Spokane Plan Commission Agenda

July 13, 2016
2:00 PM to 5:00 PM
City Council Chambers

TIMES GIVEN ARE AN ESTIMATE AND ARE SUBJECT TO CHANGE

	Public Comment Period:	
3 minutes each	Citizens are invited to address the Plan Commission on any topic not on the agenda	
	Commission Briefing Session:	
2:00 - 2:15	1) Approve June 22, 2016 Meeting Minutes 2) City Council/Community Assembly Liaison Reports 3) President Report 4) Transportation Subcommittee Report 5) Secretary Report 6) FJ Dullanty, JR. Disclosure & Potential Disqualification	 Dennis Dellwo John Dietzman Lisa Key
	Workshop:	
2:15 - 3:15	1) Comprehensive Plan 2017 Update- ➢ Chapter 7- Economic Development ➢ Chapter 10-Social Health ➢ Chapter 12-Parks & Recreation	Jo Anne Wright
3:15 - 3:45	2) Every Place Counts Design Charrette Recap	Staff
3:45 - 4:00	3) **BREAK**	
	Hearing:	
4:00 - 4:45	1) STA Central City Line Strategic Overlay Plan	Andrew Worlock
	Adjournment:	
	Next Plan Commission meeting will be on July 27, 2016	

The password for City of Spokane Guest Wireless access has been changed:

Username: COS Guest
Password:

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Spokane Plan Commission

June 22, 2016

Meeting Minutes: Meeting called to order at 2:02

Attendance:

- Board Members Present: Dennis Dellwo, Todd Beyreuther, Christy Jeffers, Michael Baker, Christopher Batten, F.J. Dullanty, Patricia Kienholz, Greg Francis; Community Assembly Liaison
- Board Not Members Present: Tom Reese, Jacob Brooks, Lori Kinnear; City Council Liaison
- Staff Members Present: Lisa Key, Amanda Winchell, Kevin Freibott, Amy Mullerleile, Pamela Bergin, Tirrell Black, Jo Anne Wright, James Richman, Jacqueline Halvorson, Julie Neff, Megan Duvall, Andrew Worlock

Public Comment:

- None

Briefing Session:

Minutes from the June 8, 2016 approved unanimously.

1. City Council Liaison Report-Lori Kinnear
   - None
2. Community Assembly Liaison Report– Greg Francis
   - None
3. Commission President Report-Dennis Dellwo
   - None
4. Transportation Subcommittee Report-John Dietzman
   - None
5. Secretary Report-Lisa Key
   - A hearing for the STA Central City Line Strategic Overlay Plan will be held on July 13, 2016 during the Plan Commission meeting.
   - The City Council and Plan Commission Quarterly meeting will be held on July 14th in the briefing center at 3:30 pm.
   - The July 27th Plan Commission meeting is cancelled.
   - A settlement agreement for the urban growth area plan has been reached.

Workshops:

1. Comp Plan Amendment: Morningside File Z1500084COMP Continued-Tirrell Black
   - Presentation and overview given
   - Questions asked and answered
   - Discussion ensued

2. Comprehensive Plan 2017 Update-Urban Design, Chapter 8; Social Health, Chapter 10; Leadership, Governance, Chapter 13-Jo Anne Wright
   - Presentation and overview given
   - Questions asked and answered

3. STA Central City Line Strategic Overlay Plan-Andrew Worlock & Kathleen Weinand
   - Presentation and overview given
   - Questions asked and answered

4. Smart Code Workshop-Sandy Sorlien
   - Presentation and overview given
   - Questions asked and answered

Meeting Adjourned at 5:30 P.M.

Next Plan Commission Meeting is scheduled for **July 13, 2016**

Return to Agenda

DRAFT

July 13, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part I

Cover Letter

July 6, 2016

Re: Information for July 13, 2016 Plan Commission Workshop on Comprehensive Plan Update

Dear Plan Commission Members:

I am pleased to provide to you the next three chapters to be considered by the Plan Commission for Shaping Spokane, the 2017 update to the City's Comprehensive Plan. Enclosed in this packet please find: Chapter 7, Economic Development; Chapter 10, Social Health; and Chapter 12, Parks, Recreation, and Open Spaces. As we discussed previously, Shaping Spokane is a minor update to the Comprehensive Plan, designed to streamline the document through removal of unnecessary discussion and redundant policies, the addition of clarification where needed, and updates to pertinent data, numbers, and facts.

As with the last chapter presented to the Plan Commission, the following are general guidelines used during the review and editing process:

- This is an update, not a re-write.
- Introductions should be short and to the point.
- Individual chapter references to GMA Goals & Requirements and Countywide Planning Policies were moved to an appendix.
- References to the 2001 Horizon's Process (the six-year citizen participation process for the Plan) were replaced with references to citizen participation efforts because people may not recognize the name of this planning effort anymore.
- Streamline the document by removing redundant and duplicative language.
- Clarify goal or policy language when not easily understood.
- Shorten discussion sections where possible to make them easier to read.

Items not addressed:

- The "Visions & Values" sections of the chapters were not amended during this process.
- Goals and policies were generally not removed unless duplicative or no longer relevant. In some cases, they were simply moved to another part of the chapter. If they were removed, a comment box has been included to indicate why.

How to read the draft chapters:

- Prior to a scheduled workshop on a particular chapter or chapters, staff will send you two versions of each chapter to be reviewed. One version shows the "track changes," with new additions or items that have been moved from another location underlined in red. Items that have been removed or moved to another location will be crossed out in red. The second version is a "clean" reformatted copy.

- Red text boxes contain comments for discussion purposes. They will not to be part of the final document.
- Green boxes (if any) are topics identified by either staff or the participating Focus Groups that require considerable discussion, research, or other efforts to address. Because time is short to meet the State-mandated timeline for this update, the additional work cannot be completed prior to adoption of Shaping Spokane. These items will be included in a new Chapter 2 – Implementation, where the needed tasks will be discussed in general and the effort(s) required to consider the topic will be described. Staff has identified these topics and issues with a green text box.
- If no comment box exists, the changes are minor in nature.

July 13, 2016 Workshop Items

1. **Draft Economic Development Chapter**

   The Economic Development chapter did not go through a focus group review process. Staff made suggested changes, mostly for clarification and streamlining purposes, but also updated information and corrected grammar, tense, and text errors. Most recently, staff from the Economic Development Team reviewed the chapter and made some additional suggested changes.

2. **Draft Social Health Chapter**

   The Social Health Chapter underwent extensive review and modification by a focus group, starting in 2013. Some minor changes have been made since then by staff, largely in the area of grammar, tense, and readability.

3. **Draft Parks, Recreation, and Open Spaces Chapter**

   As with the Social Health Chapter, the Parks, Recreation, and Open Spaces Chapter underwent extensive review and modification by a focus group. Staff has made minor changes since then for clarification and streamlining purposes, but also updated information and corrected grammar, tense, and text errors.

Thanks again for your continued support and for your attention and time with this process. Our team looks forward to seeing you on July 13.

Sincerely,

Jo Anne Wright
Comprehensive Plan, Neighborhoods, and Codes Team

July 13, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the Comprehensive Plan

Part II

Chapter 7 – Economic Development

TRACKED CHANGES

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The Chapter Contents have not been updated. They will be updated with the correct subsections and page numbers at the end of the approval process.

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7.1 INTRODUCTION

The introduction has been pared down for streamlining purposes and updated to be current.

~~Economic development is the process of creating wealth by mobilizing human, physical, natural, and capital resources to produce marketable goods and services.~~ Economic development is the sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. The economy plays a key role in ~~maintaining~~ the quality of life within ~~our~~ the city. A strong economy provides economic opportunities to all citizens through the creation of jobs and business opportunities~~,~~ and by creating a tax base that provides schools, police, fire protection, parks and other community facilities, services, and amenities.

At one time, economic development was principally the province of the private sector, including utilities, railroads, banks, and business organizations, such as chambers of commerce. ~~It was~~ Government programs were associated with distressed or underdeveloped areas of the country. In more recent years, economic development has become a critical function of local government. ~~and specialized agencies such as Spokane's Economic Development Council. In a movement that began in the 1970s, the national government has withdrawn most of its state and local funding and policy guidance for local development. Cities, counties, and states are on their own to a much greater extent than they have been for decades and thus are forced to take active roles in stimulating growth and diversification in a complex, interdependent global economy.~~

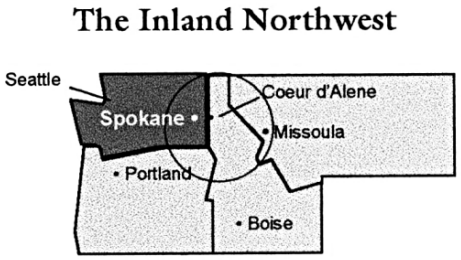
~~The recession of the early 1980s caused many state and local leaders to reexamine their historical economic development policies and stimulated a renewed interest in economic growth. The recession and the accompanying financial stress at both the state and local levels significantly increased competition among states and communities to attract jobs. This was combined with several significant transformations in the structure of the national economy, from the production of goods to the production of services, from a national to a global system of trade, and from labor-intensive to technology-intensive manufacturing.~~

~~In spite of the continued shift in the economy toward services producing industry, the overall strength and productivity of manufacturing are still increasing. This growth has been due to cost-cutting, corporate restructuring strategies and the use of advanced production technologies and is not a result of employment growth. Local, state, and national services also depend on the vitality of the manufacturing base. A substantial core of service employment is tightly tied to manufacturing. It is a complement, not a substitute or successor, to manufacturing.~~

State and local ~~leadership is now the~~ partnerships are a crucial component in the promotion of long-term economic growth. The city has developed strategies based on local economic conditions. Custom designed strategies, based on local economic ~~strengths and weaknesses~~ conditions~~,~~ have been developed by the city. These efforts should continue to ~~must~~ be pursued and additional strategies developed. It is also imperative that the public, private, and nonprofit sectors remain ~~become~~ involved if the full potential of state and local development strategies ~~is~~ are to be realized. By forming partnerships, all can work toward a common vision.

Spokane Profile

Spokane serves as the regional hub of a 36-county, multi-state area known as the Inland Northwest. This region encompasses parts of Washington, Idaho, Montana, and Oregon ~~and contains a population exceeding 1.7 million residents~~. As a regional trade center, the Spokane market area extends into British Columbia and Alberta, Canada. ~~with a population base exceeding three million.~~ An international airport, a major rail hub, an interstate highway, and proximity to the Columbia and Snake River systems reinforce Spokane's position as a distribution center.



The Spokane economy has diversified significantly in the past ~~20~~ 30 years, moving from a strong heritage of natural resource-related timber, agriculture, and mining to an economy that includes high-tech and service companies. ~~The healthcare sector, public employers, manufacturing, and the military (Fairchild Air Force Base) serve as the major industries.~~ As a share of citywide employment, the largest local industries are health care, retail trade, and hospitality. The financial and professional services industries, manufacturing, as well as wholesale trade still play a strong role in the region's economy. Spokane's convention and tourism industry continues to grow into a major component as well.

Downtown Spokane is the preeminent office concentration in the region and a major employment center for financial and business services, hospitality facilities, retail activity, and education. ~~Downtown also represents the entertainment center of the community with ongoing cultural and recreational programs, special events, and restaurants. The Spokane River flows through the heart of the city center and the 100-acre Riverfront Park, offering year-round recreational activities.~~

~~The late 1990s brought major investments in renovation and new construction of downtown office buildings. In addition, millions of dollars were invested in fiber optic infrastructure within the downtown street system to create the "Terabyte Triangle," a concentration of real estate designed to attract tenants with more sophisticated technology requirements. As a result, entire buildings have complete fiber optic service in this downtown area, which is developing into a center for high-tech and software development companies.~~

~~Spokane's convention and tourism industry continues to develop as a major component of the Spokane regional economy.~~ Downtown is home to Spokane's ~~major~~ entertainment center, convention facilities, ~~the~~ a majority of Spokane's hotel rooms, ~~several~~ numerous restaurants and shops, ~~shopping,~~ and Riverfront Park. ~~In 2007 the Spokane Convention Center completed a major expansion and renovation. The Riverpoint Campus has continued to evolve into the~~ The University District, located east of downtown, ~~with Sirti,~~ houses Gonzaga University; the Spokane campuses of Washington State University, ~~and~~ Eastern Washington University, Whitworth University, University of Washington and Spokane Community Colleges; and Ignite Northwest, formerly SIRTI, which facilitates innovative business start-ups. ~~Campus's continuing to expand there.~~

Shaping Our Economic Future

The City of Spokane's Role in Economic Development

The City of Spokane plays a major role in ~~A city can foster~~ economic development by ~~through actions that include activities primarily directed toward economic development and those undertaken for other reasons that also produce economic benefits. Examples of activities primarily directed toward economic development include~~ allocating land for manufacturing and commercial uses, connecting water and sewer systems to business sites, providing tax credits and incentives, and completing advance planning to accommodate growth. Building upon economic strengths and unique advantages, e~~E~~xamples of activities with economic benefits undertaken by the city ~~as secondary impacts~~ include providing an efficient transportation system for all users, encouraging high quality schools, providing affordable housing for all income levels, ensuring efficient permit processes, and providing parks and recreational activities that improve ~~the~~ Spokane's quality of life.

The decisions of individuals and firms, which are influenced by government actions, drive market growth. ~~Market-driven economic growth depends upon the decisions of individuals and firms;~~ Mmost jobs and investments are generated by private businesses. Spokane must also contend with economic forces beyond local control, such as changes in the regional, national, and international economies. The city can, however, plan to take advantage of favorable trends and lessen the impact of unfavorable trends by anticipating and responding to these changes.

To achieve these ends, it is critical that the ~~City of Spokane~~ city continue to support and participate in partnerships to promote economic development. Singular leadership and unilateral policy-making is seldom effective. Economic development strategies need to be ~~far more interactive~~ developed in partnership with the public and private sectors ~~executives~~ at the state and local levels. ~~Second~~ In addition, state and community leadership should transcend political changes and elections~~.~~ as s~~S~~uccessful development requires time to produce observable results. ~~Third, those involved in policy development for economic activity must improve communication.~~

~~Economic Development Organizations and Recent Economic Plans~~

Partner organizations work to reinforce and strengthen the Spokane economy. Greater Spokane Incorporated (GSI), which serves as Spokane's economic development organization and chamber of commerce; the Spokane Public Facilities District; Visit Spokane; Business Improvement Districts; and Public Development Authorities are all examples of organizations working toward a more prosperous Spokane.

~~The primary~~ Partner organizations work~~ing~~ to reinforce and strengthen the Spokane economy. ~~are the~~ Greater Spokane Incorporated (GSI), which serves as Spokane's economic development organization and chamber of commerce; the Spokane Public Facilities District; Visit Spokane; Business Improvement Districts; and Public Development Authorities are all examples of organizations working toward a more prosperous Spokane. ~~and the Spokane Area Convention and Visitors Bureau. Co-located in the Spokane Regional Business Center, these organizations and their affiliates form a strategic alliance to advance economic development in the Spokane area.~~

~~The EDC is a private, non-profit organization that is supported by a broad-based membership of businesses and organizations, the City of Spokane, and Spokane County. Over the years, the EDC has been instrumental in attracting quality businesses to the area. In addition to recruitment efforts, the EDC has been involved in studies of the regional Spokane economy.~~

~~The Chamber of Commerce focuses on business retention and expansion, multicultural relations, higher education initiatives that promote economic development, workforce development, regional partnerships, and improving the region's identity. The Convention and Visitors Bureau promotes economic development through promotion of our area for tourism and convention and meeting activities.~~

~~Recent economic plans, generated by community and business groups, include the New Century Plan and Focus 21: A Regional Economic Growth Strategy for the 21st Century. Focus 21 evolved from the successful Momentum program that existed between 1987 and 1997. The New Century Plan, initiated in 1996, is a community-based plan that has developed strategies and benchmarks for economic development and quality of life issues. The New Century Plan led to the formation of Focus 21, an effort to raise more than $5 million from the Spokane area business community for highly focused job recruitment and expansion. The Spokane Horizons participants used The New Century Plan as a resource tool during the planning process for the new comprehensive plan.~~

The Horizons Planning Process

When asked what they envisioned for the future of the city and regional economy,

Spokane citizens involved in the Horizons planning process cited a high quality of life that includes a diversified economic base providing a decent standard of living to all city residents, a healthy natural environment, and a strong downtown. Citizens spent many hours discussing the economy and the progress the community has made to ensure economic stability for our region, as well as ways to ensure a better economic future for generations to come. Many of these economic issues were raised consistently throughout the process and serve as the foundation for the goals and policies that guide decisions about Spokane's economic future. Although the focus of the Horizons process was on city issues, the goals and policies also reflect a regional approach to the economy, given that the economies of the region and city are inherently linked.

The issues that arose during the planning process include:

- A strong and diverse economy is necessary for Spokane to be a vital and competitive city. A strong economy implies that wages are high enough to keep a stable, skilled workforce intact and that the costs associated with maintaining a household are low enough, relative to wages, to be affordable to the majority of the working class. A diverse economy is one that has balance between manufacturing, resource, and service sector businesses and employment. A strong and diverse economy not only encourages expansion and retention of existing business but also promotes the creation of new, locally-owned business and the relocation of business into the area.

- Cooperative partnerships are encouraged for planning, monitoring, and implementing economic development plans and activities. The city should work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens in order to help attain and sustain a healthy, diversified economy within the city and region.

- Qualified labor is essential to retain and recruit business. An educational system and training opportunities that provide citizens of all ages with the knowledge and skills necessary to compete for high paying, skilled jobs contributes substantially to the development of a dynamic economy.

- Adequate land for expected job growth, a high quality transportation network that facilitates efficient movement of goods and services in and out of the city's major industrial and commercial areas, and the provision and maintenance of other infrastructure are essential requirements for Spokane's continued position as a regional center. Additionally, new state-of-the-art infrastructure is needed to maintain Spokane's competitiveness.

- The emphasis on the automobile and the strict separation of land uses have left some individuals with limited choices for work and the reduced ability to shop or obtain services. Transportation and land use alternatives that provide better accessibility for all citizens of Spokane improves business and employment opportunities.

- In order for a place to be identifiable and distinct, it needs a center and an edge. The City of Spokane has been slowly losing both. Spokane's identity is derived from its center, its downtown, not its suburbs which are like so many other suburbs. Historically, the city has continued to develop farther away from the downtown area and toward the fringe, decreasing the city's tax base and limiting the city's ability to maintain services, aesthetic values, and a high quality of life. As a result, it has become more difficult to attract and retain residents and businesses. Redirecting growth and economic activity back into the city will move the city toward securing a healthy economic foundation.

- The downtown area's vitality is important to the entire region. Downtown Spokane is the region's traditional "heart and soul." It is also the economic and cultural center of the region. A

healthy downtown adds to the city's tax base and improves the city's image, appearance, and sense of pride for existing residents, potential residents, and investors.

- Encouraging new businesses to locate in the City of Spokane involves creating incentives for businesses to choose Spokane over other possible sites. Examples of these incentives include planning in advance for growth, maintaining an efficient permitting process, and creating tax incentives.

- Spokane's physical environment is an economic advantage that should be promoted and protected to attract economic development opportunities. Preserving both the natural and built environment ensures maintenance of a quality of life beneficial for all of Spokane's citizens.

The Horizons process also paralleled the planning process for The Plan for a New Downtown, prepared by the City of Spokane and the Downtown Spokane Partnership, a non-profit coalition of business, government, and community leaders. The policies and actions set forth in the 1999 document, Charting the Future The Plan for a New Downtown are consistent with the direction of the Comprehensive Plan. Charting the Future was updated with the publication of Fast Forward Spokane: Downtown Plan Update. Fast Forward Spokane was adopted on December 22, 2009.

7.2 GMA GOAL AND REQUIREMENTS AND COUNTYWIDE PLANNING POLICIES

GMA Economic Development Goal (RCW 36.70A.020)

For all chapters, the GMA Goal and Requirements and Countywide Planning Policies have been moved to an appendix.

The Washington State Growth Management Act (GMA) includes 13 goals, which were adopted to guide the development and adoption of comprehensive plans and development regulations. The GMA does not require, but rather encourages, that a separate economic development element be included in a jurisdiction's comprehensive plan or as part of the goals, policies, and strategies of each of the other elements. The following is the GMA economic development goal (Goal 5):

"Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses and recruitment of new businesses, recognize regional differences impacting economic development opportunities, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities."Refer to the Growth Management Act, RCW 36.70A.020, "Planning Goals," for description of each goal.

Countywide Planning Policies

The Countywide Planning Policies (CWPPs), adopted by the Spokane Board of County Commissioners in 1994, include economic development as one of the nine policy topics. As an introduction to the CWPPS, the "Statement of Principles" lists several themes that emerged during the citizen participation process as being of concern to residents. These became the overriding principles that guided the development of the Countywide Planning Policies. One of the principles focuses on economic vitality and states:

> "The economic vitality of Spokane County is brought about by a collaborative effort of the public and private sectors. A healthy economy maintains jobs, as well as creates job opportunities. Additionally, it provides the ability to access housing for all economic segments of the community. A jobs-based economy brings together the environmental and the economic implications of managed growth and seeks a balance, which will help secure a quality community for future generations."

The CWPPs overview of the GMA's requirements for economic development states:

> "The Growth Management Act (GMA) establishes overall goals for economic development throughout the state and requires the topic to be addressed as part of the Countywide Planning Policies. The Growth Management Act (GMA) establishes the following as economic development goals for the State of Washington. RCW.36.70A.020(5).
>
> - Encourage economic development that is consistent with adopted comprehensive plans.
> - Promote economic opportunity for all citizens of the state, especially for unemployed and disadvantaged persons.
> - Encourage growth in areas experiencing insufficient economic growth.
> - Ensure economic growth occurs within the capacities of the state's natural resources, public services and public facilities.
>
> These goals, together with the Countywide Planning Policies, will provide guidance to individual jurisdictions as they develop the economic development elements of their comprehensive plans.

For the entire text of the economic development policies, consult the Countywide Planning Policies and Environmental Analysis for Spokane County, Topic 8, adopted December 22, 1994.

7.3 VISION AND VALUES

Spokane ~~Horizons~~ volunteers working on the Comprehensive Plan identified important themes in relation to Spokane's current and future growth. A series of visions and values was crafted for each element of the Comprehensive Plan that describes specific performance objectives. From the Visions and Values document, adopted in 1996 by the City Council, the Comprehensive Plan's goals and policies were generated.

The city's role in economic development involves providing public sector advocacy and investment in support of quality job creation and retention, diversification, and wage levels. The city's comprehensive plan lays the foundation for economic development.

All references to the "Horizons" process were deleted throughout the chapter, given the length of time that has elapsed since that process occurred – reducing the name recognition. The Comprehensive Plan now references the efforts of volunteers, including those that helped with "Horizons."

The Visions and Values of the "Horizons" process remain virtually untouched.

Vision

"Spokane will enjoy a quality of life for everyone that includes a diversified economic base that provides a livable wage, a healthy natural environment, and an economically vibrant downtown. Spokane's quality of life will be built on a partnership of diverse interests, including education, business, government, and neighborhoods."

Values

"The things that are important to Spokane's future include:

- Encouraging livable wage jobs.
- Developing a viable, economically strong downtown area.
- Developing a variety of job opportunities that include professional and industrial as well as service opportunities.
- Ensuring that economic growth pays its appropriate share for costs of new services needed.
- Encouraging economic development that values the environment as a component of our quality of life."

7.4 GOALS AND POLICIES

Goals and policies provide specificity for planning and decision-making. Overall, they indicate desired directions, accomplishments, or aims in relation to the growth and development of Spokane. ~~Additional materials for this chapter are located in the Draft Comprehensive Plan/EIS, Volume 2, Chapter 21, Economic Development.~~

ED 1 COOPERATIVE PARTNERSHIPS

Goal: Encourage cooperative partnerships to address the economic expansion of the city and region.

Policies

ED 1.1 Economic Development Programs

Support and participate in regional economic development planning with the public and private sectors.

Staff modified this policy for streamlining purposes. The second part of the discussion is redundant with Chapter 13.

Discussion: ~~Economic development plans depend, in large part, on the support of the city to carry out policies that pertain to public involvement or assistance.~~ The ~~City of Spokane~~ city plays a key role in providing leadership to ensure that the economic development plans and policies of the city and other organizations ~~working~~ intended to strengthen the economy are coordinated, implemented, and monitored.

~~The city should coordinate its economic development activities and plans for economic growth with other jurisdictions, cities, businesses, citizens, and the educational community in order to help attain and sustain a healthy, diversified economy within the city and region.~~

ED 1.2 Support of Economic Development Organizations

Continue to support ~~the~~ Greater Spokane Incorporated, Visit Spokane, Spokane Public Facilities District, Workforce Development, Business Improvement Districts, Public Development Authorities and others in ~~Downtown Spokane Partnership, and the Spokane Area Convention and Visitors Bureau in~~ their efforts to reinforce and strengthen the Spokane economy.

Staff modified this policy to update the names of current groups involved in these activities.

Discussion: Successful economic development requires commitment by government, education, and business organizations. ~~The city should continue m~~Membership and support of ~~in~~ these organizations ~~in order to ensure~~ encourages coordination of economic development activities ~~by~~ among diverse groups ~~and, when feasible, the city should contribute staff time to this effort~~.

ED 1.3 Economic Development Progress

Work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens to ~~monitor the~~ periodically review the city's economic vitality and revise ~~economic development~~ plans as needed.

Discussion: Economic development ~~issues~~ indicators need to be considered when evaluating economic vitality. Example indicators include wages~~,~~; per capita personal and median household income~~,~~; percentage of population below poverty level~~,~~; business formation, expansion, and retention~~,~~; economic base~~,~~; and education.

ED 1.4 Public-Private Partnerships

Continue to ~~E~~encourage public-private partnerships that ~~further public goals while~~ advanc~~e~~ing economic development opportunities.

Staff changed the wording in this policy for clarification reasons.

Discussion: Partner with the private sector to extend infrastructure for development; provide incentives; and support the creation of quality affordable housing for the workforce in proximity to areas targeted for economic growth.

~~The city can p~~Partner with the private sector ~~through such means as~~ to extend~~ing~~ infrastructure for ~~the~~ development~~; of employment centers,~~ provide~~ing~~ incentives; and support the creation of quality affordable housing for the workforce in proximity to areas targeted for economic growth. ~~low-income housing for employees in proximity to targeted areas for future employment, and enhancing transit service to employment sites.~~

ED 2 LAND AVAILABILITY FOR ECONOMIC ACTIVITIES

Goal: Ensure that an adequate supply of useable industrial and commercial ~~land is~~ property is available for economic development activities.

Policies

ED 2.1 Land Supply

Ensure opportunities for locating a variety of desirable, livable wage industries in Spokane that are environmentally compatible with adjacent land uses and support a range of employment types.

Discussion: ~~Land is a basic requirement for commercial and manufacturing activity.~~ The City of Spokane encourages development of economic ~~growth~~ enterprises in locations suited for those uses based upon available public facilities, land capability, neighboring uses, and an orderly development pattern. These areas are identified in Chapter 3, Land Use.

The discussion of this policy was reduced for streamlining purposes.

~~Economic growth in the industrial sector is dependent, among other factors, on the availability of lands that are suitable for industrial use, are served by required urban services, and are of adequate size for business expansion or the location of new industries. Although well-served by city utilities and services, many of the industrial districts within the city limits are occupied with smaller industrial or commercial uses with limited opportunity for growth. The dominant pattern of small, separately owned parcels makes it difficult to expand existing business or create a large site to accommodate new, larger industries.~~

To ensure that the economy can reasonably be sustained over the next 20 years, an adequate supply and variety of land must be available to attract new employers and to allow existing businesses to expand. ~~To ensure environmentally compatible economic activity, the city should explore the possibility of conducting State Environmental Policy Act (SEPA) Planned Action(s) for potential development sites to facilitate desired economic growth.~~ Preplanning for specific areas of industrial and commercial development or employment centers allows the city to target funds for infrastructure improvements. ~~In addition, prospective investors and businesses recognize a commitment to planned growth and economic development and the predictability they add.~~

Strategies to enhance the city's ability to attract new industry include:

- ~~Maintain~~ Establish and maintain an urban land atlas that identifies and contains information on available land that can be developed or redeveloped and that offers information on public/private development opportunities.
- Prepare and maintain a market analysis of available infill sites.

- ~~Continue efforts to~~ Encourage aggregate~~ion of~~ small industrial parcels to form larger sites.
- Identify ~~and obtain~~ available ~~excess public and semi-public~~ vacant or underutilized public land~~. resources.~~
- ~~Improve opportunities~~ Align public investment with ~~for~~ economic activity opportunity. ~~through capital improvement or financial development assistance.~~
- Identify potential areas for city-initiated SEPA Planned Actions.
- Aggressively seek funding to extend services to designated developable lands to attract new commercial and industrial development.

~~See the Draft Comprehensive Plan/EIS, Volume 2, Chapter 17, Land Use, for additional information on available commercial and industrial land.~~

ED 2.2 Revitalization Opportunities

Provide incentives to encourage the revitalization and utilization of historic and older commercial and industrial districts for redevelopment.

The discussion for this policy was made more general and streamlined. Specific names of revitalization areas were deleted as these names and areas change over time.

Discussion: Redevelopment of abandoned or underutilized sites where infrastructure and services are ~~readily~~ available and adequately surprised may provide~~s~~ a wider range of opportunities for business location. ~~Older commercial and industrial districts within the city offer great potential as alternative venues to suburban locations for economic growth. The Hillyard business district~~ Traditional commercial areas, Centers and Corridors, and adjacent industrial area~~s,~~ provide the opportunity to target revitalization investments as well as nearby job training and employment, adding tax revenues to the city, and catalyzing revitalization efforts. ~~the East Sprague business district and industrial lands to the north, the industrial area adjacent to Hamilton and North Foothills Drive, and the Sinto industrial district in the West Central Neighborhood are examples of venues with such potential.~~

~~These locations are in the heart of impoverished neighborhoods that have blocks of underutilized, older commercial and industrial buildings that either can be adapted or replaced with industries offering livable wage jobs. These redevelopments provide the opportunity for nearby job training and employment to those in the most needy areas of the city, add tax revenues to the city, and stimulate other revitalization efforts. Strategies that the city can apply to make these areas competitive with suburban locations include application for grant funds for redevelopment of "brownfield" areas, use of tax incentive housing programs, provision of increased transit service, and investment of public funds in urban amenities such as parks and pedestrian facilities.~~

ED 2.3 Reusable Buildings Inventory

~~Maintain~~ Continue to maintain an inventory of historic and significant older buildings that could be redeveloped for economic activities rather than demolished.

This policy was modified for streamlining.

Discussion: In addition to vacant and underutilized sites that are suitable for redevelopment, rehabilitation of an historic or significantly older building or cluster of buildings is another option for business location. While the public facilities servicing historic or older commercial areas may need updating to meet newer life safety code requirements, ~~The city contains a significant number~~

~~of unique historic structures that provide an ideal location for small businesses and space for business incubators. Smaller spaces, lower costs, and central location all contribute to attracting and retaining small business. By~~ maintaining an inventory of older buildings~~, the city~~ can help potential businesses ~~to~~ identify structures that meet their needs.

ED 2.4 Mixed-Use

Support mixed-use development ~~by identifying areas for economic growth~~ that brings employment, shopping, and residential activities into shared locations that~~, through preservation or redevelopment,~~ stimulate opportunities for economic activity.

~~**Discussion**: The resurgence of compact, self-sufficient neighborhoods where people meet their lifestyle needs has created a renewed interest in mixed-use development. The economics of mixed-use derive from the notion that mutually supporting activities have a synergistic effect on each other; that is, the total revenue generated is greater than the sum of the parts. If housing and office uses are combined, for example, a market is created for shops and services that could not be supported by either alone. This does not have to occur in one building, but the uses must be physically integrated in a way that permits pedestrian circulation among them. In addition, collocating these activities in a more compact, focused growth environment provides additional land for economic growth within the city's urban area.~~

The discussion was removed because the policy is self-explanatory.

~~Mixed-use development can fill an important market niche in the city. At a smaller scale, mixed-use provides a way to introduce commercial and office use into residential areas. Within mixed-use centers, the possibility exists for business owners to occupy living space above their business establishments. This concept, although not new, provides an opportunity for business owners to save commute time by living and working in the same building. It can be used as infill in existing areas as magnet projects to stimulate neighborhood development. Mixed-use within Spokane in designated neighborhood, district, and employment centers, along corridors, or within the central city area provides a new venue for business opportunity.~~

ED 3 STRONG, DIVERSE, AND SUSTAINABLE ECONOMY

Goal: Foster a strong, diverse, and sustainable economy that provides a range of employment and business opportunities.

Policies

ED 3.1 Economic Growth

Stimulate economic growth by supporting the formation, retention, expansion, and recruitment of businesses.

Discussion: Business start-up, retention, expansion, and recruitment activities ~~are strategies to~~ foster economic growth. The city ~~All options must be explored~~ should explore and pursue oppportunities to create an environment where new businesses can start and existing businesses can grow and develop. ~~It is also important to protect the long-term viability of the economy through retention and expansion of existing employers. Recruitment of businesses and industries that diversify the region's economy or fill gaps in the goods and services available in the area should continue. The city is a partner with other organizations and can provide expertise in areas such as land use, infrastructure, and quality of life.~~

The discussion was streamlined. The additional information wasn't necessary in order to understand the policy.

ED 3.2 Economic Diversity

Encourage economic diversity through a mix of small and large businesses that provide a healthy balance of goods-producing and service-producing jobs.

Discussion: Encourage a~~A~~ range of industry~~ies~~ size and types to provide economic stability during economic shifts. ~~reduces the vulnerability of the city to unforeseen events and helps ease economic downturns during normal business cycles to unforeseen events and helps ease economic downturns during normal business cycles. Determining the best balance of industry within the city's urban area should be a continuous process based on the monitoring of local economic development plans to determine progress toward business formulation, retention, expansion, and recruitment aimed at broadening the economic base. During this assessment process, future industries can be targeted for recruitment to balance the needs of the city's economy and provide long-term economic benefits.~~

Most of the discussion was removed because the policy is self-explanatory.

ED 3.3 Enterprise Opportunities

~~*Create*~~ *Continue to create economic development opportunities utilizing tools available to the city which will foster the growth of Spokane's economy.*

~~**Discussion:** Utilizing a variety of venues and mechanisms, such as port districts, foreign trade zones, industrial development bonds, tax credits, technology transfer, and business incubator facilities, creates the opportunities needed to facilitate economic growth.~~

The discussion was removed from this and the next policy because they weren't necessary in order to understand the policy.

ED 3.4 Value Added Business Strategy

Promote value added business practices as an ~~primary~~ economic strategy.

~~**Discussion:** Many communities seek to improve their local economies by quantitative increases in business activities: making more, selling more, and attracting more visitors. However, many innovative communities and businesses are creating more jobs by using a qualitative strategy known as "adding value." For example, the Spokane region's natural resource based industries such as timber and agriculture remain a foundation of the local economy and provide business opportunities. Rather than merely extracting and exporting natural resources such as logs and wheat, businesses can "add value" to those resources by manufacturing by-products such as furniture and bread. Other business practices also add value: manufacturing better products rather than more products and creating more interesting experiences and activities to encourage visitors to stay in our area longer. Increasing the production of local by-products and improving the quality of products would generate more local jobs and spending, spur exportation, and potentially reduce the need to import goods-producing materials from other locales.~~

ED 3.5 Locally-Owned Businesses

Support opportunities to expand and increase the number of locally-owned businesses in Spokane.

Discussion: Locally-owned businesses help to provide economic stability and a positive business environment ~~by reducing the flow of capital from the area~~. Locally-owned industries tend to have a stake in the community, leading to more involved corporate citizenship. ~~The greater activism of locally-owned businesses is particularly important to the city, especially in an era of diminishing government revenues, when the private sector is more willing to address public problems. Both the public and private sectors should be encouraged to support locally-owned businesses in their bid and purchase process. The~~

This discussion was streamlined.

~~city should explore mechanisms to promote local business in public projects such as the addition of bonus points for local ownership in proposal evaluation criteria.~~

ED 3.6 Small Businesses

Recognize the significant contributions of small businesses to the ~~City of Spokane's~~city's economy and seek to enhance small business opportunities.

Discussion: ~~The presence of many small businesses in the city illustrates that they are a significant part of the economic fiber of the community.~~ Considerable potential for new economic growth exists in encouraging small business startups and enabling them to expand. ~~Businesses that employ local people, use local materials, and sell local products should be supported as one avenue of expanding the opportunity for small business ventures.~~ The city should continue ~~efforts to provide land use designations that give small businesses opportunities to start and grow and should also~~ to support and work with partner ~~with existing~~ organizations to remove barriers and promote the startup and expansion of small business. ~~which support the start-up and expansion of local small businesses. Although the city's ability to help finance private business start-ups and expansion is limited, several federal programs and limited state programs to assist in financing are available. The city should maintain information on these sources in the permit center.~~

Much of this discussion was unnecessary in order to understand the policy.

ED 3.7 Home-Based Businesses

Encourage opportunities for teleworking and home businesses that are compatible with residential neighborhoods.

Discussion: More people are working from their homes, a trend that results from shifts in the economy toward services, corporate down-sizing, and improved telecommunications. Teleworking and appropriate home-based businesses can produce many ~~community, family, and individual~~ benefits and ~~including~~ new business opportunities~~,~~ such as information technology development, reduced traffic congestion, and reduced air pollution.

This policy was streamlined.

~~Development regulations should minimize the potential for negative impacts from home businesses by limiting signs, maintaining the residential appearance of neighborhoods, requiring adequate parking while ensuring that parking and traffic generation fits into the neighborhood and is not excessive, limiting truck deliveries, and appropriately managing other potential adverse impacts.~~

ED 3.8 Technology-Based Industries

Encourage the development of advanced and emerging technology~~-~~based industries.

Discussion: Because of the continued expansion of ~~high tech~~ technology-based industries and the higher paying jobs associated with ~~the industry~~ them, advanced-technology firms can potentially create new jobs while increasing wealth. The most urgent need of the tech industry is a highly skilled workforce. The City should provide an environment that attracts a quality workforce looking for a community that exhibits a high quality of life by designating areas for high-tech business development, especially in centers, that include supportive infrastructure and state-of-the-art communication facilities. ~~High-tech businesses are sources of ideas and innovations that increase the likelihood of new business start-ups. Development or recruitment of high-tech industries can be accomplished by ensuring a quality workforce to fill industry needs and~~

The discussion was modified for clarification purposes.

~~designating areas for high-tech business development, particularly in designated employment centers and downtown Spokane, that include supporting infrastructure and state-of-the-art communication facilities.~~

ED 3.9 Regional Marketplace

Support strategies to expand regional markets for local services and products.

Discussion: ~~Spokane is ideally situated as a regional distribution center for the area.~~ Expanding the opportunities to export goods and services to other areas of the region and world brings more money into the local economy.

ED 3.10 Downtown Spokane

Promote downtown Spokane as the economic and cultural center of the region. ~~*in order to protect past public and private investments, to produce tax revenue needed to pay for growth and desired public services, and to provide continued job opportunities in office, government, retail, service, and tourism.*~~

This policy and discussion were modified for streamlining.

Discussion: ~~Continuing~~ Continue to support ~~to expand economic opportunities in the downtown area by~~ our economic partners in revitalizing downtown retail activity, expanding job opportunities in the public and private sectors, attracting recreational, arts, and entertainment and tourist businesses, and developing downtown housing. ~~to encourage a stable resident population are essential to a healthy downtown.~~

ED 4 INCOME AND EMPLOYMENT OPPORTUNITY

Goal: Enhance the economic future of the community by encouraging the creation of jobs that ~~increase the average~~ provide a livable wage and reduce income disparity.

Policies

ED 4.1 Livable Wage

Encourage the recruitment of businesses that pay wages at least commensurate with the cost of living and that provide health and retirement benefits.

Discussion: A portion of Spokane's population is underemployed due to the relatively few high paying, high skill jobs. ~~Recruiting~~ Encouraging employment opportunities that provide fulltime and/or high paying jobs with competitive benefits programs helps to elevate Spokane's employment level.

ED 4.2 Benchmark Indicators

Work with the private sector to establish benchmark indicators for employment and income levels, monitor progress toward reaching those levels, and prepare an annual status report on progress.

The discussion was streamlined.

Discussion: ~~Benchmarks are a way to measure progress toward economic development goals.~~ The ~~City of Spokane~~ city should continue to support the work of Eastern Washington University and other community partners in their efforts to track Spokane's economic, demographic and community vitality indicators. ~~cooperatively with economic development organizations, institutions of higher learning, and members of the community to establish benchmarks, ensure that they are achieved, and annually review progress~~

~~to determine if a change in strategy is needed. This enables the city to monitor its progress toward meeting planning goals. Examples of benchmarks include number of new jobs per year, levels of income, housing to jobs ratio, and home ownership ratio. In addition, community environmental and social conditions are a good indicator of economic health and should be considered when establishing benchmarks.~~

ED 4.3 Income Equity

Cooperate with other community agencies and organizations to address income equity and employment opportunities within the Spokane economy.

The discussion was removed because it did not inform the policy.

~~**Discussion**: One way to improve the economic vitality and stability of the city is to address the disparities in income and employment opportunities faced by some members of the community. Historically, women, minorities, and other economically disadvantaged groups have had low incomes as well as fewer and poorer employment opportunities compared with society as a whole. These disparities can be addressed through education, training, and social service programs. The Education and Workforce Development Policies, ED 5.1 through 5.8, help meet these needs. Chapter 10, Social Health, also addresses this issue. Members of disadvantaged communities should be involved in these and other efforts to improve their economic future.~~

~~Economic disparity is also a geographic issue that has had detrimental economic effects on the city's economy. By redirecting growth and economic activity into the city, the segregation of our economic sectors can be reduced.~~

ED 5 EDUCATION AND WORKFORCE DEVELOPMENT

Goal: Improve Spokane's economy through a well-educated citizenry and a qualified labor force that is globally competitive and responds to the changing needs of the workplace.

Policies

ED 5.1 K-12 Education

Work cooperatively with local schools to help maintain and enhance the quality of K-12 education in the city's schools.

ED 5.2 Youth Programs

Cooperate with educational institutions and businesses to provide young people with exposure to a wide variety of employment and business opportunities.

The discussion was removed because it was unnecessary.

~~**Discussion:** The City of Spokane Youth Services Department currently provides programs to enrich the education and employment opportunities for the city's youth and should continue in its endeavors. Examples of programs and activities for youth education and business exposure include apprenticeship and mentoring programs, job fairs, and vocational education that includes on-the-job training.~~

ED 5.3 Post-Secondary Education and Job Training

Support continued efforts of the educational community to contribute to the health of Spokane's economy through post-secondary plans, programs, and activities.

Discussion: The city should support continued efforts of the educational community to provide adult education, vocational education, job

This discussion has been streamlined.

training, and higher education including research, within the region that meet the needs of businesses, employees, and residents.

~~To determine how post-secondary education can best contribute to Spokane's economy, the city should support the efforts of universities to work cooperatively to develop programs to strengthen the economy in a variety of mutually supportive ways:~~

- ~~Training and life-long learning for both traditional age and adult learners from all economic strata in support of the creation of a qualified workforce able to compete for high paying jobs in the emerging international and highly technical economy.~~
- ~~Developing "destination" academic programs that can attract highly qualified and talented faculty and students from other cities, states, and regions who otherwise would not come to Spokane.~~
- ~~Attracting research dollars and programs that will contribute, by their monetary value alone, directly to the Spokane economy, and indirectly by creating an intellectual environment conducive to invention and product development.~~
- ~~Contributing to the visual and performing arts as well as the range of cultural activities so necessary to the development of an attractive, vibrant, and economically dynamic economy.~~

ED 5.4 Program Evaluation

Support efforts to introduce new, high quality programs into the curricula of area technical schools, community colleges, colleges, and universities that address the changing needs of businesses and employees.

~~**Discussion:** As technology advances, business and industry continue to experience a shift in needed employee skills. The information age has produced a shift from production skills to information-processing and problem-solving skills. Most new jobs demand an ability to adjust to forces requiring continual changes in products, processes, and management structures. Science and technology skills are becoming increasingly important and in Spokane's global economy, there is an increasing need for higher levels of international skills. Schools and colleges of business and management must examine their effectiveness in producing entrepreneurs and managers capable of competing in a world market. In addition, an unprecedented requirement for adult retraining and continuous adult learning to keep pace with the changing needs of business and industry is now present. The City of Spokane, therefore, encourages the educational institutions of the region to constantly evaluate their programs to be responsive to the changing job market.~~

The discussion was removed from this policy because it wasn't necessary in order to understand the policy.

ED 5.5 Communication Links

Encourage greater communication between the ~~City of Spokane~~ city, educational and training providers, businesses, employees, and residents to meet community educational and job-training needs.

ED 5.6 Employer Training Support

Encourage employers to support continuing education and training for their employees.

~~**Discussion:** Continuing education and training encourages an adaptive workforce and higher retention of qualified employees.~~

This discussion wasn't necessary in order to understand the policy.

ED 5.7 ~~Transportation and~~ Employment Opportunities for Special Needs Populations

This policy (which does not match the title of the policy) has been moved to LINK Spokane (Transportation). However, new policy language has been proposed to address the employment needs of the special needs population, in line with the original policy title.

~~*Promote accessibility to service and activity centers, jobs, and public transportation for special needs populations.*~~ *Support efforts to provide training and employment opportunities for special needs populations.*

Discussion: Special needs populations include everyone from children and the elderly to persons with disabilities and persons of low-income. Local training and employment programs will help to ensure that all segments of the population can participate in and support the local economy. ~~The most common denominator among these groups is the fact that they do not drive for one reason or another. Therefore, in order to move around the community, they must rely on public transportation.~~

~~This is especially an issue for workforce development. People who are trying to get off welfare and return to work do not go to work if they cannot get there easily. In particular, it is important to focus on providing easy access to and from the sites that meet their daily needs: jobs and job training, childcare, housing, and medical and social services. While physical co-location of these uses makes them the most easily accessible, it is important to provide transportation links between scattered sites. Once these transit links are available, it is also necessary to get the word out so people know these services are available and can make the best use of them.~~

~~Employers stand to benefit as well. Anything that improves an employee's likelihood of getting to work each day results in overall increased employee stability. In the end, this means higher employee productivity and lower training costs for the employer.~~

ED 5.8 Library as Educational Resource

Fund the library system at a level adequate to improve the educational level of Spokane's workforce.

This discussion was updated to account for recent efforts by Libraries to provide educational and work-related support and learning opportunities on-site.

The second paragraph of the discussion was modified according to a request by the Executive Director of the Spokane Public Library.

Discussion: The city should ~~improve the~~ maintain adequate accessibility ~~of~~ to the library system to allow residents to improve their level of education. ~~, which functions to improve the educational level of Spokane's workforce.~~ Libraries provide essential services and resources that will enhance the workforce through access to computers, job training program sites, and other materials that will help them develop their work skills.

Increasing~~ed~~ or maintaining adequate hours of operation and resources available at the library ~~is one way the library could~~ would provide more choices and opportunities for personal education. In addition to a vast array of digital and print~~ed~~ materials that ~~which can~~ aid citizens in furthering their education, library computers provide those who do not own a computer the ability to access electronically delivered information, including ~~local~~ training, classes, and employment opportunities. Onsite library experts help citizens navigate the library's vast entrepreneurial resources – assisting in areas such as market analysis, job application assistance, and digital skills training. Libraries ~~potentially~~ can help every citizen ~~serve as job training program sites, providing~~

~~citizens the opportunity to~~ upgrade their current skills or develop new ~~work skills~~ ones in order to qualify for higher-paying jobs.

ED 6 INFRASTRUCTURE

Goal: Implement infrastructure maintenance and improvement programs that support new and existing business and that reinforce Spokane's position as a regional center.

Policies

~~ED 6.1 Infrastructure Utilization~~

~~*Locate development where infrastructure capacity already exists before extending infrastructure into new areas.*~~

~~**Discussion:** In most cases, extending water, sewer, and roads to new areas of development is more expensive than building in developed areas served by the existing infrastructure.~~

This policy is already a GMA requirement and redundant with the Capital Facilities and Utilities Chapter.

ED 6.~~2~~1 Infrastructure Projects

Promote infrastructure projects that enhance the city's quality of life and business climate.

Discussion: Basic services and facilities are necessary for a community to enter the competitive arena for new investment. Expenditures to maintain and right-size adequate infrastructure and community services are necessary and indicate a city's commitment to its quality of life. Citywide infrastructure improvements and community services keep the city and its commerce running efficiently.

ED 6.~~3~~2 Public Investment in Designated Areas

Use capital facility funds to promote economic ~~expansion~~ vitality in those areas designated for economic development or mixed-use.

Discussion: The ~~City of Spokane~~ city can focus growth by the discretionary use of capital facilities funds in those areas ~~where economic growth is desired~~ targeted for increased economic vitality, such as designated centers and corridors, industrial areas, and targeted investment areas ~~new industrial areas or mixed use districts~~. The city ~~can~~ will continue to provide ~~identify and prioritize areas for infill development or redevelopment where~~ infrastructure improvements to these areas ~~are necessary~~ to induce private development and work cooperatively with area economic development agencies to ensure that economic development plans are consistent with achieving this goal.

This discussion was streamlined and discussion of targeted investment areas was added in accordance with recent City efforts.

ED 6.~~4~~3 Communication Facilities and Networks

Support the expansion and development of sophisticated communication facilities and networks required by industries that use ~~high~~ advanced technology.

~~**Discussion:** Spokane must continue to prepare for changing technology in order to be in a position to compete for new industry. Industries that use high technology systems have grown increasingly more important to local economies. Having the necessary communication systems in~~

This discussion was unnecessary in order to understand the policy.

~~place encourages businesses that are dependent on technology to locate in Spokane and allows local universities and colleges to attract and train students for careers in the technology industry.~~

~~It is imperative that Spokane continues its political and financial commitment to develop further areas within the city in order to compete in the highly competitive technological market.~~

ED 6.~~5~~4 Infrastructure Maintenance

Maintain infrastructure at safe and efficient levels.

Discussion: Streets, sewers, water delivery, gas and electric power distribution, communication systems, and solid waste disposal all effect how efficiently companies conduct their business. Maintaining existing infrastructure in proper working order is imperative for efficient business operation.

ED 7 REGULATORY ENVIRONMENT AND TAX STRUCTURE

Goal: Create a regulatory environment and tax structure that encourage investment, nurture economic activity, and promote a good business climate.

Policies

ED 7.1 Collaborative Nurturing of the Business Climate

Work with the business community, labor, economic development organizations and residents to maintain a good business climate.

~~**Discussion:** Factors that contribute to a favorable business climate include relatively low direct taxation of businesses, development regulations that are flexible and efficiently administered, and community attitudes that support balanced and managed growth.~~

This discussion has been removed for streamlining purposes.

ED 7.2 Revenue Sources

Ensure that tax revenue sources are stable, allocate costs equitably within the community, and do not penalize certain types of businesses, and attract and retain businesses~~, and maintain the City of Spokane's high quality of life~~.

Discussion: To maintain a healthy economy and a good business climate~~, taxes need to be equitably distributed among businesses, residents, and other members of the community. Since taxes are a cost of doing business, businesses need tax stability to help them plan for the future. Although the taxing authority of cities is limited~~, the ~~City of Spokane~~ city should try to impose taxes and fees that reflect the needs and priorities of the community as expressed in the comprehensive plan.

Those parts of the discussion that were redundant with the actual policy text were removed.

~~Prices for services such as water, sewer, energy, and solid waste disposal should be kept as low as possible to provide a competitive edge for attracting businesses and must be kept in balance with the total cost to the community.~~

ED 7.3 State Tax Changes

Lobby the state legislature for changes in state tax laws to allow more options or mechanisms to be available as incentives to business investment.

Staff recommends removal of the discussion because the policy speaks for itself.

~~**Discussion:** A tax structure that is inflexible or regressive limits the start up of new businesses and the relocation of existing businesses into Spokane. The State of Washington's constitution limits some taxing tools used in other states. The city should focus attention on lobbying efforts aimed at increasing its potential to attract new businesses and development efforts.~~

~~There is a need for a change to a progressive tax structure, better understanding and awareness of the tax structure, as well as the necessary changes to state law to enable jurisdictions within the state to compete nationally and internationally for new industry.~~

ED 7.4 Tax Incentives for Land Improvement

~~*Investigate changes in*~~ *Support a tax structure that encourages business investment and construction where infrastructure exists, especially in centers or other* ~~*priority*~~ *target areas for development.*

The discussion was removed for streamlining purposes.

~~**Discussion:** The current tax structure does not provide incentives to develop land in specific locations identified as desirable for growth. Property taxes increase if property improvements are made. This may discourage improvement, leaving land vacant or unimproved. Taxing land based on its location, regardless of its condition, could stimulate construction or improvement.~~

ED 7.5 Tax Incentives for Renovation

Use tax incentives and investments to encourage revitalization, modernization, or rehabilitation of deteriorated residential and commercial properties and buildings for new economic activity.

The discussion has been modified for clarification and to avoid redundancy with the Urban Design and Historic Preservation Chapter.

Discussion: The city can use tax incentive ~~housing~~ programs and investment of public funds in urban amenities and infrastructure in those areas that are targeted for economic growth. ~~When tax incentives are used on buildings identified as having historic significance, it shall be done in compliance with the Department of the Interior Standards for Historic Preservation or other locally adopted standards.~~ Spokane's historic preservation program and others provide~~s~~ many benefits to ~~potential business~~ property owners through tax reduction incentives and tax credits. ~~National and local historic preservation tax credits can be used to rehabilitate historic buildings for economic purposes with the added benefit of helping to maintain the city's historic traditions that are an inherent component of Spokane's quality of life.~~

ED 7.6 Development Standards and Permitting Process

Periodically evaluate and improve the City of Spokane's development standards and permitting process to ensure that they are equitable, cost-effective, timely, and meet community needs and goals.

~~**Discussion:** Community needs and goals include ensuring that new development is attractive, public services are adequate and efficient, maintenance costs are low, and that development has minimal adverse impacts on nearby uses and the environment. Development standards for retail,~~

~~office, and manufacturing areas should balance these purposes with the need to cost-effectively provide sites for businesses. Development standards that provide flexibility can help to ensure that site amenities essential to maintaining the city's quality of life can be reasonably provided, while still providing cost-effective site development for new and expanding businesses. Maintaining an efficiently administered permitting process can create a positive business climate. The environmental review process, for example, can be simplified by defining in a single, comprehensive summary all local, state, and federal environmental regulations, so that overlapping regulations can be avoided. The city shall explore the possibility of conducting city-initiated environmental Planned Actions, enabled by the State Environmental Policy Act, in areas targeted for economic growth so that the environmental review process for development in those areas is more expedient. In addition to facilitating an efficient permitting process, city staff should act in an advisory role to developers on design issues and maintain information on funding sources.~~

ED 8 QUALITY OF LIFE AND THE ENVIRONMENT

Goal: Improve and protect the natural and built environment as assets that attract economic development opportunities and enhance the City of Spokane's quality of life.

Policies

ED 8.1 Quality of Life Protection

Protect the natural and built environment as a primary quality of life feature that allows existing businesses to expand and that attracts new businesses, residents, and visitors.

Discussion: ~~The importance of the city's high quality of life as a contributor to a favorable business climate is likely to increase as businesses make more decisions on where to locate based on the city's appeal.~~ Good schools, ~~good~~ infrastructure and public services, high quality neighborhoods, an attractive community appearance, many natural areas, a variety of recreational opportunities, and the perception of clean air and water attract both businesses and residents. ~~These benefits act as economic development tools and must be protected in order to continue to function as attractions to potential businesses and residents.~~

The discussion was reduced for streamlining purposes.

~~Individual programs and policies that respond to a particular business need may be of limited success in encouraging firms to expand or attracting new firms if they are not part of a comprehensive effort to upgrade the quality of life of the city. Improving the city's quality of life where it is poor can have a significant impact on decisions firms make regarding location and workforce changes.~~

ED 8.2 Sustainable Economic Strategies

Promote sustainable economic strategies.

Discussion: Sustainable economic strategies are those that strive to achieve economic development in a manner that minimizes physical, social and environmental impacts.

ED 8.3 Recreation and Tourism Promotion

Promote the region's outdoor amenities, ~~as~~ recreational opportunities and tourism ~~business opportunities~~.

Discussion: Recreational and tourism business opportunities abound in the Spokane region. ~~because of the geographical location and abundance of lakes, streams, and mountains.~~

Much of this discussion was unnecessary.

~~Not only must these natural resources be protected, Spokane must also promote them as the base of unique opportunities for new business.~~

~~ED 8.4 Environmentally Compatible Businesses~~

~~*Encourage the recruitment of businesses that are environmentally friendly and that are compatible with the quality of life standards of the region.*~~

This policy was redundant with the Natural Environment Chapter, goal NE 10 and its policies.

~~**Discussion:** Industrial developments that minimize resource use and production of waste byproducts are beneficial to the environment and economy. Reconciling the demands for business and environmental compatibility is challenging. The development of eco-industrial parks is one alternative to meet this challenge. Businesses coordinate their activities in an environmentally responsible manner while benefiting collectively through increased resource use efficiency and reduced waste production.~~

ED 8.~~5~~4 Environmental Protection Business Opportunities

~~*Support*~~ *Encourage businesses that specialize in environmental protection.*

Discussion: As environmental concerns continue to emerge, business opportunities in the environmental protection industry increase. Examples of new industries include paper and plastic recycling and the conversion of industrial byproducts into useful materials.

ED 8.~~6~~5 Contaminated Site Clean-Up Responsibilities

Facilitate the clean-up of ~~*Target*~~ *contaminated sites* ~~*and facilitate their clean-up*~~*.*

This policy was reworded for readability.

Discussion: The city can improve the environment and its ability to attract new business as well as increase its supply of available land by ~~targeting~~ continuing to offer clean up and redevelopment assistance for contaminated sites. ~~environmentally contaminated sites that are desirable for redevelopment.~~

July 13, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the Comprehensive Plan

Part III

Chapter 7 – Economic Development

FORMATTED

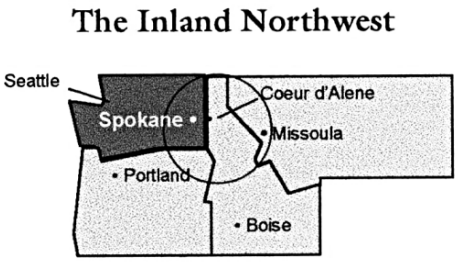
7.1 INTRODUCTION

Economic development is the sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. The economy plays a key role in the quality of life within the city. A strong economy provides economic opportunities to all citizens through the creation of jobs and business opportunities, and by creating a tax base that provides schools, police, fire protection, parks and other community facilities, services, and amenities.

At one time, economic development was principally the province of the private sector, including utilities, railroads, banks, and business organizations, such as chambers of commerce. Government programs were associated with distressed or underdeveloped areas of the country. In more recent years, economic development has become a critical function of local government.

State and local partnerships are a crucial component in the promotion of long-term economic growth. The city has developed strategies based on local economic conditions. Custom designed strategies, based on local economic conditions, have been developed by the city. These efforts should continue to be pursued and additional strategies developed. It is also imperative that the public, private, and nonprofit sectors remain involved if the full potential of state and local development strategies is are to be realized. By forming partnerships, all can work toward a common vision.

Spokane Profile



Spokane serves as the regional hub of a 36-county, multi-state area known as the Inland Northwest. This region encompasses parts of Washington, Idaho, Montana, and Oregon. As a regional trade center, the Spokane market area extends into British Columbia and Alberta, Canada. An international airport, a major rail hub, an interstate highway, and proximity to the Columbia and Snake River systems reinforce Spokane's position as a distribution center.

The Spokane economy has diversified significantly in the past 30 years, moving from a strong heritage of natural resource-related timber, agriculture, and mining to an economy that includes high-tech and service companies. As a share of citywide employment, the largest local industries are health care, retail trade, and hospitality. The financial and professional services industries, manufacturing, as well as wholesale trade still play a strong role in the region's economy. Spokane's convention and tourism industry continues to grow into a major component as well.

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Downtown Spokane is the preeminent office concentration in the region and a major employment center for financial and business services, hospitality facilities, retail activity, and education. Downtown is home to Spokane's entertainment center, convention facilities, a majority of Spokane's hotel rooms, numerous restaurants and shops, and Riverfront Park. The University District, located east of downtown, houses Gonzaga University; the Spokane campuses of Washington State University, Eastern Washington University, Whitworth University, University of Washington and Spokane Community Colleges; and Ignite Northwest, formerly SIRTI, which facilitates innovative business start-ups.

Shaping Our Economic Future

The City of Spokane's Role in Economic Development

The City of Spokane plays a major role in economic development by allocating land for manufacturing and commercial uses, connecting water and sewer systems to business sites, providing tax credits and incentives, and completing advance planning to accommodate growth. Building upon economic strengths and unique advantages, examples of activities with economic benefits undertaken by the city include providing an efficient transportation system for all users, encouraging high quality schools, providing affordable housing for all income levels, ensuring efficient permit processes, and providing parks and recreational activities that improve Spokane's quality of life.

The decisions of individuals and firms, which are influenced by government actions, drive market growth. Most jobs and investments are generated by private businesses. Spokane must also contend with economic forces beyond local control, such as changes in the regional, national, and international economies. The city can, however, plan to take advantage of favorable trends and lessen the impact of unfavorable trends by anticipating and responding to these changes.

To achieve these ends, it is critical that the city continue to support and participate in partnerships to promote economic development. Singular leadership and unilateral policy-making is seldom effective. Economic development strategies need to be developed in partnership with the public and private sectors at the state and local levels. In addition, state and community leadership should transcend political

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changes and elections, as successful development requires time to produce observable results.

Partner organizations work to reinforce and strengthen the Spokane economy. Greater Spokane Incorporated (GSI), which serves as Spokane's economic development organization and chamber of commerce; the Spokane Public Facilities District; Visit Spokane; Business Improvement Districts; and Public Development Authorities are all examples of organizations working toward a more prosperous Spokane.

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7.2 VISION AND VALUES

Spokane volunteers working on the Comprehensive Plan identified important themes in relation to Spokane's current and future growth. A series of visions and values was crafted for each element of the Comprehensive Plan that describes specific performance objectives. From the Visions and Values document, adopted in 1996 by the City Council, the Comprehensive Plan's goals and policies were generated.

The city's role in economic development involves providing public sector advocacy and investment in support of quality job creation and retention, diversification, and wage levels. The city's comprehensive plan lays the foundation for economic development.

Vision

"Spokane will enjoy a quality of life for everyone that includes a diversified economic base that provides a livable wage, a healthy natural environment, and an economically vibrant downtown. Spokane's quality of life will be built on a partnership of diverse interests, including education, business, government, and neighborhoods."

Values

"The things that are important to Spokane's future include:

- Encouraging livable wage jobs.
- Developing a viable, economically strong downtown area.
- Developing a variety of job opportunities that include professional and industrial as well as service opportunities.
- Ensuring that economic growth pays its appropriate share for costs of new services needed.
- Encouraging economic development that values the environment as a component of our quality of life."

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7.3 GOALS AND POLICIES

Goals and policies provide specificity for planning and decision-making. Overall, they indicate desired directions, accomplishments, or aims in relation to the growth and development of Spokane.

ED 1 COOPERATIVE PARTNERSHIPS

Goal: Encourage cooperative partnerships to address the economic expansion of the city and region.

Policies

ED 1.1 Economic Development Programs

Support and participate in regional economic development planning with the public and private sectors.

Discussion: The city plays a key role in providing leadership to ensure that the economic development plans and policies of the city and other organizations intended to strengthen the economy are coordinated, implemented, and monitored.

ED 1.2 Support of Economic Development Organizations

Continue to support Greater Spokane Incorporated, Visit Spokane, Spokane Public Facilities District, Workforce Development, Business Improvement Districts, Public Development Authorities and others in their efforts to reinforce and strengthen the Spokane economy.

Discussion: Successful economic development requires commitment by government, education, and business organizations. Membership and support of these organizations encourages coordination of economic development activities among diverse groups.

ED 1.3 Economic Development Progress

Work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens to periodically review the city's economic vitality and revise plans as needed.

Discussion: Economic development indicators need to be considered when evaluating economic vitality. Example indicators include wages; per capita personal and median household income; percentage of population below poverty level; business formation, expansion, and retention; economic base; and education.

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ED 1.4 Public-Private Partnerships

Continue to encourage public-private partnerships that advance economic development opportunities.

Discussion: Partner with the private sector to extend infrastructure for development; provide incentives; and support the creation of quality affordable housing for the workforce in proximity to areas targeted for economic growth.

Partner with the private sector to extend infrastructure for development; provide incentives; and support the creation of quality affordable housing for the workforce in proximity to areas targeted for economic growth.

ED 2 LAND AVAILABILITY FOR ECONOMIC ACTIVITIES

Goal: Ensure that an adequate supply of useable industrial and commercial property is available for economic development activities.

Policies

ED 2.1 Land Supply

Ensure opportunities for locating a variety of desirable, livable wage industries in Spokane that are environmentally compatible with adjacent land uses and support a range of employment types.

Discussion: The City of Spokane encourages development of economic enterprises in locations suited for those uses based upon available public facilities, land capability, neighboring uses, and an orderly development pattern. These areas are identified in Chapter 3, Land Use.

To ensure that the economy can reasonably be sustained over the next 20 years, an adequate supply and variety of land must be available to attract new employers and to allow existing businesses to expand. Preplanning for specific areas of industrial and commercial development or employment centers allows the city to target funds for infrastructure improvements.

Strategies to enhance the city's ability to attract new industry include:

- Establish and maintain an urban land atlas that identifies and contains information on available land that can be developed or redeveloped and that offers information on public/private development opportunities.
- Prepare and maintain a market analysis of available infill sites.
- Encourage aggregation of small industrial parcels to form larger sites.
- Identify available vacant or underutilized public land.

- Align public investment with economic activity opportunity.
- Identify potential areas for city-initiated SEPA Planned Actions.
- Aggressively seek funding to extend services to designated developable lands to attract new commercial and industrial development.

ED 2.2 Revitalization Opportunities

Provide incentives to encourage the revitalization and utilization of historic and older commercial and industrial districts for redevelopment.

Discussion: Redevelopment of abandoned or underutilized sites where infrastructure and services are available and adequately surprised may provide a wider range of opportunities for business location. Traditional commercial areas, Centers and Corridors, and adjacent industrial areas, provide the opportunity to target revitalization investments as well as nearby job training and employment, adding tax revenues to the city, and catalyzing revitalization efforts.

ED 2.3 Reusable Buildings Inventory

Continue to maintain an inventory of historic and significant older buildings that could be redeveloped for economic activities rather than demolished.

Discussion: In addition to vacant and underutilized sites that are suitable for redevelopment, rehabilitation of an historic or significantly older building or cluster of buildings is another option for business location. While the public facilities servicing historic or older commercial areas may need updating to meet newer life safety code requirements, maintaining an inventory of older buildings can help potential businesses identify structures that meet their needs.

ED 2.4 Mixed-Use

Support mixed-use development that brings employment, shopping, and residential activities into shared locations that stimulate opportunities for economic activity.

ED 3 STRONG, DIVERSE, AND SUSTAINABLE ECONOMY

Goal: Foster a strong, diverse, and sustainable economy that provides a range of employment and business opportunities.

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Policies

ED 3.1 Economic Growth

Stimulate economic growth by supporting the formation, retention, expansion, and recruitment of businesses.

Discussion: Business start-up, retention, expansion, and recruitment activities foster economic growth. The city should explore and pursue opportunities to create an environment where new businesses can start and existing businesses can grow and develop.

ED 3.2 Economic Diversity

Encourage economic diversity through a mix of small and large businesses that provide a healthy balance of goods-producing and service-producing jobs.

Discussion: Encourage a range of industry size and types to provide economic stability during economic shifts.

ED 3.3 Enterprise Opportunities

Continue to create economic development opportunities utilizing tools available to the city which will foster the growth of Spokane's economy.

ED 3.4 Value Added Business Strategy

Promote value added business practices as an economic strategy.

ED 3.5 Locally-Owned Businesses

Support opportunities to expand and increase the number of locally-owned businesses in Spokane.

Discussion: Locally-owned businesses help to provide economic stability and a positive business environment. Locally-owned industries tend to have a stake in the community, leading to more involved corporate citizenship.

ED 3.6 Small Businesses

Recognize the significant contributions of small businesses to the city's economy and seek to enhance small business opportunities.

Discussion: Considerable potential for new economic growth exists in encouraging small business startups and enabling them to expand. The city should continue to support and work with partner organizations to remove barriers and promote the startup and expansion of small business.

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ED 3.7 Home-Based Businesses

Encourage opportunities for teleworking and home businesses that are compatible with residential neighborhoods.

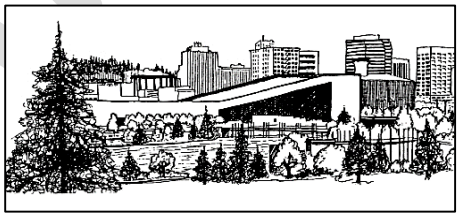
Discussion: More people are working from their homes, a trend that results from shifts in the economy toward services, corporate downsizing, and improved telecommunications. Teleworking and appropriate home-based businesses can produce many benefits and new business opportunities, such as information technology development, reduced traffic congestion, and reduced air pollution.

ED 3.8 Technology-Based Industries

Encourage the development of advanced and emerging technology -based industries.

Discussion: Because of the continued expansion of technology-based industries and the higher paying jobs associated with them, advanced-technology firms can potentially create new jobs while increasing wealth. The most urgent need of the tech industry is a highly skilled workforce. The City should provide an environment that attracts a quality workforce looking for a community that exhibits a high quality of life by designating areas for high-tech business development, especially in centers, that include supportive infrastructure and state-of-the-art communication facilities.

ED 3.9 Regional Marketplace



Support strategies to expand regional markets for local services and products.

Discussion: Expanding the opportunities to export goods and services to other areas of the region and world brings more money into the local economy.

ED 3.10 Downtown Spokane

Promote downtown Spokane as the economic and cultural center of the region.

Discussion: Continue to support our economic partners in revitalizing downtown retail activity, expanding job opportunities in the public and private sectors, attracting recreational, arts, and entertainment and tourist businesses, and developing downtown housing.

ED 4 INCOME AND EMPLOYMENT OPPORTUNITY

Goal: Enhance the economic future of the community by encouraging the creation of jobs that provide a livable wage and reduce income disparity.

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Policies

ED 4.1 Livable Wage

Encourage the recruitment of businesses that pay wages at least commensurate with the cost of living and that provide health and retirement benefits.

Discussion: A portion of Spokane's population is underemployed due to the relatively few high paying, high skill jobs. Encouraging employment opportunities that provide fulltime and/or high paying jobs with competitive benefits programs helps to elevate Spokane's employment level.

ED 4.2 Benchmark Indicators

Work with the private sector to establish benchmark indicators for employment and income levels, monitor progress toward reaching those levels, and prepare an annual status report on progress.

Discussion: The city should continue to support the work of Eastern Washington University and other community partners in their efforts to track Spokane's economic, demographic and community vitality indicators.

ED 4.3 Income Equity

Cooperate with other community agencies and organizations to address income equity and employment opportunities within the Spokane economy.

ED 5 EDUCATION AND WORKFORCE DEVELOPMENT

Goal: Improve Spokane's economy through a well-educated citizenry and a qualified labor force that is globally competitive and responds to the changing needs of the workplace.

Policies

ED 5.1 K-12 Education

Work cooperatively with local schools to help maintain and enhance the quality of K-12 education in the city's schools.

ED 5.2 Youth Programs

Cooperate with educational institutions and businesses to provide young people with exposure to a wide variety of employment and business opportunities.

ED 5.3 Post-Secondary Education and Job Training

Support continued efforts of the educational community to contribute to the health of Spokane's economy through post-secondary plans, programs, and activities.

Discussion: The city should support continued efforts of the educational community to provide adult education, vocational education, job training, and higher education including research, within the region that meet the needs of businesses, employees, and residents.

ED 5.4 Program Evaluation

Support efforts to introduce new, high quality programs into the curricula of area technical schools, community colleges, colleges, and universities that address the changing needs of businesses and employees.

ED 5.5 Communication Links

Encourage greater communication between the city, educational and training providers, businesses, employees, and residents to meet community educational and job-training needs.

ED 5.6 Employer Training Support

Encourage employers to support continuing education and training for their employees.

ED 5.7 Employment Opportunities for Special Needs Populations

Support efforts to provide training and employment opportunities for special needs populations.

Discussion: Special needs populations include everyone from children and the elderly to persons with disabilities and persons of low-income. Local training and employment programs will help to ensure that all segments of the population can participate in and support the local economy.

ED 5.8 Library as Educational Resource

Fund the library system at a level adequate to improve the educational level of Spokane's workforce.

Discussion: The city should maintain adequate accessibility to the library system to allow residents to improve their level of education. Libraries provide essential services and resources that will enhance the workforce through access to computers, job training program sites, and other materials that will help them develop their work skills.

Increasing or maintaining adequate hours of operation and resources available at the library would provide more choices and opportunities for personal education. In

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addition to a vast array of digital and print materials that aid citizens in furthering their education, library computers provide those who do not own a computer the ability to access electronically delivered information, including training, classes, and employment opportunities. Onsite library experts help citizens navigate the library's vast entrepreneurial resources – assisting in areas such as market analysis, job application assistance, and digital skills training. Libraries can help every citizen upgrade their current skills or develop new ones in order to qualify for higher-paying jobs.

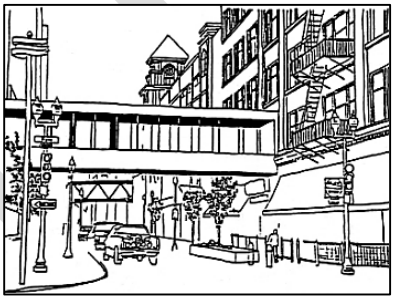
ED 6 INFRASTRUCTURE

Goal: Implement infrastructure maintenance and improvement programs that support new and existing business and that reinforce Spokane's position as a regional center.

Policies

ED 6.1 Infrastructure Projects

Promote infrastructure projects that enhance the city's quality of life and business climate.



Discussion: Basic services and facilities are necessary for a community to enter the competitive arena for new investment. Expenditures to maintain and right-size adequate infrastructure and community services are necessary and indicate a city's commitment to its quality of life. Citywide infrastructure improvements and community services keep the city and its commerce running efficiently.

ED 6.2 Public Investment in Designated Areas

Use capital facility funds to promote economic vitality in those areas designated for economic development or mixed-use.

Discussion: The city can focus growth by the discretionary use of capital facilities funds in those areas targeted for increased economic vitality, such as designated centers and corridors, industrial areas, and targeted investment areas. The city can will continue to provide infrastructure improvements to these areas to induce private development and work cooperatively with area economic development agencies to ensure that economic development plans are consistent with achieving this goal.

ED 6.3 Communication Facilities and Networks

Support the expansion and development of sophisticated communication facilities and networks required by industries that use advanced technology.

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ED 6.4 Infrastructure Maintenance

Maintain infrastructure at safe and efficient levels.

Discussion: Streets, sewers, water delivery, gas and electric power distribution, communication systems, and solid waste disposal all effect how efficiently companies conduct their business. Maintaining existing infrastructure in proper working order is imperative for efficient business operation.

ED 7 REGULATORY ENVIRONMENT AND TAX STRUCTURE

Goal: Create a regulatory environment and tax structure that encourage investment, nurture economic activity, and promote a good business climate.

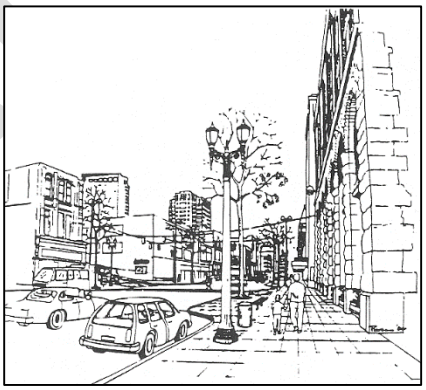
Policies

ED 7.1 Collaborative Nurturing of the Business Climate

Work with the business community, labor, economic development organizations and residents to maintain a good business climate.

ED 7.2 Revenue Sources

Ensure that tax revenue sources are stable, allocate costs equitably within the community, and do not penalize certain types of businesses, and attract and retain businesses.



Discussion: To maintain a healthy economy and a good business climate, the city should try to impose taxes and fees that reflect the needs and priorities of the community as expressed in the comprehensive plan.

ED 7.3 State Tax Changes

Lobby the state legislature for changes in state tax laws to allow more options or mechanisms to be available as incentives to business investment.

ED 7.4 Tax Incentives for Land Improvement

Support a tax structure that encourages business investment and construction where infrastructure exists, especially in centers or other target areas for development.

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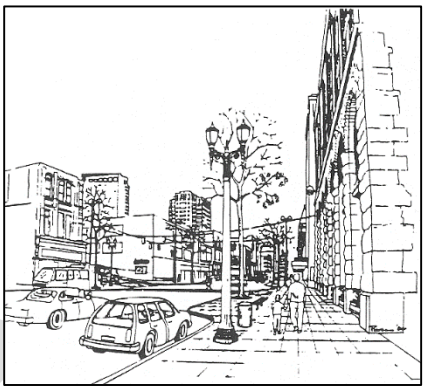
ED 7.5 Tax Incentives for Renovation



Use tax incentives and investments to encourage revitalization, modernization, or rehabilitation of deteriorated residential and commercial properties and buildings for new economic activity.

Discussion: The city can use tax incentive programs and investment of public funds in urban amenities and infrastructure in those areas that are targeted for economic growth. Spokane's historic preservation program and others provide many benefits to property owners through tax reduction incentives and tax credits.

ED 7.6 Development Standards and Permitting Process

Periodically evaluate and improve the City of Spokane's development standards and permitting process to ensure that they are equitable, cost-effective, timely, and meet community needs and goals.

ED 8 QUALITY OF LIFE AND THE ENVIRONMENT

Goal: Improve and protect the natural and built environment as assets that attract economic development opportunities and enhance the City of Spokane's quality of life.

Policies

ED 8.1 Quality of Life Protection

Protect the natural and built environment as a primary quality of life feature that allows existing businesses to expand and that attracts new businesses, residents, and visitors.

Discussion: Good schools, infrastructure and public services, high quality neighborhoods, an attractive community appearance, many natural areas, a variety of recreational opportunities, and the perception of clean air and water attract both businesses and residents.

ED 8.2 Sustainable Economic Strategies

Promote sustainable economic strategies.

Discussion: Sustainable economic strategies are those that strive to achieve economic development in a manner that minimizes physical, social and environmental impacts.

ED 8.3 Recreation and Tourism Promotion

Promote the region's outdoor amenities, recreational opportunities and tourism.

Discussion: Recreational and tourism business opportunities abound in the Spokane region.

ED 8.4 Environmental Protection Business Opportunities

Encourage businesses that specialize in environmental protection.

Discussion: As environmental concerns continue to emerge, business opportunities in the environmental protection industry increase. Examples of new industries include paper and plastic recycling and the conversion of industrial byproducts into useful materials.

ED 8.5 Contaminated Site Clean-Up Responsibilities

Facilitate the clean-up of contaminated sites.

Discussion: The city can improve the environment and its ability to attract new business as well as increase its supply of available land by continuing to offer clean up and redevelopment assistance for contaminated sites.

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Return to Agenda

July 13, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part IV

Chapter 10 – Social Health

TRACKED CHANGES

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The Chapter Contents have not been updated. They will be updated with the correct subsections and page numbers at the end of the approval process.

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10.1 INTRODUCTION

> "A healthy city is one that is continually creating and improving those physical and social environments and strengthening those community resources which enable people to mutually support each other in performing all the functions of life and achieving their maximum potential."
>
> Trevor Hancock

The concept of "health" has historically been associated with issues surrounding physical health. However, the healthy communities movement defines health beyond traditional health issues and also considers ~~underlying factors that contribute to individual~~ social and community health~~, such as good schools, strong families, and safe streets~~. A city's role in improving the health and well-being of individuals, families, and communities requires addressing the factors that influence or cause health-related behaviors, such as: resource allocation, the physical environment, housing choices, quality education, efficient public transportation, employment options, cultural and recreational opportunities, and accessible health systems through local policies that enhance equity.

The introduction has been condensed for readability and streamlining.

~~Background History~~

~~When Spokane was young, it was touted as one of the finest cities west of the Mississippi. Since then, Seattle has surpassed it as the economic and cultural center of the state. While the City of Spokane still serves as the regional center for medical care, shopping, and entertainment, the strength of its older neighborhoods has been siphoned off to the suburbs. Much of what remains is a shadow of its former self. In order for Spokane to attain its full potential, people must once again regard it as a desirable place to live and do business.~~

~~Current Trends~~

~~A slow economy, an aging population, and suburban sprawl have contributed to Spokane's current state of decline. The consequences of these factors are many and varied. Working families struggle to make ends meet. Areas of high and extreme poverty continue to expand in the city. There is a sense that the brightest and best go elsewhere for schools and good jobs. Aging seniors struggle to care for themselves and maintain their homes without younger family members available to help them. The American Dream of the 1950s prevails as people continue to live out the belief that moving "up" means moving out. To a large extent, the remaining city residents consist of those whose financial status relegates them to the lower priced housing found in older neighborhoods. Social impacts of intergenerational poverty are evidenced by the high rates of crime, teen pregnancy, and school dropouts in these areas. The city is burdened with the challenge of repairing an aging infrastructure system and an eroding social fabric with a shrinking tax base.~~

~~In addition, decreasing social service budgets and the trend toward deinstitutionalization leave special needs populations underserved. The city's central location and lower property values contribute to the concentration in the city of facilities that serve the region's disabled and homeless populations. Several neighborhoods with a predominance of large, affordable buildings have become the repository for many of the region's group homes.~~

~~Past zoning patterns have rendered many shopping and employment sites inaccessible without a car. In addition, medical services and affordable day care are lacking in poor neighborhoods. This is a hardship, especially for the poor, elderly, and youth who either cannot drive or cannot afford to own a car. These people rely on public transportation in order to access services and employment outside their neighborhood. However, the public transit system is not fully responsive to their needs.~~

~~Finally, cultural diversity is all but missing and the arts are undervalued and underutilized. These are two of the most critical components of social health, as they have the capacity to help us build a strong sense of community and adapt to change.~~

Scope of the Chapter

~~The intent of the social health chapter is to describe methods of restoring Spokane to its former vitality. The goals and policies will guide incentives, regulations, future plans, and public investments. Healthy communities embrace a complex set of factors that contribute to good health: housing choices, clean natural environments, efficient public transportation, employment options, job training, quality education, cultural and recreational opportunities, room for diversity, accessible health services, and preventive services.~~ In the Comprehensive Plan, th~~os~~e aspects of a healthy community that are specifically related to housing, natural environment, transportation, and economic development are addressed in the chapters devoted solely to those topics. ~~The social health~~ This chapter addresses the more qualitative aspects that support Spokane's social fabric.

~~Spokane is often viewed as a city of limited resources. While there may be room to expand the city's financial capacity in the future, Spokane's human capacity is already quite rich.~~ With a full range of choices and opportunities, Spokane can maximize its human resources by enhancing each person's ability to achieve their full potential in the community. Implementation of these ideas need not be expensive if it builds on the assets that already exist. This is a values-driven approach that uses what we have to get where we want to go. ~~Also, it puts people first.~~ When residents are productive, safe, healthy, caring, and civil, the city is prosperous, energetic, supportive, and livable.

~~Overview~~

~~A recurrent theme of the social health chapter is universal accessibility, which means that programs and facilities are physically, financially, and culturally accessible to the entire population. This chapter also emphasizes prevention, collaboration, and civic responsibility as the most cost-effective means to build community and achieve social health. These ideas are not new to Spokane. The town's high level of citizen involvement lays the foundation for expanded participation and volunteer opportunities in the future. The neighborhoods' asset mapping exercises yield valuable evidence of a rich skill pool. Youth and seniors are active both in meeting their own needs as well as serving others. Indeed, Spokane's potential is great.~~

~~However, the whole city must pull together in order to reach the goal of social health. Policies on funding mechanisms describe roles for both public and private entities that range from budget allocations and cost-sharing agreements to public/private partnerships and user fees. In addition, the City of Spokane can encourage social health through land use regulations that result in an urban landscape where each neighbor/hood has a full range of housing choices, services, and employment options. The opportunities and services represented complement other existing uses and facilities, meet the unique needs of the local residents, and blend with the visual character of the neighborhood.~~

Thes~~e~~ policies in this chapter~~'s~~ support a key underlying assumption that social health is strongly related to a sense of community. People feel a greater attachment to place if they associate it with meaningful experiences. When they can shop, work, ~~and~~ play, and learn near where they live, people are provided with the opportunity to communicate and develop a positive relationship with their neighbors. ~~they mingle with and get to know their neighbors. One-on-one~~ These relationships can erase barriers that arise from differences in age or socioeconomic and cultural backgrounds. For this reason, the social health chapter includes policies that encourage diversity ~~and an arts presence~~ in each neighborhood. ~~It also supports concepts such as mixed-use zoning, joint use of facilities, home businesses, day care facilities in both homes and businesses, and urban design elements that improve safety~~.

~~Conclusion~~

~~The old adage remains true: "United we stand, divided we fall." While American culture cherishes the ideal of individuality, our social fabric will continue to fray unless we can interweave this with a commitment to mutual responsibility. In the end, not only our quality of life but also our pocketbooks are affected. As it is said, "an ounce of prevention is worth a pound of cure." When the guiding principle is one of broad social health, life is better for everyone.~~

10.2 GMA GOAL AND REQUIREMENTS AND COUNTYWIDE PLANNING POLICIES

GMA Social Health Planning Goals

For all chapters, the GMA Goal and Requirements and Countywide Planning Policies have been moved to an appendix.

While social health is not one of the elements required under the Washington State Growth Management Act (GMA), it falls within the provision for optional elements (RCW 36.70A.080). The social health chapter addresses a range of concepts identified as important by the citizens who participated with Spokane Horizons. For example, schools, libraries, and community centers are discussed as prime examples of public facilities that contribute to the social fabric of a healthy community. The chapter also complies with the GMA's requirement to discuss group homes and foster care facilities (RCW 36.70A.070(2)(c)) as well as the identification and siting of such essential public facilities as inpatient facilities, including substance abuse facilities, mental health facilities, and group homes (RCW 36.70A.200). Also included in this chapter are policies on the location of homes for the handicapped (RCW 36.70A.410) and family day care providers' home facilities (RCW 36.70A.450).

Countywide Planning Policies

In addition, the social health chapter incorporates requirements stated in the Countywide Planning Policies (CWPPs). For example, the Principle of Ethnic Diversity (CWPP, Statement of Principles) is covered under SH 4, the diversity goal. In addition to the information covered in the housing and capital facilities and utilities chapters, the social health chapter addresses those housing and essential public facilities issues that relate specifically to special needs populations. Maps SH 1 through SH 12 in the Draft Comprehensive Plan/EIS, Volume 2, identify the current locations of:

- Those essential public facilities that constitute inpatient facilities, including mental health facilities, and alcohol and substance abuse treatment facilities.
- Group homes, such as adult family homes, boarding and retirement homes, including assisted living facilities and congregate care facilities, nursing homes, transitional housing, emergency shelters, and facilities for the developmentally disabled.
- Foster care facilities.

These maps demonstrate the extent to which these facilities are fairly and equitably distributed throughout the City of Spokane. They also show whether or not the facilities are located either in areas of need or near similar facilities and public transportation. To identify relevant demographic trends, see the Draft Comprehensive Plan/EIS, Volume 2, Maps SH 17 through SH 23, for housing and population information from the 1990 U.S. Census. When compared with maps showing locations of such facilities countywide, this information also informs Steering Committee decisions related to population allocation between jurisdictions.

Specific policies in the social health chapter address particular requirements in the CWPPs, namely:

- SH 2.7 addresses the need to consider transportation, site design, and other service needs when evaluating potential locations for these particular essential public facilities. It also describes a land use pattern that would promote accessibility to service and activity centers, jobs, and public transportation for special needs populations.
- SH 2.8 was written in recognition of federal and state fair housing mandates as they relate to the siting and development of housing for special needs populations.

10.~~3~~2 VISION AND VALUES

Spokane ~~Horizons~~ volunteers working on the Comprehensive Plan identified important themes in relation to Spokane's current and future growth. A series of visions and values was crafted for each element of the Comprehensive Plan that describes specific performance objectives. From the Visions and Values document, adopted in 1996 by the City Council, the Comprehensive Plan's goals and policies were generated.

Social health addresses youth, families, senior citizens, people with disabilities, education, public safety, recreation, the arts, and cultural opportunities.

All references to the "Horizons" process were deleted throughout the chapter, given the length of time that has elapsed since that process occurred – reducing the name recognition. The Comprehensive Plan now references the efforts of volunteers, including those that helped with "Horizons."

The Visions and Values of the "Horizons" process remain virtually untouched.

Vision

"Spokane will be a safe and nurturing community that provides a diversity of social, recreational, educational, and cultural opportunities for all ages. A strong, positive identity for Spokane will be furthered by constructive community events and activities."

Values

"The things that are important to Spokane's future include:

- Providing recreational and educational opportunities for all youth.
- Assuring that Spokane remains a great place to raise a family.
- Treasuring the youth and elders alike.
- Maintaining quality education and avoiding overcrowding in the schools.
- Maintaining a diversity of opportunities for higher education.
- Eliminating and keeping out drug and gang-related criminal activities.
- Implementing neighborhood and community oriented policing.
- Expanding and diversifying cultural opportunities, such as arts, sports, entertainment, and ethnic opportunities.
- Continuing community events that contribute to Spokane's community identity, such as Hoopfest, Bloomsday, and Pig-Out in the Park.
- Assuring that access to recreational opportunities is not lost as growth occurs."

10.~~4~~3 GOALS AND POLICIES

Goals and policies provide specificity for planning and decision-making. Overall, they indicate desired directions, accomplishments, or aims in relation to the growth and development of Spokane. ~~Additional materials for this chapter are in the Draft Comprehensive Plan/EIS, Volume 2, Chapter 24, Social Health.~~

SH 1 FUNDING MECHANISMS TO SUPPORT SOCIAL HEALTH

Goal: Utilize all funding mechanisms that will help to develop the infrastructure, support, and staffing necessary to provide affordable, accessible opportunities for arts, culture, recreation, education, and health and human services to all citizens, with particular attention to the needs of youth, the elderly and those with special needs.

Policies

SH 1.1 Invest in Social Health

Allocate ~~General Fund monies~~ funds to ~~Arts~~ arts and ~~Human~~ human ~~Services~~ services in sufficient amounts to guarantee ongoing support for these programs to achieve their full potential.

The Focus Group updated this policy to reflect current programs and efforts.

Discussion: The Community, Housing and Human Services Department and Spokane Arts Fund ~~departments~~ each contribute substantially to the social health of the city. For this reason, it is essential to establish a consistent funding base that supports program stability. This is especially important for leveraging external dollars. To that end, General Fund monies shall be allocated annually to support these functions.

The Spokane City Council has named ~~H~~human ~~S~~services as one of its nine priorities. Community, Housing and Human Services' budget supports local non-profit organizations that provide services such as child and adult day care, family support services, emergency services, and support services for special needs populations and the elderly. The Spokane Arts Fund ~~department provides staff to the Arts Commission, which~~ is the City of Spokane's main proponent for arts and cultural opportunities in the community. Arts staffing levels must be adequate to also pursue and administer state, federal and private grants. In addition, the Arts allocation must be sufficient to provide sub-grants to local arts organizations, and matching money for public and private arts funding.

SH 1.2 Commitment to Youth

Allocate resources at a consistent and meaningful level to provide access to youth-related programs ~~commensurate with the community's high regard for and ongoing commitment to youth.~~

The Focus Group modified this policy for clarity and to strengthen the language and rewrote the discussion accordingly.

Discussion: ~~Youth are a vital part of our community's future.~~ Youth are critical to the future of the City. The entire community should share in supporting their growth and development. By their involvement in civic and neighborhood activities, youth see the impact of their own actions and recognize the difference they make.

Youth success is supported by far more than what happens in a classroom. The physical environment in which youth are raised plays a key role as well. Stable housing, personal and community safety, affordable transit, convenient access to school, health care, and other destinations and safe, welcoming places for interaction with peers and mentors all add up to a youth-supportive environment.

~~They deserve to feel welcome and valued in recognition of the important role they play in a healthy community. They have a right to high quality services, and a voice in the operation of~~

~~those services. In addition, they have a need for recreational and educational opportunities such as a science center, museum, teen center, and aquatic center or skateboard park.~~

~~Community support is demonstrated by dedicating an adequate funding stream to support city-sponsored youth initiatives. A secure funding stream could be generated by a variety of mechanisms. An internationally successful model is the "Children's Promise: Give an Hour; Change a Future" initiative, where each employed person is asked to donate one hour of income per year to fund youth resources not already funded through regular sources.~~

SH 1.3 Equitable Funding

Coordinate with public and private agencies at the local ~~*Work with county*~~*, state, and federal level* ~~*funding sources*~~ *and with recipients to design a structure for funding and decision-making that recognizes the significant presence of social services of a regional nature within the City of Spokane.*

Discussion: ~~Certain of t~~The region's special needs populations tend to concentrate in the City of Spokane, especially mental health clients, those with developmental disabilities, and persons involved with substance abuse treatment programs. The city's Community, Housing, and Human Services Department works closely with social service providers within the city to coordinate services and allocate funding. For this reason, the~~y~~ city must have an active voice in regional decision making processes that address service delivery and allocation of money for services and facilities of regional or countywide significance.

In addition, cost-sharing agreements should address the disproportionate presence of special needs populations in any particular jurisdiction. ~~For example, Spokane County should contribute to the City of Spokane's efforts to care for the region's homeless population.~~

~~SH 1.4 Operation and Construction Funds~~

~~*Budget for capital projects to include funding for operations such as staff and equipment, as well as construction.*~~

The Focus Group removed this policy because they felt it was no longer applicable and that it ultimately is not possible to implement, specifically in that capital funding cannot fund operations.

~~**Discussion:** Insofar as facilities are designed to support programs, funding should provide adequately for the entire spectrum of program needs. The balance between operations and construction funding goes a long way to ensure that programs are not only well housed but also effective and sustainable. A new library building or community center cannot serve the public if the doors are closed or the programs are limited because of insufficient operational funding. In the long run, this is a fundamental aspect of good customer service. When calculating the "One Percent for Arts," however, only the construction portion of the budget shall apply.~~

SH 1.~~5~~ 4 Accessibility ~~Subsidized User Fees~~

Improve communication with and access ~~*Provide subsidized user fees for access*~~ *to public recreational, cultural, and educational facilities or programs* ~~*so that everyone is able to participate*~~.

The Focus Group generalized this policy in order to provide more flexibility in implementing it, rather than focusing on one remedy (subsidies).

Discussion: For those in need~~, To avoid discriminating against anyone due to inability to pay~~, reduced rates should be available via private sponsorship or public subsidy for one-time access or membership cards. ~~in the form of sliding scale fees and scholarships. Qualification for a wholly or partially subsidized rate will be based on household income levels.~~

~~User fees are calculated to cover at least part of the cost of facilities and services. Not only do they help to stretch the City of Spokane's budget dollars, they also instill a sense of pride in ownership in the user~~.

SH 1.~~6~~ 5 Public/Private Partnerships

Encourage public/private partnerships that complement each other as a means to provide coordinated, centrally located services.

The discussion was removed by the Focus Group for streamlining.

~~**Discussion:** Since private philanthropists and entrepreneurs are some of a city's greatest assets, appreciation for their efforts should be demonstrated by public cooperation. The City of Spokane should fully utilize creative funding and regulatory incentives to encourage private development in designated centers, consistent with planning objectives. For example, the City of Spokane could pursue grant funding or contribute infrastructure which might be used to leverage private money in order to implement desirable projects, such as a teen recreational site or the inclusion of child care services within an office building or other private facility. Regulatory incentives could include offering an increase in the total allowable floor area ratio to any developer willing to include a public benefit use within their development.~~

SH 1.~~7~~ 6 Vacant Buildings

Promote and assist non-profit organizations in purchasing and renovating vacant properties ~~buildings,~~ in order to provide sites for additional community-related facilities.

The discussion was removed for streamlining.

~~**Discussion:** When buildings within the public realm sit vacant for a long period of time, the dead space eventually creates gaps in the public activity pattern that weaken an area's integral sense of continuity and community. Once this happens, vacant or abandoned buildings tend to convey a depressing sense of community decline and can present a public health or safety concern. In addition, it is usually a more responsible use of fiscal, physical, and natural resources to make full use of what already exists before creating more of the same.~~

~~For these reasons, it is beneficial to the social, physical, and fiscal health, safety, and welfare for the city to take active steps to reduce the amount of time a building stands vacant. Vacant buildings converted to active and constructive use become a resource to the community. It may be that there is little market demand for the building. In this case, the property could be ripe for occupation by a non-profit organization whose mission supports the principles of social health. This could include providers of health or human services, or recreational or cultural activities needed by the community such as rehearsal space for the performing arts, or a meeting place for youth. There are a variety of means the City of Spokane can use to assist non-profit organizations in reclaiming vacant or abandoned buildings. Options include floating a Human Services levy, accessing low-interest loans from the state, or allocating Community Development Block Grant Funds or tax increment financing.~~

SH 1.~~8~~ 7 Surplus City Real Property

Establish a dedicated reserve fund within the City of Spokane's general fund to cover the cost of leasing any unused city-owned building and/or property that has been determined surplus to non-profit organizations.

Discussion: The Spokane City Council should consider making surplus city property not anticipated for sale available to non-profit organizations for cultural, community, charitable, or civic purposes, according to a sliding scale based on ability to pay, and the relative merit of or

need for the intended use for the property. Relevant non-profit organizations receive notification of the disposition hearing on surplus property through the manner outlined in the City of Spokane Charter and Revised Code of Washington ~~39.33.020~~.

If a city department has a reimbursable ownership interest in the subject property at the time the City Council decides to donate or lease said property, that department will be compensated from a dedicated reserve fund within the general fund that has been set aside for this purpose.

The goal is to facilitate the delivery of needed programs and services throughout the community. The chosen use must reflect either broad community values, such as the need for more affordable housing, or needs that have been identified by the specific neighborhood. ~~Appropriate categories include housing, arts, education, health and human services, recreation and youth-friendly facilities. Specific uses could range anywhere from affordable housing to a teen center, counseling services or temporary housing, depending on the unique needs of each neighborhood. At least 50 percent of any new housing created should be available to households that earn less than 80 percent of the median household income for Spokane County.~~

SH 1.~~9~~ 8 Volunteerism

Promote volunteerism as a way to involve citizens in meeting the needs of their neighbors, stretch City of Spokane funding resources, and build a sense of pride in the community.

The Focus Group removed the discussion for streamlining purposes.

~~**Discussion:** Volunteerism is a resource management issue, where both money and people are considered valuable resources. When neighbors help neighbors, everyone feels a stronger sense of personal attachment to and investment in their community. Also, it is good stewardship of public money to save it for other projects and programs that would not be as easily undertaken by neighborhood residents. Volunteerism can be encouraged through public recognition and appreciation expressed directly by participating city departments.~~

~~Activities that offer opportunities for intergenerational interaction are especially valuable. Familiarity can reduce alienation and engender mutual respect. In addition, the benefit to the community is broadened by the unique contributions of each member. Volunteer opportunities provide an important chance to showcase talents from groups that tend to be under-recognized, such as youth, seniors, and special needs populations. When everyone is seen as a valued member, truly inclusive partnerships yield positive returns for each participant as well as the entire community.~~

❑ SH 2 FACILITIES FOR SPECIAL NEEDS POPULATIONS

Goal: Enable and encourage development patterns and uses of public and private property that are responsive to the facility requirements of special needs populations.

Policies

SH 2.1 Care Facilities

Distribute care facilities fairly and equitably throughout all neighborhoods.

Discussion: There is a need, as well as a legal obligation, to distribute essential public facilities fairly and equitably throughout and between all jurisdictions. Facilities of regional/countywide and/or local significance include:

- Adult day care
- Child care
- Long-term care facilities
- Other special need care facilities

SH 2.2 Special Needs Temporary Housing

Disperse special needs temporary housing evenly throughout all neighborhoods.

The Focus Group modified this discussion for clarity.

Discussion: ~~When group living situations and programs for people with special needs are concentrated in just a few neighborhoods, the consumer's right of choice as to where they will live and receive services is limited. In addition, it inhibits their process of integration and transition back into mainstream society. Therefore, a~~ All efforts must be made to ~~ensure~~ encourage that these special needs housing facilities are evenly dispersed throughout all of the city's neighborhoods. ~~One key way to accomplish this is to make sure affordable housing options are available through the entire city.~~ Examples of the types of facilities for which this can be an issue include:

- Emergency shelters
- Foster care facilities
- Group homes
- Transitional housing
- Homeless shelters

~~Group homes include adult family homes, boarding homes, retirement homes (including assisted living facilities and congregate care facilities), nursing homes, transitional housing, emergency shelters, and facilities for the developmentally disabled. Group homes which are difficult to site will fall under the requirements of the siting process for essential public facilities.~~

SH 2.3 Compatible Design of Special Needs Facilities

Ensure that facilities that accommodate special needs populations blend in with the existing visual character of the neighborhood in which they are located.

Discussion: Neighborhood residents will be more likely to accept a residential care or treatment facility if it contributes to the consistency and appeal of the neighborhood's visual character.

SH 2.4 Co-Location of Facilities

The Focus Group modified this policy to make it clearer and removed the discussion because it was unnecessary.

~~*Permit key*~~ *Encourage a land use~~s~~ pattern that allows ~~to locate within close proximity to each other so people have the option of~~ convenient access to daily goods and services, especially for those persons with mobility limitations.*

~~**Discussion:** All citizens should have the option of convenient, local access to daily goods and services. However, past zoning patterns have rendered most shopping and employment sites inaccessible without a car due to their segregation from residential areas. This is a hardship, especially for the poor, elderly, and youth who either cannot drive or cannot afford to own a car.~~

~~Customer convenience and provider efficiency and effectiveness are all heightened when various needs can be met within close proximity of each other. Depending on the unique needs of the neighborhood, related facilities that may warrant co-location include child care, schools and other training centers, libraries, employment opportunities, affordable housing, shopping, and health and human services. Features of such a neighborhood center should include but are not limited to:~~

- ~~Mixed-use buildings that accommodate both commercial and residential uses~~
- ~~Live-work spaces~~
- ~~Neighborhood-level services and facilities~~

~~Finally, co-location is an excellent example of how the urban form can be used to encourage social interaction. It promotes shared participation in programs and activities that provides a valuable setting in which to strengthen social bonds between neighbors. This, in turn, engenders a strong sense of belonging among residents, which tends to manifest as pride of ownership, thus improving the stability and character of the neighborhood.~~

SH 2.5 Family Day Care Providers' Home Facilities

Allow use of a residential dwelling as a family day care provider's home facility in all areas where housing exists or is permitted.

Discussion: Zoning regulations that relate to family day care providers' home facilities cannot be any more restrictive than conditions imposed on any other residential dwelling in the same zone. However, certain procedures and conditions~~4~~ may be required insofar as they relate specifically to use of the property as a day care facility, as outlined in Revised Code of Washington ~~36.70A.450~~.

SH 2.6 Joint-Use Facilities

Provide for the joint use of ~~shared space~~ facilities that ~~combines and~~ clusters ~~facilities~~ services for child or adult day care, health care, human services, libraries, schools, and cultural, recreational, and educational programs, as needed.

The Focus Group modified this policy and its discussion for readability and streamlining.

~~**Discussion:** The provision of many of these services often involves collaboration between government and private entities, such as churches, businesses, schools, and civic groups. However, the government must take the lead to ensure that services and programs that enhance citizens' lives are available in the community. To accomplish this cost effectively, it is important to make maximum use of existing facilities and programs. For this reason, the City of Spokane encourages joint use of shared space that allows for combined facilities, whether public or private.~~

~~SH 2.7 Siting Process~~

~~*Use the siting process outlined under "Adequate Public Lands and Facilities" (LU 6) as a guide when evaluating potential locations for schools, libraries, community centers, and facilities that serve the needs of special needs populations.*~~

This policy was removed by the Focus Group because it is addressed in the Land Use chapter.

~~**Discussion:** The "Adequate Public Lands and Facilities" goal (LU 6) outlines a siting process that supplements the model siting process described in the Growth Management Siting of Essential Public Facilities Technical Committee Report. The relevant aspects of this process should also be applied to siting decisions relative to essential public facilities of a local nature, such as libraries, schools, and community centers. In particular, the process should include opportunities for citizen input on issues such as building and site design, as well as social and environmental impacts.~~

~~In addition, providers of affordable housing, day care, medical resources, and other social services should employ siting criteria that emphasize their client's need for easy access to facilities and services over the availability of an affordable site. In general, the decision-making process relative to facilities that serve special needs populations should assign a high priority to co-location with related facilities and services, equitable distribution throughout the community, and the availability of public transit.~~

~~SH 2.8 Fair Housing for Handicapped~~

~~*Regulate residential structures occupied by persons with handicaps according to the same zoning and development standards that apply to any similar residential structure occupied by a family or other unrelated individuals.*~~

The Focus Group removed this policy because it is addressed in the Housing Chapter and is already required by State law.

~~**Discussion:** According to RCW 36.70A.410 and the mandates of state and federal fair housing laws, regulation of residential facilities for handicapped or disabled persons must concern itself solely with the impacts of the institutional use, not the circumstances of the individual occupant(s). The goal here is to prevent public efforts that might attempt to exclude such facilities from particular neighborhoods, since such efforts would constitute discrimination against handicapped or disabled persons.~~

SH 2.9 Exceptions to Fair Housing

Regulate residential structures occupied by persons who pose a direct threat to the health or safety of other individuals or whose tenancy would result in substantial physical damage to the property of others through appropriate and necessary means to protect the public health, safety and welfare.

Discussion: Group home facilities serving individuals in a residential setting who are not subject to fair housing laws, such as the Federal Fair Housing Act and the State Housing Policy Act, but who pose a significant and serious risk to the public health, safety and welfare may be subject to local zoning regulations. Such a determination must rely on competent and substantial evidence rather than fear, ignorance, or prejudice.

Examples of such facilities include mental health facilities, and residential settings for persons involved with the criminal justice system, such as detoxification facilities, parolee work release facilities, sexual offender treatment facilities, and other re-entry facilities. These facilities are often difficult to site.

Development regulations ~~will~~ identify requirements for on-site supervision, and spacing requirements sufficient to adequately separate uses from each other and buffer vulnerable sites such as schools, day care facilities, parks, community centers, libraries, places of worship and school bus stops. Strategies for public involvement range from initial notification to the option of a public hearing before the Hearing Examiner. The siting process will follow the guidelines in place for siting of essential public facilities.

❑ SH 3 ARTS AND CULTURAL ENRICHMENT

Goal: Support community image and identity through the arts and accessible art activities.

Policies

SH 3.1 Support for the Arts

Encourage public and private participation in and support of arts and cultural events in recognition of their contribution to the physical, mental, social, and economic well-being of the community.

Discussion: Arts are valued for their ability to entertain, inspire, challenge, and enrich us. In addition, artists make a significant contribution to the local economy as small businesses. The full array of artists and arts organizations includes written, visual, musical, traditional, and performing arts.

There is substantial potential for city departments to provide in-kind support for community cultural events. The ~~A~~arts ~~Commission~~ organization could then use this in-kind contribution as a match for private funding. In addition, the city could make a public statement about the

importance of arts by providing seed money for an arts endowment fund. In return for contributions, private entities could receive tax or development incentives.

SH 3.2 Neighborhood Arts Presence

Provide the regulatory flexibility necessary to support and encourage an arts presence at the neighborhood level.

Discussion: A neighborhood level arts presence adds to neighborhood character and identity, contributes to and diversifies the neighborhood economy, and makes the arts more accessible to neighborhood residents. In order to do this, regulations must allow for such things as artist galleries, live-work spaces, and studios in neighborhoods and must provide for parking and home business standards that support "arts incubator" projects in neighborhoods. Regulations should also encourage the presence of street fairs and market places that include performance and display space for street artisans, thereby lending a festival atmosphere to the neighborhood. Joint use of neighborhood facilities can expand on this arts presence by creating increased opportunities for arts education and ~~rehearsal and~~ performance space.

SH 3.3 Public Art Incentives

Provide incentives such as bonus densities or increases in floor-area ratio and lot coverage to encourage the use of public art in commercial, industrial, and mixed-use developments.

Discussion: The City of Spokane desires an aesthetic environment and use of arts in public and private development as a way to connect with local history, reinforce neighborhood identity, and strengthen a sense of belonging. A design committee or art selection committee should review any proposed public artwork, as outlined in the Municipal Art Plan.

SH 3.4 One Percent for Arts

Encourage private developers to incorporate an arts presence into buildings and other permanent structures with a value of over $25,000 by allocating one percent of their project's budget for this purpose.

~~**Discussion:** Spokane Municipal Code 07.06.420 requires an expenditure for art equal to one percent of the construction budget for any capital project undertaken by the city that has a value of over $25,000 and creates a building or permanent structure. That ordinance sets an exemplary standard for private developers as well.~~

SH 3.5 Tax Increment Financing

Support the ~~Lobby the state legislature for the ability to~~ use of tax increment financing for the arts.

Discussion: One of the more creative applications of revenues from tax increment financing (TIF) views public art as a form of infrastructure. There are several good models for implementation of this strategy for funding the arts. One approach includes a partnership between the city's Arts Commission and the development corporation who receives and manages TIF revenues. The Arts Commission administers the public arts projects for the development corporation and the city.

~~This approach is not limited to public projects. Private projects in redevelopment areas provide a unique opportunity for public/private partnerships where the developer and the development corporation each provide matching funds for the inclusion of public art in the public spaces of a project.~~

~~Funds can be applied to support public art, facilities and infrastructure for the performing arts, and other community cultural projects. The portion of a project's budget that funds public art is allocated according to a formula appropriate for the particular project. This goes to cover artist fees (typically 80 percent), finalists' proposals (5 to 10 percent), project administration (5 to 10 percent), related education and maintenance (5 percent), and miscellaneous. When the TIF~~

~~revenue is used for arts programming, those funds go to the Arts Commission for administration of performing arts or festival activities.~~

SH 3.6 Life-Long Learning

Work in partnership with artists, arts organizations, ethnic, cultural, musical and community associations, and education institutions to foster opportunities for life-long cultural exploration for all citizens. ~~*Provide opportunities for cultural enrichment Utilize cultural resources as learning tools, which can help individuals achieve both self fulfillment and a productive place in the community.*~~

The Focus Group rewrote this policy for clarity. The discussion was also reduced for streamlining purposes.

Discussion: Cultural programs can provide important opportunities for learning and enjoyment to people of all ages and circumstances. ~~Cultural events provide a setting where seniors can share their life's wisdom, and youth can feel valued for making a contribution to the community. Providing the opportunity for creative expression can be an especially effective strategy for stabilizing at-risk youth. Arts activities are also a valuable tool for physical therapy. In addition, participation in the arts helps to develop the critical thinking and problem solving skills needed to successfully deal with our changing world.~~ Creative delivery options could include poetry and graphic art on railroad viaducts and transit and bus shelters, presentations at major public events, and the treatment of information on public flyers and billing statements. ~~Support is available from the Spokane Public Library's "lifelong learning" materials, programs and services which are designed to promote self-improvement and foster self-fulfillment. Also, their "cultural awareness" programs help customers understand and appreciate their own cultural heritage, as well as that of other groups.~~

~~SH 3.7 Public Arts Program~~

~~*Ensure that the Spokane Arts Commission has the staff and resources needed to pursue all means of funding and implementing arts programs and projects within the city.*~~

This policy was removed by the Focus Group because the public arts program no longer exists and that this topic is addressed in part in Policy SH 1.1.

~~**Discussion:** The arts are a callous remover that helps to strengthen our social fabric. In addition, arts and cultural programs are a powerful economic development tool in their ability to enhance Spokane's image and thereby entice new businesses to locate here. For these reasons, the city supports the Spokane Arts Commission's efforts to promote and enhance the arts in Spokane.~~

~~The Arts Commission must have stable funding and adequate staff in order to maintain and improve the quality, accessibility and presence of the arts in Spokane. Funding levels should be sufficient to implement specific projects, support community arts organizations through sub-grants, and leverage as matching money for grants. In order to fully achieve these objectives, it is necessary for the Spokane Arts Commission to supplement annual contributions from the City of Spokane's general fund by aggressively pursuing all sources of outside funding. Therefore, Arts Commission staffing levels must be adequate to both develop future funding as well as manage the broad range of ongoing projects and programs supported by these additional funds.~~

SH 3.~~8~~7 Support Local Artists

Solicit local artists to design or produce functional and decorative elements for the public realm, whenever possible.

Discussion: ~~Working in partnership with the Arts Department, other c~~City departments ~~will~~ should take advantage of every opportunity for local artists to design solutions or create some of the components of public projects. An example would be street amenities such as benches, lighting, and gates. ~~In this way, the city not only supports the local arts community but also~~

~~provides the public with more creative and locally relevant solutions for the same price as a stock product from a nationally based catalog source.~~

SH ~~4.5~~3.8 Community Festivals

Support celebrations that enhance the community's identity and sense of place.

This policy was moved here from SH 4.5, below.

Discussion: Community-wide festivals are valuable assets to Spokane for many reasons. ~~They provide an opportunity for members of the community to work together for something positive, outside the social and political boundaries that normally divide us. In addition, they~~ They serve as valuable community-building forums that strengthen community identity and establish that identity among the tourist trade. Currently successful examples include Hoopfest, Bloomsday, and Pig Out in the Park. The City of Spokane will continue to support community festivals in any way possible, in recognition of the opportunity they provide to build community.

SH 4 DIVERSITY

Goal: Develop and implement programs that attract and retain city residents from a diverse range of backgrounds and life circumstances so that all people feel welcome and accepted, regardless of their race, religion, color, sex, national origin, marital status, familial status, age, sexual orientation, economic status, ~~or~~ disability, or other protected classes.

Policies

~~SH 4.1 Socioeconomic Mix~~

~~*Ensure that all neighborhoods contain a mixture of housing types in order to provide an environment that allows for socioeconomic diversity.*~~

This policy was removed because it is addressed in the Housing Chapter.

~~**Discussion:** Large geographic areas within the City of Spokane have become increasingly characterized by low-incomes. This segment has increased dramatically over the last couple decades (see the Draft Comprehensive Plan/EIS, Volume 2, for Maps SH 17, "1980 Census Poverty Tracts" and SH 18, "1990 Census Poverty Tracts"). This not only creates a heavy drain on limited public resources but also diminishes the opportunities and quality of life available to the residents of those areas.~~

~~Housing and employment options that produce a socioeconomic mix within neighborhoods provide a range of benefits for all concerned. For example, improved employment opportunities in low-income neighborhoods can counteract the jobs-housing imbalance where workers have to commute long distances from affordable housing to their employment in more affluent communities. In a socio-economically mixed neighborhood, neighbors can serve as role models for those less fortunate, thereby diluting costly negative social trends, such as crime, school failure, and teenage pregnancy, which are typically found in areas with a high concentration of poverty. As a result, the neighborhood is more stable, creating safer conditions for investment. Also, the mutual understanding and appreciation that grows out of interaction between diverse people lends otherwise unknown richness to each person's life. Finally, when neighbors can share with each other their skills and financial ability to support programs, there is less need for programmatic and financial support from local government, thus stretching everyone's tax dollars further.~~

~~SH 4.2 Dispersal~~

~~*Work at the state and federal levels to create legislation that mandates even and equitable dispersal of essential public residential facilities for special needs populations, including those mandated under RCW 36.70A.200, among all neighborhoods.*~~

The Focus Group incorporated this policy into policy SH2.2 above and removed it here.

~~**Discussion:** Deinstitutionalization has increasingly become the prevailing trend for members of special needs populations, including residents of inpatient facilities such as substance abuse facilities, mental health facilities, and group homes. One of the primary objectives behind this approach is to increase the housing options available to all handicapped people by integrating them into the mainstream of the community, thus allowing them the benefits of normal residential surroundings. In order to implement this approach, there is a recognized need to regulate the dispersion of group homes in residential neighborhoods.~~

~~There have been a series of disparate holdings in the courts on this issue, most of which question whether the dispersion provisions in a local zoning ordinance are sincere in their desire to promote a policy of integration of the handicapped and, therefore, consistent with the federal Fair Housing Act. However, it is generally felt that these local laws can support a compelling government interest. This is particularly true when it is shown that ample opportunity exists within the community for implementation of the dispersal ordinance such that it will not effectively amount to a prohibition of group homes within the community.~~

~~Another catch appears to be that where a municipality acts without authorization or guidance from the state, its motives are more likely to be viewed as suspect and potentially discriminatory. Therefore, it behooves the city to push for adoption of a state statute or policy that prescribes dispersal of such facilities. Similar amendments to the Fair Housing Act are also appropriate at the federal level. Efforts along these lines should be sustained until they are successful.~~

SH 4.~~3~~1 Universal Accessibility

Ensure that neighborhood facilities and programs are universally accessible ~~so that persons of different age groups, ethnic and socioeconomic backgrounds, interests, and abilities can readily interact with one another~~.

Discussion: Community-based programs and facilities should be physically, operationally, financially, and culturally accessible to all those who desire to participate. Specific barriers to accessibility may include physical aspects, such as architectural design or building location, hours of operation, public transit routes, income eligibility requirements, and the need for interpretation due to language barriers or hearing, speech, or visual impairment.

SH 4.~~4~~2 ~~Diversity Celebrations~~ Cultural Competency and Education

Encourage programs and events that foster understanding and appreciation of the ~~cultural, ethnic, and racial~~ diversity of the community and region.

The Focus Group revised this policy and its discussion for streamlining and readability.

Discussion: Cultural activities provide an excellent forum in which to share with each other our diverse insights into and experiences of life. This exchange adds a rich texture that improves everyone's quality of life, and helps us to understand, appreciate, and value each other. ~~As tolerance and mutual regard are heightened, it becomes increasingly possible to identify the shared purposes and identity that are so necessary in order to build and maintain a healthy community.~~

~~Neighborhood-based events that showcase an ethnic, racial or cultural composition unique to that neighborhood can help to share this synergy with the entire community. Examples include parades organized by a neighborhood, performing arts events, and celebrations dedicated to particular holidays such as Martin Luther King, Jr. Day and alternative commemorations of the year's end. Also, ethnic restaurants are valuable for their ability to draw people from all over the city.~~

~~SH 4.5 Community Festivals~~

~~*Support celebrations that enhance the community's identity and sense of place.*~~

The Focus Group moved this policy to SH 3.9 above.

~~**Discussion:** Community-wide festivals are valuable assets to Spokane for many reasons. They provide an opportunity for members of the community to work together for something positive, outside the social and political boundaries that normally divide us. In addition, they serve as valuable community-building forums that strengthen community identity and establish that identity among the tourist trade. Currently successful examples include Hoopfest, Bloomsday and Pig Out in the Park. The City of Spokane will continue to support community festivals in any way possible, in recognition of the opportunity they provide to build community.~~

SH 5 PUBLIC BENEFIT USES

Goal: Create ~~philosophy,~~ policy framework, laws, and regulations that expand and develop wellness programs, affordable and accessible health and human services, child and adult day care, and other public benefit uses.

Policies

SH 5.1 Coordination of Human Services

Coordinate with ~~county, state, and federal~~ public and private agencies and other appropriate entities to evaluate existing needs, facilities, and programs relative to health and human services, and develop regionally equitable and comprehensive programs and service delivery systems.

Discussion: Community-based partners in this coordination process may include social service agencies, schools, libraries, community centers, and neighborhood groups. Efforts should be directed toward issues related to persons who are homeless, disabled, in low-income brackets, and others in need. Of particular concern are the impacts of deinstitutionalization and the inequities and inefficiencies of service delivery, which can result when location of service provision, geographic distribution of consumers, and funding and programmatic decision-making become disassociated from one another. Cooperation will result in improved coordination, reduced duplication of services, and increased efforts to access and leverage any funds available to the respective entities that support these efforts.

SH 5.2 Neighborhood-Level Health and Human Services

Provide financial, regulatory, and tax incentives for business and property owners, service providers, and developers in order to increase the number of neighborhood and district centers where health and dental clinics, and human services are available.

Discussion: Access to health and dental care, and human services, is a fundamental aspect of social health. Therefore, facilities and staffing should be sufficient to enable all citizens to obtain health and human services at the neighborhood level, preferably within walking distance of their home. ~~(See the Draft Comprehensive Plan/EIS, Volume 2, for Map SH 13, "AIDS Programs" and Map SH 14, "Health Care Programs for the Uninsured").~~

There are a number of ways the City of Spokane can provide financial support for neighborhood-based health and human services. By adequately funding the Community Housing and Human

Services ~~department~~ Department, the city provides both the matching money necessary to access outside funding as well as staff whose technical assistance can help non-profit organizations obtain federal, state and private funding for which they are eligible. These efforts should specifically focus on projects that support the location of human services in neighborhood and district centers.

SH 5.3 Space for Public Benefit Uses

Provide regulatory and tax incentives and flexibility that encourage builders, developers, and businesses to make space available in their project for public benefit uses.

Discussion: ~~In order to create an atmosphere of good public health, coordination must exist between private enterprise and public entities such as state, county, and city governments, schools, health and human service agencies, neighborhood groups, and community centers. Each entity must do its share to contribute to social health in whatever manner is consistent with their nature and operations.~~

The Focus Group included tax incentives, not only regulatory incentives, in the policy to strengthen it. The discussion was then reduced for streamlining purposes.

Any of the following uses qualify as a public benefit use, so long as they are available to the general public: child and/or adult day care; health and human services, such as employment counseling and walk-in clinics; recreation facilities; educational or vocational activities; community meeting rooms; and art galleries or museums. ~~Such arrangements may be mutually beneficial and therefore attractive in their own right. For example, public benefit uses within a business facility could draw in more clientele to the business. Also, day care centers at places of employment increase worker stability and therefore lower the employer's retraining costs.~~

❑ SH 6 SAFETY

Goal: Create and maintain a safe community through the cooperative efforts of citizens and city departments, such as Planning and Development, ~~Design Review,~~ Police, Fire, Community, Housing and Human Services, ~~Youth,~~ Parks and Recreation, and Neighborhood Services.

The Focus Group modified this language slightly. Staff further made small changes to use correct terminology and nomenclature.

Policies

SH 6.1 Crime Prevention Through Environmental Design Themes

Include the themes commonly associated with Crime Prevention Through Environmental Design (CPTED) in the normal review process for development proposals.

Discussion: The CPTED concept packages quality planning and design standards into a development tool that supports public safety. Certain themes commonly associated with the CPTED approach include:

- **Activities vs. Locations:** Create a presence of normal activity, which dominates the tone of acceptable behavior and ownership for any given space.
- **Elimination of Anonymous Spaces:** Employ methods that create a perception of territorial ownership in public spaces, such as artwork (as approved by the Arts Commission) on bus shelters, underpasses, and parking lots, as one means to reduce vandalism.
- **Friendly Streetscapes:** Encourage on-street parking (as opposed to expansive parking lots), narrower streets, crosswalks, and sidewalks.

- **Lighting:** Design lighting to specifically support safety, identification, environmental integration, beautification, attraction, and recreation.
- **Variety of Uses:** Include a variety of uses in the same building, which helps to ensure that someone is around the building more frequently; e.g., residential and commercial uses in the same building.
- **Natural Barriers:** Provide natural barriers, such as distance or terrain, to separate conflicting activities.
- **Pedestrian Amenities:** Encourage public interaction and create street activity by providing pedestrian amenities, such as sturdy seating and pedestrian-level lighting in parking lots, walkways, entrances, and exits.
- **Property Maintenance:** Create the impression that someone is monitoring a property by consistently maintaining the property in a way that conveys a pride of ownership.

SH 6.2 Natural Access Control

Use design elements to define space physically or symbolically ~~and~~ to control access to property.

Discussion: Examples of acceptable natural or symbolic elements include visually permeable fences, low walls, prickly shrubbery and canopy trees, signs, pavement, art, and vegetative or fenced screening. These tools can be used effectively to notify an intruder that they have entered someone's space. The idea is to create a safe environment that still has a people-friendly feel to it. The goal is to discourage access control methods that feel institutional, ranging from labor-intensive organized methods, such as guards, or overt mechanical devices, such as locks and gates. Through application of restraint, it is possible to limit access and declare ownership without sacrificing aesthetics.

SH 6.3 Natural Surveillance

Design activities and spaces so that users of the space are visible rather than concealed.

Discussion: Activity patterns can be influenced through the design of parking, building orientation, and elements such as windows and landscaping, which encourage visibility and public interaction. It is usually more efficient and cost-effective for people who know their neighbors to assert ownership over their personal and public space than to expect this level of oversight from an outside presence such as a police patrol. Also, people's behavior often corresponds to the quality and character of their environment. For example, people tend to rise to the expectations of a humane environment, whereas an impersonal or anonymous environment suggests that people may not need to be accountable for their actions.

SH 6.4 Territorial Reinforcement

Employ certain elements to convey a sense of arrival and ownership and guide the public through clearly delineated public, semi-public, and private spaces.

Discussion: ~~The type of behavior that tends to prevail within a defined space relates directly to the character of the ownership asserted there. Marking territory conveys the message that the owner is prepared to defend it. For this reason, anonymous spaces that do not seem to belong to anyone are susceptible to vandalism or other anti-social behavior.~~ Examples of elements that can be used to indicate the location of defensible space include sidewalks, pavement, lighting, landscaping, signage, art, low walls, fencing, and changes in elevation. Public spaces are those intended for all to use, semi-private spaces are intended for specific users or uses, and private space is intended for private use by businesses, tenants, and homeowners.

SH 6.5 Project Design Review

Include the crime prevention principles of CPTED in any analysis of projects that come before the Design Review ~~Committee~~ Board.

Discussion: Design review for crime prevention should result in recommendations that encourage voluntary, creative solutions rather than mandates, which require specific actions.

SH 6.6 Neighborhood Role

Encourage neighborhood residents to apply CPTED principles in their consideration of development issues within their own particular neighborhood.

Discussion: Information on CPTED principles should be available to citizens who are interested in proactive steps they can take to make their neighborhood a safer place to live, work, shop, and play. ~~They should be encouraged to refer to these guidelines in making a wide range of decisions, from landscaping their own yard to defining their neighborhood design guidelines.~~

SH 6.7 Community Oriented Policing Services

Continue to support the operation and administration of neighborhood-based Community Oriented Policing Services (C.O.P.S.).

The Focus Group shortened the discussion because the additional information wasn't necessary to understand the policy.

Discussion: Spokane's Community Oriented Policing Services (C.O.P.S.) is an international model for successful community mobilization and neighborhood level problem solving. This prime example of neighbors helping neighbors is a very effective way to improve neighborhood safety, a key aspect of social health. C.O.P.S. Substations also provide vital venues for decentralized, neighborhood-based collaborative outreach between agencies. ~~such as [Department of Corrections Community Corrections Officers, Code Enforcement, Blockwatch and in the future Spokane Regional Mental Health.]~~

~~In addition to direct financial support as a percentage allocation from the General Fund, there are many other creative ways the City of Spokane can help to ensure the continuation of the C.O.P.S. program. In-kind contributions might include waiver of Parks and Recreation Department exhibitor fees, reduced fees for parade permits and block party permits, no-charge access to equipment such as street barricades, and gas card vouchers for Neighborhood Observation Patrols. Also, a C.O.P.S. store might be designated as the primary site for sale of city surplus items. In exchange for this service, a percentage of the revenue would go toward sustaining the C.O.P.S. program. In addition, C.O.P.S. Substations' ability to serve as neighborhood convening spots could be enhanced by providing secured receptacles for utility payments at C.O.P.S. Substations, and partnering with the Office of Neighborhood Services to provide space for a neighborhood council presence in C.O.P.S. Substations.~~

SH 7 FOOD ACCESS AND SECURITY

The Focus Group added this goal and its policies to address the new concern of food access and security and its relationship to health and wellbeing.

Goal: Ensure that all citizens have convenient access to healthy food.

Policies

SH 7.1 Local Food Production

Promote the development of home and community gardens, farmers' or public markets, and other small-scale collaborative initiatives in order to provide citizens with a diverse choice of locally-based food products.

SH 7.2 Community Gardens

Enable the establishment and maintenance of community gardens on city property, as appropriate.

Discussion: Creative approaches to managing community gardens must be considered in order to maintain the gardens once they are established. Such approaches may include support and/or management from educational institutions or volunteer community organizations.

SH 7.3 Access to Fresh Produce

Develop incentive programs to encourage convenience stores, and ethnic food markets, especially those located in areas with limited access to full-service grocery stores, to carry fresh produce.

SH 7.4 Urban Agriculture

Recognize urban agriculture as a strategic asset for community development, neighborhood beautification, and public health.

July 13, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part V

Chapter 10 – Social Health

FORMATTED

10.1 INTRODUCTION

"A healthy city is one that is continually creating and improving those physical and social environments and strengthening those community resources which enable people to mutually support each other in performing all the functions of life and achieving their maximum potential."

-Trevor Hancock

The concept of "health" has historically been associated with issues surrounding physical health. However, the Healthy Communities movement defines health beyond traditional health issues and also considers social and community health. A city's role in improving the health and well-being of individuals, families, and communities requires addressing the factors that influence or cause health-related behaviors, such as: resource allocation, the physical environment, housing choices, quality education, efficient public transportation, employment options, cultural and recreational opportunities, and accessible health systems through local policies that enhance equity.

Scope of the Chapter

In the Comprehensive Plan, the aspects of a healthy community that are specifically related to housing, natural environment, transportation, and economic development are addressed in the chapters devoted solely to those topics. This chapter addresses the more qualitative aspects that support Spokane's social fabric.

With a full range of choices and opportunities, Spokane can maximize its human resources by enhancing each person's ability to achieve their full potential in the community. Implementation of these ideas need not be expensive if it builds on the assets that already exist. This is a values-driven approach that uses what we have to get where we want to go. When residents are productive, safe, healthy, caring, and civil, the city is prosperous, energetic, supportive, and livable.

These policies in this chapter support a key underlying assumption that social health is strongly related to a sense of community. People feel a greater attachment to place if they associate it with meaningful experiences. When they can shop, work, play, and learn near where they live, people are provided with the opportunity to communicate and develop a positive relationship with their neighbors. These relationships can erase barriers that arise from differences in age or socioeconomic and cultural backgrounds. For this reason, the social health chapter includes policies that encourage diversity in each neighborhood.

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10.2 VISION AND VALUES

Spokane volunteers working on the Comprehensive Plan identified important themes in relation to Spokane's current and future growth. A series of visions and values was crafted for each element of the Comprehensive Plan that describes specific performance objectives. From the Visions and Values document, adopted in 1996 by the City Council, the Comprehensive Plan's goals and policies were generated.

Social health addresses youth, families, senior citizens, people with disabilities, education, public safety, recreation, the arts, and cultural opportunities.

Vision

"Spokane will be a safe and nurturing community that provides a diversity of social, recreational, educational, and cultural opportunities for all ages. A strong, positive identity for Spokane will be furthered by constructive community events and activities."

Values

"The things that are important to Spokane's future include:

- Providing recreational and educational opportunities for all youth.
- Assuring that Spokane remains a great place to raise a family.
- Treasuring the youth and elders alike.
- Maintaining quality education and avoiding overcrowding in the schools.
- Maintaining a diversity of opportunities for higher education.
- Eliminating and keeping out drug and gang-related criminal activities.
- Implementing neighborhood and community oriented policing.
- Expanding and diversifying cultural opportunities, such as arts, sports, entertainment, and ethnic opportunities.
- Continuing community events that contribute to Spokane's community identity, such as Hoopfest, Bloomsday, and Pig-Out in the Park.
- Assuring that access to recreational opportunities is not lost as growth occurs."

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10.3 GOALS AND POLICIES

Goals and policies provide specificity for planning and decision-making. Overall, they indicate desired directions, accomplishments, or aims in relation to the growth and development of Spokane.

SH 1 FUNDING MECHANISMS TO SUPPORT SOCIAL HEALTH

Goal: Utilize all funding mechanisms that will help to develop the infrastructure, support, and staffing necessary to provide affordable, accessible opportunities for arts, culture, recreation, education, and health and human services to all citizens, with particular attention to the needs of youth, the elderly and those with special needs.

Policies

SH 1.1 Invest in Social Health

Allocate funds to arts and human services in sufficient amounts to guarantee ongoing support for these programs to achieve their full potential.

Discussion: The Community, Housing and Human Services Department and Spokane Arts Fund each contribute substantially to the social health of the city. For this reason, it is essential to establish a consistent funding base that supports program stability. This is especially important for leveraging external dollars. To that end, General Fund monies shall be allocated annually to support these functions.

The Spokane City Council has named human services as one of its nine priorities. Community, Housing and Human Services' budget supports local non-profit organizations that provide services such as child and adult day care, family support services, emergency services, and support services for special needs populations and the elderly. The Spokane Arts Fund is the City of Spokane's main proponent for arts and cultural opportunities in the community. Arts staffing levels must be adequate to also pursue and administer state, federal and private grants. In addition, the Arts allocation must be sufficient to provide sub-grants to local arts organizations, and matching money for public and private arts funding.

SH 1.2 Commitment to Youth

Allocate resources at a consistent and meaningful level to provide access to youth-related programs.

Discussion: Youth are critical to the future of the City. The entire community should share in supporting their growth and development. By their involvement in civic and neighborhood activities, youth see the impact of their own actions and recognize the difference they make.

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Youth success is supported by far more than what happens in a classroom. The physical environment in which youth are raised plays a key role as well. Stable housing, personal and community safety, affordable transit, convenient access to school, health care, and other destinations and safe, welcoming places for interaction with peers and mentors all add up to a youth-supportive environment.

SH 1.3 Equitable Funding

Coordinate with public and private agencies at the local, state, and federal level and with recipients to design a structure for funding and decision-making that recognizes the significant presence of social services of a regional nature within the City of Spokane.

Discussion: The region's special needs populations tend to concentrate in the City of Spokane, especially mental health clients, those with developmental disabilities, and persons involved with substance abuse treatment programs. The city's Community, Housing, and Human Services Department works closely with social service providers within the city to coordinate services and allocate funding. For this reason, the city must have an active voice in regional decision making processes that address service delivery and allocation of money for services and facilities of regional or countywide significance.

In addition, cost-sharing agreements should address the disproportionate presence of special needs populations in any particular jurisdiction.

SH 1.4 Accessibility

Improve communication with and access to public recreational, cultural, and educational facilities or programs.

Discussion: For those in need, reduced rates should be available via private sponsorship or public subsidy for one-time access or membership cards.

SH 1.5 Public/Private Partnerships

Encourage public/private partnerships that complement each other as a means to provide coordinated, centrally located services.

SH 1.6 Vacant Buildings

Promote and assist non-profit organizations in purchasing and renovating vacant properties in order to provide sites for additional community-related facilities.

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SH 1.7 Surplus City Real Property

Establish a dedicated reserve fund within the City of Spokane's general fund to cover the cost of leasing any unused city-owned building and/or property that has been determined surplus to non-profit organizations.

Discussion: The Spokane City Council should consider making surplus city property not anticipated for sale available to non-profit organizations for cultural, community, charitable, or civic purposes, according to a sliding scale based on ability to pay, and the relative merit of or need for the intended use for the property. Relevant non-profit organizations receive notification of the disposition hearing on surplus property through the manner outlined in the City of Spokane Charter and Revised Code of Washington.

If a city department has a reimbursable ownership interest in the subject property at the time the City Council decides to donate or lease said property, that department will be compensated from a dedicated reserve fund within the general fund that has been set aside for this purpose.

The goal is to facilitate the delivery of needed programs and services throughout the community. The chosen use must reflect either broad community values, such as the need for more affordable housing, or needs that have been identified by the specific neighborhood.

SH 1.8 Volunteerism

Promote volunteerism as a way to involve citizens in meeting the needs of their neighbors, stretch City of Spokane funding resources, and build a sense of pride in the community.

SH 2 FACILITIES FOR SPECIAL NEEDS POPULATIONS

Goal: Enable and encourage development patterns and uses of public and private property that are responsive to the facility requirements of special needs populations.

Policies

SH 2.1 Care Facilities

Distribute care facilities fairly and equitably throughout all neighborhoods.

Discussion: There is a need, as well as a legal obligation, to distribute essential public facilities fairly and equitably throughout and between all jurisdictions. Facilities of regional/countywide and/or local significance include:

- Adult day care;

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- Child care;
- Long-term care facilities; and/or
- Other special need care facilities.

SH 2.2 Special Needs Temporary Housing

Disperse special needs temporary housing evenly throughout all neighborhoods.

Discussion: All efforts must be made to encourage that these special needs housing facilities are evenly dispersed throughout all of the city's neighborhoods. Examples of the types of facilities for which this can be an issue include:

- Emergency shelters;
- Foster care facilities;
- Group homes;
- Transitional housing; and
- Homeless shelters.

SH 2.3 Compatible Design of Special Needs Facilities

Ensure that facilities that accommodate special needs populations blend in with the existing visual character of the neighborhood in which they are located.

Discussion: Neighborhood residents will be more likely to accept a residential care or treatment facility if it contributes to the consistency and appeal of the neighborhood's visual character.

SH 2.4 Co-Location of Facilities

Encourage a land use pattern that allows convenient access to daily goods and services, especially for those persons with mobility limitations.

SH 2.5 Family Day Care Providers' Home Facilities

Allow use of a residential dwelling as a family day care provider's home facility in all areas where housing exists or is permitted.

Discussion: Zoning regulations that relate to family day care providers' home facilities cannot be any more restrictive than conditions imposed on any other residential dwelling in the same zone. However, certain procedures and conditions4 may be required insofar as they relate specifically to use of the property as a day care facility, as outlined in Revised Code of Washington.

SH 2.6 Joint-Use Facilities

Provide for the joint use of facilities that clusters services for child or adult day care, health care, human services, libraries, schools, and cultural, recreational, and educational programs, as needed.

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SH 2.9 Exceptions to Fair Housing

Regulate residential structures occupied by persons who pose a direct threat to the health or safety of other individuals or whose tenancy would result in substantial physical damage to the property of others through appropriate and necessary means to protect the public health, safety and welfare.

Discussion: Group home facilities serving individuals in a residential setting who are not subject to fair housing laws, such as the Federal Fair Housing Act and the State Housing Policy Act, but who pose a significant and serious risk to the public health, safety and welfare may be subject to local zoning regulations. Such a determination must rely on competent and substantial evidence rather than fear, ignorance, or prejudice.

Examples of such facilities include mental health facilities, and residential settings for persons involved with the criminal justice system, such as detoxification facilities, parolee work release facilities, sexual offender treatment facilities, and other re-entry facilities. These facilities are often difficult to site.

Development regulations identify requirements for on-site supervision, and spacing requirements sufficient to adequately separate uses from each other and buffer vulnerable sites such as schools, day care facilities, parks, community centers, libraries, places of worship and school bus stops. Strategies for public involvement range from initial notification to the option of a public hearing before the Hearing Examiner. The siting process will follow the guidelines in place for siting of essential public facilities.

SH 3 ARTS AND CULTURAL ENRICHMENT

Goal: Support community image and identity through the arts and accessible art activities.

Policies

SH 3.1 Support for the Arts

Encourage public and private participation in and support of arts and cultural events in recognition of their contribution to the physical, mental, social, and economic wellbeing of the community.

Discussion: Arts are valued for their ability to entertain, inspire, challenge, and enrich us. In addition, artists make a significant contribution to the local economy as small businesses. The full array of artists and arts organizations includes written, visual, musical, traditional, and performing arts.

There is substantial potential for city departments to provide in-kind support for community cultural events. The arts organization could then use this in-kind

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contribution as a match for private funding. In addition, the city could make a public statement about the importance of arts by providing seed money for an arts endowment fund. In return for contributions, private entities could receive tax or development incentives.

SH 3.2 Neighborhood Arts Presence

Provide the regulatory flexibility necessary to support and encourage an arts presence at the neighborhood level.

Discussion: A neighborhood level arts presence adds to neighborhood character and identity, contributes to and diversifies the neighborhood economy, and makes the arts more accessible to neighborhood residents. In order to do this, regulations must allow for such things as artist galleries, live-work spaces, and studios in neighborhoods and must provide for parking and home business standards that support "arts incubator" projects in neighborhoods. Regulations should also encourage the presence of street fairs and market places that include performance and display space for street artisans, thereby lending a festival atmosphere to the neighborhood. Joint use of neighborhood facilities can expand on this arts presence by creating increased opportunities for arts education and performance space.

SH 3.3 Public Art Incentives

Provide incentives such as bonus densities or increases in floor-area ratio and lot coverage to encourage the use of public art in commercial, industrial, and mixed-use developments.

Discussion: The City of Spokane desires an aesthetic environment and use of arts in public and private development as a way to connect with local history, reinforce neighborhood identity, and strengthen a sense of belonging. A design committee or art selection committee should review any proposed public artwork, as outlined in the Municipal Art Plan.

SH 3.4 One Percent for Arts

Encourage private developers to incorporate an arts presence into buildings and other permanent structures with a value of over $25,000 by allocating one percent of their project's budget for this purpose.

SH 3.5 Tax Increment Financing

Support the use of tax increment financing for the arts.

Discussion: One of the more creative applications of revenues from tax increment financing (TIF) views public art as a form of infrastructure. There are several good models for implementation of this strategy for funding the arts. One approach includes a partnership between the city's Arts Commission and the development

corporation who receives and manages TIF revenues. The Arts Commission administers the public arts projects for the development corporation and the city.

SH 3.6 Life-Long Learning

Work in partnership with artists, arts organizations, ethnic, cultural, musical and community associations, and education institutions to foster opportunities for life-long cultural exploration for all citizens.

Discussion: Cultural programs can provide important opportunities for learning and enjoyment to people of all ages and circumstances. Creative delivery options could include poetry and graphic art on railroad viaducts and transit and bus shelters, presentations at major public events, and the treatment of information on public flyers and billing statements.

SH 3.7 Support Local Artists

Solicit local artists to design or produce functional and decorative elements for the public realm, whenever possible.

Discussion: City departments should take advantage of every opportunity for local artists to design solutions or create some of the components of public projects. An example would be street amenities such as benches, lighting, and gates.

SH 3.8 Community Festivals

Support celebrations that enhance the community's identity and sense of place.

Discussion: Community-wide festivals are valuable assets to Spokane for many reasons. They serve as valuable community-building forums that strengthen community identity and establish that identity among the tourist trade. Currently successful examples include Hoopfest, Bloomsday, and Pig Out in the Park. The City of Spokane will continue to support community festivals in any way possible, in recognition of the opportunity they provide to build community.

SH 4 DIVERSITY

Goal: Develop and implement programs that attract and retain city residents from a diverse range of backgrounds and life circumstances so that all people feel welcome and accepted, regardless of their race, religion, color, sex, national origin, marital status, familial status, age, sexual orientation, economic status, disability, or other protected classes.

Policies

SH 4.1 Universal Accessibility

Ensure that neighborhood facilities and programs are universally accessible.

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Discussion: Community-based programs and facilities should be physically, operationally, financially, and culturally accessible to all those who desire to participate. Specific barriers to accessibility may include physical aspects, such as architectural design or building location, hours of operation, public transit routes, income eligibility requirements, and the need for interpretation due to language barriers or hearing, speech, or visual impairment.

SH 4.2 Cultural Competency and Education

Encourage programs and events that foster understanding and appreciation of the diversity of the community and region.

Discussion: Cultural activities provide an excellent forum in which to share with each other our diverse insights into and experiences of life. This exchange adds a rich texture that improves everyone's quality of life, and helps us to understand, appreciate, and value each other.

SH 5 PUBLIC BENEFIT USES

Goal: Create policy framework, laws, and regulations that expand and develop wellness programs, affordable and accessible health and human services, child and adult day care, and other public benefit uses.

Policies

SH 5.1 Coordination of Human Services

Coordinate with public and private agencies and other appropriate entities to evaluate existing needs, facilities, and programs relative to health and human services, and develop regionally equitable and comprehensive programs and service delivery systems.

Discussion: Community-based partners in this coordination process may include social service agencies, schools, libraries, community centers, and neighborhood groups. Efforts should be directed toward issues related to persons who are homeless, disabled, in low-income brackets, and others in need. Of particular concern are the impacts of deinstitutionalization and the inequities and inefficiencies of service delivery, which can result when location of service provision, geographic distribution of consumers, and funding and programmatic decision-making become disassociated from one another. Cooperation will result in improved coordination, reduced duplication of services, and increased efforts to access and leverage any funds available to the respective entities that support these efforts.

SH 5.2 Neighborhood-Level Health and Human Services

Provide financial, regulatory, and tax incentives for business and property owners, service providers, and developers in order to increase the number of

neighborhood and district centers where health and dental clinics, and human services are available.

Discussion: Access to health and dental care, and human services, is a fundamental aspect of social health. Therefore, facilities and staffing should be sufficient to enable all citizens to obtain health and human services at the neighborhood level, preferably within walking distance of their home.

There are a number of ways the City of Spokane can provide financial support for neighborhood-based health and human services. By adequately funding the Community Housing and Human Services Department, the city provides both the matching money necessary to access outside funding as well as staff whose technical assistance can help non-profit organizations obtain federal, state and private funding for which they are eligible. These efforts should specifically focus on projects that support the location of human services in neighborhood and district centers.

SH 5.3 Space for Public Benefit Uses

Provide regulatory and tax incentives and flexibility that encourage builders, developers, and businesses to make space available in their project for public benefit uses.

Discussion: Any of the following uses qualify as a public benefit use, so long as they are available to the general public: child and/or adult day care; health and human services, such as employment counseling and walk-in clinics; recreation facilities; educational or vocational activities; community meeting rooms; and art galleries or museums.

SH 6 SAFETY

Goal: Create and maintain a safe community through the cooperative efforts of citizens and city departments, such as Planning and Development, Police, Fire, Community, Housing and Human Services, Parks and Recreation, and Neighborhood Services.

Policies

SH 6.1 Crime Prevention through Environmental Design Themes

Include the themes commonly associated with Crime Prevention Through Environmental Design (CPTED) in the normal review process for development proposals.

Discussion: The CPTED concept packages quality planning and design standards into a development tool that supports public safety. Certain themes commonly associated with the CPTED approach include:

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- Activities vs. Locations: Create a presence of normal activity, which dominates the tone of acceptable behavior and ownership for any given space.
- Elimination of Anonymous Spaces: Employ methods that create a perception of territorial ownership in public spaces, such as artwork (as approved by the Arts Commission) on bus shelters, underpasses, and parking lots, as one means to reduce vandalism.
- Friendly Streetscapes: Encourage on-street parking (as opposed to expansive parking lots), narrower streets, crosswalks, and sidewalks.
- Lighting: Design lighting to specifically support safety, identification, environmental integration, beautification, attraction, and recreation.
- Variety of Uses: Include a variety of uses in the same building, which helps to ensure that someone is around the building more frequently; e.g., residential and commercial uses in the same building.
- Natural Barriers: Provide natural barriers, such as distance or terrain, to separate conflicting activities.
- Pedestrian Amenities: Encourage public interaction and create street activity by providing pedestrian amenities, such as sturdy seating and pedestrian-level lighting in parking lots, walkways, entrances, and exits.
- Property Maintenance: Create the impression that someone is monitoring a property by consistently maintaining the property in a way that conveys a pride of ownership.

SH 6.2 Natural Access Control

Use design elements to define space physically or symbolically to control access to property.

Discussion: Examples of acceptable natural or symbolic elements include visually permeable fences, low walls, prickly shrubbery and canopy trees, signs, pavement, art, and vegetative or fenced screening. These tools can be used effectively to notify an intruder that they have entered someone's space. The idea is to create a safe environment that still has a people-friendly feel to it. The goal is to discourage access control methods that feel institutional, ranging from labor-intensive organized methods, such as guards, or overt mechanical devices, such as locks and gates. Through application of restraint, it is possible to limit access and declare ownership without sacrificing aesthetics.

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SH 6.3 Natural Surveillance

Design activities and spaces so that users of the space are visible rather than concealed.

Discussion: Activity patterns can be influenced through the design of parking, building orientation, and elements such as windows and landscaping, which encourage visibility and public interaction. It is usually more efficient and cost-effective for people who know their neighbors to assert ownership over their personal and public space than to expect this level of oversight from an outside presence such as a police patrol. Also, people's behavior often corresponds to the quality and character of their environment. For example, people tend to rise to the expectations of a humane environment, whereas an impersonal or anonymous environment suggests that people may not need to be accountable for their actions.

SH 6.4 Territorial Reinforcement

Employ certain elements to convey a sense of arrival and ownership and guide the public through clearly delineated public, semi-public, and private spaces.

Discussion: Examples of elements that can be used to indicate the location of defensible space include sidewalks, pavement, lighting, landscaping, signage, art, low walls, fencing, and changes in elevation. Public spaces are those intended for all to use, semi-private spaces are intended for specific users or uses, and private space is intended for private use by businesses, tenants, and homeowners.

SH 6.5 Project Design Review

Include the crime prevention principles of CPTED in any analysis of projects that come before the Design Review Board.

Discussion: Design review for crime prevention should result in recommendations that encourage voluntary, creative solutions rather than mandates, which require specific actions.

SH 6.6 Neighborhood Role

Encourage neighborhood residents to apply CPTED principles in their consideration of development issues within their own particular neighborhood.

Discussion: Information on CPTED principles should be available to citizens who are interested in proactive steps they can take to make their neighborhood a safer place to live, work, shop, and play.

SH 6.7 Community Oriented Policing Services

Continue to support the operation and administration of neighborhood-based Community Oriented Policing Services (C.O.P.S.).

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Discussion: Spokane's Community Oriented Policing Services (C.O.P.S.) is an international model for successful community mobilization and neighborhood level problem solving. This prime example of neighbors helping neighbors is a very effective way to improve neighborhood safety, a key aspect of social health. C.O.P.S. Substations also provide vital venues for decentralized, neighborhood-based collaborative outreach between agencies.

SH 7 FOOD ACCESS AND SECURITY

Goal: Ensure that all citizens have convenient access to healthy food.

Policies

SH 7.1 Local Food Production

Promote the development of home and community gardens, farmers' or public markets, and other small-scale collaborative initiatives in order to provide citizens with a diverse choice of locally-based food products.

SH 7.2 Community Gardens

Enable the establishment and maintenance of community gardens on city property, as appropriate.

Discussion: Creative approaches to managing community gardens must be considered in order to maintain the gardens once they are established. Such approaches may include support and/or management from educational institutions or volunteer community organizations.

SH 7.3 Access to Fresh Produce

Develop incentive programs to encourage convenience stores, and ethnic food markets, especially those located in areas with limited access to full-service grocery stores, to carry fresh produce.

SH 7.4 Urban Agriculture

Recognize urban agriculture as a strategic asset for community development, neighborhood beautification, and public health.

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Part VI

Focus Group Members
Social Health

Housing and Social Health Policy Focus Group Participants

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Cindy Algeo	SLIHC
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Michael Cathcart	SHBA
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Jon Carollo	VOA
Marilee Roloff	VOA
Joel Williamson	Project Hope
Shawn Dobbs	Lighthouse for the Blind
Melissa Owen	Impact Capital
Kate Green	NEYC
Anna Matthews	Avista
Matthew Collins	Arts Fund/Design Review
David Roberts	Spokane Housing Ventures

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Part VII

Chapter 12 – Parks and Recreation

TRACKED CHANGES

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The Chapter Contents have not been updated. They will be updated with the correct subsections and page numbers at the end of the approval process.

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12.1 INTRODUCTION

The introduction was updated for currency.

This chapter of the City of Spokane's Comprehensive Plan summarizes the ~~Spokane Parks, Recreation, and Open Spaces Plan~~ Spokane Parks and Recreation "Roadmap to the Future" master plan document. The complete ~~Spokane Parks, Recreation, and Open Spaces Plan~~ 2010 Roadmap to the Future master plan, or as amended, is available on the internet at ~~www.spokanecity.org/parks~~ spokaneparks.org. ~~The Spokane Parks, Recreation, and Open Spaces Plan is an update to Spokane's 1989 Park and Open Spaces Plan.~~

The opportunity for relaxation, recreation, and the enjoyment of natural features and landscaping provided by parks and open spaces has long been recognized as important. In the past, the citizens of Spokane have encouraged and supported the development of a park system superior to that of most other cities. Today, changing recreational pursuits and changes to the demographic characteristics of our population make the provision of parks and open spaces even more challenging and important. For the future, different work schedules, income levels, and lifestyles will have a profound impact on the way that parks and open space are provided. Because of reduced public budgets, many more recreational facilities and programs traditionally provided by public agencies are now being offered by private organizations. Scarce land has resulted in recreational facilities being located over and under freeways, on top of buildings, and in underground locations. Additionally, recreation planners are taking a much broader look at the way recreational opportunities are provided. Open spaces and park facilities are being integrated with other types of land uses rather than being provided as an isolated set of spaces or experiences.

This plan is intended to guide the public and private decisions that relate to the scope, quality, and location of leisure opportunities that meet the needs of the city's residents and visitors. It is not intended to be a blueprint for the acquisition and development of specific parks and recreation land or facilities. The Spokane Park Board, composed of ~~eleven~~ ten members appointed by the mayor and a Council Liaison appointed by City Council, meets monthly and provides policy direction to the Spokane Parks and Recreation Department.

12.2 GMA GOAL AND REQUIREMENTS AND COUNTYWIDE PLANNING POLICIES

For all chapters, the GMA Goal and Requirements and Countywide Planning Policies have been moved to an appendix.

GMA Open Space and Recreation Planning Goal (RCW 36.70A.020)

The Washington State Growth Management Act (GMA) encourages the retention of open space and the development of parks and recreational opportunities. The following is the GMA Open Space and Recreation goal (Goal 9):

> "Encourage the retention of open space and development of recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks."

Countywide Planning Policies

Within Urban Growth Areas (UGAs), the GMA requires open space corridors to be identified and authorizes their purchase for use as greenbelts, parks, or wildlife habitat. Although the GMA does not expressly require Countywide Planning Policies (CWPPs) on parks and open space, the Steering Committee of Elected Officials chose to include it as a Countywide Planning Policy topic and address it in other CWPP topics. Policy topics include: Urban Growth Areas (UGAs), Promotion of Contiguous and Orderly Development, Parks and Open Space, and Fiscal Impacts.

For the text of these policies, consult the CWPPs document, Countywide Planning Policies for Spokane County, adopted December 22, 1994.

12.~~3~~2 VISION AND VALUES

Spokane ~~Horizons~~ volunteers working on the Comprehensive Plan identified important themes in relation to Spokane's current and future growth. A series of visions and values was crafted for each element of the Comprehensive Plan that describes specific performance objectives. From the Visions and Values document, adopted in 1996 by the City Council, the Comprehensive Plan's goals and policies were generated.

All references to the "Horizons" process were deleted throughout the chapter, given the length of time that has elapsed since that process occurred – reducing the name recognition. The Comprehensive Plan now references the efforts of volunteers, including those that helped with "Horizons."

The Visions and Values of the "Horizons" process remain virtually untouched.

Vision

"Spokane will acquire, operate, enhance, and protect a diverse system of parks, boulevards, parkways, urban forest, golf courses, and recreational, cultural, historical, and open space areas
for the enjoyment and enrichment of all."

Values

"The things that are important to Spokane's future include:

- Providing and maintaining parks to serve all neighborhoods.
- Maintaining open spaces, golf courses, and trails.
- Being close to the outdoors, recreation, and nature.
- Providing recreation facilities and programs.
- Maintaining linkages between parks, recreation facilities, and open spaces."

12.~~4~~3 GOALS AND POLICIES

Goals and policies provide specificity for planning and decision-making. Overall, they indicate desired directions, accomplishments, or aims in relation to the growth and development of Spokane.

PRS 1 PRESERVATION AND CONSERVATION

Goal: Assure the preservation and conservation of unique, fragile, and scenic natural resources, and especially non-renewable resources.

Policies

PRS 1.1 Open Space System

Provide an open space system within the urban growth boundary that connects with regional open space and maintains habitat for wildlife corridors.

Discussion: The city should work with other park and open space ~~planners and~~ providers to create a regional open space and green belt system. This may include coordination with local utilities for joint use of utility corridors for passive recreational uses.

PRS 1.2 River Corridors

Protect river and stream corridors as crucial natural resources that need to be preserved for the health, ~~and~~ enjoyment and responsible use and access of the community, consistent with the Shoreline Master Program.

PRS 1.3 Funding for Open Space and Shoreline Land Acquisition

Purchase open space and shoreline land when they become available using funding sources available.

~~**Discussion:** The city shall attempt to access funding from local (annual park budget, city general fund, gifts, Conservation Futures funds, local improvement districts, bonds, dedications, and impact fees), state (IAC grants), and federal sources (Community Development Funds). A more equitable distribution of conservation futures funding between the city and the county should be pursued. The Parks and recreation department should develop an evaluative process to identify parcels of land for potential purchase.~~

This discussion was removed because it's not necessary in order to understand the policy.

PRS 1.4 Property Owners and Developers

Work cooperatively with property owners and developers to preserve open space areas within or between developments, especially those that provide visual or physical linkages to the open space network.

Discussion: This should be a consideration during the approval process for subdivisions, planned contracts, and shoreline permits. The city should explore the use of regionally consistent incentives to protect open space. Incentives may include bonus densities, transfer of development rights, and tax abatement or deferment.

PRS 1.5 ~~Green~~ Open Space Buffers

Preserve and/or establish areas of ~~green~~ open space buffer to provide separation between conflicting land uses.

PRS 1.6 Opportunity Fund ~~Funding to Acquire Critical Lands~~

Create ~~Maintain~~ an "Opportunity Fund" ~~contingency fund (Park Cumulative Reserve Fund) dedicated~~ to protect open space or acquire parkland ~~the acquisition of critical area lands~~, which would be lost if not immediately purchased.

The Focus Group modified this policy to bring more focus to the chapter topic

PRS 2 PARK AND OPEN SPACE SYSTEM

Goal: Provide a park system that is an integral and vital part of the open space system and that takes advantage of the opportunities for passive and active recreation that a comprehensive open space system provides.

Policies

PRS 2.1 Amenities Within ~~Each Neighborhood~~ City Boundaries

Provide open space and park amenities ~~within each neighborhood~~ that serve all residents ~~are appropriate to the natural and human environment of the neighborhood~~, as determined by the ~~neighborhood and the Spokane Park Board~~ level of service standards.

The Focus Group broadened this policy to concern city-wide amenities, not just neighborhoods.

~~**Discussion:** Amenities such as center plazas, playground equipment, restrooms, shelters, backstops, trails, trees, and plant materials.~~

PRS 2.2 Access ~~Proximity~~ to Open Space and Park Amenities

Provide for linkages and connectivity of open space and park amenities. ~~Provide open space in each city neighborhood.~~

The Focus Group strengthened the "access" portion of this policy more in line with the goal of providing opportunities for enjoyment of these spaces.

Discussion: To maintain the viability and health of the city, residents should have equitable access to open space and park amenities ~~proximity to open space~~. Design for the development of new or redevelopment of existing open space and park amenities should include consideration of sidewalks, trails, bicycle paths, and mass transit linkages.

PRS 2.3 ~~Urban Open Space~~ Parks and Recreation Amenities

Continue to develop ~~urban open space~~ Parks and Recreation amenities that enhance the local economy.

The Focus Group modified this policy to focus more on Parks as urban open space is more of a Land Use concern.

Discussion: ~~Urban open space~~ Parks and Recreation amenities ~~include~~ including trails, interpretive areas, plant materials, public squares, view-points, sports complexes, golf courses, sports fields, recreation opportunities, public gardens, entertainment venues, and interpretive signage, ~~and~~ provides benefits to both residents and visitors.

PRS 2.4 Urban Forestry Program

~~Develop and s~~Support a comprehensive urban forestry program.

This policy and part of the discussion was moved here from Chapter 8, Policy DP 3.5.

Discussion: An urban forestry program includes an inventory of existing trees and all available tree locations and establishes goals for new and replacement tree planting and total canopy cover. The program ~~and~~ could serve as a means to educate the public regarding the benefits of trees and their necessary maintenance. ~~Needed are c~~Citywide regulations and street standards that require establishing and maintaining plantings in traffic islands and planting strips and that allow large canopy street trees are recommended.

The City of Spokane should continue to work with the Spokane County Conservation District, which is a state-chartered agency established to promote education and preservation of natural resources. This cooperation avails the city of greater funding opportunities, encourages the sharing of staff expertise, and promotes tree planting programs on a countywide basis.

PRS 2.~~4~~5 Park Funding

Consider all potential funding sources to maintain the adopted level of service standards for parks.

~~**Discussion:** Potential funding sources include: impact fees, Park budget, General Fund, gifts, dedications, LIDs, bonds, Community Development funds, Conservation Futures funds, and grants.~~

PRS 2.~~5~~6 Capital Improvement Program

Prepare and update annually a six-year capital improvement program for implementation of the Parks, Recreation, and Open Spaces Plan.

PRS 2.~~6~~7 Cultural and Historic Parks

Encourage the preservation of ~~Preserve~~ and showcase the cultural and historic character of the parks and the park system.

~~**Discussion:** Many of Spokane's parks have great cultural and historic character that should be identified, preserved, and showcased during park development.~~

PRS 3 BICYCLE AND PEDESTRIAN CIRCULATION

Goal: Work with other agencies to provide a convenient and pleasant open space-related network for pedestrian and bicyclist circulation throughout the City of Spokane.

Policies

PRS 3.1 Trails and Linkages

Provide trails and linkages to parks ~~that make minimal use of streets~~ in accordance with the City adopted plans~~, especially arterial streets, in order to maximize the recreation experience and safety of all users~~.

The Focus Group modified this policy to connect it to adopted plans rather than a stand alone requirement.

PRS 3.2 Trail Corridor Development

Include landscaping, revegetation, and reforestation in trail corridor development where appropriate and desirable to provide a pleasant trail experience, ~~and visual separation from private~~ compatible with adjacent uses.

Discussion: Low Impact Development (LID) techniques should also be incorporated into trail corridor development when feasible. Land compatible design, natural drainage patterns, native landscaping, protection of natural features,

The Focus Group added discussion of LID, as it can guide the actions required by the policy.

and porous pavement are merely a few of the techniques that should be considered during trail corridor development.

~~PRS 3.3 People Movement Through Riverfront Park~~

~~*Develop a pedestrian-friendly, attractive mode of moving people through Riverfront Park using the Howard Street Corridor from North Central High School to Lewis and Clark High School.*~~

The Focus Group removed this policy because it does not reflect current plans for Riverfront Park.

~~**Discussion:** The Spokane Park Board, the Downtown Spokane Partnership, and various partners along the route have begun informal discussions of a yet-to-be-defined "people mover." The people mover should have stops to service new and existing facilities and activities.~~

❑ PRS 4 ~~PARK PREVENTATIVE~~ MAINTENANCE PROGRAM

Goal: Recognize and ~~upgrade~~ update Spokane's existing park resources by continuing the park preventative maintenance program.

Changes to this goal and its policies were minor and for clarification purposes.

Policies

PRS 4.1 Maintenance Management Program

Implement a maintenance management program that will project maintenance, facility, and replacement costs.

Discussion: The current Park Operations budget is part of the Park Fund budget ~~within the City of Spokane's two-year budget~~. The maintenance management program should include six-year projections of maintenance and capital needs in addition to facility and equipment replacement costs. Typical elements include playground equipment, community buildings, pavilions, shelters, restrooms, park furniture, irrigation systems, turf/tree/shrub areas, ~~wading pools, spray pools~~ aquatics centers, splash pads, ~~swimming pools, and~~ sports facilities and infrastructure.

PRS 4.2 Park ~~Traffic~~ Circulation Patterns

Improve park ~~traffic~~ circulation patterns for motorists, bicyclists, equestrians, and pedestrians.

PRS 4.3 Park Sign Plan

Implement and maintain a park sign plan ~~throughout the City of Spokane~~ that standardizes all park signs, including entrance, direction, and rules signs.

Discussion: This policy does not pertain to ~~affect~~ historic signs.

❑ PRS 5 RECREATION PROGRAM

Goal: Assure an indoor and outdoor recreation program, which provides well-rounded recreational opportunities for citizens of all ages.

Policies

PRS 5.1 Recreation Opportunities

Provide and improve recreational opportunities that are easily accessible to all citizens of Spokane.

Discussion: Continue to support community-oriented special interest programs that are responsive to expressed demands, and that foster community support, and improve the health of the community.

PRS 5.2 Private Partnerships

Create public-private partnerships and develop incentives for ~~a~~ community-oriented ~~sports and special interest~~ program~~s~~, which ~~are~~ ~~is~~ responsive to ~~expressed demands~~ needs and fosters participant support of all ages and abilities.

The Focus Group broadened this policy to allow for all types of community-oriented recreation programs. The discussion was removed because it wasn't necessary.

~~**Discussion:** A potential partnership could include a sixteen-court indoor sports complex that is developed through public-private partnerships with Hoopfest and the Greater Spokane Sports Association.~~

PRS 5.3 Special Programs

Support special population participants in Spokane Parks and Recreation Department programs.

PRS 5.4 Community Outreach ~~Information System~~

Promote parks and recreation programs, services, and facilities through an effective community outreach program, utilizing a variety of communication methods. ~~information system, including the media, mail, telephone, and on the internet~~.

PRS 5.5 Indoor Recreational Facilities and Programs

Provide facilities and programs that afford the public the opportunity to participate in a broad range of indoor recreational activities.

Discussion: Indoor recreational activities may include fine arts, historical appreciation, performing arts, arts and crafts, fitness, swimming, and indoor athletics. ~~This includes one or more additional indoor swimming pools, which are conveniently located and provide swimming for all age groups and abilities.~~

PRS 5.6 Outdoor Recreational Facilities

Provide facilities and programs that allow the public the opportunity to participate in a broad range of outdoor recreational activities.

~~**Discussion:** Having an abundance of outdoor recreation opportunities enhances the quality of life for existing residents as well as a draw for those who are considering moving to Spokane.~~

PRS 5.7 City Golf Courses

Continue to provide for and maintain the public golf courses in Spokane.

~~PRS 5.8 Recreation for Youth~~

~~*Provide a diversity of recreation opportunities, in a safe, healthy manner that meet the interests of the community's youth.*~~

This policy was removed by the Focus Group because it's already covered by PRS 5.3 and 5.6.

~~**Discussion:** Support recreation and leisure alternatives for young people by involving youth in parks and open space planning and decision-making.~~

PRS 6 ~~AGENCY~~ COORDINATION AND COOPERATION

Goal: Encourage and pursue a climate of cooperation between government agencies, non-profit organizations, and private business in providing open space, parks facilities, and recreational services that are beneficial for the public.

Policies

PRS 6.1 Duplication of Recreational Opportunities

Facilitate cooperation and communication among government agencies, non-profit organizations, school districts, and private businesses to avoid duplication in providing recreational opportunities within the community.

PRS 6.2 Cooperative Planning and Use of Recreational Facilities

Conduct cooperative planning and use of recreational facilities with public and private groups in the community.

PRS 6.3 Joint Park and Open Space Planning

Ensure that parks, open space, and ~~greenbelts~~ trails are planned and funded in coordination with Spokane County prior to allowing urban development within the city's Urban Growth Area (UGA), yet outside city limits.

PRS 7 PARKS SERVICE QUALITY

Goal: Provide a parks and recreation system that is enjoyable, efficient, financially responsible, and a source of civic pride.

Policies

PRS 7.1 Quality of Service

Provide high quality ~~of~~ service to the community in all parks and recreation programs, services, and facilities.

PRS 7.2 Modern Management Practices

Employ state-of-the-art techniques in the park and recreation profession by providing staff training, labor-saving equipment, automatic systems, durable materials, effective facility design, and responsive leisure services.

PRS 7.3 Standards and Policies

Maintain open communication and collaborative planning processes that help define service levels based on good management practices while providing quality service to the public.

Discussion: Open communication with all citizens is important to the Spokane Park Board. Open monthly committee and board meetings are held for this purpose. Service levels are defined through this process that may also include neighborhood, community, and special interest group meetings.

PRS 7.4 Volunteers

Encourage and recruit volunteers to serve on advisory boards for program and facility design, leadership in program offering, and community service labor.

PRS 7.5 Evaluations

Conduct ~~continuous~~ periodic monitoring of the Spokane Parks and Recreation Department services, facilities, and programs through staff, participant, and public evaluations.

PRS 7.6 ~~Strategic~~ Action Plan

Develop ~~a strategic~~ an action plan to ensure elements of the ~~Parks, Recreation, and Open Spaces Plan~~ Roadmap to the Future master plan are implemented.

The Focus Group updated this policy to name the specific master plan.

~~**Discussion:** The Strategic Plan should include the top priority projects and dedicated funding sources of the Spokane Park Board in a six-year action plan format.~~

PRS 7.7 Public Participation

Ensure that decisions regarding the city's park and open space system encourage the full participation of Spokane's citizenry.

~~**Discussion:** The citizens of Spokane are passionate about their park system. When changes or additions are proposed for the park system, citizens should be given every opportunity to comment and participate. This policy is intended to apply to all councils, boards, commissions, and committees.~~

The Focus Group removed this discussion because it wasn't necessary in order to understand the policy.

July 13, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the Comprehensive Plan

Part VIII

Chapter 12 – Parks and Recreation

FORMATTED

12.1 INTRODUCTION

This chapter of the City of Spokane's Comprehensive Plan summarizes the Spokane Parks and Recreation "Roadmap to the Future" master plan document. The complete 2010 Roadmap to the Future master plan, or as amended, is available on the internet at spokaneparks.org.

The opportunity for relaxation, recreation, and the enjoyment of natural features and landscaping provided by parks and open spaces has long been recognized as important. In the past, the citizens of Spokane have encouraged and supported the development of a park system superior to that of most other cities. Today, changing recreational pursuits and changes to the demographic characteristics of our population make the provision of parks and open spaces even more challenging and important.

For the future, different work schedules, income levels, and lifestyles will have a profound impact on the way that parks and open space are provided. Because of reduced public budgets, many more recreational facilities and programs traditionally provided by public agencies are now being offered by private organizations. Scarce land has resulted in recreational facilities being located over and under freeways, on top of buildings, and in underground locations. Additionally, recreation planners are taking a much broader look at the way recreational opportunities are provided. Open spaces and park facilities are being integrated with other types of land uses rather than being provided as an isolated set of spaces or experiences.

This plan is intended to guide the public and private decisions that relate to the scope, quality, and location of leisure opportunities that meet the needs of the city's residents and visitors. It is not intended to be a blueprint for the acquisition and development of specific parks and recreation land or facilities. The Spokane Park Board, composed of ten members appointed by the mayor and a Council Liaison appointed by City Council, meets monthly and provides policy direction to the Spokane Parks and Recreation Department.

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12.2 VISION AND VALUES

Spokane volunteers working on the Comprehensive Plan identified important themes in relation to Spokane's current and future growth. A series of visions and values was crafted for each element of the Comprehensive Plan that describes specific performance objectives. From the Visions and Values document, adopted in 1996 by the City Council, the Comprehensive Plan's goals and policies were generated.

Vision

"Spokane will acquire, operate, enhance, and protect a diverse system of parks, boulevards, parkways, urban forest, golf courses, and recreational, cultural, historical, and open space areas for the enjoyment and enrichment of all."

Values

"The things that are important to Spokane's future include:

- Providing and maintaining parks to serve all neighborhoods.
- Maintaining open spaces, golf courses, and trails.
- Being close to the outdoors, recreation, and nature.
- Providing recreation facilities and programs.
- Maintaining linkages between parks, recreation facilities, and open spaces."

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12.3 GOALS AND POLICIES

Goals and policies provide specificity for planning and decision-making. Overall, they indicate desired directions, accomplishments, or aims in relation to the growth and development of Spokane.

PRS 1 PRESERVATION AND CONSERVATION

Goal: Assure the preservation and conservation of unique, fragile, and scenic natural resources, and especially non-renewable resources.

Policies

PRS 1.1 Open Space System

Provide an open space system within the urban growth boundary that connects with regional open space and maintains habitat for wildlife corridors.

Discussion: The city should work with other park and open space providers to create a regional open space and green belt system. This may include coordination with local utilities for joint use of utility corridors for passive recreational uses.

PRS 1.2 River Corridors

Protect river and stream corridors as crucial natural resources that need to be preserved for the health, enjoyment and responsible use and access of the community, consistent with the Shoreline Master Program.

PRS 1.3 Funding for Open Space and Shoreline Land Acquisition

Purchase open space and shoreline land when they become available using funding sources available.

PRS 1.4 Property Owners and Developers

Work cooperatively with property owners and developers to preserve open space areas within or between developments, especially those that provide visual or physical linkages to the open space network.

Discussion: This should be a consideration during the approval process for subdivisions, planned contracts, and shoreline permits. The city should explore the use of regionally consistent incentives to protect open space. Incentives may include bonus densities, transfer of development rights, and tax abatement or deferment.

PRS 1.5 Open Space Buffers

Preserve and/or establish areas of open space buffer to provide separation between conflicting land uses.

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PRS 1.6 Opportunity Fund

Create an "Opportunity Fund" protect open space or acquire parkland, which would be lost if not immediately purchased.

PRS 2 PARK AND OPEN SPACE SYSTEM

Goal: Provide a park system that is an integral and vital part of the open space system and that takes advantage of the opportunities for passive and active recreation that a comprehensive open space system provides.

Policies

PRS 2.1 Amenities within City Boundaries

Provide open space and park amenities that serve all residents, as determined by the level of service standards.

PRS 2.2 Access to Open Space and Park Amenities

Provide for linkages and connectivity of open space and park amenities.

Discussion: To maintain the viability and health of the city, residents should have equitable access to open space and park amenities. Design for the development of new or redevelopment of existing open space and park amenities should include consideration of sidewalks, trails, bicycle paths, and mass transit linkages.

PRS 2.3 Parks and Recreation Amenities

Continue to develop Parks and Recreation amenities that enhance the local economy.

Discussion: Parks and Recreation amenities including trails, interpretive areas, plant materials, public squares, viewpoints, sports complexes, golf courses, sports fields, recreation opportunities, public gardens, entertainment venues, and interpretive signage, provides benefits to both residents and visitors.

PRS 2.4 Urban Forestry Program

Support a comprehensive urban forestry program.

Discussion: An urban forestry program includes an inventory of existing trees and all available tree locations and establishes goals for new and replacement tree planting and total canopy cover. The program could serve as a means to educate the public regarding the benefits of trees and their necessary maintenance. Citywide regulations and street standards that require establishing and maintaining plantings in traffic islands and planting strips and that allow large canopy street trees are recommended.

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The City of Spokane should continue to work with the Spokane County Conservation District, which is a state-chartered agency established to promote education and preservation of natural resources. This cooperation avails the city of greater funding opportunities, encourages the sharing of staff expertise, and promotes tree planting programs on a countywide basis.

PRS 2.5 Park Funding

Consider all potential funding sources to maintain the adopted level of service standards for parks.

PRS 2.6 Capital Improvement Program

Prepare and update annually a six-year capital improvement program for implementation of the Parks, Recreation, and Open Spaces Plan.

PRS 2.7 Cultural and Historic Parks

Encourage the preservation of and showcase the cultural and historic character of the parks and the park system.

PRS 3 BICYCLE AND PEDESTRIAN CIRCULATION

Goal: Work with other agencies to provide a convenient and pleasant open space-related network for pedestrian and bicyclist circulation throughout the City of Spokane.

Policies

PRS 3.1 Trails and Linkages

Provide trails and linkages to parks in accordance with the City adopted plans.

PRS 3.2 Trail Corridor Development

Include landscaping, revegetation, and reforestation in trail corridor development where appropriate and desirable to provide a pleasant trail experience, compatible with adjacent uses.

Discussion: Low Impact Development (LID) techniques should also be incorporated into trail corridor development when feasible. Land compatible design, natural drainage patterns, native landscaping, protection of natural features, and porous pavement are merely a few of the techniques that should be considered during trail corridor development.

PRS 4 MAINTENANCE PROGRAM

Goal: Recognize and update Spokane's existing park resources by continuing the park preventative maintenance program.

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Policies

PRS 4.1 Maintenance Management Program

Implement a maintenance management program that will project maintenance, facility, and replacement costs.

Discussion: The current Park Operations budget is part of the Park Fund budget. The maintenance management program should include six-year projections of maintenance and capital needs in addition to facility and equipment replacement costs. Typical elements include playground equipment, community buildings, pavilions, shelters, restrooms, park furniture, irrigation systems, turf/tree/shrub areas, aquatics centers, splash pads, sports facilities and infrastructure.

PRS 4.2 Park Circulation Patterns

Improve park circulation patterns for motorists, bicyclists, equestrians, and pedestrians.

PRS 4.3 Park Sign Plan

Implement and maintain a park sign plan that standardizes all park signs, including entrance, direction, and rules signs.

Discussion: This policy does not pertain to historic signs.

PRS 5 RECREATION PROGRAM

Goal: Assure an indoor and outdoor recreation program, which provides well-rounded recreational opportunities for citizens of all ages.

Policies

PRS 5.1 Recreation Opportunities

Provide and improve recreational opportunities that are easily accessible to all citizens of Spokane.

Discussion: Continue to support community-oriented special interest programs that are responsive to expressed demands, and that foster community support, and improve the health of the community.

PRS 5.2 Private Partnerships

Create public-private partnerships and develop incentives for a community-oriented programs, which are responsive to needs and fosters participant support of all ages and abilities.

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PRS 5.3 Special Programs

Support special population participants in Spokane Parks and Recreation Department programs.

PRS 5.4 Community Outreach

Promote parks and recreation programs, services, and facilities through an effective community outreach program, utilizing a variety of communication methods.

PRS 5.5 Indoor Recreational Facilities and Programs

Provide facilities and programs that afford the public the opportunity to participate in a broad range of indoor recreational activities.

Discussion: Indoor recreational activities may include fine arts, historical appreciation, performing arts, arts and crafts, fitness, swimming, and indoor athletics.

PRS 5.6 Outdoor Recreational Facilities

Provide facilities and programs that allow the public the opportunity to participate in a broad range of outdoor recreational activities.

PRS 5.7 City Golf Courses

Continue to provide for and maintain the public golf courses in Spokane.

PRS 6 COORDINATION AND COOPERATION

Goal: Encourage and pursue a climate of cooperation between government agencies, non-profit organizations, and private business in providing open space, parks facilities, and recreational services that are beneficial for the public.

Policies

PRS 6.1 Duplication of Recreational Opportunities

Facilitate cooperation and communication among government agencies, non-profit organizations, school districts, and private businesses to avoid duplication in providing recreational opportunities within the community.

PRS 6.2 Cooperative Planning and Use of Recreational Facilities

Conduct cooperative planning and use of recreational facilities with public and private groups in the community.

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PRS 6.3 Joint Park and Open Space Planning

Ensure that parks, open space, and trails are planned and funded in coordination with Spokane County prior to allowing urban development within the city's Urban Growth Area (UGA), yet outside city limits.

PRS 7 PARKS SERVICE QUALITY

Goal: Provide a parks and recreation system that is enjoyable, efficient, financially responsible, and a source of civic pride.

Policies

PRS 7.1 Quality of Service

Provide high quality of service to the community in all parks and recreation programs, services, and facilities.

PRS 7.2 Modern Management Practices

Employ state-of-the-art techniques in the park and recreation profession by providing staff training, laborsaving equipment, automatic systems, durable materials, effective facility design, and responsive leisure services.

PRS 7.3 Standards and Policies

Maintain open communication and collaborative planning processes that help define service levels based on good management practices while providing quality service to the public.

Discussion: Open communication with all citizens is important to the Spokane Park Board. Open monthly committee and board meetings are held for this purpose. Service levels are defined through this process that may also include neighborhood, community, and special interest group meetings.

PRS 7.4 Volunteers

Encourage and recruit volunteers to serve on advisory boards for program and facility design, leadership in program offering, and community service labor.

PRS 7.5 Evaluations

Conduct periodic monitoring of the Spokane Parks and Recreation Department services, facilities, and programs through staff, participant, and public evaluations.

PRS 7.6 Action Plan

Develop an action plan to ensure elements of the Roadmap to the Future master plan are implemented.

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PRS 7.7 Public Participation

Ensure that decisions regarding the city's park and open space system encourage the full participation of Spokane's citizenry.

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July 13, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part IX

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Parks and Recreation

Parks, Recreation, and Open Spaces
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Paul Knowles	Spokane County Parks
Jan Loux	Neighborhoods – Peaceful Valley
Matthew Phillipy	Neighborhoods – Peaceful Valley

Return to Agenda

CENTRAL CITY LINE

Strategic Overlay Plan

PUBLIC REVIEW DRAFT June 2016

Spokane Transit

CITY OF SPOKANE

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INTRODUCTION

The Central City Line (CCL) is a proposed high performance bus transit corridor in central Spokane. Operated by the Spokane Transit Authority (STA), the new line will offer frequent (as often as every 6 minutes) service provided by a modern electric bus. The CCL will connect Browne's Addition to Spokane Community College through downtown Spokane, the University District, and the Chief Garry Neighborhood. Linking downtown, world-class university campuses, and the cultural and employment center of the greater Spokane region, the CCL will tie together neighborhoods, shopping centers, businesses, and cultural and educational institutions with premium transit service.

In recent years, downtown Spokane has seen significant revitalization. Several major hotels have been built or refurbished to serve an expanding number of visitors to the city, many drawn by events hosted at the Spokane Convention Center. An array of new restaurants and businesses have opened downtown, especially along Main Avenue. A major effort is underway to redevelop Riverfront Park and the World's Fair site, integrating it more closely into the revitalizing heart of downtown.

At the same time, the University District is seeing rapid growth and redevelopment in its own right. The major university campuses (Washington State University, Gonzaga, Eastern Washington University, Whitworth and others) are expanding in the number of facilities and programs, and a new pedestrian bridge linking east downtown with the University District will help accomplish the District's future vision. Business leaders, University District leaders, and civic leaders in Spokane see enormous opportunity in linking these areas more closely—and drawing University District students, faculty and staff more easily into downtown to support businesses. The Avista Corporation, one of the largest employers in Spokane, is headquartered near the alignment, just to the northeast of the University District.

The two ends of the CCL corridor are also poised for positive change. At the west end, stately buildings in Browne's Addition are being renovated and a small business district at Maple and Cannon is thriving. To the east, Spokane Community College is expanding and the Chief Garry Park neighborhood is looking to expand several neighborhood commercial nodes and safe travel along Mission Avenue running through the neighborhood.

The CCL is intended to support, enhance and accelerate these conditions. Planning for the line began in the early 2000s, and the Locally Preferred Alternative (LPA) was approved in July of 2011 and updated in April of 2016. Preliminary engineering is underway in preparation to submit a request for Federal Transit Administration (FTA) Small Starts funding to support final engineering and construction of the project.

This Strategic Overlay Plan is a separate but complementary planning process to overall CCL project development. It identifies land use and economic development policies and actions that will boost transit-supported development and ridership throughout the corridor. The plan has been developed in partnership by STA and the City of Spokane with participation from stakeholder and the public at large. It is intended to help ensure the community's vision for its neighborhoods, downtown, and the University District is achieved.

This plan recommends policies and actions that will advance Spokane's vision for community vitality along the CCL corridor—and the comfortable, quiet, environmentally-sensitive public transportation that supports that vision.

The CCL will bring frequent, high performance transit to central Spokane, spurring economic growth and development.

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The Strategic Overlay Plan also identifies land use, economic development, and transportation policies and actions that encourage transit-supported development, walkability, and affordable housing. Each of these ultimately contributes to future CCL success.

The plan contains recommendations and implementation actions that will be carried out by the City of Spokane, STA, and other community partners.

The Strategic Overlay Plan is organized into the following four sections:

Corridor Context
This section describes the purpose of this Strategic Overlay Plan, vision for the CCL, existing conditions in the CCL corridor, and how plan recommendations will be implemented.

Land Use and Economic Development Strategies
This section contains recommended policies, strategies, and actions for the CCL corridor related to land use and economic development.

Affordable Housing Strategies
This section describes strategies for preserving and enhancing affordable housing options in the corridor.

Transportation Strategies
This section contains recommended policies, strategies, and actions for the CCL corridor related to cycling, walking, and parking.

Strategic Action Plan
The section describes "next steps" for plan recommendations and describes the timeline for implementation.

CORRIDOR CONTEXT

THE CENTRAL CITY LINE

The CCL is a 6-mile high capacity transit route connecting the historic Browne's Addition neighborhood to Spokane Community College by way of downtown Spokane, the University District, and the Logan and Chief Garry Park neighborhoods. The CCL will feature a modern, specially branded electric bus that is anticipated to provide nearly one million rides per year. The new buses will hold more riders and provide more frequent service (including nights and weekends), and the line will include amenities that will make riding the bus easier— such as pre-board ticketing, level boarding at stops, and improved stations with real-time signage and wayfinding. The project meets the Federal Transit Administration's definition of corridor-based bus rapid transit.

The CCL concept has been under development for nearly 15 years, emerging from earlier studies that revealed a need for enhanced transit service in the corridor. With funding from local, state, and federal sources, the CCL is expected to open in 2020.

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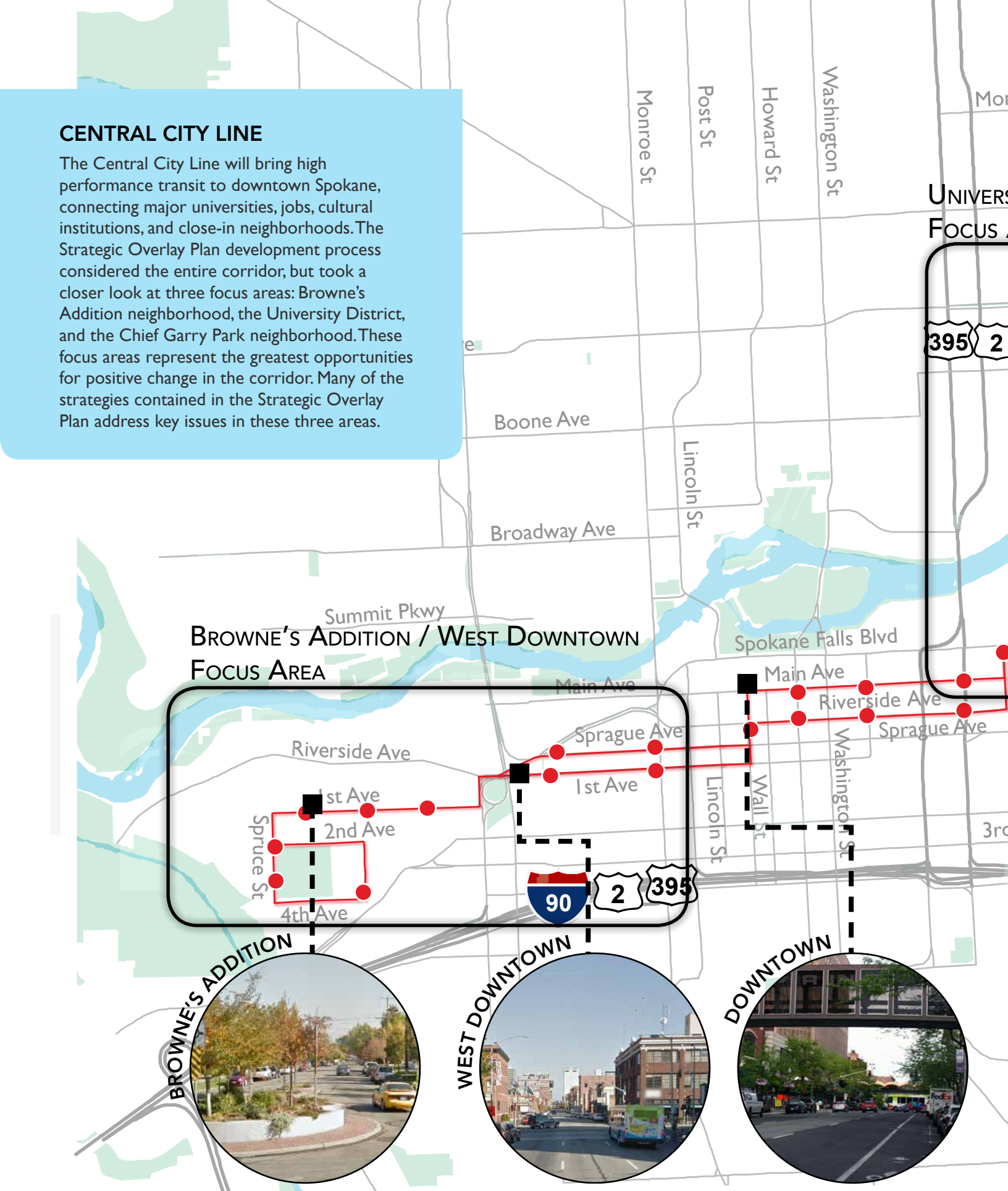
CENTRAL CITY LINE

The Central City Line will bring high performance transit to downtown Spokane, connecting major universities, jobs, cultural institutions, and close-in neighborhoods. The Strategic Overlay Plan development process considered the entire corridor, but took a closer look at three focus areas: Browne's Addition neighborhood, the University District, and the Chief Garry Park neighborhood. These focus areas represent the greatest opportunities for positive change in the corridor. Many of the strategies contained in the Strategic Overlay Plan address key issues in these three areas.



BROWNE'S ADDITION / WEST DOWNTOWN FOCUS AREA

UNIVERS FOCUS

BROWNE'S ADDITION

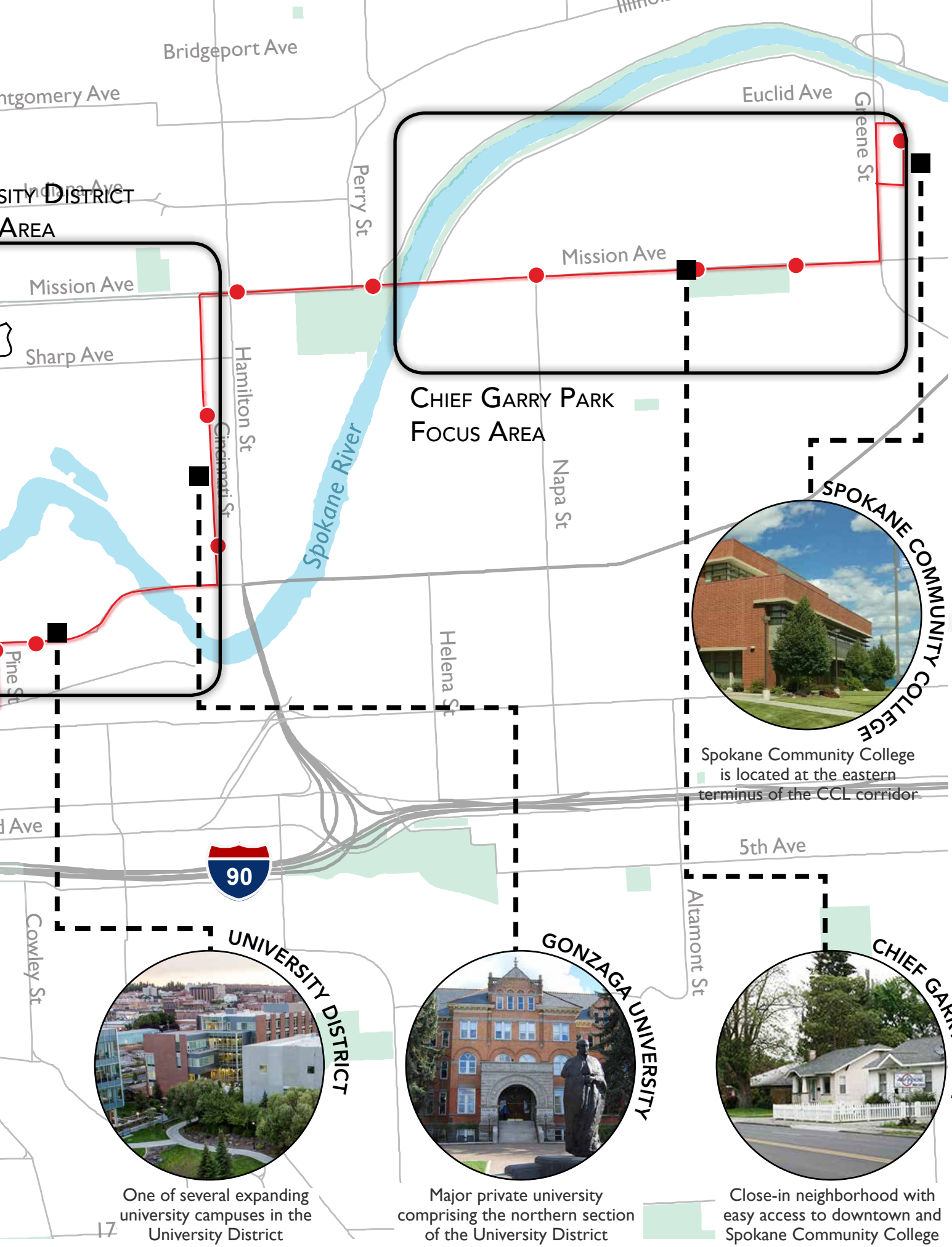
Diverse, historic neighborhood featuring Coeur d'Alene park

WEST DOWNTOWN

Redeveloping end of downtown close to services and amenities

DOWNTOWN

The commercial, cultural, and employment center of the greater Spokane region



SPOKANE COMMUNITY COLLEGE

Spokane Community College is located at the eastern terminus of the CCL corridor

UNIVERSITY DISTRICT

One of several expanding university campuses in the University District

GONZAGA UNIVERSITY

Major private university comprising the northern section of the University District

CHIEF GARRY PARK

Close-in neighborhood with easy access to downtown and Spokane Community College

The CCL represents the first of several high performance transit corridor investments that STA plans to make in Spokane and the surrounding region.

Investments like the CCL offer a range of direct and indirect benefits to communities, including:

- **Frequent, easy-to-use transit serving key destinations**—The CCL will connect the heart of Spokane, providing easy access to neighborhoods to the west and east, downtown, the Spokane Convention Center, Riverfront Park, the University District, and Spokane Community College.
- **Shorter travel times, less traffic congestion and less parking**—By providing service that is efficient, frequent and reliable, the CCL will enable riders to leave their cars at home for certain trips. This can reduce the number of people driving downtown and to the University District, easing traffic congestion and freeing up land for redevelopment that would otherwise be needed for parking.
- **Environmental stewardship**—The CCL will be a quiet, all-electric, battery-operated bus. The vehicle itself will produce no emissions.
- **Economic development**—Transportation projects like the CCL often spur new development and investment in surrounding areas. A recent economic analysis of the project estimated that the CCL could increase land and development value by $175 million over 20 years.
- **Contribute to a vibrant, walkable downtown and neighborhoods**—Good transit depends on a good walking environment; most people access transit on foot. The CCL will support walkability in the corridor, as well as other investments needed to make the walking environment safer and more inviting for all.

STA and the City of Spokane held open houses to gather feedback and ideas and hear from the community around the CCL.

PLAN PURPOSE AND OBJECTIVES

This Strategic Overlay Plan supports the CCL—and, in turn, the community's vision for Spokane—by recommending key policies, strategies, and actions that advance the benefits described above. STA and the City of Spokane worked in partnership to develop the plan, with feedback and support from other partners including the Downtown Spokane Partnership, Spokane University District, and the Spokane Housing Authority.

This Strategic Overlay Plan builds on previous and current planning efforts in the City of Spokane. It contains recommendations that support Spokane Comprehensive Plan goals, including the vision articulated for downtown and the University District, as well as university campus plans.

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It builds upon recommendations in the 2015 Pedestrian Master Plan, among other current and past planning efforts in the city. This plan does not supplant these or other plans, but is intended to complement them with corridor-specific recommendations that consider the existing planning context.

STA and the City of Spokane developed this plan with input from the community throughout the corridor. The project team performed an initial "opportunity analysis" (Appendix A) to understand existing plans and policies, and areas where changes might be desired. Draft policy ideas were then developed and discussed with the public at several events. Open houses were held in the Chief Garry Park neighborhood, Browne's Addition neighborhood, and the University District. STA also hosted two online surveys to gather input on the plan. At the open houses, attendees provided feedback on what recommendations might be most appropriate and beneficial for their neighborhood, and gave input on key concerns that should be addressed. See Appendix B for a summary of public feedback that informed plan development.

CENTRAL CITY LINE CORRIDOR: EXISTING CONDITIONS

The CCL runs through the heart of Spokane, starting in Browne's Addition in the west, then through downtown and east to its terminus at Spokane Community College. This section provides a snapshot of the corridor as it exists today to provide context for the recommendations contained in following sections of the plan.

Browne's Addition

The historic Browne's Addition neighborhood is a diverse mixture of Victorian homes, early twentieth century apartment buildings, and newer low-rise apartments. Coeur d'Alene Park (Spokane's first public park), along with several neighborhood restaurants and businesses near the intersection of Pacific Avenue and Cannon Street, comprise the heart of the neighborhood. The CCL will have several stops in the neighborhood along Spruce Street and Pacific Avenue.

Land use in the neighborhood is a mix of single-family homes and apartment buildings, with retail and services at the intersection of Pacific Avenue and Cannon Street and in the southeast corner of the neighborhood near Sunset Boulevard.

Downtown

Home to 2,300 businesses, 25,000 workers, restaurants, public art, Riverfront Park, and the Spokane Convention Center, downtown Spokane is the commercial and cultural center of the greater Spokane region. Several STA transit routes converge in downtown at the STA Plaza at Riverside Avenue and Wall Street. The CCL will run along Riverside Avenue and Main Avenue in downtown.

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Zoning and land use policies generally permit a wide variety of uses and buildings in downtown. Existing plans (including Fast Forward Spokane and recent plans for the East Sprague Corridor) call for increased development, infrastructure improvements, and more people living, working, and playing in downtown.

University District and East Downtown

The University District encompasses the major university campuses near downtown, including the Spokane campuses of Washington State University, University of Washington, Eastern Washington University and Whitworth University, as well as Gonzaga University. Thousands of students attend these campuses, which have steadily expanded their programs and infrastructure to accommodate more students in recent years. The CCL will run through the heart of the University District along Spokane Falls Boulevard and Cincinnati Street, turning east onto Mission Avenue near the headquarters of the Avista Corporation at Perry Street.

Spokane leaders envision east downtown as a revitalized housing and services area that complements the University District to the north and east. Construction of a new University District Gateway Bridge connecting east downtown to the University District will help achieve that vision. Dedicated to pedestrians and bicycles, the bridge will be a visually striking landmark. It will re-connect neighborhoods on both sides of the freight rail tracks, providing a safe and direct active transportation connection into the University District.

Zoning and land use policy generally allow a wide variety of uses in the University District and east downtown.

Chief Garry Park Neighborhood and Mission Avenue

The Chief Garry Park neighborhood is characterized by single family homes, with a few neighborhood businesses located at the intersection of Napa Street and Mission Avenue, and additional retail and commercial activity further east on Mission Avenue near Spokane Community College. Chief Garry Park is a popular neighborhood park near the center of the neighborhood. Zoning in the neighborhood is primarily single-family residential.

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LAND USE AND ECONOMIC DEVELOPMENT STRATEGIES

Although land use along the CCL corridor is already conducive to high-performance transit, this Strategic Overlay Plan includes new policies, strategies and actions (detailed below) to enhance walkability and encourage appropriate, context-sensitive development at key locations along the corridor. These actions have been developed after a comprehensive review of existing plans and policies, and discussions with stakeholders. They are designed to increase transit ridership in the corridor and support successful implementation of the CCL.

Strategy LU.1: Adopt new Comprehensive Plan policies to encourage transit-supported development through regulations and incentives.

The City of Spokane's Comprehensive Plan contains many policies supporting transit, mixed-use development, and multi-family housing in downtown and other areas. However, the Comprehensive Plan does not currently contain a policy encouraging transit-supported development; a new policy would provide long-range planning context for other zoning changes, development standards, and incentives that could be enacted through the municipal code or other city functions.

New policy in the Land Use chapter, Section 4, Transportation, could read as follows:

Encourage transit-supported development, including a mix of employment, residential, and commercial uses, adjacent to high-performance transit corridors and other transit corridors with service of at least every 15 minutes during weekdays.

Discussion: People are more likely to take transit to meet their everyday travel needs when transit service is frequent, at least every 15 minutes. Mixed-used development in these areas will enable less reliance on automobiles for travel, reduce parking needs, and support robust transit ridership. Land use regulations and incentives will encourage this type of development along high performance transit corridors.

Other policy language could be developed to support the goals and features of a transit overlay district, described next.

A study completed in late 2014 analyzed the potential economic benefits of the CCL and found the following:

- Land values in the corridor could increase by about $45 million.
- Greater density of development could be encouraged.
- Development value could increase by about $175 million.
- The CCL will likely support "transit-supported development," or urban, walkable development that complements transit.

From "Economic and Land Use Impacts of the Spokane Central City Line," ECONorthwest, 2014

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Strategy LU.2: Develop and implement a high-performance transit overlay zone or district within the CCL corridor.

Overlay zones/districts modify the underlying zoning or land use plan to achieve certain goals. A transit overlay district can improve walkability, enhance neighborhood character, encourage a mix of different uses, and ensure urban-scale housing densities. In the CCL corridor, an overlay district can also be used to apply development incentives that reduce the cost of developing, making it more likely for a project to "pencil out" (meaning, to make sense financially). Rental rates in the corridor are relatively low, meaning new development is less likely to be financially feasible—incentives can help close the gap and make projects a reality.

"For a lively and prosperous downtown, it's important to have people living and working [in] downtown…" – Public Comment

An overlay zone could be developed for property within the entire CCL corridor or within a certain distance of specific stations. A major advantage of applying incentives and regulations through an overlay zone is that the provisions of the overlay can be enacted in other areas as STA's high performance transit network expands in Spokane.

For each of the following provisions, new development should be required to meet the stricter standard between the overlay district and the underlying base zone; for example, if the overlay district specifies 10-foot minimum sidewalk widths, and the underlying base zone specifies 5-foot minimum sidewalk widths, the overlay district standard would prevail.

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Development incentives can help make new, walkable, urban development possible at key locations along the CCL corridor. Kendall Yards, a new mixed-use development just west of the Spokane River, is an example of the kind of development that benefits from high performance transit.

BROWNE'S ADDITION AND WEST DOWNTOWN

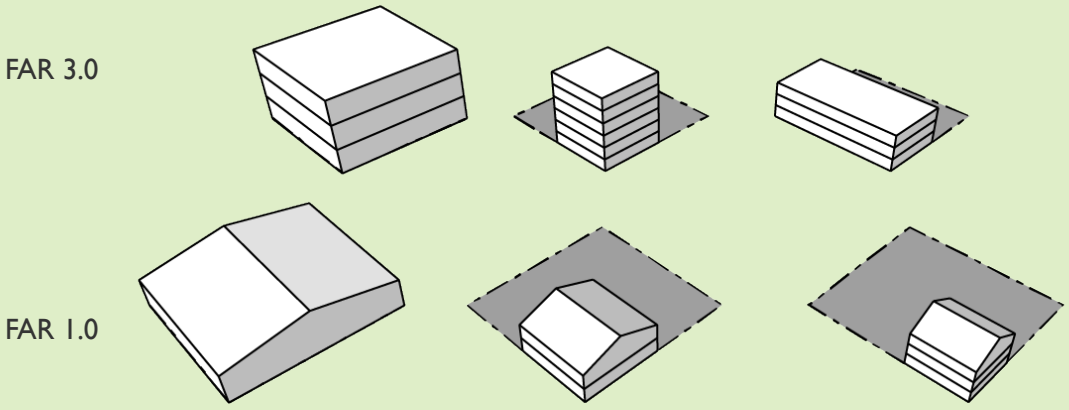
As one of Spokane's oldest and most diverse neighborhoods, Browne's Addition is a unique community west of downtown Spokane. The neighborhood is characterized by a mix of turn-of-the-century Victorian homes, mid-century apartments, and a variety of housing types. The neighborhood is primarily residential, featuring a small but vibrant commercial node in the center of the neighborhood. Browne's Addition residents appreciate being able to meet most of their daily needs within a short walk or bus ride—a large grocery store is close by, and Coeur d'Alene Park provides opportunities for recreation and respite. The neighborhood is also home to one of Spokane's important cultural institutions, the Northwest Museum of Art and Culture. The CCL will help connect these neighborhood destinations, while also linking to downtown and the university campuses where many Browne's Addition residents attend classes.

Browne's Addition is unique—residents have a strong desire to maintain and enhance the existing character of the neighborhood. However, a few code and policy changes are proposed in the Strategic Overlay Plan, such as design standards to help ensure that new development complements the historic character of the neighborhood while promoting walkability and the use of transit. Other strategies—such as allowing higher building heights or more residential units—could help address community concerns over long-term neighborhood affordability.

The overlay district could contain the following provisions:

Development incentives
Incentives would allow developers to construct taller buildings or add additional housing units in exchange for providing amenities, like enhanced streetscape features (e.g., plazas, additional seating, special paving) or in exchange for dedicating a certain amount of the structure to affordable housing. The City of Spokane currently has bonus provisions like this in the municipal code; for example, in downtown, building height bonuses are allowed (Spokane Municipal Code [SMC] 17C.124.220) in exchange for providing a variety of features such as streetscape enhancements, alley enhancements, bicycle commuting facilities, and others. These incentives could make development more likely to "pencil out," while achieving other goals for the urban environment. For the overlay district, two bonus provisions are appropriate (these provisions are most relevant to areas outside of existing downtown zoning, which currently has similar provisions):

- *Building heights and floor area ratio (FAR)*—In exchange for providing certain amenities, building heights could be increased up to 55 feet (outside of downtown and other zones where the base zoning allows for taller buildings than this). Additional FAR could be allowed as well, up to a 50 percent increase over the underlying maximum FAR, for example.
- *Housing units*—In combination with the provision above, increases in maximum housing density as appropriate could be allowed in exchange for certain amenities. For example, up to a 50 percent increase in permitted density could be allowed. The bonus amount would vary by context area along the corridor (different bonuses could be permitted in single family versus multi-family zones, for example).



Floor Area Ratio (FAR) helps determine the size and intensity of development on a site. FAR of 1.0 means a one story building could be constructed on the entire site, or a two story building on 50% of the site.

Buildings with parking in front adjacent to the street (left image) detract from urban streetscapes and make it less comfortable for pedestrians. When buildings are situated against the street (right image) it makes for an inviting streetscape and more comfortable pedestrian conditions.

Both of these bonus provisions should be allowed in exchange for developer-provided amenities or items:

- *Affordable housing*—Guaranteeing that a certain amount of workforce housing for those at or below 120 percent of median household income or by providing legally-binding affordable housing units available for those at or below at least 80 percent of median household income, with additional bonus provided for units at 50 percent and 30 percent of median household income.
- *Off-street parking*—Although the overlay district would have reduced parking requirements, developers that construct off-street parking could receive the bonuses in exchange for providing structured parking.
- *Streetscape and pedestrian environment amenities*—Amenities like seating, trees, lighting, landscaping, or plaza and/or open space in addition to that required by underlying zoning could be eligible for bonuses.
- *Transportation demand management (TDM)*—Secure bicycle parking in excess of that required by underlying zoning or bicycle commuting facilities, like showers and changing spaces, should be eligible for bonuses. Other actions, like creating a site-specific TDM plan for reducing single-occupant vehicle trips or dedicated programs like providing a stipend to residents or employees for transit passes or bicycle commuting expenses should be eligible for bonuses as well.

Spokane's Multifamily Housing Property Tax Exemption Program (SMC 08.15) could also be extended to specific areas within the CCL corridor as part of the overlay district. Under this program, some residential development projects could receive 8 or 12 years of exemption from property taxes (12 years of exemption requires that the applicant provide at least 20 percent of the projects housing as affordable units). This program can lower the cost of development and make it more financially feasible. This tax exemption is most effective as an incentive when it is limited in coverage; it should be narrowly focused in the corridor at specific station areas.

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Enhanced design measures

The overlay district should contain design measures that ensure a walkable, attractive urban environment. Design factors include the following features:

- *"Build-to" lines*—This code provision should require construction of new buildings at or very near the right-of-way boundary to ensure that the building "faces the street." Buildings constructed at the back of lots with parking lots fronting the street detract from the streetscape, decrease walkability, encourage auto trips, and can detract from the character of urban places.
- *Building entrances and ground-floor windows*—Ground-floor uses should be required to have entrances that are oriented toward streets or other public spaces. Additionally, the ground-floor levels of commercial buildings should be required to have windows, display windows, or other features of interest; for example, 50 percent of the linear ground-floor frontage of buildings could be required to have these features.
- *Pedestrian-oriented buildings*—New construction should be required to be designed with priority consideration for pedestrian access and direct connections to transit stops, as well as pedestrian-scale features and amenities.

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TRANSIT OVERLAY ZONING AND DISTRICTS

Overlay zoning or districts are common tools used by jurisdictions that modify certain requirements of the underlying "base" zone to achieve certain goals. Transit overlay districts have been employed by many cities across the country to encourage a walkable, mixed-use, urban environment near transit. Some example cities include the following:

Vancouver, WA—Vancouver enacted a tiered overlay district along some transit corridors in the city. Depending on how close property is to a transit station, different incentives, permitted land uses, and regulations apply. The overlay code generally allows more housing density and development bonuses in exchange for certain amenities, like constructing quality pedestrian facilities.

Everett, WA—The overlay code enacted by the City of Everett requires more robust development and design standards to improve walkability and support transit adjacent to the Swift bus rapid transit system. The code also allows for additional housing units in exchange for certain developer actions, like including parking in an underground parking garage as opposed to in surface lots.

Streetscape standards

Although some base zones in the CCL corridor include robust streetscape standards for new development (as in downtown), the overlay district should include uniform streetscape standards that support walkability and pedestrian comfort. A safe, pleasant streetscape supports walking, in turn supporting access to transit. Streetscape standards should address the following items:

- *Standard minimum sidewalk widths*—Presently, the municipal code calls for a range of minimum sidewalk widths, depending on the underlying base zone. The overlay district should prescribe minimum sidewalk widths for new development (for example, 10 feet minimum width in commercial areas and 6 feet wide in residential areas with a 6 foot planting buffer) on all transit streets.
- *Landscaping and street trees*—Although landscaping and street trees are required by base zoning in much of the corridor, the overlay district should require additional street trees and landscaping to separate the pedestrian zone from the roadway, for all new development on transit streets.
- *Other amenities*—Street furniture, lighting, and street design materials are other considerations that could be addressed by the overlay district. These items could also be included as part of the development incentives described above.

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A potential Transit Overlay District could include greater height limits for development in certain areas of the corridor. Greater height limits allow for more residential units, or commercial and office space, and can help make development more financially viable. The image to the left illustrates what a building could look like in the Chief Garry neighborhood if height limits were raised to 55 feet.

UNIVERSITY DISTRICT

Spokane's University District and east downtown are active, well-used areas that are highly conducive to enhanced transit service and the redevelopment opportunities it can provide. Home to multiple universities and institutions, the University District is establishing itself as a vibrant "live/work/play" community for students and city residents alike. Nearby east downtown is characterized by underdeveloped parcels and multiple surface parking lots today—but the community envisions ever-tighter connections to the University District in the future, as development opportunities expand to the west and south.

Currently, zoning within and around the University District and east downtown neighborhood enables transit-supported development. Spokane municipal code encourages redevelopment of higher density residential and commercial uses. However, fine-tuning regulations and land use plans in the corridor—through the proposed transit overlay district (Strategy LU.2) and other means—could help the University District and east downtown areas achieve their redevelopment aspirations.

Additionally, developing an effective transportation demand management plan can reduce driving and the need for parking and can help to control development costs related to parking. Currently, a large amount of surface parking is available, and a new parking garage is planned to be constructed on the Washington State University campus.

As the location of multiple universities, the University District and east downtown area is intended to have a variety of land uses supporting the students, faculty, and staff who work and go to school in the area. There is broad community interest in fostering development and redevelopment throughout the University District, and the CCL and strategies proposed in the Strategic Overlay Plan can help achieve those goals.

Conceptual artist's rendering of potential University District redevelopment. The red line represents the CCL Line.

Credit: Maul Foster Alongi; Stephanie Bower

Tacoma, WA is one of many communities that has design standards for specific neighborhoods or historic districts. This image shows building scale design guidelines for the North Slope/Wedge Neighborhood. Design guidelines could be implemented in the Browne's Addition neighborhood that would apply to new development and maintain and enhance the historic character of the community.

SCALE

Goal: Relate the size and proportions of new buildings and their architectural elements to those of the neighborhood.

Guideline: Building facades should be of a scale compatible with surrounding buildings and maintain a comparable setback from the property line to adjacent buildings, as permitted by applicable zoning regulations.

Parking

High-performance transit like the CCL allows people who live near transit stations or visit destinations close a stop to leave their cars behind—or, for some, not own a car at all. For this reason, less parking is typically needed for development next to frequent service transit. Reducing the amount of parking required with new development has the added benefit of reducing the amount of land devoted to parking, while also reducing the cost of development. Although downtown Spokane and part of the University District already have regulations that allow new development to be built without parking, other areas of the corridor, like the Chief Garry Park neighborhood, have parking minimums for some types of development. The overlay district should establish lower parking maximums, and parking minimums should be eliminated or reduced. Finally, the overlay district should specify permissible locations for new off-street parking, such as in the rear of buildings or abutting side streets.

Allowable uses

The overlay district could restrict or allow different uses than the underlying base zone. For example, ~~auto-oriented uses like car washes, gas stations, and drive-thru restaurants could be prohibited from the overlay zone, while~~ mixed-use development (e.g., retail and housing) could be expressly allowed. These regulations would help to ensure that transit-supported uses are prioritized near transit stations.

Strategy LU.3: Work with neighborhoods and property owners to explore modifying land use regulations in some areas of the CCL corridor to support new development and neighborhood goals.

Other targeted changes to land use regulations in the corridor may be appropriate to encourage walkable, mixed-use development and higher residential densities and ensure new development is context-sensitive. The following land use regulation changes should be explored in the future:

- Extend Form-Based Code zoning along Mission Avenue east of Hamilton Street in the Logan Neighborhood—The Form Based Code zone was enacted in 2015 by the City of Spokane to help guide development along Hamilton Street and support the "corridor and centers" goals of the Comprehensive Plan. Mission Avenue, just east of Hamilton Street,

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represents a promising area for potential expansion of this type of zoning.

- Extend "corridor and centers" zoning on Cincinnati Street—Cincinnati Street, immediately adjacent to Gonzaga University, would benefit from corridor and centers zoning, in accordance with the land use goals of the Comprehensive Plan. This zoning would help encourage denser, mixed-use development conducive to high performance transit.
- Enhance design guidelines for Browne's Addition—During public outreach, community members expressed a strong desire to maintain and enhance the character of the Browne's Addition neighborhood. The City of Spokane could consider enhanced design guidelines that would apply to new or redevelopment in the neighborhood.
- Continue working to evaluate barriers to development—work with the Downtown Spokane Partnership and other stakeholders to identify barriers to development and look for effective solutions.

Strategy LU.4: Encourage placemaking strategies in downtown, the Chief Garry Park neighborhood, and other areas of the corridor.

"Placemaking" capitalizes on a neighborhood or community's assets and potential to make public spaces vibrant, attractive, and active places—it strengthens the connection between people and places. It promotes use of public space by increasing community interest and in turn, building the character and quality of a place. The Downtown Spokane Partnership has implemented many placemaking projects and programs that have helped transform downtown Spokane. During public outreach, the Chief Garry Park neighborhood expressed a strong desire to strengthen their neighborhood's identity and character. Enhanced placemaking strategies in these areas and others, enacted through partner organizations and the City of Spokane, could include:

- Fostering multi-use public spaces—Riverfront Park is already one such public space in downtown; Chief Garry Park could be promoted similarly.
- Local business marketing—marketing can bring make residents and visitors aware of local business offerings and increase business.
- Encourage events, large and small—events attract both residents and visitors, contributing to the local economy.
- Encourage built environment design features that enhance places—features like landscaping, seating, public art, upgraded building facades, and

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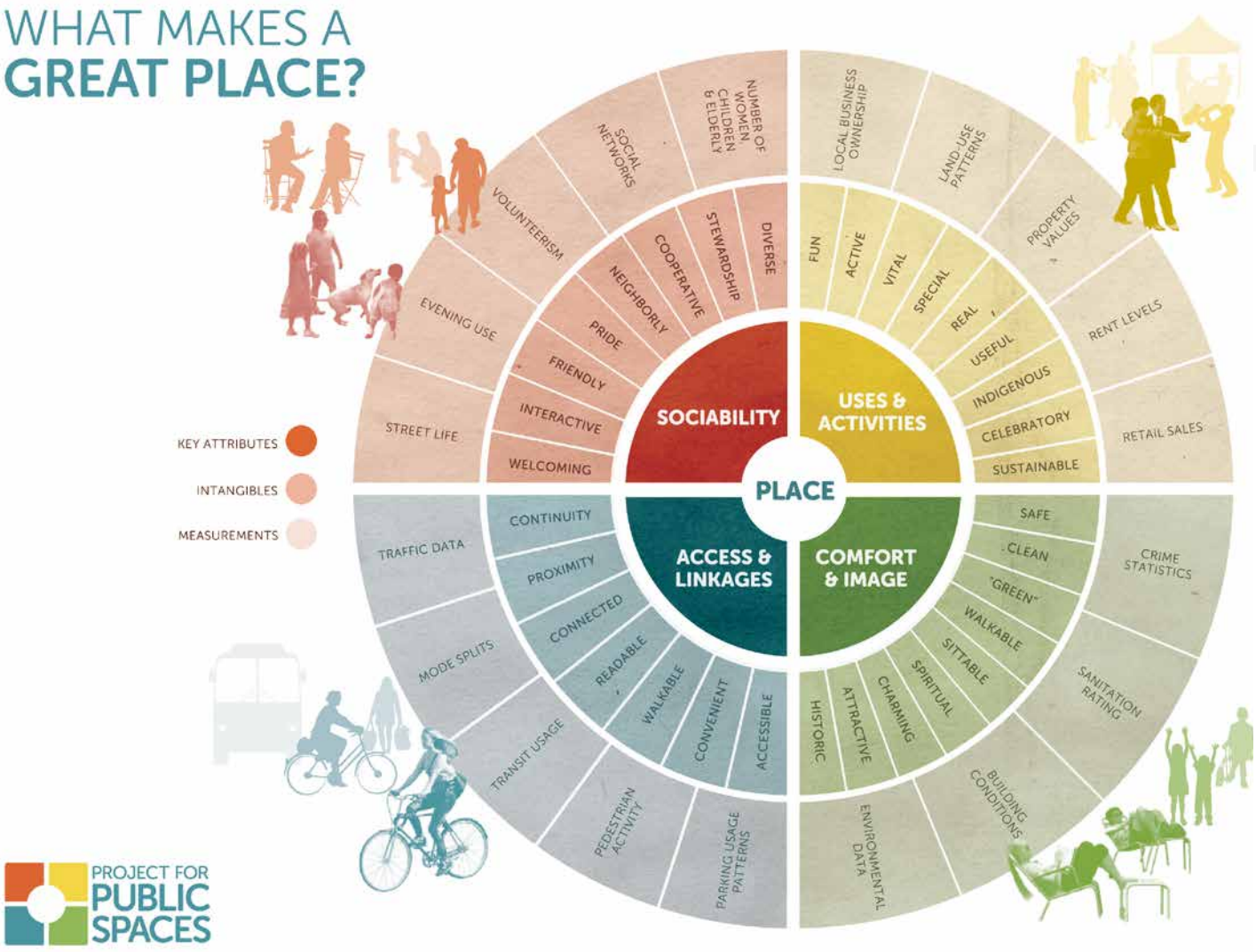
PLACEMAKING

The Project for Public Spaces, an organization dedicated to fostering 'placemaking', developed a figure illustrating the key elements of placemaking. Many of these elements are already in place through the work of the City of Spokane and the Downtown Spokane Partnership, but others could be implemented to enhance placemaking in the CCL corridor.



awnings.

Strategy LU.5: Support incremental density increases in the Chief Garry Park neighborhood by encouraging accessory-dwelling units and other infill; seek additional input to identify station areas on Mission Avenue where it would be appropriate to modify zoning for increased residential development.

The Chief Garry Park neighborhood is characterized by single-family homes, with most businesses located at the east end of the neighborhood. The neighborhood is currently very affordable, and residents express a strong desire to maintain the neighborhood's affordability in the long term. The median income in the neighborhood ($32,000 in 2014) is lower than the Spokane County average ($50,000 in 2014), meaning housing affordability is an important issue in the neighborhood. Although rents and property prices are currently affordable, as Spokane continues to grow in general and along the CCL corridor, pressure on housing prices is likely to increase in the future.

Exploring the rezone of targeted locations within the CCL corridor to allow higher residential densities would allow more people to live close to the CCL. More housing in the neighborhood, in turn, will help ensure that the housing supply in does not become constrained.

ECONOMIC DEVELOPMENT STRATEGIES

Transit improvements like the CCL tend to make streets more desirable for new development. People want to live and work near high performance transit, as it reduces travel times, makes it easier to meet daily transportation needs, and reduces transportation costs. The Economic Benefits of the CCL (EcoNW, 2014) study estimated that the CCL will generate tens of millions

The Downtown Association in Oregon City, Oregon has worked to garner developer and businesses interest in downtown, especially after the recession closed a number of storefront. The Downtown Association worked with the owners of two opportunity sites—the Busch Building and Multnomah Lodge—to develop a redevelopment concept and a financially feasible program for the site. The development concept and financial analysis helped to increase developer interest in the sites. One of the locations was subsequently redeveloped.

A new restaurant occupies one corner of the Busch Building, a renovated historic building in Oregon City Oregon.

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of dollars of investment and increased property values. These benefits can be enhanced with help from the public and private community partners. Today, a number of barriers exist in the corridor, which must be overcome to realize new economic development. The following strategies and actions will support economic development in the CCL corridor, fostering new housing, commercial, and office development in locations desired by the community and existing plans.

Strategy E.1 Champion an opportunity site by funding and releasing a request for proposal for concept-level design work and financial analysis.

While the CCL corridor has seen a number of new residential, hotel, commercial, and other projects in recent years, developing new projects in areas of the corridor (especially residential projects) is still challenging due to low prevailing rents, which decrease financial feasibility. However, with property values increasing post-recession, and the benefits of the CCL making property more attractive within the corridor, rents are likely to continue to rise to the point where projects make good financial sense. However, in the meantime, when rents may be marginally supportive of development, or the market has not been "proven" yet, communities can take other actions to help spur desired development in their community

The University District, Downtown Spokane Partnership, or other community partner could develop a conceptual site plan or drawing for a key opportunity site in the corridor, accompanied by basic financial analysis to show how such a project would be financially feasible. Financial analysis may show that a development concept is not currently feasible, but is still valuable for understanding how large the gap is and what measures could be taken to close the financial gap. Creating a conceptual site plan could increase interest the site, allow the community to express a preferred vision, and increase the likelihood that development will occur.

Strategy E.2 Explore joint development opportunities by identifying possible opportunities for co-locating housing and commercial uses with transit.

Joint development opportunities can enhance the effectiveness of the project (e.g., increasing ridership or improving transit access and/or mobility). Joint development—where public agencies partner with the private sector to deliver new development at or near major transit stops and stations—it has been explored or accomplished by many public agencies across the country, including King County Metro in Washington. With joint development, public agencies work with a private developer to create a project on publicly owned land that usually includes transit elements, like a bus station or park-and-ride, and housing and commercial uses co-located at the site.

Joint development benefits public agencies by providing a revenue stream, supporting transit ridership, and allowing for a much greater level of public influence in the new development. Private developers benefit from the accessibility of the transit station for potential tenants and reduced need for

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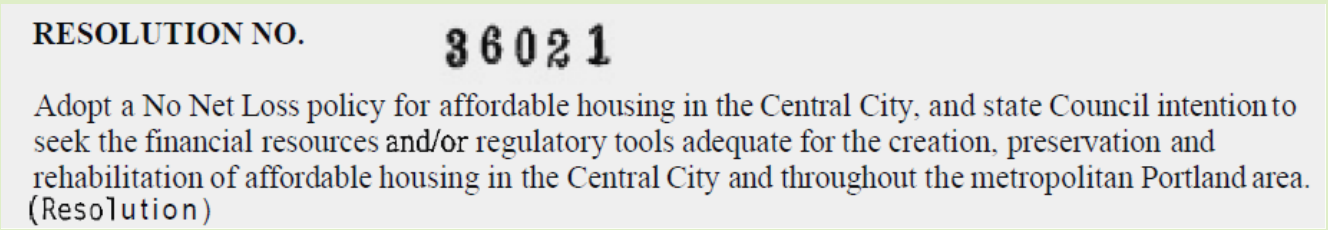
parking facilities.

AFFORDABLE HOUSING STRATEGIES

Transit investments like the CCL can spur economic development, attracting more residents, businesses, and employers to locate near the corridor. The type of development that occurs adjacent to high-performance transit is also typically dense and walkable, meaning many residents and visitors can reach destinations without a car. These benefits typically bring increasing property values and in turn, increased housing costs, which can erode affordable housing in the corridor. Lower income households and those without access to automobiles use transit at higher rates than others and have the greatest need for affordable transportation options. The CCL is likely to help the Downtown Spokane Partnership meet its goals for more housing in downtown. The organization is interested in increasing the amount and variety of housing in downtown, and ensuring that housing is available at a range of different price points.

Presently, housing is generally affordable in the CCL corridor. For the purposes of this plan, "affordable" housing is that which is affordable to households earning less than 50% of area median income. Although prices have increased slightly in the downtown area since the end of the great recession, they remain affordable along the entire corridor. National affordable housing studies have shown that preserving affordable housing before rental prices begin to increase is an essential strategy to ensuring long-term affordability. This section details recommendations for the City of Spokane and regional housing partners for preserving and enhancing affordable housing throughout the corridor. These can help ensure that a healthy mix of housing available to

The City of Portland adopted a "no net loss" affordable housing policy in 2001 for the central city (downtown). In the early 2000s, the central city was experiencing increased redevelopment, which has continued to this day. The central city is home to a significant share of affordable housing in Portland, and the City Commission adopted this policy in recognition of the growing conversion vulnerability of affordable housing to higher priced units. The policy also directed the City to establish a plan for preserving and developing more affordable housing in downtown. The City's efforts have been a success—thousands of housing units have been constructed in the downtown in recent years, with around 25 percent of all units in the north end of the central city built as affordable housing.



RESOLUTION NO. 36021

Adopt a No Net Loss policy for affordable housing in the Central City, and state Council intention to seek the financial resources and/or regulatory tools adequate for the creation, preservation and rehabilitation of affordable housing in the Central City and throughout the metropolitan Portland area. (Resolution)

CHIEF GARRY PARK NEIGHBORHOOD

Rendering of potential future development adjacent to the CCL in the Chief Garry Park neighborhood

Source: IBI Group

The Chief Garry Park neighborhood lies along either side of Mission Avenue in the eastern part of the CCL corridor, with Chief Garry Park serving as a focal point in the community. The neighborhood is characterized by single-family residences and is one of the most accessible neighborhoods to downtown. Mission Avenue represents one of the greatest opportunities for transit-supported development in the Central City Line corridor, with interest from the community in potentially expanding neighborhood commercial development. The community would like to see the neighborhood remain affordable. Future planning efforts could explore possible new nodes of transit-oriented multi-family housing near stations to help maintain neighborhood affordability and complement the CCL. Other strategies—like pedestrian improvements detailed in the Land Use section of this plan—will increase safety and walkability, another key interest of the community.

These changes would strengthen a sense of neighborhood identity and, ultimately, increase CCL ridership. Incentives and regulations proposed as part of the transit overlay district can help make these changes a reality in the neighborhood. Transit-supported land use changes coupled with development incentives could activate the market for new housing along Mission Avenue and for mixed-use commercial at key nodes. Small areas of existing commercial zoning along Mission Avenue (including Mission Avenue and Napa Street) present prime opportunities for new development.

households with range of incomes continues to thrive within the corridor.

Strategy AH.1 Develop an affordable housing monitoring program to keep track of the supply of affordable housing in the corridor to facilitate a proactive response if rents begin to rise.

A monitoring program can keep the city and housing partners apprised of the status of affordable housing and rents in the corridor and alert partners to issues. Monitoring programs can take many forms, but typically include a biennial assessment of the number of housing units in a given area, rents for those units, and associated trends in the number of units or levels of affordability. A monitoring program does not accomplish retention of affordable housing in and of itself, but can allow for a proactive response from government and housing partners if decreases in affordability occur.

Strategy AH.2. Adopt a "no net loss" affordable housing policy for the corridor or downtown.

This policy can apply to legally binding affordable housing units in the corridor or to other affordable housing units as well. This policy would establish a clear affordable housing retention goal for the CCL corridor and help guide efforts to preserve or construct new affordable housing. "No net loss" can be defined as no net loss of the current number, type, and affordability levels of housing units that are home to people who have median incomes at or below certain thresholds, such as 30 percent and 60 percent, of area median income within

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WHAT IS BIKE SHARING?

Bike sharing is an increasingly popular program around the United States as well as globally, ideal for short-distance point-to-point trips. Customers pick up a bike at one self-service bike station and return it to any other station within the service area.

Bike sharing complements transit and is often seen as an extension of the transit system itself, allowing users to easily and inexpensively complete the first or last legs of their trip.

CROSSINGS

Crossings on Mission Avenue could be improved to increase pedestrian safety and comfort in the CCL corridor. This graphic shows a crossing with pedestrian-activated beacons and a concrete divider.

the corridor.

Strategy AH.3 Develop an approach to preserving and creating affordable housing within the corridor.

The City of Spokane, in partnership with others, enacts the Consolidated Plan for Community Development (required of communities in order to receive federal Housing and Urban Development [HUD] funding), which describes current market conditions and areas where funds should be invested to enhance housing and economic development in the city. These plans, and the actions of both agencies, can be augmented in future years to respond to any future decreases in housing affordability in the corridor. Recognizing that strategies AH.1 and AH.2 cannot prevent the erosion of affordable housing by themselves is important. By incorporating a multipronged strategy to preserve and develop new affordable housing into existing affordable housing planning efforts, the City, and regional housing partners can proactively respond to increasing property values and decreased housing affordability if they occur in the corridor. This approach should focus on legally binding affordable housing, which provides certainty around affordability in the long term. The approach could include the following elements:

- Ensuring the availability of affordable units for low-income and very low-income individuals.
- "Land banking," or purchasing vacant parcels for future affordable housing development or purchasing existing multifamily buildings for retention as affordable housing.
- Ensuring that new affordable housing units are developed within the same market as those that were converted.
- Enacting incentives that result in new affordable housing with development (see Strategy LU.1).
- Providing services to relocate tenants to affordable housing if units are converted to other uses.

"Targeted streetscaping can go a long way to spur development, and increase the desirability of a neighborhood."
– Public Comment

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TRANSPORTATION STRATEGIES

Strategy T.1 Identify pedestrian barriers and connection opportunities in the corridor, and apply best practices from the 2015 Pedestrian Master Plan to address deficiencies.

While sidewalks are present on nearly all streets in the corridor, pedestrian conditions still vary widely, as detailed by the 2015 Pedestrian Master Plan. Most transit riders start as pedestrians, meaning safe, comfortable, and accessible walking facilities are essential to making transit work for riders. The City and STA can identify gaps and barriers—like deficient sidewalk ramps, missing or heavily damaged sections of sidewalk, and others—that could be remedied to improve the pedestrian experience in the corridor. This strategy would built on the Pedestrian Master Plan, and could potentially represent an early action as part of that plan. Following are specific pedestrian issues that should be addressed:

- *Upgrading sidewalk curb ramps where needed to ensure CCL stops are accessible to all*—Per federal requirements, the City of Spokane maintains an Americans with Disabilities Act Transition Plan that includes provisions for incrementally improving curb ramps to improve accessibility. Curb ramps identified for upgrades within or adjacent to the CCL corridor, like east of Browne's Addition in the vicinity of Maple Street could be folded into this overall program.
- *Improving pedestrian crossing on Mission Avenue*—These could include pedestrian refuge islands, rapid flashing beacons, and improved lighting. During outreach for the Strategic Overlay Plan, the Chief Garry Park neighborhood identified this issue as one of their primary concerns.

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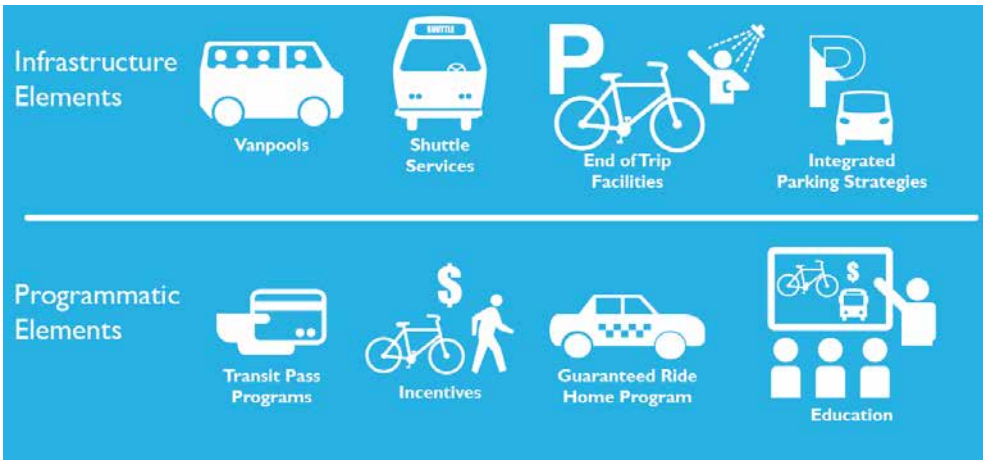
ELEMENTS OF A TDM PLAN

TDM plans typically include a number of elements that work together to make walking, cycling, and transit easier for people to use while reducing the number of single-occupant vehicle trips and need for parking.



- *Consider connections to the local and regional trail system*—the existing Centennial Trail and others, like the North Spokane Corridor Children of the Sun Trail, are present within the CCL corridor. These trails present valuable bicycle and pedestrian connection opportunities for the CCL and should the connections between the trail and transit system should be carefully considered.
- *Downtown sidewalks*—the Pedestrian Master Plan identified downtown sidewalks as some of the most deficient in the city. Improving these will benefit those accessing the CCL and downtown as a whole.

Strategy T.2 Encourage transportation demand management (TDM) best practices in the corridor.

TDM best practices include targets, strategies, and evaluation measures to reduce single-occupant vehicle miles driven and trips, resulting in benefits in terms of reduced need for parking, reduced costs for travelers, increased use of transit, cycling and walking, improved health, and reduced need for new auto and parking infrastructure. TDM measures are appropriate for all areas along the corridor, but the University District and downtown would be likely to realize the most benefits of implementing TDM practices, potentially through development of TDM plans.

TDM plans typically have a number of different elements like encouragement strategies, parking policies, and investments in new facilities and programs, such as bike parking and transit pass programs. The University District Master Plan (2004) recognizes the value of being located ideally to take advantage of multiple transportation options; a University District TDM plan would build upon the strategies outlined in the master plan. Downtown, with its thousands of employees, visitors, and increasing numbers of residents, would also benefit from implementation of a TDM plan.

Site- or district-specific TDM plans are typically very cost-effective, saving money for both businesses and institutions and employees, students, and customers. A relatively small investment in a TDM plan would help realize these benefits, while also encouraging ridership on the CCL.

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A University District TDM Plan should include strategies that address the following elements:

- Integrated parking strategies, including shared parking arrangements between the universities to make best use of existing parking supplies.
- Expansion of transit pass programs to employees at the universities, in addition to "emergency rides home" for all pass holders.
- New residential development projects could be required to have transit pass programs and provide trip planning information to new residents.
- Marketing and outreach strategies and materials, including programs that promote the CCL for commuting and other trips to and from the campuses; the CCL route is ideally situated to serve as a shuttle for students, visitors, and employees between the university campuses and amenities in downtown.
- Partnerships among Spokane Community College (SCC), the university campuses of the University District, and the Downtown Spokane Partnership to allow event parking at SCC, facilitated by introduction of the CCL
- Facilities for bike commuting, including secure bike parking facilities, "fix it" stations, and changing stations.
- Carpooling and ride sharing programs and actions, including reserved parking for carpools and promotion of STA's CommuteFinderNW online ride matching tool.

Successfully creating and implementing a TDM plan will require coordination among many partners, including local businesses, the universities, the City of Spokane, the Public Facilities District (PFD), University District, and STA.

Strategy T.3 Develop, fund, and implement a local wayfinding plan that will complement the regional wayfinding project underway in the City of Spokane.

A wayfinding system defines a sense of place and directs pedestrians and motorists to their destination. In the Chief Garry Park neighborhood, for example, local wayfinding could direct pedestrians to the Centennial Trail, other riverfront trails, and pocket parks or plazas. Wayfinding can also improve access to transit. A local wayfinding plan would complement the larger regional wayfinding project currently underway by the City of Spokane and partners.

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Strategy T.4 Implement a bike sharing program in the University District, Downtown, Browne's Addition and Kendall Yards.

Bike sharing allows travelers to make short distance trips by bike. Bike sharing complements transit by helping riders complete the first and last legs of their trip and also to run errands midday for those who commute to work by transit. Bike sharing can reduce intra-city traffic, calm vehicle speeds, and increase mobility for users. Bike sharing programs have been successfully implemented in many medium-sized cities like Spokane; in Eugene, Oregon, and Madison, Wisconsin, the major university campuses are the focal points of the bike sharing programs. The City of Spokane currently has a grant to explore bike share feasibility; the CCL should be considered as a key element that would help to make bike share a success in the city.

Strategy T.5 Explore a residential parking pass program in Browne's Addition and other areas along the corridor where on-street parking is at a premium now or becomes so in the future.

During public outreach, neighbors indicated that parking can sometimes be an issue in Browne's Addition neighborhood especially near the intersection of Pacific Avenue and Cannon Street and near multifamily developments in the neighborhood. A residential parking pass program, coupled with new time-limited on-street parking, could encourage turnover and ensure residents are given parking priority in the neighborhood. The City of Spokane presently has a residential parking program in place in downtown and is exploring expansion of the program to other areas of the city. While these programs have administrative costs, the benefits in terms of reduced need for off-street parking and better management of the existing parking supply can easily outweigh program costs.

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STRATEGIC ACTION PLAN

The strategies presented in the proceeding sections will be implemented by project partners, including the City of Spokane, the Downtown Spokane Partnership, University District, and others. The following Strategic Action Plan details the implementation steps that should be taken to enact each strategy, organized by actor and the timeframe for development. The timeframes are as follows:

- "Short" is 0 to 2 years
- "Medium" is 2 to 5 years
- "Long" is 5 years and longer

Most implementation actions below can be accomplished within the next 5 years; some strategies, such as those addressing affordable housing, ideally would accomplished before the CCL begins operation. Affordable housing preservation is usually most achievable and possible in advance of major investments like the CCL. Several land use strategies and economic development strategies are also best implemented before the CCL begins operation; when implemented, they will support positive land use changes in the corridor that support community goals and also immediately support ridership on the CCL. Many actions will be implemented by several project partners, while others are exclusively or mostly accomplished by individual actors. For example, revisions to city policy and the municipal code primarily will be implemented by the City of Spokane, with assistance and input from STA or others.

The following tables describe implementation actions for each policy area.

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LAND USE

Implementation Actions	Responsible Organization	Timeframe
LU.1 Adopt new Comprehensive Plan policies to encourage transit-supported development through regulations and incentives.		
Develop comprehensive plan language for inclusion in annual plan amendment process (2017)	Lead: • City of Spokane	Short
LU.2 Develop and implement a high-performance transit overlay zone or district within the CCL corridor.		
Work with neighborhoods and property owners to determine the geographic scope of the overlay district; consider elements (e.g., "density bonuses") that should be included	Lead: • City of Spokane	Short
Develop, review, and enact the overlay district ordinance	Lead: • City of Spokane	Medium
LU.3 Work with neighborhoods and property owners to explore modifying land use regulations in some areas of the CCL corridor to support new development and neighborhood goals.		
Explore potential changes with residents during neighborhood planning in Browne's Addition and Chief Garry Park neighborhoods	Lead: • City of Spokane	Short
Discuss potential zoning changes with property owners along Cincinnati Street, including Gonzaga University	Lead: • City of Spokane	Short
Develop and adopt ordinance changes and/or comprehensive plan land use map amendments	Lead: • City of Spokane	Medium
LU.4 Encourage placemaking strategies in downtown, the Chief Garry Park neighborhood, and other areas of the corridor.		

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Implementation Actions	Responsible Organization	Timeframe
Continue to evaluate placemaking strategies throughout the corridor	Lead: • City of Spokane Stakeholders: • Neighborhood Associations • Downtown Spokane Partnership	Medium
LU.5 Support incremental density increases in the Chief Garry Park neighborhood by encouraging accessory-dwelling units and other infill; seek additional input to identify station areas on Mission Avenue where it would be appropriate to modify zoning for increased residential development.		
Explore increased residential densities with the Chief Garry Park neighborhood during neighborhood planning processes	Lead: • City of Spokane	Short
Develop and adopt ordinance changes and/or comprehensive plan land use map amendments	Lead: • City of Spokane	Medium

ECONOMIC DEVELOPMENT

Implementation Actions	Responsible Organization	Timeframe
E.1 Champion an opportunity site by funding and releasing a request for proposal for concept-level design work and financial analysis.		
Work with willing property owners to establish a preferred development concept for an opportunity site(s)	Lead: • Downtown Spokane Partnership Stakeholders: • STA • University District	Short
Develop a request for proposal for concept visioning and financial analysis to demonstrate project feasibility	Lead: • Downtown Spokane Partnership Stakeholders: • STA • University District	Medium
E.2 Explore joint development opportunities by identifying possible opportunities for co-locating housing and commercial uses with transit.		
Identify potential project partners and property(s) that may be suitable joint development opportunities near a CCL station(s)	Lead: • STA • City of Spokane	Medium
Work to secure property and an agreement with developer for joint development near a CCL station	Lead: • STA • City of Spokane	Long

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DEVELOPMENT OPPORTUNITY SITES

Several sites in the CCL corridor are ideally situated to catalyze new development and redevelopment in the corridor. These sites could be the focus of the strategies detailed in this Strategic Overlay Plan. Because the financial factors that underpin new development are somewhat weak in the corridor today, focusing efforts and resources on a few locations may create the best opportunity for realizing new development that supports community values and the Central City Line.

Former Otis Hotel Redevelopment Opportunity

This former hotel building at 110 S. Madison Street has been vacant since 2007, but presents a great opportunity to be restored as multi-family housing and potentially commercial or retail uses on the ground floor.

Public works property at corner of 1st Avenue and Adams Street

This property, owned by the City of Spokane, was purchased for a public works projects. The underground project is complete, and the lot could support new development.

Property at Riverside Avenue and Division Street

Four parcels owned by the City of Spokane and one privately owned site are currently vacant and used for surface parking in the vicinity of Riverside and Division. This location, around the corner from new businesses on Main Avenue and ideally situated on the CCL corridor, could be a prime location for mixed-use, transit-supported development.

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AFFORDABLE HOUSING

Implementation Actions	Responsible Organization	Timeframe
AH.1 Develop an affordable housing monitoring program to keep track of the supply of affordable housing in the corridor to facilitate a proactive response if rents begin to rise.		
Develop a simple affordable housing monitoring program for adoption by the City of Spokane	Lead: • City of Spokane Stakeholders: • Housing Partners	Short
Implement monitoring program (ideally at least once per year)	Lead: • City of Spokane Stakeholders: • Housing Partners	Medium
AH.2 Adopt a "no net loss" affordable housing policy for the corridor or downtown.		
Draft and adopt "no net loss" affordable housing policy for the corridor or downtown	Lead: • City of Spokane Stakeholders: • Housing Partners	Medium
AH.3 Develop an approach to preserving and creating affordable housing within the corridor.		
Incorporate strategies for proactively addressing decreased affordability in the corridor into the Consolidated Plan or other plan documents	Lead: • City of Spokane Stakeholders: • Housing Partners	Medium
Enact strategies and include projects in capital programming to address affordability issues, should they occur	Lead: • City of Spokane Stakeholders: • Spokane Housing Authority • Housing Partners	Long

TRANSPORTATION

Implementation Actions	Responsible Organization	Timeframe
T.1 Identify pedestrian barriers in the corridor, especially in the Chief Garry Park neighborhood, and apply best practices from the 2015 Pedestrian Master Plan to address deficiencies.		
Prioritize sidewalk and pedestrian access deficiencies in the corridor	Lead: • City of Spokane	Short
Incorporate deficiencies into the City of Spokane Capital Improvement Program (except for those addressed by CCL project construction)	Lead: • City of Spokane Stakeholders: • STA	Medium to Long

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Implementation Actions	Responsible Organization	Timeframe
T.2 Encourage transportation demand management (TDM) best practices in the corridor.		
Establish the participants, goals, and targets of a University District TDM plan, and seek funding for plan development from metropolitan planning organizations or other grant source	Lead: • University District Stakeholders: • Universities • Downtown Spokane Partnership • STA	Medium
Develop a TDM plan that contains context-appropriate policies and strategies that will help achieve goals and targets	Lead: • University District Stakeholders: • Universities • Downtown Spokane Partnership • STA	Medium
Implement a University District TDM plan	Lead: • University District Stakeholders: • Universities • Downtown Spokane Partnership • STA	Long
T.3 Develop, fund, and implement a local wayfinding plan that will complement the regional wayfinding project underway in the City of Spokane.		
Identify destinations and features that would benefit from wayfinding (e.g., Centennial Trail directional signage in the Chief Garry park neighborhood or Coeur d'Alene Park in Browne's Addition); signage at CCL stations should also be considered. Some signage will be included at major CCL stations	Lead: • STA Stakeholders: • City of Spokane • Neighborhood Associations	Short to Medium
Implement signage at CCL stations and other locations; maintain signage standards developed as part of the regional wayfinding program	Lead: • STA Stakeholders: • City of Spokane	Medium
Explore TDM programs in downtown Spokane	Lead: • City of Spokane • Downtown Spokane Partnership	Medium
T.4 Implement a bike sharing program in the University District, Downtown, Browne's Addition and Kendall Yards.		
Seek a grant to perform a bike share feasibility study to explore potential boundaries, private sponsors, public sector participation, and potential operator of a bike share service	Lead: • City of Spokane Stakeholders: • University District • Universities • STA • Downtown Spokane Partnership	Short

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Implementation Actions	Responsible Organization	Timeframe
Develop a bike share program and implement in conjunction with private partners	Lead: • City of Spokane Stakeholders: • University District • Universities • STA • Downtown Spokane Partnership	Medium
T.5 Explore a residential parking pass program in Browne's Addition and other areas along the corridor where on-street parking is at a premium now or would become so in the future.		
Conduct a basic parking use study in Browne's Addition to understand potential issues (this could coincide with neighborhood planning processes)	Lead: • City of Spokane	Short
Implement a parking pass program in Browne's Addition or other neighborhoods where parking capacity is or becomes strained	Lead: • City of Spokane	Medium

NEXT STEPS

The Strategic Overlay Plan will be reviewed and adopted by the Spokane City Council and the STA Board of Directors. The strategies and implementation actions will be carried out by multiple project partners. While the Strategic Overlay plan provides a blueprint for achieving community goals and leveraging the CCL, many actions will require additional public outreach, funding, and other resources to be fully implemented.

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Spokane Transit

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July 7, 2016

Spokane City Plan Commission

Re: Central City Line Strategic Overlay Plan - Information for July 13, 2016 Plan Commission Hearing.

Dear Plan Commission Members:

Attached herewith is the revised draft Central City Line Strategic Overlay Plan, together with a draft "Findings, Conclusions and Recommendation" document for your consideration at the public hearing scheduled for Wednesday, July 13, 2016.

Please note that this latest version of the Central City Line Strategic Overlay Plan contains several redlined comments, which are intentionally left in to show changes made in response to comments from the Plan Commission at the June 22, 2016 workshop. Specifically:

- Page 17: the text suggesting that "auto oriented uses like car washes, gas stations and drive thru restaurants could be prohibited from the overlay zone" has been deleted in response to concern about recommendations which were not directly necessary to support the CCL.
- Pages 17 and 31: language has been added to clarify that we will "work with neighborhoods and property owners to explore modifying land use regulations" to make it clear that the process should be designed to incorporate property owner as well as neighborhood input.
- Page 22: Text is added stating that the "CCL is likely to help the Downtown Spokane Partnership meet its goals for more housing in downtown. The organization is interested in increasing the amount and variety of housing in downtown, and ensuring that housing is available at a range of different price points" to make it clear that the downtown area is intended to support a full range of housing types.

Thank you for your consideration of this item and the opportunity to present it in a public hearing format.

Sincerely,

Andrew Worlock
Planning Services – Economic Development Team

Spokane City Plan Commission
Findings of Fact, Conclusions, and Recommendations
Regarding the Central City Line Strategic Overlay Plan

A Recommendation from the City Plan Commission to the City Council accepting the Central City Line Strategic Overlay Plan as a guide for future policy development and potential regulatory implementation measures.

WHEREAS, The Plan Commission is charged to investigate and make recommendations to the city council in relation to all matters pertaining to the living conditions of the City; the betterment of facilities for doing public and private business therein; the elimination of slums; the correction of unhealthful housing conditions; the proper laying out, platting, and naming of streets, squares, and public places, and the numbering of buildings and houses therein; the location, planning, and architectural designing of public buildings; and generally, all things tending to promote the health, convenience, safety, and well-being of the City's population, and to further its growth along consistent, comprehensive and permanent plans; and,

WHEREAS, The Plan Commission is further empowered to provide advice and make recommendation on broad planning goals and policies and on whichever plans for the physical development of the City that the city council may request the commission's advice by ordinance or resolution; and,

WHEREAS, The commission shall provide opportunities for public participation in City planning by providing through its own broadly based membership an informed opinion to complement the work of the City's elected officials and administrative departments; soliciting public comment, when pertinent, on planning issues of City-wide importance or of a substantial community concern, and evaluating comments received; and securing the assistance of experts and others with knowledge or ideas to contribute to City planning; and,

WHEREAS, The Spokane Transit Authority (STA) is engaged in the development of the Central City Line (CCL) project, a new six-mile high performance transit route offering frequent, premium service between Browne’s Addition and Spokane Community College, connecting through Downtown Spokane, the University District and Gonzaga University; and,

WHEREAS, The CCL project is the Spokane community’s response to its desire for a transit circulator in the urban core. The vehicle will be modern, rubber-tired, and battery electric with zero-emissions, rechargeable through inductive or conductive technology. It will combine speed and efficiency with the cost effectiveness and flexibility of environmentally responsible buses; and,

WHEREAS, High quality rapid transit systems like the CCL create positive economic returns for communities and it has been estimated that the six-mile Central City Line will catalyze an increase in land and improvement values of $175 million over 20 years, with additional positive economic impacts including increased foot traffic from higher density development, reduced transit travel times, and traffic congestion mitigation; and,

WHEREAS, The primary objectives of the Strategic Overlay plan are to examine a range of potential policy and regulatory changes that could be implemented to maximize the community benefits, success and economic development opportunities of the Central City

Line and help ensure the CCL supports and advances the community's vision for its neighborhoods, downtown and the University District; and,

WHEREAS, The City and Spokane Transit Authority co-hosted three public open house workshops between November 2015 and February 2016. The workshops were held in the Chief Garry Park, University District/East Downtown and West Downtown/Brown's Addition neighborhoods for the purpose of soliciting community input on neighborhood specific and corridor wide interests, challenges and opportunities; and,

WHEREAS, Additional input was gathered through an online open house and through individual presentations to leadership of organizations such as the Downtown Spokane Partnership, the University District Development Association and the Central City Line Steering Committee; and,

WHEREAS, The Draft Strategic Overlay Plan was prepared by the consultant firm CH2M of Portland, Oregon, based on a review of existing conditions along the proposed CCL route, a review of existing adopted policies and regulations relating to development along the corridor and input from stakeholders and the public at large; and,

WHEREAS, The Draft Strategic Overlay Plan contains a series of strategies that the City of Spokane and others may pursue in the areas of land use, economic development, housing and transportation, along with a strategic action plan to further the plan's objectives; and,

WHEREAS, It is recognized that additional legislative action with robust public engagement will be required for all strategies that involve changes to adopted policy and regulations of the City of Spokane and that such changes will be incorporated into subsequent work plans of the Plan Commission and/or considered in conjunction with ongoing or upcoming major planning efforts such as the Comprehensive Plan Update and update to the Downtown Spokane Plan; and,

WHEREAS, Appropriate notice of the Plan Commission hearing was published in the Spokesman Review on June 29, 2016; and,

WHEREAS, the City Plan Commission held a public hearing on July 13, 2016 to obtain public comments on the proposed Strategic Overlay Plan; and,

WHEREAS, the Plan Commission has reviewed and considered all public testimony received prior to and during the public hearings.

NOW THEREFORE,

By a vote of ____ to _____, the Plan Commission does recommend to the City Council the acceptance of the Central City Line Strategic Overlay Plan as a guide for future policy development and potential regulatory implementation measures.

_____

Dennis Dellwo, President
Spokane Plan Commission
July 13, 2016

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