiring someone at the beginning level of operation. Also, the recent economic downturn has reduced the usefulness of past trends and their implications for the future.

A cursory snapshot of the early impact of the current recession is already available. Since 2007, for instance, Chrysler Corporation reported layoffs of about 2,100 employees. While Chrysler has temporarily brought back about 1,000 employees, these positions are not permanent and the fate of all the employees is uncertain with the company being newly managed by Fiat. Numerous suppliers to Chrysler reported layoffs as well. Syncreon, Android Industries, ArvinMeritor OE, and Grupo Antolin Illinois combined had a reduction of over 800 employees since the Chrysler downsizings began.

Since 2005, the top 500 employers in the Rockford MSA employed nearly 108,000 at their peak operations. Currently they employ only about 93,000. This represents a loss of nearly 17,000 jobs since 2005. These cutbacks, of course, are only the direct effects. The reductions mean people will spend less in the community, or in some instances, may move away in search of better em-
Greater Rockford Metropolitan Area

Employment opportunities which also adversely affects the local economy. These trends suggest that within the next year or so when the national recession bottoms out and the economy starts to recover, creating an entrepreneurial environment within the Rockford MSA will be important to foster new business development.

Competitiveness of the Region

Knowing the competitiveness of the Rockford MSA for industrial attraction helps lay the groundwork for a local development strategy. The results of an annual survey of Corporate Consultants by Area Development Magazine were analyzed to provide a useful strategy for identifying characteristics to consider in a competitive analysis. However, it is important to have a reference for comparing the economic development potential of an area in terms of how business organizations see the Region. The main factors considered important in selecting sites for location are briefly described next.

Highway accessibility ranked most important in the 2008 national survey of rockconsultants with 94.5% of the respondents rating it as important or very important. Fortunately, the Rockford Area has excellent access to modern highways north, south, and east into the Chicago Metro Area. Long-term plans are underway to expand US 20 as a four-lane highway westward to Dubuque, Iowa. Second most important were labor costs as indicated by 91.4% of respondents. Third was occupancy and construction costs which were rated as important or very important by 94.0%. This factor increased in importance since 5th in the 2007 ranking (88.2%). Next most important are tax exemptions (88.6%) followed by energy availability and costs (87.9%). Availability of skilled labor (87.7%) and state and local incentives (87.2%) are also important in industrial location decisions. Quality of life factors are also important considerations, although sometimes rated lower and/or by fewer respondents, in the annual survey. Factors such as low crime rate (78.2%), health care facilities (77.6%), and housing costs (67.1%) are especially important to potential businesses.

Wage Comparisons

Labor costs involve two factors: wages or salaries, and productivity of workers. Higher wages can be paid to workers where productivity is high. A comparison of labor costs depends on specific industries and occupations. Detailed information on hourly wages is available from the Illinois Department of Employment Security (IDES) and the Bureau of Labor Statistics by occupation and broad industry classification. The percentage of employees in pre-retirement years (55-64) is compared with the percentage 65 years and older but still employed. The 2007 national recession has released a sufficient number of workers with marketable skills so that impending shortages may not be as serious an issue during the next several years as previously thought. Depending on the pace of the recovery, however, the issue could resurface in the future.

In 2007, there were 5,478 workers between the ages of 55 and 64 years employed in manufacturing in the Rockford MSA. See Figure 31. This number includes all workers and is not limited to those actively involved in the production process which limits the usefulness of the information for understanding possible shortages of technical skills. Nevertheless, it appears that 16.3% of the workforce could conceivably retire in the next 5 to 10 years. Another 913 workers in manufacturing are 65 or older.

Health care and social services is another main employment category in the Rockford MSA. The age distribution is relatively similar to manufacturing with 15.1% in the pre-retirement years and 3.6% of those currently employed are 65 years or older. In the case of health care, and medical services especially, technical skills may be involved which will take substantial training initiatives to replace retiring workers. The fact that 725 employees in this business group are of age 65 or older, coupled with another 3,071 within 10 years of retirement age may be cause for some concern both from the perspective of service delivery but also because health care is such an important industry in the Rockford MSA. This could represent a potential employment growth area in the future. The pending shortage of health care workers across Illinois is widely recognized. The Rockford MSA contains several highly respected training programs for these workers which should be considered an asset for development in the future as well.

Age of the Workforce

In addition to being competitive in wages, it is also important to anticipate potential retirements and a potential shortage of certain skills. While detailed information on age of worker is not readily available by occupation, a special tabulation by the Illinois Department of Employment Security is available by broad industry classification. The percentage of employees in pre-retirement years (55-64) is compared with the percentage 65 years and older but still employed. The 2007 national recession has released a sufficient number of workers with marketable skills so that impending shortages may not be as serious an issue during the next several years as previously thought. Depending on the pace of the recovery, however, the issue could resurface in the future.

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Twelve Industries Targeted for 2010-2014

1. Aerospace Production
2. Alternative Energy
3. Chemical Manufacturing
4. Customer Service Centers
5. Food Processing
6. Healthcare
7. Industrial Machine Manufacturing
8. Logistics
9. Metals Manufacturing
10. On & Off Road Vehicle
11. Professional Business Services
12. Rail-Related Manufacturing

Jacobs Engineering (formerly Carter-Burgess), a major national site selection and architectural/engineering firm, was commissioned by the Rockford Area Economic Development Council (RAEDC) to conduct a targeted industry analysis of Winnebago and Boone Counties of Northern Illinois, an area with a laborshed population of about 800,000 and a labor force of over 434,000. Methodology included regional site location and an input-output analysis. The Rockford Region was benchmarked against several competitor cities, including: Chicago, Illinois; Des Moines, Iowa; Fort Wayne, Indiana; Milwaukee, Wisconsin; and Toledo, Ohio. Note: industries identified by Jacobs Engineering in the list below are denoted with *.

In addition, several key industries have been identified as emerging and evolving clusters in the area. Evolving clusters are existing area industries specifically targeted as attracting additional or new business concentrations. Emerging clusters are targeted by local economic development professionals as being key, new industrial clusters for the Region.

Existing Clusters
Transportation Equipment Manufacturing and R&D*
   Aerospace, “on and off-road” vehicle suppliers, Industrial Machinery, R&D Engineering

Industrial Machinery Manufacturing and R&D*
   Machine tools, food processing equipment, medical equipment, R&D engineering

Logistics*
   Retailers, pharmaceuticals and medical, 3rd party providers

Customer Service Centers*
   Medical, insurance, banking, tech support

Regional Market Uniqueness
- High quality of life in area
- Low cost of living
- Excellent infrastructure network and access, central location to north-south and east-west markets
- Low transportation costs
- Low labor costs
- Positive labor/management relations
- Available/productive labor force
- Competitive utility infrastructure in place, reliable service
- Affordable sites and buildings
- Enterprise Zone, TIF, Industrial Development Revenue Bond and Revolving Loan Fund programs, and other incentives available
- Educational assets and workforce training available
- Quality community services in place
- Pro-development oriented communities
- Rural/urban environment
- Proximity to Chicago, Milwaukee, and Madison amenities
The Rockford Region is the fastest growing Illinois MSA, and is an obvious distribution center location.

By locating here target employers can save at least 6% over Chicago and 4% over Milwaukee.

Engineers, particularly aerospace, electrical, and machine related, are relatively plentiful and easy to recruit locally.

Due to the engineering center environment, R&D operations are well suited for the Rockford Area.

In fact, 36,000 engineers reside in northern Illinois.

Target prospects will be very satisfied with labor quality in the Rockford Area.

Rockford colleges are a tremendous asset to new companies looking to jump-start a new work force.

Relocation of corporate employees is an “easy sell” when you combine competitive prices and the good quality of life.

There are multiple reasons for concluding these twelve industries represent the region’s best opportunity for developing a stronger economy in the near future. The area lies in the heart of the Midwest. Its central time zone location allows companies to reach its customers from coast to coast during normal business hours. The 45 institutions of higher learning within a 75-mile radius of Rockford provide a skilled and readily available work force. The Rockford Region’s low cost of living and competitive wage rates benefit both employers and employees.

The CEDS Strategy Committee intends, if an adjustment grant is obtained from the EDA, to conduct a more thorough analysis to restructure and diversify the economy by determining the strengths of existing industries, what industries are evolving out of current industries in the area, and what industries are emerging both locally and globally that are well-suited for the Region. Specifically, this will include an investigation into what industries are best suited to restructure the economy as well as updating the labor shed analysis to match these industries. For instance, the manufacturing and automotive industries are evolving (the two largest employing sectors in the area), and there is a crucial opportunity and need to understand how these existing industries can emerge and evolve as the green economy grows.

### Key Conclusions for Targeted Industries

- The Rockford Region is the fastest growing Illinois MSA, and is an obvious distribution center location.
- By locating here target employers can save at least 6% over Chicago and 4% over Milwaukee.
- Engineers, particularly aerospace, electrical, and machine related, are relatively plentiful and easy to recruit locally.
- Due to the engineering center environment, R&D operations are well suited for the Rockford Area.
- In fact, 36,000 engineers reside in northern Illinois.
- Target prospects will be very satisfied with labor quality in the Rockford Area.
- Rockford colleges are a tremendous asset to new companies looking to jump-start a new work force.
- Relocation of corporate employees is an “easy sell” when you combine competitive prices and the good quality of life.

### Targeted Industry Strengths

#### Aerospace Production

- Access to R&D, engineering, and technical talent
- Presence of other aerospace R&D operations in the region
- Training and higher education access
- High quality of life and culture
- Access to an airport sites/buildings for testing and prototyping

#### Industrial Machine Manufacturing

- Access to R&D, engineering, and technical talent
- Access to air, land, sea transportation
- Many training opportunities
- Regional suppliers
- Large, critical mass of companies

#### Alternative Energy

- Presence of alternative energy R&D operations in the region
- Access to R&D, engineering, and technical talent
- Access to air, land, sea transportation
- Access to distribution lines, supply chain, and component manufacturers

#### Chemical Manufacturing

- Access to raw materials
- Access to air, land, sea transportation
- Available industrial sites with rail
- Water and sanitary sewer capacity
- High return on capital investment

#### Customer Service Centers

- Highly skilled workforce
- Telecommunications infrastructure in place
- Training incentives
- Existing Class B buildings
- Access to O’Hare air, RFD air service
- Large, critical mass of companies

#### Food Processing

- Access to raw materials
- Access to air, land, sea transportation
- Good market access
- Excess water & sewer capability
- Large, critical mass of companies

#### Healthcare

- Rapidly expanding workforce
- Training incentives
- Large regional location activity
- Growing, aging population
- Network of existing healthcare facilities, professionals

#### Logistics

- I-90/I-39/U.S. 30 access
- Access to air, land, sea transportation
- Improved smaller sites (25-55 acres) with rail
- Highly skilled workforce
- No state inventory tax
- Large, critical mass of companies

#### Metals Manufacturing

- Access to R&D, engineering, and technical talent
- Access to air, land, sea transportation
- Many potential sites with rail
- Low-cost existing buildings
- Access to suppliers
- Large, critical mass of companies
- Access to supply chain and component manufacturers

#### On and Off Road Vehicle

- Highly skilled workforce
- Access to R&D, engineering, and technical talent
- Access to air, land, sea transportation
- Short distance to auto plants
- Good regional suppliers
- Large, critical mass of companies
- Good job and wage impact

#### Professional Business Services

- Growing population
- Growing number of business establishments
- High quality of life
- Low cost of living
- Rapidly emerging young professional talent
- Culturally diverse community
- Proximity to major metropolitan areas

#### Rail-Related Manufacturing

- Access to R&D, engineering, and technical talent
- Presence of other R&D operations in the region
- Training and higher education access
- Access to supply chain and component manufacturers
Local Planning Initiatives

The intention behind preparing this CEDS for the Rockford MSA is to create a document that builds on existing plans, policies, and programs for a comprehensive development strategy that all parties in the MSA can agree on and pursue. As part of that effort, we reviewed the planning documents listed below, concentrating on those that are truly local. These served as the source for an initial listing of goals for the CEDSS.

- Rockford Area Ventures entrepreneurship and incubator program.
- Attracting and Retaining Talent to the Rockford Area (ARTRA).
- Freedom Field renewable energy test site.
- NextRockford young professionals organization.
- River District Commission—main street program.
- Sister City Commission—international economic development assistance.
- The Element—rebirth of arts in economic development in Rockford Area.
- Go Global Committee.
- Community Development Corporations.
- Rockford Area Career Clearinghouse (RACC).
- Rockford Local Development Corporation Board (RLDC).
- Village of Machesney Park Village Plan ’94; prepared by Trkla, Pettigrew, Allen & Payne, Inc.
- Boone County Comprehensive Plan, prepared by Vandewater & Associates, adopted November 15, 1999. Also published was the Flora Neighborhood Plan, the Highway 173 Corridor Plan, and the Tollway Point Story Book.
- Winnebago County 2030 Comprehensive Land Use Plan; prepared by Caminos, Ltd. and Nicolosi & Associates, January 2009 draft.
- Rockford Area Transportation Study (now RMAP) or Rockford Metropolitan Agency for Planning; Year 2035 Long-Range Transportation Plan; prepared by BARTS with T.Y. Lin International and The al-Chalabi Group, Ltd.; adopted, July 28, 2005.
- Opportunity Returns—Northern Statewide Region, IL Department of Commerce and Economic Opportunity, October 2003.

In addition to reviewing planning documents for goals and objectives, we went one step further and examined economic development initiatives that are in place at various levels (local, regional, statewide). Reviewing these documents shows that the region’s economic difficulties have not arisen from a lack of local effort.

Regional Initiatives

- Tri-State Alliance: Effort between Northern Illinois, South Wisconsin, and East Iowa to create economic development opportunities through job creation and infrastructure improvement.
- Midwest High-Speed Rail Coalition: To bring high speed rail corridors through the Northern Illinois region.
- I-39 Logistics Corridor Association: To foster economic development from Beloit to DeKalb along Interstate I-39.
- Ignite (Young Professionals Chamber program).
- Stateline Angles.
- Rockford Metropolitan Agency for Planning Committees (RMAP).
- Foreign Trade Zone #176: Grantee (administrator) is the Greater Rockford Airport Authority located at RDF (Chicago Rockford International Airport) within the Rockford Port of Entry of the US Customs and Border Protection. The Zone was established in 1991 as a general purpose zone (GPZ) serving multiple users. FTZ #176 currently includes 22 partners including GPZ sites and subzones for single user plants (often manufacturing or distribution centers).
- The American Assembly: A two-day event to discuss the economic wellbeing of the Tri-State Alliance region.
- Rockford Local Development Corporation (RLDC): Operates a direct loan fund for businesses in Rockford and manages regional loan programs for the Northern Illinois CDC and the US Small Business Administration 504 Program.
- Illinois Community Service Block Grant Program (CSBG): Administered jointly by IL DCEO and the City of Rockford Human Services Department; provides long-term, fixed-rate financing to new or expanding businesses in exchange for job creation and employment of low-income individuals in the Rockford MSA.
- NICITI (Northern Illinois Commuter Transportation Initiative): Goal is to identify a local preferred alternative for public transportation providing an efficient, affordable and attractive link between the Rockford MSA and the Chicago region.

State of Illinois Initiatives

- Illinois Small Business Development Center at Rock Valley College. Offers business counseling services to help entrepreneurs expand existing businesses or start up new ones at no cost. Counseling is one on one and can cover accounting, legal issues, loan proposals, marketing, advertising and promotion. Located at EIGERlab.
- Illinois Procurement Technical Assistance Center at Rock Valley College. Provides information and assistance to those who want to find out how to do business with federal, state or local governments. Also works closely with other business assistance programs to provide such services as trade/export assistance through international trade centers, access to financial and energy management assistance, and job training help. Located at EIGERlab.
- Dislocated Worker Program: Serves residents of the Rockford MSA who have been laid off. 2010-2014 Comprehensive Economic Development Strategy
Greater Rockford Metropolitan Area

off or terminated from their jobs, who have worked for a company that has recently closed or moved out of state or out of the country. Services are provided by Rock Valley College through funding from Boone and Winnebago County WIB, the Rock River Training Corporation, the IL DCEO, and US Department of Labor. Located in downtown Rockford.

- Rock River Valley Entrepreneurship Center: Regional hub for coordinating small business and entrepreneurship training and development activity. Service area includes the Rockford MSA plus Ogle and Stephenson Counties. Operated by Rock Valley College; located at EIGERlab.
- IL Manufacturing Extension Center (IMEC): Provides assessment to improve performance, benchmarking, project manager to ensure satisfaction; located at NIU’s Rockford campus.
- IL DCEO provides the LocationOne Information System (LOIS) as a means of conducting searches for available commercial and industrial sites and building locations throughout Illinois. Maintained in partnership with communities across the state, LocationOne is designed to address the specific site selection data requirements of businesses and their consultants. Within the Rockford MSA region, LOIS is hosted on the websites of the Rockford Area Economic Development Council, Winnebago County and Growth Dimensions for Belvidere-Boone County.
- IL DCEO is launching a pilot project to explore ways to expand the role and scale of social enterprises in increasing employment opportunities for low-income, disadvantaged individuals in IL, especially in depressed economic areas and communities. DCEO will be awarding planning grants for developing or expanding social enterprises in several targeted industries.
- IL DCEO is working with state agency partners in conducting pilot projects to expand access to high-demand health care career opportunities. Projects will be funded with industry organizations, local WIA’s, community colleges and nonprofit organizations that address how to train and place more skilled workers in these targeted specialty areas with documented shortages.
- IL DCEO is working with state agency partners to conduct similar pilot projects to implement the recommendations of the Manufacturing Task Force of the Illinois WIB.
- IL DCEO is working with state agency partners to provide grants to regional economic development and/or industry organizations to develop and implement workforce development solutions to critical workforce shortages in skilled, high-wage occupations in key economic sectors of the state and a region within the state.

National Initiatives

- Economic Stimulus Package (ARRA): EDA grant program making funds available for local economic development initiatives.
- Community Development Block Grant/HOME/ESG: Federal funds used by the City of Rockford for a variety of housing and economic development programs.
- Neighborhood Stabilization Program (NSP): New funding allocated to the City of Rockford by the federal government to deal with foreclosure and related issues. City has received roughly $2.2 million.
- SBA 504 Loan Program: Provides long-term, fixed-rate financing to small businesses to acquire real estate, machinery or equipment. It is administered in the Rockford MSA by Rockford Local Development Corporation.
- SBA 7(a) Guaranteed Loan Program: Generally available for business start-ups and to meet various short- and long-term needs of existing businesses. 7(a) loans are available through commercial banks.
- HUD Section 108 Loan Guarantee Program: Provides CDBG entitlement communities, such as Rockford, with a source of financing for economic development, housing rehab, public facilities and large-scale physical development projects. The 108 Program allows them to transform a small portion of their CDBG funds into federally guaranteed loans large enough to pursue large-scale economic development projects.
- Federal historic preservation income tax credits: City of Rockford economic development staff works extensively with local property owners to encourage use of this incentive.
- Economic Development Initiative (EDI): Available through HUD; provides grants to local governments to enhance both the security of loans guaranteed through the Section 108 Loan Program and the feasibility of economic development and revitalization projects they finance.
- Brownfields Economic Development Initiative (BEDI): Also available through HUD; BEDI is a competitive grant program designed to stimulate and promote economic and community development. Designed to assist cities with redevelopment of abandoned, idled or underused industrial and commercial facilities where expansion and redevelopment is burdened by real or potential environmental contamination.
Incentives

It is vital that local economic development agencies be competitive in the types of fiscal incentives they can provide to current and prospective businesses. Detailed information on specific incentives is always difficult to obtain and compare among governments because even the same types of incentives are often administered on a case-by-case basis according to the different needs of prospective businesses. Thus, it is not only important to know the types of incentives available but also to know how often they are provided and how aggressively they are marketed.

A more detailed examination of the incentives provided in the Rockford MSA will be undertaken in the future when Economic Development District status is achieved. First, information for the Rockford Area Economic Development Council is provided. These incentives are available on the RAEDC website so they can be clearly seen by prospective businesses. The information is available in sufficient detail so business leaders can undertake a preliminary analysis of the impact on their cost. Second, in addition to these local initiatives, regional, statewide and national incentives are available in the Rockford MSA.

Tax Incentives

- Enterprise zones – available in specified area of the City of Rockford and in Belvidere-Boone County.
- River Edge Redevelopment Zone – offers basically the same incentives as the enterprise zone; only available in the specified River Edge zone in the City of Rockford.
- Winnebago County property tax abatements – available for jobs meeting specified criteria on the County portion of the property tax bill.
- New Markets Tax Credits – available in specified census tracts in Rockford.
- Federal Historic Preservation 20% income tax credits – available for approved rehabilitation of properties listed on the National Register of Historic Places, regardless of location.

Direct Financial Assistance

- Tax increment financing – TIF districts are a common vehicle for providing direct assistance to development projects using local resources. TIF districts exist in Belvidere, Loves Park, Machesney Park and Rockford.
- Small business loan programs – both Rockford and Winnebago County offer these, although the City’s program is administered by the Rockford Local Development Corporation (RLDC).

Immigration Through Investment EB-5 Visa Program

The Rockford Area is part of the certified Chicagoland Regional Center of the United States Citizenship and Immigration Services (USCIS) program for Immigration through Investment. By investing in the Rockford Area, foreign nationals can receive EB-5 Visas that may lead to permanent residency in the United States. The Chicagoland Regional Center is the only Regional Center in the State of Illinois.

Under section 203(b)(5) of the Immigration and Nationality Act (INA), 8 U.S.C. § 1153(b)(5), 10,000 immigrant visas per year are available to qualified individuals seeking permanent resident status on the basis of their engagement in a new commercial enterprise. Of the 10,000 investor visas (i.e., EB-5 visas) available annually, 5,000 are set aside for those who apply under a program involving a USCIS-designated “Regional Center.”

The U.S. Immigrant Investor Program offers green cards to qualifying foreign investors and their families who invest a minimum of $1 million (or $500,000 in “targeted employment areas” (TEA) where unemployment is 150% of the national average) in businesses that create at least ten full-time permanent jobs for U.S. workers. Provided that the investment is maintained and achieves the job requirements of the program, permanent green cards will be issued after two years.

Incentives for Expansion

These incentives include a variety of low cost loans or below-market interest rates for businesses undertaking specific types of projects allowed under the programs. Since many of these programs are either state or federal, the Rockford Area can only have an advantage if it markets the incentives more aggressively. However, two incentives listed—Industrial Revenue Bonds and Winnebago County Tax Abatement and Loan Program—are locally administered and represent ways in which the Rockford MSA can be especially attractive to businesses.

The industrial revenue bond program provides long-term financing (usually more than $1.5 million) for loans structured by local banks. The rates typically are below prime and are aimed at companies that produce a tangible product.

The Winnebago County Tax Abatement and Local Programs offer abatements of county taxes on a specific project and provide low interest rates for up to $150,000 for each new job created in the first 2-3 years. The average loan is $100,000 with a term not to exceed 10 years. The focus of these incentives is on creating jobs in the County.

Incentives for Recruitment

The Rockford MSA participates in the usual statewide programs such as Enterprise Zone, Tax Increment Financing, Economic Development for a Growing Economy, and the State Treasurer’s Recovery Loan Program. These programs provide a variety of tax abatements and low cost loans to businesses that locate in specific areas of the county or city. The EZ and TIF districts are defined programs aimed at revitalizing a dilapidated part of a jurisdiction that meets established criteria.

As noted previously, it is important that the Rockford Area participate in these programs so that it is competitive with other locations. However, equally important is the level to which the programs are marketed to prospective companies. Even a cursory review, however, indicates that the RAEDC is competitive with the state sponsored programs.

Incentives for Start-ups

A third set of programs is intended to help businesses starting in the area. The programs listed are partly state or federal programs such as through the Small Business Administration or the Illinois Department of Commerce and Economic Development.
Opportunity but are administered locally. The incentive programs offer fixed rate loans for start-ups, expansions, and modernization. The various programs vary with respect to interest rate subsidies as well as the size of the loan that can be provided. In some instances, the programs are targeted by business size. In other programs specific owner characteristics are used to provide assistance to minorities or other groups.

Initiatives actually in use in the Rockford MSA generally focus on incentives in one of three forms – tax incentives, direct financial assistance, or providing needed infrastructure for a project – or on dealing with brownfields in one way or another.

**Infrastructure Improvements**

Infrastructure incentives are usually handled on a case-by-case basis through a development agreement between the municipality and the developer. Such agreements are most commonly found in association with a TIF district or as part of an annexation agreement. The Area works with the Economic Development Administration with the submission of this Comprehensive Economic Development Strategy to apply for infrastructure and public works grants.

**Brownfields**

- City of Loves Park received funding from US EPA for brownfield assessments, and the City has established a Brownfields Redevelopment Advisory Committee to aid them in their redevelopment efforts.
- Village of Machesney Park has one brownfield site funded through IEPA. Phase I and II assessments have been completed and the Village is ready to prepare a remediation action plan.
- City of Rockford maintains an active program of brownfield assessments and, when funds are available, remediation. Rockford has made extensive use of both US EPA and IEPA funds to do this.

**Services Available Through Economic Development Organizations**

- Database of available sites and building profiles
- Wage and labor market information
- General, statistical, economic and demographic info
- Employer training program information
- Energy cost information and comparisons
- Business climate cost analysis
- Coordination of state and local incentives
- Business financing programs
- Relocation services

**PROGRAMS FOR EXPANSION AND RECRUITMENT**

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<td>Below market rate loan - consumer or development</td>
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<tr>
<td>Employ Illinois</td>
<td>Below market rate loan</td>
</tr>
<tr>
<td>Large Business Development Program - LBDP</td>
<td>Incentive funding to encourage large out of state co's to locate in IL or encourage existing IL co's to undertake major job expansion/retention projects within IL</td>
</tr>
<tr>
<td>Business Development Public Infrastructure Program</td>
<td>Fixed low or no-interest rate loan to local government for infrastructure improvement</td>
</tr>
<tr>
<td>Employer Training Investment Program (ETIP)</td>
<td>Grant funds to assist with employee training, single company or multi-company training projects. Large Company and small-mid company components</td>
</tr>
<tr>
<td>Export Import Bank of the U.S.</td>
<td>Provides financing for qualified exporters in terms of export loans, insurance, and working capital guarantees</td>
</tr>
</tbody>
</table>

**PROGRAMS PRIMARILY FOR RECRUITMENT**

<table>
<thead>
<tr>
<th>Program</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Zone</td>
<td>$10,000 - $75,000 loan; property tax abatement; sales tax exemption; job tax credit; pollution control facilities exemption; utilities tax exemption</td>
</tr>
<tr>
<td>Tax Increment Financing - TIF</td>
<td>Bonds issued to finance private investment in blighted and depressed areas for activities such as property acquisition, site preparation, demolition, or renovation</td>
</tr>
<tr>
<td>EDGE - Economic Development for a Growing Economy</td>
<td>Tax credit based upon the personal income tax collected on salaries paid to employees holding the new jobs created</td>
</tr>
<tr>
<td>State Treasurer's Economic Recovery Loan Program (ER)</td>
<td>Below market rate loans to companies bringing good-paying jobs with benefits to IL; primary emphasis on mtg.</td>
</tr>
</tbody>
</table>

**PROGRAMS FOR EXPANSION OR START-UP**

<table>
<thead>
<tr>
<th>Program</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rockford Local Development Corp. Northern IL Community Development Corp Small Business Administration 504 Program</td>
<td>Fixed rate loans for business start-up, expansion, modernization, etc. Fixed rate loans for business start-up, expansion, modernization, etc.</td>
</tr>
<tr>
<td>Manufacturing Modernization Loan Program</td>
<td>Sub-prime rate loans to manufacturers for financing upgrading and modernization of equipment and operations</td>
</tr>
<tr>
<td>Participation Loan Program</td>
<td>Help given to small businesses or small businesses that are 31 percent owned and managed by persons who are minorities, women, or disabled through lending institutions to obtain financing for business start-ups, expansion, modernization and competitiveness improvement</td>
</tr>
</tbody>
</table>

**Services Available Through Economic Development Organizations**

- Database of available sites and building profiles
- Wage and labor market information
- General, statistical, economic and demographic info
- Employer training program information
- Energy cost information and comparisons
- Business climate cost analysis
- Coordination of state and local incentives
- Business financing programs
- Relocation services
ECONOMIC DEVELOPMENT PRIORITIES

By combining extensive knowledge of the local economic situation and the results of a SWOT analysis with a review of the economic development goals and objectives found in existing local planning documents, members of the Rockford MSA CEDS Strategy Committee agreed on a vision statement for the Region. From this, they were able to develop goals and strategies.

These goals aim to empower and elevate the entire Rockford Metropolitan Statistical Area as a whole. In addition, they were created with the Economic Development Administrations’ funding goals and priorities in mind.

OUR VISION

In 2014 the Rockford MSA will be a world-class, sustainable community with an entrepreneurial culture and a diverse economic base outperforming peer MSAs in job creation and retention, capital investment, and personal income growth. Prosperity and a high quality of life will result from investments in alternative energy, infrastructure, information technologies, quality health care, a strong talent base, educational achievement, and enhancement of cultural and natural amenities and industries.

OUR GOALS

To make this vision a reality, the Region will pursue the following Goals:

1. Create a regional comprehensive economic development plan and marketing strategy emphasizing collaboration within the Rockford MSA.
2. Foster efficient business development, expansion, diversification, job growth, and entrepreneurial activity throughout the region.
3. Ensure the future availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.
4. Meet the full range of business’ infrastructure needs with emphasis on transportation, utilities and communications.
5. Redeploy existing underused commercial and industrial properties, and protect natural amenities and resources for economic development purposes.
6. Obtain a higher quality of life by supporting and enhancing the region’s sense of community identity, community health, cultural and recreational amenities, and creative industries.

Achieving these goals in the next five years will require a substantial and coordinated effort. To do this, we will pursue the following strategies for these six goals.

Goal I

Create a regional comprehensive economic development plan, including a marketing strategy emphasizing collaboration within the Rockford MSA.

Strategies:
1. Acknowledge the need for a regional strategy for economic development and act on it expeditiously.
2. Create an EDA-approved Economic Development District (EDD) for Boone and Winnebago Counties to function as the regional economic development planning body and oversee the ongoing CEDS scope of work. This will include ensuring measurement and accountability of regional economic development indicators and statistics, complying with the Economic Development Administration’s CEDS planning requirements, and maintaining an operational budget.
3. Establish a marketing strategy for the Rockford MSA, including networking events and a regional website.
4. Identify and engage stakeholders within the region through the activities of the EDD.
5. Host a regular Regional Economic Development Summit.
6. Collaborate with surrounding counties on economic development goals and activities (e.g., Rock County, Wisconsin).

Goal II

Foster efficient business development, expansion, diversification, job growth, and entrepreneurial creativity throughout the region.

Strategies:
1. Retain and expand existing businesses in the region, while recruiting new businesses and industries placing special emphasis on high-wage clusters.
2. Nurture entrepreneurial activity that focuses on innovative uses for the region’s agricultural products.
3. Diversify the region’s economy by fostering the development of emerging and evolving industry sectors.
4. Identify, create, and promote programs, activities and policies fostering innovation in emerging and existing businesses, aiding them in the creation of viable business operation and economic development practices.
5. Promote and reward a culture of entrepreneurial and innovative business development.
6. Grow and improve the region’s competitiveness by assessing and leveraging industry clusters.
7. Make use of government incentives to further business development in the region.

Goal III

Ensure the future availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.
Greater Rockford Metropolitan Area

Strategies:

1. Improve the perception and performance of the region’s K-12 public schools.
2. Provide training to workers of all ages and economic strata to ensure they are current in existing and emerging skills and knowledge.
3. Implement workforce development strategies to strengthen competitiveness for targeted and emerging industry sectors, including green industries.
4. 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.
5. Develop a scholarship fund for post-secondary students.
6. Improve access to higher education degrees and programs within the region.
7. Create a plan to attract and retain college students after they graduate.
8. Provide additional entrepreneurial training through establishment of an expanded regional incubator.

Goal IV

Meet the full range of business’ infrastructure needs with emphasis on transportation, utilities and communications.

Strategies:

1. 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:
   • Continuing to upgrade/repair existing roadways and bridges;
   • Improving highway access to the region;
   • Bolstering existing public transit services;
   • Bringing commuter and passenger rail service to Belvidere and Rockford, linking the region to wider markets;
   • Working with the Chicago Rockford International Airport to continue to expand air cargo and passenger service to the region;
   • Expand utility and transportation links to serve areas where they are needed for job creation.
2. Develop a reliable data infrastructure using both wireless and high speed fiber optic networks. These will give businesses access to multiple avenues to meet their current and future data needs.
3. Create a unified vision of regional growth and development needs by coordinating the planning of all components of infrastructure within the Area.
4. Seek additional funding from the State of Illinois for infrastructure to support economic development in the region.
5. Meet the energy needs of the region’s business community by maximum use of green technologies and alternative energies where possible.

Goal V

Redevelop existing underused commercial and industrial properties and sites (greyfields and brownfields), protect natural amenities and resources, and restructure land use patterns for more sustainable economic development.

Strategies:

1. 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 for new construction in greenfields.
2. 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.
3. 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.
4. Fast track local processes for rebuilding on cleared brownfield and greyfields sites to the extent possible.
5. Help local workers build capacity to renew properties in the most efficient and environmentally-friendly way.
6. Increase collaboration and communication at the regional level about land use and transportation planning as it relates to economic development.
7. 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.
8. Develop incentives, programs and policies to encourage widespread use of LEED building and rehabilitation standards.
9. Take necessary steps to ensure ongoing improvement and/or maintenance of healthy air, soil and water quality.
10. Establish agriculture’s key role as a part of the regional economy by protecting prime farmland from encroachment of incompatible development.
11. Work to increase the number of key, viable businesses and institutions in the downtown districts of our communities.
12. Redevelop and protect urban waterways and waterfronts, placing special emphasis on the continued revitalization of our downtowns in terms of urban design improvements, commercial and residential growth, and cultural events.

Goal VI

Obtain a higher quality of life by supporting and enhancing the region’s sense of community identity, community health, natural features, cultural and recreational amenities, and creative industries.

Strategies:

1. 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.
2. Support and promote to residents and external markets the Region’s cultural and natural amenities.
3. Increase the support of Rockford Area Sister City, historical, ethnic and cultural programs.
4. Develop the connection between the creative industries and economic development.
5. Develop programs and services to restructure local food systems as an industry drawing upon the agricultural strengths of our Region.
6. Maintain and increase health care accessibility and quality for area residents.
7. 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.
After project proposals were submitted to the CEDS Strategy Committee, they were vetted by the following process for inclusion in the CEDS document and, potentially, for funding assistance from the EDA.

1. Each project is initially vetted by CEDS Staff to determine overall general eligibility for EDA application.
2. Each project is then vetted by two “tests” (a pre and post-test) developed by CEDS Staff and the Strategy Committee to preliminarily more thoroughly evaluate how:
   • important the project is strategically for the Rockford Region (hereafter termed the Pretest), and
   • the project performs in terms of technical readiness to implement according to the EDA’s standards.
3. Projects deemed eligible then are asked to present to the CEDS Strategy Committee and participate in general Q&A.
4. The CEDS Strategy Committee then discusses which projects are a best strategic fit and are technically ready to apply for EDA or other sources of funding.
5. Projects are then introduced to the EDA staff as a litmus test of sorts to determine likelihood of funding.
6. Projects fitting both local and EDA goals are then aided to apply to the EDA for funding with the help of CEDS Staff.

Project identification is an ongoing process occurring both during the annual CEDS revision process and as important projects arise throughout the year. Within the CEDS, key economic development projects – both infrastructure and non-infrastructure based – are listed. Not all of these projects are eligible for financial support from the EDA, but they are included within the CEDS because the Rockford MSA is looking to have one solidified Regional economic development strategy. Many of these “other” projects may be eligible for funding under various other private, local, state, or federal programs. Because the CEDS is widely distributed to various public and private organizations and agencies, there is significant value in accounting all significant economic development projects in the Region. Subsequent pages illustrate the scoring system used to set priorities among all the projects submitted for consideration as part of this CEDS.

**Rating the Projects**

A chart was developed by the CEDS Staff to show which projects are “most ready” to apply for grant funds for this fiscal year. This chart represents the preliminary scoring of the projects only. An example of the chart is shown to the right.

Three things are shown in the accompanying graph — the scores from the pre- and post-tests, and the amount of the request to the EDA. The left side is the axis showing the pre-test score (importance and strategic fit for the Rockford Region’s economy), and the bottom axis of the chart is the score for the post-test (performance and technical readiness). White bubbles indicate infrastructure based projects, black represents planning projects, and gray have elements of both. The size of the bubble indicates the proposed amount requested from the EDA.

The red “zone” indicates projects are largely not ready to be a good strategic fit for the Region and are not technically ready to implement. The yellow “zones” indicate projects scoring high on one test, but not so well on the other. The green “zone” indicates the projects best suited for EDA application for the Rockford Region, also shown by the larger the bubble the better suited the project.
Economic Development Project Categories

The CEDS process was initially undertaken for developing and qualifying for the Economic Development Administration’s grant programs. However, as the process began to incorporate more projects and opportunities the CEDS Strategy Committee realized this was an opportunity to develop a comprehensive list of economic development projects the Rockford Region has identified as possibly implementing within the next five years.

In short, the region intends on pursuing funding opportunities for the following projects and programs in addition to the EDA that bring the greatest amount of economic development funding to the area. This includes funding sources such as local, state, regional, and national foundations and grant programs. Projects in each section are listed in no particular order; grant funding will be pursued as they become ready and a funding source is identified. At any time a project may become ready (see “vital projects” section below) for consideration of a grant application as economic development clients commit to site development or an economic development workforce training or planning program becomes ready for funding.

Projects identified as economic development opportunities for the Region have been divided into the following three groups based on strategic fit and technical readiness. They are as follows:

**VITAL PROJECTS**
...top prioritized projects strategically fitting the Region’s goals as well as the EDA’s (or another major funding source’s) goals and are technically ready to implement. Typically these projects fell within the “green zone” or close to it on the chart to the right. A few projects did not score high in either the pre- or post-test scores but the staff and the CEDS Strategy Committee deemed a project “Vital” due to its potential impact and importance (thus needing to be fast-tracked for readiness).

**IMPORTANT PROJECTS**
...projects that are deemed important but are either not quite aligned with the Region’s or EDA’s strategies for economic development, or aren’t technically ready to implement. Typically these projects fell within the “yellow zones” or “red zones” on the chart to the right.

**FUTURE PROJECTS**
...projects on the horizon that may become more strategically or technically ready within the next five years for economic development in the Rockford Region. These projects were typically not scored at this time as they are important to the area but are not ready to be considered for EDA or other major economic development grant funding sources.
<table>
<thead>
<tr>
<th>Goal</th>
<th>Importance</th>
<th>Possible Points</th>
<th>Instructions for Each Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal I</td>
<td>Create a regional comprehensive economic development plan and marketing strategy emphasizing collaboration within the Rockford MSA.</td>
<td>0-5</td>
<td>Goal one as determined by the CEDS Strategy Committee for the region’s economic development wellbeing, zero being no applicability and 5 being high.</td>
</tr>
<tr>
<td>Goal II</td>
<td>Foster efficient business development, expansion, diversification, job growth, and entrepreneurial creativity throughout the region.</td>
<td>0-5</td>
<td>Goal two as determined by the CEDS Strategy Committee for the region’s economic development wellbeing, zero being no applicability and 5 being high.</td>
</tr>
<tr>
<td>Goal III</td>
<td>Ensure the future availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.</td>
<td>0-5</td>
<td>Goal three as determined by the CEDS Strategy Committee for the region’s economic development wellbeing, zero being no applicability and 5 being high.</td>
</tr>
<tr>
<td>Goal IV</td>
<td>Meet the full range of businesses’ infrastructure needs with emphasis on transportation, utilities, and communications.</td>
<td>0-5</td>
<td>Goal four as determined by the CEDS Strategy Committee for the region’s economic development wellbeing, zero being no applicability and 5 being high.</td>
</tr>
<tr>
<td>Goal V</td>
<td>Redevelop existing underused properties and protect natural amenities and resources for economic development purposes.</td>
<td>0-5</td>
<td>Goal five as determined by the CEDS Strategy Committee for the region’s economic development wellbeing, zero being no applicability and 5 being high.</td>
</tr>
<tr>
<td>Goal VI</td>
<td>Obtain a higher quality of life by supporting and enhancing the region’s sense of community identity, community health, cultural and recreational amenities, and creative industries.</td>
<td>0-5</td>
<td>Goal six as determined by the CEDS Strategy Committee for the region’s economic development wellbeing, zero being no applicability and 5 being high.</td>
</tr>
<tr>
<td>Income Level of Jobs</td>
<td>0, 5, 10, 15</td>
<td>Rate the relative amount each project increases tax revenue for the region, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Increased Tax Revenue</td>
<td>0-5</td>
<td>Rate how entrepreneurship is focused on in the basic premise of the project, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Incorporates Entrepreneurship</td>
<td>0-5</td>
<td>Rate how innovation is focused on in the basic premise of the project, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Incorporates Innovation</td>
<td>0-5</td>
<td>Rate how Rockford MSA’s global position is increased in the basic premise of the project, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Increases Global Position</td>
<td>0-5</td>
<td>Rate how the project helps the region as a whole in terms of economic development, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Responds to Severe Economic Dislocation</td>
<td>0-5</td>
<td>Rate how the project incorporates historic preservation, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Links Historical Preservation to Economic Development</td>
<td>0-5</td>
<td>Rate how the project deals with revitalizing a vacant lot needing remediation, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Promotes Revitalization in Brownfields</td>
<td>0-5</td>
<td>Rate how the project creates jobs, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Level of Regional Benefit</td>
<td>0-5</td>
<td>Rate how the project creates jobs, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Level of Private Benefit</td>
<td>0-5</td>
<td>Rate how the project retains jobs, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td># of Jobs Created</td>
<td>0, 10, 20, 30</td>
<td>Rate how the project retains jobs, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td># of Jobs Retained</td>
<td>0, 5, 10</td>
<td>Rate how the project fills a gap in knowledge and/or information for the area that we currently do not have or have the means to obtain to attract or retain jobs, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Fill Knowledge and Information Gaps</td>
<td>0, 5, 10</td>
<td>Rate the relative amount of dollars to be invested in the community by the private sector because of the project, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Amount of Private Sector Investment and Leverage</td>
<td>0-5</td>
<td>Rate the relative amount of dollars to be invested in the community by the public sector because of the project, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Amount of Public Sector Investment and Leverage</td>
<td>0-5</td>
<td>Rate how the project deals with restructuring the local economy of the Rockford Region, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Restructure Economy</td>
<td>0, 5, 10, 15</td>
<td>Rate how the project focuses on one of the area’s targeted industries, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>Targeted Industry Area</td>
<td>0, 5, 10, 15</td>
<td>Rate how the project focuses on one of the area’s targeted industries, zero being no applicability and 5 being high.</td>
<td></td>
</tr>
<tr>
<td>TOTAL POINTS POSSIBLE FOR EACH PROJECT</td>
<td>0-200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Infrastructure Projects

<table>
<thead>
<tr>
<th>CEDS POST-TEST</th>
<th>Technical Readiness</th>
<th>Possible Points</th>
<th>Instructions for Each Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Match Ready</td>
<td></td>
<td>0, 10, 20, 30</td>
<td>Rate how well the project has the EDA required local match ready to go, zero being no applicability and 30 being high. Projects having “cash” match on hand, not pending commitments from funding sources, and using the most federal match amount (requiring less local match) will be rated highest.</td>
</tr>
<tr>
<td>EDA Match Requested</td>
<td></td>
<td>0, 10, 20, 30</td>
<td>Rate how much the project needs from the Economic Development Administration, zero being no applicability and 30 being high. Projects needing less money will be rated higher.</td>
</tr>
<tr>
<td>City or County Ownership or Easement</td>
<td></td>
<td>0, 10, 20, 30</td>
<td>Rate how well the project has the necessary ownership or easement of any property or buildings directly involved in improvements or rehabilitation, zero being no applicability and 30 being high.</td>
</tr>
<tr>
<td>Engineering Analysis Done</td>
<td></td>
<td>0, 10, 20, 30</td>
<td>Rate how well the project has in hand the engineering analysis done, zero being no applicability and 30 being it’s complete.</td>
</tr>
<tr>
<td>Environmental Analysis Done</td>
<td></td>
<td>0, 10, 20, 30</td>
<td>Rate how well the project has in hand the environmental analysis done, zero being no applicability and 30 being it’s complete.</td>
</tr>
<tr>
<td>Commitment Letters</td>
<td></td>
<td>0, 10, 20, 30</td>
<td>Rate how well the project has in hand necessary commitment letters from all parties involved, zero being no applicability and 30 being it’s complete.</td>
</tr>
<tr>
<td>Timeline/Project Readiness</td>
<td></td>
<td>0, 10, 20, 30</td>
<td>Rate how soon the project can be implemented as well as the readiness of the sponsoring party to see it to fruition, zero being no applicability and 30 being it’s ready to go.</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
<td></td>
<td>0-200</td>
<td></td>
</tr>
</tbody>
</table>

## Non-Infrastructure Projects

<table>
<thead>
<tr>
<th>CEDS POST-TEST</th>
<th>Technical Readiness</th>
<th>Possible Points</th>
<th>Instructions for Each Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Match Ready</td>
<td></td>
<td>0, 20, 30, 40</td>
<td>Rate how well the project has the EDA required local match ready to go, zero being no applicability and 30 being high. Projects having “cash” match on hand, not pending commitments from funding sources, and using the most federal match amount (requiring less local match) will be rated highest.</td>
</tr>
<tr>
<td>EDA Match Requested</td>
<td></td>
<td>0, 20, 30, 40</td>
<td>Rate how much the project is needing from the Economic Development Administration, zero being no applicability and 30 being high. Projects needing less money will be rated higher.</td>
</tr>
<tr>
<td>Fill Knowledge and Information Gaps</td>
<td></td>
<td>0, 20, 30, 40</td>
<td>Rate how the project fills a gap in knowledge and/or information for the area that we currently do not have or have the means to obtain to attract or retain jobs, zero being no applicability and 30 being high.</td>
</tr>
<tr>
<td>Commitment Letters</td>
<td></td>
<td>0, 20, 30, 40</td>
<td>Rate how well the project has in hand necessary commitment letters from all parties involved, zero being no applicability and 30 being it’s complete.</td>
</tr>
<tr>
<td>Timeline/Project Readiness</td>
<td></td>
<td>0, 20, 30, 40</td>
<td>Rate how soon the project can be implemented as well as the readiness of the sponsoring party to see it to fruition, zero being no applicability and 30 being it’s ready to go.</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
<td></td>
<td>0-200</td>
<td></td>
</tr>
</tbody>
</table>
VITAL PROJECTS

ECONOMIC DEVELOPMENT DISTRICT ORGANIZATION

Primary Grant Program: Economic Development Administration
Estimated Program Budget: $114,000 Annual Funding
Estimated Jobs Created or Retained: N/A
Local Goals Addressed: I, II, III, IV, VI
Boone and Winnebago Counties
Party Responsible: 9AEDC

An Economic Development District, or District Organization, is a federally designated organization charged with the maintenance and implementation of the CEDS plan. Application for designation involves several steps including written support by the State of Illinois, Boone and Winnebago Counties, and a plan of operation as a non-profit organization. Similarly-sized EDD’s procure around $1.5 million annually in grant funding for their district from the EDA alone. Once designated, the EDD is eligible for a 50% matching planning grant to fund the program and staff. This is in the amount of about $57,000.

Currently the Rockford MSA meets all three economic development criteria to qualify as having “economic distress”. First, the Rockford MSA has traditionally had a large manufacturing economic base. As a result, the Region has experienced larger than national average unemployment rates during the largest economic downturns in the last century. This recession is no different. At 15.7% unemployment, the Area is experiencing significant economic impact. This is an average of 3.7% higher than the national average for the last 24 month period.

Second, for the most recent period for data available (2008) the MSA has a per capita income at 79% of the rate of the nation. In addition, the net job loss in the last two years has resulted in an estimated loss of income of over a combined half billion dollars. This is over 2% of the annual GMP; in comparison the State of Illinois had a 2% increase in GMP during the same period.

Finally, underemployment and the restructuring of the automotive industry in the area have caused for special need. The very nature of industry is changing in the Rockford Region. Manufacturing is going from blue collar to green, production is going high-tech, and the workforce needs more and more new skills every day. The Rockford Region’s economy is at the epicenter of this transformation. 26 of the largest 500 companies in the Region closed in Boone and Winnebago Counties in the last three years, resulting in 4,000 employees losing their jobs. In addition, these businesses lost over 11,000 jobs due to layoffs and downsizing during this period. In total there was a net loss of nearly 17,000 jobs in the last two years alone. Both of these figures far exceed the Economic Development Administration’s threshold.

As stated in the 2010-2014 Rockford Region Comprehensive Economic Development Strategy, a local agency will pursue becoming designated as the Economic Development District by the end of 2009. This will include identifying local match for EDA planning assistance. The full scope of work can be found later on in the CEDS.

HEALTHCARE

Primary Grant Program: Economic Development Administration
Estimated Program Budget: $300,000 One-Time Grant
Estimated Jobs Created and Retained: 250
Local Goals Addressed: I, II, III, VI
Rockford MSA
Party Responsible: Rockford Health System (Three Rockford Hospitals)

As the three out of the top five employers in the Region are in healthcare, this program aims to expand existing workforce training programs for nurses. In particular, nursing positions are available, but there is a shortage of workers in the area with the necessary skill set for these jobs. This project will primarily expand the on-line registered nurse training program, the Northern Illinois Online Initiative in Nursing (NIOIN), which is the only program of its type in Illinois and one of a very few in the entire country. This collaborative initiative addresses the core problem of an insufficient number of qualified nursing faculty instructors. The Workforce Investment Board (WIB) will be directly involved in the administration and implementation of this project.

ECONOMIC ADJUSTMENT

Primary Grant Program: Economic Development Administration
Estimated Program Budget: $730,000 One-Time Grant
Estimated Jobs Created or Retained: TBD
Local Goals Addressed: I, II, III, VI, V
Boone and Winnebago Counties
Party Responsible: EDD

With the third shift at the Belvidere Chrysler plant being laid off and the Rockford MSA having 15.7% unemployment, this is a perfect time to help restructure and diversify our local economy. Traditionally the Rockford Region has largely relied on the manufacturing industry. However, as the manufacturing sector uses higher technology, it also requires higher-skilled employees. Furthermore, the manufacturing industry is evolving as new technologies become greener and more efficient. As such, the Rockford Area is poised to benefit from this by becoming more sustainable.

This economic adjustment project has three-fold: a strategic plan for restructuring the economy of the Region, building a seamless digital interface for staff to work more effectively and efficiently in economic development work, and an implementation strategy.

First, this project will conduct a study assessing how the area needs to restructure its economy, including determining which industry clusters are currently...
Based on the Boston Indicators Project, 12 key areas will be measured.

Second, a virtual economic development information network will be implemented for the region. This will include establishing a bi-county customer relationship management (CRM) system, a virtual private network (VPN) system, and economic development project management system. This will enable staff in Growth Dimensions and RAEDC’s offices to work seamlessly in economic development work.

Third, an implementation strategy will be put into play. This will include assisting area training agencies develop workforce retraining programs specifically geared towards these existing and evolving industry clusters, implementing additional incentives, and a regional marketing program for economic development. This will include magazine advertising, trade show attendance, printed and digital marketing materials, targeted direct mailing efforts, and a truly regional economic development website.

Regional Sustainability Indicators

Primary Grant Program: Economic Development Administration
Estimated Program Budget: $1,514,000 One-Time Grant
Estimated Jobs Created or Retained: N/A
Local Goals Addressed: II, III
Six County Region
Party Responsible: RAEDC

Entrepreneurship I

Primary Grant Program: Economic Development Administration - Auto Adjustment Program
Estimated Program Budget: $1,514,000 One-Time Grant
Estimated Jobs Created or Retained: N/A
Local Goals Addressed: II, III
Six County Region
Party Responsible: RAEDC

Entrepreneurship is one of the greatest opportunities to grow new jobs in the Rockford Region. The Wisconsin/Illinois Automotive Corridor is working to initiate a long-term planning process to rebuild community economies shattered by the devolution of the automotive industry in the region. The missing element was the “voice of the customer.” How to identify and engage growth businesses and new opportunities in the region? How to gain an understanding of their challenges, needs, and opportunities? The Rockford Area Economic Development Council and the City of Beloit already utilize the Synchronist System in their business retention programs. Through this proposal, the RAEDC will expand the VOC program to better focus on entrepreneurial support for existing businesses and new start-up opportunities throughout the 6-county region.

Local Food Systems

Primary Grant Program: Kellogg Foundation
Estimated Program Budget: $3,000,000 One-Time Grant
Estimated Jobs Created and Retained: 200
Local Goals Addressed: II, III, V, VI
Rockford MSA
Party Responsible: Rock River Development Partnership

Local food systems are increasingly important as an economic development and planning opportunity. This project proposes developing the initial programs necessary to restructure local food systems of the Rockford Region. Agriculture is a traditional backbone on Northwest Illinois. With the average piece of food travelling 1,700 miles within the US and gas prices expected to continue to rise, it is in the best interests of the Rockford Area to capitalize on this asset and restructure how it approaches local food systems. A key component of sustainability, improving local food systems can lower crime, increase health rates, and provide a higher quality of life. Eventually workforce development can occur through developing jobs in urban farming local greenhouses and vacant lots, culinary program and working at a commercial kitchen, community supported agriculture farms, a regional food market, and expanding food production for local distribution in local farms for food processing companies in the Region.

The first component of this project is to establish an urban farming program in the Rockford Area. Utilizing vacant lots, buildings and outdoor areas, this program will put people back to work in a WPA-style program. This program will aim to employ unemployed or under-employed individuals struggling to find work with a limited technological skill set.

The second component of the project will establish a Public Market as a retail entrepreneurship center. It is possible this will leverage the second component of the automotive adjustment grant incubator building where both this program and the manufacturing entrepreneurship program can be housed in the same facility. Funding is potentially available from the City of Rockford for SBA grants to subsidize the initial rent of the vendors for an initial portion, providing an opportunity to establish a retail business incubator program. This space will serve to carry the momentum of the outdoor market through the winter months. Any rent generated from vendors will pay the City of Rockford for the maintenance of the space and for management of the program.

Entrepreneurship II

Primary Grant Program: Economic Development Administration - Auto Adjustment Program
Estimated Program Budget: $7,000,000 Rehab Investment
Estimated Jobs Created or Retained: N/A
Local Goals Addressed: II, III, IV
Six County Region
Party Responsible: RAEDC

Greater Rockford Metropolitan Area

The Rockford Region Vital Signs project is a public private partnership measuring regional sustainability. The ability of the Rockford Region to remain economically viable depends on our collective capacity to address social and environmental issues in unison, not one at the expense of the other, with current economic challenges. Measuring our Region’s sustainability is the crucial first step to competitively attract and retain quality jobs. Regions already measuring sustainability have their priorities set. This means they address pressing economic, social, and environmental issues more effectively and efficiently; they can tell the problem areas sooner. As a result, they remain the most economically successful and are able to retain and create jobs more effectively.

This project will pull data together into a repository and be an on-going publically-accessible resource to find and understand indicators directly affecting the ability of the region to create and retain quality jobs and the overall wealth of the area. This key component of other sustainability indicators project is yet incorporating in North America is to normalize the data by community wealth. Based on the Boston Indicators Project, 12 key areas will be measured.
This project proposes the rehabilitation of a currently vacant building in Downtown Rockford to become a state of the art incubator facility – specifically, a centrally located entrepreneurial facility to serve the region affected by systemic change in the automobile industry. Complementing and augmenting the work of the family business center will be a host of other services. The services of the Center for Ethics and Entrepreneurship and the Northern Illinois Center for Not-for-Profit Excellence will be available. A center for businesses owned by minorities and women will be developed. Area educational and service agencies will offer assistance through this facility. Educational opportunities focused on job retention and career enhancement will be offered through the combined efforts of area colleges and universities. The center will serve as an entrepreneurial clearinghouse for the area, matching entrepreneurs with the services and information they need. There are many area service providers who need only to be matched with the businesses that can profit from their services. In summary, an entrepreneurial center is a chronic need for this area. It can:

- Aid new entrepreneurs
- Support existing entrepreneurs
- Perform coordination and clearinghouse functions
- Assist economic development and diversification
- Offer educational opportunities for job retention and career enhancement
- Promote cooperation and coordination of area services in support of small business in order to better integrate our area's economy

**Expansion of the AG-Tech Initiative**

**Primary Grant Program:** Economic Development Administration - Auto Adjustment Program  
Estimated Program Budget: $950,000 One-Time Grant  
Estimated Jobs Created or Retained: 100  
Local Goals Addressed: II, III  
Winnebago and Boone Counties  
Party Responsible: Growth Dimensions for Belvidere-Boone County

To promote new business creation and assist aspiring entrepreneurs, Growth Dimensions is spearheading collaboration with a range of public and private entities: the business community, research institutions, and federal and state agencies. By building these collaborative synergies, Growth Dimensions is building up and expanding the reach of the AG-Tech Initiative and the AG-Tech New Uses Information and Entrepreneur Development Program (NUIEDP), for the purpose of advancing alternative energy and bioenergy commercialization and entrepreneurship.

This program promulgates new agricultural technology research and opportunities, specifically targeted in bio-composite development and commercialization to the six county region and its business and emerging entrepreneurial clients. The goal will be to create a cluster for agriculture technology linking to development at additional sites in Chicago and Madison and utilize abundant natural agricultural resources available in the Midwest. Ultimately the project hopes to create new markets for existing auto manufacturing facility assets by capitalizing on the emerging and incubation space for emerging green component parts as potentially important consumer trend.

The program has the following key objectives:

- Stimulate the growth of new innovation in alternative energy and bioenergy  
- Provide commercialization support to bridge the gap between laboratory research and commercial implementation  
- Create opportunities for manufacturing diversification into energy related products and systems  
- Generate manufacturing job opportunities in the greater northern IL Stateline Region and beyond  
- Increase new investment in energy related manufacturing and production operations processes  
- Facilitate the maturation and technology transfer of laboratory innovation  
- Spawn high-quality, high-paying technology-related jobs and entrepreneurial outcomes  
- Spur economic development

The objectives above will be realized through two key program elements:

- Build and maintain a community support function to increase market awareness and program outreach for new contact development, entrepreneurial opportunity recognition and strategic partnership linkage development; and
- Develop and implement a client assistance program aimed at fostering the formation and growth of companies that are developing technologies related to alternative energy, bioenergy and commercialization of innovative energy systems

**AG-Tech NUEDC Center**

**Primary Grant Program:** Economic Development Administration - Auto Adjustment Program  
Estimated Program Budget: $2,400,000 One-Time Grant  
Estimated Jobs Created or Retained: 40  
Local Goals Addressed: II, III, IV  
Winnebago and Boone Counties  
Party Responsible: Growth Dimensions for Belvidere-Boone County

The proposed facility would focus on agriculture technology specifically in the area of bio polymer development and commercialization. Located adjacent to the existing Chrysler/Fiat plant in Belvidere, the hope would be to couple emerging interest in green component part manufacturing with regional assets of agricultural product and waste. Included in the facility would be a dry lab, greenhouses, technical scientific support and incubation space for emerging commercialized products. Also based in this facility will be the AG-Tech initiative designed to promulgate agriculture technology opportunities in the six county manufacturing dense region as a means of diversifying existing production towards greener, next generation production.

**Northern Stateline Regional Energy Training Initiative**

**Primary Grant Program:** Department of Labor  
Estimated Program Budget: $3,182,161 One-Time Grant  
Estimated Jobs Created or Retained: 333  
Local Goals Addressed: II, III  
Winnebago and Boone Counties  
Party Responsible: Growth Dimensions for Belvidere-Boone County

The Northern Stateline Regional Energy Training Initiative will focus on strategies to train and teach workers the skills required for employment in emerging, energy efficiency and renewable energy sectors in which the new jobs that will be created will, in turn, aid the economic growth in the region. The training programs will prepare individuals for careers in the biofuels industry, renewable electric power industry, and manufacturing producing sustainable products using environmentally sustainable processes and materials. The Regional Energy Training initiative will address four project goals:

1. Develop a regional workforce to address the employment needs of the Biofuel Production Supply Chain System;
2. Enhance the demand for biofuel products by updating the skills and training of individuals employed with businesses using biofuels;
3. Develop an industry-recognized workforce that is readily accessible to the alternative energy industry for timely and effective rollout of alternative energy technologies in the Northwestern Illinois/Southwestern Wisconsin region; and
4. Update the skills and training of individuals employed in the manufacturing industry to expand the “waste to profit” business collaboration model.

**Rockford Promise**

**Primary Grant Program:** Ford Foundation  
Estimated Program Budget: $1,000,000 One-Time Grant  
Estimated Jobs Created or Retained: 333  
Local Goals Addressed: II, III  
Rockford MSA  
Party Responsible: EDD

This project will attempt to attract and retain college graduates to the Rockford Regional workforce. Rockford High School graduates who obtain at least an undergraduate degree at any higher-educational institution who move back and take a job in the Rockford Region upon completion of college will be eligible for a partial tuition reimbursement incentive.
Greater Rockford Metropolitan Area

**Crosslink Incubator Building**

*Estimated Jobs Created or Retained: 75*

*Local Goals Addressed: II, III, IV, V*

*City of Belvidere*

*Party Responsible: Sjostrom & Sons, Inc*

The Crosslink Incubator Building provides modern high bay industrial flex space for agriculture related and other industrial new uses commercialization applications. It will have the support of the Growth Dimensions for Belvidere-Boone County Ag-Tech Initiative and qualifying users will have the ability to apply for commercialization funding from the Ag-Tech Department of Energy grant.

**Washington Elementary School Geothermal Project**

*Estimated Jobs Created or Retained: 70*

*Local Goals Addressed: IV, V, VI*

*City of Belvidere*

*Party Responsible: Belvidere Community Unit School District #100*

Complete geothermal HVAC installation at the Belvidere School District’s administrative support offices. This system can piggy back on to the geothermal wells drilled for the Washington School project and provide an energy efficient replacement for the current 35 year old HVAC system. The immediate impact would be local construction jobs. The long term impact would be lower operating costs for the school district. Lower real estate taxes should result and leave more disposable income to circulate through the community.

**The Glen at Belvidere Assisted Living Facility**

*Estimated Jobs Created or Retained: 50*

*Local Goals Addressed: III, VI*

*Boone County*

*Party Responsible: City of Belvidere*

The Glen at Belvidere, a new supportive living facility, will be constructed East of Maple Crest Nursing Home on Squaw Prairie Road in Belvidere, creating a 120-unit housing facility. The project will create housing for elderly persons who may be at the low to moderate income level. The primary types of employment in Belvidere include manufacturing and a larger service industry. To address the need for living wage jobs and increasing overall employment opportunities in the Belvidere community, the project hopes to establish at least forty-five new jobs.

**Machesney Park Mall Revitalization Project**

*Estimated Jobs Created or Retained: 500*

*Local Goals Addressed: II, III, IV, V, VI*

*Party Responsible: Village of Machesney Park*

Redevelopment and revitalization of 61-acre site of Machesney Park Mall into a mixed-use center including new retail, office space, restaurants, assisted living, and park space with the potential of substantial job creation. New public infrastructure includes new access along IL 251, new traffic signals, new recreation path, and new public ring road. Machesney Park Mall was the foundation on which the Village of Machesney Park was incorporated. The redevelopment of the Mall will create a “downtown” pedestrian-friendly atmosphere, providing high quality of life amenities while providing sales tax generation and job creation and retention.

**Rock 39 Industrial Park Infrastructure and Water Distribution Improvements**

*Estimated Jobs Created or Retained: 4,000*

*Local Goals Addressed: IV*

*Village of Cherry Valley*

*Party Responsible: Winnebago County*

The construction of a 500,000 gallon spheroidal elevated water storage tank, including piping, piping insulation, cathodic protection system, man door, interior tower lighting, exterior entrance lighting, FAA obstruction lighting, power conduits, SCADA conduits, painting overflow splash pad, and all other appurtenances required for a complete installation. The project also includes the installation of approximately 7,000 linear ft. of a 12” and 16” water main. These infrastructure and water distribution improvements are required to service the future resident and businesses in Cherry Valley and the occupants of the industrial park (which encompasses over 300 acres and can accommodate over 7 million square feet of development). These improvements will also service adjacent landowners and other future developments in the area. Regional government and economic development officials have been heavily marketing the I-39 Logistics Corridor as a corridor for businesses seeking industrial sites near major transportation systems that include rail sites and interstates, a skilled labor pool and proximity to significant population centers. This area, which includes Rock 39 Industrial Park,
is strategically located in this corridor and offers availability and affordability of land, “shovel ready” sites, and the potential to draw over 4,000 jobs to Winnebago County in the next five -ten year period.

**Rail Stations for Rockford and Belvidere**

Estimated Jobs Created or Retained: TBD  
Local Goals Addressed: II, III, IV, V, VI  
Boone and Winnebago Counties  
Party Responsible: Cities of Rockford and Belvidere

Connecting the Rockford MSA to both Dubuque and the Chicago Metro is crucial for the creation and retention for commuter jobs in the future. Gas prices are rising, and relocating workers with the high unemployment rates is becoming increasingly difficult. If rail is brought to the Rockford Region, access to additional jobs will increase and it will become easier to bring professional services to the area while connecting to the HUB of Chicago. Currently the goal is to bring Amtrak to the Rockford Area by 2011 and commuter service to the Chicago Metro by 2014. One of the largest components missing from bringing rail service to the area to fruition is funding for rail stations in Rockford and Belvidere is absent.

**Mixed Use and Green Industries Development Policy Strategy**

Estimated Jobs Created: N/A - Planning  
Local Goals Addressed: I, IV, V, VI  
Kishwaukee Street Corridor  
Party Responsible: City of Rockford

To develop an economic and community revitalization strategy for the Kishwaukee Corridor that will provide a unique opportunity to incorporate Smart Growth Principles in the context of expanding green industrial development in an economically disadvantaged area of Rockford while integrating the area’s mixture of land uses into a sustainable pattern that will produce a healthy jobs/housing balance. The Corridor includes numerous brownfield sites, intermixed with older residential and marginal commercial uses. Left in its current state, it will continue to deteriorate; undoubtedly impacting surrounding areas and leading industries who remain in the heart of the corridor to eventually abandon it.

**Rock River Development Partnership Study**

Estimated Jobs Created or Retained: N/A - Planning  
Local Goals Addressed: I, II, III, IV, V, VI  
Party Responsible: City of Rockford

Half of the cost of a study to be conducted by Live Work Learn Play LLP to align previous studies, conduct a strategic mixed-use development assessment, and develop an implementation strategy. Study phases include: Inventory and directory assessment, commercial development assessment, and development of a mixed-use implementation strategy. This study focuses on actual implementation to promote investment, create a commercial marketing and branding strategy, and develop commercial leasing strategies. The study promotes the regional economic development goals of increasing jobs and investment. It also recognizes that Downtown Rockford is currently a major employment, cultural, educational, and entertainment center. Downtown Rockford also has the potential to become an even more important economic development asset in the future. Downtown Rockford offers a number of assets to build upon including historic buildings, niche industries (legal, financial, advertising, public relations, marketing, art, design, etc.), unique small businesses, the Rock River, and a growing residential community. Downtown Rockford also possesses the characteristics that are attractive for young professionals to live, work, learn, and play.

**Interstate Boulevard Roadway Improvements**

Estimated Jobs Created or Retained: 400  
Local Goals Addressed: II, III, VI  
Party Responsible: City of Loves Park

This project will create an extension of Interstate Boulevard north approximately 3400 linear feet from its current terminus adjacent to Road Ranger Baseball Stadium. This includes the construction of bridge infrastructure to cross the floodplain and creek. Supporting a 425,000 sq. ft. regional outlet mall scheduled to start construction in April of 2010, this project also supports a 365,000 sq. ft. traditional commercial center scheduled to start construction in the fall of 2010, approximately 125,000 sq. ft. of office space, a 400-acre planned community, Road Ranger Stadium, the Park District’s Sportscore II complex, and more.

**RockAero Park Intersection Development**

Estimated Jobs Created or Retained: 500  
Local Goals Addressed: II, III, IV, V, VI  
City of Rockford  
Party Responsible: RockAero Park developer

Work includes widening existing four-lane pavement on IL Route 2 to six lanes, dual left- and right-turn lanes at the proposed new intersection, traffic signals at the proposed new intersection, reconfiguration of the eastbound off-ramp from US 20, and miscellaneous drainage work. It helps meet the region’s infrastructure needs and facilitates the reduction of the region’s excessive unemployment rate through the creation of full-time permanent jobs in a new industrial park.

**Brownfields Job Training**

Estimated Jobs Created or Retained: 200  
Local Goals Addressed: I, II, III, VI  
City of Rockford  
Party Responsible: Comprehensive Community Solutions

This project would result in job training in the following environmental fields: 1) environmental site assessment technical field work and 2) hazardous substance removal, specifically, asbestos, lead and mold. The 40-hour HAZWOPER Training is a prerequisite to either program. Graduates of these programs would be hired by local environmental contractors and engineering firms as well as CCS. The City has or will in the near future, apply for extensive amounts of funding for brownfield assessment work and cleanup work. There is a shortage of local firms and workers that can perform the basic environmental work needed to resolve these brownfields. Such training will help close that gap.

**Edson-Friday Roads Reconstruction**

Estimated Jobs Created or Retained: 5,000  
Local Goals Addressed: II, IV, V, VI  
Winnebago County  
Party Responsible: Winnebago County Highway Department

Project will reconstruct Edson and Friday Roads to provide a widened roadway that will be structurally able to accommodate 120,000 pound loads. The Rockford Area has one of the highest unemployment rates in the state of Illinois (13.7 % compared to 7.9 %—see below). One of the hardest hit sectors in terms of employment losses is the industrial type jobs. These are generally some of the highest paying jobs and their loss is especially hard on the local community. Therefore it is important to attract industries to the Rockford Area that would provide this type of job which would in turn also promote further economic development. A good infrastructure is necessary to promote the area for industrial development because of shipping needs. This area is already served by a rail road from which sidings could be added and the Rockford Airport which is in the
Greater Rockford Metropolitan Area

top 20 cargo airports in the country. The railroad provides a rail link to the large
intermodal facility in Rochelle about 17 miles to the south, so it is ideally situated
both from the aspect of the shipping of manufactured products as well that of a
distribution center/ warehousing operation. What is needed to complete a good
infrastructure is a roadway with the capability of accommodating large and heavy
loads. The proposed roadway project would provide that missing part of the in-
frastucture. Another sector experiencing significant job losses is in the building
and construction trades. Construction projects will add jobs and income to the
area. This project will produce immediate jobs because of the construction; but,
as a result of new access that will encourage manufacturers to locate in the area
there is the expectation of new permanent industrial and warehousing type jobs.

**South Main & Harrison**

Estimated Jobs Created or Retained: 75
Local Goals Addressed: I, II, IV, V, VI
Party Responsible: City of Rockford

Public infrastructure construction will support a $28.9 million mixed-use develop-
ment project with a total of 144,900 sq. ft. in approximately 9 buildings. This
project serves to create at least 76 full-time equivalent jobs. Many of these jobs
will employ low and moderate income persons. This development will serve
as a catalyst to the West Side of Rockford where investment, jobs, and retail
businesses have been lacking.

**Rockford Renaissance**

Estimated Jobs Created: 150
Local Goals Addressed: I, II, III, IV, V, VI
Party Responsible: City of Rockford

Demolition and public infrastructure construction to support a $65 million
mixed-use development project with a total of 275,164 sq. ft. in approximately
19 buildings. Project also includes expansion of the City-owned fire training
center into a Regional Fire Training Center, which will serve as a regional re-
source for education and training in fire fighting, emergency medicine, disaster
preparedness, and other related subjects. The project serves to create 150 full-
time equivalent jobs. Many of these jobs will employ low and moderate income
persons. This development will serve as a catalyst to the West Side of Rockford
where investment, jobs, and retail businesses have been lacking.

**Freedom Field Renewable Energy, Inc.**

Estimated Jobs Created or Retained: 75
Local Goals Addressed: I, II, III, IV, V, VI
Party Responsible: Winnebago County

Install solar-thermal heating and cooling system at the Rock River Water Recla-
mation District Co-generation Facility and the site of Freedom Field Field Renewable
Energy, Inc. The system converts energy from the sun for heating and cool-
ing building space. The solar thermal system encompasses integrated sensors
that will be used to monitor and collect system operating data in support of
research and education objectives. The project facilitates an organic approach
to “green” industry development and supports several of the strategic goals
outlined by the CEDS Committee.

**Bell School Road Widening & Intersection**

Winnebago County
Party Responsible: Winnebago County Highway Department

Improvements Wallingford Way to Spring Creek Road

Estimated Jobs Created or Retained: 1,700
Local Goals Addressed: II, IV, V, VI

Project will widen an existing two-lane road to three and four lanes and pro-
vide a median for turning lanes. The project will also include new access for a
proposed development. This project is needed to support the development
that will be attracted to the area provided there is infrastructure to support
it. Developers have committed to a large office park on the basis of roadway
improvements including those along Bell School Road that are necessary to ac-
commodate the traffic that would be generated. The planning of one large de-
velopment that will include business offices is underway and is predicated upon
the improvements to Bell School Road as well as a new interchange on I-90 that
will be funded separately. The Rockford Area has one of the highest unem-
ployment rates in the state of Illinois. (13.7 % compared to 7.9 % - see below)   Many of the jobs lost have been in industry as well as in the building trades. Construction projects will add jobs and income
to the area. This project will produce immediate jobs because of the
construction; but, will also, as a result, particularly with the construction
of new retail and office space lead to opportunities for new permanent
jobs in those sectors. 40% of the jobs in the Rockford Area are related to
those sectors. With many current retailers closing in the Rockford Area,
this should help restore some of those types of jobs. This project will
improve the infrastructure of the area which is important to the movement
of goods and services.

**Rockton Water and Sewer Improvements Project**

Estimated Jobs Created or Retained: 1,000
Local Goals Addressed: II, III, IV, V
Party Responsible: Village of Rockton

Construction of necessary water, sewer, road and storm water detention
improvements to prepare the site for Chemtool and other manufactur-
ers anticipated to relocate to the site, including Canadian manufacturer.
These improvements are necessary to prepare the site for construction
and induce the users to bring their operations to the site. As evident by
a study by NIU, the relocation of the Chemtool to the site will generate
$360 million in economic activity each year. This project will also bring at
least one, if not two or three, multi-national corporations and their world
headquarters to Winnebago County.
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project Description</th>
<th>Time Frame</th>
<th>Total Cost</th>
<th># Jobs Created or Retained</th>
<th>Key Stakeholders</th>
<th>Performance Measures</th>
<th>Related to EED Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Rail Corridor</td>
<td>Construction of the Northern Illinois Transportation Corridor along the Ogden Subdivision, connection of the new Ogden Interchange, and connection to other public and private buildings.</td>
<td>2010-2014</td>
<td>$7,100,000</td>
<td>N/A</td>
<td>RTA, MCFTA, NORTA, Illinois DOT, Cook County, DuPage County, Lake County, and Will County.</td>
<td>Job creation, retention, $8 of business use</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Prairie Fields Sports Park Soccer</td>
<td>Construction of additional surfaced synthetic and pedestrian pavers with lights and power, lights, irrigation, and landscaping.</td>
<td>$600,000</td>
<td>Beverly Park District</td>
<td>Quality of life</td>
<td>N, VI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&amp; Baseball Softball Complex</td>
<td>Construction of new baseball and softball fields, including lights, seating, drinking fountains, dressing rooms, restrooms, and lighting.</td>
<td>$710,000</td>
<td>Beverly Park District</td>
<td>Quality of life</td>
<td>N, VI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prairie Fields Sports Park Concession Building</td>
<td>New construction of an 8,500 SF building that will house a restaurant, concession stands, restrooms, and a storage facility for the parking lot.</td>
<td>$967,000</td>
<td>Beverly Park District</td>
<td>Quality of life</td>
<td>N, VI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glen Ellyn Village</td>
<td>Complete a new water system.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Glen Ellyn Village, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
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<tr>
<td>Safety &amp; Traffic Improvement</td>
<td>Improve safety &amp; traffic conditions along the existing roadway.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Glen Ellyn Village, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
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<tr>
<td>Mid-Sized Bus Bridge</td>
<td>New construction of a 200 foot bridge.</td>
<td>2010-2011</td>
<td>$2,000,000</td>
<td>N/A</td>
<td>Glen Ellyn Village, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Main Street Bridge Overlay</td>
<td>The project will include the replacement of the deteriorated concreteBerkeley Avenue Bridge.</td>
<td>$200,000</td>
<td>Beverly Park District</td>
<td>Quality of life</td>
<td>N, VI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Shore Bridge Replacement</td>
<td>Reconstruction of the Existing Bridge and addition of a new bridge, including rehabilitation and reconstruction of the bridge.</td>
<td>$200,000</td>
<td>Beverly Park District</td>
<td>Quality of life</td>
<td>N, VI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oak Forest Bridge</td>
<td>Upgrade of the existing Oak Forest District bridge.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Illinois Avenue Bridge North</td>
<td>Upgrade of the existing Illinois Avenue Bridge.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Oak Forest Road</td>
<td>Rehabilitation of the existing Oak Forest Road.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Bell Road Road</td>
<td>Rehabilitation of the existing Bell Road.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Oak Forest Road</td>
<td>Rehabilitation of the existing Oak Forest Road.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Brookside Boulevard Bridge</td>
<td>Rehabilitation and widening of the existing bridge.</td>
<td>2010-2011</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Ambit service</td>
<td>Amputee service</td>
<td>2 years</td>
<td>$200,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Community rail service</td>
<td>Community rail service</td>
<td>2 years</td>
<td>$200,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>East River Partnership</td>
<td>East River Partnership</td>
<td>1 year</td>
<td>$200,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Regional Collaboration and Marketing</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Industrial Acceleration Program</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>3 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>White Oak Park</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>3 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создание, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Lake County Police</td>
<td>Patrolling services</td>
<td>3 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Lake County Fire Department</td>
<td>Fire protection and emergency services</td>
<td>3 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Lake County 911</td>
<td>911 emergency services</td>
<td>3 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Lake County Streets Department</td>
<td>Streets maintenance</td>
<td>1 year</td>
<td>$200,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Lake County Parks</td>
<td>Park maintenance and improvement of existing facilities</td>
<td>3 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Elmhurst Park</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>5 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Oak Forest District, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создания, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Elk Grove Park</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>5 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Elk Grove Park, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создание, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Bensenville Park</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>5 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Bensenville Park, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создание, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Geneva Park</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>5 years</td>
<td>$1,000,000</td>
<td>N/A</td>
<td>Geneva Park, DuPage County, and Illinois DOT.</td>
<td>Infrastructure, Job retention, создание, new business development</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>MetraCentre</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>1 year</td>
<td>$200,000</td>
<td>N/A</td>
<td>Geneva Park, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>ECCOM - Pharmacy Building</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>1 year</td>
<td>$200,000</td>
<td>N/A</td>
<td>Geneva Park, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Riverfront Park</td>
<td>Provide facilities for existing industrial buildings and power generation.</td>
<td>1 year</td>
<td>$200,000</td>
<td>N/A</td>
<td>Geneva Park, DuPage County, and Illinois DOT.</td>
<td>Job retention, quality of life</td>
<td>I, II, III, IV, V, VI</td>
</tr>
<tr>
<td>Project Name</td>
<td>Project Description</td>
<td>Time Frame</td>
<td>Total Cost</td>
<td>Source of Local Funding Match</td>
<td># Jobs Created or Retained</td>
<td>Key Stakeholders</td>
<td>Performance/Measures</td>
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</tr>
<tr>
<td>Create vehicle corridor connecting 1st Ave to Peoria Ave</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Repair/Replace 20-ft radius of IL Route 113 to I-294</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Retain Roadway from State St to Midway</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Retail logistics hub</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Retail Fabrication Road from Bell Ave to Abqird Dr</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Boulevard and Local (Chadwick/Workman)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Develop macro stormwater detention behind Israel Plaza</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sidewalk storm to Stephens Lake</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elkhorn Avenue Neighborhood Improvements</td>
<td>Domestic-abandoned properties</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Windub Wind Farm</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Windub Wind Farm</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Koblenz Cobblestone</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpieda Solar Farm</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal Wind Farm</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood Alternative Energy Pilot and Recreation Facility</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2-fl Sheet Metal Shop (Broadway to Chico)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Aerospace Rehabilitation (Gulfport Road to Motorway)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Braszek Fabricating (9th Street to ZORN Street)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Workarbor Road (Alpieda Road to Motorway)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RIVERSIDE SHIP REPAIRING (W Main Street to Rock River)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sandia ALP Road (19th Street to Kilbourn Avenue)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial/Industrial Reuse, Repair &amp; Reconstruction</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center Street and Vaughn Street</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Magnolia Street (10th Ave to South St)</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roman Street</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woodland Street and Macon Avenue</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kilbourn Street Reconstruction</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Morgan Street Bridge</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Morgan Street Access/Overpass Reconstruction</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downtown Belvedere Road Streetscape</td>
<td>City of Rockford</td>
<td>Quality of Life</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Dunk Park Football Field Pathway</td>
<td>City of Rockford</td>
<td>Quality of Life</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foxton Road Extension</td>
<td>City of Rockford</td>
<td>Infrastructure, job retention, new business development</td>
<td>I, II</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Name</td>
<td>Project Description</td>
<td>Time Frame</td>
<td>Total Cost</td>
<td>Source of Local Funding Match</td>
<td>% Jobs Created or Retained</td>
<td>Key Stakeholders</td>
<td>Performance Measures</td>
</tr>
<tr>
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</tr>
<tr>
<td>Downtown Rochedale Convention Center and Hotel</td>
<td>New convention center/hotel facility</td>
<td>2010-2014</td>
<td>$50,000,000</td>
<td>City of Rochedale</td>
<td>Job creation, business development</td>
<td>City of Rochedale</td>
<td></td>
</tr>
<tr>
<td>Demolition of Edmund Coleman Industrial Buildings</td>
<td>Demolition of City-owned industrial complex to allow for economic development projects within the site.</td>
<td>2010-2014</td>
<td>$80,000</td>
<td>City of Rochedale</td>
<td>Job creation, business development</td>
<td>City of Rochedale</td>
<td></td>
</tr>
<tr>
<td>Airport Drive</td>
<td></td>
<td></td>
<td>$6,400,000</td>
<td>City of Rochedale</td>
<td>Job creation, business development</td>
<td>City of Rochedale</td>
<td></td>
</tr>
<tr>
<td>Loganlea Road</td>
<td></td>
<td></td>
<td>$3,000,000</td>
<td>City of Rochedale</td>
<td>Job creation, business development</td>
<td>City of Rochedale</td>
<td></td>
</tr>
<tr>
<td>Business 65 20 Pedestrian Bridge over I-10</td>
<td>The City’s historic Compass Bridge is located in the center of Downtown Rochedale, and the development of a pedestrian bridge will allow the Compass to more effectively provide pedestrian access to businesses in the heart of the Compass (especially in conflict with traffic).</td>
<td>2010-2014</td>
<td>$2,125,000</td>
<td>City of Rochedale</td>
<td>Job creation, business development</td>
<td>City of Rochedale</td>
<td></td>
</tr>
<tr>
<td>Artpace Project</td>
<td>Comart works to develop and implement an arts and culture plan that is connected to the proposed cultural center</td>
<td>2010-2014</td>
<td>$1,000,000</td>
<td>Community Development Corporation</td>
<td>Job creation, business development</td>
<td>City of Rochedale</td>
<td></td>
</tr>
<tr>
<td>Waterway Treatment Plant</td>
<td>Total reconstruction of existing facilities.</td>
<td></td>
<td>$10,000,000</td>
<td>City of South</td>
<td>Job creation, business development</td>
<td>City of South</td>
<td></td>
</tr>
<tr>
<td>Waterway Treatment Plant</td>
<td>Improve technical capabilities</td>
<td>2013-2014</td>
<td>$5,000,000</td>
<td>City of South</td>
<td>Job creation, business development</td>
<td>City of South</td>
<td></td>
</tr>
<tr>
<td>Substation Relocation</td>
<td>Relocation of Comart Substation 61/4</td>
<td>2010-2014</td>
<td>$4,000,000</td>
<td>City of Comart</td>
<td>Job creation, business development</td>
<td>City of Comart</td>
<td></td>
</tr>
<tr>
<td>browse Road/Morgon Dr</td>
<td>Industrial Park access</td>
<td>2010-2014</td>
<td>$3,000,000</td>
<td>City of Comart</td>
<td>Job creation, business development</td>
<td>City of Comart</td>
<td></td>
</tr>
<tr>
<td>Kithalsukere River</td>
<td>Public Street Construction</td>
<td>2010-2014</td>
<td>$2,000,000</td>
<td>City of Health Care</td>
<td>Job creation, business development</td>
<td>City of Health Care</td>
<td></td>
</tr>
<tr>
<td>I-2 - Church Street</td>
<td>John Street to Foster Street in the west side downtown core of Rochedale, aligned to the new $90 million Federal Courthouse and the western Interchange (local investment of $50 million), DCF has programmed $100,000,000 in the next phase.</td>
<td>2010-2014</td>
<td>$1,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-2 - South Main Street</td>
<td>Dale Biscoe 20 20 Overpass (just north of the Chicago-Roodalock Road interchange)</td>
<td>2010-2014</td>
<td>$4,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>Business 65 20 - Jefferson Street</td>
<td>Public Street to Avenue B in the west side downtown core of Rochedale (local investment of $50 million). DCF has programmed $100,000,000 in the next phase to support business development.</td>
<td>2010-2014</td>
<td>$4,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-281 - Kibahalukere Street</td>
<td>I-281 20 20 Overpass (just south of the downtown Rochedale Road core)</td>
<td>2010-2014</td>
<td>$1,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-2 - North Main Street</td>
<td>Autumn Street to Riverside Street, a strategic corridor that provides a gateway entry. The corridor has been identified as a high unemployment, low-income corridor.</td>
<td>2010-2014</td>
<td>$3,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-281 - 2nd Street</td>
<td>West Street to Jefferson Street in the downtown core of Rochedale.</td>
<td>2010-2014</td>
<td>$1,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-2 80 805</td>
<td>E Street to Mudberry Road in Rochedale Road</td>
<td>2010-2014</td>
<td>$1,250,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-2</td>
<td>Hill Street to Rochedale Street in Rochedale Road</td>
<td>2010-2014</td>
<td>$900,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-20</td>
<td>East of Highway 29 in Beaneville to whiskey Co.</td>
<td>2010-2014</td>
<td>$3,100,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-281</td>
<td>Hill Road to Rochedale Road in Rochedale Road</td>
<td>2010-2014</td>
<td>$1,070,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-281</td>
<td>Hill Road to Rochedale Road in Rochedale Road</td>
<td>2010-2014</td>
<td>$470,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-281</td>
<td>Hill Road to Rochedale Road in Rochedale Road</td>
<td>2010-2014</td>
<td>$600,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-2 - South Main Street</td>
<td>Midland Road to Cherry Street</td>
<td>2010-2014</td>
<td>$7,400,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-132</td>
<td>I-132 to Interstate 85</td>
<td>2010-2014</td>
<td>$68,900,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>Business 65 20 - West Shore St</td>
<td>Rochedale Road to Interstate 85</td>
<td>2010-2014</td>
<td>$20,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-2 - South Main Street</td>
<td>Autumn Street to Rochedale Road, includes median improvements</td>
<td>2010-2014</td>
<td>$63,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>I-2 - North Main Street</td>
<td>Spring Street to Lohman Road, includes new traffic signals and pedestrian safety improvements.</td>
<td>2010-2014</td>
<td>$52,200,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>Business 65 20</td>
<td>Black Street to Black mix</td>
<td>2010-2014</td>
<td>$1,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>Business 65 20</td>
<td>McQuinn Street to Lake Street, widening and installation of center line.</td>
<td>2010-2014</td>
<td>$3,000,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>251</td>
<td>Lohman Road to Rochedale Road</td>
<td>2010-2014</td>
<td>$65,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>Business 65 20 (East Shore St) 1 &amp; Business 65 20 (Salt Street) 1 &amp; Business 65 20 (Salt Street) 1 &amp;</td>
<td></td>
<td></td>
<td>$5,440,000</td>
<td>Bob DCF</td>
<td>Job creation, business development</td>
<td>Bob DCF</td>
<td></td>
</tr>
<tr>
<td>Project Name</td>
<td>Project Description</td>
<td>Time Frame</td>
<td>Total Cost</td>
<td>Source of Local Funding Match</td>
<td># Jobs Created or Retained</td>
<td>Key Stakeholders</td>
<td>Performance Measures</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------</td>
<td>------------</td>
<td>-----------</td>
<td>-------------------------------</td>
<td>---------------------------</td>
<td>-----------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>I-90/I-170 Interchanges</td>
<td>Construct infrastructure north of I-170 and south of I-90 to allow industrial/commercial development of 230,000 sq. ft.</td>
<td>unknown</td>
<td>$27 million</td>
<td>private</td>
<td>250</td>
<td>Maple Park</td>
<td>public</td>
</tr>
<tr>
<td>McDonald Creek Rain Sewer</td>
<td>Reinstall sewer from original, build new storm sewer to 90 ft below cover, commercial development of about 750,000 sq. ft.</td>
<td>unknown</td>
<td>$3,000,000</td>
<td>private</td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Revising storm sewer for Broadwell</td>
<td>unknown</td>
<td>$2,000,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Intermodal facility for air and rail</td>
<td>unknown</td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Willow Brook Road</td>
<td>Relocate sewer to I-294 Bypass, complete sewer extension to rehab.</td>
<td>$500,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Prairie Trail Road</td>
<td>Relocate sewer to I-294 Bypass, complete sewer extension to rehab.</td>
<td>$500,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Pecos Road</td>
<td>Relocate sewer to I-294 Bypass, complete sewer extension to rehab.</td>
<td>$600,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Bell School Road</td>
<td>Relocate sewer to I-294 Bypass, complete sewer extension to rehab.</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Roscoe Road</td>
<td>Relocate sewer to I-294 Bypass, complete sewer extension to rehab.</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Lofaro / Addison Road</td>
<td>Relocate sewer to I-294 Bypass, complete sewer extension to rehab.</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Pecos Road</td>
<td>Relocate sewer to I-294 Bypass, complete sewer extension to rehab.</td>
<td>$3,000,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
<tr>
<td>Bryant Road / I-294 Interchange</td>
<td>Interchange improvement on southern bypass to provide connection to I-294 and I-205</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td></td>
<td>Venice County</td>
<td>public</td>
</tr>
</tbody>
</table>
Work towards the goals and objectives of the 2009 CEDS will occur in several stages.

**Tactic I.** Annually, the Strategy Committee will review the goals and strategies outlined in the Vision, Goals and Strategies section of this document. Achieving these priorities will advance the Rockford Region’s vision for a more balanced economic wellbeing and improve the capability of the Area to attract and retain employment. The Strategy Committee will meet as needed on a regular basis to evaluate how well the goals and strategies are being met, and to determine whether or not conditions have changed sufficiently to warrant revision of the goals and strategies.

**Tactic II.** Eligible applicants (local governments and nonprofits) will pursue the most vital, key economic development projects to fruition (see list above). Again, these projects best strategically fit the local region and EDA’s goals as well as being highly technically ready to implement. Multiple funding sources will be pursued for these projects including private, local, state, and federal avenues. At any point in time, projects may become more strategically fit or technically ready due to a myriad of factors. CEDS Staff will continually work on maintaining relationships with area public and private economic development leaders to stay aware of potential upcoming projects that could qualify for EDA funding. If a project is deemed more “ready” by the CEDS Strategy Committee, CEDS Staff will work with local applicants to apply to the EDA. At the same time, CEDS Staff will track any changes in EDA priorities or funding opportunities. Currently the most vital projects for the next fiscal year (2009-2010) are:

- Economic Adjustment Grant
- Regional Indicators
- Health care

**Tactic III.** Apply for an Economic Development Adjustment Grant to help restructure the local economy due to the widespread layoffs experienced in 2008 and 2009 in manufacturing and the automotive industries. Preliminary the grant would include the following:

- Cluster Study of Evolving, Emerging, Alternative Energy Industries Including Workforce Training Plan
- Labor Shed Analysis
- Strategic Real Estate Development and Reuse Implementation Plan
- Implementation (Incentives, Marketing, Workforce Retraining, Website Development, etc.)
- Administrative

**Tactic IV.** A local agency will pursue becoming designated as the Economic Development District by the end of 2009. This will include identifying local match for EDA planning assistance. EDD staff will undertake the following in 2009-2010:

- Once funded as an EDD develop a detailed Tactical Plan and Plan of Action on an annual basis.
- Assist qualified eligible governments and nonprofits with EDA grant applications.
- Provide ongoing technical assistance to area governments and nonprofits to align economic development goals and priorities from an intra-MSA area to the Tri-State Region.
- Provide technical assistance to local governments on economic development initiatives.
- Grant/loan research, writing and administration
- Development of graphic materials such as maps, fact sheets and local government promotional information
- Provide data tracking and reporting services including demographic and economic research.
- Assist CEDS Strategy Committee to develop several key sub-committees they have expressed specific interest in, namely:
  - Green Economy
  - Health care
  - Aerospace
  - Restructuring Local Food Systems
- Maintain ongoing relationships. Ongoing public and private relationships are crucial to the CEDS process. These relationships are centered on meetings and recurring projects such as:
  - Belvidere and Boone County Chamber of Commerce
  - Rockford Area Convention and Visitors Bureau
  - Rockford Chamber of Commerce
  - Rockford Metropolitan Agency for Planning (Policy, Technical, and Mobility)
  - Rockford Area Economic Development Council
  - Growth Dimensions for Belvidere-Boone County
  - Rockford Area Ventures
  - Tri-State Alliance
  - I-39 Logistics Corridor Association
  - Workforce Investment Board
  - Local Educational Institutions
  - NextRockford and Ignite (young professionals organizations)
- Maintain Comprehensive Economic Development Strategy (CEDS) for the Region
- Annually in the spring update goals, strategies, project prioritization, and EDD scope of work
The following performance measures are designed to provide an objective way to measure the degree to which the Rockford MSA achieves the goals laid out in this CEDS document. While they incorporate the five measures listed in the Economic Development Administration’s regulatory requirements for a CEDS, they go beyond to include ways to measure our success for each of the six goals included in this plan. Maintained on an ongoing basis, the following indicators will help the Region understand its progress in terms of economic well-being. These measures will be reviewed on an annual basis in the spring within a CEDS progress report for the Rockford Region.

**Regional Collaboration & Marketing**

1. Increase the number of regional collaborative projects
2. Increase the pool of funds for regional action
3. Increase public and private sector dollars invested in a coordinated region-wide economic development marketing program
4. Establish an as a recognized leader for regional economic development
5. Ability to form dynamic new strategic relationships and partnerships with local, regional and state resources to help the Rockford MSA achieve its goals

**Business Development**

1. Number of jobs created
2. Number of jobs retained
3. Number and types of investments undertaken in the region
4. Amount of private sector investment in the region
5. Lower unemployment rate (close the gap between that of the MSA and that of Illinois as a whole)
6. Number of firms created (industrial/tech)
7. Increased use by firms of existing economic development incentives such as TIF, Enterprise Zone and River Edge Redevelopment Zone

**Workforce Availability & Development**

1. Per capita income as percentage of US and Illinois per capita income
2. Unemployment rate – close the gap between that of the MSA and IL
3. New partnerships formed to advance the connection between workforce development, education and economic development
4. Lower dropout rates
5. Increase percentage of high school graduates
6. Increase percentage of residents with bachelor’s degree
7. Increase population of 25-40 year-olds with 2 years plus of education beyond high school

**Infrastructure**

1. Prioritized investment in roads, the airport, transit and local technology infrastructure
2. State and federal dollars attracted to the region for infrastructure projects
3. Number of existing and new businesses helped by infrastructure improvements
4. Steps taken to coordinate planning of all infrastructure components regionally

**Redeploy Brownfield, Greyfield Sites & Buildings**

1. Phase I and Phase II Environmental Assessments completed
2. Remediation projects completed
3. Brownfield or greyfield sites/buildings redeveloped
4. Brownfield or greyfield properties cleared
5. Building and development codes modified to encourage redevelopment of existing structures and infill development

**Quality of Life**

1. Increased attendance at entertainment and sports venues and museums
2. Increased arts, entertainment and sports programming
3. Increased amount of public green space, pathways, access to riverfronts
4. Increased level of affordable health care
5. Balanced integration of affordable housing within Region
6. Improved air and water quality
The Rockford Metropolitan Area has, with the vision, goals and strategies set forth in this plan, enormous opportunity to ensure its economic wellbeing within the next five years. In order for the priorities set forth herein to come to fruition the Region must keep the momentum going. Continued attention to alignment of individual organizations and agencies scopes of work will determine the level of success the Rockford Region experiences between 2010-2014 and beyond.

**KEY CONCLUSIONS FOR THE ECONOMIC WELLBEING OF THE ROCKFORD REGION**

1. The Rockford Metropolitan Area has numerous valuable economic development assets it can build upon including transportation infrastructure, one and a half times the national average of engineers, and key industrial clusters already established.

2. The Rockford MSA must continue to diversify its economic base building from the already established strong technology base.

3. The American industrial base, of midwest towns in particular, is rapidly changing due to technology and production processes evolving. The Rockford Region must proactively invest in infrastructure that meets these evolving needs.

4. Key “green” industries are poised to explode in the next decade. The opportunity for the Rockford Area is to leverage current industry clusters in the Region that can serve as the foundation for catalytic change in sustainability and clean energy.

5. Rockford MSA’s workforce is at crossroads as the industry and business require higher educated employees. Educating, attracting, and retaining young, educated talent is paramount.

6. Successful economic development is key to the continued growth of the Region and is changing to include quality of life, education, and crime. The Rockford MSA needs a cohesive sustainability plan that includes these areas.

7. Economic development will become more effective by partnering with planning organizations in the Region through increased regional planning. This will occur through more targeted research and marketing opportunities.

8. The Rockford Region’s ability to attract and retain employers is best achieved through regional work and cooperation. Employers view the Rockford MSA through its labor shed.

9. In order to attract and retain key industries (in particular health care, aerospace, and green energy) economic development in the Region must listen to employers to better understand their needs (i.e. infrastructure, incentives, legislative initiatives, and new collaborations).

10. The Region has been historically a strong contributor to the success of the Country. It is incumbent on the CEDS Strategy Committee to recognize the industrial ability of the Rockford MSA and continue in this tradition to help the Tri-State Region, the Nation, and the world.
FOR MORE INFORMATION CONTACT:

Rockford Area Economic Development
815.987.8118
www.rockfordil.com

Growth Dimensions for Belvidere-Boone County
815.547.4252
www.growthdimensions.org

Rockford Metropolitan Agency for Planning
815.964.RMAP
www.rmapil.org