



## University District Public Development Authority (UDPDA) Board of Directors' Meeting Agenda

Wednesday, March 3, 2021 – 2:45 PM – 3:30 PM

Join Zoom <https://us02web.zoom.us/j/82615770503?pwd=QUZmWWFFMnM1N2lhampRLOp1TkxhQT09>

Meeting ID: 826 1577 0503 Passcode: 809313

One tap mobile +12532158782,,82615770503#,,,,\*809313# US (Tacoma)

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Pursuant to the March 24, 2020 Proclamation by the Governor (20-28)—which amends Proclamation 20-05 relating to the Open Public Meetings Act (OPMA) and Public Records Act—the UDPDA is “prohibited from conducting any meeting subject to RCW 42.30 unless (a) the meeting is not conducted in-person and instead provides an option to attend the proceedings through at minimum, telephonic access, and may also include other electronic, internet or other means of remote access, and (b) provides the ability for all persons attending the meeting to hear each other at the same time.” Therefore, in-person attendance at this UDPDA board meeting is prohibited and Zoom access info is above. Furthermore, in accordance with guidelines issued by the Washington Attorney General (AG) only matters that are necessary and routine or matters necessary to the current public health circumstances will be addressed at this meeting. In accordance with OPMA and guidance issued by the AG, no public comment will be permitted at this meeting. If you have public comment for the UDPDA board, please submit it in writing by March 1 to [ljilberts@spokaneudistrict.org](mailto:ljilberts@spokaneudistrict.org).

### 2:45 Welcome, call to order, reminder re rules of decorum – Myhre

### 2:48 Administrative actions – Myhre

- Proposed MOTION – Consent Agenda
  - February 3, 2021 draft UDDA board meeting minutes
  - UDDA financials as of January 31, 2021 and voucher certification

Date	Voucher Warrant #	Description	Amount
1/5/21	Xfer	Annual credit card fee	\$5.00
1/25/21	1065	Travelers Insurance – public official bond renewal for Lindsey Myhre	\$175.00
1/26/21	Xfer	UDDA for Services Agreement – Jan and Feb 2021	\$25,250.00
1/26/21	Xfer	Transfer from checking to MM account	\$232,432.00

### 2:50 Development Committee Update – Gilberts/Bouten

- 2021 Work Plan
- Parking

### 3:00 Sprague Phase 2b – Gilberts

**2:50 Strategic Planning** – Myhre

**3:25 Public comment**

**3:30 Adjourn** – Myhre

**2021 UDPDA meetings** *(via Zoom until further notice; start/end times may be adjusted to account for UDDA meeting timing)*

- **May 5** – 2:00pm-4:30pm
- **June 2** – 2:00pm-4:30pm
- **Sept 1** – 2:00pm-4:30pm
- **Nov 3 annual meeting** – 2:00pm-4:30pm
- **Dec 1** – 2:00pm-4:30pm



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## University District Public Development Authority Board Meeting Public Decorum Rules

University District Public Development Authority (UDPDA) Board meetings adhere to the following public decorum rules. These rules will be observed during UDPDA board meetings, including open forum, public comment period on allowed agenda items, and board deliberations. These rules are derived from the City of Spokane City Council Rules.

- No clapping, cheering, booing, or public outbursts.
- Three-minute time limit for comments made during open forum and public testimony on allowed legislative agenda items.
- No person shall be permitted to speak at open forum more often than once per month. In addition, cell phones should be silenced when entering the meeting.

Further, keep the following Rules in mind:

### Rule 1: Open Forum

- The open forum is a limited public forum; all matters discussed in the open forum shall relate to the affairs of the UDPDA. No person shall be permitted to speak regarding items on the current or advance agendas. Individuals speaking during the open forum shall address their comments to the UDPDA Chair and shall not use profanity, engage in obscene speech, or make personal comments or verbal insults about any individual.
- To encourage wider participation in open forum and a broad array of public comment and varied points of view, no person shall be permitted to speak at open forum more often than once per month. However, there is no limit on the number of items on which a member of the public may testify before the UDPDA Board.

### Rule 2: Public Testimony Regarding Agenda Items – Time Limits

- The UDPDA Board shall take public testimony on all matters included on its public agenda except those items listed in the next bullet. **Public testimony shall be limited to the final UDPDA Board action.** Public testimony shall be limited to three (3) minutes per speaker, unless, at his or her discretion, the UDPDA Chair determines that, because of the number of speakers signed up to testify, less time will need to be allocated per speaker in order to accommodate all of the speakers. The Chair may allow additional time if the speaker is asked to respond to questions from the UDPDA Board.
- No public testimony shall be taken on parliamentary or administrative matters of the UDPDA Board.
- The time taken for staff or UDPDA Board member questions and responses thereto shall be in addition to the time allotted for any individual testimony.



## University District Public Development Authority (UDPDA) Meeting Minutes - DRAFT

Wednesday, February 3, 2021– 3:02 PM – 3:23 PM via Zoom

**Board Members Present:** Council President Breean Beggs, Bill Bouten, Lars Gilberts, Lindsey Myhre (chair), Katy Sheehan, Paul Warfield

**Board Members Absent:** Commissioner Mary Kuney

**Others Present:** John Dickson (Spokane County), Chris Green (City), Taudd Hume (legal counsel), Alden Jones (UDDA staff), and various UDDA board members joined for part or all of the session

### Call to Order and Administrative Actions

Chair Myhre called the meeting to order at 3:02 PM, reminded the group of the Public Decorum Rules, and asked the board to review the draft December 2, 2020, UDPDA board meeting minutes, and the UDPDA financials and voucher certification as of December 31, 2020. **MOTION to approve the consent agenda with minutes and financials** (Warfield), seconded (Bouten), absent (Kuney), and passed unanimously.

### UW Spokane Center Update

Gilberts reminded the board that the University of Washington provided six-months' notice to terminate their lease at the UDPDA's property at 201 W Main Street (vacancy on April 20, 2021) and that the owner/developer of the adjacent to-be-redeveloped property is interested in the site for a future construction/sales office and laydown area. As such, Gilberts shared a proposed lease agreement between the UDPDA and Riverside and Browne Investments, LLC for consideration and approval. The lease terms include a lease effective May 1, 2021, for 18 months (expires Oct 31, 2022) with a six-month extension, \$3,500/month rent, 100% tenant-paid property management; mutual \$2M liability and \$4M aggregate insurance; and a \$5K payment in exchange for the right of first refusal (ROFR). The ROFR terms state that the tenant is responsible to initiate an offer to purchase; that the \$5K payment will be applied to the purchase price if purchased up to six months after the lease ends; and that the payment is only refunded if the UDPDA voids the lease or agreement. The board asked if the six months lease extension was unilateral or mutual and if the ROFR can be extended. Section 1(o) of the lease confirms the tenant cannot unilaterally extend the lease: "The Parties will work together to discuss possible extension options prior to December 1, 2021. Nothing herein requires Landlord to commit to any extensions of this Lease."

Hearing no further questions or discussion, Myhre asked for **MOTION to approve the Spokane Center Lease Agreement between the UDPDA and Riverside and Browne Investments, LLC** (Warfield), seconded (Sheehan), recused/abstained (Bouten), absent (Kuney), and passed.

### Sprague Avenue Phase 2b

Gilberts reminded the group that in 2018, the board committed \$4M to Sprague Avenue Phase 2a and b; and at the December 2, 2020 meeting the board approved the SIP terms to enter into a loan agreement with the City for Phase 2b. He noted that he received the Interlocal Agreement (OPR 2021-0053) to authorize that Phase 2b funding today.



### **UDRA Update**

Gilberts reported that the UDPDA received an estimated UDRA payment (\$247,655) from the City in January. Tonya Wallace at the City is still working on the very complex sales tax methodology and reconciliation, but she is making progress.

### **Organizational Values and Planning**

Myhre recapped recent board work to finalize the distinct purpose, roles, and responsibilities of the UDDA and UDPDA organizations. As a follow-up to this work, staff and the EC developed aspirational organizational values. The UDPDA board discussed and helped edit the proposed language resulting in the following Organizational Core Values (examples of values in action for illustration only) also approved in the UDDA meeting:

**UD Values** – The collective actions of the UD staff and board should reflect the following values:

- **Stewardship** – The UD efficiently uses its time, influence, and finances to advance 'but for us' opportunities that would otherwise fail, be meaningfully delayed, and/or be reduced in scale or scope.
- **Learning** – The UD believes continuous learning is essential for individual, organizational, and community resiliency and as such champions upskilling, research, higher education, and innovation.
- **Equity** – The UD acts and collaborates to increase access and opportunity for groups and classes of people who are or have been structurally disadvantaged. The UD is committed to policies, practices, and investments that build safe, healthy, just, connected, diverse, and inclusive communities.
- **Sustainability** – The UD is committed to the interdependence of people, communities, and systems and supports lasting community, environmental, and economic health in the Spokane region and especially within the UDRA.

**Examples of the UD Values in Action** – The individual actions of UD staff, committees, and the board must never defy any of these values and when evaluated over time should reflect all the values.

- **Examples Reflecting all Values**
  - UDPDA – Invests first/last dollars into a parking structure that facilitates both institutional and residential developments. The institutional development serves several institutions that engage students and researchers that are proportionately more diverse and first-generation graduates. The transit-oriented residential development reserves 20% of units for LMI (low median income) residents and unites neighboring property owners and STA to create a vibrant and walkable community.
  - UDDA – Leads a coordinated campaign to ensure the Spokane County CEDS (Comprehensive Economic Development Strategy) recognizes the strategic value of a skilled workforce and our competitive advantage in energy and life sciences; and supports the long-term regional implementation of the CEDS for unprecedented job growth both in the UD and the county that is responsible for 60%+ retention of STEM graduates, median income growth that exceeds the state and nation, and post-secondary credentialing reaching 75%.



- **Examples reflecting the value of Stewardship**
  - UDPDA – Commit \$4M for Sprague Ave rebuild that would otherwise take at least a decade to complete.
  - UDDA – Organize coordinated marketing and events to promote the Live, Learn, Work, Play benefits of the UD.
- **Examples reflecting the value of Learning**
  - UDPDA – Prioritize EPA funding for projects that support educational partners.
  - UDDA – Coordinate fireside chats and events that retain skilled workers and graduates by connecting them to quality employers that are adding jobs.
- **Examples reflecting the value of Equity**
  - UDPDA – Provide additional market-rate housing and invest in a parking structure that supports developments supporting Native American health sciences students and veterans.
  - UDDA – Participate in the Inclusive Development Network and advocate for local chambers and businesses adopting equitable hiring and training practices.
- **Examples reflecting the value of Sustainability**
  - UDPDA – Only invest in projects that create or catalyze development(s) that exceed minimum standards for energy efficiency, transportation mode shift, inclusive development, and/or which generate mission sustaining ROI (increased assets or cashflow).
  - UDDA – Actively support regional transit-oriented development policies to ensure cost-effective housing is developed in ways and places that use natural resources and connect communities more efficiently.

Myhre asked for a **MOTION to approve the Organizational Core Values with recommended changes** (Bouten), seconded (Beggs), absent (Kuney), and passed unanimously.

Myhre asked for public comment and hearing none, adjourned the meeting at 3:02 PM. After the adjournment attendees were welcomed to provide any updates that were not possible during the UDDA board meeting, however, a quorum of the UDPDA board was still present. While resuming a board meeting was considered, no attendees present indicated they wished to say anything further when asked by Myhre. With no further discussion or action taken, the Zoom meeting concluded for all attendees.

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Lars Gilberts, Secretary

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Date

**UD Public Development Authority**  
**Profit & Loss Budget vs. Actual**

January 2021

	Jan 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
3000000 · REVENUES				
3100000 · TAXES - PROP, SALES, B&O	247,655.00			
3300000 · INTERGOV REVENUES				
3370000 · LOCAL GRANTS ENTITLMNT OT...	0.00	50,000.00	-50,000.00	0.0%
Total 3300000 · INTERGOV REVENUES	0.00	50,000.00	-50,000.00	0.0%
3600000 · MISC REVENUES				
3620000 · RENTS AND LEASES	6,000.00	5,631.25	368.75	106.5%
3600000 · MISC REVENUES - Other	7.81			
Total 3600000 · MISC REVENUES	6,007.81	5,631.25	376.56	106.7%
Total 3000000 · REVENUES	253,662.81	55,631.25	198,031.56	456.0%
Total Income	253,662.81	55,631.25	198,031.56	456.0%
Expense				
5000000 · EXPENDITURES				
5580000 · CMTY PLANNING ECON DEV				
5586000 · Planning				
5586040 · Planning Services	0.00	0.00	0.00	0.0%
Total 5586000 · Planning	0.00	0.00	0.00	0.0%
5587000 · Economic Development				
5587040 · Econ Dev Services	25,425.00	3,500.00	21,925.00	726.4%
5587060 · Econ Dev Capital Outlays	0.00	0.00	0.00	0.0%
Total 5587000 · Economic Development	25,425.00	3,500.00	21,925.00	726.4%
Total 5580000 · CMTY PLANNING ECON DEV	25,425.00	3,500.00	21,925.00	726.4%
Total 5000000 · EXPENDITURES	25,425.00	3,500.00	21,925.00	726.4%
Total Expense	25,425.00	3,500.00	21,925.00	726.4%
Net Ordinary Income	228,237.81	52,131.25	176,106.56	437.8%
Net Income	228,237.81	52,131.25	176,106.56	437.8%

UD Public Development Authority  
**Balance Sheet**  
As of February 4, 2021

	<u>Feb 4, 21</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
10128 · NUM Checking UDPDA	56,000.77
10129 · NUM MM UDPDA	234,940.69
<b>Total Checking/Savings</b>	<u>290,941.46</u>
<b>Total Current Assets</b>	290,941.46
<b>Fixed Assets</b>	
12005 · Fixed Asset	515,930.00
<b>Total Fixed Assets</b>	<u>515,930.00</u>
<b>TOTAL ASSETS</b>	<b><u>806,871.46</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Equity</b>	
32000 · Retained Earnings	62,703.65
32001 · 201 W Main	515,930.00
Net Income	228,237.81
<b>Total Equity</b>	<u>806,871.46</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>806,871.46</u></b>



**UNIVERSITY  
DISTRICT**

**University District Public Development Authority (UDPDA)  
Voucher Certification – January 2021 Close**

Per the Office of the Washington State Auditor and the BARS Voucher Certification and Approval Process set forth here

[https://www.sao.wa.gov/bars\\_cash/accounting/expenditures/voucher-certification-and-approval/](https://www.sao.wa.gov/bars_cash/accounting/expenditures/voucher-certification-and-approval/), I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim.

**The following voucher/warrants/electronic payments were approved for payment and cleared the UDPDA bank account:**

Date	Voucher Warrant #	Description	Amount
1/5/21	Xfer	Annual credit card fee	\$5.00
1/25/21	1065	Travelers Insurance – public official bond renewal for Lindsey Myhre	\$175.00
1/26/21	Xfer	UDDA for Services Agreement – Jan and Feb 2021	\$25,250.00
1/26/21	Xfer	Transfer from checking to MM account	\$232,432.00

  
 Lars Gilberts, CEO, UDDA and UDPDA board secretary

2/13/21  
 Date



## 2021 University District Work Plan

Strategy and tracking document to advance 1) parking supply, 2) property management, and 3) eliminating development barriers.

Updated 2/17/2021

### 2021 Milestones

1. Parking – Evaluate structured parking sites and opportunities for more efficient on/off-street parking management:
  - Explore all viable options to support net new parking at identified sites.
  - Eliminate sites that lack physical and/or partner requirements necessary to execute a development letter of intent by July 2022.
  - Increase on-street parking within Sprague Phase 2 boundaries.
  - Confirm clear timeline with City to implement on-street parking signage and management in Sprague Phase 2 boundaries and rest of south UD.
2. Property – optimize future use of UDPDA Spokane Center:
  - Confirm property disposition criteria.
  - Prepare to extend lease, respond to ROFR, form a new lease, and/or market property for sale.
3. Development – identify strategies to address barriers to attract/complete development and alternatives to structured parking that spark growth:
  - Identify and advocate for strategies that most appropriately expand the Multi-Family Tax Exemption across the entire UDRA.
  - Identify existing physical or regulatory barriers slowing or discouraging development in the UDRA and identify strategies to address them.
  - Identify up to three (3) additional investments that would catalyze significant new job creation, retail sales, and/or taxable real estate development (e.g. life sciences lab/commercialization space, mixed-use development, additional infrastructure, aggregate land, etc).

### Summary of past UDPDA board parking directives (Sept. 2020)

- Engage the City, Spokane Transit Authority, owners of off-street parking, and other relevant partners to increase efficient parking sharing and management;
- Adopt the [Site/Project Evaluation Criteria](#) (e.g., ROI, cost per stall, net parking created, supports mixed-use, capacity to catalyze additional development);
- Reserve up to 80% of the UDRA's projected revenue through 2039 to invest in structured parking in compliance with the Site Selection Criteria; and
- Review Site/Project Evaluation Criteria and available funds in 18 months to confirm or adapt parking and UDRA strategies (by end of Feb. 2022).

### Structured parking goals and locations

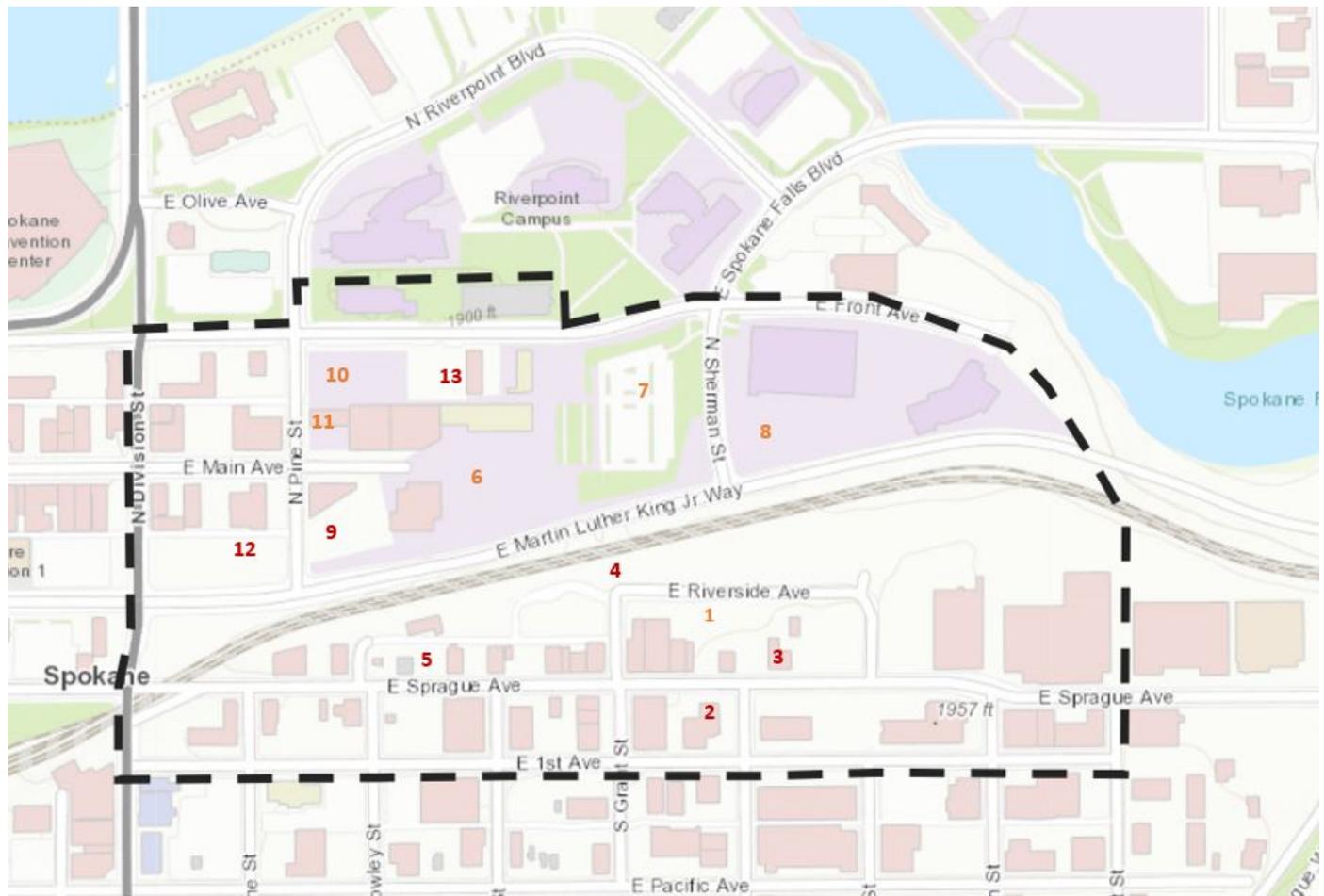
As the parking analysis makes clear, additional parking is needed first south of the bridge, however, due to future growth and willingness of developers on the south, additional parking north of the bridge could be effective at meeting the UD's goals. Refer to 2020 UD Parking Analysis and Recommendation, Desman Parking Analysis, and Site/Project Evaluation Criteria for details around needs, goals, and analysis.

#	Status	Site	Ownership	Potential (Pros and Cons)
1	PO	Verizon cell tower lot	Avista Development	Pro - Potential to aggregate with pot grower parcels (411 E Sprague and 12 N Grant St), positive ownership group, great location. Con - challenging/expensive to move cell tower, greatest value require property aggregation and neighboring lot asking double going rate and 403 E Sprague Ave (Professional Finishes) not looking to sell
2	NCP	<a href="#">Downtown Auto Specialists</a> - 430 E Sprague	Ken Wanless	Pro - great location and access, potential full block aggregation Con - basalt/contamination costs, cost/SF.
3	PNW	<a href="#">Lot/Block C</a> - 521 E Sprague	Emerald	Pro - great location, integrated with ecodistrict, owners need parking solution Con - owner's timeline
4	PNW	' <a href="#">Boxcar backyard</a> ' - ~230 E Riverside	Tom Cody/Project^	Pro - developer has parking needs Con - lot dimensions, soil conditions
5	NCP	' <a href="#">Hazelnut</a> ' - 217-237 E Sprague	Mark Mackin	Pro - key to developing Sprague, sub grade already removed, owner wants it to be developed, no known contamination Con - narrow lot, only currently accessible from alleyway, owner wants to keep ownership stake but does not want to develop
6	PO	Green 6 Parking Lot - dirt parking west of North Landing	WSU	Pro - centrally located for N/S, currently unimproved surface lot, potentially good access Con - accessibility not yet known, limitations/uncertainty of state-owned property
7	PO	Green 5 Parking Lot - paved parking surrounding North Landing	WSU	Pro - centrally located for N/S, potentially good access, good connection to City Line Con - currently improved, limitations/uncertainty of state-owned property
8	PO	Green 4 Parking Lot - south of Center for Clinical Research and Simulation (CCRS - previously the Bookie location)	WSU	Pro - location is acceptable, at periphery of campus, limited development potential if CCRS is retained, could lend itself for WSU integrated facilities Con - currently improved, limitations/uncertainty of state-owned property, potential impact on CCRS operations
9	PNW	Ignite/sp3nw Parking Lot		Pro - access to City Line, periphery of campus Con - irregular shape, negative impact on surrounding buildings, complex ownership considerations
10	PO	Orange 2 - paved parking at the SE corner of Spokane Falls and Pine	WSU	Pro - good to activate the north, strong mixed-use development potential, good site to coordinate with Riverbank site, strong access to City Line, at periphery of campus, gateway location Con - currently improved, limitations/uncertainty of state-owned property, proximity to current institutional buildings increase expectations

11	PO	Teal Shop – facilities shop west of Jensen Byrd	WSU	Pro – allows for integrated redevelopment of Jensen Byrd, at periphery of campus, strong access to City Line Con – currently improved and requires plan to relocate WSU facilities, limitations/uncertainty of state-owned property
12	PNW	Grassy Triangle – corner of MLK Blvd and Pine	WSU / River City Autobody	Pro – would improve underutilized land, ideal as part of a redevelopment along Division Con – fragmented ownership to create a regular shape, does not assist with current demand
13	PNW	Riverbank parking lot – 134 E Spokane Falls Blvd	LTS LLC	Pro – good to activate the north, strong mixed-use development potential, good site to coordinate with Orange 2 lot Con – unlikely to be able to cost-effectively add parking spaces beyond what a new development would consume

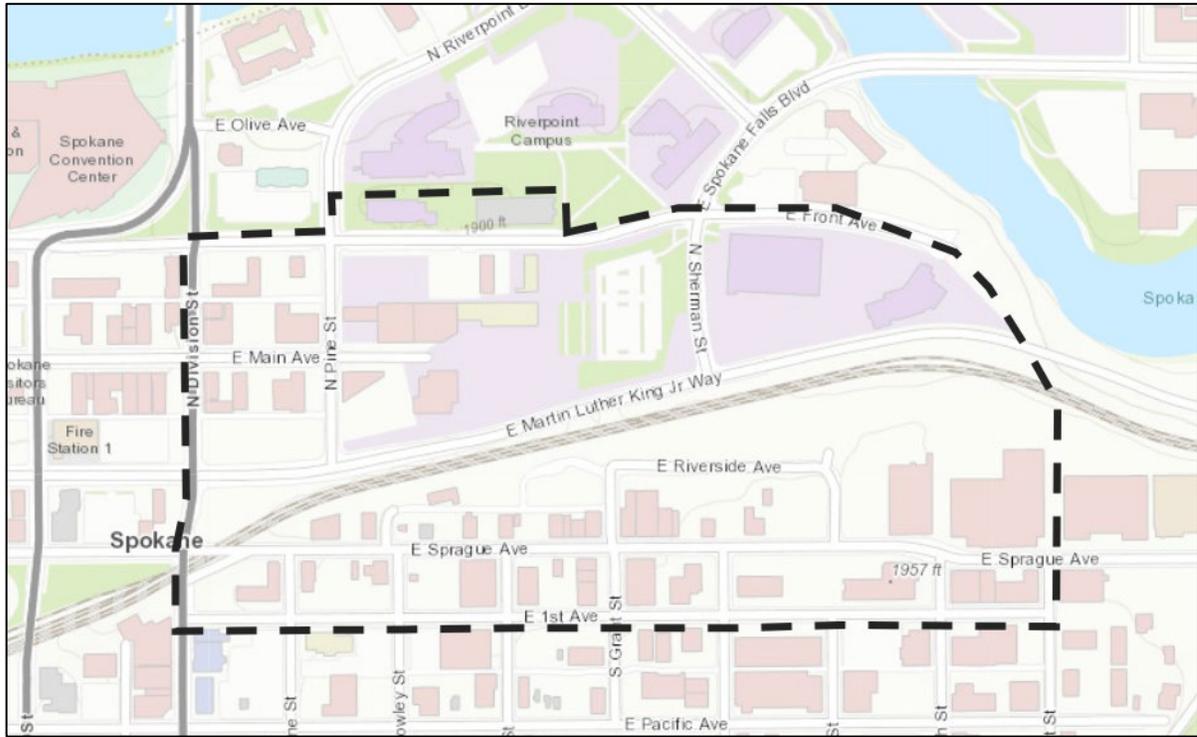
WP – Willing Partner; PO – Partner Open; NCP – No Current Partner; PNW – Partner Not Willing  
South Landing; North Landing

### Potential Structured Parking Sites



## Parking supply and demand

The [DESMAN Shared Parking Analysis Report](#) evaluates and describes the current and future parking supply and demand within the parking study area (see the dotted line below) bound by Spokane Falls Blvd to the north, E. 1st Ave to the south, S Scott St to the east, and N Division St to the west.



Shared Parking Resource: *ULI Shared Parking, 3rd Edition*

\*Not all Parking in the study area is shared uniformly. An average level of sharing is assumed for the analysis.

WEEKDAY PEAK PARKING DEMAND	SURPLUS (DEFICIT) – PARKING SUPPLY		
CATEGORY	NORTH (shared)*	SOUTH (not shared)	TOTAL
EXISTING CONDITIONS	147	15	162
FUTURE CONDITIONS	-338	-495	-833

Based on existing parking supply, demand, and inventory management there appears to be a slight surplus on both sides of the railroad tracks; this does not account for factors such as drivers parking in the largely unmanaged southern portion and walking into downtown. As the number of (re)development and infrastructure projects that are nearly complete or planned come online within the next five years, the slim surplus evaporates into deficits on both sides of the University District Gateway Bridge and tracks.

## Interventions to improve supply and efficient parking demand and management

- Promote mixed-use developments that allow for more people to live, work, learn, and/or play within a walkable or bikeable area to reduce the need for cars or extraneous parking.
- Identify critical parking/transportation nodes based on current need and future development potential;
- Address municipal development standards regarding floor area ratio and parking stall demands;
- Confirm UDPDA financial and policy tools to support mode shift and structured parking;
- Commence early-phase due diligence and planning of parking garage with developer(s); and
- Negotiate parking garage development and begin construction.
- Increase parking efficiency:
  - Promote complementary uses (mixed-use with residential to balance load);
  - Effective sharing and management of on- and off-street parking;
- Promote excess capacity in private development;
- Support shifts away from single-occupant vehicle transportation through programming (e.g., Walk, Bike, Bus), access to micro-mobility solutions (e.g., Lime), bus rapid transit, improve a sense of safety, etc.;
- Add angled parking on side streets where space permits;
- Establish time stay standards and signage to balance the needs of clients and employees;
- Educate businesses on and support City parking enforcement in the south UD to prevent illegal uses that only benefit some (e.g., on-street storage);
- Actively engage the City in exploring expanding the Parking District to influence and benefit from:
  - Time limits to balance current and future usage;
  - Extend metered zone area to mitigate migration to streets without meters;
  - Participation in the Parking Advisory Board (PAC);
  - Use of collected funds for the needs of the UD portion of the Parking District; and
  - Coordination of public and private off-street parking with City policies, enforcement, and technology.



## University District (UD) DRAFT Strategies

The following represent strategies and end goal statements designed to be relevant for at least 3-5 years and up to three (3) 2021 deliverables for each strategy.

**Parking** – Increase parking supply, management, and travel mobility options to accelerate strategic development within the UD.

- Identify parking options to support net new parking; target executing a development letter of intent by July 2022.
- Increase on-street parking within Sprague Phase 2 boundaries.
- Work with the City of Spokane to create on-street parking signage and management plan within Sprague Phase 2 and the southern UD.

**Financial Stability** – Develop a financial stability plan that ensures the success of the UD mission and objectives and prepare for sustainability post-UDRA tax revenue.

- Spokane Center: Develop a long-term strategic plan.
- Confirm and support the implementation of the final sales tax funding methodology that funds the UDPDA and develop a capital budget plan for remaining UDRA revenues.
- Establish mid and long-term asset management and cash flow objectives.

**Placemaking** – Make the UD the preferred live, learn, work, play urban district in the Intermountain Northwest.

- Identify and advocate for strategies that expand the Multi-Family Tax Exemption (MFTE) across the UDRA.
- Promote events, earned media, and marketing that build the UD's image as a vibrant and opportunity-rich district. Cultural events (e.g. Terrain) and community events (e.g. farmers markets) are to engage regional residents and business/development-focused tours and convening to draw new investment and construction.

**Creation and Talent** – Host a vibrant and virtuous cycle of attracting and generating research, innovation, skilled graduates, and upskilled workers.

- Identify and support local, state, and federal policies that limit the UD from being a living laboratory for energy, life sciences, and smart solutions.
- Participate in increasing supply and affordable access to childcare in the UD.
- Create and/or support events and platforms that facilitate greater retention of local graduates.

**Business Growth** – Support the attraction and growth of rapidly growing businesses that commercialize research/IP, retain new graduates, provide more than living wage jobs, and support an active (“18 hours a day 7 days a week”) community.

- Champion Comprehensive Economic Development Strategy (CEDS) implementation that drives regional investment in high-value, skill-driven industries.
- Identify up to three (3) additional investments that would catalyze significant new job creation, retail sales, and/or taxable real estate development (e.g. life sciences lab/commercialization space, mixed-use development, additional infrastructure, aggregate land, etc.).
- Initiate and coordinate events to welcome people back into the UD post-pandemic and Sprague Ave Phase 2b construction.