

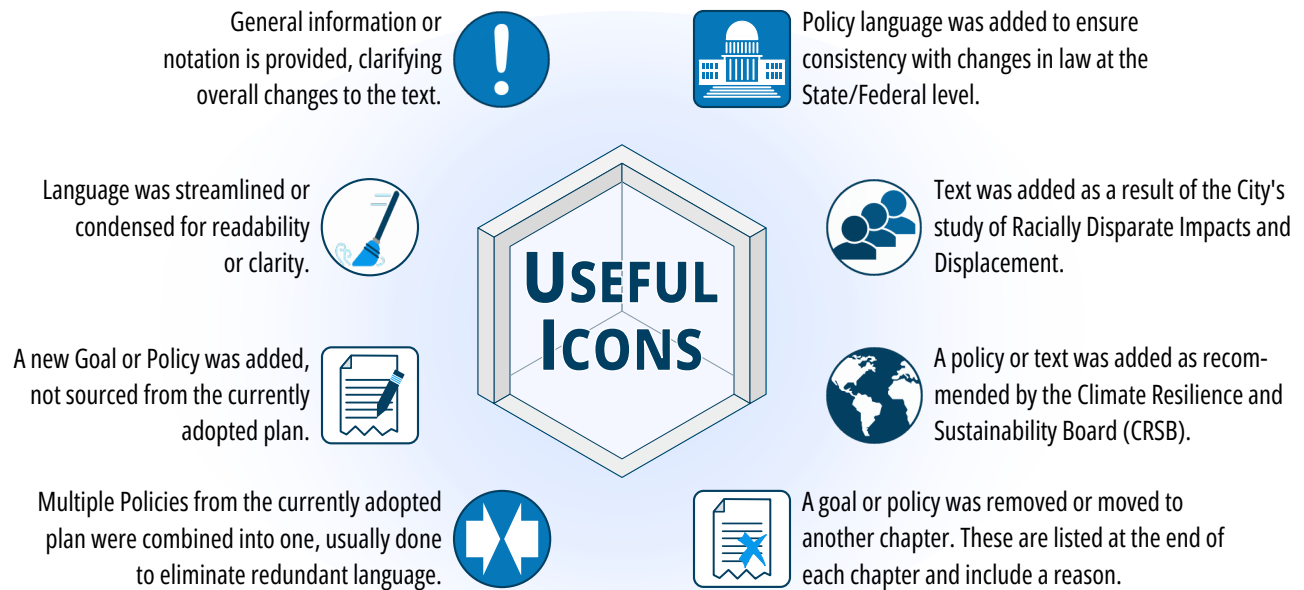


The chapter you see here is the result of months of work by countless individuals throughout the community. It represents a combination of inputs generously provided by the public, Plan Commission, City Council, and many others. This updated chapter will eventually be considered by the Plan Commission and City Council for inclusion in [PlanSpokane 2046](#).

Our teams have worked hard to create these updated chapters. Each has been discussed at the Plan Commission, by various Plan Commission subcommittees, with City Council in general, and shared with the public at various points along the way. These chapters represent the efforts of many, helping to describe the policy and guidance the Comprehensive Plan can provide in each topic area.

Please note this version supersedes any previously published versions, including the release of many chapters last October. All prior versions should be considered out-of-date from this point on.

As with prior versions, this chapter includes the basic text, but might not match the visual look and format of the final document (we're still working on that). To help readers identify where updated language has been provided, a series of icons are shown at right along the way. These aren't part of the final document--they're provided to help readers understand where certain changes may have come from, where past policies have been combined, etc. A guide to those icons is provided below. Each chapter will use the same set of icons for consistency.



What's Next for PlanSpokane?

Because this is the first complete view of some chapters (e.g. Growth Strategy, Transportation, Capital Facilities), we anticipate one more release of updated chapters and maps later this summer. After that, Plan Commission will likely hold a hearing to consider the overall document. We'd love to hear from you along the way.

If you have any comments on the chapters, please engage with us at <http://planspokane.org> or by email at planspokane@spokanecity.org. All comments are considered and each will be provided to the Plan Commission and City Council for their consideration prior to any hearings on the proposed document.

Chapter 2: Community Indicators

Carrying Out the Plan

The Comprehensive Plan represents the community's vision for the next 20 years, not only a single point in time. The vision, goals, and policies expressed within may take time to fully enact and implement, as the community continues to grow and change into the future. While the Comprehensive Plan supports community-wide collaboration, City government has the primary responsibility to implement the plan, with input from community members.

PROCESS FOR A PROJECT

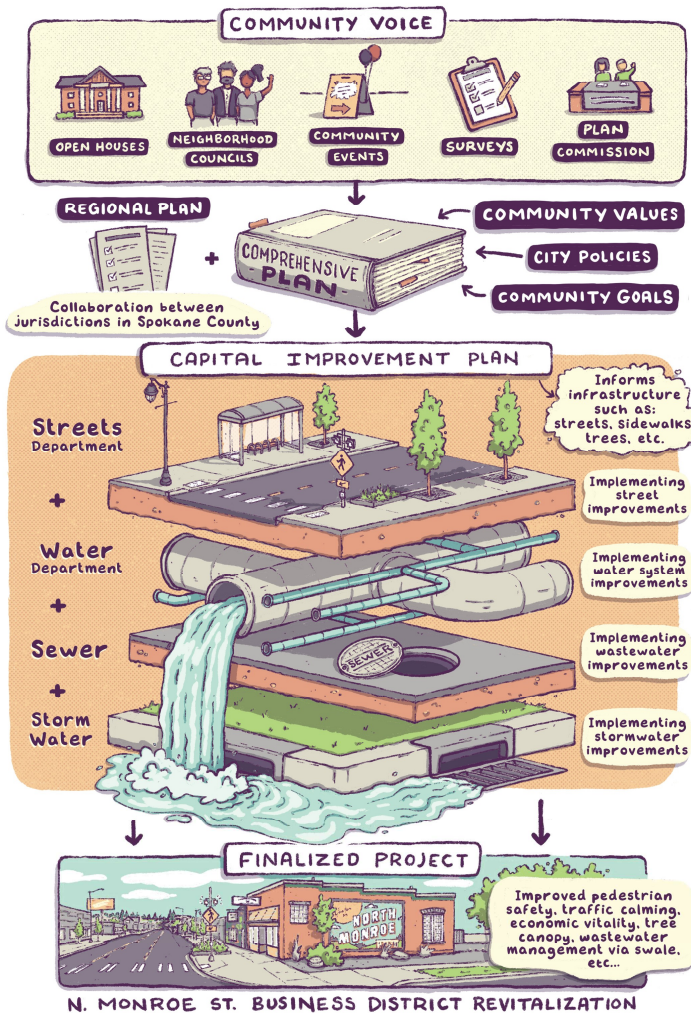


Figure 1. One example of implementation: the North Monroe Street Business District revitalization. This project was made possible by the Capital Improvement Plan, which was based on direction from the City of Spokane Comprehensive Plan. Art credit: Madison Merica.



The existing Implementation Chapter has been renamed to better represent the purpose and content of the Chapter, which is monitoring and tracking.



The Chapter has been substantially rewritten, streamlining the content, identifying how best to implement and monitor the goals and policies of the Comprehensive Plan, and providing direction on the state mandated 5-year check-in. Details such as the previous matrices are working documents and best left out of the Comprehensive Plan for useability and adaptability.

Implementation of the Comprehensive Plan comes in many forms. Land use and development regulations shape the built environment while the allocation of public funds for physical improvements provides connections, infrastructure, and open space. The Washington Growth Management Act (GMA) requires and ensures that actions by the City – from budgeting and spending to codes, policies, and programs – conform with the Plan. In addition to the Comprehensive Plan, companion documents and plans are developed by the City to further inform decision-making to reach the community’s vision. For instance, the 6-year Street and Capital Facilities Plans also establish implementation priorities for the City, especially as it related to infrastructure and street improvements. The City can also adopt Strategic or Specific Action Plans to help prioritize policies identified in the Comprehensive Plan.

Community indicators support the Comprehensive Plan by providing a framework for tracking and monitoring the success and progress of implementation. This Chapter provides that direction for both the required WA Commerce 5-year check-in and additional community indicators to support a resilient, connected, and livable city.

Tracking and Monitoring

Putting the Comprehensive Plan into action is one of the most important and challenging aspects of the comprehensive planning process. The 20-year planning horizon of the Plan, which is revisited every 10 years for potential updates to meet evolving needs, means realization of the vision may not occur overnight, but rather through incremental changes over time. As such, it is best accomplished through regular tracking and monitoring, ensuring that the community’s vision for tomorrow is achieved over time. Throughout the life of the Comprehensive Plan, periodic assessments of the effectiveness of the goals and policies occur, identifying ideas that may need to be added or modified in order to produce a result consistent with the Growth Management Act (GMA), the community’s vision for the future, and the changing needs and priorities of the community.

<<The following text will be included as a sidebar, outside the main chapter text>>

There are different ways to track and monitor the implementation of the Comprehensive Plan. Some policies can be tracked with a quantitative metric, or something that can be measured with numbers and data. For instance, the number of bicycle lanes or percentage of the city covered with tree canopy. Then there are qualitative metrics, or something that can be described but not necessarily given a number. Increasing community involvement and trust are two examples that cannot be easily measured.

<<End of Sidebar>>

Community indicators are different ways to monitor a goal, policy, or theme of the Comprehensive Plan. This Chapter uses a framework of outcome and process indicators to support long-term tracking and monitoring, ensuring the community's vision for the future comes to fruition over time. The listed indicators also do not represent all related ways to monitor each theme but rather serve as an example of key questions to ask when tracking implementation.

Outcome Indicator: Identifies the extent to which the desired future is achieved – has the goal been reached, or is it still in progress? This indicator reflects the quantitative and/or qualitative metrics used to track progress toward meeting the goals or policies.

Process Indicator: Identifies the progress being made towards the desired goals. This indicator reflects the “how” behind achieving the goals, including the internal City processes that exist or should be developed to meet the goals and policies, as well as the programs, projects, and/or funding and other resources dedicated to implementation. Process indicators can vary widely depending on what is being tracked and monitored.¹

5-Year Check-In

In addition to requiring a periodic update to the Comprehensive Plan every 10 years, the Growth Management Act (GMA) also requires a 5-year implementation progress report, wherein the City should look at how certain factors are changing halfway through the update cycle. The four items required for the 5-year report include housing affordability, permit processing timelines, greenhouse gas emissions, and Vehicle Miles Traveled (VMT).

Housing by Income Band

The 5-year implementation progress report requires tracking and monitoring of the adopted Housing Element of the Comprehensive Plan and the effect of those changes on housing affordability and availability within the City of Spokane. Reporting to the Department of Commerce will follow State guidance, with the below indicators supporting that guidance or being separate monitoring for internal use.

Outcome Indicator: The number of housing permits issued and completed per year, measured against reported affordability rates within the city and the allocation of units by affordability band adopted by the City in the Comprehensive Plan.



Indicators were developed to provide general direction of what items to track and monitor, while allowing for adaptability to changing or new programs and processes.

¹ Indicators referenced from the University of Washington Climate Impacts Group

Process Indicator: Incentives and other programs that support housing development and affordability.

Permit Processing Timelines

The 5-year implementation progress report requires tracking and monitoring of permit processing timelines to facilitate the planned for and desired development of the Comprehensive Plan. Reporting to the Department of Commerce will follow State guidance, with the below indicators supporting that guidance or being separate monitoring for internal use.

Outcome Indicator: The number of development permits issued per year and the average review times.

Process Indicator: Identification of internal process changes established to assist in the review of development permits.

Greenhouse Gas Emissions

The 5-year implementation progress report requires tracking and monitoring of progress towards reducing community greenhouse gas emissions (GHG). Reporting to the Department of Commerce will follow State guidance, with the below indicators supporting that guidance or being separate monitoring for internal use.

Outcome Indicator: Communitywide GHG on a total and per-capita basis.

Process Indicator: GHG reduction process indicators include programs, actions, and funding including, but are not limited to:

- Number of new or updated local ordinances, codes, or standards that directly support emissions reduction (e.g. building electrification requirements, green procurement policies).
- Annual dollars allocated or awarded for projects (grants, Capital Improvement Plan (CIP), operating budgets) that provide GHG reducing benefits.
- Number of projects undertaken that provide GHG reducing benefits.
- Number of partnerships maintained or formed with utilities, nonprofits, or businesses to support emissions-reduction initiatives.
- Establishment or improvement of tools for emissions inventories, dashboards, or data-sharing agreements; and
- City fleet electric vehicle and renewable vehicle fuel transition progress.

Vehicle Miles Traveled

The 5-year implementation progress report requires tracking and monitoring of progress towards reducing community Vehicle Miles Traveled (VMT). Reporting to the Department of Commerce will follow State guidance, with the below indicators supporting that guidance or being separate monitoring for internal use.

Outcome Indicator: Communitywide VMT on a total and per-capita basis.

Process Indicator: VMT reduction process indicators include projects, funding, and events including, but are not limited to:

- Annual dollars allocated or awarded for projects (grants, Capital Improvement Plan (CIP), operating budgets) to provide VMT reducing benefits.
- Number of projects undertaken that provide VMT reducing benefits.
- Miles of new or improved transit routes, frequency increases, or transit-priority infrastructure installed.
- Miles of new bike lanes, sidewalks, or multi-use paths built or upgraded.
- Number of adopted zoning updates that support compact, mixed-use, or transit-oriented development.
- Number of shared bikes/scooters deployed, new mobility hubs installed, and shared-parking programs.
- Number of outreach events, campaigns, or educational programs promoting alternatives to driving.
- Number of City community-trip-reduction options offered to employees (free bus passes, telework, etc.).

Continued Monitoring

While not part of the 5-year implementation progress report, there are several key themes that warrant regular tracking and monitoring to ensure implementation of the Comprehensive Plan, supporting the community's vision for the future of the City of Spokane. Different City departments may be more relevant to track and monitor different themes or components of themes than other departments, with continued monitoring being a responsibility of the overall City.

Population Growth and Demographics

Many of the growth and housing strategies for the City of Spokane are based on population projections for the next twenty years. Regular monitoring of the City's population and demographics allows for an understanding of the accuracy of the projections and how the community is changing.

Outcome Indicator: Population and demographics numbers, trends, and projections as reported by local, state, and national agencies. Tracking of demographics can include age cohorts, race, income, homeownership, and other statistics that inform the makeup of the City of Spokane's community.

Process Indicator: No specific indicators to track. However, the tracking of growth and demographics can support various City programs and ensure representative community engagement.

Land Use and Growth Strategy

A significant component of the Comprehensive Plan is the Future Land Use Map and overall growth strategy for the next twenty years. Regular tracking and monitoring of how the strategy is or is not being implemented and changing land use needs in the city can support the long-term success of the Comprehensive Plan.

Outcome Indicator: How often investments, incentives, and other City decisions throughout the city, including within Urban Hubs, are influenced by and support the growth strategy.

Process Indicator: Land Use and Growth Strategy process indicators include planning efforts including, but are not limited to:

- Types and frequency of annual Comprehensive Plan amendments to the Future Land Use Map.
- Number of ongoing subarea or other planning efforts to refine or otherwise modify land uses or growth strategies.

Equity and Belonging

A history of policies and practices at both the local and national level have disproportionately and adversely shaped the experience for many within Spokane, particularly Black and Indigenous communities and other Communities of Color, limiting housing and other opportunities for these communities. Tracking and monitoring City actions and community impacts can support a sense of belonging for all community members.

Outcome Indicator: Equity and belonging outcome indicators include progress related to the Racially Disparate Impacts Analysis Report (2025) and establishment of policies to mitigate displacement risks.

Process Indicator: Equity and belonging process indicators include planning efforts including, but are not limited to:

- Programs and projects undertaken to support equity and belonging in the city.

- Tracking of how often City decisions are based on how they support equitable outcomes.
- Established processes to increase language access and improve overall community accessibility to City events and actions.
- Community representation present on city boards, committees, and commissions.
- Comparisons of the number of projects and magnitude of investments allocated to different parts of the city, highlighting these statistics against known high-displacement and historic disinvestment areas.

Community Resiliency

Increasing climate hazards and impacts were a significant theme in the development of this Comprehensive Plan, with community members interested in implementation efforts to support local resiliency.

Outcome Indicator: A range of outcomes such as percentages of impervious surface and tree canopy within neighborhoods, citywide water usage, and number and distribution of community resiliency hubs.

Process Indicator: Programs and projects undertaken to improve community resiliency, including but not limited to:

- Number of waterwise education events.
- Data collection of natural environments and habitat corridors.
- Emergency management planning and education events.
- Efforts to increase visibility and accessibility of emergency information.
- Establishment of trusted community pathways before and during emergencies.
- Programs to support wildfire resilience and household preparedness.
- Monitoring of public response time, emergency notification time, use of resilience hubs, and other resources during future emergencies or natural hazards.

Community Well-being:

Community well-being can come in many forms, from supporting physical health to providing opportunities for social interaction. Opportunities to support wellbeing include policies and programs that influence or improve resource allocation, the physical environment, cultural and recreational opportunities, and accessible health systems through local policies that enhance equity.

Outcome Indicator: Community well-being is an ongoing effort, with permanent and recurring processes and support required, with no end goal.

Process Indicator: Programs and projects undertaken to improve community well-being, including but not limited to:

- Number of programs and projects undertaken to support community health and connection, including youth programs and volunteering events.
- Number of community gardens and programs to support food access, including regular monitoring of public awareness of the resources and the long-term effectiveness of implementation in providing access.
- Programs and partnerships maintained and established to support Indigenous food systems and culturally relevant food practices.
- Number of community and annual events.

Economic Prosperity

A City must plan for employment and economic opportunities to support a thriving community. Providing flexibility and recognizing changing industry needs can support economic prosperity and employment opportunities.

Outcome Indicator: Communitywide job and business numbers including, but not limited to:

- Number of jobs within Spokane city limits.
- Number of new businesses established and closed businesses, as identified through business license data.
- Number of established businesses with over five years of documented operations.
- Number of minority, woman, and veteran-owned businesses within the city.

Process Indicator: Economic prosperity process indicators include programs, funding, and actions including, but are not limited to:

- The establishment of plans and programs such as an Economic Development Plan, a vacant storefront program, and tenant referral program.
- Annual dollars allocated or awards for incentive programs.
- Number of full-time dedicated staff to support continuing and expanding the economic development program.
- Number of partnerships formed with nonprofits and businesses to support local economic prosperity and create a collective understanding of available resources within the community.

- Establishment of rules, procedures, and programs that mitigate commercial displacement within the city.
- Development site inventories including city-owned land and brownfield sites.

Tribal and Urban Native Collaboration and Coordination

Collaboration and coordination with local Tribal governments and Urban Native communities was a significant theme in the development of this Comprehensive Plan. Local Tribal governments and Urban Native organizations were consulted in the development of policies and meaningful monitoring.

Outcome Indicator: As informed by Tribal and Urban Native collaboration, implementation should be measured through meaningful community outcomes, rather than simply documenting completed activities. As such, outcome indicators do not only evaluate whether programs, policies, or plans were established, but also whether community members:

- Know they exist.
- Can access them.
- Are actively using them.
- Benefit from implementation.

Some outcomes for tracking include awareness, access, and benefit of meetings between the City and Tribal liaisons as well as the Spokane Urban Native Advisory Council, completion of joint efforts between the City and the Tribes and Urban Native organizations, and changes to programs and procedures ensuring Tribal and Urban Native connection to decision making.

Process Indicator: Tribal and Urban Native collaboration and coordination process indicators should demonstrate not only that engagement occurred but also how feedback shaped City actions and include, but are not limited to:

- How Tribal recommendations influenced planning.
- How Tribal input informed implementation decisions.
- Continued government-to-government collaboration throughout implementation.
- Establishment of clear protocols or decision points identifying when Tribal governments and Urban Native organizations should be engaged regarding:
 - Planning activities.
 - Permitting.
 - Infrastructure projects.
 - Capital improvements.

- Land use decisions.
- Development activities affecting cultural resources, cultural landscapes, Tribal interests, or Tribal rights.

Accountability Framework

The success of the Comprehensive Plan relies on consistent review and monitoring of the implementation of the Goals and Policies, to ensure active implementation of the community's vision. To provide accountability on following the direction provided in the Comprehensive Plan, the following steps will be regularly taken:

- Information on progress will be made accessible to the public.
- Mechanisms for how community members can meaningfully shape the implementation and monitoring of the Comprehensive Plan will be established.
- Interdepartment collaboration will regularly occur, leveraging the work that City departments are doing to recognize the collective impact of those individual efforts.
- Reporting will be conducted in a holistic way, allowing the tracking and monitoring of different City Departments to be considered together to jointly inform City efforts.



An accountability framework has been included to reflect community feedback on transparency and accountability for the implementation of the goals and policies within the Comprehensive Plan.