



Lee-Ogle Enterprise Zone Agenda

Location: Rochelle City Hall Lower Level Conference Room

Date: 2/5/2020 at 10 am

10:00 a.m.	I. Call to Order and Attendance	Chair
10:05 a.m.	II. 2 nd Presentation on Housing Study	NIU Center for Governmental Studies Researchers
10:35 a.m.	III. Minutes	Andy Shaw, Administrator
10:40 a.m.	IV. Unfinished Business	
	a. Financial & Admin Report	AS
	b. Other Unfinished Business	Board
11:00 a.m.	V. New Business	
	a. 2020-2021 Administration Proposal	AS
	b. Franklin Grove-Zone Area	AS
	c. Other New Business	Board
11:45 a.m.	VI. Set Next Board Meeting Location	Board
11:50 a.m.	VII. Roundtable Discussion	Chair

Meetings of the Lee Ogle Enterprise Zone Board are “1st Wednesdays, every other month, at 10 A.M.”: February 5, 2020, April 1, 2020, June 3, 2020, August 5, 2020, October 7, 2020, and December 2, 2020.

Board members may contact Andy Shaw for phone or internet access to this meeting.

PROPOSED HOUSING STUDY FOR LEE AND OGLE COUNTIES

Prepared for:

Lee-Ogle Enterprise Zone



Prepared by:

Center for Governmental Studies at Northern Illinois University



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BACKGROUND

The Lee-Ogle Enterprise Zone (referred to as the EZ) encourages economic growth within Lee and Ogle County. Attracting new employers and helping existing employers expand are important parts of that effort. However, through the EZ board's work, they have learned that a shortage of workforce housing may be an obstacle to the EZ to reach its potential because it is difficult to recruit additional workers. A shortage of workforce housing affects the ability to maintain and develop viable, stable, and thriving communities which impacts the ability of local private, nonprofit, and public employers to grow and prosper, particularly in rural areas.¹ Therefore, the EZ requested a proposal to address this topic.

This proposal includes two options. The first is for a study focused on the supply and demand for workforce housing (referred to as a workforce housing needs assessment). The second is a more comprehensive study addressing additional housing related issues. The proposal includes the scope of work, estimated fees and timing for each option, and CGS qualifications to complete this project.

SCOPE OF WORK & PROJECT APPROACH

The scope of work includes multiple tasks designed to meet the specific needs identified by the EZ as outlined in Option 1 (Workforce Housing Needs Assessment) and Option 2 (Impact Analysis and Implementation Strategies). Option 1 addresses questions such as whether workforce housing is needed, how much, what type, what price ranges, and what is already available, whereas Option 2 also estimates the economic and fiscal impacts of adding the workforce housing identified in Option 1 and provides strategies and examples for implementing a housing plan. Both options include the Option 1 tasks described below. The additional tasks that would be included in Option 2 follow Option 1. Review points are built into both options. These review points will enable the EZ to adjust the scope of work to reflect interim findings. This way, the final product will better reflect Lee and Ogle Counties' unique circumstances. The study area will be comprised of Lee County and Ogle Counties and findings will be presented at the county-level, incorporating more detailed information for the larger communities (Byron, Oregon, Rochelle and Dixon) when necessary for added context. Each task, as presently envisioned, is described below. The survey details as well as sample variables and sources are included in Appendix A and Appendix B, respectively.

Option 1: Workforce Housing Needs Assessment

Option 1 focuses on the demand for workforce housing including information on workforce resident needs, unit types, housing costs and location considerations. The final written products delivered will be a detailed report and a summary document intended for use in your planning effort and in discussions

¹ Nebraska 2017 Rural Workforce Housing Fund (RWHF) Draft Application Guidelines. Department of Economic Development

with potential investors, developers, and others involved in workforce and housing within the EZ. Additional housing related issues that our research indicates may be significant factors in attracting resident workers will be discussed broadly.

Task 1: Demographic Overview & Economic Factors

A thorough understanding of who lives in Lee and Ogle Counties as well workers in these counties who live elsewhere is a key starting point in determining workforce related housing needs. This task will provide data and analysis of the present and projected future population of the two counties including the number of and growth in households, household size, age, income, commuting patterns, migration, employment, and other factors. This population profile will help the EZ understand the opportunities and challenges that directly impact the amount and types of housing that can be supported. The economy of the area should also be considered in assessments of housing. Thus, trends in employment and growth of relevant industries will be addressed in this task. The potential for additional workers to live in the two counties if appropriate housing is available, will be included in some of the projection scenarios.

Products Delivered:

- *Economic and demographic profile of Lee and Ogle Counties and key communities within them*
- *Projections of future resident profile*

Task 2: Housing Supply, Demand and Market Analysis

Understanding the existing housing stock is necessary in order to determine whether a shortage of certain types of housing is contributing to the shortage of workers residing in the two counties. An analysis of the housing market considers the relationship between supply and demand based on existing housing stock, historic sales, rental information, and other factors. Information on the average number and characteristics of homes on the market, days on the market, sales prices, rental rates, vacancies, and preferred housing features and locations will be included. The natural vacancy rate for the local housing market (when prices/rents are not rising or falling faster than incomes or construction costs) will be addressed. The housing market analysis will be based on information obtained from interviews or focus groups with local realtors, the U.S. Census Bureau, available local rental data bases, and searchable data such as MLS information or similar information of local listing services. CGS will rely on the EZ to invite participants as well as schedule and host focus groups and interviews.

Products Delivered:

- *Analysis of supply and demand based on sales and rental data*
- *Housing Profile, inclusive of housing supply and demand information*

Task 3: Demand for Additional Housing Units

The economic and demographic profile prepared in Task 1 and the information collected in Task 2 are key components of determining a more complete picture of housing demand. They will be used to evaluate demand based on natural growth in local households (aging of households and movement

through the housing cycle, formation of new households), migration in and out (based largely on job growth but also considering migration related to demographic changes), loss of existing units, and demand created by the need to reach a natural vacancy rate. However, there are other components that will be considered in this task.

Workforce housing preferences and special circumstances are difficult to determine through collection of secondary data – they don't necessarily address "why" people choose one location, size, price or style of home over another. Lee County and Ogle County each have unique attributes that make examining these factors important. The EZ is concerned that workers who potentially could be employed and live in Lee and Ogle Counties are not considering either option because of the shortage of appropriate housing. In addition, approximately half of the workers employed in the two counties do not live in either county. The addition of new workers plus the ability to make more workers residents could be a significant boost to the area economy. We will obtain information on housing preferences and needs by contacting these target populations directly through surveys (see Appendix A) and interviews with key employers, reviewing this feedback in conjunction with information obtained in Task 2 – especially from local realtors.

The EZ has asked that housing demand in the larger municipalities as well as countywide be addressed. The above analysis will first address demand at the county level and then address how each of the larger communities fit into the overall housing market. In addition, focus groups discussing the individual communities will be key to assessing the demand for and features necessary to attract new residents to the subject communities.

Products Delivered:

- *Profile of housing preferences for Ogle and Lee County residents and employees*
- *Profile of housing needs for prospective new Ogle and Lee County employees*
- *A range of estimates of community housing demand for Dixon, Oregon, Rochelle and Byron under varying scenarios*
- *Gaps in housing supply/demand*
- *Breakdown of rental versus owner occupied demand*
- *Identification of preferred features and locations*
- *Desired price/rent levels*

Task 4: Project Status Meeting and Client Feedback

CGS staff will meet with the EZ at the conclusion of Task 3. At this time, the EZ can make any adjustments to the remaining scope of work that seem desirable based on the findings to date.

Task 5: Other Housing Issues

The completion of tasks 1 through 4 may identify additional specific issues affecting Lee and Ogle Counties housing markets. Examples of issues that might arise include locational needs of two-career households; preferences of particular population groups; blight; quality of life issues such as schools or

crime; or other issues. Depending on if and what issues appear to be significant, we will research options to address them. If, in the course of this project, other information or findings relevant to housing in the two counties come to light, these will be shared with the EZ and their relevance discussed. An in-depth analysis of these issues could be prepared as an addendum to this contract.

Products Delivered:

- *Identification of significant non-housing issues affecting housing demand*
- *Preliminary suggestions addressing these issues based on case studies in similar settings.*

Task 6: Final Report, Concise Marketing Document & Presentation

Based on the previous data collected, synthesized, and analyzed, CGS will compile a final report including key findings along with recommendations to address issues identified in Tasks 1 through 5. Fifteen bound copies of the final report along with an electronic copy will be provided to the EZ. CGS also will prepare a concise summary of the key findings that can be used to inform key developers and investors of the potential for housing growth in Lee and Ogle Counties. CGS staff will also be available to make a formal presentation of the findings to the EZ Board of Directors as well as 1-2 additional presentations to other groups.

Schedule and Estimated Budget- Option 1

Total costs for Option 1 are estimated at \$73,300 with a time frame of approximately 6 to 7 months to complete. Travel expenses for anticipated trips to Lee and Ogle Counties are included in the above cost estimates. The timeline and cost estimates are dependent on timely receipt of documentation requested from the client (i.e., Assessor files), survey responses, the Counties' scheduling of interviewees/focus group attendees and the distribution of surveys by employers and other organizations necessary to complete Tasks 1 through 5. Modifications to the schedule and/or budget will be mutually agreed upon by the EZ and CGS. We will discuss the best way to carry out these surveys with the EZ and representatives of key employers. Based on survey results, we will conduct interviews or focus groups with those people from whom we need additional information.

Option 2: Impact Analysis and Implementation Strategies

Option 2 includes the impact analysis of the workforce housing outlined in Option 1 and adds a significant focus on implementation. All the tasks described for Option 1 would be included. Task 6, the final report, would be prepared at the end of Option 2 and is listed as Task 13. While Option 1 would give the EZ valuable information on which to base a housing plan and a tool to approach developers and investors, Option 2 would supplement that with a guide to developing a comprehensive housing strategy including tools that could encourage project implementation.

Task 7: Fiscal and Economic Impact

The goals of the EZ are economic in nature. As such, estimating the fiscal and economic impacts of new housing are important. Because these estimates will be based on hypothetical housing development, the impacts should be viewed as an example of what could happen.

Economic impact analysis will be conducted using the nationally recognized Implan software for economic modeling. Implan models estimate indirect and induced effects of economic development projects which would result from direct economic development projects. An example of an indirect or induced effect would be an increase in retail sales as employees of expanding companies in the Enterprise Zone spend their wages in the labor market area. The Implan model provides information at a county level and cannot distinguish between sites within counties, but region wide impact results will be provided for each individual project within the zone, e.g., the number of new resident-employees expected at the Dixon site and at the Oregon site.

The economic impact of workforce housing development in Lee and Ogle Counties is expected to come from two main sources:

1. Purchases made by employees relocating to the region, who previously worked in the region but commuted from elsewhere. This is a hypothetical scenario of converting non-resident employees to resident employees.
2. Business expansions that would become feasible due to the workforce housing projects, due to better access to suitable, skilled employees.

Resident-employee purchasing patterns can be estimated from public data sources. The Consumer Expenditure Survey conducted by the U.S. Bureau of Labor Statistics provides information on spending patterns by age and location, including purchases made by people of prime working age and living in the Midwest. The Consumer Expenditure Survey includes average spending levels by purpose of spending (e.g., recreation, housing), which will be adjusted by the expected wage levels of the employees relocating to Lee and Ogle Counties. Not all purchases made by resident-employees will be retained in the region, so a retail capture analysis will be conducted to determine the proportion of spending by purpose that stays in the two counties.² Retail capture analysis will be conducted based on state and countywide retail sales tax revenue information from the Illinois Department of Revenue. This analysis results in an estimate of the spending levels that can be reasonably expected to remain in the region as a result of workforce housing developments.

The impact of business expansions and attractions anticipated as a result of the workforce housing projects will be based on estimates of future hires provided by employers. Impacts of these business expansions can be estimated in the Implan model, based on the industry the businesses operate in, the number of employees that would be added, and the average earnings of new employees.

The impact of housing construction itself, while temporary, can be estimated and included in the overall impact of additions to the housing supply.

² Deller, S. (2017). *A Trade Area Analysis of Wisconsin Retail and Service Markets: Updated for 2016*. Madison, WI: Center for Community and Economic Development at the University of Wisconsin, Madison. <https://cced.ces.uwex.edu/files/2017/09/A-Trade-Area-Analysis-of-Wisconsin-Retail-Markets-and-update-for-2016.pdf>

Products Delivered:

- *Estimated economic impact of new workers drawn by new housing at the county level*
- *Estimated fiscal impact of new housing at the County level and for selected municipal scenarios*
- *Estimated economic and fiscal impact of housing construction activity at the county and selected municipal levels*

Task 8: Inventory of Local Building and Finance Resources

Local capabilities for building new homes and providing financing for buyers are critical to the successful expansion of the home supply and attracting new residents. We will inventory the local construction workforce and developer supply. We also will investigate the availability and interest of local financial institutions and other options for funding home purchases. This will include developing a list of potential funders and interviewing a sample of representatives.

Products delivered:

- *Inventory of the number of skilled trades workers within the two counties*
- *Listing of major housing developers in the two counties*
- *Listing of financial institutions in the two counties and a description of their home mortgage programs as well as a summation of the findings from interviews with local funders.*

Task 9: Zoning, inspections, rental registration and other regulatory tools

Regulatory tools can be the means to control the location of growth, the characteristics of the built environment, and impact the ease and cost of development. The quality and quantity of the housing supply can be monitored through inspections and registration. Other tools can be used to influence what happens in any area. We will research best practices for use of various tools that are or could be available to jurisdictions in Lee and Ogle Counties, suggest those that may be helpful, and provide information how they might be implemented.

Products delivered:

- *Examples of zoning changes that could encourage housing development*
- *Models for rental registration programs*
- *Examples of other tools that may be useful*

Task 10: Funding Options and Investor Interests

Available funding options for new housing projects and the requirements of potential investors will be investigated. We will consider the use of federal or state incentives, innovative local incentives used elsewhere, and private sources of funding. Through interviews with potential investors and research from various sources, we will develop a list of criteria that are likely to be necessary to attract housing developers.

Products delivered:

- *Table of funding options including sources, types of projects funded, funding levels, and contacts*
- *List of criteria used by select funders in evaluating potential investments*

Task 11: Implementation Recommendations including Metrics

Strategies that jurisdictions and organizations within Lee and Ogle County can use to bring more worker housing to the area will be suggested. These suggestions will pull together potential regulatory tools, financing methods, organizational strategies, site selection, housing types, metrics to measure progress towards achieving growth in the housing and ultimately the workforce.

Products delivered:

- *Suggested actions for implementation of the various elements developed in the course of our research*
- *Metrics to measure progress towards achieving housing supply goals*
- *Metrics to measure progress towards attracting a growing workforce*
- *Metrics to measure progress towards achieving economic goals related to workforce and housing*

Task 12: Final Report, Concise Marketing Document & Presentation

Based on the previous data collected, synthesized, and analyzed, CGS will compile a final report including key findings along with recommendations to address issues identified in the previous Tasks. Fifteen bound copies of the final report along with an electronic copy will be provided to the EZ. CGS also will prepare a concise summary of the key findings that can be used to inform potential developers and investors of the potential for housing growth in Lee and Ogle Counties. CGS staff will also be available to make a formal presentation of the findings to the EZ Board of Directors as well as 1-2 additional presentations to other groups.

Products delivered:

- *Final report detailing our research findings and recommendations in hard copy and digital formats*
- *A summary of our findings that can be used in discussions with developers and investors*
- *Formal presentation of the study*

Schedule and Estimated Budget - Option 2

The cost for Option 2, inclusive of Tasks 1-5 in Option 1, is \$108,300. The estimated time to complete Tasks 1-12 is approximately 10-11 months. Travel expenses for anticipated trips to Lee and Ogle Counties are included in the above cost estimates. The timeline and cost estimates are dependent on timely receipt of documentation requested from the client (i.e., Assessor files), survey responders and the Counties' scheduling of interviewees/focus group attendees and the Counties and employers' distribution of surveys necessary to complete Tasks 1 through 12. Modifications to the schedule and/or

budget will be mutually agreed upon by the EZ and CGS. We will discuss the best way to carry out these surveys with the EZ and representatives of key employers. Based on survey results, we will conduct interviews or focus groups with those people from whom we need additional information. The EZ board will receive information as the project progresses, some of which may enable it to begin to make some decisions and plan for implementation before completion of the entire project.

If Blackhawk Hills Regional Council receives a grant for a regional housing study, there could be some overlapping tasks. Option 1 is unique to Lee and Ogle Counties so there would be no overlap in Tasks 1-6. Tasks 9-11 would be similar for a two-county area or a six-county area. One idea to address this potential overlap is for the EZ to proceed with Option 1 while BHRC works on a grant application. It is likely that the decision whether to award the grant would be made before the tasks in Option 2 are underway, so the EZ could contract for Option 2 if there is no grant and proceed with option 2 as part of the BHRC region if there is a grant.

QUALIFICATIONS & MISSION OF NIU AND CGS

Since 1969, the Center for Governmental Studies (CGS) has provided expertise to help decision-makers throughout Illinois implement efficient, sustainable, and cost-effective approaches to social, economic, land use, and information management issues. This expertise is provided to governmental entities at all levels, private enterprises, public-private partnerships, and institutions of higher education. As part of Northern Illinois University's Division of Outreach, Engagement, and Regional Development, CGS fulfills its outreach and engagement mission through public service, applied research, technical assistance, and public policy development activities that are supported by interdisciplinary teams. Although the CGS office is in DeKalb, our staff reside throughout the region, which enables us to cost-effectively work in areas throughout the state.

CGS is an academic institution rather than a consulting firm. The latter typically has a set procedure for a type of project and then does it again and again. This is a useful approach for a well-defined project. CGS, on the other hand, says "what do you need and how can we help you come to a useful decision?" That means what we do for each client depends on what they need, rather than what we have done many times before. Our main interest is not to sell "a product"; rather it is helping the EZ assess its options with investments that yield desired outcomes. The types and depth of analyses will probably differ quite a bit from what we did in previous related studies, and we often do not recover all expenses - contributing to public service to care for our region.

A key CGS asset is access to an extensive array of public and proprietary data resources. Federal data sources include the Bureau of the Census, Bureau of Economic Analysis, and the Bureau of Labor Statistics. State sources include the Illinois Department of Employment Security and the Illinois Department of Revenue. A variety of published and proprietary sources contain data for hundreds of demographics, economic, and socioeconomic variables for various geographies in a variety of formats including electronic, internet, print, and thematic maps that can be used in this project.

CGS staff have been involved in several projects that will inform the proposed work in Lee and Ogle Counties. CGS is preparing community and economic development plans for each municipality in DeKalb County. To date, 11 of the 14 plans are complete. These plans generally address stimulating growth in rural communities facing economic challenges and involve significant work with local stakeholders. CGS staff has an ongoing role in the revitalization of the Annie Glidden North Corridor of DeKalb. In particular, CGS is conducting research and providing advice on the creating a new organizational structure to pursue affordable housing and related improvements, funding options, and how the many stakeholder agencies, organizations, residents, and other stakeholders can collaborate to effect economic growth and quality of life improvement in this low-income area. The Housing Study examined the perceived mismatch between people employed locally and housing available in the area. This study included key factors influencing the residential choices of local employees and recommendations for new housing. The DeKalb Housing Project was first completed in 2013 and updated in 2014. This detailed examination of DeKalb's housing was designed to improve the ability to make informed decisions regarding housing and related issues. The project included neighborhood-level housing data studies (inclusive of a geo-coded housing database). The Dubuque Crime and Poverty Study included an assessment of section 8 housing and a community perception survey.

CGS has an extensive experience in conducting survey research. Recent projects include: the Aurora Public Illinois Lieutenant Governor's Task Force on Local Government Consolidation and Unfunded Mandates; Survey of Northern Illinois employers on the current and future need of bilingual employees; Daily Herald survey on Northern Illinois CEOs opinions of doing business in Illinois; Northern Illinois University survey on potential and current students' and parents' perception of the university, University Center of Lake County survey on public's perception; Lake County Government survey on satisfaction with government services and priorities; the Special Education District of Lake County employee satisfaction survey; and a survey of area farmers and farmers market customers and vendors for Beardstown, Dixon, Ottawa and Sterling.

RELATED PROJECTS OF INTEREST

- Housing Study and Needs Assessment for the City of Monmouth, IL (2018)
<http://cityofmonmouth.com/attachments/article/669/Monmouth%20Final%20Report%201.30.18.pdf>
- Dubuque Crime and Poverty Study (2011)
<http://www.cityofdubuque.org/DocumentCenter/Home/View/2742>
- DeKalb Housing Information Study – Year 1 (2013)
http://cgs.niu.edu/Reports/DeKalb_Housing.pdf
- DeKalb Housing Information Study – Year 2 (2014)
<http://www.cgs.niu.edu/Reports/DeKalb-Housing-Study-Year-2.pdf>
- Smart Tip: A Strategy for Rural Communities to Reverse Population Losses and Increase Tax Revenues
https://www.cgs.niu.edu/Policy_Profiles/policy-profiles-feb-2019.pdf
- The Future of Rural Illinois: Predicaments and Possible Solutions
https://www.cgs.niu.edu/Policy_Profiles/policy-profile-vol-18-no-1.pdf
- The Back to the City Movement: Will It Help Illinois' Smaller Cities?

MEET YOUR TEAM

We match the capabilities of our personnel with your requirements. Our project team consists of experts with experience in a rigorous housing and demographic assessments, community & economic development, data analytics, GIS mapping and other expertise suitable for a project of this nature. Mim Evans and Shannon Sohl will co-direct the project.

Mim Evans, MS, Research Specialist in community, workforce, and economic development at CGS. Recent and ongoing work includes economic and community development strategies for Lee, Somonauk, Kingston, Hinckley and Shabbona, IL; comprehensive land use plan and economic development strategy for Sycamore; IL A strategy for the future of Starved Rock State Park and Lodge; the DeKalb Housing Information Project - Year 2; housing needs analysis for Monmouth, IL; economic impact and potential opportunities for a proposed museum in Galena, IL. She is a regular speaker on housing needs analysis and trends in downtown revitalization at state and national conferences. Prior to joining CGS, Mim was executive director of downtown development nonprofit organization and a consultant with a national firm focusing on the economic feasibility of a variety of public and private real estate development projects. She has a BS in urban planning from Michigan State University and an MS from the University of Wisconsin-Madison in urban and regional planning.

Shannon Sohl, CPA, Ph.D., Senior Research Specialist, joined the Center for Governmental Studies in August of 2006. Her experience includes projects pertaining to housing, crime, poverty and early education in mid-size communities along with studies of governmental structures; municipal compensation; fiscal impacts; and research related to public financial reporting. She has extensive experience in qualitative and quantitative research methods. Additionally, she co-developed the first U.S. Governmental GAAP Taxonomy (UGGT) and is currently leading the CGS governmental digital financial reporting (DFR) initiative where she is developing fiscal condition assessments, comparability assessment models as well as solutions to improve financial processes and systems. She has conducted workshops for Civic Leadership Academy and helped design and co-host the Illinois Annual Financial Forecast Forum. Her private sector experience includes auditing at KPMG as well as developing complex financial models; cost-benefit analyses; management reporting; general ledger management; inventory control; presenting inventory results to senior leadership; and managing the loss prevention field payroll budget for Sears Holding. Shannon holds a Master of Public Policy & Management from The Ohio State University and her doctoral degree in Public Administration & Public Policy from Northern Illinois University.

Andy Blanke, MS, Research Associate joined CGS in 2011 and holds an MPA from Northern Illinois University. He specializes in data analysis and has been involved in several statewide data projects, including the DCEO 5-year strategic plan, special projects for NIU and the Lieutenant Governor's Task Force on Unfunded Mandates and Government Consolidation. He has been published in Community Development and the Illinois Municipal Review.

Paula Freeze, MS, Research Associate joined CGS in 2017. Paula's prior experience includes working at the City of Chicago Department of Planning and Development where she was the project manager for the Logan Square Open Space Plan, managed Chicago's Open Space Impact Fee, and worked with a non-profit, community groups, and aldermen to plan for and acquire land for community gardens throughout Chicago. Paula also worked for Knight Engineers and Architects, LLC, a private consulting firm, and specialized in communicating data, projects, and big ideas to clients and community groups. While at Knight, she consulted for Chicago's Millennium Park project management team, the Illinois State Toll Highway Authority's Oasis Redevelopment Program, and streetscape improvements in Chicago neighborhoods. Paula has a Bachelor of Arts in Urban and Regional Planning from the University of Illinois at Urbana-Champaign and a Master of Urban Planning and Public Policy from the University of Illinois at Chicago.

Mindy Schneiderman, Ph.D., is the Assistant Director of Survey Research- Center for Governmental Studies joined NIU as the Associate Director of NIU's Public Opinion Laboratory in 2008. She was the Director of the Division of Survey Research and Analysis at the American Medical Association for 10 years. She has a Ph.D. in Cognitive Psychology from Rutgers University.

Mindy brings to the project more than twenty-five years of experience managing projects using telephone, mail, and Internet survey data collection methodologies, as well as experience conducting focus groups and in-person interviews. She was the project manager for the surveys on the community's and businesses' perception of Northern Illinois University. She has also managed survey research projects on the public's perception of the American Medical Association. Mindy served on related projects such as the Dubuque Poverty and Crime Study and oversees the Behavioral Risk Factor Surveillance System (BRFSS) data collection process and has worked on several surveys related to policing, including a survey of police in training in Chicago which was part of the National Police Research Platform; a survey of East Haven, CT, residents perceptions of police; and a survey of Oak Park, IL, individuals who had contact (traffic stops, etc.) with the police to determine their satisfaction with the police interaction.

APPENDIX A: INTERNET SURVEYS & MAILED QUESTIONNAIRE

Overview

CGS proposes the EZ embark on a multi-mode form of survey research to achieve the highest response rate. The purpose of the multi-mode approach is to capture responses of individuals who may either struggle with technology (can complete a paper questionnaire); prefer not to deal with paper (can complete an internet survey); or some other concerns which would render one type of instrument more preferable than another. The survey will be distributed to: Employees working in the EZ but not living in the EZ (referred to as “Potential Residents”) as well as adults of households within the EZ’s boundaries (referred to as “Residents”).

Designing and Administering the Research Instruments

CGS will work collaboratively with the EZ’s staff to develop an internet survey and questionnaire which would take responders approximately 7 to 12 minutes to complete to gain insight into the responders’ attitudes towards housing in the EZ. A preliminary planning meeting will take place between CGS and the EZ staff to discuss the options presented here and to refine the information to be collected.

Examples of topics covered include:

- Demographics and geography
 - Race, age, gender, household composition, education attainment and income
 - Location of residence, employment status, type of work, schools (for those with school-aged children) and information pertaining to places of social & recreational gatherings
- Awareness of housing supply,
- Housing preferences – style, size, cost, location, etc.,
- Attitudes regarding the City – overall versus downtown area,
- Perceptions of the existing housing supply in the EZ
- Future housing needs (i.e., changes in lifestyle, family size, etc.),
- Priorities pertaining to communities in which they wish to reside (i.e., bike paths, parks, daycare, walkability, shopping, access to medical facilities, schools, etc.),
- Sources residents use to search for housing or list/sell homes
- Other questions the EZ feels important to ask.

Distributing the Survey

The EZ and major employers will invite the communities and employees to participate in the internet survey by sending an email (content provided by CGS) to the email addresses purchased by CGS from MSG. The email will explain the purpose of the survey and how the results will be used; it expresses assurances of confidentiality; identifies the EZ as the sponsor of the survey; and provides a web address. The email will also include the project manager’s email address and a unique passcode for completing the internet survey. Two weeks later, non-responding households will be sent either a reminder email or letter which will explain the purpose of the survey and how the results will be used, express assurances

of confidentiality, and identify the EZ as the sponsor. Several methods will be used to alert residents and employees without email addresses to the opportunity to participate in the survey. These may include notice in utility bills, information in local media, posters in the community and places of work. The information will include the locations where printed copies of the survey can be obtained and dropped off.

Collecting Survey Responses

Once received by CGS, we will download responses or manually enter mailed responses into the system and conduct a review to ensure entries were captured correctly, removing any potential duplicates.

Pretesting the Survey

The CGS Survey Research Team will pretest the research instruments with approximately 20 individuals. The pretest is designed to gauge whether the respondents understand the questions being asked and can provide the necessary information, as well as to ensure it flows well and is technically functional. Data will be closely monitored during the pretest. Upon completion of the pretest, CGS will review the results with the EZ staff and collaboratively determine if there are any revisions necessary to the survey instruments.

Analyzing the Data

Data from all the types of survey instruments will be synthesized and frequencies of responses for all questions will be produced along with crosstabs of key economic and demographic variables. Open-ended responses will be coded and categorized.

Incorporating in the Final Housing Study Report

The survey results, including an executive summary, survey background, methodology, results with graphs, tables and summaries as well as verbatim comments will be included within the study's final report.

Presenting Results

An in-person presentation of the survey results will be included as part of the study's final presentation made to the EZ.

Informed Consent and Confidentiality

Northern Illinois University's Institutional Review Board (IRB) reviews all research projects conducted by NIU faculty and staff involving human subjects. They determine whether the project is exempt or if it requires further review. CGS submits all survey projects for this review by the IRB, including our standard procedures and questions. Every staff person signs a confidentiality statement upon employment. Our standard procedure for a survey is to inform respondents of the voluntary nature of the survey, the confidentiality of the information, and the respondent's right to refuse to answer any question(s).

APPENDIX B: SAMPLE VARIABLES AND SOURCES

VARIABLE/INFORMATION	SOURCE
Demographic & Economic Trends	
Total Population	U.S. Census Bureau
Group Quarters (GQ) Population	U.S. Census Bureau
Age of Residents	U.S. Census Bureau
Average Household Sizes	U.S. Census Bureau
Median Age	U.S. Census Bureau
Median Household Income	U.S. Census Bureau
Employment and Other Economic Data	Various sources such as EASI Analytics, ESRI, U.S. Census Bureau, Comprehensive Annual Financial Reports, QWI, etc.
Current Count of Voucher Holders	Housing Authority
Current Job Openings	Burning Glass
Education Attainment	U.S. Census Bureau
Quality of Life	
Public Safety	Illinois Uniform Crime Reports
Parks Acres	Assessor
Public School K-12 Information	Illinois Interactive Report Card
Crime Rates	State Uniform Crime Reports (UCR's)
College Enrollments	EZ College
Medical Facilities	County
Commuter Patterns	Survey
Supply, Demand & Costs	
Perceptions and Demand for Housing	Survey
New builds	Permits
Total Dwelling Units (DUs)	Assessor
Housing Parcels	Assessor
Location of Housing/Parcels	Assessor Shape file
Density (DUs/Acres)	Calculated: Total DUs / Acres
Owned DUs	Assessor
% Owned DUs	Calculated: Owned DUs / Total DUs
Median Market Values	CGS Computed based on Assessor Data
Rented DUs	EZ Rental Registration Database
% Rented DUs	Calculated: Rented DUs / Total DUs

VARIABLE/INFORMATION	SOURCE
Subsidized DUs (if available)	State and local Housing Development Authorities and U.S. Department of Housing and Urban Development
Gross Rent as a Percentage of Household Income (GRAPI)	CGS Computed
Total Acres	Assessor
Foreclosures	Assessor
Citywide Vacancy Rate – Owned Dwelling Units	Water Billing Department
Citywide Vacancy Rate – Rented Dwelling Units	Rental Registration Database
DUs Listed for Sale	Multiple Listing Service (MLS) & Local Sources
Average List Price	Multiple Listing Service (MLS) & Local Sources
DUs Sold	Multiple Listing Service (MLS) & Local Sources
Average Number of Days on the Market	Multiple Listing Service (MLS) & Local Sources
Group Quarters Capacity	EZ College & Senior Housing Facilities
Housing Gaps	CGS Computed
Housing Condition	
Age – Percentage of Dwelling Units Built Prior to 1940	U.S. Census Bureau
Quality – Township Score	Respective Townships (where available)

Lee-Ogle Enterprise Zone Meeting Minutes

Location: Rochelle City Hall
 Date: 2/5/20 | Time: 10:00 am

Voting Membership Attendance

In- Person	Remote	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Rochelle Mayor John Bearrows (Chair)
<input type="checkbox"/>	<input type="checkbox"/>	Dixon Mayor Li Arellano
<input type="checkbox"/>	<input type="checkbox"/>	Amboy Mayor John Schamberger
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Mount Morris Alternate John Finrock
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Oregon Mayor Ken Williams
<input type="checkbox"/>	<input type="checkbox"/>	Ashton President Tim Henert
<input type="checkbox"/>	<input type="checkbox"/>	Lee County Chairman John Nicholson
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ogle County Alternate Greg Sparrow
<input checked="" type="checkbox"/>	<input type="checkbox"/>	GREDCO (Jason Anderson)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	LCIDA (Kevin Marx)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Zone Administrator Andy Shaw (Vice-Chair)

Guest Attendance

In- Person	Remote	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Mim Evans, NIU CGS
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Shannon Sohl, NIU CGS
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Diana Robinson, NIU CGS
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Chris Manheim, Manheim Solutions
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Don Griffin, Ogle County Board
<input type="checkbox"/>	<input type="checkbox"/>	

Call to Order

7 of 11 were present for quorum.

Housing Study Presentation

Center for Governmental Studies staff presented a proposal to study workforce housing needs for the enterprise zone.

Upon discussion, Williams made motion to have Shaw pursue an RFP to find proposals from qualified firms for a workforce housing study, with Anderson 2nd, Passed.

Minutes

The minutes of December 4th, 2019 meeting were emailed out and are in board packet. Anderson Motion to accept, Finrock 2nd, Passed.

Financial Report

One project was added with one large EZ fee check in the mail. A new management agreement for adoption is on the agenda as the previous 2-year term is coming up for renewal and BHRC wishes to devote more staff time to business outreach as noted in the proposal. The financial report was noted to have an expense-side error so it was not offered for a vote on acceptance yet.

Administrator's Report

Report is attached to board materials, some highlighted items:

As noted the new two year proposal rearranges funds to prioritize items not getting full attention, including business retention interviews and real estate listing sites like LOIS. The C-PACE strategy will be moving forward with a six county group under a similar program, so watch for that at the county level.

New Business



New business items were deferred to next meeting due to the length of the meeting.

Next Board Location: The April 1 meeting will be held in Dixon at 10am.

Roundtable Discussion

None

Motion to adjourn by Williams, Finfrock 2nd, Passed.

Lee-Ogle Enterprise Zone Meeting Minutes

Location: Rochelle City Hall

Date: 12/4/19 | Time: 10:00 am

Voting Membership Attendance

In- Person	Remote	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Rochelle Mayor John Bearrows (Chair)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dixon (Alternate) Danny Langloss
<input type="checkbox"/>	<input type="checkbox"/>	Amboy Mayor John Schamberger
<input type="checkbox"/>	<input type="checkbox"/>	Mount Morris (Paula Diehl)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Oregon (Alternate) Don Griffin
<input type="checkbox"/>	<input type="checkbox"/>	Ashton President Tim Henert
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Lee County Chairman John Nicholson
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ogle County Chairman John Finfrock
<input checked="" type="checkbox"/>	<input type="checkbox"/>	GREDCO (Jason Anderson)
<input type="checkbox"/>	<input type="checkbox"/>	LCIDA (Kevin Marx)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Zone Administrator Andy Shaw (Vice-Chair)

Guest Attendance

In- Person	Remote	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Greg Sparrow, Ogle County Board
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Theresa Wittenauer, Lee County Administrator
<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	

Call to Order

7 of 11 were present for quorum. Theresa Wittenauer, Lee County Administrator, joined via our new phone conferencing.

Minutes

The minutes of October 9th, 2019 meeting were emailed out and are in board packet. Anderson Motion to accept, Finfrock 2nd, Passed.

Financial Report

Several projects were added with one large EZ fee check in the mail. In other financial matters Shaw noted that the 3-year rolling average of October CPI was 2.1%, which is the amount that, under the designating ordinance and IGA, that the administrative fees shall be raised by that amount for 2020. Shaw anticipates a new management agreement at the next meeting as the previous 2-year term is coming up for renewal. Nicholson Motion to accept, Griffin 2nd, Passed.

Administrator's Report

Report was attached to board materials, some highlighted items:

- **Opportunity Zone Website:** Sites added include Viaduct Point Dixon, Bloody Gulch/S Galena Dixon, and Progressive Park Rochelle. Each site has a good drone video and good listing. Soon to be added will be a downtown site in Rochelle until we have a more specific downtown OZ prospective project. Still looking for other projects to highlight, including non-OZ sites in our other zone cities. Get in touch with sites you want to promote.
- **Mailer Project:** It had been included in my report that I was planning a mailer project to all zone addresses to get zone information out there for spring 2020 project planning. It was concerning to some in the meeting that there was the potential for landowners raising prices, attempting to capture some of the incentive in advance of projects needing to purchase land or buildings, effectively holding potential projects back. In light of good suggestions, the project will be



tailored to avoid this, and will seek to communicate with current business owners rather than every property owner.

- **Meeting Access:** Lee Ogle Enterprise Zone board meetings are not closed meetings. With the conference call access set up for meetings to accommodate Mayor Li Arellano's deployment, the system will also be available to other board members, as was noted in the agenda. Upon discussion, this will not be publically available and any interested members of the public will need to attend in-person. Documents that referenced the access codes will be amended and board members requiring access to this should contact Shaw for the code and phone number.

New Business

City of Rochelle Expansion Project: Jason Anderson spoke to update the process the city and he are undertaking to expand the city railroad to connect large future industrial tracts adjacent to the city but in Lee County.

Lee County Solar/Amazon: Included in packet is the recent Amazon press release that was in the news. Shaw has been working with a large-scale solar project in Lee County, but he is not sure if this is the same project. Lots of exciting solar activity going on in the region. We may be assisting with a QCREDA EZ amendment for it since the Lee Ogle EZ does not have the capacity to hold this size of project area. QCREDA is our regional development authority and has the authority to amend its zone to include areas in Lee County, but not in Ogle, as long as it does not overlap any part of the Lee-Ogle EZ. Our involvement would be administrator hours to assist the project and its State of Illinois enterprise zone amendment application.

Housing Study: Board discussion continued on the potential for a housing study as presented last time by NIU Center for Governmental Studies. Shaw first informed that Blackhawk Hills was in discussion with NIU and EDA to pursue a regional approach that may be able to get grant funding. Discussion was positive about undertaking a study for the Lee-Ogle EZ area and the board would like to see a specific proposal that outlines the work plan, phases, and costs for each option that were presented. He will get more information regarding options and pricing between LOEZ meetings and report back to the group.

Invenergy: Shaw prepared a board policy statement to address Invenergy's need for on-going use of BMEC certificates in electrical energy manufacturing. Electricity generation firms are disadvantaged by Illinois tax policy on manufacturing equipment. Illinois does not having a sales tax exemption when used in electricity production. This causes them to seek out Enterprise Zones when they do site selection, since they can use BMEC certificates to purchase this permanently installed manufacturing equipment without sales tax. Our new statement of policy will allow this on a two-year basis, and be renewable for this purpose if they apply as a project and pay the 0.5% Enterprise Zone fee for each two-year period. Shaw motion and Nicholson 2nd, Passed.

C-PACE: This new funding tool allows long-term bond financing of energy conservation systems, renewables systems after modelling analysis. Bonds are repaid by property tax assessment on that parcel's tax bill, and the obligation runs with the land so future owners continue to pay it off. Better deal for developer due to greater leverage and lower interest rates, the ability to shift the project cost to the tenant in certain situations, the ability to shift costs off the balance sheet in certain situations, and higher



rate of return on project. Counties need to establish program with ordinances since county is involved with handling funds, but there is never risk or cost to the county. BHRC is working to have this presented to its six counties and have a coordinated effort to get it established across the region. This will be discussed at the BHRC County Board Chairs Roundtable that meets next on January 29th.

Next Board Location: The February 5th meeting will be held in Rochelle City Hall at 10am.

Roundtable Discussion

None

Motion to adjourn by Nicholson, Shaw 2nd, Passed.

**Lee-Ogle Enterprise Zone
Sauk Valley Bank Checking Account**

Date	Check No.	From	Deposit	Withdrawal	Total
		Balance carried over from 12/2/2019			\$ 157,997.29
12/5/2019	100016	Invenergy	\$ 50,000.00		\$ 207,997.29
12/31/2019		Interest	\$ 110.92		\$ 208,108.21
		Balance on hand as of 1/31/20			\$ 208,108.21



2/3/2020

Lee Ogle Enterprise Zone Administrative Budget
January 1-December 31, 2019

	Budgeted	Actual
Income		
Lee County	\$ 10,411.48	\$ 10,411.48
Ogle County	\$ 7,584.14	\$ 7,584.14
City of Dixon	\$ 22,588.14	\$ 22,588.14
City of Rochelle	\$ 23,999.26	\$ 23,999.26
City of Amboy	\$ 683.62	\$ 683.62
Village of Ashton	\$ 612.20	\$ 612.20
Village of Mt. Morris	\$ 1,785.58	\$ 1,785.58
City of Oregon	\$ 846.88	\$ 846.88
Total	\$ 68,511.30	\$ 68,511.30
Expenses		
Personnel	\$ 36,323.87	\$ 33,177.30
Fringe	\$ 10,357.12	\$ 7,138.37
Travel	\$ 1,801.39	\$ 2,622.18
Other/Indirect	\$ 6,851.13	\$ 6,851.13
Non-Fixed Expense	\$ 13,177.80	\$ 8,025.26
Total	\$ 68,511.31	\$ 57,814.24



To: Enterprise Zone Advisory Board
From: Andy Shaw, Administrator
Date: 2/5/2020
Subject: Report of Activities

1. **Financial:** Report is attached to board materials for the Project Fund and our Admin Expenses. One additional large project paid the Enterprise Zone fee since the last meeting. BHRC shall return \$5,152.54, upon the acceptance of this report, to the project fund as stated in the administration agreement. 2020 bills for administrative fees will be distributed at the meeting. The 3-year rolling average of October CPI was 2.1% so 2020 fees are raised by 2.1%.
2. **Housing Study:** The more detailed proposal is attached to board packet and was emailed last week. NIU will present it to us at the beginning of the meeting.
3. **Administration Proposal:** BHRC is presenting a proposal for zone administration in new business. It works within the same total paid by designating units of government, but shifts some categories around to make additional funds available for part-time administrative assistance, with a particular focus on Business Retention and Expansion interviews (BR&E), and additional attention to be given to real estate listings on sites like LOIS, Intersect Illinois's Zoom Prospector, and others.
4. **Franklin Grove:** They may have a project to discuss and consider.
5. **Lee County Solar:** We are ready to assist and will be outlining some plans at the next LCIDA board meeting on February 12th. Key duties for the zone are to assist with abatement resolutions for key tax districts under the QCREDA zone.
6. **C-PACE Funding:** BHRC is now working to coordinate a 6-county rollout of this new incentive for project funding through our County Board Chairs Roundtable. It heard from the IECA (Illinois Energy Conservation Authority) at its January 29th meeting and we plan to have BHRC handle the details of getting it started which include writing ordinances and managing an RFP process to name an administrator.
7. **Opportunity Zone Website:** We added several zone sites to this website at www.illinoisopportunityzones.org and through that access we can add more sites to zoomprospector, so you can continue to recommend sites to highlight, and can be from within or out of the opportunity zone.
8. **Project Lee-Ogle Boundary and New Abatement Resolutions:** No news from DCEO.
9. **Bonnell Project Amendment:** Still pending information from the company so it has not been submitted to the state yet. May not be submitted.
10. **Historic Projects on our website:** In process.
11. **Mailer Project:** no update but will be incorporating input from last time to only target existing business rather than every land and property owner.
12. **Past and Future Conferences and Meetings:**



- LCIDA, 12/4
- Dixon Chamber BAB, 12/5
- Zoning Administrators Roundtable, 12/6
- Dixon Park District Trails, 1/9
- CEO-Dixon Class Gala, 1/16
- ILARC/ IL Extension State Legislative Update Webinar, 1/23
- Dixon Chamber Main Street "Best of Dixon" Awards Dinner, 1/24
- BHRC County Board Chairs Roundtable, 1/29
- LCIDA, 2/12
- Sauk Valley College Chocolate Rendevous, 2/15
- Illinois Institute for Rural Affairs Conference, 2/25-2/27
- Illinois Assoc of Regional Councils, 3/23-3/24
- County Board Chairs Roundtable, 3/25
- IEDA Site Selector Forum, 4/23
- Illinois Enterprise Zone Association, 5/13-5/14
- BHRC Annual Meeting and Summit, 6/24

To: Lee-Ogle Enterprise Zone Advisory Board
From: Daniel Payette, Executive Director
Subject: 2020 Enterprise Zone Administration Proposal and Agreement
Date: 2/5/2020

SUMMARY

The following memorandum outlines Blackhawk Hills Regional Council's (BHRC) two-year renewal proposal for administration of the Lee-Ogle Enterprise Zone and related activities.

ENTERPRISE ZONE PROGRAM OVERVIEW

An Illinois Enterprise Zone is a critical partnership of local and state resources supporting business expansion and retention through packaged incentives. Locally, the Lee-Ogle Enterprise Zone is a partnership of Dixon, Rochelle, Amboy, Mount Morris, Ashton, Oregon, Lee County, Ogle County, Lee County Industrial Development Association (LCIDA) and the Greater Rochelle Economic Development Corporation (GREDCO). With amendments to date, the zone has a balanced set of larger and smaller municipalities and has accommodated key new project areas.

BLACKHAWK HILLS REGIONAL COUNCIL OVERVIEW

Daniel Payette, BHRC Executive Director

All BHRC activities are coordinated through Payette. Formerly Outreach Coordinator and Planning Manager, he has extensive experience supporting community and economic development, including through implementation of the Economic Development District's Comprehensive Economic Development Strategy (CEDS). He started at BHRC in 2011, enabling the roll out of the region's non-profit gigabit broadband network, iFiber.

Andy Shaw, Zone Administrator, BHRC GIS Mapping and Enterprise Zone Specialist

Shaw is experienced in business development, GIS mapping, demographic analysis, and stakeholder outreach. In 2017, he assumed the administrator role for the zone, following training and work with previous zone administrator John Thompson. Since joining BHRC in 2013, he has participated in the Illinois Enterprise Zone Association and worked with other local zones on expansion proposals, eligibility testing, and new applications. A native of Carroll County, he worked in the family grocery business and served on the former Carroll County Economic Development Corporation board. He resides in Dixon.

Julie Jacobs, BHRC Office Manager

Jacobs has been with BHRC since 1987 and has extensive knowledge of and experience working with community and economic development stakeholders in the six Blackhawk Hills counties. Her current duties include grant administration, budgeting, bookkeeping, environmental issues and economic development support, and marketing activities.

ZONE ADMINISTRATION DUTIES & RESPONSIBILITIES

Bold and underlined are targeted for more robust attention in 2020 and beyond.

The following administrator duties & responsibilities are anticipated:

1. Comply with all program requirements and requests for information from Illinois Department of Revenue (IDOR) and Illinois Department of Commerce and Economic Opportunity (DCEO).
2. Function as liaison between participating cities, counties, economic development organizations (EDOs), taxing districts, IDOR, DCEO, any other state agency, and any federal agency in matters affecting the zone.
3. Collect data and issue reports requested by the advisory board, state government, and other entities as appropriate.
4. Continue to approach taxing districts and obtain abatement resolutions to obtain the most complete abatement coverage possible for the zone.
5. Act as public affairs liaison between the media and the advisory board.
6. For new projects that meet local zone and state program requirements:
 - a. Run suitability analyses upon request;
 - b. Issue Building Material Exemption Certificates (BMECs);
 - c. Coordinate with county tax and assessment officials to ensure that abatements are granted as promised;
 - d. Assist applicants with submissions for other zone benefits when applicable, such as Expanded MM&E and Utility Tax Exemptions;
7. Develop a stakeholder marketing plan and support strategy for the zone and implement it. Address the following components (in-zone properties only):
 - a. **Initiate strategic Business Retention & Expansion (BR&E) visits and calls, whether or not such properties use zone benefits. Target at least 15 visits per year;**
 - b. When invited and scheduling permits, accompany economic development professionals on BR&E visits and encourage the use of all appropriate zone benefits;
 - c. **Maintain and improve a website for zone promotion. The website will include the following:**
 - i. **General information;**
 - ii. **Interactive mapping and address search feature; zone and TIF overlay (the latter only if available);**
 - iii. **A list of available industrial properties in the zone, including embedded Location One Information System (LOIS) and other platforms;**
 - iv. **Blog posts and press releases announcing successfully applied incentives;**
 - v. **Board records, agendas, and meeting minutes.**
 - d. Create and oversee targeted education and outreach on social media and news outlets.

8. Coordinate with EDOs and communities on external opportunities as follows:
 - a. Contribute GIS and demographic data analysis for the pursuit of appropriate DCEO and Intersect Illinois RFQs, as well as general site selector inquiries.
 - b. Strategically approach entities outside of the zone that might consider new enterprise that would prompt a zone entrance application.
9. GIS and demographic data analysis for the pursuit of appropriate DCEO and Intersect Illinois RFQs.
10. Collect project fees, as set by the advisory board at .5% of estimated project building materials, and disbursing the collected funds only as authorized by the advisory board for special projects to benefit the zone. These funds shall be segregated as agreed to in the separately executed Fiscal Sponsorship Agreement. Target and manage beneficial projects with the project fund.
11. Conduct ongoing evaluations of the zone program, in consultation with the advisory board, and submit reports concerning the effectiveness of the zone on a semi-annual basis to all participating agencies in the designating ordinance.
12. Assist those clients with issues arising from the expired zone, including reporting for projects from the expired zone.

ZONE ADMINISTRATION BUDGET & BILLING

(basis figures from LOEZ Amendment 9 IGA, also listing annual CPI increases to date)

	IGA	2019 (+2.03%)	2020 (+2.1%)	2020 Anticipated Expenses	
Lee County	\$10,204.00	\$10,411.48	\$10,630.12	Personnel	\$46,500.00
Ogle County	\$7,433.00	\$7,584.14	\$7,743.41	Fringe	\$8,500.00
Dixon	\$22,138.00	\$22,588.14	\$23,062.49	Travel	\$2,600.00
Rochelle	\$23,526.00	\$23,999.26	\$24,503.24	Other/Indirect	\$6,900.00
Amboy	\$670.00	\$683.62	\$697.98		
Mount Morris	\$1,750.00	\$1,785.58	\$1,823.08	<u>2020 Non-Fixed Expense¹</u>	
Ashton	\$600.00	\$612.12	\$625.06	Contractual/Marketing	\$5,450.04
Oregon	\$830.00	\$846.88	\$864.66		
Totals	\$67,146.00	\$68,511.30	\$69,950.04		

Anticipated expenses for zone administration: support staff, travel, equipment, supplies, marketing, contractual, overhead, etc. Expense line items are approximate and may not represent exact

¹ The non-fixed category titled "Contractual/Marketing" includes consulting & legal expenses, as well as zone-specific development and marketing (e.g., website development & deployment). This category, when remainder amounts are deemed as excess by BHRC and the board at the end of a calendar year, shall have that excess portion returned to the project fund. The status of this category shall be updated regularly by the administrator for the board.



distributions. Other/indirect considers administration and overhead, as well as supplies, equipment, and software/hardware. **Changes from the previous agreement add to the personnel category in anticipation of implementing bolded/underlined items.**

BHRC will bill each entity for its respective contribution each year in January. Future year contributions shall escalate by the most recent rolling 3-year rolling average of the October CPI index, per the designating ordinances and intergovernmental agreement, and expense categories shall increase accordingly.

- Recent annualized October CPIs: 1.6% (2016), 2.0% (2017), 2.5% (2018), and 1.8% (2019)
- Recent three-year rolling averages: 2.033% (2018) and 2.1% (2019)

GIS Mapping & Enterprise Zone Specialist Andy Shaw will be assigned administrator duties. Anticipated personnel expenses include new part-time assistance to accomplish duties and responsibilities targeted for more attention and noted above. Office Manager Julie Jacobs continues to support the administrator.

ZONE ADMINISTRATION TERM & RENEWAL

BHRC’s continued administration of the zone will commence on the date of proposal acceptance. It will continue for an initial term of twenty-four months and will be renewed automatically for subsequent terms of twenty-four months, or until the zone is terminated, as long as the advisory board and BHRC see fit to maintain the administration arrangement. If the advisory board or BHRC wishes to discontinue this arrangement, advanced notice of sixty days is required to be given by either party to allow for proper transition.

Signature (BHRC)

Signature (City of Amboy)

Name

Name

Date

Date

Signature (City of Dixon)

Signature (City of Rochelle)

Name

Name

Date

Date

Signature (County of Lee)

Signature (County of Ogle)

Name

Name

Date

Date

Signature (Village of Mount Morris)

Signature (Village of Ashton)

Name

Name

Date

Date

Signature (City of Oregon)

Name

Date



CRITERIA FOR MUNICIPAL EXPANSION OF THE ENTERPRISE ZONE (NEW UNDERLINED)

Primary Criteria

1. Is the zone expansion being driven by an industrial or larger-scale use of the zone incentives on a specific site? **REQUIRED**
2. Is there a letter of commitment from a company that will locate or expand here due to EZ status? This letter should state the expected timeline, jobs, and investments to be made by the company. **REQUIRED**

Site-Specific Criteria

THESE CRITERIA ARE SPECIFIC TO SITES FOR LARGER-SCALE INDUSTRIAL AREAS

3. Was the site in the previous EZ? Does it have a company from the old EZ? **HELPFUL, NOT REQUIRED**
4. Is the site owned by a willing seller? Is site optioned and for how long? **SHOULD BE YES**
5. Infrastructure to the proposed EZ site? (water, sewer, power, natural gas, fiber, roads and truck routes, rail) Plans to expand capacity to site? **SHOULD HAVE SUFFICIENT LEVEL OF INFRASTRUCTURE**
6. Is the site annexed (all zone areas must be annexed); and zoned for intended commercial or industrial use; or in a comprehensive plan identifying the site for future industrial or commercial use? **SHOULD BE YES**
7. Are geotechnical/topo engineering studies completed for the site? **SHOULD BE YES**
8. Brownfield site? Need for Phase I environmental study? **SHOULD BE ADDRESSED IF THIS IS A FACTOR**
9. Has stormwater and drainage for the site been identified? **SHOULD BE ADDRESSED FOR UNBUILT SITES**

Municipal Criteria

10. Does the community support industrial development? **SHOULD BE YES**
11. Will the expanded zone area and expanded LLMA pass 3 of the 10 criteria for state approval? **SHOULD BE YES**
12. Infrastructure capacity supports growth? (water, sewer, power, natural gas, fiber, roads (Truck Route?), rail access?) Plans to expand capacity? **SHOULD BE YES**
13. Are the other taxing districts willing to accept the tax abatement schedule of the EZ (Goal is to have all tax districts)? **SHOULD BE YES**
14. Will the municipality agree to the funding agreement to pay one-time costs for application and to annually employ the zone administrator? **SHOULD BE YES**
15. Will the municipality cooperate with the other zone governments to pass future amending ordinances in a timely manner? **SHOULD BE YES**