

MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY

Mission Statement:

The Minneapolis Community Development Agency (MCDA) seeks to sustain and improve the residential, economic and aesthetic environment of the City for the benefit of residents, employees and businesses in Minneapolis through implementation of development and financing programs.

Primary Businesses:

Housing - The MCDA provides sites for housing, assists in financing production and preservation of affordable and mixed-income housing, and provides financing for home improvements and purchases.

Business Development - The MCDA provides sites and financing for businesses that create living-wage jobs and add to the tax base.

Community Building - The MCDA provides financial and technical support to neighborhood organizations and business associations, funds the Neighborhood Revitalization Program (NRP) and assists in providing some of the amenities that contribute to a vibrant, strong and livable city.

Key Trends and Challenges Impacting the Department:

The MCDA 2003 budget reflects the Agency's best recommendations for funding its community development mission while recognizing that key decisions on city-wide priorities and community development restructuring have not yet been made. The budget choices made in preparing this budget take into account both the immediate and longer-term implications of the mission, resources and structure of the MCDA, as the Agency currently understands it.

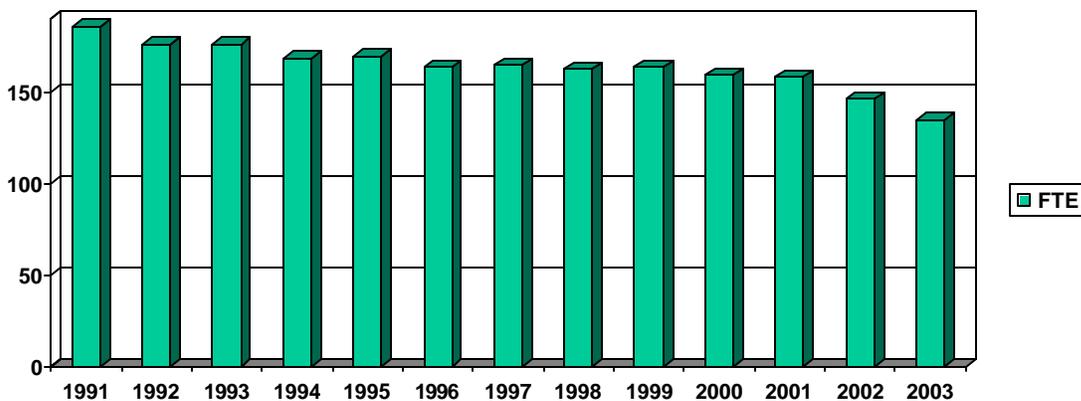
Economies

A number of cost-reduction measures were put into place as soon as the effects of 2001 legislative action were apparent. These measures continue in place and are reflected in the Agency's budget submission.

1- Continuing Job Freeze and Staff reductions

In 2001, as the MCDA recognized the implications of tax reform on community development resources, management imposed an immediate job freeze effective August 1, 2001. This job freeze

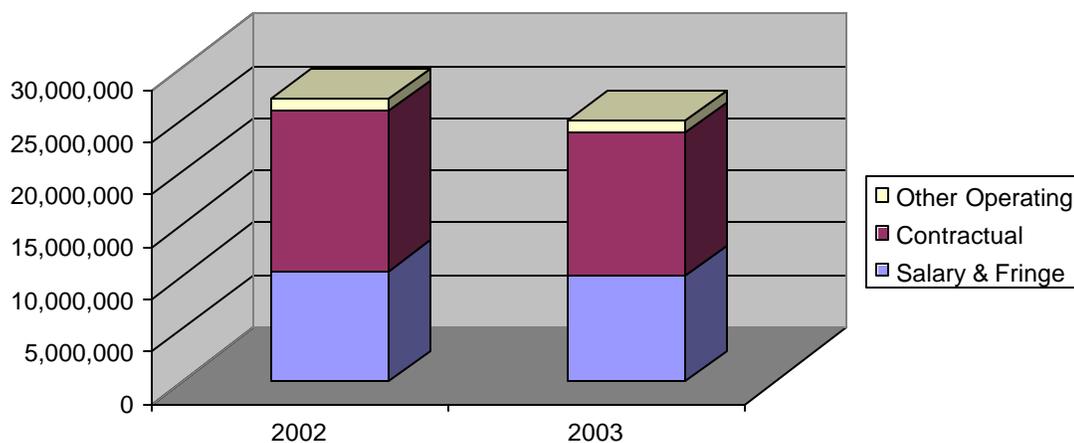
Thirteen Year History of MCDA FTE Staff



remains in place and will continue through at least 2003. As a result, FTE levels have shrunk from 158 FTE in 2001 to the current level of 143. This exceeded the drop to 147 FTE planned through 2002. The MCDA 2003 budget assumes the loss of an additional eight positions through attrition by the end of 2003. This will bring the 2003 year-end FTE level to 135, a three-year reduction of 15%. If this goal for staff attrition is not met, then staff cuts will be made to stay within the approved salary appropriation. The Agency will need to work with the bargaining units to match workload needs with available staff as future attrition occurs.

Under these staff reduction assumptions, the end of 2003 will find the MCDA with 23 fewer FTE's than existed at the end of the 2001 legislative session, and continues a reduction in MCDA personnel that has been occurring since 1991 – a total reduction of 51.0 FTE's, or over one-fourth of the Agency's workforce.

2- Operating Budget Reduction



Reductions in each category of the MCDA operating budget -- salary, fringe, contractual and other operating costs – result in a four percent decrease in the Agency's 2003 operating budget, from the 2002 operating budget.

Labor agreements with MCDA bargaining units expire at the end of 2002 and this budget does not include costs that may result from the renegotiation of those agreements. The budgetary implications of those negotiations will be brought back to the Council at a later date.

The above numbers do not include estimated operating costs for the Saks parcel, which are estimated to total \$3,362,000 in 2003. Estimated operating revenues of \$3,700,000 from this property for the same period offset these costs.

Support of City Activity

As in past years, a portion of the MCDA expense budget has been transferred to the City, in support of its activities. 2002 was the last year in which the MCDA provided \$200,000 to the Planning Department, but the following items are included in the Agency's budget request:

City Admin Fee - \$215,215	Affirmative Action - \$232,000
Home Tour - \$25,000	ITS Services - \$20,102
Minneapolis Calendar- \$5,000	HR Benefits Admin - \$18,453
North Metro Mayors membership - \$19,000	Northwest Corridor membership - \$10,000

Revenue constraints and reductions have caused the MCDA to remove some past allocations, i.e. \$35,000 for Minneapolis Unwrapped and \$50,000 for the production of a Mississippi Mile brochure.

Chapter 595 Levy

The MCDA request included \$4,160,000 of Chapter 595 levy appropriation, consistent with the level funded in 2002 and assuming an inflationary increase of 4 percent. The City Council adopted a levy of \$4,000,000.

CDBG

The MCDA Year 29 CDBG budget assumes an entitlement slightly less than Year 28 and further assumes that the percentage available to the MCDA will remain the same. A breakdown of the Agency's Year 29 request by program is attached (Attachment A). Not reflected in this Year 29 budget is the increase in the portion of the entitlement dedicated to affordable housing that has been discussed when considering long-range planning.

NRP Finance Plan

Although alternative models are under discussion this budget anticipates funding the NRP program at the \$11 million annual level expected by the Council when the MCDA 2002 budget was approved. This is accomplished in 2003 by using a combination of Fund CNR (NRP) interest earnings of \$2,184,000 and Development Account funding of \$8,816,000.

Attachment A

MCDA Year 29 CDBG Request & Prior Years Comparison

	Year 26 Approved	Year 27 Approved	Yr 28 Approved	Year 29 Request
NCEDF	198,000	405,000	398,000	320,557
Business Association Assistance	174,000	174,000	174,000	174,000
Loan & Grant				
Regular, Rental & Equity Loans	1,293,930	774,000	764,000	756,360
Last Resort*		410,000	400,000	396,000
Lead Abatement*	*included in totals			
Assistance to NHS*		50,000	50,000	49,500
HI Lead Loan				150,000
Subtotal Loan & Grant	1,293,930	1,234,000	1,214,000	1,351,860
Home Ownership Programs				
GMMHC Home Ownership	633,000	638,000	628,000	621,720
Neighborhood Housing Services	0			
HOWN/SF	0			
Rehab Support Program	287,100	272,000	390,000	386,100
Vacant/Boarded Housing	3,297,690	3,700,000	2,640,000	2,613,600
Subtotal Homeownership	4,217,790	4,610,000	3,658,000	3,621,420
Multi-Family/Affordable Housing		2,600,000	3,308,000	3,274,920
Affordable Housing				
Non-Profit Admin				
Subtotal Multi-Family	2,482,000	2,600,000	3,308,000	3,274,920
Jordan	177,000	0	0	-
Mortgage Foreclosure Prevention Program			250,000	167,433
Subtotal HUD Non Admin	8,542,720	9,023,000	9,002,000	8,910,190
Program Administration	44,000	30,000	30,000	30,000
MCDA CDBG Administration	36,000	50,000	49,000	50,000
Citizen Participation	355,000	355,000	349,000	345,510
Total	8,977,720	9,458,000	9,430,000	9,335,700

Key Enterprise Outcome Measures Influenced by the: Minneapolis Community Development Agency (MCDA)

1. Increase the number of renovated and converted buildings and the number of substandard housing units (i.e. boarded and vacant buildings) that are renovated and converted to viable housing units
2. Improve the quality of existing housing
3. Increase the quantity of new housing starts
4. Increase the city's residential population
5. Increase the number of affordable housing units
6. Increase the number of affordable senior housing units
7. Increase the number of new commercial and industrial business establishments
8. Increase the number of mixed-use developments along commercial corridors
9. Increase the amount of private investment in designated priority corridors
10. Increase the percentage of Minneapolis residents that are employed in living wage jobs
11. Increase the percentage of businesses receiving economic assistance from the City that hire and retain City residents at a living wage
12. Increase number of housing units downtown
13. Increase the range of amenities for residents downtown
14. Increase the number of housing units downtown that attract all income levels
15. Increase number of people working downtown
16. Increase the number of visitors downtown

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
(Relates to Key Enterprise Outcome Measure #1) # of new/conversion multifamily units completed	637	563	653	720	720
(1) # of rehabilitated multifamily units completed	240	268	388	385	385
(1) total multifamily loans closed	\$21,368,996	\$45,654,313	\$48,000,000	\$58,000,000	\$58,000,000
(1) # of multifamily units closed	845	1,136	1,200	1,350	1,350
(2) # of single-family units rehabilitated	22	31	25	20	20
(2) # of home improvement loans	164	75	76	100	100
(2) amount of home improvement loans	\$1,679,090	\$1,061,937	\$1,267,284	\$1,667,479	\$1,667,479
(3) # of single-family units constructed	58	131	130	140	140
(4) # of mortgage loans	463	119	178	200	200
(4) amount of mortgage loans	\$22,419,502	\$9,562,154	\$18,791,093	\$27,000,000	\$27,000,000
(5) # affordable (<50%) multifamily housing units completed	505	504	575	649	649
(5) # of affordable (<80%) single-family housing units completed	39	74	64	62	62
(6) # of affordable (<50%) senior housing units completed	120	15	0	22	22

(7) # of economic development projects completed, closed or under construction	39	38	24	20	20
(7) total development cost of economic development projects completed, closed or under construction	\$866,454,589	\$886,562,281	\$610,000,000	\$400,000,000	\$400,000,000
(7) contamination cleanup grants secured	\$4,891,996	\$6,138,803	\$4,500,000	\$4,000,000	\$4,000,000
(7) # of business loans	146	161	170	180	180
(7) amount of business loans	\$29,445,000	\$106,823,000	\$110,000,000	\$115,000,000	\$115,000,000
(7) amount of private investment leveraged through business loans	\$23,264,000	\$99,566,000	\$100,000,000	\$105,000,000	\$105,000,000
(7) # of business assisted through BusinessLink	250	250	250	250	250
(7) # of telephone/e-mail inquiries to BusinessLink	1,500	1,500	2,000	2,000	2,000
(8) examples of new mixed-use developments along commercial corridors	Established Hiawatha & Lake Redevelopment Area	Coliseum (27th & Lake); Village at St. Anthony Falls started construction		Nicollet Commons; Hi-Lake LRT Station Site; Nicollet & Franklin	Nicollet Commons; Hi-Lake LRT Station Site; Nicollet & Franklin
(9) examples of private investment in priority commercial corridors	\$198,952 leveraged by NEDF investment of \$33,388.	\$545,1670 leveraged by NEDF investment of \$110,274.	\$600,000 leveraged by NEDF investment \$196,000; West River Commons (\$1.9 million)	Penn/Lowry senior housing (\$6 mill); Nicollet Franklin (\$5mill)	Penn/Lowry senior housing (\$6 mill); Nicollet Franklin (\$5mill)
(10) # of jobs provided through job linkage agreements	689	1,020	1,500	1,500	1,500
(10) % of job linkage agreement jobs that pay living wage	87.95%	87.05%	87%	85%	85%
(10) % of job linkage agreement hires that reside in Minneapolis	60.66%	56.6%	51%	55%	55%
(11) # of job linkage agreements executed	4	6	4	4	4
(12) # of downtown housing units produced	357	350	808	66	66
(13) examples of new amenities for downtown residents	Depot skating rink; Cirque du Soleil	Target Store senior facility; Pantages restoration begun	Block E theaters, restaurant & retail	St. Andrew's Golf Academy	St. Andrew's Golf Academy
(14) examples of mixed-income downtown housing projects	TownePlace/Mill City Apts;Heritage Landing	East Village	13th & Harmon; Washburn Lofts	Lamoreaux; Humboldt Mill	Lamoreaux; Humboldt Mill
(15) examples of job-producing downtown developments	American Red Cross (3 new & 55 preserved jobs)	900 Nicollet (Target store and office) (740 new & 1,000 preserved jobs); Milwaukee Depot (125 new jobs)	Block E		
(16) # of visitors to Target Center	1,827,258	1,481,081	1,500,000	1,500,000	1,500,000
(16) # of visitors to downtown theaters	421,259	495,436	510,299	510,299	510,299

Explanation of Performance Data for Key Enterprise Outcome Measures: Additional measures and data not directly related to the 16 Key Enterprise Outcome Measures appear below under the appropriate Service Activities.

Primary Business: Housing

(Service activities and performance measures sorted by business)

Service Activity: Develop and preserve affordable and mixed-income multifamily housing.

Description: The MCDA administers a number of programs for the development and preservation of affordable and mixed-income housing.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of new /conversion multifamily units completed	637	563	653	720	720
# of rehabilitated multifamily units completed	240	268	388	385	385
# of affordable (<50%) multifamily housing units completed	505	504	575	649	649

Explanation of Key Performance Measures:

- "Conversion" means previously non-residential properties have been converted to residential use.
- "Multifamily" means all rental projects and ownership projects with more than 10 units.
- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.
- "Affordable (<50%)" means units that are affordable to families with incomes at or below 50 percent of the metropolitan median family income.
- The third measure listed above (number of affordable units) is a subset of the first two measures, and includes both new/conversion and rehabilitated units.

Service Activity: Develop and rehabilitate single-family ownership housing.

Description: The MCDA administers programs to return vacant lots and vacant and/or boarded structures to the city's housing supply.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of single-family units constructed	58	131	130	140	140
# of single-family units rehabilitated	22	31	25	20	20
# of affordable (<80%) single-family units completed	39	74	64	62	62

Explanation of Key Performance Measures:

- "Constructed" means a Certificate of Completion has been issued by the MCDA.
- "Single-family" means all ownership projects with 10 or fewer units.
- "Affordable (<80%)" means units that are affordable to families with incomes at or below 80 percent of the metropolitan median family income.
- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.

Service Activity: Finance home improvement and home mortgage loans.

Description: The MCDA provides home improvement loans to Minneapolis homeowners who might not otherwise be able to carry out home improvements or code repairs. MCDA mortgage programs provide affordable financing to low, moderate and middle-income households to increase owner-occupancy rates, especially among under-served populations (minorities and female-headed households), and to help existing homeowners complete major repairs and improvements.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# home improvement loans	164	75	76	100	100
% of loans going to minorities	30%	23%	27%	27%	27%
% of loans going to female-headed households	60%	38%	45%	45%	45%

% of loans going to households <50% of median income	77%	51%	63%	65%	65%
# mortgage loans	463	119	178	200	200
% of loans going to minorities	27%	27%	27%	27%	27%
% of loans going to female-headed households	35%	45%	30%	30%	30%
% of loans going to households <50% of median income	25%	23%	25%	25%	25%

Explanation of Key Performance Measures:

- Loan recipients indicate minority status on program application forms.
- Loan recipients indicate female-headed household status on program application forms.
- "Affordable (<50%)" means units that are affordable to families with incomes at or below 50 percent of the metropolitan median family income.

Primary Business: Business Development

(Service activities and performance measures sorted by business)

Service Activity: Provide sites and financing for commercial and industrial development.

Description: The MCDA provides site assembly and financial assistance for commercial and industrial development in order to preserve and create living-wage jobs, enhance the City's tax base, redevelop blighted and contaminated areas and provide commercial services to City residents.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of economic development projects completed	4	12	14	10	10
total development cost of projects completed	\$11,525,000	\$235,236,795	\$376,791,000	\$74,000,000	\$74,000,000
Increase in EMV due to completed projects					
contamination cleanup grants secured	\$4,891,996	\$6,138,803	\$4,500,000	\$4,000,000	\$4,000,000
contaminated acres cleaned					
# of new jobs projected	202	1,445	973	439	439
# of existing jobs	230	1,637	489	492	492

Explanation of Key Performance Measures:

- "Completed" means there has been a final construction disbursement or a Certificate of Completion has been issued by the MCDA.
- "New jobs projected" means a developer's estimate of the number of new jobs resulting from activity financed with MCDA assistance. Estimates are not available for all completed projects.
- "Existing jobs" means the number of jobs at assisted businesses prior to activity financed with MCDA assistance, as reported by the developer. Estimates are not available for all completed projects.
- Jobs estimates include jobs resulting from all business development projects, including downtown, riverfront and those covered by job linkage agreements.
- Numbers reported under 2003 Planned category reflect both known and projected activity.

Service Activity: Provide financing for small businesses.

Description: The MCDA uses a variety of funding tools to leverage private financing for business expansion projects that keep businesses in the city, increase the availability of neighborhood commercial services, retain and create jobs, and support business start-ups among minority and immigrant populations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of business loans	146	161	170	180	180
public/private investment ratio	1:4	1:14	1:10	1:11	1:11
# of new jobs projected	377	304	325	350	350
# of existing jobs	1,044	1,561	1,550	1,600	1,600

Explanation of Key Performance Measures:

- "New jobs projected" means a developer's estimate of the number of new jobs resulting from activity financed with MCDA assistance.
- "Existing jobs" means the number of jobs at assisted businesses prior to activity financed with MCDA assistance, as reported by the developer.

Service Activity: Operate BusinessLink, a technical referral service for Minneapolis businesses.

Description: BusinessLink is a "first-stop" business service center at the MCDA. Local firms use BusinessLink to access City regulatory services and to locate affordable financing and office space.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of telephone/e-mail inquiries to BusinessLink	1,500	1,500	2,000	2,000	2,000
# of businesses assisted through BusinessLink	250	250	250	250	250

Explanation of Key Performance Measures:

- "Inquiries" means requests that can be addressed within the initial phone call.
- "Assisted" means the request involves staff work beyond the initial phone call.

Primary Business: Community Building

(Service activities and performance measures sorted by business)

Service Activity: Provide living wage job opportunities for Minneapolis residents.

Description: The MCDA addresses workforce issues such as Living Wage, job training and placement, Empowerment Zone employment opportunities and partnerships among majority, minority and women-owned general contractors.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of jobs provided through job linkage agreements	689	1,020	1,500	1,500	1,500
% of job linkage agreement jobs that pay living wage	87.95%	87.05%	87%	85%	85%
% of job linkage agreement hires that reside in Minneapolis	60.66%	56.6%	60%	60%	60%

Explanation of Key Performance Measures:

- A "living wage" job pays 110 percent of the federal poverty level for a family of four (currently \$9.57 per hour); pays 100 percent of the federal poverty level for a family of four and also provides health benefits; or pays wages in accordance with a union contract.

Service Activity: Maintain a vital downtown.

Description: The MCDA helps to strengthen downtown retail and entertainment sectors, expand downtown housing opportunities and maintain downtown as the principal employment center of the region.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of downtown housing units completed	357	350	808	66	66
# of new downtown retail or entertainment establishments	10	18	16	6	6
# of patrons of MCDA-owned entertainment and sports venues	2,248,517	1,976,517	2,035,000	2,140,000	2,140,000
# of new job-producing downtown developments completed	1	2	4	4	4
# of hotel rooms added				256	256
net increase in office sq ft	615,000 sq ft	1,050,000 sq ft	1,250,000 sq ft	248,000 sq ft	248,000 sq ft
net increase in retail sq ft	30,000 sq ft	260,000 sq ft		32,000 sq ft	32,000 sq ft

Explanation of Key Performance Measures:

- All measures for this service activity reflect results from MCDA assistance; privately financed activity is not included in counts such as net increase in office or retail square feet.
- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.
- Number of downtown housing units completed is a subset of totals reported under Housing service activities.

Service Activity: Redevelop the central and upper Mississippi riverfront.

Description: The MCDA helps to remove barriers to riverfront development; install or rehabilitate infrastructure; develop a variety of riverfront housing types for all income levels; preserve historic buildings and resources; enhance recreational, entertainment and cultural amenities and attractions; and participate in partnerships with other agencies and entities involved in riverfront revitalization.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of riverfront housing units completed	269	488	189	221	221
total development cost of completed riverfront projects	\$57,200,000	\$157,653,000	\$263,591,000	\$72,110,000	\$72,110,000
# of historic riverfront structures preserved	0	2	14	2	2
# of entertainment, cultural, recreational and educational amenities	0	1	2	1	1

Explanation of Key Performance Measures:

- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.
- Number of riverfront housing units completed is a subset of totals reported under Housing service activities.

Service Activity: Provide technical and financial support to neighborhood organizations, business associations and the Neighborhood Revitalization Program.

Description: MCDA citizen participation activities increase involvement in neighborhood organizations to help communities address housing and economic development issues. The Business Association Assistance Program provides funds to strengthen business associations that stabilize neighborhood commercial areas.

As part of the administrative support provided by the MCDA to the Neighborhood Revitalization Program, the MCDA administers inter-jurisdictional contracts for implementation of NRP activities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of neighborhood organizations assisted	60	62	65	65	65
amount of financial assistance to neighborhood organizations	\$445,000	\$445,000	\$439,000	\$439,000	\$439,000
# of business associations assisted	34	33	34	34	34
amount of assistance to business associations	\$209,962	\$204,665	\$205,000	\$200,000	\$200,000
# of NRP contracts administered	450	380	400	450	450

Explanation of Key Performance Measures:

Financial Analysis:

Expenditures

The City Council adopted budget includes an MCDA budget with an 8 percent decrease in expenditures. This 8 percent equates to approximately \$13 million. The largest decrease in expenditures occurs in the land and prep costs spending category, which shows a decrease of approximately \$1.6 million. The principal on bonds spending category also shows a significant decrease, with a \$1.3 million decrease.

The most significant dollar increases in spending, not including transfers, are seen in the repair and maintenance supplies, interest/fiscal charges, and taxes, licenses and fees, showing increases of \$2.7 million, \$736,000 and \$350,000, respectively.

Revenues

The City Council adopted budget shows a 26 percent decrease in revenues for the MCDA, which equates to approximately \$38.5 million. Included in the revenue budget for a second year is the Chapter 595 levy for \$4 million.

The increase seen in the federal government revenue category is due primarily to how the agency records this revenue. In 2002, much of the federal CDBG revenue was recorded as a transfer in; for 2003 the CDBG revenue is recorded in the federal government revenue category.

The revenue budget for MCDA includes CDBG funding at \$9,392,000.

**MCDA
Expense Information**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Capital Outlay	52,213,290	70,485,416	9,176,040	7,502,267	-18.2%	-1,673,773
Contractual Services	15,332,352	14,083,458	4,394,974	3,796,729	-13.6%	-598,245
Debt Service	45,694	0	0	0	0.0%	0
Equipment	21,571	22,090	12,900	12,300	-4.7%	-600
Fringe Benefits	728,556	515,633	587,663	486,799	-17.2%	-100,864
Operating Costs	270,537	725,714	297,093	230,887	-22.3%	-66,206
Salaries and Wages	3,531,100	2,736,638	2,798,423	2,318,081	-17.2%	-480,342
Transfers	67,520,545	76,711,830	62,049,265	58,849,957	-5.2%	-3,199,308
Total for Capital Projects	139,663,645	165,280,780	79,316,358	73,197,020	-7.7%	-6,119,338
Debt Service						
Debt Service	9,241,630	23,980,509	1,324,000	792,800	-40.1%	-531,200
Transfers	517,494	8,568,984	32,240,432	35,195,000	9.2%	2,954,568
Total for Debt Service	9,759,124	32,549,493	33,564,432	35,987,800	7.2%	2,423,368
Enterprise Funds						
Capital Outlay	111,542	60,976	115,000	142,000	23.5%	27,000
Contractual Services	3,339,866	3,219,875	3,236,274	3,709,486	14.6%	473,212
Debt Service	3,263,322	2,845,019	2,447,000	2,447,000	0.0%	0
Fringe Benefits	23,025	24,154	23,200	47,544	104.9%	24,344
Operating Costs	108,987	110,856	154,791	3,218,241	1,979.1%	3,063,450
Salaries and Wages	102,864	117,029	110,475	226,399	104.9%	115,924
Transfers	0	197,072	100,000	0	-100.0%	-100,000
Total for Enterprise Funds	6,949,606	6,574,979	6,186,740	9,790,670	58.3%	3,603,930
Special Revenue Funds						
Capital Outlay	21,236,283	25,042,205	15,019,851	14,315,687	-4.7%	-704,164
Contractual Services	5,523,358	6,169,058	7,724,172	7,584,054	-1.8%	-140,118
Debt Service	50,312	35,091	50,000	0	-100.0%	-50,000
Equipment	148,544	136,467	155,400	95,560	-38.5%	-59,840
Fringe Benefits	958,455	1,167,349	1,207,943	1,226,589	1.5%	18,646
Operating Costs	642,803	449,731	604,850	714,525	18.1%	109,675
Salaries and Wages	4,606,780	5,607,042	5,752,084	5,841,010	1.5%	88,926
Transfers	2,168,519	3,565,142	12,524,000	350,000	-97.2%	12,174,000
Total for Special Revenue Funds	35,335,055	42,172,086	43,038,300	30,127,425	-30.0%	12,910,875
Total for MCDA	191,707,429	246,577,337	162,105,830	149,102,915	-8.0%	13,002,915

MCDA
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Charges for Sales	4,482,763	4,015,139	514,351	0	-100.0%	-514,351
Charges for Service	1,009,612	741,215	210,000	475,000	126.2%	265,000
Federal Government	0	0	500,000	0	-100.0%	-500,000
Interest	2,969,343	1,200,304	2,452,317	634,516	-74.1%	-1,817,801
Operating Transfers In	48,438,583	35,523,473	14,390,424	0	-100.0%	14,390,424
Other Misc Revenues	2,365,643	1,900,717	1,373,990	866,990	-36.9%	-507,000
Proceeds of Long Term Liabilities	41,260,000	52,436,420	0	0	0.0%	0
Property Taxes	63,619,311	69,614,329	58,537,432	64,376,234	10.0%	5,838,802
Rents	2,384,554	2,585,842	502,924	124,168	-75.3%	-378,756
State Government	7,792	0	0	0	0.0%	0
Total for Capital Projects	166,537,600	168,017,438	78,481,438	66,476,908	-15.3%	12,004,530
Debt Service						
Interest	564,105	86,682	0	0	0.0%	0
Operating Transfers In	2,284,932	21,020,979	34,057,782	0	-100.0%	34,057,782
Proceeds of Long Term Liabilities	0	7,249,581	0	0	0.0%	0
Total for Debt Service	2,849,037	28,357,243	34,057,782	0	-100.0%	34,057,782
Enterprise Funds						
Charges for Sales	975,250	0	0	0	0.0%	0
Charges for Service	3,417,264	2,957,172	3,002,360	3,622,315	20.6%	619,955
Interest	4,732,117	3,239,022	2,503,600	2,727,875	9.0%	224,275
Operating Transfers In	0	0	120,432	0	-100.0%	-120,432
Other Misc Revenues	700,320	209,024	150,000	525,690	250.5%	375,690
Proceeds of Long Term Liabilities	62,794	33,873	0	0	0.0%	0
Rents	42,295	531	0	3,700,000	0.0%	3,700,000
Total for Enterprise Funds	9,930,039	6,439,621	5,776,392	10,575,880	83.1%	4,799,488
Special Revenue Funds						
Charges for Sales	4,036,706	3,655,346	650,000	900,000	38.5%	250,000
Charges for Service	7,467,025	7,771,868	1,662,000	6,199,506	273.0%	4,537,506
Contributions	142,000	78,171	0	1,000,000	0.0%	1,000,000
Federal Government	265,056	-126,520	0	13,985,700	0.0%	13,985,700
Interest	719,794	1,051,138	1,148,448	20,000	-98.3%	-1,128,448
Local Government	396,142	-396,142	0	0	0.0%	0
Operating Transfers In	26,665,607	20,684,452	15,780,161	1,545,000	-90.2%	14,235,161
Other Misc Revenues	4,793,016	3,580,903	4,163,439	2,704,039	-35.1%	-1,459,400
Property Taxes	0	0	4,000,000	4,000,000	0.0%	0
Rents	224,096	166,288	366,739	0	-100.0%	-366,739
State Government	4,392,082	8,160,556	125,000	322,227	157.8%	197,227
Total for Special Revenue Funds	49,101,524	44,626,059	27,895,787	30,676,472	10.0%	2,780,685
Total for MCDA	228,418,200	247,440,361	146,211,399	107,729,260	-26.3%	38,482,139

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION SERVICES						
Capital Projects						
Contractual Services	0	16,090	0	0	0.0%	0
Equipment	0	0	2,500	0	-100.0%	-2,500
Operating Costs	55,169	50,906	66,200	0	-100.0%	-66,200
Total for Capital Projects	55,169	66,996	68,700	0	-100.0%	-68,700
Enterprise Funds						
Contractual Services	0	0	0	0	0.0%	0
Debt Service	-4,351	0	0	0	0.0%	0
Total for Enterprise Funds	-4,351	0	0	0		0
Special Revenue Funds						
Capital Outlay	0	0	188,000	0	-100.0%	-188,000
Contractual Services	1,495,505	1,973,405	2,857,720	2,628,092	-8.0%	-229,628
Equipment	94,188	98,887	83,000	50,860	-38.7%	-32,140
Fringe Benefits	213,469	275,401	198,780	213,780	7.5%	15,000
Operating Costs	146,880	97,477	211,545	333,970	57.9%	122,425
Salaries and Wages	939,261	1,051,138	946,564	1,018,000	7.5%	71,436
Total for Special Revenue Funds	2,889,304	3,496,309	4,485,609	4,244,702	-5.4%	-240,907
Total for ADMINISTRATION SERVICES	2,940,122	3,563,305	4,554,309	4,244,702	-6.8%	-309,607
ECONOMIC DEVELOPMENT						
Capital Projects						
Capital Outlay	31,856,721	52,913,639	2,875,400	2,753,000	-4.3%	-122,400
Contractual Services	509,959	1,485,390	718,950	680,880	-5.3%	-38,070
Equipment	7,092	9,246	2,000	1,500	-25.0%	-500
Fringe Benefits	277,310	222,733	250,594	190,852	-23.8%	-59,742
Operating Costs	49,825	61,215	109,183	105,697	-3.2%	-3,486
Salaries and Wages	1,341,567	1,191,403	1,193,293	879,072	-26.3%	-314,221
Total for Capital Projects	34,042,475	55,883,625	5,149,420	4,611,001	-10.5%	-538,419
Debt Service						
Debt Service	0	0	1,324,000	0	-100.0%	-1,324,000
Transfers	0	0	0	1,500,000	0.0%	1,500,000
Total for Debt Service	0	0	1,324,000	1,500,000	13.3%	176,000
Enterprise Funds						
Capital Outlay	104,000	50,000	65,000	75,000	15.4%	10,000
Contractual Services	195,854	177,942	209,000	509,000	143.5%	300,000
Debt Service	134,544	129,439	185,000	185,000	0.0%	0
Fringe Benefits	15,788	16,325	21,243	38,663	82.0%	17,420
Operating Costs	7,402	10,910	8,300	3,067,850	36,862.0%	3,059,550
Salaries and Wages	74,079	86,637	101,157	184,109	82.0%	82,952
Total for Enterprise Funds	531,668	471,254	589,700	4,059,622	588.4%	3,469,922
Special Revenue Funds						
Capital Outlay	5,865,455	10,401,093	2,834,112	2,808,557	-0.9%	-25,555

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
<i>ECONOMIC DEVELOPMENT</i>						
Special Revenue Funds						
Contractual Services	237,648	304,855	223,200	200,710	-10.1%	-22,490
Equipment	2,307	2,169	0	0	0.0%	0
Fringe Benefits	110,610	135,496	136,714	165,093	20.8%	28,379
Operating Costs	197,779	167,104	128,400	44,250	-65.5%	-84,150
Salaries and Wages	552,548	687,321	651,017	786,158	20.8%	135,141
Transfers	0	0	1,324,000	0	-100.0%	-1,324,000
Total for Special Revenue Funds	6,966,348	11,698,038	5,297,443	4,004,768	-24.4%	-1,292,675
Total for ECONOMIC DEVELOPMENT	41,540,490	68,052,917	12,360,563	14,175,391	14.7%	1,814,828
<i>EXECUTIVE ADMINISTRATION</i>						
Capital Projects						
Capital Outlay	6,037	0	0	0	0.0%	0
Contractual Services	24,407	0	0	0	0.0%	0
Fringe Benefits	10,630	0	0	0	0.0%	0
Operating Costs	1,863	0	0	0	0.0%	0
Salaries and Wages	63,651	0	0	0	0.0%	0
Total for Capital Projects	106,588	0	0	0		0
Special Revenue Funds						
Capital Outlay	4,967	0	0	0	0.0%	0
Contractual Services	161,077	143,201	127,200	197,000	54.9%	69,800
Equipment	214	569	0	0	0.0%	0
Fringe Benefits	62,917	83,447	99,905	99,080	-0.8%	-825
Operating Costs	187,517	93,472	57,130	87,290	52.8%	30,160
Salaries and Wages	365,945	476,151	475,739	471,807	-0.8%	-3,932
Total for Special Revenue Funds	782,636	796,840	759,974	855,177	12.5%	95,203
Total for EXECUTIVE ADMINISTRATION	889,225	796,840	759,974	855,177	12.5%	95,203
<i>Housing Development Consolidating</i>						
Capital Projects						
Capital Outlay	6,318,549	8,703,048	230,000	350,000	52.2%	120,000
Contractual Services	659,564	416,705	571,800	576,700	0.9%	4,900
Equipment	11,315	9,882	8,100	10,500	29.6%	2,400
Fringe Benefits	159,117	84,275	102,089	85,581	-16.2%	-16,508
Operating Costs	42,164	307,594	72,065	88,230	22.4%	16,165
Salaries and Wages	714,428	421,794	486,161	437,272	-10.1%	-48,889
Total for Capital Projects	7,905,137	9,943,298	1,470,215	1,548,283	5.3%	78,068
Enterprise Funds						
Capital Outlay	7,542	10,976	50,000	57,000	14.0%	7,000
Contractual Services	205,744	168,392	189,800	169,200	-10.9%	-20,600
Debt Service	2,716,637	2,715,580	2,262,000	2,262,000	0.0%	0
Fringe Benefits	7,237	7,829	1,957	1,956	-0.1%	-1
Operating Costs	101,085	99,913	144,941	149,841	3.4%	4,900

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
<i>Housing Development Consolidating</i>						
Enterprise Funds						
Salaries and Wages	28,785	30,391	9,318	9,313	-0.1%	-5
Transfers	0	100,000	100,000	0	-100.0%	-100,000
Total for Enterprise Funds	3,067,030	3,133,080	2,758,016	2,649,310	-3.9%	-108,706
Special Revenue Funds						
Capital Outlay	14,971,958	14,474,305	11,413,039	10,978,630	-3.8%	-434,409
Contractual Services	956,969	819,102	681,350	768,400	12.8%	87,050
Debt Service	50,312	35,091	50,000	0	-100.0%	-50,000
Equipment	49,299	31,135	70,400	40,700	-42.2%	-29,700
Fringe Benefits	463,923	517,256	566,345	542,786	-4.2%	-23,559
Operating Costs	83,444	72,191	184,175	227,060	23.3%	42,885
Salaries and Wages	2,191,908	2,546,783	2,696,867	2,584,789	-4.2%	-112,078
Transfers	0	0	0	150,000	0.0%	150,000
Total for Special Revenue Funds	18,767,814	18,495,862	15,662,176	15,292,365	-2.4%	-369,811
Total for Housing Development Consolidating	29,739,981	31,572,240	19,890,407	19,489,958	-2.0%	-400,449
INDIRECT COSTS MCDA						
Capital Projects						
Contractual Services	2,485,177	1,990,929	2,081,506	1,712,255	-17.7%	-369,251
Total for Capital Projects	2,485,177	1,990,929	2,081,506	1,712,255	-17.7%	-369,251
Enterprise Funds						
Contractual Services	62,730	67,366	75,123	153,951	104.9%	78,828
Total for Enterprise Funds	62,730	67,366	75,123	153,951	104.9%	78,828
Special Revenue Funds						
Contractual Services	1,597,820	2,102,270	2,427,452	2,433,303	0.2%	5,851
Fringe Benefits	-518	2,686	0	0	0.0%	0
Salaries and Wages	-1,098	15,473	0	0	0.0%	0
Total for Special Revenue Funds	1,596,204	2,120,429	2,427,452	2,433,303	0.2%	5,851
Total for INDIRECT COSTS MCDA	4,144,111	4,178,724	4,584,081	4,299,509	-6.2%	-284,572
NEIGHBORHOOD REVITALIZATION						
Capital Projects						
Capital Outlay	8,817,357	8,447,671	2,575,526	0	-100.0%	-2,575,526
Contractual Services	9,718,901	9,258,292	0	0	0.0%	0
Operating Costs	86,969	274,245	0	0	0.0%	0
Total for Capital Projects	18,623,227	17,980,208	2,575,526	0	-100.0%	-2,575,526
Special Revenue Funds						
Capital Outlay	0	2,824	0	0	0.0%	0
Total for Special Revenue Funds	0	2,824	0	0	0.0%	0
Total for NEIGHBORHOOD REVITALIZATION	18,623,227	17,983,032	2,575,526	0	-100.0%	-2,575,526

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
OPERATIONS						
Capital Projects						
Capital Outlay	866,272	421,059	783,850	507,270	-35.3%	-276,580
Contractual Services	780,708	710,747	778,750	611,678	-21.5%	-167,072
Equipment	3,164	2,962	300	300	0.0%	0
Fringe Benefits	281,499	208,626	234,980	210,366	-10.5%	-24,614
Operating Costs	34,548	31,755	49,645	36,960	-25.6%	-12,685
Salaries and Wages	1,411,454	1,123,442	1,118,969	1,001,737	-10.5%	-117,232
Total for Capital Projects	3,377,644	2,498,590	2,966,494	2,368,311	-20.2%	-598,183
Enterprise Funds						
Capital Outlay	0	0	0	10,000	0.0%	10,000
Contractual Services	21,006	18,636	0	6,400	0.0%	6,400
Fringe Benefits	0	0	0	6,925	0.0%	6,925
Operating Costs	0	0	0	550	0.0%	550
Salaries and Wages	0	0	0	32,977	0.0%	32,977
Total for Enterprise Funds	21,006	18,636	0	56,852		56,852
Special Revenue Funds						
Capital Outlay	393,903	163,983	584,700	528,500	-9.6%	-56,200
Contractual Services	1,074,338	826,225	1,407,250	1,356,549	-3.6%	-50,701
Equipment	2,535	3,707	2,000	4,000	100.0%	2,000
Fringe Benefits	108,053	153,063	206,199	205,850	-0.2%	-349
Operating Costs	27,184	19,487	23,600	21,955	-7.0%	-1,645
Salaries and Wages	558,216	830,177	981,897	980,256	-0.2%	-1,641
Total for Special Revenue Funds	2,164,229	1,996,642	3,205,646	3,097,110	-3.4%	-108,536
Total for OPERATIONS	5,562,879	4,513,868	6,172,140	5,522,273	-10.5%	-649,867
PROGRAM INDIRECT COSTS						
Capital Projects						
Capital Outlay	4,348,354	0	2,711,264	3,891,997	43.5%	1,180,733
Contractual Services	1,153,636	205,305	243,968	215,216	-11.8%	-28,752
Debt Service	45,694	0	0	0	0.0%	0
Transfers	67,520,545	76,711,830	62,049,265	58,849,957	-5.2%	-3,199,308
Total for Capital Projects	73,068,228	76,917,135	65,004,497	62,957,170	-3.1%	-2,047,327
Debt Service						
Debt Service	9,241,630	23,980,509	0	792,800	0.0%	792,800
Transfers	517,494	8,568,984	32,240,432	33,695,000	4.5%	1,454,568
Total for Debt Service	9,759,124	32,549,493	32,240,432	34,487,800	7.0%	2,247,368
Enterprise Funds						
Debt Service	416,491	0	0	0	0.0%	0
Total for Enterprise Funds	416,491	0	0	0		0
Special Revenue Funds						

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PROGRAM INDIRECT COSTS						
Special Revenue Funds						
Transfers	2,168,519	3,565,142	11,200,000	200,000	-98.2%	-11,000,000
Total for Special Revenue Funds	2,168,519	3,565,142	11,200,000	200,000	-98.2%	-11,000,000
Total for PROGRAM INDIRECT COSTS	85,412,363	113,031,769	108,444,929	97,644,970	-10.0%	-10,799,959
RIVER TERMINAL						
Enterprise Funds						
Contractual Services	2,854,532	2,787,539	2,762,351	2,870,935	3.9%	108,584
Operating Costs	500	32	1,550	0	-100.0%	-1,550
Transfers	0	97,072	0	0	0.0%	0
Total for Enterprise Funds	2,855,032	2,884,643	2,763,901	2,870,935	3.9%	107,034
Total for RIVER TERMINAL	2,855,032	2,884,643	2,763,901	2,870,935	3.9%	107,034
Total for MCDA	191,707,429	246,577,337	162,105,830	149,102,915	-8.0%	-13,002,915

MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Mayor Recomm.	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division							
Executive Administration	6.00	7.00	6.00	6.00	6.00	0.00%	-
Operations	33.00	35.00	33.63	33.23	33.23	-1.19%	(0.40)
Economic Development	34.50	34.50	30.50	29.50	29.50	-3.28%	(1.00)
Administrative Services	19.00	18.00	17.00	17.00	17.00	0.00%	-
Housing Development	64.50	63.50	63.50	57.50	57.50	-9.45%	(6.00)
Total FTE's	157.00	158.00	150.63	143.23	143.23	-4.91%	(7.40)