



# REBUILD THE ROCK

Penny Sales Tax Initiative





- Rebuild The Rock initiative would generate approximately **\$53M** per year
- Once Rebuild The Rock passes, the current 3/8 cents Capital tax **will not** be renewed
- Tax rate will be to **9.625%**
- All Capital projects will be completed within the **first 10 years**



**REBUILD  
THE ROCK**

Penny Sales Tax Initiative



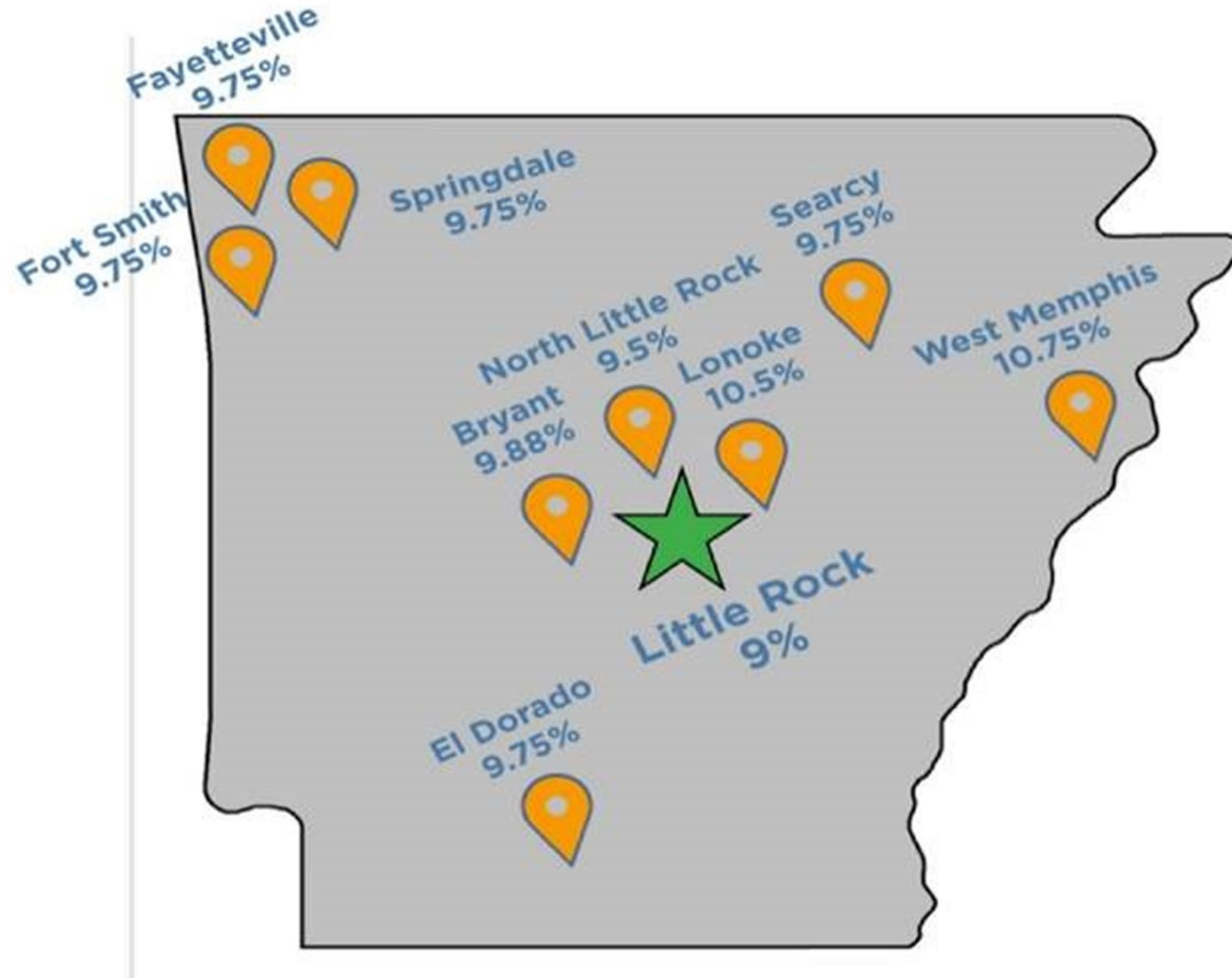
- The 3/8-cent tax will remain in effect through December 31, 2021.
- The impact of the penny tax would be 5/8-cent or 0.625, thereafter.

	<u>Current Tax Rate</u>	<u>Tax Rate 1/1/2022</u>
State Tax	6.500%	6.500%
County Tax	1.000%	1.000%
Local Tax	1.500%	2.125%
Total	9.000%	9.625%



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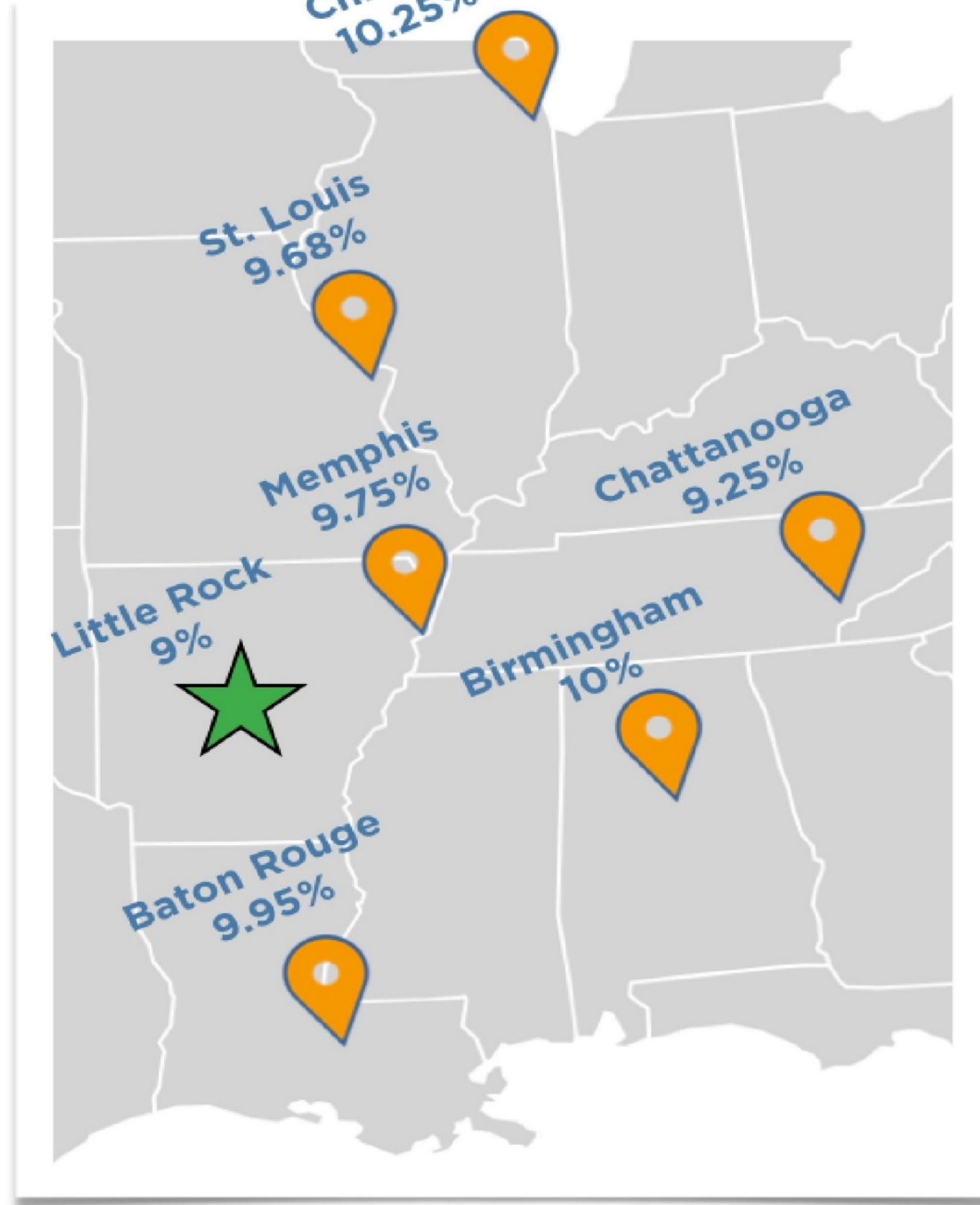




# REBUILD THE ROCK

Penny Sales Tax Initiative





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# REBUILD THE ROCK

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## Mechanisms of Accountability

- **Citizen Led Commission**
- **Reallocation Resolution**







# REBUILD THE ROCK

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## Citizen Led Committee

- **Report and Review**
  - Quarterly Meetings to report on Project updates
  - To evaluate spending against Priority allocations
  - To make semiannual reports to City Board on progress and appropriations
- **Recommendations to Mayor & City Manager on future projects and Reallocation**
- **Public Hearings**
  - Annual Public Development Meeting- report on progress/ presentation on projects
  - Public Hearings on current projects
  - Public Forums on future projects





# REBUILD THE ROCK

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## Reallocation Resolution

- Resolution that sets priorities and reallocates funds every 10 years by vote of City Board
- Reallocation resolution must be Introduced by the Mayor, and must be passed by City Board by 12/31 of the year prior to the 10th year of the previous resolution
- Resolution shall have expected revenue allocated by Division/ Department, Resolution may have disbursements by projects.
- Revenue must be allocated as presented
- Reallocation Resolution can be amended by  $\frac{3}{4}$  vote of City Board





# REBUILD THE ROCK

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## Citizen Accountability Process

- Commission host public meetings (inform and public input)
- Commission make recommendations to Mayor & City Manager
- Mayor introduces and presents Reallocation Resolution to City Board
- Board votes on resolution (Majority vote to pass 50% + 1)



**Rebuild The Rock Priority Needs**  
 Capital vs. Operating  
 Snapshot of Proposed Projects - First 10 years

Description		Capital Investment	Estimated Operating Expense Increase	Total Estimated Investment 1st 10 years		Estimated Average Annual Ongoing Allocation
<b>Quality of Life</b>						
<b>Parks and Recreation, Golf and Fitness:</b>						
1	Hindman/ & War Memorial Park	\$30,000,000		\$30,000,000		
2	General Park Improvements and Parks & Trails Maintenance	20,000,000	21,000,000	41,000,000		2,100,000
3	Indoor Sports Complex	37,000,000	8,000,000	45,000,000		1,000,000
4	West Central Complex	12,000,000		12,000,000		
5	Senior Center	6,000,000		6,000,000		
6	Rebsamen Soccer	13,500,000		13,500,000		
7	Jim Dailey Center Pool (indoor Olympic)	9,500,000		9,500,000		
8	Expanded Maintenance (New Construction)		8,000,000	8,000,000		1,000,000
9	15 Acre Park - Downtown	5,000,000		5,000,000		
10	1st Tee Golf Expansion (add 9 holes)	2,500,000		2,500,000		
11	Rebsamen Golf (Pro Shop Facility)	3,000,000		3,000,000		
12	Golf Operations and Maintenance		5,250,000	5,250,000		750,000
13	<b>Parks and Recreation, Golf and Fitness Total</b>	<b>138,500,000</b>	<b>42,250,000</b>	<b>180,750,000</b>	<b>34%</b>	<b>4,850,000</b>
<b>Zoo:</b>						
14	Giraffe Interactive Habitat	20,000,000		20,000,000		
15	North America Habitat	10,000,000		10,000,000		
16	Net Operations Increase, including new exhibits		20,000,000	20,000,000		2,000,000
17	<b>Zoo Total</b>	<b>30,000,000</b>	<b>20,000,000</b>	<b>50,000,000</b>	<b>9%</b>	<b>2,000,000</b>



<b>Public Safety:</b>					
18	Fire Station 25 - WLR	8,500,000	8,000,000	16,500,000	2,000,000
19	Public Safety Technology & Operations		20,000,000	20,000,000	2,000,000
20	Public Safety Vehicle Replacement		27,250,000	27,250,000	2,725,000
21	<b>Public Safety Total:</b>	<b>8,500,000</b>	<b>55,250,000</b>	<b>63,750,000</b>	<b>12%</b>
<b>Infrastructure:</b>					
22	Strategic Infrastructure Improvements	20,000,000		20,000,000	2,000,000
23	Street Resurfacing		41,750,000	41,750,000	4,175,000
24	<b>Total:</b>	<b>20,000,000</b>	<b>41,750,000</b>	<b>61,750,000</b>	<b>12%</b>
25	<b>Early Childhood Education</b>		<b>45,000,000</b>	<b>45,000,000</b>	<b>8%</b>
26	<b>Economic Development</b>	<b>30,000,000</b>	<b>11,000,000</b>	<b>41,000,000</b>	<b>8%</b>
27	<b>Information Technology</b>		<b>30,000,000</b>	<b>30,000,000</b>	<b>6%</b>
28	<b>Affordable Housing Fund</b>	<b>20,000,000</b>		<b>20,000,000</b>	<b>4%</b>
<b>Neighborhood Programs:</b>					
29	Downtown Little Rock Partnership Ambassador Safety Program		5,500,000	5,500,000	550,000
30	Museum of Discovery		2,250,000	2,250,000	225,000
31	Neighborhood Empowerment Capacity Fund		5,000,000	5,000,000	500,000
32	<b>Total:</b>	<b>-</b>	<b>12,750,000</b>	<b>12,750,000</b>	<b>2%</b>
<b>General Capital Improvements:</b>					
33	Downtown Parking Decks	13,000,000		13,000,000	
34	City Hall Renovations	7,000,000		7,000,000	
35	Hinton Center	2,000,000		2,000,000	
36	JE Davis Upgrades & Acquisition	1,000,000		1,000,000	
37	Land Acquisition - Markham Street	2,000,000		2,000,000	
38	<b>Total General:</b>	<b>25,000,000</b>	<b>-</b>	<b>25,000,000</b>	<b>5%</b>
39	<b>Grand Total:</b>	<b>\$272,000,000</b>	<b>\$258,000,000</b>	<b>\$530,000,000</b>	<b>100%</b>





# REBUILD THE ROCK

Penny Sales Tax Initiative

## Rebuild The Rock Initiative will Prioritize:

- **Quality of Life & Place**
- **Economic Development**
- **Early Childhood Education**
- **Public Safety**
- **Infrastructure**
- **Affordable Housing**
- **Zoo**





# Quality of Life

	Capital Investment	Estimated Operating Expense Increase	Total Estimated Investment 1st 10 years		Estimated Average Annual Ongoing Allocation
<u>Parks and Recreation, Golf and Fitness:</u>					
<u>Hindman/ &amp; War Memorial Park</u>	<u>\$30,000,000</u>		<u>\$30,000,000</u>		
<u>General Park Improvements and Parks &amp; Trails Maintenance</u>	<u>20,000,000</u>	<u>21,000,000</u>	<u>41,000,000</u>		<u>2,100,000</u>
<u>Indoor Sports Complex</u>	<u>37,000,000</u>	<u>8,000,000</u>	<u>45,000,000</u>		<u>1,000,000</u>
<u>West Central Complex</u>	<u>12,000,000</u>		<u>12,000,000</u>		
<u>Senior Center</u>	<u>6,000,000</u>		<u>6,000,000</u>		
<u>Rebsamen Soccer</u>	<u>13,500,000</u>		<u>13,500,000</u>		
<u>Rebsamen Tennis - Private</u>			<u>-</u>		
<u>Jim Dailey Center Pool (indoor olympic)</u>	<u>9,500,000</u>		<u>9,500,000</u>		
<u>Expanded Maintenance (New Construction)</u>		<u>8,000,000</u>	<u>8,000,000</u>		<u>1,000,000</u>
<u>15 Acre Park - Downtown</u>	<u>5,000,000</u>		<u>5,000,000</u>		
<u>1st Tee Golf Expansion (add 9 holes)</u>	<u>2,500,000</u>		<u>2,500,000</u>		
<u>Rebsamen Golf (Pro Shop Facility)</u>	<u>3,000,000</u>		<u>3,000,000</u>		
<u>Golf Operations and Maintenance</u>		<u>5,250,000</u>	<u>5,250,000</u>		<u>750,000</u>
<b><u>Parks and Recreation, Golf and Fitness Total</u></b>	<b><u>138,500,000</u></b>	<b><u>42,250,000</u></b>	<b><u>180,750,000</u></b>	<b><u>34%</u></b>	<b><u>4,850,000</u></b>





### LEGEND

- 1 NEW ENTRANCE
- 2 PARKING AREA
- 3 NATURAL SURFACE TRAIL
- 4 FISHING LAKE
- 5 PLAY AREAS
- 6 PARKING LOT
- 7 FISHING PIER
- 8 KAYAK LAUNCH
- 9 PARKING LOT
- 10 EXISTING DISC GOLF
- 11 WESTERN HILLS CONNECT
- 12 MTN. BIKE TRAILS
- 13 PERIMETER PAVED TRAIL
- 14 CHAMP. DISC GOLF
- 15 DOWNHILL BIKE PARK
- 16 BRODIE CREEK CONNECT

North Plan View

Hindman Park

# Hindman Park & War Memorial Park

- Revitalize Hindman Park to be an outdoor adventure park which will include a championship disk golf course, expanded fishing lake and fishing pier, playgrounds, downhill bike park, mountain bike trials, natural surface trails, paved trails, Trail connections, green space, and a new entrance
- \$30,000,000 Capital Investment cost into both parks and trail connection



### LEGEND

- 1 EXISTING DISC GOLF
- 2 PARKING AREA
- 3 KAYAK LAUNCH
- 4 FISHING PIER
- 5 FISHING LAKE
- 6 PLAY AREA
- 7 PARKING
- 8 CHAMP. DISC GOLF COURSE
- 9 PERIMETER PAVED TRAILS
- 10 MTN. BIKE TRAILS

Aerial View West

Hindman Park





### LEGEND

- 1 WAR MEMORIAL STADIUM
- 2 JIM DAILEY FITNESS CENTER
- 3 ZOO ENTRANCE
- 4 FAIR PARK AND I-630
- 5 UNIVERSITY AVE.
- 6 CHI ST. VINCENT'S
- 7 PARK ENTRANCE
- 8 SPLASH PAD
- 9 ZOO ROUNDABOUT

Overall Plan View

## War Memorial Park

# Hindman Park & War Memorial Park

- Reinvestment in War Memorial Park to make it the “Central Park” of our city. To build baseball fields, open air lawn entertainment, dog park, multi-use trails, expand the lake, picnic and pavilion areas, trail connections, green space, and additional parking
- Estimated Completion date : 2023



### LEGEND

- 1 OPEN PARK SPACE
- 2 BALL FIELDS
- 3 CONCESSIONS/ RESTROOMS
- 4 AMPHITHEATER
- 5 BOULDERING WALLS
- 6 MULTI-USE PAVED TRAILS
- 7 SOFT-SURFACE TRAILS
- 8 BIKE SKILLS COURSE
- 9 PUMP TRACK
- 10 DOWNHILL ALPINE SLIDE
- 11 CONNECTION TO TRAIL
- 12 PARK ENTRANCE
- 13 PARKING / TAILGATING

Southwest Plan View

## War Memorial Park

- Opportunity to generate revenue attracting youth and adult baseball and softball tournaments, hosting local youth baseball leagues, and fee income for open air lawn entertainment rental
- Projected Annual Revenue Increase: \$421,000 (Baseball and Softball Complex only)



# Indoor Sports Complex



- A multi-sports indoor facility that can be used for Basketball, Volleyball, Wrestling, and Indoor Soccer
- \$37,000,000 Capital Investment Cost
- Estimated completion date 2025
- Opportunity to generate revenue by attracting National and Regional Youth Sports Tournaments and by hosting local adult and youth athletic leagues
- Projected Annual Revenue Increase: \$967,000



# Senior Center



- A center dedicated to the active lifestyle needs of our elderly and aging residents. Will included a fitness center, meeting rooms, and computer lab
- \$6,000,000 Capital Improvement Cost



- Will be located at the Centre at University Park, and will be built onto existing building
- Estimated Completion Date: 2024
- Projected Annual Revenue Increase: \$50,000

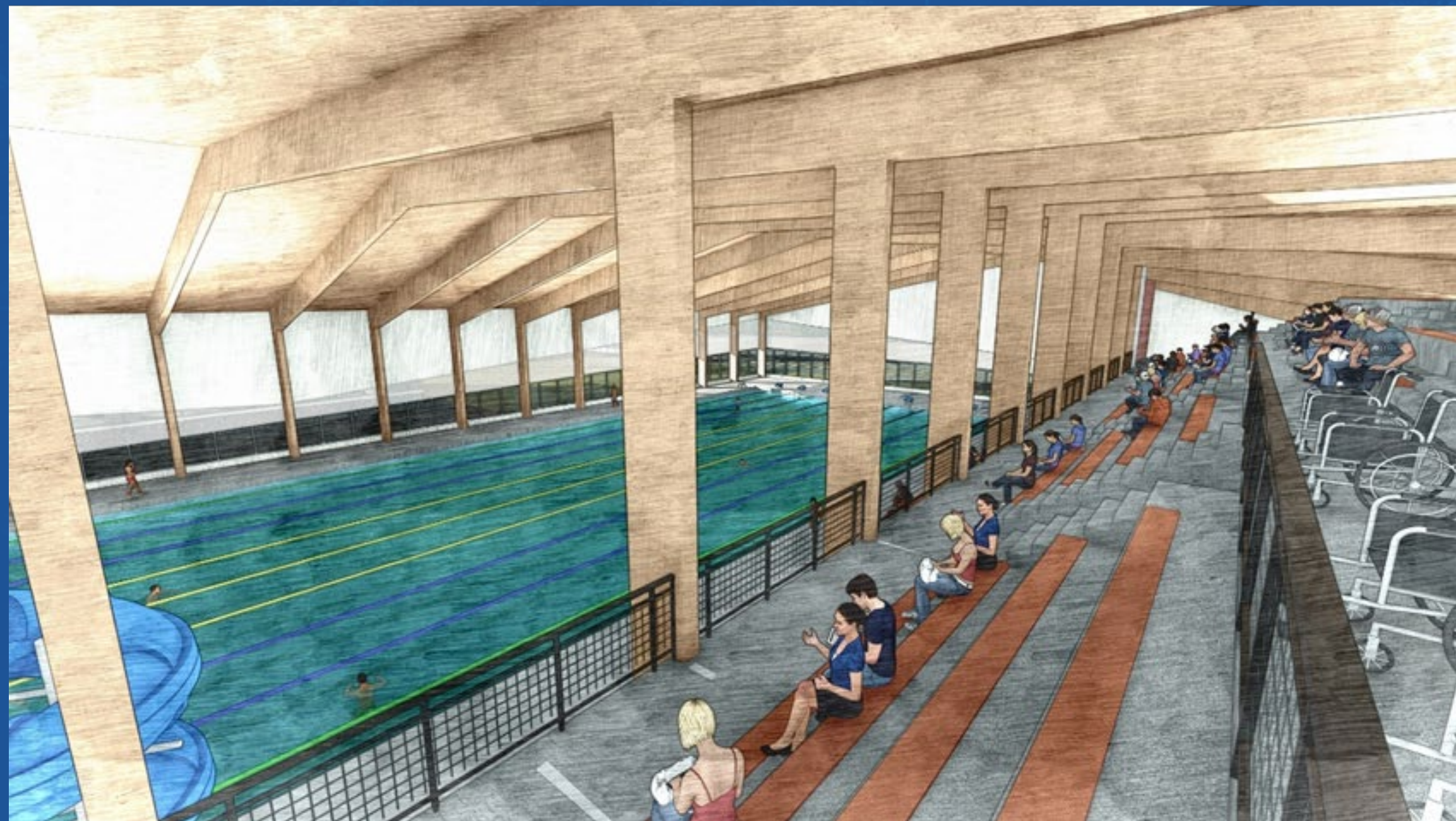


# Rebsamen Soccer



- Repurpose Land along Rebsamen Park Road and the Arkansas river, into 12 competitive Soccer fields, playgrounds, Concessions stands, restrooms, and parking
- \$13,500,000 Capital Improvement Cost
- Estimated Completion Date : 2025
- Opportunity to generate revenue by attracting National and Regional youth soccer tournaments, and by holding local adult and youth soccer leagues at site
- Projected Annual Revenue Increase: \$600,000



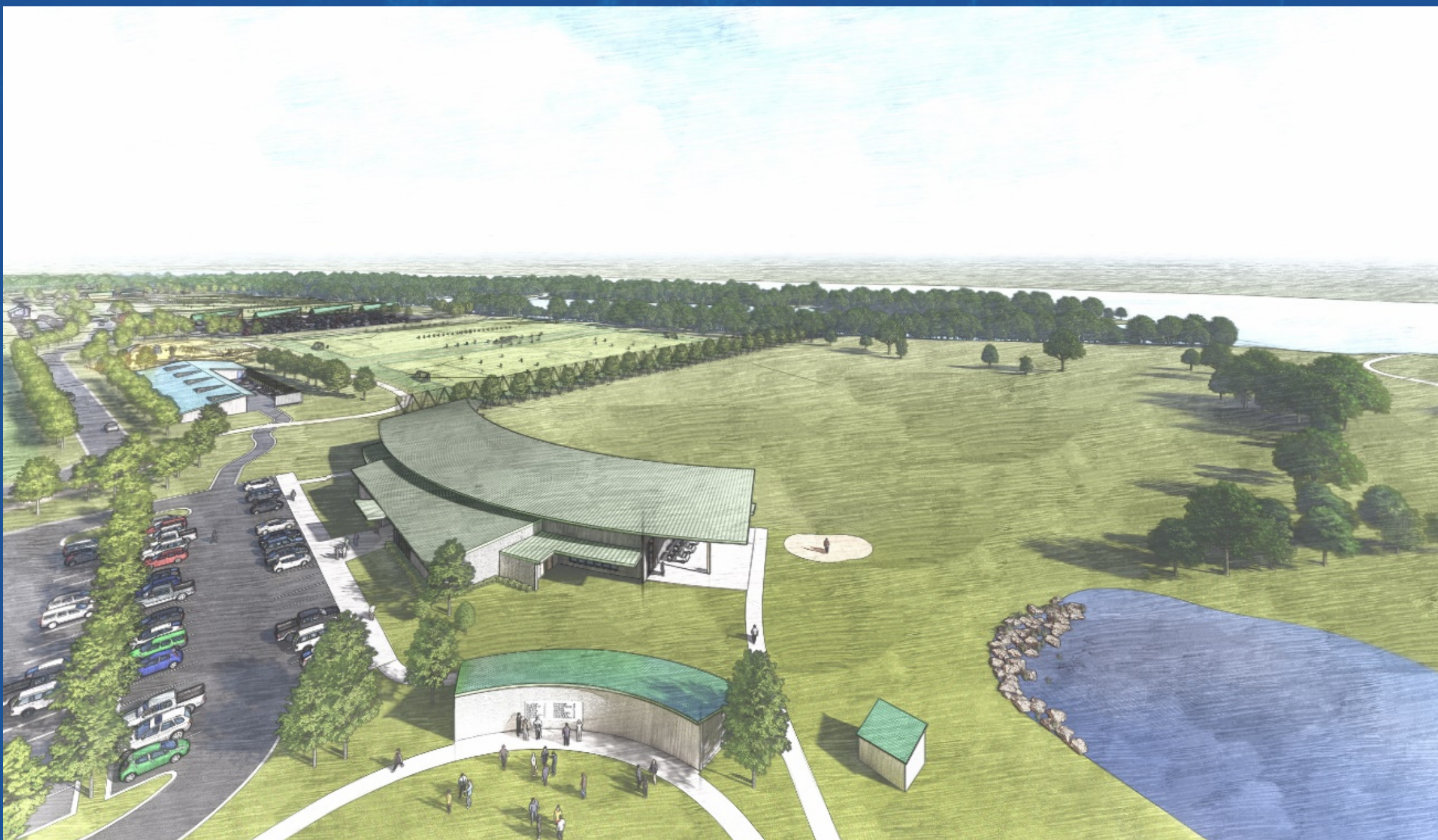
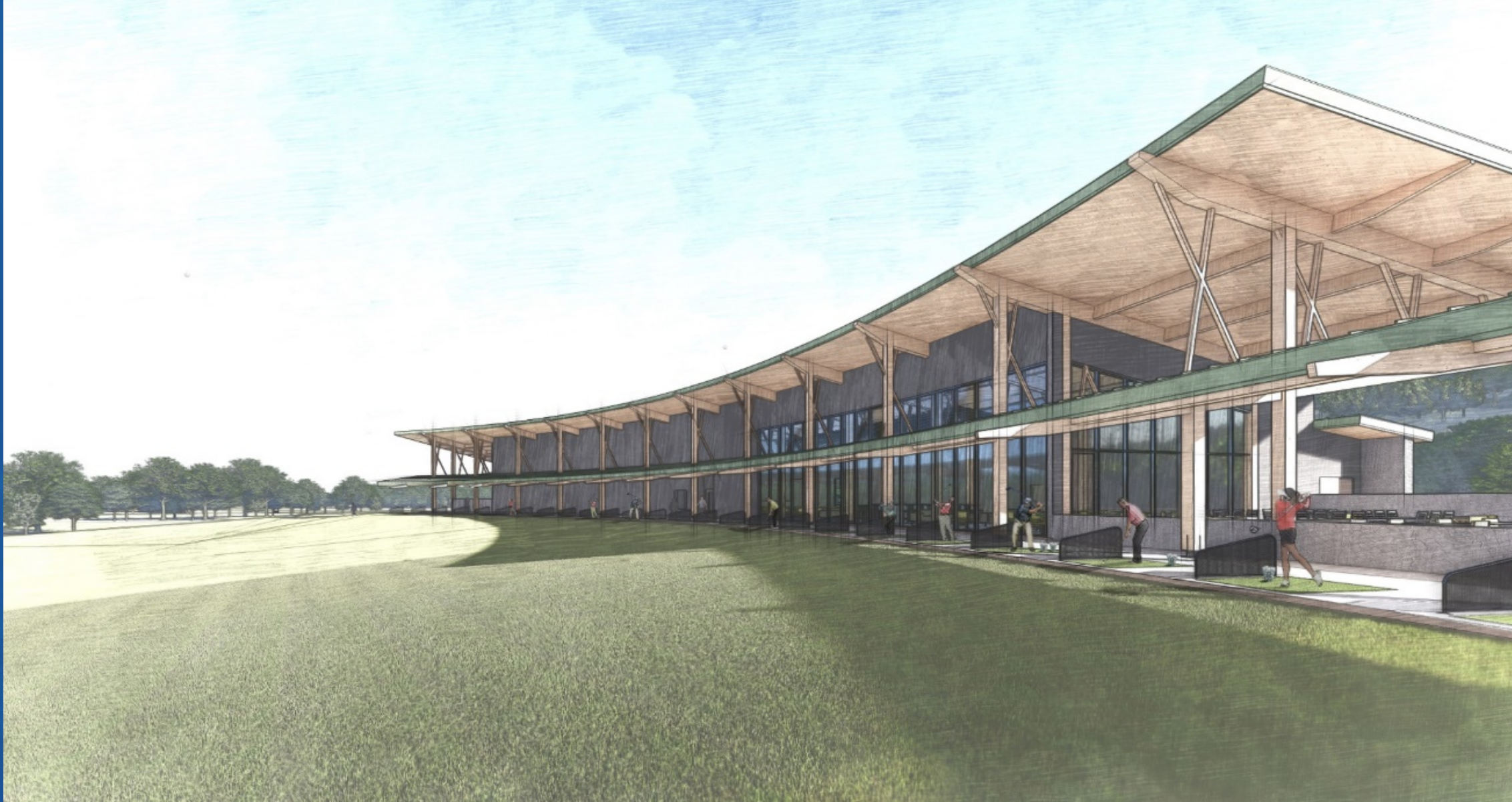


# Jim Dailey Olympic Pool

- An Olympic sized indoor pool located at Jim Dailey Fitness & Aquatic Center
- \$9,500,000 Capital Improvement Cost
- Estimated completion date: 2028
- Opportunity to generate revenue by attracting youth swim meets, AAA sanction swim meets, increase in membership at Jim Dailey Center, and reservation fee cost
- Projected Annual Revenue Increase: \$300,000



# Rebsamen Golf Pro Clubhouse



- Construct a new Pro Golf Clubhouse and facility at Rebsamen golf course
- \$3,000,000 Capital Improvement Cost
- Estimated completion date: 2024
- Opportunity to partner with USGA, PGA, LPGA, NCAA to bring competitive golf tournaments to the City of Little Rock
- Projected Annual Revenue Increase: \$500,000



# 1<sup>st</sup> Tee Golf Expansion

- Construct an additional 9 holes and cart paths to 1<sup>st</sup> Tee Golf Course
- \$2,500,000 Capital Improvement Cost
- Estimated completion date: 2024
- Opportunity to partner with First Tee National and Junior PGA to host national, regional, and local youth golf tournaments
- Projected Annual Revenue Increase: \$300,000





# Other General Park Improvements

MCE



**LEGEND**

- 1 URBAN FARMING
- 2 GARDEN STORAGE / BARN
- 3 PARKING AREAS
- 4 OPEN SPACE
- 5 BIKE PUMPTRACK
- 6 LANDFORM PLAY
- 7 BIKE SKILLS COURSE
- 8 SOUTHEAST TRAIL
- 9 PLAY AREAS
- 10 SPLASHPAD
- 11 PICNIC AREA
- 12 RESTROOMS

Aerial View West

East End Park

MCE



**LEGEND**

- 1 ENHANCED ENTRANCE
- 2 PERIMETER PAVED TRAIL
- 3 BASKETBALL
- 4 PLAYGROUND
- 5 SOCCER COMPLEX
- 6 FISHING PIER/KAYAK LAUNCH
- 7 FISHING LAKE
- 8 OPEN SPACE
- 9 PARKING

Aerial View North

Otter Creek Park

MCE



**LEGEND**

- 1 SOCCER COMPLEX
- 2 PLAYGROUND
- 3 CONCESSION HUB
- 4 ARKANSAS RIVER TRAIL
- 5 PARKING AREAS
- 6 TOT LOT
- 7 PICNIC AREA
- 8 PERIMETER PAVED TRAIL
- 9 PIER / KAYAK LAUNCH

Aerial View North

Natural Steps

MCE



**LEGEND**

- 1 DEFINED AR RIVER TRAIL
- 2 SERVICE ONLY
- 3 PARKING AREA
- 4 SAFETY IMPROVEMENTS
- 5 GATEWAY TO PARK
- 6 DROP-OFF

Aerial View West

Riverfront Park





# REBUILD THE ROCK

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## Economic Development

- Entrepreneurship & Small Business Growth - \$1,000,000 annually

Small Business & Local Growth Fund

- Job Creation - \$3,000,000 annually

Port Expansion/ Business Retention & Expansion/ Infrastructure Improvements/ Marketing & Recruiting. City may enter into partnerships to redevelop/renovate/upfit parcels, buildings or existing businesses to provide incubator space, live/work space, laboratory, test kitchen, maker space, workshop or other place-based incentives designed to attract individuals wishing to start businesses in Little Rock. We will also move business retention and expansion (BR&E) to the center of Little Rock's economic-development strategy

- Tech Fund - \$100,000 annually

The City will build a Technology Fund to invest in and support the growth of the technology industry in Little Rock.





## Early Childhood Education



# REBUILD THE ROCK

Penny Sales Tax Initiative

- \$4,500,000 a year will be allocated to increasing the early childhood educational opportunities for children and families in the City of Little Rock

**This Early Childhood investment will consist of a combination of:**

- **Partnerships** with the state's Division of Child Care & Early Childhood Education and other entities for high quality infant and toddler care
- Work with **private providers** to provide them the technical assistance they need to allow their facilities to be sustainable as small businesses and to improve the quality of care
- **Expanding** early childhood education seats for those who are most in need with a focus on south of I-630 and southwest Little Rock.
- **Creating a City "529 savings account program"** to enhance savings for later higher education opportunities along with financial literacy. This investment will be provided to every public school student divided between their graduation from kindergarten and the 5th grade.



## Early Childhood Education



# REBUILD THE ROCK

Penny Sales Tax Initiative

By expanding early childhood care options for Little Rock Residents we can attract people to live in our city to take advantage of the opportunity, and improve the quality of education for our children at the beginning of life

- A conservative **Return on Investment** for early Childhood Education in **10:1**, a \$10 return for every \$1 invested. (\$45M investment = \$450M return)
- Because high-quality early childhood programs promote healthy development, they can generate savings by obviating the need for more expensive interventions later in a child's life\*
- Children (over the long term) and parents who participate in early childhood programs are more likely to be employed\*
- No matter the size of a college savings account early in life, such investments in our youngest learners enhances their likelihood of attending a higher education institution.

\* Data taken from study provided by - The Center for High Impact Philanthropy: Invest in a Strong Start for Children, High Return Investment



# Public Safety

	<u>Capital Investment</u>	<u>Estimated Operating Expense Increase</u>	<u>Total Estimated Investment First 10 years</u>		<u>Estimated Average Annual Ongoing Allocation</u>
<u>Fire Station 25 - WLR</u>	<u>8,500,000</u>	<u>8,000,000</u>	<u>16,500,000</u>		<u>2,000,000</u>
<u>Public Safety Technology &amp; Operations</u>		<u>20,000,000</u>	<u>20,000,000</u>		<u>2,000,000</u>
<u>Public Safety Vehicle Replacement</u>		<u>27,250,000</u>	<u>27,250,000</u>		<u>2,725,000</u>
<b><u>Public Safety Total:</u></b>	<b><u>8,500,000</u></b>	<b><u>55,250,000</u></b>	<b><u>63,750,000</u></b>	<b><u>12%</u></b>	<b><u>6,725,000</u></b>





# REBUILD THE ROCK

Penny Sales Tax Initiative

## Fire Station #25

- Build Fire Station 25 in West Little Rock to decrease fire response times, to lower fire insurance premiums, and to stay ISO Rating-1 Accredited
- \$8,500,000 Capital Investment Cost
- Estimated Completion Date : 2026





# REBUILD THE ROCK

Penny Sales Tax Initiative

## Public Safety

- \$8,000,000 investment in the first 10 years into operations and equipment for **Fire Station #25**
- Invest \$2,000,000 per year in Public Safety Technology & Operations
- Invest \$2,725,000 per year into our public safety vehicle replacement plan





# REBUILD THE ROCK

Penny Sales Tax Initiative

## Public Safety

- Over the first 10 years of the Rebuild The Rock sales tax, **\$63,750,000** will be invested into Public safety
- **\$6,725,000** will be allocated annually for ongoing operating expenses
- Vehicle Replacement Plan will increase reliability and dependability; increase enhanced operational efficiency, increase first responder safety, decrease maintenance cost and the ability to retire apparatus from the front line after 20 years (reserve for 5 years)





# REBUILD THE ROCK

Penny Sales Tax Initiative

## Infrastructure

- **\$61,750,000** in the first 10 years will be invested in key infrastructure projects
- **\$20,000,000** to the **Strategic Infrastructure Improvement Plan**, to focus on underserved, overlooked, and strategic areas of our city
- This plan will complete infrastructure projects in these neighborhoods to improve the quality of life for residents, and to attract economic development opportunities in these communities
- **\$4,175,000** per year will be allocated for street and neighborhood street resurfacing







# REBUILD THE ROCK

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## Affordable Housing Fund

- Build Housing Fund to acquire and rehab Affordable Single Family Units in the City
- \$2MM invested into fund annually
- Fund will address homelessness issues as well as affordable housing in underserved communities.





# REBUILD THE ROCK

Penny Sales Tax Initiative

## Neighborhood Programs

- **Neighborhood Empowerment Capacity fund - \$500K Annually**

Fund created to provide micro grants available to neighborhood associations, business and community development organizations to help provide resources, and necessary funding to complete neighborhood and empowerment projects.

- **Downtown Little Rock Partnership - \$550k Annually**

Funding will be allocated to DLRP to expand the Ambassador Safety Program, provide funding for revenue generating Downtown events, and to provide additional funding to support programming.

- **Museum of Discovery - \$225,000 Annually**

Provide funding to our cities Children's STEM museum to help support operations and expansion, and to fund collaborative programs between the City and Museum of Discovery.





# Zoo

	<u>Capital Investment</u>	<u>Estimated Operating Expense Increase</u>	<u>Total Estimated Investment First 10 years</u>	<u>Estimated Average Annual Ongoing Allocation</u>
<u>Giraffe Interactive Habitat</u>	<u>20,000,000</u>		<u>20,000,000</u>	
<u>North America Habitat</u>	<u>10,000,000</u>		<u>10,000,000</u>	
<u>Continue Additional Zoo Master Plan Capital Projects (2030)</u>				
<u>Net Operations Increase, including new exhibits</u>		<u>20,000,000</u>	<u>20,000,000</u>	<u>2,000,000</u>
<u><b>Zoo Total</b></u>	<u><b>30,000,000</b></u>	<u><b>20,000,000</b></u>	<u><b>50,000,000</b></u>	<u><b>9%</b></u> <u><b>2,000,000</b></u>





# REBUILD THE ROCK

Penny Sales Tax Initiative

## Zoo Expansion

- Expand the Zoo to increase both the quality of experience and revenue opportunities at the only Accredited Zoo in the State
- The addition of a multi-species African habitat with giraffes, and interactive learning opportunities will attract students and guest
- Zoo needs an increase in support for its operations of at least \$2MM annually to successfully implement a master plan
- The implementation of the Zoo master plan will establish a sound financial base for Zoo operations, position the Zoo for stability and annual growth in revenues, and promote partnerships to leverage private funding



# Zoo Expansion Projected Revenue Increase

## Zoo Revenue Projection 2021-2030 with Investment

Revenue	2020 Budget	% increase (10 yr)	Projected 2030
Admissions	\$1,634,000.00	186%	\$3,044,380.23
Amenities & Rides	\$232,100.00	186%	\$432,436.14
Education Programs	\$110,000.00	186%	\$204,946.04
Food & Retail	\$818,225.00	186%	\$1,524,472.47
Membership	\$500,000.00	186%	\$931,572.90
Events	\$250,000.00	186%	\$465,786.45
<b>Total Revenue</b>	<b>\$3,544,325.00</b>		<b>\$6,603,594.22</b>





# Zoo Expansion Projections



- The Zoo's annual visitation could increase to over 550,000 visitors, doubling its annual attendance – This would make it one of the largest attractions in the state and region
- Master plan implementation for the zoo would create a **\$20 million** dollar impact each year to the local economy, a **\$200 million** dollar impact over 10 years



# General Capital Improvements

	<u>Capital Investment</u>	<u>Estimated Operating Expense Increase</u>	<u>Total Estimated Investment First 10 years</u>	<u>Estimated Average Annual Ongoing Allocation</u>
<u>Downtown Parking Decks</u>	<u>13,000,000</u>		<u>13,000,000</u>	
<u>City Hall Renovations</u>	<u>7,000,000</u>		<u>7,000,000</u>	
<u>Hinton Center</u>	<u>2,000,000</u>		<u>2,000,000</u>	
<u>JE Davis Upgrades &amp; Acquisition</u>	<u>1,000,000</u>		<u>1,000,000</u>	
<u>Land Acquisition - Markham Street</u>	<u>2,000,000</u>		<u>2,000,000</u>	
<b>Total General:</b>	<b>25,000,000</b>	<b>-</b>	<b>25,000,000</b>	<b>5%</b>
<b>Grand Total:</b>	<b>\$272,000,000</b>	<b>\$258,000,000</b>	<b>\$530,000,000</b>	<b>100%</b>
				<b>\$34,475,000</b>





# REBUILD THE ROCK

FOR A STRONGER TOMORROW



**REBUILD  
THE ROCK™**  
PEOPLE. PLACE. PROGRESS.