

# City of Spokane

## Spokane's Community Empowerment Zone Strategic Plan

and

Incentive Boundary Map (2017-2018 Update)

Adoption 2019









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## **Review Committee Acknowledgements:**

The updated Community Empowerment Zone (CEZ) Strategic plan, boundary, and application are the product of many plans and implementation strategies that numerous individuals, agencies, and organization have participated in and contributed to over the years. The City Council, CEZ review committee, various City departments, Community, Housing, and Human Services Board, Greater Spokane Incorporated (ADO and chamber), Spokane Transit Authority all participated as plan experts from their departments and agencies in the review and update process for the CEZ plan. Each committee member reviewed their plan as well as others for challenges and solutions that should be incorporated in the updated CEZ plan. Great appreciation is given to those who assisted in reviewing numerous community plans and brought forward concerns from other boards and committees for our CEZ plan update process.

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## Community Empowerment Zone Strategic Plan and Boundary Update Executive Summary

The City of Spokane saw a need to seek an update to the 2001 Community Empowerment Zone boundary established long ago with the assistance of the Departments of Commerce and Revenue. The boundary and plan updates were necessary due to the changes in the incentive's eligibility requirements. Spokane strongly agrees that the incentive is far more powerful for long-term job creation and community revitalization when the business receiving the benefit is located within the defined zone. However, the Spokane CEZ boundary previously adopted did not include most of our industrially zoned land. Consequently, manufacturing businesses looked outside of the city for less expensive land to develop. Watching this dynamic play out more often than not, over the last few years provided the impetus for the update to the boundary and the outdated plan.

Since the first CEZ and GMA required Comprehensive Plan was undertaken, our community and stakeholders have embraced good planning and implementation. The stakeholders and community leaders have all been very involved, frequently, and often in creating plans and implementation strategies for the redevelopment of Spokane. As a Review and Update Committee, we decided that our updated CEZ Plan needed to bring together the implementation strategies and plans from past and recent efforts that identify needs and solutions in the area of the proposed CEZ boundary. We needed to confirm that the incentive was still needed, that the locations for manufacturing existed, and that the various community plans programmed the near term investments to be invested within the CEZ proposed boundary. This update strategy of building upon the past community outreach efforts, and consolidating all the past work where it touches the CEZ boundary into one plan was efficient and necessary. In addition to bringing together all those plans, the committee dove into making sure that the 2018 federal tax act, which allowed for the creation of Opportunity Zones (OZs) for private sector reinvestments, aligned within our CEZ boundary. Therefore, about eight months of work shifted toward identifying and proposing to the Governor the right qualifying census tracts as OZs. So, the completion and addition to the CEZ Plan and boundary was delayed until the Spring of 2019. The result is the inclusion of all eleven of Spokane OZs in our proposed CEZ boundary.

The CEZ investments in the plan are programmed in concert with the 2017 updated Comprehensive Plan, 2018 as well as the 2019 updated Strategic Investment Plan, the Community Housing and Human Services Consolidated Plan, Spokane Transit Authority's Capital Plan, and the City's Six-year Capital Investment Plan. The Investments detailed within the plan are summarized in the table below.

Funding		
Organization/Plan	Area of Need	Programmed Amount
2018 Strategic Investment Plan	Community Place Making/Recreation Access/Infrastructure/Neighborhood Revitalization	\$51,900,000
Spokane Transit Authority's Capital Plan	Transportation Capital/Fleet Replacement	\$55,394,615
City's Six-year Capital Investment Plan	Infrastructure/Capital Facilities	\$862,000,000
Community Housing and Human Services Consolidated Plan	Housing/Emergency Housing/Homelessness/CDBG	\$4,700,000
Economic Development Incentives Investment	Commercial Redevelopment/Job Creation/Rater Payer additions/Property, Utility, and Sales Tax expansion/Housing	\$4,400,000
	Total	\$977,394,615

These investments in core commercial infrastructure, community services, public realm enhancement, education and library provide for:

- job creation
- public facilities
- a sense of place
- better education
- public safety
- neighborhood stabilization
- neighborhood rehabilitation
- access to necessary services and amenities

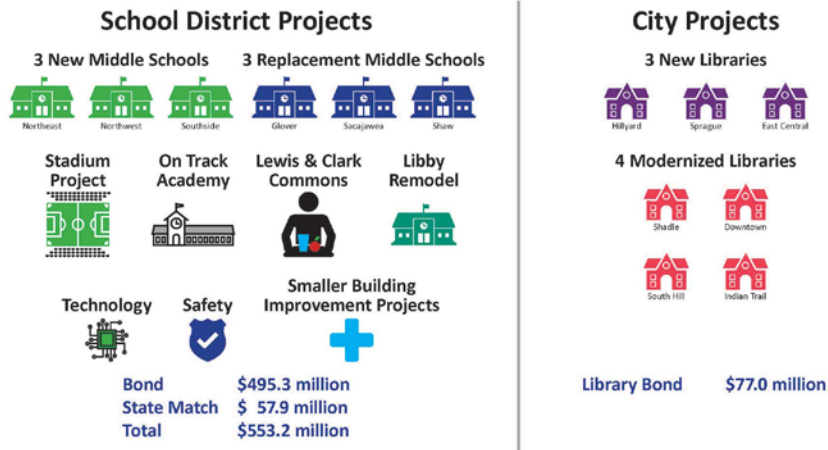
Spokane is the second largest City in the State and provides urban services for medical, mental health, primary and secondary education, transportation (air, rail, bus), distribution, entertainment, commerce, and recreation for all of eastern WA, northern ID, western MT, and even some Canadian provinces.

As poorer individuals often move to Spokane to be closer to the services and jobs, the poverty in the center of Spokane radiates out for our downtown.. Initiatives to addressing poverty needs and creating better paying jobs is imperative. The CEZ designation is one incentive among many that will assist us in addressing the poverty and living wage job creation.

In late 2018, voters passed a significant Schools and Library Bond measure. The project will bring over \$550MM in school investment and \$77MM in Library investments. Over 75% of these investments will be occurring within the proposed CEZ. This measure and outcome were not identified in our CEZ plan but have come about since.



## School District & City Facility Improvement Partnership Projects



The City of Spokane and Spokane Public Schools have joined together to develop an unprecedented partnership, designed to build community, support healthy neighborhoods, and create value for the citizens they both serve.

These partners have developed a plan that would deliver a wide array of educational and recreational facilities and programs dispersed throughout the neighborhoods of the City, creating places for positive activity that support healthy youth, families, and community, while also creating jobs, growth, and economic opportunity.

The plan uses an integrated approach that leverages a variety of resources, including dollars, land, facilities, and programs, to stretch the buying power of citizens' dollars.

Taking advantage of a change in how the State of Washington funds public education, citizens would see a significant decrease in their property taxes, while still allowing for the proposed major investment in learning, literacy, and recreation.

### The Ballot Items

The plan includes three proposals that would be voted on by citizens:

- A \$495.3 million bond issue by [Spokane Public Schools](#) that would include 3 new middle schools; 3 replacement middle schools; updates at Lewis & Clark High School, Libby Center, and On Track Academy; safety and technology updates; and funding for a stadium replacement. [See the information provided by Spokane Public Schools.](#)
- A \$77 million issue by the **City of Spokane** that would include three new libraries and four library modernization projects. [See the information provided by Spokane Public Library.](#)

- A **City of Spokane** advisory vote that asks voters whether they would like to see a high school replacement stadium built at the current site of Albi Stadium or in a centralized location on the North Bank, adjacent to the Spokane Arena and planned new Sportsplex. [Note the Advisory vote to move the high school stadium to the new sports complex did not pass. So, the construction of the Sportsplex is continuing without the high school stadium. The Sportsplex is also being constructed within the CEZ boundary in a blighted area of town.]

Details above are from The City of Spokane, Spokane Public Schools, and the Spokane Public Library have partnership websites <https://www.partnershipspokane.org/> and <https://my.spokanecity.org/learningbond/>.

## 2019 Updated Strategic Plan

Another significant update occurred January 2019, the update was to the 2017-2018 Strategic Investment Plan, which was included in our CEZ and the update warrants mention here. Below are updates to all four sections of the investment implementation as well as some performance outcomes. As noted, in the CEZ Plan the vast majority of this investment is occurring in the proposed CEZ boundary. The Plan details below come from the plan's website. <https://my.spokanecity.org/cityhall/strategic-plan/>

## Safe & Healthy

**Safe & Healthy**

To create a safe, healthy, supportive environment for the City of Spokane residents, business and visitors.

**Reducing Crime, Improving Patient Outcomes, Helping Those in Need**

**Lower property crime.** Residential burglaries are down 13 percent over last year, commercial burglaries are down 10 percent, and vehicle thefts are down as well.

**Supervision for Property Crime Offenders.** Community supervision for habitual car thieves, once they are released from custody, is at the top of Spokane's 2019 legislative wish list. Community supervision can require that offenders submit to periodic drug screenings, drug rehabilitation programs and have no contact with other convicted felons.

**New Eviction Center.** The center is one of only 17 in the nation. The center connects those experiencing homelessness and other low-income individuals with a variety of services in a single location. The Center supports four key pillars of self-sufficiency: 1) Economic Empowerment, 2) Educational Advancement, 3) Health & Wellness, and 4) Character and Leadership.

**Expanding Services for Those Experiencing Homelessness.** A new permanent shelter is in the works, as the community overall seeks out best practices to assist those experiencing homelessness. The City also is investing another \$800,000—in addition to the \$8.5 million the City spent in 2018—in homelessness services in 2019, increasing direct outreach to those in need.

**Delivering Better Medical Outcomes.** Firefighter Paramedics and EMTs are improving outcomes for citizens experiencing cardiac arrest and stroke. By recognizing symptoms, administering appropriate care quickly, and providing detailed information to emergency room providers, our firefighters are saving lives.

**Right care in the right place.** Spokane Fire Department (SFD) has partnered with Frontier Behavioral Health, with funding from Providence Medical Group, to staff a Behavioral Response Unit. The program diverts people experiencing less acute behavioral issues from the Emergency Room so they can be connected to more appropriate community resources. This allows Emergency Room staff to provide the highest level of care to the most acute medical and behavioral health patients.

Create a compassionate community so that all people can feel safe, empowered, and welcome.

### 2-Year Action Plan

- **PRIORITY:** Develop integrated emergency response
- Increase and embrace diversity

### 6-Year Plan

- Advance public safety through criminal justice reform
- Reduce homelessness and protect vulnerable populations
- Beautify Spokane through citywide clean and safe

### Discussion:

Under the Safe and Healthy initiative, City staff have worked with regional partners to assess and evaluate important advancements including the integration of 9-1-1 and dispatch services. They've also worked to improve public safety response

to vulnerable populations and provide them with follow-up services that reduce visits to the emergency room while increasing the level of care for the individual. Criminal justice reform efforts also are proceeding region wide and an additional major grant has been received to continue this work. These public safety responses also are paired with improved maintenance of public space and standards for quality housing.

## Urban Experience

Riding the Waves, Rolling Along, Putting Down Roots

**Riverfront Spokane.** In Riverfront, we have opened the new Carousel building, the renovated Rotary Fountain, the Howard Street South bridge, and the Skate Ribbon. Up next is the Pavilion and center promenade. Riverfront Spokane is our living room, and we love what's happening there.

**Healthy Downtown.** A resurgence that began to transform downtown over a decade ago continues with renewed pace and excitement. New investment continues to abound with everything from historic renovation and new construction to homegrown business development and the attraction of national retailers.

**BikeShare.** Last fall, it seemed the entire City was rolling along—on electric scooters and bikes. Citizens and visitors took 139,000 rides during 68 days of the pilot bike share program. Selected officials and staff are working on changes to usher in a permanent bike share program.

**The SportsPlex.** Work will start in 2019 on the new regional sports facility near the Spokane Arena that will host large tournaments that generate tourism and serve as a practice and competition venue for local sports groups and community programming. The facility will boost the local and state economies through the attraction of visitors to our community, and studies show it will generate up to \$33 million annually in direct visitor spending.

**Access to the Spokane River.** The wild Spokane River and two sets of falls run through the heart of Spokane. Increasing access to the river provides outdoor recreational experiences and helps ensure its health for the future. A new raft and kayak put-in is being built in Fleetbank Park—the fourth updated access point in the City—and new vistas of the lower falls will open with the completion of work on Spokane Falls Boulevard by the Downtown Library.

**Partnership with Spokane Public Schools.** Voters approved funding resources for libraries and schools as part of an historic partnership between the City and Spokane Public Schools. New middle schools will be located on City sites, libraries and schools will co-locate, and new facilities will lift up neighborhoods around the City.

**Get closer to nature**  
5 minutes from downtown  
Riverside State Park's 55 miles of trail  
Hit the slopes! 5 ski resorts within 2 hours of the city  
Convenient downtown access swim, fish or paddle in the Spokane River on your lunch break.

**Put down roots**  
Residential housing is affordable in Spokane  
Average home price per square foot  
\$1048/sf San Francisco  
\$476/sf Seattle  
\$157/sf Spokane

**Housing Options.** Updated planning efforts, including changes to infill housing regulations, are designed to make it easier to increase the housing options in our community. In addition to single-family homes and apartment complexes, the new regulations are designed to encourage townhouses and condominiums that are less represented in our housing stock.

Bike Share Stats over 68 days	Pedal Bike	E-Assist Bike	Scooter
# Rides	9,258	20,906	109,233
Total Distance (miles)	4,446	12,578	111,154
Average Rides/Vehicle/Day	2.8	4.0	7.1

**Urban Experience** To promote significant growth that connects people to place and builds upon cultural, historic, and natural resource assets.

Promote significant growth that connects people to place and builds upon cultural, historic, and natural resource assets

### 2-Year Action Plan

**PRIORITY:** Market Spokane's urban advantages and experiences to grow jobs and economic benefit. Develop public trails and access points to Spokane River. Invest in key neighborhoods and business centers; especially PDAs and small businesses.

### 6-Year Plan

Increase housing quality and diversity  
Advance downtown as region's largest and strongest center  
Support arts and cultural activities  
Work collaboratively with regional partners

Discussion:

Under the Urban Experience Initiative, City staff have continued efforts to enhance public connections with the Spokane River, including the build out of the urban trail system. They are working with partners around the City and community to advance development in the City's targeted investment areas on the West Plains, the Northeast, the University District, and in Downtown. The new SportsPlex planned for the North Bank is moving forward, and voters adopted a plan for improving libraries and schools throughout the community.

## Innovative Infrastructure

**Innovative Infrastructure** To build and effectively manage innovative infrastructure that supports community accessibility, mobility, and resiliency.

Saving Water, Smoothing the Ride, Thinking Ahead

**Improved Streets.** Everyone likes a smooth ride. The Street Levy approved by voters in 2014 has enabled the City to focus on projects that serve more people every day. We are stepping up maintenance work—which is less expensive—to give users more miles of safe, smooth pavement.

**Energy Ideas.** The City's renewable energy generation surpasses its use of electricity, natural gas, and fuel combined. That's particularly impressive when you consider our large fleet of fire trucks, police cars, snow plows, and garbage and recycling trucks. The City's energy production includes hydropower at Spruce Dam and electricity from steam at the Waste to Energy Facility and the Riverside Park Water Reclamation Facility. The City is working on new ideas to get citizens more value for these energy assets.

**Focus on Water Conservation.** Water is our most precious resource. In Spokane, we are blessed to have the sole-source Spokane Valley-Rathdrum Prairie Aquifer as our drinking water source. We have work under way to encourage SpokaneScape—less water-intensive landscaping, develop new irrigation standards, and tackle City high water users, like golf courses.

**Urbanova.** The University District serves as the living laboratory for "smart cities" technology under the Urbanova partnership that includes the City, local companies, and higher education. Work is under way around localized energy grids, technology that dims street lighting when traffic volumes drop, and sensors that provide instant air quality data. The goal is to use this information to create people-centric solutions for the future.

**Improved River Health.** A series of projects designed to manage overflows from combined wastewater and stormwater to the Spokane River is nearing completion. The last of more than 24 underground tanks—including huge projects on Spokane Falls Boulevard and at First & Adams in west downtown—will be done in 2019. The system will have a capacity of about 16.5 million gallons of wastewater storage.

**Promise of a Circular Economy.** They say that one man's trash is another man's treasure, and that's exactly the concept behind the circular economy. As part of our joint West Plains Public Development Authority, we are creating a district that will connect companies and turn waste products into raw materials.

Build and effectively manage innovative infrastructure that supports community accessibility, mobility, and resiliency

### 2-Year Action Plan

- PRIORITY:** Accelerate street improvement, such as grind-and-overlay and surface projects, to catch up on deferred maintenance
- Support smart use of public land and natural resources

### 6-Year Plan

- Develop affordable and predictable taxes and rates
- Develop Spokane's transportation advantages
- Advance sustainability as a core principle
- Promote resiliency and protect our natural environment

Discussion:

Under Innovative Infrastructure initiative, City officials have focused on accelerating street improvements, developing infrastructure plans for allow for strategic growth in targeted investment areas, and worked to advance sustainability and smart cities initiatives. New efforts are in the works to advance street maintenance to avoid more costly improvements later. Programs to grade alleys, pave unpaved streets, and tracking street investments are under way. Water conservation efforts are being stepped up, along with plans to more efficiently use City energy resources.

## Sustainable Resources

Funding the Work, Accessing Services, Maintaining Affordability

**New Supported Employment Program.** This program is designed to create job opportunities for eligible individuals with disabilities and allows the City to expand its work force in ways that allow our employee base to be more representative of our community.

**Healthy City Reserves.** New additions to the City's reserve accounts bring City reserves up to \$18.5 million, putting the City on solid financial footing. The accounts are designed to protect City services when revenues don't meet expectations or unanticipated increases in expenditures occur.

**Spirit of Continuous Improvement & Innovation.** Every day, we are looking at our processes and procedures to determine if there are better ways of doing business. We are adding a new system in Solid Waste Collection to improve routing and pickup. We are making changes to our utility management system to better track these lines of business. And we have added new software to manage public records requests.

**Income and Spending**  
Households in Spokane earn a median yearly income of \$48,946. 31.29% of the households earn more than the national average each year. Household expenditures average \$53,424 per year. The majority of earnings get spent on Shelter, Transportation, Food and Beverages, Health Care, and Utilities.

**Affordability.** We have strived to live within our means and to hold down costs for our citizens, while still providing excellent services. We have committed to limiting rate increases within our water, wastewater, and solid waste utilities to 2.9 percent annually—the average rate of inflation over the last 25 years or so.

**Open Government.** Governments collect all kinds of data. We are working to make more of our information easily available to the public in hopes that it generates new ideas and new ways of doing business.

**Customer Service.** Communicating and interacting with our customers in ways that are convenient for them is important. This year, we added texting capabilities to our 3-1-1 customer service center. Our social media interactions won a national award. And, we are working toward additional enhancements like the ability to sign up for recurring credit card payments and ACH payments for utility charges.

**\$48,946**  
Median Household Income

**Income Distribution**

Income Range	Count
< \$10 K	7,789
\$10-20 K	11,077
\$20-30 K	10,482
\$30-40 K	10,075
\$40-50 K	8,543
\$50-60 K	7,837
\$60-75 K	8,864
\$75-100 K	11,550
> \$100 K	18,028

**Sustainable Resources**

To make sustainable financial decisions that support strategic goals, deliver excellent customer service, and contribute to economic prosperity.

Make sustainable financial decisions that support strategic goals, deliver excellent customer service, and contribute to economic prosperity

### 2-Year Action Plan

- **PRIORITY:** Grow a 21st Century workforce

### 6-Year Plan

- Develop and implement human and financial management practices that are: sustainable; transparent; efficient; and accountable.

### Discussion:

Under the Sustainable Resources Initiative, City officials have focused on important issues to protect and use City data and technology, improve financial stability, and support a 21st Century Workforce. Opening up City data to allow for innovative,

urban solutions to problems has been balanced with work to enhance cyber security and resiliency of City operations. Continuous improvement and project management teams are working to improve efficiencies across the City. And, a focus on recruitment and training is investing in our workforce. The City has also established a new supported employment program to provide job opportunities for certain individuals with developmental disabilities.

## Community Empowerment Zone Strategic Plan and Boundary Update Introduction

The updated CEZ Plan and incentive boundary now includes all our Spokane industrial lands as well as most of our general commercially zoned property, where some light and small-scale manufacturing can occur. This addition greatly expands the incentives ability to encourage infill redevelopment and job creation within the City of Spokane where the areas are well served with commercial infrastructure, transportation, telecom, and transit as well as workforce proximity.

The stakeholders worked hard to also select an eligible boundary, which also aligns with other incentive including the new federal Opportunity Zones, available infill developable lands, existing infrastructure, as well as areas where the City has targeted its resources for redevelopment and revitalization.

The Census tracks includes our poorest HUD community development neighborhoods, our downtown core, the University District, and the Trent, West Central, West Plains Airport, Playfair Commerce Park, and Northeast industrially zoned areas, all home to manufacturing and job creation and potential growth opportunities.

The City of Spokane has always seen tremendous citizen involvement in its planning efforts. This has led to very community oriented plans that the community takes ownership in and helps implement the visions. Be these small district plans like the Emerson Garfield neighborhood plan or the large audacious Strategic Plan that programs over \$50MM in onetime funding over two years—supporting the new School and Library plan through community bond investment of over \$625MM—2014 \$64MM bond to rebuild Spokane Riverfront Park the home of the 1974 World’s Fair. Everyone engages in these planning efforts and then dives in and supports the investment in making Spokane the City of Choice. This is why the CEZ updated plan has to draw upon all of the wonderful work and bring it together in one document that speaks to all of this effort occurring in the CEZ boundary and does not duplicate past efforts but rather continues the community’s hard work.

Our Plan includes the following information:

1. Housing needs, including emergency housing.
2. Public infrastructure needs, such as:
  - ❑ Transportation
  - ❑ Water
  - ❑ Sanitation
  - ❑ Energy
  - ❑ Drainage/flood control



3. Public Facilities needs, such as:
  - ❑ Neighborhood facilities
  - ❑ Facilities for the provision of health, education, recreation, or public safety.
4. Community economic development needs, such as:
  - ❑ Commercial/industrial revitalization
  - ❑ Job creation and retention with special attention to the unemployment and underemployment of the area residents
  - ❑ Accessibility to financial resources by residents and businesses within the area
  - ❑ Investment in the area.
  - ❑ Rezones/changes in land use
5. Social service needs.
6. Existing and new plans to specifically address the identified needs, and the financial and other resources, which have been committed to implement the plan.
7. Funding sources that are expected to become available in the future to carry out the reinvestment area strategy and the actions that will be taken to acquire these funds.

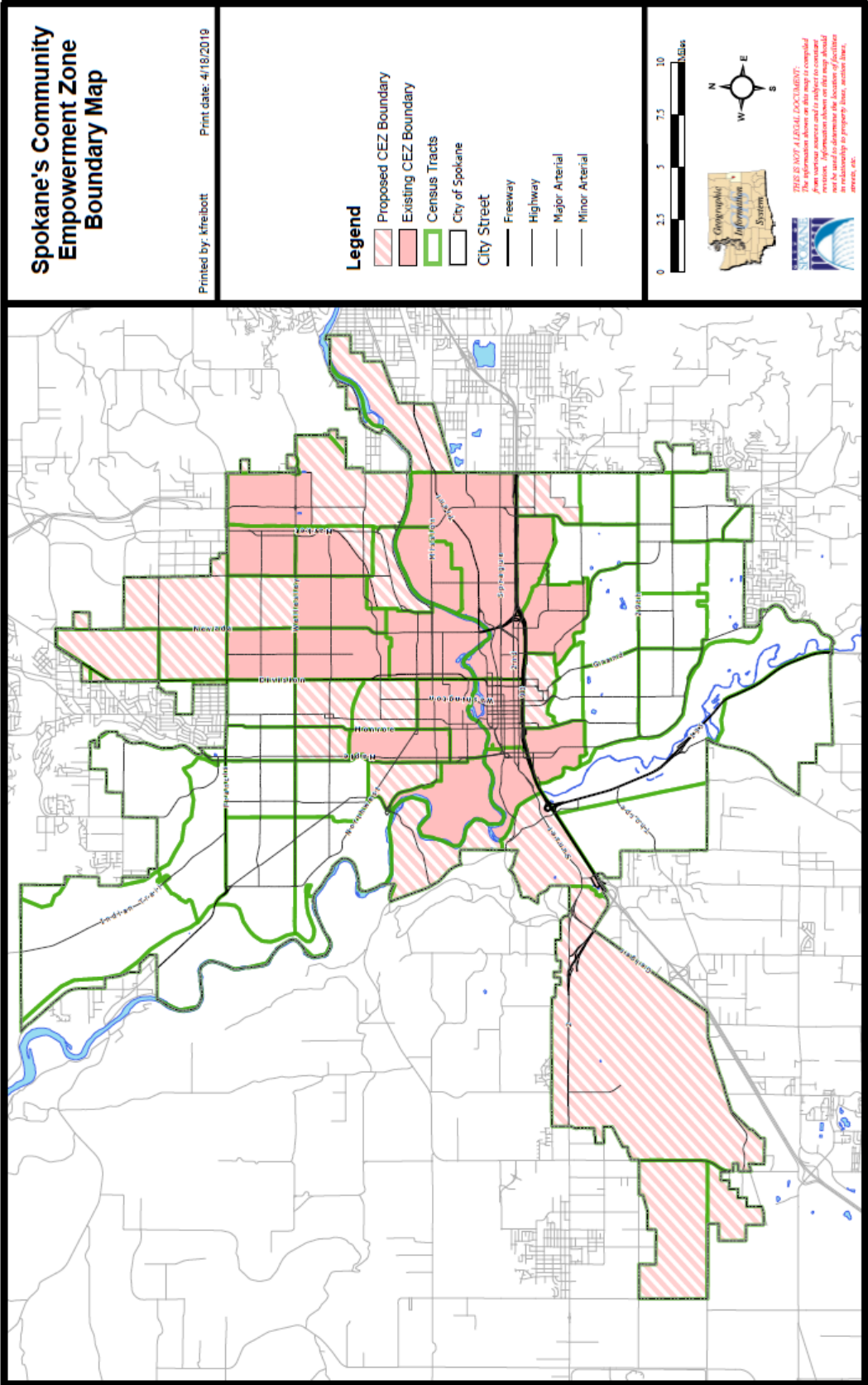
# Spokane's Community Empowerment Zone Strategic Plan

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## Housing needs, including emergency housing within CEZ

The City of Spokane's housing challenges are centered on housing choice, quality, availability, and a concern in keeping housing affordable across all income levels. The citywide Comprehensive Plan, the HUD required Consolidated Plan, Neighborhood Plans, and recent taskforce plans are all identifying these common challenges as well as some solutions to address the issues.

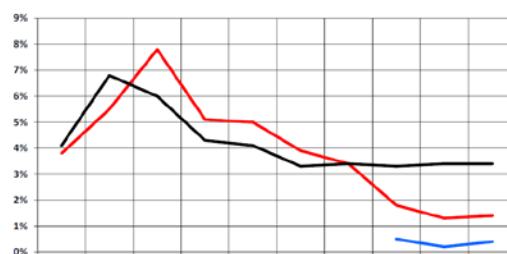
Currently, the City and the Region are challenged by a lack of multifamily housing stock available for rent. It has been frequently reported throughout 2017 – 2018 that the apartment vacancy rate is only 1%. This lack of available housing causes the market to raise rental fees, as well as developers to respond by constructing new inventory.

Unfortunately, the rising rental rates are leading the new inventory's availability. The development community is responding (2017 was a near record year for Multi-Family construction permits) so we are anticipating that supply and demand will begin to stabilize.

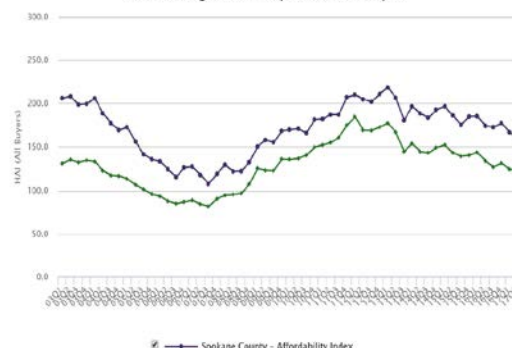
Within our Community Empowerment Zone (CEZ) live our most vulnerable and disadvantaged individuals and families. This is where the HUD required Consolidated Plan and the Strategic Plan to End Homelessness have become critical. The CEZ is also where the City incentivizes and subsidizes new housing construction and rehabilitation.

In the following pages, we have compiled critical excerpts from the Community Housing and Human Services Consolidated Plan and the Plan to End Homelessness; these two plans best address the needs of the populations living and working within our CEZ as well as guide the resources that address the needs of this population. These plans are also well supported by all other citywide initiatives, plans, and investments. Each has gone through extensive and required public involvement in their creation, addressing goals as well as community needs based solutions. Following those plans excerpts there are excerpts from the City's Comprehensive Plan (updated in 2017) and the City's Strategic Plan. Those plans highlight similar needs and support on a citywide basis.

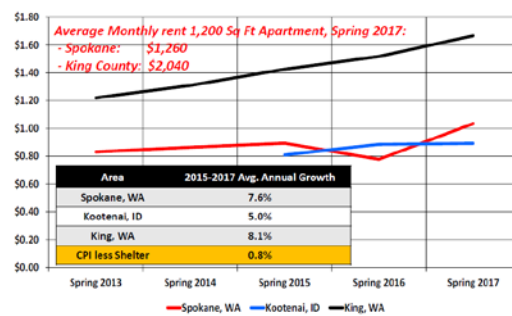
### Apartment Vacancy Rates, 2008-2017



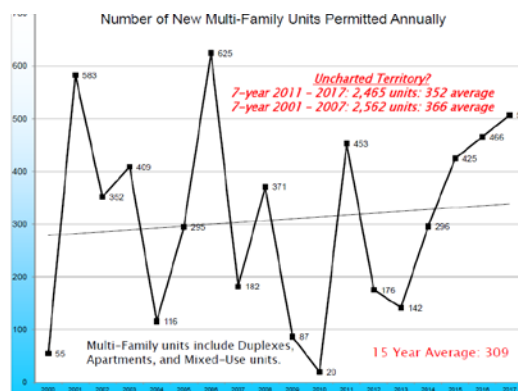
### 6.1.6 Housing Affordability Index for All Buyers



### Apartment Rent Per Sq. Foot, 2013-2017



Source: U.W. Rented Center and author's calculations. Source: Grant Forsyth, Avista Chief Economist; GSI Forecasting 11/8/17



## 2015-2020 CITY OF SPOKANE CONSOLIDATED PLAN [Excerpts]

### PURPOSE OF THE CONSOLIDATED PLAN

The City of Spokane's mission is to deliver efficient and effective services that facilitate economic opportunity and enhance the quality of life for its citizens. The Spokane Five-Year Consolidated Plan and individual Annual Plans provide a roadmap for allocating resources to achieve those objectives. The Consolidated Plan establishes local priorities consistent with national objectives established by HUD (US Department of Housing and Urban Development) to utilize funds allocated by the Community Development Block Grant (CDBG) and the HOME Investment Partnership Program. Over the five-year period covered by the Consolidated Plan, about \$20 million is expected to be available through these programs, including rollover of prior year funds and funds generated from program income.

CDBG Program Objectives	HOME Program Objectives	Emergency Solutions Grant
Provide decent housing Create a suitable living environment Expand economic opportunities	Expand the supply of decent, safe, sanitary and affordable housing	Reduce and prevent homelessness

### SUMMARY OF NEEDS AND GOALS

The Consolidated Plan established three priority needs and five main goals for Spokane.

1. Need for safe affordable housing choice

Goals relating to this need:

- Preserve and expand quality, safe, affordable housing choices.
  - Improve quality of existing housing stock
  - Increase housing stock
  - Ensuring housing stability
  - Prioritize workforce housing development to reduce transportation barriers and costs

2. Need to provide for basic and special needs and reduce homelessness

Goals relating to this need:

- Prevent and reduce homelessness
  - Retool the homeless response system
  - Increase access to affordable housing that promotes health and stability
  - Invest in effective and/or proven housing and support services
- Provide opportunities to improve quality of life
  - Reduce barriers to employment
  - Invest in effective housing and support services

3. Need for community development, infrastructure and economic opportunities

Goals relating to this need:

- Support vibrant neighborhoods
  - Invest in infrastructure
  - Improve public safety
  - Expand capacity of neighborhoods to attract businesses
  - Support infrastructure and services that enhance the health and quality of life in our neighborhoods.
- Expand economic opportunities
  - Support effective pathways toward self-sufficiency and living wage jobs
  - Support microenterprise
  - Invest in infrastructure to attract business and housing development

## HOUSING CONDITION [Excerpts]

### Need for Housing Rehabilitation (MA20) [pg. 29]

Most of the housing in Spokane was built more than 30 years ago. Deferred or absent maintenance can result in loss of housing, including older, more affordable housing. One of the key strategies in preserving affordable housing is maintaining existing units. Unresolved conditions tend to create a depressing effect on investment in the area and can lead to overall deterioration of values and livability of the neighborhood.

Some homes need only modest rehabilitation such as paint, railings, or handicap access ramps. Others need more extensive work such as a new roof, replaced heating system, repaired electrical hazards, bedroom egress windows, abatement of hazardous asbestos, or structural repairs. While these conditions relate to both owner housing and multifamily rental housing, two specific types of housing require further comment. There are 19 mobile home parks in the community, some of which contain housing that is substandard and deteriorating. Some units are not suitable for rehabilitation due to obsolescence and poor condition. In some cases, site owners are holding the properties for potential higher uses. In addition, there are residential structures in the downtown area that need major reconstruction, due to building codes, deferred maintenance, and obsolescence. Some of these structures may qualify as “spot blight.” Some single family and multifamily structures outside the downtown area are not suitable for rehabilitation and may represent a “blighting” influence on the neighborhoods. These properties may be appropriate for demolition on a “spot” basis.

City of Spokane Wastewater Management Department reports that Orangeburg sewer pipe was commonly used to connect homes built between 1955 and 1975 to sewer mains. Made from compressed layers of tar paper, the pipe is beyond its 40 to 50-year intended lifespan. Failed Orangeburg pipe causes a substandard housing condition, risks contamination, and requires costly excavation and replacement.

Many houses in Spokane (an estimated 60% of housing units, according to City documents) have elevated levels of radon, which is a naturally occurring radioactive gas, which can cause lung cancer. The remedy for radon in the home is not overly burdensome. Washington State Department of Health reports that 42% of Spokane houses tested (and reported to the State) between 2009 and 2013 were positive for radon.

### Lead-Based Paint and Lead Hazards [pg. 30]

Use of lead in paint was banned in 1978, but used prior to that time with increased frequency in earlier decades – use in older units was more common. According to American Community Survey estimates (2008-2012), 75% of owner-occupied and 73% of renter-occupied units in Spokane were built before 1980. CHAS estimates place the number of housing units built before 1980 with children present at 2,005 owner-occupied units and 1,475 renter-occupied units, which is too conservative an estimate of the number of older units with children present.

**Table 25: Risk of Lead-Based Paint Hazard**

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total number of units built before 1980	38,594	77%	27,634	73%
Housing units built before 1980 with children present	2,005	4%	1,475	4%

Source: 2007-2011 ACS (total units) 2007-2011 CHAS (units with children present)

## HOUSING COSTS [pg. 31]

Estimated housing costs in the City of Spokane and Spokane County are lower for both owner-occupants and renters than is true of Washington State. The median owner-estimated value of homes in Spokane was just 60% of the estimated value in the state as a whole. The median estimated value in Spokane County was higher, but still

70% of the median estimated value in Washington. Still looking at owner costs, two-thirds of households with a mortgage in Spokane had housing costs less than \$1,500 per month, including utilities. In contrast, in Washington, two-thirds of households with a mortgage paid more than \$1,500 a month.

#### Availability of Housing Compared to Needs **(MA10)** [pg. 34]

While housing is generally more affordable in Spokane than other urban areas, housing costs are out of reach for many households in Spokane. For example, a household with a single wage earner at under \$13 an hour would not be able to afford a unit priced at \$718 (the median rent in Spokane). Without (and even with) a subsidy, many households with lowest incomes must compete for housing in their price range, settle for units in poor condition, live in overcrowded circumstances, or live in areas in the City with less access to opportunities (employment, education and amenities).

#### Most Common Housing Problems **(NA10)** [pg. 36]

Housing problems include cost in excess of 30% of household income, lack of complete plumbing/kitchen facilities, and crowding defined as between 1.0 and 1.5 persons per room. Severe housing problems are defined as cost greater than 50% of household income, lack of complete plumbing/kitchen facilities, and crowding defined as greater than 1.5 persons per room. By far the most prevalent problem was cost in relation to income. However, that was not the only problem. An estimated 780 renter households and 100 owners were living in substandard housing, defined as lacking complete plumbing or kitchen facilities. Another 360 renters and 25 owners were living in severely overcrowded conditions, defined as more than 1.5 persons per room.

#### Populations/Households most Affected by Housing Problems **(NA10)** [pg. 37]

It is not possible to draw conclusions from CHAS data regarding needs by household type. The 2015 State of Washington Housing Needs Assessment expresses concerns about several populations. By age and composition, elderly households are and will be looking for different types of housing to meet changing needs – possibly smaller rental units. This demand may compete with other renters. Younger householders are also likely to be challenged, particularly by cost. The Needs Assessment (page 42) points out that in Washington, close to 60% of younger householders (under 24) were burdened by high costs of housing. The report further points out that 61% of single person-households (including the elderly) are most the cost-burdened compared to other sizes of households. Finally, people with disabilities typically have far less to spend on housing, and therefore are most likely to have housing problems.

#### Single-Person Households with Needs **(NA10)** [pg. 37]

According to 2008-2012 American Community Survey estimates, over one-third of households in Spokane consisted of people living alone. This will likely increase from a number of factors – young people starting out on their own, an increasing share of seniors looking for a change in living, and people opting to live independently for other reasons. Not all will be able to achieve this on their own. Certainly, low income in relation to housing costs will be a primary contributor to this inability. The Washington Center for Real Estate Research housing market condition report for Spokane also indicated a demand for smaller rental units. There was a lower vacancy rate for 1-bedroom units and studios (2.5% and 3.1% respectively) than for overall multifamily units (3.5%). A July 2014 SLIHC survey limited to publicly assisted rental housing units in the area revealed a strong demand for housing for singles, particularly studios. The study found that the vacancy rate for studios stood at .6%. Availability and economic needs are not the only concern that must be considered going forward; needs also extend to accessibility. Safe housing for seniors on their own and persons with disabilities includes sufficient units on a single level, safe transportation, and located near amenities and services.

A further view of the need for affordable housing for singles is found in the Spokane Continuum of Care report. Its data estimates that in 2013, 1,993 persons in households with only adults also experienced homelessness during the year. The vast majority of these households were single persons and 442 were chronically homeless



individuals—a particularly vulnerable population. Other indications of need are found on the Spokane Housing Authority’s public housing wait list. The wait list shows 126 disabled households and 25 elderly households who are waiting for units, most of which must be accessible units.

#### Disproportionate Need by Race/Ethnicity **(NA30)** [pg. 38]

CHAS tables provide cross-tabulations of problems by income and race/ethnicity of heads of households. The margins of error associated with the estimates (based on American Community Survey sampling) are large, too large in fact to rely on exact percentages within ranges of income. However, enough disparities were observed to conclude that minority householders experience a disproportionate share of housing problems in some categories compared to the jurisdiction as a whole. Disproportionate is defined as a greater than 10% difference in incidence of housing problems compared to the percent for the jurisdiction as a whole within that income range.

Without regard to household income (that is, across all Spokane households), 37% of Spokane households were burdened by costs in excess of 30% of household income. A disproportionate share of Black/African-American-headed households experienced a cost burden (60% did); a disproportionate share of American Indian/Alaska Native-headed households experienced a cost burden (58% did); and, a disproportionate share of Pacific Islander-headed households experienced a cost burden (65% did).

While even less reliable than the summary data, several areas of disproportionate burden were found within ranges of household income. (See appendix for detailed analysis.) In summary, disproportionate burdens (problems of which cost was the primary contributor) were found for each of the racial/ethnic minority-headed households (Black/African American, Asian, American Indian/Alaska Native, Pacific Islander, and Hispanic) although not in each of the ranges of household income or degree of severity of problem. Those individual findings are not included here because of the high margin of error.

#### Areas of Concentration of Housing Problems **(MA50)** [pg. 38]

The majority of housing in Spokane was built before 1980. Many older units that have not been maintained over the years and are in need of repair, some in quite dilapidated condition. While not exclusively the case, some of the areas of concentration of physical housing problems (conditions) mirror areas of concentration of lower income populations discussed below. Some areas would benefit from a targeted housing rehabilitation program to upgrade housing to community standards of safety and energy efficiency. If the City is focusing its resources in a particular area and a property or properties has a blighting impact on the area, it may be appropriate for the City to undertake removal on a “spot” basis.

#### Areas of Concentration of Minorities or Low-Income Population **(MA50)** [pg. 38]

Using the definition of minority described above as Hispanic and/or race other than white alone, 16% of the population in Spokane in 2010 was minority. Areas of disproportionate concentration are those in which there is a greater than 10% difference than the jurisdiction as a whole. Accordingly, any block group with 27% or more minority population is considered to have a disproportionate concentration.

That was true of nine block groups. The block groups contained 4% of Spokane’s population in 2010. The concentration of minority population ranged from 28% to 37% of block group occupants. The disproportionate areas are primarily located in central Spokane neighborhoods – several block groups south of I-90 and west of Thor, an area south of the Spokane River between Napa and Hamilton, and north of I-90 between Monroe and Ash.

#### BARRIERS TO AFFORDABLE HOUSING (**MA40**) [pg. 39]

Housing costs are out of reach for many Spokane residents. Those costs are steadily increasing while income for lower wage earners is not keeping pace. Spokane is largely built out. Vacant buildable land is scarce and costly to develop. Materials, labor, and transportation costs have increased. New market-rate development responds to demand, which may not favor lower income households. Spokane nonprofit agencies and government partners have made significant advances in developing and preserving housing affordable to people at lower levels of income.

Regulations or policies that directly prohibit development of affordable housing or add cost to housing development can be barriers to production and maintenance of affordable housing. The Regulatory Barriers Database ([huduser.org/portal/rbc/rbcresearch](http://huduser.org/portal/rbc/rbcresearch)) identified a number of potential barriers and solutions in place. In response to the first potential regulatory barrier, (some new building materials may not meet code requirements), Spokane allows alternative building methods and materials. In response to the second (increased property taxes discourage rehabilitation or construction of multifamily housing), Spokane exempts certain properties from taxes on increased value. In response to the third potential barrier (zoning codes may not provide for the development of affordable housing), Spokane allows manufactured housing on single family lots, triplexes in duplex neighborhoods, accessory dwelling units, and density bonuses. In response to the fourth potential barrier (lengthy and difficult permitting process), Spokane has streamlined that process. In response to the fifth potential barrier (socioeconomic housing segregation and the need to increase affordable housing), Spokane encourages new developments to include affordable units and is exploring additional innovations to increase affordable housing.

The City of Spokane continues to review land use and housing policies with the goal of increasing affordable housing. Policies and practices to encourage infill in existing built-out areas will be useful, but infill will not meet all needs. Nonprofit housing developers contributing to this Consolidated Plan recommend increased coordination among providers, including government agencies, to identify buildable land, surplus assets, and increase the capacity to take advantage of opportunities without unnecessary delays. The City of Spokane is also actively pursuing higher density development approaches (Centers and Corridors), which will provide increased housing as well as access to transportation and amenities.

#### PUBLICLY ASSISTED HOUSING [pg. 40]

##### Public Housing Restoration/Revitalization Needs (**MA25**) [pg. 42]

Two separate projects make up the 125-unit Public Housing inventory. The Parsons is a 50-unit senior/ disabled building. The Capital Needs Assessment identifies approximately \$20,000 per unit required for rehabilitation. SHA is using the Rental Assistance Demonstration (RAD) Program to opt the Parsons out of the Public Housing Program later this year. The 50 units will be transferred to a Limited Liability Partnership where SHA is the General Partner. The units will then be rehabilitated using a 4% tax credit/bond structure. This proposal is awaiting final HUD approval anticipated in summer 2015. In addition to rehabilitation, the RAD will provide project-based vouchers for the units to insure continued affordability for the residents.

Scattered Site Public Housing accounts for 75 units. The second phase of the RAD program is to opt all 75 units out of the Public Housing Program. The agency expects to use 75 units of project-based assistance provided through RAD, attaching them to other units SHA already owns or controls. Residents will be relocated following Uniform Relocation Act (URA) requirements. SHA will sell the 75 units on the open market. SHA anticipates using the proceeds to fill the financing gap for creating new affordable housing units in the community through tax credits and/or bonds. The goal is to create from 210 to 280 tax credit/bond units.

#### Comparison with Needs in Population at Large (**NA35**) [pg. 44]

The applicants on the current wait list for public housing generally have far fewer resources than the households in the population at large. Lack of income and living wage jobs are common among applicants. Families with children represented the largest population type on the list, applicable to 512 families (73% of the 692 households). There were on average 4.4 persons per family households, larger than the general population. The percentage of families applying for public housing was much greater than the City's overall percentage of families in the City.

The wait list included 126 disabled households (representing 18% of applicants on the list) and 25 elderly households (4%). These percentages were both considerably lower than the overall City percentages for those populations. However, it is difficult to make judgments regarding the implications on the needs compared to the overall population based on this wait list information because eligibility requirements and because the number of units included in the public housing program is so small. Many potentially eligible applicants may not apply for assistance in this program and instead apply for the much larger Section 8 program.

#### Need of Those on Wait List for Accessible Units (NA35) [pg. 44]

There are 126 disabled households and 25 elderly households on the wait list for public housing indicating a need for accessible units in the program.

#### HOMELESSNESS [pg. 46]

##### Introduction (NA40) [pg. 46]

Homelessness remains persistent in Spokane, and much remains to be accomplished in meeting the goal of ultimately ending homelessness. The annual homeless point in time count conducted on January 23, 2014 found over 1,100 persons homeless on the streets or in homeless facilities. Many other homeless persons went uncounted or were precariously housed.

**Table 36: Homeless Needs Assessment**

Population	Estimated # of persons experiencing homeless on a given night		Estimate experiencing homelessness each year	Estimate becoming homeless each year	Estimate exiting homelessness each year	Estimated days persons experience homelessness
	Sheltered	Unsheltered				
Persons in HH with adult(s) & children	434	18	1,323	1,120	1,045	132
Persons in HH with only children	10	6	47	64	55	197
Persons in HH with only adults	550	131	1,993	806	552	185
Chronically homeless individuals	85	66	442	117	81	128
Chronically homeless families	26	2	82	5	8	136
Veterans	82	3	249	139	84	257
Unaccompanied child	10	6	47	64	55	197
Persons with HIV	4	0	12	3	3	70

Note: Data in the last four columns have only recently been captured; historical information is not readily available.

Source: 2014 Countywide Point-in-Time Count and 2013 HMIS.

Community leaders, homeless program providers, and the Spokane Continuum of Care have been working to reduce homelessness and ultimately end it. To provide a road map toward achieving the goal of ending homelessness in Spokane, the community has developed the long-range strategic plan – Strategic Plan to End Homelessness in Spokane 2015-2020. The following discussion summarizes key components of that Plan.



Homelessness on a Given Night [pg. 47]

The January 2014 count found a total of 1,149 persons homeless in Spokane County on a single night. This total is composed of sheltered and unsheltered homeless persons, who are in families with adults and children, unaccompanied youth, or households composed of single adults or couples (see Table 35).

Caution should be exercised in using point in time data as it represents a major undercounting of the actual number of persons homeless on a single day. Causes of undercounting include an inability to reach all areas of the county, insufficient census takers, homeless persons' avoidance of census takers, weather, and fear of authority.

Among those counted, 87% were temporarily housed in shelters or transitional housing and only 13% were unsheltered. The majority (59%) of homeless persons found were single adults or adult couples. This is comparable to the 63% found nationally in the 2013 homeless count.

Almost all of the remaining homeless counted were in 146 family households with children, representing 39% of the total. Sixteen of those counted on that single night were unaccompanied children. While the continuum of care system was able to house almost all of the homeless families with children found during the count, 20% of the non-family homeless adults were unsheltered on that date.

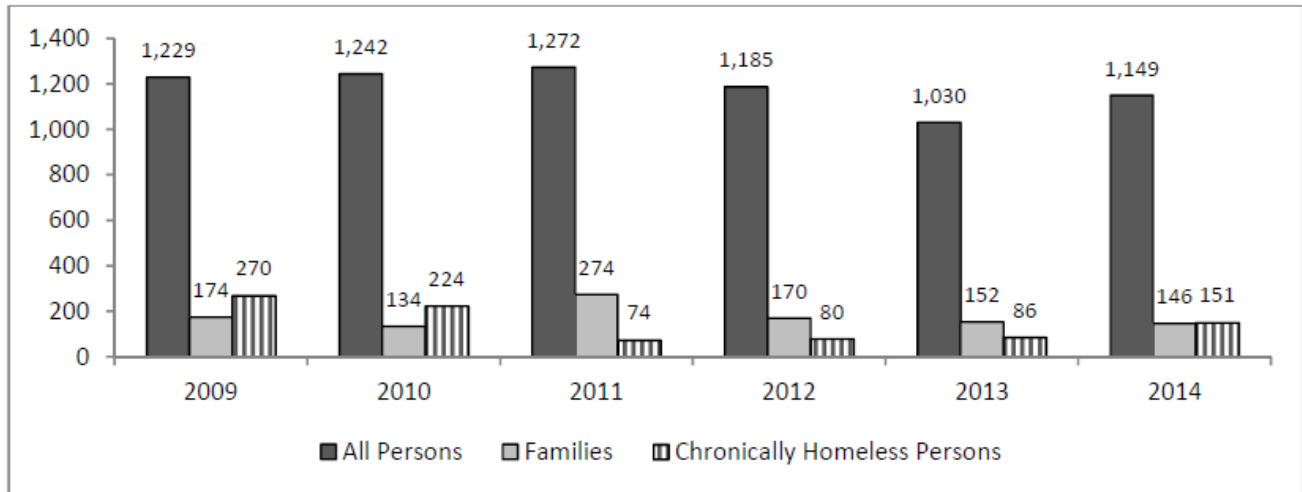
Within total persons counted are persons identified by specific characteristics or health conditions. Chronically homeless persons are a major subpopulation of the homeless. Persons categorized as chronically homeless individuals in the Spokane region equaled 15% of the total homeless, compared to the 2013 national count of that population which found 18%. Importantly, 44% of this population was found unsheltered on the night of the count.

Approximately 22% those counted either reported, or were observed to have, serious mental illness (nationally – 25%). Another 16% were identified as persons with chronic substance abuse. Persons who reported they have been victims of domestic violence equaled 21%, compared to national estimates of 30%. Significant numbers of these three vulnerable subpopulations were found unsheltered.

Health, societal issues, and poverty are all primary causes of homelessness. Other contributing factors include unemployment, loss of job, high housing costs, illness, poor credit history, property owner tenant problems, substance abuse, and lack of education.

Figure 8 shows the number of homeless persons found in the one-night counts from 2009 to 2014, and shows there has been only limited variation of the total number of homeless found over the years. While other factors (such as weather, local economy, changing survey scope) may affect the numbers, it is clear that homelessness in Spokane is a persistent issue. However, some variations are worth note. The number of homeless families counted declined by 47%, from 274 in the 2011 to 146 in 2014. The number of homeless persons reporting they were survivors of domestic violence increased from 75 in 2009 to 238 in 2014. This may be improved awareness and reporting of domestic violence. Nevertheless, domestic violence is a major issue in the community. The number of persons identified as chronically homeless decreased from 270 in 2009 to 151 in 2014, although the 2014 count was up from the previous year. The increase in permanent supportive housing capacity has hopefully reduced the incidence of sheltered and unsheltered persons considered chronically homeless.

**Figure 8: Point-in-Time Count Spokane County 2009-2014**



Source: Spokane County Point-in-Time Counts.

#### Families in Need of Housing (NA40) [pg. 48]

Persons in homeless families with children represent about 40% of all homeless persons found in Spokane. Families headed by veterans are a small subcategory of this population. Recent progress has been made in improving the intake and assessment/placement system for families. As a result, more families with children are being referred to housing under the Housing First model. Fewer homeless families with children counted in recent point-in-time counts were found without shelter. The number has dropped from a high of 21 families unsheltered in 2009, to only six families in 2014. Overall (sheltered and unsheltered), the number of homeless families counted has fallen – from 274 homeless families in 2011 to only 146 in 2014 (47% fewer).

Families are particularly vulnerable to lack of affordable housing. Many are female-headed households who are disproportionately impoverished. This population requires affordable housing near schools, transportation and job centers. Rapid rehousing resources—including tenant-based rental assistance—are generally a good match for their needs.

#### Housing Needs of those At-Risk (NA10) [pg. 49]

The most common issues facing households at risk of homelessness are lack of income and unaffordable housing. Vulnerable populations need living wage jobs to pay for the adequate housing. Lacking income, housing subsidies to maintain affordable rents are necessary. For many of those at risk, the availability of affordable rental housing with community supports can prevent their homelessness. Rapid Rehousing resources using the Housing First model of placement is a promising method of preventing homelessness as well as returning persons who have fallen into homelessness, back to stability.

For other at-risk persons with major difficulties such as addictions, mental illness, or physical illness, the availability of stabilizing housing with supportive services is key. Permanent supportive housing is the primary form of housing that can prevent these subpopulations from falling into homelessness or returning to homelessness. Spokane's subsidized rental housing inventory has the variety of housing types needed to help prevent homelessness. However, it lacks sufficient numbers (housing units) to meet all the needs of its at-risk residents, let alone those who are cost-burdened.

#### POPULATIONS WITH SPECIAL NEEDS [pg. 52]

##### Introduction (NA45)

Some populations are especially vulnerable. It is assumed that they will have temporary or long-term requirements for additional support. Those populations are introduced in following sections: persons who are elderly and frail; persons with mental, physical or developmental disabilities; veterans—particularly homeless veterans; victims of domestic violence; unaccompanied youth; persons with HIV/AIDS. While the topics are introduced somewhat independently, the special needs often overlap.

### **Types of Special Needs (NA45) [pg. 53]**

#### **Elderly/Frail Elderly**

HUD defines elderly as age 62 and older, and frail elderly as those requiring assistance with three or more activities of daily living (bathing, walking, light housework, etc.). As the “baby boomers” (those born between 1946 and 1964) age, the proportion of elderly and then frail elderly will increase. The projection in Washington is that 20% of the population will be 65 or older by 2030, and in Spokane County 21% of the population will be 65 or older by 2030. At the same time that care needs of an aging population increase, OFM projects that the share of working age individuals will decline relative to the population dependent upon them.

The elderly are vulnerable on many fronts. Many have reduced income with retirement – surviving spouses even more so. ACS estimates (2008-2012) that 11% of seniors (65 and over) in the City of Spokane and 9% in Spokane County were living below poverty. The official poverty threshold, however, does not adequately estimate economic insecurity. The Washington Elder Economic Security Initiative calculated a standard for economic security based on an assessment of housing, food, health care, transportation and essential personal and household items.<sup>8</sup> In Spokane County, average Social Security was below the standard for single men and women, as was the median income in retirement for single women. While the standard varies with tenure, whether the senior is alone or in a couple, and whether there is a mortgage, the conclusion is that many seniors do not have enough to meet basic needs – a far greater percentage than is estimated by the poverty level.

The cost for long-term care (in-home) dramatically increases the amount of income a senior, or person with disabilities, needs to be secure (Elder Economic Security Index). As an example, in 2014 a single owner without a mortgage would need an annual income of \$19,224. Adding 16 hours of care would more than double the Index (to \$46,675). The requirement of 36 hours a week of care would raise the Index to \$73,464 for the single individual living in a home without a mortgage. Fixed income, such as Social Security, sees modest annual increases; actual increases in cost of living are far from modest.

Isolation is a concern and often undetected. Many seniors live alone – 11% of all households in Spokane were single individuals 65 and older (2010 census) and most of those (73%) were women. Access to amenities and services is especially difficult for seniors who should not or cannot drive. There is an increased burden on the system of services, on family and on friends for caregiving.

Seniors are also more likely to have a disability, most frequently an ambulatory difficulty. (Note that the ACS question asks about a “serious” difficulty walking or climbing stairs.) In the City of Spokane, 41% of people 65 and over (not living in institutions) had a disability, (2012 5-year ACS estimates) and 63% of those individuals had an ambulatory disability, likely in addition to other disabilities.

Aging and Long Term Care of Eastern Washington (ALTCEW) is the designated Area Agency on Aging covering five counties including Spokane, Ferry, Pend Oreille, Stevens and Whitman. In the 2012-2015 Plan, the agency set a number of priority issue areas including: aging-friendly communities; family and kinship caregiver support; access to information and assistance; in-home services; healthy lifestyles; housing (affordable and accessible options); transportation; elder rights and abuse prevention; and, older Native Americans.<sup>9</sup> Consistent with ALTCEW spending priorities, discretionary funds in Spokane County are awarded to agencies providing a number of services. Among these services are case management, information and referral, home delivered meals, and

limited in-home care. Sharing results of recent focus groups in contributing to this Consolidated Plan, ALTCEW identified the need to address high costs of living, the need for “aging friendly” communities (housing on one level, access to amenities), walkable communities (sidewalks clear of snow), and safe and accessible transportation, to name some of the early concerns.

The Washington State Department of Social and Health Services published a report<sup>10</sup> summarizing survey findings of potential clients, their families, and service professionals that addressed the needs of older adults and people with disabilities. Unsurprisingly, the results revealed that people wanted to live as part of communities and families, with access to in-home supports and accommodations that enable them to live safely. Their concerns included running out of money, isolation, and being a burden on caregivers and families. Access to community services, including recreation, was emphasized by both potential clients/family, and caregivers/providers.

#### Persons with Mental or Physical Disabilities and Developmental Disabilities [pg. 54]

The 2008-2012 ACS estimated that 13% of Spokane’s population between the ages of 18 and 64 had a disability, as did 5% of those under the age of 18. People 65 and older represent the largest cohort with disabilities at 41% (including a serious difficulty walking or climbing stairs). A recent analysis of 2012 single-year ACS data for Washington State provides insights into the extent of disabilities for the working-age population (21 to 64).<sup>11</sup> Statewide, the employment rate of working age people with disabilities was 37%, compared with 77% for persons without disabilities. In the same year, 23% of persons with disabilities had full-time, full-year employment, compared with 55% of persons without disabilities. About 18% were receiving SSI and 26% were living in poverty (compared with 11% of working-age adults without a disability).

The Washington Department of Social and Health Services (DSHS) served 1,905 clients with developmental disabilities in Spokane and 3,878 in Spokane County between July 2012 and June 2013.<sup>12</sup> An array of services is available in Spokane for persons with developmental disabilities of all ages, although not enough to meet needs. According to information provided by one of the agencies ([arc-spokane.org](http://arc-spokane.org)), Spokane County is home to between 7,000 and 14,000 people with an intellectual or developmental disability.

While needs of persons with intellectual or developmental disabilities (I/DD) depend on the nature and extent of the disability, needs tend to be ongoing, met largely within the family (70% live in family homes) and usually with inadequate additional public support. Family caregivers need support as well, including respite. That many caregivers are aging raises new concerns for the future. The needs are often misunderstood leading to unnecessary social isolation and missed opportunities for fulfilling employment, healthy relationships, and maximum independence. All of the challenges faced by other populations with special needs are more challenging, but not unsurmountable, for people with intellectual or developmental disabilities. However, to get there, steps must be taken to overcome underemployment (70% unemployed and/or working for insufficient compensation), lack of income (SSI alone is meager as is the \$2,000 ceiling on savings), poor accessibility (to transportation, services, medical and dental care), and lack of appropriate affordable housing (a primary need for most).

Mental illness ranges from mild and short-term to chronic, lifetime conditions. Publicly funded services tend to focus on people whose illness affects their ability to work and live in the community independently. The Washington Department of Social and Health Services provided mental health services to 7,926 lower-income qualifying clients in the City of Spokane (2012-2013). The majority of the services were outpatient evaluation and treatment, followed in frequency by crisis intervention.

It is difficult to measure the incidence of serious mental illness (SMI). A 2003 study by DSHS estimated that there were 22,288 persons with SMI in the Spokane County RSN (Regional Service Network) that covers eight counties

(Spokane, Pend Oreille, Stevens, Ferry, Okanogan, Lincoln, Grant and Adams). About 56% of that estimate was thought to be Medicaid eligible. Included in the total estimate were 7,525 children with serious emotional disorders (SED).<sup>13</sup>

Among Washington's SSI recipients (clients age 18-64), mental illness is the primary disabling condition (about 47%) followed by developmental disabilities (about 16%).<sup>14</sup> The Patient Protection and Affordable Care Act (ACA) provides a financial incentive for treatment of mental illness prior to it becoming a disabling condition. Since 2014, persons under age 65 with incomes at or below 133% of poverty are eligible for Medicaid. Under the Medicaid Expansion and federal funding, it is less costly for Washington to provide adequate treatment to prevent a disability than waiting until the person falls under federal disability, which requires a 50% match by the State.

Providing appropriate and timely assessment, treatment and support services is a challenge made more difficult by lack of adequate funding. In a 2015 study by Mental Health America, Washington State was rated among the highest in prevalence of mental illness and the lowest access to care (the are related measures).<sup>15</sup> Washington achieved an overall ranking of 48 (out of 51). Contributors to the development of this Consolidated Plan consistently mentioned the need for crisis intervention, housing and supportive services for persons with mental illness. Mental illness is a primary factor in homelessness, including homeless veterans.

#### Veterans [pg. 56]

An estimated 12% of persons who are homeless in the United States are veterans. Nationally, data show that the majority of homeless veterans are male (92%) and disproportionately African American or Hispanic (40%). The majority suffer from mental illness and/or alcohol or substance abuse. They have served in war, mostly since Vietnam and in more recent Middle East war zones. Veterans who have experienced combat may suffer from PTSD and/or have suffered from brain injuries or trauma. These injuries leave them vulnerable to family disruption. Lack of education or training outside of the military adds to the stress of transferring military skills to civilian life.

In 2013, over 58,000 veterans were found homeless across the nation. In the 2014 Spokane County Point-in-Time count, 7% of homeless persons counted were veterans. It is assumed that many more were homeless than counted, as many seek to avoid contact with authorities. It is estimated that about 250 veterans are homeless in Spokane at some point in calendar year. Importantly, homeless veterans experienced homelessness for long consecutive periods – 257 days on average – longer than any other homeless population.

In addition to those experiencing homelessness, another estimated 1.4 million veterans nationally are considered to be at risk of homelessness due to poverty and lack of support networks.<sup>16</sup> Affordable housing, medical care, mental health care, along with other services are major needs.

The Veterans Administration has introduced a major national initiative to end homelessness for veterans and to provide an array of services and housing supports to those at risk of homelessness. While still insufficient, the Spokane area has taken advantage of both health care for homeless veterans and significant resources for housing vouchers.

#### Persons with Drug and Alcohol Dependency [pg. 57]

The Washington Department of Social and Health Services (DSHS) served 3,254 lower-income clients with alcohol and substance abuse-related services in the City of Spokane between July 2012 and June 2013. Most of the services were outpatient treatment and assessments. Substance abuse disorders may accompany mental illness and are often co-occurring disorders. Both mental illness and substance abuse disorders are factors in homelessness in Spokane.

#### Domestic Violence [pg. 57]

Data on the actual occurrence of domestic violence are remarkably limited. Certainly, violence in the home and in relationships cuts across societal measures – income, occupation, race, [and] ethnicity. Statistics are limited to some extent by the sources of data. National crime databases show that in reported incidences—in which police respond—both men and women can be charged in a single incidence. The National Coalition against Domestic Violence (NCADV), drawing in part on the crime statistics, reports that nationally:

- 1 in 3 women and 1 in 4 men have experienced some form of physical violence by an intimate partner within their lifetime
- Intimate partner violence is most common among women between the ages of 18-24
- Intimate partner violence accounts for 15% of all violent crime

The National Network to End Domestic Violence reports on violence from those seeking help from agencies. This offers a snapshot of the more vulnerable. Those who experience barriers in escaping violence—such as lack of income, lack of personal esteem, immigrant status, and absence of family or peer support—are highlighted in the National Network to End Domestic Violence report. The 2013 Domestic Violence Counts statistics for the 24-hour count in Washington State, the Network reported that 2,082 victims were served in one day. According to data compiled by the Washington State Coalition Against Domestic Violence, having limited options for economic stability can keep victims in relationships with violent abusers.<sup>17</sup> Lack of affordable housing is key among the barriers to escaping abuse.

Washington State tracks domestic violence-related deaths. In the 10-year period between 2004 and 2013, there were 30 such homicides in Spokane County and 11 abuser suicides. The YWCA of Spokane works with victims of domestic violence and provides an array of services, including housing. The 2013 agency Annual Report showed that domestic violence counseling was provided to 1,086 victims, safe shelter to 412 victims, and legal advocacy to 3,199 victims. While no person in imminent danger is turned away from shelter, making the transition to safety is met with multiple barriers – lack of affordable housing, lack of legal representation, finding suitable employment, and recovering from abuse. While victims of domestic violence are protected from discrimination, the presence of protective orders alone can persuade property owners against renting.

#### Persons with HIV/AIDS (NA45) [pg. 58]

According to Washington State HIV Surveillance Semiannual Report (1st Edition 2014), there were 113 new cases of HIV diagnosed in Spokane County between 2009 and 2013, for a total cumulative diagnosis from 1982 of 821 cases. As of the end of December 2013, 210 persons in Spokane County were known to be living with HIV (not AIDS) and 287 persons living with AIDS. The local incidence of HIV/AIDS is relatively small; however, the disease is becoming more prevalent in suburban and rural areas. In addition, 44% of new cases between 2009 and 2013 in Spokane County were late HIV diagnoses (diagnosed with AIDS within 12 months of being diagnosed with HIV).

#### Homeless Youth (NA45) [pg. 58]

The Spokane School District reports the number of homeless youth is steadily and significantly increasing. Over the four latest reported school years, the number of identified homeless youth has risen each year from 856 in 2009-2010 to 1,784 in 2012-2013. In the latest school year, almost two thirds were in a doubled-up housing situation (couch surfing). While the number of homeless youth is generally evenly distributed throughout grades K-11, the number of high school seniors who are homeless is almost double other years. These numbers only reflect homeless youth in school; many others have most assuredly already dropped out and are no longer in school.

Unaccompanied youth generally face two major issues: lack of skill and experience to obtain living wage jobs and the inability to obtain housing (unable to sign leases and or otherwise find housing they can afford). Under Washington State Law, youth aging out of foster care may access rental assistance provided by the State.

However, the assistance is insufficient to meet their long-term needs for stable, affordable housing. Opportunities for employment are limited for youth, especially for those who have dropped out of school. Education and skills development, including GED and vocational training, are needed in order to compete for jobs. Many youth also need mental health services, substance abuse treatment, and counseling to stabilize their lives. In addition, the expectation that youth will have the maturity to live without assistance is unrealistic for most. Unaccompanied youth have an even greater need for positive supports, constructive activities, guidance/mentoring, and financial support from a system providing flexible help for changing needs.



Housing and Support Services for Persons with Special Needs [pg. 58]

#### Housing Needs for People with Disabilities and Victims of Domestic Violence **(NA10)**

There is no sure way to estimate the true extent of the persons with special needs population in need. One indication is the current wait list maintained by the Spokane Housing Authority and by Public Housing developments. At this writing, there are at least 151 households with people with disabilities and/or seniors on the wait list for public housing alone. In January 2014, 22% of persons on the wait list for public housing were households with an adult with a disability or a senior. National ACS data show that 41% or more of Spokane residents 65 and older have one or more disabilities. There is unmet need for supportive housing for persons with disabilities, including individuals who are homeless. Notably the most frequent qualifying disability (federally for SSI) among working age persons (18 to 64) is mental illness. Domestic violence is not always (even usually) reported.

Victims served by YWCA of Spokane is one way to estimate a need for housing support – in 2014 the agency provided counseling to 1,797 victims and shelter to 465 victims. The Spokane County 2014 Point-in-Time count found 21% of those counted had experienced domestic violence. Certainly domestic violence is a significant contributor to family disruption and homelessness, particularly for those without resources to escape violence on their own. Safe housing for people with disabilities and victims of domestic violence means affordable, secure housing for some and services for most.

#### Needs for Housing and Supportive Services **(NA45)** [pg. 59]

The aging population will need additional supportive services ahead, which are mirrored in other populations with special needs. For all, the overriding understanding is that self-sufficiency and independence are primary goals, while connection to community and family are important as well. Supportive services and case management are necessary during crisis intervention and stabilization and, for some, on an ongoing basis. For victims of domestic violence and persons with disabilities, the needs go beyond crisis and short-term intervention. A flexible system of support is required to assist the individual or family to achieve self-sufficiency.

#### Supportive Housing Needs **(MA35)** [pg. 59]

The frail elderly and persons with mental illness, substance abuse, HIV/AIDs developmental disabilities or physical disabilities require long-term housing and services. Housing provided through a range of nonprofit organizations can stabilize these populations and are available throughout the City. Housing facilities available include Inland Empire Residential Resources, ARC of Spokane, Pioneer Human Resources, Detox of Spokane, Catholic Housing Communities, and Volunteers of America. In addition, there are a number of residential communities for seniors that provide supportive housing for the elderly and disabled. Vacancies at many of the facilities are infrequent, indicating a need for more housing resources.

Persons with severe disabilities require permanent supportive beds. Many of the people coming into the Spokane Continuum of Care with disabilities are arriving without housing resources, due to either a lack of affordable supportive housing options or the fact that their disability prevents them from seeking the assistance they need. The Continuum of Care estimates that 117 become chronically homeless each year.

#### Discharge Planning **(MA35)** [pg. 59]

An agreement between the Regional Support Network (RSN) and Eastern State Hospital facilitates continuity of service supports for persons exiting to the community from the mental health hospital. In addition, the RSN, which provides community-based mental health services for outpatients, works closely with Frontier Behavioral Health Outreach, the Spokane County Supportive Living Program and Behavioral Health Options to create supportive housing placements.



The Spokane Continuum of Care, through the Health Homeless Housing (H3) Program, provides outreach and housing for chronically homeless persons with medical needs. In addition, a medial respite program (in collaboration with Providence Health Care, Catholic Community Services and Volunteers of America) provides interim housing while longer-term supportive housing is being identified. The Roads to Community Living Program coordinates with group homes, private landlords and assisted living programs to place Medicare-eligible persons discharging from hospitals, nursing homes and mental health facilities in appropriate housing, including supportive housing.

#### Actions to Support Housing and Services for Persons with Special Needs **(MA35)** [pg. 60]

The Consolidated Plan and the Spokane Plan to End Homelessness both lay out strategies to increase supportive housing and services for persons with special needs. The Consolidated Plan's goals of preventing homelessness and creating stable, expanding, affordable housing and improving the quality of life are being accomplished through nonprofit and governmental partnerships to create new affordable housing for the most vulnerable populations, including those with disabilities. Additional, specific, 2015 actions include funding new, affordable, multifamily housing, supporting tenant-based rental assistance, improvements to transitional and permanent supportive housing programs, housing counseling programs, senior food programs, Emergency Solutions Grant support to prevention and homeless programs, and youth development programs.

#### Citywide Housing Needs:

2017 [Shaping Spokane: Comprehensive Plan](#) for the future of Spokane (citywide Comprehensive Plan)

Comprehensive Plan is the name given to identify the community's long-range plan for growth. It is comprehensive because it provides guidance for all aspects of the city's growth and development over a long period, typically twenty-years. The plan is a set of visions, goals, policies, and implementation strategies that state how the city should grow physically, socially, and economically. This comprehensive plan is the product of many, many people including hundreds of community members, the city Plan Commission, City Council and Mayor.

#### Goals:

##### [HOUSING](#) CHOICE AND DIVERSITY

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

##### [HOUSING](#) QUALITY

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

#### Policies:

- [Housing H 1.1 Regional Coordination](#)—*Coordinate the city's comprehensive planning with other jurisdictions in the region to address housing-related needs and issues.*
- [H 1.7 Socioeconomic Integration](#)—*Promote socioeconomic integration throughout the city.*
- [H 1.8 Affordable Housing Requirement](#)—*Include a percentage of affordable housing within all new developments that include housing.*
- [H 1.12 Affordable Housing Funding Sources](#)—*Support the development of affordable housing development funding sources.*

- **H 1.17 Partnerships to Increase Housing Opportunities**—Create partnerships with public and private lending institutions to find solutions that increase opportunities and reduce financial barriers for builders and consumers of affordable and lower-income housing.
- **H 1.18 Distribution of Housing Options**—Promote a wide range of housing types and housing diversity to meet the needs of the diverse population and ensure that this housing is available throughout the community for people of all income levels and special needs.
- **H 2.1 Housing Rehabilitation**—Provide assistance for housing rehabilitation beyond housing maintenance code requirements if the assistance is supportive of general community development activity and is on a voluntary basis.
- **H 2.2 Property Responsibility and Maintenance**—Assist in and promote improved and increased public and private property maintenance and property responsibility throughout the city.
- **H 2.3 Housing Preservation**—Encourage preservation of viable housing.
- **H 2.4 Linking Housing With Other Uses**—Ensure that plans provide increased physical connection between housing, employment, transportation, recreation, daily-needs services, and educational uses.
- **H 2.5 Housing Goal Monitoring**—Provide a report annually to the City Plan Commission that monitors progress toward achieving the housing goals and includes recommended policy change if positive direction toward achieving the housing goals is not occurring.
- **Social Health SH 2.2 Special Needs Temporary Housing**—Disperse special needs temporary housing evenly throughout all neighborhoods.

2016 Mayor's Housing Quality Task Force:

Identified the following needs: [pg. 30] relocation assistance for displaced or involuntary termination of resident(s), Create a registry of affordable housing/units available in Spokane, establish a Housing Trust Fund; identify regional partners and a funding source.

Infill Development 2016 Summary Report and Recommendation:

Need to conduct [pg. 13] Housing Choices Gap Analysis P-4 Coordinate an analysis of gaps in housing choice with the intent of identifying tools, incentives, and code amendments necessary to encourage the development of housing forms that would reduce gaps in housing choice.

2017 – 2018 City of Spokane's One Vision. One Plan. One Voice Strategic Plan's

Increase Housing Quality and Diversity

- Form public/private partnerships to provide market-driven solutions for home rehabilitation & infill
- Establish minimum housing standards and provide support for investment in existing housing stock
- Make infill development simple by removing development barriers from our processes and regulations to promote density, improve housing diversity, and increase housing supply

## Public infrastructure needs

The essential services provided by public infrastructure are critical to the health, safety, and welfare of the City of Spokane residents and community visitors. Water, sewer, transportation, police, fire, communications, and open

spaces are among the necessities of urban life. Community members and commerce depend upon these services today and in the future. As such, the City of Spokane has to meet the needs of today and provide adequate capacity and facilities for tomorrow without diminishing services for current users.

With a scarcity of resources, fiscal responsibility is paramount to ensure that we do not overburden the taxpayers when providing services. Careful planning and working in cooperation has helped the City of Spokane achieve major efficiencies and keep the cost of infrastructure services affordable for our citizens.

The City of Spokane Public Infrastructure needs are assessed and addressed through a very public process. Recently, the City Council and the City Administration have worked very closely on solving the City's Capital needs. In the excerpts below you will note some major changes the City has put into place recently to assure that the capital investments align with the Comprehensive Plan, Neighborhood Plan and objectives, and are equitably addressed year-in and year-out. Again working together, the Administration and Council successfully passed unprecedented voter approved bonds for major Streets and Parks expenditures in the coming years.

All infrastructure needs, plans, and implementation is covered in the City's [Capital Improvement Program](#) (CIP), which is an implementing strategy of the Capital Facilities Plan of Spokane's Comprehensive Plan. This Program was developed in compliance with the Washington State Growth Management Act. Therefore, for the CEZ plan we have looked exclusively to the Capital Improvement Program to address the municipal infrastructure needs assessment and solutions in the CEZ.

In the excerpts below, you will find the reasoning for the investments planned by department. In the funding section of this CEZ plan, you will find a breakdown by department of the over \$862 Million Capital Investments planned, as well as maps showing those departmental investments by location. It is no surprise that each of the maps show a significant investment planned for locations within the CEZ boundary. The CEZ boundary includes the oldest portions of the City of Spokane with the oldest/aging infrastructure, the most distressed neighborhoods, Downtown, the Spokane River, and the largest City Park, Riverfront Park.

In the CIP, each project has a distinct scope that includes timelines, funding, and sources. A complete copy of the [2017-2022 Citywide Capital Improvement Program](#) can be found on the City's website.

Capital Facilities Plan Element of the Comprehensive Plan [excerpts] [pg. Viii]

The purpose of capital facilities planning is to provide adequate public facilities to serve existing and new development, to reduce the cost of serving new development with public facilities, and to ensure that these facilities will be in place when development occurs. Capital Facilities include roads, bridges, sewer, water and storm water facilities, solid waste facilities, public buildings, parks and recreation facilities.

To provide for capital facility needs, the State of Washington's Growth Management Act RCW 36.70A.070 requires that each jurisdiction prepare a capital facilities plan element in their comprehensive plan consisting of:

- An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities;
- A forecast of the future needs for such capital facilities;
- The proposed locations and capacities of expanded or new capital facilities;
- At least a six-year program that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes; and
- A requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are coordinated and consistent.

#### City of Spokane's Approach to Capital Facilities Plan [iX]

The capital facilities plan implements the land use element of the comprehensive plan, and these two elements, along with the financing plan within the capital improvement program, must be coordinated and consistent. The GMA also requires a separate transportation element. (<http://www.mrsc.org/subjects/planning/capfacilities.aspx>)

Capital facilities include property, buildings (fire stations, buildings etc), open spaces, roadways, sewer plants and facilities including pipes in the ground and electrical wiring, solid waste trucks and disposal sites. A capital facility can also be major communication or computer systems. All cities own property, equipment and buildings. Without capital investments, cities could not provide necessary services. Cities usually acquire property and build the structures that are needed, but they may also purchase existing structures and renovate.

For the City of Spokane's Comprehensive Plan, the Capital Facilities Plan (CFP) for transportation can be found in Chapter 4 and for other capital facilities and utilities can be found in chapter 5. The CFP establishes the City's long-range program to address needs.

While the Land Use Element of the Comprehensive Plan articulates the vision and goals for how Spokane will develop, the Capital Improvement Program is the implementation tool that fulfills the goals and vision of the Comprehensive Plan. The Capital Improvement Program is the critical link between comprehensive planning and projects being constructed. Within the Capital Facilities Plan, implementation of the Comprehensive Plan is described through:

- Established levels of service for various public facilities and services;
- How certain undeveloped areas will develop based on type of public facilities extended;
- How coordination with adjacent jurisdictions will occur; and
- How coordination with other agencies that provide public facilities and services such as school districts, utilities, transit services will occur.

Relationship of the Citywide Capital Improvement Program to Goals and Policies of Comprehensive Plan [pg. iX]  
The Citywide Capital Improvement Program (CIP) is a six year plan of capital projects with estimated costs and proposed methods of financing that is updated annually.

In 2011, City Council adopted ordinance C34747, which established the annual update of a Citywide Six-Year Capital Improvement Program, a copy, could be found in the appendix. The ordinance further directed that the Citywide CIP be reviewed by the Plan Commission for consistency with the Comprehensive Plan and by presented to Council by June of each year.

In 2012, using the State Community Trade & Economic Development (CTED) Capital Facilities Planning Tool User Guide as a resource and other existing models, City staff created 10 needs assessment questions to be used to relate each proposed capital project to the pertinent goals and policies in the Comprehensive Plan. The CTED Decision Matrix is a set of questions [pg. X], which were developed to help local agencies prioritize projects according to a pre-assigned set of criteria, and was particularly valuable for comparing projects from different program categories. Each proposed project in the Citywide CIP also includes a rationale statement that explains why this project is necessary.

Because the City Administration viewed the needs assessment questions as policy, the Mayor requested that City Council review and approve the needs assessment questions to be used in the development of the Draft 2016-2021 Citywide CIP. City Council also reviewed and approved a weighted scoring for the questions to help inform the City Administration as they developed the draft. The following were used to help inform the process.

1. Does the project or item meet the goals of the Comprehensive Plan?
  - Which of the goals does it meet?
2. Does the project or item satisfy Federal, State, County or City mandates or regulations? (IE by not performing this project, Federal or State money is withheld, laws violated, or concurrency issues arise)
  - State the mandate or regulation this project or item satisfies
3. Does this project decrease demand on operations and maintenance funding?
  - Explain how this approach decreases demand on maintenance and operations funding
4. Is the project integrated to benefit City functions?
  - Describe how the project is integrated to benefit City functions. (IE does the project also address or help another City function? An example would be if the Water Dept. chose to place a new water line along a roadway that needs repair. This would be an integrated project in that the Street Dept. benefits from the roadway being improved rather than the water line being placed in another roadway in better condition)
5. Does this project or item eliminate hazards or risks?  
(Note Must align with the Comprehensive Plan (IE the Comprehensive Plan prioritizes the need to create safe, walkable streets for pedestrians))
  - What hazards or risks does it eliminate
6. Does the project or item preserve or extend the life of an existing asset?
  - Explain how the life of an asset will be extended or preserved
7. Does the project or item increase infrastructure capacity to meet future growth needs?
  - Describe the increase. (Include current capacity, the proposed increase and how it relates to future growth)
8. Centers/Corridors, and the Targeted Areas are a priority for the City. Is the project located in one of the highlighted areas shown on the attached map? (Extra weight will be given to projects in the targeted areas, AND/OR centers and corridors)
9. Does the project increase or generate revenue?
  - State the amount of Revenue projected
  - State the amount of time it will take to generate the revenue stated above.
10. Does the project require additional FTE's or increased fixed costs?
  - State how many additional FTE's are needed and state the additional cost.
11. Does the project meet sustainability plan goals?
  - How many goals were met?
  - State how the project or item meets the goal(s) selected
12. Will the project or item be located within a CD neighborhood? (Attach a link to pull up the CD Neighborhood Map)

[pg. Xi] In summary, the process described qualitatively links each project in the Citywide CIP to pertinent goals and policies in the Comprehensive Plan. The project rationale justifies why the project was selected, and the needs assessment questions link the project to the Comprehensive Plan.

Population—The Citywide Capital Improvement Program (CIP) must use the same population projections used in other parts of the Comprehensive Plan. Internal consistency requires all elements of a Comprehensive Plan be based upon the same planning period and the same population projections. The State Office of Financial Management provides an annual estimate for the population of Washington cities. For 2013, the estimate for the City of Spokane is 211,000. Since no one within the City, County, Spokane Regional Transportation Council or State Office of Financial Management provides a six-year population projection for the City of Spokane, Capital Programs staff in conjunction with Planning staff developed a projection based on an average of the annual

increase of Spokane's population from the 2000 census through 2010 and used this average annual increase to project a population increase of 6,831 for the years 2016 through 2021. To assure consistency throughout the Citywide CIP, this projected increase was provided to all program/project managers required to use Spokane's population as the demand population in their six-year need analysis.

**Inventory**—The Growth Management Act requires jurisdictions to prepare an inventory of City-owned buildings, facilities, and infrastructure. In past facility plans, the inventory information has not been consistent. To correct this deficiency, staff have redesigned the inventory format, added it to the Citywide CIP database, and will be phasing in the information during the comprehensive plan update that is currently underway and will be completed by 2017.

**Other Jurisdictions Capital Facilities Programs**—Although the City of Spokane provides many services to its residents, it is not the only provider in Spokane. Many other public providers including the Spokane and Mead School Districts, Spokane Transit Authority, and the Convention and Visitors Bureau own capital facilities.

The following links are provided as they become available from other jurisdictions and can direct you to the other jurisdictions capital programs. We are providing these links for informational purposes only. To review the external entities capital programs, access their websites accordingly:

- Spokane Transit Authority: <http://www.spokanetransit.com/about-sta/view/comprehensive-plan/>
- Spokane County: <http://www.spokanecounty.org/bp/data/Documents/CapFac/TOC.pdf>

As the largest city in Spokane County, the City of Spokane has taken the lead regarding economic development that benefits the entire county. The City has been active in the renovation of the downtown and in revitalization efforts in the University District, North Monroe, and Hillyard.

#### 2017-2022 Citywide Capital Improvement Program Highlights [pg. Xii]

The Citywide Capital Improvement Program (CIP) is both a planning and financial document. It is a prioritization of the capital improvements the City intends to build in the next six years and a plan for how to pay for these improvements. The 2017-2022 Citywide CIP does not appropriate funds, but rather functions as a budgeting tool, supporting the actual appropriations that are made through adoption of the budget. An important filter demonstrates that the Capital Facilities Element of the Comprehensive Plan is financially realistic.

#### Internal Process

Development of a process to include all City departments with capital facilities into a capital improvement program began after adoption of the Citywide CIP ordinance. An internet-based database was created with input from Finance, Accounting, Planning, MIS, and Capital Program Department staff. The information for each capital improvement project was entered for each participating department and reviewed through June 28. The system was locked on June 28 and a first draft was prepared. The data was compiled and summary reports were shared with the Administration for review. City Council was briefed on the status of the Citywide CIP in May and July. The Citywide CIP will remain in draft form until after Council approves the document. Upon completion of the budgeting process, the Citywide CIP will be edited to reflect any impacts the 2017 budget has on the CIP and then sent to Council for final approval.

#### Level of Service Standards

To implement the policies of the Spokane's Comprehensive Plan, the City has adopted Levels of Service (LOS) standards for capital facilities. The LOS measures the quality and quantity of existing and planned public facilities. Providers of capital facilities and services are requested to include an analysis discussion that evaluates how they are meeting the measurable LOS "objective" or standard. These standards have been



adopted by the City Council as a commitment to maintain a specific level of service as the City grows. Most service providers have an established standard while others have a standard that is indicated, as “as needed”.

Department	Level of Service (LOS) Standard
<b>Emergency Medical Services</b>	
Basic Life Support	6.5 minute response 80% of the time
Advanced Life Support (ALS)	8 minute response 80% of the time
<b>Fire</b>	
1 <sup>st</sup> Engine	7 minute response 80% of the time
1 <sup>st</sup> Ladder	8 minute response 80% of the time
<b>Law Enforcement</b>	1.5 Officers per 1000 residents
<b>Libraries</b>	3.25 books per person
<b>Parks</b>	
Neighborhood	1.17 acres per 1000 persons
Community	1.49 acres per 1000 persons
Major	2.59 acres per 1000 persons
<b>Solid Waste</b>	
Garbage	4.33 collections/household/month
Recycling	4.33 collections/household/month
<b>Streets</b>	
Signalized intersections	
Arterial, Downtown, CBD	LOS F, not to exceed 90 seconds of delay
Development Proposals	LOS F, not to exceed 85 seconds of delay
Principal or Minor Arterials	LOS E
Collector Arterials	LOS D
Unsignalized Intersections	LOS E
<b>Wastewater Management</b>	
Stormwater	10 year design storm for public right of way
Stormwater	Prevent flooding of property in a 25 yr storm
Stormwater	Prevent damage to building in a 100 yr storm
Sewage	100 gallons per capita per day
<b>Water</b>	Minimum pressure of 45 psi

[pg. XIV [LOS chart by Utility](#)]

#### Concurrency

The term concurrency is used in conjunction with Level of Service standards within the Capital Facilities Element of Spokane’s Comprehensive Plan. Concurrency requires that the public facilities and services necessary to support development shall be adequate to serve the development at the same time (concurrent to when) the development is available for occupancy or use, or within a reasonable time as approved by the City, without decreasing current service levels below locally established minimum standards.

#### 2017-2022 Citywide Capital Improvement Program [pg. XV]

Planning for adequate capital facilities is an important City activity, and City property must be maintained properly with major renovations planned and budgeted. New facilities must also be planned and budgeted responsibly, evaluated and balanced with all other City needs. This chapter identifies future projects and describes how they will be budgeted. The Citywide Capital Improvement Program (CIP) is not just a wish list, as it also includes a funding and financing plan.

Funding Type Summary represents an overview of the entire City in the Spending by Department Summary and Spending. Following the overview, department information is divided into sections. Department information includes a department description, funding summary, and reports for each project. Each capital project has a “spending plan” that identifies revenue sources for projects and when the funds are anticipated to be expended.

#### What is a Capital Improvement Program (CIP) Project? [XVi]

##### Required content:

- Identifies a specific physical improvement
- Specifies the time for construction; and
- Identifies the specific source of funding

##### Definition of a Capital Project

- A tangible asset
- Has a useful life of 5 years or more
- Has a value of \$60,000 or more
- Meets the goals, policies or level of service of the Comprehensive Plan



## Spokane Transit Authority's Public Transit Needs

STA's mission statement states that STA is an agency "dedicated to providing safe, convenient and accessible transportation service to the Spokane region's neighborhoods and businesses and activity centers. We are leaders in transportation and a valued partner in the community's social fabric, economic infrastructure and quality of life."

As such, STA's mission aligns and supports the overall purpose of the CEZ's. STA's planning efforts strive to identify and provide improved transit throughout the region.

### Relevant STA Plans

#### Connect Spokane: A Comprehensive Plan for Public Transportation (Revised 2017)

The goal of this plan is to set forth a vision and policy framework to guide decisions made by STA's Board of Directors, its staff, and partnering agencies that will further Spokane Transit's mission and vision for at least the next 30 years. STA strives to encourage increased ridership while providing high quality, convenient and reasonably priced services by recognizing STA's mission and by following the goals and policies defined in this plan.

All of the sections have some applicability to CEZ. The full plan can be accessed at

<https://www.spokanetransit.com/projects-plans/comprehensive-plan>

#### Spokane Transit Authority's Transit Development Plan (2018)

Spokane Transit Authority's Transit Development Plan (TDP) contains the Six-year Plan, Annual Report, Service Implementation Plan and Capital Improvement Program. The TDP is submitted to the Washington State Department of Transportation (WSDOT) on an annual basis.

#### STA Service Summary

All fixed route service is provided by vehicles that are accessible for people with disabilities. As of May of 2018 STA has 36 fixed bus routes in operation. Hours of service are generally 5:30 AM to 11:30 PM Monday through Friday, 6:00 AM to 11:00 PM Saturdays, and 8:00 AM to 8:00 PM Sundays and holidays. STA operates 365 days a year; however, holiday schedules (8:00 AM to 8:00 PM) are followed for New Year's Day, Presidents' Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. STA provides service to the following transportation facilities serving other modes and operators:

- Spokane Intermodal Center (Greyhound and Amtrak services)
- Spokane International Airport (regional and international air transportation services)

STA operates three transit centers within the PTBA as of May 2018. STA also operates service to 13 park-and-ride lots within the PTBA. In addition, STA provides service to, or in the vicinity of, most of the public elementary, middle and high schools in its service area, as well as to Spokane Community College, Spokane Falls Community College, Eastern Washington University (Cheney, WA), Gonzaga University, Whitworth University, and the Spokane Campus of Eastern Washington University and Washington State University.

STA provides fixed route bus service and paratransit service comparable to fixed route service to the cities of Spokane, Spokane Valley, Airway Heights, Cheney, Liberty Lake, Medical Lake and Millwood, as well as to unincorporated areas of Spokane County that are within the PTBA.

## Major Activities (2018-2024)

Major activities planned over the next 6 years that may positively impact the CEZ include:

### Customer and Community Outreach

Expand the employer-sponsored bus pass program

- Expand the Universal Transit Access Pass (UTAP)
- Expand the number of retail bus pass outlets

### Service Development

- Procure a new contract for supplemental paratransit service (as early as 2020)
- Implement HPT: Monroe-Regal Line
- Implement the Central City Line and restructure plaza operations in Spokane
- Implement HPT: Cheney Line and restructure service on the West Plains

### Facilities and Fleet

- Complete the West Plains Transit Center
- Construct Upriver Transit Center at Spokane Community College
- Construct Moran Station Park & Ride
- Improvements in advance of HPT: Division Line
- Relocate and expand the Mirabeau Transit Center
- HPT: Sprague Line improvements

### Planning

- 2019/2020 update to *Connect Spokane: A Comprehensive Plan for Public Transportation*
- Identifying new needs, planning for the future beyond STA Moving Forward
- Conduct HPT: Division Line study to define elements of future Bus Rapid Transit (BRT) investments
- Conduct HPT: I-90 preliminary engineering
- Bus Stop Accessibility Improvement Plan
- Study strategies to address gaps in services to populations with unmet mobility needs
- Prepare Transit Asset Management Plan and updates
- Title VI Program update (every three years)

## Central City Line Strategic Overlay Plan (2016)

### Housing Strategies

Transit investments like the CCL can spur economic development, attracting more residents, businesses, and employers to locate near the corridor. The type of development that occurs adjacent to high-performance transit is also typically dense and walkable, meaning many residents and visitors can reach destinations without a car. These benefits typically increase property values and, in turn, can increase housing costs and erode affordable housing in the corridor. Lower income households and those without access to automobiles use transit at higher rates than others use and have the greatest need for affordable transportation options. Accordingly, strategies to ensure that all types of housing—including affordable and market rate housing— remain available in the corridor are critical. With policies in place to protect affordability and encourage other types of housing in downtown and throughout the corridor, the CCL can help the city ensure that housing is available at a range of different price points.

Presently, housing is generally affordable in the CCL corridor. For the purposes of this plan, “affordable” housing is that which is affordable to households earning less than 50% of area median income. Although prices have increased slightly in the downtown area since the end of the great recession, they remain affordable along the

entire corridor. National affordable housing studies have shown that preserving affordable housing before rental prices begin to increase is an essential strategy to ensuring long-term affordability. This section details recommendations for the City of Spokane and regional housing partners to increase the amount of all types of housing in the corridor, and preserve and enhance affordability. These strategies can help ensure that a healthy mix of affordable and market rate housing is available to households with a wide range of incomes.

### Land Use Strategies

Although land use along the CCL corridor is already conducive to highperformance transit, this Strategic Overlay Plan includes new policies, strategies and actions to enhance walkability and encourage appropriate, context-sensitive development at key locations along the corridor. These actions have been developed after a comprehensive review of existing plans and policies, and discussions with stakeholders. They are designed to increase transit ridership in the corridor and support successful implementation of the CCL.

Land Use Strategies include:

- Development incentives
- Enhanced design measures
- Streetscape standards
- Parking
- Allowable uses

### Economic Development Strategies

Transit improvements like the CCL tend to make streets more desirable for new development. People want to live and work near high performance transit, as it reduces travel times, makes it easier to meet daily transportation needs, and reduces transportation costs. The Economic Benefits of the CCL (EcoNW, 2014) study estimated that the CCL will generate tens of millions of dollars of investment and increased property values. These benefits can be enhanced with help from the public and private community partners.

## Public Facilities Needs

### NON-HOUSING COMMUNITY DEVELOPMENT [pg.60]

#### Public Facilities Needs (NA50)

The City of Spokane Comprehensive Plan expresses the vision of the City's public facilities and utilities being provided "...concurrently with a growing population to meet the safety, utility, transportation, educational, and cultural needs of residents." The City's public facilities needs are varied and extensive.

The following summarizes some of the public facilities needs identified through the planning process:

- Wastewater system improvement needs (\$391 million) make up more than half of the City's Capital Improvements budget (\$733 million).
- The Integrated Clean Water Plan, which would improve management of overflow into combined sanitary wastewater/storm drain system, is the major project identified.
- Upgrades and improvements to the City's community centers are needed. For example, extensive renovation of the Riverfront Park Pavilion topped the list of facilities improvements in the City's CIP, followed by relocation of the Peaceful Valley Community Center to a new site.
- Improvements and upgrades in libraries in several locations were identified, such as heating and ventilation systems, roofs, and parking.

#### Determination of Need (NA50)

Spokane's 2014-2019 Citywide Capital Improvements Plan (CIP) describes prioritized projects of the City in detail and expresses a budget of over \$700 million to meet priority needs. Also consulted were other project reports and needs assessments providing additional detail in establishing needs, including the [pg.61] City's Comprehensive Plan. Finally, focus groups were convened to assess needs and key City staff were interviewed and consulted during the planning process.

#### Transit Public Improvements (NA50)

Several large public projects to improve the economic vitality and quality of life in the City have been identified in city planning documents. Responding to the need to create inviting pedestrian and auto gateways into the City's downtown, a plan for the Division Street Gateway project has been developed which would involve several public improvements to the area. The need to develop the City's neighborhood centers and corridors was also identified. Investment in public improvements in targeted areas is needed to stimulate and support revitalization of business districts and residential areas.

Some neighborhoods lack streets, sidewalks, gutters, curbs, and/or ADA accessible curb cuts. In other areas, one or more of these components need reconstruction. Local Improvement Districts (LIDs) are needed in some neighborhoods to prevent an economic burden on low and moderate-income homeowners. New pedestrian and bike paths and bridges are needed to link neighborhoods and provide safe passage. Safe streets, with improved signalization/traffic lights and streetlights are needed to protect pedestrians and bicyclists. The City's transportation priorities include designing transportation systems that protect and serve pedestrian first. Needed bus shelters would give cover to transit users.

The City's CIP identifies extensive needs for improving or replacing irrigation systems in parks among other improvements, including recreational equipment and play areas. Tree plantings throughout the City would beautify downtown, as well as neighborhoods streets and parks.

Water improvements such as increasing water storage capacity, source well and booster pump station improvements, and installation/replacement of water transmission lines are also significant needs. There is a need to develop infrastructure to support assisted affordable housing and commercial/business/industrial investments

in low and moderate neighborhoods, as well as other private/public partnerships generating/retaining jobs for low and moderate-income wage earners.

Finally, one of the barriers to accomplishing neighborhood improvements and revitalization is the presence of blighted or deteriorated structures, which may be infeasible for reconstruction or use and/or may present safety hazards. In some instances, it may be appropriate to remove these “spot blight” structures.

#### Determination of Need **(NA50)** [pg. 62]

Spokane’s 2014-2019 Citywide Capital Improvements Plan (CIP) describes priority projects of the City in detail and expresses a budget of over \$700 million to meet priority needs. Also consulted were other project reports and needs assessments, which provided additional detail in establishing needs, including the City’s Comprehensive Plan. Finally, focus groups were convened to assess needs and key City staff were interviewed and consulted during the planning process.

#### Public Service Needs **(NA50)**

City of Spokane participates and supports a number of plans that provide and advocate for services to support persons with special needs, people who are homeless or at-risk of homelessness and residents who need ongoing support to live. As described in previous sections, there is a need for supportive services for vulnerable populations, including lower income households and individuals. The 2012-2015 Area Plan on Aging, for example, points to the need for support for seniors and people with disabilities to live safely in the community. Victims of domestic violence need more than temporary shelter to make a successful transition from abuse and this requires longer-term public support than is currently available in sufficient quantity to meet needs.

Public services needs include training programs for youth and adults to find employment that will lead to stable careers with living wages. Service needs extend to people who are already homeless and those at risk of homelessness. In meeting the myriad needs, the City coordinates plans and funding sources to meet needs in critical areas, although needs far exceed resources available.

### Community Economic Development Needs

Like most metropolitan areas, Spokane’s economic development needs are similar to all cities regarding, living wage job growth, housing availability, vibrant community, proper zoning for development needs, a ready and skillful labor force, better than adequate infrastructure for commerce.

Current economic outlooks show us that our deficiencies and needs lie in housing, available workforce, and adequate infrastructure. Building development codes for water, fire, and sewer requirements have surpassed the built infrastructure’s capacity in the public right-of-way within the core of our city and the CEZ. Therefore, making infill development and redevelopment in the core and CEZ far more costly than outside the CEZ or often even the city.

Labor shortages exist across the county especial in the construction trades. This drives up construction costs and housing cost. Over the years, Spokane has moved away from a resource based economy to more of a knowledge based economy, which has significantly diversified our employment sectors and economy. Continuing to focus on this diversification through targeted strategies is seen as a must.

#### The City of Spokane’s Economic Development Program Strategy

Vision: The City of Spokane is an innovative leader in cost effective service delivery, is unequalled in living, learning and leisure; it is the safest city of its size with the fastest growing job market in the Inland Northwest.

Mission: The Planning Economic Development team is to

- align public investments in neighborhood planning, community development and infrastructure development with private sector investments;
- grow new and expanded business activity within the City spurring additional economic growth, providing living wage jobs, improving neighborhoods, enhancing the standard of living of all citizens; and,
- conduct in a predictable, transparent and accountable manner the dedication of public resources to help achieve the outcomes within the public interest as a legitimate function of City government

Success Criteria: Economic Development programmatic success within targeted areas will

- facilitate business activity,
- revitalize neighborhoods, and
- provide a higher standard of living for area stakeholders

In the funding section of the CEZ plan you will find details on the development incentives, targeted investment and effort that all align within the CEZ and the new Opportunity Zones.

## Social Service Needs

Community, Housing and Human Services Annual Action Plan 2017 [excerpts]

[pg. 7] The Continuum of Care and CHHS Boards and their committees review the needs and priorities in consultation with community organizations through a series of meetings, hearings, workshops, focus groups and interviews of key leaders and representatives of organizations conducting planning, operating programs, providing services or advocating for the interests of specific groups or populations in the City. Meetings take place at both the neighborhood level and citywide. Key to the success of this process has been the continued strong relationship the City has maintained with local agencies, nonprofit organizations, developers, and other entities providing human services, community development, economic development, affordable housing and homeless housing and services.

The Community, Housing and Human Services (CHHS) department of the City of Spokane plays a critical role in the Spokane Continuum of Care by providing staff support to the CoC board and its committees. In monthly meetings of the Continuum, CHHS staff provide assistance in agenda-setting, planning activities, developing funding criteria and decisions, and providing performance and evaluation reports on CoC and ESG project performance, as well as progress in meeting Continuum goals. In addition, CHHS staff provide continuity between meetings and coordinates activities with members working on specific action steps of the Homeless Plan. Together, CHHS and the CoC have worked to develop the 2015-2020 Spokane Strategic Plan to End Homelessness; a Plan which is fully coordinated with the goals of the City of Spokane 2015-2020 Consolidated Plan. The Homeless Plan encompasses an aggressive approach to retool the housing and services delivery system toward the ultimate goal of ending veteran homelessness, chronic homelessness and family homeless all within the next four years. The CoC is currently working to strategically utilize all homeless funding resources to increase the community's inventory of PSH and RRH units. We are continuously working to maintain a housing first philosophy within our programs as well as consistently reevaluate low barrier shelters and housing. In order to ensure every homeless individual has a place to go, we are retooling our shelter system to effectively implement a 24/7 shelter for singles and families



respectively. In coordination with our continuum's goals, collaboration is occurring between the CoC, CoC Homeless Youth Committee, and our Youth Advisory Board, which is comprised of youth with lived homeless experience. We are coordinating with [pg.8] the Office of Homeless Youth to expand RRH for youth and are collaborating with Invest Health to effectively serve youth exiting institutions.

[pg. 8] The CHHS staff responsible for providing staff assistance to the Continuum of Care is also responsible for management of the ESG Program. City staff has drafted policies and procedures for annual allocations of ESG funds. The Continuum of Care adopted these.

CHHS staff also prepared proposed performance standards for evaluating ESG project outcomes for Continuum review and adoption. Coordinating with the Washington State Department of Commerce in utilizing statewide evaluation standards, the Continuum adopted a Dashboard database and reporting process for use in the Spokane CoC for review of performance outcomes. City staff at the system-level quarterly and on a project-level prepare reports on outcomes annually. These reports are used by the Continuum to evaluate performance and identify issues with specific projects and program areas. Procedures for use of HMIS data have also been adopted in the policies and procedures of the Continuum.

[Partner Agencies: Goals and Plan Connections Table pg. 9]

Table 2 – Agencies, groups, organizations who participated

1	<b>Agency/Group/Organization</b>	SPOKANE HOUSING AUTHORITY
	<b>Agency/Group/Organization Type</b>	PHA
	<b>What section of the Plan was addressed by Consultation?</b>	Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Community, Housing and Human Services staff has coordinated with staff from the Spokane Housing Authority to discuss and plan for solutions to affordable housing for low income, at risk and homeless households.
2	<b>Agency/Group/Organization</b>	CATHOLIC CHARITIES SPOKANE
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless Services-Health Services - Victims
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Catholic Charities provides services to homeless individuals throughout Spokane. In 2016/2017, Catholic Charities partnered with the City of Spokane to pilot a new 24/7 emergency shelter program. Representatives from Catholic Charities assist with planning efforts to support the regional Continuum of Care and other support services for low and moderate income individuals.
3	<b>Agency/Group/Organization</b>	SPOKANE COUNTY
	<b>Agency/Group/Organization Type</b>	Other government - County
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The director of Spokane County's Housing and Community Development Division participates as a member of the Community, Housing and Human Services Board. Additionally, Spokane County staff participate in the CoC and Fair Housing Committee planning processes.
4	<b>Agency/Group/Organization</b>	SNAP
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless Services-Employment
5	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City partners/funds several SNAP programs that provide housing, homeless, medical response, coordinated assessment and other public services to the residents of the City of Spokane.
	<b>Agency/Group/Organization</b>	Spokane Low Income Housing Consortium
	<b>Agency/Group/Organization Type</b>	Housing
5	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Spokane Low-Income Housing Consortium (SLIHC) provides assistance on low-income housing, homeless programs/CoC and the Inland Northwest Fair Housing Conference.

6	<b>Agency/Group/Organization</b>	TRANSITIONS
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Transitional Programs for Women (Transitions) partners with the City of Spokane to provide permanent and transitional housing for homeless individuals and families.
7	<b>Agency/Group/Organization</b>	The Salvation Army
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless

	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Salvation Army partners with the City of Spokane to provide permanent and transitional housing for homeless individuals and families.
8	<b>Agency/Group/Organization</b>	VOLUNTEERS OF AMERICA OF SPOKANE
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Volunteers of America partners with the City of Spokane to provide permanent and transitional housing for homeless individuals and families.

9	<b>Agency/Group/Organization</b>	Goodwill Industries
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Goodwill Industries partners with the City of Spokane to provide permanent and transitional housing for homeless individuals and families.
10	<b>Agency/Group/Organization</b>	YWCA OF SPOKANE
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Victims of Domestic Violence Services - Victims
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Families with children
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The YWCA partners with the City of Spokane to provide permanent and transitional housing for homeless individuals and families.
11	<b>Agency/Group/Organization</b>	Greater Spokane Incorporated
	<b>Agency/Group/Organization Type</b>	Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Greater Spokane Incorporated (GSI) participates in the City of Spokane Economic Development Committee.
12	<b>Agency/Group/Organization</b>	SPOKANE REGIONAL HEALTH DISTRICT
	<b>Agency/Group/Organization Type</b>	Health Agency Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Public Health
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Spokane Regional Health District helps neighborhood councils coordinate capital improvement projects through their Neighborhoods Matter program.
13	<b>Agency/Group/Organization</b>	Northwest Fair Housing Alliance
	<b>Agency/Group/Organization Type</b>	Service-Fair Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Fair Housing Planning/Conference

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City of Spokane partners with the Northwest Fair Housing Alliance to assist with the coordination of the Inland Northwest Fair Housing Conference. Additionally, the Northwest Fair Housing Alliance is helping coordinate a regional planning effort to Affirmatively Further Fair Housing practices, included the Assessment of Fair Housing (AFH).
14	<b>Agency/Group/Organization</b>	SINTO SENIOR ACTIVITY CENTER
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons
	<b>What section of the Plan was addressed by Consultation?</b>	Services for seniors
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Sinto Senior Activity Center provides services to elderly individuals in West Central and Northwest Spokane.
15	<b>Agency/Group/Organization</b>	Northeast Community Center Association
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons Services-Health
	<b>What section of the Plan was addressed by Consultation?</b>	Community/neighborhood based social and healthcare service programs in northeast Spokane
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Northeast Community Center is a primary healthcare, childcare and social service provider to the northeast Spokane community.



16	<b>Agency/Group/Organization</b>	EAST CENTRAL COMMUNITY CENTER
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Services-Persons with Disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Community programs for east central Spokane
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	East Central Community Center provides services to individuals in the east central portion of the City.
17	<b>Agency/Group/Organization</b>	WEST CENTRAL COMMUNITY CENTER
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Community programs for west central and northwest Spokane
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The West Central Community Center provides services to the west central and northwest portions of the City of Spokane.
18	<b>Agency/Group/Organization</b>	PEACEFUL VALLEY COMMUNITY CENTER
	<b>Agency/Group/Organization Type</b>	Services-Children

	What section of the Plan was addressed by Consultation?	Childcare services in southwest Spokane
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Peaceful Valley Community Center provides services to families with childcare needs in southwest Spokane.
19	Agency/Group/Organization	City of Spokane Parks & Recreation
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Neighborhood planning and implementation
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Community, Housing and Human Services Department partners with the Spokane Parks and Recreation Department to implement park improvements in primarily low and moderate income areas.
20	Agency/Group/Organization	Spokane Public Library
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Neighborhood planning and implementation
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Community, Housing and Human Services Department partners with the Spokane Public Library to implement literacy programs in primarily low and moderate income areas.
21	Agency/Group/Organization	City of Spokane Office of Neighborhood Services
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Neighborhood program planning and training
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Community, Housing and Human Services Department works in coordination with the Office of Neighborhood Services to implement the CDBG Neighborhood Program.
22	Agency/Group/Organization	Northeast Youth Center
	Agency/Group/Organization Type	Services-Children
	What section of the Plan was addressed by Consultation?	Youth needs and opportunities in northeast Spokane
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Spokane partners with the Northeast Youth Center (NEYC) to provide quality, safe and affordable child care programming for youth in northeast Spokane.
23	Agency/Group/Organization	SPOKANE VALLEY MEALS ON WHEELS
	Agency/Group/Organization Type	Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Food services for elderly individuals in Spokane

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Community, Housing and Human Services partners with Spokane Valley Meals on Wheels to provide meals to homebound seniors in Spokane.
24	<b>Agency/Group/Organization</b>	Martin Luther King Family Outreach Center
	<b>Agency/Group/Organization Type</b>	Services-Children
	<b>What section of the Plan was addressed by Consultation?</b>	Childcare/family outreach services on Spokane's lower south hill
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Community, Housing and Human Services partners with the Martin Luther King Family Outreach Center to provide diverse family and youth services on Spokane's lower south hill.
25	<b>Agency/Group/Organization</b>	Women and Children Free Restaurant
	<b>Agency/Group/Organization Type</b>	Services-Health
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Families with children Healthy meal options throughout Spokane
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Community, Housing and Human Services Department partners with Women and Children Free Restaurant to provide healthy meal options for Spokane's low-income, at-risk and homeless populations.

### Existing and new plans to specifically address the identified needs

#### STRATEGIC PLAN TO END HOMELESSNESS Spokane, Washington 2015-2020

##### Purpose [pg. 1]

In urbanized areas across the country, too many people spend the night without housing, camping in parks, living in garages, staying in cars or living under bridges. Many more are doubled up with relatives or friends temporarily, often further burdening a household that is struggling in poverty. Homelessness is not a new phenomenon. Nationally, a clearly understated estimate (because of the difficulty of coverage in one night homeless counts in all areas of the nation) of the number of homeless persons nationally on a given night at the end of January 2014 was 578,000 persons, a reduction of only 11% from 651,000 in 2007, showing the difficulty of the task.

This strategic plan for the countywide area of Spokane County has been developed to respond to the need to solve the issue of homelessness. The Plan is intended to guide non-profit agencies, local government and other interested parties in taking concerted action to work toward ending homelessness, as we know it today. The Plan lays out a series of strategies that will guide annual steps to accomplish that goal. The process will involve community will, the allocation of significant resources, and the implementation of national best practices in the Spokane area. The guiding community principle is that no person should experience homelessness, but if a person does become homeless it will be rare, brief and one time.

[pg. 4] The Spokane Continuum of Care has created this **2015-20 Spokane Strategic Plan to prevent and End Homelessness** to provide a road map for local government, non-profit housing and services providers and other entities for use in working toward ending homelessness. The Plan is consciously linked to the goals and

objectives of the ***Opening Doors*** Federal Plan to take advantage of the potential for increasing a coordinated approach.

Integrated into the Plan is the City of Spokane's commitment to end homelessness of Veterans. To emphasize the need to push forward with the solving homelessness, the Mayor of Spokane has signed on to the national Mayor's Challenge to End Veterans Homelessness by 2015. Also included in the Plan are goals to work forward ending chronic homelessness by 2017 and ending family homelessness by 2018. These are purposely aggressive goals in order to focus on their importance.

The Spokane Plan envisions that no one should experience homelessness. Three Primary Goals of ending homelessness for three targeted homeless subpopulations (Chronically Homeless Persons, Homeless Veterans and Homeless Families) are established while the community works toward ending homelessness for all populations. The Plan contains 5 Primary Objectives and 31 specific implementing Strategies. The Objectives are broadly stated. They are targeted toward the ultimate goal of ending homelessness by strengthening our local systems and aligning our objectives with national strategies, both Federal and State.

Following the Plan Summary immediately below, the Strategic Plan is organized into three sections. The first section provides background information on trends in homelessness both nationally and locally and efforts toward ending homelessness. The second section describes the specifics of the Spokane Strategic Plan, with detailed strategies implementing the objectives of the plan. The third section describes the Continuum's 2015 Annual Action Plan, which will be updated annually.

[Continuum's Current Subcommittees' Scope of Work]

## HMIS Subcommittee

### Scope of Work

The CoC's, federal, state, and locally mandated, HMIS database serves as the single repository of homelessness data for the Spokane County and City CoC. Data from the HMIS is used for strategic planning decisions, reporting to funders, project ranking and funding recommendations, and determining case management plans for clients. The HMIS has transcended its original purpose as a simple database to become the main tool used by dozens of agencies and hundreds of case workers for the tracking and sharing of data on the homeless clients that are served throughout the region. It facilitates cross-agency collaboration on client care and coordination of services and benefits. The interconnectedness that is made possible through participation in the HMIS has led to the successful implementation of the CoC's Coordinated Assessment program and a real time housing inventory tracking system. The rapidly expanding responsibilities and capabilities of the HMIS will bring about even more benefits to the CoC and further improve the efficiency and efficacy of the programs that rely on it; it will continue to act as the foundation upon which efforts to end and reduce homelessness are based.

The complexity and importance of the CoC's HMIS is such that the formation of a guiding subcommittee--comprised of a cross-section of CoC stakeholders--is critically important to the continued success of the CoC. This sub-committee will ensure that policies and procedures are fair and comprehensive; that training and technical support provided by the HMIS Team meets the needs of the CoC; and that the data collected by the HMIS meets the needs of the CoC.

#### **The Scope of Work for the CoC's HMIS Subcommittee includes:**

1. **Review, revise, and approve all policies:** policies need to be fair, clear, and provide direction that is aligned with CoC priorities. By defining roles and responsibilities for the CoC's HMIS, and the multitude of agencies and case workers that rely on it, the HMIS Sub-Committee will ensure that roles and responsibilities are clear and that the CoC's HMIS is aligned with CoC priorities and strategies. This will reduce confusion and frustration and ultimately provides for better services to the clients served by the various projects, through ensuring that clients and staff aren't overly burdened with unnecessary administrative tasks.
2. **Assist with CoC-wide, funder required, reporting:** the AHAR (Annual Homelessness Assessment Report) and the ODC (One Day Count) are both system-wide, funder required, reports. The key to successful execution of both is clear communication between the HMIS Lead and CoC partner agencies and a careful review of the data collected. The HMIS Sub-Committee will assist with communication, planning, and execution of both reports. The HMIS Program Manager will coordinate efforts between the HMIS Sub-Committee, the CoC, and the HMIS Lead Agency.
3. **Evaluate, propose, and approve modifications to project priorities:** in an advisory capacity, the HMIS Sub-Committee will propose data collection priorities for current, and future, projects. Inputs and outputs for individual, or entire project categories (e.g. ES, TH, etc.), will be evaluated to ensure that they align with the CoC's goal of ending homelessness.
4. **Select minimum data requirements; define criteria, standards, and parameters for the release of aggregate data:** the data standards set forth by the multitude of funders that rely on the HMIS for performance and project data are frequently misunderstood and misapplied. The HMIS Sub-Committee will serve in an advisory role to help ensure that communications related to data collection methodologies and standards to the HMIS user base is clear. Since the minimum data requirements aren't always suited to local strategies and priorities, the HMIS Sub-Committee will work with the HMIS Program Manager to determine, if necessary, additional data collection requirements for dissemination to HMIS participating users and agencies.
5. **Ensure adequate privacy protection provisions in project implementation and administration:** the privacy and confidentiality laws governing the HMIS are complex and ever changing. However, there is no matter more important to the continued success of the HMIS than ensuring that the CoC is adhering to all relevant laws and regulations. Client confidentiality must be considered before a new project is implemented, data is entered or shared, or when determining new data elements for collection. The HMIS Sub-Committee will assist with the research into issues surrounding HMIS security and confidentiality. Selection criteria for appointment to the HMIS Sub-Committee will be based, in part, on the prospective member's background in information security and/or privacy laws.

## **Chronically Homeless Families Subcommittee**

### **Scope of Work**

Ending homelessness for families and children is a priority for the CoC. By providing the right amount of assistance to help families obtain or regain permanent housing as quickly as possible and ensuring access to services to remain stably housed, achieving an end to family homelessness is possible. Given the current economic realities in our community, situations in which families experience a crisis and lose their home will likely occur. Recognizing this reality, the CoC works to ensure that no family will be without shelter and homelessness will be a rare and brief occurrence.

Working together with our partners at the state, local, and federal level to strengthen the local crisis response systems, we will:

1. Ensure that no family is living unsheltered
2. Shorten episodes of family homelessness by providing resources that enable families to safely reenter permanent housing as quickly as possible
3. Link families to the benefits, supports, and community-based services they need to achieve and maintain housing stability, and
4. Identify and implement effective prevention methods to help families avoid homelessness.

Key strategy areas to address chronically homeless families include:

#### **1. Coordinated Assessment**

Families experiencing homelessness have varying levels of strengths and service needs. An effective response prevents homelessness or addresses the immediate crisis of homelessness, then connects families to the most appropriate level and type of assistance based on their strengths and needs. Effective crisis response systems have coordinated access or entry points through which families can seek help, have their strengths and needs assessed, and be connected to appropriate housing and support services. The assessment provides the ability for families to be given access to the best options to address their needs, rather than being evaluated for single programs.

In order for coordinated entry systems to function, providers may need to change their admissions policies by removing barriers to entry that may be embedded in eligibility criteria, as well as accept referrals from the coordinated access point(s). As many families experiencing homelessness are significantly impacted by domestic violence and other trauma, effective entry systems have the training and capacity to engage in a trauma-informed way and identify survivors of domestic violence. Successful systems also offer safety planning, advocacy, and access to specialized services that address the safety concerns of individuals, and their children, fleeing domestic violence. Effective systems are able to assess the needs of children and youth and make effective linkages for appropriate services.

Coordinated assessment insures that more service-intensive housing interventions are targeted at the highest need households and helps families connect to the mainstream resources (benefits, employment, and community-based services) needed to sustain housing and achieve stability. Improve linkages to local mainstream systems to help families gain access to these resources more quickly.

#### **2. Rapid Rehousing**

Rapid re-housing helps individuals and families quickly exit homelessness to permanent housing. Rapid re-housing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety), and the resources and services provided are typically tailored to the unique needs of the household. The core components of a rapid re-housing program include housing



## Chronically Homeless Individuals Subcommittee

### Scope of Work

The CoC is striving to end chronic homelessness and continues to emphasize the importance of implementing strategies that will help meet this goal. HUD and the United States Interagency Council on Homelessness (USICH) released the criteria and benchmark for what it means to end chronic homelessness:

**1. The community has identified and provided outreach to all individuals experiencing or at risk for chronic homelessness, and prevents chronic homelessness whenever possible.**

The community coordinates persistent and creative outreach, in-reach, and engagement efforts throughout the geographic area, in conjunction with coordinated entry and other mainstream systems. The community cross-references multiple data sources and uses other methods to identify, enumerate, and assertively engage individuals experiencing chronic homelessness (as defined by HUD), and individuals most at risk of becoming chronically homeless, including people cycling through institutional settings. The community uses HMIS and other data sources to build and maintain an active list of people and to track the homelessness status, engagement attempts, and permanent housing placement for each individual. The community's outreach strategy allows for quick identification and engagement of individuals who may become chronically homeless in the future and individuals experiencing chronic homelessness who newly arrive to the community, and also prevents people from aging into chronic homelessness.

**2. The community provides access to shelter or other temporary accommodations immediately to any person experiencing unsheltered chronic homelessness who wants it.**

The community has the capacity to immediately offer some form of low-barrier shelter (i.e., emergency shelter, hotel/motel, bridge housing, or other temporary accommodations) to people experiencing chronic homelessness who are sleeping in unsheltered locations, while assisting them to swiftly access permanent housing. Rapid re-housing and transitional housing may be being used as bridge housing for individuals experiencing chronic homelessness. However, because a stay in transitional housing could affect a person's ability to access dedicated permanent supportive housing, such stays are only used in situations where the household has already been enrolled in permanent supportive housing and is actively seeking a unit (see HUD FAQ). Access to shelter and other temporary settings is not contingent on sobriety, minimum income requirements, lack of criminal justice system involvement, or other unnecessary conditions, such as participation in certain activities.

**3. The community has implemented a community-wide Housing First orientation and response that also considers the preferences of the individuals being served.**

The community has fully embraced a Housing First and low-barrier response across its system and all program types. The community assists individuals experiencing chronic homelessness to move into permanent housing without barriers to entry, using a Housing First response, and is actively implementing alternatives to the criminalization of homelessness. Individuals experiencing chronic homelessness do not decline assistance due to requirements such as sobriety or unnecessary program rules, and programs do not deny assistance based on minimum income requirements, lack of criminal justice system involvement, or other unnecessary conditions.

In order to provide choice to all people experiencing chronic homelessness, there may be a limited number of programs, such as abstinence-focused programs, that may not be implementing all of the principles of a Housing First approach. However, such programs should embrace as many Housing First principles as possible and should be working in partnership with other programs within the larger community's Housing First response.

## **Homeless Youth Subcommittee**

### **Scope of Work**

Unlike other systems youth interact with, such as, child welfare or juvenile justice, efforts to serve youth experiencing homelessness are not yet provided through a single, coordinated system of supports funded by a state or federal agency. Moreover, the varied and unique needs of youth experiencing homelessness require a range of interventions and solutions that no single funding stream can provide. Collaboration across federal, state, and local partners is needed to provide this full range of solutions. To meet all the physical, developmental, and social needs of youth experiencing homelessness, we must design and implement a unified, collaborative response in every community.

Building on local, state, and federal efforts to support healthy families, this response must:

1. Prevent youth from becoming homeless by identifying and providing support services for families who are at risk of fracturing.
2. Effectively identify and engage youth at risk for, or actually experiencing, homelessness and connect them with trauma-informed, culturally appropriate, and developmentally and age-appropriate interventions.
3. Intervene early when youth do become homeless and work toward family reunification and/or reconnection, when safe and appropriate.
4. Develop a coordinated entry system to identify youth for appropriate types of assistance and to prioritize resources for the most vulnerable youth.
5. Ensure access to safe shelter and emergency services when needed.
6. Ensure that assessments respond to the unique needs and circumstances of youth and emphasize strong connections to and supported exits from mainstream systems, when needed.
7. Create individualized services and housing options tailored to the needs of each youth, and include measurable outcomes across key indicators of performance, including education and employment.

### **Reporting**

Subcommittees will provide bi-monthly reports (every other month) to the CoC Board Secretary for review by the Board and Executive Committee. These reports should reflect progress toward achieving subcommittee goals, challenges to achieving goals, and relevant information pertaining to the ongoing work toward goal obtainment.

## Veteran's Subcommittee

### Scope of Work

Ending veteran homelessness continues to be a high priority of our CoC. While the timeframe established in *Opening Doors* to end veteran homelessness was December 2015, there is still a lot of work to do to meet this goal locally. Therefore, we must continue efforts to meet this ambitious goal, ensuring that homelessness amongst veterans is rare, brief, and non-recurring.

We must keep measuring progress towards reaching the goal by using the criteria and benchmarks established by HUD, the U.S. Department of Veterans Affairs (VA), and the U.S. Interagency Council on Homelessness (USICH).

The Scope of Work for the CoC Veterans Subcommittee includes:

1. **Identification of all veterans experiencing homelessness.** The CoC maintains a comprehensive outreach strategy covering the geographic area and the multiple settings within it and this strategy is coordinated across all sectors and providers. Additionally, the CoC will use an active list (commonly referred to as a by-name-list) that is regularly updated with data from all community partners including the VA, allowing the CoC to track progress from the point of initial engagement to housing placement in real time.
2. **Resources, plans, and system capacity are in place should any veteran become homeless or be at risk of homelessness in the future.** The CoC maintains resources are available to prevent homelessness for veterans at risk of homelessness and to promote long-term housing stability of formerly homeless veterans that have entered permanent housing (e.g., on-going case management, connections to employment, peer support programs). Additionally, the CoC has uses a coordinated entry process to identify veterans who might become homeless or return to homelessness in the future.
3. **Move Veterans quickly into permanent housing.** The CoC utilizes a system-wide Housing First orientation that allows veterans to access housing quickly with few barriers to entry. The CoC also maintains robust permanent housing options (e.g., HUD-VASH, SSVF, Housing Choice Vouchers) that allow for veteran choice.
4. **Service-intensive transitional housing is provided in limited circumstances only.** The CoC can demonstrate that when service-intensive transitional housing is provided that it has been chosen by the veteran, who was also offered a choice of permanent housing, and that the transitional housing has a purposeful focus on minimizing lengths of stay and a strong emphasis on Housing First principles and practices.
5. **Ability to shelter immediately any veteran experiencing unsheltered homelessness.** The shelter made available by the CoC is low-barrier and when a shelter bed is not available the CoC has a pre-existing plan in place to shelter unsheltered veterans.
6. **Deploy all resources effectively.** The CoC efficiently deploys and fully utilizes all available resources to meet the needs of veterans experiencing homelessness. While the VA has a vast array of resources available to house veterans experiencing homelessness such as HUD-VA Supportive Housing (HUD-VASH) and Supportive Services for Veteran Families (SSVF), not all veterans experiencing homelessness will be eligible to receive assistance through the VA. In those cases, CoC and Emergency Solutions Grants (ESG) program resources should be used.
7. **Actively recruit landlords.** The CoC has created partnerships with private market landlords, ensuring that units are available for veterans experiencing homelessness to choose from when looking for permanent housing.
8. **Reporting.** Subcommittees will provide bi-monthly reports (every other month) to the CoC Board Secretary for review by the Board and Executive Committee. These reports should reflect progress toward achieving subcommittee goals, challenges to achieving goals, and relevant information pertaining to the ongoing work toward goal attainment.

## **RFP and Evaluations Subcommittee**

### **Scope of Work**

Community review of proposals and applications is essential to the process of awarding public funds. When conducted in coordination with technical staff, this review ensures that funding decisions are made in the context of community knowledge and experience as well as technical/regulatory expertise. The RFP and Evaluations Subcommittee provides this community review through the following scope of work:

#### **1. Assisting in the development of competitive application processes.**

The subcommittee will assist CHHS staff in the development of competitive funding processes through feedback on NOFA or RFP documents, applications, evaluation criteria and timelines.

#### **2. Evaluating proposals and other applications for funding.**

The subcommittee will review and/or score proposals and other applications from organizations seeking funding through CHHS. In coordination with CHHS staff, subcommittee members will review/score proposals based on:

- Alignment with goals and objectives, including those established by state and federal funders and those established locally.
- Consistency with local plans.
- Past performance and capacity to manage public funds.
- Other evaluation criteria as established.

#### **3. Making funding recommendations.**

Based on review of proposals or applications, the subcommittee will make funding recommendations to the CoC Board.

#### **4. Providing applicant education.**

The subcommittee will provide feedback to applicant organizations, or prospective applicant organizations, regarding successful and unsuccessful proposals/applications.

#### **5. Reporting.**

Subcommittees will provide bi-monthly reports (every other month) to the CoC Board Secretary for review by the Board and Executive Committee. These reports should reflect progress toward achieving subcommittee goals, challenges to achieving goals, and relevant information pertaining to the ongoing work toward goal attainment.

## Funding sources

### Community Economic Development

**City of Spokane development investment incentives** related to rehabilitating and constructing new housing within the Community Empowerment Zone (CEZ) include:

- Multi-Family Tax Exemption (state enabled) offers an eight or twelve year property tax exemption to property owners of affordable (twelve year) and market (eight year) housing properties consisting of 4 units or more. This incentive is only offered to the creation of new housing. The City has established a Multi-Family Tax Exemption (MFTE) boundary wholly within the CEZ.
- Financial assistance is offered to those looking to renovate and construct new commercial and housing properties within areas within the CEZ in the form of the Urban Utility Installation assistance. For infill, it is often very costly to redevelopment/develop. Connecting to existing infrastructure under established roadways is often a significant cost. Therefore, the City offers a partial reimbursement of water, sewer, fire line, and or hydrant taps to assist a developer in meeting current building and fire codes.
- To incentivize the conversion of commercial structures to multi-family housing the City of Spokane offers a Commercial Rate Clarification utility billing structure. This means that rather than the property switching to a residential utility billing the structure will continue to be billed at the commercial rate. This saves the property owner approximately \$54/per unit monthly.
- Spokane listed Historic Properties commercial or residential can qualify for a tax abatement equal to the rehabilitation investment for ten years. A preponderance of Historic properties are located close to the city center, which is within the CEZ.

#### Funding Programed for Reimbursed Incentives:

- |   |         |
|---|---------|
| • Projects of Citywide Significance                                     | \$2.9MM |
| • Urban Utility Installation Assistance                                 | \$500k  |
| • Impact Fee Reimbursement in Public Development Authority target areas | \$1MM   |

Other incentives are short-term foregone taxes, due to property tax exemption for new multi-family housing or rehabilitated single-family housing or historic structure.

The City of Spokane is currently in the process to develop and adopt an Infill Housing Ordinance that will allow for more housing choices in Spokane neighborhoods. The infill choices include Accessory Dwelling units, Cottage housing, permanent Tiny Homes, and Pocket Residential units. This will allow residents to better utilize their property for extended family living or by adding income generating rental housing to their property.

### 2015-2020 CITY OF SPOKANE CONSOLIDATED PLAN

*Each year we complete the Annual Action Plan, which is a listing of projects that will be funded to support the needs and goals outlined in the Consolidated Plan. We also submit an annual evaluation (Consolidated Annual Performance and Evaluation Report (CAPER)) [\[2015 CAPER – Final\]](#) of work performed during the prior program year (7/1 – 6/30). This report is designed to report on progress toward meeting the needs and goals of the Consolidated Plan.*

*Difficult to say what our funding structure to achieve the needs and goals of the Consolidated Plan will be in the future. Our funding comes from the federal government and is subject to funding or complete program cuts. Generally speaking, the CHHS department receives approximately three million dollars each year to carry out activities related to the needs and goals of the Consolidated Plan.*

## Final Program Year 2017 Annual Action Plan

### Expected Resources [pg. 28]

#### AP-15 Expected Resources – 91.220(c)(1, 2)

##### Introduction

CHHS will allocate funding from the CDBG, HOME and ESG programs to support goals and need identified in the 2015-2020 Consolidated Plan. For more information related to activities funded through this Action Plan, see section AP-35: Projects.

##### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	3,014,163	1,200,000	772,105	4,986,268	1,200,000	Program income is generated from the CHHS Single Family Rehab Program. Prior year resources include unencumbered entitlement funds from PY 2015 and 2016.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	891,721	150,000	0	1,041,721	3,000,000	Program income is generated from loans made through the HOME Multi-Family Program.
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	268,989	0	0	268,989	500,000	The ESG Program does not generate any program income from grants made to homeless service providers.

[pg. 30] The City will use Consolidated Homeless Grant Funds obtained through the Washington State Department of Commerce and City of Spokane Homeless Housing Assistance Act grant funds to match the ESG allocation. HOME leverage is created when funds are allocated to affordable housing projects that also apply for Washington



State Housing Trust Funds, bonds, and Low-Income Housing Tax Credits. HOME match is required at a program level for tenant-based rental assistance, single-family rehabilitation and down payment assistance, and development of affordable rental units. Match is generated when affordable rental unit development is financed with permanent investments of non-federal, non-owner funds. Some sources of leverage and match have declined recently, such as the value of the interest on below-market-rate bank loans, State Housing Trust Fund allocations, and grants. Local real estate tax reductions are available to affordable housing projects and some fee waivers are available in targeted areas, adding to match amounts.

The City is analyzing the potential for use of the Section 108 Loan Program to stimulate economic development and/or assisted affordable housing for low and moderate-income households. If the analysis determines the need, the City will use the 108 loan proceeds for specific activities to be identified in the Annual Action Plans. The City is also working with developers to support affordable housing and economic development projects with income from the closed Rental Rehabilitation and Urban Development Action Grant programs.

[pg. 38] The following projects were selected through a competitive application process where each proposal was evaluated for risk, eligibility, past performance and alignment with community needs and goals. Proposals recommended for funding were evaluated by members of the Evaluation and Review Committee, Community, Housing and Human Services Board and approved by the Spokane City Council.

AP-38 Project Summary [pg. 41]  
[Funded] Project Summary Information  
[Project summary table pgs. 42-67]

1	<b>Project Name</b>	2017 Public Service - Senior Meals
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$50,400
	<b>Description</b>	Meal program for home bound seniors: 05A - Senior Services (LMC)
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Applicant proposes to serve 1,200 unduplicated low/mod income individuals throughout the course of this funding award.
	<b>Location Description</b>	Services will be provided throughout the City of Spokane to senior citizens in need of meal assistance.
2	<b>Planned Activities</b>	Senior Meals, both home delivered and served at Silver Cafes, improve the quality of life maintaining the social safety net by meeting the most basic essential need of food for our most vulnerable citizens. For our home delivered program, the clients that we serve are essentially homebound.
	<b>Project Name</b>	2017 Public Service - Services to City Outlets and Agencies
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$87,074
	<b>Description</b>	A human services grant will help fund 15 full-time and five part-time staff positions that lead, coordinate and deliver these food assistance and nutrition education services. 05W - Food Banks (LMC)
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Second Harvest will be a significant source of donated food for its city network during the grant year. Second Harvest projects distributing 545,000 pounds of food each month in the city. Close to half of that food will be nutritious fresh produce. At least 62,000 unduplicated clients will be served during the year, receiving food that helps preserve their assets to sustain other basic needs.

	<b>Location Description</b>	Food will be distributed to various food outlets serving low/mod income individuals throughout the City of Spokane
	<b>Planned Activities</b>	Food distribution and cooking classes for low/mod income individuals
3	<b>Project Name</b>	2017 Public Service - Homeownership Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	CDBG: \$70,000

	Description	<p>1. 10 months a year will hold two free classes each month which educate and enable new home buyers to make informed choices, assess their readiness to buy, understand the home purchase process and determine which first time home buyer loan program is best for them. Participants receive a certificate from the WA State Housing Finance Commission that meets industry standards for participation in a variety of affordable housing programs. Outcome: We expect that 250 new people will complete the classes during the fiscal year at multiple City wide locations.</p> <p>2. Free pre-purchase individual counseling sessions guide families through the purchase of their first home, including the process of buying a home, confirming financial readiness, how to choose a realtor and mortgage lender and how to select a loan product that is best suited for them. Counselors work with families one-on-one to help them establish goals, assess their readiness to buy, identify and overcome barriers and provide referrals to assist in overcoming housing challenges. Outcome: We anticipate that 60 low to moderate income city clients will also receive pre-purchase counseling and that 15 will purchase homes within the project period.</p> <p>3. Down payment Assistance Program (DAP): DAP provides deferred payment, second mortgages in amounts up to \$10,000 for first time home buyers. Payments are deferred until sale, refinance, or until 30 years to reduce the buyers' monthly payments to an affordable level. City funds would be used to provide education, counseling and loan compliance to applicants at 80% or less AMI for those receiving down payment assistance. Outcome: Creation of responsible homeownership, with this service being offered throughout the project period.</p> <p>4. Foreclosure Prevention Counseling: Our counselors identify the immediate crisis, review mortgage documents, determine degree of default, complete budget/credit analysis and explain options and time frames. They educate the client on the foreclosure process, the bank's perspective and options available for home retention. The client's situation is assessed and together they prepare a joint action plan. Counselors prepare substantial modification application packages and help negotiate agreements with lenders, make referrals to needed resources and conduct follow-up until the case is resolved. Outcome: We anticipate 125 low to moderate income city homeowners in default will save their home from foreclosure during the project period.</p> <p>5. Foreclosure Prevention Loans: default clients who do not qualify for a mortgage modification, or for whom tax or sewer liens are the cause of the default, we can refinance the debt and adjust the interest rate and term. Credit, budget and mortgage counseling are offered with this refinance to ensure continued affordability. Outcome: Preservation of homeownership, this service being offered throughout the project period.</p> <p>05R - Homeownership Assistance (not direct); (LMH)</p>
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	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>NEED: Safe Affordable Housing, GOAL: Preserve and expand quality, safe, affordable housing choices STRATEGY: Expand permanent stable housing options and access to opportunities and services</p> <p>Education of first-time home buyers is the best way to increase access to the home buying opportunities and services. Due to our non-profit's mission to create opportunities to those of low-income our program is perfectly aligned. In addition to education (both classes and counseling) we provide mortgage modification and various financing services which make homeownership (both new purchasing and retaining existing homes) affordable.</p> <p>NEED: Safe Affordable Housing, GOAL: Preserve and expand quality, safe, affordable housing choices STRATEGY: Ensure housing stability</p> <p>The foreclosure counseling and foreclosure prevention activities specifically lend themselves to creating housing stability (keeping home owner's in their houses by creating options). While we do not use city dollars to lend we must use the operational funds to support this housing stability activity.</p>
	<b>Location Description</b>	Courses will be taught at 3102 W Ft George Wright Dr., Spokane, WA 99224 and at SNAP East, 500 S Stone, Spokane, WA 99202
	<b>Planned Activities</b>	Public services to assist low/mod income households prepare for homeownership
4	<b>Project Name</b>	2017 Public Service - New Leaf
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$50,000
	<b>Description</b>	New Leaf Bakery Cafe' Job Training program provides hands on food service skills training, vocational services, and life skills to women with barriers to employment, including histories of incarceration, past substance abuse, lack of employment histories, lack of education, mental illness, physical disabilities, and learning disabilities. 05H - Employment Training (LMC)



	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Transitions serves very low income homeless women and children, most of which are on TANF assistance. During the program year, New Leaf will provide job skills training to approximately 80 individuals.
	<b>Location Description</b>	Services will be provided at the New Leaf training kitchen located at 3104 W. Fort George Wright Dr., Spokane, WA, 99224
	<b>Planned Activities</b>	Job skills training for very low income, homeless or formerly homeless individuals.
5	<b>Project Name</b>	2017 Public Service - Women's Hearth
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$30,000
	<b>Description</b>	Services provided to homeless women include food bank, hygiene, housing referrals, job search, arts and craft classes, counseling and basic support for clients at the Hearth.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Women's Hearth provides services to primarily single homeless and formerly homeless women experiencing multiple barriers to employment and housing stability. The Hearth serves approximately unduplicated women annually.
	<b>Location Description</b>	Women's Hearth is located in downtown Spokane near several social service providers and low income housing. 920 W. 2nd Ave., Spokane, WA 99201
6	<b>Planned Activities</b>	food bank, hygiene, housing referrals, job search, arts and craft classes, counseling and basic support for clients at the Hearth
	<b>Project Name</b>	2017 Public Service - TLC EduCare
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$68,000

	<b>Description</b>	EduCare is a child care center located in northwest Spokane. EduCare is part of the Transitional Living Center campus that provides housing and social services to homeless women with children. EduCare is sponsored by the Department of Early Learning and serves approximately 45 children each year from ages 1-5.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	EduCare services homeless and formerly homeless women with children by providing safe affordable child care. Annually, EduCare serves approximately 45 children ranging in age from 1 to 5.
	<b>Location Description</b>	The EduCare facility is located in northwest Spokane as part of the Transitional Living Center campus. 3120 N. Hemlock St., Spokane, WA 99205
	<b>Planned Activities</b>	Child care center activities related to education and providing stability in the lives of homeless mothers and children.
7	<b>Project Name</b>	2017 Public Service - Miryam's House Alumni Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$8,526
	<b>Description</b>	Aftercare services are client-driven and utilize: peer support groups and activities; one-on-one case management; housing mediations; resource referrals; vocational services; scholarship funds; clothing and food.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Miryam's House provides transitional housing services for single homeless women. Approximately 30 women transitioning out of Miryam's House will receive services through this aftercare/alumni program.
	<b>Location Description</b>	Miryam's House is located on Spokane's lower south hill. Due to the sensitive nature of clients served at Miryam's House, an exact address will only be provided upon request.
	<b>Planned Activities</b>	Aftercare services are client-driven and utilize: peer support groups and activities; one-on-one case management; housing mediations; resource referrals; vocational services; scholarship funds; clothing and food.



8	<b>Project Name</b>	2017 Public Service - ECCC Operations
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$60,000
	<b>Description</b>	Comprehensive community center based activities for residents of the East Central Neighborhood and surrounding areas. Youth and senior services, food bank, adult disability classes, food services, etc.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Each year the East Central Community Center serves approximately 12,000 individuals through their variety of service based programs. Beneficiaries are primarily low income based on the location of the center and services offered to residents.
	<b>Location Description</b>	The East Central Community Center is located in the center of the East Central Neighborhood at 500 S. Stone St., Spokane, WA 99202.
9	<b>Planned Activities</b>	Comprehensive community center based activities for residents of the East Central Neighborhood and surrounding areas. Youth and senior services, food bank, adult disability classes, food services, etc.
	<b>Project Name</b>	2017 Public Service - NECC Operations
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$80,000
	<b>Description</b>	General operational support for the Northeast Community Center.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Northeast Community Center serves approximately 12,000 unduplicated individuals and families in Spokane's Northeast quadrant of the City. Services include a medical center (family medicine and dental clinic), pharmacy, Head Start, WIC, Senior Center and host to multiple community events.
	<b>Location Description</b>	Northeast Spokane: 4001 N. Cook St., Spokane, WA 99207
	<b>Planned Activities</b>	General operational center support for multiple community based programs.

10	<b>Project Name</b>	2017 Public Service - Southwest Community Center Operations
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	General operational support for staff and maintenance at the Southwest Community Center.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Southwest Community Center primarily serves youth and their families through their preschool, before school, after school, day program for special needs adults and community food bank. Approximately 850 low and moderate income households benefit from services offered at the Southwest Community Center annually.
	<b>Location Description</b>	Services provided in Spokane's Browne's Addition neighborhood: 314 S. Spruce St., Spokane, WA 99201
11	<b>Planned Activities</b>	General operational support for the Southwest Community Center programs offered to the public.
	<b>Project Name</b>	2017 Public Service - West Central Operations
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$90,000
	<b>Description</b>	Operational support for the West Central Community Center.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The West Central Community Center provides services to individuals and families including services through their WIC, Head Start, Community Health, Community Meetings and Youth Development programs. Approximately 4,200 unduplicated individuals receive services from the Community Center each year.
	<b>Location Description</b>	The West Central Community Center is located in Spokane's West Central Neighborhood at 1603 N. Belt St., Spokane, WA 00205
	<b>Planned Activities</b>	General operational support for staffing and maintenance of the West Central Community Center.

12	<b>Project Name</b>	2017 Capital Improvement - Corbin Senior Center Safety Improvements
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$55,000
	<b>Description</b>	Public safety improvements to the Corbin Senior Center.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Corbin Senior Center serves low income senior residing in the Emerson Garfield and surrounding neighborhoods. The center anticipates serving approximately 200 unduplicated seniors during the program year.
	<b>Location Description</b>	827 W. Cleveland Ave., Spokane, WA 99205
13	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>• Removal and installation of new entry door on the building's west side.</li> <li>• Remove and replace damaged carpet throughout the center</li> <li>• Install closed captioned television monitors</li> <li>• Installation of after hours keypad for renters of building space (south entry)</li> </ul>
	<b>Project Name</b>	2017 Capital Improvement - MLK Center Demolition and Rebuild
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$107,300
	<b>Description</b>	Demolition of existing facility and reconstruction of new family outreach center with increased capacity and program delivery.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The MLK Family Outreach Center provides services to families throughout Spokane. Due to current facility limitations, the center is not able to meet the current demand for child care and family services. Each year the center serves approximately ??? unduplicated individuals.
	<b>Location Description</b>	845 S. Sherman St., Spokane, WA 99202

	<b>Planned Activities</b>	Demolition of existing facility
<b>14</b>	<b>Project Name</b>	2017 Capital Improvement - Sinto Senior Activity Center Renovation
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$104,600
	<b>Description</b>	Capital improvements at the Sinto Senior Activity Center.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Corbin Senior Activity Center serves low income seniors located in the west central portion of Spokane. Activities provided by the center allow seniors to remain engaged in the community through healthy mental, physical and social engagement. The Center serves approximately 900 unduplicated seniors each year.
	<b>Location Description</b>	1124 W. Sinto Ave., Spokane, WA 99201
	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>• Completion of garage to prevent vandalism and theft of passenger van</li> <li>• Lighting and surveillance system</li> <li>• ADA accessibility improvements to the buildings exterior</li> <li>• Renovation of existing auditorium</li> </ul>
<b>15</b>	<b>Project Name</b>	2017 Capital Improvement - Collins Apartments
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	CDBG: \$56,850
	<b>Description</b>	Capital improvements to common areas, apartments, office space and exterior.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Collins Apartment building serves homeless individuals experiencing significant barriers to stable housing. The Collins was one of Spokane's first, housing first program for chronic homeless individuals. There are 38 total units in the complex and one office space for case management.



	<b>Location Description</b>	The Collins Apartment complex is located in Spokane's downtown: 214 S Wall St., Spokane, WA 99201
	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>• Replacement of common area flooring</li> <li>• Replacement of common area windows</li> <li>• Electrical improvements for increased capacity</li> <li>• Purchase and installation of automated bathroom faucets</li> <li>• Purchase and installation of exterior awning</li> </ul>
16	<b>Project Name</b>	2017 Capital Improvement - Hemlock Street
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	CDBG: \$205,350
	<b>Description</b>	Engineer and pave N. Hemlock street between W. Fairview Ave and W. Dalton Ave
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Hemlock street improvement project is part of a larger permanent housing project that Transitions is working on with additional funding sources. The permanent housing will benefit homeless individuals and families by providing additional affordable housing capacity in the City of Spokane. The street improvement is a requirement as part of the overall site improvements. The cottage housing will add an additional 24 units of affordable housing.
	<b>Location Description</b>	N. Hemlock street between W. Fairview Ave and W. Dalton Ave.: 3128 N. Hemlock St., Spokane, WA 99205
	<b>Planned Activities</b>	Engineer and pave N. Hemlock street between W. Fairview Ave and W. Dalton Ave
17	<b>Project Name</b>	2017 Capital Improvement - Women's Hearth Roof
	<b>Target Area</b>	
	<b>Goals Supported</b>	Prevent and reduce homelessness
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$92,000
	<b>Description</b>	Remove and replace existing roof covering at the Women's Hearth

	Target Date	12/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	The Women's Hearth serves very low-income homeless women in Spokane's downtown. Replacing the existing leaky roof will allow the Women's Hearth to continue providing basic support services to their clients in a safe environment. The Hearth serves approximately 800 homeless and formerly homeless women each year.
	Location Description	The Women's Hearth is located in Spokane's downtown: 920 W. 2nd Ave., Spokane, WA 99201
	Planned Activities	Remove and replace damaged roof covering.
18	Project Name	2017 Capital Improvement - West Central Newton Room Rehab
	Target Area	
	Goals Supported	Support vibrant neighborhoods
	Needs Addressed	Community development and economic opportunities
	Funding	CDBG: \$36,251
	Description	Rehab and technology improvements for the Newton Room at West Central Community Center.
	Target Date	12/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	The West Central Community Center's Newton Room hosts a number of community based meetings/programs in Spokane's west central neighborhood. Activities benefit individuals and families.
	Location Description	The West Central Community Center is located in Spokane's west central neighborhood: <ul style="list-style-type: none"> <li>1603 N. Belt St., Spokane, WA 99205</li> </ul>
	Planned Activities	Rehab and technology improvements for the Newton Room at West Central Community Center.
19	Project Name	2017 Capital Improvement - Nutrition Essentials Demonstration Kitchen
	Target Area	
	Goals Supported	Provide opportunities to improve quality of life
	Needs Addressed	Basic and special needs and reduce homelessness
	Funding	CDBG: \$133,155

	<b>Description</b>	Utilize existing facility space to build a new demonstration kitchen to teach clients how to cook healthy meals from scratch.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	During the program year, WCFR will serve approximately 1,168 unduplicated women and children through their programs.
	<b>Location Description</b>	Women and Children Free Restaurant is located in north central Spokane: 1408 N. Washington St., Spokane, WA 99201
	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>• Insulation of exterior building wall</li> <li>• Drywall installation</li> <li>• Framing for wall</li> <li>• Flooring</li> <li>• Installation of kitchen equipment</li> <li>• Plumbing</li> <li>• electrical improvements</li> </ul>
20	<b>Project Name</b>	2017 Capital Improvement - House of Charity Respite Room
	<b>Target Area</b>	
	<b>Goals Supported</b>	Prevent and reduce homelessness
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$33,000
	<b>Description</b>	Increase the number of current respite beds from 20 to 25 at the House of Charity.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Beneficiaries will be homeless men with special medical needs staying at the House of Charity. This project will expand current capacity from 20 beds to 25.
	<b>Location Description</b>	The House of Charity is located in downtown Spokane: 32 W. Pacific Ave., Spokane, WA 99201



	<b>Planned Activities</b>	The requested funding for this program will include designing a more efficient layout for the Respite Program; disposing of 20 old respite beds, installing 25 new respite beds that are built-in, sturdier, bedbug-resistant, comfortable, and functional; installing additional outlets for medical devices such as oxygen tanks, electric wheelchairs, and other electronic devices; and installing a hand-washing sink. The aspect of the project taking place at HOC, including tracking, reporting, and management of necessary project changes, will be overseen by Sam Dompier, Director of HOC.
21	<b>Project Name</b>	2017 Capital Improvement - Lutheran Community Services Building Security Improvements
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$21,300
	<b>Description</b>	Installation of security improvements for client and worker safety.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Lutheran Community Services works with all clients. One of their primary clients include individuals fleeing from or experiencing domestic violence. Annually, this location will serve approximately 2,500 unduplicated individuals.
	<b>Location Description</b>	Lutheran Community Services Northwest is located east of downtown Spokane at 210 W. Sprague Ave., Spokane, WA 99208
22	<b>Planned Activities</b>	Installation of keyless door locks and security monitoring system.
	<b>Project Name</b>	2017 Capital Improvement - Alexandria Apartment Improvements
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Capital improvements to exterior entrances to accommodate ADA accessibility needs.
	<b>Target Date</b>	12/31/2018

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Alexandria Apartments are low-income units owned by SNAP. Each year the complex serves approximately 22 unduplicated individuals.
	<b>Location Description</b>	Alexandria apartments are located on Spokane's lower south hill at 623 S. Howard St., Spokane, WA 99204
	<b>Planned Activities</b>	Remove and replace existing ADA ramp and wooden stairs for improved access to building.
23	<b>Project Name</b>	2017 Capital Improvement - West Central 24/7 Library Kiosk
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$82,000
	<b>Description</b>	Purchase and installation of library vending kiosk to be located at the West Central Community Center.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The public library kiosk will be located outside the West Central Community Center. Residents will be able to access the library at all hours of the day. Approximately, 63,000 individuals within the service area will have increased access to literature in their neighborhood.
	<b>Location Description</b>	The public library kiosk will be located outside the West Central Community Center: 1603 N. Belt St., Spokane, WA 99205
24	<b>Planned Activities</b>	Purchase and installation of library kiosk.
	<b>Project Name</b>	2017 Capital Improvement - West Central Community Center ADA Ramp
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	CDBG: \$47,960
	<b>Description</b>	Stairs entering the buildings west side (gym) will be removed and replaced with an ADA accessible ramp for improved access into the community center.
	<b>Target Date</b>	12/31/2018

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The West Central Community Center provides a supportive services day program for adults with disabilities. The center provides services to a large geographic area in west central and northwest Spokane. Approximately 4,183 disabled individuals access this program each year.
	<b>Location Description</b>	The West Central Community Center is located at 1603 N. Belt St., Spokane, WA 99205 in the West Central Neighborhood.
	<b>Planned Activities</b>	Stairs entering the buildings west side (gym) will be removed and replaced with an ADA accessible ramp for improved access into the community center.
25	<b>Project Name</b>	2017 Housing - Single Family Rehab Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	CDBG: \$1,127,942
	<b>Description</b>	Loans to single family homeowners to make necessary home rehabilitation improvements.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Low and moderate income homeowners will have access to the home rehab program. The subrecipient of this program anticipates providing rehabilitation assistance to 30 homeowners over the course of their contract with the City of Spokane.
	<b>Location Description</b>	The single family rehab program is not focused on any one particular area of the City of Spokane. Eligible program participants may come from any portion of the City.
26	<b>Planned Activities</b>	Major home repairs for low and moderate income homeowners.
	<b>Project Name</b>	2017 Housing - Essential Home Repair
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	CDBG: \$417,160

	<b>Description</b>	Repair single-family homes of low- and moderate-income persons that have health and safety hazards or disability accessibility issues that make the home uninhabitable. This includes, but is not limited to, plumbing, heating, electrical, roof, and sewer repairs and accessibility modifications.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Essential Home Repair Program will provide assistance to approximately 250 low and moderate income homeowners for essential home repairs including: plumbing, electrical, heating and cooling systems and other necessary repairs to maintain safe housing for the homeowner.
	<b>Location Description</b>	The Essential Home Repair Program is not location specific. Any eligible homeowner may apply for assistance through this program regardless of their location within the City of Spokane. For more information about this program please contact the Community, Housing and Human Services Department at the City of Spokane 625-6325.
	<b>Planned Activities</b>	Repair single-family homes of low- and moderate-income persons that have health and safety hazards or disability accessibility issues that make the home uninhabitable. This includes, but is not limited to, plumbing, heating, electrical, roof, and sewer repairs and accessibility modifications.
27	<b>Project Name</b>	2017 Administration - CDBG Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$840,000
	<b>Description</b>	General CDBG Program administration
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	General program administration to support CDBG funded projects and requirements associated with the Consolidated Planning process (Fair Housing Assessment, Action Plan, CAPER, etc.).
	<b>Location Description</b>	<u>Spokane City Hall</u> 808 W. Spokane Falls Blvd., Spokane, WA 99201 Community, Housing and Human Services Department (6th floor)



	<b>Planned Activities</b>	General program administration to support CDBG funded projects and requirements associated with the Consolidated Planning process (Fair Housing Assessment, Action Plan, CAPER, etc.).
28	<b>Project Name</b>	2017 Administration - HOME Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	HOME: \$104,000
	<b>Description</b>	General program administration activities related to the HOME Program.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Administration of the HOME program will support affordable housing development projects in the City of Spokane.
	<b>Location Description</b>	<u>Spokane City Hall</u> 808 W. Spokane Falls Blvd., Spokane, WA 99201 Community, Housing and Human Services Department (6th floor)
	<b>Planned Activities</b>	General program administration activities related to the HOME Program.
29	<b>Project Name</b>	2017 Multi-Family Projects - HOME
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand safe affordable housing choices
	<b>Needs Addressed</b>	Safe affordable housing choice
	<b>Funding</b>	HOME: \$937,721
	<b>Description</b>	Administration of the HOME program will support affordable housing development projects in the City of Spokane.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	HOME multi-family funding will support the development and redevelopment of 44 affordable housing units within the City of Spokane. All units will be reserved for low income households.

	<b>Location Description</b>	<ul style="list-style-type: none"> <li>• 611 S. Scott St., Spokane, WA 99202</li> <li>• 1808 E. 1st Ave., Spokane, WA 99202</li> <li>• 1 S. Madelia St., Spokane, WA 99202</li> <li>• 3128 N. Hemlock St., Spokane, WA 99205</li> <li>• 926 E 8th Ave., Spokane, WA 99202</li> <li>• 1203 W. 5th Ave., Spokane, WA 99204</li> <li>• 2418 E. 4th Ave., Spokane, WA 99202</li> </ul>
	<b>Planned Activities</b>	Multi-family housing development activities for the benefit of low and moderate income households
30	<b>Project Name</b>	2017 ESG Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Prevent and reduce homelessness
	<b>Needs Addressed</b>	Basic and special needs and reduce homelessness
	<b>Funding</b>	ESG: \$268,989
	<b>Description</b>	Homeless program support for rapid re-housing and prevention activities
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funded activities will assist approximately 1,100 homeless individuals and families with homeless prevention, emergency shelter and rapid re-housing.
	<b>Location Description</b>	Various homeless shelters and service providers throughout the City of Spokane
	<b>Planned Activities</b>	Homeless program support for rapid re-housing and prevention activities
31	<b>Project Name</b>	2017 Neighborhood - Sidewalk Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$57,300
	<b>Description</b>	Removal and installation of new sidewalks and ADA ramps
	<b>Target Date</b>	6/30/2018

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The neighborhood sidewalk program will address hazardous sidewalk locations and accessibility issues adjacent to homeowners in four (4) separate neighborhoods.
	<b>Location Description</b>	Various locations in the following neighborhoods: <ul style="list-style-type: none"> <li>• Chief Garry Park</li> <li>• Cliff-Cannon</li> <li>• East Central</li> <li>• West Central</li> </ul>
	<b>Planned Activities</b>	Remove broken/damaged concrete and replace with new concrete to address hazardous pedestrian conditions.
32	<b>Project Name</b>	2017 Neighborhood Parks - Hays Park
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$28,000
	<b>Description</b>	Complete installation of asphalt pathways within Hays Park
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Hays Park is located in northeast Spokane. Improvements to the park will make it easier for neighborhood residents to enjoy the park.
	<b>Location Description</b>	Hays Park is located in the Bemiss neighborhood in northeast Spokane: <ul style="list-style-type: none"> <li>• 1812 E. Providence Ave., Spokane WA 99207</li> </ul>
	<b>Planned Activities</b>	Complete installation of asphalt pathways within Hays Park
33	<b>Project Name</b>	2017 Neighborhood Parks - Coeur D'Alene Park
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$2,700



	<b>Description</b>	Accessibility improvements to Coeur D'Alene Park located in Spokane's Browne's Addition.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Coeur D'Alene Park is located in Spokane's Browne's Addition neighborhood. Improvements to the park will make it easier for neighborhood residents to enjoy the park.
	<b>Location Description</b>	Coeur D'Alene Park is located in Spokane's Browne's Addition neighborhood: <ul style="list-style-type: none"> <li>• 2195 W. 2nd Ave., Spokane, WA 99201</li> </ul>
	<b>Planned Activities</b>	Accessibility improvements to Coeur D'Alene Park located in Spokane's Browne's Addition.
34	<b>Project Name</b>	2017 Neighborhood Parks - Glass Park
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$15,000
	<b>Description</b>	General lighting improvements at Glass Park and landscape improvement to the existing ball field
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Glass Park is located in northeast Spokane. Improvements to the park will make it easier and safer for neighborhood residents to enjoy the park.
	<b>Location Description</b>	Glass Park is located at the northeast corner of E. Heroy Ave and N. Standard St. in the Nevada Heights Neighborhood
35	<b>Planned Activities</b>	General lighting improvements at Glass Park and landscape improvement to the existing ball field
	<b>Project Name</b>	2017 Neighborhood Parks - Mission Park
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities

	<b>Funding</b>	CDBG: \$33,800
	<b>Description</b>	Accessibility improvements at Mission Park to accommodate individuals with disabilities.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Mission Park is located in Spokane's Logan neighborhood. Improvements to the park will make it easier and safer for neighborhood residents to enjoy the park.
	<b>Location Description</b>	Mission Park is located in the Logan neighborhood south of Mission Ave and east of the Spokane River.
	<b>Planned Activities</b>	Accessibility improvements at Mission Park to accommodate individuals with disabilities.
36	<b>Project Name</b>	2017 Neighborhood Parks - Rochester Park
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$58,100
	<b>Description</b>	General landscape and facility improvements to address public safety and accessibility concerns.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Rochester Heights Park is located in Spokane's Whitman neighborhood. Improvements to the park will make it easier and safer for neighborhood residents to enjoy the park.
	<b>Location Description</b>	Rochester Heights Park is located in the Whitman neighborhood in northeast Spokane: <ul style="list-style-type: none"> <li>• 5351 N. Napa St., Spokane, WA 99207</li> </ul>
	<b>Planned Activities</b>	General landscape and facility improvements to address public safety and accessibility concerns.
37	<b>Project Name</b>	2017 Neighborhood Capital - North Monroe Gateway
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods

	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$50,300
	<b>Description</b>	General landscape, stormwater and signage improvements on vacant property northwest of N. Monroe St. and W. Cora Ave.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Landscape improvements will benefit the residents of North Hill and Emerson Garfield neighborhoods by providing improved public infrastructure and recreation opportunities.
	<b>Location Description</b>	Vacant property northwest of N. Monroe St. and W. Cora Ave.
	<b>Planned Activities</b>	General landscape, stormwater and signage improvements on vacant property northwest of N. Monroe St. and W. Cora Ave.
38	<b>Project Name</b>	2017 Neighborhood Capital - Northeast Youth Center
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide opportunities to improve quality of life
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$34,700
	<b>Description</b>	Safety and energy improvements to the existing entry vestibule.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Northeast Youth Center provides affordable child care alternatives for low and moderate income families (100) in northeast Spokane.
	<b>Location Description</b>	The Northeast Youth Center is located in Spokane's Hillyard neighborhood: <ul style="list-style-type: none"> <li>• 3004 E. Queen Ave., Spokane, WA 99217</li> </ul>
	<b>Planned Activities</b>	Safety and energy improvements to the existing entry vestibule.
39	<b>Project Name</b>	2017 Neighborhood Capital - East Central Community Center
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities

	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	Removal and disposal of deteriorated flooring in the multi-purpose room and community center lobby.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The East Central Community Center provides community based programming for youth, seniors, adults with disabilities and other services to residents in east central Spokane.
	<b>Location Description</b>	The East Central Community Center is located in Spokane's east central neighborhood: <ul style="list-style-type: none"> <li>500 S. Stone St., Spokane, WA 99202</li> </ul>
	<b>Planned Activities</b>	Removal and disposal of deteriorated flooring in the multi-purpose room and community center lobby.
40	<b>Project Name</b>	2017 Neighborhood Capital - Northeast Community Center
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$18,300
	<b>Description</b>	Installation of new commercial grade dishwasher in the Hillyard Senior Center.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Hillyard Senior Center provides activities to seniors residing in northeast Spokane. Each year the center serves approximately 500 seniors through programs offered at the center.
	<b>Location Description</b>	The Hillyard Senior Center is located in the Northeast Community Center. <ul style="list-style-type: none"> <li>4001 N. Cook St., Spokane, WA 99207</li> </ul>
	<b>Planned Activities</b>	Installation of new commercial grade dishwasher in the Hillyard Senior Center.
41	<b>Project Name</b>	2017 Neighborhood Capital - TLC Gardens
	<b>Target Area</b>	

	<b>Goals Supported</b>	Support vibrant neighborhoods
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$10,200
	<b>Description</b>	The project entails relocating the existing community garden, located on Transitions' property at Fairview and Hemlock to the Southeast corner of the property in light of the development of 24 affordable cottage units on the property.
	<b>Target Date</b>	12/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Transitional Living Center (TLC) gardening program provides fresh produce for residents of TLC and other programs offered by Transitions.
	<b>Location Description</b>	The TLC raised garden beds are located in the Audubon/Downriver neighborhood in northwest Spokane: <ul style="list-style-type: none"> <li>• 3128 N. Hemlock St., Spokane WA 99205</li> </ul>
	<b>Planned Activities</b>	The project entails relocating the existing community garden, located on Transitions' property at Fairview and Hemlock to the Southeast corner of the property in light of the development of 24 affordable cottage units on the property.
42	<b>Project Name</b>	2017 Public Service - AGC Headstart Construction Trades Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Expand economic opportunities
	<b>Needs Addressed</b>	Community development and economic opportunities
	<b>Funding</b>	CDBG: \$30,000
	<b>Description</b>	Transportation to employment program for low and moderate income individuals.
	<b>Target Date</b>	6/30/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Skilled trades employment program for low income, un/under-skilled individuals with an interest in working in a specific trade, leading to full apprenticeship program or direct employment with a contractor. 20 persons employed during program year through this program.



	<b>Location Description</b>	Locations vary, for more information about this program, please contact George Dahl at <a href="mailto:gdahl@spokanecity.org">gdahl@spokanecity.org</a> .
	<b>Planned Activities</b>	Skilled trade classes to refine and develop skills that will allow clients to gain employment through local apprenticeship programs.

2017 City of Spokane's One Vision. One Plan. One Voice Strategic Plan's

A [Community Investment Plan](#) outlines \$51.9 million in catalytic investments that furthers a strategic outcome, relies on one-time money without adding ongoing cost, keeps the investment source healthy, and returns additional revenue or a cost reduction.

- Investment within the CEZ \$21,000,000
- Target Area Street improvements \$3,000,000
- Residential Unimproved Streets \$2,000,000
- Target Area Impact Fee waivers for private development job creating industry \$1,000,000
- Target Area Utility Investment for private development job creating industry \$2,400,000
- Urban Utility Installation Program for private development job creating industry \$500,000
- Trail/River Public Access Investments \$7,100,000
- North Bank/Sportsplex recreation and job creating industry \$5,000,000

Infrastructure Capital Investments from the Capital Improvement Program (CIP) for 2017-2022

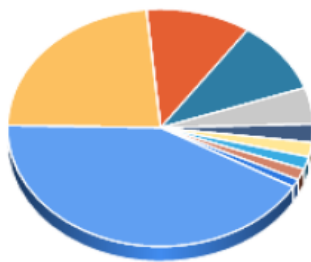
In this funding section of this CEZ plan, you will find a breakdown by department of the over \$862 Million Capital Investments planned as well as maps that show those department investments location. It no surprise that each of the maps show significant investment planned for locations within the CEZ boundary. The CEZ boundary includes the oldest portions of the City of Spokane with the oldest/aging infrastructure, the most distressed neighborhoods, downtown, and Spokane River and the largest park, Riverfront Park.

Capital Investments by Department

[pg. XVii]

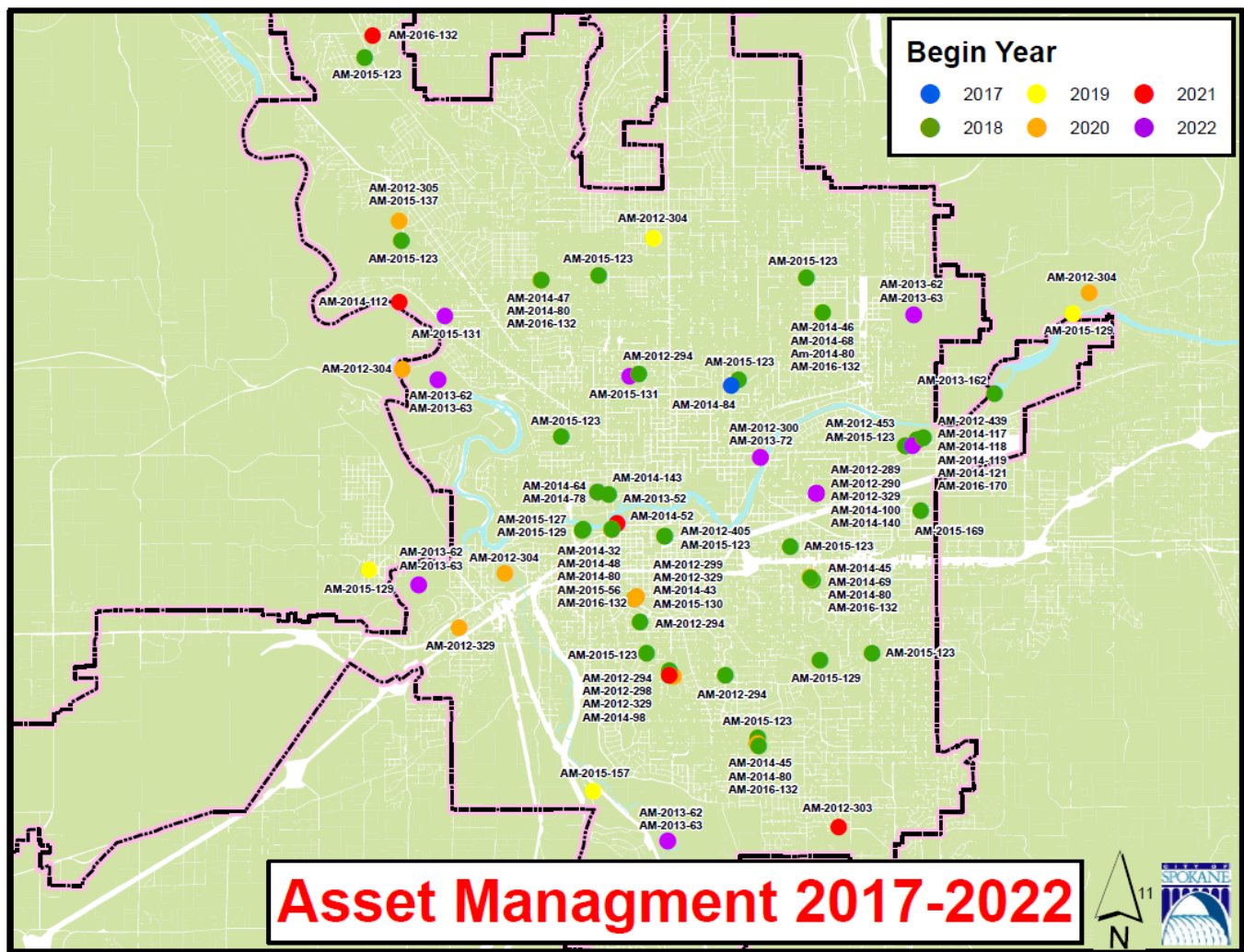
## Capital by Department Summary

Department	2017	2018	2019	2020	2021	2022	Total
Asset Management	\$ 2,062,680	\$ 15,342,662	\$ 6,119,758	\$ 6,450,402	\$ 11,915,900	\$ 980,000	\$ 42,871,402
Fire	\$ 3,408,960	\$ 2,803,245	\$ 5,438,817	\$ 3,045,455	\$ 3,422,568	\$ 3,255,209	\$ 21,374,254
Information Technology	\$ 2,406,607	\$ 2,650,000	\$ 2,500,000	\$ 2,452,000	\$ 2,450,000	\$ 2,450,000	\$ 14,908,607
Library	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 45,000
Parks and Recreation	\$ 28,399,811	\$ 16,504,453	\$ 17,528,600	\$ 10,959,213	\$ 20,497,075	\$ 1,807,500	\$ 95,696,652
Police	\$ 2,191,042	\$ 1,809,162	\$ 2,679,339	\$ 2,923,817	\$ 1,934,233	\$ 1,690,442	\$ 13,228,035
Solid Waste Collection	\$ 340,000	\$ 100,000	\$ 3,290,000	\$ 1,700,000	\$ 2,200,000	\$ 1,950,000	\$ 9,580,000
Solid Waste Disposal	\$ 3,400,000	\$ 3,335,000	\$ 3,385,000	\$ 2,775,000	\$ 1,150,000	\$ 2,850,000	\$ 16,895,000
Streets	\$ 49,413,628	\$ 41,362,827	\$ 22,706,041	\$ 32,729,487	\$ 30,600,325	\$ 23,337,295	\$ 200,149,603
Wastewater Management	\$ 134,842,860	\$ 96,107,052	\$ 83,712,446	\$ 27,327,435	\$ 11,855,000	\$ 8,040,000	\$ 361,884,793
Water	\$ 11,367,000	\$ 17,650,000	\$ 18,835,000	\$ 17,160,000	\$ 19,265,000	\$ 1,230,000	\$ 85,507,000
<b>Total</b>	<b>\$ 237,832,588</b>	<b>\$ 197,709,401</b>	<b>\$ 166,195,001</b>	<b>\$ 107,522,809</b>	<b>\$ 105,290,101</b>	<b>\$ 47,590,446</b>	<b>\$ 862,140,346</b>

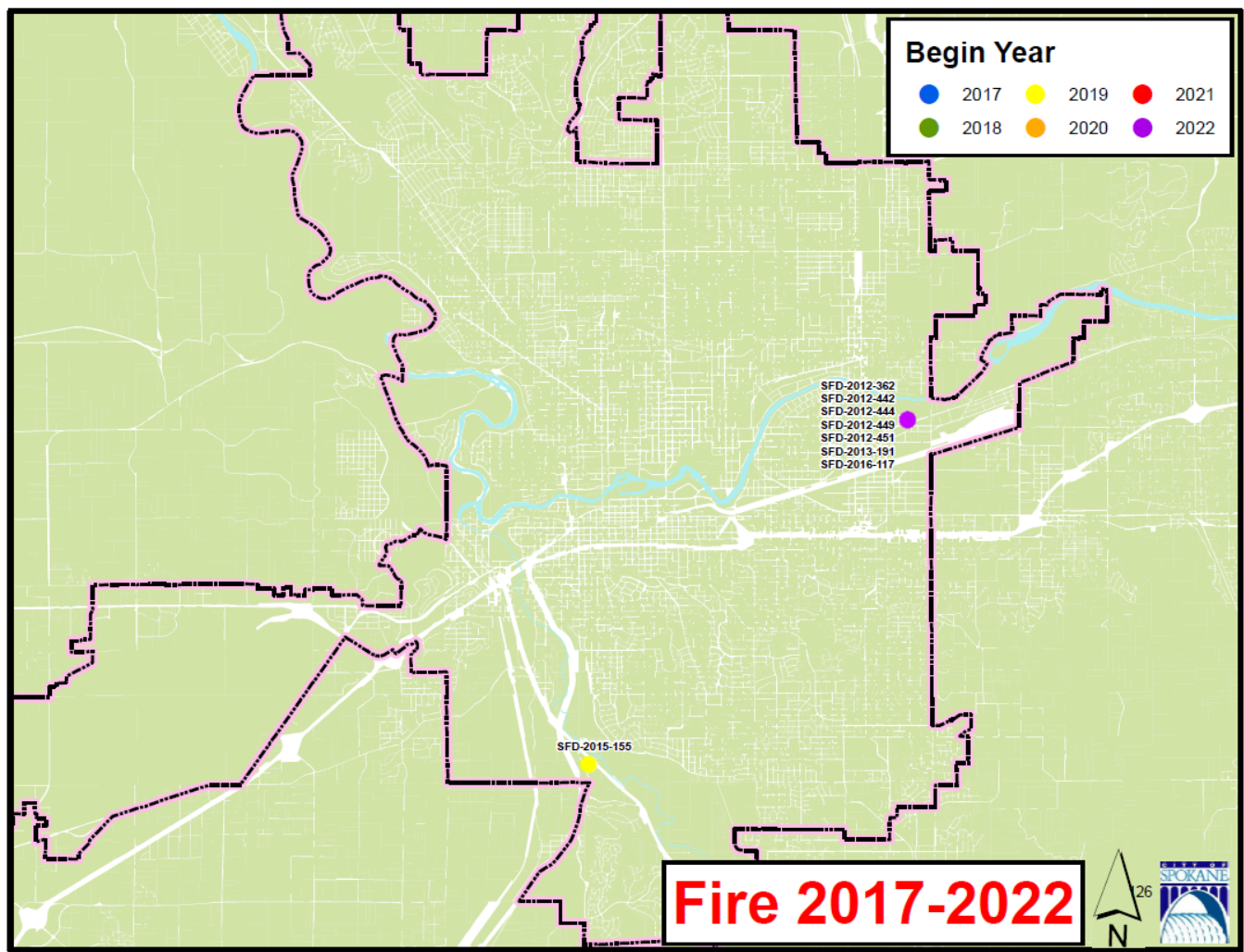


Wastewater Management (41.98 %)
Streets (23.22 %)
Parks and Recreation (11.10 %)
Water (9.92 %)
Asset Management (4.97 %)
Fire (2.48 %)
Solid Waste Disposal (1.96 %)
Information Technology (1.73 %)
Police (1.53 %)
Solid Waste Collection (1.11 %)
Library (0.01 %)

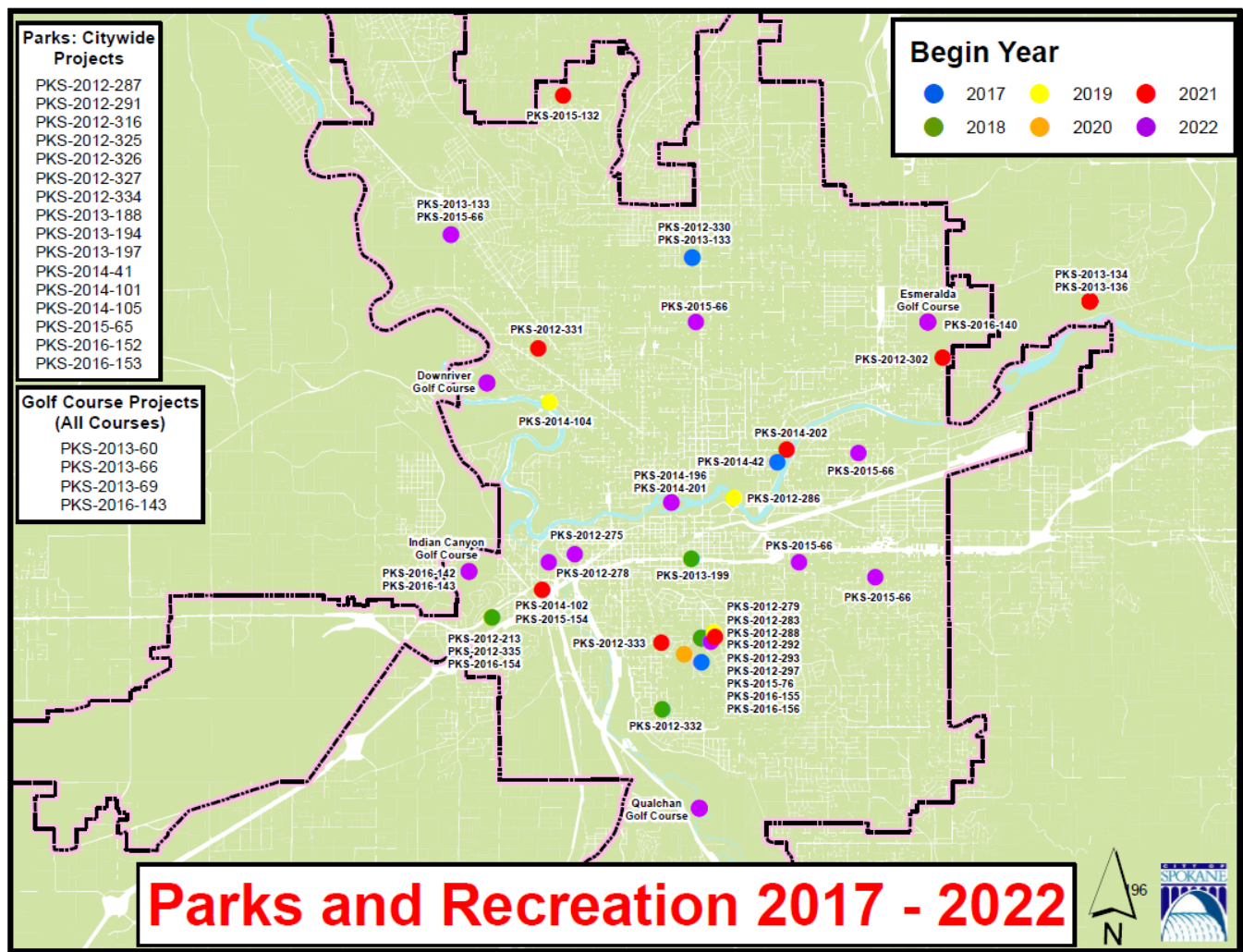




Map of Asset Management's Capital Investments Map  
 [pg. 11: a majority of the investments will be within the CEZ]

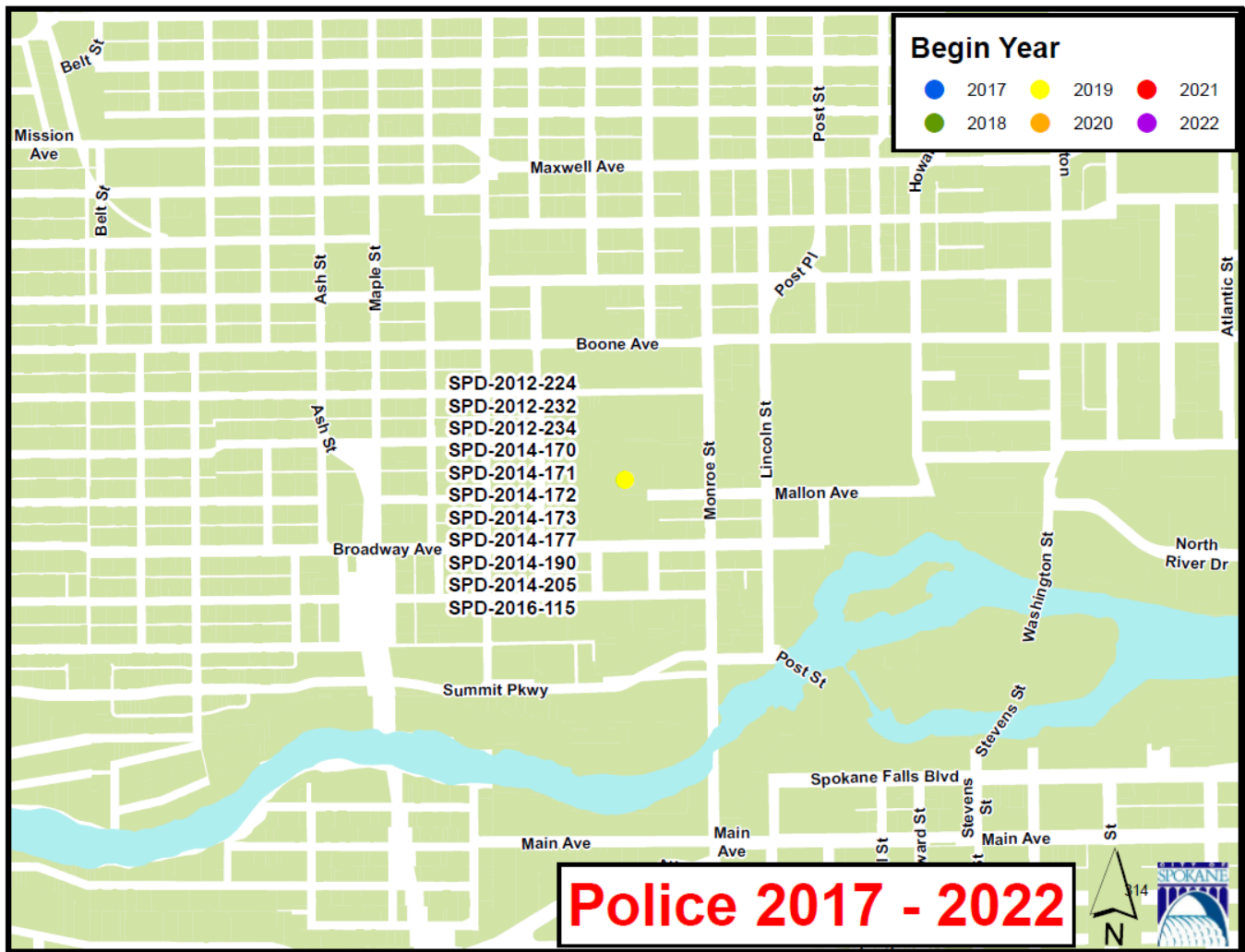


Fire Department Capital Investments Map  
 [pg. 125 2022 investments are within the CEZ]



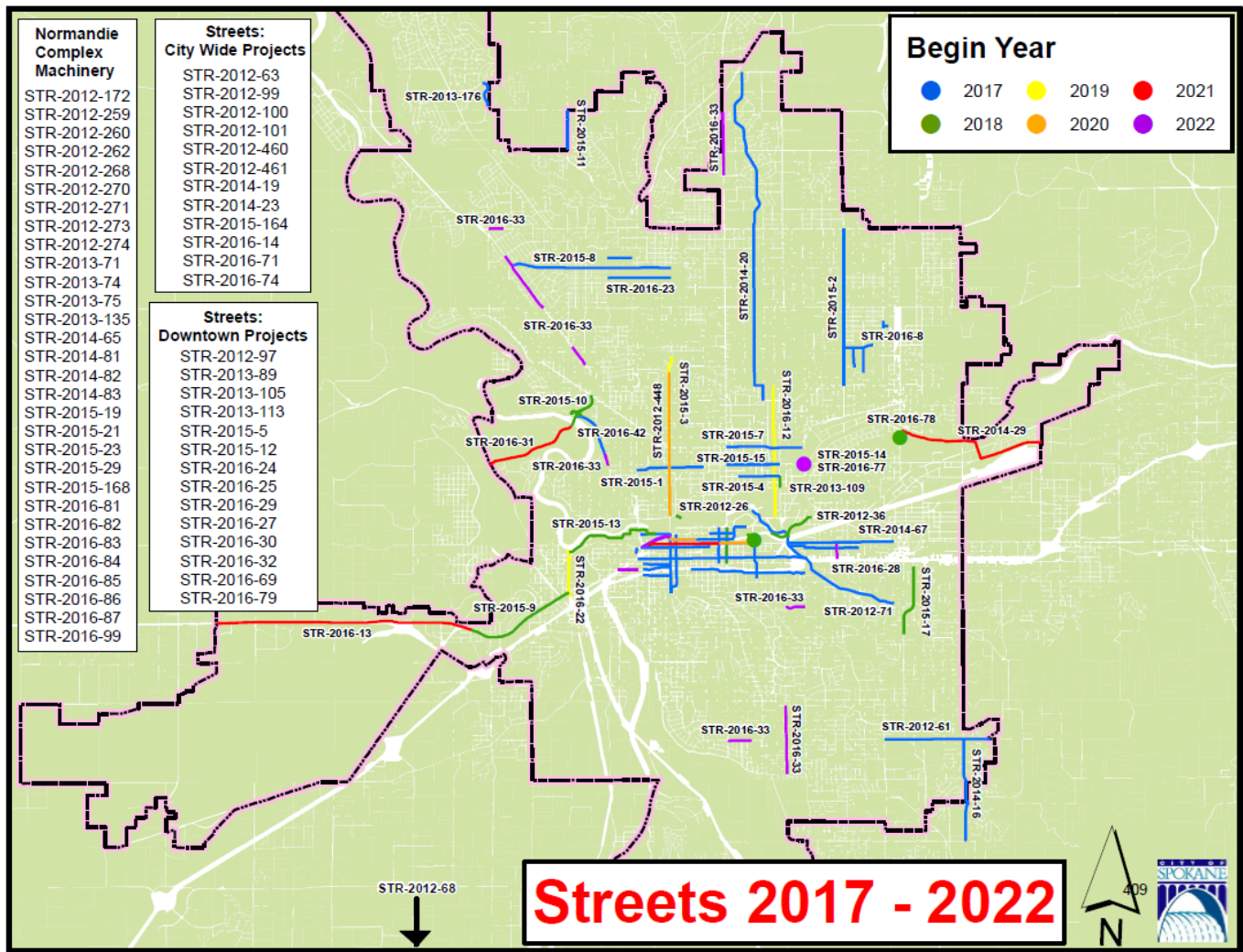
Parks and Recreation Capital Investment Map

[pg. 196 The majority of the Capital Investment occurring within the core of the City and within the CEZ.]



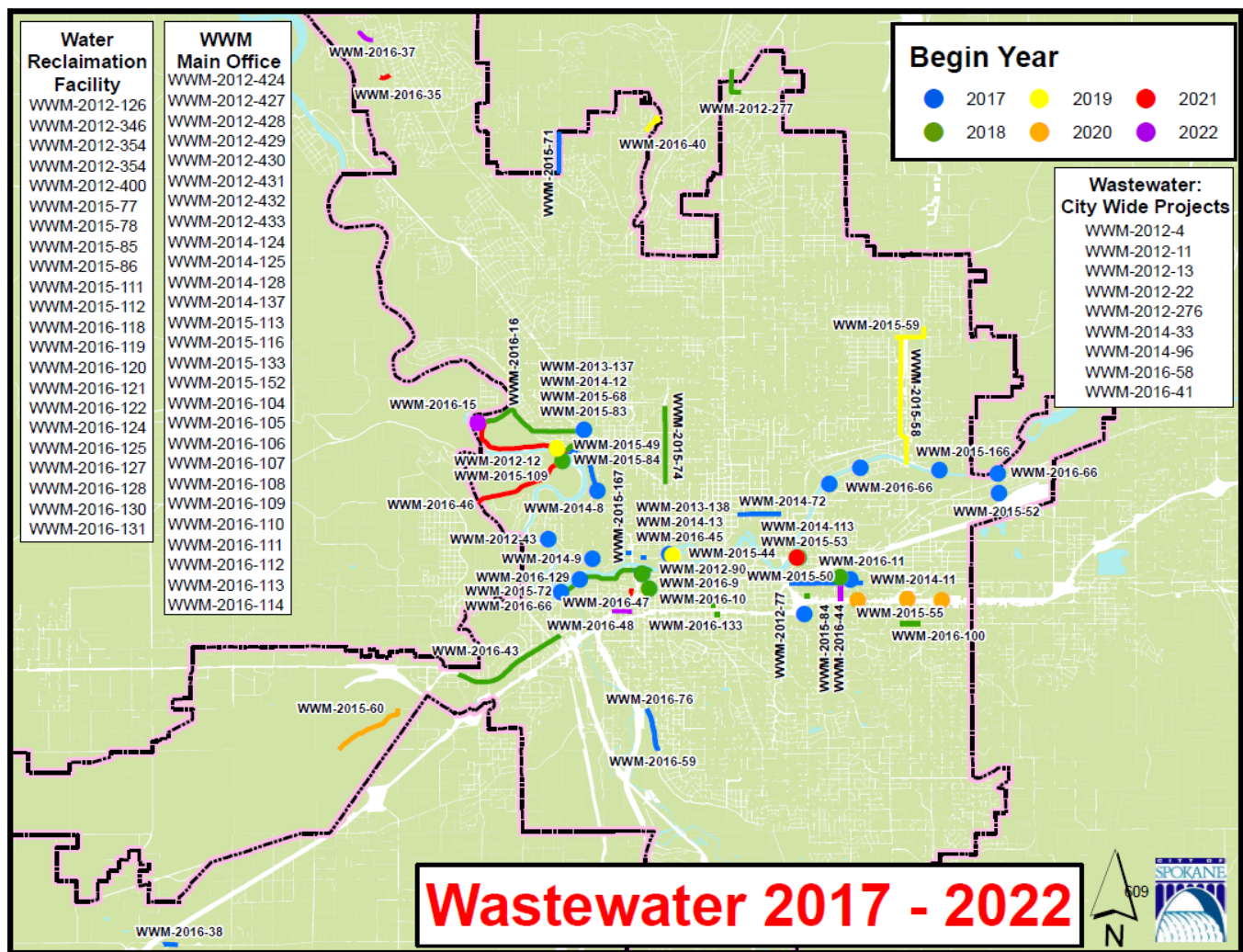
Police Department Capital Investments Map  
 [pg. 314 investment occurs in the heart of the CEZ]





Streets Department Capital Investments Map

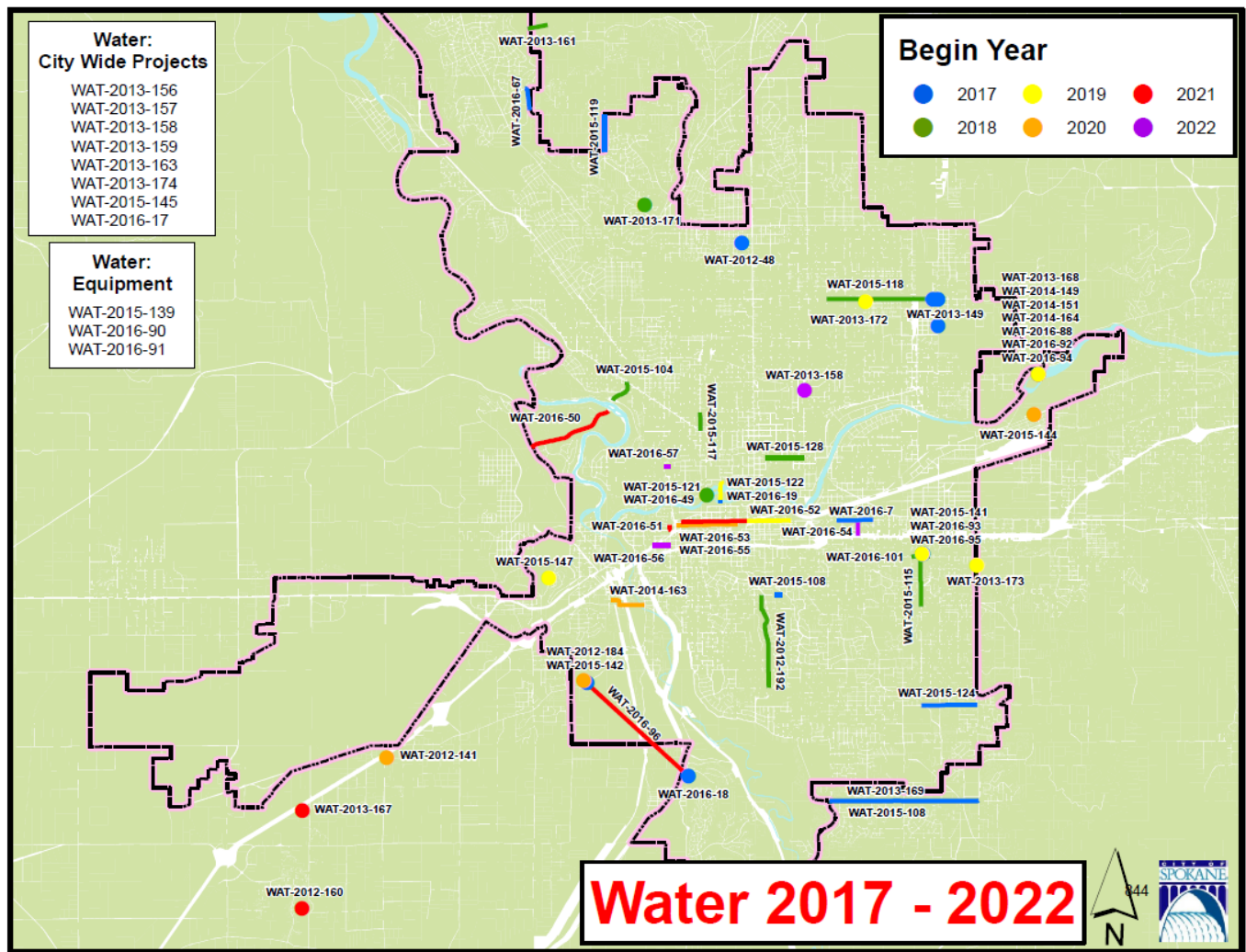
[pg. 409 Preponderance of the Streets Capital investments will be made within the CEZ]



Wastewater Capital Investments Map

[pg. 609 virtually all capital investment will occur within the CEZ]





Water Capital Investment Map

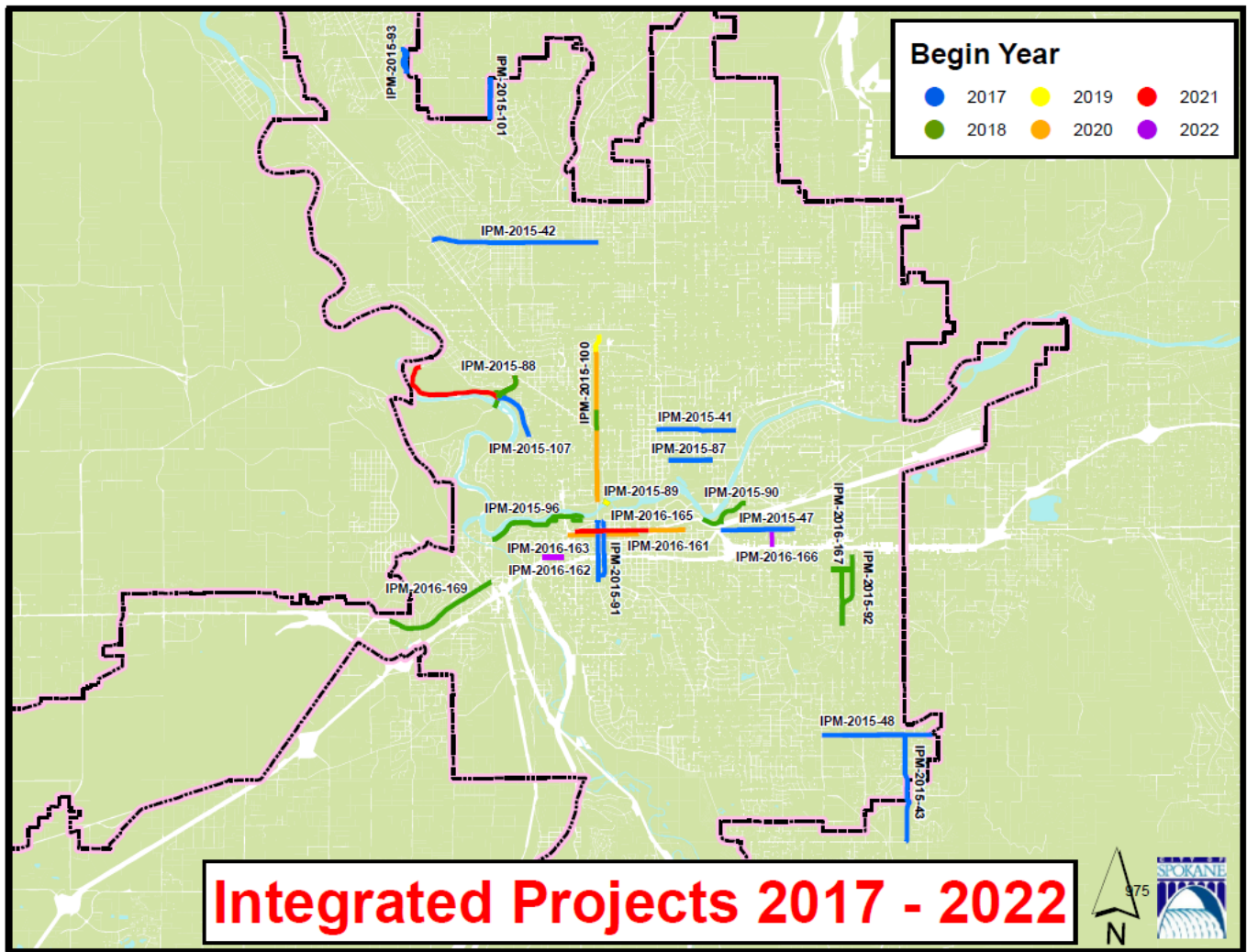
[pg. 844 A significant portion of the capital investments will occur within the CEZ]

Integrated Projects [excerpt pg. 972]

### Background

Maintaining the public infrastructure, from streets to sewer lines, that serves, as the community backbone is one of the most important responsibilities of City government. The Citywide Capital Improvement Program is a tool to identify needs the City intends to address over the next six years from all our service areas. These needs are based on the City's Comprehensive Plan goals. Our goals are: (1) Provide Transportation choices; (2) Accommodate access to daily needs and regional destinations; (3) Maximize benefits with integrated public investments; (4) Promote economic opportunity and fiscal responsibility; (5) Enhance public health and safety; (6) Respect Natural & Neighborhood Assets

The challenge is to not only meet these goals but to also consider all the ways streets are used. Ultimately, we want to broaden the traditional definition of streets from one that just considers the variety of mobility uses to a three-dimensional view that also includes belowground connectivity for public utilities such as sewer, water and stormwater. Integrated projects are the result of looking at the street right-of-way in this new way—three-dimensionally.







Integrated Projects Department Capital Investment Map  
[pg. 975 most capital investment is centered within the CEZ]

Attachment A: Spokane's Community Empowerment Zone Boundary Map (Black and White)





# Spokane's Community Empowerment Zone Boundary Map

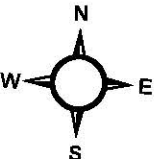
Printed by: kfreibott      Print date: 4/18/2019

## Legend

-  Proposed CEZ Boundary
-  Existing CEZ Boundary
-  Census Tracts
-  City of Spokane

## City Street

-  Freeway
-  Highway
-  Major Arterial
-  Minor Arterial



**THIS IS NOT A LEGAL DOCUMENT:**  
The information shown on this map is compiled from various sources and is subject to constant revision. Information shown on this map should not be used to determine the location of facilities in relationship to property lines, section lines, streets, etc.

