

DOWNTOWN DEVELOPMENT AUTHORITY

DRAFT 2018 BUDGET & PROGRAM OF WORK



DOWNTOWN DEVELOPMENT DISTRICT

CITY OF SHREVEPORT, LOUISIANA

BOARD OF DIRECTORS

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Mission Statement: To actively pursue, support, facilitate and welcome initiatives that aid and encourage private development. Promote and coordinate public development within the Downtown Development District of Shreveport, Louisiana.

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Introduction

The Downtown Development Authority (DDA) was established by Act 554 of the State of Louisiana in 1978. The provisions of Act 554 provide that an annual plan of work be submitted to the Shreveport City Council for review and adoption within 30 days from the date of submission. The 2018 Program of Work reflects the activities to be undertaken during 2018.

Downtown is composed of numerous stakeholders, organizations, and businesses, each with different opinions, ideas and priorities to improve downtown. As each organization and business contributes to the improvement of downtown in accordance with its own strengths and abilities, this diverse environment requires a complex development strategy.

To facilitate effective communication between stakeholders, define issues, and set a positive direction for downtown activities and improvements, goals and objectives have been broadly defined. This program of work incorporates portions of the *Downtown 2010 Redevelopment Strategy*, previously approved by the City Council, and the basis for the twenty-five-year DDA millage extension approved by citywide vote in November 2002. The document also includes goals from the 2010-2015 Strategic Framework.

DDA funding under the millage extension is provided through the year 2027.

Development Priorities

The DDA strives to improve the economic vitality of the Central Business District and our traditional downtown by focusing its efforts on a wide range of activities. Those activities are aimed at strengthening the existing business base, attracting new businesses, and improving property values while simultaneously highlighting the district's historic charm and urban appeal.

- **Residential** - DDA continues to be the lead agency in identifying residential opportunities and seeking out developers/funders. Parking, zoning, building and life/safety codes, financing, appraisal and mortgage options must work in conjunction with development incentives to move downtown toward the goal of residential units in substantial quantity. Additional market rate units are especially important in helping secure the salary demographic necessary to attract additional amenities such as drug stores and other preferred retail to downtown.

Restoration and residential conversions continue at numerous downtown properties including the Lofts@624 (624 Texas Street), which is nearing completion, The Standard (509 Market), Ridgeway Square (719 Marshall Street), Hughes Tool (816 McNeill Street), Southern Bell (627-629 Crockett Street), the apartments of 800 Texas Avenue, 716/718 Edwards Street, and the Hutchinson Building (504 Texas Street). We continue to work with the owners/interested parties about the Petroleum Building

on Edwards Street, the Johnson building on Milam Street and the former Uneeda Biscuit Building at 711 Milam. The next large-scale residential opening will be ‘The Standard’ at 509 Market, a \$10.6M development that will feature residential lofts and amenities including a grocery market and deli, rooftop dog park, and adjacent covered parking.

- **Historic Tax Credit Support**- The DDA and the non-profit Downtown Shreveport Development Corporation (DSDC) worked with local stakeholders and legislators during the 2017 Regular Session of the Louisiana Legislature to ensure that the State Commercial Historic Tax Credit incentive program was maintained. The credit equals 25% of eligible costs and expenses incurred through December 31, 2017 but drops to 20% effective January 1, 2018, regardless of the year in which the property is placed in service. This tax credit remains significant to the continued revitalization of downtown Shreveport and is a very important incentive tool for developers of historic properties. The 600 and 700 blocks of Texas Street serve as examples of the significance of the tax credit. Since 2002 the tax credit program has generated more than \$37M in additional construction in these two blocks of downtown.
- **Downtown Performance Code** - A first for the state of Louisiana, the DDA formed a liaison with the State Fire Marshal’s Office and City of Shreveport to facilitate timely and informative plan reviews to assist developers with renovation. At DDA’s request, the Fire Marshal’s Office participates in meetings to answer questions and provide personal assistance for developers and building owners downtown.
- **Homelessness** – The DDA understands that the issue of homelessness is complex. We continue to work with the HOPE Connection, elected officials, local non-profits, law enforcement and the business community on homeless issues affecting downtown. Homelessness is an increasing concern, and inactivity on this front could lead to fewer developments and revenue losses to businesses already located here.
- **West Edge** – DDA continues its commitment to strengthening the West Edge (the area around the 600/700 blocks of Texas Street) as a center of arts and cultural activity. Successes include the development of artspace, Robinson Film Center, Emmett Hook Performance Center, the Louisiana Film Prize, Southern University Museum of Art, and Tipitina’s Music Co-op.

There is still active construction in this two-block area. Work is being completed on 618-620 and 624 Texas Street (the Lofts at 624). Construction started this year on the Southern University School of Nursing to be housed in the Allen Building at 600 Texas Street.

DDA will continue its efforts to strengthen the anchors and attractions already located in the West Edge and draw others to the district.

- **Shreveport Common** - The DDA is a member of the Shreveport Common Board of Directors and works to support efforts to develop downtown’s newest Arts & Culture District. There is strong national proof that arts districts can be catalytic in creating revitalization. So-called ‘Creative Placemaking’ is a way to intentionally leverage the

power of arts, culture and creativity to help drive a broader agenda for change, growth and transformation while building a quality of place. The DDA believes strongly that a community ‘Common’ greenspace could be a catalyst for future growth and redevelopment.

- **Market Analysis Completion** – DDA and Downtown Shreveport Development Corporation (DSDC) previously partnered to hire TMG Consulting of New Orleans to create a Market Analysis for Shreveport Common. Key findings showed the importance of the creation of a greenspace/gathering area and the Return on Investment (ROI) possible with residential and retail options. The Market Analysis was the recipient of the APA-LA statewide award in 2015.
- **Caddo Common Greenspace** – DDA and DSDC continue to be engaged in the process of creating a much-needed community greenspace in the western portion of downtown.
- **Historic Inventory Rehabilitation**- DDA and DSDC work with Shreveport Common staff and board, private owners, developers and other partners in efforts to return vacant, underutilized and/or blighted properties to use and usefulness.
- **Art as Creative Placemaking**- DDA acknowledges the importance of art as economic development and community building in Shreveport Common and works to find ways to enhance this unique aspect of the Shreveport Common district. SRAC continues to draw attention to the area with unusual and inspiring events offered through programming which attracts a wide audience range.
- **Historic Preservation and Adaptive Reuse**

The importance of preservation and adaptive reuse has become more prominent with opportunities afforded by the State (Commercial) Historic Tax Credit, renewed interest in history and the passage of Shreveport’s Historic Preservation Ordinance. DDA staff interacts frequently with developers and other interested parties in providing market and traffic data, commercial rental rates, sales comps and other information to get vacant buildings, such as the historic Arlington Hotel, into the hands of those who have the means to return them to active commerce.

 - Staff continues to support the work of the Norla Preservation Project and the Shreveport Historic Preservation Society in the groups’ efforts to preserve, restore, and reuse historic shotgun houses in the DDD.
 - DDA remains committed to efforts to preserve and maintain its inventory of unique historic properties. DDA worked with the Louisiana Division of Historic Preservation and the National Parks Service on an expansion of the

Downtown Shreveport National Register District in 2015 making more downtown properties eligible for state and federal tax historic credits.

- DDA continues to participate in and support events hosted by Louisiana Trust for Historic Preservation, Louisiana Main Street, Louisiana Office of Cultural Development, and the Louisiana Division of Historic Preservation and will continue to promote the significance of redevelopment and adaptive reuse of downtown's historic properties.
- DDA will continue producing events that are aimed at promoting the City Center's past such as the popular History on Tap event and Hidden History Tour.
- DDA continues to serve on the boards of the Shreveport Water Works Museum, Spring Street Historical Museum, and Cross Bayou A-Truss Bridge Committee. In 2017, the Secretary of State returned the two museums to the City of Shreveport (Water Works) and the Colonial Dame (Spring Street). Those facilities are now dependent on local monies for their survival. DDA works closely with them on grants, fundraisers and helping to raise awareness about both. DDA manages the social media pages of the Spring Street Museum, the Shreveport Water Works Museum, the Shreveport Railroad Museum and the Cross Bayou A-Truss Bridge in an effort to share their stories with a broader audience.
- **Cross Bayou** – the DDA recognizes this area as both valuable and underutilized and is supportive of appropriate and well-planned development that features prominent public access to this historic waterfront. The Great Expectations Master Plan spoke of the need to take steps to prepare the area for development- correct zoning, design guidelines, park planning and brownfields cleanup. DDA supports these City efforts that would make the area ripe for reimagination and redevelopment.
- **Red River District** - DDA developed an action plan in 2008 to transform the former entertainment district into a place that would draw patronage from locals and visitors alike and has continued to assist the City in these efforts. DDA staff continues to serve on the Red River District Advisory Committee and works with the District on initiatives such as the Downtown Pop UP Project. DDA partners with businesses and organizations to sponsor and promote events in the District such as Art Live and the Downtown Art Walks.
- **Downtown Programming-** Though DDA operates with a small staff, we are aggressive in our desire to support events aimed at drawing people downtown to live work, and play. When those events do not exist, DDA plans and executes them. Events as diverse as live music, tours that pair beer and historic buildings, and art walks were conceived and presented by DDA, bringing thousands to downtown who might not normally have a reason to visit. Our programming push will continue in 2018 with

monthly Art Walks, an expanded History on Tap, a Hidden History Tour and Downtown Housing Tour.

- **Downtown Marketing & Promotion**- DDA uses all opportunities to market and promote the Downtown experience through aggressive use of paid and free media. DDA believes that people who experience what downtown offers will be much more likely to consider it as a place to invest, work or live. At any given time, DDA is engaged in marketing outreach via social media and blog posts, videos, and a number of weekly/monthly columns, articles and news and feature stories
- **Grants to Promote Downtown** – DDA will pursue various grant opportunities in 2018 to provide additional funding for programming and development in downtown. Previous grants have funded downtown marketing, the creation of a downtown ‘pocket’ garden, assistance to businesses locating downtown and for a market study of Shreveport Common. In return, DDA provides grant assistance to a number of downtown events including- but not limited to- the Louisiana Film Prize, Shreveport Farmers’ Market, Art Live, Cirque du Lake, and many more.
- **Communications Partnerships For a Stronger Downtown**- DDA staff works hard to strengthen downtown partnerships and believes a free-flow of information is imperative. Communication with governmental entities, businesses, developers, non-profits, learning institutions, and media are employed to share information and increase the vitality of downtown overall. Communications outreach includes community speeches and talks, a wide range of social media including Facebook, Twitter, Instagram, and the downtownshreveport.com website, press releases and columns in Forum News, The Times and BIZ magazine, among others.
- **Riverfront Development** – The DDA and sister organization, DSDC, provided financial support through a significant façade improvement grant in 2017 to Planet Aqua Group’s Aquarium and Shreveport’s only riverfront restaurant - SALT (Sea, Air, Land, and Time) being developed in the former Barnwell Center on the Shreveport riverfront. The facility, set to open in late fall, stepped in to provide a lifeline to struggling Sci-Port Discovery Center through a Management Agreement providing operational support to keep Sci-Port open. In 2018 DDA will continue to provide support as possible to these riverfront attractions.

Summary: Goals and Objectives

A. Basic Services

Ensure and, if appropriate, supplement the effective delivery and management of basic municipal services such as police services and litter removal on the public streets and spaces in downtown.

B. Development and Marketing

Actively pursue and support initiatives that promote quality public and private sector development in downtown. Promote the downtown experience and the city center as a place to “Live, Work and Play.” Promote downtown residential, retail, office markets, and downtown events and programs.

C. Image and Communications

Actively promote opportunities in downtown and reinforce the downtown *cool* factor through a variety of unique celebrations, events and festivals. DDA will also continue to maintain effective communication between downtown property owners, businesses, advocates, elected officials, the public, and the media by informing them of downtown’s needs, opportunities, plans, and assets.

D. Legislation Action and Leadership Support

Provide necessary support services to various non-profit downtown improvement organizations and recruit key leaders to become involved in the downtown revitalization process. Encourage City, Parish, State, and Federal agencies to participate in the revitalization of downtown. Work with elected officials on the local, state and national level to advocate for downtown enhancements and continuation of historic tax credits and other downtown and/or historic incentives. Provide recommendations and input relative to continued improvements in the DDD.

E. Parking and Transportation

Improve accessibility to and within downtown. The DDA, through its parking contract with the City of Shreveport, manages the on-street metered parking program and analyzes parking demand, locations and funding. In 2017, ShrevePark Parking Services launched the new Parkmobile parking app. This app makes parking easier to access and lessens the chance of expired meter tickets! The DDA will continue to work with the City of Shreveport and others to create additional parking spaces and to thoughtfully consider future locations for parking facilities. In 2012 the DDA funded a parking study to determine the need for public garages in the Central Business District and West Edge.

- DDA and ShrevePark continue to engage in changes in parking technology and learn new methods of parking management to make downtown parking as easy and pleasant a process as possible. DDA and ShrevePark Parking Services will offer App Validation parking in 2018.
- After DDA and ShrevePark discovered a change in fire lane regulations, we engaged COS Traffic Engineering to change red fire lanes along Texas Street to auto and motorcycle parking spaces, gaining a total of 27 spaces. We will continue in 2018 to work with Traffic Engineering to create additional spaces throughout downtown.

F. Retail and Business Support

We work with downtown retail businesses to identify opportunities such as Small Business Saturday, Pop Ups, and participation in Art Walks, we have engaged social media and marketing experts for informational sessions for our business owners, and create a professional marketing campaign for the very important Christmas shopping season. We share Best Practices and Trends from around the country regarding all business practices, work to connect businesses to each other so that entities can work together to create more synergy, customers and sales.

G. Downtown Office Building Support

DDA will continue to provide support to local real estate companies and downtown brokers to help promote the office market. Staff is constantly engaged in conversations with downtown property owners and managers on how to best position their properties, property amenities and on providing information, advice and assistance to tenants.

H. Planning

Implement the Strategic Framework 2010-2015 plan priorities as approved by the DDA Board of Directors and continue implementation of the 2010 Redevelopment Strategy. In 2017 DDA provided feedback to the City and Metropolitan Planning Commission on the Unified Development Code that upgraded the outdated B4 zoning in the Downtown Development District. DDA will continue efforts in 2018 to inform businesses of the changes to the DDD's zoning requirements.

I. Quality of Life

Enhance the overall livability of downtown for workers and visitors by promoting and facilitating special events, encouraging historic preservation, pedestrian amenities, additional retail and entertainment, and insuring that downtown is safe and secure. In 2018 DDA will work with DSDC to implement and manage a downtown Graffiti Removal program.

J. Urban Design

Encourage and support high quality urban design. Support the improvement of the aesthetic qualities and character of downtown through public space development and historic preservation efforts. Actively oppose the construction of metal buildings and demolition of meaningful historic buildings.

2018 ACTIVITIES

Activities to be undertaken in 2018 include, but are not limited to, the following. Note that there may be administrative costs and/or direct project development and implementation costs in each area.

A. Basic Services

Ensure and, if appropriate, supplement the effective delivery and management of basic services such as police, sanitation, and general non-repair maintenance of the public streets and spaces in downtown.

Enhance and Improve Downtown Security

Continue support of Downtown Police and the Downtown Mounted Patrol with a budgeted line item dedicated to their needs.

Improve the Maintenance of Downtown Public Spaces

Subject to City or other contract, participate in the maintenance of public spaces in downtown with plant replacement, watering, fertilizing, grass cutting and pruning. Also provide supplemental funding for special planting, maintenance, or other beautification projects within downtown.

B. Development and Marketing

Actively pursue development initiatives to promote quality public and private sector development initiatives in downtown.

West Edge District and Shreveport Common Redevelopment

Initiate/support West Edge and Shreveport Common quality of life initiatives.

Texas Street including West Edge District

Continue partnerships with SRAC, Louisiana Film Prize, Tipitina's Music Coop, Robinson Film Center, and others to promote Downtown's 'Main Street' and the West Edge Arts District. DDA will also continue efforts with the Shreveport-Bossier Convention and Tourist Bureau and others on downtown-wide campaigns that encourage greater numbers of visitors downtown.

Cross Bayou/Riverfront/Convention Center Development

Encourage City efforts to further acquire property and remediate Cross Bayou for eventual use, and promote and encourage greater use of the Riverfront, Red River Entertainment District, and Convention Center areas.

Business Support

Coordinate and implement programs to support business development in downtown as a good environment for retail and business services. Continue to work with marketing specialists to provide specific help to businesses; promote and market these businesses and their services.

Office Space

Work with property owners and managers to position their spaces for lease. Make suggestions and point out opportunities to overcome issues that may be negatively affecting particular buildings and encourage attention to trends which will help position properties more positively.

Stimulate Individual Development Opportunities

Foster other development opportunities for downtown, especially those with a strong residential component.

Client Services

Provide client services to existing downtown businesses or prospective businesses concerning market data, economic and historic tax incentives and space needs.

Economic

Administer, foster, develop and/or coordinate economic incentive measures to spur continued development of downtown.

C. Image and Communications

Promote a positive image of downtown and maintain effective communications between downtown property owners, businesses, advocates, elected officials and citizens of the City by informing them of the needs, opportunities, plans, and assets of downtown. Elevate the public's awareness of downtown and its offerings and the DDA's role in both. Continue publication of the weekly e-blast that highlights ongoing activities in downtown and continue to pursue aggressive social and traditional media outreach.

Provide Information to Educate and Inform Downtown Businesses and Professionals About Downtown Issues and Important City/Regional Issues Which Impact Downtown

Publish reports for DDA/DSDC as appropriate, and prepare and distribute marketing materials designed to share correct and updated information about downtown.

Educate and Inform the Community about the Importance of Downtown and Present An Image That Downtown Is A Desirable Place in which to Live, Work, and Play

Provide information relative to downtown attractions and update materials that promote downtown.

Participate in select Shreveport initiatives that will enhance the national image of our city and promote increased civic pride

D. Legislative Action and Leadership Support

Provide necessary support services to various non-profit downtown improvement organizations and recruit key leaders to become involved in the downtown revitalization process. Participate in providing information to local, state and federal lawmakers on legislation that impacts downtown growth and development.

Support and Participate in State and National Associations Which Are Concerned With Revitalizing Downtowns

Participate in organizations dedicated to downtown revitalization and, as appropriate, attend downtown, Louisiana Cultural Connection, Louisiana Trust for Historic Preservation and Main Street Conferences.

Support and Encourage the Participation and Activities of Local Downtown Organizations Whose Primary Interest Is Also the Revitalization of Downtown

Provide contract DDA staff services to Downtown Shreveport Development Corporation (DSDC) and DSDC2, Inc. to enable their programs of work.

E. Parking and Transportation

Improve the accessibility to and within downtown.

SporTran Downtown Circulator and Bus Stops

Work with SporTran to promote and position the downtown circulator bus that will run from the new Intermodal Facility throughout downtown, share information from downtown business, users and upcoming development that would affect route and stops. Encourage individuals to park in outlying free lots and utilize the circulator to move easily through downtown.

Pedestrian/Vehicular Circulation

Work to improve and maintain effective and safe pedestrian and vehicular circulation in downtown. Encourage the installation of amenities and signage that will enhance the pedestrian environment, and work with the City and others to promote the development of multi-story parking in downtown on existing surface lots.

Off-Street Parking

Promote the development of thoughtful additional off-street parking facilities on existing surface lots. Provide staff support via contract to DSDC to manage the First United Methodist Church parking lots. By contract, administer the City of Shreveport's parking meter program and advise the City on use of funds from the parking enterprise fund.

Curbside Parking

Develop and encourage the effective use of curbside parking. Continue to develop opportunities to create additional vehicle and motorcycle spaces in downtown.

Biking and Pedestrian Options

Continue to work with NLCOG, SPAR, LADOTD and others to encourage bike lanes, bike racks and other amenities downtown and encourage the city to consider pedestrian-friendly options as outlined in the Great Expectations Master Plan.

F. Planning

Plan for the growth, development, and occupancy of downtown by early identification of opportunities and potential problems. Provide comment to City Administration, City Council, Caddo Parish, MPC and Zoning, NLCOG and other appropriate agencies regarding planning and development issues.

Maintain Downtown Maps and Develop Data that Communicates Pertinent Information Concerning Downtown Property and Its Use

Participate in commercial office space research consortiums where possible. Provide information as requested to encourage residential, office, and retail development in downtown.

Maintain a Set of Goals, Strategies, and Objectives for Downtown

Continue to review and update downtown goals and strategic objectives. Prepare and adopt for DDA and DSDC a work plan which reflects the strategic objectives that are to be addressed by the primary downtown economic development and advocacy organizations. Facilitate meetings as appropriate to update downtown stakeholders on downtown projects.

Represent Downtown's Interest in Citywide Planning Issues for Adjacent Neighborhoods and Regional Planning Activities

Monitor and evaluate city-wide and regional planning efforts for impact on the downtown area such as the city's Choice Neighborhoods plan. Participate in planning activities as appropriate.

G. Quality of Life

Enhance the overall character, environment and attraction of downtown Shreveport by supporting, promoting, and facilitating special events and cultural activities.

Festivals and Special Events, Sponsorships

Assist in the development and production of special events. Provide support to organizations and entities that will enhance the downtown experience through the funding of mini-grants. Provide limited sponsorship or other support to organizations that produce projects and events that serve a public purpose or service and are designed to enhance the cultural, educational and leisure time activities of all citizens in downtown. Manage the street vendor permitting program and street performers program.

Art as Industry

Give downtown Shreveport a unique sense of place through public art and fostering the art industry as a place-making collaborative. Monitor progress and participate in the process of both temporary and permanent art components of the streetscape project. Work with SRAC, Robinson Film Center, Norsworthy Gallery, Agora Borealis, Nader's Gallery, Artipsy, Bon Temps Coffee Bar and other entities to create the ongoing presence of the arts in downtown as an industry. Increase public art installations in downtown through partnerships with local, regional & national artists, SRAC, City of Shreveport and other entities. Promote efforts to enhance downtown gateways. Promote ways to highlight the importance of art in a community such as the monthly Artwalk.

H. Urban Design

Improve the urban design, aesthetic quality and character of downtown and work with appropriate agencies as opportunities are provided. Continue support of Re-Form Shreveport in bringing nationally-known speakers to Shreveport to speak on issues of Urban Sprawl, the importance of Downtowns, livability, the importance of a pedestrian-friendly community, and more.

Implementation of Desired Urban Design Concepts

Monitor minimum sidewalk standards in accordance with the design criteria of the downtown streetscape projects, participate in the design of downtown streetscape projects, and

provide input to the City Administration and MPC as to the appropriateness of design of proposed projects. Provide suggestions to City regarding sidewalk activities such as design guidelines for sidewalk cafes.

Plan and Promote the Development of Public Places, such as Plazas, Fountains, and Green Space in Downtown

Continue support of projects/events that promote a positive image of downtown. Work with the City and others to identify opportunities for green space enhancement and other public developments. Continue support of SRAC's efforts to develop the Common, a public green space in Shreveport Common.

Plan and Implement Improvements to Downtown Gateways

Monitor gateway concepts and make specific recommendations regarding planned improvements at key downtown entry ways.

Identify and Encourage the Preservation and/or Renovation of Historic or Architecturally Significant Buildings in Downtown

The DDA staff continues to provide assistance and coordination between developers and the State Historic Preservation Office to qualify properties for participation in the state and federal tax credit programs. DDA will also continue efforts to encourage and assist historic preservation work of DSDC, encourage - financially and otherwise - adaptive re-use of historic buildings in downtown, promote redevelopment incentives, and work with the State Fire Marshal's Office and other cities to determine "Best Practices" in historic building codes.

Draft 2018 DDA Budget		
		2018 Revenue
1	2017 DDD Property Tax	734,545
2	Streetscape Contract	266,100
3	Streetscape Misc. Income	6,300
4	Parking Contract	362,000
5	Parking Misc. Income	500
6	DSU Management Contract	100
7	DSDC Management Contract	30,000
8	Interest	4,600
9	Miscellaneous Income	5,000
10	FUMC Lot Management	2,400
Total Revenue		1,411,545
		2018 Expense
11	Salaries, Admin.	336,432
12	Retirement	10,500
13	Medical Insurance	40,000
14	Payroll Taxes (.0765)	26,700
15	Worker's Comp	1,000
16	Staff Parking & Validation	3,600
17	Legal	12,000
18	Accounting	16,000
19	Professional Dues & Subscr.	3,000
20	Postage	500

21	Printing	1,000
22	Office Supplies & Expenses	11,000
23	Office Rent (416 Cotton)	39,048
24	416 Utilities	14,000
25	Dining & Entertainment	2,000
26	Board Expenses - Conferences	2,500
27	Seminars & Training	5,000
28	Office Equipment, Rent/Maint.	2,600
29	Insurance - General	28,000
30	Bond Principal	75,000
31	Bond Interest	24,665
32	Travel Expense	3,000
33	Telephone	13,000
34	Office Equipment, Purchase	5,000
35	General Equipment Purchases	7,500
36	Marketing/Publications	23,000
37	Police supplement	12,500
38	Streetscape Maintenance	272,400
39	Web Site	1,000
40	Event Sponsorship	7,500
41	Parking Services (Contract)	362,000
42	Artspace Support	30,000
43	Emerging Opportunities	7,100
44	Mini-grants	3,000
45	416 Cotton	10,000
Total Expense		1,411,545

Note: If Bridge Infrastructure improvement project initiated, DDA committed \$25,000 over 2 years. Would be taken from reserves.

** Note: \$27997.17 in reserves earmarked for 708/710 Texas repairs/maintenance, from 2017 tax credit sale.