

# **Community Development Administration**

## **Mission Statement**

It is the mission of Community Development Administration to provide leadership, foster partnerships, and provide balanced growth to enhance life in all neighborhoods.

**Primary Functions** → The primary function of the Administration Division is to provide direction and administrative support to the Department of Community Development.

### **2008 Accomplishments** →

- Implemented Code Enforcement and Permitting modules for Rockstat.
- Finished one new TIF with 13 proposed in development.
- Successful participation in Weed and Seed program.
- Completed parking study with recommendations.
- Reorganized the department to be more efficient.

### **2009 Goals and Objectives** →

- Continue process improvements to enhance department performance.
- Continue the City's pursuit of stimulus dollars.
- Continue to attract and retain jobs.
- Recommend solution to cut costs while maintaining service levels.

# Community Development Administration

## Budget Summary

CD ADMINISTRATION DIVISION BUDGET SUMMARY					
APPROPRIATION	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$186,481	\$216,810	\$203,264	\$190,861	(\$25,949)
CONTRACTUAL	15,196	63,315	241,338	61,290	(2,025)
SUPPLIES	3,614	1,960	3,968	3,080	1,120
OTHER	0	0	0	0	0
CAPITAL	0	0	0	0	0
TOTAL	<u>\$205,291</u>	<u>\$282,085</u>	<u>\$448,570</u>	<u>\$255,231</u>	<u>(\$26,854)</u>

STAFFING REVIEW	2006	2007	2008	2009	INCREASE (DECREASE)
	1.85	2.00	2.00	2.00	0.00

FUNDING SOURCE	2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	\$29,280	10.4	\$30,675	12.0
GENERAL REVENUES	<u>251,305</u>	<u>89.6</u>	<u>224,556</u>	<u>88.0</u>
TOTAL	<u>\$280,585</u>	<u>100.0</u>	<u>\$255,231</u>	<u>100.0</u>

## Budget Analysis

The 2009 budget is \$255,231, which is a decrease of \$26,900 from the previous year. Personnel costs count for most of the decrease, at \$25,900. Salary savings from furlough days and frozen vacancies account for the decrease.

Contractual costs decreased \$2,000 overall. The largest increase occurred in vehicle repair charges, at \$4,700, and telephone charges went up \$580. These increases were offset by a reduction in building rent charges of \$4,600, in travel of \$1,350, and in miscellaneous contractual of \$1,970.

Supplies increased by \$1,120, in computer non-capital expenses.

In 2008, the Administration Division spent \$448,570 or 159% of its budgeted allocation, due to significant TIF development expenses. In the past several years, 70% to 159% of the budget has been spent.

## Capital Equipment

There are no capital items budgeted for 2009.

# Community Development Administration

## Personnel Review

COMMUNITY DEVELOPMENT ADMINISTRATION DIVISION				
<b>BENEFITS AND SALARIES</b>				
<b>SALARY</b>		<b>2008</b>	<b>2009</b>	<b>INCREASE/ (DECREASE)</b>
		<b>BUDGET</b>	<b>BUDGET</b>	
PERMANENT		\$151,446	\$156,985	\$5,539
MERIT PAY		5,238	0	(5,238)
SALARY ADJUSTMENT		<u>3,432</u>	<u>(31,000)</u>	<u>(34,432)</u>
<b>TOTAL SALARIES</b>		<b><u>\$160,116</u></b>	<b><u>\$125,985</u></b>	<b><u>(\$34,131)</u></b>
<b>BENEFITS</b>				
ILLINOIS MUNICIPAL RETIREMENT		\$27,604	\$28,471	\$867
UNEMPLOYMENT TAX		126	126	0
WORKMEN'S COMPENSATION		320	368	48
HEALTH INSURANCE		22,568	29,835	7,267
RETIREE INSURANCE		5,200	5,200	0
LIFE INSURANCE		156	156	0
PARKING BENEFITS		720	720	0
<b>TOTAL BENEFITS</b>		<b><u>\$56,694</u></b>	<b><u>\$64,876</u></b>	<b><u>8,182</u></b>
<b>TOTAL COMPENSATION</b>		<b><u>\$216,810</u></b>	<b><u>\$190,861</u></b>	<b><u>(\$25,949)</u></b>
<b>PERSONNEL</b>				
<b>POSITION TITLE</b>	<b>POSTION RANGE</b>	<b>2008 EMPLOYEES</b>	<b>2009 EMPLOYEES</b>	<b>INCREASE/ (DECREASE)</b>
DIRECTOR	E-14	1.00	1.00	0.00
SENIOR ADMIN ASSISTANT	E-6	0.50	0.50	0.00
SENIOR CLERK	A-19	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>0.00</u></b>

# **Planning Division**

## **Mission Statement**

It is the mission of the Planning Division to encourage and guide balanced growth and development and enhance the quality of life in all neighborhoods by providing quality planning, development, and neighborhood services.

**Primary Functions** → The primary functions of the Planning Division are administering environmental assessment, cleanup and redevelopment of City-owned Brownfield sites, and developing various long-range planning programs which include comprehensive growth management/fiscal impact analysis, the River Edge initiative, focus area/neighborhood plans, annexation strategies, the implementation of the recommendations of the 20/20 Plan, Historic Preservation, Intergovernmental Annexation Boundary Agreement, and numerous other programs. The Planning Division also manages, coordinates, or assists with numerous major projects occurring within the City of Rockford, such as the Federal Courthouse project and the redevelopment of older commercial and industrial sites.

### **2008 Accomplishments** →

- A series of amendments to the 2020 Plan text and maps were finalized and were presented to the Planning and Development Committee and approved by City Council during March.
- Provided Grants Administration and Coordination of the Brownfields Program and Project Oversight on two major Cleanup efforts at Barber Colman: Asbestos Removal from 10 of the 13 Buildings and Demolition of Buildings 16 and 20. These Projects brought the Barber Colman Site much closer to the goal of the site ready for redevelopment.
- Grant applications were prepared for \$950,000 in new Brownfield funds.
- Assisted with the final negotiations with GSA concerning unknown environmental issues encountered during excavation at the site following the groundbreaking ceremony for the new federal courthouse in May.
- Provided project management of three Brownfields Assessment Grants being used for extensive environmental assessment work in seven targeted areas which include Barber Coleman Village, Downtown sites, North Madison Street sites, the Museum Campus area, the Ingersoll/S. Water Street/ Whitewater Park area, West State Street petroleum sites, and Keith Creek floodplain sites; extensive environmental assessment work was completed at several of the Downtown sites including the Amerock Building and at Barber Colman.
- After receiving notice of approval of a \$500,000 Revolving Loan Fund Grant application, staff prepared the formal Cooperative Agreement application during August and September.
- The Kishwaukee Corridor Plan (Consultant Study) was completed; staff has also provided assistance to the initiation and development of the Kishwaukee Empowerment Group. The

## **Planning Division**

Initial Phase of the South Main Railyards Study including two alternative Reuse Plans were also completed.

- Assisted Economic Development staff in its efforts to develop several new TIF Districts including preparation of the TIF district maps in GIS, providing information to consultants, and reviewing the consultant reports.
- Staff continued its assistance to the Historic Preservation Commission. A grant-study, "The Impact of Historic District Designation on Property Values" was completed.
- Progress has also been made in the development of an intergovernmental agreement with the Village of Rockton concerning an annexation boundary and development standards.

### **2009 Goals and Objectives →**

- Complete the major five year review, update and amendments to the 2020 Plan, and obtain approval of the plan as the 2030 Plan.
- Complete the Kishwaukee Corridor Study Implementation Phase and the South Main/Railyards Study. Prepare amendments to the 2020 Plan accordingly.
- Complete the Environmental Assessment Work at the Barber Colman Complex, the West State Corridor from Kent Creek to Central Ave and the priority Downtown Sites and begin Assessment work in the North Madison Street and Rail Yards areas. Complete Environmental Cleanup efforts at Barber Colman and Ingersoll, and initiate the implementation of environmental cleanup at additional Brownfield Sites using River Edge and USEPA Brownfield Funding.
- Assist with the River Edge Redevelopment project initiatives and potential grant-funded projects for Historic Preservation such as a potential project for the Elks Club or Armory.
- Direct brownfield redevelopment efforts, including environmental assessments, remedial action plans, cleanups and redevelopment planning.
- Continue in the development of intergovernmental boundary agreements with the Village of Rockton and the Village of Winnebago.
- Continue to create tools and strategies to assist in the growth of the commercial and industrial employment base in the City of Rockford working with our economic development partners in the region to facilitate development opportunities.
- Help support activities which retain jobs in the community, particularly in the industrial sector.
- Use Community Development Block Grant funds to help create jobs in the low/moderate income levels by utilizing our partners to facilitate employment opportunities.
- Assist in the removal and or reuse of blighted and underutilized properties.

## Planning Division

- Prepare Grant Applications to the USEPA for Brownfields Assessment Funds, Cleanup Grants, Revolving Loan Funds, Brownfields Job Training and Technical Planning Assistance.
- Assist Economic Development staff with TIF expansions and de-TIF/re-TIF efforts.

### Budget Summary

<b>CD PLANNING DIVISION BUDGET SUMMARY</b>					
<b>APPROPRIATION</b>	<u>2007</u> <u>ACTUAL</u>	<u>2008</u> <u>BUDGET</u>	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>BUDGET</u>	<u>INCREASE</u> <u>(DECREASE)</u>
PERSONNEL	\$1,037,418	\$979,599	\$454,222	\$604,225	(\$375,374)
CONTRACTUAL	531,488	177,765	90,271	97,140	(80,625)
SUPPLIES	79,982	6,400	8,583	1,970	(4,430)
OTHER	0	0	0	0	0
CAPITAL	0	0	0	0	0
ENCUMBRANCES	0	0	0	0	0
<b>TOTAL</b>	<b>\$1,648,888</b>	<b>\$1,163,764</b>	<b>\$553,076</b>	<b>\$703,335</b>	<b>(\$460,429)</b>
<b>STAFFING REVIEW</b>					
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>INCREASE</u> <u>(DECREASE)</u>
	11.75	15.50	11.25	6.30	(4.95)
<b>FUNDING SOURCE</b>					
		<u>2008</u> <u>AMOUNT</u>	<u>2008</u> <u>PERCENTAGE</u>	<u>2009</u> <u>AMOUNT</u>	<u>2009</u> <u>PERCENTAGE</u>
PROPERTY TAXES					
REIMBURSEMENTS		\$59,832	11.2	\$81,695	11.6
CDBG FUND		0	0.0	130,300	18.5
REDEVELOPMENT FUND		0	0.0	56,900	8.1
TIF FUNDS		0	0.0	209,700	29.8
ZONING FEES		135,200	25.2	140,368	20.0
OTHER GOVERNMENTS(RATS)		71,600	13.4	15,000	2.1
GENERAL REVENUES		<u>269,303</u>	<u>50.2</u>	<u>69,372</u>	<u>9.9</u>
<b>TOTAL</b>		<b>\$535,935</b>	<b>100.0</b>	<b>\$703,335</b>	<b>100.0</b>

### Budget Analysis

The 2009 budget is \$703,335, a decrease of \$460,400 (39.5%) from the previous year. The decline is a result of the creation of the new Construction and Development Services Division budget unit, of which five staff came out of the Planning Division. The balance of the staff changes occurred with the reallocation of staff, between divisions within the department. In the personnel group, costs decrease \$375,400 (38.3%), due to the changes discussed above, as well as cost saving measures such as furlough days and frozen vacancies.

Contractual costs decrease \$80,600 (36.8%) to reflect the portion of the budget supporting staff transferred out of the division. Cost saving measures were also implemented. Decreases occurred in every line item except risk management (\$820) and equipment rental (\$1,090).

Supply costs decrease \$4,430 (69.2%), again related to the staff switch and cost saving measures. The only purchases budgeted in this group are for office supplies.

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In 2008, the Planning Division spent \$553,076 or 47.5% of the budgeted allocation, primarily due to reorganization mid-year. In the past several years, 89% to 100% of the budgeted amount has been spent.

## Capital Equipment

No capital equipment is planned for 2009.

## Personnel Review

<b>COMMUNITY DEVELOPMENT PLANNING DIVISION</b>				
<b>BENEFITS AND SALARIES</b>		<b>2008</b>	<b>2009</b>	<b>INCREASE/ (DECREASE)</b>
<b>SALARY</b>		<b>BUDGET</b>	<b>BUDGET</b>	
PERMANENT		\$670,551	\$443,006	(\$227,545)
TEMPORARY		8,000	0	(8,000)
MERIT PAY		11,138	0	(11,138)
SALARY ADJUSTMENT		<u>13,583</u>	<u>(10,958)</u>	<u>(24,541)</u>
<b>TOTAL SALARIES</b>		<b><u>\$703,272</u></b>	<b><u>\$432,048</u></b>	<b><u>(\$271,224)</u></b>
<b>BENEFITS</b>				
ILLINOIS MUNICIPAL RETIREMENT		\$120,115	\$78,324	(\$41,791)
UNEMPLOYMENT TAX		709	397	(312)
WORKMEN'S COMPENSATION		1,332	1,014	(318)
HEALTH INSURANCE		145,243	85,683	(59,560)
RETIREE INSURANCE		4,000	4,000	0
LIFE INSURANCE		878	491	(387)
PARKING BENEFITS		4,050	2,268	(1,782)
<b>TOTAL BENEFITS</b>		<b><u>\$276,327</u></b>	<b><u>\$172,177</u></b>	<b><u>(\$104,150)</u></b>
<b>TOTAL COMPENSATION</b>		<b><u>\$979,599</u></b>	<b><u>\$604,225</u></b>	<b><u>(\$375,374)</u></b>
	<b>POSTION</b>	<b>2008</b>	<b>2009</b>	<b>INCREASE/ (DECREASE)</b>
<b>POSITION TITLE</b>	<b>RANGE</b>	<b>EMPLOYEES</b>	<b>EMPLOYEES</b>	
PLAN & ZONING PROGRAMS MANAGER	E-11	1.00	1.00	0.00
INDUSTRIAL DEVELOPMENT MANAGER	E-10	1.00	1.00	0.00
COMMERCIAL DEVELOPMENT MANAGER	E-10	1.00	1.00	0.00
ZONING SUPERVISOR	E-9	1.00	0.00	(1.00)
PLANNER II	E-8	3.00	2.00	(1.00)
DEVELOPMENT SPECIALIST	E-8	0.25	1.00	0.75
SR ADMINISTRATIVE ASSISTANT	E-6	0.00	0.30	0.30
ADMINISTRATIVE ASSISTANT	E-5	1.00	0.00	(1.00)
LAND USE PLANNER	CD-16	<u>3.00</u>	<u>0.00</u>	<u>(3.00)</u>
<b>TOTAL PERSONNEL</b>		<b><u>11.25</u></b>	<b><u>6.30</u></b>	<b><u>(4.95)</u></b>

# **Code Enforcement Division**

## **Mission Statement**

It is the mission of the Code Enforcement unit is to enforce codes and ordinances to attain a higher quality of life by promoting a safer, cleaner, and more beautiful city for all to enjoy.

**Primary Functions** → The primary functions of the Code Enforcement unit are to address violation of ordinances, zoning regulations and public safety concerns.

### **2008 Accomplishments** →

- Neighborhood Standards responded to over 9,100 requests for service from citizens lodging complaints concerning exterior property and zoning ordinance violations and issuance of over 2,600 Zoning parking tickets for vehicle violations on private property.
- Property Standards responded to over 870 requests for service from citizens lodging complaints regarding property maintenance violations and reacted to over 50 referrals from emergency services regarding structural deficiencies and other structure influenced life safety matters. Over 185 properties were condemned in 2008 and deemed uninhabitable.
- Direct participation in the Rockstat program with a continued effort towards process improvement, neighborhood health measurements and accountability.
- Completed integration of Property Standards and Neighborhood Standards staff by designing and executing a leaner office layout.
- Completed mapping of operation flowcharts and created design outline for Code Enforcement Hansen Module.
- Continued training of inspectors (existing and new) and reassigned geographic enforcement zones. This was complimented with the creation of Standard Operating Procedure Manual.
- Conducted numerous enforcement sweeps in each of the 3 zones in coordination with Police, Neighborhood Groups and Aldermen including the sweeps in the Weed and Seed Areas, Hope 6 and College-Seminary.
- Attended and spoke at neighborhood group meetings, landlord forums and Police meetings to share information and build working relationships to improve neighborhood health.
- Completed effort to streamline excessive weed growth ordinance in terms of response and contracted cost recovery.
- Educated the public on excessive weed growth ordinance through public service announcements.

## **Code Enforcement Division**

- Integrated newly revised zoning regulations into current protocols. Converted and augmented existing paperwork and documents to reflect new acronyms and language of new regulation.
- Began housing inventory within 8 census tracts for the application of Federal grant monies in response to the increase of foreclosures and the negative impact upon neighborhood health.
- Successfully implemented branding of Code Enforcement Division by issuing uniforms, badges, and placing decals on vehicles.

### **2009 Goals and Objectives →**

- Continue training of Code Enforcement staff both in technical skill, enhancement and personal safety.
- Continue to research methods to reduce call backlogs to better serve our customers.
- Develop response benchmarks to help establish quality of provided service standards.
- Conclude and maintain housing inventory in the remaining census tracts for the tracking of vacant or blighted properties.
- Continue to conduct numerous enforcement sweeps in all 3 zones in coordination with Police, neighborhood groups and Aldermen including the sweeps in the Weed and Seed areas as required by funding source.
- Continue to attend and speak at neighborhood group meetings, landlord forums and Police meetings to share information and build working relationships to improve neighborhood health.
- Build upon previous PSA's and continue efforts to inform the public. Utilize all media resources available to educate stakeholders of the codes and ordinances of the City of Rockford.
- Respond and realign to new Police District boundaries by reorganizing zone and area assignments.
- Effectively implement the Hansen Code Enforcement Module and create appropriate changes and supplements to the Standard Operating Procedure manuals. As a result of the CE Module, more accurate and timely statistics will be available.

# Code Enforcement Division

## Budget Summary

CD CODE ENFORCEMENT DIVISION BUDGET SUMMARY					
APPROPRIATION	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	INCREASE (DECREASE)
PERSONNEL	\$0	\$918,458	\$856,392	\$978,268	\$59,810
CONTRACTUAL	21,991	588,710	668,026	514,690	(74,020)
SUPPLIES	0	14,650	23,686	4,025	(10,625)
CAPITAL	0	0	44,331	0	0
TOTAL	<u>\$21,991</u>	<u>\$1,521,818</u>	<u>\$1,592,435</u>	<u>\$1,496,983</u>	<u>(\$24,835)</u>
STAFFING REVIEW	2006	2007	2008	2009	INCREASE (DECREASE)
	0.00	13.00	13.00	14.20	1.20
FUNDING SOURCE		2008 AMOUNT	2008 PERCENTAGE	2009 AMOUNT	2009 PERCENTAGE
PROPERTY TAXES					
REIMBURSEMENTS		\$131,531	8.6	\$151,008	10.1
CDBG FUND		451,900	29.7	465,460	31.1
SANITATION FUND		185,210	12.2	352,303	23.5
FEES		88,800	5.8	88,800	5.9
GENERAL REVENUES		<u>664,377</u>	<u>49.5</u>	<u>439,412</u>	<u>29.4</u>
TOTAL		<u>\$1,521,818</u>	<u>105.8</u>	<u>\$1,496,983</u>	<u>100.0</u>

## Budget Analysis

The 2009 budget is \$1,496,983, a decrease of \$24,800 (1.6%) from the previous year. Personnel expenditures increase slightly, with the reallocation of staff from other department units into Code Enforcement. A building official was moved from the Building Department, and a senior administrative assistant position was reallocated to reflect actual work load. These salaries, and their associated fringe benefits, constitute the \$59,810 increase in personnel and are offset by savings associated with furlough days.

Contractual costs are budgeted at \$514,690, a decrease of \$74,000 over 2008. The amount reflects a more accurate budget, formulated after experiencing one full year of the new Code Enforcement unit. All accounts decreased, except microcomputer charges (\$38,500) and building rental (\$1,600). The largest decreases occurred in cleanups (\$30,720), demolition (\$18,000), vehicle vendor service (\$12,000), telephone (\$11,100), and vehicle repairs (\$11,000).

The supply budget totals \$4,025, which includes moderate expenditures for office supplies.

In 2008, the Code Enforcement Division spent \$1,592,435, or 104.6% of its budgeted allocation. In the past several years, spending has been 104.6% of the budget.

## Capital Equipment

No capital equipment is planned for 2009.

# Code Enforcement Division

## Personnel Review

COMMUNITY DEVELOPMENT CODE ENFORCEMENT DIVISION				
BENEFITS AND SALARIES	2008	2009	INCREASE/ (DECREASE)	
SALARY	BUDGET	BUDGET		
PERMANENT	\$557,142	\$676,045	\$118,903	
TEMPORARY	19,500	0	(19,500)	
OVERTIME	2,500	2,000	(500)	
MERIT PAY	3,879	0	(3,879)	
SALARY ADJUSTMENT	4,730	(7,241)	(11,971)	
<b>TOTAL SALARIES</b>	<b><u>\$587,751</u></b>	<b><u>\$670,804</u></b>	<b><u>\$83,053</u></b>	
<b>BENEFITS</b>				
ILLINOIS MUNICIPAL RETIREMENT	\$99,458	\$118,919	\$19,461	
UNEMPLOYMENT TAX	819	895	76	
WORKMEN'S COMPENSATION	24,614	27,614	3,000	
HEALTH INSURANCE	200,122	153,816	(46,306)	
LIFE INSURANCE	1,014	1,108	94	
PARKING BENEFITS	4,680	5,112	432	
<b>TOTAL BENEFITS</b>	<b><u>\$330,707</u></b>	<b><u>\$307,464</u></b>	<b><u>(\$23,243)</u></b>	
<b>TOTAL COMPENSATION</b>	<b><u>\$918,458</u></b>	<b><u>\$978,268</u></b>	<b><u>\$59,810</u></b>	
<b>PERSONNEL</b>				
POSITION TITLE	POSTION RANGE	2008 EMPLOYEES	2009 EMPLOYEES	INCREASE/ (DECREASE)
BUILDING OFFICIAL		0.00	1.00	1.00
PROPERTY IMPROVEMENT PROG MANAGER	E-9	1.00	1.00	0.00
NEIGHBORHOOD ZONE COORDINATOR	E-7	3.00	3.00	0.00
SR ADMINISTRATIVE ASSISTANT	E-6	0.00	0.20	0.20
SENIOR BUILDING INSPECTOR	CD-24	1.00	1.00	0.00
NEIGHBORHOOD ENFORCEMENT SPECIALIS	CD-15	6.00	6.00	0.00
SENIOR CLERK	A-19	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>13.00</u></b>	<b><u>14.20</u></b>	<b><u>1.20</u></b>

## Performance Measurements

	2006 Actual	2007 Actual	2008 Actual	2009 Projected
Sanitation Complaints	2,000	2,400	2,789	3,000
Clean-Ups	450	700	505	500
Vehicle Complaints	2,800	3,500	3,410	3,500
Weed Complaints	2,054	3,400	3,375	3,200
Vehicle Tows	100	150	45	50

# **Construction & Development Services Division**

## **Mission Statement**

It is the mission of the Construction and Development Services Division to provide consolidated services to our customers while promoting economic development and protecting the public health, safety, and welfare of the citizens of Rockford through balanced growth initiatives, the review of land use, subdivisions, issuance of permits, performance of inspections, and the enforcement of various codes and ordinances.

**Primary Functions** → The primary function of the Construction and Development Services Division is to provide building, mechanical, and electrical inspections for all existing and new construction, as well as administering land use planning and zoning policies and ordinances.

### **2008 Accomplishments** →

- Developed the Construction and Development Services Center by combining efforts of the Planning and Zoning Section with former Building Department to create one location for all development services. This reorganization will improve the customer's service allowing all development related activities to be a single point of contact.
- Fully developed and implemented the building and planning permit software system. The technology includes establishing a greater accountability of staff efforts and responsibility to continue the process improvements defined by our development stakeholders group. The permitting software system allows for tracking of all zoning applications, subdivision plats, building permits, inspection services, and annexations.
- Adopted and implemented revised zoning ordinance. Facilitated two amendments to the ordinance since adoption.
- Conducted one series of meetings with contractors, developers, engineers, and architects to provide status for process improvements and Process Improvement Plan.
- Created the Liquor Advisory Board and procedures in conjunction with a revised Liquor Code.
- Integrated a revised building permit fee schedule allowing consistency and accuracy for projects.
- Completed the 848 acre preannexation of the Wolfenberger property, the second phase of the Global Trade Park expansion.
- The June 2008 flood response included substantial efforts to complete damage assessments of over 100 structures and to compile detailed damage assessments for FEMA Disaster Area Declaration. Continued follow up and meetings with victims and completed substantial damage assessments.

# Construction & Development Services Division

## 2009 Goals and Objectives →

- Fully implement the Construction and Development Services Division to improve and consolidate customer service, increase efficiency, and provide visibility to the community.
- Install and fully implement Dynamic Portal for on-line permitting and project status tracking, inspection scheduling and payments. As part of this technology implementation, new continuous process improvements will be implemented.
- Complete the update of the Rockford Zoning Map.
- Adoption the 2009 International Codes. This will include the formation of committees and the proposal of local amendments to the City Council; this will include the review of trade regulations including existing building regulations and energy code.
- Integrate Construction and Development Services Division into Rockstat.

## Budget Summary

<b>CONSTRUCTION &amp; DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$1,562,101	\$1,616,467	\$2,000,292	\$1,723,519	\$107,052
CONTRACTUAL	449,380	298,725	405,562	267,960	(30,765)
SUPPLIES	17,102	12,525	20,585	5,810	(6,715)
OTHER	0	0	0	0	0
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>\$2,028,583</b>	<b>\$1,927,717</b>	<b>\$2,426,439</b>	<b>\$1,997,289</b>	<b>\$69,572</b>
<b>STAFFING REVIEW</b>					
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	INCREASE (DECREASE)
	20.00	21.00	19.00	25.00	6.00
<b>FUNDING SOURCE</b>					
		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES-FRINGE					
BENEFIT REIMBURSEMENTS		<u>\$220,932</u>	<u>11.5</u>	<u>\$276,717</u>	<u>13.9</u>
FEEES					
BUILDING		709,200	36.8	963,600	48.2
ELECTRICAL		255,100	13.2	171,400	8.6
PLUMBING/HEATING		382,700	19.9	229,100	11.5
ALL OTHER		<u>251,500</u>	<u>13.0</u>	<u>247,900</u>	<u>12.4</u>
<b>TOTAL FEES</b>		<b><u>1,598,500</u></b>	<b><u>82.9</u></b>	<b><u>1,612,000</u></b>	<b><u>80.7</u></b>
GENERAL REVENUES		<u>108,285</u>	<u>5.6</u>	<u>108,572</u>	<u>5.4</u>
<b>TOTAL</b>		<b><u>\$1,927,717</u></b>	<b><u>100.0</u></b>	<b><u>\$1,997,289</u></b>	<b><u>100.0</u></b>

# Construction & Development Services Division

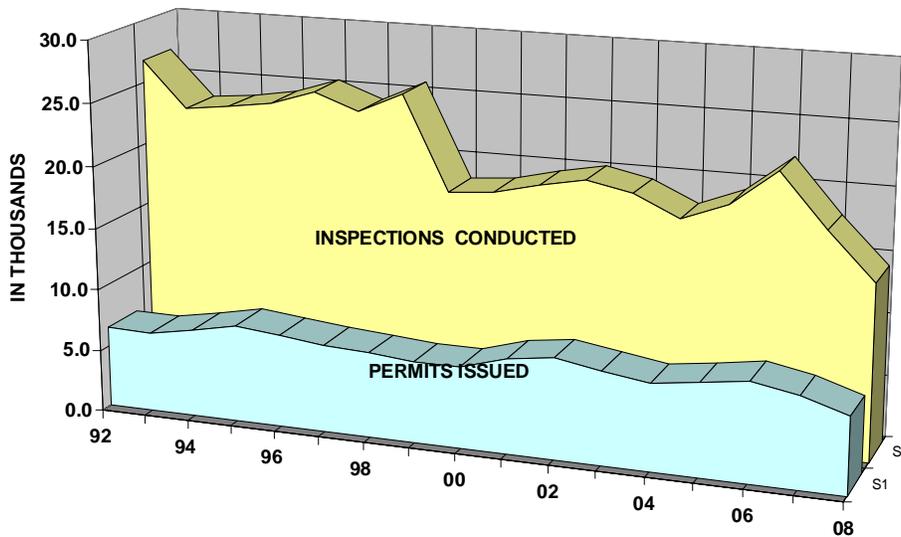
## Budget Analysis

The 2009 budget is \$1,997,289, increased due to reorganization of elements of the Planning Division and the Building Department into one new division. Budget numbers overall increase as a result of salary adjustments and increases in fringe benefit rates, but no net increase in staffing levels occurred. Six staff from the Planning Division and 19 from Building comprise this new budget unit. These staff changes are offset by furlough days and frozen vacant positions, with a total savings of \$312,500 in the division. In addition, two building inspection staff will provide services to the Weatherization program in Human Services in their time of growth. The general fund will be reimbursed for those services.

Contractual costs total \$267,960, which represents the overhead and operational expenses related to the staff move. Most notably, increases occurred in printing (\$4,000), telephone (\$4,900), and vehicle repair (\$3,900) and were offset by decreases in microcomputer charges (\$11,030), fuel (\$9,700), travel (\$4,000) and education (\$7,000). Supply expenses also decrease \$6,700 in books.

2008 fee revenue, budgeted at \$1,299,200, is \$1,513,494 for the year. 2009 fee income is based on 2008 actual less unusual permits. Revenue is estimated to be \$1,612,000, an increase of \$312,800 (budget/budget basis) and an increase of \$62,000 (actual/budget basis).

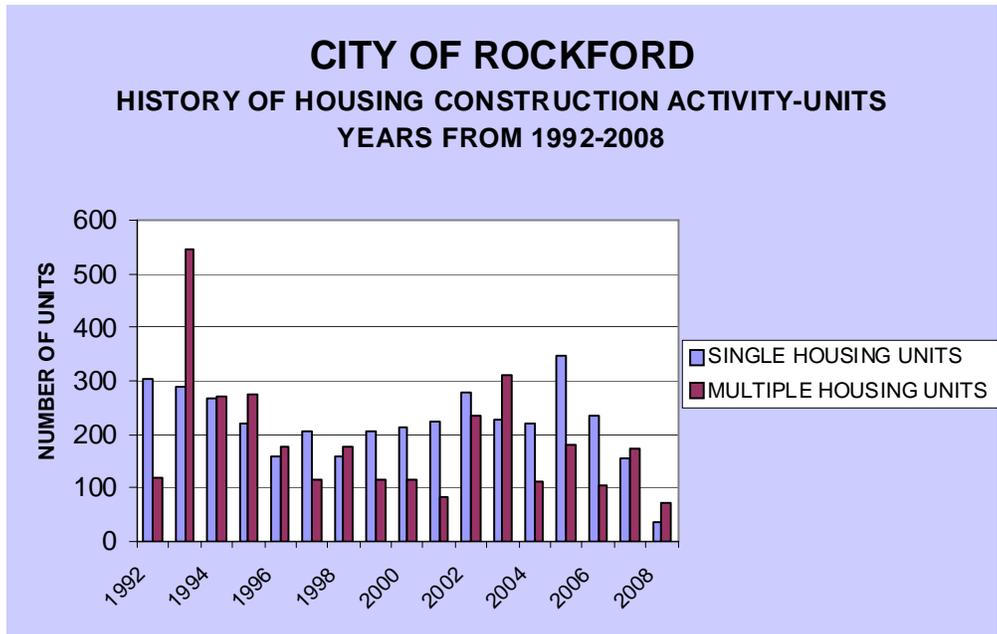
**CITY OF ROCKFORD, ILLINOIS  
BUILDING PERMITS AND INSPECTIONS  
YEARS FROM 1992-2008**



SOURCE: CONSTRUCTION & DEVELOPMENT SERVICES DIVISION

During the past seventeen years, total permits issued by the Construction & Development Services Division have been relatively flat. Permits issued in 1992 were 6,545 while in 2008 there were 6,152. Unless there is an increase in construction activity, the permits issued will remain stable.

# Construction & Development Services Division



Housing construction for single and multifamily units in 2007 was 157 and 172 for a total of 329. Both single family and multifamily housing both decreased dramatically in 2008 to 37 and 72 units. It is anticipated that single family housing construction will increase in the future.

In 2008, the Construction and Development Services Division spent \$2,426,439 or 125.9% of its budgeted allocation, due to reorganization of staff. In the past several years, 91% to 100% of the budget has been spent.

## **Capital Equipment**

There are no capital items budgeted for 2009.

# Construction & Development Services Division

## Personnel Review

<b>CONSTRUCTION &amp; DEVELOPMENT SERVICES DIVISION</b>				
<b>BENEFITS AND SALARIES</b>		<b>2008</b>	<b>2009</b>	<b>INCREASE/ (DECREASE)</b>
<b>SALARY</b>		<b><u>BUDGET</u></b>	<b><u>BUDGET</u></b>	<b><u>(DECREASE)</u></b>
PERMANENT		\$1,069,805	\$1,377,646	\$307,841
TEMPORARY		0	0	0
OVERTIME		3,000	0	(3,000)
MERIT PAY		9,943	0	(9,943)
TRANSLATOR PAY		1,170	1,170	0
SALARY CERTIFICATION		11,960	11,960	0
SALARY ADJUSTMENT		9,755	(312,522)	(322,277)
ZONING BOARD OF APPEALS		<u>0</u>	<u>2,100</u>	<u>2,100</u>
<b>TOTAL SALARIES</b>		<b><u>\$1,105,633</u></b>	<b><u>\$1,080,354</u></b>	<b><u>(\$25,279)</u></b>
<b>BENEFITS</b>				
ILLINOIS MUNICIPAL RETIREMENT		\$190,611	\$241,318	\$50,707
UNEMPLOYMENT TAX		1,197	1,575	378
WORKMEN'S COMPENSATION		29,124	33,824	4,700
HEALTH INSURANCE		281,580	355,498	73,918
LIFE INSURANCE		1,482	1,950	468
PARKING BENEFITS		<u>6,840</u>	<u>9,000</u>	<u>2,160</u>
<b>TOTAL BENEFITS</b>		<b><u>\$510,834</u></b>	<b><u>\$643,165</u></b>	<b><u>\$132,331</u></b>
<b>TOTAL COMPENSATION</b>		<b><u>\$1,616,467</u></b>	<b><u>\$1,723,519</u></b>	<b><u>\$107,052</u></b>
	<b>POSTION</b>	<b>2008</b>	<b>2009</b>	<b>INCREASE/ (DECREASE)</b>
<b>POSITION TITLE</b>	<b><u>RANGE</u></b>	<b><u>EMPLOYEES</u></b>	<b><u>EMPLOYEES</u></b>	<b><u>(DECREASE)</u></b>
BUILDING DEPT DIRECTOR	E-14	1.00	0.00	(1.00)
DEPUTY DIRECTOR - CONST SERVICES	E-13	0.00	1.00	1.00
DEPUTY DIRECTOR - BUILDING	E-10	1.00	1.00	0.00
CURRENT PLANNING MANAGER	E-9	0.00	1.00	1.00
BUILDING PLANS EXAMINER	E-9	1.00	1.00	0.00
MEP PLANS EXAMINER	E-9	1.00	1.00	0.00
PLANNER II	E-8	0.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	E-6	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	E-5	1.00	2.00	1.00
SENIOR INSPECTION OFFICER	CD-28	3.00	3.00	0.00
INSPECTION OFFICER	CD-26	7.00	7.00	0.00
LAND USE PLANNER	CD-16	0.00	3.00	3.00
SENIOR CLERK	A-19	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
<b>TOTAL PERSONNEL</b>		<b><u>19.00</u></b>	<b><u>25.00</u></b>	<b><u>6.00</u></b>

# Construction & Development Services Division

## Performance Measurements

	2006 Actual	2007 Actual	2008 Actual	2009 Projected
Total Acres Annexed	200	848	372	1,300
Assessed Valuation in Annexed Areas	\$3,500,000	\$5,800,000	\$2,870,700	\$5,000,000
Dwelling Units in Annexed Areas	83	105	54	60
Zoning Applications	86	117	99	110
Zoning Clearances	2,277	2,229	1,945	2,200
Residential Permits	1,340	1,471	1,730	1,750
Commercial Permits	413	445	457	450
Demolitions	105	125	109	100
Plan reviews	974	874	806	850
Total inspections	18,786	17,717	13,259	16,310
Average inspections per day	75	76	52	70
Projects over \$1 million/total value	23/\$61.8M	29/\$92.4M	30/\$94M	10/\$20M

# Community Development Business Group

## Mission Statement

It is the mission of the Community Development Business Group to formulate and implement programs designed to improve the quality of the City's neighborhoods, to create and retain jobs, and to expand and protect the tax base.

**Primary Functions** → The services provided in this Division are organized around seven different areas of focus:

- **CDBG Administration** → Staff perform day to day activities, including planning, formulating applications, reviewing performance, accounting, acquiring land, and conducting environmental assessments. In addition, staff provides assistance to various groups including the Citizen Participation Committee, the Historical Preservation Commission, the Homestead Board, and non-profit development corporations.
- **Economic Development** → Provide technical and financial assistance to the City's industrial and commercial businesses.
- **Neighborhood Development** → Administer all City housing rehabilitation and new construction programs, including housing acquisitions, demolitions, homeless programs, and community assistance program projects and coordinate the efforts of others to bring about economic, physical, and social improvements in selected neighborhoods.
- **Home Program** → Annual Federal housing grant program designed to fund operating and project expenses for Community Housing Development Organizations (CHDO) that rehabilitate housing, offer homesteading opportunities for low-income homebuyers either through new construction or rehabilitation of residential properties, and fund housing rehabilitation for existing low-income homeowners.
- **American Dream Initiative** → This program provides a loan in the form of a mortgage, forgiven over five (5) years for six percent (6 percent) of the purchase price. No payments are required as long as the property remains owner occupied and is maintained for the term of the loan.
- **Brownfields Cleanup Revolving Loan Fund** → Provide funding to clean up contaminated property and return Brownfield properties into productive uses.

**2008 Accomplishments** →

- Assigned a staff liaison to the SWIFTT Board and monitored their accomplishments and implementation of the South Main Plan.
- Continued partnerships with internal departments and external agencies including the Winnebago County, the State of Illinois and the Illinois Housing Development Authority, Rockford Area Affordable Housing Coalition, Housing Action Illinois, local public housing

## **Community Development Business Group**

authorities, and the Rockford Area Association of Realtors to complement and enhance the delivery of services to the community.

- Created three new strategy areas: Gilbert Avenue, Furman/Blaisdell and Kishwaukee Empowerment. As a result, the homeowners within those areas became eligible to receive home rehabilitation assistance. The previous year's Focus Area rehabilitation programs were also continued.
- Committed additional TIF funds to the HOPE VI area for infrastructure improvements to Lexington and Concord as well as the installation of 29 blacktop driveways.
- Successfully obtained a grant through the Illinois Housing Development Authority for the Gilbert Avenue strategy area and leveraged funds with our Federal HOME funds. The area was expanded late in 2008.
- Submitted the 2009 Annual Action Plan as well as a Substantial Amendment to the 2008 Annual Plan in order to receive \$2,287,004 through the Neighborhood Stabilization Program.
- The Bliss project was approved through the Tax Incentive Program.
- The Healthy Neighborhoods program began in the third quarter of 2007. Two 2007 projects were monitored in 2008 and three additional projects were assisted: Rockford Urban Ministries, Booker Washington, and the Salvation Army for the nCenter. Other public service and facilities projects were reviewed for eligibility and several were assisted included the Discovery Center's 21st Century project, RAMP, the Rockford Area Affordable Housing Coalition and the Fair Housing Board activities.
- Continued implementation of projects within residential Tax Increment Financing Districts: Lincolnwood II, Garrison School (20 new condominiums and 14 apartments), Thatcher Blake Riverwalk in the River Oaks TIF (63 townhomes/ranch style condominiums) as further described in the TIF budget summary.
- Provided direct homebuyers assistance to eligible buyers in ADDI area, Emerson Estates Subdivision, and the Lincolnwood II subdivision.
- Partnered with housing non-profits to complete housing rehabilitation and new construction projects. Also provided operating assistance to eligible housing non-profits.
- Completed a Request for Proposals for the development of Rockford's 2010-2014 Consolidated Plan, reviewed proposals and executed contracts with the consultant selected.
- Continued the Water Hook Up program which provides assistance to homeowners in the city on well system to connect to the City water service.
- Continued to acquire property for purpose of rehabilitation, demolition, and/or public improvements.
- Completed a Request for Proposals for the de-densification of neighborhoods.

# **Community Development Business Group**

## **2009 Goals and Objectives →**

- Complete the 2010—2014 Consolidated Plan with 2010 Annual Plan.
- Administer the Healthy Neighborhoods program and other renewed or new public service and public facilities and improvements projects representing 8 projects or approximately 55 individual activities.
- Continue existing rehabilitation programs, new construction of housing units, and expanded area programs assisting 49 households. Complete the administration of the County's Single Family Rehabilitation Program.
- Code Enforcement will provide needed services to Neighborhood Stabilization Areas and other CDBG areas. Approximately 3544 complaints will be addressed, utilizing Hansen, as well as other planning and administrative functions.
- Homebuyer assistance will be provided to purchasers within the ADDI area as well as Community Housing Development Organizations and other City supported projects. 22 households will be assisted.
- Facilitate the build out of Emerson Estate Subdivision, Thatcher Blake Riverwalk, 21XX Reed Avenue, and the Garrison Lofts/Townhomes sites.
- Plan, develop, and administer programs according to CDBG and HOME Federal requirements. Monitor Human Services' Emergency Shelter Grants Program (4 projects expected).
- Seek proposals for CHDO operating funds and monitor project completion. Up to 6 organizations may be assisted.
- Monitor for-profit and non-profit new construction activities which may range from 4-70 activities, depending on funding opportunities.
- Continue partnerships with the Winnebago County Health Department and the Human Services Department in order to address lead based paint hazards and weatherize homes leveraging our federal funds.
- Develop the various components of the Neighborhood Stabilization Program partnering with lenders, Realtors, for-profit and non-profit developers. Goal is to leverage funds and make a positive impact in neighborhoods with schools and that demonstrate greatest need based on the number foreclosures, subprime lending, at risk foreclosures, and high vacancies in comparison to the community at-large.
- Acquire 24 properties for the purpose of demolition and/or redevelopment through the Community Development Block Grant and Neighborhood Stabilization programs.
- Demolish 13 blighted properties outside the Neighborhood Stabilization Program census tracts and 78 within the 8 census tracts indicating the greatest need.

# **Community Development Business Group**

- Substantially complete the Gilbert Avenue program and report status to the Illinois Housing Development Authority.
- Partner with local agencies and submit an application to the Illinois Housing Authority's Supportive Housing Program to leverage with funds programmed for a Senior and Physically Disabled Repair Program.
- Continue to lend our support to outside activities such as the Money Smart Week Campaign.
- Request federal funding from the CDBG-R grant. State Neighborhood Stabilization Program, and the Neighborhood Stabilization 2 grant all under the American Recovery and Reinvestment Act of 2009.

## **Economic Development**

The Economic Development Program, budgeted at \$285,300, is funded by the Community Development Block Grant. Of the total, \$155,000 is allocated for program costs, with a transfer for economic development staff, moved to the Planning Division, budgeted at \$130,300.

Economic Development funding includes the following:

- \$70,000 for the Rehab and Development Assistance program designed to help create development opportunity in the City of Rockford and future projects providing a wage above the threshold median hourly wage to numerous low/moderate income City residents. Also, the loan/grant will be used for projects that have the potential to fill a long-vacant building or site, preferably in one of the City's TIF districts, the City's State certified Enterprise Zone, or one of the previously described strategic areas.
- \$30,000 for public improvement assistance for developers.
- \$25,000 for Minority/Women Business Enterprise training.
- \$30,000 for the Self-Employment Training Program that will provide basic entrepreneurial training to low to moderate-income persons in conjunction with Rock Valley College's Small Business Development Center. Projected training is for 80 participants.

## **Neighborhood Development**

Housing programs, budgeted at \$3,288,355, are funded from three grant programs, the Community Development Block Grant, \$1,603,671 the Home Program, \$1,532,397 American Dream Initiative Grant, \$7,287, and program income, \$145,000. \$3,176,347 is allocated for programs with the remaining \$112,008 allocated for housing administrative costs.

Neighborhood Development funding includes the following:

- \$1,919,192 to assist existing owner occupants and new homebuyers. The funding will be used to make exterior improvements, interior health and safety code items and work needed to remove lead hazards. The City anticipates assisting approximately 38 low-income households once funds are leveraged with HOME funds.

## **Community Development Business Group**

- \$465,500 is to fund the code enforcement program, which will address approximately 3,455 self, initiated and neighborhood standards complaints.
- \$56,435 for acquisition of property under private ownership. The funds will be used to acquire properties for use for new construction, the Homestead program or demolition program and vacant lots will be used for the development of single-family housing or to improve blighted conditions.
- \$26,000 for the Lead Based Paint Hazard Reduction Program as a 10% match that will be provided to the Human Services Department to match a State of Illinois lead-based paint federal grant. The program is only made available to low-moderate income households. The City anticipates assisting 15 low-moderate income households.
- \$145,019 for continuation of the Demolition Program for demolishing abandoned, vacant, or boarded up properties primarily identified by the Focus Area Action Plan and deteriorated properties located near schools, on major thoroughfares, and strategically located scattered sites. The City anticipates the demolition of 17 units/structures.
- \$25,000 for the Rockford Area Affordable Housing Coalition for pre-purchase counseling to all participating buyers. Also included is information on employment, repairing credit, savings methods, and the overall home buying process.
- \$180,000 in funds will be awarded to neighborhood groups and/or other non-profits to do special projects that serve lower-income individuals/neighborhoods. Projected activity is three units.
- \$30,000 for the Ramp Program to build ramps for low-income persons with mobility disabilities. Projected activity is 12 units to be administered by the Rockford Area Mobilization Project.
- \$45,579 is to be used by CHDO's for operating expenses. Funding level is for six CHDO's.
- \$160,000 is for assistance to the Federal Youthbuild program, Comprehensive Community Solutions, Inc. (CCS). CCS has structured classes in apprenticeship programs such as bricklayer, cabinetmaker, cement mason, carpenter, plumber, electrician, insulation worker, among others. This assistance will help construct six houses. ADDI/HOME funds will also be provided directly to the homebuyers. Lincolnwood II will also be completed (five homes constructed and sold) using prior year funding.
- \$93,622 is for the Emergency Shelter Grant program, administered by the Human Services Department.
- \$30,000 for a first-time homebuyer program – the American Dream Downpayment Initiative. This program provides up to 6% of the sales price for downpayment and closing cost assistance to eligible homebuyers. A total of 8 households will be assisted in the ADDI area.

In addition, \$463,125 is budgeted for Block Grant general administrative costs which includes \$76,002 for Section 108 debt payment if necessary. Funding is from Block Grant, \$371,967 and the Home Program \$91,158.

\$50,000 from a Brownfields grant is budgeted for cleaning up contaminated property and returning Brownfields properties into productive uses.

# Community Development Business Group

## Budget Analysis

CD DEVELOPMENT DIVISION BUDGET SUMMARY					
	2007	2008	2008	2009	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$1,036,892	\$705,582	\$667,140	\$610,741	(\$94,841)
CONTRACTUAL	723,381	1,217,099	701,073	313,595	(903,504)
SUPPLIES	36,736	14,570	16,941	10,050	(4,520)
OTHER	3,927,578	3,156,643	2,878,980	3,152,398	(4,245)
CAPITAL	0	0	0	0	0
TOTAL	\$5,724,587	\$5,093,894	\$4,264,134	\$4,086,784	(\$1,007,110)
STAFFING REVIEW					
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>INCREASE</u>
	18.40	16.50	8.75	7.50	(1.25)
FUNDING SOURCE					
	2008	2008	2009	2009	
	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>	
CURRENT FUNDS					
COMMUNITY DEVELOPMENT GRANT	\$2,073,426	43.6	\$2,073,299	50.2	
HOME PROGRAM	911,542	19.2	911,588	22.1	
OTHER FEDERAL/STATE	1,033,909	21.7	150,909	3.7	
TIF FUNDS	75,000	1.6	0	0.0	
PROGRAM INCOME	<u>155,000</u>	<u>3.3</u>	<u>145,000</u>	<u>3.5</u>	
	4,248,877	89.4	3,280,796	79.5	
REPROGRAMMED FUNDS-PRIOR YEARS					
COMMUNITY DEVELOPMENT GRANT	232,729	4.9	228,010	5.5	
HOME PROGRAM	275,000	5.7	618,345	15.0	
OTHER FEDERAL/STATE	0	0.0	0	0.0	
	<u>507,729</u>	<u>10.6</u>	<u>846,355</u>	<u>20.5</u>	
TOTAL	<u>\$4,756,606</u>	<u>100.0</u>	<u>\$4,127,151</u>	<u>100.0</u>	

The 2009 budget is \$4,086,784, which is a decrease of \$1,007,110 due to increases in administration, \$27,300, and the Home program, \$150,600, and decreases in economic development \$93,200, neighborhood development, \$208,900, and the Brownfields program \$883,000 (See Economic and Neighborhood Development sections above).

Personnel costs decreased \$94,800 (13.4%), due to the addition of furlough days and the transfer of economic development staff to the general fund. Staffing reduces 1.25 FTE. All line items decrease as a result of this change.

Non-program contractual expenses decrease \$42,000 as overhead expenses decline with staff transitions to other budget units. Supply costs decrease \$4,500 due to a one time purchase of desktop computers in 2008. Administrative costs, required to not exceed 20% of expenditures, are projected to be 8% for 2009.

Program income is \$130,000 for the Block Grant and \$15,000 for the HOME program.

Under Federal guidelines, grant years remain open until funds are expended. The Division estimates that at the end of 2008, a total of \$846,355 will be reprogrammed for 2009. These

# **Community Development Business Group**

reprogrammed funds include \$228,010 in prior year Community Development Block Grant Funds, and \$618,345 in prior year Home Program funds.

In 2008, the Community Development Business Group spent \$4,264,134 or 83.7% of its budgeted allocation. In the past several years, spending has been between 81% and 105% of the budgeted amount.

## **Capital Equipment**

For 2009, the Division will not have any capital purchases.

## **Five Year Financial Forecast**

The 2010-2014 five-year forecast assumes that both Federal and local funding sources will stagnate and expenditures will not exceed revenue limits. It is further assumed that the Division will spend its annual budget. No assumptions are made for new programs.

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$4,029	\$4,150	\$4,275	\$4,403	\$4,535
Expenditures	<u>4,029</u>	<u>4,150</u>	<u>4,275</u>	<u>4,403</u>	<u>4,535</u>
Excess(Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

# Community Development Business Group

## Personnel Review

COMMUNITY DEVELOPMENT BLOCK GRANT DIVISION				
<b>BENEFITS AND SALARIES</b>		<b>2008</b>	<b>2009</b>	<b>INCREASE/ (DECREASE)</b>
<b>SALARY</b>		<b>BUDGET</b>	<b>BUDGET</b>	<b>(DECREASE)</b>
PERMANENT		\$454,637	\$414,417	(\$40,220)
TEMPORARY		12,500	0	(12,500)
MERIT PAY		8,082	0	(8,082)
SALARY ADJUSTMENT		9,856	(8,141)	(17,997)
SALARY SAVINGS		0	0	0
<b>TOTAL SALARIES</b>		<b>\$485,075</b>	<b>\$406,276</b>	<b>(\$78,799)</b>
<b>BENEFITS</b>				
ILLINOIS MUNICIPAL RETIREMENT		\$82,428	\$72,849	(\$9,579)
UNEMPLOYMENT TAX		551	473	(78)
WORKMEN'S COMPENSATION		3,067	3,281	214
HEALTH INSURANCE		119,828	114,777	(5,051)
RETIREE HEALTH INSURANCE		10,800	9,800	(1,000)
LIFE INSURANCE		683	585	(98)
PARKING BENEFITS		3,150	2,700	(450)
<b>TOTAL BENEFITS</b>		<b>\$220,507</b>	<b>\$204,465</b>	<b>(\$16,042)</b>
<b>TOTAL COMPENSATION</b>		<b>\$705,582</b>	<b>\$610,741</b>	<b>(\$94,841)</b>
	<b>POSITION</b>	<b>2008</b>	<b>2009</b>	<b>INCREASE/ (DECREASE)</b>
<b>POSITION TITLE</b>	<b>RANGE</b>	<b>EMPLOYEES</b>	<b>EMPLOYEES</b>	<b>(DECREASE)</b>
DEVELOPMENT PROGRAMS MANAGER	E-10	1.00	1.00	0.00
DEVELOPMENT SPECIALIST	E-8	0.75	0.00	(0.75)
GRANTS COMPLIANCE SPECIALIST II	E-7	1.00	1.00	0.00
GRANTS COMPLIANCE SPECIALIST I	E-6	1.00	1.00	0.00
HOUSING REHAB SPECIALIST II	E-6	1.00	1.00	0.00
HOUSING REHAB SPECIALIST I	E-5	2.00	1.00	(1.00)
REHAB CONST SPECIALIST I	CD-15	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	E-6	0.50	1.00	0.50
SENIOR CLERK	A-18	0.50	0.50	0.00
<b>TOTAL PERSONNEL</b>		<b>8.75</b>	<b>7.50</b>	<b>(1.25)</b>

## Performance Measurements

Plans for 2009 forecast similar levels of activity. Selected activity levels for 2006-2009 are illustrated below.

	2006	2007	2008	2009
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Rehabilitated units	11	19	78	52
Housing projects (non-profits)	4	9	6	6
Homeless programs	6	4	4	4
New construction units	7	10	6	4
Demolitions	10	17	31	13
Public facilities and services projects	17	3	5	6
Special community projects	4	3	4	3
Acquisitions	6	5	2	4
Homebuyer assistance programs	13	36	13	24
RAMP (construction of ramps)	14	11	9	12
Get the Lead Out match	17	17	27	15
County SFOOR program	n/a	n/a	7	n/a
Water hook up program	2	11	11	11
Tax incentive program	n/a	n/a	4	4
Hope VI driveways installed	n/a	n/a	29	n/a

# Redevelopment Fund

## Mission Statement

It is the mission of the Community Development Redevelopment Fund to finance Metro Centre Authority operating deficits, provide funds for redevelopment of the central city, and generate economic development.

**Primary Functions** → The fund is financed by a one-percent tax adopted in 1978 for a period of 20 years on motel and room charges, restaurant, lounge charges for food and liquor, and package liquor sales. This was renewed for additional ten-year periods in 1990 and 1999 with the tax to end in 2018. In addition to financing a portion of the Metro Centre Authority's deficits, the Fund provides the necessary capital for development opportunities, public improvements, and economic development efforts.

## 2008 Accomplishments

- The Redevelopment Fund financed the Metro Centre Authority operating deficits, provided funds for redevelopment activities, and assisted in financing economic development efforts.

## 2009 Goals and Objectives

- The Redevelopment Fund will finance the Metro Centre Authority bond issue, provide funds for redevelopment activities, and assist in financing economic development efforts.

## Budget Summary

COMMUNITY DEVELOPMENT REDEVELOPMENT FUND								
APPROPRIATION	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	INCREASE (DECREASE)			
CONTRACTUAL	\$4,040	\$11,700	\$3,716	\$11,850	\$150			
OTHER	<u>6,728,181</u>	<u>3,725,571</u>	<u>4,078,549</u>	<u>3,717,881</u>	<u>(7,690)</u>			
TOTAL	<u>\$6,732,221</u>	<u>\$3,737,271</u>	<u>\$4,082,265</u>	<u>\$3,729,731</u>	<u>(\$7,540)</u>			
FUNDING SOURCE	2008 AMOUNT		2008 PERCENTAGE		2009 AMOUNT		2009 PERCENTAGE	
REDEVELOPMENT SALES TAX								
MOTEL	\$370,700		10.2		\$373,900		10.2	
PACKAGE	470,200		12.9		476,500		13.0	
RESTAURANT	<u>2,802,200</u>		<u>76.9</u>		<u>2,807,900</u>		<u>76.8</u>	
SUBTOTAL	<u>3,643,100</u>		<u>100.0</u>		<u>3,658,300</u>		<u>100.0</u>	
INTEREST INCOME	0		0.0		0		0.0	
TOTAL	<u>\$3,643,100</u>		<u>100.0</u>		<u>\$3,658,300</u>		<u>100.0</u>	

# **Redevelopment Fund**

## **Redevelopment Fund Expenses**

Expenses can be broken down into three groups as follows:

- Fixed costs – \$1,743,110 (2008 - \$1,807,600)
- Variable costs – \$352,500 (2008 - \$252,500)
- Variable project costs – \$1,634,600 (2008 - \$1,542,200)

### **Fixed Costs**

- \$250,000 to the Council of 100 to continue economic development efforts and industrial park marketing.
- \$56,900 is transferred to the general fund to pay for a portion of the costs associated with the economic development staff.
- \$64,200 is transferred to the Public Works Property and Equipment Division for staff services for building maintenance at Festival Park.
- \$132,000 is provided to the Rockford Convention and Visitors Bureau. The County and City levy a tax on motel accommodations, three percent by the County and six percent by the City. The County passes the entire amount to the Bureau while the City keeps one percent for redevelopment efforts. The remaining five-percent is sent to the Bureau. With the annexation of four motels into the City in 1988, the City agreed to transfer the other one percent (for these four motels only) from the Redevelopment Fund to the Bureau.
- \$55,000 for the maintenance of the Armory. The maintenance expense of the above indicated buildings is partially offset by revenue generated from leasing out building space.
- \$308,760 is allocated to the Coronado Theatre to pay for operating expenses.
- \$61,900 will be reimbursed to the Public Works Water Division for the Millennium Fountain maintenance.

### **Direct Fund Expenses**

- \$11,850 is budgeted for contractual expenses.
- \$530,000 is for reimbursement of police, fire, and public works costs incurred during festivals.
- \$91,500 is for tax collection cost reimbursement.
- \$181,000 is for interest expense.

### **Variable Costs**

- \$2,500 for the City's share of assistance to Anderson Gardens.
- \$50,000 payment to SWIFTT (Southwest Ideas for Today and Tomorrow) for operating assistance.
- \$150,000 to the Northern Illinois Technology Triangle (NITT) for hardware expenses related to the I39, NIU, Rockford fiber ring.
- \$150,000 for Coronado Performing Arts Center's annual assistance (2008-2013).

### **Variable Project Costs**

- \$147,068 for debt service (2000 \$4.0 million and 2004 \$3.07 million refunding bond issue) on fund improvements associated with the construction of a 33,000 square foot supermarket in the

# Redevelopment Fund

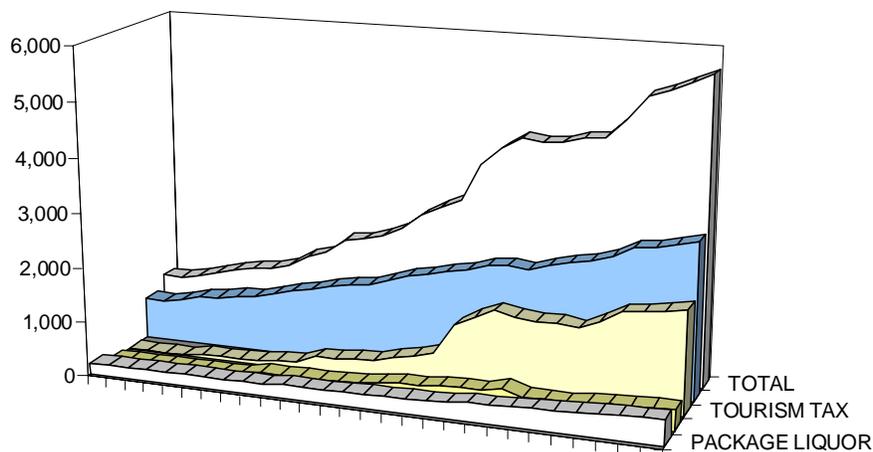
South Rockford Tax Increment Finance District. The initial phase included property acquisition, demolition of existing structures, site work on ten acres, construction, equipment, and tenant improvements. Debt service from 2007 to 2019 will range from \$336,018 to \$380,513 (Redevelopment share \$147,068 to \$225,518, with the balance paid from South Rockford TIF).

- \$590,562 for debt service on the Coronado. In 1999, the City issued \$7,000,000 in bonds for the Coronado Theatre restoration. City financing sources included the Tourism (1999-2003) and Redevelopment Funds as well as amusement and parking taxes at the Coronado Theatre. The Redevelopment Fund will pay the balance of the debt service due after the application of the two taxes. Debt service from 2007 to 2017 will range from \$545,075 to \$988,880.
- \$896,941 for debt service on the Metro Centre. In 2007, the City issued \$23 million in bonds for remodeling the Metro Centre and acquiring an NHL franchise. Financing for debt repayment includes assistance from the Winnebago County Board, the Redevelopment Fund, and Metro Centre revenues. The City's share will remain constant.

## Budget Analysis

2007 tax revenue, budgeted at \$3,543,900, was \$3,516,164 at year's end, a loss of \$27,700 (0.1%) from the budget and \$75,500 (2.2%) from the 2006 actual. Tax revenue for 2008, budgeted at \$3,643,100, is \$3,530,918, a loss of \$112,200 (3.1%) for 2008, a decrease of \$13,000 (0.3%) from the 2007 budget of \$3,543,900 and an increase of \$90,224 (2.6%) from 2007's actual.

**CITY OF ROCKFORD, ILLINOIS  
REDEVELOPMENT/TOURISM SOURCES OF REVENUE  
1981-2009**



SOURCE: FINANCE DEPA

## Redevelopment Fund

Assumptions for revenue growth are 3% for motels (10.2%), 3% for package liquor (12.9%), and 3% for restaurants (76.9%) for a total of 3.0%. Growth in the last five years has ranged as follows: motels, -3.3% to 13.7%, package liquor, 1.6% to 6.9%, restaurants, 0.2% to 7.7%, and the three combined, 0.5% to 7.8%. 2009 income is estimated to be \$3,658,300, an increase of \$15,200 (0.4%) from the 2008 budget and an increase of \$127,400 (3.6%) from the 2008 actual.

While Redevelopment Fund expenses have fluctuated from year to year, this has changed in the last several years. With the 1990 commitment to service part of the City Hall renovation project debt from 1998-2007, the 1999 Coronado commitment from 1999-2017, the 2000 South Main grocery store commitment from 2000-2019, and the 2007 Metro Centre renovation commitment from 2007-2026, the portion available for discretionary economic development spending has decreased.

In 2008, the Redevelopment Fund spent \$4,082,265 or 109.2% of the budgeted allocation. In the past several years, 94% to 131% of the budget has been spent.

### Five Year Financial Forecast

The 2010-2014 five-year forecast assumes growth in taxes – one percent for motels, one-half of one percent for packaged liquor, and two percent for restaurants – reflecting the past history and the slowing economy. This plan calls for continuing support for the Block Grant, Metro Centre, Visitors Bureau, the Council of 100, and the Local Development Corporation. The impact of the variable project group was discussed above.

#### REDEVELOPMENT FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$3,768	\$3,881	\$3,998	\$4,118	\$4,241
Expenses	<u>3,674</u>	<u>3,779</u>	<u>3,921</u>	<u>3,972</u>	<u>3,956</u>
Excess (Deficit)	94	102	77	145	285
Beginning Balance	<u>(5,403)</u>	<u>(5,309)</u>	<u>(5,207)</u>	<u>(5,130)</u>	<u>(4,985)</u>
Ending Balance	<u>(\$5,309)</u>	<u>(\$5,207)</u>	<u>(\$5,130)</u>	<u>(\$4,985)</u>	<u>(\$4,699)</u>

# **Community Development Tourism Promotion Fund**

## **Mission Statement**

It is the mission of the Community Development Tourism Promotion Fund to finance tourism promotion for the City.

**Primary Functions** → The primary function of the Tourism Promotion Fund is to provide funding to the Rockford Area Convention & Visitor's Bureau. The City currently has a five-percent tax on motel and hotel room receipts. This tax, along with a similar one enacted by Winnebago County, is used to fund the Rockford Area Convention & Visitor's Bureau with which the City has a contract for tourism promotion efforts.

## **2008 Accomplishments** →

- The Bureau continues to collaborate with important Rockford attractions, events, hotels and restaurants to attract visitors.
- The sales team secured bookings for meetings, tournaments and events that took place at Rockford hotels and facilities. These bookings filled hotel rooms resulting in additional spending in the region.
- Rockin' Summer and Winter Rocks leisure marketing campaigns, which RACVB is a partner, have continued to drive awareness of Rockford's tourism and quality of life assets among local residents and potential visitors.

## **2009 Goals and Objectives** →

- Increase non-local visitation to top sites and attractions.
- Increase RACVB influenced group sales bookings (number of meetings, conventions, and tournaments).
- Increase RACVB influenced off-season (October-April) business room night (actual rooms sold at hotels).

# Community Development Tourism Promotion Fund

## Budget Summary

<b>COMMUNITY DEVELOPMENT TOURISM PROMOTION FUND</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
TRANSFER TO RACVB	\$1,709,870	\$1,761,100	\$1,681,701	\$1,769,800	\$8,700
TRANSFER OTHER FUNDS	0	0	0	0	0
PURCHASE OF SERVICES	<u>89,900</u>	<u>92,400</u>	<u>92,400</u>	<u>99,700</u>	<u>7,300</u>
TOTAL	<u>\$1,799,770</u>	<u>\$1,853,500</u>	<u>\$1,774,101</u>	<u>\$1,869,500</u>	<u>\$16,000</u>
<b>FUNDING SOURCE</b>					
	2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>	
TOURISM PROMOTION SALES TAX	<u>\$1,853,500</u>	<u>100.0</u>	<u>\$1,869,500</u>	<u>100.0</u>	
TOTAL	<u>\$1,853,500</u>	<u>100.0</u>	<u>\$1,869,500</u>	<u>100.0</u>	

## Budget Analysis

Tax revenue for 2008, budgeted at \$1,853,500, is \$1,790,544, a decrease of \$64,000 (3.4%), an increase of \$6,500 (0.4%) from the 2007 budget of \$1,784,000 and an increase of \$5,900 from 2007's actual. 2009 income is estimated to be \$1,869,500, an increase of \$16,000 (0.9%) from the 2008 budget of \$1,853,500 and an increase of \$79,000 (4.4%) from the 2008 actual of \$1,790,500. All tax collected, except \$1,800 for collection costs and \$97,900 for reimbursement of the costs for the City Tourism Director, is passed through to the Bureau.

In 2008, the Tourism Promotion Fund spent \$1,774,101 or 95.7% of its budgeted allocation. In the past several years, 92% to 105% of the budget has been spent.

## Five Year Financial Forecast

The 2010-2014 five year forecast assumes motel revenue growth at two percent annually and appropriation of all income to the Visitors Bureau except for City reimbursements.

TOURISM PROMOTION FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$1,926	\$1,983	\$2,043	\$2,104	\$2,167
Expenses	<u>1,926</u>	<u>1,983</u>	<u>2,043</u>	<u>2,104</u>	<u>2,167</u>
Excess (Deficit)	0	0	0	0	0
Beginning Balance	<u>77</u>	<u>77</u>	<u>77</u>	<u>77</u>	<u>77</u>
Ending Balance	<u>\$77</u>	<u>\$77</u>	<u>\$77</u>	<u>\$77</u>	<u>\$77</u>

# **Retail Tax Increment Financing Districts**

## **Mission Statement**

It is the mission of the Community Development Tax Increment Financing District to conserve or improve areas, especially sections of the City that are neglected, through economic investment from both private and public sectors.

**Primary Functions** → The primary function of the tax increment financing (TIF) district is to develop/redevelop the area in the TIF District in the City and to make the area more viable again. Such improvements (upon meeting qualifications) can be financed through TIF district revenues. Revenue for the districts is generated by the collection of property taxes each year at an increment based on the increase in assessed valuation of properties within the area since the districts are created. The excess tax revenue collected can only be used to fund projects located within the TIF District.

Retail TIF Districts include East Side, East River, West Side 1, West Side 2, Seventh Street, Main and Auburn, Main and Whitman, North Main, State and Alpine, State and Central, State and Kilburn, and South Rockford.

## **2008 Accomplishments** →

- Assisted the redevelopment of 221-223, 408, 412, and 414 E. State Street.
- Provided financial assistance to the River District Association to support marketing of the East Side TIF District.
- Continued to market TIF Districts at trade shows.
- Developed marketing materials for TIF Districts.
- A city-wide retail leakage study and a retail and residential market study were completed.
- Business expansion occurred at Carlyle Brewery, 215 E. State Street.
- Completed downtown parking study.
- Continued to support stakeholders in the Mid Town District business and neighborhood organization.
- Funded the Mid-Town loft project in the 400 block of 7th Street.
- Funded facade work and other renovations at 201 7th Street, a mixed-use building.
- Der Rathskeller constructed an outdoor beer garden.

## Retail Tax Increment Financing Districts

- Second phase of N. Main TIF condominium units is under construction.
- A new facade was constructed on the 4010 East State Street Shopping Center.
- Construction was completed on facade work and signage at the Whitehouse shopping center, Morsay Drive and North Alpine.
- Remodeling of the Alpine Inn began and is in progress.
- A new CVS pharmacy opened at the intersection of East State and Alpine.
- Completed neighborhood charrette and visioning project for the Miracle Mile.
- Miracle Mile Rockford Corporation was incorporated in the State of Illinois as a nonprofit corporation with City assistance.
- Continued the environmental assessment and remediation at Barber Colman Village.
- Construction of a medical clinic and Family Dollar store has been completed on South Main Street on the Barber Colman out lots.
- Assisted Living, Mid Town, River District North and Main and Whitman TIFs were created.

### 2009 Goals and Objectives →

- Continue to seek new investment and redevelopment opportunities.
- Work with other organizations to develop and implement marketing strategies.

### Budget Summary

<b>COMMUNITY DEVELOPMENT EAST SIDE TAX INCREMENT FINANCING DISTRICT</b>						
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)	
CONTRACTUAL	\$2,384	\$151,868	\$93,430	\$0	(\$151,868)	
OTHER	<u>419,953</u>	<u>531,959</u>	<u>426,177</u>	<u>1,078,519</u>	<u>546,560</u>	
TOTAL	<u>\$422,337</u>	<u>\$683,827</u>	<u>\$519,607</u>	<u>\$1,078,519</u>	<u>\$394,692</u>	
<b>FUNDING SOURCE</b>			2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES						
TAX INCREMENT			\$492,976	95.9	\$503,600	96.1
INTEREST INCOME			<u>20,900</u>	<u>4.1</u>	<u>20,300</u>	<u>3.9</u>
TOTAL			<u>\$513,876</u>	<u>100.0</u>	<u>\$523,900</u>	<u>100.0</u>

# Retail Tax Increment Financing Districts

<b>COMMUNITY DEVELOPMENT EAST RIVER TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	35,424	35,424
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$35,424</u>	<u>\$35,424</u>
<b>FUNDING SOURCE</b>	2008		2009		2009
PROPERTY TAXES	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>	
TAX INCREMENT	\$0	0.0	\$0	0.0	0.0
INTEREST INCOME	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0.0</u>
TOTAL	<u>\$0</u>	<u>0.0</u>	<u>\$0</u>	<u>0.0</u>	<u>0.0</u>

<b>COMMUNITY DEVELOPMENT WEST SIDE TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$9,404	\$10,000	\$2,525	\$10,000	\$0
OTHER	<u>482,872</u>	<u>553,748</u>	<u>466,915</u>	<u>429,158</u>	(124,590)
TOTAL	<u>\$492,276</u>	<u>\$563,748</u>	<u>\$469,440</u>	<u>\$439,158</u>	<u>(\$124,590)</u>
<b>FUNDING SOURCE</b>	2008		2009		2009
PROPERTY TAXES	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>	
TAX INCREMENT	\$1,040,171	100.0	1,111,019	100.0	100.0
INTEREST INCOME	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0.0</u>
TOTAL	<u>\$1,040,171</u>	<u>100.0</u>	<u>\$1,111,019</u>	<u>100.0</u>	<u>100.0</u>

<b>COMMUNITY DEVELOPMENT WEST SIDE 2 TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
OTHER	<u>31,558</u>	<u>2,560</u>	<u>0</u>	<u>907</u>	(1,653)
TOTAL	<u>\$31,558</u>	<u>\$2,560</u>	<u>\$0</u>	<u>\$907</u>	<u>(\$1,653)</u>
<b>FUNDING SOURCE</b>	2008		2009		2009
PROPERTY TAXES	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>	
TAX INCREMENT	\$7,979	0.0	\$8,798	100.0	100.0
INTEREST INCOME	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0.0</u>
TOTAL	<u>\$7,979</u>	<u>0.0</u>	<u>\$8,798</u>	<u>100.0</u>	<u>100.0</u>

# Retail Tax Increment Financing Districts

COMMUNITY DEVELOPMENT SEVENTH STREET TAX INCREMENT FINANCING DISTRICT					
APPROPRIATION	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	\$2,759	\$177,000	\$53,606	\$0	(\$177,000)
OTHER	1,487,682	1,790,781	1,016,151	1,174,795	(615,986)
TOTAL	\$1,490,441	\$1,967,781	\$1,069,757	\$1,174,795	(\$792,986)
FUNDING SOURCE		2008 AMOUNT	2008 PERCENTAGE	2009 AMOUNT	2009 PERCENTAGE
PROPERTY TAXES					
TAX INCREMENT		\$1,099,278	96.5	\$1,038,221	95.7
INTEREST INCOME		40,100	3.5	46,700	4.3
TOTAL		\$1,139,378	100.0	\$1,084,921	100.0

COMMUNITY DEVELOPMENT MAIN AUBURN TAX INCREMENT FINANCING DISTRICT					
APPROPRIATION	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	\$1,736	\$0	\$0	\$0	\$0
OTHER	21,297	435	0	156	(279)
TOTAL	\$23,033	\$435	\$0	\$156	(\$279)
FUNDING SOURCE		2008 AMOUNT	2008 PERCENTAGE	2009 AMOUNT	2009 PERCENTAGE
PROPERTY TAXES					
TAX INCREMENT		\$8,601	0.0	\$18,084	100.0
INTEREST INCOME		0	0.0	0	0.0
TOTAL		\$8,601	0.0	\$18,084	100.0

COMMUNITY DEVELOPMENT MAIN WHITMAN TAX INCREMENT FINANCING DISTRICT					
APPROPRIATION	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
OTHER	0	0	0	108,413	108,413
TOTAL	\$0	\$0	\$0	\$108,413	\$108,413
FUNDING SOURCE		2008 AMOUNT	2008 PERCENTAGE	2009 AMOUNT	2009 PERCENTAGE
PROPERTY TAXES					
TAX INCREMENT		\$0	0.0	\$0	0.0
INTEREST INCOME		0	0.0	0	0.0
TOTAL		\$0	0.0	\$0	0.0

# Retail Tax Increment Financing Districts

<b>COMMUNITY DEVELOPMENT NORTH MAIN STREET TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$0	\$0
OTHER	<u>80,797</u>	<u>78,963</u>	<u>68,963</u>	<u>79,468</u>	<u>10,505</u>
TOTAL	<u>\$80,797</u>	<u>\$78,963</u>	<u>\$68,963</u>	<u>\$79,468</u>	<u>\$10,505</u>
<b>FUNDING SOURCE</b>		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES					
TAX INCREMENT		\$46,804	100.0	\$54,869	100.0
INTEREST INCOME		0	0.0	0	0.0
TOTAL		<u>\$46,804</u>	<u>100.0</u>	<u>\$54,869</u>	<u>100.0</u>

<b>COMMUNITY DEVELOPMENT STATE ALPINE TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$32,270	\$35,000	\$84,204	\$0	(\$35,000)
OTHER	<u>33,015</u>	<u>0</u>	<u>9,020</u>	<u>310,429</u>	<u>310,429</u>
TOTAL	<u>\$65,285</u>	<u>\$35,000</u>	<u>\$93,224</u>	<u>\$310,429</u>	<u>\$275,429</u>
<b>FUNDING SOURCE</b>		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES					
TAX INCREMENT		\$211,581	0.0	\$291,971	96.4
INTEREST INCOME		<u>5,000</u>	<u>0.0</u>	<u>11,000</u>	<u>3.6</u>
TOTAL		<u>\$216,581</u>	<u>0.0</u>	<u>\$302,971</u>	<u>100.0</u>

<b>COMMUNITY DEVELOPMENT STATE CENTRAL TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$3,578	\$10,000	\$71,053	\$0	(\$10,000)
OTHER	<u>95,135</u>	<u>570</u>	<u>103</u>	<u>255,000</u>	<u>254,430</u>
TOTAL	<u>\$98,713</u>	<u>\$10,570</u>	<u>\$71,156</u>	<u>\$255,000</u>	<u>\$244,430</u>
<b>FUNDING SOURCE</b>		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES					
TAX INCREMENT		\$205,529	100.0	\$255,686	98.1
INTEREST INCOME		0	0.0	5,000	1.9
TOTAL		<u>\$205,529</u>	<u>100.0</u>	<u>\$260,686</u>	<u>100.0</u>

## Retail Tax Increment Financing Districts

COMMUNITY DEVELOPMENT STATE KILBURN TAX INCREMENT FINANCING DISTRICT					
APPROPRIATION	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$2,842	\$0	\$0	\$0	\$0
OTHER	<u>51,185</u>	<u>2,340</u>	<u>0</u>	<u>1,439</u>	<u>(\$901)</u>
TOTAL	<u>\$54,027</u>	<u>\$2,340</u>	<u>\$0</u>	<u>\$1,439</u>	<u>(\$901)</u>
FUNDING SOURCE	2008		2009		2009
PROPERTY TAXES	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>	
TAX INCREMENT	\$8,558	100.0	\$19,511	100.0	
INTEREST INCOME	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	
TOTAL	<u>\$8,558</u>	<u>100.0</u>	<u>\$19,511</u>	<u>100.0</u>	

COMMUNITY DEVELOPMENT SOUTH ROCKFORD TAX INCREMENT FINANCING DISTRICT					
APPROPRIATION	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$6,975	\$20,000	\$10,968	\$0	<u>(\$20,000)</u>
OTHER	<u>85,000</u>	<u>199,250</u>	<u>189,250</u>	<u>189,900</u>	<u>(9,350)</u>
TOTAL	<u>\$91,975</u>	<u>\$219,250</u>	<u>\$200,218</u>	<u>\$189,900</u>	<u>(\$29,350)</u>
FUNDING SOURCE	2008		2009		2009
PROPERTY TAXES	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>	
TAX INCREMENT	\$141,204	96.8	\$151,199	98.1	
INTEREST INCOME	<u>4,600</u>	<u>3.2</u>	<u>3,000</u>	<u>1.9</u>	
TOTAL	<u>\$145,804</u>	<u>100.0</u>	<u>\$154,199</u>	<u>100.0</u>	

### Budget Analysis

Major changes for 2009 for the retail TIF districts include the following:

East River TIF: The district was created and will include the development of 409 Market Street into residential and retail/commercial space. A \$350,000 bond issue is planned for 2009.

Main and Whitman TIF: The district was created and will include work at Rock River Towers, a \$1.3 million bond issue is planned for 2009.

State and Alpine TIF: Development agreements at the White House shopping center and the Alpine Inn add \$70,400 to the budget over the next five years.

Other TIFs will continue activity as planned from previous budget years, and work to achieve the 2009 goals listed above.

# Retail Tax Increment Financing Districts

## Five Year Financial Forecasts

The 2010-2014 five-year forecasts assume no growth for property taxes and that state and local sales tax will not be received. These funds are project, rather than service, oriented and are susceptible to considerable variance in direction and dollars.

### EAST SIDE TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$364	\$364	\$364	\$368	\$366
Expenditures	<u>426</u>	<u>392</u>	<u>155</u>	<u>402</u>	<u>402</u>
Excess (Deficit)	(63)	(28)	208	(34)	(36)
Beginning Balance	10	(53)	(81)	128	93
Ending Balance	<u>(\$53)</u>	<u>(\$81)</u>	<u>\$128</u>	<u>\$93</u>	<u>\$58</u>

### EAST RIVER TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$34	\$35	\$36	\$37	\$37
Expenditures	45	44	43	43	42
Excess (Deficit)	(11)	(9)	(7)	(6)	(5)
Beginning Balance	(35)	(46)	(55)	(62)	(68)
Ending Balance	<u>(\$46)</u>	<u>(\$55)</u>	<u>(\$62)</u>	<u>(\$68)</u>	<u>(\$73)</u>

### WEST SIDE TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$393	\$393	\$393	\$393	\$393
Expenditures	469	460	226	220	215
Excess (Deficit)	(75)	(67)	168	173	179
Beginning Balance	(330)	(405)	(472)	(304)	(131)
Ending Balance	<u>(\$405)</u>	<u>(\$472)</u>	<u>(\$304)</u>	<u>(\$131)</u>	<u>\$48</u>

### WEST SIDE 2 TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$9	\$9	\$9	\$10	\$10
Expenditures	1	1	0	0	0
Excess (Deficit)	8	8	9	10	10
Beginning Balance	(21)	(13)	(5)	4	14
Ending Balance	<u>(\$13)</u>	<u>(\$5)</u>	<u>\$4</u>	<u>\$14</u>	<u>\$24</u>

### 7TH STREET TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$1,062	\$1,058	\$1,055	\$1,052	\$1,049
Expenditures	<u>1,188</u>	<u>1,154</u>	<u>1,134</u>	<u>1,148</u>	<u>1,445</u>
Excess (Deficit)	(126)	(96)	(79)	(97)	(397)
Beginning Balance	696	570	474	395	298
Ending Balance	<u>\$570</u>	<u>\$474</u>	<u>\$395</u>	<u>\$298</u>	<u>(\$98)</u>

# Retail Tax Increment Financing Districts

## MAIN AUBURN TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$19	\$20	\$21	\$22	\$23
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>
Beginning Balance	<u>14</u>	<u>33</u>	<u>53</u>	<u>74</u>	<u>96</u>
Ending Balance	<u>\$33</u>	<u>\$53</u>	<u>\$74</u>	<u>\$96</u>	<u>\$119</u>

## MAIN WHITMAN TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$0	\$75	\$79	\$82	\$86
Expenditures	<u>116</u>	<u>119</u>	<u>118</u>	<u>117</u>	<u>116</u>
Excess (Deficit)	<u>(116)</u>	<u>(44)</u>	<u>(39)</u>	<u>(35)</u>	<u>(30)</u>
Beginning Balance	<u>(108)</u>	<u>(224)</u>	<u>(268)</u>	<u>(307)</u>	<u>(342)</u>
Ending Balance	<u>(\$224)</u>	<u>(\$268)</u>	<u>(\$307)</u>	<u>(\$342)</u>	<u>(\$372)</u>

## NORTH MAIN STREET TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$129	\$133	\$137	\$140	\$144
Expenditures	<u>80</u>	<u>178</u>	<u>176</u>	<u>173</u>	<u>220</u>
Excess (Deficit)	<u>49</u>	<u>(46)</u>	<u>(39)</u>	<u>(33)</u>	<u>(76)</u>
Beginning Balance	<u>(315)</u>	<u>(266)</u>	<u>(312)</u>	<u>(351)</u>	<u>(384)</u>
Ending Balance	<u>(\$266)</u>	<u>(\$312)</u>	<u>(\$351)</u>	<u>(\$384)</u>	<u>(\$460)</u>

## STATE ALPINE TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$307	\$314	\$322	\$330	\$338
Expenditures	<u>270</u>	<u>270</u>	<u>270</u>	<u>270</u>	<u>230</u>
Excess (Deficit)	<u>37</u>	<u>44</u>	<u>52</u>	<u>60</u>	<u>108</u>
Beginning Balance	<u>263</u>	<u>299</u>	<u>343</u>	<u>395</u>	<u>454</u>
Ending Balance	<u>\$300</u>	<u>\$343</u>	<u>\$395</u>	<u>\$455</u>	<u>\$562</u>

## STATE CENTRAL TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$266	\$274	\$281	\$290	\$298
Expenditures	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>250</u>
Excess (Deficit)	<u>66</u>	<u>74</u>	<u>81</u>	<u>90</u>	<u>48</u>
Beginning Balance	<u>151</u>	<u>217</u>	<u>290</u>	<u>372</u>	<u>462</u>
Ending Balance	<u>\$217</u>	<u>\$291</u>	<u>\$371</u>	<u>\$462</u>	<u>\$510</u>

## STATE KILBURN TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$20	\$20	\$21	\$22	\$24
Expenditures	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (Deficit)	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>	<u>24</u>
Beginning Balance	<u>(23)</u>	<u>(4)</u>	<u>16</u>	<u>37</u>	<u>60</u>
Ending Balance	<u>(\$4)</u>	<u>\$16</u>	<u>\$37</u>	<u>\$59</u>	<u>\$84</u>

# Retail Tax Increment Financing Districts

SOUTH ROCKFORD TIF FUND 2010-20143 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$184	\$184	\$185	\$186	\$187
Expenditures	<u>175</u>	<u>176</u>	<u>171</u>	<u>171</u>	<u>172</u>
Excess (Deficit)	8	9	14	15	15
Beginning Balance	<u>49</u>	<u>58</u>	<u>66</u>	<u>80</u>	<u>95</u>
Ending Balance	<u>\$58</u>	<u>\$66</u>	<u>\$80</u>	<u>\$95</u>	<u>\$110</u>

# **Industrial Tax Increment Financing Districts**

## **Mission Statement**

It is the mission of the Community Development Tax Increment Financing District to conserve or improve areas, especially sections of the City that are neglected, through economic investment from both private and public sectors.

**Primary Functions** → The primary function of the tax increment financing (TIF) district is to develop/redevelop the area in the TIF District and to make the area more viable. Improvements (upon meeting qualifications) can be financed through TIF district revenues. The collection of property taxes is on an increment basis and increases are based on increases in the assessed valuation of properties within the TIF District. The excess tax revenue collected can only be used to fund projects located within the TIF District.

Industrial TIF Districts include Kishwaukee and Harrison, Preston and Central, Rockford Global Trade Park 1, and Rockford Global Trade Park 2.

## **2008 Accomplishments** →

- Completed west lanes of Kishwaukee Street reconstruction project.
- Initiated plans for Logistics Parkway extension.
- Complete Kishwaukee Corridor Study.
- Initiated development of a cooperative marketing plan for industrial TIFs with Rockford Area Economic Development Council.
- Created Kishwaukee Corridor Empowerment Group.
- Created Kishwaukee Harrison TIF #2.
- Completed design for new Rockford Global TradePark signage.
- Created Global TradePark TIF #3.
- Completed employee training activities for ten companies in the Global Trade Park and Kishwaukee-Harrison TIF districts.
- Completed demolition of 2235 Kishwaukee St., Mattison Foundry.
- Completed demolition of buildings 2-5 at the former J.I. Case Plant.
- Proceeded with zoning enforcement at 2501 Kishwaukee St., Northern Illinois Towing.
- Implemented new 70,000 square foot air cargo facility with Tandem Development Group.

## **Industrial Tax Increment Financing Districts**

- Implemented new 23 acre, 54,000 square foot office and warehouse transload facility, Reload Inc.
- In final negotiations with Wanxiang American Co for a new 40,000 square foot solar panel manufacturing facility.
- Implemented project with existing 49,000 square foot fastener manufacturing facility at Acument Global Technology.
- Implemented project with existing 5,000 square foot educational facility at Embry-Riddle Aeronautical University.
- Implemented project with Rockford Automated Machining on existing 200,000 square foot metal finishing facility.
- Completed addition of a 49,000 square foot office, manufacturing, and warehouse addition at Bourn & Koch.
- Completed 260,000 square foot manufacturing addition at Anderson Packaging.
- Completed 24,000 square foot testing and research addition at Ingenium Technologies.
- Began construction of an 80,000 square foot steel processing/warehouse building for Liebovich Bros.
- Projects for Dasco Pro/Fiberglass Innovations, Spider Co., Elbow Furniture Mfg. Co., Rockford Drop Forge, Cellusuede Products Inc., Wisconsin Box Co., Aim Distribution Co. are all in process.

### **2009 Goals and Objectives →**

- Complete east lanes of Kishwaukee Street reconstruction project.
- Begin construction of Logistics Parkway extension.
- Begin construction of RockAero Park/Faith Center Church intersection/access road.
- Begin implementation of Kishwaukee Corridor Study recommendations.
- Complete and implement cooperative marketing plan for industrial TIFs with Rockford Area Economic Development Council.
- Construct new Rockford Global TradePark sign.
- Expand Global TradePark TIF #1.

# Industrial Tax Increment Financing Districts

- Create Kishwaukee Harrison TIF #3 and #4.
- Complete annexations of Gensler and Wolfenberger properties.
- Begin creation of Global TradePark South Redevelopment Planning Area.
- Complete an annexation boundary and utility agreement with Village of Davis Junction.
- Provide employee training activities for ten companies in Global Trade Park and Kishwaukee-Harrison TIF districts.
- Eliminate three sources of blight in industrial TIFs.
- Attract six new companies to industrial TIFs.
- Assist four existing companies to expand in industrial TIFs.
- Provide assistance to six existing companies in industrial TIFs.

## Budget Summary

<b>COMMUNITY DEVELOPMENT KISHWAUKEE HARRISON TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	<u>2007 ACTUAL</u>	<u>2008 BUDGET</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>INCREASE (DECREASE)</u>
CONTRACTUAL	\$0	\$3,700	\$0	\$2,200	(\$1,500)
OTHER	<u>46,458</u>	<u>28,054</u>	<u>30,786</u>	<u>45,111</u>	<u>17,057</u>
TOTAL	<u>\$46,458</u>	<u>\$31,754</u>	<u>\$30,786</u>	<u>\$47,311</u>	<u>\$15,557</u>
<b>FUNDING SOURCE</b>		<u>2008 AMOUNT</u>	<u>2008 PERCENTAGE</u>	<u>2009 AMOUNT</u>	<u>2009 PERCENTAGE</u>
PROPERTY TAXES		\$47,960	98.2	\$53,072	100.0
TAX INCREMENT		865	1.8	0	0.0
INTEREST INCOME					
TOTAL		<u>\$48,825</u>	<u>100.0</u>	<u>\$53,072</u>	<u>100.0</u>

# Industrial Tax Increment Financing Districts

<b>COMMUNITY DEVELOPMENT PRESTON CENTRAL TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$290,633	\$1,297,700	\$1,647,149	\$0	(\$1,297,700)
OTHER	<u>193,672</u>	<u>275,425</u>	<u>309,445</u>	<u>528,947</u>	<u>253,522</u>
TOTAL	<u>\$484,305</u>	<u>\$1,573,125</u>	<u>\$1,956,594</u>	<u>\$528,947</u>	<u>(\$1,044,178)</u>

<b>FUNDING SOURCE</b>	2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES				
TAX INCREMENT	\$12,200	80.3	\$20,906	16.9
INTEREST INCOME	<u>3,000</u>	<u>19.7</u>	<u>0</u>	<u>0.0</u>
TOTAL	<u>\$15,200</u>	<u>100.0</u>	<u>\$20,906</u>	<u>16.9</u>

<b>COMMUNITY DEVELOPMENT GLOBAL TRADE PARK TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$6,073	\$40,000	\$16,323	\$0	(\$40,000)
OTHER	<u>698,096</u>	<u>707,531</u>	<u>1,742,714</u>	<u>757,048</u>	<u>49,517</u>
TOTAL	<u>\$704,169</u>	<u>\$747,531</u>	<u>\$1,759,037</u>	<u>\$757,048</u>	<u>\$9,517</u>

<b>FUNDING SOURCE</b>	2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES				
TAX INCREMENT	\$497,519	100.0	\$625,620	100.0
INTEREST INCOME	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>
TOTAL	<u>\$497,519</u>	<u>100.0</u>	<u>\$625,620</u>	<u>100.0</u>

<b>COMM DEV GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
CONTRACTUAL	\$0	\$0	\$0	\$40,000	\$40,000
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>25,000</u>	<u>25,000</u>
TOTAL	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$65,000</u>	<u>\$65,000</u>

<b>FUNDING SOURCE</b>	2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES				
TAX INCREMENT	\$7,980	0.0	\$202,136	99.9
INTEREST INCOME	<u>0</u>	<u>0.0</u>	<u>279</u>	<u>0.1</u>
TOTAL	<u>\$7,980</u>	<u>0.0</u>	<u>\$202,415</u>	<u>100.0</u>

## Budget Analysis

Major changes for 2009 for the industrial TIF districts include the following:

# Industrial Tax Increment Financing Districts

Preston Central TIF: With demolition and site preparation complete at the City Yards, debt service payments will continue through until 2026. Payments range from \$54,627 to \$104,850.

Global Trade Park 2 TIF: The district was created.

Other TIFs will continue activity as planned from previous budget years, and work to achieve the 2009 goals listed above.

## Five Year Financial Forecasts

### KISHWAUKEE HARRISON TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$55	\$56	\$58	\$59	\$60
Expenditures	<u>46</u>	<u>47</u>	<u>48</u>	<u>49</u>	<u>50</u>
Excess (Deficit)	<u>9</u>	<u>9</u>	<u>10</u>	<u>10</u>	<u>11</u>
Beginning Balance	<u>16</u>	<u>25</u>	<u>34</u>	<u>43</u>	<u>54</u>
Ending Balance	<u>\$25</u>	<u>\$34</u>	<u>\$43</u>	<u>\$54</u>	<u>\$64</u>

### PRESTON CENTRAL TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$72	\$72	\$74	\$75	\$77
Expenditures	<u>143</u>	<u>143</u>	<u>144</u>	<u>144</u>	<u>144</u>
Excess (Deficit)	<u>(71)</u>	<u>(71)</u>	<u>(70)</u>	<u>(69)</u>	<u>(67)</u>
Beginning Balance	<u>(1,288)</u>	<u>(1,359)</u>	<u>(1,430)</u>	<u>(1,500)</u>	<u>(1,569)</u>
Ending Balance	<u>(\$1,359)</u>	<u>(\$1,430)</u>	<u>(\$1,500)</u>	<u>(\$1,569)</u>	<u>(\$1,636)</u>

### GLOBAL TRADE PARK TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$738	\$753	\$768	\$784	\$799
Expenditures	<u>809</u>	<u>875</u>	<u>890</u>	<u>903</u>	<u>930</u>
Excess (Deficit)	<u>(71)</u>	<u>(122)</u>	<u>(122)</u>	<u>(119)</u>	<u>(131)</u>
Beginning Balance	<u>(1,567)</u>	<u>(1,638)</u>	<u>(1,760)</u>	<u>(1,882)</u>	<u>(2,001)</u>
Ending Balance	<u>(\$1,638)</u>	<u>(\$1,760)</u>	<u>(\$1,882)</u>	<u>(\$2,001)</u>	<u>(\$2,132)</u>

### GLOBAL TRADE PARK 2 TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$236	\$248	\$261	\$274	\$287
Expenditures	<u>26</u>	<u>26</u>	<u>27</u>	<u>27</u>	<u>28</u>
Excess (Deficit)	<u>210</u>	<u>222</u>	<u>234</u>	<u>247</u>	<u>259</u>
Beginning Balance	<u>145</u>	<u>356</u>	<u>578</u>	<u>813</u>	<u>1,059</u>
Ending Balance	<u>\$355</u>	<u>\$578</u>	<u>\$812</u>	<u>\$1,060</u>	<u>\$1,318</u>

# **Residential Tax Increment Financing Districts**

## **Mission Statement**

It is the mission of the Community Development Tax Increment Financing District to conserve or improve areas, especially sections of the City that are neglected, through economic investment from both private and public sectors.

**Primary Functions** → The primary function of the tax increment financing (TIF) district is to develop/redevelop the area in the TIF District and to make the area more viable. Improvements (upon meeting qualifications) can be financed through TIF district revenues. The collection of property taxes is on an increment basis and increases are based on increases in the assessed valuation of properties within the TIF District. The excess tax revenue collected can only be used to fund projects located within the TIF District.

The residential TIFs include Lincolnwood 1, Lincolnwood 2, Springfield Corners, River Oaks, Garrison, Hope Six, and Jackson School.

## **2008 Accomplishments** →

- 16 units have been constructed in the River Oaks TIF. Five of the units have been sold and closed. Landscaping at the entrance and around the existing buildings was completed. A delay in ownership transfer slowed the sale of the units and the building of 3 new buildings. This was resolved in the late fall of 2008.
- Sold one home in Lincolnwood II. Two lots out of the 18 home subdivision are left to be constructed and sold.
- One house was sold in phase II of Emerson Estates subdivision in 2008. The homebuyer was provided down payment and closing cost assistance. 6 of 41 homes have been constructed.
- All the units proposed have been constructed in Garrison Lofts (school/gym portion). They are currently rentals for ultimate sale once the Housing Tax Credits are fully vested. Demand and positive response continue to be strong.

As of October of 2008, the new construction townhome model was completed. Response has been strong; however, no units have been sold. The developer/owner is working on the exterior facade and landscaping work.

## **2009 Goals and Objectives** →

- Continue to receive increased tax revenue from the projects completed in these TIF Districts.
- Work with developers to market and sell available properties, specifically:

# Residential Tax Increment Financing Districts

River Oaks TIF: Continue to market the properties through weekly open houses and high profile marketing through Comcast. The goal is to sell the remaining units plus start building the remaining 3 buildings.

Garrison TIF: The developers of Garrison Lofts will continue to maintain high occupancy and complete the remaining exterior work.

Garrison Townhomes: The developers are currently in the process of completing the shell work and final financing component. Despite the economy, the owner plans to sell several units in 2009.

Springfield Corners TIF: Complete the outstanding infrastructure improvements and work with the new owner to develop the remaining 35 lots.

Sell the remaining homes to eligible homebuyers in Lincolnwood II.

## Budget Summary

<b>COMMUNITY DEVELOPMENT LINCOLNWOOD TAX INCREMENT FINANCING DISTRICT #1</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$21,688	\$21,688	\$21,687	\$46,688	\$25,000
TOTAL	\$21,688	\$21,688	\$21,687	\$46,688	\$25,000
<b>FUNDING SOURCE</b>		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES		\$72,912	98.3	\$77,013	96.3
TAX INCREMENT		1,282	1.7	3,000	3.7
INTEREST INCOME		\$74,194	100.0	\$80,013	100.0
TOTAL					

<b>COMMUNITY DEVELOPMENT LINCOLNWOOD TAX INCREMENT FINANCING DISTRICT #2</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	\$26,525	\$25,070	\$26,431	\$25,239	\$169
TOTAL	\$26,525	\$25,070	\$26,431	\$25,239	\$169
<b>FUNDING SOURCE</b>		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
PROPERTY TAXES		\$42,301	100.0	\$46,400	100.0
TAX INCREMENT		0	0.0	0	0.0
INTEREST INCOME		\$42,301	100.0	\$46,400	100.0
TOTAL					

# Residential Tax Increment Financing Districts

<b>COMMUNITY DEVELOPMENT SPRINGFIELD CORNERS TAX INCEMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	<u>\$187,694</u>	<u>\$210,902</u>	<u>\$190,630</u>	<u>\$213,164</u>	<u>\$2,262</u>
TOTAL	<u>\$187,694</u>	<u>\$210,902</u>	<u>\$190,630</u>	<u>\$213,164</u>	<u>\$2,262</u>
<b>FUNDING SOURCE</b>					
PROPERTY TAXES		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
TAX INCREMENT		\$131,903	100.0	\$177,603	100.0
INTEREST INCOME		0	0.0	0	0.0
TOTAL		<u>\$131,903</u>	<u>100.0</u>	<u>\$177,603</u>	<u>100.0</u>

<b>COMMUNITY DEVELOPMENT RIVER OAKS TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	<u>\$134,653</u>	<u>\$114,818</u>	<u>\$101,587</u>	<u>\$191,550</u>	<u>\$76,732</u>
TOTAL	<u>\$134,653</u>	<u>\$114,818</u>	<u>\$101,587</u>	<u>\$191,550</u>	<u>\$76,732</u>
<b>FUNDING SOURCE</b>					
PROPERTY TAXES		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
TAX INCREMENT		\$47,207	100.0	\$69,501	100.0
INTEREST INCOME		0	0.0	0	0.0
TOTAL		<u>\$47,207</u>	<u>100.0</u>	<u>\$69,501</u>	<u>100.0</u>

<b>COMMUNITY DEVELOPMENT GARRISON TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	2007 <u>ACTUAL</u>	2008 <u>BUDGET</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	INCREASE (DECREASE)
OTHER	<u>\$87,414</u>	<u>\$69,673</u>	<u>\$64,463</u>	<u>\$72,891</u>	<u>\$3,218</u>
TOTAL	<u>\$87,414</u>	<u>\$69,673</u>	<u>\$64,463</u>	<u>\$72,891</u>	<u>\$3,218</u>
<b>FUNDING SOURCE</b>					
PROPERTY TAXES		2008 <u>AMOUNT</u>	2008 <u>PERCENTAGE</u>	2009 <u>AMOUNT</u>	2009 <u>PERCENTAGE</u>
TAX INCREMENT		\$22,907	100.0	\$30,124	100.0
INTEREST INCOME		0	0.0	0	0.0
TOTAL		<u>\$22,907</u>	<u>100.0</u>	<u>\$30,124</u>	<u>100.0</u>

# Residential Tax Increment Financing Districts

<b>COMMUNITY DEVELOPMENT HOPE SIX TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	<u>2007 ACTUAL</u>	<u>2008 BUDGET</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>INCREASE (DECREASE)</u>
OTHER	\$115,648	\$122,050	\$149,521	\$119,221	(\$2,829)
TOTAL	\$115,648	\$122,050	\$149,521	\$119,221	(\$2,829)
<b>FUNDING SOURCE</b>					
		<u>2008 AMOUNT</u>	<u>2008 PERCENTAGE</u>	<u>2009 AMOUNT</u>	<u>2009 PERCENTAGE</u>
PROPERTY TAXES					
TAX INCREMENT		\$120,989	100.0	\$177,674	100.0
INTEREST INCOME		0	0.0	0	0.0
TOTAL		\$120,989	100.0	\$177,674	100.0

<b>COMMUNITY DEVELOPMENT JACKSON SCHOOL TAX INCREMENT FINANCING DISTRICT</b>					
<b>APPROPRIATION</b>	<u>2007 ACTUAL</u>	<u>2008 BUDGET</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>INCREASE (DECREASE)</u>
CONTRACTUAL	\$2,343	\$10,000	\$0	\$0	(\$10,000)
OTHER	58,965	55,489	213,240	37,000	(18,489)
TOTAL	\$61,308	\$65,489	\$213,240	\$37,000	(\$28,489)
<b>FUNDING SOURCE</b>					
		<u>2008 AMOUNT</u>	<u>2008 PERCENTAGE</u>	<u>2009 AMOUNT</u>	<u>2009 PERCENTAGE</u>
PROPERTY TAXES					
TAX INCREMENT		\$86,034	100.0	\$115,313	99.9
INTEREST INCOME		0	0.0	100	0.1
TOTAL		\$86,034	100.0	\$115,413	100.0

## Budget Analysis

Major changes for 2009 for the residential TIF districts include the following:

Jackson School TIF: \$15,000 is budgeted for marketing the TIF district.

Other TIFs are primarily funding debt service on bond issues used for initial property development, with little additional funding available.

## Five Year Financial Forecast

LINCOLNWOOD TIF FUND #1 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$83	\$86	\$89	\$91	\$93
Expenditures	46	45	69	92	89
Excess (Deficit)	37	41	20	(1)	4
Beginning Balance	123	160	201	221	220
Ending Balance	\$160	\$201	\$221	\$220	\$224

# Residential Tax Increment Financing Districts

## LINCOLNWOOD TIF FUND #2 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	54	55	57	59	60
Expenditures	25	49	48	72	80
Excess (Deficit)	29	6	9	(13)	(20)
Beginning Balance	(25)	4	11	20	7
Ending Balance	4	10	20	7	(13)

## SPRINGFIELD CORNERS TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$181	\$335	\$342	\$349	\$357
Expenditures	216	220	318	339	335
Excess (Deficit)	(35)	115	24	10	22
Beginning Balance	(588)	(623)	(508)	(483)	(473)
Ending Balance	(\$623)	(\$508)	(\$484)	(\$473)	(\$451)

## RIVER OAKS TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	55	311	318	325	332
Expenditures	317	319	311	328	319
Excess (Deficit)	(262)	(8)	7	(3)	13
Beginning Balance	(537)	(800)	(807)	(800)	(802)
Ending Balance	(799)	(808)	(800)	(803)	(789)

## GARRISON TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$137	\$140	\$143	\$138	\$141
Expenditures	74	72	70	167	164
Excess (Deficit)	63	68	73	(29)	(23)
Beginning Balance	(277)	(214)	(146)	(73)	(102)
Ending Balance	(\$214)	(\$146)	(\$73)	(\$102)	(\$125)

## HOPE SIX TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$169	\$176	\$183	\$189	\$196
Expenditures	118	266	263	260	280
Excess (Deficit)	51	(90)	(80)	(71)	(84)
Beginning Balance	(185)	(134)	(225)	(306)	(376)
Ending Balance	(\$134)	(\$224)	(\$305)	(\$376)	(\$459)

## JACKSON SCHOOL TIF FUND 2010-2014 FINANCIAL FORECAST (IN 000'S)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues	\$139	\$141	\$144	\$148	\$152
Expenditures	99	104	102	101	150
Excess (Deficit)	40	37	42	47	2
Beginning Balance	(65)	(25)	13	55	103
Ending Balance	(\$25)	\$12	\$55	\$102	\$105