

# **Eagle Urban Renewal Agency**

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## **Wednesday, April 6<sup>th</sup>, 2016 Strategic Planning Work Session Eagle City Hall 660 E. Civic Lane, Eagle, Idaho**

1. CALL TO ORDER – The meeting was called to order at 4:06PM.
2. ROLL CALL: BASTIAN, KUNZ, PRESTON, RIDGEWAY, SOELBERG – All members were present. A quorum was present.
3. PLEDGE OF ALLEGIANCE – The Pledge of Allegiance was recited.
4. WELCOME, INTRODUCTION AND PURPOSE OF THE WORK SESSION. Chairman Jeff Kunz welcomed the participants and introduced Ms. Ashley Squyres with AF Public Solutions, LLC. Squyres described her professional background. Kunz reviewed the agenda and the purpose of the strategic planning work session. (Refer to Slide 2 of the attached “Strategic Planning Work Session” presentation.)
5. URBAN RENEWAL 101. Attorney Todd Lakey presented an urban renewal tutorial. (Refer to the attached “Urban Renewal 101” presentation.) An extensive question and answer session followed.
8. REVIEW OF EURA’S FY2016 BUDGET. Treasurer Lindsey Pretty Weasel presented the agency’s FY2016 budget. (Refer to Slides 11 and 12 of the attached “Strategic Planning Work Session” presentation.)
6. REVIEW OF EURA’S VISION AND MISSION. Kunz presented the agency’s vision and mission statements. (Refer to Slides 3 through 8 of the attached “Strategic Planning Work Session” presentation.)
7. REVIEW OF EURA’S CURRENT AND COMMITTED PROJECTS. Kunz presented the agency’s current and committed projects. (Refer to Slides 9 and 10 of the attached “Strategic Planning Work Session” presentation.)
9. BRAINSTORMING SESSION:
  - A. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.
  - B. Issues Facing EURA.
  - C. Strategies to Address Issues.
  - D. Identification of Resources and Community Partners.
  - E. Potential Project Categories.
  - F. Wish List of Projects for Public Comment.

Squyres led the brainstorming session. (Refer to the attached brainstorming session worksheets.)
10. DISCUSSION OF PUBLIC INVOLVEMENT EFFORT:
  - A. Survey(s).
  - B. Open House.

Squyres led the discussion of the public involvement effort.
11. ADJOURNMENT. The chairman adjourned the meeting.



# Strategic Planning Work Session

Eagle Urban Renewal Agency

April 6, 2016

1



# Welcome, Introduction & Purpose

- Urban Renewal 101: 15-20 minutes [Todd Lakey]
- Review of EURA's Vision and Mission: 5-10 minutes [Jeff Kunz]
- Review of EURA's Current and Committed Projects: 5-10 minutes [Jeff Kunz]
- Review of EURA's FY2016 Budget: 5-10 minutes [Lindsey Pretty Weasel]
- Brainstorming Session: [Ashley Sqyres]
  - Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
  - Issues Facing EURA
  - Strategies to Address Issues
  - Identification of Resources and Community Partners
  - Potential Project Categories
  - Wish List of Projects for Public Comment
- Discussion of Public Involvement Effort [Ashley Sqyres]
  - Survey(s)
  - Open House

2

# Comparing Mission & Vision Statements



	Mission Statement	Vision Statement
About	A mission statement talks about HOW you will get to where you want to be. Defines the purpose and primary objectives related to your customer needs and team values.	A vision statement outlines WHERE you want to be. Communicates both the purpose and values of your business.
Answer	It answers the question, "What do we do? What makes us different?"	If answers the question, "Where do we aim to be?"
Time	A mission statement talks about the present leading to its future.	A vision statement talks about your future.
Function	It lists the broad goals for which the organization is formed. Its prime function is internal; to define the key measure or measures of the organization's success and its prime audience is the leadership, team and stockholders.	It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why you are working here.

Source: Diffen, Mission Statement vs. Vision Statement, [http://www.diffen.com/difference/Mission\\_Statement\\_vs\\_Vision\\_Statement](http://www.diffen.com/difference/Mission_Statement_vs_Vision_Statement).

# Comparing Mission & Vision Statements (Cont'd)



	Mission Statement	Vision Statement
Change	Your mission statement may change, but it should still tie back to your core values, customer needs and vision.	As your organization evolves, you might feel tempted to change your vision. However, mission or vision statements explain your organization's foundation, so change should be kept to a minimum.
Developing a statement	What do we do today? For whom do we do it? What is the benefit? In other words, Why we do what we do? What, for whom and why?	Where do we want to be going forward? When do we want to reach that stage? How do we want to do it?
Features of an effective statement	Purpose and values of the organization: Where are the organization's primary "clients" (stakeholders)? What are the responsibilities of the organization towards to clients?	Clarity and lack of ambiguity: Describing a bright future (hope); Memorable and engaging expression; realistic aspirations, achievable; alignment with organizational values and culture.

Source: Diffen, Mission Statement vs. Vision Statement, [http://www.diffen.com/difference/Mission\\_Statement\\_vs\\_Vision\\_Statement](http://www.diffen.com/difference/Mission_Statement_vs_Vision_Statement).



## Mission Statement

- The Eagle Urban Renewal Agency was created in 2006, with the mission to facilitate, promote, renovate, reinvigorate and stimulate growth in the City of Eagle by being a resource to the community.
- A few examples of the ways the Eagle Urban Renewal Agency can provide assistance:
  - Provide financial assistance for community improvements (streetscapes, utility extensions, lighting, parking, open space, parks and connectivity) to name a few;
  - Assist new business startups and existing business expansions;
  - Partner with the City of Eagle to assist in public projects that meet the community vision and comprehensive plans;
  - Be a resource and facilitate business growth and encourage public/private partnerships.

Source: Eagle Urban Renewal Agency, <http://www.eagleurbanrenewal.org/about>.

5



## Scope & Objectives

- The general scope and objectives of the Eagle Urban Renewal and its Project Plan are:
  - The elimination of environmental deficiencies in the Project Area, including, among others, obsolete and aged building types, and inadequate public improvements and facilities, and environmental remediation;
  - The assembly of land into parcels suitable for modern, integrated development with appropriate setbacks, parking, pedestrian, and vehicular circulation in the Project Area;
  - The replanning, redesign, and development of undeveloped and underdeveloped areas which are stagnant or improperly utilized;
  - The strengthening of the economic base of the Project Area and the community by the installation of needed public improvements, infrastructure and facilities to stimulate new commercial expansion, employment, and economic growth;
  - The establishment and implementation of performance criteria to assure design standards and environmental quality and other design elements which provide unity and integrity to the entire Project Area;

Source: Eagle Urban Renewal Agency, [Eagle Urban Renewal Plan For The Downtown And East End Urban Renewal Project, December 11, 2007, Pages 3-4.](#)

6



## Scope & Objectives (Cont'd)

- The strengthening of the tax base by encouraging private development, thus increasing the assessed valuation of properties within the Revenue Allocation Area and the Project Area as a whole, and benefiting the various taxing districts in which the Project Area is located;
- The creating of public spaces, gateway entries, public art, and the like;
- The provision of civic buildings or community facilities owned or occupied by other public entities including the City of Eagle;
- The provision of adequate land for open space and street rights-of-way;
- The construction and improvement of major street corridors to allow traffic flows to move through the development along with the accompanying utility connections through the Project Area; and
- The funding of the necessary public infrastructure to accommodate both public and private development.

Source: Eagle Urban Renewal Agency, Eagle Urban Renewal Plan For The Downtown And East End Urban Renewal Project, December 11, 2007, Pages 3-4.

7



## Vision Statement

- Urban renewal and revenue allocation financing are two tool available to Idaho communities for attracting and retaining quality businesses which produce new jobs, drive new capital investments, expand the municipal tax base and create a diversified and stronger local economy.
- Why is urban renewal important to the City of Eagle?
  - There are limited options for cities to finance site preparation and infrastructure.
  - Allows communities to make a site “ready” for development to reduce business relocation or expansion costs (e.g., water, sewer, streets, other improvements).
  - Necessary to help the City of Eagle compete with other communities.
- What are the benefits to the City of Eagle?
  - Job creation
  - “Spin-off” development
  - Returns deteriorated property to productive use
  - Infrastructure upgrades
  - Local transportation improvements
  - Creates and attracts capital investment
  - Increases local tax base (i.e., property owners enjoy lower levy rates in the future)

Source: Eagle Urban Renewal Agency, Vision: Understanding Urban Renewal & Revenue Allocation Financing, 2011.

8

## Current & Committed Projects



- Temporary parking lot on former Tri-City Meats property, including weed control management and dismantling of temporary parking lot.
- Second half of Smith settlement.
- Public improvements at Edgewood Crossing, East End Marketplace and Eagle Lakes.
- Public recreational facilities at Eagle Lakes.
- Virtual IT/Rockbound Properties, LLC streetscape improvements.
- Cost-sharing of development of City of Eagle Economic Development Plan and public outreach and printing portions of the City of Eagle Comprehensive Plan.
- Cost-sharing of engineering services for a right-in, right-out access on the north side of Highway 44 generally at the halfway point between N. Eagle Road and Edgewood Lane and a collector roadway connecting the right-in, right-out access to the Plaza Drive extension.
- Strategic planning and training services, including public involvement efforts associated with development of the agency's prioritized project list.

9

## Current & Uncommitted Projects



- Cost-sharing of construction and development costs for a right-in, right-out access on the north side of Highway 44 generally at the halfway point between N. Eagle Road and Edgewood Lane and a collector roadway connecting the right-in, right-out access to the Plaza Drive extension.
- Funding for planters, flowers and directional signage to identify and unify downtown Eagle (requested by Beautify Downtown Eagle Committee).
- Construction of an alley and related public improvements on approximately six properties located on the north side of E. Idaho Street between N. Eagle Road and N. 1<sup>st</sup> Street.
- Construction of public improvements planned as part of a mixed-use development on the property located at the southeast corner of E. Idaho Street and N. 2<sup>nd</sup> Street.

10

# FY2015 Budgetary Comparison Schedule



EAGLE URBAN RENEWAL AGENCY  
Budgetary Comparison Schedule - General Fund  
Year Ended September 30, 2015

General Fund	Budgeted Amounts (GAAP Basis)		Actual Amounts	Final Budget Variance Positive (Negative)
	Original	Final		
<b>Revenues</b>				
Property Taxes	\$198,000	\$198,000	\$216,553	\$18,553
<b>Total Revenues</b>	<b>198,000</b>	<b>198,000</b>	<b>216,553</b>	<b>18,553</b>
<b>Expenditures</b>				
Current Expenditures				
Administration & Contracts	20,000	20,000	147,734	(127,734)
Projects	60,000	60,000	67,018	(7,018)
Joint School District No. 2	418,000	418,000	64,568	353,432
<b>Total Expenditures</b>	<b>498,000</b>	<b>498,000</b>	<b>279,320</b>	<b>218,680</b>
<b>Net Change in Fund Balances</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(62,767)</b>	<b>237,233</b>
<b>Fund Balances - Beginning</b>	<b>300,000</b>	<b>300,000</b>	<b>355,591</b>	<b>55,591</b>
<b>Fund Balances - Ending</b>	<b>\$0</b>	<b>\$0</b>	<b>\$292,824</b>	<b>\$292,824</b>

\*Total expenditures (over) under appropriations.

Source: Eagle Urban Renewal Agency, Annual Report 2015 (Exhibit 2), 2015, Page 27.

11

# FY2016 Budgetary Comparison Schedule



EAGLE URBAN RENEWAL AGENCY  
BUDGET

	FY 2014 Actual	FY 2016 Budget-Original	FY 2016 Actual to Date	Proposed FY 2016 Budget
<b>REVENUES</b>				
Revenues - Taxes	\$106,404.00	\$198,000.00	\$151,597.69	\$217,800.00
Revenues - Carry Forward	\$235,825.00	\$300,000.00	\$355,991.25	\$200,000.00
<b>TOTAL REVENUES</b>	<b>\$432,229.00</b>	<b>\$498,000.00</b>	<b>\$507,188.94</b>	<b>\$417,800.00</b>
<b>EXPENDITURES</b>				
General	\$19,196.00	\$20,000.00	\$101,709.60	\$ 30,000.00
Debt	\$0	\$0	\$0	\$ 0
Projects/Reserves	\$355,591.00	\$418,000.00	\$70,919.47	\$327,800.00
West Ada School District	\$57,442.00	\$60,000	\$42,796.20	\$60,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$432,229.00</b>	<b>\$498,000.00</b>	<b>\$215,427.27</b>	<b>\$417,800.00</b>

Source: Eagle Urban Renewal Agency, Annual Report 2015 (Exhibit 1), 2015, Page 8.

12



## For More Information...

- Please check out the Eagle Urban Renewal Agency's website at <http://www.eagleurbanrenewal.org>:
  - About
  - Projects
  - Agendas & minutes
  - Reports & studies
  - News
  - Links
  - Contact information

13

# URBAN RENEWAL 101

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ONE PERSON'S BLIGHT IS ANOTHER PERSON'S ECONOMIC DEVELOPMENT...

## URA AUTHORITY AND REQUIREMENTS

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- Urban Renewal Law of 1965 – Title 50 Chapter 20, Idaho Code
- Local Economic Development Act – Title 50, Chapter 29, Idaho Code
- Idaho Constitution – Article III, Section 4
- *Yick Kong v. Boise Redevelopment Agency & Hart v. Rexburg*: Separate and distinct legal entity with independent authority

## FORMATION (50-2006 AND 50-2005)

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- Local governing body must make preliminary determination – one or more deteriorating areas and rehab/redevelopment necessary and in public interest.
- Agencies formed after July 1, 2011 requires an election – majority vote.
- Mayor/BOCC w/ advice/consent appoints Board (3 to 9 members; term set max 5 yrs)
- Max 20 year life
- Once Agency created then establish revenue allocation area(s)
- Ag land requires consent
- Base assessment Rev. Allocation Area cannot exceed 10% of current assessed value of City

## ELIGIBILITY CRITERIA

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- The Presence of a Substantial Number of Deteriorated or Deteriorating Structures; and Deterioration of Site;
- Age or Obsolescence
- Predominance of Defective or Inadequate Street Layout
- Outmoded Street Patterns
- Need for Correlation of Area with Other Areas of a Municipality by Streets; and Modern Traffic Requirements
- Faulty Lot Layout in Relation to Size, Adequacy, Accessibility or Usefulness
- Unsuitable Topography or Faulty Lot Layouts
- Insanitary or Unsafe Conditions
- Diversity of Ownership
- Tax or Special Assessment Delinquency
- Defective or unusual condition of title;
- Substantially Impairs or Arrests the Sound Growth of a Municipality
- Conditions Which Retard Development of the Area
- Results in Economic Underdevelopment of the Area

## URA BOARD

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- Removal for neglect/misconduct after hearing w/ local gov.
- \* Vacancy filled Mayor/BOCC advice/consent
- \* July 1, 2017 - Local Gov. members – less than majority (Ordinance)
- \* Local Gov. Board itself - no more than one year.
- \* Elected Board (ordinance)
- \* Resident of County
- Board elects Chair/Vice and can hire director/experts/counsel etc.

## AGENCY BOARD

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- Public Records
- Open Meetings
- Ethics in Government
- Public Procurement

## AREA/PLAN

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- Agency evaluates criteria for formation of district – report to City/BOCC
- No projects or rev. allocation w/o Plan
- City directs prepare Plan
- Agency prepares Plan
- City P&Z (60 days) then City Co./BOCC
- Language in existing code – Project and Plan

## PLAN

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- \* Specificity
  - Total assessed value
  - Kind, number and location - public works and improvements
  - Econ. Feasibility study
  - Est. Project Costs
  - Fiscal impact statement – before/after rev allocation area
  - Methods of financing
  - Termination date w/ dispo. of assets
- \* Changes in open meeting

## PLAN

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- \* URA prior to July 1, 2016 not subject to new 50-2903A. Amendments not either.
- \* Agency after July 1, 2016
  - Amendments to Plan by Ordinance resets base
  - Base Reset: 50-2903A Exceptions
    - Technical/ministerial
    - Increase boundary as permitted 50-2033
    - De-annexation
    - Support growth of existing commercial/indust project

## PROJECT

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- Acquisition deteriorated/ing area
- Demo/remove old buildings
- Install/construction infrastructure – streets, util, parks., parking, public buildings etc.
- Dispo of property
- Repair/rehab buildings/improvements
- Acquire property
- Lend/invest fed funds
- Construct foundation/structural improvements

## AGENCY REQUIREMENTS

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- Same FY as City/County
- Annual Budget – Estimate. Prelim Budget. Public hearing. Sept 1
- Annual Audit.
- Annual Report. March 31
- Repository – Legislative Services: Financial and Admin Info and updates if changed
- \* Repository by March 1, 2017 – Tax commission. Register. Amendments to plan. Penalties.

## AGENCY REQUIREMENTS

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- \* Election if 51% or more of Municipal Building (admin building; city hall; courthouse; library; public safety/law enf; judicial; fire; and jails)
- \* Super majority 60%

## AGENCY REQUIREMENTS - PROPERTY

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- Property Acquisition
  - Purchase or Condemnation
- Property Disposition – sell/lease/transfer
  - Buyer – Use of property in accordance with Plan. URA can impose limitations
  - “Fair Value” not “Fair Market Value” – other considerations/loss may be ok
  - Initial competitive process – typical 30 days. Accept what in best interest URA.
  - Indust/Commercial to other Gov. or nonprofit – quicker
  - Dispo in 3 years or publish report why

## QUESTIONS

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**Eagle Urban Renewal Agency  
Strategic Planning Work-session Agenda  
April 06, 2016 at 4-6:30pm  
Eagle City Hall, Council Chambers**

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**EURA SWOT ANALYSIS:**

**1) STRENGTHS:**

- A. Small town values
- B. Desire for community improvements
- C. Charming downtown
- D. Village charm
- E. Opportunities to be involved
- F. Developers want to invest in the community
- G. There are community champions
- H. Acquiring the SW corner of Eagle and Old State Street
- I. Hanging Baskets
- J. Tennis Club
- K. Public Recreation Facilities
- L. Plaza Drive Extension and SH-44 Right In/Right Out
- M. Key Relationships with ACHD and ITD
- N. Access to expertise and resources
- O. Continued growth
- P. Aesthetics/Open Spaces
- Q. City services
- R. Art
- S. Streetscape

- T. Historic lighting
- U. Strong city staff

**2) WEAKNESSES:**

- A. Lack of money
- B. New board – lack of urban renewal experience
- C. Old mindset
- D. Outdated ordinances
- E. Lack of ability to streamline projects
- F. The city has a reputation of being challenging to work with
- G. Lack of public education on process
- H. Lack of public relations/education campaign
- I. Eminent Domain action
- J. Misinformation regarding the EURA
- K. Citizens go outside of the community for shopping/services
- L. Limited development opportunities have been presented thus far
- M. Lack of ability to pay for long-term facilities

**3) OPPORTUNITIES:**

- A. Creation of a Façade Improvement Program
- B. Engaging the public on their interest and ideas
- C. Building improvement opportunities
- D. Streetscape improvement opportunities
- E. Creation of partnerships with: Historical Preservation Commission, the Arts Commission and the Parks Department, etc.
- F. Capital improvements should be driven by the EURA specific plan
- G. Further define the goals and objectives for the two planning areas: West End and East End

H. Sponsorships for community events

**4) THREATS:**

A. On-going legislative changes

B. Economic conditions

C. Lack of public education as to EURA's mission

D. Lack of community champions

E. Agencies expecting EURA to contribute more financially

F. EURA projects impacting the city budget long-term

G. Perception of favoring certain developers versus making other improvements

H. Favoring one district [west or east end] over another

**Based upon opportunities, strategies and resources, what is your project wish list?**

1) More streetscape improvements

2) Creation of a façade improvement program

3) To sponsor more community events

4) Elimination of blight

5) SH-44 right in, right out access and collector roadway connecting to the Plaza Drive extension

6) To move forward with the current projects

7) To create partnerships with small businesses and city committees/commissions

8) A stronger overall vision for both sub-areas