

Pratt/Ridge
Industrial Park Conservation Area
Redevelopment Plan and Project

City of Chicago, Illinois

Prepared By:
Ernst & Young LLP
Sears Tower
233 South Wacker Drive
Chicago, Illinois

March 8, 2004

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I. INTRODUCTION

This report documents the Industrial Park Conservation Area eligibility criteria and the Redevelopment Plan and Project (the “Plan”) for the Pratt/Ridge Industrial Park Conservation Area (the “IPCA”). The Plan has been prepared for the use by the City of Chicago (the “City”) by Ernst & Young LLP (“E&Y”).

Based on the available data, as described in the following pages, E&Y performed site evaluation and the qualification of the City as a labor surplus municipality. In addition, Gremely & Biedermann, a surveyor, documented the zoning of the IPCA. Based on the analysis, the evidence has enabled E&Y to conclude that the proposed IPCA is eligible for designation as an Industrial Park Conservation Area (under Standard One) and may be designated as a tax increment finance district under the Industrial Jobs Recovery Law, 65 ILCS 5/11-74.6-1 et seq., as amended (the “Act”).

The Plan summarizes E&Y’s analyses and findings, which, unless otherwise noted, is the responsibility of E&Y. The City is entitled to rely on the findings and conclusions of this Plan in designating the IPCA as a redevelopment project area under the Act. E&Y has prepared this Plan and the related eligibility analysis with the understanding that the City would rely: 1) on the findings and conclusions of the Plan and the related eligibility analysis in proceeding with the designation of the IPCA and the adoption and implementation of the Plan, and 2) on the fact that E&Y has obtained the necessary information so that the Plan and the related eligibility analysis will comply with the Act.

IPCA Description

The IPCA includes the corporate headquarters and manufacturing facilities owned and operated by the S&C Electric Company (“S&C” or the “Developer”) and is located approximately 10 miles northwest of the central business district of the City, in the Rogers Park neighborhood. See Exhibit C in the Appendix. The boundaries of the IPCA include the contiguous properties owned by the Developer. The IPCA is generally bounded by Devon Avenue to the south, Ridge Boulevard to the west, Pratt Avenue on the north, and the Chicago & North Western Railway to the east. It is anticipated that the property within the boundaries of the IPCA will gain substantial benefit from the proposed redevelopment project improvements outlined below.

IPCA History

S&C Electric Company is a global provider of equipment and services for electric power systems. Founded in 1911, the Chicago-based company designs and manufactures switching and protection products for electric power transmission and distribution.

S&C provides solutions for customers worldwide. The company has engineering offices and manufacturing facilities in Chicago, Illinois; Franklin, Wisconsin; Alameda, California; and Orlando, Florida. S&C subsidiaries operate in Toronto, Canada; Curitiba, Brazil; Naucalpan, Mexico; and Suzhou, China.

S&C's products help deliver electric power efficiently and reliably. Some are used to switch circuits. Others minimize damage to equipment in the event of a fault, or reduce the area of an outage by automatically rerouting power flow. S&C's sophisticated power-quality products can deliver uninterrupted power for an entire facility, and for crucial process industries. In addition, S&C offers engineering, laboratory, and testing services for electric utilities and commercial, industrial, and institutional power users.

S&C's products protect underground and overhead electrical distribution systems, interrupting system voltages from 5,000 volts up to 34,500 volts, as well as protecting electrical transmission systems (transmission lines, transformers and capacitor banks) up to 345,000 volts. By remaining a specialist, S&C has developed an expertise in power transmission / distribution practices and power quality solutions. S&C's in-depth specialization and development of proprietary products has made it a leader in the industry, competing against much larger, global companies such as Siemens Energy (Germany), ABB (Sweden), Cooper Industries (United States), Square D (Group Schneider) (France), as well as smaller, regional companies headquartered in the United States such as Hubbell Inc., Powell Industries, G&W Electric, Bridges Electric, Federal Pacific and American Superconductor. In recent years, S&C has seen an increase in low-cost overseas competitors selling imitation products made in Korea, Brazil, and Taiwan.

S&C's sales are broadly divided into two segments: public utilities (80-85%) and large power consumers (15-20%). The former category includes virtually every utility in North America and the latter category includes both large and small industrial, commercial and institutional power consumers.

IPCA Project Overview

The Developer is proposing to renovate and modernize the Site, known as the John R. Conrad Industrial Complex over the next several years. At the time of this report, the proposed redevelopment project, which is the headquarters of S&C Electric Company, is a 46-acre facility that occupies 20 major buildings covering approximately 1,125,000 square feet under roof (the "Site" or the "Project Area"). The Developer is proposing to invest approximately \$145,000,000 in new redevelopment, construction, renovation, equipment, and employee training over the twenty-three (23) year life of the IPCA. Included in the Developer's projected improvements is the proposed construction of an Advanced Technology Center for new product development and testing. The implementation of the Developer's investment is divided into four (4) phases, as described below.

- Phase I: Phase I is anticipated to occur in Years 1-5. This phase consists primarily of the engineering, site preparation and construction of the Advanced Technology Center, a new research and development facility. In addition, there are more planned expenditures which will be prioritized based on age, condition and strategic value to S&C. These expenditures are renovation and improvements to the Site which include, but are not limited to, roof replacements, mechanical and electrical infrastructure refurbishment, paving, fire protection and site beautification. Machine tool and information technology purchases are also planned, as well as a variety of job training, retraining, advanced education and career enhancement programs.
- Phase II: Phase II is anticipated to occur in Years 6-11. This phase consists primarily of the engineering, site preparation and construction of two new buildings. The first, Building 2C, will involve as modernized expansion for manufacturing operations and will include accommodations for renovated mechanical and electrical service entries. The second will be a new office building for expansion of S&C's in-house consulting/construction management team. In addition, there are more planned expenditures which will be prioritized based on age, condition and strategic value to S&C. These expenditures are renovation and improvements to the Site which include, but are not limited to, roof replacements, mechanical and electrical infrastructure refurbishment, paving, fire protection and site beautification. Machine tool and information technology purchases are also planned, as well as a variety of job training, retraining, advanced education and career enhancement programs.
- Phase III: Phase III is anticipated to occur in Years 12-17. This phase consists primarily of the engineering, site preparation and construction of Building 15B, intended as expansion space for S&C Polymer Products Division's manufacturing operations. In addition, there are more planned expenditures which will be prioritized based on age, condition and strategic value to S&C. These expenditures are renovation and improvements to the Site which include, but are not limited to, roof replacements, mechanical and electrical infrastructure refurbishment, paving, fire protection and site beautification. Machine tool and information technology purchases are also planned, as well as a variety of job training, retraining, advanced education and career enhancement programs.
- Phase IV: Phase IV is anticipated to occur in Years 18-23. This phase consists primarily of the engineering, site preparation and construction of a two story parking structure to accommodate expanded employment and replace parking areas lost to new construction activities. In addition, there are more planned expenditures which will be prioritized based on age, condition and strategic value to S&C. These expenditures are renovation and improvements to the Site which include, but are not limited to, roof replacements, mechanical and electrical infrastructure refurbishment, paving, fire protection and site beautification.

Machine tool and information technology purchases are also planned, as well as a variety of job training, retraining, advanced education and career enhancement programs.

The estimated total private investment related to these phases, as described, is detailed in Table 1.0:

Table 1.0: Estimated Total Private Investment

Phase	Estimated Investment	Major Development Activity
Phase I (Years 1-5)	\$ 38,000,000	Advanced Technology Center
Phase II (Years 6-11)	\$ 52,000,000	Construction of Building 2C
Phase III (Years 12-17)	\$ 33,000,000	Polymer Products Mfg Bldg 15B
Phase IV (Years 18-23)	\$ 22,000,000	Parking Structure for Employees
Estimated Total Investment	\$ 145,000,000	

Tax Increment Financing

The Act is intended to help overcome the unique challenges to the redevelopment of underutilized and vacant industrial sites. Further, the Act is intended to provide resources to retain and expand the industrial economy in Illinois through the use of tax increment financing (“TIF”).

The Act permits municipalities to use TIF to improve eligible “industrial park conservation areas”, “vacant industrial building conservation areas”, or “environmentally contaminated areas” in accordance with an adopted redevelopment plan over a period not to exceed twenty three (23) years. The cost of certain public and private improvements and programs can be paid with revenues generated by taxes paid on the increased equalized assessed values (“EAV”) of taxable real estate within a designated IPCA.

The incremental property taxes associated with an increase in private investment can be used to reimburse developers for eligible redevelopment project costs. Incremental property taxes are derived from the increase in the current EAV of real property improvements within the TIF district over and above the Certified Initial EAV (“Base EAV”) of real property within the same district. The Certified Initial EAV is determined when the TIF district is established by a municipality. In summary, investment in new real property in the redevelopment area increases the EAV of the property, thus creating incremental real property tax revenues.

IPCAs do not generate incremental tax revenues by increasing tax rates. Rather, incremental tax revenues are generated through utilization of the municipality’s Special Tax Allocation Fund to account for the incremental property tax revenues produced by the private investment and the reassessment of properties within the TIF district. The

assets of the Special Tax Allocation Fund shall be used to pay for redevelopment project costs in the IPCA.

Through the use of TIF, all taxing districts continue to receive property taxes levied on the initial valuation of properties within the IPCA. Additionally, taxing districts may receive distributions of excess incremental property taxes when annual incremental property taxes are collected if the amount of taxes collected are greater than the amount of the incremental property taxes earmarked toward redevelopment project costs or obligations. In addition to the potential of excess incremental property tax distributions, the taxing districts may realize an increase in their respective property tax bases after the TIF district has expired and all costs and obligations have been paid.

The successful implementation of the Plan requires the City to utilize the real estate tax increment attributed to the IPCA as provided for by the Act.

The levels of public and private investment, as outlined in the Plan, is possible only if TIF is used as authorized by the Act. Implementation of the Plan will benefit the City, its residents, and all taxing districts in the form of an expanded tax base and the improvement of the community through the creation and retention of jobs.

Redevelopment Plan

The Plan has been formulated in accordance with the provisions of the Act and is intended to guide improvements and activities within the IPCA in order to stimulate investment in the IPCA. The goal of the City, through implementation of the Plan, is that the entire IPCA be revitalized through a coordinated public and private enterprise effort of reinvestment, rehabilitation, and redevelopment of uses compatible with a strong, stable neighborhood, and that such revitalization occurs:

- On a coordinated, rather than piecemeal basis, to ensure that land use, access and circulation, parking, public services and urban design are functionally integrated and meet present-day principles and standards;
- On a reasonable, comprehensive, and integrated basis to ensure that the factors leading to unemployment and underutilization of industrial land are reduced; and
- Within a reasonable and defined time period so that the IPCA may contribute productively to the economic vitality of the City.

The Plan specifically describes the IPCA and summarizes the factors which qualify the IPCA as an “industrial park conservation area” as defined in the Act.

The success of this redevelopment effort will depend on the cooperation between the public and private sectors. By means of public investment, the IPCA will become a stable environment for area-wide redevelopment by the private sector. The City will help

coordinate the activities to ensure a unified and cooperative public-private redevelopment effort.

The use of incremental property taxes from the IPCA will benefit the City, its residents and taxing districts by generating the following benefits:

- Increased property tax base derived from investment in real property;
- Increase in construction and other employment opportunities from the direct and indirect spin-off of investment in the IPCA;
- Improved public systems, including utilities, roadways and other infrastructure items;
- The provision of job training services which make the IPCA more attractive to investors and employers; and
- The creation of opportunities for women and minority businesses to share in the redevelopment of the IPCA.

II. ELIGIBILITY OF THE PROPOSED INDUSTRIAL PARK CONSERVATION AREA

The Illinois Industrial Jobs Recovery Law authorizes Illinois municipalities to redevelop locally designated areas through TIF. To qualify as a TIF district, the Project Area can be designated under one of the following categories as defined by the Act:

- Environmentally Contaminated Area;
- Industrial Park Conservation Area; or
- Vacant Industrial Building Conservation Area.

Based on the information contained in this report, the Project Area and the City meet the eligibility criteria for designation as an “Industrial Park Conservation Area.” The definition as determined by the Act is as follows:

“Industrial Park Conservation Area” means an area within the boundaries of a redevelopment project area located within the corporate limits of a municipality or within 1 1/2 miles of the corporate limits of a municipality if the area is to be annexed to the municipality, if the area is zoned as industrial no later than the date on which the municipality by ordinance designates the redevelopment project area, and if the area includes improved or vacant land suitable for use as an industrial park or a research park, or both. To be designated as an Industrial Park Conservation Area, the area shall also satisfy one of the following standards: (65 ILCS 5/11-74.6-10(e)):

- 1) **Standard One:** “The municipality must be a labor surplus municipality and the area must be served by adequate public and or road transportation for access by the unemployed and for the movement of goods or materials and the redevelopment project area shall contain no more than 2% of the most recently ascertained equalized assessed value of all taxable real properties within the corporate limits of the municipality after adjustment for all annexations associated with the establishment of the redevelopment project area or be located in the vicinity of a waste disposal site or other waste facility. The project plan shall include a plan for and shall establish a marketing program to attract appropriate businesses to the proposed Industrial Park Conservation Area and shall include an adequate plan for financing and construction of the necessary infrastructure. No redevelopment projects may be authorized by the municipality under Standard One of subsection (e) of this Section unless the project plan also provides for an employment training project that would prepare unemployed workers for work in the Industrial Park Conservation Area, and the project has been approved by official action of or is to be operated by the local community college district, public school district or state or locally designated private industry council or successor agency.” (65 ILCS 5/11-74.6-10(e)(1)).

- 2) **Standard Two:** “The municipality must be a substantial labor surplus municipality and the area must be served by adequate public and or road transportation for access by the unemployed and for the movement of goods or materials and the redevelopment project area shall contain no more than 2% of the most recently ascertained equalized assessed value of all taxable real properties within the corporate limits of the municipality after adjustment for all annexations associated with the establishment of the redevelopment project area. No redevelopment projects may be authorized by the municipality under Standard Two of subsection (e) of this Section unless the project plan also provides for an employment training project that would prepare unemployed workers for work in the Industrial Park Conservation Area, and the project has been approved by official action of or is to be operated by the local community college district, public school district or state or locally designated private industry council or successor agency.” (65 ILCS 5/11-74.6-10(e)(2)).

According to the Act, no redevelopment plan shall be adopted by a municipality without findings that (65 ILCS 5/11-74.6-10(l)(5)):

“In the case of an industrial park conservation area, that the municipality is a labor surplus municipality or a substantial labor surplus municipality and that the implementation of the redevelopment plan is reasonably expected to create a significant number of permanent full time new jobs and, by the provision of new facilities, significantly enhance the tax base of the taxing districts that extend into the redevelopment project area.”

Based on our review of the IPCA, the eligibility segment of this report provides the following data to qualify the IPCA under Standard One of the Act:

- A) Zoning;
- B) Suitability of Land for Industrial Use;
- C) Labor Surplus Municipality;
- D) Most Recent Equalized Assessed Valuation;
- E) Adequate Public Road Transportation Access;
- F) Equalized Assessed Value as a Proportion of Municipality;
- G) Required Plan Elements; and
- H) Within the Corporate Limits of the Municipality.

Zoning

The Project Area must qualify as an “Industrial Park Conservation Area”, as defined by the Act, before the Standard One criteria area applied.

“The area within the boundaries of a redevelopment project area located within the corporate limits of a municipality or within 1 1/2 miles of the corporate limits of a municipality if the area is to be annexed to the municipality, if the area is zoned as industrial no later than the date on which the municipality by ordinance designates the redevelopment project area, and if the area includes improved or vacant land suitable for use as an industrial park or a research park, or both.” (65 ILCS 5/11-74.6-10(e)).

The IPCA is zoned as M2-2 and M1-1 (industrial classifications of the City)¹.

Suitability of Land for Industrial Use

According to the Act, an eligible IPCA must include improved or vacant land suitable for use as an industrial park or a research park, or both. An industrial park is defined as:

“... an area in a redevelopment project area suitable for use by any manufacturing, industrial, research, or transportation enterprise, of facilities, including but not limited to factories, mills, processing plants, assembly plants, packing plants, fabricating plants, distribution centers, warehouses, repair overhaul or service facilities, freight terminals, research facilities, test facilities or railroad facilities. An industrial park may contain space for commercial and other use as long as the expected principal use of the park is industrial and is reasonably expected to result in the creation of a significant number of new permanent full time jobs. An industrial park may also contain related operations and facilities including, but not limited to, business and office support services such as centralized computers, telecommunications, publishing, accounting, photocopying and similar activities and employee services such as child care, health care, food service and similar activities. An industrial park may also include demonstration projects, prototype development, specialized training on developing technology, and pure research in any field related or adaptable to business and industry.” (65 ILCS 5/11-74.6-10(c)).

The IPCA consists of 62 parcels, improved for industrial purposes, and is suitable for use by an industrial establishment.

¹ A portion of the IPCA surrounding the public right of way is currently zoned C1-1 (a commercial classification of the City); however, this portion of the IPCA will be re-zoned industrial prior to adoption of the Plan by City Council.

Labor Surplus Municipality

On the basis of Standard One, the Project Area is eligible for designation as an IPCA under the requirements of the Act. As defined by the Act, the Standard One criteria for a “labor surplus municipality” is: “a municipality in which, during the 4 calendar years immediately preceding the date the municipality by ordinance designates an Industrial Park Conservation Area, the average unemployment rate was 1% or more over the State average unemployment rate for that same period...” (65 ILCS 5/11-74.6-10(g)).

Table 2.0 provides annual local, state and national unemployment statistics for calendar years ending 1999 through 2002. According to information collected from the Bureau of Labor Statistics, for the years 1999 to 2002 inclusive, the unemployment rate in the City exceeded that of both the State of Illinois and the United States by more than 1%. Table 2.0 below illustrates the corresponding unemployment rates.

Table 2.0: Unemployment Rates

Unemployment Rates in Chicago and the State of Illinois (Percent)

	1999	2000	2001	2002	Four Year Average
Chicago (1)	5.5	5.6	7.0	8.3	6.6
Illinois (2)	4.3	4.4	5.4	6.5	5.2
Difference	1.2	1.2	1.6	1.8	1.4

Unemployment Rates in Chicago and the United States (Percent)

	1999	2000	2001	2002	Four Year Average
Chicago (1)	5.5	5.6	7.0	8.3	6.6
U.S. (2)	4.2	4.0	4.8	5.8	4.7
Difference	1.3	1.6	2.2	2.5	1.9

- (1) Source: Illinois Department of Employment Security “Local Area Unemployment Statistics”
- (2) Source: United States Department of Labor, Bureau of Labor Statistics “The Employment Situation”

Over the previous four years, the average unemployment rate in the City was 1.4% higher than the average unemployment rates in the State of Illinois and 1.9% higher than the average unemployment rate in the United States. These average unemployment rates indicate that the City is a labor surplus municipality, as there has been a persistently higher percentage of workers who are unemployed in the City as compared to state and national rates.

Most Recent Ascertained Equalized Assessed Valuation

The purpose of identifying the most recent equalized assessed valuation (“EAV”) of the Project Area is to provide an estimate of the initial EAV which the Cook County Clerk

will certify for the purpose of annually calculating the incremental EAV and incremental property taxes of the Project Area. The 2002 EAV of all taxable parcels in the Project Area is approximately \$16,414,901*. This total EAV amount, by Parcel Identification Number (“PIN”), is summarized in Exhibit A of the Appendix. The EAV is subject to verification by the Cook County Clerk. After verification, the final figure shall be certified by the Cook County Clerk, and shall become the Certified Initial EAV from which all incremental property taxes in the Project Area will be calculated by Cook County. At the time of this report, 62 PINs are anticipated to be included in the IPCA.

*Source: 2002 Cook County Assessor Property Tax Records

Adequate Public and Road Transportation Access

In the Standard One statutory definition “the municipality must be a labor surplus municipality and the area must be served by adequate public and or road transportation for access by the unemployed and for the movement of goods or materials....” (65 ILCS 5/11-74.6-10(e)(1)).

To provide adequate road and highway transportation the City has access convenient to several interstates including, but not limited to, I-94, I-90, US 41, I-294, I-80, and I-57. These major highways connect the City with other areas in Illinois as well as providing access to other areas throughout the United States. In addition to the major highways, site access is provided via Devon Avenue to the south, Ridge Boulevard to the west, and Pratt Avenue on the north.

To provide adequate public transportation access, the Chicago Transit Authority provides 143 bus routes and 7 subway and elevated train lines. Of the 143 bus routes, 125 are fully accessible by persons with disabilities. Most bus routes and train lines are available almost anytime during the week and on weekends. Specifically, the Project Area is served by the CTA Howard/95th Red Line elevated train and the 155 Devon bus route.

Equalized Assessed Value as Proportion of Municipality

In Standard One of the Act, “the project area shall contain no more than 2% of the most recently ascertained equalized assessed value of all taxable real properties within the corporate limits of the municipality after adjustment for all annexations associated with the establishment of the redevelopment project area...” (65 ILCS 5/11-74.6-10(e)(1)).

At the time of this report, the Project Area EAV in Table 3.0 includes the 2002 EAV for the IPCA and the City of Chicago.

Table 3.0: EAV as a Proportion of the Municipality

Assessment Year	Project Area EAV (1)	City of Chicago EAV (2)	Project Area EAV Percentage
2002	\$16,414,901	\$45,337,763,388	0.036%

Source: (1) Assessed Value Source: 2002 Cook County Assessor Property Tax Records
(2) City of Chicago Office of Budget and Management

Required Plan Elements

In order to be eligible for designation as an IPCA under the requirements of Standard One, the Plan must contain a plan for and shall establish a marketing program to attract appropriate businesses and an adequate plan for financing and construction of the necessary infrastructure. Further, the Plan must provide for an employment training project that will prepare unemployed workers for work in the IPCA. The marketing plan and employment training elements are described in detail in the subsection titled “Employment Training”, in Section V (Redevelopment Plan), and in the subsection titled “Marketing Program”, in Section VI (Financial Plan), respectively. The plan for financing and construction of necessary infrastructure is described in Section IV (Financial Plan).

Within the Corporate Limits of the Municipality

The entire IPCA is currently within the corporate limits of the City of Chicago.

III. FINDINGS OF NEED FOR TAX INCREMENT FINANCING

Lack of Growth Through Private Enterprise

Although the City as a whole has evidenced growth, the IPCA, as a whole, has not been subject to appropriate growth and development through investment by private enterprise, and would not reasonably be anticipated to be developed in accordance with public goals stated in the Plan without the adoption of the Plan. The lack of growth is shown by the factors described in this section.

Lack of New Construction / Renovation

In the past seven years, there has been only one new building constructed within the IPCA. The new development (Building 12A at the far northern end of the Site) resulted in the elimination of some material handling problems, the avoidance of increased maintenance expenditures, and elimination of potential safety concerns. The development, which occurred two years ago, involved the demolition of two functionally obsolete structures, construction of a 100,000 square foot building, and the relocation and consolidation of shipping operations.

The two demolished buildings were greater than 50 years of age and functionally obsolete. Continuing to operate and maintain these buildings would have required S&C to make significant expenditures in order to insure these buildings remained as safe working environments for its employees. S&C determined that it was not cost-effective to maintain the buildings and therefore decided that it was necessary to construct the new building. The new development also alleviated a safety concern. Because the shipping operations were not centralized on the Site, the shipping flow of outgoing product often interfered with employees safely moving raw materials and work in process from one building to the next. This often resulted in bottlenecks at the Site. The new development centralized the shipping operations into Building 12A and assisted with the reduction of bottlenecks which inhibited product flow and caused a potential safety concern.

According to S&C, the construction of Building 12A did not substantially increase productive capacity. The Site contains 1,125,000 square feet under roof and Building 12A constitutes less than 10 percent of the overall Project Area.

In addition to the aforementioned improvement, historical building permit records were examined. The City Department of Buildings provided building permit data for the prior six years (1997-2003). During this six-year period, only 12 building permits were issued in the IPCA. These records indicate that of the \$700,000 of related improvements, a majority of the investment within the boundaries of the IPCA (as documented by the City) was related to the demolition of existing structures and the installation of new equipment. Of this amount, \$213,000 (30%) was related to the demolition of obsolete

structures, and \$300,000 (43%) was related to the installation of new equipment. These investments do not enhance land values.

Also, since 1997, completion of engineering and construction of the strategic, \$25,000,000 Advanced Technology Center as well as over \$7,000,000 in plant renovation projects have been delayed or deferred for the reasons described herein. These projects which include roof replacements, fire protection system expansion and upgrades, roadway repaving, boiler replacements, fire signaling upgrades and heating, ventilating and air conditioning systems replacements and related upgrades are important to the long term success of S&C and maintenance of a safe, modern workplace. According to an appraisal conducted by Urban Real Estate Research (2003), the majority of the renovation work deferred is related to areas considered to be well beyond normal life expectancy.

Furthermore, over \$10,000,000 in manufacturing capacity improvements for fabrication and assembly areas were deferred, forcing temporary expansion measures, crowded work spaces and limited ability to expand operations to meet customer demands. Included in these deferred improvement projects is the \$3,000,000 renovation of Pad Mounted Gear and Vista assembly lines, as well as a \$2,500,000 laser based expansion to sheet metal fabrication capacity and a \$3,000,000 silver plating line replacement. Although these expenditures would not enhance land values, they are critical to the success of S&C and they compete with plant improvements for prioritization of capital investment.

Inability to Redevelop Site

As previously mentioned, the IPCA is occupied by S&C's corporate headquarters and manufacturing operations otherwise known as the John R. Conrad Industrial Complex. S&C has been located in the Rogers Park area of Chicago since 1949. Over the 55 years since S&C first occupied the Site, S&C has gradually increased its physical presence through the acquisition of adjacent land and buildings. As described in Section I, S&C is proposing to expand and improve upon their existing facilities. However, due to several factors the ability to redevelop the site is limited.

Physical Impediments

Through this gradual acquisition of land and buildings, the IPCA is currently located on an irregular shaped property located in the Rogers Park neighborhood. See Appendix Exhibit D. The IPCA is bounded by residential property on the north and west, commercial property to the south, and the above grade elevated Chicago & North Western Railway commuter line on the east. Due to the surrounding incompatible land uses, the ability of S&C to expand operations beyond its current property is very limited. As a result of the inability to expand beyond its current property, S&C will have to implement creative strategies to reconfigure current manufacturing and storage space in order to accommodate any future expansion.

Aging Structures

In addition, the age of the buildings within the boundaries of the IPCA create challenges which inhibit the ability to reconfigure space to accommodate increases in capacity. Fourteen of the 20 buildings (70 percent) within the IPCA have an age of 30 years old or greater. Table 4.0 details the age and use of the buildings located within the boundaries of the IPCA.

Table 4.0: Age of Buildings

Building Number	Use	Age
1	Manufacturing	49
2	Manufacturing	40
2A	Manufacturing	18
2B	Office/Manufacturing	17
3	Manufacturing	33
4	Office	39
5	Manufacturing	33
6	Manufacturing	33
7	Storage/Manufacturing	57
9	Manufacturing	25
10	Office/Storage/Garage	33
12	Manufacturing/Office	16
12A	Manufacturing/Office	2
14	Office	43
15	Manufacturing	32
15A	Manufacturing/Office	7
17	Office/Manufacturing	49
18	Storage	41
19	Storage	72
21	Laboratory/Research/Office	41
AVERAGE BUILDING AGE		34

Source: Appraisal conducted by Urban Real Estate Research, Inc. May 2003.

As Table 4.0 demonstrates, the average building age is approximately 34 years. In addition, the analysis conducted by Urban Real Estate Research, Inc. estimated that the average useful life of the twenty buildings is five years. Many of these aging structures no longer have the structural ability to handle new production. Moreover, the inconsistent nature of these buildings (e.g. varying heights, footprints, utility requirements and capabilities) leads to increased costs for S&C to maintain efficient world-class quality manufacturing processes and material handling. As a result, S&C will ultimately have to demolish certain structures and construct new buildings. This reconfiguration, demolition, and reconstruction of new buildings adds additional costs to S&C's implementation of the redevelopment project. If S&C were to construct a new facility, at a greenfield site outside of the City of Chicago, the cost would be substantially less

according to Means Construction Cost Data¹. This cost differential is detailed in Table 5.0.

Increased Costs Related to Expansion/Renovation

To remain competitive in the marketplace, S&C must continue to modernize its manufacturing capabilities. Without full implementation of the Plan, the Site may not be able to accommodate future growth of the manufacturing process in a competitive manner. Global competition is forcing S&C to accelerate its production enhancements and implementation of new technology. This These accelerated implementation process leads to increasing financial pressures to expand production capacity at the Site in a cost effective manner.

In order to react to the growing competition, S&C is considering significant capital investments to renovate and reconfigure the Site. The costs associated with new construction, renovation, and demolition are greater in the City than at alternate locations. As mentioned above, if S&C were to construct a new facility, in another location, the costs would be substantially less. Table 5.0 details the cost factor comparison between Chicago, Illinois and Franklin, Wisconsin which is 20 miles from Milwaukee. Data for Milwaukee, Wisconsin was used for this analysis since Franklin data was not available.

Table 5.0: Location Cost Factor Analysis

Location	Materials	Installation	Total
Chicago, Illinois	99.6	126.4	112.5
Milwaukee, Wisconsin	99.2	102.3	100.7

Note: In order to quantify costs, take estimated costs, multiply by the factor, and divide by 100.

As a result of the financial constraints, in recent years S&C has been unable to relocate certain production lines to the Site; instead, S&C has retained this production capacity at its Wisconsin facility. However, to keep the Site viable, in the long-term, future capacity increases must be achieved in Chicago.

Conclusion

In summary, the increased costs associated with the redevelopment project in the City of Chicago limit the ability of S&C to increase production capacity. S&C has determined that without full implementation of the Plan, the property may not be able to accommodate future growth of the manufacturing process in a competitive manner.

¹ Source: Mean's Construction Cost Data 2004.

S&C has determined that assistance from the City is of key importance to implement the 23-year plan to retain world-class manufacturing capacity, customer service, and cost competitiveness in the IPCA. Based on modern manufacturing layouts and standards, the IPCA, as a whole, has not been subject to growth and development by private enterprise, other than those items detailed in Section III. In accordance with the goals stated in the Plan, without the adoption of the Plan, the IPCA would not reasonably expected to be developed in accordance with the public goals stated in the Plan. In the absence of City-assisted redevelopment, there is a prospect that the implementation of the 23-year planned industrial expansion would not occur.

Conformance with Land Uses

The Plan includes land uses, which were approved by the Planning Commission of the City of Chicago. The land uses anticipated in the Future Land Use Plan are consistent with current zoning of the Project Area. See Appendix Exhibit G.

Job Creation

The Plan is reasonably expected to result in the creation and retention of a significant number of permanent full-time jobs. Initially, the project is expected to result in the retention of approximately 1,500 full-time City manufacturing jobs. In addition, Table 6.0 outlines the projected creation of additional full-time jobs at the facility as the Plan is implemented.

Table 6.0: Estimated Job Creation

Position	Employees
Professionals	4
Technicians	4
Office and Clerical	2
Crafts Persons (Skilled)	20
Operatives (Semi-skilled)	18
Estimated Total	48

Additional job creation may result as productivity increases are realized along with an improved economy.

Date of Completion

In accordance with the Act, the estimated date for the completion of the Plan and the retirement of obligations incurred to finance redevelopment project costs is no later than December 31 of the year in which the payment to the municipal treasurer is to be made

with respect to ad valorem taxes levied in the twenty-third calendar year after the year the ordinance approving the IPCA is adopted by the City.

Labor Surplus Municipality

As described in Section II, over the previous four years, the average unemployment rate in the City was 1.4% higher than the average unemployment rates in the State of Illinois and 1.9% higher than the average unemployment rate in the United States. These average unemployment rates indicate that the City is a labor surplus municipality. The City unemployment rates have been consistently higher than state or national rates.

IV. REDEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES

The Plan for the City's proposed IPCA is developed to provide a description of the necessary actions to stimulate private investment in the Project Area. From an economic perspective, the implementation of the Plan through the use of tax increment financing may stimulate additional private investment over the life of the IPCA. Full realization of this combined public/private investment is expected to create new employment opportunities and enhance the tax base of the City.

Redevelopment Goals

The following items represent the major redevelopment goals of the Plan.

- Reduce or eliminate those conditions which inhibit investment in the IPCA.
- Provide sound economic development in the IPCA.
- Contribute to the economic well being of the City.
- Create strong public and private partnerships to capitalize upon and coordinate all available resources and assets.
- Encourage land uses which strengthen the function and appeal of the IPCA for predominantly industrial, non-residential activities.
- Employ residents of the City in the IPCA.
- Promote and protect the health, safety, morals, and welfare of the public by establishing a public / private partnership.
- Continue sound economic growth, development and training in the City by working within the guidelines of the Training Program and Business Marketing Plan as established by the City.
- Encourage private investment while conforming with the City's Comprehensive Plan.
- Enhance the City's property tax base.
- Enhance the value of the Project Area.
- Leverage private investment through the use of tax increment financing in order to retain and create industrial jobs.

Redevelopment Objectives

The following items represent the major redevelopment objectives of the Plan.

- Provide sites which are conducive to industrial development, through activities such as demolition, rehabilitation, etc.
- Encourage the use and maintenance of the industrial land.
- Upgrade infrastructure throughout the IPCA.
- Undertake appropriate environmental remediation measures on development sites, according to customary procedures.
- Support job training programs to provide employees living in areas surrounding the IPCA with the skills necessary to maintain jobs in the IPCA with S&C.
- Repair and replace the infrastructure where needed, including, but not limited to: roads, sidewalks, public utilities, and other public infrastructure.
- Promote women-owned and minority-owned businesses and affirmative action programs, as detailed in the subsection entitled “Affirmative Action and Fair Employment Practices” under Section V (Redevelopment Plan).

Redevelopment Strategy – Key Activities

To achieve the goals and objectives outlined above, the City proposes to assist with redevelopment of the Project Area by pledging future annual property tax increments to be used for eligible redevelopment project costs. Actions required to implement such a strategy are as follows:

- Approval of the Plan and determination of eligibility; and
- Designation of the IPCA by the City; and
- Use of TIF revenues to provide reimbursement of eligible costs associated with private investment.

In addition to the items listed above, the Appendix contains documentation to further illustrate the Plan. Table 7.0 provides the following documentation included in the Appendix of this report:

Table 7.0: Listing of Exhibits

APPENDIX	SOURCE
Exhibit A: PIN Listing and Equalized Assessed Value	2002 Cook County Assessor Property Tax Records
Exhibit B: Legal Description of Project Area	Gremely & Biedermann
Exhibit C:: Map of the City of Chicago	S&C Electric Company
Exhibit D: Project Area Map	Gremely & Biedermann
Exhibit E: Current Land Use Map	S&C Electric Company
Exhibit F: Current Site Plan	S&C Electric Company
Exhibit G: Future Land Use Map	S&C Electric Company
Exhibit H: Future Site Plan	S&C Electric Company
Exhibit I: Zoning Map	Gremely & Biedermann
Exhibit J: Letter from City Colleges of Chicago	City Colleges of Chicago

V. REDEVELOPMENT PLAN

The Redevelopment Plan as defined in the Act is “the comprehensive program of the municipality for development or redevelopment intended by the payment of redevelopment project costs to reduce or eliminate the conditions that qualified the redevelopment project area or redevelopment planning area, or both, as an environmentally contaminated area or industrial park conservation area, or vacant industrial buildings conservation area, or combination thereof, and thereby to enhance the tax bases of the taxing districts that extend into the redevelopment project area or redevelopment planning area”. (65 ILCS 5/11-74.6-10(I)).

Future Land Use

To accommodate private investment, the IPCA will remain zoned for industrial use for a minimum of 23 years following the establishment of the IPCA by the City. The future land uses are expected to be industrial and those that support the industrial development. In order to support the industrial uses, the future land use plan includes areas within the IPCA for manufacturing, warehousing and distribution, research and development, office facilities, and employee parking. See Appendix Exhibits G and H in the Appendix.

Implementation Schedule

The City should implement the Plan for the Project Area to encourage private growth and development. To achieve this goal, the City should implement the Plan with appropriate timeliness to maximize private sector investments in the Project Area.

Private investment within the IPCA is expected to be completed by 2027 with the reimbursement of the eligible costs to be reimbursed over the life of the IPCA. Immediate implementation by the City is expected to result in the stimulation of significant private investment in the Project Area and enhance the overall impact of the Plan over its life.

The Plan sets forth the overall redevelopment project to be undertaken to accomplish the City’s above-stated goal. During implementation of this redevelopment project, the City may, from time to time, (i) undertake or cause to be undertaken public improvements and activities (ii) enter into redevelopment agreements with the Developer to construct, rehabilitate, renovate or restore private or public improvements on one or several parcels (collectively referred to as “Redevelopment Projects”) and, (iii) enter into intergovernmental agreements with public entities in support of the objectives of the Plan.

Affirmative Action and Fair Employment Practices

The City is committed to and will affirmatively implement the following principles with respect to the Plan:

1. The assurance of equal opportunity in all personnel and employment actions, with respect to the Redevelopment Project, including, but not limited to hiring, training, transfer, promotion, discipline, fringe benefits, salary, employment working conditions, termination, etc., without regard to race, color, sex, age, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, military discharge status, source of income, or housing status.
2. The Developer must meet the City’s standards for participation of 25% Minority Business Enterprises (“MBE”) and 5% Woman Business Enterprises (“WBE”) and the City Resident Construction Worker Employment Requirement (“Residency Requirement”) as required in redevelopment agreements.¹
3. This commitment to affirmative action and nondiscrimination will ensure that all members of the protected groups are sought out to compete for all job openings and promotional opportunities.
4. The Developer will meet City standards for any applicable prevailing wage rate as ascertained by the Illinois Department of Labor to all project employees.

In order to implement these principles, the City will require and promote equal employment practices and affirmative action on the part of itself and its contractors and vendors. In particular, parties engaged by the City shall be required to agree to the principles set forth in this section.

With respect to the public/private development’s internal operations, all entities will pursue employment practices which provide equal opportunity to all people regardless of race, color, religion, sex, parental status, marital status, age, handicapped status, national origin, creed, ancestry, sexual orientation, military discharge status, source of income, or housing status. Neither party will condone discrimination against any employee or applicant because of race, color, religion, sex, parental status, marital status, age, handicapped status, national origin, creed, ancestry, sexual orientation, military discharge status, source of income, or housing status. These nondiscriminatory practices will apply to all areas of employment, including hiring, upgrading and promotions, termination, compensation, benefit programs and educational opportunities.

¹ If the City, at any time, changes the MBE/WBE and/or Residency Requirement percentage, the Developer will adhere to the revised policy of the City.

Anyone involved with employment or contracting activities for this Plan will be responsible for conformance with this policy and the compliance requirement of the applicable city, state, and federal laws and regulations.

The City and the private developers involved in the implementation of the Plan will adopt a policy of equal employment opportunity and will include or require the inclusion of this statement in all contracts and subcontracts at any level for the project being undertaken in the IPCA. Any public/private partnership established for the development project in the IPCA will seek to ensure and maintain a working environment free of harassment, intimidation, and coercion at all sites and facilities at which employees are assigned to work. All on-site supervisory personnel are aware of and will carry out the obligation to maintain such a working environment, with specific attention to minority and/or female individuals. The partnership will utilize affirmative action to ensure that business opportunities are provided and that job applicants are employed and treated in a nondiscriminatory manner.

The City shall have the right in its sole discretion to exempt certain small businesses, residential property owners and developers from items 1, 2, 3, and 4 above.

Marketing Program

S&C is anticipated to be the single user of the IPCA during its entire 23-year life. However, if S&C relocated at some time in the future, the marketing program for the IPCA may include the following:

- **Market Analysis and Detailed Program:** A detailed market analysis may be prepared for the Site which will identify the types of manufacturing, research and development, distribution and warehouse users that are appropriate to the Site. The analysis may identify the industrial classification of such firms and provide the basis for identifying specific firms as appropriate. The more specific physical requirements of such firms would be researched and a detail market development program of users and user requirements prepared.
- **Master Plan:** A detailed master plan incorporating the development requirements may be prepared. This plan may include, but is not limited to, street layouts, widths, parcel size, landscaping, buffering, entrance treatments, coordination with environmental remediation, design and coordination with infrastructure improvements and phasing.
- **Marketing Management:** A marketing manager may be selected to coordinate and implement the overall marketing of the Site, including such activities as establishing target market program lists, establishing cooperative relationships with brokers and property owners, creating and implementing advertising and public relations programs, conducting calling programs to target businesses, and similar activities based on the market study and the master plan.

VI. FINANCIAL PLAN

This section defines and presents key elements relevant to the financial plan of the IPCA.

Eligible Redevelopment Project Costs

The various redevelopment expenditures that are eligible for payment or reimbursement under the Act are reviewed below. Following this review is a list of estimated redevelopment project costs that are deemed to be necessary to implement this Plan (the "Redevelopment Project Costs.")

Redevelopment Project Costs include the sum total of all reasonable or necessary costs incurred, estimated to be incurred, or incidental to this Plan pursuant to the Act. Such costs may include, without limitation, the following (65 ILCS 5/11-74.6-10(o)):

- 1) Costs of studies, surveys, development of plans, and specifications, implementation and administration of the redevelopment plan, staff and professional service costs for architectural, engineering, legal, marketing, financial, planning, or other services, but no charges for professional services may be based on a percentage of the tax increment collected. No contracts for professional services, excluding architectural and engineering services, may be entered into if the terms of the contract extend beyond a period of 3 years. In addition, "redevelopment project costs" shall not include lobbying expenses.
- 2) The cost of marketing sites within the redevelopment project area to prospective businesses, developers, and investors.
- 3) Property assembly costs within a redevelopment project area, including but not limited to acquisition of land and other real or personal property or rights or interests therein.
- 4) Site preparation costs, including but not limited to clearance of any area within a redevelopment project area by demolition or removal of any existing buildings, structures, fixtures, utilities and improvements and clearing and grading; and including installation, repair, construction, reconstruction, or relocation of public streets, public utilities, and other public site improvements within or without a redevelopment project area which are essential to the preparation of the redevelopment project area for use in accordance with a redevelopment plan.
- 5) Costs of renovation, rehabilitation, reconstruction, relocation, repair or remodeling of any existing public or private buildings, improvements, and fixtures within a redevelopment project area; and the cost of replacing an existing public building if pursuant to the implementation of a redevelopment project the existing

public building is to be demolished to use the site for private investment or devoted to a different use requiring private investment.

- 6) Costs of construction within a redevelopment project area of public improvements, including but not limited to, buildings, structures, works, utilities or fixtures. Please note, reimbursements of these eligible costs are subject to the limitations of the Act.
- 7) Costs of eliminating or removing contaminants and other impediments required by federal or State environmental laws, rules, regulations, and guidelines, orders or other requirements or those imposed by private lending institutions as a condition for approval of their financial support, debt or equity, for the redevelopment projects.
- 8) Costs of job training and retraining projects.
- 9) Financing costs, including but not limited to all necessary and incidental expenses related to the issuance of obligations and which may include payment of interest on any obligations issued under this Act including interest accruing during the estimated period of construction of any redevelopment project for which the obligations are issued and for not exceeding 36 months thereafter and including reasonable reserves related to those costs.
- 10) All or a portion of a taxing district's capital costs resulting from the redevelopment project necessarily incurred or to be incurred in furtherance of the objectives of the redevelopment plan and project, to the extent the municipality by written agreement accepts and approves those costs.
- 11) Relocation costs to the extent that a municipality determines that relocation costs shall be paid or is required to make payment of relocation costs by federal or State law.
- 12) Payments in lieu of taxes.
- 13) Costs of job training, retraining, advanced vocational education or career education, including but not limited to courses in occupational, semi-technical or technical fields leading directly to employment, incurred by one or more taxing districts, if those costs are: (i) related to the establishment and maintenance of additional job training, advanced vocational education or career education programs for persons employed or to be employed by employers located in a redevelopment project area; and (ii) are incurred by a taxing district or taxing districts other than the municipality and are set forth in a written agreement by or among the municipality and the taxing district or taxing districts, which agreement describes the program to be undertaken, including but not limited to the number of

employees to be trained, a description of the training and services to be provided, the number and type of positions available or to be available, itemized costs of the program and sources of funds to pay for the same, and the term of the agreement. These costs include, specifically, the payment by community college districts of costs under Sections 3-37, 3-38, 3-40 and 3-40.1 of the Public Community College Act and by school districts of costs under Sections 10-22.20a and 10-23.3a of the School Code.

- 14) The interest costs incurred by redevelopers or other nongovernmental persons in connection with a redevelopment project, and specifically including payments to redevelopers or other nongovernmental persons as reimbursement for such costs incurred by such redeveloper or other nongovernmental person, provided that: (A) interest costs shall be paid or reimbursed by a municipality only pursuant to the prior official action of the municipality evidencing an intent to pay or reimburse such interest costs; (B) such payments in any one year may not exceed 30% of the annual interest costs incurred by the redeveloper with regard to the redevelopment project during that year; (C) except as provided in (E) below, the aggregate amount of such costs paid or reimbursed by a municipality shall not exceed 30% of the total (i) costs paid or incurred by the redeveloper or other nongovernmental person in that year plus (ii) redevelopment project costs excluding any property assembly costs and any relocation costs incurred by a municipality pursuant to this Act; (D) interest costs shall be paid or reimbursed by a municipality solely from the Special Tax Allocation Fund established pursuant to the Act and shall not be paid or reimbursed from the proceeds of any obligations issued by a municipality; (E) if there are not sufficient funds available in the Special Tax Allocation Fund in any year to make such payment or reimbursement in full, any amount of such interest cost remaining to be paid or reimbursed by a municipality shall accrue and be payable when funds are available in the Special Tax Allocation Fund to make such payment.

- 15) The costs of construction of new privately owned buildings shall not be an eligible redevelopment project cost.

If a special service area has been established pursuant to the Special Service Area Tax Act, 35 ILCS 235/0.01 *et seq.*, then any tax increment revenues derived from the tax imposed pursuant to the Special Service Area Tax Act may be used within the redevelopment project area for the purposes permitted by the Special Service Area Tax Act as well as the purposes permitted by the Act.

Property Assembly

To meet the goals and objectives of the Plan, the City may acquire and assemble property throughout the IPCA. Land assemblage by the City may be by purchase, exchange, donation, lease, eminent domain or through the Tax Reactivation Program and may be for

the purpose of (a) sale, lease, or conveyance to private developers, or (b) sale, lease, conveyance, or dedication for the construction of public improvements of facilities. Furthermore, the City may require written redevelopment agreements with developers before acquiring any properties.

As appropriate, the City may devote acquired property to temporary uses until such property is scheduled for disposition and development. Such uses may include, but are not limited to, project office facilities, parking, or other uses the City may deem appropriate.

No parcels are currently proposed to be acquired for clearance and redevelopment in the IPCA. In connection with the City exercising its power to acquire real property not currently identified herein, including the exercise of the power of eminent domain, under the Act in implementing the Plan, then the City will follow its customary procedures of having each site acquisition recommended by the Community Development Commission (or any successor commission) and authorized by the City Council of the City. Acquisition of such real property, as may be authorized by City Council, does not constitute a change in the nature of the Plan.

Property Disposition

Property to be acquired by the City in furtherance of the goals of the Plan may be assembled into appropriate redevelopment sites. As part of the redevelopment process the City may sell, lease, or convey such property for public or private use. The terms of the conveyance shall be incorporated into the appropriate disposition agreements, and may include more specific restrictions than contained in the Plan or in other municipal codes and ordinances governing the use of land or the construction of improvements.

Rehabilitation of Existing Public or Private Structures

The City may provide assistance to encourage the rehabilitation of existing public or private structures, which will remove conditions which contribute to the decline of the character and value of the IPCA. Appropriate assistance may include:

- Financial support to private property owners for the restoration and enhancement of existing structures within the IPCA.
- Improvements to the façade or rehabilitation of public or private buildings.

Public Improvements

The City may install public improvements within the boundaries of the IPCA to enhance the area as a whole, to support the Plan, and to serve the needs of the residents of adjacent areas. Appropriate public improvements may include, but are not limited to¹:

- Vacation, removal, resurfacing, widening, reconstruction, construction, and other improvements to streets, alleys, pedestrian ways, and pathways;
- Installation of traffic improvements, viaduct improvements, street lighting, and other safety and accessibility improvements;
- Development of parks, playgrounds, plazas and places for public leisure and recreation;
- Construction of public off-street parking facilities;
- Installation, reconstruction, improvement or burial of public or private utilities;
- Construction of public buildings;
- Beautification, lighting, and signage of public properties;
- Maintenance of blighted rights in privately owned properties;
- Demolition of obsolete or hazardous structures; or
- Improvements to publicly owned land or buildings to be sold or leased.

There are currently no public improvements shown on the proposed Plan. See Exhibits G and H in the Appendix. However, the City may add new improvements to the list at a later date.

Capital Costs of Taxing Districts

The City may reimburse all or a portion of the costs incurred by certain taxing districts in the furtherance of the objectives of the Plan.

Employment Training

The Developer uses over 400 pieces of fabrication equipment that feed 20 different assembly lines. It produces a majority of the components that go into its products, working with all types of materials from polymers to metals to electronics. Therefore, most of the training is done in-house as it relates directly to its manufacturing process. Additional training will occur in a training partnership between the Developer and the local community college or other qualified training partner.

¹ Note: Some items listed may not be considered eligible project costs under the Act.

As part of the redevelopment process, the Developer will participate in available training and retraining programs. These programs may be designed to meet the operational requirements of S&C. To facilitate implementation of the training plan, the City may use various state and local resources to assist S&C with job creation, job retention and training. In addition, S&C anticipates utilizing funds from the State of Illinois Employer Training Investment Program (formerly known as the Industrial Training Program), as it has done in the past.

S&C has historically worked with local neighborhood councils and secondary educational institutions to provide employment opportunities for neighborhood residents. S&C also provides training programs to its current employees to enhance opportunities for advancement. These training programs have been endorsed by the City Colleges of Chicago. See Appendix Exhibit J. In addition, the Act states that "no redevelopment projects may be authorized by the municipality under Standard One of subsection (e) of this Section unless the project plan also allows the City to provide for an employment training project that would prepare unemployed workers for possible employment in the industrial park conservation area and the project has been approved by official action or is to be operated by the local community college district, public school district or state or locally designated private industry council or successor agency." (65 ILCS 5/11-74.6-10(e)(1)).

Table 8.0 outlines two resources S&C may use to search for qualified applicants that could be employed during the construction phase or during regular operations of the plant within the Project Area.

Table 8.0: Employment Resources

Resource	Contact	Benefit
Mayor's Office of Workforce Development	(312) 746-7777	Assists Chicago businesses in finding qualified workers and helps Chicago residents to train for, get, maintain, and advance in their jobs.
Illinois Department of Employment Security	(888) 367-4382	IDES Local Office - has access to various Illinois Employment and Training Center ("IETC") locations

These two resources can provide services to Illinois employers, workers, and job seekers by recruiting and referring qualified job applicants, offering job search and placement assistance, career counseling, job training programs, special employment programs and tax credits.

Developer Interest Costs

Funds may be provided to the Developer for a portion of interest costs incurred by the Developer related to the construction, renovation or rehabilitation of a redevelopment project, provided that:

- Such costs are to be paid directly for the special tax allocation fund established pursuant to the Act; and
- Such payments in any one year may not exceed 30% of the annual interest costs incurred by the Developer with respect to the redevelopment project during that year.

Estimated Project Costs

Table 9.0 provides the estimated eligible redevelopment project costs based on current information. Adjustments to the estimated line item costs above may be reallocated among various line items by the City without amendment to the Plan, to the extent permitted by law. This estimated budget of eligible costs does not obligate the City of Chicago to fund specific levels. Specific costs associated with the redevelopment of the Project Area will be outlined in any applicable redevelopment agreement.

Table 9.0: Estimated Project Costs

Professional Services and Studies	\$ 6,000,000
Site Assembly / Preparation / Demolition	\$ 2,100,000
Renovation, Rehabilitation, Reconstruction, Relocation, Repair or Remodeling of Existing Public or Private Buildings, Improvements, and Fixtures	\$ 35,850,000
Public Works or Improvements ⁽¹⁾	\$ 250,000
Environmental Remediation	\$ 500,000
Job Training, Retraining, Welfare-to-Work	\$ 3,000,000
Relocation	\$ 100,000
Payments-in-lieu of Taxes	\$ 100,000
Developer Interest Costs	\$ 100,000
ESTIMATED ELIGIBLE REDEVELOPMENT COSTS⁽²⁾⁽³⁾	\$ 48,000,000⁽⁴⁾

Additional funding from other sources such as federal, state, county, or local grant funds may be utilized to supplement the City's ability to finance Redevelopment Project Costs identified above.

Sources of Funds

Funds necessary to pay for Redevelopment Project Costs and secure municipal obligations issued for such costs are to be derived primarily from incremental property taxes. Other sources of funds which may be used to pay for Redevelopment Project Costs or secure municipal obligations include: land disposition proceeds, state and federal grants, investment income, private financing and other legally permissible funds the City may deem appropriate. The City may incur redevelopment project costs which are paid for from funds of the City other than incremental taxes, and the City may then be reimbursed for such costs from incremental taxes. Also, the City may permit the

⁽¹⁾ Public improvements may also include capital costs of taxing districts and other costs allowable under the Act. Specifically, public improvements as identified in the Plan and as allowable under the Act may be made to property and facilities owned or operated by the City or other public entities. As provided in the Act, Redevelopment Project Costs may include, to the extent the City by written agreement accepts and approves the same, all or a portion of a taxing district's capital costs resulting from the redevelopment project necessarily incurred or to be incurred within a taxing district in furtherance of the objectives of the Plan.

⁽²⁾ The total Estimated Redevelopment Project Costs provides an upper limit on expenditures, and adjustments may be made in line items without amendment to the Plan.

⁽³⁾ Total Redevelopment Costs exclude any additional financing costs, including any interest expense, capitalized interest and costs associated with optional redemptions. These costs are subject to prevailing market conditions and are in addition to Total Project Costs.

⁽⁴⁾ Increases in estimated total Redevelopment Costs of more than five percent, after adjustment for inflation from the date of Plan adoption, are subject to Plan amendment procedures as provided under the Act.

utilization of guarantees, deposits and other forms of security made available by private sector developers.

Tax increment finance revenues resulting from increases in the EAV of the real property in the Project Area will be allocated each year to the special tax allocation fund held by the City. The assets of the special tax allocation fund shall be used to pay for eligible redevelopment project costs in the Project Area.

The IPCA is not currently contiguous to any other IPCA created under the Act. However, the IPCA may, in the future, be contiguous to, or separated only by a public right-of-way from, other IPCAs created under the Act. In the event the City determines that the goals, objectives, and financial success of such contiguous IPCAs (or those separated by a public right-of-way) are interdependent of each other, then City may determine that it is necessary to utilize net incremental property taxes to pay eligible Redevelopment Project Costs, or obligations to pay such costs, in other contiguous IPCAs separated only by a public right-of-way, and vice versa. Such revenues may be transferred, or loaned, between such areas. The amount of incremental property tax revenues used to pay for eligible Redevelopment Project Costs, shall not exceed the Redevelopment Project Costs described in the budgets described in each respective Plan.

The IPCA is contiguous to, or separated by a public right-of-way from two redevelopment project areas (Devon-Western Redevelopment Project Area and Clark/Ridge Redevelopment Project Area) created under the Tax Increment Allocation Act (65 ILCS 5/11-74.4-1, *et. seq.*)(the TIF Law"). If the City finds the goals, objectives, and financial success of such contiguous (or separated by a public right-of-way) redevelopment project areas created under the TIF Law are interdependent of each other, the City may utilize net incremental property taxes, received from the IPCA to pay eligible Redevelopment Project Costs, or obligations to pay such costs, in other contiguous redevelopment project areas, and vice versa. Such revenues may be transferred, or loaned, between such areas. The amount of incremental property tax revenues used to pay for eligible Redevelopment Project Costs, shall not exceed the Redevelopment Project Costs described in the budgets described in each respective Plan.

On an annual basis the City will determine whether surplus tax increment financing revenues have been generated. To the extent surplus revenues exist, the City may distribute the surplus to the taxing bodies on a proportionate basis. According to the Act, "any pledge of funds in the special tax allocation fund shall provide for distribution to the taxing districts of moneys not required, pledged, earmarked, or otherwise designated for payment and securing of the obligations and anticipated redevelopment project costs, and any excess funds shall be calculated annually and deemed to be "surplus" funds. If a municipality applies or pledges only a portion of the funds in the special tax allocation fund for the payment or securing of anticipated redevelopment project costs or of obligations, any funds remaining in the special tax allocation fund after complying with the requirements of the application or pledge shall also be calculated annually and

deemed "surplus" funds. All surplus funds in the special tax allocation fund shall be distributed annually within 180 days after the close of the municipality's fiscal year by being paid by the municipal treasurer to the county collector in direct proportion to the tax incremental revenue received as a result of an increase in the equalized assessed value of property in the redevelopment project area but not to exceed as to each such source the total incremental revenue received from that source. The county collector shall subsequently distribute surplus funds to the respective taxing districts in the same manner and proportion as the most recent distribution by the county collector to the affected taxing districts of real property taxes from real property in the redevelopment project area." (65 ILCS 5/11-74.6-30).

Nature and Term of Obligations Issued

Project Area funding shall be provided by the annual incremental property tax deposits into the Special Tax Allocation Fund. The reimbursement of eligible costs shall be funded from future annual incremental property taxes associated with investment of new real property and made on a pay-as-you-go or annual basis.

In general, the level of incremental property taxes will be determined by the increased EAV of real property in the Project Area times the applicable tax rates. Funds deposited into the Special Tax Increment Allocation Fund may be used to reimburse for eligible project costs as outlined in Section A of the Plan.

Under the Act, the City may choose to issue bonds, notes, or other obligations to fund eligible redevelopment project costs in the area. To enhance the security of a municipal obligation, the City may pledge its full faith and credit through the issuance of general obligations bonds. Additionally, the City may provide other legally permissible credit enhancements to any obligations issued pursuant to the Act.

The redevelopment project shall be completed, and all obligations issued to finance redevelopment costs shall be retired, no later than December 31 of the year in which the payment to the City treasurer as provided in the Act is to be made with respect to ad valorem taxes levied in the twenty-third calendar year following the year in which the ordinance approving the Project Area is adopted (i.e., assuming City Council approval of the Project Area and Plan during 2004 and retirement of all obligations no later than December 31, 2028). Also, the final maturity date of any such obligations which are issued may not be later than 20 years from their respective dates of issue. One or more series of obligations may be sold at one or more times in order to implement this Plan. Obligations may be issued on a parity or subordinated basis.

In addition to paying Redevelopment Project Costs, incremental property taxes may be used for the scheduled retirement of obligations, mandatory or optional redemptions, establishment of debt service reserves and bond sinking funds. To the extent that incremental property taxes are not needed for these purposes, and are not otherwise

required, pledged, earmarked or otherwise designated for the payment of Redevelopment Project Costs, any excess incremental property taxes shall then become available for distribution annually to taxing districts having jurisdiction over the Project Area in the manner provided by the Act.

Estimate of Equalized Assessed Valuation after Redevelopment

Based upon implementation of the Plan, growth and development of the Project Area should occur. The private redevelopment investment in the Project Area is expected to incrementally increase the EAV by the end of the TIF life to an estimated \$50,400,000 in 2028. The estimated initial base EAV of the Project Area is \$16,414,901.

The estimated redevelopment valuation assumes the following:

- Growth in EAV due to Cook County reassessment of existing real property at 2.5% per year, compounded every three years, based on the most recent EAV estimated over the life of the TIF;
- Implementation of the Plan should stimulate private investment of approximately \$145,000,000 in the IPCA, of which, over \$85,000,000 is projected to be for renovation of existing buildings or new construction. As real property improvements are completed and assessed, it is anticipated the EAV should also increase.
- The Cook County Assessor fully assesses and reassesses real property in accordance with State laws.

VII. FINANCIAL IMPACT OF REDEVELOPMENT

S&C has indicated that assistance from the City is of key importance to implement the 23-year plan and to remain cost competitive. Based on modern manufacturing layouts and standards, the IPCA, as a whole, has not been subject to growth and development by private enterprise, other than those items detailed in Section III. In accordance with the goals stated in the Plan, without the adoption of the Redevelopment Plan and Project, the IPCA is not reasonably expected to be fully developed through investment by private enterprise. In the absence of City-assisted redevelopment, there is a prospect that the implementation of the 23-year planned industrial expansion would not occur.

Implementation of the Redevelopment Project is expected to have significant long term positive financial impacts on the overlapping taxing districts. In the long term, after completion of the all redevelopment activities and Redevelopment Projects, and the payment of all Redevelopment Project Costs and municipal obligations, the taxing districts will benefit from any enhanced tax base.

The Act requires an assessment of any financial impact of the IPCA on, or any increased demand for services from, any taxing district affected by the Plan and a description of any program to address such financial impacts or increased demand. The City intends to monitor development in the Project Area and with the cooperation of the other affected taxing districts will attempt to ensure that any increased needs are addressed in connection with any particular development.

Direct and indirect impacts resulting from implementation of the Plan are expected to include the following:

- Direct: Increase tax base for the City (refer to estimated 2028 EAV in the previous section).
- Indirect: Stimulate additional development through public and private investment.

Assessment of Taxing Jurisdictions

The following taxing districts presently levy taxes against properties located within the IPCA.

Cook County: The County has principal responsibility for the protection of persons and property, the administration of the Cook County Circuit Court, the provision of public health services and the maintenance of County roads and highways.

Cook County Forest Preserve District: The Forest Preserve District is responsible for acquisition, restoration and management of lands for the purpose of protecting and

preserving open space in the City and County for the education, pleasure and recreation of the public.

Metropolitan Water Reclamation District of Greater Chicago: This district provided the main trunk lines for the collection of waste water from cities, villages and towns, and for the treatment and disposal thereof.

City of Chicago: The City is responsible for the provision of a wide range of municipal services, including: police and fire protection; capital improvements and maintenance; water supply and distribution; sanitation service; building; housing and zoning codes and aviation.

Board of Education of the City of Chicago and Chicago School Finance Authority: General responsibilities of the Board of Education include the provision, maintenance and operations of educational facilities and the provision of educational services for kindergarten through twelfth grade.

Chicago Community College District #508: This district is a unit of the State of Illinois' system of public community colleges, whose objective is to meet the educational needs of residents of the City and other students seeking higher education programs and services.

City of Chicago Library Fund: The library fund provides for the operation and maintenance of City of Chicago public libraries.

Chicago Park District: The Park District is responsible for the provision, maintenance and operation of park and recreational facilities throughout the City and for the provision of recreation programs.

Financial Impact on Taxing Jurisdictions

The replacement of underutilized property with expanded industrial development may cause minimal increased demand for services and/or capital improvements to be provided by these taxing districts. The estimated nature of these increased demands for services on these taxing districts, and the activities to address increased demand, are described below.

Cook County: Implementation of the Plan may cause a minimal increase in demand for the services and programs provided by the County. A portion of the Redevelopment Project Costs may be allocated to assist with the potential increased service demand, as provided in the Act, and in this Redevelopment Plan.

Cook County Forest Preserve District: Implementation of the Plan will not result in an increased population within the IPCA. As a result, demand for services provided by the

Cook County Forest Preserve District is not expected to increase. Therefore, no assistance is proposed.

Metropolitan Water Reclamation District of Greater Chicago: Implementation of the Plan may cause a minimal increase in demand for the services and programs provided by the Metropolitan Water Reclamation District. It is expected that any increased demand for water and/or sewer associated with the IPCA will be minimal. Therefore, no assistance is proposed.

City of Chicago: Implementation of the Plan may cause a minimal increase in demand for certain professional services and programs provided by the City such as administrative costs associated with the IPCA. A portion of the Redevelopment Project Costs may be allocated to assist with the potential increased service demand, as provided in the Act, and in this Redevelopment Plan.

Board of Education of the City of Chicago and Chicago School Finance Authority: Implementation of the Plan will not result in any increase in school-aged children in the IPCA and will not directly impact the demand for educational services provided by the Board of Education. Therefore, no assistance is proposed.

Chicago Community College District #508: Implementation of the Plan will not result in any increase in community college students in the IPCA. However, a portion of the Redevelopment Project Costs may be allocated to assist with job training and vocational programs, as provided in the Act, and in this Redevelopment Plan.

City of Chicago Library Fund: Implementation of the Plan will not result in an increased population within the IPCA. As a result, demand for services provided by the City of Chicago Library Fund is not expected to increase. Therefore, no assistance is proposed.

Chicago Park District: Implementation of the Plan will not result in an increased population within the IPCA. As a result, demand for services provided by the Chicago Park District is not expected to increase. Therefore, no assistance is proposed.

The proposed program to address increased demand for services is contingent upon the following conditions:

- Full implementation of the Plan;
- The request for Redevelopment Project Costs by any of the above mentioned taxing districts is warranted; and
- The IPCA has generated sufficient incremental property taxes to pay for the Redevelopment Project Costs, as outlined above.

In the event the Redevelopment Project does not occur, or the circumstances prohibit the Developer from fully implementing the Plan, the City may revise the proposed program to address increase demand, to the extent the Act permits, without amending the Plan.

VIII. PROVISION FOR AMENDING THE PLAN

This Plan may be amended in accordance with the provisions of the Illinois Industrial Jobs Recovery Law (65 ILCS 5/11-74.6-1, et seq.). Also, the City shall adhere to all annual reporting requirements and other statutory provisions as specified in the Act.

APPENDIX

EXHIBIT A: PIN LISTING AND EQUALIZED ASSESSED VALUE

Source: 2002 Cook County Assessor Property Tax Records

PIN Number	2002 EAV
11-31-402-007	\$ 22,437
11-31-402-008	\$ 115,754
11-31-402-009	\$ 43,924
11-31-402-010	\$ 24,931
11-31-402-011	\$ 43,559
11-31-402-012	\$ 42,095
11-31-402-013	\$ 62,155
11-31-402-014	\$ 420,256
11-31-402-015	\$ 255,813
11-31-402-016	\$ 620,810
11-31-402-017	\$ 304,825
11-31-402-019	\$ 34,105
11-31-402-020	\$ 34,110
11-31-402-021	\$ 795,314
11-31-402-022	\$ 522,859
11-31-402-026	\$ 1,673,682
11-31-402-027	\$ 68,803
11-31-402-032	\$ 231,511
11-31-402-033	\$ 219,300
11-31-402-035	\$ 759,360
11-31-402-036	\$ 523,938
11-31-402-041	\$ 199,504
11-31-402-043	\$ 34,853
11-31-402-044	\$ 33,152
11-31-402-045	\$ 32,654
11-31-402-046	\$ 32,308
11-31-402-047	\$ 49,630
11-31-402-048	\$ 182,284
11-31-402-049	\$ 59,007
11-31-402-055	\$ 504,140
11-31-402-056	\$ 1,487,897
11-31-402-057	\$ 64,665
11-31-402-058	\$ 64,665

PIN Number	2002 EAV
11-31-402-060	\$ 29,422
11-31-402-067	\$ 36,068
11-31-402-069	\$ 333,714
11-31-402-070	\$ 752,597
11-31-402-072	\$ 211,548
11-31-402-073	\$ 923,951
11-31-402-074	\$ 1,077,519
11-31-402-076	\$ 601,271
11-31-402-078	\$ 39,895
11-31-402-079	\$ 496,797
11-31-402-083	\$ 245,241
11-31-402-085	\$ 106,471
11-31-402-086	\$ 97,354
11-31-403-001	\$ 121,225
11-31-403-004	\$ 54,308
11-31-403-005	\$ 41,811
11-31-403-006	\$ 41,811
11-31-403-007	\$ 49,820
11-31-403-008	\$ 352,450
11-31-403-009	\$ 61,947
11-31-403-010	\$ 35,816
11-31-403-011	\$ 124,988
11-31-403-012	\$ 205,254
11-31-403-013	\$ 231,370
11-31-403-014	\$ 35,710
11-31-403-015	\$ 110,587
11-31-404-002	\$ 112,051
11-31-404-003	\$ 245,591
11-31-404-004	\$ 74,010
EAV OF PROJECT AREA	\$ 16,414,901

EXHIBIT B: LEGAL DESCRIPTION OF PROJECT AREA

Prepared by: Gremely & Biedermann

GREMLEY  **BIEDERMANN**

ROBERT E. BIEDERMANN
G. THOMAS GREEN
ROBERT G. BIEDERMANN
WILLIAM E. BIEDERMANN
ROBERT TREMBLAY

PROFESSIONAL ILLINOIS LAND SURVEYORS

Land Surveyors
4505 N. ELSTON AVE.
CHICAGO, IL 60630
773/685-5102
Fax 773/266-4184
info@gbsurvey.com

That part of the west half southeast quarter of Section 31, Township 41 North, Range 14 East of the Third Principal Meridian, located in the City of Chicago, Cook County, State of Illinois, described as follows:

beginning at the east line of North Ridge Boulevard and the north line of Lot 3 of D. Schreiber's Subdivision of that part of Lots 4 and 5 lying between the Chicago and Northwestern Railway and North Ridge Road except the north 50 feet of Lot 4 of Circuit Court Partition of the south half of the south half of the southeast quarter of Section 31, Township 41 North, Range 14 East of the Third Principal Meridian being Document Number 4033053; thence east along said north line of Lot 3 to the west line of the alley east of North Ridge Boulevard dedicated on Document Number 4819734; thence northwesterly along said west line of the alley east of North Ridge Boulevard to the westerly extension of the north line of Lot 6 of aforesaid D. Schreiber's Subdivision; thence east along said north line of Lot 6 and its westerly extension to the east line of said Lot 6; thence north along the northerly extension of said east line of Lot 6 of aforesaid D. Schreiber's Subdivision to a line 371 feet north of and parallel with the north line of West Devon Avenue; thence east along said line 371 feet north of and parallel with the north line of West Devon Avenue to the west line of the Chicago and Northwestern Railway; thence north along the west line of the Chicago and Northwestern Railway to the south line of West Pratt Avenue; thence along the south line of West Pratt Avenue to the west line of Lot 11, in Block 13, in Oakside Subdivision in the northwest quarter of the southeast quarter of Section 31, Township 41 North, Range 14 East of the Third Principal Meridian; thence southerly along said west line of Lot 11 and its southerly extension to the center of alley south of West Pratt Avenue; thence west along center of alley south of West Pratt Avenue and its westerly extension to a point 80.00 feet west of the West line of Oakside Subdivision, measured along said center of alley; thence northwesterly along a line parallel with the west line of Oakside Subdivision to a line 124 feet south of an parallel with the North line of the southeast quarter of Section 31, Township 41 North, Range 14 East of the Third Principal Meridian, aforesaid; thence west along said line 124 feet south of an parallel with the North line of the southeast quarter of said Section 31 to the east line of North Ridge Boulevard; thence southeasterly along the east line of North Ridge Boulevard to the point of beginning.

Gremlay & Biedermann
Order No. 2004-00115 (1032360)

Revised 01-16-2004

EXHIBIT C: MAP OF THE CITY OF CHICAGO

Prepared by: S&C Electric Company

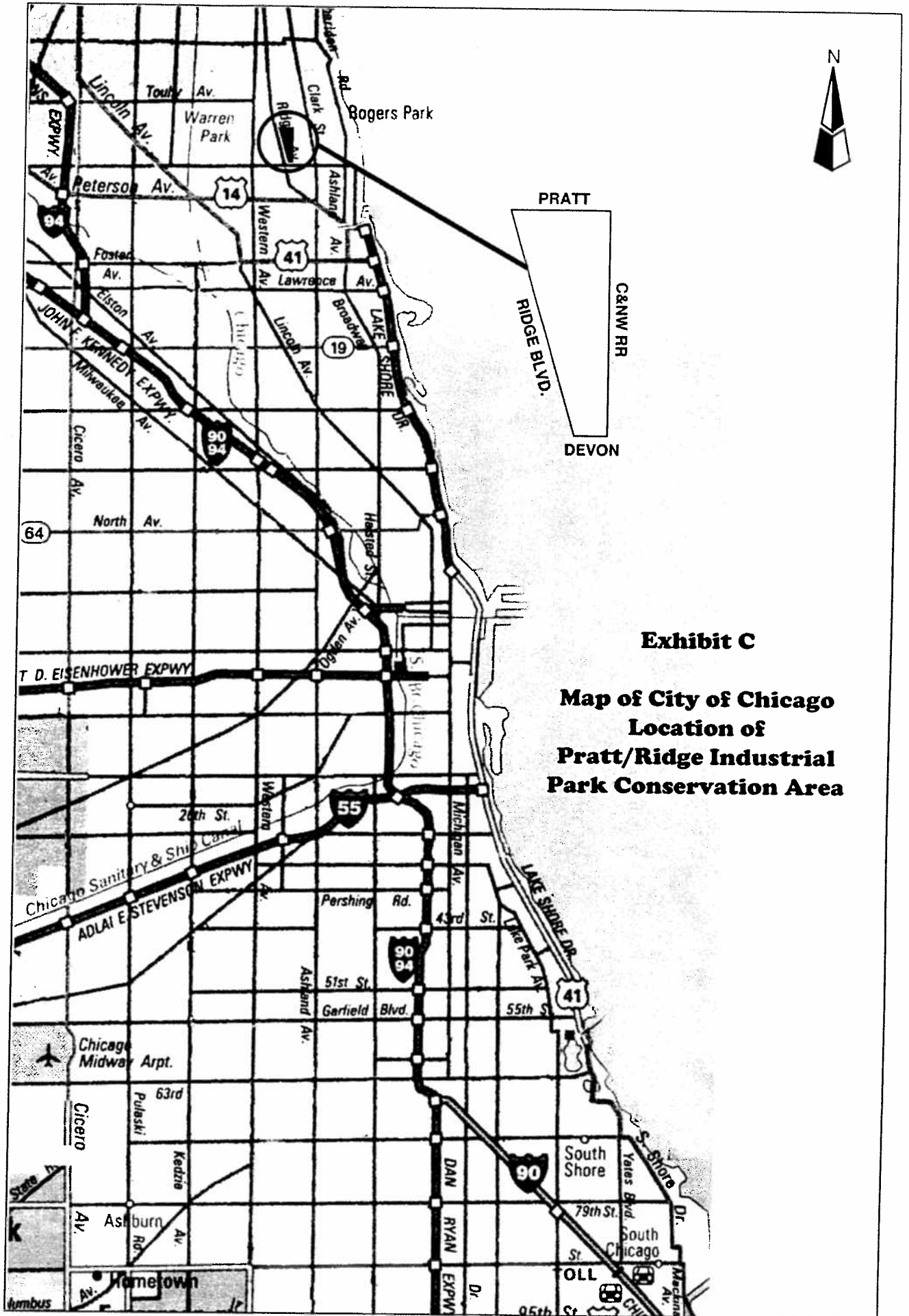
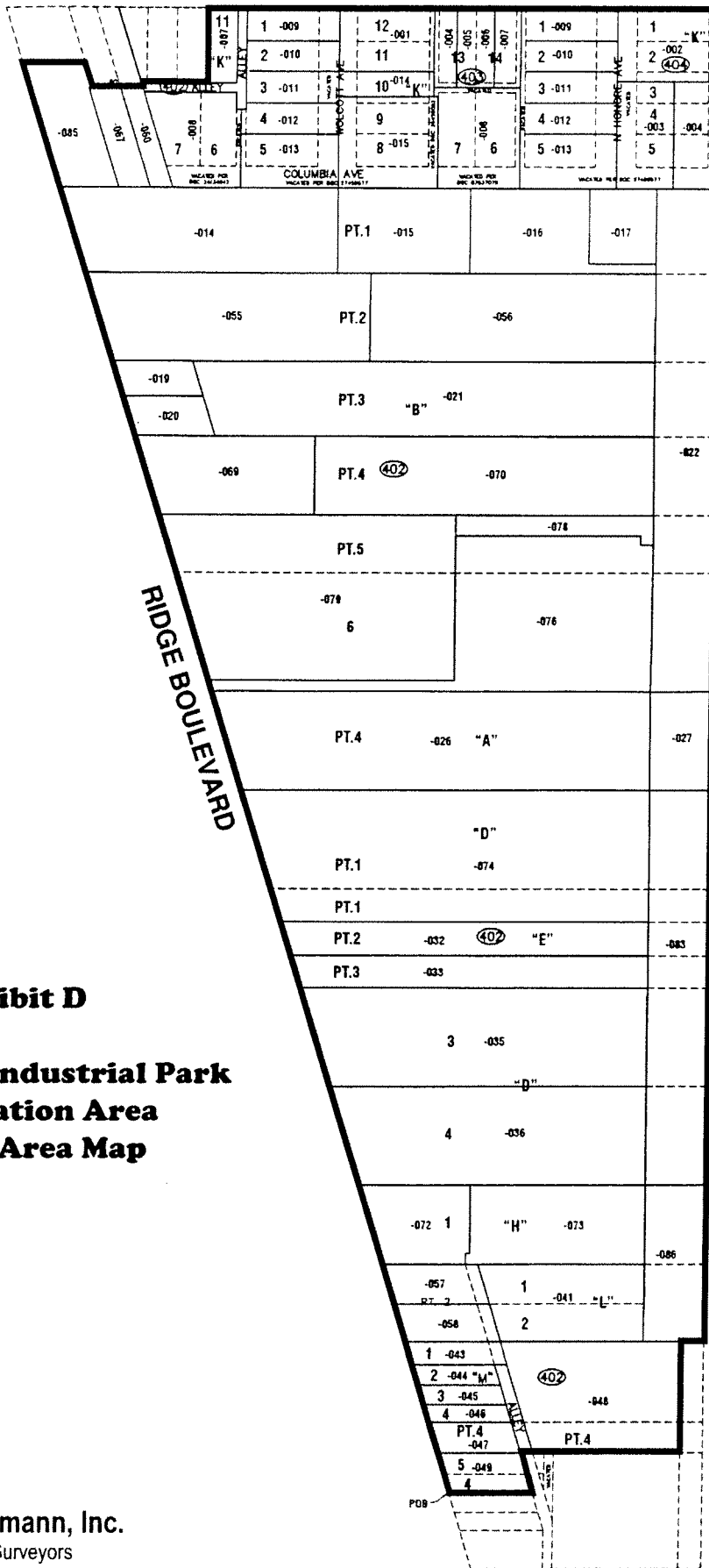


Exhibit C
Map of City of Chicago
Location of
Pratt/Ridge Industrial
Park Conservation Area

EXHIBIT D: PROJECT AREA MAP

Prepared by: Gremely & Biedermann

PRATT AVE.



RAVENSWOOD AVE.



CHICAGO & NORTHWESTERN RAILWAY

DEVON AVE.

Exhibit D

**Pratt/Ridge Industrial Park
Conservation Area
Project Area Map**

LEGEND

-  C&NW Ry
-  Boundaries

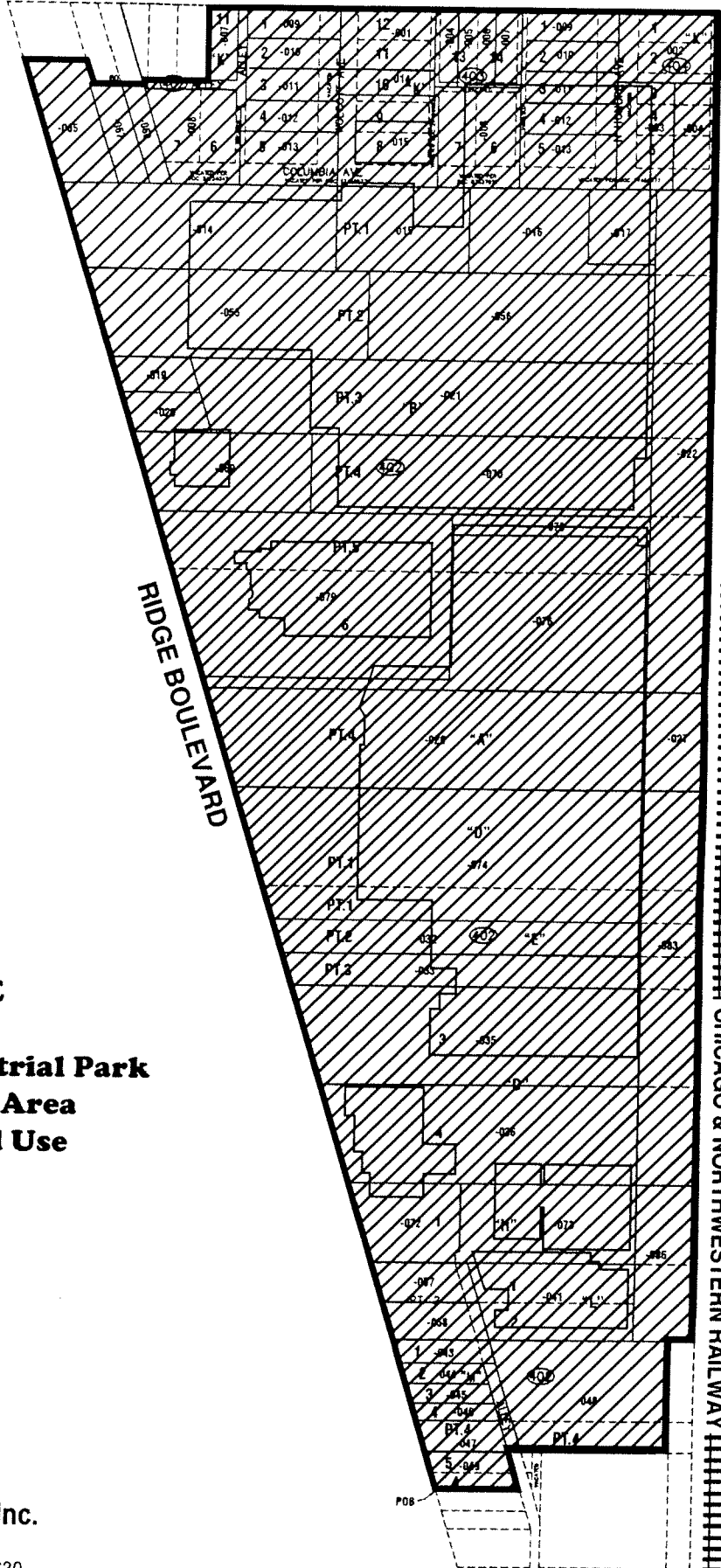
Gremley & Biedermann, Inc.
 Professional Illinois Land Surveyors
 4505 N. Elston Ave. • Chicago, IL 60630

EXHIBIT E: CURRENT LAND USE MAP

Prepared by: S&C Electric Company



PRATT AVE.






RAVENSWOOD AVE.

RIDGE BOULEVARD

DEVON AVE.

Exhibit E

**Pratt/Ridge Industrial Park
Conservation Area
Current Land Use**

- LEGEND**
-  C&NW Ry
 -  Boundaries
 -  Industrial

Gremley & Biedermann, Inc.
Professional Illinois Land Surveyors
4505 N. Elston Ave. • Chicago, IL 60630

EXHIBIT F: CURRENT SITE MAP

Prepared by: S&C Electric Company



PRATT AVE.



S&C ELECTRIC COMPANY
 6601 NORTH RIDGE BOULEVARD CHICAGO, ILLINOIS 60626-3997
 TELEPHONE: (773) 338-1000

Exhibit F
Pratt/Ridge Industrial
Park Conservation Area
Current Site Plan

BUILDING 7 (Buildings listed from south to north)
 Stores

BUILDING 15
 Polymer Products Operations

BUILDING 15A
 Polymer Products Operations

BUILDING 14
 Information Technology
 Communication Services
 Product Demonstration Center
 for Distribution System Products

NICHOLAS J. CONRAD LABORATORY
 Executive Offices
 Finance & Accounting Offices
 R&D Offices
 Electrical Laboratories
 Mechanical Laboratory
 Power Systems Services Division

BUILDING 3
 Payroll
 Tool Shop
 Model Shop
 Office Services
 Training/Meeting Rooms
 Cafeteria
 Cafeteria Kitchen
 Product Demonstration Center
 for Substation Products

BUILDING 1
 Human Resources
 Health Services
 Metal Cutting Operations
 Stores
 Security Center

BUILDING 9
 Plating and Galvanizing Operations

BUILDING 2A
 Fuse Operations

BUILDING 2B
 Fuse Products Division
 Operations Support Offices
 Procurement Offices
 Facilities Offices
 Analytical Laboratories

BUILDING 2
 Fuse Operations
 Photography Studio
 Product Warehouse

BUILDING 10
 Corporate Quality
 Product Warehouse
 Central Receiving
 Central Floor Stock
 Vehicle & Grounds Maintenance
 Facilities Maintenance
 Electronic Systems Support
 Metrology

BUILDING 4
 Sales Offices
 International Sales Offices
 Inside Sales

BUILDING 6
 Metal-Enclosed Gear Products Division
 Metal-Enclosed Gear Operations
 Stores
 Cafeteria

BUILDING 12
 Switch Products Division
 Switch Operations

BUILDING 12A
 Shipping Operations
 Switch Operations

BUILDING 5
 Metal Forming Operations
 Stores

BUILDING 17
 Automation Systems Division

BUILDING 18
 Automation Systems Division
 Stores

BUILDING 19
 Grounds & Maintenance Storage

LEGEND

S&C Property

- Buildings
- Parking and Roadways
- Landscaping
- Outside Storage
- C&NW Ry
- Boundaries

RIDGE BOULEVARD

RAVENSWOOD AVE.

DEVON AVE.

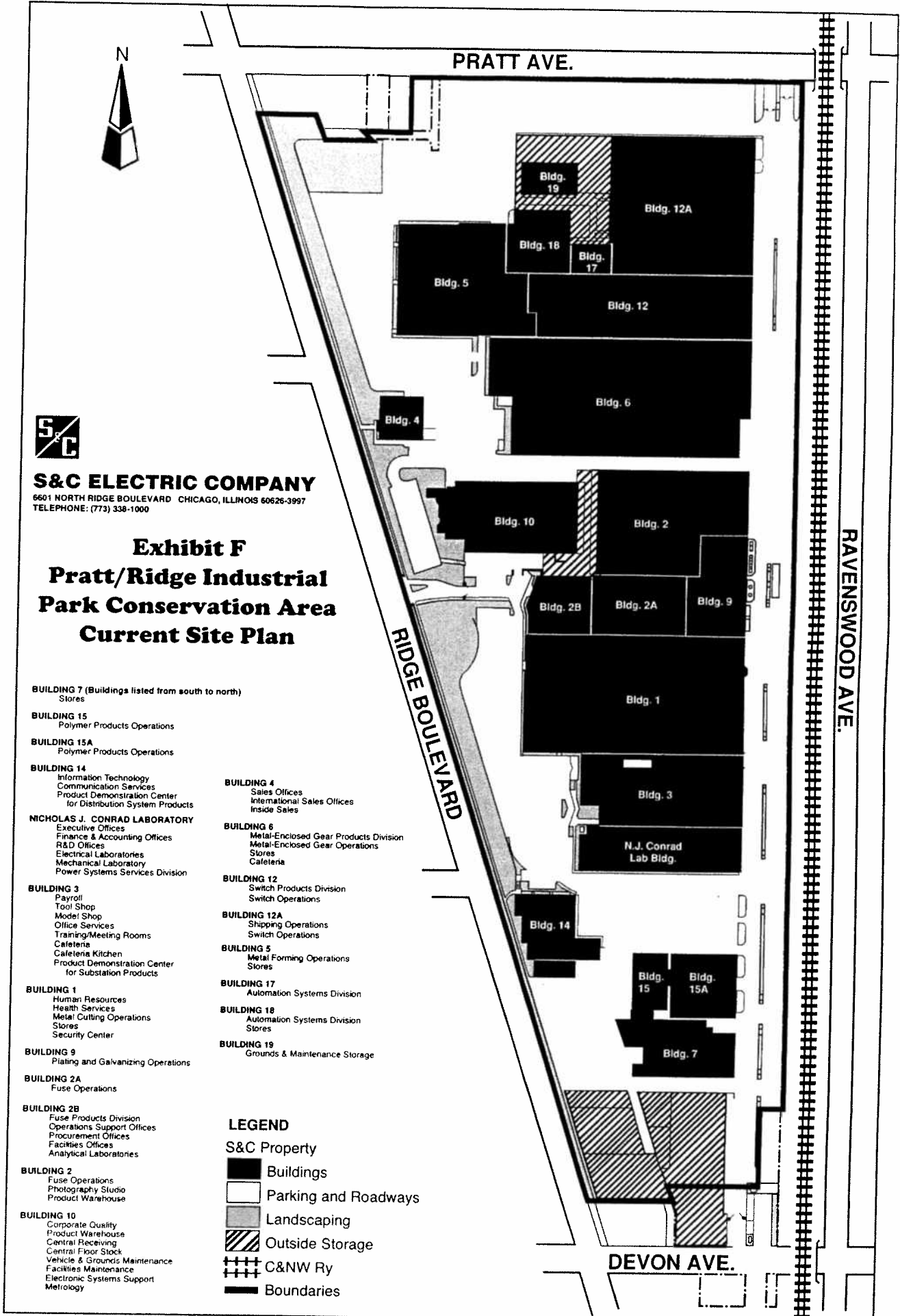
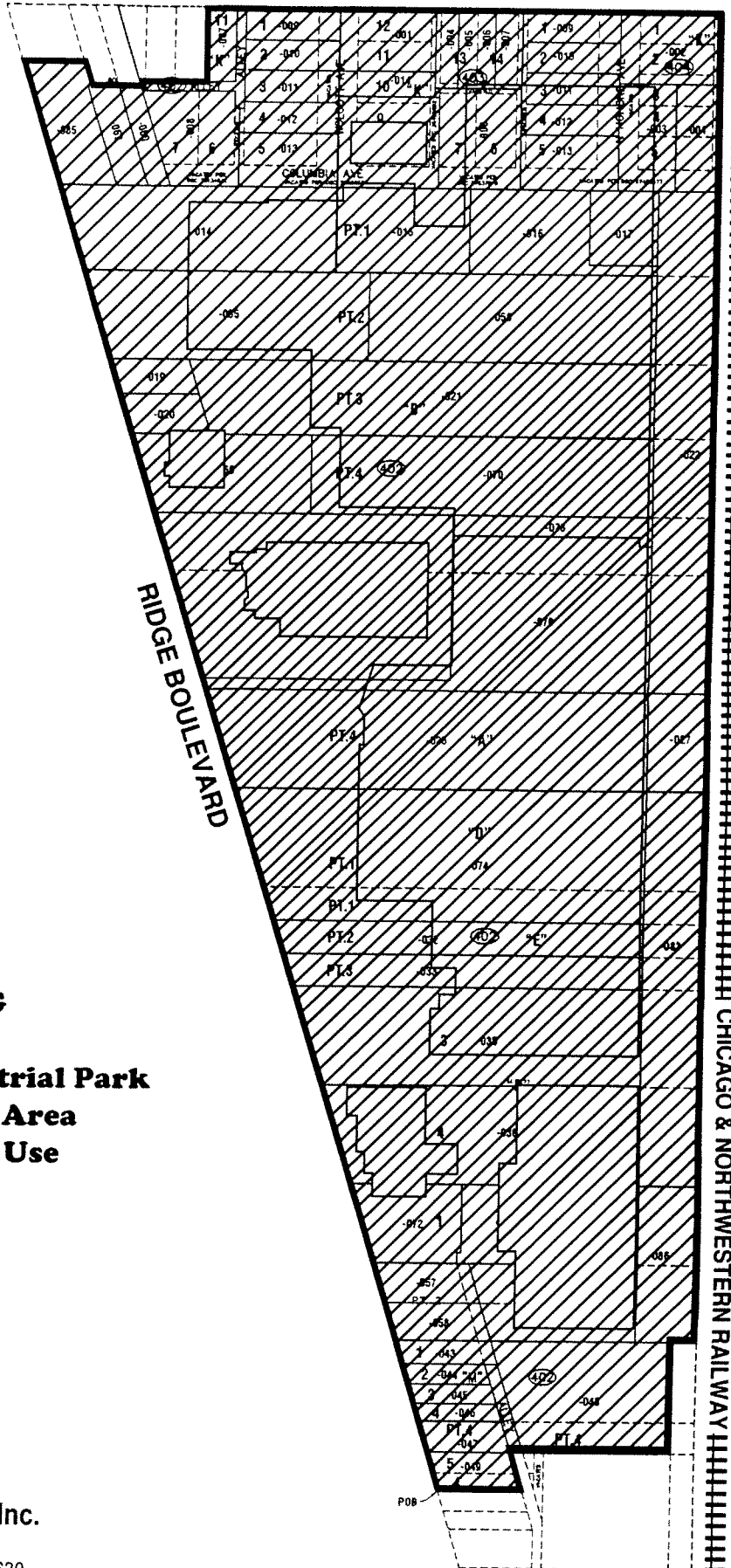


EXHIBIT G: FUTURE LAND USE MAP

Prepared by: S&C Electric Company



PRATT AVE.



RAVENSWOOD AVE.




CHICAGO & NORTHWESTERN RAILWAY

DEVON AVE.

Exhibit G

**Pratt/Ridge Industrial Park
Conservation Area
Future Land Use**

LEGEND

-  C&NW Ry
-  Boundaries
-  Industrial

Gremley & Biedermann, Inc.
Professional Illinois Land Surveyors
4505 N. Elston Ave. • Chicago, IL 60630

EXHIBIT H: FUTURE SITE PLAN

Prepared by: S&C Electric Company



PRATT AVE.



S&C ELECTRIC COMPANY
6601 NORTH RIDGE BOULEVARD CHICAGO, ILLINOIS 60626-3997
TELEPHONE: (773) 338-1000

Exhibit H
Pratt/Ridge Industrial
Park Conservation Area
Future Site Plan

- ADVANCED TECHNOLOGY CENTER**
R&D Testing
- BUILDING 15**
Polymer Products Operations
- BUILDING 15A**
Polymer Products Operations
- BUILDING 14**
Information Technology
Communication Services
Product Demonstration Center
for Distribution System Products
- NICHOLAS J. CONRAD LABORATORY**
Executive Offices
Finance & Accounting
R&D Offices
Electrical Laboratories
Mechanical Laboratory
Power Systems Services Division
- BUILDING 3**
Payroll
Tool Shop
Model Shop
Office Services
Training/Meeting Rooms
Cafeteria
Cafeteria Kitchen
Product Demonstration Center
for Substation Products
- BUILDING 1**
Human Resources
Health Services
Metal Cutting Operations
Stores
Security Center
- BUILDING 9**
Plating and Galvanizing Operations
- BUILDING 2A**
Fuse Operations
- BUILDING 2B**
Fuse Products Division
Operations Support Offices
Procurement Offices
Facilities Offices
Analytical Laboratories
- BUILDING 2C**
Fuse Operations
Photography Studio
Product Warehouse
- BUILDING 10**
Corporate Quality
Product Warehouse
Central Receiving
Central Floor Stock
Vehicle & Grounds Maintenance
Facilities Maintenance
Electronic Systems Support
Metrology

- BUILDING 4**
Sales Offices
International Sales Offices
Inside Sales
- BUILDING 6**
Metal-Enclosed Gear Products Division
Metal-Enclosed Gear Operations
Stores
Cafeteria
- BUILDING 12**
Switch Products Division
Switch Operations
- BUILDING 12A**
Shipping Operations
Switch Operations
- BUILDING 5**
Metal Forming Operations
Stores
- BUILDING 17**
Automation Systems Division
- BUILDING 18**
Automation Systems Division
Stores
- BUILDING 19**
Grounds & Maintenance Storage
- BUILDING 15B**
Polymer Products
- DEVON OFFICE BUILDING**
Power System Services

LEGEND

- S&C Property**
- New Buildings
- Parking and Roadways
- Landscaping
- Outside Storage
- C&NW Ry
- Boundaries
- Renovation Areas

RIDGE BOULEVARD

PARKING NEW DECK

DEVON AVE.

RAVENSWOOD AVE.

PSS

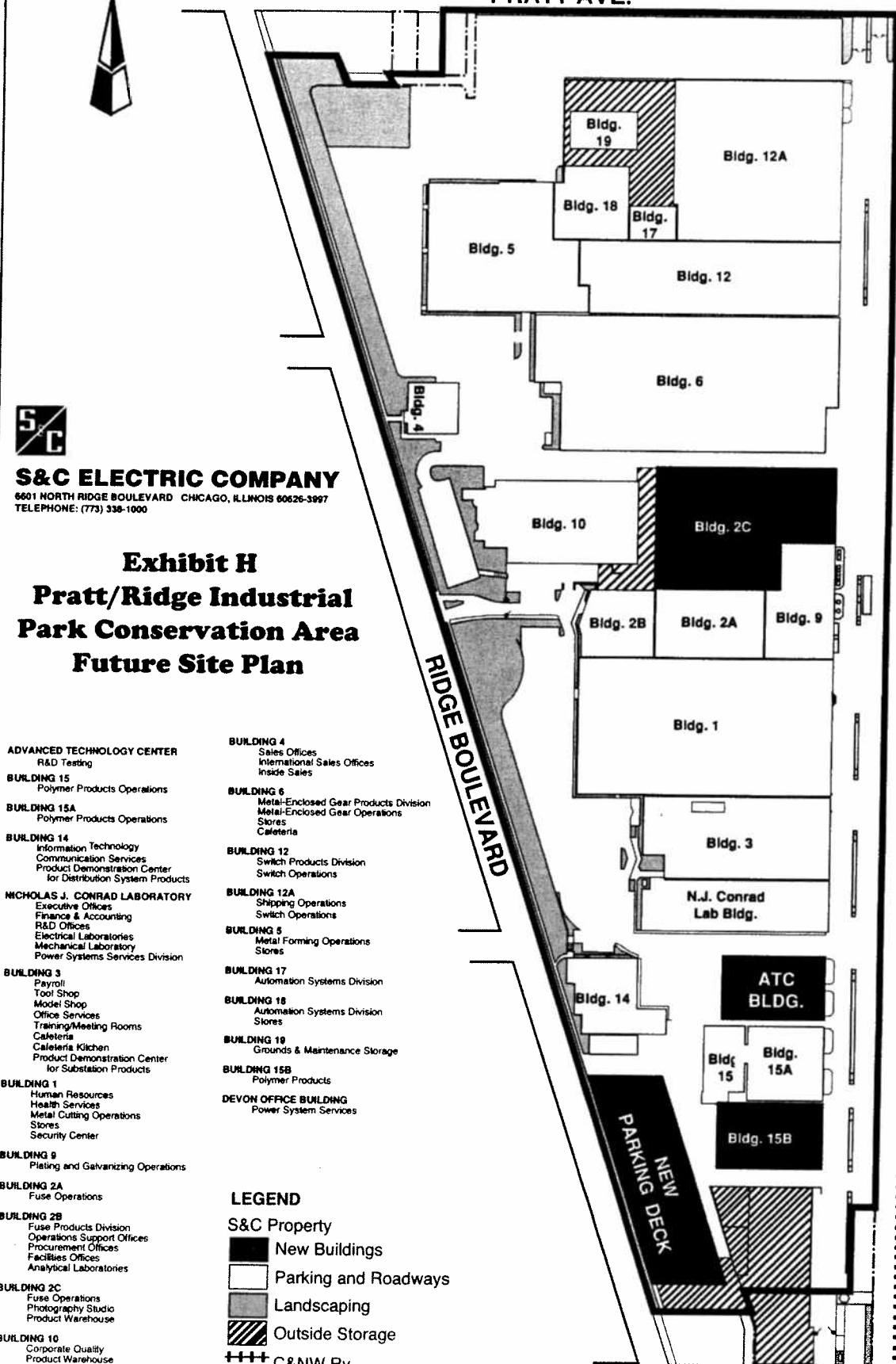


EXHIBIT I: ZONING MAP

Prepared by: Gremely & Biedermann







PRATT AVE.

RAVENSWOOD AVE.

Exhibit I
Pratt/Ridge Industrial Park Conservation Area
Zoning Map

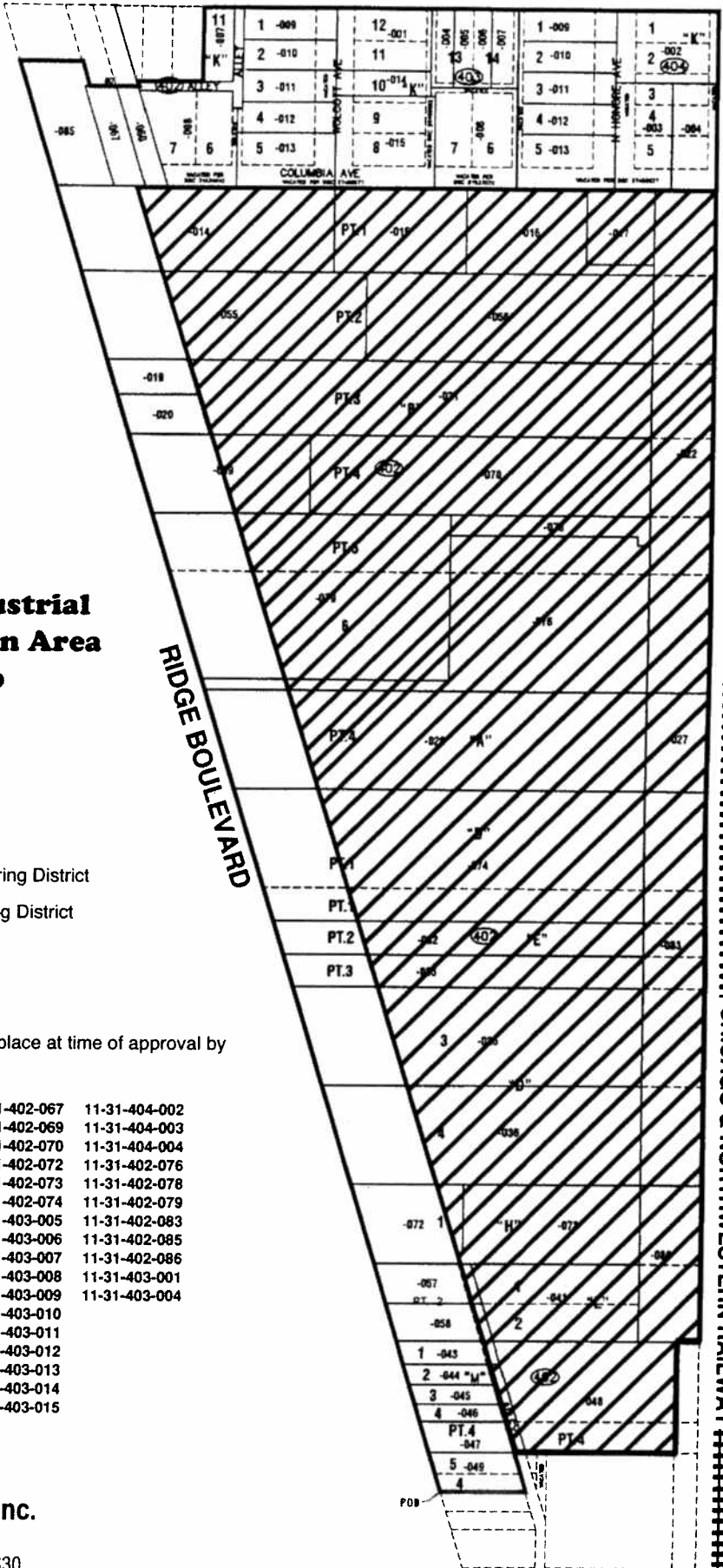
LEGEND

-  C&NW Ry
-  Boundaries
-  M1-1 Restricted Manufacturing District
-  M2-2 General Manufacturing District

Note: Map reflects zoning to be in place at time of approval by City Council.

11-31-402-007	11-31-402-032	11-31-402-067	11-31-404-002
11-31-402-008	11-31-402-033	11-31-402-069	11-31-404-003
11-31-402-009	11-31-402-035	11-31-402-070	11-31-404-004
11-31-402-010	11-31-402-036	11-31-402-072	11-31-402-076
11-31-402-011	11-31-402-041	11-31-402-073	11-31-402-078
11-31-402-012	11-31-402-043	11-31-402-074	11-31-402-079
11-31-402-013	11-31-402-044	11-31-403-005	11-31-402-083
11-31-402-014	11-31-402-045	11-31-403-006	11-31-402-085
11-31-402-015	11-31-402-046	11-31-403-007	11-31-402-086
11-31-402-016	11-31-402-047	11-31-403-008	11-31-403-001
11-31-402-017	11-31-402-048	11-31-403-009	11-31-403-004
11-31-402-019	11-31-402-049	11-31-403-010	
11-31-402-020	11-31-402-055	11-31-403-011	
11-31-402-021	11-31-402-056	11-31-403-012	
11-31-402-022	11-31-402-057	11-31-403-013	
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11-31-402-027	11-31-402-060	11-31-403-015	

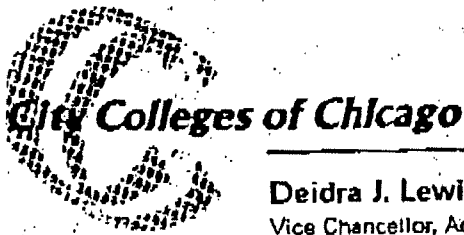
Gremley & Biedermann, Inc.
 Professional Illinois Land Surveyors
 4505 N. Elston Ave. • Chicago, IL 60630



DEVON AVE.

EXHIBIT J: LETTER FROM CITY COLLEGES OF CHICAGO

Prepared by: City Colleges of Chicago



Deidra J. Lewis
Vice Chancellor, Academic Affairs

January 26, 2004

Ms. Alicia Mazur Berg
Commissioner, City of Chicago
Department of Planning and Development
121 N. LaSalle Street
Chicago, IL 60602

Dear Commissioner Berg:

City Colleges of Chicago is pleased to work with the City of Chicago in the City's establishment of the proposed Pratt/Ridge Industrial Park Conservation Area (IPCA) Tax Increment Financing District. To help expedite this effort, City Colleges offers its endorsement of the S&C Electric Company training program per the description provided to the City of Chicago Department of Planning and Development to prepare workers for employment and manufacturing operations at its facility. City Colleges of Chicago can also offer the following services in support of the Pratt/Ridge IPCA District and S&C Electric Company's training program:

1. Training in basic skills, English-as-a-Second-Language, and job readiness skills.
2. Over 200 occupational programs in the areas of manufacturing, information technologies, industrial maintenance, business management, electronics, security, food service, health, transportation, construction, and telecommunications. These programs lead directly to employment, and provide advance opportunities for incumbent workers.
3. Employee Training services to companies. This quality, affordable training is customized to meet the needs of the employer and includes management, communication skills, manufacturing technology, basic skills, marketing, small business management, and computer applications. Other services include new employee orientation, job task analysis, employee assessment, and teleconferences.

We look forward to working with your department in the Pratt/Ridge Conservation Area (IPCA) Tax Increment Financing District.

Sincerely,


Deidra J. Lewis