



Agenda: July 22, 2015, 7:00 a.m.

City of Moscow Council Chambers • 206 E 3rd Street • Moscow, ID 83843

1. **Consent Agenda** - Any item will be removed from the consent agenda at the request of any member of the Board and that item will be considered separately later.

- A. Minutes from July 8th, 2015
- B. June 2015 Financials

ACTION: Approve the consent agenda or take such other action deemed appropriate.

2. **Public Comment for items *not on agenda*:** Three minute limit

3. **Announcements**

4. **Alturas Technology Park Urban Renewal Plan Termination Plan and Resolution – Bill Belknap**

On June 10th the MURA Board directed staff to proceed with the process for the early closure of the Alturas Technology Park Urban Renewal Plan and Revenue Allocation Area and issue a letter to the Idaho State Tax Commission, Latah County Assessor and Latah County taxing districts stating the MURA's intent not to take tax increment in the FY2016 budget. Staff has transmitted the letter and prepared the termination plan and accompanying resolution for the Board's review and approval.

ACTION: Approve the proposed Alturas Technology Park Urban Renewal Plan and Revenue Allocation Area termination Resolution, Plan and Budget; or take other action as deemed appropriate.

5. **MURA Financial Model Review – Bill Belknap**

Staff will provide a presentation regarding the development of a preliminary financial budget model for the MURA to assist in development participation assessment and long-range strategic planning.

6. **MURA Strategic Plan Discussion– Bill Belknap**

In August of 2008 the MURA Board conducted a day-long strategic planning workshop to identify goals and strategic initiatives for the Agency. This was then followed by a follow up strategic planning questionnaire in the spring of 2009 seeking Commissioner's opinions regarding MURA roles and project priorities to assist in a goal setting session that was held on April 8, 2009. These strategic planning efforts concluded with a draft outline of goals and priorities with the departure of the then Executive Director Travis Cary in 2009. Staff desires to revisit the strategic planning discussion, review prior Board input, and discuss completion of the strategic plan.

ACTION: Review prior strategic planning process and materials and provide staff direction as deemed appropriate.

7. General District Updates – Bill Belknap

- Legacy Crossing District
- Alturas District

8. Adjourn

NOTICE: Individuals attending the meeting who require special assistance to accommodate physical, hearing, or other impairments, please contact the City Clerk, at (208) 883-7015 or TDD 883-7019, as soon as possible so that arrangements may be made.



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McCabe called the meeting to order at 7:05 a.m.

Attendance:

Commission Members

Staff Present

Others

John McCabe, Chair
 Steve Drown (7:09)
 Steve McGeehan
 Art Bettge
 Dave McGraw
 John Weber
 Absent: Brandy Sullivan

Bill Belknap, Executive Director
 Don Palmer, Finance Director
 Stephanie Kalasz, City Clerk

Mayor Lambert
 Patrick Vaughan, Assessor

1. **Consent Agenda** - Any item will be removed from the consent agenda at the request of any member of the Board and that item will be considered separately later.
 - A. Minutes from June 10, 2015
 - B. June Payables
 - C. May Financials

ACTION: Approve the consent agenda or take such other action deemed appropriate.

Bettge moved and McGeehan seconded approval of the consent agenda. Motion carried unanimously.

2. **Public Comment for items *not on agenda*:** Three minute limit – No public comment was offered.
3. **Announcements** – There were no announcements.
4. **Review of Draft Alturas Technology Park Urban Renewal Plan Termination Plan and Resolution – Bill Belknap**
 On June 10th the MURA Board directed staff to proceed with the process for the early closure of the Alturas Technology Park Plan and Revenue Allocation Area and issue a letter to the Idaho State Tax Commission, Latah County Assessor and Latah County taxing districts stating the MURA’s intent not to take tax increment in the FY2016 budget. Staff has transmitted the letter and prepared the termination plan and accompanying resolution for the Board’s review. It is anticipated that the Board will formally approve the termination plan, resolution and termination budget at the MURA’s upcoming July 22nd Meeting.

ACTION: Review draft termination plan, resolution and budget and provide staff direction as deemed appropriate.

Belknap said staff transmitted a letter and began preparing for the termination of the Alturas Technology Park Revenue Allocation Area. He discussed what is included in the resolution. He said the resolution needs to be transmitted to the State Tax Commission by August 27 and some funding returned to the taxing districts but staff does not know the timing on that right now. There was some discussion. The resolution will come before the Board on the 22nd of July.

5. Review of Proposed Revised Moscow Urban Renewal Agency By-Laws – Bill Belknap

On January 27th, 2010, the MURA Board reviewed and approved proposed revised by-laws for the organization. The previously proposed changes were fairly minor and related to public meetings law requirements for standing committee meetings, reducing the number of monthly regular meetings to one per month, and a few other minor clarifications. Due to the departure of the then Executive Director, it appears that the revised by-laws were never signed for execution. Due to the length of time since the Board's last review, staff is bringing the previously proposed by-laws back for the Board's review, consideration and approval.

ACTION: Approved proposed Moscow Urban Renewal Agency by-laws; or take other action as deemed appropriate.

Belknap said the By-laws were approved in 2010 but a signed copy has not been found so staff would like the Board to review the By-laws and confirm approval. He went through the changes that had been made in 2010. It was confirmed that the signature line would be updated. McGraw moved and Bettge seconded approval of the 2010 By-laws. Motion carried unanimously.

6. Local Economic Indicators Review – Bill Belknap

Staff will provide a presentation of local and regional economic indicators.

Belknap displayed a graph to show population and growth rate from 2000 to 2014 and a graph with Latah County total employment. He said unemployment has declined significantly. He discussed per capita income and explained that it has been growing in Latah County over the last four years. He said many industry sectors saw a growth in Latah County in the third quarter of 2013-2014 and wages increased as well. He discussed historical and current construction activity. He said Moscow has seen a good increase this year compared to last year. He displayed photos of locations where businesses have started or will be in place in the near future. There was discussion about the Southeast Moscow Industrial Park.

7. General District Updates – Bill Belknap

- Legacy Crossing District

Belknap said the City received information about a possible large project in the Legacy Crossing District. There seems to be some good activity in Legacy now. He said staff has been discussing the project with Sangria and they have requested an extension for the design work. He said he will be meeting with them on Friday.

- Alturas District
 - Common area irrigation meter installation

Belknap said he was told that the irrigation system in the park also feeds the common areas. He discussed the responsibility of property owners to keep up the landscape on the common areas and said they would like to install a new meter so the park would have an independent meter. The question is whether the URA should install the meter which is estimated at \$3,500. There is adequate funding available in repairs and maintenance to do the installation. The property owners association would be informed prior to the work being done. There was some discussion. The Board gave general consensus to cover the cost of the meter so Belknap will proceed with obtaining more information.

8. **Adjourn** – The meeting adjourned at 7:55 a.m. The next meeting will be on July 22.

DRAFT

General Ledger Revenue Analysis

User: jDinubilo
 Printed: 07/14/15 10:59:08
 Period 09 - 09
 Fiscal Year 2015

June 2015



Account Number	Description	Budgeted Revenue	Period Revenue	YTD Revenue	Uncollected Bal	% Received
890	Moscow Urban Renewal Agency					
890-000-00-410-00	Property Taxes - Alturas	\$ 394,000.00	\$ 12,081.31	\$ 256,962.58	\$ 137,037.42	65.22%
890-000-00-410-01	Property Taxes - Legacy	\$ 100,000.00	\$ 5,380.50	\$ 120,674.83	\$ (20,674.83)	120.67%
890-000-00-431-11	EPA Clean-up Grant - Legacy	\$ 111,757.00	\$ -	\$ -	\$ 111,757.00	0.00%
890-000-00-471-00	Investment Earnings	\$ 1,000.00	\$ 295.96	\$ 1,952.35	\$ (952.35)	195.24%
890-000-00-478-10	Sale of Land - Alturas	\$ 157,380.00	\$ -	\$ -	\$ 157,380.00	0.00%
890-000-00-478-11	Sale of Land - Legacy	\$ 467,965.00	\$ -	\$ -	\$ 467,965.00	0.00%
890-000-00-910-00	Beg Fund Bal Unassigned	\$ 46,349.00	\$ -	\$ -	\$ 46,349.00	0.00%
890-000-00-911-00	Beg Fund Bal Assigned-Alturas	\$ 617,250.00	\$ -	\$ -	\$ 617,250.00	0.00%
890-000-00-911-01	Beg Fund Bal Res-Alturas	\$ 115,175.00	\$ -	\$ -	\$ 115,175.00	0.00%
890-000-00-912-00	Beg Fund Bal Assigned-Legacy	\$ 183,194.00	\$ -	\$ -	\$ 183,194.00	0.00%
890-000-00-912-01	Beg Fund Bal Res-Legacy	\$ 68,312.00	\$ -	\$ -	\$ 68,312.00	0.00%
890	Moscow Urban Renewal Agency	\$ 2,262,382.00	\$ 17,757.77	\$ 379,589.76	\$ 1,882,792.24	16.78%
Revenue Total		\$ 2,262,382.00	\$ 17,757.77	\$ 379,589.76	\$ 1,882,792.24	17.00%

General Ledger Expense vs Budget

User: jDinubilo
Printed: 07/14/15 10:59:08
Period 06 - 06
Fiscal Year 2015

June 2015



Account Number	Description	Budget	Period Amount	End Bal	Variance	Avail/Uncollect	% Collected
890	Moscow Urban Renewal Agency						
880	URA - General Agency						
890-880-10-642-00	Administrative Services	\$ 30,000.00	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	50.00%
890-880-10-642-10	Professional Services-Exec Dir	\$ 51,420.00	\$ 4,285.00	\$ 25,710.00	\$ 25,710.00	\$ 25,710.00	50.00%
890-880-10-642-15	Professional Services-Other	\$ 5,000.00	\$ 1,039.50	\$ 2,808.00	\$ 2,192.00	\$ 2,192.00	56.16%
890-880-10-642-20	Professional Services-Auditing	\$ 4,700.00	\$ -	\$ -	\$ 4,700.00	\$ 4,700.00	0.00%
890-880-10-642-30	Professional Services-Computer	\$ 2,000.00	\$ -	\$ 19.95	\$ 1,980.05	\$ 1,980.05	1.00%
890-880-10-644-10	Marketing Expense-General	\$ 1,000.00	\$ -	\$ 300.00	\$ 700.00	\$ 700.00	30.00%
890-880-10-668-10	Liability Insurance-General	\$ 1,540.00	\$ -	\$ 1,492.00	\$ 48.00	\$ 48.00	96.88%
E02	Contractual	\$ 95,660.00	\$ 5,324.50	\$ 45,329.95	\$ 50,330.05	\$ 50,330.05	47.39%
890-880-10-631-10	Postage Expense	\$ 100.00	\$ -	\$ -	\$ 100.00	\$ 100.00	0.00%
890-880-10-631-20	Printing and Binding	\$ 400.00	\$ -	\$ -	\$ 400.00	\$ 400.00	0.00%
890-880-10-647-10	Travel & Meetings-General	\$ 1,000.00	\$ 66.42	\$ 112.22	\$ 887.78	\$ 887.78	11.22%
890-880-10-649-10	Professional Development	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00	0.00%
890-880-10-669-10	Misc. Expense-General	\$ 500.00	\$ 34.97	\$ 34.97	\$ 465.03	\$ 465.03	6.99%
E03	Commodities	\$ 3,000.00	\$ 101.39	\$ 147.19	\$ 2,852.81	\$ 2,852.81	4.91%
880	URA - General Agency	\$ 98,660.00	\$ 5,425.89	\$ 45,477.14	\$ 53,182.86	\$ 53,182.86	46.09%
890	Urban Renewal Agency						
890-890-10-642-10	Professional Services-Alturas	\$ 40,000.00	\$ -	\$ 1,141.50	\$ 38,858.50	\$ 38,858.50	2.85%
890-890-10-642-12	Land Sale Expense-Alturas	\$ 23,000.00	\$ -	\$ -	\$ 23,000.00	\$ 23,000.00	0.00%
890-890-10-644-10	Marketing Expense-Alturas	\$ 10,000.00	\$ 64.60	\$ 323.00	\$ 9,677.00	\$ 9,677.00	3.23%
E02	Contractual	\$ 73,000.00	\$ 64.60	\$ 1,464.50	\$ 71,535.50	\$ 71,535.50	2.01%
890-890-10-647-10	Travel & Meetings-Alturas	\$ 1,500.00	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00	0.00%
890-890-10-658-10	Repairs & Maintenance	\$ 10,750.00	\$ 60.33	\$ 60.33	\$ 10,689.67	\$ 10,689.67	0.56%
890-890-10-669-10	Misc. Expense-Alturas	\$ 500.00	\$ -	\$ -	\$ 500.00	\$ 500.00	0.00%
E03	Commodities	\$ 12,750.00	\$ 60.33	\$ 60.33	\$ 12,689.67	\$ 12,689.67	0.47%

General Ledger Expense vs Budget

User: jDinubilo
Printed: 07/14/15 10:59:08
Period 06 - 06
Fiscal Year 2015

June 2015



Account Number	Description	Budget	Period Amount	End Bal	Variance	Avail/Uncollect	% Collected
890-895-10-770-73	Improvements-Legacy	\$ 142,457.00	\$ -	\$ -	\$ 142,457.00	\$ 142,457.00	0.00%
890-895-10-770-97	Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
E04	Capital Outlay	\$ 143,457.00	\$ -	\$ -	\$ 143,457.00	\$ 143,457.00	0.00%
890-895-10-676-10	Bond Issuance Cost	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
E05	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
890-895-10-900-01	Contingency - Legacy	\$ 16,500.00	\$ -	\$ -	\$ 16,500.00	\$ 16,500.00	0.00%
E90	Contingency	\$ 16,500.00	\$ -	\$ -	\$ 16,500.00	\$ 16,500.00	0.00%
895	URA - Legacy Crossing	\$ 232,832.00	\$ 168.45	\$ 11,307.02	\$ 221,524.98	\$ 221,524.98	4.86%
899	Dept						
890-899-11-790-01	Bond Principal - Alturas	\$ 109,950.00	\$ -	\$ -	\$ 109,950.00	\$ 109,950.00	0.00%
890-899-11-791-01	Bond Interest-Alturas	\$ 5,225.00	\$ -	\$ -	\$ 5,225.00	\$ 5,225.00	0.00%
890-899-12-790-01	Bond Principal - Legacy	\$ 423,000.00	\$ -	\$ -	\$ 423,000.00	\$ 423,000.00	0.00%
890-899-12-791-01	Bond Interest - Legacy	\$ 19,490.00	\$ -	\$ 9,742.75	\$ 9,747.25	\$ 9,747.25	49.99%
E05	Debt Service	\$ 557,665.00	\$ -	\$ 9,742.75	\$ 547,922.25	\$ 547,922.25	1.75%
890-899-10-990-00	Ending Fund Bal Unassigned	\$ 47,349.00	\$ -	\$ -	\$ 47,349.00	\$ 47,349.00	0.00%
890-899-11-990-00	End Fund Bal Assigned-Alturas	\$ 786,840.00	\$ -	\$ -	\$ 786,840.00	\$ 786,840.00	0.00%
890-899-11-990-01	End Fund Bal Res-Alturas	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
890-899-12-990-00	End Fund Bal Assigned-Legacy	\$ 186,594.00	\$ -	\$ -	\$ 186,594.00	\$ 186,594.00	0.00%
890-899-12-990-01	End Fund Bal Res-Legacy	\$ 69,312.00	\$ -	\$ -	\$ 69,312.00	\$ 69,312.00	0.00%
E95	Ending Fund Balance	\$ 1,090,095.00	\$ -	\$ -	\$ 1,090,095.00	\$ 1,090,095.00	0.00%
899	Dept	\$ 1,647,760.00	\$ -	\$ 9,742.75	\$ 1,638,017.25	\$ 1,638,017.25	0.59%
890	Moscow Urban Renewal Agency	\$ 2,262,382.00	\$ 5,719.27	\$ 68,051.74	\$ 2,194,330.26	\$ 2,194,330.26	3.01%



Balance Sheet
June 30, 2015

	<u>Total Funds</u>
ASSETS	
Cash	12,987
Investments-LGIP	1,322,070
Investments-Zions Debt Reserve	42,606
Land Held For Resale	531,256
Land	505,803
Infrastructure Assets	1,186,207
Accumulated Depreciation	<u>(694,989)</u>
Total Assets	<u><u>2,905,940</u></u>
LIABILITIES	
Deposits Payable	5,000
Series 2007 Bond - due within one year	109,948
Series 2010 Bond - due within one year	24,000
Latah County payback agreement - due within one year	4,000
Series 2010 Bond - due after one year	399,000
Latah County payback agreement - due after one year	<u>110,537</u>
Total Liabilities	<u><u>652,485</u></u>
FUND BALANCES	
Net Assets Invest. Cap Assets	508,385
Restricted Fund Balance	159,483
Unrestricted Fund Balance	<u>1,310,192</u>
Total Fund Balance	<u><u>1,978,060</u></u>
Retained Earnings:	<u><u>275,395</u></u>
Total Fund Balance and Retained Earnings:	<u><u>2,253,455</u></u>
Total Liabilities, Fund Balance and Retained Earnings:	<u><u>\$2,905,940</u></u>

RESOLUTION NO. __-2015

BY THE BOARD OF COMMISSIONERS OF THE URBAN RENEWAL AGENCY OF THE CITY OF MOSCOW, IDAHO:

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE URBAN RENEWAL AGENCY OF THE CITY OF MOSCOW, IDAHO, AN URBAN RENEWAL AGENCY ORGANIZED UNDER THE LAWS OF THE STATE OF IDAHO, MAKING CERTAIN FINDINGS THAT REVENUES ARE SUFFICIENT TO COVER ALL ESTIMATED AGENCY EXPENSES FOR FUTURE YEARS FOR THE URBAN RENEWAL AREA AND REVENUE ALLOCATION AREA COMMONLY KNOWN AS THE ALTURAS TECHNOLOGY PARK URBAN RENEWAL PROJECT; ESTIMATING THE REMAINING PROJECT OBLIGATIONS AND COSTS; RECOMMENDING TO THE CITY COUNCIL THAT THE REVENUE ALLOCATION PROVISION FOR THE ALTURAS TECHNOLOGY PARK URBAN RENEWAL PROJECT BE TERMINATED; RECOMMENDING FURTHER THAT THE CITY COUNCIL PASS AN ORDINANCE TERMINATING THE REVENUE ALLOCATION PROVISION FOR THE ALTURAS TECHNOLOGY PARK URBAN RENEWAL PLAN AND RETURNING THE REVENUE ALLOCATION AREA TO THE REGULAR TAX ROLL EFFECTIVE TAX YEAR 2015; PROVIDING FOR THE PAYMENT OF DELINQUENT PROPERTY TAXES FOLLOWING TERMINATION; PROVIDING FOR PAYMENT OF CERTAIN EXPENSES FOR FISCAL YEARS 2016 AND BEYOND; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Urban Renewal Agency of the City of Moscow, Idaho (the “Agency”), an independent public body, corporate and politic, is an urban renewal agency created by and existing under the authority of and pursuant to the Idaho Urban Renewal Law of 1965, Idaho Code, Title 50, Chapter 20, as amended, and the Economic Development Act, Idaho Code, Title 50, Chapter 29, as amended (the “Law”);

WHEREAS the City Council of the City of Moscow, Idaho (the “City Council”), after notice duly published, conducted a public hearing on the City of Moscow, Idaho Research and Technology Park Urban Renewal/Competitively Disadvantaged Border Community Area Plan 1996 (the “Alturas Technology Park Plan”);

WHEREAS, following said public hearing, the City Council adopted its Ordinance No. 96-12 on July 1, 1996, approving the Alturas Technology Park Plan and making certain findings;

WHEREAS the City Council, after notice duly published, conducted a public hearing on the Second Amended and Restated City of Moscow, Idaho Research and Technology Park Urban Renewal/Disadvantaged Border Community Area Plan 2005 (the “Amended and Restated Alturas Technology Park Plan”);

WHEREAS, following said public hearing, the City Council adopted its Ordinance No. 2005-18 on June 20, 2005, approving the Amended and Restated Alturas Technology Park Plan and making certain findings;

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WHEREAS, the termination date for the revenue allocation area was set forth in the Amended and Restated Alturas Technology Park Plan, as December 31, 2015;

WHEREAS, the Amended and Restated Alturas Technology Park Plan, as authorized by Idaho Code § 50-2905(7) provides that the Agency shall receive revenue allocation revenues in the calendar year following the termination year, thus allowing the Agency to receive revenues in calendar year 2016;

WHEREAS, the identified physical improvements and/or projects have been substantially completed in the Amended and Restated Alturas Technology Park Plan;

WHEREAS, it appears there are remaining maintenance and marketing expenses related to the maintenance and sale of six building lots owned and held for sale/improvement by the Agency, ownership and sale as contemplated by the Amended and Restated Alturas Technology Park Plan, which will not be completed by the end of the Agency's current fiscal year ending September 30, 2015;

WHEREAS, Idaho Code § 50-2905(8) allows the Agency to retain assets after the termination date;

WHEREAS, most of the expenses from any remaining improvements to be completed under the Amended and Restated Alturas Technology Park Plan, are to be incurred and satisfied by the Agency's current fiscal year ending September 30, 2015, with the exception of the expenses of maintenance and marketing of the remaining six building lots owned by the Agency, which expenses will continue until such building lots are sold for private development. The Agency intends to expeditiously dispose of those lots as market conditions allow. An estimate of the remaining project costs and other administrative fees and costs are set forth in the Termination Plan attached hereto as Exhibit A. A preliminary Termination Budget is attached hereto as Exhibit B;

WHEREAS, the Agency intends to receive current or delinquent property taxes due to the Agency that were levied for calendar year 2014, or earlier;

WHEREAS, the Agency will have sufficient funds on deposit for payment of all final project costs and administrative fees;

WHEREAS, the Agency has reviewed the remaining improvements and/or projects and based on projected revenues and expenses of the Amended and Restated Alturas Technology Park Plan, has determined there are sufficient funds for payment of all final improvement costs and Agency expenses and has further determined the revenue allocation area can be terminated early, on or before December 31, 2015;

WHEREAS, pursuant to Exhibit A, the Agency estimates a surplus will be available for distribution on or before September 30, 2016, and which will be included in the Agency's 2016 fiscal year budget;

WHEREAS, a copy of the boundary map and legal description of the revenue allocation area are attached hereto as Exhibit C and Exhibit D, respectively.

RESOLUTION NO. __-2015

NOW, THEREFORE, BE IT RESOLVED BY THE MEMBERS OF THE BOARD OF COMMISSIONERS OF THE URBAN RENEWAL AGENCY OF THE CITY OF MOSCOW, IDAHO, AS FOLLOWS:

Section 1: That the above statements are true and correct.

Section 2: That the Termination Plan attached hereto as Exhibit A is hereby approved and adopted by the Agency Board.

Section 3: That the revenue allocation area contained in the Amended and Restated Alturas Technology Park Plan and as more particularly described in Exhibits C and D, shall be terminated on or before December 31, 2015, consistent with the termination provisions set forth in the Act, allowing certain taxing entities to use the 2015 estimated assessed values above the adjusted base assessment roll for the Amended and Restated Alturas Technology Park Plan, for their budgetary purposes, and further, those certain taxing entities may, for their budgetary purposes, take into account the difference between the increment value as of December 31, 2006, and the 2015 increment value for the Amended and Restated Alturas Technology Park Plan, which difference shall be added to the 2015 new construction roll, pursuant to section 63-301A(3)(g), Idaho Code.

Section 4: That the Agency does not intend to take revenue allocation funds in calendar year 2016, generated from the 2015 assessed values, and the allocation of revenues under section 50-2908, Idaho Code, shall cease effective January 1, 2016.

Section 5: That all financial obligations have been provided for, and the outstanding obligations, if any, will be paid in full on or before September 30, 2015.

Section 6: That any current or delinquent property taxes due to the Agency that were levied for calendar year 2014, or earlier, whenever collected, shall be paid to the Agency;

Section 7: That any surplus will be distributed prior to the end of the Agency's 2016 fiscal year on or before September 30, 2016. Any surplus funds will be remitted to the Latah County Treasurer to be distributed to the taxing districts in the same manner and proportion as the most recent distribution to the taxing districts of the taxes on the taxable property located within the revenue allocation area. *See* I.C. 50-2909(4). Further, any other remaining funds in subsequent fiscal years received by the Agency from delinquent taxes after September 30, 2016, shall be disbursed in the same manner each fiscal year less any funds necessary for administrative expenses.

Section 8: That the Agency does hereby request that the Moscow City Council, pursuant to 50-2903(5), Idaho Code, adopt an Ordinance providing for the termination of the revenue allocation area in the Amended and Restated Alturas Technology Park Plan, to be effective on or before December 31, 2015, and declare that the tax year 2015 revenues from the increment value as levied upon within the revenue allocation area are not needed for the payment of any Agency indebtedness or Agency projects to be completed before September 30, 2016, and should flow to the respective taxing districts pursuant to Idaho law.

Section 9: That a copy of this Resolution be sent to the Latah County Assessor's Office, the
RESOLUTION NO. __-2015

County Auditor/Recorder (together with a boundary map) and the Idaho State Tax Commission to provide notice of termination of the revenue allocation area in the Amended and Restated Alturas Technology Park Plan, as amended.

Section 10: That this Resolution shall be in full force and effect immediately upon its adoption and approval.

PASSED AND ADOPTED by the Urban Renewal Agency of the City of Moscow, Idaho, on July 22, 2015. Signed by the Chair of the Board of Commissioners, and attested by the Secretary to the Board of Commissioners, on this 22 day of July, 2015.

APPROVED;

By: _____
John McCabe, Chair

ATTEST:

By: _____
Secretary

EXHIBIT A

URBAN RENEWAL AGENCY OF THE CITY OF MOSCOW, IDAHO TERMINATION PLAN FOR THE REVENUE ALLOCATION AREA SET FORTH IN THE CITY OF MOSCOW, IDAHO RESEARCH AND TECHNOLOGY PARK URBAN RENEWAL/COMPETITIVELY DISADVANTAGED BORDER COMMUNITY AREA PLAN 1996, AS AMENDED AND RESTATED IN 2005 BY THE SECOND AMENDED AND RESTATED CITY OF MOSCOW, IDAHO RESEARCH AND TECHNOLOGY PARK URBAN RENEWAL/DISADVANTAGED BORDER COMMUNITY AREA PLAN 2005.

The Moscow City Urban Renewal Agency (the "Agency") intends to terminate the revenue allocation area adopted at the time of the original adoption of the City of Moscow, Idaho Research and Technology Park Urban Renewal/Competitively Disadvantaged Border Community Area Plan 1996, as amended and restated in 2005 by the Second Amended and Restated City of Moscow, Idaho Research and Technology Park Urban Renewal/Disadvantaged Border Community Area Plan 2005. Urban Renewal Plan for the Alturas Technology Park Project Area in the city of Moscow, effective retroactively to January 1, 1996, and currently referred to as the Alturas Technology Park Urban Renewal Plan (the "Plan"). The termination date for the revenue allocation area was set forth in the Plan as December 31, 2015; however, the Agency is authorized by statute to receive revenues in the calendar year following the last year of the revenue allocation provision described in the Plan. Idaho Code § 50-2905(7). The Agency has reviewed the projected revenues and expenses of the Plan and has determined the revenue allocation area can be terminated early, by December 31, 2015, effective retroactively to January 1, 2015, as it relates to assessed values within the revenue allocation area. As a result, the Agency does not intend to take revenue allocation funds in calendar year 2016, generated from the 2015 assessed values, and the allocation of revenues under section 50-2908, Idaho Code, shall cease effective January 1, 2016. The Agency will continue to receive revenue allocation funds from delinquency tax payments in calendar year 2016 and beyond, generated from the 2014 assessed values, or earlier, and the tax payment due in July 2015, from 2014 assessed values.

The Agency expects most of the expenses from any remaining improvements to be completed under the Plan to be incurred and satisfied by the Agency's current fiscal year ending September 30, 2015, with the exception of expenses related to the maintenance and marketing of the remaining six building lots owned by the Moscow Urban Renewal Agency located in Alturas Technology Park. A site map depicting the six remaining lots is attached as Exhibit A-1. As authorized by Idaho Code § 50-2905(8), the Agency may retain assets beyond the revenue allocation termination date. The Agency intends to expeditiously dispose of these lots in accordance with Idaho Code § 50-2011 and as market conditions allow. The Agency intends to set aside \$45,000.00 for maintenance of those lots for a period of five years. Proceeds from the sale of those lots shall remain with the Agency. Additionally, there are administrative fees and costs due to termination that will be incurred during the Agency's next fiscal year. An estimate of the remaining expenses for maintenance, marketing and administrative fees and costs, including contingency is \$135,325.00. The Agency will have sufficient funds on deposit for payment of all anticipated final expenses, including any cost overruns, and administrative fees.

At this point, the Agency is anticipating there will be a surplus to be distributed prior to the end of the Agency's 2016 fiscal year, September 30, 2016. An estimate of the total surplus funds to
RESOLUTION NO. __-2015

be available for distribution on or before September 30, 2016, is \$767,044.00. Any available funds will be remitted to the Latah County Treasurer to be distributed to the Latah County taxing districts in the same manner and proportion as the most recent distribution to the taxing districts of the taxes on the taxable property located within the revenue allocation area.

EXHIBIT B

Moscow Urban Renewal Agency			
Alturas Technology Park Urban Renewal District			
FY2016 District Termination Budget			
REVENUES			
Beginning Fund Balance Assigned			\$ 902,369
Tax Increment Revenue			\$ -
Total Revenues			\$ 902,369
EXPENDITURES			
Current			
Professional Services			\$ 10,000
Advertising and Marketing			\$ 4,000
Repairs and Maintenance			\$ 5,000
Other Administrative Expenses			\$ 31,325
Debt Service			
Principal Retirement			\$ -
Interest			\$ -
Capital Outlay			
Improvements			\$ -
Contingency			\$ 40,000
Total Expenditures			\$ 90,325
FUND BALANCES			
Ending Fund Balance Restricted*			\$ 45,000
			\$ 45,000
UNALLOCATED RESIDUAL INCREMENT			
			\$ 767,044
<p>*Ending fund balance restricted represents five years of anticipated maintenance (\$5,000 annually) and marketing (\$4,000 annually) service expenses for the remaining 6 Agency owned lots within Alturas Technology Park. Any unutilized funds will be distributed to the taxing districts upon sale of the lots.</p>			

EXHIBIT C

BOUNDARY MAP OF THE TERMINATING REVENUE ALLOCATION AREA

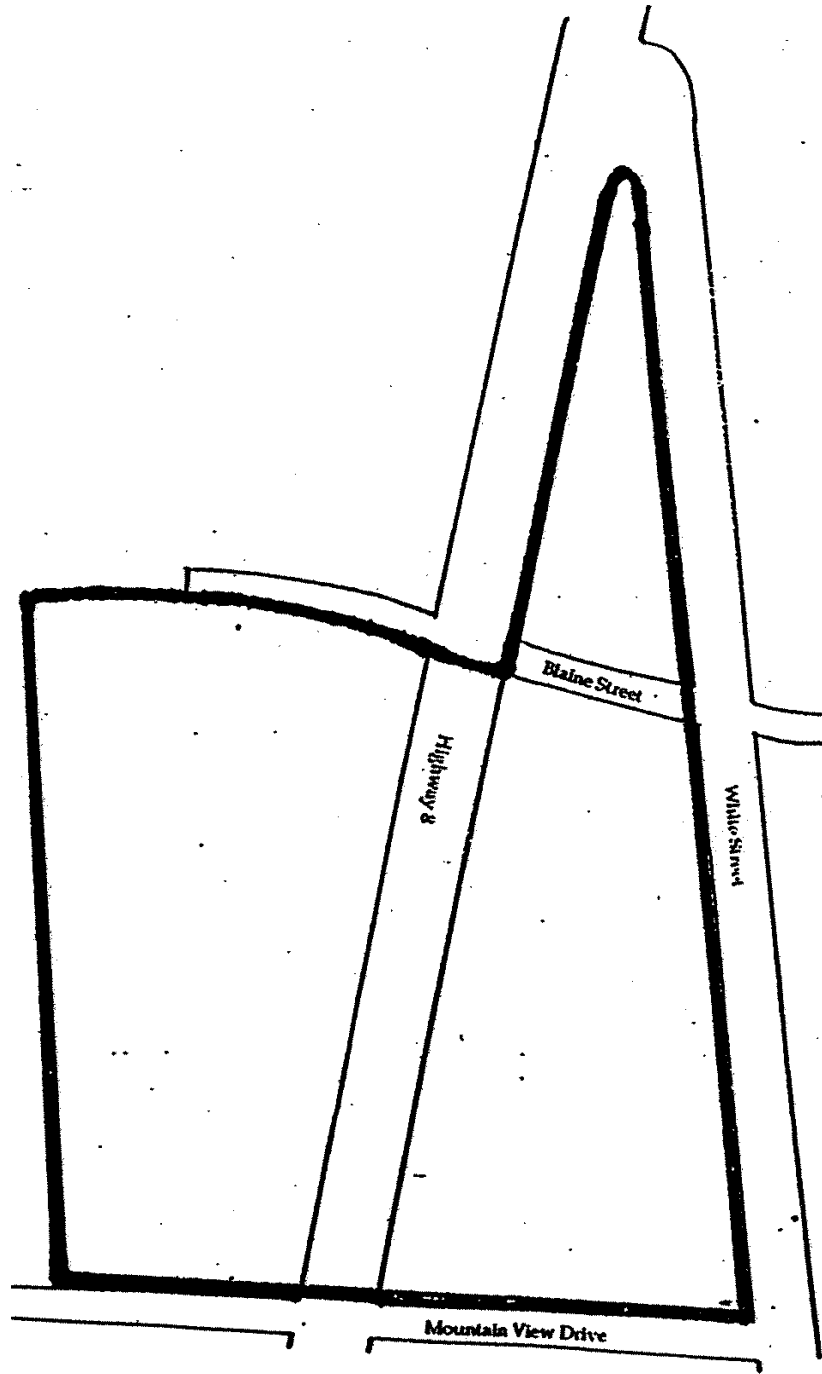


EXHIBIT D

LEGAL DESCRIPTION OF THE TERMINATING REVENUE ALLOCATION AREA

A parcel of land located in the southeast quarter of Section 17, Township 39 North, Range 5 West, Boise Meridian, Latah County, Idaho, and being more particularly described as follows:

Beginning at the southeast corner of said southeast quarter of Section 17; thence $N0^{\circ}53'45''E$ 969.03 feet along the east line of said southeast quarter to the TRUE POINT OF BEGINNING; thence $N89^{\circ}06'15''W$ 321.63 feet; thence westerly 308.18 feet, along a curve concave to the north, said curve having a radius of 1441.41 feet, a central angle of $12^{\circ}15'00''$, and a chord bearing $N82^{\circ}58'45''W$ 307.59 feet; thence $N76^{\circ}51'15''W$ 178.16 feet; thence westerly 139.00 feet along a curve concave to the south, said curve having a radius of 744.05 feet, a central angle of $10^{\circ}42'14''$, and a chord bearing $N82^{\circ}12'22''W$ 138.80 feet; thence $S02^{\circ}26'31''W$ 30.00 feet radially from said curve; thence westerly 147.01 feet along a curve concave to the south, said curve having a radius of 714.05 feet, a central angle of $11^{\circ}47'46''$, and a chord bearing $S86^{\circ}32'38''W$ 146.75 feet; thence $S80^{\circ}38'45''W$ 392.99 feet to a point on the easterly right-of-way line of Blaine Street extended; thence $N09^{\circ}22'25''W$ 280.01 feet along said extended right-of-way line to the southeast corner of the Indian Hills Fourth Addition to the City of Moscow as shown on Instrument No.389444 on file with the Recorder's office of said Latah County; thence continuing $N09^{\circ}22'25''W$ 190.90 feet along the easterly right-of-way line of Blaine Street; thence northerly 299.50 feet along said right-of-way line and along a curve concave to the east, said curve having a radius of 547.95 feet, a central angle of $31^{\circ}19'00''$, and a chord bearing $N06^{\circ}17'05''E$ 295.78 feet; thence $N21^{\circ}56'35''E$ 132.40 feet along said right-of-way line to the south right-of-way line of Travois Way as shown on said plat; thence $N23^{\circ}05'39''E$ 60.00 feet along said Blaine Street right-of-way line to a point on the northerly right-of-way line of said Travois Way; thence $N23^{\circ}05'39''E$ 190.63 feet to the intersection point of the northerly right-of-way line of State Highway 8 and the easterly right-of-way line of Blaine Street; thence $N66^{\circ}54'15''W$ 1329.30 feet along said northerly highway right-of-way line to the southwest corner of Lot 9, Block 1 of the Arrowhead Addition No.1 to the City of Moscow as shown on the recorded plat thereof, said point also being on the southerly right-of-way line of White Avenue; thence northeasterly along said White Avenue right-of-way line, along a curve concave to the southeast, said curve having a radius of 160.00 feet, a central angle of $47^{\circ}23'08''$, and a chord bearing $N67^{\circ}07'36''E$ 128.59 feet; thence $S89^{\circ}10'50''E$ 2464.23 feet along said southerly right-of way line to the westerly right-of-way line of Mountain View Road; thence $S0^{\circ}53'45''W$ 1302.07 feet along said westerly right-of-way line of Mountain View Road, said right-of way line being parallel to and 36.00 feet westerly of (as measured perpendicularly) the easterly line of said Section 17, to a point on the southerly right-of-way line of the Burlington Northern Railroad; thence southeasterly 37.40 feet along said railroad right-of-way line, along a curve concave to the northeast, said curve having a radius of 1954.88 feet, a central angle of $01^{\circ}05'46''$, and a chord bearing $S73^{\circ}22'13''E$ 37.40 feet to the point of intersection with said easterly line of Section 17; thence $S0^{\circ}53'45''W$ 334.86 feet along said easterly line to the TRUE POINT OF BEGINNING.

Said parcel contains 62.1 acres, more or less.

Notes MURA Goal-Setting Session

April 8, 2009

1. Welcome – John McCabe, Chair
2. Guidelines for the Goal-Setting Session – Gary J. Riedner
 - a. Outline from Strategic Planning Presentation from May of 2008 was reviewed.
3. Strategic Planning Process – Gary J. Riedner
 - Review of Mission Statement
 - The mission statement was reviewed and minor changes were suggested.
The mission statement was changed to:

To promote and support projects that achieve sustainable economic growth, vitality, and which enhance the community.

- Review of Agency Progress – Riedner led the Commissioners in the review of current progress. From that discussion a list of topics for each item was generated as potential for discussion in the goal setting process.
 - General Agency
 - Alturas Technology Park
 - Expand
 - Close Out
 - New District
 - Complimentary Uses
 - Light Manufacturing
 - Support Services/Businesses
 - Multi-Tenant Facility
 - Legacy Crossing
 - Overlay District
 - Partnerships
 - City
 - ROW
 - Utility
 - UI
 - Academic
 - Financial
 - Property
 - Private
 - Property Acquisition Exchange
 - Financing Options/Risk
 - Keystone Projects
 - Hello Walk 6th & Jackson
 - South Couplet

- RR Property
 - Crites
 - General Economic Development
 - LEDC/City/URA/CEDA/County/UI/MCOC
 - Recruitment/Retention/Expansion
 - Industrial Park
 - Community to Stakeholders
 - Marketing Materials/Program
 - Discussion & Consideration of Future Agency Goals and Direction
 - Consensus Criteria
 - Conformance with Mission Statement
 - Alignment with Available Resources
 - Attainable
 - Identification of Partners/Collaborators
 - Prioritization of Goals
 - Alturas Technology Park
 - Sell Lots
 - Finance Committee to Establish Process/Price
 - Develop Close Out Strategy
 - Rebate
 - Property Holdings
 - Collaborate for Multi-Tenant Facility
 - Legacy Crossing Urban Renewal District
 - Support Adoption of Overlay Zone
 - Support Appropriate Development
 - Develop Vision Strategy
 - Property Acquisition
 - Collaborate with Partners
 - Financing Option/Risk
 - Keystone Projects
 - Railroad*
 - Hello Walk Corner (6th & Jackson)
 - South Couplet
 - Dumas
 - Crites
4. Next Steps/Staff Direction
 - a. Staff will report goals at the next URA meeting for formal approval and next steps.
5. Adjournment



Results of MURA Strategic Planning Session, April 8, 2009

Revised Mission Statement:

To promote and support projects that achieve sustainable economic growth, vitality, and which enhance the community.

Goal Development:

- Alturas Technology Park:
 - Sell Remaining Alturas Lots
 - Engage Finance Committee to Establish Process/Price
 - Develop District Close Out Strategy
 - Research Increment Rebate Requirements
 - Research Remaining Property Holdings
 - Collaborate for a Multi-Tenant Facility in Alturas

- Legacy Crossing Urban Renewal District:
 - Support Adoption of Overlay Zone
 - Support Appropriate Development
 - Develop Vision Strategy for District
 - Pursue Property Acquisition / Conversion
 - Collaborate with Partners
 - Research Financing Option/Risk
 - Pursue Keystone Projects:
 - Railroad Corridor
 - Hello Walk Corner (6th & Jackson)
 - South Couplet Property
 - Dumas Seed Property
 - Crites Moscow Growers

- General Economic Development:
 - Develop Effective Recruitment Strategies for MURA

Moscow Urban Renewal Agency Strategic Planning Session

May 28, 2008

Attendees:

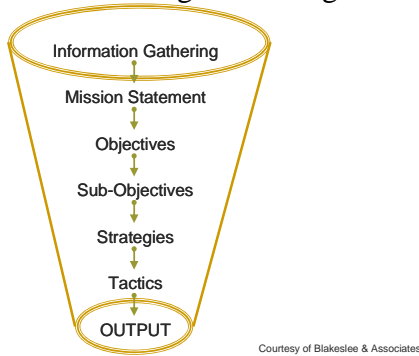
Gary J. Riedner, City Supervisor & MURA Staff Liaison
Don Palmer, Finance Director
Jen Pfiffner, Assistant to the City Supervisor
Pat Raffee, Raffee Company
John McCabe, Chair

Robin Woods, Secretary/Treasurer
Tom Lamar
Jack Nelson
Brandy Sullivan

Purpose of Strategic Planning Presentation presented by Gary Riedner

1. Purpose of Strategic Planning
 - a. The focus of your resources on agreed upon identified needs.
2. Why Do a Strategic Plan?
 - a. Identify future opportunities.
 - b. Recognize and define constraints or threats that may impede the organization's process.
 - c. Establish departmental goals and objectives
 - d. Develop, select and prioritize plans of action.
3. Strategies for Planning
 - a. Make a leadership commitment.
 - b. Anticipate opportunities and build relationships.
 - c. Ensure mutuality of interest.
 - d. Inventory and leverage your assets.
 - e. Require each partner to contribute, and each partner will win.
 - f. Emphasize long-term relationships.
 - g. Realign organizational systems.
 - h. Develop business plan and document partnership arrangement.
 - i. Model partnering behavior.
4. Characteristics of the Strategic Planning Process
 - a. Strategic planning is a process, not a report.
 - b. The process should be on going and flexible, not set in concrete.
 - c. Strategic planning cannot succeed without the support and participation of those in charge of the organization.
 - d. Strategic planning requires making decisions. Decisions must be made with a sense of the future.
 - e. Strategic Planning attempts to minimize surprise.
 - f. Strategic planning assumes that you are receptive to change.
 - g. Strategic planning is a group activity designed to improve managerial effectiveness.

5. The Strategic Planning Process



6. Information Gathering

- a. Why does this organization exist?
- b. Who do we need to hear from?
- c. Where are we now?
- d. Where do we want to be in the future?
- e. Citizen Survey

7. Developing a Mission Statement (exhibit 1)

- a. A mission statement is a brief, general description of the direction an organization is taking. A mission statement does not contain specific details about anything.

8. The Strategic Planning Process Objectives

- a. Objectives are measurable, desired accomplishments related to the mission of the organization.
- b. Attainment is desired within specified time frames and can be evaluated under specified conditions.

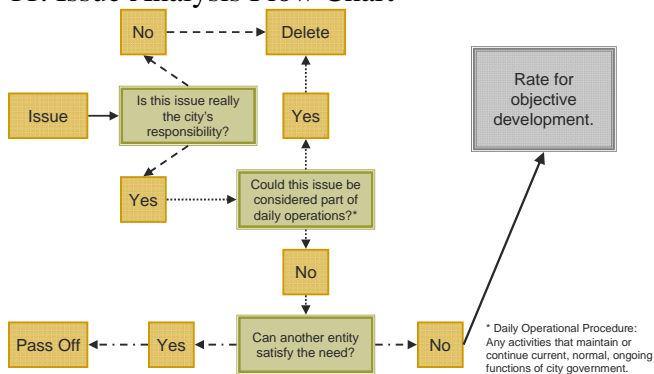
9. The Strategic Planning Process Identifying Objectives

- a. Objectives are set:
 - i. based on past performance,
 - ii. based on government mandates,
 - iii. by looking at the results of a situation analysis,
 - iv. by limited resources, and
 - v. by compromise between short-term and long-term results.

10. The Strategic Planning Process

- a. Sub-Objectives
 - i. Secondary goals that must be attained to reach the larger objective.
- b. Strategies
 - i. Plans of action to accomplish each sub-objective.
- c. Tactics
 - i. Specific actions of each strategy.

11. Issue Analysis Flow Chart



12. Changing or Adding Objectives

a. Decision-Making Questions:

- i. Is it part of the Strategic Plan?
- ii. Is it an emergency or critical opportunity?
- iii. Has the situation in your city changed since the development of the Strategic Plan?
- iv. Does it meet the criteria set in the Mission Statement?

Mission Statement Brainstorming & Initial Discussion by Group

Why does the URA exist?

- Promote local economic development
- Remedy blighted area issues, provide infill within and then build laterally
- Renewing the urban areas that have been left vacant and unproductive
- Elemental reason to spur Alturas – business were being lured by the Port of Whitman
- Sole means of econ development currently is a Department of Commerce community development block grant (CDBG)
- Organizations can do tax increment financing and those types of things
- Legislature provided the tools to fund economic development to URAs that other governmental entities don't have access to.
- Developing a unified vision
- To provide assistance by the community to the landowners to develop in a way that might not have developed it.
- Refer to Code Section 50-2003 – helping private enterprise
- Increase the likelihood that development that could occur is consistent with what the community wants.
- Eg. 1912 funds Kresge (founded Kmart) like to provide capstone funds. URAs can provide that same type of support

Who do we need to hear from?

- Community
- Elected Officials
- Taxing Districts
- City Staff
- Charettes were the best attended
- Consensus – Enough information and input has been gathered

Where are we now? (as an agency)

- In existence since 1995
- First project began in 1996 (Alturas I)
- Second project began in 2004 (Alturas II)
- Third project to begin in 2008 (Legacy Crossing)

Where do we want to be in the future?

- Successful – Create a buzz that will entice people to attend meetings affecting URA and Economic Development.
- Closed Out – Discussion about responsible use of tax increment by the URA. Not meant to relieve City of it's responsibility for providing public infrastructure but to spur thoughtful economic development.
 - Zoning restrictions used to control development could be an issue, could result in takings issues.

- Taxes will not fund the public infrastructure, there is not enough money.
- The URA should take a proactive stance to making the things the City is unable to do because of limited funds and to provide a level of responsible involvement.
- Completing Alturas will show the community and taxing districts that the URA does have integrity and will finish projects.
- URA not to just get us by but to motivate us and provide excitement and be transformative, to look at draining the swamp, not just fighting off alligators.
- Looking forward to seeing the possibility of having a hotel built, but also social and community development as well
- Good return on investment, provide good tax increment and eventually a good shot in the arm for the community
- Vibrant downtown, good economic development
- Avoid perception of corporate welfare by promoting thoughtful projects
- Stimulate provide a center anchor, to motivate and move development along
- Provide opportunity for an end product that is better as a whole than the individual pieces ever could be
- Create a draw to the area
- Help define Moscow and Latah County in a new way
- Encourage the best bang for the buck in development to provide a higher turn on investment

Items of importance:

- Brief!
- Influencing development
- Golden Colorado is the favorite mission statement
- Reviewed Guiding Principles from Public Presentation
- Consideration of the Following Terms
 - Foster Economic Growth
 - Catalyst
 - Revitalization - Vitality
 - Promoting community values
 - Sustainability
 - Community sensitive
 - Improvement
 - Enhance Unique Characteristics – Community Characteristics
 - Afford maximum opportunity
 - Connectivity
 - Strengthen

Mission Statement Draft:

To act as a catalyst in projects that promotes economic growth, vitality and community enhancement.

The mission statement discussion was tabled at this point to move on to the PEST analysis discussion as the information discussed may affect the final mission statement.

PEST Analysis led by Pat Raffee

Pat Raffee gave an overview explaining the PEST (political, economic, social & technological) would be helpful to assist with daily decisions, prepare for likely effects on the URA and eliminate unnecessary stress. The results are as follows:

Political

- Future legislation – 23333 = 1.7
- City's investment, grants, etc. – 33 = .6
- Taxing districts – 1122 = 3
- Political action groups, polarities
- Washington State – Competitive Aspects – 1111 = 4
- Power, “owned by”...
- Comprehensive Plan
- Regulatory
- Sustainability
- Changing Political Landscape – 222 = 1.5
 - #1 - Regional & Jurisdictional Competition
 - #2 - Taxing Districts
 - #3 - Future Legislation

Economic

- Technology
- Existing business concerns of potential competition
- Management Tools – Rebates to taxing districts, payoff notes, what to do with leftover \$
- Interest rates
- Housing displacements, affordable housing for low income, etc.
- Ties to tech in the aspect of providing a draw for tech opportunities
- Economic Diversity & Sustainability
- Developers Resources
- We are missing diversification of economy, needed to meet all season uses
- Resources sustainability
- Energy/Natural Resources
 - #1 - Developer Resources
 - #2 - Economic Diversity & Sustainability
 - #3 - Money Mgmt Tools

Social

- Formal and informal groups (NSA, growth, no-growth)
- Power/Victimization/Favoritism
- Internet – list serves, etc.
- Technology needs
- Backlash from perceived corporate welfare
- Suspicion paranoia
- Sustainability
- Intergenerational considerations, housing
- All season uses
- Events

- Natural resources
- Green space within retail district to bring people in.
 - #1 - Power/Victimization/Favoritism
 - #2 - Intergenerational Considerations
 - #3 - Sustainability

Technological

- Fiber optics
- Competing Technological Development
- Innovation Potential
- Flexible Building Design – Green Building Design
- Marketing Opportunity for technological
- Special funding options
- Sustainability
- Point to point transportation
- Accessibility
 - #1 - Innovation Potential – Flexible Design/Uses
 - #2 - Sustainability – Green Building
 - #3 - Competing Technological Development

Significance of PEST – There are communication and education implications in each of these categories. In addition the ability to create partnerships and trusts and to cement those relationships is important. Quantifying and tying in intergenerational. The issue will be to weigh the perceived negatives with priorities to create a positive environment.

Affect of PEST on the Mission Statement – Group agreed that the PEST outcomes should be considered in the mission statement which was reworked and approved as follows:

***Moscow Urban Renewal Mission Statement:
To promote and support projects which achieve sustainable
economic growth, vitality and community enhancement.***

Objective Review led by Gary Riedner

1. Formation of committees & staffing as the Legacy Crossing District Plan moves forward.
 - a. Some use an ad hoc system with commission members and “a few smart citizens”
 - b. Most commonly formed committee is Finance Committee (Banker, Realtor, Developer, Investment Banker, Regional CEO of International Corp.)
 - c. Second a Communication Committee & Marketing
 - d. Housing & Infill Design Parking Committees
 - e. Review Committee, City Center & Projects Committee
 - i. Committees recommended and agreed upon for the MURA would be:
 1. Finance Committee
 2. Communication & Marketing Committee

2. Staffing

- a. Recommended that the City of Moscow and the URA share a staff position.
 - ii. Level 14 – About the same level as an Assistant City Engineer
 1. Approximately \$40,000 by each, URA & City including benefits
 - iii. Representative duties would include:
 1. Attending developer meetings to represent the MURA and the City of Moscow.
 2. Supporting committee meetings and commission meetings.
 3. City duties would include economic development, could work with downtown, may work with economic development assessment and plan.
 4. Could limit timeframe and expiration on the position and adjust as the projects and district needs and should be reviewed annually.
 5. Goal is to support the LEDC and manage the URA a task the staff is becoming unable to meet.
 6. The budget is available to move forward with this proposed staff member.
 - iv. Current fees paid for City administration and finance would not go away as those functions would continue as support for the new person to avoid putting too much of a burden on one person.
 - v. Job description was requested
 - vi. Group gave consensus that assistance is needed and felt it was important for City staff to move forward with the investigation of a professional person to staff the URA.

Closing Business

- a. Legacy Crossing Urban Renewal District Plan Public Hearing
 - a. Commissioners are encouraged to attend the June 2, 2008 City Council meeting to show support.
- b. Interim director until the issue of a staff person is settled and budgeted was recommended to be Pat Raffee.
 - a. It was recommended that the City negotiate with Pat for 3-6 months to act as interim URA Director for the MURA. City staff was asked to present that information at the June 12th meeting, as there are items on the agenda for next meeting including the budget, a review of the June 2 public hearing. The Agency would like to consider meeting on Wednesdays rather than Thursdays.

URA Mission Statement Examples – Exhibit 1

Wilsonville, Oregon – Wilsonville Urban Renewal Agency

<http://www.ci.wilsonville.or.us/Index.aspx?page=142>

The mission of Wilsonville's Urban Renewal Agency is to eliminate blight in areas within the Agency's jurisdiction and, in the process, to attract aesthetically pleasing, job producing private investments that will improve and stabilize property values and protect the area's residential livability and its' environmental values.

Denver, Colorado – Denver Urban Renewal Agency

<http://www.denvergov.org/DURA/MissionStatement/tabid/385574/Default.aspx>

The Denver Urban Renewal Authority is a full-service redevelopment agency engaged in neighborhood and downtown revitalization, economic development, home ownership and housing rehabilitation throughout the City and County of Denver. DURA functions as a catalyst, partner, advisor and/or participant in a variety of efforts to foster sound growth and development.

Golden, Colorado – Golden Urban Renewal Authority

<http://www.gura.com/about.htm>

To undertake projects that improve the community's physical presence within the GURA District, maintain the area's unique character, and contribute to the economic stability and vitality of Downtown Golden.

Post Falls, Idaho – Post Falls Urban Renewal Agency

<http://www.pfura.com/>

To foster sound economic and community improvement that enhances the overall quality of life in Post Falls by:

- Providing and improving infrastructure
- Attracting jobs
- Enhancing citizen safety and health

Garden City, Idaho – Garden City Urban Renewal Agency

http://www.gardencityidaho.govoffice.com/index.asp?Type=B_BASIC&SEC=%7B160BEF82-51E2-4136-A14D-C6D26D71D9C3%7D

It is the mission of the Garden City Urban Renewal Agency to assist with the revitalization of the Garden City core through the utilization of the Idaho Urban Renewal Act. The Agency is charged with improving public facilities, eliminating unsafe conditions, preventing the extension of blight and deterioration and reversing the deteriorating action of the area.

Lincoln City, Oregon – Urban Renewal Agency

<http://www.lincolncity.org/CityGovernment/UrbanRenewalAgency/tabid/3183/Default.aspx>

The mission of the Urban Renewal Agency is to eliminate blight and depreciating property values in areas within the Agency's jurisdiction, and in the process attract job-producing private investments that will improve property values, improve the area's visual quality, and establish a positive linkage between Year 2000 Development Area and the Pacific Ocean - all in a manner which will be compatible with the City's natural manmade setting.

**Moscow Urban Renewal Agency
August 26, 2008 Strategic Planning Workshop Minutes**

The meeting was convened at 8:40AM in the multi-purpose room at Hamilton Indoor Recreation Center. Present were Commission Members Drown, Lamar, Nelson, Sullivan, Weber, Woods and Chairman McCabe; City staff members Palmer, Pfiffner, and Riedner; Interim Agency Executive Director Raffee, and citizen/observer Jill ??.

Commissioners stated their views of Why the Moscow Urban Renewal Agency Exists?

- *Steve Drown:* to thoughtfully & carefully develop parts of the City to attain the Agency's mission, especially in ways that would not be possible without the Agency's role
- *Tom Lamar:* as a catalyst to revitalize commercial parts of the City which have slipped into blight
- *John McCabe:* as a financial and planning tool to assist economic development in Alturas Tech Park, and influence community enhancement in Legacy Crossing
- *Jack Nelson:* to fill a private development gap in bringing technology businesses to Alturas Tech Park URD, and to assist private development bridging downtown & the University in Legacy Crossing URD, for the benefit of Moscow and Latah County
- *Brandy Sullivan:* to serve Moscow by providing economic development in challenged areas, to meet community growth preferences, and add to the fiscal health and quality of life at present and into the future
- *John Weber:* provide a vehicle to stimulate and to foster growth & long-term sustainability, with controls on what type of development is done where
- *Robin Woods:* promote economic development in Moscow

Agenda Item 1: Alturas Tech Park URD: An overview of the URD Plan's goals, progress made to date, and the economic impacts and multiplier effects were presented by Riedner and Raffee. Commissioners discussed all the information, each goal individually, and reached consensus on the following remaining tasks:

Tasks remaining to be achieved in Alturas Tech Park URD (with responsible party):

- Top Priority: extend sewer to Mountain View ASAP, to coordinate with ongoing work; authorize \$18,500 expenditure; w/staff to request 50% sharing by City Council (PR)
- Ask City staff for repairing hole in path, eliminating diamond-shaped signs on path, removing bollards & replacing with sign like Paradise Path (PR)
- Research City's plans re: offsite pedestrian/bicycle connectivity across Highway 8 to Eastside Marketplace businesses (PR)
- Research Gene Thompson's wishes re: Alturas Park named for him, start with Marshall Comstock, then request sign in Alturas Park from City staff, and picnic table placed on its asphalt plot instead of near fountain (PR)
- Explore options (right of first refusal, option to purchase at some future date) on nearby land, for future expansion of Alturas Tech Park, & report back (GR & PR)
- Attract new businesses and encourage lot sales by
 - ✓ Networking among realtors, existing LEDC in-process recruits, UI Research Director, Brenda VonWandruzka, Pullman businesses (all commissioners now; Econ Devt staffer later)

- ✓ Involve City Council & County Comm. in recruiting (Econ Devt staffer)
- ✓ Asking accountants and bankers for referrals (Econ Devt staffer)
- ✓ Delineating an “ideal client” profile, creating a flyer with the ATP success story, recommending referral fee amounts, and organizing an ongoing prospect list (Marketing Comm, then Econ Devt staffer)
- ✓ Clarifying the process of moving from garage to incubator to Alturas condo to owning a lot & building (future URA & Econ Devt staffer)
- ✓ Supporting local entrepreneurs via training & support/Score consultants (coordination among LEDC, UI, Chamber, future URA & Econ Devt staffer)
- ✓ Offering more multi-tenant/condo options in Alturas Tech Park (future URA & Econ Devt staffer)

Alturas Tech Park decisions tabled to a future date: clarity & consensus on “the end game” will be decided by the Commissioners, selecting among such choices as

- *Reduce the Tax Allocation Area* to match the Project Area (which thereby reduces the increment available)
- *Close out completed portions* of Alturas Tech Park, returning the improved lots & their increased assessed valuations to the tax rolls (which increases the income to the taxing districts and reduces the Agency’s Alturas increment income)
- *Expand Alturas Tech Park* to the South (allowing for contiguous growth which builds on the existing ‘sense of place’ and park access, et al)
- *Enforce two-year building accountability* from all property owners (Pring?)
- *Decide the Agency’s role in Association responsibilities* (as long as the Agency owns property in Alturas Tech Park URD)
- *Rebate some increment revenue* to taxing districts (deciding priority of funds use: rebate vs. debt service vs. operating expenses vs. expansion capital)

(PR Note: Unless decided during another strategic planning workshop, these “end game” options should be reviewed annually, prior to the Agency’s budgeting process.)

Agenda Item 2: Agency Processes for Evaluating Developer Proposals: Overall ethical considerations were discussed, and the possibility of conflicts of interest, due to banking relationships, developer responsibilities, or competing business interests, was acknowledged. *(PR note: see attached Idaho Code section. Does the Commission wish to include a Conflict of Interest announcement item on each meeting agenda where property decisions will be made, or would you like staff to draft a Conflict of Interest policy for your possible adoption, or some other action taken?)*

Commissioners delineated the Alturas Tech Park development factors (including # of jobs, average wages, building type, sustainability amenities and construction timeline), against which the per-square-foot lot price would be weighed.

Given the usage and timing restrictions placed on Alturas developers, Commissioners agreed on a “floor” price of \$2.26/square foot, and a “ceiling” price of \$2.50/square foot, though minimal inflationary increases *could be* applied to these prices. *(PR note: does the “inflationary increase” percentage need further definition by Commissioners?)*

Alturas Tech Park development proposal steps were clarified:

1. A 'rolling' Request for Proposals (RFP) notice is placed each month in the Legal Notices by the City Clerk
2. RFP info packages received by the City Clerk are immediately forwarded to MURA staff
3. MURA Staff ask Commissioners to review the RFP info package in the next scheduled meeting's executive session, and to direct staff on next steps
4. the Finance Committee reviews each of the development factors listed previously, and based on those variables, recommend a per-square-foot price to the full Commission
5. after Commission direction, MURA staff enters into exclusive price & timing negotiations with the developer, and removes the specific lot(s) under negotiation from those available for sale
6. MURA staff prepares a draft Disposition & Development Agreement (DDA) to be reviewed by the Finance Committee which makes a recommendation to the full Commission in executive session
7. Commissioners vote to approve a final DDA in open session

Commissioners discussed several unknowns related to parcel ownership in the Legacy Crossing URD. Given the Agency's lack of district funds and limited local development partnerships, and acknowledging the variability of market forces, Commissioners agreed that their priority order preferences are to:

1. facilitate private party ownership & development which meshes with the URD Plan goals
2. seek out a "friend of the Agency" to purchase and hold key parcels temporarily until adjacent parcels might also become available, allowing for greater opportunities due to larger scale of the aggregated parcels
3. exercise the Agency's option to lease a key parcel or implement a right of first refusal to own a key parcel for a limited period of time
4. the Agency make outright purchases of key parcels

Commissioners requested the following supporting data (from responsible party):

- individual maps of Legacy Crossing parcel ownerships be supplied to the Commissioners in both electronic & paper versions (Piffner)
- the Legacy Crossing hotel development possibility be researched & Commissioners updated (Raffee & Riedner)

Agenda Item 3: Committee Expectations.

Due to workshop time limitations, and the fact that not all citizen participants on the three committees have yet been identified, Commissioners decided to table this item.

Items to be decided at a future date include:

- the full Commission brainstorming outputs desired from each Committee
- each Committee's co-chairs prioritizing tasks, deciding upon meeting frequency, and setting a preliminary meeting schedule
- each Committee's co-chairs presenting their planned tasks and meeting schedule to the full Commission

Agenda Item 4: URA Staff Support.

Commissioners discussed current staff support, and listed what's working well (more comprehensive information & detailed briefings before decisions are needed is appreciated) and what's not working well (more meetings & lengthier meetings are becoming onerous on volunteer commissioners; verbal direction given in a recent executive session resulted in misunderstanding; restating what's heard is good insurance).

Commissioners questioned the process of approving payables after checks have been issued. Realizing they had authorized every expenditure category and amount ahead of time through staff direction and/or approving proposed expenditures, no change in procedure was requested.

Moving to the future Agency staff support, Commissioners reviewed a draft job description for the half-time URA Executive Director/half-time Economic Development Director. Amendment to include more frequent references to "the Agency" or "the URA", to balance the references to "the City", was agreed upon as appropriate for this joint employee. Riedner asked that all further revisions be sent directly to him by the Commissioners, after they had sufficient time for consideration.

Procedures for directing and evaluating this joint Agency/City employee were clarified:

- Commissioners provide input into the job duties as referenced above
- The Agency's Executive Committee (John McCabe, Chair, John Weber, Vice-Chair, Robin Woods, Secretary/Treasurer) participate in candidate selection (*PR note: I added this, as it seemed consistent with the discussions on 8/26. URA Commissioners, revise this item as you desire before adopting these minutes at our 9/10 regular meeting.*)
- Gary Riedner will act as the employee's direct supervisor, and meet with the employee at least weekly to provide appropriate direction and training
- The Executive Committee supply evaluation input to Riedner on the schedule listed below
- After receiving input from the Executive Committee, Gary Riedner will evaluate the joint employee's performance at the six month mark in the first year of employment, and annually thereafter, documenting the evaluation in the Agency's records as well as the City's. (*PR Note: I added this documentation aspect as it seemed consistent with 8/26's discussions; URA Commissioners, revise as you desire before adoption on 9/10.*)

Discussion of the larger-than-previously-required amount of time needed for Agency business recently, and the increased complexity of Agency decision ensued.

Commissioners requested a "talking points" summary of the needs, benefits and specific costs of increased Agency administrative support from various City departments, and how a part-time Executive Director role would interact with those staffers without duplicating costs. Gary Riedner agreed to supply the talking points summary.

Closing Remarks:

Commissioners stated 1 or 2 insights gained from the strategic planning session:

- *Steve Drown*: urban renewal oversight is a *major* undertaking; confident about Legacy Crossing's potential to benefit Moscow; desire to let others know of how the Agency examines its responsibilities and weighs its decisions
- *Tom Lamar*: Alturas Technology Park's maturity and Legacy Crossing's infancy call for different leadership approaches; comparing the Alturas maps of the tax allocation area and the project area was informative
- *John McCabe*: notable similarities/consistency among Commissioner's response to "why the MURA exists"
- *Jack Nelson*: political forces are strong, and want to be both heard and accommodated by urban renewal agencies
- *Brandy Sullivan*: prioritizing tasks is vital to achieving Agency goals
- *John Weber*: greater insight into the Agency's broader picture, the major goals, and the need for focused priorities
- *Robin Woods*: plans for Alturas lot sales and future expansion needs

Don Palmer summarized the Finance staff's strong commitment to serving the Agency's needs. Jen Pfiffner expressed excitement about the future communication & marketing opportunities which will allow the Agency to tell its story. Pat Raffee apologized for a too-full agenda, and thanked the Commissioners for a long day of hard work. Gary Riedner noted the strong levels of Commissioner passion & commitment to the Agency's challenges, and shared how he respects the job Commissioners are doing.

With no further business, and no need for an executive session, the workshop was adjourned at 4:45PM.

Moscow Urban Renewal Agency Strategic Planning Questionnaire

The purpose of this questionnaire is to obtain background information from each URA Commissioner relating to the following areas. You are asked to write a short response to these questions and return them, in writing or by electronic mail, to Travis Cary, MURA Executive Director tcary@ci.moscow.id.us

Thank you.

GENERAL AGENCY

1. What do you believe is the purpose of the Moscow Urban Renewal Agency (MURA)?
 - To encourage future development which will enhance the long term quality of life in Moscow (both economically and aesthetically) and which is consistent with the vision/goals stated by Moscow citizens by providing financial incentives to those projects which comply with standards set forth by MURA. Can be viewed as a tool to influence the type of development that occurs in designated areas, viewing them as critical opportunities for future generations.
 - To promote projects that provide economic growth and enhance Moscow community life. Our mission statement says it best. I see MURA as a clearing house for ideas that represent the various stakeholders – business, U of I, citizens; and take those ideas and pursue a common plan for future development.
 - Support business growth in Moscow.
 - To assist in development projects within the City of Moscow that will attract and retain higher paying jobs
 - To enable economic development projects that would not happen otherwise. To create jobs and increase the local tax base.
 - MURA has conferred authority to assist with deteriorated or deteriorating areas as defined by law through rehabilitation or redevelopment. MURA is a conduit for private/public partnerships through a workable program and has an approved plan which identifies funding, improvements, and land use issues which bring about positive changes that otherwise would not.

2. In your opinion, what are the priorities of the MURA?
 - Helping to achieve forward thinking and sustainable development that adds to the economic base and quality of life in Moscow; spurring projects that would otherwise (without MURA) likely not happen; selling the lots in Alturas, being fiscally responsible, setting forth a vision for Legacy Crossing and helping to accomplish the vision/goals of the citizenry for development in Districts.
 - Promote Alturas Park by marketing the remaining lots.
 - Promote Legacy Crossing to encourage the development as outlined in the plan and use the funds from property taxes to support activities that meet the plan

objectives. Use the funds in a prudent manner to maximize benefits to Moscow citizens.

- Finish Alturas. Start Legacy Crossing.
- To exercise fiscal responsibility while assisting with projects within the development areas.
- Sell lots in Alturas: develop marketing/recruitment plan, list with broker, target marketing to right businesses.
- Make Legacy financially independent: raise increment by promoting development in district.
- To get 6 lots sold in Alturas and spur development by partnering with developers in Legacy Crossing.

3. What role do you think the MURA should play in general economic development?

- I think it should be limited to economic development in the MURA Districts, and that MURA's role here should be to encourage businesses to locate in URA Districts by offering partnerships/assistance with infrastructure needs such that the type of development that will add to the vibrancy and valuation of Moscow becomes feasible and attractive to those considering locating in Moscow. The MURA needs to consider how development of districts will enhance existing businesses rather than driving them out, for example by assuring connectivity and flow between existing and new business.
- We need to support economic development as much as possible. I see economic development to be important to Moscow's future.
- Very active.
- MURA's primary role in economic development is to assist business owners with building projects within the renewal districts. Secondly, the MURA should coordinate, where possible, with other agencies in efforts to attract and retain businesses.
- The MURA needs to focus on projects within the districts but cannot ignore the regional economy. Projects in the districts are contributing to general economic development. The MURA can accomplish both by coordinating with the other agencies. For example, let all the other agencies know about Alturas lots, etc.
- It is the economic engine for development and could reimburse public improvements through tax increment to the developer to enhance the community's beauty, public access, public improvements in a concerted effort that influences planning for the betterment of the citizens long term.

4. Do you believe that the MURA should participate in the recruitment of businesses to Moscow?

- Yes, perhaps by obtaining input from owners of developed sites (once they exist) and I hope with regard to what the community would like to see.
- Yes, we need to help tell the story of Alturas Park and Legacy Crossing. One of the main issues is the time limit for each MURA commissioner, so we need to support recruitment with Travis, Chamber of Commerce and other agencies recruiting businesses to Moscow
- Yes – one of the reasons a Director was hired.

- Participate? Yes, within the MURA capabilities. Lead? No.
 - Yes. For example, selling lots in Alturas may be dependent on recruiting businesses from out of the region. Recruitment efforts should be targeted to 1) filling Alturas, 2) specific projects in Legacy Crossing.
 - Yes because no other entity can promote Moscow better than itself.
5. Where do you see the MURA in five years?
- Beginning to back away from activity in Alturas and becoming more active in Legacy Crossing. I do think that if Alturas lots do not sell and the district is not well on the way to being built out over this period of time, we will be limited in what we can do with Legacy.
 - MURA has sold the lots in Phase 2 of Alturas Park and has paid off all debt associated with Alturas Park, and returned the property tax increment to the county. This is optimistic under the current economic challenges. Secondly, I see Legacy Crossing having some new businesses and the initial development of some of the property. We would have some alternatives for some of the property within the
 - Legacy Crossing District. I would like to see us work with Crites Moscow Growers to keep their facilities in Latah County.
 - Working with Legacy Crossing and maybe a new industrial park.
 - I HOPE the MURA will be leading the way in redeveloping the area between the University and the downtown. Hopefully, there will be additional buildings built within Alturas Park, and the bonds will be retired on time.
 - Alturas completely sold out and fully occupied. Significantly involved in projects in the core area of Legacy Crossing. Legacy Crossing is self supporting and generating enough increment to pursue land acquisition if required to accomplish projects.
 - The economic downturn will end and when it does the MURA will have an opportunity to identify top priorities for development in Legacy Crossing, meet the objectives of Alturas and prioritize the identified goals to finish that will provide the most economic development and close out Alturas in a timely manner.

ALTURAS TECHNOLOGY PARK URBAN RENEWAL DISTRICT

1. Do you believe that Alturas Technology Park has stimulated economic development in Moscow?
- Yes – I suspect the companies that are located there would not be in Moscow were it not for Alturas. I do not see evidence of additional development arising in response to that within Alturas, although I'm sure one could argue that additional houses were built.
 - Yes, we have businesses in the park that would have gone elsewhere if the property had not been available. We can quantify the jobs that have remained in Moscow.
 - Yes.
 - Yes.

- Yes. Alturas has created over 200 jobs that pay higher than average wages. Companies that have located there have experienced growth.
 - Yes, it has created high paying jobs and provided the increment necessary to meet the long term needs of the park.
2. In your opinion, what should be the priorities for Alturas Technology Park? (i.e. expansion, close out of district, etc)
- Selling remaining lots, having them built out and occupied. I do not think expansion should be entertained at this time.
 - The conservative side of me would like to see the debt paid off and the district closed, but I would like to see an expansion. One of the limitations for investment is the limited types of businesses that can be in the park, which is good for phases 1 & 2. We should determine if there is support for expansion of the Park and if so we need to move forward.
 - Close the district as soon as paid for.
 - Expansion to allow for businesses to locate in Moscow.
 - Selling the existing lots is number one priority. Expansion of district should be discussed. One very low cost option is to pursue a first right of refusal on adjoining land. Expansion will require a major planning effort (creation of new plan because outside of current plan scope).
 - Do not speculate as Alturas had done in the earlier years. Sell the lots and determine what other public improvements can be accomplished before 2015.
3. Should the MURA construct and potentially operate a multi-tenant facility in Alturas?
- My initial response is not at this time, but I am open to discussion. I think this is stretching our mission.
 - I don't think the public would support such action by MURA, so no.
 - Not at this point – we are not the LEDC.
 - Someone should, so if not MURA, then I hope someone else does.
 - This should be explored, especially given the recent changes with the incubator. Need to explore: 1) grant funding options, 2) interest from future tenants (commitments). Existing businesses have been expanding and several businesses have expressed interest in locating to Alturas. Perhaps we need something between the incubator and having to make the leap to buying a lot and constructing a building.
 - I don't believe it is in the best interest of the community for the URA to operate any facility as an on-going business or enterprise. The MURA should continue to provide economic incentives and be the conduit for private business encouraging such endeavors.
4. In marketing lots within Alturas Technology Park, should the MURA seek to recover the costs of marketing and sales in the purchase price of the lots?
- This should be attempted and built into asking price, however if a buyer is unwilling to pay the price that includes these expenses, I do not think it should be required and it is worth these additional costs to get the lots sold.

- It would be nice if we could. I would want to know the impact on the cost. Since we are challenged to move the lots, it might be more of a hindrance to sales than the possible gain.
- Get various players together: UI, Germer, Thompson, etc. Present a united effort in support of development.
- Yes.
- Hard to say in these economic times, but I would like to see MURA not spend a lot of money in the sale process.
- I believe the lots should be sold without additional costs. Lots have not sold with the current price so price should not be increased. Alturas is already financially viable. The purpose of the URA is to make projects happen for the long run not to make money on lot sales. For example, LCDC routinely purchases property and donates it for public benefit.
- No. At this point in the economic cycle let those costs be incentives to move there. However, market the land below market price but not give away prices.

LEGACY CROSSING URBAN RENEWAL DISTRICT

1. What role should the MURA have in encouraging development in accordance with the Legacy Crossing Urban Renewal Plan?
 - Facilitating discussions between land owners including exhibiting the benefits of adjacent properties working together to create a project that could not exist on separate properties; providing infrastructure and improvements as outlined in the Plan for those projects which meet standards in order to encourage developers to “go the extra mile” in order to create an exceptional project for Moscow; sharing a “grand vision” which can assist land owners/developers in realizing the potential payoff their project can bring
 - Since our funding availability is minimal right now, one way might be to offer a refund of some of the development costs after we receive funds and the project is completed and providing tax increment. This might be done through development agreements.
 - Active – stay loose, be helpful, encourage development, help speed the process.
 - Leading the way.
 - The MURA should actively pursue partnerships and let people know what the URA is and can do. To the extent allowed by law, the URA should promote properties and the district to attract private investment through RFP’s and similar efforts.
 - It is the economic engine for development and could reimburse public improvements through tax increment to the developer to enhance the community’s beauty, public access, public improvements in a concerted effort that influences planning for the betterment of the citizens long term. The MURA could provide four different financing vehicles depending upon the development to encourage and foster development.

2. Do you believe that the MURA should be proactive (actively participating and encouraging appropriate development) or reactive (responding only to developer inquiries) in the development of Legacy Crossing?
 - Proactive, however I think something's focus on recruiting and lot sale efforts at Alturas before we can focus too much on recruiting businesses to Legacy.
 - We need to be proactive to encourage appropriate development. We need to discuss ways to encourage appropriate development with limited funding.
 - Active.
 - I believe being proactive will lead to better results. However, I don't believe this means that the MURA's only proactive response is to buy up property, so I would say proactive as much as possible without leading the way by purchasing property.
 - Proactive. (see above)
 - I believe the MURA should be on the offensive and be proactive in recruitment of developers.

3. If a purchase of certain parcels of property within the Legacy Crossing area would encourage appropriate development, do you believe that the MURA should purchase that property?
 - Ideally, yes; however finances, the likelihood of the said development happening any time in the near future, other potential buyers and their intentions, many other factors need to be evaluated at each opportunity and there will likely be times where while it would be great, it may also be too risky and therefore irresponsible.
 - Yes, if we can get financing that will fit within our budget.
 - Only in reaction to a real project, not some feel good maybe.
 - I believe this must be weighed very carefully – especially in these economic times.
 - Purchasing land is potentially the best way to make things happen. However, with no increment at this, purchase must be supported by a project.
 - Only to the extent that the MURA could almost simultaneously provide the assembly of lots. I would not encourage the purchase and assembly of lots and than wait and see if we can find a buyer (developer).

4. What do you think are the most important next steps for the Legacy Crossing Urban Renewal District?
 - Presentation by the Anderson Group to MURA regarding their progress, plans, ideas and timeline. Once we have an idea of how much and how they want to participate, we can begin to build a grand vision that can be shared with surrounding land owners to get them thinking big, discussing with each other, identifying appropriate businesses to try to recruit and going after them.
 - Meeting with all property owners (Probably already done.)
 - Follow the railroad property situation
 - Work with Crites to map a strategy to keep them in Latah County
 - Get various players together: UI, Germer, Thompson, etc. Present a united effort in support of development.

- Working to get consolidated parcels of land so as to encourage “right fit” development.
 - Increment, increment, increment. We need a project (or projects) to build future increment so the district can become financially independent.
 - Going out and doing recruitment in other parts of the country.
5. If it is determined that long term (10-20 years) financing is necessary to accomplish the MURA’s goals in Legacy Crossing, in an appropriate situation, with appropriate financial review, are you supportive of the MURA incurring such obligation?
- It would need to be a case by case basis and depending on the details and the overall economic condition of Moscow, I may or may not be in support of incurring this debt. See number 3 above
 - Yes I think it would be best to prioritize what we would like to support and make sure we are proceeding with the best investment possible to accomplish our goals. We need to be cautious since we have limited funding.
 - Generally yes.
 - Only if a business plan shows me that it is financially responsible to do so.
 - Yes, if tied to specific projects and well within our ability to pay through increment.
 - Yes so long as the developer was committed to the development by contractual arrangements so that the MURA was not obligated if developer did not meet the timelines. The MURA needs the increment so delayed project completions and occupancies will deter from the viability of the tax increment.