



AGENDA

Regional Economic Development Report & Review

Thursday June 23rd 2016, 9 AM

Rockford Design Center

315 North Main Street

Rockford, IL 61101

- A. Welcome & Introductions – Mayor Lawrence Morrissey

- B. Presentations from Regional Partners
 - 1. Northern Illinois Workforce Alliance (NIWA)
 - 2. Rockford Area Association Realtors (RAAR)
 - 3. Rockford Area Convention & Visitors Bureau (RACVB)
 - 4. Rockford Area Economic Development Council (RAEDC)
 - 5. City of Rockford Economic Development Division

- C. Moving Forward
 - 1. Rockford Metropolitan Agency for Planning (RMAP)
 - a. Discussion on metrics for placed based economic development

- D. Conclusion

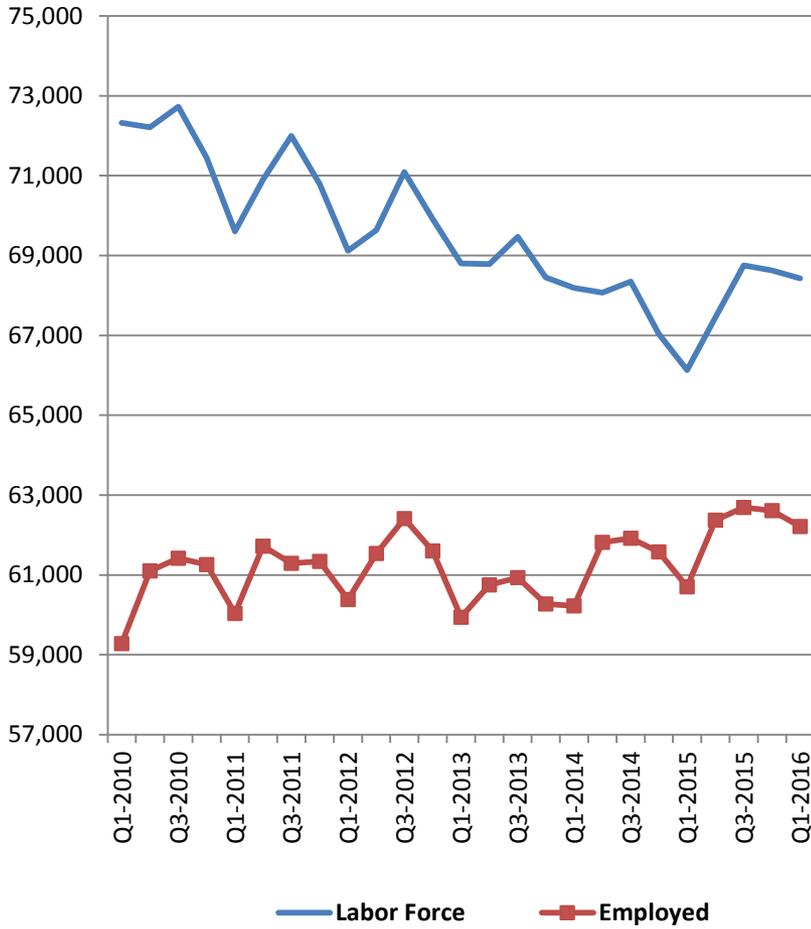
Northern Illinois Workforce Alliance & The Workforce Connection

Talent and Workforce Development
For Economic Development

6/23/2016

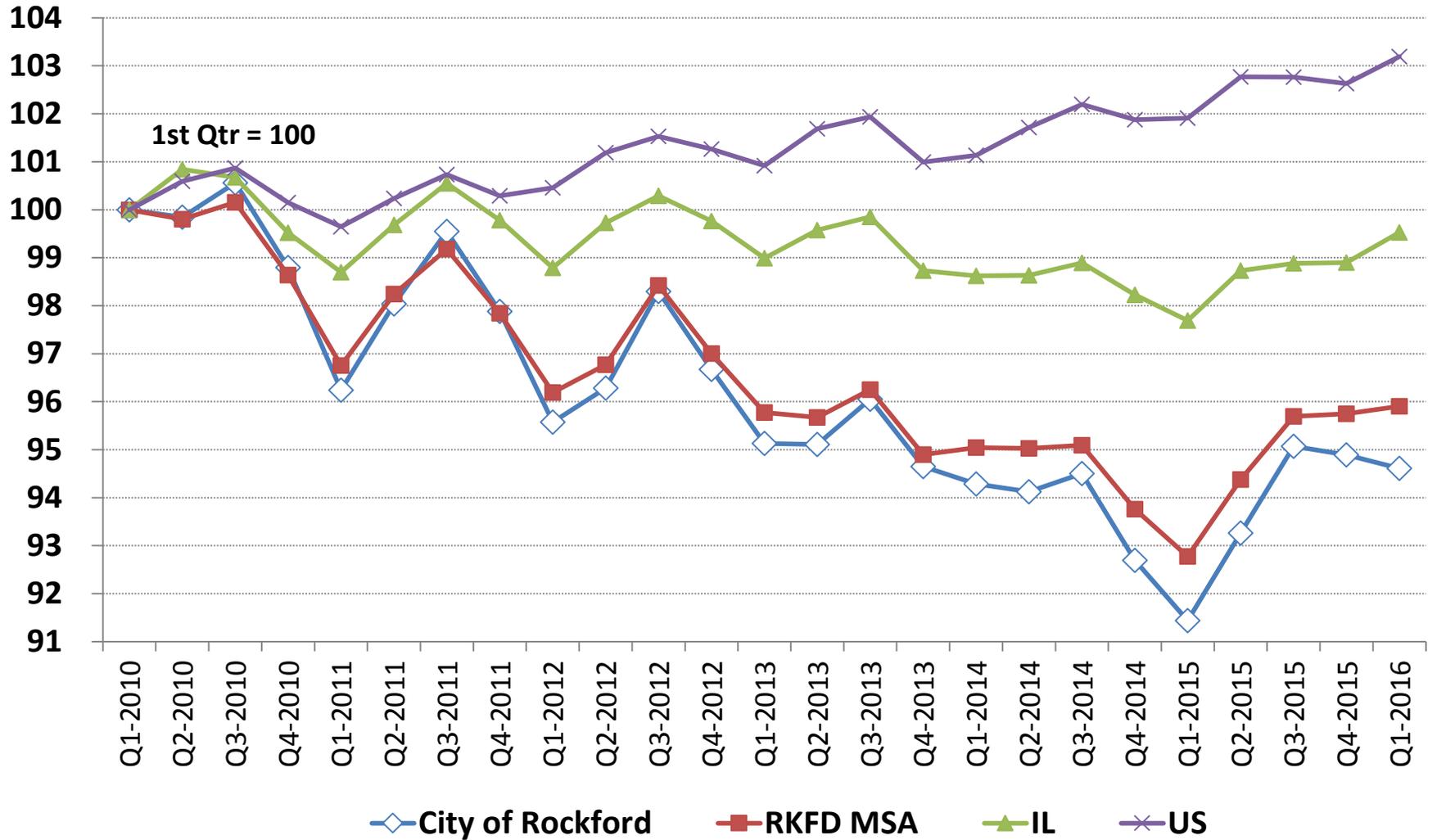
City of Rockford

Labor Force: 1st Qtr 2010 to 1st Qtr 2016

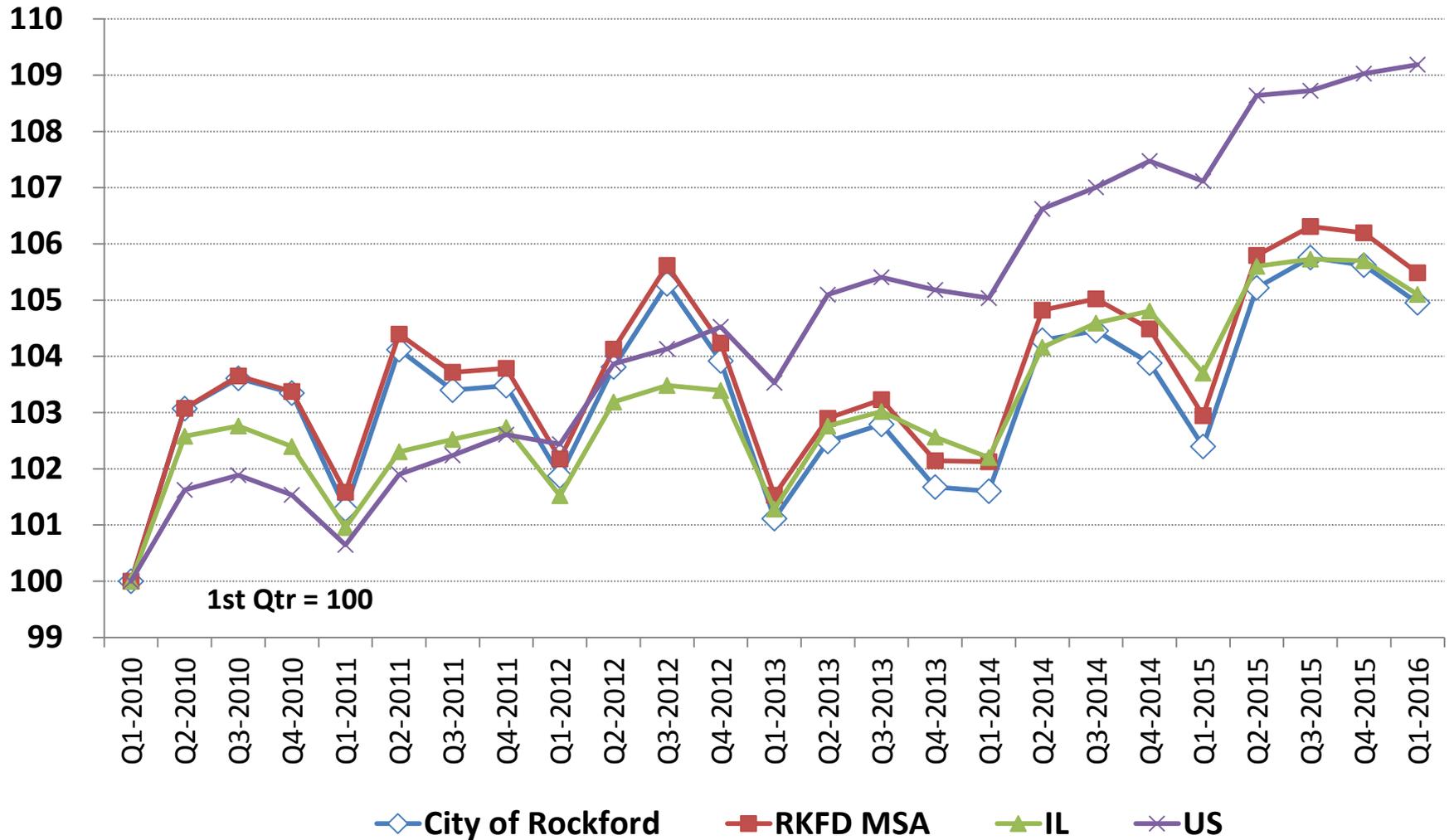


Expansion / Contraction of Labor Force

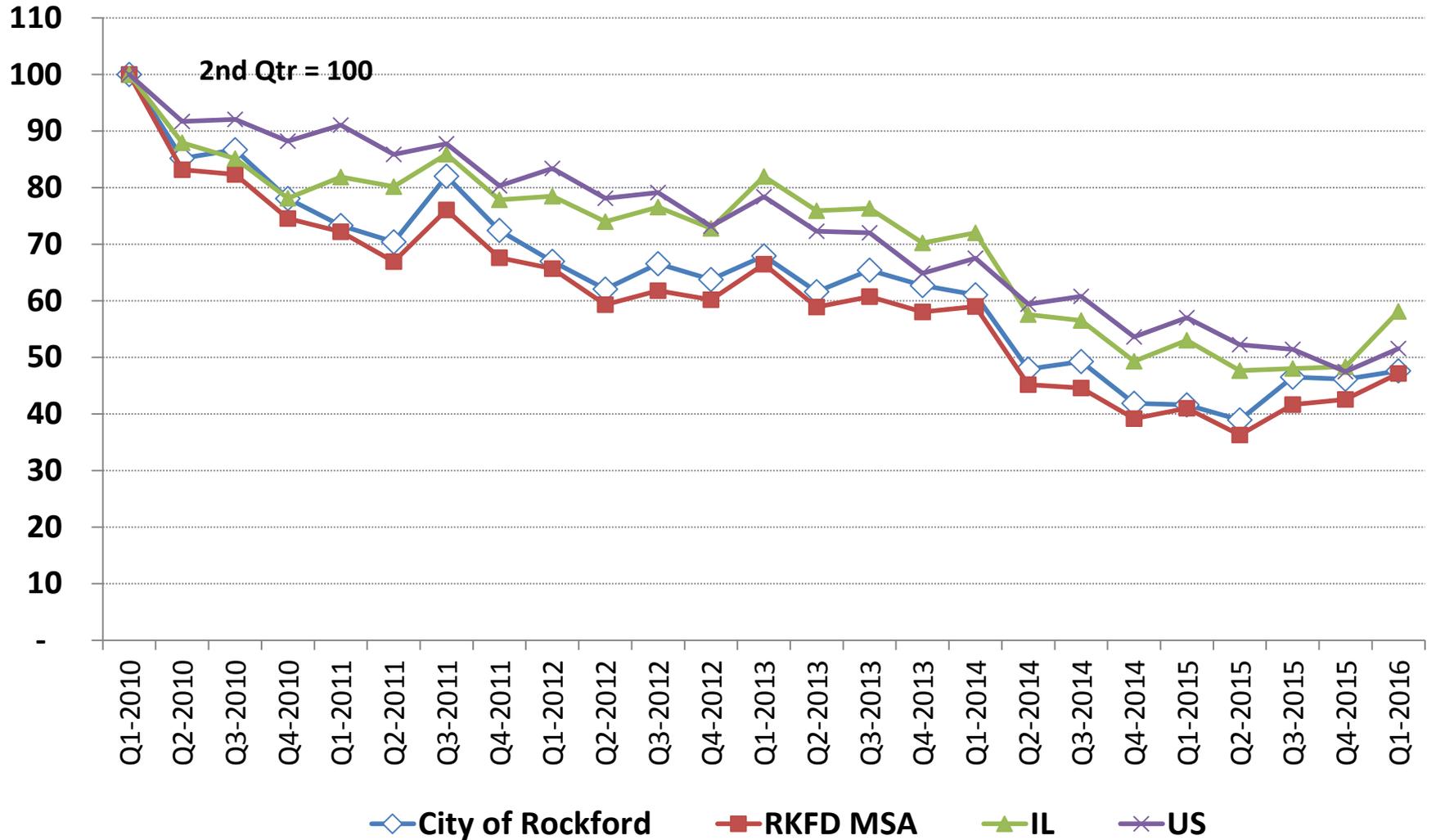
1st Qtr 2010 to 1st Qtr 2016



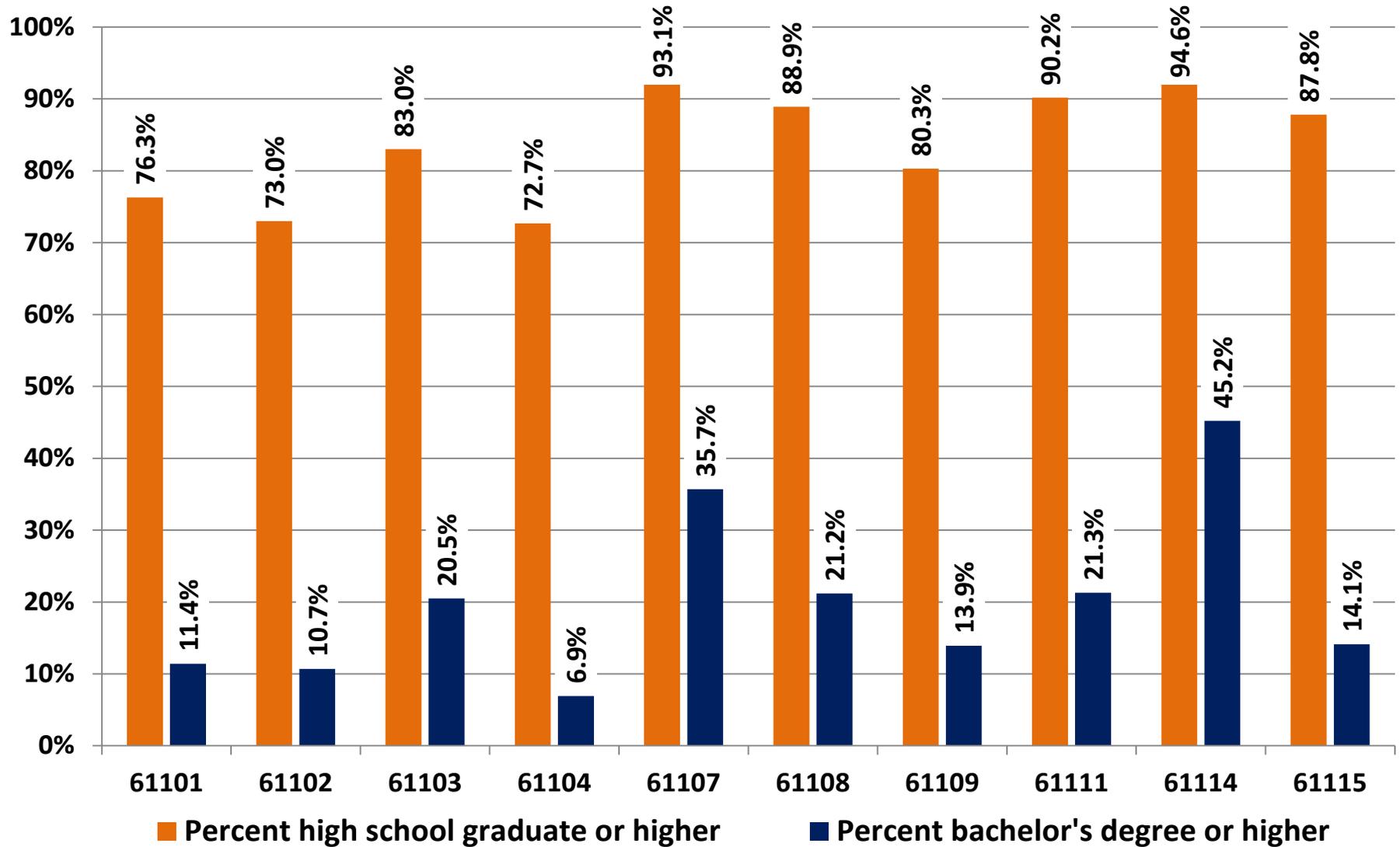
Expansion / Contraction of Employed in the Labor Force 1st Qtr 2010 to 1st Qtr 2016



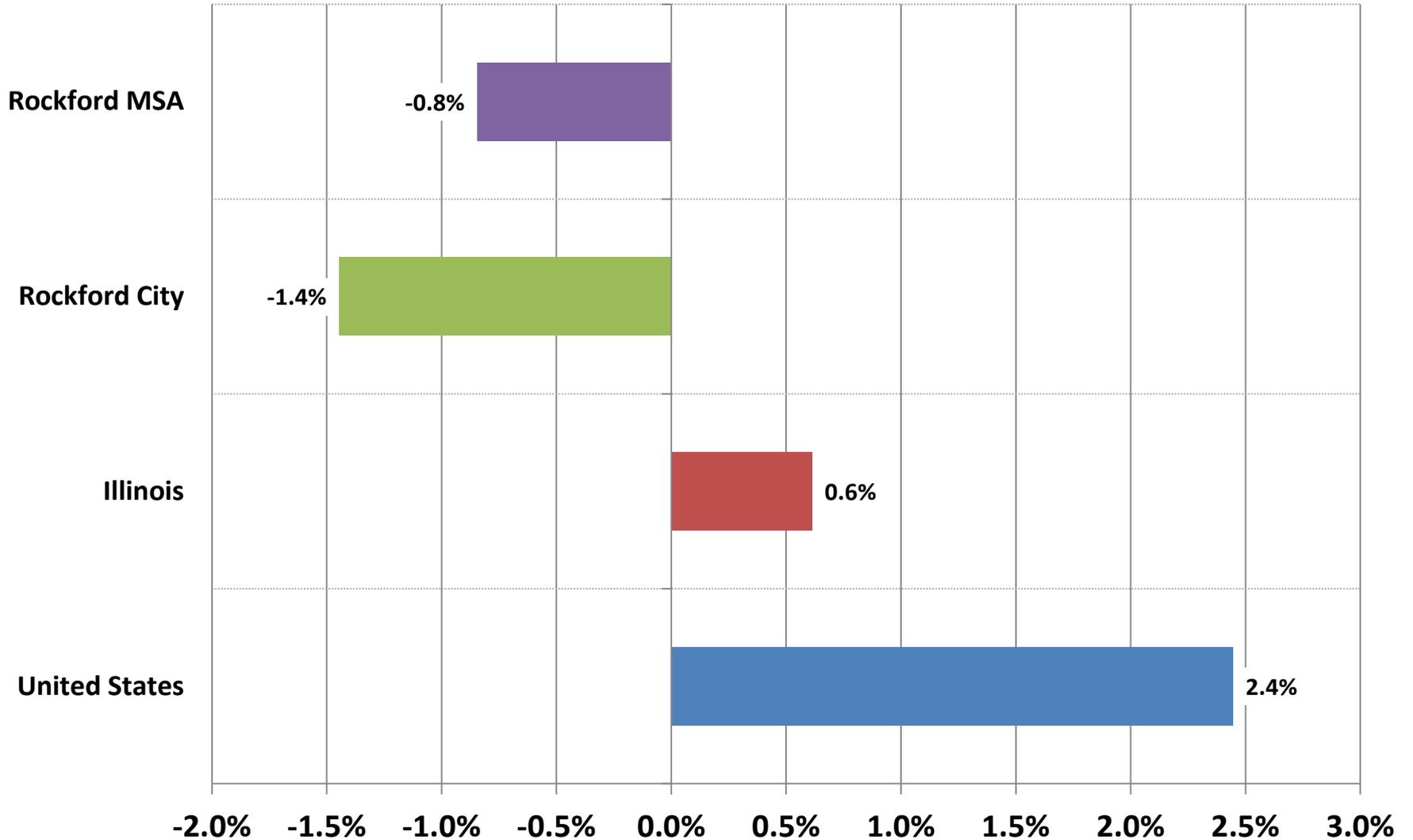
Expansion / Contraction of Unemployed in the Labor Force 1st Qtr 2010 to 1st Qtr 2016



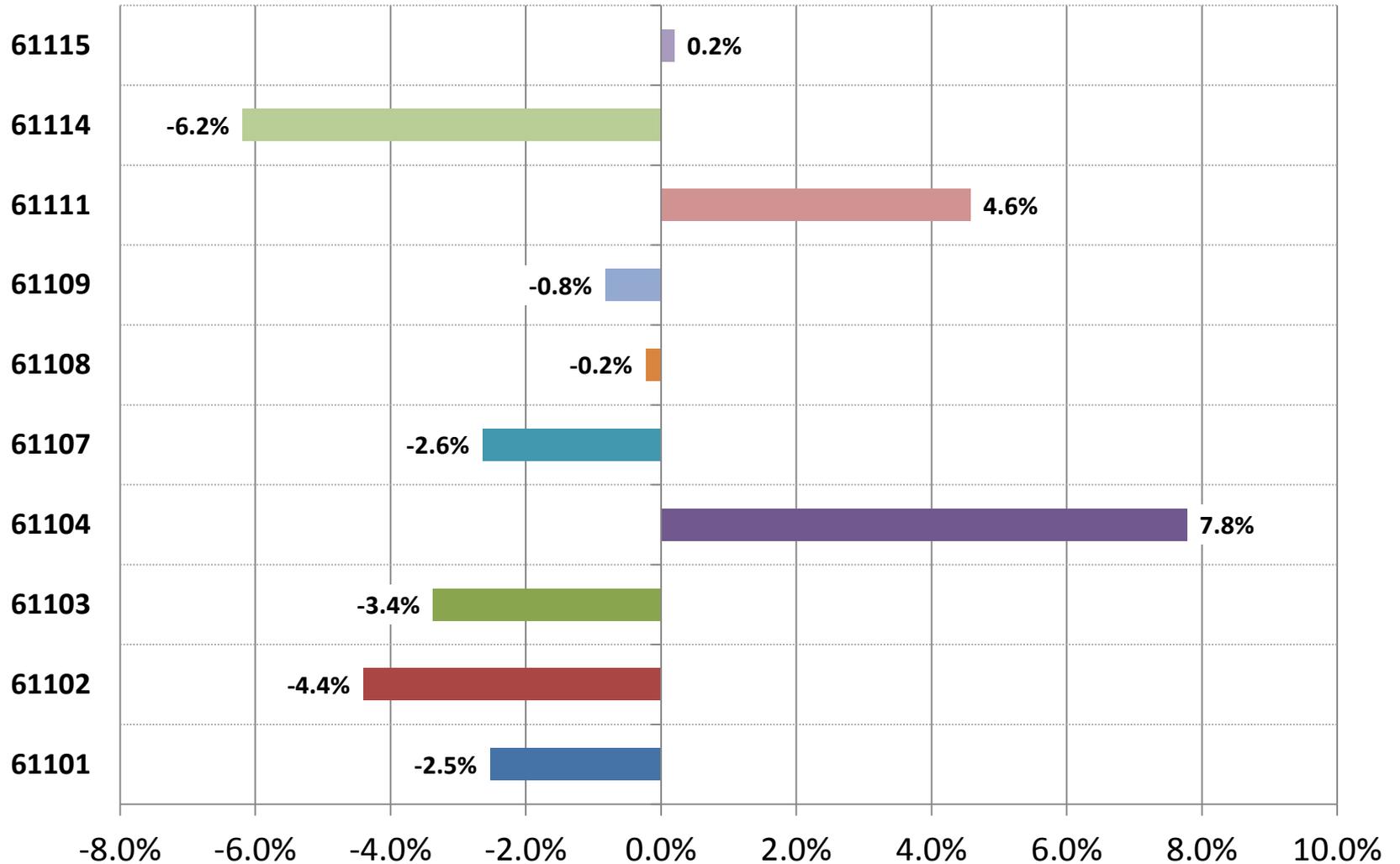
Educational Attainment: Population 25 +



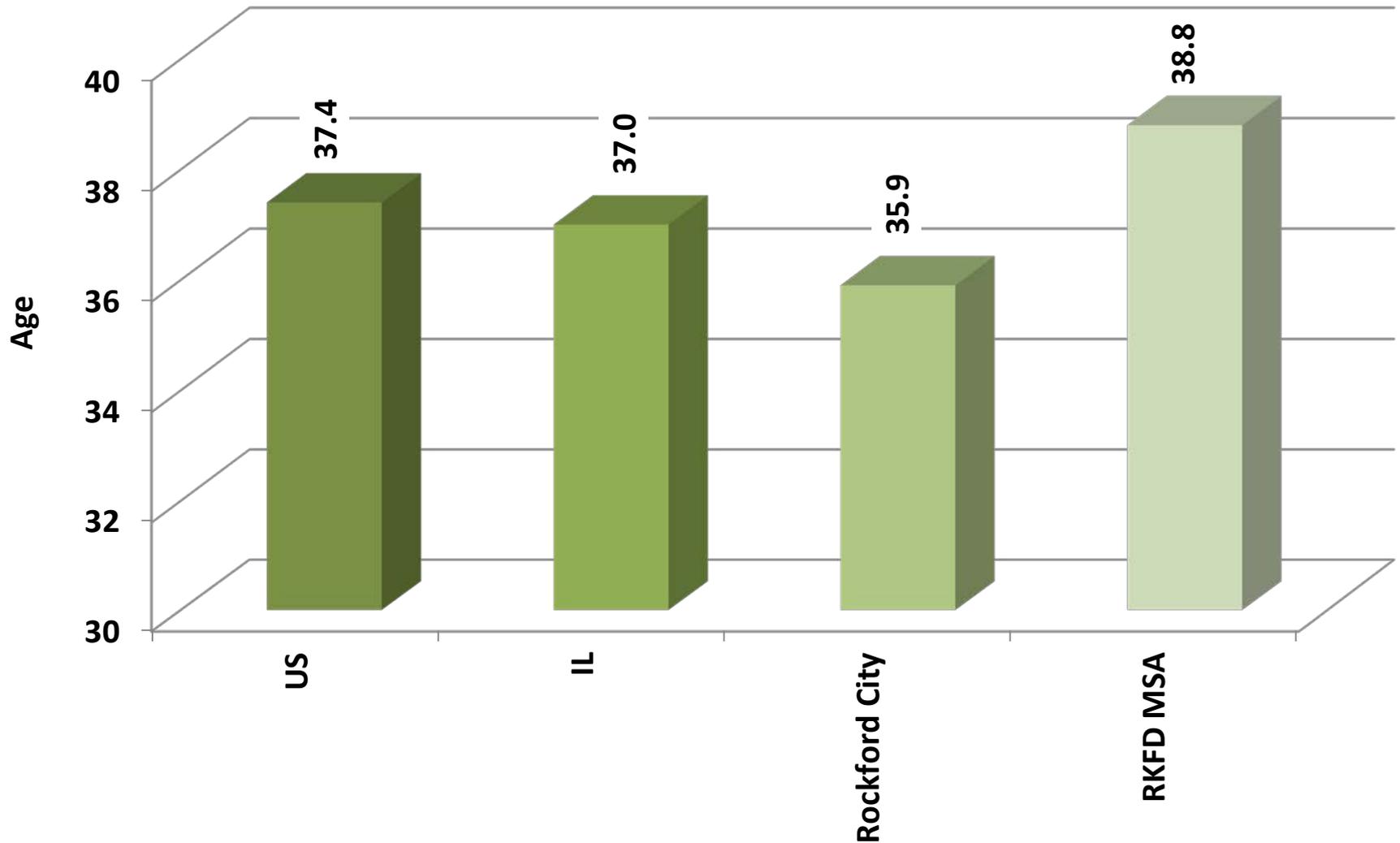
Change in Population 2011 to 2014



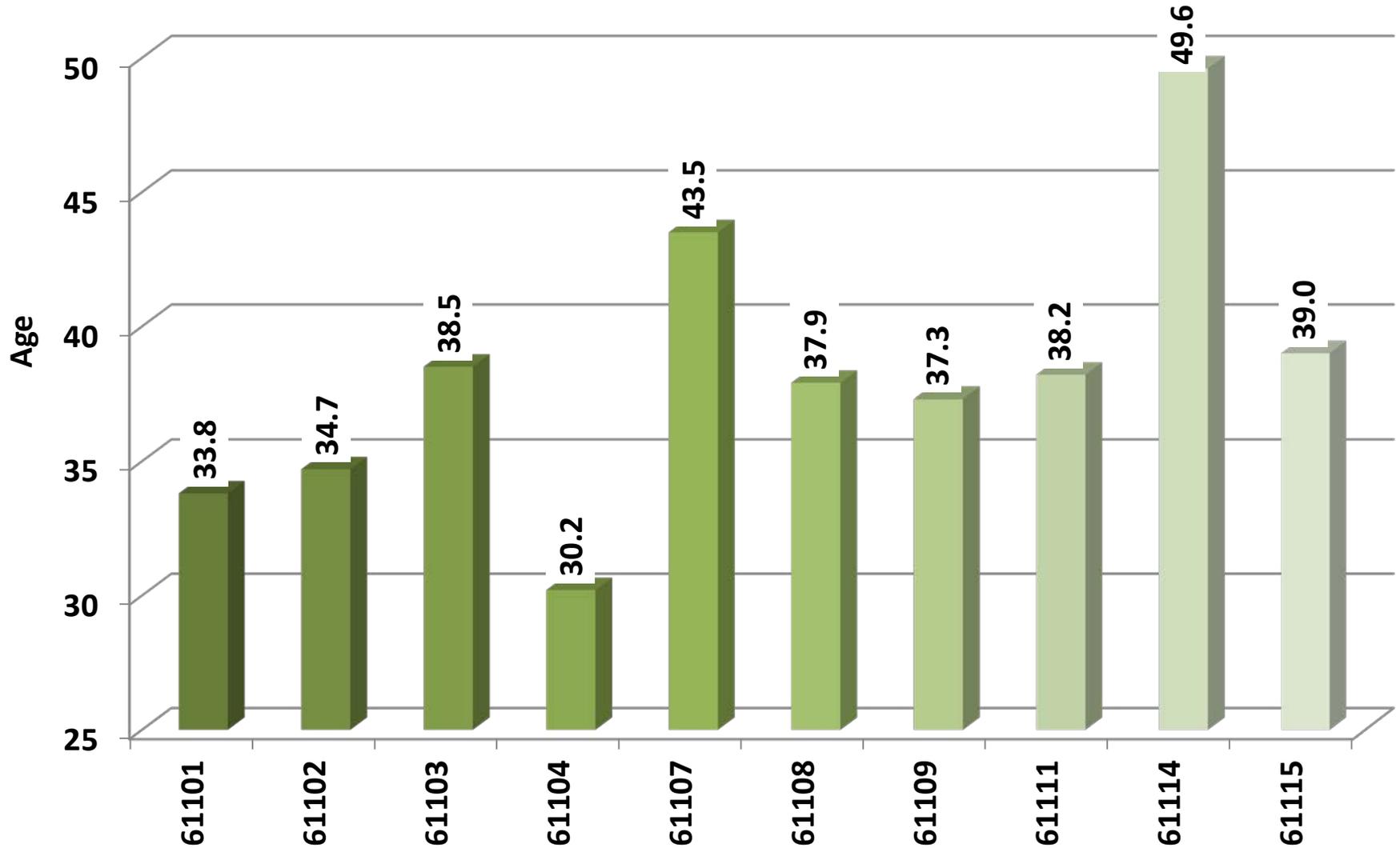
Change in Population 2011 to 2014



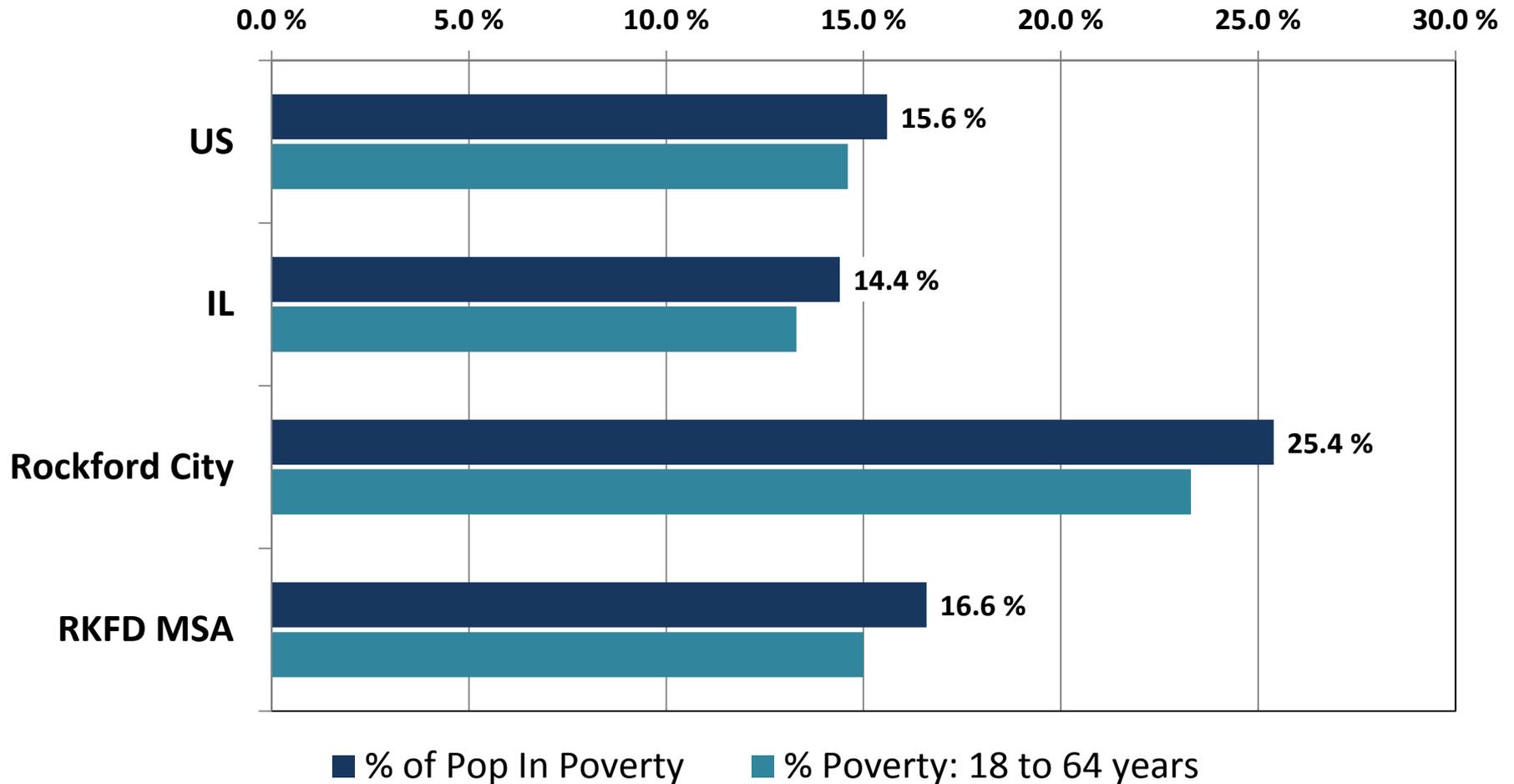
Median Age



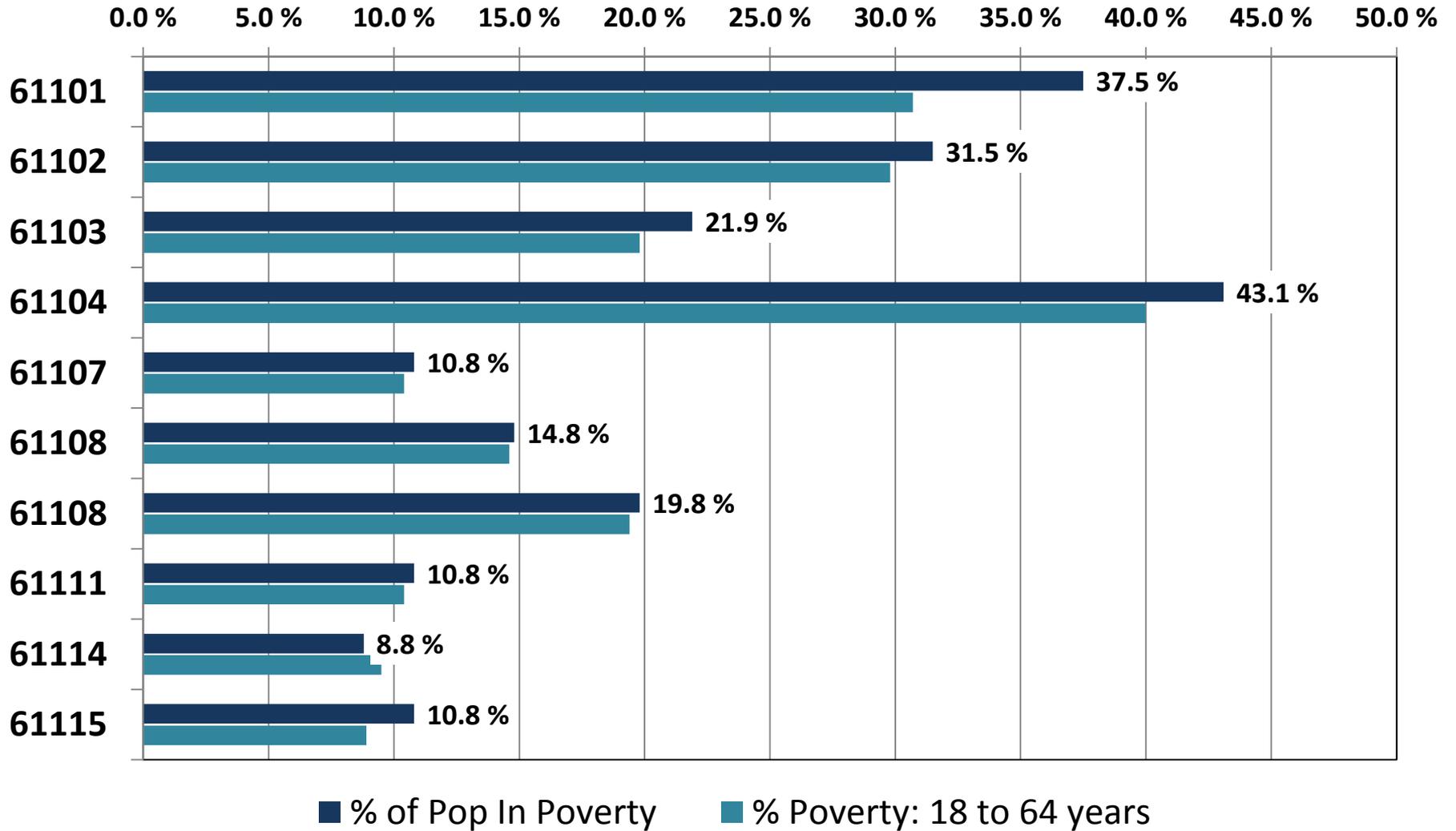
Median Age



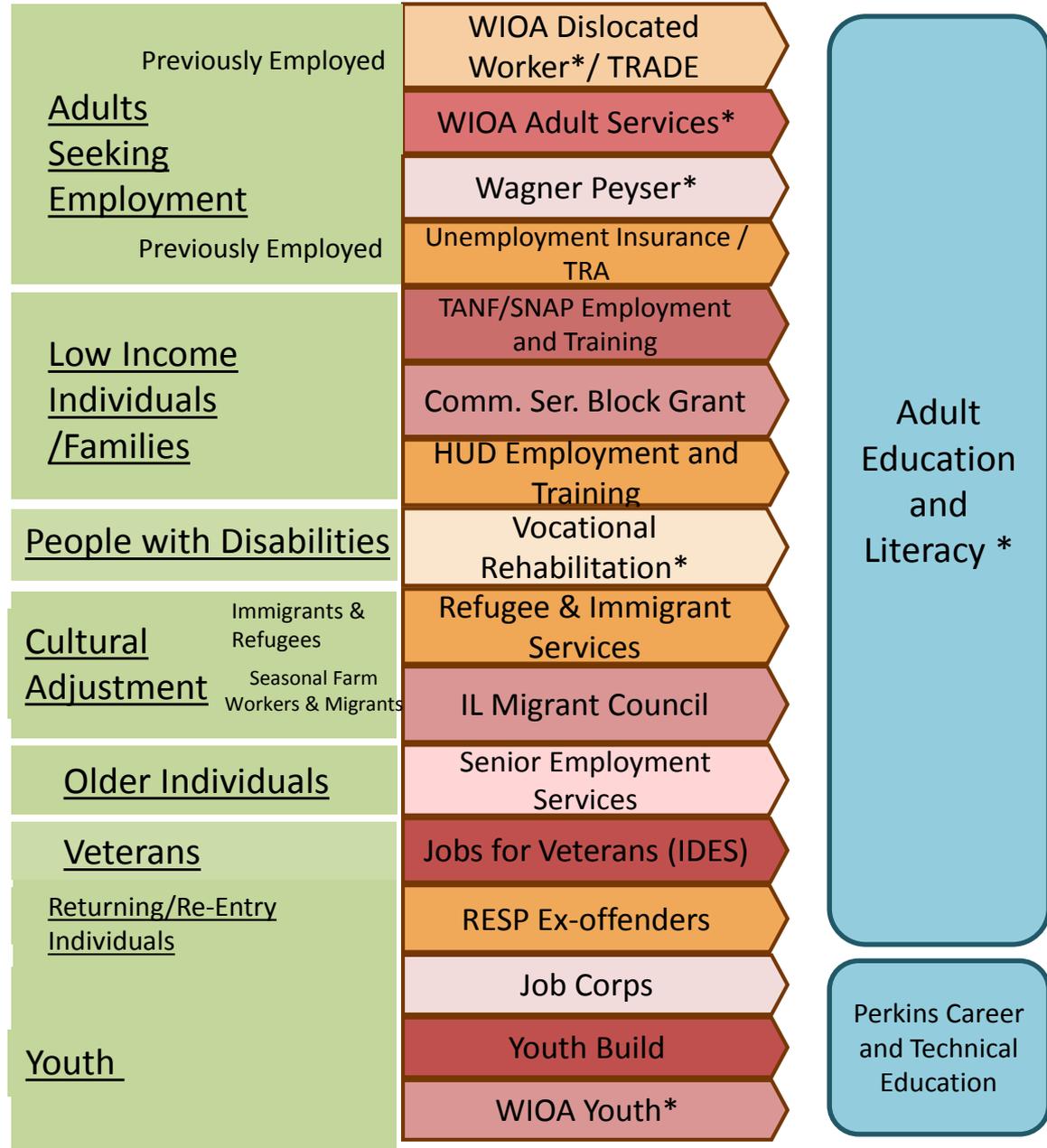
Percent of Population in Poverty



Percent of Population in Poverty



Populations Served:
The Workforce Connection



* Core Partner

Current Partnership Focus

- *All programs accessible through The Workforce Connection Centers and multiple Access Points*
- *Increase Awareness of Services – Among Partners, Community and Faith-Based Organizations and General Public*
 - ❖ System Branding – The Workforce Connection
 - ❖ Timely and Appropriate Referrals
 - ❖ Increased Utilization
- *Common Data Collection and Reporting*
- *Coordinated Approach with Business Services*

The Workforce Connection - Rockford
303 North Main St.
Rockford, IL 61101

Resource Center Visitors
(January 1, 2016 - March 31, 2016)

Total Visitors	Distinct Visitors	First Time Visitors
11,657	6,731	3,406

"New Hires" for the Quarter: 383

WIOA Program PY2015 Preliminary Data (July 1, 2015 – March 31, 2016)

	Enrollments	# Completing	Job Placements	Average Wage @ Placement
Adult Program	394	179	78	\$12.19
Dislocated Worker Program	415	185	79	\$15.21
Youth Program	365	90	28	\$9.01

114 Youth program participants have received their High School Equivalency diploma and 15 have received a High School Diploma

63% of program enrollees are City of Rockford residents

WIOA Performance Outcomes

Year-to-Date Program Year 2015 (7/1/15-6/30/16)

WIOA Adult Program Performance

	Goal	Threshold	Preliminary PY15
Entered Employment Rate	75%	60%	74.07%
Employment Retention Rate	80%	64%	76.60%
Average Earnings	\$11,000	\$8,800	\$9,784.85
Credential Attainment Rate			52.5%

WIOA Dislocated Worker Performance

	Goal	Threshold	Preliminary PY15
Entered Employment Rate	84%	67.2%	84.39%
Employment Retention Rate	89%	71.2%	80.42%
Average Earnings	\$16,000	\$12,800	\$14,458.91
Credential Attainment Rate			78.87%

WIOA Youth Program Performance

	Goal	Threshold	Preliminary PY15
Attained Degree/Diploma/Certification	66%	52.8%	60.00%
Placed in Employment / Education	65%	52%	74%
Literacy and Numeracy Gains	57%	45.6%	50.63%

Source: Illinois Workforce Development System - Final Annual Outcomes and Year-to-Date Outcomes 6/03/16

Specific Projects and Initiatives

- Young Black Male Employment Initiative
 - Partnership: United Way
 - The Workforce Connection – ELEVATE
 - Goodwill
- Talent Pipeline Management
 - Employer Collaborative addressing skill needs in Manufacturing
- Construction Apprenticeship Readiness
 - (discussion stage with Building Trades)

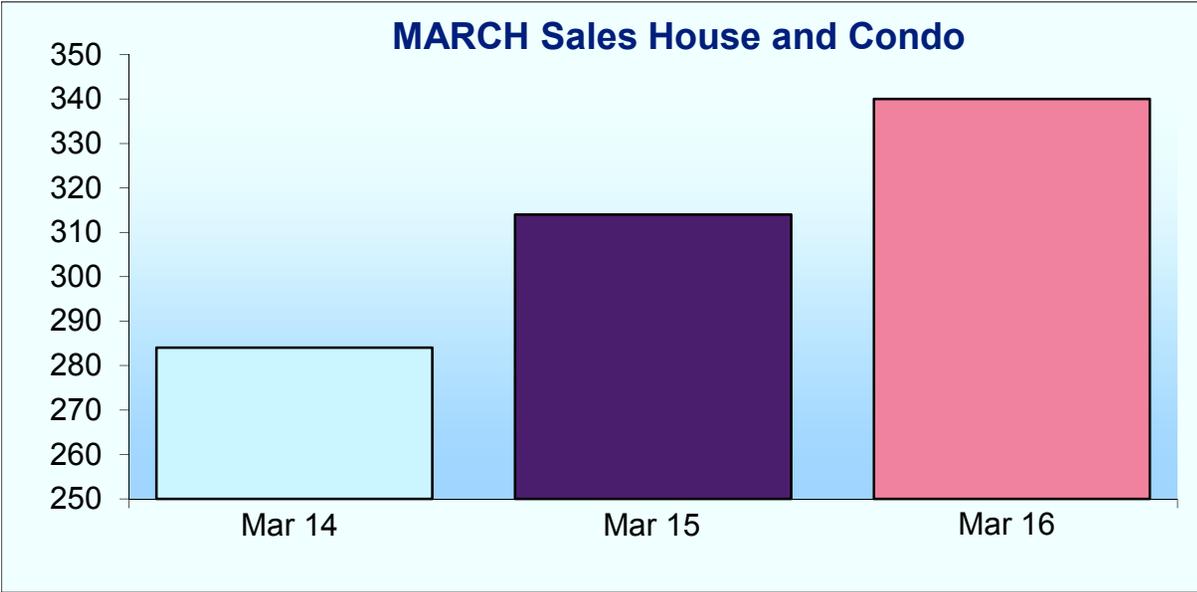
Summary of MLS Rules Section 10-13: Please review entire section.

Information provided by the MLS shall be considered confidential and exclusively for the use of Participants and real estate licensees affiliated with such Participants, provided they are MLS members. A fine of \$1,000 applies for violation of the confidentiality provisions. The data provided is considered accurate but is not guaranteed.

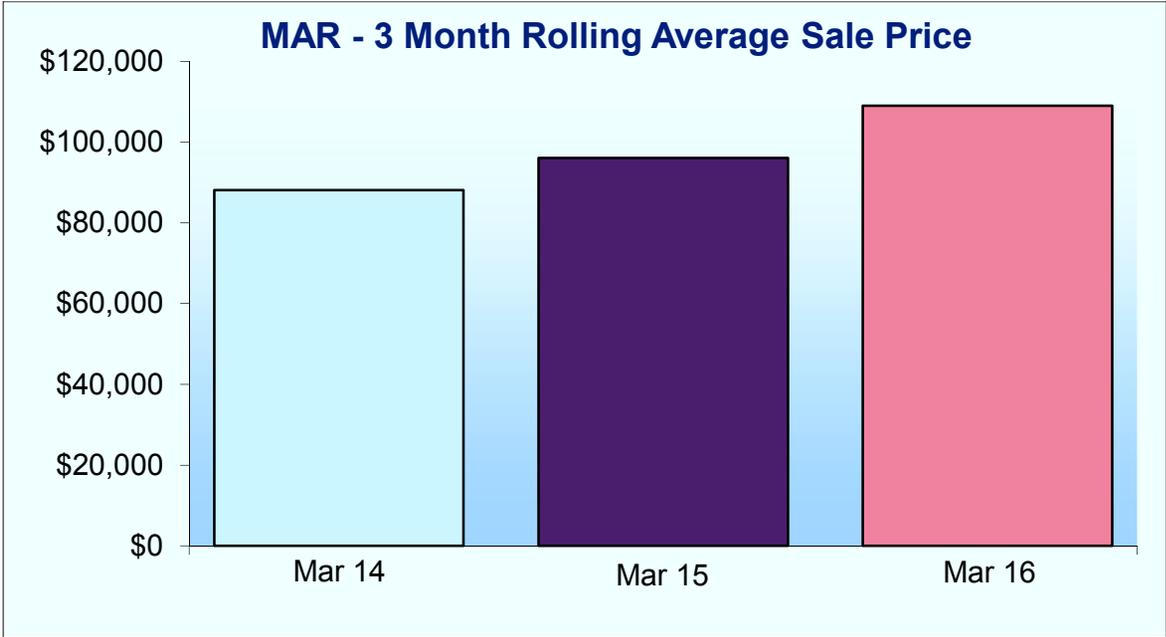




Month	Current Year	One Year Previous	Change
Apr-15	346	344	0.58%
May-15	393	399	-1.50%
Jun-15	460	400	15.00%
Jul-15	421	376	11.97%
Aug-15	416	430	-3.26%
Sep-15	414	351	17.95%
Oct-15	359	372	-3.49%
Nov-15	261	298	-12.42%
Dec-15	346	364	-4.95%
Jan-16	199	212	-6.13%
Feb-16	245	242	1.24%
Mar-16	340	314	8.28%

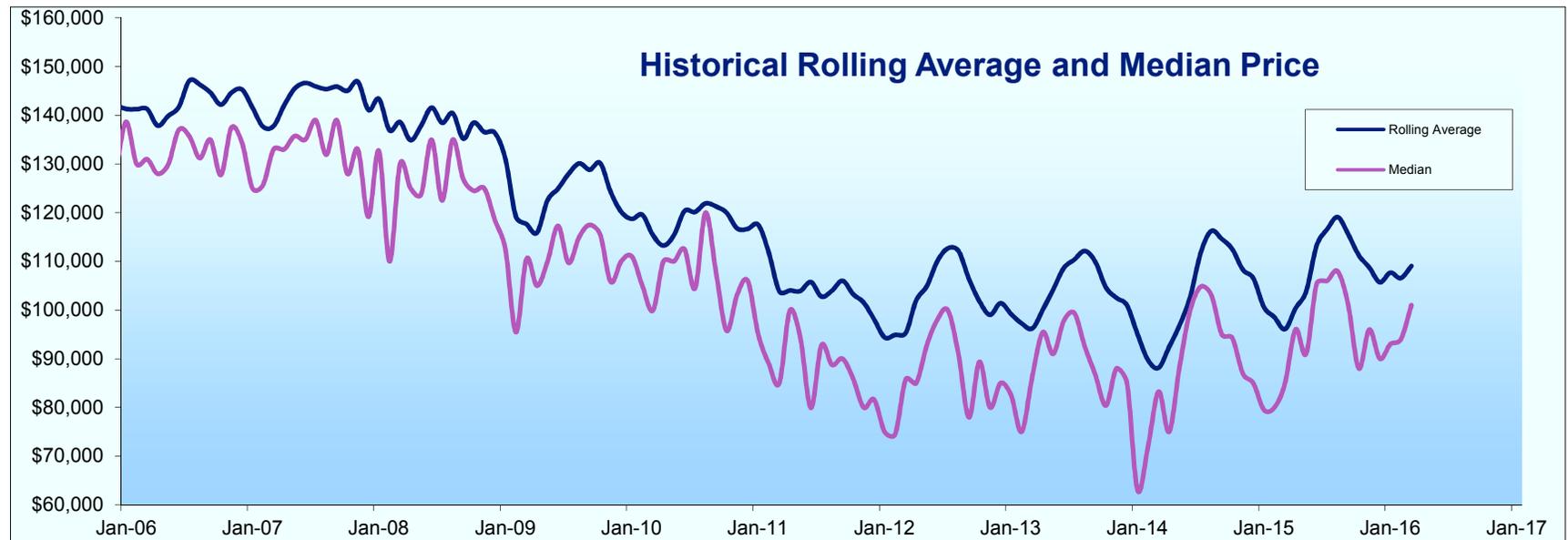


Restricted Information: See MLS Rules Sections 10 Thru 13

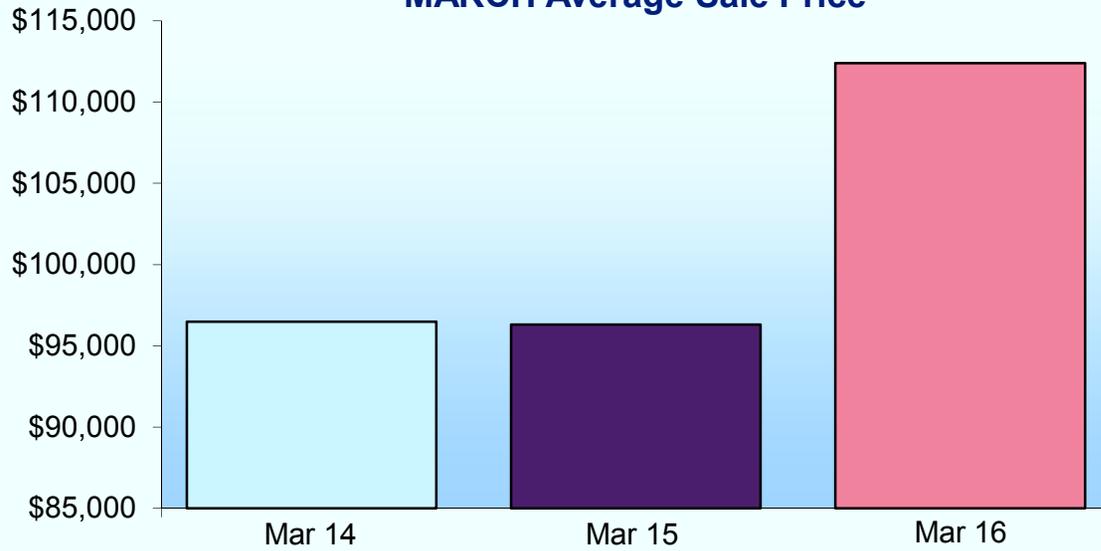


Average Prices - 3 Month Rolling Average

Month	Current Year	One Year Previous	Change
Apr-15	\$100,363	\$92,426	8.59%
May-15	\$103,782	\$96,935	7.06%
Jun-15	\$113,233	\$102,721	10.23%
Jul-15	\$116,616	\$111,760	4.35%
Aug-15	\$119,100	\$116,244	2.46%
Sep-15	\$115,555	\$114,594	0.84%
Oct-15	\$111,279	\$112,507	-1.09%
Nov-15	\$108,736	\$108,281	0.42%
Dec-15	\$105,701	\$106,508	-0.76%
Jan-16	\$107,684	\$100,610	7.03%
Feb-16	\$106,559	\$98,502	8.18%
Mar-16	\$109,050	\$96,077	13.50%



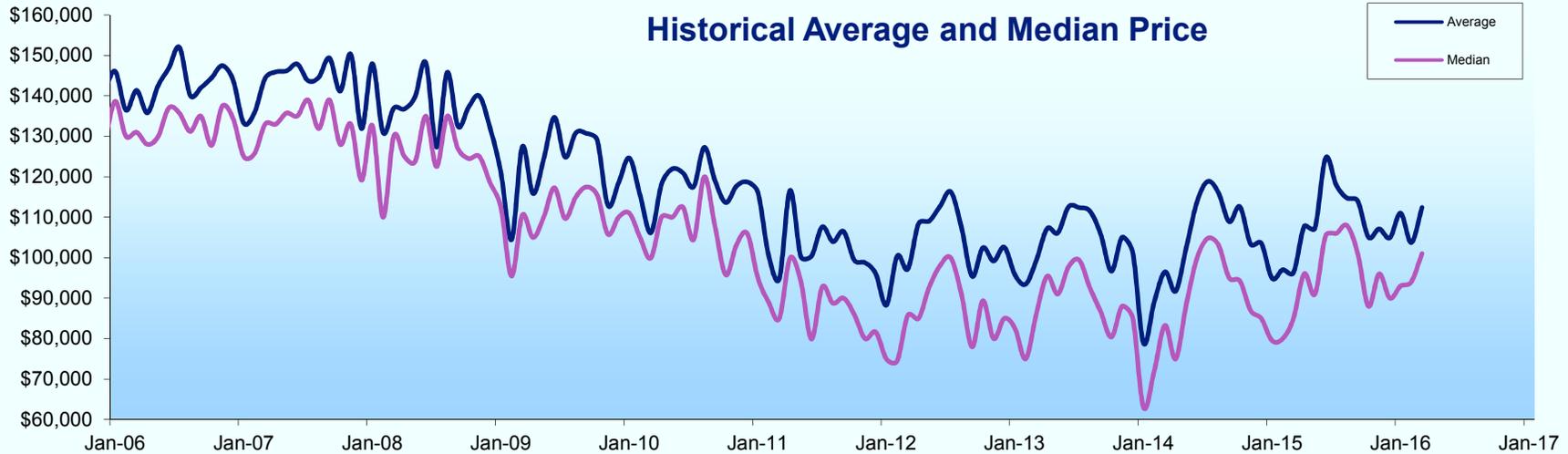
MARCH Average Sale Price

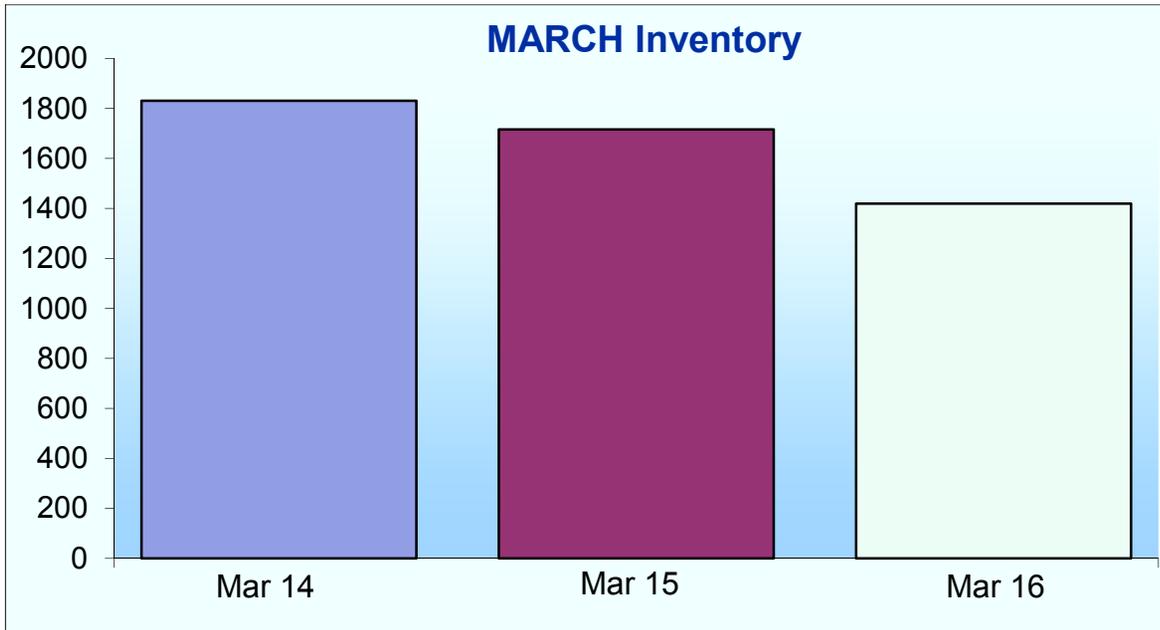


Average Prices - Single Month

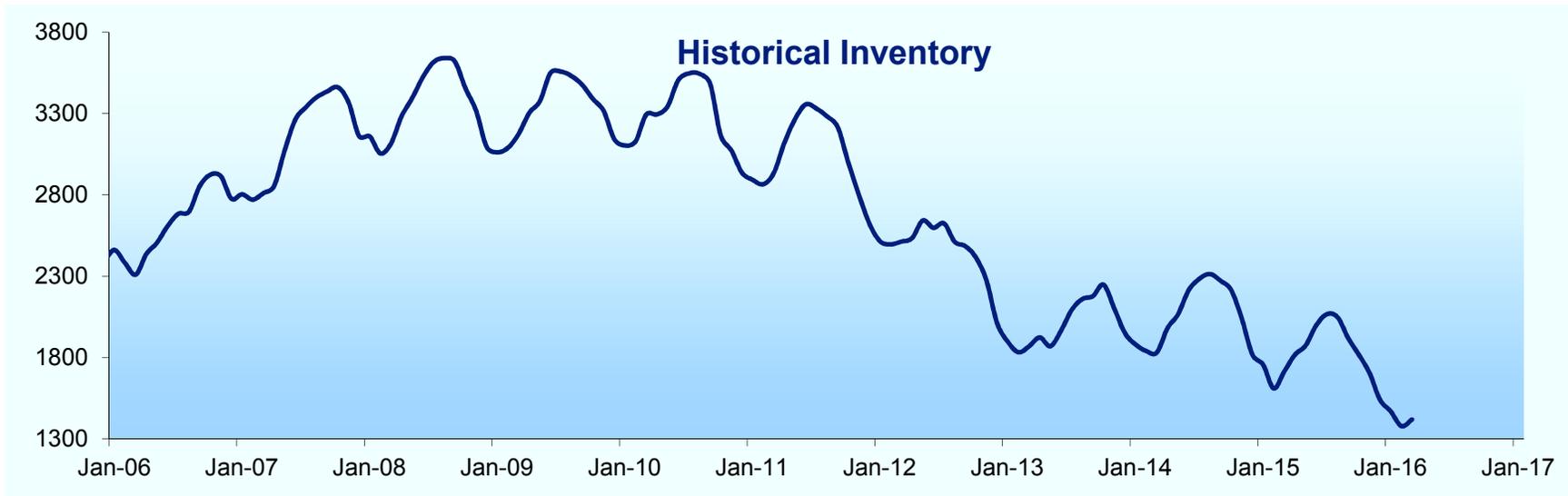
Month	Current Year	One Year Previous	Change
Apr-15	\$107,755	\$91,733	17.47%
May-15	\$107,289	\$102,584	4.59%
Jun-15	\$124,656	\$113,845	9.50%
Jul-15	\$117,904	\$118,851	-0.80%
Aug-15	\$114,740	\$116,036	-1.12%
Sep-15	\$114,020	\$108,896	4.71%
Oct-15	\$105,076	\$112,590	-6.67%
Nov-15	\$107,112	\$103,358	3.63%
Dec-15	\$104,914	\$103,575	1.29%
Jan-16	\$111,027	\$94,898	17.00%
Feb-16	\$103,735	\$97,032	6.91%
Mar-16	\$112,387	\$96,302	16.70%

Historical Average and Median Price



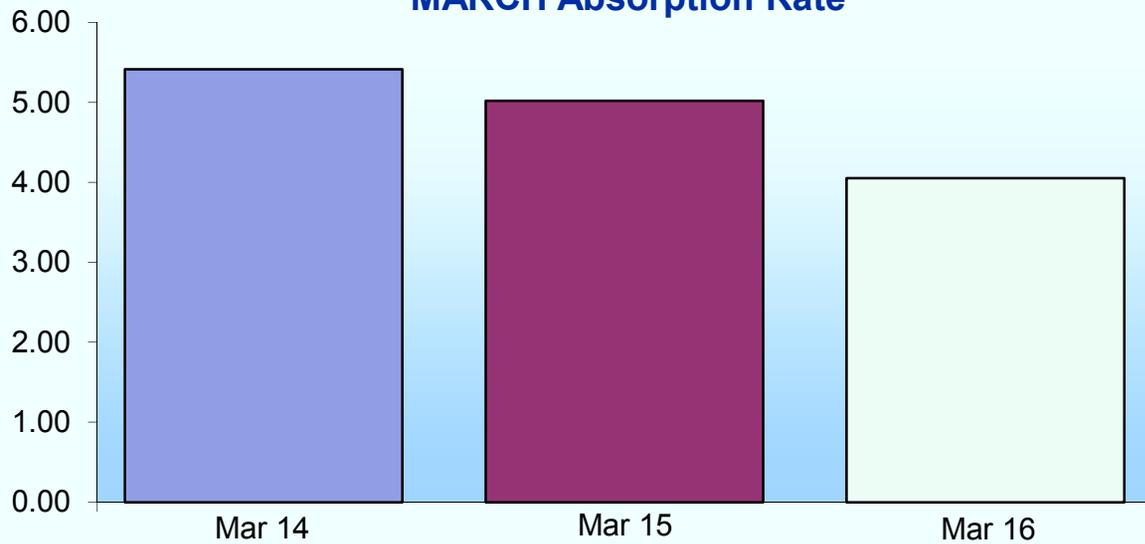


Month	Current Year	One Year Previous	Change
Apr-15	1818	1980	-8.18%
May-15	1875	2066	-9.24%
Jun-15	1999	2214	-9.71%
Jul-15	2067	2284	-9.50%
Aug-15	2048	2314	-11.50%
Sep-15	1920	2272	-15.49%
Oct-15	1818	2215	-17.92%
Nov-15	1706	2039	-16.33%
Dec-15	1540	1818	-15.29%
Jan-16	1470	1757	-16.33%
Feb-16	1379	1611	-14.40%
Mar-16	1419	1716	-17.31%



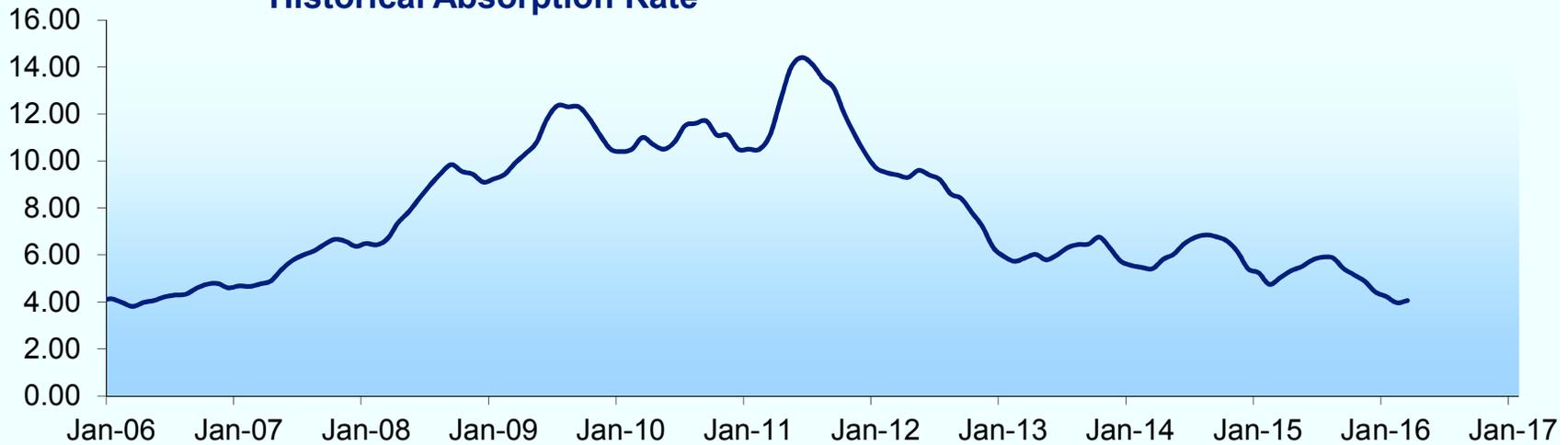


MARCH Absorption Rate



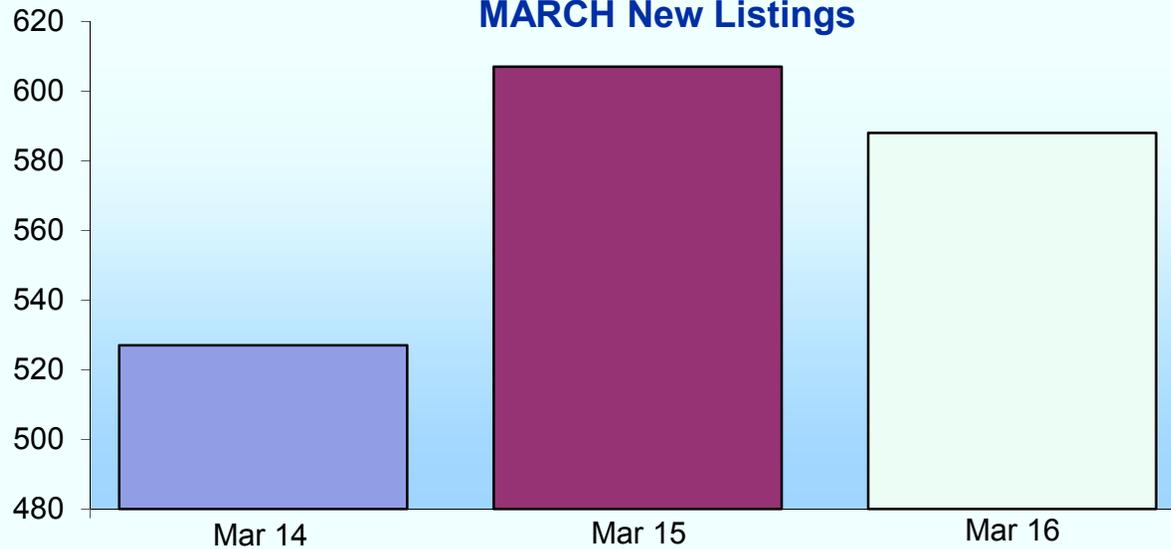
Month	Current Year	One Year Previous	Change
Apr-15	5.32	5.81	-8.45%
May-15	5.49	6.03	-8.98%
Jun-15	5.77	6.48	-10.93%
Jul-15	5.90	6.74	-12.45%
Aug-15	5.87	6.85	-14.35%
Sep-15	5.42	6.78	-20.04%
Oct-15	5.15	6.59	-21.95%
Nov-15	4.87	6.14	-20.67%
Dec-15	4.42	5.41	-18.37%
Jan-16	4.23	5.24	-19.22%
Feb-16	3.96	4.75	-16.49%
Mar-16	4.05	5.02	-19.24%

Historical Absorption Rate





MARCH New Listings



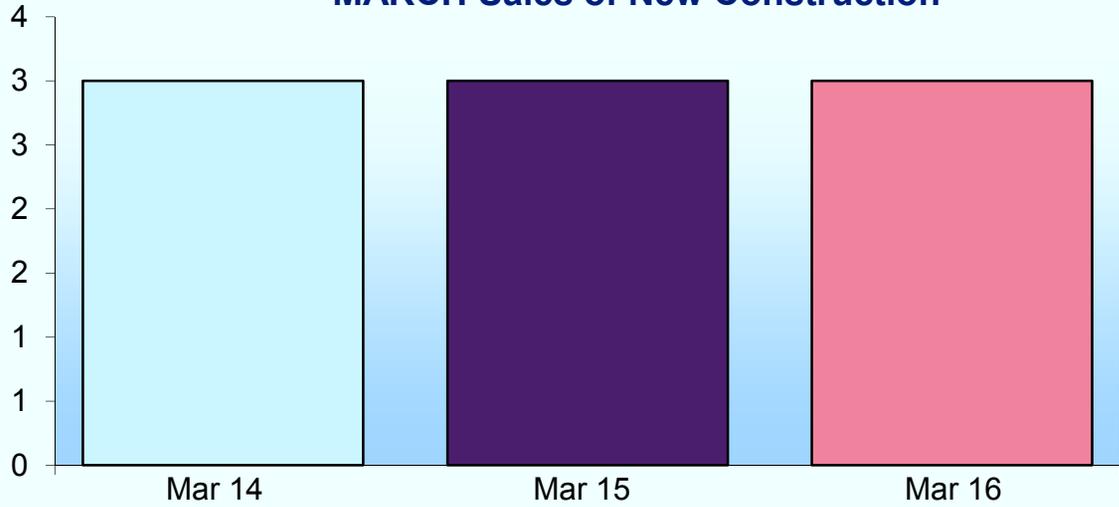
Month Current One Year Change
 Year Previous

Apr-15	688	676	1.78%
May-15	603	683	-11.71%
Jun-15	717	721	-0.55%
Jul-15	655	617	6.16%
Aug-15	569	616	-7.63%
Sep-15	478	521	-8.25%
Oct-15	455	523	-13.00%
Nov-15	370	373	-0.80%
Dec-15	269	294	-8.50%
Jan-16	359	369	-2.71%
Feb-16	392	394	-0.51%
Mar-16	588	607	-3.13%

Historical New Listings

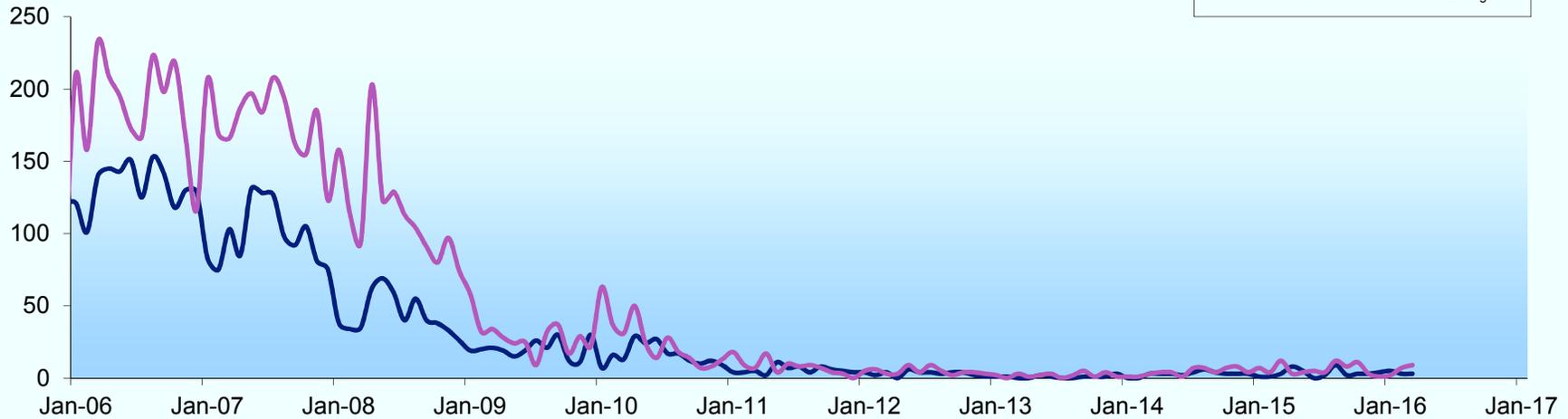


MARCH Sales of New Construction

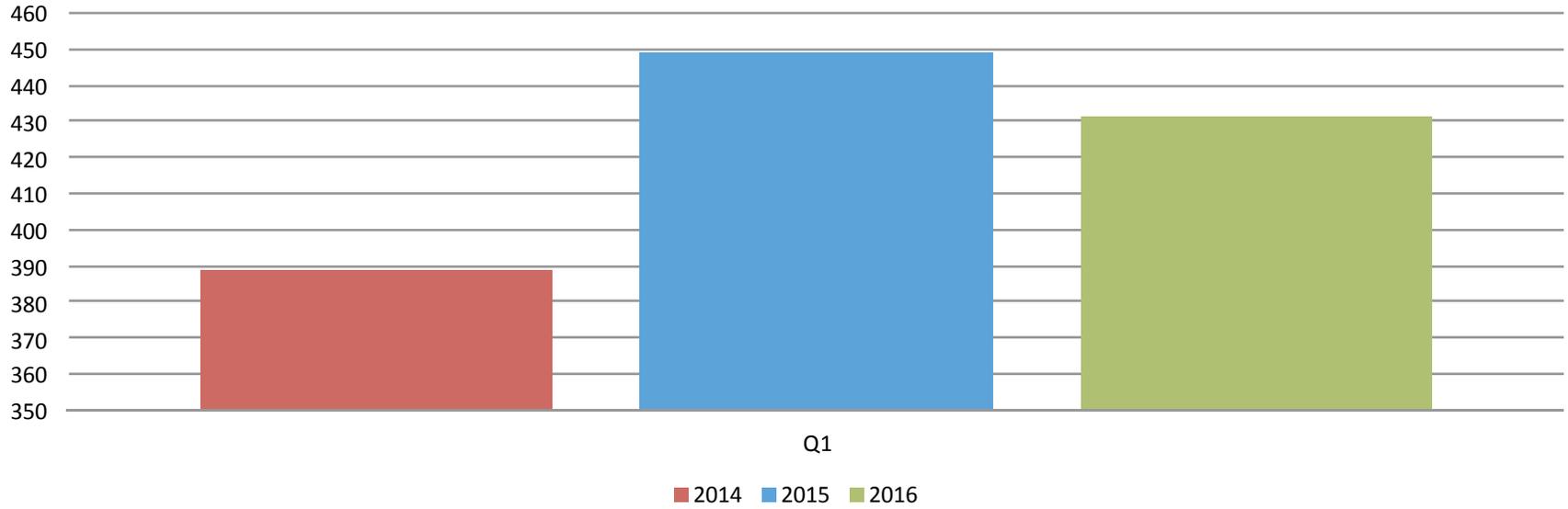


Month	New Listings	Sales	Inventory Unit Change
Apr-15	3	8	-5.00
May-15	4	5	-1.00
Jun-15	5	0	5.00
Jul-15	4	2	2.00
Aug-15	12	9	3.00
Sep-15	8	2	6.00
Oct-15	11	3	8.00
Nov-15	3	3	0.00
Dec-15	1	4	-3.00
Jan-16	2	5	-3.00
Feb-16	7	3	4.00
Mar-16	9	3	6.00

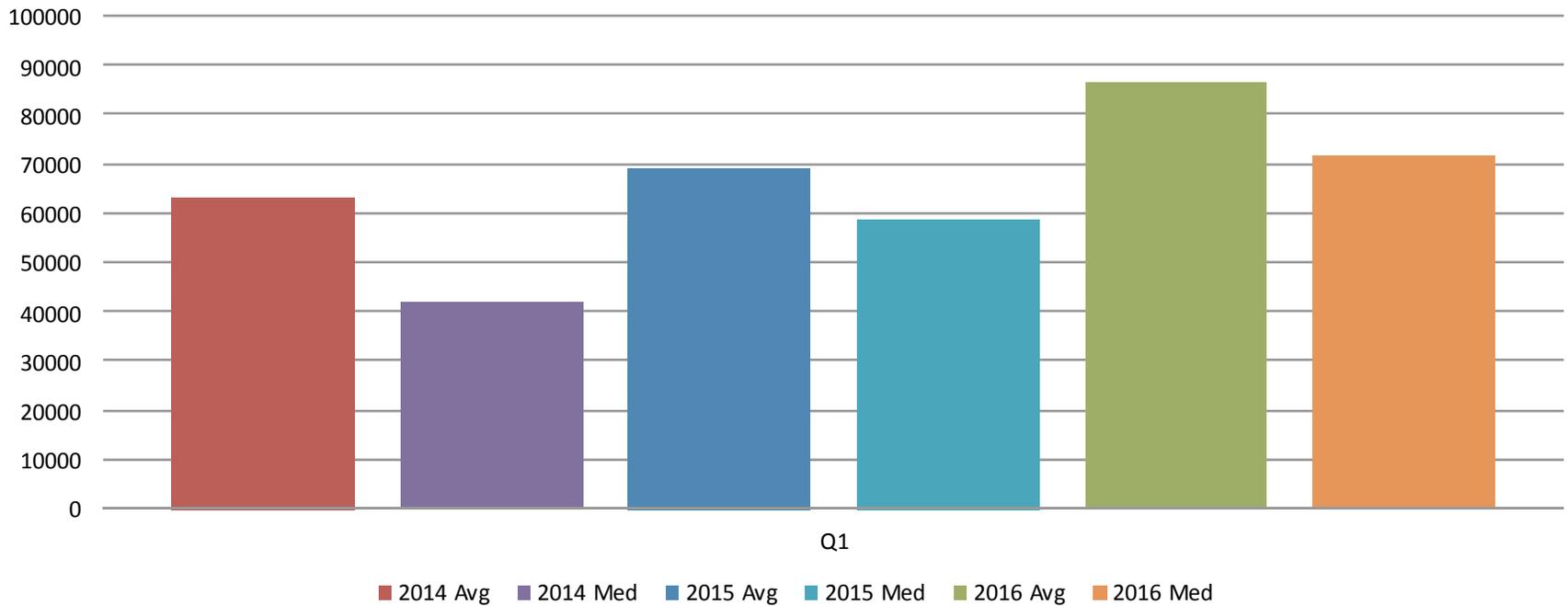
Historical New Construction



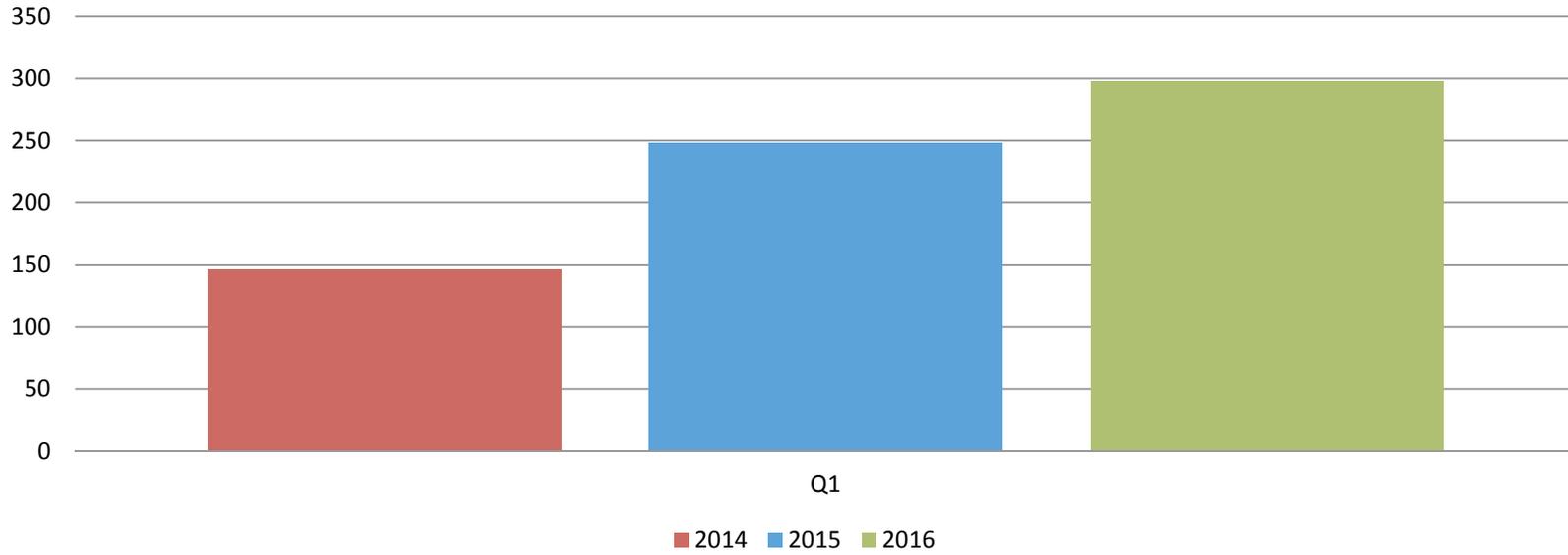
TOTAL SALES - Rockford



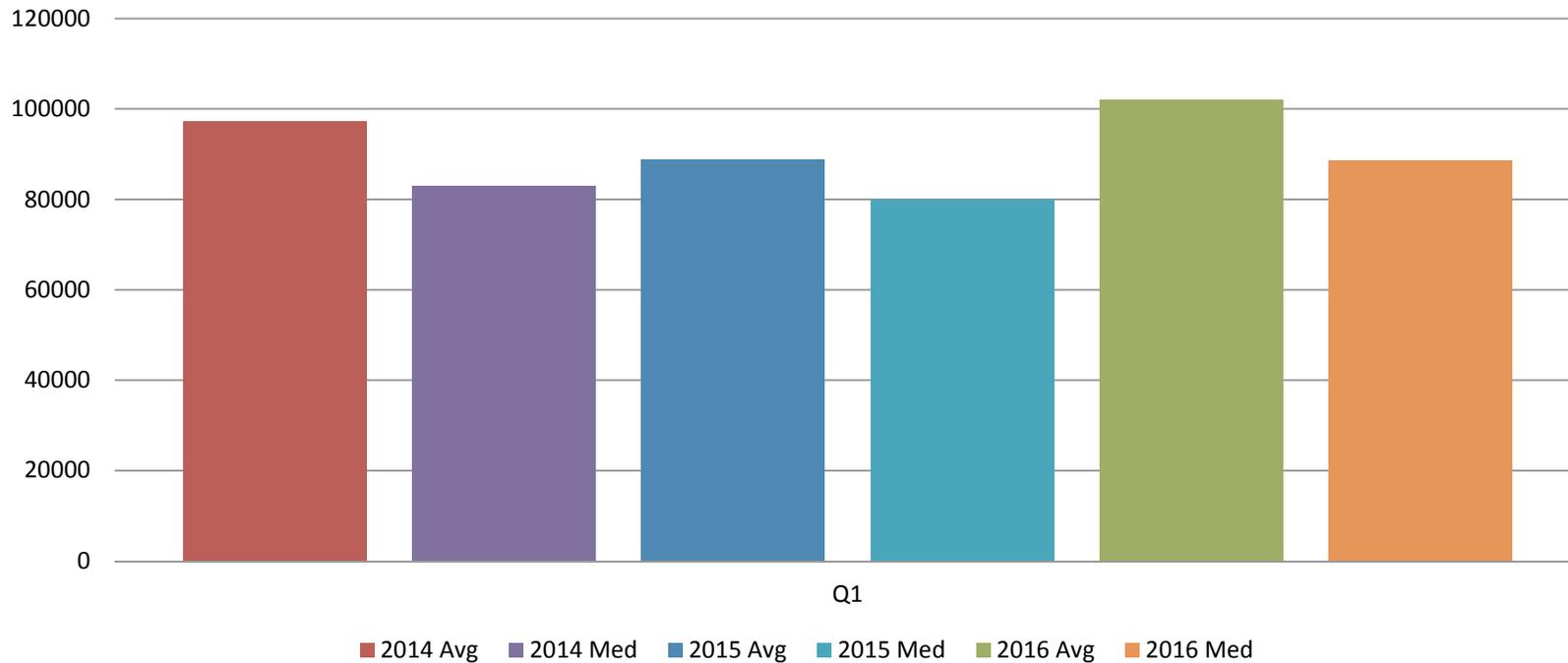
Average and Median Price for All Sales - Rockford



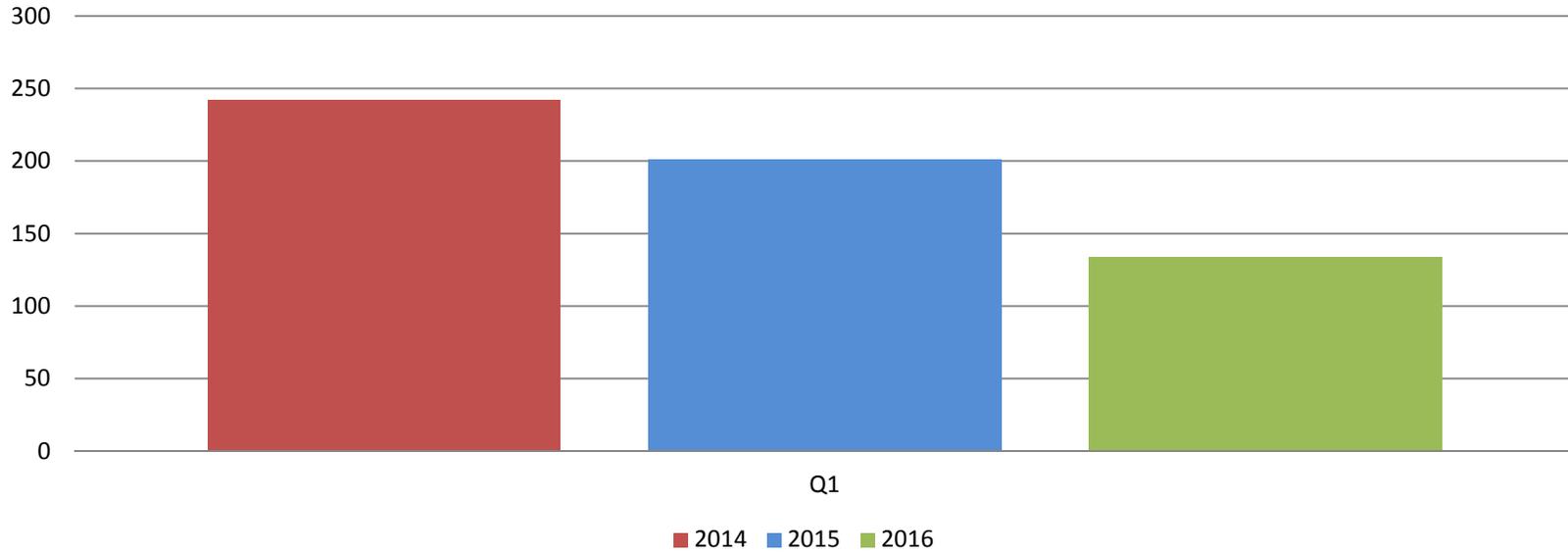
NORMAL SALES - Rockford



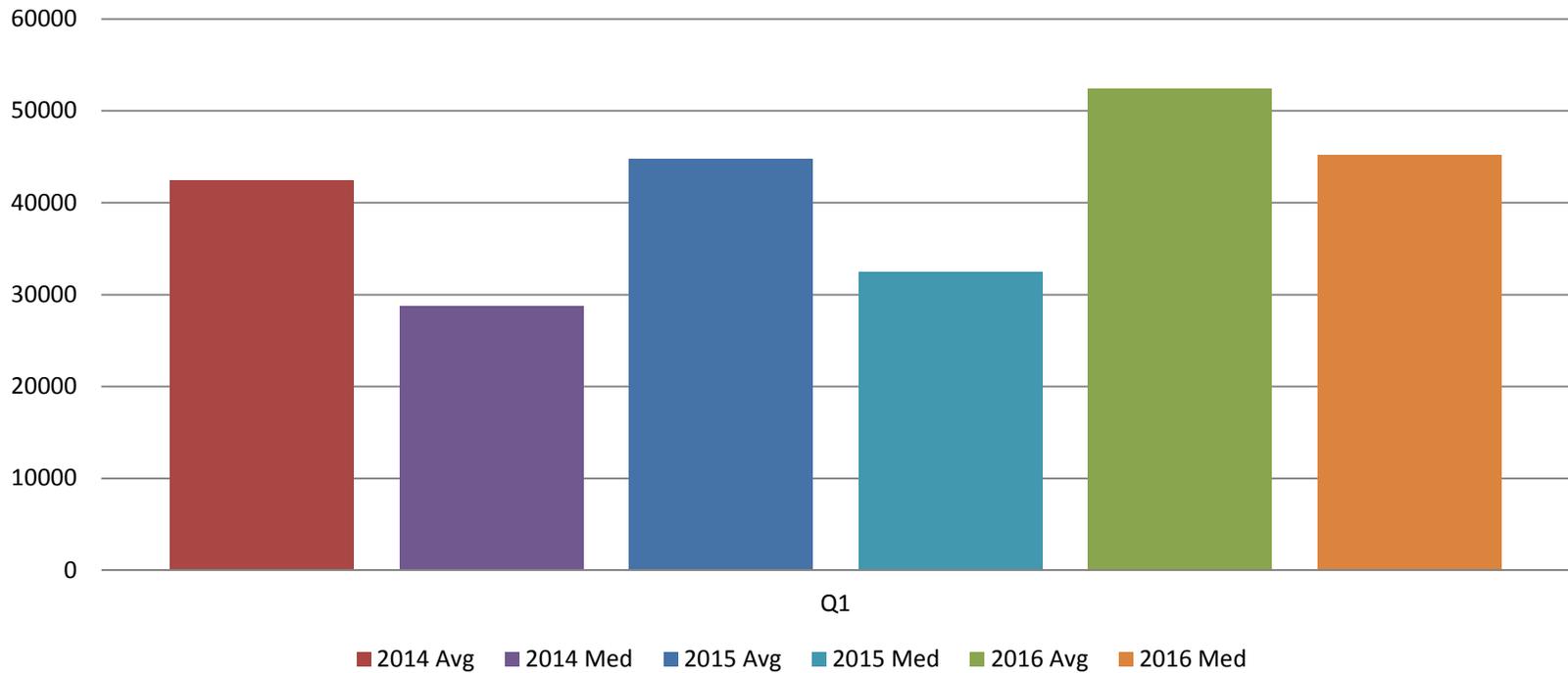
Average and Median Price for Normal Sales - Rockford



DISTRESSED SALES - Rockford



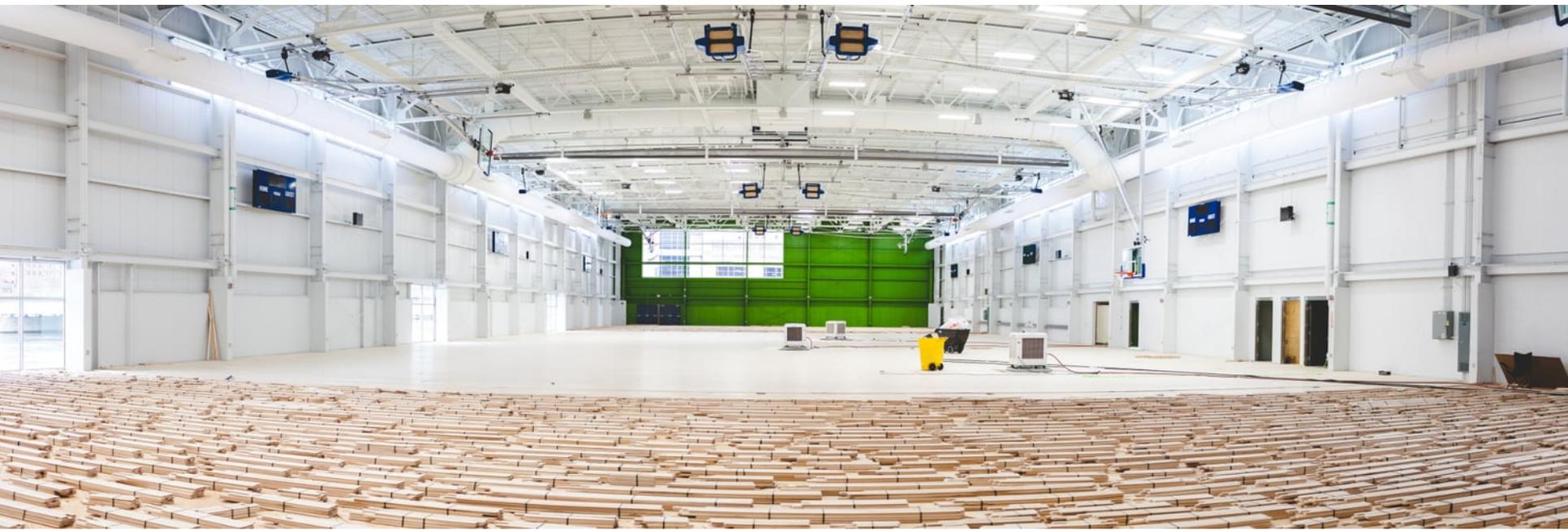
Average and Median Price for Distressed Sales - Rockford



Rockford Area Convention & Visitors Bureau

Regional Economic Development Report

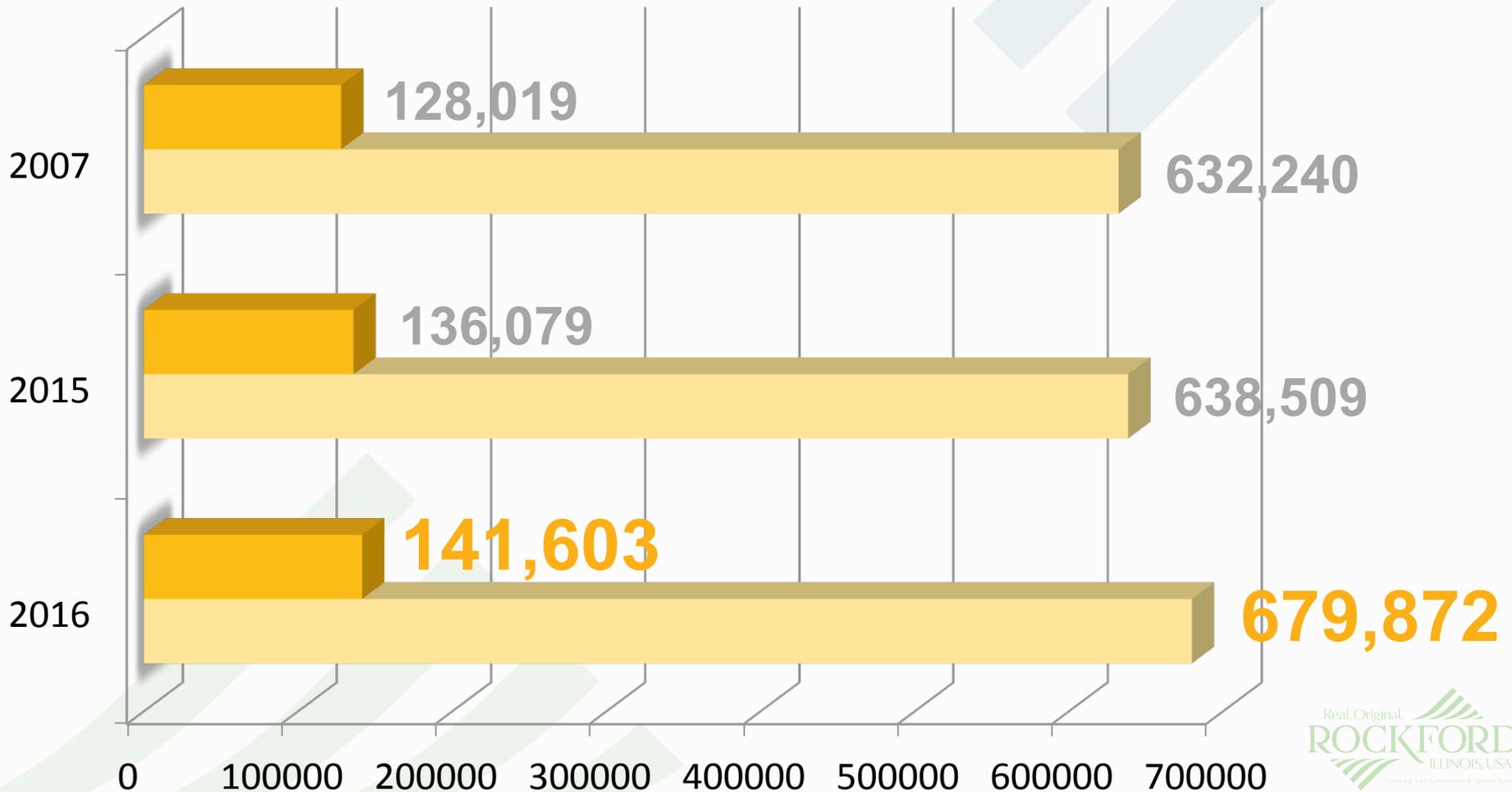
January – March 2016



Hotel Statistics

Room Demand (rooms sold)

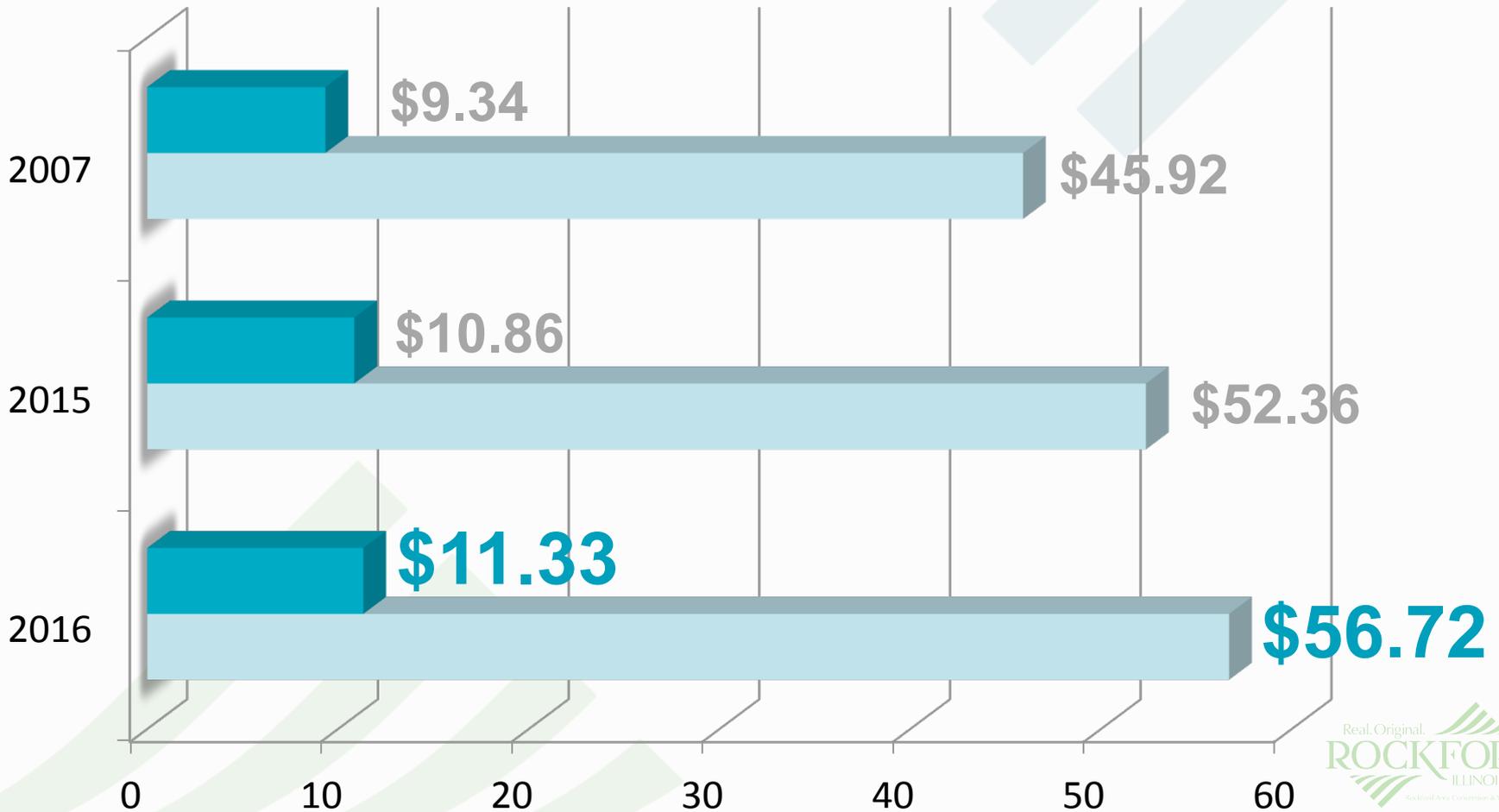
■ Year to Date (Jan 16 - Mar 16) ■ Running 12 Months (Apr 15 - Mar 16)



Hotel Statistics

Revenue (in millions)

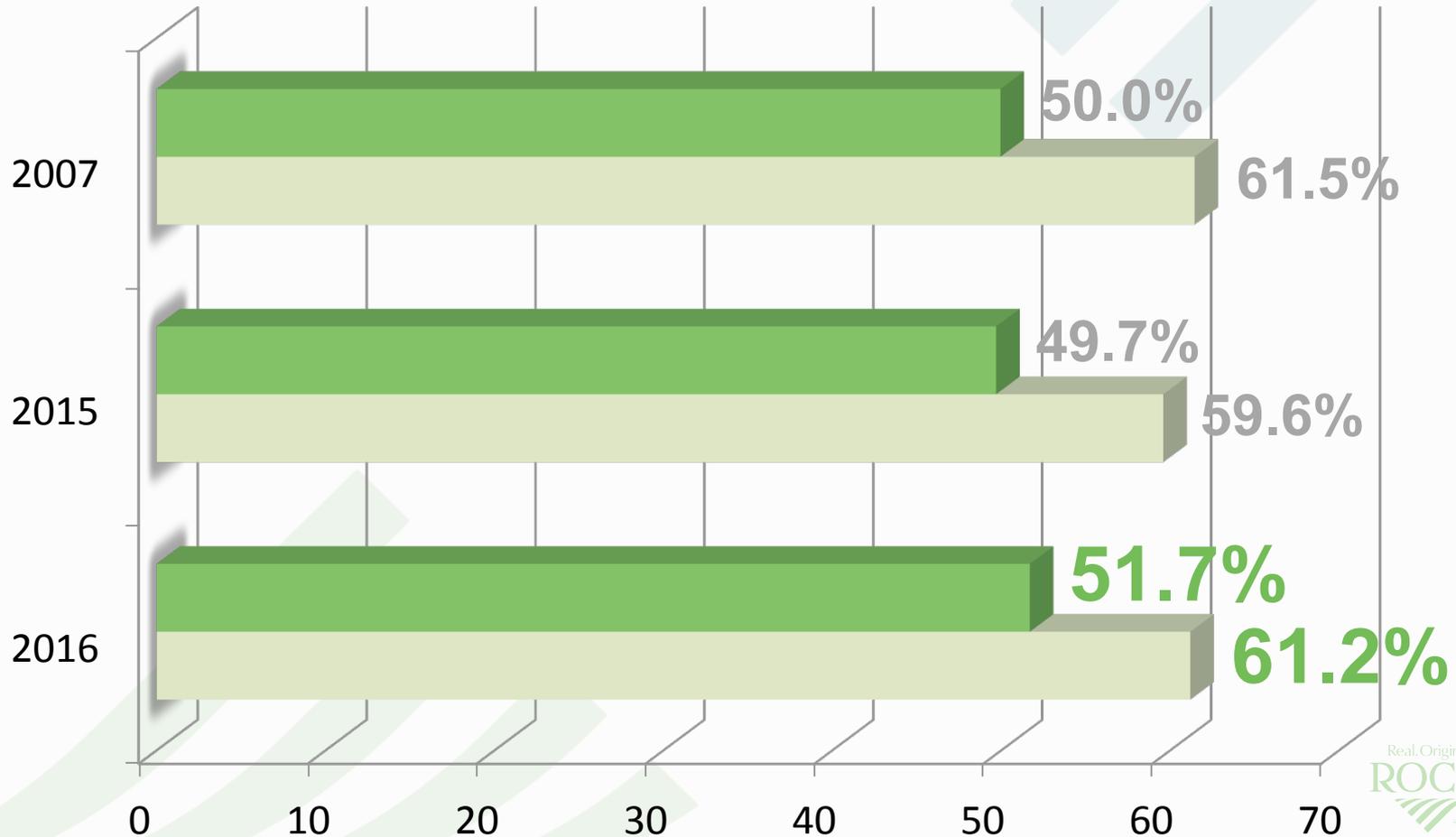
■ Year to Date (Jan 16 - Mar 16) ■ Running 12 Months (Apr 15 - Mar 16)



Hotel Statistics

Occupancy (% sold)

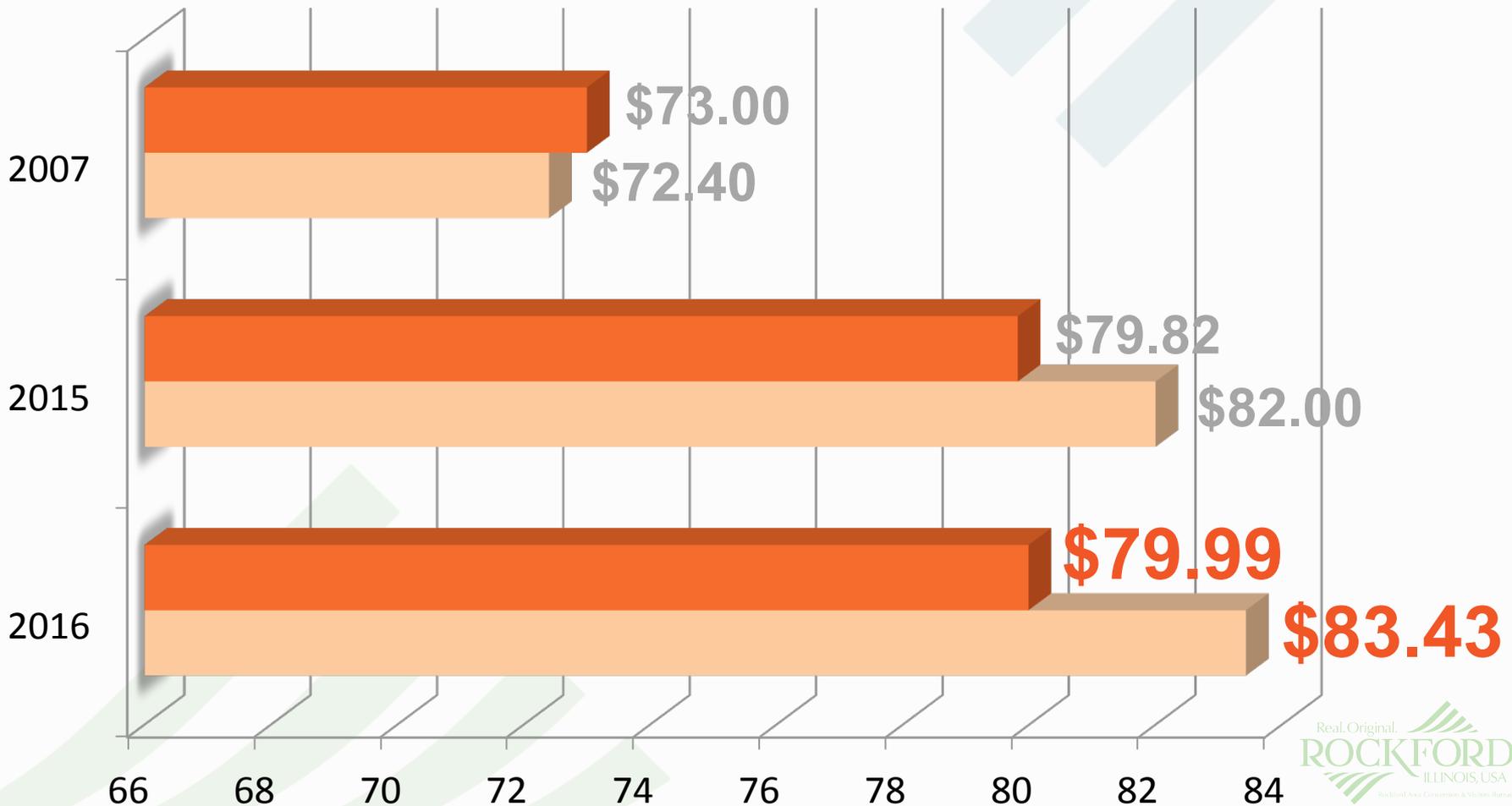
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Hotel Statistics

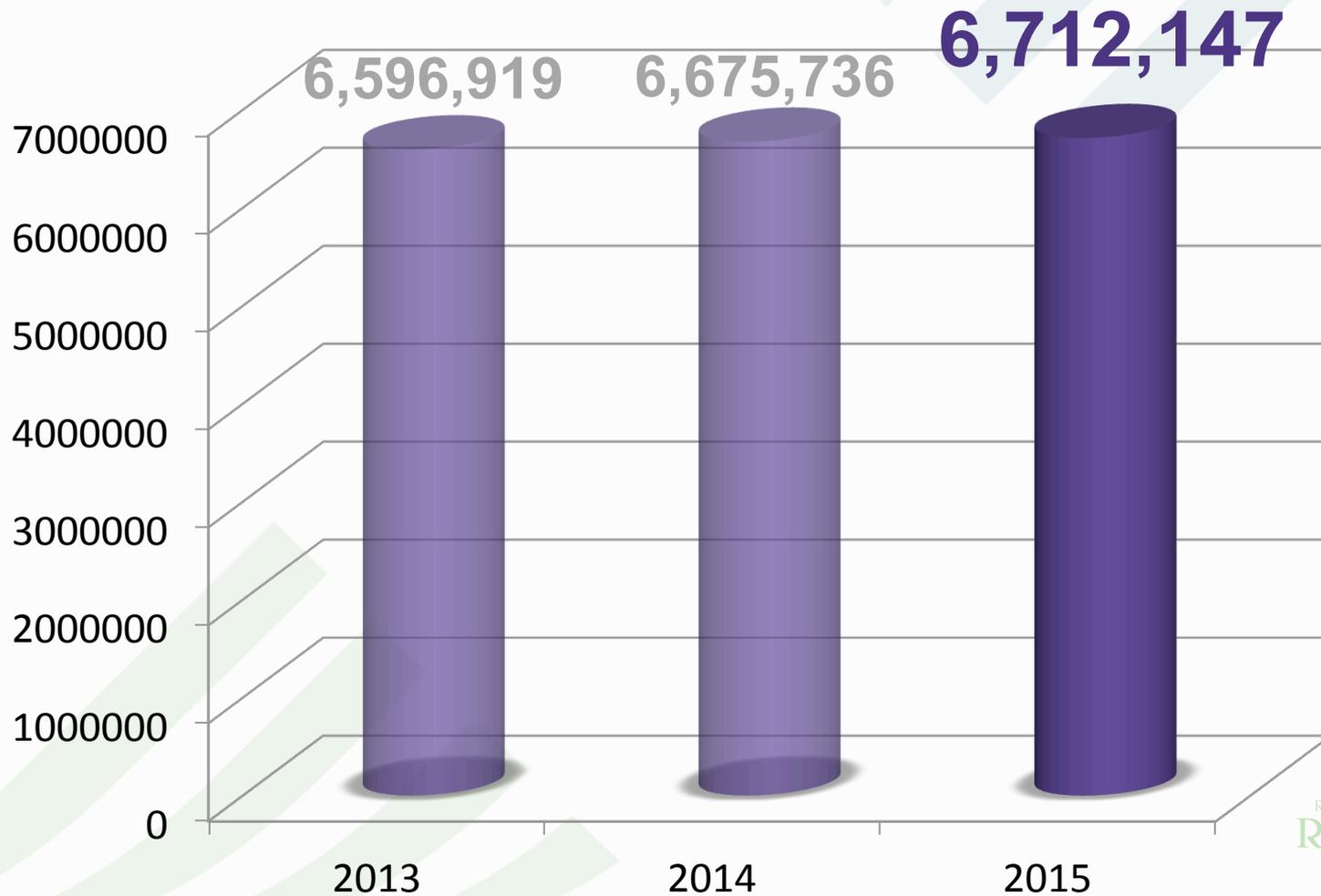
Average Room Rate

■ Year to Date (Jan 16 - Mar 16) ■ Running 12 Months (Apr 15 - Mar 16)



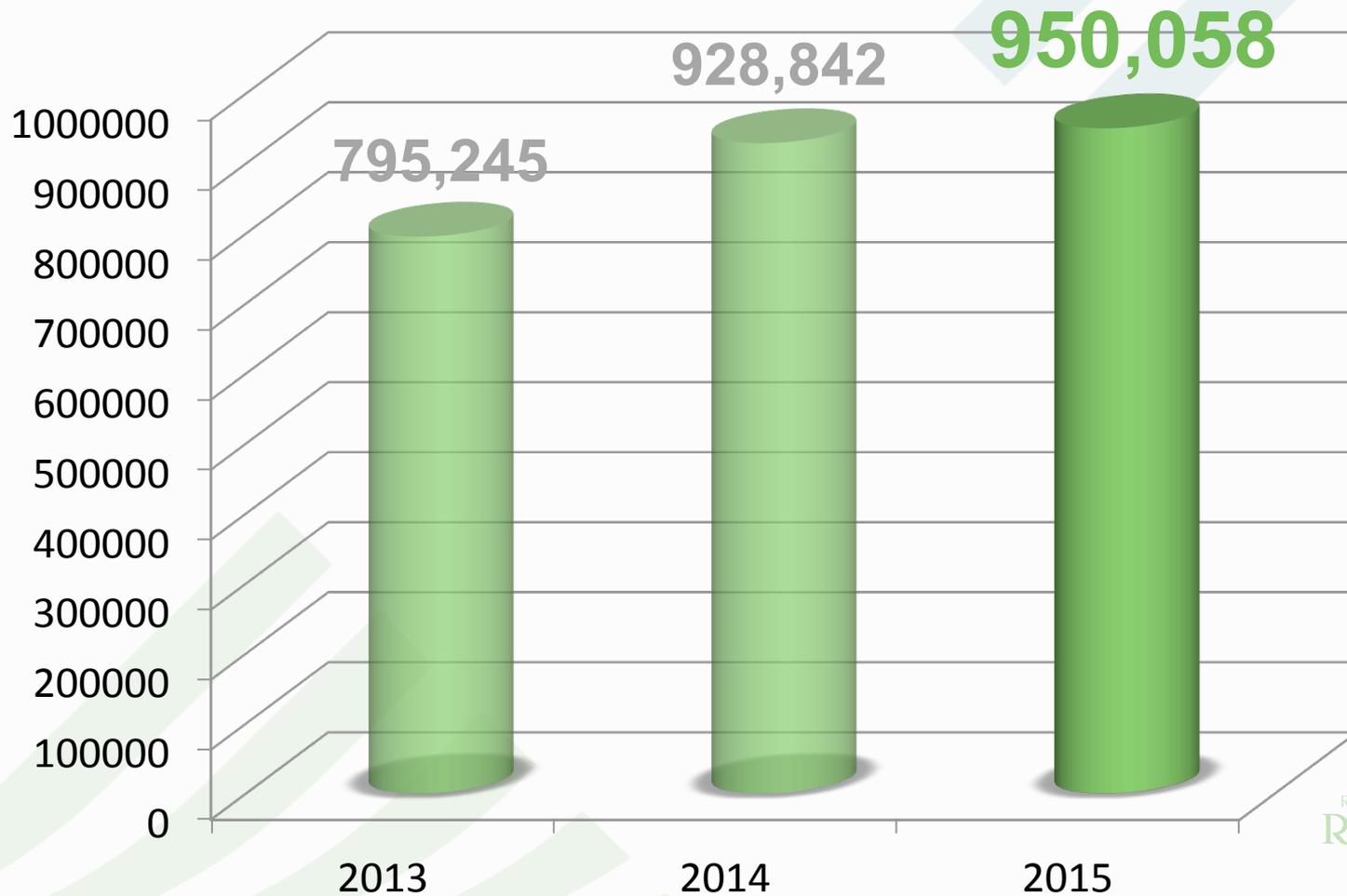
Yearly Attendance

Sites/Attractions



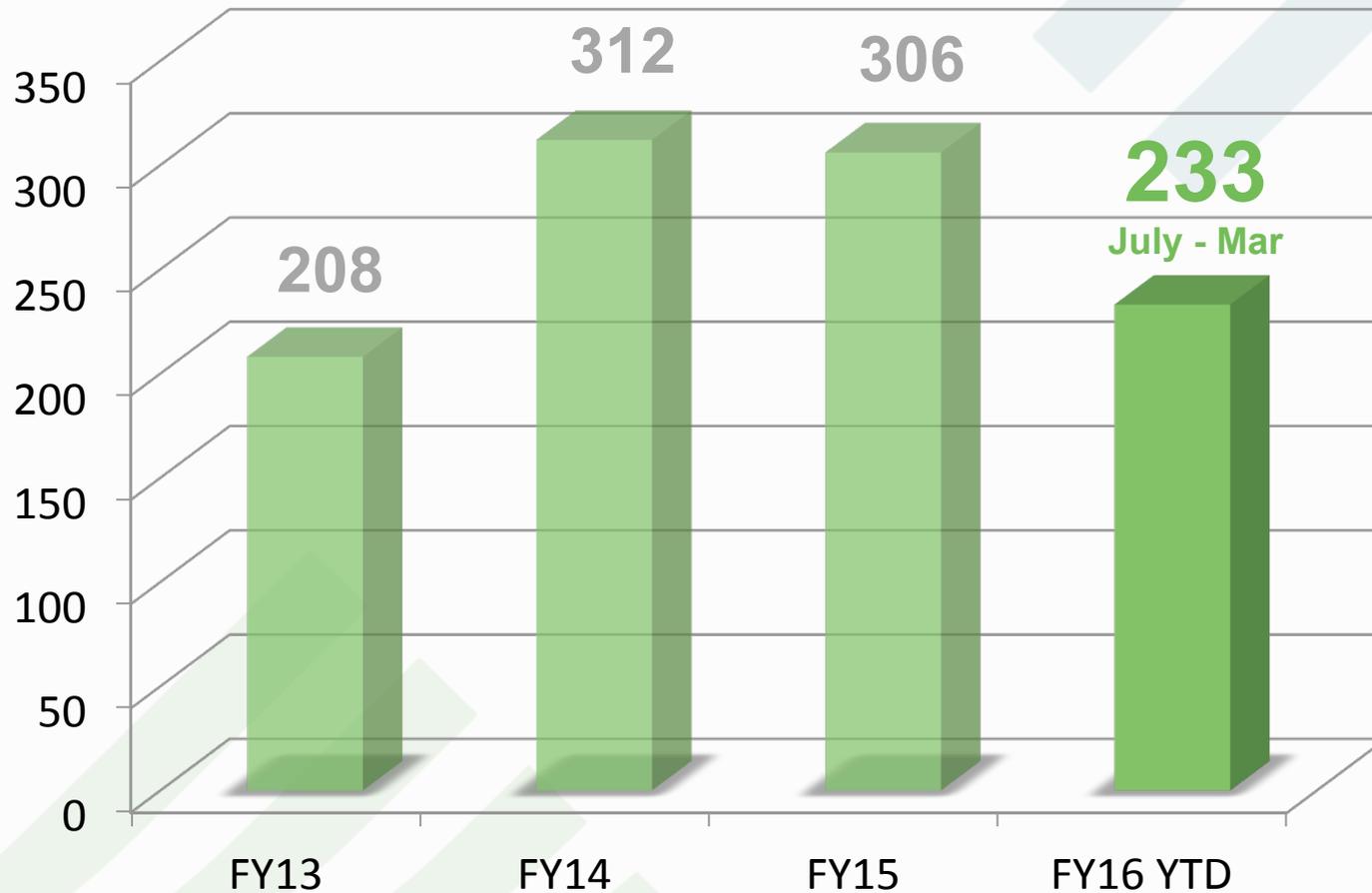
Yearly Attendance

Events/Festivals



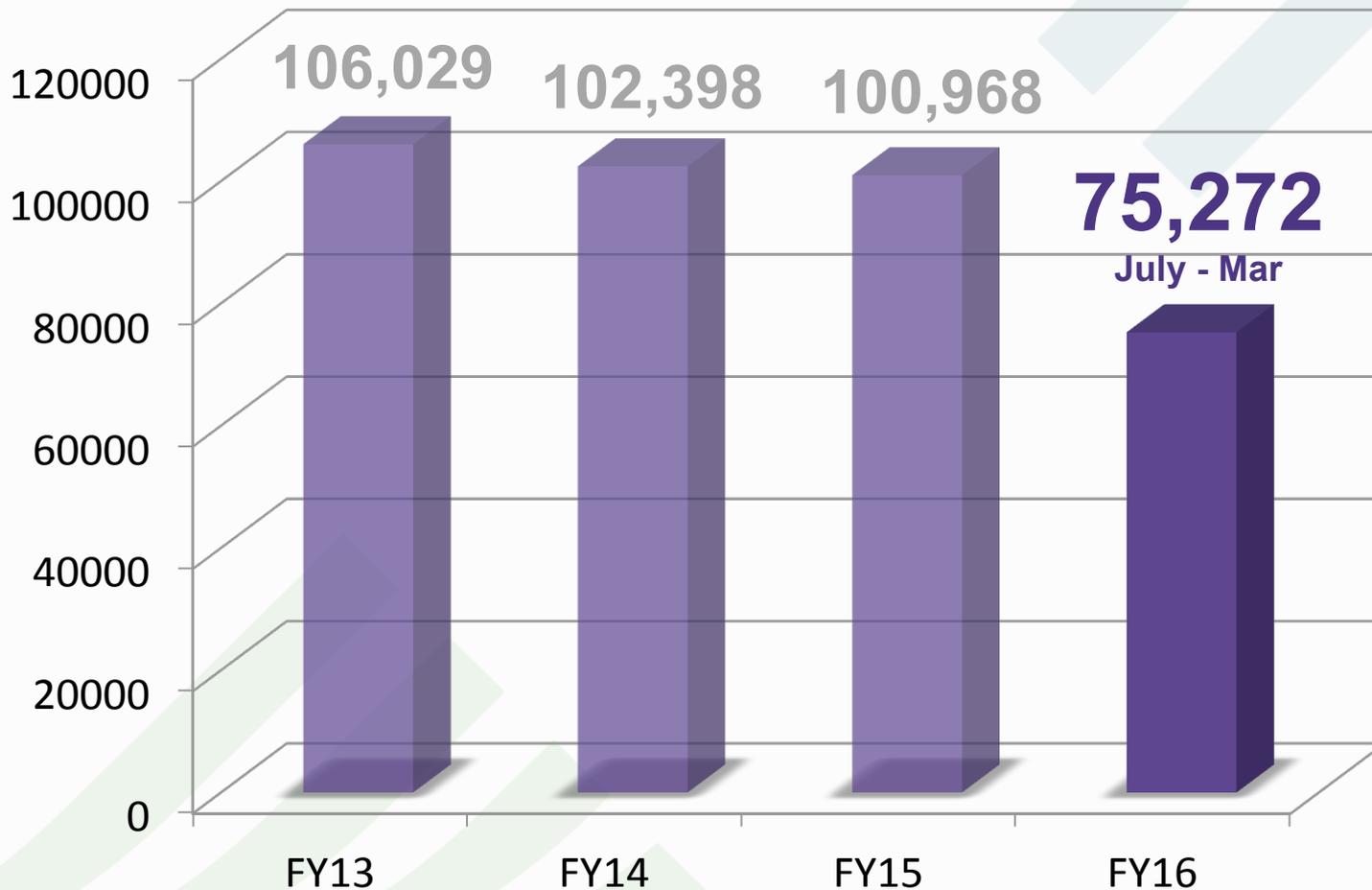
RACVB Group Bookings

Future Client Events Booked



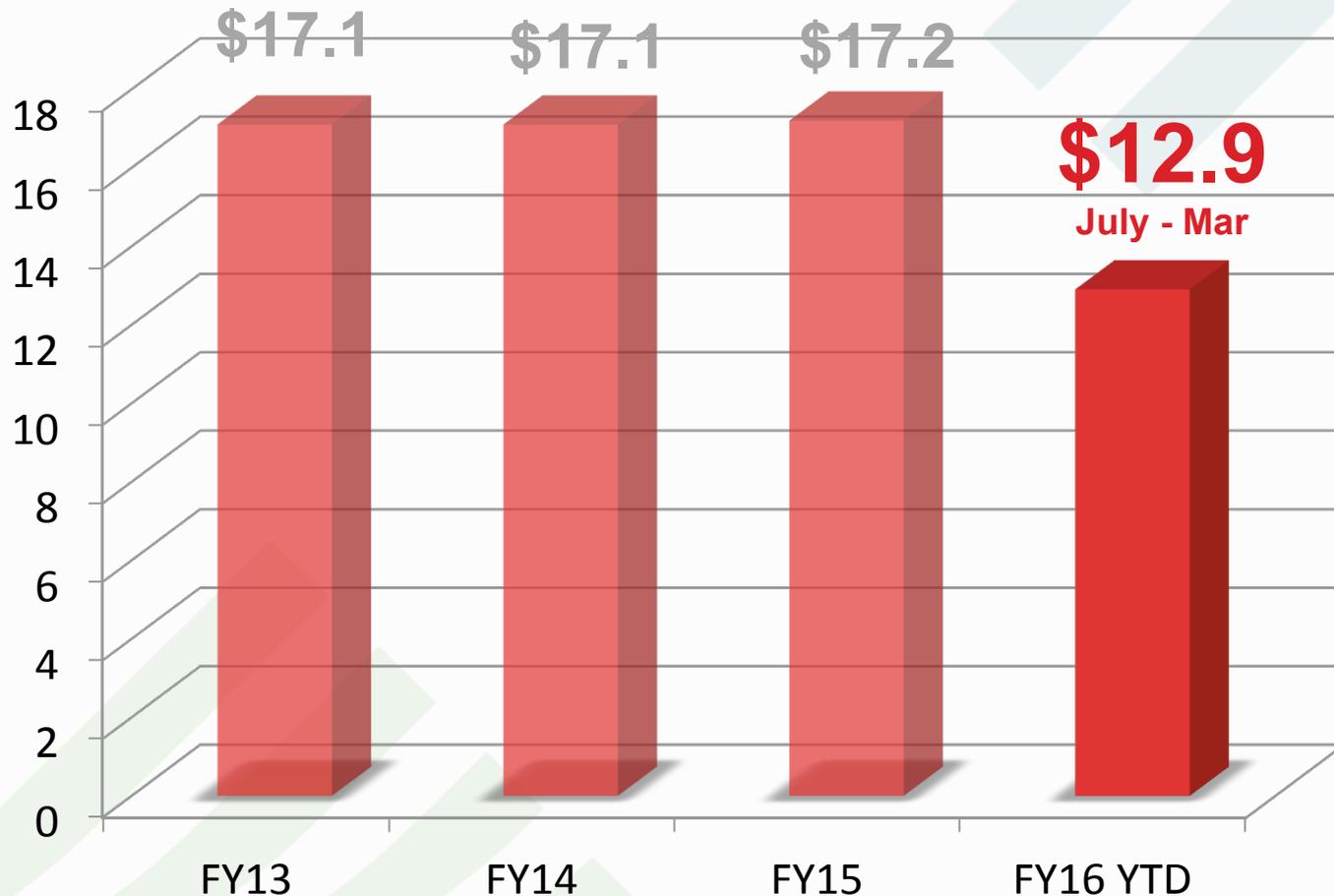
RACVB Group Bookings

Future Client Hotel Room Nights Booked



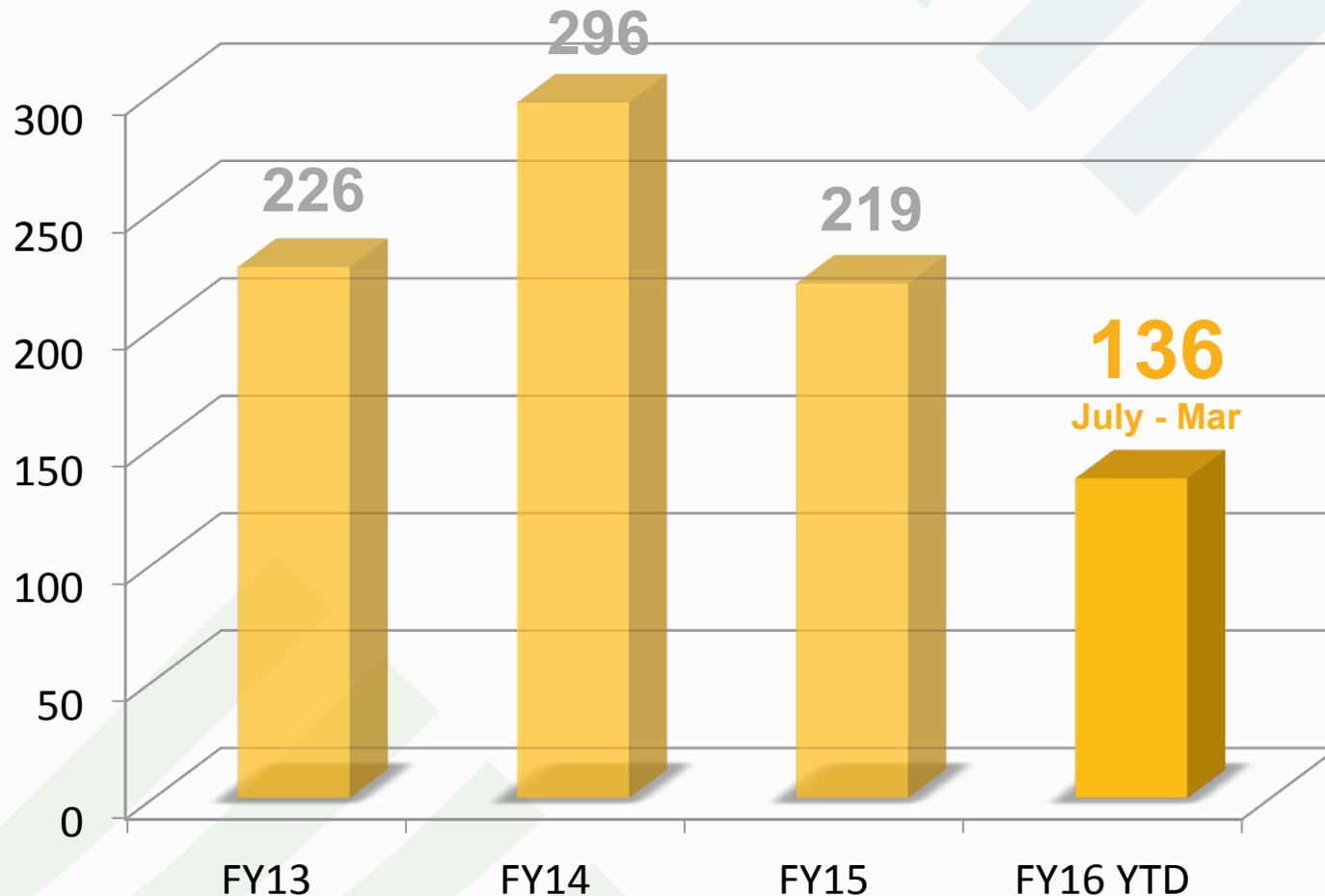
RACVB Group Bookings

Future Client Events Estimated Economic Impact (in millions)



RACVB Group Client Servicing

Clients Serviced



Earned Media (Jan – Mar 16)

44,418,894 total impressions
(TV, newspaper, online, magazine, other publications)

2,930 news results

45,502,523 circulation



Inquiries & GoRockford Stats (Jan – Mar 16)



98,274

total website visitors

99,468 total visitors in 2015
70,393 total visitors in 2014

Most Searched Terms

Calendar of Events

Things to Do

Dining

Get Married in Rockford

Rockford History

Visitor Inquiries for Information

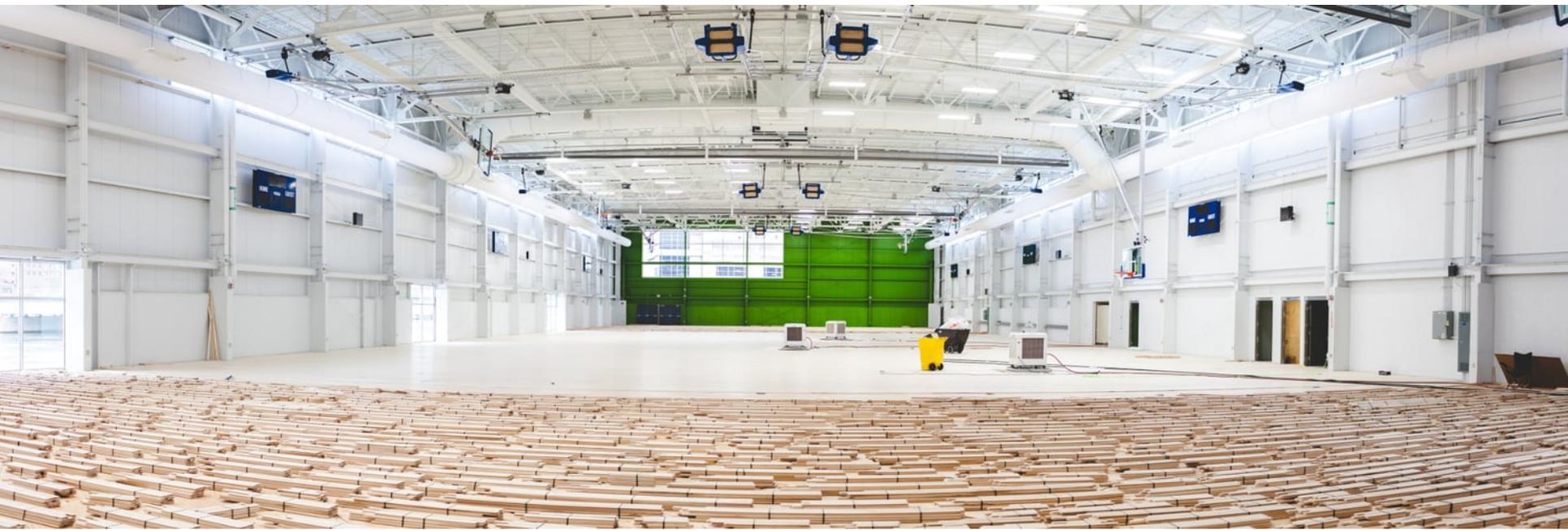
3,190

*(phone, mail, reader service,
website, email)*

Rockford Area Convention & Visitors Bureau

Regional Economic Development Report

January – March 2016



Rockford

I L L I N O I S  U S A

ROCKFORD AREA ECONOMIC DEVELOPMENT COUNCIL

First Quarter 2016

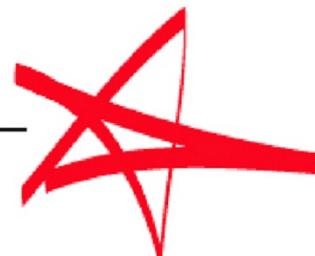


Rockford

I L L I N O I S  U S A

ROCKFORD AREA ECONOMIC DEVELOPMENT COUNCIL

**Michael Nicholas, President
Rockford Area Economic
Development Council**

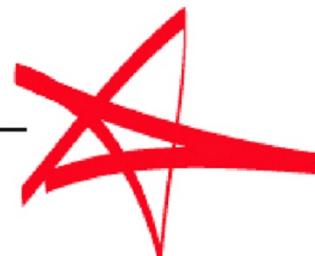


RAEDC and The City of Rockford

As a Primary Lead/Partner with the City of Rockford, the RAEDC strategies target an...

Economic impact planned through local or regional public or private sector investments or initiatives that have an affect on or may affect job and business growth opportunities.

The Rockford Area Economic Development Council (RAEDC) and their public-private regional partners work on a variety of strategies and tactics each year; including business retention, expansion and attraction, workforce development, foreign trade, foreign direct investment, and entrepreneurial growth.



RAEDC and The City of Rockford

Rockforward20/20 Strategic Plan & Northern Illinois CEDS. The plan for RAEDC, Winnebago County's economic development agency – which is a key partner in the CEDS – was developed at the same time as the CEDS, and thus shares goals and strategies. Plans were also coordinated with the City of Rockford 2020 Comprehensive Plan and Transform Rockford's mission to be a top 25 community by the year 2025.

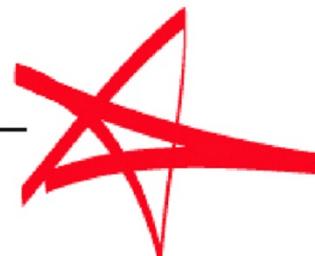
Focused Industries: **Advanced Manufacturing; Transportation, Logistics and Distribution; Agriculture and Food Processing; and Healthcare & Medical Sciences.**



RAEDC and The City of Rockford

City of Rockford – Rockford 2020 Comprehensive Plan/Implementation Plan 2015 -2019: (Within the Five Planning Areas of Rockford)

- **Primary Role**
 - *Economic Development*
- **Influence**
 - Land
 - Built Environment (Redevelopment)
 - Education
 - Housing & Neighborhoods



RAEDC and The City of Rockford

PRIMARY ROLE - LEAD/PARTNER INITIATIVES

Economic Development (14.1 & 14.2)

- Develop qualified site program to assist property owners in advancing their land for site development readiness
- Promote and encourage the use of New Market Tax Credits and other funding programs designed for repurposing industrial sites
- Develop partnerships with developers experienced in repurposing industrial sites
- Create and promote tangible offerings to attract private developers



RAEDC and The City of Rockford

Economic Development (14.3 - 14.11)

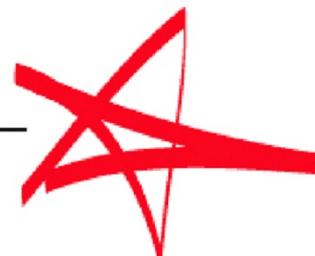
- Target craft manufacturers to locate within designated Enterprise and River Edge Redevelopment Zones
- Continue to seek and host national and international visitor events
- Encourage businesses to utilize apprenticeship programs in growth industries
- Identify, create, and promote programs, activities, and policies fostering innovation in emerging and existing businesses, aiding them in the creation of viable business operation and economic development practices
- Align training programs to support job growth demands in emerging industries



RAEDC and The City of Rockford

Economic Development (14.3 - 14.11)

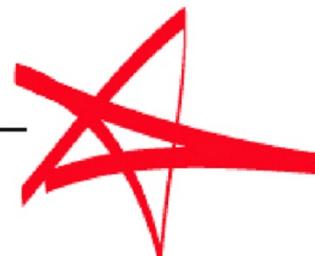
- Encourage airport-related development and supportive services to support the growth of Chicago-Rockford International Airport
- Identify and prioritize land use, economic incentives to continue implementation of council approved corridor plans
- Target public investment that encourages private development within neighborhood centers and commercial corridors
- Utilize business incentive programs in neighborhood corridors
- Encourage participation in self-employment training classes with RVC and SBDC
- Promote the use of start-up business funding platforms



RAEDC and The City of Rockford

Economic Development (14.3 - 14.11)

- Develop and or link entrepreneur networks with existing micro financing programs
- Develop the underpinning community support system for entrepreneur development
- Facilitate an annual city tour for residents, business owners, and prospective community members to showcase planned and currently underway projects
- Target positive promotions of Rockford to non-Rockford area markets



The just completed strategic plan snapshot

New or Retained Jobs

4,546

Goal: 4,500 Jobs

Capital Investment

\$537.6

Million

Goal: \$249 Million

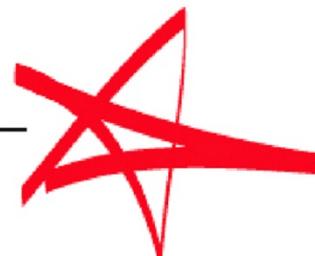
Renovated or
New Space

4.1

Million
Square Feet

Goal: 2.31 Million

Together with our partners and stakeholders,
the Rockford Region's momentum continues.



Rockforward20/20

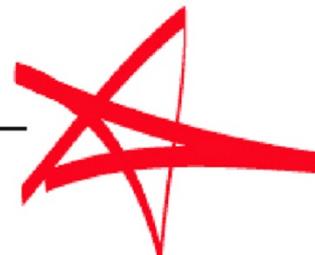
The New Strategic Plan 2016 - 2020

Our New Mission

The Rockford Area Economic Development Council (RAEDC) cultivates opportunities for primary job growth that increase the economic well-being of our region.

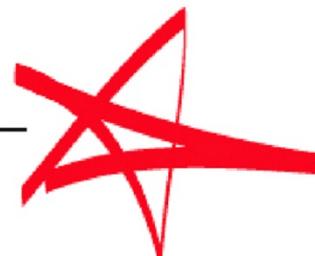
Our New Vision

The Rockford Area Economic Development Council (RAEDC) propels the region to top 25 status, as the model for impactful economic development in partnership with regional organizations.



Rockforward20/20

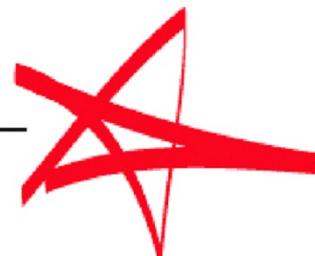
- **Trail-blaze:** Successfully market and sell our region with bold, innovative, and impactful tactics.
- **Inspire Action:** Proactively capitalize on relationships to nurture and grow world-class employers.
- **Align:** Align regional stakeholders for positive economic transformation.
- **Seed:** Build upon our core assets to prepare our region for targeted growth.
- **Serve:** Leverage and create information responsiveness that results in decision making for regional growth.



Rockforward20/20 SCORECARD

The Region's Economic Indicators

- 10,500 in New and Retained Jobs
- \$925 Million in Capital Investments
- 8 Million Square Feet of New and Renovated Space
- Unemployment Rate
- Employment Levels
- Export Growth
- Gross Regional Product per Employment



Rockforward20/20 First Quarter Metrics



Employment Month Over Month	Employment Year Over Year	Unemployment Month Over Month	Unemployment Year Over Year	Gross Regional Product per Employment
<p>156,921 March 2016</p> <hr/> <p>156,935 Feb 2016</p>	<p>156,921 March 2016</p> <hr/> <p>153,588 March 2015</p>	<p>7.7% March 2016</p> <hr/> <p>8.0% Feb 2016</p>	<p>7.7% March 2016</p> <hr/> <p>6.8% March 2015</p>	<p>\$87,145</p>



Trailblaze - New Regional Ad

Your Opportunity Region!

Rockford
ILLINOIS USA
ROCKFORD AREA ECONOMIC DEVELOPMENT COUNCIL

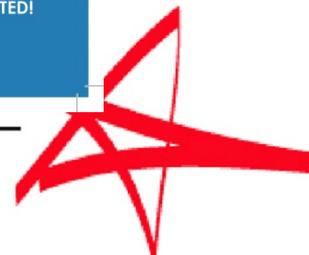
AEROSPACE
HEALTHCARE
HYDRAULICS
LOGISTICS & DISTRIBUTION
PRECISION MACHINING
AUTOMOTIVE
FOOD PROCESSING
CUSTOMER SERVICE CALL CENTER

CURRENT INVESTMENT IN THE ROCKFORD REGION
Loves Park, Machesney Park, Rockford, Rockton, Roscoe, South Beloit and Winnebago County

ROCKFORDIL.COM | INFO@ROCKFORDIL.COM | 815.987.8118

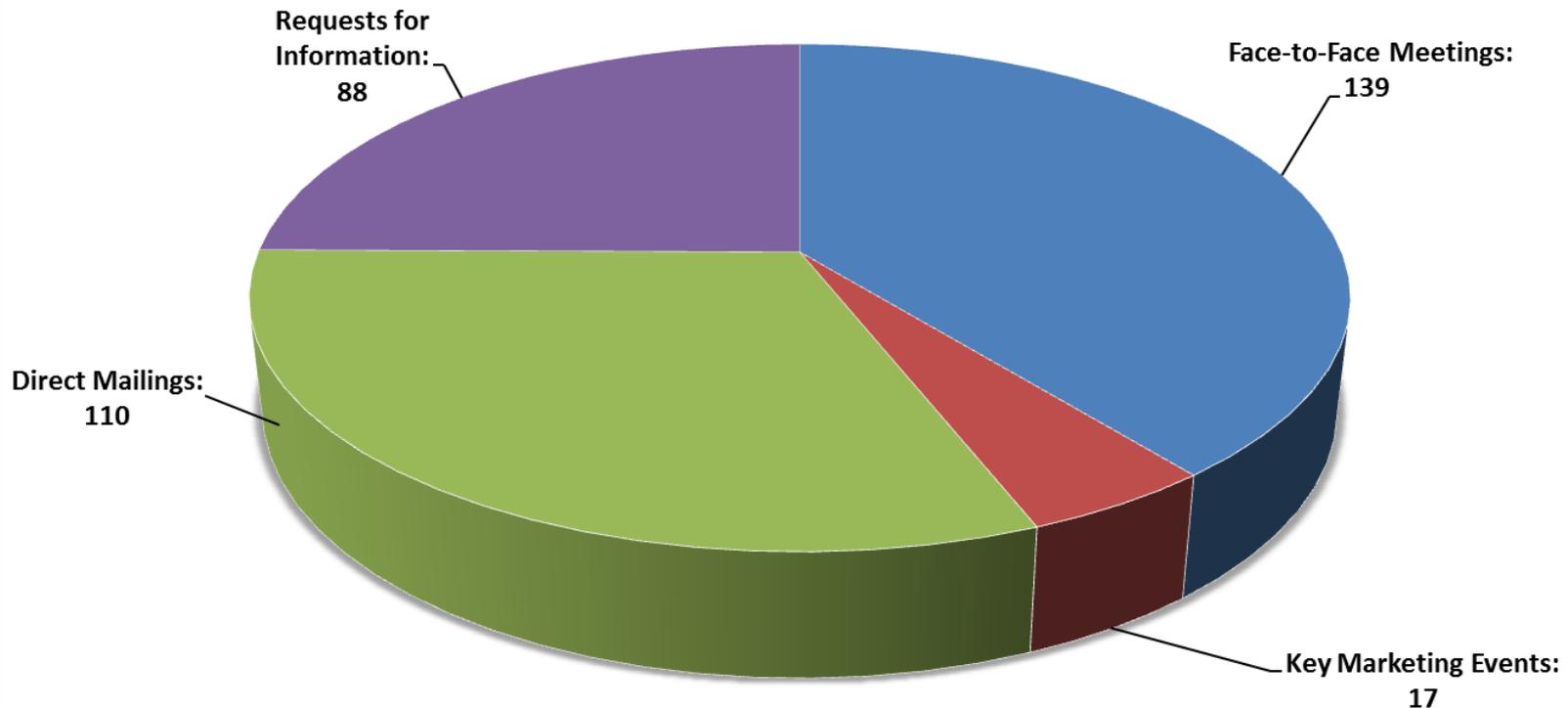
- \$40 million MRO (Maintenance, Repair and Overhaul) AAR opening Spring 2016 at the **Chicago Rockford International Airport** (RFD)
- \$50 million terminal expansion at the **Chicago Rockford International Airport**
- 10,000 ft. runway at the **Chicago Rockford International Airport** can facilitate any commercial or military aircraft
- **I-90/I-39** corridor allows access to 75% of the US within a 24 hour period
- **Rockford Public Schools District 205** named the 3rd Ford Next Generation Learning Model Community in the nation
- \$32 million investment by **OSF Healthcare** in a 4 year nursing degree program partnership with Rock Valley College
- \$40,000 can earn a 4 year bachelor's degree in ME or EE through the **Northern Illinois University/Rock Valley College** partnership
- \$812 million is currently being invested in the Healthcare industry making the Rockford Region a healthcare powerhouse
- 450,000 sq. ft. of additional facility built by **Woodward, Inc.** in Loves Park
- 185,000 sq. ft. new facility for **FedEx**
- 2nd largest air hub for **UPS** in the nation is located at the **Chicago Rockford International Airport**

TOTAL ROUNDING \$2 BILLION... AND WE'RE JUST GETTING STARTED!

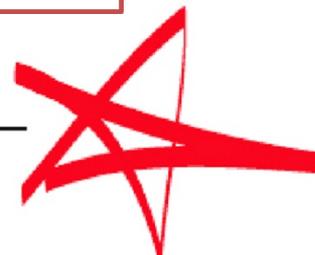


Trailblaze

BA Q1 Outreach



6 New Business Attraction Projects 1Q2016



Trailblaze

Marketing:

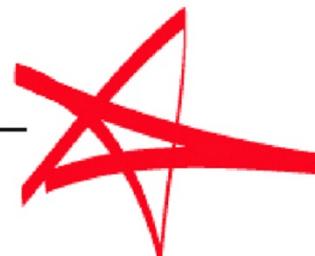
National/International, Regional, Place-Based

- Hannover Messe international industrial fair
- Cultivating additional strategic partnerships with and marketing campaigns to site-location decision makers within Chicagoland and Wisconsin to solidify Rockford Region brand and attract new businesses/job growth.
- RAAN internal supplier symposium (100 attendees)
- Global Trade Park
- MercyHealth Rockton Ave 200,00 sq. ft.
- Attract additional distribution companies (i.e. Lowe's)



Trailblaze

- HVAC Company/Central Equipment Supply
40,000 sq. ft.
- RAEDC new website – late summer
- Media Hits – YTD 2016: The Rockford Region
has been featured in an article or part of a
news cast 25 times



Inspire Action

Business Retention & Expansion Efforts

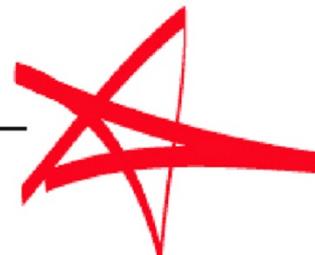
- **10** Closed/Won Projects
 - Representing **142 jobs, \$532 million, 926,200 SF**
- **10** New Projects Opened in 1Q16
- **26** Currently Active BRE Projects
 - Representing **256 jobs, \$77 million, 807,000 SF**
- PCI Consolidation/Expansion
- Modern Forge Consolidation/Expansion



Inspire Action

Voice of the Customer – 2015 Results

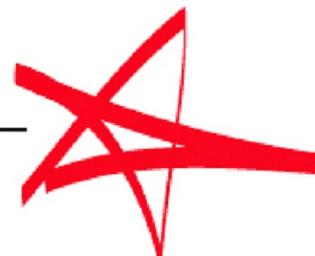
- **75** Companies Interviewed
 - Representing 6088 employees
- **69** Assistance Actions
- **18** Projects Initiated
 - Resulting in **2 Regional Wins**
- **19** Follow-Up Retention Visits
- **2016:** New Talent Module launching to assist in Workforce (75 VOC and 100 Talent Module)



Inspire Action

Foreign Direct Investment (FDI)

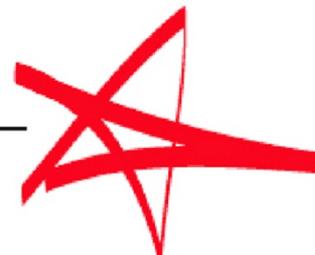
- Hanover Messe
- Select USA
- Re-Connecting with Foreign Consulates
- FDI International Conference
- Italian Trade Agency Event



Inspire Action

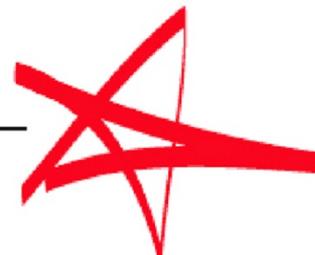
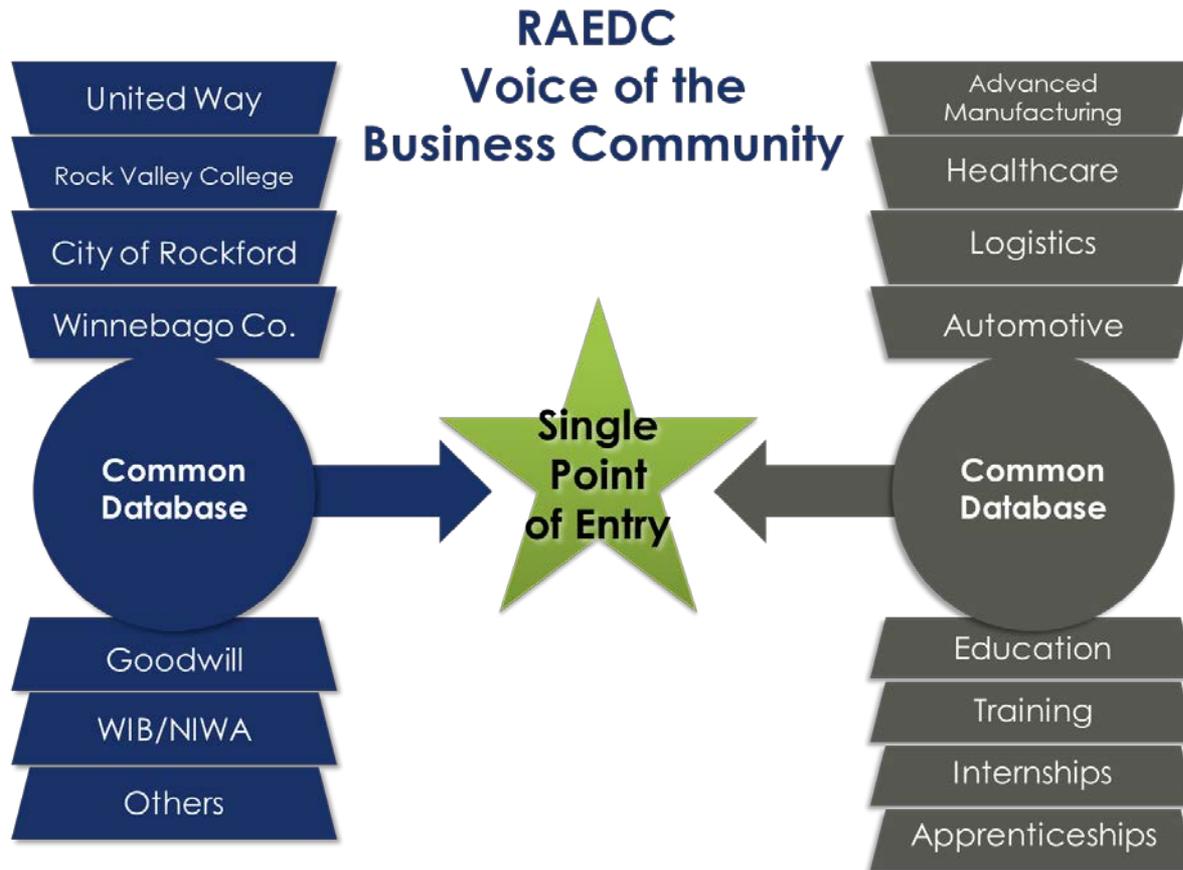
Current Retention & Expansion Initiatives

- **CAT Supplier Symposium**
 - 72 Companies attending
 - 64 Supply Chain Meetings
- **Succession Planning**
 - 69 companies were represented by 95 attendees.
 - Keynote Speaker nationally-known Lise Stewert of The Galliard Institute



Align

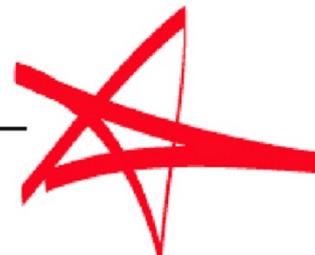
Workforce Development



Align

Workforce Development

- RVC and NIU - 4 year engineering program. The RAEDC continues to be an active partner connecting and recruiting employers for internships and hiring
- MakerSpace support via 2014 Emerging Opportunity Fund
- Etsy network – Supply Chain assistance
- Great Lakes Pathway Initiative with RPS 205 and Alignment Rockford



Align

Qualified Sites Program (QSP)

- Program Launch Announced
- Collaborative effort of many municipal partners and regional developers
- Initiated with funding support of the EOF
- Program will be operated in partnership with new Regional Planning Council
- Qualified Site Program is critical to attracting new business to the region

LOIS - Location One (re-activated)

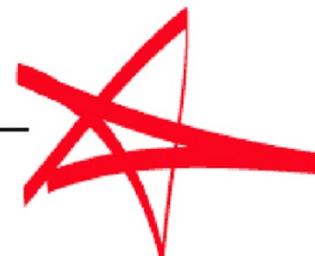


Seed

Emerging Opportunity Fund

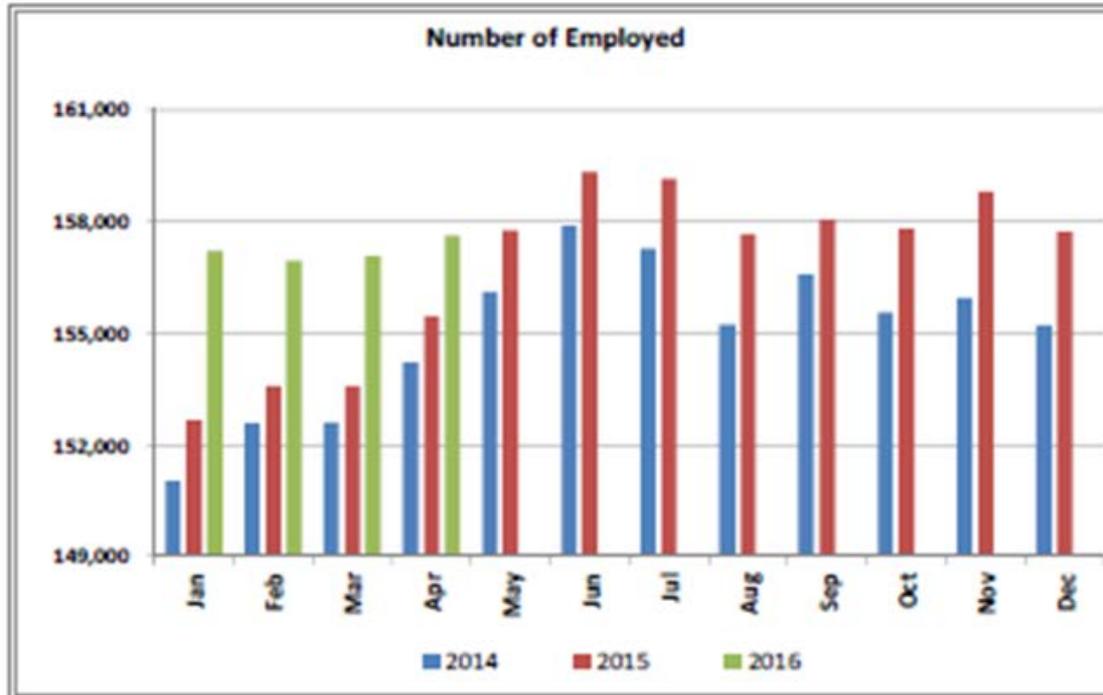
YEAR	AMOUNT	PURPOSE
2008	\$50,000	Rockford Charter School Initiative
2008	\$75,000	Rockford Area Career Clearinghouse
2008	\$50,000	Freedom Field-Solar Thermal Heating and Cooling
2009	\$75,000	Rock River Development Partnership
2009	\$90,400	Freedom Field-Solar Thermal Heating and Cooling
2010	\$60,000	Alignment Rockford
2010	\$115,000	Federal Government Affairs Advocate
2011	\$175,000	Embry-Riddle Aeronautical University Attraction
2012	\$175,000	Alignment Rockford: High School Redesign
2013	\$175,000	Alignment Rockford: Teaching & Learning-Building...
2014	\$75,000	Design & Production Makerspace Lab & Partner...
2015	\$125,000	RAEDC Business Attraction External Marketing
TOTAL	\$1,240,400	Invested in the Rockford Region to Date

*** 2016 awarded to RACVB for Reputation & Recruitment \$75,000**



Serve

Regional Economic Indicators



Factors to Consider: In the MSA; 3,300 jobs have been created in the region over 12 months (March 2015 – March 2016). While 5,200 people re-entered the workforce, local employers were unable to absorb all.



Rockford

I L L I N O I S  U S A

ROCKFORD AREA ECONOMIC DEVELOPMENT COUNCIL



**COMMUNITY AND
ECONOMIC DEVELOPMENT DEPARTMENT**

***Regional Economic
Development Report & Review***

***Thursday June 23rd 2016, 9 AM
Rockford Metropolitan Agency for
Planning (RMAP)
313 North Main Street
Rockford, IL 61101***

June 22, 2016

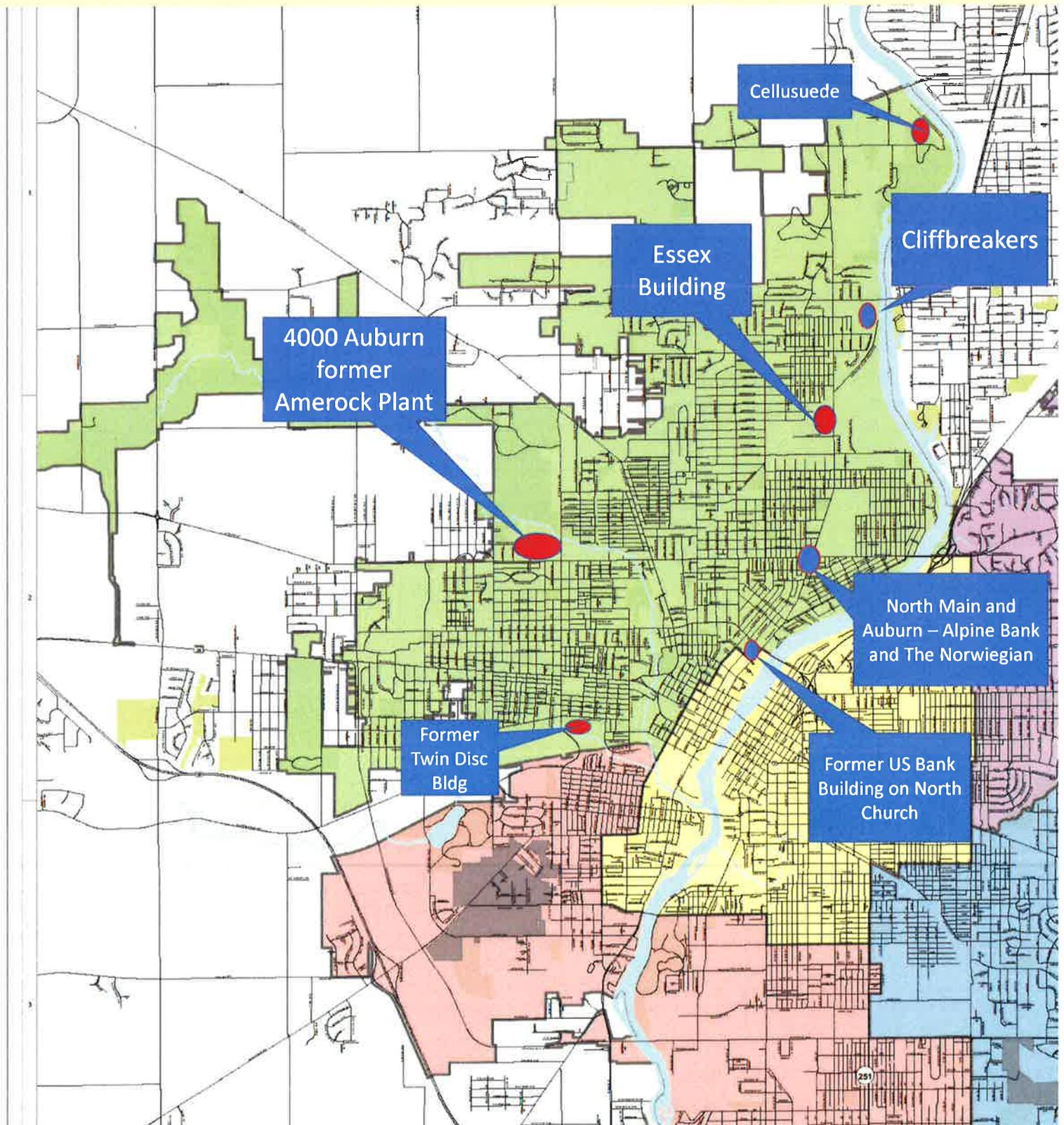


ECONOMIC DEVELOPMENT

Competitive Sites for Development

14.1

Reposition former industrial sites and areas for new users

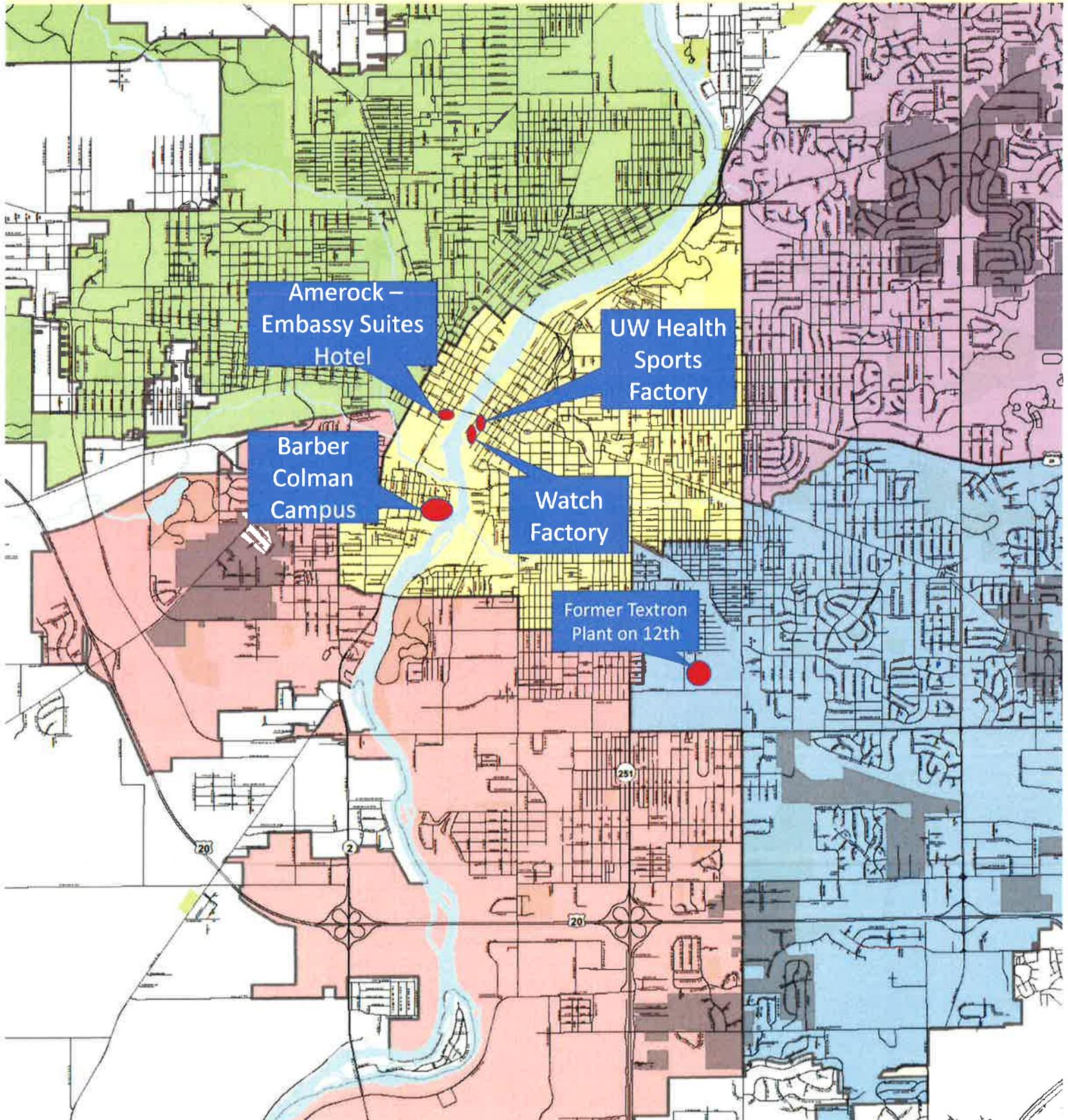


ECONOMIC DEVELOPMENT

Competitive Sites for Development

14.1

Reposition former industrial sites and areas for new users



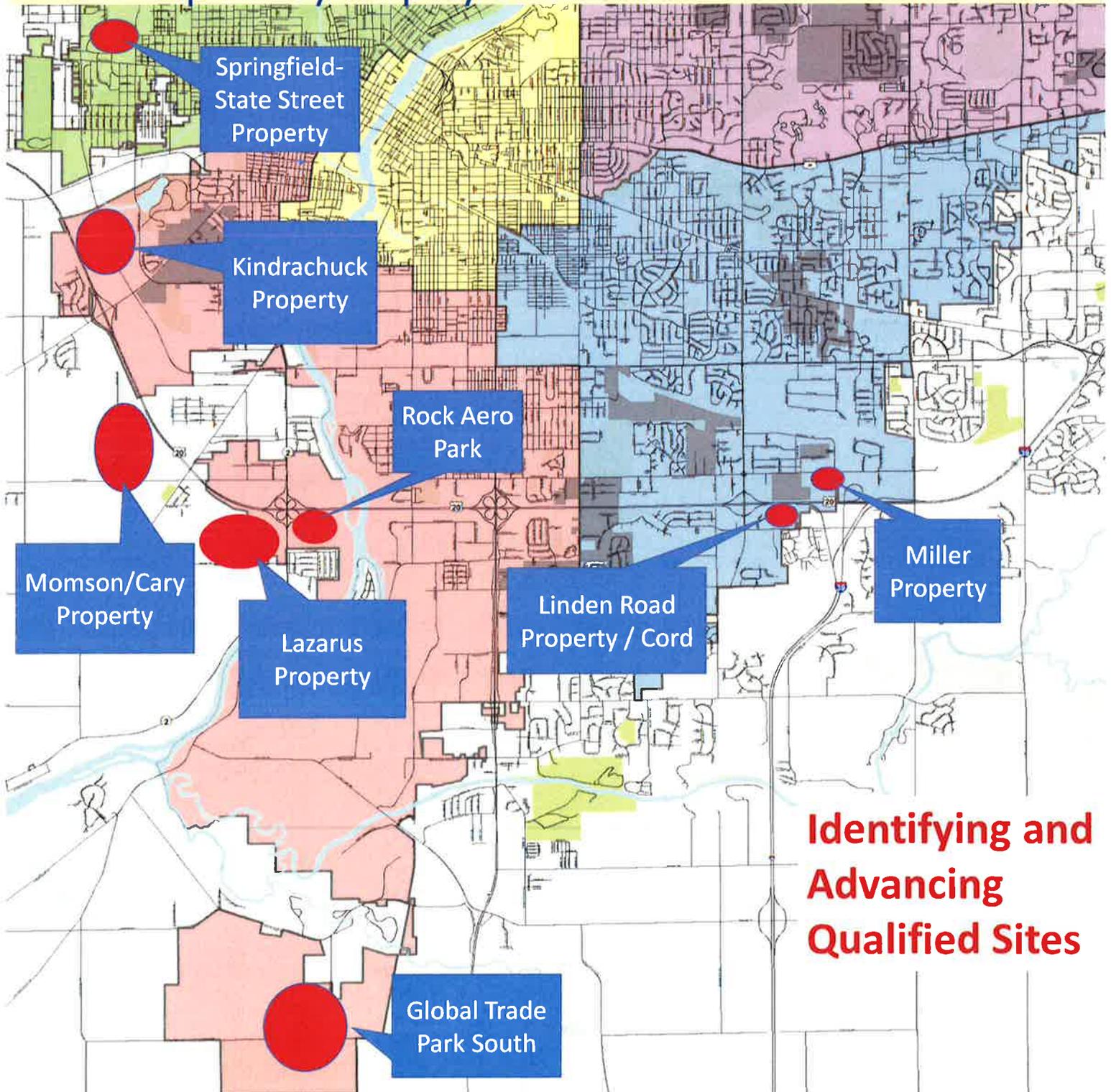
ECONOMIC DEVELOPMENT

Competitive Sites for Development

Economic Growth Centers

14.2 Ensure an adequate supply of land zoned for industrial and commercial uses

14.4 Encourage the growth and development of existing and new primary employment centers



Identifying and Advancing Qualified Sites

ECONOMIC DEVELOPMENT

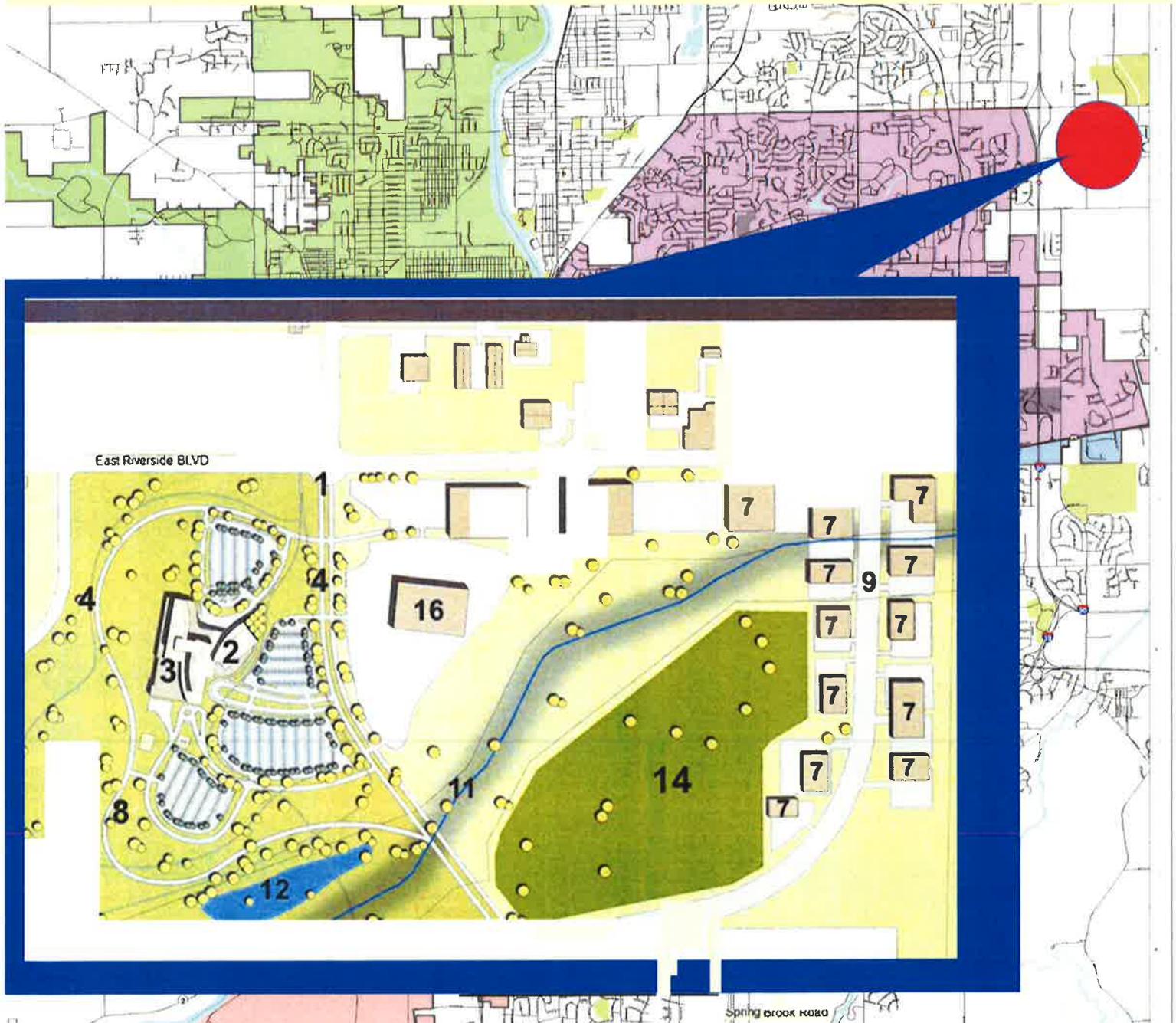
Economic Growth Centers

14.2 Ensure an adequate supply of land zoned for industrial and commercial uses

14.4 Encourage the growth and development of existing and new primary employment centers

14.5 Encourage the growth of existing and emerging commerce retail corridors

14.7 Grow Rockford's strong institutional jobs sector



ECONOMIC DEVELOPMENT

Economic Growth Centers, Competitive Workforce

14.3 Identify, develop and expand emerging economic clusters

14.5 Encourage the growth of existing and emerging commerce retail corridors

14.7 Grow Rockford's strong institutional jobs sector

14.11 Support regional efforts facilitating retention and attraction of young professionals to Rockford



NIU's undergrad engineering programs are ranked in the top 50 in the nation by U.S. News and World Report.

For those holding an AES or AS degree we offer @RVC:

- BS in Mechanical Engineering
- BS in Electrical Engineering

For AAS graduates, we offer @RVC

- BS in Applied Manufacturing Technology

For those with BS in Engineering, consider

- Master of Science in Integrated Systems Engineering, offered @RVC

For additional undergraduate and graduate programs available online and at the DeKalb campus, check niu.edu/ceet or niu.edu/offcampusacademics



CHICAGO ROCKFORD
INTERNATIONAL AIRPORT



FLYRFD.COM

ECONOMIC DEVELOPMENT

Economic Growth Centers, Business Startup Climate, and Competitive Workforce

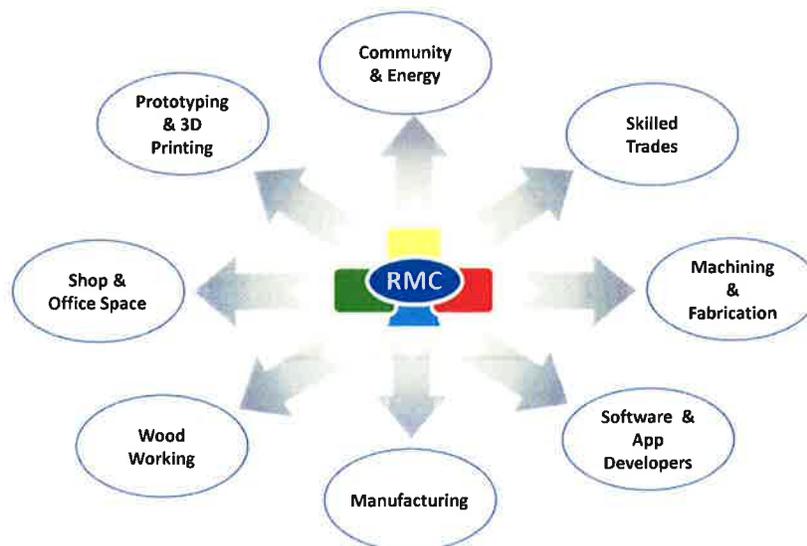
14.8 Align local startup and expansion capital to accelerate entrepreneurial growth

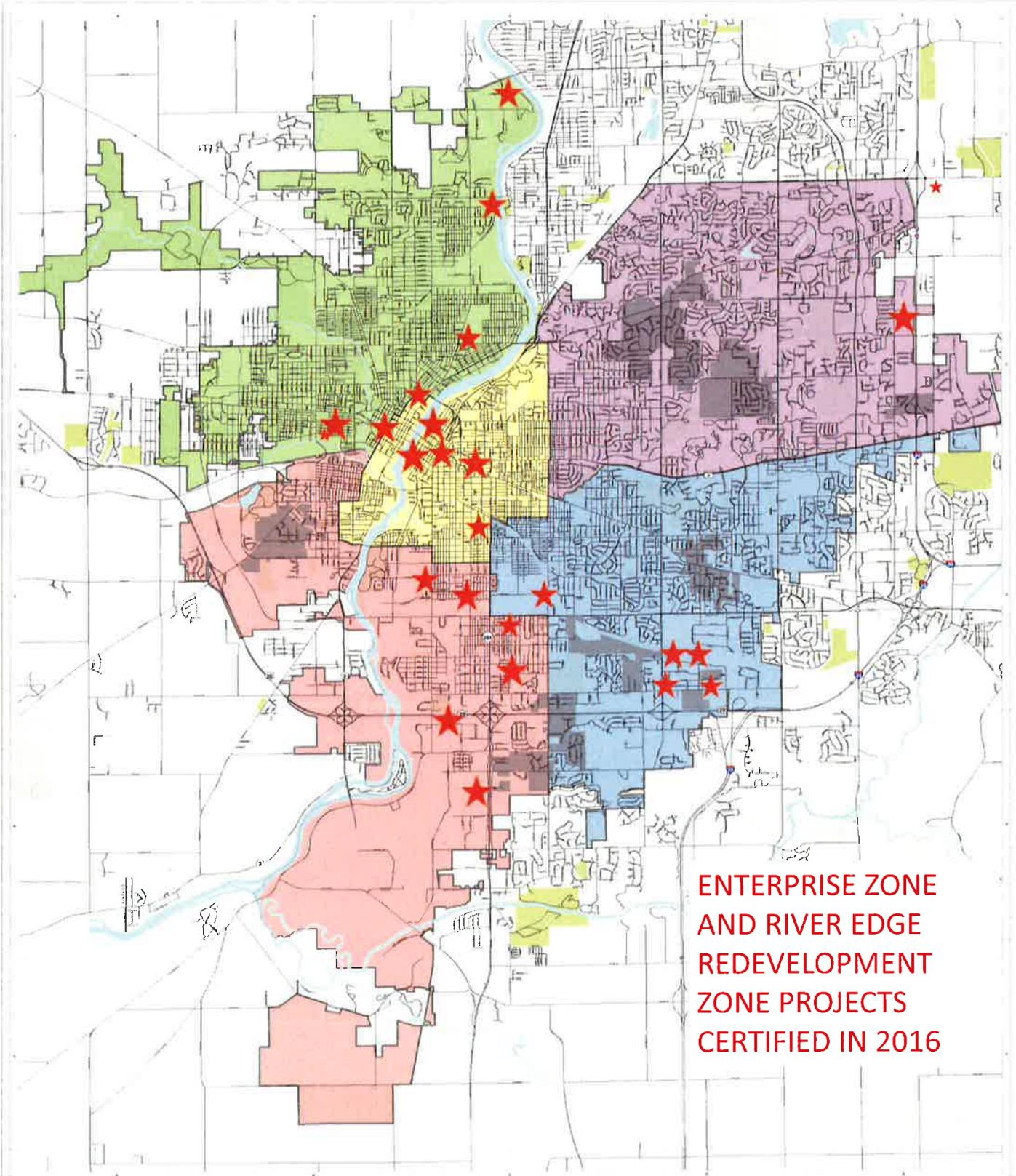
14.9 Improve awareness among all residents of existing small & entrepreneur support programs

14.11 Collaborate with local business to minimize barriers to employment opportunities for formerly incarcerated citizens

RMC: Maker Eco-System

RMC's success creating a vibrant entrepreneurial community with sustainable business and job creation in Rockford, Illinois will feed area businesses and institutions





**ENTERPRISE ZONE
AND RIVER EDGE
REDEVELOPMENT
ZONE PROJECTS
CERTIFIED IN 2016**

CITY OF ROCKFORD PLANNING SUBAREAS

LAWRENCE J. MORRISSEY, MAYOR
APRIL 8, 2016



- LEGEND**
- County Pockets
 - Central
 - Northeast
 - Northwest
 - Southeast
 - Southwest

Community and Economic Development

RCP

**Beautification
&
Public Art**

**Storefront,
Business District,
& Neighborhood
Development**

RCP
PARTNERS

21st Century Talent

New Narratives

TAG LINE - "Working Together, Achieving Results"

ECONOMIC DEVELOPMENT

Preservation and reuse of historic resources

14.12 Preserve culturally, historically, and architecturally significant sites, buildings, and districts.

City of Rockford – State Historic Tax Credit Projects

Completed Projects

Project Name:	Prairie Street Brewhouse
Project Address:	200 Prairie Street
Description:	Redevelopment into Brewery, restaurant, banquet center, office & loft apartments.
Est. Total Project Budget:	\$12,000,000



Project Name:	Metropolitan Lofts
Project Address:	324-330 E. State St
Description:	Complete renovation of building into loft apartments and retail. Houses two new start-up businesses and one expansion.
Est. Total Project Budget:	\$3,200,000



Project Name:	Metropolitan Hall
Project Address:	408-414 E State Street
Description:	Complete renovation of building into loft apartments and retail
Est. Total Project Budget:	\$ 3,000,000



ECONOMIC DEVELOPMENT

Preservation and reuse of historic resources

14.12 Preserve culturally, historically, and architecturally significant sites, buildings, and districts.

Projects under construction

Project Name:	Rockford Trust Building	
Project Address:	206 W State Street	
Description:	Renovation of the building into 62-apartment with first floor retail. Project is under construction.	
Est. Total Project Budget:	\$12,000,000	

Project Name:	304 N Main Street	
Project Address:	304 N Main Street	
Description:	Complete renovation of building will provide commercial office space including the owner's business. Project is under construction.	
Est. Total Project Budget:	\$5,400,000	

Project Name:	Midtown Lofts	
Project Address:	401-411 7 th Street	
Description:	Complete renovation of the building into loft apartments with retail and office on the first floor. Project is under construction.	
Est. Total Project Budget:	\$3,500,000	

ECONOMIC DEVELOPMENT

Preservation and reuse of historic resources

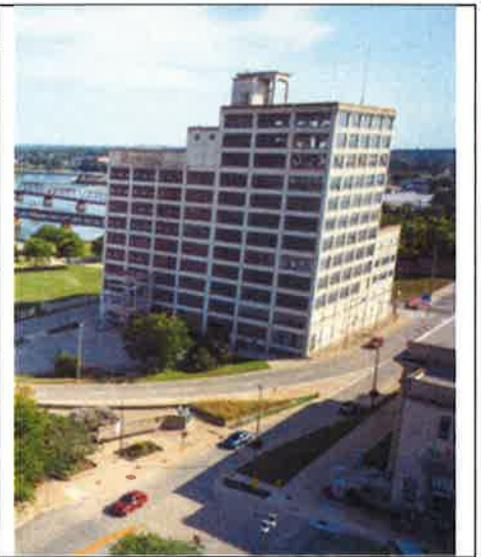
14.12 Preserve culturally, historically, and architecturally significant sites, buildings, and districts.

Project Name:	134 N. 1 st Street
Project Address:	134 N. 1 st Street
Description:	Complete renovation of the building into office/retail space. Project is under construction.
Est. Total Project Budget:	\$1,100,000



Projects Planned for Construction in 2016

Project Name:	Ziock/Amerock – Gorman Hotel
Project Address:	416 S Main Street
Description:	Redevelopment of building into 166-room hotel and conference center – seeking remaining capital to start project.
Est. Total Project Budget:	\$56,000,000



Project Name:	Hanley Building
Project Address:	301 S Main Street
Description:	Complete renovation of the building into loft apartments with retail / restaurant space on the first floor. Project is planned for construction.
Est. Total Project Budget:	\$9,000,000



Creating shared measurements

Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures.

Stanford Social Innovation Review, "Collective Impact," Winter 2011

Creating shared measurements

Key principles:

- What economic indicators will show we are being successful?
- Limit the number of indicators at first, expand later if needed
- Track both results and activity
- Results – shows overall progress
- Activity – shows where we spend our time and resources
- Align with existing plans - City Comprehensive Plan, CEDS, WIOA

Creating shared measurements

- I. Dashboard of key economic performance indicators citywide
 - A. Employment/jobs
 - B. Per capita or household income
 - C. Tax revenue – property, sales, hotel, etc.
 - D. Equalized Assessed Value
 - E. Business investment – estimates from announcements and/or permits
 - F. Home prices/sales/absorption rate
 - G. Explore leading indicators – permits, site visits, new businesses

Measuring across Planning Areas

II. Dashboards for each Planning Area

- A. Some shared by all areas: EAV, Census income/employment data, home prices/vacancies, tax revenue
- B. Some area-specific: brownfields redeveloped, industrial sites certified, storefronts filled, craft manufacturers started
- C. Use activity-based metrics to measure effort across planning areas
- D. Develop metrics tied to City Comprehensive Plan objectives
- E. Explore provable linkages between efforts in one area and results in another

Linking activity to results

Questions to ask:

- Is what we're doing making a positive impact?
- If it's not, what do we need to change?
- What is contingent on factors outside our control?
- What do we need to do together to improve results?
- Does every partner understand their role?
- Are we putting enough efforts in all parts of the City?

Next steps

- Make sure all partners are clear on the shared goals
- Analyze what's currently being reported
- Brainstorm other metrics and test them
- Pick a group of metrics for next quarterly meeting and a streamlined, coherent reporting structure
- Have partners discuss how their activities are interrelated
- Use these meetings to continually test the metrics
- Adjust as needed
- Use this as a foundation for future City and Regional dashboards

Discussion

- What does success mean for your organization?
- What did you learn today from other reports?
- Is there anything you'd add or remove from your reports?
- Preliminary ideas on metrics?
- Other next steps?