

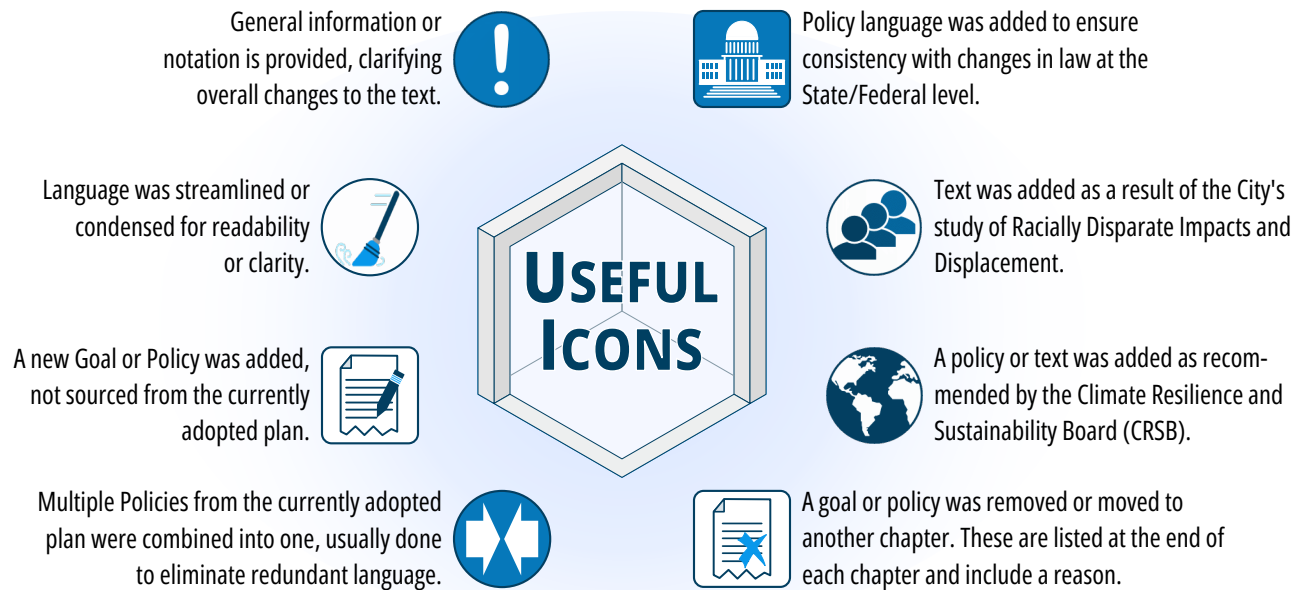


The chapter you see here is the result of months of work by countless individuals throughout the community. It represents a combination of inputs generously provided by the public, Plan Commission, City Council, and many others. This updated chapter will eventually be considered by the Plan Commission 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 All prior versions should be considered out-of-date from this point on.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 7: Economic Prosperity

Introduction

Economic prosperity is the sustained, concerted actions of policy makers and community members that strengthen local businesses and Spokane's diverse communities, support workforce development, and provide access to improved well-being and quality of life. A strong economy provides for a growing and thriving community through the creation and diversification of jobs and other business opportunities, supports community investments, and builds a tax base supporting essential services such as schools, police, fire, and parks.

Either through services, incentives, or physical infrastructure, the City actively shapes the business environment to support and foster a healthy and inclusive economy. Public-private partnerships as well as partnerships between all levels of government are also a crucial component in the promotion of long-term and sustainable economic growth. The City's role in economic prosperity involves providing public sector advocacy and investment in support of quality job creation, retention, and diversification.

Goals and Policies

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

Goal: EP-1, Cooperative Partnerships

Encourage cooperative partnerships between the City, regional jurisdictions and agencies, the private and nonprofit sectors, and community members to support the economic expansion of the city.

Policy: EP-1.1, Participation in Regional Economic Development

Participate in regional economic development planning and programs with both the public and private sectors, ensuring plans and policies are coordinated, monitored for long-term success, and implemented in a timely manner.

Policy: EP-1.2, Economic Development Progress

Work with regional jurisdictions, organizations, and community members to periodically review economic vitality metrics such as wages, percentage of population below the poverty level, and business formation and expansion, including multi-ethnic, minority, and women-owned businesses, ensuring all economic development plans and actions are informed by and reflect current data.



The introduction has been substantially rewritten, as the current version is too focused in the past, not the current realities of economic development and the City's situation. The Chapter has also been reframed to include community economic prosperity and not just businesses, with language supporting diverse opportunities incorporated throughout.

Additionally, a new title is proposed for this Chapter that encompasses prosperity as a whole, not only growth and development. As a result, goals and policies in this draft use "EP". However, references to existing policies use the "ED" indicator.



The first three original policies under Goal 1 overlapped considerably. They have been combined into two policies here (1.1 and 1.2). Also, some of the omitted discussion language from the current document has moved into the policies themselves.



Policy: EP-1.3, Public-Private Partnerships

Partner with the private sector to extend infrastructure for development, provide incentives and education, and support the creation of well-paying jobs and quality affordable housing for Spokane's workforce.

Goal: EP-2, Development and Redevelopment of Land and Structures

Ensure the supply of industrial and commercial properties is sufficient to meet the future economic needs of the City.

Policy: EP-2.1, Land Supply and Site Selection

Remove barriers to entry for new, expanding, and relocating industries by providing various site-by-site analytics and feasibility information, and implementing incentives.

Policy: EP-2.2, Reuse and Revitalization Opportunities

Provide targeted redevelopment incentives and other support for historic, abandoned, or underutilized sites in parts of the city where infrastructure and service capacity already exist.

Policy: EP-2.3, Cleanup of Contaminated Sites

Offer site assessment, clean up, and redevelopment assistance for environmentally contaminated properties so those sites can be revitalized or mitigated to protect the health of residents and the environment.

Policy: EP-2.4, Brownfield Redevelopment

Incentivize brownfield redevelopment projects that incorporate resilient and sustainable features through City investments and technical assistance, particularly in overburdened communities.

Policy: EP-2.5, Vacant Storefronts

Foster economic vitality and prevent blight by actively supporting the reuse of vacant storefronts by incentivizing occupancy, allowing for flexibility in business retrofitting, and encouraging temporary uses between leases.

Goal: EP-3, Resilient, Sustainable, and Diverse Economies

Foster a resilient, sustainable, and diverse economy by supporting the formation, retention, expansion, recruitment, and equitable distribution of business, community investment, and employment opportunities, especially those adding to the community and cultural identity of Spokane.

Policy: EP-3.1, Economic Development Plan

Establish and regularly update a citywide economic development plan that identifies ways to support economic growth within the city, including through programs, incentives, and partnerships.



Housing as a topic has been added to EP-1.3 to support HB1110 and HB1220. Education was also added due to input received during public engagement.



EP-2.1 has been rewritten but has largely the same effect as the current version.



Expanded beyond revitalization to support overall reuse where appropriate.



This was formerly ED-8.5 under a separate goal. It was moved here. Brownfields were identified specifically as they represent a major option for City involvement.



Climate Resilience and Sustainability Board (CRSB) recommended policy.



Proposed policy to support revitalization of commercial areas, including Downtown.



Language from EP-3.1 incorporated into overall goal.



New policy proposed to create an overall economic strategy while incorporating concepts from existing Policy EP-3.1.



Policy: EP-3.2, Economic Diversity

Encourage economic diversity by creating programs and policies supporting the formation, retention, and growth of small and large businesses and community investments that provide a healthy balance of goods-producing and service-producing jobs across the city.

Policy: EP-3.3, Co-Locating Related Businesses

Incentivize and approve related and supportive economic sectors or industries to locate near each other, creating productivity advantages from their mutual proximity and relationships.

Policy: EP-3.4, Small and Locally Owned Businesses

Support programs and opportunities to improve processes as well as expand and increase the number of small and locally owned, historic, cultural, and unique businesses in Spokane to provide economic stability and community-building, including small and locally owned businesses serving historically underserved communities.

Policy: EP-3.5, Start Up Support

Promote incubator and accelerator programs that provide support such as mentorship, training and education, technical assistance, funding opportunities, and shared workshops to support small businesses and entrepreneurs, with an emphasis on those from historically underrepresented communities.

Policy: EP-3.6, Home-Based Businesses

Encourage opportunities for creating and expanding home-based businesses while minimizing impacts on the surrounding community.

Policy: EP-3.7, Technology-Based Industries

Assist the development of advanced and emerging technology-based industries by supporting education, identifying key infrastructure improvements, and ensuring a welcoming economic environment.

Policy: EP-3.8, Sustainable Economic Strategies

Develop and implement programs assisting and supporting businesses that minimize community and environmental impacts, including any businesses that specialize in environmental protection and remediation.

Policy: EP-3.9, Regional Marketplace

Support growth of the regional economic environment creating markets for local services and products, as well as supporting more well-paying jobs.



EP-3.2 has been updated slightly to concentrate on City action on this front while also acknowledging the need for support during all stages of a business.



EP-3.3 was updated to include industries that *support* each other, not only those that are the same (i.e. lumber sales near cabinetmakers).



Existing policies ED-3.5 (locally owned business) and ED-3.6 (small business) have been combined here into policy EP-3.4.



New policy specifically highlighting the benefit of incubator and accelerator programs to support local startups.



Language updated to encourage the creation and expansion of home-based businesses.



Policy EP-3.8 is a combination of original policies ED-8.2 and ED-8.4. Language updated to community, rather than physical and social, to allow for a wider range of potential considerations.

Policy: EP-3.10, Downtown Spokane

Promote Downtown Spokane as the economic and cultural center of the region by supporting the City's economic partners, continually improving Downtown's commercial activity and employment opportunities, attracting arts and entertainment, supporting tourism and recreation, and incentivizing the development of downtown housing.

Policy: EP-3.11, Development Standards and Permitting Process

Provide an efficient, predictable, and customer-focused permitting process to foster a positive business climate and ease needed development.

Policy: EP-3.12, Food Access and Production

Support farmers' or public markets, fruit and vegetable stands, food production services, small-scale farms, and other avenues for local food production and access such as with simpler permitting processes or financial incentives, as a means of local food security and diversity in business opportunities.

Policy: EP-3.13, Circular Economy

Support a circular economy that increases demand for reused and recycled materials, reduces demand for new raw materials and their embodied carbon emissions, and fosters community education and participation through regulations, incentives, and collaboration.

Policy: EP-3.14, Support Local

Support, incentivize, and encourage businesses that primarily employ local people, use local materials, and produce and sell their products and/or services locally to preserve existing businesses and reduce Vehicle Miles Traveled and Greenhouse Gases. Such support can include mentorship programs that alleviate procedural barriers and improving participation of small, minority, women, and veteran owned businesses.

Goal: EP-4, Living Wage Jobs and Income Disparity

Enhance the economic conditions of the community by encouraging living wage jobs, building personal and community wealth and economic resiliency, reducing income disparity, and mitigating displacement of locally owned businesses, driving equitable economic and workforce development through targeted investments and resources.

Policy: EP-4.1, Living Wage Jobs

Encourage the recruitment and expansion of businesses paying at least a living wage while providing competitive benefits to support increased wealth and economic resiliency for all residents.



The selection of the Preferred Alternative for the city's growth reflects a downtown focus.



Formerly policy ED-7.6, this policy has been reworked to function better as policy.



Climate Resilience and Sustainability Board (CRSB) recommended policy.



CRSB recommended policy.



CRSB recommended policy, expanded to identify types of support.

Policy: EP-4.2, Income Equity

Support local and regional community-based organizations and agencies to address income equity and employment opportunities.

Policy: EP-4.3, Commercial Displacement

Promote and establish programs and incentives that mitigate displacement of locally owned, historic, cultural, unique, Black, Indigenous, and People of Color-owned businesses resulting from development, redevelopment, or public investments.

Goal: EP-5, Education and Workforce Development

Improve Spokane's economy through a qualified, competitive, and diverse labor force, responsive to the changing needs of the city.

Policy: EP-5.1, Youth Programs

Promote and facilitate youth programs that provide exposure and experiences that support future and potential employment opportunities and diversity of the workforce, including through development of culturally-informed community resources and facilities that support these programs.

Policy: EP-5.2, Post-Secondary Education and Job Training

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

Policy: EP-5.3, Communication Links

Encourage greater communication between the City, educational and training providers, businesses, community and cultural organizations, employees, and residents to meet community educational and job-training needs, with attention to culturally relevant communication.

Policy: EP-5.4, Employment Opportunities for All

Provide training and employment opportunities for all residents, including supported employment to assist individuals with physical, mental, and/or cognitive disabilities in gaining employment in the general workplace.

Policy: EP-5.5, Libraries as an Educational Resource

Provide services through the Spokane library system that help educate, train, and assist residents in achieving new or better employment and business opportunities.

Policy: EP-5.6, Environmental Jobs Pipeline

Collaborate with colleges, schools, technical programs, labor organizations, and other agencies to encourage the development of an environmentally



Policy EP-4.3 has been added based on community feedback and larger conversations around displacement.



Previously proposed EP-6.6, Investment Caused Displacement, combined into language to include potential impact of public investments.



This policy has been substantially rewritten to be more applicable to actions the City can take.



Policy EP-5.5 (formerly ED-5.8) has been updated to better match the role of libraries today and to strengthen connection to Economic Development.



Climate Resilience and Sustainability Board (CRSB) recommended policy.

focused jobs pipeline that benefits overburdened communities and supports a circular economy.

Goal: EP-6, Infrastructure Development and Maintenance

Consider the needs of new businesses and employers when planning future infrastructure upgrades and installations, accommodating necessary growth in jobs and employment, in addition to housing needs.

Policy: EP-6.1, Investment in Public Infrastructure

Ensure fiscally responsible economic growth by aligning incentives for business and economic development with existing public infrastructure capacity.

Policy: EP-6.2, Infrastructure as a Catalyst for Private Investment

Recognize, support, and identify opportunities for targeted public infrastructure improvements that catalyze business and economic growth, supporting a healthy business climate, particularly in economically disadvantaged and historically underserved areas.

Policy: EP-6.3, Communication Facilities and Networks

Develop a program by which the City will co-locate communication and network infrastructure with other public infrastructure projects, ensuring support for new high-speed communication whenever possible.

Policy: EP-6.4, Growing Communication Infrastructure Needs

Facilitate efforts to implement leading edge communication and networking technology throughout the city to support stable education and employment opportunities, business needs, and economic growth.

Policy: EP-6.5, Infrastructure Maintenance and Improvement

Maintain public infrastructure at a level commensurate with required Levels-of-Service (LOS) while also considering infrastructure investments that can support future commercial and industrial enterprises to enhance the city's business climate.

Policy: EP-6.6, Renewable Energy

Expand renewable energy production and storage opportunities through code updates and incentives.

Goal: EP-7, Economic Regulations and Taxes

Ensure a regulatory environment and tax structure that supports economic activity, investment, and growth.



Goal 6 and its policies have been reworked to focus on economic development, not infrastructure in general. A cross-reference to the Capital Facilities Chapter is likely to be included here.



Policy EP-6.2 is new, highlighting a successful strategy employed many times by the City in the past. A cross-reference to the Transportation Chapter is expected.



Policy EP-6.3 has been updated to focus on co-location of facilities.



Policy EP-6.4 is new, highlighting the need for the plan to accommodate new economies and needs.



Policy EP-6.5 is a combination of original policies ED-6.1 and ED-6.4.



Climate Resilience and Sustainability Board (CRSB) recommended policy.

Policy: EP-7.1, Revenue Sources

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

Policy: EP-7.2, Tax Incentives for Land Improvement

Support tax instruments and levies that encourage business investment and construction, especially in Urban Hubs and other areas identified for significant development.

Policy: EP-7.3, Tax Incentives for Renovation

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

Goal: EP-8, Creative Economy

Support the creative economy through incentives and targeted investments in infrastructure, education, workforce development, jobs, and business growth for arts, culture, film, music, nightlife, and other creative industry occupations.

Policy: EP-8.1, Creative Spaces

Collaborate in the establishment of accessible and affordable spaces that support start-up creative industries, including in historically underserved communities.

Policy: EP-8.2, Local Investment

Identify programs, incentives, and standards to support increased City and local investment in artists, arts and cultural nonprofits, and creative businesses.

Policy: EP-8.3, Creative Districts

Support and implement statewide programs, such as creative districts, to enhance the use of incentives and other economic strategies that support the creative economy.

Policy: EP-8.4, Support Neighborhood Cultural Activities

Elevate and support neighborhood cultural assets, ensuring that residents and visitors can easily access the creative economy in every neighborhood.

Goal: EP-9, Tourism Promotion

Promote the natural and built environment, as well as arts and cultural communities, as assets that attract economic opportunities and enhance the City of Spokane's quality of life.



Policies EP 2.2 and EP 7.3 work very closely together—EP 2.2 calling for action and EP 7.3 providing a way to fund that action. As such, a cross-reference is likely to be included here.



This new goal and its policies have been a frequent topic of public engagement.



Originally Goal ED-8, this goal has been substantially reworked to strengthen the relationship between the natural beauty of Spokane, its tourism industry, and the economic environment. Language has also been added to acknowledge the ability of arts and culture to support tourism.

Policy: EP-9.1, Promote Regional Natural Resources

Promote the region's outdoor amenities, recreational opportunities, and agritourism as features of both social benefit and economic growth, while protecting the natural resources for the future.

Policy: EP-9.2, Supporting and Promoting Tourism

Partner with interested community organizations and local businesses on the promotion of the natural and built environment as well as arts and cultural communities in the City of Spokane, as well as the larger region, to attract visitors and private investment to the city.

Policy: EP-9.3, Tourism and Events as an Economic Benefit

Attract and incentivize events in the city that bring in regional and out-of-state visitors, supporting the local economy and raising national attention to Spokane, including events that celebrate Spokane's diverse cultural heritage and create new opportunities for cultural enrichment.

POLICIES REMOVED FROM THE TEXT:

The following policies in blue have been removed from the text, largely due to redundancy, unclear goals/success, and similar factors.

Policy: ED-2.3, Reusable Buildings Inventory

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

Policy: ED-2.4, Mixed-Use

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

Policy: ED-3.3, Enterprise Opportunities

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

Policy: ED-4.2, Benchmark Indicators

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

Policy: ED-5.1, K-12 Education

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



Policies EP-9.1 and EP-9.2 separate the two concepts of existing policy ED-8.3 as they are interconnected but unique aspects of tourism promotion.



New policy building off existing ED-8.3 to identify the attraction and incentivization specific to events.



Existing policies reflect the prior Chapter name of Economic Development and naming conventions of ED.



Policy ED-2.3 is too similar in intent and effect to EP-Policy 2.2, thus it's redundant.



Concept of Policy 2.4 captured in Growth Strategy Chapter, particularly Goal GS-4, Mix of Uses.



Policy 3.3 is far too broad and already covered by the many policies in this Chapter.



This is an implementation item, already conducted by the City. As a policy it does not inform decision making directly.



The City is unable to influence school curricula. Other policies remaining in the Chapter allow for interaction with students. Thus, removal of policies 5.1 and 5.4 is recommended.

Policy: ED-5.4, Program Evaluation

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

Policy: ED-5.6, Employer Training Support

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

Policy: ED-7.1, Collaborative Nurturing of the Business Climate

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

Policy: ED-7.3, State Tax Changes

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



The City does not have the ability/tools necessary to directly influence how employers train their staff.



Policy 7.1 concerns more the overall concept of Economic Development rather than any policy direction the City can implement.



Lobbying is an implementation action and the purview of Council/Mayor, not overall City operations and decision making.