

DOWNTOWN DEVELOPMENT AUTHORITY
DRAFT 2020 BUDGET & PROGRAM OF WORK



DOWNTOWN DEVELOPMENT DISTRICT
CITY OF SHREVEPORT, LOUISIANA

BOARD OF DIRECTORS

Tim Huck, Chair

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Candice Battiste, Lloyd Brown, John Hubbard, Terry Moore, Stanley Varner

Liz Swaine, Executive Director

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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 2020 Program of Work reflects the activities to be undertaken during 2020.

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 in this document. This program of work incorporates portions of the *Downtown 2010 Redevelopment Strategy* which was approved by the City Council and is the basis for the twenty-five-year DDA millage extension approved by citywide vote in November 2002.

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, seeking out, encouraging and assisting developers/funders. Parking, zoning, building and life/safety codes, financing, insurance, 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 preferred businesses, retail and other Quality of Life components to downtown.

Restoration and residential conversions continue or have been completed at numerous downtown properties including the Lofts@624 (624 Texas Street), The Standard (509 Market), Ridgeway Square (719 Marshall Street), Hughes Tool (816 McNeill Street), Southern Bell (627-629 Crockett Street), the apartments at 800 Texas Avenue, 716/718 Edwards Street, the Hutchinson Building (504 Texas Street), Uneeda Biscuit Building (711 Milam), 500 Texas Street, and others. We continue to work with the owners and various interested parties about the Petroleum Tower on Edwards Street,

the Johnson building on Milam Street and other possible residential conversions. These projects join other residential apartment properties downtown: the Ogilvie Hardware Lofts, United Jewelers, Lee Hardware, 710 Crockett Lofts, Fairmont, Jefferson, and condos at 229 Milam Street.

- **Downtown Infrastructure**- DDA maintains a list of infrastructure needs and updates a booklet compiled for the City of Shreveport showing maintenance issues that includes missing and damaged street light poles, damaged and faded signage, sidewalk issues, broken and faded curbs, faded crosswalks, missing and broken sidewalk utility covers, damaged trash receptacles and street art, and unmaintained public art murals. DDA continues to advocate that city funding be allocated in an ongoing basis to keep downtown infrastructure repaired and safe, knowing that a vibrant and attractive downtown reflects positively on the rest of the city.
- **Historic Tax Credit Support**- The DDA and the non-profit Downtown Shreveport Development Corporation (DSDC) continued their ongoing support of the State and Federal Commercial Historic Tax Credit programs in 2019. A bill to extend the program, which currently sunsets in 2021, never went to a vote, but proponents anticipate that a Special Call Session in 2020 will offer another opportunity to extend the popular program. This 20% tax credit on eligible costs remains significant to the continued revitalization of downtown Shreveport and is an important tool for developers of historic properties. Several properties currently under construction or soon to be would not have been possible without the tax credit. DDA will continue to be an educational resource on the importance of the credit.
- **Downtown Performance Code** – DDA will continue efforts in 2020 to help businesses locate in the City Center. One way that DDA helps is through a partnership 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, but is an ongoing issue for building owners, businesses, residents and visitors to downtown. It continues to be the single biggest downtown complaint received by the DDA. Homelessness is an increasing concern, and inactivity on this front could lead to fewer developments and revenue losses to businesses already located here. DDA works with the HOPE Connection, elected officials, local non-profits, law enforcement and the business community on possible solutions and improvements.
- **West Edge** – DDA and DSDC continue a combined 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, Lofts at 624, Kevin Bryan Architect, Emmett Hook Performance Center, the Louisiana Film Prize, and Southern University Museum of Art. When Robinson Film Center experienced a fire in 2019, DSDC contributed \$10,000 to defray the insurance

deductible and help restore the restaurant there. 2020 will see the opening of the Southern University School of Nursing as well as new businesses in the Lofts at 624. DDA will continue its efforts to support the anchors and attractions already located in the West Edge and draw others to the area.

- **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. The project was voted the #1 Community Development Project in the Nation by the National Development Council in 2015-2016. Currently, more than 30 public/private partners are working to redevelop the 9-block area with unique public art and programming, greenspace, historic preservation, and artist/creative live/workspaces. In late 2019 three new developments were underway: Every Man A King Distillery in the former Arlington Hotel at 700 Cotton Street, Uneeda Biscuit Lofts at 711 Milam and Address Artist & Entrepreneur Center in the former Address Ford Garage on Crockett.
- 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 Shreveport Common's urban park, under construction in the fall of 2019, will be a driver for future growth and redevelopment.
- **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 and Federal Historic Tax Credit, renewed interest in history and the passage of Shreveport's Historic Preservation Ordinance and Unified Development Code. 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 and Address Ford Garage, into the hands of those who have the means to return them to active commerce.
 - DDA remains committed to preserving and maintaining our inventory of unique historic properties. We hired consultants in 2015 to update and expand the Downtown Shreveport National Register District. In doing so, more downtown properties became 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 in 2020 that are aimed at promoting the City Center's past such as the popular History in 5 talks at the monthly

Downtown Artwalk, events at the Shreveport Water Works Museum and other history-driven programs.

- DDA continues to serve on the boards of the Shreveport Water Works Museum, Spring Street Historical Museum, and Cross Bayou A-Truss Bridge Committee and assists, as possible, in grants, fundraisers, and other ways to highlight their facilities and 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 the waterfront and a strong connection to historic Downtown. 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 the City acquiring properties in the area and providing environmental remediation as steps to make the waterfront 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 interact with tenants and to promote events in the District that highlight the area, such as the Downtown Food Crawl, Downtown Art Walks and events at Cohab.
- **Downtown Programming** - Though DDA operates with a small staff, we are aggressive in our desire to support events aimed at drawing people downtown. We know that when exposed to all that downtown has to offer, people will make the decision to live, work, and play here. DDA plans and executes events, assists others with their events and provides monetary assistance through the DDA Mini-Grant program. Events as diverse as tours that pair beer and historic buildings, and art walks have been conceived and presented by DDA, bringing thousands to downtown who might not normally have a reason to visit. Our programming push will continue in 2020 with monthly Art Walks and other creative partnerships.
- **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. In 2019 the DDA and DSDC initiated, sponsored, and implemented a creative advertising campaign “I Am Downtown” to showcase unique living and office spaces in downtown intended to make Downtown the preferred location for business officing.
- **Grants to Promote Downtown** – DDA will pursue various grant opportunities in 2020 to provide additional funding for programming and development in downtown.

We are currently awaiting word on a request to the PSC for a grant to convert all Downtown street lighting to LED. Previous grants have funded downtown marketing, the creation of a downtown ‘pocket’ garden, assistance to businesses locating downtown, structural repairs to historic buildings and for a market study of Shreveport Common.

- **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 the weekly e-Blast, 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’s sister organization, DSDC, provided financial support to Planet Aqua Group’s Aquarium and Shreveport’s only riverfront restaurant – SALT. DSDC also provided support to help Sci-Port Discovery Center re-position the facility during significant change in management and operations. Sci-Port was able to reopen its Power of Play Museum and IMAX Theater in 2018 due to DSDC assistance. DSDC also donated chairs and tables to Sci-Port to help the center benefit from rental opportunities. DDA will also continue to support the two riverfront casinos and advocate for their improvement and possible expansion. In 2018 DDA supported major legislation that added additional gaming space and allowed the downtown casinos to move out of the water 1200’ from their existing berths. This was a needed change to help the casinos stay competitive and strengthen their position in the industry. In 2020 DDA will continue to provide support as possible to downtown’s 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 our abundant history. Continue to position the city center as a place to “Live, Work, Play and Invest.” 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 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 through ShrevePark and analyzes parking demand, locations and funding. We strive to make parking easier with parking apps and park cards and online payments to make ticket payment options accessible and convenient. The DDA will continue to work with the City of Shreveport and others to identify additional parking spaces and to thoughtfully consider future locations for parking facilities.

- DDA and ShrevePark continue to engage in changes in parking technology and learn new methods of parking management to make downtown parking as easy a process as possible. DDA and ShrevePark Parking Services began offering App Validation parking in 2018.
- In 2019, ShrevePark managed a downtown curb re-painting program that assists parkers in identifying app spaces. A change in fire lane regulations meant a number of areas that were previously off limits to parkers could be used for meter spaces.

F. Retail and Business Support

We work with downtown retail businesses and commercial buildings to promote their goods, space and services through networking and traditional and social media. We host such initiatives as Small Business Saturday, Pop Ups, and Art Walks to promote their businesses, hire social media and marketing experts for informational sessions for our business owners and have created a professional marketing campaign for the important Christmas shopping season.

G. Downtown Office Building Support

DDA will maintain 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. We share information with those looking for downtown space and in 2019, launched the I Am Downtown campaign to position these downtown properties for greater success.

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. DDA provided feedback to the City and Metropolitan Planning Commission on the Unified Development Code (UDC) that upgraded the Downtown Development District's outdated B4 zoning. DDA works with existing businesses and potential developers to inform them of the UDC's revised zoning requirements, and works closely with MPC to tweak the code in ways that make sense for downtown.

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. DDA will continue working with DSDC in 2020 to manage a downtown Graffiti Removal program.

J. Urban Design

Encourage and support high quality urban design and continue to work with such organizations as Re:Form Shreveport, Strong Towns and others to encourage engagement, incremental growth and projects that are people-oriented. DDA will support the improvement of the aesthetic qualities and character of downtown through public space development and historic preservation efforts, and actively oppose the construction of metal buildings and demolition of historic buildings and structures.

2020 ACTIVITIES

Activities to be undertaken in 2020 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. Study additional hiring of off-duty patrols or security as needed for events or general safety.

Improve the Maintenance of Downtown Public Spaces

Subject to City or other contract, participate in the maintenance of public spaces in downtown through litter pickup, street-sweeping and vacuuming, grass cutting and other public space maintenance. 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.

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 position 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. Continue to assist restaurants in downtown to secure sidewalk café permits and work with the city and stakeholders on a modified Open Container policy in portions of downtown. DDA will work with downtown bar and club owners in the riverfront area and Shreveport Police Department to facilitate additional security possibilities.

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. Promote spaces on DDA website and social media.

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. Assist in providing information about all tax credits and other help available and work with the City of Shreveport in sharing details about the Downtown Opportunity Zone.

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, maintain an aggressive social and traditional media outreach, and initiate creative marketing strategies such as the "I Am Downtown" campaign to showcase downtown businesses and properties.

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. Continue to work with Strong Towns, Urban3 and other national organizations that promote the continue importance and potential economic strength of downtowns.

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. Maintain supportive relationships

with Downtown Shreveport Unlimited, Shreveport Common and others.

E. Parking and Transportation

Improve the accessibility to and within downtown.

Former SporTran Terminal

DDA will continue efforts to work with the owner of the former SporTran facility on Crockett Street and lobby for a compatible and creative use of the property, and with the future owner of the former Greyhound Terminal on Fannin Street.

Pedestrian/Vehicular Circulation/Bike Lanes

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. Work with the city on the expansion of bicycle lanes or sharrows throughout downtown and continue to advocate for additional bicycle racks in locations where needed.

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 on street parking 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.

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, which affects a portion of the Downtown Development District. Participate in planning activities as appropriate. Work with the City of Shreveport on its projects and developments outlined in the \$24.2M HUD Choice Neighborhood grant that was awarded in 2018.

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, insurance coverage or other sponsorship assistance. Manage the street vendor permitting program and street performers program.

Art as Industry

Give downtown Shreveport a unique sense of place by 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, Shreve Towne Studio, Artipsy, 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 and advocate for maintenance of such. Promote efforts to enhance downtown gateways. Promote ways to highlight the importance of art in the 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. Administer the sidewalk café permit process and assist businesses in the application process.

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. Provide support for the continued enhancement of Shreveport Common Park.

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.

2020 DDA Budget - Draft		
		2020 Revenue
1	2019 DDD Property Tax	\$ 687,664
2	Streetscape Contract	\$ 266,100
3	Streetscape Misc. Income	\$ 6,300
4	Parking Contract	\$ 362,000
5	Parking Misc. Income	\$ 500
6	DSDC Management Contract	\$ 30,000
7	Interest	\$ 17,000
8	Miscellaneous Income	\$ 5,000
9	FUMC Lot Management	\$ 2,400
Total Revenue		\$ 1,376,964

		2020 Expense
10	Salaries, Admin.	\$ 332,000
11	Retirement	\$ 9,660
12	Medical Insurance	\$ 31,000
13	Payroll Taxes (.0765)	\$ 26,000
14	Worker's Comp Admin	\$ 1,000
15	Staff Parking & Validation	\$ 2,200
16	Legal	\$ 8,000
17	Accounting	\$ 22,000
18	Prof Dues & Subscriptions.	\$ 3,600
19	Postage	\$ 500
20	Office Supplies & Expenses	\$ 17,259
21	Office Rent (416 Cotton)	\$ 39,048
22	416 Utilities	\$ 14,000
23	Dining & Entertainment	\$ 2,000
24	Seminars & Training	\$ 1,000
25	Office Equip. Rent/Maintenance.	\$ 3,200
26	Insurance - General	\$ 16,000
27	Bond Principal	\$ 85,000
28	Bond Interest	\$ 18,597
29	Travel Expense	\$ 2,000
30	Telephone	\$ 13,000
31	Office Equipment, Purchase	\$ 3,000
32	Gen. Equipment/Streetscape	\$ 10,000
33	Marketing/Publications	\$ 20,000
34	Police supplement	\$ 12,500

35	Streetscape Maintenance	\$ 272,400
36	Web Site	\$ 2,500
37	Event Sponsorship	\$ -
38	Parking Services (Contract)	\$ 362,000
39	Artspace Support	\$ 24,000
40	Emerging Opportunities	\$ 8,000
41	Mini-grants	\$ 5,500
42	416 Cotton	\$ 10,000
Total Expense		\$ 1,376,964