



Spokane Plan Commission Agenda

August 10, 2016

2:00 PM to 5:00 PM

City Council Briefing Center

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 July 13, 2016 meeting minutes	
	2) City Council/Community Assembly Liaison Reports	
	3) President Report	Dennis Dellwo
	4) Transportation Subcommittee Report	John Dietzman
	5) Secretary Report	Lisa Key

Workshop:

2:15 - 2:30	1) Citywide Capital Improvement Program Update	Katherine Miller
2:30 - 3:15	2) Lincoln Heights Master Plan	JoAnne Wright
3:15 - 4:15	3) Comprehensive Plan 2017 Update	JoAnne Wright
	• Chapter 2: Implementation	
	• Chapter 6: Housing	
	• Glossary	

Adjournment:

Next Plan Commission meeting will be on August 24, 2016

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Username: COS Guest

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Spokane Plan Commission

July 13, 2016

Meeting Minutes: Meeting called to order at 2:02

Attendance:

- Board Members Present: Dennis Dellwo, John Dietzman, Todd Beyreuther, Christy Jeffers, Michael Baker, Christopher Batten, Patricia Kienholz, Greg Francis; Community Assembly Liaison
- Board Not Members Present: Tom Reese, Jacob Brooks, FJ Dullanty
- Staff Members Present: Lisa Key, Amanda Winchell, Amy Mullerleile, Pamela Bergin, Jo Anne Wright, James Richman, Shauna Harshman, Andrew Worlock,

Briefing Session:

Minutes from the June 22, 2016 approved unanimously.

1. City Council Liaison Report-Lori Kinnear

- Monday, July 18, Council will be voting on a contract with SNAP to provide assistance in removing tree debris caused by the November 2015 wind storm to homeowners who qualify.
- One Monday, July 18, Council Member Kinnear will be sponsoring a human trafficking resolution to request the Spokane Police Department work with a task force that directly addresses human trafficking, prostitution, drugs, and gang activity. This resolution will include human trafficking prevention and conducting a regular progress report to council. This resolution is asking for \$500,000 to apply towards property crimes and the human trafficking issues.
- Two downtown projects are causing angst with the Riverside and Cliff Canyon Neighborhood, including the project that is replacing the Mayfair Café with a surface parking lot, and the 1400 Tower project that will overlook Riverside. Council Member Kinnear will be attending neighborhood meetings to discuss these projects with the neighborhoods.

2. Community Assembly Liaison Report- Greg Francis

- The Community Assembly members voted 13-0 to support the three neighborhoods voting in opposition of the Morningside Investment LLC Comprehensive Plan Amendment.
- Community Assembly members expressed some concerns that the changes being made to the chapters of Comprehensive Plan during the update process may be diluting the content of the Comprehensive Plan. The Community Assembly will be reviewing the changes.

3. Commission President Report-Dennis Dellwo

- Plan Commission member Rick Dullanty was approved for a medical absence, and will not be here for this meeting and potentially the next.
- The joint City Council Study session will be held Thursday, July 14, in the City Council Briefing Center at 3:30pm. The discussion will include the Infill Housing Project and the Plan Commission's work program.

4. Transportation Subcommittee Report-John Dietzman

- Next PCTSC will be held on Tuesday, July 26th. All members are welcome to participate.

5. Secretary Report-Lisa Key

- Infill housing subcommittee meeting will be held on Wednesday, July 20th at 7:30 a.m. in the City Council Briefing Center.
- A two-day workshop held with USDOT and the Congress for New Urbanism, regarding designing for reconnecting of East Central Neighborhood wrapped up on July 15th. Spokane City was one of four cities chosen to receive this technical assistance p. Teri Stripes will be presenting an overview on this the outcomes of this meeting later in the agenda.
- We are expecting registration for the upcoming Washington Oregon American Planning Association Conference. At this time there are four members who have stated they are interested in attending. If any member would like to go, please let Amanda Winchell know.

Public Comment:

- None

Motion:

Commission members discussed Fredrick "Rick" Dullanty, Jr.'s disclosure & potential disqualification from involvement in the Morningside Investment LLC hearing for a Comprehensive Plan Amendment Request. Christy Jeffers made a motion to allow Rick Dullanty's participation in the Morningside Investment LLC discussion, hearing and final vote. Motion seconded by Michael Baker. Motion passes unanimously.

Workshops:

1. Comprehensive Plan 2017 Update- Chapter 7-Economic Development; Chapter-10 Social Health; Chapter 12-Parks & Recreation-Jo Anne Wright

- Presentation and overview given
- Questions asked and answered
- Discussion ensued

2. Every Place Counts Design Charrette Recap- Teri Stripes

- Presentation and overview given
- Questions asked and answered

3. **Hearing:**

STA Central City Line Strategic Overlay Plan-Andrew Worlock

- Presentation and overview given
- Questions asked and answered
- Discussion ensued

Public Comment:

Karl Otterstrom the director of the STA addressed the commission with appreciation for their suggestions for improvement.

Motion:

Chris Batten makes a motion to amend the title of "Affordable Housing Strategies" title to read "Housing Strategies" and to include the statement, "to include affordable and market rate strategies" at the end of the first paragraph within the "Housing Strategies" section. Motion seconded by John Dietzman.

Todd Beyreuther makes a motion to recommend acceptance of the City Central Line Strategic Overlay as amended, by City Council. Motion seconded by Christy Jeffers.

Meeting Adjourned at 4:43 P.M.

Next Plan Commission Meeting is scheduled for **August 10, 2016**

BRIEFING PAPER
City of Spokane
Planning & Development Services
August 10, 2016

Subject

The final draft Lincoln Heights District Center Master Plan was completed in July 2016. It is being presented to stakeholders and community members at a Final Open House on August 23, 2016 from 5:30pm to 8pm at the Southside Christian Church, 2934 E 27th Avenue, which is located within the Lincoln Heights Shopping center. The Master Plan and project information is online at www.spokanecity.org/projects.

Background

Lincoln Heights District Center is identified as a “District Center” on the Land Use Plan Map. The master plan describes priority actions that will help position the district to take advantage of existing resources, encourage reinvestment, and create a more vital district center. These actions will require collaborative action by the Lincoln Heights Neighborhood Council, the City of Spokane, residents and property and business owners in the area. This plan does not change zoning or development regulations in the area. This plan built on an August 2015 report by the Urban Land Institute.

Impact

This plan identifies key strategies to improve the District Center. These are:

- Creation of a district advocacy group.
- Reclassification of 27th Avenue to “Collector Arterial” to open a pathway for funding opportunities to create a greenway;
- Perform a design study to identify improvements along 27th Avenue that activate Thornton Murphy Park (which is home to Southside Community Center)
- Recommends performing a 29th Avenue study to identify design enhancements to improve the public realm and accommodate STA’s planned High Performance Transit Network Service;
- Recommends consideration of flashed beacon pedestrian crossings on 29th Avenue within the district.

Action

There is no funding currently assigned to further work in the District Center. The Lincoln Heights Neighborhood Council and the Master Plan has identified creating an advocacy group as a priority.

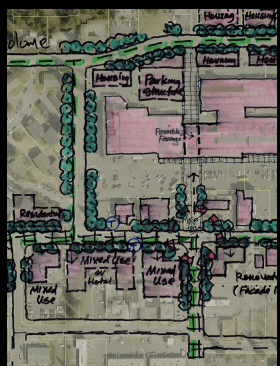
A Resolution recognizing the planning effort will be brought before City Council. The date of this is not yet set, but is anticipated following the Lincoln Heights Neighborhood Council meeting which is September 20, 2016.

Plan Commissioners are encouraged to attend the Final Open House on August 23, 2016.



Final Draft
July 2016

Lincoln Heights Neighborhood District Center Plan



A master plan for the **Lincoln Heights District Center**, City of Spokane

**Studio
Cascade**
Community Planning & Design

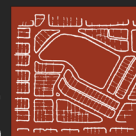


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B Appendix B: Transportation Memoranda

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Introduction

The Lincoln Heights district center is on the cusp of transformation. Though significant investments have been made in recent years, the type of retail that established the district center has moved steadily southward. Residential areas surrounding the center are largely built out, with infill and higher-density housing as remaining options. Fortunately, renewed regional growth, coupled with the demand for walkable neighborhoods, mixed-use housing, and places that emphasize local character present opportunities that the Lincoln Heights district center is well-suited to address.

Supported by City and neighborhood planning, this Lincoln Heights District Center Plan (LHDCP) was developed to help shape the district center's transformation - taking advantage of existing resources, encouraging reinvestment and creating a more vital district center.

Recommendations developed through the district center planning process focus largely on public-realm investments, taking advantage of the power of infrastructure and policy to re-shape the district. More immediate actions help improve pedestrian safety and walkability, and support a more diverse transportation mix. Improvements to public spaces are also called for, leveraging the power of parks and recreational facilities to create a more desirable, walkable center.

This plan presents a detailed vision for the Lincoln Heights District Center and strategies to achieve that vision, including the following:

- A conceptual sketch focused on the district center, showing how land uses and corridor conditions may evolve in response to the type of features envisioned (**Chapter 4, Figure 4.01**)

- A district-wide diagram, identifying key features and locations described in corresponding tables covering opportunity sites, streetscape types, and intersections and crossings (**Chapter 4, Figure 4.02, Tables 4.01-03**)
- An “actions” table, listing a wide range of implementing programs sorted by relative urgency, cost and benefit, and identifying actors likely to be involved in moving forward (**Chapter 5, Table 5.01**)

Other chapters describe existing and forecast conditions in the district, or detail past planning and the process used to complete this plan.

It is important to note that as a master plan, ideas presented are conceptual – and in many cases will require additional analysis and identification of funding sources. It will likely take many years to achieve, but the aims outlined in this plan are achievable – and for the Lincoln Heights area and the city as a whole – highly worthwhile.

Conditions Summary

Neighborhood

Suburban residential homes and apartments typify Lincoln Heights, with auto-oriented, strip-style shopping located along 29th Avenue between Southeast Boulevard and South Fiske Street. Multi-family housing, especially developments serving senior and retired residents, are found in many locations near and abutting 29th Avenue, as well as north of 25th Avenue including the Rockwood Retirement Community, which in 2016 expanded with a new residential tower. Demographics track these patterns, with some portions of the district seeing median ages between 76 and 85, and others hosting residents in their mid-20’s and 30’s. Income and educational levels are generally higher than other neighborhoods in Spokane. Lincoln Heights is home to two major parks: Lincoln Park, a more scenic and undeveloped area atop a mesa-like rise overlooking the district, and Thornton Murphy Park, a highly-developed park including the Southside Senior & Community Center. Though walkability is generally poor in the district today, block layouts, land use patterns and overall connectivity provides a solid basis for future improvements.

Streets & Transportation

The Lincoln Heights district features two major commuter corridors: 29th Avenue, an east-west corridor that fronts the district center, and Ray Street, which serves to carry traffic to and from the I-90 corridor along a north-south axis. The area also

includes roadways designated by the City as “Minor Arterials” including Southeast Boulevard and Regal Street and multiple “Local Access” streets. 29th Avenue is currently configured with a four-lane cross section, which exhibits functional issues - typified by turning-movement difficulties for drivers accessing businesses or local streets. The higher speeds and multiple travel lanes along 29th Avenue and Ray Street make pedestrian crossings difficult and hazardous. Sidewalks along 29th Avenue and Ray Street are present, but narrow widths and tight proximity to fast-moving cars and trucks make walking along these corridors unpleasant. Spokane Transit Authority (STA) serves the area with routes that connect at a Park & Ride facility in the study area. STA envisions the creation of a High Performance Transit Network line (HPTN) to serve Lincoln Heights, to be routed along 29th Avenue to Regal Street southward. This latter feature is likely to prove an important component in its ongoing transformation.

Policy Environment

The City of Spokane Comprehensive Plan designates the Lincoln Heights District Center as an area where focused, more intensive land uses including commercial, retail, mixed-use and higher density housing are desired. Regulations support up to 44 dwelling units per acre in the core area of the center, and taller buildings up to five stories, depending on site-specific zoning. The most prominent zoning in the study area is “CC2-DC” (Center and Corridor Type 2, District Center) with smaller sections zoned “RMF” (Residential Multi-Family) and “O-35” (Office 35). In addition to the comprehensive plan, the 2014 South Hill Coalition Connectivity and Livability Strategic Plan supports the growth of the District Center as an important, walkable, diverse place, with improved vehicular circulation, pedestrian and bicycle crossings, and aesthetic conditions along 29th Avenue. That plan also envisions the transformation of 27th Avenue north of the Lincoln Heights Shopping Center into a “Greenway.”

Economic Forecast

A number of factors point to favorable conditions for growth and redevelopment in Lincoln Heights, including:

- Relatively higher household incomes
- High educational attainment
- Recent growth and investment (including Trader Joe’s and the Rockwood Retirement Community tower)
- High traffic volumes (creating high visibility)
- Surrounding residential neighborhoods
- Proximity to two significant parks
- Proximity to downtown and medical employment centers

- Frequent transit service.

These attributes help signal to market-rate developers that Lincoln Heights is an area that's economically vibrant and likely to generate additional demand. Further, the type of housing and retail investment described in this plan track closely to general trends forecast by the Urban Land Institute (ULI) and ESRI Business Analyst services.^{1 2}

District Plan Goals

A wide range of goals and objectives - expressed in existing plans described above - were referenced during the formation of this plan. Additional goals, reflecting neighborhood and district-specific ideals and expectations, are listed below:

Goal 1: Character

Reinvestment should respect the district's existing character, occurring incrementally and at a scale that both encourages diversity in land use and intimacy in street-level detail, while also respecting the neighborhood's ability to absorb higher development intensity.

Goal 2: Development

New residential development should introduce more housing directly into the district center, supporting an increasingly wide range of prosperous, interesting retail shops, employment and professional offices to serve the Lincoln Heights neighborhood and the entire South Hill.

Goal 3: Transportation

The transportation network serving the Lincoln Heights District Center should evolve to become truly multi-modal, serving safely, effectively and conveniently the needs of transit, pedestrians, cyclists, autos, and freight.

¹ The Urban Land Institute (ULI), is a nonprofit research and education organization with offices in Washington, D.C., Hong Kong, and London. The organization publishes research findings on a wide range of land use topics, and leads programs designed to support the creation of active, sustainable communities. A ULI Technical Advisory Panel (TAP), part of that organization's Advisory Services program, led Phase 1 of this plan's development.

² ESRI (<http://www.esri.com/>) develops and publishes ARC GIS (Geographic Information System) software. The corporation also provides business applications for tracking and analyzing geographic and demographic data. Additional economic forecast information is provided in **Appendix A**.

Goal 4: Function

The Lincoln Heights District Center should evolve into a multi-faceted urban place as envisioned in the comprehensive plan, developing a unique and compelling identity that builds on its own momentum and establishing the center as one of Spokane's premier examples of a fulfilling and attractive urban life.

Goal 5: Interaction

More than today, the Lincoln Heights District Center should be a place seen as the "heart" of the neighborhood, where features and activities support community interaction - including shopping, dining, nearby parks and trails, the senior center, plaza areas, walkable streets, recreational, learning and meeting facilities.

Preferred Scenario

This plan, through its public process, developed and evaluated three schematic approaches to growth. The approach ("scenario") that emerged as a preferred option is essentially a hybrid of two approaches considered. This scenario establishes easy improvements that tackle issues of greatest concern and help create district momentum. These align with longer-term, more transformative strategies for the district that create an environment characterized by:

- Busier sidewalks



Figure 1.01 – Participants took part in multi-day workshops during development of this plan. Chapter 3 outlines the public involvement process.

- Shops that cater to folks who walk, bike or take the bus there
- An increased number of housing units nearby
- Less space devoted to surface parking lots
- An increased number of buildings that front the 29th Avenue corridor
- Greatly improved walkability and neighborhood connectivity
- A transformed 27th Avenue, with fronting mixed-use buildings and strong ties to Thornton Murphy Park
- A transformed 29th Avenue, with a 3-lane section (travel lanes and center turn lane/median) in the heart of the district
- A strong sense of district identity and “arrival”
- A general feeling of activity, excitement and neighborhood pride.

Key Strategies

As described earlier, this plan is designed to conceptualize an ambitious, long-term vision for Lincoln Heights, identifying a number of shorter-term efforts to catalyze growth. The following summarizes many of the initial, “first steps” efforts described in Chapter 5 – steps which are considered critical to implementing this plan:

- This plan recommends the creation of a merchant’s association, district advocacy group or similar entity to work with the neighborhood and the City on implementation. Many of this plan’s short-term measures are ideally suited for implementation by such an organization ³
- Recommends reclassifying 27th Avenue to “Collector”, opening the door to new funding opportunities for greenway improvements described in Chapter 4
- Suggests performing a 29th Avenue corridor study to identify and design enhancements that improve the pedestrian realm, accommodate STA’s HPTN service and improve multimodal safety and comfort. This study should include design treatments of the Regal Street/29th Avenue intersection, and the location and design of features outlined in Chapter 4 of this plan
- Encourages performing a design study to identify improvements along 27th Avenue that activate Thornton

³ The South Hill Coalition Connectivity & Livability Strategic Plan recommends the creation of a merchants association covering the entire South Hill area.

Murphy Park and the north side of Lincoln Heights Shopping Center, creating a true “back yard” activity area for the neighborhood. This effort could happen concurrently with a new master plan for Thornton Murphy Park

- Included in the proposed 29th Avenue study, there should be consideration for the installation of improved pedestrian crossings at key locations, including flashing beacon crossings (RRFB/HAWKS) or median crossings
- Recommends the development of a district-wide parking strategy
- Suggests the identification of opportunity sites for in-district mixed-use housing, whether on undeveloped land or added to existing structures, possibly coupled with application of the City’s Multifamily Tax Exemption (MFTE) program.

Although study-related recommendations are listed separately in Chapter 5, it may be advantageous to combine them – the 27th Avenue work and planning for Thornton Murphy Park, for instance, or those two activities combined with work to design 29th Avenue as well. Because this plan provides a design outline for those areas, it may be used to scope such detailed studies, or aid in estimating project costs for long-range planning.

The Future

Circumstances will continue to change as the district and city evolve, and this plan will require modifications and refinements to be kept up-to-date and current. Some of its proposals may be found unworkable - and new issues and solutions will continue to emerge. Needed refinements and changes should be carefully noted and thoroughly considered as part of a regular review cycle and future updates. As change occurs, the neighborhood’s vision should remain the central theme.

The Lincoln Heights District Center faces many challenges, but enjoys many assets and conditions - offering tremendous potential for it to become one of Spokane’s most desirable, best-loved and valued district centers.



Lincoln Heights Neighborhood

Location & History

Lincoln Heights was annexed into the City of Spokane in 1907 and platted in 1909. The neighborhood is located in southeast Spokane, bounded by Southeast Boulevard and Perry Street to the west, Havana Street to the east, 37th Avenue to the south, and 14th, S. Napa Street and 11th to the north (see **Figure 2.01**). Lincoln Heights is bordered by East Central, Rockwood, Comstock and Southgate neighborhoods, as well as the City of Spokane Valley to the east.

In the early 1900s, developers described Lincoln Heights as Spokane's "next big residential area," but most viewed it as being too far away from the city, and so it remained a largely agricultural area until the 1920s and 30s, when people slowly started to move in. Post-war growth, including suburban densities and automobile-oriented street networks, was responsible for the area's largest wave of development.

Today, the Lincoln Heights neighborhood is typified by suburban residential homes and apartments and auto-oriented, strip-style shopping located along 29th Avenue between Southeast Boulevard and South Fiske Street. Though the Lincoln Heights Shopping Center and surrounding retail dates from the 1950s, many neighborhood homes, apartments and commercial developments were built in the 1970s and 1980s.¹ Multi-family housing, especially developments serving senior and retired residents, are found in many locations near and abutting 29th Avenue, as well as north of 25th Avenue including the Rockwood Retirement Community, which recently expanded into a new residential tower. The rest of the neighborhood is dominated by single-family homes.

¹ The Lincoln Heights Shopping Center was constructed in 1954, expanded in 1979, and recently renovated in 2014.

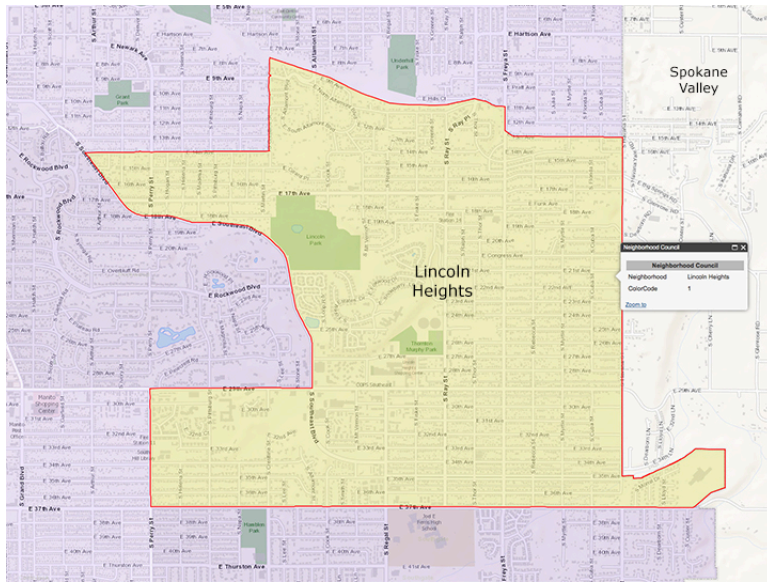


Figure 2.01 – Lincoln Heights Neighborhood Council boundary. (City of Spokane)

The population within a one-mile radius of the S. Regal Street and E. 29th Avenue intersection is approximately 14,000 persons, distributed among 6,300 households. The median household income within that same radius is roughly \$48,000 - somewhat higher than the City-wide median income at just over \$43,000. Median ages vary based on location, with some areas in Lincoln Heights calculated as between 76 and 85 due to senior housing such as the Rockwood community. Other areas (with fewer senior housing units) have median ages in the mid 20s and 30s.

The neighborhood is home to two major parks: Lincoln Park and Thornton Murphy Park, the latter of which borders this plan’s study area.² Lincoln Park, designated a “Community Park” by the department, is situated atop a geographic rise defined to the south and east by steep slopes - creating a mesa-like appearance from the study area. Native vegetation and landscape features typify Lincoln Park, including extensive basalt outcrops and a small natural pond at the center of the park.³ Thornton Murphy Park, located at the southern base of these slopes and bordering both Ray Street and 27th Avenue, is developed as a more active park environment. Thornton Murphy, designated as a “Neighborhood Park”, features two baseball diamonds, basketball courts, a splash pad and playground equipment. Though it borders a natural slope, the eight-acre park is considered developed, and includes 25 parking stalls. Thornton Murphy is home to the Southside Senior & Community Center, a popular facility open to all residents. Two large circular reservoirs, also City properties, are situated just outside the northeast corner of Thornton Murphy.

Planning History

Early plans prepared in 1990 and 1994 provided varying degrees of focus on the area around East 29th Avenue and S. Regal Street.

² Figure 4.02 identifies this plan’s “study area,” indicating the approximate geographic limits and focus of improvements associated with the district center. This plan also recognizes the real and valuable dynamic between uses just outside the study area and those within it, such as the Rockwood Retirement Community and the Sonneland / Quail Run development.

³ Of Lincoln Park’s 51.3 acres, 46.7 acres are left undeveloped.

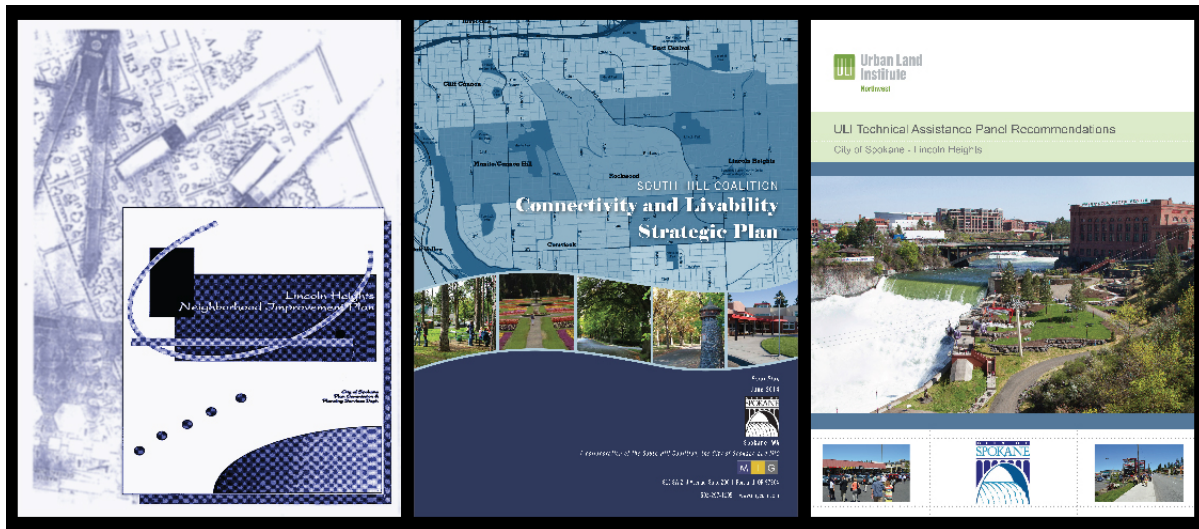


Figure 2.02 – In addition to the City’s Comprehensive Plan, this District Center plan draws from concepts promoted in the (left to right) 1994 Neighborhood Improvement Plan, the 2014 South Hill Coalition Plan, and the 2015 ULI Report, considered Phase I of the District Plan process. (*City of Spokane*)

These and more recent work, prepared by the South Hill Coalition, are summarized below.

Early Plans

In 1990, the *Lincoln Heights Neighborhood-Specific Plan* was adopted, denoting areas along 29th Avenue as “Community Business” with surrounding areas designated for medium-density residential and office uses.

In 1994, the *Lincoln Heights Neighborhood Improvement Plan* was created and adopted. This plan has since been largely implemented, including improvements such as crosswalks on 29th Avenue and enhancements to Thornton-Murphy Park.

South Hill Coalition Plan

In 2012, five neighborhoods in south Spokane came together to create a 20-year plan for much of the South Hill. That document, entitled “The South Hill Coalition Connectivity and Livability Strategic Plan” (SHCP) was completed in June 2014. The coalition plan envisions several overarching categories of improvements including connectivity, streets, safety, identity, and education. Each of the plan’s categorical recommendations were assigned priority rankings, and where possible, identified on a map where such recommendations apply.

Within the district study area, the coalition plan suggests several “higher priority” projects. These include:

- A “greenway” (bike and pedestrian thoroughfare) running through Lincoln Park to Southeast

Boulevard, then to 27th Avenue to Thornton Murphy Park

- “Arterial Streetscape Improvements” along Southwest Boulevard from Rockwood Boulevard to 29th Avenue, then east to Fiske Street, seeking to improve vehicular circulation, pedestrian and bicycle crossings, and aesthetics

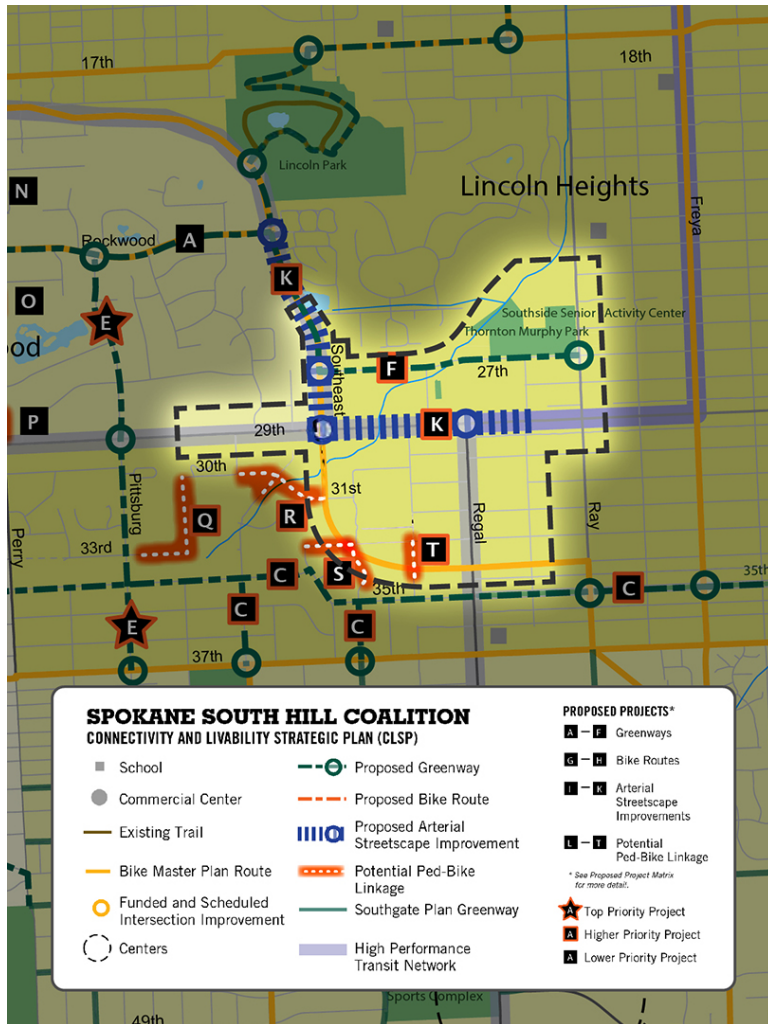


Figure 2.03 – SHCP map enlargement, showing proposed projects in and near this plan’s study area (City of Spokane)

- Three potential “Ped-Bike Linkages” connecting areas to the south and west of the study area to S. Southeast Boulevard (near the STA Park & Ride)

- A greenway/bike and pedestrian thoroughfare (just south of the study area) running east/west along 35th Avenue.

Figure 2.03 provides an enlarged view of the proposed project map from the SHCP, with this plan’s study area as an overlay. This plan’s feature recommendations are coordinated with those provided in the SHCP, as relevant to the study area.

STA Plans

To further improve transit service, Spokane Transit Authority (STA) envisions the creation of a High Performance Transit Line (HPT) along Monroe and Regal streets. Labeled a “Green Line” service type, it prescribes lower speeds but higher access, including a frequency rate of six to 15

minutes. The HPT network is envisioned to support short trips, and provide quick, easy access to other service types. HPT lines are also designed to include expanded hours, improved efficiency and travel times, more distinctive/localized stops, and more passenger amenities. STA’s HPT line is envisioned to track 29th Avenue from Monroe Street to Regal Street, proceeding southward along Regal with a significant HPT stop near that intersection.

Other Reports & Plans

Additional relevant and current planning for the study area, including the City of Spokane's land use, zoning, and transportation network plans, are described below under Policy & Zoning Conditions. The first of the two-phase effort producing this plan is described in Chapter 3, Planning Process.

Policy & Zoning Conditions

Policy Environment

The City of Spokane Comprehensive Plan designates 21 "Center" and "Corridor" areas where focused growth is desired. Such designations are central to the City's overall growth strategy, effectively focusing higher-intensity, mixed land uses including commercial, retail and urban-oriented housing within areas suitable for such development. This strategy works to create walkable, vibrant neighborhood or district centers and corridors - supported by and connected to the citywide transportation network. In the case of Lincoln Heights, the comprehensive plan designates 29th Avenue between S. Martin Street and S. Fiske Street as a "District Center."⁴ This designation provides for higher-density housing (up to 44 dwelling units per acre in the core area of the center) and taller buildings (up to five stories). District Centers also provide for a pedestrian-friendly circulation system supporting access between surrounding residential areas and the district center (LU 3.2). Implementing policies include using incentives and other development requirements to bring about the desired infill development, redevelopment, and new development (LU 3.1).

Land Use designations in the study area are predominantly "General Commercial", followed by "Residential 15-30" and "Office" designations. An area south and west of the 29th Avenue/S. Southeast Boulevard intersection is designated as "CC Core" (see **Figure 2.04**).

Zoning Environment

Regulations have been adopted by the City to implement the comprehensive plan's center and corridor goals. These regulations, gathered under Chapter 17C.122 Center and Corridor Zones, requires new development and redevelopment that promotes a "...relatively cohesive development pattern with a mix of uses, higher density housing, buildings oriented to the street, screened

⁴ The District Center designation was assigned to this area as part of the City's 2001 Comprehensive Plan.

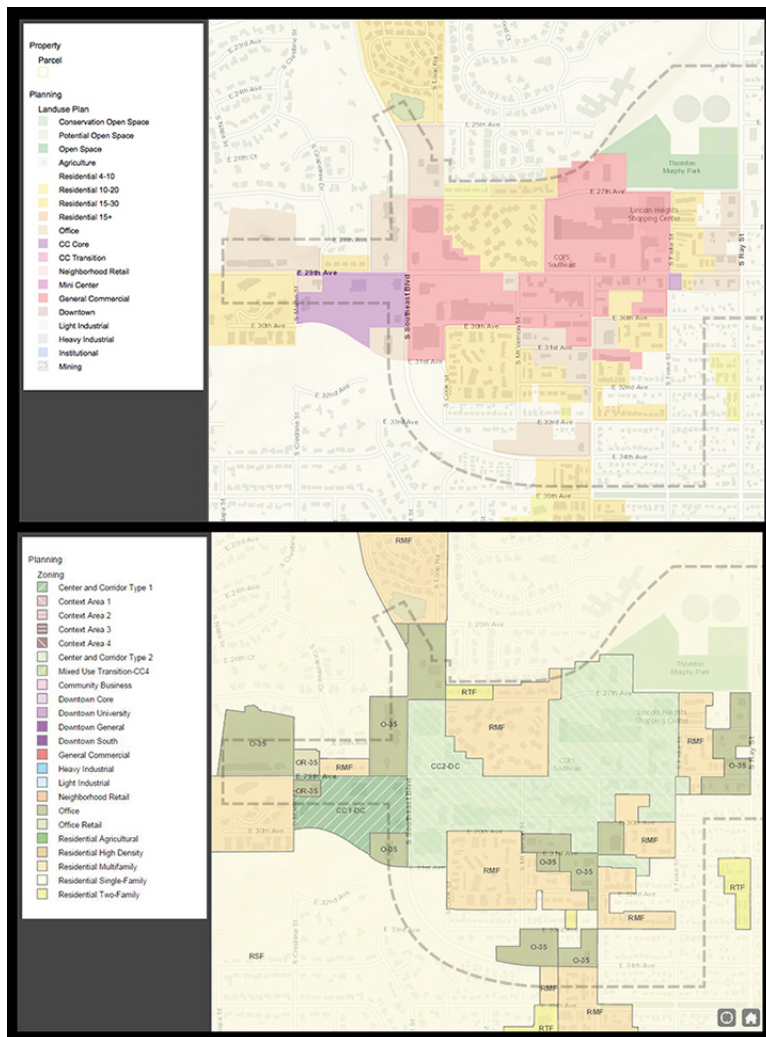


Figure 2.04 – Land Use (upper) and Zoning map (lower) for Lincoln Heights. The dashed line indicates the District Center study area. (*City of Spokane*)

parking areas behind buildings, alternative modes of transportation with a safe pedestrian environment, quality design, smaller blocks, and relatively narrow streets with on-street parking.” Center zoning designations include incentives allowing for development of a higher floor area ratio (FAR) in exchange for greater public amenities as development and redevelopment happens.

Center and Corridor zoning was applied to the Lincoln Heights center over previous commercial zoning. As new development occurs, it is held to the newer Center and Corridor zoning requirements. As shown in **Figure 2.04**, the most prominent zoning in the study area is “CC2-DC” (Center and Corridor Type 2, District Center) with other sections zoned “RMF” (Residential Multi-Family), “RSF” (Residential Single-Family) and “O-35” (Office 35). “CC1-DC” (Center and Corridor Type 1, District Center) exists south and west of the 29th Avenue/S. Southeast Boulevard intersection, and small “RTF” (Residential

Two-Family) areas are designated along 27th Avenue and near 33rd Avenue and Regal Street. See **Table 2.01** for descriptor text regarding all zoning categories in the study area.

Use & Design Conditions

A variety of medical offices including dentists, physicians, physical therapists, opticians, and veterinarians are located within the district center area. The center is also home to national chain businesses such as Starbucks, Wells Fargo, Les Schwab, McDonalds, and Goodwill. Local offerings include restaurants, hardware, hair salons, and a bowling alley. Perhaps most significantly, the Lincoln Heights Shopping Center (within the District Center) includes national specialty food chain Trader Joe’s, which opened in 2011. The popularity and ability of Trader Joe’s to

attract other national chains and higher-profile tenants has since spurred owners to update and improve many of the façades and exterior treatments of the shopping center, even adding one new building fronting 29th Avenue.

Table 2.01 – Area Land Use and Associated Zoning

Designation	Zone	Description
Residential Single Family	RSF	<i>The RSF zone is a low-density single-family residential zone. It allows a minimum of four and a maximum of ten dwelling units per acre. One- and two-story buildings characterize the allowed housing. The major type of new development will be attached and detached single-family residences. The RSF zone is applied to areas that are designated residential 4-10 on the land use plan map of the comprehensive plan.</i>
Residential Multi-Family	RMF	<i>The RMF is a medium-density residential zone. Allowed housing is characterized by one to four story structures and a higher percentage of building coverage than in the RTF zone. The major types of development will include attached and detached single-family residential, condominiums, apartments, duplexes, townhouses, and row houses. The minimum and maximum densities are fifteen and thirty units per acre.</i>
Residential Two-Family	RTF	<i>The RTF zone is a low-density residential zone. It allows a minimum of ten and a maximum of twenty dwelling units per acre. Allowed housing is characterized by one and two story buildings but at a slightly larger amount of building coverage than the RSF zone. The major type of new development will be duplexes, townhouses, row houses, and attached and detached single-family residences. The RTF zone is applied to areas that are designated residential 10-20 on the land use plan map of the comprehensive plan. Generally, the RTF zone is applied to areas in which the predominant form of development is trending toward duplexes rather than single-family residences.</i>
Office	0-35	<i>The office zoning category is located in areas designated office on the land use plan map of the comprehensive plan. The office (O) zone is used on small sites in or near residential areas or between residential and commercial areas. It is intended to be a low intensity office zone that allows for small-scale offices in or adjacent to residential neighborhoods. The allowed uses are intended to serve nearby neighborhoods and/or have few detrimental impacts on the neighborhood. Development is intended to be of a scale and character similar to nearby residential development to promote compatibility with the surrounding area</i>
Centers and Corridors 1	CC1-DC	<i>The Type 1 center and corridor zone promotes the greatest pedestrian orientation of the center and corridor zones. To accomplish this, some limitations are placed on auto-oriented activities and some types and the allowable size of some uses are controlled.</i>
Centers and Corridors 2	CC2-DC	<i>The Type 2 center and corridor zone promotes new development and redevelopment that is pedestrian oriented while accommodating the automobile. Incentives allowing a higher floor area ratio in exchange for the provision of greater public amenities as land is developed and redeveloped are encouraged in these areas.</i>

Many multi-family units exist in and near the study area, most notably the Rockwood Retirement Communities towers overlooking the shopping center; the Rockcliff Apartments north of 25th Avenue and abutting Lincoln Park; the Lincoln Heights Garden Terrace units immediately west of the shopping center; and the Coventry Estates and Mt. Vernon Terrace housing units fronting Mt. Vernon

Street and N. 30th Avenue. Several other large, retirement and senior living housing facilities or apartment complexes exist just west of the study area along 29th Avenue. Taken together, these units represent a significant base of residents within walking distance of the district center.

Land within the study area is generally built out, but with the City's CC designations and patterns applied, numerous opportunities for development exist. Such opportunities include infill supplanting surface parking lots or drive-through lanes; redevelopment and replacement of under-performing or older buildings and lots; and intensification of existing uses, including adding stories or creating mixed-use projects that might include residential over commercial development. These new buildings could frame and activate important intersections, and capture otherwise un-developed or underdeveloped properties in the area.

A fire in March 2016 destroyed a majority of the strip center at the intersection of 29th and Regal. This opens opportunities to redevelop, constructing buildings closer to 29th Avenue - helping frame and activate the 29th and Regal intersection and incorporating a stop for STA's High-Performance Transit Network (HPTN).

Currently, very few buildings in the study area address the street,⁵ with most being set back from 29th Avenue to accommodate previous off-street surface parking requirements. A small section of the study area, referred to in this plan as the "Miller Block", includes older buildings arranged to address 29th Avenue. Parking generally located behind or in-between buildings service these, including Miller Hardware, Thai Bamboo restaurant, a hair salon and two fast-food outlets. An existing alley running parallel to 29th Avenue aids access to this parking. Most of the study area does not include alleys, and features a double-width block pattern running east to west. The double-width block pattern tends to reduce connectivity and walkability in the district.

Transportation Conditions

Vehicular Travel

Three major commuter corridors – 29th Avenue, Ray Street and S. Southeast Boulevard - flank the Lincoln Heights district center. The area also includes streets classified by the City as "Minor Arterials" including Southeast Boulevard and Regal Street and multiple "Local Access" streets (see **Figure 2.05**).

⁵ Buildings that are built to or are in close proximity to the public right-of-way, are designed for access from and exhibit primary use activities to the right of way are said to "address the street."

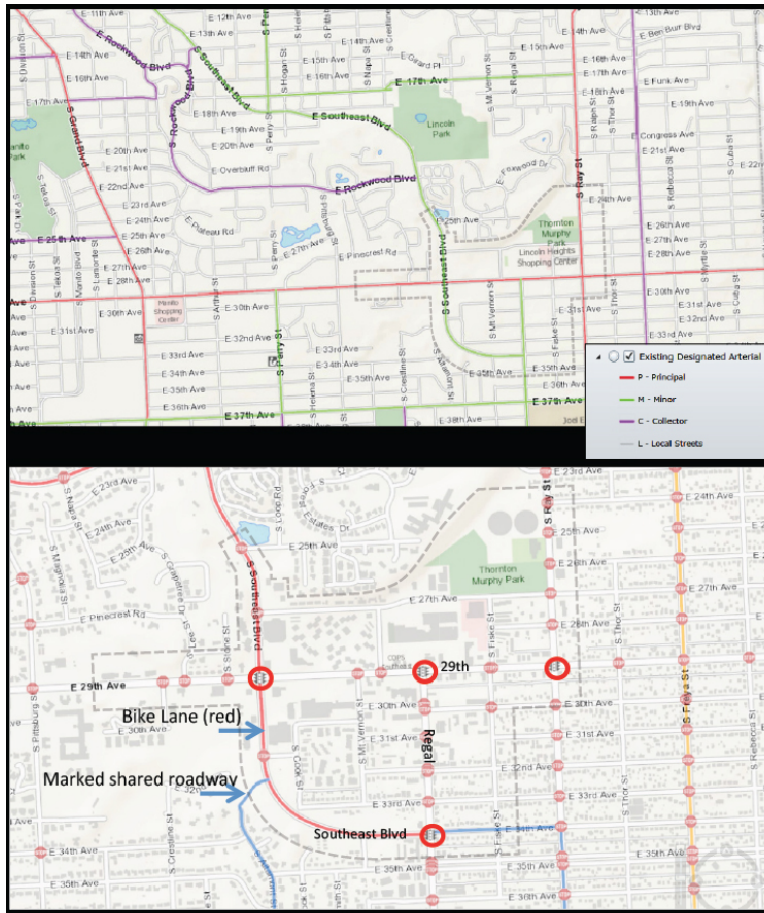


Figure 2.05 – City of Spokane arterial network, including Principal, Minor, Collector and Local Streets (upper) and locations of existing signalized intersections (lower). Dashed lines indicate the District Center study area. (*City of Spokane*)

City street classifications indicate the number of lanes, purpose, speed, range and the role of each street serving local and citywide mobility. Principal Arterials are considered important routes for vehicles, transit and freight, and any recommended changes for such arterials must work to maintain reasonable operations and safety.⁶ Minor Arterials, while not expected to carry high volumes, are also critical to the city's street network.

Signalized intersections in the district now exist at Southeast Boulevard and 29th Avenue; Regal Street and 29th Avenue; Ray Street and 29th Avenue, and Southeast Boulevard and 34th Avenue (see **Figure 2.05**).

The City also identifies streets by age of pavement, ranging from "Tier 1" (0-3 years); "Tier 2" (3-5 years); "Tier 3" (5-12 years) and "Tier 4" (over 12 years). Nearly all streets in the study area are designated as Tier 4 streets, with S. Southeast Boulevard north of 29th Avenue and 29th Avenue

through the district as Tier 3 streets.

Traffic volumes on 29th Avenue are currently 16,600-17,900 vehicles per day. City travel models indicate modest future travel growth, adding no more than 1,200 additional vehicles per day (roughly 120 peak-hour vehicles) by 2035.

Configured with a four-lane cross-section, 29th Avenue exhibits functional issues within the district center. These issues are typified by turning movements as drivers attempt to access businesses or local streets, leading to:

- Blocked traffic and congestion
- Compromised safety
- An overall sense of driver and pedestrian discomfort.

⁶ Trucks and tractor-trailer combos traveling south on Ray Street must turn onto 29th Avenue to follow their designated truck route.

Aligned with concepts presented in Chapter 4, it is noted here that 27th Avenue is a relatively wide, underutilized street with potential to address some of the east-west loads now concentrated on 29th Avenue. Use patterns much like Collectors are currently seen on 27th Avenue, even though it is designated as a local street.⁷

Pedestrian & Non-Motorized Travel

As indicated above, four signalized intersections now exist in the study area. These intersections serve as the only “controlled” locations where pedestrians or cyclists can cross with relative safety. Though three of these four signals are located along 29th Avenue, the distance between signals makes a pedestrian uncomfortable when choosing to cross at unmarked or unsignalized intersections between them.

Sidewalks are provided in most of the study area, but are missing in several key locations. Most notably, none are provided along the western and northern edges of the Lincoln Heights Shopping Center, along 27th Avenue east of Fiske Street, or along the northern edge of 27th Avenue west of Mt. Vernon Street. Nearly all sidewalks in the area are of minimal width and abut the street directly (do not feature buffer space between the sidewalk and the curb), creating uncomfortable conditions for pedestrians, especially along 29th Avenue where fast-moving cars and trucks stream past, seemingly just inches from sidewalks. Access to and from areas north of 27th is greatly impeded by topography, though a gated, unpaved trail from the Rockwood Retirement Community does help connect that area to the District Center.⁸ Connectivity to neighborhoods west of Southeast Boulevard is also limited by street layout and, to some extent, topography.

Streets in the area are generally laid out in a north-south grid pattern and in that regard, are well connected for auto access. But block sizes are typically double-width or larger, with most forming two-block by one-block rectangles that impede walkability by forcing pedestrians to travel much further east or west to access north/south destinations.

Lighting in the study area was not formerly inventoried, but street lighting generally exists along major arterials and at many intersections. Lighting is generally not present along local access streets. Existing fixtures are of the large “cobra head” type, extending over streets or parking lots. No pedestrian-scaled lighting is known to exist in the study area.

⁷ Streets classified as “Collector” or higher are eligible for federal funding. Re-designating 27th as a Collector Arterial would improve funding options.

⁸ Use of this trail is currently limited to residents of Rockwood Retirement Community.

A designated bike lane exists along S. Southeast Boulevard to the intersection with Regal Street, where it transitions to a marked shared roadway along 34th from Regal Street to Ray Street. City maps show a marked shared roadway connecting Altamont Street to S. Southeast Boulevard near the existing STA Park & Ride facility.

Transit Travel

Historically, the City of Spokane was serviced by streetcar lines including the Lincoln Heights area.⁹ Currently, STA bus Route 44 - a designated "Frequent Route" - provides main transit service to the area. Following 29th Avenue, Route 44 provides scheduled 15-minute service cycles during the weekday, changing to 60-minute cycles on nights and weekends. It provides frequent connections to downtown, to 29th and Regal Street, and to Spokane Community College. At the South Hill Park and Ride (within the study area), Route 44 becomes Route 34. Two designated "Basic Routes" also transit the area, but are more focused on serving the South Hill Park and Ride. Those routes, Nos. 43 and 45, provide 30 to 60-minute cycles seven days a week during the daytime. Four of the bus stops in the study area average 25 or more weekday boardings.¹⁰ As noted earlier, STA envisions the creation of a High Performance Transit Line along Monroe, Grand Boulevard, 29th Avenue and Regal streets.

Service Conditions

Urban infrastructure provides for City services in the study area, including water, wastewater, stormwater retention and solid waste services. Electrical services are provided by Avista Utilities, and numerous carriers including Comcast, AT&T and others provide communications-related services. As noted earlier, two large circular reservoirs are situated just outside the northeast corner of Thornton Murphy. A large, sub-grade Combined Sewer Overflow (CSO) tank was recently installed just north of the study area along Ray Street.

Economic Conditions & Forecast

The Lincoln Heights District Center benefits from a number of positive attributes, indicating that it is a likely site for growth and redevelopment. These include:

⁹ A 1922 guide map shows streetcar lines following S. Southeast Boulevard onto 29th Avenue and continuing to Freya.

¹⁰ Boarding rates at these stops warrant shelters per STA policies, but none are currently so equipped.

- Relatively higher household incomes
- High educational attainment
- Recent growth and expansion¹¹
- High traffic volumes (creating high visibility)
- Surrounding residential neighborhoods
- Proximity to two significant parks
- Proximity to downtown and medical employment centers
- Frequent transit service.

These attributes help signal to market-rate developers that Lincoln Heights is an area that's economically vibrant and likely to generate additional demand.

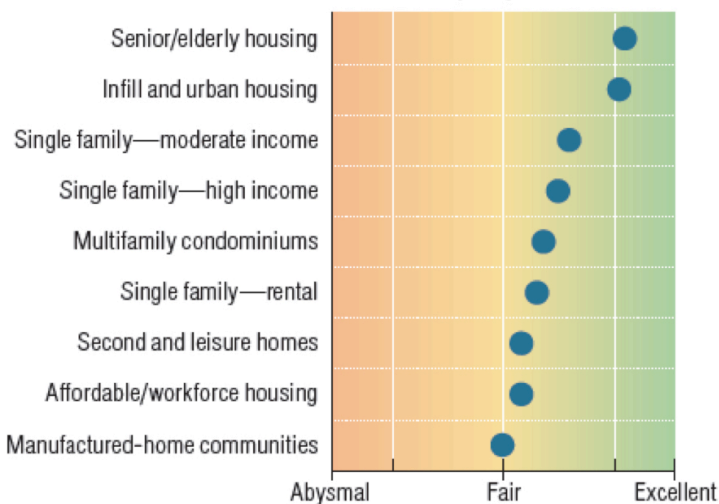


Figure 2.06 – 2016 Housing Investment Forecast (Urban Land Institute)

Growth Factors

Mixed-Use Housing

Figure 2.06 highlights national trends in an annual investment forecast prepared by the Urban Land Institute (ULI) titled "Emerging Trends in Real Estate, 2016."¹² This year, as with recent years, the ULI forecasts the highest demand and best prospects are for senior and infill/urban housing types. According to plan consultant Leland Consulting Group (Leland), this reflects increasingly strong demand for interesting, mixed-use,

pedestrian-oriented urban environments. In Spokane, several recent and successful projects demonstrate that interest in walkable, mixed-use areas is growing here, too.

Growing density – "rooftops" as developers often call it - boosts support for retail, complementing existing services and creating an environment where additional services are likely to succeed, thus allowing people with spendable income to live in proximity to diverse goods and services as a matter of convenience, as well as quality of life experience.

¹¹ Including Trader Joe's, updates to the Lincoln Heights Shopping Center and the Rockwood Retirement Community tower

¹² The ULI is national association of real estate development and land use professionals.

According to Leland, housing types appropriate for the Lincoln Heights study area include townhomes, apartments, senior housing, and affordable housing with densities ranging between 15 and 35 units per acre expressed as a maximum of three to four stories. Such housing, given costs and market capacity, would more than likely require on-street and/or surface parking, since structured parking is far more expensive.

Shopping Environments

Another national trend pertinent to this study is the transformation of existing malls into mixed-use, “place-driven” community centers.

Such transformations retain retail, but include office, entertainment, dining, housing, and other uses. Perhaps more significantly, many are designed to convey a greater “sense of place,” featuring more outdoor shopping and places for residents to gather, placing greater emphasis on local character and context, and providing patrons “experiential” opportunities to socialize, dine, and linger.¹³

Successful examples of this movement include the Thornton Place development at Northgate Mall in Seattle; University Village in Seattle; the Old Mill District in Bend, Oregon; and the Village in Meridian Idaho. Additional detail on these and other examples may be found in the Leland analysis included in the appendix.

Another ULI publication, *Ten Principles for Rethinking the Mall* covers territory quite similar to this plan and the Lincoln Heights district center:

“Exploit the mall redevelopment opportunity by creating a vision for the entire district; develop a master plan in which the mall site is a key anchor. Look for and capitalize on opportunities to expand the investment into surrounding residential and commercial neighborhoods to strengthen and revitalize them. Identify synergies with other development opportunities. Plan and integrate your efforts accordingly.”

¹³ “Experiential” retail and service providers emphasize customer experience, providing innovative, memorable, interactive and immersive ways for patrons to enjoy products and brand features, often with friends and family.

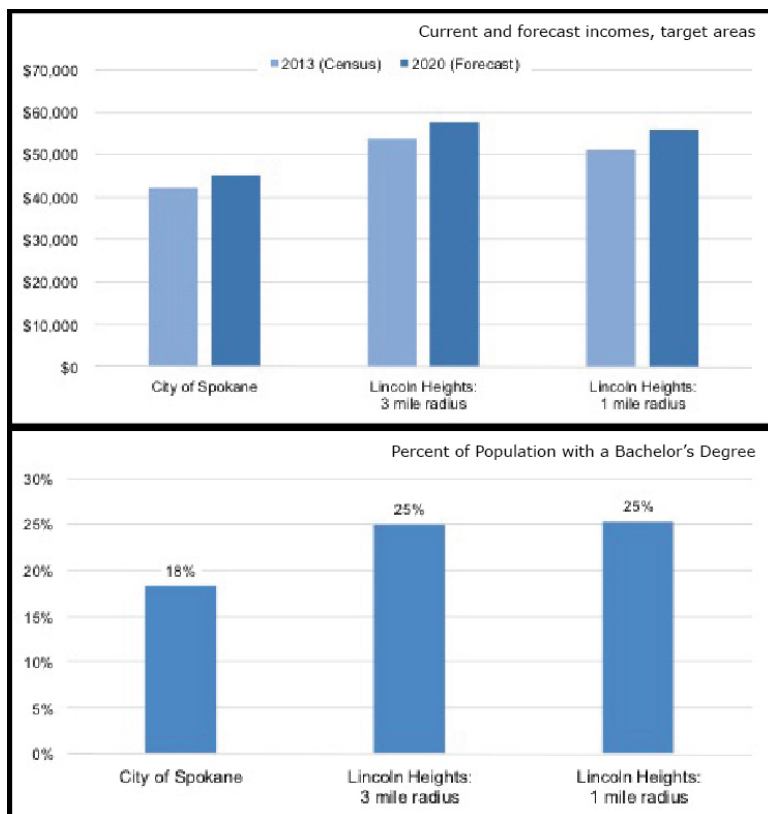


Figure 02.07 – Incomes in and near Lincoln Heights (upper) and percentage of residents with a Bachelor's Degree or higher (ESRI Business Analyst Services)

*Integrate the mall site, to the extent possible, with other community anchors such as cultural facilities, civic buildings, municipal parks, office concentrations, and nearby street-front retailing and restaurant clusters. Integration can increase the market draw, expand the trade area, and create a more compelling destination for the mall site as well as for the larger district. It's important to ensure that onsite and off-site uses create synergy - are complementary - and don't cannibalize each other. Joint marketing can help."*¹⁴

Local Marketplace

Spokane's economy and development market is showing strong signs of recovery following the national recession. Signals including downtown's ongoing revitalization; current growth in the U-District; the success of

Kendall Yards; rapid expansion of senior living facilities in and near the study area; and the continued success of the South Perry District all demonstrate market demand and readiness for the type of transformation this plan envisions.

Regarding incomes, current (2013) and forecast (2020) ESRI business service reports show that incomes within one and three miles of the district center are higher than the average for the city (see **Figure 2.07**). Residents within a one and three-mile radius of Lincoln Heights also tend to have higher levels of educational attainment compared to the city as a whole - a quality that some retailers (like Trader Joes, reportedly) look for.¹⁵

Retail leakage is something that areas strive to avoid, occurring when residents of an area spend a significant portion of their retail dollars beyond where they live. According to ESRI services, the area within a three-mile

¹⁴ "Rethinking the Mall", http://www.uli.org/wp-content/uploads/ULI-Documents/Tp_MALL.ashx.pdf

¹⁵ ESRI indicates both one and three-mile areas host populations with 25% holding a bachelor's degree or greater, compared to an 18% rate citywide.

radius surrounding Lincoln Heights shows a significant retail surplus - meaning people from surrounding areas are coming to the district to spend retail dollars. Figures within a one-mile radius are mixed; for instance, spending for "all retail" categories indicates a surplus, but food and beverage categories show leakage taking place. This suggests potential opportunities for additional restaurants within a one-mile radius of the Lincoln Heights study area.

Retail Trends

Retail in general is not currently a preferred property type for developers and investors. This is because retail spending continues to move online, that the Internet has eliminated other retail categories (e.g., book and movie rental stores), and retailers require less space for warehousing due to technological improvements in supply chains. However, retail, commercial, and restaurants that emphasize "experience" and that can be shared by friends and family - from brew pubs to gourmet grocers - continue to do relatively well. These are the types of features that newer mixed-use centers provide, and may not be achieved on-line.

In conclusion, very few locations nationwide merit large-scale expansions of retail square footage. Instead, many retail centers will be rehabbed, redeveloped, and reinvented within their existing footprints. New tenants, especially those that emphasize distinctive experiences, will continue to arrive in markets across the country and replace existing tenants.



Overview

The Lincoln Heights District Center Plan is intended to achieve the goal of encouraging reinvestment in the district, consistent with City of Spokane “Centers and Corridors” policies. As policies must also respond to specific context, this process sought to clarify how center-related City policy best suits Lincoln Heights, including the desired mix and balance of land uses; the potential for future development - especially as related to transportation investments; and to better understand public realm and place-making desires.

Efforts initiated by the neighborhood and the City established a two-phase process that brought together experts from the Urban Land Institute (ULI), numerous volunteers, City staff, elected leadership and a locally-led consultant team to create the plan with its various strategic and project-related recommendations.

Phase one focused on compiling relevant information regarding the Lincoln Heights district, connecting the team from ULI with local stakeholders to identify challenges and opportunities, and preparing a set of broadly-defined recommendations for revitalization within the district center. These tasks were accomplished in approximately four months, and engaged numerous community members, local developers and public agency officials as “champions” from various sectors to help lay the groundwork for a successful plan. The final component of the phase one effort presented a set of recommendations - in report and presentation forms - which established foundations for the second phase, master planning process.¹

Phase two involved the preparation of a publicly-supported master plan to identify strategies to encourage reinvestment in the Lincoln Heights district center. This effort, using the ULI report as its foundation, included delivering a successful public engagement

¹ The final ULI Report is presented in this plan’s appendix section.

process to refine and complete a redevelopment strategy, including illustrations to locate and detail supporting projects. A consultant team led by Studio Cascade, Inc. (SCI) was hired to lead phase two, directing public involvement and using ULI findings to focus more detailed assessments of land use and transportation systems, and to produce the completed district center plan. Work to engage the public included:

- Meeting with neighborhood leadership and residents
- Hosting an open house meeting featuring a Pulse-Pad questionnaire to evaluate phase-one concepts
- Holding a multi-day drop-in and workshop event allowing the consultant team to meet face-to-face with residents and property owners as the plan's concepts were developed and evaluated
- Making all results and process documents available online via a project-specific City web-page
- Working to ensure all events were well-publicized and described in advance, using postcard mailings, press releases, and City of Spokane Facebook and Twitter feeds.

This work culminated with a "roll out" meeting presenting the final plan and outlining its goals, concepts and strategies, and detailing steps for the City and community to take to begin plan implementation.

Both plan phases worked to identify and refine broadly-defined issues and goals into more specific objectives and project concepts, using these to develop and examine various possible solutions. Phase two enlisted residents, stakeholders and neighborhood leaders in evaluating various strategies and crafting a preferred direction - and finally creating a framework to execute actions to implement the plan. The following section details phases one and two of the Lincoln Heights District Center Plan process.

Phase I: ULI Report

In June of 2015, an Urban Land Institute (ULI) technical assistance panel visited the study area to make an initial assessment of conditions and to create a strategic framework for the Lincoln Heights plan. Following an extensive presentation of background data developed by City staff, the team, together with representatives from key agencies, the development community, neighborhood leaders and others, toured the Lincoln Heights district and related areas. Observations and ideas from this tour were collated in a follow-up meeting where staff assisted in preparing a summary for the ULI team to use in its deliberations. The team then began work in a charrette-style, concentrated set of

meetings where phase one strategies were developed with City staff input.

ULI staff and team leaders worked during subsequent weeks to develop the final report. The completed document was then delivered to the community as a slideshow presentation and written report.

The ULI report ordered its various recommendations within four broadly-defined categories:



Figure 3.01 – The 2015 ULI Report provided quick, expert impressions on district center opportunities. (City of Spokane)

- District-Wide Strategies – These included recommendations to create a “theme” for the district, establish gateway features, re-shape 27th Avenue as a key district feature, slow traffic on 29th and several other, related strategies.

- Retail & Business Strategies – These included recommendations to create and maintain a merchants and owners association; working to landscape parking lots, and creating a district-wide parking management strategy.

- Housing Strategies – These included recommendations to examine the viability of building height incentives for mixed-use buildings in the district; identification of site-specific opportunities for housing development/redevelopment; and application of the City’s Multi-Family Tax Exemption (MFTE) program

- Community Strategies – These included a range of concepts including re-programming Thornton Murphy Park; creating strategies that more fully engage senior citizens; and bringing in an “activity anchor” such as a YMCA.

The ULI report also summarized input received and/or observed during the course of their work, noting issues such as the general lack of

walkability, the need to address congestion and traffic flow, especially at the 29th Avenue and Regal Street intersection, and the need to improve transit features and complete the local bicycle routes network.

The ULI Technical Assistance panel presented their initial findings on June 18, 2015 and the completed written report was delivered to the City in late August 2015.

Phase II: Master Plan

Phase two of the planning process engaged a team led by Studio Cascade, Inc. (SCI) to take ULI report findings and recommendations through a public engagement process, affirming baseline objectives, gauging support for the various ULI concepts, developing and reviewing several strategic alternatives, and finally producing a master plan to articulate and aid implementation of a preferred strategy. The following sections describe both process and outcomes of the main events in phase two.

Open House

On September 30th, 2015 an open house was held at the Southside Christian Church, a large facility located in the north-facing portion of the Lincoln Heights Shopping Center. This meeting was attended by over 40 community members, and City staff and consultants presented the ULI findings, as well as the plan's scope and expected timeframe. This presentation included an electronic "Pulse Pad" exercise allowing attendees to take part in a real-time poll, designed to test acceptance of the ULI recommendations for the area – and show polling results on-screen immediately following each question. That activity was followed by a strategy review exercise in which table-size worksheets were laid out around the room, each including descriptions of the various strategies offered by the ULI report. Attendees were invited to indicate how valuable they thought each strategy could be to improving the district, and to note any related comments or qualifications regarding the strategies.

Pulse Pad Results

For this, participants were asked questions regarding perceived value of strategies to the betterment of the district - and using an electronic keypad - indicated answers including "Agree", "Somewhat agree", "Don't know", "Somewhat disagree", or "Disagree". Overall, respondents expressed strong support for nearly all concepts, with variances generally associated with qualitative concerns about implementation. Questions with the highest percentage of support were ULI strategies addressing the intersection design of 29th and Regal (87% indicating "Agree"), and developing a pedestrian/ bike strategy (79% indicating "Agree"). The ULI strategy deemed least valuable was "increase housing" with 37% of the participants either answering "Somewhat disagree" or "Disagree." (See full results in **Appendix C**).

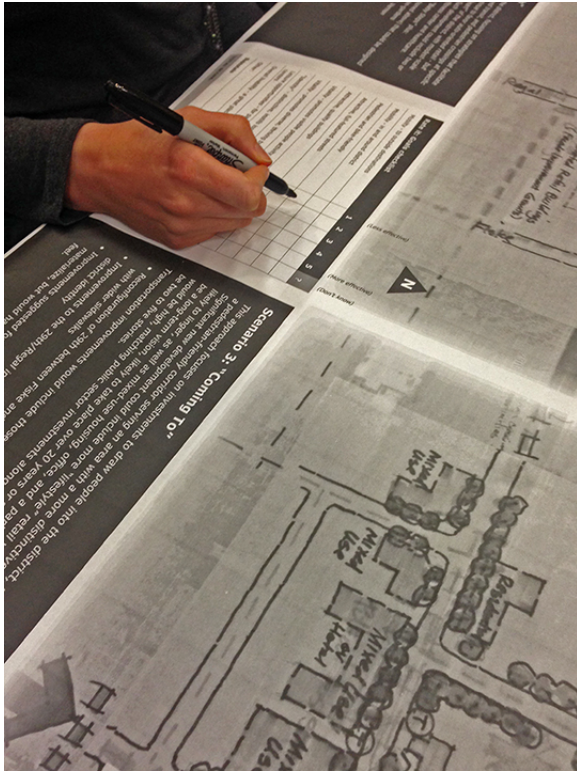


Figure 3.02 – The November 5 workshop gave attendee groups the chance to evaluate each of three plan scenarios versus neighborhood goals. (Studio Cascade, Inc.)

Worksheet Results

All ULI strategies were presented on table-sized worksheets adjacent to descriptive posters. Participants were invited to rate and detail thoughts on the relative value of each concept (many of which were not included in the Pulse Pad exercise). Mirroring the first exercise, respondents expressed strongest support for improving streetscapes and district walkability, including through-block pathways wherever possible. ULI concepts grouped under “Big ideas” received many positive comments, especially the idea of improvements to help activate Thornton-Murphy Park. Responses to other concepts, such as slowing traffic on 29th, received mixed responses, generally indicating the desire that such strategies actually improve, not exacerbate conditions. The ULI strategy to seek “opportunity sites” for additional housing also received mixed responses, with comments indicating qualitative concerns and some stipulating that new housing be mixed use, no more than two or three stories, and utilize “green” construction methods. Some indicated concerns about resulting traffic congestion, or that it might be overly expensive.

Storefront Studio

On November 4 and 5, 2015, the master plan consultant team held a “Storefront Studio” event. This particular meeting approach assembled the team during the course of both days, with the opportunity for participants to drop in at their convenience, discuss ideas or concerns with staff and consultants face-to-face, view display materials, engage in informal exercises and view the team at-work preparing the various plan schemes. Day two of the studio finished with a formal presentation and public workshop. As with the Open House, this two-day event was held at the Southside Christian Church at Lincoln Heights Shopping Center. Activities during the studio also included site tours by consultants, and in-person meetings with business and property owners.

Goals of the Storefront Studio included:

- Translate ULI recommendations and community concerns into prioritized actions for implementation
- Integrate objectives in the South Hill Coalition Connectivity and Livability Strategic Plan into the master plan

- Identify priority catalyst sites and actions for near-term implementation
- Evaluate existing policy, guidelines, and the City's development code for ability to satisfactorily fulfill district expectations
- Explore the economic foundations necessary to fulfill the district center vision
- Identify roles and responsibilities as part of implementation action plan.

During the course of the studio, three schematic maps were developed and offered for attendees to draw and comment on, each exploring differing approaches to the plan's objectives. These were refined for review at the concluding workshop, and are described below. Images of Scenarios 1 and 2 are presented in Appendix X. The Scenario 3 sketch is presented in Chapter 4:

Scenario 1: *"Baby Steps"*

This approach was described as one focused on smaller improvements and projects, promoting strategies that utilize existing features and conditions. This scenario largely left the look, feel, and function of retail along 29th Avenue largely unchanged. As such, 29th Avenue would continue to favor auto-oriented retail with improvements limited to concepts such as:

- Pedestrian crossings at key locations
- Limited "gateway" features, perhaps limited to a single example at 29th Avenue and Southeast Boulevard
- Incentivizing renovation of buildings facing 29th Avenue on the "Miller Hardware" block
- Market-paced redevelopment of buildings at the "Wheelsport Plaza" site
- Changes needed to accommodate STA's High Performance Transit (HPT) network on 29th Avenue and Regal Street.
- Incremental, low-cost improvements supporting cycling and walkability
- Formalized pedestrian routes around Safeway and between the STA Park & Ride and 29th Avenue.

With "Baby Steps", the majority of transportation improvements would happen along 27th Avenue, including easy-to-implement features such as:

- Bike sharrows and pedestrian crossings at key intersections along 27th and Fiske
- Filling in missing portions of sidewalk along 27th

- Creation of a pedestrian-oriented walkway fronting Trader Joe's and connecting 29th Avenue to 27th Avenue
- Improving connections to senior housing north of the district center, including improvements to walking paths to and from the hilltop.

Scenario 2: *"Going Through"*

This scenario stressed mobility throughout the district, focusing on facilitating vehicle throughput on 29th Avenue, improved transit, and pedestrian crossings at specific locations along 29th Avenue. As in scenario one, 29th would continue to favor auto-oriented retail, but this scenario proposed that 27th Avenue receive the largest share of physical and land use improvements, helping transform it into a much more active, vital corridor – effectively the “heart” of the district. Such work would include encouraging modest-scale development framing the corridor, such as two or three-story townhouses, a recreation/fitness center, re-programming Thornton Murphy to complement such uses, and fostering a range of activities centered on 27th as the neighborhood's centerpiece and “backyard”.

This scenario included concepts presented in scenario one, plus:

- Installation of medians on 29th between Fiske and Mt. Vernon
- Enhanced “gateway” features along 29th Avenue and at both ends of 27th Avenue within the district
- Creation of a pass-through feature creating a mid-block, pedestrian pathway extending from 29th and Regal through the Lincoln Heights Shopping Center to 27th Avenue
- Creation of structured parking near 27th Avenue and Mt. Vernon Street, facilitating parking consolidation and increased visitation to the Thornton Murphy area
- Creation of a “green street” concept on 27th that could be designed as a curbless festival street, integrating trees and rain-gardens.

Scenario 3: *"Coming To"*

A long term vision, likely taking place over 20 years or so, this approach would be focused on drawing people into the district, and re-shaping 29th Avenue into a true, pedestrian-friendly corridor with a more distinctive “urban village” feel. Significant new development for this scenario could include

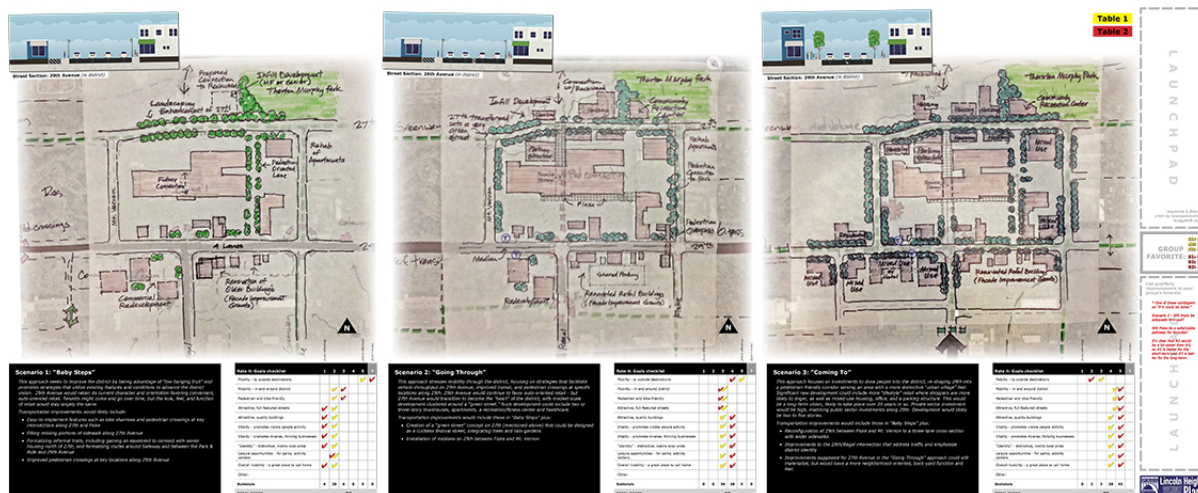


Figure 3.03 - The November 5 workshop gave attendee groups the chance to evaluate each of three plan scenarios versus neighborhood goals. (Studio Cascade, Inc.)

more "lifestyle" retail² – both at the Lincoln Heights Shopping Center and across the street along 29th - where shoppers would be more likely to linger. As implied by the title, this scenario envisions the district center as the central feature of Lincoln Heights, developed into a place likely to attract residents from outside the neighborhood. This scenario essentially builds on both scenarios one and two, including most of the features suggested there, still developing 27th Avenue as a neighborhood "backyard" but also transforming 29th Avenue with mixed-use housing, offices, and infill. Private sector investment would be high, matching public sector investments along 29th, with development likely being two to five stories. Transportation improvements would include those described above, plus:

- Reconfiguration of 29th between Fiske and Mt. Vernon to a three-lane cross-section with wider sidewalks
- Improvements to the 29th and Regal intersection
- Improvements suggested for 27th Avenue in the "Going Through" approach could still materialize, but would have more neighborhood-oriented, back-yard function and feel.

The concluding workshop presentation summarized the process thus far, including the objectives and schematic alternatives for attendees to consider. Two exercises were offered: Exercise one asked participant groups to review the three different alternatives and score each on how effective they'd be in addressing the district center goals. The second exercise asked the same groups to score

² A lifestyle center is a shopping center or mixed-used commercial development that combines the traditional retail functions of a shopping mall with leisure amenities oriented towards upscale consumers ([https://en.wikipedia.org/wiki/Lifestyle_center_\(retail\)](https://en.wikipedia.org/wiki/Lifestyle_center_(retail)))

and prioritize a set of ten action items, indicating when they should be done and which seemed the most critical.

Exercise 1 Results

As described above, participant groups were asked to rank scenarios 1, 2, and 3 for effectiveness in addressing neighborhood and district center goals. From worksheets and presentations made by each group, Scenario 3 ("Coming To") was deemed most effective. Table groups indicated projects boosting mobility in and around the district, making the area more pedestrian and bike friendly, and creating attractive, full-featured streets would be most effective as sub-strategies.

Exercise 2 Results

The second activity asked table groups to graph a set of 10 projects or actions. On the x-axis, actions were rated from short to long-term; on the y-axis, actions were rated from most to least critical. All groups ranked the "most critical" projects as short-term ones. General consensus placing projects as short-term and critical called for pedestrian crosswalks and signals; creating an association to promote, advocate, and coordinate the district; create mid-block pathways to improve connectivity; and working to improve addressing of storefronts to pedestrians.

Lincoln Heights Neighborhood Council Meeting

On January 26th 2016, the City and Studio Cascade attended a neighborhood council meeting to discuss the process and plan for the Lincoln Heights District Center. Information was provided beginning with a review of what the process included, what the next steps were, and what the ultimate outcome would be. Approximately 20 residents attended.

Additional Events, Roll-Out

Text describing remaining events in the master planning process.



Introduction

The proposed master plan for Lincoln Heights' district center reflects the community's desire for deliberate and incremental change that honors its existing success while laying the groundwork for positive transformation. Finding the balance between the community's comfort with existing conditions and its excitement about a new, more diverse type of place – a true "heart" of the greater neighborhood - is a major function of this master plan.

Another major function of this plan is to identify and recommend near-term incremental steps, aligning them with an overall strategic vision that will likely take much longer to achieve. As described in Chapter 3, the community was given the opportunity to recommend "first move" steps, basing them on a field of recommendations advanced by the ULI report or by participants in this process.

This chapter articulates the goals, objectives and implementing features of the District Center Plan, including a diagrammatic illustration of the study area, which shows the general extents of several plan sub-areas and locates many of the plan's envisioned features.

It is important to note that as a master plan, ideas presented are conceptual recommendations - in many cases needing additional analysis and identification of funding sources in order to be implemented. The plan will also require a number of players to implement, with some actions best suited to City leadership, some by property owners or the development community, some by business owners, and some by neighbors and community members.

Existing Policies

Comprehensive Plan

Lincoln Heights District Center is identified in the City's Comprehensive Plan as a "District Center" - an area where focused growth (both commercial and residential) is encouraged. As indicated in Chapter 3 of this plan, the overall goal of the Lincoln Heights District Center Plan is to encourage reinvestment in the district, consistent with City "Centers and Corridors" policies contained in the comprehensive plan. For an understanding of what those policies promote, an abbreviated summary from the City's land use element follows:

District Centers

- *"...offer a wide range of retail and service activities including general merchandising, small specialty shops, personal and professional services, offices, food, and entertainment. They should include plazas, green space, and a civic green or park to provide a focal point for the center." (LU 1.2)*
- *"...buildings are oriented to the street and parking lots are located behind or on the side of buildings whenever possible...it is important to encourage buildings in the core area of the district center to be taller. Buildings up to five stories are encouraged. The circulation system is designed so pedestrian access between residential areas and the district center is provided. Frequent transit service, walkways, and bicycle paths link district centers and the downtown area." (LU 3.2)*

South Hill Coalition Plan

This plan also reflects goals and recommendations developed in the 2014 *South Hill Coalition Connectivity and Livability Strategic Plan*. These affirm City Centers and Corridors policy, adding other objectives including:

- *"Urban Forest - Preserve and enhance the tree canopy throughout the South Hill."*
- *"Crime Prevention - Identify ways to make our neighborhoods safer."*
- *"Traffic Safety - Work with the City to explore ways to make the streets and rights-of-ways safer and with Spokane Public Schools to identify Safe Routes to Schools."*
- *"Unique Neighborhoods, Unified District - Develop and maintain individual neighborhood identities with wayfinding and*

interpretive features that also communicate how the South Hill is a unified and special place within Spokane.”

District Plan Goals

Other goals emerged during the process of developing this plan, reflecting input from the public on neighborhood and district-specific ideals and expectations. These, listed below, should be viewed as supplemental recommendations to the goals and policies listed above. A full range of actions and tools needed to implement these recommended planning goals is provided in Chapter 5.

Goal 1: Character

Encourage reinvestment that respects the district’s character, occurring incrementally and at a scale that both encourages diversity in land use and intimacy in street-level detail, and respecting the neighborhood’s ability to absorb higher development intensity.

Goal 2: Development

Promote new development that introduces more housing directly into the district center, supporting an increasingly wide range of prosperous, interesting retail shops, employment and professional offices to serve the Lincoln Heights neighborhood and the entire South Hill.

Goal 3: Transportation

Encourage the evolution of the district center’s transportation network into one that’s truly multi-modal - serving the needs of transit, pedestrians, cyclists, autos, and freight safely, effectively and conveniently.

Goal 4: Function

Encourage the growth of the Lincoln Heights District Center as envisioned in the comprehensive plan - a multi-faceted urban place with a unique and compelling identity that builds on its own momentum, establishing the district center as one of Spokane’s premier examples of fulfilling, attractive urban life.

Goal 5: Interaction

Recommend the growth of the Lincoln Heights District Center into the acknowledged “heart” of the neighborhood, where features and activities support community interaction - including shopping, dining, nearby parks and trails, the senior center, plaza areas, walkable streets, recreational, learning and meeting facilities.

Study Area

The Lincoln Heights neighborhood covers an area much larger than the district center, and established commercial uses along 29th Avenue and Regal Street extend well beyond the limits of the district center. While this plan's study area is defined rather concisely, it is understood that transformation within the center also relies on factors that lie outside of it. For this reason, the plan's goals, objectives, and recommendations are generally tied to the study area, but some are designed to take advantage of the synergy between the study area and the amenities and activities that surround it.

Plan Scenarios

Phase one of this planning process - the ULI report - provided a set of recommendations, but it was not intended to be as specific as a master plan. Its function was to identify potential actions that might help the district center evolve into the type of place described in the comprehensive plan, but not necessarily cover all worthwhile actions, tailor them in ways the community might see as suitable, or locate them spatially. This second phase in the process worked to achieve those more detailed recommendations, working with the community to lay out a viable, comprehensive approach to district transformation.

One important "tailoring" question examined in phase two concerned the desired character of the district's various streets and roadways. For example:

- 29th Avenue is an important east/west street (carrying 16,600 to 17,900 average vehicles per day in the study area), but to what degree should vehicles transiting the area control the street's design or adjoining land uses?
- How should 27th Avenue be transformed into a "green street" as proposed in the South Hill Coalition Plan, and integrated into the district plan?

To address these and other recommendations, consultants sketched out three differing plan scenarios for the community to reflect on, rank, and configure as a preferred alternative. As described in the previous chapter, these were titled "Baby Steps", "Going Through" and "Coming To", each representing varying degrees of transformation – especially concerning the role of 29th Avenue through the district center. The following briefly summarizes each of the schemes (described more fully in Chapter 3):

- Scheme A, "Baby Steps" - This approach proposed taking advantage of smaller improvements and projects, utilizing

existing features and conditions. This scenario largely left the look, feel, and function of retail along 29th Avenue the same, favoring convenient, auto-oriented retail.

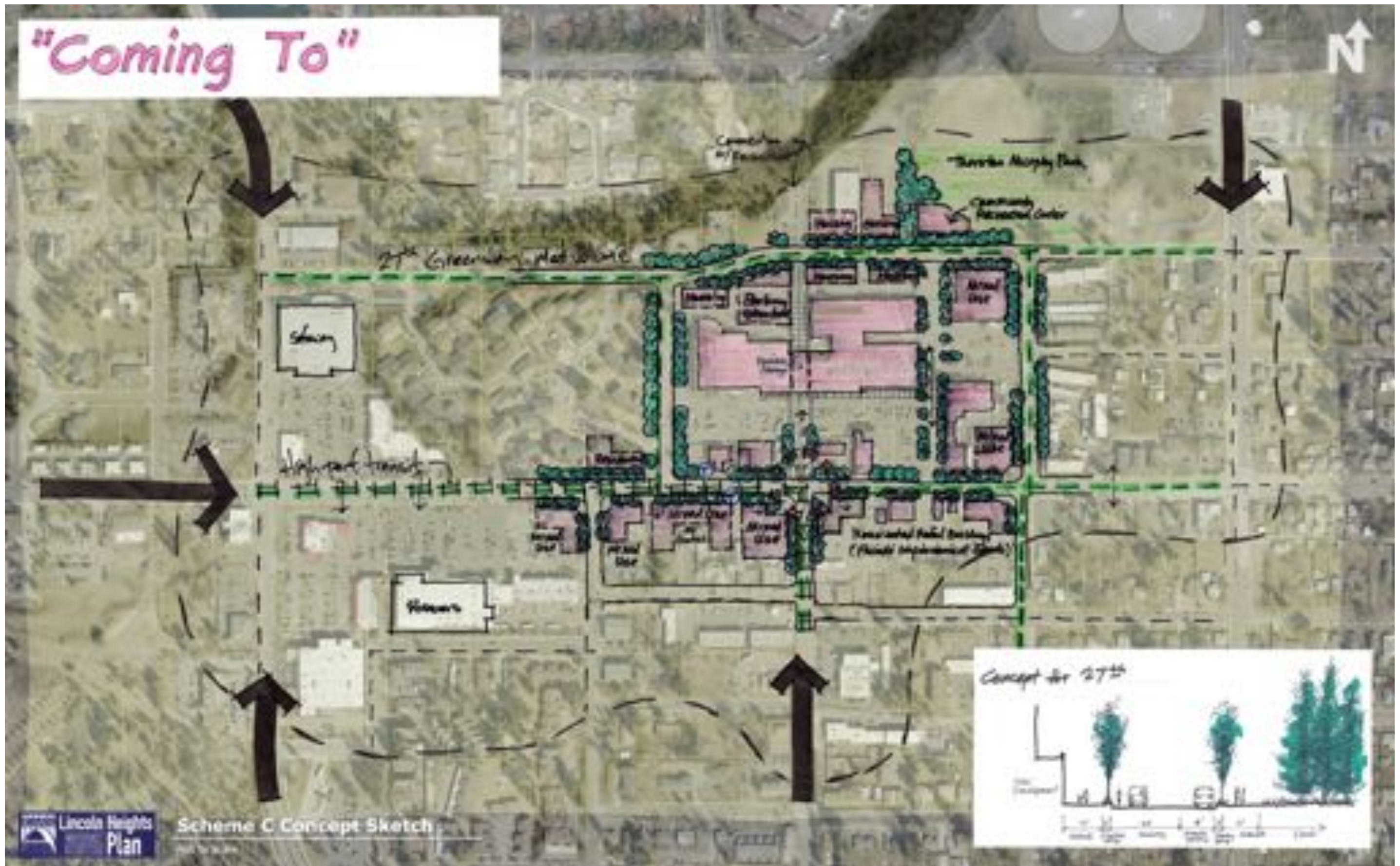
- Scheme B, “Going Through” - This scenario built on the incremental Baby Steps model with additional improvements to create a “green street” concept for 27th Avenue, with changes on 29th Avenue focused on streamlining through-district traffic flow, improving pedestrian safety and improving mobility throughout the district.
- Scheme C, “Coming To” – This scenario was described as a long term vision, but one focused on drawing people into the district (versus facilitating movement through it) and re-shaping 29th Avenue into a pedestrian-friendly corridor serving an area with a more distinctive urban village feel. In this scheme, 29th Avenue might be seen as the district’s “front yard”, while the ideas promoted for 27th Avenue might be designed to achieve a feel of the neighborhood’s “backyard.”

Preferred Scenario

This plan’s preferred scenario includes much of the “Baby Steps” approach (Scheme A), describing easy improvements to tackle issues of greatest concern and help create district momentum. The way in which these short-term actions are taken, however, is designed to align with the long-term, transformative recommendations outlined in the “Coming To” scenario (Scheme C). As such, Lincoln Heights’ district center is envisioned to be a very different place in 20 years, characterized by:

- Busier sidewalks
- Shops that cater to folks who walk, bike or take the bus
- An increased number of housing units nearby
- Less space devoted to surface parking lots
- A general feeling of activity, excitement and neighborhood pride.

Figure 4.01 presents a conceptual drawing of Scheme C, showing prospective layouts of future buildings, street configurations and other features. It is intended to complement Site and Features Diagram (**Figure 4.02**), and the implementation table in Chapter 5, which lists all of this plan’s recommended projects, programs and initiatives. **Figure 4.01**, **Figure 4.02** and **Table 5.01** together form this plan’s preferred scenario.



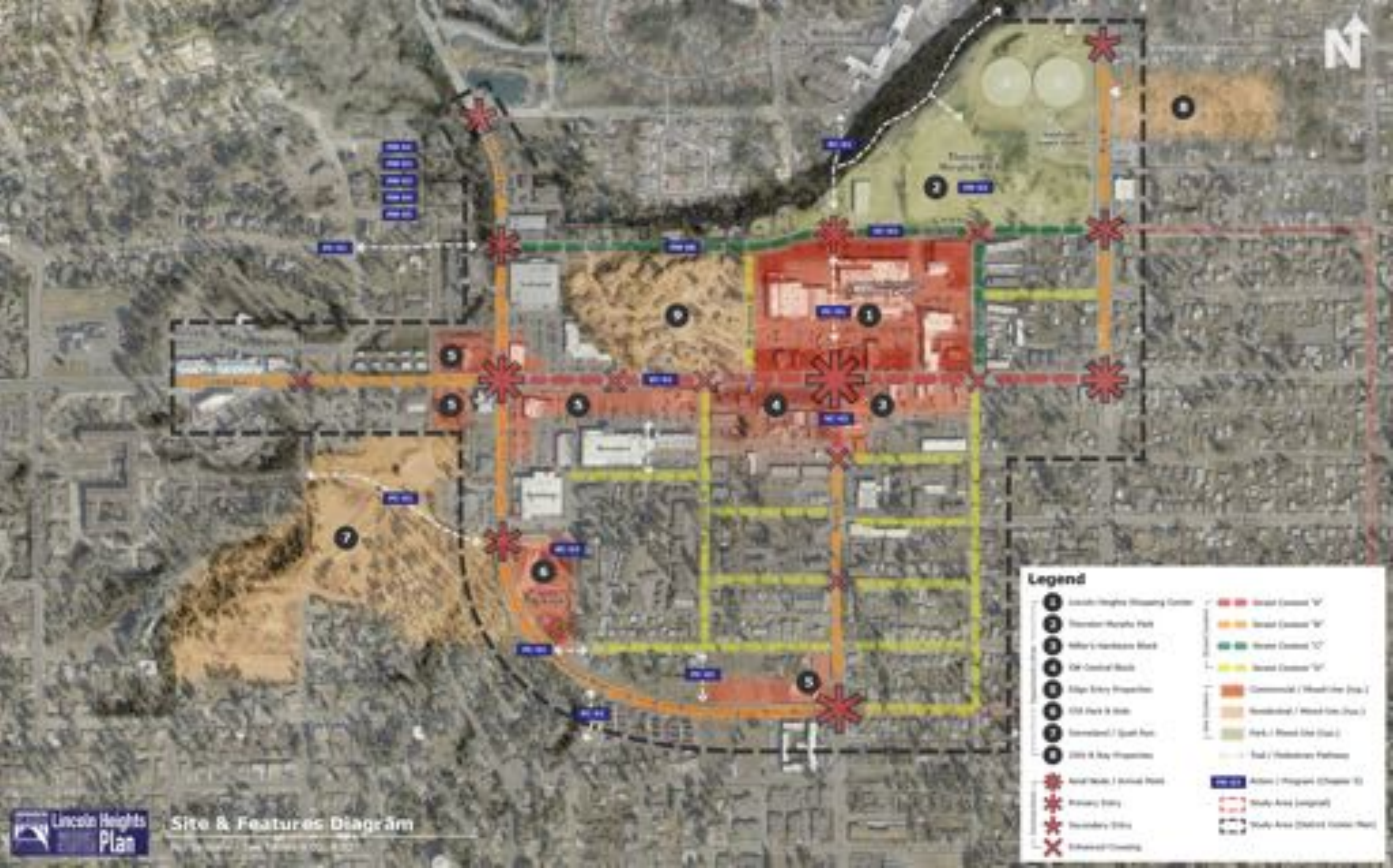


Figure 4.02 – Site and features diagram, including symbols and keynotes describing envisioned conditions for the Lincoln Heights District Center (Studio Cascade, Inc.)

Site Diagram Key

The following tables support the Site & Features Diagram (**Figure 4.02**), describing each of the opportunity sites identified on the map (**Table 4.01**), and features generally associated with public realm areas (**Tables 4.02-03**). All tables are intended to describe the general type and character of each area, for use in guiding future consideration and development of implementing actions.

Table 4.01 – Site & Features Diagram: Opportunity Site Key

Map No.	Title	Description & Vision
1	Lincoln Heights Shopping Center	This shopping center is the district’s focal point, providing opportunities to establish a character and development type that will set the stage for the district center’s transformation. Work has already begun – with façade renovations and the securing of a Trader Joe’s. Next steps can include increased emphasis of bringing buildings to the street edges along 29th and 27th Avenues, and improving opportunities for north-south pedestrian access through the center. STA hopes to include a station for its HPT line here too, adding to the shopping center’s prominence. Second-generation changes would incorporate development of apartments above retail space - when the market supports it. These changes will increase the level of pedestrian activity in and around the shopping center - making it even more of a destination than it is today.
2	Thornton Murphy Park	Calls for increased civic activity in the district center suggest the need for an evolution of Thornton Murphy Park. Today, the park hosts the Southside Senior & Community Center, a basketball court, a “splash pad”, a playground, picnic area and two baseball fields, addressing many recreational and social needs. In this plan, park’s envisioned future increases its role as a gathering space, perhaps including the inclusion of a YMCA or similar facility, a covered or outdoor marketplace, or even a more developed trail network to draw a wider audience to the park. Expanding the park’s offerings will enhance its scenic and functional relationship with enhancements envisioned for 27th Avenue and the development opportunities to the south, making it a true activity center and integral part of the neighborhood’s identity. So configured, the park will help catalyze the growth of the entire district, including residents, businesses and visitors.
3	Miller’s Hardware Block	The surviving street-front buildings on the south side of 29th Avenue east of Regal provide an important “anchor” presence, adding a sense of neighborhood history and exemplifying the type of scale and formal relationship to the street envisioned for much of the district. These buildings might also be eventually modified to include second-story housing units above (one such feature already exists atop the Hair Works space) adding to the sense of arrival at the district center and contributing to the street character of 29th Avenue. Over time, parking should be consolidated and spaces now placed between buildings should move to the rear, allowing for compatible infill and renovation, and enhancing the retail and aesthetic value of the block.
4	SW Central Block	This block hosts a disparate collection of pieces, each created with a focus on parking and visibility to passing vehicles. A fire in March 2016 destroyed a majority of the strip center at the intersection of 29 th and Regal, but tenants elsewhere on the block appear secure and provide needed retail and service functions. This plan envisions western portions of this block continuing to

Table 4.01 – Site & Features Diagram: Opportunity Site Key

Map No.	Title	Description & Vision
		provide neighborhood-scale services, with redevelopment of the eastern half of the block edging closer to 29th Avenue to help frame and activate the 29 th and Regal intersection, ideally reflecting patterns at the Lincoln Heights Shopping Center and the Miller's Hardware block. This site will also become increasingly important as STA's High-Performance Transit Network (HPTN) services begin, providing opportunities for uses compatible with convenient transit links to downtown and higher volumes of pedestrian and bicycling traffic. As with future generations of development in the central part of the district, housing may also be incorporated here, adding to the vitality of the center.
5	"Edge Entry" properties: Rosauer's/Safe-way Plaza/SE Boulevard	These properties include diverse conditions today, but represent future development opportunities that help establish a more pronounced, activated set of entry points into the district center. Two such areas, the existing Rosauers and Safeway sites, already provide an important range of retail offerings. This plan anticipates little significant change at either of these locations, understanding that large-format grocery and associated retail are essential to the success of the district. However, there are opportunities to increase north-south pedestrian access through the Rosauers site, making the commercial area more available to residents south of it and encouraging non-motorized connections to residential and commercial areas north of 29th Avenue. Gradual development of storefronts along or near the street edge along 29th, coupled with the enhancement of landscaping along the street edges will make the area even more vital, and improve the pedestrian environment. Similarly, sites surrounding the intersection of 29th Avenue and Southwest Boulevard are envisioned to more fully activate and "frame" that intersection, much as the new mixed-use building fronting the southwest corner now does. Another "edge entry" site is identified at the intersection of Southeast Boulevard and Regal Street - offering strong potential for redevelopment that anchors this important corner and establishes a visual and functional entry point for visitors arriving from the south.
6	STA Park & Ride	STA has indicated that the need for transit services at this location will continue. However, the need for a park-and-ride may not - allowing for creative thought on how much of the site might be reused. Proximity to the Rosauers Plaza and the Sonneland property make it an attractive place for housing or professional office options, perhaps incorporating STA's existing stop as a central feature. This site is envisioned to also play a role in defining entry into the district, both for those traversing Southeast Boulevard and those approaching the district from future development at the Sonneland Property. For this reason, future development should work to provide a more pronounced street-edge presence, helping to establish and strengthen the district's identity.
7	Sonneland Property / Quail Run	Much of this land lies beyond the study area boundary, but its development will play a strong role in establishing the district's character and long-term success. Plans prepared by the property owners now call for a mix of housing, retail, open space and professional offices, creating uses that transition from commercial frontage along 29th Avenue to residential neighborhoods further south and west. This plan - concurrent with those of the developer - envisions an east-west connection to Southeast Boulevard, introducing another entry point into the district center near the current STA Park & Ride.

Table 4.01 – Site & Features Diagram: Opportunity Site Key

Map No.	Title	Description & Vision
8	25th & Ray Properties	Another relevant site just outside the study area is a large holding east of Ray Street along right-of-way identified as E. 25 th Avenue. The owners of these undeveloped properties (Jump-Off Development) express a strong desire to develop housing and possibly a small mixed-use project along Ray. However, land use designations now allow only residential development, meaning that the type of change envisioned will require a comprehensive plan amendment and zone change. Still, development of this site offers potential to enhance the sense of entry into the district center, complement changes envisioned for Thornton Murphy Park, and contribute to the overall vitality of the district.
9	Lincoln Heights Garden Terrace	This development, currently providing government-subsidized one and two-bedroom apartments for low-income seniors, plays an important role in providing homes immediately adjacent to the Lincoln Heights Shopping Center. Though no changes are envisioned for the short or mid-term, the age of these units suggests that longer-term change seems likely. Regardless, this plan recommends public-realm improvements surrounding this site, including sidewalks along both sides of Mt. Vernon Street, better lighting, crosswalks and other means of beautifying and enhancing connectivity to and from the Garden Terrace development. Pedestrian improvements along 27 th Avenue improvements would significantly benefit this senior population.

Table 4.02 – Site & Features Diagram: Streetscape Design Key


Context Type	Description & Vision
"A" 	<p>This street context type is envisioned as the most full-featured, pedestrian and transit-friendly configuration in the Lincoln Heights District Center. Through functional and aesthetic design, it supports the full range of district objectives, including auto, transit, bike and pedestrian mobility, urban-style commercial and mixed-use housing. Building forms abutting this street type are envisioned to be two or more stories, featuring zero-setbacks along the street edge. Land uses are envisioned to be commercial / mixed use. Design features common to this type include:</p> <ul style="list-style-type: none"> • Two (2) drive lanes with center turn lane ● • Street trees, both sides ● • Pedestrian-scaled lighting, both sides ● • Five-foot (5') sidewalk, buffered ● • Four-foot (4') planter/lighting buffer ● • Two-foot (2') "shy space" fronting building façade, wall or fence ● • Zero-setback buildings ● • Decorative banners / basket planters ● • Transit stops, covered ● • Street benches ● • Bicycle racks ● • Planter medians ○ • Paver strips / decorative street surfacing ○ • Two (2) bike lanes ○ • On-street parking ○

Table 4.02 – Site & Features Diagram: Streetscape Design Key

Context Type	Description & Vision
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- Four (4) drive lanes ○

● = Strongly applicable; ◐ = Applicable, as option; ○ = Generally not applicable, include as exception

"B"



This street context type is envisioned as a full-featured, pedestrian and transit-friendly street type, but may have a greater focus on unimpeded traffic flow and a somewhat lesser focus on district identity. Building forms abutting this street type are envisioned to be one or more stories, with zero-setbacks along the street edge encouraged. Land uses are envisioned to be commercial / mixed use. Design features common to this type include:

- Street trees, both sides ●
- Five-foot (5') sidewalk, buffered ●
- Four-foot (4') planter/lighting buffer ●
- Two (2) drive lanes with center turn lane ◐
- Four (4) drive lanes ◐
- Planter medians ◐
- Two (2) bike lanes ◐
- Pedestrian-scaled lighting, both sides ◐
- Two-foot (2') "shy space" fronting building façade, wall or fence ◐
- Zero-setback buildings ◐
- Decorative banners / basket planters ◐
- Street benches ◐
- Bicycle racks ◐
- Paver strips / decorative street surfacing ○
- On-street parking ○

● = Strongly applicable; ◐ = Applicable, as option; ○ = Generally not applicable, include as exception

"C"



This street context type is envisioned as a full-featured and transit-friendly street type, but is designed to slow traffic and focus most heavily on landscaping, aesthetics and overall walkability. Building forms abutting this street type are envisioned to be one to three stories, with zero-setbacks along the street edge encouraged. Land uses are envisioned to be commercial / mixed use with parks and residential as complementary to overall objectives. Design features common to this type include:

- Two (2) drive lanes with center turn lane ●
- Planter medians ●
- Paver strips / decorative street surfacing ●
- Two (2) bike lanes ●
- Street trees, both sides ●
- Pedestrian-scaled lighting, both sides ●
- Five-foot (5') sidewalk, buffered ●
- Four-foot (4') planter/lighting buffer ●
- Two-foot (2') "shy space" fronting building façade, wall or fence ●
- Decorative banners / basket planters ●
- Street benches ●
- Bicycle racks ●

Table 4.02 – Site & Features Diagram: Streetscape Design Key


Context Type	Description & Vision
	<ul style="list-style-type: none"> • Curb-free design ● • On-street parking ● • Zero-setback buildings ●
<p>● = Strongly applicable; ● = Applicable, as option; ○ = Generally not applicable, include as exception</p>	
<p>"D"</p> 	<p>This street context type is envisioned as a full-featured residential street type, designed to slow traffic and facilitate pleasant, walkable access to and from the district center. Building forms abutting this street type are envisioned to be one to two stories, with setbacks accommodating a front porch encouraged. Land uses are envisioned to be residential, with mixed-use as complementary to overall objectives. Design features common to this designation include:</p> <ul style="list-style-type: none"> • Two (2) drive lanes ● • On-street parking ● • Street trees, both sides ● • Five-foot (5') sidewalk, buffered ● • Four-foot (4') planter/lighting buffer ● • Two-foot (2') "shy space" fronting building façade, wall or fence ● • Planter medians ● • Paver strips / decorative street surfacing ● • Two (2) bike lanes ● • Street benches ● P • Pedestrian-scaled lighting, both sides ● • Zero-setback buildings ○ • Decorative banners / basket planters ○
<p>● = Strongly applicable; ● = Applicable, as option; ○ = Generally not applicable, include as exception</p>	

Table 4.03 – Site & Features Diagram: Intersection / Crossing Design Key


Symbol	Category	Description & Vision
	Axial Node / Arrival Point	<p>This intersection / crossing type is envisioned as the most full-featured, pedestrian-friendly and place-oriented configuration in the Lincoln Heights District Center. Through functional and aesthetic design, it supports the full range of auto, transit, bike and pedestrian mobility. This category is intended to convey a sense of centrality in the district, acting as visual point of reference. Design features common to this type include:</p> <ul style="list-style-type: none"> • Signalized or controlled traffic allowing safe, comfortable crossing ● • Paver strips / decorative street surfacing ● • Decorative banners / basket planters ● • Decorative / functional art ● • District-specific signage ● • Roundabouts / traffic circles ● • Planter medians (approach) ●

Table 4.03 – Site & Features Diagram: Intersection / Crossing Design Key




Symbol	Category	Description & Vision
		<ul style="list-style-type: none"> • Street trees, all sides ● • Pedestrian-scaled lighting, all sides ● • District-specific wayfinding ● <p>● = Strongly applicable; ● = Applicable, as option; ○ = Generally not applicable, include as exception</p>
	Primary Entry	<p>This intersection / crossing type is envisioned to focus on conveying a sense of entry or arrival in the district. Pedestrian-friendly and place-oriented, this type includes features such as:</p> <ul style="list-style-type: none"> • Signalized or controlled traffic allowing safe, comfortable crossing ● • Paver strips / decorative street surfacing ● • Pedestrian-scaled lighting, all sides ● • Decorative banners / basket planters ● • Decorative / functional art ● • District-specific signage ● • Street trees, all sides ● • Traffic circles ● • Planter medians (approach) ● • District-specific wayfinding ● <p>● = Strongly applicable; ● = Applicable, as option; ○ = Generally not applicable, include as exception</p>
	Secondary Entry	<p>This intersection / crossing type is envisioned as a more full-featured crossing than “Enhanced”, establishing its relationship with the district, and helping convey a sense of proximity to the heart of the area. This type includes features such as:</p> <ul style="list-style-type: none"> • Signalized or controlled traffic allowing safe, comfortable crossing ● • District-specific signage ● • District-specific wayfinding ● • Street trees, all sides ● • Planter medians (approach) ● • Paver strips / decorative street surfacing ● • Pedestrian-scaled lighting, all sides ● • Decorative banners / basket planters ● • Decorative / functional art ● <p>● = Strongly applicable; ● = Applicable, as option; ○ = Generally not applicable, include as exception</p>
	Enhanced Crossing	<p>This intersection / crossing type is envisioned as a way for pedestrians to cross streets safely and comfortably, with design cues establishing its relationship with the district. This type includes features such as:</p> <ul style="list-style-type: none"> • Planter medians (mid-crossing) ● • District-specific wayfinding ● • Signalized or controlled traffic allowing safe, comfortable crossing ● • Paver strips / decorative street surfacing ● • Pedestrian-scaled lighting, all sides ●

Table 4.03 – Site & Features Diagram: Intersection / Crossing Design Key

Symbol	Category	Description & Vision
●		Decorative banners / basket planters ●
◐		Decorative / functional art ◐
○		District-specific signage ○

● = Strongly applicable; ◐ = Applicable, as option; ○ = Generally not applicable, included with exception

Important Considerations

The following summarizes important considerations driving the recommended choices and trade-offs associated with the Lincoln Heights District Center Plan. Together, they represent an incremental, but substantial re-shaping of infrastructure, helping drive equally significant changes in land use to achieve the community's vision. While this may seem a formidable challenge, the type of deliberate, vision-driven investments in the public-realm this plan recommends – coupled with policy suggestions to match – will steer growth towards a successful outcome. In 1950, as real growth in Lincoln Heights was just getting underway, policy and infrastructure designed around car mobility created one type of environment. In much the same fashion, actions recommended by this plan set a course to evolve today's environment in response to fresh demands and challenges.

High Performance Transit

One of the key features expected to make this area a success is STA's long-term plan to make the Lincoln Heights shopping center a major stop along its High Performance Transit Network (HPTN). This plan supports an enhanced stop with off-board fare payment, real-time transit information, and seating. Concurrent with STA's plans, the preferred scenario envisions revisions to the intersection at 29th and Regal, allowing both location of the HPTN stop and viable passage through the corner by HPTN vehicles. Additional, related concepts suggested by this plan include:

- Preferred location of the HPTN stop west of 29th and Regal
- District-wide focus on providing safe pedestrian and bike access to transit stops, including enhanced pedestrian crossings, buffered sidewalks, and bicycle parking
- Consideration of opportunities to develop a shared use parking structure between STA and the Lincoln Heights Shopping Center



Figure 4.03 – STA’s plans include a “High Performance Transit Network” (HPTN) stop servicing the district center. HPTN is envisioned to utilize specially branded vehicles, and include a range of service improvements to reduce delays and enhance ridership experience (Studio Cascade, Inc.)

- Consideration of integrating the HPTN stop with new development or redevelopment, sharing costs and seeking designs that create public/private benefit
- Incorporation of transit signal priority in the corridor to minimize delay for buses
- Consideration of STA’s preference for travel-lane stops, eliminating merge-in slowdowns.

29th Avenue Design

As noted in Chapter 2, traffic volumes on 29th Avenue (in the study area) are 16,600-17,900 vehicles per day.¹ A review of the City’s travel model indicates that future travel growth is relatively modest, adding no more than 1,200 additional vehicles per day (roughly 120 peak hour vehicles) by 2035. These traffic volumes are at the upper end of the spectrum where a three-lane conversion would be recommended, but even with forecast growth, the three-lane conversion remains a reasonable option that could provide benefits to the district.

It is widely recognized that the district’s current four-lane cross-section doesn’t function well. Business access is “uncontrolled”, meaning that turning vehicles block through-traffic. These conditions contribute to a sense that this portion of the corridor is prone to fender-benders and overall driver discomfort. Given the under-performance of the cross-section, a well-designed three-lane cross-section is suggested, providing similar operations (in terms

¹ Demographics Now, Library Edition search, May 28, 2015 (City of Spokane research)

of capacity for through and turning vehicles) by reducing conflicts in individual lanes, which may offer substantial benefits to other goals recommended by the neighborhood planning process. These benefits include:

- Providing for a center turn lane supporting turning movements, or, in some areas, center medians to beautify the district, and enhance crossing safety for pedestrians
- Providing space for a much wider, more comfortable pedestrian environment, including buffering from vehicle traffic, wider sidewalks, and incorporation of street trees and lighting
- Potential for inclusion of bike lanes along the corridor.

In addition, it is noted that 29th Avenue features a median-split cross-section just east and west of the district - so narrowing this section of street would be more consistent with the overall street design, and potentially reduce merging activity. Space gained by a three-lane conversion would also facilitate streetscape improvements envisioned by the South Hill Coalition Plan. An engineering study will be required in the future to provide more information on this concept.

27th Avenue Design

The South Hill Coalition plan and Phase I and II of this process (ULI Report) support changes to 27th Avenue. As a wide, relatively underutilized street, 27th offers numerous possibilities to support a far more active, feature-rich environment that interfaces with Thornton Murphy Park. The first step toward improving 27th should be changing its functional classification to "Collector," thereby making proposed 27th Avenue improvements eligible for federal funding. Such a reclassification would be consistent with the current character of the street, since it connects local streets with arterials, including Southeast Boulevard and Ray Street.

In terms of design treatments, this plan envisions the following for 27th Avenue:

- In addition to changing the street's functional classification, designation of 27th Avenue as a "greenway", consistent with the South Hill Coalition plan and enhancing its value for walking and biking
- Consideration of a curbless design for portions of the street, facilitating use of the street for festivals especially adjacent to the park
- Narrowing of travel lanes to calm traffic speeds, using saved space to incorporate rain gardens and/or angled parking (especially useful for visitors to Thornton Murphy Park).
- Improvements to intersections at Southeast Boulevard and Ray Street to make pedestrian crossings easier. Many feel crossing

conditions on Ray Street are difficult for pedestrians, and future development just east of Ray will very likely increase the need for such improvements. Such features should also incorporate features marking entry to the district (a.k.a. “gateways”). HAWK-style crossings (high-intensity activated crosswalk beacons) may be an option.²

Streetscapes

In general, this plan encourages the construction of more buildings directly fronting the street, supporting a more mature, walkable, interesting urban environment. Depending on proximity to the “heart” of the study area, building heights could vary greatly – up to, perhaps, the City’s existing 55-foot limits – tapering to one and two-story heights farther away from the core and adjoining housing areas. Recommended revisions to street sections along 29th and 27th Avenues would allow space for a greatly improved streetscape, allowing for wider, buffered sidewalks, street trees and lighting, and enhanced transit stops.

Pedestrian Environment

In addition to improving sidewalks throughout the district, the plan recommends (as a high priority) improvements to pedestrian crossings. Proposed improvements to internal circulation within the district include:

- Recognizing and improving informal pathways, such as the existing Rockwood Retirement Community trail connection, including lighting and other enhancements to create more viable, pleasurable routes into the district center
- Creating new pathways from residential areas to the district center and/or to sidewalk routes, such as from E. Pinecrest Road to 27th Avenue and S. Southeast Boulevard; from 33rd Avenue, and from Cook Street to S. Southeast Boulevard; ensuring such a route is included in the build-out of the Sonneland Property, leading from E. 30th Avenue to S. Southeast Boulevard at E 31st Avenue.

² City staff expressed preference for location of a HAWK along Ray at 25th instead of 27th Avenue, since this would be less likely to affect operations of the intersection at 29th, and would be valuable in assisting safe crossings to Lincoln Heights Elementary.



Figure 4.04 – This conceptual drawing shows how the 29th Avenue corridor might be configured in the heart of the district center (Studio Cascade, Inc.)

- Creating mid-block routes through existing developments, including potential pedestrian-only pathways connecting 29th Avenue to 27th Avenue through the Lincoln Heights Shopping Center, and a similar feature connecting E. 30th Avenue to 29th Avenue through the Rosauers block.

Parks Environment

Long-term re-imagining of features and uses at Thornton Murphy Park could further activate and enhance the usefulness of the park for neighborhood and district center benefit. As with many parks, Thornton Murphy presents an existing public resource with powerful capacity to catalyze and connect surrounding areas – adding value and “landmark” sense of place for the entire neighborhood. Potential improvements for consideration as this plan is implemented include:

- Revisions to the adjoining streetscape to create opportunities for farmers markets and other “festival” type events that utilize both park and the public right-of-way
- Revisions that reflect and/or encourage the creation of nearby mixed-use buildings, housing, or a major activity center such as a YMCA, library or other civic use to increase the neighborhood’s use of the park
- Programming and/or features that connect the existing reservoir tank area with the park and the Combined Sewer Overflow (CSO) installation near Ray and E. 21st Avenue ³

³ A large, forested and un-developed area between the reservoir and CSO facilities, currently listed as owned by the City and by “Spokane Methodist Homes”, presents an intriguing opportunity to tie Thornton Murphy to the CSO installation. The City’s reservoir property also includes numerous outbuildings and an attractive, historic pump station functionally abandoned in 2012.

- Creative designs that incorporate stormwater treatment/flow into the park, relating it to the nearby CSO facility (just west of Lincoln Heights Elementary)
- Consideration of a trail route through the treed slopes above the park, potentially leading to Lincoln Heights Park.



Introduction

This chapter provides the full listing of implementing actions and projects associated with the Lincoln Heights District Center Plan, assembled in **Table 5.01**. Many of the proposed actions and projects listed were developed during phase one (ULI Report), or have been modified in response to community input. Other recommendations were developed during the course of the phase two efforts, emerging in concert with the preferred scenario for the District Center. Some recommended actions listed reference objectives and features described in Chapter 4.

Each of the recommended actions have been numbered and generally categorized as follows:

- Policy / Management (PM) – Actions to help define and direct investment of resources
- Vehicular Context (VC) – Actions to implement desired improvements for vehicular uses
- Pedestrian Context (PC) – Actions to implement improvements for non-motorized travel along and crossing vehicular travel lanes
- Building Context (BC) – Actions to help diversify land uses and improve the look and function of buildings
- Public Realm Context (PR) – Actions to create, improve and activate parks, recreational facilities, trails, and public gathering spaces.

The numbering of actions expresses no particular priority or order.

Table 5.01 also includes several columns to offer evaluation and proposed implementation. These identify various considerations such as:

- First Steps – Items including a check-mark (✓) indicate the action is considered a high-priority, early implementation item

- Timeframe - Identifying each effort as a “short”, “medium”, or “long-term” project (recommended or anticipated)
- Cost - Using one to four “\$” symbols to express relative fiscal cost and/or resources
- Benefit - Using one to four star symbols (★) to express relative benefit or effectiveness
- Actors – Identifying those groups or agencies likely needed to implement proposed actions
- Notes – Listing associated conditions, likely challenges, related additional actions for coordination, etc.

These considerations are highly subjective and are provided as good-faith descriptions of conditions at the time of this plan’s adoption. Some of the recommended actions are contingent on or related to other proposed actions, such as completion of street improvements following a detailed design process. Note that it may be advantageous to combine studies recommended in this plan – for instance, work recommended for 29th Avenue might be combined with similar efforts for 27th Avenue. The notes column in **Table 5.01** lists many such options.

“First Steps” Work

As described in Chapter 4, this plan is designed to share the vision for, and provide implementation recommendations to bring about an ambitious, long-term vision for Lincoln Heights, identifying a number of short-term efforts to direct and catalyze growth. In this way, the future envisioned in the “Coming To” strategy (Scheme C) could be realized using many of the ideas suggested in the “Baby Steps” strategy (Scheme A).¹

The following lists and describes initial, “first steps” work considered critical in implementing this plan. Some may be relatively easy to achieve, while others may require long-term work and commitment to realize. In all cases, however, the actions described could be highly transformative – and should be considered first. The full range of proposed implementing actions, including those below, is provided in **Table 5.01**.

Leadership & Research Efforts

The success of this plan will require stable, long-term leadership to bring about implementation and champion efforts both large and small. The South Hill Coalition Connectivity & Livability Strategic Plan, recommendations from the ULI report and this plan encourage the creation of a merchant’s association, district advocacy group or similar entity to work with the neighborhood

¹ See Chapter 3 for descriptions of strategies considered in developing this plan.



Figure 5.01 – Development patterns are strongly influenced by roadway design, and this plan looks to roadway design as an important implementation tool. (City of Spokane)

and the City on recommended implementation tasks and actions. Many of this plan’s short-term proposals are ideally suited for implementation by such an organization; for this reason, identifying and providing support for motivated, stable and effective leadership is a critical first step.

The transformation of 27th Avenue as envisioned by this plan is also seen as a priority. For this reason, it is strongly recommended that an investigation determining whether 27th Avenue may properly be reclassified as a “Collector” street is another “First Steps” recommendation, potentially opening the door to new funding opportunities and leveraging other proposed improvements. (*PM-02, PM-03, PM-08*)

Transportation Network Transformation

The following recommendations shape the Lincoln Heights transportation network to serve a wider range of users and land uses, addressing immediate needs and concerns while putting in place a physical framework to help shape the district’s long-term evolution. “First steps” transportation recommendations include:

- The following investment priorities be included in the Comprehensive Plan, with funding pursued and leveraged for inclusion in the City’s six-year Transportation Improvement Plan (TIP):
 - 29th Avenue Corridor Study - Perform a corridor study to identify and design enhancements from S. Martin Street to just east of Ray Street to improve the pedestrian realm, accommodate STA’s HPTN service and improve multimodal safety and comfort - while accommodating current levels of traffic operations. This study should include design treatments of the Regal Street/29th Avenue

intersection, and the location and design of features outlined in Chapter 4 of this plan (VC-01)

- Design Study for 27th Avenue – Perform a design study to identify possible improvements along 27th Avenue from Southwest Boulevard to S. Ray Street, incorporating concepts promoted in this plan and “greenway” concepts promoted in the South Hill Coalition plan; activating the north side of Lincoln Heights Shopping Center, and Thornton Murphy Park; and accommodating traffic appropriate for “Collector” street status. This study should also include the location and design of features outlined in Chapter 4 of this plan (VC-03)
- Crossing enhancements – Reflecting recommendations in this plan and in anticipation of direction from the proposed 29th Avenue study, seek funds for installation of proposed improved pedestrian crossings at key locations, including flashing beacon crossings (RRFB/HAWKs) or median crossings (PC-02)
- 29th Avenue reconstruction – In anticipation of improvements outlined in this plan and detailed in the proposed 29th Avenue Corridor Study, identify, seek and leverage funds for reconstruction of 29th Avenue from S. Martin Street to S. Ray Street (VC-02)
- 27th Avenue reconstruction – In anticipation of improvements outlined in this plan and detailed in the proposed design study for 27th Avenue, identify, seek and leverage funds for reconstruction of 27th Avenue from Mt. Vernon Street to S. Ray Street (VC-04)
- Seek support by the City, neighborhood leadership and others for proposed local transit service improvements, especially STA’s proposed High-Performance Transit (HPT) through the Lincoln Heights District Center. Location of future HPT stops along both sides of 29th Avenue near the Regal Street intersection is critical to improving transit in the district. (VC-05)

Park Transformation

As discussed in Chapter 4, this plan recognizes the tremendous potential offered by Thornton Murphy Park to further benefit the neighborhood and to help catalyze district objectives. Supporting concepts described in Chapter 4 as important “First Steps” actions involves the creation of a master plan for Thornton Murphy Park – suggested to be done concurrently or in concert with the 27th



Figure 5.02 – Thornton Murphy Park may help catalyze a wide range of district center plan objectives.

Avenue design study recommended above. Though it may or may not directly involve Thornton Murphy Park, another important “First Steps” recommendation urges the City and others to help create an “activity anchor” in the Lincoln Heights District Center, such as a new YMCA. (*PR-02, PR-03, VC-04*)

Incentive / Investment Options

As noted in Chapter 3, there is strong community desire and potential for additional, higher-density and mixed-use housing in the district center. While some of this potential may be achievable under current conditions, the type of walkable, active, “experience-rich” environment many buyers seek is far from realized. At the same time, developing and sustaining experience rich retail and services is difficult without existing housing (customers). This “chicken and egg” conundrum is a common one, and requires time-intensive, incremental steps to overcome. This plan recommends a combination of development possibilities,

incentives and public-realm investment to help further the district’s goals. Specifically:

- The City’s Multifamily Tax Exemption program could be considered, ideally configured to incentivize compatible mixed-use housing in targeted areas (*PM-05*)
- Public-realm investments like those envisioned for 29th and 27th Avenue, and for Thornton Murphy Park, are strongly recommended as means to spur private investment and market value. Investments in Thornton Murphy and 27th in particular are seen as essential in helping make E. 27th Avenue the “heart” of neighborhood activities as described in Chapter 4
- Identification of opportunity sites for in-district mixed-use housing (increasing housing and customers), whether on undeveloped land or added to existing structures, will help direct infill toward high-benefit, catalytic projects (*BC-01*)

Conclusions

Commitment to Implementation

The many hours devoted by citizen volunteers, City staff, neighborhood leadership and others to shape this plan confirm a

strongly-held, broad-based desire for bettering the Lincoln Heights District Center, and that actions be taken to begin those efforts.

Effective implementation is highly reliant on the ongoing commitment of local residents to insist upon, fund and enable work by elected and appointed officials, City staff, neighborhood leadership and others. This plan recommends vital tools in directing the future growth and development of the study area, and should be used and referenced in funding pursuits, localized planning studies and staff reports, as well as in informal, planning-related discussions. Maintaining a high “visibility” for the plan and its vision will help make it a successful, dynamic and powerful means of guiding Lincoln Heights’ future.

Ongoing Process

Circumstances will continue to change as the district and city evolve, and this plan will require modifications and refinements to be kept up-to-date and current with the neighborhood’s vision and desire. Some of its proposals may be found unworkable - and new issues and solutions will continue to emerge. Needed refinements and changes should be carefully noted and thoroughly considered as part of a regular review cycle and future updates. As change occurs, the neighborhood’s vision should remain the central theme, and work to unify deliberations.

Items contained in the following table are in no way obligations for the City. Rather, they are intended to enable district advocates to understand, at a glance, which actions are considered important to the aims of this plan, who ought to be involved in leading initiatives, and how some concepts may offer multi-faceted benefits.

Table 5.01 - Actions Table

Policy / Management Actions – Actions to help define and direct investment of resources						
Action / Program	First Steps	Timeframe	Cost	Benefit	Actors	Notes
PM-01 – Create a district-wide theme, brand and logo		S	\$	★★	LHN, COS, LHDA, SHC	<ul style="list-style-type: none"> • Consensus may be difficult to create • Creation and implementation best led by organization such as district association • Coordinate with SHC branding plans
PM-02 – Create and sustain a group to organize and champion district objectives (district association or similar)	✓	S	\$\$	★★★★	LHN, COS, DV, LO, SHC	<ul style="list-style-type: none"> • Critical factor for implementation • Serves multiple objectives • Coordinate with SHC ideas for South Hill business organization • Coordinate with PM-03
PM-03 – Evaluate formation of a Business Improvement District (BID) for Lincoln Heights	✓	M	\$\$	★★★★	COS, LHN, DV, LO, LHDA	<ul style="list-style-type: none"> • Formation may be difficult • Powerful tool for plan implementation • Review East Sprague example • Coordinate with PM-02
PM-04 – Create a district-wide parking management strategy		M	\$	★★★	LHN, COS, LHDA, DV, LO	<ul style="list-style-type: none"> • May also aid goals implemented via Building Context, Pedestrian Context
PM-05 – Identify and implement incentives program, supporting district objectives such as: <ul style="list-style-type: none"> • Compatible multifamily/mixed-use housing • Compatible retail/service uses • Parking management/consolidation 	✓	S	\$	★★★	LHN, COS, LHDA, DV, LO	<ul style="list-style-type: none"> • Coordinate with BC-01 • May also aid goals implemented via Building Context, Public Realm
PM-06 – Partner with schools for events and programming		M	\$	★	LHDA, LHN, SPK, SPS	

PM-07 – Partner with seniors and senior service providers for events and programming		M	\$	★	LHDA, LHN, SPK, SSAC	
PM-08 – Analyze reclassification of 27th Avenue to “Collector”, potentially supporting: <ul style="list-style-type: none"> Enhanced funding opportunities for improvements Features implementing the “greenway” goal in SHC plan 	✓	S	\$	★★★	COS, LHN	<ul style="list-style-type: none"> Confirm functional capacity

Abbreviation Key: LHN = Lincoln Heights Neighborhood; COS = City of Spokane; LHDA = Lincoln Heights District Association (future); DV = Developers; LO = Landowners; SHC = South Hill Coalition; STA = Spokane Transit Authority; SPK = City of Spokane Parks Department; SPS = Spokane Public Schools; SSAC = Southside Senior & Community Center

Vehicular Context Actions – Actions to implement desired improvements for vehicular uses						
Action / Program	First Steps	Timeframe	Cost	Benefit	Actors	Notes
VC-01 – Complete a 29th Avenue corridor study, identifying and designing enhancements from S. Martin Street to just east of Ray Street, including: <ul style="list-style-type: none"> Improvements to the pedestrian realm Accommodations for STA’s HPTN service Improved multimodal safety and comfort Maintenance of existing traffic volumes Design of the Regal Street/29th Avenue intersection Location and design of features recommended in Chapter 4 	✓	M	\$\$	★★★★	LHN, COS, LHDA, STA, LO, DV, SHC	<ul style="list-style-type: none"> Coordinate and/or combine with VC-03 Coordinate with PC-02 May also aid goals implemented via Pedestrian Context, Building Context, Public Realm Consider Planned Action Ordinance (PAO) option to spur investment, partnerships
VC-02 – Identify funds for reconstruction of 29th Avenue from S. Martin Street to S. Freya Street	✓	M	\$\$\$\$	★★★★	COS, LHDA, LO, DV, STA	<ul style="list-style-type: none"> Coordinated with / directed by VC-01 Preliminary estimate may be guided by Chapter 4 recommendations

VC-03 – Complete a 27 th Avenue design study to identify improvements from Southwest Boulevard to S. Ray Street, incorporating: <ul style="list-style-type: none"> • Concepts activating the north side of Lincoln Heights Shopping Center and Thornton Murphy Park • Features implementing the “greenway” goal in SHC plan • Location and design of features recommended in Chapter 4 	✓	S	\$\$	★★★★	LHN, COS, LHDA, STA, SPK	<ul style="list-style-type: none"> • Coordinate and/or combine with VC-01, PR-02 • May also aid goals implemented via Pedestrian Context, Building Context, Public Realm • Consider Planned Action Ordinance (PAO) option to spur investment, partnerships
VC-04 – Identify funds for reconstruction of 27th Avenue from Southwest Boulevard to S. Ray Street	✓	M	\$\$\$	★★★★	COS, LHDA, DV, STA, SPK	<ul style="list-style-type: none"> • Coordinated with / directed by VC-03, PM-08 • Preliminary estimate may be guided by Chapter 4 recommendations
VC-05 – Support implementation of transit improvements, especially STA’s proposed HPT service	✓	S	\$	★★★	LHN, COS, LHDA, STA	<ul style="list-style-type: none"> • May also aid goals implemented via Pedestrian Context, Building Context, Public Realm • Coordinate with VC-01, VC-02

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Pedestrian Context Actions – Actions to implement improvements for non-motorized travel along and crossing vehicular travel lanes						
Action / Program	First Steps	Timeframe	Cost	Benefit	Actors	Notes
PC-01 – Create through-block pathways and trails improving ties from the district to surrounding neighborhoods		M	\$\$	★★	LHN, COS, LHDA, DV, LO	<ul style="list-style-type: none"> • See Chapter 4 for recommended locations • May also aid goals implemented via Vehicular Context, Building Context, Public Realm

PC-02 – Install improved pedestrian crossings at key locations, including possible flashing beacon crossings (RRFB/HAWKs) or median crossings	✓	M	\$\$\$	★★★	LHN, COS, LHDA, STA	<ul style="list-style-type: none"> • See Chapter 4 for recommended locations • Coordinated with and/or directed by VC-01
PC-03 – Implement streetscape revisions/improvements outlined in Chapter 4 (those outside the scope of / not further defined by VC-01 and/or VC-03)		L	\$\$\$	★★★	LHN, COS, LHDA, STA	<ul style="list-style-type: none"> • May also aid goals implemented via Pedestrian Context, Public Realm

Abbreviation Key: LHN = Lincoln Heights Neighborhood; COS = City of Spokane; LHDA = Lincoln Heights District Association (future); DV = Developers; LO = Landowners; SHC = South Hill Coalition; STA = Spokane Transit Authority; SPK = City of Spokane Parks Department; SPS = Spokane Public Schools; SSAC = Southside Senior & Community Center

Building Context Actions – Actions to diversify land uses and improve the look and function of buildings						
Action / Program	First Steps	Timeframe	Cost	Benefit	Actors	Notes
BC-01 – Identify and promote pilot projects for compatible mixed-use housing	✓	M	\$	★★★	COS, LHDA, DV, LO	<ul style="list-style-type: none"> • Coordinate with PM-05 • See Chapter 4 for potential locations • May also aid goals implemented via Public Realm
BC-02 – Evaluate and create site-specific redevelopment options for the STA Park and Ride facility		S	\$	★★	COS, LHDA, DV, STA	
BC-03 – Explore the “edge retail” concept for limited, small (neighborhood-scale) commercial uses in and near the district edges		L	\$	★	COS, LHN, LHDA	<ul style="list-style-type: none"> • Investigate during comprehensive plan cycles, consider as developer interest emerges • May also aid goals implemented via Public Realm

Abbreviation Key: LHN = Lincoln Heights Neighborhood; COS = City of Spokane; LHDA = Lincoln Heights District Association (future); DV = Developers; LO = Landowners; SHC = South Hill Coalition; STA = Spokane Transit Authority; SPK = City of Spokane Parks Department; SPS = Spokane Public Schools; SSAC = Southside Senior & Community Center

Public Realm Context Actions – Actions to create, improve and activate parks, recreational facilities, trails, and public gathering spaces

Action / Program	First Steps	Timeframe	Cost	Benefit	Actors	Notes
PR-01 – Pursue “grey to green” strategies that reduce asphalt and reuse the land		M	\$	★★	LHN, COS, LHDA	<ul style="list-style-type: none"> • May also aid goals implemented via Building Context
PR-02 – Create a master plan for Thornton Murphy Park, supporting concepts and objectives outlined in Chapter 4	✓	S	\$ \$	★★★★	LHN, COS, LHDA, SPK, SPS	<ul style="list-style-type: none"> • Concurrent or combined with VC-03 • May also aid goals implemented via Building Context, Public Realm • Coordinate with schools, senior community re: facility needs • Consider Planned Action Ordinance (PAO) approach to spur investment
PR-03 – Bring in an “activity anchor” such as YMCA, providing public-realm gathering space and service assets to the district	✓	S	\$	★★★	LHN, COS, LHDA, DV, LO, SPK	<ul style="list-style-type: none"> • May also aid goals implemented via Public Realm • May support PM-06, PM-07 actions • Consider Planned Action Ordinance (PAO) option to spur investment, partnerships

Abbreviation Key: LHN = Lincoln Heights Neighborhood; COS = City of Spokane; LHDA = Lincoln Heights District Association (future); DV = Developers; LO = Landowners; SHC = South Hill Coalition; STA = Spokane Transit Authority; SPK = City of Spokane Parks Department; SPS = Spokane Public Schools; SSAC = Southside Senior & Community Center



Appendix

Market Strategy

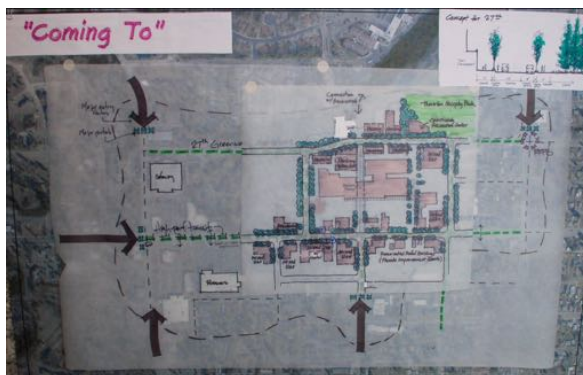
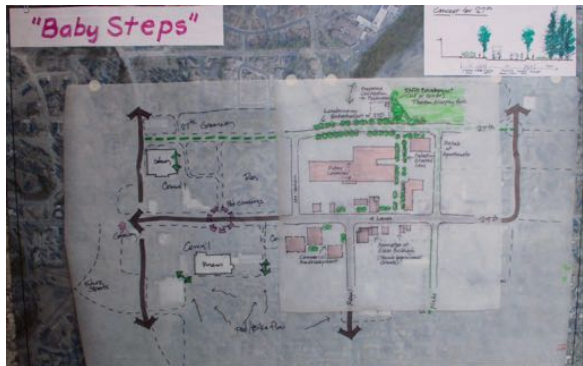


Lincoln Heights
DISTRICT
CENTER Plan

Lincoln Heights Market Strategy

Date January 2016
To Bill Grimes and Rick Hastings, Studio Cascade
From Brian Vanneman, Leland Consulting Group

Plan Alternatives



National Context

Nationally, real estate trends generally favor development that is infill and mixed-use, with a set of both urban and suburban attributes.

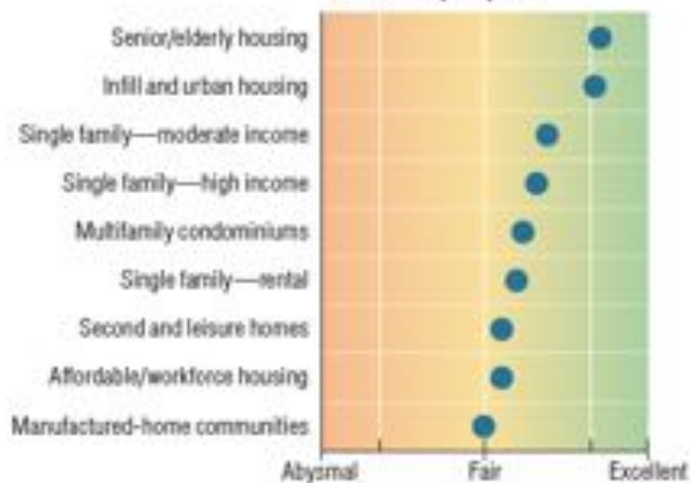
While outward, suburban development will continue in most metropolitan regions, urban infill development and redevelopment holds very strong appeal for Americans of all ages, and particularly the millennial and baby boomer groups, which are the country's largest demographic cohorts.

This trend of strong urban growth has been identified by numerous policy and media outlets, including the Wall Street Journal, whose 2013 article “U.S. Cities Growing Faster Than Suburbs” stated that:

America's biggest cities are continuing to outgrow their suburbs...The nation's 51 largest metropolitan areas — those with populations over one million — saw their city populations grow 1.12% between July 2011 and July 2012, up from 1.03% a year earlier and an average of 0.42% between 2000 and 2010, according to an analysis of Census data by demographer William Frey of the Brookings Institution in Washington. By contrast, these cities' suburbs grew just 0.97% last year, higher than 2011's 0.96% but far below the average of 1.38% in the previous decade.

Figure 1 below shows an annual investment forecast prepared by the *Urban Land Institute* (ULI) in *Emerging Trends in Real Estate*, 2016. The ULI is national association of real estate development and land use professionals. This year, similar to other recent years, the ULI is forecasting the highest demand and best prospects for the senior and infill/urban housing types. This is another reflection of the strong demand shown by Americans for interesting, mixed-use, pedestrian-oriented urban environments.

Figure 1. Investment Prospects for Residential Property Types, 2016



Another factor that favors infill development in cities like Spokane is ULI's 2016 *Emerging Trends* recommendation that developers “**Go to Key Secondary Markets**”

Price resistance is an issue for gateway markets [the country's largest cities].

Secondary markets... are emerging as great relative value propositions. Such markets are “hip, urban, walkable, and attractive to the millennials” while providing

better future opportunities for rising net income and appreciation than the 24-hour city markets that led the post–financial crisis real estate recovery.

These secondary markets... boast lower costs of living—particularly in housing—and strong growth potential... With this positive liquidity profile and socioeconomic fundamentals, asset selection in secondary markets should pay off as a 2016 strategy.

Remaking the Mall

Another national trend that favors mixed-use redevelopment at Lincoln Place, is that owners of retail centers are—in certain circumstances—showing strong interest in transforming malls, and community and neighborhood shopping centers.

These transformations have at least two key attributes. First, developers and owners are transitioning the properties from destinations that feature purely retail uses, into *mixed use centers* that include retail, office, entertainment, dining, housing, and other uses. Second, the retail centers are being redesigned so that they convey a *greater sense of place*, feature more outdoor shopping and gathering places, and provide patrons an experiential opportunity to socialize, dine, and linger. Some successful completed examples of this movement are listed below, with images following. Some examples (such as University Place and The Village) do not include housing; however, there are such desirable places that they will likely have the potential to attract housing and other uses in future development phases, and thereby join true mixed use projects such as Thornton Place / Northgate, Santana Row, and others.

- Thornton Place / Northgate Mall, Seattle, Washington, <http://thorntonplaceliving.com/neighborhood/>
- University Village, Seattle, Washington
- Old Mill District, Bend, Oregon, <http://www.theoldmill.com/>, including Mill Quarter Townhomes and Plaza Condominiums
- Belmar, Lakewood, Colorado, <http://www.belmarcolorado.com/>
- The Village at Meridian, Idaho,
- Santana Row, San Jose
- Bay Street, Emeryville, California

Mall and retail center rehab is possible in part because of some of the special aspects of these sites. They are typically:

- Very well located along major arterials and convenient to a large population base
- Already well known as centers for social life and commerce
- Large sites that feature large fields of surface parking with the potential to be redeveloped
- Controlled by one owner or a small group of owners that understand real estate development
- Sometimes experiencing high vacancies throughout or in certain areas, which signals to owners the possibility for a higher and better use
- Either zoned for a mix of uses, or a place where stakeholders can support rezoning
- Sometimes dilapidated, in which case stakeholders support reuse to generate more attractive gateways and much greater tax revenues
- Adequately served by water, sanitary sewer, transit, and other urban services.

Figure 2. Thornton Place at Northgate Mall, Seattle



Source: <http://thorntonplaceliving.com/neighborhood/>

Figure 3. University Village, Seattle



Source: <https://uvillage.com/about/>

ULI's report *Ten Principles for Rethinking the Mall* calls for retail owners and communities to rethink the mall's potential by taking actions such as:

Exploit the mall redevelopment opportunity by creating a vision for the entire district: develop a master plan in which the mall site is a key anchor. Look for and capitalize on opportunities to expand the investment into surrounding residential and commercial neighborhoods to strengthen and revitalize them. Identify

synergies with other development opportunities. Plan and integrate your efforts accordingly.

Integrate the mall site, to the extent possible, with other community anchors such as cultural facilities, civic buildings, municipal parks, office concentrations, and nearby streetfront retailing and restaurant clusters. Integration can increase the market draw, expand the trade area, and create a more compelling destination for the mall site as well as for the larger district. But it's important to ensure that onsite and off-site uses create synergy—are complementary—and don't cannibalize each other. Joint marketing can help.

Source: Rethinking the Mall, http://www.uli.org/wp-content/uploads/ULI-Documents/Tp_Mall.ashx_.pdf

Interest in, and demand for, places that are pedestrian-friendly and mixed-use is truly a national trend, and this demand can be seen throughout the mountain west in cities such as Spokane, Boise, Salt Lake City, and Bend.

However, while the underlying consumer demand and preferences for this development may be similar in Spokane and Seattle, expectations about the scale, amount, and pace of development that can take place in Lincoln Heights need to be realistic, and calibrated for the Spokane market.

Spokane Context

Spokane's economy and development market is now healthy again, after prolonged challenges during the national recession.

Projects and districts that are relevant to Lincoln Heights, and suggest that redevelopment is possible in the subject district, including ongoing Downtown revitalization, the U District, Kendall Yards, and South Perry Street. All of these places are reflections of Spokane residents' interest in walkable, mixed-use places.

Kendall Yards, shown below, is a good example of the types of land uses and scales that are possible in the Lincoln Heights District Center over the medium and long-terms. The housing, retail, and offices at Kendall Yards are attractive and create an environment that is very enjoyable to walk around and linger in. The streetscapes and park areas are high quality. Most of the housing units are much lower-maintenance than traditional suburban homes, and this lower maintenance lifestyle has particular appeal to baby boomers who want to stay involved in their communities, but spend less time mowing lawns and doing home maintenance projects.

Kendall Yards certainly benefits from some special amenities that Lincoln Heights does not have, such as immediate proximity to downtown Spokane, and incredible views. That said, Lincoln Heights also has some distinctive attributes, which are described further below.

Note that most or all development at Kendall Yards features surface, not structure, parking, and development at the Lincoln Heights center would also likely be surface parked, at least in the next decade. Structured parking is very expensive (typically \$35,000 per space or more) and therefore is only feasible in downtowns and very hot real estate markets such as Puget Sound. Nonetheless, Kendall Yards shows that attractive, walkable, mixed use places are possible without structure parking.

Figure 4. Kendall Yards: Housing and Commercial Offices



Source: <http://www.kendallyards.com>

According to commercial real estate firm NAI Black and other sources, a number of significant development and redevelopment projects show that Downtown Spokane is maintaining momentum as it emerges from the recession, and residents and businesses interest in mixed use, urban environments. These projects include the:

- 716-room Grand Hotel Spokane
- 90,000 square foot expansion of the Convention Center
- Ridpath Hotel adaptive (apartment) reuse project
- Adaptive reuse and reinvestment in buildings in the downtown core such as the former Huppin's building, Dutch's building, Bennett Block, Globe building, and Hutton Building.

The U District continues to expand, with projects that include the WSU's Pharmaceutical & Biomedical Building, the Gonzaga student housing dorm, and other projects.

South Perry Street, shown below, offers another example of a pleasant and pedestrian friendly environment, though at a different scale. South Perry Street was consistently mentioned by participants in the Lincoln Heights planning process as a model of a successful district-scale main street. In fact, most buildings on the street are just one story. Strong design features of the street include:

- Two travel lanes and moderate traffic volumes, which make Perry relatively easy to cross
- Curb extensions that shorten street crossing distances
- Sidewalks wide enough for several pedestrians to walk abreast, and,
- Street trees and historic streetlights

Figure 5. South Perry Street



Source: Spokesman-Review / Spokanerising.com.

Of note is that private sector business owners have responded to the quality streetscape by investing their buildings, and have been able to attract a variety of food and beverage, retail, and general commercial tenants. This is an example of high quality public infrastructure attracting private investment. In fact, urban scholar Alexander Garvin defines urban planning as “public action that generates a sustained and widespread private market reaction, which improves the quality of life of the affected community.” This principal can be used in the Lincoln Heights center.

While South Perry Street offers some lessons for Lincoln Heights, it should be noted that, in South Perry, the retail center has revitalized through the adaptive reuse of historic buildings, which is sometimes easier since early-20th century buildings are close to the street, feature attractive design, and can be rehabbed incrementally. By contrast, street-fronting retail in Lincoln Heights would need to be through new construction, which has its own challenges and cannot be completed incrementally.

Local Context: Lincoln Heights and South Hill

The Lincoln Heights District Center benefits from a number of positive attributes that indicate that redevelopment here is more likely than in other locations. These include the following, which are explained in greater detail below:

- Relatively high household incomes and therefore the capacity to purchase retail goods, homes, and other goods
- High educational attainment
- Recent growth and expansion, from the mid-20th century to the present
- High traffic volumes, which confers high visibility to the site.
- Surrounding residential neighborhoods
- Thornton Murphy Park and Lincoln Park.

Market-rate real estate developers typically look for attributes of this sort, which indicate an economically vibrant area. However, developers of various “product types”—e.g., retail, rental or owner-occupied housing, office—may each seek additional metrics that further demonstrate demand for that product; not all relevant metrics can be covered here.

Several key properties in the District Center feature the types of locational attributes summarized on page 3. For example, the

A number of recent district improvements show ongoing positive momentum. These include:

- Significant façade and public realm improvements at the Lincoln Heights Shopping Center
- The opening of Trader Joes in 2011. Trader Joes can be considered an “anchor tenant” that will attract shoppers from a wide area, who can then shop at other adjacent “inline tenants.”
- The Apartments at the Summit, an 11-story, 65-unit senior rental housing expansion to the Rockwood Retirement Center. This is a major, large-scale project that should redefine a new high end for retirement living on South Hill, attract attention to Lincoln Heights, and put in place a sizable population of residents who can shop in the center.



<http://www.rockwoodretirement.org/>

There are also smaller investments in addition to the major ones above, for example, an owner-occupied office building at 29th and Southeast Boulevard.

Rental multifamily housing development continues in the general vicinity, largely to the south, and in the form of garden apartments and senior housing. While these projects are not within the boundaries of the Lincoln Heights Center, they create additional demand for the goods and experiences that the center can provide. One such senior housing complex, the Affinity, is shown below. The form the of the project—three stories of wood-frame construction along with landscaping and surface parking—is typical for the area.

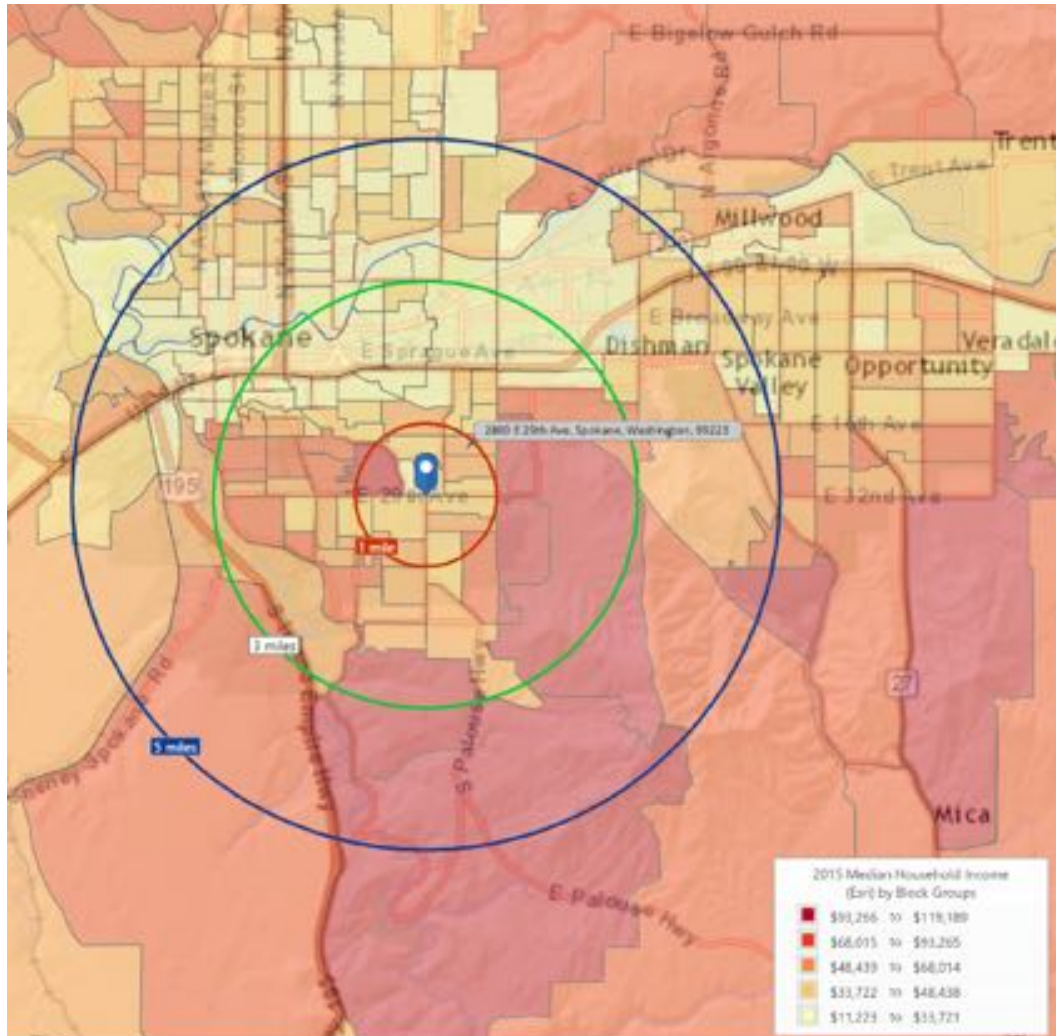


<http://www.apartments.com/>

Demographics

Figure 6 below shows median household incomes by US Census block groups, in the City of Spokane and surrounding areas. The Lincoln Heights District Center is shown as a place mark, at the center of 1, 3, and 5 mile concentric circles. The 1 and 3-mile areas are referenced several times in this section, since real estate developers, retail tenants, and others use them to understand the demographics in a given market area. Figure 6 shows that high income households are concentrated in the South Hill area, particularly to the west of Lincoln Heights, and to the east and south, beyond the City of Spokane boundary.

Figure 6. Median Household Incomes, Spokane region



Source: US Census, ESRI business analyst.

Figure X below provides another perspective on household incomes. Current (2013) median incomes for the Lincoln Heights 3 and 1 mile areas are significantly higher than those in the city. In addition, ESRI business analyst service projects that incomes in the 1-mile area will grow quickly (between 2013 and 2020), nearly catching incomes in the 3-mile area by 2020. This suggests that the demographic and economic indicators used by ESRI indicate the entry of higher income households to the area, perhaps due to higher-end senior housing, desirable new retailers, or other. Higher income households generally indicate demand for market-rate housing and suggest ongoing support for retail goods and services. In addition, office space tends to locate near executive residences.

Figure 7

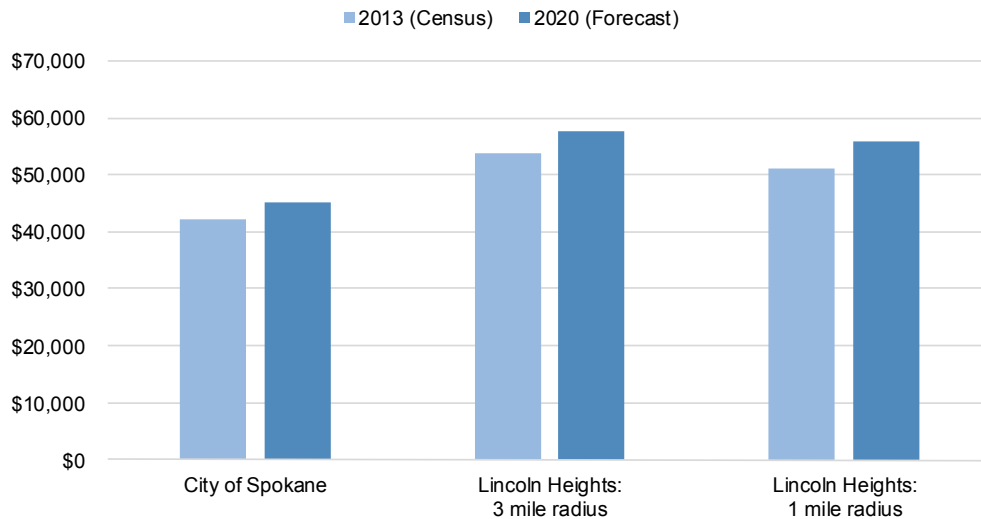


Figure X shows the percentage of each population with a bachelor's degree and shows that residents of the Lincoln Heights area tend to have higher levels of educational attainment than the rest of the City of Spokane. Educational attainment is another metric that some retailers look for; Trader Joe's reportedly seeks out locations with a high rate of college-educated residents.

Figure 8. Percent of Population with a Bachelor's Degree

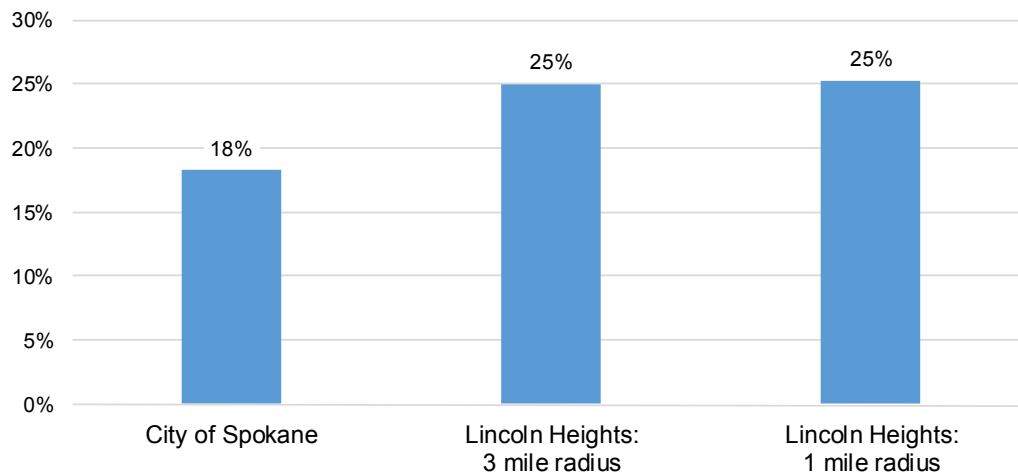


Figure X shows the percent of housing built by decade in the city and in the Lincoln Heights 3 and 1-mile areas. This shows that Lincoln Heights experienced a building boom in the 1980s and especially the 1990s. In the 2000s, building slowed somewhat, to rates similar to the city-wide average. Very little housing has been between 2010 and 2015 in any of these areas, likely due to the lingering impacts of the recession. This shows that Lincoln Heights and South Hill are generally newer areas where growth has been strong in past recent decades. Assuming the country's economy continues to perform better than the 2008 to 2012 period, population growth in and around South Hill should continue. There will also be infill opportunities to match the "greenfield" growth that took place in the 1980s through 2000s.

Figure 9. Percent of Housing by Decade Built

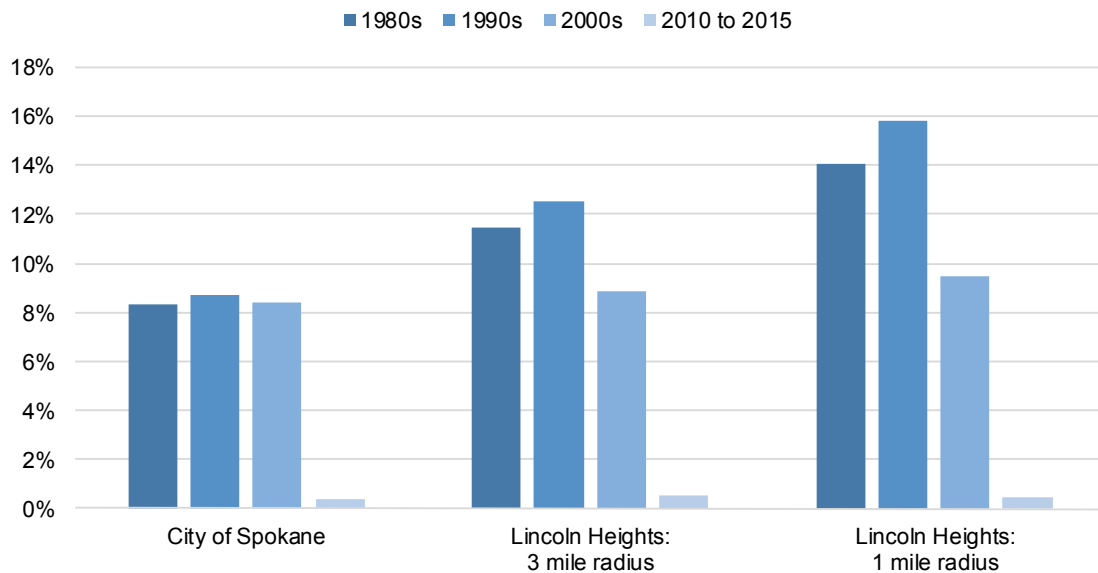
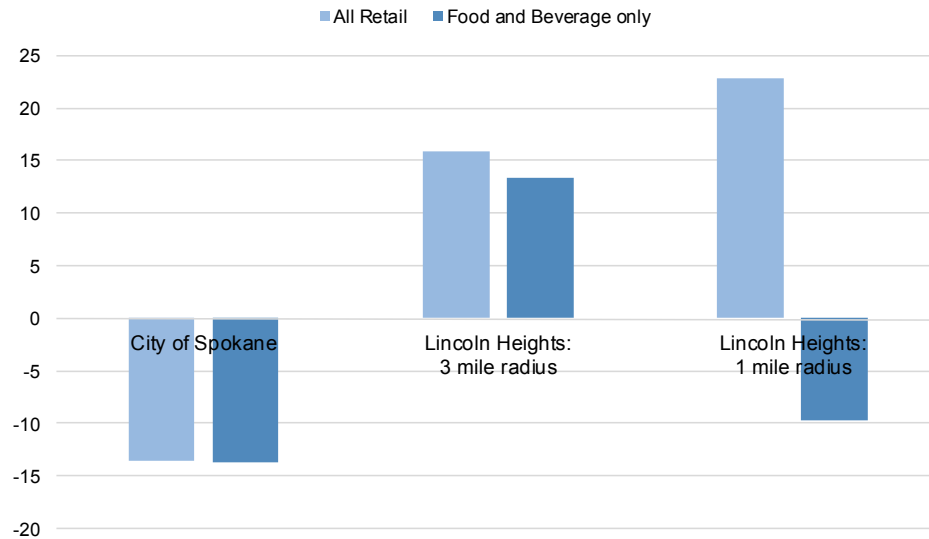


Figure X shows the retail leakage (negative numbers) or surplus (positive numbers) factor for the city and Lincoln Heights. Retail leakage is taking place in Spokane; in other words, Spokane residents are spending a significant portion of their retail dollars outside of the city. By contrast, the Lincoln Heights 3-mile area shows a significant retail surplus; in other words, this is a retail center where residents from surrounding areas spend retail dollars. The Lincoln Heights 1-mile area is mixed. For "all retail," the area is also a center and shows a surplus. However, for food and beverage (e.g., restaurants) leakage is taking place. One conclusion is that, for the 3 and 1-mile areas, opportunities to attract additional retail may be limited, since the area is already attracting more than its "fair share" of retailers and spending. However, in the localized 1-mile area, there may be opportunities to add more restaurants.

Figure 10. Retail Leakage Factor

Retail in general is not currently a preferred property type for developers and investors. This is because retail spending continues to move online, some retail categories have been eliminated by the internet (e.g., book and movie rental stores), and existing retailers do not need as much space to warehouse items due to technological improvements to supply chains. However, retail, commercial, and restaurants that emphasize experience that can be shared by friends and family—from brew pubs to gourmet grocers—continues to do relatively well. These are the experiences that the new mixed-use centers provide, and they cannot be provided on-line.

In conclusion, very few locations nationwide merit large-scale expansions of retail square footage. Instead of expansions, many retail centers will be rehabed, redeveloped, and reinvented within their existing footprints. New tenants, especially those that emphasize distinctive experiences, will continue to arrive in markets across the country and replace existing tenants.

The image below shows E 29th Avenue, just east of Regal Street. Despite the positive income, education, and historic growth patterns described above, 29th is not an enjoyable street for pedestrians to walk and shop on, and therefore it is not a street where developers are likely to invest and build new retail, commercial, office, or housing projects. The environment is not pedestrian friendly because sidewalks are narrow, auto traffic volumes and speeds are relatively high, crossing the street is difficult, and (with the exception of a few older storefronts), there are very few stores on the street that would make a walk interesting or practical.



What We Heard: Community Input

During the November 2015 Lincoln Heights storefront studio, LCG staff discussed the future of the District Center with residents, City staff, business owners, and key property owners. Along with resident input, and due to LCG's role as real estate development advisor, our focus was on connecting with property and business owners, and therefore their input receives emphasis below. In addition, it should be said that the discussions were informal and preliminary. Property and business owners did not formally commit to any actions, or put their preferences in writing. Some key takeaways from the storefront studio were:

- **Property owners broadly supported the “Coming To” scenario.** These property owners include Vandervert and NAI Black, who together own several of the largest and best-located properties in the district center. The property owners generally supported major enhancements to 29th Avenue (including conversion to three lanes, widening sidewalks, and adding landscaping and street trees) in order make this major thoroughfare more pedestrian friendly, and more suitable for new commercial and potentially residential development.
 - In addition, property owners supported the concept of transitioning the center into a mixed-use environment over the long term, even if some of the elements of a plan could not be achieved in the near term.
 - Property owners were interested in potentially attracting more large-scale fashion tenants over the long term, which could increase the “market area” for the center (i.e., attract shoppers from a broader area). Fashion along with food and beverage are often key components of the new generation of mixed-use and lifestyle centers, since fashion shoppers tend to linger longer than those doing convenience
 - The participation, engagement, and support of these property owners is critical to realizing ambitious change in the center—particularly the Coming To scenario—since these property owners control the largest and best-located sites, and therefore the types of uses that are built there in the future.

- **Other stakeholders had a wide variety of opinions regarding the different scenarios;** LCG did not perceive a clear consensus. LCG participated in many different conversations about the future of the Lincoln Heights center during the two-day studio, and did not quantify stakeholders' input. Among the stakeholders, there were both supporters and detractors for each of the three plan alternatives. Some preferred the modest change in the "Baby Steps" scenario, while others supported the mixed-use, pedestrian friendly environment in the "Going To" scenario. The concerns of those who did not support Going To seemed to center around concerns about more traffic congestion in the future.
 - Given the varied opinions expressed at the storefront studio, LCG recommends that the City and others continue to maintain an open dialogue with stakeholders in order to develop a greater consensus around the preferred alternative.

Development Types

Housing

In the future, the Lincoln Heights District Center should include more housing of a variety of types. Housing is appropriate because:

- The Spokane region is growing, with more households moving to the area every year.
- South Hill and Lincoln Heights remain a popular location.
- Higher than average incomes in the area suggest that market-rate housing will be feasible.
- Senior and rental housing projects are under construction or recently completed in the area.
- The popularity of Kendall Yards and other projects in and near downtown demonstrate the popularity of mixed-use, walkable places.
- Housing can complement the existing retail cluster in the center. Those seeking urban environments want to be able to walk to goods and services; and more rooftops will increase support for existing retail.

Some of the types of housing appropriate for the area are shown below and include:

- Townhomes
- Apartments
- Senior Housing of varying scales
- Affordable Housing

The housing built in the first decade or more is likely to feature surface parking and be a maximum of three or four stories, similar in scale to Kendall Yards, since structured parking projects do not pencil outside of very high-demand downtowns and other urban areas.

The density (dwelling units per acre) for most of these projects should range between 15 and 35 units per acre. It is possible that some senior housing projects could achieve slightly higher densities (e.g., 40 units per acre) since units tend to be smaller and less parking is required.

Townhouses



Urban Apartments



Housing types that could come later, after the above housing types are built and operating successfully are:

- Condominiums
- Mixed Use projects, i.e., housing above first-floor retail and structured parking.

Community Uses

One community use that was mentioned frequently was a community athletic center/health club such as a YMCA. Such a use could be a great social and activity hub for Lincoln Heights, and could be a great complement to Thornton Murphy Park. The existing YMCA's in the City of Spokane are both located on the north side of the river, so a YMCA on this site could serve a large population on South Hill. This is a potential use, and property owners and developers should conduct additional analysis to determine if it is feasible.

Retail

The total amount (square feet) and footprint (acres including parking) of retail space in the District Center is not likely to grow significantly. In fact, some retailers may close in coming years as the retail environment becomes more competitive and more spending takes place online. One exception is a larger fashion tenant, which is of interest to current property owners.

The potential is to transition the existing center, including retailers, into formats that are more pedestrian friendly, and more integrated with housing, community, and office uses.

As this transition takes place, additional retail types are often:

- Restaurants, food and beverage
- In-line fashion, e.g., Eddie Bauer
- Experiential, e.g., do-it-yourself ceramic painting
- Other main street retail

New tenants. Total amount of retail square footage is unlikely to change much.

Office

Some office
20,000 to 50,000 SF

Commercial office, title companies

Lodging

Look for opportunity to add hotel.

Recommended Implementation Actions

ULI Report Recommendations

- Create a merchants' association
- [Bike and ped improvements](#)
- Zoning
- Create a theme
- Establish gateways
- Make 27th Ave the heart
- Slow traffic on 29th
- Make pedestrian improvements
- Tame intersection at 29th & Regal
- Make through-block pathways
- Define streetscaping
- Give lighting precedence
- Reduce asphalt
- Create a parking management strategy
- Customize code with housing incentives
- [YMCA](#)



Transportation Memos

CITY OF SPOKANE
LINCOLN HEIGHTS
DISTRICT CENTER
Plan

MEMORANDUM

Date: October 22, 2015

Subject: **Lincoln Heights Background Research**

SE15-0413

Workshop Comments

The workshop presented two vehicular strategies: slowing traffic on 29th through lane reductions or bulb-outs and taming the 29th & Regal intersection to accommodate transit. Public comment tended to be supportive although there were some opponents. One of the “big ideas” is to make 27th more of the ped/bike heart of the area while maintaining vehicular capacity on 29th.

ULI Report

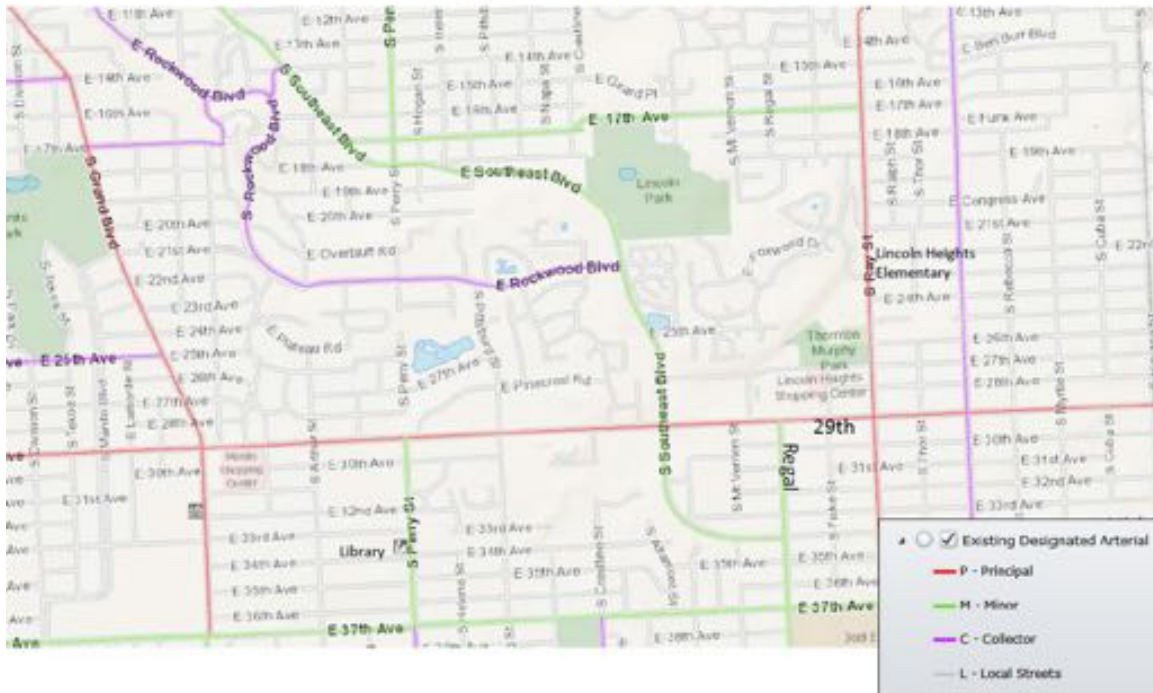
Underutilized surface parking lots are prime development opportunities.

Neighborhood Concerns

- 29th & Regal is a major concern for all modes – no other details provided
- 27th anecdotally has increased traffic and speeding – very wide open ROW, nothing to slow drivers down. Adding sidewalks (missing on south side), a bike facility, or landscaped buffers could help narrow the road/slow speeds.
- Not pleasant to walk
- Lots of seniors use non-signalized mid-block crossing to get to Rosauers Grocery.
Potential solution: HAWK or other treatment
- Bike facility on Southeast Blvd is good, but doesn't connect to center
- Connectivity to adjacent parks and other points of interest



Existing Arterial Network



Signalized Intersections & Planned Bike Network





DEMOGRAPHICSNOW

LIBRARY EDITION

TRAFFIC COUNTS



Numbers are Traffic Counts; yellow # lower to red # higher.

Red circle is one mile radius from 29th & Regal; Pulled from web on 5/28/2015²²

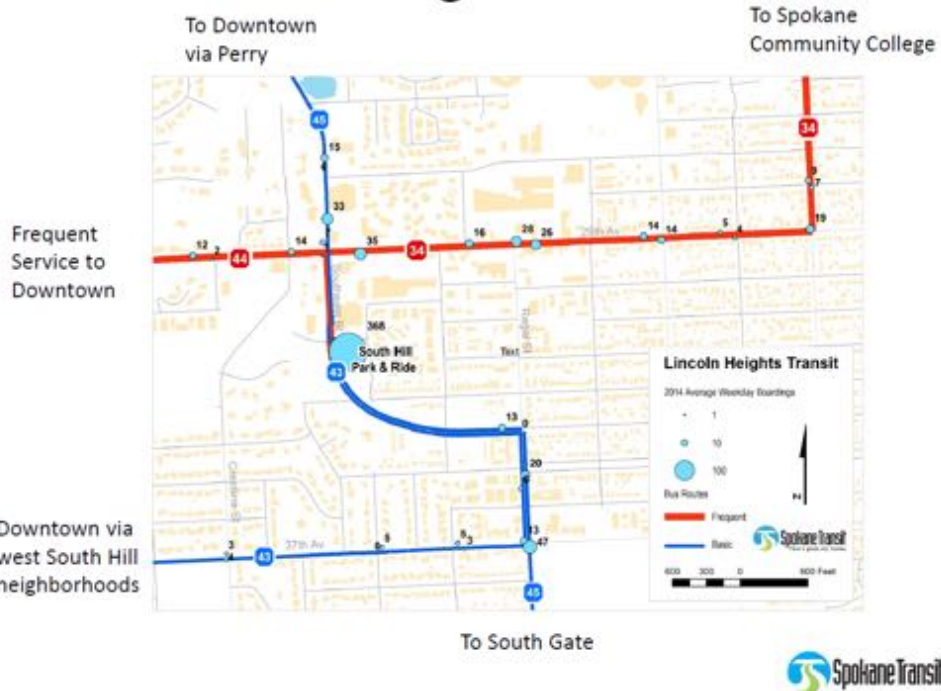


A second source (City Planning & Development, June 2015) Data from 2009-2010:





Existing Transit



Planned Transit

- Monroe/Regal High Performance Transit (HPT) Line
 - frequent service
 - expanded hours
 - enhanced passenger amenities
 - capital improvements to improve efficiency & reduce travel times
 - distinctive stops, vehicle & communications branding
 - permanence



Draft HPT Example Concepts





South Hill Connectivity and Livability Strategic Plan

Several neighborhoods combined resources to develop the South Hill Connectivity and Livability Strategic Plan in 2014. This included identifying transportation projects in Lincoln Heights:

- Arterial streetscape improvements on 29th and Southeast Blvd

K	Arterial Streetscape Improvement	Improve vehicular circulation (especially turning movements) and pedestrian/bicycle crossings; improve aesthetics	E 29th Ave (between Southeast and Fiske) Southeast Blvd (between Rockwood Blvd and 29th Ave)	Very few pedestrian amenities; mid-block crossing would benefit from additional improvements; opportunities for driveway consolidation
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- Greenway on 27th

F	Greenway	Bike and ped thoroughfare. Connect Lincoln Heights DC and Thorton Murphy Park to Lincoln Park to Ben Burr Trail and Underhill Park	27th Ave, South East Blvd, Lincoln Park access road, 17th, Fiske, Ben Burr Trail	Treatment may include sharrows, signage, channelization islands (to restrict through auto traffic), bulbouts, etc.
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Open House Summary

- Some participants mentioned difficulty making turns into retail areas and having to cross the double yellow line. That could bring support for a TWLTL/road diet on 29th.
- 29th not ped friendly, too close to fast traffic. Potential solution: landscaped buffers added as part of road diet.
- Lots of speeding concerns.
- No eastbound left turn arrow at 29th/Regal. Potential solution: signal revision as part of road diet.
- Traffic overflows from left turn lane on 29th/Ray west side.
- Traffic stacks up for blocks at 29th/Freya during rush hour (4-way stop).

South Perry District streetscape project

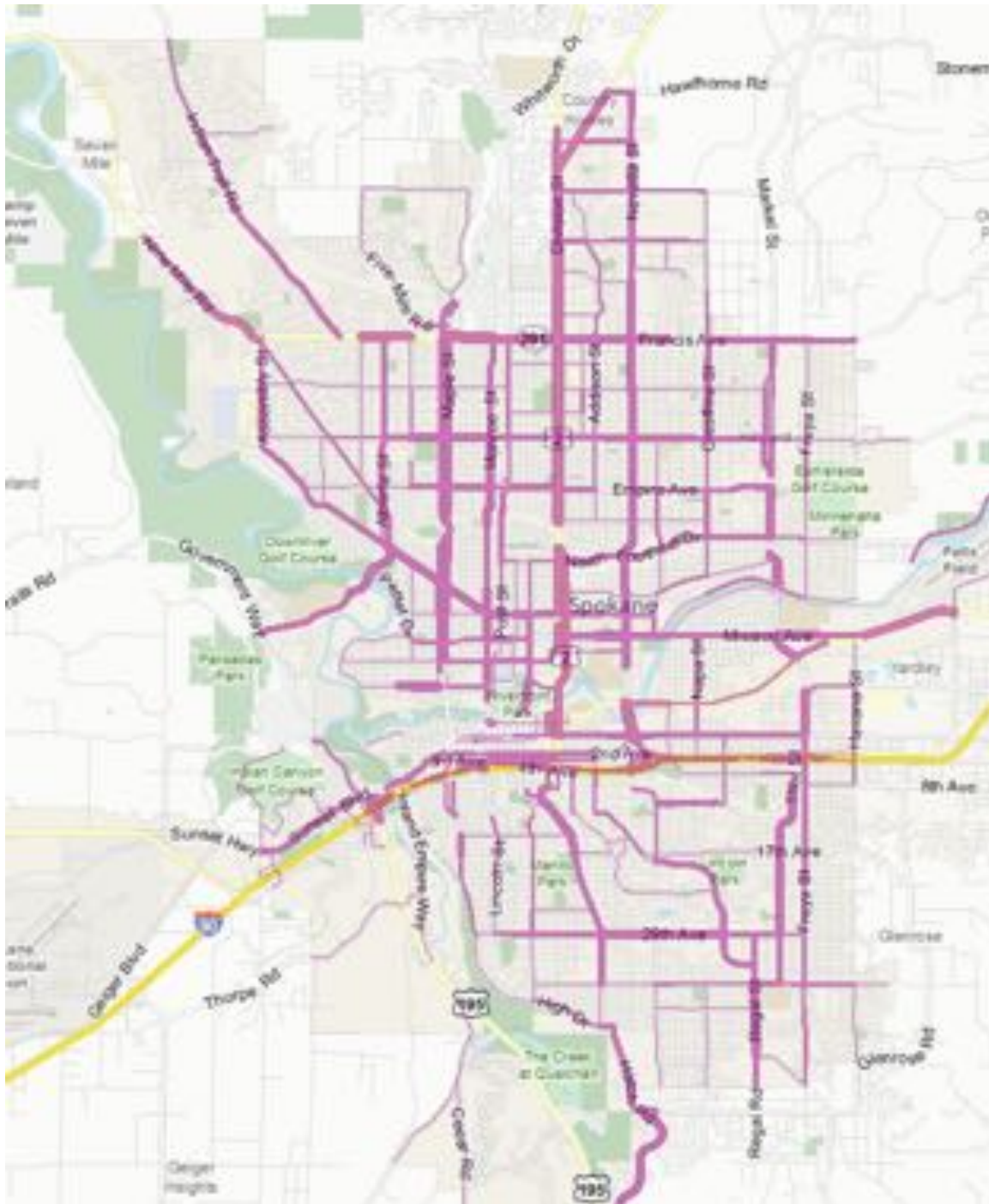
Streetscape revitalization constructed in 2007. Improvements included new sidewalks, bulb-outs, transit shelters, street trees, pedestrian lighting and seating. The business district has thrived since then with lots of new businesses opening.

Spokane Comprehensive Plan

- 29th is identified as a concurrency management corridor (2008 document)
- 29th & Regal has a LOS F/85 second max on the 2012 Transportation Concurrency LOS map.
- Fun fact! 29th & Regal was the original southeast corner of the city limits (circa 1891).



Traffic flow map (unknown source—image from our data collection folder):





IDEAS

Road diet on 29th – one through lane each direction, TWLTL, add landscaped buffers to make walking more pleasant. Signal modification at 29th/Regal to allow eastbound protected lefts.

29th has a ton of driveways. As the area develops, they should focus on access management to limit the number of driveways.

27th currently has ~40 feet of ROW. Add sidewalk to south side, ideally with landscaped buffers. There is also room for some type of bike facility.

Greenway or bike facility on Fiske to add connection between Southeast Blvd bike lanes , the residential neighborhood, shopping area, and park.

HAWK or other mid-block treatments on 29th for safety and to encourage “park once.” Needed across from Rosauer’s and along other major desire lines.

Overall transportation context

Lincoln Heights is a mid-century center that is flanked by two major commuter corridors (29th and Ray), as well as several of the City's minor arterials (Regal and Southeast). These corridors experience peak hour congestion, particularly 29th in the vicinity of the Lincoln Heights Shopping Center as evening commuters jostle with vehicles accessing businesses within the undivided four-lane cross-section.

In the long term, this corridor is also envisioned as a key component of Spokane Transit Authority's High Performance Transit Network (HPTN).

While this project seeks to activate the district to make it a more appealing place to linger, walk, ride a bike, or access by transit, the overall project must be mindful of the role of the underlying street network in supporting citywide mobility.

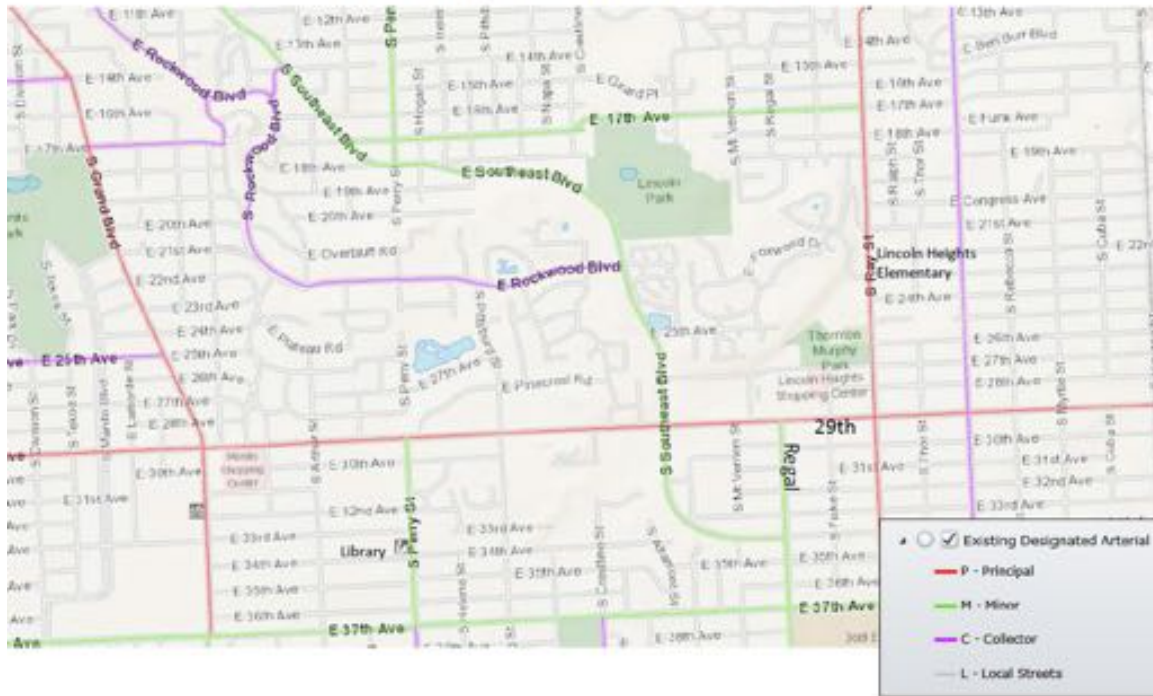
Existing transportation characteristics in the planning area

The following maps provide a snapshot of the existing transportation network. The first map shows the current functional classification of streets, which provides guidance on the role of each street in serving City mobility. As the map shows, 29th and Ray are principal arterials, meaning that they are very important connections for vehicles, transit, and potentially freight. Any modifications recommends for these streets must be mindful of maintaining reasonable vehicular operations and safety. Similarly, Regal and Southeast are minor arterials, meaning that they are not expected to carry as high of volumes, but are critical components of the street network. Of note, 27th is currently classified as a local street. Field observations and discussion with neighbors suggest that 27th serves more as a collector connecting local streets with the City's arterials (Southeast and Ray). The current classification of 27th makes it ineligible for federal funding, which is available to all streets with a functional classification of collector or higher.

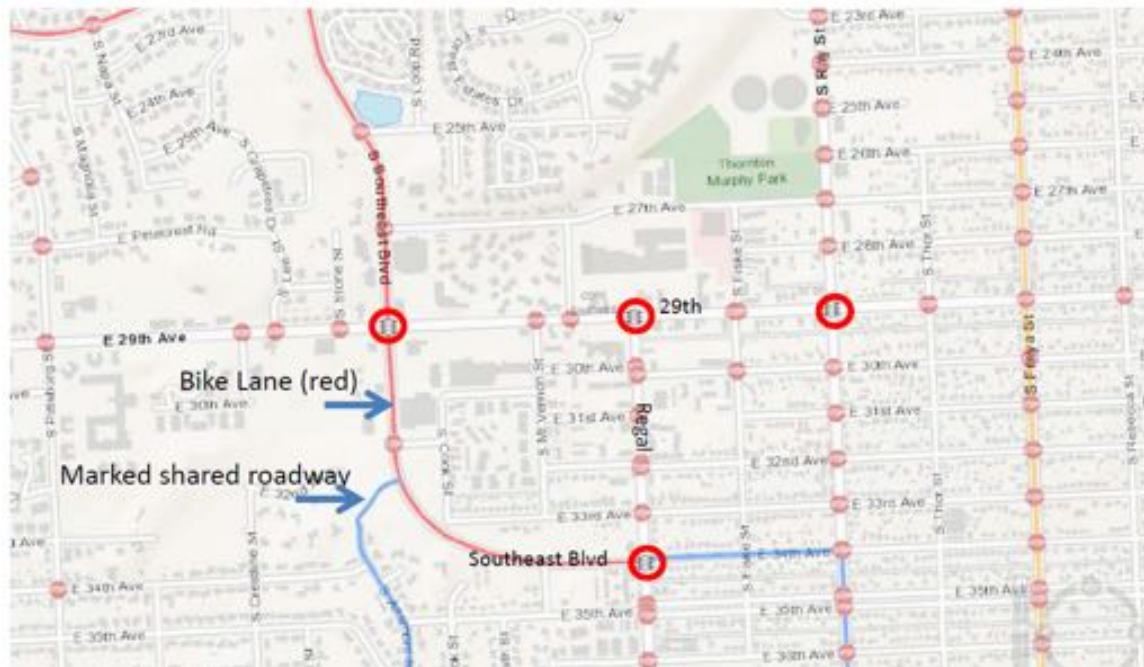
The second map shows the locations of signalized intersections overlaid on the planned bicycle network. Signalized intersections are highlighted as they provide controlled locations where pedestrians and cyclists can cross arterials streets relatively safely. As the map shows, there are only three signalized crossings on the 29th corridor between Southeast and Ray. Discussions with the community indicate a desire for more enhanced pedestrian crossings along 29th and Ray to facilitate better district wide mobility. The bike network shown on this map is very focused along Southeast making the Lincoln Heights Shopping Center and surrounding land uses without a proximate bike facility. This study will recommend expansion of the bicycle network, including development of a greenway on 27th and north south connections to make a more complete grid in the district.

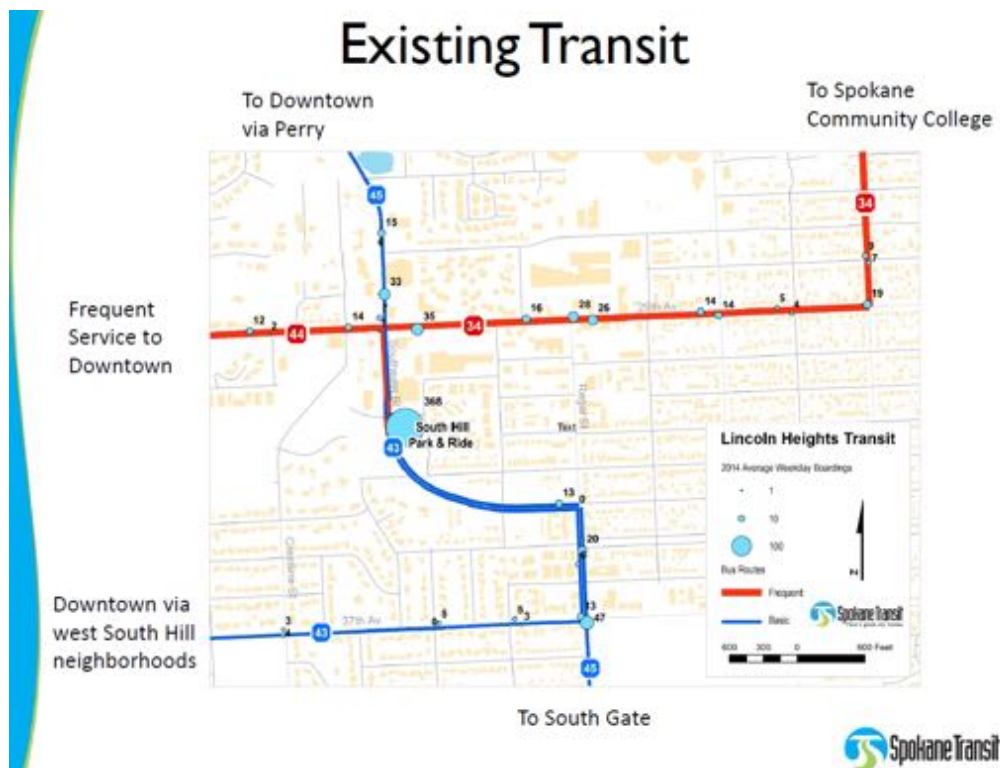
The third map shows existing transit service though the district. As the map shows, only Route 34 currently serves 29th, most of the service is currently focused toward serving the South Hill Park and Ride, which is located on Southeast south of 29th.

Existing Arterial Network



Signalized Intersections & Planned Bike Network





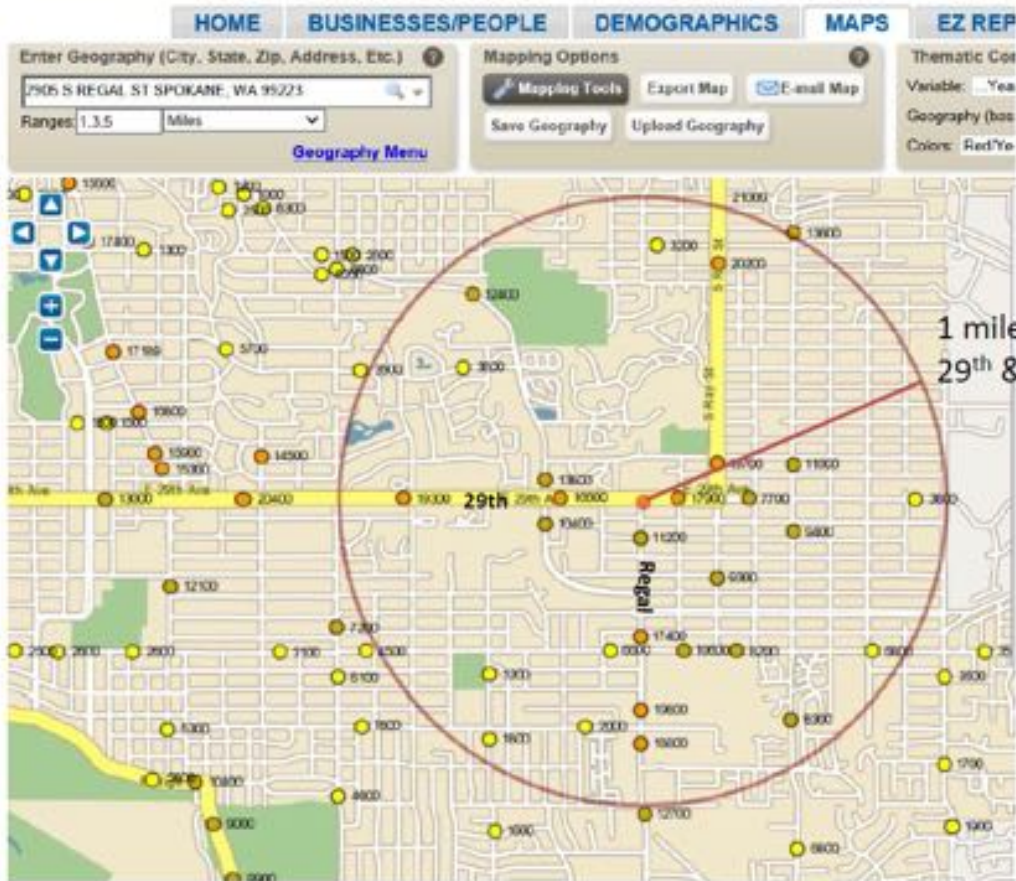
The ULI report summarized neighborhood concerns about the planning area:

- **29th & Regal is a major concern for all modes.** The current intersection design does not accommodate STA buses, the intersections operates at LOS F (according to the 2012 Comprehensive Plan), and it is confusing and hostile for pedestrians and bicycles.
- **27th has seen increased traffic and speeding.** The wide open right of way encourages speeding. Moreover, the street lacks sidewalks and bicycle facilities.
- **Overall, the district is not pleasant a pleasant place to walk.** The lack of buffering between pedestrians and the travel lanes on 29th and the sea of parking in front of the businesses lack greenery, visual interest, and protection.
- **Lack of protected crossings make 29th and Ray feel like barriers.** There is a non-signalized mid-block crossing which connects many seniors with the Rosauers Grocery. Residents have observed many near misses. The community discussed installation of enhanced crossings such as HAWKs or RRFBs at key locations create permeability within the district.
- **Bike facility on Southeast Blvd is good, but doesn't connect to center.** As discussed above, the bike network is incomplete in the district, lacking an east-west connection north of 29th, as well as north-south connections to create a better grid.

Traffic counts where available

The City's website provides data about traffic counts collected in 2009-2010 along the City's arterial streets. In the immediate planning area, this includes 29th, Regal, Ray, and Southeast. In addition, Demographics Now provides traffic counts. The figure below shows how traffic volumes on 29th (which are 16,600 to 17,900 average daily vehicles in the study area) increase to 20,000 daily vehicles west of Southeast Boulevard.





Numbers are Traffic Counts; yellow # lower to red # higher.

Red circle is one mile radius from 29th & Regal; Pulled from web on 5/28/2015²²

Potential approaches to achieving "Center" characteristics

During the Storefront Studio, our team evaluated several approaches that would help the District feel like more of a Center. These included:

- **Streetscape:** Bringing the building faces up to the right of way to reflect a more mature, urban environment. The "Coming To" option also considered converting 29th from four to three lanes. This would allow more space for wider, buffered sidewalks, street trees and lighting, and enhanced transit stops.
- **Pedestrian environment:** How pedestrians move through the district was a focus. In addition to improving sidewalks along 29th, the Studio looked to improve the pedestrian environment through enhanced crossings (potentially HAWKS or RRFBs) at key locations along 29th and Ray, as well as improving internal connections within the district (eg, formalizing informal pathways, including the existing Rockwood Trail connection, to include lighting/other enhancements.)

- **Multimodal options:** One of the key elements that will make this area a success as a center is STA's long term plan to make the Lincoln Heights shopping center a major stop along the HPTN. This planning effort considered how an enhanced stop with off-board fare payment, real-time transit information, seating, and potentially a parking structure could be added west of 29th and Regal.

Storefront Studio input

The Storefront Studio took place on November 3-4, 2016 and included representatives from the neighborhood group, local business owners, City planning and engineering staff, as well as STA. The input shaped the formation of our infrastructure recommendations for the three alternatives Baby Steps, Going Through, and Coming To.

Some of the key input that we heard from each of these groups:

- **Neighborhood representatives:** Key interest in improving conditions for biking and walking through the district. Enhanced crossings of Ray and 29th, as well as internal connections (27th Greenway and a more complete bike network) were among the top interests. Neighborhood representatives also emphasized the importance of maintaining auto mobility through the district – while there was strong interest in improving the pedestrian environment along 29th, there was a general sense that this should not be achieved at the expense of auto mobility through the district.
- **Business Owners:** The key transportation topic of discussion with business owners was business access along 29th. There was a general sense that 29th today offers “wide open” access as the four-lane section west of Regal lacks median treatments that limit access. Business owners were receptive to streetscape enhancements along 29th only if reasonable business access could be achieved and the street could be designed to limit added congestion (since they felt that longer delays at 29th might discourage people from traveling the corridor and thus reduce their customer base).
- **City Staff:** The main topics of discussion with City staff included how the interest for enhanced crossings along 29th and Ray could be accommodated safely. Engineering staff expressed an interest in studying appropriate crossing treatments given prevailing traffic volumes, speeds, driver expectations, and likely pedestrian crossing volumes. Staff generally tended to prefer HAWK treatments over RRFBs, but this would need to be studied more thoroughly before a final treatment is installed. Staff also shared an interest in changing the functional classification of 27th from a local street to a collector. This would make 27th eligible for federal funding that could fund streetscape enhancements.

- **STA:** The main interest by STA was ensuring that the recommendations resulting from the district plan were consistent with their plans for the HPTN. Input from STA included that transit stops should be in-street (not as pullouts) to maintain transit operations. STA also shared that the park and ride facility along Southeast may eventually be converted to another use (such as bus layover space) as future service, particularly along the HPTN, is more focused on Regal and 29th.


Accommodation of HPTN proposals


As discussed above, the recommended alternative include the features, which are consistent with the HPTN:


- Major stop west of 29th and Regal, which would include enhanced shelter with benches, and perhaps other feature such as off-board fare payment and real-time transit information.
- No bus pullouts – all stops would be in the travel lane.
- Incorporation of transit signal priority in the corridor to minimize delay for buses.
- Focus on providing safe pedestrian and bike access to transit stops, including enhanced pedestrian crossings, buffered sidewalks, and bike parking.
- Consideration of opportunities to develop a shared use parking structure between STA and the Lincoln Heights Shopping Center.


Planned Transit

- Monroe/Regal High Performance Transit (HPT) Line
 - frequent service
 - expanded hours
 - enhanced passenger amenities
 - capital improvements to improve efficiency & reduce travel times
 - distinctive stops, vehicle & communications branding
 - permanence









Draft HPT Example Concepts

Ability to reduce 29th to three lanes

The traffic volumes on 29th are 16,600-17,900 vehicles per day. A review of the City's travel model indicates that future travel growth is relatively modest adding no more than 1,200 additional vehicles per day (roughly 120 peak hour vehicles) by 2035. The traffic volumes are at the upper end of the spectrum where we would recommend a three lane conversion, but they are still forecast to remain within the reasonable range.

The current four-lane cross-section doesn't function well. Business access is uncontrolled, meaning that there are turning vehicles blocking through traffic. This uncontrolled environment leads to the sense that this section of the street is more prone to fender-benders and overall driver discomfort. Given the underperformance of the four-lane cross-section, a well-designed three-lane cross-section could provide similar operations (in terms of capacity for through and turning vehicles) by reducing conflicts in individual lanes while offering substantial benefits to the pedestrian realm.

These benefits include providing a much more gracious pedestrian environment with buffering from vehicle traffic, a wider sidewalk, and incorporation of street trees and lighting. Moreover, 29th is a three lane cross-section both east and west of the district, thus narrowing this section of street would be more consistent with the overall corridor design potentially reducing merging activity.

Approach to 27th

There was a lot of excitement around what 27th could be. As a wide, relatively underutilized street, 27th offers a world of possibilities. The first step toward improving 27th is likely changing its functional classification to a collector to make it eligible for federal funding. This is consistent with the current character of the street, as it connects local streets with arterials, Southeast and Ray.

In terms of design treatments, the Studio resulted in the following recommendations:

- Designate the street as a greenway, recognizing its importance to walking and biking
- Fill pedestrian facility gaps on both sides of the street and improve overall conditions of pedestrian facilities
- Consider a curbless design which would allow for flexible use of the street for festivals
- Narrow the travelled way to reduce speeds through incorporation of raingardens and/or angled parking – this would also be particularly well received adjacent to the ballfields at Thorton Murphy Park
- To make 27th a viable option for bicycle trips that extend beyond the district, consider treatments to its intersections with Southeast and Ray to make crossing these arterials easier. The team

discussed how HAWK treatments should be further explored. (It should be noted that City staff preferred potential placement of a HAWK along Ray at 25th, instead of 27th, since this would be less likely to affect operations of the busy 29th intersection and would also be valuable in assisting safe crossings to the school.)

Functional impacts and tradeoffs

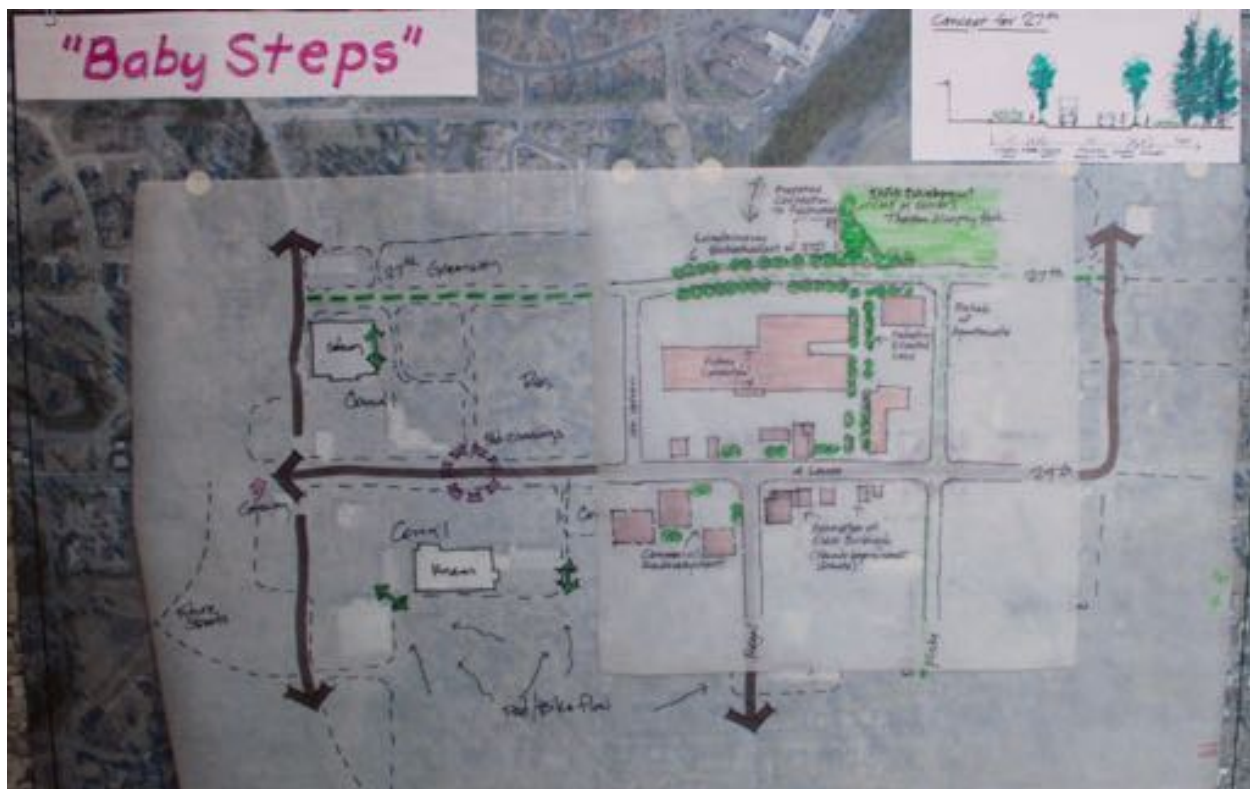
The functional impacts and tradeoffs have been discussed above, but to summarize, the major ones include:

- Conversion of 29th to a three-lane cross-section: Corridor treatments would need to be studied to ensure that reasonable vehicle operations could be maintained (we believe they could).
- Enhanced pedestrian crossings along Ray and 29th: Again, these treatments would need to be analyzed to make sure constructed treatments are appropriate to their context (traffic volumes, speeds, driver expectations, and pedestrian volumes) and do not significantly impact auto mobility.

Immediate pedestrian safety improvements

The Baby Steps alternative reflected the pedestrian safety improvements that could be put in place in the near term. It should be noted that the Baby Steps alternative is viewed as a Phase 1 of the Coming To option. The immediate improvements identified were:

- Improved pedestrian crossing at Rosaur's and along Ray (either at 27th or 25th).
- Formalizing currently informal pathways (adding lighting and other treatments) to paths including the Rockwood connection.



Step-by-step transportation network transformation

To keep this effort moving, the following items should be pursued over the next few years:

- **Reclassification of 27th to a collector.** This will allow for additional funding opportunities.
- **Get the following investment priorities on the city's six year TIP:**
 - **29th Corridor Study: S. Martin Street to Freya.** Perform a corridor study to identify enhancements to the street, which will introduce improvements to the pedestrian realm, accommodate plans for the HPTN, and improve multimodal safety and comfort, while accommodating reasonable traffic operations. This study will include identifying feasible treatments of Regal/29th
 - **Final Design Study for 27th and 29th.** For 27th, design improvements Mt. Vernon to Ray. For 29th, design improvements for Southeast to Fiske.
 - **Installation of enhanced crossings (consideration of raised or lighted crossings, RRFBs, or HAWKs).** Locations to consider include 27th/Ray, Fiske/Regal, Rosauers/29th.
 - **27th Corridor reconstruction.**
 - **29th Corridor reconstruction.**
- **Trail connection to Rockwood -** Increasing pedestrian access to the district center from the Rockwood retirement living neighborhood to the immediate north is a high priority.

All of the above actions should include coordination with key stakeholders including the neighborhood group, Spokane Transit Authority, and local businesses.

"Coming To"





August 10, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part I

Cover Letter

August 3, 2016

Re: Information for August 10, 2016 Plan Commission Workshop on Comprehensive Plan Update

Dear Plan Commission Members:

I am pleased to provide to you the next 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 2, Implementation (this is only the introduction to the chapter, as it is still being developed. You will receive more information on the chapter early next week); Chapter 6, Housing; and the Glossary. 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 chapters 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 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.

August 10, 2016 Workshop Items

1. Draft Implementation Chapter

Chapter 2, the Implementation Chapter, is new and therefore did not go through a focus group review process. With the exception of the chapter introduction which you received with this email, staff is still working on developing the chapter. You will receive another portion of the chapter early next week to give you a better idea of how the chapter functions. Staff will be taking ideas from the public for possible inclusion in the chapter through the end of the year, so the entire draft chapter will be presented to you after that time.

2. Draft Housing Chapter

The Housing Chapter underwent extensive review and modification by a focus group in 2013. In addition, some minor changes were recently proposed by the Community, Housing, and Human Services Affordable Housing Committee during their review of the chapter.

3. Glossary

Staff made minor changes to the glossary.

Thanks again for your continued support and for your attention and time with this process. Our team looks forward to seeing you again on August 10.

Sincerely,

Jo Anne Wright
Comprehensive Plan, Neighborhoods, and Codes Team



August 10, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part II

Chapter 2 –
Implementation
TRACKED CHANGES

1.32.1 IMPLEMENTATION—CARRYING OUT THE PLAN

~~A plan means nothing if it is not carried out, or implemented.~~ The Comprehensive Plan, as a community- wide plan, is implemented by the combined efforts of individuals, businesses, neighborhoods, civic groups, and local government. Many of the plan’s policies reflect this shared responsibility for community action.

Section 2.1 was originally section 1.3 of the document. It has since been moved here as part of the creation of this new chapter.

City government has the primary responsibility to implement the plan. Two key options for implementation available to the city are ~~The city’s two main implementation activities are managing management of future~~ development by via the application of land use regulations and the spending allocation of public funds ~~on to~~ physical improvements. The relationship of these activities to the Comprehensive Plan is specified in the State Growth Management Act, which states that regulations shall be consistent with the Comprehensive Plan, and capital budgeting and spending shall be in conformance with the Comprehensive Plan.

Consistent Regulations

The city created regulations to ensure that development occurs consistent with the our community’s goals and ~~objectives policies embodied in the Comprehensive Plan.~~ These implementing regulations include zoning and subdivision ordinances, environmental laws, building codes, historic preservation laws, and design review procedures.

Zoning

~~The regulations that most people are at least a little familiar with are in the zoning code. The zoning this code controls the way land can be used, meaning~~ the type of activity and intensity of development. Zoning restricts ~~where the location of~~ residences, stores, industry, and other land uses ~~are located~~, along with ~~urban requirements for~~ building height, minimum lot size, and the amount of landscaping and parking that must be provided. Zoning ~~can establish~~ districts, such as single-family residential or light industrial, ~~to keep land uses separated,~~ but ~~it also~~ can also set rules for combining many types of uses to create a “mixed-use” project or district.

The city’s official zoning code is part of the Spokane Municipal Code, which includes all the local laws that citizens and the city government must follow. The zoning code consists of definitions, descriptions of zoning classifications and the uses allowed in each, dimensional standards for development, and maps that show how the zone classifications divide the entire city into land use districts. Since zoning is a device to implement the Comprehensive Plan, its rules must be consistent with the plan. ~~The decisions about land development are made when the plan is prepared or amended. The zoning code puts theses decisions into operation as enforceable rules.~~

Example of Zoning Consistency

~~The plan’s policies and map designate a location for a neighborhood center that includes a mix of housing types and neighborhood business uses, developed in character with the surrounding single family neighborhood. The zoning code map for the area shows the boundaries of the center and a zoning classification, such as “Neighborhood Center Mixed Use,” near its middle. The map also identifies districts for higher density housing adjoining the mixed-use district, and surrounding those, large single family districts to preserve the existing neighborhood character. The zoning map districts and classifications follow the direction of the plan and, therefore, meet the rule for consistency.~~

This was removed to keep the discussion general and not overly specific.

Subdivision

The manner in which parcels of land are divided into smaller parcels, or platting, is specified in the subdivision ordinance. Subdivision provisions relate primarily to procedures for dividing land. These procedures include review by public agencies to ~~insure~~ ensure that zoning standards (~~e.g.,~~ minimum lot size, ~~for~~ example), street access, public facilities, and other urban service requirements are provided. State subdivision law requires that local legislative bodies include appropriate provisions to ensure that facilities specified in the plan will be available to serve the subdivision at the time of development.

~~State subdivision law requires that local legislative bodies include written findings that “appropriate provisions are made. . . for such open spaces, drainage ways, streets or roads, alleys, other public ways, transit stops, potable water supplies, sanitary wastes, parks and recreation, playgrounds, schools and school grounds and other relevant facts, including sidewalks and other planning features” as part of the decision for approving a plat. Appropriate provisions are made with a finding that those facilities specified in the plan will be available to serve the plat at the time of development.~~

This paragraph was combined into a single sentence above.

Environmental Review

The State Environmental Policy Act (SEPA) ensures that environmental values are considered during decision-making by state and local agencies. SEPA gives agencies the tools to ~~allow~~ enable them to consider environmental information, including mitigation measures, before making a decision on a proposed plan or project. SEPA also includes provisions to involve the public, tribes, and interested agencies in most review processes prior to a final decision.

The environmental review process in SEPA works with other regulations to provide a comprehensive review of a proposal. Combining the review processes of SEPA and other laws reduces duplication and delay by combining study needs, combining comment periods and public notices, and allowing agencies, applicants, and the public to consider all aspects of a proposal at the same time. SEPA also gives agencies authority to condition or deny a proposal based on the agency’s adopted SEPA policies and environmental impacts identified during SEPA review.

Design Review and Design Guidelines

One of the biggest concerns of the community is how the pieces of our urban environment fit together. Design Review addresses the “fit” and compatibility of a development within the context of its surrounding environment both visually and in terms of how well a project will function as a neighbor. Review of projects is based on urban design guidelines included as policies and illustrations within the Comprehensive Plan and can cover height, bulk, architectural elements, landscape, signing, lighting, points of access, and many other details of building and site development.

Design guidelines are a primary tool in plan implementation to ~~insure~~ ensure that proposals are compatible in character with adjacent development. Guidelines are adopted as descriptions, photos, or illustrations of desired character, and they have the effect of public policy. Building materials, architectural details, site features, and relationship to the street and adjacent properties are common specification in design guidelines. Design guidelines can serve as education and information for developers and the general public and can be recommended to a decision-making authority by an advisory committee in regards to a specific project. They also can be required as a condition of a particular development by a decision-maker, such as the Hearing Examiner.

Building Codes

Building codes help ~~insure~~ ensure that development is safe and not a threat to public and personal health. These rules are applied when a property owner or tenant applies to the city for a building permit to gain

approval to develop property including structures. During the permitting process, the proposal is checked for compliance with other codes and regulations, such as zoning, and SEPA, the Americans with Disability Act, and rules for historic preservation are checked for compliance.

~~Some of the most important areas involving consistency with the plan include the Americans with Disability Act requirements, rules for historic preservation, and the creation of live/work spaces. Community interests such as these, as stated in the Comprehensive Plan, must be reflected through local administration of the Building Code.~~

This paragraph was folded into the previous paragraph and removed.

Historic Preservation

The Comprehensive Plan recognizes the high value citizens place on historic resources in Spokane. Policies express public ~~desires concern~~ regarding their preservation and how to manage changes to these resources as they are impacted by new development. Historic properties can range from individually listed commercial, governmental, or residential buildings to historic districts in both neighborhood and commercial areas ~~downtown commercial buildings to neighborhood clusters of historically significant homes.~~ Historic properties could also be ~~buildings or structures owned or used by the City of Spokane.~~

This section was modified by the City's Historic Preservation Officer for currency and accuracy.

A number of implementation tools are already in place. The Spokane Register of Historic Places lists significant properties over 50 years old ~~by owner consent that meet specific criteria, with the consent of the owner.~~ Following designation on the register, through a contract with the owner, properties are subject to ~~historic~~ design review by the Spokane Historic Landmarks Commission using in reference to federal rehabilitation standards, known as the Secretary of the Interior's Standards for Rehabilitation.

To encourage compliance, incentives are available for privately owned historic properties. Those incentives include the Federal Investment Tax Credit, which provides an income tax reduction for National Register listed, income-producing properties that have undergone a substantial rehabilitation, local Special Valuation, which reduces property tax, local Building Code Relief, which ~~allows for may allow~~ deviation from building code requirements that directly impact important historic features of listed buildings, and the option of the donation of a Facade Easement, which ~~provides may provide~~ a one-time Federal Income Tax deduction based on the value of the donation.

A database of information of identified and potentially historic properties is also available and can be used as a planning tool by local government, ~~by~~ developers, and ~~by~~ elected officials to make informed decisions about actions that could affect historic resources.

Conforming Capital Budget and Spending

As communities grow, new schools, parks, libraries, streets, water and sewer lines, and similar urban facilities are needed to serve the expanding population. The Capital Facilities Program (CFP) is an official city document that lists all of the facility needs identified by each service provider for the future next twenty years, including those required to support future population growth. The City Council adopts the program as the official outline of long-range spending on public improvements.

This paragraph has been updated to reflect the fact that the City now creates a single, citywide Capital Improvement Program, not several individual CIPs for each department/service area.

Transportation, water, wastewater, solid waste, fire, police, library, and parks facilities are planned in greater detail in ~~their respective~~ the citywide Capital Improvement Programs (CIPs) ~~and summarized in the~~

~~first six year projects in the 20 year CFP.~~ The CIP lists the specific physical improvements, specifies a time for construction, and identifies the anticipated source of funds to pay for the project. In addition to ongoing needs for repair and maintenance, these lists of capital facilities include the immediate improvements necessary to support growth, in conformance with the Comprehensive Plan.

Capital Facilities and Concurrency

The CFP and CIPs outline the city's capital budgets and include projects needed to realize the proposals in the plan. The GMA's Concurrency rule ensures that those public facilities and services necessary to support development are adequate to serve the development without decreasing current service levels below locally established minimum standards, and available when the service demands of development occur. The basis for this rule is two-fold: new growth should pay its way without placing additional financial burden on existing citizens or future generations, and growth should not reduce the quality or types of urban services that current residents enjoy.

Concurrency is ~~pursued~~considered at the planning level and ensured at the project review level. During planning, the six-year capital improvement programs reflect City Council resolve to pursue funding for projects to meet the demands of new growth. The concurrency management system tracks current and future capital projects against land use trends and funding availability. At the project review level, developments generating new service demands can only be approved if adequate public facilities and services are available to meet the needs of the development.

2.2 STRATEGIC ACTIONS

In addition to these regulatory tools, city officials and staff endeavors to implement the tenets of the Comprehensive Plan in their projects and programs every day. The Comprehensive Plan is designed to help the community realize a shared vision of the future. As the community, environmental, and legal frameworks change over time, so should the community's guiding document. In order to ensure that the Comprehensive Plan functions as a living document, evolving to meet the needs of the community, a strategic action guide has been developed to help direct the actions and priorities of elected officials and city staff. The guide has been designed to provide actionable projects to implement the goals and policies of the Comprehensive Plan.

This philosophy is reflected in the Growth Management Act's requirement that jurisdictions perform a periodic review and update as well as allowing jurisdictions to amend their Comprehensive Plans once annually. The GMA also requires that all applications for Comprehensive Plan amendments be considered together for their cumulative impacts on the plan. Historically, these amendments have predominantly been sponsored by private citizens and less frequently initiated by elected officials or staff. The implementation chapter will serve as a mechanism for amending the plan to reflect citywide interests rather than accommodating project specific needs. As new issues or priorities emerge, the associated strategic actions will be analyzed for consistency with the goals and policies and incorporated into this chapter during the annual amendment process. As strategic actions are completed, their impacts will also be reflected during the amendment process. Many of these amendments will be initiated by staff, but some may also be prompted by advisory boards, task forces, neighborhood councils, outside agencies, elected officials, or changes to state law. All amendments will go through a public process that includes public notices and public hearings as well as a review and recommendation by the Plan Commission before a final review and adoption by City Council.

<Strategic Action Guide to be Inserted Here>



August 10, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part III

Chapter 2 –
Implementation
FORMATTED

2.1 Carrying Out the Plan

The Comprehensive Plan, as a community- wide plan, is implemented by the combined efforts of individuals, businesses, neighborhoods, civic groups, and local government. Many of the plan's policies reflect this shared responsibility for community action.

City government has the primary responsibility to implement the plan. Two key options for implementation available to the city are management of future development via the application of land use regulations and the allocation of public funds to physical improvements. The relationship of these activities to the Comprehensive Plan is specified in the State Growth Management Act, which states that regulations shall be consistent with the Comprehensive Plan, and capital budgeting and spending shall be in conformance with the Comprehensive Plan.

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The zoning code controls the type of activity and intensity of development. Zoning restricts the location of residences, stores, industry, and other land uses, along with requirements for building height, minimum lot size, and the amount of landscaping and parking that must be provided. Zoning districts, such as single-family residential or light industrial, keep land uses separated but can also set rules for combining many types of uses to create a "mixed-use" project or district.

The city's official zoning code is part of the Spokane Municipal Code, which includes all the local laws that citizens and the city government must follow. The zoning code consists of definitions, descriptions of zoning classifications and the uses allowed in each, dimensional standards for development, and maps that show how the zone classifications divide the entire city into land use districts. Since zoning is a device to implement the Comprehensive Plan, its rules must be consistent with the plan.

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The manner in which parcels of land are divided into smaller parcels, or platting, is specified in the subdivision ordinance. Subdivision provisions relate primarily to procedures for dividing land. These procedures include review by public agencies to ensure that zoning standards (minimum lot size, for example), street access, public facilities, and other urban service requirements are provided. State subdivision law requires that local legislative bodies include appropriate provisions to ensure that



facilities specified in the plan will be available to serve the subdivision at the time of development.

Environmental Review

The State Environmental Policy Act (SEPA) ensures that environmental values are considered during decision-making by state and local agencies. SEPA gives agencies the tools to enable them to consider environmental information, including mitigation measures, before making a decision on a proposed plan or project. SEPA also includes provisions to involve the public, tribes, and interested agencies in most review processes prior to a final decision.

The environmental review process in SEPA works with other regulations to provide a comprehensive review of a proposal. Combining the review processes of SEPA and other laws reduces duplication and delay by combining study needs, combining comment periods and public notices, and allowing agencies, applicants, and the public to consider all aspects of a proposal at the same time. SEPA also gives agencies authority to condition or deny a proposal based on the agency's adopted SEPA policies and environmental impacts identified during SEPA review.

Design Review and Design Guidelines

One of the biggest concerns of the community is how the pieces of our urban environment fit together. Design Review addresses the "fit" and compatibility of a development within the context of its surrounding environment both visually and in terms of how well a project will function as a neighbor. Review of projects is based on urban design guidelines included as policies and illustrations within the Comprehensive Plan and can cover height, bulk, architectural elements, landscape, signing, lighting, points of access, and many other details of building and site development.

Design guidelines are a primary tool in plan implementation to ensure that proposals are compatible in character with adjacent development. Guidelines are adopted as descriptions, photos, or illustrations of desired character, and they have the effect of public policy. Building materials, architectural details, site features, and relationship to the street and adjacent properties are common specification in design guidelines. Design guidelines can serve as education and information for developers and the general public and can be recommended to a decision-making authority by an advisory committee in regards to a specific project. They also can be required as a condition of a particular development by a decision-maker, such as the Hearing Examiner.

Building Codes

Building codes help ensure that development is safe and not a threat to public and personal health.



These rules are applied when a property owner or tenant applies to the city for a building permit to gain approval to develop property including structures. During the permitting process the proposal is checked for compliance with other codes and regulations, such as zoning, SEPA, the Americans with Disability Act, and rules for historic preservation.

Historic Preservation

The Comprehensive Plan recognizes the high value citizens place on historic resources in Spokane. Policies express public desires regarding their preservation and how to manage changes to these resources as they are impacted by new development. Historic properties can range from individually listed commercial, governmental, or residential buildings to historic districts in both neighborhood and commercial areas.

A number of implementation tools are already in place. The Spokane Register of Historic Places lists significant properties over 50 years old that meet specific criteria, with the consent of the owner. Following designation on the register, through a contract with the owner, properties are subject to design review by the Spokane Historic Landmarks Commission using federal rehabilitation standards, known as the Secretary of the Interior's Standards for Rehabilitation.

To encourage compliance, incentives are available for privately owned historic properties. Those incentives include the Federal Investment Tax Credit, which provides an income tax reduction for National Register listed, income-producing properties that have undergone a substantial rehabilitation, local Special Valuation, which reduces property tax, local Building Code Relief, which may allow deviation from building code requirements that directly impact important historic features of listed buildings, and the option of the donation of a Facade Easement, which may provide a one-time Federal Income Tax deduction based on the value of the donation.

A database of information of identified and potentially historic properties is also available and can be used as a planning tool by local government, developers, and elected officials to make informed decisions about actions that could affect historic resources.

Conforming Capital Budget and Spending

As communities grow, new schools, parks, libraries, streets, water and sewer lines, and similar urban facilities are needed to serve the expanding population. The Capital Facilities Program (CFP) is an official city document that lists all of the facility needs identified by each service provider for the future, including those required to support future population growth. The City Council adopts the program as the official outline of long-range spending on public improvements.



Transportation, water, wastewater, solid waste, fire, police, library, and parks facilities are planned in greater detail in the citywide Capital Improvement Programs (CIPs). The CIP lists the specific physical improvements, specifies a time for construction, and identifies the anticipated source of funds to pay for the project. In addition to ongoing needs for repair and maintenance, these lists of capital facilities include the immediate improvements necessary to support growth, in conformance with the Comprehensive Plan.

Capital Facilities and Concurrency

The CFP and CIPs outline the city's capital budgets and include projects needed to realize the proposals in the plan. The GMA's Concurrency rule ensures that those public facilities and services necessary to support development are adequate to serve the development without decreasing current service levels below locally established minimum standards, and available when the service demands of development occur. The basis for this rule is two-fold: new growth should pay its way without placing additional financial burden on existing citizens or future generations, and growth should not reduce the quality or types of urban services that current residents enjoy.

Concurrency is considered at the planning level and ensured at the project review level. During planning, the six-year capital improvement programs reflect City Council resolve to pursue funding for projects to meet the demands of new growth. The concurrency management system tracks current and future capital projects against land use trends and funding availability. At the project review level, developments generating new service demands can only be approved if adequate public facilities and services are available to meet the needs of the development.



2.2 Strategic Actions

In addition to these regulatory tools, city officials and staff endeavors to implement the tenets of the Comprehensive Plan in their projects and programs every day. The Comprehensive Plan is designed to help the community realize a shared vision of the future. As the community, environmental, and legal frameworks change over time, so should the community's guiding document. In order to ensure that the Comprehensive Plan functions as a living document, evolving to meet the needs of the community, a strategic action guide has been developed to help direct the actions and priorities of elected officials and city staff. The guide has been designed to provide actionable projects to implement the goals and policies of the Comprehensive Plan.

This philosophy is reflected in the Growth Management Act's requirement that jurisdictions perform a periodic review and update as well as allowing jurisdictions to amend their Comprehensive Plans once annually. The GMA also requires that all applications for Comprehensive Plan amendments be considered together for their cumulative impacts on the plan. Historically, these amendments have predominantly been sponsored by private citizens and less frequently initiated by elected officials or staff. The implementation chapter will serve as a mechanism for amending the plan to reflect citywide interests rather than accommodating project specific needs. As new issues or priorities emerge, the associated strategic actions will be analyzed for consistency with the goals and policies and incorporated into this chapter during the annual amendment process. As strategic actions are completed, their impacts will also be reflected during the amendment process. Many of these amendments will be initiated by staff, but some may also be prompted by advisory boards, task forces, neighborhood councils, outside agencies, elected officials, or changes to state law. All amendments will go through a public process that includes public notices and public hearings as well as a review and recommendation by the Plan Commission before a final review and adoption by City Council.

<Strategic Action Guide to be Inserted Here>





August 10, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part IV

Chapter 6 – Housing
TRACKED CHANGES

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6.1 INTRODUCTION



The Introduction has been updated by the Focus Group for streamlining and currency purposes.

This chapter addresses the housing needs and issues of the City of Spokane. The housing chapter includes topics such as affordable housing, the provision of housing choices, and the overall quality of housing.

The purpose of this chapter is to provide a coordinated set of goals, guidelines, and policies to direct future growth and

development in the City of Spokane. Citizens developed the guiding content of this chapter in order to raise the “quality of life” for the current and future population. They recognized that housing satisfies the basic human need for shelter. Although many market factors affect the ability of the private sector to provide affordable housing, many local government actions - which include land use policies, development regulations, infrastructure finance, and permitting processes - impact housing affordability. With this need satisfied, it is hoped that a home leads to a pride in place, a bond with the community, and an increased ability to satisfy other human needs.

~~Housing and the provision of housing have direct ties to the local economy. The lack of a home often leads to negative behavior and a diminished opportunity in life that is unacceptable to the community. Stress from excessive housing costs can cause other problems for households such as social, economic, and health-related concerns.~~

Background and Current Trends

~~Outlined in the Draft Comprehensive Plan/EIS, Volume 2, Housing, Chapter 20, are several factors that are projected to influence the housing needs of the community over the next twenty years. The background information provided in volume two addresses characteristics of the population and housing stock and also contains data related to planning for future growth. For example, the current aging trend of Spokane’s population greatly affects the community by posing new challenges in relation to housing provision. With the “baby boom” generation reaching retirement, such issues become more prevalent.~~

~~The housing chapter includes policies that influence both the public and private provision of housing. Most housing is financed and developed by the private sector. When addressing the housing needs of lower-income households, public funding, incentive programs, and technical help all may be needed for housing development projects to be successful. This may include housing for people with special needs, disabilities, or the elderly.~~

Part of this paragraph has been moved to the discussion under Policy H1.10 below.

Overview

The housing chapter, along with the other chapters of the Comprehensive Plan, provides the framework for the kind of growth and redevelopment that Spokane desires. The housing chapter outlines the direction that the city wishes to pursue in order to accommodate the housing needs of the population through the year 202037 and beyond. While housing is just one piece of the multifaceted landscape of Spokane, housing conditions have a direct impact upon the area’s quality of life and future economic growth.

The strong links between housing and social needs and services are reinforced by the social health chapter, which covers the provision of special needs housing and social service programs.

The land use chapter also addresses housing issues within its discussions concerning housing densities, types, and locations. Other land development issues, such as capacity for residential development and the land uses that are allowed near housing, are also discussed.

Finally, the direction this chapter provides needs to be monitored and adjusted when necessary. The last policy outlines a process for monitoring and reporting progress toward achieving the desired housing goals. This basic monitoring process provides data for future plan adjustments.



6.2 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 Housing Planning Goal (RCW 36.70A.020)

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. Housing is a required element under the GMA, which contains the following housing goal:

“Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock.”

GMA Requirement for Housing Planning (RCW 36.70A.070)

The GMA requires that each city prepare an inventory and analysis of existing and projected housing and that provisions are made for all economic segments of the community. The comprehensive plan must identify sufficient land for housing including, but not limited to, government assisted housing, housing for low income families, manufactured housing, multifamily housing, group homes, and foster care facilities. Spokane County and its cities are required to plan cooperatively while accommodating the needs of the population.

Countywide Planning Policies

The Countywide Planning Policies (CWPPs), adopted by the Spokane Board of County Commissioners in 1994, include housing as one of the nine policy topics. The CWPPs overview of the GMA’s requirements for housing planning states:

“Affordable housing applies to a wide range of housing types at varying costs which can meet the needs of a diverse community. The marketplace is generally capable of meeting the housing demands of the upper income segment of the population. Therefore, the primary focus of these policies is on mechanisms to increase the availability of affordable housing for middle and lower income households. Such mechanisms may include regulatory reform, inclusionary zoning, mixed use developments, incentives for increased housing densities and other incentives to encourage a variety of housing types to meet the needs of a diverse population.

The affordable housing policies provide a framework by which each jurisdiction can help meet the overall housing needs of Spokane County in a fair, consistent and coordinated fashion. They direct each jurisdiction to accommodate a wide variety of development and housing types; they call for consistency in development regulations and standards within Urban Growth Areas (UGAs) and they encourage reform of regulations which are unnecessary or costly barriers to the provision of affordable housing.”

For the text of the nine policies, consult Policy Topic 7, “Affordable Housing” within the Countywide Planning Policies and Environmental Analysis for Spokane County, originally adopted December 22, 1994.

6.32 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.

Housing refers to housing availability, affordability, and mix.

Vision

"Affordable housing of all types will be available to all community residents in an environment that is safe, clean, and healthy. Renewed emphasis will be placed on preserving existing houses and rehabilitating older neighborhoods."

Values

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

- ◆ Keeping housing affordable.
- ◆ Encouraging home ownership.
- ◆ Maintaining pride in ownership.
- ◆ Developing a good mix of housing types.
- ◆ Encouraging housing for the low-income and homeless throughout the entire city.
- ◆ Preserving existing houses.
- ◆ Rehabilitating older neighborhoods."

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.

6.43 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 supporting materials for this chapter are located in the Draft Comprehensive Plan/EIS, Volume 2, Chapter 20, Housing.

H 1 AFFORDABLE HOUSING

Goal: Provide opportunities for a variety of housing types that is ~~appropriate, safe,~~ and affordable for all income levels to meet the diverse housing needs of current and future residents ~~sufficient housing for the current and future population.~~

The Focus Group modified this goal as they felt the term “appropriate” was ambiguous and undefined.

Policies

H 1.1 Regional Coordination

Coordinate the city’s comprehensive planning with other jurisdictions in the region to address housing-related needs and issues.

Discussion: It is critical to maximize the effectiveness of scarce public resources in improving housing opportunities throughout the region with coordination and management programs across jurisdictional boundaries. ~~A sample of the reoccurring issues includes the lack of three bedroom and larger rental units for low income households, the regional distribution of housing units available for lower income households, and regional housing affordability.~~

The discussion was rewritten by the Focus Group to more specifically address the idea and intent of the policy.

H 1.2 Regional Fair Share Housing

Participate in a process that monitors and adjusts the distribution of low-income housing throughout the region.

Discussion: ~~A reoccurring An~~ issue ~~that needs to be addressed~~ within the greater Spokane region is the distribution of affordable housing for all income groups. Areas that continue to accommodate large shares of the low-income housing market have higher demands to satisfy social health and service needs. A regional process that periodically monitors progress toward achieving the region’s housing goals and makes adjustments to policy, programs, and land use plans helps bring about the desired distribution of housing cost diversity.

H 1.3 Employer-Sponsored Housing

Provide incentives for employers to sponsor or develop affordable housing in proximity to their place of employment.

Discussion: ~~Providing incentives for employers who desire to help their employees by providing housing that is near the place of employment has many community benefits.~~ Housing should be available near employment areas in order to provide transportation options, to increase accessibility to employment for those most in need and least able to afford personal vehicle transportation, and to create shorter trips.

The Focus Group removed the first sentence for streamlining purposes.

H 1.4 Use of Existing Infrastructure

Direct new residential development into areas where community and human public services and facilities are available ~~and in a manner that is compatible with other Comprehensive Plan elements.~~

Internal compatibility within the Comprehensive Plan is a requirement of law (GMA) – it does not need to be stated here.

Discussion: Using existing services and infrastructure often reduces the cost of creating new housing. New construction that takes advantage of existing services and infrastructure conserves public resources that can then be redirected to other needs such as adding amenities to these projects.

H 1.5 Housing Information

Participate in and promote the development of educational resources and programs that assist low and moderate-income households in obtaining affordable and ~~appropriate~~ suitable housing.

The Focus Group favored the term “suitable” because it is more encompassing of all housing needs and family sizes.

Discussion: A lack of ~~knowledge about financial literacy~~ or how to obtain housing and home financing is often an impediment to finding ~~and maintaining suitable appropriate~~ housing. A place such as a resource center where financing assistance is available and home purchasing techniques are taught can help households find suitable housing.

H 1.6 Fair Housing

Promote compliance with fair housing laws.

Discussion: ~~It is important to p~~Provide information to the general public about their rights and obligations under the fair housing laws and the grievance procedures available in case of violation. The city should document and forward violations of state and federal civil rights laws related to housing to the appropriate authorities.

H 1.7 Socioeconomic Integration

Promote socioeconomic integration throughout the city.

Discussion: Socioeconomic integration includes people of all races, color, religion, sex, national origin, handicap, disability, economic status, familial status, age, sexual orientation, or other arbitrary factors. Often, housing affordability acts as a barrier to integration of all socioeconomic groups throughout the community.

H 1.8 Affordable Housing Requirement

Include a percentage of affordable housing within all new developments that include housing.

Discussion: Requiring that ~~lower income affordable~~ housing be incorporated in every new housing development helps reverse the economic segregation trends within the city. This has the positive effect of integrating households of varying incomes. ~~A greater variety of housing styles and density should be allowed to accommodate the housing units required.~~ Housing types such as smaller homes on smaller lots or townhouse structures should be allowed to accommodate this requirement. This housing should be priced so that it is available to households that earn around eighty percent of the countywide median household income.

The term “affordable” was added to the discussion to be consistent with the header and policy language.

H 1.9 Mixed-Income Housing

Encourage mixed-income developments throughout the city.

Discussion: Mixed-income housing provides housing for people with a broad range of incomes on the same site, development, or immediate neighborhood. Mixed-income housing provides socio-economic diversity that enhances community stability and ensures that low-income households are not isolated in concentrations of poverty.

The Focus Group added this policy to include other populations within the city, not only lower-income.

H 1.910 Lower-Income Housing Development Incentives

Support and assist the public and private sectors ~~in developing to develop~~ lower-income or subsidized housing for households that cannot compete in the market for housing by using federal, state, and local aid.

Discussion: ~~Few new housing units are developed that are affordable to low income households. Incentives are needed to lower or subsidize the cost of developing new housing for low income households.~~ When addressing the housing needs of lower-income households, public funding, incentive programs, and technical help ~~all~~ may be needed in order for housing development projects to be successful. Local incentives to lower or subsidize the cost of developing new housing may include density bonuses, fee exemptions, priority permit processing, property tax deferral, increased options in housing types, and inclusionary zoning requirements.

This policy and its discussion were modified by both the Focus Group and the Affordable Housing Subcommittee to the CHHS Board in order to highlight incentives for lower income housing and for clarification.

H 1.11 Access to Transportation

Encourage housing that provides easy access to public transit and other efficient modes of transportation.

Discussion: Transportation is the second largest expenditure after housing and can range from 10 to 25 percent of household expenditures. Examining where housing is located and the associated transportation costs may provide a more realistic evaluation of housing affordability in the future.

The Focus Group added this policy in order to ensure that access is considered when housing is developed.

H 1.102 Low-Income Affordable Housing Funding Sources

Support the development of ~~low income affordable~~ housing development funding sources.

Discussion: Lower-income housing development funding sources may include but are not limited to a community land trust, trust fund, mortgage revenue bonds, levies, or low-income housing tax credits.

The Affordable Housing Subcommittee to the CHHS Board recommended changing this policy to focus on “affordable” housing, not just “low-income” housing. They feel this allows for greater flexibility and effect.

H 1.143 Siting of Subsidized Low-Income Housing

Set clear site selection criteria for publicly subsidized housing to minimize geographic concentrations of publicly subsidized housing projects in neighborhoods with a high percent of minority or low-income households.

Discussion: Existing trends indicate that special need households and minority populations have been increasingly concentrated within low income areas. New public housing should not continue this pattern of economic segregation.

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

H 1.12 Permitting Process

Permitting and development processes should be streamlined, simple, and efficient.

The Focus Group removed this policy because it was redundant with Policy ED 7.6.

Discussion: All permitting and development procedures should be scheduled for periodic evaluation to assess their effectiveness. The review processes need to protect public health, safety and welfare.

H 1.134 Building, Fire, Infrastructure, and Land Use Standards

Review periodically and, when needed, revise building, fire, infrastructure, and land use standards and requirements to ensure community standards are implemented and that new or rehabilitated housing remains affordable.

Discussion: Technology and community values are two examples of the many items that can change rapidly over time. City standards need to be reviewed periodically to ensure that they are efficient, cost effective, reflect current technology, and maintain the goal of affordable housing. Infrastructure standards, such as those for residential streets, need to be evaluated against changing values and needs so that they reflect current desires while also keeping housing affordable.

The Focus Group revised the discussion for streamlining and clarification purposes.

H 1.145 Performance Standards

Create a flexible process to project review process proposed development practices that allows for the use of alternative standards, but only if their use results in a project that is equal or superior to using existing standards. achieve the same results as existing development standards but that are currently not allowed.

The policy has been modified for clarification.

Discussion: Often several ways of achieving a standard exist. Health and safety concerns must be preserved but flexibility in how to achieve the desired standard is needed. A review process should be available to address a proposed development practice that is different from the existing development standards. When the proposed development practice is demonstrated to achieve the same ends as those prescribed in the existing development standards, the procedure should be approved. Different methods should be allowed when the results of the development practice achieve identical results in comparison to the prescribed standards. In many cases, allowing alternative development methods to be used can reduce development costs.

H 1.156 New Manufactured Housing

Permit manufactured homes on individual lots in all areas where residential uses are allowed.

Discussion: Courts have ruled against discriminatory ordinances, which have restricted the location of Uniform Building Code compliant manufactured housing. Manufactured housing cannot be regulated differently than on-site built housing.

H 1.1~~67~~ Partnerships to Increase Housing Opportunities

Create partnerships with public and private lending institutions to find solutions that increase opportunities and reduce financial barriers for builders and consumers of affordable and lower-income housing.

~~**Discussion:** The city should participate as a member or help facilitate partnerships that work toward the development of solutions to affordable housing problems. This may include working with institutions such as the Washington State Housing Financial Commission, financial institutions, and underwriters of development loans and mortgages to find ways to improve the financing process for the development of affordable lower income housing.~~

The discussion was removed by the Focus Group because they felt it wasn't necessary.

H 2 HOUSING CHOICE AND DIVERSITY

Goal: Increase the number of housing alternatives within all areas of the city to help meet the changing needs and preferences of a diverse population.

Policies

H 2.1 Distribution of Housing Options

Promote a wide range of housing types and housing diversity to meet the needs of the diverse population and ensure that this housing is available throughout the community for people of all income levels and special needs.

Discussion: A variety of housing types should be available in each neighborhood. ~~The variety of housing types should not concentrate or isolate lower income and special needs households.~~

Following edits to Goal H1 by the Focus Group, Staff has determined that Goals H1 and H2 are nearly identical and would have the same effect. As such, Staff requests that the Plan Commission consider combining the policies under H1 and H2 under Goal H1. No policies would be removed, they would simply be under a single goal instead of two goals with identical meaning/effect.

This discussion was streamlined by the Focus Group.

Diversity includes styles, types, size, and cost of housing. Many different housing forms can exist in an area and still exhibit an aesthetic continuity. Development of a diversity of housing needs to take into account the context of the area and should result in an improvement to the existing surrounding neighborhood. ~~In many cases, neighborhood based design guidelines will be available to guide the design of the housing forms. Allowing a wide range of housing types throughout the city provides the opportunity for increased socioeconomic integration.~~

~~Housing standards that will be allowed throughout the city include small single family lot sizes, manufactured housing on single family lots, townhouses, condominiums, clustering, and other options that increase the supply of affordable home ownership opportunities.~~

This policy was modified by the Focus Group for clarification.

H 2.2 Senior Housing

Encourage and support accessible design and housing strategies that provide seniors the opportunity to remain ~~developments that provide a variety of housing options so that seniors may stay within their neighborhoods~~ as their housing needs change.

Note: the Focus Group recommended deleting the discussion, however Staff feels it adds to the understanding of the policy and recommends keeping it.

~~**Discussion:** Accessory dwelling units, condominiums, and existing home conversions within centers are examples of other arrangements that reduce maintenance worries and increase access to services.~~

H 2.3 Accessory Dwelling Units

Allow one accessory dwelling unit as an ancillary use to single-family ~~owner-occupied~~ homes in all designated residential areas as an affordable housing option.

Discussion: Accessory dwelling units (ADUs) increase the amount and variety of available-affordable housing. ~~ADUs increase the housing stock and living options within neighborhoods in a manner that is less intensive than alternatives.~~ Increasing the mix-variety of housing can help to satisfy changing family needs and the trend of smaller households.

ADUs ~~They~~ help provide an avenue for seniors, single parents, and families with grown children to remain in their homes and neighborhoods while obtaining extra income, security, companionship and services. Often ADUs allow a more efficient use of existing housing and infrastructure.

Accessory dwelling units should be built in a manner that does not adversely affect the neighborhood. They should be designed to be physically and visually compatible with surrounding structures. ~~In order to ensure management of the additional dwelling is to community standards one of the dwelling units on the lot must be owner-occupied.~~ Further, in order to maintain a compatible living environment equivalent to surrounding dwellings, ADUs shall provide living facilities and space at least equivalent to a studio apartment including a private kitchen, bath and sleeping area.

~~A common type of accessory dwelling units includes a second dwelling unit created by converting existing space, such as an attached garage or daylight basement, in the primary residence.~~

~~Detached ADUs above garages and along alleys promote increased supervision, public safety and pride of ownership of rear yard and alley environments. Detached ADUs above garages have the added benefit of adding to the variety of the housing stock while not increasing overall site coverage. Detached ADUs above garages and along alleys may be allowed in areas where specific ADU design guidelines have been adopted by the city. These design guidelines shall ensure that new ADUs are compatible with the existing neighborhood.~~

The Focus Group modified the discussion slightly for clarification purposes. Further, staff recommends removing the term “owner-occupied” because it is too specific. Whether ADUs are limited to owner-occupied homes or not is better addressed in the Spokane Municipal Code.

H 2.4 Development of Single-Room Occupancy Housing

Allow development of single-room occupancy units in downtown Spokane and in other areas where high-density housing is permitted.

Discussion: Single-room occupancy (SRO) housing contains units for occupancy by one person. These units may contain food preparation areas, sanitary facilities, or both. Due to their small size, SRO units are less expensive to rent than regular apartments, so they often serve as the only affordable housing option for many lower-income individuals ~~and homeless persons~~. Maintaining and increasing the supply of SRO housing is an important part of the ~~future~~-lower-income housing market.

The term homeless persons was removed by the CHHS subcommittee because lower-income individuals already includes the homeless and SRO housing is available for all types of lower-income residents, including homeless individuals.

H 2.5 Special Needs Housing

Encourage the retention, inclusion, and development of special needs and assisted living housing.

Discussion: Both the Growth Management Act and Countywide Planning Policies require that essential public facilities be fairly and equitably distributed. This applies within jurisdictions, as well as between neighboring jurisdictions. ~~The City of Spokane's Consolidated Community Development and Housing Plan housing needs assessment finds that the physically disabled, developmentally disabled, and chronically mentally ill populations are in great need of affordable and subsidized housing located throughout the community.~~ This policy does not apply to criminal or prerelease transitional housing.

The Focus Group removed some of the discussion because it was out of date and unnecessary.

H 2.6 Distribution of Special Needs Housing

Include units that are affordable for low-income special need families in all housing developments.

Discussion: Adequate housing for special needs populations is in very short supply. ~~The n~~New units required within housing developments help fill this need while also helping to distribute the supply of special needs housing throughout the community.

H 2.7 Taxes and Tax Structure

Support state consideration of property tax reform measures that provide increased local options that contribute to housing choice and diversity.

Discussion: Other methods of taxing land have shown different effects on the long-term use of land. Local options for property taxation methods furnish increased tools to guide the health and development of the region.

Providing tax relief for low-income housing improvements is one way to encourage community revitalization. Tax increment financing is also a tool for housing improvement in target areas. Taxing land based upon the current use of residential property rather than taxing land on the basis of the highest and best use can help preserve lower-income housing. Developing a tax structure that does not hinder home and land improvements will encourage community revitalization.



H 3 HOUSING QUALITY

Goal: Improve the overall quality of the City of Spokane's housing.

Policies

H 3.1 Housing Rehabilitation

Provide assistance for housing rehabilitation beyond housing maintenance code requirements if the assistance is supportive of general community development activity and is on a voluntary basis.-

Discussion: ~~Codes and standards that allow for "as safe as" or "equal to" conditions when affordable housing development or rehabilitation is involved improves the level of safety while keeping the structure redevelopment cost down.~~

The Focus Group felt the discussion was unnecessary.

H 3.2 Property Responsibility and Maintenance

Assist in and promote improved and increased public and private property maintenance and property responsibility throughout the city.

Discussion: Recognition of “good” property owners can help set the standard for others to follow. The city should lead by example and maintain its property to community standards, at a minimum, at least at the community standard.

Additionally, the city should continue to support and fund the repair and rehabilitation of single-family and multifamily housing using federal, state, and local funding sources. Emergency code compliance loans are another method of maintaining standards.

When other methods of maintaining minimum community standards fail, a strong code enforcement program is needed to protect surrounding property owners. Enforcement of city codes should not depend solely on complaints filed by neighbors but should be driven by the city’s awareness of a violation.

H 3.3 Housing Preservation

Encourage preservation of viable housing.

Discussion: Housing that is susceptible to redevelopment is often serving lower-income households and is an important part of the housing mix within the city. Future sub-area plans ~~shall~~ should preserve existing viable housing outside of designated center or corridor environments where redevelopment and intensification are encouraged. Often the housing that is destroyed cannot be replaced by new housing elsewhere at the same cost level. Sub-area plans should permit the transfer of unused development rights from low-income housing to eligible sites elsewhere in the planning area or the city as a preservation strategy.

~~Available housing programs and funds should be used to preserve viable housing that is susceptible to redevelopment or gentrification. Nonprofit housing organizations, land trusts and tenants should be encouraged to acquire and preserve viable low income housing. Tax incentive options if made available by the state government, such as current use taxation would further encourage the preservation of viable housing.~~

~~Finally, information about soon to be demolished housing should be made available to the public, such as on the internet, so that concerned housing related groups can determine if there are alternatives to demolition when the structure is worth preserving. Options might include purchase of the property or relocation of the housing.~~

The Focus Group streamlined the discussion. However, upon further review, Staff recommends that the last paragraph remain.

H 3.4 Linking Housing With Other ~~Land~~ Uses

Ensure ~~that land use~~ plans provide increased physical connection between housing, employment, transportation, recreation, daily-needs services, and educational uses.

Discussion: ~~The location of housing in relation to other land uses is a part of what determines the quality of housing. The desirability and viability of housing changes for different segments of the community, based on an area’s mix of land uses. As complementary land uses become spread further apart, transportation options decrease while transportation costs increase. These added transportation costs reduce the amount of household income available for housing and other household needs. This affects lower income households first. In urban areas, basic services, such as grocery stores, public transportation, and public parks, should be available within a mile walk of all housing.~~

The Focus Group deleted the discussion. However, Staff feels it adds to understanding of the policy and that it should remain.

H 3.5 Housing Goal Monitoring

Provide a report annually to the City Plan Commission that monitors progress toward achieving the housing goals and includes recommended policy change if positive direction toward achieving the housing goals is not occurring.

Discussion: Using readily available datasets as a basis for a simple set of indicators can illustrate highlight progress that has been made to achieve housing goals and policies and what is-
happening within the larger system. This process should provide assistance in determining what actions are needed to implement the goals and policies and whether revisions to the policies are needed. The public can provide feedback about the indicators that are most important to them.



August 10, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part V

Chapter 6 – Housing FORMATTED

6.1 Introduction

This chapter addresses the housing needs and issues of the City of Spokane. The housing chapter includes topics such as affordable housing, the provision of housing choices, and the overall quality of housing.

The purpose of this chapter is to provide a coordinated set of goals, guidelines, and policies to direct future growth and development in the City of Spokane. Citizens developed the guiding content of this chapter in order to raise the “quality of life” for the current and future population. They recognized that housing satisfies the basic human need for shelter. Although many market factors affect the ability of the private sector to provide affordable housing, many local government actions - which include land use policies, development regulations, infrastructure finance, and permitting processes - impact housing affordability.

The housing chapter, along with the other chapters of the Comprehensive Plan, provides the framework for the kind of growth and redevelopment that Spokane desires. The housing chapter outlines the direction that the city wishes to pursue in order to accommodate the housing needs of the population through the year 2037 and beyond. While housing is just one piece of the multifaceted landscape of Spokane, housing conditions have a direct impact upon the area’s quality of life and future economic growth.

The strong links between housing and social needs and services are reinforced by the social health chapter, which covers the provision of special needs housing and social service programs.

The land use chapter also addresses housing issues within its discussions concerning housing densities, types, and locations. Other land development issues, such as capacity for residential development and the land uses that are allowed near housing, are also discussed.

Finally, the direction this chapter provides needs to be monitored and adjusted when necessary. The last policy outlines a process for monitoring and reporting progress toward achieving the desired housing goals. This basic monitoring process provides data for future plan adjustments.



6.2 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.

Housing refers to housing availability, affordability, and mix.

Vision

"Affordable housing of all types will be available to all community residents in an environment that is safe, clean, and healthy. Renewed emphasis will be placed on preserving existing houses and rehabilitating older neighborhoods."

Values

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

- Keeping housing affordable.
- Encouraging home ownership.
- Maintaining pride in ownership.
- Developing a good mix of housing types.
- Encouraging housing for the low-income and homeless throughout the entire city.
- Preserving existing houses.
- Rehabilitating older neighborhoods."



6.3 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 supporting materials for this chapter are located in the Draft Comprehensive Plan/EIS, Volume 2, Chapter 20, Housing.

H 1 AFFORDABLE HOUSING

Goal: Provide opportunities for a variety of housing types that is safe and affordable for all income levels to meet the diverse housing needs of current and future residents.

Policies

H 1.1 Regional Coordination

Coordinate the city's comprehensive planning with other jurisdictions in the region to address housing-related needs and issues.

Discussion: It is critical to maximize the effectiveness of scarce public resources in improving housing opportunities throughout the region with coordination and management programs across jurisdictional boundaries.

H 1.2 Regional Fair Share Housing

Participate in a process that monitors and adjusts the distribution of low-income housing throughout the region.

Discussion: An issue within the greater Spokane region is the distribution of affordable housing for all income groups. Areas that continue to accommodate large shares of the low-income housing market have higher demands to satisfy social health and service needs. A regional process that periodically monitors progress toward achieving the region's housing goals and makes adjustments to policy, programs, and land use plans helps bring about the desired distribution of housing cost diversity.

H 1.3 Employer-Sponsored Housing

Provide incentives for employers to sponsor or develop affordable housing in proximity to their place of employment.

Discussion: Housing should be available near employment areas in order to provide transportation options, to increase accessibility to employment for those most in need and least able to afford personal vehicle transportation, and to create shorter trips.



H 1.4 Use of Existing Infrastructure

Direct new residential development into areas where community and human public services and facilities are available.

Discussion: Using existing services and infrastructure often reduces the cost of creating new housing. New construction that takes advantage of existing services and infrastructure conserves public resources that can then be redirected to other needs such as adding amenities to these projects.

H 1.5 Housing Information

Participate in and promote the development of educational resources and programs that assist low and moderate-income households in obtaining affordable and suitable housing.

Discussion: A lack of financial literacy or how to obtain housing and home financing is often an impediment to finding and maintaining suitable housing. A place such as a resource center where financing assistance is available and home purchasing techniques are taught can help households find suitable housing.

H 1.6 Fair Housing

Promote compliance with fair housing laws.

Discussion: Provide information to the general public about their rights and obligations under the fair housing laws and the grievance procedures available in case of violation. The city should document and forward violations of state and federal civil rights laws related to housing to the appropriate authorities.

H 1.7 Socioeconomic Integration

Promote socioeconomic integration throughout the city.

Discussion: Socioeconomic integration includes people of all races, color, religion, sex, national origin, handicap, disability, economic status, familial status, age, sexual orientation, or other arbitrary factors. Often, housing affordability acts as a barrier to integration of all socioeconomic groups throughout the community.

H 1.8 Affordable Housing Requirement

Include a percentage of affordable housing within all new developments that include housing.

Discussion: Requiring that affordable housing be incorporated in every new housing development helps reverse the economic segregation trends within the city. This has the positive effect of integrating households of varying incomes. Housing types such as smaller homes on smaller lots or townhouse structures should be allowed to accommodate this requirement. This housing should be priced so that it is available



to households that earn around eighty percent of the countywide median household income.

H 1.9 Mixed-Income Housing

Encourage mixed-income developments throughout the city.

Discussion: Mixed-income housing provides housing for people with a broad range of incomes on the same site, development, or immediate neighborhood. Mixed-income housing provides socio-economic diversity that enhances community stability and ensures that low-income households are not isolated in concentrations of poverty.

H 1.10 Lower-Income Housing Development Incentives

Support and assist the public and private sectors to develop lower-income or subsidized housing for households that cannot compete in the market for housing by using federal, state, and local aid.

Discussion: When addressing the housing needs of lower-income households, public funding, incentive programs, and technical help may be needed in order for housing development projects to be successful. Local incentives to lower or subsidize the cost of developing new housing may include density bonuses, fee exemptions, priority permit processing, property tax deferral, increased options in housing types, and inclusionary zoning requirements.

H 1.11 Access to Transportation

Encourage housing that provides easy access to public transit and other efficient modes of transportation.

Discussion: Transportation is the second largest expenditure after housing and can range from 10 to 25 percent of household expenditures. Examining where housing is located and the associated transportation costs may provide a more realistic evaluation of housing affordability in the future.

H 1.12 Affordable Housing Funding Sources

Support the development of affordable housing development funding sources.

Discussion: Lower-income housing development funding sources may include but are not limited to a community land trust, trust fund, mortgage revenue bonds, levies, or low-income housing tax credits.

H 1.13 Siting of Subsidized Low-Income Housing

Set clear site selection criteria for publicly subsidized housing to minimize geographic concentrations of publicly subsidized housing projects in neighborhoods with a high percent of minority or low-income households.



H 1.14 Building, Fire, Infrastructure, and Land Use Standards

Review periodically and, when needed, revise building, fire, infrastructure, and land use standards and requirements to ensure community standards are implemented and that new or rehabilitated housing remains affordable.

Discussion: City standards need to be reviewed periodically to ensure that they are efficient, cost effective, reflect current technology, and maintain the goal of affordable housing.

H 1.15 Performance Standards

Create a flexible project review process that allows for the use of alternative standards, but only if their use results in a project that is equal or superior to using existing standards.

Discussion: Often several ways of achieving a standard exist. Health and safety concerns must be preserved but flexibility in how to achieve the desired standard is needed. A review process should be available to address a proposed development practice that is different from the existing development standards. When the proposed development practice is demonstrated to achieve the same ends as those prescribed in the existing development standards, the procedure should be approved. Different methods should be allowed when the results of the development practice achieve identical results in comparison to the prescribed standards. In many cases, allowing alternative development methods to be used can reduce development costs.

H 1.16 New Manufactured Housing

Permit manufactured homes on individual lots in all areas where residential uses are allowed.

Discussion: Courts have ruled against discriminatory ordinances which restrict the location of Uniform Building Code compliant manufactured housing. Manufactured housing cannot be regulated differently than on-site built housing.

H 1.17 Partnerships to Increase Housing Opportunities

Create partnerships with public and private lending institutions to find solutions that increase opportunities and reduce financial barriers for builders and consumers of affordable and lower-income housing.

H 2 HOUSING CHOICE AND DIVERSITY

Goal: Increase the number of housing alternatives within all areas of the city to help meet the changing needs and preferences of a diverse population.



Policies

H 2.1 Distribution of Housing Options

Promote a wide range of housing types and housing diversity to meet the needs of the diverse population and ensure that this housing is available throughout the community for people of all income levels and special needs.

Discussion: A variety of housing types should be available in each neighborhood. Diversity includes styles, types, size, and cost of housing. Many different housing forms can exist in an area and still exhibit an aesthetic continuity. Development of a diversity of housing needs to take into account the context of the area and should result in an improvement to the existing surrounding neighborhood.

H 2.2 Senior Housing

Encourage and support accessible design and housing strategies that provide seniors the opportunity to remain within their neighborhoods as their housing needs change.

H 2.3 Accessory Dwelling Units

Allow one accessory dwelling unit as an ancillary use to single-family homes in all designated residential areas as an affordable housing option.

Discussion: Accessory dwelling units (ADUs) increase the amount and variety of available affordable housing. Increasing the variety of housing can help to satisfy changing family needs and the trend of smaller households. ADUs help provide an avenue for seniors, single parents, and families with grown children to remain in their homes and neighborhoods while obtaining extra income, security, companionship and services. Often ADUs allow a more efficient use of existing housing and infrastructure.

Accessory dwelling units should be built in a manner that does not adversely affect the neighborhood. They should be designed to be physically and visually compatible with surrounding structures.

H 2.4 Development of Single-Room Occupancy Housing

Allow development of single-room occupancy units in downtown Spokane and in other areas where high-density housing is permitted.

Discussion: Single-room occupancy (SRO) housing contains units for occupancy by one person. These units may contain food preparation areas, sanitary facilities, or both. Due to their small size, SRO units are less expensive to rent than regular apartments, so they often serve as the only affordable housing option for many lower-income individuals. Maintaining and increasing the supply of SRO housing is an important part of the lower-income housing market.



H 2.5 Special Needs Housing

Encourage the retention, inclusion, and development of special needs and assisted living housing.

Discussion: Both the Growth Management Act and Countywide Planning Policies require that essential public facilities be fairly and equitably distributed. This applies within jurisdictions, as well as between neighboring jurisdictions. This policy does not apply to criminal or prerelease transitional housing.

H 2.6 Distribution of Special Needs Housing

Include units that are affordable for low-income special need families in all housing developments.

Discussion: Adequate housing for special needs populations is in very short supply. New units required within housing developments help fill this need while also helping to distribute the supply of special needs housing throughout the community.

H 2.7 Taxes and Tax Structure

Support state consideration of property tax reform measures that provide increased local options that contribute to housing choice and diversity.

Discussion: Other methods of taxing land have shown different effects on the long-term use of land. Local options for property taxation methods furnish increased tools to guide the health and development of the region.

Providing tax relief for low-income housing improvements is one way to encourage community revitalization. Tax increment financing is also a tool for housing improvement in target areas. Taxing land based upon the current use of residential property rather than taxing land on the basis of the highest and best use can help preserve lower-income housing. Developing a tax structure that does not hinder home and land improvements will encourage community revitalization.

H 3 HOUSING QUALITY

Goal: Improve the overall quality of the City of Spokane's housing.

Policies

H 3.1 Housing Rehabilitation

Provide assistance for housing rehabilitation beyond housing maintenance code requirements if the assistance is supportive of general community development activity and is on a voluntary basis.



H 3.2 Property Responsibility and Maintenance

Assist in and promote improved and increased public and private property maintenance and property responsibility throughout the city.

Discussion: Recognition of “good” property owners can help set the standard for others to follow. The city should lead by example and maintain its property to community standards, at a minimum. Additionally, the city should continue to support and fund the repair and rehabilitation of single-family and multifamily housing using federal, state, and local funding sources. Emergency code compliance loans are another method of maintaining standards. When other methods of maintaining minimum community standards fail, a strong code enforcement program is needed to protect surrounding property owners. Enforcement of city codes should not depend solely on complaints filed by neighbors but should be driven by the city’s awareness of a violation.

H 3.3 Housing Preservation

Encourage preservation of viable housing.

Discussion: Housing that is susceptible to redevelopment is often serving lower-income households and is an important part of the housing mix within the city. Future sub-area plans should preserve existing viable housing outside of designated center or corridor environments where redevelopment and intensification are encouraged. Often the housing that is destroyed cannot be replaced by new housing elsewhere at the same cost level. Sub-area plans should permit the transfer of unused development rights from low-income housing to eligible sites elsewhere in the planning area or the city as a preservation strategy.

H 3.4 Linking Housing With Other Land Uses

Ensure that land use plans provide increased physical connection between housing, employment, transportation, recreation, daily-needs services, and educational uses.

H 3.5 Housing Goal Monitoring

Provide a report annually to the City Plan Commission that monitors progress toward achieving the housing goals and includes recommended policy change if positive direction toward achieving the housing goals is not occurring.

Discussion: Using readily available datasets as a basis for a simple set of indicators can illustrate progress that has been made to achieve housing goals and policies and provide assistance in determining what actions are needed to implement the goals and policies and whether revisions to the policies are needed. The public can provide feedback about the indicators that are most important to them.





August 10, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part VI

Housing Focus Group
Members

Housing and Social Health Policy Focus Group Participants

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Jerrie Allard	COS Human Services
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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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2017 Update to the
Comprehensive Plan

Part VII

Glossary

TRACKED CHANGES

GLOSSARY

Accessory Dwelling Unit (ADU) A building or part of a building used as a residence which is subordinate to and the use of which is incidental to that of the primary owner-occupied attached or detached single-family residence.

Adequate Public Facilities Facilities that have the capacity to serve development without decreasing levels of service below locally established minimums.

Adult Family Home State licensed and funded residential care facility providing housing and care for two to six individuals, primarily serving the mentally ill, developmentally disabled, and elderly.

Affordable Housing Adequate, appropriate shelter (including basic utilities) costing no more than 30 percent of a household's gross monthly income or up to 2.5 times the annual income. Standard is used by federal and state governments and the majority of lending institutions.

Anonymous Space Physical space that is susceptible to vandalism or other anti-social behavior because it doesn't seem to belong to anyone.

Aquifer Any geological formation containing water, especially one which supplies the water for wells, springs, etc.

Aquifer Sensitive Area The area or overlay zone from which runoff directly recharges the Spokane Valley - Rathdrum Prairie Aquifer, including the surface over the aquifer itself and the hillside areas adjacent to the aquifer.

Arterial A street that provides for mobility within a community by collecting and routing traffic to and from traffic generators. A secondary function of an arterial is to provide for some access to adjacent land.

Artist Live-Work Space See Live-Work Space.

Arts Includes written, visual, musical, traditional and performing arts.

Arts Incubator Project Uses resources to bring the arts into a community by persuading new

and existing art organizations to relocate in the area. In some locations, artists are given access to underutilized facilities and provided technical and administrative services.

Available Public Facilities ~~Means—that~~ Facilities or services necessary to support development are in place or that a financial commitment to provide the facilities or services is in place at the time of development approval so that public facilities and services are available within six years from the time of development approval.

Benchmark A point of reference or standard that is used to monitor progress toward a desired goal or outcome.

Bicycle Lane A portion of a roadway that has been designated by striping, signing, and pavement markings for the preferential and/or exclusive use of bicycles.

Bicycle Path A bikeway physically separated from motorized traffic by an open space or barrier. Bicycle paths are entirely separated from the roadway but may be within the roadway right-of-way or within an independent right-of-way.

Bicycle Route A marked or signed route that is intended to provide a route for bicyclists. Marked or signed bicycle routes occur generally along streets that have been developed with bicycle lanes and have frequently been developed to enable bicyclists to avoid fixed obstacles to bicycling.

Bikeway Any road or path that in some manner is specifically designated as being open to bicycle travel, regardless of whether such facilities are designated for the exclusive use of bicyclists or are to be shared with other vehicles.

Boulevard Within the context of the transportation element of the comprehensive plan, the word "boulevard" has a special meaning: the transportation element applies the "boulevard" designation to arterials that are enhanced with special aesthetic qualities, serve as primary transportation routes between key locations, and are intended to be multimodal, with transit, bicycle, and pedestrian facilities. (Not all streets thought of as boulevards in the popular sense are designated as "boulevards" in the transportation element.)

Brownfield Abandoned, idled, or under-used industrial and commercial land where expansion or redevelopment is complicated by real or perceived environmental contamination.

Buffer A designated area of land that is either naturally vegetated or landscaped and maintained as open space in order to eliminate or minimize conflicts between adjacent land uses.

~~**Building Intensity** Concentration of buildings in a given area. The level of intensity is based on the size of the buildings and their concentration within a given area.~~

Built Environment The part of the physical environment that has been developed for residential, commercial, industrial, public, or transportation uses.

Capital Facility Those public lands, improvements, and equipment necessary to provide public services and allow for the delivery of utility services. They include, but are not limited to, streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, domestic water systems, storm and sanitary sewer systems, parks, fire and police facilities, recreational facilities, and schools.

Capital Facility Plan A plan made up of goals and policies that guides the funding, timing, and placement of capital facilities.

Capital Facility Program (CFP) A section of the comprehensive plan that outlines capital facilities inventories, levels of service, capacities, needed improvements, and potential costs.

Capital Improvement Program (CIP) A document that outlines capital projects and dedicated funding sources over a six or twenty-year time frame. The six-year CIP is adopted by the City Council.

Central Business District (CBD) An urban planning term used to identify the geography at the functional center of a city; typically, the center of the city's transportation systems and the place of greatest employment; often includes government offices, cultural facilities, large retailers, entertainment, professional offices, and high density housing; also known as "downtown" or "city center."

Central City A heavily populated city at the core of a large metropolitan area.

Clustering A development design technique that concentrates buildings on a portion of a site to allow the remaining land to be set aside from development.

Commercial Businesses that sell some type of goods or services to the public, such as grocery stores, gas stations, barber shops, and restaurants.

Community Assembly A coalition of independent neighborhood councils that serves as a forum for discussion of broad interests. Consists of a representative and one alternate from each neighborhood council.

Community Development Fund Funds that are usually awarded to entitled cities for infrastructure improvements, public facilities programs, and emergency shelters for the homeless.

Commute Trip Reduction Program State law requiring employers of 100 or more people to reduce the number of single occupancy vehicle trips to their work site.

Compatible Design Architectural and street design that is sensitive to and harmonizes with the community and its character.

Concurrency Requirement that adequate public facilities and services are available when the service demands of development occur. This definition includes the two concepts of "adequate public facilities" and "available public facilities."

~~**Cottage Business** Local business that utilizes local resources and employees to produce products that are sold within the area.~~

Countywide Planning Policies (CWPPs) Policies developed by the Spokane County Steering Committee of Elected Officials to guide the development of comprehensive plans.

~~**Covenants** Specific restrictions imposed by the developer or homeowner's association and enforced by the association through civil procedures.~~

Crime Prevention Through Environmental Design (CPTED) A multidisciplinary strategy encompassing principles from planning, landscape architecture, architecture, and law enforcement to reduce crime, the fear of crime, and the opportunity for crime to occur in communities and the built environment.

Critical Area Can include the following areas and ecosystems: Wetlands, areas with a critical recharging effect on aquifers used for potable water, fish and wildlife habitat conservation areas, frequently flooded

areas, and geologically hazardous areas (such as landslide areas, earthquake fault zones, and steep slopes).

Cumulative Impacts The combined, incremental effects of human activity on ecological or critical area functions and values. Cumulative impacts result when the effects of an action are added to or interact with other effects in a particular place and within a particular time. It is the combination of these effects, and any resulting environmental degradation, that should be the focus of cumulative impact analysis and changes to policies and permitting decisions.

Density For population, density is the number of people per acre or square mile. For residential development, it is the number of housing units per acre of land.

Design Guidelines Statements of desired performance that establish a qualitative, as opposed to quantitative, level of design attainment that is intended to be flexible, practical, performance based, and an effective means to accomplish the particular design objective.

Design Objective Locally determined, general design purpose or objective, directly related to basic and generally accepted assumptions of good design, which serve to direct a course of action.

Design Review Process that provides a forum where specified types of development proposals, or proposals seeking a flexible application of standards, are reviewed and evaluated based upon qualitative criteria, that take into consideration such aspects as landscaping, pedestrian circulation, bulk, scale, and architectural context.

Design Standard Prescribed, quantitative, minimum or maximum level of design attainment related to a specific physical element of a proposal.

Developable Land Land that is suitable as a location for structures because it is free of hazards, contains access to services, and will not disrupt or adversely affect natural resource areas.

Development Standard The minimum standard(s) for new development required by local government for the provision of roadways, fire and building safety improvements, and utilities.

District An area composed of several neighborhoods that are defined by similar uses or activities.

Ecologic Function or Shoreline Ecological Function The work performed or

role played by the physical, chemical, and biological processes that contribute to the maintenance of the aquatic and terrestrial environments that constitute the shoreline's natural ecosystem. See WAC 173-26-200(2)(c). Functions include but are not limited to habitat diversity, food chain support, and water quality protection and enhancement for fish and wildlife; flood storage, conveyance and attenuation; ground water recharge and discharge; erosion control; wave attenuation; protection from hazards; historical, archaeological, and aesthetic value protection; educational opportunities; and recreation. These beneficial roles are not listed in order of priority. Also referred to as functions or functions and values.

Ecosystem-Wide Processes The suite of naturally occurring physical and geologic processes of erosion, transport, and deposition; and specific chemical processes that shape landforms within a specific shoreline ecosystem and determine both the types of habitat and the associated ecological functions.

Equitable Distribution The allocation of population, essential public facilities, and affordable housing by the steering committee based on each jurisdiction's available land and its ability to provide urban governmental services and public facilities. The term, 'fair share,' is synonymous with equitable distribution.

Equivalent Residential Unit (ERU) The average impervious area (area covered with residences, buildings, driveways) determined from all residential units in the city, providing a basis for comparing the runoff generated by one parcel with that generated by another.

Essential Public Facility Includes those facilities that are typically difficult to site, such as airports, colleges, universities, correctional facilities, solid waste stations, major highways or freeways, and inpatient facilities, including substance abuse treatment facilities, mental health facilities, and group homes.

Fair Housing Law See Equitable Distribution.

Fair Share See Equitable Distribution.

Family For purposes of census tabulations, a family consists of a householder and one or more other persons living in the same household who are related to the householder by birth, marriage, or adoption (U.S. Census Bureau).

Family Day Care Provider A child day care provider who regularly provides child day care for not

more than twelve children in the provider's home in the family living quarters.

Focus 21 A regional economic growth strategy to generate 10,000 new higher paying jobs in Spokane and Kootenai Counties.

Foreign Trade Zone (FTZ) Area located within the U.S., which is considered outside the U.S. Customs territory. Both small and large businesses can reap substantial benefits from operating within a FTZ; may include anywhere in an established general purpose site, or if that is not feasible, a sub-zone can be established at a specific location, such as a place of business.

General Commercial Area Accommodates a variety of business, wholesale, warehouse, and light industrial uses which need not be confined to industrial zones.

Granny Flats See Accessory Dwelling Unit.

Growth Management A combination of techniques to channel growth into designated areas determined by the amount, type, and rate of development desired by the community.

Growth Management Act (GMA) A series of laws passed by the Washington State Legislature in 1990-91 that require cities and counties to plan for and manage growth and development.

High Occupancy Vehicle (HOV) A vehicle with two or more occupants.

Historic Preservation The protection and/or rehabilitation of important historic and cultural aspects of the built and natural environment that have local, regional, statewide, or national historical significance.

Household A household includes all the persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements (U.S. Census Bureau).

Household Income The total of all the incomes of all the people living in a household.

Impervious Surface A surface through which water cannot penetrate or pass. Roofs, sidewalks, and paved driveways are examples.

Impact Fees A charge or fee assessed by the City which mitigates all or any portion of a direct impact,

such as impacts to traffic conditions that occur as a result of new development.

Indicator A factor or feature that can be measured and described by a number in order to gauge movement toward or away from a benchmark.

Industrial Development Bond (IDB) Issued by state and local governments, typically through special authorities. They are issued in both the taxable and tax-exempt form. An IDB might be used to fund specific projects, such as the creation of a technology office center to be owned privately and leased to a large anchor tenant and several smaller high-tech firms.

Infill Development Development of vacant lots and parcels within an already built up area.

Infrastructure Streets, water and sewer lines, and other public facilities basic and necessary to the functioning of an urban area. Includes all facilities that people construct, operate, and maintain to support human activities.

Interlocal Agreement An agreement between jurisdictions and service providers that defines duties and relationships for member entities.

Jurisdiction The government of Spokane County and/or an incorporated city and/or town located within Spokane County.

Land Use An activity or development pattern upon a specific parcel of land or general area of the city.

Land Use Plan A coordinated composite of information, ideas, policies, programs, and activities related to existing and potential uses of land within a given area. It is the key element in a comprehensive plan for determining development for public and private land uses, such as residential, commercial, industrial, recreational, and agricultural activities.

Latecomer Agreements Agreements that allow a property owner who has installed street or utility improvements to recover a portion of the costs of those improvements from other property owners who later develop property in the vicinity and use the improvements.

Level of Service (LOS) An established minimum capacity of public facilities or services that must be provided per unit of demand or other appropriate measure of need.

Livable Wage Sufficient income to provide the basic needs of a household relative to the cost of living of the area of residence. Basic needs include food, rent, utilities, transportation, clothing and household expenses, child care, health care, personal expenses, and savings.

Live-Work Space Residential units that include areas for a craft or occupation. These include workshops, storefronts, and small offices.

Local Improvement District (LID) A specific, legally established area, in which property owners agree to assess themselves for a public improvement such as street paving or sewer line installation. State law establishes the required procedure for forming an LID.

Loft-Style Housing Housing designed in an open floor plan, often taking advantage of space that originally served as a warehouse.

Low-Income Housing Economically feasible housing for families whose income level is categorized as low, using the standards set by the Department of Housing and Urban Development (HUD).

Major Facility Larger public or private facility that provides services on a city, county, regional, or state level. Includes hospitals, large medical centers, universities, public maintenance facilities, larger nursing homes, or correctional facilities.

Manufactured Home Structures with Department of Housing and Urban Development (HUD) label certifying that the structure is constructed in accordance with National Manufactured Housing Construction and Safety Standards Act of 1974 (as amended on August 22, 1981), which is a national, preemptive building code.

Mass Transit Any type of transportation service for the general public, such as bus, mini-bus, or light rail.

Mitigation Procedures to alleviate or reduce negative impacts to the environment from development.

Natural Access Control Involves the use of natural or symbolic elements to define space and control who has access to property, as opposed to organized methods, such as guards, or mechanical means, such as locks and gates. Examples of natural or symbolic elements include visually permeable fences, prickly shrubbery, canopy trees, signs, pavement, art, and screening.

Natural and Built Environment All elements of the environment. Broad categories include earth, air, water, plants and animals, transportation, land and shoreline use, energy and natural resources, public services, and utilities.

Natural Resource Land Land not already characterized by urban growth, which has long-term significance for the commercial production of food or other agricultural products, timber, or the extraction of minerals.

Nature Space Corridor A corridor that connects large areas of open space that contains native and non-native plants and wildlife.

Nature Space Path Soft, permeable, low impact path.

Neighborhood As used by most citizens, it is perceived to be a one to five block area around one's home where the most intimate social interaction occurs. For planning purposes, a neighborhood has historically been considered to be approximately one square mile.

Neighborhood Council Council that is advisory to the City Council through boards, commissions, and the Community Assembly.

No Net Loss of Ecological Functions Maintenance of the aggregate total of the City's shoreline ecological functions, including processes. (See definition of ecologic function.) The no net loss standard requires that the impacts of shoreline development and/or use, whether permitted or exempt, be identified and mitigated such that there are no resulting significant adverse impacts on shoreline ecological functions. Each project shall be evaluated based on its ability to meet the no net loss goal commensurate with the scale and character of the proposed development.

Nonconforming Use A use or the amount of floor area of a use that was allowed by right when established or a use that obtained a required land use approval when established, that is now prohibited in the zone due to a subsequent change in the zone or zoning regulations.

Non-Water Oriented Use A use that is not water-dependent, is not water-related, and is not water-enjoyment. Non-water oriented uses have little or no relationship to the shoreline and are not considered priority uses under the Shoreline Management Act. Any use that does not meet the definition of water-

dependent, water-related or water-enjoyment is classified as non-water oriented.

Open Space Undeveloped land, such as parks, recreational areas, natural areas, buffer areas, and other similar features, that is being used to balance the intensity of urban development.

Open Space Corridor Lands within and between urban growth areas useful for recreation, wildlife habitat, trails, and connection of critical areas.

Parcel A continuous quantity of land, in single ownership or under single control, and usually considered a unit for the purposes of development.

Parkway The transportation element applies the “parkway” designation to arterials that, because of their geographical location, provide unusual recreational and/or scenic opportunities. Arterials designated as parkways require special design and construction treatment, such as street plantings, viewpoint turnouts, and/or restricted access.

Pedestrian Buffer Strip (PBS) Also known as a planting strip. Provides a separation between curbs and sidewalks that allows for greater pedestrian safety, location for trees, and place for snow storage drainage. Can be landscaped with a variety of treatments.

Pedestrian Island Area in the center of the street where pedestrians can pause before crossing additional lanes of traffic.

Permitting Process An integral part of regulations and regulatory compliance. The process of paperwork that one must complete in coordination with the building and planning departments for all developments.

Planned Action Early environmental planning that anticipates future projects, allowing streamlined environmental review.

Planned Unit Development (PUD) A comprehensive land development project that is permitted some design flexibility from the underlying zoning standards, resulting in a development that will more closely fit the site and better fulfill the comprehensive plan goals than would otherwise be possible. The result is a more desirable development in the general public interest.

Planting Strip See Pedestrian Buffer Strip.

Plat A map or representation of a subdivision showing the division of a tract or parcel of land into blocks, streets and alleys, or other divisions and dedications.

Port District Municipal corporations of a state, classified as special purpose districts, to build and operate facilities to foster trade and economic development. Port districts are units of local government guided by locally-elected port commissioners.

Public Access The general public’s ability to be in, on or traveling upon the water, get to the water’s edge or have a view of the water and the shoreline.

Public Benefit Use Any of the following uses or facilities shall 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, recreation facilities, educational or vocational activities, community meeting rooms, and art galleries or museums.

Public Services Includes fire protection and suppression, law enforcement, public health, education, recreation, environmental protection, and other governmental services.

Public Works Trust Fund Makes low interest state loans available for repair and reconstruction of local public works systems. Interest rates depend on the amount of local participation. Eligible project categories include street and road, bridge, domestic water, storm sewer, and sanitary sewer system projects.

Quasi-Public Essentially public, as in services rendered, although under private ownership or control.

Raw Land Land upon which no development has occurred.

Recharge Zone The area or overlay zone from which runoff directly recharges the Spokane Aquifer, including the surface over the aquifer itself and the hillside areas immediately adjacent to the aquifer.

Regional Countywide activities involving the jurisdictions and, when applicable, the special purpose districts within Spokane County; may also include adjacent counties in Washington State and/or Idaho State.

Regional Marketplace The geographical area where goods and services are delivered. The Spokane Regional Marketplace includes the Inland Northwest, which encompasses parts of Montana, Oregon, Idaho, British Columbia, and Alberta, as well as eastern Washington.

Regional Utility Corridor Land dedicated to the transmission of major utilities, such as water, sewer, electric, or gas lines.

Residences:

a) Detached Single-Family A housing unit that is free standing on a lot, separate from other housing units.

b) Attached Single-Family Common-wall dwellings such as townhouses or rowhouses where each dwelling unit occupies a separate lot. Each residence may not lie vertically over or under another residence.

c) Two-Family (Duplex) Two residences with a common wall on a single lot. Each residence may lie vertically over or under another residence.

d) Multifamily Three or more residences with common walls on a single lot. Each residence may lie vertically over or under another residence. Examples include apartment buildings and condominiums.

Revised Code of Washington (RCW) Legislation that has been passed by the State of Washington and documented in the form of a code.

~~**Ribbon Business** See Strip Commercial Development.~~

Right-of-Way (ROW) Streetscape Elements Those physical improvements within the public right-of-way that provide both functional and aesthetic benefit to the city streetscape. Primary examples include pedestrian buffer strips, street trees and other PBS landscaping treatments, sidewalks, medians, and traffic circles.

Self-Enforcing Street Design A design for streets that discourages drivers from speeding and increases the safety of pedestrians, bicyclists, and other individuals.

Setback The distance between a building and the street line, side property, or rear property nearest to the building.

Sewer Construction Fund (SCF) Local sewer funding program. Money comes from sewer service fees, capital recovery, and interest income accumulated throughout the year and used for upgrading and expanding collection and treatment facilities.

Shall Indicates that an action specified in a policy statement is mandatory.

Shared Use Pathway A separated pathway for bicyclists and other users, such as walkers, joggers, people with baby carriages, skaters, and others who are likely to use such pathways.

Shorelines of the State The total of all “shorelines,” as defined in RCW 90.58.030(2)(d), and “shorelines of statewide significance” within the state, as defined in RCW 90.58.030(2)(c).

Shoreline Master Program The comprehensive use plan for a described area, and the use regulations together with maps, diagrams, charts, or other descriptive material and text, a statement of desired goals, and standards developed in accordance with the policies enunciated in RCW 90.58.020.

Should Indicates that an action specified in a policy discussion is discretionary.

Six-Year Comprehensive Program Updated annually, it provides a moving picture of current planning and projects. Addresses operation and maintenance costs and available capital.

~~**Small Lot House** Generally considered an attached or detached single family household on less than 5,000 square feet of land.~~

Soft Trail Non-paved trail that typically does not exceed a four-foot width.

Special Needs Housing Housing designed to serve a special needs population.

Special Needs Population Groups of individuals who, by reason of age, physical, mental, or other characteristics, require nontraditional living arrangements and, in some instances, are not able to operate a motorized vehicle.

Special Purpose District A district created by act, petition, or vote by the residents within a defined area for a specific purpose with the power to levy taxes. Examples include water, fire, and school districts.

State Environmental Policy Act (SEPA) Requires consideration of alternatives and mitigation of impacts to the environment from major projects and programs both public and private.

State Implementation Plan (SIP) A plan developed by the state for an air quality control region that details what has to be done to assure compliance with air quality guidelines.

Steering Committee of Elected Officials

Established by interlocal agreement, the committee's body is composed of twelve elected officials from jurisdictions throughout Spokane County who have the responsibility of developing and carrying out the Countywide Planning Policies.

Stormwater That portion of precipitation that does not naturally percolate into the ground or evaporate but flows via overland flow, interflow, pipes, and other features to a storm water drainage system.

Street Trees Trees in pedestrian buffer strips lining a street. They can vary from small ornamental trees to a large trees providing overhanging canopies over the street.

Strip Commercial Development Commercial development located parallel to or in "strips" adjacent to an arterial street.

Subdivision Any land, vacant or improved, that is divided or proposed to be divided into two or more lots, parcels, sites, units, plots, condominiums, tracts, or interests for the purpose of offer, sale, lease, or development whether immediate or future. Subdivision includes resubdivision and condominium creation or conversion.

Super Accessibility Zone Areas where enhanced transit service makes living without owning an automobile more feasible, reasonable, and convenient.

Sustainable Economy Long-term economic growth that maintains environmental and community health.

Tax Increment Financing Funds originate from the tax money generated from an improvement or development greater than the tax generated by the site before the improvement or development. This tax increment money is given to the city for their use in making street, water, and sewer improvements in the district.

Traffic Calming Slowing or diverting traffic for increased traffic safety and improved neighborhood quality. Traffic calming usually involves physical changes to streets to reduce vehicle speeds and volumes and other disruptive effects of automobiles on neighborhoods.

Traffic Engineering Provides design and coordination for the traffic control system to ensure the safe and efficient movement of traffic throughout the

city. This is handled through the design and implementation of traffic signals, signing, and pavement parking.

Transitional Housing Provides housing with the appropriate services to persons, including deinstitutionalized individuals with disabilities, homeless individuals with disabilities, and homeless families with children. Its purpose is to facilitate the movement of individuals and families to independent living within a time period established by the participating jurisdiction or project owner before occupancy.

Transportation Demand Management (TDM) An approach to solving transportation problems by reducing the demand for travel rather than increasing the transportation system capacity for travel.

Urban Design Design concepts that reinforce community-level theme and character and encourage innovation and creativity. Includes community, neighborhood, and product level design guidelines, streetscape and signage concepts, and urban development.

Urban Forest The trees and other major vegetation of a city.

Urban Fringe Area that is at or near the edge of the city limits where the development pattern changes from urban to suburban or rural.

Urban Growth Area (UGA) Area that counties and cities designate for urban growth; urban levels of services are encouraged and supported. Growth can occur outside these areas as long as it is not urban in nature. Urban growth areas are to include areas and densities sufficient to permit the urban growth that is projected to occur for the succeeding 20-year period.

Urban Growth Boundary (UGB) The boundary or line that divides urban growth areas from other areas such as rural and resource lands where urban growth is not encouraged, as designated by cities and counties under the requirements of GMA.

Urban Reserve Area Lands outside UGAs that are reserved for future inclusion into a UGA.

Urban Sprawl Scattered, poorly planned urban development that occurs particularly in urban fringe and rural areas and frequently invades land important for environmental and natural resource protection.

Utility Enterprises or facilities serving the public by means of an integrated system of collection, transmission, distribution, and processing facilities

through more or less permanent physical connections between the plant of the serving entity and the premises of the customer.

Washington Administrative Code (WAC) The rules for administering the Revised Code of Washington (RCW).

Water-Dependent Use A use or portion of a use which cannot exist in a location that is not adjacent to the water and which is dependent on the water by reason of the intrinsic nature of its operations. Examples of water-dependent uses may include, but should not be limited to, boat ramps for rescue watercraft, hydroelectric generating plants, and sewage treatment outfalls.

Water-Enjoyment Use A recreational use or other use that facilitates public access to the shoreline as a primary characteristic of the use; or a use that provides for recreational use or aesthetic enjoyment of the shoreline for a substantial number of people as a general characteristic of the use and which through location, design, and operation ensures the public's ability to enjoy the physical and aesthetic qualities of the shoreline. In order to qualify as a water-enjoyment use, the use must be open to the general public and the shoreline-oriented space within the project must be devoted to the specific aspects of the use that fosters shoreline enjoyment. Examples of water-enjoyment uses may include, but are not limited to, river and stream swimming beaches, fishing areas, boat ramp for recreation, parks, piers, view towers, restaurants, museums, aquariums, scientific/ecological reserves, resorts and convention centers, public markets, and interpretive centers and other improvements facilitating public access to shorelines of the state, PROVIDED, that such uses conform to the above water enjoyment specifications and the provisions of the entire SMP.

Water-Oriented Use A use that is water-dependent, water-related, or water-enjoyment, or a combination of such uses.

Water-Related Use A use or portion of a use which is not intrinsically dependent on a waterfront location but whose economic viability is dependent upon a waterfront location because:

1. The use has a functional requirement for a waterfront location such as the arrival or shipment of materials by water or the need for large quantities of water; or
2. The use provides a necessary service supportive of the water-dependent uses and the proximity of the

use to its customers makes its services less expensive and/or more convenient.

Examples of water-related uses may include, but should not be limited to, warehousing, storage, or processing, where the goods are delivered to or shipped from the site by water.

Wellhead Protection Area Designated area surrounding public water wells where protection from contaminants is required.

Will Has the same meaning as the term “shall.”

Zero-Lot Line A structure placed on a lot in such a way that one exterior wall is on a property line.

Zoning A map and ordinance text that divide a city or county into land use “zones” and specify the types of land uses, setbacks, lot size, and size restrictions for buildings within each zone.



August 10, 2015

Plan Commission Packet

Shaping Spokane

2017 Update to the
Comprehensive Plan

Part VIII

Glossary

FORMATTED

GLOSSARY

Accessory Dwelling Unit (ADU): A building or part of a building used as a residence which is subordinate to and the use of which is incidental to that of the primary owner-occupied attached or detached single- family residence.

Adequate Public Facilities: Facilities that have the capacity to serve development without decreasing levels of service below locally established minimums.

Adult Family Home: State licensed and funded residential care facility providing housing and care for two to six individuals, primarily serving the mentally ill, developmentally disabled, and elderly.

Affordable Housing: Adequate, appropriate shelter (including basic utilities) costing no more than 30 percent of a household's gross monthly income or up to 2.5 times the annual income. Standard is used by federal and state governments and the majority of lending institutions.

Anonymous Space: Physical space that is susceptible to vandalism or other anti-social behavior because it doesn't seem to belong to anyone.

Aquifer: Any geological formation containing water, especially one which supplies the water for wells, springs, etc.

Aquifer Sensitive Area: The area or overlay zone from which runoff directly recharges the Spokane Valley - Rathdrum Prairie Aquifer, including the surface over the aquifer itself and the hillside areas adjacent to the aquifer.

Arterial: A street that provides for mobility within a community by collecting and routing traffic to

and from traffic generators. A secondary function of an arterial is to provide for some access to adjacent land.

Artist Live-Work Space: See Live-Work Space.

Arts: Includes written, visual, musical, traditional and performing arts.

Arts Incubator Project: Uses resources to bring the arts into a community by persuading new and existing art organizations to relocate in the area. In some locations, artists are given access to under-utilized facilities and provided technical and administrative services.

Available Public Facilities: Means that facilities or services necessary to support development are in place or that a financial commitment to provide the facilities or services is in place at the time of development approval so that public facilities and services are available within six years from the time of development approval.

Benchmark: A point of reference or standard that is used to monitor progress toward a desired goal or outcome.

Bicycle Lane: A portion of a roadway that has been designated by striping, signing, and pavement markings for the preferential and/or exclusive use of bicycles.

Bicycle Path: A bikeway physically separated from motorized traffic by an open space or barrier. Bicycle paths are entirely separated from the roadway but may be within the roadway right-of-way or within an independent right-of-way.

Bicycle Route: A marked or signed route that is intended to provide a route for bicyclists. Marked or signed bicycle routes occur generally along



streets that have been developed with bicycle lanes and have frequently been developed to enable bicyclists to avoid fixed obstacles to bicycling.

Bikeway: Any road or path that in some manner is specifically designated as being open to bicycle travel, regardless of whether such facilities are designated for the exclusive use of bicyclists or are to be shared with other vehicles.

Boulevard: Within the context of the transportation element of the comprehensive plan, the word “boulevard” has a special meaning: the transportation element applies the “boulevard” designation to arterials that are enhanced with special aesthetic qualities, serve as primary transportation routes between key locations, and are intended to be multimodal, with transit, bicycle, and pedestrian facilities. (Not all streets thought of as boulevards in the popular sense are designated as “boulevards” in the transportation element.)

Brownfield: Abandoned, idled, or under-used industrial and commercial land where expansion or redevelopment is complicated by real or perceived environmental contamination.

Buffer: A designated area of land that is either naturally vegetated or landscaped and maintained as open space in order to eliminate or minimize conflicts between adjacent land uses.

Built Environment: The part of the physical environment that has been developed for residential, commercial, industrial, public, or transportation uses.

Capital Facility: Those public lands, improvements, and equipment necessary to provide public services and allow for the delivery of utility services. They include, but are not limited to, streets, roads, highways, sidewalks, street and

road lighting systems, traffic signals, domestic water systems, storm and sanitary sewer systems, parks, fire and police facilities, recreational facilities, and schools.

Capital Facility Plan: A plan made up of goals and policies that guides the funding, timing, and placement of capital facilities.

Capital Facility Program (CFP): A section of the comprehensive plan that outlines capital facilities inventories, levels of service, capacities, needed improvements, and potential costs.

Capital Improvement Program (CIP): A document that outlines capital projects and dedicated funding sources over a six or twenty-year time frame. The six-year CIP is adopted by the City Council.

Central Business District (CBD): An urban planning term used to identify the geography at the functional center of a city; typically, the center of the city’s transportation systems and the place of greatest employment; often includes government offices, cultural facilities, large retailers, entertainment, professional offices, and high density housing; also known as “downtown” or “city center.”

Central City: A heavily populated city at the core of a large metropolitan area.

Clustering: A development design technique that concentrates buildings on a portion of a site to allow the remaining land to be set aside from development.

Commercial: Businesses that sell some type of goods or services to the public, such as grocery stores, gas stations, barber shops, and restaurants.

Community Assembly: A coalition of independent neighborhood councils that serves



as a forum for discussion of broad interests. Consists of a representative and one alternate from each neighborhood council.

Community Development Fund: Funds that are usually awarded to entitled cities for infrastructure improvements, public facilities programs, and emergency shelters for the homeless.

Commute Trip Reduction Program: State law requiring employers of 100 or more people to reduce the number of single occupancy vehicle trips to their work site.

Compatible Design: Architectural and street design that is sensitive to and harmonizes with the community and its character.

Concurrency: Requirement that adequate public facilities and services are available when the service demands of development occur. This definition includes the two concepts of “adequate public facilities” and “available public facilities”.

Countywide Planning Policies (CWPPs): Policies developed by the Spokane County Steering Committee of Elected Officials to guide the development of comprehensive plans.

Crime Prevention Through Environmental Design (CPTED): A multidisciplinary strategy encompassing principles from planning, landscape architecture, architecture, and law enforcement to reduce crime, the fear of crime, and the opportunity for crime to occur in communities and the built environment.

Critical Area: Can include the following areas and ecosystems: Wetlands, areas with a critical recharging effect on aquifers used for potable water, fish and wildlife habitat conservation areas, frequently flooded areas, and geologically hazardous areas (such as landslide areas, earthquake fault zones, and steep slopes).

Cumulative Impacts: The combined, incremental effects of human activity on ecological or critical area functions and values. Cumulative impacts result when the effects of an action are added to or interact with other effects in a particular place and within a particular time. It is the combination of these effects, and any resulting environmental degradation, that should be the focus of cumulative impact analysis and changes to policies and permitting decisions.

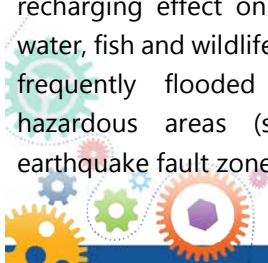
Density: For population, density is the number of people per acre or square mile. For residential development, it is the number of housing units per acre of land.

Design Guidelines: Statements of desired performance that establish a qualitative, as opposed to quantitative, level of design attainment that is intended to be flexible, practical, performance based, and an effective means to accomplish the particular design objective.

Design Objective: Locally determined, general design purpose or objective, directly related to basic and generally accepted assumptions of good design, which serve to direct a course of action.

Design Review: Process that provides a forum where specified types of development proposals, or proposals seeking a flexible application of standards, are reviewed and evaluated based upon qualitative criteria that take into consideration such aspects as landscaping, pedestrian circulation, bulk, scale, and architectural context.

Design Standard: Prescribed, quantitative, minimum or maximum level of design attainment related to a specific physical element of a proposal.



Developable Land: Land that is suitable as a location for structures because it is free of hazards, contains access to services, and will not disrupt or adversely affect natural resource areas.

Development Standard: The minimum standard(s) for new development required by local government for the provision of roadways, fire and building safety improvements, and utilities.

District: An area composed of several neighborhoods that are defined by similar uses or activities.

Ecologic Function or Shoreline Ecological Function: The work performed or role played by the physical, chemical, and biological processes that contribute to the maintenance of the aquatic and terrestrial environments that constitute the shoreline's natural ecosystem. See WAC 173-26-200(2)(c). Functions include but are not limited to habitat diversity, food chain support, and water quality protection and enhancement for fish and wildlife; flood storage, conveyance and attenuation; ground water recharge and discharge; erosion control; wave attenuation; protection from hazards; historical, archaeological, and aesthetic value protection; educational opportunities; and recreation. These beneficial roles are not listed in order of priority. Also referred to as functions or functions and values.

Ecosystem-Wide Processes: The suite of naturally occurring physical and geologic processes of erosion, transport, and deposition; and specific chemical processes that shape landforms within a specific shoreline ecosystem and determine both the types of habitat and the associated ecological functions.

Equitable Distribution: The allocation of population, essential public facilities, and

affordable housing by the steering committee based on each jurisdiction's available land and its ability to provide urban governmental services and public facilities. The term, 'fair share,' is synonymous with equitable distribution.

Equivalent Residential Unit (ERU): The average impervious area (area covered with residences, buildings, driveways) determined from all residential units in the city, providing a basis for comparing the runoff generated by one parcel with that generated by another.

Essential Public Facility: Includes those facilities that are typically difficult to site, such as airports, colleges, universities, correctional facilities, solid waste stations, major highways or freeways, and inpatient facilities, including substance abuse treatment facilities, mental health facilities, and group homes.

Fair Housing Law: See Equitable Distribution.

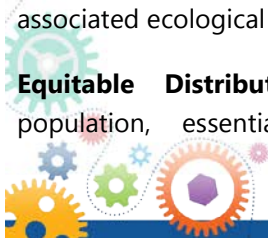
Fair Share: See Equitable Distribution.

Family: For purposes of census tabulations, a family consists of a householder and one or more other persons living in the same household who are related to the householder by birth, marriage, or adoption (U.S. Census Bureau).

Family Day Care Provider: A child day care provider who regularly provides child day care for not more than twelve children in the provider's home in the family living quarters.

Focus 21: A regional economic growth strategy to generate 10,000 new higher paying jobs in Spokane and Kootenai Counties.

Foreign Trade Zone (FTZ): Area located within the U.S., which is considered outside the U.S. Customs territory. Both small and large businesses can reap substantial benefits from operating within a FTZ; may include anywhere in



an established general purpose site, or if that is not feasible, a sub-zone can be established at a specific location, such as a place of business.

General Commercial Area: Accommodates a variety of business, wholesale, warehouse, and light industrial uses which need not be confined to industrial zones.

Granny Flats: See Accessory Dwelling Unit.

Growth Management: A combination of techniques to channel growth into designated areas determined by the amount, type, and rate of development desired by the community.

Growth Management Act (GMA): A series of laws passed by the Washington State Legislature in 1990-91 that require cities and counties to plan for and manage growth and development.

High Occupancy Vehicle (HOV): A vehicle with two or more occupants.

Historic Preservation: The protection and/or rehabilitation of important historic and cultural aspects of the built and natural environment that have local, regional, statewide, or national historical significance.

Household: A household includes all the persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements (U.S. Census Bureau).

Household Income: The total of all the incomes of all the people living in a household.

Impervious Surface: A surface through which water cannot penetrate or pass. Roofs, sidewalks, and paved driveways are examples.

Impact Fees: A charge or fee assessed by the City which mitigates all or any portion of a direct

impact, such as impacts to traffic conditions that occur as a result of new development.

Indicator: A factor or feature that can be measured and described by a number in order to gauge movement toward or away from a benchmark.

Industrial Development Bond (IDB): Issued by state and local governments, typically through special authorities. They are issued in both the taxable and tax-exempt form. An IDB might be used to fund specific projects, such as the creation of a technology office center to be owned privately and leased to a large anchor tenant and several smaller high-tech firms.

Infill Development: Development of vacant lots and parcels within an already built up area.

Infrastructure: Streets, water and sewer lines, and other public facilities basic and necessary to the functioning of an urban area. Includes all facilities that people construct, operate, and maintain to support human activities.

Interlocal Agreement: An agreement between jurisdictions and service providers that defines duties and relationships for member entities.

Jurisdiction: The government of Spokane County and/or an incorporated city and/or town located within Spokane County.

Land Use: An activity or development pattern upon a specific parcel of land or general area of the city.

Land Use Plan: A coordinated composite of information, ideas, policies, programs, and activities related to existing and potential uses of land within a given area. It is the key element in a comprehensive plan for determining development for public and private land uses,



such as residential, commercial, industrial, recreational, and agricultural activities.

Latecomer Agreements: Agreements that allow a property owner who has installed street or utility improvements to recover a portion of the costs of those improvements from other property owners who later develop property in the vicinity and use the improvements.

Level of Service (LOS): An established minimum capacity of public facilities or services that must be provided per unit of demand or other appropriate measure of need.

Livable Wage: Sufficient income to provide the basic needs of a household relative to the cost of living of the area of residence. Basic needs include food, rent, utilities, transportation, clothing and household expenses, child care, health care, personal expenses, and savings.

Live-Work Space: Residential units that include areas for a craft or occupation. These include workshops, storefronts, and small offices.

Local Improvement District (LID): A specific, legally established area, in which property owners agree to assess themselves for a public improvement such as street paving or sewer line installation. State law establishes the required procedure for forming an LID.

Loft-Style Housing: Housing designed in an open floor plan, often taking advantage of space that originally served as a warehouse.

Low-Income Housing: Economically feasible housing for families whose income level is categorized as low, using the standards set by the Department of Housing and Urban Development (HUD).

Major Facility: Larger public or private facility that provides services on a city, county, regional,

or state level. Includes hospitals, large medical centers, universities, public maintenance facilities, larger nursing homes, or correctional facilities.

Manufactured Home: Structures with Department of Housing and Urban Development (HUD) label certifying that the structure is constructed in accordance with National Manufactured Housing Construction and Safety Standards Act of 1974 (as amended on August 22, 1981), which is a national, preemptive building code.

Mass Transit: Any type of transportation service for the general public, such as bus, mini-bus, or light rail.

Mitigation: Procedures to alleviate or reduce negative impacts to the environment from development.

Natural Access Control: Involves the use of natural or symbolic elements to define space and control who has access to property, as opposed to organized methods, such as guards, or mechanical means, such as locks and gates. Examples of natural or symbolic elements include visually permeable fences, prickly shrubbery, canopy trees, signs, pavement, art, and screening.

Natural and Built Environment: All elements of the environment. Broad categories include earth, air, water, plants and animals, transportation, land and shoreline use, energy and natural resources, public services, and utilities.

Natural Resource Land: Land not already characterized by urban growth, which has long-term significance for the commercial production of food or other agricultural products, timber, or the extraction of minerals.

Nature Space Corridor: A corridor that connects large areas of open space that contains native and non-native plants and wildlife.



Nature Space Path: Soft, permeable, low impact path.

Neighborhood: As used by most citizens, it is perceived to be a one to five block area around one's home where the most intimate social interaction occurs. For planning purposes, a neighborhood has historically been considered to be approximately one square mile.

Neighborhood Council: Council that is advisory to the City Council through boards, commissions, and the Community Assembly.

No Net Loss of Ecological Functions: Maintenance of the aggregate total of the City's shoreline ecological functions, including processes. (See definition of ecologic function.) The no net loss standard requires that the impacts of shoreline development and/or use, whether permitted or exempt, be identified and mitigated such that there are no resulting significant adverse impacts on shoreline ecological functions. Each project shall be evaluated based on its ability to meet the no net loss goal commensurate with the scale and character of the proposed development.

Nonconforming Use: A use or the amount of floor area of a use that was allowed by right when established or a use that obtained a required land use approval when established, that is now prohibited in the zone due to a subsequent change in the zone or zoning regulations.

Non-Water Oriented Use: A use that is not water-dependent, is not water-related, and is not water-enjoyment. Non-water oriented uses have little or no relationship to the shoreline and are not considered priority uses under the Shoreline Management Act. Any use that does not meet the definition of water-dependent, water-related or water-enjoyment is classified as non-water oriented.

Open Space: Undeveloped land, such as parks, recreational areas, natural areas, buffer areas, and other similar features, that is being used to balance the intensity of urban development.

Open Space Corridor: Lands within and between urban growth areas useful for recreation, wildlife habitat, trails, and connection of critical areas.

Parcel: A continuous quantity of land, in single ownership or under single control, and usually considered a unit for the purposes of development.

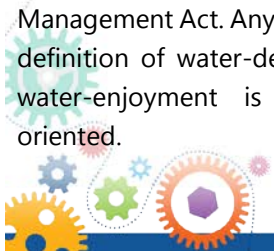
Parkway: The transportation element applies the "parkway" designation to arterials that, because of their geographical location, provide unusual recreational and/or scenic opportunities. Arterials designated as parkways require special design and construction treatment, such as street plantings, viewpoint turnouts, and/or restricted access.

Pedestrian Buffer Strip (PBS): Also known as a planting strip. Provides a separation between curbs and sidewalks that allows for greater pedestrian safety, location for trees, and place for snow storage drainage. Can be landscaped with a variety of treatments.

Pedestrian Island: Area in the center of the street where pedestrians can pause before crossing additional lanes of traffic.

Permitting Process: An integral part of regulations and regulatory compliance. The process of paperwork that one must complete in coordination with the building and planning departments for all developments.

Planned Action: Early environmental planning that anticipates future projects, allowing streamlined environmental review.



Planned Unit Development (PUD): A comprehensive land development project that is permitted some design flexibility from the underlying zoning standards, resulting in a development that will more closely fit the site and better fulfill the comprehensive plan goals than would otherwise be possible. The result is a more desirable development in the general public interest.

Planting Strip: See Pedestrian Buffer Strip.

Plat: A map or representation of a subdivision showing the division of a tract or parcel of land into blocks, streets and alleys, or other divisions and dedications.

Port District: Municipal corporations of a state, classified as special purpose districts, to build and operate facilities to foster trade and economic development. Port districts are units of local government guided by locally-elected port commissioners.

Public Access: The general public's ability to be in, on or traveling upon the water, get to the water's edge or have a view of the water and the shoreline.

Public Benefit Use: Any of the following uses or facilities shall 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, recreation facilities, educational or vocational activities, community meeting rooms, and art galleries or museums.

Public Services: Includes fire protection and suppression, law enforcement, public health, education, recreation, environmental protection, and other governmental services.

Public Works Trust Fund: Makes low interest state loans available for repair and reconstruction of local public works systems. Interest rates

depend on the amount of local participation. Eligible project categories include street and road, bridge, domestic water, storm sewer, and sanitary sewer system projects.

Quasi-Public: Essentially public, as in services rendered, although under private ownership or control.

Raw Land: Land upon which no development has occurred.

Recharge Zone: The area or overlay zone from which runoff directly recharges the Spokane Aquifer, including the surface over the aquifer itself and the hillside areas immediately adjacent to the aquifer.

Regional: Countywide activities involving the jurisdictions and, when applicable, the special purpose districts within Spokane County; may also include adjacent counties in Washington State and/or Idaho State.

Regional Marketplace: The geographical area where goods and services are delivered. The Spokane Regional Marketplace includes the Inland Northwest, which encompasses parts of Montana, Oregon, Idaho, British Columbia, and Alberta, as well as eastern Washington.

Regional Utility Corridor: Land dedicated to the transmission of major utilities, such as water, sewer, electric, or gas lines.

Residences:

- a) Detached Single-Family A housing unit that is free standing on a lot, separate from other housing units.
- b) Attached Single-Family Common-wall dwellings such as townhouses or rowhouses where each dwelling unit occupies a separate lot. Each residence



may not lie vertically over or under another residence.

- c) **Two-Family (Duplex)** Two residences with a common wall on a single lot. Each residence may lie vertically over or under another residence.
- d) **Multifamily** Three or more residences with common walls on a single lot. Each residence may lie vertically over or under another residence. Examples include apartment buildings and condominiums.

Revised Code of Washington (RCW): Legislation that has been passed by the State of Washington and documented in the form of a code.

Right-of-Way (ROW): Streetscape Elements Those physical improvements within the public right-of-way that provide both functional and aesthetic benefit to the city streetscape. Primary examples include pedestrian buffer strips, street trees and other PBS landscaping treatments, sidewalks, medians, and traffic circles.

Self-Enforcing Street Design: A design for streets that discourages drivers from speeding and increases the safety of pedestrians, bicyclists, and other individuals.

Setback: The distance between a building and the street line, side property, or rear property nearest to the building.

Sewer Construction Fund (SCF): Local sewer funding program. Money comes from sewer service fees, capital recovery, and interest income accumulated throughout the year and used for upgrading and expanding collection and treatment facilities.

Shall: Indicates that an action specified in a policy statement is mandatory.

Shared Use Pathway: A separated pathway for bicyclists and other users, such as walkers, joggers, people with baby carriages, skaters, and others who are likely to use such pathways.

Shorelines of the State: The total of all "shorelines," as defined in RCW 90.58.030(2)(d), and "shorelines of statewide significance" within the state, as defined in RCW 90.58.030(2)(c).

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Super Accessibility Zone: Areas where enhanced transit service makes living without owning an automobile more feasible, reasonable, and convenient.

Sustainable Economy: Long-term economic growth that maintains environmental and community health.

Tax Increment Financing: Funds originate from the tax money generated from an improvement or development greater than the tax generated by the site before the improvement or development. This tax increment money is given to the city for their use in making street, water, and sewer improvements in the district.

Traffic Calming: Slowing or diverting traffic for increased traffic safety and improved neighborhood quality. Traffic calming usually involves physical changes to streets to reduce vehicle speeds and volumes and other disruptive effects of automobiles on neighborhoods.

Traffic Engineering: Provides design and coordination for the traffic control system to ensure the safe and efficient movement of traffic throughout the city. This is handled through the design and implementation of traffic signals, signing, and pavement parking.

Transitional Housing: Provides housing with the appropriate services to persons, including deinstitutionalized individuals with disabilities, homeless individuals with disabilities, and homeless families with children. Its purpose is to facilitate the movement of individuals and families to independent living within a time period established by the participating jurisdiction or project owner before occupancy.

Transportation Demand Management (TDM): An approach to solving transportation problems



by reducing the demand for travel rather than increasing the transportation system capacity for travel.

Urban Design: Design concepts that reinforce community-level theme and character and encourage innovation and creativity. Includes community, neighborhood, and product level design guidelines, streetscape and signage concepts, and urban development.

Urban Forest: The trees and other major vegetation of a city.

Urban Fringe Area: that is at or near the edge of the city limits where the development pattern changes from urban to suburban or rural.

Urban Growth Area (UGA): Area that counties and cities designate for urban growth; urban levels of services are encouraged and supported. Growth can occur outside these areas as long as it is not urban in nature. Urban growth areas are to include areas and densities sufficient to permit the urban growth that is projected to occur for the succeeding 20-year period.

Urban Growth Boundary (UGB): The boundary or line that divides urban growth areas from other areas such as rural and resource lands where urban growth is not encouraged, as designated by cities and counties under the requirements of GMA.

Urban Reserve Area: Lands outside UGAs that are reserved for future inclusion into a UGA.

Urban Sprawl: Scattered, poorly planned urban development that occurs particularly in urban fringe and rural areas and frequently invades land important for environmental and natural resource protection.

Utility: Enterprises or facilities serving the public by means of an integrated system of collection, transmission, distribution, and processing facilities through more or less permanent physical connections between the plant of the serving entity and the premises of the customer.

Washington Administrative Code (WAC): The rules for administering the Revised Code of Washington (RCW).

Water-Dependent Use: A use or portion of a use which cannot exist in a location that is not adjacent to the water and which is dependent on the water by reason of the intrinsic nature of its operations. Examples of water-dependent uses may include, but should not be limited to, boat ramps for rescue watercraft, hydroelectric generating plants, and sewage treatment outfalls.

Water-Enjoyment Use: A recreational use or other use that facilitates public access to the shoreline as a primary characteristic of the use; or a use that provides for recreational use or aesthetic enjoyment of the shoreline for a substantial number of people as a general characteristic of the use and which through location, design, and operation ensures the public's ability to enjoy the physical and aesthetic qualities of the shoreline. In order to qualify as a water-enjoyment use, the use must be open to the general public and the shoreline-oriented space within the project must be devoted to the specific aspects of the use that fosters shoreline enjoyment. Examples of water-enjoyment uses may include, but are not limited to, river and stream swimming beaches, fishing areas, boat ramp for recreation, parks, piers, view towers, restaurants, museums, aquariums, scientific/ecological reserves, resorts and convention centers, public markets, and interpretive centers and other improvements



facilitating public access to shorelines of the state, PROVIDED, that such uses conform to the above water enjoyment specifications and the provisions of the entire SMP.

Water-Oriented Use: A use that is water-dependent, water-related, or water-enjoyment, or a combination of such uses.

Water-Related Use: A use or portion of a use which is not intrinsically dependent on a waterfront location but whose economic viability is dependent upon a waterfront location because:

1. The use has a functional requirement for a waterfront location such as the arrival or shipment of materials by water or the need for large quantities of water; or
2. The use provides a necessary service supportive of the water-dependent uses and the proximity of the use to its

customers makes its services less expensive and/or more convenient.

Examples of water-related uses may include, but should not be limited to, warehousing, storage, or processing, where the goods are delivered to or shipped from the site by water.

Wellhead Protection Area: Designated area surrounding public water wells where protection from contaminants is required.

Will: Has the same meaning as the term "shall."

Zero-Lot Line: A structure placed on a lot in such a way that one exterior wall is on a property line.

Zoning: A map and ordinance text that divide a city or county into land use "zones" and specify the types of land uses, setbacks, lot size, and size restrictions for buildings within each zone.

