



**ACTION AGENDA/MINUTES
NORTH GATEWAY
REDEVELOPMENT ADVISORY BOARD**
Thursday, February 4, 2021, 8:00 a.m.
Virtual Meeting



[YouTube](#)

1. CALL TO ORDER, ROLL CALL

Call to order: 8:03 a.m.

Roll Call: Jerod Martin - Chair, Mike White – Vice Chair, Nate Levin, Mark Adams, Barb Hacke-Resch, Pedro Mayoral, Britni Davidson-Cruikshank

Absent: Mike Alley, Dania Ballard

Staff: Sara Long, Darci Palmer, Kali Leinenbach, Annie Gorski

2. APPROVAL OF AGENDA

Motion: Approve the Action Agenda of February 4, 2021, as presented.

Motion by: Board Member Levin

Seconded by: Board Member Adams

Action: Approved the February 4, 2021, Action Agenda as presented.

Vote: Aye: **Consensus** **Motion PASSED**

3. APPROVAL OF MINUTES

Motion: Move to approve the Minutes for November 5, 2020, as presented.

Motion by: Board Member Adams

Seconded by: Board Member Levin

Action: Approved November 5, 2020 Minutes as presented.

Vote: Aye: **Consensus** **Motion PASSED**

4. PUBLIC COMMENT

None

5. ACTION ITEMS

a. 2021 Officer Elections: Chair and Vice Chair

Nomination for Chair: Jerod Martin Acceptance: Yes

Nominated by: Board Member Adams

Motion: Move to appoint Jerod Martin as NGRAB Chair for one year.

Action: Appointed Jerod Martin as NGRAB Chair for one year.

Vote: **Aye:** Unanimous

Nomination for Vice-Chair: Mike White Acceptance: Yes

Nominated by: Board Member Adams

Motion: Move to appoint Mike White as NGRAB Vice-Chair for one year

Action: Appointed Mike White as NGRAB Vice-Chair for one year

Vote: **Aye:** Unanimous

b. Discussion and Recommendations for FY 2021-2022 Budget Priorities

Presentation: Sara Long and Kali Leinenbach

Comments and Questions: Long, Leinenbach, Levin, Martin, Adams

Motion : Move to increase Line 7 of the Draft North Gateway URA 2021-2022 Budget Priorities

Motion by: Board Member Martin

Seconded by: Board Member Levin

Action: Approved Increase of Line 7 of the Draft North Gateway URA 2021-2022 Budget Priorities.

Vote: Aye 6 Nay 1 **Motion PASSED**

6. **INFORMATION ITEMS:**

What's Happening/Other Updates: Staff/Board

Comments and Questions: Long, Martin

7. **ADJOURN** 8:55 a.m. **NEXT MEETING** March 4, 2021 at 8:00 a.m

Transcribed by: Darci Palmer | Reviewed by: Anita Sandoval | Edited by: Sara Long

DRAFT

2019 Approved Project List and Updates

1. North Gateway Building Rehabilitation/Restoration Grant Program

Continuation of the NGURA Building Rehabilitation/Restoration Grant Program to encourage new construction and existing business and property owners to improve their properties.

Project Funding: One million dollars per year for six year, began in 2019/2020 Fiscal Year.

Status: Funds were not utilized in FY 19-20, so those were rolled into FY 20-21. Approximately \$1.4 million is currently available. See budget documents for uncommitted fund update and grant award report.

2. Development Infrastructure Assistance Program

This program is intended to coincide with Grant Program, but specifically target those properties in which development is a challenge due to lack of necessary city infrastructure such as water, sewer, etc.

Project Funding: \$750,00 for two years (FY 2019-20 and FY 2020-2021)

Status: Funds were not utilized in FY 19-20, so we rolled over \$750,000 to the FY 20-21 budget and held back the second round of funds. Due to COVID funds have not been utilized in FY 20-21.

3. Affordable Housing Development Assistance Program

This program is intended to coincide with Grant Program, but specifically target providing financial assistance towards affordable housing development projects.

Project Funding: \$300,000 for three years (FY 19-20, FY 2020-21, FY 2021-22)

Status: All funds were expended for FY19-20 and went to the Salem Housing Authority Fisher Road Housing First Project. A second round of \$300,000 was incorporated in the FY 20-21 budget which has not been utilized.

4. Silverton Road/ 17th Street Left Turn Lane

Project will establish a left turn lane from westbound Silverton Road to 17th Street with the goal to improve traffic flow and safety at the intersection. The improvement would also include a traffic signal.

Project Funding: Estimated at \$2.8 million

Status: Currently scheduled to begin initial work on design in FY2021-22, cost for project will be see in proposed FY 21-22 budget.

****Project Funding is based on today's dollars, not future dollars as in the Maximum Indebtedness Project Overview which takes inflation into account****

5. Pine Street Redevelopment

Includes site preparation and potentially contributing some funds towards construction as it aligns with the goals of the NGURA to redevelop 2640 Portland Road NE and potentially other adjacent sites in the corridor.

Project Funding: Estimated at \$2 million

Status: The site was purchased in fall 2020, it is being used as a temporary overnight shelter, but per an agreement between the City of Salem and DEQ, it can only be used for this purpose for a maximum of 18 months due to previous onsite uses. During the interim time logistical work will begin regarding the potential site development options as this would tie in with the Pine Street Realignment (Project #9). One remaining question which will affect how the future site is utilized is whether the railroad will allow realignment of the existing crossing. We will begin working with Public Works to engage in those conversations during this interim time.

6. Gateway Streetscape Enhancements

Funding to be directed at the continuance of enhancement of streetscape in order to complement future development. Funding would include items such as; lighting, sidewalks, landscaping, street furnishings, murals, sculptures, and other associated enhancements.

Project Funding: \$1 million

Status: Funds assigned for this in FY2025-26 and FY2026-27, however use would correlate with private development so adjustments could be made as development occurs with respect to the timing of funds (depending on funding availability).

7. Property Acquisitions

Funds being directed in this category to allow for the URA to take advantage of opportunities which might arise, such as potential acquisition of parcels as part of a larger Pine Street Redevelopment project.

Project Funding: \$4.5 million

Status: Funds were assigned to this item sporadically however, they would be utilized as opportunities arise and funding allows. Funds were assigned in FY2020-2021 and FY2024-25.

8. Niles Avenue Infrastructure

Provide full street improvements (lighting, sidewalks, etc.) in addition to necessary upgrades to the water, sewer and storm systems along Niles Avenue. This project would be completed in conjunction with funding from Public Works.

Project Funding: \$2 million

****Project Funding is based on today's dollars, not future dollars as in the Maximum Indebtedness Project Overview which takes inflation into account****

Status: Currently scheduled for FY2022-23 timing of project would be in conjunction with public works.

9. Pine Street Realignment

Realignment of Silverton Road to align with Pine Street at Portland Road, allowing for turning traffic to utilize 90 degree turns which are safer than the current street and turning alignments.

Project Funding: \$5 million

Status: Project relates to property acquisition as well, funds have been assigned in FY2024-25 and FY2025-2026. Project is also tied to Pine Street Redevelopment (Project #5), one of the first steps is to begin conversations regarding the existing crossing with the railroad.

10. Construction of Bike/Pedestrian Alternative Path

Construction of a bike/pedestrian path as an alternative to utilizing the Portland Road underpass.

Project Funding: \$3 million

Status: Currently scheduled for FY2026-2027, \$500,000 has already been allocated (separate of this amount) to begin design work once we know more about potential property acquisition.

11. Environmental Clean-Up

Remediate environmental contamination as associated with potential acquisition of property and redevelopment.

Project Funding: \$250,000

Status: Currently scheduled to be available beginning in FY2020-2021. There are options to acquire grant funds for this type of work as well so the hope is NGURA could supplement additional funding opportunities.

12. Salem Industrial Drive Improvements

Improvements to the Salem Industrial Drive corridor between Cherry Avenue and Hyacinth Street including; widening road to accommodate turn lane and bike lane, new sidewalks, planter strips, bike/pedestrian path, bridge and/or fill over Claggett Creek for additional access.

Project Funding: \$3.75 million

Status: Funds associated with these projects would be done in conjunction with public works as they would be the majority funder, the NGURA funds are assigned for FY 2027-28.

****Project Funding is based on today's dollars, not future dollars as in the Maximum Indebtedness Project Overview which takes inflation into account****

**North Gateway URA Capital Grant Program Commitments
February 2021 Report**

Fiscal Year	Owner/Business	Address	Grant Use	Grant Amount	Match Amount	Status
2017-18	20/10 Products, Inc.	3025 Industrial Way NE	Equipment purchase phase 1 and 2	\$277,161	\$277,161	Closed
2017-18	Jet Industries	1955 Silverton Road NE	Equipment purchase	\$31,025	\$31,025	Closed
2017-18	State Investments	2805 Valpak	Equipment purchase and environmental remediation	\$78,768	\$78,768	Closed
2017-18	Madras Holdings/PES	1415 Tandem Ave	Renovate vacant building into auto detail shop	\$171,187	\$232,128	Closed
2017-2018	MJ Investments	3994 Portland Road NE	New construction	\$300,000	\$300,000	Closed
2017-2018	ZS Properties	1805 Silverton Road NE	Building remodel of Fruit Stand, new exterior, new roof, new frontage	\$265,000	\$265,000	Closed
2017-2018	Aaron Zeeb Family Trust	1925-1935 Silverton Road NE	New construction of 10,000 square foot office space, façade improvements.	\$300,000	\$1,300,000	Closed
2017-2018	Martin/Santiam Electric	3850 Mainline Drive NE	New Construction	\$300,000	\$311,265	Committed**
2017-2018	Innovative Manufacturing & Design	1834 Beach Avenue NE	Equipment Purchase	\$277,500	\$895,526	Closed
2018-2019	Freeman Motors	3784 Portland Road NE	Building renovation - new car dealership and shop	\$300,000	\$517,751	Closed
2018-2019	ZS Properties	1705-25 Silverton Road NE	Building renovation- add office space, restrooms, HVAC	\$298,961	\$298,961	Closed
2018-2019	Ochoa Queseria	3350 Portland Road NE	New Construction - cheese manufacturing and storefront	\$300,000	\$2,100,000	Closed
2018-2019	Jet Industries	1834 Beach Street	Building renovation and equipment purchases	\$101,000	\$109,752	Committed**
2018-2019	Motge Inc.	1920-1960 Lana Ave.	Building renovations, replace existing sewer lines	\$272,974	\$272,974	Committed**
2018-2019	Intrinsic Ventures	2195 Hyacinth - North Building	Building renovation	\$300,000	\$300,000	Closed
2018-2019	Watershed, LLC Ph II	2895 Valpak Road NE	Equipment purchase	\$27,702	\$27,702	Closed
2018-2019	Western Professional	3460 Brady Curt NE	Building renovation/addition	\$300,000	\$732,448	Committed**
2018-2019	Vagabond Brewing Ph II	2195 Hyacinth St. NE, Suite 172	Equipment purchase	\$89,620	\$89,620	Closed
2018-2019	20/10 Products, Inc. Ph II	3025 Industrial Way NE	Equipment purchase	\$13,050	\$13,050	Closed
2019-2020	ZS Properties	1815-1825 Silverton Road NE	Building rehabilitation	\$217,700	\$217,840	Committed
2019-20	Redwood Crossings, LLC	4107 Fisher Road NE	Affordable Housing	\$300,000	\$2,500,000	Closed
2019-20	S&V Garcia	2385 Fairgrounds Road NE	New Building Construction	\$300,000	\$782,552	Committed
2020-21	20/10 Properties	1815-1821 Silverton Rd NE	Building Rehabilitation	\$38,933	\$41,067	Committed
				\$4,860,581	\$11,694,590	

Available Funds:

\$1,440,092 Rehab/Rehabilitation Grant Program
 \$300,000 Affordable Housing Grant Program
 \$750,000 Development Infrastructure Grant Program

\$363,045 Loans- *Staff Recommendation to move funds into Rehab/Rehabilitation Grant Program*



Urban Development Department

Annual Report 2020



The Urban Development Department Mission

To provide for the sustainable expansion of the community's prosperity, measured in terms of jobs and income growth, economic and human development, education, health and environmental sustainability.

The Urban Development Department administers and oversees a variety of programs and services aimed at strengthening Salem's economy including Salem's **seven** urban renewal areas. In addition, the Department provides loans and grants to finance activities that create emergency, transitional and permanent affordable rental housing for low and moderate income families in Salem and Keizer; allocates funds to non-profits to provide emergency services to homeless and families at-risk of being homeless; facilitates economic opportunities and reinvestment; invests in economic empowerment for individual prosperity and small business growth; issues financial incentives; performs real property management, acquisition, sales and leasing services for the City; manages downtown parking services and revitalization; manages Salem's Municipal Airport; and functions as the liaison to community organizations, businesses, and City Council and Agency Board appointed advisory groups.

Urban Development and the Strategic Plan

Urban Development plays an integral role in implementing many of the initiatives in the City's Strategic Plan.



Welcoming and Livable Community

HUD funded programs that support affordable housing
Funding and oversight of social services programs



Strong and Diverse Economy

Business retention and recruitment efforts



Safe, Reliable and Efficient Infrastructure

Acquisition of property to support infrastructure projects
Urban renewal funding for needed infrastructure



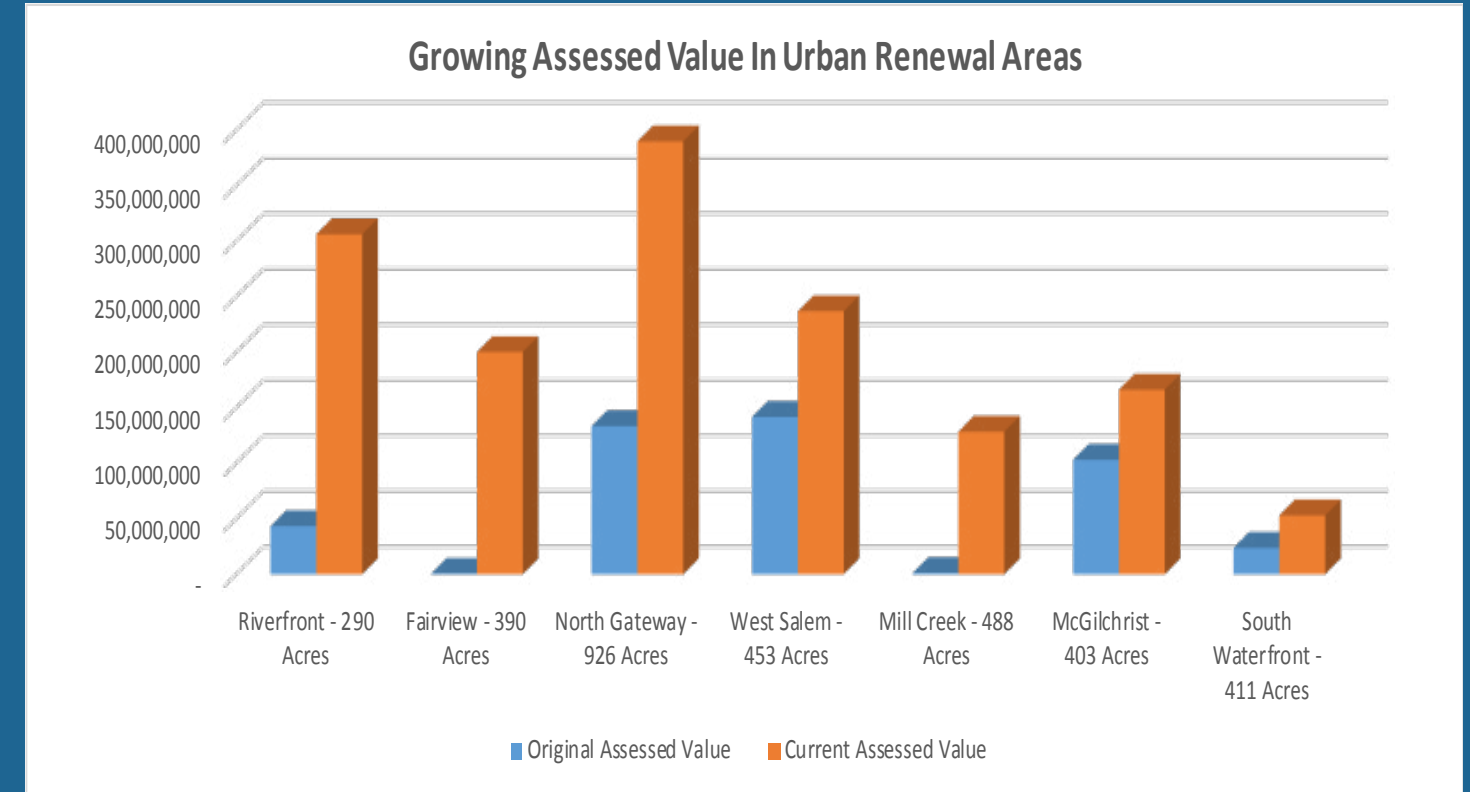
Natural Environment Stewardship

Protection and conservation of Oregon white oak trees at Salem Business Campus

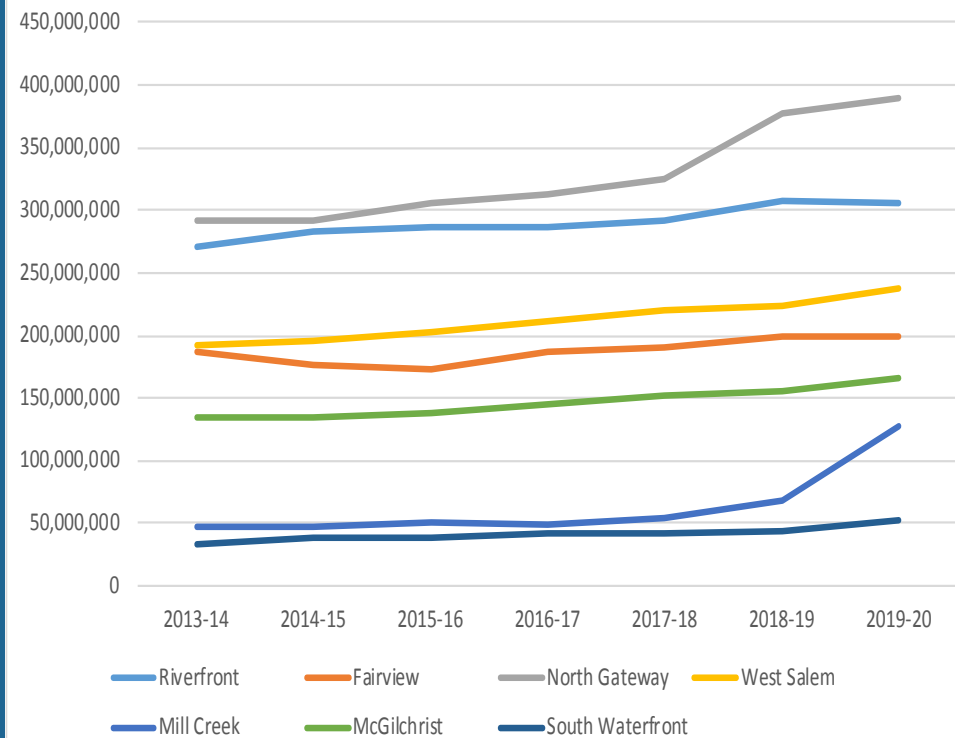
What is Urban Renewal?

Urban Renewal or Tax Increment Financing is a tool used by municipalities to finance improvements and redevelopment in specific areas of a city by reinvesting the increase in the area's property taxes. When the district is created, the assessed value of property within the district is set (or "frozen") and those taxes continue to go to the government (city, county, and school districts throughout the State). Any property value increase above that frozen amount is called the "increment". The amount of taxes on the increased value (or "increment") is what is collected for the urban renewal district to use for redevelopment projects. The State of Oregon created the legislation that allows for urban renewal; districts are created by local municipalities. In Salem, the City Council decides what areas should be included in urban renewal districts. The Council also creates a Plan for improving the area.

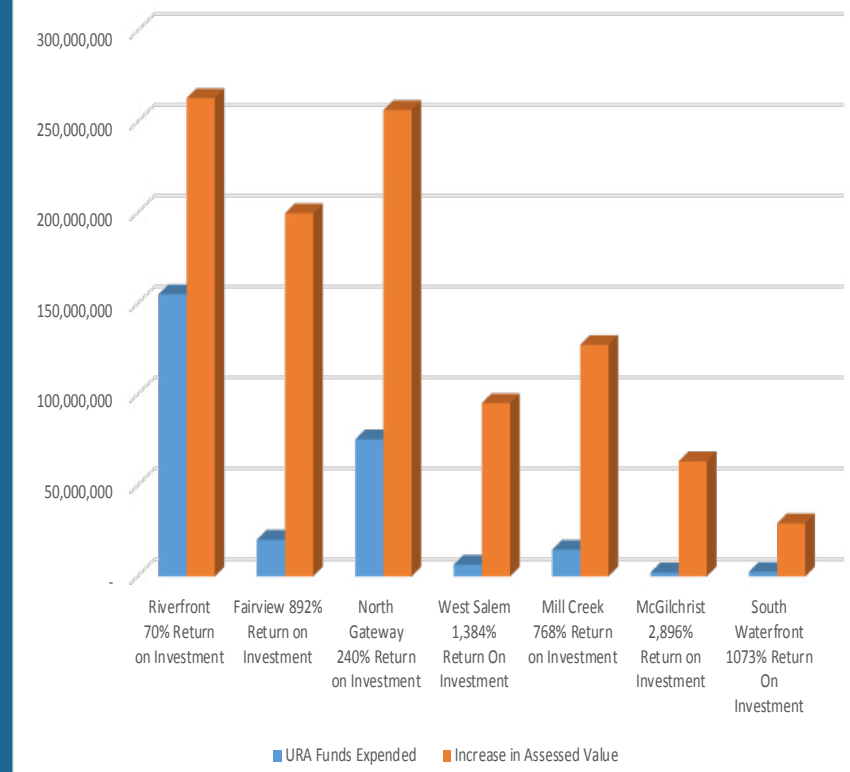
There are seven Urban Renewal Areas in Salem and each area's Plan includes a list of specific projects that were approved by the City Council.



History of Assessed Value



URA Funds Expended and Increases in AV



**City of Salem Urban Renewal Areas
Maximum Indebtedness
As of June 30, 2020**

	Maximum Indebtedness	Borrowed to Date	Borrowing Capacity Remaining
Pringle Creek Urban Renewal Area (Closed)			
Riverfront/Downtown Urban Renewal Area	\$315,000,000	\$113,464,345	\$201,535,655
North Gateway Urban Renewal Area	\$101,466,402	\$ 74,998,004	\$ 26,468,399
Fairview Industrial Park Urban Renewal Area	\$ 6,286,000	\$ 6,281,615	\$ 4,385
West Salem Urban Renewal Area	\$ 31,000,000	\$ 11,227,425	\$ 19,772,575
Mill Creek Industrial Park Urban Renewal Area	\$ 26,000,000	\$ 15,336,299	\$ 10,663,701
McGilchrist Urban Renewal Area	\$ 11,000,000	\$ 6,600,000	\$ 4,400,000
South Waterfront Urban Renewal Area	\$ 24,000,000	\$ 3,077,000	\$ 20,923,000

**Urban Renewal Grant Programs...
Leveraging Private Investment**

Three of Salem’s Urban Renewal Areas have grant programs aimed at assisting property owners with new construction, building renovation, and capital equipment purchases. Our URA grants encourage private investment in development and redevelopment for the benefit of the community.



Gilgamesh Brewing: The Woods

Riverfront Downtown Urban Renewal Area

FY 2019-20 Total Committed to Grants \$ 3.0 million
 FY 2019-20 Private Funds Committed to Projects \$ 29.0 million

North Gateway Urban Renewal Area

FY 2019-20 Total Committed to Grants \$ 0.52 million
 FY 2019-20 Private Funds Committed to Projects \$ 1.5 million

West Salem Urban Renewal Area

FY 2019-20 Total Committed to Grants \$ 0.36 million
 FY 2019-20 Private Funds Committed to Projects \$ 2.06 million

Affordable Housing

In 2020, Salem opened Redwood Crossings, the community's newest collaborative affordable housing project designed to address homelessness in our community, including permanent supportive housing and transitional respite care housing units.



Redwood Crossings

The 37-unit permanent supportive housing complex for the chronically homeless is the first of its kind in Salem. It includes six respite units being leased by Salem Health for chronically homeless patients that need additional recovery time. The ARCHES program is providing supportive services onsite with the assistance of additional partners.

Downtown Revitalization

The complete internal and external restoration of the 12,168 square foot historic 440 State Street Building (known now as Fork Forty) was completed in late summer 2020. The renovations took formerly unusable basement and second floor space and created rentable commercial/retail units, storage, and five second-floor rental housing units.



Fork Forty Food Hall

The ground floor space is home to seven micro-restaurants and a bar, similar to a "Food Hall" providing a new unique eating experience in downtown Salem.

In addition, several new businesses located in downtown Salem, including:

- **Masonry Grill** - *Restaurant*
- **La Familia** - *Cidery*
- **Azuls** - *Restaurant*
- **Brandy's All City Sweets** - *Bakery*



Salem Municipal Airport

There are 750 acres of land at the Salem Municipal Airport.

Over 39,800 operations are completed each year at the Salem Municipal Airport.

17 businesses are located on the Airport, employing over 500 people.

Accomplishments

Business Retention and Recruitment: **Help local companies create or retain jobs;** **attract new companies to Salem.**

- Committed \$4,013,145 in grants to help businesses locate and expand in the City's West Salem, North Gateway, and Riverfront Downtown Urban Renewal Areas (includes \$126,445 in Riverfront Downtown URA Strategic Grant Program commitments).
- Made 46 retention visits to local businesses and attended 23 business networking events (includes virtual), in support of the City's small business retention and expansion program.
- Responded to 25 inquiries from site selectors with information about locating businesses in Salem and the region.
- Six companies began receiving the Enterprise Zone benefit in the 20-21 tax year, totaling 1,214 new jobs and \$98,196,635 in private investment.

Public Improvements: **Support public improvement projects.**

- Completed 7 public right-of-way acquisitions to support infrastructure projects.
- Completed the acquisition of 1 property for public use.
- Contributed \$4.2 million to Division Street improvements adjacent to the Salem Police Station.
- Contributed \$4.7 million to construction of the new Salem Police Station.
- Spent \$1.8 million to grade 23 acres for wetlands to serve as stormwater quality and detention area for future development of the southern Mill Creek Corporate Center. Project included a multi-use path to connect Mill Creek Drive to Turner Road.

Accomplishments (continued)

Public Improvements (continued):

Support public improvement projects.

- Contributed \$1.3 million toward a project to daylight Pringle Creek between Commercial Street and the Willamette River. The project eliminated creek obstructions to minimize flooding impacts; improved fish passage for salmonids; and graded the site for a future pedestrian path that will link Riverfront Park with south-central Salem. Stormwater utility funds were also used to construct the improvements.

Environmental Best Practices:

Promote environmental best practices for City and Agency projects

- Completed a Phase I and Phase II environmental site assessment to help facilitate the sale, purchase and/or re-use of underutilized properties in Salem.

Affordable Housing:

Create and preserve affordable housing.

- Assisted 165 households retain or obtain housing through the security deposit and tenant based rental assistance programs.
- Provided funding to create or renovate 145 affordable housing units.

Social Services:

Provide critical emergency services to low income individuals.

- Provided funding for emergency food services to over 42,000 low income residents in Salem.
- Provided crisis hotline assistance to over 16,881 persons in need of general reassurance, service referrals, crisis intervention, suicide assessment and support.

Salem Housing Authority

The Salem Housing Authority's (SHA's) mission is to assist low- and moderate-income families to achieve self-sufficiency through stable housing, economic opportunity, community investment, and coordination with social service providers. SHA administers a variety of programs to support its mission, including the Housing Choice Voucher Program, Homeless Rental Assistance Program, and Security Deposit Program. In addition, SHA owns and manages over 693 rental units for Public Housing, Affordable Housing, and Senior Housing.

In 2019-20, the Salem Housing Authority:

- Assisted 308 citizens known by local service providers as least likely to find housing through the Homeless Rental Assistance Program (HRAP) and provided intensive case management, resource and referrals, housing placements, landlord engagement, and administered all rental assistance and barrier removal funds for the program.
- Added a Housing Navigator position to assist HRAP clients find housing resources and navigate housing barriers.
- Opened Redwood Crossings, a 37-unit Permanent Supportive Housing complex for the chronically homeless - the first of its kind in Salem. Complex includes six respite units leased by Salem Health for chronically homeless that need additional recovery time and onsite supportive services through The ARCHES program.
- Continued the development process to add 175 additional affordable housing apartments.
- Leased 226 units to elderly residents through the Senior Housing Program.
- Housed 64 veteran families through the Veterans Administration Supportive Housing Program.
- Provided security deposit assistance to 165 households earning less than 50 percent of median family income.
- Served 119 households using family unification vouchers.
- Administered over 3,000 Housing Authority payment vouchers.



Salem Urban Development

www.cityofsalem.net/URA

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**TAX ALLOCATION IMPROVEMENT
NORTH GATEWAY URA
PRELIMINARY DRAFT FY 2021-22
(265-68-90-40-00)**

#	Project	Project No.	Description	Carryover Projects	Proposed New Funding	Total Proposed	Neighborhood Association	Ward
1.	Project Coordination/Support	684000	North Gateway program includes support to the North Gateway Redevelopment Advisory Board and applicable subcommittees for the planning/implementation of development projects within the renewal area.	\$ -	\$ 206,000	\$ 206,000	Northgate, Highland	5
2.	Indirect Cost Allocation Plan	684000	Provides funds to reimburse the City General Fund for the cost of providing City services to the North Gateway urban renewal area.	-	31,280	\$ 31,280	Northgate, Highland	5
3.	Rehabilitation Grant Program	684032	Commercial/industrial grant program to encourage new construction as well as incent existing business and property owners to improve properties. Combined funding from Rehabilitation Loan Program.	1,608,240	1,000,000	\$ 2,608,240	Northgate, Highland	5
4.	Infrastructure Improvement Grant Program	-	Commercial/industrial grant program to assist properties in which development is a challenge due to lack of necessary city infrastructure, such as water or sewer.	750,000	-	\$ 750,000	Northgate, Highland	5
5.	Affordable Housing Projects Grant Program	-	Commercial/industrial grant program to provide financial assistance to affordable housing development projects	300,000	-	\$ 300,000	Northgate, Highland	5
6.	Portland Road Bicycle/Pedestrian Path	-	Funding for initial design of a bicycle/pedestrian path adjacent to Portland Road, as an alternative to the Portland Road underpass (rebudgeted).	300,000	-	\$ 300,000	Northgate, Highland	5
7.	Industrial Site Readiness	-	Funding allocated to assist in determining infrastructure needs for future site development, involving partnership with private landowners and consultant evaluation work.	-	25,000	\$ 25,000	Northgate, Highland	5
8.	17th Street at Silverton Road Turn Lane	-	Establish a left turn lane on 17th Street onto Silverton Road to improve traffic flow and safety at the intersection. The improvement would also include a traffic signal.	-	2,800,000	\$ 2,800,000	Northgate, Highland	5
9.	Opportunity Fund	-	Funding for continued work and potential development of a food hub, maker space, or incubator style project at 2640 Portland Road (rebudgeted).	500,000	-	\$ 500,000	Northgate, Highland	5
10.	Property Acquisition	-	Funds set aside to allow for the Agency to take advantage of opportunities that may arise, such as potential acquisition of parcels as part of a larger Pine Street Redevelopment project.	2,652,250	-	\$ 2,652,250	Northgate, Highland	5
11.	Environmental Clean Up	-	Remediate environmental contamination associated with potential acquisition of property to allow for redevelopment to occur.	265,230	-	\$ 265,230	Northgate, Highland	5
12.	Committed to Future Projects	-	Funds committed to future projects specified in the approved urban renewal plan for the North Gateway Urban Renewal Area and that align with the Portland Road Corridor Action Plan.	-	8,034,400	\$ 8,034,400	Northgate, Highland	5
TOTAL PROJECTS				<u>\$ 6,375,720</u>	<u>\$ 12,096,680</u>	<u>\$ 18,472,400</u>		
SOURCES OF FUNDS								
Beginning fund balance				\$ 13,787,840				
Commercial loan collections				28,500				
Short term bond proceeds				4,500,000				
Land or building rent				6,060				
Interest earnings				150,000				
TOTAL				<u>\$ 18,472,400</u>				
Less total projects				<u>(18,472,400)</u>				
Unappropriated ending fund balance				<u>\$ -</u>				