



State of the City Address
Presented by Nancy Chaney, Mayor
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University Inn Best Western

Welcome to the State of the City Address for 2010. Please join me in thanking Moscow Chamber of Commerce Executive Director Steven Hacker, President Mark Loaiza and their staff for coordinating this annual event. Thanks to all of you for your interest in how Moscow is doing, compared to past years and to other communities around our region and our nation. Copies of my remarks will be available at the close of this presentation and will be posted on the City's website.

Today, I'll touch on last year's accomplishments, this year's objectives, and some of the challenges we face. I'll highlight some of the people and programs that make Moscow such a vibrant place to live and work. Finally, I will offer projections for the coming year.

I'd like to start by asking if any of you are Vandals fans. *Well?* You may remember the Humanitarian Bowl. With 32 seconds remaining, the Vandals were behind 42-35. It looked ominous. But the *team* wasn't convinced. They knew they were as *well prepared* as possible. They *believed* in themselves and each other, and were *focused* on success. They took calculated risks, capitalized on their momentum, and successfully went for the two-point conversion to win.

Like that team, City of Moscow employees and citizen volunteers are talented, hard-working, optimistic, and prepared to respond to changing circumstances. As much as possible in a diverse, impassioned, and representative democracy, and in our best moments, we function as a team. Coach Akey and his staff may have certain administrative efficiencies particular to *benevolent dictatorships*, but in many other ways, cities and college athletics have quite a bit in common. Attributes like tenacity, perseverance, confidence, and rational optimism not only help win football games, but they also help businesses secure financing, universities attract students, communities draw investors, and citizens feel inspired to be involved.

So what did we accomplish together last year? Probably our biggest accomplishment was **completion of the City's new Comprehensive Plan**, finalized after almost three years, countless neighborhood meetings, and public hearings before the Planning and Zoning Commission and City Council. That all-encompassing guiding document hadn't been updated since 1999, and was due for modification. **The Plan now recognizes the desirability of mixed-use zoning, digital connectivity, trails and bike lanes as legitimate modes of transportation, public transit as a norm, and the sometimes delicate inter-relationships among the economy, the community and the environment.**

In 2009, the City partnered with the University of Idaho on a **Safe Routes to School grant** to promote the health benefits of walking and to provide for the safety of youngsters who walk or bike to school. We built 4,400 feet of new sidewalks and have an additional 5,390 feet set to be constructed in 2010, extended and improved the Paradise Path, and improved accessibility for people with disabilities. We saw the coalition of the City, University, and State Transportation Department **improve crosswalk safety** and make significant progress toward starting construction on a four-way signalized intersection at Peterson Drive and Pullman Road. (That project is expected to be completed by September this year.) The City passed a **snow removal ordinance**, approved a **downtown parking plan**, set an example by being first in our state to **ban smoking in bars**, and subsequently installed 31 cigarette butt receptacles. We crafted the much-talked-about **poultry ordinance** that provides for local food production, while addressing the *auditory* and *olfactory* needs of neighbors. Moscow's expanding fiber-optic system, the result of cooperation among the City, School District, Gritman Medical Center, Idaho Transportation Department, and Avista Utilities, has increased Moscow's attractiveness as a place to locate businesses and establish technology clusters. With the oversight of the City's Grants Coordinator, in 2009 we **secured some \$1.8M in outside grant funding** to help our community achieve significant objectives.

The Community Development Department helped **reduce property owners' flood insurance premiums 10%** by participating in the National Flood Insurance Program, educational outreach, floodplain management, and enforcement of land use and construction standards that reduce risks for erosion, sedimentation, and flooding. They are working with the Historic Preservation Commission to **highlight Moscow's heritage through signage**, and are assisting the Planning and Zoning and Sustainable Environment Commissions to **incentivize energy efficiency**. Did you see yesterday's front-page article about "**green assessment districts?**" Participating homeowners essentially borrow public funds for renewable energy projects like solar panels, geothermal systems, or rooftop wind turbines, and repay those loans through assessments levied on their property taxes. Avista Utilities expressed interest in the idea. I support it, but it appears that advancement will require approval from the Legislature. The Community Development Department is also working with the Fair and Affordable Housing Commission to increase opportunities for affordable and workforce housing through a **Community Housing Development Organization, a local non-profit focused upon providing safe and affordable housing**. One way CHDOs can promote affordable housing is through community land trusts, in which the underlying property is owned by the land trust and the house is owned by a qualified applicant, who can gain equity, and eventually sell it to another eligible buyer, while keeping it in the range of affordable for future owners. CHDOs may also provide assistance with down-payments, mortgage issues, long-term leases, and project development.

The buzz-phrase among the Public Works Department, Transportation Commission, Paradise Path Task Force and statewide I-WAY group is "**multi-modality.**" As the City provides for the

safety and efficiency of motorized traffic, it also provides for the needs of pedestrians, bicyclists, wheelchair users, bus-riders and other equally important stakeholders. Moscow Valley Transit continues to set ridership records, and there's popular demand to add a third route and expand hours of operation. Funding resources to accomplish those aims are in short supply, but a coalition is looking for ways to patch it together. For bicyclists, the City's **bike rack program** reimburses qualifying businesses \$100 for installation of each approved rack, and the art-ful bike rack program is intended to promote functional public art.

The City's Water Department and Palouse-Clearwater Environmental Institute publish the *Water Matters* newsletter to inform and inspire residents to manage that resource responsibly. Our **Wisescape recognition program** showcases individuals, businesses, and institutions that practice water-efficient landscaping and set attractive examples for others. Featured nominees were recognized at the Fifth Annual **Palouse Basin Water Summit** last fall. If you're looking for ideas, photographs of all nominated Wisescapes will be on display at Moscow Food Co-Op May 7-26.

At the **Wastewater Treatment Plant, Phase IV improvements to reduce phosphorous** from the discharge are due to be completed in May 2010. You may remember that in 2008, the City received judicial confirmation and an attractive AAA rating for \$6M in bond sales to pay for that project. **Phase V, to increase dissolved oxygen and reduce temperatures of effluent, is expected to move into the planning and design stage this year.** The City accumulates funding from sewer rates with the rest of the funding for a project of that scale likely come from issuance of revenue bonds. Over the past 18 years, the City has expended in excess of \$25 million improving the quality of effluent discharged from the Wastewater Treatment Plant. We are clearly **committed to complying with state and federal water quality regulations.** Toward that end, I am inspired to see the Women in Science and others from the University of Idaho working to improve ecosystem functions of adjacent **wetlands**, and to develop a wildlife park and educational center there.

You've probably noticed the artwork on the walls of 8 new grant-funded **bus shelters** around town, thanks in large part to Moscow's Arts Department and volunteer Arts Commission. Their efforts strengthen Moscow's reputation as a **cultural tourism destination, highlight the substantial role of the arts in our local economy**, and could persuade the Legislature to grant local option taxing authority, as it allows for resort communities. In 2009, Moscow's fifth annual **ArtWalk generated the largest crowds ever**, with more than 40 businesses and 60 artists participating. We are looking into **adding a second ArtWalk** during the winter months. Speaking of popular arts events, now seems like a good time to remind you that the annual **Lionel Hampton International Jazz Festival** begins next Wednesday. Close to 8,000 student musicians will join world-class performers in Moscow, *Idaho* for an extraordinary selection of

clinics, concerts and workshops. Audiences are large and enthusiastic, and make significant contributions to Moscow's economy and growing reputation as *Heart of the Arts*.

The Arts Department also oversees **Moscow's Farmers Market**, which **averaged 1,000 attendees per hour, with 65 full-season vendors and 10 walk-on vendors** last season. We **hosted Idaho's first ever Farmers' Market Conference**, to share best management practices and help promote local food systems. The City partnered with a local non-profit organization, **Backyard Harvest**, in a **model program that exchanges food stamps for fresh produce and other nutritious foods** at the Market. We look forward to the realistic possibility of expanding the effort to include a **senior nutrition pilot program** this year.

The City's Parks & Recreation Department, in cooperation with the volunteer Parks and Rec Commission, is planning a **community garden** next to the Hamilton Indoor Recreation Center. City Arborist and Parks Facilities Manager Roger Blanchard works with the Tree Commission to perpetuate Moscow's **16-year identity as a Tree City USA**. The Department works with Heart of the Arts, Inc. to facilitate improvements to the historic **1912 Center**, owned by the City and managed as a community gathering place by that non-profit organization. Our Parks Facilities staff supports the City's commitment to **keeping 23 miles of the main non-motorized transportation routes reliably cleared of snow...when we have any!** At the initiative of the Sustainable Environment Commission, the Department also works with park event organizers to implement the **mandatory recycling program** for activities involving more than 50 people. Last year, the Parks Department **replaced outdated playground equipment** in Almon Asbury Lieuallen and East Gate neighborhood parks. Seasonal **attendance at the Hamilton-Lowe Aquatic Center approached 50,000**. The day after the pool was closed to people, we had 395 enthusiastic dogs and their human companions show up for **Howling at the Hamilton!** Moscow's furry residents are supported by **Friends of the Dog Park**, who recently raised enough to pay for a WSU architecture class to design and build a park shelter this spring. With such popularity, I anticipate that Moscow will see a second dog park developed soon.

In 2009, Moscow Police Department saw momentum stall in efforts to develop a shared City-County law enforcement facility. Our PD and Sheriff's Office maintain a strong working relationship. The County addressed its overcrowding by moving some offices into the federal building. In November, MPD, the Sheriff's Office, Whitcom dispatch, Moscow Fire, Moscow Volunteer Ambulance, UI's Risk Management Office, and Gritman participated in a **joint training operation**. It was a valuable opportunity to work together as a team and to identify strengths, as well as areas for improvement, within the incident command formation. In our sixth year of contracting dispatch and E-911 responsibilities through **Whitcom** in Pullman, the City signed a new agreement that extends Moscow's contract through December 31, 2015. Our annual contribution is \$440,195 Whitcom presently serves 92,000 residents in their service area. In 2009, they responded to 12,340 calls from Moscow. **The economies of scale allow Moscow**

residents to benefit from the latest in technology, the added security of redundant infrastructure, and the staffing levels that would be difficult, if not impossible, to afford on our own. Electronic communications systems are increasingly complex, costly, and potentially, vulnerable to cyber-attack. It is more important than ever to support expert oversight, system upgrades and redundancy. Whitcom and the City's Information Systems Department have shown themselves to be necessities in this technological age. We continue to be pleased by their professionalism, efficiency, and overall quality of service.

Human resources matter. The City prides itself on fair and attractive employment practices. At a time when many other employers are experiencing double-digit increases in **health insurance premiums**, the City's **Wellness Program** has saved thousands of dollars on premiums that are based on "experience," or how employees use their benefits. For the plan year that ended October 31, we saw no increase, and for the new plan year, our increase was a comparatively modest 4.5%. We are also proud of the culture of safety in our workplace. Because the City experienced very few claims for workers' compensation, the State Insurance Fund sent us a dividend refund of almost \$12,000. As part of the effort to enhance safety, first aid instructors from Moscow Police Department presented free **in-house CPR and defibrillator classes** to colleagues in all departments.

In contrast to the gloominess of state, national and global economic reports in 2009, **Moscow has fared pretty well.** Unemployment, hunger, foreclosures, and the hunker-down mentality that have affected so many other places are relatively uncommon here. According to the Bureau of Labor Statistics, in December 2009, the unemployment rate in what they call the "Moscow Micro Area" was 6.3%, compared to 9.2% for the State of Idaho and 10% for the nation as a whole.

That's not to say that Moscow is without challenges. I perceive our biggest challenges in 2010 to involve filling-in the as-yet-to-be-determined voids left by the **State's budgetary reductions.** According to the January 20 report from the Joint Legislative Economic Outlook and Revenue Assessment Committee, general fund revenue for the State in 2010 is projected at \$69M less than the Governor's most recent projection, with even larger discrepancies predicted for 2011 and 2012. The Legislative Committee's recommendation is to budget \$2.28B for General Fund expenditures in FY10, and \$2.29B in FY11. Actual revenues in FY09 were \$2.47B, compared to about \$2.91B the year before.

Moscow's portion of State revenue sharing was conservatively budgeted at \$697,000, but could decline further, depending on the Governor's proposal. We project State revenue to the City at about \$108,000 less than last year. Our portion from sales tax is estimated at just under \$382,000, some \$82,000 less than last year's figure. Highway tax distribution has fallen steadily, and in 2010 is the smallest it has been in eight years, with collections at about \$782,000, or

\$74,000 below highway funds received in 2007. The price of asphalt continues to rise, adding to our costs for street maintenance. (The good news is that with such a mild winter, we have expended less than projected in the Streets budget for snow removal.) According to Legislative reports, the liquor share apportionment could actually increase slightly, though our characteristically conservative municipal budget projection shows it as remaining relatively flat. The City of Moscow has fared comparatively well during the economic downturn, in large part because of conservative budgeting practices and careful accounting by the City's award-winning Finance Department. We will continue to monitor the FY10 budget closely.

The University of Idaho contributes to about half of the local economy, directly and indirectly, through jobs, wages, and expenditures. Moscow relies heavily on the well-being of the University, where funding from the State has been severely cut. It is important that we continue to speak out in support of continued funding for education at all levels, so that Moscow's workforce may be prepared to *create* and fill the jobs of tomorrow and *lead* the economic recovery, rather than scramble to catch up. We must recognize the need not just for advanced college degrees, but also for professional-technical training programs to fill the trades.

As the education sector in Idaho aches for funding, institutions look for ways to economize. One place the University of Idaho has been looking is in police and security services, presently provided to them by the City of Moscow Police Department. I remain hopeful that a mutually...and *communally*...beneficial service agreement is pending. What hangs in the balance is about one-quarter of the annual police budget, which in turn constitutes about 40% of the City's \$11M General Fund. The University's decision about law enforcement on campus has implications for community-oriented policing efforts that contribute to Moscow's reputation as a safe, orderly and caring place to live, work *and* go to school.

The City employs 137 fulltime employees and adds seasonal staff as necessary. I continue to be amazed that so few people can accomplish so much. **In service-oriented organizations like government, a big part of that involves retaining competent, productive employees whenever possible.** Municipal government is heavily weighted to personnel costs, so that approximately 70% of our General Fund is devoted to salaries and benefits. Despite Moscow's comparative stability, as a precaution last February, City management implemented a 3% holdback in all departments. Employees didn't receive raises, but neither were any laid off. We didn't overextend. We didn't lose our heads or our resolve. We provide the exceptional services that our community has come to expect. My intent is that we continue to do so, though the municipal budget is sure to be strained by external factors beyond our control, including State revenue sharing, access to grants, costs associated with environmental regulatory compliance, et cetera.

Last week, an article in *Idaho Business Review* quoted Representative Shirley Ringo as saying, “We all know what’s needed to move Idaho’s economy ahead: Jobs and consumer confidence...Our actions today will set the tone...” My message to you is that with a little help, we in Moscow are ideally suited to setting such a tone for our region and our State.

Newsweek recently quoted the chairman and former CEO of Procter & Gamble as saying, “the best time to gain ground on competitors is when they are retreating.” I submit that *now* is the ideal time for Moscow to capitalize on our collective strengths, to move forward by not only being *prepared* for the jobs of tomorrow, but by supporting the means to *create* them. Government and the private sector have respective roles that can help advance that objective. We must work together to help Moscow flourish.

How? Well, it involves a variety of what I’ll call home field advantages. With an abundance of industriousness and enthusiasm here, what are the opportunities associated with Moscow’s challenges? We are well-situated to capitalize on attributes of the **Palouse Knowledge Corridor**, where two land grant research institutions are just eight miles apart. We look forward to development of a light industrial park to house new businesses in an under-represented economic sector. Renewed interest among the Quad Cities of Lewiston, Clarkston, Moscow, and Pullman leaves open the prospect of inviting professional-technical training services through Lewis and Clark State College to the Palouse.

While we strive to diversify Moscow’s economic base, our strengths remain in the comparatively stable sectors of education and healthcare. An article on Idaho’s labor force outlook in the January 6 issue of *Idaho Business Review* said, “By industry, six sectors are projected to keep Idaho’s total employment in positive territory – healthcare, education, administrative and support services, agriculture, the federal government and the self-employed.”

So, what could that mean for Moscow? Let’s continue to be vocal supporters of our University of Idaho. The WWAMI Program for training medical students has generated more than 450 Idaho graduates over the past 37 years, 50% of whom returned to this State to practice. For every dollar the State invests in WWAMI, \$5 are generated, and it is estimated that the program attracts \$20-30M in funding for biomedical research to the University of Idaho each year. That seems like an investment worth continuing! Similarly, Idaho’s Law School is expanding its course offerings to southern Idaho. There’s plenty of room for specialization in both settings, and it behooves us in Moscow to tout the strengths of the *whole* College, as it contributes favorably to the reputation of the University and to the prosperity of our State and our region.

We face both challenges and opportunities in the present and near-term climate for economic development. The Legislature is considering bills that could undermine the few tools that localities have to help guide their own destinies, among them urban renewal and local

improvement districts. The region's building market has slowed, although not as markedly as elsewhere around the country. Some of that may be related to Moscow's seven to nine-year cyclic flux. Some of it, to market saturation in certain housing sectors. Some of it may be the result of reduced lending and difficulty securing financing, although because of responsible lending practices, local banks are reportedly better off than most in that regard. Then, too, this is only February. It's early for building season.

In 2009, the City permitted and inspected \$33.8M in construction, as compared to \$27M in 2008. Last year's figure includes \$7.2M in commercial building and \$26.6M in residential development. Over the past year, Moscow attracted several new businesses, including new offices for Moscow Family Medicine and Quick Care, reconstruction of Wingers, Pickard Orthodontics Center, two new dialysis centers, and a number of commercial improvements and remodels. The number of homes sold in Moscow in 2009 (229) was 6% below 2008. Prices ranged from \$72,500 to \$550,000. The average of \$210,718 was down 1.6%, but the median price for the period from January to August was 5% higher than that period the year before.

With help from the City's low income housing fund, Idaho Housing Finance Association, and private donations, our area's homeless shelter provider, Sojourners' Alliance, recently completed repairs to water damage at that facility. Over the past year, that non-profit organization has provided transitional housing to more than 100 men, women, and children. It is usually full to capacity. Incidentally, Sojourners' is hosting its annual *Night at the Oscars* fundraising dinner and auction at the 1912 Center on March 7. (That's a hint...)

Moscow's reputation for generosity, compassion and inclusivity is perpetuated by events like that, as well as the Human Rights Breakfast, social justice forums, service learning projects undertaken by students, the work by the City's volunteer commissions, service organizations and the myriad of some 270 non-profits in our community. Occasionally, area food banks have been strained to meet demands, but when their needs have been made known, members of the public have readily stepped up to fill them. Earlier this month, when the University Women's Center sponsored a fundraiser at the Kenworthy to support programs that prevent gender-based violence, audiences filled the theater. We can be proud of the fact that we live in such a caring and engaged community as Moscow.

Our City's government could not accomplish so much without the dedication and collaboration of so many talented and hard-working volunteers who serve on commissions, boards, ad hoc committees and task forces. In addition, Moscow is home to many service organizations, non-profits and generous individuals. It would be impossible to recognize them all, but here are a few examples of the good work going on in our community: I mentioned Backyard Harvest earlier. In 2009, that local non-profit organization founded by Moscow resident Amy Grey grew, gleaned, and gathered more than 27,000 pounds of locally-grown fruits and vegetables, and distributed

them to 18 area food banks and meal programs. Volunteers exceeded the previous year's bounty by over 8,000 pounds. Moscow Central Lions Club painted the shelter in East City Park after previously constructing a wonderful playground by the fairgrounds. The local Rotary Club continues to be involved with the popular Rotary Veterans Memorial Pavilion and Palouse Ice Rink, and is active in a variety of youth mentoring programs. Bill Parks and Northwest River Supplies employees heard that the City wants to place more bike racks around town, so they generously donated \$2,000 worth of tubular steel to make *racks* instead of *rafts*.

While highlighting volunteerism, I must acknowledge the 100 or so who serve on Moscow Volunteer Fire Department and Emergency Medical Services. The Department's proficiency has earned the City an impressive Class III rating that reduces insurance costs. In 2009, its volunteers put in more than 20,000 hours of training and responded to approximately 2,000 emergency calls, saving Moscow taxpayers an estimated \$4.5M per year. The student resident program provides room, board, and training in exchange for firefighting services. In 2009, the City supported development of a paramedic program, to provide even higher levels of emergency medical care for Moscow residents.

Moscow has an extraordinarily generous business community too. Among the many community-outreach offerings is Hair and Face Salon's involvement with *Fringe Benefits* and Gritman's *Bosom Buddies* mammogram-funding program for women who can't afford them. When you see pink bling woven through someone's hair, you might guess that person helped give someone else the gift of life. Another generous program is Moscow Food Co-Op's Dime in Time, wherein each time customers bring re-usable bags or coffee cups, they receive dimes, which they may donate to local causes. This February, that cause is Moscow CommUNITY Walk, co-hosted by the Human Rights Commission, on April 24.

What's next? Now that we have updated the Comprehensive Plan, it is necessary to draft a Unified Zoning Code to implement it. Until that implementation tool is formalized, however, it makes sense to move forward with a mixed-use overlay zone, so that places like Legacy Crossing Urban Renewal District and similarly-conceived projects may blossom into the mixture of residential, office, retail, etc. envisioned by citizens who helped shape the Comp Plan. The former industrial corridor between the University of Idaho campus and downtown--now **Legacy Crossing Urban Renewal District**—is imagined as a mixture of retail, office and entertainment spaces, affordable housing blended with higher-priced condominiums, and ready-access to a variety of transportation choices. **High on the wish list for Legacy Crossing is that the cherished Hello Walk will soon reach from the doors of the Administration Building on the University of Idaho Campus to the bustling corner of 6th and Jackson downtown.** Can you imagine the vibrancy and business opportunities that such a corridor will invite?

At the south edge of town, a feasibility study/master plan for a new light industrial park is nearing completion. That concept presents attractive opportunities to broaden Moscow's economic base through professional-technical training; job creation; development, assembly, and distribution of local products; and to model energy-efficient, low impact development and storm water management. As with Legacy Crossing, the project could lend itself to a variety of local, state, federal, and private support, with investment in site preparation, infrastructure, facilities, job creation, and marketing.

Development of the long-anticipated complex of seven ball fields on West Palouse River Drive remains on the City Council's list of goals, as does identifying a permanent enclosed home for the ice rink. Those objectives are particularly challenging in this uncertain economy, but at the same time, affordable, nearby recreational opportunities seem more important than ever under these circumstances. Last year, the public subsidized the municipal pool by about \$64,000, and provided \$7,121 in scholarships to youngsters whose families couldn't afford City-sponsored recreational activities. Such endeavors fall under the category of the greater good. Possible responses to demands for new recreational facilities, even as we subsidize existing ones, include a bond measure, grants, major private donations, working with entities like the Army Corps of Engineers or National Guard, reliance on volunteer labor, and the eternal but less popular option of doing nothing...at least until the economy picks up.

With our abundance of talent, confidence, hard work, tenacity and rational optimism that I mentioned in my opening remarks, this region's economic development professionals and the stakeholders they represent are poised for success. Words like interdisciplinary, collaboration, synergy, and sustainability are at the fore. A particularly sensitive challenge in the coming months and years will be to institutionalize our acknowledgement that the oft-cited "rising tide floating all boats" simile is only apt if we preserve the water supply for the whole of the Palouse Basin. The City of Moscow will soon receive a comprehensive report about the feasibility of storing surface water in a reservoir or series of reservoirs to augment the declining groundwater supply in the Basin. The Palouse Basin Aquifer Committee; Citizens' Advisory Group, researchers from both universities, local, state and federal policymakers, environmental agencies, conservation groups and others are working toward viable solutions to the challenges we face. The upcoming **Palouse Basin Leadership Roundtable**, organized by Paul Kimmell and Jon Kimberling, is designed to "**build a lasting collaborative framework for local and regional governance**" of water resources in the Basin, one of the most important challenges ahead.

As you know, the U.S. Census for 2010 is underway, and will provide us with valuable information to meet the needs of our communities: Things like schools, daycares, niche market businesses, social services, retirement facilities, recreational amenities, etc. It's also the year for Moscow's fifth bi-annual Citizen Survey, our citizens' scorecard, to check-up on how we're doing with municipal infrastructure and services. We have had excellent response rates for the

first four questionnaires. I challenge those of you who receive them this year to return the completed forms, and help guide Moscow toward an even greater future! If there's an MVP in all of this, it's you, the citizens of Moscow.

Lately, the University of Idaho has germinated homegrown words of wisdom in the form of *Akeyisms*. According to an article in the Lewiston Tribune, Coach Robb Akey said of recruiting efforts, "I think that the success of the season...certainly had a lot of folks excited. I think it strengthened the interest level of the people we were going after ... that got some of those guys to commit to us early."

Moscow's successes and the opportunities afforded are also exciting. Some whose commitments Moscow might seek include prospective developers of key parcels in and around Legacy Crossing, particularly the fantastic timber-framed Dumas facility--prime for adaptive re-use. A new light industrial park will open up other exciting opportunities.

In conclusion, here are a few thoughts I want to leave you with today: First, the relative stability of our local economy, proximity of two universities, and consistently high Citizen Survey ratings for quality of life are strengths worth building on. Second, Moscow has a rich and colorful history. Citizens here care passionately about this place. They provide invaluable feedback to policymakers. Finally, the changes ahead are being guided with as much thought and care as we can muster, and whatever that thing is that makes Moscow, Moscow is alive and well in 2010. Thank you!