

## OFFICIALS

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Richard Cardoza, Council Member  
Warren Christensen, Council Member  
Greg McPherson, Council Member



## CITY OF KUNA

Kuna City Hall Council Chamber, 751 W 4th Street, Kuna, Idaho 83634

### Strategic Planning for Economic Development Workshop MINUTES

Wednesday, October 30, 2019

12:00 P.M. – 4:00 P.M.

Kuna Community Hall, 360 W Main Street, Kuna, Idaho 83634

#### 1. *Lunch & Introductions*

##### **COUNCIL MEMBERS PRESENT:**

Mayor Joe Stear  
Council President Briana Buban-Vonder Haar  
Council Member Richard Cardoza

##### **CITY STAFF PRESENT:**

Jared Empey, City Treasurer  
Lisa Holland, Economic Development Director  
Wendy Howell, Planning & Zoning Director  
Jace Hellman, Planner II

##### **ECONOMIC DEVELOPMENT COMMITTEE MEMBERS PRESENT:**

Lisa Bachman, J-U-B Engineers  
Kara Medrano, First Interstate Bank  
Randy Shroll, Idaho Department of Commerce  
Blake Watson, Idaho Power

##### **COMMUNITY & OUTSIDE AGENCY MEMBERS PRESENT:**

Chief Phil Roberts, Kuna Fire  
Michael Ballantyne, TOK Commercial  
Chris Bruce, Kuna Chamber  
Todd Christensen, CapEd Credit Union  
Addison Coffelt, J-U-B Engineers  
Todd Cooper, Boise State  
Rocco D'Orazio, CSDI  
Greg Deckar, Allstate & Kuna Chamber  
Kelsey Holder, Farmers' Insurance  
Danielle Horras, University of Idaho  
Wendy Johnson, Kuna School District  
Clark Krause, BVEP  
Brent Moore, Ada County  
David Reinhart, Kuna School District  
Lamar Settlemires, Edward Jones  
Aaron Williams, Bi-Mart

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## **2. *Brief Overview of Economic Development & Strategic Planning in Kuna – Lisa Holland, Economic Development Director***

Economic Development Director Lisa Holland gave an overview of some statistics in Kuna, what the City accomplished this past year, and laid out the agenda for the workshop. She explained the goal was to identify outcomes and strategic actions. She wanted participants to ask the question of how will they would define success.

Ms. Holland shared some initiatives already in process.

### **Starting Place:** Some Economic Development Initiatives Already in Process:

- **Target Industry Analysis (Goal 1C & 1D):**  
Put together a target industry analysis and data to support what types of companies would do well in Kuna and identify gaps of what is needed.
- **Survey Local Business Community & Regional Partners (All Goals):**  
Create a survey that captures detailed information about Kuna (strengths, weaknesses, opportunities, areas of focus for economic development, etc.).
- **Explore Financing Tools for ED & Urban Renewal (Goal 1D):**  
Continue looking at opportunities to enhance public infrastructure and attract new companies and investment. Continue meeting with local entities to address concerns and find solutions for lack of resources.
- **Downtown Kuna (Goal 1C & 1D):**  
Continue building on the City's success with the Main Street project and look for future opportunities to add a community plaza, streetscape improvements for 4th street, and continued integration with the greenbelt and pathways. Explore Private Public Partnerships. Support City Clerk's initiatives & also the Downtown Revitalization Committee.

Ms. Holland gave direction on areas to address in this workshop.

### **Areas That Could Use More Brainstorming:**

- **Ensure Land Use will Support Economic Development (Goal 1A)**
  - **Establish Expanded Industrial & Office Presence in Kuna (Goal 1A):**  
Work with local developers on creating a plan for future light industrial & Office opportunities in Kuna.
- **Business Retention Initiatives (Goal 1B & 1D) (workshops, ribbon cuttings, spotlights, etc.):**  
Continue meeting with local businesses, building relationships, partnering with the Chamber and doing what they could to make businesses successful.
  - **Support Small Businesses & Provide Resources:**  
Retail Incubator Concept, Continue Offering Workshop Opportunities (Entrepreneurs Bootcamp in 2019, Marketing Bootcamp in 2020)

- Business Attraction Initiatives (Goal 1C) (hotel, restaurants, office, etc.?)
  - What is a priority to pursue?
  - Do they want to take on a hotel feasibility study (cost of \$5-10k)
  - Were there incentives the City should consider offering for specific types of businesses and projects?
- Education & Workforce Goals? (Goal 1B)
  - How do we support Kuna School District?
  - Were there areas where education needed more support?
  - Apprenticeship & Internship Program Initiative Support?
  - Training Opportunities for Adults in Kuna?

### 3. *High Level Overview of Goals for Economic Development*

– *Discussion & Breakouts Moderated by Danielle Horras, University of Idaho*

Participants broke into groups to discuss the goal areas, specifically Goal Area 1, in the Comprehensive Plan for Economic Development. They prioritized and created action steps for what the City should focus on within the next 1-3 years.

*Goal Area 1: Kuna will be economically diverse and vibrant.*

#### 1.A *Ensure Land use in Kuna would support economic development.*

- Analysis of infrastructure needs in areas where economic development was desired
- Explore grants for infrastructure improvements
- Work with Union Pacific to utilize the rail line as an economic development tool, look at rail line improvements & spur lines
- Create a sense of place with land use
- Protect Industrial-zoned areas
- Provide utilities/infrastructure along Meridian Road
- Prioritize Commercial Along Meridian Road
- Incentivize Commercial/Office with residential development
- Create a transportation plan for Meridian Road (Frontage Roads)

#### *Priority Action Items*

- Meridian Road Infrastructure Analysis for Future Commercial Development
  - Utilities Master Plan/Costs (Existing & Needed)
  - List of Possible Infrastructure Grants/Incentives
- Marketing Sites Along Major Corridors and Creating an Inventory of Landowners along Meridian Road.

#### 1.B *Support development of a skilled, talented and trained workforce.*

- A connection between local businesses & High school (school to work)
- Community Education (New Skills & Enhanced Skills)
- Education Opportunities for adults in Kuna
- Strong Connections between youth and employer in community to understand opportunities.

- Preschool for underserved children
- Pre-K choices
- Access to Post-secondary in Kuna
- Higher Education opportunities on High School Campus
- Mentorships between business/ED/city
- CTE training aligned to area business community needs
- Partnerships between key local employers for workforce training
- Parent Education/Culture Changes
- Internships
- Employers have their workforce needs met
- Education community needs fully supported by the Kuna community
- Increase KSD HS Grads go on rate
- Kuna HS Grads have a career plan
- Connectivity that supports robust online training & education
- Jobs for kids in the community
- Educational attainment levels that attract employers
- More development in downtown area: Service Industry, Social activities, coffee shops, open restaurants, Public Areas, Parking
- Seamless Alignment between education & work
- Mix of talents and credentials to support multiple industries
- Strong Parental Support for academics across all socio-economic classes
- Extension of CTE Opportunities for young people
- Career readiness understood and continuing ed rates climbing

*Priority Action Items*

- Pre-K Collaboration (Shape to Inspire) – Partner with Kuna School District
- Marketing Campaign to Share Education Opportunities.

*1.C Attract and encourage new and existing businesses.*

- Create a gap analysis to see:
  - What services are missing in Kuna?
  - What type of jobs are they looking to attract? Good job/income/age of people looking for jobs?
- Businesses coming to town – Benefits? Do they want to do a feasibility study (hotels, etc)?
- Take care of the businesses you do have! Provide resources for them
- Incubator Concept: Provide space for new businesses

*Priority Action Items*

- Look at Existing Incubators in other Treasure Valley cities to find out what's working, best practices
- Review Kuna's home business license to see if changes can be made to enable residents to flesh out their business more before they have to take the plunge to commercial space
- Work with school District to see if there are areas for collaboration (eg marketing class).

*1.D Address and plan for economic expansion of the City and region.*

- Getting Industrial & Commercial area shovel ready
- Examine currently available financing tools and work with legislature as needed to create more
- Office space so folks don't have to get to freeway
- What does success look like? Kuna values/character?

*Priority Action Items*

- Finish URD Feasibility study and, if applicable, determine URD boundaries and get it officially established.
- Identify area(s) where we desire office space development and consider development incentives to spur that growth (e.g. impact fee waivers?)

**4. Break**

**5. Overview of Urban Renewal Eligibility Study & Where We Are At - JUB Engineers**

After the Strategic Planning portion of the workshop, J-U-B Engineers gave a brief update on the eligibility study for a potential Urban Renewal District. They answered questions and asked for feedback on areas that would be important to have in the plan, as well as concerns that needed to be addressed. There was a conceptual discussion about several areas on a draft map that could be considered and they were planning to take the feedback from the committee to revise.

*\*J-U-B's summary of the input received regarding Financing Tools & Urban Renewal is attached.*

**6. Review & Establish Work Committees.**

Next steps include drafting the strategic plan and continuing the work on the Urban Renewal Eligibility Study including the completion of several rounds of stakeholder interviews.

## WORKSHOP SUMMARY

# FINANCING TOOLS & URBAN RENEWAL

On June 5, 2019, the City of Kuna, in collaboration with J-U-B Engineers, Inc., hosted a public workshop on financing tools and urban renewal. There were approximately 30 attendees from local agencies and taxing districts, as well as local business owners and property owners. After the informational presentation, an *input gathering* session was held to gather input from attendees regarding urban renewal. An additional strategic planning workshop was held with the Kuna Economic Development Committee on October 30, 2019. A summary of input received from both workshops is outlined below.



### *What types of improvements/ initiatives should be considered?*

1. Parking improvements
2. Industrial park (jobs)
3. Public safety
4. Overpass
5. Downtown
6. Higher Education (CWI tech schools – P20)
7. Pre-K
8. Amenities (recreation center, activities, bowling)
9. Office park
10. Ten Mile Road
11. Recreation Center
12. Infrastructure
13. Transportation
14. Quality of life



### *What issues and concerns should be considered?*

1. Money – people don't want to have to pay for it
2. Impacts to others outside the District
3. Getting out-priced in a district and increasing property taxes
4. Re-allocation of tax dollars
5. Possibility of property tax value reduction
6. Impacts to emergency services
7. Need to look at end result
8. Educating the public
9. Transparency
10. Identifying roadway improvements in the plan
11. Term of district
12. Infrastructure impacts
13. Clear messaging to the public: well-defined and timeline of projects
14. Impacts to the schools – Consider reducing financial impact (i.e. explore exempting the schools by a certain percentage of the tax increment revenue)
15. Idaho Power facilities – Can the District be powered?
16. Impacts to existing taxing districts

17. Pick one district, do it well, and then focus on others
18. Reduce the area
19. Inventory other potential competing sites
20. Commercial industry keeps residential taxes down



### *Which areas should be explored for eligibility?*

1. Railroad Improvements/crossings: safety; emergency facilities south and west of Ten Mile Road
2. Downtown: family-friendly, breweries, locally-owned/small businesses, small town feel, lights
3. Parks/recreation areas
4. Industrial areas for Kuna (near Stroebel Rd and King Rd & S Cole Rd and W Barker Rd)
5. Small agri-tourism: Indian Creek, breweries, restaurants, etc.