

2015-2024
CAPITAL IMPROVEMENT PROGRAM

**CAPITAL IMPROVEMENT PROGRAM (CIP) AND
TAX INCREMENT FINANCE DISTRICTS**

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Note: Some project numbers appear to be missing. This is because the project numbers are assigned to the life of the project. Missing project numbers are projects that have been completed or deleted.

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CAPITAL IMPROVEMENT PROGRAM

Introduction & Overview: Municipalities are empowered by NH RSA 674:5 to create a Capital Improvement Program (CIP) for the purpose of planning for the orderly and coordinated implementation of capital investments in facilities, infrastructure, and equipment for a period of at least six (6) years. In Concord, capital projects are funded by a variety of sources, including, but not limited to, the General Fund (general obligation bonds, capital transfers/outlays, and reserve funds), impact fees, bonds and capital transfers supported by Enterprise Funds (such as the airport, arena, golf, parking, water and sewer funds), as well as State and Federal grants. The City has been diligently preparing a Capital Improvement Program as part of the annual budget process since the early 1990s.

FY 2011 marked the introduction of an expanded planning horizon from 6 to 10 years. This will allow the City Council and City Administration to better schedule major capital expenditures in order to help avoid spikes in the City's tax rate as well as rates and charges assessed by the City's various enterprise funds. The FY 2015 CIP continues the use of this expanded planning horizon.

Although the CIP includes projects scheduled over the next 10 years, the FY 2015 budget only appropriates funding for those projects scheduled for the upcoming fiscal year. Specifically, cash outlays and transfers from the General Fund; various reserve funds, and the enterprise funds are appropriated as part of the City's annual budget adoption process. In keeping with practices enacted in FY 2012, the bonded capital budget resolution appropriates most bonded projects alleviating the need to have separate appropriation actions throughout the year. However, funding for certain projects has been omitted from the capital resolution – as denoted by an asterisk – as these projects require funds from the State or Federal government or Donations in order to move forward. In other cases, the projects are still preliminary in nature, or are subject to ongoing discussions or negotiations with regulators or other third parties. Such projects will be presented for future City Council approval when confirmation for outside funding has been received. Funding commitments for the ensuing “out years” of the CIP (i.e. FY 2016 – 2024) will be reviewed as part of the budget adoption process for those respective fiscal years.

The proposed Capital Improvement Program runs from FY 2015 to FY 2024. The ten year CIP totals \$274,231,200 all funding sources combined.

Selection and Prioritization of Capital Projects: The proposed Capital Improvement Program for FY 2015 totals \$13,314,693. This amount is significantly less than FY2014's \$37,244,636 which was, in large part, driven by a few large projects such as the Sewalls Falls Bridge (CIP #22, \$10 million) and the Downtown Complete Streets Project (CIP #460, \$9.6 million) which were financed, in part, with significant amounts of federal funding.

In keeping with past practice, all capital projects proposed for FY 2015 were reviewed and recommended for funding only if they satisfied one or more of the following criteria:

- 1) Project will maintain or improve health, safety, or welfare of the general public or City personnel;
- 2) Project affects critically needed maintenance for key infrastructure, facilities, or equipment whereby deferred maintenance would severely impede municipal operations;
- 3) Project will result in significant efficiencies or cost savings for delivery of municipal services;
- 4) Project will better position the City to undertake certain priority projects as the City's economic and fiscal circumstances improve;
- 5) A significant portion of the project can be financed by outside sources other than the General Fund or Enterprise Funds; or,
- 6) Project implements a City Council goal or priority.

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Tax Increment Finance (TIF) Districts: This section of the budget includes the City's Tax Increment Finance (TIF) Districts. The City currently has three TIF districts. These districts were enacted in accordance with NH RSA 162-K. In accordance with State Law, the City has the ability to capture and retain tax revenues generated by new development constructed within each TIF District after their enactment. These captured revenues are used to support debt service incurred for infrastructure improvements within the TIF Districts, as well as operating and administrative costs.

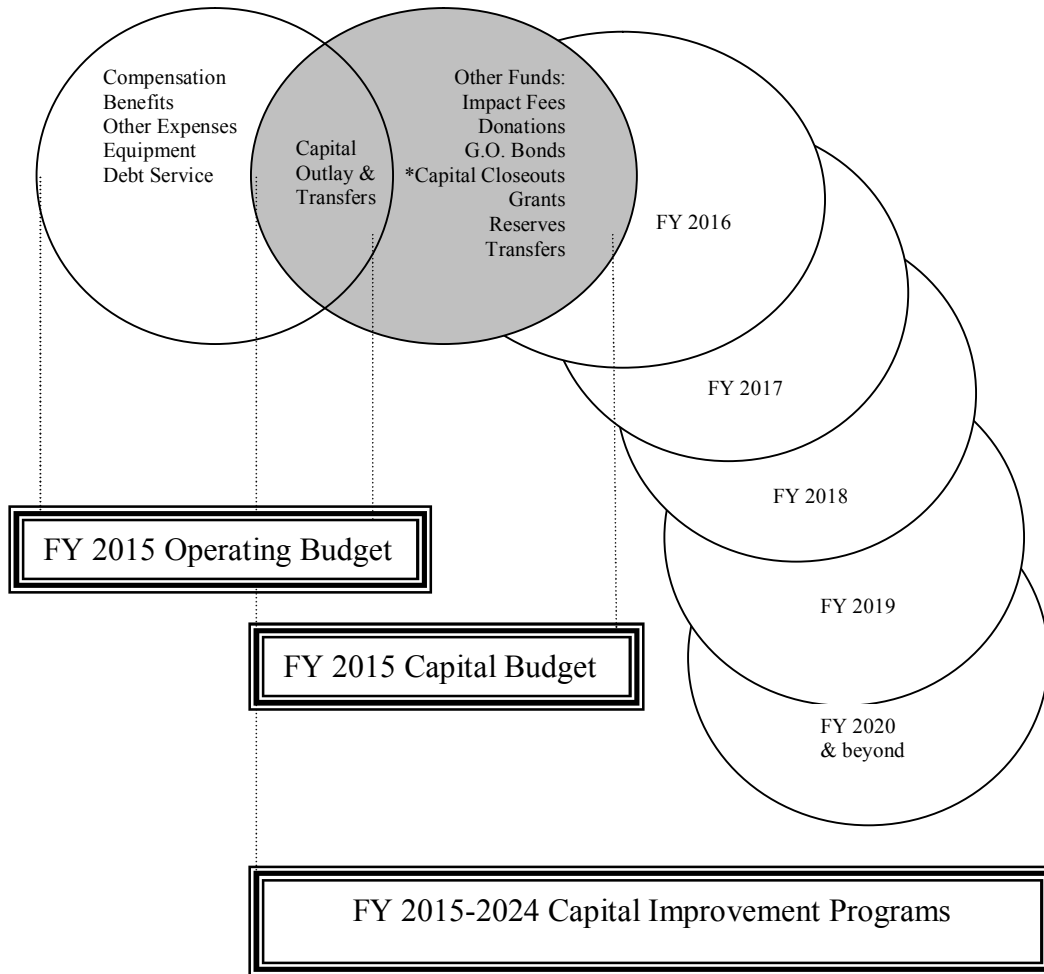
Combined, these TIF Districts encompass 136.8 acres of land. Since their inception, the City has made a combined investment of \$25.2 million in infrastructure improvements within these Districts. These investments have served as a catalyst for \$76.7 million in new assessed value generated by several real estate development projects (FY 2015 estimate).

An overview of each TIF District is as follows. More specific information concerning the financial details for each TIF District is included elsewhere in this CIP.

- 1) The North End Opportunity Corridor Tax Increment Finance District (NEOCTIF) was established by Resolution #6802 on March 23, 1998, as amended by Resolution #8755 on April 14, 2014. This district was established to facilitate cleanup and redevelopment of the former Concord Lumber property and surrounding parcels in the vicinity of Horseshoe Pond and Exit 15 on Interstate 93. Since 1998, the City's total capital investment in the NEOCTIF District has been \$7,796,200, including \$1.05 million appropriated by Resolution #8756 for acquisition of the Tsunis Holdings property and related expenses. This investment has yielded \$50,329,700 in new private development to date. Presently, the NEOCTIF District encompasses approximately 67.7 acres.
- 2) The Sears Block (a.k.a. "Capital Commons") Tax Increment Finance District (SBTIF) was established by Resolution #7515 on September 8, 2003, as amended by Resolution #8685 on August 12, 2013. This district was established to facilitate cleanup and redevelopment of the former Sears Block and surrounding properties located in downtown Concord. The former Sears Block is now occupied by the Capital Commons Office Building and Parking Garage. Since 2003, the City's total capital investment in the SBTIF District has been \$16,325,341. This investment has served as a catalyst for \$24,600,119 in new private development to date. This figure includes the recently completed "Bindery / Love Your Neighbor" building at 45 South Main Street, but excludes the Smile Building at 49 South Main Street and improvements to the Endicott Hotel due to the use of RSA 79-E. Presently, the SBTIF District encompasses approximately 21 acres.
- 3) Lastly, the Penacook Village Tax Increment Finance District (PVTIF) was established by Resolution #8376 on June 14, 2010. This district was established to facilitate cleanup and redevelopment of the former Allied Leather Tannery Site and surrounding properties in Penacook Village. Since 2010, the City's total capital investment in the PVTIF District has been \$1,109,040. This figure excludes \$3.673+/- million for acquisition and cleanup of the Allied Leather Tannery and Amazon Realty sites. To date, the City's investment in TIF improvements has yielded \$1,739,800 in new private development. Presently, the PVTIF District encompasses approximately 47.1 acres.

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CAPITAL IMPROVEMENT PROGRAM & OPERATING BUDGET INTEGRATION



*Capital Closeouts are funds no longer needed from prior year Capital projects.

2015-2024 CAPITAL IMPROVEMENT PROGRAM

| APPROPRIATIONS BY FUNDING SOURCE | 2015 BUDGET |
|--|---------------------|
| AIRPORT/G.O. BONDS | \$95,000 |
| ARENA/G.O. BONDS | \$45,000 |
| GENERAL / CAPITAL CLOSE-OUT | \$127,682 |
| GENERAL/G.O. BONDS | \$4,685,000 |
| GOLF/G.O. BONDS | \$115,000 |
| SEWER / CAPITAL CLOSE-OUT | \$126,981 |
| SEWER/G.O. BONDS | \$1,460,000 |
| SOLID WASTE / CAPITAL CLOSE-OUT | \$80,000 |
| TRANS FROM AIRPORT / CAPITAL TRANSFER | \$70,373 |
| TRANS FROM ARENA / CAPITAL TRANSFER | \$41,000 |
| TRANS FROM GENERAL / CAPITAL TRANSFERS | \$340,100 |
| TRANS FROM GOLF / CAPITAL TRANSFER | \$23,000 |
| TRANS FROM IMPACT FEE FUND/REC DISTRICT 1 | \$60,110 |
| TRANS FROM IMPACT FEE FUND/REC DISTRICT 2 | \$10,635 |
| TRANS FROM IMPACT FEE FUND/REC DISTRICT 3 | \$16,323 |
| TRANS FROM IMPACT FEE FUND/REC DISTRICT 4 | \$4,662 |
| TRANS FROM IMPACT FEE FUND/TRAF DISTRICT 1 | \$110,000 |
| TRANS FROM PARKING / CAPITAL TRANSFER | \$3,000 |
| TRANS FROM SEWER / CAPITAL TRANSFER | \$59,300 |
| TRANS FROM SEWER MOUNTAIN GREEN RESERVE | \$50,000 |
| TRANS FROM TRUST / HIGHWAY RESERVE | \$1,311,500 |
| TRANS FROM WATER / CAPITAL TRANSFER | \$237,400 |
| WATER / CAPITAL CLOSE-OUT | \$33,554 |
| WATER/G.O. BONDS | \$1,575,000 |
| Sub Total | \$10,680,620 |

*Please note: Capital Outlay appropriations are included in the respective operating fund budgets.

2015-2024
CAPITAL IMPROVEMENT PROGRAM

APPROPRIATIONS BY DEPARTMENT

CITY MANAGER /OPERATION

| | 2015 BUDGET |
|--------------------------------|------------------|
| APPROPRIATIONS | |
| 443 CITY-WIDE COMMUNITY CENTER | \$651,730 |
| Sub Total | \$651,730 |

FINANCE PURCHASING

| | 2015 BUDGET |
|---------------------------------------|----------------|
| APPROPRIATIONS | |
| 130 MULTI-FUNCTION PHOTOCOPY MACHINES | \$9,100 |
| Sub Total | \$9,100 |

INFORMATION TECHNOLOGY

| | 2015 BUDGET |
|--|------------------|
| APPROPRIATIONS | |
| 2 INFORMATION TECHNOLOGY HARDWARE & SOFTWARE REPLACEMENT | \$176,700 |
| Sub Total | \$176,700 |

POLICE - OPERATIONS

| | 2015 BUDGET |
|---------------------------------|------------------|
| APPROPRIATIONS | |
| 484 POLICE STATION IMPROVEMENTS | \$550,000 |
| 575 POLICE VEHICLE REPLACEMENT | \$140,000 |
| Sub Total | \$690,000 |

FIRE

| | 2015 BUDGET |
|-------------------------------|-----------------|
| APPROPRIATIONS | |
| 252 FIRE STATION IMPROVEMENTS | \$50,000 |
| Sub Total | \$50,000 |

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CAPITAL IMPROVEMENT PROGRAM

APPROPRIATIONS BY DEPARTMENT

GS-HIGHWAY / UTILITIES

| APPROPRIATIONS | 2015 BUDGET |
|---|------------------|
| 121 VEHICLE & EQUIPMENT REPLACEMENT PROGRAM | \$619,794 |
| Sub Total | \$619,794 |

GS-PUBLIC PROPERTIES

| APPROPRIATIONS | 2015 BUDGET |
|--|------------------|
| 63 CITY WIDE RECREATION FACILITY IMPROVEMENTS | \$260,000 |
| 64 ARENA IMPROVEMENTS | \$85,000 |
| 65 CITY HALL RENOVATIONS | \$85,000 |
| 75 GENERAL AIRPORT REPAIRS | \$95,000 |
| 323 COMBINED OPERATIONS & MAINTENANCE FACILITY (COMF) IMPROVEMENTS | \$147,682 |
| 408 EAST CONCORD COMMUNITY CENTER | \$3,500 |
| 551 LIBRARY MAINTENANCE | \$55,000 |
| 576 GENERAL FACILITY REPAIRS | \$25,000 |
| Sub Total | \$756,182 |

GS-SEWER

| APPROPRIATIONS | 2015 BUDGET |
|--|--------------------|
| 78 ANNUAL HIGHWAY IMPROVEMENT PROGRAM | \$1,137,500 |
| 89 HALL STREET WASTE WATER TREATMENT PLANT ODOR CONTROL | \$40,000 |
| 104 HALL STREET WASTE WATER TREATMENT PLANT IMPROVEMENTS | \$525,000 |
| 275 SEWER PUMP STATION IMPROVEMENTS | \$599,299 |
| 466 PENACOOK WASTE WATER TREATMENT PLANT IMPROVEMENTS | \$85,000 |
| Sub Total | \$2,386,799 |

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CAPITAL IMPROVEMENT PROGRAM

APPROPRIATIONS BY DEPARTMENT

GS-WATER

| APPROPRIATIONS | 2015 BUDGET |
|--|--------------------|
| 88 WATER PLANT IMPROVEMENTS | \$1,253,554 |
| 244 WATER METER REPLACEMENT PROGRAM | \$180,000 |
| 347 WATER STORAGE TANK REPAIRS | \$25,000 |
| 372 WATER SYSTEM PUMP STATION IMPROVEMENTS | \$300,000 |
| Sub Total | \$1,758,554 |

CD-ENGINEERING SERVICES

| APPROPRIATIONS | 2015 BUDGET |
|---|--------------------|
| 35 ROUTE 3 CORRIDOR (NORTH) | \$2,509,000 |
| 60 KIWANIS (WATERFRONT) PARK | \$60,000 |
| 77 AIRPORT SNOW REMOVAL EQUIPMENT (SRE) & EQUIPMENT STORAGE FACILITY | \$25,639 |
| 84 WATER MAIN CLEANING & LINING | \$20,000 |
| 85 WATER MAIN REPLACEMENT | \$20,000 |
| 91 SEWER MAIN REHABILITATION AND CONSTRUCTION | \$375,000 |
| 297 GEOGRAPHIC INFORMATION SYSTEMS (GIS) | \$49,527 |
| 468 RECONSTRUCT TAXIWAY A, ITINERANT RAMP, AND WILDLIFE HAZARD ASSESSMENT | \$25,000 |
| 492 RUNWAY PROTECTION ZONE: OBSTRUCTION REMOVAL | \$11,400 |
| 534 TIE DOWN REHABILITATION AND EXPANSION | \$8,334 |
| 571 I-393/HORSESHOE POND DRAINAGE IMPROVEMENTS | \$140,000 |
| Sub Total | \$3,243,900 |

R-6/5/2014

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APPROPRIATIONS BY DEPARTMENT

REC-GROUNDS

| APPROPRIATIONS | 2015 BUDGET |
|--|---------------------|
| 107 GOLF COURSE CLUB HOUSE AND MAINTENANCE BUILDINGS | \$20,000 |
| 235 GOLF COURSE GROUNDS IMPROVEMENTS | \$150,000 |
| 530 GOLF COURSE EQUIPMENT | \$35,000 |
| 557 MEMORIAL FIELD | \$62,861 |
| 569 PARKS AND CEMETERIES SMALL TURF EQUIPMENT | \$70,000 |
| Sub Total | \$337,861 |
| Total | \$10,680,620 |

2015-2024
CAPITAL IMPROVEMENT PROGRAM

| N END OPPORTUNITY CORRIDOR TIF | 2014 BUDGETED (CURRENT) | 2014 ESTIMATED | 2015 BUDGET |
|--------------------------------|-------------------------------|-------------------|----------------|
| REVENUE | \$1,135,930 | \$702,359 | \$635,600 |
| EXPENDITURES | \$966,420 | \$517,956 | \$506,110 |
| NET INCOME (LOSS) | | \$184,403 | \$129,490 |
| BEGINNING WORKING CAPITAL | | \$721,081 | \$905,484 |
| ENDING WORKING CAPITAL | | \$905,484 | \$1,034,974 |

2015-2024 CAPITAL IMPROVEMENT PROGRAM

| N END OPPORTUNITY CORRIDOR TIF | | | | | | |
|--------------------------------|------------------|------------------|------------------|--------------------|-------------------|------------------|
| | 2011 ACTUAL | 2012 ACTUAL | 2013 ACTUAL | 2014 BUDGETED | 2014 ESTIMATED | 2015 BUDGET |
| REVENUE | | | | | | |
| SALE OF PROPERTY | \$85,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TAX INCREMENT | \$490,265 | \$420,921 | \$687,519 | \$685,130 | \$622,727 | \$635,000 |
| INSURANCE DISTRIBUTIONS | \$0 | \$0 | \$0 | \$0 | \$79,032 | \$0 |
| INTEREST | \$2,318 | \$1,133 | \$756 | \$800 | \$600 | \$600 |
| USE OF FUND BALANCE | \$0 | \$0 | \$0 | \$450,000 | \$0 | \$0 |
| Total | \$577,583 | \$422,054 | \$688,275 | \$1,135,930 | \$702,359 | \$635,600 |
| APPROPRIATIONS | | | | | | |
| OUTSIDE SERVICES | \$0 | \$0 | \$0 | \$14,400 | \$0 | \$14,400 |
| DEBT SERVICE | \$427,182 | \$410,122 | \$394,062 | \$376,170 | \$376,170 | \$359,570 |
| MISCELLANEOUS | \$0 | \$0 | \$0 | \$0 | \$15,936 | \$0 |
| OPERATIONS | \$73,320 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TRANSFERS OUT TO GENERAL | \$84,670 | \$87,220 | \$89,840 | \$125,850 | \$125,850 | \$132,140 |
| TRANSFERS TO CAPITAL PROJ FUND | \$0 | \$230,000 | \$0 | \$450,000 | \$0 | \$0 |
| Total | \$585,172 | \$727,342 | \$483,902 | \$966,420 | \$517,956 | \$506,110 |

The FY 2015 projected total incremental assessed value of new development constructed within the NEOCTIF District since its establishment in 1998 is \$50,329,700.

In 2005, the City began to release a portion of the captured tax revenues generated by the new development within the District to support the City's General Fund, as well as those of other taxing authorities such as the County and Concord School District. This had no negative impact on the District's ability to meet debt service or maintenance cost obligations, as real estate development within the District has significantly surpassed the expectations of the City's original financial pro forma. The amount of increment initially allocated to support the General Fund in FY 2005 was \$16,462,800. In FY 2015, the City will allocate \$25,985,400 in incremental assessed valuation to be used in determining the amount needed to be raised through taxation, thereby retaining \$24,344,300 in value to support the NEOCTIF's debt service and operating costs.

In FY 2015, a total of \$132,140 will be transferred from the NEOCTIF to the General Fund for administration and operating expenses. This amount consists of \$99,050 for operations and maintenance costs in the District, as well as \$33,090 in administrative costs.

The NEOCTIF District is presently set to terminate at the end of FY2019. However, this date may be extended in the event the City desires to proceed with the extension of Storrs Street to Constitution Avenue, as proposed in the City's Capital Improvement Program (CIP #18). In June 2012, the City commenced the process of acquiring a right-of-way for this proposed extension with the purchase of 6-9 South Commercial Street. Additional funding was approved in April 2014 to acquire the Tsunis Holdings property. CIP #18 tentatively includes \$400,000 in FY2018 for design and \$4,000,000 in FY2019 for construction of the new roadway; all to be supported by the funds generated by the TIF District.

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| SEARS BLOCK TIF DISTRICT | 2014 BUDGETED (CURRENT) | 2014 ESTIMATED | 2015 BUDGET |
|---------------------------|-------------------------------|-------------------|----------------|
| REVENUE | \$709,980 | \$567,810 | \$642,040 |
| EXPENDITURES | \$764,620 | \$760,120 | \$830,865 |
| NET INCOME (LOSS) | | (\$192,310) | (\$188,825) |
| BEGINNING WORKING CAPITAL | | \$523,861 | \$331,551 |
| ENDING WORKING CAPITAL | | \$331,551 | \$142,726 |

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CAPITAL IMPROVEMENT PROGRAM

| SEARS BLOCK TIF DISTRICT | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|
| | 2011 ACTUAL | 2012 ACTUAL | 2013 ACTUAL | 2014 BUDGETED | 2014 ESTIMATED | 2015 BUDGET |
| REVENUE | | | | | | |
| TAX INCREMENT DISTRICT | \$273,075 | \$368,456 | \$510,365 | \$709,780 | \$567,610 | \$641,860 |
| INTEREST | \$287 | \$216 | \$112 | \$200 | \$200 | \$180 |
| Total | \$273,362 | \$368,672 | \$510,477 | \$709,980 | \$567,810 | \$642,040 |
| APPROPRIATIONS | | | | | | |
| TRANSFER TO CAP PROJECT FUND | \$0 | \$20,000 | \$0 | \$0 | \$0 | \$0 |
| OUTSIDE SERVICES | \$0 | \$0 | \$0 | \$8,500 | \$4,000 | \$8,925 |
| DEBT SERVICE | \$234,446 | \$236,764 | \$257,083 | \$241,690 | \$241,690 | \$239,160 |
| MISCELLANEOUS | \$0 | \$0 | \$0 | \$0 | \$0 | \$30,000 |
| TRANSFER TO GENERAL FUND | \$0 | \$0 | \$0 | \$287,430 | \$287,430 | \$282,780 |
| TRANSFER TO PARKING FUND | \$0 | \$0 | \$0 | \$227,000 | \$227,000 | \$270,000 |
| Total | \$234,446 | \$256,764 | \$257,083 | \$764,620 | \$760,120 | \$830,865 |

The FY 2015 projected total incremental assessed value of new development constructed within the Sears Block TIF (SBTIF) District since its establishment in 2003 is \$27,068,539.

Property tax revenues generated by the incremental assessed value are retained by the District to support debt service and operating expenses. This value includes all new development within the District, including the new Bindery Building located at 43-45 South Main Street. However, this figure excludes the SMILE Building at 49 South Main Street and the Endicott Hotel Redevelopment Project at 1-5 South Main Street. Both developments have received RSA 79-E Community Revitalization Tax Relief Abatements. Consequently, incremental tax revenues for the SMILE Building are temporarily abated and will not be available to support operation of the TIF District until April 1, 2017. Concerning the Endicott Hotel, increased property taxes associated with the commercial portions of the project have been abated until April 1, 2017. In addition, property taxes on the residential portion of the Endicott Hotel have been abated until April 1, 2019.

The SBTIF's Development Program and Financing Plan originally included \$16,325,341 to support construction of the Capital Commons Parking Garage and related improvements. A summary of this amount, and funding sources related thereto, is as follows:

2015-2024

CAPITAL IMPROVEMENT PROGRAM

| Bonds | Amount |
|---|----------------------------|
| General Fund Supported G.O. Bonds | \$2,281,500 |
| Parking Fund Supported G.O. Bonds | \$3,186,000 |
| Parking Garage Lease Supported G.O. Bonds | \$3,923,000 |
| SBTIF Supported G.O. Bonds | \$3,052,000 |
| Equity (Cash) | |
| EDR Fund | \$2,850,000 |
| Parking Fund | \$550,000 |
| Grants | |
| US HUD EDI Grant | \$482,841 |
| Total | <u>\$16,325,341</u> |

The FY 2015 budget continues the practice of transferring TIF revenues to the General Fund and Parking Fund for the purposes of: 1) reimbursing these funds for past investments in the Capital Commons Parking Garage project, and 2) transferring debt service costs traditionally supported by the General Fund and Parking Fund for the Capital Commons Project to the SBTIF.

Specifically, in FY 2015, the SBTIF will transfer \$264,080 for current and past debt service associated with the \$2,281,500 General Fund supported bond issued for the Capital Commons Project in 2007. In addition, \$18,700 will be transferred to the General Fund to defray costs for administration of the SBTIF.

The SBTIF will also transfer \$270,000 to the Parking Fund in FY 2015. This will be the second of four payments from the SBTIF to the Parking Fund scheduled to occur during FY 2014 – FY 2017. Once completed, the SBTIF will have repaid the Parking Fund approximately \$689,000. This figure represents the Parking Fund's \$550,000 equity contribution to the Capital Commons project during 2003 to 2005, plus interest. Starting in FY 2018, the SBTIF will absorb debt service payments associated with \$3,186,000 in Parking Fund supported bonds previously issued for the Capital Commons Project in 2005 and 2007.

Use of the SBTIF District fund balance to support transfers to the General Fund and Parking Fund will result in negative net operating income for FY 2015.

While the cost of maintaining the landscaping and plaza is included within the SBTIF, the cost of operating the Capital Commons Parking Garage is included within the City's Parking Fund Budget.

Presently, the SBTIF District is scheduled to terminate when existing debt service is fully repaid on June 30, 2027. However, this will be extended should the City move forward with plans to issue \$2.50 million in additional debt, approved by Resolution #8686 on August 12, 2013, to support installation of underground utilities as part of the Downtown Complete Streets Project (CIP #460). In addition, TIF support of other potential redevelopment projects in the future may also cause the District to endure beyond 2027.

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| PENACOOK VILLAGE TIF DISTRICT | 2014 BUDGETED (CURRENT) | 2014 ESTIMATED | 2015 BUDGET |
|-------------------------------|-------------------------------|-------------------|----------------|
| REVENUE | \$55,830 | \$51,926 | \$52,120 |
| EXPENDITURES | \$27,700 | \$22,450 | \$27,460 |
| NET INCOME (LOSS) | | \$29,476 | \$24,660 |
| BEGINNING WORKING CAPITAL | | \$35,911 | \$65,387 |
| ENDING WORKING CAPITAL | | \$65,387 | \$90,047 |

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| PENACOOK VILLAGE TIF DISTRICT | | | | | | |
|-------------------------------|----------------|----------------|-----------------|------------------|-------------------|-----------------|
| | 2011 ACTUAL | 2012 ACTUAL | 2013 ACTUAL | 2014 BUDGETED | 2014 ESTIMATED | 2015 BUDGET |
| REVENUE | | | | | | |
| TAX INCREMENT | \$0 | \$7,193 | \$49,921 | \$55,800 | \$51,046 | \$52,070 |
| INTEREST & MISC | \$467 | \$46 | \$25 | \$30 | \$880 | \$50 |
| Total | \$467 | \$7,239 | \$49,946 | \$55,830 | \$51,926 | \$52,120 |
| APPROPRIATIONS | | | | | | |
| MAINTENANCE | \$0 | \$100 | \$0 | \$5,250 | \$0 | \$5,250 |
| DEBT SERVICE | \$0 | \$0 | \$21,498 | \$21,270 | \$21,270 | \$20,970 |
| TRANSFERS OUT TO GENERAL | \$0 | \$0 | \$0 | \$1,180 | \$1,180 | \$1,240 |
| Total | \$0 | \$100 | \$21,498 | \$27,700 | \$22,450 | \$27,460 |

The FY 2015 projected total incremental assessed value of new real estate development within the Penacook Village TIF District since its enactment in 2010 is \$1,739,800. This amount is made up entirely by the new medical office building located at 4 Crescent Street. This amount is captured by the PVTIF District and is available to support the District's operating, administration, and debt service costs.

Accounting for debt service and operating costs, the District will generate a modest surplus, which shall be retained by the PVTIF to finance additional improvements, as well as provide a financial reserve to offset potential fluctuations in property tax revenues that may result from appeals of assessed valuations in the future.

Presently, the PVTIF District is scheduled to terminate when existing debt service is fully repaid on June 30, 2032. However, this date may be extended in the event the City Council approves additional appropriations to support environmental cleanup and redevelopment of the former Allied Leather Tannery and Amazon Realty Sites (CIP #508).