

Second Draft Charter (September 26, 2017)

Community Empowerment Zone Plan and Incentive Boundary Update

A useful project charter contains three key elements:

1. *Vision: The vision defines the “Why” of the project. This is the higher purpose, or the reason for the project’s existence.*

Spokane, as a safe, compassionate, resilient, sustainable, and growing city, strives to provide opportunity and resources for all residents to live a quality life.

2. *Mission: This is the “What” of the project and it states what will be done in the project to achieve its higher purpose.*

The CEZ collaborative city-wide team of stakeholders will:

- **implement the City’s Comprehensive Plan, local and regional economic development plans and growth strategies; and**
- **align public investments in neighborhood planning, community development and infrastructure development with private sector investments for “highest best use” planning and implementation.**

3. *Success Criteria: The success criteria are management tests that describe effects outside of the solution itself.*

The CEZ measures of success, illustrated via the evaluation of the efficacy of the CEZ plan and Boundary, will result in a predictable, transparent, accountable incentive that meets State requirements and achieves outcomes important to the community, inclusive of:

- **increased livable wage jobs within the City of Spokane**
- **increased property values**
- **a better utilization of existing public infrastructure**
- **implementation of the community goals defined in the City’s Strategic Plan and Comprehensive Plan’s growth strategies**
- **recommendations for legislative changes (at the state level)**