

# 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.

| COMMUNITY DEVELOPMENT ADMINISTRATION DIVISION |             |           |                     |            |             |           |
|---|-------------|-----------|---------------------|------------|-------------|-----------|
| COST CENTER                                   | 2010 BUDGET |           | INCREASE (DECREASE) |            | 2011 BUDGET |           |
|   | PERSONNEL   | BUDGET    | PERSONNEL           | BUDGET     | PERSONNEL   | BUDGET    |
| ADMINISTRATION                                | 1.50        | \$229,003 | 0.00                | \$3,126    | 1.50        | \$232,129 |
| TIF DEVELOPMENT                               | 0.00        | 30,000    | 0.00                | (30,000)   | 0.00        | 0         |
| TOTAL   | 1.50        | \$259,003 | 0.00                | (\$26,874) | 1.50        | \$232,129 |

### 2010 Accomplishments →

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

### 2011 Goals and Objectives →

- Continue process improvements to enhance department performance.
- Continue the City's pursuit of stimulus dollars.
- Continue to attract and retain jobs.

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## Budget Summary

| CD ADMINISTRATION DIVISION BUDGET SUMMARY |                       |                       |                       |                       |                        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| APPROPRIATION                             | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| PERSONNEL                                 | \$203,264             | \$223,928             | \$198,273             | \$194,714             | (\$3,559)              |
| CONTRACTUAL                               | 241,338               | 56,670                | 58,710                | 35,395                | (23,315)               |
| SUPPLIES                                  | 3,968                 | 771                   | 2,020                 | 2,020                 | 0                      |
| OTHER                                     | 0                     | 0                     | 0                     | 0                     | 0                      |
| CAPITAL                                   | 0                     | 0                     | 0                     | 0                     | 0                      |
| TOTAL                                     | <u>\$448,570</u>      | <u>\$281,369</u>      | <u>\$259,003</u>      | <u>\$232,129</u>      | <u>(\$26,874)</u>      |

| STAFFING REVIEW | 2008 | 2009 | 2010 | 2011 | INCREASE<br>(DECREASE) |
|-----------------|------|------|------|------|------------------------|
|                 | 2.00 | 2.00 | 1.50 | 1.50 | 0.00                   |

| FUNDING SOURCE   | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |
|------------------|-----------------------|---------------------------|-----------------------|---------------------------|
| PROPERTY TAXES   |                       |                           |                       |                           |
| REIMBURSEMENTS   | \$31,286              | 12.1                      | \$31,916              | 13.7                      |
| GENERAL REVENUES | <u>227,717</u>        | <u>87.9</u>               | <u>200,213</u>        | <u>86.3</u>               |
| TOTAL            | <u>\$259,003</u>      | <u>100.0</u>              | <u>\$232,129</u>      | <u>100.0</u>              |

## Budget Analysis

The 2011 budget is \$232,129, which is a decrease of \$26,874 from the previous year. Personnel costs decreased \$3,600 due to changes in insurance enrollments.

Contractual costs decreased \$23,315 due to the elimination of the \$30,000 TIF development cost center budget. This decrease is offset by increases in vehicle repair (\$3,800), fuel (\$810) and building rent (\$700).

In 2009, the Administrative Division spent \$281,369 or 110.2% of its budgeted allocation. For 2010, spending is expected to be 66.8% of the budget. In the past several years, 67% to 159% of the budget has been spent.

## Capital Equipment

There are no capital items budgeted for 2011.

# Community Development Administration

## Personnel Review

| COMMUNITY DEVELOPMENT ADMINISTRATION DIVISION |                     |                         |                         |                                 |
|---|---------------------|-------------------------|-------------------------|---------------------------------|
| <b>BENEFITS AND SALARIES</b>                  |                     | <b>2010</b>             | <b>2011</b>             | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>SALARY</b>                                 |                     | <b><u>BUDGET</u></b>    | <b><u>BUDGET</u></b>    |                                 |
| PERMANENT                                     |                     | \$144,955               | \$145,121               | \$166                           |
| MERIT PAY                                     |                     | 0                       | 0                       | 0                               |
| SALARY ADJUSTMENT                             |                     | 0                       | 0                       | 0                               |
| <b>TOTAL SALARIES</b>                         |                     | <b><u>\$144,955</u></b> | <b><u>\$145,121</u></b> | <b><u>\$166</u></b>             |
| <b>BENEFITS</b>                               |                     |                         |                         |                                 |
| ILLINOIS MUNICIPAL RETIREMENT                 |                     | \$29,252                | \$29,692                | \$440                           |
| UNEMPLOYMENT TAX                              |                     | 95                      | 270                     | 175                             |
| WORKMEN'S COMPENSATION                        |                     | 319                     | 334                     | 15                              |
| HEALTH INSURANCE                              |                     | 20,982                  | 18,460                  | (2,522)                         |
| RETIREE INSURANCE                             |                     | 1,833                   | 0                       | (1,833)                         |
| LIFE INSURANCE                                |                     | 117                     | 117                     | 0                               |
| PARKING BENEFITS                              |                     | 720                     | 720                     | 0                               |
| <b>TOTAL BENEFITS</b>                         |                     | <b><u>\$53,318</u></b>  | <b><u>\$49,593</u></b>  | <b><u>(3,725)</u></b>           |
| <b>TOTAL COMPENSATION</b>                     |                     | <b><u>\$198,273</u></b> | <b><u>\$194,714</u></b> | <b><u>(\$3,559)</u></b>         |
|   | <b>POSTION</b>      | <b>2010</b>             | <b>2011</b>             | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>POSITION TITLE</b>                         | <b><u>RANGE</u></b> | <b><u>EMPLOYEES</u></b> | <b><u>EMPLOYEES</u></b> |                                 |
| DIRECTOR                                      | E-14                | 1.00                    | 1.00                    | 0.00                            |
| SENIOR ADMIN ASSISTANT                        | E-6                 | 0.50                    | 0.50                    | 0.00                            |
| <b>TOTAL PERSONNEL</b>                        |                     | <b><u>1.50</u></b>      | <b><u>1.50</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.

| COMMUNITY DEVELOPMENT PLANNING DIVISION |             |           |                     |            |             |           |
|---|-------------|-----------|---------------------|------------|-------------|-----------|
| COST CENTER                             | 2010 BUDGET |           | INCREASE (DECREASE) |            | 2011 BUDGET |           |
|   | PERSONNEL   | BUDGET    | PERSONNEL           | BUDGET     | PERSONNEL   | BUDGET    |
| PLANNING                                | 3.15        | \$372,450 | (1.00)              | (\$89,205) | 2.15        | \$283,245 |
| ECONOMIC DEVELOPMENT                    | 2.15        | 233,846   | 0.00                | (1,657)    | 2.15        | 232,189   |
| TOTAL                                   | 5.30        | \$606,296 | (1.00)              | (\$90,862) | 4.30        | \$515,434 |

### 2010 Accomplishments →

- Finalized a series of amendments to the 2020 Plan text and maps stemming from the Winnebago County 2030 Plan Process.
- 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 10, 19 and 17. These Projects brought the Barber Colman Site closer to the redevelopment goal.
- Grant applications were prepared for \$1.1 million in new Brownfield funds.
- Prepared Grant Applications for numerous Supplemental and Economic Stimulus funded programs including the USEPA Jobs Training Program, USEPA Supplemental Revolving Loan Fund Grant Program and Economic Stimulus Revolving Loan Fund Grant Program; US Department of Energy Block Grant Program; USEPA Brownfield Planning Technical Assistance and the EDA Grant program.
- 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.

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- Completed the Kishwaukee Corridor Plan. The initial phase of the South Main Rail Yards study including two alternative reuse plans was 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.
- Continued its assistance to the Historic Preservation Commission. Completed environmental assessment activities at the Armory.
- Made progress in the development of an intergovernmental agreement with the Village of Davis Junction concerning an annexation boundary and development standards.
- Completed the Intergovernmental Boundary Agreement with the Village of Rockton.

### **2011 Goals and Objectives →**

- Complete the major five year review, update and amendments to the 2020 Plan initiated in November of 2009, and obtain approval of the plan as the 2030 Plan.
- Complete the Kishwaukee Corridor Study Implementation Phase and the South Main/ Rail Yards Study. Prepare amendments to the 2030 Plan accordingly.
- Complete the Environmental Cleanup Work at the Barber Colman Complex, the Ingersoll complex and the West State Corridor from Kent Creek to Central Ave and the priority downtown sites. Initiate the implementation of environmental cleanup at additional Brownfield sites using River Edge and USEPA Brownfield Revolving Loan Funding.
- Assist with the River Edge Redevelopment project initiatives and potential grant-funded projects for historic preservation such as a potential projects as the Brewhouse, TAPCO, Amerock, the Elks Club and 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 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.

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- Assist in the removal and or reuse of blighted and underutilized properties.
- 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>                       | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u>     | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE)    |
| PERSONNEL                                  | \$454,222             | \$571,211             | \$515,766                 | \$424,434             | (\$91,332)                |
| CONTRACTUAL                                | 90,271                | 102,560               | 88,560                    | 89,030                | 470                       |
| SUPPLIES                                   | 8,583                 | 2,725                 | 1,970                     | 1,970                 | 0                         |
| OTHER                                      | 0                     | 363                   | 0                         | 0                     | 0                         |
| CAPITAL                                    | 0                     | 0                     | 0                         | 0                     | 0                         |
| ENCUMBRANCES                               | 0                     | 0                     | 0                         | 0                     | 0                         |
| TOTAL                                      | <u>\$553,076</u>      | <u>\$676,859</u>      | <u>\$606,296</u>          | <u>\$515,434</u>      | <u>(\$90,862)</u>         |
| <b>STAFFING REVIEW</b>                     |                       |                       |                           |                       |                           |
|  | <u>2008</u>           | <u>2009</u>           | <u>2010</u>               | <u>2011</u>           | INCREASE<br>(DECREASE)    |
|  | 11.25                 | 6.30                  | 5.30                      | 4.30                  | (1.00)                    |
| <b>FUNDING SOURCE</b>                      |                       |                       |                           |                       |                           |
|  |                       | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |
| PROPERTY TAXES                             |                       |                       |                           |                       |                           |
| REIMBURSEMENTS                             |                       | \$86,376              | 14.2                      | \$71,776              | 12.9                      |
| CDBG FUND                                  |                       | 134,200               | 0.0                       | 136,880               | 24.7                      |
| TIF FUNDS                                  |                       | 209,300               | 0.0                       | 210,300               | 37.9                      |
| ZONING FEES                                |                       | 145,743               | 24.0                      | 121,270               | 21.8                      |
| OTHER GOVERNMENTS                          |                       | 15,000                | 2.5                       | 15,000                | 2.7                       |
| GENERAL REVENUES                           |                       | <u>15,677</u>         | <u>59.3</u>               | <u>0</u>              | <u>0.0</u>                |
| TOTAL                                      |                       | <u>\$606,296</u>      | <u>100.0</u>              | <u>\$555,226</u>      | <u>100.0</u>              |

### Budget Analysis

The 2011 budget is \$515,434, a decrease of \$90,862 (15.0%) from the previous year. Personnel costs decreased \$91,300 due to a retirement and position elimination in the division. Permanent salaries declined \$78,000, IMRF \$14,900, health insurance (\$4,200) offset by an increase in retiree insurance (\$6,000).

Contractual costs increase \$470 due to a variety of small adjustments in internal service charges. Supply costs remain the unchanged.

In 2009, the Planning Division spent \$676,859 or 96.2% of the budgeted allocation. For 2010, spending is expected to be 106.5% of the budget due to unanticipated grant-funded expenditures. In the past several years, 89% to 106% of the budgeted amount has been spent.

# Planning Division

## Capital Equipment

No capital equipment is planned for 2011.

## Personnel Review

| <b>COMMUNITY DEVELOPMENT PLANNING DIVISION</b> |                 |                    |                    |                                 |
|--|-----------------|--------------------|--------------------|---------------------------------|
| <b>BENEFITS AND SALARIES</b>                   |                 | <b>2010</b>        | <b>2011</b>        | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>SALARY</b>                                  |                 | <b>BUDGET</b>      | <b>BUDGET</b>      |                                 |
| PERMANENT                                      |                 | \$366,483          | \$288,504          | (\$77,979)                      |
| TEMPORARY                                      |                 | 0                  | 0                  | 0                               |
| MERIT PAY                                      |                 | 0                  | 0                  | 0                               |
| SALARY ADJUSTMENT                              |                 | <u>0</u>           | <u>0</u>           | <u>0</u>                        |
| <b>TOTAL SALARIES</b>                          |                 | <b>\$366,483</b>   | <b>\$288,504</b>   | <b>(\$77,979)</b>               |
| <b>BENEFITS</b>                                |                 |                    |                    |                                 |
| ILLINOIS MUNICIPAL RETIREMENT                  |                 | \$73,956           | \$59,028           | (\$14,928)                      |
| UNEMPLOYMENT TAX                               |                 | 334                | 774                | 440                             |
| WORKMEN'S COMPENSATION                         |                 | 806                | 664                | (142)                           |
| HEALTH INSURANCE                               |                 | 69,230             | 65,031             | (4,199)                         |
| RETIREE INSURANCE                              |                 | 2,000              | 8,034              | 6,034                           |
| LIFE INSURANCE                                 |                 | 413                | 335                | (78)                            |
| PARKING BENEFITS                               |                 | 2,544              | 2,064              | (480)                           |
| <b>TOTAL BENEFITS</b>                          |                 | <b>\$149,283</b>   | <b>\$135,930</b>   | <b>(\$13,353)</b>               |
| <b>TOTAL COMPENSATION</b>                      |                 | <b>\$515,766</b>   | <b>\$424,434</b>   | <b>(\$91,332)</b>               |
|  | <b>POSITION</b> | <b>2010</b>        | <b>2011</b>        | <b>INCREASE/<br/>(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                            |
| PLANNER II                                     | E-8             | 2.00               | 1.00               | (1.00)                          |
| DEVELOPMENT SPECIALIST                         | E-8             | 1.00               | 1.00               | 0.00                            |
| SR ADMINISTRATIVE ASSISTANT                    | E-6             | <u>0.30</u>        | <u>0.30</u>        | <u>0.00</u>                     |
| <b>TOTAL PERSONNEL</b>                         |                 | <b><u>5.30</u></b> | <b><u>4.30</u></b> | <b><u>(1.00)</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.

### **2010 Accomplishments** →

- Rewrote city-wide clean-up contractor request for qualifications, which yielded three new contractors and greater control of bidding and work processes.
- Sought out neighborhood groups and seminars as means to educate and inform the public concerning ordinances and zoning regulations.
- Acted as liaison between Weed and Seed Restoration Committee, Rockford Urban Ministries, and non-profit "Know Sweat" from Joplin, Missouri.
- Integrated full responsibility of administering solid-waste contract into organizational framework of Code Enforcement.
- Assisted Police Department in enforcement sweep efforts as part of their Summer Crime Initiative in various targeted neighborhoods.
- Provided coded information to recover maintenance services costs through the Neighborhood Stabilization Program land banking provision.
- Coordinated with Human Services and "Put Illinois to Work" to staff the summer Weeds Control program.
- Successfully maintained 138 City owned lots under the Division's control.
- Maintained a high level of customer service despite staff reductions.
- To date, Code Enforcement has handled 5,336 complaints in both Neighborhood Standards and Property Standards. Of those, 1,938 were tall weeds complaints. The total tall weeds violations were 2,598.

### **2011 Goals and Objectives** →

- Develop a permit process for Property Standard complaints to help recover costs associated with inspection protocol.

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- Create a survey administered by staff that can assist in determining public awareness of ordinances and zoning regulations and serve as an educational tool.
- Continue to improve Code Enforcement templates used in Rockstat presentations.
- Continued involvement in the Summer Work Camp program in cooperation with RUM, Weed and Seed East and West and Human Services.
- Implemented the Hansen Code Enforcement Module Contracted Services section into the weeds enforcement program as trial start-up of full integration.
- Continued cooperation with Human Services in facilitating project SWEEP.
- Develop method to better market project SWEEP to better utilize talents available
- Continue effort with Faith Center Church to clean alleys and determine alternative projects in case of inclement weather.
- Begin to assemble ideas for improving the solid waste contract at renewal.

### **Budget Summary**

| <b>CD CODE ENFORCEMENT DIVISION BUDGET SUMMARY</b> |                              |                              |                                  |                              |                                      |
|--|------------------------------|------------------------------|----------------------------------|------------------------------|--------------------------------------|
| <b>APPROPRIATION</b>                               | <u>2008</u><br><u>ACTUAL</u> | <u>2009</u><br><u>ACTUAL</u> | <u>2010</u><br><u>BUDGET</u>     | <u>2011</u><br><u>BUDGET</u> | <u>INCREASE</u><br><u>(DECREASE)</u> |
| PERSONNEL  | \$856,392                    | \$911,358                    | \$950,380                        | \$886,686                    | (\$63,694)                           |
| CONTRACTUAL  | 668,026                      | 529,488                      | 509,225                          | 468,455                      | (40,770)                             |
| SUPPLIES   | 23,686                       | 6,545                        | 4,025                            | 4,025                        | 0                                    |
| CAPITAL  | <u>44,331</u>                | <u>0</u>                     | <u>0</u>                         | <u>0</u>                     | <u>0</u>                             |
| TOTAL  | <u>\$1,592,435</u>           | <u>\$1,447,391</u>           | <u>\$1,463,630</u>               | <u>\$1,359,166</u>           | <u>(\$104,464)</u>                   |
| <b>STAFFING REVIEW</b>                             |                              |                              |                                  |                              |                                      |
|  | <u>2008</u>                  | <u>2009</u>                  | <u>2010</u>                      | <u>2011</u>                  | <u>INCREASE</u><br><u>(DECREASE)</u> |
|  | 13.00                        | 14.20                        | 12.20                            | 12.20                        | 0.00                                 |
| <b>FUNDING SOURCE</b>                              |                              |                              |                                  |                              |                                      |
|  |                              | <u>2010</u><br><u>AMOUNT</u> | <u>2010</u><br><u>PERCENTAGE</u> | <u>2011</u><br><u>AMOUNT</u> | <u>2011</u><br><u>PERCENTAGE</u>     |
| PROPERTY TAXES                                     |                              |                              |                                  |                              |                                      |
| REIMBURSEMENTS                                     |                              | \$149,422                    | 10.2                             | \$147,322                    | 10.8                                 |
| CDBG FUND  |                              | 479,420                      | 32.7                             | 489,010                      | 36.0                                 |
| SANITATION FUND                                    |                              | 309,636                      | 21.1                             | 247,713                      | 18.2                                 |
| FEES   |                              | 88,800                       | 6.1                              | 10,000                       | 0.7                                  |
| GENERAL REVENUES                                   |                              | <u>438,352</u>               | <u>29.9</u>                      | <u>465,121</u>               | <u>34.3</u>                          |
| TOTAL  |                              | <u>\$1,465,630</u>           | <u>100.0</u>                     | <u>\$1,359,166</u>           | <u>100.0</u>                         |

### **Budget Analysis**

The 2011 budget is \$1,359,166, a decrease of \$104,464 (7.1%) from the previous year. Personnel expenditures decreased by \$63,700 due to the retirement and planned elimination of

## **Code Enforcement Division**

the building official position. The majority of the reductions come from permanent salaries (\$41,700), IMRF (\$7,300), and health insurance (\$25,800). Increases include worker's comp (\$3,700), retiree health insurance (\$8,000), and unemployment (\$1,400).

Contractual costs are budgeted at \$468,455, a decrease of \$40,770. Decreases include vehicle repairs (\$33,000), telephone (\$8,200), cleanups (\$7,000) and fuel (\$4,700). Increases occurred in printing (\$7,300) and building rental (\$4,500).

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

In 2009, the Code Enforcement Division spent \$1,447,391, or 96.7% of its budgeted allocation. For 2010, spending is expected to be 95% of the budget. In the past several years, spending has been 97% to 105% of the budget.

### **Capital Equipment**

No capital equipment is planned for 2011.

### **Personnel Review**

| <b>COMMUNITY DEVELOPMENT CODE ENFORCEMENT DIVISION</b> |                          |                           |                           |                                 |
|--|--------------------------|---------------------------|---------------------------|---------------------------------|
| <b>BENEFITS AND SALARIES</b>                           |                          | <b>2010</b>               | <b>2011</b>               | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>SALARY</b>  |                          | <b><u>BUDGET</u></b>      | <b><u>BUDGET</u></b>      |                                 |
| PERMANENT  |                          | \$599,053                 | \$557,333                 | (\$41,720)                      |
| TEMPORARY  |                          | 0                         | 0                         | 0                               |
| OVERTIME   |                          | 2,000                     | 0                         | (2,000)                         |
| MERIT PAY  |                          | 0                         | 0                         | 0                               |
| SALARY ADJUSTMENT                                      |                          | 0                         | 0                         | 0                               |
| <b>TOTAL SALARIES</b>                                  |                          | <b><u>\$601,053</u></b>   | <b><u>\$557,333</u></b>   | <b><u>(\$43,720)</u></b>        |
| <b>BENEFITS</b>  |                          |                           |                           |                                 |
| ILLINOIS MUNICIPAL RETIREMENT                          |                          | \$121,293                 | \$114,030                 | (\$7,263)                       |
| UNEMPLOYMENT TAX                                       |                          | 769                       | 2,196                     | 1,427                           |
| WORKMEN'S COMPENSATION                                 |                          | 23,320                    | 26,976                    | 3,656                           |
| HEALTH INSURANCE                                       |                          | 197,137                   | 171,309                   | (25,828)                        |
| LIFE INSURANCE   |                          | 952                       | 952                       | 0                               |
| RETIREE HEALTH INSURANCE                               |                          | 0                         | 8,034                     | 8,034                           |
| PARKING BENEFITS                                       |                          | 5,856                     | 5,856                     | 0                               |
| <b>TOTAL BENEFITS</b>                                  |                          | <b><u>\$349,327</u></b>   | <b><u>\$329,353</u></b>   | <b><u>(\$19,974)</u></b>        |
| <b>TOTAL COMPENSATION</b>                              |                          | <b><u>\$950,380</u></b>   | <b><u>\$886,686</u></b>   | <b><u>(\$63,694)</u></b>        |
| <b>POSITION TITLE</b>                                  | <b>POSTION<br/>RANGE</b> | <b>2010<br/>EMPLOYEES</b> | <b>2011<br/>EMPLOYEES</b> | <b>INCREASE/<br/>(DECREASE)</b> |
| BUILDING OFFICIAL                                      |                          | 1.00                      | 0.00                      | (1.00)                          |
| PROPERTY IMPROVEMENT PROG MANAGE                       | E-9                      | 1.00                      | 1.00                      | 0.00                            |
| NEIGHBORHOOD ZONE COORDINATOR                          | E-7                      | 2.00                      | 2.00                      | 0.00                            |
| SR ADMINISTRATIVE ASSISTANT                            | E-6                      | 0.20                      | 0.20                      | 0.00                            |
| SENIOR BUILDING INSPECTOR                              | CD-24                    | 1.00                      | 1.00                      | 0.00                            |
| NEIGHBORHOOD ENFORCEMENT SPECIALI                      | CD-15                    | 5.00                      | 6.00                      | 1.00                            |
| SENIOR CLERK   | A-19                     | <u>2.00</u>               | <u>2.00</u>               | <u>0.00</u>                     |
| <b>TOTAL PERSONNEL</b>                                 |                          | <b><u>12.20</u></b>       | <b><u>12.20</u></b>       | <b><u>0.00</u></b>              |

# **Code Enforcement Division**

## **Performance Measurements**

|                 | 2008<br>Actual | 2009<br>Actual | 2010<br>Estimated | 2011<br>Projected |
|-----------------|----------------|----------------|-------------------|-------------------|
| Weed Complaints | 3,375          | 3,417          | 3,115             | 3,800             |
| Vehicle Tows    | 45             | 17             | 20                | 25                |

# 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.

| CONSTRUCTION & DEVELOPMENT SERVICES DIVISION |             |             |                     |             |             |             |
|--|-------------|-------------|---------------------|-------------|-------------|-------------|
| COST CENTER                                  | 2010 BUDGET |             | INCREASE (DECREASE) |             | 2011 BUDGET |             |
|  | PERSONNEL   | BUDGET      | PERSONNEL           | BUDGET      | PERSONNEL   | BUDGET      |
| LAND USE PLANNING                            | 4.50        | \$432,527   | 0.00                | \$13,811    | 4.50        | \$446,338   |
| ADMINISTRATION                               | 4.50        | 501,823     | (2.00)              | (173,684)   | 2.50        | 328,139     |
| BUILDING INSPECTION                          | 2.50        | 257,805     | (1.00)              | (102,127)   | 1.50        | 155,678     |
| MECHANICAL INSPECTION                        | 3.00        | 306,360     | 1.00                | 62,900      | 4.00        | 369,260     |
| ELECTRICAL INSPECTION                        | 3.50        | 359,428     | 0.00                | 3,828       | 3.50        | 363,256     |
| TOTAL  | 18.00       | \$1,857,943 | (2.00)              | (\$195,272) | 16.00       | \$1,662,671 |

## 2010 Accomplishments →

- Fully implemented Advanced Energy Conservation Code Program, including the adopted and facilitation of the 2009 International Energy Code inclusive of plan review, inspection and documentation.
- Ongoing integration of Construction and Developments Services Division to RockStat.
- Adopted and implemented wind conversion and solar regulations to the Zoning Ordinance.
- Conducted meetings with contractors, developers, engineers, and architects to provide status for process improvements and Process Improvement Plan.
- Completed City-wide update of zoning map to implement Long Range Comprehensive Plan.
- Adopted the 2009 International Codes with amendments. This included the formation of committees and review of trade regulations including existing building regulations and energy code.

## 2011 Goals and Objectives →

- Continue to streamline development process by facilitating one stop permitting.
- Facilitate development activities through positive customer service.

# Construction & Development Services Division

- Conduct a series of process improvement meetings with a focus on the mechanical, electrical and plumbing trades.

## Budget Summary

| <b>CONSTRUCTION &amp; DEVELOPMENT SERVICES DIVISION BUDGET SUMMARY</b> |                       |                       |                           |                       |                           |
|--|-----------------------|-----------------------|---------------------------|-----------------------|---------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u>     | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE)    |
| PERSONNEL  | \$2,000,292           | \$1,633,674           | \$1,592,013               | \$1,385,841           | (\$206,172)               |
| CONTRACTUAL  | 405,562               | 273,074               | 260,120                   | 271,100               | 10,980                    |
| SUPPLIES   | 20,585                | 15,647                | 5,810                     | 5,730                 | (80)                      |
| CAPITAL  | 0                     | 0                     | 0                         | 0                     | 0                         |
| TOTAL  | <u>\$2,426,439</u>    | <u>\$1,922,395</u>    | <u>\$1,857,943</u>        | <u>\$1,662,671</u>    | <u>(\$195,272)</u>        |
| <b>STAFFING REVIEW</b>   |                       |                       |                           |                       |                           |
|  | <u>2008</u>           | <u>2009</u>           | <u>2010</u>               | <u>2011</u>           | INCREASE<br>(DECREASE)    |
|  | 19.00                 | 25.00                 | 18.00                     | 16.00                 | (2.00)                    |
| <b>FUNDING SOURCE</b>  |                       |                       |                           |                       |                           |
|  |                       | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |
| PROPERTY TAXES   |                       | \$243,093             | 13.1                      | \$216,824             | 13.0                      |
| FRINGE BENEFIT REIMBURSEMENTS  |                       |                       |                           |                       |                           |
| FEES   |                       |                       |                           |                       |                           |
| BUILDING   |                       | 641,400               | 34.5                      | 712,100               | 42.8                      |
| ELECTRICAL   |                       | 46,100                | 2.5                       | 54,300                | 3.3                       |
| PLUMBING/HEATING   |                       | 133,100               | 7.2                       | 148,200               | 8.9                       |
| ALL OTHER  |                       | 147,800               | 8.0                       | 168,400               | 10.1                      |
| TOTAL FEES   |                       | <u>968,400</u>        | <u>52.2</u>               | <u>1,083,000</u>      | <u>65.1</u>               |
| GENERAL REVENUES   |                       | 646,450               | 34.7                      | 362,847               | 21.9                      |
| TOTAL  |                       | <u>\$1,857,943</u>    | <u>100.0</u>              | <u>\$1,662,671</u>    | <u>100.0</u>              |

## Budget Analysis

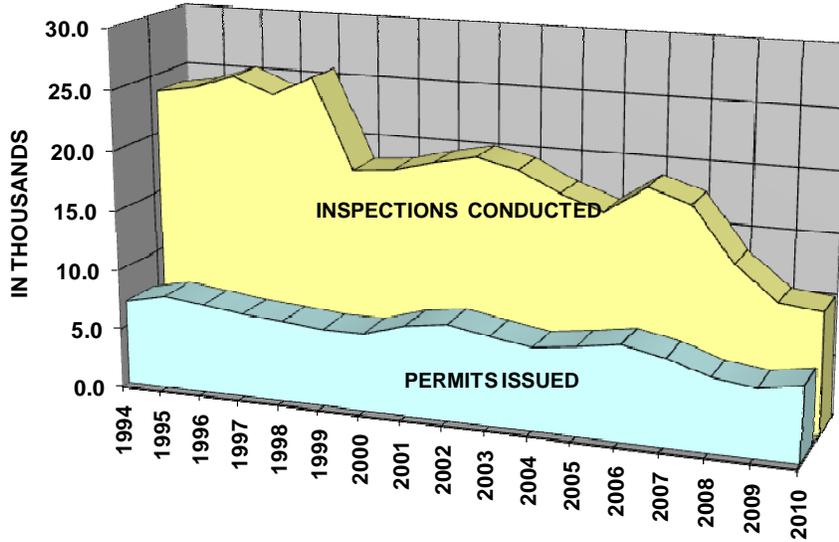
The 2011 budget of \$1,662,671 reflects a decrease of \$195,272. Personnel expenses decreased due to the 2009 fall layoffs and staff changes that resulted, as well as the removal of a vacant plans examiner position. This includes a reduction in permanent salaries (\$145,400), health insurance (\$34,200), IMRF (\$26,600), workers compensation (\$1,700), and certification pay (\$650). Increases occurred in overtime (\$1,500) to handle the displaced workload and in unemployment (\$2,100) due to a rate increase.

Contractual costs increased \$10,980 due to adjustments in internal service charges to the division. The supply budget reduced \$80.

2010 fee revenue, budgeted at \$968,400, is estimated to be \$1,083,000 for the year. 2011 fee income is based on 2010 actual less unusual permits. Revenue is estimated to be \$1,083,000, an increase of \$114,600 (budget/budget basis) and no change on an actual/budget basis.

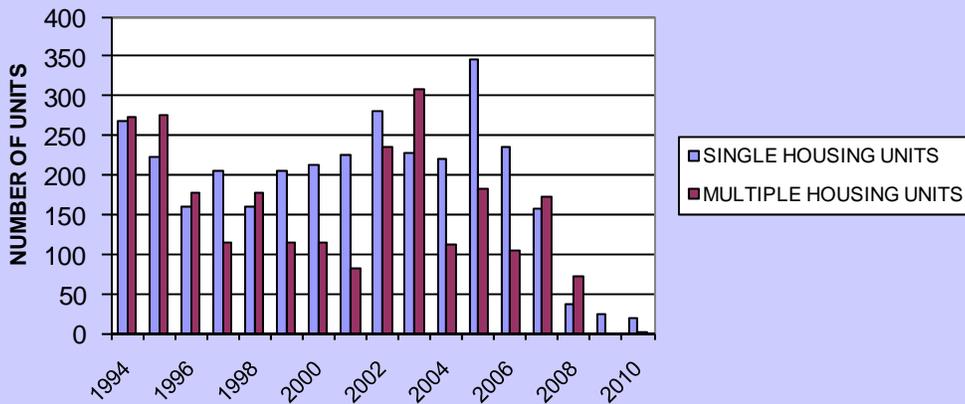
# Construction & Development Services Division

## CITY OF ROCKFORD, ILLINOIS BUILDING PERMITS AND INSPECTIONS YEARS FROM 1994-2010



During the past seventeen years, total permits issued by the Construction & Development Services Division have been relatively flat. Permits issued in 1994 were 7,090 while 2010 is estimated to be 6,300.

## CITY OF ROCKFORD HISTORY OF HOUSING CONSTRUCTION ACTIVITY-UNITS YEARS FROM 1994-2010



Housing construction for single and multifamily units in 2009 was 23 and 0 for a total of 23. 2010 is expected to have similar levels of activity, with 20 single family units and one multifamily.

# Construction & Development Services Division

In 2009, the Construction and Development Services Division spent \$1,922,395 or 96.3% of its budgeted allocation. For 2010, spending is expected to be 98% of the budget. In the past several years, 91% to 125% of the budget has been spent.

## Capital Equipment

There are no capital items budgeted for 2011.

## Personnel Review

| <b>CONSTRUCTION &amp; DEVELOPMENT SERVICES DIVISION</b> |                |                           |                           |                                 |
|---|----------------|---------------------------|---------------------------|---------------------------------|
| <b>BENEFITS AND SALARIES</b>                            |                | <b>2010</b>               | <b>2011</b>               | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>SALARY</b>   |                | <b>BUDGET</b>             | <b>BUDGET</b>             |                                 |
| PERMANENT   |                | \$1,050,168               | \$905,917                 | (\$144,251)                     |
| TEMPORARY   |                | 0                         | 0                         | 0                               |
| OVERTIME  |                | 3,000                     | 4,500                     | 1,500                           |
| MERIT PAY   |                | 0                         | 0                         | 0                               |
| TRANSLATOR PAY  |                | 1,170                     | 1,170                     | 0                               |
| SALARY CERTIFICATION                                    |                | 9,230                     | 7,410                     | (1,820)                         |
| SALARY ADJUSTMENT                                       |                | 0                         | 0                         | 0                               |
| ZONING BOARD OF APPEALS                                 |                | <u>2,100</u>              | <u>2,100</u>              | <u>0</u>                        |
| <b>TOTAL SALARIES</b>                                   |                | <b><u>\$1,065,668</u></b> | <b><u>\$921,097</u></b>   | <b><u>(\$144,571)</u></b>       |
| <b>BENEFITS</b>   |                |                           |                           |                                 |
| ILLINOIS MUNICIPAL RETIREMENT                           |                | \$215,052                 | \$188,457                 | (\$26,595)                      |
| UNEMPLOYMENT TAX  |                | 819                       | 2,880                     | 2,061                           |
| WORKMENS COMPENSATION                                   |                | 27,222                    | 25,487                    | (1,735)                         |
| HEALTH INSURANCE  |                | 273,208                   | 238,992                   | (34,216)                        |
| LIFE INSURANCE  |                | 1,404                     | 1,248                     | (156)                           |
| PARKING BENEFITS  |                | <u>8,640</u>              | <u>7,680</u>              | <u>(960)</u>                    |
| <b>TOTAL BENEFITS</b>                                   |                | <b><u>\$526,345</u></b>   | <b><u>\$464,744</u></b>   | <b><u>(\$61,601)</u></b>        |
| <b>TOTAL COMPENSATION</b>                               |                | <b><u>\$1,592,013</u></b> | <b><u>\$1,385,841</u></b> | <b><u>(\$206,172)</u></b>       |
|   | <b>POSTION</b> | <b>2010</b>               | <b>2011</b>               | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>POSITION TITLE</b>                                   | <b>RANGE</b>   | <b>EMPLOYEES</b>          | <b>EMPLOYEES</b>          |                                 |
| DEPUTY DIRECTOR - CONST SERVICES                        | E-13           | 1.00                      | 1.00                      | 0.00                            |
| MANAGER BUILDING CODE SECTION                           | E-10           | 1.00                      | 1.00                      | 0.00                            |
| BUILDING PLANS EXAMINER                                 | E-9            | 1.00                      | 0.00                      | (1.00)                          |
| PLANNER II  | E-8            | 1.00                      | 1.00                      | 0.00                            |
| SENIOR ADMINISTRATIVE ASSISTANT                         | E-6            | 1.00                      | 1.00                      | 0.00                            |
| ADMINISTRATIVE ASSISTANT                                | E-5            | 2.00                      | 1.00                      | (1.00)                          |
| SENIOR INSPECTION OFFICER                               | CD-28          | 3.00                      | 3.00                      | 0.00                            |
| INSPECTION OFFICER                                      | CD-26          | 5.00                      | 4.00                      | (1.00)                          |
| LAND USE PLANNER  | CD-16          | 2.00                      | 2.00                      | 0.00                            |
| SENIOR CLERK  | A-19           | <u>1.00</u>               | <u>2.00</u>               | <u>1.00</u>                     |
| <b>TOTAL PERSONNEL</b>                                  |                | <b><u>18.00</u></b>       | <b><u>16.00</u></b>       | <b><u>(2.00)</u></b>            |

# Construction & Development Services Division

## Performance Measurements

|                                       | 2008<br>Actual | 2009<br>Actual | 2010<br>Estimated | 2011<br>Projected |
|---------------------------------------|----------------|----------------|-------------------|-------------------|
| Total Acres Annexed                   | 372            | 37             | 10                | 40                |
| Assessed Valuation in Annexed Areas   | \$2,870,700    | \$125,000      | \$100,000         | \$130,000         |
| Dwelling Units in Annexed Areas       | 54             | 6              | 3                 | 20                |
| Zoning Applications                   | 99             | 76             | 41                | 50                |
| Zoning Clearances                     | 1,945          | 1,730          | 2,041             | 2,000             |
| Residential Permits                   | 1,730          | 1,581          | 1,946             | 1,950             |
| Commercial Permits                    | 457            | 339            | 321               | 350               |
| Demolitions                           | 109            | 125            | 132               | 100               |
| Plan reviews                          | 806            | 472            | 435               | 500               |
| Total inspections                     | 13,259         | 10,485         | 10,104            | 11,000            |
| Average inspections per day           | 52             | 42             | 41                | 45                |
| Projects over \$1 million/total value | 30/\$94M       | 16/\$50M       | 10/\$30M          | 10/\$30M          |

# 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.

| COMMUNITY DEVELOPMENT DEVELOPMENT DIVISION |             |             |                    |             |             |             |
|--|-------------|-------------|--------------------|-------------|-------------|-------------|
| COST CENTER                                | 2010 BUDGET |             | INCREASE(DECREASE) |             | 2011 BUDGET |             |
|  | PERSONNEL   | BUDGET      | PERSONNEL          | BUDGET      | PERSONNEL   | BUDGET      |
| ADMINISTRATION                             | 1.70        | \$388,371   | (0.26)             | \$57,523    | 1.44        | \$445,894   |
| ECONOMIC DEVELOPMENT                       | 0.00        | 352,360     | 0.00               | 137,932     | 0.00        | 490,292     |
| NEIGHBORHOOD DEVELOPMENT                   | 5.30        | 1,751,729   | (0.25)             | 160,625     | 5.05        | 1,912,354   |
| NSP ADMINISTRATION                         | 0.00        | 0           | 0.51               | 73,699      | 0.51        | 73,699      |
| HOME PROGRAM                               | 0.00        | 1,548,316   | 0.00               | (54,883)    | 0.00        | 1,493,433   |
| BROWNFIELD REDVLPMENT GRANT                | 0.00        | 900,000     | 0.00               | (900,000)   | 0.00        | 0           |
| TOTAL                                      | 7.00        | \$4,940,776 | 0.00               | (\$525,104) | 7.00        | \$4,415,672 |

## 2010 Accomplishments →

- Administered the Healthy Neighborhoods program and other renewed or new public service and public facilities and improvements projects representing 6 projects.
- Continued existing rehabilitation programs assisting 54 households.

## **Community Development Business Group**

- Code Enforcement provided needed services to the CDBG area, which included the Neighborhood Stabilization census tracts.
- Homebuyer assistance was provided to purchasers within the Down Home, REACH, Tax Incentive Program areas as well as Community Housing Development Organizations and other City supported projects with 27 households assisted.
- Facilitated the continued build out of subdivision at Springfield Corners, Thatcher Blake Riverwalk, 21XX Reed Avenue, Lincolnwood II, Garrison Lofts/Townhomes sites and the sale of scattered site new construction projects.
- Planned, developed and administered programs according to CDBG and HOME Federal requirements with the 2011 Annual Plan and CAPER submitted and approved. Monitored Human Services' Emergency Solutions (Shelter) Grants Program which provided funds to 4 agencies.
- Sought proposals for CHDO operating funds and monitored project completion with up to five organizations being assisted.
- Monitored for-profit and non-profit new construction activities.
- Continued 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.
- Administered the Neighborhood Stabilization Program partnering with lenders, the Rockford Area Board of Realtors, for-profit and non-profit developers. Leveraged private funds and made a positive impact in the Garrison/Coronado Haskell neighborhood in particular.
- Acquired four properties for the purpose of demolition and/or redevelopment through the Community Development Block Grant and provided funds to developers under the Neighborhood Stabilization programs for acquisition and redevelopment of property.
- Demolished 28 blighted properties.
- Began the process to redevelop Church School: Executed a purchase agreement for the sale and developer applied for tax credits.
- Continued partnerships with Northwestern IL Area agency on Aging and Regional Access Mobilization and began the administration of the Illinois Housing Authority's Home Modification Program and leveraged with funds programmed for a Senior and Physically Disabled Repair Program. Also, a grant was submitted to IHDA for a second grant.
- Continued to lend our support to outside activities such as the Money Smart Week Campaign and committees associated with the Rockford Area Association of Realtors, and Rockford Area Association of Realtors.
- Continued to administer and report on the accomplishments of the CDBG-R grant and the Neighborhood Stabilization Program1 grant all under the American Recovery and Reinvestment

## **Community Development Business Group**

Act of 2009 and HERA of 2008. Barber Colman Buildings 10 & 19 were demolished in 201- with CDBG-R funds.

- Completed the 2011 Annual Plan and the Community Annual Performance and Evaluation Report for 2010.

### **2011 Goals and Objectives →**

- Administer the Healthy Neighborhoods program and other renewed or new public service and public facilities and improvements projects representing 4 projects. Additionally, Discovery Center will continue its 21st Century After School Program and the Rockford Area Affordable Housing Coalition will provide pre- and post-purchase counseling services.
- Continue existing housing rehab and new construction programs with a focus on main thoroughfares and expanded area programs assisting 86 units (includes RAMP and Get the Lead Out! in addition to rehab programs) .
- Code Enforcement will continue to provide needed services to Neighborhood Stabilization Areas and other CDBG areas.
- Homebuyer assistance will be provided to purchasers within the Down Home, Tax Incentive Program, IHDA Homebuyer Assistance Program as well as Community Housing Development Organizations and other City supported projects. A minimum of eight households will be assisted.
- Continue to facilitate the continued build out of the subdivision at Springfield Corners, 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 Solution Grants Program (4 projects expected).
- Seek proposals for CHDO operating funds and monitor project completion. Up to 5 organizations may be assisted.
- Provide technical assistance to Freeport NHS and RAAHC in their successful administration of IHDA's Homebuyer Assistance Program.
- 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 when feasible.
- Develop various components of the Neighborhood Stabilization Program partnering with lenders, Realtors, for-profit and non-profit developers. Leveraging funds and making a positive impact in neighborhoods that demonstrate the greatest need based on the area's income, the number of foreclosures, subprime lending, at risk foreclosures, and high vacancies in comparison to the community at-large.

## **Community Development Business Group**

- Acquire two properties for the purpose of demolition and/or redevelopment through the Community Development Block Grant and provide funds to developers under the Neighborhood Stabilization programs for acquisition of property.
- Demolish 25 blighted properties.
- Begin the redevelopment of Church School, working with a developer.
- Continue to partner with local agencies to begin the administration of the Illinois Housing Authority's Home Modification Program and leverage with funds programmed for a Senior and Physically Disabled Repair Program. 2009/2010 program is completed and 2010/2011 program is initiated.
- Continue to lend our support to outside activities such as the Money Smart Week Campaign and other various committees throughout the community.
- Continue to administer and report on the accomplishments of the CDBG-R grant and Neighborhood Stabilization Program<sup>1</sup> grant under the American Recovery and Reinvestment Act of 2009 and HERA of 2008.

### **Economic Development**

The Economic Development Program, budgeted at \$490,292, is funded by the Community Development Block Grant. Of the total, \$353,412 is allocated for program costs, with a transfer for economic development staff, housed in the Planning Division, budgeted at \$136,880.

Economic Development funding includes the following:

- \$301,412 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.
- \$22,000 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 \$3,405,787, are funded from three grant programs: the Community Development Block Grant, \$1,910,253; the Home Program, \$1,386,368; Emergency Shelter Grants, \$92,065; and program income, \$68,500.

Neighborhood Development funding includes the following:

## **Community Development Business Group**

- \$2,161,832 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 74 low-income households once funds are leveraged with HOME funds.
- \$489,010 is to fund the code enforcement program, which will address approximately 3,400 self-initiated and neighborhood standards complaints.
- \$58,588 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.
- \$26,666 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.
- \$299,653 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 25 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.
- \$50,000 to the Discovery Center for an after school program.
- \$100,000 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 four 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.
- \$72,973 is to be used by CHDO's for operating expenses. Funding level is for three CHDO's.
- \$92,065 is for the Emergency Shelter Grant program, administered by the Human Services Department.

In addition, \$519,593 is budgeted for Block Grant general administrative costs which includes \$76,002 for Section 108 debt payment if necessary. Funding is from Block Grant, \$303,536, the Home Program \$101,504, NSP funds, \$73,699, and program income, \$53,500.

# Community Development Business Group

## Budget Analysis

| <b>CD DEVELOPMENT DIVISION BUDGET SUMMARY</b> |                              |                              |                                  |                              |                                      |
|---|------------------------------|------------------------------|----------------------------------|------------------------------|--------------------------------------|
| <b>APPROPRIATION</b>                          | <u>2008</u><br><u>ACTUAL</u> | <u>2009</u><br><u>ACTUAL</u> | <u>2010</u><br><u>BUDGET</u>     | <u>2011</u><br><u>BUDGET</u> | <u>INCREASE</u><br><u>(DECREASE)</u> |
| PERSONNEL                                     | \$667,140                    | \$600,732                    | \$606,250                        | \$606,728                    | \$478                                |
| CONTRACTUAL                                   | 701,073                      | 728,669                      | 1,116,050                        | 353,752                      | (762,298)                            |
| SUPPLIES                                      | 16,941                       | 9,792                        | 8,850                            | 9,150                        | 300                                  |
| OTHER   | 2,878,980                    | 4,130,136                    | 3,209,626                        | 3,446,042                    | 236,416                              |
| CAPITAL                                       | <u>0</u>                     | <u>0</u>                     | <u>0</u>                         | <u>0</u>                     | <u>0</u>                             |
| <b>TOTAL</b>                                  | <b><u>\$4,264,134</u></b>    | <b><u>\$5,469,329</u></b>    | <b><u>\$4,940,776</u></b>        | <b><u>\$4,415,672</u></b>    | <b><u>(\$525,104)</u></b>            |
| <b>STAFFING REVIEW</b>                        |                              |                              |                                  |                              |                                      |
|   | <u>2008</u>                  | <u>2009</u>                  | <u>2010</u>                      | <u>2011</u>                  | <u>INCREASE</u><br><u>(DECREASE)</u> |
|   | 8.75                         | 7.50                         | 7.00                             | 7.00                         | 0.00                                 |
| <b>FUNDING SOURCE</b>                         |                              |                              |                                  |                              |                                      |
|   |                              | <u>2010</u><br><u>AMOUNT</u> | <u>2010</u><br><u>PERCENTAGE</u> | <u>2011</u><br><u>AMOUNT</u> | <u>2011</u><br><u>PERCENTAGE</u>     |
| CURRENT FUNDS                                 |                              |                              |                                  |                              |                                      |
| COMMUNITY DEVELOPMENT GRANT                   |                              | \$2,101,638                  | 42.3                             | \$2,355,780                  | 52.6                                 |
| HOME PROGRAM                                  |                              | 1,018,339                    | 20.5                             | 1,015,047                    | 22.7                                 |
| OTHER FEDERAL/STATE                           |                              | 992,310                      | 20.0                             | 92,065                       | 2.1                                  |
| PROGRAM INCOME                                |                              | <u>122,000</u>               | <u>2.5</u>                       | <u>122,000</u>               | <u>2.7</u>                           |
|   |                              | 4,234,287                    | 85.3                             | 3,584,892                    | 80.1                                 |
| REPROGRAMMED FUNDS-PRIOR YEARS                |                              |                              |                                  |                              |                                      |
| COMM DEV GRANT                                |                              | 205,680                      | 4.1                              | 422,000                      | 9.4                                  |
| HOME PROGRAM                                  |                              | 524,500                      | 10.6                             | 472,825                      | 10.6                                 |
| OTHER FEDERAL/STATE                           |                              | <u>0</u>                     | <u>0.0</u>                       | <u>0</u>                     | <u>-0.1</u>                          |
|   |                              | <u>730,180</u>               | <u>14.7</u>                      | <u>894,825</u>               | <u>19.9</u>                          |
| <b>TOTAL</b>                                  |                              | <b><u>\$4,964,467</u></b>    | <b><u>100.0</u></b>              | <b><u>\$4,479,717</u></b>    | <b><u>100.0</u></b>                  |

The 2011 budget is \$4,415,672, which is a decrease of \$525,100 due to the elimination of \$900,000 for Brownfields Grants and a decrease in HOME (\$54,900), offset by increases in Administration (\$57,500), Economic Development (\$137,900), Neighborhood Development (\$160,600), and NSP (\$73,700) (See sections above).

Personnel costs increased \$500 (0.0%), due to staffing changes. Salaries decreased \$17,600, IMRF decreased \$2,500 and retiree insurance of \$2,500 was eliminated. These decreases were offset by increases in worker's comp (\$150), unemployment (\$820), parking (\$840) and health insurance (\$21,200).

Non-program contractual expenses increase \$37,400 with adjustments in a number of accounts. Vehicle repairs increase \$25,300 and fuel increases \$10,010, building rent \$2,560 and audit \$2,500. Supply costs increase \$300 to reflect actual expenses for office supplies. Administrative costs, required to not exceed 20% of expenditures, are projected to be 13% for 2011.

Program income is \$107,000 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 2010, a total of \$894,825 will be reprogrammed for 2011. These

# **Community Development Business Group**

reprogrammed funds include \$422,000 in prior year Community Development Block Grant Funds, and \$472,825 in prior year Home Program funds.

In 2009, the Community Development Business Group spent \$5,469,329 or 133.8% of its budgeted allocation. For 2010, spending is expected to be 115.9% of the budget due to increases in federal revenue over the budgeted amounts. In the past several years, spending has been between 81% and 134% of the budgeted amount.

## **Capital Equipment**

For 2011, the Division will not have any capital purchases.

## **Five Year Financial Forecast**

The 2012-2016 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  
2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$4,342      | \$4,472      | \$4,606      | \$4,744      | \$4,886      |
| Expenditures      | <u>4,342</u> | <u>4,472</u> | <u>4,606</u> | <u>4,744</u> | <u>4,886</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>2010</b>      | <b>2011</b>      | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>SALARY</b>                              |                 | <b>BUDGET</b>    | <b>BUDGET</b>    |                                 |
| PERMANENT                                  |                 | \$399,013        | \$381,419        | (\$17,594)                      |
| TEMPORARY                                  |                 | 0                | 0                | 0                               |
| MERIT PAY                                  |                 | 0                | 0                | 0                               |
| SALARY ADJUSTMENT                          |                 | 0                | 0                | 0                               |
| SALARY SAVINGS                             |                 | 0                | 0                | 0                               |
| <b>TOTAL SALARIES</b>                      |                 | <b>\$399,013</b> | <b>\$381,419</b> | <b>(\$17,594)</b>               |
| <b>BENEFITS</b>                            |                 |                  |                  |                                 |
| ILLINOIS MUNICIPAL RETIREMENT              |                 | \$80,520         | \$78,039         | (\$2,481)                       |
| UNEMPLOYMENT TAX                           |                 | 441              | 1,260            | 819                             |
| WORKMEN'S COMPENSATION                     |                 | 3,216            | 3,368            | 152                             |
| HEALTH INSURANCE                           |                 | 117,494          | 138,736          | 21,242                          |
| RETIREE HEALTH INSURANCE                   |                 | 2,500            | 0                | (2,500)                         |
| LIFE INSURANCE                             |                 | 546              | 546              | 0                               |
| PARKING BENEFITS                           |                 | 2,520            | 3,360            | 840                             |
| <b>TOTAL BENEFITS</b>                      |                 | <b>\$207,237</b> | <b>\$225,309</b> | <b>\$18,072</b>                 |
| <b>TOTAL COMPENSATION</b>                  |                 | <b>\$606,250</b> | <b>\$606,728</b> | <b>\$478</b>                    |
|  | <b>POSITION</b> | <b>2010</b>      | <b>2011</b>      | <b>INCREASE/<br/>(DECREASE)</b> |
| <b>POSITION TITLE</b>                      | <b>RANGE</b>    | <b>EMPLOYEES</b> | <b>EMPLOYEES</b> |                                 |
| DEVELOPMENT PROGRAMS MANAGER               | E-10            | 1.00             | 1.00             | 0.00                            |
| 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             | 1.00             | 1.00             | 0.00                            |
| REHAB CONST SPECIALIST I                   | CD-15           | 1.00             | 1.00             | 0.00                            |
| SENIOR ADMINISTRATIVE ASSISTANT            | E-6             | 1.00             | 1.00             | 0.00                            |
| <b>TOTAL PERSONNEL</b>                     |                 | <b>7.00</b>      | <b>7.00</b>      | <b>0.00</b>                     |

## Performance Measurements

Plans for 2011 forecast similar levels of activity. Selected activity levels for 2008-2011 are illustrated below.

|   | 2008          | 2009          | 2010             | 2011             |
|---|---------------|---------------|------------------|------------------|
|   | <u>Actual</u> | <u>Actual</u> | <u>Estimated</u> | <u>Projected</u> |
| Rehabilitated units                     | 78            | 52            | 54               | 79               |
| Housing projects (non-profits)          | 6             | 6             | 1                | 7                |
| Homeless programs                       | 4             | 4             | 4                | 5                |
| New construction units                  | 6             | 4             | 2                | 0                |
| Demolitions                             | 31            | 13            | 28               | 25               |
| Public facilities and services projects | 5             | 6             | 4                | 5                |
| Special community projects              | 4             | 3             | 3                | 3                |
| Acquisitions                            | 2             | 4             | 1                | 2                |
| Homebuyer assistance programs           | 13            | 24            | 27               | 8                |
| RAMP (construction of ramps)            | 9             | 12            | 12               | 12               |
| Get the Lead Out match                  | 27            | 15            | 15               | 15               |
| County SFOOR program                    | 7             | n/a           | n/a              | n/a              |
| Water hook up program                   | 11            | 11            | 11               | 11               |
| Tax incentive program                   | 4             | 4             | 3                | 3                |
| Hope VI driveways installed             | 29            | n/a           | n/a              | n/a              |

# Redevelopment Fund

## Mission Statement

It is the mission of the Community Development Redevelopment Fund to finance Metro Center 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, 1999, and 2007 with the tax to end in 2028. In addition to financing a portion of the Metro Center Authority's deficits, the Fund provides the necessary capital for development opportunities, public improvements, and economic development efforts.

### 2010 Accomplishments

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

### 2011 Goals and Objectives

- The Redevelopment Fund will finance the Metro Center Authority operating deficits, provide funds for redevelopment activities, and assist in financing economic development efforts.

### Budget Summary

| COMMUNITY DEVELOPMENT REDEVELOPMENT FUND |                    |                    |                    |                    |                        |
|--|--------------------|--------------------|--------------------|--------------------|------------------------|
| APPROPRIATION                            | 2008<br>ACTUAL     | 2009<br>ACTUAL     | 2010<br>BUDGET     | 2011<br>BUDGET     | INCREASE<br>(DECREASE) |
| CONTRACTUAL                              | \$3,716            | \$9,187            | \$6,000            | \$6,000            | \$0                    |
| OTHER                                    | 4,078,549          | 5,183,428          | 3,296,397          | 3,180,236          | (116,161)              |
| TOTAL                                    | <u>\$4,082,265</u> | <u>\$5,192,615</u> | <u>\$3,302,397</u> | <u>\$3,186,236</u> | <u>(116,161)</u>       |
| FUNDING SOURCE                           | 2010               |                    | 2011               |                    |                        |
|  | AMOUNT             | PERCENTAGE         | AMOUNT             | PERCENTAGE         |                        |
| REDEVELOPMENT SALES TAX                  |                    |                    |                    |                    |                        |
| MOTEL                                    | \$304,500          | 8.7                | \$294,900          | 8.4                |                        |
| PACKAGE                                  | 499,100            | 14.3               | 498,500            | 14.1               |                        |
| RESTAURANT                               | 2,691,600          | 77.0               | 2,734,600          | 77.5               |                        |
| SUBTOTAL                                 | <u>\$3,495,200</u> | 100.0              | <u>\$3,528,000</u> | 100.0              |                        |
| INTEREST INCOME                          | 0                  | 0.0                | 0                  | 0.0                |                        |
| TOTAL                                    | <u>\$3,495,200</u> | 100.0              | <u>\$3,528,000</u> | 100.0              |                        |

# **Redevelopment Fund**

## **Redevelopment Fund Expenses**

Expenses can be broken down into three groups as follows:

- Metro Center subsidy - \$450,000
- Debt service – \$1,362,761
- All other expenses – \$1,373,475

## **Metro Center Subsidy**

- Total 2011 City commitment is \$1,050,000 with \$450,000 from the Redevelopment Fund and \$600,000 from the Tourism Promotion Fund. If the current agreement with the Rockford Area Convention and Visitors Bureau (RACVB) cannot be amended, then the Redevelopment Fund will loan \$550,000 in 2010 and \$600,000 in 2011 until the current agreement ends. The Tourism Promotion Fund would begin paying its subsidy contribution to the Metro Center in 2012 as well as repaying the Redevelopment Fund the \$1,150,000.

## **Debt Service**

- \$203,318 for debt service (2000 \$4.0 million and 2004 \$3.07 million refunding bond issue) for funding improvements associated with the construction of a 33,000 square foot supermarket in the 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).
- \$712,000 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.
- \$5,575 net (2011 debt service \$1,836,575) for debt service on the Metro Center. In 2007, the City issued \$23 million in bonds for remodeling the Metro Center and acquiring an AHL franchise. Financing for debt repayment includes assistance from Winnebago County (\$460,000), the Redevelopment Fund (\$5,575), and the 2009 \$8.065 Metro Center taxable refunding issue (\$1,371,000).
- \$441,868 for debt service on the 2009 \$8.065 Metro Center taxable refunding issue. Designed to abate 2009 – 2014 debt service for the 2007 issue, debt service from 2009 through 2026, funded from the Redevelopment Fund, will range from \$441,868 to \$1,229,868.

## **All Other Expenses**

- \$100,000 is provided to RACVB. The County and the 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.

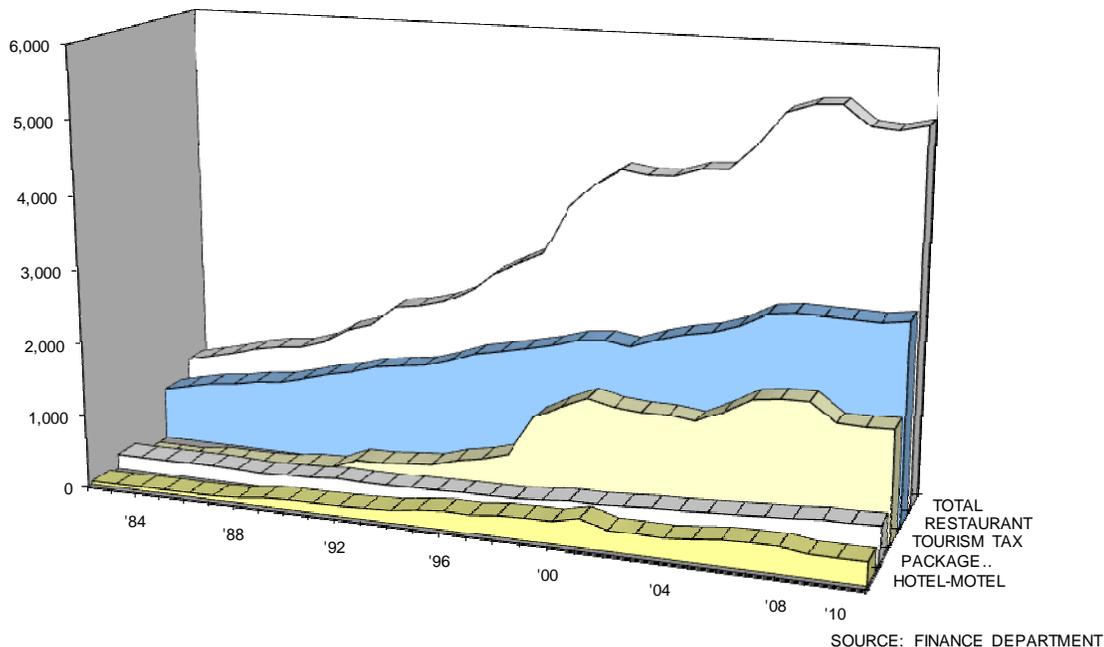
# Redevelopment Fund

- \$200,000 to the Rockford Area Economic Development Council (RAEDC) to continue economic development efforts and industrial park marketing.
- \$150,000 for Coronado Performing Arts Center’s annual assistance (2008-2013).
- \$26,000 will be reimbursed to the Public Works Water Division for the Millennium Fountain maintenance.
- \$671,200 is transferred to the Public Works Property Division for staff services for building maintenance at the Coronado Theater (\$300,700), Festival Park (\$66,000), the Armory (\$52,500), Barber Colman (\$84,700), and Ingersoll (\$167,300).
- \$6,000 is budgeted for contractual expenses.
- \$108,100 is for tax collection cost reimbursement.
- \$112,175 is for interest expense.

## Budget Analysis

2009 tax revenue, budgeted at \$3,658,300, was \$3,506,778 at year’s end, a loss of \$151,500 (-4.1%) from the budget and an increase of \$24,000 (-0.7%) from the 2008 actual. Tax revenue for 2010, budgeted at \$3,495,200, is estimated at \$3,457,000, a loss of \$38,200 (-1.1%), a decrease of \$201,300 (-5.5%) from the 2009 budget of \$3,658,300 and a decrease of \$49,800 (-1.4%) from 2009’s actual.

**CITY OF ROCKFORD, ILLINOIS REDEVELOPMENT/TOURISM SOURCES OF REVENUE 1982-2011**



Assumptions for revenue growth are 1% for motels (8.7%), 3% for package liquor (14.4%), and 2% for restaurants (76.9%) for a total of 2.1%. Growth in the last five years has ranged as follows: motels, -14.1% to 2.8%, package liquor, -0.4% to 7.1%, restaurants, -0.3% to 2.0%, and the three

## Redevelopment Fund

combined, -0.6% to 2.2%. 2011 income is estimated to be \$3,528,000, an increase of \$32,800 (0.9%) from the 2010 budget and an increase of \$71,000 (2.7%) from the estimated 2010 actual.

The restructuring of the 2007 taxable debt as well as the elimination of \$50,000 in expense, the deferral of \$150,000 in expense, and the payment of \$1,079,764 of debt service from other funds was a significant restructuring for this fund for 2009. 2010 included the elimination of \$695,900 in previous expense.

In 2009, the Redevelopment Fund spent \$5,192,615 or 146.5% of the budgeted allocation. In the past several years, 94% to 131% of the budget has been spent.

### **Five Year Financial Forecast**

The 2012-2016 five-year forecast assumes growth in taxes – one percent for motels, three percent for packaged liquor, and two percent for restaurants – reflecting the past history and the slowing economy. The refinancing and the structural changes made in 2009 should insure the long term viability of this fund.

#### REDEVELOPMENT FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>      | <u>2013</u>      | <u>2014</u>      | <u>2015</u>      | <u>2016</u>      |
|-------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues          | \$3,601          | \$3,675          | \$3,751          | \$3,828          | \$3,907          |
| Expenses          | <u>3,052</u>     | <u>3,075</u>     | <u>4,402</u>     | <u>4,456</u>     | <u>4,506</u>     |
| Excess (Deficit)  | 549              | 600              | (651)            | (628)            | (599)            |
| Beginning Balance | <u>(2,863)</u>   | <u>(2,314)</u>   | <u>(1,714)</u>   | <u>(2,365)</u>   | <u>(2,993)</u>   |
| Ending Balance    | <u>(\$2,314)</u> | <u>(\$1,714)</u> | <u>(\$2,365)</u> | <u>(\$2,993)</u> | <u>(\$3,592)</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.

## **2010 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.

## **2011 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>                                | 2008               | 2009               | 2010               | 2011               | INCREASE<br>(DECREASE) |
|   | <u>ACTUAL</u>      | <u>ACTUAL</u>      | <u>BUDGET</u>      | <u>BUDGET</u>      |                        |
| TRANSFER TO RACVB                                   | \$1,681,701        | \$1,408,034        | \$1,103,300        | \$755,300          | (\$348,000)            |
| RAVE SUBSIDY  |                    |                    | 300,000            | 600,000            | 300,000                |
| PURCHASE OF SERVICES                                | <u>92,400</u>      | <u>99,700</u>      | <u>119,200</u>     | <u>119,200</u>     | 0                      |
| <b>TOTAL</b>  | <u>\$1,774,101</u> | <u>\$1,507,734</u> | <u>\$1,522,500</u> | <u>\$1,474,500</u> | (\$48,000)             |

| <b>FUNDING SOURCE</b>       | 2010               | 2010              | 2011               | 2011              |
|-----------------------------|--------------------|-------------------|--------------------|-------------------|
|                             | <u>AMOUNT</u>      | <u>PERCENTAGE</u> | <u>AMOUNT</u>      | <u>PERCENTAGE</u> |
| TOURISM PROMOTION SALES TAX | <u>\$1,522,500</u> | <u>100.0</u>      | <u>\$1,474,500</u> | <u>100.0</u>      |
| <b>TOTAL</b>                | <u>\$1,522,500</u> | <u>100.0</u>      | <u>\$1,474,500</u> | <u>100.0</u>      |

## Budget Analysis

Tax revenue for 2010, budgeted at \$1,522,500, is estimated at \$1,454,500, a decrease of \$68,000 (-4.5%), a decrease of \$415,000 (-22.1%) from the 2009 budget of \$1,869,500 and a decrease of \$35,800 (-2.4%) from 2009's actual. 2011 income is estimated to be \$1,474,500, a decrease of \$48,000 (3.2%) from the 2010 budget of \$1,522,500 and a decrease of \$20,400 (-1.4%) from the estimated 2010 actual of \$1,454,100. Expenses in 2011 include \$1,800 for collection costs, \$117,400 for City tourism costs, \$600,000 to RAVE for the operating subsidy and the balance (\$755,300) to the Rockford Area Convention and Visitor's Bureau for operating expenses.

In 2009, the Tourism Promotion Fund spent \$1,507,734 or 80.6% of its budgeted allocation. For 2010, it is expected that 100% of the budget will be spent. In the past several years, 81% to 105% of the budget has been spent.

## Five Year Financial Forecast

The 2012-2016 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 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$1,489      | \$1,504      | \$1,519      | \$1,534      | \$1,550      |
| Expenses          | <u>1,489</u> | <u>1,504</u> | <u>1,519</u> | <u>1,534</u> | <u>1,550</u> |
| Excess (Deficit)  | <u>0</u>     | <u>0</u>     | <u>0</u>     | <u>0</u>     | <u>0</u>     |
| Beginning Balance | <u>76</u>    | <u>76</u>    | <u>76</u>    | <u>76</u>    | <u>76</u>    |
| Ending Balance    | <u>\$76</u>  | <u>\$76</u>  | <u>\$76</u>  | <u>\$76</u>  | <u>\$76</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.

There are 17 Retail TIF Districts, East Side, East River, West Side #1 and #2, River North, South Rockford, Assisted Living, State and Kilburn, State and Central, Springfield Corners, North Main, Main and Auburn, Main and Whitman, Seventh Street, Midtown, Broadway, and State and Alpine.

### **2010 TIF Accomplishments** →

- Provided financial assistance to the River District Association and Miracle Mile Rockford to support marketing of TIF Districts.
- Continued to market TIF Districts at trade shows.
- Helped with Great Downtown Open House tour event of 12 downtown residential properties simultaneously.
- Supported the Lantow Lofts project developed by Zion Development Corporation by providing TIF funding for the rehabilitation of the Katie's Cup community room at 502 7<sup>th</sup> Street.
- Created two new TIF Districts: Broadway and East River.

### **2011 Goals and Objectives** →

- Continue to seek new investment and redevelopment opportunities.
- Work with other organizations including River District Association, Miracle Mile Rockford, and the Element to develop and implement marketing strategies.
- Use TIF funds to leverage other funding sources like Brownfields Economic Development Initiative (BEDI), HUD Section 108 loans, and Federal historic preservation tax credits.

# Retail Tax Increment Financing Districts

## Budget Summary

| COMMUNITY DEVELOPMENT EAST SIDE TAX INCREMENT FINANCING DISTRICT |                       |                           |                       |                           |                        |
|--|-----------------------|---------------------------|-----------------------|---------------------------|------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u>     | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u>     | INCREASE<br>(DECREASE) |
| CONTRACTUAL  | \$93,430              | \$6,457                   | \$10,000              | \$10,000                  | \$0                    |
| OTHER  | <u>426,177</u>        | <u>1,099,974</u>          | <u>415,963</u>        | <u>381,950</u>            | (34,013)               |
| TOTAL  | <u>\$519,607</u>      | <u>\$1,106,431</u>        | <u>\$425,963</u>      | <u>\$391,950</u>          | <u>(\$34,013)</u>      |
| FUNDING SOURCE   |                       |                           |                       |                           |                        |
|  | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |                        |
| PROPERTY TAXES   |                       |                           |                       |                           |                        |
| TAX INCREMENT  | \$348,070             | 99.7                      | \$348,070             | 100.0                     |                        |
| INTEREST INCOME  | <u>1,200</u>          | <u>0.3</u>                | <u>0</u>              | <u>0.0</u>                |                        |
| TOTAL  | <u>\$349,270</u>      | <u>100.0</u>              | <u>\$348,070</u>      | <u>100.0</u>              |                        |

| COMMUNITY DEVELOPMENT EAST RIVER TAX INCREMENT FINANCING DISTRICT |                       |                           |                       |                           |                        |
|---|-----------------------|---------------------------|-----------------------|---------------------------|------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u>     | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u>     | INCREASE<br>(DECREASE) |
| CONTRACTUAL   | \$0                   | \$0                       | \$0                   | \$0                       | \$0                    |
| OTHER   | <u>0</u>              | <u>1,098,997</u>          | <u>54,206</u>         | <u>54,206</u>             | <u>\$0</u>             |
| TOTAL   | <u>\$0</u>            | <u>\$1,098,997</u>        | <u>\$54,206</u>       | <u>\$54,206</u>           | <u>\$0</u>             |
| FUNDING SOURCE  |                       |                           |                       |                           |                        |
|   | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |                        |
| PROPERTY TAXES  |                       |                           |                       |                           |                        |
| TAX INCREMENT   | \$46,500              | 0.0                       | \$115,164             | 0.0                       |                        |
| INTEREST INCOME   | <u>423</u>            | <u>0.0</u>                | <u>1,050</u>          | <u>0.0</u>                |                        |
| TOTAL   | <u>\$46,923</u>       | <u>0.0</u>                | <u>\$116,214</u>      | <u>0.0</u>                |                        |

| COMMUNITY DEVELOPMENT WEST SIDE TAX INCREMENT FINANCING DISTRICT |                       |                           |                       |                           |                        |
|--|-----------------------|---------------------------|-----------------------|---------------------------|------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u>     | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u>     | INCREASE<br>(DECREASE) |
| CONTRACTUAL  | \$2,525               | \$394                     | \$0                   | \$0                       | \$0                    |
| OTHER  | <u>497,333</u>        | <u>183,342</u>            | <u>487,186</u>        | <u>449,573</u>            | (37,613)               |
| TOTAL  | <u>\$499,858</u>      | <u>\$183,736</u>          | <u>\$487,186</u>      | <u>\$449,573</u>          | <u>(\$37,613)</u>      |
| FUNDING SOURCE   |                       |                           |                       |                           |                        |
|  | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |                        |
| PROPERTY TAXES   |                       |                           |                       |                           |                        |
| TAX INCREMENT  | \$404,390             | 100.0                     | \$404,390             | 100.0                     |                        |
| INTEREST INCOME  | <u>0</u>              | <u>0.0</u>                | <u>0</u>              | <u>0.0</u>                |                        |
| TOTAL  | <u>\$404,390</u>      | <u>100.0</u>              | <u>\$404,390</u>      | <u>100.0</u>              |                        |

# Retail Tax Increment Financing Districts

| <b>COMMUNITY DEVELOPMENT WEST SIDE 2 TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL   | \$0                   | \$2,500               | \$0                   | \$0                   | \$0                           |
| OTHER   | <u>1,016</u>          | <u>907</u>            | <u>700</u>            | <u>396</u>            | <u>(304)</u>                  |
| TOTAL   | <u>\$1,016</u>        | <u>\$3,407</u>        | <u>\$700</u>          | <u>\$396</u>          | <u>(\$304)</u>                |

| <b>FUNDING SOURCE</b> | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |
|-----------------------|-----------------------|---------------------------|-----------------------|---------------------------|
| PROPERTY TAXES        |                       |                           |                       |                           |
| TAX INCREMENT         | \$9,990               | 0.0                       | \$10,000              | 100.0                     |
| INTEREST INCOME       | <u>0</u>              | <u>0.0</u>                | <u>0</u>              | <u>0.0</u>                |
| TOTAL                 | <u>\$9,990</u>        | <u>0.0</u>                | <u>\$10,000</u>       | <u>100.0</u>              |

| <b>COMMUNITY DEVELOPMENT RIVER NORTH TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL   | \$0                   | \$100,000             | \$0                   | \$0                   | \$0                           |
| OTHER   | <u>0</u>              | <u>38,004</u>         | <u>28,913</u>         | <u>26,786</u>         | <u>(\$2,127)</u>              |
| TOTAL   | <u>\$0</u>            | <u>\$138,004</u>      | <u>\$28,913</u>       | <u>\$26,786</u>       | <u>(\$2,127)</u>              |

| <b>FUNDING SOURCE</b> | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |
|-----------------------|-----------------------|---------------------------|-----------------------|---------------------------|
| PROPERTY TAXES        |                       |                           |                       |                           |
| TAX INCREMENT         | \$79,700              | 100.0                     | \$100,607             | 100.0                     |
| INTEREST INCOME       | <u>0</u>              | <u>0.0</u>                | <u>0</u>              | <u>0.0</u>                |
| TOTAL                 | <u>\$79,700</u>       | <u>100.0</u>              | <u>\$100,607</u>      | <u>100.0</u>              |

| <b>COMMUNITY DEVELOPMENT SOUTH ROCKFORD TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL  | \$10,968              | \$144                 | \$0                   | \$0                   | \$0                           |
| OTHER  | <u>189,250</u>        | <u>338,018</u>        | <u>175,494</u>        | <u>175,494</u>        | <u>0</u>                      |
| TOTAL  | <u>\$200,218</u>      | <u>\$338,162</u>      | <u>\$175,494</u>      | <u>\$175,494</u>      | <u>\$0</u>                    |

| <b>FUNDING SOURCE</b> | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |
|-----------------------|-----------------------|---------------------------|-----------------------|---------------------------|
| PROPERTY TAXES        |                       |                           |                       |                           |
| TAX INCREMENT         | \$128,453             | 100.0                     | \$128,453             | 99.9                      |
| INTEREST INCOME       | <u>0</u>              | <u>0.0</u>                | <u>\$100</u>          | <u>0.1</u>                |
| TOTAL                 | <u>\$128,453</u>      | <u>100.0</u>              | <u>\$128,553</u>      | <u>100.0</u>              |

# Retail Tax Increment Financing Districts

| <b>COMMUNITY DEVELOPMENT ASSISTED LIVING TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                           |
| OTHER   | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>\$0</u>                    |
| TOTAL   | <u>\$0</u>            | <u>\$0</u>            | <u>\$0</u>            | <u>\$0</u>            | <u>\$0</u>                    |

| <b>FUNDING SOURCE</b> | 2010          |                   | 2011          |                   |
|-----------------------|---------------|-------------------|---------------|-------------------|
|                       | <u>AMOUNT</u> | <u>PERCENTAGE</u> | <u>AMOUNT</u> | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |               |                   |               |                   |
| TAX INCREMENT         | \$40          | 0.0               | \$40          | 0.0               |
| INTEREST INCOME       | <u>0</u>      | <u>0.0</u>        | <u>0</u>      | <u>0.0</u>        |
| TOTAL                 | <u>\$40</u>   | <u>0.0</u>        | <u>\$40</u>   | <u>0.0</u>        |

| <b>COMMUNITY DEVELOPMENT STATE KILBURN TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                           |
| OTHER   | <u>1,765</u>          | <u>1,439</u>          | <u>833</u>            | <u>31</u>             | <u>(802)</u>                  |
| TOTAL   | <u>\$1,765</u>        | <u>\$1,439</u>        | <u>\$833</u>          | <u>\$31</u>           | <u>(\$802)</u>                |

| <b>FUNDING SOURCE</b> | 2010            |                   | 2011            |                   |
|-----------------------|-----------------|-------------------|-----------------|-------------------|
|                       | <u>AMOUNT</u>   | <u>PERCENTAGE</u> | <u>AMOUNT</u>   | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |                 |                   |                 |                   |
| TAX INCREMENT         | \$23,760        | 100.0             | \$23,300        | 100.0             |
| INTEREST INCOME       | <u>0</u>        | <u>0.0</u>        | <u>0</u>        | <u>0.0</u>        |
| TOTAL                 | <u>\$23,760</u> | <u>100.0</u>      | <u>\$23,300</u> | <u>100.0</u>      |

| <b>COMMUNITY DEVELOPMENT STATE CENTRAL TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL   | \$71,053              | \$11,286              | \$0                   | \$0                   | \$0                           |
| OTHER   | <u>103</u>            | <u>398,134</u>        | <u>250,000</u>        | <u>250,308</u>        | <u>308</u>                    |
| TOTAL   | <u>\$71,156</u>       | <u>\$409,420</u>      | <u>\$250,000</u>      | <u>\$250,308</u>      | <u>\$308</u>                  |

| <b>FUNDING SOURCE</b> | 2010             |                   | 2011             |                   |
|-----------------------|------------------|-------------------|------------------|-------------------|
|                       | <u>AMOUNT</u>    | <u>PERCENTAGE</u> | <u>AMOUNT</u>    | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |                  |                   |                  |                   |
| TAX INCREMENT         | \$250,740        | 99.3              | \$250,700        | 100.0             |
| INTEREST INCOME       | <u>1,800</u>     | <u>0.7</u>        | <u>0</u>         | <u>0.0</u>        |
| TOTAL                 | <u>\$252,540</u> | <u>100.0</u>      | <u>\$250,700</u> | <u>100.0</u>      |

# Retail Tax Increment Financing Districts

| <b>COMMUNITY DEVELOPMENT SPRINGFIELD CORNERS TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| OTHER   | \$190,630             | \$198,632             | \$330,338             | \$328,982             | (\$1,356)              |
| TOTAL   | \$190,630             | \$198,632             | \$330,338             | \$328,982             | (\$1,356)              |
| <b>FUNDING SOURCE</b>   | 2010                  |                       | 2011                  |                       | 2011                   |
| PROPERTY TAXES  | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>PERCENTAGE</u>      |
| TAX INCREMENT   | \$411,100             | 100.0                 | \$414,300             | 100.0                 | 100.0                  |
| INTEREST INCOME   | 0                     | 0.0                   | 0                     | 0.0                   | 0.0                    |
| TOTAL   | \$411,100             | 100.0                 | \$414,300             | 100.0                 | 100.0                  |

| <b>COMMUNITY DEVELOPMENT NORTH MAIN STREET TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                    |
| OTHER   | \$68,963              | 79,468                | \$80,346              | \$180,475             | 100,129                |
| TOTAL   | \$68,963              | \$79,468              | \$80,346              | \$180,475             | \$100,129              |
| <b>FUNDING SOURCE</b>   | 2009                  |                       | 2010                  |                       | 2010                   |
| PROPERTY TAXES  | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>PERCENTAGE</u>      |
| TAX INCREMENT   | \$76,680              | 100.0                 | \$89,032              | 100.0                 | 100.0                  |
| INTEREST INCOME   | 0                     | 0.0                   | 0                     | 0.0                   | 0.0                    |
| TOTAL   | \$76,680              | 100.0                 | \$89,032              | 100.0                 | 100.0                  |

| <b>COMMUNITY DEVELOPMENT MAIN AUBURN TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL   | \$0                   | \$25                  | \$0                   | \$0                   | \$0                    |
| OTHER   | 339                   | 156                   | 5,000                 | 10,000                | 5,000                  |
| TOTAL   | \$339                 | \$181                 | \$5,000               | \$10,000              | \$5,000                |
| <b>FUNDING SOURCE</b>   | 2010                  |                       | 2011                  |                       | 2011                   |
| PROPERTY TAXES  | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>PERCENTAGE</u>      |
| TAX INCREMENT   | \$20,030              | 100.0                 | \$20,000              | 95.2                  | 95.2                   |
| INTEREST INCOME   | 0                     | 0.0                   | 1,000                 | 4.8                   | 4.8                    |
| TOTAL   | \$20,030              | 100.0                 | \$21,000              | 100.0                 | 100.0                  |

# Retail Tax Increment Financing Districts

| <b>COMMUNITY DEVELOPMENT MAIN WHITMAN TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL  | \$0                   | \$0                   | \$101,386             | \$0                   | (\$101,386)                   |
| OTHER  | <u>0</u>              | <u>1,467,781</u>      | <u>5,265</u>          | <u>108,509</u>        | <u>\$103,244</u>              |
| TOTAL  | <u>\$0</u>            | <u>\$1,467,781</u>    | <u>\$106,651</u>      | <u>\$108,509</u>      | <u>\$1,858</u>                |

| <b>FUNDING SOURCE</b> | 2010            |                   | 2011            |                   |
|-----------------------|-----------------|-------------------|-----------------|-------------------|
|                       | <u>AMOUNT</u>   | <u>PERCENTAGE</u> | <u>AMOUNT</u>   | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |                 |                   |                 |                   |
| TAX INCREMENT         | \$41,580        | 100.0             | \$76,600        | 100.0             |
| INTEREST INCOME       | <u>0</u>        | <u>0.0</u>        | <u>0</u>        | <u>0.0</u>        |
| TOTAL                 | <u>\$41,580</u> | <u>100.0</u>      | <u>\$76,600</u> | <u>100.0</u>      |

| <b>COMMUNITY DEVELOPMENT SEVENTH STREET TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL  | \$53,606              | \$1,762               | \$10,300              | \$10,300              | \$0                           |
| OTHER  | 1,016,151             | 1,932,032             | 978,170               | 1,144,120             | 165,950                       |
| CAPITAL  | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>                      |
| TOTAL  | <u>\$1,069,757</u>    | <u>\$1,933,794</u>    | <u>\$988,470</u>      | <u>\$1,154,420</u>    | <u>\$165,950</u>              |

| <b>FUNDING SOURCE</b> | 2010               |                   | 2011               |                   |
|-----------------------|--------------------|-------------------|--------------------|-------------------|
|                       | <u>AMOUNT</u>      | <u>PERCENTAGE</u> | <u>AMOUNT</u>      | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |                    |                   |                    |                   |
| TAX INCREMENT         | \$1,060,660        | 98.0              | \$1,060,660        | 99.1              |
| INTEREST INCOME       | <u>21,100</u>      | <u>2.0</u>        | <u>9,800</u>       | <u>0.9</u>        |
| TOTAL                 | <u>\$1,081,760</u> | <u>100.0</u>      | <u>\$1,070,460</u> | <u>100.0</u>      |

| <b>COMMUNITY DEVELOPMENT MIDTOWN TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                               |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                           |
| OTHER   | <u>0</u>              | <u>0</u>              | <u>50,000</u>         | <u>50,000</u>         | <u>\$0</u>                    |
| TOTAL   | <u>\$0</u>            | <u>\$0</u>            | <u>\$50,000</u>       | <u>\$50,000</u>       | <u>\$0</u>                    |

| <b>FUNDING SOURCE</b> | 2010            |                   | 2011            |                   |
|-----------------------|-----------------|-------------------|-----------------|-------------------|
|                       | <u>AMOUNT</u>   | <u>PERCENTAGE</u> | <u>AMOUNT</u>   | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |                 |                   |                 |                   |
| TAX INCREMENT         | \$65,210        | 97.0              | \$65,860        | 97.1              |
| INTEREST INCOME       | <u>2,000</u>    | <u>3.0</u>        | <u>2,000</u>    | <u>2.9</u>        |
| TOTAL                 | <u>\$67,210</u> | <u>100.0</u>      | <u>\$67,860</u> | <u>100.0</u>      |

## Retail Tax Increment Financing Districts

| <b>COMMUNITY DEVELOPMENT BROADWAY TAX INCREMENT FINANCING DISTRICT</b> |               |                  |                   |                 |                   |
|--|---------------|------------------|-------------------|-----------------|-------------------|
|  | 2008          | 2009             | 2010              | 2011            | INCREASE          |
| APPROPRIATION  | <u>ACTUAL</u> | <u>ACTUAL</u>    | <u>BUDGET</u>     | <u>BUDGET</u>   | <u>(DECREASE)</u> |
| CONTRACTUAL  | \$0           | \$0              | \$0               | \$0             | \$0               |
| OTHER  | <u>0</u>      | <u>135,000</u>   | <u>25,000</u>     | <u>2,100</u>    | <u>(\$22,900)</u> |
| TOTAL  | <u>\$0</u>    | <u>\$135,000</u> | <u>\$25,000</u>   | <u>\$2,100</u>  | <u>(\$22,900)</u> |
| <b>FUNDING SOURCE</b>  |               |                  |                   |                 |                   |
|  |               | 2010             | 2010              | 2011            | 2011              |
| PROPERTY TAXES   |               | <u>AMOUNT</u>    | <u>PERCENTAGE</u> | <u>AMOUNT</u>   | <u>PERCENTAGE</u> |
| TAX INCREMENT  |               | \$52,360         | 100.0             | \$52,884        | 100.0             |
| INTEREST INCOME  |               | <u>0</u>         | <u>0.0</u>        | <u>0</u>        | <u>0.0</u>        |
| TOTAL  |               | <u>\$52,360</u>  | <u>100.0</u>      | <u>\$52,884</u> | <u>100.0</u>      |

| <b>COMMUNITY DEVELOPMENT STATE ALPINE TAX INCREMENT FINANCING DISTRICT</b> |                 |                  |                   |                  |                   |
|--|-----------------|------------------|-------------------|------------------|-------------------|
|  | 2008            | 2009             | 2010              | 2011             | INCREASE          |
| APPROPRIATION  | <u>ACTUAL</u>   | <u>ACTUAL</u>    | <u>BUDGET</u>     | <u>BUDGET</u>    | <u>(DECREASE)</u> |
| CONTRACTUAL  | \$84,204        | \$2,853          | \$12,000          | \$12,000         | \$0               |
| OTHER  | <u>9,020</u>    | <u>253,796</u>   | <u>340,429</u>    | <u>310,429</u>   | <u>(30,000)</u>   |
| TOTAL  | <u>\$93,224</u> | <u>\$256,649</u> | <u>\$352,429</u>  | <u>\$322,429</u> | <u>(\$30,000)</u> |
| <b>FUNDING SOURCE</b>  |                 |                  |                   |                  |                   |
|  |                 | 2010             | 2010              | 2011             | 2011              |
| PROPERTY TAXES   |                 | <u>AMOUNT</u>    | <u>PERCENTAGE</u> | <u>AMOUNT</u>    | <u>PERCENTAGE</u> |
| TAX INCREMENT  |                 | \$262,530        | 97.4              | \$265,200        | 97.1              |
| INTEREST INCOME  |                 | <u>7,000</u>     | <u>2.6</u>        | <u>8,000</u>     | <u>2.9</u>        |
| TOTAL  |                 | <u>\$269,530</u> | <u>100.0</u>      | <u>\$273,200</u> | <u>100.0</u>      |

### **Budget Analysis**

This 17 district group collectively runs a deficit until 2012, turns positive, and then again runs a deficit from 2018 through 2027. The deficit generators are North Main, a high deficit year (2022) of \$960,000 and an estimated ending deficit of \$287,000 in 2026, and Main Whitman, a high deficit year of \$519,000 (2025) and an estimated ending deficit of \$54,000 in 2031.

It is difficult to estimate revenue growth which is property tax increment, generated by new construction and projects as well as inflationary growth of existing equalized assessed valuation, for several decades. These projections are based upon the most conservative assumptions possible.

Deficit reduction action was taken in two areas for 2009. For the near downtown area, adjustments were made among the Seventh Street, East River, South Rockford, East Side, and West Side #1 districts. In addition, \$300,000 was transferred from the State and Central district to Springfield Corners. An additional \$2.2 million will need to be transferred from 2010 through 2018 from the former to the latter.

# Retail Tax Increment Financing Districts

No long term financing was issued in 2010.

## Five Year Financial Forecasts

The 2012-2016 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. An ending balance schedule for all TIF districts for all years is also included.

### EAST SIDE TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u>  |
|-------------------|--------------|-------------|-------------|-------------|--------------|
| Revenues          | \$348        | \$350       | \$350       | \$350       | \$350        |
| Expenditures      | <u>156</u>   | <u>352</u>  | <u>352</u>  | <u>352</u>  | <u>429</u>   |
| Excess (Deficit)  | <u>192</u>   | <u>(2)</u>  | <u>(2)</u>  | <u>(2)</u>  | <u>(78)</u>  |
| Beginning Balance | <u>(109)</u> | <u>83</u>   | <u>82</u>   | <u>80</u>   | <u>78</u>    |
| Ending Balance    | <u>\$83</u>  | <u>\$82</u> | <u>\$80</u> | <u>\$78</u> | <u>(\$0)</u> |

### EAST RIVER TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$119        | \$121        | \$123        | \$124        | \$124        |
| Expenditures      | <u>79</u>    | <u>103</u>   | <u>127</u>   | <u>126</u>   | <u>125</u>   |
| Excess (Deficit)  | <u>40</u>    | <u>18</u>    | <u>(4)</u>   | <u>(2)</u>   | <u>(1)</u>   |
| Beginning Balance | <u>92</u>    | <u>132</u>   | <u>150</u>   | <u>146</u>   | <u>143</u>   |
| Ending Balance    | <u>\$132</u> | <u>\$150</u> | <u>\$146</u> | <u>\$144</u> | <u>\$142</u> |

### WEST SIDE TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$404        | \$407        | \$414        | \$414        | \$414        |
| Expenditures      | <u>214</u>   | <u>210</u>   | <u>411</u>   | <u>411</u>   | <u>682</u>   |
| Excess (Deficit)  | <u>190</u>   | <u>196</u>   | <u>3</u>     | <u>2</u>     | <u>(268)</u> |
| Beginning Balance | <u>(123)</u> | <u>67</u>    | <u>263</u>   | <u>266</u>   | <u>268</u>   |
| Ending Balance    | <u>\$67</u>  | <u>\$263</u> | <u>\$266</u> | <u>\$268</u> | <u>\$0</u>   |

### WEST SIDE 2 TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Revenues          | \$10        | \$10        | \$11        | \$11        | \$11        |
| Expenditures      | <u>0</u>    | <u>0</u>    | <u>10</u>   | <u>10</u>   | <u>10</u>   |
| Excess (Deficit)  | <u>10</u>   | <u>10</u>   | <u>1</u>    | <u>1</u>    | <u>1</u>    |
| Beginning Balance | <u>1</u>    | <u>11</u>   | <u>21</u>   | <u>22</u>   | <u>23</u>   |
| Ending Balance    | <u>\$11</u> | <u>\$21</u> | <u>\$22</u> | <u>\$23</u> | <u>\$24</u> |

### RIVER NORTH TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$110        | \$114        | \$117        | \$120        | \$122        |
| Expenditures      | <u>26</u>    | <u>76</u>    | <u>75</u>    | <u>130</u>   | <u>129</u>   |
| Excess (Deficit)  | <u>84</u>    | <u>38</u>    | <u>42</u>    | <u>(10)</u>  | <u>(7)</u>   |
| Beginning Balance | <u>392</u>   | <u>476</u>   | <u>515</u>   | <u>556</u>   | <u>546</u>   |
| Ending Balance    | <u>\$476</u> | <u>\$514</u> | <u>\$557</u> | <u>\$546</u> | <u>\$539</u> |

# Retail Tax Increment Financing Districts

## SOUTH ROCKFORD TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>   | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|---------------|----------------|----------------|----------------|----------------|
| Revenues          | \$129         | \$129          | \$129          | \$130          | \$130          |
| Expenditures      | <u>172</u>    | <u>174</u>     | <u>176</u>     | <u>178</u>     | <u>180</u>     |
| Excess (Deficit)  | <u>(44)</u>   | <u>(45)</u>    | <u>(47)</u>    | <u>(48)</u>    | <u>(50)</u>    |
| Beginning Balance | <u>(44)</u>   | <u>(88)</u>    | <u>(133)</u>   | <u>(179)</u>   | <u>(228)</u>   |
| Ending Balance    | <u>(\$88)</u> | <u>(\$133)</u> | <u>(\$179)</u> | <u>(\$228)</u> | <u>(\$278)</u> |

## ASSISTED LIVING TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Revenues          | \$0         | \$0         | \$0         | \$0         | \$0         |
| Expenditures      | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</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>  |

## STATE KILBURN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u>  | <u>2016</u>  |
|-------------------|-------------|-------------|-------------|--------------|--------------|
| Revenues          | \$24        | \$25        | \$26        | \$28         | \$29         |
| Expenditures      | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>     | <u>0</u>     |
| Excess (Deficit)  | <u>24</u>   | <u>25</u>   | <u>26</u>   | <u>28</u>    | <u>29</u>    |
| Beginning Balance | <u>22</u>   | <u>47</u>   | <u>72</u>   | <u>98</u>    | <u>126</u>   |
| Ending Balance    | <u>\$46</u> | <u>\$72</u> | <u>\$98</u> | <u>\$126</u> | <u>\$155</u> |

## STATE CENTRAL TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$251        | \$251        | \$251        | \$251        | \$251        |
| Expenditures      | <u>250</u>   | <u>250</u>   | <u>250</u>   | <u>250</u>   | <u>250</u>   |
| Excess (Deficit)  | <u>1</u>     | <u>1</u>     | <u>1</u>     | <u>1</u>     | <u>1</u>     |
| Beginning Balance | <u>(8)</u>   | <u>(8)</u>   | <u>(8)</u>   | <u>(7)</u>   | <u>(7)</u>   |
| Ending Balance    | <u>(\$7)</u> | <u>(\$7)</u> | <u>(\$7)</u> | <u>(\$6)</u> | <u>(\$6)</u> |

## SPRINGFIELD CORNERS TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>    | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Revenues          | \$418          | \$421          | \$424          | \$570          | \$577          |
| Expenditures      | <u>451</u>     | <u>472</u>     | <u>467</u>     | <u>486</u>     | <u>474</u>     |
| Excess (Deficit)  | <u>(33)</u>    | <u>(51)</u>    | <u>(43)</u>    | <u>84</u>      | <u>103</u>     |
| Beginning Balance | <u>(257)</u>   | <u>(290)</u>   | <u>(341)</u>   | <u>(384)</u>   | <u>(300)</u>   |
| Ending Balance    | <u>(\$290)</u> | <u>(\$341)</u> | <u>(\$384)</u> | <u>(\$300)</u> | <u>(\$197)</u> |

## NORTH MAIN STREET TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>    | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Revenues          | \$92           | \$143          | \$147          | \$151          | \$155          |
| Expenditures      | <u>180</u>     | <u>179</u>     | <u>226</u>     | <u>223</u>     | <u>219</u>     |
| Excess (Deficit)  | <u>(88)</u>    | <u>(36)</u>    | <u>(79)</u>    | <u>(72)</u>    | <u>(64)</u>    |
| Beginning Balance | <u>(420)</u>   | <u>(508)</u>   | <u>(544)</u>   | <u>(623)</u>   | <u>(695)</u>   |
| Ending Balance    | <u>(\$508)</u> | <u>(\$544)</u> | <u>(\$623)</u> | <u>(\$695)</u> | <u>(\$760)</u> |

# Retail Tax Increment Financing Districts

## MAIN AUBURN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Revenues          | \$21        | \$22        | \$22        | \$22        | \$22        |
| Expenditures      | <u>10</u>   | <u>20</u>   | <u>25</u>   | <u>25</u>   | <u>25</u>   |
| Excess (Deficit)  | <u>11</u>   | <u>2</u>    | <u>(3)</u>  | <u>(3)</u>  | <u>(3)</u>  |
| Beginning Balance | <u>40</u>   | <u>52</u>   | <u>53</u>   | <u>50</u>   | <u>47</u>   |
| Ending Balance    | <u>\$51</u> | <u>\$54</u> | <u>\$50</u> | <u>\$47</u> | <u>\$44</u> |

## MAIN WHITMAN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>    | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Revenues          | \$80           | \$84           | \$87           | \$91           | \$95           |
| Expenditures      | <u>108</u>     | <u>107</u>     | <u>106</u>     | <u>125</u>     | <u>124</u>     |
| Excess (Deficit)  | <u>(28)</u>    | <u>(23)</u>    | <u>(19)</u>    | <u>(34)</u>    | <u>(29)</u>    |
| Beginning Balance | <u>(256)</u>   | <u>(283)</u>   | <u>(307)</u>   | <u>(326)</u>   | <u>(360)</u>   |
| Ending Balance    | <u>(\$284)</u> | <u>(\$306)</u> | <u>(\$326)</u> | <u>(\$360)</u> | <u>(\$389)</u> |

## 7TH STREET TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$1,067      | \$1,069      | \$1,069      | \$1,070      | \$1,069      |
| Expenditures      | <u>1,034</u> | <u>1,048</u> | <u>1,045</u> | <u>1,119</u> | <u>1,298</u> |
| Excess (Deficit)  | <u>34</u>    | <u>20</u>    | <u>24</u>    | <u>(49)</u>  | <u>(230)</u> |
| Beginning Balance | <u>200</u>   | <u>234</u>   | <u>255</u>   | <u>279</u>   | <u>230</u>   |
| Ending Balance    | <u>\$234</u> | <u>\$255</u> | <u>\$279</u> | <u>\$230</u> | <u>\$0</u>   |

## MIDTOWN TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$70         | \$71         | \$72         | \$74         | \$75         |
| Expenditures      | <u>50</u>    | <u>50</u>    | <u>50</u>    | <u>50</u>    | <u>50</u>    |
| Excess (Deficit)  | <u>20</u>    | <u>21</u>    | <u>22</u>    | <u>24</u>    | <u>25</u>    |
| Beginning Balance | <u>89</u>    | <u>109</u>   | <u>130</u>   | <u>152</u>   | <u>176</u>   |
| Ending Balance    | <u>\$109</u> | <u>\$130</u> | <u>\$152</u> | <u>\$176</u> | <u>\$201</u> |

## BROADWAY TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------------|--------------|-------------|-------------|-------------|-------------|
| Revenues          | \$53         | \$54        | \$55        | \$56        | \$56        |
| Expenditures      | <u>1</u>     | <u>25</u>   | <u>50</u>   | <u>50</u>   | <u>50</u>   |
| Excess (Deficit)  | <u>52</u>    | <u>29</u>   | <u>5</u>    | <u>6</u>    | <u>6</u>    |
| Beginning Balance | <u>(57)</u>  | <u>(5)</u>  | <u>24</u>   | <u>29</u>   | <u>35</u>   |
| Ending Balance    | <u>(\$5)</u> | <u>\$24</u> | <u>\$29</u> | <u>\$35</u> | <u>\$41</u> |

# Retail Tax Increment Financing Districts

STATE ALPINE TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$275        | \$276        | \$280        | \$283        | \$287        |
| Expenditures      | <u>305</u>   | <u>255</u>   | <u>260</u>   | <u>257</u>   | <u>240</u>   |
| Excess (Deficit)  | (30)         | 21           | 20           | 26           | 47           |
| Beginning Balance | <u>189</u>   | <u>158</u>   | <u>179</u>   | <u>198</u>   | <u>224</u>   |
| Ending Balance    | <u>\$159</u> | <u>\$179</u> | <u>\$199</u> | <u>\$224</u> | <u>\$271</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.

There are six industrial TIF Districts, Kishwaukee-Harrison #1 and #2, Preston and Central, Rockford Global Trade Park #1, #2, #3.

## **2010 Accomplishments** →

- Completed reconstruction projects for Kishwaukee Street and Kishwaukee Bridge.
- Continued implementation of Kishwaukee Corridor Study recommendations.
- Continued to coordinate Kishwaukee Corridor Empowerment Group.
- Continued cooperative marketing plan for industrial TIFs with RAEDC.
- Expanded boundary of Global TradePark TIF #1.
- Continued evaluation of creating Global TradePark South Redevelopment Planning Area.
- Advocated successfully for extension of Industrial Jobs Recovery Act.
- Completed negotiations for annexation boundary and utility agreement with Village of Davis Junction.
- Completed employee training activities for companies in Global Trade Park and Kishwaukee Harrison districts.
- Demolished buildings 10 and 19 at Barber Colman.
- Completed construction of Wanxiang's 40,000 square foot solar panel manufacturing facility.
- Commenced construction of Rockford Solar Partners' 200 acre solar farm.
- Haldex Hydraulics Corporation relocated machine tools creating eight new jobs, retaining 31 and investing \$5 million.

## **Industrial Tax Increment Financing Districts**

- Ingersoll Machine Tool created new wind energy business with 87 new jobs, retained 69 jobs, and invested \$12 million.
- Ring Container Tech added 8,000 square feet, retaining 30 jobs and investing \$7.5 million.
- Pyramid Plastics, Inc added new machinery, creating 15 new jobs, retaining 40 and investing \$500,000.
- ABI, Inc added 25,000 square feet, creating 16 jobs, retaining four and investing \$1.07 million.
- Provided assistance to Global Display Solutions, Brew House, Cellusuede Products Inc, Navistar, Reload/Watco, Gates Corp, Testors, Driveline Systems, American Colloid Co: Jacobson Warehousing, Goeller Inc: Gfi Metal treating, B/E Aerospace, Arntzen Corp, UPS, Flow-EZE Co: Rockford Products, and W.A. Whitney:

### **2011 Goals & Objectives →**

- Begin construction of Logistics Parkway extension.
- Begin construction of RockAero Park/Faith Center Church intersection/access road.
- Continue implementation of Kishwaukee Corridor Study recommendations.
- Continue to coordinate Kishwaukee Corridor Empowerment Group.
- Construct new Rockford Global TradePark sign.
- Continue cooperative marketing plan for industrial TIFs with RAEDC.
- Continue evaluation of creating Global TradePark South Redevelopment Planning Area.
- Initiate annexation of Gensler and Wolfenberger properties.
- Eliminate three sources of blight in industrial TIFs.
- Attract four new companies to industrial TIFs.
- Assist four existing companies to expand in industrial TIFs.
- Provide assistance to six existing companies in industrial TIFs.

# Industrial Tax Increment Financing Districts

## Budget Summary

| <b>COMMUNITY DEVELOPMENT GLOBAL TRADE PARK TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL   | \$16,323              | \$3,027               | \$13,500              | \$10,000              | (\$3,500)              |
| OTHER   | 1,740,371             | 1,684,058             | 750,463               | 807,973               | 57,510                 |
| TOTAL   | <u>\$1,756,694</u>    | <u>\$1,687,085</u>    | <u>\$763,963</u>      | <u>\$817,973</u>      | <u>\$54,010</u>        |
| <b>FUNDING SOURCE</b>   | 2010                  |                       | 2011                  |                       | 2011                   |
| PROPERTY TAXES  | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     |                        |
| TAX INCREMENT   | \$884,887             | 100.0                 | \$1,079,000           | 100.0                 |                        |
| INTEREST INCOME   | 0                     | 0.0                   | 0                     | 0.0                   |                        |
| TOTAL   | <u>\$884,887</u>      | <u>100.0</u>          | <u>\$1,079,000</u>    | <u>100.0</u>          |                        |

| <b>COMM DEV GLOBAL TRADE PARK 2 TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL  | \$0                   | \$6,688               | \$0                   | \$0                   | \$0                    |
| OTHER  | 812                   | 215,169               | 133,700               | 200,000               | 66,300                 |
| TOTAL  | <u>\$812</u>          | <u>\$221,857</u>      | <u>\$133,700</u>      | <u>\$200,000</u>      | <u>\$66,300</u>        |
| <b>FUNDING SOURCE</b>  | 2010                  |                       | 2011                  |                       | 2011                   |
| PROPERTY TAXES   | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     |                        |
| TAX INCREMENT  | \$211,200             | 99.8                  | \$216,900             | 98.9                  |                        |
| INTEREST INCOME  | 403                   | 0.2                   | 2,411                 | 1.1                   |                        |
| TOTAL  | <u>\$211,603</u>      | <u>100.0</u>          | <u>\$219,311</u>      | <u>100.0</u>          |                        |

| <b>COMM DEV GLOBAL TRADE PARK 3 TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL  | \$0                   | \$0                   | \$0                   | \$0                   | \$0                    |
| OTHER  | 0                     | 75,000                | 50,000                | 100,000               | 50,000                 |
| TOTAL  | <u>\$0</u>            | <u>\$75,000</u>       | <u>\$50,000</u>       | <u>\$100,000</u>      | <u>\$50,000</u>        |
| <b>FUNDING SOURCE</b>  | 2010                  |                       | 2011                  |                       | 2011                   |
| PROPERTY TAXES   | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     | <u>AMOUNT</u>         | <u>PERCENTAGE</u>     |                        |
| TAX INCREMENT  | \$135,100             | 99.8                  | \$163,900             | 97.9                  |                        |
| INTEREST INCOME  | 312                   | 0.2                   | 3,539                 | 2.1                   |                        |
| TOTAL  | <u>\$135,412</u>      | <u>100.0</u>          | <u>\$167,439</u>      | <u>100.0</u>          |                        |

# Industrial Tax Increment Financing Districts

| <b>COMMUNITY DEVELOPMENT PRESTON CENTRAL TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>  | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL   | \$1,647,149           | \$0                   | \$0                   | \$0                   | \$0                    |
| OTHER   | 316,456               | 105,267               | 142,702               | 135,360               | (7,342)                |
| TOTAL   | <u>\$1,963,605</u>    | <u>\$105,267</u>      | <u>\$142,702</u>      | <u>\$135,360</u>      | (7,342)                |

| <b>FUNDING SOURCE</b> | 2010            |                   | 2011             |                   |
|-----------------------|-----------------|-------------------|------------------|-------------------|
|                       | <u>AMOUNT</u>   | <u>PERCENTAGE</u> | <u>AMOUNT</u>    | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |                 |                   |                  |                   |
| TAX INCREMENT         | \$20,900        | 100.0             | \$37,300         | 27.5              |
| OTHER                 | 0               | 0.0               | 98,300           | 72.5              |
| INTEREST INCOME       | 0               | 0.0               | 0                | 0.0               |
| TOTAL                 | <u>\$20,900</u> | <u>100.0</u>      | <u>\$135,600</u> | <u>100.0</u>      |

| <b>COMMUNITY DEVELOPMENT KISHWAUKEE HARRISON #1 TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL  | \$0                   | \$0                   | \$0                   | \$0                   | \$0                    |
| OTHER  | 30,786                | 29,796                | 45,050                | 46,239                | 1,189                  |
| TOTAL  | <u>\$30,786</u>       | <u>\$29,796</u>       | <u>\$45,050</u>       | <u>\$46,239</u>       | <u>\$1,189</u>         |

| <b>FUNDING SOURCE</b> | 2010            |                   | 2011            |                   |
|-----------------------|-----------------|-------------------|-----------------|-------------------|
|                       | <u>AMOUNT</u>   | <u>PERCENTAGE</u> | <u>AMOUNT</u>   | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |                 |                   |                 |                   |
| TAX INCREMENT         | \$53,000        | 97.6              | \$54,399        | 96.9              |
| INTEREST INCOME       | 1,327           | 2.4               | 1,759           | 3.1               |
| TOTAL                 | <u>\$54,327</u> | <u>100.0</u>      | <u>\$56,158</u> | <u>100.0</u>      |

| <b>COMMUNITY DEVELOPMENT KISHWAUKEE HARRISON #2 TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                       |                       |                        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br>(DECREASE) |
| CONTRACTUAL  | \$0                   | \$0                   | \$0                   | \$0                   | \$0                    |
| OTHER  | 0                     | 0                     | 100                   | 100                   | 0                      |
| TOTAL  | <u>\$0</u>            | <u>\$0</u>            | <u>\$100</u>          | <u>\$100</u>          | <u>\$0</u>             |

| <b>FUNDING SOURCE</b> | 2010          |                   | 2011          |                   |
|-----------------------|---------------|-------------------|---------------|-------------------|
|                       | <u>AMOUNT</u> | <u>PERCENTAGE</u> | <u>AMOUNT</u> | <u>PERCENTAGE</u> |
| PROPERTY TAXES        |               |                   |               |                   |
| TAX INCREMENT         | \$245         | 100.0             | \$255         | 100.0             |
| INTEREST INCOME       | 0             | 0.0               | 0             | 0.0               |
| TOTAL                 | <u>\$245</u>  | <u>100.0</u>      | <u>\$255</u>  | <u>100.0</u>      |

# Industrial Tax Increment Financing Districts

## Budget Analysis

This six district group collectively runs a deficit for the entire period, a low of \$0.7 million in 2012 and a high of \$2.7 million in 2031. This is entirely due to the Preston and Central TIF District which has had not only cost overruns during site preparation but also delays in the project being initiated. Given the most optimistic outlook, this project could have several phases and change the current financial estimate. Until development occurs on the site, thereby producing increment, debt service payments will be reimbursed by Liebovich.

It is difficult to estimate revenue growth which is property tax increment, generated by new construction and projects as well as inflationary growth of existing equalized assessed valuation, for several decades. These projections are based upon the most conservative assumptions possible.

Deficit reduction actions taken in 2009 included steps in the three Global Trade Park TIF Districts. \$200,000 was transferred from Trade Park #2 and #3 to Trade Park #1. Additional transfers will be made during the next three years.

No long term financing occurred in 2010.

## Five Year Financial Forecasts

The 2012-2016 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. An ending balance schedule for all TIF districts for all years is also included.

### GLOBAL TRADE PARK TIF #1 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$1,100      | \$826        | \$842        | \$858        | \$878        |
| Expenditures      | <u>824</u>   | <u>834</u>   | <u>857</u>   | <u>748</u>   | <u>983</u>   |
| Excess (Deficit)  | <u>276</u>   | <u>(8)</u>   | <u>(15)</u>  | <u>110</u>   | <u>(105)</u> |
| Beginning Balance | 160          | 436          | 428          | 413          | 523          |
| Ending Balance    | <u>\$436</u> | <u>\$428</u> | <u>\$413</u> | <u>\$523</u> | <u>\$418</u> |

### GLOBAL TRADE PARK TIF #2 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$222        | \$226        | \$232        | \$236        | \$240        |
| Expenditures      | <u>200</u>   | <u>100</u>   | <u>200</u>   | <u>200</u>   | <u>200</u>   |
| Excess (Deficit)  | <u>22</u>    | <u>126</u>   | <u>32</u>    | <u>36</u>    | <u>40</u>    |
| Beginning Balance | 88           | 111          | 236          | 269          | 305          |
| Ending Balance    | <u>\$110</u> | <u>\$237</u> | <u>\$268</u> | <u>\$305</u> | <u>\$345</u> |

# Industrial Tax Increment Financing Districts

## GLOBAL TRADE PARK TIF #3 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$172        | \$176        | \$179        | \$182        | \$183        |
| Expenditures      | <u>100</u>   | <u>150</u>   | <u>150</u>   | <u>200</u>   | <u>200</u>   |
| Excess (Deficit)  | <u>72</u>    | <u>26</u>    | <u>29</u>    | <u>(18)</u>  | <u>(17)</u>  |
| Beginning Balance | <u>169</u>   | <u>240</u>   | <u>266</u>   | <u>295</u>   | <u>277</u>   |
| Ending Balance    | <u>\$241</u> | <u>\$266</u> | <u>\$295</u> | <u>\$277</u> | <u>\$260</u> |

## PRESTON CENTRAL TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>      | <u>2013</u>      | <u>2014</u>      | <u>2015</u>      | <u>2016</u>      |
|-------------------|------------------|------------------|------------------|------------------|------------------|
| Revenues          | \$38             | \$70             | \$72             | \$74             | \$75             |
| Expenditures      | <u>133</u>       | <u>134</u>       | <u>134</u>       | <u>134</u>       | <u>134</u>       |
| Excess (Deficit)  | <u>(95)</u>      | <u>(64)</u>      | <u>(62)</u>      | <u>(60)</u>      | <u>(59)</u>      |
| Beginning Balance | <u>(1,119)</u>   | <u>(1,215)</u>   | <u>(1,279)</u>   | <u>(1,341)</u>   | <u>(1,402)</u>   |
| Ending Balance    | <u>(\$1,214)</u> | <u>(\$1,279)</u> | <u>(\$1,341)</u> | <u>(\$1,401)</u> | <u>(\$1,461)</u> |

## KISHWAUKEE HARRISON TIF #1 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u>  | <u>2016</u>  |
|-------------------|-------------|-------------|-------------|--------------|--------------|
| Revenues          | \$57        | \$58        | \$59        | \$60         | \$61         |
| Expenditures      | <u>47</u>   | <u>47</u>   | <u>48</u>   | <u>48</u>    | <u>49</u>    |
| Excess (Deficit)  | <u>10</u>   | <u>11</u>   | <u>11</u>   | <u>12</u>    | <u>12</u>    |
| Beginning Balance | <u>60</u>   | <u>71</u>   | <u>81</u>   | <u>93</u>    | <u>104</u>   |
| Ending Balance    | <u>\$71</u> | <u>\$81</u> | <u>\$93</u> | <u>\$104</u> | <u>\$117</u> |

## KISHWAUKEE HARRISON TIF #2 FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Revenues          | \$0         | \$0         | \$0         | \$0         | \$0         |
| Expenditures      | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>    |
| Excess (Deficit)  | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>    | <u>0</u>    |
| Beginning Balance | <u>0</u>    | <u>1</u>    | <u>1</u>    | <u>1</u>    | <u>1</u>    |
| Ending Balance    | <u>\$1</u>  | <u>\$1</u>  | <u>\$1</u>  | <u>\$1</u>  | <u>\$1</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 and #2, Hope 6, Garrison, River Oaks, and Jackson School.

## **2010 Accomplishments**

- At Thatcher Blake RiverWalk, no additional units have been constructed above the 16 currently built out. There are two models to view and the prices have been reduced. Of the 16 units, 8 units have been sold and there is 1 pending sale.
- There is one lot left to sell at Lincolnwood II. This lot/home must be presold prior to the start of construction.
- Construction began on five lots at the Springfield Corners Subdivision. Two of the five homes are completed and occupied. The construction is stalled on the remaining three lots due to the sluggish market.
- Garrison Lofts (School & Gym) still enjoys very high occupancy rates on all completed units. The developer is about to begin construction on an additional unit as demand remains strong. The developer has also acquired several additional properties for rehab in the neighborhood. Their presence and positive affect grows each year despite the dismal realities of real estate in general.
- Garrison Town Homes has recently completed two additional model units and they have regular traffic. They had an October Fest themed open house to show off the models, the considerable work completed to the remaining shell units and the grounds. Items include; Additional Stoops, Garage spaces, blacktop, landscaping, lighting and general curb appeal. One town home has been sold.
- 21XX Reed is currently available for sale. There is an interested party but no contracts have been executed for the sale of the lot.

# Residential Tax Increment Financing Districts

## 2011 Goals and Objectives

- Facilitate through marketing efforts and the provision of incentives, the continued build out of the Springfield Corners Subdivision, Thatcher Blake RiverWalk, 21XX Reed Avenue, and the Garrison Lofts/Townhomes sites. All developers with lots/homes to sell are hopeful that the market will improve and they will sell additional units in 2011. We also will continue to encourage renovation on nearby properties in the various neighborhoods through the provision of housing programs and other types of assistance.

## Budget Summary

| COMMUNITY DEVELOPMENT LINCOLNWOOD TAX INCREMENT FINANCING DISTRICT #1 |                |                |                |                    |                        |                    |
|---|----------------|----------------|----------------|--------------------|------------------------|--------------------|
| APPROPRIATION   | 2008<br>ACTUAL | 2009<br>ACTUAL | 2010<br>BUDGET | 2011<br>BUDGET     | INCREASE<br>(DECREASE) |                    |
| OTHER   | \$21,688       | \$96,688       | \$45,688       | \$44,688           | (\$1,000)              |                    |
| TOTAL   | \$21,688       | \$96,688       | \$45,688       | \$44,688           | (\$1,000)              |                    |
| FUNDING SOURCE  |                |                | 2010<br>AMOUNT | 2010<br>PERCENTAGE | 2011<br>AMOUNT         | 2011<br>PERCENTAGE |
| PROPERTY TAXES  |                |                | \$75,500       | 96.2               | \$76,800               | 95.0               |
| TAX INCREMENT   |                |                | 3,000          | 3.8                | 4,000                  | 5.0                |
| INTEREST INCOME   |                |                | \$78,500       | 100.0              | \$80,800               | 100.0              |
| TOTAL   |                |                |                |                    |                        |                    |

| COMMUNITY DEVELOPMENT LINCOLNWOOD TAX INCREMENT FINANCING DISTRICT #2 |                |                |                |                    |                        |                    |
|---|----------------|----------------|----------------|--------------------|------------------------|--------------------|
| APPROPRIATION   | 2008<br>ACTUAL | 2009<br>ACTUAL | 2010<br>BUDGET | 2011<br>BUDGET     | INCREASE<br>(DECREASE) |                    |
| OTHER   | \$26,431       | \$25,239       | \$23,631       | \$48,631           | \$25,000               |                    |
| TOTAL   | \$26,431       | \$25,239       | \$23,631       | \$48,631           | \$25,000               |                    |
| FUNDING SOURCE  |                |                | 2010<br>AMOUNT | 2010<br>PERCENTAGE | 2011<br>AMOUNT         | 2011<br>PERCENTAGE |
| PROPERTY TAXES  |                |                | \$47,000       | 98.3               | \$53,100               | 96.9               |
| TAX INCREMENT   |                |                | 800            | 1.7                | 1,700                  | 3.1                |
| INTEREST INCOME   |                |                | \$47,800       | 100.0              | \$54,800               | 100.0              |
| TOTAL   |                |                |                |                    |                        |                    |

# Residential Tax Increment Financing Districts

| <b>COMMUNITY DEVELOPMENT HOPE SIX TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                           |                       |                               |
|--|-----------------------|-----------------------|---------------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u>     | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| OTHER  | <u>\$141,991</u>      | <u>\$127,638</u>      | <u>\$118,115</u>          | <u>\$266,051</u>      | <u>\$147,936</u>              |
| TOTAL  | <u>\$141,991</u>      | <u>\$127,638</u>      | <u>\$118,115</u>          | <u>\$266,051</u>      | <u>\$147,936</u>              |
| <b>FUNDING SOURCE</b>  |                       |                       |                           |                       |                               |
|  |                       | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u>     |
| PROPERTY TAXES   |                       |                       |                           |                       |                               |
| TAX INCREMENT  |                       | <u>\$182,990</u>      | <u>100.0</u>              | <u>\$185,640</u>      | <u>100.0</u>                  |
| INTEREST INCOME  |                       | <u>0</u>              | <u>0.0</u>                | <u>0</u>              | <u>0.0</u>                    |
| TOTAL  |                       | <u>\$182,990</u>      | <u>100.0</u>              | <u>\$185,640</u>      | <u>100.0</u>                  |

| <b>COMMUNITY DEVELOPMENT GARRISON TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                           |                       |                               |
|--|-----------------------|-----------------------|---------------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u>     | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| OTHER  | <u>\$64,463</u>       | <u>\$72,891</u>       | <u>\$74,415</u>           | <u>\$75,136</u>       | <u>\$721</u>                  |
| TOTAL  | <u>\$64,463</u>       | <u>\$72,891</u>       | <u>\$74,415</u>           | <u>\$75,136</u>       | <u>\$721</u>                  |
| <b>FUNDING SOURCE</b>  |                       |                       |                           |                       |                               |
|  |                       | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u>     |
| PROPERTY TAXES   |                       |                       |                           |                       |                               |
| TAX INCREMENT  |                       | <u>\$51,800</u>       | <u>100.0</u>              | <u>\$53,000</u>       | <u>100.0</u>                  |
| INTEREST INCOME  |                       | <u>0</u>              | <u>0.0</u>                | <u>0</u>              | <u>0.0</u>                    |
| TOTAL  |                       | <u>\$51,800</u>       | <u>100.0</u>              | <u>\$53,000</u>       | <u>100.0</u>                  |

| <b>COMMUNITY DEVELOPMENT RIVER OAKS TAX INCREMENT FINANCING DISTRICT</b> |                       |                       |                           |                       |                               |
|--|-----------------------|-----------------------|---------------------------|-----------------------|-------------------------------|
| <b>APPROPRIATION</b>   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u>     | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| OTHER  | <u>\$101,588</u>      | <u>\$191,550</u>      | <u>\$317,706</u>          | <u>\$318,293</u>      | <u>\$587</u>                  |
| TOTAL  | <u>\$101,588</u>      | <u>\$191,550</u>      | <u>\$317,706</u>          | <u>\$318,293</u>      | <u>\$587</u>                  |
| <b>FUNDING SOURCE</b>  |                       |                       |                           |                       |                               |
|  |                       | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u>     |
| PROPERTY TAXES   |                       |                       |                           |                       |                               |
| TAX INCREMENT  |                       | <u>\$71,300</u>       | <u>100.0</u>              | <u>\$73,000</u>       | <u>100.0</u>                  |
| INTEREST INCOME  |                       | <u>0</u>              | <u>0.0</u>                | <u>0</u>              | <u>0.0</u>                    |
| TOTAL  |                       | <u>\$71,300</u>       | <u>100.0</u>              | <u>\$73,000</u>       | <u>100.0</u>                  |

# Residential Tax Increment Financing Districts

| COMMUNITY DEVELOPMENT JACKSON SCHOOL TAX INCREMENT FINANCING DISTRICT |                       |                       |                       |                       |                               |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| APPROPRIATION   | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u> | 2010<br><u>BUDGET</u> | 2011<br><u>BUDGET</u> | INCREASE<br><u>(DECREASE)</u> |
| CONTRACTUAL   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                           |
| OTHER   | <u>213,240</u>        | <u>22,000</u>         | <u>137,000</u>        | <u>142,735</u>        | <u>\$5,735</u>                |
| TOTAL   | <u>\$213,240</u>      | <u>\$22,000</u>       | <u>\$137,000</u>      | <u>\$142,735</u>      | <u>\$5,735</u>                |

| FUNDING SOURCE  | 2010<br><u>AMOUNT</u> | 2010<br><u>PERCENTAGE</u> | 2011<br><u>AMOUNT</u> | 2011<br><u>PERCENTAGE</u> |
|-----------------|-----------------------|---------------------------|-----------------------|---------------------------|
| PROPERTY TAXES  |                       |                           |                       |                           |
| TAX INCREMENT   | \$121,400             | 96.3                      | \$144,585             | 96.3                      |
| INTEREST INCOME | <u>4,700</u>          | <u>3.7</u>                | <u>5,600</u>          | <u>3.7</u>                |
| TOTAL           | <u>\$126,100</u>      | <u>100.0</u>              | <u>\$150,185</u>      | <u>100.0</u>              |

## Budget Analysis

This six district group collectively runs a deficit until 2026 ranging from \$1.2 million in 2011 to \$2.7 million in 2019. The deficit generators are Hope 6, a high deficit year (2023) of \$820,000 before turning positive in 2027, Garrison, a high deficit year (2023) of \$650,000 before turning positive in 2027, and River Oaks, a high deficit year (2019) of \$1.8 million before turning positive in 2025.

It is difficult to estimate revenue growth which is property tax increment, generated by new construction and projects as well as inflationary growth of existing equalized assessed valuation, for several decades. These projections are based upon the most conservative assumptions possible.

No long term financing occurred in 2010.

## Five Year Financial Forecast

The 2012-2016 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. An ending balance schedule for all TIF districts for all years is also included.

LINCOLNWOOD TIF FUND #1 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$82         | \$82         | \$82         | \$82         | \$82         |
| Expenditures      | <u>69</u>    | <u>92</u>    | <u>89</u>    | <u>86</u>    | <u>83</u>    |
| Excess (Deficit)  | <u>13</u>    | <u>(10)</u>  | <u>(7)</u>   | <u>(4)</u>   | <u>(1)</u>   |
| Beginning Balance | <u>144</u>   | <u>157</u>   | <u>148</u>   | <u>141</u>   | <u>137</u>   |
| Ending Balance    | <u>\$157</u> | <u>\$147</u> | <u>\$141</u> | <u>\$137</u> | <u>\$136</u> |

# Residential Tax Increment Financing Districts

## LINCOLNWOOD TIF FUND #2 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Revenues          | 55          | 55          | 55          | 54          | 53          |
| Expenditures      | <u>48</u>   | <u>72</u>   | <u>80</u>   | <u>67</u>   | <u>65</u>   |
| Excess (Deficit)  | <u>7</u>    | <u>(17)</u> | <u>(25)</u> | <u>(13)</u> | <u>(12)</u> |
| Beginning Balance | <u>56</u>   | <u>63</u>   | <u>47</u>   | <u>22</u>   | <u>9</u>    |
| Ending Balance    | <u>63</u>   | <u>46</u>   | <u>22</u>   | <u>9</u>    | <u>(3)</u>  |

## HOPE SIX TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>    | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Revenues          | \$186          | \$193          | \$199          | \$207          | \$214          |
| Expenditures      | <u>262</u>     | <u>259</u>     | <u>279</u>     | <u>274</u>     | <u>269</u>     |
| Excess (Deficit)  | <u>(76)</u>    | <u>(66)</u>    | <u>(80)</u>    | <u>(67)</u>    | <u>(55)</u>    |
| Beginning Balance | <u>(203)</u>   | <u>(280)</u>   | <u>(346)</u>   | <u>(426)</u>   | <u>(494)</u>   |
| Ending Balance    | <u>(\$280)</u> | <u>(\$347)</u> | <u>(\$426)</u> | <u>(\$493)</u> | <u>(\$549)</u> |

## GARRISON TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>    | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Revenues          | \$144          | \$139          | \$142          | \$145          | \$148          |
| Expenditures      | <u>76</u>      | <u>174</u>     | <u>171</u>     | <u>168</u>     | <u>164</u>     |
| Excess (Deficit)  | <u>68</u>      | <u>(35)</u>    | <u>(29)</u>    | <u>(23)</u>    | <u>(16)</u>    |
| Beginning Balance | <u>(327)</u>   | <u>(259)</u>   | <u>(294)</u>   | <u>(323)</u>   | <u>(345)</u>   |
| Ending Balance    | <u>(\$259)</u> | <u>(\$294)</u> | <u>(\$323)</u> | <u>(\$346)</u> | <u>(\$361)</u> |

## RIVER OAKS TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>    | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Revenues          | \$75           | \$77           | \$79           | \$345          | \$353          |
| Expenditures      | <u>319</u>     | <u>344</u>     | <u>345</u>     | <u>345</u>     | <u>361</u>     |
| Excess (Deficit)  | <u>(244)</u>   | <u>(267)</u>   | <u>(266)</u>   | <u>0</u>       | <u>(8)</u>     |
| Beginning Balance | <u>(1,037)</u> | <u>(1,281)</u> | <u>(1,548)</u> | <u>(1,814)</u> | <u>(1,814)</u> |
| Ending Balance    | <u>(1,281)</u> | <u>(1,548)</u> | <u>(1,814)</u> | <u>(1,814)</u> | <u>(1,822)</u> |

## JACKSON SCHOOL TIF FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>  | <u>2013</u>  | <u>2014</u>  | <u>2015</u>  | <u>2016</u>  |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| Revenues          | \$153        | \$155        | \$157        | \$159        | \$162        |
| Expenditures      | <u>167</u>   | <u>166</u>   | <u>165</u>   | <u>164</u>   | <u>163</u>   |
| Excess (Deficit)  | <u>(14)</u>  | <u>(11)</u>  | <u>(8)</u>   | <u>(5)</u>   | <u>(1)</u>   |
| Beginning Balance | <u>168</u>   | <u>154</u>   | <u>143</u>   | <u>135</u>   | <u>130</u>   |
| Ending Balance    | <u>\$154</u> | <u>\$143</u> | <u>\$135</u> | <u>\$130</u> | <u>\$129</u> |

# Community Development Sanitation Fund

## Mission Statement

It is the mission of the Sanitation Division to provide for the collection and disposal of solid waste in a manner that is consistent with federal and state regulations, as well as to encourage the recycling efforts of the community.

**Primary Functions** → The four primary functions of the Sanitation Division include collection and disposal, composting, recycling, and technical and financial services.

- **Collection and Disposal**→ Provides weekly unlimited collection to all residential buildings of four units or less through a private contractor.
- **Composting Program**→ Contractor collects yard wastes, including leaves, grass, and pruning, and composts them at a City owned landfill site and uses material for landfill cover.
- **Recycling Program**→ Provides curbside recycling as part of regular weekly collection. Residents can recycle 32 items and Christmas trees are recycled seasonally.
- **Technical and Financial Services**→ Purchase of service for contract monitoring, billing and collecting, and reimbursement for street cleaning services are included.

| COMMUNITY DEVELOPMENT SANITATION DIVISION |             |             |                    |             |             |             |
|---|-------------|-------------|--------------------|-------------|-------------|-------------|
| COST CENTER                               | 2010 BUDGET |             | INCREASE(DECREASE) |             | 2011 BUDGET |             |
|   | PERSONNEL   | BUDGET      | PERSONNEL          | BUDGET      | PERSONNEL   | BUDGET      |
| COLLECTION & DISPOSAL                     | 0.00        | \$5,614,330 | 0.00               | (\$78,900)  | 0.00        | \$5,535,430 |
| COMPOSTING                                | 0.00        | 1,019,360   | 0.00               | (56,705)    | 0.00        | 962,655     |
| RECYCLING PROGRAM                         | 0.00        | 642,825     | 0.00               | (8,178)     | 0.00        | 634,647     |
| TECHNICAL & FINANCIAL                     | 0.00        | 1,330,990   | 0.00               | 43,185      | 0.00        | 1,374,175   |
| TOTAL                                     | 0.00        | \$8,607,505 | 0.00               | (\$100,598) | 0.00        | \$8,506,907 |

## Fund and Rate Information

- Contracts for collection and disposal of solid waste extend to 2013 with contract annual price changes tied to Consumer Price Index (CPI), both positive and negative, not to exceed 4% per year.
- City Council approved a two year increase, \$3.00 per month, to \$14.20 effective January 1, 2010. At the end of 2011, rates will be reviewed.

# Community Development Sanitation Fund

## Budget Summary

| COMMUNITY DEVELOPMENT SANITATION DIVISION BUDGET SUMMARY |                       |                        |                            |                        |                            |
|--|-----------------------|------------------------|----------------------------|------------------------|----------------------------|
| <b>APPROPRIATION</b>                                     | 2008<br><u>ACTUAL</u> | 2009<br><u>ACTUAL</u>  | 2010<br><u>BUDGET</u>      | 2011<br><u>BUDGET</u>  | INCREASE<br>(DECREASE)     |
| PERSONNEL  | \$97,102              | \$768                  | \$0                        | \$0                    | \$0                        |
| CONTRACTUAL  | 6,948,658             | 6,882,379              | 7,288,405                  | 7,138,632              | (149,773)                  |
| SUPPLIES   | 5,769                 | 1,439                  | 25,500                     | 500                    | (25,000)                   |
| OTHER  | <u>1,805,860</u>      | <u>1,613,244</u>       | <u>1,293,600</u>           | <u>1,367,775</u>       | <u>74,175</u>              |
| TOTAL  | <u>\$8,857,389</u>    | <u>\$8,497,830</u>     | <u>\$8,607,505</u>         | <u>\$8,506,907</u>     | <u>(\$100,598)</u>         |
| <b>STAFFING REVIEW</b>                                   |                       |                        |                            |                        |                            |
|  | <u>2008</u>           | <u>2009</u>            | <u>2010</u>                | <u>2011</u>            | INCREASE<br>(DECREASE)     |
| TOTAL  | 1.00                  | 0.00                   | 0.00                       | 0.00                   | 0.00                       |
| <b>FUNDING SOURCE</b>                                    |                       |                        |                            |                        |                            |
|  |                       | <u>2010<br/>AMOUNT</u> | <u>2010<br/>PERCENTAGE</u> | <u>2011<br/>AMOUNT</u> | <u>2011<br/>PERCENTAGE</u> |
| PROPERTY TAXES   |                       |                        |                            |                        |                            |
| SANITATION   |                       | \$21,000               | 0.2                        | \$21,000               | 0.2                        |
| FRINGE BENEFIT REIMBURSEMENT                             |                       | 700                    | 0.0                        | 700                    | 0.0                        |
| USER FEE   |                       | 8,463,800              | 99.1                       | 8,571,100              | 99.1                       |
| LANDFILL RENT  |                       | 15,400                 | 0.2                        | 15,400                 | 0.2                        |
| INTEREST INCOME  |                       | <u>41,400</u>          | <u>0.5</u>                 | <u>39,000</u>          | <u>0.5</u>                 |
| TOTAL  |                       | <u>\$8,542,300</u>     | <u>100.0</u>               | <u>\$8,647,200</u>     | <u>100.0</u>               |

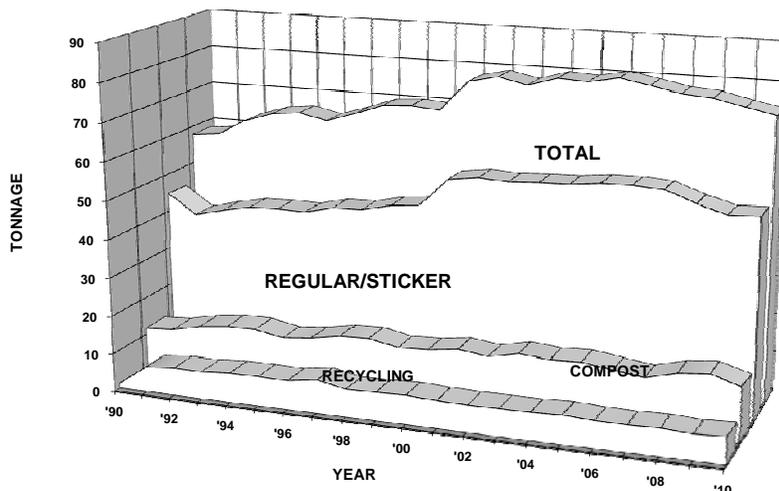
## Budget Analysis

The contractual budget for collection and disposal costs will decrease \$128,800 or 1.8% from the previous year. Rate increases change by the CPI; 2010 CPI (to be released mid January 2011) is estimated to be 2.5%. The collection rate will increase from \$64.46 to \$66.07 per ton while the disposal rate will rise from \$36.93 to \$37.85 per ton. Estimated 2010 tonnage is 73,650, 5,850 tons less than the budgeted 79,500 while 2011's projected 74,820 tons is 4,680 tons less than 2010's budget and 1,170 tons more than the estimated 2010 actual. Customers are estimated at 49,670 for the year.

Code Enforcement Division staff monitor and enforce the contract. Supplies decrease \$25,000 with the elimination of budgeted dollars for site improvement at the household hazardous waste collection site. Purchase of services increases \$74,175 reflecting an increase in street sweeping expenses.

# Community Development Sanitation Fund

## ROCKFORD SOLID WASTE



SOURCE: COMMUNITY DEVELOPMENT

As the performance measurement schedule indicates, the introduction of alternative programs, composting and recycling, have kept wastes out of the landfill. It is anticipated 29% of the waste stream, or 21,820 tons, will be diverted for 2011.

Rate changes since the introduction of the user fee in 1984 have been minimal and with good reason. Previously, a ten cent property tax rate, generating \$2.0 million annually, added to the user fee in paying for this service. With this rate transferred to the General Fund to pay public safety expenses, the 2010 user fee was increased to pay for this service. The user fee remains at the same rate for 2011, \$170.40. Other income includes land rental and interest earnings.

In 2009, the Sanitation Fund spent \$8,497,830 or 95.3% of the budgeted allocation. For 2010, it is estimated that 92% of the budget will be spent. In the past several years, 91% to 99% of the budget has been spent.

### Five Year Financial Forecast

The 2012-2016 five year forecast assumes that total tonnage will increase approximately 300 tons per year. Costs are expected to increase 3.0% (4% is the maximum) annually for collection, composting, and recycling, and disposal. Rates will remain unchanged through 2011 and then will be reviewed.

# Community Development Sanitation Fund

## SANITATION FUND 2012-2016 FINANCIAL FORECAST (IN 000'S)

|                   | <u>2012</u>    | <u>2013</u>    | <u>2014</u>    | <u>2015</u>    | <u>2016</u>    |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Recommended Rates | \$180.00       | \$186.00       | \$192.00       | \$198.00       | \$204.00       |
| Revenues          | \$9,203        | \$9,593        | \$9,986        | \$10,388       | \$10,794       |
| Expenses          | <u>8,687</u>   | <u>9,138</u>   | <u>9,298</u>   | <u>9,771</u>   | <u>9,953</u>   |
| Excess(Deficit)   | <u>516</u>     | <u>455</u>     | <u>687</u>     | <u>617</u>     | <u>841</u>     |
| Beginning Balance | <u>2,609</u>   | <u>3,126</u>   | <u>3,581</u>   | <u>4,268</u>   | <u>4,885</u>   |
| Ending Balance    | <u>\$3,126</u> | <u>\$3,581</u> | <u>\$4,268</u> | <u>\$4,885</u> | <u>\$5,726</u> |
| RESERVE           | 36.0           | 39.2           | 45.9           | 50.0           | 57.5           |

## Performance Measurements

|            | 2008           | 2009           | 2010            | (Est)          | 2011            |                  |                     |
|------------|----------------|----------------|-----------------|----------------|-----------------|------------------|---------------------|
|            | <u>Tonnage</u> | <u>Tonnage</u> | <u>Budgeted</u> | <u>2010</u>    | <u>Budgeted</u> | <u>2010-2011</u> | <u>2010 Actual/</u> |
|            |                |                | <u>Tonnage</u>  | <u>Tonnage</u> | <u>Tonnage</u>  |                  | <u>2011 Budget</u>  |
| Regular    | 53,875         | 51,786         | 56,000          | 52,120         | 53,210          | (2,790)          | 1,090               |
| Composting | 15,854         | 16,620         | 16,000          | 14,320         | 14,560          | (1,440)          | 240                 |
| Recycling  | 7,239          | 6,830          | 7,500           | 7,210          | 7,330           | (170)            | 120                 |
| Sticker    | <u>3</u>       | <u>17</u>      | <u>20</u>       | <u>3</u>       | <u>20</u>       | <u>0</u>         | <u>17</u>           |
|            | 76,971         | 75,253         | 79,520          | 73,653         | 75,120          | (4,400)          | 1,467               |
| Landfill   | 53,878         | 51,803         | 56,020          | 52,123         | 53,230          | (2,790)          | 1,107               |
| Baxter     | 15,854         | 16,620         | 16,000          | 14,320         | 14,560          | (1,440)          | 240                 |
| Recycled   | <u>7,239</u>   | <u>6,830</u>   | <u>7,500</u>    | <u>7,210</u>   | <u>7,330</u>    | <u>(170)</u>     | <u>120</u>          |
|            | 76,971         | 75,253         | 79,520          | 73,653         | 75,120          | (4,400)          | 1,467               |
| Diversion  |                |                |                 |                |                 |                  |                     |
| Rate       | 30.0           | 31.2           | 29.6            | 29.2           | 29.1            |                  |                     |