



Strategic Plan  
2017-2021

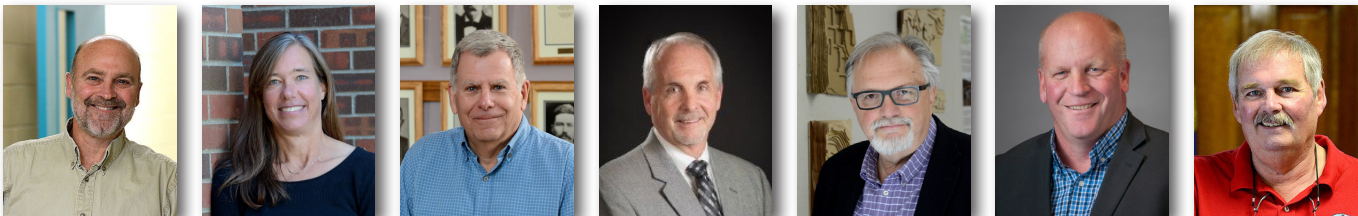
## MOSCOW URBAN RENEWAL AGENCY

Founded in 1995 to promote community and economic development, the Moscow Urban Renewal Agency operates under Idaho Code in accordance with Idaho Urban Renewal Law and the Local Economic Development Act. The Agency's purpose is to undertake the rehabilitation, conservation, development or redevelopment of areas identified by the City as being in the best interest of the public health, safety, morals or welfare of its residents.

Agency Commissioners are appointed by the Mayor and confirmed by the City Council, with terms as authorized by Moscow City Council Resolution 2008-17. Two members are appointed from the Moscow City Council, one member from the Latah County Board of Commissioners, and four from the citizenry at large. Terms are staggered such that no more than three members expire in any given year.

### The Board

The Board of Commissioners elects the Chair, Vice-Chair and Secretary from the ranks of the Commission annually; the Treasurer office may be filled by Commissioners or by staff appointments made by the Commission. The City of Moscow provides ongoing staff support to assist with operational needs of the Agency.



#### *2017 MURA Board (pictured from left to right)*

Steve McGeehan, Chair  
Brandy Sullivan, Vice Chair  
Art Bettge, Secretary  
Ron Smith, Commissioner  
Steve Drown, Commissioner  
Dave McGraw, Commissioner  
John Weber, Commissioner

## Mission

The Mission of the Agency is to promote sustainable economic **growth**, vitality, and community **enhancement** through **collaboration** and community **investment**.

<b>GROWTH</b>	Grow the local economy to increase community vitality, resilience, and strength
<b>ENHANCEMENT</b>	Enhance and contribute to community assets that make Moscow a great place to live, work, and play
<b>COLLABORATION</b>	Collaborate with partner agencies and others to achieve identified community needs and aspirations
<b>INVESTMENT</b>	Invest in the built, natural, social, and cultural environments to foster and promote sustainable community and economic growth

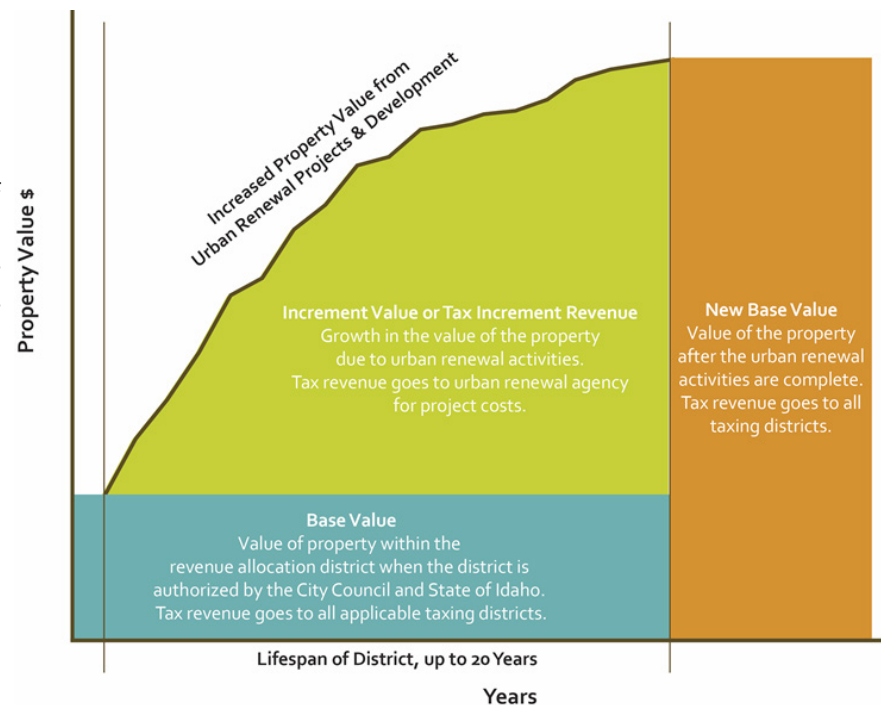
## Vision

The Agency serves as a valuable, effective, and responsive community partner working to strengthen and enhance Moscow's physical, cultural, and economic wellbeing through strategic public investment that supports the community's vision and desires.

## History and Financing

Urban renewal and revenue allocation financing are the most significant tools available to Idaho communities for attracting and retaining businesses, generating economic development, promoting job creation and encouraging development of deteriorating and underutilized areas. Revenue allocation financing allows communities to make a site ready for development, such as extending water, sewer, streets and other improvements that reduce the cost to businesses of relocating or expanding.

The City of Moscow creates and defines the geographic boundaries of urban renewal districts within the city. The Agency works with the City and private sector to remedy blight and to facilitate economic development as directed by specific urban renewal plans adopted by the Moscow City Council. The Agency provides funding for these efforts through the use of tax incremental financing.



As illustrated in the graphic on the preceding page, when the city establishes a tax increment financing district, the value on the property in the district is set as of the date the district is created. The property tax revenue collected on this base value goes to the various taxing entities providing services to that property. Any increase in value over the base is called the increment value and the tax revenue generated from the increment value is transferred to the Agency. These tax increment revenues are used by the Agency to pay for public improvements and other revitalization activities in that district. When the district closes (currently 20 years from creation) the increment value is added back to the base value on the tax rolls. This helps diversify and strengthen the economic bases of both the city and the county. Although urban renewal is a separate item on property tax statements, local property owners pay the same amount of tax whether or not an urban renewal district is established in their area.

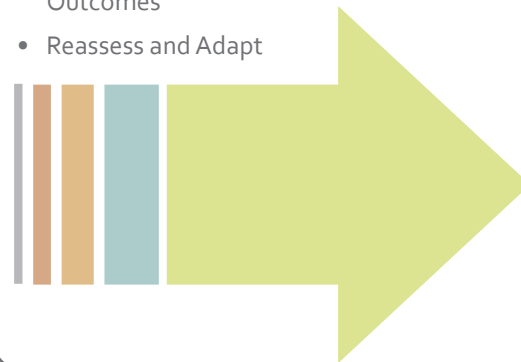
To date Moscow has identified two urban renewal districts: the Alturas Technology Park District created in 1995, and the Legacy Crossing District created in 2008. The Alturas Technology and Business Park District closed in 2015 but the Agency continues to hold six lots within the District that for sale by the Agency. In addition, the City has stated a desire to explore a third district to support new industrial development within Moscow, and to amend the Legacy Crossing District boundary to include the adjacent portion of Main Street.

## STRATEGIC AND CAPITAL IMPROVEMENT PLANS

This document includes both strategic and capital planning elements to identify and articulate the community goals and aspirations, as well as the public investment that is intended to achieve these outcomes. Strategic and capital planning work hand in hand to identify and articulate organization goals and objectives and provide the budgetary framework necessary to achieve them.

### STRATEGIC PLANNING

- Establish Organizational Mission, Vision, and Values
- Identify Desired Community Outcomes
- Establish Strategies to Achieve Desired Outcomes
- Align Partner Agency Efforts and Resources
- Measure Progress Toward Desired Outcomes
- Reassess and Adapt





The Capital Improvement Plan (CIP) identifies capital projects over the short-range planning horizon. The CIP forms the foundation of the budgeting process and serves as the financial planning framework to guide and direct current and future community investment.

Strategic planning formalizes desired community goals and objectives as identified by partner agencies and aligns MURA efforts and resources toward achieving these community outcomes. As a continuing and on-going process, the MURA and its partner agencies will utilize the strategic planning cycle to measure the effectiveness of the strategies employed, and reassess and adjust these strategies as necessary to meet changing community needs and desires.



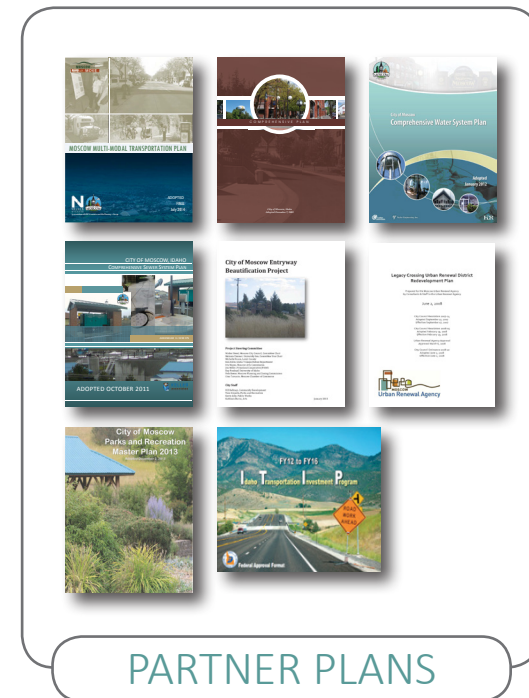
## PARTNER ENTITIES

Partner agencies provide community vision and identify community needs and desires within the Districts operated by the Agency. These common interests present opportunities for the MURA to collaborate with its partner agencies to leverage limited Agency resources into important community investments. In preparation of this document, the MURA's partner entities were surveyed to understand their needs and how to improve collaboration.



City of Moscow  
 Latah County  
 University of Idaho  
 Gritman Medical Center  
 SMART Transit

Idaho Transportation Department  
 Moscow Chamber of Commerce  
 Partnership for Economic Prosperity  
 Idaho Department of Commerce

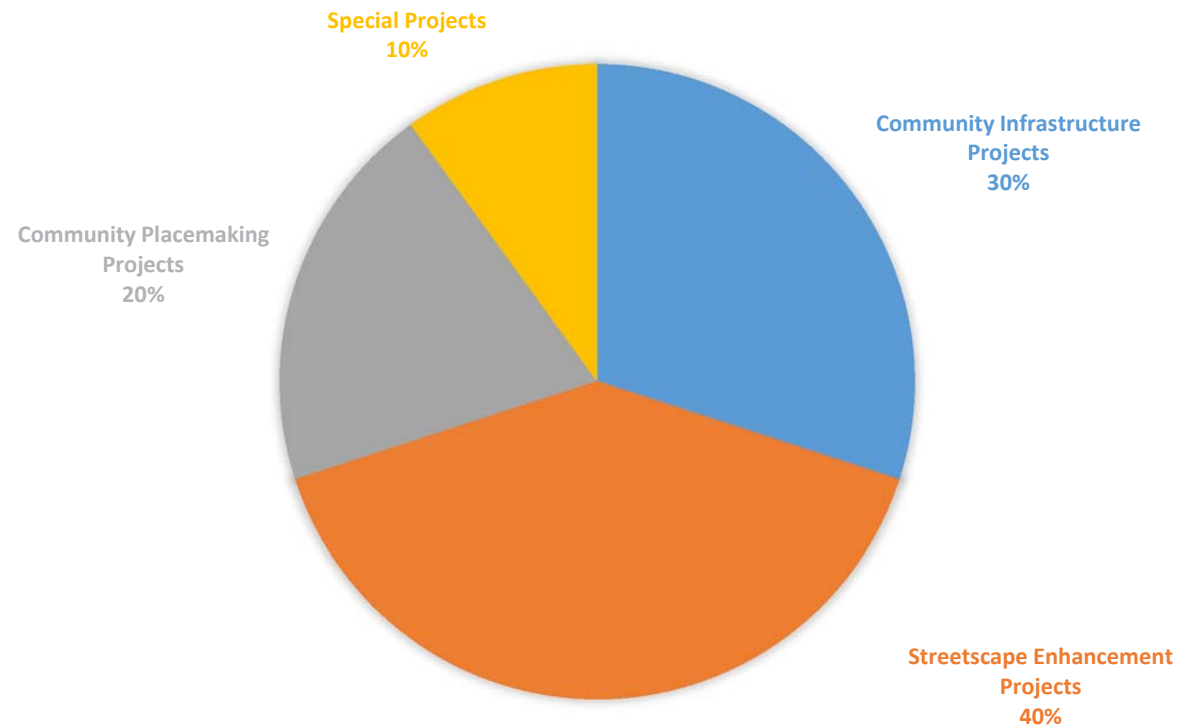


## PUBLIC INVESTMENT PORTFOLIO

Urban renewal agencies within the State of Idaho are generally restricted to the funding of public infrastructure such as water and sewer utility extension or expansion, public roadway expansion and improvement, streetscape and sidewalk improvement, and participation in the development of community amenities such as public facilities, buildings, parks, art installations and similar improvements. Urban renewal agencies may also acquire and assemble property, and fund demolition and environmental remediation activities in support of private development and investment. The four main components within the MURA public investment portfolio are: Community Infrastructure, Streetscape Enhancements, Community Placemaking and Special Projects. All of these investment components are intended to address community needs, improve deteriorating areas, and promote private investment and reinvestment. The MURA Board has identified annual target allocations for each of the portfolio components as a general guideline for capital planning and investment while retaining flexibility to address opportunities and unforeseen needs.

Investment Portfolio Components	Portfolio Component Typical Elements	Portfolio Component Community Outcomes
<b>Community Infrastructure</b>	Public Utility (water, sewer, storm, communications) improvements and expansions, roadway extensions, expansions or improvements	To provide needed public services to support new private investment or correct a current sub-standard or deteriorating condition to encourage private investment and reinvestment
<b>Streetscape Enhancements</b>	Sidewalk construction and enhancements, ADA access improvements, public lighting, street tree, and street furnishing installations	To improve pedestrian environment and ADA compliance leading to increased pedestrian and economic activity, and to improve community appearances and aesthetics incentivizing private investment and reinvestment
<b>Community Placemaking</b>	Creation of public spaces, plazas, parks and greenspaces, public art installation and community beautification improvements	To enhance and strengthen social and cultural public environment and community aesthetics, which improve deteriorating areas and incentivize complementary private investment and reinvestment
<b>Special Projects</b>	Land acquisition and assemblage, environmental remediation, public parking facilities, community facilities and buildings, and other special projects	To facilitate property development, redevelopment, environmental remediation, improvement of public health and safety, provision of needed community facilities and buildings, and increased private investment and reinvestment

## PROPOSED INVESTMENT ANNUAL ALLOCATION MODEL

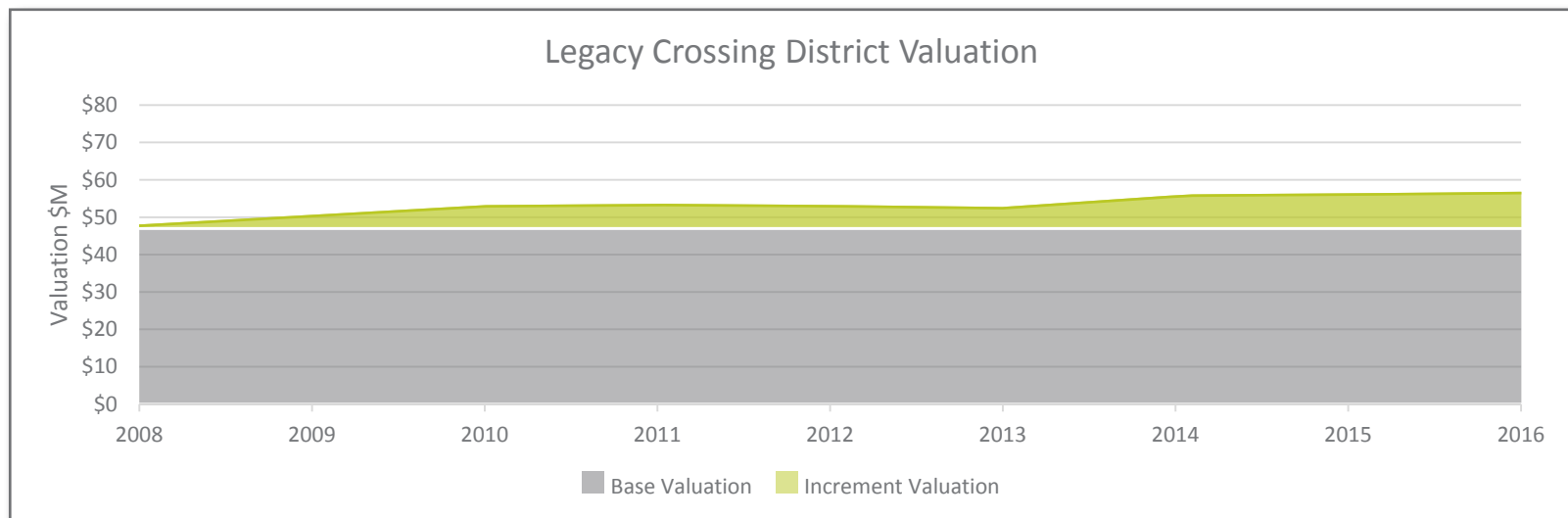
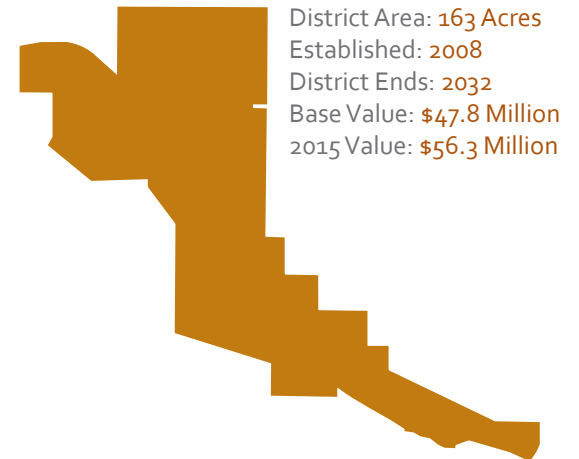


## MURA DISTRICTS

### Legacy Crossing District

The Legacy Crossing District, created in June of 2008, covers approximately 163 acres and includes a majority of the blighted and underutilized properties located between Moscow's historic downtown and the University of Idaho. The primary objective in creating this District was to eliminate conditions impeding the City's economic growth in the area. The Agency's focus is to spur more rapid land use transition of properties from former agricultural and/or industrial uses to new uses and economic vibrancy adding to the quality of civic life and improving the public safety of citizens and visitors.

The Agency has participated financially in public infrastructure and environmental remediation to support a number of projects including the Anderson Silos, EMSI, Dawson's Corner, Identity on Main Street, Varsity Diner, and Gritman Medical Office III projects. Continued utilization of these public-private partnerships will provide the resources necessary to redevelop the Legacy Crossing District into a vibrant and attractive mixed use neighborhood.

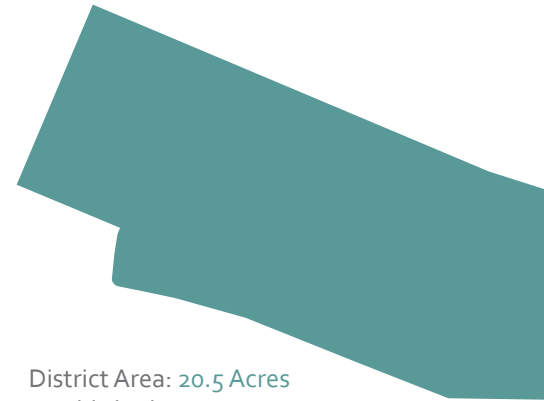


## Alturas Technology Park District

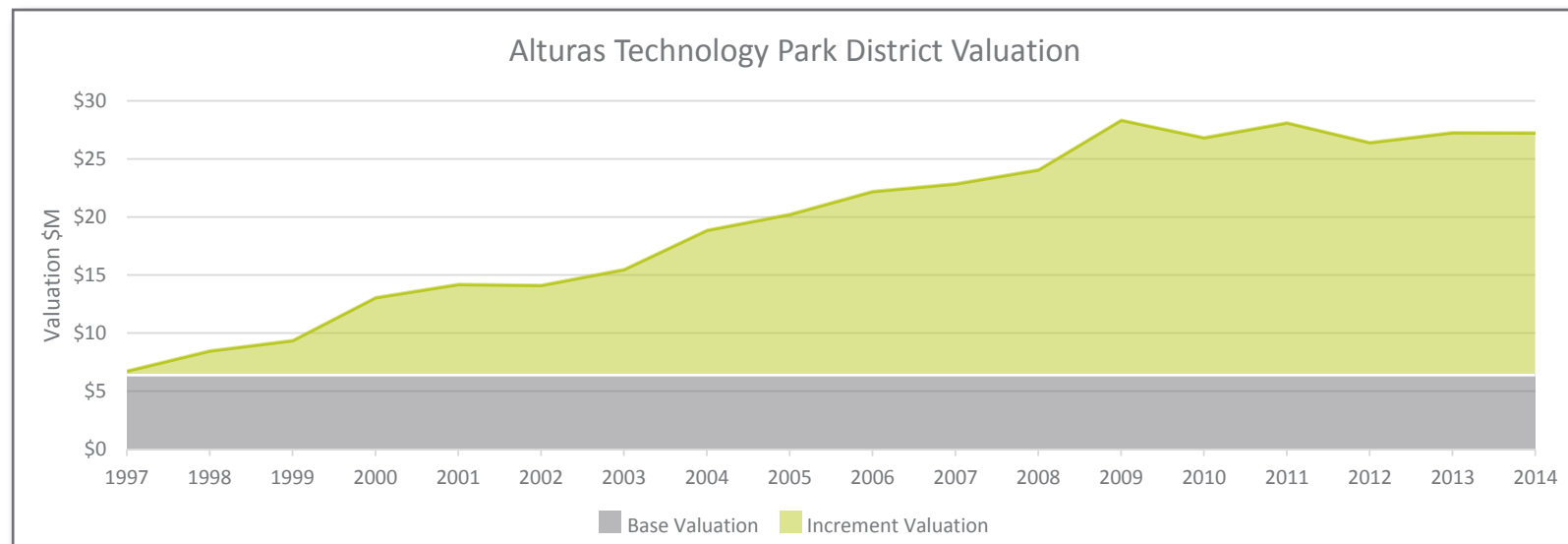
The Alturas Technology Park was the Agency's first District and is currently home to many of Moscow's premier high-tech companies including Comtech EF Data Corporation, Alturas Analytics, Inc., Anatek Labs, Inc., and BioTracking, LLC. The export industries within the Alturas Technology Park have a profound economic impact on the Moscow economy. These companies had a total payroll of over \$6 million and paid an average wage of over \$50,000, which is significantly higher than the city's median household income of \$35,389. During that period, the Park contributed an estimated adjusted impact of \$26.7M to the local community.

Established in 1996 with an assessed valuation of \$6.4 million, improvements and developments made as a result of the Alturas Research and Technology Park Urban Renewal Plan have assisted in increasing property values to more than \$27 million today. This District was closed in 2015, one year earlier than anticipated in the District Plan.

The Agency has engaged a local real estate firm to provide marketing and real estate brokerage services for the six lots remaining for sale within the Park.



District Area: 20.5 Acres  
Established: 1996  
District Closed: 2015  
Base Value: \$6.4 Million  
2015 Value: \$27.4 Million



## MURA STRATEGIC PLAN GOALS, OBJECTIVES AND STRATEGIES

### General Agency Goals and Objectives

General Agency goals and objectives address the overall operation of the Agency not pertaining to a specific urban renewal district. During the strategic planning process, many partner agencies identified a desire to increase collaboration and coordination with the Agency. Through this planning process, the Agency Board identified the need to improve the manner in which the Agency communicates its mission and purpose with stakeholders, partner agencies and the public to share the impacts of the public investments made by the Agency.

#### GOALS

- To increase community knowledge and understanding of Agency activities and public investments
- To increase public transparency of Agency activities and governance
- To increase collaboration and coordination with partner entities in meeting community needs and desires

#### TWO-YEAR OBJECTIVES

- Update Agency website to provide increased information regarding Agency activities and community investment
- Develop electronic records center repository for all Agency records to improve public access and increase transparency of Agency activities
- Develop and adopt organizational and financial policies to guide Agency operations
- Initiate biennial joint meetings with partner entities to increase communication, cooperation and coordination
- Establish a new urban renewal district to assist in the City's desire to facilitate future industrial development in South Moscow
- Create and maintain a five-year strategic and capital improvement plan to organize Agency activities, document Agency public investments, and communicate them to the public

#### ACTIONS/ STRATEGIES

- Complete Agency webpage update by July 1, 2017
- Establish a digital record repository for public access of Agency documents and records by December 31, 2017
- Establish the South Moscow Urban Renewal District by July 1, 2018
- Conduct second joint meeting with the Moscow City Council by August 31, 2018

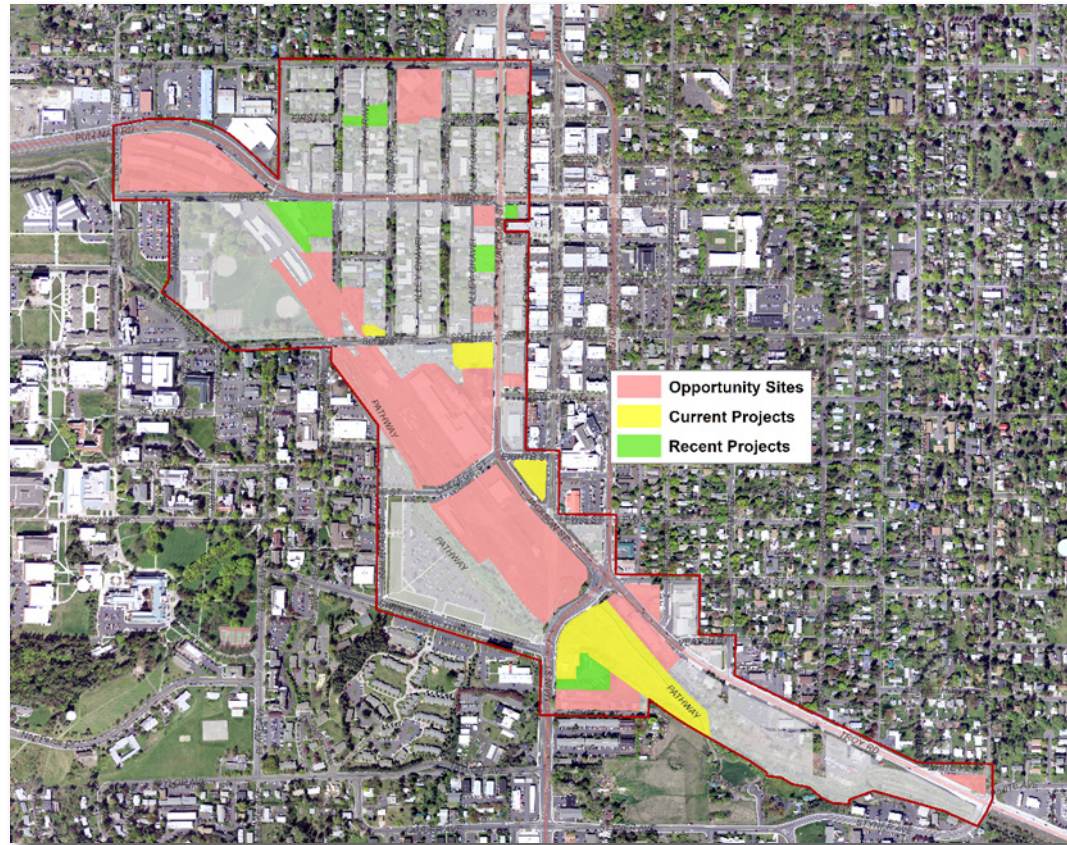
## Legacy Crossing District Goals and Objectives

The primary objective for the creation of the Legacy Crossing District was to eliminate conditions impeding the City's economic growth in the area located between Moscow's historic downtown and the University of Idaho campus. The Agency's focus is to take actions targeted toward improvement of both underdeveloped properties and those properties in transition, with the intention of spurring more rapid land use transition of properties from former agricultural and/or industrial uses to new uses and economic vibrancy, thereby adding to the quality of civic life and improving the public safety of citizens and visitors.

The Legacy Crossing District was formed in 2008 at the peak of the Great Recession which dampened development activity over the first eight years of the District. The trend is changing with \$40 million in new private investment underway in 2016-17. In 2010, the Agency purchased a property within the Legacy Crossing District located at the southwestern corner of the intersection of 6th and Jackson streets. The Agency and the City of Moscow understood that the property was the keystone to provide the connection between the University and downtown and development of Hello Walk.

The MURA has recently inventoried "opportunity sites" which are intended to identify potential underutilized sites that could be good candidates for redevelopment.

Properties shown in pink are opportunity sites, yellow sites are currently undergoing redevelopment, and green sites are recently completed projects within the District. Public investment that facilitates redevelopment of opportunity sites is a priority for the Agency.



The City of Moscow has expressed a desire to amend the Legacy Crossing District boundary to include the adjacent portion of Main Street. Much of its current infrastructure was constructed over 30 years ago through a Local Improvement District (LID) and, except for the Friendship Square renovation that occurred in 2006, the City has had limited ability to reinvestment in the downtown infrastructure so much of the streetscape is in poor condition. The City believes downtown Moscow is a key asset representing Moscow's unique character and quality of life which directly and indirectly influences business investment and economic activity. The City is therefore seeking the Agency's assistance in reinvesting in this critical area.

## GOALS

- To increase public and private investment and economic activity within the District in a manner consistent with the community's vision
- To accelerate the transition and redevelopment of brownfield sites and underutilized properties within the District
- To strengthen, enhance and support the social, economic and cultural strength of downtown Moscow and the University of Idaho
- To increase the condition and capacity of public infrastructure within the District to address sub-standard conditions and support new private investment
- To increase the condition and appearance of public streets, sidewalks, pathways and other public spaces

## TWO-YEAR OBJECTIVES

- Complete the environmental remediation of the Sixth and Jackson property
- Complete the sale and begin development of the Sixth and Jackson property
- Inventory and digitally catalog undeveloped brownfield sites
- Amend the Legacy Crossing District boundary to include the adjacent portion of Main Street

## ACTIONS/ STRATEGIES

- Work with Agency's environmental consultant and Idaho Department of Environmental Quality to complete remediation work and secure a Certificate of Completion and Covenant Not to Sue for the 6th and Jackson Property by April 1, 2017
- Complete the exclusive negotiation process with Sangria Downtown LLC and execute the Disposition and Development Agreement of the Sixth and Jackson property by June 1, 2017
- Identify and inventory public infrastructure improvements intended to support the redevelopment of opportunity sites by August 1, 2017
- Develop a District boundary amendment proposal and amendment process timeline to expand the District to include Main Street in the downtown area by June 1, 2018

## Alturas District Goals and Objectives

Many of the Agency's goals and objectives for the Alturas District were achieved through the development of Alturas Technology Park and the private investment that has occurred within the District. The Agency was able to close the district ahead of schedule which allowed the full value of the District to return to the tax rolls. While the District is now closed, the Agency continues to hold six lots within the Alturas Technology Park which continue to provide an asset that can be utilized to support economic development within Moscow.

### GOALS

- To increase the private investment within Alturas Technology Park
- To promote primary job creation within Alturas Technology Park
- To transition Agency-owned lots to private use and development

### TWO-YEAR OBJECTIVES

- Maintain real estate marketing and listing services to market and promote the sale of Alturas Lots
- Collaborate with regional and state economic development organizations to identify and promote development opportunities for Alturas Technology Park

### ACTIONS/ STRATEGIES

- Conduct a Request For Proposals for continuation of marketing and real estate services by March 31, 2017
- Complete an assessment of the current Phase II private restrictive covenants and restrictions with existing Phase II property owners to identify opportunities to expand appropriate allowable uses by July 31, 2017
- Collaborate with the newly formed Partnership for Economic Prosperity (PEP) economic development organization to develop a strategy to market and recruit appropriate businesses to Alturas Technology Park by December 31, 2017



## PROJECT HIGHLIGHTS

### EMSI

EMSI, an economic consulting firm, was quickly outgrowing their facility in the Alturas Technology Park and was in need of additional space. The MURA partnered with developer Wentz and Associates to facilitate the \$1 Million renovation of the former Daily News building downtown into a modern and attractive office space for EMSI. The MURA entered into an Owner Participation Agreement (OPA) with the developer to reimburse up to \$45,000 in expenses to extend the City's fiber optic network to the building and to reconstruct the streetscape on Jackson Street.

- Project Type: **Professional Office**
- Project Valuation: **\$1 Million**
- Agency Contribution: **\$45,000**
- Agency Funded Elements: **Fiber Optics, Streetscape Improvements**

EMSI



## Sixth and Jackson

The MURA acquired the property located at the corner of Sixth and Jackson Streets in 2010. This property was previously utilized as an agricultural chemical storage site which resulted in environmental contamination on the property. The MURA was awarded an U.S. EPA Brownfield Cleanup Grant to fund both soil and groundwater remediation. MURA's efforts were critical in facilitating the redevelopment of this brownfield site into productive use. A future developer has been selected through a public Request For Proposal process and is currently planning a \$6 million mixed used development for the site.

- Project Type: **Mixed Use**
- Project Valuation: **\$6 Million**
- Agency Contribution: **TBD**
- Agency Funded Elements:  
**Environmental Remediation & Streetscape Improvements**

Sixth and Jackson



## Gritman Medical Office Building III

Responding to community needs for expanded health services, Gritman Medical Center is constructing their Medical Office Building III project, a \$10 million, 54,000 square foot medical office building that will be the home to an expanded income-based CHAS medical and dental clinic and expanded oncology and cardiac rehabilitation services. MURA partnered with Gritman by funding necessary public infrastructure through an Owner Participation Agreement wherein the MURA will reimburse Gritman up to \$600,000 for necessary roadway and sidewalk improvements in support of this needed and important community project.

- Project Type: **Medical Office**
- Project Valuation: **\$10 Million**
- Agency Contribution: **\$600,000**
- Agency Funded Elements:  
**Public Infrastructure & Streetscape Improvements**

Gritman MOB III



## Identity on Main Street

The Fields Holding Company recently acquired the former Sharpe Oil property and an adjacent prior railroad property for a proposed mixed use development called Identity on Main. The \$24 million project will include 154 residential dwelling units and 3,000 square feet of retail space. The MURA partnered with the developer through an OPA to reimburse up to \$350,000 for environmental remediation and highway access improvements. This project is in a highly visible location near a prominent entrance to the University of Idaho campus and will serve as a significant catalyst to additional private investment in the area.

- Project Type: **Mixed Use**
- Project Valuation: **\$24 Million**
- Agency Contribution: **\$350,000**
- Agency Funded Elements:  
**Environmental Remediation &  
Highway Access Improvements**

Identity on Main



## MURA 5 YEAR PROJECT SUMMARY AND CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) serves as a general guiding document that identifies public investments that the Agency anticipates making over the upcoming 5 year period. It is intended to be a flexible planning document that is reviewed and updated on an annual basis in response to revenues received, changes to current identified projects, or to incorporate newly identified projects and improvements. The projects identified within the CIP do not include improvements that are funded through Owner Participation Agreements, wherein the developer funds the initial improvement and the Agency reimburses the developer for identified public improvements through increased tax revenues generated by the developer's project.

## MURA 5 YEAR PROJECT SUMMARY AND CAPITAL IMPROVEMENT PLAN

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Legacy Crossing District Capital Improvement Plan									
Community Infrastructure Projects									
Project Name	Project Description	Project Cost	Agency Contribution	Construction Year	2017	2018	2019	2020	2021
Almon Street Reconstruction	Reconstruction of Almon Street between 3rd Street and A Street	\$ 950,000.00	\$ 175,000.00	2020				\$ 175,000.00	
District Pavement Improvements	General Roadway/Alley Improvements within District		\$ 50,000.00	Various		\$ -	\$ -	\$ -	\$ 50,000.00
Community Infrastructure Projects Total		\$ 950,000.00	\$ 225,000.00		\$ -	\$ -	\$ -	\$ 175,000.00	\$ 50,000.00
Streetscape Enhancement Projects									
Project Name	Project Description	Project Cost	Agency Contribution	Construction Year	2017	2018	2019	2020	2021
6th and Jackson Turn Lane Realignment	Right-of-way acquisition, curbing, paving, sidewalks and intersection improvements to shift the east bound right turn lane southward to improve intersection alignment	\$ 320,000.00	\$ 150,000.00	2017	\$ 150,000.00				
3rd Street Corridor Lighting & Sidewalk Improvements	Sidewalk reconstruction on Third Street between Lieuallen and Jackson Street	\$ 887,000.00	\$ 87,000.00	2020				\$ 87,000.00	
Sixth Street Corridor Lighting	Decorative lighting fixture installations on Sixth Street Deakin and Jackson Street	\$ 650,000.00	\$ 75,000.00	2021					\$ 75,000.00
General Streetscape Improvements	General Streetscape enhancement projects within the District	\$ 500,000.00	\$ 220,000.00	Various	\$ 75,000.00	\$ 35,000.00	\$ 35,000.00	\$ 50,000.00	\$ 25,000.00
Streetscape Enhancement Projects Total		\$ 2,357,000.00	\$ 532,000.00		\$ 225,000.00	\$ 35,000.00	\$ 35,000.00	\$ 137,000.00	\$ 100,000.00
Community Placemaking Projects									
Project Name	Project Description	Project Cost	Agency Contribution	Construction Year	2017	2018	2019	2020	2021
Lieuallen and Third Beautification Project	Streetscape and landscape enhancements per the 2015 City Beautification Plan	\$ 150,000.00	\$ 50,000.00	2019			\$ 25,000.00		\$ 25,000.00
South Couplet Beautification Project	Streetscape and landscape enhancements per the 2015 City Beautification Plan	\$ 150,000.00	\$ 45,000.00	2018		\$ 20,000.00			\$ 25,000.00
Public Art Installation	Public Art installations in various locations	\$ 100,000.00	\$ 55,000.00	Various		\$ 20,000.00		\$ 35,000.00	\$ -
Community Placemaking Projects Total		\$ 400,000.00	\$ 150,000.00		\$ -	\$ 40,000.00	\$ 25,000.00	\$ 35,000.00	\$ 50,000.00
Special Projects									
Project Name	Project Description	Project Cost	Agency Contribution	Construction Year	2017	2018	2019	2020	2021
Sixth and Jackson Property Development	Hello Walk construction at Sixth and Jackson Property	\$ 250,000.00	\$ 150,000.00	2017	\$ 150,000.00				
Downtown Restroom Project	Financial contribution toward construction of public restroom near Friendship Square	\$ 200,000.00	\$ 25,000.00	2017	\$ 25,000.00				
Styner/White Pedestrian Underpass Project	Financial contribution toward the construction of pedestrian underpass of State Highway 8 at the Styner/White intersection	\$ 500,000.00	\$ 15,000.00	2018		\$ 15,000.00			
First to Lieuallen Pathway Project	Construction of pedestrian/bicycle pathway along First Street alignment between Almon and Lieuallen Street to Crossing at Highway 8	\$ 60,000.00	\$ 40,000.00	2020				\$ 40,000.00	
Special Projects Total		\$ 1,010,000.00	\$ 230,000.00		\$ 175,000.00	\$ 15,000.00	\$ -	\$ 40,000.00	\$ -
Total Capital Improvement Program Annual Revenue Allocation									
Projected District Investment Portfolio			Total Agency Investment	Investment Allocation	2017	2018	2019	2020	2021
Annual Capital Investment Resource					\$ 500,000.00	\$ 100,000.00	\$ 140,000.00	\$ 235,000.00	\$ 285,000.00
Community Infrastructure Projects			\$ 268,000.00	30%	\$ 40,000.00	\$ 30,000.00	\$ 42,000.00	\$ 70,500.00	\$ 85,500.00
Streetscape Enhancement Projects			\$ 554,000.00	40%	\$ 250,000.00	\$ 40,000.00	\$ 56,000.00	\$ 94,000.00	\$ 114,000.00
Community Placemaking Projects			\$ 177,000.00	20%	\$ 25,000.00	\$ 20,000.00	\$ 28,000.00	\$ 47,000.00	\$ 57,000.00
Special Projects			\$ 261,000.00	10%	\$ 185,000.00	\$ 10,000.00	\$ 14,000.00	\$ 23,500.00	\$ 28,500.00
Total			\$ 1,260,000.00	100%	\$ 500,000.00	\$ 100,000.00	\$ 140,000.00	\$ 235,000.00	\$ 285,000.00
Annual Investments									
Projected District Investment Portfolio					2017	2018	2019	2020	2021
Community Infrastructure Projects			\$ 225,000.00		\$ -	\$ -	\$ -	\$ 175,000.00	\$ 50,000.00
Streetscape Enhancement Projects			\$ 532,000.00		\$ 225,000.00	\$ 35,000.00	\$ 35,000.00	\$ 137,000.00	\$ 100,000.00
Community Placemaking Projects			\$ 150,000.00		\$ -	\$ 40,000.00	\$ 25,000.00	\$ 35,000.00	\$ 50,000.00
Special Projects			\$ 230,000.00		\$ 175,000.00	\$ 15,000.00	\$ -	\$ 40,000.00	\$ -
Total			\$ 1,137,000.00		\$ 400,000.00	\$ 90,000.00	\$ 60,000.00	\$ 387,000.00	\$ 200,000.00
Ending Fund Balances									
Projected District Investment Portfolio					2017	2018	2019	2020	2021
Community Infrastructure Projects					\$ 40,000.00	\$ 70,000.00	\$ 112,000.00	\$ 7,500.00	\$ 43,000.00
Streetscape Enhancement Projects					\$ 25,000.00	\$ 30,000.00	\$ 51,000.00	\$ 8,000.00	\$ 22,000.00
Community Placemaking Projects					\$ 25,000.00	\$ 5,000.00	\$ 8,000.00	\$ 20,000.00	\$ 27,000.00
Special Projects					\$ 10,000.00	\$ 5,000.00	\$ 19,000.00	\$ 2,500.00	\$ 31,000.00
Total					\$ 100,000.00	\$ 110,000.00	\$ 190,000.00	\$ 38,000.00	\$ 123,000.00

### PROPOSED FIVE YEAR INVESTMENT PORTFOLIO

