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STRATEGIC ACTION PLAN

JANUARY 2002

Davenport District Strategic Action Plan

Strategic Plan Steering Committee
December 2001

Prepared for
**Business Improvement District
Downtown Spokane Partnership
Spokane Arts Commission
Davenport Arts District Board**

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EXECUTIVE SUMMARY

Arts and culture are critical ingredients in successfully animating and enlivening American downtowns. Together they add excitement and cultural vitality that can encourage and focus public and private investment.

The Friends of the Davenport, a nonprofit organization dedicated to promoting the redevelopment of the historic district surrounding the Davenport Hotel in downtown Spokane. In 1990, the organization produced the Halcyon Report. This report addressed key issues in District redevelopment, such as district identity, area boundaries, targeted uses and markets, public improvements, development opportunities, management scenarios, and program implementation. In the eleven years since its publication, significant changes in Downtown Spokane and the District itself created the need to update strategies for District redevelopment.

The new Davenport District Strategic Plan was developed through an intensive planning process from July to December 2001. It presents a long-term vision and action plan to guide the development and evolution of the Davenport District for the next ten years. The plan is built on three **development principles**, each with a set of highly related implementation projects. Together, they act as overarching concepts that will be used to evaluate all plan strategies and action steps. For each of the development principles outlined below, a series of **top priority actions** have been identified to further focus District development. The parenthesized letter codes correspond to the action steps as they appear in this document's action plan beginning on page 31.

1.) Concentration: The Davenport District's heart and core must be strengthened before expanding outward. Diffusing new developments must be minimized and resources, planning efforts, and targeted new development must be focused towards the District's existing center.

- Support the completion of the Davenport Hotel renovation and restoration of the Fox Theater (**A₁**)
Lead responsibility: *Downtown Spokane Partnership, Downtown Spokane Ventures Association*
- Request that the BID consider purchasing street banners for the District and consider expanding the Security Ambassador program, when feasible, to cover the whole District (**B₁**)
Lead responsibility: *Business Improvement District, Davenport Arts District*
- Support a District Transportation Plan (**B₂**)
Lead responsibility: *City of Spokane, Downtown Spokane Partnership*

2.) Synergy: Synergistic uses, activities and opportunities can be facilitated by recruiting mutually supportive entertainment/arts and cultural-related businesses and organizations, and by focusing on creativity and innovation as the theme for District development opportunity sites.

- Work with local and regional arts groups to strengthen and promote existing events in the District
Lead responsibility: *Davenport Arts District* (**E₁**)

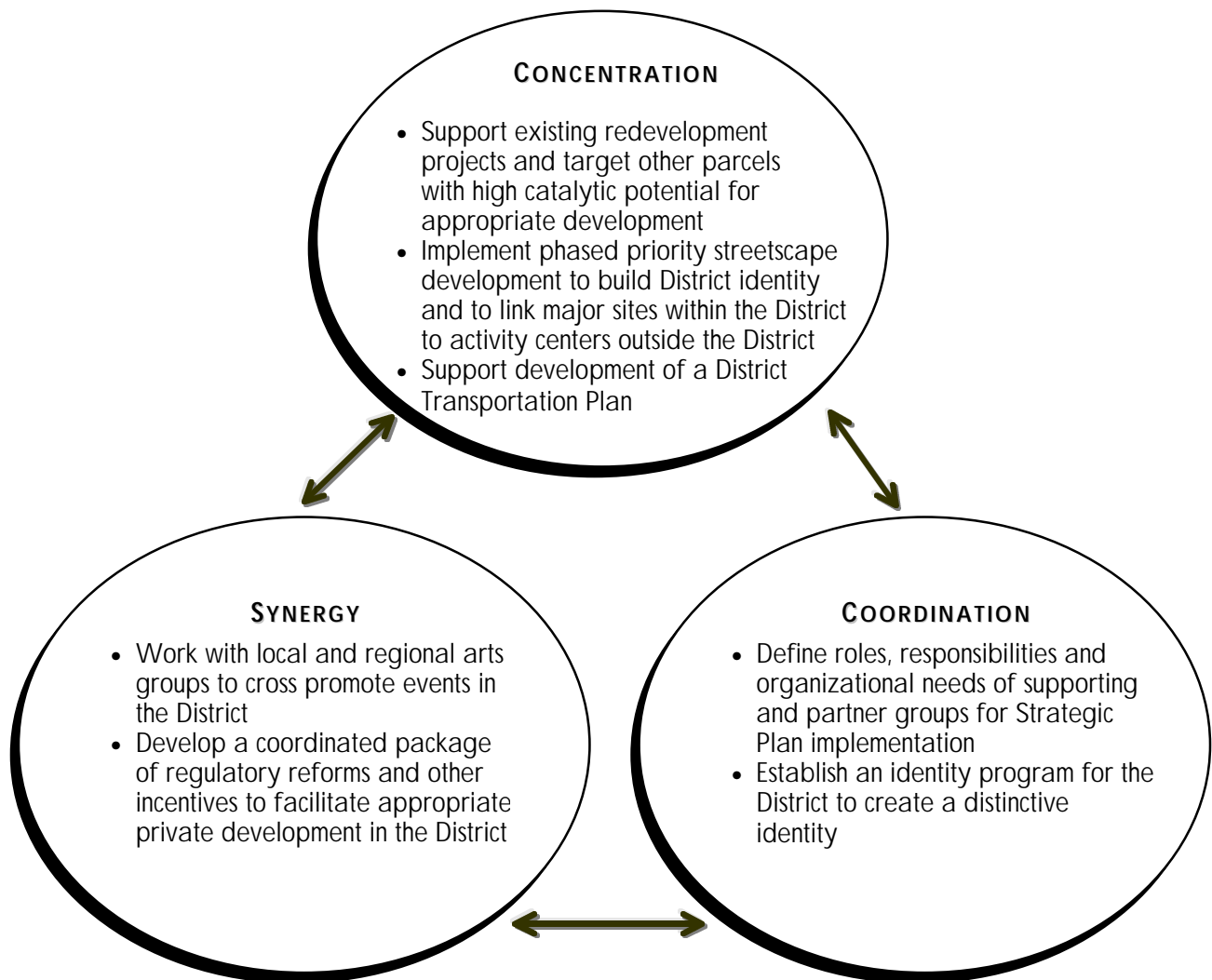
- Develop a coordinated package of regulatory reforms and other incentives to facilitate appropriate private development in the District (**F₁**)
Lead responsibility: *City of Spokane, Downtown Spokane Partnership*

3.) Coordination: By coordinating District business operating hours, marketing programs, and programs, the District can capitalize on and leverage the energy generated by existing District activities and events.

- Define roles, responsibilities and organizational needs of supporting and partner groups for Strategic Plan implementation (**C₁**)
Lead responsibility: *Davenport Arts District*
- Establish an identity program for the District to create a distinctive identity (**D₁**)

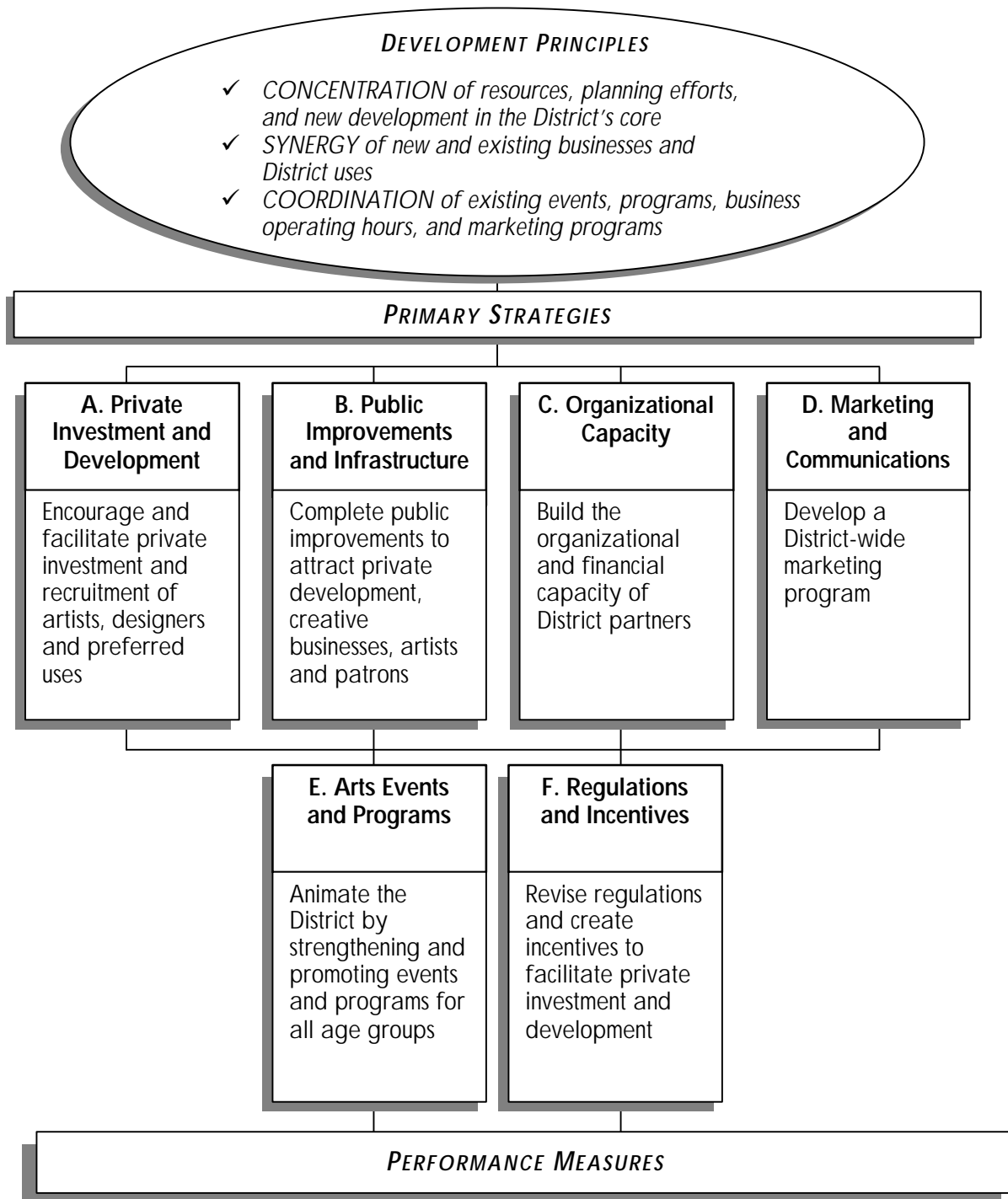
The diagram below illustrates this plan's driving development principles and their interrelation to one another.

DAVENPORT DISTRICT DEVELOPMENT PRINCIPLES



A Strategy Framework further structures the Strategic Plan. Illustrated below, the framework organizes District development around six **primary strategies**: private investment and development; public improvements and infrastructure; organizational capacity; marketing and communications; arts events and programs; and, regulations and incentives. The framework could be applied to other districts within Downtown and by the City to organize integrated and mutually supportive development initiatives.

Davenport District Strategy Framework



Within the framework over 40 recommended action steps are identified. Each action step provides a timeframe for implementation and identifies the plan partner(s) responsible for carrying out the particular action. The seven **top priority** action steps are identified below.

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 - 10 yrs.	Lead Responsibility
A₁ Support the completion of the Davenport Hotel and restoration of the Fox Theatre	Ongoing	DSP/Ventures
B₁ Expand the BID to cover the entire District when feasible	Medium	BID/DSP
B₂ Support a Transportation Plan to: improve area transit connections and schedules; increase on-street parking through development of angled parking in key areas; investigate shared structured parking, consistent with the Downtown Plan	Medium	DSP/City
C₁ Define roles, responsibilities and organizational needs of supporting and partner groups for Strategic Action Plan implementation	Short	DAD/DSP/Arts Commission
D₁ Establish an identity program for the District to create a distinctive identity. This could include adopting and reworking the Arts Commission's Find Art identity for the District	Short	DAD/Arts Commission
E₁ Assist current event providers and strengthen the current programs and increase evening and weekend programs and events	Medium	DAD
F₁ Develop a coordinated package of regulatory reforms and other incentives to facilitate appropriate private development in the District	Medium	DSP/City

Progress on implementing these top priority actions and the other action steps will be monitored through a series of performance measures discussed in Section 7. These measures will allow plan partners to measure forward momentum and help galvanize continued support for the implementation of the plan's more ambitious action steps.

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INTRODUCTION

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1. INTRODUCTION

The curtain is rising on Spokane's Davenport District as it establishes itself as a vibrant and dynamic arts, entertainment and creative district.

This Strategic Plan document was developed through an intensive planning process from July to December 2001. It presents a long-term vision and action plan to guide the development and evolution of the Davenport District for the next ten years. The plan lays out a clearly organized agenda for a series of immediate and long-term action items to enable the District to realize its full potential as an exciting district filled with arts, cultural, entertainment and living opportunities. The Strategic Plan is intended to be a flexible development tool and a working document that will change and adapt as the Davenport District evolves over the coming years.

This chapter provides background on the District's development, describes the planning area, and provides an overview of the project's planning process and the report's organization.

Background

Arts and culture are critical ingredients in the success of American downtowns. Arts and culture add excitement and cultural vitality to downtowns, and direct public and private investment. For many American cities, arts, entertainment and cultural districts have animated downtown neighborhoods, improved public safety, increased downtown residential populations, enhanced streetscapes and restored heritage buildings. Businesses, corporations, and the high technology industry in particular, actively seek to locate their businesses in artistically alive communities to help attract and retain skilled employees.

A group of committed business owners, artists, cultural organizations, and Downtown development agency representatives have been working over the past several years to



As the sign on Far West Billiards says, the Davenport District is open for business and ready for new successes with its Strategic Plan to guide the way.

WHAT'S IN A NAME?

The Davenport District takes its name from the Davenport Hotel, a historic, turn-of-the-century hotel located in the current boundaries of the District (pictured below). Given its status as a widely recognized downtown landmark, District organizers used its name for the larger arts and cultural district they hoped the building would anchor. The name stuck, and now with renovations to restore the hotel's original grandeur coming to an end, the growing Davenport District is ready to welcome its namesake back. The 281-room hotel will provide a significant economic boost to the District, while the District's businesses will provide hotel guests with an ever-changing menu of arts, cultural, and entertainment activities sure to attract visitors again and again.



create an arts and cultural district in Downtown Spokane. The product of their hard work is the Davenport District, a young and emergent arts and cultural district that boasts:

- Three notable performance venues that offer hundreds of event nights each year including the Fox Theater, Met Theater and Interplayers;
- Five dynamic, live performance groups including the Symphony, Spokane Theatrical Group, Interplayers, SpoComedy and the Blue Door Improvisational Group;
- An emerging and dynamic community of visual artists;
- A number of significant complementary development projects including new galleries and retail stores, housing developments, and hotel renovations.

Unlike many U.S. cities, Downtown Spokane still functions as the heart of the region which is made up of 1.5 million people. In addition to being the center for arts and culture, Downtown Spokane boasts a significant daytime working population of 24,000, the region's finest restaurants, many renovated buildings, new office and retail investment.

Recent Planning Efforts

In 1990, the Friends of the Davenport, a nonprofit organization dedicated to promoting the redevelopment of the historic district surrounding the Davenport Hotel, developed the District's first planning document. Commonly referred to as the Halcyon Report after the document's authors, the report addressed such key issues as district identity, area boundaries, targeted uses and markets, public improvements, development opportunities, management scenarios and program implementation.

In the eleven years since the Halcyon Report's publication in 1990, significant changes in Downtown Spokane and the District itself created the need to update the District's Strategic Plan. Significant plan accomplishments and changes that occurred since the report's publication include:

- New development projects, including: the 281 room Davenport Hotel; the Fox Theater (with over 400 events per year projected to occur), the One Block Square/City Terminal mixed use development (which will provide sustainable live/work space for artists), the Courtyard Office Center (which is attracting high-tech businesses;), and the multi-use Steam Plant Square development;

The ongoing redevelopment of the One Block Square/City Terminal building represents some of the exciting growth and changes the Davenport District has experienced since the release of the Halcyon Report.



- The opening of several new performance venues in and around the District, including the Blue Door Theater, SpoComedy at the Magic Lantern building, and the Spokane Symphony;
- Establishment of the Davenport Arts District Board as the District's central organizing and management entity;
- The development of Downtown Spokane Business Improvement District providing a cleaner and safer environment; and
- The adoption of a Downtown Strategic Plan in 1999, *Charting the Future: The Plan for a New Downtown*, that identifies a Spokane Arts and Cultural District as a development opportunity.

The Davenport District Planning Process

The Davenport District Strategic Plan was created with the input and guidance of District stakeholders and interest groups, including the local artists and business owners, the Davenport Arts District Board, the Downtown Spokane Partnership, the Spokane Arts Commission and the Business Improvement District. A Steering Committee of stakeholders was assembled and convened for three planning workshops in July, September and December 2001. The workshops developed a consensus on the District's vision and strategies for continued revitalization, and established priority strategies and actions necessary to implement the plan. Additional community feedback and input was collected through a survey of local businesses, arts organizations and individual artists.

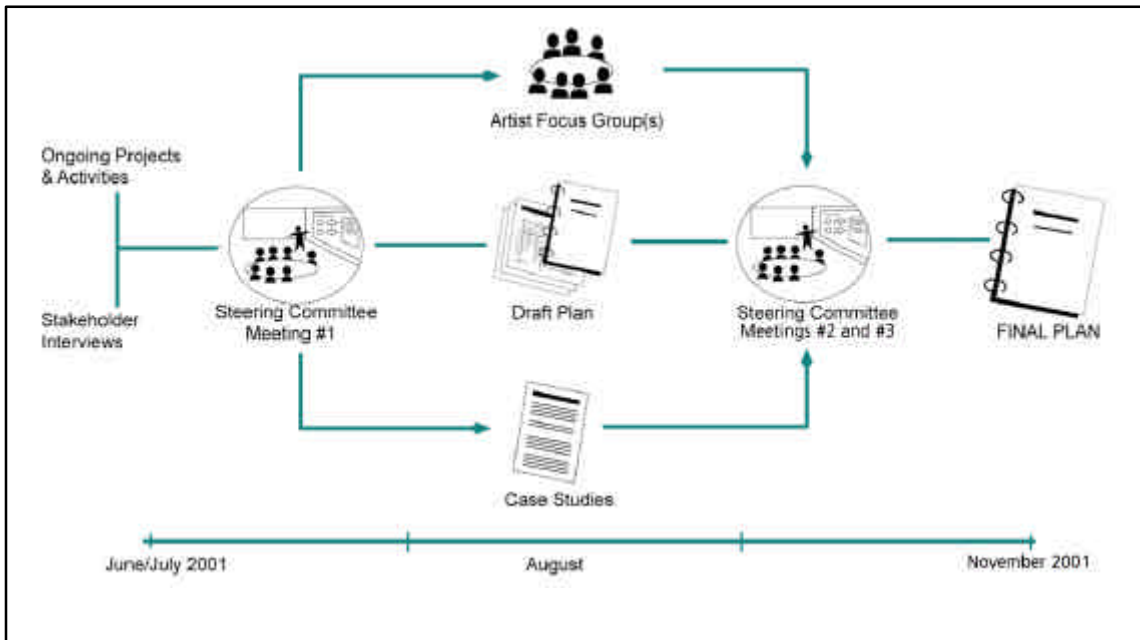
A special effort was made to involve the arts and cultural community in the planning process. The Spokane Arts Commission and the Downtown Spokane Partnership worked together to facilitate an artist focus group and to distribute over 500 questionnaires to arts and cultural organizations and individual artists. A summary of artist outreach is included in Appendix B.

The City of Spokane Plan Commission was presented the draft plan in October and provided continued input through this final draft document.

Moore Iacofano Goltsman (MIG), Inc., in association with Studio Cascade Planning and Design, were contracted to update the District's Strategic Plan. This team's specific scope of work was to:

- Assess the District's strengths, assets and opportunities
- Create a shared vision for the District
- Research other arts districts to determine best development practices
- Develop a detailed action and implementation plan
- Identify and prioritize a range of short, medium and long-term project and programs

The overall planning process is illustrated on the next page.



Strategic Planning Process

The Davenport District is located in the heart of Downtown Spokane and is home to a concentration of live performance venues, galleries, dance studios and supporting businesses. Its central core is roughly bounded by 2nd Avenue to the south, Sprague Avenue to the north, Post Street to the east, and Madison Street to the west.

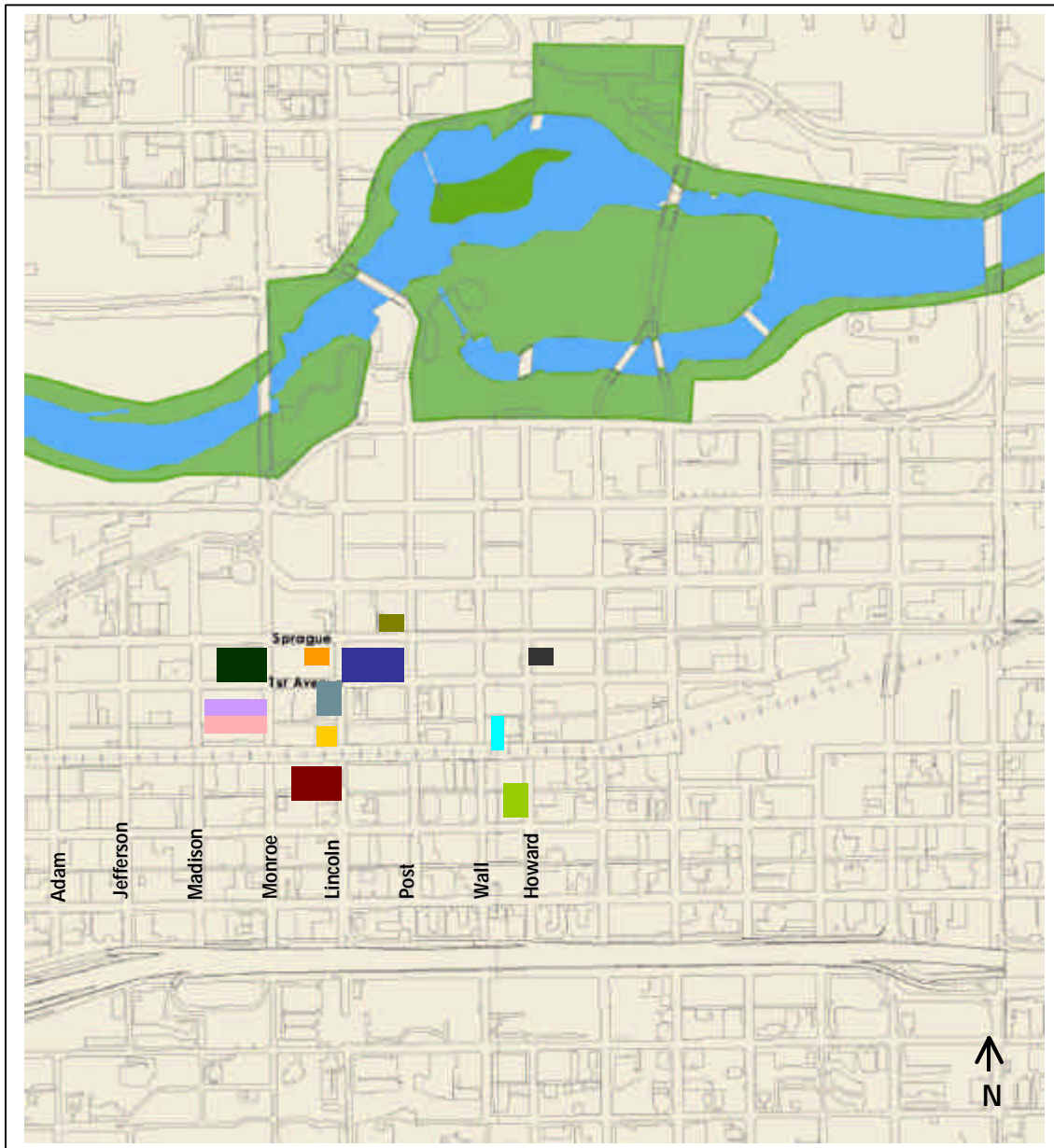
Although a sense of generalized geographic boundaries is important to build the District's identity, it is important to note that the District's boundaries are not exclusionary, particularly as such key businesses as Interplayers, Douglas Gallery, Art at Work, Children's Museum and the Lorinda Knight Gallery are beyond the main concentration of District businesses. Important outlying cultural venues include the Northwest Museum of Arts and Culture (MAC), University facilities, Opera House and Civic Theater.

An earlier survey of District stakeholders confirmed that present boundaries are not well known. The Davenport Hotel, Met Theater, Fox Theater and Steam Plant Square, however, are widely recognized as downtown landmarks and should be regarded as the District's symbolic anchors. A map on the next page illustrates the District's major performance venues, galleries and arts supporting businesses.

Although beyond the District's main concentration of businesses, Interplayers is a major performance venue and an important Strategic Plan implementation partner.



City of Spokane Davenport District - Major Facilities



■ Davenport Hotel	■ Steam Plant	■ Hotel Lusso
■ Fox Theater	■ One Block Square/City Terminal	■ Display House
■ Met Theater	■ Artist Alley	■ Interplayers
■ Crescent Services Building	■ Lorinda Knight Gallery	■ SpoComedy

Note: The Spokane Arts Commission has produced a map showing the locations of the City's arts and cultural facilities. The map is included in Appendix C, *Arts and Cultural Resource Directory*.

Report Organization

This document presents a long-term vision and strategic action plan to guide the development and evolution of the District for the next ten years. It lays out a clearly organized agenda for a series of immediate and near term actions and projects to help the District realize its full potential as a vital, distinctive and exciting arts and cultural district.

The document is organized into six principal sections.

Section 2, *Missions and Roles of the Organizing Groups*, provides an overview of Downtown Spokane's principal organizing entities, including the Davenport Arts District (DAD), the Downtown Spokane Partnership (DSP), the Spokane Arts Commission and the Business Improvement District (BID). The section also introduces three potential future partners, the Spokane Regional Chamber of Commerce, the Convention and Visitor's Bureau (CVB) and the Downtown Spokane Ventures Association (Ventures).

Section 3, *Davenport District Today: Major Assets and Challenges*, provides an overview of the District today, including the array of assets and challenges identified during the planning process that will both impact and guide the development of the Davenport District over the coming years.

Section 4, *Davenport District Tomorrow: The Vision*, outlines the Steering Committee's vision for the Davenport District that guided the development of the Strategic Plan.

Section 5, *Davenport District Strategy Framework* outlines the development principles and strategic framework to structure and organize activities, programs and connections in the District. The strategies presented in the framework have been organized in relative priority.

Section 6, *Action Plan*, provides a detailed action plan for the strategies outlined in the Strategy Framework. The section outlines short-, medium- and long-term actions with an overall plan horizon of 10 years. Individuals and organizations responsible for the implementation of specific actions steps also are identified. The action steps most important for achieving the District's vision and goals are highlighted and prioritized.

Section 7, *Implementing the Plan*, discusses the immediate next steps necessary to implement the Strategic Plan and outlines a series of performance measures to gauge its success.

The appendices include: A) case studies of U.S. and Canadian arts and cultural districts; B) a summary of artist outreach feedback; C) an arts and cultural resource directory produced by the Spokane Arts Commission and D) an Arts District Design Palette produced by the Davenport Arts District.

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MISSIONS & ROLES OF THE ORGANIZING GROUP

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2. MISSION AND ROLES OF THE ORGANIZING GROUPS

The Davenport Arts District Board, the Spokane Arts Commission, the Downtown Spokane Partnership, the Business Improvement District, the City of Spokane, District businesses and artists, and local arts and cultural organizations will all play crucial roles in implementing the Strategic Plan.

The ***Davenport Arts District (DAD)*** is a nonprofit, all volunteer organization whose mission is, “The development of vibrant arts district in historic downtown Spokane celebrating cultural and economic rebirth.” DAD is the principal organizing entity responsible for group coordination and District promotion and marketing. Among its activities and achievements are fundraising and grant writing; fostering public awareness through festivals, sponsorships, meetings and presentations; and supporting the development of prominent projects such as Steam Plant Square, Hotel Lusso and the Fox Theatre.

The ***Spokane Arts Commission (SAC)*** is a volunteer organization with a staff of two whose purpose is to serve the public by promoting and enhancing the quality, accessibility and presence of the arts in Spokane. SAC maintains a local arts directory calendar, and Find Art web site, manages the City’s Chase Gallery and coordinates an annual arts awards program. The Commission also serves as an advisory board for the City of Spokane’s Arts Department.

The ***Downtown Spokane Partnership (DSP)*** is a private, nonprofit organization comprised of downtown business, government and community leaders. The DSP is Spokane’s primary central City advocate and service provider working towards creating a vibrant and healthy downtown as the basis of a strong regional economy.

The ***Downtown Spokane Business Improvement District (BID)*** is an organization that addresses issues of downtown safety, cleanliness and parking, while promoting Downtown as the regional destination through events, communications and advertising. The BID is committed to the strategic planning process as a revitalization tool that will ultimately create a unique and charming arts and cultural district within the downtown.

Artists, arts organizations, arts businesses and creative people are key to the Davenport District’s success. As creators, organizers and performers they represent the plan’s ultimate driving force and will be a powerful force in shaping the District’s development.

Other potential partners for Strategic Action Plan implementation include the Spokane Regional Chamber of Commerce, the Convention and Visitors Bureau and the Downtown Spokane Ventures Association. The City of Spokane also will be a critical Plan implementation partner. Brief descriptions of these groups follow on the next page.



Belief #7 is a recent work by prominent local artist Wendy Franklund Miller, one of many visual artists who make Spokane their home

The ***Downtown Spokane Ventures Association (Ventures)*** is a non-profit development corporation formed in 1999 to help implement the recommendations made in the Downtown Plan (Charting the Future: A Plan for a New Downtown, 1999). Ventures's mission is to "support the economic growth of the greater Downtown area by providing business retention and recruitment services, data collection and analysis services, and development project support services.

The ***Spokane Regional Chamber of Commerce (Chamber)*** is a voluntary partnership of business and professional people working together to build a healthy economy and to improve the quality of life in Spokane. The Chamber recognizes both the role of arts and culture in encouraging downtown growth and the role of commercial enterprises in strengthening the District itself. The Chamber currently maintains an Arts Committee that encourages the collaboration of business, the arts and cultural community, and government to ensure continued development of arts and culture in the Spokane community

As an organization, the ***Spokane Regional Convention and Visitors Bureau (CVB)*** recognizes the importance of the arts in motivating travelers to visit the area. The CVB actively promotes cultural events and attractions to the leisure and business traveler in regional and national markets through print pieces, direct mail campaigns and other sales efforts. The CVB marketing plan promotes regional arts and heritage groups, and strategies have been developed to incorporate targeted cultural tourism messages into existing sales, marketing and public relations campaigns.

Given its staff, financial resources, and its regulatory authority, the ***City of Spokane (City)*** is a critical partner in District development. A number of City departments and commissions should be actively involved in the Strategic Action Plan implementation including, Planning Services, Community Development, Public Works and the Planning Commission.



Steam Plant Square and is one of the District's most significant recent developments and major Downtown landmarks.
Photo: David Hassel

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***THE DISTRICT TODAY:
ASSETS AND CHALLENGES***

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3. THE DISTRICT TODAY: ASSETS AND CHALLENGES

The Davenport District has many unique features that can be capitalized upon to meet strategic goals and to give the area a distinctive and attractive identity. The District also faces challenges that must be overcome to reach its full potential.

Assets

Performance venues and events: The Davenport District's major performance venues host hundreds of live events every year that attract thousands of visitors to the area. The Met Theater alone had over 300 event nights last year, representing 157,500* patrons, and the Spokane Symphony believes that it will add another 400 additional yearly events and 325,00* attendees once the Fox Theater is restored. Event patrons in turn help support other District businesses, such as cafes and restaurants. Together with the District's five live performance groups including the Symphony, Blue Door (over 100 performance nights a year), Interplayers (140 performance nights a year), Spokane Theatrical Group and SpoComedy, the District's performance venues are the building blocks driving the area's revitalization. Their growth and success must be leveraged and capitalized upon in the first instance.

There are already a number of downtown movie houses, dance studios and galleries, along with arts activities and events that are establishing the District as the center of arts and culture in the downtown core. Some of these events and activities include the Spokane Arts Commission/Visual Arts Tour, the summertime Live After Five concert series, and the planned First Night Festival on New Year's Eve.

Emerging arts and culture community: The District is home to growing arts, cultural and creative services community. Several newer performance groups, studios, galleries, cultural organizations, and creative firms already make the District home. There is also a small, but growing population of artists living in the neighborhood. The creative community will play a key role in implementing the Strategic Action Plan and was actively involved in the creation of this document.

Supporting business: The area boasts a number of allied shops, cafes, and restaurants whose presence augments and enhances the District's experience. Some of these businesses include Quinns, the Steam Plant Grill, Far West Billiards, The Rocket, Stacks Gift Shop at Steam Plant Square, the Spaghetti Factory and the Brooklyn Deli. The District is also home to new high tech companies such as ILF and INTEC.

Luminaria, an antique lighting store, is one of many businesses that add character and interest to the Davenport District.



*Note: Calculated at 50% average capacity.

Committed and active organizing entity: As the principal organizing entity, the Davenport Art District Board of Directors is committed to the District's development. The organization has established lines of communication with District stakeholders, and is actively involved in current programs. The DAD volunteer Board of Directors provides a solid foundation for developing a comprehensive organizational structure to coordinate Strategic Action Plan implementation and District events and programs.

Recent and ongoing area development: Recent developments have improved downtown and strengthened the District's overall position. Over the past seven years, approximately \$330 million in private and public investments have been made in Downtown Spokane. Planned and proposed projects are valued at over \$400 million. Some of these developments include: the ongoing renovation of the Davenport Hotel; the recently completed Steam Plant Square mixed-use development; the renovation of the Fox Theater; the new AMC multiplex theater; proposed Freeman Center; Crescent Services Building redevelopment; and the planned Post Street improvements.

Community access: The Davenport District can be accessed easily by downtown workers, students from nearby campuses and residents from bordering neighborhoods. It is served by public transportation and on non-event nights off-street parking is relatively plentiful and inexpensive. It is also within easy walking distance of adjacent neighborhoods and attractions like Riverfront Park, the Downtown retail core, and major office buildings.

Academic partnerships and collaborations: Spokane is the regional hub for the Inland Northwest's educational services and facilities. The District is able to draw on area universities and colleges to collaborate on programs and events, to involve students as both event organizers and event/business consumers, and to incubate future District artists, businesses and residents. Eastern Washington University, Washington State University (WSU), Gonzaga University, Spokane Falls Community College, and the Spokane Art School all offer arts-related academic programs and other related programs, such as urban and regional planning and architecture.

Supportive policies and programs: Existing City policies and programs can be used to support, market and expedite District development, including the newly adopted Comprehensive Plan and the 1999 Downtown Plan. Both documents contain policies that directly support the District's development goals and vision. In addition, local and State programs and resources could be utilized, including tax increment financing, multi-family tax abatement programs and the community empowerment zone.

The Spokane Symphony recently purchased the Fox Theater, an historic, art deco performance venue in the Davenport District, and is the process of restoring and expanding the grand building. This \$15M investment will bring 400 new events and is the critical component of the District's successful development.



Challenges

The Davenport District also faces a number of closely interrelated challenges that will require a broad-based effort to overcome successfully.

District awareness and identity: At present, the Davenport District is not widely perceived as a “district” and lacks special features that would reinforce its identity. A questionnaire distributed to local developers, arts organizations and businesses as part of the planning process confirmed low awareness of the District and the Davenport Arts District organization.

Downtown population/housing: Downtown Spokane is home to 2.4% of the City’s housing inventory, consisting of an estimated 2,034 multi-family units, including Single Resident Occupancy Hotels (SROs). The lack of residential housing opportunities, within the District, accompanied by few resident-serving businesses (e.g., groceries, drycleaners, etc.) can dissuade artists and other “urban settlers” from moving into the area. However, an existing market rate residential population is located just west of the District and within easy walking distance. A larger downtown residential population can help animate the area, draw businesses and improve safety.

Public safety: Despite recent improvements, many people still perceive the area as unsafe. Limited pedestrian activity, particularly at night, may contribute to safety concerns. The BID Security Ambassadors program has helped, but it patrols only a limited portion of the District. The area is home to a significant number of registered sex offenders and SROs.

Parking and transportation: Although there is a relatively good supply of off-street and on-street pay parking in the area, shortages occur during District events. Public transit within the District could be improved and schedules expanded.

Event night coordination: Despite the success of District venues in drawing nightly crowds to the neighborhood, there is little event night coordination between venues and area restaurants and cafes that could provide pre- or post-event entertainment. The District also lacks event venues and programs for a broader range of audiences.

Organizational capacity: As an all volunteer organization, the Davenport Arts District organization is limited in the amount of time board members can dedicate to the District. Funding for the area’s redevelopment and support of local arts organizations also is largely inadequate. Other plan partners, including and the Spokane Arts Commission and DSP, also lack the staff resources that will ultimately be required for successful and full plan implementation.

Expanding BID’s Security Ambassadors Program to cover the entire Davenport District, if feasible, could improve public safety



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***THE DAVENPORT DISTRICT
FUTURE VISION***

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4. THE DAVENPORT DISTRICT FUTURE VISION

The Strategic Plan Steering Committee developed the following vision statement based on feedback and input from Spokane's arts and cultural community.

In the future, the Davenport District will be:

- ✓ *A synergistic concentration of entertainment-, arts- and cultural-related organizations and creative businesses offering a wide range of coordinated events and services.*
- ✓ *An affordable place for artists to live and work that "keeps the arts in the District" and recognizes the role of artists in creating and maintaining the District's vibrancy and cultural fabric.*
- ✓ *A distinct urban experience that invites exploration and discovery.*
- ✓ *An international, national and regional destination for arts and cultural events and programs that provides an ever-changing line-up of gallery shows, arts activities and live performances for all ages.*
- ✓ *A livable and vital downtown neighborhood community providing a wide range of affordable housing, live/work and business locations supported by a range of resident-serving businesses that complement the District and downtown as a whole.*
- ✓ *A district that emphasizes arts and cultural education programs for the community and fosters business capacity of local artists and artisans.*
- ✓ *A vibrant, unique and livable area that provides a wide range of arts, cultural and educational opportunities for artists, artisans, residents, workers and visitors.*



With over 300 performance nights a year, the Met Theater is one of the District's three major performance venues. Together with the District's five performance arts organizations, venues like the Met are driving the District's revitalization.

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STRATEGY FRAMEWORK

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5. STRATEGY FRAMEWORK

The strategy framework is the plan's organizing structure. It identifies the three, overarching **development principles** that will guide District development. These principles are supported by six integrated **primary strategies** that illustrate the major areas of action necessary to move the District towards realizing its vision. A **goal statement** describes each of the primary strategies' general thrust. Component **action steps** are provided for each strategy area that identify the plan partner responsible for carrying out the action and indicate a general timeline for action implementation. These steps are described in Chapter 6. Finally, the overall strategy framework is under-girded by simple and easily quantifiable **performance measures** that will gauge the success of action step implementation. These are outlined in Chapter 7.

The development principles are described further on the next page and the strategy framework is illustrated on page 20. Each of the six primary strategies outlined in the framework is described further in text in the context of the Davenport District beginning on page 21.

The Blue Door Theater is a relatively recent addition to the Davenport District. With an estimated 100 performances per year, Blue Door is introducing a new audience to the District.



Development Principles

The three development principles are the core of the strategy framework and represent the Strategic Action Plan's overarching concepts. The simple but strong principles act together as a filter to evaluate and prioritize all plan strategies and action steps. Any action or strategy that did not support one or more the development principles was not included in this plan. Conversely, any new action steps that are developed in future years must support one or more the following principles to be incorporated in the Strategic Action Plan.

CONCENTRATION: Minimize development diffusion by concentrating resources, planning efforts, and development activities in the District's existing center. As investment gains momentum, development will incrementally radiate out to a larger area. Supporting key developments such as the Spoken Symphony's ongoing renovation of Fox Theatre (*Action Step A₁*), the plan's proposed priority streetscape improvements (*Action Step B₃*), and recruiting targeted businesses to specific development opportunity sites in the District's core (*Action Step A₂*) are some of key action steps that support this strategy principle.

SYNERGY: Create synergetic uses, activities and opportunities by recruiting mutually supportive entertainment-, arts-, and cultural-related businesses and organizations, and by focusing on creativity and innovation as the theme for District development opportunity sites. Collaborating with area universities and colleges to develop programs in the District (*Action Step E₅*), recruiting targeted businesses and organizations to relocate in specific District buildings (*Action Step A₂*), and developing a coordinated package of regulatory reforms and incentives to attract appropriate private investment (*Action Step F₁*), are just a few of the action steps that support this strategy principle.

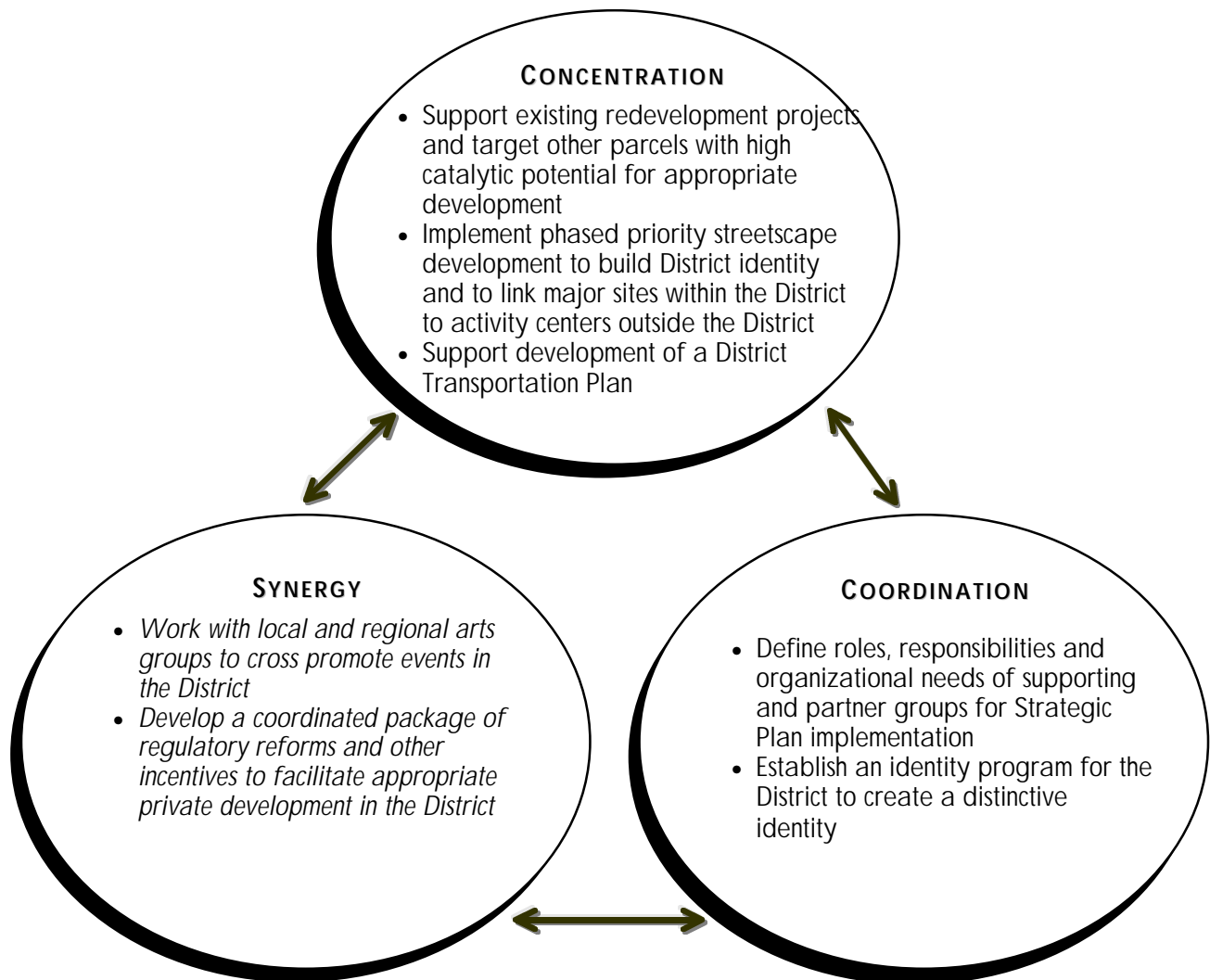
COORDINATION: There is a strong foundation of existing District activities and events. Their energy must be capitalized, optimized and leveraged through the improved coordination of District business operating hours, marketing programs, and programs. Developing low-cost, cross-promotional District marketing and programs (*Action Step D₄*), expanding current District programs (*Action Step E₁*), and supporting District venues and performing arts organizations to "fill the seats" (*Action Step E₃*) are some of the basic action steps that support this strategy principle.

A diagram on the next page illustrates this plan's driving development principles and their interrelation to one another. The development principles and their relationship to the Strategic plan are illustrated on the page 22.

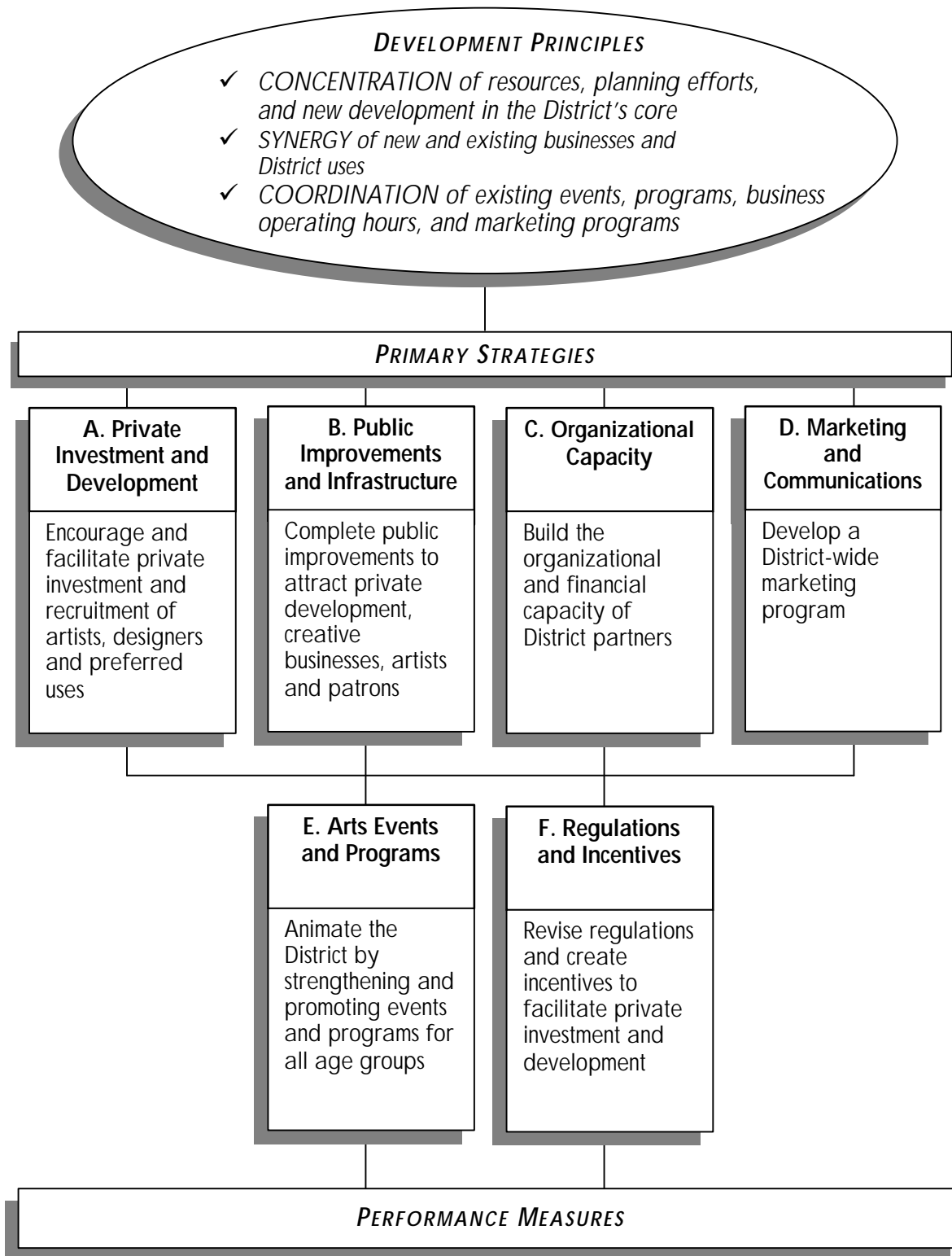
Spokane's vital arts and cultural community is one of the District's principal driving forces. The work pictured is by Tom O'Day, a local artist featured at a Jundt Art Museum group show.



Davenport District Development Principles



Davenport District Strategy Framework



A. Private Investment and Development

Strategy Goal: *Encourage and facilitate private investment and recruitment of artists, designers and other preferred uses*

A key ingredient in the successful development of the Davenport District will be its ability to encourage and recruit private investment that meets the District's vision and development goals. To facilitate such development, District organizers should: 1) recognize and support the Spokane Symphony's renovation and redevelopment of the historic Fox Theater, completion of the Davenport Hotel and development of One Block Square/City Terminal as the District's next key development projects; 2) recruit preferred businesses to occupy buildings and parcels within the District with high catalytic potential; 3) promote the development of affordable artist live/work spaces and other residential units in the District; 4) encourage the development of a mixed-use community arts center; and, 5) engage local universities and colleges over the long-term to connect their arts-related programs to the District.

An Example of Investment in Action:

The Fox Theater when restored will have 1,625 seats and an estimated 400 events annually. At an average 50% capacity per event, the theater will attract 325,00 attendees each year. If the average disposable spending is \$20 per attendee per event, the annual economic impact of the Fox Theater is approximately \$6.5million annually.

Source: Downtown Spokane Partnership

Potential catalytic development sites include vacant buildings and lots and underutilized commercial and industrial buildings in the District, such as the Met Block, Freeman Center, Crescent Services Building and the surface parking lot on the southeast corner of 1st and Monroe. These opportunity sites should be targeted for uses such as office space for creative firms and multi-media companies, loft apartments, retail space, and small cafes and restaurants. Specific sites also should be marketed towards to arts related businesses such as existing galleries and dance studios that may be nearing the end of their respective leases. Other preferred business types to be recruited to the District include restaurants, dance clubs, art supplies, galleries, home accessories, and multi-media companies. A more robust list of preferred uses is provided on the next page.

There are a large number of underused and vacant industrial buildings in the District that could be converted to affordable artist live/work spaces and other loft style apartments and condominiums. The Crescent Services Building and Freeman House should be evaluated for their residential redevelopment potential. Increasing the District's residential population is a critical component of the Strategic Action Plan.

A potential site for a multi-purpose community arts facility also should be identified. Given its unique ownership structure and commitment to the development of sustainable artist live/work space and community arts education programming, One Block Square would make an ideal location for such a facility. It could include studio space, an artists support center, and multi-purpose galleries and performance spaces. The facility could function as a District incubator like the Torpedo Factory in Alexandria, Virginia as profiled in Appendix A by hosting numerous arts and cultural events and programs, and by offering rental and leased studio space to area artists.

Long-term District recruitment should focus on engaging and creating a strong connection to Washington State University's fine arts program, Spokane Community College's culinary school, and Eastern Washington University's writing program. A satellite campus of Seattle's Pratt Art Institute also could be recruited to the District. Locating these programs in the District may be a longer-term undertaking, but their successful recruitment will significantly boost daytime populations, introduce a dynamic student element to the District, and spur development of student-serving businesses.

District Preferred Uses

The Davenport District should target and promote the development and co-location of business that augment and strengthen the District's vision. To help focus business recruitment and retention activities, the consultant reviewed and updated a list of preferred development types, or targeted uses, the 1990 Halcyon Report recommended for the District. After review by the Stakeholder Committee and the project consultants, the majority of preferred uses were reaffirmed and some additional uses added in light of recent business trends and developments. In addition, the preferred uses were checked and found consistent with the Downtown Plan identified land uses. The list is divided into four principal categories: food and beverage; cultural and arts-related; high technology business; and allied professional services. Targeted uses include both resident-serving and regional-serving businesses.

Food & Beverage

Farmers' Market
Culinary School
Restaurants
Coffee Bar/Supplies
Home Brewing
Microbrewery
Wine Tasting Rooms
Bakeries
Deli s/Cafés
Candy/Chocolatier
Ice Cream/Yogurt
Butcher/Seafood Shop
Green Grocers
Natural Food Store
B&Bs/Hotels
Bars/Pubs
Food Co-ops

Cultural/Arts

Movie Theaters
Live Theatre
Dance Studios
Performance Space
Dance
Museums
Galleries
Live Music
CD Stores
Musical Instruments
Video Rentals
Electronics Stores
Photography Supplies
Art Supplies
Glass Studios
Artist Studios

Home Improvement

Antiques
Carpets and Rugs
Lighting Fixtures
Plumbing Fixtures
Gifts & House Wares
Kitchen Supplies
Custom Manufacturing:
Furniture Upholstery
Custom Millwork
Designer Furniture
Specialty Hardware
Textiles & Fabrics
Designer Clothing
Import Shops
Wall Coverings

High Tech/Professional

Software Development
Multi-media
Internet
Mapping
Training
Communications
Health Clinics
Graphic Designers
Nonprofit Organizations
Urban Planning Firms
Interior Design Firms
Landscape Architecture Firms
Architecture Firms
Legal Services



Bitters Co. in its new location in "Artist's Alley" represents some of the new preferred use businesses located within the District.

B. Public Improvements and Infrastructure

Strategy Goal: *Complete public improvements to attract private development, creative businesses, and artists*

Specific public improvements will support the District's vision and development objectives including: improved and expanded public safety programs and a wayfinding or information kiosk system to direct visitors to various District venues as part of a Downtown-wide way finding system. Hardscape improvements such as new street furniture and decorations, including banners; public art and sidewalk mosaics; additional street trees; and increased pedestrian safety measures at key crosswalks and corners, corner bulbs and crosswalk pavement treatments can all combine to better define the District as a unique place. A key opportunity will be the railroad viaduct that bisects the District. It could be redesigned and improved with better lighting and art elements to become a unique element of the District's experience. It is extremely important that the public improvements are consistent with the Downtown Plan and the City's Comprehensive Plan. Such public improvements are often paid for through the use of Local Improvement Districts.

The Post Street enhancements from Main to 2nd should be completed in late 2002 and similar improvements should be made to other streets to link and connect major destinations within the District as feasible. The next round of streetscape improvements to consider should be: 1) Sprague and 1st from Post to Madison; and 2) Monroe and Lincoln from Sprague to 2nd. Long-term improvements could then be made to: extend the Sprague street improvements east to Howard; along Howard from Sprague to 2nd Avenue; and on 2nd Avenue from Monroe to Howard. These streets are identified "Green Streets" in the Plan for a New Downtown. A map illustrating these prioritized streetscape links is provided on the next page.

Spokane's arts and cultural community also could be involved in the design and development of streetscape elements to reinforce the District's positive public feel and its unique identity. Some districts have engaged with local artists to design streetscape components, such as benches, bike racks, light standards, banners and garbage cans.

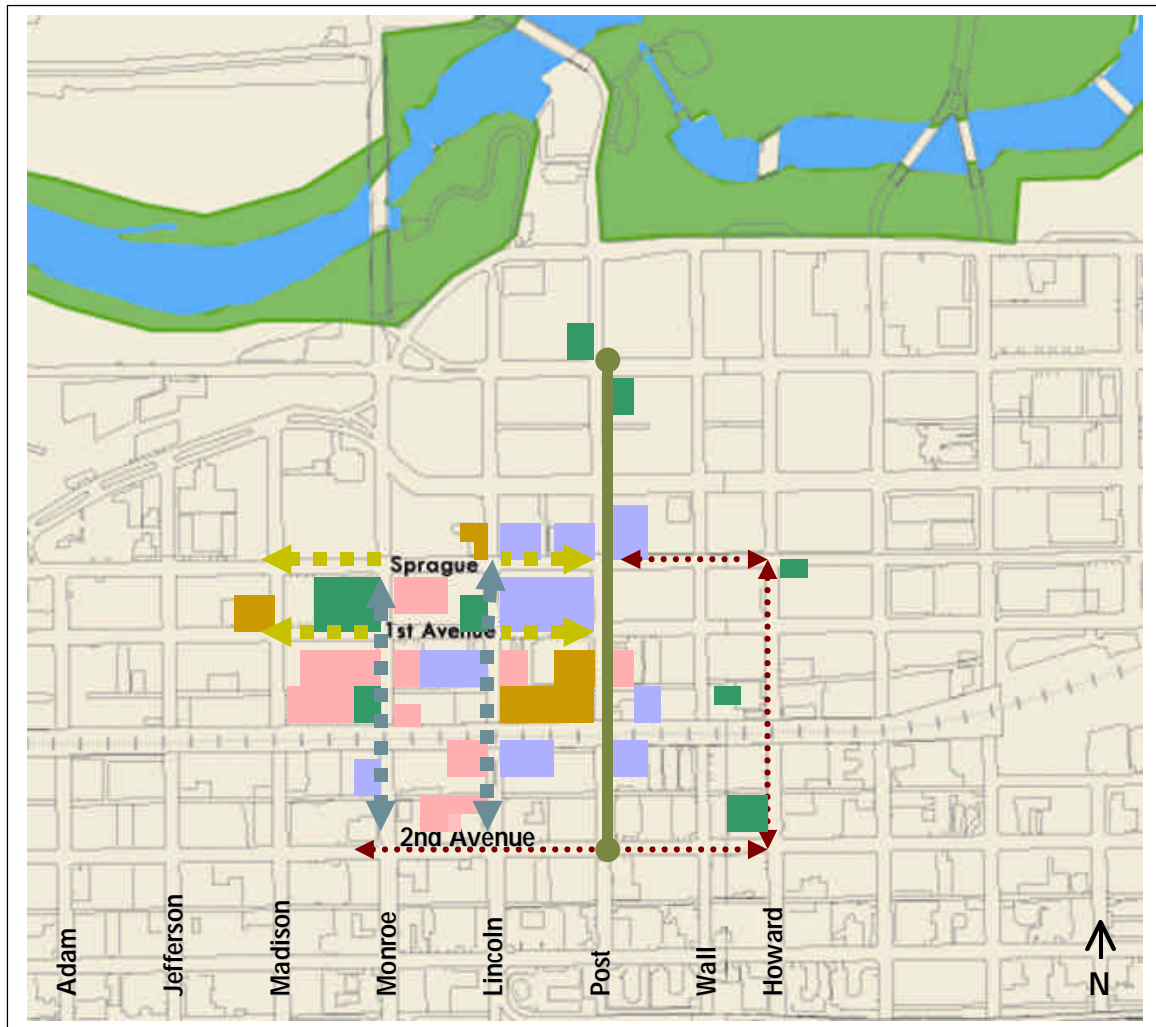
A *District Transportation Plan* should also be developed to: improve District transit schedules and links; connect the District with the rest of Downtown through the use of a trolley; address current and future District parking needs; possibly convert some on-street parking areas to angle parking to create more on-street parking spaces; and investigate opportunities to open private parking garages to the public during event nights (e.g., the new Sprague and Madison and Davenport Hotel garages).



New street planters designed and installed by the Davenport Art District Board, local property owners and artists help enliven and green the District's streetscape (right). The planters include a tile made by local artists



Davenport District Private and Public Development Plan



- **Phase 1:** Post Street Improvements
Main Street to 2nd (underway)
- **Phase 2:** 1st and Sprague, Post to Madison
- **Phase 3:** Monroe and Lincoln, Sprague to Second
- **Long-term Improvements:** 1) Sprague to Howard; 2) Howard, Sprague to 2nd; 3) 2nd, Monroe to Howard

Key

- **Performance Venues/Galleries**
 - Fox Theatre
 - Met Theater
 - Children's Museum
 - Blue Door Theater
 - SpoComedy/Magic Lantern
 - Interplayers
 - Lorinda Knight Gallery
- **Supporting Businesses (hotels, retail, etc.)**
 - Davenport Hotel
 - Lusso Boutique Hotel
 - Ramada Express
 - Quinn's
 - Dempsey's Brass Rail
 - Steam Plant Square
- **Development Opportunity Sites**
 - SE Corner 1st & Post, surface lot
 - Met Block
 - One Block Square/City Terminal
 - SE Corner 1st & Monroe, surface lot
 - Crescent Services Building
 - Freeman Center
 - Courtyard Office Complex
- **Parking**
 - Davenport Garage (proposed)
 - Steam Plant Lot
 - Met Lot
 - Spokane Club Garage

C. Organizational Capacity

Strategy Goal: *Build the organizational and financial capacity of District partners*

Organizational Capacity: The organizational development and coordination of the key plan partners is a high priority. A dedicated, financially capable and highly organized team of agencies, organizations and individuals will be essential to successfully implement the plan action items.

Key partners must determine both the most efficient organizational structure for plan implementation, and how to best develop their individual and collective organizational and financial capacity. For instance, plan partners may decide to establish the DAD Board as the principal implementation authority and to expand and develop its professional and financial capacity as is required. Or the existing partners could discuss merger with another organization(s) to realize staff support benefits and potential funding advantages. The development of Boards with mutual representation could be an effective first step to facilitate communication and coordination of action steps.

Strategic Partnerships: In addition to capacity building, plan partners can develop and reaffirm supportive external links and partnerships with new partner agencies like the City, the Convention and Visitors Bureau, the Spokane regional Chamber of Commerce and the Downtown Spokane Ventures Association.

Artists: The artists who are at the heart of the District's development should also be supported and nurtured. The local arts and cultural community would benefit tremendously from the establishment of a resource facility where they could get business planning support, technical assistance (e.g., web-based art sales and publicity), grant writing help, housing and studio listings and support, and artist-patron information. Although the Arts Commission currently offers some of these services, there should be a "one-stop" facility available for Spokane's arts and cultural community. The proposed artist incubator facility will serve this function (Action Step C7).

Building the organizational capacity of all partner groups was a major discussion point during the second Steering Committee workshop.



D. Marketing and Communications

Strategy Goal: *Develop a District-wide marketing program*

Establishing an identity program should be an important component of the Davenport District's overall planning and development efforts. Central to this recommendation is the adoption of a single name for the District for use in all marketing and publicity programs. This report recommends adopting the name *Davenport District* due to the name recognition and positive marketing power of the Davenport Hotel over the immediate term. It may take time for the Davenport District to become associated with arts and culture, but the widely recognized Downtown landmark makes an obvious and logical choice for the District. With renovations to restore the hotel's original grandeur almost complete, the District should make a special effort to welcome its namesake back. The 281-room hotel will provide a significant economic boost to District businesses.

Most successful districts are recognized as the arts and cultural center of their City's. In older, more established districts, such as SoHo in New York, this identity evolves naturally over time with the gradual accretion of artists, galleries and cultural organizations. In newer districts, such as the Avenue of the Arts in Philadelphia, a marketing identity is developed by the district's organizing entity to attract consumers, artists, arts organizations and businesses to the area (Appendix A).

Adopting the Art Commission's "Find Art" web site as the official communication vehicle for District events and programs also should be considered, working in collaboration with the Art Commission.

District partners should take advantage of existing opportunities and venues to market the District. Marketing opportunities, such as developing cross-promotional activities like restaurant/performance discount packages or advertising coordinated opening and closing times for restaurants and performance venues, should be explored. Increased regional awareness of the District capacity for art should be marketed through the Art Access publication to increase exposure in the greater Seattle and western Washington state.

The Spokane Art Commission's dynamic and visually appealing "Find Art" campaign logo presents many of the cultural activities and arts activities the District hopes to host and support, and could be used by the Davenport District as part of its own identity campaign.



E. Arts Events and Programs

Strategy Goal: *Animate the district by strengthening and promoting existing events and programs and developing new strategic events and programs for all age groups*

Arts events, programs and festivals animate the district, bring in visitors and tourists, and attract additional development and businesses that support Downtown-wide revitalization. Some programs and festivals also may grow to become widely recognized events with regional and national significance. These successful events have created capital and cultural legacies, such as new performance venues and civic traditions.

Event providers like the Symphony, Interplayers, and the Spokane Arts Commission should be assisted in expanding existing District events and programs, including Rally in the Alley, Live After Five, and the Visual Arts Tour. With sufficient support and organizational capacity, the Davenport Arts District organization, the Arts Commission and the Downtown Spokane Partnership could add value to expand the existing menu of activities.

District partners should investigate the creation of a sustained event or promotion with regional appeal and drawing power as part of District marketing and identity efforts, provided it fills a current void and does not compete with existing activities. Ideas that could be considered include First Night, an art auction and a number of festivals, such as fringe theater; film; folk; jazz and blues; comedy; and culinary. The event should use the District's name for marketing purposes and take place in venues throughout the District.

Partnerships with significant cultural organizations, such as the Northwest Museum of Arts and Culture (MAC) and resident universities and colleges, also should be developed to create new or expanded District programs and events. The possibility of expanding Art Fest to include the Davenport District should be explored.



There are numerous opportunities to expand programs and events in the District while involving community groups and local nonprofit organizations. The underpass mural painting project, sponsored by the Spokane Arts Commission pictured at right is one such example.

F. Regulations and Incentives

Strategy Goal: *Revise regulations and create incentives to facilitate private investment and development*

Developing a coordinated package of regulatory reforms and other development incentives is a critical component of any successful arts and cultural district, including many of those profiled in Appendix A, *Case Studies of U.S. and Canadian Arts and Cultural Districts*. These regulations and incentives can be powerful tools for encouraging developers to undertake projects that will help the District achieve its vision of attracting and retaining artists and arts organizations as the District's core tenants.

These reforms and incentives can attract artists and arts organizations to the District by increasing affordable rentals, and by making it easier to develop live/work spaces and performance venues in underutilized commercial buildings. Building codes can be revised to make these developments less costly without compromising safety. Altering zoning to permit residential development in commercial and/or industrial zones also can create affordable live/work studio spaces for artists.

Developers can be encouraged to create these spaces through development bonus programs and special tax incentives consistent with the District Plan and the overall Downtown Plan. For example, Spokane could provide property tax incentives for the conversion of District industrial and commercial buildings into mixed-use residential units. Developers could also receive special bonuses, such as an increase in the allowable floor area ratio, if they work with local arts organizations to include performance, presentation or arts administrative spaces within their developments. Vancouver has been particularly successful in implementing development bonus programs, resulting in a new contemporary art gallery space, a community public arts facility, and, most recently, a new film center which will also house the City's International Film Festival administrative offices.

Other possible steps include modifying City ordinances and codes that conflict with District goals, but are consistent with the City Comprehensive Plan. For example, modifying the Open Flame Ordinance to permit qualified artistic uses, such as glass blowing or metal sculpture, within the District would change an existing regulation that limits artists and would make the District more artist-friendly.



One Block Square is an example of the type of dynamic, multi-use development more flexible zoning and development regulation reforms could help facilitate and support. As an artist incubator space, One Block Square's current development plan includes galleries, live/work space, and an artist's resource center.

davenport district

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ACTION PLAN

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6. ACTION PLAN

This section presents the detailed action plan for each strategy area. For each action step, the lead party responsible for its implementation is identified and an implementation timeline is suggested (i.e., short-term, medium-term and long-term). An asterisk (*) indicates that a case study example of a similar action is provided in Appendix A, *Case Studies of U.S. and Canadian Art and Cultural Districts*. The corresponding case study number is indicated for ease of reference.

For each category area, the **top priorities**, or strategy drivers, are outlined in bold. Resource constraints make it impossible to implement all of the action steps outlined in this plan. Therefore, it is important to start with projects that are: 1) most likely to have the greatest positive impact to the District; and 2) possess the highest leveraging potential to attract further positive development. The action steps will be implemented based upon the priorities and resources available to each of the plan partners.

The Strategic Plan Steering Committee and consultants identified the actions listed on the next page as the most important and immediate steps needed to accomplish plan goals. These top priorities are not presented in hierarchical order. Rather, they are all part of the first phase of implementation and intended to be initiated within the same relative timeframe. The priorities are numbered to correspond with the strategies and action steps outlined on the tables that follow.

One Hotel Lusso is a boutique hotel in the heart of the District. With a street level coffee shop and other retail, the development represents the emerging face of the Davenport District.



Top Priorities

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 - 10 yrs.	Lead Responsibility
A₁ Support the completion of the Davenport Hotel and restoration of the Fox Theatre	Ongoing	DSP/Ventures
B₁ Expand the BID to cover the entire District when feasible	Medium	BID/DSP
B₂ Support a Transportation Plan to: improve area transit connections and schedules; increase on-street parking through development of angled parking in key areas; investigate shared structured parking, consistent with the Downtown Plan	Medium	DSP/City
C₁ Define roles, responsibilities and organizational needs of supporting and partner groups for Strategic Action Plan implementation	Short	DAD/DSP/Arts Commission
D₁ Establish an identity program for the District to create a distinctive identity. This could include adopting and reworking the Arts Commission's Find Art identity for the District	Short	DAD/Arts Commission
E₁ Assist current event providers and strengthen the current programs and increase evening and weekend programs and events	Medium	DAD
F₁ Develop a coordinated package of regulatory reforms and other incentives to facilitate appropriate private development in the District	Medium	DSP/City

A. Private Investment and Development

Strategy Goal: *Encourage and facilitate private investment and recruitment of artists, designers and preferred uses and activities*

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 –10 yrs.	Lead Responsibility
A₁ Support the completion of the Davenport Hotel and restoration of the Fox Theater	Ongoing	DAD/DSP
A₂ Target specific parcels with high catalytic potential for appropriate development (e.g., artist live/work buildings, arts group and allied small business incubator spaces, venues, high tech business sites, etc.). Potential priority sites include: <ul style="list-style-type: none"> ▪ Met Block ▪ Freeman Center ▪ Crescent Services Building ▪ The parking lot on the SE corner of 1st and Post ▪ The empty SE corner lot at 1st and Monroe 	Ongoing	DSP/Ventures
A₃ Support One Block Square/City Terminal in its efforts to recruit the Pratt Institute and develop an artist incubator space	Ongoing	DAD
A₄ Package leasing information for development opportunity sites and target arts related businesses and organizations to relocate to the District as their leases expire	Medium	DSP/Ventures
A₅ Involve Eastern Washington University in District programming, marketing, and events	Medium	DAD
A₆ Develop a community arts center with affordable rental studios, gallery space, and an artists' resource center* [case study E2]	Medium to Long	DAD/Arts Commission
A₇ Recruit Washington State University's fine arts program and Spokane Community College's culinary school to the District	Long	DAD

B. Public Improvements and Infrastructure

Strategy Goal: *Complete public improvements to attract private development, creative businesses and artists*

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 -10 yrs.	Lead Responsibility
B₁ Expand the BID to cover the entire District when feasible	Medium	BID
B₂ Develop a District Transportation Plan to: improve area transit connections/schedules; increase on-street parking through development of angled parking in key areas; and investigate shared use of private structured parking, consistent with the Downtown Plan	Medium	City/DSP
B₃ Implement the prioritized streetscape improvement program through phased public development to build District identity and link major sites within the District consistent with the Downtown Plan Green Street strategy	Ongoing	DSP/City
B₄ Create an adopt-a-street/public place program for local business owners	Short	DAD
B₅ Support the development of a new District parking garage that includes street level uses (e.g., retail, studio, office space)	Medium	DAD
B₆ Name and mark the highway exit to the Davenport District	Medium	City
B₇ Create unique public amenities using local artists to design individual streetscape components (e.g., seating, bike racks, light standards, etc.) * [case study D2]	Medium	DAD/Arts Commission
B₈ Emphasize green space in public improvements and involve the community in green space development	Medium	DAD/City
B₉ Expand the existing public art funding program to include a 1% set aside for large private developments (25,000+ square feet)	Long	Arts Commission/City/ Washington State Arts Alliance

C. Organizational Development

Strategy Goal: *Build the organizational and financial capacity of District partners*

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 –10 yrs.	Lead Responsibility
C₁ Define roles, responsibilities and organizational needs of supporting and partner groups for Strategic Action Plan implementation	Short	DAD/ DSP/Arts Commission
C₂ Investigate and develop District economic impact measures to promote increased private and public investment in the District.	Short	DAD/DSP
C₃ Review all plan partner's board capacity and recruit new members to fill gaps where needed (e.g., the DAD Board could consider adding a member with real estate development) and consider the value of having overlapping Board members	Short	DAD
C₄ Develop and support new partnerships with the City, County and area organizations through presentations of the Strategic Action Plan to relevant organizations	Medium	DAD
C₅ Develop an artist resource package that includes information such as business planning support, technical assistance, grant writing, housing and studio listings and support, and artist-patron information	Medium	Arts Commission
C₆ Identify and develop a list of potential corporate, foundation and private supporters	Medium	DAD/Arts Commission
C₇ Contract directly with another organization to have a full or part-time staff person assigned to Strategic Action Plan implementation	Medium	DAD

D. Marketing and Communications

Strategy Goal: *Develop a District-wide marketing program*

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 -10 yrs.	Lead Responsibility
D₁ Establish an identity program for the District to create a distinctive identity. This could include adopting and reworking the Arts Commission's Find Art identity for the District	Short	DAD/Arts Commission
D₂ Investigate the use of the Arts Commission Find Art web site as the communication vehicle for the District	Short	DAD/Arts Commission
D₃ Work with Seattle-based <i>Art Access</i> web site to create a Spokane arts and culture presence on the site	Short	DAD
D₄ Implement low-cost, cross-promotional activities such as restaurant/performance/hotel packages, and coordinated opening/closing hours for District businesses during area events, activities and performances	Short	DAD/BID/CVB
D₅ Harness the local advertising community in development of District marketing campaigns	Medium	DAD/District Businesses
D₆ Develop a monthly flyer or newspaper insert to advertise District events, performances and businesses	Medium	DAD/Arts Commission/CVB
D₇ Collaborate with the Convention and Visitors Bureau to position the arts and culture as an added marketing opportunity for the convention and visitor-serving industry	Medium	CVB/DAD/BID

E. Arts Events and Programs

Strategy Goal: *Animate the district by creating events and programs for all age groups*

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 -10 yrs.	Lead Responsibility
E₁ Assist current event providers and strengthen the current programs (Rally in the Alley, Live After Five, Dixieland Jazz Festival, Visual Arts Tour). Increase evening and weekend programs and events	Short	Arts Commission/BID/DAD
E₂ Work with local and regional arts groups to develop new event or festivals (e.g., First Night, fringe theater, folk, independent film, blues and jazz festival) <i>*[case study D1]</i>	Medium	DAD/Arts Commission
E₃ Support organizations and businesses in their efforts to “fill the seats” for District productions, performances and shows	Short	DAD/CVB
E₄ Develop a monthly First Friday Art Walk program (i.e., coordinated gallery opening receptions) and expand the DAD Walking Tour	Medium	Arts Commission/DAD
E₅ Collaborate with academic resources (e.g., Gonzaga University, Eastern Washington University, Spokane Art School) to develop new District events and student-oriented activities	Long	DAD
E₆ Partner with MAC to explore connecting the Art Fest to the District for both organization’s benefit	Long	DAD

F. Regulations and Incentives

Strategy Goal: *Revise regulations and create incentives to facilitate private investment and development*

Action Step	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = 5 -10 yrs.	Lead Responsibility
F₁ Develop a coordinated package of regulatory reforms and other incentives to facilitate appropriate private development in the District. This could include an Adaptive Reuse Bonus Program for developers, a special relaxed Building Code zone, relaxed parking restrictions, or property tax incentives * [C1, C2, C3]	Medium	DSP/City
F₂ Identify and summarize existing City policies that support the Strategic Action Plan and its implementation (e.g., Comprehensive Plan, Plan for a New Downtown, etc.) and prepare this as a separate handout for use in presentations and discussions concerning the District	Short	DSP/City
F₃ Identify and modify City ordinances and policies that can activate the District goals and are consistent with the Comprehensive Plan	Short	DSP/City
F₄ Establish a staff liaison at the City to champion the District and to help expedite and drive Strategic Action Plan implementation	Short	DAD/DSP, Ventures
F₅ Investigate a financial incentives program, such as a sales tax exemption for artists living within the District * [case studies B1, B2]	Medium	DAD/CITY

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IMPLEMENTING THE PLAN

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7. IMPLEMENTING THE PLAN

This section lists immediate next steps and presents a set of performance measures for use in monitoring plan progress

Immediate Next Steps

The following four steps should be taken immediately to ensure the effective plan implementation, and to capitalize and build on the existing momentum and excitement surrounding the District's development:

1) Request that partner agencies endorse and adopt the Strategic Plan

As a first step the Strategic Action Plan should be endorsed and adopted by the District's principal organizing partners – the Davenport Art District Board, the Downtown Spokane Partnership, the Business Improvement District, the Spokane Arts Commission and, potentially, the Downtown Spokane Ventures Association, the Chamber of Commerce and the Greater Spokane Convention and Visitors Bureau.

2) Obtain Spokane City Council adoption of the Strategic Plan

The plan's adoption by the City of Spokane, as part of the Comprehensive Plan, will expedite the implementation of priority actions steps that involve City approvals, regulatory reforms, and public improvements. Making the plan an official City document will formalize the District as a distinctive Downtown area and, potentially, open other avenues of funding. Finally, adoption of the plan will make it easier to create a City staff liaison position to assist plan implementation.

3) Initiate action on the seven Top Priorities.

While all of the actions and strategies outlined in the Strategic Plan are important, the **Top Priorities** are the most crucial. Future success and development of the Davenport District depends on successful implementation of these priorities.

Monitoring Performance

The table on the next page describes basic performance measures and **performance targets** for each strategy area to help gauge the effectiveness of plan implementation. The performance measures are simple to quantify and use. The Downtown Spokane Partnership should be responsible for more fully developing the baseline measures early in 2002, maintaining District statistics, and monitoring plan implementation against the **performance targets**.

The performance targets and measures should be considered draft measures that will require refinement and agreement by plan partners prior to their finalization. In particular, more research on the potential economic impacts of District development is required to determine the economic multipliers related to particular opportunities such as a fully functioning Fox Theater and other venues, along with preferred use developments. Even when finalized, the performance measures will still be able to be adapted or modified as the Davenport District continues to expand and evolve.

Draft Performance Measures

Principal Strategy Areas	Performance Measure	Draft Performance Targets (2006)
A. Private Investment and Development	<ul style="list-style-type: none"> Square footage of arts- and cultural-related development in District Square footage of new preferred uses to the district 	<ul style="list-style-type: none"> An additional 25,000 sq. ft. of artist studio, live/work Additional 50,000 sq. ft. of new preferred business investment each year
B. Public Improvements and Infrastructure	<ul style="list-style-type: none"> Streets improved under 1999 Downtown Plan (i.e., Post Street improvements) Included in City six-year street plan 	<ul style="list-style-type: none"> Street improvements on 1st Avenue from Post to Madison Street improvements on Sprague from Jefferson to Post
C. Organizational Capacity	<ul style="list-style-type: none"> DAD Board Budget 	<ul style="list-style-type: none"> Annual operating budget above \$85,000 One full time staff person
D. Marketing and Communication	<ul style="list-style-type: none"> Venue attendance (this should be measured collectively and for individual venues) 	<ul style="list-style-type: none"> Collective venue attendance up 75% from 2001
E. Arts Events and Programs	<ul style="list-style-type: none"> Number of annual, semi-annual and monthly District programs and events 	<ul style="list-style-type: none"> Existing event attendance doubled from 2001 Create one new District-wide event
F. Regulation and Incentives	<ul style="list-style-type: none"> Population of artists living and working in the District Number of arts- and culture-related organizations operating in the District 	<ul style="list-style-type: none"> 10 new artist living in the District by 2002 and fifty by 2006 An additional four arts and cultural organizations and/or associations are operating out of the District

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APPENDICES

A. Case Studies of U.S. and Canadian Arts and Cultural Districts

B. Summary of Artists Outreach

C. Arts and Cultural Resource Directory

D. Davenport Arts District Design Palette

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APPENDIX A: CASE STUDIES OF U.S. AND CANADIAN ARTS AND CULTURAL DISTRICTS

To support the development of the Spokane Arts and Cultural District Strategic Plan, the consultant assembled a list of innovative and successful organizational strategies, programs and events from arts, entertainment and cultural districts across the U.S. and Canada. To focus the research, the case studies were selected to enforce and support priority action steps. Research included both primary and secondary sources. The case study material is not comprehensive. Further information can be obtained through direct contact with the agencies and cities cited.

It should be noted that each district studied was relatively unique in its approach, organization and focus. Their identity as unique and special places often forms the basis of their marketing programs. Research did however determine four general and common characteristics to designate and describe arts and cultural districts. They are:

- **Purpose:** The district is organized to promote culture, arts and entertainment to help revitalize an urban area and promote economic growth.
- **Identity:** The district is recognized and labeled as a center for local arts, entertainment and culture
- **Content and Attractions:** A high concentration of arts and cultural facilities exist in the district
- **Location:** The area is geographically defined, though the boundaries do not have to be formalized

The case study research topics selected to support key strategy areas are:

A) Arts District Management Strategies

- A1) Non-profit Corporation – LoDo District, Denver, CO
- A2) Public-Private Agency – DavenportOne, Davenport, IO

B) Tax and Financial Incentives (artists and arts organizations)

- B1) Arts Support Sales Taxes – Denver, CO
- B2) Artists/Arts Organizations Tax and Co-location Incentives – Providence, RI

C) Developer Incentives

- C1) Development Bonuses – Vancouver, BC
- C2) Flexible Zoning and Building Ordinances – Vancouver, BC
- C3) Property Tax Incentives – Providence, RI

D) District Identity Builders

- D1) Events and Street Fairs – Reno, NV
- D2) Public Improvements Alternatives – Mobile, AL
- D3) Marketing and Advertising – Philadelphia, PA

E) Arts District Operating Strategies and Collaborative Programming

- E1) Community Arts Centers and Adaptive Reuse Projects – Alexandria, VA
- E2) Academic Partnerships – Providence, RI

A) Arts District Management Strategies

With the exception of older, established arts and culture districts, a new district will generally require an organizing authority to facilitate, promote and expedite its development and growth. Typically, arts and cultural districts are coordinated and managed by either non-profit corporations or public-private partnerships.

A1) Non-profit corporation: Denver's Lower Downtown, or *LoDo* as the district is better known, is the City's nationally recognized heritage, cultural and entertainment district. The LoDo District, Inc. was formed by an act of City Council in March 1988. The historic status granted protection to the community's remaining 127 historic structures. Approximately 20% of Lower Downtown's buildings were demolished in the 1960's and 70's. LoDo's mission is to:

To preserve, promote, and represent the unique neighborhood of the Lower Downtown Denver Historic District and to provide leadership to achieve the following goals on its behalf:

- *Preserve and protect the unique character of the Lower Downtown Historic District.*
- *Influence public policies and private initiatives through collaboration and advocacy to enhance the health and balance of the mixed-use neighborhood.*
- *Market Lower Downtown as a destination for visitor and investor markets.*
- *Educate and involve Lower Downtown stakeholders in issues that affect the neighborhood's future*

Today, the LoDo District has over 300 members (each of whom pays a yearly sliding scale membership fee) and receives additional funding through local, state, federal, private and foundation grants. Organizationally, LoDo has 12 active committees that monitor current and proposed development and develop policy on such issues as parking and traffic, historic preservation, economic development and urban design. LoDo District's Marketing Committee produces a series of events year round. LoDown, the district's monthly newsletter has a circulation of 500 and features updates on the issues, a calendar of events, an entertainment guide and inserts on residential opportunities in the district.

A2) Public-private partnership: In March of 2000, five organizations, the Davenport Chamber of Commerce, Downtown Davenport Association, Downtown Davenport Development Corporation, Davenport Central City Partnership and Rejuvenate Davenport, joined together to create an efficient structure to promote Davenport's growth and development. The collaboration was supported by the City of Davenport who provided staff and financial support. Called DavenportOne, the organization is made up of five divisions each with its own board and mandate.

The Downtown Partnership Division of DavenportOne operates a coordinated program of downtown beautification, maintenance, arts and cultural activities, events and business development. Their board of directors includes City and public officials, property owners and members of the business community.

In addition to private and public funds, their downtown arts and cultural district is funded through a voluntary property tax. This district's mission is to represent the interests of downtown property owners and businesses and to revitalize the economic base of the downtown area through physical and programming activities.

In August 2001 the City of Davenport received a \$20 million state grant to undertake a series of revitalization projects developed with the support and assistance of DavenportOne. The Downtown Partnership Division will help coordinate the development of two “corridors” that will thematically link a series of downtown arts and cultural resources to the Mississippi riverfront. The corridors will include streetscape improvements, an art walk, building renovations and improved multi-modal linkages. One corridor will be themed to focus on music while the other will focus on the arts.

B) Tax and Financial Incentives

There are two key artists’ co-location and tax incentives that have been successfully employed to expedite the development of arts districts and/or support the arts and culture community in general.

B1) Artists’ Support Taxes: In metro-area Denver, six counties instituted a 0.1-percent sales tax to support the arts and sciences. The penny on every \$10 purchase directly funds nonprofit cultural institutions that serve the region and reach out to underserved neighborhoods. The people of Denver passed a voter initiative to fund the program. A three-tier funding distribution system allocates tax revenue to 1) the region’s major institutions; 2) organizations with annual budgets exceeding \$750,000; and 3) each of the six counties for distribution to smaller community arts centers. The grants have helped support a number of organizations and arts groups establish and develop new facilities in the LoDo district of downtown Denver

B2) Artists’ Tax/Co-location Incentives: In Providence, Rhode Island, the City and state government worked together to develop a program that provides sales and use tax exemptions to working artists, composers and writers living within the boundaries of the City’s arts and entertainment district. The ambitious 1996 legislation also provides personal income tax breaks to artists, writers and composers living in the District.

Other legislation provided tax incentives to property owners who convert buildings within the district that were formerly used for industrial or commercial use into residential units. These initiatives have made Providence home to more working artists per capita than any other city in the U.S. The incentives also enticed several large performing arts and dance companies to move to the District. Currently, the district is thriving, and is home to several regionally significant film, video, dance, theater, art and music festivals.

C) Developer Incentives and Development Bonuses

The following development incentives have been used to facilitate and consolidate the residential and organizational development of arts districts:

C1) Development Bonuses: In Vancouver, British Columbia, the Development Permit Board may authorize an increase in the permitted floor space ratio where a developer includes a public social or recreational facility in their proposal. The developer must demonstrate that the facility is needed in the area. The policy has been used by arts and cultural organizations to develop new performance, gallery and administrative spaces in partnership with the development community. Some recent developments created under this policy include: a new contemporary art gallery on the ground floor of a residential tower (pictured); a multi-purpose community arts facility for a non-profit organization dedicated to innovative public art festival programming; and, most recently, a 13,700 square foot film center which will include a 170 seat theater, box office, multi-purpose gallery space, as well as production space for use by the nonprofit film community and the Vancouver International Film Festival. All the projects are located within or adjacent to a City designated arts and entertainment zone. In all cases, the arts organization acted as the building's anchor commercial tenant, and the developer used the groups' presence as a selling point for their projects.

C2) Flexible Zoning and Building Ordinances: Also in Vancouver, British Columbia, an area revitalization plan for a downtown neighborhood includes flexible zoning and Building Ordinance relaxations to permit and encourage legal, affordable Artist Live/Work studios and Artist Studios in existing buildings. With the neighborhood targeted for significant long-term redevelopment, the revitalization plans are intended to foster and expand the number of the existing arts enterprises and studios in the fledgling arts district. Plan policies include the withholding of ordinance enforcement against non-conforming Artist Live/Work studios except where significant life/safety hazards are present. Additionally, the City has decided to review the building code classification(s) of the Artist Live/Work Studios so that studios can be more easily integrated into mixed-use buildings.

C3) Property Tax Incentives: In Providence, Rhode Island, the City worked with the State to pass legislation in 1996 to provide tax incentives to property owners who convert former industrial buildings to commercial, residential or mixed units. Similar incentives have been used successfully in the redevelopment of Pittsburgh's cultural district.

A new contemporary art gallery in Vancouver, BC developed through the City's development bonus program



D) District Identity Builders

A key feature of all successful arts districts is an identity that establishes the area as a unique urban destination. In older, more established districts, this identity evolves naturally over time. In newer districts, however, an identity is created to attract consumers, artists and new businesses to the area. Three methods of building an identity are:

D1) Events and Fairs: Long known for gambling and entertainment, Reno is remaking its image and fostering community pride with the creation of a month-long celebration of the arts called “Reno is ARTown.” The festival is a key component of the redevelopment of Reno’s neglected River District that the City is now redeveloping as a mixed-use arts and cultural district. The City has invested in new venues and renovated old ones, and the corporate community matched funds at a three-to-one ratio. Reno is ARTown has helped establish the area as a unique downtown neighborhood and has grown to attract over 100,000 people in a City of just 171,000. The festival boasts nearly 200 music, dance, and visual arts events. A post-fair survey conducted after the 2000 festival found that over two-thirds of Reno residents surveyed planned to invite visitors to the 2001 festival.

D2) Public Improvements/Streetscaping Alternatives: As part of Mobile, Alabama’s effort to revitalize and reinvigorate the City’s main street and downtown core, the City has sponsored an innovative and low-cost streetscape improvement project that simultaneously improves the district’s multi-modal transportation amenities while developing its image as a unique destination. The Bike Rack Sculpture Project Series involves local sculptors in an annual competition to create a functional and artistic bike rack for the downtown area. Since 1997, a different artist has been commissioned each year to create a functional and artistically unique bike rack. The artist is paid a nominal fee and the Business Improvement District pays for the sculpture materials.

D3) Marketing and Advertising: The goal of Philadelphia’s Center City Suburbia Ad Campaign is to position Center City as a primary regional destination for dining, culture, and the arts. Using a simple but edgy concept, the campaign uses contrasting images and tongue-in-cheek humor that pokes a bit of fun at suburban life. The ads challenge suburbanites to break the routine and visit downtown. The campaign was funded by the local Business Improvement District, and has included transit, radio, TV, and billboard advertising. The straightforward campaign has substantially increased the number of visitors to the Center City district. Dining and shopping increased from 39% to 52%, and attendance at cultural events rose from 39% to 43% in the first full year of the campaign. The International Downtown Association recognized the campaign’s success with an award.



An example of one of the artistic bicycle racks created through Mobile’s Bike Rack Sculpture Project Series

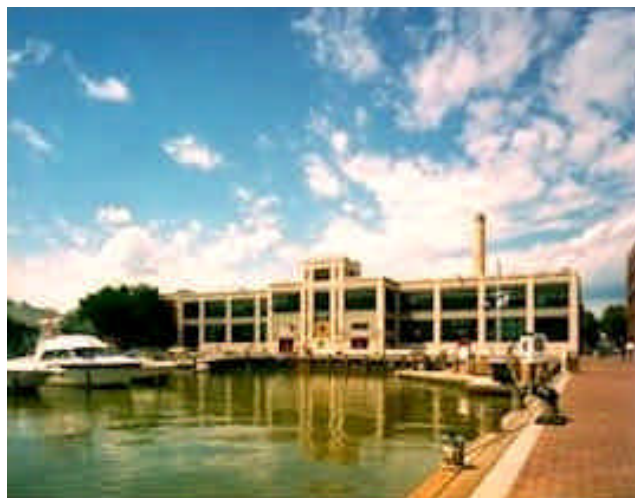
E) Arts District Operating Strategies and Collaborative Programming

Innovative partnerships and collaborative programming can help increase district event participation rates, improve area business and generate volunteer program and event support. Case study research identified two key partnership areas:

E1) Community Arts Centers and Adaptive Reuse Projects: Community arts centers are often at the heart of successful arts and entertainment districts. Often, the facilities function as District incubators by hosting numerous arts and cultural events, by working with other arts associations and organizations to promote and organize events, by providing community arts programs and courses, and by offering rental and leased studio space to District artists. One of the most successful examples is in Alexandria, Virginia, where a World War I era torpedo factory was converted into a community arts center through the efforts of local arts organizations and the City. Built in 1974, the facility includes 84 working studios, 8 group studios, 6 separate galleries, an art supply store and several multi-purpose rooms that can be rented for private and community events. Called the Torpedo Factory, the facility is almost self-supporting and is funded through studio rental income, events and programs. The City provides property tax incentives and some program funding. The facility helped spur area investment and development, and now anchors an animated mixed-use neighborhood with a large number of related entertainment and arts venues.

E2) Academic Partnerships: In Providence, Rhode Island, artists, arts organizations and District managers work closely with the five colleges and universities serving the metropolitan region. A significant number of student-oriented events and arts festivals are held in the District, including the Brown University Women's Film Festival. Many of the District's cultural-related businesses also target students. Brown University also maintains an innovative educational resource center that links students to local and regional arts organizations to introduce those who have been traditionally excluded from the arts to the practices of art production. The Center has involved students with a number of District-based arts organizations in a variety of media and traditions. Many of the programs are quite interdisciplinary, and also are helping break the boundaries between the arts and education, health, and community development.

The Torpedo Factory community art center in Alexandria, Virginia



APPENDIX B: ARTISTS OUTREACH

An artists outreach meeting was held in August 2001 to gain input and feedback on the Strategic Plan. Representatives from the Spokane Arts Commission and the Downtown Spokane Partnership facilitated the meeting. Seventeen artists and arts-related business owners attended. In addition, 200 questionnaires were distributed to obtain input from artists who were unable to attend the meeting. Eight questionnaires were returned.

This section summarizes both the artists' outreach meeting and the questionnaire responses. The points contained in this summary are individual comments from various participants at the outreach meeting and from the questionnaire. The comments reflect the opinions of these participants and should not be taken as the viewpoint of the Davenport District Strategic Action Plan.

Key Points/Vision Summary:

- Connect the business and arts communities to provide better mutual support and understanding
- Develop affordable and sustainable artists' work and living space
- Create a clean, colorful, distinctive and green District
- Engage and educate the community in the arts and their role in City life and urban economic health

Meeting Summary

1. Vision/Goals

- Maintain current quality of life and District attractions
- Encourage and promote District's walkability
- Improve area aesthetics and streetscape
- Encourage development to fill empty lots
- Maximize occupancy rates
- Develop more green space, including rooftop gardens
- Promote urban greening through a Master gardeners-competition
- Encourage visitors to see Spokane as a cultural destination
- Highlight and support artists already living and/or working in the area
- Incorporate improved and attractive lighting
- Maintain public artwork (i.e., in Park)
- Expand District boundaries
- Encourage existing businesses to buy local art and support local talent
- Encourage local business investment in art (locally owned and operated)
- Develop an "Adopt an Artist" program
- Promote evening events/activities
- Weave art and business together
- Encourage working artists to establish studios in the District
- Promote and develop community and business art education and outreach
- Educate community on value of art
- Develop central web site to list all activities through itinerary then link to others

2. Implementing the Vision – The Strategic Plan

Events & Program

- Master gardener competitions
- “Adopt an Artist” program with local businesses
- Competitions and local Masters Exhibits
- Thematic shows – showcase teams, interdisciplinary interaction
- Juried/themed regular shows, held at City art colleges
- Masters exhibits rather than going to Seattle to see
- Visual Arts tour – good, do more, expand
- Expand Art fest and relocate it to the District
- Folk music festival in November
- Improve event parking and public transportation

Regulatory Changes and Incentives

- Expand public art requirements to include private developments
- Reform codes and regulations that restrict flame/propane gas/open flame
- License street artists
- Require businesses over certain size to invest in arts
- Improve Spokane Arts Commission’s funding and resources

District Marketing

- Improve the look and feel of the place for tourism marketing
- Web site – piggy back on Find Art initiative
- Piggy back art awareness and education campaign on any District marketing
- Combine visual and performance arts
- Establish a mainstream media champion
- Insert flier in businesses mailings, i.e., Avista, HP, etc.
- Involve all television, radio and print media in District marketing

Development and Investment

- Partner with architects and design firms
- Develop an art incubator space/program
- Encourage clustering of galleries
- Involve architecture and design firms

Public Investment

- Improve street and other public seating
- Improve street lighting
- Develop and implement tax benefit programs for artists in District
- Increase City funding of the Spokane Arts Commission
- Get local artists to design themed/creative different street banners as part of public art competition

Organizational Development

- Develop a library and resource center for artists
- Develop grant writing support program for local artists
- Assist local artists in developing business capacity
- Improve the Arts Commission’s management capacity

3. What Can an Arts District Do to Help You?

- Connect artists to promotion partners (e.g., CVB)
- Coordinate external and internal messages
- Develop District map showing art locations
- Help arts community connect with business community and investors
- Market outside Spokane region
- Develop a nationally recognized art show or event
- Stimulate critical debate about art/life/philosophy/spirituality/religion
- Develop more themed shows
- Emphasize community/public arts education
- Advocate for arts promoter – arts champion!

Questionnaire Findings

Approximately 8 questionnaires were completed and returned. Below is a listing of the responses from the questionnaires which is similar to the findings from the focus group.

1. Vision/Goals

- Develop affordable studio space
- Recruit a good non-profit music school to the District
- Bring back the magic lantern (currently home of SpoComedy)
- Promote and encourage more restaurant development
- Improve public transportation to and within the District
- Develop sites for small recitals – piano, voice, dance, mime and skits
- Recruit an art school and community conservatory to the District
- Continue reconditioning historic buildings
- Create new venues for local and visual performing artists
- Emphasize community art education to enhance the arts
- Improve security at night
- Improve District parking and lighting
- Maintain historic architecture
- Encourage development of pedestrian friendly streets with more visual interest
- Utilize the railroad viaducts

2. Strategies

Events and Programs

- Develop more open air arts, talent shows for all ages
- Encourage street performances
- Highlight Native American art and performance
- Increase the number of band concerts
- Emphasize outdoor programs and events

Regulatory / Incentives

- Free street parking
- Close streets during outdoor events
- Loosen zoning and regulations to permit smaller spaces and more restaurants
- No pubs – only upscale restaurants
- Create a tax free zone for business meeting arts criteria

Marketing of the Arts District

- If it is working, won't need to market
- Call it "The Arts District"
- Put brochures in the hotels, newspapers, and Sunset Magazine

Development and Private Investment

- Restore more buildings
- Encourage lower rents for artists and small retailers
- Provide parking validation until public transit to the District is improved
- Develop multi-purpose community arts/artists' resource facility

Public Investment

- Make parking less expensive
- Convert one-way streets in the District to two way
- Provide more and safer crosswalks
- Dress up large blank walls
- Create a District public art center piece with a fountain and reflecting pool
- Develop a bridge across Lincoln Street
- Develop shuttle services to the arena, MAC, and area colleges

3. What Can the District Do for You?

- Support the City of Spokane
- Make it easier for local and regional artists to share their gifts
- Thanks for what has been done already
- Some way to proclaim the coming events, marquee, email calendar posted at library
- On-street parking
- Wholesale purchasing of materials

APPENDIX C: ARTS AND CULTURAL RESOURCE DIRECTORY

The Arts Commission has assembled a comprehensive arts and culture directory for the City of Spokane. It includes individual artists, arts and culture organizations, galleries, stores, performance venues, and regional and national arts organizations. The directory's size precludes its full inclusion in this report. The listing on the following pages is abridged. Due to space constraints, it does not include such details as contact names and e-mail addresses, organization web page addresses, or descriptions of the organizations and businesses. Copies of the full directory are available in PageMaker, Adobe PDF or Access format from the Spokane Arts Commission.

Name	Address			Phone	Fax
29th Avenue Artworks	3128 E. 29th Ave.	Spokane	99223	534-7959	
A Cat's Eye Gallery	225 W Indiana	Spokane	99205	509-389-2930	
Academy of Dance - Downtown	820 W Sprague	Spokane	99201	509-624-2623	
Academy of Dance - Valley	14214 E Sprague	Spokane	99216	509-922-3023	509-922-0583
Accent Frames	5019 N Market	Spokane	99207	509-482-6072	509-482-6072
Alaska Art Gallery	8207 E Trent	Spokane	99212	509-921-6822	
Allegro-Baroque and Beyond	906 S Cowley	Spokane	99202	509-455-6865	509-455-6962
Alliance for Arts Education	The John F Kennedy Center for the Performing Arts	Washington DC	20566	(202) 416-8845	(202) 416-8802
American Arts Alliance	1319 F St. NW Ste. 500	Washington DC	20004-1151	(202) 737-1727	
American Association of Museums	1575 "I" St. NW Ste. 400	Washington DC	20005	(202) 289-1818	(202) 289-6578
American Crafts Council	72 Spring St.	New York	10012	(212) 274-0630	(212) 274-0650
American Guild of Organists, Spokane Chapter	2121 E 48th Ave	Spokane	99223	509-443-0174	509-443-0174
American Institute of Architects - Spokane Chapter (AIA)	335 W Sprague Ave	Spokane	99201	509-747-5498	509-747-3688
American Symphony Orchestra League	1156 15th St. NW Ste. 800	Washington DC	20005-1704	(202) 776-0212	(202) 776-0224
Americans for the Arts	1000 Vermont Ave. NW, 12th floor	Washington DC	20005	(202) 371-2830	(202) 371-0424
Archeology and Historic Preservation	111 W. 21st Ave., P.O. Box 48343	Olympia	98504-3342	(360) 753-4011	(360) 586-0250
Art at Work Gallery	123 N Post	Spokane	99201	509-458-3580	
Art By Yourself	122 S Monroe	Spokane	99201	509-838-8993	509-744-8917
Art Cinema at the Met	901 W Sprague	Spokane	99201	509-624-0810 or 624-0133	
Art For Design	5211 N Greenwood Blvd	Spokane	99205	509-328-8384	
Art Shows	PO Box 245	Spokane	99210	509-922-4545	
Art Works Etc.	6222 N Oxford Drive	Spokane	99208	509-327-8634	
Artfest	2316 W 1st Ave	Spokane	99201		
Artist Trust	1402 Third Ave Ste 404	Seattle	98101	206-467-8734	206-467-9633
Artists Unlimited/ c/o Very Special Arts Washington	305 Harrison St. N. #303	Seattle	98109	(206) 443-1843	(206) 448-9585
Arts and Visually Impaired Audiences	332 17th Ave. E.	Seattle	98112	(206) 323-7190	(206) 323-7190
Arts Equity Associates	430 S. 124th St.	Seattle	98168	(206) 244-7139	(206) 767-0860
Arts Extension Service	358 N Pleasant St.,	Amherst	01003	(413) 545-2360	(413) 545-3351

	University of Massachusetts				
Arts Network of Washington State/Eastern Washington Field Office	6957 Fertile Valley Rd.	Newport	99156	(509) 447-3959	
Arts Network of Washington State/Main Office	625 Commerce St., Suite 200	Tacoma	98402	(253) 593-4894	(253) 593-4894
Arts Northwest, c/o Jack Alotto	P O Box 443	West Linn	97068-0443	(503) 650-4996	(503) 650-4883
Arts, Crafts & Theater Safety	181 Thompson St #23	New York	10012	(212) 777-0062	
Assembly of British Columbia Arts Councils	3737 Oak St. #201	Vancouver	V6H2M4, Canada	(604) 878-4940	(604) 738-5161
Association of Independent Video and Filmmakers	304 Hudson St., 6th Floor N	New York	10013	(212) 807-1400	(212) 463-8519
Association of Performing Arts Presenters (APAP)	1112 16th St NW #400	Washington DC	20036	(202) 833-2787	(202) 833-1543
ATLATL	P.O. Box 34090	Phoenix	85607-4039	(602) 253-2731	
Auntie's Bookstore	402 W Main	Spokane	99201	509-838-0206	509-838-4967
Ballet Arts Academy	416 W Sprague Ave	Spokane	99201	509-838-5705	
Barnes & Noble - Spokane Valley	15310 E Indiana Ave	Spokane	99216	509-922-4104	509-922-1729
Big Fish NW Talent				509-328-FISH	509-479-9396
Bigfoot International Fold Dancers	727 S Adams #10	Spokane	99204	509-624-5693	
Bitters Co. Design Studio	108 S Monroe	Spokane	99201	509-624-7127	
Box 'N' Hat Players	c/o Spokane Civic Theatre PO Box 5222	Spokane	99205	509-327-5942	
Building for the Arts	9th & Columbia Bldg 906, PO Box 4	Olympia	98504-8300	(360) 586-1237	(360) 586-8972
Business Committee for the Arts	1775 Broadway Ste. 510	New York	10019	(212) 664-0600	(212) 956-5980
Business Volunteers for the Arts	1301 5th Ave., Ste. 2400	Seattle	98101	(206) 389-7272	(206) 389-7288
Cast Adrift Players	112 W Cliff Dr #303	Spokane	99204	509-624-6230	
Centrum Foundation	P O Box 1158	Port Townsend	98368	(360) 385-3102	(360) 385-2470
Chase Gallery at City Hall	808 W Spokane Falls Blvd	Spokane	99201	509-625-6050	509-625-6777
Cherry Tree Village	28 W Third	Spokane	99201	509-455-8062	509-455-8070
Children's Museum of Spokane	110 N Post St	Spokane	99201	509-624-5437	509-624-6453
Chorus America	1811 Chestnut St Ste. 401	Philadelphia	19103	(215) 563-2430	(215) 563-1431
Christian Youth Theater (CYT)	603 E Indiana	Spokane	99207	509-487-6540	
City Framers	113 E Baldwin	Spokane	99207	509-326-4433	
Clarion Brass Ensemble	1013 E Mission	Spokane	99202	509-489-4633	
Colburn Gallery of Fine Arts	203 W Riverside Ave	Spokane	99201	509-838-8412	
College Arts Association of America	275 7th Ave	New York	10001	(212) 691-1051	
Connections Model & Talent Placement	PO Box 803	Liberty Lake	99019	509-921-0333	309-216-6114
Connoisseur Concerts	315 W Mission #21	Spokane	99201	509-326-4942	
Contemporary Arts Alliance (CAA)	2424 W 2nd Ave	Spokane	99204	509-624-2615 or 747-0079	
Corbin Art Center	507 W 7th Ave	Spokane	99204	509-625-6677	509-458-2234
Cornerstone Theatre			0		

Corporate Council for the Arts	10 Harrison St., P O Box 19780	Seattle	98109	(206) 281-9050	(206) 281-9175
Corporation for Public Broadcasting	901 "E" St. NW	Washington DC	20004-2037		
Crawford Gallery	316 E Crawford	Deer Park	99006	509-276-8884	509-276-5764
Dance Theatre Northwest	820 W Sprague	Spokane	99201	509-624-2623	
Dance Theatre Northwest	14214 E Sprague	Spokane	99216	509-922-3023	509-922-0583
Dance USA	1156 15th St. NW Ste. 820	Washington DC	20005	(202) 833-1717	(202) 833-2686
Davenport Arts District	10 N Post St Suite 634	Spokane	99201	509-495-4826	509-495-8483
Deaf Artists of America	87 North Clinton Ave., Ste. 408	Rochester	14604	(716) 244-3690	
Debut For The Arts	PO Box 9404	Spokane	99209	509-328-9767	509-328-9763
DeColores Handbell Choir	PO Box 9189	Spokane	99209	509-327-3772	
Department of Community, Trade & Economic Development	General Administration Bldg., P O Box 42500	Olympia	98504-2500	(360) 586-2099	
Disabled Artists' Network	P.O. Box 20781	New York	10025		
Dolmen Printmakers	239 W Cleveland Ave	Spokane	99205	509-325-8125	
Douglas Gallery	120 N. Wall, Ste. 100	Spokane	99201	509-624-4179	509-624-4170
Down Under Gallery & Custom Framing	12505 E Sprague	Spokane	99216	509-927-9960	
E Gallery	410 W Sprague	Spokane	99201	509-456-3821	
Earthgoods	1017 W 1st Ave	Spokane	99201	509-466-3640	
Eastern Washington State Historical Society/Northwest Museum of Arts and Culture	2316 W 1st Ave	Spokane	99204	509-456-3931	509-363-5303
Empire Dance Shop	214 S Post	Spokane	99204	509-747-7808	509-838-6929
Erdely Dance Ensemble	804 W 12th Ave	Spokane	99204	509-747-0979	
Ethnic Heritage Council	305 Harrison Ste. 322	Seattle	98109	(206) 443-1410	(206) 443-1408
EWU Creative Writing Dept, Spokane Campus	705 W 1st	Spokane	99202	509-623-4221	509-623-4238
EWU Dept of Art	526 5th St	Cheney	99004	509-359-2494	509-359-2493
EWU Dept of Music	526 5th St	Cheney	99004	509-359-2241	509-359-7028
EWU Dept of Theatre	526 5th St	Cheney	99004	509-359-2459	509-359-6103
EWU Digital Gallery	526 5th St	Cheney	99004	509-359-2494	509-359-2493
EWU Gallery of Art	526 5th St	Cheney	99004	509-359-2494	509-359-2493
EWU Spokane Center Gallery	1st & Wall Streets	Spokane	99202	509-359-2494	
Express Theatre - Northwest	PO Box 1741	Spokane	99210	509-624-8073	509-747-1538
Fairchild Heritage Museum	100 E. Bong St.	Fairchild AFB	99011	509-247-2100	509-247-4110
Foundation Center	79 5th Ave.	New York	10003	(212) 620-4230	(212) 807-3677
Foundation Northwest	421 W. Riverside, Ste. 555	Spokane	99201-0403	509-624-2606	509-624-2608
Fox Theatre	1005 W Spokane	Spokane			
Framed in Spokane	828 W. Garland	Spokane	99205	509-325-5159	
Frayed Edges	9828 N Moore St	Spokane	99208	509-466-2381	509-455-3632
Gail's Guides	P O Box 70323	Bellevue	98007	(425) 881-2457	(425) 869-8930
Gallery 1889	2124 W 2nd	Spokane	99204	509-624-4957	
Glass on the Grass	225 W Indiana	Spokane	99205	509-389-2930	
Global Folk Art	35 W. Main	Spokane	99201	509-838-0664	509-838-0664

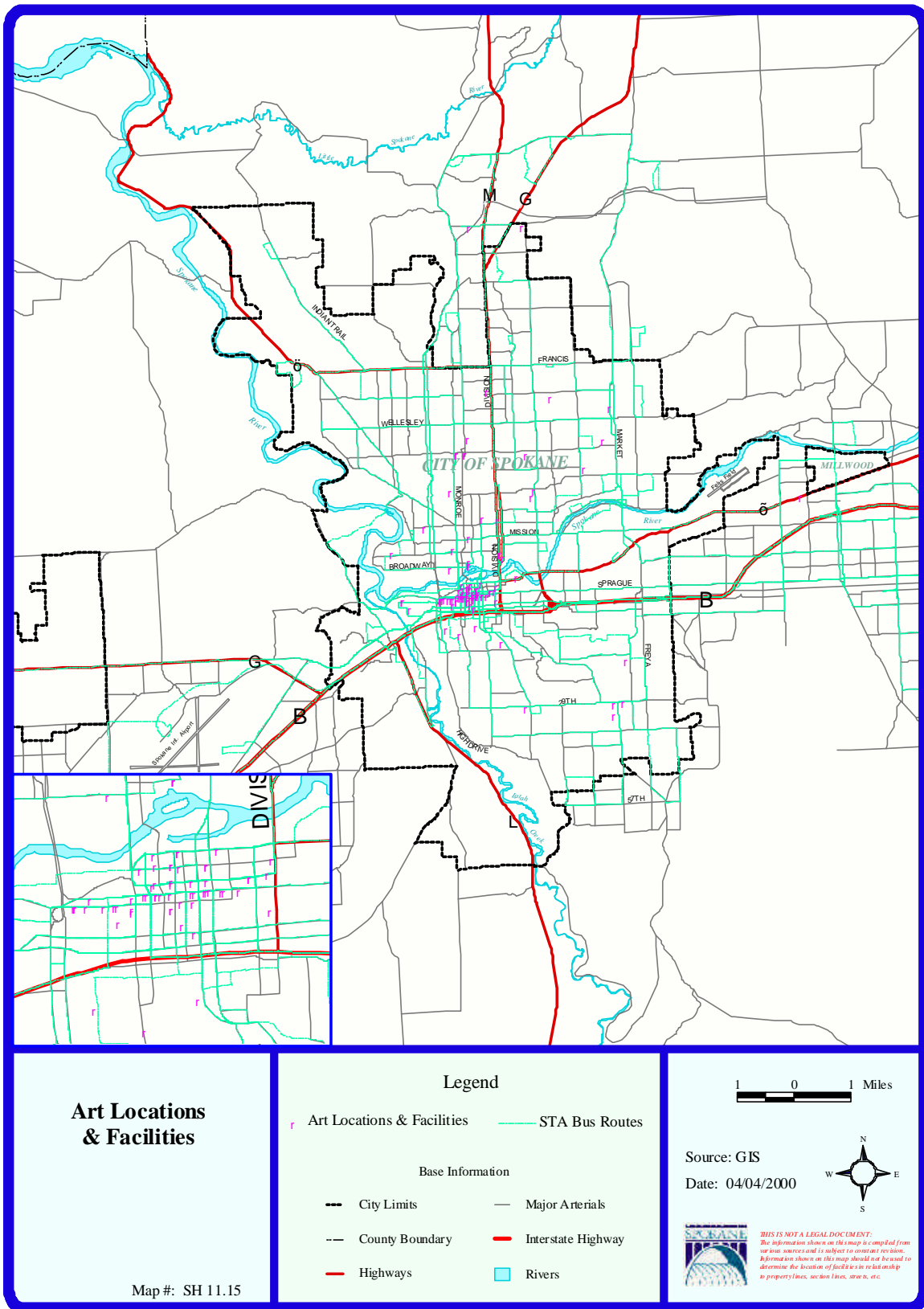
Gonzaga University Art Dept	502 E Boone	Spokane	99258-0001	509-328-4220 ext. 6686	
Gonzaga University Jundt Art Museum	502 E Boone	Spokane	99258-0001	509-323-6611	509-323-5525
Gonzaga University Music Dept	502 E Boone	Spokane	99258-0001	509-328-4220 ext 6733	509-323-5718
Gonzaga University Theatre Arts Dept	502 E Boone	Spokane	99258-0001	509-323-6657 or 323-6553	509-323-5718
Heritage Resource Center	211 W. 21st Ave.	Olympia	98501-2895	(360) 586-0219	(360) 586-8322
Historic Preservation	808 W Spokane Falls Blvd	Spokane	99201	509-625-6983	509-625-6817
Holy Names Music Center	3910 W. Custer	Spokane	99224-5246	509-326-9516	509-326-7155
HYPER-Formance Jazz Dance Group	5808 S Regal #35	Spokane	99223	509-455-8632	509-455-5209
Idaho Commission on the Arts (ICA)	P O Box 83720	Boise	83720-0008	(208) 334-2119	(208) 334-2488
Inland Craft Warnings	15205 N Shady Slope Rd	Spokane	99208	509-466-2973 or 624-8566	509-466-5218
Inland Empire Blues Society	P. O. Box 9126	Spokane	99209-9126	509-534-1081	509-534-1081
Inland Empire District, Washington State Federation of Garden Clubs	37307 Old SR 195	Rosalia	99170	509-523-4063	
Inland Empire Glass Guild	225 W Indiana	Spokane	99205	509-389-2930	
Inland Northwest Bluegrass Assoc.	P. O. Box 942	Spokane	99210	509-468-8528	
Inland Northwest Dance Assoc.	4120 S. Sullivan	Veradale	99037	509-927-0972	509-927-9937
Inland Northwest Songwriter's Association	11118 E. 17th Ave.	Spokane	99206	509-924-9422	
Inland NW Theatre Arts Festival (INTAF)	5212 S. Stone Ln.	Spokane	99223-6524	509-443-9137	
Inner Journey Healing Arts Center	402 S Coleman	Spokane	99212	509-534-8145	
Institute of Museum & Library Services	1100 Pennsylvania Ave. NW	Washington DC	20506	(202) 606-8536	(202) 606-8591
International Sculpture Center	1050 17th St. NW Ste. 250	Washington DC	20036	(202) 785-1144	(202) 785-0810
Jan Designs	115 N. Washington	Spokane	99201	509-459-1451	509-459-1453
Japanese Cultural Center	4000 W Randolph Rd	Spokane	99224-5279	509-328-2971	509-325-6540
JBs' Musical Services	407 W. Dalton Ave.	Spokane	99205	509-328-8133	509-328-8133
Jundt Art Museum	502 E Boone	Spokane	99258-0001	509-323-6611	509-323-5525
Katherine Crow, Instructor of Dance	819 S Ivory	Spokane	99202	509-534-2075	
KPBX - FM Spokane Public Radio	2319 N. Monroe	Spokane	99205-4586	509-328-5729	509-328-5764
KSFC - FM Spokane Public Radio	2319 N. Monroe	Spokane	99205	509-328-5729	509-328-5764
KSPS TV Public Television Channel 7	3911 S Regal	Spokane	99223	509-353-5777	509-456-8785
L. R. Montgomery Studio	428 E. 21st Ave.	Spokane	99203	509-624-0261	
Lorinda Knight Gallery	523 W Sprague	Spokane	99204	509-838-3740	509-838-3762
Meet the Composer	2112 Broadway Ste. 505	New York	10023	(212) 787-3601	(212) 787-3745
Montana Arts Council	316 N Park Ave. Rm. 252	Helena	59620	(406) 444-6430	(406) 444-6548
Music For Youth	P. O. Box 8607	Spokane	99203	509-325-0855	
MusicFest Northwest	315 W. Mission Ave.	Spokane	99201-	509-327-3455	509-327-3455

			2325		
National Assembly of State Arts Agencies (NASAA)	1029 Vermont Ave. NW	Washington DC	20005	(202) 347-6352	(202) 737-0526
National Association of Artists Organizations (NAAO)	918 F St. NW	Washington DC	20005	(202) 347-6350	
National Campaign for Freedom of Expression	918 F St. NW #609	Washington DC	20004	(202) 393-2787	(202) 347-7376
National Endowment for the Arts (NEA)	1100 Pennsylvania Ave.	Washington DC	20506	(202) 682-5400	
National Endowment for the Humanities	1100 Pennsylvania Ave. Rm. 401	Washington DC	20506	(202) 606-8400	(202) 606-8240
National Public Radio	635 Massachusetts Ave. NW	Washington DC	20001-3753	(202) 414-2000	
New York Foundation of the Arts (NYFA)	155 6th Ave, 14th Floor	New York	10013	(212) 366-6900	(212) 366-1778
Northwest Folklife	158 Thomas St., 3rd Floor	Seattle	98109	(206) 684-7300	(206) 684-7190
Northwest Museum of Arts & Culture	2316 W 1st Ave	Spokane	99204-1006	509-456-3931 or 363-5315	509-363-5303
On Stage!	WSU Spokane - WIMIRT	Spokane	99201	509-358-7676	
Onyx Theatre Troupe	500 S. Stone	Spokane	99202	509-354-6907	
Opera America	1156 15th St. NW, Ste. 810	Washington DC	20005	(202) 293-4466	(202) 393-0735
Opera Buffs of Spokane	3154 E. 32nd	Spokane	99223	509-535-7051	
Opus Elegance	1415 E 18th	Spokane	99203	509-535-9988	
Oregon Arts Commission	775 Summer St. N.E.	Salem	97310	(503) 986-0082	(503) 986-0260
Out Of Our Minds	828 W Sprague	Spokane	99201	509-363-1016	
Pacific Crescent Quilting	7454 N Division	Spokane	99208	509-484-4808	509-484-4918
Pacific Flyway Art Gallery	313 E Sprague	Spokane	99202	509-747-0812	509-459-0947
Pages of Harmony	4810 N. Calispell St.	Spokane	99205	509-328-7446	
Palette And Brush	7411 N. Calkins Dr.	Spokane	99208	509-489-6536	
Partners for Livable Spaces	1429 21st St. NW	Washington DC	20036	(202) 466-4845	
Penguin Productions	2801 E. 12th Ave.	Spokane	99202	509-535-4761	509-532-1786
Pottery Place Plus	621 W. Mallon - The Flour Mill	Spokane	99201	509-327-6920	
Print House Gallery	409 S Dishman Mica Rd	Spokane	99206	509-928-2833	
Procession of the Species	c/o WA Dept of Fish & Wildlife			509-835-4011	509-835-4185
Professional Musicians of the Pacific Northwest	1912 N. Division St. LL105	Spokane	99207	509-328-5253	509-328-5328
Project Joy	2727 S. Mt. Vernon St #4	Spokane	99203	509-535-0584	509-535-5203
Ratel's Art Supplies	811 W Garland	Spokane	99205	509-327-4437 or 326-6012	509-328-4265
Rogue Players/Rogue Readers	P. O. Box 679	Spokane	99201	509-327-6478	
Royal Fireworks Festival & Concert	906 S Cowley	Spokane	99202	509-455-6865	509-455-6962
Ryan House Stained Glass	101 E. Baldwin	Spokane	99207	509-327-4591	509-327-3697
Schade Towers	528 E. Trent	Spokane	99202	509-455-5105	
Scripts And Scribes: Calligraphic Art Society	11617 N. Craig Rd.	Nine Mile Falls	99026-9731	509-466-4296	
SculptureGallery.com	Showroom: Old City Hall	Spokane	99201	509-838-1916	509-838-0311
Secretary of State's Office	P O Box 40234, 505 E Union 2nd Floor	Olympia	98504-0234	(360) 753-7115	

Silver Spurs International Folk Dancers	1426 E. 19th Ave.	Spokane	99203	509-533-9966	
Six Bridges Arts Association	4720 S. Progress Ct.	Veradale	99037	509-921-5579	509-921-5979
Spectrum Fine Arts	21 W. 34th Ave.	Spokane	99203	509-747-5267	
SpoComedy/Ducks-In-a-Row Productions	P. O. Box 21084	Spokane	99201	509-994-0536	425-995-3388
Spokane Area Children's Chorus	411 S. Washington St.	Spokane	99204	509-624-7992	509-624-8028
Spokane Area Council Square Dancers	12906 E 10th	Spokane	99206	509-926-7492	
Spokane Art School	920 N. Howard	Spokane	99201	509-328-0900	509-328-0950
Spokane Art Supply	1303 N. Monroe	Spokane	99201	509-327-6628	509-327-6629
Spokane Arts Commission	808 W Spokane Falls Blvd 6th Floor	Spokane	99201-3333	509-625-6050	509-625-6777
Spokane British Brass Band	P. O. Box 10783	Spokane	99209	509-466-5500	509-468-4280
Spokane Carver's Association	P. O. Box 9987	Spokane	99209	509-489-8355	
Spokane Chamber Music Assoc/Spokane String Quartet	P. O. Box 3741	Spokane	99220-3741	509-466-0592	
Spokane Chamber Orchestra	33208 N. Shanna Dr.	Chattaroy	99003	509-292-8099	
Spokane Children's Theatre	315 W. Mission, #23	Spokane	99201	509-328-4886	
Spokane Civic Theatre	1020 N Howard	Spokane	99205-5222	509-325-1413/325-2507 Tickets	509-325-9287
Spokane Dixieland Festival	P. O. Box 1931	Spokane	99210	509-235-4401	509-359-6420
Spokane Falls Community College Art Gallery	3410 W Fort Wright Dr	Spokane	99204	509-533-3746	509-533-3484
Spokane Falls Community College Drama	3410 W Fort Wright Dr	Spokane	99204	509-533-3608	509-533-3651
Spokane Falls Community College Fine Arts Dept	3410 W Fort Wright Dr	Spokane	99204	509-533-3710	509-533-3484
Spokane Falls Community College Music Dept	3410 W Fort Wright Dr	Spokane	99204	509-533-3720	509-533-3528
Spokane Falls Community College Photography Dept	3410 W Fort Wright Dr	Spokane	99204	509-533-3725	509-533-4143
Spokane Falls Needlework Guild	c/o Membership Chair PO Box 559	Spokane	99210-0559	509-747-4926	
Spokane Falls Sweet Adelines	4716 N Dick	Spokane	99212	509-924-8290	
Spokane Folklore Society	P. O. Box 141	Spokane	99210-0141	509-747-2640 or 535-1444	
Spokane Handbells	4512 E Sumac Dr	Spokane	99223-2205	509-448-1309	
Spokane Handweavers Guild	P. O. Box 20093	Spokane	99204-7093	509-534-8716	
Spokane Horn Club	33208 N Shanna Dr	Chattaroy	99003		
Spokane Interplayers Ensemble	174 S Howard, PO Box 1961	Spokane	99210	509-455-7529	509-624-9348
Spokane Jazz Orchestra	c/o Spokane Jazz Society, PO Box 174	Spokane	99210-0174f	509-838-1545	509-747-6312
Spokane Jazz Society	P. O. Box 174	Spokane	99210-0174	509-742-1229	509-626-4203
Spokane Market Place	100 E Desmet (corner 1100 N Ruby & 100 Desmet)	Spokane	99202	509-456-0100	509-448-5504
Spokane Music Teachers Assoc.	1924 S. Post	Spokane	99203	509-747-6964	
Spokane Open Poetry Assn.	1710 W. 11th Ave.	Spokane	99204	509-838-3869	
Spokane Opera	643 S. Ivory, Ste. 2	Spokane	99202	509-533-1150	509-533-1150
Spokane Opera House	334 W Spokane Falls Blvd	Spokane	99201	509-353-6500	509-353-6511

Spokane Porcelain Artists	5031 S. Morrill Ln.	Spokane	99223-1553	509-448-1078	
Spokane Potters' Guild	1404 N. Fiske St.	Spokane	99202-3672	509-532-8225	509-532-8225
Spokane Storytelling League	10110 N. College Rd.	Spokane	99218-2302	509-466-1584	509-466-1617
Spokane Symphony Ticket Office	601 W. Riverside	Spokane	99201	509-624-1200	
Spokane Symphony Society	621 W. Mallon, Ste. 203	Spokane	99201	509-326-3136	509-326-3921
Spokane Theatrical Group	1431 N. Argonne, #240	Spokane	99212	509-777-BEST (2378)	
Spokane Watercolor Society	3308 N Ely	Spokane	99212	509-924-6569	
Spokane Youth Symphony	P. O. Box 9127	Spokane	99209-9127	509-326-4442	509-443-0519
SpokaneArts.Com	PO Box 8028	Spokane	99203	509-835-3628	
Stacks (at Steam Plant Square)	159 S. Lincoln, Ste. 127	Spokane	99201	509-444-0056	509-444-0445
Talent Resource Studio	12213 E Trent	Spokane	99206	509-343-4877	509-343-4343
Tegra Ping Utio	604 W. Garland Ave.	Spokane	99205	328-4053	
The Arts Legal Clinic/Seattle University Law School/Ronald A. Peterson Law Clinic	1112 E. Columbia	Seattle		(206) 328-7053	
The Cathedral & the Arts Association	127 E 12th Ave	Spokane	99202	509-838-4277	
The Children's Scholarship Fund	10412 E. Francis	Spokane	99217	509-892-1456	509-928-5757
The Evergreen State Society	1122 E Pike St. #444	Seattle	98122-3934	(206) 329-5640	(206) 322-8348
The Festival at Sandpoint	P. O. Box 695	Sandpoint	83864	208-265-4554	208-263-6858
The Met - The Metropolitan Performing Arts Center	901 W Sprague	Spokane	99201-4014	509-277-7404 (office) 835-2638	509-835-2778
The Shop	924 S Perry	Spokane	99202	509-534-1647	
Theater Arts for Children	10814 E Broadway	Spokane	99206	509-921-1239	509-495-8483
Theatre Ballet of Spokane	416 W. Sprague Ave.	Spokane	99201	838-5705	838-3016
Theatre Communications Group	355 Lexington Ave.	New York	10017	(212) 697-5230	
Top Flite A Cappella Quartet	1704 E. 16th Ave.	Spokane	99203	535-2703	
Twin Totems Art & Framing Gallery	5117 E. Greenbluff Rd.	Colbert	99005	509-238-6353	509-238-1927
Unexpected Productions/The Blue Door Theatre	122 S Monroe	Spokane	99201	509-747-7045	
Valley Repertory Theatre	P. O. Box 908	Veradale	99037	509-927-6878	
Very Special Arts of Washington (VSA)	305 Harrison St. N. #303	Seattle	98109	(206) 443-1843	(206) 448-9585
Volunteer Lawyers for the Arts	1 E 53rd St., 6th Floor	New York	10022	(212) 319-2787	
Wampur	315 W. Mission, Ste. 18	Spokane	99201	509-747-3817	509-747-4687
Washington Alliance for Arts Education (WAAE)	158 Thomas St., Ste. 15	Seattle	98109	(206) 441-4501	
Washington Commission for the Humanities	615 2nd Ave. Ste. 300	Seattle	98104	(206) 682-1770	(206) 682-4158
Washington Lawyers for the Arts	1634 Eleventh Avenue	Seattle	98122	(206) 328-7053	
Washington Museum Association	P.O. Box 5817, Factoria Station	Bellevue	98006	(360) 466-3365	
Washington State Arts Alliance (WSAA)	P O Box 21867	Seattle	98111-3867	(206) 448-1909	(206) 860-8737
Washington State Arts Commission	234 E 8th Ave., P O Box 42675	Olympia	98504-2675	(360) 753-3860	(360) 586-5351

Washington State Folklife Council	11507 N.E. 104th St.	Kirkland	98033	(206) 827-6430	
Washington State Quilters	P. O. Box 7117	Spokane	99207	509-466-3037	
Washington State Quilters, Spokane Chapter	2317 E. Golden Rd. (P. O. Box 7117)	Spokane	99208	467-4048	467-4048
Washington State Rural Development Council	906 Columbia St. S.W., P O Box 48300	Olympia	98504-8300	(360) 586-8979	(360) 586-0873
West Coast Entertainment	W. 201 North River Drive, Suite 100	Spokane	99201	777-6312 Group Sales: 777-6253	325-7324
Western Arts Alliance (WAA)	44 Page St. Ste. 604B	San Francisco	94102	(415) 621-4400	(415) 621-2533
Whitworth College	300 W. Hawthorne Rd.	Spokane	99251	777-1000	
ZEPHYR	37 W 29th Ave.	Spokane	99203	448-5837	448-1661



APPENDIX D: DAVENPORT ARTS DISTRICT DESIGN PALETTE



Acknowledgments

Davenport Arts District Board of Directors

Kim Pearman-Gillman, Chair; Sr. Vice President, Avista Development/Steam Plant Square
Managing Partner
Susan Matteson, Vice Chair; Owner Peters and Son's
Mary Anne Brown, Secretary; Member At Large; Owner Shooting Star West
Melanie Rodd, Treasurer, Owner Twin Totems Art Gallery
Steve Belzman; Artist
Mary Brandt; Executive Director Spokane Children's Museum
Amy Carson, Bitters Co.
Kelly Conley; Marketing Manager, XO Communications
Lorinda Knight; Owner Lorinda Knight Gallery
Karen Mobley; City Arts Director, City of Spokane Liaison for board
Gary Pollard, Resident of district, Chair of Riverside Neighborhood Council
Jill Smith, Artist; Owner Earthgoods
Philip Sandifur, Metropolitan Mortgage and Securities
Andrew Baucom, Owner Baucom Custom Tile and Art By Yourself, Artist
Jim Kolva, Kolva and Associates
Mike Cavender, Spokane Arts Commission
Clint Weyrauch; Owner representative, The Davenport Hotel
Bill Grimes; Owner Studio Cascade

Davenport Arts District Design Committee

Steve Belzman, Artist
Mary Anne Brown, Design Committee Chair
Teresa Brum, City Historic Preservation Officer
Kelly Conley, Marketing Communications Coordinator, XO
Garret Daggett, Project Development Coordinator, Avista Development
Kevin Galik, Planning Student at EWU
Professor Fred Hurand, EWU Urban Planning Professor, Ph.D., AICP, Advisor to Davenport Arts District
Dennis Langan, Artist
Kim Pearman Gillman, Davenport Arts District Board Chair, Sr. Vice President, Avista Development
Dave Shockley, Architect, ALSC Architects, Friends of the Davenport

Other contributing Advisors

Michael Edwards, Downtown Spokane Partnership
Mike Sonner; LeMaster & Daniels, Accounting Advisor
Bill Stimson, EWU Spokane, Author
Ron Wells, Wells and Company
Rob Brewster, Conover Bond LLC, Property Owner/Developer

Additional thanks to

Business Owners in the Arts District

Introduction to the Davenport Arts District

The Davenport Arts District is a 501 c 3 organization dedicated to *“the development of a vibrant arts district in historic downtown Spokane celebrating cultural and economic rebirth.”* We are a group of volunteers working toward a common goal of revitalizing this important part of downtown Spokane known as the Arts District. Our work has been toward the further establishment of this unique part of our city. We are placing an emphasis on creating a sense of place—where people congregate, engage in the Arts and businesses thrive. All of these are coalescing into a dynamic and vibrant district where a resident, local business person, resident or casual tourist feels welcome and there is excitement in the air when they are in the Arts District.

Why an Arts District? At our very core is the belief that art enhances life. Indeed, having the term “Arts District” in our name designates a certain level of activity surrounding the arts. Currently we are home to many arts related businesses and plan to grow this further through our work as a board and most specifically through recruitment and through our work on creating this sense of place through this design palette. We invite you to become part of this effort.

Arts Related Businesses in the Arts District

Academy of Dance	Interplayers
Art By Yourself	Litho Art Printers
Baucom Custom Tiles	Lorinda Knight Gallery
Bitters Co.	Luminaria
Carr Electric Sales	Met Performing Art Center
Cheney Cowles Art At Work Program	Needle Nook
Children’s Museum	Out of Our Minds Antiques
Crow’s Nest Entertainment	Peters & Sons Flowers & Gifts
Derek Eliassen, Artist	Spokane Symphony
Empire Dance Shop	Stacks—representing local artists
Flower Design	Steam Plant Square
Fox Theatre	Studio Cascade
Franklin Press Printing	Suntree Books & Gifts
Hannah & Associates Design	Thinking Cap Graphic Design
Henryk’s Tailors	Universal Dance Studio
Holley Mason Bldg.	Vic B. Linden & Sons Signs
Hotel Lusso	Wonderful Weddings
Inland Bookstore	

The Davenport District Plan

Background

Prepared by Halcyon Ltd. and The Real Estate Services Group of Washington, D.C., the extensive study recommended the development of an Arts & Entertainment District, consisting of a concentration of entertainment and cultural facilities, eating and drinking establishments and other food-oriented businesses, along with specialty stores and services emphasizing antiques, decorative arts, home improvement supplies and design services. The study emphasized that while the creation of an Arts & Entertainment District would

complement redevelopment of the hotel, it was stressed that the development of a district should not be dependent on the progress of the Davenport Hotel.

The board has chosen to apply the principles of the National Trust for Historic Preservation's Main Street program to the development of the district. Board members paid their way to the National Main Street Convention in Portland, which was held in conjunction with the National Downtown Association's annual convention. While here these board members learned more about the Main Street program and how to apply its principles to the work ahead of them in the Arts District.

A collaboration, initiated by the Davenport Arts District, joined together the efforts of the Spokane Police Department, City/County Historic Preservation, West First Neighborhood, Growth Management, and Urban Design & Historic Work Group to hold a series of community open houses. Open houses, held in both April and June of 1997, drew more than 100 residents, property owners and city officials. Out of these open houses, the Riverside Neighborhood Council was formed to give residents a stronger voice. The open houses were also used to gather information, which the city incorporated into the downtown plan.

Historic District

At these open houses and in subsequent meetings and forums, property owners spoke out in favor of creating an historic district in the west downtown area. A student project produced the nomination draft for the Preservation Office, and the nomination is now in the approval process.

Identifying West Downtown as historically significant should increase an appreciation for its unique character. Additionally, the buildings in the historic district will be eligible to receive federal and local tax incentives for rehabilitation. This will help market the area to new businesses and is a direct link to the work the Davenport Arts District's Economic Development Committee is working on to increase the likelihood of businesses locating in this area of downtown.

Historic Preservation Goals

Carnegie Square has emerged as a one-block model of revitalization on the periphery of the proposed district boundaries. The four corners of the Square have been privately developed with a combination of housing, specialty shops, and a restaurant; all four have used all available historic preservation tax incentives for development. Carnegie Square stands as Spokane's example of what the entire district could be if developed according to the recommendations of the 1990 study.

Successes—A District Full of History and Grandeur

Throughout the district, many successes abound. Developer Joe Dinnison opened the very successful Hotel Lusso, a beautiful 40+-room luxury hotel in the heart of the Arts District. Developer, Steve Livingston restored the historic Odd Fellows Hall into meeting and restaurant space and The Odd Girls, led by Jill Smith, have purchased the building and are restoring it further. The Met Theatre enjoys on-going success. The Fox Theatre has undergone recent renovations and continues to be a local landmark of rare beauty. Avista Corp. dedicated substantial resources to the renovation of their company's 1916 Central Steam Plant. Along with Wells and Company, Avista Development has put

together a showcase property which the company hopes will serve as a catalyst for future development of the Arts District. This project combines the 1890's Seehorn building to create a unique blend of office, retail and restaurant space. This project team is also completing renovation of the Courtyard Office Center across from the Davenport Hotel.



Steam Plant Comet Show –
Sculpture by Spokane Sculptor
David Govedare created in
2000 on the railroad
underpass on Lincoln Street
by Steam Plant Square.

KHQ has developed the site formerly held by the Tom Price Block into its new headquarters. This move shows the company's dedication to the redevelopment of downtown Spokane and gives the Arts District another anchor tenant.

The Davenport Hotel's renovation is in full swing! Thanks to developers Walt and Karen Worthy who purchased the hotel in 2000, this renovation will be the centerpiece of a thriving Arts District.

These success stories are individually exciting! The greatest gain for Spokane will be through the coordination of the entire area, with a shared vision for its design. This will benefit all of the property owners even further and in so doing create a sense of place that brings vitality and fun to forefront in the Arts District's atmosphere.

City Government and the Davenport Arts District

The City of Spokane's Downtown Plan

City Council adopted the Downtown Plan, "Charting the Future: the Plan for a New Downtown" in August 1999. Andrew Baucom, a member of the Davenport Arts District Board, served on the Downtown Steering Committee on behalf of the Arts District to advise on the Downtown Plan. Other board members participated in public meetings and information gathering sessions on the development of the Downtown Plan. In fact, board members met before each session of the Downtown Plan to discuss key issues to be addressed on behalf of the Arts District. As a result of this work and the unique role that other participants saw for the Arts District, the Arts and Entertainment District was one of four Special Districts identified in the Plan.

Special District Objectives

The objective of the special districts is to create distinctive activity areas within downtown. The Arts and Entertainment District is identified in the Downtown Plan as "the focal point of the burgeoning entertainment industry in Downtown Spokane."

Arts & Entertainment District Objectives

The Downtown Plan also identifies "Arts and Entertainment District" strategies, noting that "the Davenport Hotel and Steam Plant Square anchor the Arts District". The proposed design elements for the Davenport Arts District will be compatible with the Arts and Entertainment District strategies.

The Downtown Plan identifies the following strategies for the development of the District:

Chapter 5, Arts & Entertainment District Strategies

- 2.4 Support and enhance the Arts and Entertainment District, centered around the Davenport Hotel/metro Block and Steam Plant Square.
- 2.5 Construct a parking structure across from the Davenport Hotel to be used by visitors and employees of the Arts District.
- 2.6 Encourage artists to locate in the Arts District by granting variances or special use permits to allow compatible arts-supporting uses not normally permitted under the current zoning code.
 - a.) Support the renovation of the Davenport Hotel. This unique hotel is a historic structure and an anchor for the Arts District. It will provide a valuable lodging alternative for visitors to Downtown Spokane.

Transportation

Lincoln Street is identified in the Downtown Plan as a "Type II Green Street." This street type is identified as one that is a "major pedestrian connection to surrounding neighborhoods and districts." The proposed design elements for the Davenport Arts District will be compatible with the Type II Green Street. Overall, the beautification of Lincoln Street as the entrance to the Arts District is our board's first step indicated for implementation of this Design Palette. Work toward this goal is being planned.

The City of Spokane's Historic District and Tax Incentives

Historic preservation is collaborating with the Davenport Arts District to identify the unique qualities of the area and provide the context for marketing efforts. Beginning in 1994,

several property owners in the West Downtown area requested that the area be designated a National Historic District. In 1998-99, City/County Preservation Director Teresa Brum worked with the property owners and WSU students to create a historic district nomination. This project was managed by Brum and completed by WSU students at no cost to the property owners. The designation of Historic Transportation District was approved in 1999. Approval will now enable property owners who qualify to realize incentives for historic preservation of these Spokane treasures.

Benefits of the District

Increases developability: if a contributing property is renovated, it is eligible to apply for the Investment Tax Credit.

A promotional tool: the designation will provide a marketing edge for West Downtown.

Signs and plaques can be installed to identify the area as an historic district.

Helps enforce the unique identity and sense of place of West Downtown.

The historic district designation does not place controls on the development, design, or use of the properties.

Boundaries

The boundaries of the West End district are larger than the Davenport Arts District, but include most of the Davenport District boundaries. The historic district boundary is based on the highest concentration of historic buildings and runs from about Lincoln to Cedar and from the south side of First to the North side of Second. The Arts District is pleased with the advancement of this designation and feels that its overlap with the District, while not exact, is a great addition to the district and will help attract more developers and businesses to the Arts District.

Historic Significance

The city's West End is historically significant because of its association with the expansion of railroads, the advent of the automobile, and the rise of Spokane as a regional distribution center. The district's building that housed railroad-dependent businesses, automobile-related concerns, and worker lodgings are association with the city's growth. The Northern Pacific reached Spokane in 1881, and with its completion as a transcontinental railroad in 1883, it linked the northern reaches of the United States with the nation's central distribution centers and allowed for increased industrial, agricultural, and urban growth. After the turn of the century, the automobile had an equally far-reaching impact on Spokane and other western cities. These transportation developments signaled a pattern of events that made a significant contribution to the development of Spokane, the Inland Empire, and the West.

Architectural Significance

The West End has a high concentration of building types that represent a) railroad dependent businesses primarily warehouses; buildings related to the traveling and transient population that came to Spokane as a direct result of its growth, most notably, Single Room Occupancy (SRO) Hotels, designed to make maximum use of space; and c) the sales and service enterprises associated with the rise of the automobile. The West End district is the best and most cohesive example of transportation-related resources associated with the period of significance because even though there are extant warehouses all along the Northern Pacific railroad grade to the east, only in this western corridor are there also significant concentrations of other railroad dependent properties,

automobile-related businesses, and numbers of lodging houses in such close proximity to one another. Brick and concrete structures represent the prevailing building patterns for turn of the century and early twentieth century warehouses and manufacturing establishments. Harness, saddlers, and carriage shops preceded the automobile showrooms and service stations now present. The row of SRO's along West First Avenue is the only remaining example of such a high concentration of this type of building in the city. These lodgings are modestly but carefully styled brick commercial structures very much like countless others built after the Chicago School's influence in American cities.

Existing land use within the Davenport Arts District

The Davenport Arts District boundaries are north to south between Sprague Avenue and Second Street and east to west between Stevens and Cedar Street. The Design Committee has completed an extensive land use survey and analysis of the Arts District. The survey identifies locations of existing street furniture (benches, trash bins, trees and street lights). The analysis explains zoning regulations, provides parcel maps, current assessed value of property and current land use. We have also analyzed the Downtown Spokane Partnership Plan and the impact it will have on the Art District. The following information is a brief summary of the report.

Zoning

The Davenport Arts District is within the jurisdiction of the two zones of land use (C-1 and B-3). C-1 is enforced from the alley one half block north of the railway viaduct to the alley one half block south of the railway viaduct. The rest of the Art District is zoned B-3.

Zoning codes in the City of Spokane have an accumulating progressive sequence of restrictions from the more restrictive zones to less restrictive zones. For example: Zone C-1 would also allow land use permitted within the B and R zones. Zone B-3 would also allow land use permitted within the remaining B and R zones. It is interesting how versatile this system is. For example: C-1 and B-3 zones allow live-work housing due to the fact that any permitted land use within R-1 can be applied (R-1 allows home occupation).

Existing Land Use

The Art District is in the process of revitalization. Many new businesses are moving into the District. Business owners are utilizing zoning regulations to fit their needs and create new land use for existing buildings. Current land use is as follows:

- | | |
|----------------|-------------|
| 1. Retail | 5. Vacant |
| 2. Warehouses | 6. Services |
| 3. Restaurants | 7. Banking |
| 4. Hotel | 8. Housing |

The Arts District land use map is divided into three grids, and as the District grows more grids will be added. Two properties were picked at random from each grid to determine the average assessed value of buildings and lots.

	Value	Building SF	Lot SF	Structure	Land
1.	\$230,000	13,040	14,200	\$ 116,500	\$113,600
2.	\$117,100	9,400	5,000	\$ 67,100	\$ 50,000
3.	\$2,002,800	15,417	31,000	\$1,227,800	\$775,000
4.	\$320,800	7,042	3,882	\$ 243,200	\$ 77,600
5.	\$393,700	35,282	11,770	\$ 246,600	\$147,100
6.	\$191,000	10,720	5,360	\$ 110,600	\$ 80,400

Total Value	\$3,255,500.00
Total building square footage	\$ 90,901.00
Total lot square footage	\$ 71,212.00
Total value of structures	\$2,011,800.00
Total value of land	\$1,243,700.00
Land value per square foot	\$ 17.47
Structure value per square foot	\$ 22.02

(Above information obtained from Spokane County and First American Title Company in 1999)

Existing Streetscape

Streetscape within the Art District contains concrete base benches, concrete trash bins, trees with concrete bases, one concrete historical marker and four different styles of street lights.

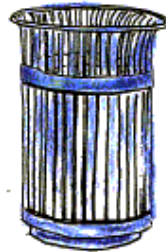
	Grid One	Grid Two	Grid Three
Trees	9	52	66
Trash bins	0	11	6
Benches	0	3	1
Street lights	13	27	32
Historical Marker	0	1	0

Suggested Streetscape Elements



Starburst Tree Grate

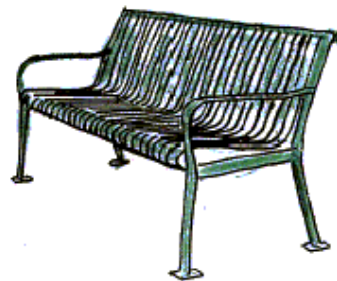
Turn of the Twentieth Century Light Standard - some of these original light standards still exist on Spokane streets.



Solid Steel Trash Cans



Davenport Arts District Planter
Our 3' x 3' x 3' square planters are made of terracotta colored poured concrete. Consists of 5 panels and weighs 1,687 pounds.



Solid Steel 'Ribbon' Bench

Art work by Spokane artist Dennis Langan